

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, DC 20549

FORM 8-K

CURRENT REPORT  
PURSUANT TO SECTION 13 OR 15(D) OF  
THE SECURITIES EXCHANGE ACT OF 1934

Date of report (Date of earliest event reported): May 14, 2026

**LITTELFUSE, INC.**  
(Exact Name of Registrant as Specified in Charter)

**Delaware**  
(State or Other Jurisdiction of Incorporation)

**0-20388**  
(Commission File Number)

**36-3795742**  
(I.R.S. Employer Identification No.)

**6133 N. River Rd.**  
**Suite 500**  
**Rosemont, IL 60018**  
(Address of Principal Executive Offices, and Zip Code)

**(773) 628-1000**  
Registrant's Telephone Number, Including Area Code

**N/A**  
(Former name, former address and former fiscal year, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communication pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communication pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, par value \$0.01 per share	LFUS	NASDAQ Global Select Market

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (17 CFR 230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (17 CFR 240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

**Item 7.01. Regulation FD Disclosure.**

A copy of the presentation slides to be used by Littelfuse, Inc., a Delaware corporation (the "Company") at its Investor Day presentation on May 14, 2026, is furnished as Exhibit 99.1 to this Current Report on Form 8-K and is incorporated herein by reference.

The information in Exhibit 99.1 shall not be deemed to be "filed" for purposes of Section 18 of the Securities Exchange Act of 1934 nor shall it be deemed incorporated by reference in any filing under the Securities Act of 1933, except as shall be expressly set forth by specific reference in such filing.

**Item 9.01 Financial Statements and Exhibits.**

*(d) Exhibits*

<u>Exhibit Number</u>	<u>Description</u>
<a href="#">99.1</a>	Investor Presentation, dated May 14, 2026.
104	Cover Page Interactive Data File - the cover page XBRL tags are embedded within the Inline XBRL document.

\* Exhibits and schedules omitted pursuant to Item 601(b)(2) of Regulation S-K. Littelfuse agrees to furnish a supplemental copy of an omitted exhibit or schedule to the SEC upon request.

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**SIGNATURE**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

Date: May 14, 2026

LITTELFUSE, INC.

By: /s/ Anne-Marie D'Angelo

Name: Anne-Marie D'Angelo

Title: Senior Vice President, Chief Legal Officer and Corporate Secretary

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# 2026 Investor Day

May 14 | New York City



# Welcome and Opening Remarks



**David Kelley**  
VP, Investor Relations

# Disclaimers

**Important Information About Littelfuse, Inc.** This presentation does not constitute or form part of, and should not be construed as, an offer or solicitation to purchase or sell securities of Littelfuse, Inc. and no investment decision should be made based upon the information provided herein. Littelfuse strongly urges you to review its filings with the Securities and Exchange Commission, which can be found at [investor.littelfuse.com](http://investor.littelfuse.com). This website also provides additional information about Littelfuse. The information on our website is not part of, and is not incorporated into, this presentation.

**“Safe Harbor” Statement Under the Private Securities Litigation Reform Act of 1995.** These risks, uncertainties and other factors include, but are not limited to, risks and uncertainties relating to general economic conditions; product demand and market acceptance; economic conditions; the impact of competitive products and pricing; product quality problems or product recalls; capacity and supply difficulties or constraints; coal mining exposures reserves; cybersecurity matters; failure of an indemnification for environmental liability; changes in import and export duty and tariff rates; exchange rate fluctuations; commodity price fluctuations; the effect of the Company’s accounting policies; labor disputes and shortages; restructuring costs in excess of expectations; pension plan asset returns less than assumed; uncertainties related to political or regulatory changes; integration of acquisitions may not be achieved in a timely manner, or at all; limited realization of the expected benefits from investment and strategic plans; the risk that expected benefits, synergies and growth prospects of the Basler acquisition and/or potential future acquisitions may not be achieved in a timely manner, or at all; the risk that Basler’s business may not be successfully integrated with Littelfuse acquisition of Basler; the risk that the Company’s investments in its serviceable addressable markets does not result in the projected growth or synergies; and other risks which may be detailed in the company’s Securities and Exchange Commission filings. Should one or more of these risks or uncertainties materialize or should the underlying assumptions prove incorrect, actual results and outcomes may differ materially from those indicated or implied in the forward-looking statements. This presentation should be read in conjunction with information provided in the financial statements appearing in the company’s Annual Report on Form 10-K for the year ended December 27, 2025. Further discussion of the risk factors of the company can be found under the caption “Risk Factors” in the company’s Annual Report on Form 10-K for the year ended December 27, 2025, and in other filings and submissions with the SEC, each of which are available free of charge on the company’s investor relations website at [investor.littelfuse.com](http://investor.littelfuse.com) and on the SEC’s website at <http://www.sec.gov>. These forward-looking statements are made as of the date hereof. The company does not undertake any obligation to update, amend or clarify these forward-looking statements to reflect events or circumstances after the date hereof or to reflect the availability of new information.

**Non-GAAP Financial Measures.** The information included in this presentation includes the non-GAAP financial measures of organic net sales growth, adjusted operating margin, adjusted EBITDA margin, adjusted diluted earnings per share, adjusted effective tax rate, free cash flow conversion, and consolidated net leverage ratio (as defined in the credit agreement). A reconciliation of these non-GAAP financial measures to the most directly comparable GAAP financial measures are set forth in the appendix. The company believes that these non-GAAP financial measures provide useful information to investors regarding its operational performance, ability to generate cash and its credit position enhancing an investor’s overall understanding of its core financial performance. The company believes that free cash flow is a useful measure of its ability to generate cash. The company believes that these non-GAAP financial measures are commonly used by financial analysts and provide useful information to analysts. Management uses these measures when assessing the performance of the business and for business planning purposes. Note that the definitions of these non-GAAP financial measures may differ from those terms as defined or used by other companies.

