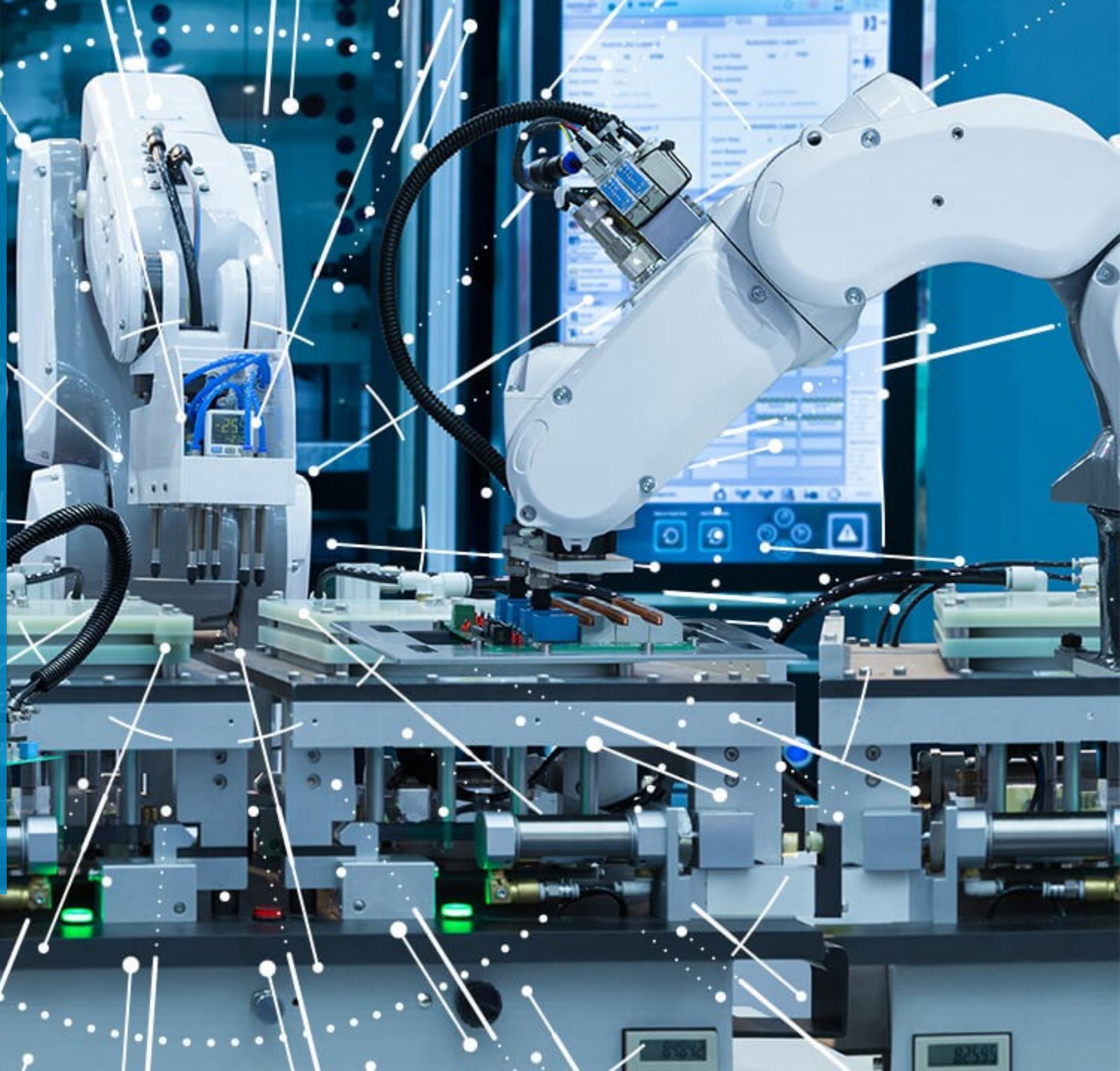


**flex**<sup>®</sup>

# Results for Q4 and Fiscal 2023

Quarter End: March 31, 2023

Earnings Announcement: May 10, 2023



# Risks and non-GAAP disclosures

This presentation contains forward-looking statements within the meaning of U.S. securities laws, including: statements related to future expected revenues and earnings per share. These forward-looking statements involve risks and uncertainties that could cause the actual results to differ materially from those anticipated by these forward-looking statements. Readers are cautioned not to place undue reliance on these forward-looking statements. These risks include: that we may not achieve our expected future operating results, including margins; the effects that the current and future macroeconomic environment, including inflation, slower growth or recession, higher interest rates, and currency exchange rate fluctuations, could have on our business and demand for our products; the impact of component shortages, fluctuations in the pricing or availability of raw materials, labor and energy, and logistical constraints, including their impact on our revenues and margins; uncertainties and risks relating to our ability to achieve some or all of the intended or anticipated benefits of Nextracker being a separate, publicly-traded company, which could negatively impact our business, financial condition and results of operations; the possibility that we may not fully realize the projected benefits of the Anord Mardix acquisition; geopolitical risk, including the termination and renegotiation of international trade agreements and trade policies, including the impact of tariffs and related regulatory actions; the war in Ukraine and escalating geopolitical tensions as a result of Russia's invasion of Ukraine, including the imposition of economic sanctions on Russia which could lead to disruption, instability, and volatility in global markets and negatively impact our operations and financial performance; the effects that current and future credit and market conditions could have on the liquidity and financial condition of our customers and suppliers, including any impact on their ability to meet their contractual obligations to us and our ability to pass through costs to our customers; the challenges of effectively managing our operations, including our ability to control costs and manage changes in our operations; hiring and retaining key personnel; litigation and regulatory investigations and proceedings; our compliance with legal and regulatory requirements; changes in laws, regulations, or policies that may impact our business, including those related to climate change; the possibility that benefits of the Company's restructuring actions may not materialize as expected; that the expected revenue and margins from recently launched programs may not be realized; our dependence on industries that continually produce technologically advanced products with short product life cycles; the short-term nature of our customers' commitments and rapid changes in demand may cause supply chain issues, excess and obsolete inventory, and other issues which adversely affect our operating results; our dependence on a small number of customers; our industry is extremely competitive; we may be exposed to financially troubled customers or suppliers; the success of certain of our activities depends on our ability to protect our intellectual property rights and we may be exposed to claims of infringement or breach of license agreements; a breach of our IT or physical security systems, or violation of data privacy laws, may cause us to incur significant legal and financial exposure and disrupt our operations; physical and operational risks from natural disasters, severe weather events, or climate change; our ability to achieve sustainability goals; we may be exposed to product liability and product warranty liability; that recently proposed changes or future changes in tax laws in certain jurisdictions where we operate could materially impact our tax expense; and the impact and effects on our business, results of operations and financial condition of the COVID-19 pandemic or another public health issue or catastrophic event.

