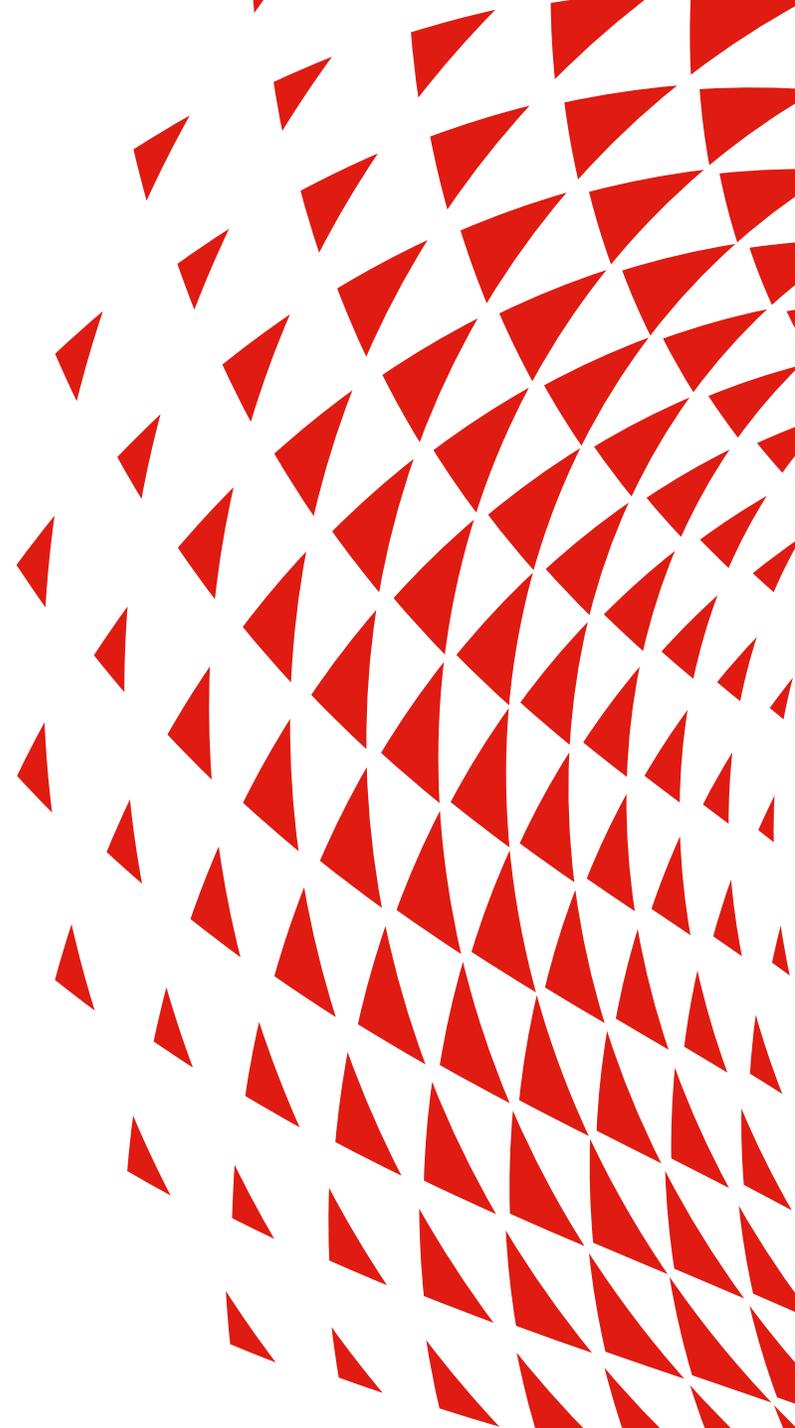




# Products & Business Model

Johan Land | Chief Product Officer

**Capital  
Markets  
Day** 2022



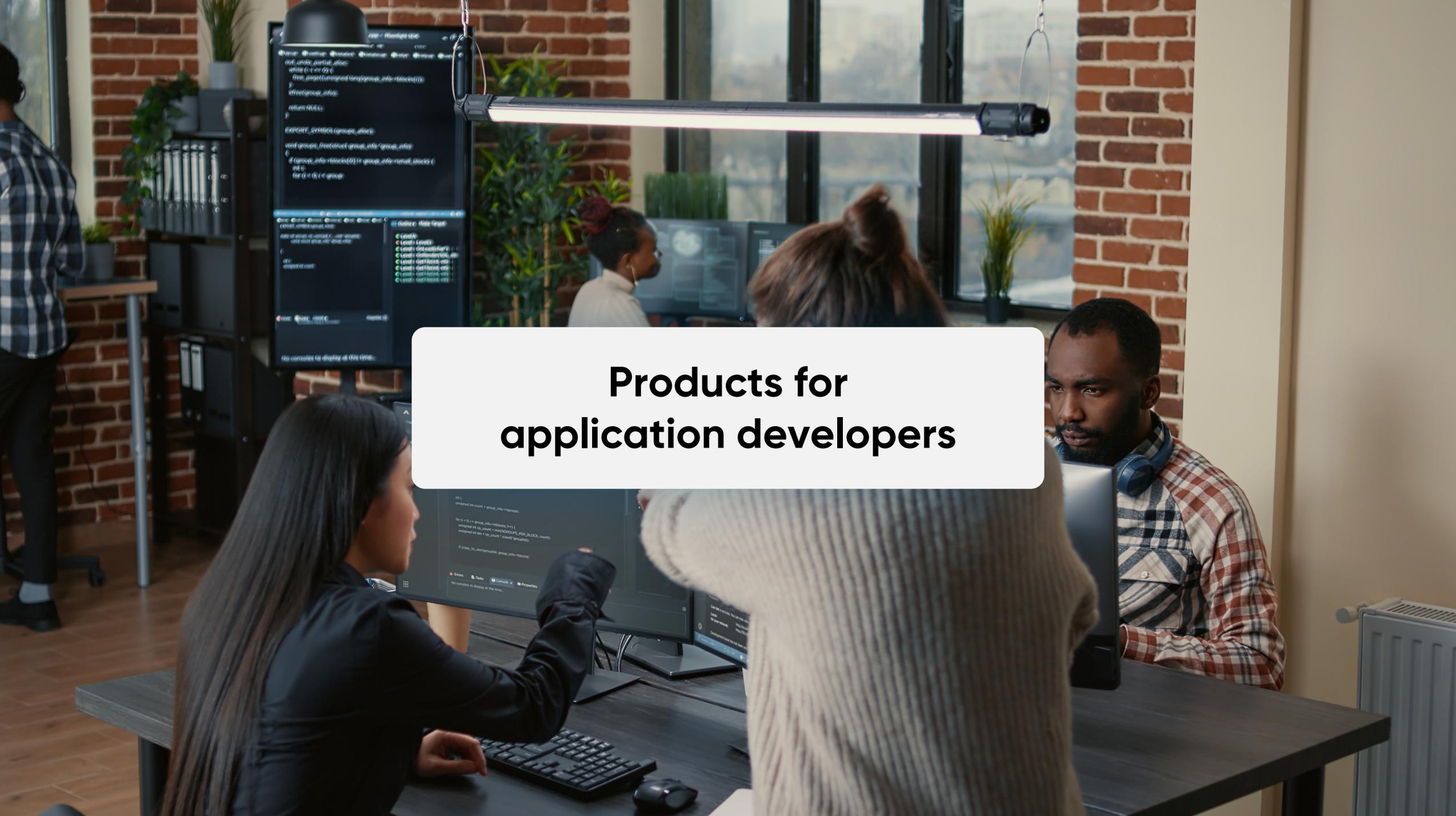
**1** Product portfolio

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**2** Business model

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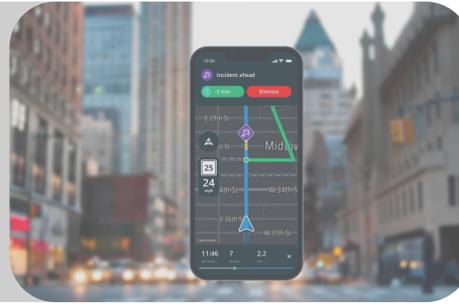
**3** Ecosystem



**Products for  
application developers**

# Product portfolio

SDKs



Services



Value-added data



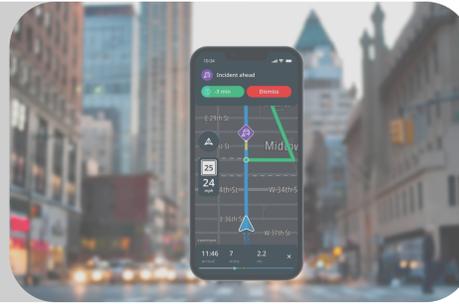
Base map



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

