



Expertise Applied | Answers Delivered

2026 Investor Day

May 14 | New York City





Expertise Applied | Answers Delivered

Welcome and Opening Remarks



David Kelley
VP, Investor Relations



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Who We Are Today: Littelfuse Snapshot (NASDAQ: LFUS)

COMPANY OVERVIEW

1927
Founded

~17,000
Total Employees

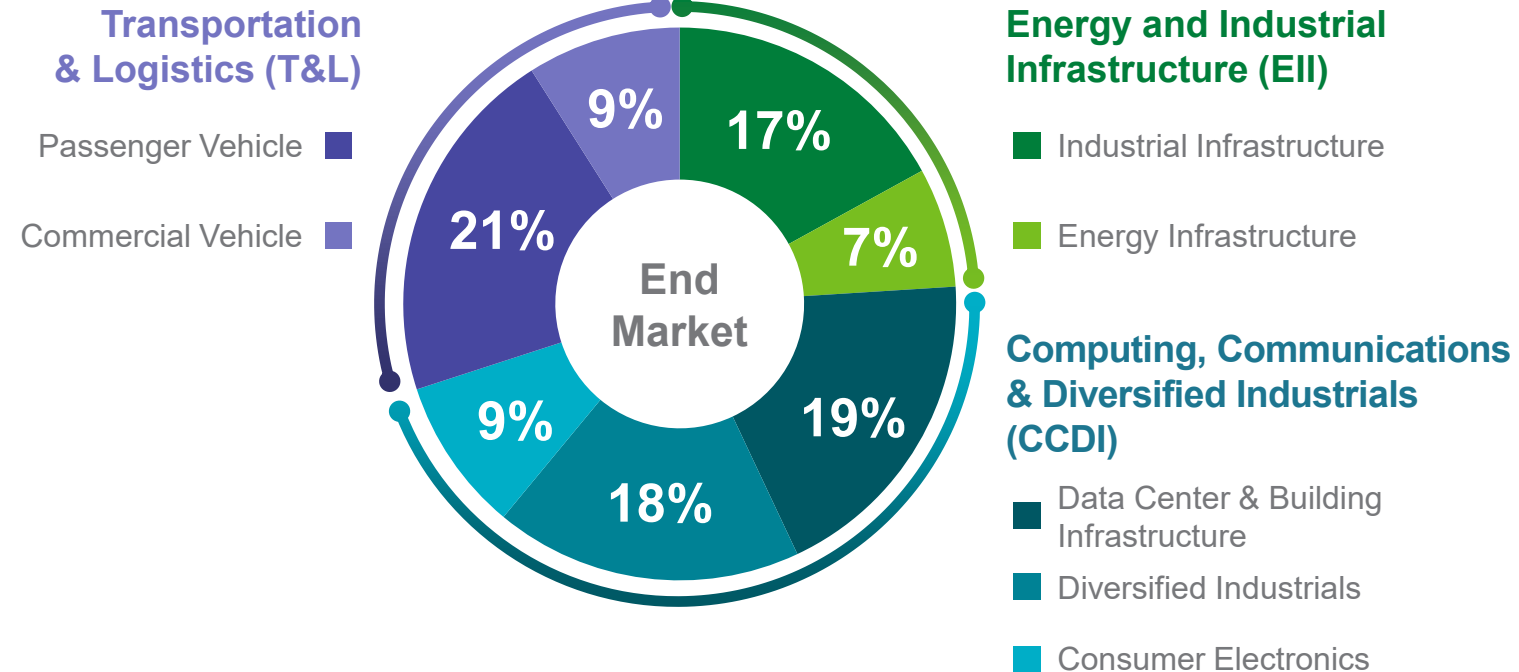
\$2.4B
2025 Revenue

\$499M
2025 EBITDA

\$366M
2025 FCF

1.0x
Net Leverage

2025 REVENUE BY END MARKET



A Market Leader in Shaping Solutions for the Safe and Efficient Transfer of Electrical Energy

Today's Agenda

9:00 AM **Welcome and Opening Remarks**
David Kelley | VP, Investor Relations

Shaping the Future of Global Electrification
Greg Henderson | President & CEO

Building a Brighter Global Future through Energy & Industrial Infrastructure (EII)
Peter Kim | SVP & GM, EII Market

Strengthening Our Leadership Position in Computing, Communications, and Diversified Industrials (CCDI)
Deepak Nayar | SVP & GM, CCDI Market

10:15 AM **Moving the World Forward in Transportation & Logistics (T&L)**
Dave Ruppel | SVP & GM, T&L Market

Accelerating Long-Term Growth through Semiconductor Innovation
Karim Hamed | SVP & GM, Semiconductor Products

Delivering More Resilient Growth and Scaling Operational Excellence to Drive Strong Shareholder Value
Abhi Khandelwal | EVP & CFO

Closing Remarks: The Leader in Safe and Efficient Electrical Energy Transfer
Greg Henderson | President & CEO

10:00 AM **BREAK**

11:15 AM **Q&A SESSION**

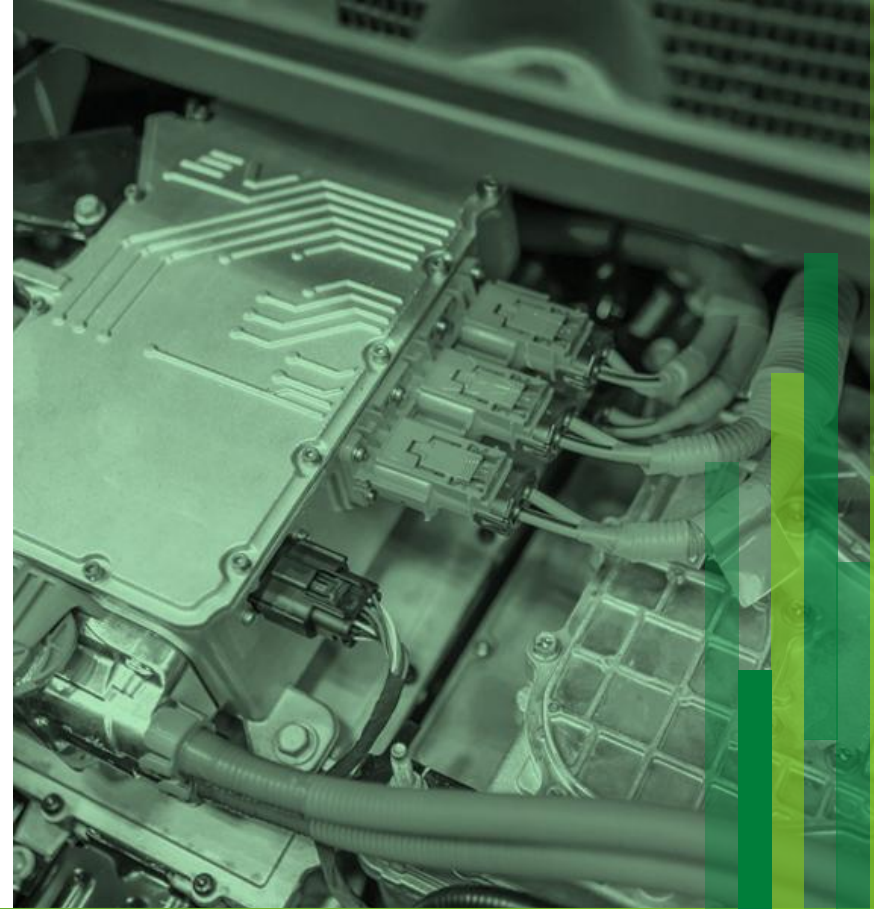
12:00 PM **LEADERSHIP LUNCHEON**





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Shaping the Future of Global Electrification

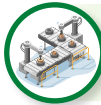


Greg Henderson
President & CEO

Differentiated and Timely Opportunity to Capitalize on Global Electrification Megatrend

GLOBAL ELECTRICITY DEMAND IS ACCELERATING

36,000 TWh by 2030 Driven by a Growing Need Across Our End Markets | 50% “DC Native” Demand by 2030 vs. 25% Today¹



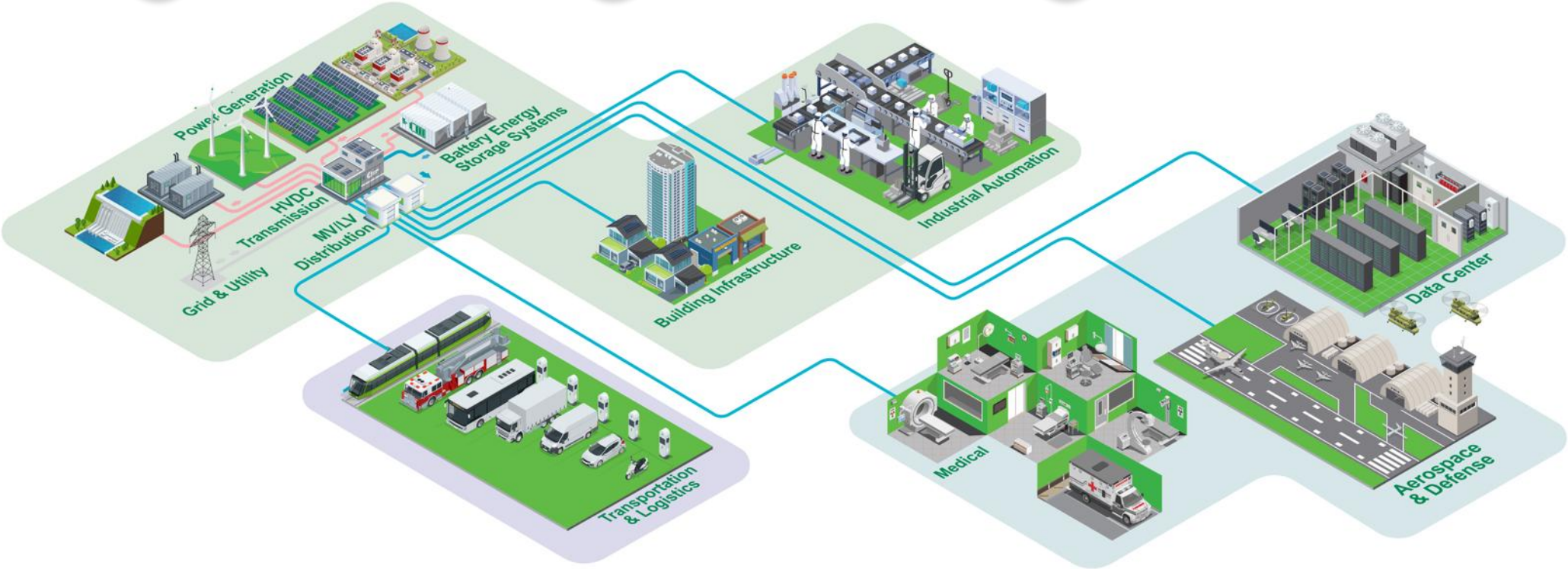
Energy & Industrial Infrastructure (EII)



Computing, Communications & Diversified Industrials (CCDI)



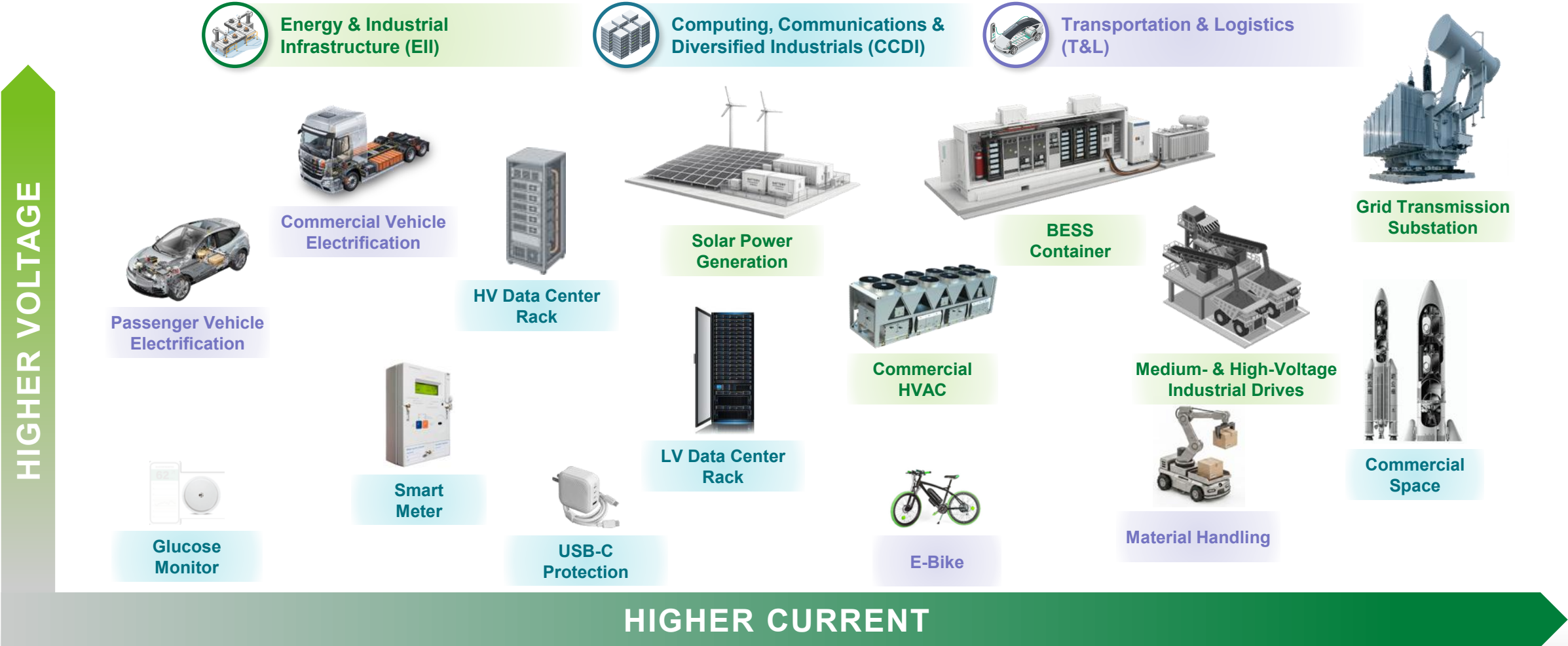
Transportation & Logistics (T&L)



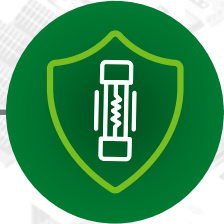
¹ Company estimate.

We Are the Enablers – From Milliwatts to Megawatts

Providing Safe and Efficient Transfer of Electrical Energy Across the Power Spectrum

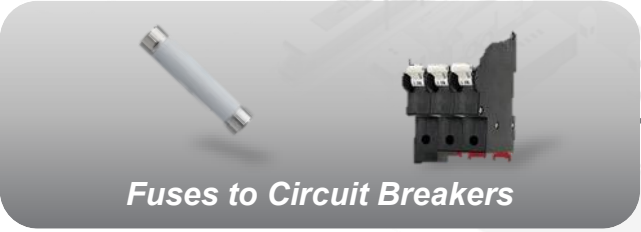


Value Proposition – Delivering a Complete Set of Solutions to Solve Customers’ Complex Challenges



Overcurrent

Protects against too much current, stopping overheating and damage

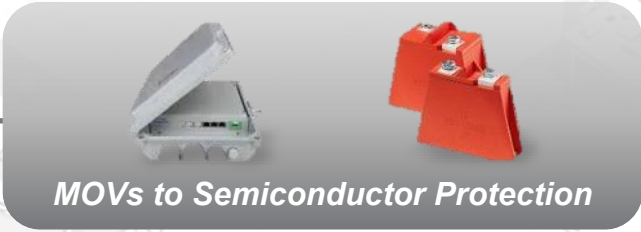


Fuses to Circuit Breakers



Overvoltage

Protects against too much voltage, suppressing surges and spikes



MOVs to Semiconductor Protection



Advanced Protection & Power Solutions

Provides smart, integrated control by detecting, responding, and managing faults in real time



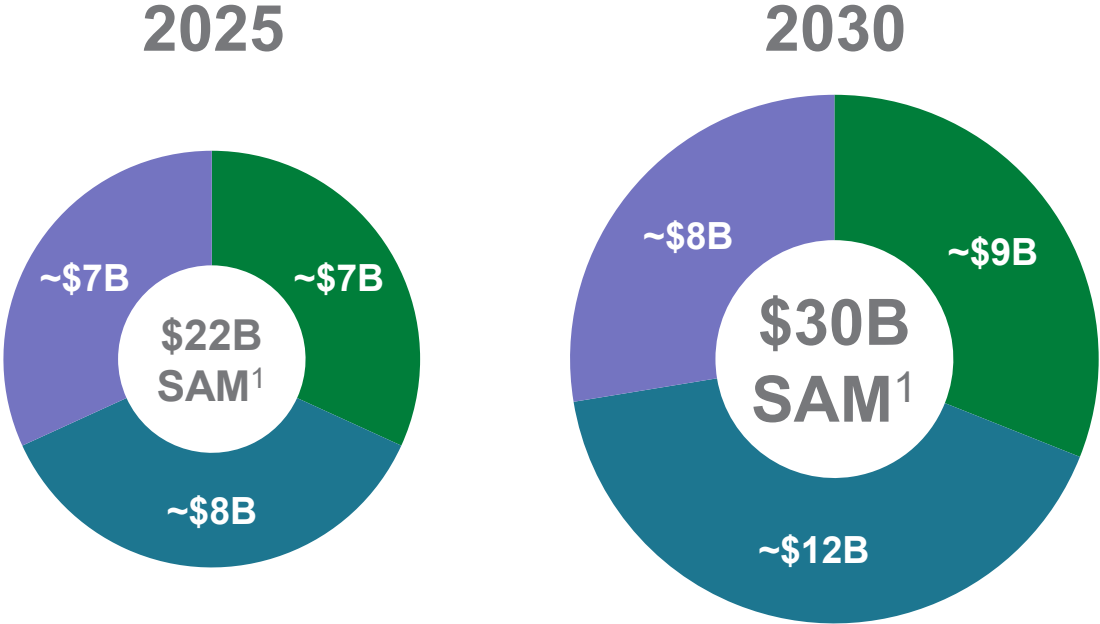
Power Semis to Protective Relays

BROAD-BASED TECHNOLOGY EXPERTISE

Unrivaled Ability to Provide Protection Across Electrical Ecosystem at a Global Scale

Poised to Capitalize on Accelerating End-Market Growth

LITTELFUSE SAM IS GROWING MID-SINGLE DIGITS



- Energy and Industrial Infrastructure Market (EII)
- Computing, Communications & Diversified Industrials Market (CCDI)
- Transportation & Logistics Market (T&L)

POSITIONING US FOR ACCELERATING GROWTH

Our 2030 Ambition

\$4.5B

Revenue

\$1.1B

Adj. EBITDA

¹ Company estimate.

