



INVESTOR DAY 2025

The next chapter of value creation



TE Connectivity 2025 Investor Day





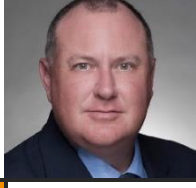
Welcome

Sujal Shah

VP, Investor Relations



Agenda

Welcome		Sujal Shah VP, Investor Relations
Next Chapter of TE		Terrence Curtin Chief Executive Officer
Industrial Solutions		Shad Kroeger President, Industrial Solutions
Transportation Solutions		Aaron Stucki President, Transportation Solutions
Shareholder Value Creation		Heath Mitts EVP & CFO
Break		
Q&A		
Lunch		

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 interruption 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.

The background is a dark blue field filled with a complex network of thin, glowing lines in shades of blue and purple, creating a sense of digital connectivity or data flow. On the left side, there is a large, bright orange arrow shape pointing towards the right. The word "VIDEO" is written in white, bold, sans-serif capital letters within the orange arrow.

VIDEO

TE Connectivity 2025 Investor Day

The Next Chapter of Value Creation

Terrence Curtin

CEO



WHAT YOU WILL BE HEARING TODAY



Business Strategy

- Co-creating on next generation architectures with our customers to drive value creation
 - Positioned to deliver 6-8% growth through cycle with further margin expansion
-

Industrial / Shad Kroeger

- Broadening secular growth with organic and inorganic opportunities
 - Capitalizing on market recovery and operational excellence
-

Transportation / Aaron Stucki

- Global Auto leadership with a defensible moat and strong position in Asia
 - Broader content drivers to deliver 4-6% Auto growth over market
-

Financial Strategy / Heath Mitts

- Driving 30%+ incremental operating margins with double-digit adjusted EPS growth
- Cash generation model with 100%+ conversion of adjusted net income with a disciplined capital strategy focused on best return opportunities

Leading Industrial Technology Company with a Strong Financial Foundation









FY 2025 FINANCIALS

SALES	ADJUSTED OPERATING MARGIN	ADJUSTED EPS	FCF CONVERSION OF ADJUSTED NET INCOME
<div>\$17B+</div> <div>Serving a ~\$130B* Connectivity Market</div>	<div>~21%</div>	<div>\$9.27</div>	<div>~115%</div>

SALES BY SEGMENT

~\$8B Industrial

~\$9B Transportation

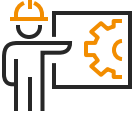





							
Digital Data Networks (DDN)	Energy	Aerospace, Defense & Marine (AD&M)	Automation & Connected Living (ACL)	Medical	Automotive	Commercial Transportation (ICT)	Sensors

Two segments focused on connectivity solutions in harsh environments

* Internal company analysis
Adjusted Operating Margin, Adjusted EPS, Free Cash Flow, and Free Cash Flow Conversion are non-GAAP financial measures; see Appendix for descriptions and reconciliations.

Creating a Safer, Sustainable, Productive, and Connected Future

Engineering and Operations create a moat with our customers

 <p>In-region Engineering and Design Expertise</p>	 <p>Co-creating with Customers</p>	 <p>Agile Development Powered by AI and Simulation</p>
10,000 Engineers 5,000 New Development Projects	Embedded in Customers' Roadmaps	Speed to Market
 <p>Global Footprint</p>	 <p>Core Process Excellence</p>	 <p>Responsiveness to External Factors (trade, geopolitics)</p>
70%+ Local for Local Manufacturing with 120 Factories	Manufacturing Advantage Driving Innovation and Quality	Resilience Through-Cycle

Our moat with our customers drives value for shareholders

From Transformation to Acceleration

2007 →

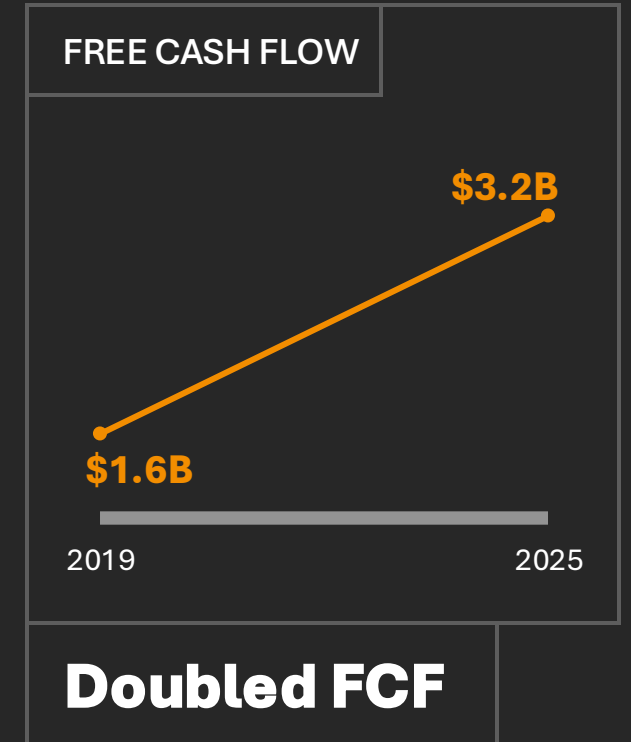
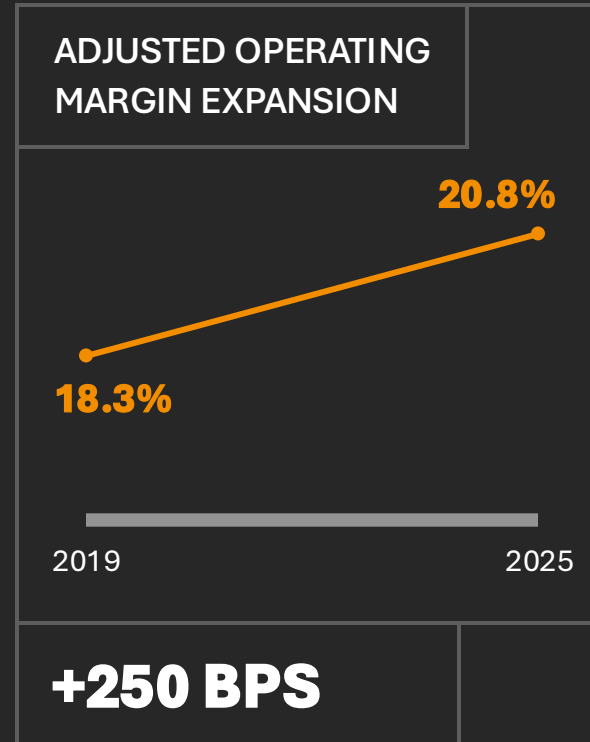
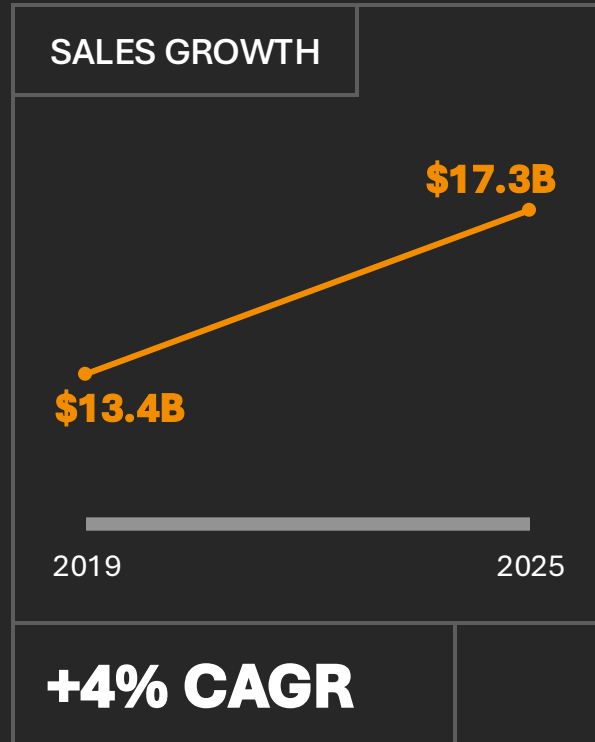
Portfolio Transformation

Strategic portfolio rationalization

2019 →

Growth Through Focus & Execution

Benefiting from secular growth drivers, cost reduction and footprint consolidation



Strategic Positioning Leading to a **STRONGER TE**



Past

Today

Business Model Focus	Self Help	Profitable growth with a widening moat
Portfolio Secular Growth	Concentrated	Broadening growth across the portfolio
Adjusted Operating Margins	Mid-teens	Over 20% with 30%+ incremental margins
Free Cash Flow	< 90% conversion*	100%+ conversion*
Capital Strategy	<ul style="list-style-type: none">• 2/3 returned to shareholders• 1/3 M&A	<ul style="list-style-type: none">• 1/3 Dividends• 2/3 best return opportunity
Restructuring	<ul style="list-style-type: none">• Repositioning of cost base• Factory footprint consolidation	Create efficiencies from bolt-on acquisitions

* Conversion of Adjusted Net Income
Adjusted Operating Margin, Free Cash Flow, and Free Cash Flow Conversion are non-GAAP financial measures; see Appendix for descriptions.

