

# Third Quarter 2025 Earnings Release

Paulo Ruiz & Olivier Leonetti | November 4, 2025

# Forward-looking statements and non-GAAP financial information

This presentation or the comments we make on our call today contain forward-looking statements concerning, among other matters, full year and fourth quarter 2025 earnings per share, adjusted earnings per share, organic growth and segment operating margins; full year 2025 cash flow, end markets, and anticipated share repurchases; the anticipated acquisition of Boyd Thermal and its impact on Eaton's segment results; and assumptions about the impact on the foregoing of sales attributed to the Fibrebond acquisition, currency translation sales impact, tax rate, capital expenditures and corporate expenses. These statements should be used with caution and are subject to various risks and uncertainties, many of which are outside the company's control. The following factors could cause actual results to differ materially from those in the forward-looking statements: potential global pandemics, unanticipated changes in the markets for the company's business segments; unanticipated downturns in business relationships with customers or their purchases from us; competitive pressures on sales and pricing; continued supply chain disruptions, unanticipated changes in the cost of material, labor and other production costs, or unexpected costs that cannot be recouped in product pricing; the introduction of disruptive or competing technologies; unexpected technical or marketing difficulties; unexpected claims, charges, litigation or dispute resolutions; strikes or other labor unrest at Eaton or at our customers or suppliers; the performance of recent acquisitions; unanticipated difficulties closing or integrating acquisitions; risks related to the ability to realize the anticipated benefits of the proposed acquisition, including the possibility that the expected benefits from the acquisition will not be realized or will not be realized within the expected time period; significant transaction costs; unknown liabilities; risk of litigation and/or regulatory actions relating to the proposed acquisition; unexpected difficulties completing divestitures, new laws, tariffs and governmental regulations; interest rate changes; stock market and currency fluctuations; geo-political tensions, war, civil or political unrest or terrorism; and unanticipated deterioration of economic and financial conditions in the United States and around the world. We do not assume any obligation to update these forward-looking statements.

This presentation includes certain non-GAAP measures as defined by SEC rules, including the following: adjusted earnings, adjusted earnings per share, adjusted earnings per share guidance for the fourth quarter and full year 2025, and free cash flow guidance for full year 2025. These non-GAAP measures are reconciled to their nearest GAAP equivalent in the Appendix to this presentation. In addition, this presentation includes a reference to Boyd Thermal's estimated adjusted EBITDA for 2026, which is a non-GAAP measure. We cannot provide a reconciliation of adjusted EBITDA and the corresponding GAAP measure without unreasonable effort due to the inherent difficulty in forecasting and quantifying certain amounts that are necessary for such reconciliation.

# Highlights

On a rolling 12-month basis, order acceleration in Electrical Americas up 7% and strong Aerospace growth up 11%, resulting in book-to-bill for the combined segments at 1.1 and backlog growth of 20% in Electrical Americas and 15% in Aerospace.

In Q3, Electrical Sector and Electrical Americas data center orders are each up approximately 70% and revenue up approximately 40% versus 3Q24 demonstrating continued strong momentum in this rapid growth market.

Record adjusted earnings per share of \$3.07 in Q3, up 8% versus 3Q24, with segment margins of 25.0%, up 70 bps versus 3Q24, a quarterly record.

Reaffirming 2025 financial outlook.

Signed the agreement to acquire Boyd Thermal, bolstering Eaton's product portfolio with the addition of liquid cooling technology.

# Our **bold strategy** is underway and anchored by three pillars

Each pillar will accelerate growth and create sustained value for shareholders



*Lead*  
for **Growth**

Drive a customer-centric and  
fast organization



*Invest*  
for **Growth**

Double down in high-growth and  
high-margin markets



*Execute*  
for **Growth**

Transform from good to best-in-class  
and expand profitability



# Boyd Thermal is a global leader in liquid cooling, providing data center operators with world-class thermal performance, reliability and scalability

2026E sales

\$1.7 billion

2026E adj. EBITDA

~25%

Employees

5,200+ total (500+ engineers)

Manufacturing locations

16

## Broad portfolio of cooling solutions

Coolant distribution units (CDU)



