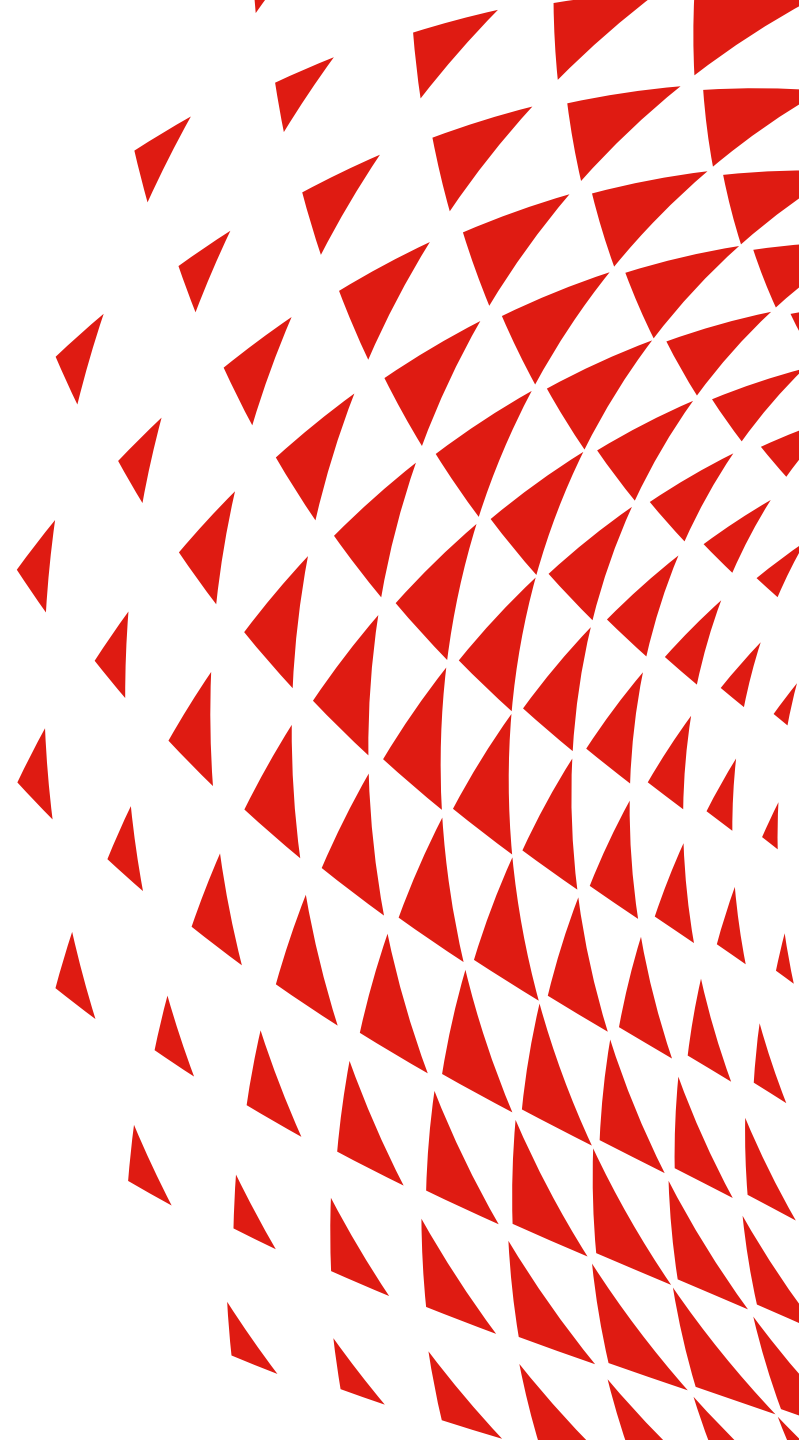




Products & Business Model

Johan Land | Chief Product Officer

**Capital
Markets
Day** 2022



1 Product portfolio

2 Business model

3 Ecosystem

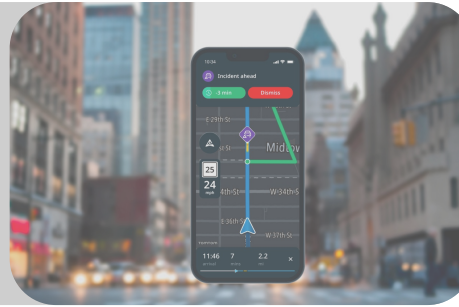


The background image shows a collaborative office space with brick walls and large windows. Several developers are working at their desks. In the foreground, a woman with long dark hair is seen from the side, focused on her monitor. To her right, a man with a beard and blue headphones around his neck is looking at his screen. In the background, another person is visible near a window. A long, thin desk lamp hangs over the workspace. The text 'Products for application developers' is centered in a white rounded rectangle.

