

TE Connectivity Fourth Quarter 2026 Earnings

October 28, 2026

EVERY CONNECTION COUNTS



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

Q4 Results - Delivered an Increase of 12% in Sales and 21% in Adjusted EPS

- Sales of \$5.3B, increased 12% reported and 13% on an organic basis Y/Y
- Orders of \$6.1B, increased 29% Y/Y and 6% sequentially; book to bill of 1.14
- Adjusted Operating Margins of 22%, expanded 100bps Y/Y; Adjusted EPS of \$3.14, increased 21% Y/Y
- Free Cash Flow generation of ~\$1.2B with ~\$800M returned to shareholders

FY26 - Achieved Full Year Records for Sales, Adjusted Operating Margins & EPS, and Free Cash Flow

- Sales of \$19.9B, increased 15% reported and 12% on an organic basis Y/Y with broad growth across the portfolio
- Record orders of \$22.2B supporting another year of strong double-digit growth in FY27
- Adjusted EPS increased 24% Y/Y to \$11.52; Adjusted Operating Margins of 22% expanded 120bps Y/Y
- Free Cash Flow of ~\$3.4B with 100% conversion; ~\$2.8B returned to shareholders and committed ~\$1.6B for bolt-on acquisitions

Q1 FY27 Guidance

- Expect Sales of ~\$5.35B, increasing 15% on a reported and organic basis Y/Y
- Expect Adjusted EPS of ~\$3.30, increasing 21% Y/Y
- Strong orders and backlog expected to result in FY27 Y/Y organic sales growth consistent with FY26

Segment Orders Summary

(\$ in millions)

Reported	FY25 Q4	FY26 Q3	FY26 Q4	Q4 Growth	
				Y/Y	Q/Q
Industrial	2,254	2,933	3,322	47%	13%
Transportation	2,428	2,760	2,733	13%	(1)%
Total TE	4,682	5,693	6,055	29%	6%
Book to Bill	0.99	1.10	1.14		

- Industrial segment orders in Q4 reflect double-digit growth across all businesses; DDN orders in FY26 increased ~70%
- Transportation segment orders reflect continued content outperformance in Auto and ICT, with end markets improving in commercial transportation

Full year orders of \$22.2B increased 27% Y/Y; record backlog entering FY27

Industrial Solutions

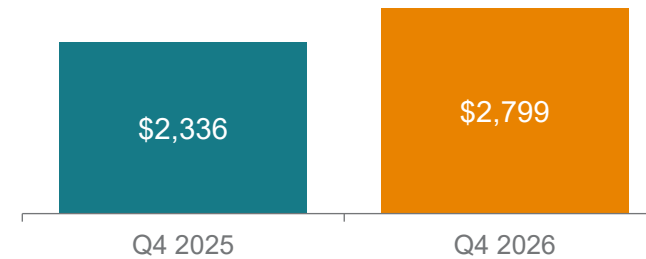
- Digital Data Networks**
 Growth driven by continued momentum in AI applications; full year AI sales as expected
- Automation & Connected Living**
 Strong growth across all regions driven by automation applications
- Energy**
 Grid hardening and data center build-out continues to drive strong growth
- AD&M**
 Performance reflects ongoing strength in commercial air and defense markets
- Medical**
 Sales as expected

\$ in Millions

Q4 SALES

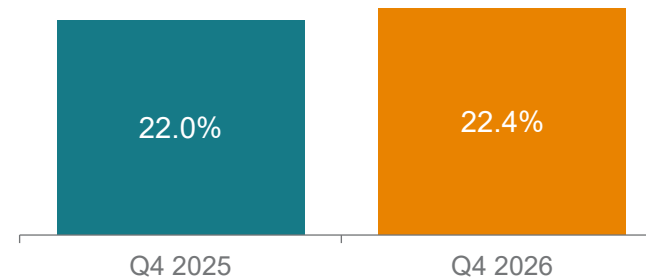
Reported
Up 20%

Organic
Up 20%



Q4 ADJUSTED OPERATING MARGIN

Margin expansion of 40bps while increasing growth investments



Metric	Q4 2025	Q4 2026
Adjusted EBITDA Margin	25.2%	26.2%

Q4 BUSINESS PERFORMANCE

Y/Y Growth Rates

Reported **Organic**

Digital Data Networks (DDN)	\$949	34%	34%
Automation & Connected Living (ACL)	688	18%	18%
Energy	520	12%	12%
Aerospace, Defense and Marine (AD&M)	462	15%	16%
Medical	180	1%	1%

