



Celestica™

THIRD QUARTER 2026 FINANCIAL RESULTS

October 27, 2026



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 “Q3 2026 Highlights,” “Fourth Quarter of 2026 (Q4 2026) Guidance,” “2026 Annual Outlook Update,” “2027 Annual Outlook and Long-Term Demand Update,” and in the slides entitled “Q4 2026 Guidance,” “Q4 2026 End Market Revenue Outlook”, “2026 Annual Outlook”, and in the sections entitled “Building the leading platforms for advanced AI infrastructure,” “Strategically aligned to grow with AI leaders,” “Connectivity & Cloud Solutions,” “Networking: Market leadership in Ethernet networking,” “Compute & Storage: Enabling market-leading custom ASIC platforms,” “Advanced Technology Solutions,” “Financial Outlook,” including the slides entitled “2027 Financial Outlook,” “Demand dynamics point to sustained multi-year growth,” “Operating leverage expected to drive margin expansion,” “Investing behind multi-year visibility on AI infrastructure demand,” “Returns on capital driven by execution and strength of investments,” “Financial framework supporting disciplined growth,” “Capital allocation priorities aligned to enable multi-year growth plans,” and including statements with respect to timelines referenced therein, expected revenue growth in 2026, 2027 and 2028, anticipated multi-year growth, non-GAAP operating margin and non-GAAP adjusted EPS, anticipated operating leverage, expected working capital investment, cash usage and free cash flow, the sufficiency of our liquidity, anticipated payback periods and adjusted ROIC, our growth plans and anticipated capacity requirements for 2027 and 2028, anticipated capital expenditures, our intention to launch a new NCIB and its anticipated terms, developments related to new customer or program wins and pursuits (including in data center power infrastructure), timing of production ramps, anticipated economic conditions, industry and market trends and projections, underlying market growth rates, customer demand, 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,” “projects,” “target,” “outlook,” “goal,” “guidance,” “potential,” “possible,” “contemplate,” “seek,” “demand forecasts,” 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: revenue growth and earnings in 2026, 2027 and 2028 (including continued strengthening of customer demand, close alignment with key customers on demand planning, sustained improvements in demand visibility, and continued strengthening of adjusted operating margins); our weighted average number of diluted shares outstanding and our adjusted effective tax rate in 2027 remaining generally consistent with current expectations; the amount and timing of our working capital investments, accelerating growth from our customer base, including our CCS customer base; demand levels across our businesses, including continued growth in demand from data center customers in 2026, 2027 and 2028; AI-driven demand continuing to drive foundry investment in new fab capacity, and continued strength in our markets, and the successful pursuit of data center power infrastructure opportunities; solid base business demand in our Aerospace & Defense and HealthTech businesses; successful execution and strength of investments continuing as expected; programs and production ramps, including multiple large new programs, occurring and progressing as anticipated in line with expected timelines, specifications, qualification requirements and production schedules, customer decisions, design changes, silicon and component availability, qualification outcomes, deployment timelines and priorities, constraints affecting data center development, construction, equipping or operation, and other technical, commercial, regulatory or supply-chain factors, and our expected role in such programs, including our 800G and 1.6T networking, and AI compute programs with data center customers; our role as a critical partner in enabling AI infrastructure at Hyperscale; HPS’s ability to enable acceleration in design-led engagements; technology upgrade cycles; our ability to retain programs and customers; continuing operating leverage, improved utilization of new capacity, 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 and roadmaps, including with respect to data center infrastructure; continued advancement and commercialization of AI technologies and cloud computing; supporting sustained high levels of capital expenditure investments by leading hyperscaler, AI, and data center customers; our ability to develop new capabilities, including through our investments in specialized engineering teams; scaling of our operations to meet the anticipated growth in customer demand; the successful recruitment and retention of skilled talent; capital investments proceeding as anticipated and phased in line with customer deployment schedules, including timely completion of construction and operationalization of assets, securing required materials, utilities, and equipment for our expansion plans; our new capacity supporting advanced L11 integration for scale deployment of liquid-cooled AI racks; our ability to secure adequate component and materials supply; alignment of our capacity with our business demands; the level and timing of working capital required to support incremental revenue, and the eventual normalization of our growth rate; the economy; our customers; our suppliers; tax and interest rates; no material changes to tariffs, trade restrictions, customs administration, and any continuing or retaliatory tariff measures, compared to what are in effect as of October 26, 2026; that our customers will continue to retain liability for and we will continue to 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 tariffs, trade negotiations, and geopolitical conflicts; our ability to achieve our strategic goals; the availability of cash from operations, cash on hand (including the net proceeds of our recent public offering) and our credit facilities to fund planned capital investments and working capital requirements without the need for additional capital; the availability of capital resources for, and the permissibility under our credit facility of, repurchases of outstanding common shares under our current NCIB and compliance with applicable laws and regulations pertaining to NCIBs; no unforeseen adverse changes in regulatory, environment or government policies (including export controls, moratoriums and other AI-related measures), 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 known and unknown risks and uncertainties that could cause actual results to differ materially from those expressed or implied in such forward-looking statements, including, among others, risks related to: changing customer capacity roadmaps for 2026, 2027, 2028 and beyond; realization of the long-term demand outlook; customer and segment concentration; reduction in customer revenue; erosion in customer market competitiveness; changes in revenue mix and margins; our ability to achieve anticipated operating leverage; uncertain market, industry, political and economic conditions; changes in the level or timing of foundry investment spend; changes in government defense spending; changes in demand for, or regulatory requirements applicable to, our products and our customers’ products; our ability to convert early-stage pursuits, including in data center power infrastructure, into program wins; customer requests to transfer manufacturing of products from one facility to another; changes to policies or legislation; operational challenges (including inventory management, supply chain constraints, and components, materials or supply shortages); volatility in energy and commodity prices; program ramps not progressing as anticipated; the cyclical nature and/or volatility of certain of our businesses; talent management and inefficient employee utilization, including recruiting, training and retaining sufficient qualified personnel in required jurisdictions and within required timeframes; our expansion plans or consolidation of our operations; planned capital expenditures to support anticipated growth in customer demand, and our ability to achieve anticipated returns on, and payback periods for, such investments; competition risk from evolving AI technologies, including lower-cost/open-source AI models; energy, power and water constraints in the data center ecosystem; evolving regulatory and government policies (including export controls, moratoriums and other AI-related measures) that increase our customers’ costs or restrict their AI activities, cash flow, revenue, and operating results; working capital requirements and liquidity; tax and interest rates 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) 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. 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 this presentation 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.

