



Investor presentation

November 2023



TomTom at a glance

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

Business overview

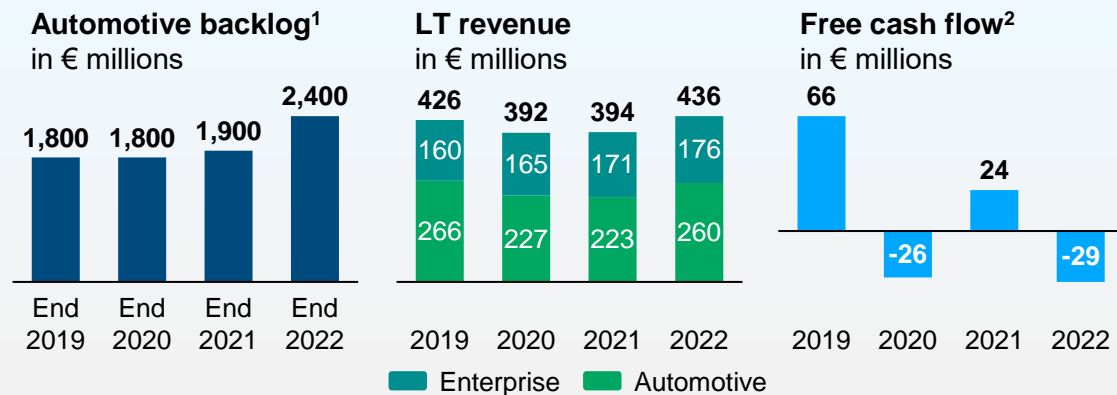
- TomTom is an independent location technology company
- Two customer segments, Location Technology (LT) and Consumer. Two sales channels in LT: Automotive and Enterprise
- Key customers include Stellantis, Volkswagen Group, Microsoft, and Uber
- Headquartered in Amsterdam. 3,800 employees globally. Main locations: Netherlands, India, Poland, Germany, USA, Belgium

Assets

- Vast amounts of location-related data
 - >70m km of roads, >500m addresses, >150m POIs o/w 500k EV chargers
 - Real-time traffic data for 79 countries
- Innovative mapmaking platform and 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

SDKs

APIs

Value-add data

Base map

Geographic data

Revolutionizing location technology

We are **embracing open data**
and pioneering a **technical standard**
for mapmaking ...

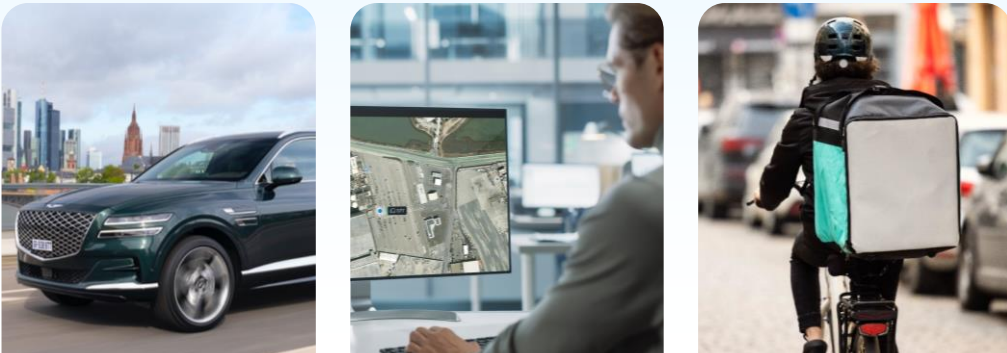
... because **demand for location**
technology is such that no single
company can meet the industry's
requirements on its own



A profound opportunity

Increasing demands for location technology call for a standardized approach to bringing location data together

Rising expectations for maps



- There is an **ever-growing demand for location technology**, as it is critical for many applications, including automated driving, logistics planning, and food delivery
- Importantly, these applications are becoming **more and more advanced**
- Requirements for location technology continuously **increase**

A wealth of location data



- There is a **large volume of location data** produced in every instance, including signals from phones and cars and contributions from communities such as OpenStreetMap (OSM)
- All this data holds **great potential**, but bringing it together is hard, as it is mostly non-standardized
- **Standardization** presents a **profound opportunity**

A new approach to mapmaking

Data standardization and flexible data integration are key to creating smart maps that answer industry demands

Standardization



- We are promoting a **standard specification** for the map that brings uniformity and consistency
- Standardization is organized through the **Overture Maps Foundation**
- Technology companies such as 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** sources include OSM and the Overture Maps Foundation
- Open data is supplemented by our **proprietary data**, to create maps that answer the industry's requirements

