



Littelfuse®

Expertise Applied | Answers Delivered



Q4 2025 Earnings Release

January 28, 2026

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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.



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SAVE THE DATE INVESTOR DAY

May 14, 2026 | New York City

A formal invitation to register for in-person or virtual attendance will be provided in the coming weeks. Due to space availability, the number of in-person participants will be limited and **advance registration is required.**

STRATEGIC PRIORITIES

01

Enhance our Focus to Capitalize on Future Growth Opportunities

- More structured evaluation of secular growth opportunities
- Better leverage teams & technology leadership
- Expand higher voltage & energy density application opportunities

02

Provide More Complete Solutions for a Broader Set of Customers

- More collaborative approach across businesses
- Further align technology capabilities and sales structure
- Enhance customer support for next gen product development

03

Drive Further Operational Excellence to Amplify Long-Term Performance

- Better leverage operating practices across businesses
- Further optimize operating structure for scale
- Enhance long-term profitability

WHY LITTELFUSE WINS

OUR VALUE PROPOSITION

Core Market Leadership



- Market leaders in enabling safe and efficient electrical energy transfer
- Global scale and engineering expertise
- Customer partnerships with leading innovators across broad end market exposures

Broad Multi-Technology Product Offering



- Core circuit protection leadership augmented by high value-add power semiconductor, switching and sensing capabilities
- Meaningful brand equity across product lines
- Providing more complete solutions for a broad set of customers

Trusted and Essential Expertise



- Seasoned global teams embedded with our customers
- Solving increasingly challenging specifications to enable secular growth trends
- Driving improved power efficiency and safety
- Partnering with customers to architect next-gen solutions

Enabling Long-Term Growth Opportunities

CLOSING OF THE BASLER ACQUISITION

Enhances High-Growth Industrial Exposure

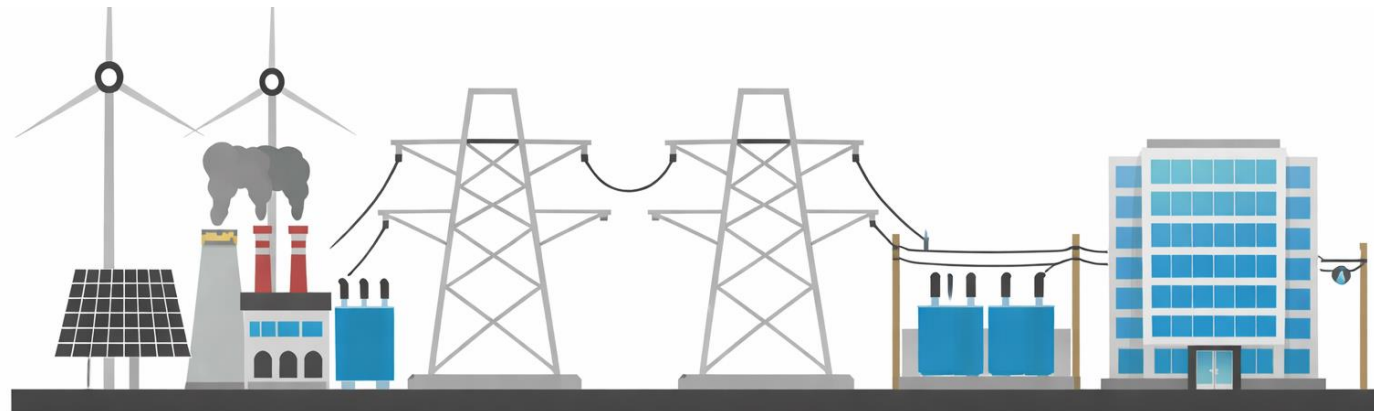
- Basler's highly reliable and comprehensive controls and protection systems portfolio enhances Littelfuse high-power application capabilities
- Basler is integral to the generation and consumption of power with expertise in regulators & genset controls, excitation systems, protective relays, and custom transformers
- Basler plus Littelfuse industrial circuit protection, power semi and passive tech leadership to enable a more complete solution set for customers
- Basler expands Littelfuse presence in mission critical, secular growth industrial markets including grid & utility infrastructure, power generation and data center

Leveraging Leading Customer Relationships

- Basler brings +80-year history and longstanding relationships with market leaders
- Basler is a leading supplier to the retrofit market with ~70% replacement business for a large installed base with high barriers to entry

Financial Impact

- Anticipate 2026 revenue contribution of \$130-135 million
- Estimate high-teens adjusted EBITDA margin in 2026
- Estimate \$0.10 - \$0.15 adjusted EPS accretion in 2026



