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Arrow Electronics

Earnings Presentation

Second Quarter 2026
August 6, 2026

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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. These 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 or changes, including those that may occur in connection with recession, inflation, tax rates, foreign currency exchange rates, or the availability of capital; impacts of military conflict and sanctions; political instability and changes; trade protection measures, tariffs, increased trade tensions, trade agreements and policies, and other restrictions, duties, and value-added taxes, and the associated macroeconomic impacts; disruptions, shortages, or inefficiencies in the supply chain; non-compliance with certain laws, regulations, or executive orders, 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; changes in relationships with key suppliers; management transitions, including the company’s search for a permanent CEO; changes in product supply, pricing, and customer demand; increased profit-margin pressure resulting from industry conditions, competition, or other factors; other vagaries in the Global Components and the Global ECS markets; changes to applicable laws, regulations, executive orders, or rules relating to government contractors 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; commercial disputes, patent infringement claims, product liability lawsuits, or other legal proceedings; foreign tax and other loss contingencies; failure, disruption, or compromise of the company’s information systems or those of a third-party service provider, including unauthorized use or disclosure of company, supplier, or customer information; outbreaks, epidemics, pandemics, or public health crises; the effects of natural or man-made catastrophic events; 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 Arrow’s most recent Annual Report on Form 10-K, as well as in other filings the company makes with the SEC. 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.

Q2 2026 Highlights

CONSOLIDATED SALES	OPERATING MARGIN[1]	DILUTED EARNINGS PER SHARE[1]
$10.0 Billion	4.0 Percent	$5.45
Up 32% Y/Y	Up 120 bps Y/Y	Up 124% Y/Y

- Revenue and EPS exceeded high end of guidance range
- Leading indicators continue to improve
- Strong operational momentum
- Additional Q2 2026 financial information:
  - $403 million operating income[1]
  - $283 million net income[1]
  - 23.6% return on working capital[1]
  - 13.9% return on invested capital[1]

1. Figures are Non-GAAP.
See reconciliation to comparable GAAP figures in the tables at the end of this presentation

Why Arrow

As the premier distributor 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

[1] Source: IDC, OMDIA, and Arrow analysis.
[2] DTAM: Distribution Total Addressable Market

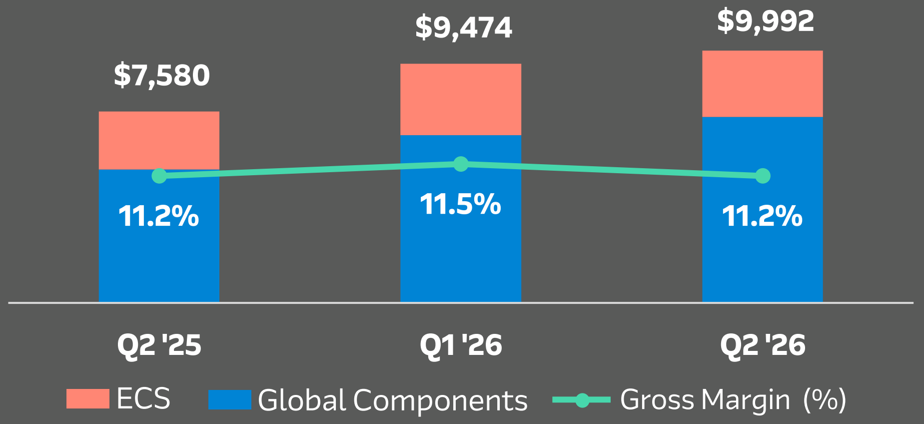
Overview

- Disciplined execution
- Expand higher margin value-added services
- Deliver profitable growth
- Drive positive operating leverage
- Create sustainable long-term shareholder value

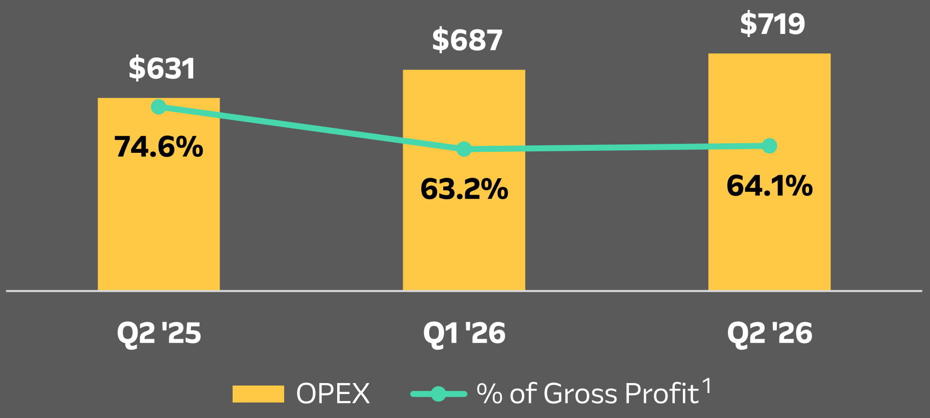
Q2 2026 Financial Metrics

$ in millions except for EPS

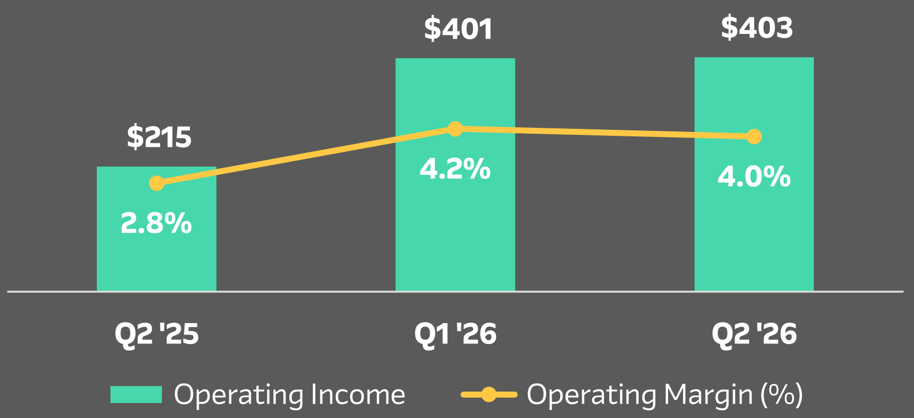
Sales & Non-GAAP Gross Margin[1]