Cold plates and manifolds



Heat exchangers



Liquid cooling loops



Heat spreaders



Thermal control units and sockets



Heat sinks



Liquid cooled chassis



- **Boyd Thermal's engineering expertise enables the business to solve for complex thermal challenges**, working closely with customers' engineering teams throughout the lifecycle of their platforms
- **Boyd Thermal's global manufacturing and supply chain teams support hyperscale and colocation customers** during the rapid build out of data center infrastructure around the world
- **~80% of Boyd Thermal's business supports the data center segment**, and it also supports other strategic segments requiring high-performance and highly-reliable liquid cooling solutions like aerospace & defense and industrial

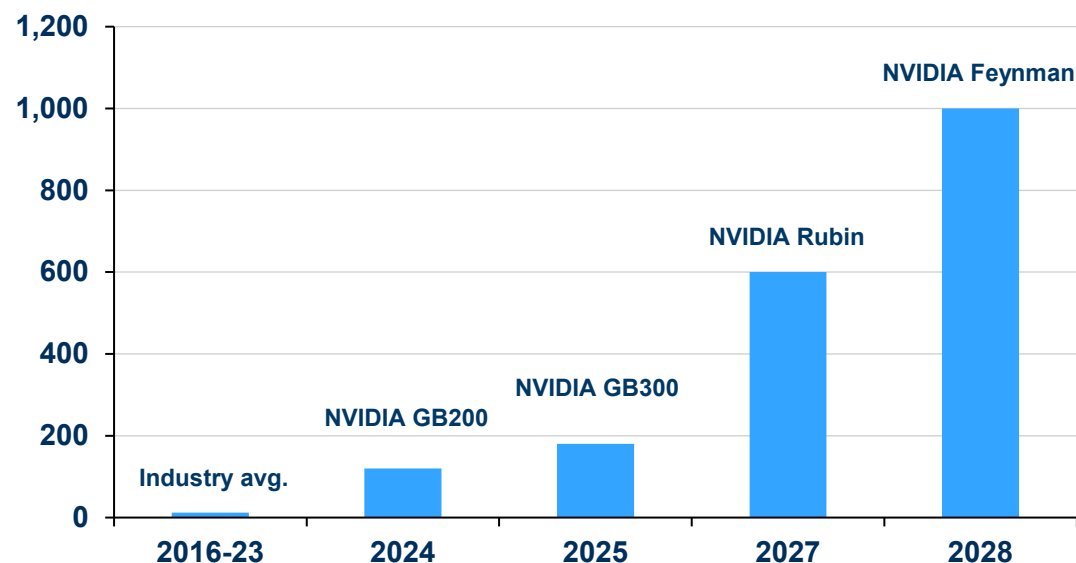


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# The data center liquid cooling market is experiencing unprecedented growth, driven by the rapidly increasing power requirements of AI chips

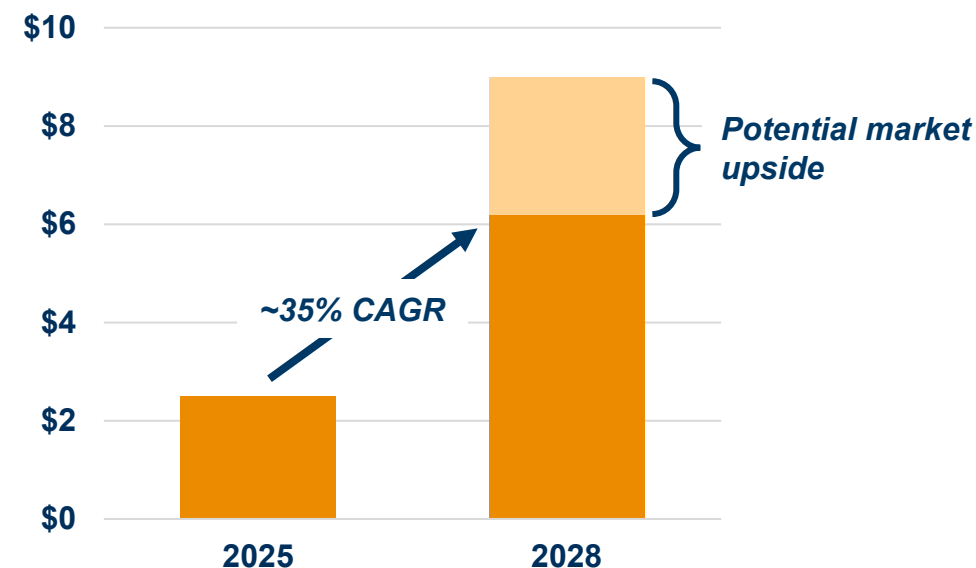
The data center liquid cooling market is expected to grow **~35% annually** through 2028, reaching a total market size of over **\$6B**