Technology is Evolving Rapidly in the Markets Where We Have Positioned TE



Data



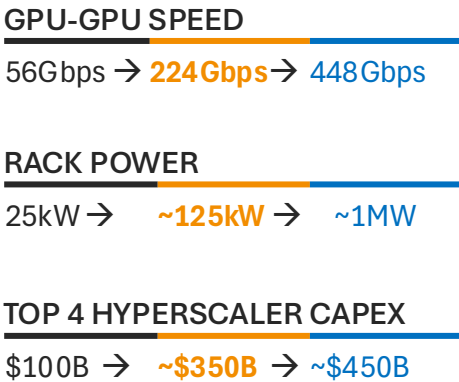
Power



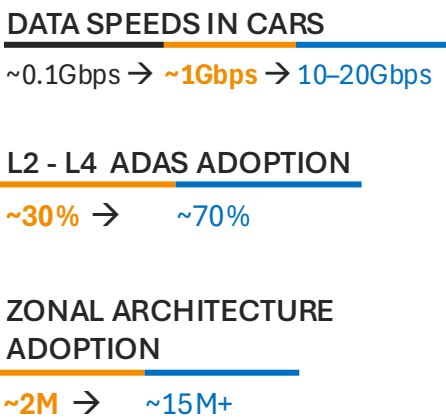
Signal



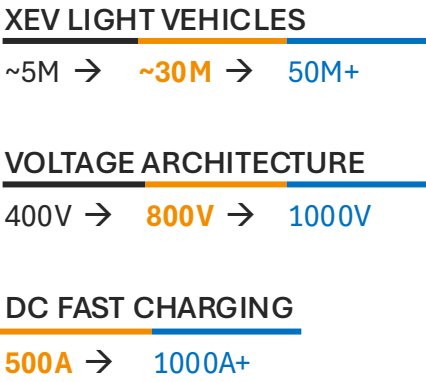
Artificial Intelligence



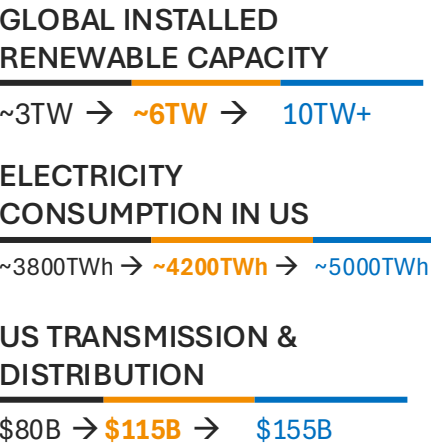
Data Connectivity



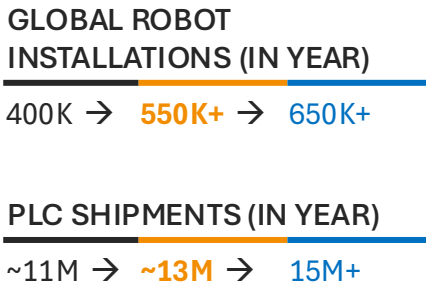
E-mobility







Energy Scale-up



Factory Automation



Portfolio Investments Driving Strong Content Growth

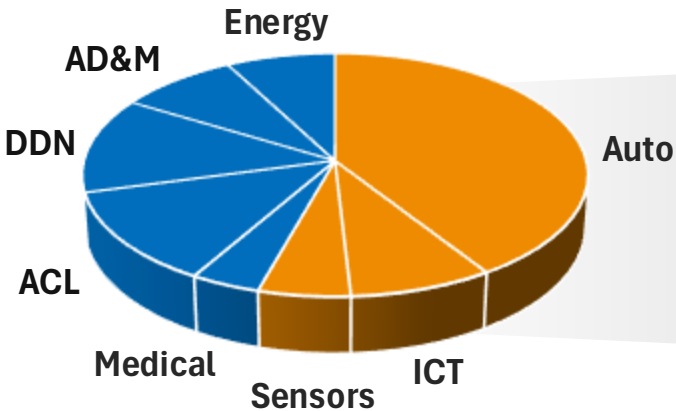
	Industrial			Transportation	
	 Artificial Intelligence	 Next Generation Energy		 Factory Automation	 Next Generation Vehicles
	AI & Cloud	NA Hardening & Grid Intelligence	Renewables	Digital & Robotics	E-mobility High Voltage Data Connectivity
2019	\$150M	\$80M	\$45M	\$300M	\$325M \$275M
2025	\$1.4B	\$500M	\$275M	\$400M	\$1.1B \$650M
Growth (vs. 2019)	9x	6x	6x	1.3x	3x 2x

>\$4B incremental revenue opportunity
over the next 5 years

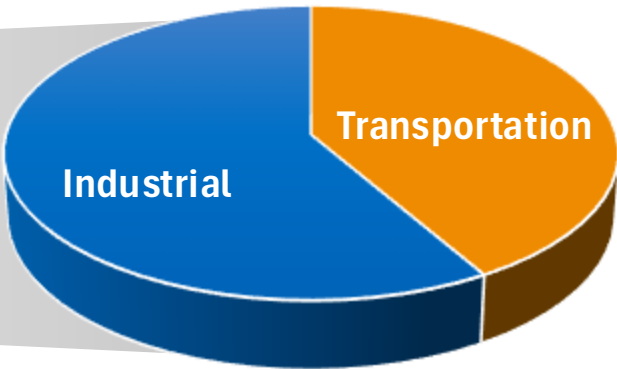
Broadening Growth Across Our Portfolio

FY25 SALES MIX

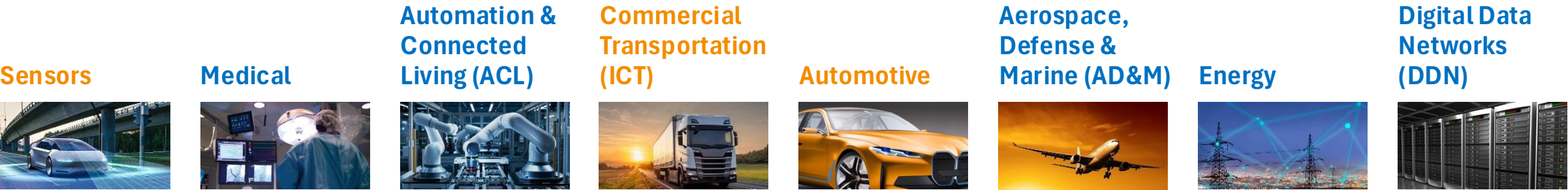
- Industrial
- Transportation



GROWTH DRIVERS OVER NEXT 5 YEARS








PORTFOLIO ALIGNED TO DELIVER 6-8% GROWTH THROUGH CYCLE



Our Business Model Going Forward

Defining the Next Phase of Value Creation

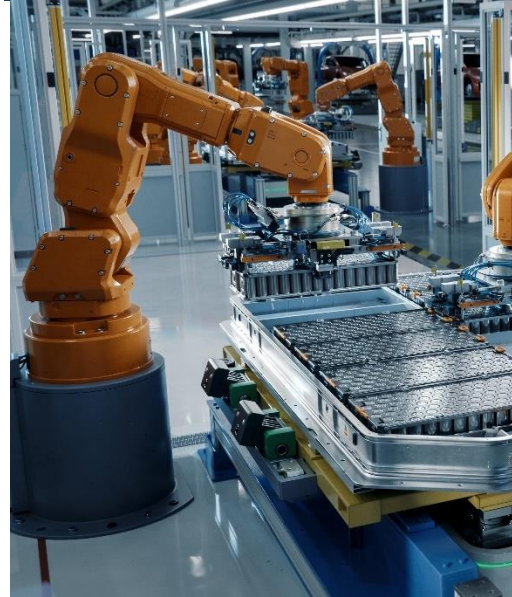
 Revenue 6-8% Growth through cycle	 Adj. Operating Margin 30%+ Incremental Margins	 Adjusted EPS Double-digit Growth	 Capital Strategy 100%+ FCF Conversion <div>~ 1/3 Dividends</div> <div>~ 2/3 For M&A & Share Buyback</div>	 Adjusted ROIC Mid-teens
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Industrial Solutions

Shad Kroeger

President



OUTSIZED GROWTH CONVICTION



MOMENTUM:

Accelerating strong performance to deliver mid-to-high single digit growth

TRUST:

Long-standing customer relationships with architecture influence

BREADTH:

Broad portfolio with durable content growth drivers

SCALE:

Organic innovation + acquisition discipline

Well-Positioned to Unlock Exciting Megatrend Growth



Capitalizing on Powerful Shifts



INTELLIGENT



ENERGY INTENSIVE



ALWAYS-ON SYSTEMS



AI / Cloud



Energy
Scale-up

OVER NEXT FIVE YEARS:

- Expect accelerating growth from AI and Energy scale-up
- Fueled by diverse CAPEX drivers
- Bolstered by bolt-on acquisition opportunities

Medical

Automation &
Connected Living (ACL)

Aerospace, Defense
& Marine (AD&M)

Energy

Digital Data
Networks (DDN)

