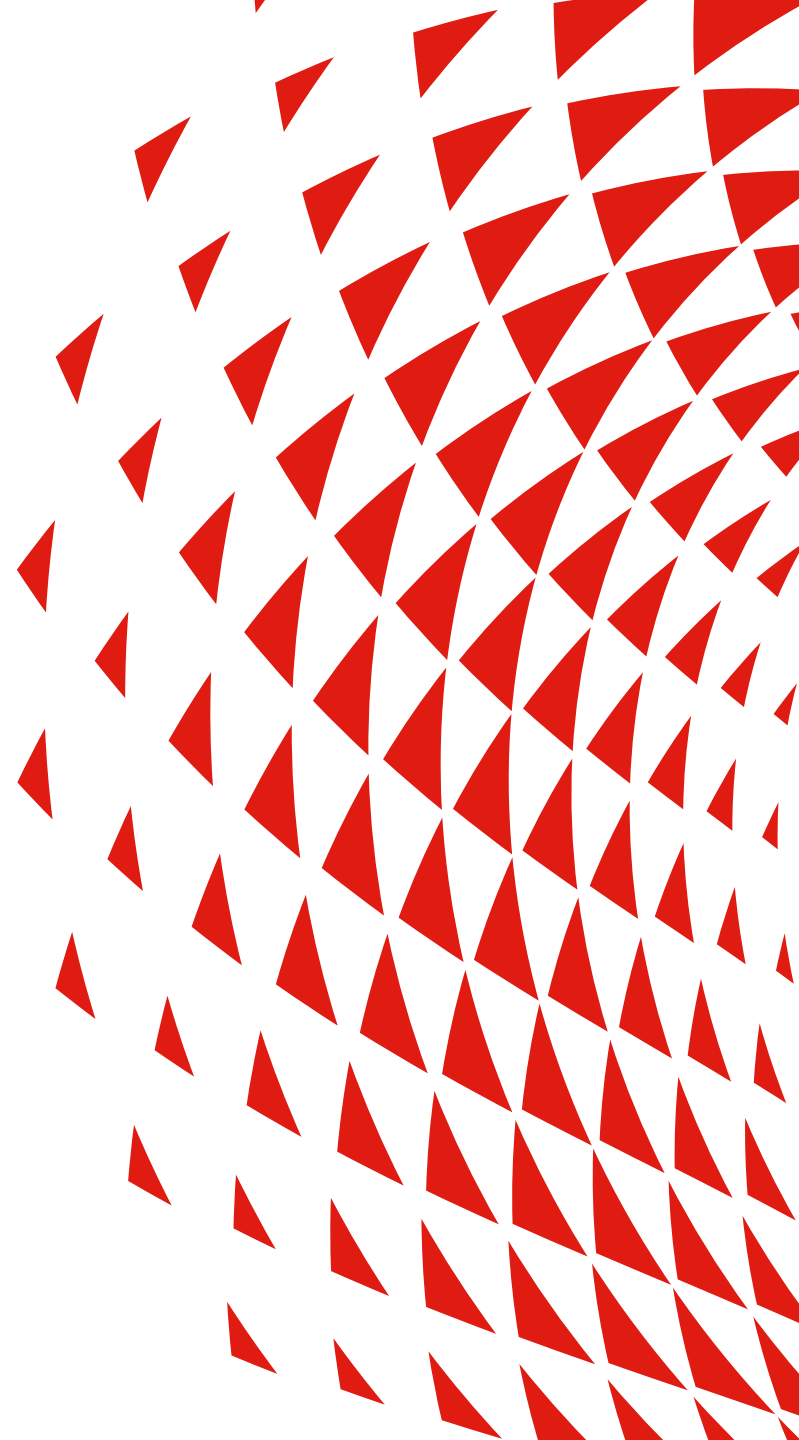




Strategy Update

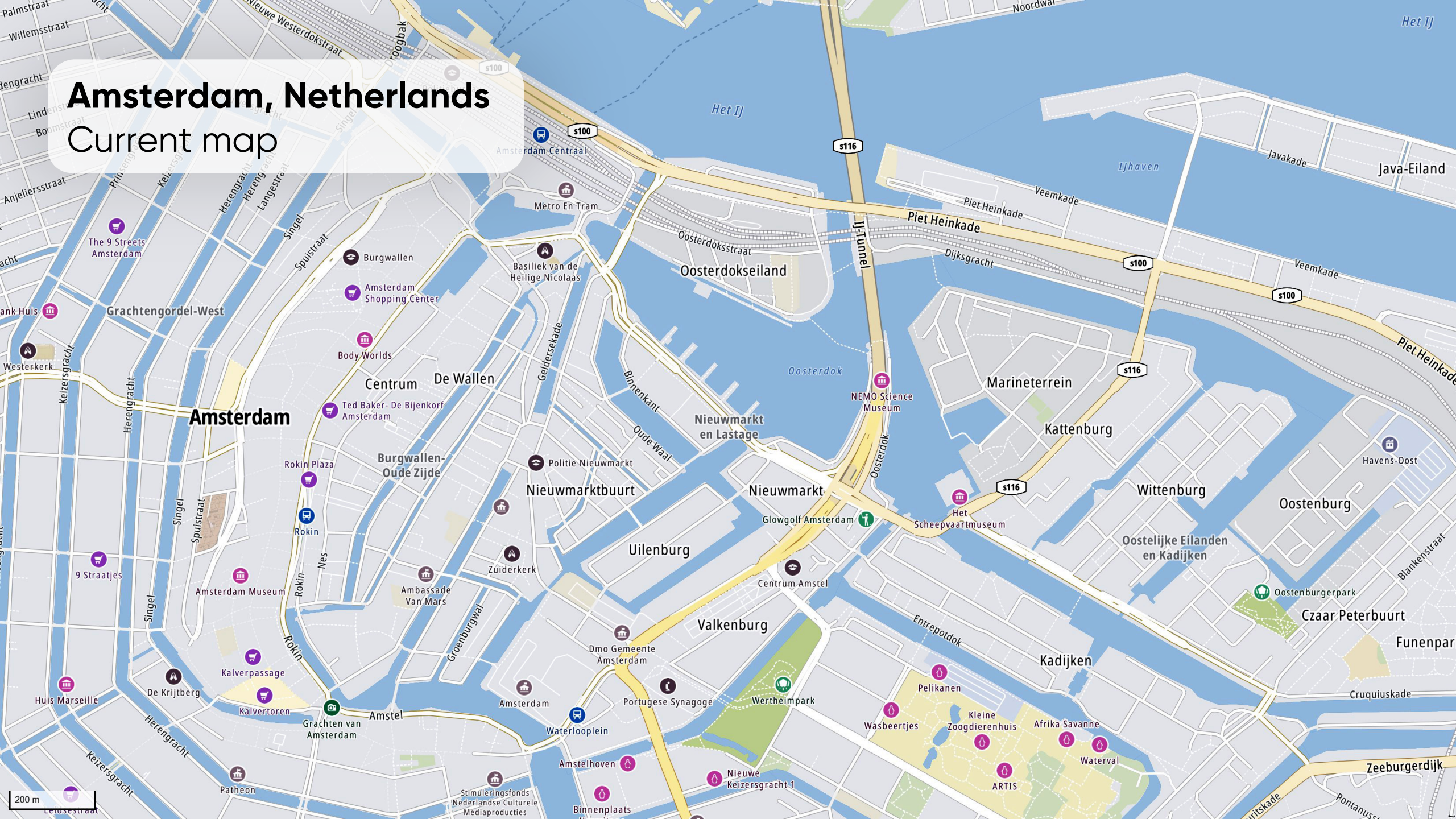
Harold Goddijn | Chief Executive Officer & Co-Founder