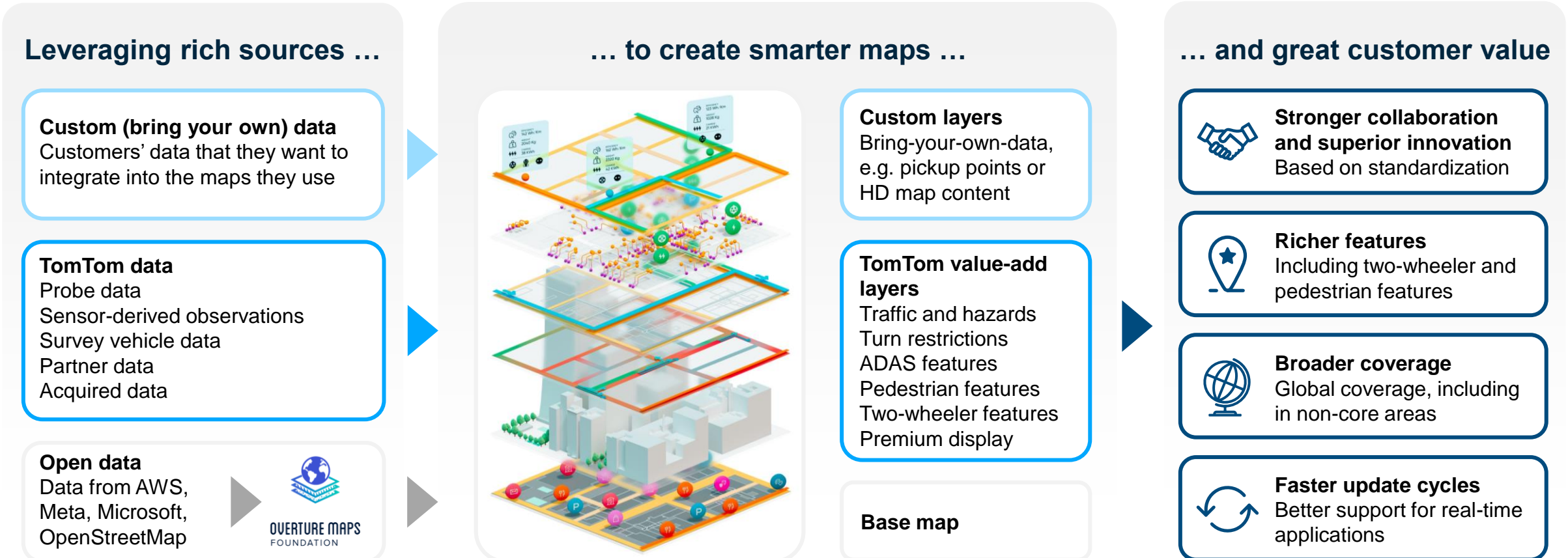
Interoperability



- We aim to provide a **canvas** for customers and partners to build on and add content to
- The standard we are promoting lets customers add content with **confidence**
- Our platform can integrate all datasets, publish them as a consistent map, and expose the map to applications

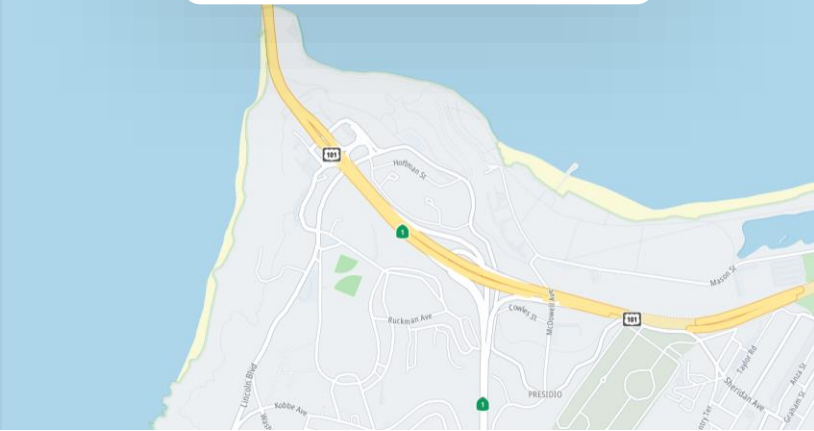
How we create smarter maps

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

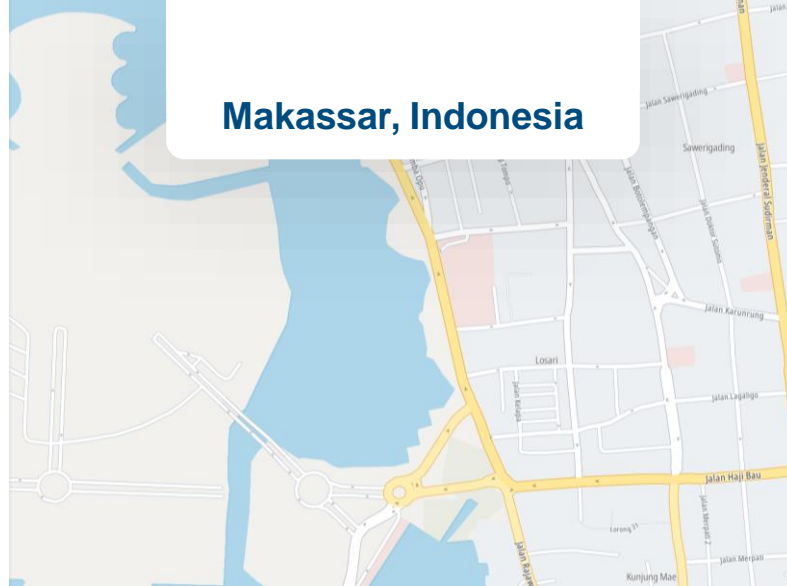


- The TomTom Maps Platform automatically **validates and ingests** data inputs, building a **consistent base map** using Overture data Foundation data and **value-add layers** based on unique TomTom data that provide valuable insights for customers
- Customers can contribute own data, creating custom layers that seamlessly integrate with the base map and value-add layers