RETURN TO GROWTH

OUTSIZED GROWTH

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VIDEO

Connectivity Solutions Empowering the AI Evolution

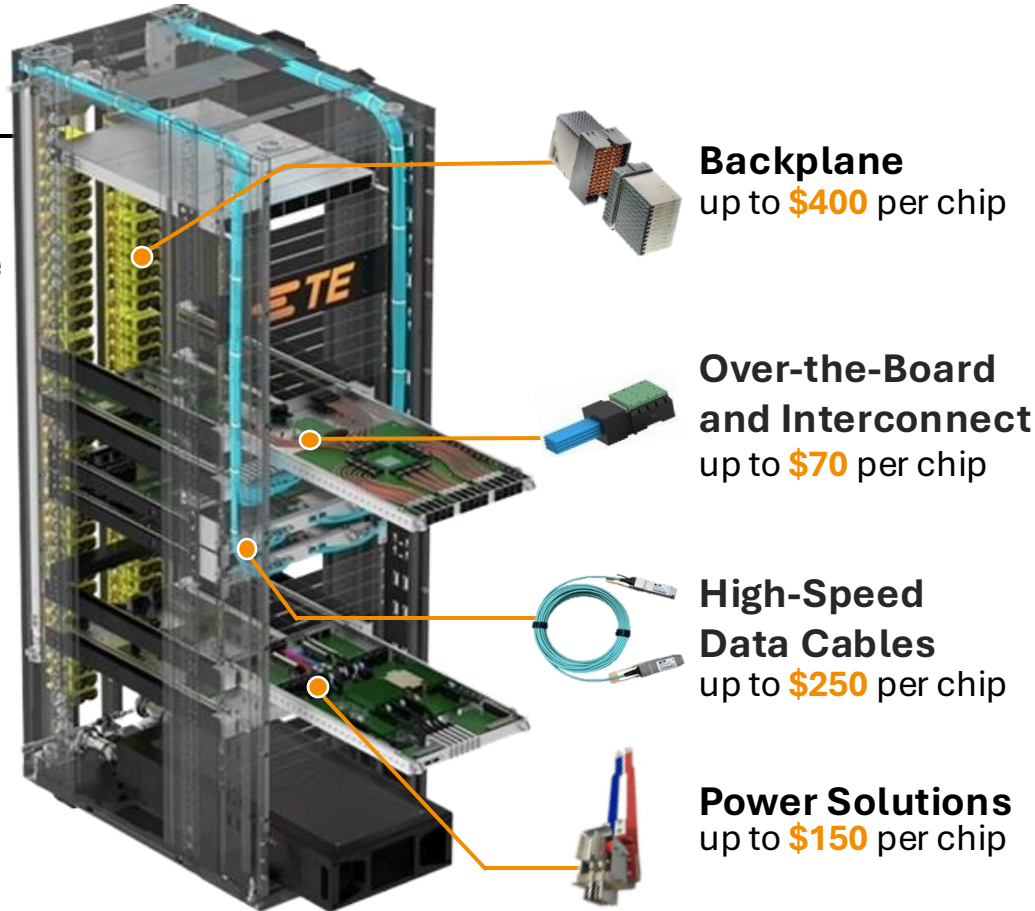
TE touches every part of the modern AI architecture

**Our Portfolio is
Enabling the Future**

Doubling data density:
twice the compute in the
same footprint

Doubling data speed:
224G → 448G

**Powering a 10x
increase in wattage
and thermal load:**
125KW → 1MW



**Massive surge in AI market
infrastructure investments**

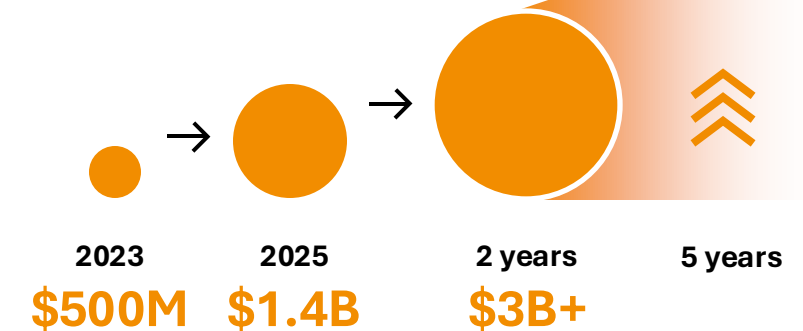
3 YEAR HYPERSCALER CAPEX

3X

5X

3 YEAR CONTENT/CHIP GROWTH

**TE AI / Cloud growth
trajectory**

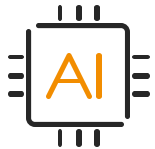


Winning in the AI Era:

Trusted by Leaders, Technology Edge and Operating Leverage

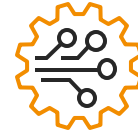
CUSTOMERS ARE CHANGING THE WAY THEY DO EVERYTHING

WE WIN BY ADAPTING + ANTICIPATING THEIR NEEDS — FAST



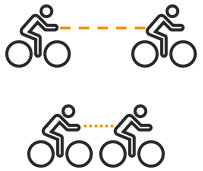
Design Complexity

Need for processing density driving custom architectures



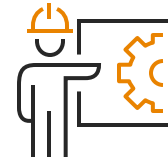
Collaborative Engineering

Ecosystem co-design and adaptive portfolio enables custom solutions for any architecture



Innovation Pace

50% faster innovation cycles



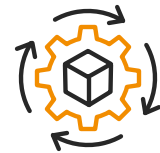
Technical Agility

Delivering 4x product innovation velocity and rapid iteration with 24/7 engineering



Variability

Variable, steep ramps with geo-diverse footprint needs



Scalable Manufacturing

Ability to rapidly ramp and maintain quality across a geo-diverse footprint



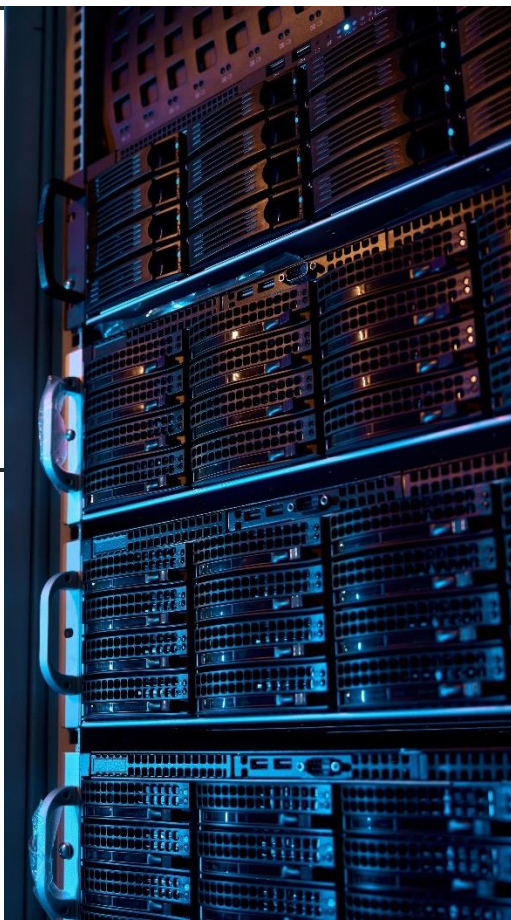
CASE STUDY: Delivering Next-Gen Solutions at Speed and Scale

The Customer

- Major U.S. hyperscaler rapidly building out data centers and AI models
- Looking for end-to-end connectivity solutions to enable high-speed and power

Their Challenge

- Architectural uncertainty drove continuous engineering iteration
- Needed engineering agility and ability to deliver steep ramps



Our Solutions

- **11** customer iterations, co-designed with hyperscaler
- End-to-end 112G interconnect solutions
- Geographic and supply chain resilient



The Result

- Full-scale ramp within **6 months**
- Volume + Precision: **>60M** high-speed connections delivered

\$500M+
**#1 Position with
the customer**

Powering the Future: Enabling an Intelligent, Reliable Grid

STRONG UTILITY CAPEX CYCLE FUELS MULTI-YEAR GROWTH OPPORTUNITY

5 YEAR NA ENERGY CAPEX

7%

12%

5 YEAR TE NA GRID HARDENING CAGR



MV Underground &
Network Protection



Grid Monitoring /
Grid Intelligence

BOLSTERED BY ACCRETIVE M&A



Increased
Electricity Demand



Generation
Capacity Increases



Aging
Infrastructure



Shortage of Certified
Technicians

Key Drivers of Growth

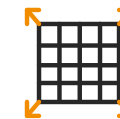
POSITIONED TO WIN



Customer Intimacy
+ Service



Innovation focused on
Ease of Installation



Capacity Expansion



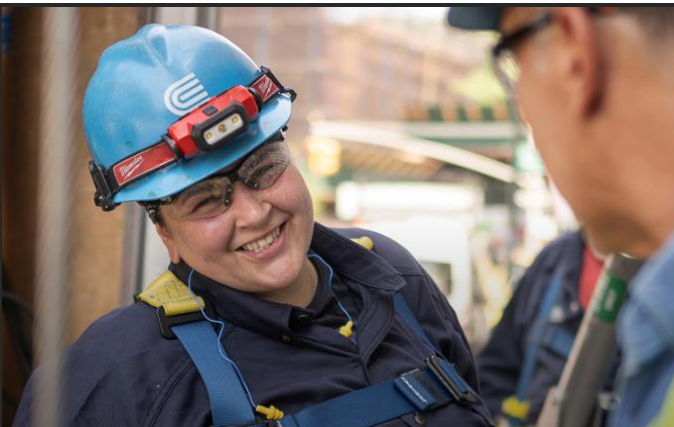


CASE STUDY: Innovating a More Resilient Grid That's Easier to Install

The Customer



One of the oldest U.S. utilities,
serving New York City



Their Challenge

- Traditional underground installs are complex, slow and error-prone
- Need to harden the grid: storms, growing demand, aging infrastructure



