INVESTOR PRESENTATION

AUGUST 2024

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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, 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.

LITTELFUSE: A DIVERSIFIED, INDUSTRIAL TECHNOLOGY COMPANY

EMPOWERING A SUSTAINABLE, CONNECTED, AND SAFER WORLD

Who We Are

- **$2.4B** diversified, industrial technology company[(1)]
- **17,000** innovative employees in over **20** countries
- **Designer** & **manufacturer** of **leading technologies** that improve the safety, reliability & performance of our customer's products that use electrical energy

Our Strategy & Growth Vectors

- **Broadening technology** portfolio & industry-leading **technical expertise**
- **Increasing content** & **share gains** in industrial, transportation & electronics applications
- **Expanding presence** in high-growth markets & geographies

Connecting Purpose to Our Performance

- **15-year** double-digit CAGR: **Sales 10%, EPS 18%**[(2)]
- **Capital allocation** aligned to deliver growth & shareholder value
- Driving a **positive sustainable impact** through our products & programs

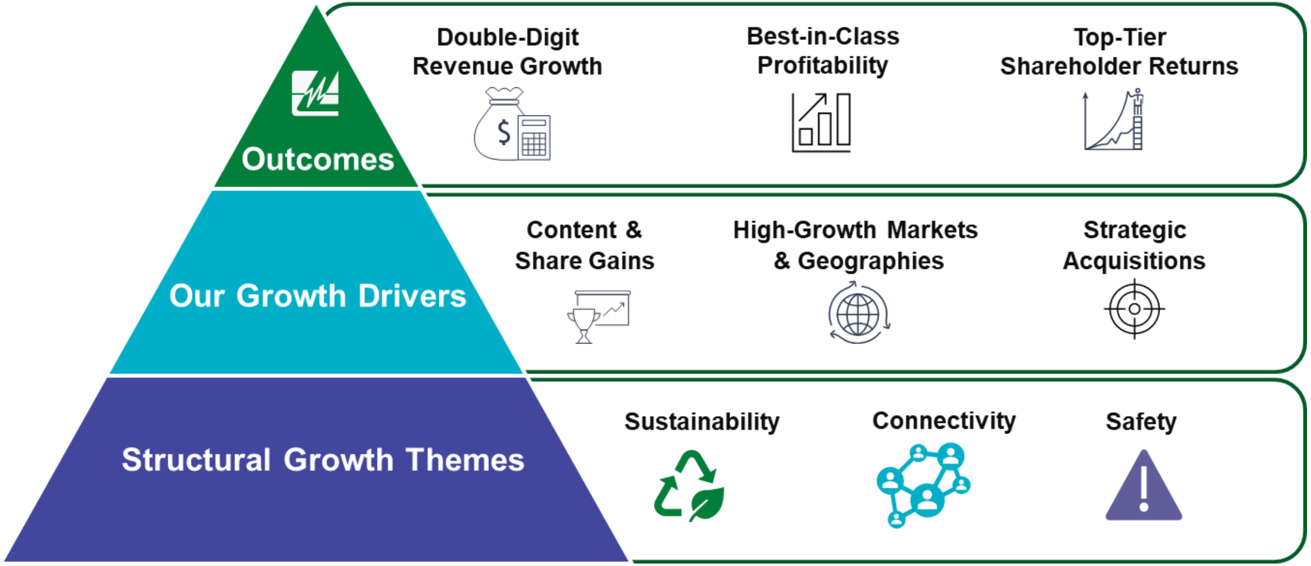
(1) FY 2023
(2) 2008 - 2023

Q2 2024 HIGHLIGHTS

Net Sales	Adj. Operating Margin	Adj. EPS	Free Cash Flow
$558M	12.7%	$1.97	$50M

Solid execution & diverse technology positioning drives resilient profitability & cash generation

2021 – 2025 **GROWTH** STRATEGY



Our capabilities, investments & diversification deliver significant value

REVISITING OUR 2021 – 2025 FRAMEWORK
EXECUTING ON OUR **GROWTH STRATEGY**

REVENUE	EARNINGS	CASH FLOW	ROIC	CAPITAL ALLOCATION
• Double-digit revenue CAGR • 5 – 7% organic • 5 – 7% from acquisitions	• EPS growth > revenue growth • 17 – 19% operating margins • 21 – 23% EBITDA margins	• 100%+ free cash flow conversion • Capital expenditures 4 – 5% of revenue	• 5-year goal: high-teens ROIC % • Near-term objective: mid-teens ROIC %	• Return 40% of free cash flow to shareholders • Remainder to focus on acquisitions
‘20 – ‘23 Sales CAGR: +18%	**‘20 – ‘23 EPS CAGR: +22%**	**‘20 – ‘23 FCF CAGR: +23%** *106% Conversion*	**‘20 – ‘23 ROIC Upper-teens %**	**~$1.2B+ Capital Deployed**

