

TE Connectivity Second Quarter 2026 Earnings

April 22, 2026

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Forward-Looking Statements and Non-GAAP Financial Measures

Forward-Looking Statements

This presentation contains certain "forward-looking statements" within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. These statements are based on management's current expectations and are subject to risks, uncertainty and changes in circumstances, which may cause actual results, performance, financial condition or achievements to differ materially from anticipated results, performance, financial condition or achievements. All statements contained herein that are not clearly historical in nature are forward-looking and the words "anticipate," "believe," "expect," "estimate," "plan," and similar expressions are generally intended to identify forward-looking statements. We have no intention and are under no obligation to update or alter (and expressly disclaim any such intention or obligation to do so) our forward-looking statements whether as a result of new information, future events or otherwise, except to the extent required by law. The forward-looking statements in this presentation include statements addressing our future financial condition and operating results. Examples of factors that could cause actual results to differ materially from those described in the forward-looking statements include, among others, the extent, severity and duration of business interruptions negatively affecting our business operations; business, economic, competitive and regulatory risks, such as conditions affecting demand for products in the automotive and other industries we serve; competition and pricing pressure; fluctuations in foreign currency exchange rates and commodity prices; natural disasters and political, economic and military instability in countries in which we

operate, including continuing military conflict in certain parts of the world; developments in the credit markets; future goodwill impairment; compliance with current and future environmental and other laws and regulations; and the possible effects on us of changes in tax laws, tax treaties and other legislation. More detailed information about these and other factors is set forth in TE Connectivity plc's Annual Report on Form 10-K for the fiscal year ended Sept. 26, 2025, as well as in our Quarterly Reports on Form 10-Q, Current Reports on Form 8-K and other reports filed by us with the U.S. Securities and Exchange Commission.

Non-GAAP Financial Measures

Where we have used non-GAAP financial measures, reconciliations to the most comparable GAAP measure are provided, along with a disclosure on the usefulness of the non-GAAP financial measure, in this presentation.

Earnings Highlights

Q2 Results Exceeded Guidance with an Increase of 15% in Sales and 24% in Adjusted EPS Y/Y

- Sales of \$4.74B, increased 15% reported and 7% on an organic basis Y/Y
- Record Orders of \$5.3B, increased 25% Y/Y and 4% sequentially; book to bill of 1.12
- Adjusted Operating Margins of 22%, expanded 130bps Y/Y driven by strong operational performance
- Record Adjusted EPS of \$2.73, increased 24% Y/Y
- Strong Free Cash Flow generation of \$1.3B in 1H FY26, increased 17% Y/Y
 - Returned \$1.2B to shareholders in 1H FY26
 - Announced 10% increase in quarterly cash dividend

Q3 Guidance Reflects Double-Digit Sales and EPS Growth

- Expect Sales of ~\$5.0B, increasing 10% reported and 9% organically Y/Y
 - Expect Y/Y and sequential growth in both segments reinforcing broadening growth across the portfolio
- Adjusted EPS of ~\$2.83, increasing 17% Y/Y

Segment Orders Summary

(\$ in millions)

Reported	FY25 Q2	FY26 Q1	FY26 Q2	Q2 Growth	
				Y/Y	Q/Q
Industrial	1,931	2,734	2,703	40%	(1)%
Transportation	2,315	2,386	2,621	13%	10%
Total TE	4,246	5,120	5,324	25%	4%
Book to Bill	1.02	1.10	1.12		

- Book to bill above 1.0 in both segments
- Industrial segment order trends reflecting momentum in all businesses
- Transportation segment orders grew Y/Y and Q/Q in every business

Record order levels with Y/Y increases in every business



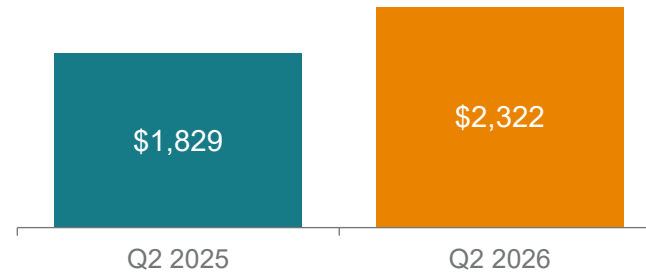
Industrial Solutions

\$ in Millions

Q2 SALES

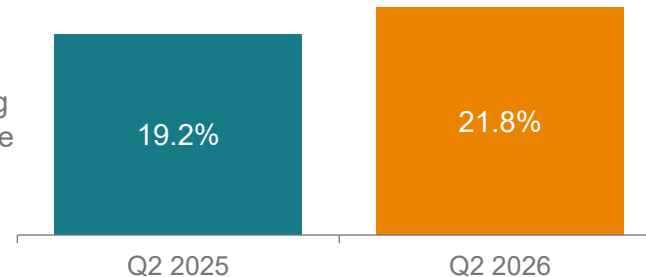
Reported
Up 27%

Organic
Up 17%



Q2 ADJUSTED OPERATING MARGIN

Margin expansion of 260bps driven by strong operational performance and higher volume



