CAUTIONARY STATEMENT

FORWARD LOOKING STATEMENTS
This presentation includes "forward looking statements" relating to the announced transactions and future operations of the Company, which can be identified by the use of words such as “will,” “expect,” “poise,” “believe,” “plans,” “strategy,” “prospects,” “estimate,” “project”, “seek,” “target,” “anticipate,” “intend,” “future,” “likely,” “may,” “should,” “would,” “could,” and other words of similar meaning in connection with a discussion of future operating or financial performance or events. Forward-looking statements also may be included in other publicly available documents issued by the Company and in oral statements made by our officers and representatives from time to time. These statements are based on assumptions currently believed to be valid but involve significant risks and uncertainties, many of which are beyond our control, which could cause our actual results to differ from those expressed in the forward looking statements. Such risks and uncertainties include, among others, the ability to implement the anticipated business plans following closing and achieve anticipated benefits and savings; and future and estimated revenues, earnings, cash flow, charges, cost savings and expenditures. Additional risks and uncertainties that could cause our actual results to differ from those expressed in the forward looking statements are identified in our reports filed with the SEC, including our Quarterly Reports on Form 10-Q, our Annual Reports on Form 10-K, and our Current Reports on Form 8-K. The forward looking statements included in this presentation are made only as of the date of this presentation, and the Company does not undertake any obligation to update the forward looking statements to reflect subsequent events or circumstances.

NON-GAAP FINANCIAL MEASURES
Management believes that the Non-GAAP financial measures (i.e. financial measures that are not computed in accordance with Generally Accepted Accounting Principles) used in this presentation or in other disclosures provide important perspectives into the Company’s ongoing business performance. The Company does not intend for the information to be considered in isolation or as a substitute for the related GAAP measures. Other companies may define the measures differently. Reconciliations from GAAP measures to the Non-GAAP measures are presented at the end of the presentation.
Note: Data as of December 31, 2022
OUR VISION
To propel our customers forward by imagining and delivering highly-engineered solutions
KEY MESSAGES

A FOCUS ON STRATEGIC INITIATIVES TO REDUCE VARIATION IN PERFORMANCE:
• Acquisition of Parker-Hannifin Aircraft Wheel & Brake to grow our engineered products portfolio
• Consolidation of precision products facilities
• Discontinuation of K-MAX and K-MAX TITAN programs
• Right size the total cost structure of the organization
• Utilize the Vermont facility turnaround as a blueprint to improve other Structure segment sites

FUTURE PERFORMANCE INDICATORS:
• Backlog of > $720 M with organic backlog increasing ~60% in Engineered Products year-over-year
• Robust sales and order activity in medical, industrial, and commercial, business and general aviation markets
• U.S. Marine Corps Medium Unmanned Logistics Systems – Air (MULS-A) program award for KARGO UAS
• Agreement with PHI Aviation LLC for promotion, sales and support of KARGO UAV and a non-binding MOU for 50 units.
SEGMENT OUTLOOK & STRATEGY

OUTLOOK

ENGINEERED PRODUCTS
- GROW
  - Grow organically

MISSION

PRECISION PRODUCTS
- TRANSFORM
  - Pivot to new technologies and markets
  - Develop new products
  - Advance autonomous technologies
  - Launch next generation fusing systems

STRATEGY

STRUCTURES
- IMPROVE
  - Strengthen margin
  - Adopt VT operating model across segment
  - Improve quality and on-time delivery
  - Improve mix with higher aftermarket exposure

GROW
- Win new business
- Introduce new products
- Focus on execution

TRANSFORM
- Grow organically
ENGINEERED PRODUCTS

PROVIDING A BROAD RANGE OF PREMIER PRODUCTS FOR DIVERSE END MARKETS

Aircraft Wheel & Brake
- Proprietary technologies

Self Lubricating Bearings
- Karon® Self Lubricating Machinable Liner

Traditional Airframe Bearings
- Custom design capability

Flexible Drive Systems
- Patented and proprietary technology

High Precision Miniature Bearings
- Proprietary design, machining & assembly

Engine Aftermarket Components
- FAA parts manufacturing authorization

High Precision Seals, Springs & Contacts
- Proprietary design, machining & assembly
ENGINEERED PRODUCTS

2022 Financial Results

<table>
<thead>
<tr>
<th>Net Sales</th>
<th>Operating Income</th>
<th>Adj. EBITDA</th>
<th>Adj. EBITDA Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>$377 M</td>
<td>$57.8M</td>
<td>$91.4M</td>
<td>24.2%</td>
</tr>
</tbody>
</table>

Q4 Key Drivers

- Contribution of margin from Aircraft Wheel & Brake acquisition
- Higher volumes of commercial bearings
- Increase in sales of 23.8% sequentially and 38.1% over the prior year period.