Additional information concerning these, and other risks is described under "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our annual report on Form 10-K for the fiscal year ended March 31, 2022 and in subsequent quarterly reports on Form 10-Q. The forward-looking statements in this presentation are based on current expectations and Flex assumes no obligation to update these forward-looking statements. Our share repurchase program does not obligate the Company to repurchase a specific number of shares and may be suspended or terminated at any time without prior notice.

Please refer to the appendix section of this presentation for reconciliation of the non-GAAP financial measures to the most directly comparable GAAP measures. If this presentation references historical non-GAAP financial measures, these measures are located on the "Investor Relations" section of our website, [www.flex.com](http://www.flex.com) along with the required reconciliation to the most comparable GAAP financial measures. Certain forward-looking non-GAAP financial measures are not reconciled to the most directly comparable GAAP measures as the reconciling information is not available without an unreasonable effort.

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

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



## Automotive

next generation mobility, autonomous, connectivity, electrification, and smart technologies.

## Health Solutions

medical devices, medical equipment, and drug delivery.

## Industrial

capital equipment, industrial devices, renewables, and grid edge.



## Communications, Enterprise and Cloud (CEC)

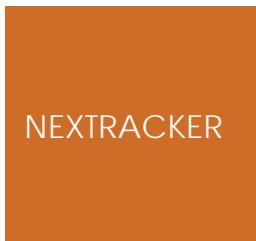
data infrastructure, edge infrastructure, and communications infrastructure.

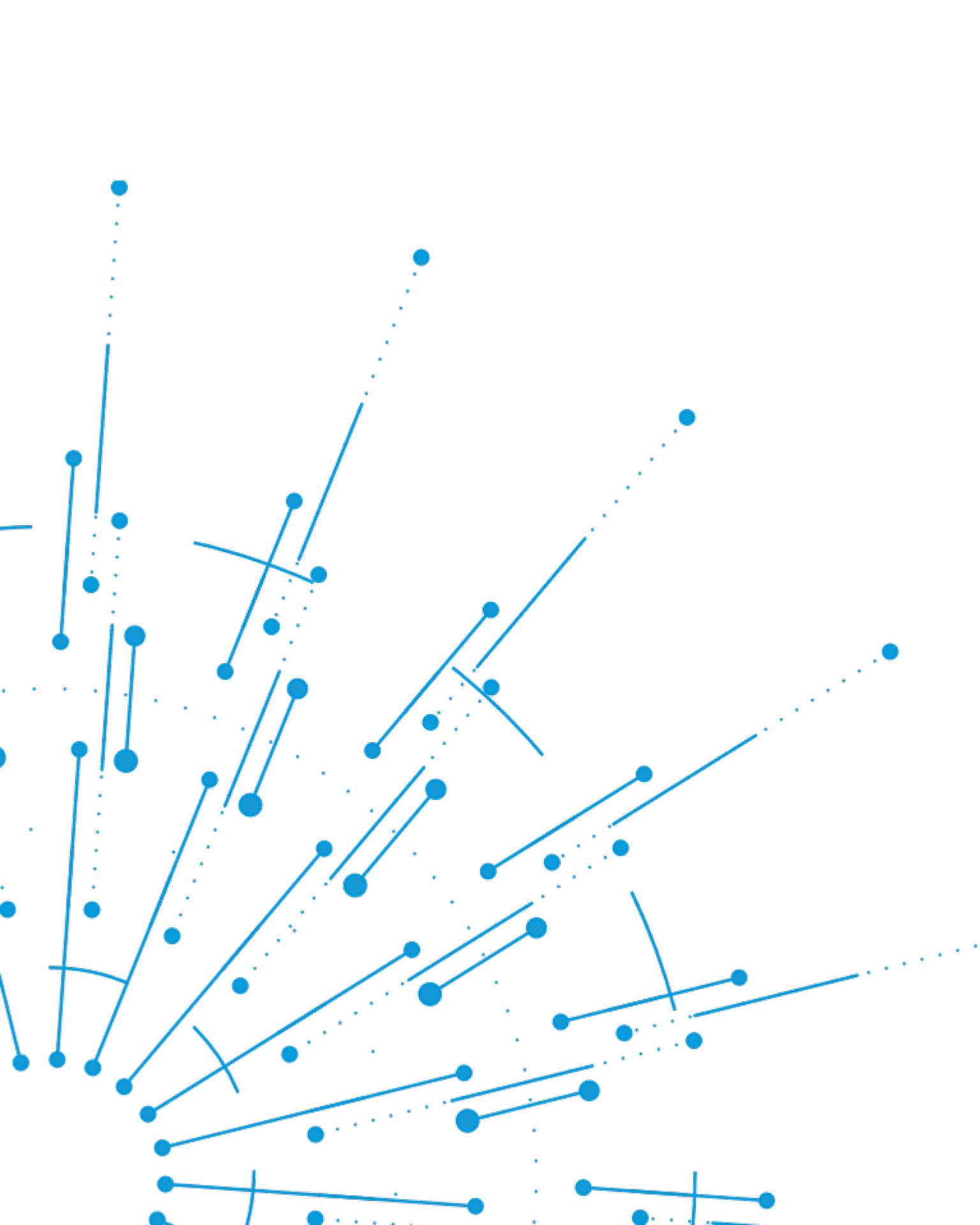
## Lifestyle

appliances, consumer packaging, floorcare, micro mobility, and audio.

## Consumer Devices

mobile and high velocity consumer devices.