Our Solutions

- Proprietary cold shrink technology enables easier installation
- **~50% faster to install**, with safer and more reliable underground connections



The Result

- ~\$125M revenue unlocked
- Massive growth potential with \$1.5B TAM

Top choice for

8/10

independent
U.S. utilities

OUTSIZED GROWTH CONVICTION



Positioned to capture significant market upside

**Long-standing customer relationships
where we co-create at the architecture-level**

**Portfolio breadth with durable
content growth drivers**

**Confidence in mid-to-high single digit growth,
30%+ incremental margins, bolstered by
strategic acquisitions**

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Transportation Solutions

Aaron Stucki

President



GLOBALLY POSITIONED FOR GROWTH



OUTPERFORMANCE:

**Growth-over-market through-cycle
going forward**




OPPORTUNITY:

**Key megatrends driving significant
content expansion**

ADVANTAGE:

**TE is positioned to win with differentiation
in our markets**

Robust Portfolio Driving Content Growth Along Key Megatrends

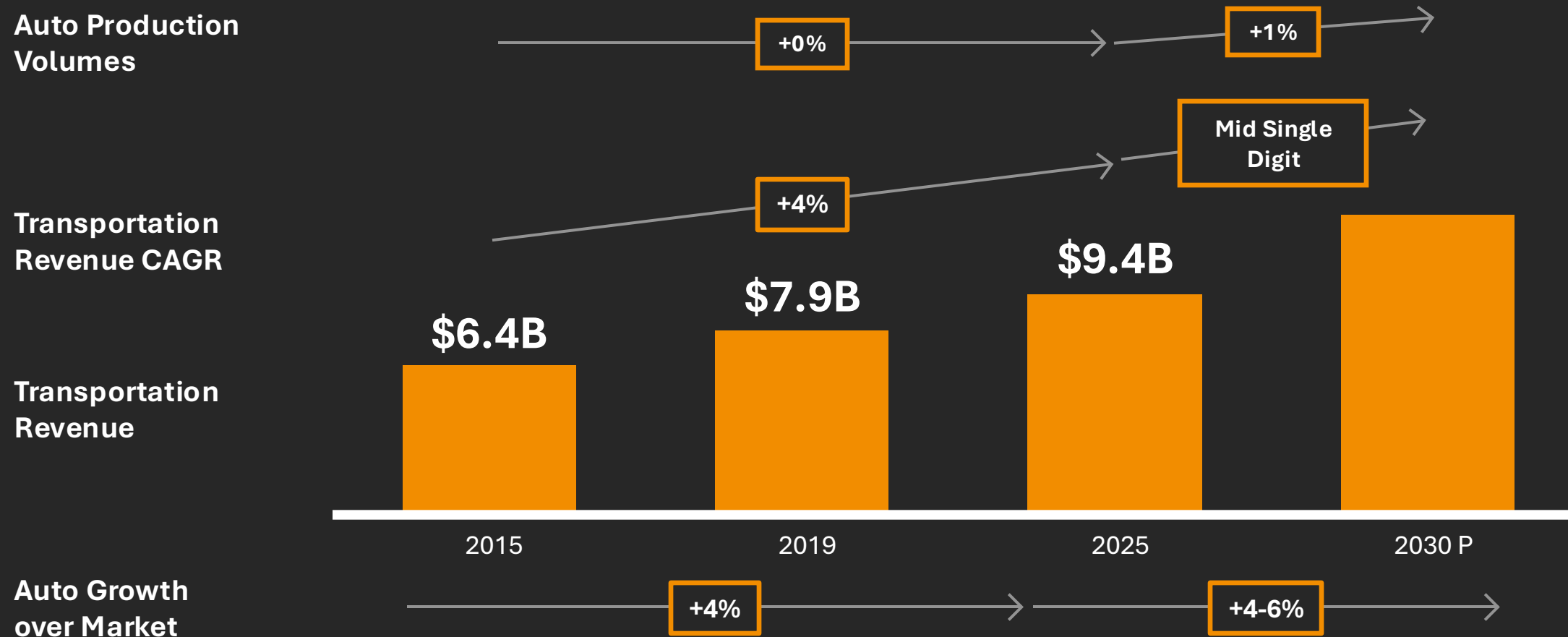
STRONG FINANCIAL PERFORMANCE	ACROSS THREE BUSINESS UNITS	BROADENING OF GROWTH DRIVERS FROM MEGATRENDS
<div>FY25 SALES</div> <div>\$9.4B</div>	<div>INDUSTRIAL & COMMERCIAL TRANSPORTATION</div> <div><div><div>SENSORS</div><div>\$0.9B</div></div><div><div>\$1.4B</div></div><div><div>\$7.1B</div><div>AUTOMOTIVE</div></div></div> <div>~50/50 Revenue Distribution Between Asia and Western Countries</div>	<div> Data Connectivity</div>
<div>LONG TERM ORGANIC GROWTH RATE %</div> <div>MID-SINGLE DIGIT through cycle</div>		<div> Electronification</div>
<div>FY25 ADJUSTED OPERATING MARGIN</div> <div>~21%</div>		<div> E-mobility</div>

Driving 4-6 points of content growth over the next 5 years

Organic Net Sales Growth and Adjusted Operating Margin are non-GAAP financial measures; see Appendix for descriptions and reconciliations.

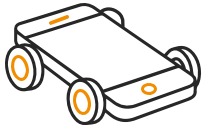
Delivering Growth Despite Flat Automotive Production

TRANSPORTATION REVENUE & AUTO PRODUCTION VOLUME GROWTH



Vehicles Evolving to Far More Than Just Transportation

SMART & SOFTWARE DEFINED VEHICLE



Smartphone
on wheels



Experience
pod



Mobile office
and theatre



Node within a
mobile ecosystem



Drivable
data center

DATA CONNECTIVITY

Advanced Driver Assistance Systems (ADAS) and Infotainment
Integration of ADAS / Autonomous features and Infotainment

HIGH BANDWIDTH DATA PRODUCTS

LEVEL 2-4 AUTONOMY

2025 → **2030**
~30% → ~70%

OF VEHICLES PRODUCED

ELECTRONIFICATION

Electronic Systems & Connections
Electronic systems throughout the vehicle, connected to and centrally managed by software