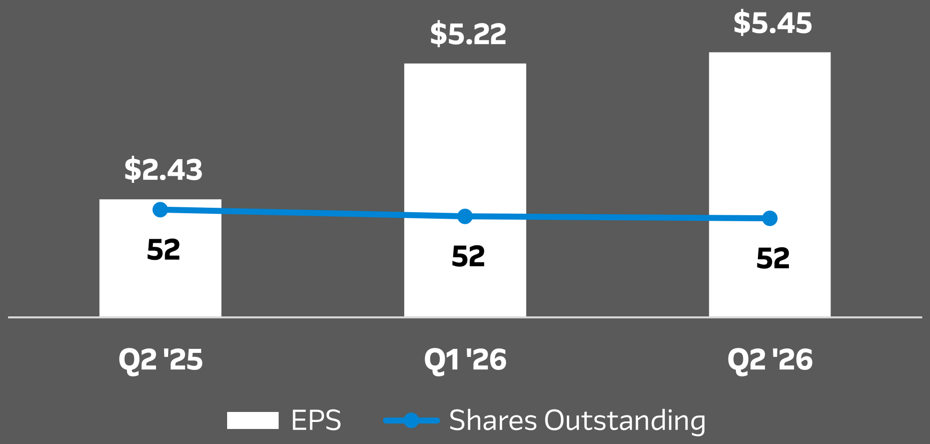
Non-GAAP Operating Expenses[1]



Non-GAAP Operating Income[1]



Non-GAAP Diluted EPS[1]



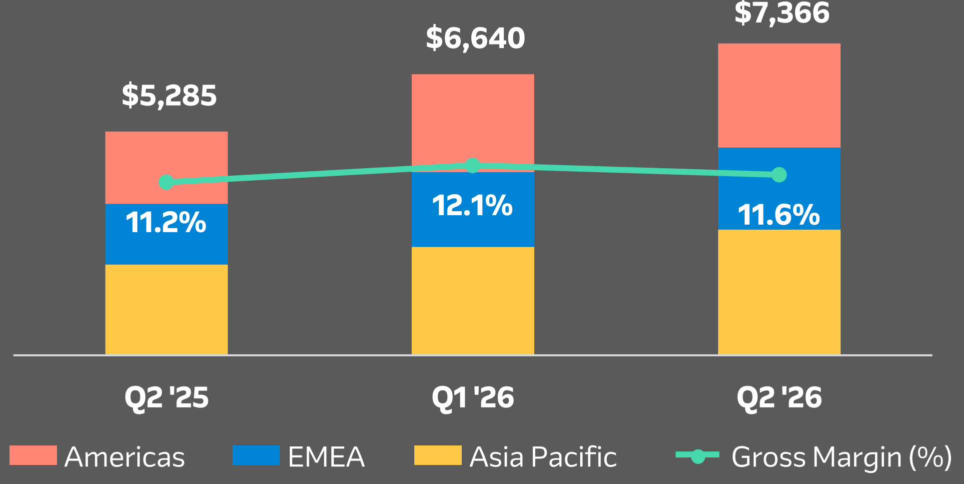
Interest and other expense, net in Q2'26 was $37 million
Non-GAAP Effective Tax Rate was 23.0%[1]

[1] See reconciliation to comparable GAAP figures in the tables at the end of this presentation

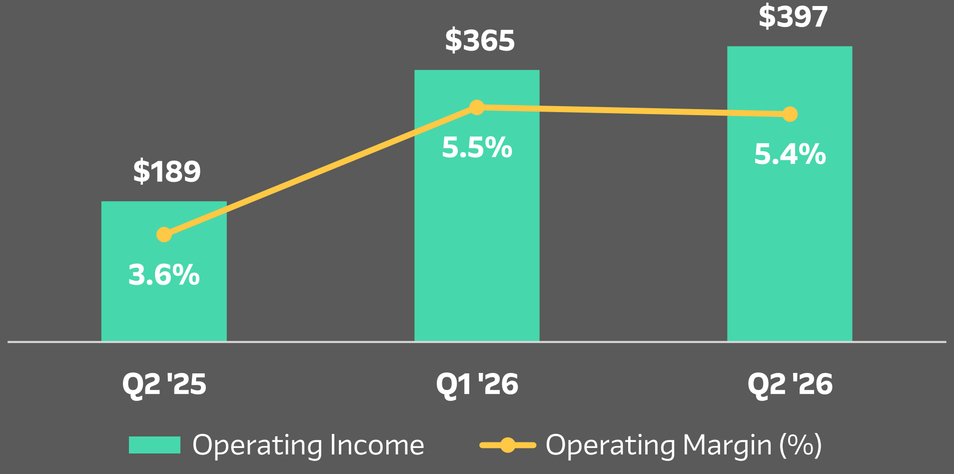
Q2 2026 Global Components

$ in millions

Sales & Non-GAAP Gross Margin[1]



Non-GAAP Operating Income[1]



- Broad based growth across region, vertical, and customer type:
  - Book-to-bill well above parity in all regions
  - Lead times remain at manageable levels
  - Normal customer order flows supporting backlog growth
- On a regional basis:
  - Americas – broad-based strength led by aerospace & defense, industrial, and transportation
  - EMEA – strength in transportation and aerospace & defense
  - APAC – led by industrial, transportation and datacenter compute

