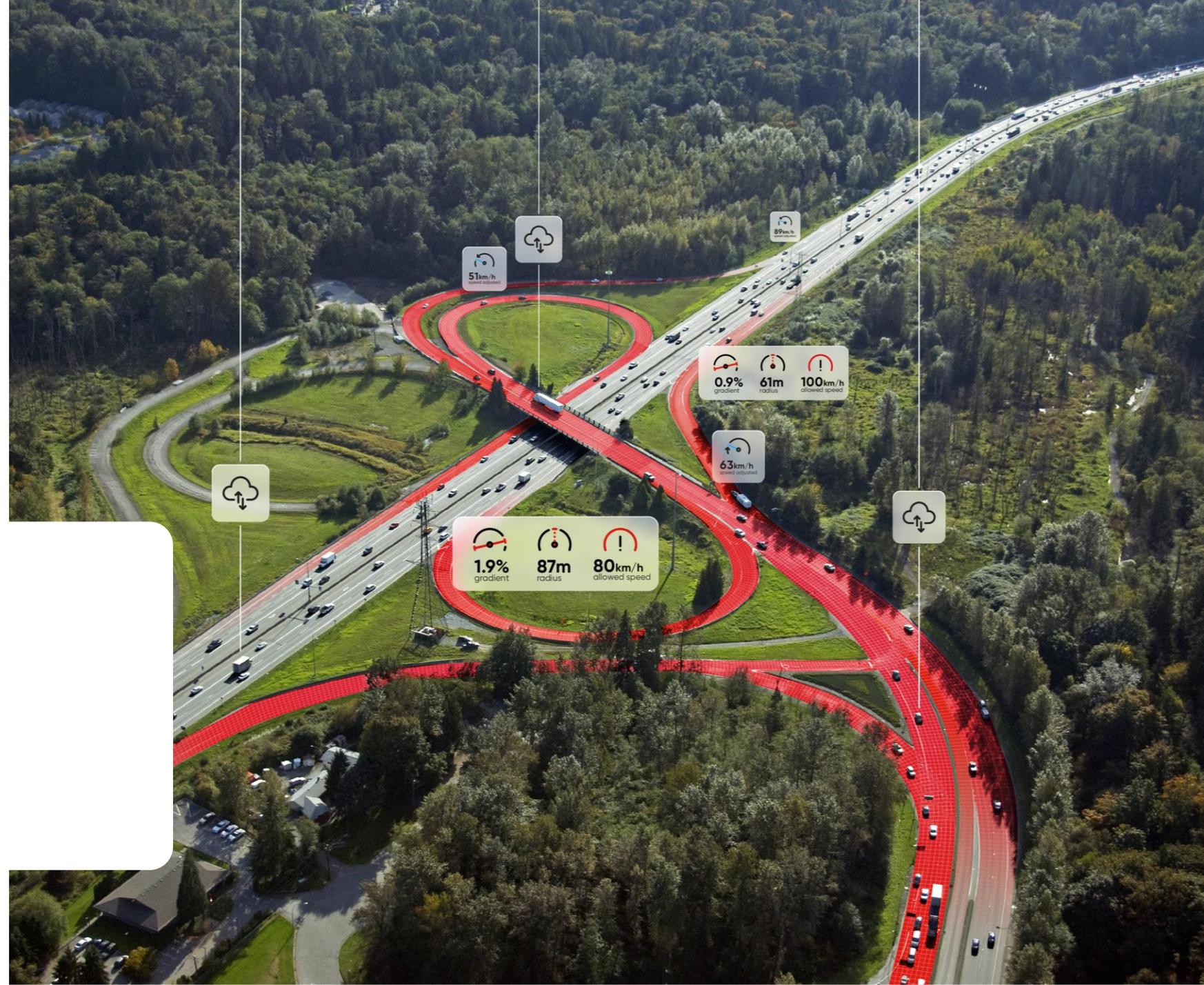




# Investor presentation

Q1 2024



# TomTom at a glance

Building the smartest maps to help people and businesses find their way in the world

## Business overview

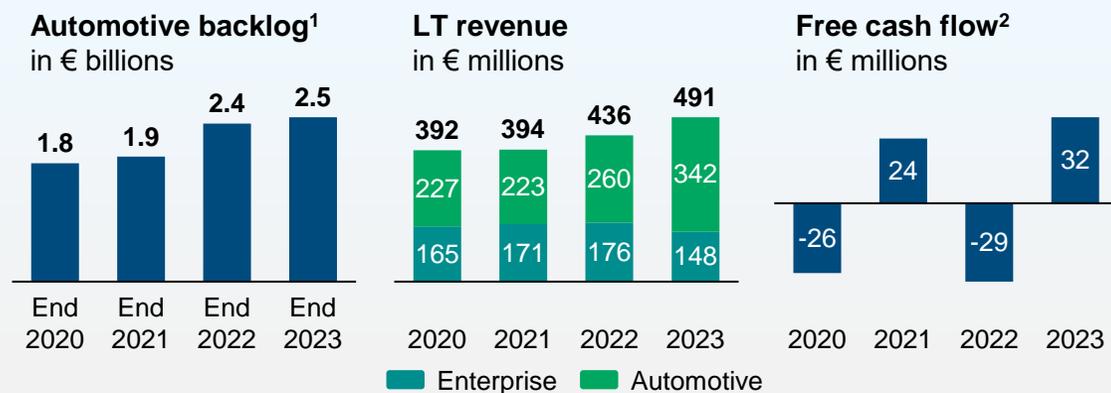
- TomTom is an independent location technology company
- Two customer segments, Location Technology (LT) and Consumer. Two sales channels in LT: Automotive and Enterprise
- Key customers include Stellantis, Volkswagen Group, Microsoft, and Uber
- Headquartered in Amsterdam. 3,700 employees globally. Main locations: Netherlands, India, Poland, Germany, USA, Belgium

## Assets

- Vast amounts of location-related data
  - >86m km of transportation networks
  - Real-time traffic data in 80+ countries
- Innovative mapmaking platform that can pool data from all relevant sources
- Advanced location technology applications



## Financial overview



## Product portfolio

- Geographic data and application layer
- Geographic data offering consisting of a global base map and proprietary value-add map layers, such as traffic info, ADAS features, and rich display
- Application layer containing APIs and SDKs, tools developers can use to integrate our data into their products

### Application layer

Development Solutions

Services

Value-add data

Base map

Geographic data

# Revolutionizing location technology

The **demand for location technology is immense and growing**, as location awareness is critical to enrich products, optimize processes, and reach new frontiers

We are capturing this **profound opportunity** by embracing open data and pioneering a technical standard for mapmaking