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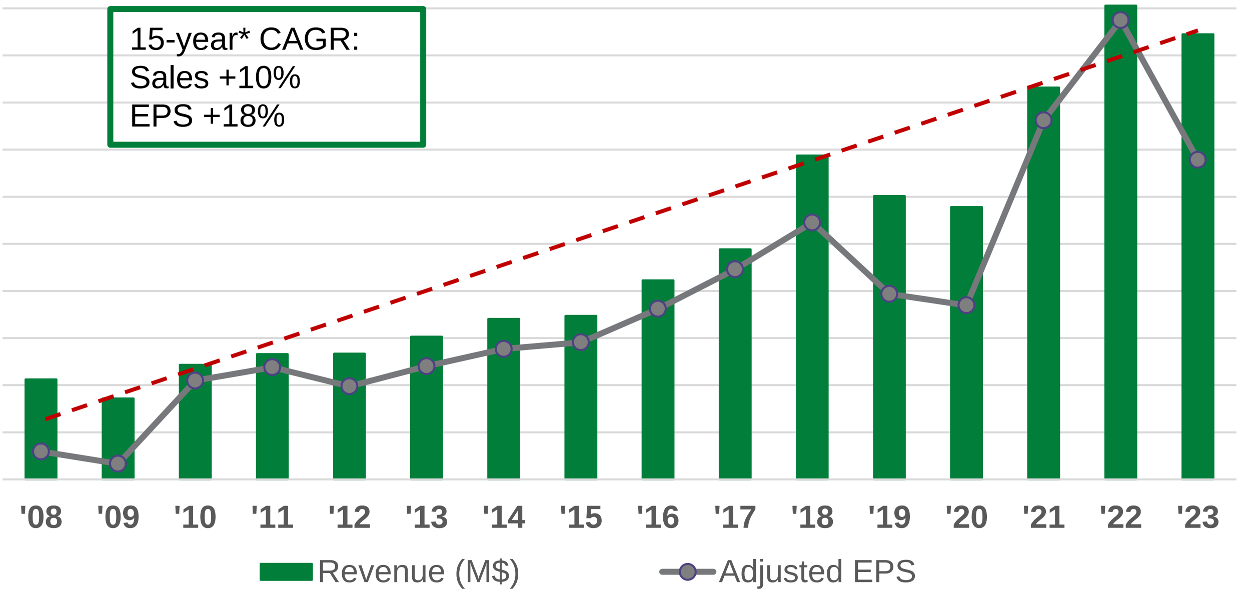
DIVERSIFICATION OF TECHNOLOGIES, END MARKETS & GEOGRAPHIES DELIVERS **DOUBLE-DIGIT REVENUE** & **EARNINGS CAGR**



- Expanding leadership in core markets while prioritizing strategic investments to bolster diversified portfolio
- Flexible cost structure drives improved profitability through cycles
- Proven team with history of successfully executing through dynamic environments

Strong track record of top tier financial performance

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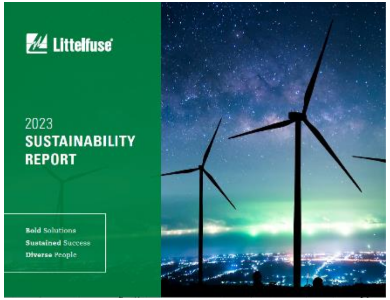
*2008 - 2023

2023 **SUSTAINABILITY** REPORT HIGHLIGHTS



Our Approach

Sustainability isn't just a concept; it's integrated into our business strategy, processes, and daily actions. Innovation and collaboration are at the heart of our sustainability journey.