**Capital
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Day** 2022



Amsterdam, Netherlands

Current map



Amsterdam, Netherlands
New map

Amsterdam

200 m

Astana, Kazakhstan

Current map

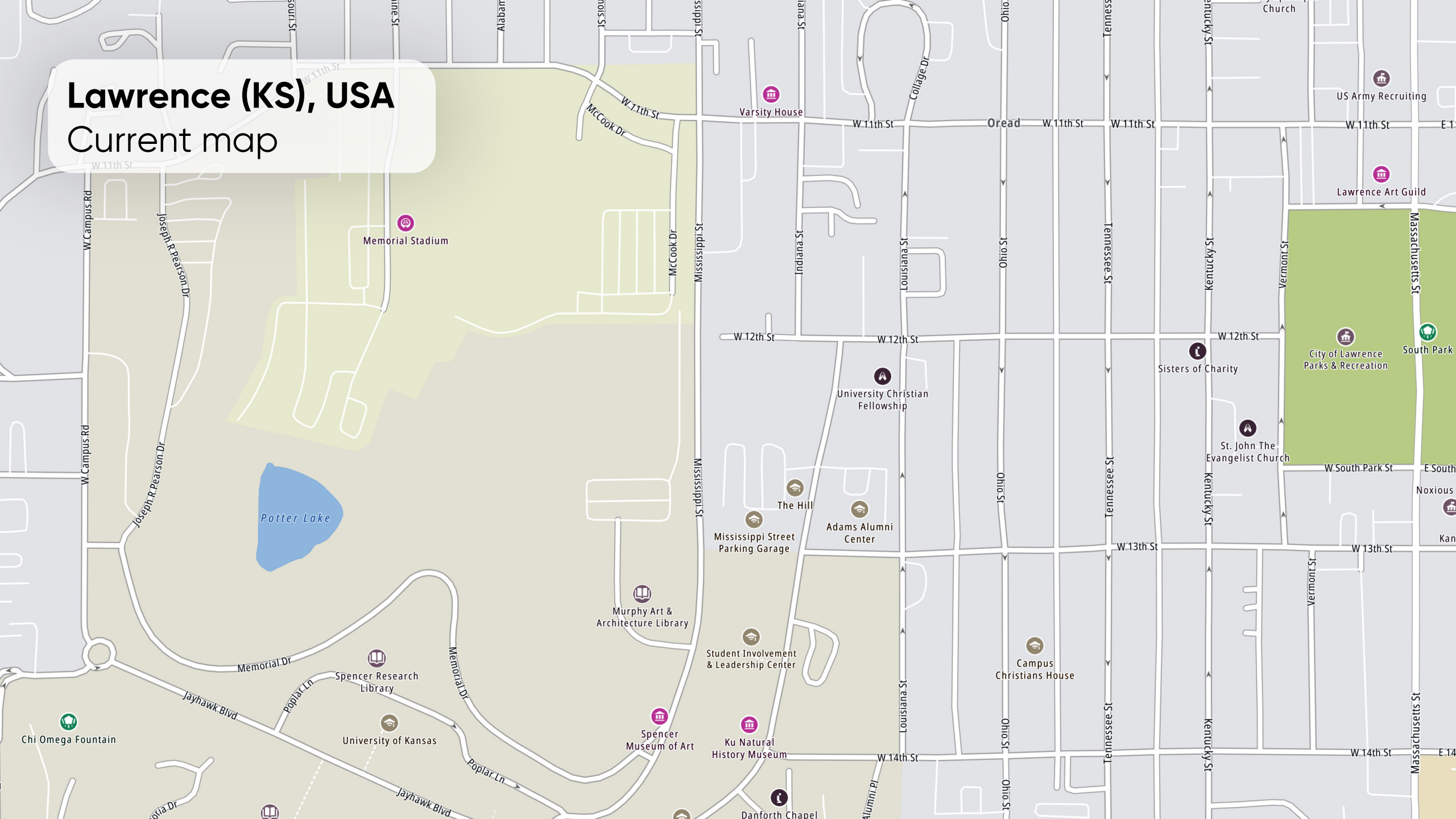
Astana, Kazakhstan

New map



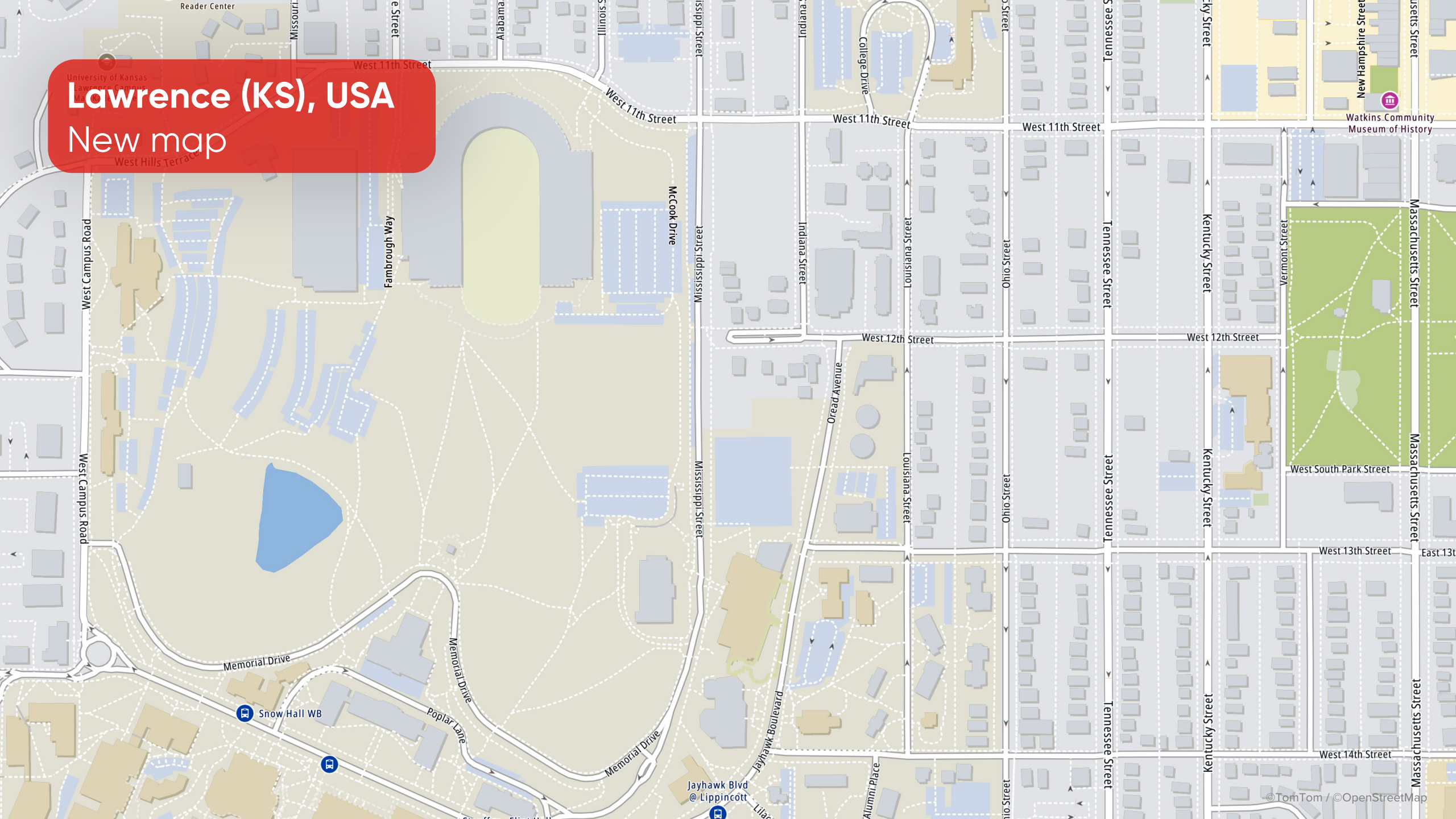
Lawrence (KS), USA

Current map



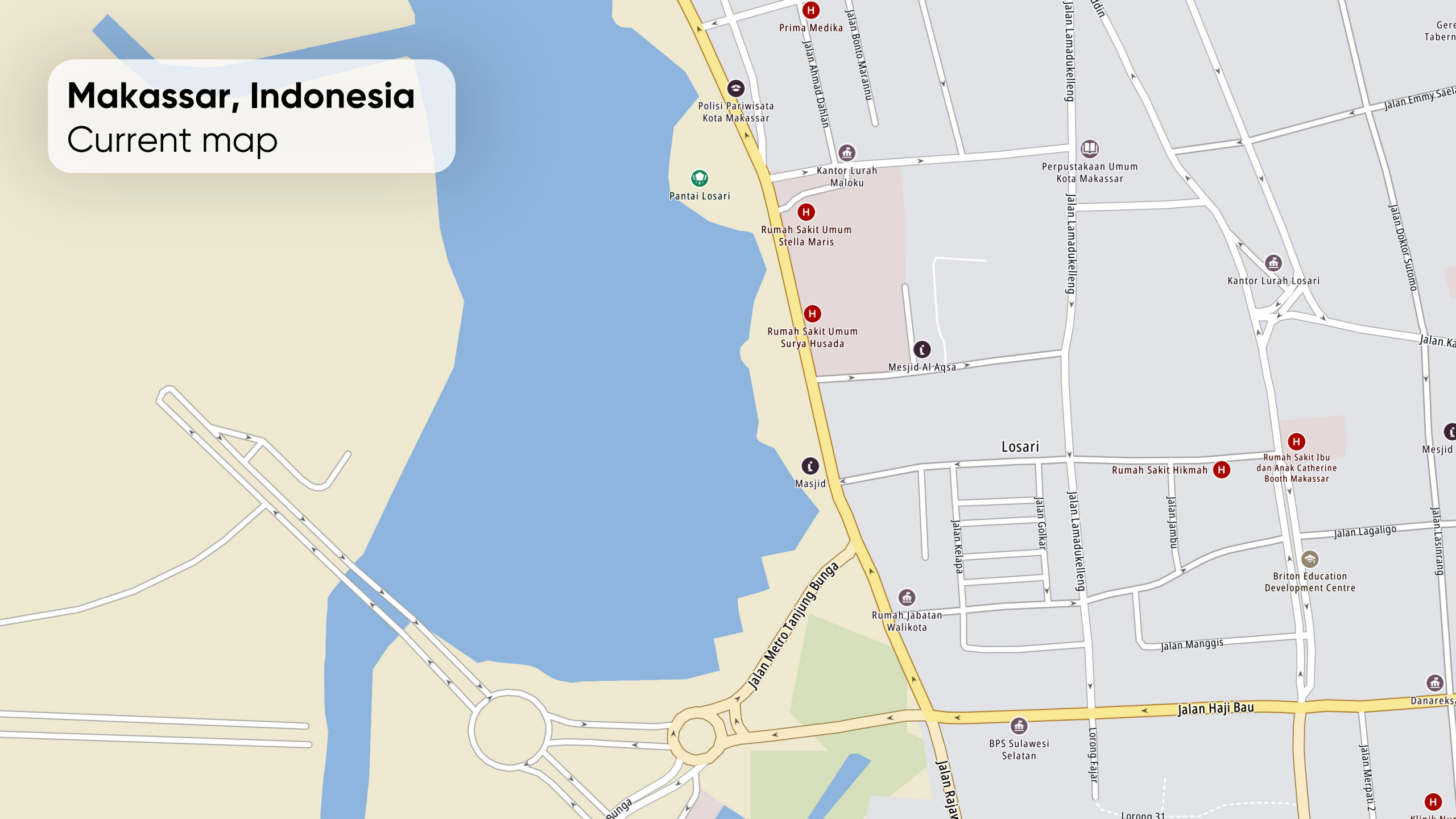
Lawrence (KS), USA

New map



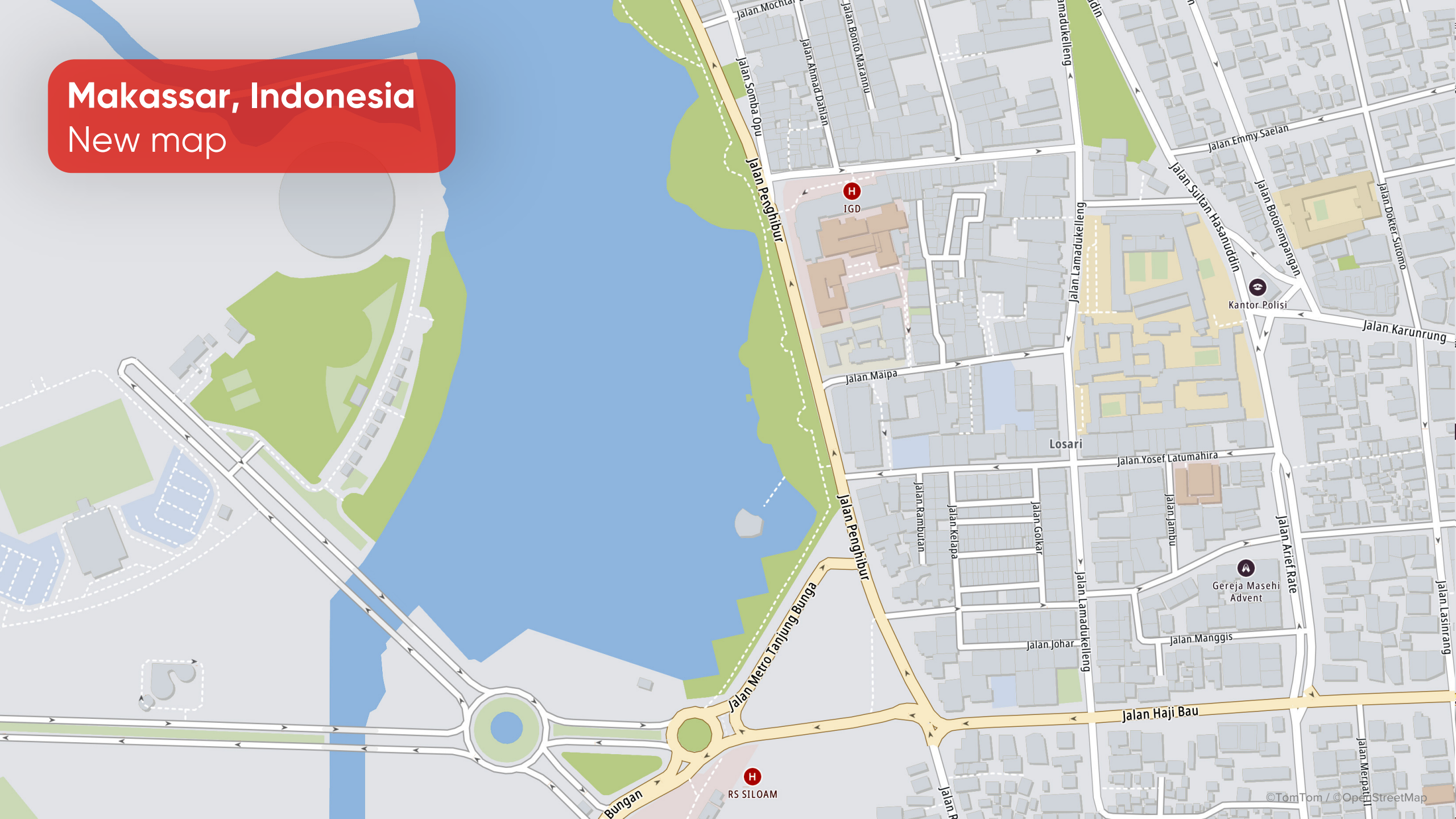
Makassar, Indonesia

Current map



Makassar, Indonesia

New map

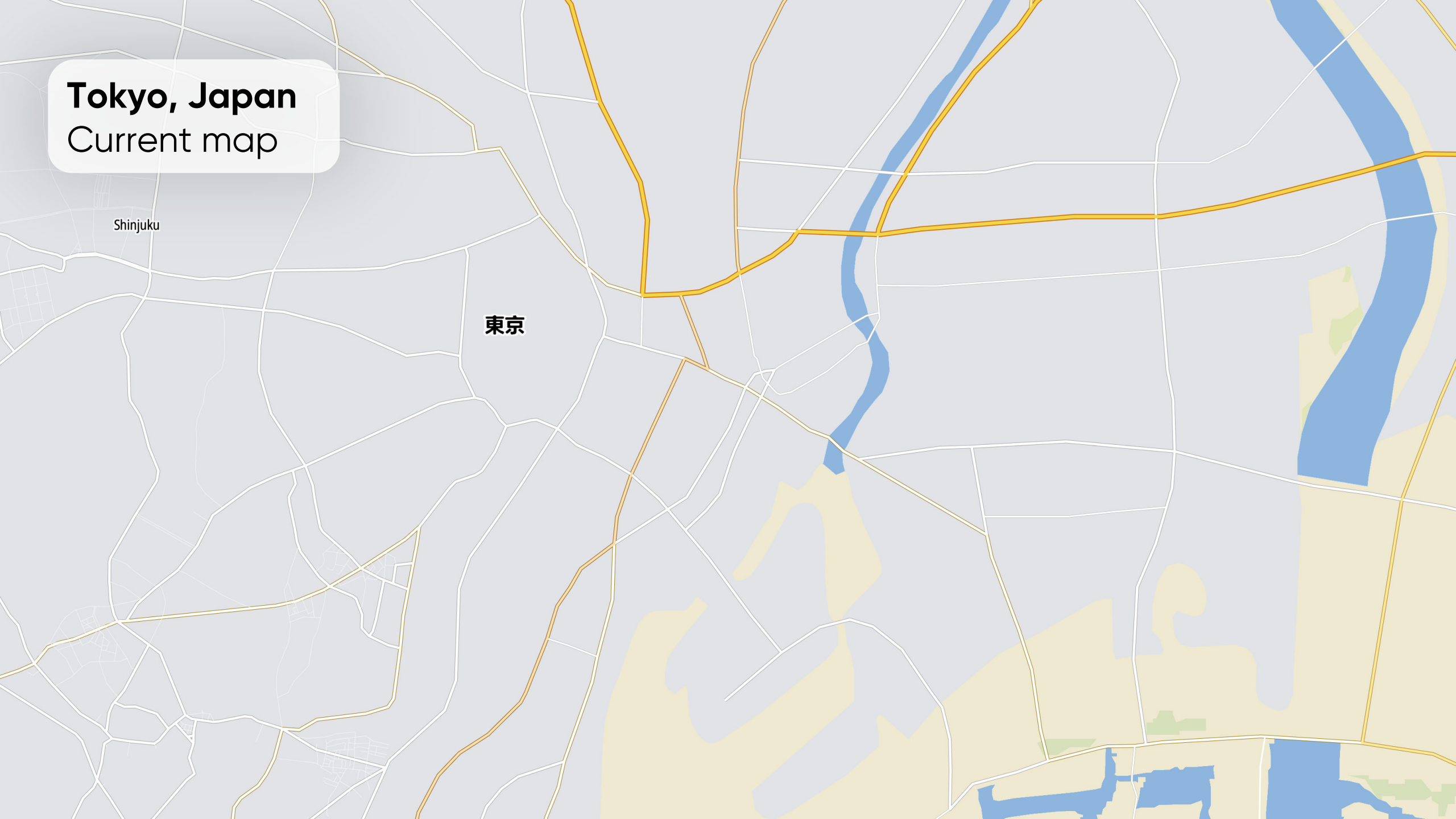


Tokyo, Japan

Current map

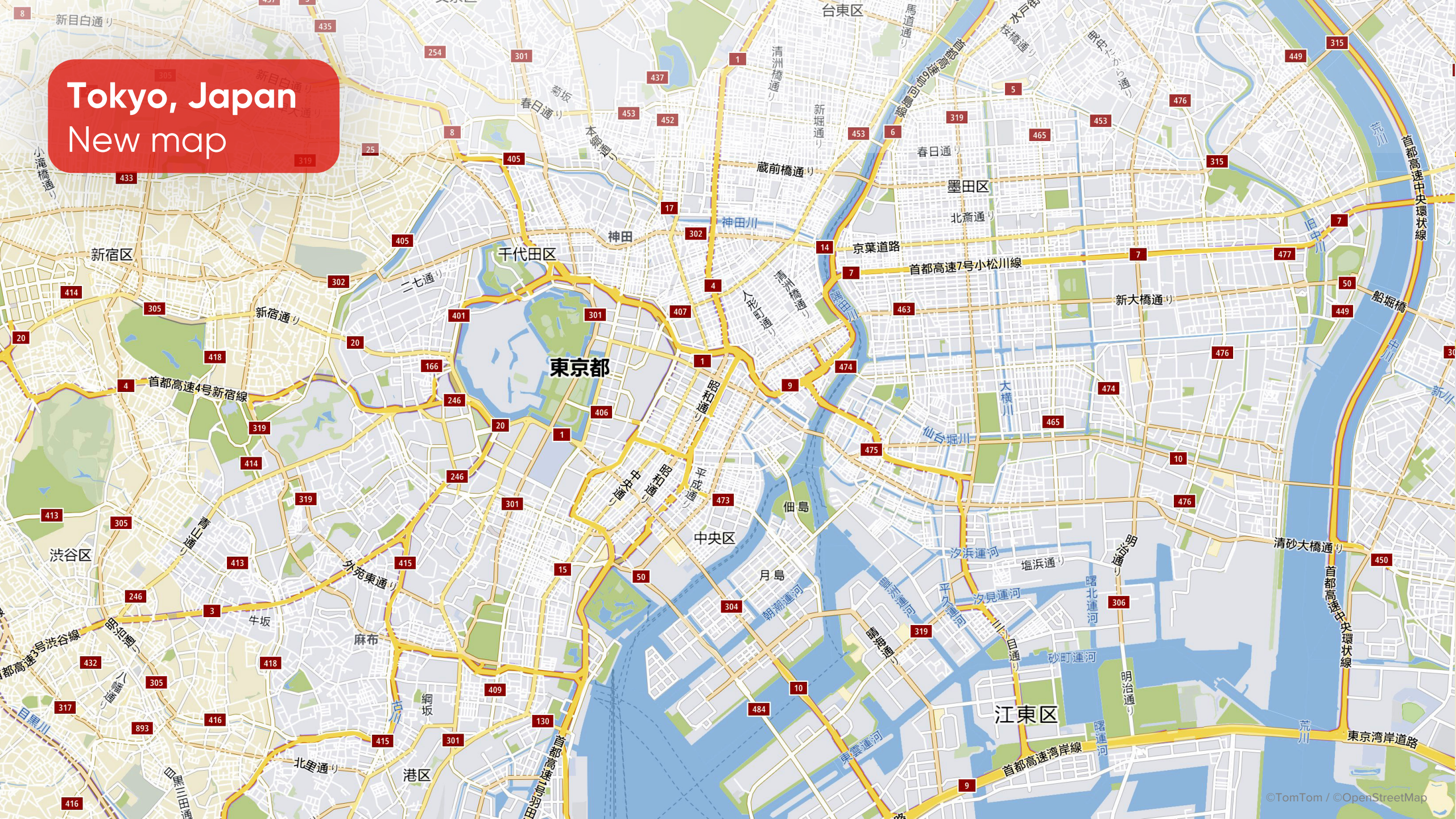
Shinjuku

東京



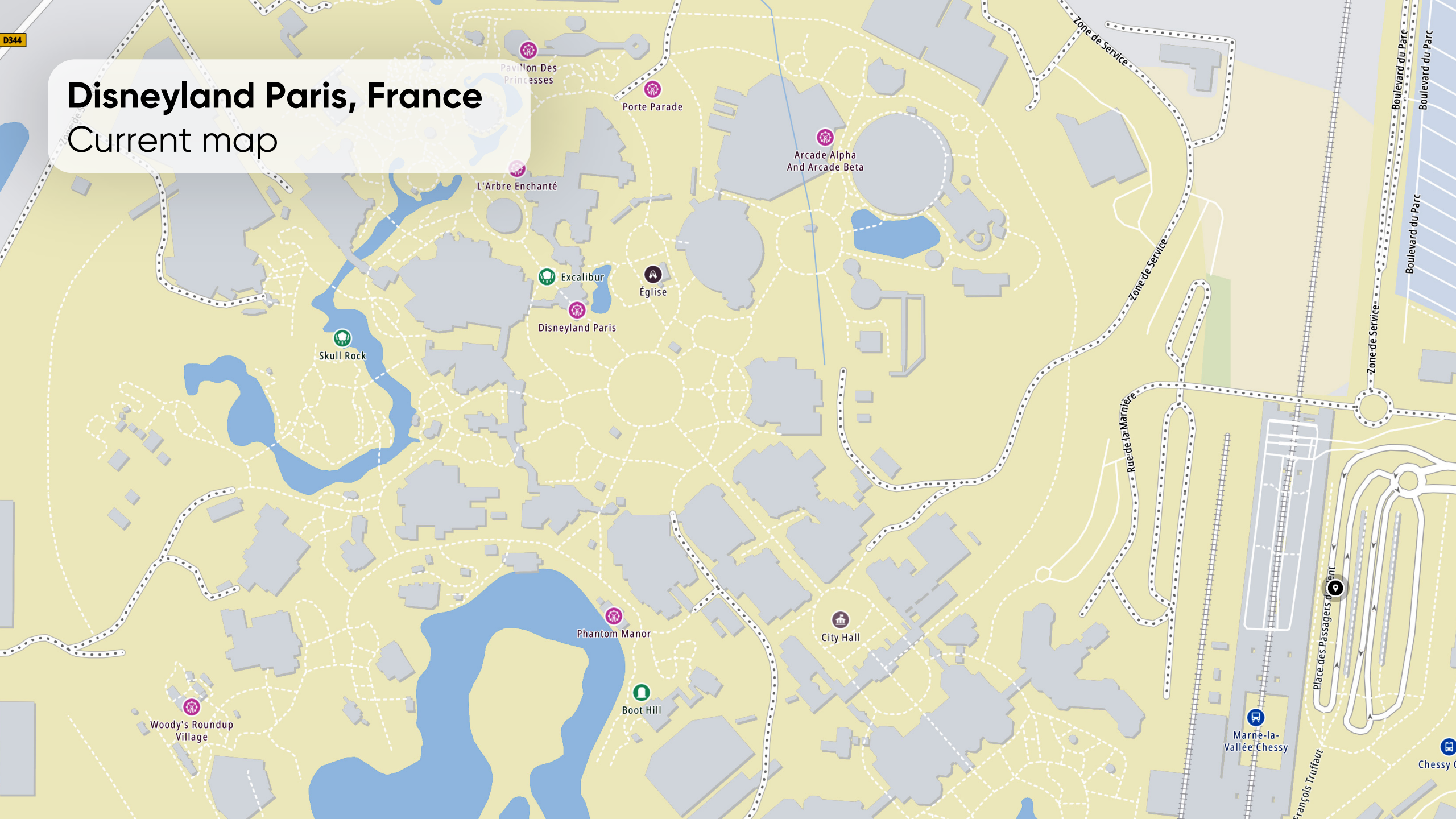
Tokyo, Japan

New map



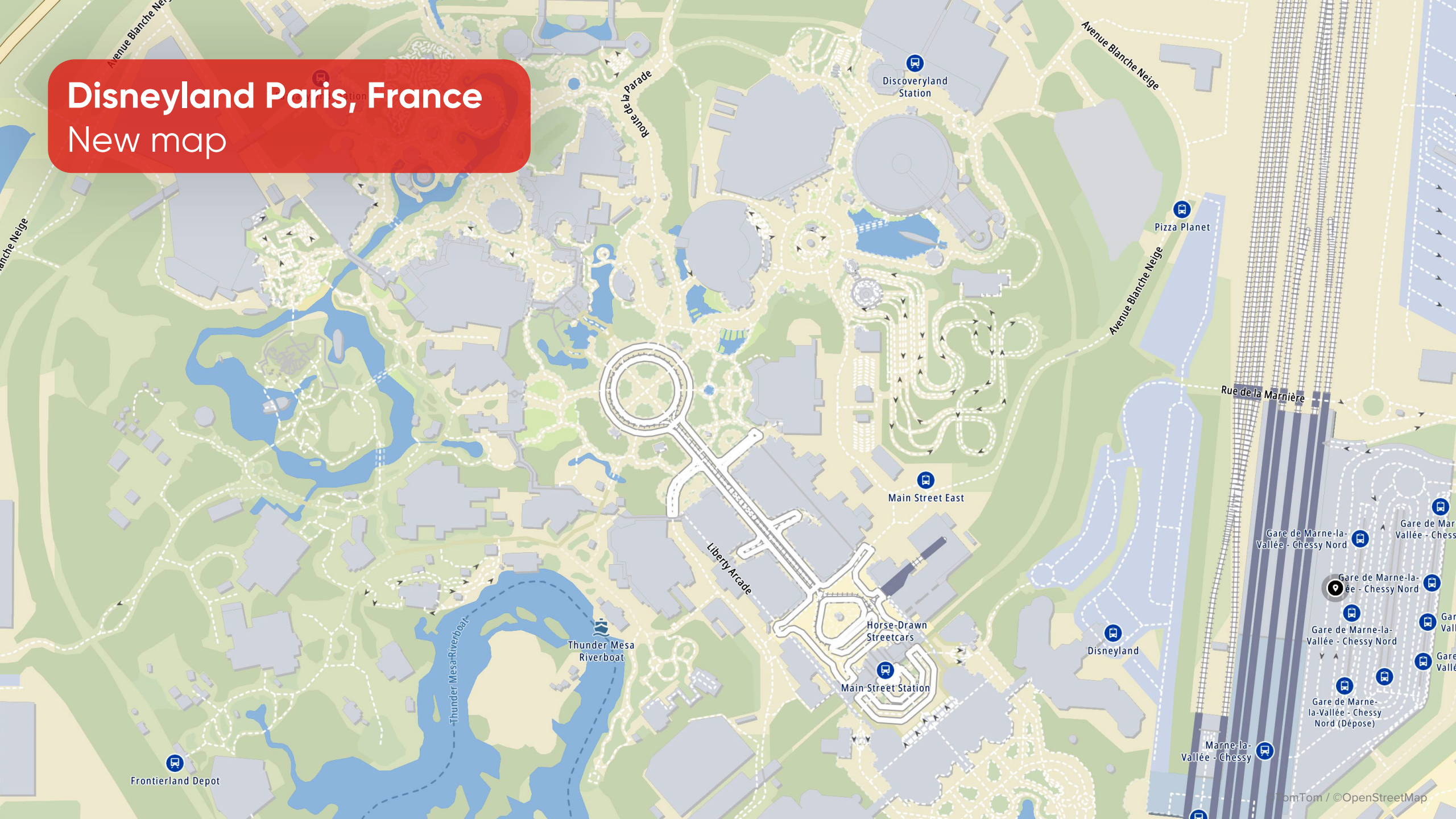
Disneyland Paris, France

Current map



Disneyland Paris, France

New map







The New Maps Platform

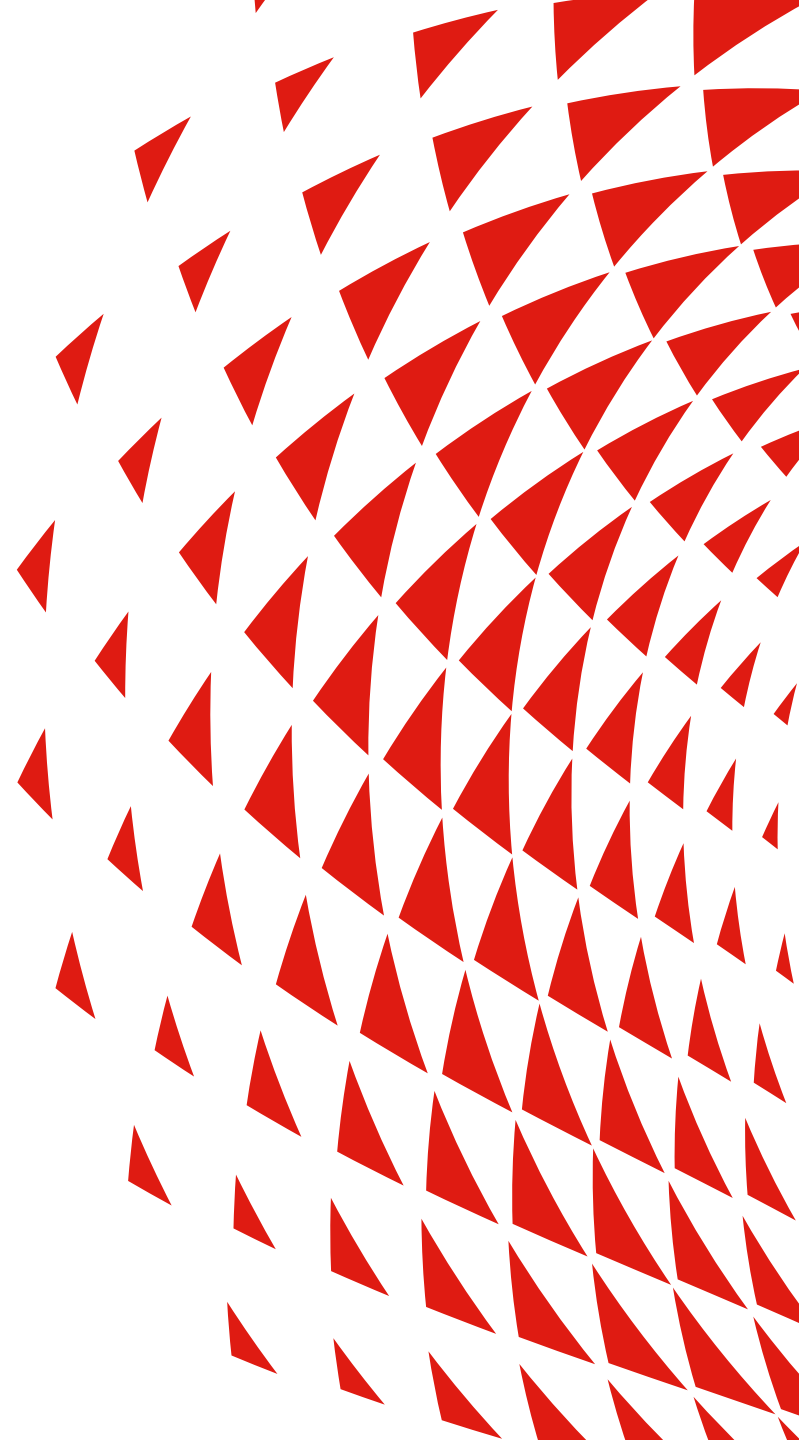
Michael Harrell | VP Engineering

Maps Platform, Directions & Search

Laurens Feenstra | VP Product

Maps Platform, Directions &
Autonomous Driving

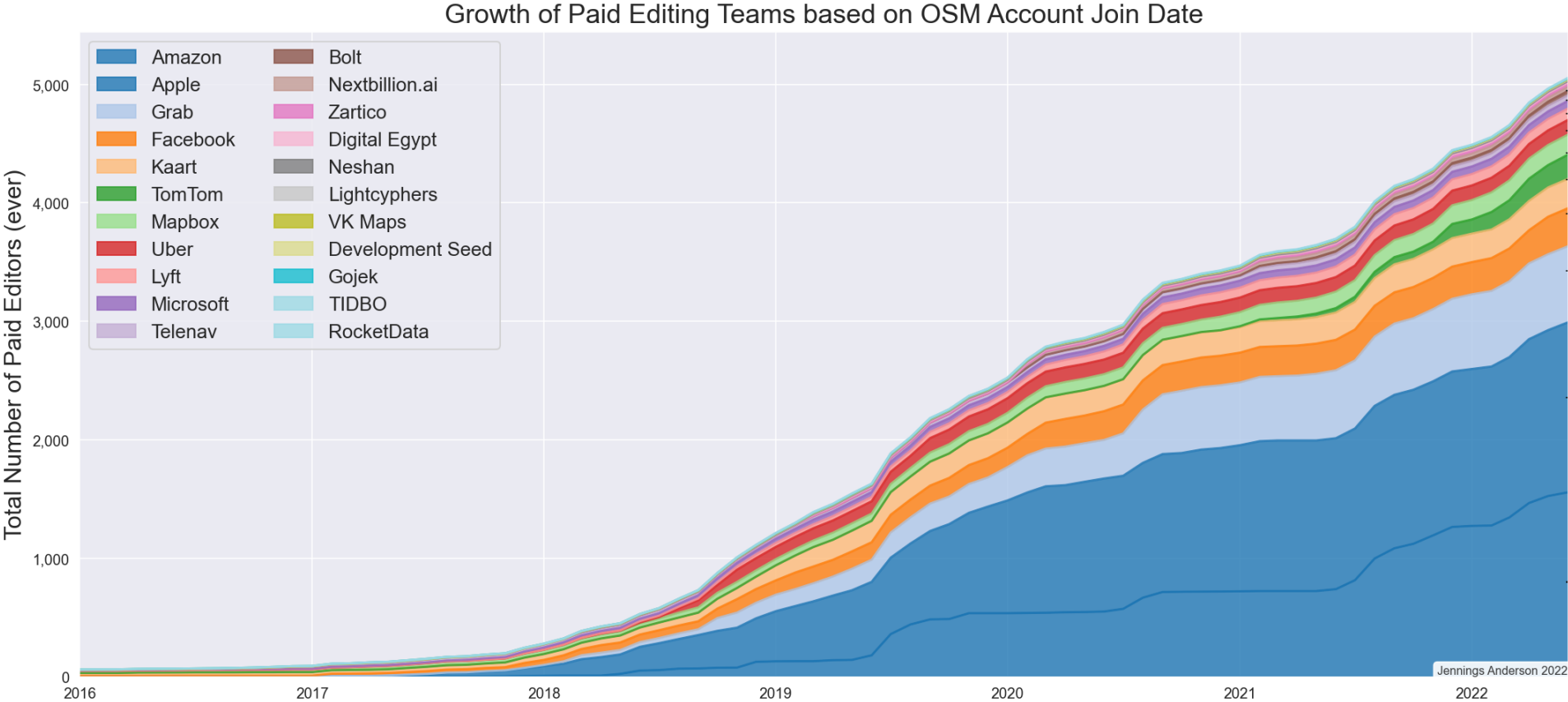
**Capital
Markets
Day** 2022



The world of mapmaking is
changing *dramatically*



Growing interest in OSM



Limitations of Current Map Options

Build it Yourself

Costly and time-consuming
€ billions

Not a differentiator
Resources not focused on core business

Proprietary Map

Limited control
Difficult to add features and fix the map

Limited collaboration
Unable to combine efforts

Limited integration
Difficult to add your own data

Limited pace of advancement
Progress bound by the priorities and resources of a single firm

