Q2 FY27

Earnings Presentation

Quarter End: September 25, 2026

Earnings Announcement: October 28, 2026

Risks and non-GAAP disclosures

This presentation contains forward-looking statements within the meaning of U.S. securities laws, including statements related to our future financial results and our guidance for future financial performance (including expected revenues, operating income, margins and earnings per share). These forward-looking statements are based on current expectations, forecasts and assumptions involving risks and uncertainties that could cause the actual outcomes and results to differ materially from those anticipated by these forward-looking statements. Readers are cautioned not to place undue reliance on these forward-looking statements. These risks include: that we may not achieve our expected future operating results; risks related to our ability to successfully execute our strategic priorities, including the planned spin-off of our Cloud and Power Infrastructure segment into an independent, publicly traded company, and to achieve the anticipated benefits of such transaction, including risks that the spin-off may not be completed on the anticipated timeline or at all, that the spin-off may not achieve its intended benefits, that the transaction may have an adverse impact on existing business relationships, and that the costs of the spin-off may be greater than anticipated; the effects that the current and future macroeconomic environment, including inflationary pressures, currency volatility, stagflation, slower economic growth or recession, and high or rising interest rates, could have on our business and demand for our products; geopolitical uncertainties and risks, including impacts from trade conflicts, the termination and renegotiation of international trade agreements and trade policies, a further escalation of sanctions, tariffs or other trade tensions between the U.S. and China or other countries, or the ongoing conflicts between Russia and Ukraine and in the Middle East, including recent developments in Iran, any of which could lead to disruption, instability, and volatility in global markets and negatively impact our operations and financial performance; supply chain disruptions, including those involving suppliers who are sole or primary sources, logistical constraints, manufacturing interruptions or delays, or the failure to accurately forecast customer demand; the impact of fluctuations in the pricing or availability of raw materials and components, including semiconductors, labor and energy; our dependence on industries that continually produce technologically advanced products with short product life cycles; the short-term nature of our customers' commitments and rapid changes in demand may cause supply chain issues, excess and obsolete inventory and other issues which adversely affect our operating results; our dependence on a small number of customers; risks associated with acquisitions and divestitures, including the possibility that we may not fully realize their projected benefits, including the acquisitions of Electrical Power Products, Inc. and EPC Power Corp., and other events that could adversely impact the anticipated benefits of the acquisitions, including industry or economic conditions outside of our control; our industry is extremely competitive; that the expected revenue and margins from recently launched programs may not be realized; the challenges of effectively managing our operations, including our ability to control costs and manage changes in our operations; the possibility that benefits of our restructuring actions may not materialize as expected; a breach of our IT or physical security systems, or violation of data privacy laws, may cause us to incur significant legal and financial exposure and adversely affect our operations; hiring and retaining key personnel; that recent changes or future changes in tax laws in certain jurisdictions where we operate could materially impact our tax expense; litigation and regulatory investigations and proceedings; the impact and effects on our business, results of operations and financial condition of union disputes or other labor disruptions as well as unforeseen or catastrophic events; the effects that current and future credit and market conditions could have on the liquidity and financial condition of our customers and suppliers, including any impact on their ability to meet their contractual obligations to us and our ability to pass through costs to our customers; the success of certain of our activities depends on our ability to protect our intellectual property rights and we may be exposed to claims of infringement, misuse or breach of license agreements; physical and operational risks from natural disasters, severe weather events, or climate change; we may be exposed to product liability and product warranty liability; we may be exposed to financially troubled customers or suppliers; our compliance with legal and regulatory requirements; changes in laws, regulations, or policies that may impact our business, including those related to trade policy and tariffs and climate change; our ability to meet sustainability, including environmental, social and governance, expectations or standards or achieve sustainability goals. Any references to the planned spin-off, including its timing, Form 10 status, and the leadership of each company following the separation, are forward-looking and remain subject to applicable approvals and completion of the spin-off.

Additional information concerning these and other risks is described under "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our most recent Annual Report on Form 10-K and in our subsequent filings with the U.S. Securities and Exchange Commission. Flex assumes no obligation to update any forward-looking statements, which speak only as of the date they are made. Additional information concerning these and other risks is described under "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our most recent Annual Report on Form 10-K and in our subsequent filings with the U.S. Securities and Exchange Commission. Flex assumes no obligation to update any forward-looking statements, which speak only as of the date they are made.