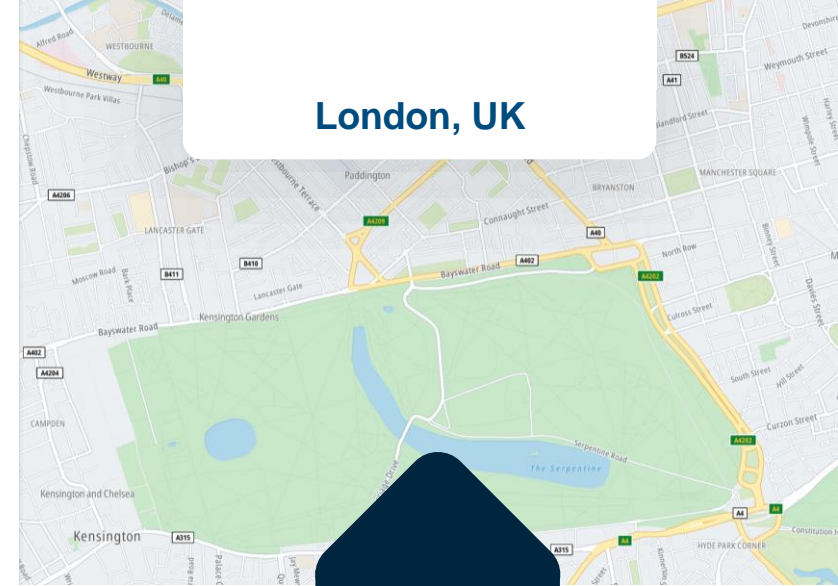
San Francisco (CA), USA



Makassar, Indonesia



London, UK

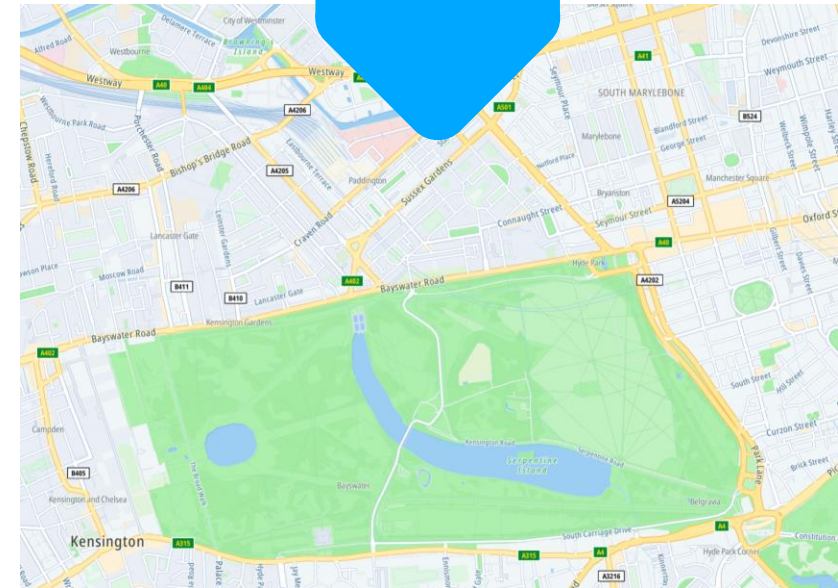
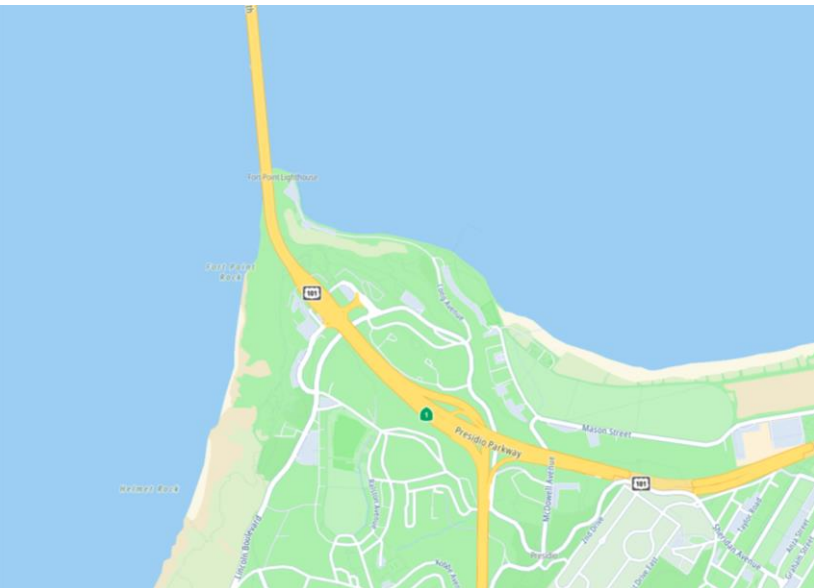


Current

A step change in quality

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

New



Product portfolio

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

SDKs



- SDKs, serving as 'building blocks' for application developers to bring in world-class experiences with minimal investment
- Highest-value product tying together full portfolio

APIs



- 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.