Environment

24%
reduction in GHG intensity since 2019

Goal: *38% by 2035*

46%
of our manufacturing sites utilize renewable energy

Established site-level Annual GHG and Water Target

37%
increase in water recycling

3-year consecutive reduction in hazardous waste

Social

22.5%
females in leadership,
an increase of 1.5% from prior year

Enhanced leadership training and coaching program

3 Sites
Maintained **0 workplace injuries** for **3+ consecutive years**

805
Critical suppliers screened for ESG risk

91%
of employees agree their manager sets a good example for ethical behavior

Governance

Local Ethics Ambassadors program launched at 28 largest locations

30,200
hours ethics & compliance training

Gold Rating EcoVadis Program (94th Percentile)

Obtained Third-party Verified GHG Data

Enhanced Workplace Investigation Program & Training

Framework and Disclosure Programs:

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INCREASING **COMPLEXITY** DRIVES **CONTENT OPPORTUNITIES**

Safety
- Increasing Safety Standards
- *More Electrification = More Protection*

Connectivity
- Electronification
- Digital Transformation
- Artificial Intelligence
- Mobility

Sustainability
- Renewables
- Electrification
- Power Optimization

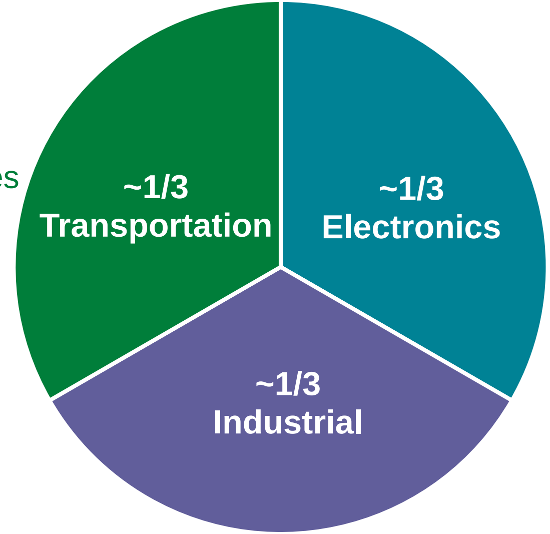
Our capabilities enable high-growth applications
- Renewables
- Energy storage
- Power conversion
- eMobility
- Building systems
- AI, data center & cloud

Positioned to serve long-term structural growth themes

BALANCED, DIVERSE & GLOBAL END MARKET EXPOSURE
NO MARKET REPRESENTS AN OUTSIZED PORTION OF REVENUE

TRANSPORTATION

- Commercial Vehicles
  - Material Handling Equipment
  - Heavy-Duty Truck & Bus
  - Off-Road & Recreational Vehicles
  - Construction Equipment
  - Agricultural Machinery
- Passenger Vehicles
- Rail
- Aerospace



ELECTRONICS

- Data Center & Communication Infrastructure
- Building Technologies & Automation
- Appliances
- Medical Devices
- Gaming & Entertainment
- Consumer Electronics (~10% total company revenue)

INDUSTRIAL

- Renewable Energy
- Industrial Motor Drives
- Factory Automation
- Heavy Industry
- Energy Storage
- Industrial Safety
- HVAC
- EV Charging Infrastructure (CVs & PVs)

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Diversification expands global addressable market opportunities to $20+B*

*Company estimate

PROVEN GO TO **MARKET STRATEGY**

BROAD GLOBAL **ACCESS** & **REACH**

Strategic Distribution Partnerships

Scale of product offering, diversification of applications

+17 billion components sold annually to 100,000+ customers

Deep OEM Relationships

Expansive customer reach
Local customer support
Application breadth

Long-term product life cycles
Customer-driven innovation
Technical application expertise

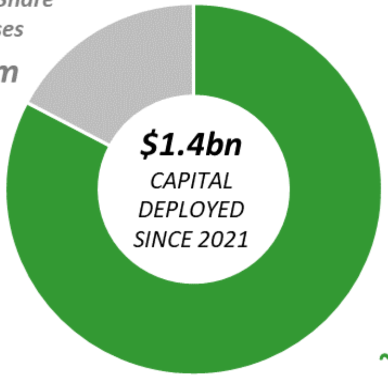
Leveraging broad go to market playbook to enhance portfolio diversification strategy

CASH GENERATION & CAPITAL DEPLOYMENT

- Well-positioned business model & execution drive robust long-term cash generation
  - Disciplined approach to working capital management
  - Strong balance sheet supports capital deployment strategy
    - Consolidated net leverage ratio ~1.6x
  - Prioritizing growth investments

- YTD capital deployment - returned $73m to shareholders
  - $41m via share repurchase
  - $32m dividend payout; Board approved +8% increase

- Consistent prioritization of capital deployment
  - Organic investments
  - Strategic acquisitions
  - Dividends and share repurchases