Evolution of Our Long-Term Strategic Priorities

Sharpened
Focus on Growth
Opportunities

Partnering
with Market
Leaders

Enhancing
Operational
Excellence

Sharpened Focus on Three Key High-Growth Opportunities (HGOs)

CORE GROWTH Growing Mid-Single-Digits CAGR

Above-Market Driven by Capabilities and Go-To-Market



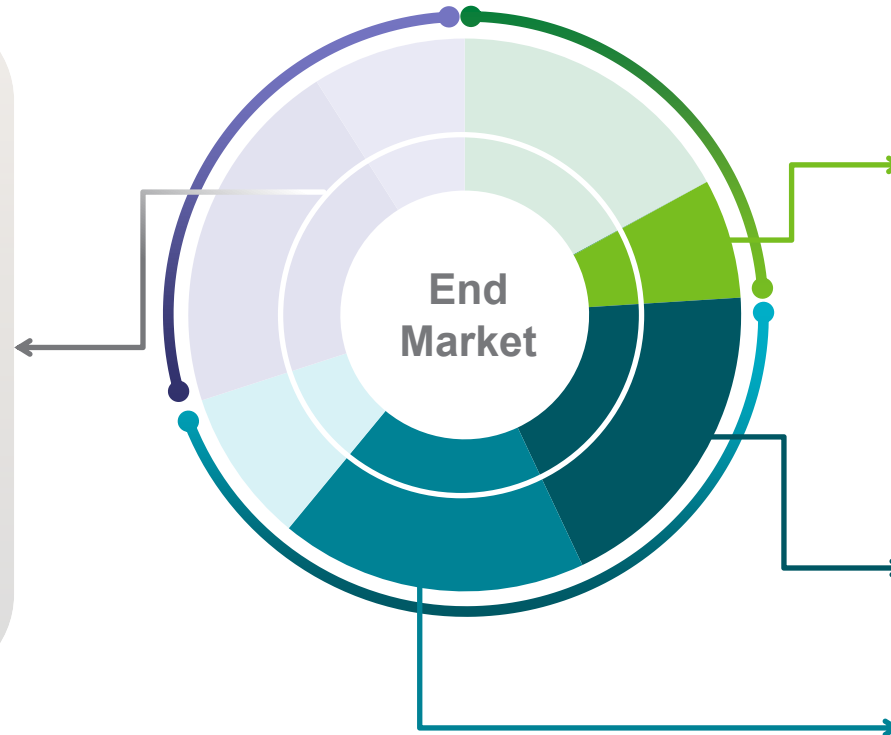
Overcurrent



Overvoltage



Advanced Protection & Power Solutions



HIGH-GROWTH OPPORTUNITIES Growing +Double-Digits CAGR

Energy and Industrial Infrastructure Market (EII)



Grid & Utility Infrastructure

Computing, Communications & Diversified Industrials Market (CCDI)



Data Center



Aerospace & Defense

Our Strategic Approach to M&A

FOCUS ON ACCELERATING HIGH-GROWTH OPPORTUNITIES

Strengthen Solutions Capabilities



- Expand solutions for customers' next-gen architectures
- Enhance technology leadership positioning in safe and efficient electrical energy transfer
- Bolster partnerships with market leaders



Enhance Market Exposure



- Amplify exposure to HGOs: Grid & Utility Infrastructure, Data Center, and A&D
- Expand to adjacent market or regional opportunities
- Drive addressable market expansion and diversification



New Market-Oriented Sales Structure Enhances Partnerships

CUSTOMER SEGMENTATION FUELING GROWTH ENABLERS

~2/3 of Revenue: Direct Customer Partnership



Global Leading and Emerging Customers



Strategic Partnership Focused on Solving
Complex Problems to Drive Innovation

~1/3 of Revenue: Served via Distribution Channel



Broad Market Customers



Partnerships (Over 100,000 Customers)
with a Long Tail and Strong Profitability

Optimized Go-to-Market Approach Drives Greater Intentionality Around Cross-Sell Opportunities



PARTNERING WITH
MARKET LEADERS

Go-to-Market Strategy In-Action

2020 – 2025 Example
Global EV and Clean Energy Leader

Littelfuse Solutions Are in Every Product for This Customer



2025 – 2030 Opportunity
Data Center HGO

Significant Content Opportunity with Market Leaders

>20%
CAGR
(2020 – 2025)



+2x
2025 Design
Wins

***Scaling Our Go-To-Market Strategy Across Our Markets
to Unlock Significant Profitable Growth***

Scaling Operational Excellence Across Our Organization



Elevating Our Operational Mindset

- Leveraging best practices
- Programmatic SQDCI initiatives
- Deploying global operating model



Driving Portfolio and Footprint Optimization

- Sharpened customer focus
- Continuous portfolio rationalization
- Footprint optimization



Scaling Business and AI Processes

- Scalable resource allocation
- AI-enabled productivity enhancements
- Enhanced acquisition execution

Why We Are Excited for the Future

**Transformational Shift in
Electrification of Our Markets**



**Unparalleled Capabilities to
Enable Transformation and
Enhance Growth**



**Right Strategy to Capitalize
on Our Opportunities**

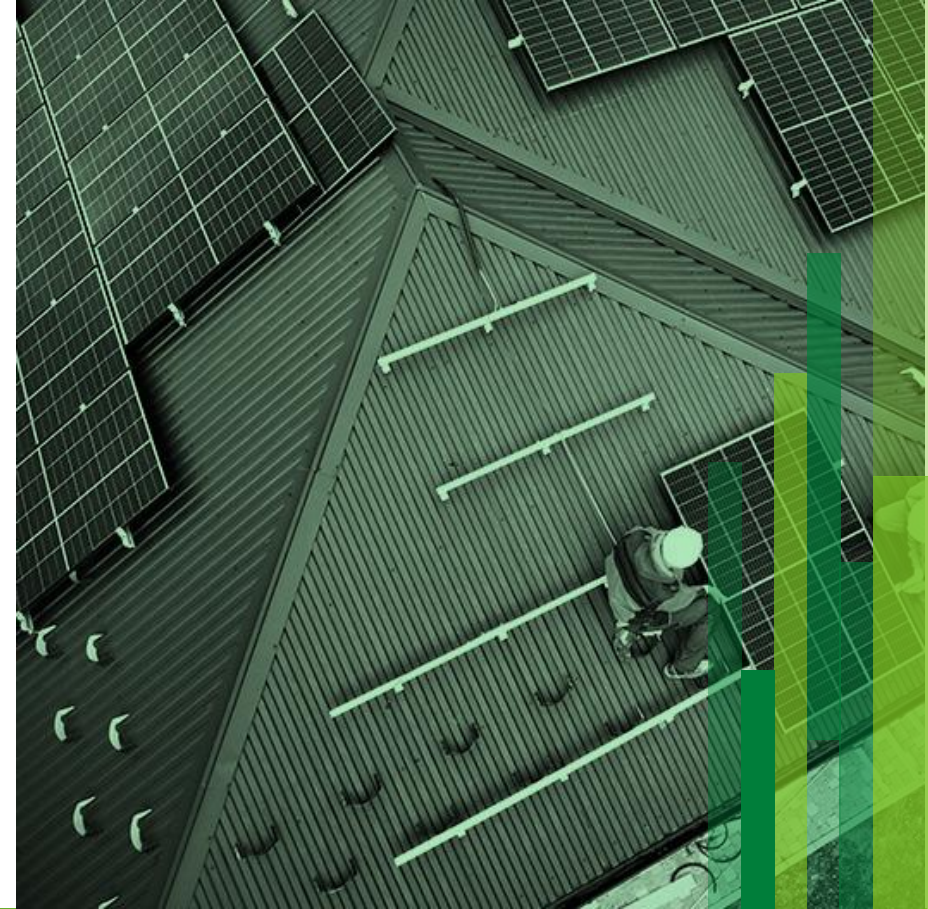


Driving Value for Stakeholders



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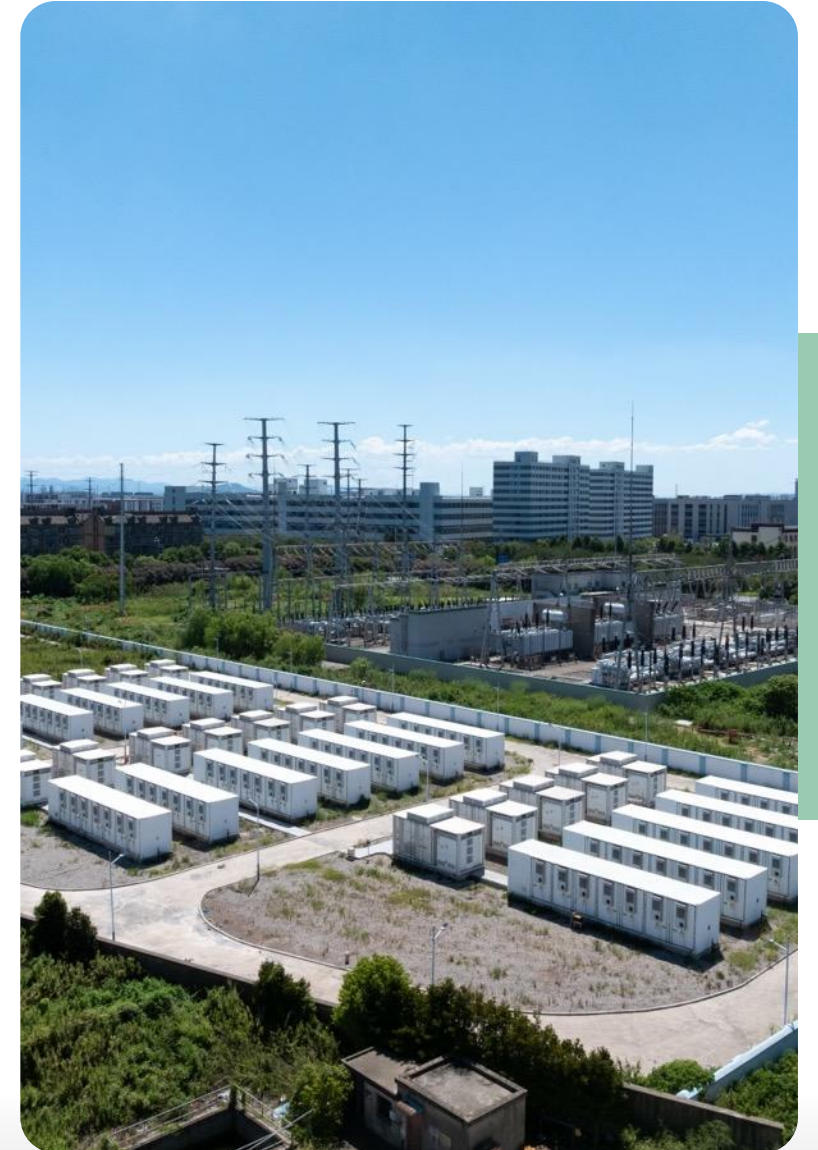
Building a Brighter Global Future through Energy and Industrial Infrastructure (EII)



Peter Kim
SVP & GM, EII Market

Key Messages

- 1** Capturing accelerating global demand for energy expansion, electrification, and industrial infrastructure through differentiated, mission-critical solutions
- 2** Enabling the modernization of industrial markets **through safe, reliable, and efficient high-power systems**
- 3** Positioned as a **systems solution partner** by expanding integrated technologies for leading global customers



Energy & Industrial Infrastructure Market Snapshot

KEY HIGHLIGHTS

~\$600M¹

2025 EII Revenue

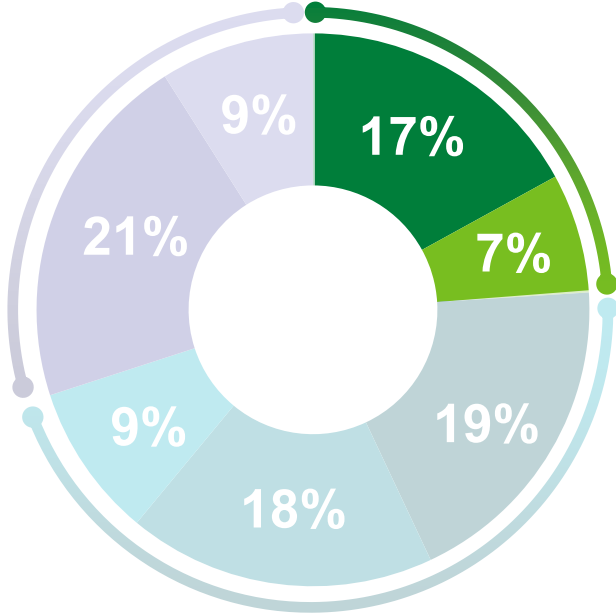
Expanding Global Customer Base

Leading: 43% • Emerging: 24% • Broad: 33%
 (% of 2025 EII Revenue)

EXAMPLES OF MARKET-LEADING CUSTOMERS



EII END MARKETS AS A % OF TOTAL 2025 REVENUE¹



Industrial Infrastructure

- Industrial Automation
- Mining, Oil & Gas
- Commercial Construction
- Building Infrastructure

Energy Infrastructure

- Grid & Utility
- Battery Energy Storage Systems (BESS)
- Renewables

¹ Pro-forma inclusive of Basler.

Positioned to Grow Significantly Above Market

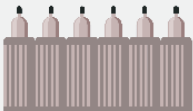
Serviceable Addressable Market¹



~6%
Market Growth Rate¹
(2025 – 2030)

+Double Digits
LFUS Growth Rate¹
(2025 – 2030)

LEADING EII MARKET GROWTH DRIVERS



Grid & Utility Infrastructure



Battery Energy Storage Systems



Data Center Infrastructure



Renewables

¹ Company estimate.

