



Celestica™

THIRD QUARTER 2025
FINANCIAL RESULTS

October 28, 2025



Cautionary Note Regarding Forward-Looking Statements

This presentation contains forward-looking statements, including, without limitation, those related to: strengthening demand in our businesses, demand environment and customer forecasts, our anticipated financial and/or operational results, guidance and outlook, including statements under the headings "Q4 2025 Guidance," "Q4 2025 Non-GAAP Tax Rate Estimate," "Q4 2025 End Market Revenue Outlook" and "2025 Annual Outlook" and in the sections entitled "Future Ready: Accelerating Market Advancements," "Connectivity & Cloud Solutions," "Advanced Technology Solutions" and "Financial Outlook," market opportunities and investments in technology platforms and roadmaps, expected research and development (R&D) and other capital expenditures, increased recruiting and operational resources, our intention to launch a new Normal Course Issuer Bid (NCIB) and its anticipated terms, developments related to new customer wins, timing of production ramps, deliveries and availabilities of certain key components, anticipated economic conditions, industry and market trends and projections, underlying market growth rates, customer demand, our market share and positioning, prospects and opportunities, and strategic initiatives. Such forward-looking statements may, without limitation, be preceded by, followed by, or include words such as "believes," "expects," "anticipates," "estimates," "intends," "plans," "continues," "project," "target," "outlook," "goal," "guidance," "potential," "possible," "contemplate," "seek," or similar expressions, or may employ such future or conditional verbs as "may," "might," "will," "could," "should," or "would," or may otherwise be indicated as forward-looking statements by grammatical construction, phrasing or context. For those statements, we claim the protection of the safe harbor for forward-looking statements contained in the U.S. Private Securities Litigation Reform Act of 1995, where applicable, and for forward-looking information under applicable Canadian securities laws.

Forward-looking statements are provided to assist readers in understanding management's current expectations and plans relating to the future. Forward-looking statements reflect our current estimates, beliefs and assumptions, which are based on management's perception of historic trends, current conditions and expected future developments, as well as other factors it believes are appropriate in the circumstances, including certain assumptions about anticipated CCS and ATS revenue growth; anticipated demand levels across our businesses, including new programs; anticipated technology upgrade cycles; our ability to retain programs and customers; program and production ramps to occur as anticipated; continuing operating leverage and improving mix; the impact of anticipated market conditions on our businesses; the reliability of third party market forecasts and customer indications of future demands, including with respect to data center infrastructure; tax and interest rates; continued advancement and commercialization of artificial intelligence (AI) technologies and cloud computing; supporting sustained high levels of capital expenditure investments by leading hyperscaler, AI, and data center customers; our ability develop new capabilities; scaling of our operations to meet the anticipated growth in customer demand; the economy; our customers; our suppliers; no material changes to tariffs or trade restrictions compared to what are in effect as of October 27, 2025; that our customers will retain liability for and we will be able to recover substantially all costs from customers relating to product/component tariffs and countermeasures; no material changes in business activities resulting from current macroeconomic trends and uncertainties, including evolving global tariff and trade negotiations; our ability to achieve our strategic goals; the availability of capital resources for, and the permissibility under our credit facility of, repurchases of outstanding Common Shares under our current NCIB, acceptance of a new NCIB and compliance with applicable laws and regulations pertaining to NCIBs; as well as other market, financial and operational assumptions. Readers are cautioned that such information may not be appropriate for other purposes. Readers should not place undue reliance on such forward-looking information.

Forward-looking statements are not guarantees of future performance and are subject to risks that could cause actual results to differ materially from those expressed or implied in such forward-looking statements, including, among others, risks related to: customer and segment concentration; reduction in customer revenue; erosion in customer market competitiveness; changing revenue mix and margins; uncertain market, industry, political and economic conditions; customer requests to transfer manufacturing of products from one facility to another; changes to policies or legislation; operational challenges such as inventory management and materials and supply chain constraints; and program ramps; the cyclical nature and/or volatility of certain of our businesses; talent management and inefficient employee utilization; risks related to the expansion or consolidation of our operations; cash flow, revenue, and operating results, and tax and interest variability; technology and IT disruption; increasing legal, tax and regulatory complexity and uncertainty (including in relation to our or our customers' businesses); integrating and achieving the anticipated benefits from acquisitions; and the potential adverse impacts of events outside of our control.

For more exhaustive information on the foregoing and other material risks, uncertainties and assumptions readers should refer to our public filings at www.sedarplus.ca and www.sec.gov, including in our most recent Management's Discussion and Analysis of Financial Condition and Results of Operations, Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K and other documents filed with, or furnished to, the U.S. Securities and Exchange Commission, and the Canadian Securities Administrators, as applicable.

Forward-looking statements speak only as of the date on which they are made, and we disclaim any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as expressly required by applicable law.

All forward-looking statements attributable to us are expressly qualified by these cautionary statements.

Note Regarding Non-GAAP Financial Measures

In addition to disclosing detailed operating results in accordance with Generally Accepted Accounting Principles (GAAP), this presentation refers to non-GAAP financial measures (including ratios) to consider in evaluating the Company's operating performance. Management uses adjusted net earnings and other non-GAAP financial measures to assess operating performance, financial leverage and the effective use and allocation of resources; to provide more normalized period-to-period comparisons of operating results; to enhance investors' understanding of the core operating results of Celestica's business; and to set management incentive targets. We believe investors use both GAAP and non-GAAP financial measures to assess management's decisions associated with our priorities and capital allocation, as well as to analyze how our business operates in, or responds to, macroeconomic trends or other events that impact our core operations.

Non-GAAP financial measures do not have any standardized meaning prescribed by GAAP and may not be comparable to similar measures presented by other public companies that report under GAAP and use non-GAAP financial measures to describe similar operating metrics.

Non-GAAP financial measures are not measures of performance under GAAP and should not be considered in isolation or as a substitute for any GAAP financial measure. We do not provide reconciliations for forward-looking non-GAAP financial measures, as the items that we exclude from GAAP to calculate the comparable non-GAAP measure are dependent on future events that are not able to be reliably predicted by management and are not part of our routine operating activities. We are unable to provide such a reconciliation without unreasonable effort due to the uncertainty and inherent difficulty in predicting the occurrence, the financial impact and the periods in which the adjustments may be recognized. The occurrence, timing and amount of any of the items excluded from GAAP to calculate non-GAAP could significantly impact our forward-looking GAAP results. Forward-looking non-GAAP financial measures may vary materially from the corresponding GAAP financial measures.