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 cannot be reliably predicted by management and are not part of our routine operating activities. We are unable to provide such reconciliations 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.

Outlook reflects management’s expectations as of the date provided and will only be updated through a public announcement.

Currency

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



THIRD QUARTER 2026 FINANCIAL RESULTS

CEO Remarks



Q3 2026 Results



	Q3 2026	YTY	Q3 2026 Guidance
Revenue	\$5.83B	+83%	\$5.25B - \$5.55B
GAAP Earnings from Operations as a % of Revenue	7.9%	-230 bps	
GAAP EPS	\$3.26	+41%	
Adjusted Operating Margin (Non-GAAP) ¹	8.5%	+90 bps	8.4%
Adjusted EPS (Non-GAAP)	\$3.30	+109%	\$2.88 - \$3.08

Note: See "Note Regarding Non-GAAP Financial Measures" on slide 2.

1. Q3 2026 guidance at the mid-point of revenue and non-GAAP adjusted EPS guidance ranges.

Q3 2026 Highlights



GAAP Financial Measures \$ Millions (except for per share amounts and %)	Q3 2026	B/(W) QTQ	B/(W) YTY
Revenue	\$5,830	\$1,131	\$2,636
Gross Margin	11.0%	(1.3%)	(2.0%)
Earnings from Operations	\$460	\$2	\$135
Earnings from Operations as a % of Revenue	7.9%	(1.9%)	(2.3%)
Effective Tax Rate	13%	3%	1%
EPS	\$3.26	\$0.09	\$0.95
ROIC %	60.0%	(5.8%)	9.6%

Non-GAAP Financial Measures	Q3 2026	B/(W) QTQ	B/(W) YTY
Adjusted Gross Margin (non-GAAP)	11.2%	(0.3%)	(0.5%)
Adjusted Operating Earnings (adjusted EBIAT) (non-GAAP)	\$496	\$110	\$254
Adjusted Operating Margin (non-GAAP)	8.5%	0.3%	0.9%
Adjusted Effective Tax Rate (non-GAAP)	18%	2%	2%
Adjusted EPS (non-GAAP)	\$3.30	\$0.76	\$1.72
Adjusted ROIC % (non-GAAP)	64.7%	9.2%	27.2%

Note: See "Note Regarding Non-GAAP Financial Measures" on slide 2.

CCS and ATS Segment Revenue and Profitability



Revenue

\$ Millions	Q3 2026	YTY
CCS¹	\$4,872	Up 102%
<i>Networking²</i>	<i>\$3,263</i>	<i>Up 68%</i>
<i>Compute & Storage^{2,3}</i>	<i>\$1,609</i>	<i>Up 242%</i>
ATS⁴	\$957	Up 23%