LOW VOLTAGE SIGNAL & POWER PRODUCTS

ZONAL ARCHITECTURE

2025 → **2030**
~2M → ~15M

NUMBER OF VEHICLES PRODUCED

E-MOBILITY

Electric Powertrain
Electrical Propulsion and Battery System

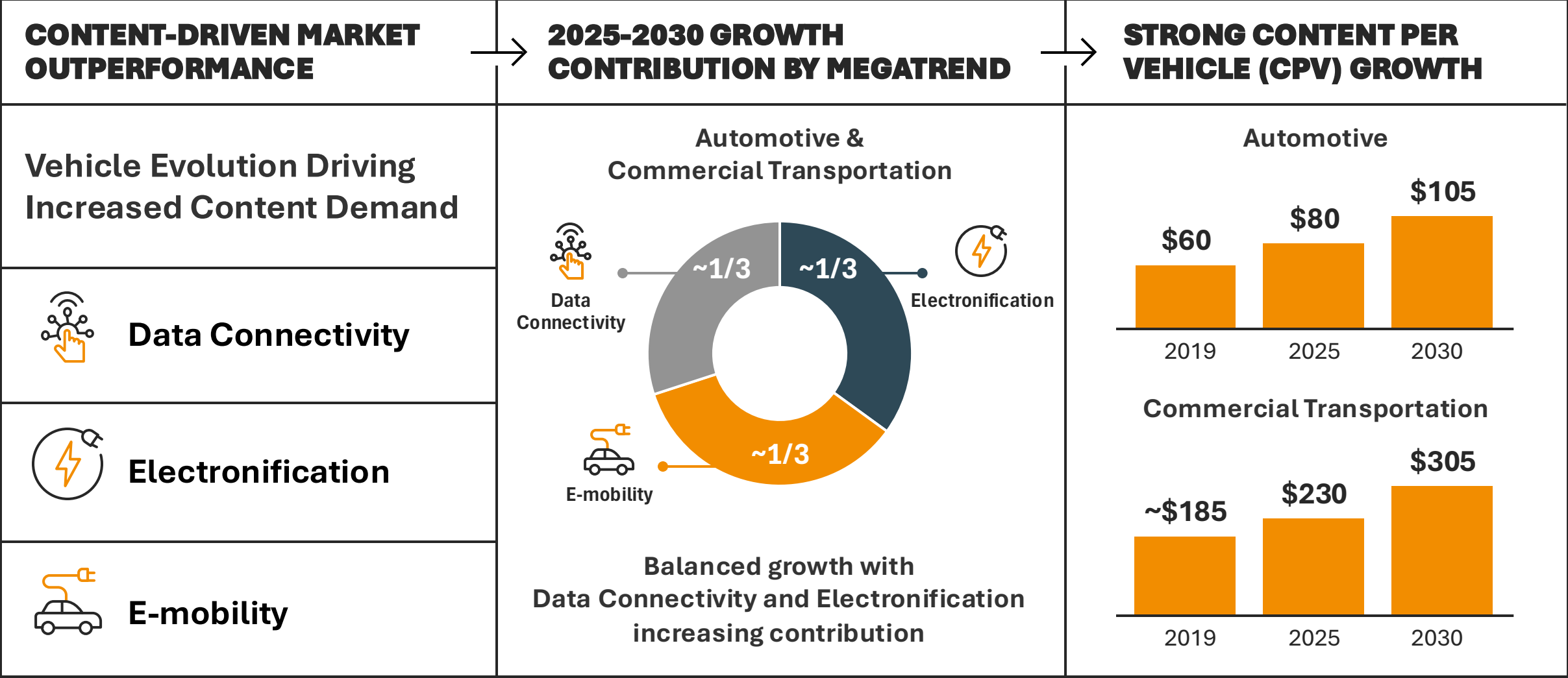
HIGH VOLTAGE PRODUCTS

xEV

2025 → **2030**
~30% → ~60%

OF VEHICLES PRODUCED

Next-Generation Vehicles Broaden Our Growth



FUELING 4% to 6% GROWTH OVER MARKET THROUGH 2030



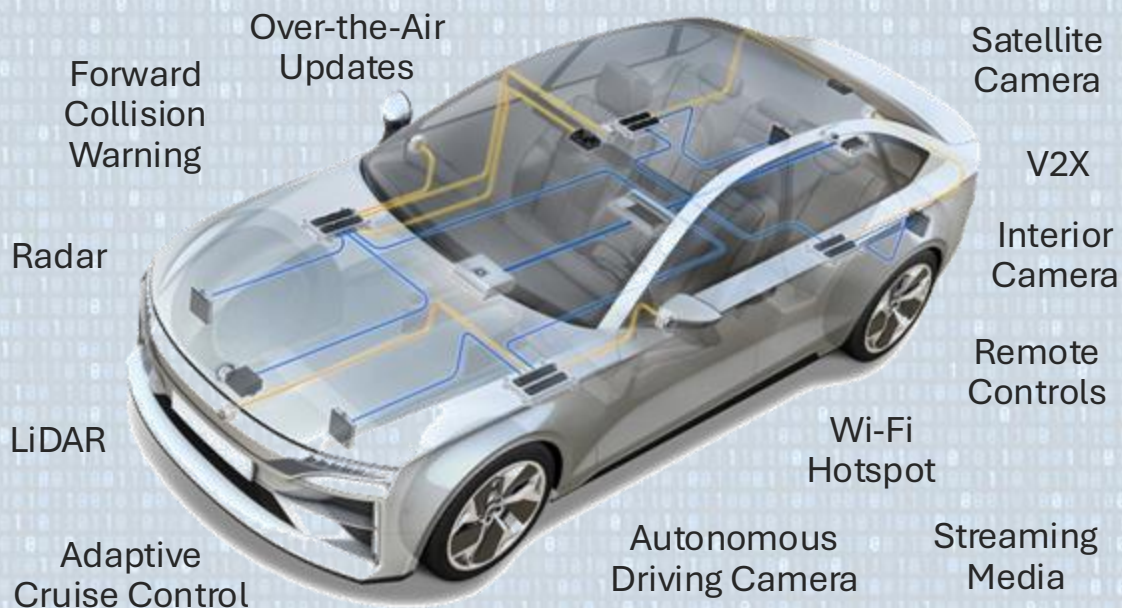
Growth of Data Applications Drives Demand for TE Technology

GROWING HIGH BANDWIDTH DATA CONNECTIVITY APPLICATIONS

INFOTAINMENT AND IN-CABIN EXPERIENCE

SAFETY / ADAS

CONVENIENCE AND COMFORT



INDUSTRY-LEADING PORTFOLIO AND TECHNOLOGY



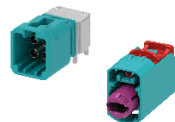
High Performance

High speed to over 20 Gbps



Hybrid Innovation

Integrate data, signal & power



Miniaturization

Up to 75% reduced PCB footprint

2025 to 2030
Data Connectivity
CPV increase

AUTO

~2x

ICT

~4x

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VIDEO



CASE STUDY: BYD Selects TE for ADAS Data Connectivity Across Portfolio

The Customer

BYD

The world's top-selling electric vehicle company



4.3M
vehicles sold in 2024

Their Challenge

- Ultra-reliable, real-time high-speed data connectivity and transmission to enable ADAS
- Strict vibration specifications
- Rapid delivery and quick launch capability
- Breadth of solutions for less-complex sourcing

Our Solutions

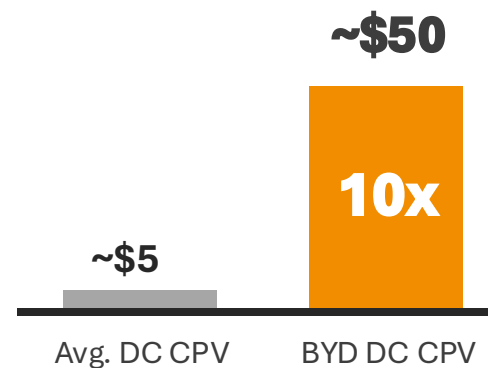
TE was the first supplier to meet BYD's complete functional, technical, and commercial criteria



The Result

~\$1B

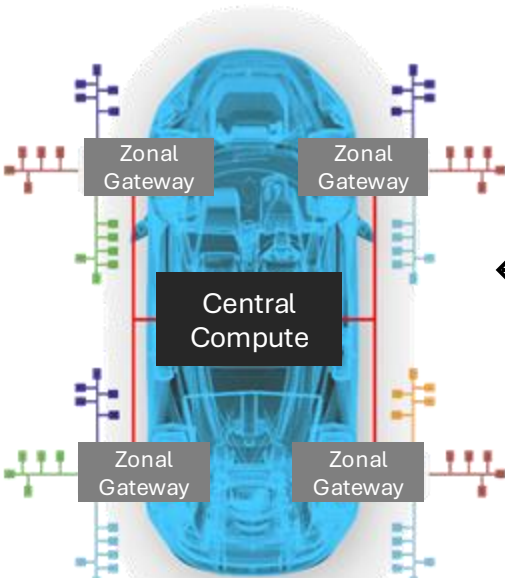
Total Expected Revenue through 2030



Growing Electronification Content Across All Powertrains

ELECTRONIFICATION DRIVING VEHICLE CONTENT GROWTH

NEXT GEN ARCHITECTURE




Source: KPIT

ELECTRONIC SYSTEMS


- Computing Hardware (ECUs)
- Telemetry (OTA, V2X)
- Cabin & Comfort (Climate, Doors, Acoustics)
- Electronic Controlled Drive (Throttle, Steer, Brake, Traction)
- Safety (Airbag, Collision sensors)

Central Compute + Electronification of systems allows for more vehicle functionality and content


INDUSTRY-LEADING PORTFOLIO AND TECHNOLOGY




48V Portfolio



Hybrid & Modular



In-device Connectivity



Flat Flexible Cable

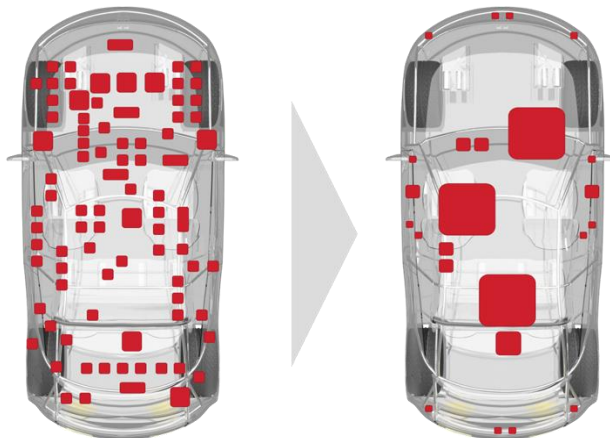
	AUTO	ICT
2025 to 2030 Electronification CPV increase	~10%	~10%

CASE STUDY:

Market Share Increase Enabled by New Architecture Solutions

Trend

Zonal architecture improves vehicle functionality and simplified design to enable OEM assembly automation



Their Challenge

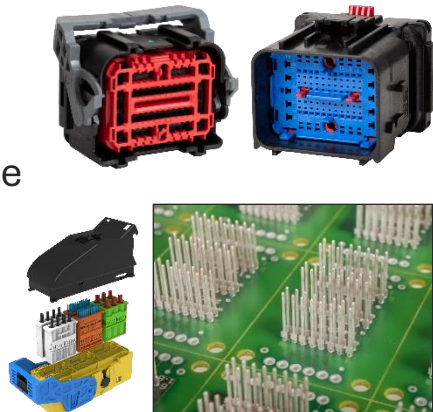
More complex technical requirements at each connection point — bundling and system interference