Open Data

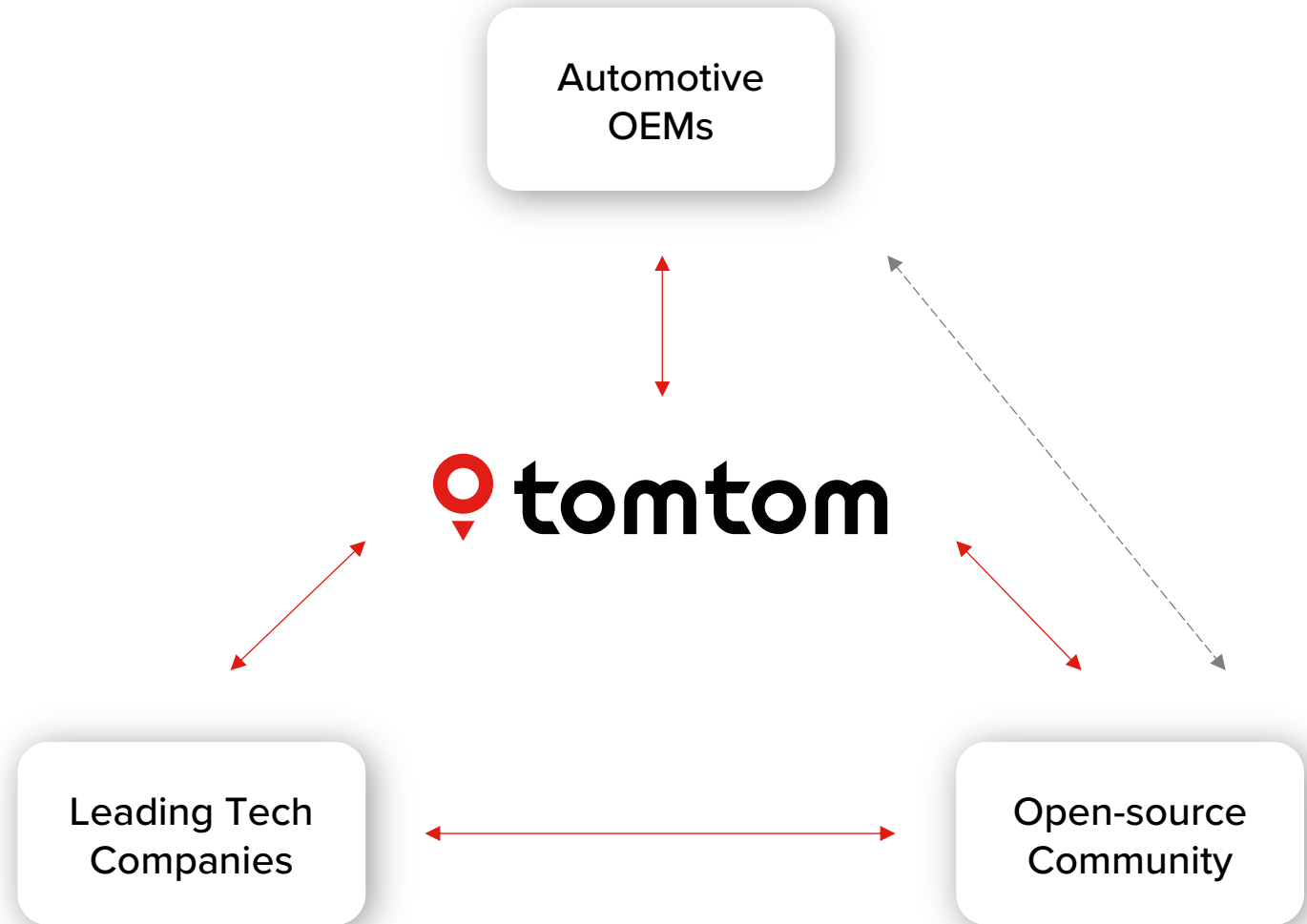
Slower quality checks
Lacks the speed and rigor of proprietary solutions

Limited commercial routing
Built for individual users

Lack of standardization
Peer-produced, no central authority

Limited automation

**Bringing the best
resources of the
world together**





Rising expectations for maps

- ... richer map features
- ... with global coverage
- ... at higher accuracy and quality levels
- ... provided in minutely updates

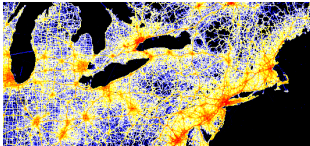
TomTom Maps Sources

Faster, fresher content ensures the rapid ingestion and publishing of map changes



Open Data including OSM

>40k active monthly OSM contributors and >2k corporate editors



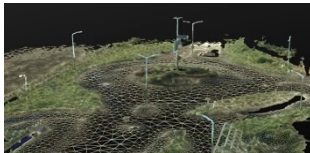
Probes

from >600 million connected devices



Sensor Derived Observations

covering 70 million kilometers and 630 million signs daily



Sensor Ground Truth

Survey vehicles (with 360° road images) satellite and aerial imagery



Data Acquisition

>10k point engagement sources, millions of monthly map updates

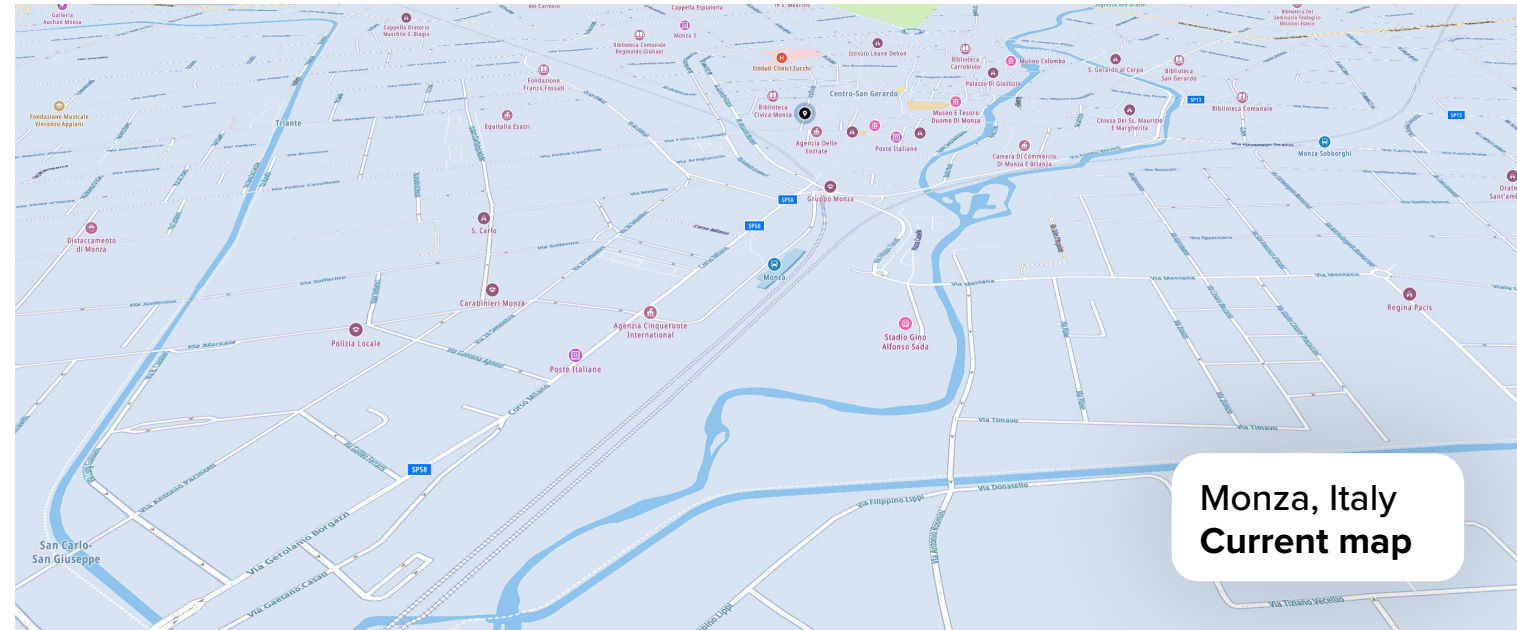


Automated Feedback Loops

Customer data contributions for continuous improvement

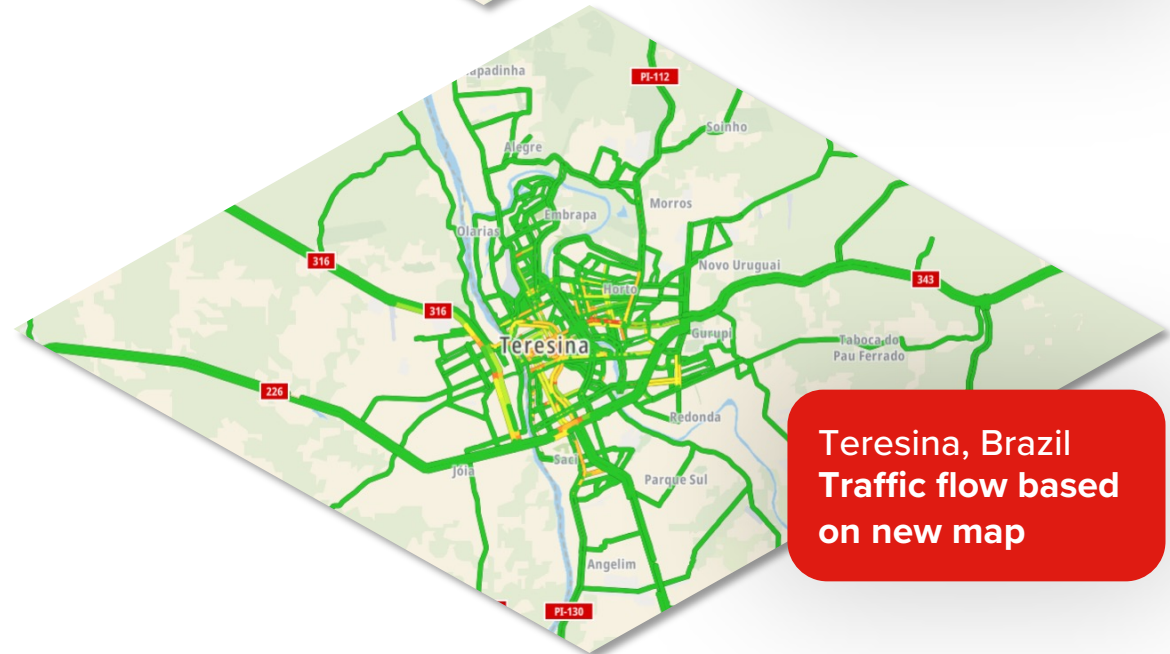
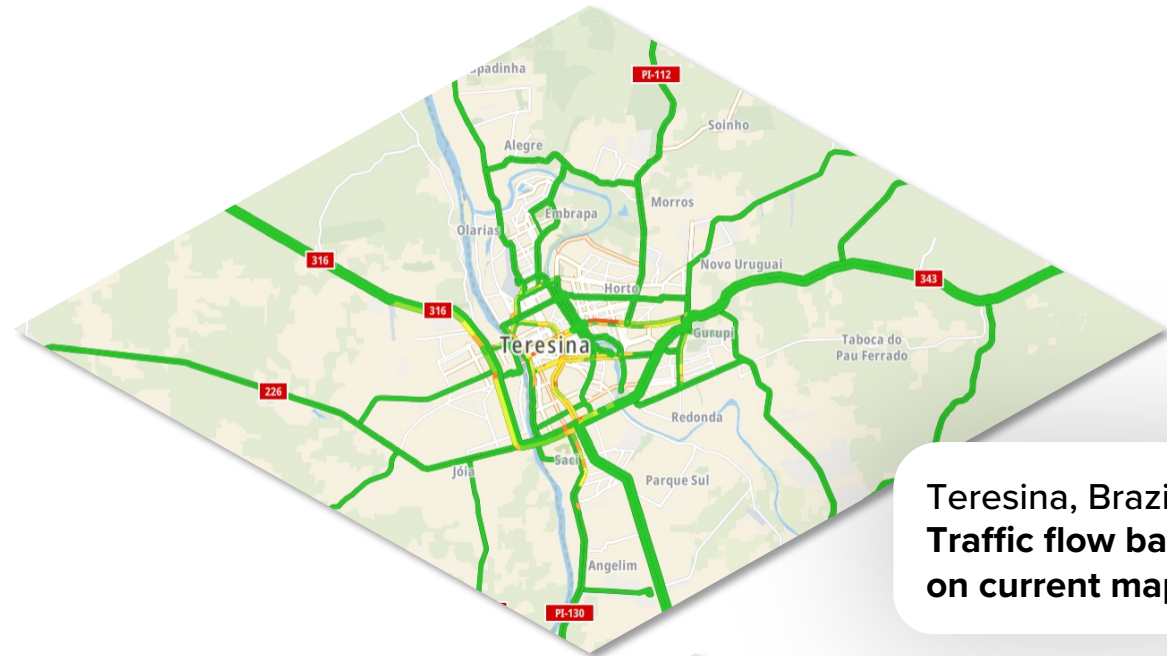
Map data improvement on visualization

- > Open data bring new levels of richness to the map
- > Updated buildings, parks, urban zones, water features



Better map, better traffic

- > A significant improvement for derived products like traffic
- > More complete and accurate roads across even more geographies



Daily Automated Observations from Vehicles

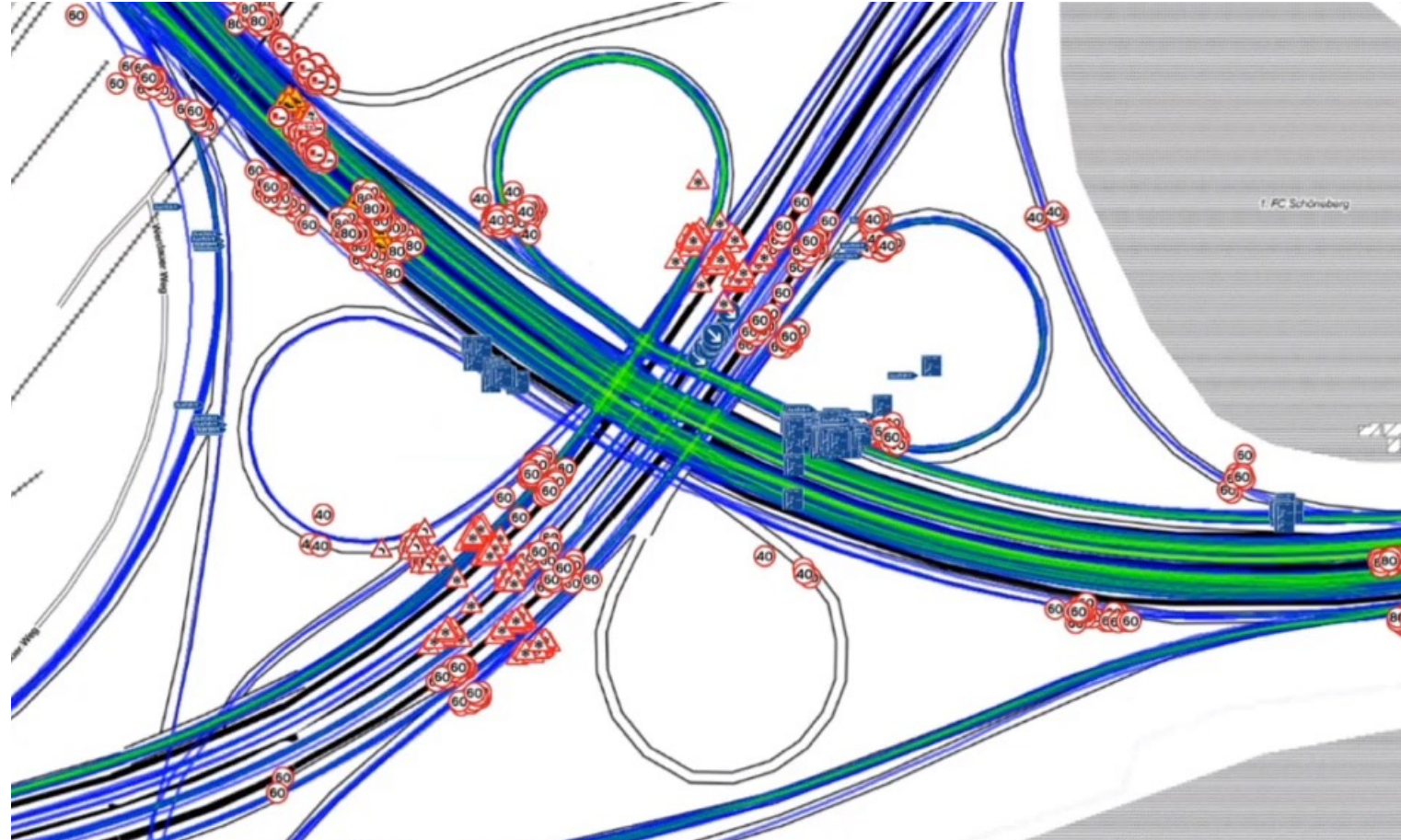
Sensor-derived observations improve ADAS and ISA content, for instance