Our Right to Win – EII Sustainable Competitive Advantages



OEM Relationships

- Increased focus with leading OEM customers supported by strong channel partnerships
- Solution selling with opportunity to expand system-level partnerships



Tailored Solutions

- Complex, customized innovation driven by market-leading engineering and technology capabilities
- Deep solution-level collaboration with market leading customers



Product Performance

- Best-in-class, high-power products enable leading prevention measures, performance, quality, and reliability for our customers' applications

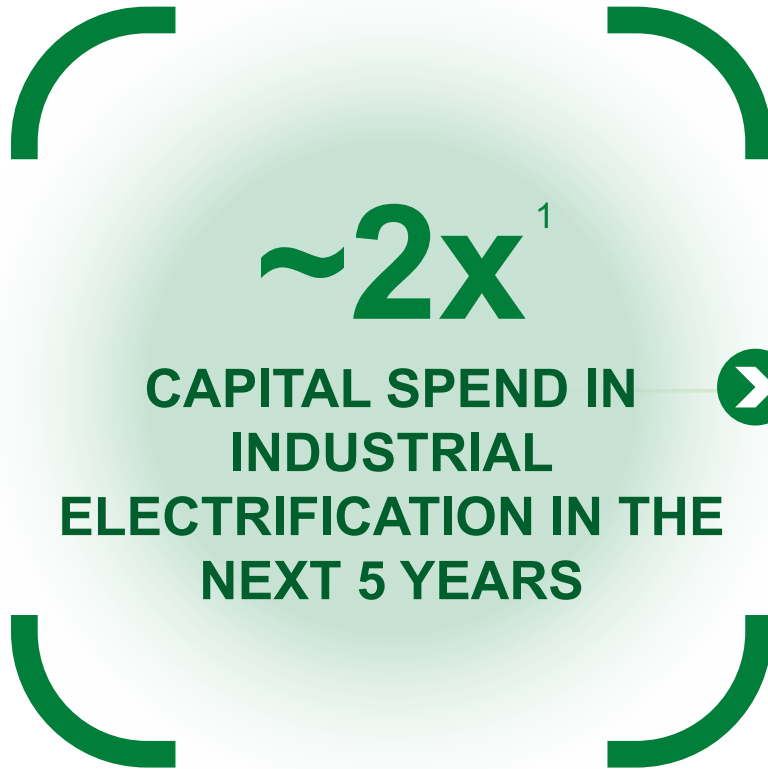
Capitalizing on Our Growth Opportunities

Industrial
Infrastructure

Energy
Infrastructure

Industrial Infrastructure

Capitalizing on Long-Term Growth and Modernization



Key Drivers of Market Growth



Electrification of Industrial Systems



Improving Energy Efficiency and Sustainability



Increased Adoption of Smarter and Connected Solutions

Our Opportunity

- System-level solutions enabled through broad technology offering
- Reduced customer design complexity through application-tailored sub-systems
- Deep technical expertise supported by global engineering teams and laboratories

Trusted Partner Powering the Next Generation of Industrial Systems

Customer Success Story

Leading Solutions for Next Generation of Industrialization

BACKGROUND



As automation systems advance, industrial OEMs face rising demand for power stability, efficiency, and safety – driving need for reliable systems and sustained uptime



OUR UNIQUE SOLUTION



- High-performance power semiconductors improve system reliability and efficiency
- Fast-acting fuses enable system protection, maximizing uptime
- Intelligent protective relays ensure safety and scalable operations



RESULTS

Customer Value

Increase Asset Reliability by 25%

Minimize Energy Losses and Improve System Efficiency by +3%

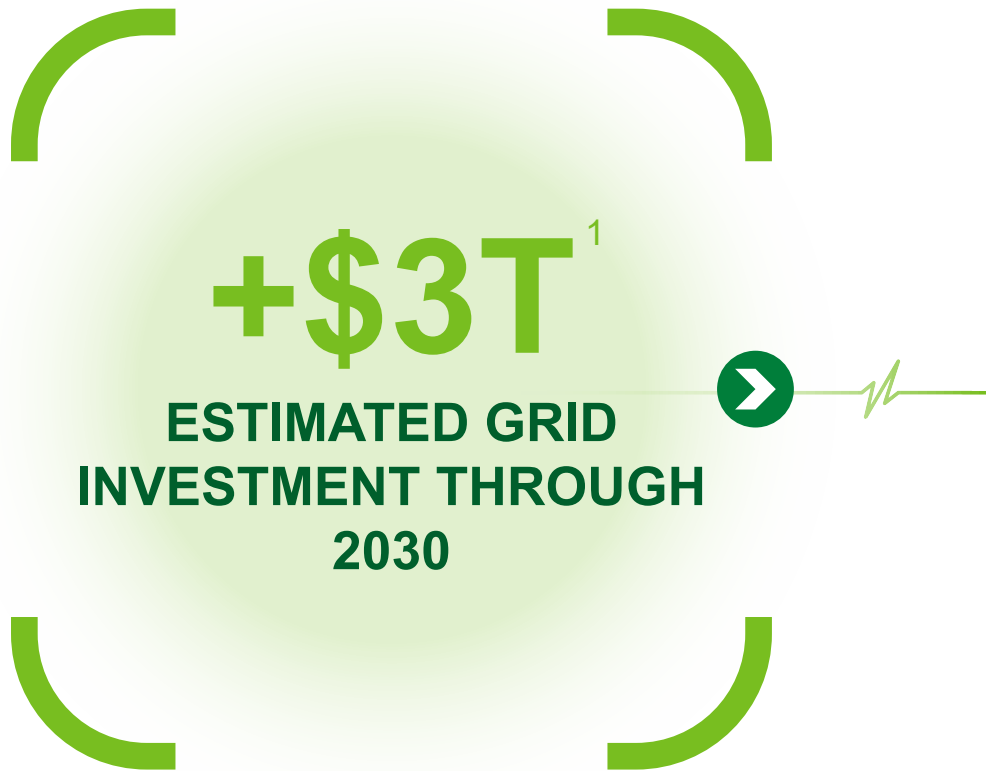
Littelfuse Value

System Solutions Drive 2x Opportunity

Solution is Scalable Across Industrial Markets

Energy Infrastructure

Capitalizing on Significant Grid & Utility Infrastructure Investment



Key Drivers of Market Growth



Rapidly Expanding Electricity Demand



Modernization of Aged Infrastructure



Rising Need for Grid Flexibility

Our Opportunity

- Higher power requires more innovative solutions
- Our leading technology capabilities strengthen grid resilience
- Basler acquisition enhances our differentiated system-level capabilities

Well-Positioned to Enable Accelerating Grid & Utility Infrastructure Evolution

Customer Success Story

Comprehensive Protection and Switching for BESS Architecture

BACKGROUND



As BESS system scaled to higher power levels, an integrator faced challenges ensuring end-to-end protection and safe, reliable grid connectivity



OUR UNIQUE SOLUTION



- Coordinated, high-voltage DC fuses enable seamless system-wide protection
- Integrated power semiconductor solutions drive more efficient switching architecture
- Basler protection relays enhance intelligent power monitoring, designed to promote longer uptime



RESULTS

Customer Value

Reduce Unplanned Downtime by 40%
System-Safety Architecture Drives Faster Utility Integration

Littelfuse Value

Application Engineering Expertise to be Trusted Partner of Choice
Protection Solutions Become Standard Reference for New Designs

Key Takeaways

1

Capturing accelerating global demand for energy expansion, electrification, and industrial infrastructure through differentiated, mission-critical solutions

2

Enabling the modernization of industrial markets **through safe, reliable, and efficient high-power systems**

3

Positioned as a systems solution partner by expanding integrated technologies for leading global customers



Expertise Applied | Answers Delivered

Strengthening Our Leadership Position in Computing, Communications, and Diversified Industrials (CCDI)



Deepak Nayar
SVP & GM, CCDI Market

Key Messages

- 1 Capitalizing on megatrends in electrification, driven by **outsized growth from Data Centers and Aerospace & Defense**
- 2 Delivering differentiated, high-value solutions to solve **more complex customer challenges**
- 3 Expanding go-to-market model with increased emphasis on **growing with our key customers** as they shift to **new technology platforms**



Computing, Communications, and Diversified Industrials Market Snapshot

KEY HIGHLIGHTS

~\$1,100M
2025 CCDI Revenue

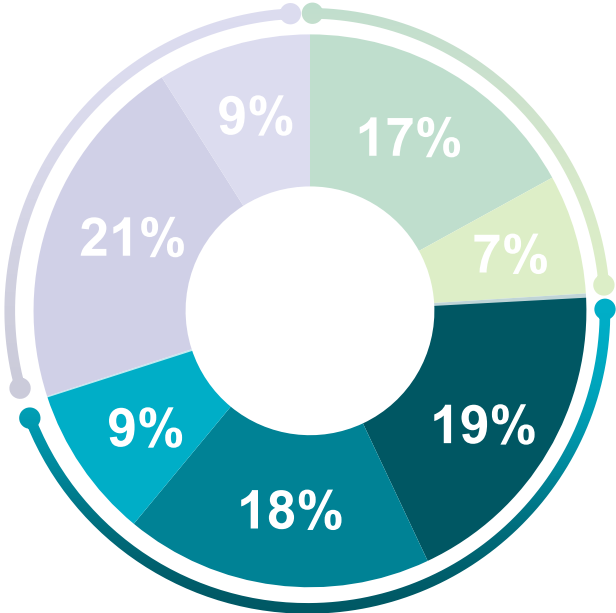
Extensive Global Customer Base

Leading: 33% • Emerging: 33% • Broad: 34%
(% of 2025 CCDI Revenue)

EXAMPLES OF MARKET-LEADING CUSTOMERS



CCDI END MARKETS AS A % OF TOTAL 2025 REVENUE



- **Data Center & Building Infrastructure**
 - Data Center
 - Building & Industrial Controls
- **Diversified Industrials**
 - Aerospace & Defense
 - Medical
 - Broad Distribution Reach
- **Consumer Electronics**
 - Consumer Electronics
 - Appliances

Positioned to Grow in Attractive Addressable Market

Serviceable Addressable Market¹



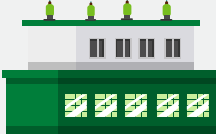
~8%
Market Growth Rate¹
(2025 – 2030)

+Double Digits
LFUS Growth Rate¹
(2025 – 2030)

LEADING CCDI MARKET GROWTH DRIVERS



Data Center



Diversified Industrials

¹ Company estimate.

Our Right to Win – CCDI Sustainable Competitive Advantages



Product Portfolio

- Leadership position in passives and protection with complementary high-voltage semiconductor capabilities
- Ability to win with portfolio breadth as our complementary products enable a more complete customer solution and competitive advantage



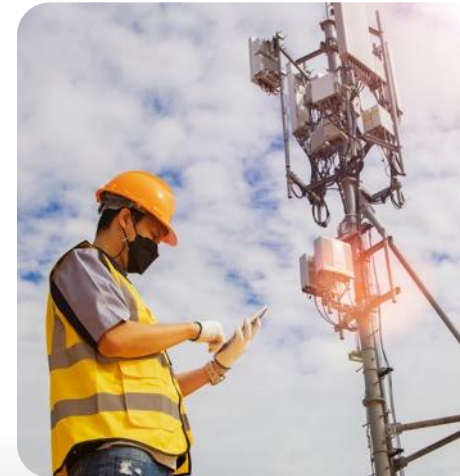
Customer Collaboration

- Alignment with customers in product development at the engineering level to co-create solutions for next-gen architectures
- Go-to-market model shift to better serve customers with full solution set



Technology Differentiation

- Engineering expertise to solve complex protection challenges in data center, aerospace & defense and diversified industrials
- Proven track record of delivering market-leading and reliable technologies to meet customer needs



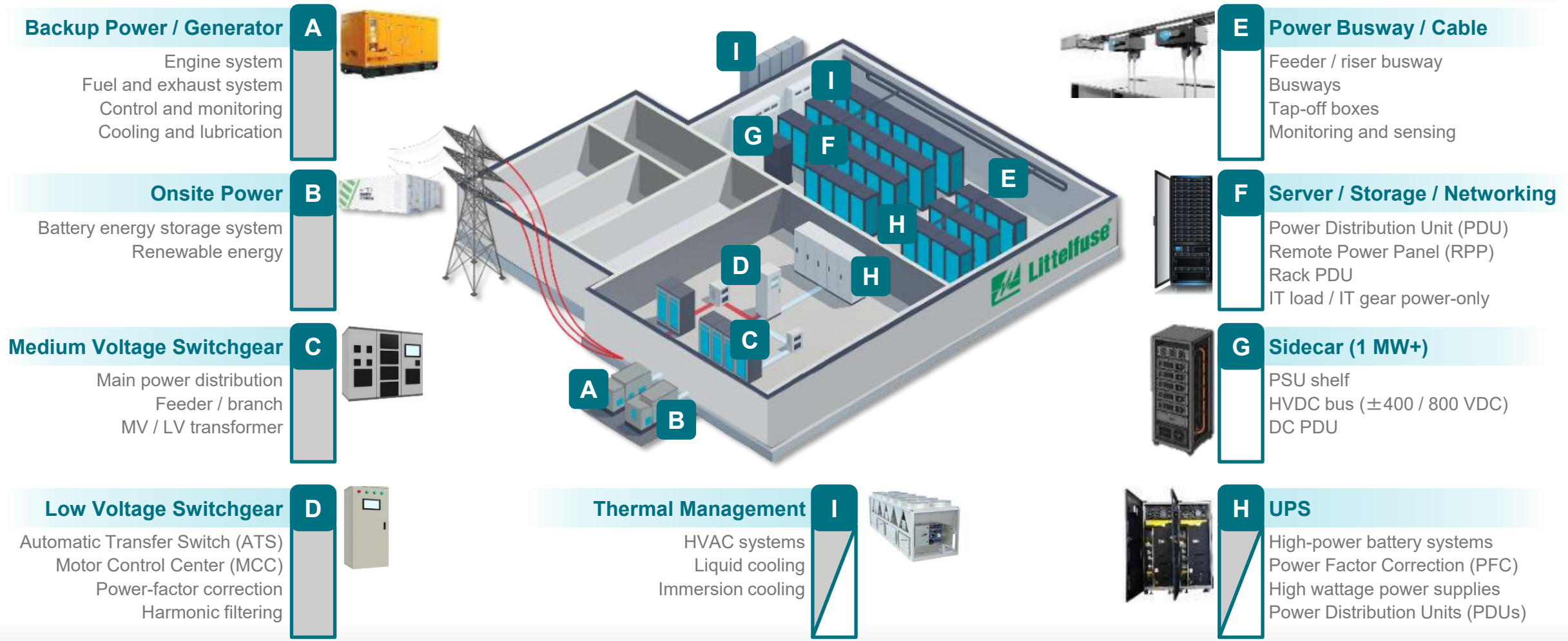
Capitalizing on Our Growth Opportunities



Data
Center

Diversified
Industrials

Market-Leading Protection from Grid to Chip



Backup Power / Generator

A

- Engine system
- Fuel and exhaust system
- Control and monitoring
- Cooling and lubrication



Onsite Power

B

- Battery energy storage system
- Renewable energy



Medium Voltage Switchgear

C

- Main power distribution
- Feeder / branch
- MV / LV transformer



Low Voltage Switchgear

D

- Automatic Transfer Switch (ATS)
- Motor Control Center (MCC)
- Power-factor correction
- Harmonic filtering



Thermal Management

I

- HVAC systems
- Liquid cooling
- Immersion cooling



Power Busway / Cable

E

- Feeder / riser busway
- Busways
- Tap-off boxes
- Monitoring and sensing



Server / Storage / Networking

F

- Power Distribution Unit (PDU)
- Remote Power Panel (RPP)
- Rack PDU
- IT load / IT gear power-only



Sidecar (1 MW+)

G

- PSU shelf
- HVDC bus ($\pm 400 / 800$ VDC)
- DC PDU



UPS

H

- High-power battery systems
- Power Factor Correction (PFC)
- High wattage power supplies
- Power Distribution Units (PDUs)



Higher Power Demands Accelerate Growth Opportunity



Significant Data Center Infrastructure Investment

...and Increased Power Usage Driving High-Voltage Architecture

...Leading to High-Voltage Opportunities for Littelfuse

\$6T
DATA CENTER INFRASTRUCTURE INVESTMENT (2025 – 2030)¹

>15% CAGR
DATA CENTER POWER USAGE (2025 – 2030)¹



- ✓ Capabilities across the power spectrum with system-level understanding of customers' needs
- ✓ Leading high-voltage protection partner to customers across the data center ecosystem

2x – 4x Content Uplift
as market transitions to high-voltage architectures

25% – 30%+ CAGR
Estimated data center revenue growth through 2030

Expertise in High Voltage Protection Creates Unique Right to Win

¹ Company estimate.