Industrial Solutions	\$2,799	20%	20%
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Ongoing momentum with broad growth across the segment and strong operational performance

Transportation Solutions

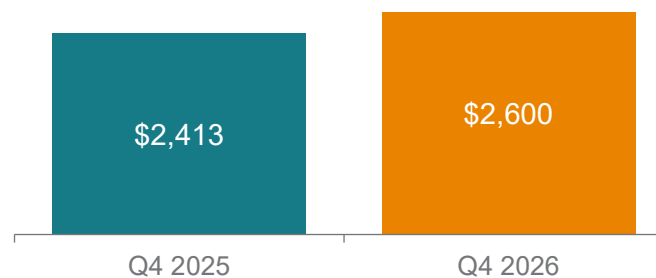
- Automotive**
 Strong growth over market driven by content outperformance in Asia and Europe
- Commercial Transportation**
 Strong content growth across all regions along with the benefit of markets improving
- Sensors**
 Sales as expected

\$ in Millions

Q4 SALES

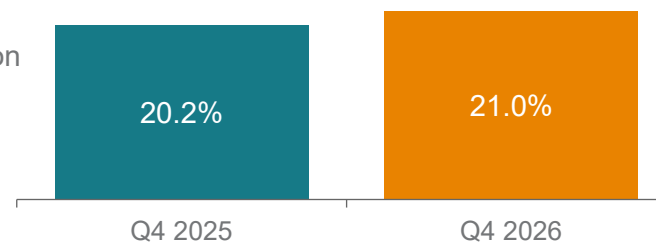
Reported
Up 8%

Organic
Up 7%



Q4 ADJUSTED OPERATING MARGIN

Strong margin expansion of 80bps reflects continued execution by our teams



Adjusted EBITDA Margin	24.8%	25.3%
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Q4 BUSINESS PERFORMANCE

Y/Y Growth Rates		Reported	Organic
Automotive	\$1,933	7%	6%
Commercial Transportation	428	18%	18%
Sensors	239	(2)%	(2)%
Transportation Solutions	\$2,600	8%	7%

Continue to deliver content outperformance versus end markets with strong operational resiliency

Q4 Financial Summary

(\$ in Millions, except per share amounts)

	Q4 FY25	Q4 FY26
Net Sales	\$ 4,749	\$ 5,312
Operating Income	\$ 916	\$ 1,093
<i>Operating Margin</i>	19.3%	20.6%
Acquisition-Related Charges	10	12
Restructuring & Other Charges, Net	17	14
Amortization Expense	58	57
Adjusted Operating Income	\$ 1,001	\$ 1,176
<i>Adjusted Operating Margin</i>	21.1%	22.1%
Earnings Per Share*	\$ 2.23	\$ 3.10
Acquisition-Related Charges	0.03	0.03
Restructuring & Other Charges, Net	0.08	0.05
Amortization Expense	0.16	0.16
Tax Items	0.10	(0.20)
Adjusted EPS	\$ 2.59	\$ 3.14
Adjusted Effective Tax Rate	21.3%	21.1%