LITTELFUSE POWERS THE DATA CENTER ECOSYSTEM

ENABLING SAFE & EFFICIENT ENERGY TRANSFER FROM ON-THE-BOARD TO THE INFRASTRUCTURE

A

Backup Power/Generator

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



B

Onsite Power

- Battery Energy Storage System
- Renewable energy



C

Medium Voltage Switchgear

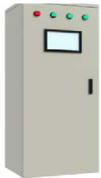
- Main power distribution
- Feeder/branch
- MV/LV transformer



D

Low Voltage Switchgear

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



H

Thermal Management

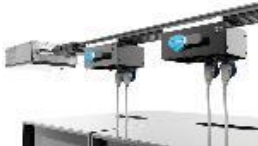
- HVAC systems
- Liquid cooling
- Immersion cooling



E

Power Busway/Cable

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



F

Server/Storage/Networking

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



G

Sidecar (1 MW+)

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



I

UPS

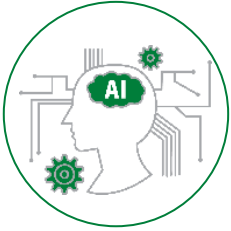
- High-power battery systems
- Power Factor Correction (PFC)
- High wattage power supplies
- Power Distribution Units (PDUs)



DATA CENTER EVOLUTION DRIVES LITTELFUSE CONTENT EXPANSION

HIGHER POWER & HIGHER VOLTAGE → INCREASED SALES PER MEGAWATT

Trends Shaping the Data Center Ecosystem Evolution



AI adoption

Increase compute density and rack power demand



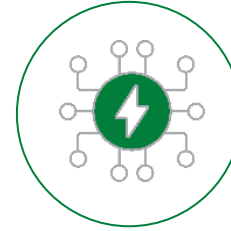
Advanced cooling and power integration

Liquid cooling, efficient heating system, and optimized power distribution



High-efficiency power distribution

AC–DC transition (400 VAC → ±400 VDC → 800 VDC)



Energy storage and power conditioning

Li-ion and supercapacitors are becoming crucial



Rising power needs and innovation

Push for efficiency, renewables, and grid modernization

Data Center Architecture Evolution Drives Increased LFUS Content



1x

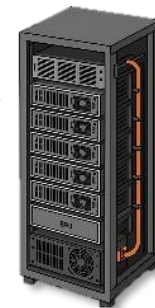
Littelfuse Content Today (White Space)
(Up to 50 V)

2 - 4x*

HVDC Opportunity (White Space)

(± 400 V or 800 V)

