



HENSOLDT AG

Company Presentation

Detect and Protect.

HENSOLDT

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All amounts are stated in million euros (€ million) unless otherwise indicated. Amounts are commercially rounded and rounding differences may occur.



At a glance

Detect and Protect.

HENSOLDT

About HENSOLDT



**Innovations for
a safer world.**



Pure-play and platform independent provider of sensor solutions for defence and security applications



Addressing multiple attractive markets with state-of-the-art technology in the fields of radar, electronic warfare, avionics, optronics and cyber



European roots, international footprint with production facilities in Germany, France, UK and South Africa as well as sales offices on six continents

Mission and Vision

Our Motto “Detect & Protect”
drives our **Vision and Mission**

We exist to pioneer technologies and human potential that promote the protection of all kind of species worldwide.

Our activities shall serve the higher purpose of securing the freedom and future of our planet, our nature, and our lives.

We strive to become Europe’s leading, platform-independent provider of defence and security sensor solutions with global reach.

Key Figures

Based on the fiscal year 2021

6,400

Employees worldwide

151

Years of heritage

1,474

Revenues in € m

5,092

Order backlog in €m

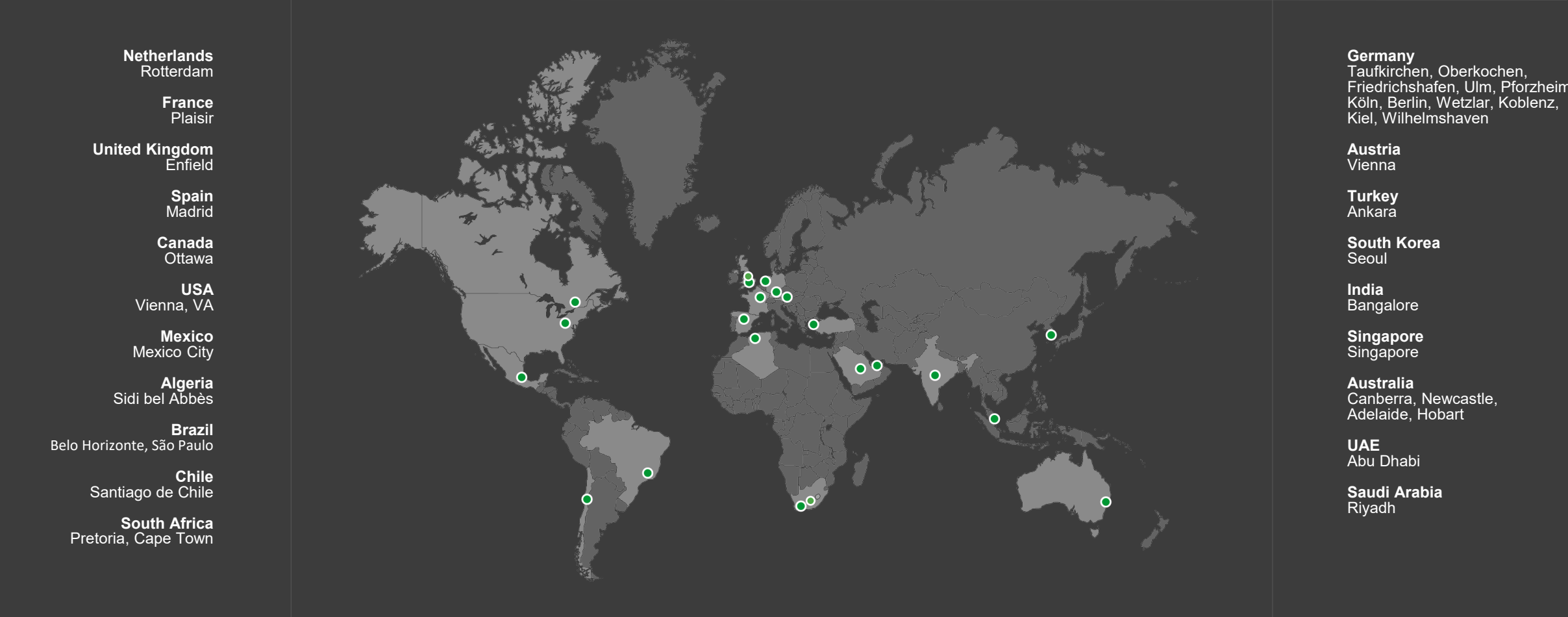
3,171

Order intake in €m

261

Adjusted EBITDA in €m

Global Footprint



Capabilities

Our core capability is to detect threats and protect against them

SPACE

- Optical communication in space
- Planet and space observation
- Protection in space
- Testing and consultancy

AIR

- Air traffic control
- Identification friend-or-foe
- Platform protection
- Air defence
- ISTAR
- Situational awareness
- Air mission management
- Electronic support and attack

LAND

- Observation and targeting
- Situational awareness
- Reconnaissance and surveillance
- Platform and force protection
- Electronic support and attack
- Hydrogen-based energy supply

SEA

- Coastal surveillance
- Platform protection
- Situational Awareness
- ISTAR
- Navigation
- Electronic support and attack

SECURITY

- Homeland security
- CNI Protection
- Military Base protection
- Wildlife protection

CYBER

- Controlling the information space
- Cryptology and secure communication
- Embedded secure IT
- Tactical cyber security
- AI-based OSINT analytics