Fiscal 2026 Financial Performance

SALES

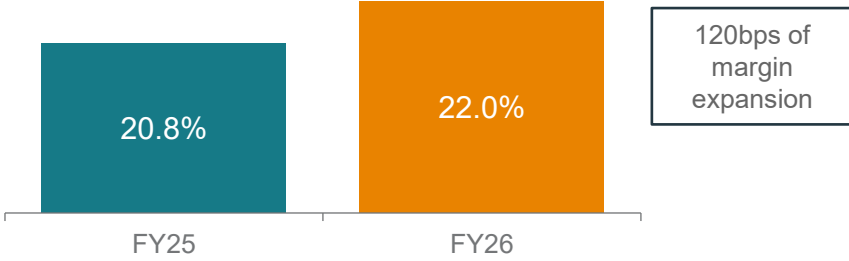
\$ in Billions



ADJUSTED EPS

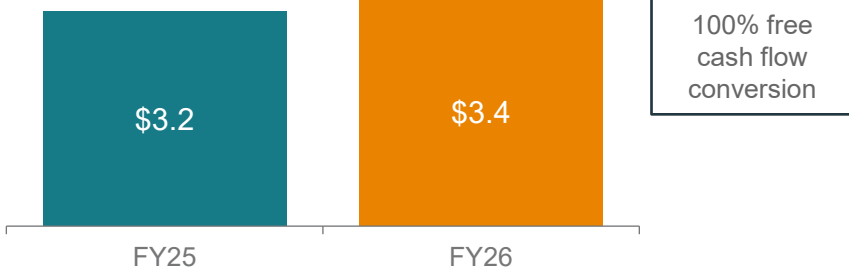


ADJUSTED OPERATING MARGIN



FREE CASH FLOW

\$ in Billions



Record Full Year Sales, Operating Margin, EPS, and Free Cash Flow

Additional Information

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Y/Y Q4 2026



	Sales (in millions)	Adjusted EPS
Q4 2025 Results	\$4,749	\$2.59
Operational Performance	547	0.54
FX Impact	16	-
Tax Rate Impact	-	0.01
Q4 2026 Results¹	\$5,312	\$3.14

¹Q4 includes IEEPA tariff refunds expected to be returned to customers impacting sales by (\$87M) and EPS by \$0.01



Y/Y FY 2026



	Sales (in millions)	Adjusted EPS
2025 Results	\$17,262	\$9.27
Operational Performance	2,247	2.04
FX Impact	376	0.10
Tax Rate Impact	-	0.11
2026 Results¹	\$19,885	\$11.52

¹FY26 includes IEEPA tariff refunds expected to be returned to customers impacting sales by (\$87M) and EPS by \$0.01



Y/Y Q1 2027



	Sales (in millions)	Adjusted EPS
Q1 2026 Results	\$4,669	\$2.72
Operational Performance	664	0.49
FX Impact	17	0.06
Tax Rate Impact	-	0.03
Q1 2027 Guidance¹	\$5,350	\$3.30

¹Q1 includes IEEPA tariff refunds expected to be returned to customers impacting sales by approximately (\$50M) and no impact to EPS



Balance Sheet and Cash Flow Summary

Free Cash Flow and Working Capital

(\$ in Millions)	FY25	FY26
Cash from Operating Activities	\$4,139	\$4,525
Capital expenditures, net	(925)	(1,113)
Free Cash Flow	\$3,214	\$3,412
A/R	\$3,403	\$3,839
Days Sales Outstanding*	65	65
Inventory	\$2,699	\$2,962
Days on Hand*	78	77
Accounts Payable	\$2,021	\$2,455
Days Outstanding*	59	65

Liquidity, Cash and Debt

(\$ in Millions)	FY25	FY26
Beginning Cash Balance	\$1,319	\$1,255
Free Cash Flow	3,214	3,412
Dividends	(803)	(869)
Share repurchases	(1,347)	(1,892)
Net increase (decrease) in debt	1,396	(2)
Acquisition of businesses, net of cash acquired	(2,628)	(212)
Other	104	5
Ending Cash Balance	\$1,255	\$1,697
Total Debt	\$5,694	\$5,639