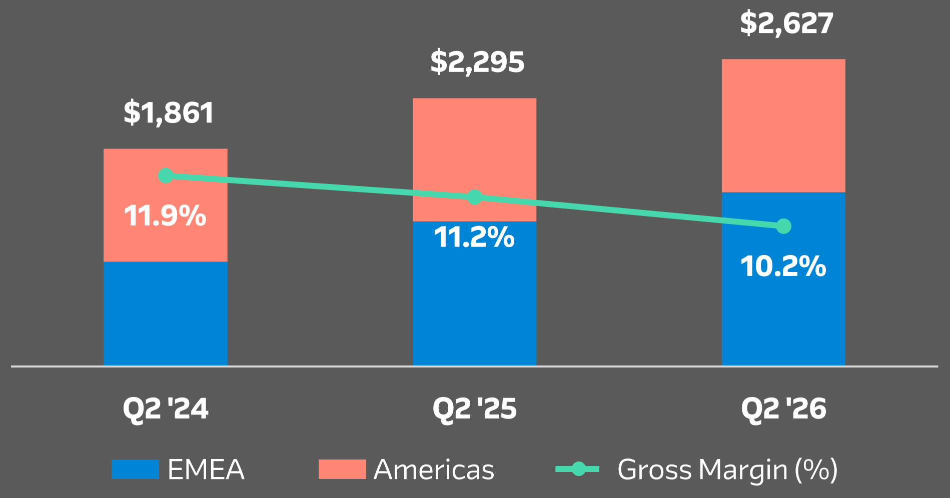
- Growth led by customer unit demand
- Focus remains on profitable growth:
  - Core markets expanding, particularly in the West
  - Mass market improving with runway left
  - IP&E sales > $1 billion for second consecutive quarter
  - Value-added services delivering meaningful profit contribution
  - Operational productivity driving leverage in P&L

[1] See reconciliation to comparable GAAP figures in the tables at the end of this presentation

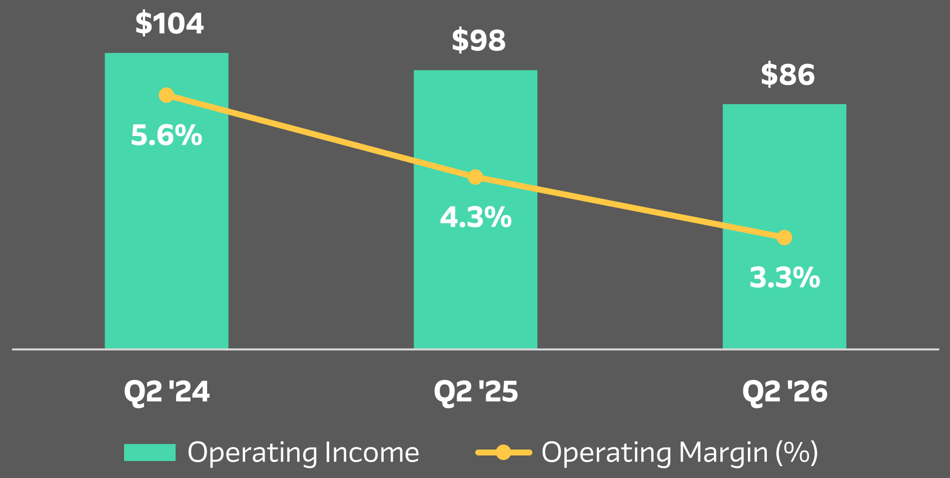
Q2 2026 Enterprise Computing Solutions

$ in millions

Sales & Non-GAAP Gross Margin[1]



Non-GAAP Operating Income[1]



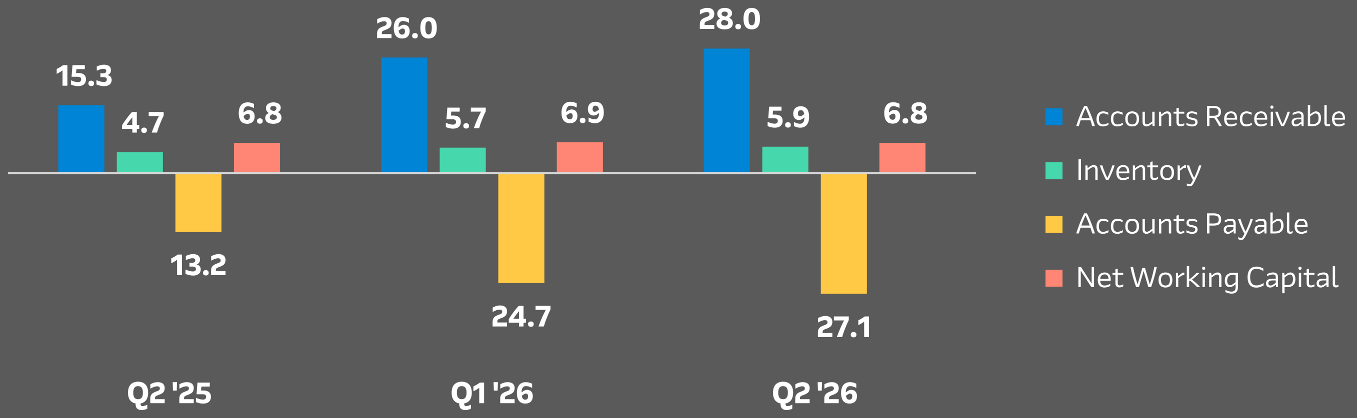
- Strategically positioned on complex enterprise end of IT stack
- Secular demand trends around AI driving strength across technology categories:
  - Hybrid cloud
  - Infrastructure software
  - Cybersecurity
  - Data protection
  - Data intelligence

- Healthy backlog growth
- Critical role in the channel positions Arrow to deliver on-premise alternatives
- Arrowsphere driving deeper engagement and recurring revenue volumes

