

The background of the slide is a complex digital-themed graphic. It features a dark blue field with various geometric shapes in shades of teal and green. Overlaid on these are several line graphs with different colored markers (yellow, white, blue, green) and a background of glowing binary code (0s and 1s) in red and orange. A large, semi-transparent yellow circle is also visible on the left side.

Hexagon's financial transformation

Robert Belkic

Chief Financial Officer

The road to autonomy

Our core capabilities

REALITY CAPTURE



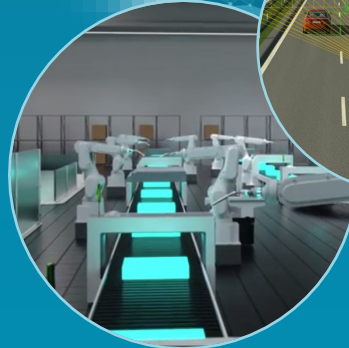
POSITIONING

SENSOR SOLUTIONS

data capture

AUTONOMOUS SOLUTIONS

data leverage

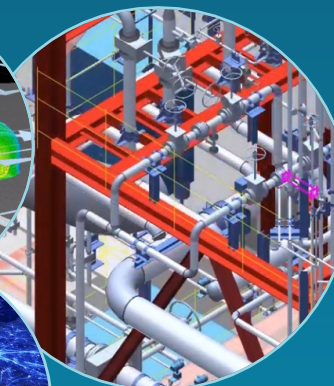
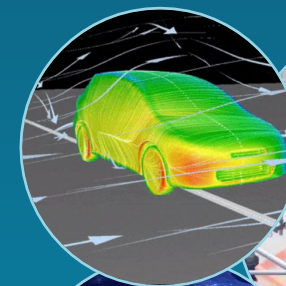