Customer Success Story

Providing Data Center Solutions from Grid to Chip

BACKGROUND



OUR UNIQUE SOLUTION



RESULTS

Leading hyperscaler requires more advanced and comprehensive protection solutions as their architecture evolves from low to high voltage



- Enabled various eco-system partners on infrastructure, rack, and board level solutions
- Utilized our full portfolio of capabilities including passives, protection, power, and high-voltage industrial fuses
- Brought value through reliability, performance, systems level support, and agency insights
- Leveraged current partnership to co-create future solutions to enable continued architecture evolution



Customer Value

Enabling Best-in-Class Performance, Reliability, and Safety

Littelfuse Value

Sold 20+ LFUS Solutions Across Various Applications

Anticipated Revenue +3x Over 5-Year Period

Diversified Industrials

Trusted Brand with Strong Franchise Value

- ✓ **Trusted brand and technology** solution provider for the safe and efficient transfer of electrical energy
- ✓ Direct sales to accelerate growth in **key focus areas including Aerospace & Defense and Medical**
- ✓ Leveraging **key, longstanding distribution partnerships** to service diverse, broad base of customers
- ✓ Market leader serving **>50,000 end customers**
- ✓ Highly profitable franchise with **strong cash contribution**



Market Leadership Driving Best-in-Class Growth and Profitability

Diversified Industrials – Aerospace & Defense (A&D) Capitalizing on Significant A&D Growth Opportunity



Key Drivers of Market Growth	Our Opportunity
 Increasing Defense Budget	✓ Long history of mission-critical technology capabilities
 Commercialization of Space	✓ Leveraging ongoing market evolution
 Air Travel Recovery	✓ Higher voltage and power
	✓ Focused key account management + targeted inorganic expansion

Significant Opportunity to Expand Market Share through Targeted Investments

Customer Success Story

Mission-Critical Solutions for Commercial Space Innovator

BACKGROUND



OUR UNIQUE SOLUTION



RESULTS

Leading commercial space customer has evolved beyond traditional rocket manufacturer into a fully integrated space infrastructure platform operating across A&D market



- Established preferred supplier status through initial engagement in circuit protection
- Leveraged protection, power semiconductors, and electromechanical technology capabilities to expand share
- Strengthened position as strategic, multi-product solutions partner through customization
- Enabled recurring design wins with long product lifecycles



Customer Value

Solution Solved for High Reliability, High Voltage Power Complexity

Timely Delivery of Optimized Protection and Power Solutions for Next-Gen Space Systems

Littelfuse Value

Expanded Revenue +5x Over 5-Year Period

Broadened ODM Design Partner Relationships to Enhance Market Opportunity

Key Takeaways

1 Capitalizing on megatrends in electrification, driven by **outsized growth from Data Centers and Aerospace & Defense**

2 Delivering differentiated, high-value solutions to solve **more complex customer challenges**

3 Expanding go-to-market model with increased emphasis on our **key customers to grow share in new technology platforms**



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Break

~15 Minutes





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Moving the World Forward in Transportation and Logistics (T&L)



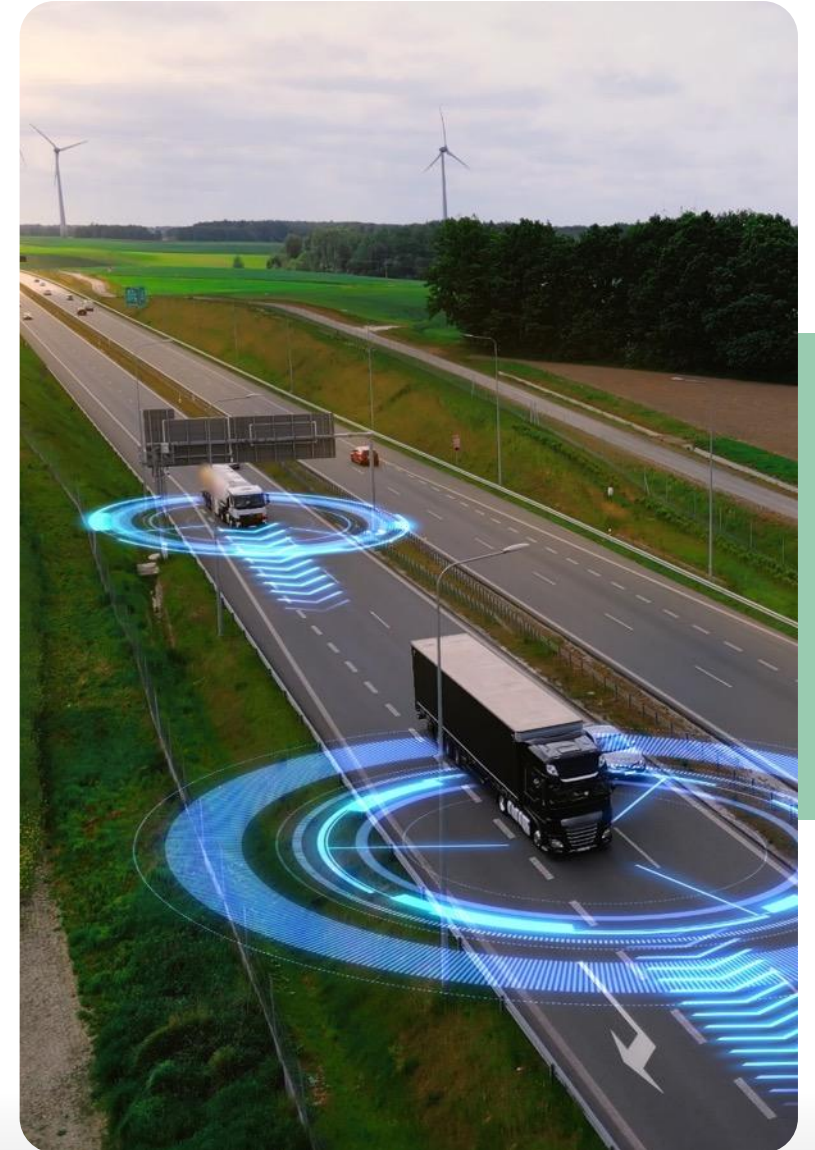
David Ruppel
SVP & GM, T&L Market

Key Messages

1 Optimizing our go-to-market approach to be more effective, selective, and proactive with leading customers

2 Enhancing and diversifying our market position through early, deep, and technical partnerships with leading OEMs to drive above market growth

3 Sharpening focus on megatrends and operational excellence to enhance long-term profitable growth



Transportation & Logistics Market Snapshot

KEY HIGHLIGHTS

~\$700M

2025 T&L Revenue

Optimizing T&L Customer Base

Leading: 27% • Emerging: 40% • Broad: 33%
(% of 2025 T&L Revenue)

EXAMPLES OF MARKET-LEADING CUSTOMERS



VOLVO

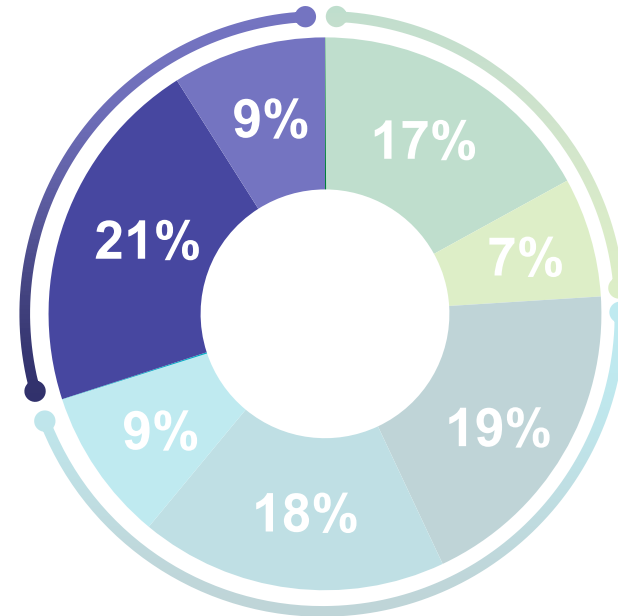


• APTIV •

JLR

HYUNDAI
MOBIS

T&L END MARKETS AS A % OF TOTAL 2025 REVENUE



■ Passenger Vehicle

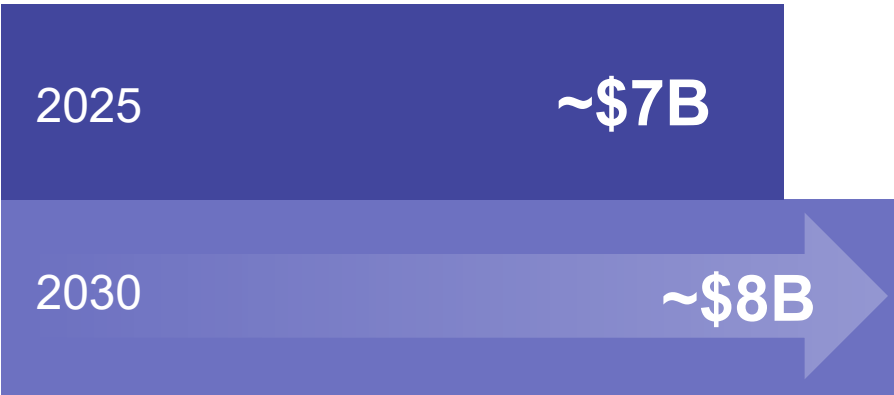
- OEMs and Tier 1 Suppliers
- Global Exposure - North America, Europe, and China

■ Commercial Vehicle

- HD and MD Trucking
- Material Handling, Construction and Ag Equipment
- Recreational Vehicles and Powersports
- Warehouse Automation and Robotics

Positioned to Diversify and Grow in Expansive Addressable Market

Serviceable Addressable Market¹



~1%
Global Vehicle Production Growth Rate¹
(2025 – 2030)

+Mid-Single Digits
LFUS Growth Rate¹
(2025 – 2030)



¹ Company estimate.

Our Right to Win – T&L Sustainable Competitive Advantages



Customer Partnerships

- Long history of co-innovation with leading global Transportation customers
- Operational excellence mindset driving enhanced focus on commercial vehicle opportunities with market leading customers



Collaborative Innovation

- Comprehensive and market leading low-, medium-, and high-voltage capabilities to serve evolving customer needs
- System-level architecture approach to evolving applications such as BMS, battery disconnect, connectivity, and HMI



Scalable Portfolio

- Customizable and scalable solutions for multi-tech circuit protection and modular power distribution
- Global footprint and scale with best-in-class testing and local-for-local manufacturing

Capitalizing on Our Growth Opportunities

**Electrification
and Functional
Safety Trends**

**Go-to-Market &
Operational
Mindset
Optimization**

Unlocking Outgrowth Opportunities through Global Electrification and Functional Safety Evolutions

Background

- **Est. +1% Global Production Rate¹**
- **Electrification Evolution:** Global Transportation evolution continues despite slowing EV growth rates
- **Functional Safety Adoption:** Higher voltage, ADAS, and autonomous adoption make functional safety critical to ensuring system reliability
- Customers increasingly reliant on **proven suppliers with comprehensive capabilities, flexible solutions, and global scale**



Our Opportunity

- Enabling electrification growth opportunities at **scale through portfolio** of market-leading 12V to medium- and high-voltage systems
- Leveraging deep customer relationships to **co-develop and design next-gen solutions** with industry-leading **functional safety features**
- **Re-deploying engineering resources through operational** mindset to focus on systems that support long-term growth and profitability enhancements

+Mid-Single-Digits Outgrowth

Comprehensive Solutions, Technical Expertise, and Global Scale to Enable Ongoing T&L Evolutions

Customer Success Story

Solving for Safety Challenges with Global Automotive Leader

BACKGROUND



Global automotive customer identified specific challenges across EV models:

- Battery safety
- Packaging
- Launch timing



OUR UNIQUE SOLUTION



- Designed and implemented differentiated multi-technology circuit protection modules
- Drove superior performance within customer packaging and timing constraints
- Provided ultra-fast circuit protection that enabled a differentiated, higher level of functional safety



RESULTS

Customer Value

Solved Electrification and Functional Safety Challenges to Enable Accelerated Launch

Littelfuse Value

+20X Dollar Content / Unit Compared to Traditional ICE Design

Opened Door to Further Tech Engagements Across Our Portfolio

Optimization Mindset to Enhance Our Long-Term Profitable Growth

⚡ Sharpened Focus

Right customers, applications, and opportunities

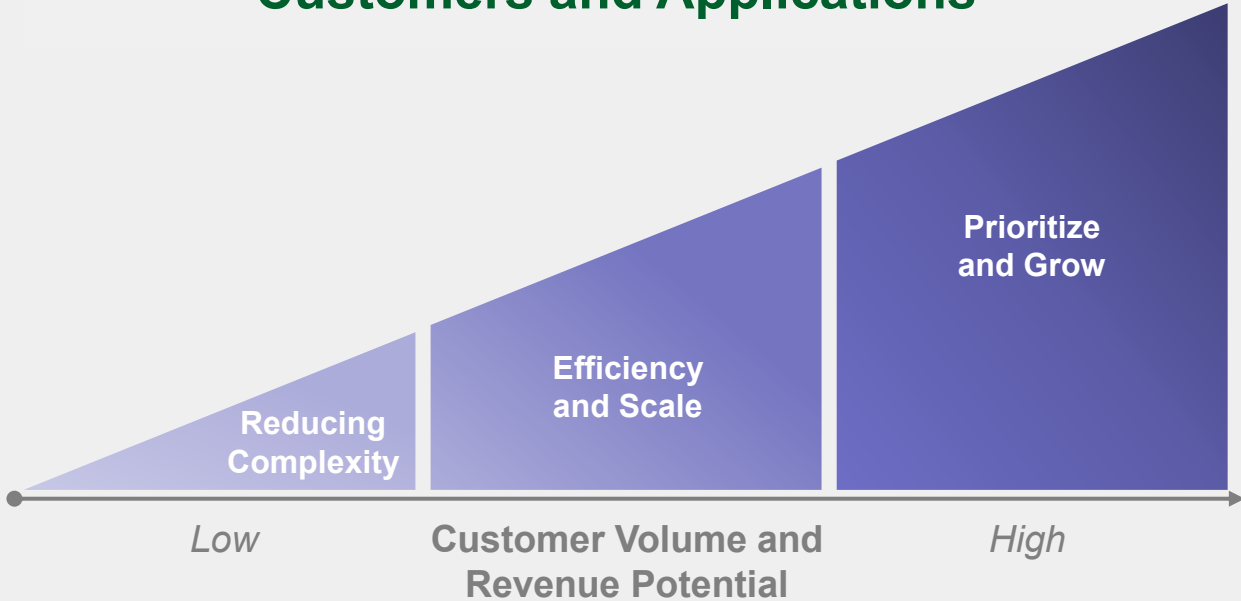
⚡ Driving to Scale

Opportunity funnel target shifted to driving more meaningful value with leading OEMs

⚡ Reducing Complexity

Redeploying resources for larger, scalable, and leverageable opportunities

Pivoting Portfolio Toward Highest Potential Customers and Applications



Maximizing Returns and Driving Market Outperformance

Customer Success Story

Driving Significant Momentum with Commercial Vehicle Market Leader

BACKGROUND



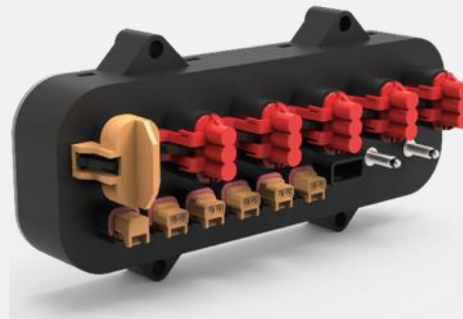
Leading commercial vehicle customer required scaled solution to growing complexity of multiple vehicle platforms and problems associated with configuring and powering connected accessories



OUR UNIQUE SOLUTION



- Architected an optimized system solution for an accessory control module
- Reduced development costs and time-to-market
- Leveraged CAN switching platform with Littelfuse multi-technology capabilities



RESULTS

Customer Value

Accelerated Platform Development and Launch

Supply Chain Simplification and Inventory Reduction

Littelfuse Value

Significant Potential Annual Revenue with Multi-Year Contribution
+4x Content Opportunity

Driving Further Scaled Opportunities

Key Takeaways

1 **Optimizing our go-to-market approach** to be more effective, selective, and proactive with leading customers

2 **Enhancing and diversifying our market position** through early, deep, and technical partnerships with leading OEMs to drive above market growth

3 **Sharpening focus on megatrends and operational excellence** to enhance long-term profitable growth



Expertise Applied | Answers Delivered

Accelerating Long-Term Growth through Semiconductor Innovation



Dr. Karim Hamed
SVP & GM, Semiconductor Products

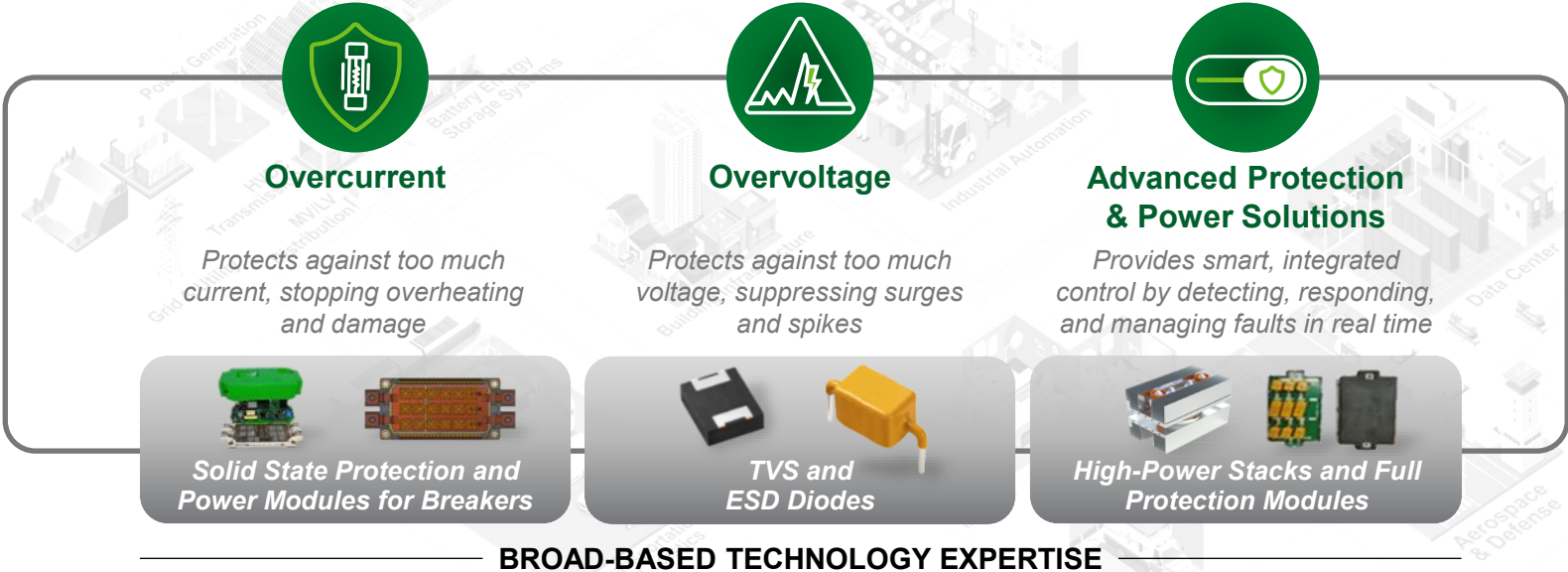
Key Messages

- 1 Leveraging our well aligned Semiconductor products to **enable growth across key focus end markets**
- 2 Enhancing our portfolio by delivering solutions that **complement Littelfuse's broader technologies and capabilities**
- 3 Driving **long-term growth and profitability improvement** through our Semiconductor products business



Semiconductor Products Business Snapshot

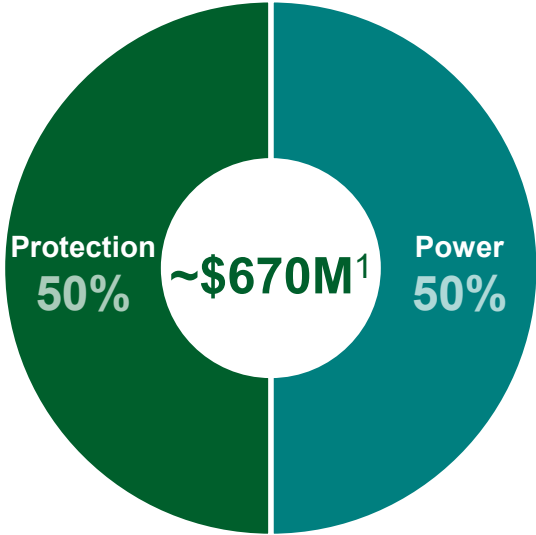
KEY ENABLER OF OUR GROWTH STRATEGY



EXAMPLES OF MARKET-LEADING CUSTOMERS

Serving **40,000+ Customers** Across Our Network

2025 REVENUE BY PRODUCT



Enhancing Growth Across Our End Markets

EII CCDI T&L

While Strengthening Long-Term Positioning in HGOs

¹ Semiconductor revenue is embedded within EII, CCDI, and T&L end markets.

