

Arrow Electronics

Earnings Presentation

Third Quarter 2025

October 30, 2025

ARW
LISTED
NYSE



William Austen, Interim President and CEO
Raj Agrawal, Senior Vice President and CFO

Safe harbor

This presentation includes “forward-looking statements,” as the term is defined under the federal securities laws. Forward-looking statements are those statements which are not statements of historical or current fact. These forward-looking statements can be identified by forward-looking words such as “expects,” “anticipates,” “intends,” “plans,” “may,” “will,” “would,” “could,” “believes,” “seeks,” “projected,” “potential,” “estimates,” and similar expressions. Such forward-looking statements in this presentation include, but are not limited to, statements regarding: Arrow’s future financial performance, including its outlook on financial results for the fourth quarter of fiscal 2025 such as sales, net income per diluted share, non-GAAP net income per diluted share, average tax rate, interest and other expense, impact to sales due to changes in foreign currencies, the impact on global components fourth quarter sales of certain Arrow Chinese subsidiaries being placed on the BIS Entity List, industry trends and expectations regarding market demand and conditions, and shareholder returns. These and other forward-looking statements are subject to numerous assumptions, risks, and uncertainties, which could cause actual results or facts to differ materially from such statements for a variety of reasons, including, but not limited to: unfavorable economic conditions; disruptions, shortages, or inefficiencies in the supply chain; trade protection measures, tariffs, increased trade tensions, trade agreements and policies, and other restrictions, duties, and value-added taxes, and the associated macroeconomic impacts; non-compliance with certain regulations, such as trade, export, antitrust, and anti-corruption laws, or regulatory restrictions relating to the company or its subsidiaries or the permissibility of third-parties to transact therewith; the inability to realize sufficient sales to cover non-cancellable purchase obligations under certain ECS distribution agreements; management transitions, including the separation of Mr. Sean Kerins from the company and the appointment of Mr. Austen as the company’s interim president and chief executive officer; the incurrence of additional charges not currently contemplated and failure to realize contemplated cost savings due to unanticipated events that may occur in connection with the implementation of the company’s restructuring initiatives; political instability and changes; impacts of military conflict and sanctions; industry conditions; changes in product supply, pricing and customer demand; competition; other vagaries in the global components and the global ECS markets; deteriorating economic conditions, including economic recession, inflation, tax rates, foreign currency exchange rates, or the availability of capital; the effects of natural or man-made catastrophic events; changes in relationships with key suppliers; increased profit margin pressure; changes in legal and regulatory matters; foreign tax and other loss contingencies; breaches of security or privacy of business information and information system failures, including related to current or future implementations, integrations and upgrades; outbreaks, epidemics, pandemics, or public health crises; executive orders and regulatory trends and the resulting legal and reputational exposure, including but not limited to those relating to environmental, social, governance, cybersecurity, data privacy, and artificial intelligence issues; and the company’s ability to generate positive cash flow. For a further discussion of these and other factors that could cause the company’s future results to differ materially from any forward-looking statements, see the section entitled “Risk Factors” in the company’s most recent Quarterly Report on Form 10-Q and the company’s most recent Annual Report on Form 10-K, as well as in other filings the company makes with the Securities and Exchange Commission. Shareholders and other readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date on which they are made. The company undertakes no obligation to update publicly or revise any of the forward-looking statements.

In addition, this presentation includes certain non-GAAP financial measures. These non-GAAP financial measures, which may be different than similarly titled measures used by other companies, are presented to enhance investors’ overall understanding of our financial performance and should not be considered a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP. See “Certain Non-GAAP Financial Information” for more information and a reconciliation between GAAP and non-GAAP measures provided in this presentation.

Q3 2025 highlights

CONSOLIDATED SALES

\$7.7 Billion

OPERATING MARGIN¹

2.8 Percent

DILUTED EARNINGS PER SHARE¹

\$2.41

- Consolidated and segment revenue exceeded midpoint of guidance range
- Earnings per share exceeded high end of guidance range
- Additional Q3 2025 financial information:
 - \$217 million operating income¹
 - \$126 million net income¹



Why Arrow

As the premier orchestrator of technology solutions, we guide innovation forward

Strong Position in Large and Growing Markets

- Superior product distribution execution in the \$250B+ “indirect” DTAM^{1,2}
- Expanding addressable market through increased mix shift toward value-added offerings

Differentiated Capabilities Driving Profitable Growth

- Extending foundational product distribution capabilities into adjacent, higher margin value-added services
- Increased productivity through simplifying operations

Diversified Business Model Provides Financial Flexibility

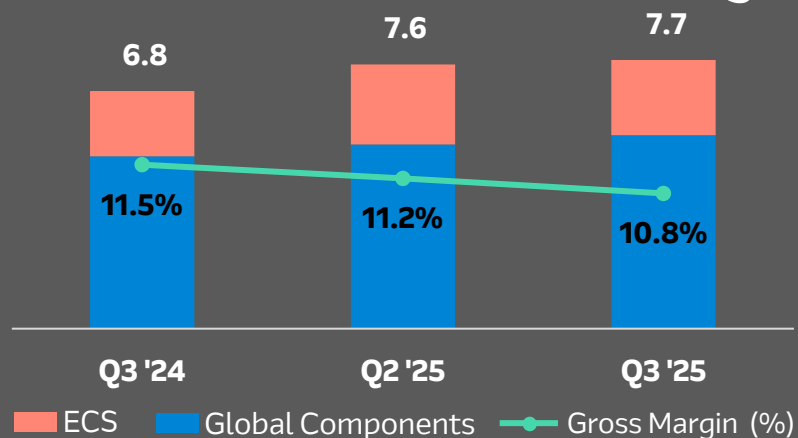
- Combination of Global Components and ECS is a strategic advantage
- Strong balance sheet
- Consistent free cash flow generation

Focused Capital Allocation Strategy

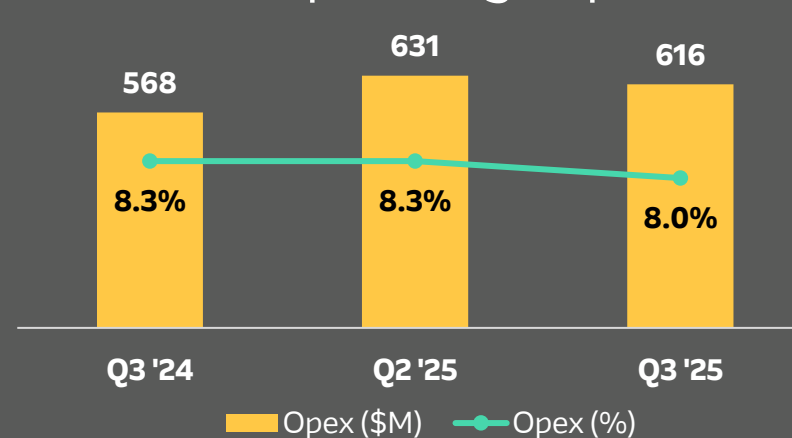
- Reinvest in organic growth
- Strategic M&A
- Return excess capital to shareholders
- Maintain investment-grade credit rating