Currency

Unless otherwise specified, all references to dollars in this presentation are to U.S. dollars.



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THIRD QUARTER 2025 FINANCIAL RESULTS

CEO Remarks

Q3 2025 Results¹

	Q3 2025	YTY ²	Q3 2025 Guidance
Revenue	\$3.194B	+28%	\$2.875B - \$3.125B
GAAP Earnings from Operations as a % of Revenue	10.2%	+470 bps	
GAAP EPS	\$2.31	+208%	
Adjusted Operating Margin (Non-GAAP) ³	7.6%	+80 bps	7.4%
Adjusted EPS (Non-GAAP)	\$1.58	+52%	\$1.37 - \$1.53

¹ See “Note Regarding Non-GAAP Financial Measures”. Also see the Appendix for, among other things, definitions and uses of non-GAAP financial measures (including ratios based on non-GAAP financial measures) set forth in the table and a reconciliation of these non-GAAP financial measures (or, in the case of ratios, the non-GAAP financial measure used in calculating such ratios) to the most directly comparable GAAP financial measures.

² “YTY” reflects change vs. Q3 2024 figures.

³ Q3 2025 guidance at the mid-point of revenue and non-GAAP adjusted EPS guidance ranges.

Q3 2025 Highlights¹

GAAP financial measures \$ Millions (Except for per share amounts and %)	Q3 2025	B/(W) QTQ²	B/(W) YTY²
Revenue	\$3,194	\$301	\$694
Gross Margin	13.0%	0.2%	2.6%
Earnings from Operations	\$325.0	\$52.5	\$187.0
Earnings from Operations as a % of Revenue	10.2%	0.8%	4.7%
Effective Tax Rate	14%	4%	14%
EPS	\$2.31	\$0.49	\$1.56
ROIC %	50.4%	5.4%	26.7%

Non-GAAP financial measures	Q3 2025	B/(W) QTQ²	B/(W) YTY²
Adjusted Gross Margin (non-GAAP)	11.7%	Flat	1.0%
Adjusted Operating Earnings (adjusted EBIAT) (non-GAAP)	\$242.2	\$27.5	\$73.4
Adjusted Operating Margin (non-GAAP)	7.6%	0.2%	0.8%
Adjusted Effective Tax Rate (non-GAAP)	20%	Flat	1%
Adjusted EPS (non-GAAP)	\$1.58	\$0.19	\$0.54
Adjusted ROIC % (non-GAAP)	37.5%	2.0%	8.5%

¹ See “Note Regarding Non-GAAP Financial Measures”. Also see the Appendix for, among other things, definitions and uses of non-GAAP financial measures (including ratios based on non-GAAP financial measures) set forth in the table and a reconciliation of these non-GAAP financial measures (or, in the case of ratios, the non-GAAP financial measure used in calculating such ratios) to the most directly comparable GAAP financial measures.

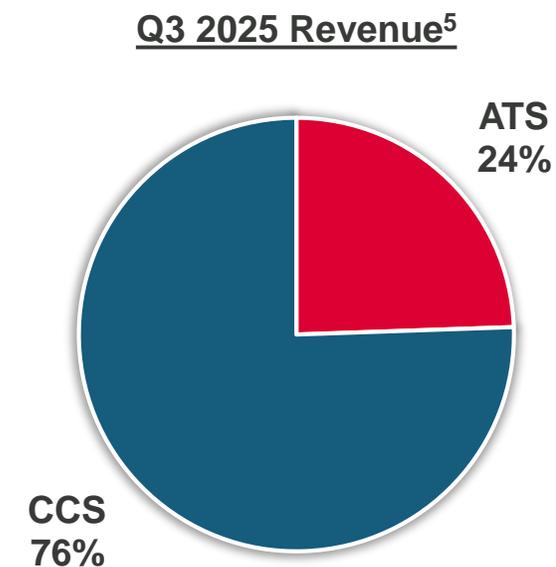
² “QTQ” reflects change vs. Q2 2025 figures and “YTY” reflects change vs. Q3 2024 figures.

ATS¹ and CCS² Segment Revenue and Profitability

Revenue	\$ Millions	Q3 2025	YTY ³
	ATS	\$781	Down 4%
	CCS	\$2,413	Up 43%
	<i>Communications</i>	<i>\$1,943</i>	<i>Up 82%</i>
	<i>Enterprise⁴</i>	<i>\$470</i>	<i>Down 24%</i>

Segment Income ⁶	\$ Millions	Q3 2025	YTY ³
	ATS	\$43	Up 7%
	CCS	\$199	Up 55%

Segment Margin ⁶		Q3 2025	YTY ³
	ATS	5.5%	Up 60 bps
	CCS	8.3%	Up 70 bps



¹ Our ATS segment consists of our ATS end market, and is comprised of our Aerospace & Defense (A&D), Industrial, HealthTech, and Capital Equipment businesses.

² Our CCS segment consists of our Communications and Enterprise end markets.

³ "YTY" reflects change vs. Q3 2024 figures.

⁴ Our Enterprise end market consists of our Servers and Storage businesses.

⁵ In Q3 2025, Communications represented 61% of total revenue and Enterprise represented 15% of total revenue.

⁶ See footnote 1 on slide 15 for the definition of segment income and segment margin.

Working Capital

\$ Millions	Q3 2025	B/(W) QTQ ⁴	B/(W) YTY ⁴
Inventory Turns ¹	5.6x	0.2x	0.7x
Inventory	\$2,047	(\$129)	(\$226)
Customer Cash Deposits for Inventory ²	\$382	(\$15)	(\$139)

Cash Cycle Days

	Q3 2025	Q2 2025	Q3 2024
Days in A/R ³	68	70	71
Days in Inventory ³	65	67	75
Days in A/P ³	(54)	(54)	(56)
Days in Cash Deposits ^{2,3}	(14)	(17)	(24)
Cash Cycle Days³	65	66	66

¹ Inventory turns are determined by dividing 365 by the number of days in inventory. Days in inventory are calculated by dividing the average inventory balance for the quarter by the average daily cost of sales.