Metric	Q2 2025	Q2 2026
Adjusted EBITDA Margin	22.1%	25.3%

Q2 BUSINESS PERFORMANCE

Y/Y Growth Rates

Reported **Organic**

		Reported	Organic
Digital Data Networks (DDN)	\$714	48%	46%
Automation & Connected Living (ACL)	579	13%	8%
Energy	445	60%	11%
Aerospace, Defense and Marine (AD&M)	408	9%	5%
Medical	176	(3)%	(4)%
Industrial Solutions	\$2,322	27%	17%

Double-digit sales growth building momentum for 2H

- Digital Data Networks**
 Strong growth driven by ongoing momentum in AI applications
- Automation & Connected Living**
 Growth across all regions driven by factory automation applications
- Energy**
 Growth over market driven by grid hardening, data center, and clean energy applications, with benefit from acquisitions
- AD&M**
 Performance reflects ongoing strength in commercial air and defense markets
- Medical**
 Sales as expected, with sequential growth



Transportation Solutions

- Automotive**

Sales as expected, with growth in Europe offset by market declines in North America and Asia

- Commercial Transportation**

Strong growth over market across all regions

- Sensors**

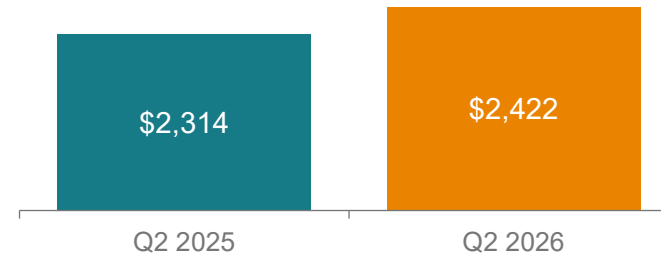
Sales reflect growth in Asia, offset by weakness in North America and Europe

\$ in Millions

Q2 SALES

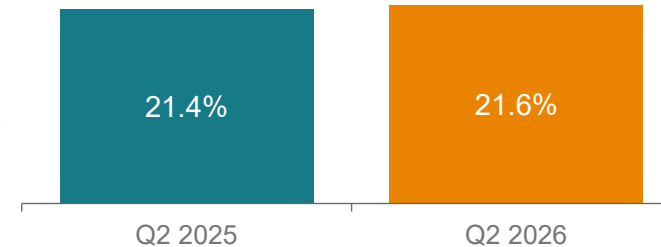
Reported
Up 5%

Organic
Down 1%



Q2 ADJUSTED OPERATING MARGIN

Strong margin performance reflecting continued execution by our teams



Adjusted EBITDA Margin	Q2 2025	Q2 2026
	25.6%	25.9%

Q2 BUSINESS PERFORMANCE

Y/Y Growth Rates		Reported	Organic
Automotive	\$1,762	2%	(4)%
Commercial Transportation	433	21%	17%
Sensors	227	2%	(3)%
Transportation Solutions	\$2,422	5%	(1)%

Continue to outperform end markets with strong operational resiliency

Q2 Financial Summary

(\$ in Millions, except per share amounts)

	Q2 FY25	Q2 FY26
Net Sales	\$ 4,143	\$ 4,744
Operating Income	\$ 748	\$ 954
<i>Operating Margin</i>	18.1%	20.1%
Acquisition-Related Charges	12	8
Restructuring & Other Charges, Net	45	10
Amortization Expense	41	57
Adjusted Operating Income	\$ 846	\$ 1,029
<i>Adjusted Operating Margin</i>	20.4%	21.7%
Earnings Per Share*	\$ 0.04	\$ 2.90
Acquisition-Related Charges	0.03	0.02
Restructuring & Other Charges, Net	0.11	0.04
Amortization Expense	0.11	0.15
Tax Items	1.91	(0.39)
Adjusted EPS	\$ 2.21	\$ 2.73
Adjusted Effective Tax Rate	22.2%	20.9%



*Represents Diluted Earnings Per Share from Continuing Operations

Adjusted Operating Income, Adjusted Operating Margin, Adjusted Earnings Per Share, and Adjusted Effective Tax Rate are non-GAAP financial measures; see Appendix for descriptions and reconciliations.