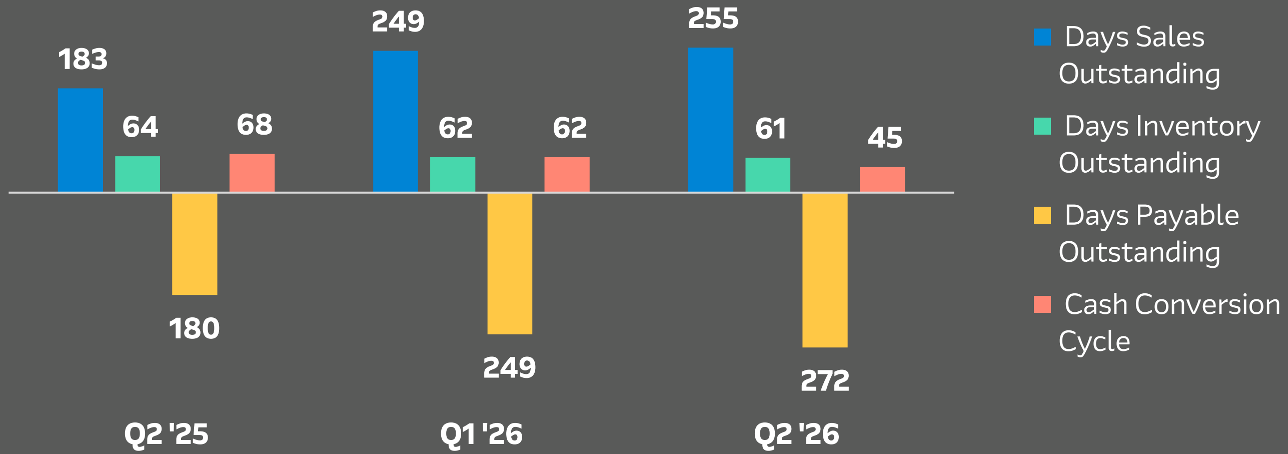
[1] See reconciliation to comparable GAAP figures in the tables at the end of this presentation

Q2 2026 Balance Sheet and Cash Highlights

Net Working Capital ($B)



Cash Conversion (Days)



Inventory Turns:	5.7	5.9	6.0

- **Non-GAAP Return on Working Capital (ROWC)[1]** of 23.6% in the second quarter, rose 1090 basis points year on year. The increase in ROWC related primarily to higher operating income in Global Components.
- **Non-GAAP Return on Invested Capital (ROIC)[1]** of 13.9% in the second quarter, rose 580 basis points year on year. The increase in ROIC related primarily to higher operating income in Global Components.
- **Operating Cashflow** was $318M
- **Gross Debt** was $2.2B
- **Adjusted Net Leverage[1]** 1.75x
- **Repurchased** $43M in shares

[1]See reconciliation to comparable GAAP figures in the tables at the end of this presentation
Amounts may not calculate precisely due to rounding

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Q3 2026 Guidance

Consolidated Sales	$9.60 billion to $10.20 billion
Global Components	$7.50 billion to $7.90 billion
Global ECS	$2.10 billion to $2.30 billion
Diluted Earnings Per Share	$4.72 to $4.92
Non-GAAP Diluted Earnings Per Share [1]	$4.83 to $5.03
Interest and other expense, net	Approximately $50 million

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

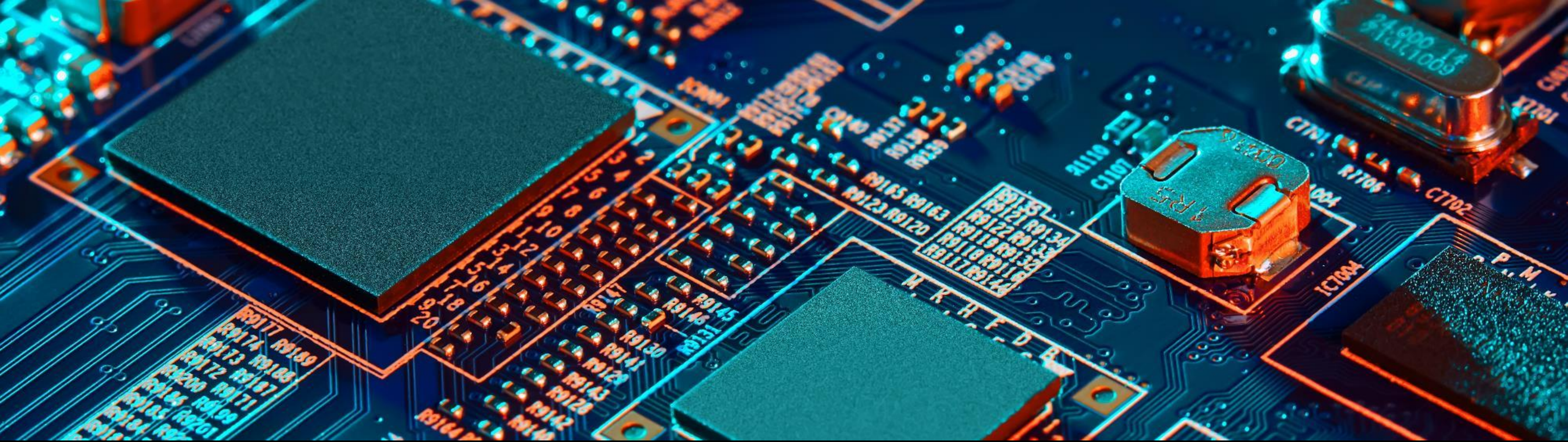
- Changes in foreign currencies to decrease sales by approximately $27 million, and earnings per share on a diluted basis by $0.01 compared to the third quarter of 2025
- Changes in foreign currencies to decrease quarter-over-quarter growth in sales by $50 million, and earnings per share on a diluted basis to decrease by $0.04 compared to the second quarter of 2026

1. See reconciliation to comparable GAAP figures in the tables at the end of this presentation

Looking Forward

- Build on operational momentum
- Constructive leading indicators
- Drive sustainable profitable growth
- Focused capital allocation
- Expand higher-margin value-added services
- Deliver long-term shareholder value

Thank You
Q&A



Additional information and financial tables

Consolidated second-quarter overview

($ in millions, except per share data)