Chip platform power levels, kW per rack



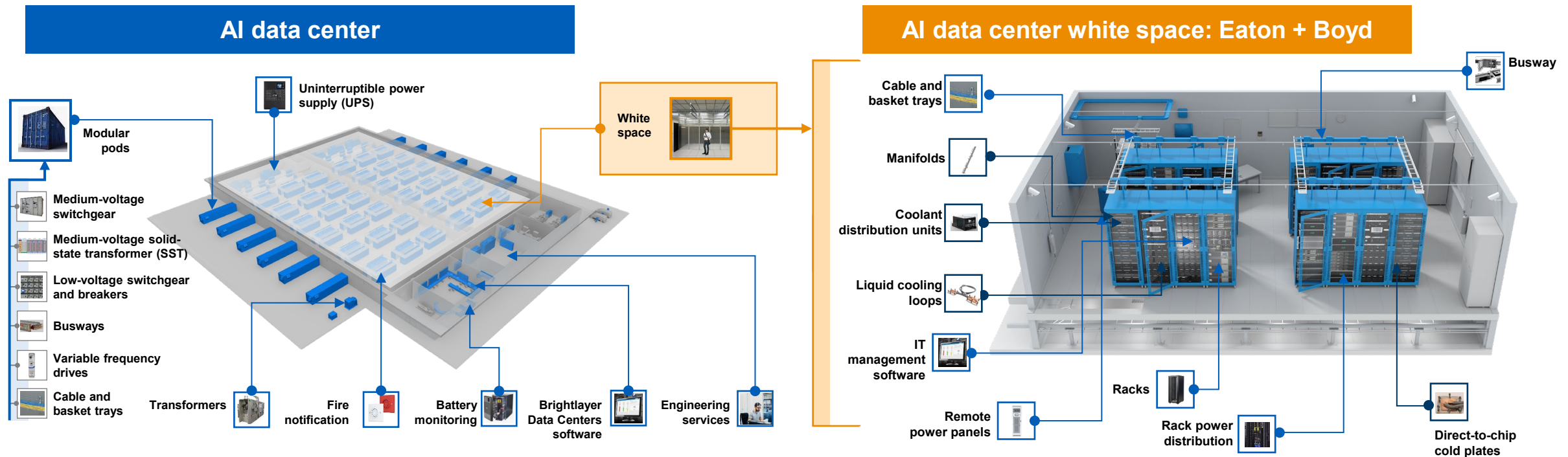
Above ~50 kW per rack, liquid cooling is required for chips to operate and reach desired longevity