Our Solutions

Broad and complete portfolio combined with design expertise

- Hybrid connectors for Signal, Power, and Data
- Innovative technology to address need for high pin count

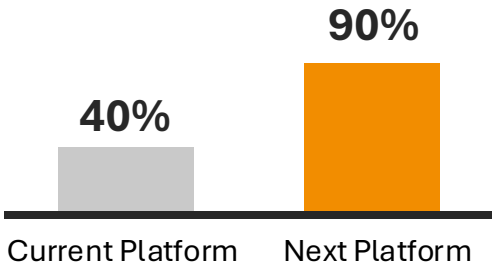


The Result

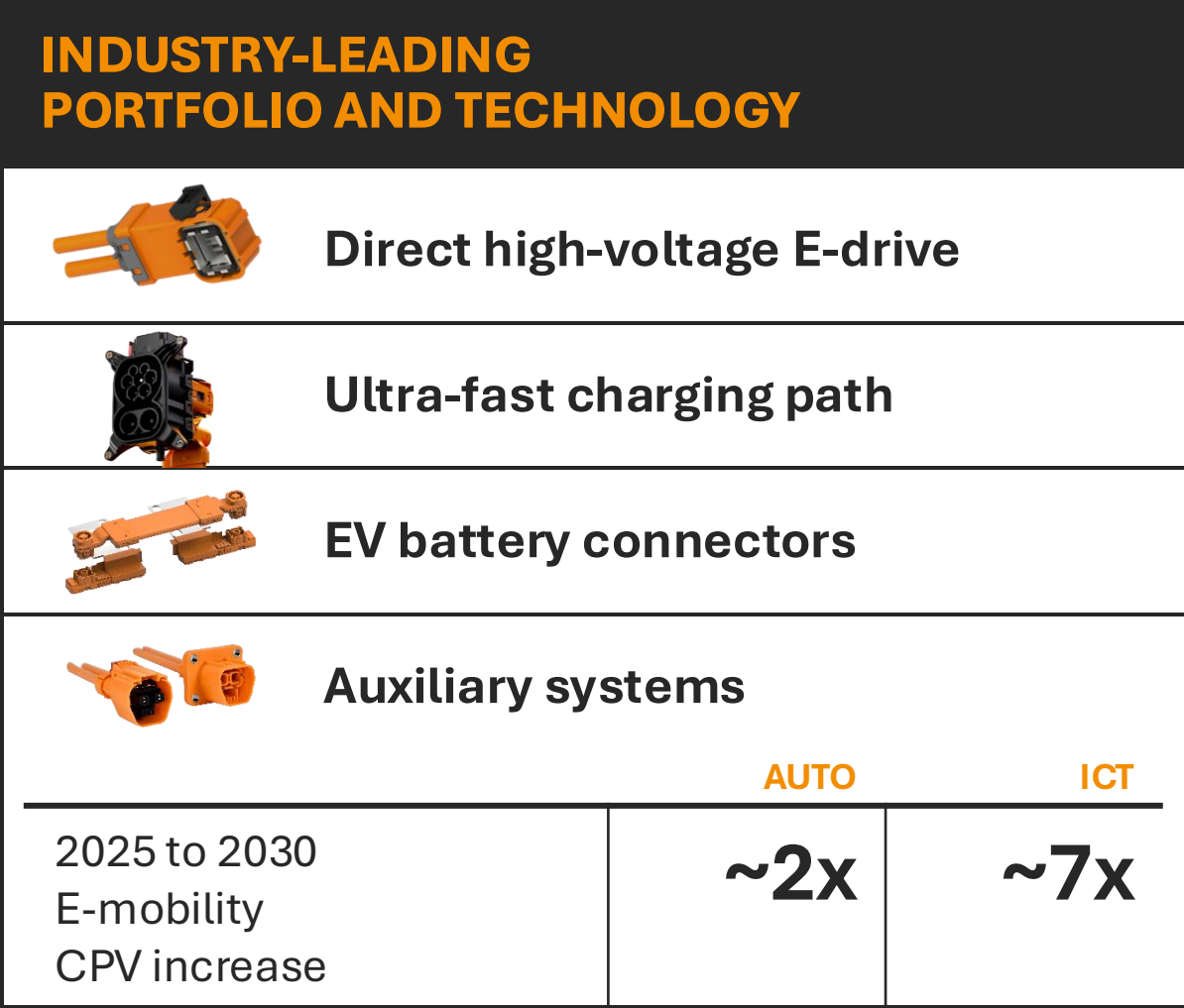
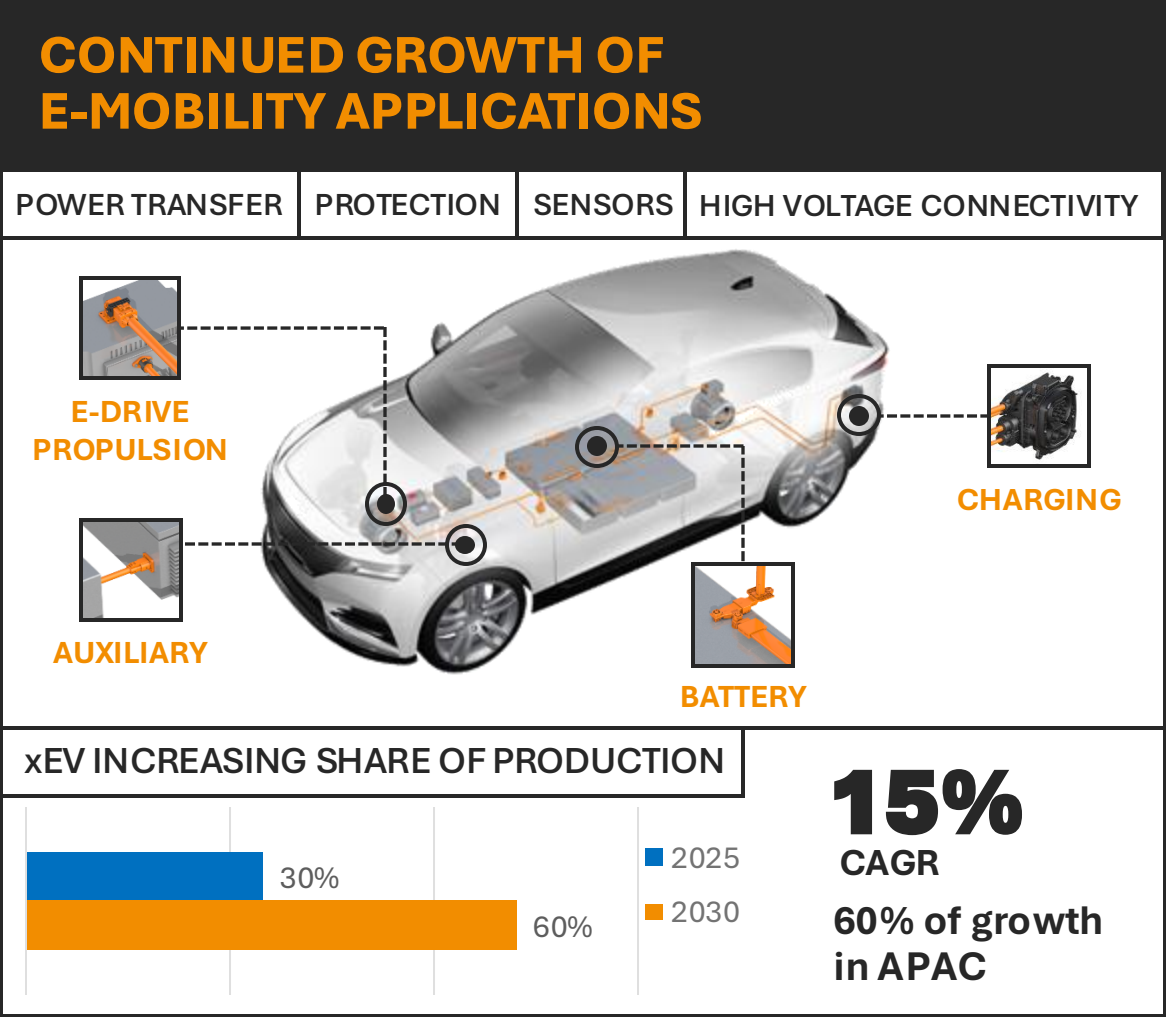
New content and share gain through broad portfolio

>2X Market Share Increase

Example from Major OEM Customer




Continued Shift to Electric Powertrains Drives TE Content Growth



CASE STUDY: Major European OEM Standardizes on TE for HV Solutions

The Customer



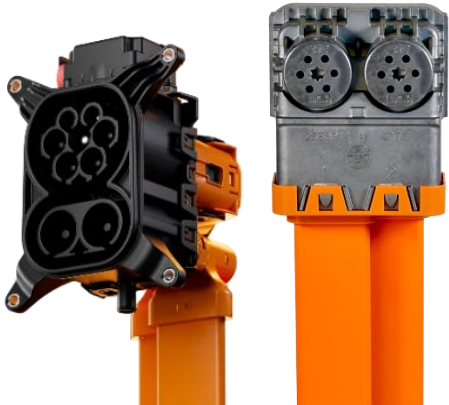
Major Leading BEV OEM in Europe

Their Challenge

- Standardized full-suite drivetrain connectivity across EV platforms
- Safety and reliability
- Enabling ultra-fast charging, high-voltage architecture
- Features sustainable, recyclable materials
- Scalable manufacturing globally