P&L Highlights*	Q2 2026	Q2 2025	Y/Y CHANGE	Q2 2025 IN CONSTANT CURRENCY	Y/Y CHANGE IN CONSTANT CURRENCY	Q1 2026	Q/Q CHANGE
Sales	$9,992	$7,580	31.8%	$7,673	30.2%	$9,474	5.5%
Gross Profit Margin	11.3%	11.2%	10 bps	11.2%	10 bps	11.5%	-20 bps
Operating Income	$377	$191	98.0%	$195	93.9%	$362	4.4%
Operating Margin	3.8%	2.5%	130 bps	2.5%	130 bps	3.8%	0 bps
Non-GAAP Operating Income	$403	$215	87.2%	$220	83.5%	$401	0.6%
Non-GAAP Operating Margin	4.0%	2.8%	120 bps	2.9%	110 bps	4.2%	-20 bps
Net Income	$273	$188	45.3%	$193	41.6%	$235	16.0%
Diluted EPS	$5.26	$3.59	46.5%	$3.68	42.9%	$4.55	15.6%
Non-GAAP Net Income	$283	$127	121.8%	$133	113.1%	$270	4.6%
Non-GAAP Diluted EPS	$5.45	$2.43	124.3%	$2.53	115.4%	$5.22	4.4%

	Q2 2026	Q2 2025	Y/Y CHANGE	Q2 2025 IN CONSTANT CURRENCY	Y/Y CHANGE IN CONSTANT CURRENCY	Q1 2026	Q/Q CHANGE
Operating expenses	$748	$658	13.6%	$666	12.4%	$729	2.6%
Operating expenses margin	7.5%	8.7%	-120 bps	8.7%	-120 bps	7.7%	-20 bps
Non-GAAP Operating expenses	$719	$631	13.9%	$639	12.6%	$687	4.6%
Non-GAAP Operating expenses margin	7.2%	8.3%	-110 bps	8.3%	-110 bps	7.3%	-10 bps

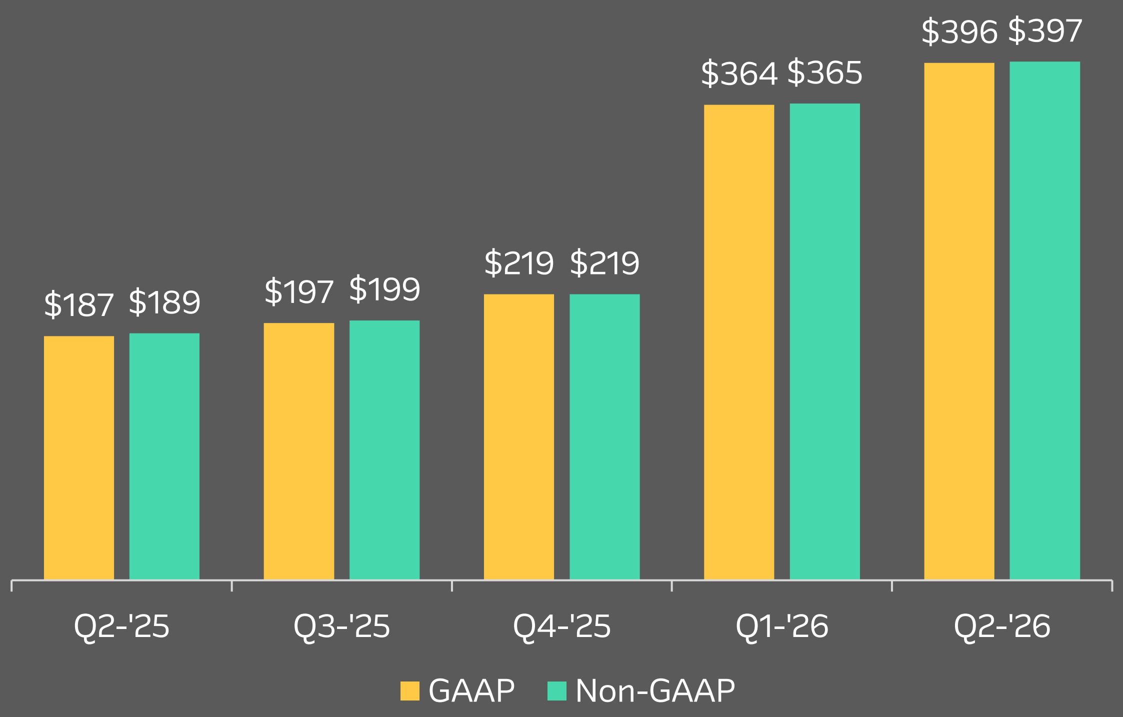
Revenue history

($ in millions, may reflect rounding)