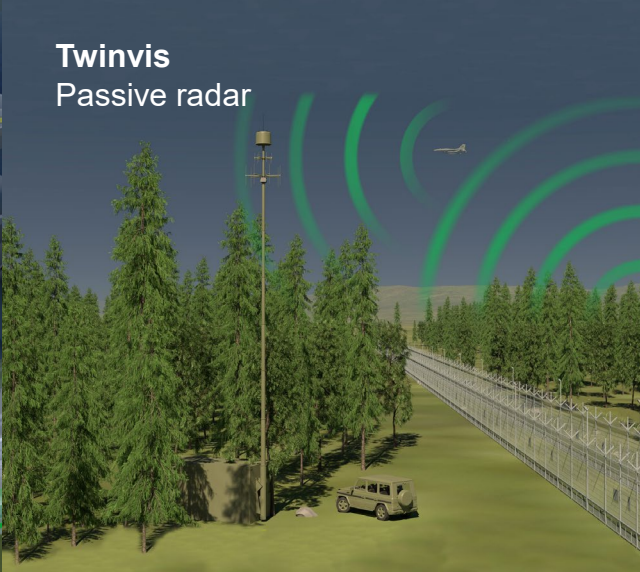
Radar & Naval Solutions

Division Highlights

MK1
Eurofighter Typhoon radar



Twinvis
Passive radar



Spexer 2000
Ground-based radar



Quadome
Naval radar



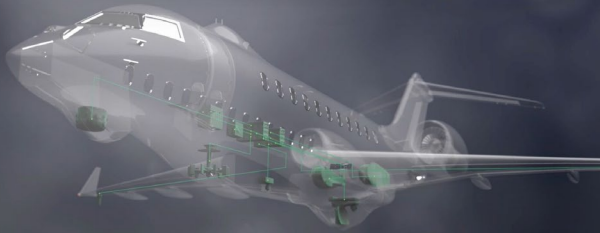
Portfolio

- Most advanced wide field of regard AESA Radar for Typhoon (HENSOLDT responsible for system design MK1)
- Paving the way for autonomous air vehicles to fly in commercial airspace with Detect & Avoid Radar technology
- New PrecISR family with unique simple interface to the aircraft
- Innovative first Passive Radar product on the market
- COBRA best-in-class Counter-Battery Radar
- Radars from the 60's still in operation

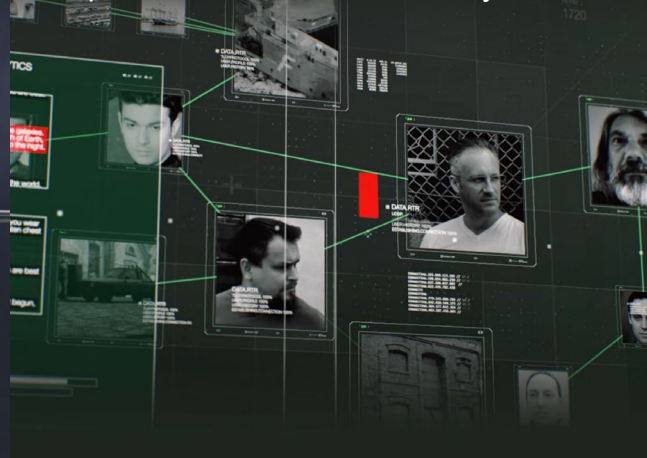
Spectrum Dominance & Airborne Solutions

Division Highlights

Kalaetron Integral
Air SIGINT Solution



OSINT
Open source information analytics



MissionGrid
Airborne Sensors Network



Argosia
ISR mission system



Portfolio

Spectrum Dominance

- Electronic Attack
- Electronic Support and SIGINT
- Self Protection Systems
- Strategic and Tactical Intelligence
- Spectrum Management and Monitoring
- Cyber Resilience

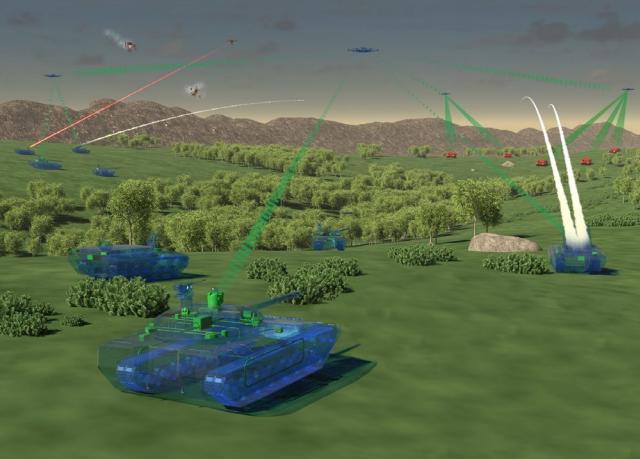
Airborne Solutions / Avionics

- Mission Management
- Vision Systems / Situational Awareness
- Cyber Secure Connectivity
- Airborne Computing
- Flight Data Recording
- Ground Stations

Optronics & Land Solutions

Division Highlights

SensorSuite
for land vehicles



Optronic Masts
for submarines



AMPS
Airborne Missile Protection System



Xpeller
Counter Drone System



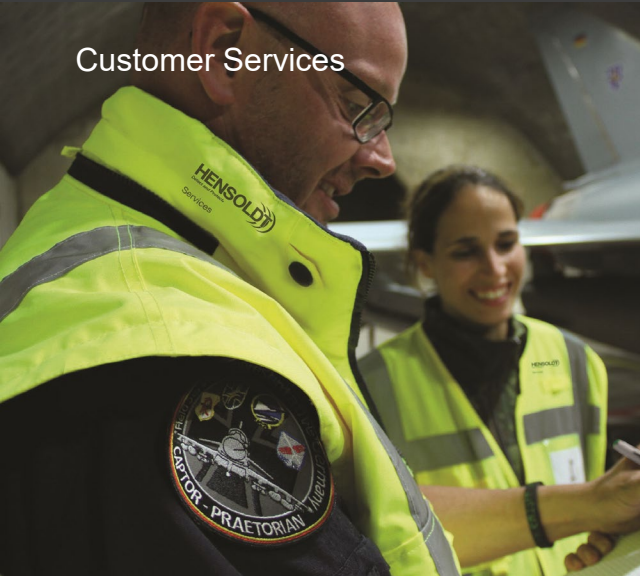
Portfolio

- Military vehicle optronics and land solutions
- Telescopic sights, targeting optics and night vision attachments
- Submarine periscopes and optronic mast systems
- Maritime electro-optical sensor systems
- Electro-optical self-protection and counter measures systems
- Airborne optronic sensors and observation systems
- High performance optronics for space and scientific applications
- Security solutions for CNI, border and force protection
- Counter-UAS system for drone detection and defence