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

## COMPANY OVERVIEW

**1927**

Founded

**~17,000**

Total Employees

**\$2.4B**

2025 Revenue

**\$499M**

2025 EBITDA

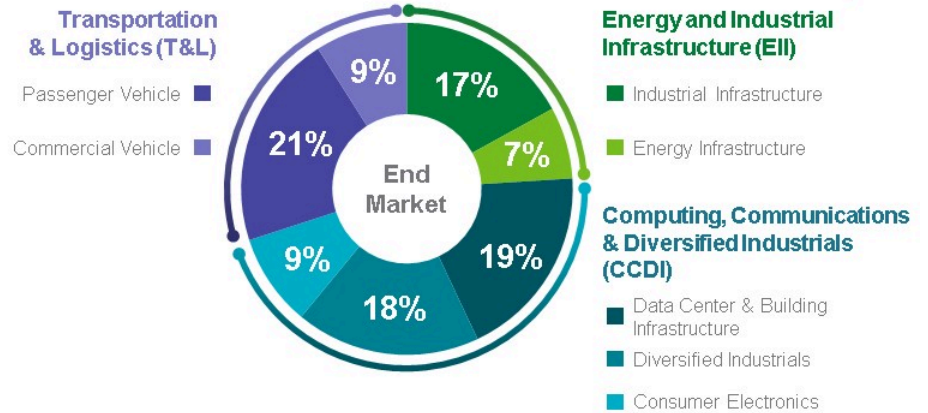
**\$366M**

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**



# Shaping the Future of Global Electrification

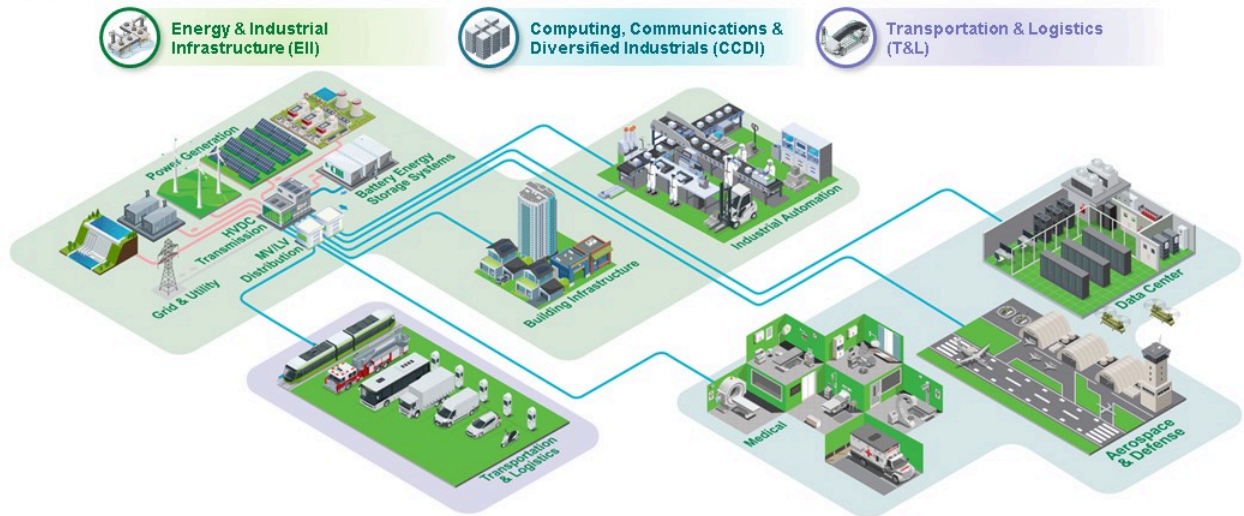


**Greg Henderson**  
President & CEO

# Differentiated and Timely Opportunity to Capitalize on Global Electrification Megatrend

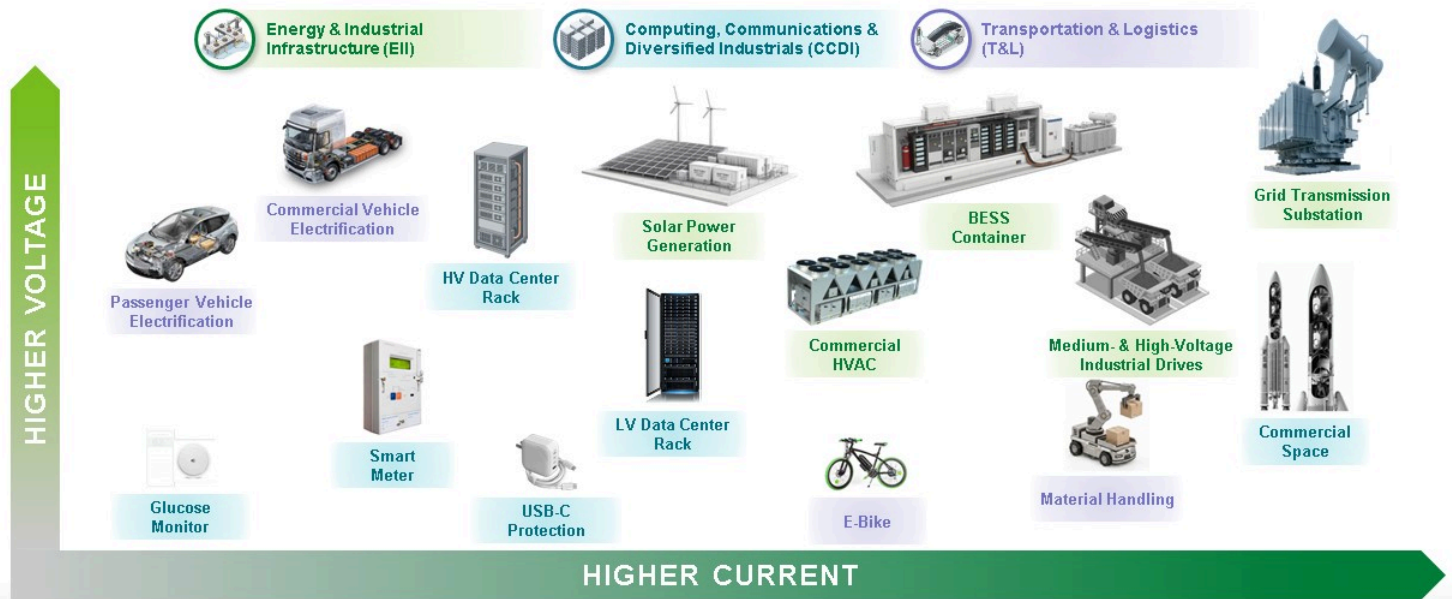
## GLOBAL ELECTRICITY DEMAND IS ACCELERATING

36,000 TWh by 2030 Driven by a Growing Need Across Our End Markets | 50% "DC Native" Demand by 2030 vs. 25% Today<sup>1</sup>



# We Are the Enablers – From Milliwatts to Megawatts

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



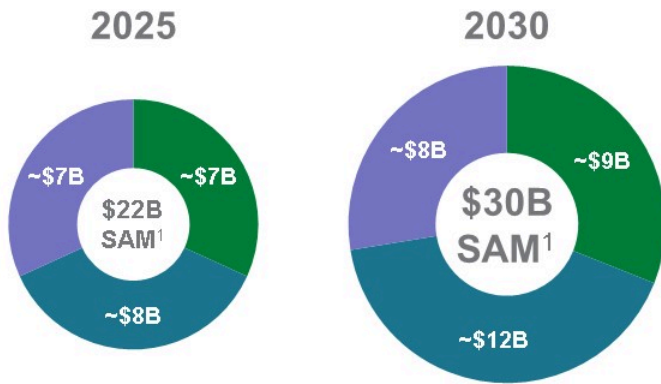
# Value Proposition – Delivering a Complete Set of Solutions to Solve Customers' Complex Challenges