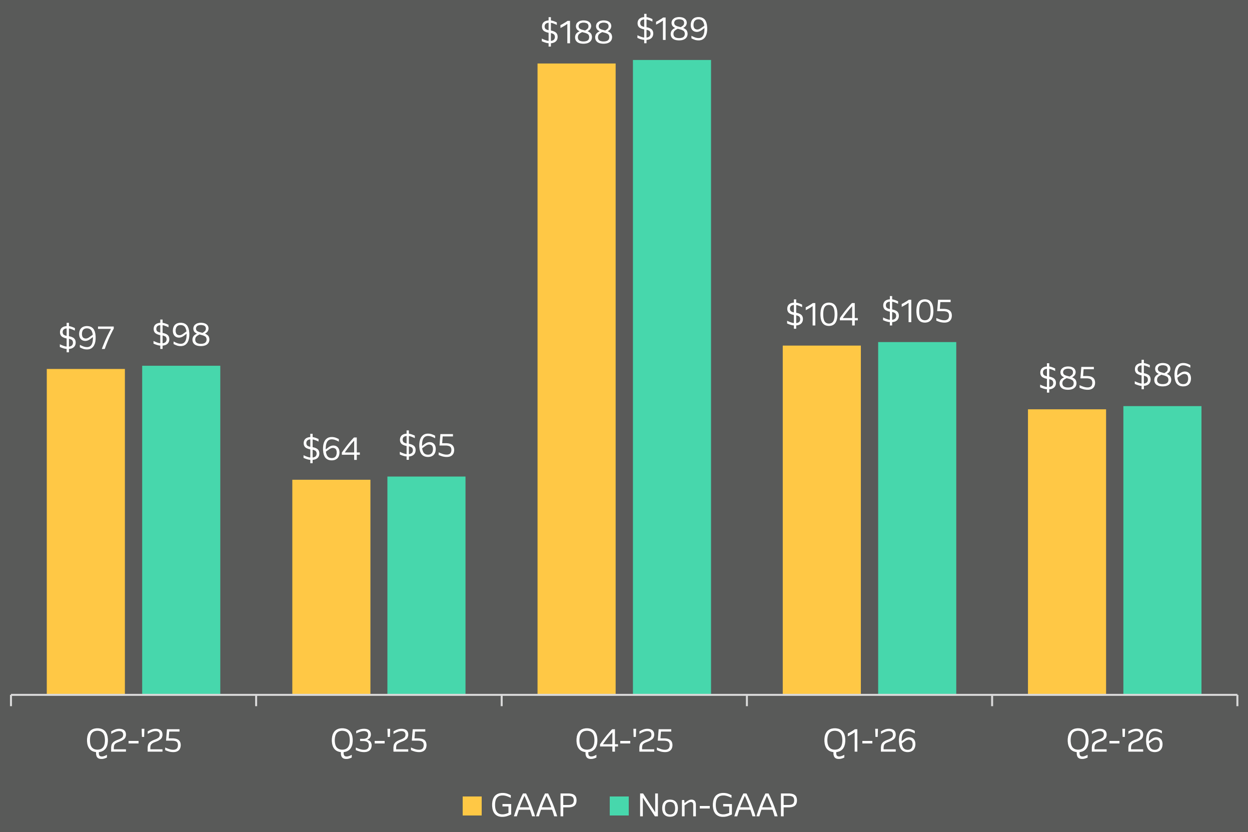
	Q2'25	Q3'25	Q4'25	Q1'26	Q2'26	YoY change	QoQ change
Global Components Total	5,285	5,556	5,882	6,640	7,366	39%	11%
Americas	1,708	1,709	1,960	2,312	2,455	44%	6%
Europe, Middle East & Africa	1,427	1,444	1,460	1,765	1,939	36%	10%
Asia Pacific	2,150	2,404	2,462	2,563	2,972	38%	16%
Enterprise Computing Solutions Total	2,295	2,156	2,864	2,833	2,627	14%	-7%
Europe, Middle East & Africa	1,242	1,134	1,618	1,648	1,491	20%	-10%
Americas	1,053	1,022	1,246	1,185	1,136	8%	-4%
Arrow Electronics Total	7,580	7,713	8,746	9,474	9,992	32%	5%

Operating income history

Global Components ($M)



Enterprise Computing Solutions ($M)



See the reconciliation to comparable GAAP figures in the tables at the end of this presentation

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 relating to sales, gross profit, operating income (including by business segment), operating margin, operating expense, consolidated net income, noncontrolling interest, provision for income tax, income before income taxes, net income attributable to shareholders, effective tax rate, net income per share on a diluted basis, return on working capital, and return on invested capital.

These non-GAAP measures are adjusted by certain of the following, as applicable: the 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 charges, net gains and losses on investments, and the impact of wind down to inventory.

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.

Third-quarter 2026 GAAP to non-GAAP outlook reconciliation

($ in billions, except per share data)

NON-GAAP SALES RECONCILIATION

	Quarter Ended			Quarter Ended		
	3-Oct-26	27-Sep-25	% Change	3-Oct-26	4-Jul-26	% Change
Global components sales, GAAP	$ $7.50 - 7.90	$ 5.56	35% - 42%	$ $7.50 - 7.90	$ 7.37	2% - 7%
Impact of changes in foreign currencies	—	(0.01)		—	(0.03)	
Global components sales, constant currency	$ $7.50 - 7.90	$ 5.55	35% - 42%	$ $7.50 - 7.90	$ 7.34	2% - 8%
Global ECS sales, GAAP	$ $2.10 - 2.30	$ 2.16	(3)% - 7%	$ $2.10 - 2.30	$ 2.63	(20)% - (12)%
Impact of changes in foreign currencies	—	(0.02)		—	(0.02)	
Global ECS sales, constant currency	$ $2.10 - 2.30	$ 2.14	(2)% - 8%	$ $2.10 - 2.30	$ 2.61	(19)% - (12)%

NON-GAAP EARNINGS RECONCILIATION

	REPORTED GAAP MEASURE	INTANGIBLE AMORTIZATION EXPENSE	RESTRUCTURING & INTEGRATION CHARGES	NON-GAAP MEASURE
Net income per diluted share	$4.72 to $4.92	$0.07	$0.04	$4.83 to $5.03

Non-GAAP second-quarter sales reconciliation

($ in thousands)

	Quarter Ended		
	4-Jul-26	28-Jun-25	% Change
Consolidated sales, as reported	$ 9,992,237	$ 7,579,947	31.8%
Impact of changes in foreign currencies	-	93,482	
Consolidated sales, constant currency	$ 9,992,237	$ 7,673,429	30.2%
Global components sales, as reported	$ 7,365,625	$ 5,284,898	39.4%
Impact of changes in foreign currencies	-	58,847	
Global components sales, constant currency	$ 7,365,625	$ 5,343,745	37.8%
Americas components sales, as reported	$ 2,454,521	$ 1,707,522	43.7%
Impact of changes in foreign currencies	-	203	
Americas components sales, constant currency	$ 2,454,521	$ 1,707,725	43.7%
EMEA components sales, as reported	$ 1,938,784	$ 1,426,944	35.9%
Impact of changes in foreign currencies	-	45,924	
EMEA components sales, constant currency	$ 1,938,784	$ 1,472,868	31.6%
Asia components sales, as reported	$ 2,972,320	$ 2,150,432	38.2%
Impact of changes in foreign currencies	-	12,720	
Asia components sales, constant currency	$ 2,972,320	$ 2,163,152	37.4%
Global ECS sales, as reported	$ 2,626,612	$ 2,295,049	14.4%
Impact of changes in foreign currencies	-	34,635	
Global ECS sales, constant currency	$ 2,626,612	$ 2,329,684	12.7%
Americas ECS sales, as reported	$ 1,135,513	$ 1,052,785	7.9%
Impact of changes in foreign currencies	-	(185)	
Americas ECS sales, constant currency	$ 1,135,513	$ 1,052,600	7.9%
EMEA ECS sales, as reported	$ 1,491,099	$ 1,242,264	20.0%
Impact of changes in foreign currencies	-	34,820	
EMEA ECS sales, constant currency	$ 1,491,099	$ 1,277,084	16.8%