AUTONOMOUS TECHNOLOGIES

SOFTWARE SOLUTIONS

data intelligence

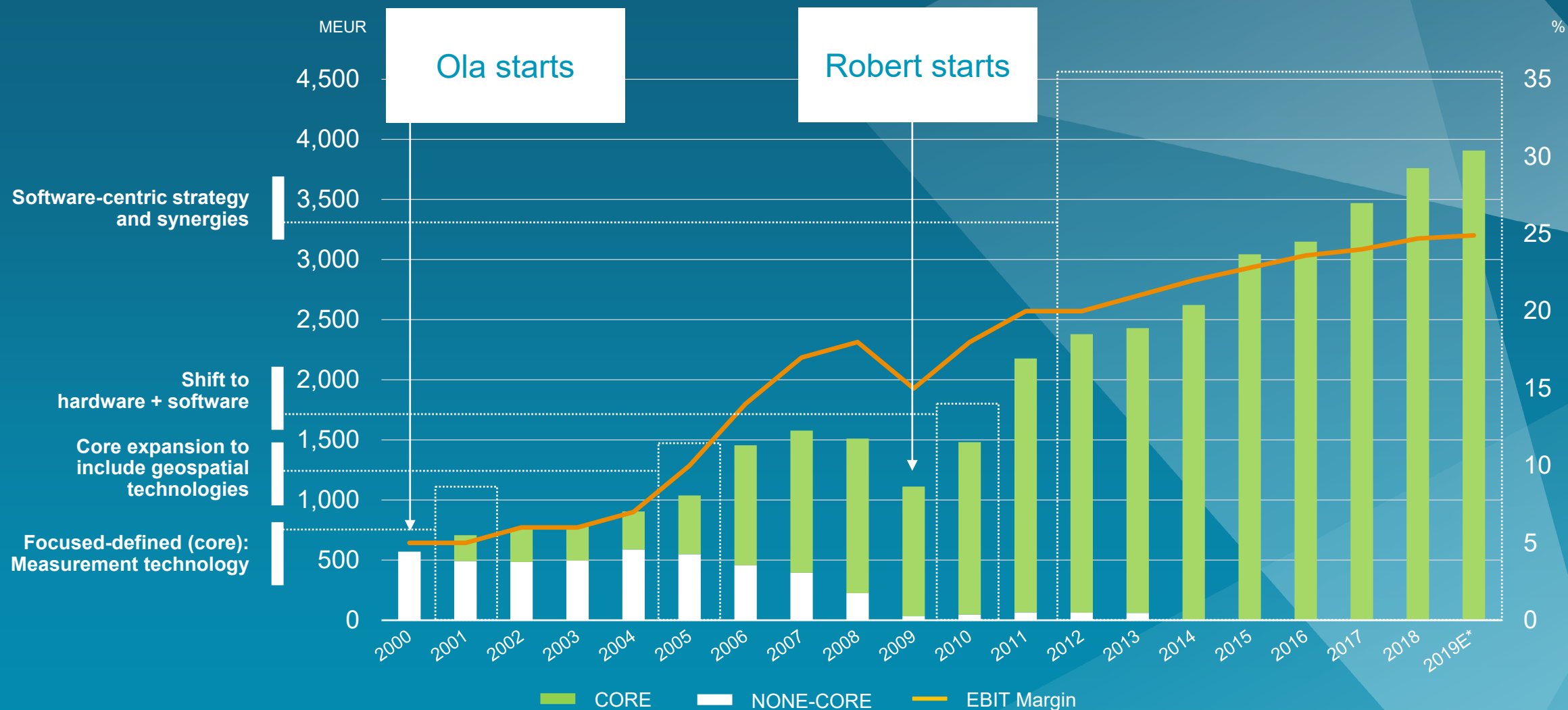
DESIGN AND SIMULATION



LOCATION INTELLIGENCE

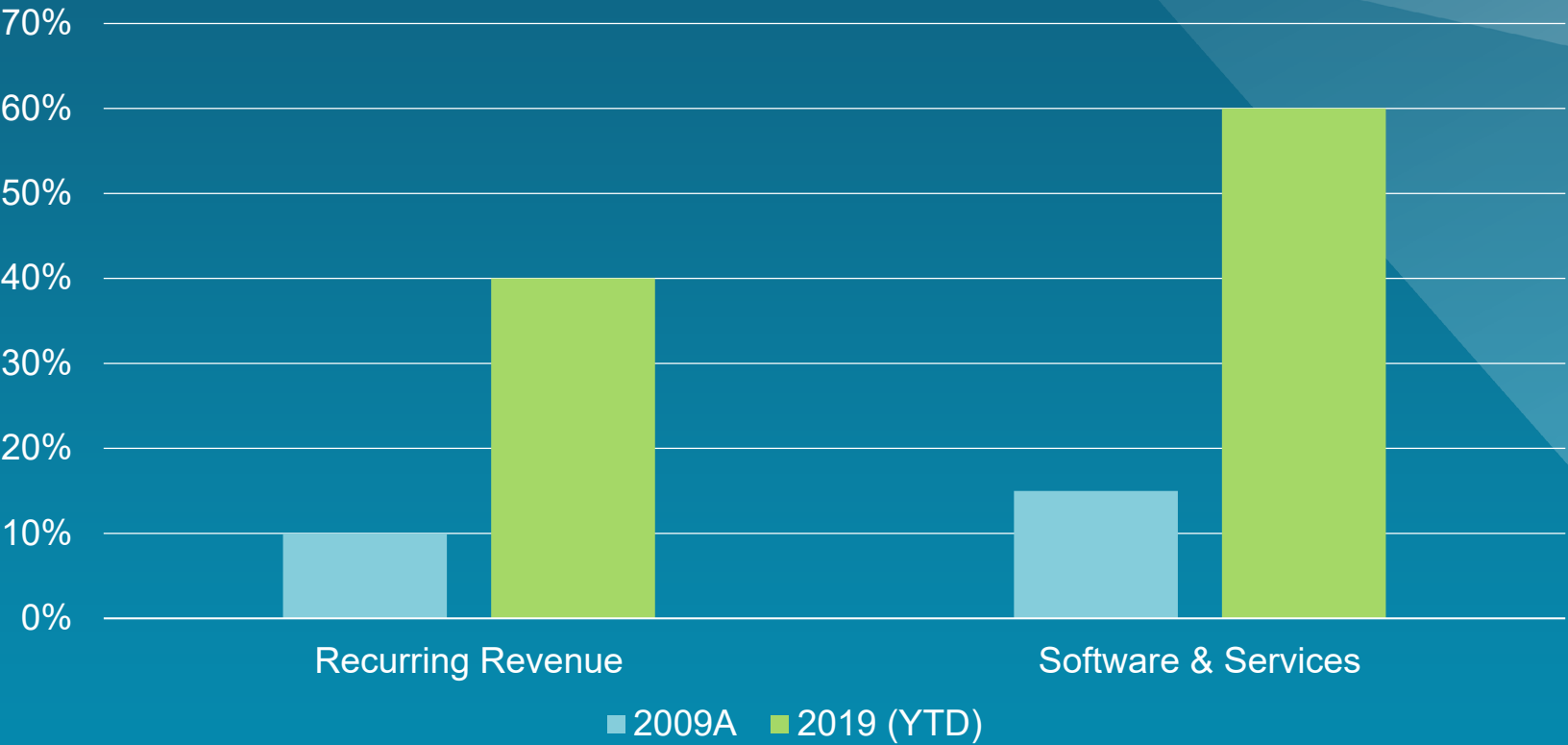