Leveraging Technology Transitions in High-Growth Opportunities to Outpace Market Growth

Capitalizing on High-Growth Opportunities



Grid & Utility Infrastructure



Data Center



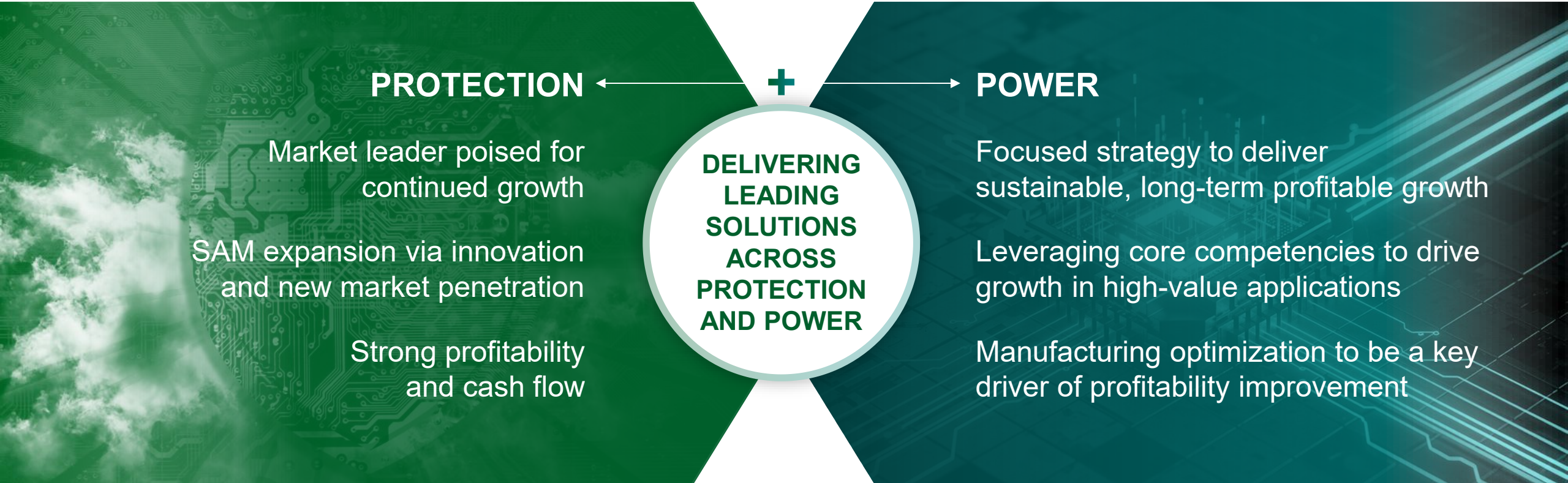
Diversified Industrials – Aerospace & Defense

Large, Attractive SAM
Protection + Power Semi
Double-Digits % CAGR¹
(2025 – 2030)



¹ Company estimate.

New, Focused Semiconductor Strategy Positioned to Deliver Consistent, Profitable Growth



Enabling Portfolio that Enhances Littelfuse Positioning Across End Markets

Maintaining and Expanding Leading Position through Innovation

> Building on Strong Foundation

- **Positioned as a market leader** with a long track record of success
- **Delivering** >10% 5-year CAGR¹ and margins above corporate average



> Looking Ahead: Key Priorities

- **Expand core end market positions** benefiting from secular growth trends
- **Accelerate penetration in new end markets** where we have a significant right-to-win
- **Strategically deploy R&D** to higher-value, higher-ASP solutions (5x – 10x)



Accelerating the Next Phase of Growth and Margin Expansion

Customer Success Story

Solving High-Value Protection Challenges through Core Competencies

CUSTOMER PROBLEM



HVDC enables higher system efficiency

Risk of catastrophic arc flash events

Requires reliable, advanced protection solutions with electronic reset capability

OUR UNIQUE PROTECTION PLATFORM



High-Power, Software Configurable, Solid-State Protection Module



Scalable Across Growth End Markets



RESULTS

Customer Value

Integrates 5X Functions

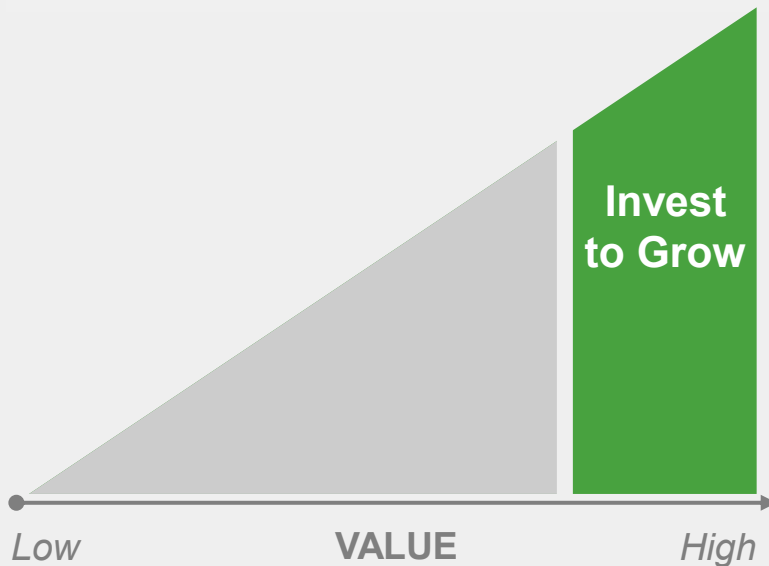
Reduces Cost of Ownership


Littelfuse Value


Higher Value Capture


Executing on a More Focused, Customer-Centric Strategy

Pivoting Portfolio Toward High-Value Applications



 **Sharpening Our Growth Focus**
Focusing on areas where we have a strong right to win, market share, and an attractive SAM

 **Rationalizing Our Portfolio**
Exiting areas of low value

 **Optimizing Our Manufacturing**
Manufacturing to support a more focused product strategy in highest growth, high-power applications

Target Outcomes

- 1** More reliable partner for our customers
- 2** Sustained long-term revenue growth
- 3** Meaningful margin expansion by 2030

Driving Accelerating Long-Term Growth and Enhanced Profitability

Customer Success Story

Solving High-Value Power Challenges through Core Competencies

CUSTOMER PROBLEM



Data centers require uninterrupted power to IT racks

STS detects faults and instantly switches to backup power

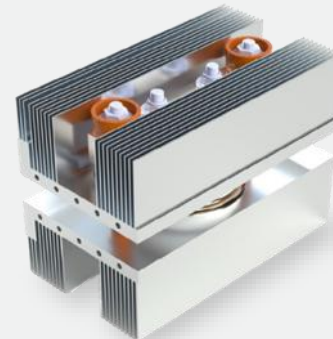
Requires a reliable and fast power solution to enable seamless switching

OUR UNIQUE POWER PLATFORM



Deployed High-Power Stack with Integrated Cooling Architecture

- Seamless power transfer between UPS systems and backup power sources
- Provides compact, high-power-density design while maximizing system reliability



RESULTS

Customer Value

Differentiated Tech Solution

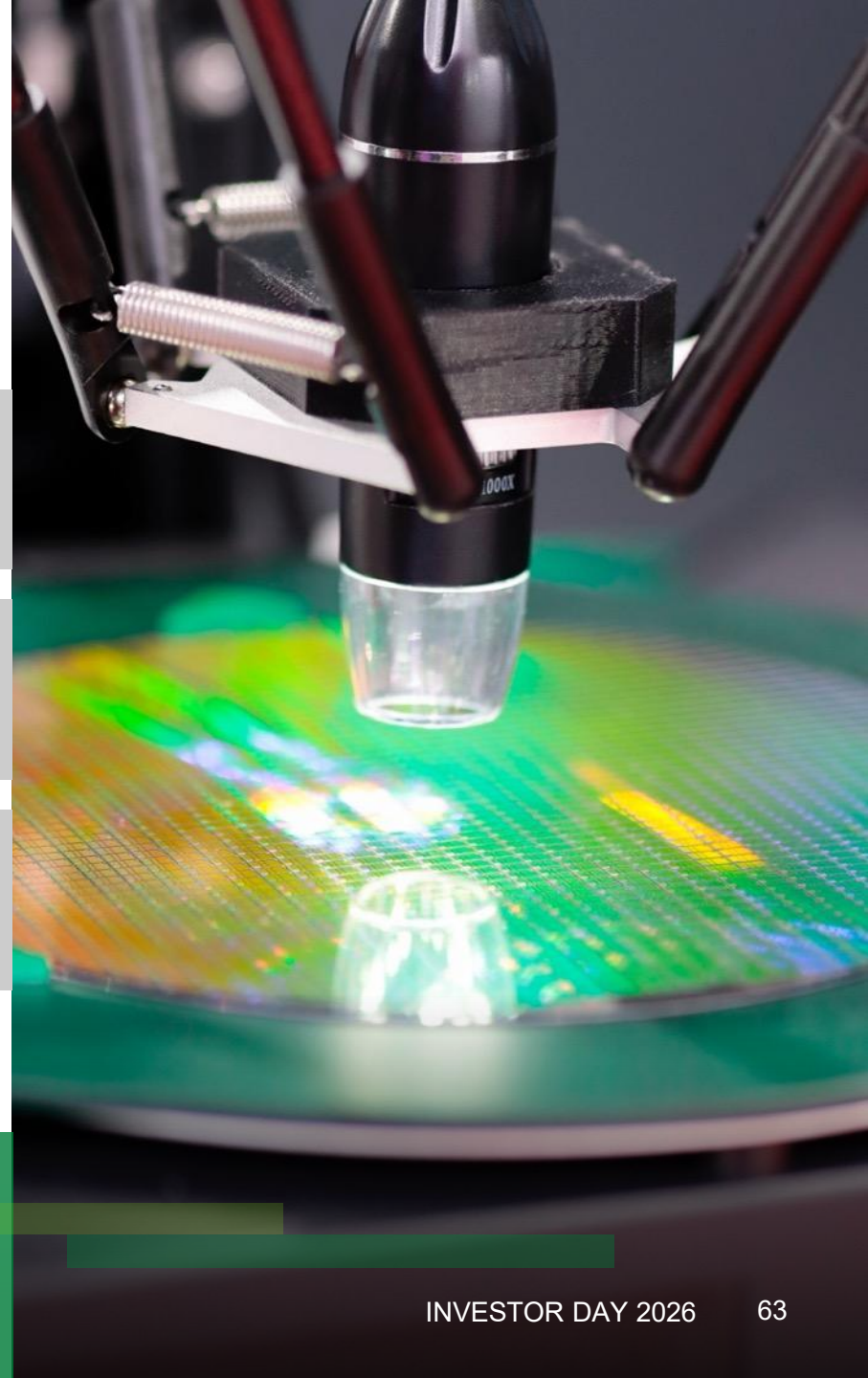
Littelfuse Value

+\$400M Opportunity in High-Power Stacks

Scalable Solution Across Broader Customer Network

Key Takeaways

- 1 Leveraging our well aligned Semiconductor products to **enable growth across key focus end markets**
- 2 Enhancing our portfolio by delivering solutions that **complement Littelfuse's broader technologies and capabilities**
- 3 Driving **long-term growth and profitability improvement** through our Semiconductor products business





Expertise Applied | Answers Delivered

Delivering More Resilient Growth and Scaling Operational Excellence to Drive Strong Shareholder Value



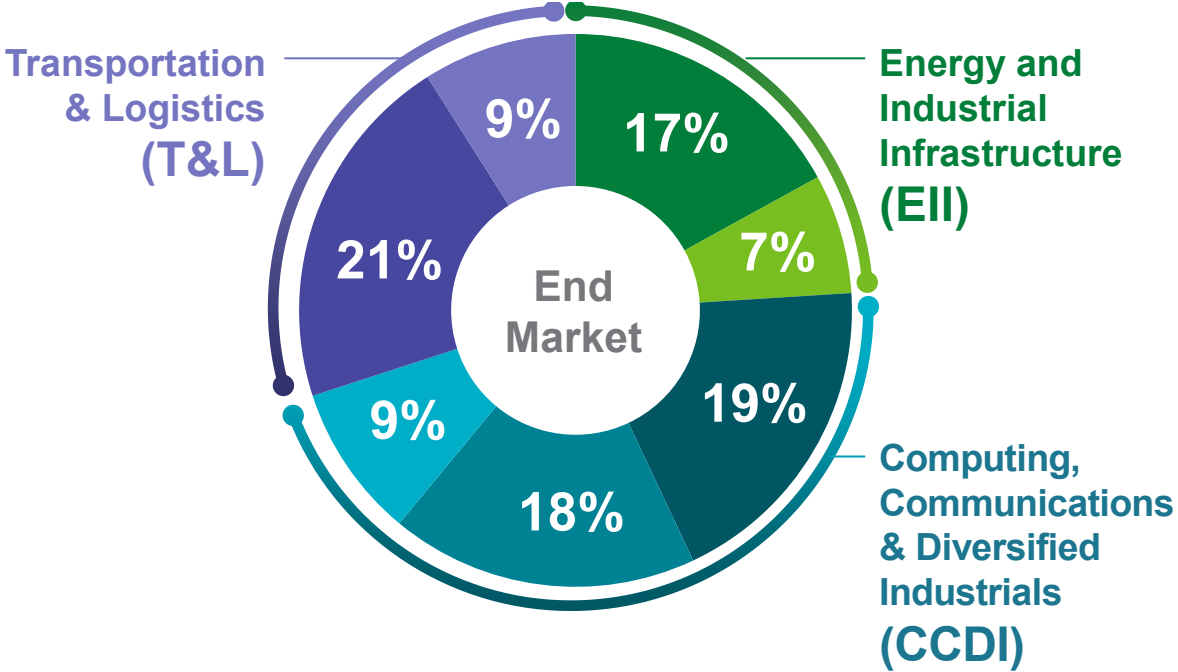
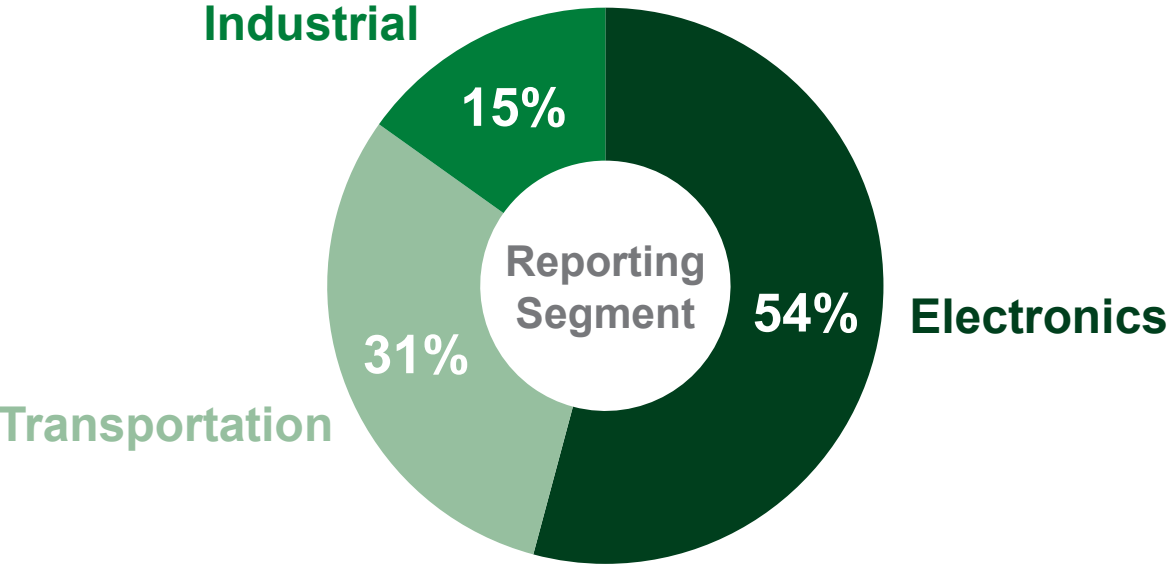
Abhi Khandelwal
EVP & CFO

