Safe Harbor

This presentation, and other written or oral statements made from time to time by management contain “forward looking statements” as defined in the Private Securities Litigation Reform Act of 1995. The words “anticipate”, “believe”, “estimate”, “expect”, “intend”, “will”, “should”, “targeting”, “projecting”, “driving” and similar expressions, as they relate to us, our performance and/or our technology, are intended to identify forward looking statements. These statements reflect management’s current beliefs, assumptions and expectations and are subject to a number of factors that may cause actual results to differ materially. Such factors include but are not limited to: the effects of pandemics, such as the COVID-19 pandemic, on our and our customers’ businesses and the duration and extent to which this will impact our future results of operations and overall financial performance; our ability to address our business challenges in order to reverse revenue declines, reduce costs and increase productivity so that we can invest in and grow our business; our ability to successfully develop new products, technologies and service offerings and to protect our intellectual property rights; reliance on third parties, including subcontractors, for manufacturing of products and provision of services and the shared service arrangements entered into by us as part of Project Own It; our ability to attract and retain key personnel; the risk that confidential and/or individually identifiable information of ours, our customers, clients and employees could be inadvertently disclosed or disclosed as a result of a breach of our security systems due to cyberattacks or other intentional acts or that cyberattacks could result in a shutdown of our systems; the risk that partners, subcontractors and software vendors will not perform in a timely, quality manner; actions of competitors and our ability to promptly and effectively react to changing technologies and customer expectations; our ability to obtain adequate pricing for our products and services and to maintain and improve cost efficiency of operations, including savings from restructuring and transformation actions; our ability to manage changes in the printing environment like the decline in the volume of printed pages and extension of equipment placements; changes in economic and political conditions, trade protection measures, licensing requirements and tax laws in the United States and in the foreign countries in which we do business; the risk that multi-year contracts with governmental entities could be terminated prior to the end of the contract term and that civil or criminal penalties and administrative sanctions could be imposed on us if we fail to comply with the terms of such contracts and applicable law; interest rates, cost of borrowing and access to credit markets; the imposition of new or incremental trade protection measures such as tariffs and import or export restrictions; funding requirements associated with our employee pension and retiree health benefit plans; changes in foreign currency exchange rates; the risk that our operations and products may not comply with applicable worldwide regulatory requirements, particularly environmental regulations and directives and anti-corruption laws; the outcome of litigation and regulatory proceedings to which we may be a party; and any impacts resulting from the restructuring of our relationship with Fujifilm Holdings Corporation. Additional risks that may affect Xerox’s operations and other factors are set forth in the “Risk Factors” section, the “Legal Proceedings” section, the “Management’s Discussion and Analysis of Financial Condition and Results of Operations” section and other sections of Xerox Holdings Corporation’s and Xerox Corporations combined 2021 Annual Report on Form 10-K and combined Quarterly Reports on Form 10-Q, as well as in Xerox Holdings Corporation’s and Xerox Corporation’s Current Reports on Form 8-K filed with the Securities and Exchange Commission.

These forward-looking statements speak only as of the date of this presentation or as of the date to which they refer, and Xerox assumes no obligation to update any forward-looking statements as a result of information or future developments, except as required by law.
Why Invest in Xerox?

Stable & Growing Cash Flow

- Predictable free cash flow\(^1\) driven by Print & Services
- Consistent dividend payments
  - Mid-teens FCF\(^1\) yield
  - 6% dividend\(^1\) yield
  - Track record of dividend stability

Strategic Optionality

- New growth businesses target large and growing TAMs with major secular tailwinds
- Monetization of investments in innovation
  - Monetization to include commercialization of disruptive technologies and strategic transactions involving growth businesses

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1) Free Cash Flow: see Non-GAAP Financial Measures. FCF yield defined as 2022 FCF guidance of at least $400 million / XRX Market Capitalization based on a 1-month average of Xerox’s stock price, as of 9/5/22. 2022 FCF guidance excludes a one-time product supply contract termination charge. Dividend yield also based on 1-month average stock price as of 9/5/22.
Strategic Priorities Have Guided Our Progress

Since the start of the pandemic\textsuperscript{1}, Xerox generated $\sim$1B of free cash flow\textsuperscript{2} while investing in, and monetizing growth.