Q3 2025 Financial Metrics

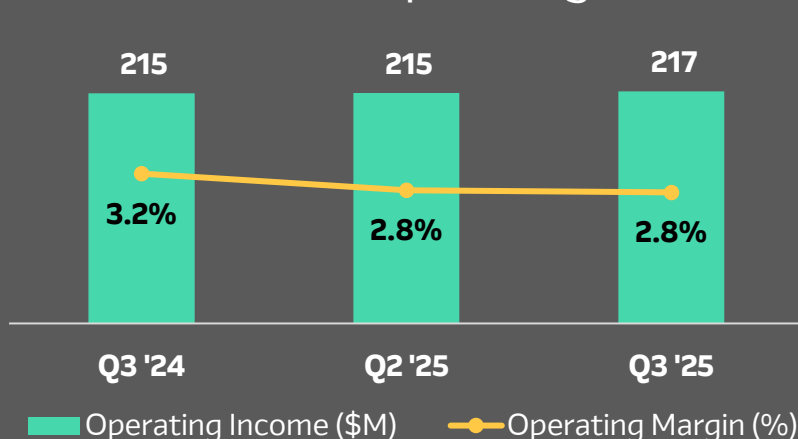
Sales & Non-GAAP Gross Margin¹



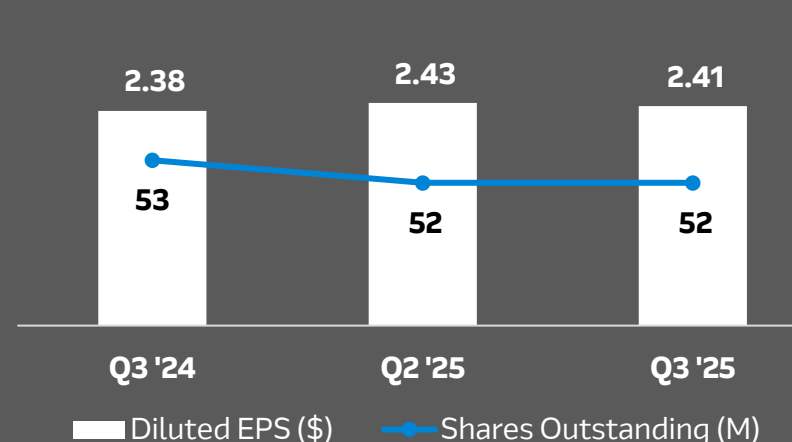
Non-GAAP Operating Expenses¹



Non-GAAP Operating Income¹



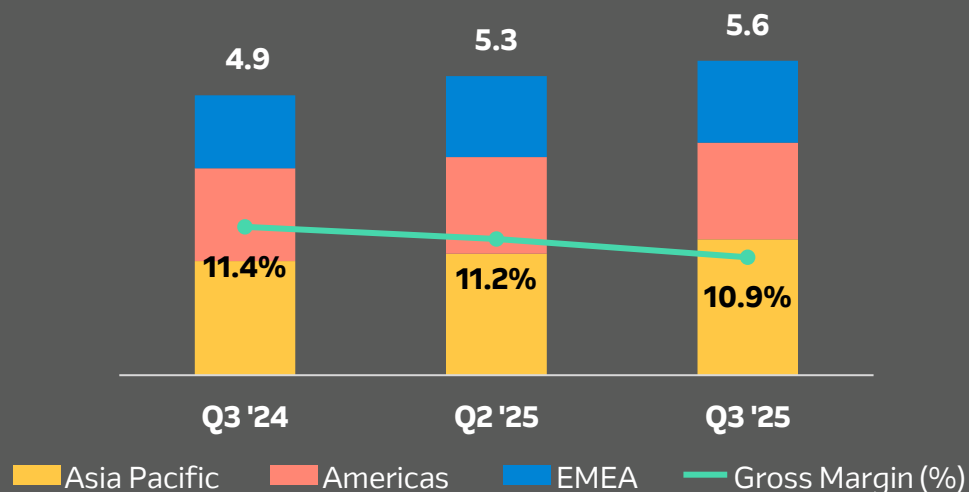
Non-GAAP Diluted EPS¹



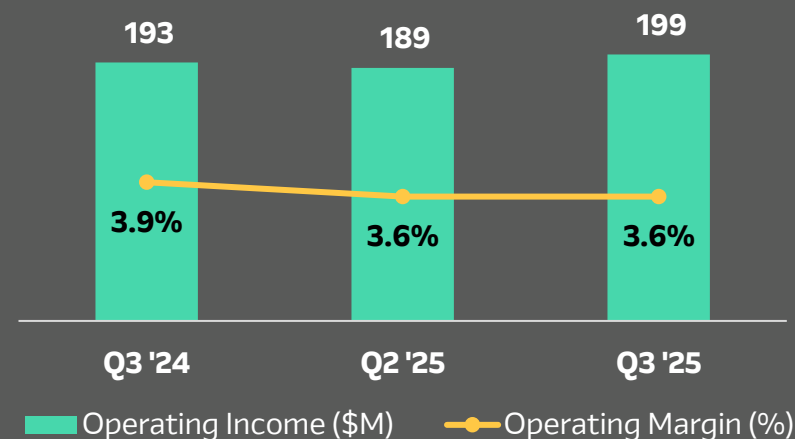
Interest and other expense, net in Q3'25 was \$55 million
Non-GAAP Effective Tax Rate was 22.5%¹

Q3 2025 Global Components

Sales & Non-GAAP Gross Margin¹



Non-GAAP Operating Income¹



- Early stages of modest cyclical upturn:

- Book-to-bill remains above parity in all regions
- Backlog has grown for three consecutive quarters
- All three regions performed at or above seasonal
- Sales for semi and IP&E components grew
- Industrial and transportation markets remain healthy
- Value-added offerings performed well and remain accretive

- Broader trends are not atypical to prior cycles:

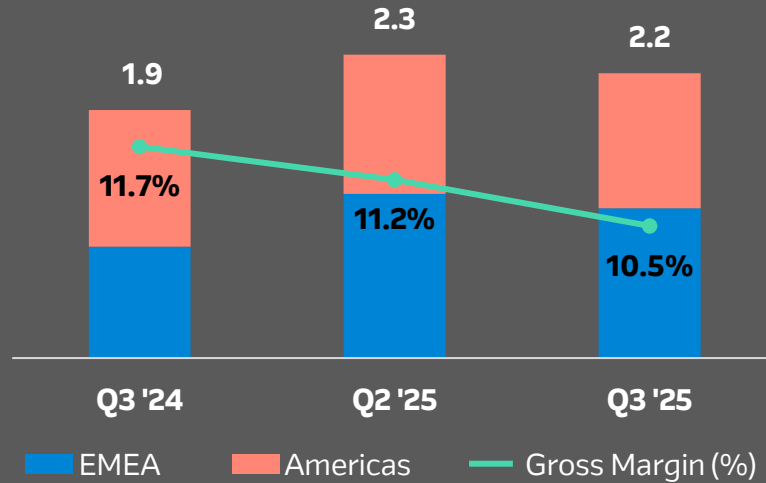
- Low lead times and muted visibility
- OEM inventory normalized, but mass market lagging
- APAC's recovery ahead of the West

- On a regional basis:

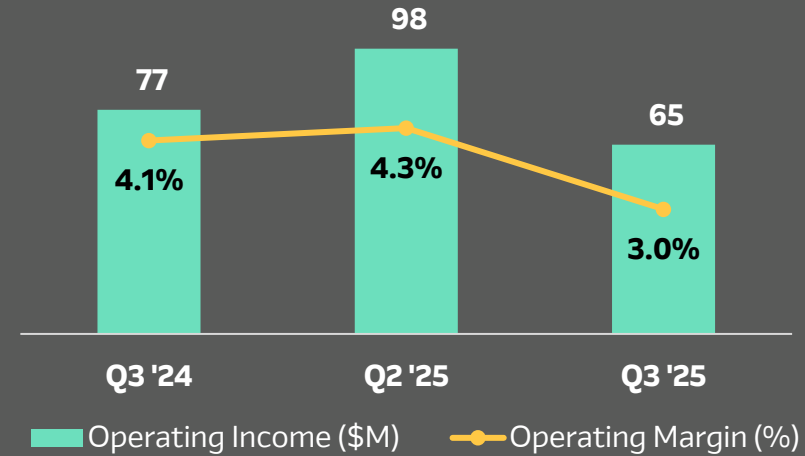
- Americas – strength in Industrial and Transportation
- EMEA – strength in Industrial and Aerospace & Defense
- APAC – broad-based sequential growth

Q3 2025 Enterprise Computing Solutions

Sales & Non-GAAP Gross Margin¹



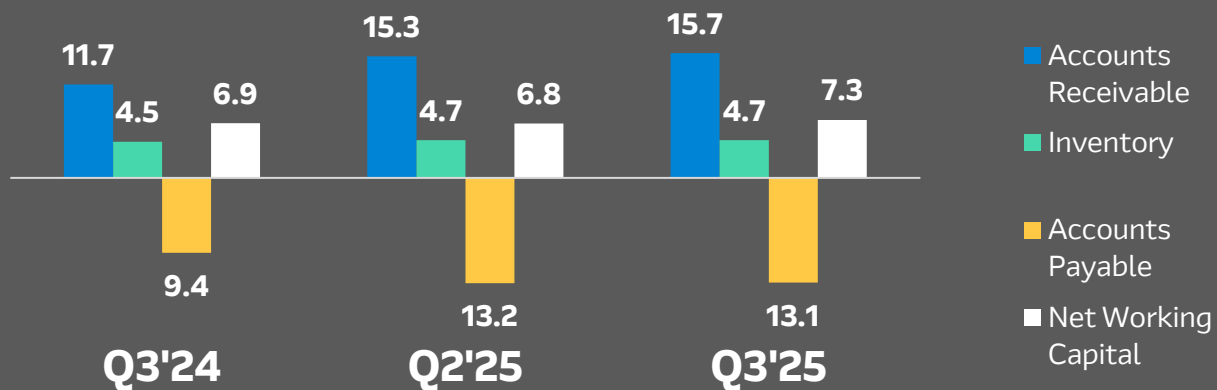
Non-GAAP Operating Income¹



- Secular tailwinds around AI driving strength across technology categories:
 - Hybrid cloud
 - Infrastructure hardware and software
 - Cybersecurity
 - Data protection
 - Data intelligence
- Backlog remains 70%+ higher year over year from recurring, multi-year revenue
- Strategic outsourcing agreements expanding addressable market
 - Exclusivity
 - Cross-sell opportunities
 - Stickier relationships
- \$21 million charge

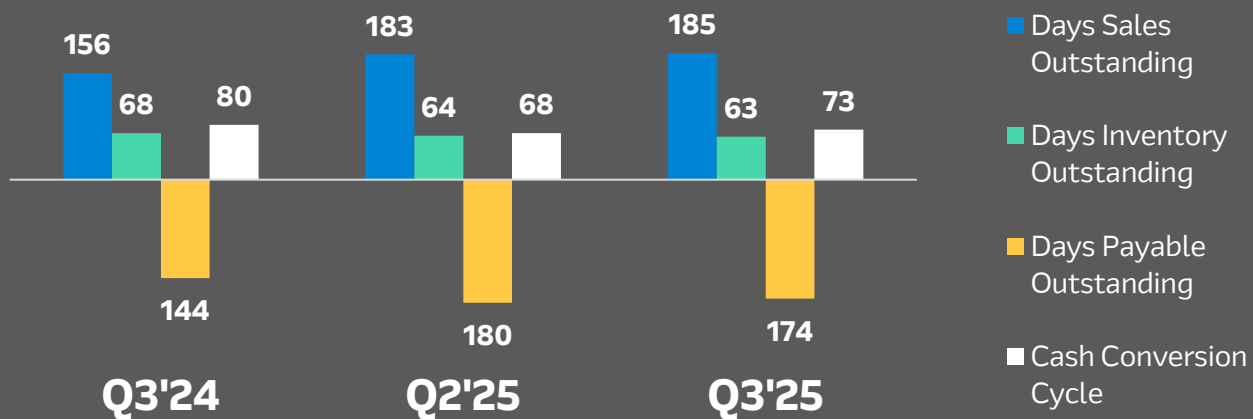
Q3 2025 balance sheet and cash highlights

Net Working Capital (\$B)



- **Non-GAAP Return on Working Capital (ROWC)¹** was 12.0% in the third quarter, down 50 basis points year on year. The decrease in ROWC related primarily to lower operating income in Enterprise Computing Solutions.
- **Non-GAAP Return on Invested Capital (ROIC)¹** was 7.3% in the third quarter, down 80 basis points year on year. The decrease in ROIC related primarily to lower operating income in Enterprise Computing Solutions.