Please refer to the appendix section of this presentation for reconciliation of the non-GAAP financial measures to the most directly comparable GAAP measures. If this presentation references historical non-GAAP financial measures, these measures are located on the "Investor Relations" section of our website, www.flex.com along with the required reconciliation to the most comparable GAAP financial measures. We present forward looking non-GAAP financial measures in our third quarter and full year fiscal 2027 guidance, including adjusted operating income, adjusted operating margin, adjusted income tax rate, and adjusted EPS. We do not provide a reconciliation of these measures to the most directly comparable GAAP measures because the information necessary to do so is not available without unreasonable effort due to the inherent variability, complexity, and uncertainty in forecasting certain items required for such a reconciliation. These items may include restructuring charges and impairment charges, among others. The information that is unavailable could be material and could significantly affect our GAAP results.

The figures presented in this presentation have been rounded. This may lead to individual values not adding up to the totals presented.

The following business segment acronyms will be used throughout this presentation:

Regulated Manufacturing Solutions

Industrial: automation and measurement, grid infrastructure, and outdoor and portable power.

Automotive: compute platforms, power electronics, motion and interface.

Healthcare: medical devices, medical equipment, and drug delivery.

Integrated Technology Solutions

Communications: communications and enterprise infrastructure.

Lifestyle: appliances, floorcare, smart living, HVAC, mobile devices, and power tools.

Cloud and Power Infrastructure

Cloud & Cooling: thermal management and compute.

Power: critical and embedded power products.

Executive summary

Revathi Advaithi
Chief Executive Officer

Executive summary

Q2 FINANCIAL PERFORMANCE

Revenue	Adj. operating income	Adj. operating margin	Adj. net income	Adj. earnings per share
$8.5B	$607M	7.1%	$443M	$1.18

BUSINESS UPDATES

FINANCIAL

Margins: +110 bps Y/Y; margin expansion across all three segments

Earnings per Share: +49% Y/Y and record adjusted EPS

PORTFOLIO

CPI: Strong AI-related demand driving continued strength in both Power and Cloud & Cooling

RMS & ITS: High-value markets driving growth and margin expansion, led by strength in Industrial and in Communications

COMPANY

Acquisition: Announced acquisition of EPC Power; completed on October 14th and expected to be accretive in FY27

Index Inclusion: Added to Bloomberg 500 Index in August

TRANSACTION

Introducing Axiom: Preliminary Axiom Form 10 filed on September 15th, announced post-spin Flex CFO and post-spin Board composition for both companies

Timeline: Continued progress on spin activities, remain on track for tax-free spin during Q1 calendar 2027

Building two focused companies

axiom

- An AI-native critical digital infrastructure company, purpose-built for the next moment
- Delivering differentiated end-to-end solutions across power, cooling, and compute






Critical Power Products | Embedded Power Products | Thermal Management Products | Cloud



Revathi Advaithi

Chief Executive Officer
Chairman of the Board, Flex
CEO, Flex



Kevin Krumm

Chief Financial Officer
CFO, Flex

flex

- A focused industrial technology and advanced manufacturing leader
- Solving complexity at scale to drive profitable growth in attractive markets







Healthcare | Industrial | Automotive | Communications | Lifestyle



Michael Hartung

Chief Executive Officer
CCO, Flex

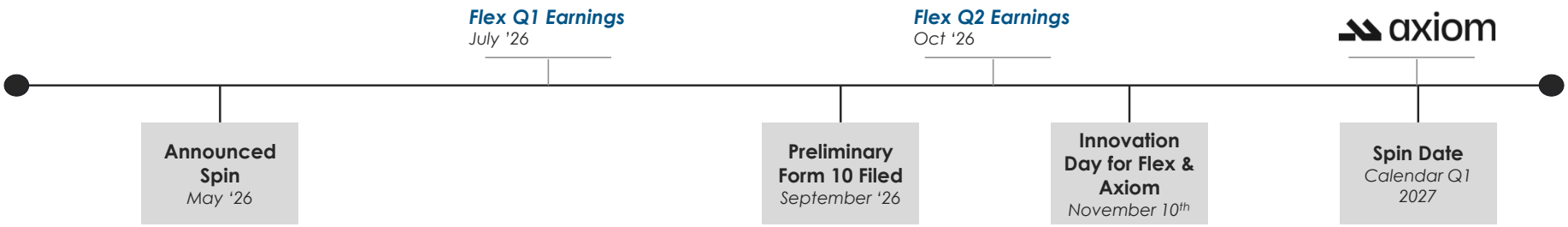


Amy Schwetz

Chief Financial Officer
Former CFO, Flowserve

Transaction update

Cloud and Power Infrastructure Spin-Off



Separation Update

- Preliminary Form 10 registration statement filed; Axiom name and branding revealed on September 15th
- Innovation Day scheduled for November 10th, 2026
- Remain on track for previously disclosed tax-free spin, targeted for Q1 calendar 2027 close