Services & Aerospace Solutions

Division Highlights

Customer Services



Training and Support



Eurofighter C#3 Material Availability Service Contract



Aerospace Systems



Exceed customer expectations with our innovative services and pioneering solutions

- Over 450 service specialists, with decades of comprehensive, practical experience are operating around the globe.
- More than 150 types of products, supported through customized and tailored services.
- Over 750 customers worldwide trust in our services network and infrastructure.
- Full simulation and integration solutions for validation of complex systems and for training
- Active participation in the energy transition and part of the green Hydrogen ecosystem with international deployment actions
- On board and certified equipment for aerospace applications

Detect and Protect.

HENSOLDT



Strategy Update

Strategy for 2031

HENSOLDT's vision for growth

| | | | |
|------------------|--------|--|--|
| Sensor House |> | Sensor Solutions House | Provide integrated customer solutions building beyond component and sub-system heritage |
| Defence |> | Defence and Security | Champion core markets and increasingly access adjacent markets including civil applications |
| State-of-the-art |> | Innovation Champion | Strive to develop cutting edge new solutions and exploit new technology trends |
| Mainly European |> | More and Expanded International (European-based) | Strengthen international and export reach building on strong European developed capabilities |

HENSOLDT Post Airbus

HENSOLDT today and tomorrow



Drive Digital and Innovative Portfolio



Convince Customers with our Capabilities



Become ESG Sector Benchmark



Live Strong Company Culture



Improve Operational Efficiency










ESG

We want to become ESG sector benchmark!

ESG
Strategy
2026



Group Key Targets 2026 to fully embed ESG within business

| | | |
|--|-------------------------------|--|
|  | Business Integrity | <ul style="list-style-type: none"> • Demonstrate Business Integrity by ensuring zero breaches of compliance laws (e.g. corruption / bribery, competition, export control). • Protect the data of our employees, customers and all other stakeholders and prevent any cases of data leaks. • Make digitalization a core contributor to sustainability at HENSOLDT. • Leverage sustainable financing and participate in ESG ratings. |
|  | Product Responsibility | <ul style="list-style-type: none"> • Foster innovation and continuous improvement; further implement guidance for the responsible use of artificial intelligence and other relevant aspects related to HENSOLDT products and services. • Develop solutions that protect our society and our planet and enhance wildlife protection and climate observation projects. |
|  | Health and Safety | <ul style="list-style-type: none"> • Maintain a LTIFR of under 0.75 to keep employees healthy and safe. • Foster our employees' mental and physical well-being. |
|  | Human Potential | <ul style="list-style-type: none"> • Be employer of choice and maintain employee satisfaction above the German government benchmark. • Secure equal opportunities and promote a diverse workplace, among others by increasing women in leadership positions to 35 %. |
|  | Community Relations | <ul style="list-style-type: none"> • Be a good corporate citizen by increasing corporate volunteering hours per employee to 8 per year. • Maintain dialogue with stakeholders through 1 stakeholder dialogue at each site per year. |
|  | Responsible Sourcing | <ul style="list-style-type: none"> • Manage supply chain responsibly by identifying and mitigating supplier ESG risks. |
|  | Planet and Resources | <ul style="list-style-type: none"> • Reduce carbon footprint to achieve CO₂ neutrality by 2035. • Foster operational environmental protection by certifying 100 % of sites for ISO 14001. |

HENSOLDT takes action to foster sustainability

People

- Support of local communities, education and development of our society
- Diversity and equal opportunities at all levels of the organization (Elevate, Initiative Chefsache)
- Personal and career development to leverage our human potential (iLead, Women's bursary program South Africa)
- Activities at universities and on social media to attract the pioneers of tomorrow

Planet

- 100% **Green electricity** at German sites
- **Mobility Concept** promoting hybrid and electric vehicles
- Alternative energies from solar power or **hydrogen**
- **Wildlife** Protection

Performance

- Comprehensive **compliance program** implemented
- Strong **export control processes** in place to ensure HENSOLDT products are not used for abuse of human rights
- Identification of non-financial risks and opportunities integrated into ERM
- Around 16% of revenues are **non-defence** related

ESG Risk Rating

HENSOLDT AG ranks #1 in Aerospace and Defense!