# Business update

Revathi Advaithi  
Chief Executive Officer

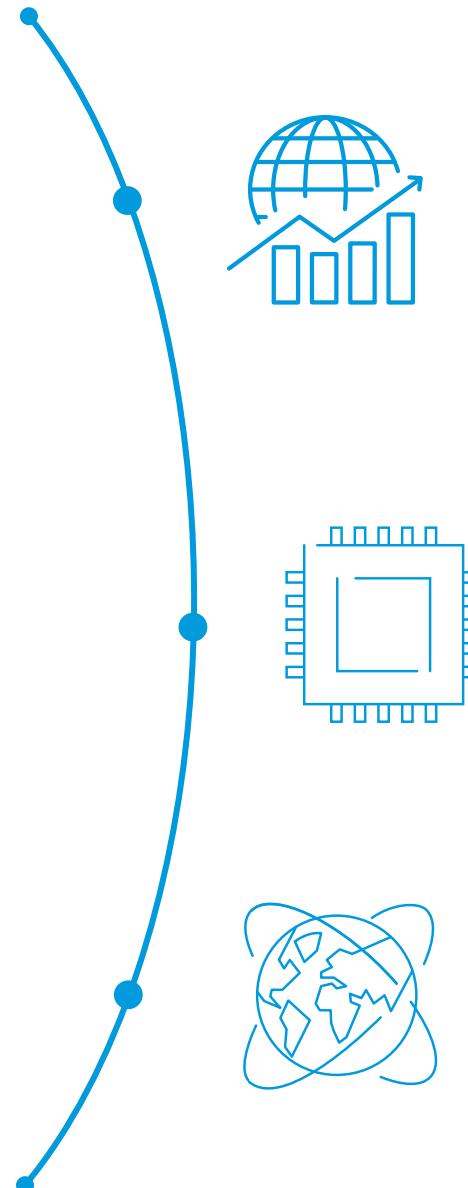
flex

# Fourth quarter and full year highlights

Revenue	Adj. Operating Income	Adj. Net Income	Adj. Earnings Per Share	
Q4F23				
\$7.5B	\$364M	\$261M	\$0.57	<ul style="list-style-type: none"><li>• Revenue grew 9.1% year-over-year</li><li>• Solid growth across all three segments</li><li>• Record Q4 adj. EPS</li></ul>
FISCAL 2023				
\$30.3B	\$1.4B	\$1.1B	\$2.36	<ul style="list-style-type: none"><li>• Delivered solid results despite a volatile operating environment</li><li>• Record adj. gross and operating income dollars</li><li>• Record adj. EPS</li></ul>

See Appendix for GAAP to non-GAAP reconciliations.

# FY23 Progress

- 
- Partial **Nextracker IPO** in February 2023
  - Another record year in **Automotive** bookings
  - Multiple **medical device** ramps translating into future growth
  - Expanding **hyper cloud** program wins
  - Strong **renewables hardware** growth
  - Effectively navigated **global supply-chain** disruptions
  - Executing on customer's **regionalization** needs
  - Share gains in **Lifestyle** drove market outperformance