Financial update

Kevin Krumm
Chief Financial Officer

Q2 Key financials

	Q2FY26	Q2FY27	Y/Y
FLEX			
Revenue	$6,804M	**$8,491M**	25%
Adj. Gross Profit / Margin	$632M / 9.3%	**$842M / 9.9%**	33% / 60 bps
Adj. Operating Income / Margin	$409M / 6.0%	**$607M / 7.1%**	48% / 110 bps
Adj. Earnings Per Share	$0.79	**$1.18**	49%
GAAP Earnings Per Share	$0.52	**$0.70**	35%

QUARTER HIGHLIGHTS

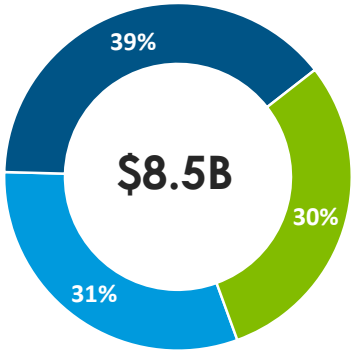
- Revenue growth across all three operating segments, led by CPI with 54% increase year-over-year
- High-value markets in RMS and ITS driving growth and margin expansion
- Margin improvement driven by productivity improvements and business mix

Amounts may not sum due to rounding.
See Appendix for GAAP to non-GAAP reconciliations.

Q2 FY27 Segment performance

	REVENUE		ADJ. OPERATING INCOME		ADJ. OPERATING MARGIN	
	($B)	Y/Y GROWTH	($M)	Y/Y GROWTH	%	Y/Y CHANGE
REGULATED MANUFACTURING SOLUTIONS						
	$2.7	9%	**$172**	19%	**6.4%**	50 bps
INTEGRATED TECHNOLOGY SOLUTIONS						
	$3.3	22%	**$181**	26%	**5.5%**	20 bps
CLOUD AND POWER INFRASTRUCTURE						
	$2.5	54%	**$268**	97%	**10.7%**	240 bps
CORPORATE AND OTHER [A]	--	--	($14)	--	--	--
TOTAL[B]	**$8.5**	**25%**	**$607**	**48%**	**7.1%**	**110 bps**

TOTAL FLEX REVENUE

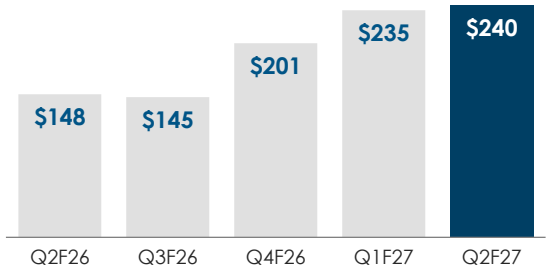


A. Corporate and Other includes centralized administrative costs that are not included in the assessment of the performance of each of the identified segments.
See Appendix for GAAP to non-GAAP reconciliations.
B. Amounts may not sum due to rounding.

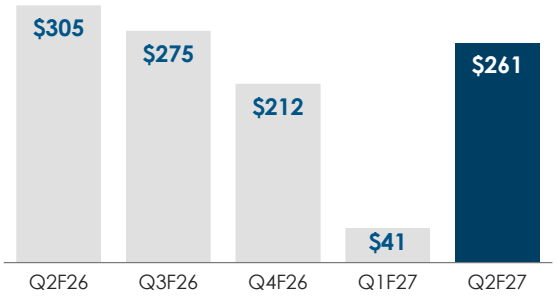
Cash flow overview

($M)	Q2FY27	FYTD
GAAP NET INCOME	**$263**	**$548**
Depreciation, Amortization and other Impairment Charges	$156	$296
Change in Working Capital and other, net	$82	($67)
OPERATING CASH FLOW	**$501**	**$777**
Capital expenditures, net[A]	($240)	($475)
FREE CASH FLOW[B]	**$261**	**$302**
Payments for Share Repurchases	-	-
Other Investing, Financing, and FX, net	($18)	$392
NET CHANGE IN CASH AND CASH EQUIVALENTS	**$243**	**$694**

CAPITAL EXPENDITURES, NET [A] ($M)



FREE CASH FLOW ($M)



A. Capital expenditures, net is calculated as purchases of property and equipment minus proceeds from the disposition of property and equipment.
B. Q2 and fiscal year-to-date Free Cash Flow were negatively impacted by $61 million and $85 million, respectively, in one-time separation costs incurred in connection with the Cloud and Power Infrastructure spin-off.
See Appendix for GAAP to non-GAAP reconciliations.