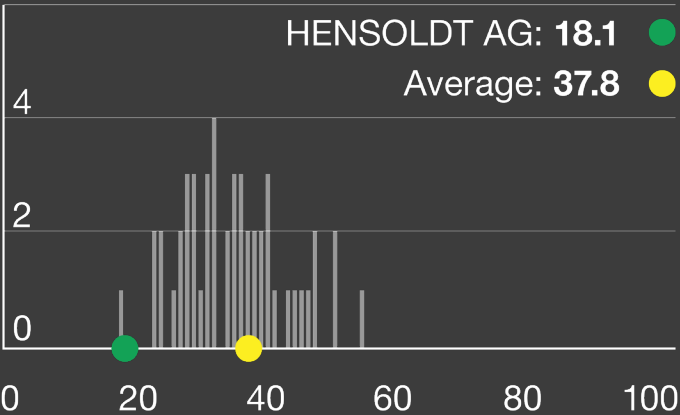


ESG Risk Rating

18.1 Low Risk

| | | | Negligible | Low | Medium | High | Severe |
|-------------------------------------|--|--|------------|-------|--------|------------|--------|
| | | | 0-10 | 10-20 | 20-30 | 30-40 | 40+ |
| | | | | | | | |
| | | | | | Rank | Percentile | |
| Industry (Aerospace & Defense) | | | | | 1/91 | 1th | |
| Subindustry (Aerospace and Defense) | | | | | 1/91 | 1th | |