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 Years Ended			
	September 25, 2026		September 26, 2025		September 25, 2026		September 26, 2025	
	(\$ in millions)							
	Net Sales		Net Sales		Net Sales		Net Sales	
Transportation Solutions	\$ 2,600		\$ 2,413		\$ 10,069		\$ 9,388	
Industrial Solutions	2,799		2,336		9,903		7,874	
Reconciling item ⁽¹⁾	(87)		—		(87)		—	
Total	<u>\$ 5,312</u>		<u>\$ 4,749</u>		<u>\$ 19,885</u>		<u>\$ 17,262</u>	
	Operating Income	Operating Margin	Operating Income	Operating Margin	Operating Income	Operating Margin	Operating Income	Operating Margin
Transportation Solutions	\$ 521	20.0 %	\$ 465	19.3 %	\$ 1,969	19.6 %	\$ 1,818	19.4 %
Industrial Solutions	568	20.3	451	19.3	2,018	20.4	1,393	17.7
Reconciling item ⁽²⁾	4		—		4		—	
Total	<u>\$ 1,093</u>	20.6 %	<u>\$ 916</u>	19.3 %	<u>\$ 3,991</u>	20.1 %	<u>\$ 3,211</u>	18.6 %
	Adjusted Operating Income ⁽³⁾	Adjusted Operating Margin ⁽³⁾	Adjusted Operating Income ⁽³⁾	Adjusted Operating Margin ⁽³⁾	Adjusted Operating Income ⁽³⁾	Adjusted Operating Margin ⁽³⁾	Adjusted Operating Income ⁽³⁾	Adjusted Operating Margin ⁽³⁾
Transportation Solutions	\$ 545	21.0 %	\$ 487	20.2 %	\$ 2,131	21.2 %	\$ 1,963	20.9 %
Industrial Solutions	627	22.4	514	22.0	2,235	22.6	1,621	20.6
Reconciling item ⁽²⁾	4		—		4		—	
Total	<u>\$ 1,176</u>	22.1 %	<u>\$ 1,001</u>	21.1 %	<u>\$ 4,370</u>	22.0 %	<u>\$ 3,584</u>	20.8 %

⁽¹⁾ Reconciling item relates to IEEPA tariff refunds received in fiscal 2026 that are expected to be returned to customers.

⁽²⁾ Reconciling item relates to the net impact of IEEPA tariff refunds received in fiscal 2026.

⁽³⁾ 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 September 25, 2026 versus Net Sales for the Quarter Ended September 26, 2025										
	Net Sales			Organic Net Sales		Translation and Other ⁽²⁾		Acquisition		
	Growth (Decline)			Growth (Decline) ⁽¹⁾						
	(\$ in millions)									
Transportation Solutions:										
Automotive	\$	127	7.0 %	\$	107	5.9 %	\$	20	\$	—
Commercial transportation		65	17.9		64	17.8		1		—
Sensors		(5)	(2.0)		(4)	(1.7)		(1)		—
Total Transportation Solutions		187	7.7		167	6.9		20		—
Industrial Solutions:										
Digital data networks		242	34.2		246	34.4		(4)		—
Automation and connected living		103	17.6		101	17.6		2		—
Energy		55	11.8		54	11.7		1		—
Aerospace, defense, and marine		61	15.2		63	16.0		(2)		—
Medical		2	1.1		3	1.3		(1)		—
Total Industrial Solutions		463	19.8		467	20.0		(4)		—
Reconciling item ⁽³⁾		(87)			—			(87)		—
Total	\$	563	11.9 %	\$	634	13.4 %	\$	(71)	\$	—

	Change in Net Sales for the Year Ended September 25, 2026 versus Net Sales for the Year Ended September 26, 2025								
	Net Sales			Organic Net Sales			Translation	Acquisitions	
	Growth (Decline)			Growth (Decline) ⁽¹⁾			and Other ⁽²⁾		
	(\$ in millions)								
Transportation Solutions:									
Automotive	\$	417	5.9 %	\$	212	3.0 %	\$ 205	\$ —	
Commercial transportation		264	19.3		233	17.1	31	—	
Sensors		—	—		(22)	(2.4)	22	—	
Total Transportation Solutions		681	7.3		423	4.5	258	—	
Industrial Solutions:									
Digital data networks		975	44.2		961	43.5	14	—	
Automation and connected living		333	15.5		281	13.1	51	1	
Energy		543	40.4		243	18.1	29	271	
Aerospace, defense, and marine		187	12.6		163	11.0	24	—	
Medical		(9)	(1.3)		(9)	(1.3)	—	—	
Total Industrial Solutions		2,029	25.8		1,639	20.8	118	272	
Reconciling item ⁽³⁾		(87)			—		(87)	—	
Total	\$	2,623	15.2 %	\$	2,062	11.9 %	\$ 289	\$ 272	

⁽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 and IEEPA tariff refunds.

⁽³⁾ Reconciling item relates to IEEPA tariff refunds received in fiscal 2026 that are expected to be returned to customers.