- Achieved gross cost savings of $\sim$1.8B from 2018 through 2021 from Project Own It; expect another $450 million of gross cost savings in 2022
- Improved operating efficiencies and began commercializing productivity tools

- Since the pandemic, generated close to $1B of FCF\textsuperscript{2} and returned $\sim$1.6B to shareholders
- Maintained dividend throughout the pandemic

- Revenue growth in strategic areas within Print & Services (e.g., IT Services and Digital Services)
- Grew originations at FITTLE in 2021, inclusive of incremental XBS penetration

- Stood up three businesses: FITTLE, CareAR and PARC
- Monetized investments in Software via ServiceNow’s investment in CareAR

Maintain Status as a Leader in ESG

\textsuperscript{1} Start of pandemic assumed to be inclusive of Q1 2020 results.
\textsuperscript{2} Free Cash Flow, see Non-GAAP Financial Measures
Xerox Today: Innovating Beyond Print

Leader in Print and related services. Monetizing investments in growth

**Stability from Leading Position in Print and Print Services**

**Monetizable Growth Businesses**

<table>
<thead>
<tr>
<th>Growth Adjacencies</th>
<th>Target Market</th>
<th>Today’s TAM³</th>
<th>CAGR³</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IT Services</strong></td>
<td>Global financing solutions business, enabling sales of equipment and services</td>
<td>Global Office Equipment &amp; IT Leasing</td>
<td>$270B</td>
</tr>
<tr>
<td>TAM: $682B</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAGR: 6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CareAR</strong></td>
<td>AR/VR and AI-driven visual support platform, providing real-time relevant content on demand</td>
<td>Service Experience Management</td>
<td>$30B</td>
</tr>
<tr>
<td>TAM:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAGR: 6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Digital Services</strong></td>
<td>Venture ecosystem that drives commercial applications of PARC’s research efforts</td>
<td>IoT</td>
<td>$16B</td>
</tr>
<tr>
<td>TAM: $68B</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAGR: 5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PARC</strong></td>
<td>3D Print</td>
<td>$1.3B</td>
<td>17%</td>
</tr>
<tr>
<td></td>
<td>Cleantech</td>
<td>$75B</td>
<td>6%</td>
</tr>
</tbody>
</table>

1. Source: Xerox analysis of IDC WW Quarterly Hardcopy Peripherals Tracker. Last twelve months (Q2 2022) using custom categories and segments. Total print ESR market share includes only geographies where Xerox competes (e.g., ex Asia Pacific and Japan).
3. See TAM definitions and CAGR timeframe in the Appendix
## Xerox Holdings 3-Year Outlook

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023–2024</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenue</strong></td>
<td>At least $7.1B, in actual currency</td>
<td>Low-to-Mid Single-Digit Annual Growth</td>
<td>• Modest growth in Print &amp; Services and FITTLE, driven by market share gains and investments in growth adjacencies</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Growth at CareAR and PARC</td>
</tr>
<tr>
<td><strong>Adj.¹ Operating Margin</strong></td>
<td>~2021 Adj. Operating Margin²</td>
<td>+200 bps by 2024</td>
<td>• Print &amp; Services margin recovery as pandemic and supply chain disruptions wane, offset by a higher mix of IT Services revenue</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Decreasing margin headwinds from CareAR and PARC as businesses scale</td>
</tr>
<tr>
<td><strong>Free Cash Flow¹</strong></td>
<td>At least $400M</td>
<td>$450-500M per year</td>
<td>• Growing FCF contribution from Print &amp; Services and lower cash burn from new businesses</td>
</tr>
</tbody>
</table>

1) Adjusted measure and Free Cash Flow: see Non-GAAP Financial Measures. FCF guidance excludes a one-time payment in Q2 associated with a product supply contract termination charge.
2) 2021 Adj. Operating Margin: 5.3%.
Attractive Free Cash Flow Yield

Xerox’s high-teens free cash flow yield is at the high end of industry comparable yields and well above that of the S&P 500.