FY27 Guidance

	Prior	Updated	CPI	RMS + ITS
FLEX				
Revenue[A]	$33.7 - $35.2B	**$34.9 - $35.9B**	**+75% - 85%**	**+8% - 11%**
Adj. Operating Margin	7.0% - 7.2%	**7.6% - 7.8%**	**11.5% - 11.7%**	**5.9% - 6.1%**
Adj. Earnings Per Share	$4.42 - $4.74	**$4.84 - $5.16**		
Free Cash Flow Conversion[B]	~40%	**~40%**		

- AI buildout driving continued strong demand for CPI; high-value markets in RMS and ITS driven by durable secular trends
- Favorable margin impacts from M&A and mix
- Free cash flow conversion includes impact of one-time separation costs associated with Axiom spin-off

A. Updated to include recent acquisitions closed subsequent to September 25th, 2026.
B. Free Cash Flow Conversion includes impact of one-time separation costs incurred in connection with the Cloud and Power Infrastructure spin-off.



FY27 Revenue expectations

Delivering margin-accretive growth in diversified portfolio

RMS	Up mid-single digit to high-single digit
Industrial	Growth driven by energy infrastructure and robotics
Automotive	Market stabilizing with focus on higher-quality power and compute opportunities
Healthcare	Connected medical devices and drug delivery driving long-term growth
ITS	Up low-double digits to low-teens
Comms	Strong AI-related demand driving continued strength in advanced networking
Lifestyle	Incremental softness in consumer-related end markets
CPI	Up 75% to 85%[A]
Cloud & Cooling	Data center buildout driving continued strong growth; continued ramping
Power	Demand remains robust; continuing to invest for future growth

A. Updated to include recent acquisitions closed subsequent to September 25th, 2026.

Q3 FY27 Guidance

RMS	Up low-single digit to mid-single digit
ITS	Up mid-single digit to high-single digit
CPI	Up 105% to 115%

Revenue
$8.87B - $9.17B

Adj. operating income
$685M - $715M

Adj. earnings per share
$1.19 - $1.25

Interest and other expense
~$120M

Adj. income tax rate
21%

Weighted avg. shares outstanding
375M

Appendix

Appendix: EPC Power financing through the spin-off

The $2.0B preferred equity will replace $2.0B of the borrowings. Axiom will carry all of the permanent EPC financing.

TODAY (SINCE OCT. 14)

$4.4B

Temporary Flex Borrowings

Term loan **$3.3B**

Bridge **$1.1B**

SOFR plus a ratings-based margin

Funded the EPC Power purchase price

STAND ALONE

Axiom

Cash **$1.0B**
Term debt **~$2.4B** (3- and 5-year), SOFR plus 137.5 to 150 bp
Net debt **~$1.4B**, excl. preferred equity

Preferred equity **$2.0B**, 6% cash or 7% in kind

STAND ALONE

Flex

No EPC debt (cash distribution from Axiom to Flex repays the borrowings in full)

Retains 6% to 12% of Axiom common equity ownership

Preferred equity conversion price capped at a $37.5B implied enterprise value, with a $30B floor.

Appendix: Reconciliation of GAAP to Non-GAAP Measures

($ in Millions)	Quarter-ended September 25, 2026	% of revenue	Quarter-ended June 26, 2026	% of revenue	Quarter-ended September 26, 2025	% of revenue	Quarter-ended June 27, 2025	% of revenue
GAAP gross profit	$812	9.6%	$747	9.4%	$614	9.0%	$572	8.7%
Stock-based compensation expense	9		7		9		8	
Restructuring charges	13		3		9		16	
Legal and other	8		4		-		-	
Non-GAAP gross profit	$842	9.9%	$761	9.6%	$632	9.3%	$596	9.1%

For more details on the GAAP to Non-GAAP adjustments for current and historical periods, please refer to the Investor Relations section of our website which includes press releases and summary financials of the respective periods.