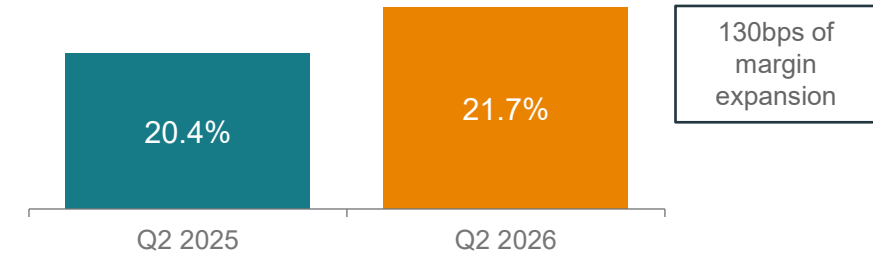
Q2 Financial Performance

SALES

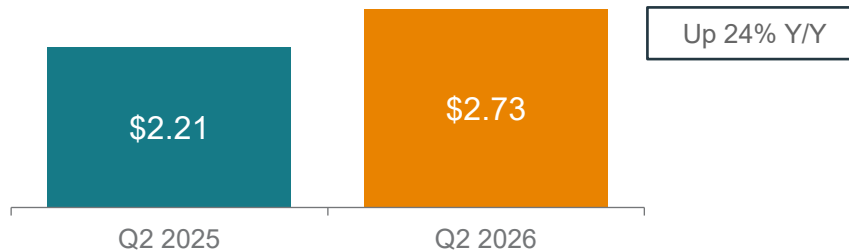
\$ in Billions



ADJUSTED OPERATING MARGIN

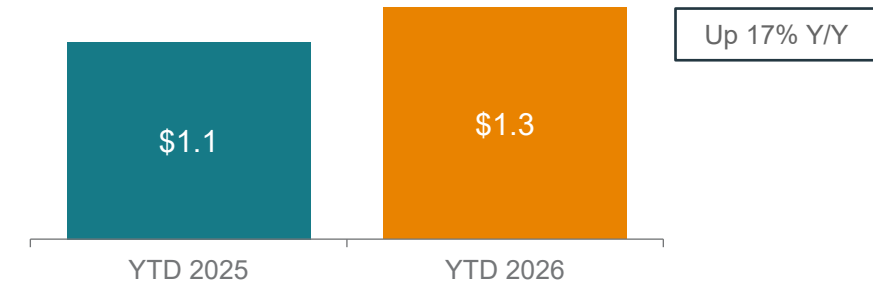


ADJUSTED EPS



FREE CASH FLOW

\$ in Billions



**Delivered Growth of 15% in Sales and 24% in Adjusted EPS Y/Y;
Increasing Dividend by 10% Y/Y**

Additional Information

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Y/Y Q2 2026

	Sales (in millions)	Adjusted EPS
Q2 2025 Results	\$4,143	\$2.21
Operational Performance	417	0.42
FX Impact	184	0.06
Tax Rate Impact	-	0.04
Q2 2026 Results	\$4,744	\$2.73



Y/Y Q3 2026

	Sales (in millions)	Adjusted EPS
Q3 2025 Results	\$4,534	\$2.41
Operational Performance	415	0.37
FX Impact	51	0.02
Tax Rate Impact	-	0.03
Q3 2026 Guidance	\$5,000	\$2.83



Balance Sheet and Cash Flow Summary

Free Cash Flow and Working Capital

(\$ in Millions)	Q2 2025	Q2 2026
Cash from Operating Activities	\$653	\$947
Capital expenditures, net	(229)	(267)
Free Cash Flow	\$424	\$680
A/R	\$3,193	\$3,454
Days Sales Outstanding*	69	66
Inventory	\$2,603	\$2,995
Days on Hand*	85	89
Accounts Payable	\$1,843	\$2,224
Days Outstanding*	62	67

Liquidity, Cash and Debt

(\$ in Millions)	Q2 2025	Q2 2026
Beginning Cash Balance	\$1,254	\$1,251
Free Cash Flow	424	680
Dividends	(193)	(208)
Share repurchases	(306)	(414)
Net increase (decrease) in debt	1,349	(1)
Acquisition of businesses, net of cash acquired	4	(200)
Other	22	2
Ending Cash Balance	\$2,554	\$1,110
Total Debt	\$5,614	\$5,655



Appendix

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Non-GAAP Financial Measures

We present non-GAAP performance and liquidity measures as we believe it is appropriate for investors to consider adjusted financial measures in addition to results in accordance with accounting principles generally accepted in the U.S. (“GAAP”). These non-GAAP financial measures provide supplemental information and should not be considered replacements for results in accordance with GAAP. Management uses non-GAAP financial measures internally for planning and forecasting purposes and in its decision-making processes related to the operations of our company. We believe these measures provide meaningful information to us and investors because they enhance the understanding of our operating performance, ability to generate cash, and the trends of our business. Additionally, we believe that investors benefit from having access to the same financial measures that management uses in evaluating our operations. The primary limitation of these measures is that they exclude the financial impact of items that would otherwise either increase or decrease our reported results. This limitation is best addressed by using these non-GAAP financial measures in combination with the most directly comparable GAAP financial measures in order to better understand the amounts, character, and impact of any increase or decrease in reported amounts. These non-GAAP financial measures may not be comparable to similarly-titled measures reported by other companies.