Our Solutions

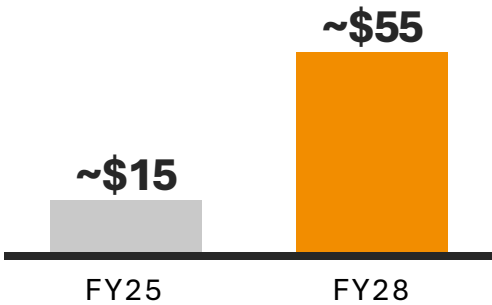
End-to-end high-voltage drivetrain connectivity – Ultra-fast, Safe, Global standards



The Result

Platform penetration with TE as sole supplier & significant lifetime revenue potential

3.5X E-mobility CPV Growth with this Customer



Fiscal Year	Revenue Potential (\$M)
FY25	~\$15
FY28	~\$55

Strong TE Position and Performance in the World's Largest Automotive Market

CHINA

% OF TE AUTO FY25 REVENUE

~35%

STRONG CONTENT PER
VEHICLE (CPV) GROWTH

\$50 → **\$87**
2019 2025

POISED TO GROW WITH CHINESE
OEMS AS THEY EXPAND GLOBALLY

3M → **9M**
2025 2030
OEM Vehicle Sales Outside China

ADVANTAGES DEFENDING CURRENT POSITION AND ENABLING FUTURE GROWTH



Fully Localized Design and Production Ability

7 Auto Plants and 1100 Engineers in China



Serving Every Leading and Emerging Local OEM

10 Sales Offices Close to Customers



Continued Design Win Success

~40% of Design Wins Coming from China



Innovating in Step with the Market's Rapid Pace

N+2 Strategy Matching China's 1-year Design Cycle

GLOBALLY POSITIONED FOR GROWTH



Confidence in 4% to 6% growth-over-market through-cycle going forward

Balanced set of growth drivers supported by key megatrends, driving significant content opportunities

Well positioned to win due to leading market share, strong customer intimacy, and global footprint paired with local execution

TE Connectivity 2025 Investor Day

Positioned for our next phase of
**Shareholder
Value Creation**

Heath Mitts

CFO



POSITIONED FOR OUR NEXT PHASE OF SHAREHOLDER VALUE CREATION



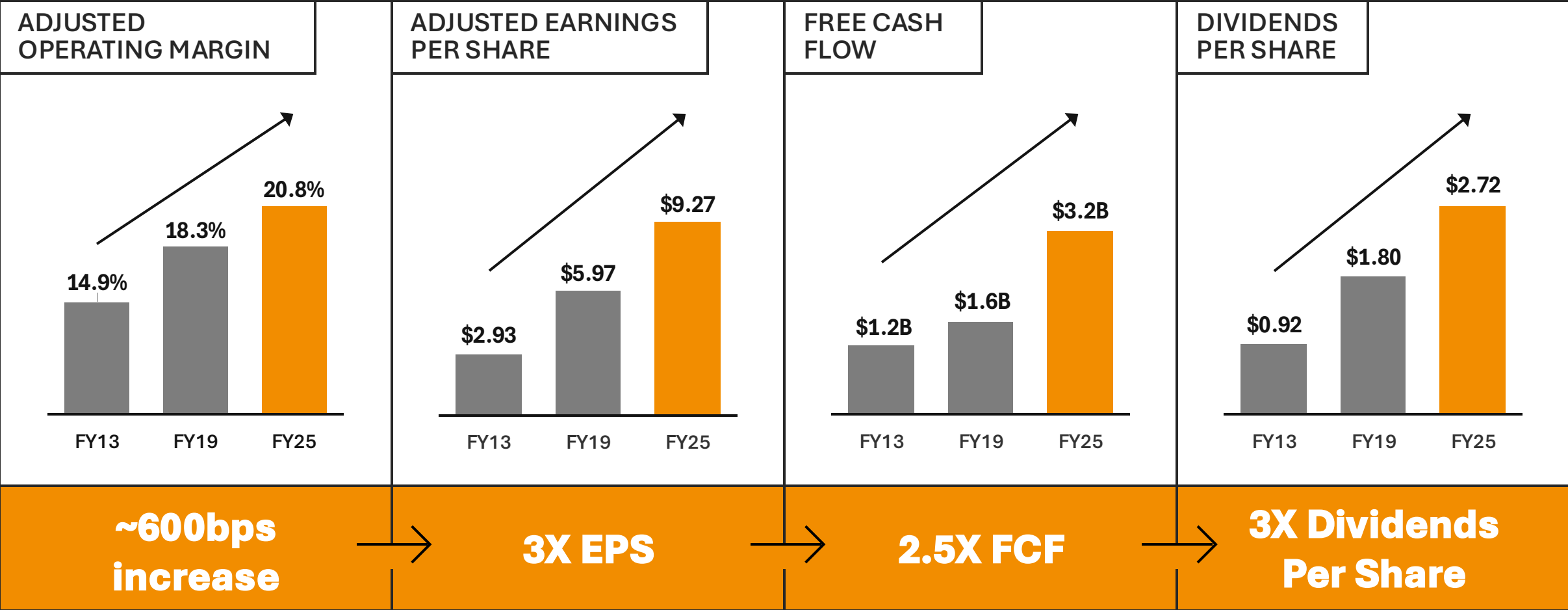
**Strategically positioned our portfolio
to achieve strong growth above attractive
markets**

**Consistent operational performance
to achieve 30%+ incremental margins
and double-digit adjusted EPS growth**

**Strong cash generation model and balance
sheet flexibility for capital deployment**

Delivered on Our Business Model

2013-2025



Results for FY13 have not been recast to reflect our former Subsea Communications business as a discontinued operation. This business became a discontinued operation in FY18 and was sold in FY19. Adjusted Operating Margin, Adjusted Earnings Per Share, and Free Cash Flow are non-GAAP financial measures; see Appendix for descriptions and reconciliations.

Multiple Levers for Operating Margin Expansion

GOING FORWARD,
Expect **Incremental Margin** in the **30%+ range**



- Investing for growth in high-growth platforms
- Continue local for local manufacturing strategy
- Leverage global planning and logistics capabilities
- Continue driving productivity through TEOA initiatives
- Agility to handle external factors, trade, and geopolitical disruptions

Positioned for Resilient Margins Through Economic Cycles

Disciplined Approach to M&A

Bolt-on acquisitions that strengthen our portfolio, primarily in the Industrial Segment

Target Filtering Criteria

Attractive Markets

- Strong secular trends drive GDP+ growth rates
- Customers value engineering content
- Expands addressable market opportunity

Attractive Targets

- Aligned with strategy, why TE is the best owner
- Sustainable position with engineering driven moats
- Bolt-on that strengthens portfolio
- Value creation levers

Strong Returns

- Attractive financial profile
- Valuation balances risk with upside
- Mid-teens cash-on-cash ROIC by year 5

Examples of Our Successful M&A Process

ACQUISITION



ATTRACTIVE MARKETS



ATTRACTIVE TARGETS



STRONG RETURNS



CLOSED APRIL 2025

- Aligned to high-growth grid hardening trends in North America
- Expands energy transmission and distribution TAM ~\$2.5B

- Deep relationships with US utility customers
- US capacity aligned with localization
- Adds scale benefits and unlocks US tax attributes

- Sustainable mid-30% EBITDA margin
- Expecting > 15% ROIC by year 5



CLOSED AUGUST 2021


- Engineered solutions for factory automation
- Expands portfolio for industrial applications and broadens market by ~\$1B

- Leading manufacturer of signal connectors in growing market
- Synergies from go-to-market, scale, and manufacturing (plating capabilities)

- Delivered significant margin expansion
- ROIC expansion ahead of target

Our Business Model Going Forward

Defining the Next Phase of Value Creation

 <p>Revenue</p> <p>6 – 8%</p> <p>Broadening growth vectors</p> <p>Bolt-on M&A in Industrial Segment</p>	 <p>Adj. Operating Margin</p> <p>30%+</p> <p>Incremental Margins on volume growth</p> <p>Resilient performance through cycle</p>	 <p>Adjusted EPS</p> <p>Double-digit</p> <p>Growth</p> <p>Consistent growth with operational levers</p>	 <p>Capital Strategy</p> <p>100%+ FCF Conversion</p> <div> <p>~1/3</p> <p>Dividends</p> </div> <div> <p>~2/3</p> <p>For M&A & Share Buyback</p> <p>Focused on best return</p> </div>	 <p>Adjusted ROIC</p> <p>Mid-teens</p> <p>Balancing investments for organic growth with deployment of capital</p>
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TE Connectivity 2025 Investor Day

Looking Ahead

Terrence Curtin

CEO



Key Takeaways

- 1 Broadening our growth drivers to benefit from secular trends
- 2 Co-creating with our customers, widening our moat through engineering engagement & operational excellence
- 3 Global leadership and manufacturing strategy providing resilience through-cycle
- 4 Margin expansion with double-digit adjusted EPS growth & strong cash generation model
- 5 TE is positioned to drive shareholder value creation