Key Messages

- 1 Enhancing **organic growth opportunities** in large and expanding markets, augmented by **strategic acquisitions**
- 2 Accelerating **shareholder value creation** through **disciplined capital allocation**
- 3 Elevating operational performance by combining a well-defined operational playbook with **renewed operational rigor** to drive **improved profit margins**
- 4 Delivering a **more stable, less cyclical earnings profile** and greater **through-cycle resiliency**



2025 Revenue Profile – Three Strong Segments Serving Diverse and Growing Set of End Markets



- Product based segments serving diverse end markets
- Complementary capabilities enhanced by go-to-market shift
- Meaningful content and outgrowth opportunities across segments
- Broad exposure to end markets poised to benefit from secular electrification megatrend
- Diversification drives enhanced long-term growth stability
- Next-gen technology advancements across end markets

Littelfuse Value Creation Playbook (2025 – 2030)

Organic Growth



Inorganic Growth



Margin Expansion



Value Creation

+7% – 9%

Organic Revenue CAGR

- Above-Market Core Growth
- Outsized HGO Growth



+6% – 8%

Inorganic Revenue CAGR

- Strategic M&A
- Supported by Strong Cash Generation



24% – 26%

Adj. EBITDA Margin

- Scale and Leverage
- Operational Excellence, Product Rationalization



>\$25.00 EPS

High-Teens EPS CAGR

- Best-in-Class Performance
- Mid-Teens ROIC



A Stronger, More Resilient Growth and Profitability Story

Poised to Drive Sustainable Growth Driven by Organic Execution and Enhanced by Strategic M&A

+7% – 9%
ORGANIC GROWTH



+6% – 8%
INORGANIC GROWTH

Core <i>Growing Above-Market Across Segments</i>	+	HGOs <i>Sharpened Focus on HGOs Across Markets</i>
<ul style="list-style-type: none">▪ Electronics▪ Transportation▪ Industrial		<ul style="list-style-type: none">▪ EII: Grid & Utility Infrastructure▪ CCDI: Data Center and Aerospace & Defense

Strategic M&A
Executing Strategic and Disciplined Acquisitions in Targeted Areas

- ✓ Expands solution capabilities and technology positioning
- ✓ Enhances market exposure and expands our serviceable addressable market

Our Focus on Operational Excellence Expected to Enhance Profitability as We Scale

TOP PRIORITIES

- 1 Leverage areas of best-in-class operating practices across global footprint
- 2 Drive continuous portfolio rationalization to enhance long-term profitability
- 3 Deploy capital to enhance productivity via AI and footprint optimization

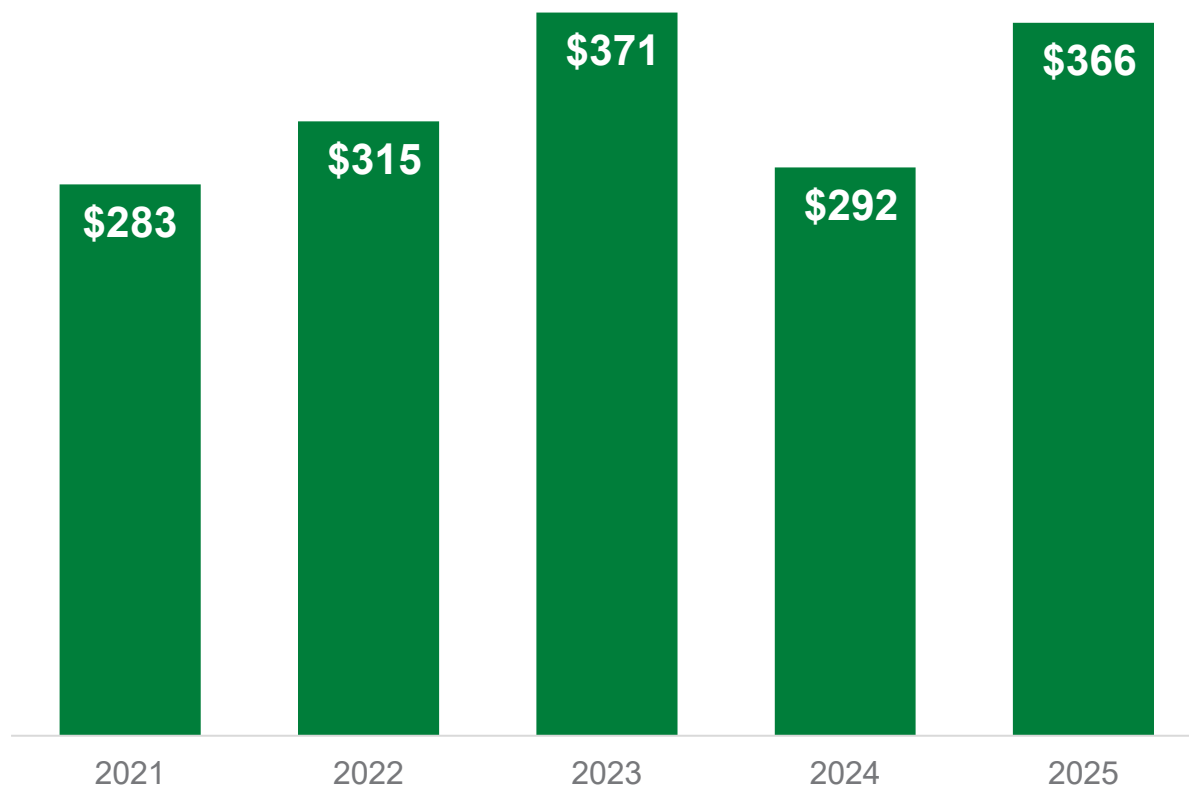
EXECUTION HIGHLIGHTS AND OPPORTUNITIES

- Transportation segment initiatives driving structural margin enhancements
- Identified semiconductor rationalization opportunities to enhance long-term margin profile
- Leveraging AI to enhance productivity
- Acquisition execution a key focus point
 - Basler exceeding expectations

Deployed Operational and Financial Metrics to Measure and Drive Long-Term Enhancements

Generating Strong FCF to Support Growth

Free Cash Flow (\$M)



HIGHLIGHTS

- Maintaining 100%+ FCF conversion target (2021 – 2025 average FCF conversion: 100%+)
- A proven history of strong cash generation
- Focusing on driving long-term cash returns of strategic investments and M&A
- Delivering FCF enhancements through working capital improvements

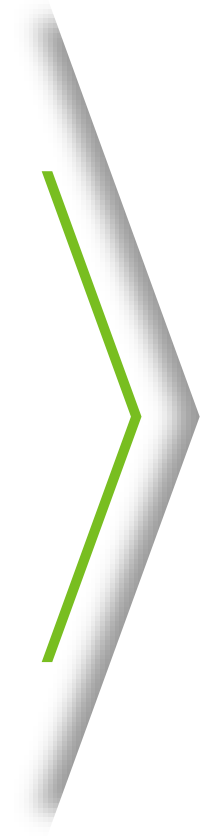
Positioned to Deliver \$600M+ Annual FCF by 2030

Consistent, Strong Balance Sheet Management While Delivering Acquisitive Growth

Capital Summary and Financial Highlights

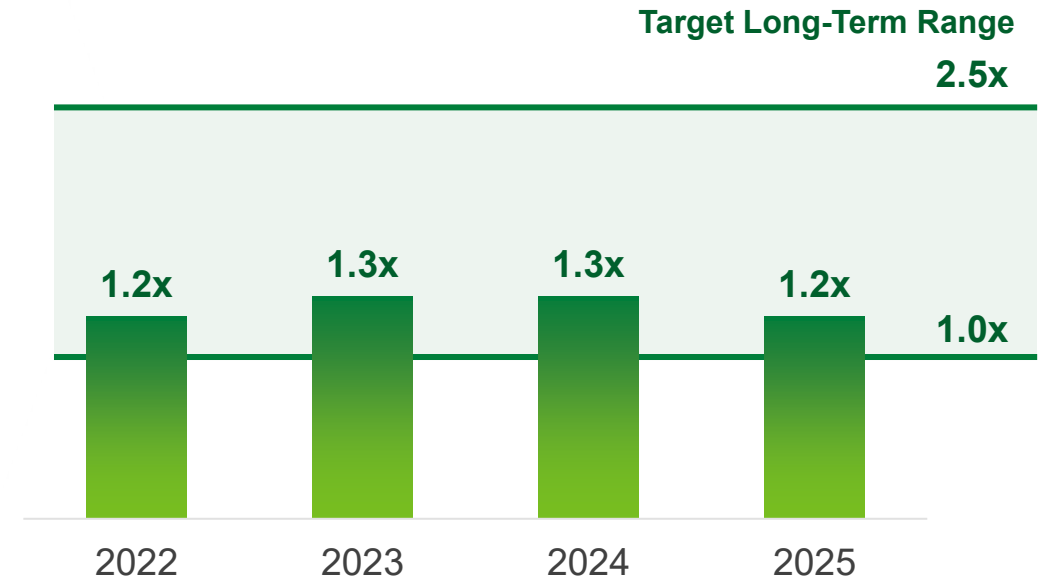
(\$M, As of 3/28/2026)

Cash & Cash Equivalents	\$482
Total Assets	\$3,856
Debt	\$635
Total Stockholders' Equity	\$2,514
Consolidated Net Leverage Ratio	1.0x
Available Credit Under Revolving Credit Facility	\$599



Net Debt to EBITDA

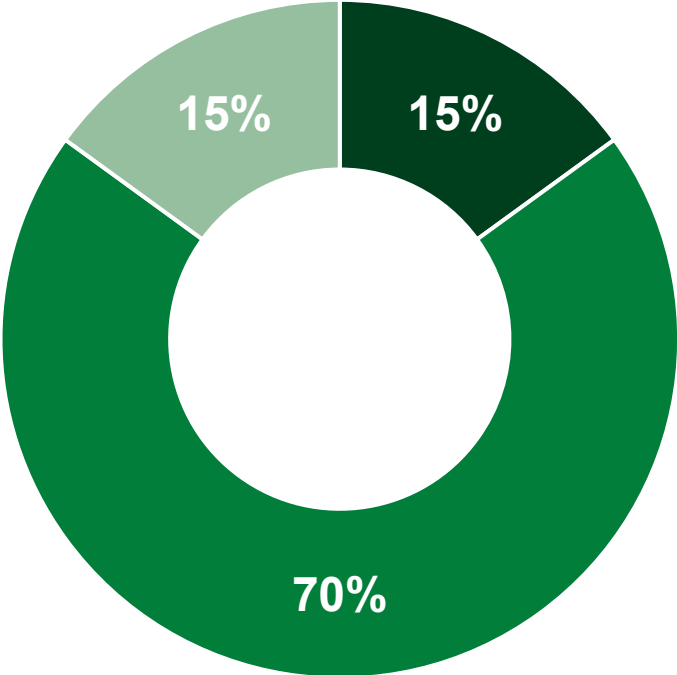
Track Record of Maintaining Leverage within Targeted Range While Driving M&A Model



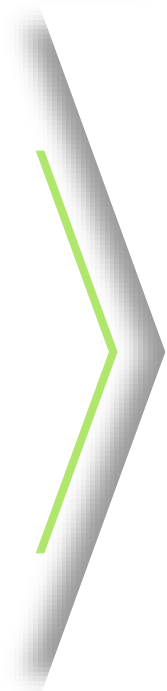
Flexible Capital Structure and History of Balance Sheet Consistency

Disciplined and Balanced Capital Deployment Strategy

Targeted Use of Cash¹ (2025 – 2030)



- Organic Growth
- Strategic Acquisitions
- Returns to Shareholders



FUTURE PRIORITIES

Organic Investments

- Long-term revenue growth
- Enhanced productivity
- Targeting 3% – 4% CapEx as a % of Sales

Strategic Acquisitions

- Strengthens technology positioning
- Enhances market exposure

Return Capital to Shareholders

- Consistent dividend payout
- Opportunistic share repurchases



¹ Company estimate.

Our Approach to Strategic M&A – Sharpened Focus on Enhanced Growth, Profitability, and Returns


FINANCIAL FILTERS



Enhances Long-Term Organic Growth
(Targeted 7% – 9%)



Expands Margins and Strengthens Long-Term Profitability



Focuses on Cash Returns
(Double-Digit ROIC)

FOCUS ON ACCELERATING HIGH-GROWTH OPPORTUNITIES

Strengthen Solution Capabilities



-  Expand solutions for customers' next-gen architectures
-  Enhance technology leadership positioning in safe and efficient electrical energy transfer
-  Bolster partnerships with market leaders

Enhance Market Exposure



-  Amplify exposure to HGOs: Grid & Utility Infrastructure, Data Center, and A&D
-  Expand to adjacent market or regional opportunities
-  Drive addressable market expansion and diversification

