



# Succeeding in a fast changing market

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# Nordic Semiconductor at a glance



## Key Facts:

Founded in 1982, HQ in Norway

> 530 employees

R&D in Norway, Finland and Poland

Publicly Listed: OBX:NOD

Key partners: TSMC, AMKOR, ASE

- Fabless semiconductor company
- Low power wireless connectivity and embedded processing
- *Bluetooth*<sup>®</sup> low energy / ANT / 2.4GHz RF
- Market leader in *Bluetooth*<sup>®</sup> low energy
- > 1 billion wireless ICs shipped since 2002
- 198 MUSD revenue in 2016

# Our product offering

Embedded software



Wireless protocol stacks  
Application software (SDK)

Integrated circuits

“chips”



System-on-Chips (SoCs)  
Wireless connectivity (Radio)  
Embedded processing (MCU)

Development tools



Development kits  
Software tools

# Incredible journey 2002 - 2016

20X

Revenue  
All organic



Niche player to global  
market leader

# 3 growth waves so far

First and second wave

Proprietary 2.4GHz RF



2002 →

82 MUSD in 2016

Stable market

#1 position

Third wave

Bluetooth® low energy



2011 →

107 MUSD in 2016

Fast growing market

#1 position

The future

Cellular IoT



2018 →

Products in development

Network deployments 2017

Exciting market opportunity



Technology is volatile...

**NOKIA**





How did we get there?

.... attitude

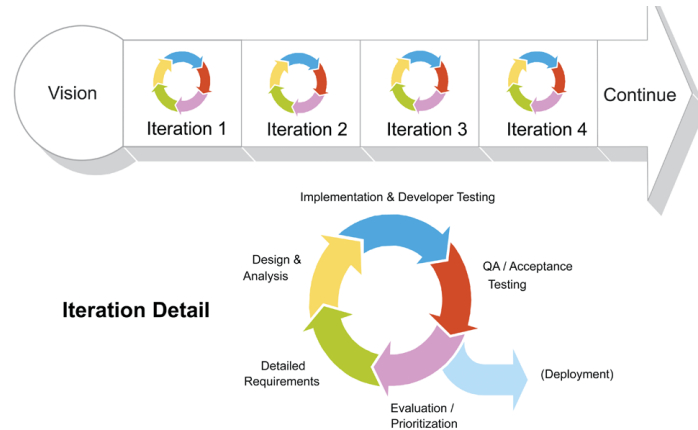




# #1 – Embrace uncertainty and change

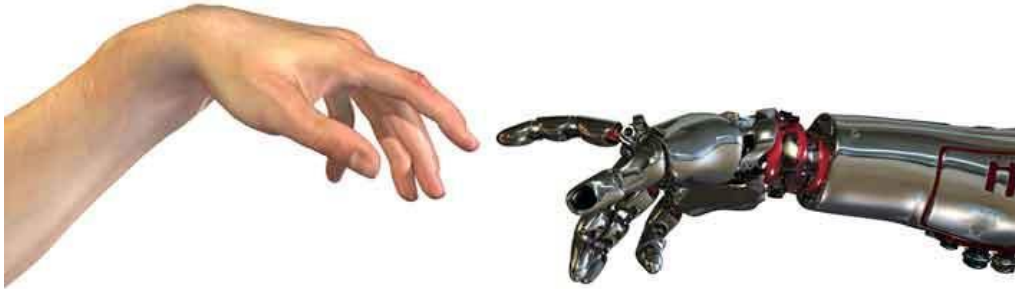


Forget about the grand detailed plan



Set objective / direction  
Iterative execution

## #2 – Bold and ambitious



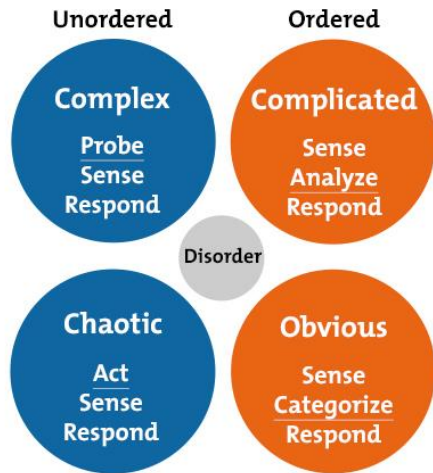
Underestimating  
what it takes to win

Underestimating what  
you can achieve



Aiming high  
enough!

# #3 – Fast and last minute decision making



Recognize  
complex problems

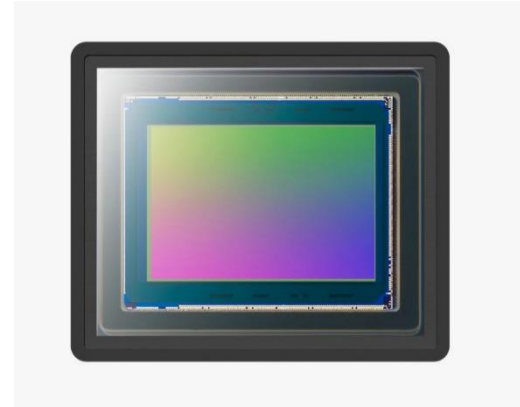


Maximize information  
Sequencing decisions

## #4 – Obsolete yourself



... if not someone  
else will do it



It's only  
about timing

## #5 - Humility



Internally, partners  
and customers



Competitors

The background of the slide is a complex, glowing blue network. It consists of numerous small, bright blue circular nodes connected by thin, light blue lines. The nodes are scattered across the frame, with some appearing larger and brighter than others, creating a sense of depth and activity. The overall effect is that of a digital or data network, possibly representing a social media graph or a neural network. The colors range from deep navy blue to bright cyan and white highlights on the nodes.

Thanks!