# The insatiable demand for location technology

The competitive push toward providing unique experiences, optimizing processes, and reaching new frontiers necessitates the leveraging of location technology, leading to a profound opportunity

## Unique experiences



- Personalized shopping and dynamic pricing in the **retail** industry
- Location-based and customized recommendations in the **travel** industry
- Dynamic content delivery in the **social media** and **entertainment** industries
- Dynamic and personalized in-car experiences in the **automotive** industry

## Optimized processes



- Real-time asset tracking to optimize **global supply chains**
- Route optimization in the **logistics** and **on-demand** industries
- User-based and enriched risk scoring in the **insurance** industry
- Location-informed advertising in the **marketing** industry

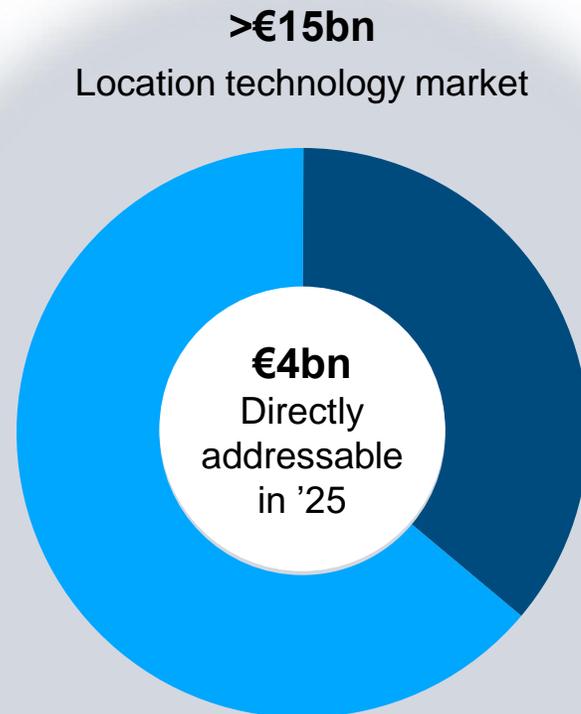
## New frontiers



- Increasingly automated and eventually fully **autonomous driving**
- **Augmented and virtual reality**, relying heavily on location awareness
- **Advanced robotics**, supported by artificial intelligence (AI)
- **Intelligent personal assistance** with geofenced features, supported by AI

# A rapidly growing addressable market

The deepening absorption of location technology leads to a large and growing market



 Directly addressable market\*, of which:

 Enterprise       Automotive

## Growth in our segments

### Automotive



Take rate increases due to key automotive industry trends, such as automated driving, electrification, and the software-defined vehicle

### Enterprise



Increasing adoption of location technology

New maps allow us to address a broader set of use cases

# Building on experience to capture growth opportunities

By virtue of our vast experience, we are uniquely well-positioned to support the expanding use of location technology across all industries



## Consumer navigation devices

Made a big bet investment to **shape and dominate a new industry**, enabling consumers to navigate with ease

Interaction with location

00s



## Automotive navigation solutions

**Successfully pivoted** to a growing market, supporting carmakers to bring location technology into the car

Integration of location

Interaction with location

10s



## All-round location technology

**Embracing open, standardized data** to support the deeper absorption of location technology in companies' processes and products, and vehicle software

Proliferation of location

Integration of location

Interaction with location

20s and beyond

# Our new approach to mapmaking

There is a wealth of location data being produced in every instance, holding great potential

But as this data non-standardized, it is difficult to bring together

As such, data standardization and flexible data integration are key to creating smart maps that answer industry demands

## Standardization



- We are promoting a **standard specification** that brings uniformity and consistency, organized through the **Overture Maps Foundation**
- AWS, Meta, and Microsoft have adopted the standard, and **adoption is spreading**

## Flexibility



- Our mapmaking platform is **inherently compatible** with this standard, and automatically ingests **all relevant data**
- Open data is supplemented by our **proprietary data**, to create maps that answer all industry requirements

## Interoperability



- We aim to provide a **canvas** for customers and partners to build on and add content to
- Our platform integrates all datasets, publishes them as a consistent map, and exposes the map to applications

# How we create TomTom Orbis Maps

Our mapmaking approach and advanced mapmaking platform allow us to create great customer value

## Leveraging rich sources ...

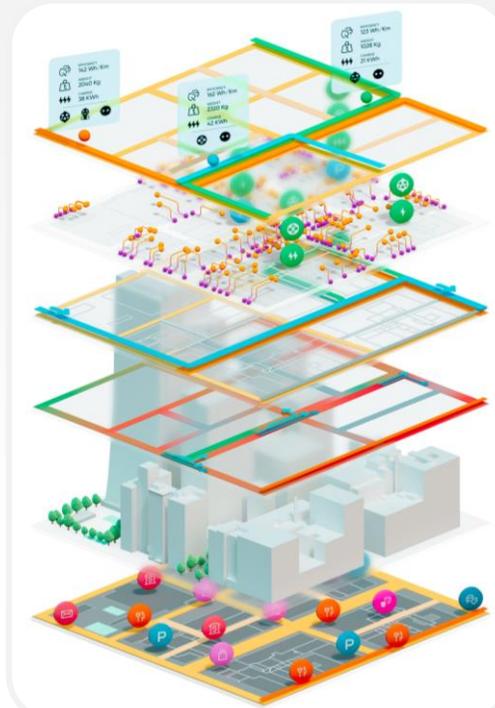
**Custom (bring your own) data**  
Customers' data that they want to integrate into the maps they use

**TomTom data**  
Probe data  
Sensor-derived observations  
Survey vehicle data  
Partner data  
Acquired data

**Open data**  
Data from AWS,  
Meta, Microsoft,  
OpenStreetMap



## ... to create smarter maps ...



**Custom layers**  
Bring-your-own-data,  
e.g. pickup points or  
HD map content

**TomTom value-add layers**  
Traffic and hazards  
Turn restrictions  
ADAS features  
Pedestrian features  
Two-wheeler features  
Premium display