Cash Conversion (Days)



- **Operating Cashflow** was \$(282M)
- **Gross Debt** was \$3.1B

Inventory
Turns:

5.3

5.7

5.8

Q4 2025 guidance

Consolidated Sales	\$7.80 billion to \$8.40 billion
Global components	\$5.10 billion to \$5.50 billion
Global ECS	\$2.70 billion to \$2.90 billion
Diluted Earnings Per Share	\$3.08 to \$3.28
Non-GAAP Diluted Earnings Per Share ¹	\$3.44 to \$3.64
Interest and other expense, net	Approximately \$60 million

* Assumes an average tax rate in the range of 23% to 25%.

- Changes in foreign currencies to increase sales by approximately \$226 million, and earnings per share on a diluted basis by \$0.22 compared to the fourth quarter of 2024
- Changes in foreign currencies to decrease quarter-over-quarter growth in sales by \$12 million, and earnings per share on a diluted basis will be flat compared to the third quarter of 2025



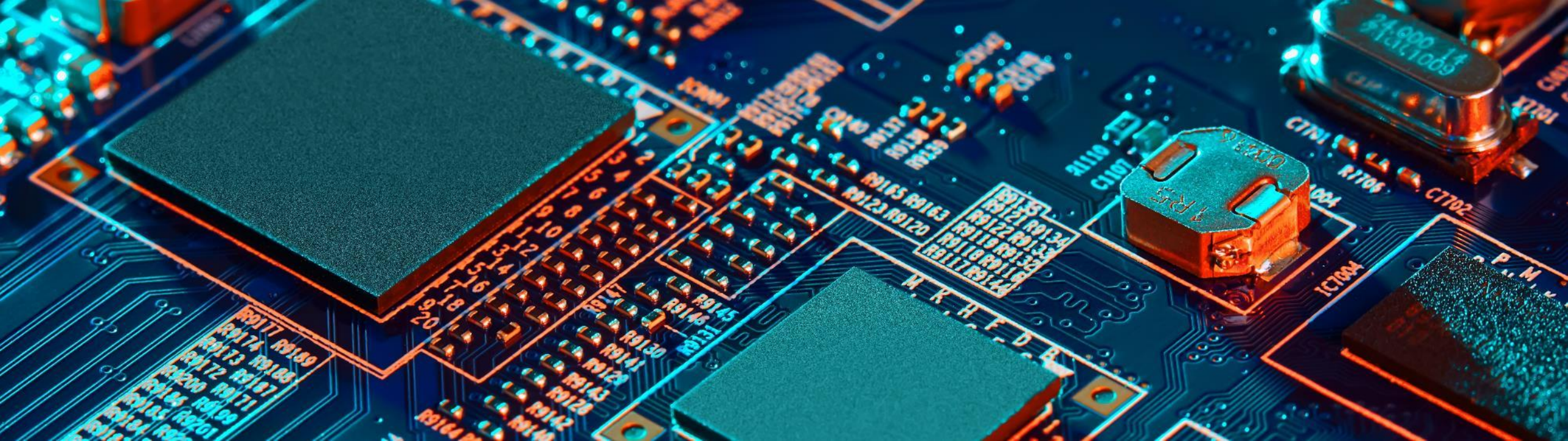
Looking forward

- Global Components cyclical recovery underway
- Secular trends in cloud and AI driving growth across both operating segments
- Deliver profitable growth
- Allocate capital to higher return on investment opportunities
- Drive shareholder value





Thank You Q&A



Additional information and financial tables

Consolidated third-quarter overview

(\$ in millions, except per share data)

	Q3 2025	Q3 2024	Y/Y CHANGE	Q3 2024 IN CONSTANT CURRENCY	Y/Y CHANGE IN CONSTANT CURRENCY	Q2 2025	Q/Q CHANGE
P&L Highlights*							
Sales	\$7,713	\$6,823	13.0%	\$6,952	10.9%	\$7,580	1.7%
Gross Profit Margin	10.8%	11.5%	-70 bps	11.5%	-70 bps	11.2%	-40 bps
Operating Income	\$179	\$175	2.1%	\$180	-0.5%	\$191	-6.1%
Operating Margin	2.3%	2.6%	-30 bps	2.59%	-30 bps	2.51%	-20 bps
Non-GAAP Operating Income	\$217	\$215	1.0%	\$221	-1.6%	\$215	1.0%
Non-GAAP Operating Margin	2.8%	3.2%	-40 bps	3.18%	-40 bps	2.84%	0 bps
Net Income	\$109	\$101	8.6%	\$105	4.0%	\$188	-41.8%
Diluted EPS	\$2.09	\$1.88	11.2%	\$1.96	6.6%	\$3.59	-41.8%
Non-GAAP Net Income	\$126	\$128	-1.4%	\$133	-5.5%	\$127	-1.3%
Non-GAAP Diluted EPS	\$2.41	\$2.38	1.3%	\$2.49	-3.2%	\$2.43	-0.8%

* in millions, except per share data; may reflect rounding.

	Q3 2025	Q3 2024	Y/Y CHANGE	Q3 2024 IN CONSTANT CURRENCY	Y/Y CHANGE IN CONSTANT CURRENCY	Q2 2025	Q/Q CHANGE
Operating expenses	\$656	\$610	7.67%	\$622	5.54%	\$658	-0.27%
Operating expenses margin	8.51%	8.93%	-40 bps	8.9%	-40 bps	8.68%	-20 bps
Non-GAAP Operating expenses	\$616	\$568	8.47%	\$579	6.37%	\$631	-2.44%
Non-GAAP Operating expenses margin	7.99%	8.32%	-30 bps	8.3%	-30 bps	8.33%	-30 bps