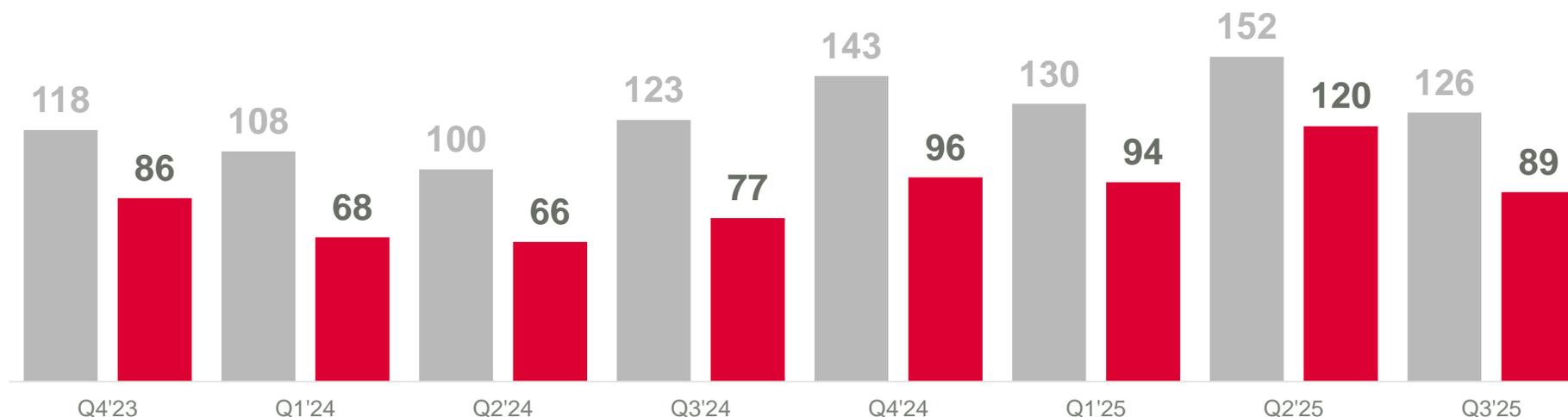
² Celestica receives cash deposits from certain customers to alleviate the impact of inventory purchases on our cash flows, and to reduce risks related to excess and/or obsolete inventory.

³ Days in A/R is defined as the average A/R for the quarter divided by the average daily revenue. Days in inventory, days in A/P and days in cash deposits are calculated by dividing the average balance for each item for the quarter by the average daily cost of sales. Cash cycle days is defined as the sum of days in A/R and days in inventory minus the days in A/P and days in cash deposits.

⁴ "QTQ" reflects change vs. Q2 2025 figures and "YTY" reflects change vs. Q3 2024 figures.

Cash Flow Overview

Cash Provided by Operations Non-GAAP Free Cash Flow¹ (\$M)



\$ Millions	Q3 2025	QTQ ² Increase/(Decrease)	YTY ² Increase/(Decrease)
Capex	\$37	\$4	(\$9)
Capex as a % of revenue	1.2%	0.1%	(0.6%)

¹ See "Note Regarding Non-GAAP Financial Measures". Also see the Appendix for, among other things, the definition and use of this non-GAAP financial measure, and a reconciliation of historic non-GAAP free cash flow to GAAP cash provided by operations.

² "QTQ" reflects change vs. Q2 2025 figures and "YTY" reflects change vs. Q3 2024 figures.

Balance Sheet

Balance Sheet (as of September 30, 2025)

Cash and cash equivalents	\$306M
Revolver (excluding L/Cs)	-
Term Loans	\$728M
Net Debt	\$422M
GAAP TTM Debt Leverage Ratio ¹	0.8x
Non-GAAP Adjusted TTM Debt Leverage Ratio ¹	0.8x
Total Liquidity ²	~\$1.1B

¹ See "Note Regarding Non-GAAP Financial Measures". See slide 18 for a calculation of GAAP trailing twelve month (TTM) debt leverage ratio and non-GAAP adjusted TTM debt leverage ratio.

² Total liquidity is defined as cash and cash equivalents as of September 30, 2025, plus the total availability under Celestica's Revolver.

Q4 2025 Guidance¹



Revenue	\$3.325B - \$3.575B
Adjusted Operating Margin (Non-GAAP)	7.6% at the mid-point of revenue and non-GAAP adjusted EPS guidance ranges
Adjusted EPS (Non-GAAP)	\$1.65 - \$1.81

Q4 2025 Non-GAAP Tax Rate Estimate¹

Adjusted Effective Tax Rate (Non-GAAP) of approximately 20%

¹ See “Cautionary Note Regarding Forward-Looking Statements” and “Note Regarding Non-GAAP Financial Measures.” Also see the Appendix for, among other things, definitions and uses of these non-GAAP financial measures (including ratios based on non-GAAP financial measures) set forth in the table. Guidance reflects management’s expectations as of the date provided and will only be updated through a public announcement. We do not provide reconciliations for our forward-looking non-GAAP financial measures, as we are unable to reasonably estimate the items that we exclude from GAAP to calculate comparable non-GAAP measures without unreasonable effort. This is due to the inherent difficulty of forecasting the timing or amount of various events that have not yet occurred, are out of our control and/or cannot be reasonably predicted, and that would impact the most directly comparable forward-looking GAAP financial measure. For these same reasons, we are unable to address the probable significance of the unavailable information. Forward-looking non-GAAP financial measures may vary materially from the corresponding GAAP financial measures.

Q4 2025 End Market Revenue Outlook¹

Year-over-Year Revenue % Change	
ATS ²	Decrease low single-digits
Communications	Increase high-sixties
Enterprise ³	Increase low-twenties

¹ Outlook reflects management's expectations as of the date provided.

² ATS consists of A&D, Industrial, HealthTech, and Capital Equipment.

³ Enterprise consists of Servers and Storage.