**Base map**

## ... and great customer value



**Stronger collaboration and superior innovation**  
Based on standardization



**Richer features**  
Including two-wheeler and pedestrian features

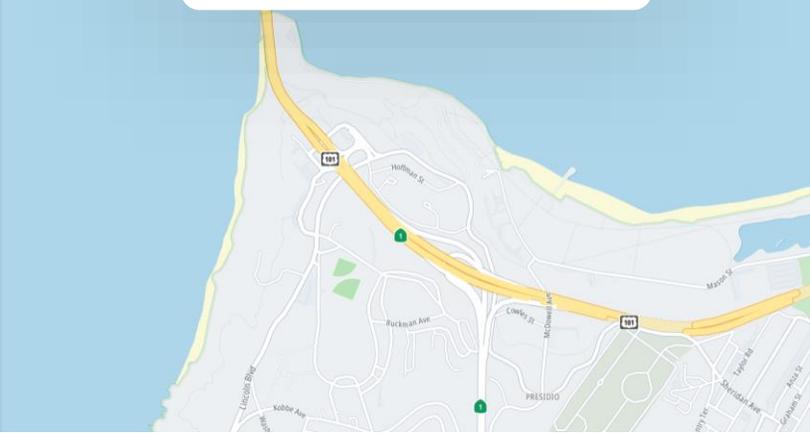


**Broader coverage**  
Global coverage, including in non-core areas

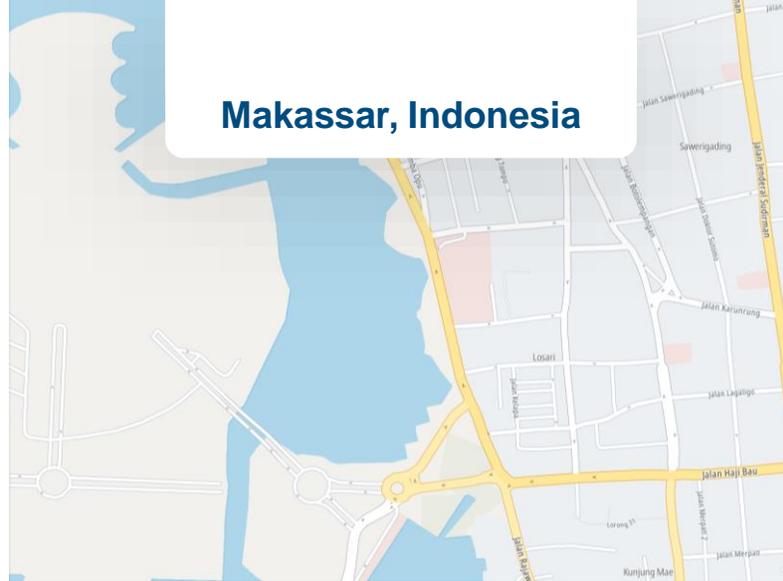


**Faster update cycles**  
Better support for real-time applications

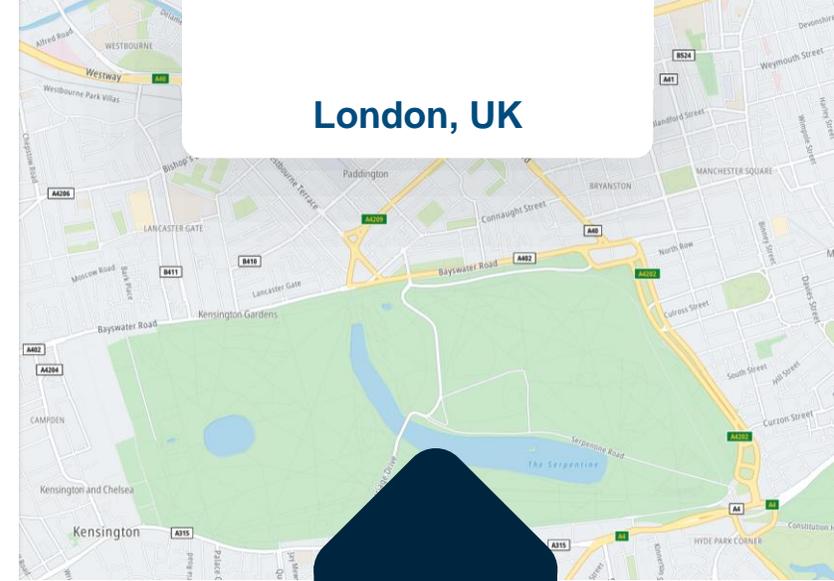
San Francisco (CA), USA



Makassar, Indonesia



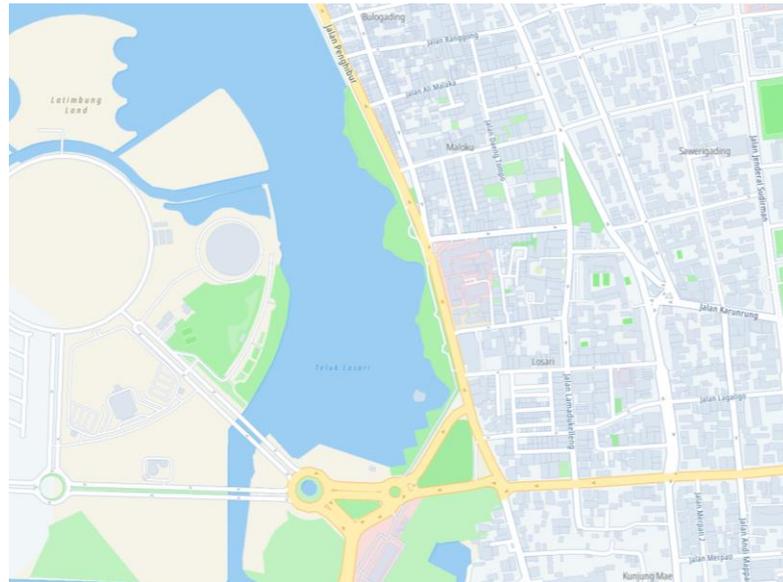
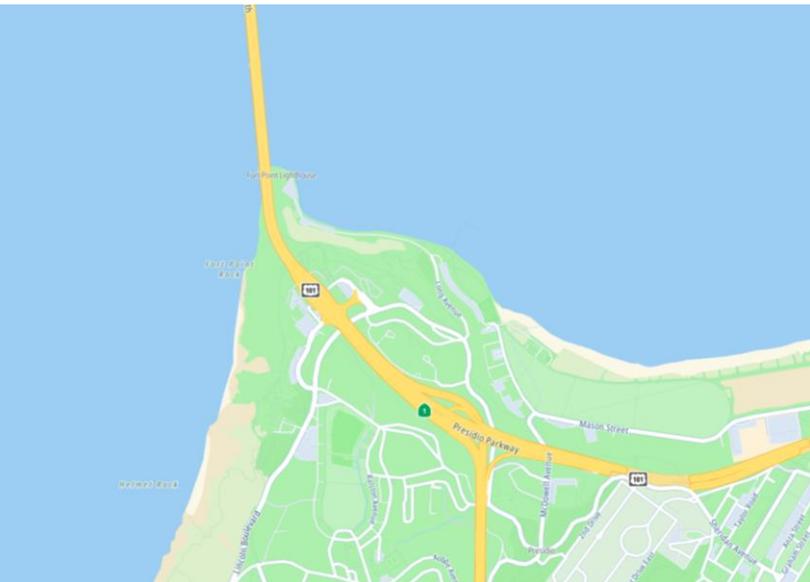
London, UK



