



FY 2022 Results Presentation

17 March 2023

Disclaimer

This presentation might contain certain forward-looking statements that reflect the Company's management's current views with respect to future events and financial and operational performance of the Company and its subsidiaries.

These forward-looking statements are based on Newlat Food S.p.A.'s current expectations and projections about future events.

Any reference to past performance of Newlat Food shall not be taken as a representation or indication that such performance will continue in the future.

This presentation does not constitute an offer to sell or the solicitation of an offer to buy Newlat's securities, nor shall the document form the basis of or be relied on in connection with any contract or investment decision relating thereto, or constitute a recommendation regarding the securities of Newlat Food.

Newlat's securities referred to in this document have not been and will not be registered under the U.S. Securities Act of 1933 and may not be offered or sold in the United States absent registration or an applicable exemption from registration requirements.

Italian

culinary tradition

About us

We are an Italian company whose core business is carried out in the agri-food sector.

As one of Italy's leading producers, we provide the market with indisputably high-quality products every day, thanks to our historical brands in the milk and dairy, pasta and baked goods, as well as in the areas of nutraceuticals and children's goods.

We are leaders in the agri-food sector and one of Italy's leading producers of:

- Milk and dairy products
- Pasta and baked goods
- Gluten-free, protein-free and high protein products
- Baby food
- Instant food
- Home baking & baking aids



The group at a glance

- 4 Core markets
- More than **3,000** products
- More than **20,000** clients among the most important retailers in Europe
- ca. **741 million** revenue
- More than 2,500 employees
- Export to more than **60 countries**
- **19 facilities** across Italy, UK, Germany and France
- **7 product categories**



FY 2022 Highlights

FY 2022 key financial highlights*

Revenues

- €741.1 m, +18.5% vs. PF FY 2021
- Highest increase in pasta (+41%) and dairy (+25%)
- Germany: +23.8%;
- UK: +18.5%;
- Italy: +16.6%.

EBIT

- EBIT was € 20.1 million vs. € 20.4 m in FY 2021.
- Very good performance of EBIT in Q4 (€ 8.3 million)

Free Cash Flow

- FCF (excl. Δ NWC)**: € 16.8 million.
FCF Impacted by an extraordinary change in NWC, impact already neutralised in the first months of 2023. EBITDA FCF conversion***: 72.6%.

EBITDA

- Adj. EBITDA €57.5 m vs. €58 m in FY 2021
- Adj. EBITDA margin 7.8% vs. 9.3% in FY 2021
- Margins negatively influenced by general inflation, higher raw material, packaging, energy and logistics prices

Net Income

- Net Income was € 6.60 million vs. adj. NI € 7.97 m in FY 2021

Net Financial Position

- Net Debt (ex. IFRS 16 lease liabilities): € 34.6 million vs. € 13.8 m in FY 2021.
- Net Debt (incl. IFRS 16): € 81.4 million vs. € 52.9 m in FY 2021, influenced by renewal of lease terms and share buy back of €28.4 million in 2022 (vs. €15.8 m in 2021) and lower liquidity vs. FY21

*2021 figures are proforma and include Symington's from 1st January 2021

** Underlying FCF considering a neutral change in NWC

*** Cash conversion is defined as: $(\text{EBITDA} - \text{CAPEX})/\text{EBITDA}$.

A year of milestones



EM Foods acquisition	Gained local production, sales and distribution platform in France
Record pasta sales Germany	First year without Buitoni brand in Germany: Delverde sets record as it surpasses the 2020 volume record with 42,451 tons in 2022
Record-high organic sales increase	Ca. 6% organic (volume) sales increase in 2022, well above industry average with record-high pasta sales volumes
Ranked most environmentally conscious company in F&B	For the second consecutive year, the Newlat Group was ranked amongst top 130 Italian companies that reduced their CO2 emissions/revenues ratio by Corriere della Sera, Pianeta 2030 and Statista. Best F&B result.
More investment in own brands	Increased focus on core brands in reference markets, with increased social media presence, tv adverts, line extensions, brand relaunches
Naked online and offline brand activation	Collaborations with famous influencers (UK), on-site brand activations with universities engaging young people, in-store events to increase brand awareness across UK, Italy, Germany
New M&A targets	By the end of 2022, new interesting talks were initiated regarding two targets – the first one in different categories (>€1bn revenues) and one in the special foods sector (ca. €200 m rev.)



Highest revenue growth rate vs. leading F&B companies



Newlat Food reported in 2022 a leading revenues' growth rate among the most important diversified food & beverage players, with strong results both in terms of volume growth and mix/price positive contribution.

Naked: an ever-evolving staple across UK's households



Coming Up

2022 Performance



Total Naked Value +7.5%*

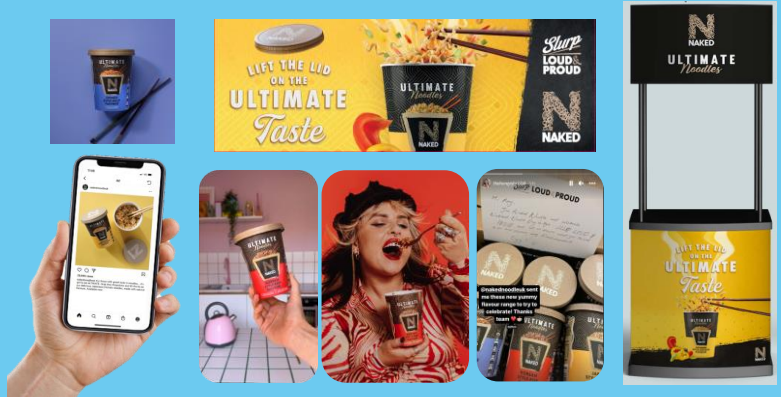


Total Naked Penetration +4%*

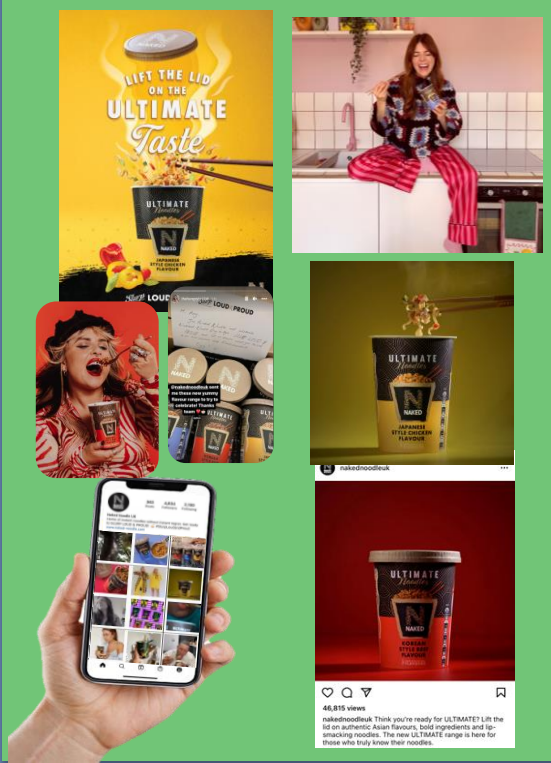


Ultimate Launch Success
 Worth £1.9m RSV annualised**
 80% consumers would recommend^
 Landed incrementally to Naked range^^
 Appealing to a younger demographic than 78G^^

Ultimate Campaign
 360 targeted comms plan with our Lift the Lid campaign reached 6m+, driving taste appeal with our target audience.



Comms



360 targeted comms plan across the range.

Product

2023 NPDP Consumer approved with 74% purchase intent"



Improvements
 Continued focus on existing product development.

New Look & Feel
 Improving taste appeal and stand out at fixture.