BREAK

Q&A

**ADDITIONAL
INFORMATION**

AD&M Provides Mission-Critical Solutions for Air, Sea, Land and Space

Leading position in COMMERCIAL AIR



Market recovery
& shift to wide
body



Data & Power
Inter-connect
Modernization

Winning next generation DEFENSE & SPACE

2X Market Growth



Increasing European
defense investments



Rugged Solutions for
Defense & Space
Electrification



Built-in Moat: TECHNICAL EDGE & INNOVATION



High-Speed, High-Power

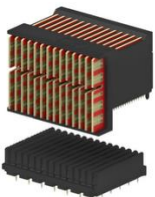


Ruggedization + Light Weight



Designed-in Solutions

Defining the INDUSTRY STANDARD



\$1B

lifetime revenue of
next-gen multi-gig

More connections | Larger data transfers
56Gb speed | Harsher environments



Enabling the Factory of the Future



TOP 3 SUPPLIER
FOR GROWING MARKETS

Key Trends Driving Growth



Demographics

Aging workforce →
accelerating automation



Decarbonization

Focus on energy savings
and sustainability



Deglobalization

Re-shoring of supply chains

Content Growth in Automation

1

Robotics & Motion Control

From

\$60



To

\$100

2

Automation Sensors & Controls

From

\$43



To

\$85

The Global Leader in Automotive Connectivity

With Drivers to Grow 4-6% Over Vehicle Production

	APAC	EMEA	AMERICAS	GLOBAL TOTAL	CHINA ONLY
% OF TE AUTO FY25 REVENUE	50%	33%	17%	100%	35%
FY25 CONTENT PER VEHICLE (CPV)	~\$65	~\$104	~\$95	~\$80	~\$87

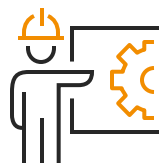
WINNING THROUGH STRONG COMPETITIVE POSITION AND ADVANTAGES



Customer Intimacy
With Virtually
Every OEM










Global Footprint
Localized
Production



Engineering Excellence
3,200 Engineers
Worldwide

Commercial Transportation (ICT)

Leadership Position in Heavy-Duty Trucks, Buses, and Agricultural, Construction and Recreational Vehicles

INDUSTRY-LEADING PORTFOLIO	SERVING MARKET LEADERS	GROWTH TRENDS
	<div><div>DAIMLER</div><div>PACCAR</div><div>VOLVO TRUCKS</div><div>VOLVO</div><div>Construction Equipment</div></div> <div><div>CAT[®]</div><div>MAXUS</div><div>JOHN DEERE</div></div>	<div>Stricter emission requirements</div> <div>ADAS enhancing fleet operator productivity</div> <div>High Voltage</div>

~2x Market Growth 2025 - 2030

APPENDIX

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 Other Income (Expense), Net** – represents net other income (expense) (the most comparable GAAP financial measure) before special items including tax sharing income

related to adjustments to prior period tax returns and other items, if any.

- **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

- **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, and depreciation, as adjusted for net other income (expense), income (loss) from discontinued operations, and 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.
- **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.

- **Adjusted Return on Invested Capital (ROIC)** – represents adjusted net operating profit after tax divided by average invested capital. We use Adjusted Return on Invested Capital as an indicator of our capital efficiency. Adjusted Return on Invested Capital is not a measure defined by GAAP. It is calculated by us, in part, using non-GAAP financial measures. We are providing our calculation of Adjusted Return on Invested Capital as this measure may not be defined and calculated by other companies in the same manner.

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	<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 Non-GAAP Financial Measures to GAAP

Financial Measures for the Year Ended September 27, 2019

		Adjustments					
		Acquisition- Related Charges and Other Items ⁽¹⁾⁽²⁾	Restructuring and Other Charges, Net ⁽¹⁾	Amortization Expense ⁽¹⁾	Tax Items ⁽³⁾	Adjusted (Non-GAAP) ⁽⁴⁾	
	U.S. GAAP						
		(\$ in millions, except per share data)					
Operating income	\$ 1,978	\$ 47	\$ 255	\$ 177	\$ —	\$ 2,457	
Operating margin	14.7 %					18.3 %	
Income tax (expense) benefit	\$ 15	\$ (9)	\$ (61)	\$ (34)	\$ (291)	\$ (380)	
Effective tax rate	(0.8) %					15.8 %	
Income from continuing operations	\$ 1,946	\$ 38	\$ 194	\$ 143	\$ (291)	\$ 2,030	
Diluted earnings per share from continuing operations	\$ 5.72	\$ 0.11	\$ 0.57	\$ 0.42	\$ (0.86)	\$ 5.97	

⁽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 acquisition-related charges of \$30 million and a write-off of spare parts of \$17 million.

⁽³⁾ Includes a \$216 million income tax benefit related to the tax impacts of certain measures of Swiss tax reform, a \$90 million income tax benefit related to the effective settlement of a tax audit in a non-U.S. jurisdiction, and \$15 million of income tax expense associated with the tax impacts of certain legal entity restructurings and intercompany transactions.

⁽⁴⁾ See description of non-GAAP financial measures.

Reconciliation of Non-GAAP Financial Measures to GAAP

Financial Measures for the Year Ended September 27, 2013

	U.S. GAAP ⁽¹⁾	Adjustments				Adjusted (Non-GAAP) ⁽⁴⁾
		Acquisition- Related Charges ⁽²⁾	Restructuring and Other Charges, Net ⁽²⁾	Amortization Expense ⁽²⁾	Tax Items ⁽³⁾	
			(\$ in millions, except per share data)			
Operating income	\$ 1,385	\$ 14	\$ 222	\$ 80	\$ —	\$ 1,701
Operating margin	12.2 %					14.9 %
Other income (expense), net	\$ (183)	\$ —	\$ —	\$ —	\$ 213	\$ 30
Income tax (expense) benefit	\$ 75	\$ (5)	\$ (62)	\$ (21)	\$ (354)	\$ (367)
Effective tax rate	(6.9) %					22.8 %
Income from continuing operations attributable to TE Connectivity plc	\$ 1,154	\$ 9	\$ 160	\$ 59	\$ (141)	\$ 1,241
Diluted earnings per share from continuing operations attributable to TE Connectivity plc	\$ 2.73	\$ 0.02	\$ 0.38	\$ 0.14	\$ (0.33)	\$ 2.93

⁽¹⁾ Results for the year ended September 27, 2013 have not been recast to reflect our former Subsea Communications business as a discontinued operation. This business became a discontinued operation in fiscal 2018 and was sold in fiscal 2019.

⁽²⁾ 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.

⁽³⁾ Includes \$331 million of income tax benefits associated with the settlement of an audit of prior year income tax returns as well as the related impact of \$231 million to other expense pursuant to the tax sharing agreement with Tyco International and Covidien. Also includes income tax expense related to adjustments to prior year income tax returns, income tax benefits recognized in connection with a reduction in the valuation allowance associated with certain tax loss carryforwards, and income tax benefits recognized in connection with the lapse of statutes of limitations for examinations of prior year income tax returns. In addition, the other income adjustment includes amounts related to reimbursements by Tyco International and Covidien in connection with pre-separation tax matters.

⁽⁴⁾ See description of non-GAAP financial measures.

Reconciliation of Free Cash Flow

	For the Years Ended		
	September 26, 2025	September 27, 2019 (in millions)	September 27, 2013 ⁽¹⁾
Net cash provided by operating activities:			
Net cash provided by continuing operating activities	\$ 4,139	\$ 2,454	\$ 1,775
Net cash provided (used) by discontinued operating activities	—	(32)	271
	<u>4,139</u>	<u>2,422</u>	<u>2,046</u>
Net cash used in investing activities	(3,568)	(692)	(545)
Net cash used in financing activities	(629)	(1,643)	(1,678)
Effect of currency translation on cash	(6)	(8)	(9)
Net increase (decrease) in cash, cash equivalents, and restricted cash	<u><u>\$ (64)</u></u>	<u><u>\$ 79</u></u>	<u><u>\$ (186)</u></u>
Net cash provided by continuing operating activities	\$ 4,139	\$ 2,454	\$ 1,775
Excluding:			
Payments related to pre-separation U.S. tax matters, net	—	—	28
Cash collected pursuant to collateral requirements related to cross-currency swap contracts	—	(132)	—
Capital expenditures, net	(925)	(706)	(559)
Free cash flow ⁽²⁾	<u><u>\$ 3,214</u></u>	<u><u>\$ 1,616</u></u>	<u><u>\$ 1,244</u></u>

⁽¹⁾ Cash flow information for the year ended September 27, 2013 has not been recast to reflect our former Subsea Communications business as a discontinued operation. This business became a discontinued operation in fiscal 2018 and was sold in fiscal 2019.

⁽²⁾ Free cash flow is a non-GAAP financial measure. See description of non-GAAP financial measures.

Free Cash Flow Conversion

	For the Year Ended September 26, 2025
	(\$ in millions)
Free cash flow ⁽¹⁾	\$ 3,214
Adjusted income from continuing operations ⁽¹⁾	\$ 2,772
Free cash flow conversion ⁽¹⁾	115.9 %

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