FLEX

RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES

(In millions, except percentages and per share amounts)

	Q1 FY25		Q2 FY25		Q3 FY25		Q4 FY25		YTD FY25		Q1 FY26		Q2 FY26		Q3 FY26		Q4 FY26		YTD FY26	
GAAP gross profit	$ 471	7.5%	$ 531	8.1%	$ 594	9.1%	$ 563	8.8%	$ 2,159	8.4%	$ 572	8.7%	$ 614	9.0%	$ 679	9.6%	$ 702	9.4%	$ 2,567	9.2%
Stock-based compensation expense [1]	8		8		8		8		32		8		9		9		8		34	
Restructuring charges [3]	16		15		10		27		68		16		9		4		27		56	
Customer related asset impairment (recoveries) [4]	-		-		(2)		4		2		-		-		(2)		-		(2)	
Non-GAAP gross profit	$ 495	7.8%	$ 554	8.5%	$ 610	9.3%	$ 602	9.4%	$ 2,261	8.8%	$ 596	9.1%	$ 632	9.3%	$ 690	9.8%	$ 737	9.9%	$ 2,655	9.5%
GAAP SG&A expenses	$ 213	3.4%	$ 216	3.3%	$ 241	3.7%	$ 234	3.7%	$ 904	3.5%	$ 233	3.5%	$ 260	3.8%	$ 270	3.8%	$ 289	3.9%	$ 1,052	3.8%
Stock-based compensation expense [1]	(24)		(20)		(25)		(24)		(93)		(26)		(28)		(28)		(26)		(108)	
Legal and other [5]	-		-		(5)		(4)		(9)		(6)		(9)		(12)		(26)		(53)	
Non-GAAP SG&A expenses	$ 189	3.0%	$ 196	3.0%	$ 211	3.2%	$ 206	3.2%	$ 802	3.1%	$ 201	3.1%	$ 223	3.3%	$ 230	3.3%	$ 237	3.2%	$ 891	3.2%
GAAP operating income	$ 233	3.7%	$ 297	4.5%	$ 334	5.1%	$ 305	4.8%	$ 1,169	4.5%	$ 311	4.7%	$ 296	4.4%	$ 389	5.5%	$ 372	5.0%	$ 1,368	4.9%
Intangible amortization [2]	16		16		17		21		70		21		16		15		16		68	
Stock-based compensation expense [1]	32		28		33		32		125		34		37		37		34		142	
Restructuring and impairment charges [3]	25		17		12		30		84		23		51		9		52		135	
Customer related asset impairment (recoveries) [4]	-		-		(2)		4		2		-		-		(2)		-		(2)	
Legal and other [5]	-		-		5		4		9		6		9		12		26		53	
Non-GAAP operating income	$ 306	4.8%	$ 358	5.5%	$ 399	6.1%	$ 396	6.2%	$ 1,459	5.7%	$ 395	6.0%	$ 409	6.0%	$ 460	6.5%	$ 500	6.7%	$ 1,764	6.3%
GAAP provision for income taxes	$ 53	27.6%	$ 50	18.9%	$ 25	8.7%	$ 57	20.4%	$ 185	18.1%	$ 54	22.0%	$ 63	24.0%	$ 81	25.3%	$ 65	20.6%	$ 263	23.0%
Intangible amortization [2]	3		4		3		5		15		5		3		4		3		15	
Other tax related adjustments [8]	(2)		15		27		3		43		14		14		1		25		54	
Non-GAAP provision for income taxes	$ 54	20.4%	$ 69	21.3%	$ 55	15.3%	$ 65	18.6%	$ 243	18.7%	$ 73	21.0%	$ 80	21.1%	$ 86	20.9%	$ 93	21.1%	$ 332	21.0%
GAAP net income	$ 139		$ 214		$ 263		$ 222		$ 838		$ 192		$ 199		$ 239		$ 250		$ 880	
Intangible amortization [2]	16		16		17		21		70		21		16		15		16		68	
Stock-based compensation expense [1]	32		28		33		32		125		34		37		37		34		142	
Restructuring and impairment charges [3]	25		17		12		30		84		23		51		9		52		135	
Customer related asset impairment (recoveries) [4]	-		-		(2)		4		2		-		-		(2)		-		(2)	
Legal and other [5]	-		-		5		4		9		6		9		12		26		53	
Interest and other, net [6]	-		(1)		6		(20)		(15)		-		(3)		21		(2)		16	
Equity in losses of unconsolidated affiliates [7]	-		-		-		-		-		17		8		-		-		25	
Adjustments for taxes [8]	(1)		(19)		(30)		(8)		(58)		(19)		(17)		(5)		(28)		(69)	
Non-GAAP net income	$ 211		$ 255		$ 304		$ 285		$ 1,055		$ 274		$ 300		$ 326		$ 348		$ 1,248	
Diluted earnings per share:																				
GAAP	$ 0.34		$ 0.54		$ 0.67		$ 0.57		$ 2.11		$ 0.50		$ 0.52		$ 0.64		$ 0.67		$ 2.33	
Non-GAAP	$ 0.51		$ 0.64		$ 0.77		$ 0.73		$ 2.65		$ 0.72		$ 0.79		$ 0.87		$ 0.93		$ 3.30	
Diluted shares used in computing per share amounts	411		400		394		389		398		381		380		376		374		378	