Sources: *Nielsen Data 52w/e 31.12.22 | **Nielsen Scantrack w/e 25.02.23 | ^ Home Tester Club Reviews | ^^ Nielsen Scantrack Data w/e 28.01.23 | " Wirral Sensory Panel January 2023



Commercial and marketing activities UK: Mugshot reconfirms itself as category leader

Coming Up

2022 Performance



Total Mug Shot Value +3.2%*



Highest Units Per Trip in the Category*



Mug Shot Highlights

The original Tomato & Herb recipe returns
95% consumers would recommend the range^^
Campaign creative seen as 8x more memorable than the category average!

Mug Shot Campaign

360 targeted comms plan re-engaging our Slimming World audience with our Give It A Shot campaign.



Comms

360 targeted comms plan across digital and press with our Give It A Shot campaign, giving you the energy, confidence and passion to give anything a go!



Product

2023 NPD

Consumer approved with 89% of Mug Shot buyers would purchase”



OTG Pots

Launching an optimised range of popular classics.

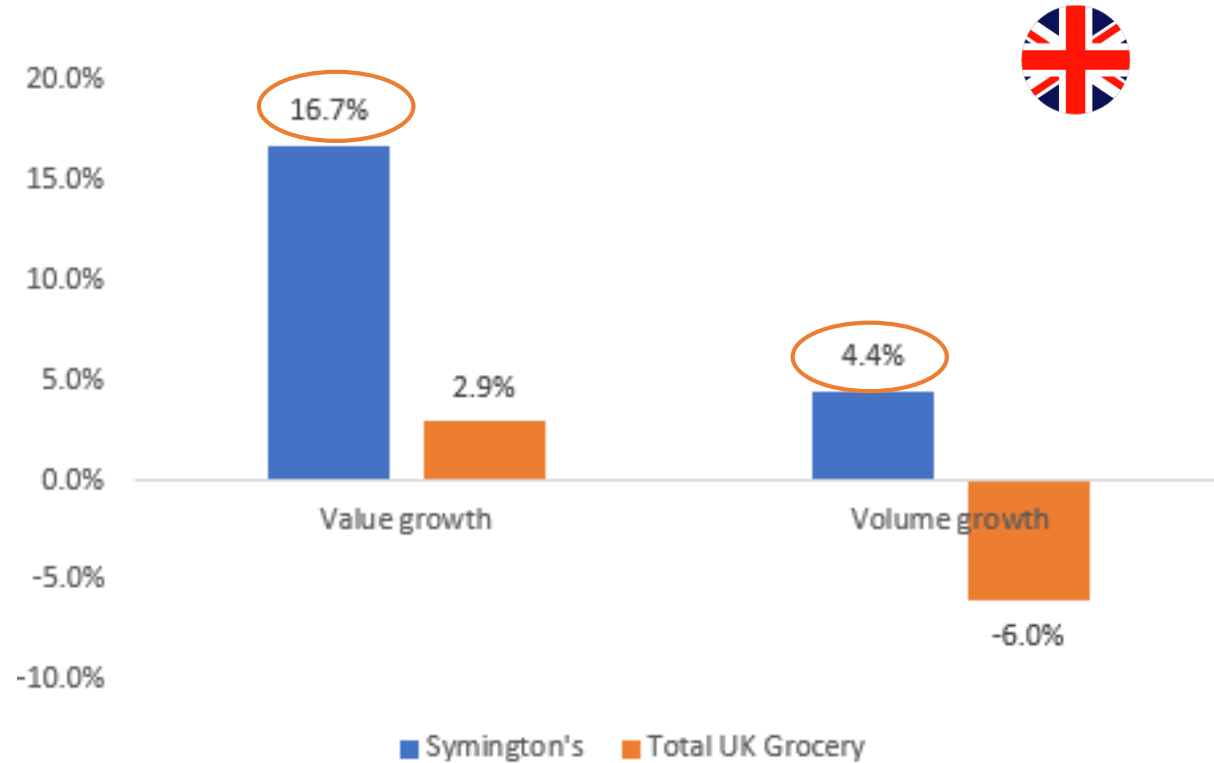
New Look & Feel

Improving the taste and convenience messaging on pack.



Symington's UK growth outperforms total UK Ambient market

Despite the challenging year, **Symington's outperformed the market with a 6x better result than its peers in value (+16.7% Sym. vs. +2.9% market)** and a **very positive result in terms of volume growth (+4.4% Sym. vs. -6% market)**, despite the negative results achieved on average by its competitors in the **ambient market in the U.K.**, once again confirming the **brand awareness and competitiveness** of the Symington's range.



2022-2023 marketing and commercial activities - Italy

Line extensions



From L to R: Crostino Dorato al Cubo, Crostino Dorato Snack



Delverde 100% legume, gluten free, high protein pasta



Cappuccino Lovers
Organic oat milk



Mukki
Lactose free
Mascarpone and
cream



Mukki Training
Vanilla flavour



NAKED ULTIMATE
launch

New product launches



Children's snack (chocolate milk + biscuits) «combo merenda»



«TiGusta» genovese
cream cheese



Kefir

Comms



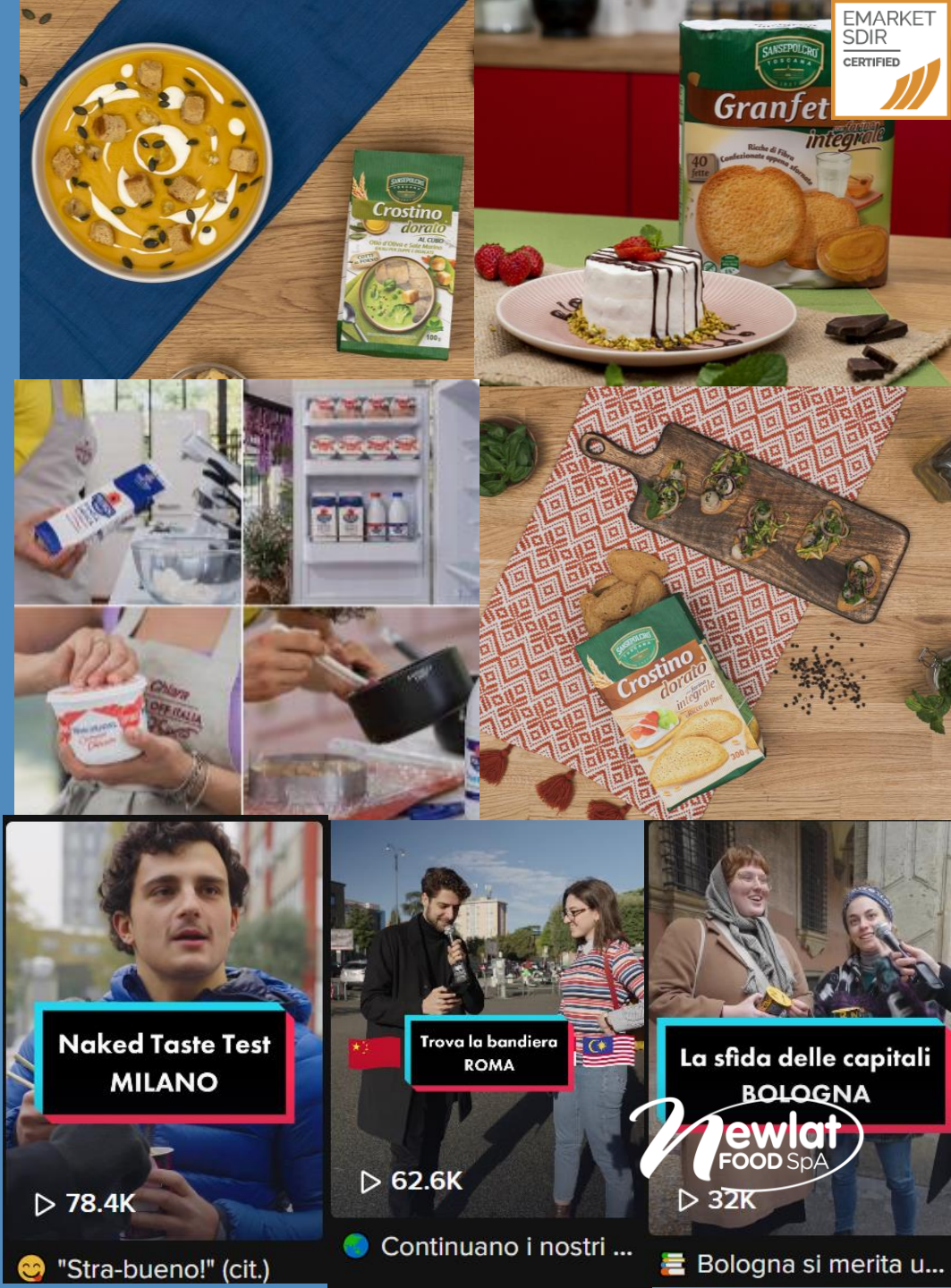
2022: more investment in own brands in Italy