Quarterly GAAP to non-GAAP reconciliation

($ in thousands, except per share data)

Three months ended July 4, 2026

	Reported GAAP measure	Intangible Amortization Expense	Restructuring & Integration charges	Impact of Wind Down [1]	Other [2]	Non-GAAP measure
Operating income	$ 377,333	$ 4,753	$ 24,139	$ (2,970)	$ -	$ 403,255
Income before income taxes	353,146	4,753	24,139	(2,970)	(12,044)	367,024
Provision for income taxes	80,311	1,162	6,752	(944)	(2,892)	84,389
Consolidated net income	272,835	3,591	17,387	(2,026)	(9,152)	282,635
Noncontrolling interests	124	-	-	-	-	124
Net income attributable to shareholders	$ 272,711	$ 3,591	$ 17,387	$ (2,026)	$ (9,152)	$ 282,511
Net income per diluted share [4]	$ 5.26	$ 0.07	$ 0.34	$ (0.04)	$ (0.18)	$ 5.45
Effective tax rate [5]	22.7%					23.0%

Three months ended June 28, 2025

	Reported GAAP measure	Intangible Amortization Expense	Restructuring & Integration charges	Impact of Wind Down [1]	Other [3]	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)	(25,119)	27,081
Consolidated net income	187,022	3,662	16,172	(1,483)	(78,685)	126,688
Noncontrolling interests	(727)	24	-	-	-	(703)
Net income attributable to shareholders	$ 187,749	$ 3,638	$ 16,172	$ (1,483)	$ (78,685)	$ 127,391
Net income per diluted share [4]	$ 3.59	$ 0.07	$ 0.31	$ (0.03)	$ (1.50)	$ 2.43
Effective tax rate [5]	19.7%					17.6%

Three months ended April 4, 2026

	Reported GAAP measure	Intangible Amortization Expense	Restructuring & Integration charges	Impact of Wind Down [1]	Other [2]	Non-GAAP measure
Operating income	$ 361,602	$ 4,765	$ 36,664	$ (2,248)	$ -	$ 400,783
Income before income taxes	307,260	4,765	36,664	(2,248)	5,792	352,233
Provision for income taxes	71,230	1,164	8,052	(707)	1,391	81,130
Consolidated net income	236,030	3,601	28,612	(1,541)	4,401	271,103
Noncontrolling interests	924	-	-	-	-	924
Net income attributable to shareholders	$ 235,106	$ 3,601	$ 28,612	$ (1,541)	$ 4,401	$ 270,179
Net income per diluted share [4]	$ 4.55	$ 0.07	$ 0.55	$ (0.03)	$ 0.09	$ 5.22
Effective tax rate [5]	23.2%					23.0%

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

(2) Other primarily includes (gain) loss on investment, net.

(3) Other includes gain on investments, net, non-recurring tax items, and employee severance and benefits costs not related to restructuring initiative presented in cost of sales.

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

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

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Gross profit and operating expense reconciliation

($ in thousands)

	6/28/2025	9/27/2025	12/31/2025	4/4/2026	7/4/2026
Consolidated Gross Profit	$ 848,657	$ 835,314	$ 1,008,756	$ 1,090,460	$ 1,125,209
Impact of wind down to inventory	(2,172)	(1,989)	(3,638)	(2,248)	(2,970)
Other	172	-	-	-	-
Consolidated non-GAAP gross profit	$ 846,657	$ 833,325	$ 1,005,118	$ 1,088,212	$ 1,122,239
Consolidated gross profit, as a percentage of sales	11.2%	10.8%	11.5%	11.5%	11.3%
Consolidated non-GAAP gross profit, as a percentage of sales	11.2%	10.8%	11.5%	11.5%	11.2%

	6/28/2025	9/27/2025	12/31/2025	4/4/2026	7/4/2026
Consolidated Operating Expense	$ 658,071	$ 656,307	$ 714,678	$ 728,858	$ 747,876
Intangible Amortization Expense	(4,870)	(4,766)	(4,764)	(4,765)	(4,753)
Restructuring & Integration charges	(21,919)	(35,648)	(41,239)	(36,664)	(24,139)
Consolidated non-GAAP Operating Expense	$ 631,282	$ 615,893	$ 668,675	$ 687,429	$ 718,984
Consolidated operating expense, as a percentage of gross profit	75.6%	61.1%	59.4%	63.0%	63.9%
Consolidated non-GAAP operating expense, as a percentage of non-GAAP gross profit	75.8%	61.3%	59.6%	63.2%	64.1%

	6/28/2025	9/27/2025	12/31/2025	4/4/2026	7/4/2026
Americas ECS gross billings	$ 2,543,759	$ 2,713,373	$ 3,041,843	$ 2,959,611	$ 2,693,364
EMEA ECS gross billings	2,596,209	2,476,599	4,039,437	3,473,712	3,162,931
Global ECS gross billings	$ 5,139,968	$ 5,189,972	$ 7,081,280	$ 6,433,323	$ 5,856,295

Operating income margin reconciliation

($ in thousands)

	6/28/2025	4/4/2026	7/4/2026
Operating Income	$ 190,586	$ 361,602	$ 377,333
Intangible Amortization	4,871	4,765	4,753
Restructuring and Integration Charges	21,919	36,664	24,139
Inventory Adjustment	$ (2,000)	$ (2,248)	$ (2,970)
Consolidated non-GAAP operating income	$ 215,375	$ 400,783	$ 403,255
Consolidated operating margin	2.5%	3.8%	3.8%
Consolidated non-GAAP operating margin	2.8%	4.2%	4.0%

Return on working capital reconciliation

($ in thousands)