# 2023 Notable awards and recognitions

## Notable awards



EMEA LOGISTICS  
SUPPLIER OF THE YEAR

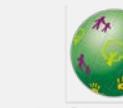
Lenovo



## Sustainability rankings and ratings



A- score for climate change  
A score for water security



Inclusion in the FTSE4Good Index Series for the **sixth** consecutive year



#1 score on all ESG pillars



#1 rank in sub-industry

Sustainability Yearbook  
Member 2023

S&P Global

Recognized for fourth consecutive year

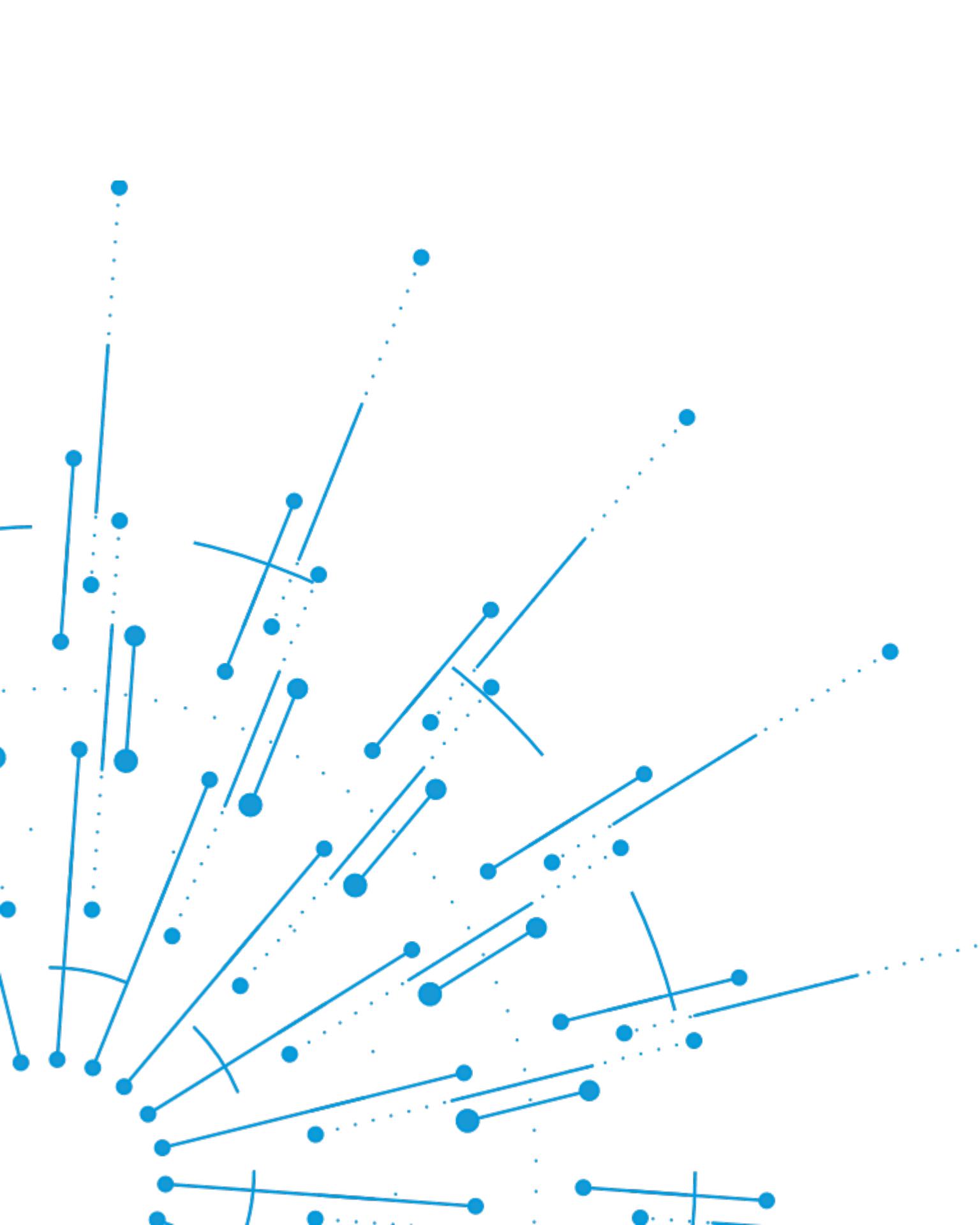


AA rating for 2022

## World Economic Forum Global Lighthouse Network

Sorocaba, Brazil named Latin America's first Sustainability Lighthouse, 2023

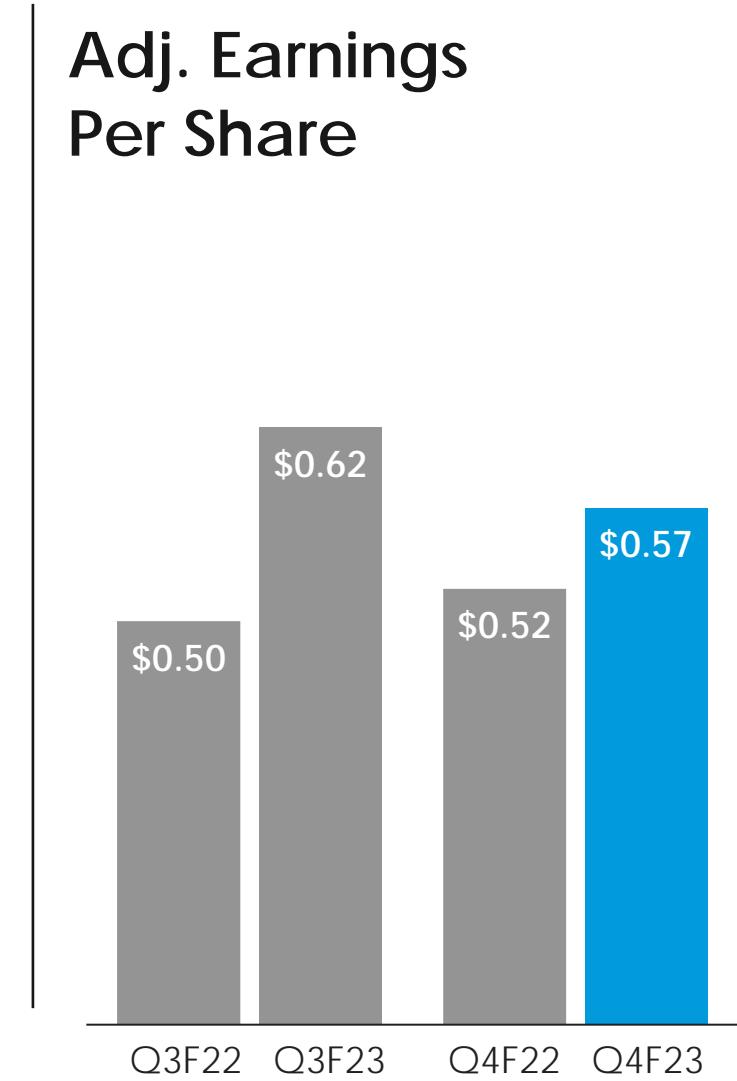
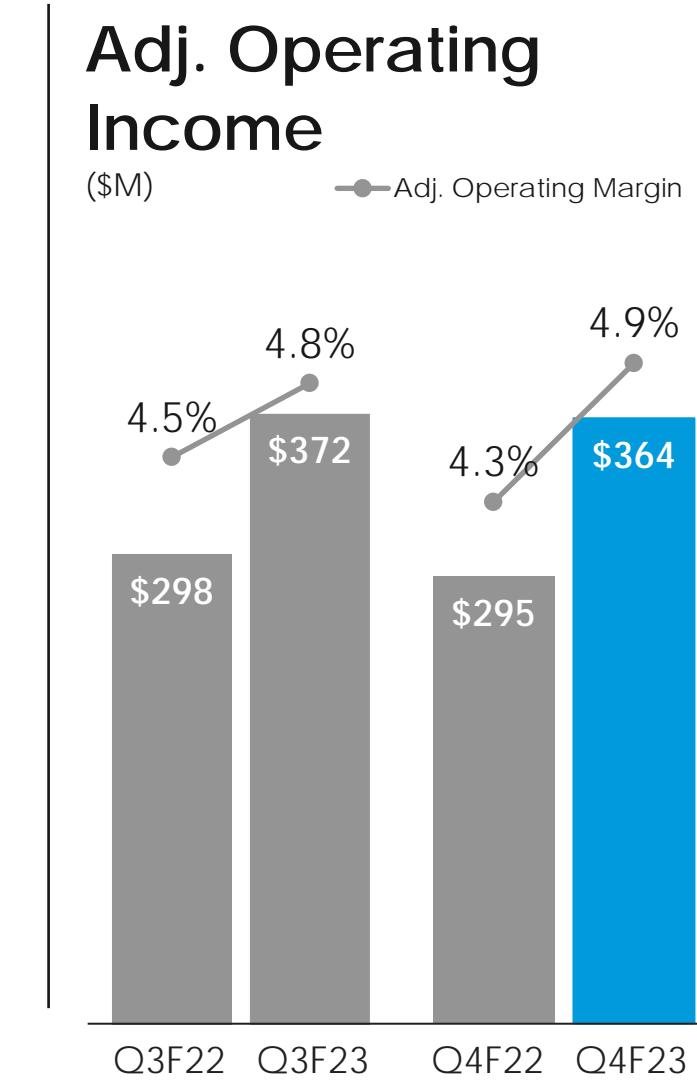
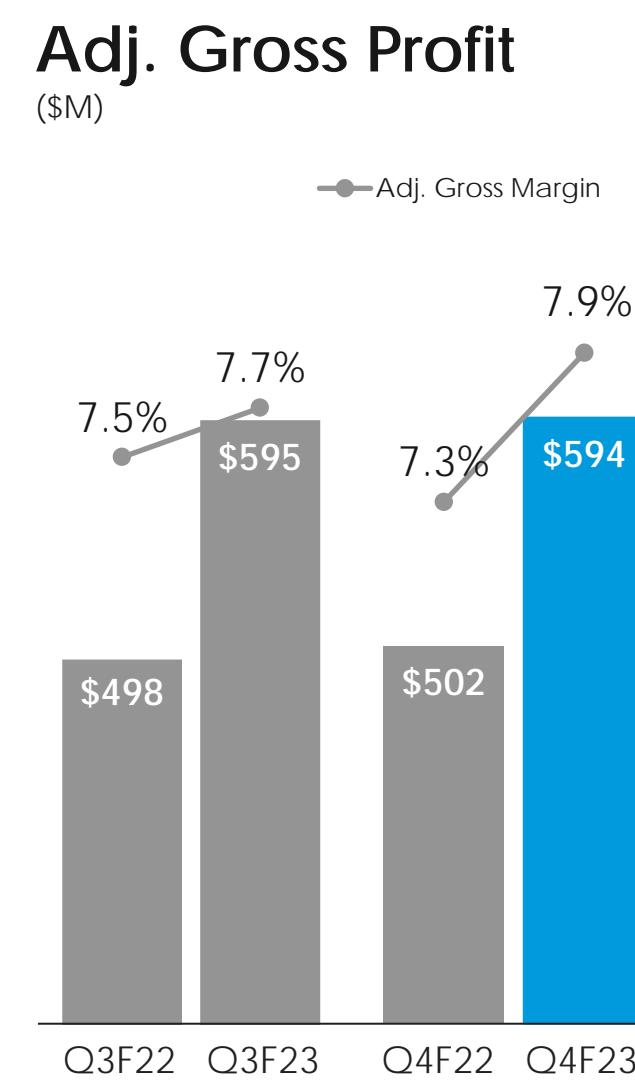
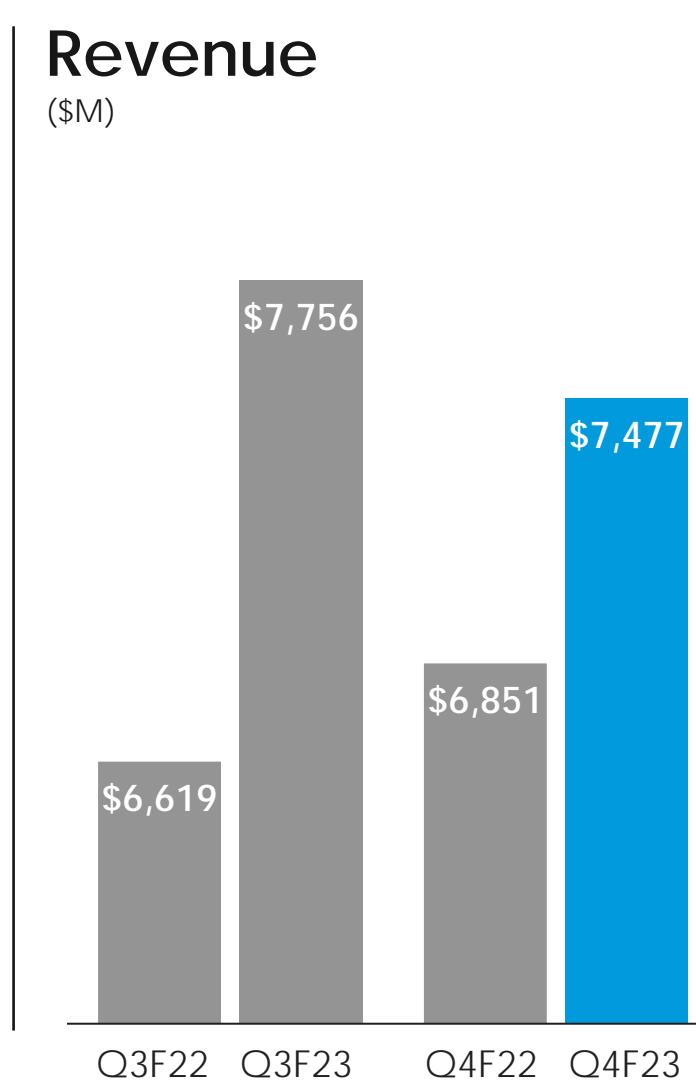
flex