ESG Risk Score Distribution



▶ HENSOLDT as first company within industry to be categorized as “Low Risk“



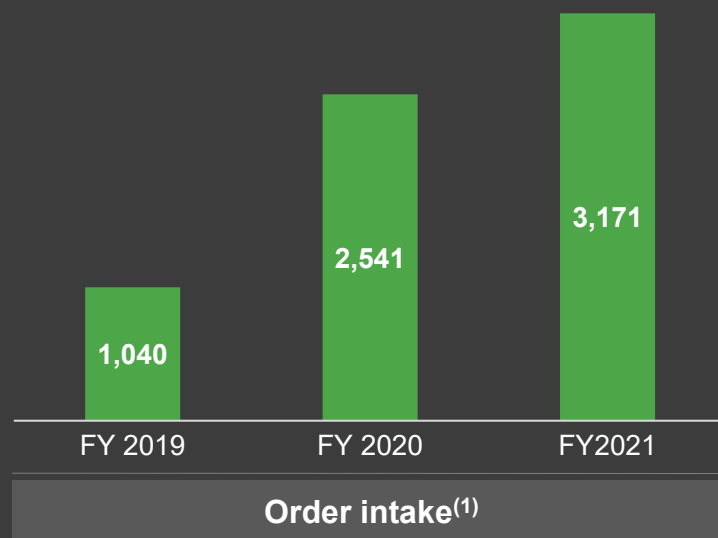
HENSOLDT

Financials

Growth in top line sustains

in €m

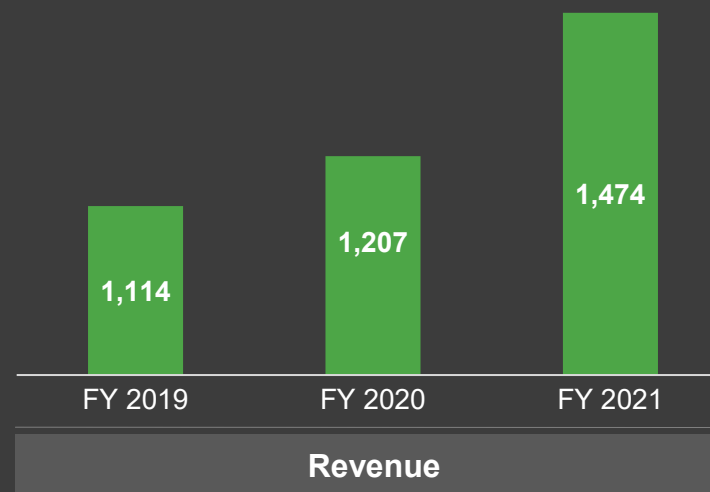
Record order intake in 2021



Step change due to
Eurofighter MK1 and Pegasus contract

Entire business develops as planned

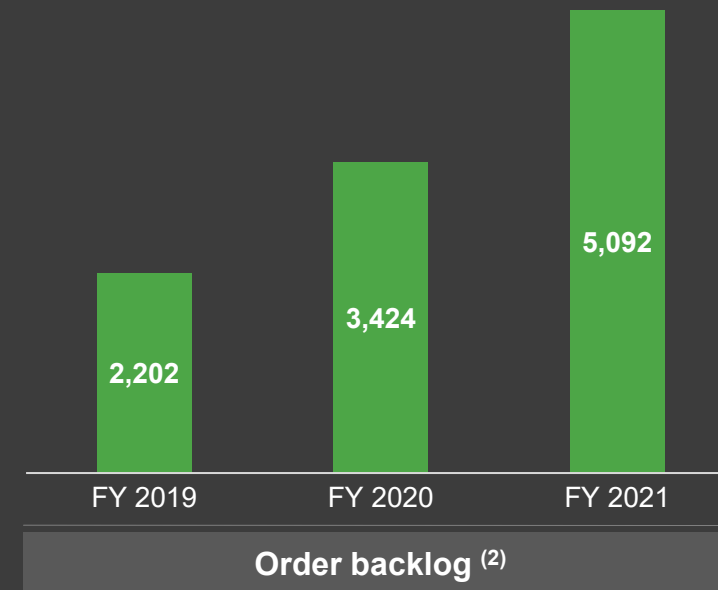
Sustainable conversion into revenues



Contracts efficiently
transformed into sales

Development of key programs
as expected

Record level in order backlog for FY21



Firm order backlog at €5.1bn covering
guided revenues 2021 by 3.5x

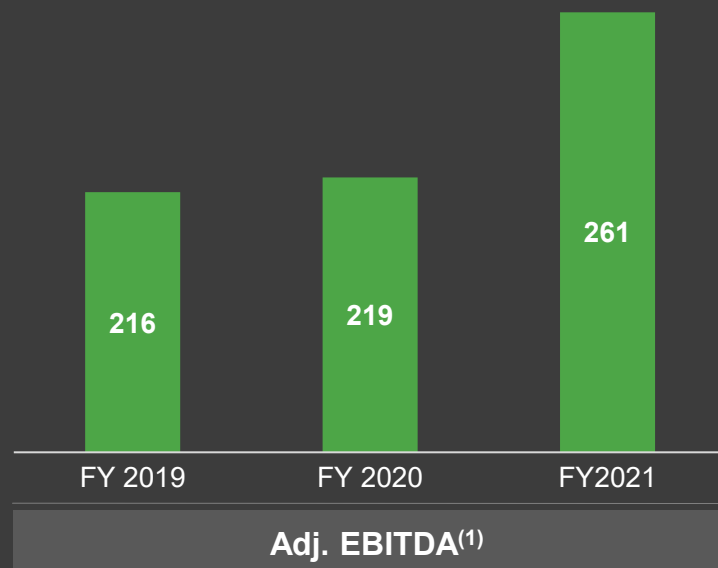
Record order backlog provides excellent visibility
of revenues

(1) Order intake is defined as orders where the corresponding selling contract becomes effective and enforceable in accordance with the terms and conditions of the contract. (2) Order backlog is defined as the value of the order book at the respective reporting date by keeping record of customer orders starting from the opening stock and taking into account revenue and adjustments for the respective reporting period, and ending with the final stock.

Bottom line follows top line development

in €m

Sustained profitability



Adj. EBITDA⁽¹⁾

161

167

199

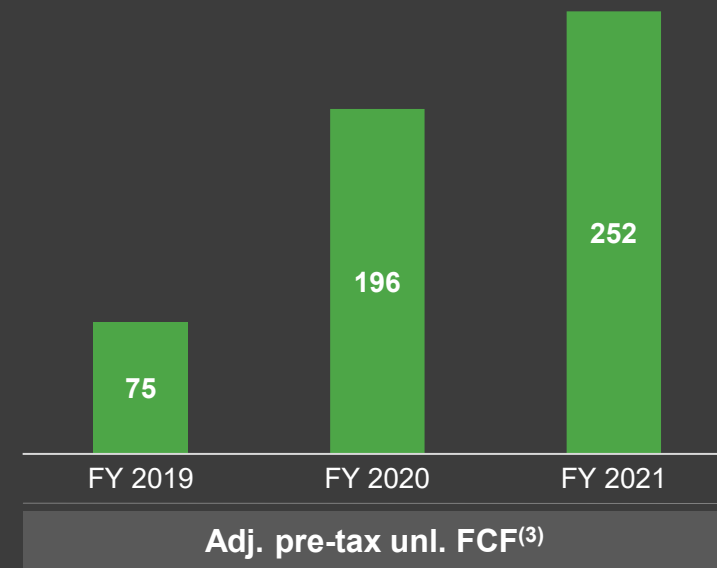
FY 2019

FY 2020

FY 2021

Adj. EBIT⁽²⁾

Improved cash flow generation



Adj. pre-tax unl. FCF⁽³⁾

Adj. EBITDA and adj. EBIT further increase
Pass-through business and major projects in early stage develop as expected

Investments in bid budget and self-funded R&D ensure future growth

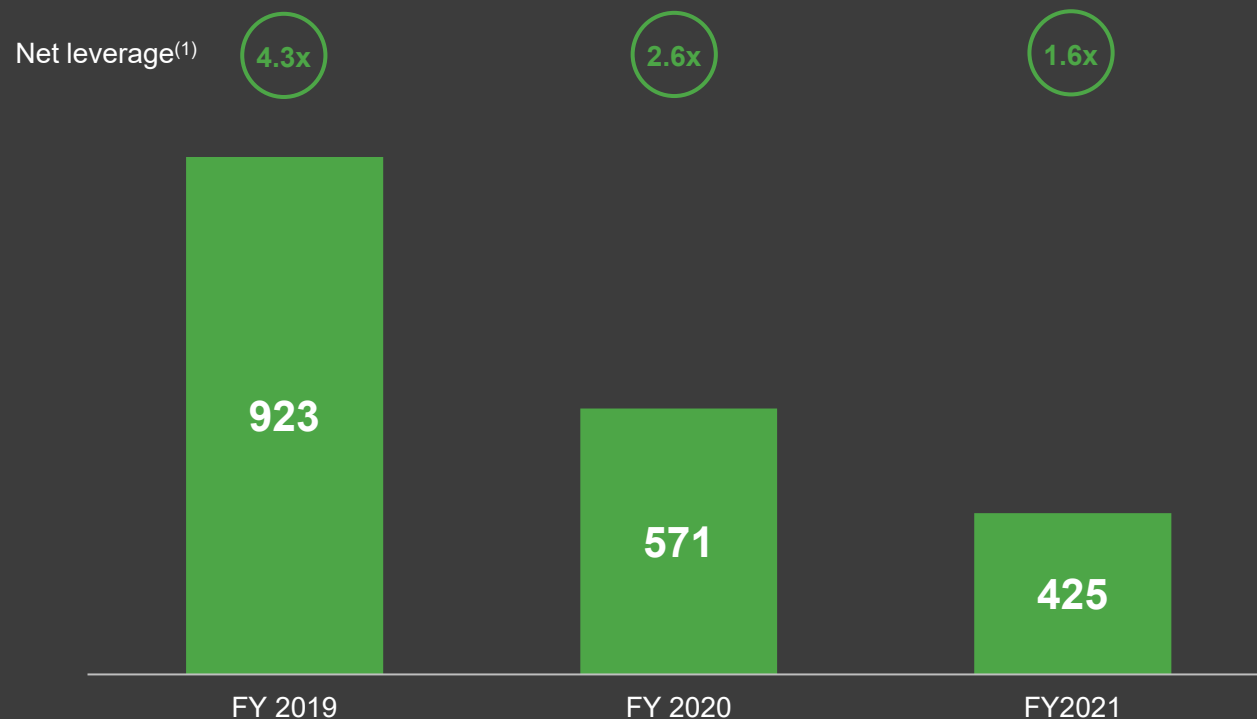
High cash generation from operating activities