The following provides additional information regarding our non-GAAP financial measures:

- **Organic Net Sales Growth (Decline)** – represents net sales growth (decline) (the most comparable GAAP financial measure) excluding the impact of foreign currency exchange rates, and acquisitions and divestitures that occurred in the preceding twelve months, if any. Organic Net Sales Growth (Decline) is a useful measure of our performance because it excludes items that are not completely under management’s control, such as the impact of changes in foreign currency exchange rates, and items that do not reflect the underlying growth of the company, such as acquisition and divestiture activity. This measure is a significant component in our incentive compensation plans.
- **Adjusted Operating Income and Adjusted Operating Margin** – represent operating income and operating margin, respectively, (the most comparable GAAP financial measures) before special items including restructuring and other charges, acquisition-related charges, amortization expense on intangible assets, impairment of goodwill, and other income or charges, if any. We utilize these adjusted measures in combination with operating income and operating margin to assess segment level operating performance and to provide insight to management in evaluating segment operating plan execution and market conditions. Adjusted Operating Income is a significant component in our incentive compensation plans.
- **Adjusted Income Tax (Expense) Benefit and Adjusted Effective Tax Rate** – represent income tax (expense) benefit and effective tax rate, respectively, (the most comparable GAAP financial measures) after adjusting for the tax effect of special items including restructuring and other charges, acquisition-related charges, amortization expense on intangible assets, impairment of goodwill, other income or charges, and certain significant tax items, if any.
- **Adjusted Income from Continuing Operations** – represents income from continuing operations (the most comparable GAAP financial measure) before special items including restructuring and other charges, acquisition-related charges, amortization expense on intangible assets, impairment of goodwill, other income or charges, and certain significant tax items, if any, and, if applicable, the related tax effects.

Non-GAAP Financial Measures (cont.)

- **Adjusted Earnings Per Share** – represents diluted earnings per share from continuing operations (the most comparable GAAP financial measure) before special items including restructuring and other charges, acquisition-related charges, amortization expense on intangible assets, impairment of goodwill, other income or charges, and certain significant tax items, if any, and, if applicable, the related tax effects. This measure is a significant component in our incentive compensation plans.
- **Adjusted EBITDA and Adjusted EBITDA Margin** – represent net income and net income as a percentage of net sales, respectively, (the most comparable GAAP financial measures) before interest expense, interest income, income taxes, depreciation, and amortization, as adjusted for net other income (expense), income (loss) from discontinued operations, and special items including restructuring and other charges, acquisition-related charges, impairment of goodwill, and other income or charges, if any.
- **Free Cash Flow (FCF)** – is a useful measure of our ability to generate cash. The difference between net cash provided by operating activities (the most comparable GAAP financial measure) and Free Cash Flow consists mainly of significant cash outflows and inflows that we believe are useful to identify. We believe Free Cash Flow provides useful information to investors as it provides insight into the primary cash flow metric used by management to monitor and evaluate cash flows generated from our operations. Free Cash Flow is defined as net cash provided by operating

activities excluding voluntary pension contributions and the cash impact of special items, if any, minus net capital expenditures. Voluntary pension contributions are excluded from the GAAP financial measure because this activity is driven by economic financing decisions rather than operating activity. Certain special items, including cash paid (collected) pursuant to collateral requirements related to cross-currency swap contracts, are also excluded by management in evaluating Free Cash Flow. Net capital expenditures consist of capital expenditures less proceeds from the sale of property, plant, and equipment. These items are subtracted because they represent long-term commitments. In the calculation of Free Cash Flow, we subtract certain cash items that are ultimately within management's and the Board of Directors' discretion to direct and may imply that there is less or more cash available for our programs than the most comparable GAAP financial measure indicates. It should not be inferred that the entire Free Cash Flow amount is available for future discretionary expenditures, as our definition of Free Cash Flow does not consider certain non-discretionary expenditures, such as debt payments. In addition, we may have other discretionary expenditures, such as discretionary dividends, share repurchases, and business acquisitions, that are not considered in the calculation of Free Cash Flow.

- **Free Cash Flow Conversion** – represents Free Cash Flow as a percentage of Adjusted Income from Continuing Operations. We use Free Cash Flow Conversion as an indicator of our ability to convert earnings to cash.

Segment Summary



	For the Quarters Ended				For the Six Months Ended			
	March 27, 2026		March 28, 2025		March 27, 2026		March 28, 2025	
	(\$ in millions)							
	Net Sales		Net Sales		Net Sales		Net Sales	
Transportation Solutions	\$ 2,422		\$ 2,314		\$ 4,889		\$ 4,557	
Industrial Solutions	2,322		1,829		4,524		3,422	
Total	\$ 4,744		\$ 4,143		\$ 9,413		\$ 7,979	
	Operating Income	Operating Margin	Operating Income	Operating Margin	Operating Income	Operating Margin	Operating Income	Operating Margin
Transportation Solutions	\$ 503	20.8 %	\$ 445	19.2 %	\$ 1,004	20.5 %	\$ 891	19.6 %
Industrial Solutions	451	19.4	303	16.6	913	20.2	547	16.0
Total	\$ 954	20.1 %	\$ 748	18.1 %	\$ 1,917	20.4 %	\$ 1,438	18.0 %
	Adjusted Operating Income ⁽¹⁾	Adjusted Operating Margin ⁽¹⁾	Adjusted Operating Income ⁽¹⁾	Adjusted Operating Margin ⁽¹⁾	Adjusted Operating Income ⁽¹⁾	Adjusted Operating Margin ⁽¹⁾	Adjusted Operating Income ⁽¹⁾	Adjusted Operating Margin ⁽¹⁾
Transportation Solutions	\$ 522	21.6 %	\$ 495	21.4 %	\$ 1,045	21.4 %	\$ 990	21.7 %
Industrial Solutions	507	21.8	351	19.2	1,020	22.5	640	18.7
Total	\$ 1,029	21.7 %	\$ 846	20.4 %	\$ 2,065	21.9 %	\$ 1,630	20.4 %

⁽¹⁾ Adjusted operating income and adjusted operating margin are non-GAAP financial measures. See description of non-GAAP financial measures.