(1) to (8) Refer to page 2 for the descriptions of these footnot

FLEX
DEFINITIONS FOR RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES

(1) Stock-based compensation expense consists of non-cash charges for the estimated fair value of unvested restricted share units granted to employees and assumed in business acquisitions. The Company believes that the exclusion of these charges provides for more accurate comparisons of its operating results to peer companies due to the varying available valuation methodologies, subjective assumptions and the variety of award types. In addition, the Company believes it is useful to investors to understand the specific impact stock-based compensation expense has on its operating results.

(2) Intangible amortization consists primarily of non-cash charges that can be impacted by, among other things, the timing and magnitude of acquisitions. The Company considers its operating results without these charges when evaluating its ongoing performance and forecasting its earnings trends, and therefore excludes such charges when presenting non-GAAP financial measures. The Company believes that the assessment of its operations excluding these costs is relevant to its assessment of internal operations and comparisons to the performance of its competitors.

(3) Restructuring and impairment charges include severance charges at existing sites and corporate SG&A functions as well as asset impairment, and other charges related to the closures and consolidations of certain operating sites and targeted activities to restructure the business. These costs also include asset impairment charges related to assets significantly impacted by the geopolitical events on the basis of management's best estimate of the recoverable value of assets. These costs may vary in size based on the Company's initiatives, are not directly related to ongoing or core business results, and do not reflect expected future operating expenses. These costs are excluded by the Company's management in assessing current operating performance and forecasting its earnings trends and are therefore excluded by the Company from its non-GAAP measures.

During the three and twelve-month periods ended March 31, 2026, the Company recognized approximately $47 million and $84 million of restructuring charges, respectively, most of which related to employee severance. During the three and twelve-month periods ended March 31, 2025, the Company recognized $30 million and $84 million of restructuring charges, respectively, most of which related to employee severance..

During the three and twelve-month periods ended March 31, 2026, the Company recognized $5 million and $51 million, respectively, in asset impairments, inventory write-downs and other charges as a result of an August 21, 2025 missile strike on the Company's Mukachevo, Ukraine operations located in Western Ukraine. The August 21, 2025 missile strike represents an unusual and infrequent event as hostilities related to the Russian invasion of Ukraine have been primarily focused in Eastern Ukraine. The missile strike caused substantial destruction, disrupted Mukachevo's normal operations and Flex initiated contingency manufacturing plans at alternative manufacturing facilities. The Company expects additional immaterial near-term inefficiencies as Mukachevo's operations are restored.

(4) Customer related asset impairments (recoveries) may consist of non-cash impairments of property and equipment to estimated fair value for customers from whom we have disengaged or are in the process of disengaging as well as additional provisions for doubtful accounts receivable for customers that are experiencing financial difficulties and inventory that is considered non-recoverable that is written down to net realizable value. In subsequent periods, the Company may recover a portion of the costs previously incurred related to assets impaired or reduced to net realizable value. During the fiscal year 2026, the Company recognized $2 million of customer related asset recoveries. During the fiscal year 2025, the Company recognized approximately $2 million of customer related asset impairments. These costs are excluded by the Company's management in assessing current operating performance and forecasting its earnings trends and are therefore excluded by the Company from its non-GAAP measures.