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



<sup>1</sup> 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

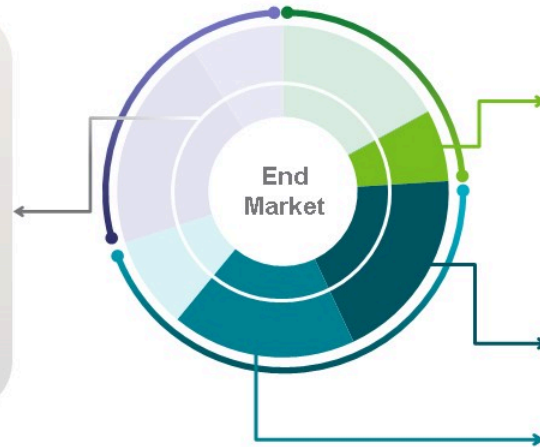
Growing *+Double-Digits CAGR*

**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

~1/3 of Revenue: Served via Distribution Channel



### Global Leading and Emerging Customers



Strategic Partnership Focused on Solving Complex Problems to Drive Innovation



### 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

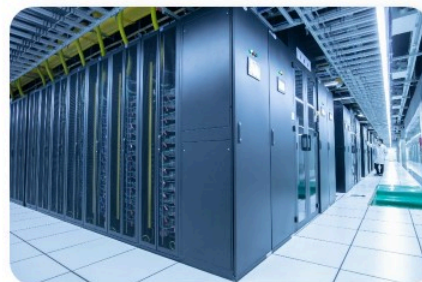
*Littelfuse Solutions Are in Every Product for This Customer*



### 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

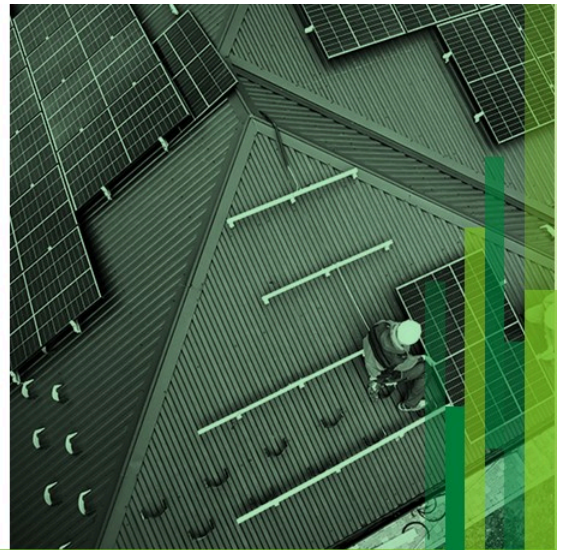


Right Strategy to Capitalize  
on Our Opportunities



Driving Value for Stakeholders

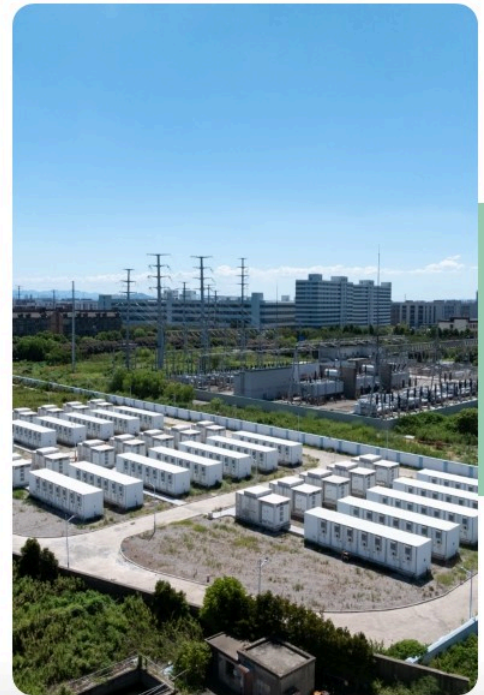
# Building a Brighter Global Future through Energy and Industrial Infrastructure (EII)



**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

~\$600M<sup>1</sup>

2025 EII Revenue

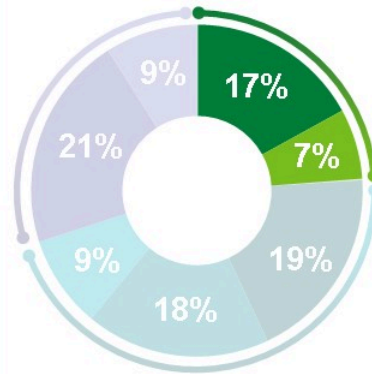
### Expanding Global Customer Base

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

## EXAMPLES OF MARKET-LEADING CUSTOMERS



## EII END MARKETS AS A % OF TOTAL 2025 REVENUE<sup>1</sup>



### Industrial Infrastructure

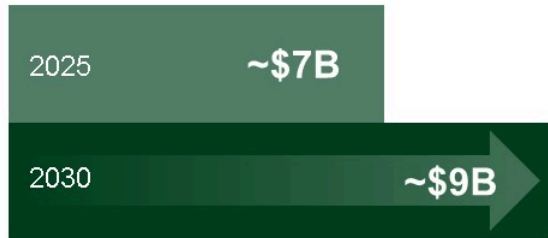
- Industrial Automation
- Mining, Oil & Gas
- Commercial Construction
- Building Infrastructure

### Energy Infrastructure

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

# Positioned to Grow Significantly Above Market

## Serviceable Addressable Market<sup>1</sup>



**~6%**  
Market Growth Rate<sup>1</sup>  
(2025 – 2030)

**+Double Digits**  
LFUS Growth Rate<sup>1</sup>  
(2025 – 2030)

## LEADING EII MARKET GROWTH DRIVERS



Grid & Utility  
Infrastructure



Battery Energy  
Storage Systems



Data Center  
Infrastructure



Renewables

# 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**



# Capitalizing on Long-Term Growth and Modernization



**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**



**+\$3T<sup>1</sup>**  
**ESTIMATED GRID INVESTMENT THROUGH 2030**

Key Drivers of Market Growth	Our Opportunity
 <b>Rapidly Expanding Electricity Demand</b>	<ul style="list-style-type: none"><li>Higher power requires more innovative solutions</li></ul>
 <b>Modernization of Aged Infrastructure</b>	<ul style="list-style-type: none"><li>Our leading technology capabilities strengthen grid resilience</li></ul>
 <b>Rising Need for Grid Flexibility</b>	<ul style="list-style-type: none"><li>Basler acquisition enhances our differentiated system-level capabilities</li></ul>