# Financial results

Paul Lundstrom  
Chief Financial Officer

# Q4 Key financials



See Appendix for GAAP to non-GAAP reconciliations.

# Q4 Segment performance

	Revenue <sup>A</sup>		Adj. Operating Income		Adj. Operating Margin		Overview
	(\$B)	Y/Y Growth	(\$M)	Y/Y Growth	%	Y/Y	
<b>RELIABILITY</b>	<b>\$3.2</b>	14%	<b>\$142</b>	1%	<b>4.4%</b>	(50 bps)	<ul style="list-style-type: none"> <li>Strong demand across Reliability; semiconductor constraints and operational investments to support long term growth continue</li> </ul>
<b>AGILITY</b>	<b>\$3.7</b>	5%	<b>\$171</b>	13%	<b>4.6%</b>	40 bps	<ul style="list-style-type: none"> <li>CEC strength continued; strong cost management across Lifestyle and Consumer Devices</li> </ul>
<b>NEXTRACKER</b>	<b>\$0.5</b>	18%	<b>\$70</b>	264%	<b>13.5%</b>	850 bps	<ul style="list-style-type: none"> <li>Strong growth based on solid execution against robust demand</li> </ul>
CORPORATE SERVICES AND OTHER <sup>B</sup>	--	--	(\$19)	--	--	--	
<b>TOTAL</b>	<b>\$7.5</b>	9%	<b>\$364</b>	23%	<b>4.9%</b>	<b>60bps</b>	

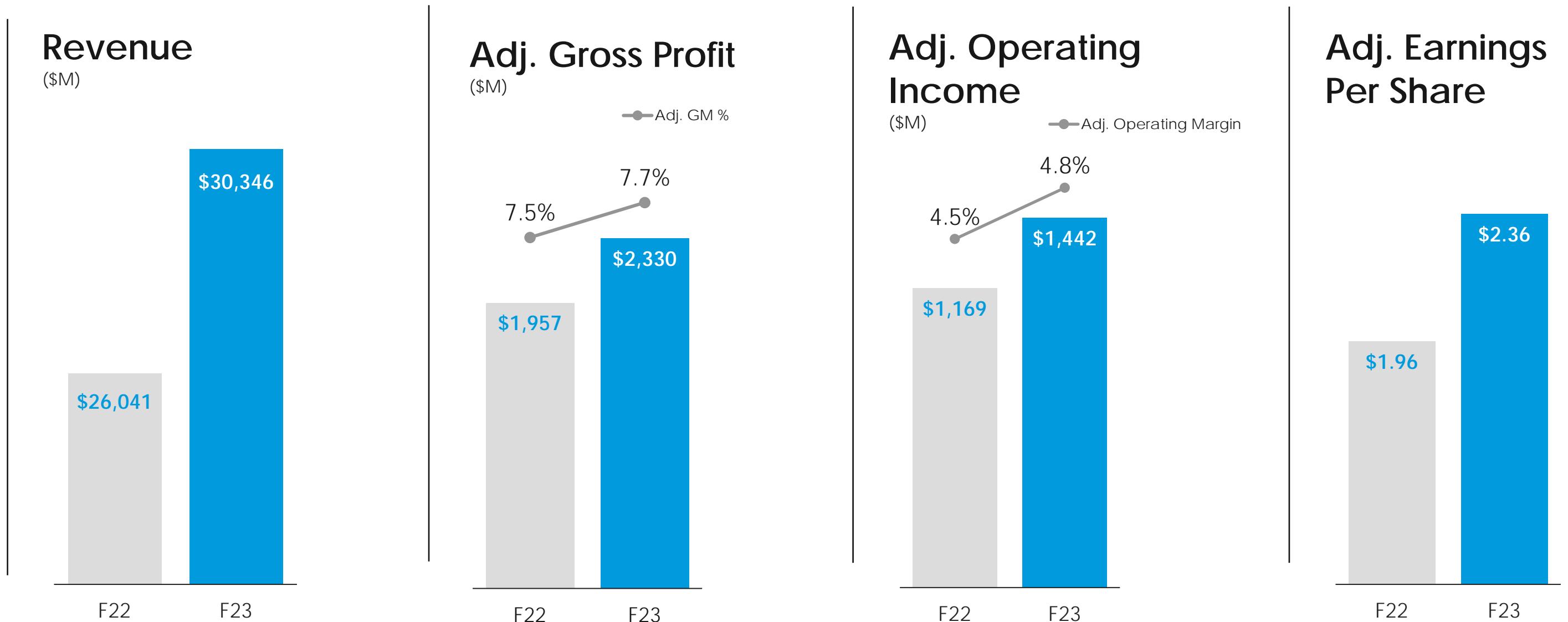
See Appendix for GAAP to non-GAAP reconciliations.