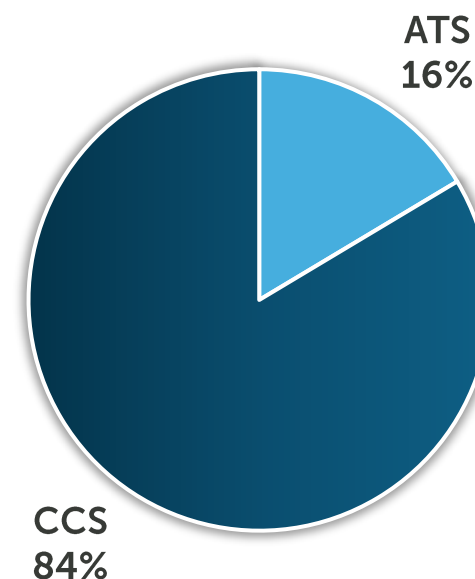
Segment Income⁶

\$ Millions	Q3 2026	YTY
CCS	\$433	Up 117%
ATS	\$63	Up 47%

Segment Margin⁶

	Q3 2026	YTY
CCS	8.9%	Up 60 bps
ATS	6.6%	Up 110 bps

Q3 2026 Revenue⁵



1. Our CCS segment consists of our Networking and Compute & Storage end markets.

2. Effective Q3 2026, our Communications end market was renamed Networking and our Enterprise end market was renamed Compute & Storage. The update was a change in naming convention only.

3. Our Compute & Storage end market continues to consist of our Servers and Storage businesses.

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

5. In Q3 2026, Networking represented 56% of total revenue and Compute & Storage represented 28% of total revenue.

6. See "Segment Income and Margin" in the Appendix.

Working Capital



\$ Millions	Q3 2026	B/(W) QTQ	B/(W) YTY
Inventory Turns ¹	5.2x	(0.2x)	(0.4x)
Inventory	\$4,510	(\$1,108)	(\$2,463)
Customer Cash Deposits for Inventory ²	\$561	\$79	\$179

Cash Cycle Days³

	Q3 2026	Q2 2026	Q3 2025
Days in A/R	56	63	68
Days in Inventory	70	67	65
Days in A/P	(74)	(73)	(54)
Days in Cash Deposits	(10)	(10)	(14)
Cash Cycle Days	42	47	65

1. Inventory turns are determined by dividing 365 by the number of days in inventory.

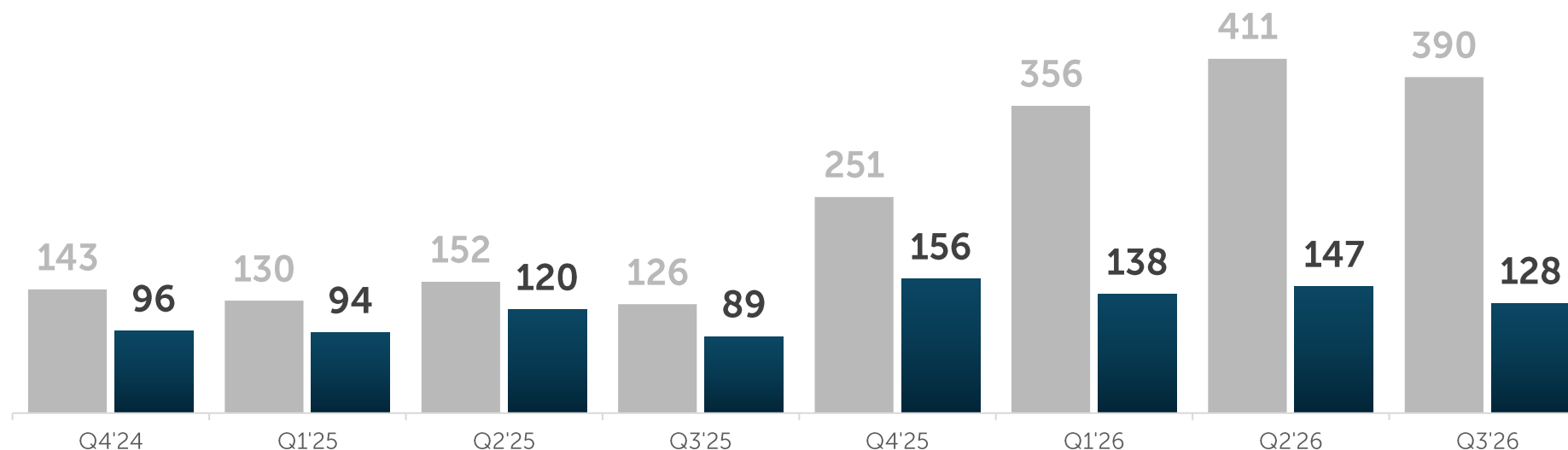
2. Celestica receives cash deposits from certain customers to alleviate the impact of inventory purchases on our cash flows, and to reduce risks related to excess and/or obsolete inventory.

3. 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. 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 Flow Overview



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



\$ Millions	Q3 2026	QTT Increase/(Decrease)	YTY Increase/(Decrease)
Gross Capex	\$274	\$10	\$237
Gross Capex as a % of revenue	4.7%	(0.9%)	3.5%

Balance Sheet



Balance Sheet (as of September 30, 2026)

Cash and Cash Equivalents	\$3.96B
Revolver (excluding ordinary course letters of credit)	–
Term Loans	\$0.74B
Net Cash	\$3.23B
GAAP TTM Debt Leverage Ratio	0.5x
Non-GAAP Adjusted TTM Debt Leverage Ratio	0.4x
Total Liquidity ¹	\$5.71B

Note: See "Note Regarding Non-GAAP Financial Measures" on slide 2.