Existing

# A step change in quality

We are improving our maps across all geographies, metrics, and features



TomTom  
Orbis  
Maps

# Product portfolio

On top of our maps, we provide an application layer to help developers get the most out of them

## Development solutions



- SDKs serving as 'building blocks' for developers
- Vehicle software libraries, including TomTom Digital Cockpit, that support great in-car experiences
- Highest-value product tying together full portfolio

## Services



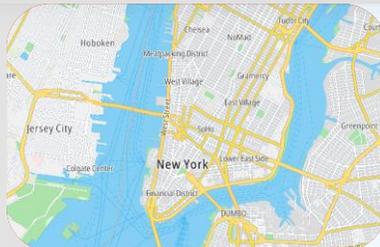
- APIs for Routing, Search, Display, Traffic, etc.
- Less friction for companies not able of developing these services themselves

## Value-add layers



- Richer features, key to application developers
- Speed limits, one-ways, lanes, traffic, addresses, etc.
- Serving larger companies that integrate themselves

## Base map



- Basic features
- Roads, cities, countries, lakes, mountains, etc.

# Automotive market growth

Take rates are rising on the back of key industry trends, driving growth in our addressable market

## Key trends driving growth



### Electrified mobility

>45% of cars produced are expected to be EVs by 2030, up from 16% today

### Regulation and automation

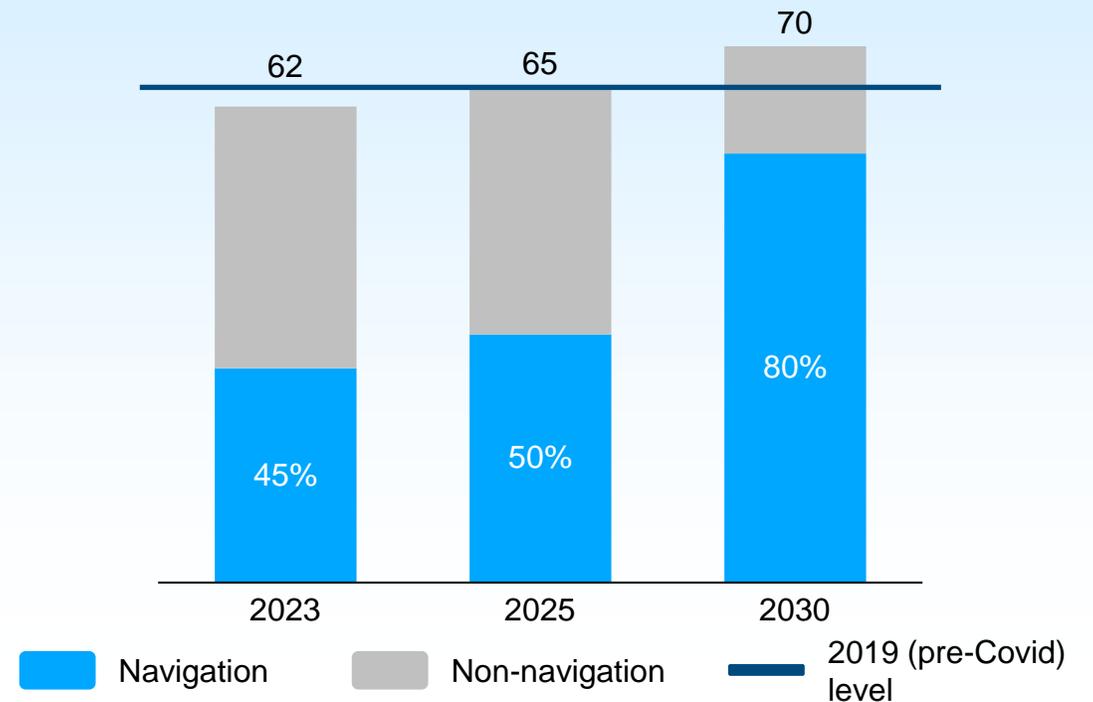
Increased interest and regulation w.r.t. efficiency, driver comfort, safety

### Software-defined vehicle

Differentiation will be driven by software, leading OEMs to focus on it

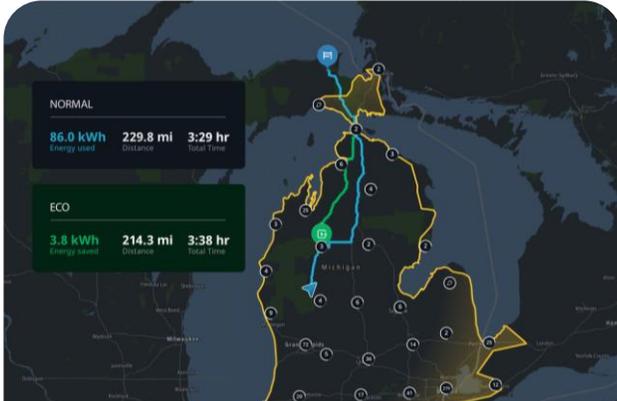
## Increasing addressable market

Annual light vehicle production and navigation take rate  
(in millions of vehicles produced, global excl. China)



# The right Automotive product portfolio

Products that play into powerful market trends



## Electrified mobility

- TomTom EV Routing and Range provides drivers with the information needed to avoid range anxiety
- Information including state of charge and dynamic charging point availability is automatically factored into routing



## Regulation and automation

- Our ADAS and HD maps support the automated driving features of more than 10 million vehicles on the road today
- Our technologies also support OEMs in compliance with safety-related regulatory requirements, such as ISA