A. Amounts may not sum due to immaterial intersegment eliminations not presented separately.

B. Corporate Services and Other includes centralized administrative costs that are not included in the assessment of the performance of each of the identified segments.

# FY23 Financial summary

Executing on key growth drivers



See Appendix for GAAP to non-GAAP reconciliations.

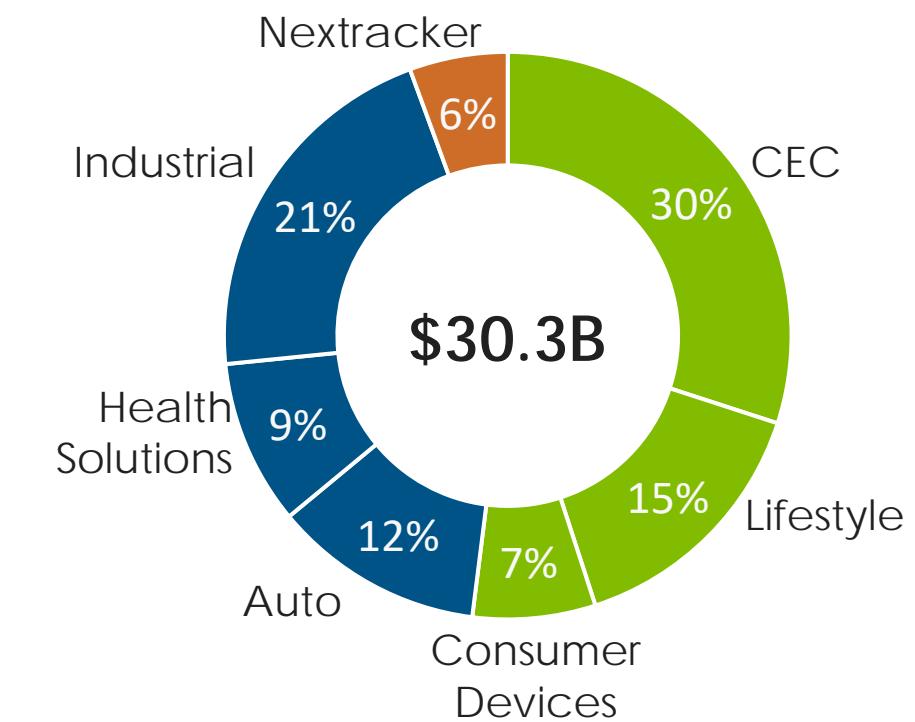
# FY23 Business unit performance

	Revenue <sup>A</sup> (\$B)	Y/Y Growth	Adj. Operating Margin %	Y/Y
<b>RELIABILITY</b>	<b>\$12.7</b>	<b>20%</b>	<b>4.8%</b>	<b>(30 bps)</b>
Automotive	\$3.6	22%		
Health Solutions	\$2.6	9%		
Industrial	\$6.5	24%		
<b>AGILITY</b>	<b>\$15.8</b>	<b>12%</b>	<b>4.4%</b>	<b>10 bps</b>
CEC	\$9.2	30%		
Lifestyle	\$4.5	2%		
Consumer Devices	\$2.1	(19%)		
<b>NEXTRACKER</b>	<b>\$1.9</b>	<b>31%</b>	<b>10.7%</b>	<b>450 bps</b>
<b>Total</b>	<b>\$30.3</b>	<b>17%</b>	<b>4.8%</b>	<b>30 bps</b>

See Appendix for GAAP to non-GAAP reconciliations.

A. Total may not sum due to immaterial inter-segment eliminations not presented separately.

## Revenue by Business Unit<sup>A</sup>



## Segment Revenue as % of Total<sup>A</sup>



flex<sup>®</sup>

# Cash flow overview

	Q4F23	F23
(\$M)		
<b>GAAP Net Income</b>	<b>\$363</b>	<b>\$1033</b>
Depreciation, Amortization and other Impairment Charges	130	501
Change in Working Capital and other, net	(43)	(584)
<b>Operating Cash Flow</b>	<b>450</b>	<b>950</b>
Capital Expenditures, net <sup>A</sup>	(180)	(615)
<b>Adjusted Free Cash Flow<sup>B</sup></b>	<b>270</b>	<b>335</b>
Payments for Share Repurchases	(44)	(337)
Other Investing, Financing, and FX, net	503	332
<b>Net Change in Cash and Cash Equivalents</b>	<b>\$729</b>	<b>\$330</b>

**Capital Expenditures, net<sup>A</sup>**  
(\$M)



**Adj. Free Cash Flow**  
(\$M)



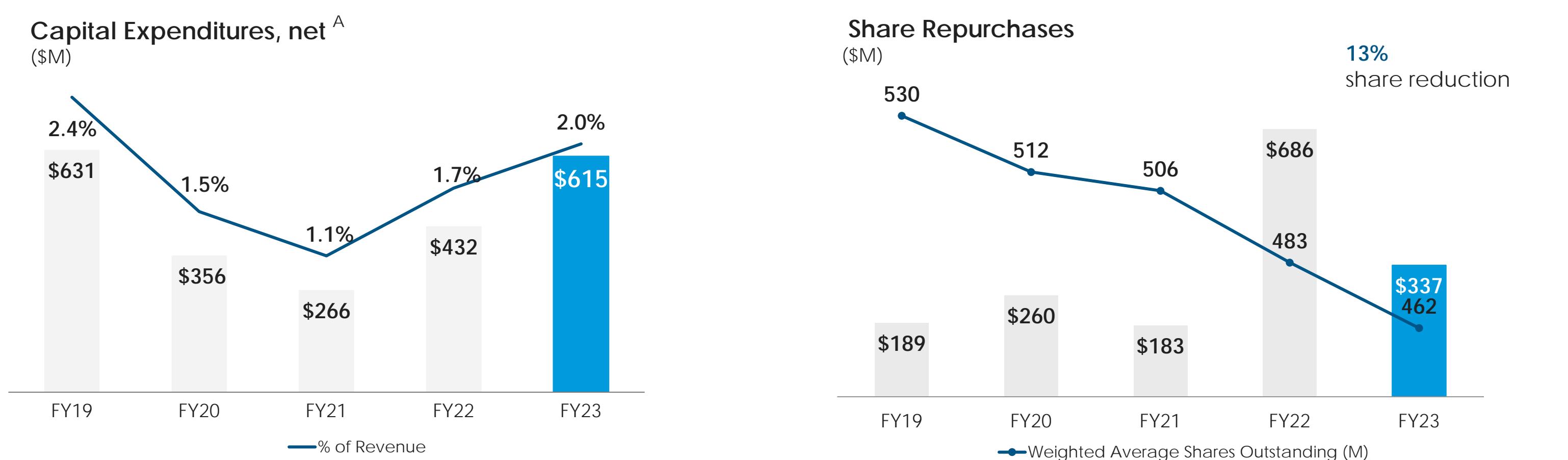
See Appendix for GAAP to non-GAAP reconciliations.