Quarterly Results

- Execute on strong backlog, continue to expand margins and deliver solid results
LEADING PORTFOLIO

• Trusted provider of mission critical wheel & brake technology products

ESTABLISHED & PREDICTABLE BUSINESS

• Best in class margins and strong cash flow
• Long standing customer relationships with global reach
• Solutions integrated into 100+ platforms worldwide
• Installed base of ~450,000 aircraft globally serviced
• Scalability for short-term and long-term growth
• Customized proprietary designs protected by intellectual property
• Experienced leadership team

~$70 M
2021 REVENUE

~40%
2021 EBITDA MARGIN

80%
SINGLE SOURCED CONTRACTS

1
CENTRALIZED LOCATION
AVON, OH

75+
CUSTOMERS

Note: All data including but not limited to Revenue and EBITDA Margin is LTM December 31, 2021 as provided by Parker and has not been audited. See full presentation for acquisition published on May 23, 2022 at www.kaman.com/investors/investor-presentations.
PRECISION PRODUCTS

PROVIDING UNMATCHED PRECISION, VERSATILITY AND EFFICIENCY

SAFE & ARM DEVICES
Supporting U.S. & Allied militaries

Joint Programmable Fuze
ATacMS®
AMRAAM®
Harpoon

JASSM®
MK54
SLAM-ER
Tomahawk

MEMORY & MEASUREMENT
Supporting mission & flight critical applications

Ruggedized avionics modules
Advanced sensor technology
Signal Conditioning electronics

DIVERSE AERIAL SYSTEMS
Supporting heavy & medium lift applications

SH-2G
K-MAX® (aftermarket & training)
KARGO UAV unmanned aerial system

PROVIDING UNMATCHED PRECISION, VERSATILITY AND EFFICIENCY

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ATacMS®
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Advanced sensor technology
Signal Conditioning electronics

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Supporting heavy & medium lift applications

SH-2G
K-MAX® (aftermarket & training)
KARGO UAV unmanned aerial system
2022 Financial Results

<table>
<thead>
<tr>
<th>Net Sales</th>
<th>Operating Income</th>
<th>Adj. EBITDA</th>
<th>Adj. EBITDA Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>$185 M</td>
<td>$17.7M</td>
<td>$21.4M</td>
<td>11.5%</td>
</tr>
</tbody>
</table>

Q4 Key Drivers

- Higher sales and margin for K-MAX® spares and support and the SH-2 program
- Lower sales and gross profit for JPF program
- Higher R&D spend for KARGO UAV Program

Pivot to new technologies and markets
**KARGO UAV – Unmanned Aerial System**

Pursuing multiple opportunities with recent success in both Commercial and Defense

### Defense
- ✓ Down selected for MULS-A by US Marine Corp
- ✓ Funding provided for development of prototype
- ✓ Period of Performance 2023 – 2024

### Commercial
- ✓ Partnered with PHI, leading global helicopter solutions provider
- ✓ Intent to purchase 50 units
- ✓ Co-develop commercial platform, sales, and support model

### Capabilities
- Designed for easy transport and deployment
- Self-deploys with no payload up to 523 nautical miles
- Lifting capacity of 800 lbs
- Flight testing of full-scale vehicle - 2023

---

**Pursuing multiple opportunities with recent success in both Commercial and Defense**

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**Capabilities**
- Designed for easy transport and deployment
- Self-deploys with no payload up to 523 nautical miles
- Lifting capacity of 800 lbs
- Flight testing of full-scale vehicle - 2023
STRUCTURES

PROVIDING KEY STRUCTURAL COMPONENTS ACROSS CRITICAL END MARKETS

AH-1Z
Bell blade skin to core structural components

Black Hawk Cockpit
Sikorsky multi-year contract awarded in Dec 2021

A-10 Thunderbolt
Boeing wing assemblies contract through 2030

Medical Imaging Tables
Partnership with Mirion Technologies in Jan 2022

Commercial Engine OEM
2022 Financial Results

<table>
<thead>
<tr>
<th>Net Sales</th>
<th>Operating Income</th>
<th>Adj. EBITDA</th>
<th>Adj. EBITDA Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>$126M</td>
<td>$(3.0)M</td>
<td>$0.5M</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