# Product portfolio

SDKs



Services



Value-added data



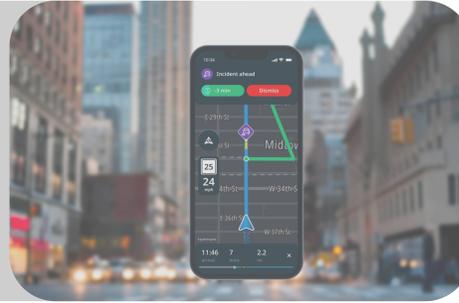
Base map



- > 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



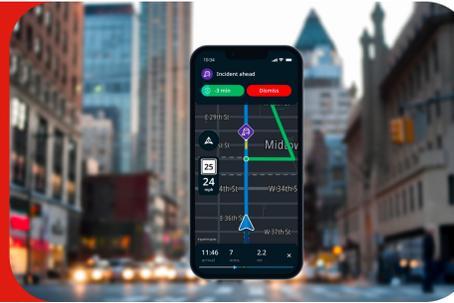
Base map



- > 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

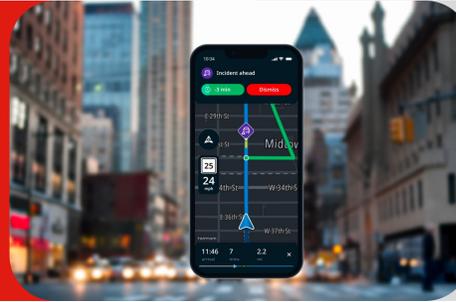


Base map



# 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 several cars driving on it. The sky is bright blue with scattered white clouds. The overall scene is a mix of nature and infrastructure.

**The flywheel is spinning ...**

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