**Note further upside opportunity from data center infrastructure solutions*



HVDC



IT Rack

Q4 2025 FINANCIAL SUMMARY

01

Revenue and EPS **exceeded the high end** of our guidance range

02

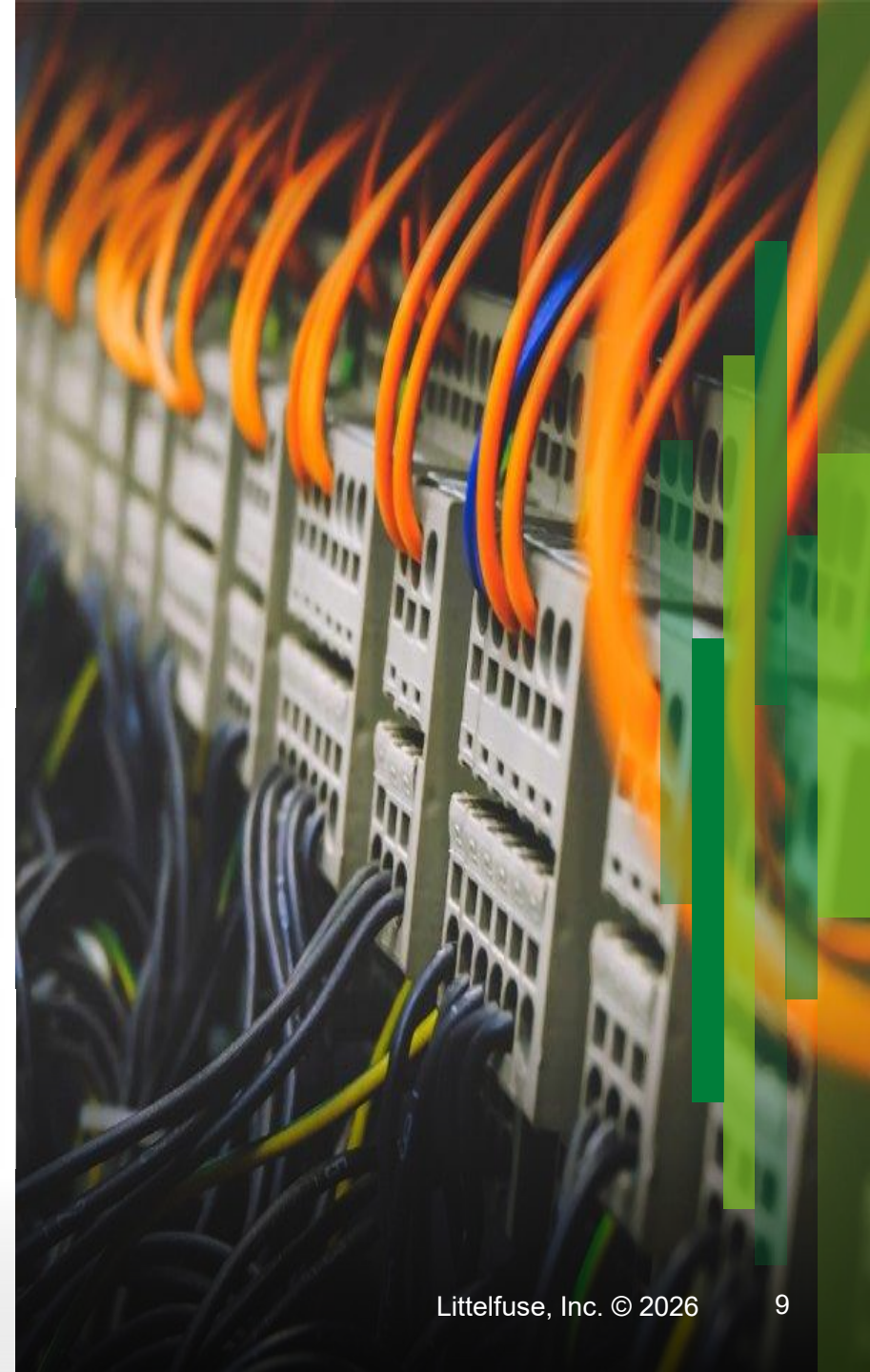
Continued strong record of cash generation with Q4 FCF of \$120 million; Note 2025 FCF of \$366 million, +26% vs. PY

03

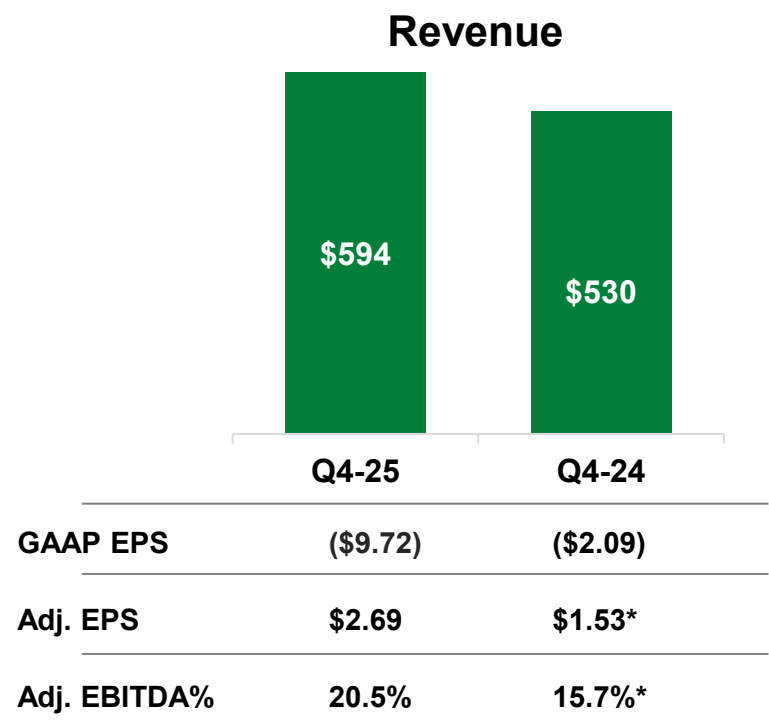
Closed the **strategic acquisition of Basler Electric**, enhancing high growth industrial market presence

04

We are executing on our strategic priorities with a goal to scale our business **for long-term growth and outperformance**