Products for application developers

Product portfolio

SDKs



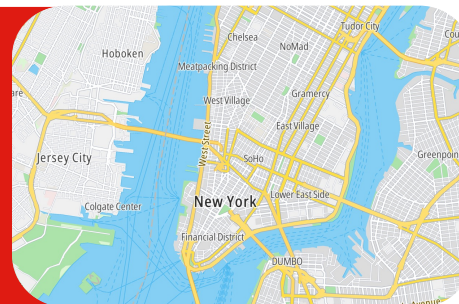
Services



Value-added data



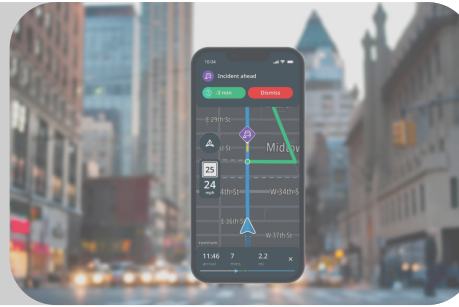
Base map



- > Basic features: roads, cities, countries, lakes, mountains
- > Only 5 global base maps

Product portfolio

SDKs



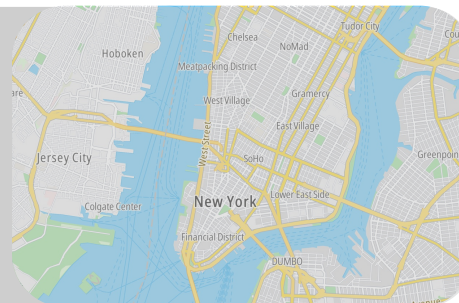
Services



Value-added data



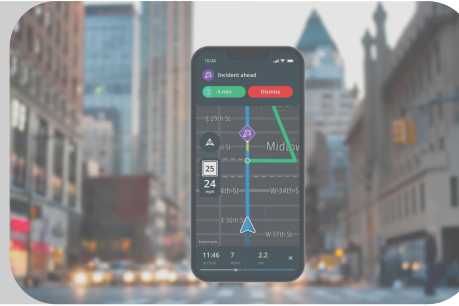
Base map



- > Rich features that are key to application developers: speed limits, one-way-streets, lanes, traffic, addresses, etc.
- > Serving larger companies that integrate themselves

Product portfolio

SDKs



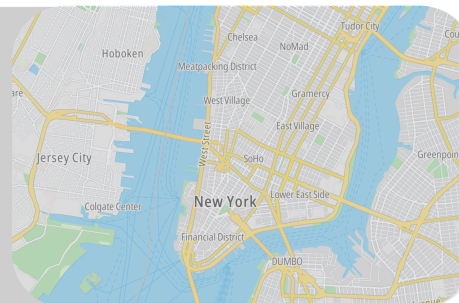
Services



Value-added data



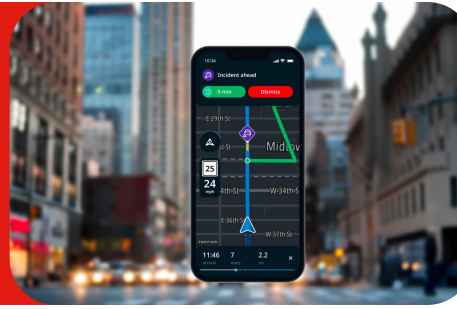
Base map



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

Product portfolio

SDKs



> "Building blocks" for application developers to bring in world class experiences with minimal investment

Services



> Highest-value product tying together the full value of our portfolio

Value-added data

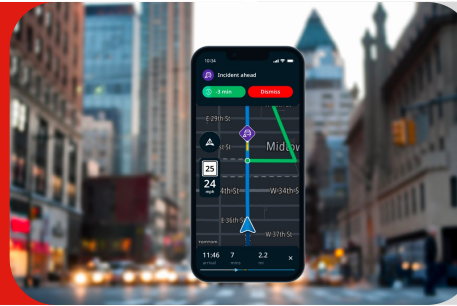


Base map



Business model

SDKs



- > Self-service or custom built
- > Fees for customization

Services



- > APIs with pay-for-usage revenue model

Value-added data



- > Proprietary data
- > Packages by segment and geography
- > Recurring revenue model

Base map



- > Entry point with limited support

Ecosystem



An aerial photograph of a multi-lane highway cutting through a dense green forest. The road has white lane markings and a few cars are visible. The sky above is blue with scattered white clouds. Two white rounded rectangular boxes with black text are overlaid on the image.

The flywheel is spinning ...

**... creating the best map with
a great business model**