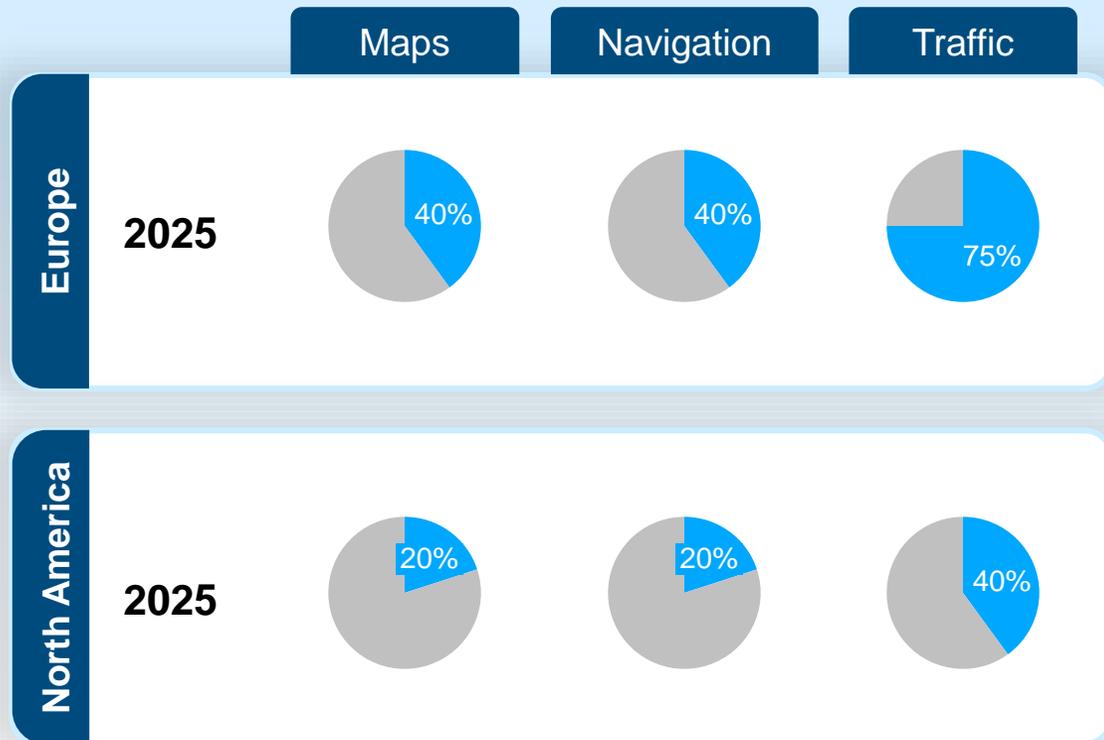
## Software-defined vehicle

- Our maps, traffic, and software enable a differentiating in-car experience, as exemplified by TomTom Digital Cockpit
- We continue to innovate, recently introducing AI voice assistance in collaboration with Microsoft

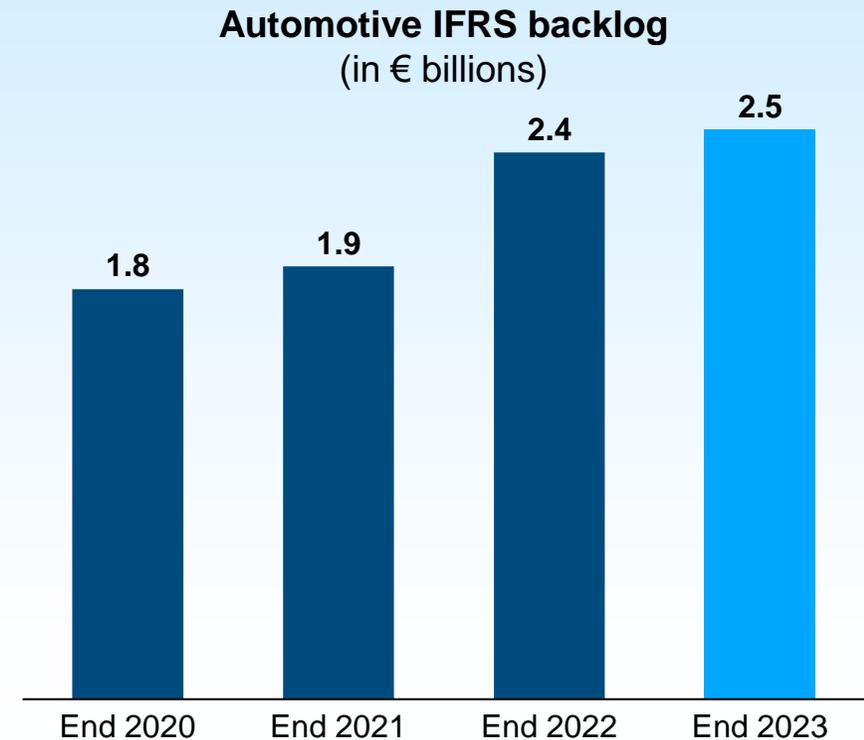
# Strength in Automotive

Our growing market share and strong Automotive backlog demonstrate the competitiveness of our offerings

## Growing market share in core markets



## Strong Automotive backlog



# Opportunities in Enterprise

Location technology can make firms more competitive, driving adoption and strong market growth  
With our new maps, we are now able to address more use cases and tap deeper into this market