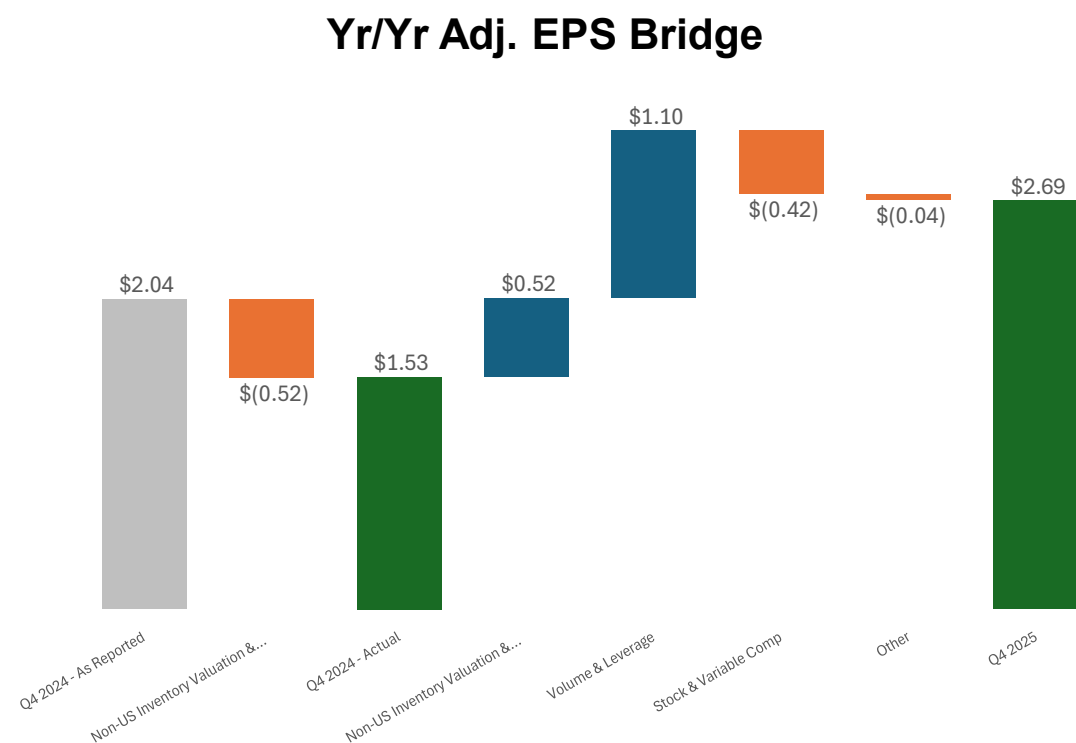
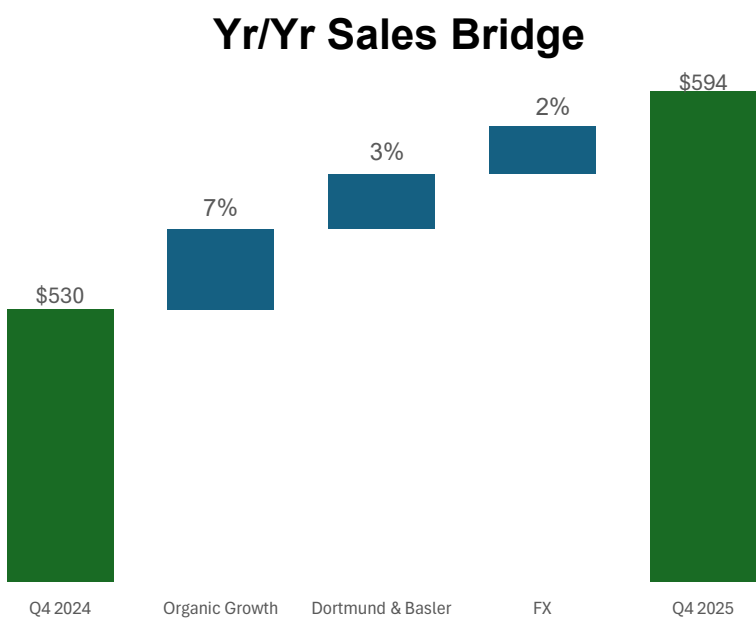
Q4 2025 TOTAL COMPANY FINANCIAL PERFORMANCE



- Revenue +12% reported and +7% organic vs. PY
 - Note +3% from acquisitions and +2% from FX
- Adj. EBITDA Margin of 20.5%
- GAAP diluted loss per share of (\$9.72)
 - Note includes \$301m non-cash goodwill impairment charge
- Adj. EPS of \$2.69
- Q4 Op cash flow \$139m