Q4 Key Drivers

- Lower sales and margins in UH-60 Black Hawk and A-10 programs
- Higher sales and margins for Vermont facility due to Boeing P-8A and Rolls Royce programs

Deploy Vermont facility blueprint to drive improved quality and performance across segment
2022 SALES BY END MARKET

- **OEM**: ~81%
- **Aftermarket**: ~19%

**CONSOLIDATED SALES**: $688 M

**BOEING & AIRBUS SALES**

- Defense: 39%
- Commercial, Business & General Aviation: 14%
- Medical: 12%
- Industrial & Other: 12%

Boeing & Airbus Sales Normalized to 1Q20
PORTFOLIO TRANSFORMATION

REPOSITIONING KAMAN FOR HIGHER GROWTH AND PROFITABILITY

**Strategic Initiatives**
- Consolidated Jacksonville facilities
- Ceased production of K-MAX
- Investment in KARGO UAV
- Consolidating JPF production
- Reducing costs across the organization

**Divestitures**
- Kaman Distribution segment
- Kaman UK operations
- Kaman Mexico structures

**Acquisitions**
- Bal Seal Engineering
- Investment in Near Earth Autonomy
- Aircraft Wheel and Brake
FOCUSED ON EXECUTION

GROWTH THROUGH INNOVATION
Accelerate internal investments in our products, facilities and people

DE-LEVERAGING & CAPITAL ALLOCATION
Paydown debt
Maintain a disciplined approach to shareholder returns

OPERATIONAL EXCELLENCE
Drive significantly improved operating and financial performance
Eliminate sources of variation

EBITDA MARGIN
FREE CASH FLOW CONVERSION
RETURN ON INVESTED CAPITAL
## 2023 MARKET OUTLOOK

<table>
<thead>
<tr>
<th>PLATFORM / END MARKETS</th>
<th>2023 vs. 2022</th>
<th>FULL YEAR EXPECTATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defense</td>
<td>↑</td>
<td>Improved performance in defense offerings and addition of Aircraft Wheel and Brake</td>
</tr>
<tr>
<td>Safe and Arm Devices</td>
<td>↓</td>
<td>Lower JPF volume</td>
</tr>
<tr>
<td>Commercial, Business &amp; General Aviation</td>
<td>↑</td>
<td>Benefiting from strong order rates, improved performance and addition of Aircraft Wheel and Brake</td>
</tr>
<tr>
<td>Medical</td>
<td>↑</td>
<td>Benefiting from strong order rates, improved performance and adoption of new technologies</td>
</tr>
<tr>
<td>Industrials</td>
<td>↑</td>
<td>Benefiting from strong order rates, improved performance and expansion into new markets</td>
</tr>
</tbody>
</table>
NON-GAAP RECONCILIATIONS

For Kaman:
**Adjusted EBITDA and Adjusted EBITDA Margin** - Adjusted EBITDA for the consolidated company results is defined as earnings from continuing operations before interest, taxes, other expense (income), net, depreciation and amortization and certain items that are not indicative of the operating performance of the Company for the periods presented. Adjusted EBITDA for the segments is defined as operating income before depreciation and amortization. Adjusted EBITDA margin is defined as Adjusted EBITDA as a percent of Net sales. Management believes Adjusted EBITDA and Adjusted EBITDA margin provide an additional perspective on the operating results of the organization and its earnings capacity and helps improve the comparability of our results between periods because they provide a view of our operations that excludes items that management believes are not reflective of operating performance, such as items traditionally removed from net earnings in the calculation of EBITDA as well as Other expense (income), net and certain items that are not indicative of the operating performance of the Company for the period presented. Adjusted EBITDA and Adjusted EBITDA margin are not presented as an alternative measure of operating performance, as determined in accordance with GAAP.

**Adjusted Earnings from Continuing Operations and Adjusted Diluted Earnings Per Share** - Adjusted earnings from continuing operations and adjusted diluted earnings per share are defined as GAAP “Earnings from continuing operations” and “Diluted earnings per share”, less items that are not indicative of the operating performance of the business for the periods presented. These items are included in the reconciliation below. Management uses adjusted earnings from continuing operations and adjusted diluted earnings per share to evaluate performance period over period, to analyze the underlying trends in our business and to assess its performance relative to its competitors. We believe that this information is useful for investors and financial institutions seeking to analyze and compare companies on the basis of operating performance.