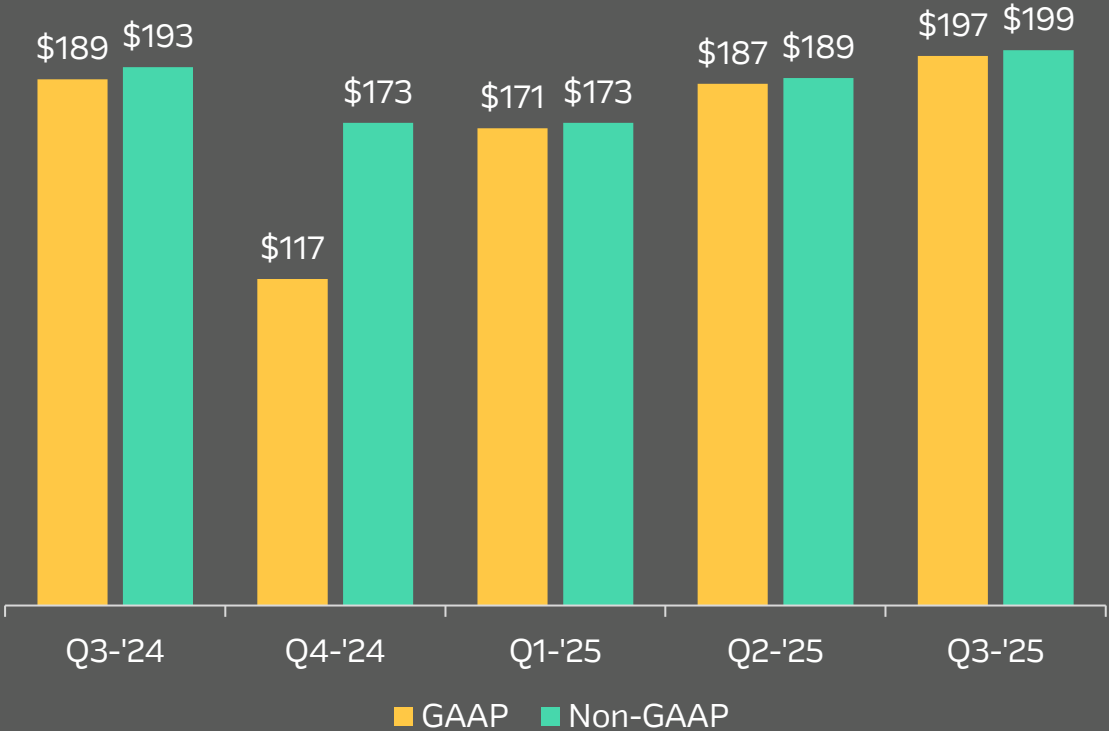
Revenue history

(\$ in millions, may reflect rounding)

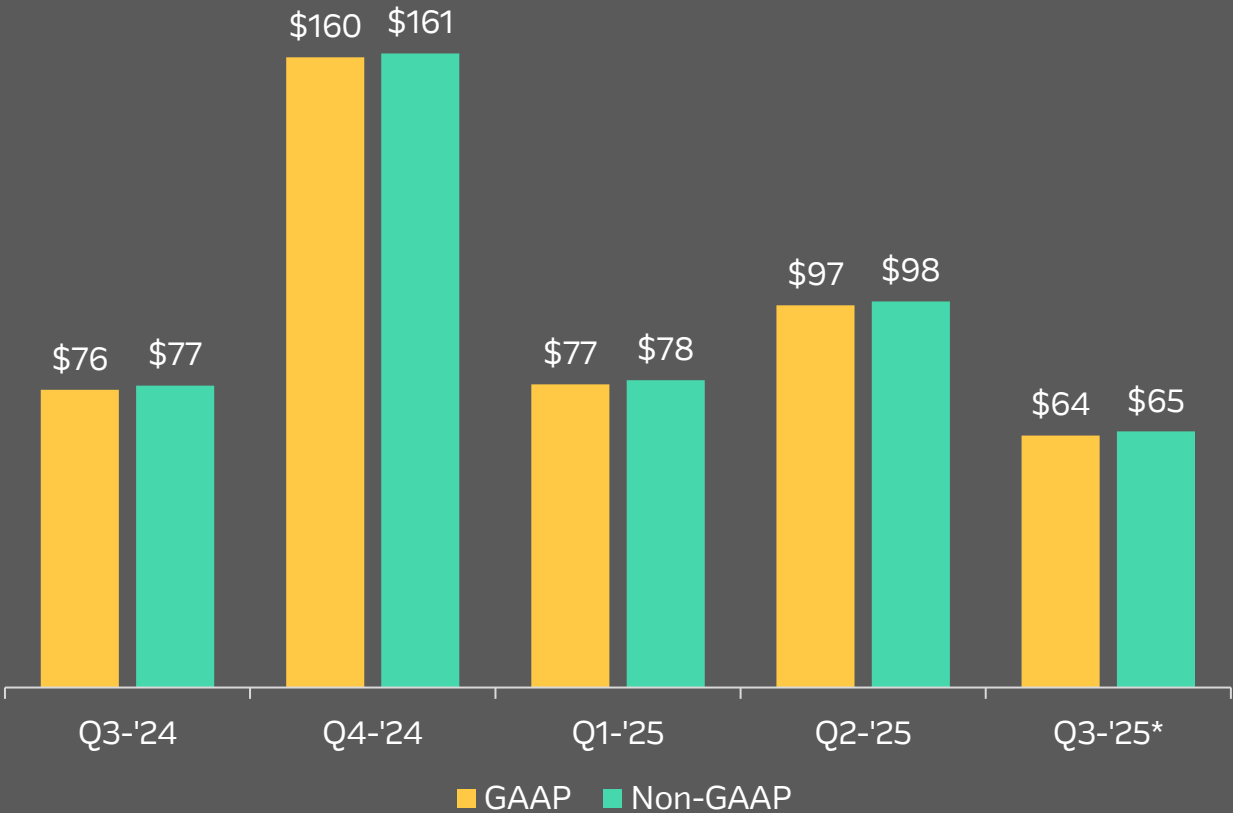
	Q3'24	Q4'24	Q1'25	Q2'25	Q3'25	YoY change	QoQ change
Global Components Total	4,946	4,814	4,778	5,285	5,556	12%	5%
Americas	1,638	1,604	1,569	1,708	1,709	4%	0%
Europe, Middle East & Africa	1,290	1,262	1,340	1,427	1,444	12%	1%
Asia Pacific	2,018	1,948	1,869	2,150	2,404	19%	12%
Enterprise Computing Solutions Total	1,877	2,469	2,036	2,295	2,156	15%	-6%
Europe, Middle East & Africa	844	1,307	1,126	1,242	1,134	34%	-9%
Americas	1,033	1,162	910	1,053	1,022	-1%	-3%
Arrow Electronics Total	6,823	7,283	6,814	7,580	7,713	13%	2%

Operating income history

Global Components (\$M)



Enterprise Computing Solutions (\$M)