Reconciliation of Net Sales Growth

Change in Net Sales for the Quarter Ended March 27, 2026 versus Net Sales for the Quarter Ended March 28, 2025

	Net Sales		Organic Net Sales		Translation ⁽²⁾	Acquisition
	Growth (Decline)		Growth (Decline) ⁽¹⁾			
	(\$ in millions)					
Transportation Solutions:						
Automotive	\$ 27	1.6 %	\$ (67)	(3.8) %	\$ 94	\$ —
Commercial transportation	76	21.3	62	17.1	14	—
Sensors	5	2.3	(7)	(3.0)	12	—
Total Transportation Solutions	<u>108</u>	<u>4.7</u>	<u>(12)</u>	<u>(0.5)</u>	<u>120</u>	<u>—</u>
Industrial Solutions:						
Digital data networks	232	48.1	222	46.1	10	—
Automation and connected living	67	13.1	42	8.2	25	—
Aerospace, defense, and marine	34	9.1	21	5.4	13	—
Energy	166	59.5	31	11.2	15	120
Medical	(6)	(3.3)	(7)	(3.5)	1	—
Total Industrial Solutions	<u>493</u>	<u>27.0</u>	<u>309</u>	<u>16.9</u>	<u>64</u>	<u>120</u>
Total	<u>\$ 601</u>	<u>14.5 %</u>	<u>\$ 297</u>	<u>7.2 %</u>	<u>\$ 184</u>	<u>\$ 120</u>

Change in Net Sales for the Six Months Ended March 27, 2026 versus Net Sales for the Six Months Ended March 28, 2025

	Net Sales		Organic Net Sales		Translation ⁽²⁾	Acquisitions
	Growth		Growth (Decline) ⁽¹⁾			
	(\$ in millions)					
Transportation Solutions:						
Automotive	\$ 190	5.5 %	\$ 45	1.3 %	\$ 145	\$ —
Commercial transportation	134	20.0	113	16.7	21	—
Sensors	8	1.9	(12)	(2.7)	20	—
Total Transportation Solutions	<u>332</u>	<u>7.3</u>	<u>146</u>	<u>3.2</u>	<u>186</u>	<u>—</u>
Industrial Solutions:						
Digital data networks	526	58.8	510	57.0	16	—
Automation and connected living	137	13.8	97	9.8	39	1
Aerospace, defense, and marine	81	11.4	57	8.0	24	—
Energy	356	71.9	63	12.7	22	271
Medical	2	0.6	1	0.4	1	—
Total Industrial Solutions	<u>1,102</u>	<u>32.2</u>	<u>728</u>	<u>21.3</u>	<u>102</u>	<u>272</u>
Total	<u>\$ 1,434</u>	<u>18.0 %</u>	<u>\$ 874</u>	<u>11.0 %</u>	<u>\$ 288</u>	<u>\$ 272</u>

⁽¹⁾ Organic net sales growth (decline) is a non-GAAP financial measure. See description of non-GAAP financial measures.

⁽²⁾ Represents the change in net sales resulting from changes in foreign currency exchange rates.

Reconciliation of Non-GAAP Financial Measures to GAAP Financial Measures for the Quarter Ended March 27, 2026

	U.S. GAAP	Adjustments				Adjusted (Non-GAAP) ⁽³⁾
		Acquisition- Related Charges ⁽¹⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾	Tax Items ⁽²⁾	
(\$ in millions, except per share data)						
Operating income:						
Transportation Solutions	\$ 503	\$ —	\$ 1	\$ 18	\$ —	\$ 522
Industrial Solutions	451	8	9	39	—	507
Total	<u>\$ 954</u>	<u>\$ 8</u>	<u>\$ 10</u>	<u>\$ 57</u>	<u>\$ —</u>	<u>\$ 1,029</u>
Operating margin	<u>20.1 %</u>					<u>21.7 %</u>
Income tax expense	<u>\$ (87)</u>	<u>\$ (2)</u>	<u>\$ 2</u>	<u>\$ (12)</u>	<u>\$ (114)</u>	<u>\$ (213)</u>
Effective tax rate	<u>9.2 %</u>					<u>20.9 %</u>
Income from continuing operations	<u>\$ 855</u>	<u>\$ 6</u>	<u>\$ 12</u>	<u>\$ 45</u>	<u>\$ (114)</u>	<u>\$ 804</u>
Diluted earnings per share from continuing operations	<u>\$ 2.90</u>	<u>\$ 0.02</u>	<u>\$ 0.04</u>	<u>\$ 0.15</u>	<u>\$ (0.39)</u>	<u>\$ 2.73</u>

⁽¹⁾ The tax effect of each non-GAAP adjustment is calculated based on the jurisdictions in which the expense (income) is incurred and the tax laws in effect for each such jurisdiction.