## Increasing market demands

### Optimized processes



Location technology can play a pivotal role in streamlining operations

On-demand, fleet & logistics industries

### Unique experiences

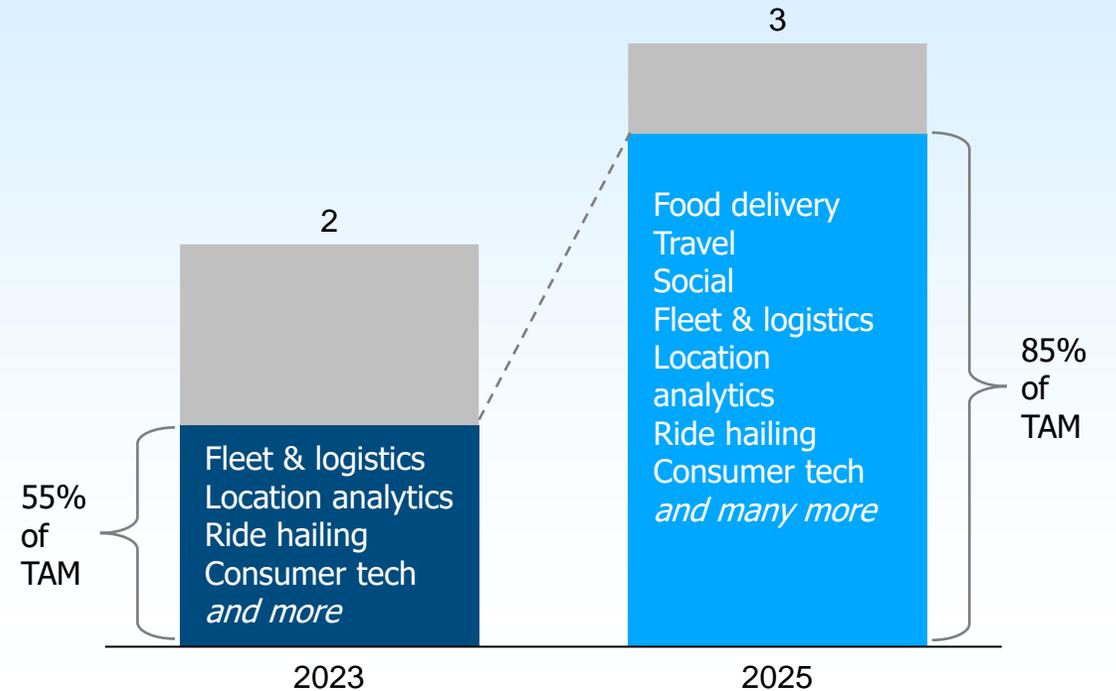


Location technology can be utilized to enrich firms' products and services

Travel and social media industries

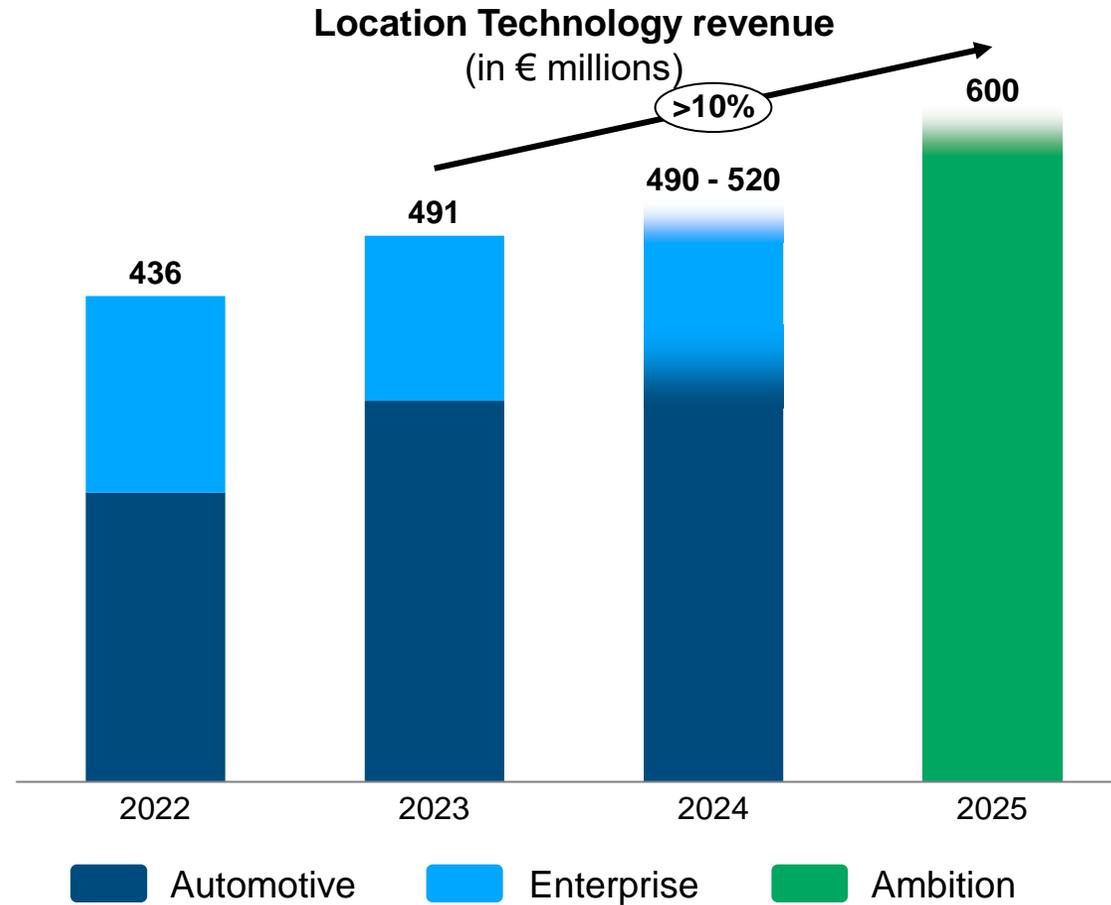
## Addressing a larger part of the market

### Location technology market (in € billions, excl. Automotive)



# Revenue ambition

Ambition of €600 million of Location Technology revenue, supported by our new approach to mapmaking and strong Automotive backlog

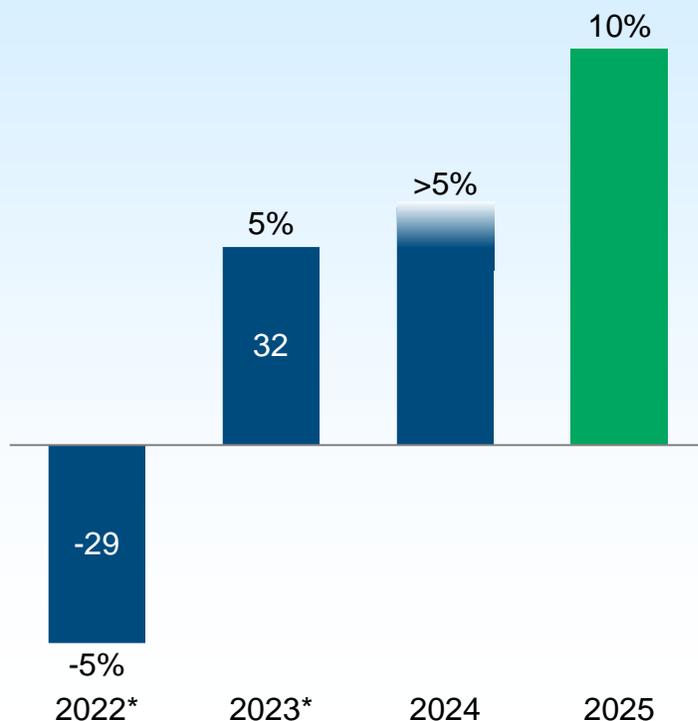


# Increasing free cash flow

Growing revenues and a stable cost base enable us to achieve operating leverage, this leads to an improving free cash flow, with a mid-term target of 10% of group revenue

## Profitable growth

**Free cash flow**  
(in € millions and as a % of group revenue)



## Capital allocation

- Profitable growth leads to a strengthening of our balance sheet
- Supported by our strong cash generation capabilities, we announced a €50m buyback program in October of 2023 with the aim of reducing our share capital

# Doing business responsibly

We identified key ESG themes with a broad group of stakeholders and set KPIs and targets

Theme	KPI	Target
Employer of choice	Employee Engagement Score	Employee Engagement Score equal to or higher than the benchmark score by 2025
People development	Percentage of employees utilizing development leaves	No specific target set yet
Diversity and inclusion	Gender diversity ratio and Belonging score	30% female representation at company level and 20% for senior management by 2025
Climate change actions	CO2 emissions and renewable electricity usage	Various targets, including carbon neutrality on Scope 1 and 2 by 2030
Data security and privacy	Percentage of engineers certifiably trained on security	75% of engineers trained on security by 2025
Data sourcing and partnerships	No specific KPI yet	No specific target yet
Responsible AI and automation	No specific KPI yet	No specific target yet

