Tyco Electronics UK Ltd

Strategic Report for the Year Ended 30 September 2025

The Directors present their strategic report for the year ended 30 September 2025.

Principal activity
The principal activity of the Company is the manufacture and supply of passive electronic components, active fibre optic components, power and wiring systems and high-end printed circuit board technologies.

Section 172(1) statement
This statement describes how the Directors have taken account of the matters set out in section 172(1)(a) to (f) of the Companies Act 2006 ("s172") when performing their duty to promote the success of the Company for the benefit of its members as a whole, and in doing so having regard (amongst other matters) to:

- The likely consequence of any decision in the long term
- The interests of the Company's employees
- The need to foster the Company's business relationships with suppliers, customers and others
- The impact of the Company's operations on the community and the environment
- The desirability of the Company maintaining a reputation for high standards of business conduct
- The need to act fairly as between members of the Company.

The board is fully aware of its duty under section 172(1) of the Companies Act 2006 to promote the success of the Company for the benefit of its stakeholders. The board is aware of all stakeholder interests, and as such takes a long-term view in reaching in key decisions, and when taking decisions, the board looks to act in the interests of the stakeholders and to ensure all stakeholders are treated fairly.

Corporate governance
The Company follows the TE Connectivity Corporate Governance policy, which applies to all TE Connectivity Companies. Its underlying concept and structure of responsibilities are as follows:

- Senior Management Team matrix, which identifies Legal entity and Corporate roles within TE Connectivity that have operational/functional management responsibility to the Board. They have responsibility: for ensuring compliance with any statutory legislation or obligations; notifying the Board of any non-compliance; evaluating events with significant or strategic impact on business and any of its stakeholders and communicating this to the Board for approval if applicable
- Principal Decision matrix and Stakeholder matrix, which identifies strategic functional decisions that may impact on: success of the Company; Company's relationship with its stakeholders; Groups of stakeholders that may be impacted by different types of decisions; evaluating the impact of principal decisions for communication to the Board of Directors. A record of these events are held in Principal Decision and Events register.
- Stakeholder Assessment template, this evidences the evaluation of decisions that require Board approval, to include method and structure to explain the impact on Stakeholders
- Stakeholder Engagement Strategy, promoting engagement/consultation with Stakeholders (Employee and non-employee). Stakeholder Engagement Strategy document records the events.

During the year, the Board of Directors have approved the following decisions:

- Transfer the trade and assets of Schaffner Ltd to Tyco Electronics UK Ltd to render Schaffner Ltd as a non trading entity

Fair review of the business

The Sales KPI reflects that the Company has been impacted by the ongoing slow global growth, leading to a slight increase in sales KPI. Sales decreased mainly in energy business unit due to a drop in demand throughout the year (main impact from Vacform and mould shop line).

This has been offset by an increase in operating margin, through improved and leaner manufacturing productivity offsetting the supply chain disruptions and inflationary cost pressures. The improvements seen in OI KPI's have resulted in an increase to ROCE.

Key performance indicators

The key financial indicators, used by management in assessing the overall performance of the Company, are derived from the net assets, turnover and operating profit or loss.

The key performance indicators are:

	2025	2024
Change in turnover: year-on-year change, as a percentage	2.6%	(5.48)%
Operating margin: as a percentage of turnover	5.5%	19.7%
Return on capital employed: as a percentage of average net assets	4.7%	14.7%

Strategy and operations

The strategy of the worldwide TE Connectivity group, which the Company is a part of, is to be the world leader in electronic component connectivity. It seeks to achieve this through innovation, strategic business partnerships, increased presence in emerging markets and brand development. The operations of the Company reflect and support the strategy of the worldwide group.

The TE Connectivity group grows its business both organically through existing product and market development and by acquisition of other companies or groups consistent with the overall strategy. Where UK companies are acquired either locally or globally, the Company will consider if advantages can be gained from consolidation of operations and trade.

Product development

Product development is a major factor in securing the business future of the Company. This is assisted by the worldwide group being structured in industry-based units, which are able to focus clearly on customer requirements.

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Principal risks and uncertainties

Whilst overseas competition and raw materials prices present continuing uncertainties, the economic environment presents both short-term and long-term challenges to management.

Investment risk

The Company holds investments in subsidiaries whose results do not impact the reported profit of this Company, since consolidated financial statements are not prepared. The principal uncertainty concerning these subsidiaries is that their ongoing financial performance may necessitate impairment of the valuation of the Company's investment in them. The Company determined that the value of the investments in the subsidiaries as at 30 September 2025 should be impaired by £Nil (2024: £Nil).

Liquidity risk management

An aim of the worldwide group is to generate significant free cash flows. During the year, the global free cash flow was US$3.2 billion (2024: US$2.8 billion). The Company benefits from this, being part of the group's cashpooling arrangement.