⁽²⁾ Represents a net income tax benefit related primarily to the settlement of prior period tax matters.

⁽³⁾ See description of non-GAAP financial measures.

Reconciliation of Non-GAAP Financial Measures to GAAP Financial Measures for the Quarter Ended March 28, 2025

	U.S. GAAP	Adjustments				Adjusted (Non-GAAP) ⁽³⁾
		Acquisition- Related Charges ⁽¹⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾	Tax Items ⁽²⁾	
(\$ in millions, except per share data)						
Operating income:						
Transportation Solutions	\$ 445	\$ —	\$ 33	\$ 17	\$ —	\$ 495
Industrial Solutions	303	12	12	24	—	351
Total	<u>\$ 748</u>	<u>\$ 12</u>	<u>\$ 45</u>	<u>\$ 41</u>	<u>\$ —</u>	<u>\$ 846</u>
Operating margin	<u>18.1 %</u>					<u>20.4 %</u>
Income tax expense	<u>\$ (742)</u>	<u>\$ (2)</u>	<u>\$ (11)</u>	<u>\$ (8)</u>	<u>\$ 574</u>	<u>\$ (189)</u>
Effective tax rate	<u>98.3 %</u>					<u>22.2 %</u>
Income from continuing operations	<u>\$ 13</u>	<u>\$ 10</u>	<u>\$ 34</u>	<u>\$ 33</u>	<u>\$ 574</u>	<u>\$ 664</u>
Diluted earnings per share from continuing operations	<u>\$ 0.04</u>	<u>\$ 0.03</u>	<u>\$ 0.11</u>	<u>\$ 0.11</u>	<u>\$ 1.91</u>	<u>\$ 2.21</u>

⁽¹⁾ The tax effect of each non-GAAP adjustment is calculated based on the jurisdictions in which the expense (income) is incurred and the tax laws in effect for each such jurisdiction.

⁽²⁾ Represents income tax expense related to a net increase in the valuation allowance for certain deferred tax assets associated with a ten-year tax credit obtained by a Swiss subsidiary in fiscal 2024.

⁽³⁾ See description of non-GAAP financial measures.

Reconciliation of Non-GAAP Financial Measures to GAAP Financial Measures for the Six Months Ended March 27, 2026

	U.S. GAAP	Adjustments				Adjusted (Non-GAAP) ⁽³⁾
		Acquisition- Related Charges ⁽¹⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾	Tax Items ⁽²⁾	
(\$ in millions, except per share data)						
Operating income:						
Transportation Solutions	\$ 1,004	\$ —	\$ 5	\$ 36	\$ —	\$ 1,045
Industrial Solutions	913	14	15	78	—	1,020
Total	<u>\$ 1,917</u>	<u>\$ 14</u>	<u>\$ 20</u>	<u>\$ 114</u>	<u>\$ —</u>	<u>\$ 2,065</u>
Operating margin	<u>20.4 %</u>					<u>21.9 %</u>
Income tax expense	<u>\$ (297)</u>	<u>\$ (3)</u>	<u>\$ (1)</u>	<u>\$ (23)</u>	<u>\$ (114)</u>	<u>\$ (438)</u>
Effective tax rate	<u>15.6 %</u>					<u>21.4 %</u>
Income from continuing operations	<u>\$ 1,606</u>	<u>\$ 11</u>	<u>\$ 19</u>	<u>\$ 91</u>	<u>\$ (114)</u>	<u>\$ 1,613</u>
Diluted earnings per share from continuing operations	<u>\$ 5.43</u>	<u>\$ 0.04</u>	<u>\$ 0.06</u>	<u>\$ 0.31</u>	<u>\$ (0.39)</u>	<u>\$ 5.45</u>

⁽¹⁾ The tax effect of each non-GAAP adjustment is calculated based on the jurisdictions in which the expense (income) is incurred and the tax laws in effect for each such jurisdiction.

⁽²⁾ Represents a net income tax benefit related primarily to the settlement of prior period tax matters.

⁽³⁾ See description of non-GAAP financial measures.