**Well-Positioned to Enable Accelerating Grid & Utility Infrastructure Evolution**



## 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

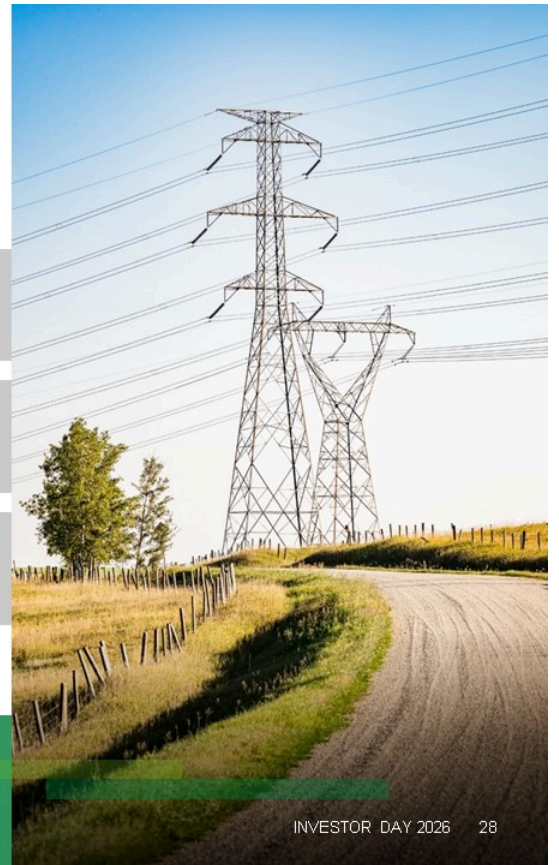
- Reduce Unplanned Downtime by 40%**
- System-Safety Architecture Drives Faster Utility Integration**

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

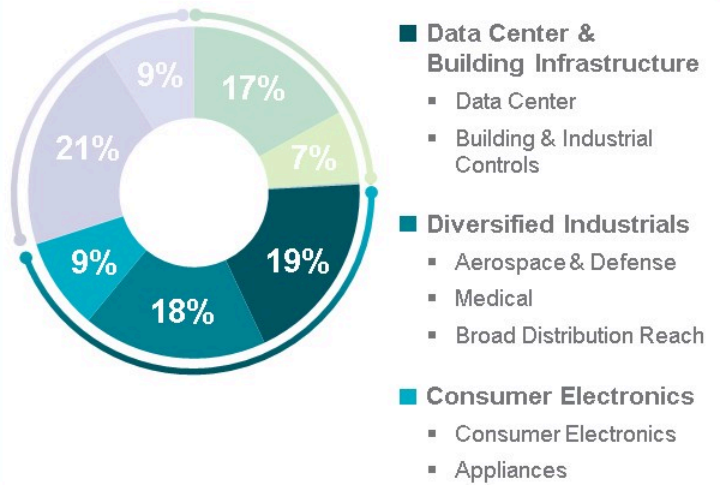
### Extensive Global Customer Base

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

## EXAMPLES OF MARKET-LEADING CUSTOMERS



## CCDI END MARKETS AS A % OF TOTAL 2025 REVENUE



# Positioned to Grow in Attractive Addressable Market

## Serviceable Addressable Market<sup>1</sup>



**~8%**  
Market Growth Rate<sup>1</sup>  
(2025 – 2030)

**+Double Digits**  
LFUS Growth Rate<sup>1</sup>  
(2025 – 2030)

## LEADING CCDI MARKET GROWTH DRIVERS



Data Center



Diversified Industrials

# 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

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

A



### Onsite Power

- Battery energy storage system
- Renewable energy

B



### Medium Voltage Switchgear

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

C



### Low Voltage Switchgear

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

D



### Thermal Management

- HVAC systems
- Liquid cooling
- Immersion cooling

I



### Power Busway / Cable

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

E



### Server / Storage / Networking

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

F



### Sidecar (1 MW+)

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

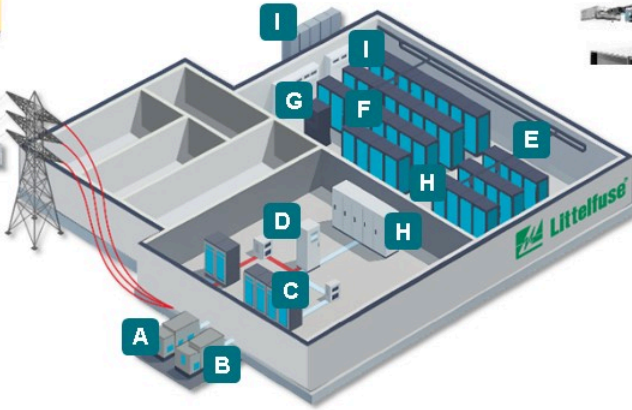
G



### UPS

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

H



Gray Space: Power to the Building

White Space: Power Inside the Building

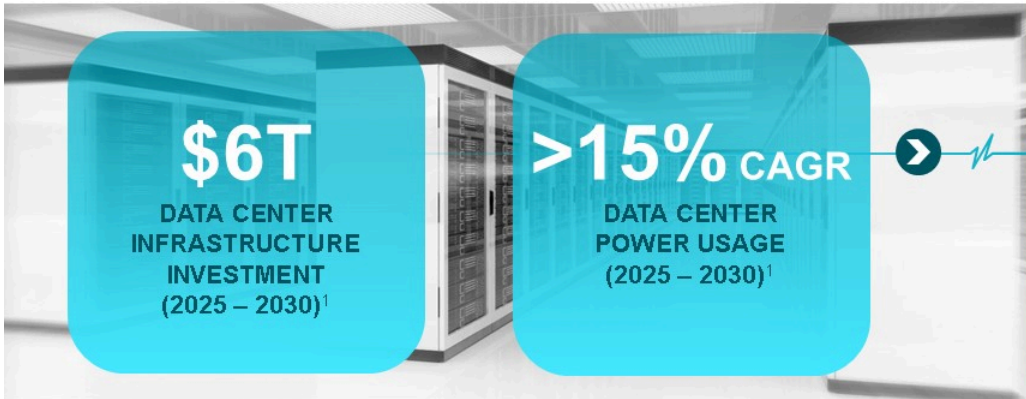
# Higher Power Demands Accelerate Growth Opportunity