Path to progress



*Infront consensus

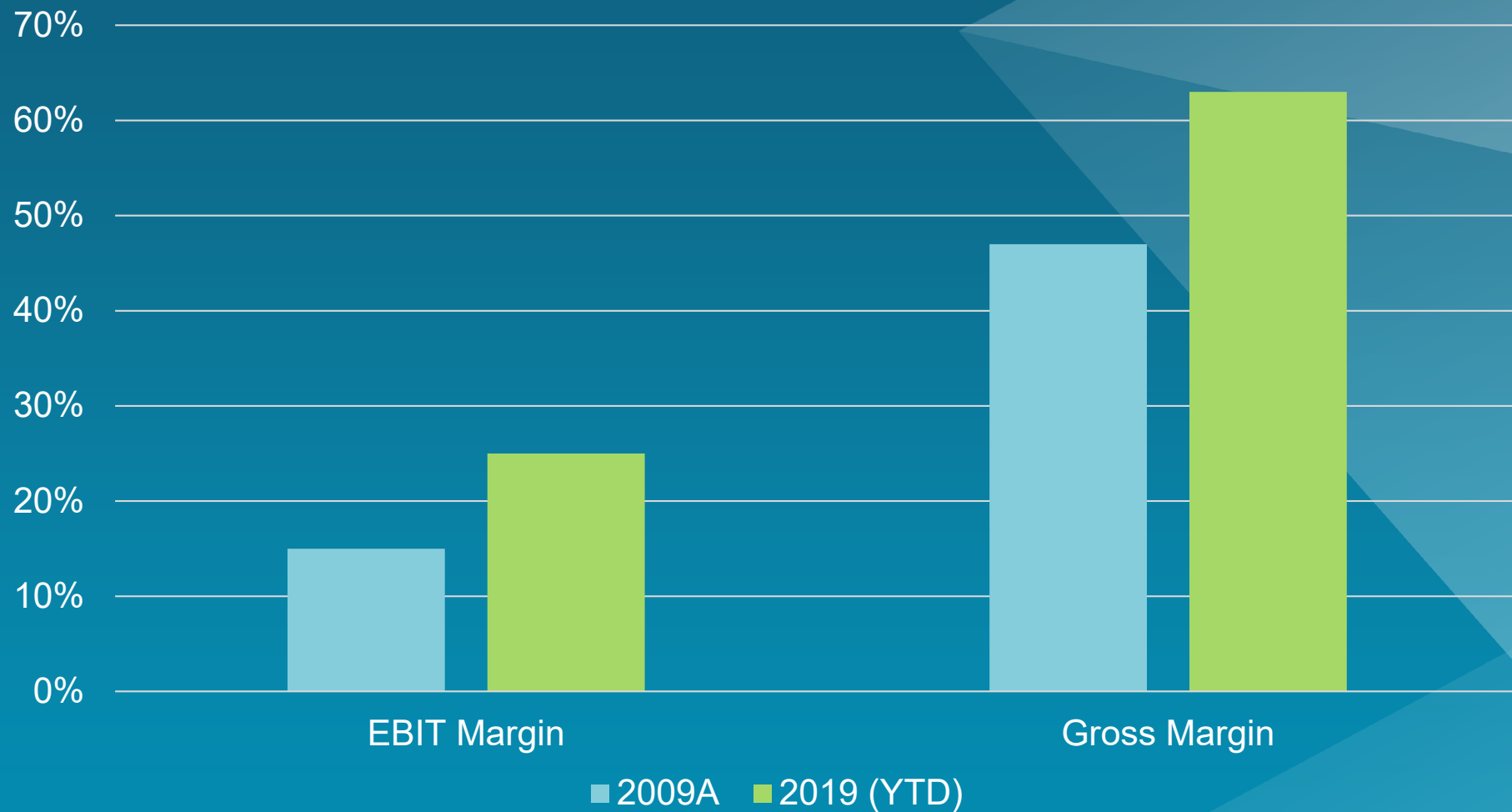
Shift in business model



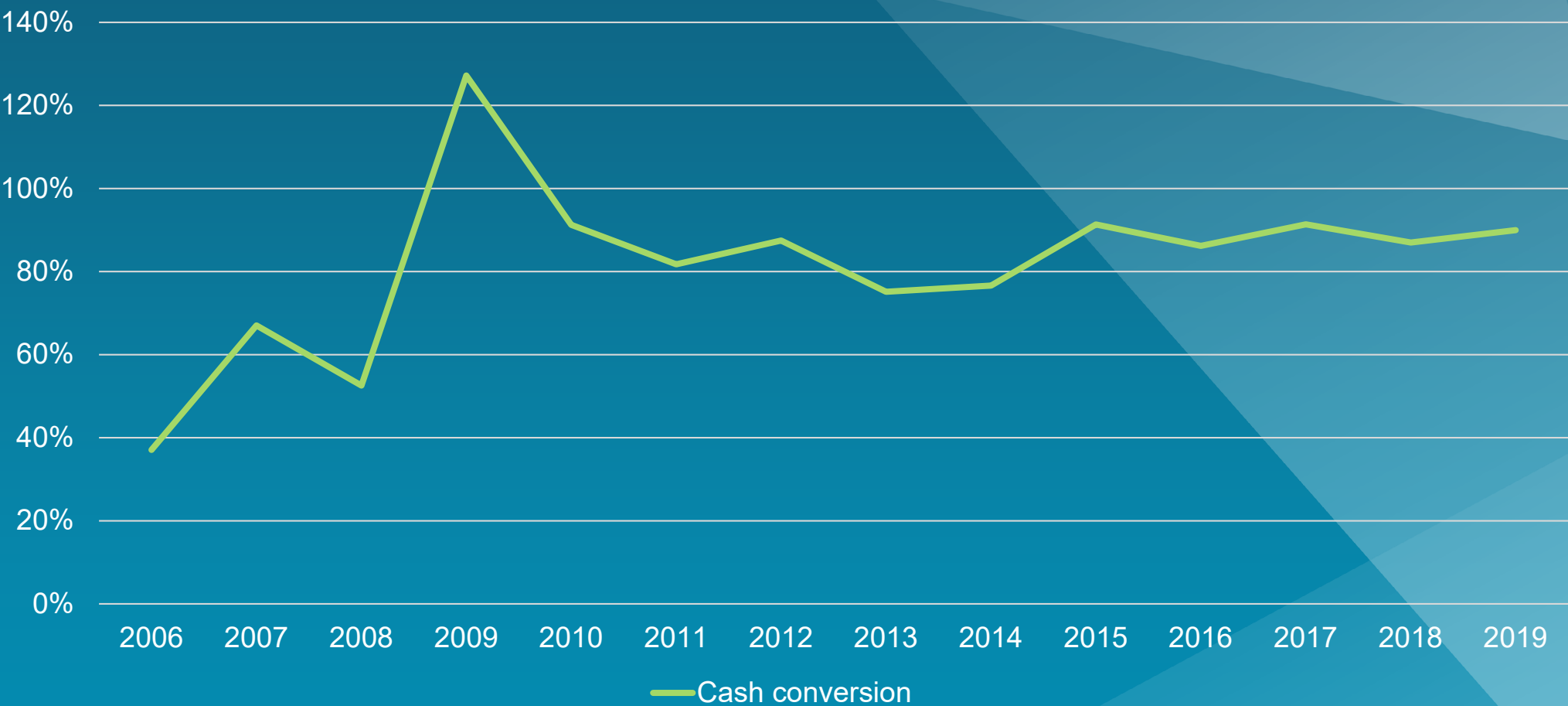
60%
software &
services