Global liquid cooling market, \$ billions



Global liquid cooling market forecast to grow ~2.5x by 2028

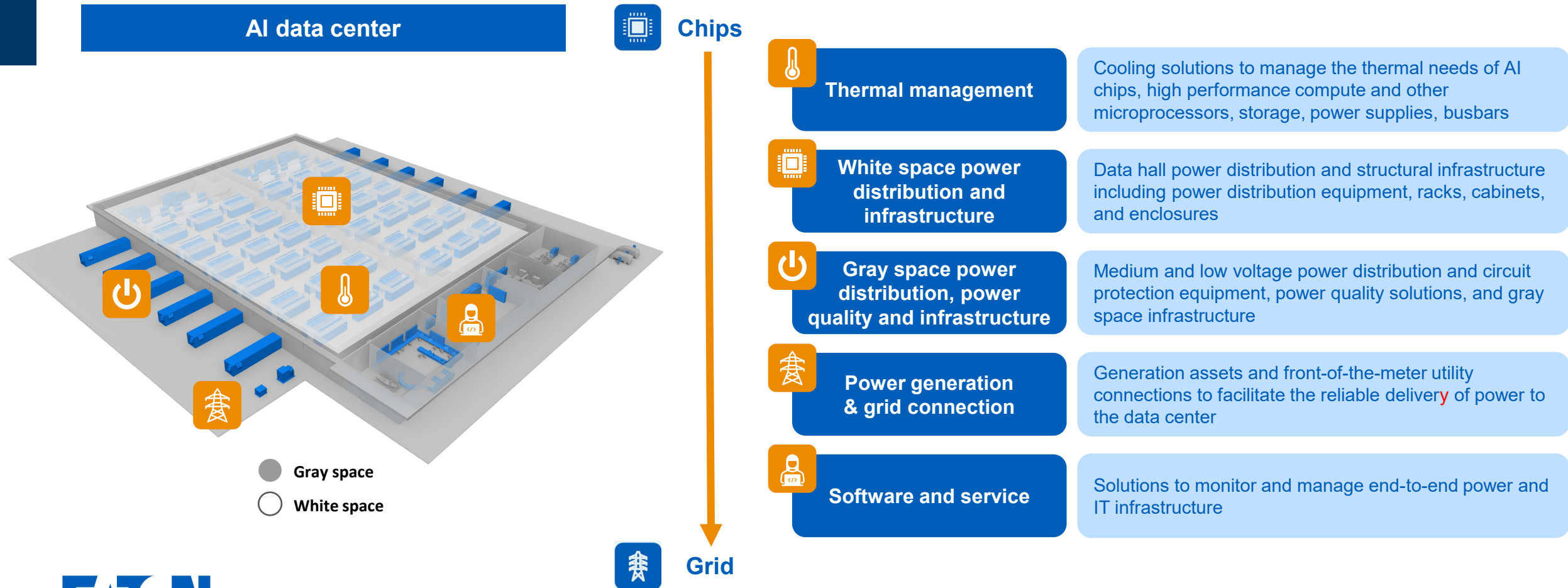
By combining Boyd Thermal's leading liquid cooling solutions with our broad power management portfolio, Eaton can meet the accelerating needs of data center customers for more integrated, modular and scalable systems solutions



Combined portfolio covers the critical power and cooling needs in the data center white space



# The acquisition of Boyd Thermal further strengthens Eaton's ability to serve our customers as they continue to evolve data center architectures from the chip all the way to the grid