Reconciliation of Non-GAAP Financial Measures to GAAP

Financial Measures for the Quarter Ended September 25, 2026

		Adjustments				
	U.S. GAAP	Acquisition-Related Charges ⁽¹⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾	Tax Items ⁽²⁾	Adjusted (Non-GAAP) ⁽³⁾
	(\$ in millions, except per share data)					
Operating income:						
Transportation Solutions	\$ 521	\$ 1	\$ 5	\$ 18	\$ —	\$ 545
Industrial Solutions	568	11	9	39	—	627
Reconciling item ⁽⁴⁾	4	—	—	—	—	4
Total	<u>\$ 1,093</u>	<u>\$ 12</u>	<u>\$ 14</u>	<u>\$ 57</u>	<u>\$ —</u>	<u>\$ 1,176</u>
Operating margin	<u>20.6 %</u>					<u>22.1 %</u>
Income tax expense	<u>\$ (175)</u>	<u>\$ (2)</u>	<u>\$ 2</u>	<u>\$ (11)</u>	<u>\$ (59)</u>	<u>\$ (245)</u>
Effective tax rate	<u>16.3 %</u>					<u>21.1 %</u>
Income from continuing operations	<u>\$ 901</u>	<u>\$ 10</u>	<u>\$ 16</u>	<u>\$ 46</u>	<u>\$ (59)</u>	<u>\$ 914</u>
Diluted earnings per share from continuing operations	<u>\$ 3.10</u>	<u>\$ 0.03</u>	<u>\$ 0.05</u>	<u>\$ 0.16</u>	<u>\$ (0.20)</u>	<u>\$ 3.14</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 \$59 million income tax benefit related to a decrease in the valuation allowance for certain tax loss and credit carry forwards.

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

⁽⁴⁾ Reconciling item relates to the net impact of IEEPA tariff refunds received in fiscal 2026.

Reconciliation of Non-GAAP Financial Measures to GAAP

Financial Measures for the Quarter Ended September 26, 2025

		Adjustments				
	U.S. GAAP	Acquisition- Related Charges ⁽¹⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾	Tax Items ⁽²⁾	Adjusted (Non-GAAP) ⁽³⁾
	(\$ in millions, except per share data)					
Operating income:						
Transportation Solutions	\$ 465	\$ —	\$ 3	\$ 19	\$ —	\$ 487
Industrial Solutions	451	10	14	39	—	514
Total	<u>\$ 916</u>	<u>\$ 10</u>	<u>\$ 17</u>	<u>\$ 58</u>	<u>\$ —</u>	<u>\$ 1,001</u>
Operating margin	<u>19.3 %</u>					<u>21.1 %</u>
Income tax expense	<u>\$ (233)</u>	<u>\$ (2)</u>	<u>\$ 6</u>	<u>\$ (11)</u>	<u>\$ 31</u>	<u>\$ (209)</u>
Effective tax rate	<u>26.0 %</u>					<u>21.3 %</u>
Income from continuing operations	<u>\$ 664</u>	<u>\$ 8</u>	<u>\$ 23</u>	<u>\$ 47</u>	<u>\$ 31</u>	<u>\$ 773</u>
Diluted earnings per share from continuing operations	<u>\$ 2.23</u>	<u>\$ 0.03</u>	<u>\$ 0.08</u>	<u>\$ 0.16</u>	<u>\$ 0.10</u>	<u>\$ 2.59</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 \$44 million related to an increase in the valuation allowance for certain U.S. tax loss and credit carry forwards and an income tax benefit of \$13 million related to the revaluation of deferred tax liabilities 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 Year Ended September 25, 2026

		Adjustments				
	U.S. GAAP	Acquisition-Related Charges ⁽¹⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾	Tax Items ⁽²⁾	Adjusted (Non-GAAP) ⁽³⁾
		(\$ in millions, except per share data)				
Operating income:						
Transportation Solutions	\$ 1,969	\$ 2	\$ 89	\$ 71	\$ —	\$ 2,131
Industrial Solutions	2,018	33	28	156	—	2,235
Reconciling item ⁽⁴⁾	4	—	—	—	—	4
Total	<u>\$ 3,991</u>	<u>\$ 35</u>	<u>\$ 117</u>	<u>\$ 227</u>	<u>\$ —</u>	<u>\$ 4,370</u>
Operating margin	<u>20.1 %</u>					<u>22.0 %</u>
Income tax expense	<u>\$ (695)</u>	<u>\$ (7)</u>	<u>\$ (21)</u>	<u>\$ (45)</u>	<u>\$ (173)</u>	<u>\$ (941)</u>
Effective tax rate	<u>17.6 %</u>					<u>21.7 %</u>
Income from continuing operations	<u>\$ 3,255</u>	<u>\$ 28</u>	<u>\$ 96</u>	<u>\$ 182</u>	<u>\$ (173)</u>	<u>\$ 3,388</u>
Diluted earnings per share from continuing operations	<u>\$ 11.07</u>	<u>\$ 0.10</u>	<u>\$ 0.33</u>	<u>\$ 0.62</u>	<u>\$ (0.59)</u>	<u>\$ 11.52</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 \$114 million net income tax benefit related primarily to the settlement of prior period tax matters and a \$59 million income tax benefit related to a decrease in the valuation allowance for certain tax loss and credit carryforwards.