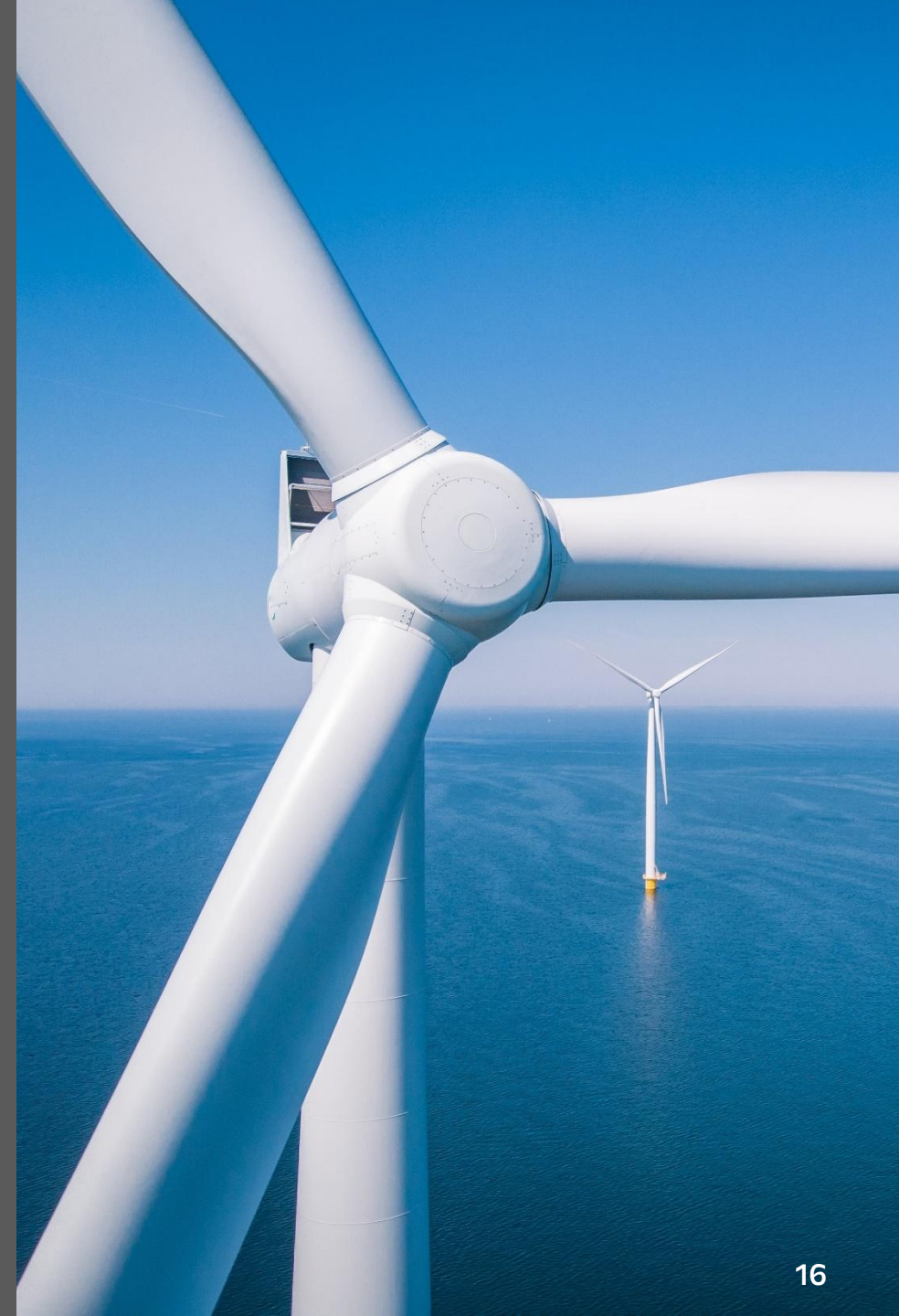


* Q3-'25 ECS operating income included a \$21 million charge due to lower profit expectations on underperforming multi-year contracts

Certain Non-GAAP financial information

In addition to disclosing financial results that are determined in accordance with accounting principles generally accepted in the United States (“GAAP”), the company also provides certain non-GAAP financial information. The company provides the following non-GAAP metrics: sales, operating income (including by business segment), income before income taxes, provision for income taxes, consolidated net income, noncontrolling interest, net income attributable to shareholders, effective tax rate, and net income per share on a diluted basis. The foregoing non-GAAP measures are adjusted by certain of the following, as applicable: impact of changes in foreign currencies (referred to as “changes in foreign currencies” or “on a constant currency basis”) by re-translating prior-period results at current period foreign exchange rates; identifiable intangible asset amortization, restructuring, integration, and other; net gains (losses) on investments; impact from tax settlements related to the U.S. federal tax law changes enacted as part of the 2017 Tax Cuts and Jobs Act (“impact of Tax Act settlements”); and inventory write downs (recoveries) related to the wind down of a businesses within the global components reportable segment (“impact of wind down”). Management believes that providing this additional information is useful to the reader to better assess and understand the company’s operating performance and future prospects in the same manner as management, especially when comparing results with previous periods. Management typically monitors the business as adjusted for these items, in addition to GAAP results, to understand and compare operating results across accounting periods, for internal budgeting purposes, for short- and long-term operating plans, and to evaluate the company’s financial performance. However, analysis of results on a non-GAAP basis should be used as a complement to, in conjunction with, and not as a substitute for, data presented in accordance with GAAP.

For a complete reconciliation between our GAAP and non-GAAP results, please refer to reconciliations found at the end of this document.



Fourth-quarter 2025 GAAP to non-GAAP outlook reconciliation

(\$ in billions, except per share data)

NON-GAAP SALES RECONCILIATION						
	Quarter Ended				Quarter Ended	
	31-Dec-25	31-Dec-24	% Change		31-Dec-25	27-Sep-25
Global components sales, GAAP	\$ 5.10 - 5.50	\$ 4.81	6% - 14%		\$ 5.10 - 5.50	\$ 5.56
Impact of changes in foreign currencies	—	0.11			—	(0.01)
Global components sales, constant currency	\$ 5.10 - 5.50	\$ 4.92	4% - 12%		\$ 5.10 - 5.50	\$ 5.55
Global ECS sales, GAAP	\$ 2.70 - 2.90	\$ 2.47	9% - 17%		\$ 2.70 - 2.90	\$ 2.16
Impact of changes in foreign currencies	—	0.12			—	(0.01)
Global ECS sales, constant currency	\$ 2.70 - 2.90	\$ 2.59	4% - 12%		\$ 2.70 - 2.90	\$ 2.15

NON-GAAP EARNINGS RECONCILIATION				
	REPORTED GAAP MEASURE	INTANGIBLE AMORTIZATION EXPENSE	RESTRUCTURING & INTEGRATION CHARGES	NON-GAAP MEASURE
Net income per diluted share	\$3.08 to \$3.28	\$0.07	\$0.29	\$3.44 to \$3.64

Non-GAAP third-quarter sales reconciliation

(\$ in thousands)