# Electrical Americas key leading indicators support our strong organic growth



## Mega Projects Announcements

Since 3Q23

**185%**



## Negotiations Pipeline Growth

YTD on a two-year stack basis

**35%**



## Rolling 12-Month Order Growth and 1.1 Book to Bill

Orders on a two-year stack and average book to bill

**23%**



## Backlog Growth

Over the last two years

**51%**



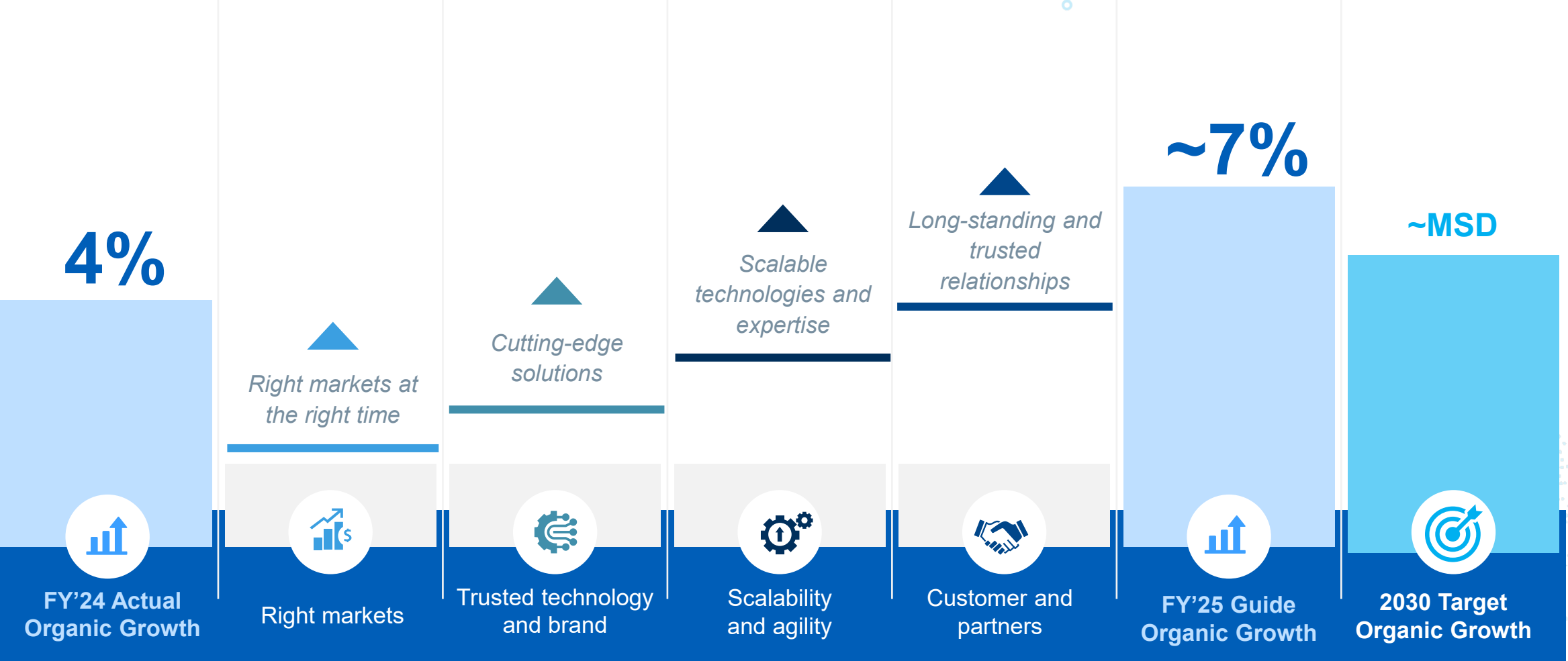
## Organic Growth

On a two-year stack basis

**23%**

# Electrical Global organic growth is accelerating

## Shaping our portfolio to benefit from megatrends



# Financial Summary

(M)	3Q '25	3Q '24	V '24
Sales	\$6,988	\$6,345	↑ 10%
Segment Operating Profit	1,749	1,544	↑ 13%
Segment Operating Margin	25.0%	24.3%	↑ 70 bps
Adjusted Earnings	1,199	1,132	↑ 6%
Adjusted EPS	\$3.07	\$2.84	↑ 8%

**\$6,988M**

Q3 Record  
Sales

**\$1,749M**

Record Quarterly  
Segment operating profit

**25.0%**

Record Quarterly  
Segment operating margin

## Sales Growth:

Organic	7%
Acquisition	3%
Forex	0%
Total	10%



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# Electrical Americas Segment

(M)	3Q '25	3Q '24	V '24
Sales	\$3,410	\$2,963	↑ 15%
Operating Profit	1,034	892	↑ 16%
Operating Margin	30.3%	30.1%	↑ 20 bps

- **Record** sales and segment profit
- Orders up **7%** on rolling 12-month basis, including data centers, up **~70%** in the quarter
- Book-to-bill ratio of **1.1** on rolling 12-month basis
- Backlog up **\$2B or 20%** year-over-year

## Sales Growth:

Organic	9%
Acquisition	6%
Forex	0%
Total	15%

# Electrical Global Segment

(M)	3Q '25	3Q '24	V '24
Sales	\$1,724	\$1,573	10%
Operating Profit	330	294	12%
Operating Margin	19.1%	18.7%	40bps

- Q3 Record sales and segment profit
- Book-to-bill greater than 1.0 on a rolling 12-month basis

## Sales Growth:

Organic	8%
Forex	2%
Total	10%

# Aerospace Segment

(M)	3Q '25	3Q '24	V '24
Sales	\$1,079	\$946	14%
Operating Profit	280	230	22%
Operating Margin	25.9%	24.4%	150bps

- Q3 Record sales and record operating profit
- Orders up 11% on a rolling 12-month basis
- Backlog up 15% year-over-year
- Book-to-bill ratio of 1.1 on a rolling 12-month basis

**Sales Growth:**

Organic	13%
Forex	1%
Total	14%



# Vehicle Segment

(M)	3Q '25	3Q '24	V '24
Sales	\$639	\$696	▼ (8%)
Operating Profit	114	135	▼ (16%)
Operating Margin	17.8%	19.4%	▼ (160) bps

 **Resilient operational performance** despite market headwinds

**Sales Growth:**

Organic	(9)%
Forex	1%
Total	(8)%

# eMobility Segment

(M)	3Q '25	3Q '24	V '24
Sales	\$136	\$167	▼ (19)%
Operating Profit / (Loss)	(9)	(7)	--
Operating Margin	(6.6)%	(4.4)%	--