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

⁽⁴⁾ Reconciling item relates to the net impact of IEEPA tariff refunds received in fiscal 2026.

Reconciliation of Non-GAAP Financial Measures to GAAP

Financial Measures for the Year Ended September 26, 2025

		Adjustments				
	U.S. GAAP	Acquisition- Related Charges ⁽¹⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾	Tax Items ⁽²⁾	Adjusted (Non-GAAP) ⁽³⁾
	(\$ 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	\$ 3,211	\$ 57	\$ 126	\$ 190	\$ —	\$ 3,584
Operating margin	18.6 %					20.8 %
Income tax expense	\$ (1,361)	\$ (12)	\$ (13)	\$ (37)	\$ 618	\$ (805)
Effective tax rate	42.5 %					22.5 %
Income from continuing operations	\$ 1,843	\$ 45	\$ 113	\$ 153	\$ 618	\$ 2,772
Diluted earnings per share from continuing operations	\$ 6.16	\$ 0.15	\$ 0.38	\$ 0.51	\$ 2.07	\$ 9.27

⁽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 Non-GAAP Financial Measures to GAAP

Financial Measures for the Quarter Ended December 26, 2025

		Adjustments				
	U.S. GAAP	Acquisition- Related Charges ⁽¹⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾	Adjusted (Non-GAAP) ⁽³⁾	
		(\$ in millions, except per share data)				
Operating income:						
Transportation Solutions	\$ 501	\$ —	\$ 4	\$ 18	\$ 523	
Industrial Solutions	462	6	6	39	513	
Total	<u>\$ 963</u>	<u>\$ 6</u>	<u>\$ 10</u>	<u>\$ 57</u>	<u>\$ 1,036</u>	
Operating margin	<u>20.6 %</u>				<u>22.2 %</u>	
Income tax expense	<u>\$ (210)</u>	<u>\$ (1)</u>	<u>\$ (3)</u>	<u>\$ (11)</u>	<u>\$ (225)</u>	
Effective tax rate	<u>21.9 %</u>				<u>21.8 %</u>	
Income from continuing operations	<u>\$ 751</u>	<u>\$ 5</u>	<u>\$ 7</u>	<u>\$ 46</u>	<u>\$ 809</u>	
Diluted earnings per share from continuing operations	<u>\$ 2.53</u>	<u>\$ 0.02</u>	<u>\$ 0.02</u>	<u>\$ 0.15</u>	<u>\$ 2.72</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 Adjusted EBITDA and Adjusted EBITDA Margin

	For the Quarters Ended	
	September 25, 2026	September 26, 2025
	(\$ in millions)	
Net income	\$ 900	\$ 663
Loss from discontinued operations	1	1
Income tax expense	175	233
Other expense, net	9	11
Interest expense	31	29
Interest income	(23)	(21)
Operating income	1,093	916
Acquisition-related charges	12	10
Restructuring and other charges, net	14	17
Amortization expense	57	58
Adjusted operating income ⁽¹⁾	1,176	1,001
Depreciation	218	186
Adjusted EBITDA ⁽¹⁾	<u>\$ 1,394</u>	<u>\$ 1,187</u>
Net sales	\$ 5,312	\$ 4,749
Net income as a percentage of net sales	16.9 %	14.0 %
Adjusted EBITDA margin ⁽¹⁾	26.2 %	25.0 %