Significant market growth

Location technology is important to many businesses, leading to large and growing demand

Growth in our segments

Automotive



Recovery of car production volumes

Take rate increases due to key automotive industry trends like electrification

Enterprise

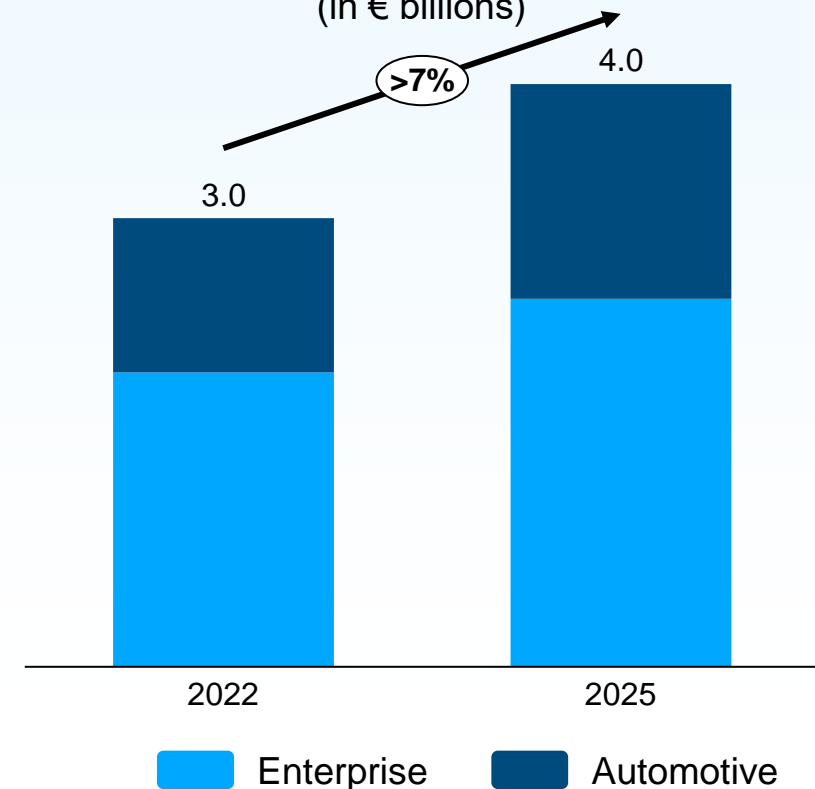


Increasing adoption of location technology

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

Large and growing market

Location technology market
(in € billions)



Automotive market growth

Production and take rates are rising, driving growth in our addressable market

Key trends driving growth

Car production increase

Expected recovery after covid and supply chain shortages

Take rate increase

Electrification

>40% of cars produced are expected to be EVs by 2030, up from 7% today

Regulation & automation

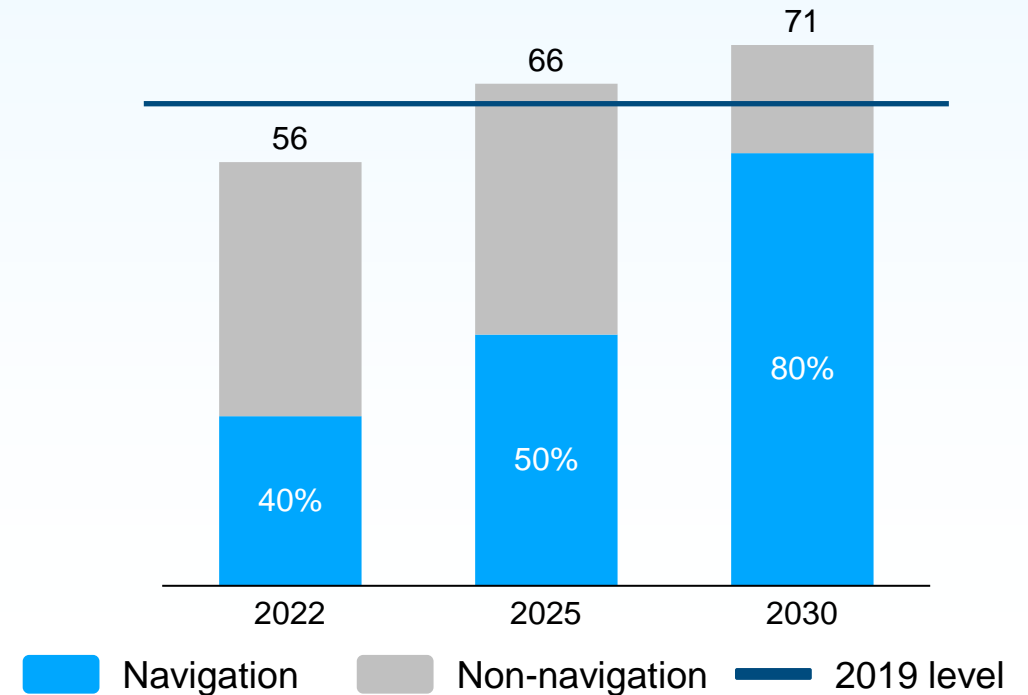
Increased interest and regulation w.r.t. efficiency, driver comfort, and safety