	Quarter Ended			
	July 4, 2026		June 28, 2025	
Numerator:				
Consolidated operating income, as reported	$	377,333	$	190,586
		x4		x4
Annualized consolidated operating income	$	1,509,332	$	762,344
Non-GAAP consolidated operating income	$	403,255	$	215,375
		x4		x4
Annualized non-GAAP consolidated operating income	$	1,613,020	$	861,500
Denominator:				
Accounts receivable, net	$	28,008,735	$	15,271,348
Inventories		5,939,587		4,749,431
Less: Accounts payable		27,107,855		13,213,323
Working capital	$	6,840,467	$	6,807,456
Return on working capital		22.1%		11.2%
Return on working capital (Non-GAAP)		23.6%		12.7%

Return on invested capital reconciliation

($ in thousands)

	Quarter Ended	
	July 4, 2026	June 28, 2025
Numerator:		
Consolidated operating income, as reported	$ 377,333	$ 190,586
Equity in earnings of affiliated companies (1)	2,065	(659)
Less: Noncontrolling interests (1)	124	(727)
Consolidated operating income, as adjusted	379,274	190,654
Less: Tax effect (2)	86,270	37,457
After-tax consolidated operating income, as adjusted	293,004	153,197
	x4	x4
Annualized after-tax consolidated operating income, as adjusted	$ 1,172,016	$ 612,788
Non-GAAP consolidated operating income	$ 403,255	$ 215,375
Equity in earnings of affiliated companies (1)	2,065	(659)
Less: Noncontrolling interests (1)	124	(703)
Non-GAAP consolidated operating income, as adjusted	405,196	215,419
Less: Tax effect (3)	93,197	37,808
After-tax non-GAAP consolidated operating income, as adjusted	311,999	177,611
	x4	x4
Annualized after-tax non-GAAP operating income, as adjusted	$ 1,247,996	$ 710,444
Denominator:		
Average short-term borrowings, including current portion of long-term debt (4)	$ 115,455	$ 493,290
Average long-term debt (4)	2,202,718	2,339,166
Average total equity (4)	6,947,301	6,203,245
Average cash and cash equivalents (4)	265,572	226,926
Invested capital	$ 8,999,902	$ 8,808,775
Return on invested capital	13.0%	7.0%
Return on invested capital (Non-GAAP)	13.9%	8.1%

(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 July 4, 2026 and June 28, 2025 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 July 4, 2026 and June 28, 2025 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)

	6/29/2024	3/29/2025	6/28/2025	9/27/2025	12/31/2025	4/4/2026	7/4/2026
Global components operating income, as reported	$ 210,201	$ 171,385	$ 186,808	$ 197,355	$ 219,158	$ 363,520	$ 396,275
Intangible assets amortization expense	6,399	4,438	3,945	3,838	3,837	3,837	3,824
Impact of wind down to inventory	1,627	(2,467)	(2,172)	(1,989)	(3,638)	(2,248)	(2,970)
Other	-	-	172	-	-	-	-
Global components non-GAAP operating income	$ 218,227	$ 173,356	$ 188,753	$ 199,204	$ 219,357	$ 365,109	$ 397,129
Global components operating Margin	4.2%	3.5%	3.5%	3.6%	5.5%	5.5%	5.4%
Global components non-GAAP Operating Margin	4.3%	3.6%	3.6%	3.6%	5.5%	5.5%	5.4%
Global ECS operating income, as reported	$ 102,581	$ 77,314	$ 96,969	$ 63,744	$ 187,884	$ 103,738	$ 85,375
Intangible assets amortization expense	1,057	922	925	928	927	928	929
Global ECS non-GAAP operating income	$ 103,638	$ 78,236	$ 97,894	$ 64,672	$ 188,811	$ 104,666	$ 86,304
Global ECS Operating Margin	5.5%	3.8%	4.2%	3.0%	6.6%	3.7%	3.3%
Global ECS non-GAAP Operating Margin	5.6%	3.8%	4.3%	3.0%	6.6%	3.7%	3.3%

Non-GAAP segment reconciliation (continued)

($ in thousands)

	6/29/2024	3/29/2025	6/28/2025	9/27/2025	12/31/2025	4/4/2026	7/4/2026
Global components gross profit, as reported	$ 624,860	$ 554,945	$ 591,454	$ 609,101	$ 647,154	$ 806,748	$ 856,503
Impact of wind down to inventory	1,627	(2,467)	(2,172)	(1,989)	(3,638)	(2,248)	(2,970)
Other	-	-	172	-	-	-	-
Global components non-GAAP gross profit	$ 626,487	$ 552,478	$ 589,454	$ 607,112	$ 643,514	$ 804,500	$ 853,533
Global components gross profit, as a percentage of sales	12.4%	11.6%	11.2%	11.0%	11.0%	12.1%	11.6%
Global components non-GAAP gross profit, as a percentage of sales	12.4%	11.6%	11.2%	10.9%	10.9%	12.1%	11.6%
Global ECS gross profit, as reported	$ 221,584	$ 219,047	$ 257,203	$ 226,213	$ 361,602	$ 283,712	$ 268,706
Global ECS gross profit as a percentage of sales, as reported	11.9%	10.8%	11.2%	10.5%	12.6%	10.0%	10.2%

Net Leverage Reconciliation

($ in thousands)

Trailing Twelve Months				
		6/28/2025		7/4/2026
Income before income taxes	$	580,964	$	1,042,169
Interest and other financing expense, net		239,804		184,420
Depreciation and amortization		151,202		138,430
Restructuring, integration, and other		94,756		137,690
Earnings before interest, taxes, depreciation and amortization ("EBITDA")	$	1,066,726	$	1,502,709

As of				
		6/28/2025		7/4/2026
Short-term borrowings, including current portion of long-term debt	$	455,612	$	117,539
Long-term debt		2,365,812		2,053,041
Amounts related to the EMEA asset securitization program: Receivables sold to Unaffiliated Financial Institutions that were uncollected		348,698		465,091
Receivables sold under the factoring programs that were uncollected		320,759		232,915
Less: Cash		(221,970)		(244,631)
Total Debt	$	3,268,911	$	2,623,955

	6/28/2025	7/4/2026
Adjusted Leverage Ratio	3.06	1.75