Assumptions

- Xerox Guidance: Average of 2022 FCF guidance of $400 million and the low end of 2023-2024 FCF guidance of $450-500 million

Note: Free cash flow yield calculated as projected free cash flow divided by current market capitalization. Market prices used to calculate FCF yield as of 9/5/22.

1) Consensus estimates for comparable companies per FactSet, using time-weighted NTM calculation.
2) SMCI FCF based on 2024 estimate to normalize for recent volatility in FCF results.
3) Free Cash Flow: see Non-GAAP Financial Measures. 2022 FCF guidance excludes a one-time contract termination payment of $41 million.
Print & Services Overview

Approximately two-thirds of Print & Services revenue is annuity-like, contracted over multiple years.

Xerox FY22E Revenue¹ ($7.1 billion)

- 55% Strategic Growth Businesses
- 34% Print Services (Annuity)
- 11% Print Equip & Supplies

Market Leader in Print & Services
- Leading market share² in Office & Production Print and Managed Print Services
- Grew market share through the pandemic due to breadth of offering and new digital services

Stable & Growing Cash Flows
- Print & Services market expected to be flat-to-slightly-up in the medium-term
- Growth opportunities from market share gains and penetration of IT and Digital Services
- Expect margin improvement as pandemic subsides and supply chains normalize

Path to Growth
- Invested throughout the pandemic in growth markets within Print & Services, such as IT Services for SMBs and Digital Services

¹ Revenue breakdown based on annual revenue guidance provided at 2022 Investor Day
² Sources: Xerox analysis of IDC WW Quarterly Hardcopy Peripherals Tracker, Full Year 2021. Total print ESR market share includes only geographies where Xerox competes (e.g., ex-Asia Pacific and Japan); IDC, Worldwide and U.S. Managed Print and Document Services and Basic Print Services Market Shares, 2021: Hybrid Work Drives Cloud Adoption, July 2022, IDC #US48532922
Print & Services Growth Outlook

We expect to exceed industry estimates of traditional print and services market growth of 1% through 2025, due to an expansion of market share and growth from adjacent services.

### Print & Managed Print Services Markets

(Market Sizing Estimate, $B)\(^1\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Office MFPs, Including Service and Supplies</th>
<th>Production</th>
<th>Managed Print Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$20B</td>
<td>$30B</td>
<td>$10B</td>
</tr>
<tr>
<td>2020</td>
<td>$19B</td>
<td>$29B</td>
<td>$9B</td>
</tr>
<tr>
<td>2021</td>
<td>$18B</td>
<td>$28B</td>
<td>$8B</td>
</tr>
<tr>
<td>2022</td>
<td>$17B</td>
<td>$27B</td>
<td>$7B</td>
</tr>
<tr>
<td>2023</td>
<td>$16B</td>
<td>$26B</td>
<td>$6B</td>
</tr>
<tr>
<td>2024</td>
<td>$15B</td>
<td>$25B</td>
<td>$5B</td>
</tr>
<tr>
<td>2025</td>
<td>$14B</td>
<td>$24B</td>
<td>$4B</td>
</tr>
</tbody>
</table>

2021-2025 CAGR: 1%

### Growth Markets

<table>
<thead>
<tr>
<th>Service</th>
<th>Mkt Size(^2)</th>
<th>CAGR(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Services</td>
<td>$682B</td>
<td>6%</td>
</tr>
<tr>
<td>Digital Services</td>
<td>$68B</td>
<td>5%</td>
</tr>
</tbody>
</table>

### Expansion Opportunities

- Expand market share in print equipment
- Leverage leading market position and digital offerings to expand managed print services share