**Note Q4 2024 includes the one-time impact of non-US inventory valuation and other net charges of \$13.5m (in millions)*

Q4 2025 SALES & ADJ. EPS BRIDGE

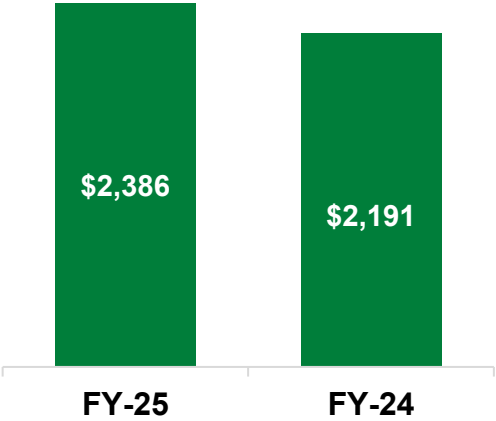


(in millions)

Note Other includes higher adj. effective tax rate, higher diluted share count, & impact of other non-operating expenses

FY 2025 TOTAL COMPANY FINANCIAL PERFORMANCE

Revenue



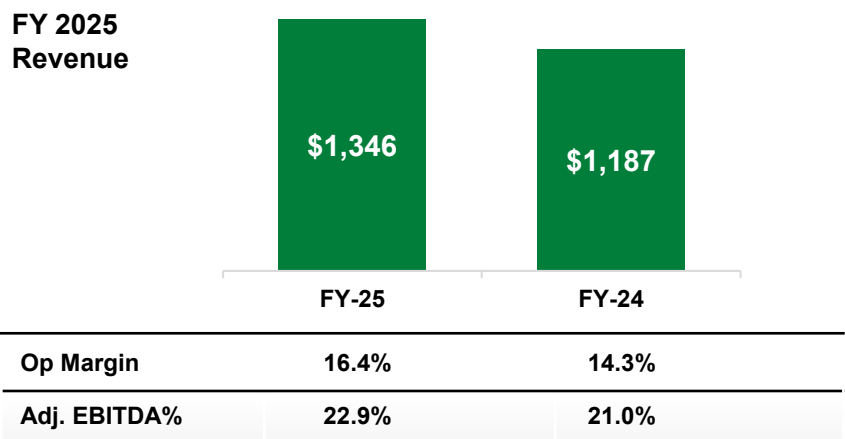
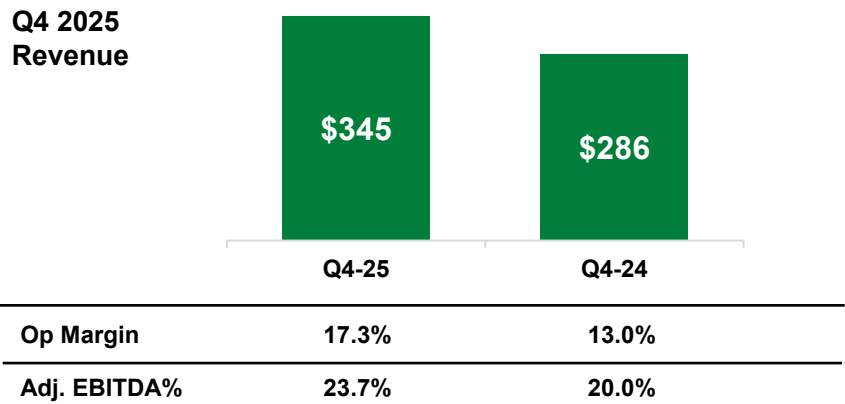
GAAP EPS	(\$2.89)	\$4.00
Adj. EPS	\$10.68	\$7.97*
Adj. EBITDA%	20.9%	18.3%*

- Revenue +9% reported and +6% organic vs. PY
 - Note +2% from acquisitions and +1% from FX
- Adj. EBITDA Margin of 20.9%
- GAAP EPS of (\$2.89)
- Adj. EPS of \$10.68
- FY Op cash flow \$434m; Free cash flow \$366m, +26% vs PY

**Note FY 2024 includes the one-time impact of non-US inventory valuation and other net charges of \$13.5m (in millions)*