- A. Capital Expenditures, net is calculated as purchases of property and equipment minus proceeds from the disposition of property and equipment.
- B. Amounts may not sum due to rounding.

# Balanced approach to capital allocation

## Strategic Priorities:

- Invest to drive organic growth and advanced capabilities
- Opportunistic capital returns
- Maintain a strong balance sheet and investment-grade rating



A. Capital Expenditures presented are net and calculated as purchases of property and equipment minus proceeds from the disposition of property and equipment.

# Q1 FY24 Segment outlook

## FLEX RELIABILITY SOLUTIONS



### Automotive

- Solid demand, strong multi-year pipeline fueled by Next Gen Mobility
- Semi shortages expected to continue



### Health Solutions

- Elective procedure backlog driving steady device demand
- Large program ramps fueling growth



### Industrial

- Broad demand largely intact; in-line with typical seasonality
- Material tightness improving but still a limiting factor
- Multiple new wins ramping through the year

## FLEX AGILITY SOLUTIONS



### CEC

- Expect slowing volume after very strong F23
- IT spending environment remains dynamic; Enterprise IT & Comms slowing
- Cloud growth continues albeit at a slower rate; continue to gain share



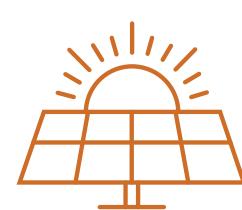
### Lifestyle

- Consumer product end markets remain soft
- We remain focused on cost management



### Consumer Devices

- End market weakness expected to continue
- Remain focused on continued cost management



- Global demand remains solid with strong pipeline
- Panel availability remains an industry-wide headwind

# Q1 FY24 Financial guidance

Revenue	Adj. Operating Income <sup>A</sup>	Adj. Earnings per Share <sup>B</sup>
\$7.0B - \$7.5B	\$320M - \$350M GAAP \$258M - \$288M	\$0.47 - \$0.53 GAAP \$0.35 - \$0.41
		Adj. EPS includes approximately \$0.03-\$0.04 impact from NXT non-controlling interest
Interest Expense	Adj. Income Tax Rate	Weighted Avg. Shares Outstanding
\$52M	13%	459M

A. Adjusted operating income excludes approximately \$43 million for stock-based compensation expense, and \$20 million for intangible amortization from GAAP operating income.

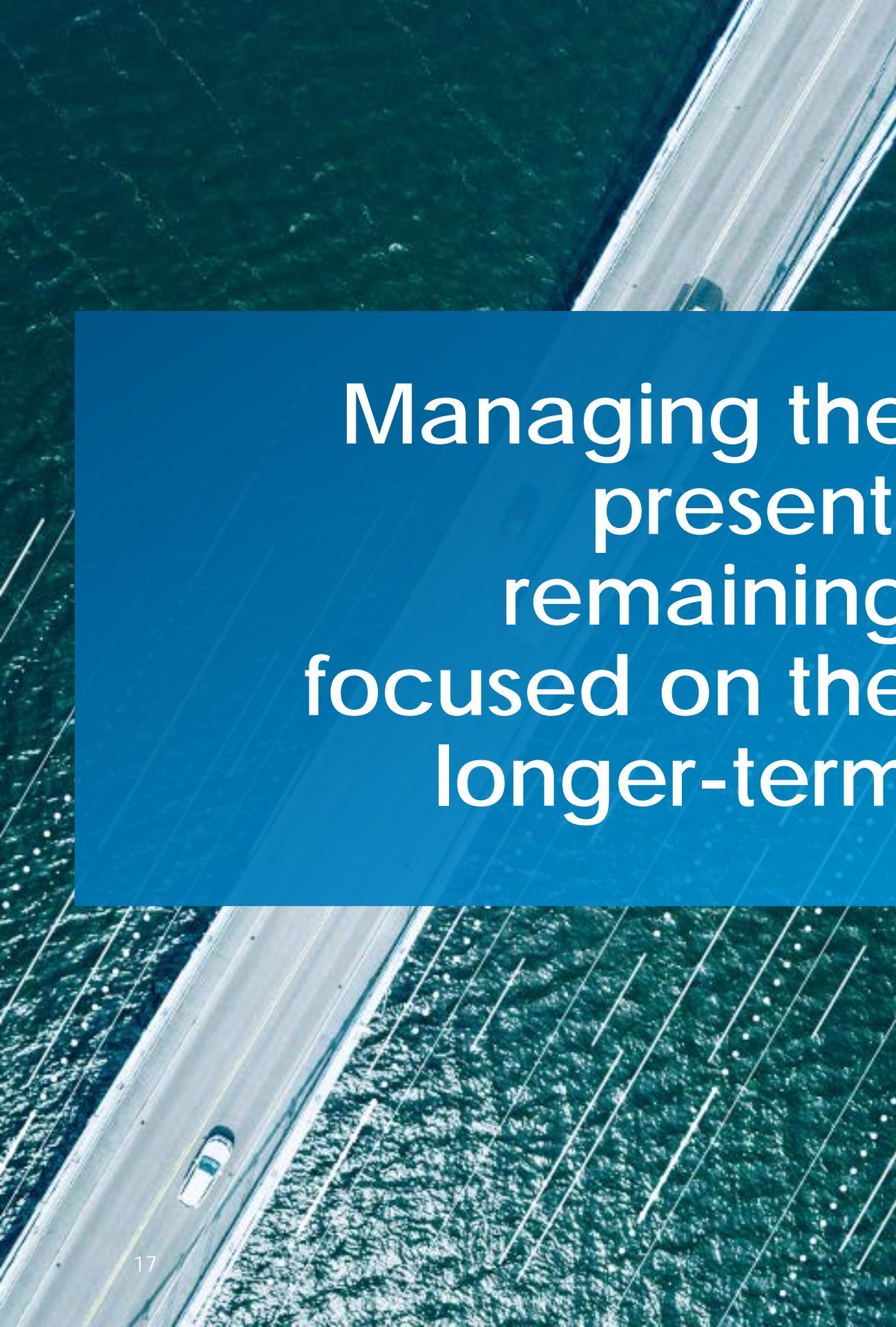
B. Adjusted earnings per share excludes \$0.09 for stock-based compensation expense, and \$0.03 for net intangible amortization included in GAAP earnings per share

# FY24 Financial guidance

Revenue	Adj. Operating Margin <sup>A</sup>	Adj. Earnings per Share <sup>B</sup>
\$30.5B - \$31.5B	4.9% - 5.1%	\$2.35 - \$2.55 GAAP \$1.90 - \$2.10

Adj. EPS includes approximately \$0.17-\$0.19 impact from NXT non-controlling interest

- A. Adjusted operating margin does not include the impact of approximately 0.5% for stock-based compensation, and 0.2% for intangible amortization when compared to GAAP operating margin.  
B. Adjusted earnings per share excludes \$0.35 for stock-based compensation expense, and \$0.13 for net intangible amortization, offset by (\$0.03) for noncontrolling interest share of subsidiary's non-GAAP adjustments, included in GAAP earnings per share.