	Quarter Ended		% Change
	27-Sep-25	28-Sep-24	
Consolidated sales, as reported	\$ 7,712,541	\$ 6,823,319	13.0%
Impact of changes in foreign currencies	-	128,227	
Consolidated sales, constant currency	\$ 7,712,541	\$ 6,951,546	10.9%
Global components sales, as reported	\$ 5,556,392	\$ 4,946,059	12.3%
Impact of changes in foreign currencies	-	77,535	
Global components sales, constant currency	\$ 5,556,392	\$ 5,023,594	10.6%
Americas components sales, as reported	\$ 1,708,840	\$ 1,638,459	4.3%
Impact of changes in foreign currencies	-	541	
Americas components sales, constant currency	\$ 1,708,840	\$ 1,639,000	4.3%
EMEA components sales, as reported	\$ 1,443,607	\$ 1,289,786	11.9%
Impact of changes in foreign currencies	-	78,042	
EMEA components sales, constant currency	\$ 1,443,607	\$ 1,367,828	5.5%
Asia components sales, as reported	\$ 2,403,945	\$ 2,017,814	19.1%
Impact of changes in foreign currencies	-	(1,048)	
Asia components sales, constant currency	\$ 2,403,945	\$ 2,016,766	19.2%
Global ECS sales, as reported	\$ 2,156,149	\$ 1,877,260	14.9%
Impact of changes in foreign currencies	-	50,692	
Global ECS sales, constant currency	\$ 2,156,149	\$ 1,927,952	11.8%
Americas ECS sales, as reported	\$ 1,021,950	\$ 1,033,115	(1.1)%
Impact of changes in foreign currencies	-	(877)	
Americas ECS sales, constant currency	\$ 1,021,950	\$ 1,032,238	(1.0)%
EMEA ECS sales, as reported	\$ 1,134,199	\$ 844,145	34.4%
Impact of changes in foreign currencies	-	51,569	
EMEA ECS sales, constant currency	\$ 1,134,199	\$ 895,714	26.6%

Quarterly GAAP to non-GAAP reconciliation

(\$ in thousands, except per share data)

Three months ended September 27, 2025								
	Reported GAAP measure	Intangible Amortization Expense	Restructuring & Integration charges	Impact of Wind Down ⁽¹⁾	Non-recurring tax items ⁽²⁾	Other ⁽³⁾	Non-GAAP measure	
Operating income	\$ 179,007	\$ 4,766	\$ 35,648	\$ (1,989)	\$ -	\$ -	\$	217,432
Income before income taxes	128,790	4,766	35,648	(1,989)	-	(4,859)		162,356
Provision for income taxes	19,528	1,162	9,302	(629)	8,359	(1,166)		36,556
Consolidated net income	109,262	3,604	26,346	(1,360)	(8,359)	(3,693)		125,800
Noncontrolling interests	69	-	-	-	-	-		69
Net income attributable to shareholders	\$ 109,193	\$ 3,604	\$ 26,346	\$ (1,360)	\$ (8,359)	\$ (3,693)	\$	125,731
Net income per diluted share ⁽⁵⁾	\$ 2.09	\$ 0.07	\$ 0.51	\$ (0.03)	\$ (0.16)	\$ (0.07)	\$	2.41
Effective tax rate ⁽⁶⁾	15.2%							22.5%

Three months ended September 28, 2024								
	Reported GAAP measure	Intangible Amortization Expense	Restructuring & Integration charges	Impact of Wind Down ⁽¹⁾	Non-recurring tax items	Other ⁽³⁾	Non-GAAP measure	
Operating income	\$ 175,262	\$ 7,308	\$ 34,466	\$ (1,857)	\$ -	\$ -	\$	215,179
Income before income taxes	116,095	7,308	34,466	(1,857)	-	(3,757)		152,255
Provision for income taxes	15,198	1,819	8,592	(444)	-	(902)		24,263
Consolidated net income	100,897	5,489	25,874	(1,413)	-	(2,855)		127,992
Noncontrolling interests	330	136	-	-	-	-		466
Net income attributable to shareholders	\$ 100,567	\$ 5,353	\$ 25,874	\$ (1,413)	\$ -	\$ (2,855)	\$	127,526
Net income per diluted share ⁽⁵⁾	\$ 1.88	\$ 0.10	\$ 0.48	\$ (0.03)	\$ -	\$ (0.05)	\$	2.38
Effective tax rate ⁽⁶⁾	13.1%							15.9%

Three months ended June 28, 2025								
	Reported GAAP measure	Intangible Amortization Expense	Restructuring & Integration charges	Impact of Wind Down ⁽¹⁾	Non-recurring tax items	Other ⁽⁴⁾	Non-GAAP measure	
Operating income	\$ 190,586	\$ 4,870	\$ 21,919	\$ (2,172)	\$ -	\$ 172	\$	215,375
Income before income taxes	232,956	4,870	21,919	(2,172)	-	(103,804)		153,769
Provision for income taxes	45,934	1,208	5,747	(689)	(216)	(24,903)		27,081
Consolidated net income	187,022	3,662	16,172	(1,483)	216	(78,901)		126,688
Noncontrolling interests	(727)	24	-	-	-	-		(703)
Net income attributable to shareholders	\$ 187,749	\$ 3,638	\$ 16,172	\$ (1,483)	\$ 216	\$ (78,901)	\$	127,391
Net income per diluted share ⁽⁵⁾	\$ 3.59	\$ 0.07	\$ 0.31	\$ (0.03)	\$ -	\$ (1.51)	\$	2.43
Effective tax rate ⁽⁶⁾	19.7%							17.6%

(1) Includes write-downs (recoveries) of inventory related to the wind down of businesses.

(2) Includes impacts from tax settlements related to U.S. federal tax law changes enacted as part of the 2017 Tax Cuts and Jobs Act.

(3) Other includes gain on investments, net.

(4) Other includes gain on investments, net, and employee severance and benefits costs not related to restructuring initiatives presented in cost of sales.

(5) Other includes (gain) loss on investments, net and loss on extinguishment of debt.

(6) The sum of the components for non-GAAP diluted EPS, as adjusted may not agree to totals, as presented, due to rounding.

(7) The items as shown in this table, represent the reconciling items for the tax rate as reported and as a non-GAAP measure.