Collaborations with important food channels and communities

- **Optimus & Polenghi: BAKE OFF ITALIA** (Real Time, Canale 31, Discovery+) >1,000,000 viewers
- **Granfetta & Crostino Dorato**®: Chef in Camicia online community platforms (>2,000,000 impressions)

NAKED

- University brand activation in Milan, Rome, Bologna
- Over 100 interviews carried out in November engaging students from the most important Italian universities
- Videos generating > 500,000 impressions on TikTok and Instagram



**Naked Taste Test
MILANO**

▶ 78.4K

😊 "Stra-buono!" (cit.)

**Trova la bandiera
ROMA**

▶ 62.6K

🌐 Continuano i nostri ...

**La sfida delle capitali
BOLOGNA**

▶ 32K

🇮🇹 Bologna si merita u...



Birkel & minuto relaunch (Germany and Europe)

Birkel line extension – Mezzi, Trulli, Hafer



Birkel redesign (modern & contemporary)
Line extension: Mezzi (Short Pasta)
Hafer (Oat pasta) attracting new customers

Minuto noodles redesign



Boldly rethought, Minuto has become the new hip brand in the convenience sector, serving up casual & delicious new trends (vegan) in Germany

Minuto range extension – baking kits



European assortment in development

Expanding the Minuto convenience aspect of “Nonchalant, Delicious, Easy” from the savoury to sweet categories to be sold across Europe with production within EM Foods

Growing German retailers interest towards Minuto and Naked



Birkel Minuto XXL
versch. Sorten
n. G. = 1,36
Becher

0.99
~~1.59~~

Upward trend
in MINUTO sales

Birkel
Minuto XXL
versch. Sorten
Becher

0.99
~~1.59~~

NUR FÜR KURZE ZEIT

**NUDELSNACKS
FÜR JEDEN
GESCHMACK**

BIRKEL oder NAKED
NUDEL-FERTIGGERICHTE
MINUTO XXL oder ASIA-STYLE
verschiedene Sorten
80/78 g Becher (1 kg = 16.13/16.54)

1.29

Birkel
Minuto XXL-Topf
verschiedene Sorten
je 78-82-g-Becher
1 kg = 12,07-12,69

0.99

Birkel
Minuto
XXL
versch. Sorten
Becher

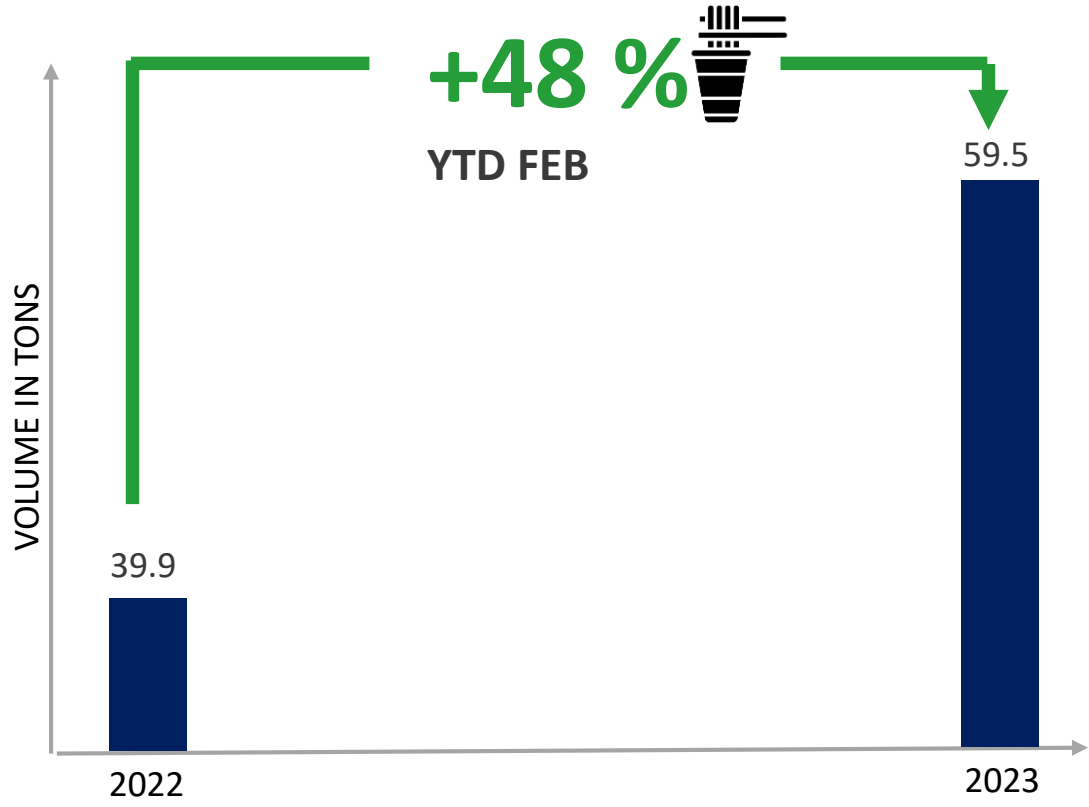
0.99
~~1.59~~

NUR FÜR KURZE ZEIT

Birkel
Minuto XXL
versch. Sorten,
(1 kg = 15.26)
78 g Be.