1. Total liquidity is defined as cash and cash equivalents as of September 30, 2026, plus the total availability under Celestica's Revolver.

Q4 2026 Guidance



Revenue	\$6.275B - \$6.575B
Adjusted Operating Margin (Non-GAAP)	8.7%
	at the mid-point of revenue and non-GAAP adjusted EPS guidance ranges
Adjusted EPS (Non-GAAP) ¹	\$3.37 - \$3.57
Adjusted Effective Tax Rate (Non-GAAP)	~20%

1. Accounts for estimated impact of August 2026 public offering. Assumes ~127M diluted weighted average shares outstanding for Q4 2026.

Note: See "Cautionary Note Regarding Forward-Looking Statements" and "Note Regarding Non-GAAP Financial Measures" on slide 2. 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 financial impacts 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 2026 End Market Revenue Outlook



Year-over-Year Revenue % Change	
Networking	Increase approximately 65%
Compute & Storage	Increase approximately 160%
ATS	Increase low-twenties

Note: See "Cautionary Note Regarding Forward-Looking Statements" and "Note Regarding Non-GAAP Financial Measures" on slide 2. 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 financial impacts 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.

2026 Annual Outlook



YTY GROWTH

PRIOR OUTLOOK

\$21.0B

2026E Revenue

+69%

\$20.5B

8.4%

2026E Non-GAAP Adjusted Operating Margin

+90bps

8.4%

\$11.55

2026E Non-GAAP Adjusted EPS¹

+91%

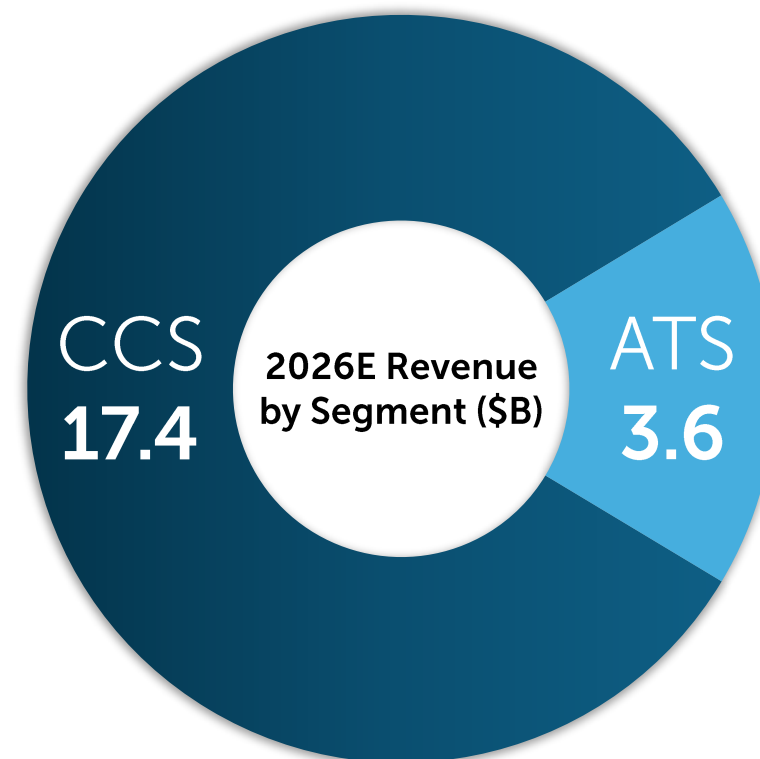
\$11.30

\$460M

2026E Non-GAAP Free Cash Flow

~Flat

\$600M



1. Accounts for estimated impact of August 2026 public offering. Assumes ~120M diluted weighted average shares outstanding for 2026.

Note: See "Cautionary Note Regarding Forward-Looking Statements" and "Note Regarding Non-GAAP Financial Measures" on slide 2. 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 financial impacts 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.



Celestica™

THIRD QUARTER 2026 FINANCIAL RESULTS

October 27, 2026





THIRD QUARTER 2026 FINANCIAL RESULTS

Appendix



Segment Income and Margin



(In millions of U.S. dollars, except percentages)

Revenue by segment:

	Three months ended September 30				Nine months ended September 30			
	2026		2025		2026		2025	
	% of total		% of total		% of total		% of total	
CCS								
Networking.....	\$ 3,263.2	56 %	\$ 1,942.9	61 %	\$ 8,327.0	57 %	\$ 5,011.8	57 %
Compute & Storage.....	1,609.1	28 %	470.1	15 %	3,596.6	25 %	1,316.9	15 %
	\$ 4,872.3	84 %	\$ 2,413.0	76 %	\$ 11,923.6	82 %	\$ 6,328.7	72 %
ATS.....	957.4	16 %	781.0	24 %	2,651.7	18 %	2,407.3	28 %
Total revenue.....	\$ 5,829.7		\$ 3,194.0		\$ 14,575.3		\$ 8,736.0	

Segment Costs by segment:

	Three months ended September 30		Nine months ended September 30	
	2026	2025	2026	2025
CCS cost of sales.....	\$ 4,329.8	\$ 2,121.6	\$ 10,582.2	\$ 5,581.8
CCS other Segment Costs.....	109.3	92.0	301.1	229.2
ATS cost of sales.....	847.5	698.0	2,343.7	2,150.6
ATS other Segment Costs.....	47.0	40.2	140.7	129.7
Total Segment Costs.....	\$ 5,333.6	\$ 2,951.8	\$ 13,367.7	\$ 8,091.3

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

	Three months ended September 30				Nine months ended September 30			
	2026		2025		2026		2025	
	Segment Margin		Segment Margin		Segment Margin		Segment Margin	
CCS segment income and margin.....	\$ 433.2	8.9%	\$ 199.4	8.3%	\$1,040.3	8.7%	\$ 517.7	8.2%
ATS segment income and margin.....	62.9	6.6%	42.8	5.5%	167.3	6.3%	127.0	5.3%
Total segment income.....	496.1		242.2		1,207.6		644.7	
Reconciling items:								
Finance costs.....	24.1		13.8		63.3		43.2	
Interest income.....	(19.7)		(1.0)		(25.5)		(3.2)	
Miscellaneous expense (income).....	(0.2)		1.3		(1.1)		4.4	
Employee SBC expense.....	21.3		15.6		71.1		56.8	
TRS fair value adjustment (TRS FVA): losses (gains).....	3.9		(113.3)		(83.2)		(191.6)	
Amortization of intangible assets (excluding computer software).....	10.0		10.0		29.9		29.9	
Restructuring and other charges (recoveries).....	0.9		4.9		(0.6)		23.3	
Earnings before income taxes.....	\$ 455.8		\$ 310.9		\$1,153.7		\$ 681.9	

Note: 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), employee SBC expense, TRS FVAs, amortization of intangible assets (excluding computer software), restructuring and other charges (recoveries) (each defined on slides 16 and 17) and finance costs, net of interest income.

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 (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 twelve-month period ended December 31, 2025, is referred to herein as "FY 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 is 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 financial impacts 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 and SG&A) 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.

Transitional hedge reclassifications and adjustments related to foreign currency forward exchange contracts (FCC Transitional ADJ) were specifically driven by our transition from International Financial Reporting Standards (IFRS) to GAAP. For the purpose of determining our non-GAAP measures, FCC Transitional ADJ were made to cost of sales and SG&A. Our foreign currency forward exchange contracts 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. Had we been able to designate those foreign currency forward exchange contracts under GAAP from their inception, they would have qualified as cash flow or economic hedges under GAAP, and no FCC Transitional ADJ would have been required under GAAP. FCC 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) consists 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



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; where applicable, certain fair value adjustments of contingent consideration in connection with acquisitions; where applicable, legal settlements (recoveries); and where applicable, related costs pertaining to our transition to 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 and leased property and equipment which are no longer used and are held 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) where applicable, specified charges or recoveries related to the sublet of a 10-year building lease in Toronto that we previously anticipated to be our corporate headquarters. 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. 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 (gains) related to our pension and post-employment benefit plans consisting of interest costs, expected returns on plan balances, and amortization of actuarial gains or losses; (ii) where applicable, gains on insurance claims settlement; and (iii) where applicable, gains or losses related to 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 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), 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 assets, 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 Reconciliations



(In millions of U.S. dollars, except percentages and per share amounts)

		Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026	YTD 2026	FY 2025
GAAP	Revenue	\$ 2,545.7	\$ 2,648.6	\$ 2,893.4	\$ 3,194.0	\$ 3,654.9	\$ 4,047.0	\$ 4,698.6	\$ 5,829.7	\$ 14,575.3	\$ 12,390.9
	Net earnings	151.7	86.2	211.0	267.8	267.5	212.3	368.8	397.2	978.3	832.5
	Earnings per share - diluted	\$ 1.29	\$ 0.74	\$ 1.82	\$ 2.31	\$ 2.31	\$ 1.83	\$ 3.17	\$ 3.26	\$ 8.30	\$ 7.16
	W.A. # of shares (in millions), on a basic basis	116.3	115.9	115.1	115.0	115.0	114.9	115.0	120.5	116.8	115.3
	W.A. # of shares (in millions), on a diluted basis	117.3	116.9	115.9	115.9	115.9	115.7	116.2	121.8	117.9	116.2
	Actual # of shares o/s (in millions) as of period end	116.1	115.6	115.0	115.0	114.9	115.0	115.0	126.1	126.1	114.9
Non-GAAP gross profit	GAAP gross profit	\$ 297.2	\$ 273.9	\$ 371.0	\$ 416.1	\$ 433.1	\$ 437.2	\$ 577.5	\$ 640.8	\$ 1,655.5	\$ 1,494.1
	As a percentage of revenue	11.7%	10.3%	12.8%	13.0%	11.8%	10.8%	12.3%	11.0%	11.4%	12.1%
	Employee SBC expense	4.6	10.1	7.3	6.8	6.0	13.6	9.6	10.7	33.9	30.2
	TRS FVAs	(22.4)	7.5	(40.6)	(48.5)	(27.7)	7.5	(48.4)	0.9	(40.0)	(109.3)
	FCC Transitional ADJ	0.4	-	-	-	-	-	-	-	-	-
	Non-GAAP adjusted gross profit	\$ 279.8	\$ 291.5	\$ 337.7	\$ 374.4	\$ 411.4	\$ 458.3	\$ 538.7	\$ 652.4	\$ 1,649.4	\$ 1,415.0
	As a percentage of revenue	11.0%	11.0%	11.7%	11.7%	11.3%	11.3%	11.5%	11.2%	11.3%	11.4%
Non-GAAP SG&A	GAAP SG&A	\$ 57.6	\$ 112.5	\$ 38.9	\$ 38.4	\$ 70.1	\$ 117.4	\$ 58.1	\$ 118.2	\$ 293.7	\$ 259.9
	As a percentage of revenue	2.3%	4.2%	1.3%	1.2%	1.9%	2.9%	1.2%	2.0%	2.0%	2.1%
	Employee SBC expense	(5.5)	(15.9)	(7.9)	(8.8)	(7.0)	(16.9)	(9.7)	(10.6)	(37.2)	(39.6)
	TRS FVAs	29.1	(11.6)	56.8	64.8	33.7	(9.5)	55.7	(3.0)	43.2	143.7
	Non-GAAP SG&A	\$ 81.2	\$ 85.0	\$ 87.8	\$ 94.4	\$ 96.8	\$ 91.0	\$ 104.1	\$ 104.6	\$ 299.7	\$ 364.0
	As a percentage of revenue	3.2%	3.2%	3.0%	3.0%	2.6%	2.2%	2.2%	1.8%	2.1%	2.9%
Non-GAAP operating earnings (adjusted EBIAT) and non-GAAP adjusted EBITDA	GAAP Earnings from operations	\$ 202.6	\$ 128.8	\$ 272.5	\$ 325.0	\$ 314.4	\$ 272.1	\$ 458.3	\$ 460.0	\$ 1,190.4	\$ 1,040.7
	As a percentage of revenue	8.0%	4.9%	9.4%	10.2%	8.6%	6.7%	9.8%	7.9%	8.2%	8.4%
	Restructuring and other charges (recoveries)	2.1	3.9	14.5	4.9	6.4	(4.4)	2.9	0.9	(0.6)	29.7
	Employee SBC expense	10.1	26.0	15.2	15.6	13.0	30.5	19.3	21.3	71.1	69.8
	TRS FVAs	(51.5)	19.1	(97.4)	(113.3)	(61.4)	17.0	(104.1)	3.9	(83.2)	(253.0)
	FCC Transitional ADJ	0.4	-	-	-	-	-	-	-	-	-
	Amortization of intangible assets (excluding computer software)	9.9	10.0	9.9	10.0	9.9	10.0	9.9	10.0	29.9	39.8
	Non-GAAP adjusted EBIAT	\$ 173.6	\$ 187.8	\$ 214.7	\$ 242.2	\$ 282.3	\$ 325.2	\$ 386.3	\$ 496.1	\$ 1,207.6	\$ 927.0
	Non-GAAP adjusted operating margin	6.8%	7.1%	7.4%	7.6%	7.7%	8.0%	8.2%	8.5%	8.3%	7.5%
	Non-GAAP adjusted EBIAT	173.6	187.8	214.7	242.2	282.3	325.2	386.3	496.1	1,207.6	927.0
	Depreciation expense - finance leases	2.0	2.1	2.0	2.1	2.1	2.1	2.7	2.8	7.6	8.3
	Depreciation expense - property, plant and equipment, software	28.1	25.3	33.4	28.2	40.7	27.5	31.4	35.7	94.6	127.6
	Non-GAAP adjusted EBITDA	\$ 203.7	\$ 215.2	\$ 250.1	\$ 272.5	\$ 325.1	\$ 354.8	\$ 420.4	\$ 534.6	\$ 1,309.8	\$ 1,062.9
	As a percentage of revenue	8.0%	8.1%	8.6%	8.5%	8.9%	8.8%	8.9%	9.2%	9.0%	8.6%
Non-GAAP Adjusted Trailing Twelve Month (TTM) Debt Leverage Ratio Reconciliation	Borrowings under the Revolver ¹				\$ -	\$ -	\$ -	\$ -	\$ -		
	Borrowings under the Term Loans				728.1	723.7	719.3	740.0	735.6		
	Gross Debt				\$ 728.1	\$ 723.7	\$ 719.3	\$ 740.0	\$ 735.6		
	TTM earnings from operations				\$ 928.9	\$ 1,040.7	\$ 1,184.0	\$ 1,369.8	\$ 1,504.8		
	Gross debt to TTM earnings from operations (GAAP TTM debt leverage ratio)				0.8x	0.7x	0.6x	0.5x	0.5x		
	Non-GAAP adjusted TTM EBITDA				\$ 941.5	\$ 1,062.9	\$ 1,202.5	\$ 1,372.8	\$ 1,634.9		
	Gross debt to non-GAAP adjusted TTM EBITDA (non-GAAP adjusted TTM debt leverage ratio)				0.8x	0.7x	0.6x	0.5x	0.4x		

Note: See "Note Regarding Non-GAAP Financial Measures" on slide 2.