Gross profit and operating expense reconciliation

(\$ in thousands)

	Quarter Ended				
	9/28/2024	12/31/2024	3/29/2025	6/28/2025	9/27/2025
Consolidated Gross Profit	\$ 784,828	\$ 803,310	\$ 773,992	\$ 848,657	\$ 835,314
Impact of wind down to inventory	(1,857)	50,344	(2,467)	(2,172)	(1,989)
Other	-	-	-	172	-
Consolidated non-GAAP gross profit	\$ 782,971	\$ 853,654	\$ 771,525	\$ 846,657	\$ 833,325

	Quarter Ended				
(\$ in thousands)	9/28/2024	12/31/2024	3/29/2025	6/28/2025	9/27/2025
Consolidated Operating Expense	\$ 609,566	\$ 608,207	\$ 615,439	\$ 658,071	\$ 656,307
Intangible Amortization Expense	(7,308)	(7,219)	(5,360)	(4,870)	(4,766)
Restructuring & Integration charges	(34,466)	(21,058)	(17,313)	(21,919)	(35,648)
Consolidated non-GAAP Operating Expense	\$ 567,792	\$ 579,930	\$ 592,766	\$ 631,282	\$ 615,893

	Quarter Ended				
(\$ in thousands)	9/28/2024	12/31/2024	3/29/2025	6/28/2025	9/27/2025
Americas ECS gross billings	\$ 2,576,302	\$ 2,942,118	\$ 2,307,737	\$ 2,543,759	\$ 2,713,373
EMEA ECS gross billings	1,983,482	3,144,823	2,331,216	2,596,209	2,476,599
Global ECS gross billings	\$ 4,559,784	\$ 6,086,941	\$ 4,638,954	\$ 5,139,968	\$ 5,189,972

Return on working capital reconciliation

(\$ in thousands)

	Quarter Ended	
	September 27, 2025	September 28, 2024
Numerator:		
Consolidated operating income, as reported	\$ 179,007	\$ 175,262
	x4	x4
Annualized consolidated operating income	\$ 716,028	\$ 701,048
Non-GAAP consolidated operating income	\$ 217,432	\$ 215,179
	x4	x4
Annualized non-GAAP consolidated operating income	\$ 869,728	\$ 860,716
Denominator:		
Accounts receivable, net	15,656,816	11,726,601
Inventories	4,728,011	4,529,655
Less: Accounts payable	13,126,538	9,392,389
Working capital	7,258,289	6,863,867
Return on working capital	9.9%	10.2%
Return on working capital (Non-GAAP)	12.0%	12.5%

Return on invested capital reconciliation

(\$ in thousands)

Numerator:

Consolidated operating income, as reported
 Equity in earnings of affiliated companies ⁽¹⁾
 Less: Noncontrolling interests ⁽¹⁾
 Consolidated operating income, as adjusted
 Less: Tax effect ⁽²⁾
 After-tax consolidated operating income, as adjusted

 Annualized after-tax consolidated operating income, as adjusted

Non-GAAP consolidated operating income
 Equity in earnings of affiliated companies ⁽¹⁾
 Less: Noncontrolling interests ⁽¹⁾
 Non-GAAP consolidated operating income, as adjusted
 Less: Tax effect ⁽³⁾
 After-tax non-GAAP consolidated operating income, as adjusted

 Annualized after-tax non-GAAP operating income, as adjusted

Denominator:

Average short-term borrowings, including current portion of long-term debt ⁽⁴⁾
 Average long-term debt ⁽⁴⁾
 Average total equity ⁽⁴⁾
 Average cash and cash equivalents ⁽⁴⁾
 Invested capital

Return on invested capital 6.6% 6.8%
 Return on invested capital (Non-GAAP) 7.3% 8.1%

		Quarter Ended	
		September 27, 2025	September 28, 2024
	\$	179,007	\$ 175,262
		463	1,002
		69	330
		179,401	175,934
		27,231	23,080
		152,170	152,854
		x4	x4
	\$	608,680	\$ 611,416
	\$	217,432	\$ 215,179
		463	1,002
		69	466
		217,826	215,715
		49,052	34,427
		168,774	181,288
		x4	x4
	\$	675,096	\$ 725,152
	\$	233,215	885,182
		2,742,240	2,421,277
		6,442,346	5,925,063
		217,791	230,505
	\$	9,200,010	\$ 9,001,017

(1) Operating income, as reported, and non-GAAP operating income is adjusted for noncontrolling interest and equity in earnings of affiliated companies to include the pro-rata ownership of non-wholly owned subsidiaries.

(2) The tax effect is calculated by applying the effective tax rate for the three months ended June 28, 2025 and June 29, 2024 to consolidated operating income, as adjusted. The tax rate is adjusted to exclude the impacts of interest expense, gain on investments, net, and employee benefit plan expense, net.

(3) The tax effect is calculated by applying the non-GAAP effective tax rate for the three months ended June 28, 2025 and June 29, 2024 to non-GAAP consolidated operating income, as adjusted. The tax rate is adjusted to exclude the impacts of interest expense and employee benefit plan expense, net.

(4) The quarter ended average is based on the addition of the account balance at the end of the most recently-ended quarter to the account balance at the end of the prior quarter and dividing by two.

Non-GAAP segment reconciliation

(\$ in thousands)

	Quarter Ended				
	9/28/2024	12/31/2024	3/29/2025	6/28/2025	9/27/2025
Global components operating income, as reported	\$ 188,600	\$ 116,910	\$ 171,385	\$ 186,808	\$ 197,355
Intangible assets amortization expense	6,247	6,162	4,438	3,945	3,838
Impact of wind down to inventory	(1,857)	50,344	(2,467)	(2,172)	(1,989)
Other	-	-	-	172	-
Global components non-GAAP operating income	<u>\$ 192,990</u>	<u>\$ 173,416</u>	<u>\$ 173,356</u>	<u>\$ 188,753</u>	<u>\$ 199,204</u>
Global ECS operating income, as reported	\$ 75,614	\$ 160,421	\$ 77,314	\$ 96,969	\$ 63,744
Intangible assets amortization expense	<u>1,061</u>	<u>1,057</u>	<u>922</u>	<u>925</u>	<u>928</u>
Global ECS non-GAAP operating income	<u>\$ 76,675</u>	<u>\$ 161,478</u>	<u>\$ 78,236</u>	<u>\$ 97,894</u>	<u>\$ 64,672</u>

Non-GAAP segment reconciliation (continued)

(\$ in thousands)

	Quarter Ended				
	9/28/2024	12/31/2024	3/29/2025	6/28/2025	6/28/2025
Global components gross profit, as reported	\$ 564,460	\$ 497,324	\$ 554,945	\$ 591,454	\$ 609,101
Impact of wind down to inventory	(1,857)	50,344	(2,467)	(2,172)	(1,989)
Other	-	-	-	172	-
Global components non-GAAP gross profit	<u>\$ 562,603</u>	<u>\$ 547,668</u>	<u>\$ 552,478</u>	<u>\$ 589,454</u>	<u>\$ 607,112</u>
Global components gross profit, as a percentage of sales	11.4%	10.3%	11.6%	11.2%	11.0%
Global components non-GAAP gross profit, as a percentage of sales	11.4%	11.4%	11.6%	11.2%	10.9%
Global ECS gross profit, as reported	\$ 220,368	\$ 305,986	\$ 219,047	\$ 257,203	\$ 226,213
Global ECS gross profit as a percentage of sales, as reported	11.7%	12.4%	10.8%	11.2%	10.5%