	For the Quarters Ended						
	September 25, 2026				September 26, 2025		
	Transportation Solutions	Industrial Solutions	Reconciling Item ⁽²⁾	Total	Transportation Solutions	Industrial Solutions	Total
	(\$ in millions)						
Operating income	\$ 521	\$ 568	\$ 4	\$ 1,093	\$ 465	\$ 451	\$ 916
Acquisition-related charges	1	11	—	12	—	10	10
Restructuring and other charges, net	5	9	—	14	3	14	17
Amortization expense	18	39	—	57	19	39	58
Adjusted operating income ⁽¹⁾	545	627	4	1,176	487	514	1,001
Depreciation	113	105	—	218	112	74	186
Adjusted EBITDA ⁽¹⁾	<u>\$ 658</u>	<u>\$ 732</u>	<u>\$ 4</u>	<u>\$ 1,394</u>	<u>\$ 599</u>	<u>\$ 588</u>	<u>\$ 1,187</u>
Net sales	\$ 2,600	\$ 2,799	\$ (87)	\$ 5,312	\$ 2,413	\$ 2,336	\$ 4,749
Operating margin	20.0 %	20.3 %		20.6 %	19.3 %	19.3 %	19.3 %
Adjusted operating margin ⁽¹⁾	21.0 %	22.4 %		22.1 %	20.2 %	22.0 %	21.1 %
Adjusted EBITDA margin ⁽¹⁾	25.3 %	26.2 %		26.2 %	24.8 %	25.2 %	25.0 %

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

⁽²⁾ Reconciling item relates to IEEPA tariff refunds received in fiscal 2026.

Reconciliation of Free Cash Flow

	For the Quarters Ended		For the Years Ended	
	September 25,	September 26,	September 25,	September 26,
	2026	2025	2026	2025
	(in millions)			
Net cash provided by operating activities	\$ 1,528	\$ 1,421	\$ 4,525	\$ 4,139
Net cash used in investing activities	(302)	(270)	(1,334)	(3,568)
Net cash used in financing activities	(769)	(566)	(2,749)	(629)
Effect of currency translation on cash	1	(2)	—	(6)
Net increase (decrease) in cash, cash equivalents, and restricted cash	\$ 458	\$ 583	\$ 442	\$ (64)
Net cash provided by operating activities	\$ 1,528	\$ 1,421	\$ 4,525	\$ 4,139
Capital expenditures, net	(287)	(267)	(1,113)	(925)
Free cash flow⁽¹⁾	\$ 1,241	\$ 1,154	\$ 3,412	\$ 3,214

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

Free Cash Flow Conversion



	For the Quarters Ended		For the Years Ended	
	September 25, 2026	September 26, 2025	September 25, 2026	September 26, 2025
	(\$ in millions)			
Free cash flow⁽¹⁾	<u>\$ 1,241</u>	<u>\$ 1,154</u>	<u>\$ 3,412</u>	<u>\$ 3,214</u>
Adjusted income from continuing operations⁽¹⁾	<u>\$ 914</u>	<u>\$ 773</u>	<u>\$ 3,388</u>	<u>\$ 2,772</u>
Free cash flow conversion⁽¹⁾	<u>135.8 %</u>	<u>149.3 %</u>	<u>100.7 %</u>	<u>115.9 %</u>

⁽¹⁾ 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 December 25, 2026 ⁽¹⁾	Outlook for Fiscal 2027 ⁽¹⁾
Diluted earnings per share from continuing operations	\$ 3.04	
Acquisition-related charges	0.06	
Restructuring and other charges, net	0.05	
Amortization expense	0.15	
Adjusted diluted earnings per share from continuing operations ⁽²⁾	<u>\$ 3.30</u>	
Net sales growth	14.6 %	
Translation and other ⁽³⁾	0.7	
(Acquisitions) divestitures, net	—	
Organic net sales growth ⁽²⁾	<u>15.3 %</u>	
Effective tax rate	21.1 %	22.0 %
Effective tax rate adjustments ⁽⁴⁾	(0.1)	-
Adjusted effective tax rate ⁽²⁾	<u>21.0 %</u>	<u>22.0 %</u>

⁽¹⁾ Outlook is as of October 28, 2026.

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

⁽³⁾ Includes IEEPA tariff refunds expected to be received in fiscal 2027 and returned to customers.

⁽⁴⁾ 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.