# Why TomTom?



## High-quality maps and location technology applications

- Rich, fresh, and versatile maps created using highly-automated mapmaking platform
- Broad set of APIs and SDKs



## Global and independent player in the location technology ecosystem

- Championing standardization, supported by a growing number of companies
- Offering customers neutrality and freedom to innovate



## Well-positioned to benefit from major market opportunities

- Automotive: Electrification, automation, and software-defined vehicle
- Enterprise: New maps address a much broader set of use cases



## Strong financial profile

- €2.5bn Automotive backlog, supporting €600m Location Technology revenue growth ambition and FCF generation target of 10% of group revenue by 2025
- Solid balance sheet with net cash of €315 million (YE 2023) and no debt

# Appendix



# Shareholder structure and outstanding shares

## Major shareholder structure

	Shares	% of total
Founder - Harold Goddijn	15,452,448	11.7%
Founder - Corinne Vigreux	14,982,531	11.3%
Founder - Peter-Frans Pauwels	14,652,531	11.1%
Founder - Pieter Geelen	14,140,030	10.7%
<b>Founders</b>	<b>59,227,540</b>	<b>44.7%</b>
<b>Free float</b>	<b>66,476,875</b>	<b>50.2%</b>
<b>Treasury shares<sup>1</sup></b>	<b>6,662,257</b>	<b>5.0%</b>
<b>Total shares</b>	<b>132,366,672</b>	<b>100%</b>

Date as of 5 March 2024

<sup>1</sup> Treasury shares are related to TomTom's [share buyback program](#). Shares purchased as part of the 2023 program are intended to be canceled, subject to shareholder approval

## Outstanding shares

	Q4 '23	FY '23
Common shares outstanding at the end of the period	132,366,672	132,366,672
Shares in issue at the beginning of the period	129,363,391	128,392,291
Shares in issue at the end of the period	127,649,310	127,649,310
<b>Average shares in issue during the period<sup>1</sup></b>	<b>128,567,971</b>	<b>128,841,359 [A]</b>
<b>Average shares outstanding from dilution of restricted stock units</b>	<b>2,558,650</b>	<b>3,585,448 [B]</b>
<b>Average fully diluted shares outstanding during the period<sup>2</sup></b>	<b>131,126,621</b>	<b>132,426,807 [A+B]</b>

Date as of 31 December 2023

<sup>1</sup> Shares held in treasury of 4,717,362 are taken into account when calculating the weighted average shares outstanding

<sup>2</sup> The average share price for the quarter was €6.11 and the average share price for the year was €6.93

# P&L

(€ in thousands)	Q3 '22	Q4 '22	Q1 '23	Q2 '23	Q3 '23	Q4 '23	FY '23	FY '22
Automotive	62,446	77,070	81,120	90,898	82,476	87,806	342,300	259,978
Enterprise	45,894	40,453	36,905	37,296	36,760	37,403	148,364	176,424
<b>Location Technology</b>	<b>108,340</b>	<b>117,523</b>	<b>118,025</b>	<b>128,194</b>	<b>119,236</b>	<b>125,209</b>	<b>490,664</b>	<b>436,402</b>
Consumer	27,963	21,490	22,693	28,355	24,878	18,170	94,096	99,941
<b>Revenue</b>	<b>136,303</b>	<b>139,013</b>	<b>140,718</b>	<b>156,549</b>	<b>144,114</b>	<b>143,379</b>	<b>584,760</b>	<b>536,343</b>
Cost of sales	26,381	18,100	20,025	27,281	25,175	16,511	88,992	86,619
<b>Gross profit</b>	<b>109,922</b>	<b>120,913</b>	<b>120,693</b>	<b>129,268</b>	<b>118,939</b>	<b>126,868</b>	<b>495,768</b>	<b>449,724</b>
<i>Gross margin</i>	81%	87%	86%	83%	83%	88%	85%	84%
Research and development expenses - Geographic data	50,548	43,736	42,180	45,798	43,661	42,957	174,596	205,760
Research and development expenses - Application layer	45,768	42,713	42,461	49,410	47,263	45,485	184,619	171,504
Sales and marketing expenses	13,568	14,202	12,982	14,158	14,180	15,760	57,080	50,353
General and administrative expenses	17,823	24,791	20,423	23,459	22,573	33,026	99,481	119,720
<b>Total operating expenses</b>	<b>127,707</b>	<b>125,442</b>	<b>118,046</b>	<b>132,825</b>	<b>127,677</b>	<b>137,228</b>	<b>515,776</b>	<b>547,337</b>
<b>Operating result (EBIT)</b>	<b>-17,785</b>	<b>-4,529</b>	<b>2,647</b>	<b>-3,557</b>	<b>-8,738</b>	<b>-10,360</b>	<b>-20,008</b>	<b>-97,613</b>
<i>EBIT margin</i>	-13%	-3%	2%	-2%	-6%	-7%	-3%	-18%
Financial result	1,826	-889	1,598	699	3,371	332	6,000	2,818
<b>Result before tax</b>	<b>-15,959</b>	<b>-5,418</b>	<b>4,245</b>	<b>-2,858</b>	<b>-5,367</b>	<b>-10,028</b>	<b>-14,008</b>	<b>-94,795</b>
Income tax (expense)/gain	-1,525	-3,367	-1,272	-1,597	-2,523	-1,608	-7,000	-7,940
<b>Net result<sup>1</sup></b>	<b>-17,484</b>	<b>-8,785</b>	<b>2,973</b>	<b>-4,455</b>	<b>-7,890</b>	<b>-11,636</b>	<b>-21,008</b>	<b>-102,735</b>

1 Net result is fully attributable to equity holders of the parent.

# Balance sheet

(€ in thousands)	30-Sep-22	31-Dec-22	31-Mar-23	30-Jun-23	30-Sep-23	31-Dec-23
Goodwill	192,294	192,294	192,294	192,294	192,294	192,294
Intangible assets	50,147	42,917	36,534	30,427	25,170	20,275
Other contract related assets	28,329	30,627	32,806	34,632	33,478	35,019
Lease assets, PP&E and other assets	67,474	72,432	53,579	70,557	71,268	70,143
Inventories	13,653	14,660	14,002	12,550	14,140	14,823
Trade receivables	75,813	65,743	69,192	76,470	77,096	69,156
Unbilled receivables	57,572	48,298	46,177	51,589	47,458	42,778
Prepayments and other receivables	20,814	36,803	37,309	33,260	26,117	36,209
Cash and cash equivalents and fixed-term deposits	329,808	303,729	321,249	316,059	325,427	315,194
<b>TOTAL ASSETS</b>	<b>835,904</b>	<b>807,503</b>	<b>803,142</b>	<b>817,838</b>	<b>812,448</b>	<b>795,891</b>
Total equity	208,491	199,606	206,815	208,014	202,829	181,588
Deferred tax liability	2,665	2,404	1,281	692	427	1,040
Lease liability	27,403	37,725	33,897	50,166	48,139	46,713
Provisions	37,643	29,257	25,022	24,628	25,051	25,720
Trade payables	11,820	6,102	10,981	16,575	10,471	21,168
Deferred revenue	444,609	438,650	441,802	437,947	439,908	433,230
Other contract related liabilities	22,169	18,921	18,644	20,100	19,715	17,078
Income taxes	2,180	3,133	2,986	2,406	3,012	1,594
Accruals and other liabilities	78,924	71,705	61,714	57,310	62,896	67,760
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>835,904</b>	<b>807,503</b>	<b>803,142</b>	<b>817,838</b>	<b>812,448</b>	<b>795,891</b>