### Organic and Inorganic IT Services Growth

- Incremental penetration of digital services among existing client base

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1) Xerox internal analysis leveraging third party sources.
2) See TAM definitions and CAGR timeframes in the Appendix.
Share Gains Stem from Breadth and Quality of Offerings

TECHNOLOGY
- #2 share\(^1\) in Office & Production Print
- Integrated Workflow Automation Software
- Top-rated security
- Robotic Process Automation

AS A SERVICE
- #1 share\(^2\) in Managed Print Services
- Growing offering of Digital Services
- IT Services for SMB

1) Source: Xerox analysis of IDC WW Quarterly Hardcopy Peripherals Tracker, LTM as of Q2 2022. Total print ESR market share includes only geographies where Xerox competes (e.g., ex-Asia Pacific and Japan).
IT Services: Significant Opportunity in the SMB Market

With over 200,000 SMB customers globally, we are well positioned to expand from our print and managed print technology offerings to become a full-service information technology service provider for our clients.

North America + W Europe: US$682B  
2022-2025 CAGR = 6%  
(SMB Only)

- Managed Services  
  CAGR = 6%
- Software  
  CAGR = 11%
- Devices,  
  Data Center  
  CAGR = 2%

2022 Global SMB IT Trends

<table>
<thead>
<tr>
<th>KEY TREND</th>
<th>WHAT THIS MEANS</th>
<th>XEROX IT SERVICES OFFERINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible workplaces will drive purchasing decisions</td>
<td>Increased investment in cloud infrastructure, managed IT services, collaboration solutions and mobile connectivity</td>
<td>✓</td>
</tr>
<tr>
<td>AI-powered automation will boost spending on business applications</td>
<td>Availability of affordable AI-powered solutions will accelerate automation of business operations</td>
<td>✓</td>
</tr>
<tr>
<td>Business continuity and disaster recovery will be a top priority to mitigate data security risks</td>
<td>Sophistication and frequency of cyber attacks make backup, recovery and business continuity a top priority</td>
<td>✓</td>
</tr>
<tr>
<td>Higher demand for managed security solutions from managed services providers</td>
<td>Cybersecurity will be a top priority as SMBs face an increase in the number of vulnerabilities</td>
<td>✓</td>
</tr>
<tr>
<td>Investment in collaboration tools to support the dispersed workforce</td>
<td>Collaboration tools will enable remote employees to remain connected and productive</td>
<td>✓</td>
</tr>
</tbody>
</table>

Source: Techaisse, January 2022  
Note: Market is SMBs with 1-2499 employees excl. home-based businesses

Source: Analysis Mason, December 2021
Our Digital Services Help Clients Accelerate Their Digital Transformation Journeys

**Capture and Content Services**
- Capture information from multiple sources and formats
  - Extract
  - Categorize
  - Automate data/document routing

**Customer Engagement Services**
- Integrated customer communications platform
  - Improved campaign ROI
  - Customer engagement
  - Brand consistency

**Use Cases Examples:**
- **Accounts Payable Services**
  Invoice capture, match and validate service, which provides structured output data for easy integration.

- **Digital Mailroom Services**
  Access inbound paper and digital mail regardless of location. Automated feed of core client workflow solutions and content management tools.

- **Digital Hub & Cloud Print Services**
  Fast online solution to create, manage and deliver physical and digital artwork, collateral and marketing materials.

- **Campaigns on Demand**
  Design, personalize and execute multichannel campaigns with performance tracking and analytics.