Daily Camera Detections

- > 650 million signs
- > 70 million kilometers of roads
- > 60 countries

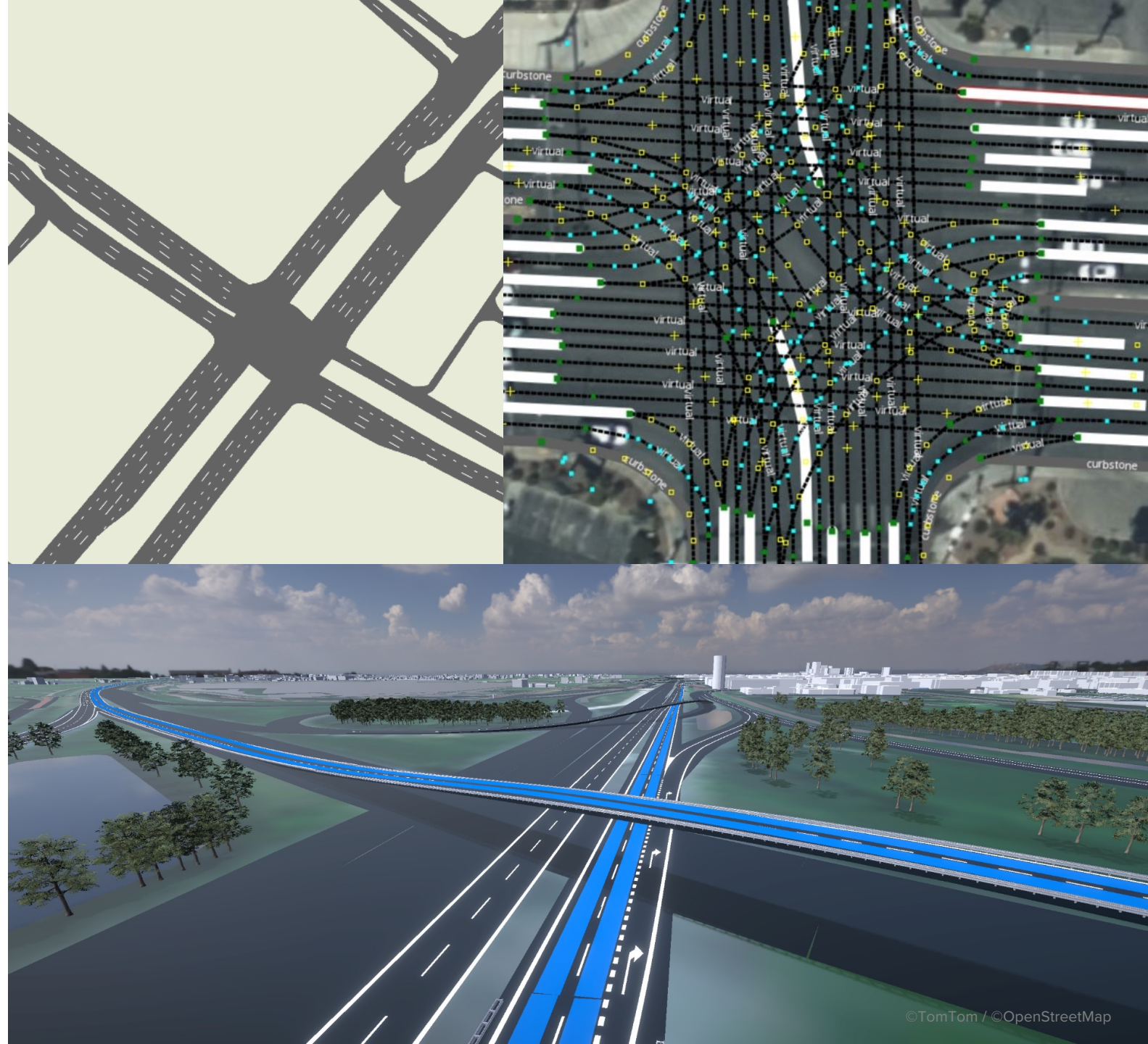
Rapid Growth

- > Partnerships with major OEMs
- > Doubling of data volumes in 8 months



Lane-Level Geometry

- > SDO-derived lane geometry at scale
- > Key enabler for ADAS and automated driving applications

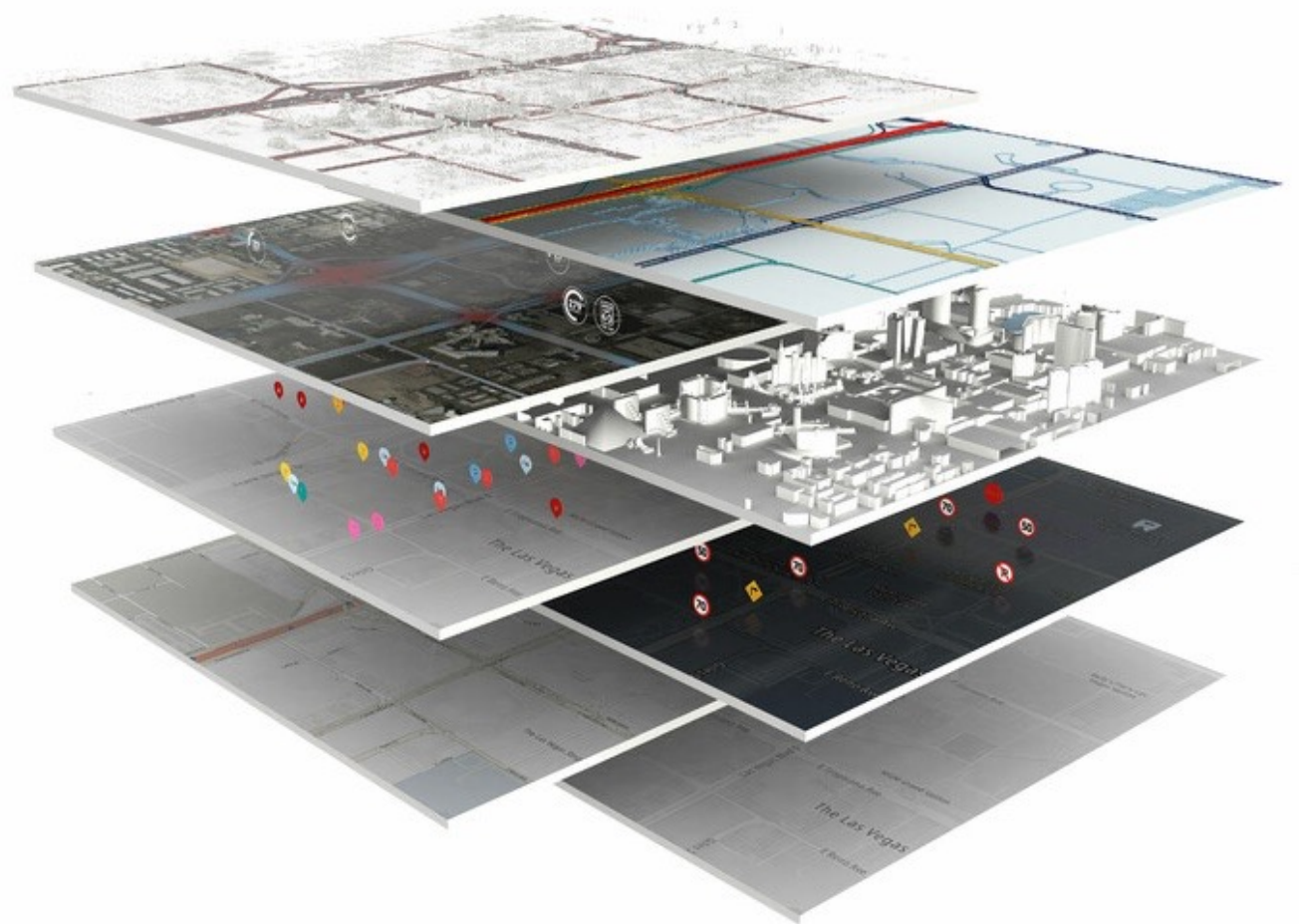


Build for Collaboration

feedback loops, private & shared layers

Launching custom layers in 2023

- > A base map, quality-controlled and standardized
- > Value-add layers & feedback loops
- > Private and shared layers
- > Features and software work natively with private layers



TomTom's New Maps

accelerating businesses &
enabling collaboration



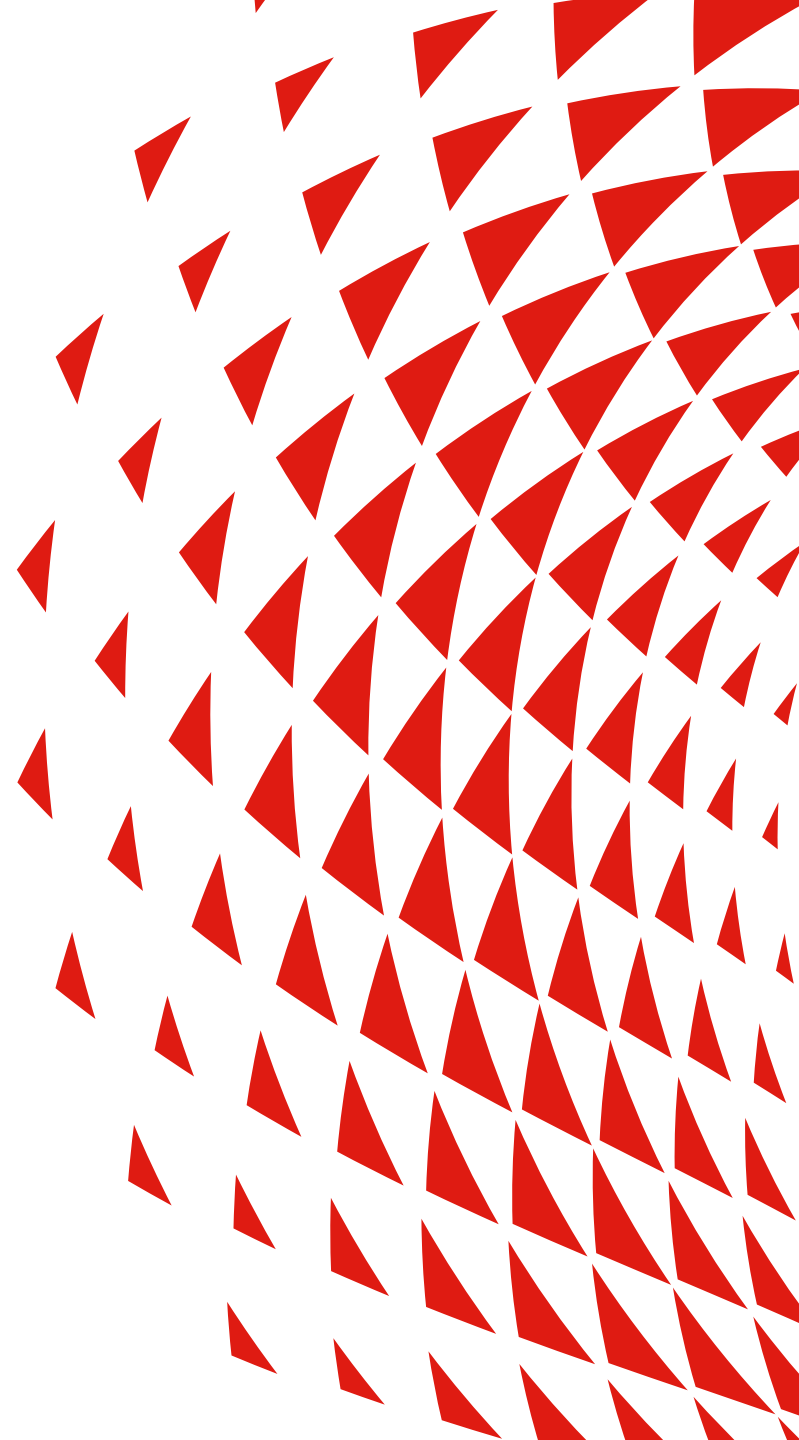




Driving Growth in Automotive

Antoine Saucier | Managing Director Automotive

**Capital
Markets
Day** 2022



Product portfolio serving multiple segments



Passenger cars



Commercial vehicles



Two-wheelers



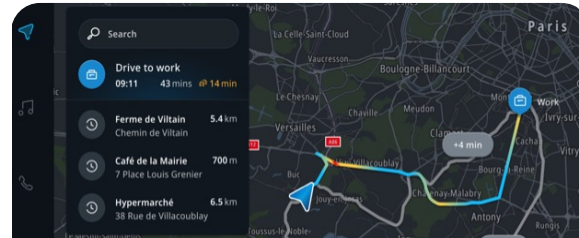
Navigation



ADAS & Automated Driving



Maps

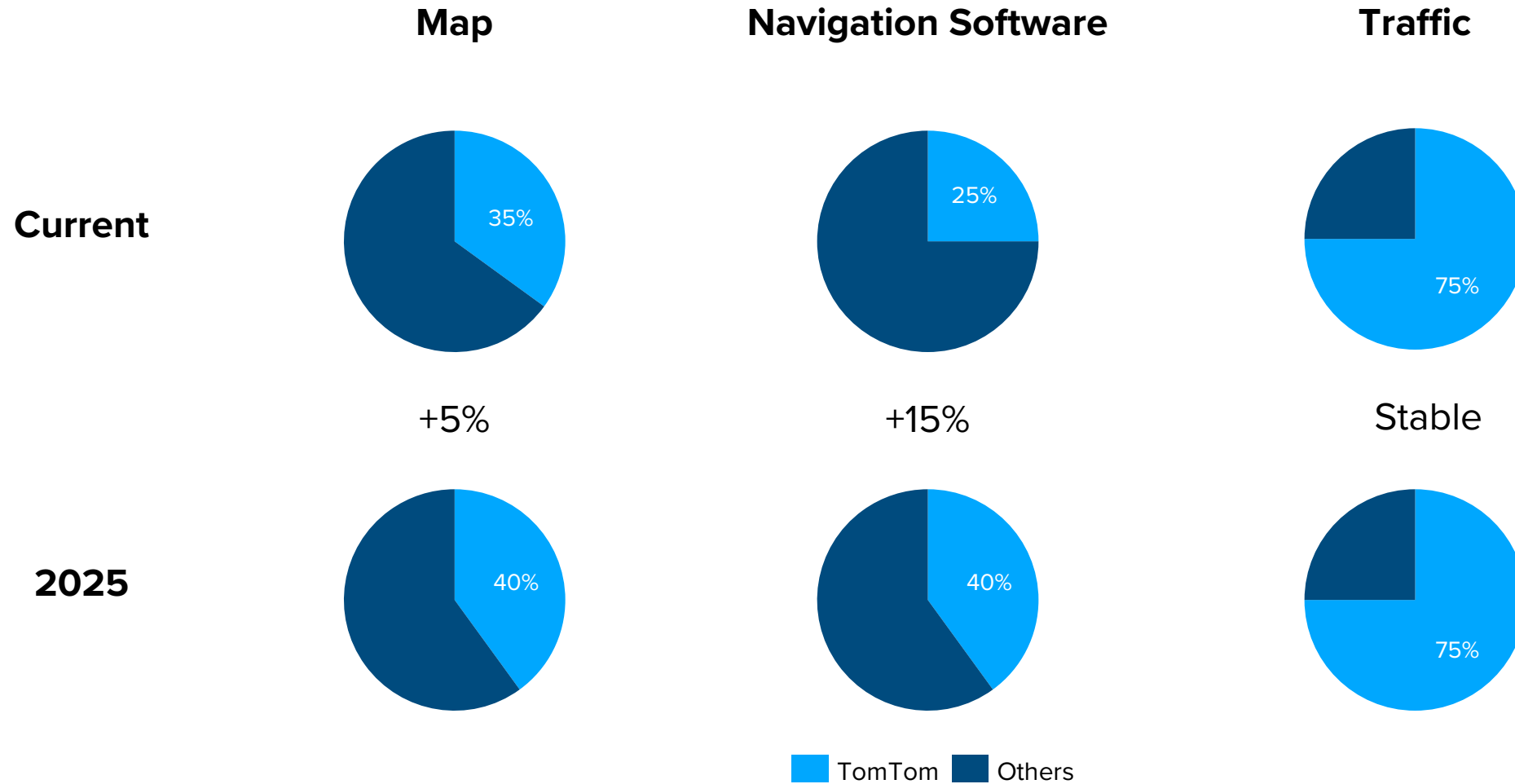


Software

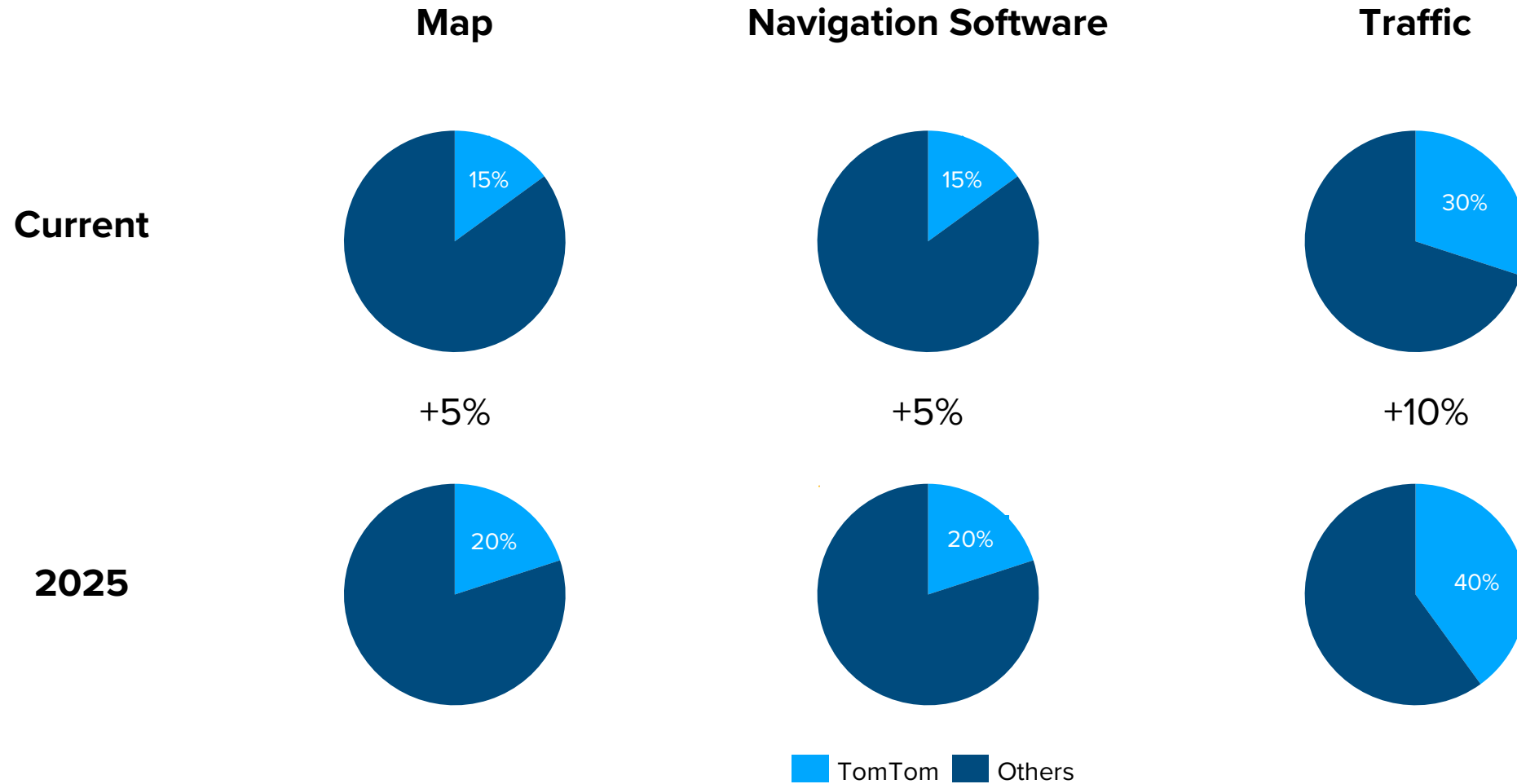


Services

TomTom market share in Europe



TomTom market share in North America



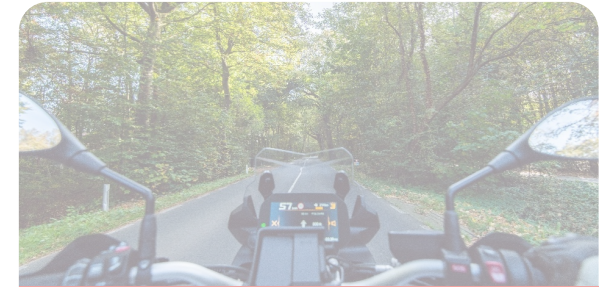
Product portfolio serving multiple segments