# Cash flow

(€ in thousands)	Q3 '22	Q4 '22	Q1 '23	Q2 '23	Q3 '23	Q4 '23	FY '23	FY '22
Operating result	-17,785	-4,529	2,647	-3,557	-8,738	-10,360	-20,008	-97,613
Foreign exchange adjustments	4,340	-3,933	38	-1,027	1,118	-1,343	-1,214	6,373
Depreciation and amortization	13,720	13,339	12,508	11,180	9,837	10,091	43,616	56,672
Change in provisions	-26,674	-4,953	-455	-697	308	-1,754	-2,598	-2,472
Other	3,113	2,905	2,401	3,810	2,627	3,622	12,460	10,463
Changes in working capital:	28,775	-20,169	-7,853	-7,886	11,104	7,960	3,325	1,046
<b>Cash flow from operations</b>	<b>5,489</b>	<b>-17,340</b>	<b>9,286</b>	<b>1,823</b>	<b>16,256</b>	<b>8,216</b>	<b>35,581</b>	<b>-25,531</b>
Interest (paid) / received	-238	47	1,109	2,005	2,257	2,574	7,945	-794
Corporate income taxes paid	-1,376	-2,255	-2,587	-3,620	-2,197	-2,427	-10,831	-5,083
<b>Cash flow from operating activities</b>	<b>3,875</b>	<b>-19,548</b>	<b>7,808</b>	<b>208</b>	<b>16,316</b>	<b>8,363</b>	<b>32,695</b>	<b>-31,408</b>
<b>Cash flow from investing activities</b>	<b>-81,257</b>	<b>43,592</b>	<b>-47,159</b>	<b>101,140</b>	<b>-112,446</b>	<b>4,911</b>	<b>-53,554</b>	<b>-30,774</b>
<b>Cash flow from financing activities</b>	<b>-2,698</b>	<b>-3,549</b>	<b>-3,456</b>	<b>-2,745</b>	<b>-2,918</b>	<b>-14,339</b>	<b>-23,458</b>	<b>-10,318</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>-80,080</b>	<b>20,495</b>	<b>-42,807</b>	<b>98,603</b>	<b>-99,048</b>	<b>-1,065</b>	<b>-44,317</b>	<b>-72,500</b>

## Additional information:

### Free cash flow

Cash flow from operating activities	3,875	-19,548	7,808	208	16,316	8,363	32,695	-31,408
Investments in intangible assets	-116	-78	0	0	0	0	0	-5,271
Investments in property, plant and equipment	-1,141	-1,498	-1,371	-2,868	-4,337	-3,281	-11,857	-4,895
<b>Free cash flow</b>	<b>2,618</b>	<b>-21,124</b>	<b>6,437</b>	<b>-2,660</b>	<b>11,979</b>	<b>5,082</b>	<b>20,838</b>	<b>-41,574</b>
% of revenue	2%	-15%	5%	-2%	8%	4%	4%	-8%
Restructuring-related cash flow	5,849	6,539	4,043	5,792	944	399	11,178	12,388
<b>Free cash flow excluding restructuring</b>	<b>8,467</b>	<b>-14,585</b>	<b>10,480</b>	<b>3,132</b>	<b>12,923</b>	<b>5,481</b>	<b>32,016</b>	<b>-29,186</b>
% of revenue	6%	-10%	7%	2%	9%	4%	5%	-5%

# Important notice

## DISCLAIMER

This document contains certain forward-looking statements with respect to the financial position and results of TomTom's activities. We have based these forward-looking statements on our current expectations and projections about future events, including numerous assumptions regarding our present and future business strategies, operations and the environment in which we will operate in the future. These forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from those expressed in the forward-looking statements, and you should not place undue reliance on them. Many of these risks and uncertainties relate to factors that are beyond TomTom's ability to control or estimate precisely, such as levels of customer spending in major economies, changes in consumer preferences, the performance of the financial markets, the levels of marketing and promotional expenditures by TomTom and its competitors, costs of raw materials, employee costs, exchange-rate and interest-rate fluctuations, changes in tax rates, changes in law, acquisitions or disposals, the rate of technological changes, political developments in countries where TomTom operates and the risk of a downturn in the market. Statements regarding market share, including TomTom's competitive position, contained in this document are based on outside sources such as specialized research institutes, industry and dealer panels in combination with management estimates.

The forward-looking statements contained herein speak only as of the date they are made. We do not assume any obligation to update any public information or forward-looking statement in this document to reflect events or circumstances after the date of this document, except as may be required by applicable laws.

You will be solely responsible for your own assessment of the market and the market position of TomTom and you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of TomTom's business. This document does not constitute or form part of, and should not be constructed as, an offer or invitation to subscribe for or purchase any TomTom securities.

## NON-GAAP MEASURES

The financial information in this report includes measures, which are not defined by generally accepted accounting principles (GAAP) such as IFRS. We believe this information, along with comparable GAAP measurements, gives insight to investors because it provides a basis for evaluating our operational performance. Non-GAAP financial measures should not be considered in isolation from, or as a substitute for, financial information presented in compliance with GAAP. Wherever appropriate and practical, we provide reconciliations to relevant GAAP measures.

**Gross margin** is calculated as gross profit divided by IFRS revenue

**EBIT** is equal to the operating result

**EBIT margin** is calculated as operating result divided by IFRS revenue

**Net cash** is defined as our cash and cash equivalents minus the nominal value of our outstanding bank borrowings

**Free cash flow** is cash from operating activities minus capital expenditure (investments in intangible assets and property, plant and equipment)

**Automotive backlog** is the cumulative IFRS revenue from all awarded Automotive deals



**TomTom NV**  
**De Ruijterkade 154**  
**1011 AC Amsterdam**  
**The Netherlands**

[ir@tomtom.com](mailto:ir@tomtom.com)

+31 20 757 5194

[www.tomtom.com/investors](http://www.tomtom.com/investors)