2025 Annual Outlook¹

	2025 Outlook	Previous 2025 Outlook
Revenue Outlook	\$12.2B	\$11.55B
Adjusted Operating Margin (Non-GAAP)	7.4%	7.4%
Adjusted EPS (Non-GAAP)	\$5.90	\$5.50
Free Cash Flow (Non-GAAP)	\$425M	\$400M

¹ See “Cautionary Note Regarding Forward-Looking Statements” and “Note Regarding Non-GAAP Financial Measures”. Outlook reflects management’s expectations as of the date provided and will only be updated through a public announcement. We do not provide reconciliations for our forward-looking non-GAAP financial measures, as we are unable to reasonably estimate the items that we exclude from GAAP to calculate comparable non-GAAP measures without unreasonable effort. This is due to the inherent difficulty of forecasting the timing or amount of various events that have not yet occurred, are out of our control and/or cannot be reasonably predicted, and that would impact the most directly comparable forward-looking GAAP financial measure. For these same reasons, we are unable to address the probable significance of the unavailable information. Forward-looking non-GAAP financial measures may vary materially from the corresponding GAAP financial measures.



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Appendix

Segment Income and Margin¹

Revenue by segment:	Three months ended September 30				Nine months ended September 30			
	2025		2024		2025		2024	
		% of total		% of total		% of total		% of total
ATS	\$ 781.0	24 %	\$ 814.1	33 %	\$ 2,407.3	28 %	\$ 2,349.7	33 %
CCS								
Communications	\$ 1,942.9	61 %	\$ 1,067.3	42 %	\$ 5,011.8	57 %	\$ 2,766.7	39 %
Enterprise	470.1	15 %	618.1	25 %	1,316.9	15 %	1,983.9	28 %
	<u>\$ 2,413.0</u>	<u>76 %</u>	<u>\$ 1,685.4</u>	<u>67 %</u>	<u>\$ 6,328.7</u>	<u>72 %</u>	<u>\$ 4,750.6</u>	<u>67 %</u>
Total revenue.....	<u>\$ 3,194.0</u>		<u>\$ 2,499.5</u>		<u>\$ 8,736.0</u>		<u>\$ 7,100.3</u>	

Segment Costs by segment:	Three months ended September 30		Nine months ended September 30	
	2025	2024	2025	2024
ATS cost of sales	\$ 698.0	\$ 746.1	\$ 2,150.6	\$ 2,148.2
ATS other Segment Costs	40.2	27.9	129.7	94.4
CCS cost of sales	2,121.6	1,484.8	5,581.8	4,212.9
CCS other Segment Costs	92.0	71.9	229.2	195.8
Total Segment Costs	<u>\$ 2,951.8</u>	<u>\$ 2,330.7</u>	<u>\$ 8,091.3</u>	<u>\$ 6,651.3</u>

Segment income, segment margin, and reconciliation of segment income to earnings before income taxes:

	Note*	Three months ended September 30		Nine months ended September 30	
		2025	2024	2025	2024
		Segment Margin	Segment Margin	Segment Margin	Segment Margin
ATS segment income and margin		\$ 42.8	\$ 40.1	\$ 127.0	\$ 107.1
CCS segment income and margin		199.4	128.7	517.7	341.9
Total segment income		<u>242.2</u>	<u>168.8</u>	<u>644.7</u>	<u>449.0</u>
Reconciling items ² :					
Finance costs		12.8	11.2	40.0	40.2
Miscellaneous expense	12	1.3	2.8	4.4	13.8
Foreign currency forward contracts transitional adjustments		—	(0.5)	—	(1.7)
Employee SBC expense		15.6	12.7	56.8	47.3
TRS fair value adjustment (TRS FVA): losses (gains)		(113.3)	7.7	(191.6)	(39.5)
Amortization of intangible assets (excluding computer software)		10.0	9.9	29.9	28.9
Restructuring and other charges, net of recoveries	11	4.9	1.0	23.3	17.3
Earnings before income taxes		<u>\$ 310.9</u>	<u>\$ 124.0</u>	<u>\$ 681.9</u>	<u>\$ 342.7</u>

* Refers to notes to our September 30, 2025 unaudited interim condensed consolidated financial statements (Q3 2025 Interim Financial Statements)

¹ Segment margin is segment income as a percentage of segment revenue. Segment income is defined as a segment's revenue less its cost of sales and its allocatable portion of SG&A expenses and research and development expenses. Segment income excludes Miscellaneous Expense (Income), FCC Transitional ADJ, employee SBC expense, TRS FVAs, amortization of intangible assets (excluding computer software), restructuring and other charges, net of recoveries (each defined in slides 16 and 17) and finance costs.

² See slides 16 and 17 for, among other things, the definitions and uses of certain non-GAAP financial measures and adjustments.

Non-GAAP Financial Measures

The non-GAAP financial measures included in this presentation are: adjusted gross profit, adjusted gross margin (adjusted gross profit as a percentage of revenue), adjusted selling, general and administrative expenses (SG&A), adjusted SG&A as a percentage of revenue, adjusted operating earnings (or adjusted EBIAT), adjusted operating margin (adjusted operating earnings or adjusted EBIAT as a percentage of revenue), adjusted EBITDA, adjusted EBITDA as a percentage of revenue, adjusted TTM EBITDA, adjusted net earnings, adjusted earnings per share (EPS), adjusted return on invested capital (adjusted ROIC), free cash flow, adjusted tax expense, adjusted effective tax rate and adjusted TTM debt leverage ratio, which are further described in the tables in the following slides. As used herein, "Q1," "Q2," "Q3," and "Q4" followed by a year refers to the first quarter, second quarter, third quarter and fourth quarter of such year, respectively. The nine-month period ended September 30, 2025 is referred to herein as "YTD 2025."

We believe the non-GAAP financial measures herein enable investors to evaluate and compare our results from operations by excluding specific items that we do not consider to be reflective of our core operations, to evaluate cash resources that we generate from our business each period, to analyze operating results using the same measures our chief operating decision maker uses to measure performance, and to help compare our results with those of our competitors. In addition, management believes that the use of adjusted tax expense and adjusted effective tax rate provides additional transparency into the tax effects of our core operations, and are useful to management and investors for historical comparisons and forecasting. These non-GAAP financial measures reflect management's belief that the excluded items are not indicative of our core operations.

Non-GAAP financial measures do not have any standardized meaning prescribed by GAAP and therefore may not be directly comparable to similar measures presented by other companies. Non-GAAP financial measures are not measures of performance under GAAP and should not be considered in isolation or as a substitute for any GAAP financial measure. Reconciliations of the non-GAAP financial measures to the most directly comparable GAAP financial measures are provided in the following slides.