Significant Data Center Infrastructure Investment

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

...Leading to High-Voltage Opportunities for Littelfuse



- ✓ 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**

# Customer Success Story

## Providing Data Center Solutions from Grid to Chip



### BACKGROUND

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



### OUR UNIQUE SOLUTION

- 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



### RESULTS

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



**+15%<sup>1</sup>**  
ESTIMATED  
AEROSPACE & DEFENSE  
SAM CAGR (2025 – 2030)

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

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



### OUR UNIQUE SOLUTION

- 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



### RESULTS

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**



# Break

~15 Minutes



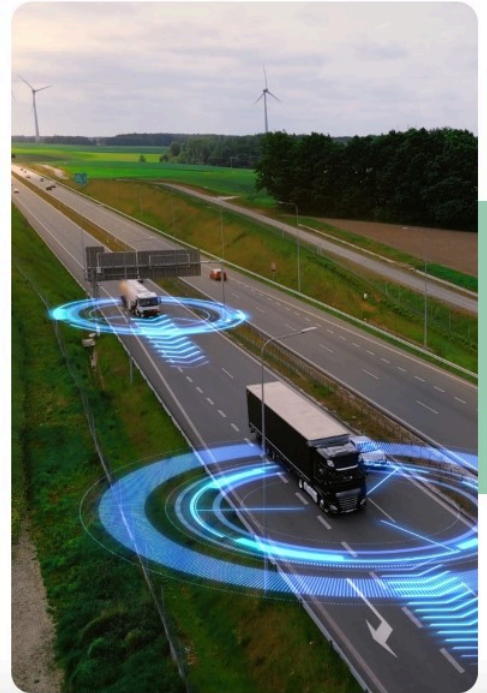
# Moving the World Forward in Transportation and Logistics (T&L)



**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

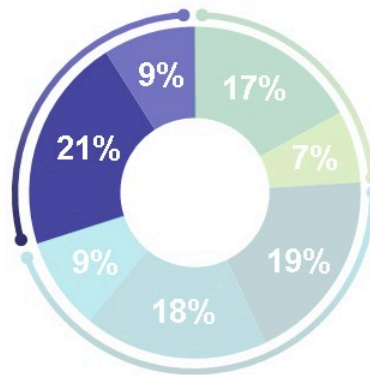
### Optimizing T&L Customer Base

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

### EXAMPLES OF MARKET-LEADING CUSTOMERS



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



### ■ Passenger Vehicle

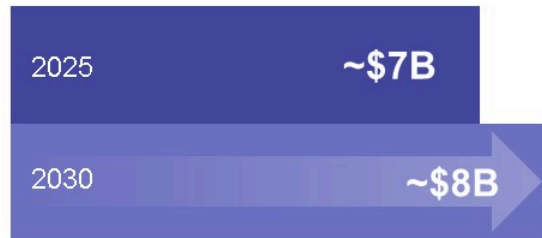
- OEMs and Tier 1 Suppliers
- Global Exposure - North America, Europe, and China

### ■ 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 Market<sup>1</sup>



**~1%**  
Global Vehicle Production Growth Rate<sup>1</sup>  
(2025 – 2030)

**+Mid-Single Digits**  
LFUS Growth Rate<sup>1</sup>  
(2025 – 2030)



# 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 Rate<sup>1</sup>**
- **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**



ADAS = Automated Driver Assistance System. <sup>1</sup> Company estimate.

INVESTOR DAY 2026 49

# Customer Success Story

## Solving for Safety Challenges with Global Automotive Leader

### BACKGROUND

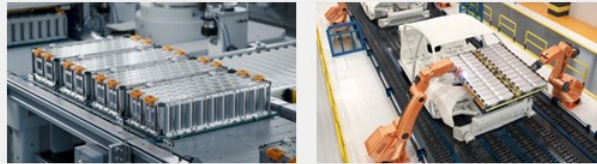
Global automotive customer identified specific challenges across EV models:

- 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

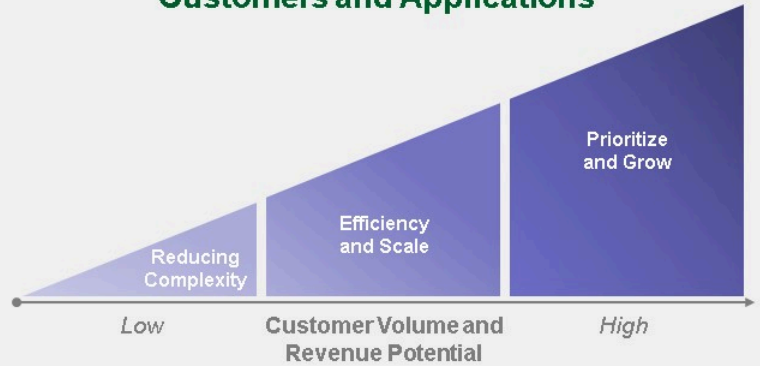
Opportunity funnel target shifted to driving more meaningful value with leading OEMs



## 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

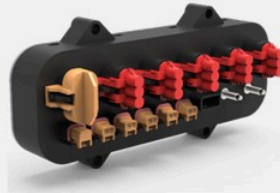
### BACKGROUND

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

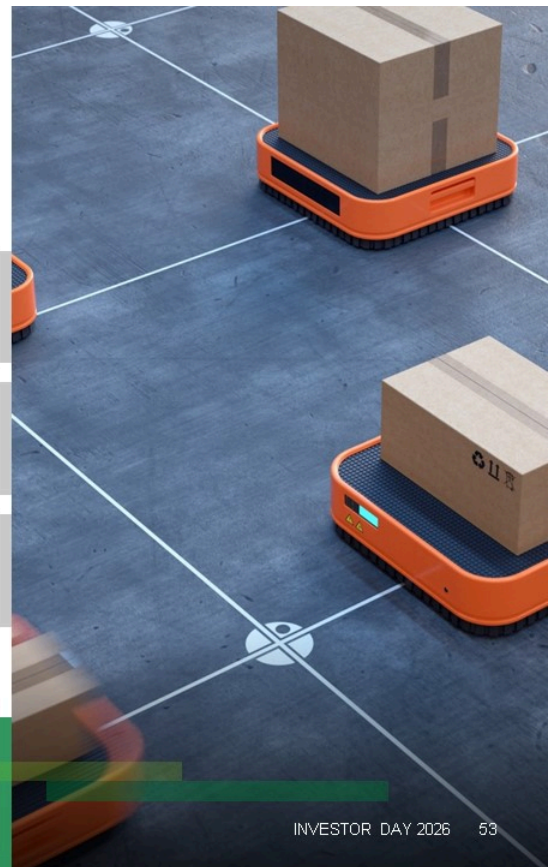
- Accelerated Platform Development and Launch**
- Supply Chain Simplification and Inventory Reduction**