Passenger cars



Commercial vehicles



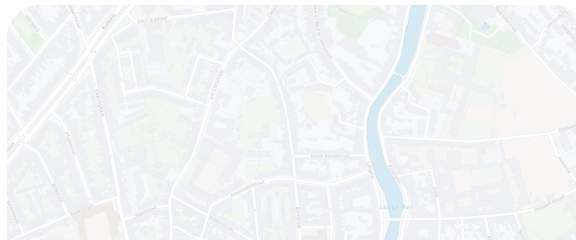
Two-wheelers



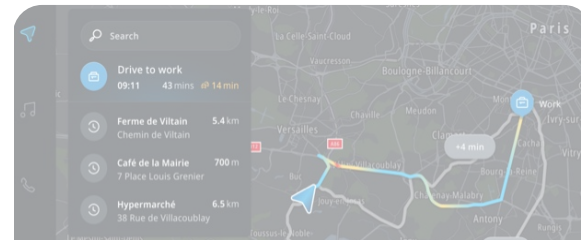
Navigation



ADAS & Automated Driving



Maps

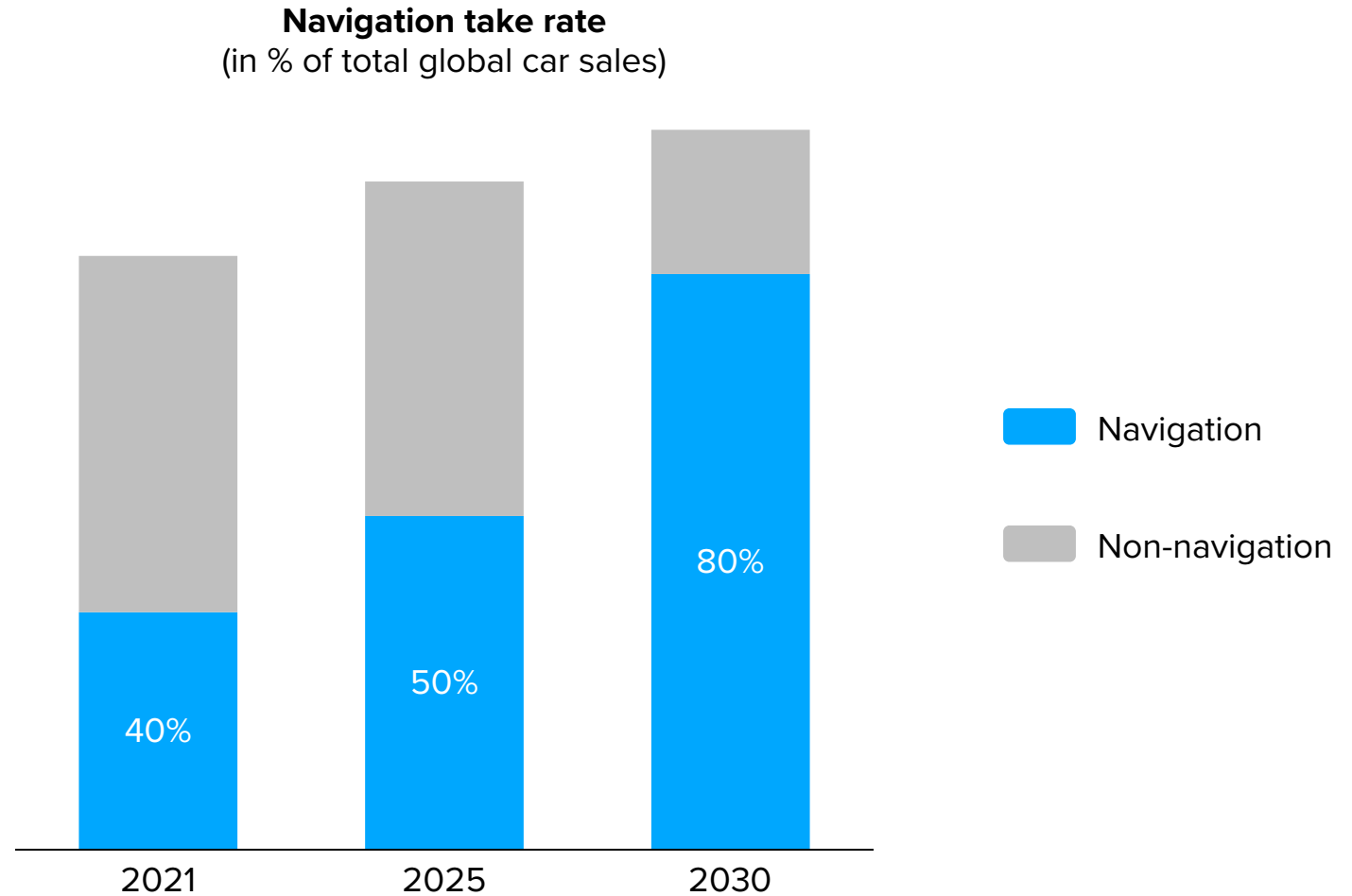


Software



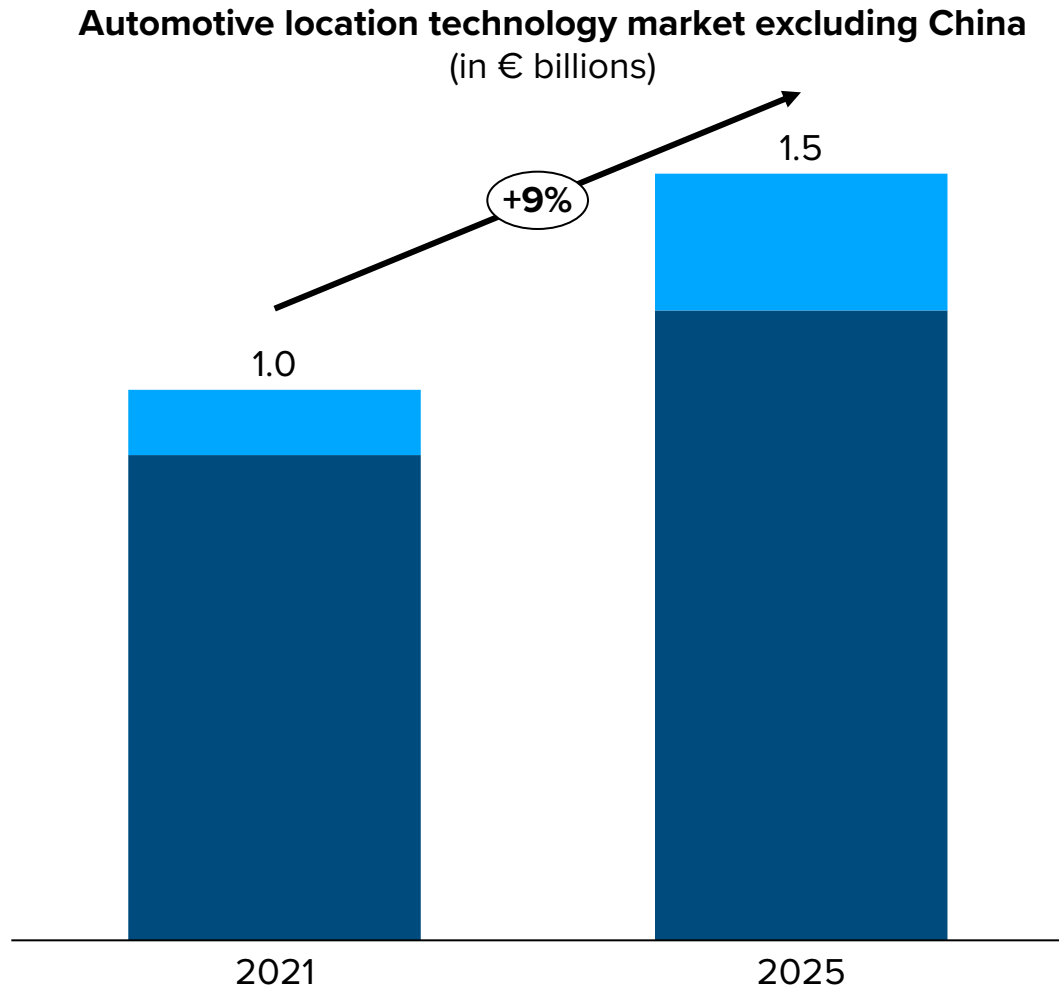
Services

Navigation take rate continues to grow



Source: Strategy Analytics, S&P Global, TomTom estimates

Addressable market size growing toward €1.5 billion



Key market drivers

ADAS & Automated driving

- > Safety regulations
- > Level 2 and 3 driving automation
- > Hazard warning services

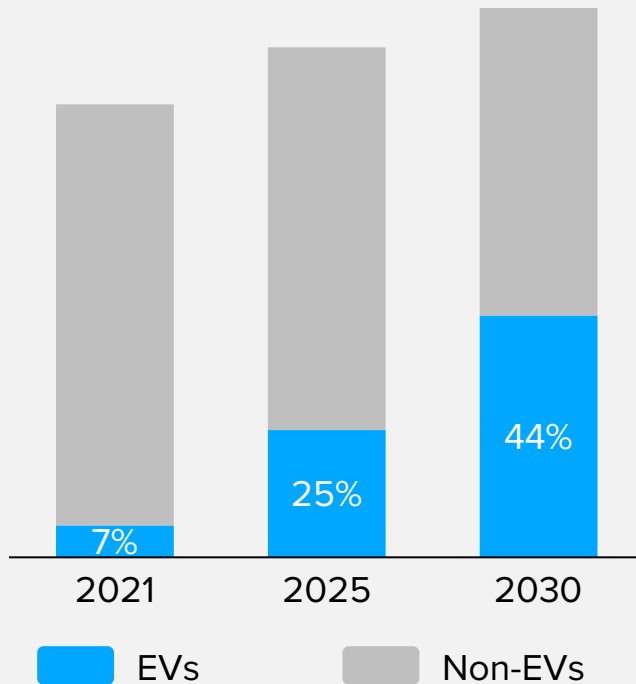
Navigation

- > Vehicle connectivity
- > Electrification
- > Software-Defined Vehicle

Electrification is transforming the navigation experience

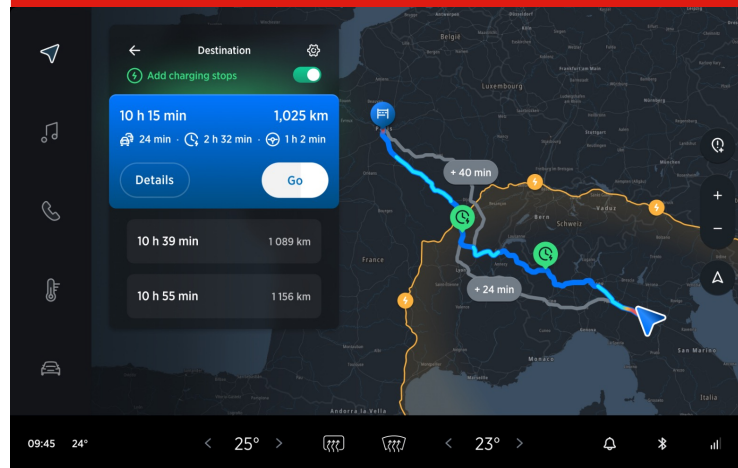
Growing market opportunity

EV market share
(as a % of total car production,
global excl. China)



Incl. BEV and PHEV
Source: BCG, S&P Global

Leading EV navigation portfolio



- > Electrification is driving 100% take rate for navigation
- > Products focus on EV routing, range estimation, and EV services

Well-positioned with EV OEMs

- > New EV models with navigation co-developed by VW CARIAD and TomTom launching in 2023
- > Supplying location tech to new EV OEMs, such as Fisker

C A R I A D 
A VOLKSWAGEN GROUP COMPANY

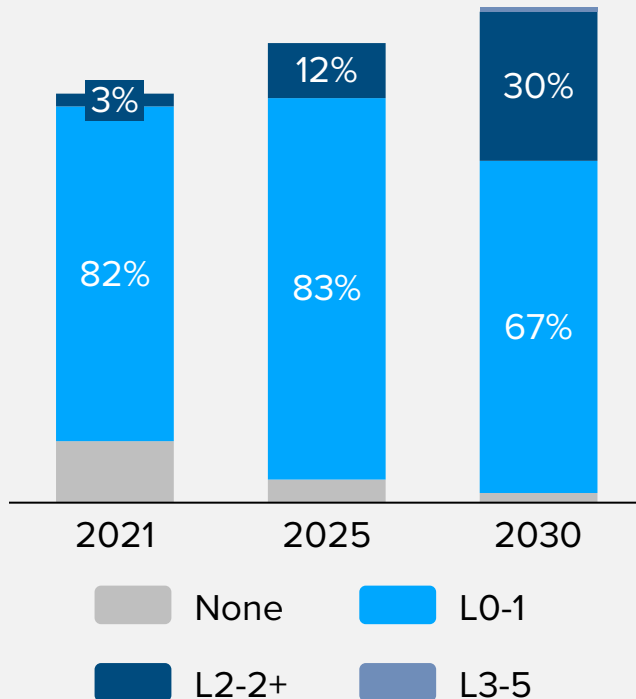
**CARIAD and TomTom Co-Develop
Volkswagen Group's Next-Gen
Navigation**

Dec 21, 2021

Advanced Driver Assistance Systems drive higher take rates

Growing market opportunity

Automation level
(as a % of total car production,
global excl. China)



Source: SBD Automotive, ABI Research, S&P Global, TomTom estimates

Leading ADAS portfolio



- > ADAS and HD Map portfolio supporting multiple map layers
- > Virtual Horizon delivering map data to ADAS functions from Level 0 to 5
- > Hazard Warning service enhancing both ADAS and navigation functions

Well-positioned with OEMs

- > OEMs starting to push for 100% navigation take rate driven by ISA regulation and market trend
- > ADAS Map in production or launching with 10+ OEMs
- > Multiple OEMs launching Level 2+ systems with our HD Map

HYUNDAI 
MOTOR GROUP

TomTom to power Hyundai Motor Group with Maps and Traffic

Sep 01, 2022

Location technology enables the software-defined vehicle

- > Customer experience
- > New business models enabling recurring revenues

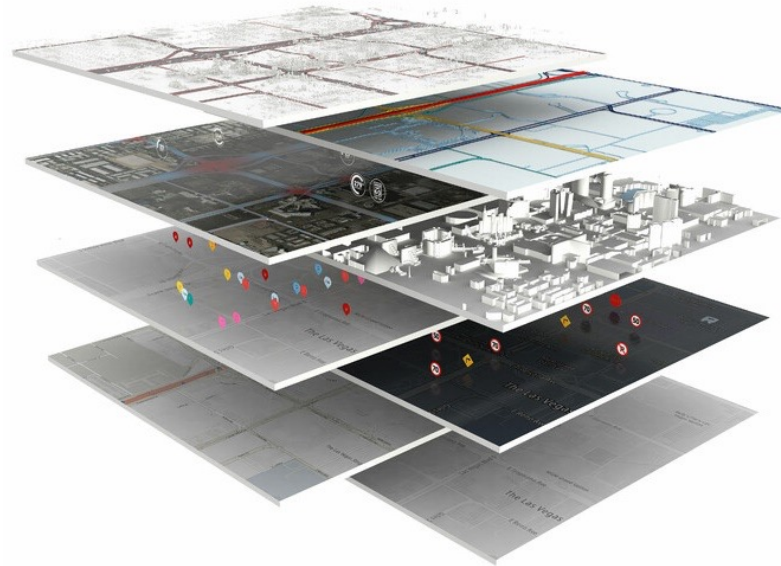


Map as the key enabler for in-car experience

Coverage



Content



Collaboration

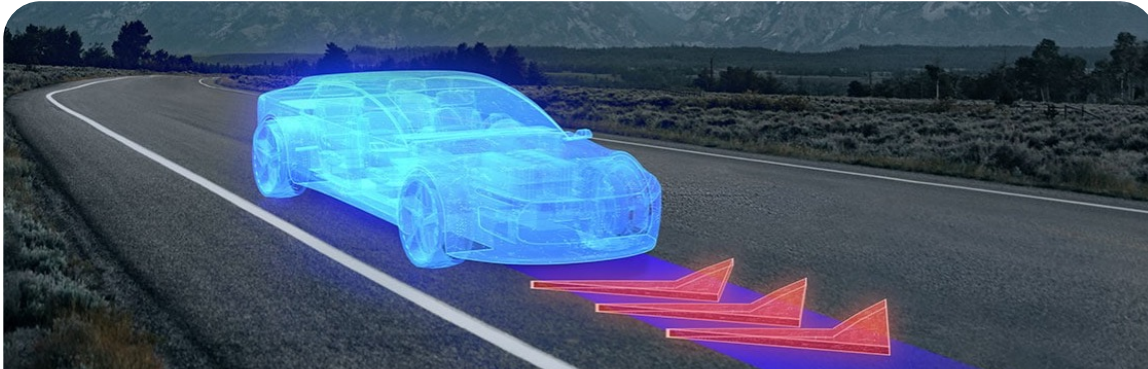


Long-term partnerships on location technology required

	From supplier ...	... to partner
	Stand-alone and ship-and-forget product	Continuous software updates
	Licensing model with one-off revenue	Platform ecosystem model with recurring revenue
	Traditional procurement model (RFQ)	Long term partnership model

Backlog fueled by recent wins

Significant deals drive TomTom Automotive growth



VW CARIAD – Navigation Software & Traffic



Hyundai – ADAS Maps & Traffic



Fisker – Digital Cockpit & Full-stack navigation



Global OEM (to be announced) – Full-stack navigation

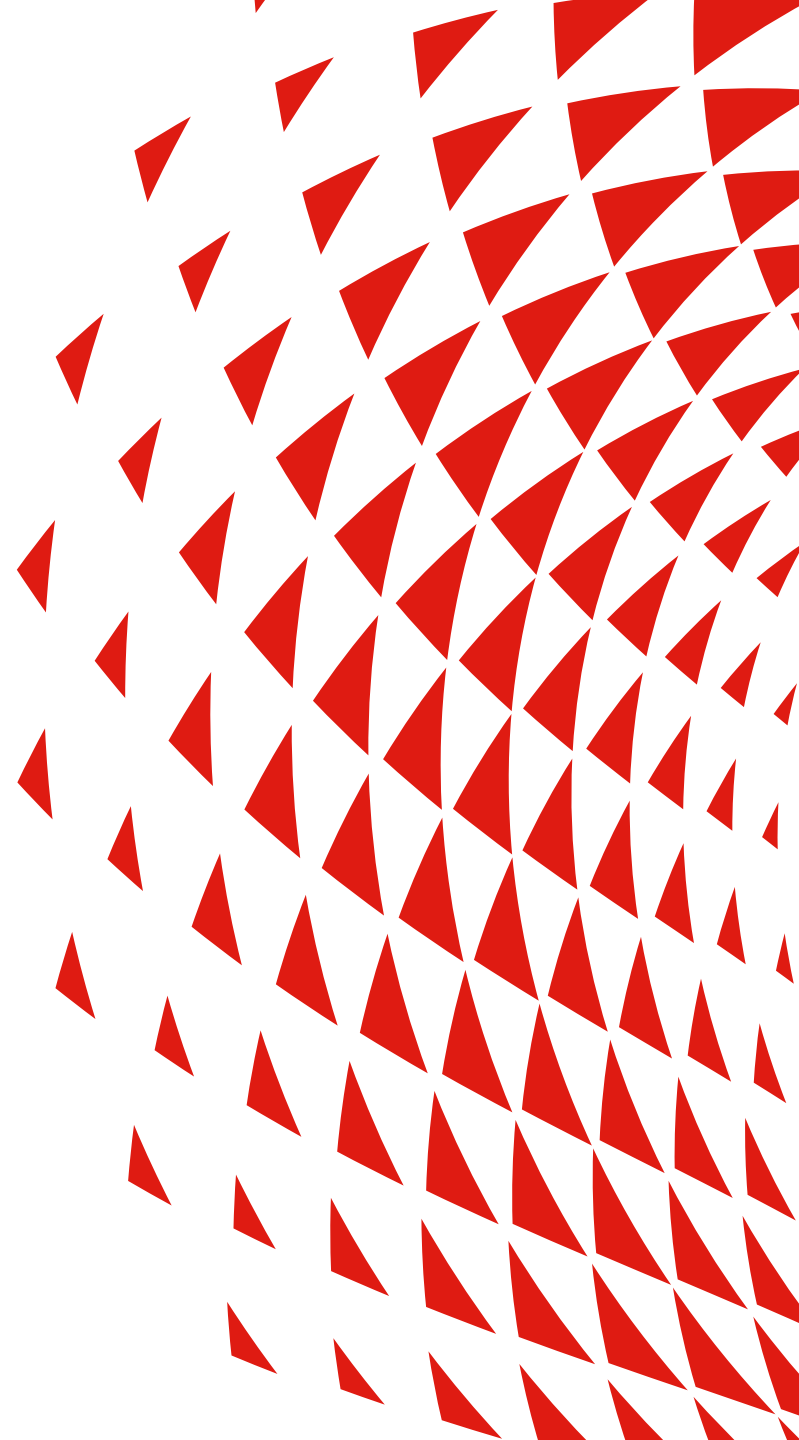




New Opportunities

Mike Schoofs | Managing Director Enterprise

**Capital
Markets
Day** 2022



1 The growing location technology market and customer needs

2 How will the new TomTom Maps solve these needs?

3 What does it mean for TomTom's opportunities and growth?

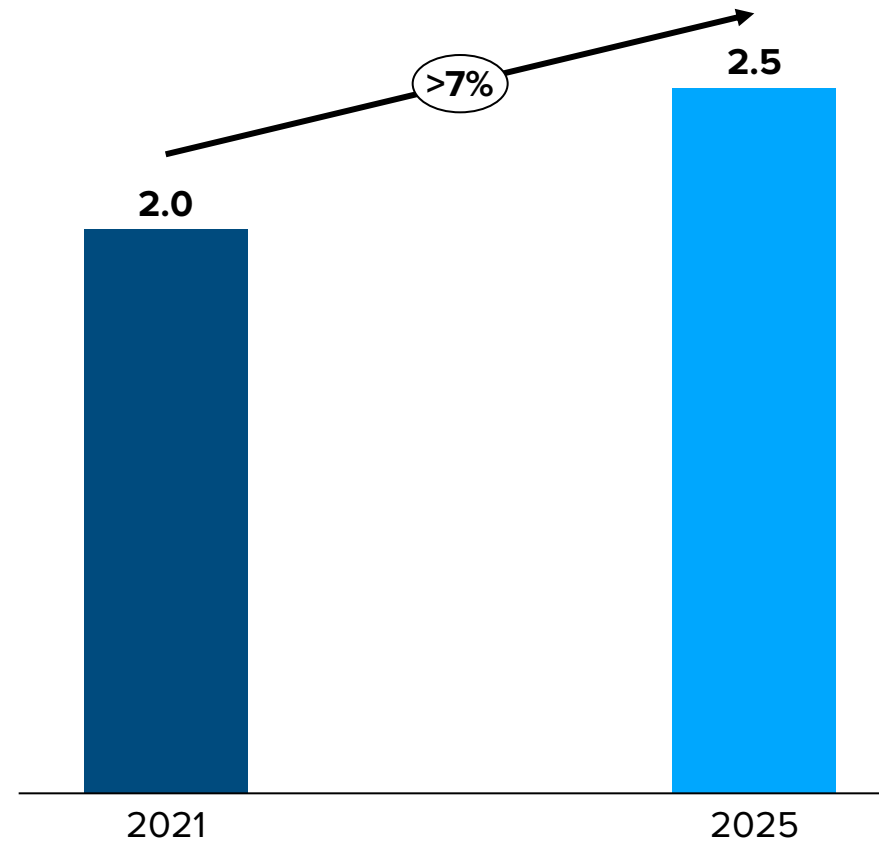
1 The growing location technology market and customer needs

2 How will the new TomTom Maps solve these needs?

3 What does it mean for TomTom's opportunities and growth?

The location technology market

Location technology market size excluding Automotive
(in € billions)



Location is needed everywhere

At least **7** out of **10** most downloaded apps use location technology



Ride-hailing



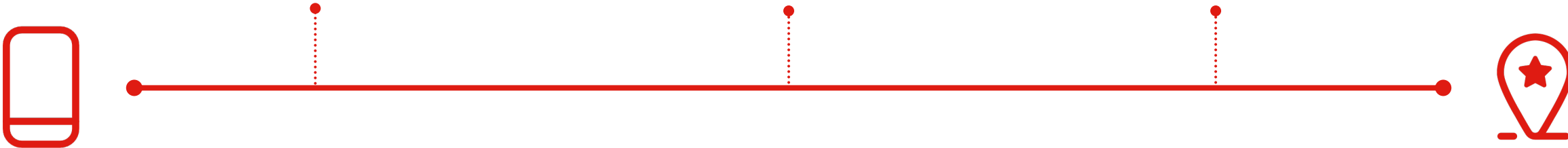
Where's the pick-up point?