1.19
~~1.59~~

Minuto: impressive growth in Germany since new packaging/quality launch

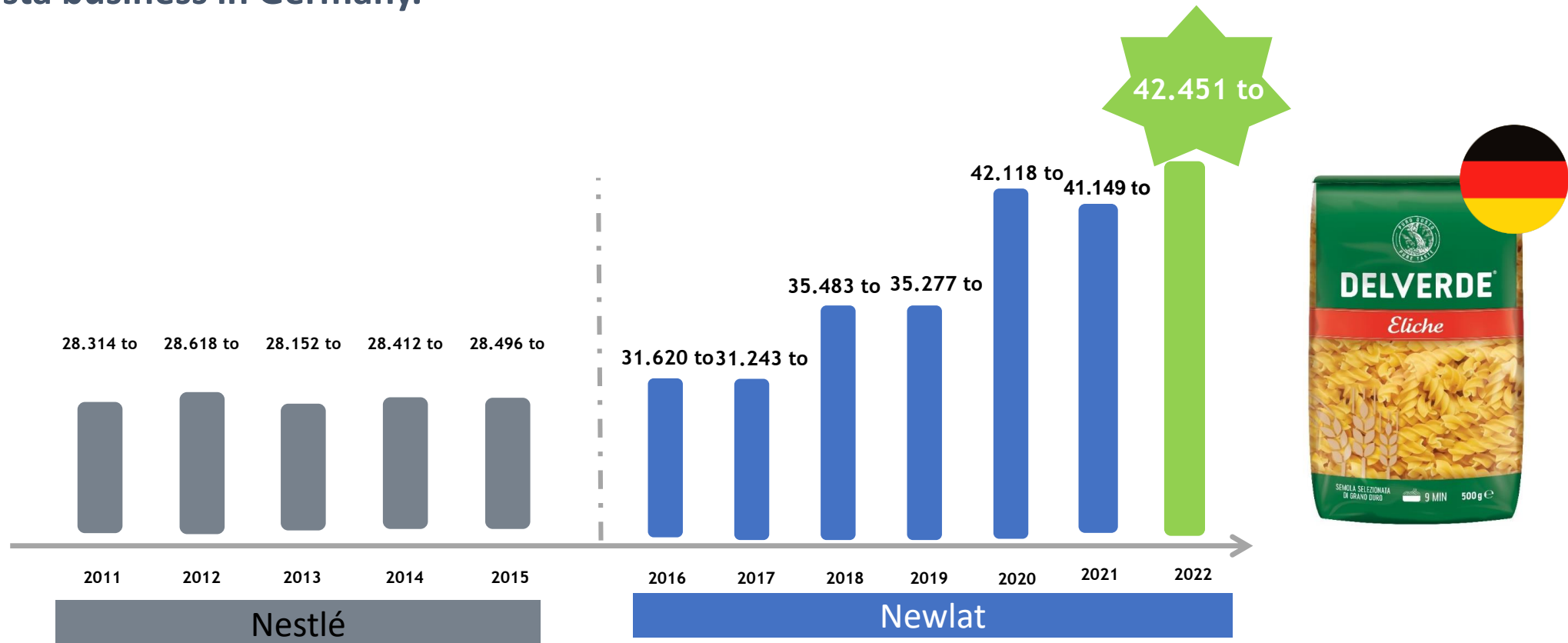


Source: sell-out NEWLAT GmbH to German Trade, Jan – Feb 2023 vs. 2022, volumes in tons

Record high pasta volumes in Germany

Despite (1) the increase in raw material prices and in the average selling price and (2) the Buitoni – Delverde brand switch:

Delverde generated massive growth rates over the last year, reaching in **2022 an all time high level of tons: 42,451 to**, surpassing 2020 as the best performing year in the Italian pasta business in Germany.



Further developments towards a more sustainable future



ENVIRONMENT

CLIMATE ACTION

- New **photovoltaic system** (solar panels) installed - 340 kWp
- New **system for water recovery**
- Group recognised as one of the **most climate-conscious Italian companies for the second consecutive year**
- **Energy intensity decreased by 25.7% from 2020**
- **Half of the sites achieve >90% of waste recycled or recovered**

LOGISTICS

- In 2022 Newlat avoided at least **788 tons of CO2 emission** by transporting cargo via train.

ENVIRONMENTAL AWARENESS

- Developed a **training programme** aimed at improving **awareness, skills and knowledge on sustainability topics**



SOCIAL

INNOVATION

R&D investments to increase digestibility, product quality and to satisfy consumers with special dietary requirements:

- Launch of special milk **only from Farms with “Animal Welfare” certification** and **only with beta-casein protein A2 increasing (naturally) digestibility.**
- Development of **unique plant based special formulas in Baby Food**
- Development of **high protein, gluten-free and lactose free recipes**

GENERATIONAL CHANGE

- **+40% employees under 30 during the last three years**

COMMUNICATION

Several initiatives with schools visiting plants, farms and lectures about **nutrition and food culture.**



GOVERNANCE

BOARD OF DIRECTORS

- **Three important independent members: Eric Sandrin** – Kering General Counsel, **Valentina Montanari** – Independent director at Mediolanum, **Mariacristina Zoppo** Director and member of the Control Committee of IntesaSanpaolo
- **Three women directors** out of seven board members.
- **Four out of seven board members are not linked to Mastrolia family** – founder’s and major shareholder’s family

SUSTAINABILITY GOVERNANCE

- **Adoption of Group’s ESG Policies**
- **Adoption of a common Group’s Code of Ethics**

ESG COMMITTEE

- Committee **coordinator with multi-year “big4” experience and seven managers** involved covering: Operations, HR, Finance, IR, Quality and R&D, purchasing and marketing.

FY 2022 SALES BREAKDOWN AND ANALYSIS

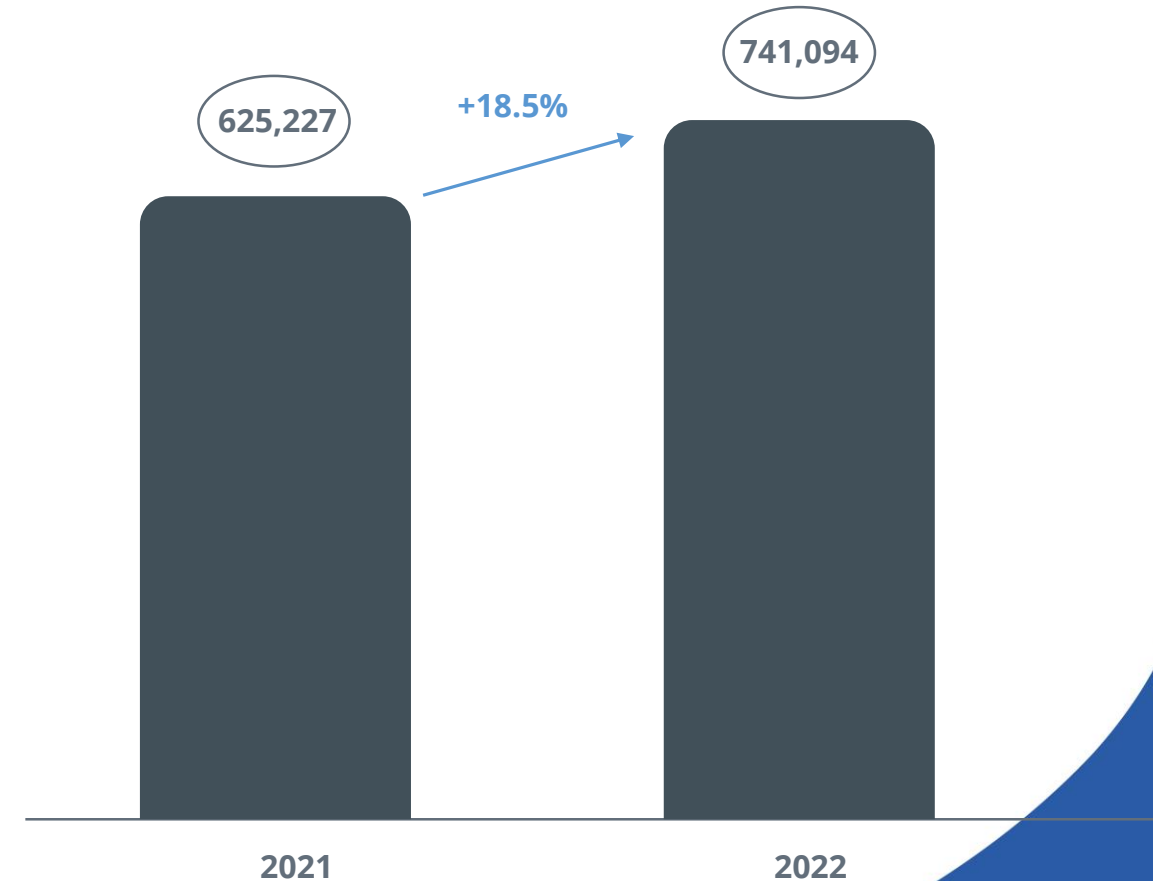
FY 2022 revenue highlights

FY 2022 saw an increase in sales of **+18.5%**

This period was characterized by an **acceleration in sales growth** thanks to the combined impact of:

- Overall **volume growth of ca. +6%** which confirms the strong **underlying demand**.
- **New launches and new listings' contribution** confirmed the strong **commercial commitment** and the quality of our products.
- Strong **price increases** confirmed the Newlat commitment to **protect margins** in this challenging environment.
- **Never-seen-before increase in key raw materials and production costs**, showing good commercial relationships with clients across the globe. → **New price increases implemented at the beginning of 2023**.