**Sales Growth:**

Organic	(20)%
Forex	1%
Total	(19)%

# 2025 Organic Growth and Operating Margin Guidance

Segment	Organic Growth Guidance	Operating Margin Guidance
Electrical Americas	12.5 – 14.5%	29.5 – 29.9%
Electrical Global	5.5 – 7.5%	19.2 – 19.6%
Aerospace	10 – 12%	▲ 23.5 – 23.9%
Vehicle	▼ (10) – (8)%	16.0 – 16.4%
eMobility	▼ (6) – (4)%	▼ (3) – (2)%
<b>Eaton</b>	<b>8.5 – 9.5%</b>	<b>24.1 – 24.5%</b>



# 2025 Guidance

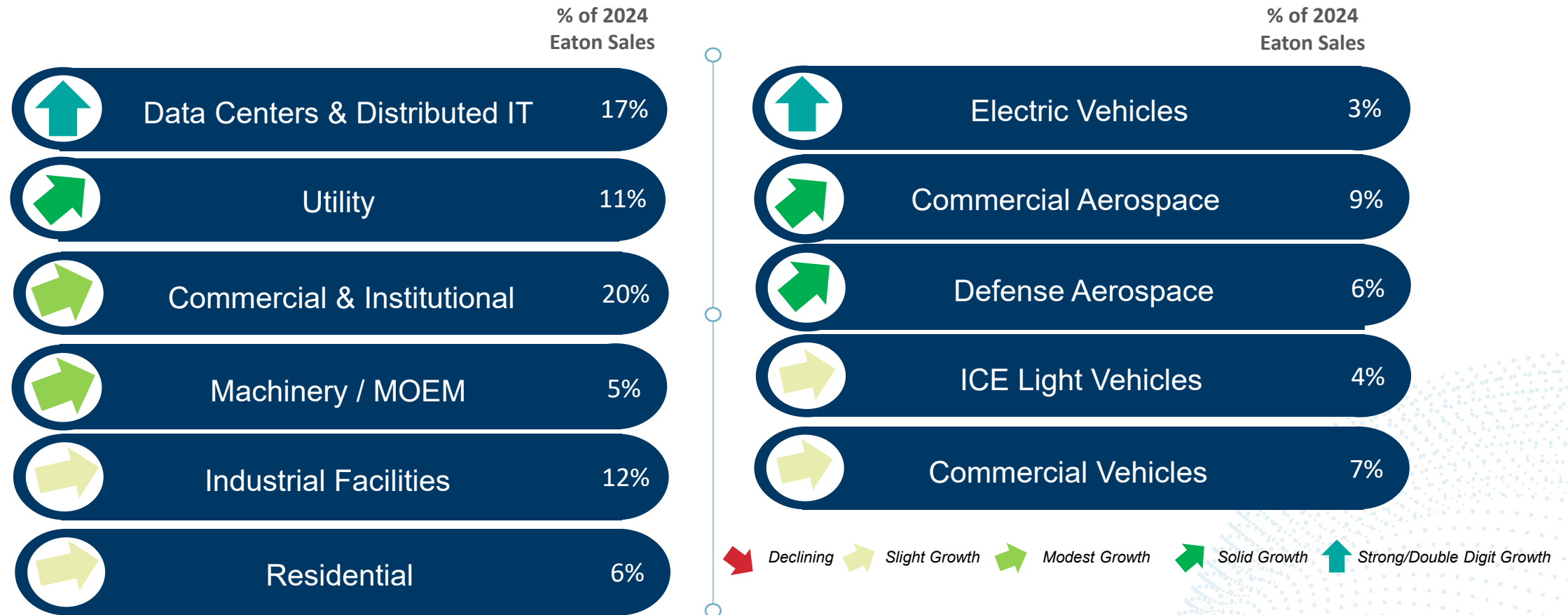
## 4<sup>th</sup> Quarter Outlook

## 2025 FY Outlook

Adjusted Earnings Per Share	\$3.23 – \$3.43	\$11.97 – \$12.17
Organic Growth	10.0 – 12.0%	8.5 – 9.5%
Segment Operating Margins	24.2 – 24.6%	24.1 – 24.5%
Operating Cash Flow	N/A	\$4.6B – \$5.0B
Free Cash Flow	N/A	\$3.7B – \$4.1B
Share Repurchases	N/A	\$2.0B - \$2.4B

# Eaton's End Market Growth – 2026 Initial Assumptions

Total 2026 market growth of ~7%



# Summary

Strong results including Q3 record revenue and all-time record segment profit and segment margins.