Reconciliation of Non-GAAP Financial Measures to GAAP

Financial Measures for the Six Months Ended March 28, 2025

	U.S. GAAP	Adjustments			Adjusted (Non-GAAP) ⁽³⁾	
		Acquisition- Related Charges ⁽¹⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾		Tax Items ⁽²⁾
(\$ in millions, except per share data)						
Operating income:						
Transportation Solutions	\$ 891	\$ —	\$ 65	\$ 34	\$ —	\$ 990
Industrial Solutions	547	17	30	46	—	640
Total	<u>\$ 1,438</u>	<u>\$ 17</u>	<u>\$ 95</u>	<u>\$ 80</u>	<u>\$ —</u>	<u>\$ 1,630</u>
Operating margin	<u>18.0 %</u>					<u>20.4 %</u>
Income tax expense	<u>\$ (920)</u>	<u>\$ (3)</u>	<u>\$ (20)</u>	<u>\$ (15)</u>	<u>\$ 587</u>	<u>\$ (371)</u>
Effective tax rate	<u>63.0 %</u>					<u>22.4 %</u>
Income from continuing operations	<u>\$ 541</u>	<u>\$ 14</u>	<u>\$ 75</u>	<u>\$ 65</u>	<u>\$ 587</u>	<u>\$ 1,282</u>
Diluted earnings per share from continuing operations	<u>\$ 1.80</u>	<u>\$ 0.05</u>	<u>\$ 0.25</u>	<u>\$ 0.22</u>	<u>\$ 1.95</u>	<u>\$ 4.26</u>

⁽¹⁾ The tax effect of each non-GAAP adjustment is calculated based on the jurisdictions in which the expense (income) is incurred and the tax laws in effect for each such jurisdiction.

⁽²⁾ Includes income tax expense of \$574 million related to a net increase in the valuation allowance for certain deferred tax assets associated with a ten-year tax credit obtained by a Swiss subsidiary in fiscal 2024 as well as income tax expense of \$13 million related to the revaluation of deferred tax assets as a result of a decrease in the corporate tax rate in a non-U.S. jurisdiction.

⁽³⁾ See description of non-GAAP financial measures.

Reconciliation of Non-GAAP Financial Measures to GAAP

Financial Measures for the Quarter Ended June 27, 2025

	U.S. GAAP	Adjustments			Adjusted (Non-GAAP) ⁽²⁾
		Acquisition- Related Charges ⁽¹⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾	
(\$ in millions, except per share data)					
Operating income:					
Transportation Solutions	\$ 462	\$ —	\$ 7	\$ 17	\$ 486
Industrial Solutions	395	30	7	35	467
Total	<u>\$ 857</u>	<u>\$ 30</u>	<u>\$ 14</u>	<u>\$ 52</u>	<u>\$ 953</u>
Operating margin	<u>18.9 %</u>				<u>21.0 %</u>
Income tax expense	<u>\$ (208)</u>	<u>\$ (7)</u>	<u>\$ 1</u>	<u>\$ (11)</u>	<u>\$ (225)</u>
Effective tax rate	<u>24.6 %</u>				<u>23.9 %</u>
Income from continuing operations	<u>\$ 638</u>	<u>\$ 23</u>	<u>\$ 15</u>	<u>\$ 41</u>	<u>\$ 717</u>
Diluted earnings per share from continuing operations	<u>\$ 2.14</u>	<u>\$ 0.08</u>	<u>\$ 0.05</u>	<u>\$ 0.14</u>	<u>\$ 2.41</u>

⁽¹⁾ The tax effect of each non-GAAP adjustment is calculated based on the jurisdictions in which the expense (income) is incurred and the tax laws in effect for each such jurisdiction.

⁽²⁾ See description of non-GAAP financial measures.

Reconciliation of Non-GAAP Financial Measures to GAAP Financial Measures for the Year Ended September 26, 2025

	U.S. GAAP	Adjustments			Adjusted (Non-GAAP) ⁽³⁾	
		Acquisition- Related Charges ⁽¹⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾		Tax Items ⁽²⁾
(\$ in millions, except per share data)						
Operating income:						
Transportation Solutions	\$ 1,818	\$ —	\$ 75	\$ 70	\$ —	\$ 1,963
Industrial Solutions	1,393	57	51	120	—	1,621
Total	<u>\$ 3,211</u>	<u>\$ 57</u>	<u>\$ 126</u>	<u>\$ 190</u>	<u>\$ —</u>	<u>\$ 3,584</u>
Operating margin	<u>18.6 %</u>					<u>20.8 %</u>
Income tax expense	<u>\$ (1,361)</u>	<u>\$ (12)</u>	<u>\$ (13)</u>	<u>\$ (37)</u>	<u>\$ 618</u>	<u>\$ (805)</u>
Effective tax rate	<u>42.5 %</u>					<u>22.5 %</u>
Income from continuing operations	<u>\$ 1,843</u>	<u>\$ 45</u>	<u>\$ 113</u>	<u>\$ 153</u>	<u>\$ 618</u>	<u>\$ 2,772</u>
Diluted earnings per share from continuing operations	<u>\$ 6.16</u>	<u>\$ 0.15</u>	<u>\$ 0.38</u>	<u>\$ 0.51</u>	<u>\$ 2.07</u>	<u>\$ 9.27</u>

⁽¹⁾ The tax effect of each non-GAAP adjustment is calculated based on the jurisdictions in which the expense (income) is incurred and the tax laws in effect for each such jurisdiction.

⁽²⁾ Represents income tax expense of \$574 million related to a net increase in the valuation allowance for certain deferred tax assets associated with a ten-year tax credit obtained by a Swiss subsidiary in fiscal 2024 as well as income tax expense of \$44 million related to an increase in the valuation allowance for certain U.S. tax loss and credit carryforwards.