**Select Customers:**
- Citi
- Dow
- Lilly
- Microsoft
- P&G
- Staples
- USDA
- Verizon
- ZURICH
- Xerox
FITTLE Overview

Innovative business financing solutions

**Xerox Direct**
- ~$2.2B¹ portfolio (captive)
  - Exclusive financing partner for Xerox
  - Supporting Xerox direct sales and authorized dealers
  - Leasing products to support the wide range of Xerox customers, from government to graphic communications and SMB to Enterprise

**Vendor Programs & Multi-line Dealers**
- ~$1.2B¹ portfolio (non-captive)
  - Continued expansion to multi-brand resellers
  - Financing beyond print to various equipment and technology(s)
  - Bringing 40+ years of know-how to serve vendor and dealer channels

**New FITTLE Products & Offerings**
- $ In-flight
  - Expanded financing offerings to serve SMBs
  - Innovative point of sales solutions
  - Data analytics to serve B2B financing markets

¹ Figures as of FY21
## FITTLE: Industry-Leading KPIs

<table>
<thead>
<tr>
<th>KPI</th>
<th>FITTLE</th>
<th>Small-Ticket</th>
<th>Middle-Ticket</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return on Assets (ROA)</td>
<td>1.7%</td>
<td>1.0%</td>
<td>1.1%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Return on Equity (ROE)</td>
<td>13.5%</td>
<td>8.8%</td>
<td>10.5%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Profit Before Tax (PBT) Margin</td>
<td>8.6%</td>
<td>14.9%</td>
<td>17.4%</td>
<td>18.6%</td>
</tr>
<tr>
<td>Credit Approval Rate (by count)</td>
<td>92.0%</td>
<td>73.1%</td>
<td>73.1%</td>
<td>71.9%</td>
</tr>
<tr>
<td>Net Loss Rate (LTM)/Charge-offs</td>
<td>0.4%</td>
<td>0.9%</td>
<td>0.8%</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

Source: ELFA 2021 SEFA

1) Latest ELFA survey data as of FY20; Market benchmarks are 3-year simple averages from FY18 to FY20 and only include US leasing.
2) ROA, ROE and PBT Margin are 2022 projected figures which include US and non-US leasing; Credit Approval Rate and Net Loss Rate are based on 2021 historical figures and only include US leasing.
3) Small-ticket, middle-ticket and large-ticket organizations are defined as having new business volume in FY21 with average transaction sizes of $25 - 250k, $250k - 5M, and $5M+, respectively.
4) “Industry” includes small-ticket, middle-ticket, and large-ticket organizations.
# FITTLE 3-Year Outlook and Effect on Capital Structure

<table>
<thead>
<tr>
<th>($ in millions)</th>
<th>2022</th>
<th>2023–2024</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>~$650</td>
<td>Low-to-Mid Single-Digit Annual Growth</td>
<td>• Mid single-digit origination growth offset by existing portfolio run-off</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Xerox: Low single-digit</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Other channel / vendor: Mid-to-high single-digit</td>
</tr>
<tr>
<td>Adj.(^1) Operating Margin</td>
<td>8.0-9.0 %</td>
<td>+75 bps by 2024</td>
<td>• Improving net interest spread, offset by new business costs</td>
</tr>
</tbody>
</table>

**FITTLE Effect on Capital Structure (Q2-22)**

Treating FITTLE debt like working capital, core leverage is reduced from a net debt position of $2.7B to a net cash position of $0.1B.

1) Adjusted measure: see Non-GAAP Financial Measures.
CareAR Is the Conduit for Service Transformation

**Secular Trends**
- Great Resignation/Skills Gap
- Mobile AR/VR + AI
- Connected Enterprise
- Industry 4.0/5G

**CXO Priorities**
- Enable Intuitive Self Service: Analytics & AI powered
- Improve Operational Efficiency: Reduce Support Costs
- Enable Next Gen Tech: Service & Support
- ESG: Reduce Carbon Footprint

$30B ▶ $80B
TAM¹ Today  TAM¹ by 2028

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1. See TAM definitions and CAGR timeframe in the Appendix
CareAR Application Suite