What's the best route?



How do I drop you off?



Food delivery



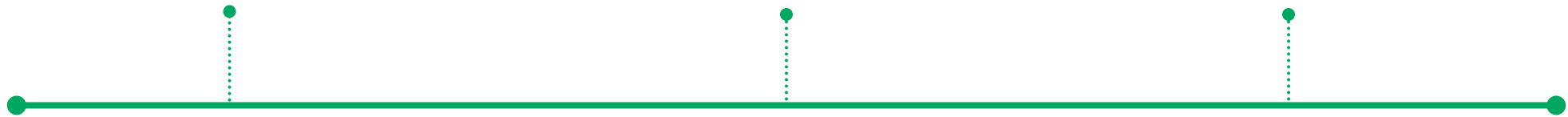
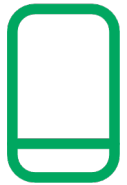
Where's the entrance?



What's the best route for bikes?



How do I locate the apartment?



Rising expectations require a **smarter** map



Continuous quality improvements



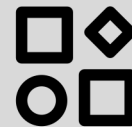
Global coverage



Up-to-date



More accuracy and higher precision



Feature rich

1 The growing location technology market and customer needs

2 How will the new TomTom Maps solve these needs?

3 What does it mean for TomTom's opportunities and growth?

New TomTom Maps

Richer features

Ride Hailing



- > Signboard information
- > Accurate pick-up points
- > Up-to-date road network

Food Delivery



- > Precise entry points
- > Two-wheeler features
- > Latest building footprints

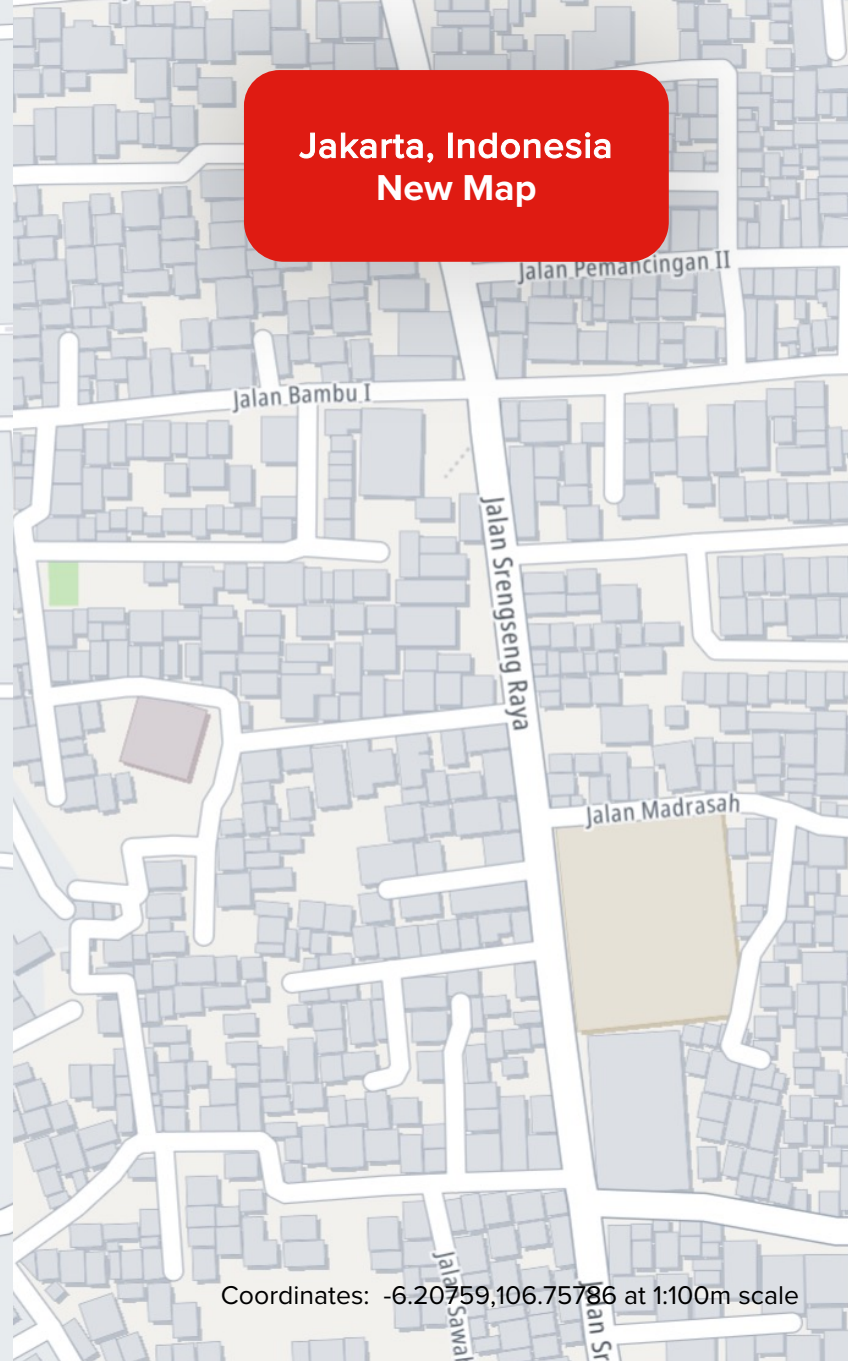
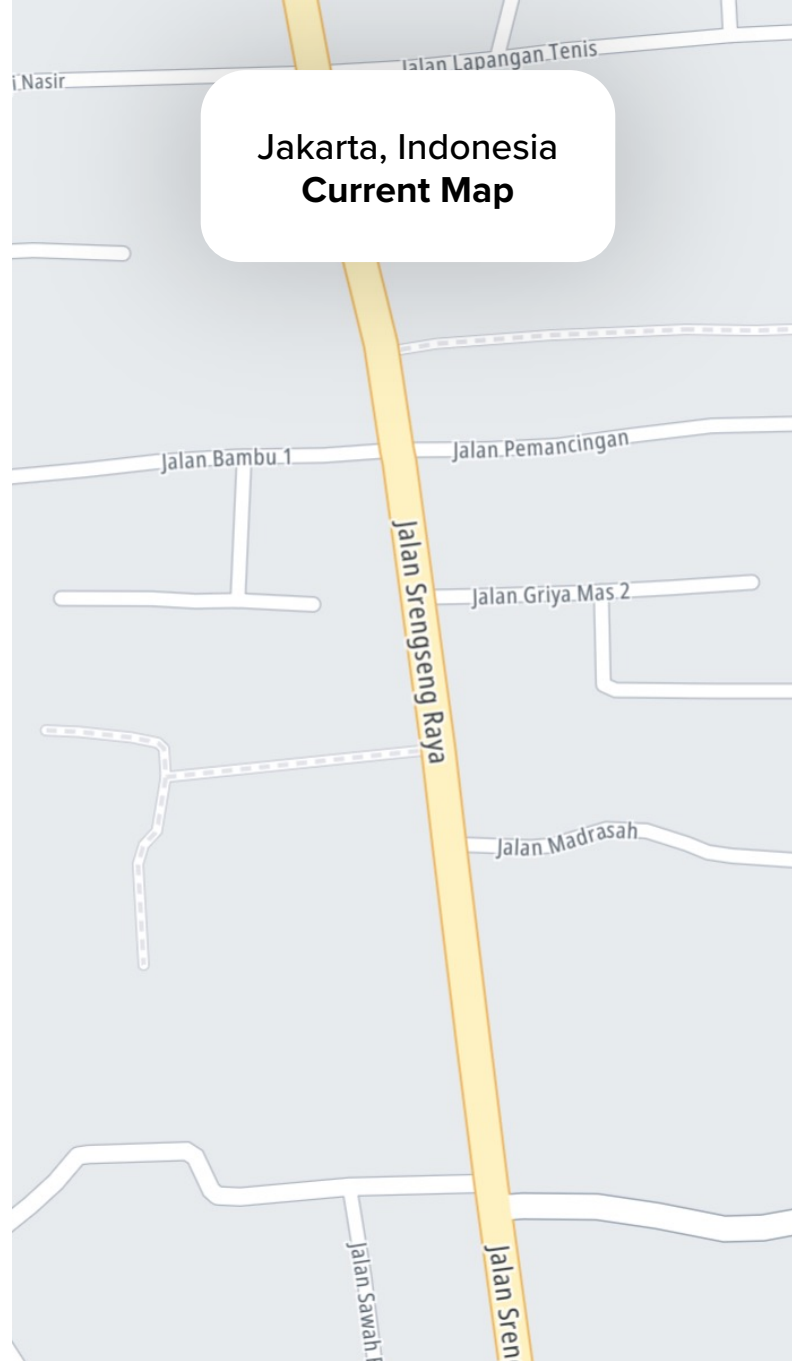
Travel

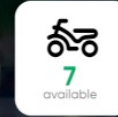
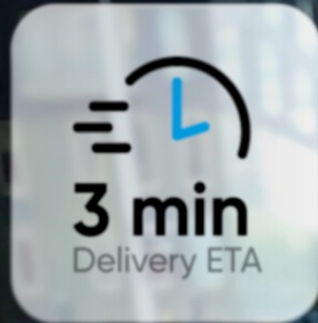


- > Rich map visualization
- > Pedestrian features
- > Precise address points and accurate POIs

New TomTom Maps

More coverage





A collaborative map

An ecosystem of partners to create the smartest map on the planet together

- > Open ecosystem
- > Strategic partnership enabler
- > Feedback
- > Traffic experience

1 The growing location technology market and customer needs

2 How will the new TomTom Maps solve these needs?

3 What does it mean for TomTom's opportunities and growth?

Unlock growth through **Increased market share in existing segments**

Increase value to our existing customers

Win new customers

Unlock growth through New markets



Food Delivery

Coverage

Two-wheeler routing



Travel

Search

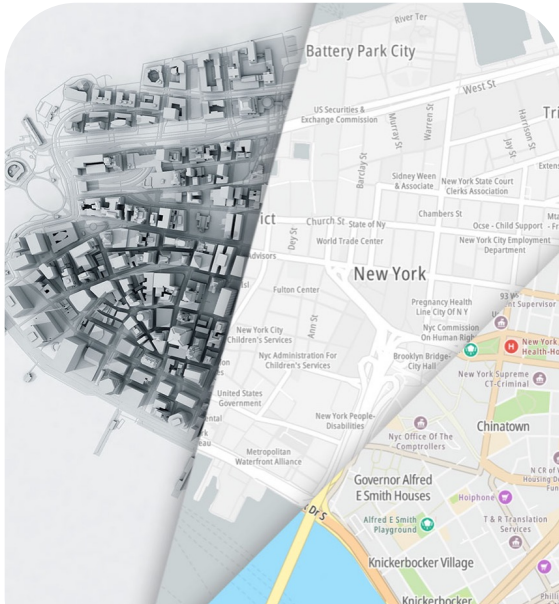
Visualization



Social

Search

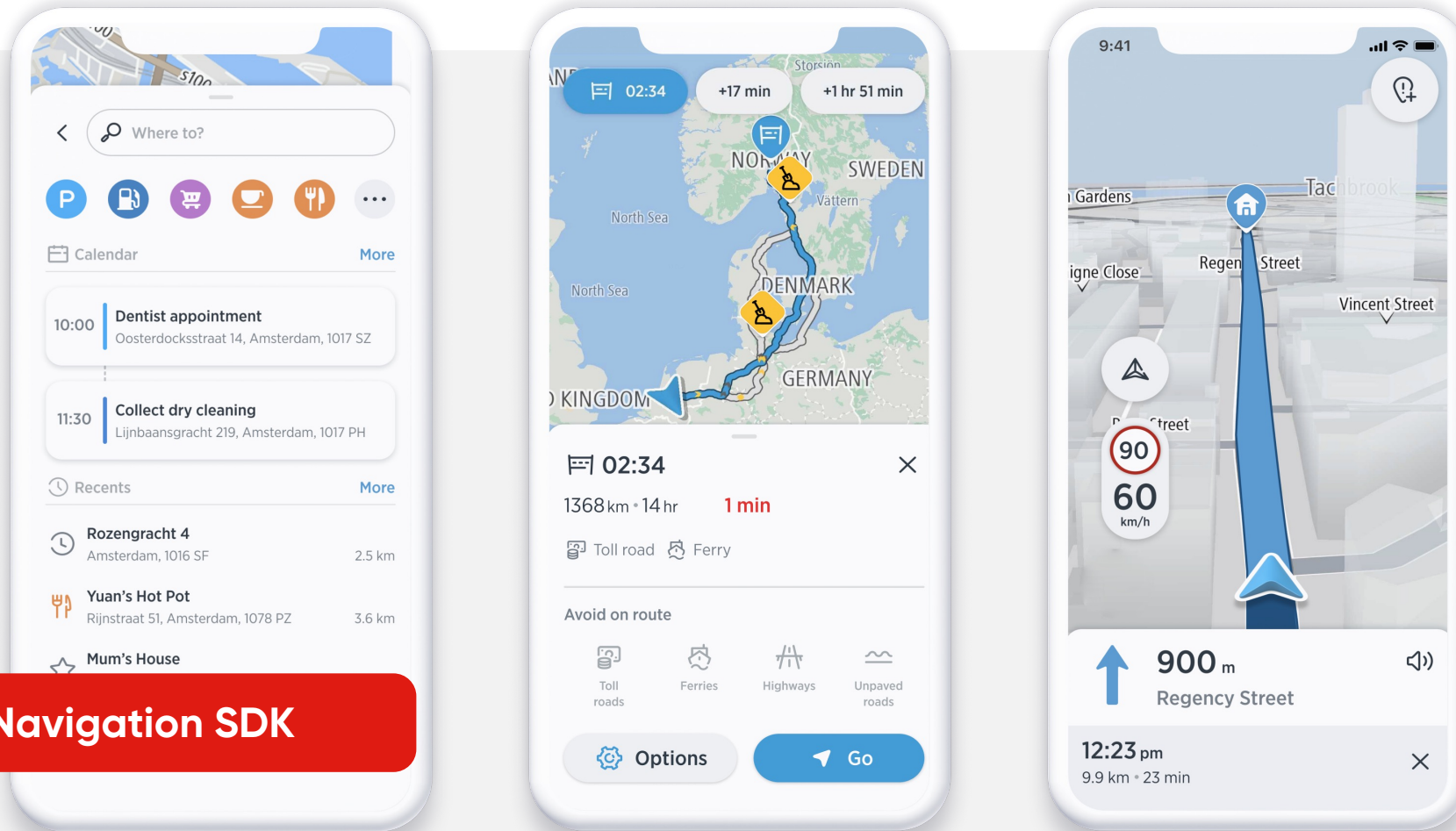
Visualization



Future Segments

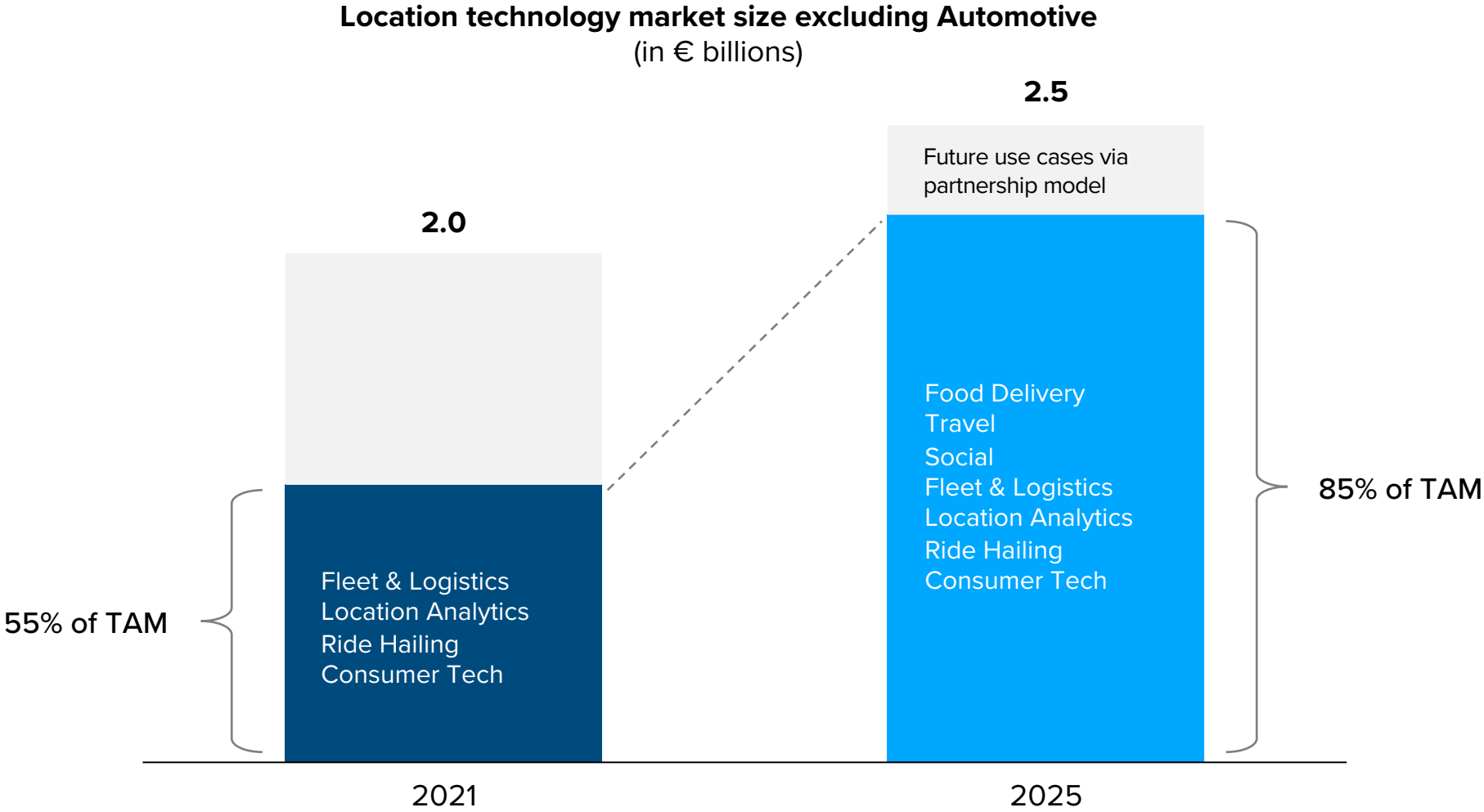
Unlocked through
partnership model

Unlock growth through A broader developer audience



Maps APIs and Navigation SDK

Resulting in a significant expansion of our addressable market



1 The rising expectations in our industry require a smarter map

2 We are building the smartest map together through global partnerships, unlocking endless new use cases

3 Significant expansion of our addressable market and consistent growth

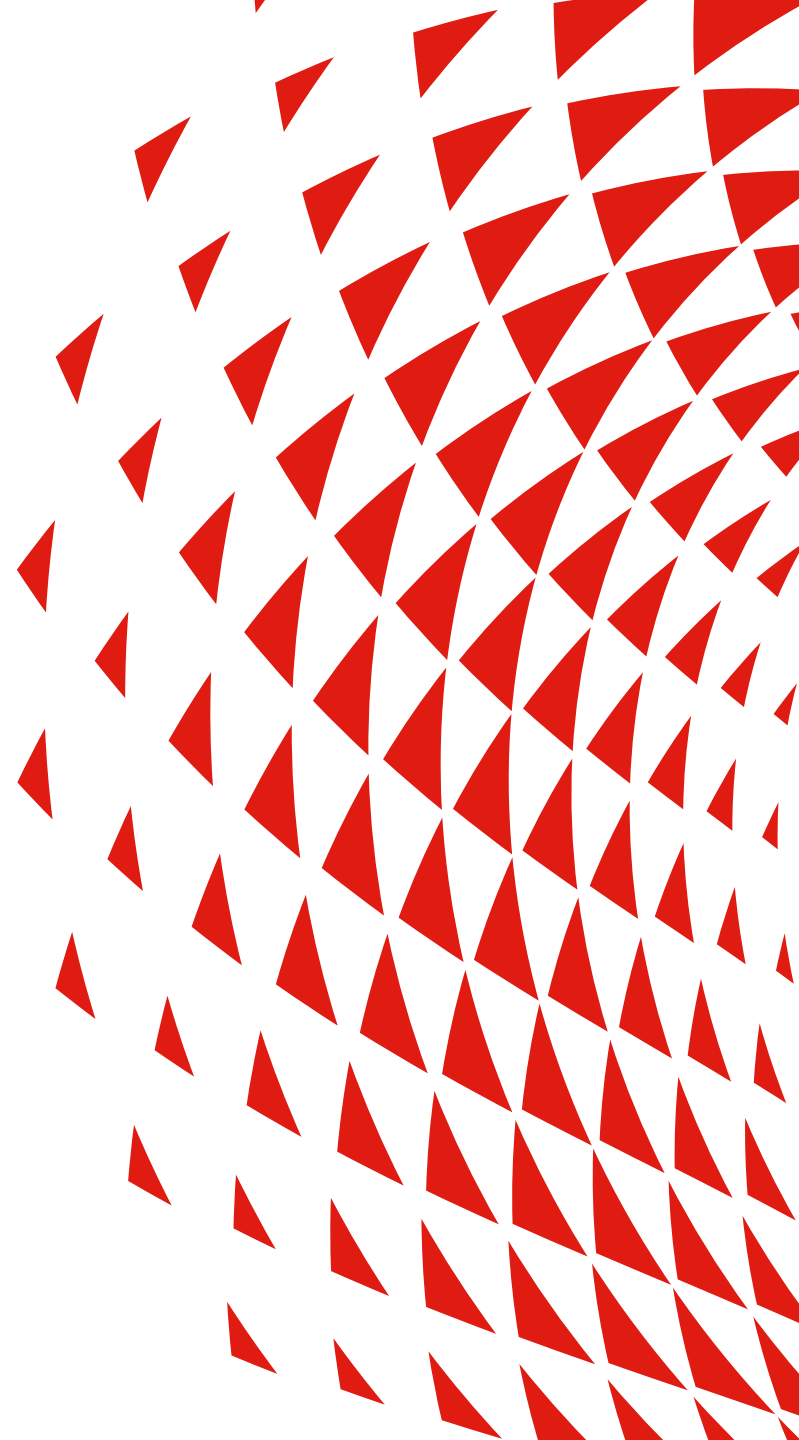




Products & Business Model

Johan Land | Chief Product Officer

**Capital
Markets
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1 Product portfolio

2 Business model

3 Ecosystem

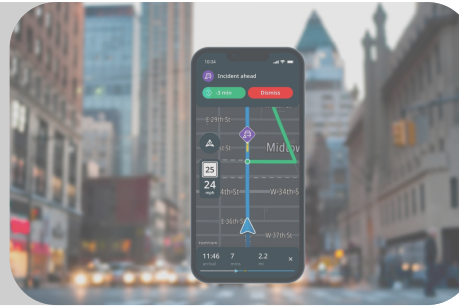


The background image shows a collaborative office space with brick walls and large windows. Several developers are working at desks with multiple monitors. One monitor in the foreground displays code for a 'highlight' application, including functions for undo, redo, and group management. Another monitor shows a file explorer with a tree structure of folders and files. A man with a beard and headphones is looking at a screen, while a woman with long dark hair is typing on a keyboard. A desk lamp is positioned over the work area.