Proforma revenues (€ thousand)



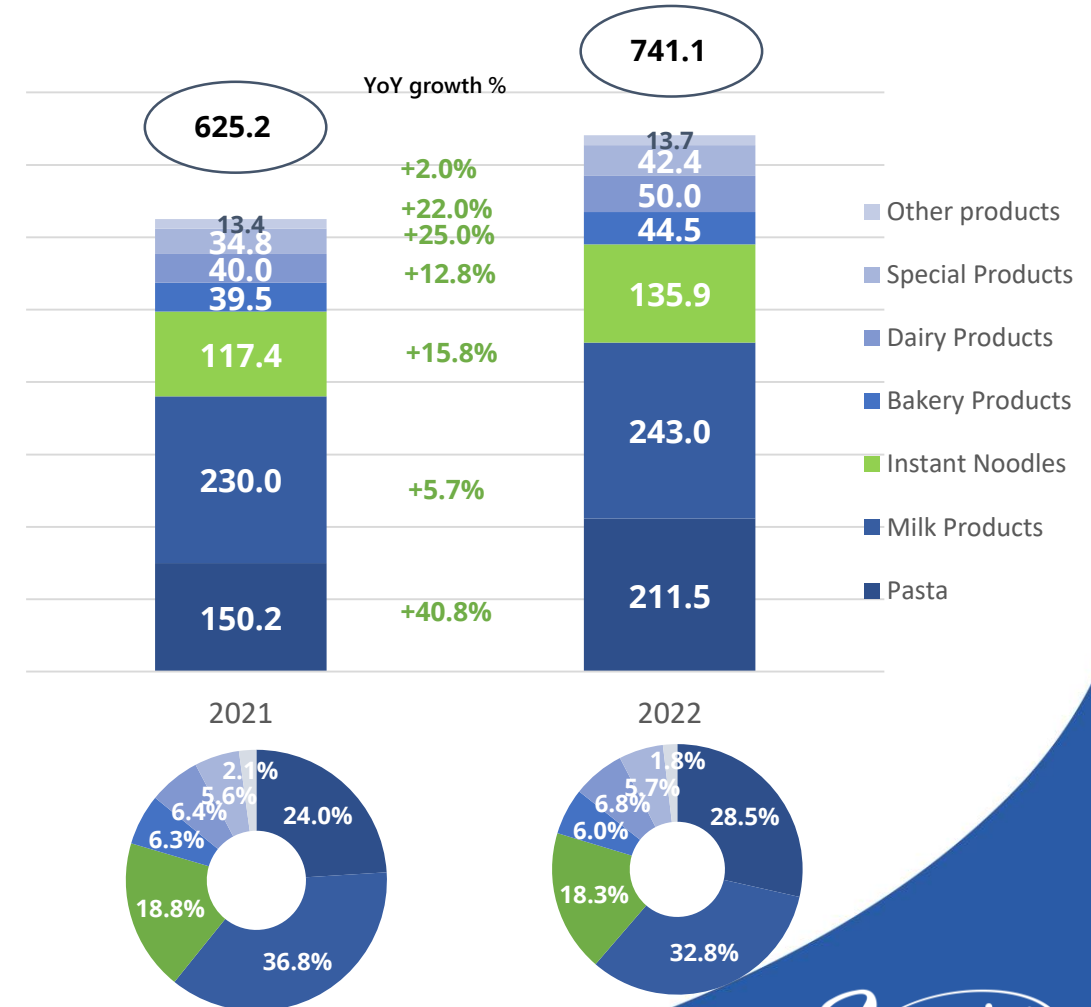
Revenue breakdown by business unit

All the segments were positively impacted by higher average selling prices vs. 2021. However roughly 1/3 was influenced by increase in sales volumes across the main categories and the remaining 2/3 by price increases.

In particular:

- **Pasta** sales went up by **40.8%** also thanks to **stronger sales volumes** and **new customers'** contributions. Most of the increase was recorded in the large retailers and B2B channels, with **Germany** being the #1 country for pasta growth.
- The **Milk segment** grew, driven by a higher demand in food sector (+13%) and normal trade (+10%).
- **Bakery Products** growth was driven by **Crostino sales** and thanks to an increase in demand in the private label and B2B sectors.
- **Dairy Products** sales increase was driven by the strong demand of **Mascarpone** especially in **Canada (+62 %) – USA (+31%) - (France +35%) - Netherlands (+25%)**
- The **Instant Noodles** revenues grew strongly thanks to **new product launches, export to new markets** and better sales conditions.
- The **Special Products** segment grew thanks to the development of **baby food and special products B2B contracts**.

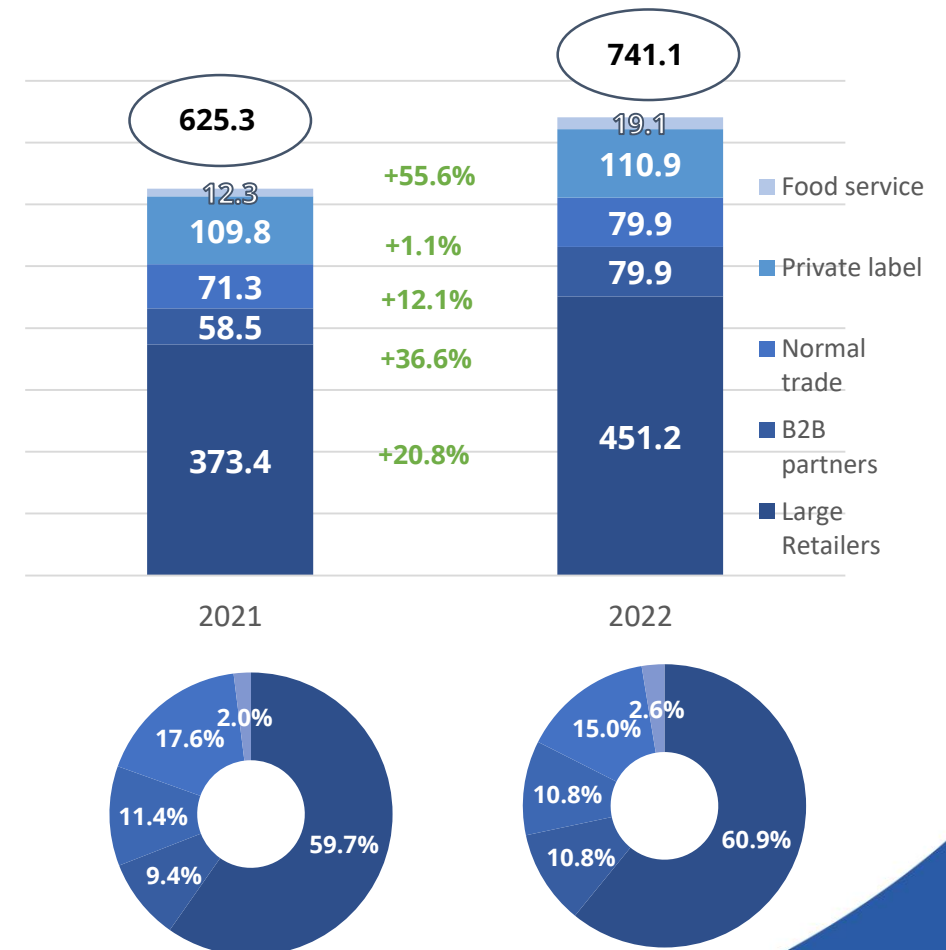
Revenue breakdown (€m)



Revenue breakdown by distribution channel

- The **large-scale retail channel** sales increased following the entry of **new customers** and an increase in the average selling price. The product categories that grew the most in this channel were **pasta and dairy**.
- **B2B, normal trade and food service** sales went up as a result of higher average selling price and an increase in demand. Especially in B2B, the good growth was attributable mostly to an **increase in the pasta and special products** segments.
- Revenues relating to the **private label channel** recorded an increase compared to the same period of 2021, especially thanks to a growth in the **pasta private label** business.