Littelfuse Value

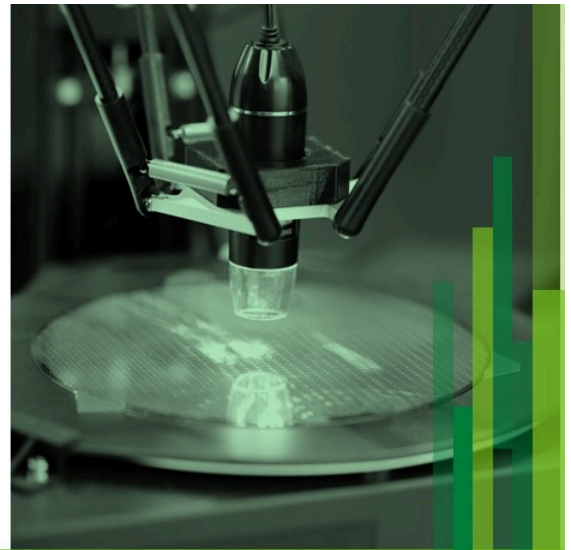
- Significant Potential Annual Revenue with Multi-Year Contribution**
- +4x Content Opportunity**
- Driving Further Scaled Opportunities**

## 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



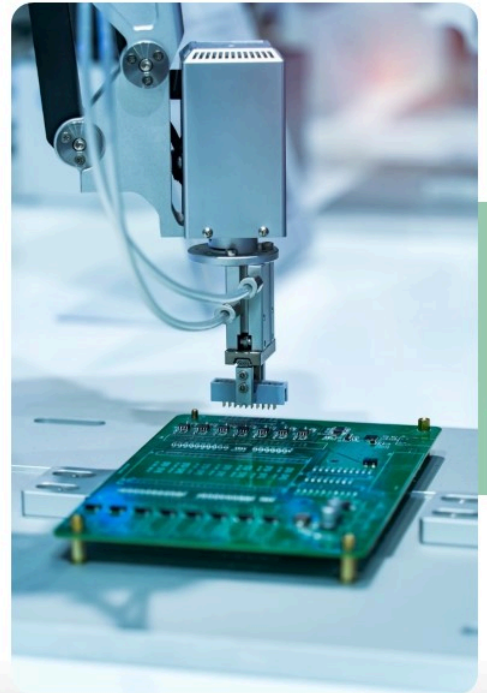
# Accelerating Long-Term Growth through Semiconductor Innovation



**Dr. Karim Hamed**  
SVP & GM, Semiconductor Products

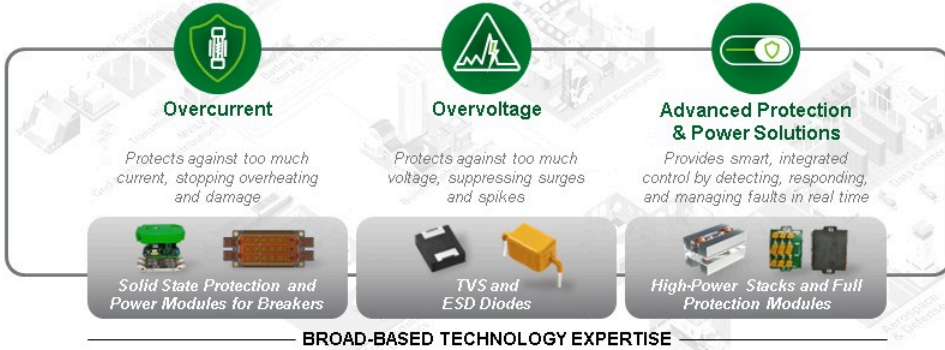
## Key Messages

- 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

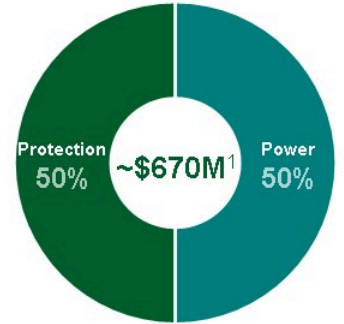
## KEY ENABLER OF OUR GROWTH STRATEGY



## 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

<sup>1</sup> 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 % CAGR<sup>1</sup>

(2025 – 2030)



# 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 CAGR<sup>1</sup> 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

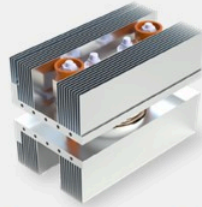
STS detects faults and instantly switches to backup power

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**

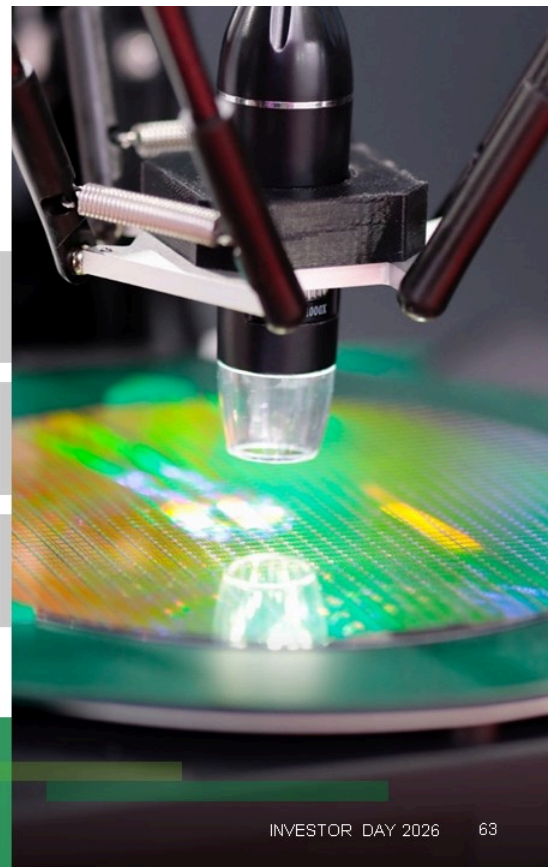
Littelfuse Value

**+\$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



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



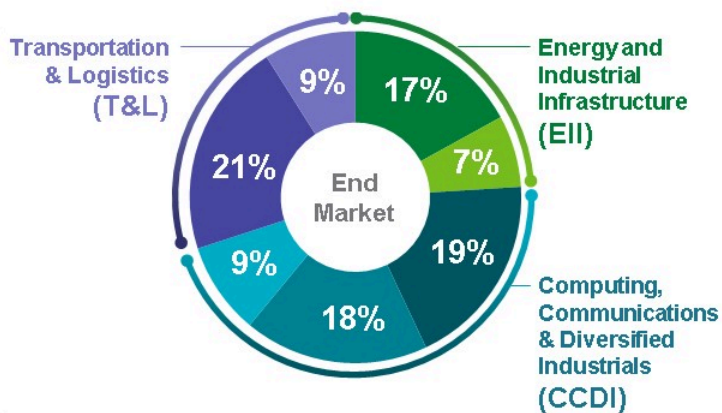
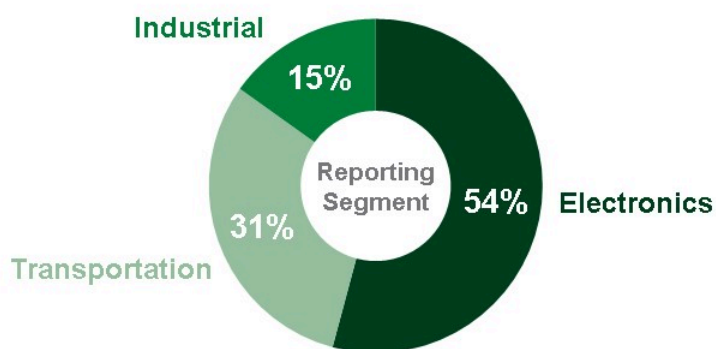
**Abhi Khandelwal**  
EVP & CFO

