

BAIRD GLOBAL INDUSTRIAL CONFERENCE

NOVEMBER 9, 2021

Littelfuse®

Expertise Applied | Answers Delivered

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LITTELFUSE – A COMPANY THAT **GROWS**

EMPOWERING A SUSTAINABLE, CONNECTED, AND SAFER WORLD



- **$1.9B** industrial technology company(1)
- **12,000** innovative employees worldwide
- **Designer** & **manufacturer** of leading technologies that improve the safety, reliability & performance of our customer's products

- Deliver solutions to **100,000+ customers** through global presence in over **15 countries**
- Collaborate to provide **technical** & **application expertise**
- Drive best-in-class shareholder returns: **20% CAGR**(2)

- **Increase content** & **share gains** in industrial, transportation & electronics applications
- **Expand presence** in high-growth markets & geographies
- Identify **strategic acquisitions** to sustain organic growth

(1) TTM as of 9/25/21
(2) Source: Bloomberg 12/31/12 – 10/27/21

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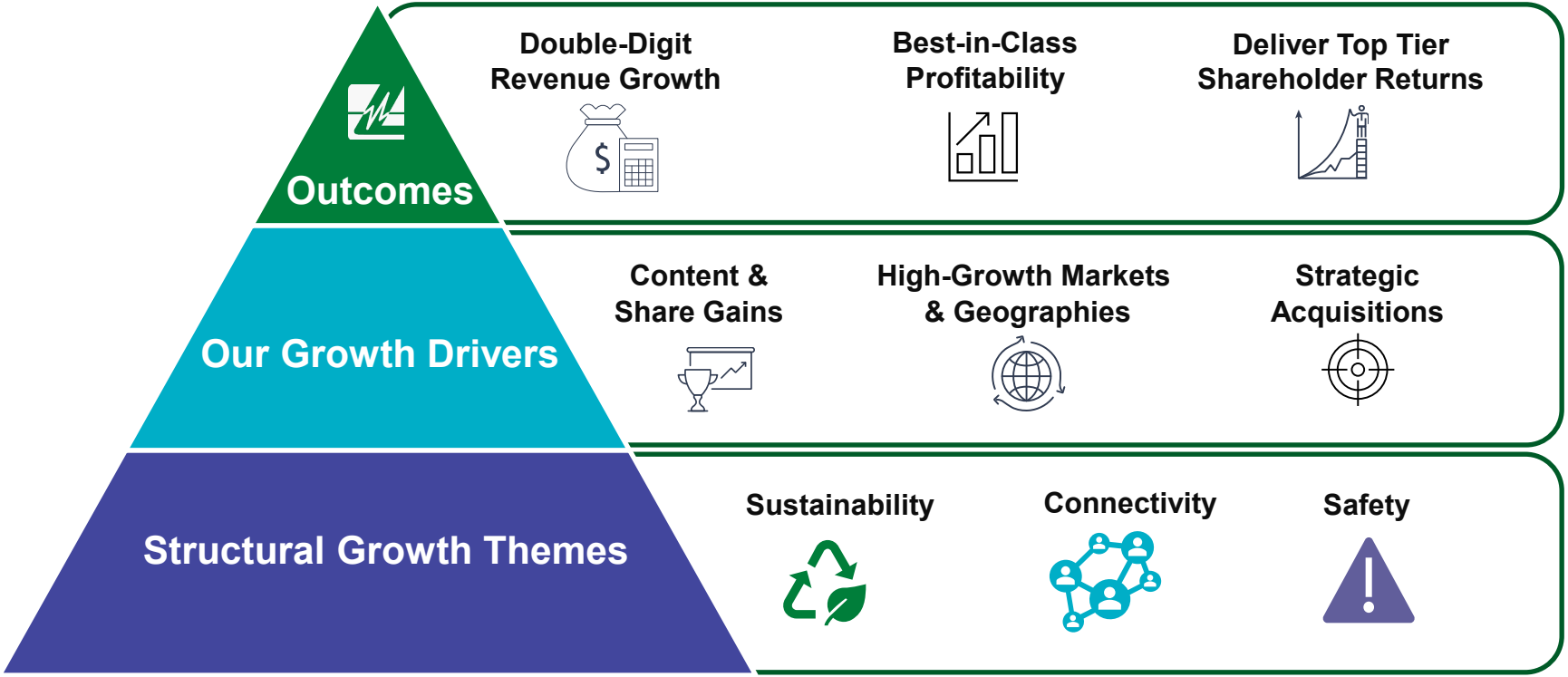
2021 – 2025 **GROWTH** STRATEGY

EMPOWERING A SUSTAINABLE, CONNECTED, AND SAFER WORLD



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2021 – 2025 FRAMEWORK
CONTINUED **TOP TIER SHAREHOLDER RETURNS**

REVENUE	EARNINGS	CASH FLOW	ROIC	CAPITAL ALLOCATION

• Double-digit revenue CAGR
  • 5 – 7% organic
  • 5 – 7% from acquisitions
	• EPS growth > revenue growth
	• 17 – 19% operating margins
	• 21 – 23% EBITDA margins
		• 100%+ free cash flow conversion
		• Capital expenditures 4 – 5% of revenue
			• 5-year goal: high-teens ROIC %
			• Near-term objective: mid-teens ROIC %
				• Return 40% of free cash flow to shareholders
				• Remainder to focus on acquisitions

Robust organic growth enhanced with strategic M&A

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COMMITMENT TO SUSTAINABILITY

DIVERSE PEOPLE. BOLD SOLUTIONS. SUSTAINED SUCCESS.

Environmental

Targeting Greenhouse Gas (GHG) reduction of 38% by 2035

- Core products enable global sustainability



Social

Women hold 54% of all positions, and 20% of leadership positions

- Policies & programs focused on employee health & wellness, safety, diversity, inclusion, & engagement



Greater Suzhou, China
Best Employer 2021

Best Places to Work in IL 2021
A workplace analysis and competition

EQUAL PAY · LYGIAVERTIS UŽMOKESTIS
2021

Top Equal Pay Employer
Kaunas, Lithuania

Governance

Board Composition:
22% female
33% underrepresented minorities

- Global ethics & compliance policies & programs; Annual, mandatory global code of conduct training



2020 SUSTAINABILITY REPORT available on Littelfuse.com

Littelfuse
Expertise Applied | Answers Delivered



Q&A