**CareAR® Assist**
Live visual interaction
See and solve issues, remotely

**CareAR® Instruct**
Self-guided instructions
Make anyone an instant expert

**CareAR® Insight**
Gain immediate intelligence
Contextual data for greater insights

REMOTE-SOLVE, SELF-SOLVE, PROACTIVE
PARC is a Scalable, Repeatable Incubator

**SELF-FEEDING ECOSYSTEM OF INNOVATION AND MONETIZATION**

- **Grow launched businesses**
- **Establish track record and raise capital**
- **Spin out new businesses**
- **Attract entrepreneurs and industry partners**

**CAPITAL EFFICIENCY**
- Early identification of promising businesses through customer-led innovation
- Accelerate new businesses with outside capital and partners

**VALUE CREATION**
- Flywheel creates more options and multiple paths to value (spin-outs, joint ventures)
- Xerox participates as minority investor in launched businesses
## PARC: Select Incubated Businesses

<table>
<thead>
<tr>
<th>MARKET FOCUS</th>
<th>BUSINESS SOLUTION</th>
<th>TAM**( $B)</th>
<th>MARKET GROWTH</th>
<th>Commercial Accomplishments</th>
<th>2022 TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elem</td>
<td>3D Additive Manufacturing</td>
<td>$13</td>
<td>17%</td>
<td>Completed development of ElemX 3D printer</td>
<td>• Launch Digital Manufacturing Software</td>
</tr>
<tr>
<td></td>
<td>Localized, on-demand manufacturing to improve supply chain resiliency</td>
<td></td>
<td></td>
<td>Launched ElemX v1.1 and signed initial customers</td>
<td>• Complete ElemX v2.0 (Aluminum 6061)</td>
</tr>
<tr>
<td>Novity</td>
<td>IoT: Industrial Predictive Maintenance for process manufacturing industries</td>
<td>$7</td>
<td>31%</td>
<td>Started development and completed alpha</td>
<td>• Expand number of customers and sites deployed</td>
</tr>
<tr>
<td></td>
<td>Industrial predictive maintenance for process manufacturing industries</td>
<td></td>
<td></td>
<td>Completed beta, internal pilots and signed first customer</td>
<td></td>
</tr>
</tbody>
</table>
Appendix
# TAM Definitions and CAGR Timeframes

<table>
<thead>
<tr>
<th>Target Market</th>
<th>TAM ($B)</th>
<th>CAGR</th>
<th>CAGR Timeframe</th>
<th>Selected Sources Used in Xerox Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print Technology (incl. Maintenance and Supplies)</td>
<td>$35</td>
<td>Flat</td>
<td>2021-2024</td>
<td>Xerox internal analysis leveraging third party sources.</td>
</tr>
<tr>
<td>Managed Print Services</td>
<td>$11</td>
<td>1 %</td>
<td>2021-2024</td>
<td>Xerox internal analysis leveraging third party sources.</td>
</tr>
<tr>
<td>Digital Services</td>
<td>$68</td>
<td>5 %</td>
<td>2020-2024</td>
<td>“Customer Communications Delivery Forecast,” Keypoint Intelligence, January 2021.</td>
</tr>
</tbody>
</table>
Page Volume and Supply Chain Impact on Financials

<table>
<thead>
<tr>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Page Volume</strong> Impact on Revenue</td>
<td>1% increase in page volume...</td>
<td>...$40M increase in revenue...</td>
<td>...20 bps increase in total company operating margin</td>
<td>&lt;100% of Pre-Pandemic Levels</td>
<td></td>
</tr>
</tbody>
</table>

**Supply Chain Impact on Revenue**

Fully Recovered
Non-GAAP
Financial Measures
Non-GAAP Financial Measures

We have reported our financial results in accordance with generally accepted accounting principles (GAAP). In addition, we have discussed our financial results using the non-GAAP measures described below. We believe these non-GAAP measures allow investors to better understand the trends in our business and to better understand and compare our results. Accordingly, we believe it is necessary to adjust several reported amounts, determined in accordance with GAAP, to exclude the effects of certain items as well as their related income tax effects. Reconciliations of these non-GAAP financial measures to the most directly comparable financial measures calculated and presented in accordance with GAAP are set forth below in the following tables. These non-GAAP financial measures should be viewed in addition to, and not as a substitute for, the Company’s reported results prepared in accordance with GAAP.