# Managing the present, remaining focused on the longer-term

## Executive summary

### Operating

Managing costs in a dynamic environment and driving to continuous efficiency and productivity improvements

### Winning

Executing on our multi-year strategy to win in categories that support strategic partnerships, longer-cycle opportunities and improving margins

### Investing

Investing to capture long term macro and secular-driven opportunities, advance manufacturing capabilities for the future

# flex®

Create the  
extraordinary.



# Appendix

flex®

# Appendix: Reconciliation of GAAP to Non-GAAP Measures

	Quarter-ended March 31, 2023	Quarter-ended December 31, 2022	Quarter-ended March 31, 2022	Quarter-ended December 31, 2021	Year-ended March 31, 2023	Year-ended March 31, 2022
(\$ in Millions)	% of revenue	% of revenue	% of revenue	% of revenue	% of revenue	% of revenue
GAAP gross profit	\$556	7.4%	\$583	7.5%	\$505	7.4%
Stock-based compensation expense	18	7	6	6	38	24
Restructuring charges	18	5	4	2	23	15
Legal and Other	2	-	(13)	(1)	4	(14)
Non-GAAP gross profit	\$594	7.9%	\$595	7.7%	\$502	7.3%
					\$498	7.5%
					\$2,330	7.7%
					\$2,265	7.5%
					\$1932	7.4%
					\$1957	7.5%

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



# Appendix: Reconciliation of GAAP to Non-GAAP Measures

	Quarter-ended March 31, 2023	Quarter-ended December 31, 2022	Quarter-ended March 31, 2022	Quarter-ended December 31, 2021	Year-ended March 31, 2023	Year-ended March 31, 2022
(\$ in Millions)						
GAAP operating income	\$266	\$321	\$228	\$251	\$1,184	\$972
Intangible Amortization	20	19	22	15	82	68
Stock-based compensation expense	53	27	23	25	133	91
Restructuring charges	22	5	4	2	27	15
Legal and other	3	-	18	5	16	23
Non-GAAP operating income	\$364	\$372	\$295	\$298	\$1,442	\$1,169
GAAP operating margin	3.6%	4.1%	3.3%	3.8%	3.9%	3.7%
Non-GAAP operating margin*	4.9%	4.8%	4.3%	4.5%	4.8%	4.5%

\*We calculate our Non-GAAP operating margin as non-GAAP operating income divided by revenue for the respective periods.

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



# Appendix: Reconciliation of GAAP to Non-GAAP Measures

	Quarter-ended March 31, 2023	Quarter-ended December 31, 2022	Quarter-ended March 31, 2022	Quarter-ended December 31, 2021	Year-ended March 31, 2023	Year-ended Marc 31, 2022
(\$ in Millions, except for EPS)*						
GAAP net income attributable to Flex Ltd.	\$142	\$230	\$168	\$227	\$793	\$936
Intangible amortization	20	19	22	15	82	68
Stock-based compensation expense	53	27	23	25	133	91
Restructuring charges	22	5	4	2	27	15
Legal and other	3	-	18	5	16	23
Interest and other, net	-	-	6	8	4	(135)
Equity in earnings (losses) of unconsolidated affiliates	(1)	-	-	(26)	(1)	(32)
Paid-in-kind and pre-IPO dividends paid to redeemable noncontrolling interest	24	7	4	-	43	4
Noncontrolling interest share of subsidiary's non- GAAP adjustments	185	-	-	-	185	-
Adjustments for taxes	(187)	(3)	(1)	(17)	(192)	(25)
Non-GAAP net income	\$261	\$285	\$244	\$238	\$1,090	\$945
Diluted earnings per share:						
GAAP	\$0.31	\$0.50	\$0.36	\$0.48	\$1.72	\$1.94
Non-GAAP	\$0.57	\$0.62	\$0.52	\$0.50	\$2.36	\$1.96
Diluted shares used in computing per share amounts	459	459	471	474	462	483

\*Amounts may not sum due to rounding.

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



# Appendix: Reconciliation of GAAP to Non-GAAP Measures

	Quarter- ended	Year- ended		Quarter- Ended	Year- Ended
	March 31, 2023	March 31, 2023		March 31, 2023	March 31, 2023
(\$ in Millions)	(\$ in Millions)				
Segment income:	<b>Reconciliation of segment income</b>				
Flex Agility Solutions	\$171	\$694	Total segment income	\$364	\$1,442
Flex Reliability Solutions	142	607	Intangible amortization	20	82
Nextracker	70	203	Stock-based compensation expense	53	133
Corporate and Other*	(19)	(62)	Restructuring charges	22	27
Total segment income:	<b>\$364</b>	<b>\$1,442</b>	Legal and others	3	16
Operating margin**:					
Flex Agility Solutions	4.6%	4.4%	Operating income	\$266	\$1,184
Flex Reliability Solutions	4.4%	4.8%			
Nextracker	13.5%	10.7%			

\*Corporate and Other includes centralized administrative costs that are not included in the assessment of the performance of each of the identified segments.

\*\*We calculate our segment operating margin as segment income divided by revenue for respective periods.

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



# Appendix: Reconciliation of GAAP to Non-GAAP Measures

	Quarter- ended  (\$ in Millions)	March 31, 2023	Quarter- Ended  December 31, 2022	Quarter- ended  September 30, 2022	Quarter- ended  July 01, 2022	Quarter- ended  March 31, 2022	Quarter- ended  December 31, 2021
Net cash provided by operating activities	\$450	\$359	\$103	\$38	\$360	\$150	
Net capital expenditures	(180)	(157)	(187)	(91)	(108)	(119)	
Adjusted free cash flow*	\$270	\$202	\$(84)	\$(53)	\$252	\$31	

	12-Months Ended  (\$ in Millions)
	March 31, 2023
Net cash provided by operating activities	\$950
Net capital expenditures	(615)
Adjusted free cash flow*	\$335

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

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



flex®

Thank you.

For more information, please visit  
[investors.flex.com](http://investors.flex.com)