40%
recurring
revenue

Shift in business model has increased profitability

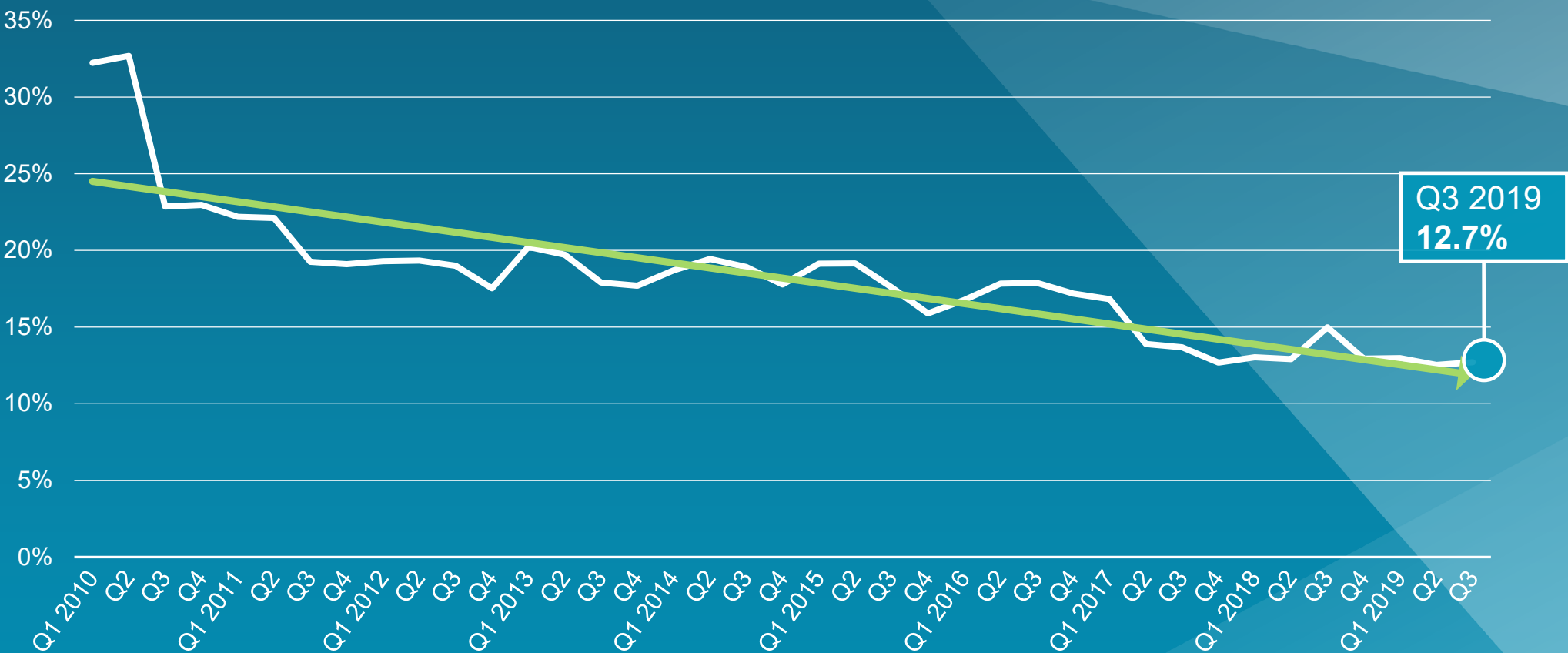


Shift in business model has increased the cash conversion