M&A Spotlight – Basler Acquisition

Dec 2025



Capital Deployed

~\$350M

2026E Revenue Contribution

\$130M – \$135M

Strategic and Financial Rationale

Bolsters Technology Differentiation



Diversifies End Market Exposure



Enhances Long-Term Organic Growth



Expands Margins and Strengthens LT Profitability



Focuses on Cash Returns

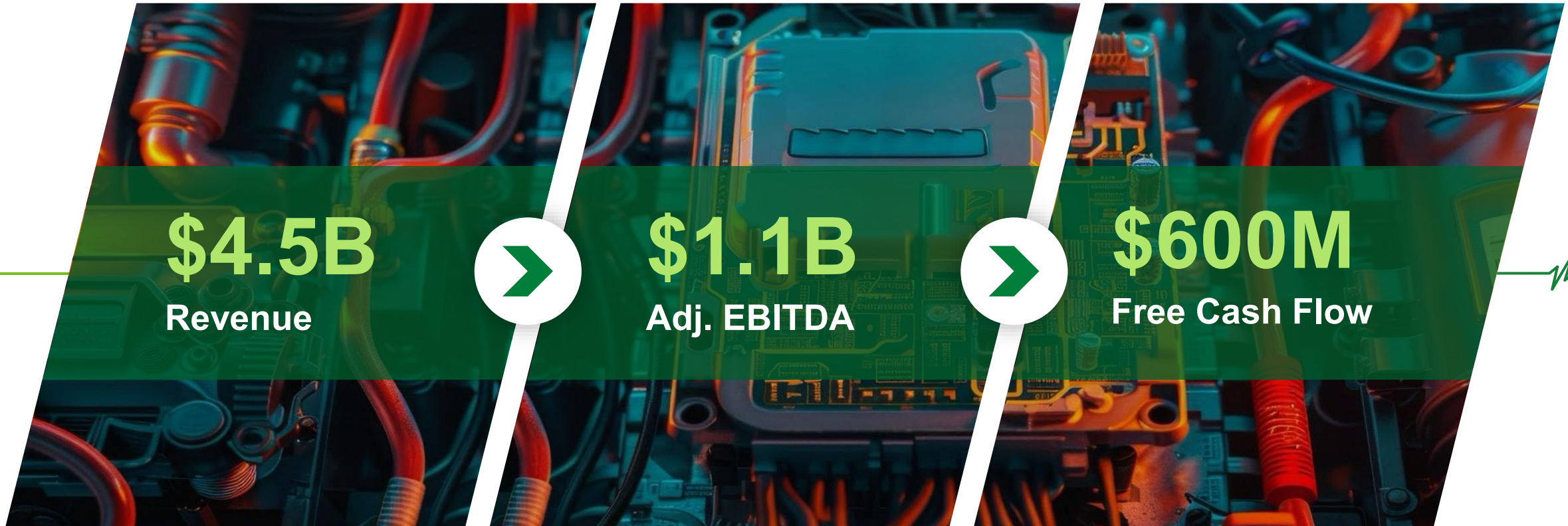


HIGHLIGHTS AND UPDATE

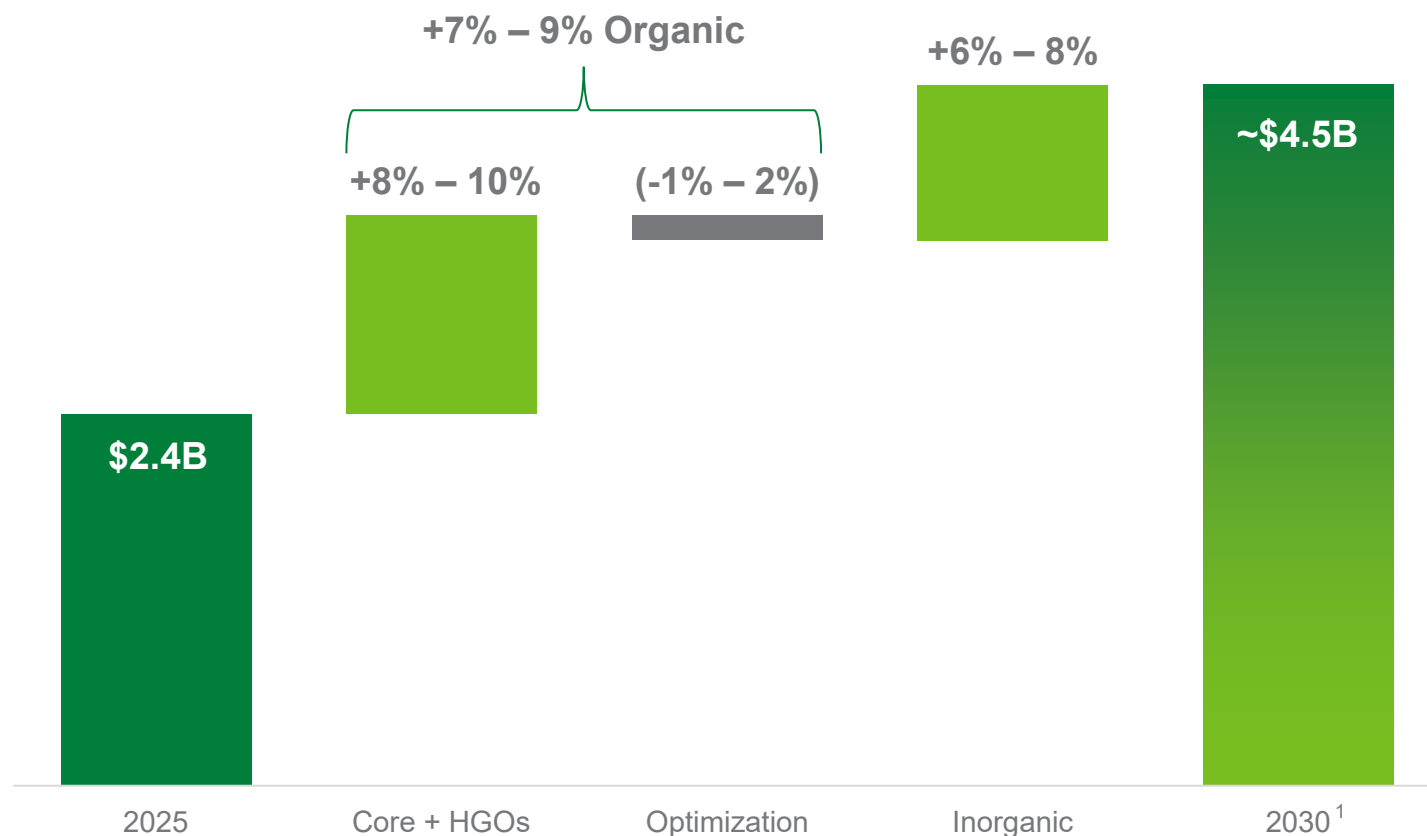
- ✓ Enhances high-growth industrial exposure
- ✓ Leverages longstanding customer relationships with market leaders
- ✓ Q1 performance exceeded expectations
- ✓ Drives strong 2026E financial impact to our portfolio
 - Revenue: \$130M – \$135M
 - Adj. EBITDA Margin: High-Teens
 - Adj. EPS Accretion: \$0.15+
 - *Previous Est. Accretion: \$0.10 – \$0.15*



Our 2030 Ambition



Annual Revenue Growth Bridge (\$B)

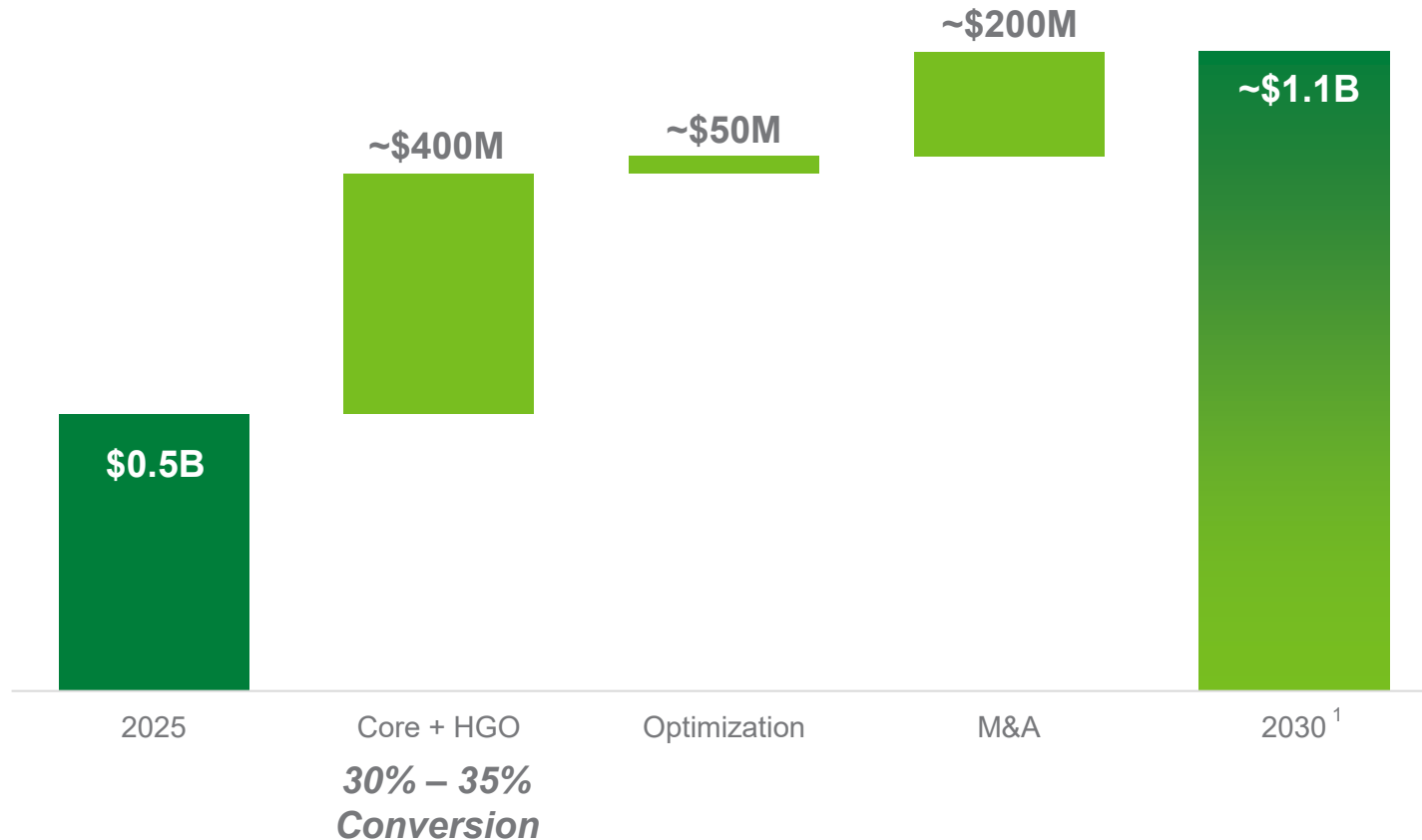


DRIVERS AND ASSUMPTIONS

- Core market growth driven by content expansion across segments and go-to-market contribution
- HGOs led by Grid & Utility Infrastructure, Data Center, and Aerospace & Defense
- Product rationalization est. (-1% – 2%) annually
- Inorganic driven by strategic M&A focus
- Segment Organic Growth Assumptions:
 - Electronics: High-Single Digits
 - Transportation: Mid-Single Digits
 - Industrial: Double Digits

Adjusted EBITDA Bridge (\$B)

Based on Revenue Growth and Adj. EBITDA Margin Outlook Midpoints



DRIVERS AND ASSUMPTIONS

- Core + HGO conversion in-line with historic levels (30% – 35%)
- Optimization to drive structural profitability enhancements; ~\$50M identified
- Strategic M&A focused on driving double-digit ROIC
- Estimated margin expansion across Electronics, Transportation, and Industrial segments

2030 Target: 24% – 26%

Adj. EBITDA Margin¹

Key Takeaways

1 Enhancing **organic growth opportunities** in large and expanding markets, augmented by **targeted acquisitions**

2 Enhancing **shareholder value creation** through **disciplined capital allocation**

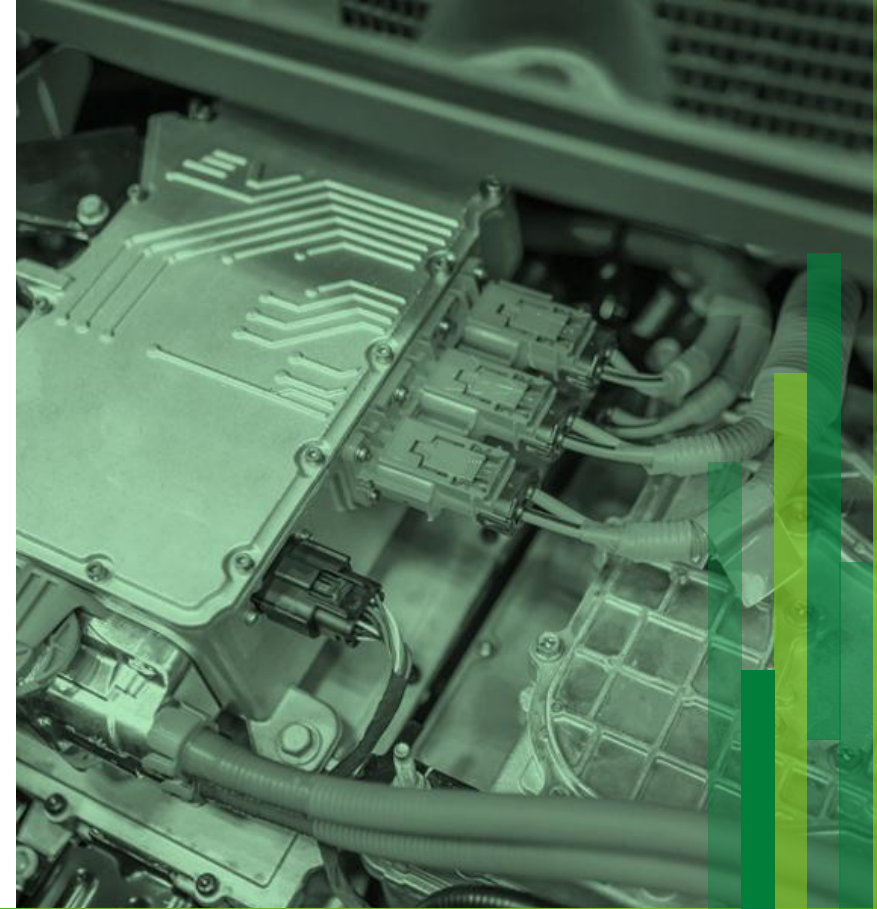
3 Elevating operational performance by combining a well-defined operational playbook with **renewed operational rigor** to drive **improved profit margins**

4 Delivering a **more stable, less cyclical earnings profile** and greater **through-cycle resiliency**



Expertise Applied | Answers Delivered

Closing Remarks: Leader in Safe and Efficient Electrical Energy Transfer



Greg Henderson
President & CEO

Why We Are Excited for the Future

Transformational Shift in
Electrification of Our Markets



Unparalleled Capabilities to
Enable Transformation and
Enhance Growth



Right Strategy to Capitalize
on Our Opportunities



Driving Value for Stakeholders



Expertise Applied | Answers Delivered

Q&A

All Presenters





Expertise Applied | Answers Delivered

Appendix

Non-GAAP to GAAP Reconciliation Tables



Supplemental Financial Information

Non-GAAP EPS reconciliation

	Q4-25	Q4-24	YTD-25	YTD-24
GAAP diluted EPS	\$ (9.72)	\$ (2.09)	\$ (2.89)	\$ 4.00
EPS impact of Non-GAAP adjustments (below)	12.41	3.61	13.57	3.97
Adjusted diluted EPS	<u>\$ 2.69</u>	<u>\$ 1.53</u>	<u>\$ 10.68</u>	<u>\$ 7.97</u>

Non-GAAP adjustments – (income) / expense (in millions)

	Q4-25	Q4-24	YTD-25	YTD-24
Acquisition-related and integration costs (a)	\$ 2.4	\$ 2.4	\$ 5.4	\$ 5.1
Purchase accounting inventory adjustments (b)	1.1	—	0.6	—
Restructuring, impairment and other charges (c)	306.9	98.1	320.1	108.4
Gain on sale of fixed assets (d)	—	—	—	(1.5)
Loss on sale of the Marine business (e)	—	—	0.3	—
Non-GAAP adjustments to operating (loss) income	310.4	100.5	326.4	112.0
Other expense (income), net (f)	0.6	1.6	0.6	1.3
Non-operating foreign exchange loss (gain)	1.1	(13.5)	16.6	(9.2)
Non-GAAP adjustments to (loss) income before income taxes	312.2	88.5	343.6	104.1
Income taxes (g)	2.4	(1.5)	4.6	4.7
Non-GAAP adjustments to net (loss) income	<u>309.8</u>	<u>90.0</u>	<u>339.0</u>	<u>99.4</u>
Total EPS impact	<u>\$ 12.41</u>	<u>\$ 3.61</u>	<u>\$ 13.57</u>	<u>\$ 3.97</u>

Note: Total will not always foot due to rounding.

(a) reflected in selling, general and administrative expenses (“SG&A”).

(b) reflected in cost of sales.

(c) reflected in restructuring, impairment and other charges. In the fourth quarter of 2025, the Company recorded a \$301.2 million non-cash goodwill impairment charge related to the Electronics-Semiconductor reporting unit within the Electronics segment. In addition, during the fourth quarter of 2025, the Company recognized a \$0.5 million and \$0.4 million impairment charges related to certain machinery and equipment in the commercial vehicle business within the Transportation segment and the electronics products business within the Electronics segment, respectively. In the fourth quarter of 2024, the Company recorded \$92.6 million of non-cash impairment charges, which included \$47.8 million for the impairment of intangible assets primarily related to certain acquired customer relationships, developed technology, and tradename in the Industrial controls and sensors reporting unit within the Industrial segment, and \$36.1 million and \$8.6 million non-cash goodwill impairment charge associated with the Industrial controls and sensors reporting unit within the Industrial segment and the Automotive sensors reporting unit within the Transportation segment, respectively. In addition, during the first quarter of 2024, the Company recognized a \$0.9 million impairment related to certain machinery and equipment in the commercial vehicle business within the Transportation segment.

(d) 2024 amount reflected a gain of \$0.5 million recorded for the sale of a land use right within the Electronics segment and a gain of \$1.0 million for the sale of two buildings within the Transportation segment.

(e) 2025 amount reflected \$0.3 million loss related to the sale of the Marine business within the Transportation segment.

(f) 2025 included \$0.6 million increase in coal mining reserves. 2024 included \$1.8 million increase in coal mining reserves, partially offset by a reversal of \$0.5 million for an asset retirement obligation charge related the disposal of a business in 2019.

(g) reflected the tax impact associated with the non-GAAP adjustments.