Leverage position further improved

(1) Adjusted EBITDA is defined as EBIT adjusted for depreciation and amortization (including non-recurring effects on earnings from purchase price allocations), as well as certain non-recurring effects relating to transaction costs, separation costs, IPO related costs and other non-recurring effects. (2) Adjusted EBIT is defined as EBIT adjusted for certain non-recurring effects relating to effects on earnings from purchase price allocations, transaction costs, separation costs, IPO related costs and other non-recurring effects. ((3) Adjusted Pre-Tax Unlevered Free Cash Flow is defined as free cash flow adjusted for non-recurring operating effects as well as interest, tax and M&A activities. The free cash flow is defined as sum of the cash flows from operating and investing activities as reported in the consolidated cash flow statement.

Further deleveraging in €m

Net debt



Deleveraging **on track**

Continuous improvement
of net leverage

Strong cash flow generation
in Q4/2021

Beneficial margin ratchets
for TLB and RCF in place

(1) Net leverage including lease liabilities, excluding pensions.

Guidance 2022 and medium term targets specified

| | 2022 target | 2023 target | Medium term target |
|---|---|---|--|
| Book-to-bill ratio ⁽¹⁾ | >1x | >1x | >1x |
| Revenue / revenue growth | ~€1.7bn (mid-teens growth) | Mid to high single digit | Mid single digit |
| Adj. EBITDA / Adj. EBITDA margin ⁽²⁾ | €285m – €300m | ~19% excl. pass-through revenues (~€150m) | >19% excl. pass-through revenues (~€100m) |
| Adj. pre-tax unlevered FCF ⁽³⁾ | ~70% conversion on adjusted EBITDA | NWC: stable, falling slightly as % of revenue Cash tax rate: 28.3% | |
| Net leverage ⁽⁴⁾ | <1.4x | <1.25x | <1.0x |
| Dividend | Up to 20% of adj. net income | 30-40% of adj. net income | |
| Capex and intangible investment | Capex: 2.0-2.5% of revenue Cap. R&D: 2.0-3.0% of revenue | | |
| D&A (% of revenues) | ~5% (t/o 50% IAS38) of revenue | | |

(1) Book-to-Bill ratio is defined as order intake / reported revenue for the relevant period. (2) Adjusted EBITDA is defined as EBIT adjusted for depreciation and amortization (including non-recurring effects on earnings from purchase price allocations), as well as certain non-recurring effects relating to transaction costs, separation costs, IPO related costs and other non-recurring effects // reported revenue for the relevant period. (3) Adjusted Pre-Tax Unlevered Free Cash Flow is defined as free cash flow adjusted for non-recurring operating effects as well as interest, tax and M&A activities. The free cash flow is defined as sum of the cash flows from operating and investing activities as reported in the consolidated cash flow statement. (4) Net financial leverage including lease liabilities, excluding pensions.

Key financial takeaways

| | | |
|------------------------|--|---|
| Visibility | <ul style="list-style-type: none"> • Key orders achieved, further topics highly visible • High revenue coverage from firm order backlog | Order backlog⁽¹⁾ / LTM revenues FY 2021⁽²⁾ 3.5x |
| Top-line growth | <ul style="list-style-type: none"> • Step change in growth momentum | Revenue growth FY 2020 – FY 2021 +22% |
| Profitability | <ul style="list-style-type: none"> • Relative margins on high level • High positive Net Income • Further investments in bid budgets and R&D covered | Adj. EBITDA FY 2021 <div>excl. pass-through</div> 19.4% |
| Liquidity | <ul style="list-style-type: none"> • Strong operating cash generation • Deleveraging ahead of plan | Net leverage⁽⁴⁾ FY 2021 1.6x |
| Outlook | <ul style="list-style-type: none"> • Short- and medium term guidance confirmed for all KPIs • Dividend policy confirmed | Proposal for €0.25 per share/ 2% dividend yield |

(1) Order backlog is defined as the value of the order book at a respective reporting date by keeping record of customer orders starting from the opening stock and taking into account revenue and adjustments for the respective reporting period, and ending with the final stock. (2) Calculated as 9M2021 order backlog divided by LTM revenue.
(3) Adjusted EBITDA is defined as EBIT adjusted for depreciation and amortization (including non-recurring effects on earnings from purchase price allocations), as well as certain non-recurring effects relating to transaction costs, separation costs, IPO related costs and other non-recurring effects // reported revenue for the relevant period.
(4) Targeted net financial leverage including lease liabilities, excluding pensions.