Software-defined vehicle

Differentiation will be driven by software, leading OEMs to prioritize it

Increasing car production

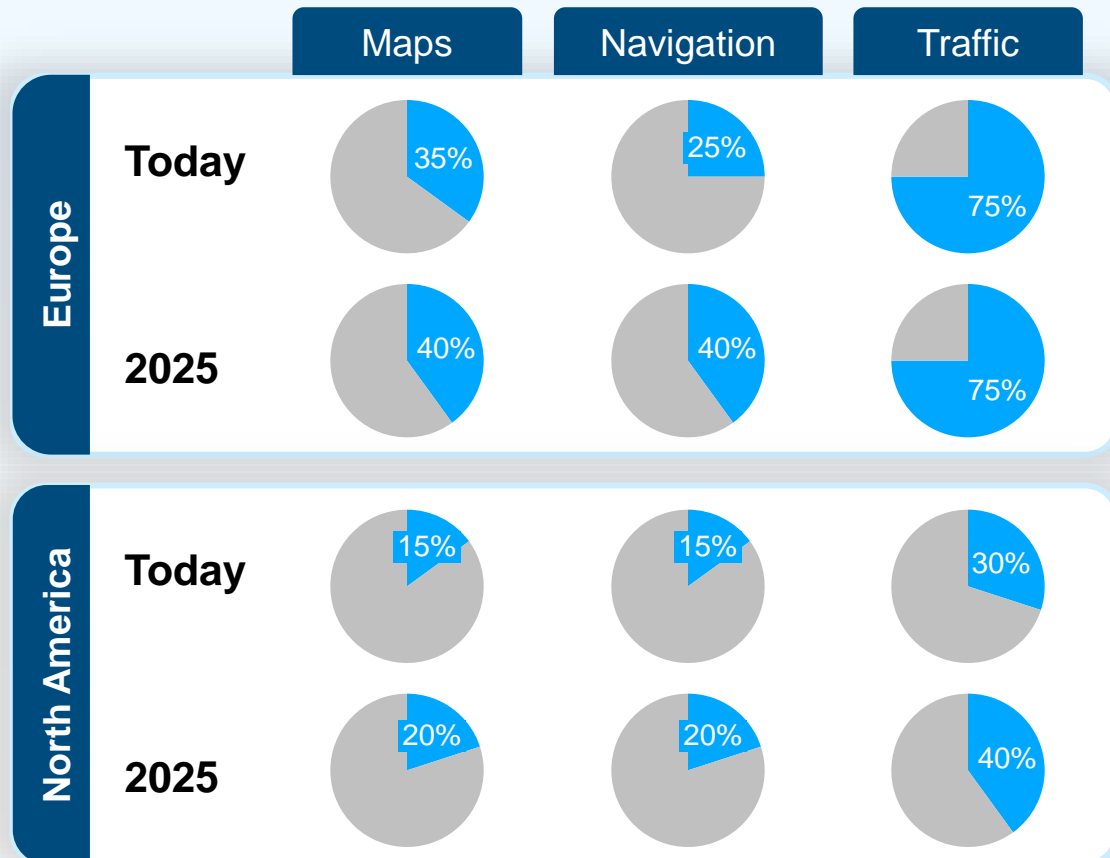
Annual light vehicle production and navigation take rate
(in millions of vehicles produced, global excl. China)