(5) Legal and other consist primarily of costs not directly related to core business results and may include matters relating to commercial disputes, government regulatory and compliance, intellectual property, antitrust, tax, employment or shareholder issues, product liability claims and other costs such as acquisition, portfolio optimization related costs and asset impairment. These costs are excluded by the Company's management in assessing current operating performance and forecasting its earnings trends and are therefore excluded by the Company from its non-GAAP measures. During the three and twelve-month periods ended March 31, 2026, the Company incurred approximately $26 million and $53 million, respectively, primarily related to the planned spin-off of its Cloud and Power Infrastructure segment into a separate publicly traded company combined with other portfolio optimization costs. During the fiscal year 2025, the Company incurred $9 million related to asset impairment and acquisitions costs

(6) Interest and other, net consist of various other types of items that are not directly related to ongoing or core business results, such as the gain or losses related to certain divestitures, currency translation reserve write-offs upon liquidation of certain legal entities, debt extinguishment costs and impairment charges or gains associated with certain non-core investments. The Company excludes these items because they are not related to the Company's ongoing operating performance or do not affect core operations. During the fiscal year 2026, the Company incurred $16 million predominantly related to an impairment of a non-core unconsolidated cost method investment. During the fiscal year 2025, the Company realized a $19 million bargain purchase gain from an acquisition where the fair value of identifiable assets was in excess of the purchase consideration. Excluding these amounts provides investors with a basis to compare Company performance against the performance of other companies without this variability.

(7) Equity in losses of unconsolidated affiliates consists of various other types of items that are not directly related to ongoing or core business results, such as significant gains or losses associated with certain non-core investments. The Company excludes these items because they are not related to the Company's ongoing operating performance or do not affect core operations. Excluding these amounts provides investors with a basis to compare Company performance against the performance of other companies without this variability. During the twelve-month period ended March 31, 2026, the Company recognized approximately $25 million of equity in losses from a reduced valuation of a certain non-core investment fund. No such event occurred in the fiscal year 2025.

(8) Adjustments for taxes relates to the tax effects of the various adjustments that we incorporate into non-GAAP measures in order to provide a more meaningful measure on non-GAAP net income and certain adjustments related to non-recurring settlements of tax contingencies or other non-recurring tax charges, when applicable. Effective in fiscal year 2026, the Company adopted an annual normalized tax rate for the purpose of determining the tax effect of non-GAAP adjustments. In estimating the normalized tax rate, the Company utilizes a full-year projection of earnings that considers the mix of earnings across tax jurisdictions, existing tax positions and other significant tax matters. During the three and twelve-month periods ended March 31, 2026, the Company recognized $28 million and $69 million net tax benefits, respectively, and during the three and twelve-month periods ended March 31, 2025, the Company recognized $8 million and $58 million net tax benefits, respectively, related to the tax effects of various adjustments. During the twelve-month period ended March 31, 2026, the Company incurred a charge to income tax expense of $19 million related to the resolution of a tax dispute with a foreign tax authority related to fiscal years 2010 through 2020.

(9) Free cash flow is an important liquidity metric because it measures, during a given period, the amount of cash generated that is available to repay debt obligations, make investments, fund acquisitions, repurchase company shares and for certain other activities. The Company's free cash flow is defined as cash flows from operating activities, less net purchases of property and equipment and proceeds from the disposition of property and equipment ("net capital expenditures"), allowing us to present free cash flow on a consistent basis for investors.

During the twelve-month period ended March 31, 2026, the Company recognized $1,060 million of free cash inflow. During the twelve-month period ended March 31, 2025, the Company recognized $1,082 million of free cash inflow. Free cash flow is not a measure of liquidity under U.S. GAAP, and may not be defined and calculated by other companies in the same manner.

FLEX
UNAUDITED CONDENSED CONSOLIDATED BALANCE SHEETS
(In millions)