## 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



**+7% – 9%**

Organic Revenue CAGR

- Above-Market Core Growth
- Outsized HGO Growth



## Inorganic Growth



**+6% – 8%**

Inorganic Revenue CAGR

- Strategic M&A
- Supported by Strong Cash Generation



## Margin Expansion



**24% – 26%**

Adj. EBITDA Margin

- Scale and Leverage
- Operational Excellence, Product Rationalization



## Value Creation

**>\$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

*Growing Above-Market  
Across Segments*



## HGOs

*Sharpened Focus on  
HGOs Across Markets*

- Electronics
- Transportation
- Industrial
- 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

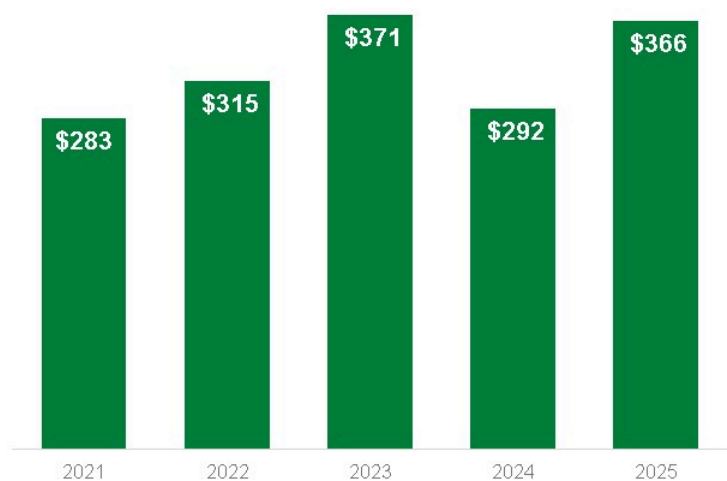
## EXECUTION HIGHLIGHTS AND OPPORTUNITIES

- 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

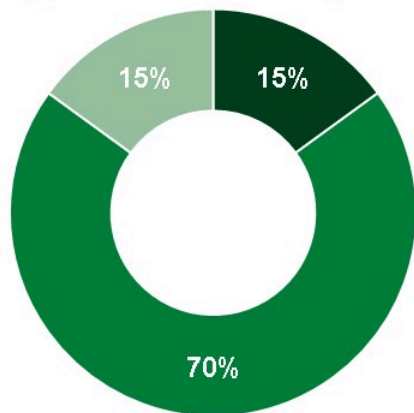
Track Record of Maintaining Leverage within Targeted Range While Driving M&A Model



## Flexible Capital Structure and History of Balance Sheet Consistency

# Disciplined and Balanced Capital Deployment Strategy

## Targeted Use of Cash<sup>1</sup> (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



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

## FINANCIAL FILTERS



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



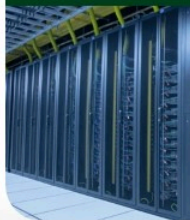
**Expands Margins and Strengthens Long-Term Profitability**



**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

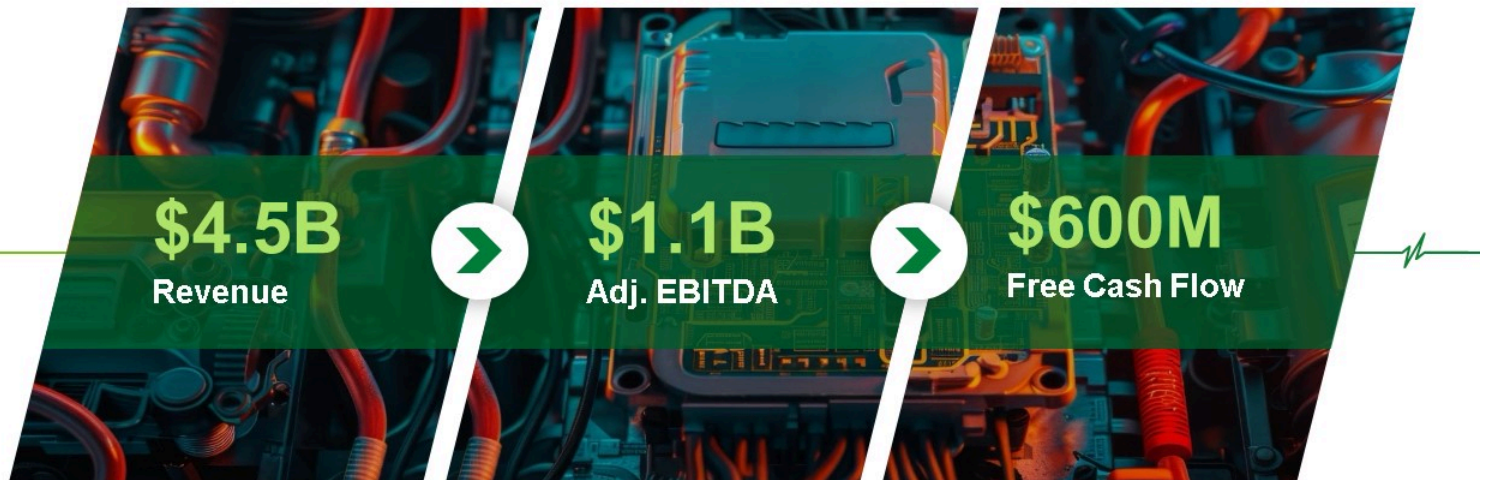
Bolsters Technology Differentiation	✓
Diversifies End Market Exposure	✓
Enhances Long-Term Organic Growth	✓
Expands Margins and Strengthens LT Profitability	✓
Focuses on Cash Returns	✓