HENSOLDT

Financial Section

Consolidated Income Statement

| €m | Fiscal Year | |
|--|---------------|----------------|
| | 2021 | 2020 |
| Revenue | 1,474.3 | 1,206.9 |
| Cost of sales | (1,144.5) | (936.1) |
| Gross profit | 329.8 | 270.8 |
| Selling and distribution expenses | (98.7) | (90.2) |
| General administrative expenses | (83.1) | (87.2) |
| Research and development costs | (31.4) | (25.1) |
| Other operating income | 29.3 | 18.9 |
| Other operating expenses | (18.2) | (16.1) |
| Share of profit/loss from investments accounting for using the equity method | (2.0) | (2.6) |
| Earnings before finance result and income taxes (EBIT) | 125.7 | 68.5 |
| Interest income | 4.0 | 4.0 |
| Interest expense | (41.8) | (137.7) |
| Other finance income/costs | (3.0) | (10.0) |
| Finance result | (40.8) | (143.7) |
| Earnings before income taxes | 84.9 | (75.2) |
| Income taxes | (22.2) | 10.7 |
| Group result | 62.7 | (64.5) |
| <i>thereof attributable to the owners of HENSOLDT AG</i> | 62.7 | (65.2) |
| <i>thereof attributable to non-controlling interests</i> | (0.0) | 0.7 |

Consolidated Statement of Financial Position – Assets

| €m | As at | |
|---|----------------|----------------|
| | 2021 | 2020 |
| Non-current assets | 1,320.2 | 1,313.4 |
| Goodwill | 651.3 | 637.2 |
| Intangible assets | 385.0 | 386.2 |
| Property, plant and equipment | 108.2 | 103.1 |
| Right-of-use assets | 140.7 | 143.5 |
| Investments and other financial assets ⁽¹⁾ | 21.5 | 12.3 |
| Other non-current assets | 2.7 | 4.8 |
| Deferred tax assets | 10.8 | 26.3 |
| Current assets | 1,629.5 | 1,634.2 |
| Other ⁽²⁾ | 10.1 | 19.9 |
| Inventories | 444.2 | 403.7 |
| Contract assets | 170.0 | 204.4 |
| Trade receivables | 309.2 | 282.0 |
| Other currents assets | 166.7 | 78.7 |
| Cash and cash equivalents | 529.3 | 645.5 |
| Total assets | 2,949.7 | 2,947.6 |

(1) Includes Investments accounted for using the equity method, Other investments and non-current other financial assets, Non-current other financial assets. (2) Includes Other non-current financial assets, due on short-notice, Other current financial assets and Income tax receivables.

Consolidated Statement of Financial Position - Equity and Liabilities

| €m | As at | |
|---|----------------|----------------|
| | 2021 | 2020 |
| Share capital | 105.0 | 105.0 |
| Capital reserve and other reserves ⁽¹⁾ | 512.7 | 510.5 |
| Retained earnings | (218.4) | (281.6) |
| Equity held by shareholders of HENSOLDT AG | 399.3 | 333.9 |
| Non-controlling interests | 11.1 | 12.9 |
| Equity, total | 410.4 | 346.8 |
| Non-current liabilities | 1,284.5 | 1,257.1 |
| Non-current provisions | 496.7 | 482.6 |
| Non-current financing liabilities ⁽²⁾ | 622.0 | 601.6 |
| Non-current contract liabilities | 12.1 | 16.0 |
| Non-current lease liabilities | 139.5 | 140.3 |
| Other non-current liabilities | 10.1 | 8.9 |
| Deferred tax liabilities | 4.1 | 7.7 |
| Current liabilities | 1,254.8 | 1,343.7 |
| Current provisions | 188.1 | 193.6 |
| Current financing liabilities ⁽³⁾ | 176.3 | 461.1 |
| Current contract liabilities | 500.0 | 416.8 |
| Current lease liabilities | 16.1 | 13.7 |
| Trade payables | 269.1 | 164.0 |
| Other current liabilities | 94.1 | 86.9 |
| Tax liabilities | 11.1 | 7.6 |
| Total equity and liabilities | 2,949.7 | 2,947.6 |

(1) Includes Capital reserve, Other reserves. (2) Includes Non-current financing liabilities, Other non-current financial liabilities. (3) Includes Current financing liabilities, Other current financial liabilities.

Consolidated Statement of Cash Flows (1/2)

| €m | Fiscal Year | |
|--|----------------|---------------|
| | 2021 | 2020 |
| Group result | 62.7 | (64.5) |
| Depreciation and amortization | 126.0 | 120.8 |
| Financial expenses (net) | 33.2 | 128.2 |
| Change in | | |
| Provisions | 30.8 | 46.4 |
| Inventories | (44.2) | 5.3 |
| Contract balances | 111.2 | 61.4 |
| Trade receivables | (22.1) | 5.3 |
| Trade payables | 107.2 | (8.6) |
| Other assets and liabilities | (82.8) | (17.8) |
| Interest paid | (35.6) | (43.6) |
| Income tax paid | (9.3) | (5.5) |
| Other ⁽¹⁾ | 22.1 | (30.5) |
| Cash flows from operating activities | 299.2 | 196.9 |
| Acquisition/addition of intangible assets and property, plant and equipment | (102.0) | (97.4) |
| Acquisition of associates, other investments and other non-current investments | (6.6) | (6.6) |
| Acquisition of businesses net of cash acquired | (12.1) | 6.4 |
| Other ⁽²⁾ | 3.6 | 2.6 |
| Cash flows from investing activities | (117.1) | (95.0) |

(1) Includes Allowances on inventories, trade receivables and contract assets, Profit/loss from disposals of non-current assets, Share of profit in entities accounting for using the equity method, Other non-cash expenses/income and Income tax expense/income. (2) Proceeds from sale of intangible assets and property, plant and equipment and Other cash flows from investing activities.