Products for application developers

Product portfolio

SDKs



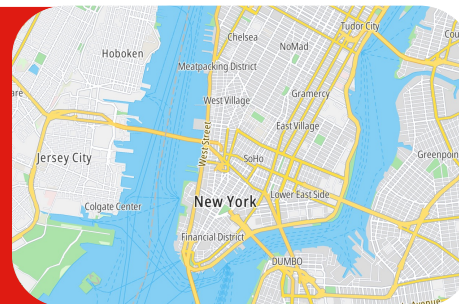
Services



Value-added data



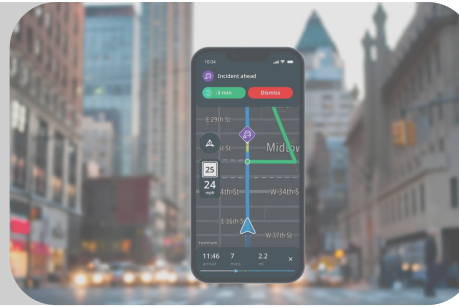
Base map



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

Product portfolio

SDKs



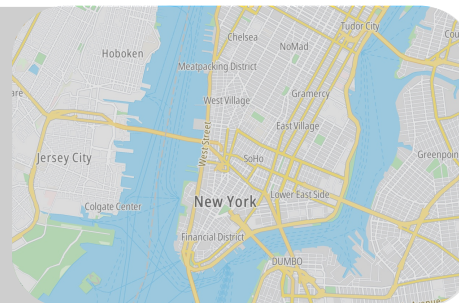
Services



Value-added data



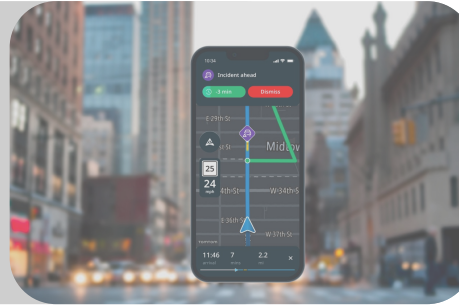
Base map



- > 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



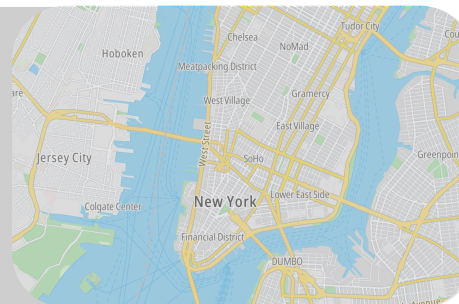
Services



Value-added data



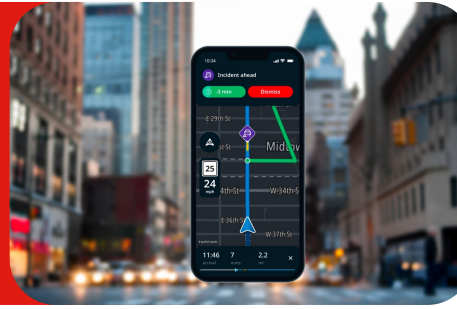
Base map



- > 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

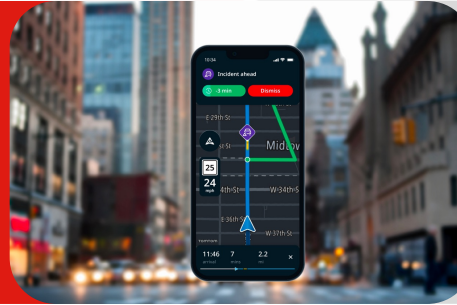


Base map



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



A photograph of a multi-lane highway stretching into the distance, flanked by dense green forests. The sky is a clear, vibrant blue with a few wispy white clouds near the horizon. A small car is visible in the distance on the road. 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**

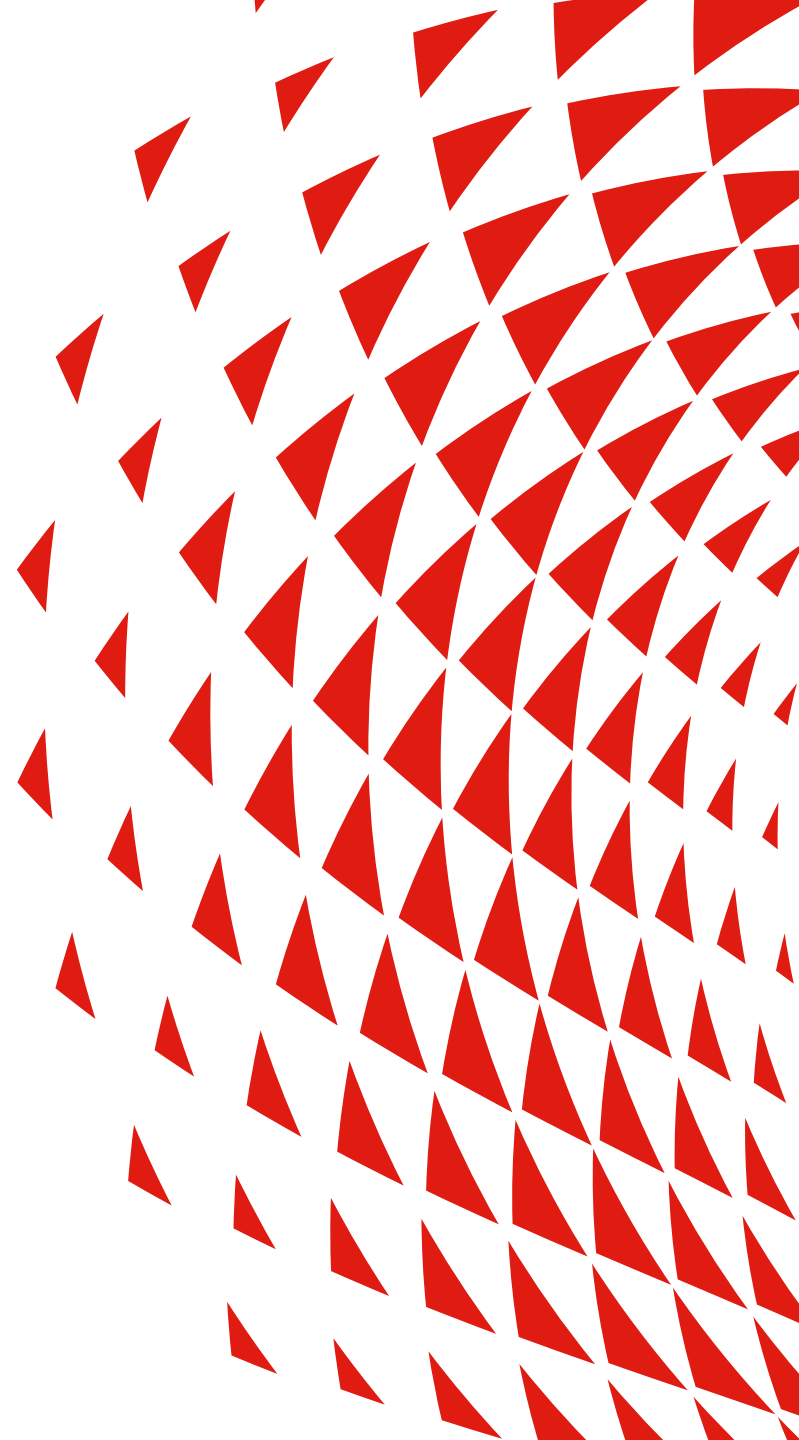




Technology & Competitive Position

Eric Bowman | Chief Technology Officer

**Capital
Markets
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TomTom Pioneered

Kickstart Growth

Phenomenal Execution

Power of Feedback

Doubling Down

Incredible Team

Leadership At Every Level

Infinitely Scalable

Minutes Instead Of Months

**Everywhere on earth
people want to be**

**Whatever our customers can
imagine, can go in the map**

The Smartest Map

Pull Drivers Off Their Phones

**Safety, Comfort, and
Efficiency**

Our Map's Leading Position

A True Engine For Growth

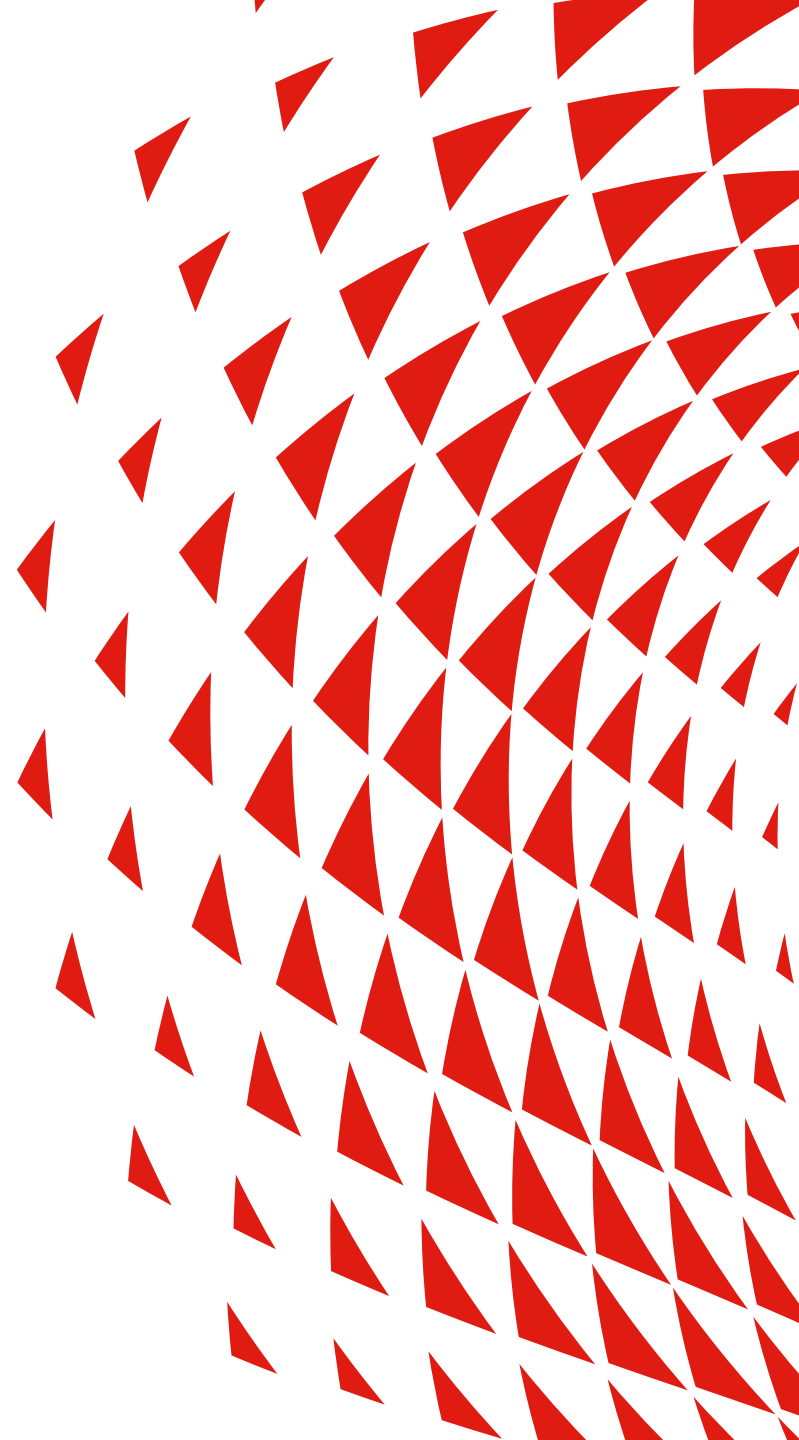




Set for Profitable Growth

Taco Titulaer | Chief Financial Officer

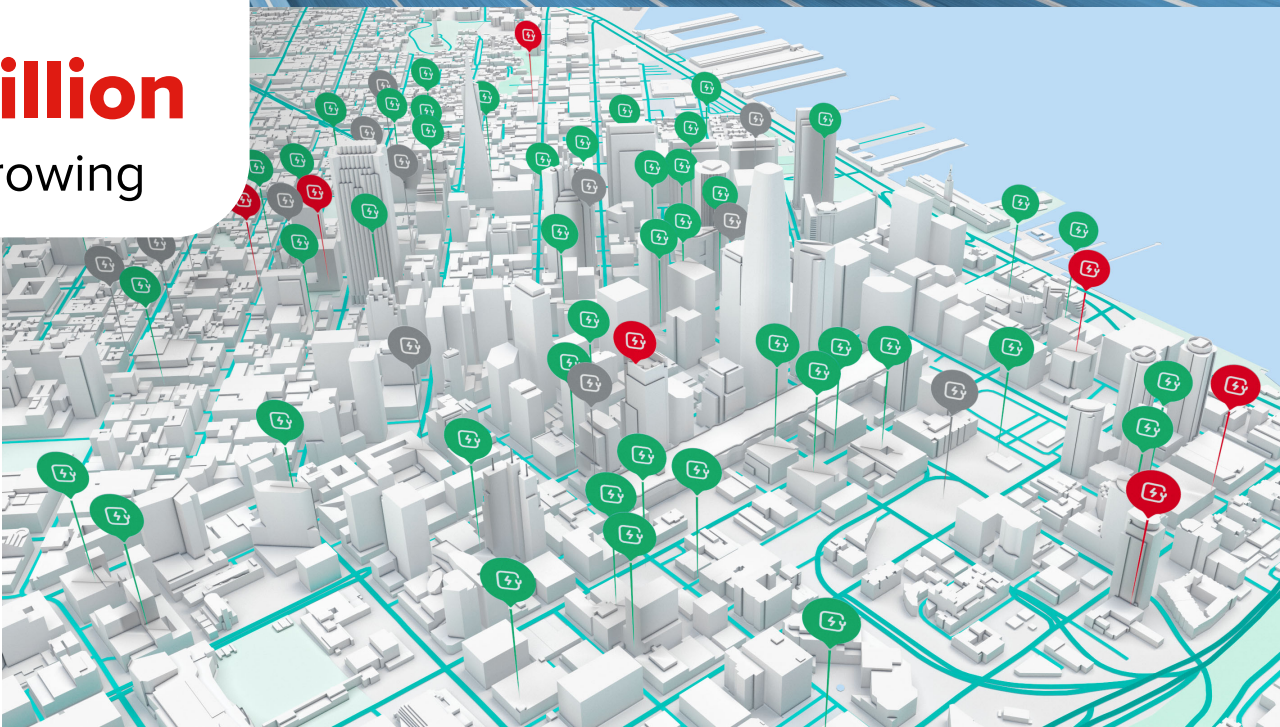
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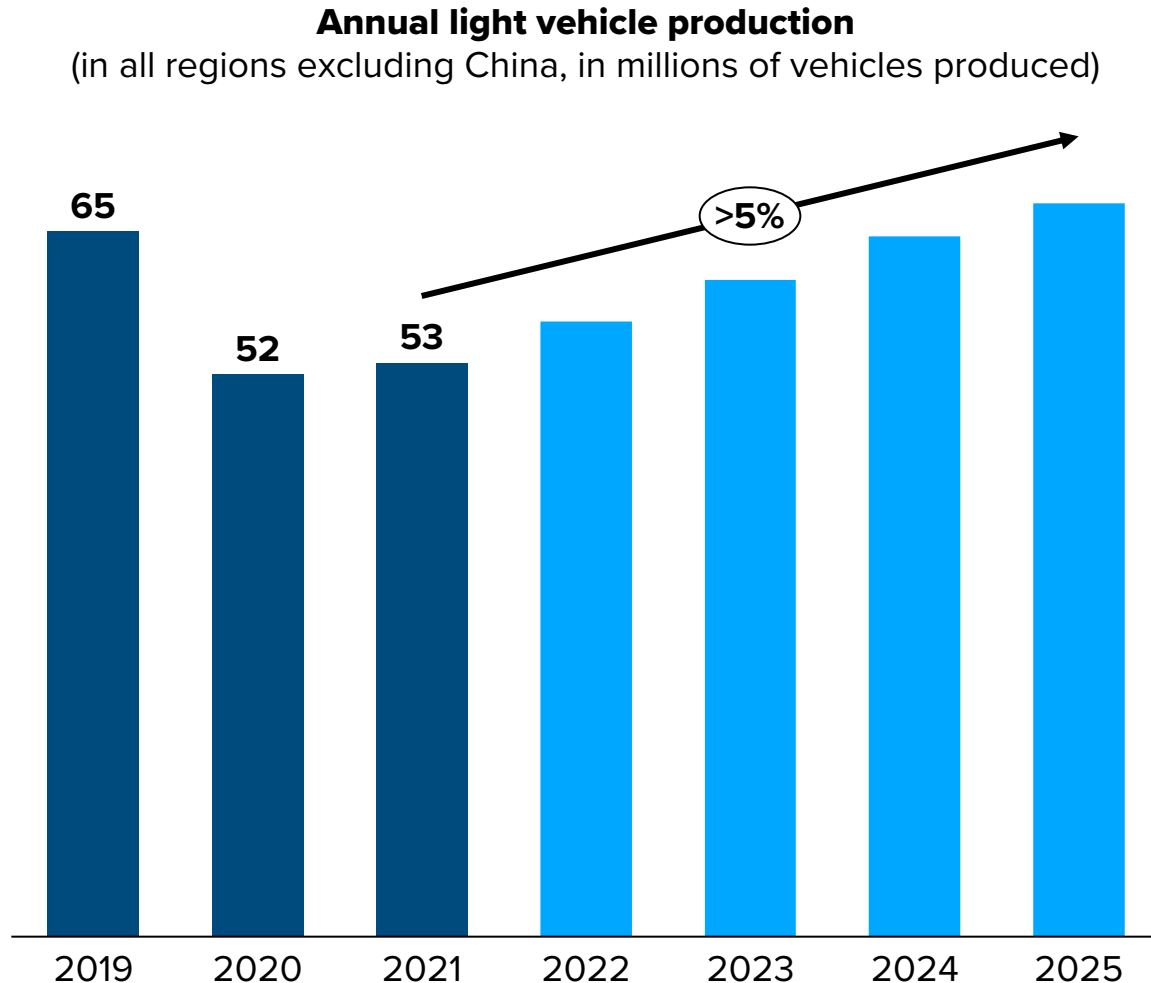
Location
technology
market