Revenue breakdown (€m)

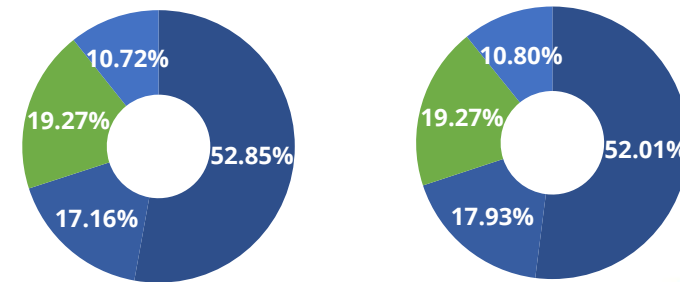
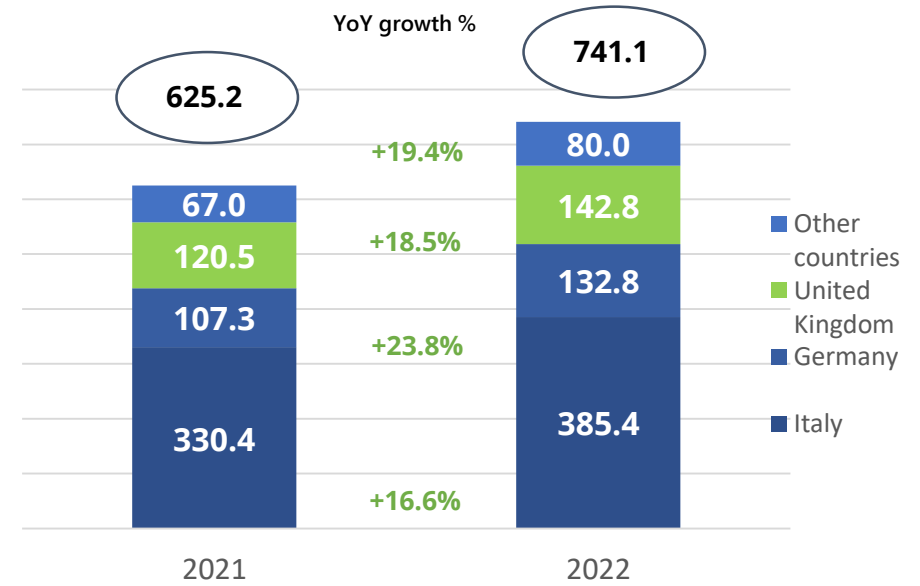


Revenue breakdown by geography

Sales were positively impacted by higher ASPs in all geographies.

- Revenues in Italy went up as a result of **higher sales volumes** in the **Pasta, Instant Noodles and Bakery sector**. New customers were also introduced during the year.
- In **Germany**, revenues increased following higher sales volumes in the **Pasta and Dairy** sectors as well as thanks to the introduction of the Symington's instant noodles range in Germany, which has already become an established brand among German retailers. Birkel and Birkel Minuto relaunches also positively impacted sales growth.
- **United Kingdom** sales grew **18.5%** thanks to higher sales volumes in the **Pasta and Instant Noodles** sectors. In particular, the Naked Ultimate launch and marketing campaign, as well as the Ragu pasta launch positively impacted sales in these categories in the UK.
- Revenues relating to the **Other Countries** increased by **19%** thanks to an increase, especially in Q4, of the pasta and dairy business. The countries that grew the most were the **Netherlands (+242%)**, **Sweden (+137%)**, **Israel (+62%)**, **France (+54%)**

Revenue breakdown (€m)



Increased demand all over the world

- 1 Netherlands: +242%
Total revenue 2022: € 6 million

- 2 Sweden: +137% -
Total revenue 2022: €2.2 million

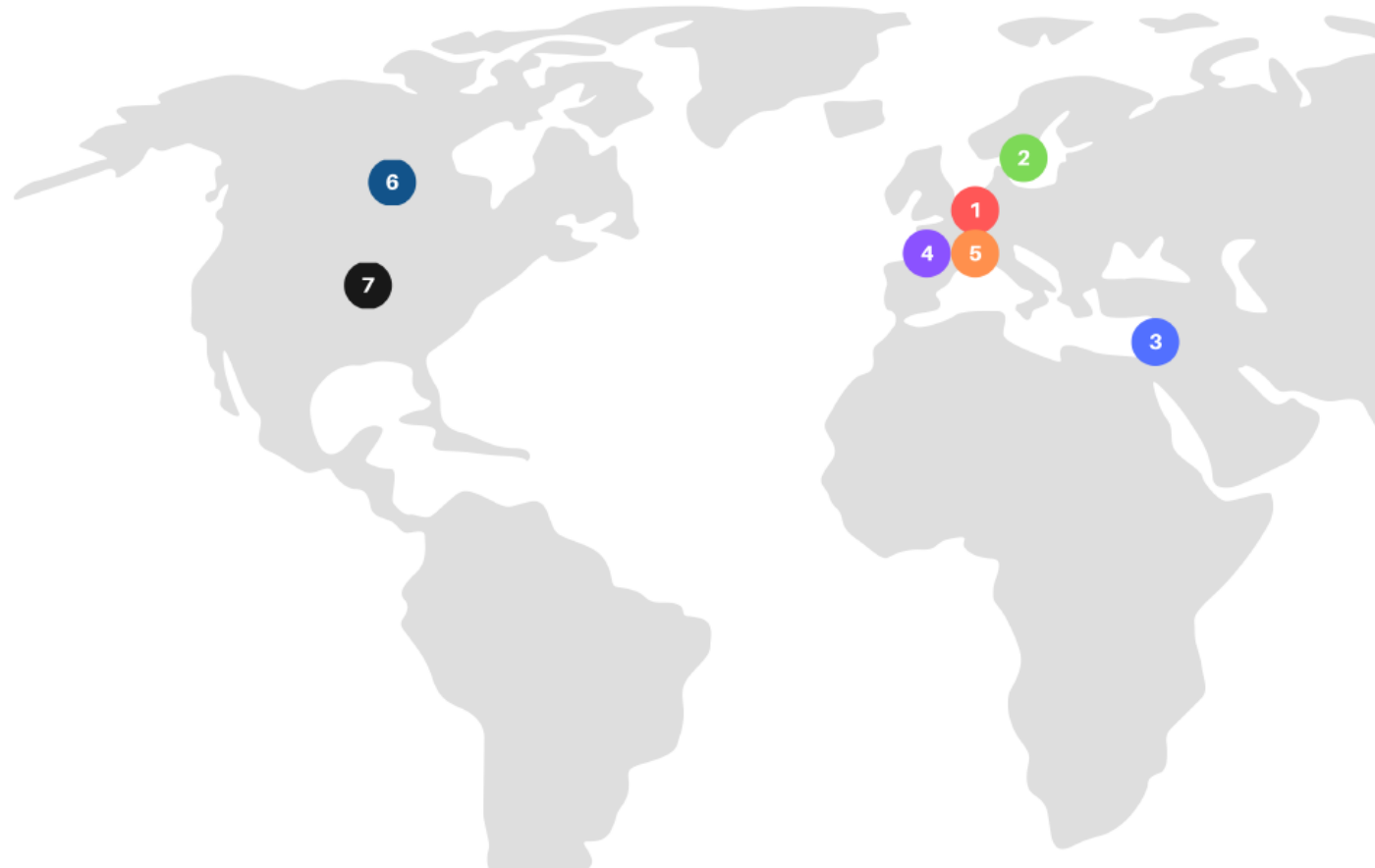
- 3 Israel: +62%
Total revenue: €9.6 million

- 4 France: +54%
Total revenue 2022: €9.9 million

- 5 Belgium: +35%
Total revenue: €7.5 million

- 6 Canada: +34%
Total revenue 2022: €3.8 million

- 7 U.S.: +26%
Total revenue 2022: €6.2 million



EBITDA breakdown by business unit

Adjusted EBITDA was €57.5 m in FY 2022, compared to €58 million in 2021. Adj. EBITDA margin was 7.8% vs. 9.3%.