Unprecedented demand environment reflected in continued order acceleration and growing backlogs which results in extended visibility.

Our strategy to lead, invest and execute for growth is positioning us to capture generational demand and create sustained value for shareholders.

As a result, we are on track to deliver on 2030 financial commitments with differentiated performance.





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# Appendix

# 2025 Guidance – Additional Modeling Assumptions

	4 <sup>th</sup> Quarter Outlook	2025 FY Outlook
Currency Translation Sales Impact – ETN	~\$70M	~\$80M
Fibrebond Sales – Electrical Americas	~\$175M	~\$500M
Corporate Expenses	~\$35M more than 4Q24	~\$940M
Tax Rate on Adjusted Earnings	14.5 – 15.5%	17.5 – 18.5%
Capex	N/A	~\$900M

## Eaton Corporation plc

### Reconciliation of Non-GAAP Financial Information

All amounts are in millions except per share amounts, unless otherwise noted. Columns may not add due to rounding.

Reconciliation of net income attributable to Eaton ordinary shareholders to adjusted earnings and net income attributable to Eaton ordinary shareholders per share to adjusted earnings per ordinary share

	3Q 2024	4Q 2024	2024	3Q 2025	Q4 2025 Guidance		2025 Guidance	
					Low	High	Low	High
Net income attributable to Eaton ordinary shareholders	\$ 1,009	\$ 971	\$ 3,794	\$ 1,010				
Acquisition and divestiture charges, after-tax	(4)	9	26	44				
Restructuring program charges, after-tax	43	56	160	43				
Intangible asset amortization expense, after-tax	84	84	335	102				
Adjusted earnings	\$ 1,132	\$ 1,120	\$ 4,314	\$ 1,199				
Net income attributable to Eaton ordinary shareholders per share - diluted	\$ 2.53	\$ 2.45	\$ 9.50	\$ 2.59	\$ 2.75	\$ 2.95	\$ 10.29	\$ 10.49
Per share impact of acquisition and divestiture charges, after-tax	(0.01)	0.02	0.06	0.11	0.07	0.07	0.34	0.34
Per share impact of restructuring program charges, after-tax	0.11	0.14	0.40	0.11	0.15	0.15	0.34	0.34
Per share impact of intangible asset amortization expense, after-tax	0.21	0.22	0.84	0.26	0.26	0.26	1.00	1.00
Adjusted earnings per ordinary share	\$ 2.84	\$ 2.83	\$ 10.80	\$ 3.07	\$ 3.23	\$ 3.43	\$ 11.97	\$ 12.17

#### Acquisition and divestiture charges:

	3Q 2024	4Q 2024	2024	3Q 2025
Acquisition integration, divestiture charges and transaction costs (income)	\$ (4)	\$ 13	\$ 36	\$ 55
Income tax benefit	-	4	10	11
Total charges (income) after income taxes	\$ (4)	\$ 9	\$ 26	\$ 44
Per ordinary share - diluted	\$ (0.01)	\$ 0.02	\$ 0.06	\$ 0.11

#### Restructuring program charges:

	3Q 2024	4Q 2024	2024	3Q 2025
Restructuring program charges	\$ 54	\$ 70	\$ 202	\$ 55
Income tax benefit	11	14	43	12
Total after income taxes	\$ 43	\$ 56	\$ 160	\$ 43
Per ordinary share - diluted	\$ 0.11	\$ 0.14	\$ 0.40	\$ 0.11

#### Intangible asset amortization expense:

	3Q 2024	4Q 2024	2024	3Q 2025
Intangible asset amortization expense	\$ 106	\$ 107	\$ 425	\$ 130
Income tax benefit	23	23	91	28
Total after income taxes	\$ 84	\$ 84	\$ 335	\$ 102
Per ordinary share - diluted	\$ 0.21	\$ 0.22	\$ 0.84	\$ 0.26

#### Reconciliation of operating cash flow to free cash flow

Operating cash flow
Capital expenditures for property, plant and equipment
Free cash flow

2025 Guidance (\$ Billions)	
Low	High
\$ 4.6	\$ 5.0
(0.9)	(0.9)
\$ 3.7	\$ 4.1