## HIGHLIGHTS AND UPDATE

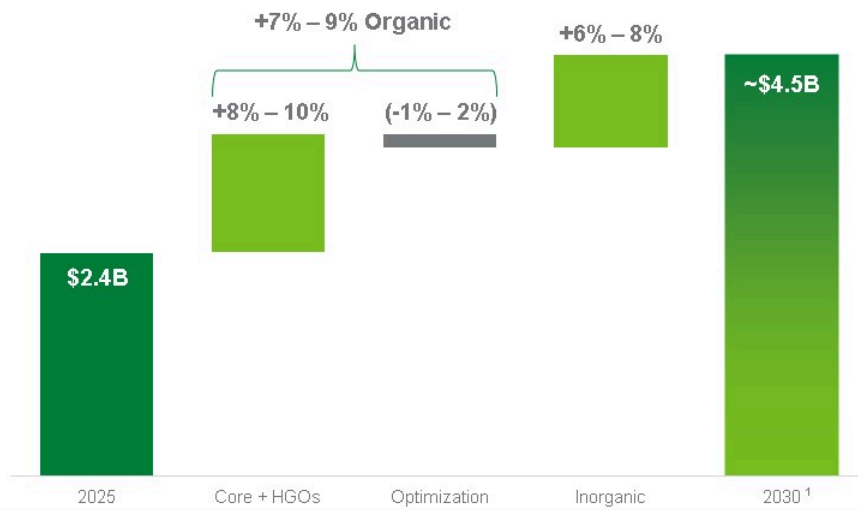
- ✓ Enhances high-growth industrial exposure
- ✓ Leverages longstanding customer relationships with market leaders
- ✓ Q1 performance exceeded expectations
- ✓ Drives strong 2026E financial impact to our portfolio
  - Revenue: \$130M – \$135M
  - Adj. EBITDA Margin: High-Teens
  - Adj. EPS Accretion: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



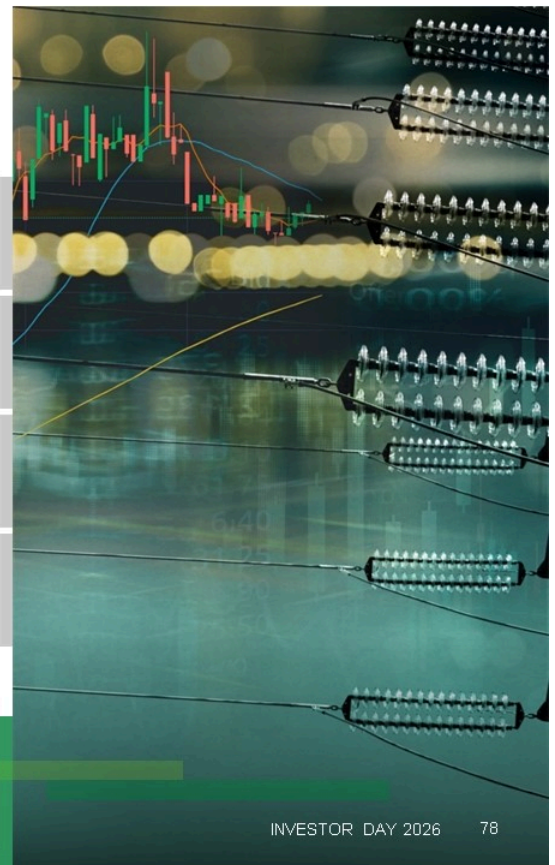
### DRIVERS AND ASSUMPTIONS

- 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 Margin<sup>1</sup>**

## 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**



# 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

# Q&A

All Presenters



# 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	\$ 2.69	\$ 1.53	\$ 10.68	\$ 7.97

### 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	309.8	90.0	339.0	99.4
Total EPS impact	\$ 12.41	\$ 3.61	\$ 13.57	\$ 3.97

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
Net (loss) income as a percentage of net sales	(40.8)%	(9.8)%	(3.0)%	4.6%
Operating margin	(37.5)%	(9.3)%	1.6%	7.2%
Adjusted operating margin	14.7%	9.6%	15.2%	12.4%
Adjusted EBITDA margin	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

<b>Consolidated Total Debt (in millions)</b>	<b>As of March 28, 2026</b>
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

<b>Consolidated EBITDA (in millions)</b>	<b>Twelve Months Ended March 28, 2026</b>
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
<b>Consolidated EBITDA (1)</b>	<b>\$ 582.6</b>

<b>Consolidated Net Leverage Ratio (as defined in the Credit Agreement) *</b>	<b>1.0x</b>
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\* 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
Net loss as a percentage of net sales	(3.0)	%
Operating margin		1.6%
Adjusted operating margin	15.2	%
Adjusted EBITDA margin	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	\$ 282.7	\$ 315.4	\$ 371.2	\$ 291.7	\$ 366.1

### 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

<b>Consolidated Total Debt</b>		<b>As of December 27, 2025</b>	
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
<b>(in millions)</b>		<b>Twelve Months Ended</b>	
<b>Consolidated EBITDA</b>		<b>December 27, 2025</b>	
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
<b>Consolidated EBITDA (1)</b>		\$	544.5
<b>Consolidated Net Leverage Ratio (as defined in the Credit Agreement)*</b>			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			
<b>Consolidated Total Debt</b>				
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		
<b>(in millions)</b>				
<b>Consolidated EBITDA</b>				
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
<b>Consolidated EBITDA (2)</b>	\$	456.7	\$	443.9
<b>Consolidated Net Leverage Ratio (as defined in the Credit Agreement)*</b>		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

<b>Consolidated Total Debt</b>	<b>As of December 30, 2023</b>	
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

\* 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).

<b>(in millions)</b>	<b>Twelve Months Ended December 30, 2023</b>	
<b>Consolidated EBITDA</b>		
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
<b>Consolidated EBITDA (1)</b>	\$	548.3

(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.

<b>Consolidated Net Leverage Ratio (as defined in the Credit Agreement)*</b>	1.3x
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## Supplemental Financial Information Cont'd

<b>Consolidated Total Debt</b>	<b>As of December 31, 2022</b>	
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)

<b>Consolidated EBITDA</b>	<b>Twelve Months Ended December 31, 2022</b>	
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
<b>Consolidated EBITDA (1)</b>	<b>\$</b>	<b>729.5</b>

**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

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

\* 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.

<b>(in millions)</b>		
<b>Consolidated EBITDA (as defined in the Private Placement Senior Notes) (1)</b>	<b>Twelve Months Ended January 1, 2022</b>	
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
<b>Consolidated EBITDA (as defined in the Private Placement Senior Notes) (1)</b>	<b>\$</b>	<b>523.8</b>

(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.

<b>Ratio of Consolidated total gross debt to Consolidated EBITDA (as defined in Private Placement Senior Notes)*</b>		1.2x
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# 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.