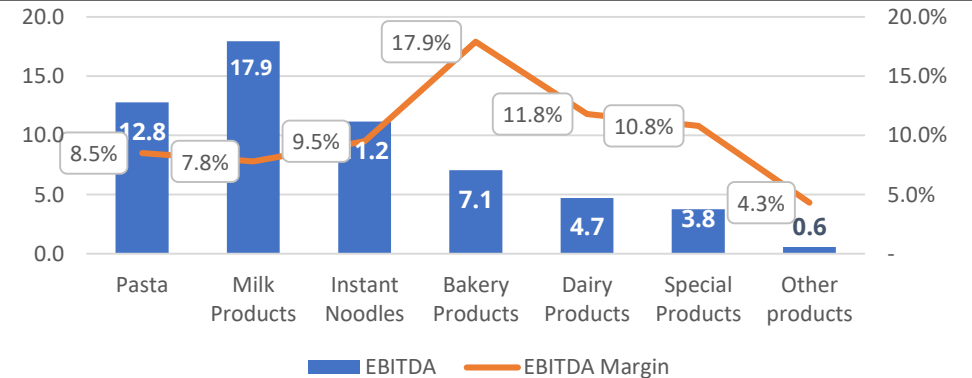
Bakery maintained an EBITDA margin at around 17.3% vs. 17.9% and **special products** increased margins from 10.8% to 12.2% thanks to the development of B2B contracts in baby food.

Despite the very challenging scenario in terms of cost inflation, the Group has been able to **mitigate the dilution of profitability** driven by the time mismatch between cost increase and cost pass through.

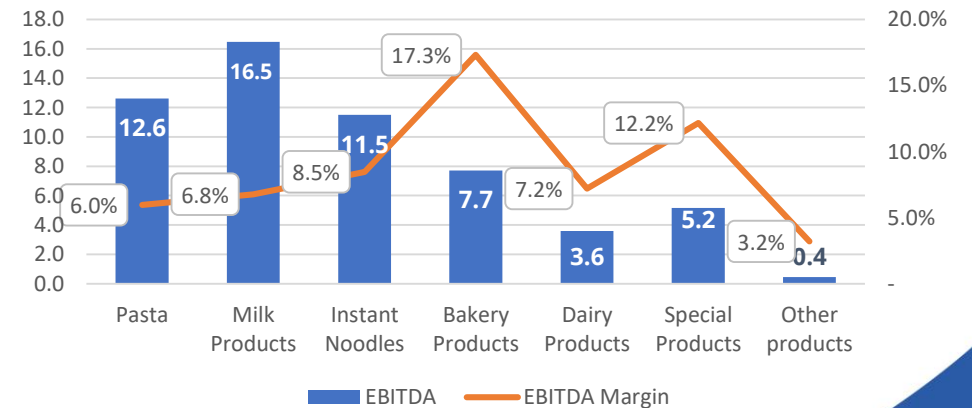
On this basis, the management is very confident that Newlat will likely recover profitability to normal levels.

As a matter of fact, EBITDA margin of the first two months of 2023 was 9.45%, well in line and even slightly above 2021's levels.

Adj. EBITDA (€m) and EBITDA margin FY 2021



Adj. EBITDA (€m) and EBITDA margin FY 2022



2023 outlook

The first two months of 2023 have marked a **good sales volume increase** in all the main business units of the Group, in particular:

- **+15% in the milk segment**
- **+5% in dairy**
- **+25% in pasta**
- **+40% in bakery**
- **+15% in instant noodles**



YTD 2023 Revenues: 126.7 million vs. 102.6 million 2022

EBITDA margin YTD: 9.45%,

→ **particularly remarkable** as usually the first months of the year tend to be very flat in terms of sales growth.

Margin recovery in Q1 23, in particular in pasta, dairy and special products. Margin recovery thanks to **final adaptation of prices** following latest price renegotiations.

Exp. EBITDA margin Q1 2023: 9%.



Free cash flow and margin improvement by quarter

CASH FLOW STATEMENT €mn	Newlat Food FY 2022
Adj. EBITDA	57.5
Net Interest costs	-10.2
Δ NWC	-37.6
TAX & Others	-2.2
(A) Cash flow from operating activities	7.5
Capex	-15.5
Other investments	
IFRS16 CAPEX	-12.8
Acquisition of businesses	0.0
(B) Cash flow from investing activities	-28.3
Underlying FCF (Oper. CF + Neutral NWC-CAPEX)	16.8

The **underlying FCF generation** remained solid despite the «investment» in working capital in a very difficult market environment.

In 2022, the NWC was impacted by the **material change in inventories value** and the investments to support the latest round of **CPI passthrough** with an extraordinary impact on operating cash flow in particular in Q4.

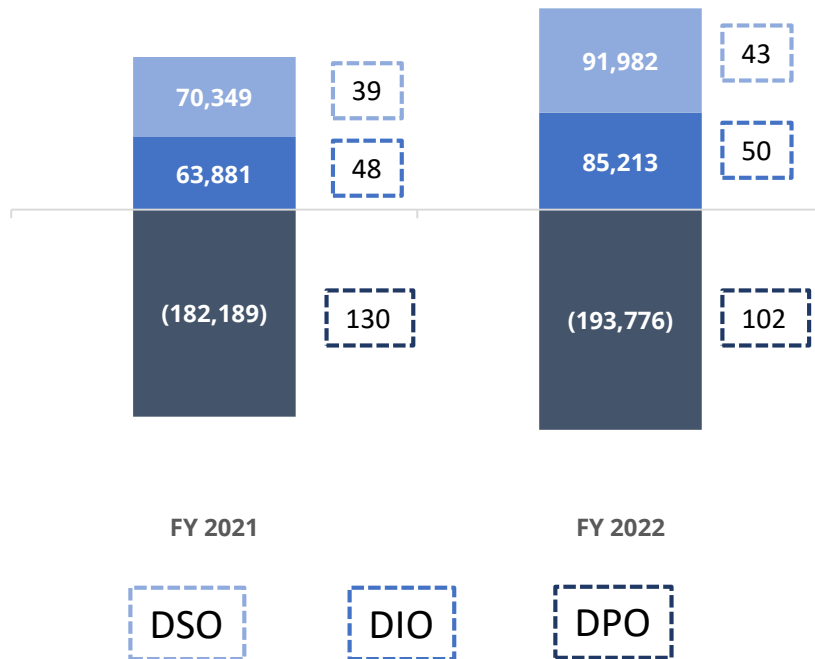
The situation is now normalising and we will be able to show a positive contribution of NWC already in Q1 in 2023.

A clear margin improvement quarter by quarter thanks to the commercial actions put in place

€ mln	1Q 2022	2Q 2022	1H 2022	3Q 2022	9M 2022	4Q 2022	FY 2022
Revenue	165.435	170.043	335.478	185.714	521.192	219.902	741.094
EBITDA	13.068	12.123	25.191	14.199	39.39	18.11	57.5
<i>margin</i>	7.90%	7.13%	7.51%	7.65%	7.56%	8.24%	7.76%

NWC and Cash Conversion Cycle

NTWC (€ million)



As a result of the difficult inflationary environment that characterised 2022, NTWC appears to have diminished – although still remains negative – as a combined result of:

- **Higher inventory levels** as a consequence of buying larger amounts of ambient and long shelf-life raw materials to make sure no raw material shortage would occur and to lock in favourable purchase prices.
- **Higher receivables** as a negotiable to help customers manage the steep increase in ASP.