We do not provide reconciliations for our forward-looking non-GAAP financial measures, as we are unable to reasonably estimate the items that we exclude from GAAP to calculate comparable non-GAAP measures without unreasonable effort. This is due to the inherent difficulty of forecasting the timing or amount of various events that have not yet occurred, are out of our control and/or cannot be reasonably predicted, and that would impact the most directly comparable forward-looking GAAP financial measure. For these same reasons, we are unable to address the probable significance of the unavailable information. Forward-looking non-GAAP financial measures may vary materially from the corresponding GAAP financial measures.

Our non-GAAP financial measures are calculated by making the following adjustments (as applicable) to our GAAP financial measures:

Employee SBC expense, which represents the estimated fair value of stock options, restricted share units and performance share units granted to employees, is excluded because grant activities vary significantly from quarter-to-quarter in both quantity and fair value. We believe excluding this expense allows us to compare core operating results with those of our competitors, who also generally exclude employee SBC expense in assessing operating performance, and may have different granting patterns, equity awards and valuation assumptions.

Total return swap fair value adjustments (TRS FVAs) represent mark-to-market adjustments to our TRS Agreement, as the TRS Agreement is re-measured at fair value at each quarter end. We exclude the impact of these non-cash fair value adjustments (which reflect fluctuations in the market price of our common shares recorded in cost of sales, SG&A, or Miscellaneous Expenses (Income)) from period to period as such fluctuations do not represent our ongoing operating performance. In addition, we believe that excluding these non-cash adjustments permits a helpful comparison of our core operating results to our competitors. In accordance with GAAP, TRS FVAs prior to 2024 were recorded in Miscellaneous Expense (Income). Commencing in 2024, the TRS Agreement was treated as an economic hedge with the TRS FVAs recorded in cost of sales and SG&A.

Transitional hedge reclassifications and adjustments related to foreign currency forward exchange contracts (FCC Transitional ADJ) and interest rate swaps (IRS Transitional ADJ) were both specifically driven by our transition from IFRS to GAAP. For the purpose of determining our non-GAAP measures, FCC Transitional ADJ were made to cost of sales and SG&A and IRS Transitional ADJ are made to finance costs. Our foreign currency forward exchange contracts and interest rate swaps that we entered prior to 2024 were accounted for as either cash flow hedges (qualified for hedge accounting) or economic hedges under IFRS. However, those contracts were not accounted for as such under GAAP until January 1, 2024, resulting in FCC Transitional ADJ and IRS Transitional ADJ. Had we been able to designate those foreign currency forward exchange contracts and interest rate swaps under GAAP from their inception, they would have qualified as cash flow or economic hedges under GAAP, and no FCC Transitional ADJ or IRS Transitional ADJ would have been required under GAAP. FCC Transitional ADJ and IRS transitional ADJ do not reflect the on-going operational impacts of our hedging activities and are excluded in assessing operating performance.

Amortization of intangible assets (excluding computer software) consist of non-cash charges for intangible assets that are impacted by the timing and magnitude of acquired businesses. Amortization of intangible assets varies among our competitors, and we believe that excluding these charges permits a helpful comparison of core operating results to our competitors who also generally exclude amortization charges in assessing operating performance.

Non-GAAP Financial Measures...continued

Restructuring and Other Charges (Recoveries) consist of, when applicable: Restructuring Charges (Recoveries) (defined below); Transition Costs (Recoveries) (defined below); consulting, transaction and integration costs related to potential and completed acquisitions; legal settlements (recoveries); and commencing in Q2 2023, related costs pertaining to our transition as a U.S. domestic filer. We exclude these charges and recoveries because we believe that they are not directly related to ongoing operating results and do not reflect our expected future operating expenses after completion of the relevant actions. Our competitors may record similar items at different times, and we believe these exclusions permit a helpful comparison of our core operating results with those of our competitors who also generally exclude these items in assessing operating performance.

Restructuring Charges (Recoveries), consist of costs or recoveries relating to: employee severance, site closings and consolidations, accelerated depreciation of owned property and equipment which are no longer used and are available for sale, and reductions in infrastructure.

Transition Costs (Recoveries) consist of costs and recoveries in connection with: (i) the transfer of manufacturing lines from closed sites to other sites within our global network; (ii) the sale of real properties unrelated to restructuring actions; and (iii) specified charges or recoveries related to the Purchaser Lease (defined below). Transition Costs consist of direct relocation and duplicate costs (such as rent expense, utility costs, depreciation charges, and personnel costs) incurred during the transition periods, as well as cease-use and other costs incurred in connection with idle or vacated portions of the relevant premises that we would not have incurred but for these relocations, transfers and dispositions. As part of our 2019 Toronto real property sale, we entered into a related 10-year lease for our then-anticipated headquarters (Purchaser Lease). In November 2022, we extended the lease (on a long-term basis) on our current corporate headquarters due to several Purchaser Lease commencement date delays. In Q3 2023 and Q2 2025, we executed sublease agreements for the leased space under the Purchaser Lease. We record charges related to the sublet of the Purchaser Lease (which commenced in June 2024) as Transition Costs. We believe that excluding Transition Costs and Recoveries permits a helpful comparison of our core operating results from period-to-period, as they do not reflect our ongoing operations once these specified events are complete.

Miscellaneous Expense (Income) consists primarily of: (i) certain net periodic benefit costs (credits) related to our pension and post-employment benefit plans consisting of interest costs and expected returns on pension balances, and amortization of actuarial gains or losses; and (ii) gains or losses related to our TRS Agreement and foreign currency forward exchange contracts and interest rate swaps that we entered into prior to 2024. Those derivative instruments were accounted for as either cash flow hedges (qualifying for hedge accounting) or economic hedges under IFRS. However, those contracts were not accounted for as such under GAAP until January 1, 2024. Certain gains and losses related to those contracts were recorded in Miscellaneous Expense (Income). See FCC Transitional ADJ, IRS Transitional ADJ and TRS FVAs above. We exclude such items because we believe they are not directly related to our ongoing operating results.