1. Excluding ordinary course letters of credit.

GAAP to Non-GAAP Reconciliations



(In millions of U.S. dollars, except percentages and per share amounts)

		Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026	YTD 2026	FY 2025
Non-GAAP adjusted net earnings and non-GAAP adjusted EPS	GAAP Net earnings	\$ 151.7	\$ 86.2	\$ 211.0	\$ 267.8	\$ 267.5	\$ 212.3	\$ 368.8	\$ 397.2	\$ 978.3	\$ 832.5
	As a percentage of revenue	6.0%	3.3%	7.3%	8.4%	7.3%	5.2%	7.8%	6.8%	6.7%	6.7%
	Employee SBC expense	10.1	26.0	15.2	15.6	13.0	30.5	19.3	21.3	71.1	69.8
	Amortization of intangible assets (excluding computer software)	9.9	10.0	9.9	10.0	9.9	10.0	9.9	10.0	29.9	39.8
	Restructuring and other charges (recoveries)	2.1	3.9	14.5	4.9	6.4	(4.4)	2.9	0.9	(0.6)	29.7
	Miscellaneous expense (income)	1.2	1.4	1.7	1.3	0.5	(0.2)	(0.7)	(0.2)	(1.1)	4.9
	TRS FVAs	(51.5)	19.1	(97.4)	(113.3)	(61.4)	17.0	(104.1)	3.9	(83.2)	(253.0)
	FCC Transitional ADJ	0.4	-	-	-	-	-	-	-	-	-
	Adjustments for taxes	6.3	(6.5)	6.3	(3.2)	(17.1)	(15.7)	(0.7)	(31.0)	(47.4)	(20.5)
	Non-GAAP adjusted net earnings	\$ 130.2	\$ 140.1	\$ 161.2	\$ 183.1	\$ 218.8	\$ 249.5	\$ 295.4	\$ 402.1	\$ 947.0	\$ 703.2
	As a percentage of revenue	5.1%	5.3%	5.6%	5.7%	6.0%	6.2%	6.3%	6.9%	6.5%	5.7%
	Non-GAAP adjusted earnings per share - diluted	\$ 1.11	\$ 1.20	\$ 1.39	\$ 1.58	\$ 1.89	\$ 2.16	\$ 2.54	\$ 3.30	\$ 8.03	\$ 6.05
Non-GAAP adjusted ROIC	GAAP Earnings from operations	\$ 202.6	\$ 128.8	\$ 272.5	\$ 325.0	\$ 314.4	\$ 272.1	\$ 458.3	\$ 460.0	\$ 1,190.4	\$ 1,040.7
	Multiplier to annualize earnings	4	4	4	4	4	4	4	4	1,333	1
	Annualized GAAP earnings from operations	\$ 810.4	\$ 515.2	\$ 1,090.0	\$ 1,300.0	\$ 1,257.6	\$ 1,088.4	\$ 1,833.2	\$ 1,840.0	\$ 1,586.8	\$ 1,040.7
	Average Net Invested Capital for the period	\$ 2,386.7	\$ 2,384.0	\$ 2,419.9	\$ 2,581.6	\$ 2,619.5	\$ 2,611.4	\$ 2,786.6	\$ 3,066.6	\$ 2,839.0	\$ 2,498.7
	GAAP ROIC %	34.0%	21.6%	45.0%	50.4%	48.0%	41.7%	65.8%	60.0%	55.9%	41.6%
	Non-GAAP adjusted EBIAT	\$ 173.6	\$ 187.8	\$ 214.7	\$ 242.2	\$ 282.3	\$ 325.2	\$ 386.3	\$ 496.1	\$ 1,207.6	\$ 927.0
	Multiplier to annualize earnings	4	4	4	4	4	4	4	4	1,333	1
	Annualized non-GAAP adjusted EBIAT	\$ 694.4	\$ 751.2	\$ 858.8	\$ 968.8	\$ 1,129.2	\$ 1,300.8	\$ 1,545.2	\$ 1,984.4	\$ 1,609.7	\$ 927.0
	Average Net Invested Capital for the period	\$ 2,386.7	\$ 2,384.0	\$ 2,419.9	\$ 2,581.6	\$ 2,619.5	\$ 2,611.4	\$ 2,786.6	\$ 3,066.6	\$ 2,839.0	\$ 2,498.7
	Non-GAAP adjusted ROIC %	29.1%	31.5%	35.5%	37.5%	43.1%	49.8%	55.5%	64.7%	56.7%	37.1%
	Net invested capital consists of:										
	Total assets	\$ 5,988.2	\$ 5,834.9	\$ 6,241.1	\$ 6,606.7	\$ 7,213.1	\$ 8,260.0	\$ 9,787.6	\$ 15,138.5	\$ 15,138.5	\$ 7,213.1
	Less: cash	(423.3)	(303.0)	(313.8)	(305.9)	(595.6)	(378.0)	(535.7)	(3,961.3)	(3,961.3)	(595.6)
	Less: ROU assets (operating and finance leases)	(180.8)	(178.6)	(174.9)	(178.9)	(173.1)	(199.9)	(218.5)	(274.5)	(274.5)	(173.1)
	Less: accounts payable, accrued and other liabilities and provisions (excluding finance and operating lease liabilities) and income taxes payable	(2,969.2)	(3,000.3)	(3,265.7)	(3,445.4)	(3,882.0)	(5,021.7)	(6,120.7)	(7,682.3)	(7,682.3)	(3,882.0)
	Net invested capital at period end	\$ 2,414.9	\$ 2,353.0	\$ 2,486.7	\$ 2,676.5	\$ 2,562.4	\$ 2,660.4	\$ 2,912.7	\$ 3,220.4	\$ 3,220.4	\$ 2,562.4
Non-GAAP free cash flow	GAAP cash provided by operations	\$ 143.4	\$ 130.3	\$ 152.4	\$ 126.2	\$ 250.6	\$ 356.3	\$ 410.9	\$ 389.7	\$ 1,156.9	\$ 659.5
	Purchase of property, plant, and equipment, net of sales proceeds	(47.6)	(36.7)	(32.5)	(37.3)	(94.7)	(218.4)	(263.8)	(262.2)	(744.4)	(201.2)
	Non-GAAP free cash flow	\$ 95.8	\$ 93.6	\$ 119.9	\$ 88.9	\$ 155.9	\$ 137.9	\$ 147.1	\$ 127.5	\$ 412.5	\$ 458.3