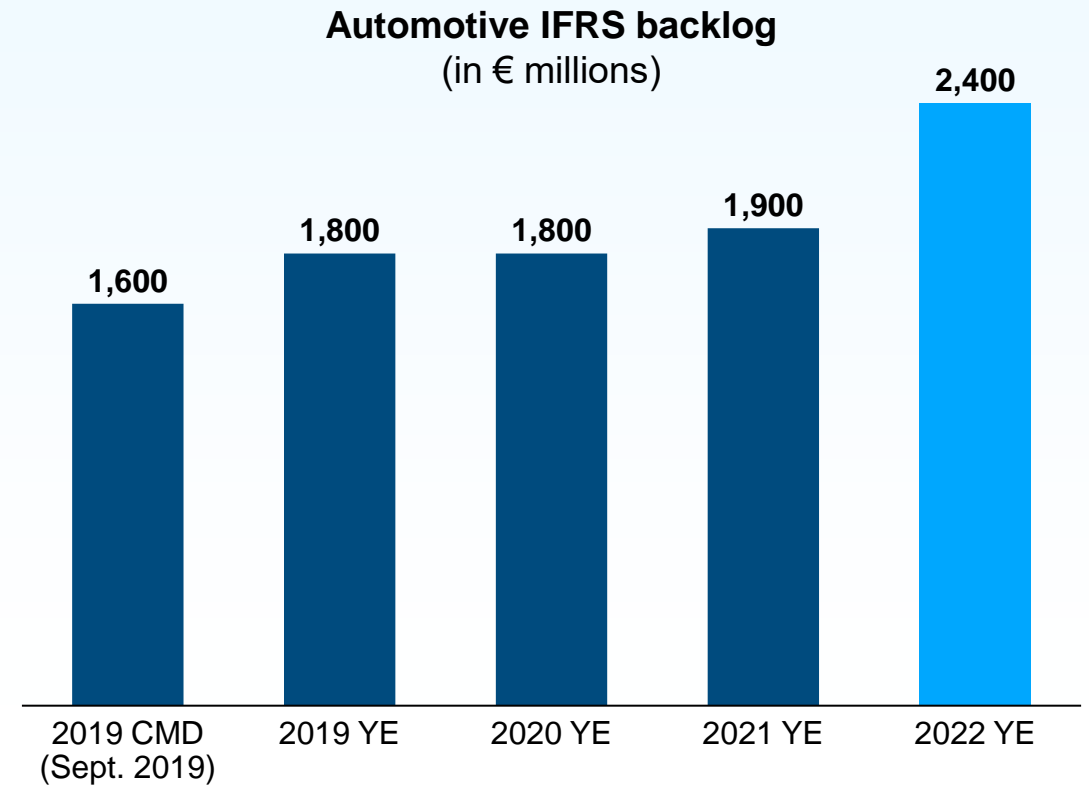
Strength in Automotive

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

Operational excellence



Location technology can play a pivotal role in streamlining operations

Food delivery, ride hailing, fleet & logistics industries

Product enhancement

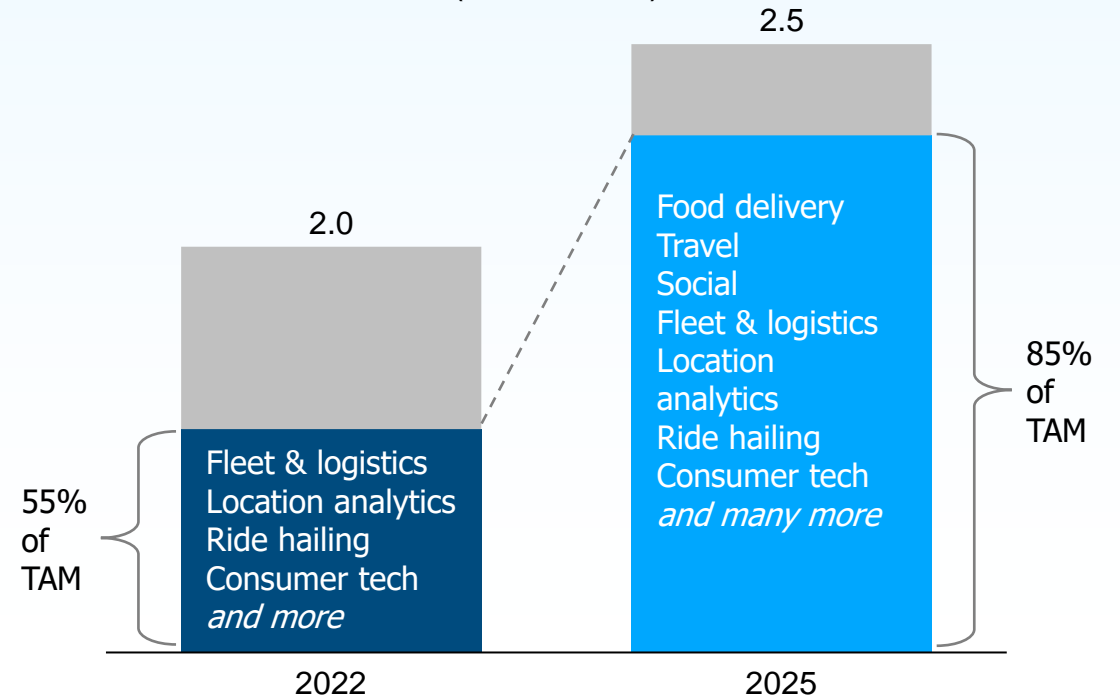


Location technology can be utilized to enrich firms' products and services

Travel and social media industries

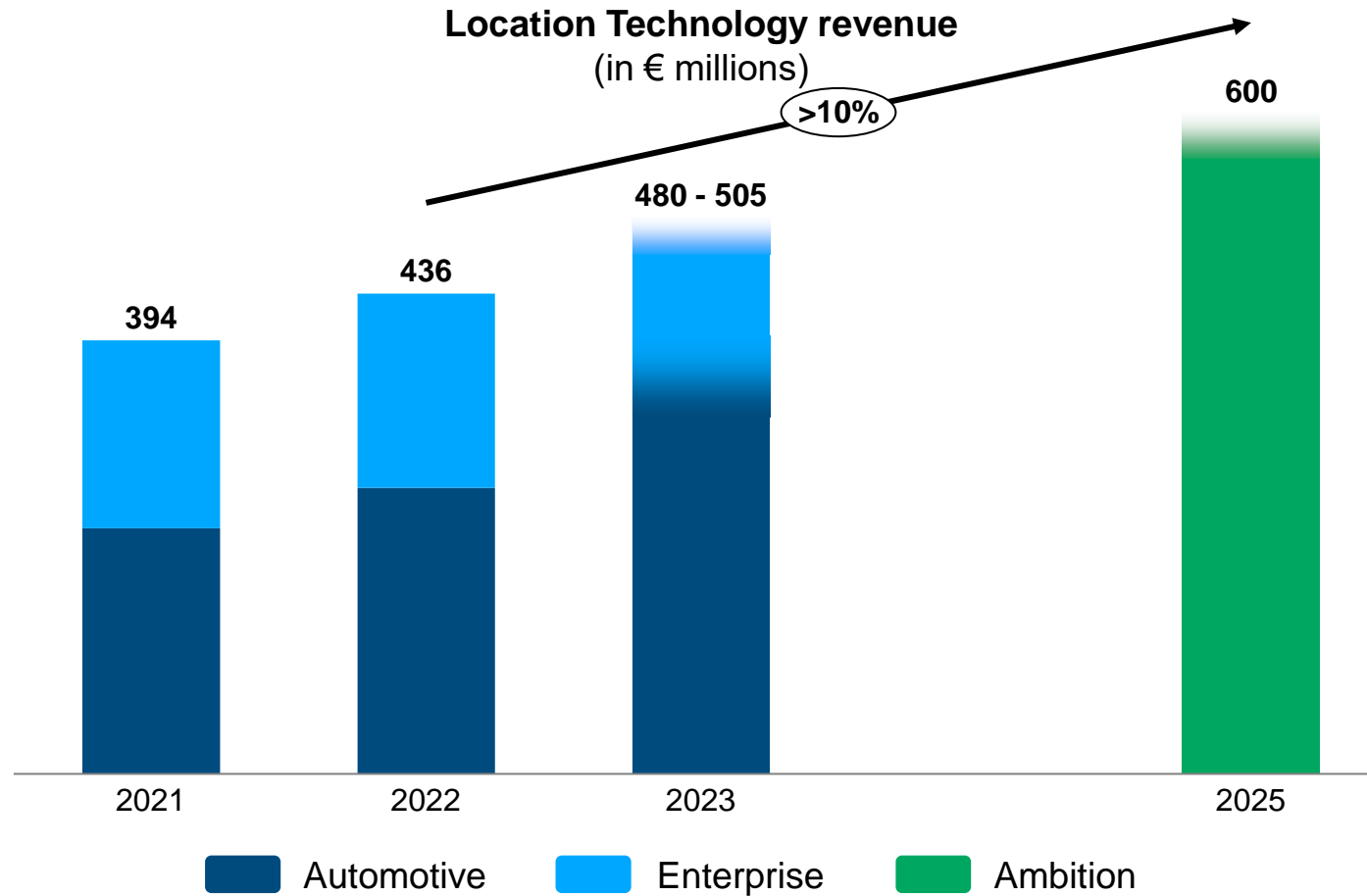
Addressing a larger part of the market

Location technology market size excluding Automotive (in € billions)



Revenue ambition

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

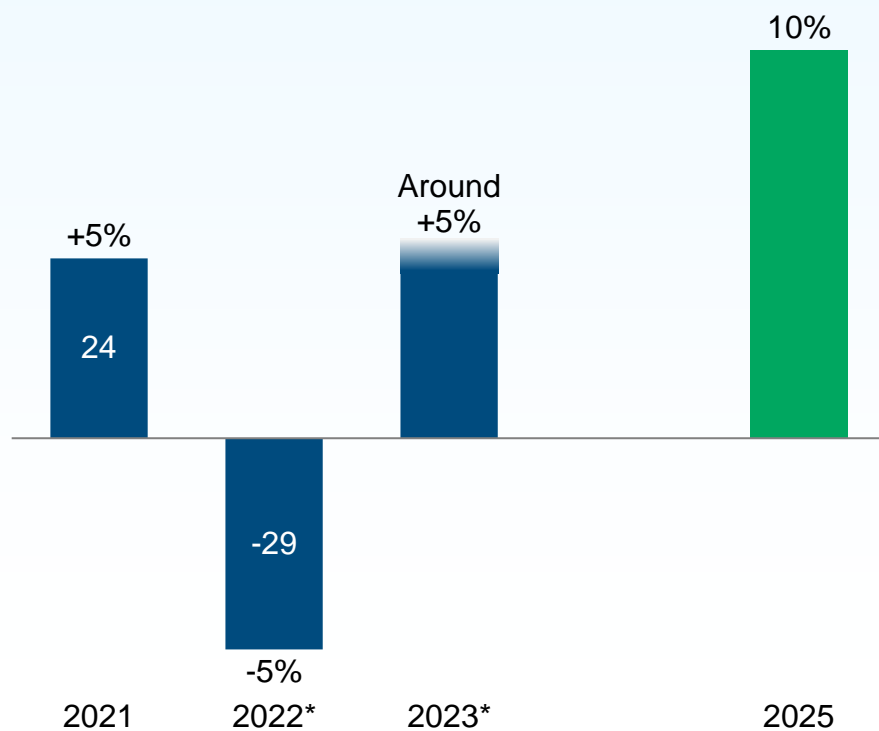


Increasing free cash flow

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
Technologies that reduce emissions and improve road safety	Potential CO ₂ emission savings enabled by our products	Target to be set this year
Employer of choice	Employee Engagement Score	Top-in-class employer with 4 th quartile benchmark score by 2025
Diversity and inclusion	Gender diversity ratio	30% female representation at company level and 20% for senior management by 2025
Security and data privacy	Percentage of engineers certifiably trained on security	75% of engineers trained on security by 2025
CO ₂ emissions	Carbon footprint	Carbon neutral on Scope 1 and 2 by 2030

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

- €2.4bn 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 €325 million (Q3 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	14,702,531	11.1%
Founder - Pieter Geelen	14,140,030	10.7%
Founders	59,277,540	44.8%
Free float	70,004,485	52.9%
Treasury shares¹	3,084,647	2.3%
Total shares	132,366,672	100.0%

Date as of 31 October 2023

¹ 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

	Q3 '23	YTD '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	129,207,917	128,392,291
Shares in issue at the end of the period	129,363,391	129,363,391
Average shares in issue during the period¹	129,330,910	128,933,490 [A]
Average shares outstanding from dilution of restricted stock units	3,308,607	3,477,720 [B]
Average fully diluted shares outstanding during the period²	132,639,517	132,411,210 [A+B]

Date as of 30 September 2023

¹ Shares held in treasury of 3,003,281 are taken into account when calculating the weighted average shares outstanding

² The average share price for the quarter was €7.72 and the average share price for the year was €7.20