Free Cash Flow
To better understand trends in our business, we believe that it is helpful to adjust operating cash flows by subtracting amounts related to capital expenditures. Management believes this measure gives investors an additional perspective on cash flow from operating activities in excess of amounts required for reinvestment. It provides a measure of our ability to fund acquisitions, dividends and share repurchase.

Adjusted Operating Income and Margin
We calculate and utilize adjusted operating income and margin measures by adjusting our reported pre-tax income and margin amounts. Adjusted operating income and margin exclude the following: Restructuring and related costs, net, Amortization of Intangible assets, Transaction and related costs, net, non-service retirement-related costs, other discrete, unusual or infrequent items, as applicable, as well as the remaining amounts included in Other expenses, net, which are primarily non-financing interest expense and certain other non-operating costs and expenses. We exclude these amounts in order to evaluate our current and past operating performance and to better understand the expected future trends in our business.

Reconciliations of the above measures to GAAP for the forward-looking periods cannot be provided without unreasonable effort due to the uncertainty of the reconciliation amounts such as restructuring, non-service retirement costs, intangible amortization, other expenses, net and the related income taxes effects on those items.

Summary
Management believes that all of these non-GAAP financial measures provide an additional means of analyzing the current period’s results against the corresponding prior period’s results. However, these non-GAAP financial measures should be viewed in addition to, and not as a substitute for, the Company’s reported results prepared in accordance with GAAP. Our non-GAAP financial measures are not meant to be considered in isolation or as a substitute for comparable GAAP measures and should be read only in conjunction with our Consolidated Financial Statements prepared in accordance with GAAP. Our management regularly uses our supplemental non-GAAP financial measures internally to understand, manage and evaluate our business and make operating decisions. These non-GAAP measures are among the primary factors management uses in planning for and forecasting future periods. Compensation of our executives is based in part on the performance of our business based on these non-GAAP measures.
Non-GAAP Financial Measures – continued

<table>
<thead>
<tr>
<th>Free Cash Flow Reconciliation:</th>
<th>Year Ended</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in millions)</td>
<td>Dec 31, 2020</td>
<td>Q1-21</td>
</tr>
<tr>
<td>Reported&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>$548</td>
<td>$117</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>$474</td>
<td>$100</td>
</tr>
</tbody>
</table>

<sup>(1)</sup> Net cash provided by operating activities.

<table>
<thead>
<tr>
<th>Guidance:</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in millions)</td>
<td></td>
</tr>
<tr>
<td>Reported&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>At least $475</td>
</tr>
<tr>
<td>Less: capital expenditures</td>
<td>(75)</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>At least $400</td>
</tr>
</tbody>
</table>

<sup>(1)</sup> Net cash provided by operating activities.

NOTE: Free cash flow guidance excludes the second quarter 2022 payment of a one-time product supply contract termination charge taken in the first quarter 2022.
### Operating (Loss) and Margin Reconciliation:

**Year Ended December 31, 2021**

<table>
<thead>
<tr>
<th>(in millions)</th>
<th>(Loss) Profit</th>
<th>Revenue</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reported</strong></td>
<td>$ (475)</td>
<td>$ 7,038</td>
<td>(6.7)%</td>
</tr>
<tr>
<td>Adjustments:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goodwill impairment</td>
<td>781</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restructuring and related costs, net</td>
<td>38</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of intangible assets</td>
<td>55</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other expenses, net$^{(2)}</td>
<td>(24)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted</strong></td>
<td>$ 375</td>
<td>$ 7,038</td>
<td>5.3%</td>
</tr>
</tbody>
</table>

$^{(1)}$ Pre-tax (Loss) and revenue from continuing operations.

$^{(2)}$ Includes non-service retirement-related costs of $(89) million.