Supplemental Financial Information Cont'd

Adjusted operating margin / Adjusted EBITDA reconciliation (in millions)

	Q4-25	Q4-24	YTD-25	YTD-24
Net (loss) income	\$ (242.1)	\$ (51.8)	\$ (71.7)	\$ 100.2
Add:				
Income taxes	12.9	9.1	75.3	51.7
Interest expense	8.3	9.4	34.3	38.7
Foreign exchange loss (gain)	1.1	(13.5)	16.6	(9.2)
Other income, net	(3.0)	(2.7)	(17.0)	(22.6)
GAAP operating (loss) income	\$ (222.8)	\$ (49.5)	\$ 37.5	\$ 158.8
Non-GAAP adjustments to operating (loss) income	310.4	100.5	326.4	112.0
Adjusted operating income	\$ 87.6	\$ 51.0	\$ 363.9	\$ 270.8
Amortization of intangibles	15.5	14.7	59.8	62.1
Depreciation expenses	18.5	17.3	74.9	68.3
Adjusted EBITDA	\$ 121.6	\$ 83.0	\$ 498.6	\$ 401.2
Net sales	\$ 593.9	\$ 529.5	\$ 2,386.3	\$ 2,190.8
<i>Net (loss) income as a percentage of net sales</i>	(40.8)%	(9.8)%	(3.0)%	4.6%
<i>Operating margin</i>	(37.5)%	(9.3)%	1.6%	7.2%
<i>Adjusted operating margin</i>	14.7%	9.6%	15.2%	12.4%
<i>Adjusted EBITDA margin</i>	20.5%	15.7%	20.9%	18.3%

Supplemental Financial Information Cont'd

Adjusted EBITDA by Segment (in millions)	YTD-25			YTD-24		
	Electronics	Transportation	Industrial	Electronics	Transportation	Industrial
GAAP operating income	\$ 220.1	\$ 84.8	\$ 59.0	\$ 169.9	\$ 58.6	\$ 42.3
Add:						
Add back amortization	40.4	13.5	5.9	39.4	13.5	9.2
Add back depreciation	47.6	21.2	6.1	40.4	22.1	5.8
Adjusted EBITDA	\$ 308.1	\$ 119.5	\$ 71.0	\$ 249.7	\$ 94.2	\$ 57.3
Adjusted EBITDA Margin	22.9%	17.7%	19.5%	21.0%	14.0%	17.3%

Net sales (in thousands)	YTD-25			YTD-24		
	Electronics	Transportation	Industrial	Electronics	Transportation	Industrial
Electronics – Semiconductor	\$ 669,579	\$ —	\$ —	\$ 615,372	\$ —	\$ —
Electronics – Passive Products and Sensors	675,943	—	—	571,401	—	—
Commercial Vehicle Products	—	320,545	—	—	320,549	—
Passenger Car Products	—	293,641	—	—	278,332	—
Automotive Sensors	—	62,191	—	—	73,553	—
Industrial Products	—	—	364,395	—	—	331,561
Total	\$ 1,345,522	\$ 676,377	\$ 364,395	\$ 1,186,77	\$ 672,434	\$ 331,561

Supplemental Financial Information Cont'd

Income tax reconciliation

	Q4-25	Q4-24	YTD-25	YTD-24
Income taxes	\$ 12.9	\$ 9.1	\$ 75.3	\$ 51.7
Effective rate	(5.6)%	(21.3)%	2,088.2%	34.0%
Non-GAAP adjustments - income taxes	2.4	(1.5)	4.6	4.7
Adjusted income taxes	\$ 15.3	\$ 7.6	\$ 79.9	\$ 56.4
Adjusted effective rate	18.4%	16.6%	23.0%	22.0%

Free cash flow reconciliation

	Q4-25	Q4-24	YTD-25	YTD-24
Net cash provided by operating activities	\$ 138.7	\$ 160.6	\$ 433.8	\$ 367.6
Less: Purchases of property, plant and equipment	(18.9)	(25.8)	(67.6)	(75.9)
Free cash flow	\$ 119.7	\$ 134.8	\$ 366.1	\$ 291.7

Free cash flow conversion

	Q4-25	Q4-24	YTD-25	YTD-24
Net (loss) income	\$ (242.1)	\$ (51.8)	\$ (71.7)	\$ 100.2
Free cash flow	119.7	134.8	366.1	291.7
Free cash flow conversion	(49.4)%	(260.2)%	(510.6)%	291.1%

Supplemental Financial Information Cont'd

Consolidated Total Debt (in millions)

	As of March 28, 2026
Consolidated total debt	\$ 631.5
Unamortized debt issuance costs	3.5
Finance lease liability	0.2
Consolidated funded indebtedness	635.2
Cash held in U.S. (up to \$400 million)	67.6
Net debt	\$ 567.6

Consolidated EBITDA (in millions)

	Twelve Months Ended March 28, 2026
Net Loss	\$ (40.3)
Interest expense	32.4
Income taxes	80.5
Depreciation expense	75.4
Amortization expense	62.0
Non-cash additions:	
Stock-based compensation expense	28.1
Purchase accounting inventory step-up charge	6.4
Unrealized loss on investments	2.1
Impairment charges	301.9
Other	34.1
Consolidated EBITDA (1)	\$ 582.6

Consolidated Net Leverage Ratio (as defined in the Credit Agreement) * 1.0x

* Our Credit Agreement and Private Placement Note with maturities ranging from 2027 to 2031, contain financial ratio covenants providing that if, as of the last day of each fiscal quarter, the Consolidated Net Leverage ratio at such time for the then most recently concluded period of four consecutive fiscal quarters of the Company exceeds 3.50:1.00, an Event of Default (as defined in the Credit Agreement and Private Placement Senior Notes) is triggered.

The Credit Agreement were amended in Q1 2026 and now allow to add restructuring charges and business optimization expenses in addition to the Prior credit agreement.

(1) Represents Consolidated EBITDA as defined in our Credit Agreement and Private Placement Senior Notes and is calculated using the most recently concluded period of four consecutive quarters.

Supplemental Financial Information Cont'd

Adjusted operating margin / Adjusted EBITDA reconciliation (in millions)

	YTD-25	
Net loss	\$	(71.7)
Add:		
Income taxes		75.3
Interest expense		34.3
Foreign exchange loss		16.6
Other income, net		(17.0)
GAAP operating income	\$	37.5
Non-GAAP adjustments to operating income		326.4
Adjusted operating income	\$	363.9
Amortization of intangibles		59.8
Depreciation expense		74.9
Adjusted EBITDA	\$	498.6
Net sales	\$	2,386.3
<i>Net loss as a percentage of net sales</i>		(3.0) %
<i>Operating margin</i>		1.6%
<i>Adjusted operating margin</i>		15.2 %
<i>Adjusted EBITDA margin</i>		20.9 %

Supplemental Financial Information Cont'd

Free cash flow reconciliation

	YTD-2021	YTD-2022	YTD-2023	YTD-2024	YTD-2025
Net cash provided by operating activities	\$ 373.3	\$ 419.7	\$ 457.4	\$ 367.6	\$ 433.8
Less: Purchases of property, plant and equipment	(90.6)	(104.3)	(86.2)	(75.9)	(67.6)
Free cash flow	<u>\$ 282.7</u>	<u>\$ 315.4</u>	<u>\$ 371.2</u>	<u>\$ 291.7</u>	<u>\$ 366.1</u>

Free cash flow conversion

	YTD-2021	YTD-2022	YTD-2023	YTD-2024	YTD-2025	Accumulated 5 years
Net income (loss)	\$ 283.8	\$ 373.3	\$ 259.5	\$ 100.2	\$ (71.7)	\$ 945.1
Free cash flow	282.7	315.4	371.2	291.7	366.1	1,627.1
Free cash flow conversion	99.6 %	84.5 %	143.0 %	291.1 %	(510.6) %	172.2 %

Supplemental Financial Information Cont'd

Consolidated Total Debt

	As of December 27, 2025	
Consolidated Total Debt	\$	802.6
Unamortized debt issuance costs		1.8
Finance lease liability		0.2
Consolidated funded indebtedness	\$	804.6
Cash held in U.S. (up to \$400 million)		144.3
Net debt	\$	660.3

(in millions) Consolidated EBITDA

	Twelve Months Ended December 27, 2025	
Net loss	\$	(71.9)
Interest expense		34.3
Income taxes		75.3
Depreciation		74.9
Amortization		59.8
Non-cash additions:		
Stock-based compensation expense		27.3
Purchase accounting inventory step-up charge		0.6
Unrealized loss on investments		3.6
Impairment charges		302.1
Other		38.5
Consolidated EBITDA (1)	\$	544.5

Consolidated Net Leverage Ratio (as defined in the Credit Agreement)* 1.2x

* Our Credit Agreement and Private Placement Note with maturities ranging from 2025 to 2032, contain financial ratio covenants providing that if, as of the last day of each fiscal quarter, the Consolidated Net Leverage ratio at such time for the then most recently concluded period of four consecutive fiscal quarters of the Company exceeds 3.50:1.00, an Event of Default (as defined in the Credit Agreement and Private Placement Senior Notes) is triggered.

The Credit Agreement and Private Placement Senior Notes were amended in Q2 2022 and now allow for the addition of acquisition and integration costs up to 15% of Consolidated EBITDA and the netting of up to \$400M of Available Cash (Cash held by US Subsidiaries).

(1) Represents Consolidated EBITDA as defined in our Credit Agreement and Private Placement Senior Notes and is calculated using the most recently concluded period of four consecutive quarters.

Supplemental Financial Information Cont'd

	As of December 28, 2024			
Consolidated Total Debt				
Consolidated Total Debt	\$	856.1		
Unamortized debt issuance costs		2.8		
Finance lease liability		0.3		
Consolidated funded indebtedness	\$	859.2		
Cash held in U.S. (up to \$400 million)		302.2		
Net debt	\$	557.0		
	Twelve Months Ended December 28, 2024 As Reported (1)	Twelve Months Ended December 28, 2024 Actual (1)		
(in millions) Consolidated EBITDA				
Net Income	\$	112.8	\$	100.0
Interest expense		38.7		38.7
Income taxes		51.7		51.7
Depreciation		68.3		68.3
Amortization		62.1		62.1
Non-cash additions:				
Stock-based compensation expense		26.0		26.0
Unrealized loss on investments		(0.1)		(0.1)
Impairment charges		93.5		93.5
Other		3.7		3.7
Consolidated EBITDA (2)	\$	456.7	\$	443.9
Consolidated Net Leverage Ratio (as defined in the Credit Agreement)*		1.2x		1.3x

(1) As reported is based on Q4 and FY 2024 result published on January 28, 2025. Actual is based on the final 10-K report.

* Our Credit Agreement and Private Placement Note with maturities ranging from 2024 to 2032, contain financial ratio covenants providing that if, as of the last day of each fiscal quarter, the Consolidated Net Leverage ratio at such time for the then most recently concluded period of four consecutive fiscal quarters of the Company exceeds 3.50:1.00, an Event of Default (as defined in the Credit Agreement and Private Placement Senior Notes) is triggered.

The Credit Agreement and Private Placement Senior Notes were amended in Q2 2022 and now allow for the addition of acquisition and integration costs up to 15% of Consolidated EBITDA and the netting of up to \$400M of Available Cash (Cash held by US Subsidiaries).

(2) Represents Consolidated EBITDA as defined in our Credit Agreement and Private Placement Senior Notes and is calculated using the most recently concluded period of four consecutive quarters.

Supplemental Financial Information Cont'd

Consolidated Total Debt

	As of December 30, 2023	
Consolidated Total Debt	\$	871.9
Unamortized debt issuance costs		3.8
Finance lease liability	\$	0.7
Consolidated funded indebtedness	\$	876.4
Cash held in U.S. (up to \$400 million)	\$	178.6
Net debt	\$	697.8

(in millions)

Consolidated EBITDA

	Twelve Months Ended December 30, 2023	
Net Income	\$	259.4
Interest expense		39.9
Income taxes		69.1
Depreciation		71.6
Amortization		65.8
Non-cash additions:		
Stock-based compensation expense		23.9
Unrealized loss on investments		0.3
Impairment charges		4.9
Other		13.4
Consolidated EBITDA (1)	\$	548.3

Consolidated Net Leverage Ratio (as defined in the Credit Agreement)* 1.3x

* Our Credit Agreement and Private Placement Note with maturities ranging from 2023 to 2032, contain financial ratio covenants providing that if, as of the last day of each fiscal quarter, the Consolidated Net Leverage ratio at such time for the then most recently concluded period of four consecutive fiscal quarters of the Company exceeds 3.50:1.00, an Event of Default (as defined in the Credit Agreement and Private Placement Senior Notes) is triggered.

The Credit Agreement and Private Placement Senior Notes were amended in Q2 2022 and now allow for the addition of acquisition and integration costs up to 15% of Consolidated EBITDA and the netting of up to \$400M of Available Cash (Cash held by US Subsidiaries).

(1) Represents Consolidated EBITDA as defined in our Credit Agreement and Private Placement Senior Notes and is calculated using the most recently concluded period of four consecutive quarters.

Supplemental Financial Information Cont'd

Consolidated Total Debt

	As of December 31, 2022
Consolidated Total Debt	\$ 1,001.5
Unamortized debt issuance costs	4.8
Finance lease liability	\$ 1.8
Consolidated funded indebtedness	\$ 1,008.1
Cash held in U.S. (up to \$400 million)	\$ 110.6
Net debt	\$ 897.5

(in millions)

Consolidated EBITDA

	Twelve Months Ended December 31, 2022
Net Income	\$ 373.3
Interest expense	26.2
Income taxes	69.7
Depreciation	65.0
Amortization	55.7
Non-cash additions:	
Stock-based compensation expense	23.6
Purchase accounting inventory step-up charge	15.6
Unrealized loss on investments	14.0
Impairment charges	4.5
Other	81.9
Consolidated EBITDA (1)	\$ 729.5

Consolidated Net Leverage Ratio (as defined in the Credit Agreement)* 1.2x

* Our Credit Agreement and Private Placement Note with maturities ranging from 2023 to 2032, contain financial ratio covenants providing that if, as of the last day of each fiscal quarter, the Consolidated Net Leverage ratio at such time for the then most recently concluded period of four consecutive fiscal quarters of the Company exceeds 3.50:1.00, an Event of Default (as defined in the Credit Agreement and Private Placement Senior Notes) is triggered.

The Credit Agreement and Private Placement Senior Notes were amended in Q2 2022 and now allow for the addition of acquisition and integration costs up to 15% of Consolidated EBITDA and the netting of up to \$400M of Available Cash (Cash held by US Subsidiaries).

(1) Represents Consolidated EBITDA as defined in our Credit Agreement and Private Placement Senior Notes and is calculated using the most recently concluded period of four consecutive quarters.

Supplemental Financial Information Cont'd

Consolidated Total Debt

	As of January 1, 2022	
Consolidated total gross debt	\$	615.0
Unamortized debt issuance costs		(3.1)
Consolidated Total Debt	\$	611.9

(in millions)

Consolidated EBITDA (as defined in the Private Placement Senior Notes) (1)

	Twelve Months Ended January 1, 2022	
Net Income	\$	283.8
Interest expense		18.5
Income taxes		57.2
Depreciation		55.9
Amortization		42.7
Non-cash additions (reductions):		
Non-cash pension settlement charge		19.9
Stock-based compensation expense		19.6
Purchase accounting inventory step-up charge		8.4
Unrealized gain on investments		(8.9)
Other		26.7
Consolidated EBITDA (as defined in the Private Placement Senior Notes) (1)	\$	523.8

Ratio of Consolidated total gross debt to Consolidated EBITDA (as defined in Private Placement Senior Notes)*

1.2x

* Our Private Placement Senior Notes, with maturities ranging from 2022 to 2030, contain a financial ratio covenant providing that if, as of the last day of each fiscal quarter, the ratio of Consolidated total gross debt at such time to Consolidated EBITDA for the then most recently concluded period of four consecutive fiscal quarters of the Company exceeds 3.50:1.00, an Event of Default (as defined in the Private Placement Senior Notes) is triggered

(1) Represents Consolidated EBITDA as defined in our Private Placement Senior Notes and is calculated using the most recently concluded period of four consecutive quarters.



Expertise Applied | Answers Delivered

Appendix

Speaker Bios





GREG HENDERSON

President and Chief Executive Officer, Member of Board of Directors

Dr. Henderson was appointed President and Chief Executive officer effective February 10, 2025. From 2017 to 2024, Dr. Henderson served as the Senior Vice President of the Automotive & Energy, Communications, and Aerospace Group for Analog Devices, Inc. (NASDAQ: ADI), a semiconductor company specializing in data conversion, signal processing and power management technology. Previously, he served as Vice President of the RF and Microwave Business for Analog Devices from 2014 to 2017, and as Vice President of the RF and Microwave Business for Hittite Microwave Corporation until its acquisition by Analog Devices in 2014. Before joining Hittite, Dr. Henderson held various positions of increasing technical and leadership responsibility at Harris Corporation, Tyco Electronics, TriQuint Semiconductor, and IBM (NYSE: IBM). Dr. Henderson holds a bachelor's degree in electrical engineering from Texas Tech University and a Ph.D. in electrical engineering from the Georgia Institute of Technology.



ABHI KHANDELWAL

Executive Vice President and Chief Financial Officer

Mr. Khandelwal joined Littelfuse in 2025 as Executive Vice President and Chief Financial Officer. Prior to joining Littelfuse, he served as Senior Vice President and Chief Financial Officer of IDEX Corporation, an industrial design and manufacturing company, from 2023 to 2025. Prior to that, Mr. Khandelwal served as Chief Financial Officer of Multi-Color Corporation, a manufacturer of printed labels for consumer goods, from 2022 to 2023, and as Senior Vice President and Chief Financial Officer of CIRCOR International, a pump & valve systems and custom engineering & design company, from 2020 to 2021. From 2010 to 2020, Mr. Khandelwal held various finance roles at IDEX Corporation, including as Vice President of Finance Operations, Treasury and Financial Planning & Analysis.



PETER KIM

Senior Vice President and General Manager, EII Market

Mr. Kim joined Littelfuse in 2003 as Manager, Global Procurement. He then held various positions of increasing responsibility at Littelfuse including Director, Global Procurement; Director, Electronics Product Management; Vice President, Asia Sales; Vice President, Global Sales from 2017 to 2019; and Vice President and General Manager, Industrial Business from 2019 until assuming his current position in 2022.



DEEPAK NAYAR

Senior Vice President and General Manager, CCDI Market

Mr. Nayar joined Littelfuse in 2005 as Business Line Director of the Electronics Business Unit. He then held various positions of increasing responsibility at Littelfuse including Vice President, Global Sales, Electronics Business Unit; Senior Vice President, Electronics Business Unit from 2011 until 2019; and Senior Vice President and General Manager, Electronics and Industrial Business from 2019 until assuming his current position in 2022.



DAVE RUPPEL

Senior Vice President and General Manager, T&L Market

Mr. Ruppel joined Littelfuse in his current position in 2024. Prior to joining Littelfuse, Mr. Ruppel served as President at IDEX Optical Technologies from 2021 to 2024, and previously served in leadership roles at Montevideo Technology, Inc., Herman Miller, Eaton and Cooper Industries.



KARIM HAMED

Senior Vice President and General Manager, Semiconductor Business

Dr. Hamed joined Littelfuse in 2025. Prior to joining, he was most recently at Analog Devices where he served as Corporate Vice President, Industrial and Healthcare Business Group. Previously, he served as Vice President, Industrial Instrumentation Business Unit, and General Manager, Microwave Communications Group. Dr. Hamed also served in various leadership and technical roles at Hittite Microwave Corporation, TriQuint Semiconductor, and Mimix Broadband. Dr Hamed received a PhD in Electrical & Computer Engineering from Queen's University in Canada.