

Dear Rajeev Suri,

on April 6th, 2016 the head of Nokia Germany announced the planned closing of the Berlin branch, and thus also the closing of the 15-year-old Integration Center Berlin for Pre-Implementation of OEM-Based Telecommunication Solutions (e.g. HLR, IMS, OneNDS, EIR, MNP, iNUM, NEBR, Juniper IP solutions).

This development has already been noticeable for several years: Nokia was pulling more and more tasks from the Berlin branch in general, step by step. We as people working here have often communicated the value of this branch including the Integration Center in Berlin.

Putting personal disadvantages of the affected employees and subcontractors aside, we also find the decision already made regarding closing the Berlin location wrong as well as risky concerning the company's interests. This endangers especially the rollout and implementation of projects for major customers with a high complexity of products/solutions and special customer requirements (e.g. Reliance India, VDF India, Everything Everywhere UK, Hutchison 3G).

In the following table we have compared the risks after closing with the advantages of maintaining the IC Berlin.

	"Pre-Implementation" / Pilot Mode in Integration Center Berlin	"Direct Delivery" Mode On-site, worldwide
Infrastructure	"All in one" established and optimized (perfect environment regarding power supply, air conditioning, internet access)	On-site often inadequate (in addition, customer satisfaction with onsite installations is low)
Networking of Roles (MEX, Logistic, PM, product experts, solution experts, DCM, Software Production)	"All in one" central in one location with effective communication – thus allowing short and direct problem resolutions (no „follow the sun“ delay in case of time critical / special projects)	Different non-central locations where deep communication takes longer and is often not efficient
Manpower	Not many, but highly qualified and very motivated guys with experience of many years (> 15) – flexible and loyal to the company	Many, inexperienced (often < 2 years) due to high fluctuation
Quality Standards and New Product Introduction (NPI)	Highest quality via centralized knowledge sharing and competence pool for project and product issue solving (internationally known seal "Made in Germany" due to high quality awareness)	Significant losses of quality as well as many problems due to non-centralized (hard-to-coordinate) work methods (no final quality check by second source)

E2E Product and Solution Introduction Business (e.g. Cloud, special path solutions)	Best prerequisites through having know-how <ul style="list-style-type: none"> • of several hardware and Telco platforms • of not only few products but complex Telco solutions • customer requirements • of customer network integration 	Difficult enabling due to scattered locations, accompanied by little previous experience
Business Case (E2E Lead Time / Costs)	Shortened by parallelization with specific support by experts and direct supplier support contracts (DoA) -> lower costs (estimated savings at 10 mil. € per year)	Takes longer due to custom clearance, serialization of work and inadequate on-site infrastructure -> higher costs

It seems clear that arguments for keeping IC Berlin going are strong and many. So why implement this decision?

We invite you to have an open discussion together with us, in the tradition of the Nokia values – Respect and Challenge – on the risks for Nokia's business in case of the closing of the Integration Center, and respective of maintaining the Berlin branch with the above-mentioned advantages.

Sincerely yours

<please see separate list of signatures of the employees of NOKIA Berlin>

Berlin, June 2nd 2016