	FISCAL 2025				FISCAL 2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASSETS								
Current assets:								
Cash and cash equivalents	$ 2,243	$ 2,601	$ 2,313	$ 2,289	$ 2,239	$ 2,249	$ 3,057	$ 2,389
Accounts receivable, net of allowance	2,952	3,502	3,382	3,671	3,924	3,857	3,837	4,679
Contract assets	457	595	633	616	751	819	881	1,063
Inventories	5,839	5,466	5,270	5,071	5,208	5,270	5,549	5,845
Other current assets	1,057	1,187	1,158	1,194	1,345	1,647	1,828	2,356
Total current assets	12,548	13,351	12,756	12,841	13,467	13,842	15,152	16,332
Property and equipment, net	2,228	2,254	2,241	2,330	2,329	2,352	2,393	2,505
Operating lease right-of-use assets, net	573	581	578	562	686	703	667	659
Goodwill	1,139	1,146	1,332	1,341	1,369	1,375	1,375	1,369
Other intangible assets, net	230	223	343	343	330	314	300	283
Other non-current assets	1,019	1,031	1,022	964	951	960	933	912
Total non-current assets	5,189	5,235	5,516	5,540	5,665	5,704	5,668	5,728
Total assets	$ 17,737	$ 18,586	$ 18,272	$ 18,381	$ 19,132	$ 19,546	$ 20,820	$ 22,060
LIABILITIES AND SHAREHOLDERS' EQUITY								
Current liabilities:								
Bank borrowings and current portion of long-term debt	$ 543	$ 531	$ 532	$ 1,209	$ 677	$ 676	$ 675	$ -
Accounts payable	4,726	5,144	5,033	5,147	5,799	6,125	6,482	8,055
Accrued payroll and benefits	428	473	511	560	494	568	590	671
Deferred revenue and customer working capital advances	2,265	2,134	1,942	1,957	1,876	1,914	1,959	2,156
Other current liabilities	1,007	1,024	1,019	977	1,075	1,091	1,150	1,134
Total current liabilities	8,969	9,306	9,037	9,850	9,921	10,374	10,856	12,016
Long-term debt, net of current portion	2,672	3,178	3,147	2,483	3,004	3,013	3,760	3,751
Operating lease liabilities, non-current	463	476	475	456	583	604	583	565
Other non-current liabilities	637	623	621	590	535	520	500	584
Total non-current liabilities	3,772	4,277	4,243	3,529	4,122	4,137	4,843	4,900
Total liabilities	12,741	13,583	13,280	13,379	14,043	14,511	15,699	16,916
Total shareholders' equity	4,996	5,003	4,992	5,002	5,089	5,035	5,121	5,144
Total liabilities and shareholders' equity	$ 17,737	$ 18,586	$ 18,272	$ 18,381	$ 19,132	$ 19,546	$ 20,820	$ 22,060

FLEX
UNAUDITED CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
(In millions)

	FISCAL 2025					FISCAL 2026				
	Q1	Q2	Q3	Q4	YTD	Q1	Q2	Q3	Q4	YTD
CASH FLOWS FROM OPERATING ACTIVITIES:										
Net income	$ 139	$ 214	$ 263	$ 222	$ 838	$ 192	$ 199	239	$ 250	$ 880
Depreciation, amortization, and other impairment charges	126	131	144	138	539	142	156	135	130	563
Changes in working capital and other, net	75	(26)	6	73	128	65	98	46	33	242
Net cash provided by operating activities	340	319	413	433	1,505	399	453	420	413	1,685
CASH FLOWS FROM INVESTING ACTIVITIES:										
Purchases of property and equipment	(111)	(103)	(112)	(112)	(438)	(133)	(150)	(148)	(202)	(633)
Proceeds from the disposition of property and equipment	3	3	5	4	15	2	2	3	1	8
Acquisition of businesses, net of cash acquired	2	(3)	(346)	(58)	(405)	(41)	(2)	3	-	(40)
Proceeds from divestiture of businesses, net of cash held in divested businesses	-	-	-	(21)	(21)	-	(4)	-	-	(4)
Other investing activities, net	24	(21)	18	(10)	11	(7)	(1)	4	1	(3)
Net cash used in investing activities	(82)	(124)	(435)	(197)	(838)	(179)	(155)	(138)	(200)	(672)
CASH FLOWS FROM FINANCING ACTIVITIES:										
Proceeds from bank borrowings and long-term debt	-	499	-	-	499	500	-	751	-	1,251
Payments of bank borrowings, long-term debt and other financing liabilities	(41)	(16)	(1)	-	(58)	(532)	(3)	(7)	(675)	(1,217)
Payments for repurchase of ordinary shares	(457)	(300)	(201)	(299)	(1,257)	(247)	(297)	(200)	(200)	(944)
Other financing activities, net	30	(36)	(1)	2	(5)	(4)	8	(15)	(3)	(14)
Net cash provided by (used in) financing activities	(468)	147	(203)	(297)	(821)	(283)	(292)	529	(878)	(924)
Effect of exchange rates on cash and cash equivalents	(21)	16	(43)	17	(31)	13	4	(3)	(3)	11
Net change in cash and cash equivalents	(231)	358	(268)	(44)	(185)	(50)	10	808	(668)	100
Cash and cash equivalents, beginning of period	2,474	2,243	2,601	2,333	2,474	2,289	2,239	2,249	3,057	2,289
Cash and cash equivalents, end of period	$ 2,243	$ 2,601	$ 2,333	$ 2,289	$ 2,289	$ 2,239	$ 2,249	$ 3,057	$ 2,389	$ 2,389
Reconciliation of GAAP to Non-GAAP Financial Measures										
Net cash provided by operating activities	340	319	413	433	1,505	399	453	420	413	1,685
Purchases of property and equipment	(111)	(103)	(112)	(112)	(438)	(133)	(150)	(148)	(202)	(633)
Proceeds from the disposition of property and equipment	3	3	5	4	15	2	2	3	1	8
Free Cash Flow [9]	$ 232	$ 219	$ 306	$ 325	$ 1,082	$ 268	$ 305	$ 275	$ 212	$ 1,060