Tax effects of the non-core items, which include our non-GAAP adjustments above, are excluded from GAAP tax expense to calculate adjusted tax expense (non-GAAP), as we do not believe these costs or recoveries reflect our core operating performance and vary significantly among our competitors who also generally exclude such items in assessing operating performance.

Our non-GAAP financial measures include the following:

Adjusted operating earnings (Adjusted EBIAT) is defined as GAAP earnings from operations excluding the impact of Employee SBC expense, TRS FVAs, FCC Transitional ADJ, Amortization of intangible assets (excluding computer software), and Restructuring and Other Charges (Recoveries). Adjusted operating margin is adjusted operating earnings as a percentage of GAAP revenue. Management uses adjusted operating earnings (adjusted EBIAT) as a measure to assess performance related to our core operations.

Adjusted net earnings is defined as GAAP net earnings excluding the impact of Employee SBC expense, TRS FVAs, FCC Transitional ADJ, amortization of intangible assets (excluding computer software), Restructuring and Other Charges (Recoveries), IRS Transitional ADJ, Miscellaneous Expense (Income) and adjustment for taxes. Adjusted EPS is calculated by dividing adjusted net earnings by the number of diluted weighted average shares outstanding. Management uses adjusted net earnings as a measure to assess performance related to our core operations.

Free cash flow is defined as cash provided by (used in) operations less the purchase of property, plant and equipment (net of proceeds from the sale of certain surplus equipment and property, when applicable). Free cash flow does not represent residual cash flow available to Celestica for discretionary expenditures. Management uses free cash flow as a measure, in addition to GAAP cash provided by (used in) operations, to assess our operational cash flow performance. We believe free cash flow provides another level of transparency to our ability to generate cash from normal business operations.

Adjusted ROIC is calculated by dividing annualized adjusted EBIAT by average net invested capital for the period. Net invested capital (calculated in the tables in the following slides) is derived from GAAP financial measures, and is defined as total assets less: cash, right-of-use (ROU) assets (operating and finance leases), accounts payable, accrued and other current liabilities and provisions (excluding finance and operating lease liabilities) and income taxes payable. Management uses adjusted ROIC as a measure to assess the effectiveness of the invested capital we employ to build products or provide services to our customers, by quantifying how well we generate earnings relative to the capital we have invested in our business.

GAAP to non-GAAP Reconciliation¹

		Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	YTD 2025	FY 2024
GAAP	Revenue	\$ 2,140.5	\$ 2,208.9	\$ 2,391.9	\$ 2,499.5	\$ 2,545.7	\$ 2,648.6	\$ 2,893.4	\$ 3,194.0	\$ 8,736.0	\$ 9,646.0
	Net earnings	91.6	91.8	95.0	89.5	151.7	86.2	211.0	267.8	565.0	428.0
	Earnings per share - diluted	\$ 0.77	\$ 0.77	\$ 0.80	\$ 0.75	\$ 1.29	\$ 0.74	\$ 1.82	\$ 2.31	\$ 4.86	\$ 3.61
	W.A. # of shares (in millions), on a basic basis	119.3	119.0	118.8	118.2	116.3	115.9	115.1	115.0	115.4	118.1
	W.A. # of shares (in millions), on a diluted basis	119.5	119.3	119.4	118.9	117.3	116.9	115.9	115.9	116.2	118.7
	Actual # of shares o/s (in millions) as of period end	119.0	118.8	118.6	116.4	116.1	115.6	115.0	115.0	115.0	116.1
Non-GAAP gross profit	GAAP gross profit	\$ 223.2	\$ 222.1	\$ 253.8	\$ 260.6	\$ 297.2	\$ 273.9	\$ 371.0	\$ 416.1	\$ 1,061.0	\$ 1,033.7
	As a percentage of revenue	10.4%	10.1%	10.6%	10.4%	11.7%	10.3%	12.8%	13.0%	12.1%	10.7%
	Employee SBC expense	4.2	8.9	5.7	5.6	4.6	10.1	7.3	6.8	24.2	24.8
	TRS FVAs	-	(12.8)	(7.1)	2.7	(22.4)	7.5	(40.6)	(48.5)	(81.6)	(39.6)
	FCC Transitional ADJ	(3.6)	-	-	(0.3)	0.4	-	-	-	-	0.1
	Non-GAAP adjusted gross profit	\$ 223.8	\$ 218.2	\$ 252.4	\$ 268.6	\$ 279.8	\$ 291.5	\$ 337.7	\$ 374.4	\$ 1,003.6	\$ 1,019.0
As a percentage of revenue	10.5%	9.9%	10.6%	10.7%	11.0%	11.0%	11.7%	11.7%	11.5%	10.6%	
Non-GAAP SG&A	GAAP SG&A	\$ 85.1	\$ 64.8	\$ 79.3	\$ 91.8	\$ 57.6	\$ 112.5	\$ 38.9	\$ 38.4	\$ 189.8	\$ 293.5
	As a percentage of revenue	4.0%	2.9%	3.3%	3.7%	2.3%	4.2%	1.3%	1.2%	2.2%	3.0%
	Employee SBC expense	(5.6)	(13.8)	(6.2)	(7.1)	(5.5)	(15.9)	(7.9)	(8.8)	(32.6)	(32.6)
	TRS FVAs	-	18.7	8.6	(5.0)	29.1	(11.6)	56.8	64.8	110.0	51.4
	FCC Transitional ADJ	(2.2)	0.5	0.7	0.2	-	-	-	-	-	1.4
	Non-GAAP SG&A	\$ 77.3	\$ 70.2	\$ 82.4	\$ 79.9	\$ 81.2	\$ 85.0	\$ 87.8	\$ 94.4	\$ 267.2	\$ 313.7
As a percentage of revenue	3.6%	3.2%	3.4%	3.2%	3.2%	3.2%	3.0%	3.0%	3.1%	3.3%	
Non-GAAP operating earnings (adjusted EBIAT) and non-GAAP adjusted EBITDA	GAAP earnings from operations	\$ 109.2	\$ 125.8	\$ 132.9	\$ 138.0	\$ 202.6	\$ 128.8	\$ 272.5	\$ 325.0	\$ 726.3	\$ 599.3
	As a percentage of revenue	5.1%	5.7%	5.6%	5.5%	8.0%	4.9%	9.4%	10.2%	8.3%	6.2%
	Restructuring and other charges, net of recoveries	1.5	4.8	11.5	1.0	2.1	3.9	14.5	4.9	23.3	19.4
	Employee SBC expense	9.8	22.7	11.9	12.7	10.1	26.0	15.2	15.6	56.8	57.4
	TRS FVAs	-	(31.5)	(15.7)	7.7	(51.5)	19.1	(97.4)	(113.3)	(191.6)	(91.0)
	FCC Transitional ADJ	(1.4)	(0.5)	(0.7)	(0.5)	0.4	-	-	-	-	(1.3)
	Amortization of intangible assets (excluding computer software)	9.2	9.3	9.7	9.9	9.9	10.0	9.9	10.0	29.9	38.8
	Non-GAAP adjusted EBIAT	\$ 128.3	\$ 130.6	\$ 149.6	\$ 168.8	\$ 173.6	\$ 187.8	\$ 214.7	\$ 242.2	\$ 644.7	\$ 622.6
	Non-GAAP adjusted operating margin	6.0%	5.9%	6.3%	6.8%	6.8%	7.1%	7.4%	7.6%	7.4%	6.5%
	Non-GAAP adjusted EBIAT	128.3	130.6	149.6	168.8	173.6	187.8	214.7	242.2	644.7	622.6
	Depreciation expense - finance leases	1.9	1.8	1.9	1.9	2.0	2.1	2.0	2.1	6.2	7.6
Depreciation expense - property, plant and equipment, software	24.9	24.1	25.7	27.5	28.1	25.3	33.4	28.2	86.9	105.4	
Non-GAAP adjusted EBITDA	\$ 155.1	\$ 156.5	\$ 177.2	\$ 198.2	\$ 203.7	\$ 215.2	\$ 250.1	\$ 272.5	\$ 737.8	\$ 735.6	
As a percentage of revenue	7.2%	7.1%	7.4%	7.9%	8.0%	8.1%	8.6%	8.5%	8.4%	7.6%	
Non-GAAP Adjusted Trailing Twelve Month (TTM) Debt Leverage Ratio Reconciliation	Borrowings under the Revolver ²				\$ -	\$ -	\$ 150.0	\$ 90.0	\$ -		
	Borrowings under the Term Loans				745.6	741.2	736.8	732.5	728.1		
	Gross debt				\$ 745.6	\$ 741.2	\$ 886.8	\$ 822.5	\$ 728.1		
	TTM earnings from operations				\$ 505.9	\$ 599.3	\$ 602.3	\$ 741.9	\$ 928.9		
	Gross debt to TTM earnings from operations (GAAP TTM debt leverage ratio)				1.5x	1.2x	1.5x	1.1x	0.8x		
	Non-GAAP adjusted TTM EBITDA				\$ 687.0	\$ 735.6	\$ 794.3	\$ 867.2	\$ 941.5		
	Gross debt to non-GAAP adjusted TTM EBITDA (non-GAAP adjusted TTM debt leverage ratio)				1.1x	1.0x	1.1x	0.9x	0.8x		