Driving long-term shareholder value

See appendix for GAAP to non-GAAP reconciliation

EXECUTING M&A STRATEGY ACROSS HIGH-GROWTH END MARKETS

	Hartland Controls $100M+ Sales Jan 2021	Carling Technologies® Innovative Designs. Powerful Solutions. $180M+ Sales Nov 2021	embed Technology Enabler Apr 2022	C&K $200M+ Sales Jul 2022	Western Automation ~$25M Sales Feb 2023	Dortmund Wafer Fab Facility Acquisition agreement signed 2023*
Niche applications in attractive, high growth end markets	• HVAC • e-Mobility	• Commercial vehicle electronification • 5G telecom • Datacom	• Commercial vehicle electronification • e-Mobility	• Industrial • Automotive • Datacom	• Charging infrastructure • Industrial safety • Renewables	• Renewables • Energy storage • Automation • Motor Drives • Power Suppliers • Charging infrastructure
Enhance & diversify end market exposures		• Asia based customer expansion in commercial vehicles		• Expanded operational footprint, with added capabilities in France, India & Vietnam	• European based OEM expansion in off-board charging infrastructure	• Will expand high growth industrial presence; adds further manufacturing capabilities in Europe
Leverage core strengths to drive strong returns	• Expansion of OEM customer base • Strengthens design & engineering expertise	• Expansion of OEM customer base • Enhances partnership with distribution channels • Strengthens design & engineering expertise • Expands software & firmware capabilities	• Strengthens design & engineering expertise • Expands software & firmware capabilities	• Enhances partnership with distribution channels • Technology leadership in high-precision manufacturing, miniaturization & haptics	• Expansion of OEM customer base • Enhances technical & engineering expertise • Broadens industrial product portfolio	• Will complement current power-conversion footprint • Will enhance internal capabilities via a skilled technology team & 200mm wafer manufacturing capabilities

$1.2B+ in capital deployment on strategic acquisitions

*Expected close in early fiscal year 2025

STRATEGIC M&A **PRIORITIES**
ALIGNED WITH ORGANIC **GROWTH** STRATEGIES

Niche Applications in Attractive, High Growth End Markets

- Enhance technology differentiation
- Strengthen customer relationships
- Expand addressable market

Enhance & Diversify End Market Exposures

- Adjacent markets aligned with growth themes
- Diversify where we can differentiate

Leverage Core Strengths to Drive Strong Returns

- Technical & engineering expertise
- Diverse go-to-market strategy
- Proven operating playbook

2021 – 2025

Organic Revenue CAGR
5 – 7%
+
Inorganic Revenue CAGR
5 – 7%

Targeting Double Digit Revenue CAGR

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ACQUISITION **PRINCIPLES**
DISCIPLINED PLAYBOOK DRIVES SUPERIOR RETURNS

- Robust pipeline of bolt-ons
- Enhance tech leadership across diverse end markets
- Leverage existing customer base (distribution & OEM)
- Margin improvement potential via a proven playbook
- Year 5 target: double-digit operating margin & ROIC

Accelerating Profitable Growth

Sustained M&A strategy prioritizing strategic fit & synergies

PRIORITIZED DEPLOYMENT OF CASH

GROWTH INVESTMENTS DRIVE INCREASING VALUE FOR SHAREHOLDERS

ORGANIC INVESTMENTS

Programs that:

- Drive revenue growth
- Advance internal capabilities
- Enhance productivity
- Maintain cost leadership

INORGANIC INVESTMENTS

- Strategic acquisitions to enhance organic growth
- Value driven integration drives target financial returns
- Additional resources to drive M&A integration

RETURN TO SHAREHOLDERS

Dividends

- 12 years of growing dividend
- 12% CAGR since inception
- Grow in line with earnings

Share Repurchases

- Opportunistic
- Excess cash available to deploy

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WHY INVEST IN LITTELFUSE

RESILIENT BUSINESS MODEL & GROWTH STRATEGY

Strength of technologies & capabilities enabling **growth themes**	Long-term track record of **double-digit sales growth** & **leveraged earnings**	Sustained **profitability** & **cash generation**	**Growth oriented** capital deployment driving **best-in-class returns**

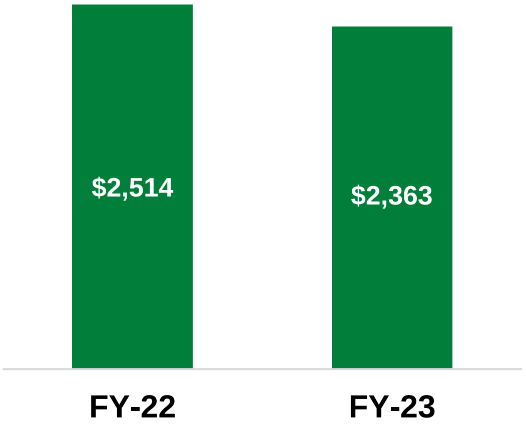
Strong execution led by proven leadership team