**Adjusted Free Cash Flow** – Adjusted free cash flow is defined as GAAP “Net cash provided by (used in) operating activities from continuing operations” in a period less “Expenditures for property, plant & equipment” in the same period and any adjustments that are representative of the Company’s cash generation or usage in the period. For 2021 we adjusted free cash flow to remove the cash payment made to Bal Seal employees under the retention plan established by the former owners of Bal SEAL. Management believes free cash flow from continuing operations and adjusted free cash flow provides an important perspective on our ability to generate cash from our business operations and, as such, that it is an important financial measure for use in evaluating the Company’s financial performance. Free cash flow and adjusted free cash flow should not be viewed as representing the residual cash flow available for discretionary expenditures such as dividends to shareholders or acquisitions, as it may exclude certain mandatory expenditures such as repayment of maturing debt and other contractual obligations. Management uses free cash flow and Adjusted free cash flow internally to assess overall liquidity.

For Parker:
**EBITDA and EBITDA Margin** – EBITDA and EBITDA margin for Aircraft Wheel and Brake represent unaudited financial information provided by Parker. EBITDA is defined as earnings before interest, taxes, net depreciation. EBITDA margin is defined as EBITDA as a percent of Net sale. EBITDA and EBITDA Margin are indicative of the operating performance of the Company for the periods presented. Management believes EBITDA and EBITDA margin provide an additional perspective on the operating results of the organization and its earnings capacity and helps improve the comparability of results between because they provide a view of operations that excludes items that management believes are not reflective of operating performance. EBITDA and EBITDA margin are not presented as an alternative measure of operating performance, as determined in accordance with GAAP.
### Table 5. Adjusted EBITDA and Adjusted EBITDA Margin (unaudited)

<table>
<thead>
<tr>
<th></th>
<th>Three Months Ended December 31, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consolidated</td>
</tr>
<tr>
<td>Net sales</td>
<td>$ 197,145</td>
</tr>
<tr>
<td>Net (loss) earnings</td>
<td>(54,943)</td>
</tr>
<tr>
<td>Interest expense, net</td>
<td>8,786</td>
</tr>
<tr>
<td>Income tax expense (benefit)</td>
<td>(18,724)</td>
</tr>
<tr>
<td>Non-service pension and post retirement benefit income</td>
<td>(5,145)</td>
</tr>
<tr>
<td>Other expense (income), net</td>
<td>(2,100)</td>
</tr>
<tr>
<td>Operating income (loss)</td>
<td>$ (72,126)</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>13,675</td>
</tr>
<tr>
<td>Goodwill impairment</td>
<td>25,306</td>
</tr>
<tr>
<td>Program asset impairment</td>
<td>53,677</td>
</tr>
<tr>
<td>Restructuring and severance costs</td>
<td>6,989</td>
</tr>
<tr>
<td>Cost associated with corporate development activities</td>
<td>1,167</td>
</tr>
<tr>
<td>Inventory step-up associated with acquisition</td>
<td>2,299</td>
</tr>
<tr>
<td>Other Adjustments</td>
<td>$ 103,113</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>$ 30,987</td>
</tr>
<tr>
<td>Adjusted EBITDA margin</td>
<td>15.7%</td>
</tr>
</tbody>
</table>

**Corp/Elims Operating income (loss) represents the Corporate office expenses and $S60.0 million of unallocated expenses that are shown on the Condensed Consolidated Statement of Earnings as their own line items.**
## NON-GAAP RECONCILIATIONS

**Table 8. Adjusted EBITDA and Adjusted EBITDA Margin (unaudited)**

<table>
<thead>
<tr>
<th>Thousands of U.S. dollars</th>
<th>Twelve Months Ended December 31, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consolidated</td>
</tr>
<tr>
<td>Net sales</td>
<td>$ 687,961</td>
</tr>
<tr>
<td>Net (loss) earnings</td>
<td>(46,226)</td>
</tr>
<tr>
<td>Interest expense, net</td>
<td>16,874</td>
</tr>
<tr>
<td>Income tax expense (benefit)</td>
<td>(16,732)</td>
</tr>
<tr>
<td>Non-service pension and post retirement benefit income</td>
<td>(20,574)</td>
</tr>
<tr>
<td>Other expense (income), net</td>
<td>315</td>
</tr>
<tr>
<td>Operating income (loss)</td>
<td>$(66,543)</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>40,712</td>
</tr>
<tr>
<td>Goodwill impairment</td>
<td>25,306</td>
</tr>
<tr>
<td>Program assts impairment</td>
<td>53,677</td>
</tr>
<tr>
<td>Restructuring and severance costs</td>
<td>9,842</td>
</tr>
<tr>
<td>Cost associated with corporate development activities</td>
<td>14,420</td>
</tr>
<tr>
<td>Inventory step-up associated with acquisition</td>
<td>3,050</td>
</tr>
<tr>
<td>Gain on sale of business</td>
<td>(457)</td>
</tr>
<tr>
<td>Other Adjustments</td>
<td>$ 146,559</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>$ 80,216</td>
</tr>
<tr>
<td>Adjusted EBITDA margin</td>
<td>11.7%</td>
</tr>
</tbody>
</table>