P&L

(€ in thousands)	Q2 '22	Q3 '22	Q4 '22	Q1 '23	Q2 '23	Q3 '23	YTD '23	YTD '22
Automotive	59,951	62,446	77,070	81,120	90,898	82,476	254,494	182,908
Enterprise	45,344	45,894	40,453	36,905	37,296	36,760	110,961	135,951
Location Technology	105,295	108,340	117,523	118,025	128,194	119,236	365,455	318,858
Consumer	27,283	27,963	21,490	22,693	28,355	24,878	75,926	78,471
Revenue	132,578	136,303	139,013	140,718	156,549	144,114	441,381	397,330
Cost of sales	22,825	26,381	18,100	20,025	27,281	25,175	72,481	68,519
Gross profit	109,753	109,922	120,913	120,693	129,268	118,939	368,900	328,811
<i>Gross margin</i>	83%	81%	87%	86%	83%	83%	84%	83%
Research and development expenses - Geographic data	54,945	50,548	43,736	42,180	45,798	43,661	131,639	162,024
Research and development expenses - Application layer	43,658	45,768	42,713	42,461	49,410	47,263	139,134	128,791
Sales and marketing expenses	12,077	13,568	14,202	12,982	14,158	14,180	41,320	36,151
General and administrative expenses	54,539	17,823	24,791	20,423	23,459	22,573	66,455	94,929
Total operating expenses	165,219	127,707	125,442	118,046	132,825	127,677	378,548	421,895
Operating result (EBIT)	-55,466	-17,785	-4,529	2,647	-3,557	-8,738	-9,648	-93,084
<i>EBIT margin</i>	-42%	-13%	-3%	2%	-2%	-6%	-2%	-23%
Financial result	2,160	1,826	-889	1,598	699	3,371	5,668	3,707
Result before tax	-53,306	-15,959	-5,418	4,245	-2,858	-5,367	-3,980	-89,377
Income tax (expense)/gain	-1,670	-1,525	-3,367	-1,272	-1,597	-2,523	-5,392	-4,573
Net result¹	-54,976	-17,484	-8,785	2,973	-4,455	-7,890	-9,372	-93,950

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

Balance sheet

(€ in thousands)	30-Jun-22	30-Sep-22	31-Dec-22	31-Mar-23	30-Jun-23	30-Sep-23
Goodwill	192,294	192,294	192,294	192,294	192,294	192,294
Intangible assets	58,010	50,147	42,917	36,534	30,427	25,170
Other contract related assets	28,634	28,329	30,627	32,806	34,632	33,478
Lease assets, PP&E and other assets	68,616	67,474	72,432	53,579	70,557	71,268
Inventories	14,975	13,653	14,660	14,002	12,550	14,140
Trade receivables	66,134	75,813	65,743	69,192	76,470	77,096
Unbilled receivables	63,537	57,572	48,298	46,177	51,589	47,458
Prepayments and other receivables	24,194	20,814	36,803	37,309	33,260	26,117
Cash and cash equivalents and fixed-term deposits	329,364	329,808	303,729	321,249	316,059	325,427
TOTAL ASSETS	845,758	835,904	807,503	803,142	817,838	812,448
Total equity	218,174	208,491	199,606	206,815	208,014	202,829
Deferred tax liability	2,907	2,665	2,404	1,281	692	427
Lease liability	28,974	27,403	37,725	33,897	50,166	48,139
Provisions	65,083	37,643	29,257	25,022	24,628	25,051
Trade payables	12,676	11,820	6,102	10,981	16,575	10,471
Deferred revenue	434,212	444,609	438,650	441,802	437,947	439,908
Other contract related liabilities	23,926	22,169	18,921	18,644	20,100	19,715
Income taxes	3,072	2,180	3,133	2,986	2,406	3,012
Accruals and other liabilities	56,734	78,924	71,705	61,714	57,310	62,896
TOTAL EQUITY AND LIABILITIES	845,758	835,904	807,503	803,142	817,838	812,448

Cash flow

(€ in thousands)	Q2 '22	Q3 '22	Q4 '22	Q1 '23	Q2 '23	Q3 '23	YTD '23	YTD '22
Operating result	-55,466	-17,785	-4,529	2,647	-3,557	-8,738	-9,648	-93,084
Foreign exchange adjustments	4,574	4,340	-3,933	38	-1,027	1,118	129	10,306
Depreciation and amortization	14,369	13,720	13,339	12,508	11,180	9,837	33,525	43,333
Change in provisions	29,745	-26,674	-4,953	-455	-697	308	-844	2,481
Other	2,671	3,113	2,905	2,401	3,810	2,627	8,838	7,558
Changes in working capital:	5,893	28,775	-20,169	-7,853	-7,886	11,104	-4,635	21,215
Cash flow from operations	1,786	5,489	-17,340	9,286	1,823	16,256	27,365	-8,191
Interest (paid) / received	-243	-238	47	1,109	2,005	2,257	5,371	-841
Corporate income taxes paid	-345	-1,376	-2,255	-2,587	-3,620	-2,197	-8,404	-2,828
Cash flow from operating activities	1,198	3,875	-19,548	7,808	208	16,316	24,332	-11,860
Cash flow from investing activities	13,202	-81,257	43,592	-47,159	101,140	-112,446	-58,465	-74,366
Cash flow from financing activities	-1,949	-2,698	-3,549	-3,456	-2,745	-2,918	-9,119	-6,769
Net increase/(decrease) in cash and cash equivalents	12,451	-80,080	20,495	-42,807	98,603	-99,048	-43,252	-92,995

Additional information:

Free cash flow

Cash flow from operating activities	1,198	3,875	-19,548	7,808	208	16,316	24,332	-11,860
Investments in intangible assets	-24	-116	-78	0	0	0	0	-5,193
Investments in property, plant and equipment	-998	-1,141	-1,498	-1,371	-2,868	-4,337	-8,576	-3,397
Free cash flow	176	2,618	-21,124	6,437	-2,660	11,979	15,756	-20,450
% of revenue	0%	2%	-15%	5%	-2%	8%	4%	-5%
Restructuring-related cash flow	0	5,849	6,539	4,043	5,792	944	10,779	5,849
Free cash flow excluding restructuring	176	8,467	-14,585	10,480	3,132	12,923	26,535	-14,601
% of revenue	0%	6%	-10%	7%	2%	9%	6%	-4%

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



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