Financial risk management

Financial risk management is undertaken by a central treasury group on behalf of the ultimate holding company, and the Company itself does not hold financial derivatives.

Credit risk management

There is no significant credit risk associated with the trade debtors, which represent less than 10% of the annual turnover.

Non-financial and sustainability information

Energy and carbon report
We have considered the recommendations of the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) when preparing this report. These recommendations encourage businesses to increase disclosure of climate-related information, with an emphasis on financial disclosure. Tyco Electronics UK Ltd supports these recommendations and are committed to disclosing the relevant information which can be found below.

Greenhouse gas emissions, energy consumption and energy efficiency action

Tyco Electronics UK Ltd complies with the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 and the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.
GHG emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, in line with UK Government guidance on SECR. Additionally, water is reported in volume where data is available.

Our reporting period is for the financial year 1 October 2024 to 30 September 2025. Energy consumption is reported in kilowatt-hours (kWh), and greenhouse gas emissions are reported in tonnes of carbon dioxide equivalent (tCO_2e). The disclosure includes energy use and emissions from buildings and activities within the Company's financial control boundary.

Emissions Reporting Methodology
Emissions are reported on a location-based basis, which is mandatory under SECR and reflects the average emissions intensity of the national grid. As per SECR guidance, any renewables generated on site and exported to grid are offset against existing emissions. Where applicable, market-based emissions are also disclosed on a voluntary basis to reflect emissions associated with contractual arrangements for renewable or low-carbon electricity.

Overall Energy and Emissions Performance Analysis
During FY25, Tyco Electronics UK Ltd reported a total energy consumption of 22,406,476 kWh, representing a 24% reduction compared with the prior year (29,489,869 kWh). This reduction in energy use was reflected in a corresponding 26% decrease in total greenhouse gas emissions, which fell from 5,875 tCO_2e to 4,376 tCO_2e.
The Company's emissions intensity, measured against total floorspace, similarly improved from 0.099 tCO_2e/m^2 to 0.074 tCO_2e/m^2. Floorspace remained unchanged at 59,421 m^2, indicating that the improvement in intensity was driven by changes in energy consumption and emissions rather than structural changes to the estate.

Energy Consumption by Source
Electricity consumption decreased significantly by 35%, from 20.6 GWh to 13.4 GWh. This reduction is the primary driver of the overall decrease in total energy use and scope 2 emissions. The prior year electricity figure has been restated to reflect improved data completeness, which explains the difference between the originally published FY24 value and the comparative figure used in this report. In contrast, natural gas consumption increased by 1%, rising from 8.7 GWh to 8.8 GWh, contributing slightly to higher scope 1 stationary combustion emissions.
Fuel consumption associated with petrol and diesel has increased year-on-year, with diesel use showing a particularly high percentage increase. Whilst these fuels represent a relatively small proportion of total energy use, they contributed to a 28% increase in scope 1 mobile combustion emissions.
Electricity used for battery electric vehicles (EVs), LPG, and water consumption are reported for the first time in the current reporting period. These data streams were not included in the prior year, either because they were previously reported under scope 3 or were not captured whatsoever. Their inclusion improves the completeness and consistency of reporting but does not materially affect total emissions.

Emissions by Scope

Scope 1 emissions increased from 1,614 tCO_2e to 1,662 tCO_2e, comprising a 2% increase in stationary combustion emissions and a 28% increase in mobile combustion emissions. The former increase is primarily attributable to higher natural gas consumption and updated UK Government conversion factors applied in the current year, and the latter, to over double the diesel consumption in FY25 compared to FY24.

Scope 2 emissions (location-based) decreased significantly by 36%, from 4,261 tCO_2e to 2,714 tCO_2e, in line with the reduction in electricity consumption. Conversion factor updates also contributed to differences between the originally published FY24 figure and the comparative value shown in this report. Market-based scope 2 emissions remain reported as zero, as no contractual instruments for renewable electricity procurement are currently in place.

Energy Efficiency action taken in financial year

Tyco Electronics UK Ltd has continued to invest in projects to reduce carbon energy. Projects undertaken in this financial year included:

Hastings site: Windows have been replaced with energy-efficient, triple-glazed options as a follow-up from the previous financial year.

Swindon site: A leak in the sprinkler system was fixed, saving 10,950 m3 of water per year. Earth Day Initiative – the heating system was turned off 10 days earlier than traditionally, saving 5,600 kWh of gas use per year. Coffee stations stopped offering single-use cups. The boilers in the Materials shower rooms were upgraded, whose efficiency reduced consumption by 88,900 kWh per year. An X03 chiller was installed, replacing old chillers and saving 11,475 kWh per year. An RCW overflow leak was fixed, saving 2,106 m3 per year. AV8 packaging has been reduced, which has eliminated plastic inserts and reduced cardboard for Raceway products when sent to customers, producing an overall saving of 25,804 kgCO2 per year and savings in cost and production hours.

