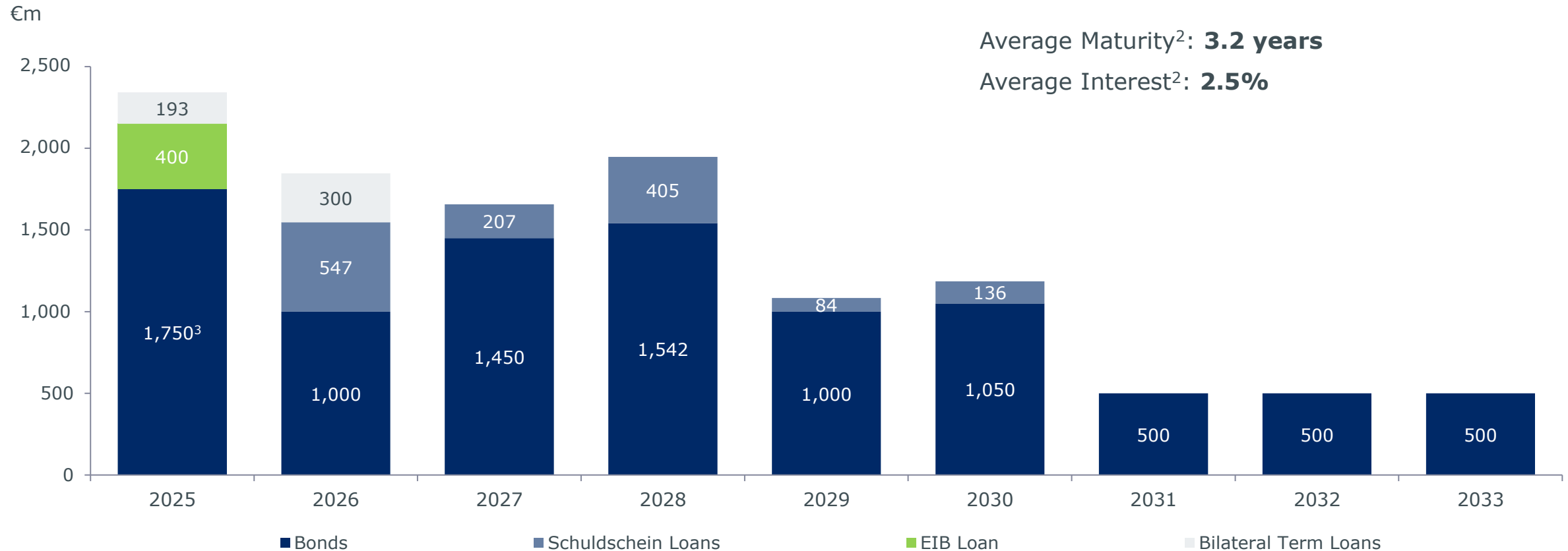


Well-balanced maturity profile¹



¹ As of December 31, 2024, and based on utilization of major financing instruments, excl. Commercial Paper and other cash management lines

² Calculations based on total financial debt, excluding Lease & Purchase Money Obligations

³ €500m bond 2019/2025 has been repaid at maturity in February 2025