**Corp/Elims Operating income (loss) represents the Corporate office expenses and $88.5 million of unallocated expenses that are shown on the Condensed Consolidated Statement of Earnings as their own line items.**
# NON-GAAP RECONCILIATIONS

**Table 10. Adjusted net earnings and Adjusted Diluted Earnings per Share (unaudited)**

Thousands of U.S. dollars (except share data)

<table>
<thead>
<tr>
<th></th>
<th>Three Months Ended</th>
<th>Year Ended</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>December 31, 2022</td>
<td>December 31, 2021</td>
</tr>
<tr>
<td><strong>Net (loss) earnings</strong></td>
<td>$73,667</td>
<td>$62,958</td>
</tr>
<tr>
<td>Adjustments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goodwill impairment</td>
<td>25,306</td>
<td>25,306</td>
</tr>
<tr>
<td>Program assets impairment</td>
<td>53,677</td>
<td>53,677</td>
</tr>
<tr>
<td>Restructuring and severance costs</td>
<td>6,989</td>
<td>9,842</td>
</tr>
<tr>
<td>Costs associated with corporate development activities</td>
<td>1,167</td>
<td>1,420</td>
</tr>
<tr>
<td>Inventory step-up associated with acquisition</td>
<td>2,299</td>
<td>3,059</td>
</tr>
<tr>
<td>Costs from transition services agreement</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Income from transition services agreement</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tax benefit on sale of UK operations</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(Gain) loss on sale of business</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tax-related items</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjustments</strong></td>
<td>$89,438</td>
<td>$105,847</td>
</tr>
<tr>
<td><strong>Adjusted net earnings</strong></td>
<td>$15,771</td>
<td>$42,889</td>
</tr>
<tr>
<td>Diluted weighted average shares outstanding</td>
<td>28,051</td>
<td>28,011</td>
</tr>
</tbody>
</table>

Diluted EPS

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2022</th>
<th>Year Ended</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net (loss) earnings</strong></td>
<td>$1.96</td>
<td>$1.57</td>
</tr>
<tr>
<td>Adjustments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goodwill impairment</td>
<td>0.67</td>
<td>0.66</td>
</tr>
<tr>
<td>Program assets impairment</td>
<td>1.43</td>
<td>1.41</td>
</tr>
<tr>
<td>Restructuring and severance costs</td>
<td>0.19</td>
<td>0.25</td>
</tr>
<tr>
<td>Costs associated with corporate development activities</td>
<td>0.03</td>
<td>0.38</td>
</tr>
<tr>
<td>Inventory step-up associated with acquisition</td>
<td>0.06</td>
<td>0.08</td>
</tr>
<tr>
<td>Costs from transition services agreement</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Income from transition services agreement</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tax benefit on sale of UK operations</td>
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<td>-</td>
</tr>
<tr>
<td>(Gain) loss on sale of business</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tax-related items</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjustments</strong></td>
<td>$1.27</td>
<td>$1.11</td>
</tr>
<tr>
<td><strong>Adjusted net earnings</strong></td>
<td>$1.12</td>
<td>$2.77</td>
</tr>
<tr>
<td>Diluted weighted average shares outstanding</td>
<td>28,011</td>
<td>27,891</td>
</tr>
</tbody>
</table>
## NON-GAAP RECONCILIATIONS

**Table 11. Free Cash Flow (unaudited)**

<table>
<thead>
<tr>
<th>Thousands of U.S. dollars</th>
<th>Three Months Ended</th>
<th>Twelve Months Ended</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>April 1, 2022</td>
<td>July 1, 2022</td>
</tr>
<tr>
<td>Net cash provided by (used in) operating activities</td>
<td>$ (1,017)</td>
<td>$ (25,937)</td>
</tr>
<tr>
<td>Expenditures for property, plant &amp; equipment</td>
<td>$ (6,877)</td>
<td>$ (3,643)</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>$ (7,894)</td>
<td>$ (25,580)</td>
</tr>
</tbody>
</table>