Witham site: An Eneffco energy monitoring system has been installed; data from this system will enable areas of improvement to be targeted and inform actions to be carried out in the next financial year.

Tyco Electronics UK Ltd Energy Consumption and associated CO2 emissions	**2025**	**2024**
Consumption		
Total Energy consumption (electricity) (kWh)	13,365,632	20,610,424
Total Energy consumption (gas) (kWh)	8,821,868	8,738,192
Total vehicle fuel consumption (kWh)	218,976	704,147
Water (m3)	32,496	-
Energy consumption used to calculate emissions	22,438,972	30,052,763
Emissions (Scope 1 & 2)		
Combustion of fuel - gas (Scope 1) (TCO2e)	1,614	1,598
Emissions from combustion of fuel for transport purposes (Scope 1) (TCO2e)	49	38
Electricity purchased for own use - company owned (Scope 2) (TCO2e)	2,714	4,267
Total Annual Gross Emissions	4,377	5,903
Emissions (Scope 3)		
Emissions from combustion of fuel for Business travel purposes (Scope 3) (TCO2e)	-	119
Annual GHG intensity measure (TCO2/SQM)		
GHG emissions TCO2e/sqm	0.07	0.099

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Streamline Energy and Carbon Reporting Disclosure

Global energy scope 1 and 2 GHG emission data for period:

Tonnes CO2e

	2024-2025 location based	**2022-2024 location based**	**Variance location based**	**2024-2025 market based**	**2022-2024 market based**	**Variance market based**
Scope 1 (Fuel combustion in buildings)	1,614	1,598	1.00%	1,614	1,598	1.00%
Scope 2 (Electricity)	2,714	4,267	-36.40%	2,714	4,267	-36.40%

Company's chosen intensity metric: tCO2e/SqM:

	2024-2025 location based	**2022-2024 location based**	**Variance location based**	**2024-2025 market based**	**2022-2024 market based**	**Variance market based**
Emissions reported per unit of throughput	0.070	0.099	-29.29%	0.070	0.099	-29.29%

Scope 3 Global GHG emission data for period:

	2024-2025	**2023-2024**	**Variance**
Emissions from business travel (air, rail and vehicles)	-	119	-100.00%

Underlying global energy data for the period:

	2024-2025	**2023-2024**	**Variance**
Electricity	13,365,632	20,610,424	-35.15%
Natural Gas	8,821,868	8,738,192	.96%
Transport Fuel	218,976	704,147	-68.90%

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Strategic Report for the Year Ended 30 September 2025 (continued)

Variances

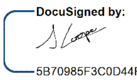
Reporting category	Unit	**FY2025 Report** Year Ending: Sep-2024	**FY2024 Report** Year Ending: Sep-2024	Variance	Comments
Energy consumption used to calculate emissions	kWh	29,489,868	30,051,627	-2%	
Electricity	kWh	20,580,315	20,610,424	%	Greater data availability
Natural gas	kWh	8,738,192	8,738,192	-%	
Transport fuels	Diesel (B3)	-	102,265	-100%	Scheme requirements no longer require Scope 3 to be reported
Transport fuels	Petrol (S3)	-	429,386	-100%	Scheme requirements no longer require Scope 3 to be reported
Transport fuels	Diesel (S1)	11,615	11,615	-%	
Transport fuels	Petrol (S1)	159,746	159,745	%	Rounding differences
Emissions from combustion of gas (Scope 1)	kgCO2e	1,575	1,598	-1%	Conversion factor updates
Emissions from combustion of fuel for transport purposes (Scope 1)	kgCO2e	38	38	-%	
Emissions from purchased electricity (Scope 2, location-based)		4,261	4,267	%	Conversion factor updates
Emissions from combustion of fuel for transport purposes (Scope 3)	kgCO2e	-	119	-100%	Scheme requirements no longer require Scope 3 to be reported
Total gross tCO2e based on above		5,874	5,904	-1%	
Intensity ratio: gross tCO2e/SqM		0.099	0.099	-%	

Variances

Explanations

This SECR report complies strictly with the mandatory requirements under SECR and is optimised for user-friendliness, comparability, and clarity. Accordingly, only scopes 1-2 are reported, with the exception of water, which is reported in cubic meters. The transport consumption therefore refers solely to company-owned vehicles and was taken from client-provided data which indicated this categorisation.
Otherwise, differences between previously published FY24 figures and the comparative values used in this report are due to:
• Improved data availability and completeness, particularly for electricity
• Minor rounding adjustments
• Updates to UK Government greenhouse gas conversion factors
These changes enhance the accuracy and consistency of the data and do not represent material methodological changes.

Approved and authorised by the Board on .25/06/2026. and signed on its behalf by:



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S C Cooper
Director