Succeeding in a fast changing market

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Nordic Semiconductor at a glance

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

Integrated circuits

“chips”

Embedded software

Embedded software

Development tools

System-on-Chips (SoCs)

System-on-Chips (SoCs)

Development kits

Development tools

Wireless protocol stacks

Wireless protocol stacks

Software tools

Application software (SDK)

Application software (SDK)

Embedded processing (MCU)

Embedded processing (MCU)
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...
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

- **Unordered**
  - Complex
    - Probe
    - Sense
    - Respond
  - Chaotic
    - Act
    - Sense
    - Respond

- **Ordered**
  - Complicated
    - Sense
    - Analyze
    - Respond
  - Obvious
    - Sense
    - Categorize
    - Respond

**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
Thanks!