Appendix: Reconciliation of GAAP to Non-GAAP Measures

($ in Millions)	Quarter-ended September 25, 2026	Quarter-ended June 26, 2026	Quarter-ended September 26, 2025	Quarter-ended June 27, 2025
GAAP operating income	$414	$392	$296	$311
Intangible amortization	27	23	16	21
Stock-based compensation expense	43	51	37	34
Restructuring and impairment charges	13	1	51	23
Legal and other	110	67	9	6
Non-GAAP operating income	$607	$534	$409	$395
GAAP operating margin	4.9%	4.9%	4.4%	4.7%
Non-GAAP operating margin*	7.1%	6.7%	6.0%	6.0%

*Non-GAAP operating margin is calculated by dividing non-GAAP operating income by revenue for the respective periods.

For more details on the GAAP to Non-GAAP adjustments for current and historical periods, please refer to the Investor Relations section of our website which includes press releases and summary financials of the respective periods.

Appendix: Reconciliation of GAAP to Non-GAAP Measures

($ in Millions, except for EPS)	Quarter-ended September 25, 2026	Quarter-ended June 26, 2026	Quarter-ended September 26, 2025	Quarter-ended June 27, 2025
GAAP net income	$263	$285	$199	$192
Intangible amortization	27	23	16	21
Stock-based compensation expense	43	51	37	34
Restructuring and impairment charges	13	1	51	23
Legal and other	110	67	9	6
Interest and other, net	(2)	(46)	(3)	-
Equity in losses of unconsolidated affiliates	-	-	8	17
Adjustments for taxes	(11)	(7)	(17)	(19)
Non-GAAP net income	$443	$374	$300	$274
Diluted earnings per share:				
GAAP	$0.70	$0.76	$0.52	$0.50
NON-GAAP	$1.18	$1.00	$0.79	$0.72
Diluted shares used in computing per share amounts	374	374	380	381

For more details on the GAAP to Non-GAAP adjustments for current and historical periods, please refer to the Investor Relations section of our website which includes press releases and summary financials of the respective periods.

Appendix: Reconciliation of GAAP to Non-GAAP Measures

($ in Millions)	Quarter-ended September 25, 2026
Non-GAAP Operating Income:	
Integrated Technology Solutions	$181
Regulated Manufacturing Solutions	172
Cloud and Power Infrastructure	268
Corporate and Other*	(14)
Total Non-GAAP Operating Income:	$607
Non-GAAP Operating Margin**:	
Integrated Technology Solutions	5.5%
Regulated Manufacturing Solutions	6.4%
Cloud and Power Infrastructure	10.7%

($ in Millions)	Quarter-Ended September 25, 2026
Reconciliation of Non-GAAP Operating income	
GAAP Operating Income	$414
Intangible amortization	27
Stock-based compensation expense	43
Restructuring and Impairment charges	13
Legal and other	110
Non-GAAP Operating Income	$607

*Corporate and Other includes centralized administrative costs that are not included in the assessment of the performance of each of the identified segments.
**Non-GAAP operating margin is calculated by dividing non-GAAP operating income by revenue for the respective periods
For more details on the GAAP to Non-GAAP adjustments for current and historical periods, please refer to the Investor Relations section of our website which includes press releases and summary financials of the respective periods.

Appendix: Reconciliation of GAAP to Non-GAAP Measures

($ in Millions)	Quarter-ended September 25, 2026	Quarter-Ended June 26, 2026	Quarter-ended March 31, 2026	Quarter-ended December 31, 2025	Quarter-ended September 26, 2025	Quarter-ended June 27, 2025
Net cash provided by operating activities	**$501**	**$276**	**$413**	**$420**	**$453**	**$399**
Purchases of property and equipment	(241)	(236)	(202)	(148)	(150)	(133)
Proceeds from the disposition of property and equipment	1	1	1	3	2	2
Net capital expenditures	**(240)**	**(235)**	**(201)**	**(145)**	**(148)**	**(131)**
Free cash flow*	**$261**	**$41**	**$212**	**$275**	**$305**	**$268**

($ in Millions)	Six-Months ended September 25, 2026
Net cash provided by operating activities	**$777**
Purchases of property and equipment	(477)
Proceeds from the disposition of property and equipment	2
Net capital expenditures	**(475)**
Free cash flow*	**$302**

*Free cash flow is calculated as operating cash flow for the quarter less purchases of property and equipment, net of proceeds from the disposition of property equipment, or net capital expenditures. Free cash flow is a non-GAAP financial measure and may not be defined and calculated by other companies in the same manner.

For more details on the GAAP to Non-GAAP adjustments for current and historical periods, please refer to the Investor Relations section of our website which includes press releases and summary financials of the respective periods.


flex
Create the
extraordinary.