€3 billion
and growing



Resiliency in Automotive

Car production and take rates are increasing, as well as our market share



Car production volumes increase as the automotive industry recovers



Take rates increase due to push toward software-defined vehicle



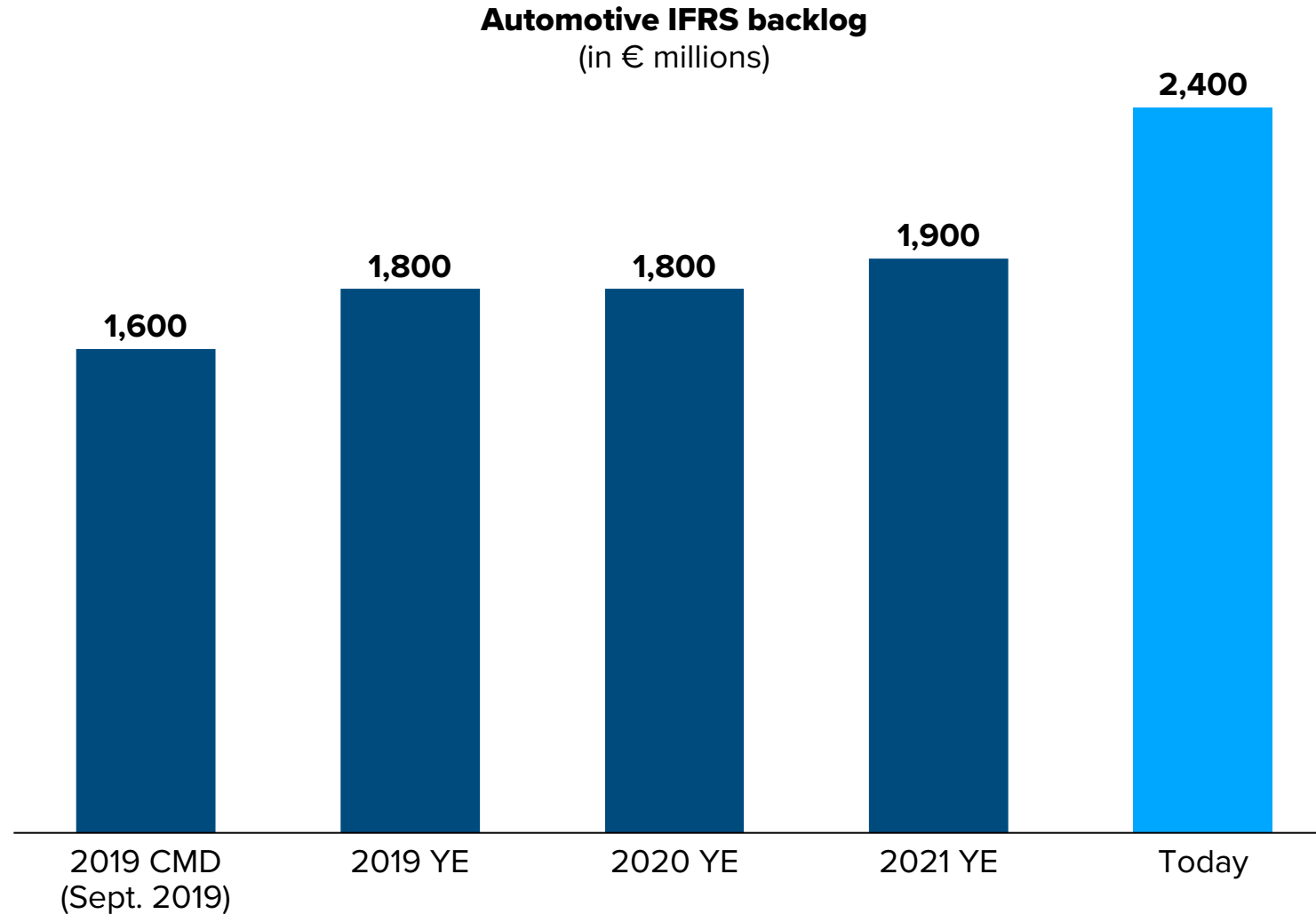
Market share increases based on the development of our backlog



Our **revenue per car** is expected to remain **stable**

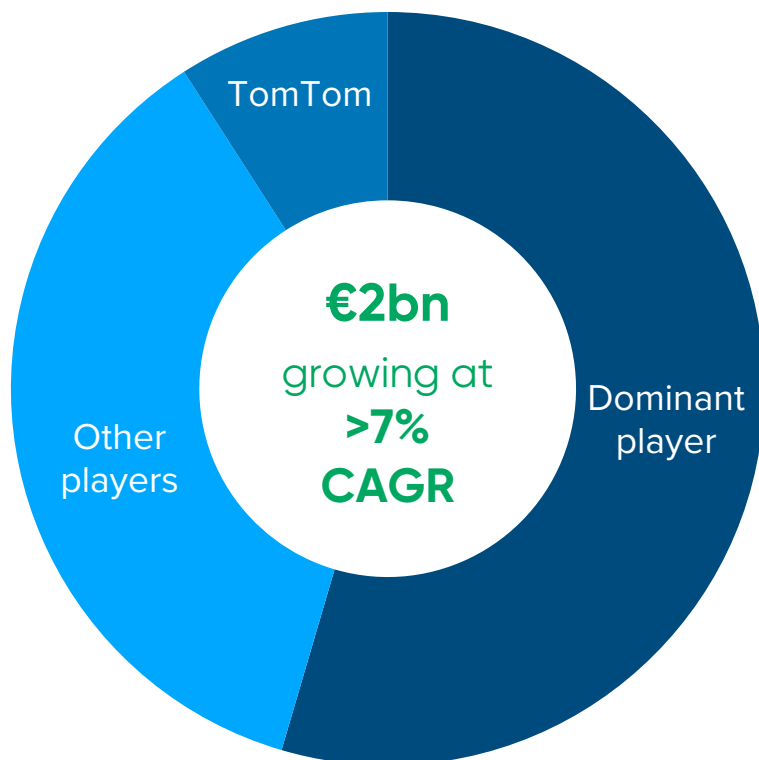
Automotive backlog

Our outlook is underpinned by a record backlog, demonstrating the competitiveness of our offerings



Opportunities in Enterprise

Capitalizing on growth in the Enterprise market with our new Maps Platform



Large, **expanding market**, as the reliance on location technology will only grow



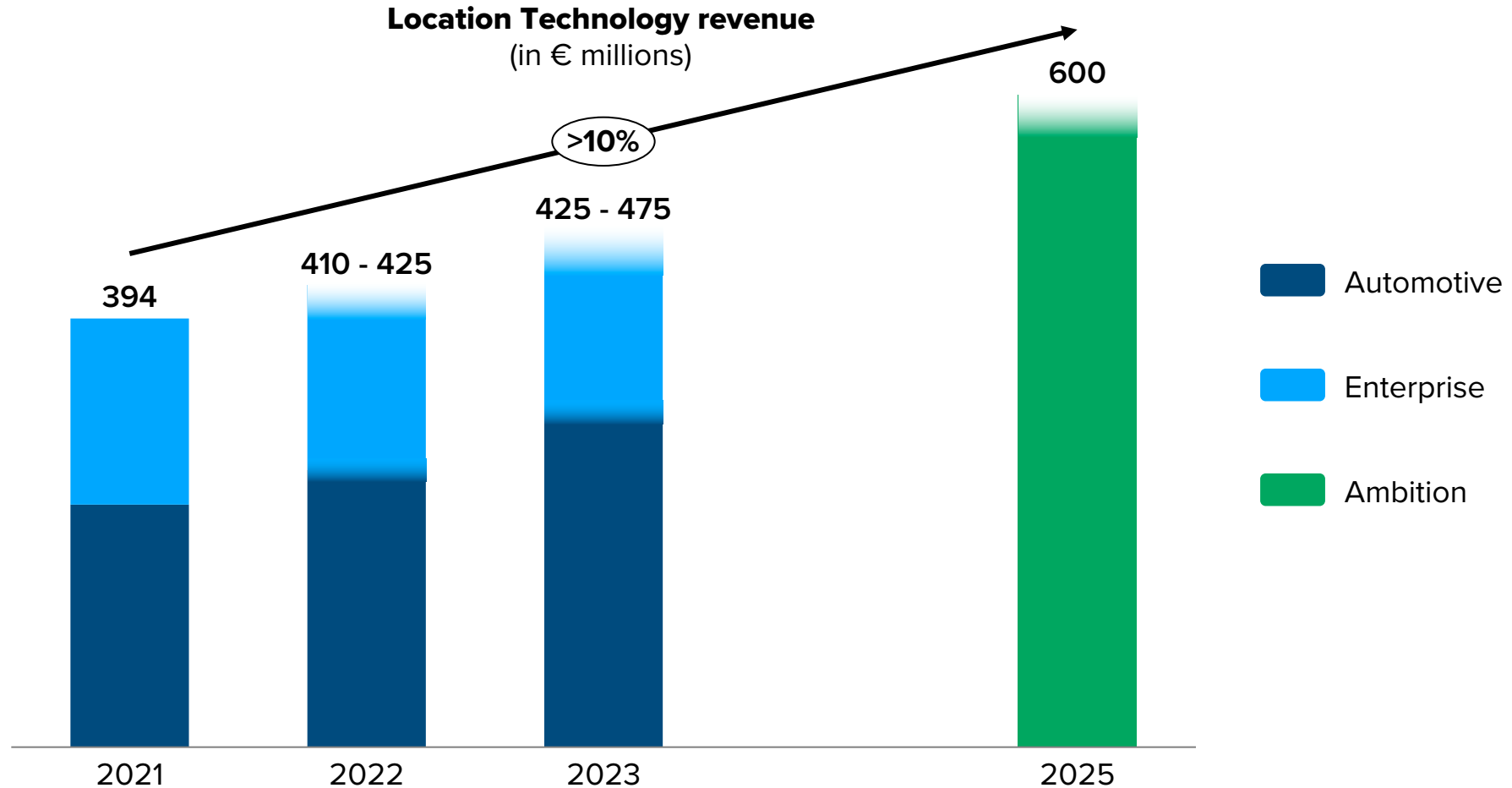
Relatively low market share, providing **significant opportunity to grow**



Maps Platform supports **more use cases** and covers more geographical areas

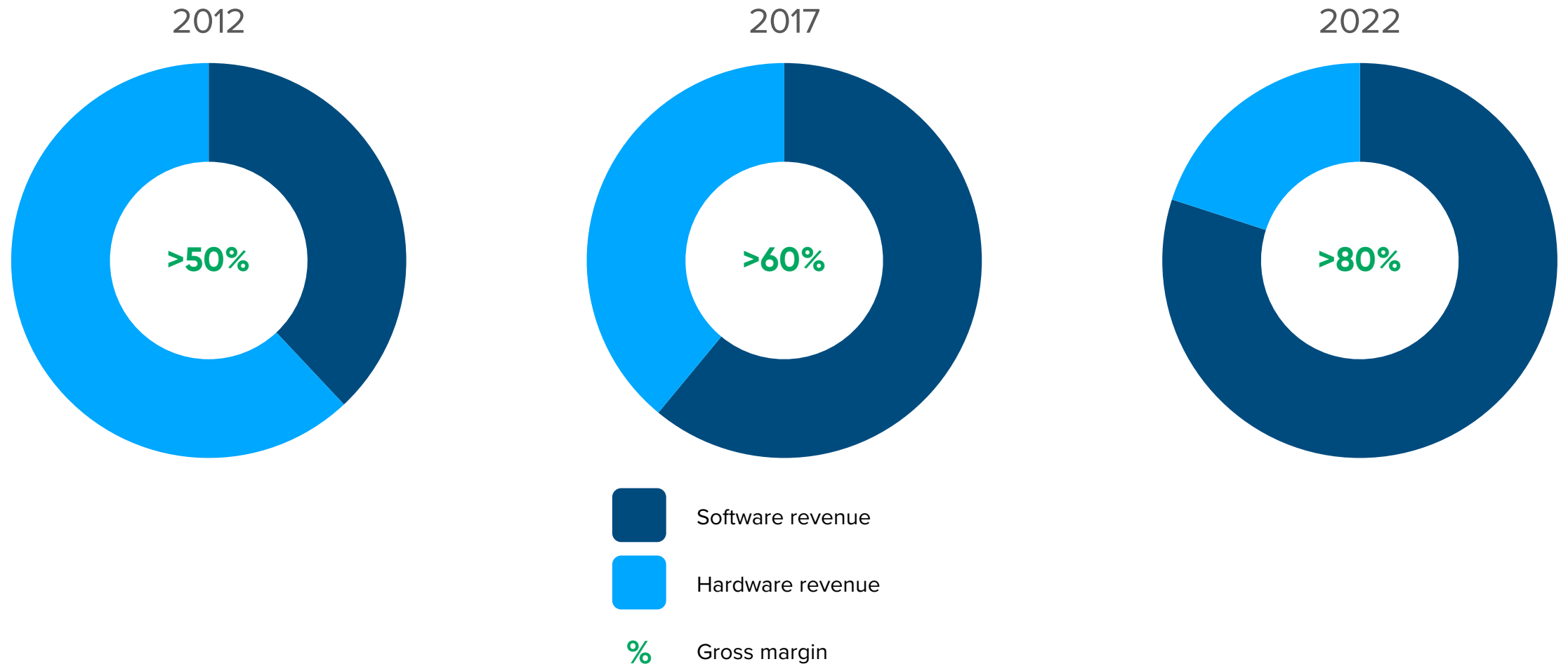
Revenue ambition

Ambition of €600 million of Location Technology revenue in 2025, supported by our new Maps Platform and strong Automotive backlog



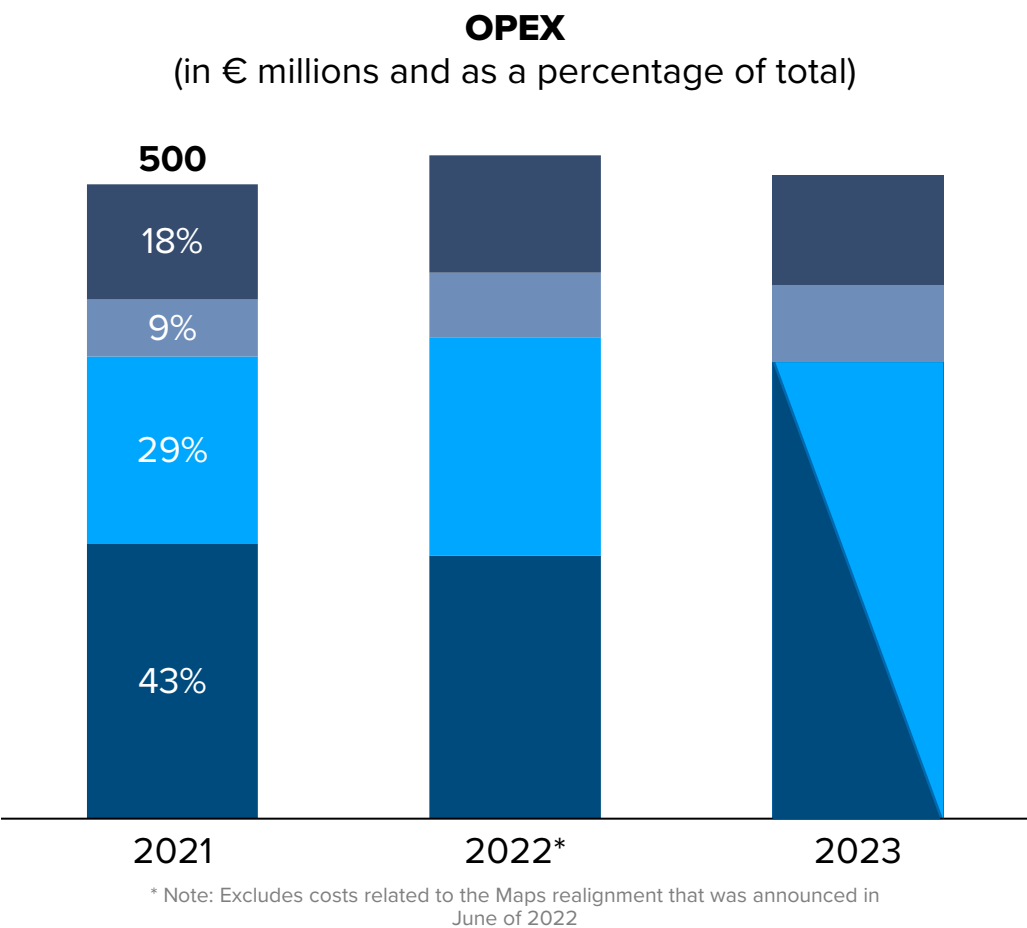
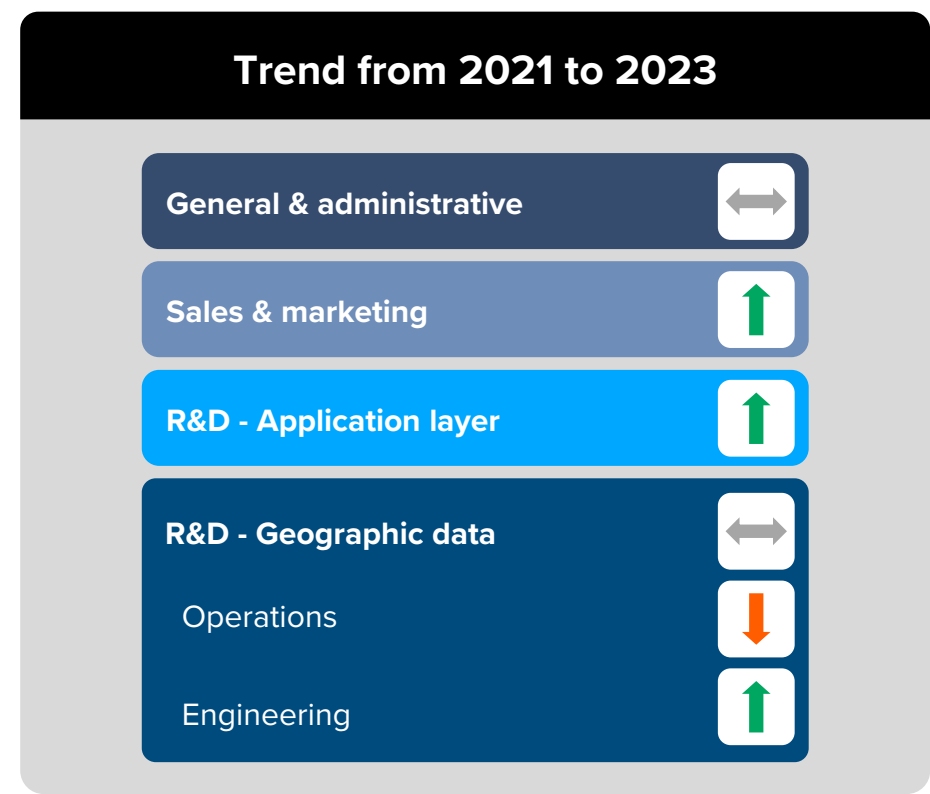
Increasing gross margins

Successful transition to a software company over the past decade, improving gross margins



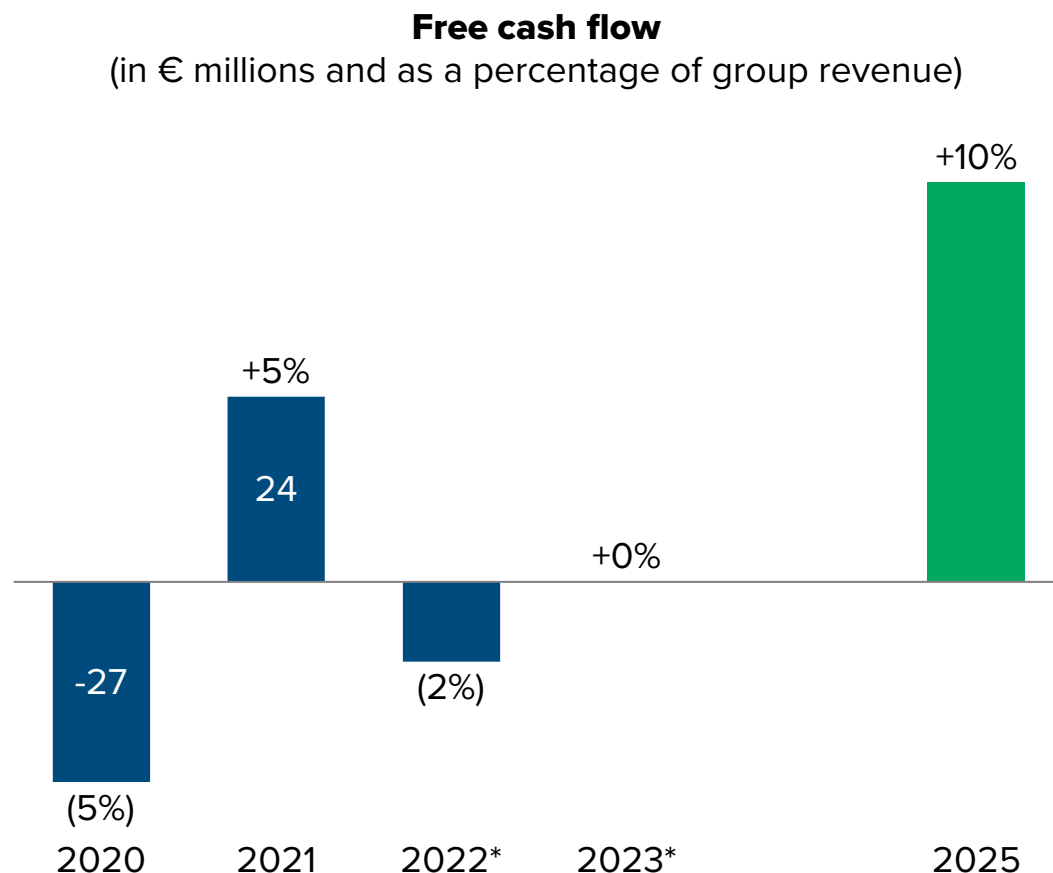
Investments in technology

Increased investments in value-add map layers, applications, and sales activities



Increasing free cash flow

Mid-term target of free cash flow generation of 10% of group revenue



* Note: Excludes costs related to the Maps realignment that was announced in June of 2022

Capital allocation

- > Profitable growth leads to a strengthening of our balance sheet
- > Once we stably generate positive free cash flows, we will reassess our options for capital redistribution
- > Over the last years, we have engaged in share buybacks to cover the dilutive effects of share-based compensation. We do not foresee a need to do so again in 2023

ESG

Our commitment to responsible business

Themes and KPIs

Theme	KPI
Technologies that reduce emissions and improve road safety	Potential CO ₂ emission savings enabled by our products
Employer of choice	Engagement Score
Diversity and inclusion	Gender diversity ratio
Security and data privacy	Percentage of engineers certifiably trained
CO ₂ emissions	Carbon footprint

Set for growth

€600 million Location Technology revenue ambition for 2025

More versatile product offering
Great opportunities in Enterprise
Strong Automotive backlog

FCF yield target of 10% in 2025

Responsible growth





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.

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

Gross margin is calculated as gross profit divided by IFRS revenue

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