For this reason, even the Cash Conversion Cycle appears to have shortened (going from -43 to -9) as a result of different payment terms to allow for:

- Implementation of **sales price increase rebate** vs. most important customers (average DSO 50 days vs. 48)
- **Purchase of raw materials at good prices** with shorter payment terms (average DPO 102 vs. 130)
- As of today, NWC already shows a **normalization** vs the extraordinary negative impact experienced at the end of the year.

In € thousand	FY 2021	FY 2022
Inventory	63,881	85,213
Trade Receivables	70,349	91,982
Trade Payables	(182,189)	(193,776)
NTWC	(47,959)	(16,581)
Other current assets	14,586	20,933
Other current liabilities	(22,451)	(25,342)
NWC	(55,824)	(20,990)

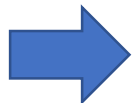
M&A Opportunities

M&A activity continues to be a key part of the Newlat Food strategy.

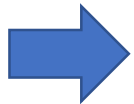
The interest rate increase and the current credit market conditions are also creating a more favourable environment for Newlat Food, thanks to :

- Interest rate increase leaves less room for private equity return equation;
- Current credit market environment leaves lower opportunity for heavy leverage structures;
- Financials investors are looking for targets with a clear growth profile (different than traditional food players) to try to match higher cost of funding with expected high returns;

In this favourable environment, Newlat Food recently entered into two new important processes with two different multinational corporations:



Transformational potential acquisition in Europe: > € 1 bn turnover in different categories with huge potential synergies already visible and immediately realisable.



Important acquisition in the special product sector in Italy with circa € 200 m turnover

The potential deal we started last year with an important multinational corporation for their operations in Europe is still on hold waiting for the end of the internal reorganization process of the seller.

2023 outlook

The Newlat Food management reconfirms its commitment in 2023 in regards to:

- **Further price increase campaigns** for downstream transfer of energy and raw material costs;
- **Recovery of margins to 2021 levels;**
- **Industrial efficiency and product innovation** plans;
- Strong **strategic focus on M&A** with interesting opportunities already in an advanced negotiation stages.



Q&A

Appendix

Proforma Income Statement

(In € thousand)	31 December	
	2022	PF 2021
Revenue from clients' contracts	741,094	625,226
Cost of goods sold	(607,693)	(493,382)
Gross margin	133,400	131,844
Sales and distribution expenses	(89,509)	(82,231)
Administrative expenses	(21,746)	(26,414)
Net write-offs of financial activities	(1,247)	(1,201)
Other income	5,238	5,770
Other operational costs	(6,015)	(7,295)
EBIT	20,121	20,473
Financial income	2,058	1,157
Financial expenses	(12,278)	(9,210)
EBT	9,901	12,420
Income tax	(3,304)	(4,454)
Net profit	6,597	7,966
Net income attributable to third parties	374	1,106
Group Net Income	6,223	6,861

Consolidated Income Statement

(In € thousand)	Ended 31 December	
	2022	2021
Revenue from clients' contracts	741,094	555,863
Cost of goods sold	(607,693)	(440,414)
Gross margin	133,400	115,449
Sales and distribution expenses	(89,509)	(74,137)
Administrative expenses	(21,746)	(22,460)
Net write-offs of financial activities	(1,247)	(1,201)
Other income	5,238	7,839
Other operational costs	(6,015)	(8,436)
EBIT	20,121	17,054
Financial income	2,058	1,157
Financial expenses	(12,278)	(8,658)
EBT	9,901	9,555
Income tax	(3,304)	(3,317)
Net profit	6,597	6,239
Net income attributable to third parties	374	1,106
Group Net Income	3,874	5,133
Basic EPS	0.16	0.12
Diluted EPS	0.16	0.12

Balance sheet

In € thousand	31 December 2022	31 December 2021
Non-current assets		
Property, plant and equipment	154,106	157,417
Right of use	46,509	38,572
Intangible assets	92,345	97,824
Investments measured with equity method	1,401	1,401
Non-current financial assets valued at fair value with impact on I/S	1,213	731
Financial assets stated at amortized cost	801	801
Deferred tax asset	7,148	7,580
Total non-current assets	303,522	304,326
Current assets		
Inventory	85,213	63,881
Account receivables	91,982	67,184
Current tax assets	1,889	3,324
Other receivables and current assets	19,045	11,262
Current financial assets valued at fair value with impact on I/S	6,525	35
Financial claims valued at amortised cost	13,099	-
Cash and cash equivalents	287,820	384,888
Total current assets	505,573	530,574
TOTAL ASSETS	809,094	834,900

In € thousand	31 December 2022	31 December 2021
Equity		
Share capital	43,935	43,935
Reserves	77,296	81,447
Currency translation reserve	(2,982)	(478)
Net Income	6,223	5,134
Total Group Equity	124,471	130,038
Equity attributable to non-controlling interests	14,834	14,477
Total Consolidated Equity	139,305	144,515
Non-current liabilities		
Provisions for employees	11,399	14,223
Provisions for risks and charges	2,038	2,030
Deferred tax liabilities	19,991	19,097
Non-current financial liabilities	304,723	287,216
Non-current lease liabilities	39,173	31,175
Other non-current liabilities	-	-
Total non-current liabilities	377,324	353,741
Current liabilities		
Account payables	193,776	179,024
Current financial liabilities	65,780	127,280
Current lease liabilities	7,567	7,887
Current tax liabilities	3,688	3,364
Other current liabilities	21,654	19,087
Total current liabilities	292,466	336,643
TOTAL EQUITY AND LIABILITIES	809,094	834,900

Cash flow statement

(In € thousand)	31 December	
	2022	2021
Earnings before tax	9,901	9,555
- Adjustments for:		
Depreciation and amortization	36,283	30,843
Financial expenses/(income)	10,220	7,500
Cash flow from operating activities before changes in NWC	56,404	47,898
Change in inventory	(21,332)	(4,413)
Change in account receivables	(25,825)	14,848
Change in account payables	14,752	5,315
Change in other assets and liabilities	(5,215)	2,872
Use of provisions for risks and charges and employees	(943)	(744)
Tax paid	(2,152)	(4,539)
Cash flow from operating activities	15,689	61,236
Investments in PPE	(14,494)	(12,936)
Investments in intangible assets	(979)	(380)
Investments in financial assets	(6,972)	(19)
Deferred considerations for acquisitions		(600)
Lylag acquisition	(300)	(63,914)
Cash flow from investing activities	(22,745)	(77,849)

(In € thousand)	31 December	
	2022	2021
Proceeds from long-term debt	-	82,976
Repayments of long-term debt	(57,093)	(24,866)
Bond issue	-	198,455
Principal repayments of lease obligations	(13,385)	(13,865)
Net interest paid	(10,220)	(7,500)
Dividend paid		
Purchase of minority interest	(17)	(67)
Own shares	(11,731)	(15,759)
Cash flow from financing activities	(92,446)	219,374
Net change in cash and cash equivalents	(99,502)	202,760
Cash and cash equivalents at the beginning of the period	384,888	182,127
Total net change in cash and cash equivalents	(99,502)	202,760
Foreign currency translation reserve	2,434	
Cash and cash equivalents at the end of the period	287,820	384,887



UPCOMING EVENTS

21-22 March

Euronext STAR Conference – Milan

27 April

Annual Shareholders' Meeting

12 May

Q1 2023 Earnings release

INVESTOR RELATIONS CONTACTS

Tel: +390522790450

Mob: +393319559164

investors@newlat.com