GAAP to non-GAAP Reconciliation...continued¹

		Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	YTD 2025	FY 2024
Non-GAAP adjusted net earnings and non-GAAP adjusted EPS	GAAP net earnings	\$ 91.6	\$ 91.8	\$ 95.0	\$ 89.5	\$ 151.7	\$ 86.2	\$ 211.0	\$ 267.8	\$ 565.0	\$ 428.0
	As a percentage of revenue	4.3%	4.2%	4.0%	3.6%	6.0%	3.3%	7.3%	8.4%	6.5%	4.4%
	Employee SBC expense	9.8	22.7	11.9	12.7	10.1	26.0	15.2	15.6	56.8	57.4
	Amortization of intangible assets (excluding computer software)	9.2	9.3	9.7	9.9	9.9	10.0	9.9	10.0	29.9	38.8
	Restructuring and other charges, net of recoveries	1.5	4.8	11.5	1.0	2.1	3.9	14.5	4.9	23.3	19.4
	IRS Transitional ADJ	2.9	-	-	-	-	-	-	-	-	-
	Miscellaneous Expense (Income)	(21.0)	6.6	4.4	2.8	1.2	1.4	1.7	1.3	4.4	15.0
	TRS FVAs	-	(31.5)	(15.7)	7.7	(51.5)	19.1	(97.4)	(113.3)	(191.6)	(91.0)
	FCC Transitional ADJ	(1.4)	(0.5)	(0.7)	(0.5)	0.4	-	-	-	-	(1.3)
	Adjustments for taxes	(0.5)	(4.4)	(8.1)	0.7	6.3	(6.5)	6.3	(3.2)	(3.4)	(5.5)
Non-GAAP adjusted net earnings	\$ 92.1	\$ 98.8	\$ 108.0	\$ 123.8	\$ 130.2	\$ 140.1	\$ 161.2	\$ 183.1	\$ 484.4	\$ 460.8	
As a percentage of revenue	4.3%	4.5%	4.5%	5.0%	5.1%	5.3%	5.6%	5.7%	5.5%	4.8%	
Non-GAAP adjusted earnings per share - diluted	\$ 0.77	\$ 0.83	\$ 0.90	\$ 1.04	\$ 1.11	\$ 1.20	\$ 1.39	\$ 1.58	\$ 4.17	\$ 3.88	
Non-GAAP adjusted ROIC	GAAP earnings from operations	\$ 109.2	\$ 125.8	\$ 132.9	\$ 138.0	\$ 202.6	\$ 128.8	\$ 272.5	\$ 325.0	\$ 726.3	\$ 599.3
	Multiplier to annualize earnings	4	4	4	4	4	4	4	4	1,333	1
	Annualized GAAP earnings from operations	\$ 436.8	\$ 503.2	\$ 531.6	\$ 552.0	\$ 810.4	\$ 515.2	\$ 1,090.0	\$ 1,300.0	\$ 968.2	\$ 599.3
	Average Net Invested Capital for the period	\$ 2,176.9	\$ 2,198.2	\$ 2,253.6	\$ 2,325.5	\$ 2,386.7	\$ 2,384.0	\$ 2,419.9	\$ 2,581.6	\$ 2,482.8	\$ 2,292.4
	GAAP ROIC %	20.1%	22.9%	23.6%	23.7%	34.0%	21.6%	45.0%	50.4%	39.0%	26.1%
	Non-GAAP adjusted EBIAT	\$ 128.3	\$ 130.6	\$ 149.6	\$ 168.8	\$ 173.6	\$ 187.8	\$ 214.7	\$ 242.2	\$ 644.7	\$ 622.6
	Multiplier to annualize earnings	4	4	4	4	4	4	4	4	1,333	1
	Annualized non-GAAP adjusted EBIAT	\$ 513.2	\$ 522.4	\$ 598.4	\$ 675.2	\$ 694.4	\$ 751.2	\$ 858.8	\$ 968.8	\$ 859.4	\$ 622.6
	Average Net Invested Capital for the period	\$ 2,176.9	\$ 2,198.2	\$ 2,253.6	\$ 2,325.5	\$ 2,386.7	\$ 2,384.0	\$ 2,419.9	\$ 2,581.6	\$ 2,482.8	\$ 2,292.4
	Non-GAAP adjusted ROIC %	23.6%	23.8%	26.6%	29.0%	29.1%	31.5%	35.5%	37.5%	34.6%	27.2%
Net invested capital consists of:											
Total assets	\$ 5,890.5	\$ 5,711.5	\$ 5,872.8	\$ 5,924.8	\$ 5,988.2	\$ 5,834.9	\$ 6,241.1	\$ 6,606.7	\$ 6,606.7	\$ 5,988.2	
Less: cash	(370.4)	(308.1)	(434.0)	(398.5)	(423.3)	(303.0)	(313.8)	(305.9)	(305.9)	(423.3)	
Less: ROU assets (operating and finance leases)	(170.0)	(196.1)	(200.1)	(186.3)	(180.8)	(178.6)	(174.9)	(178.9)	(178.9)	(180.8)	
Less: accounts payable, accrued and other liabilities and provisions (excluding finance and operating lease liabilities) and income taxes payable	(3,168.4)	(2,992.6)	(2,946.2)	(2,981.6)	(2,969.2)	(3,000.3)	(3,265.7)	(3,445.4)	(3,445.4)	(2,969.2)	