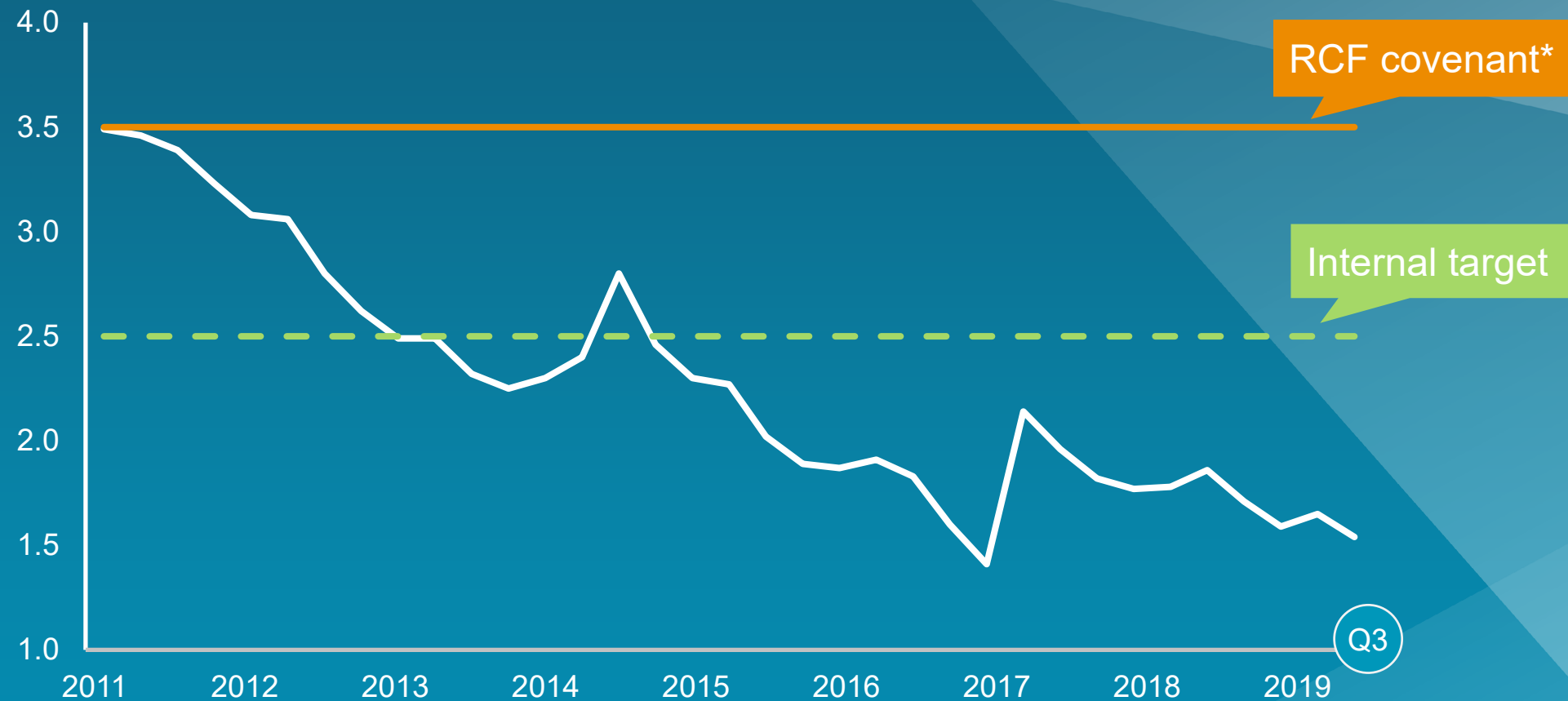
Note: 2018 excludes investments of new facility in Calgary

Working capital to sales



Historical low debt level

Net Debt/EBITDA



*Revolving Credit Facility with bank consortium

Summary

Growing software mix – a trend that will continue

Improved working capital and strong cash conversion

Large headroom for further investments