GAAP to Non-GAAP Reconciliations



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. Adjusted tax expense is determined by excluding the tax effects of the non-core items, including our non-GAAP adjustments (as described on slides 16 and 17), from our GAAP tax expense.

(In millions of U.S. dollars, except percentages)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026	YTD 2026	FY 2025
GAAP tax expense	\$ 37.8	\$ 27.5	\$ 46.3	\$ 43.1	\$ 33.8	\$ 44.0	\$ 72.8	\$ 58.6	\$ 175.4	\$ 150.7
Earnings from operations	202.6	128.8	272.5	325.0	314.4	272.1	458.3	460.0	1,190.4	1,040.7
Finance costs	(13.8)	(15.0)	(14.4)	(13.8)	(13.6)	(18.0)	(21.2)	(24.1)	(63.3)	(56.8)
Interest income	1.9	1.3	0.9	1.0	1.0	2.0	3.8	19.7	25.5	4.2
Miscellaneous Income (Expense)	(1.2)	(1.4)	(1.7)	(1.3)	(0.5)	0.2	0.7	0.2	1.1	(4.9)
	\$ 189.5	\$ 113.7	\$ 257.3	\$ 310.9	\$ 301.3	\$ 256.3	\$ 441.6	\$ 455.8	\$ 1,153.7	\$ 983.2
GAAP effective tax rate¹	20%	24%	18%	14%	11%	17%	16%	13%	15%	15%
Adjusted tax expense (non-GAAP)	\$ 31.5	\$ 34.0	\$ 40.0	\$ 46.3	\$ 50.9	\$ 59.7	\$ 73.5	\$ 89.6	\$ 222.8	\$ 171.2
Adjusted operating earnings (non-GAAP)	173.6	187.8	214.7	242.2	282.3	325.2	386.3	496.1	1,207.6	927.0
Finance costs	(13.8)	(15.0)	(14.4)	(13.8)	(13.6)	(18.0)	(21.2)	(24.1)	(63.3)	(56.8)
Interest income	1.9	1.3	0.9	1.0	1.0	2.0	3.8	19.7	25.5	4.2
	\$ 161.7	\$ 174.1	\$ 201.2	\$ 229.4	\$ 269.7	\$ 309.2	\$ 368.9	\$ 491.7	\$ 1,169.8	\$ 874.4
Adjusted effective tax rate (non-GAAP)²	19%	20%	20%	20%	19%	19%	20%	18%	19%	20%

Note: See "Note Regarding Non-GAAP Financial Measures" on slide 2.

1. Our GAAP effective tax rate is calculated as (i) GAAP tax expense divided by (ii) earnings from operations minus finance costs, net of interest income, and Miscellaneous Expense (Income).

2. Our adjusted effective tax rate (non-GAAP) is calculated as (i) adjusted tax expense (non-GAAP) divided by (ii) adjusted operating earnings (non-GAAP) minus finance costs, net of interest income.



Celestica™

THIRD QUARTER 2026 FINANCIAL RESULTS

October 27, 2026