Net invested capital at period end	\$ 2,181.7	\$ 2,214.7	\$ 2,292.5	\$ 2,358.4	\$ 2,414.9	\$ 2,353.0	\$ 2,486.7	\$ 2,676.5	\$ 2,676.5	\$ 2,414.9	
Non-GAAP free cash flow	GAAP cash provided by operations	\$ 118.0	\$ 108.1	\$ 99.6	\$ 122.8	\$ 143.4	\$ 130.3	\$ 152.4	\$ 126.2	\$ 408.9	\$ 473.9
	Purchase of property, plant, and equipment, net of sales proceeds	(31.9)	(40.4)	(34.0)	(46.0)	(47.6)	(36.7)	(32.5)	(37.3)	(106.5)	(168.0)
	Non-GAAP free cash flow	\$ 86.1	\$ 67.7	\$ 65.6	\$ 76.8	\$ 95.8	\$ 93.6	\$ 119.9	\$ 88.9	\$ 302.4	\$ 305.9

¹ See "Note Regarding Non-GAAP Financial Measures". Also see slides 16 and 17 for, among other things, the definitions and uses of certain non-GAAP financial measures.

GAAP to non-GAAP Reconciliation...continued¹

The following table sets forth a reconciliation of our non-GAAP adjusted effective tax rate to our GAAP effective tax rate for the periods indicated (in millions, except percentages). Adjusted tax expense is determined by excluding the tax effects of the non-core items, including our non-GAAP adjustments above, from our GAAP tax expense.

\$US millions	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	YTD 2025	FY 2024
GAAP tax expense	\$ 23.1	\$ 13.4	\$ 18.5	\$ 34.5	\$ 37.8	\$ 27.5	\$ 46.3	\$ 43.1	\$ 116.9	\$ 104.2
Earnings from operations	109.2	125.8	132.9	138.0	202.6	128.8	272.5	325.0	726.3	599.3
Finance costs	(15.5)	(14.0)	(15.0)	(11.2)	(11.9)	(13.7)	(13.5)	(12.8)	(40.0)	(52.1)
Miscellaneous Expense (Income)	21.0	(6.6)	(4.4)	(2.8)	(1.2)	(1.4)	(1.7)	(1.3)	(4.4)	(15.0)
	\$ 114.7	\$ 105.2	\$ 113.5	\$ 124.0	\$ 189.5	\$ 113.7	\$ 257.3	\$ 310.9	\$ 681.9	\$ 532.2
GAAP effective tax rate²	20%	13%	16%	28%	20%	24%	18%	14%	17%	20%
Adjusted tax expense (non-GAAP)	\$ 23.6	\$ 17.8	\$ 26.6	\$ 33.8	\$ 31.5	\$ 34.0	\$ 40.0	\$ 46.3	\$ 120.3	\$ 109.7
Adjusted operating earnings (non-GAAP)	128.3	130.6	149.6	168.8	173.6	187.8	214.7	242.2	644.7	622.6
Finance costs	(15.5)	(14.0)	(15.0)	(11.2)	(11.9)	(13.7)	(13.5)	(12.8)	(40.0)	(52.1)
IRS Transitional ADJ	2.9	-	-	-	-	-	-	-	-	-
	\$ 115.7	\$ 116.6	\$ 134.6	\$ 157.6	\$ 161.7	\$ 174.1	\$ 201.2	\$ 229.4	\$ 604.7	\$ 570.5
Adjusted effective tax rate (non-GAAP)³	20%	15%	20%	21%	19%	20%	20%	20%	20%	19%

¹ See "Note Regarding Non-GAAP Financial Measures". Also see slides 16 and 17 for, among other things, the definitions and uses of certain non-GAAP financial measures.

² Our GAAP effective tax rate is determined by dividing (i) tax expense by (ii) earnings from operations minus Finance Costs and Miscellaneous Expense (Income).

³ Our adjusted effective tax rate (non-GAAP) is determined by dividing (i) adjusted tax expense (non-GAAP) by (ii) adjusted operating earnings (non-GAAP) minus finance costs and IRS Transitional ADJ.



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October 28, 2025