Appendix

FY 2023 TOTAL COMPANY
FINANCIAL PERFORMANCE

(in millions)

Revenue



	FY-22	FY-23
GAAP EPS	**$14.94**	**$10.34**
Adj. EPS	**$16.87**	**$11.74**
Adj. EBITDA%	**26.4%**	**22.3%**

Highlights

- Revenue (-6%) vs PY, Organic (-10%)
- GAAP op margin 15.3%; Adj. op margin 16.5%, (-520bps) vs PY
  - Ex. F/X impact, ~17% adj. op margin
- Effective tax rate: GAAP 21.0%; Adj. 20.1%
  - +150bps higher than projected, earnings mix shifts across jurisdictions
- Operating cash flow $457m; Free cash flow $371m
  - Both records for the company
  - Free cash flow conversion of net income 143%
- YE 2023 net debt to EBITDA leverage 1.3x

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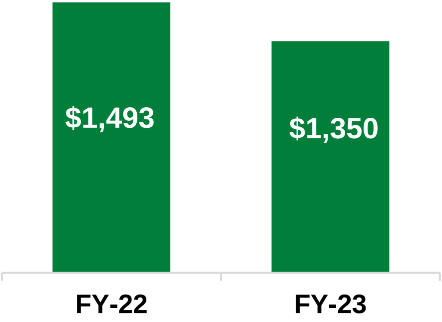
See appendix for GAAP to non-GAAP reconciliation

ELECTRONICS PRODUCT SEGMENT

(in millions)

FY 2023 Revenue



	FY-22	FY-23
Op Margin	**28.9%**	**22.3%**
Adj. EBITDA%	**33.5%**	**28.1%**



Growth & Profitability Drivers

- High-growth markets: Building & home technologies, data centers, telecom, power supplies, motor drives, medical, factory automation, renewables, automotive electronics
- Electronification & electrification driving content growth
- Leverage strong relationships through channel & OEM partnerships
- Structural margin enhancements led by portfolio diversification & consistent execution
    - 2021 – 2025 Operating Margin Target: 20+%
- Enhance growth strategy with value-add acquisitions

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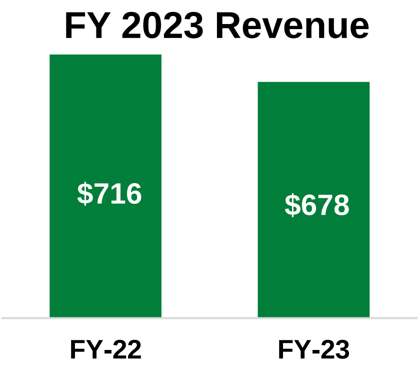
TRANSPORTATION PRODUCT SEGMENT

(in millions)



	FY-22	FY-23
Op Margin	**8.9%**	**5.0%**
Adj. EBITDA%	**15.0%**	**11.2%**

Growth & Profitability Drivers

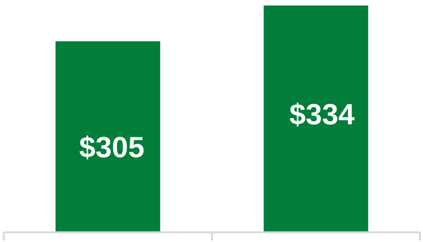
- Global electronification & electrification positioning driving content growth
- Balanced product offering: Core ICE & low voltage leadership, innovative high voltage EV enabler
- Top tier content outgrowth: $7 CPV
- Global commercial vehicle presence
- Margin expansion led by volume leverage, footprint optimization & product line pruning
  - 2021 – 2025 Operating Margin Target: Mid-teens %
- Portfolio & margin enhancements via acquisitions

See appendix for GAAP to non-GAAP reconciliation

INDUSTRIAL PRODUCT SEGMENT

(in millions)

FY 2023 Revenue



	FY-22	FY-23
Op Margin	**16.0%**	**16.4%**
Adj. EBITDA%	**18.9%**	**21.1%**

Growth & Profitability Drivers

- High-Growth Markets: Renewables, energy storage, data center, charging infrastructure, automation, industrial safety
- Margin expansion driven by volume leverage & productivity initiatives
  - 2021 – 2025 Operating Margin Target: High-teens %
- Adjacent market & application expansion with opportunities for customer extension
- Expand market presence, leverage growth strategy with acquisitions

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SUPPLEMENTAL FINANCIAL INFORMATION

LITTELFUSE, INC.