Consolidated Statement of Cash Flows (2/2)

| €m | Fiscal Year | |
|---|----------------|---------------|
| | 2021 | 2020 |
| Cash flows from operating activities | 299.2 | 196.9 |
| Cash flows from investing activities | (117.1) | (95.0) |
| Proceeds/repayment of financial liabilities ⁽¹⁾ | (263.4) | 127.1 |
| Payment of lease liabilities | (16.5) | (14.3) |
| Dividends paid to shareholders of HENSOLDT AG | (13.7) | - |
| Dividend payments to non controlling interests | (0.2) | (0.2) |
| Issue of shares | - | 300.0 |
| Transaction cost on issue of equity | (3.4) | (1.6) |
| Cash flows from financing activities | (297.2) | 411.0 |
| Effects of movements in exchange rates on cash and cash equivalents | (1.1) | (2.5) |
| Other adjustments | - | (2.3) |
| Net changes in cash and cash equivalents | (116.2) | 508.1 |
| Cash and cash equivalents | | |
| Cash and cash equivalents at beginning of period | 645.5 | 137.4 |
| Cash and cash equivalents at end of period | 529.3 | 645.5 |

(1) Proceeds / repayment from financial liabilities, Change in other financial liabilities

Reconciliation of order intake, segment revenue and adjusted EBITDA to group figures

| €m | Fiscal Year | |
|--------------------------------------|----------------|----------------|
| | 2021 | 2020 |
| Order intake | 3,171.5 | 2,541.3 |
| Sensors | 2,774.4 | 2,238.1 |
| Optronics | 405.4 | 308.3 |
| Elimination/Transversal/Others | (8.3) | (5.1) |
| Revenue | 1,474.3 | 1,206.9 |
| Sensors | 1,147.7 | 923.6 |
| Optronics | 331.9 | 288.1 |
| Elimination/Transversal/Others | (5.3) | (4.8) |
| Adjusted EBITDA⁽¹⁾ | 260.7 | 219.3 |
| Sensors | 194.4 | 156.2 |
| Optronics | 68.2 | 65.6 |
| Elimination/Transversal/Others | (1.9) | (2.5) |

(1) Adjusted EBITDA is defined as EBIT adjusted for depreciation and amortization (including non-recurring effects on earnings from purchase price allocations), as well as certain non-recurring effects relating to transaction costs, separation costs, IPO related costs and other non-recurring effects.

Overview of EBITDA and EBIT adjustments

| EBITDA adjustments (€m) | | |
|---------------------------------|--------------|--------------|
| | 2021 | 2020 |
| EBIT | 125.7 | 68.5 |
| (+) Depreciation | 44.1 | 41.2 |
| (+) Amortization | 81.9 | 79.6 |
| EBITDA | 251.7 | 189.3 |
| (+) Transaction costs | 0.4 | 0.9 |
| (+) Separation costs | - | - |
| (+) IPO related costs | 0.7 | 15.8 |
| (+) Other non-recurring effects | 7.9 | 13.3 |
| Adjusted EBITDA | 260.7 | 219.3 |

| EBIT adjustments (€m) | | |
|--|--------------|--------------|
| | 2021 | 2020 |
| EBIT | 125.7 | 68.5 |
| (+) Effect on earnings from purchase price allocations | 63.9 | 68.6 |
| <i>thereof intangible assets</i> | 63.2 | 67.9 |
| <i>thereof property, plant and equipment</i> | 0.7 | 0.7 |
| <i>thereof inventories</i> | - | - |
| (+) Transaction costs | 0.4 | 0.9 |
| (+) Separation costs | - | - |
| (+) IPO related costs | 0.7 | 15.8 |
| (+) Other non-recurring effects | 7.9 | 13.4 |
| Adjusted EBIT | 198.6 | 167.2 |

Reconciliation of reported to adjusted net income

| €m | Fiscal Year | |
|--|--------------|---------------|
| | 2021 | 2020 |
| Reported net income | 62.7 | (64.5) |
| (+) Effect on earnings from purchase price allocations | 63.9 | 68.6 |
| (+) Transaction costs | 0.4 | 0.9 |
| (+) Seperation costs | - | - |
| (+) IPO related costs | 0.7 | 15.8 |
| (+) Other non-recurring effects | 10.8 | 13.4 |
| (+) Valuation effects of embedded derivate | - | 50.9 |
| (+) Premature repayment of TLB | - | 27.9 |
| Adjusted net income pre-tax adjustment | 138.5 | 113.0 |
| (+) Tax adjustments ⁽¹⁾ | (21.1) | (45.5) |
| Adjusted net income | 117.4 | 67.5 |

(1) Includes tax adjustment effect on earnings from PPA, tax adjustment separation costs, tax adjustment other non-recurring costs, tax adjustment valuation effect of embedded derivate and tax adjustment of premature repayment of TLB

Reconciliation of reported to adjusted pre-tax unlevered FCF

| €m | Fiscal Year | |
|---|----------------|--------------|
| | 2021 | 2020 |
| Cash flows from operating activities | 299.2 | 196.9 |
| Cash flows from investing activities | (117.1) | (95.0) |
| Free cash flow | 182.1 | 101.9 |
| (+) Transaction costs | 0.4 | 1.1 |
| (+) IPO related costs | 4.0 | 37.8 |
| (+) Other non-recurring effects | 7.7 | 11.5 |
| (+) Interest ⁽¹⁾ , income taxes ⁽²⁾ and M&A-activities ⁽³⁾ | 58.1 | 44.1 |
| Adjusted pre-tax unlevered free cash flow | 252.3 | 196.4 |
| Cash flows from financing activities | (297.2) | 411.0 |

(1) Defined as 'Interest paid' as reported in the consolidated cash flow statement. (2) Defined as 'Income taxes payments / refunds' as reported in the consolidated cash flow statement. (3) Defined as sum of 'Share of profit in entities accounting for using the equity method', 'Proceeds from sale of intangible assets and property, plant and equipment', 'Acquisition of associates, other investments and other non-current investments', 'Acquisition of businesses net of cash required' and 'Other cash flows from investing activities' as reported in the consolidated cash flow statement.

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