⁽³⁾ See description of non-GAAP financial measures.

Reconciliation of Adjusted EBITDA and Adjusted EBITDA Margin

	For the Quarters Ended	
	March 27, 2026	March 28, 2025
	(\$ in millions)	
Net income	\$ 855	\$ 13
Income tax expense	87	742
Other expense, net	1	1
Interest expense	32	14
Interest income	(21)	(22)
Operating income	<u>954</u>	<u>748</u>
Acquisition-related charges	8	12
Restructuring and other charges, net	10	45
Amortization expense	57	41
Adjusted operating income ⁽¹⁾	<u>1,029</u>	<u>846</u>
Depreciation	186	151
Adjusted EBITDA ⁽¹⁾	<u>\$ 1,215</u>	<u>\$ 997</u>
Net sales	\$ 4,744	\$ 4,143
Net income as a percentage of net sales	18.0 %	0.3 %
Adjusted EBITDA margin ⁽¹⁾	25.6 %	24.1 %

	For the Quarters Ended					
	March 27, 2026			March 28, 2025		
	Transportation Solutions	Industrial Solutions	Total	Transportation Solutions	Industrial Solutions	Total
	(\$ in millions)					
Operating income	\$ 503	\$ 451	\$ 954	\$ 445	\$ 303	\$ 748
Acquisition-related charges	—	8	8	—	12	12
Restructuring and other charges, net	1	9	10	33	12	45
Amortization expense	18	39	57	17	24	41
Adjusted operating income ⁽¹⁾	<u>522</u>	<u>507</u>	<u>1,029</u>	<u>495</u>	<u>351</u>	<u>846</u>
Depreciation	106	80	186	98	53	151
Adjusted EBITDA ⁽¹⁾	<u>\$ 628</u>	<u>\$ 587</u>	<u>\$ 1,215</u>	<u>\$ 593</u>	<u>\$ 404</u>	<u>\$ 997</u>
Net sales	\$ 2,422	\$ 2,322	\$ 4,744	\$ 2,314	\$ 1,829	\$ 4,143
Operating margin	20.8 %	19.4 %	20.1 %	19.2 %	16.6 %	18.1 %
Adjusted operating margin ⁽¹⁾	21.6 %	21.8 %	21.7 %	21.4 %	19.2 %	20.4 %
Adjusted EBITDA margin ⁽¹⁾	25.9 %	25.3 %	25.6 %	25.6 %	22.1 %	24.1 %

⁽¹⁾ See description of non-GAAP financial measures.

Reconciliation of Free Cash Flow

	For the Quarters Ended		For the Six Months Ended	
	March 27, 2026	March 28, 2025	March 27, 2026	March 28, 2025
	(in millions)			
Net cash provided by operating activities	\$ 947	\$ 653	\$ 1,812	\$ 1,531
Net cash used in investing activities	(470)	(224)	(724)	(761)
Net cash provided by (used in) financing activities	(615)	869	(1,231)	474
Effect of currency translation on cash	(3)	2	(2)	(9)
Net increase (decrease) in cash, cash equivalents, and restricted cash	<u>\$ (141)</u>	<u>\$ 1,300</u>	<u>\$ (145)</u>	<u>\$ 1,235</u>
Net cash provided by operating activities	\$ 947	\$ 653	\$ 1,812	\$ 1,531
Capital expenditures, net	(267)	(229)	(524)	(433)
Free cash flow⁽¹⁾	<u>\$ 680</u>	<u>\$ 424</u>	<u>\$ 1,288</u>	<u>\$ 1,098</u>

⁽¹⁾ Free cash flow is a non-GAAP financial measure. See description of non-GAAP financial measures.

Reconciliation of Forward-Looking Non-GAAP Financial Measures to Forward-Looking GAAP Financial Measures

	Outlook for Quarter Ending June 26, 2026 ⁽¹⁾	Outlook for Fiscal 2026 ⁽¹⁾
Diluted earnings per share from continuing operations	\$ 2.44	
Acquisition-related charges	0.02	
Restructuring and other charges, net	0.22	
Amortization expense	0.15	
Adjusted diluted earnings per share from continuing operations ⁽²⁾	<u>\$ 2.83</u>	
Net sales growth	10.3 %	
Translation	(1.1)	
(Acquisitions) divestitures, net	—	
Organic net sales growth ⁽²⁾	<u>9.2 %</u>	
Effective tax rate	23.1 %	19.4 %
Effective tax rate adjustments ⁽³⁾	(0.1)	2.7
Adjusted effective tax rate ⁽²⁾	<u>23.0 %</u>	<u>22.1 %</u>

⁽¹⁾ Outlook is as of April 22, 2026.

⁽²⁾ See description of non-GAAP financial measures.

⁽³⁾ Includes adjustments for special tax items and the tax effect of acquisition-related charges and net restructuring and other charges, calculated based on the jurisdictions in which the expense (income) is incurred and the tax laws in effect for each such jurisdiction.