SUPPLEMENTAL FINANCIAL INFORMATION

(In millions of USD except per share amounts - unaudited)

Non-GAAP EPS reconciliation

	YTD-23	YTD-22
GAAP diluted EPS	$ 10.34	$ 14.94
EPS impact of Non-GAAP adjustments (below)	1.40	1.93
Adjusted diluted EPS	$ 11.74	$ 16.87

Non-GAAP adjustments - (income) / expense

	YTD-23	YTD-22
Acquisition-related and integration costs (a)	$ 11.7	$ 17.6
Purchase accounting inventory adjustments (b)	—	15.6
Restructuring, impairment and other charges (c)	16.5	10.0
Non-GAAP adjustments to operating income	28.2	43.2
Other income, net (d)	(0.2)	(0.5)
Non-operating foreign exchange loss (gain)	12.3	24.4
Non-GAAP adjustments to income before income taxes	40.3	67.1
Income taxes (e)	5.0	19.0
Non-GAAP adjustments to net income	$ 35.3	$ 48.1
Total EPS impact	$ 1.40	$ 1.93

Adjusted operating margin / Adjusted EBITDA reconciliation

	YTD-23	YTD-22
Net income	$ 259.5	$ 373.3
Add:		
Income taxes	69.1	69.7
Interest expense	39.9	26.2
Foreign exchange loss (gain)	12.3	24.4
Other (income) expense, net	(19.9)	7.2
GAAP operating income	$ 360.9	$ 500.8
Non-GAAP adjustments to operating income	28.2	43.2
Adjusted operating income	$ 389.0	$ 544.0
Amortization of intangibles	65.8	55.7
Depreciation expenses	71.6	65.0
Adjusted EBITDA	$ 526.4	$ 664.7
Net sales	$ 2,362.7	$ 2,513.9
Net income as a percentage of net sales	*11.0 %*	*14.8 %*
Operating margin	*15.3 %*	*19.9 %*
Adjusted operating margin	*16.5 %*	*21.6 %*
Adjusted EBITDA margin	*22.3 %*	*26.4 %*

(a) reflected in selling, general and administrative expenses ("SG&A").
(b) reflected in cost of sales.
(c) reflected in restructuring, impairment and other charges.
(d) 2023 year-to-date amount included $0.2 million gain from the sale of a building within the Electronics segment. 2022 year-to-date amount included $0.5 million gain from the sale of a building within the Transportation segment.
(e) reflected the tax impact associated with the non-GAAP adjustments, and 2022 year-to-date amount includes the one-time net benefit of $11 million that resulted from losses on investments in the stock of two of the Company's affiliates. .

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SUPPLEMENTAL FINANCIAL INFORMATION CONT'D

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Income tax reconciliation		**YTD-23**
Income taxes	$	69.1
Effective rate		*21.0 %*
Non-GAAP adjustments - income taxes		5.0
Adjusted income taxes	$	74.1
Adjusted effective rate		*20.1 %*

Free cash flow reconciliation		**YTD-23**
Net cash provided by operating activities	$	457.4
Less: Purchases of property, plant and equipment		(86.2)
Free cash flow	$	371.2

SUPPLEMENTAL FINANCIAL INFORMATION CONT'D

LITTELFUSE, INC.

SUPPLEMENTAL FINANCIAL INFORMATION

(In millions of USD except per share amounts - unaudited)

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

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

LITTELFUSE, INC.

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Adjusted EBITDA by Segment	**YTD-23**			**YTD-22**		
	Electronics	Transportation	Industrial	Electronics	Transportation	Industrial
GAAP operating income	$ 300.6	$ 33.6	$ 54.8	$ 431.6	$ 63.5	$ 48.9
Add:						
Add back amortization	39.9	15.8	10.1	$ 32.7	$ 18.1	$ 4.9
Add back depreciation	39.5	26.7	5.4	$ 35.5	$ 25.6	$ 3.9
Adjusted EBITDA	$ 379.9	$ 76.1	$ 70.4	$ 499.8	$ 107.2	$ 57.7
Adjusted EBITDA Margin	28.1 %	11.2 %	21.1 %	33.5 %	15.0 %	18.9 %