(9) Refer to page 2 for the description of the footnote.

FLEX

Trended Non-GAAP Operating Income & Reconciliation to Operating Income

(In millions, except for operating margin)

	FISCAL 2025 Q1	FISCAL 2025 Q2	FISCAL 2025 Q3	FISCAL 2025 Q4	FISCAL 2025 YTD	FISCAL 2026 Q1	FISCAL 2026 Q2	FISCAL 2026 Q3	FISCAL 2026 Q4	FISCAL 2026 YTD
Net sales:										
Integrated Technology Solutions (ITS)	$ 2,889	$ 3,044	$ 2,822	$ 2,581	$ 11,336	$ 2,558	$ 2,720	$ 2,914	$ 2,917	$ 11,109
Regulated Manufacturing Solutions (RMS)	2,434	2,407	2,431	2,406	9,678	2,391	2,454	2,633	2,713	10,191
Cloud and Power Infrastructure (CPI)	991	1,094	1,303	1,411	4,799	1,626	1,630	1,511	1,847	6,614
Total sales	$ 6,314	$ 6,545	$ 6,556	$ 6,398	$ 25,813	$ 6,575	$ 6,804	$ 7,058	$ 7,477	$ 27,914
Non-GAAP operating income:										
Integrated Technology Solutions (ITS)	$ 117	$ 145	$ 149	$ 130	$ 541	$ 131	$ 144	$ 174	$ 147	$ 596
Regulated Manufacturing Solutions (RMS)	103	113	150	139	505	126	144	161	180	611
Cloud and Power Infrastructure (CPI)	106	119	126	141	492	155	136	137	182	610
Corp and Others*	(20)	(19)	(26)	(14)	(79)	(17)	(15)	(12)	(9)	(53)
Total non-GAAP operating income	$ 306	$ 358	$ 399	$ 396	$ 1,459	$ 395	$ 409	$ 460	$ 500	$ 1,764
Operating Margin:										
Integrated Technology Solutions (ITS)	*4.0%*	*4.8%*	*5.3%*	*5.0%*	*4.8%*	*5.1%*	*5.3%*	*6.0%*	*5.0%*	*5.4%*
Regulated Manufacturing Solutions (RMS)	*4.2%*	*4.7%*	*6.2%*	*5.8%*	*5.2%*	*5.3%*	*5.9%*	*6.1%*	*6.6%*	*6.0%*
Cloud and Power Infrastructure (CPI)	*10.6%*	*10.9%*	*9.7%*	*10.0%*	*10.2%*	*9.6%*	*8.3%*	*9.1%*	*9.9%*	*9.2%*
Reconciliation of GAAP operating income to non-GAAP operating income										
GAAP Operating Income	$ 233	$ 297	$ 334	$ 305	$ 1,169	$ 311	$ 296	$ 389	$ 372	$ 1,368
Intangible Amortization [(2)]	16	16	17	21	70	21	16	15	16	68
Stock-based compensation expense [(1)]	32	28	33	32	125	34	37	37	34	142
Restructuring and impairment charges [(3)]	25	17	12	30	84	23	51	9	52	135
Customer related asset impairment (recoveries) [(4)]	-	-	(2)	4	2	-	-	(2)	-	(2)
Legal and other [(5)]	-	-	5	4	9	6	9	12	26	53
Total non-GAAP operating Income	$ 306	$ 358	$ 399	$ 396	$ 1,459	$ 395	$ 409	$ 460	$ 500	$ 1,764

(1) to (5) Refer to page 2 for the descriptions of these footnotes.
*Corp and Others includes centralized administrative costs that are not included in the assessment of the performance of each of the identified segments.