Q4 & FY 2025 ELECTRONICS SEGMENT

FINANCIAL PERFORMANCE



Q4 2025

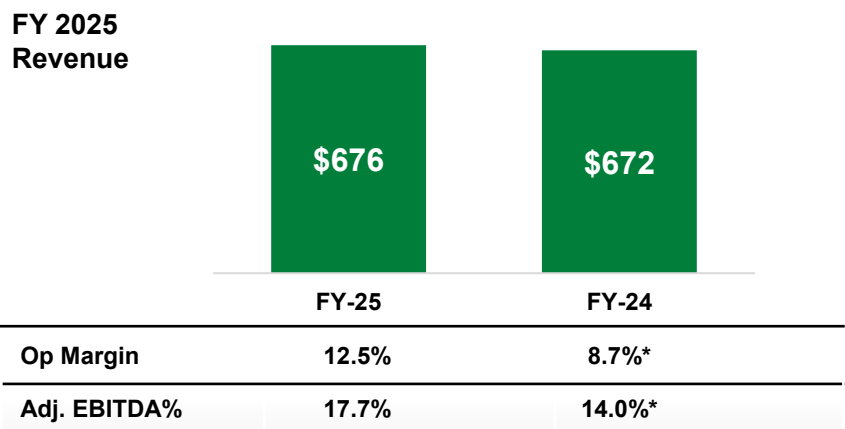
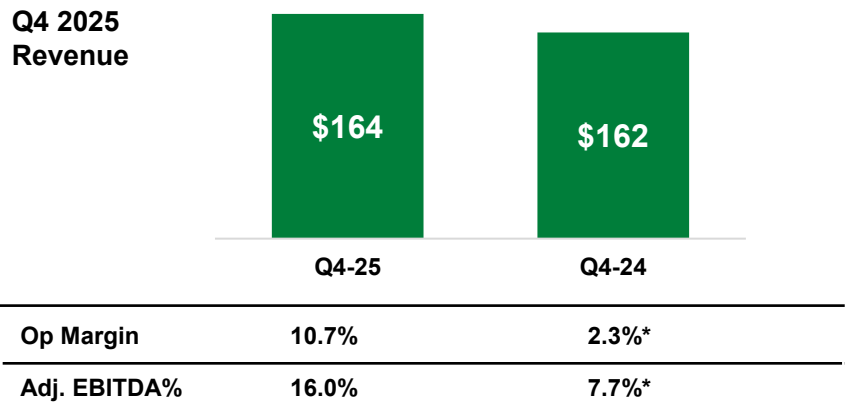
- Revenue +21% reported and +14% organic vs. PY
 - Passive Products +23% organic; Semiconductors +6% organic
 - +4% Dortmund acquisition contribution & +2% from FX
- Adj. EBITDA margin 23.7%, +370 bps vs. PY
 - Favorable volume leverage

FY 2025

- Revenue +13% reported and +8% organic
 - Passive Products +17% organic; Semiconductors flat organic
 - +4% Dortmund acquisition contribution & +1% from FX
- Adj. EBITDA margin 22.9%, +190 bps vs. PY
 - Favorable volume leverage

Q4 & FY 2025 TRANSPORTATION SEGMENT

FINANCIAL PERFORMANCE



**Note Q4 2024 and FY 2024 includes the one-time impact of non-US inventory valuation and other net charges of \$11.1 (in millions)*
See appendix for GAAP to non-GAAP reconciliation

Q4 2025

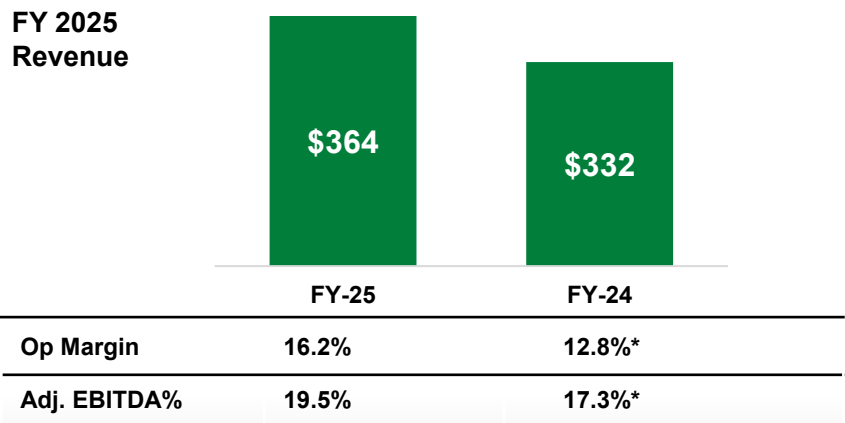
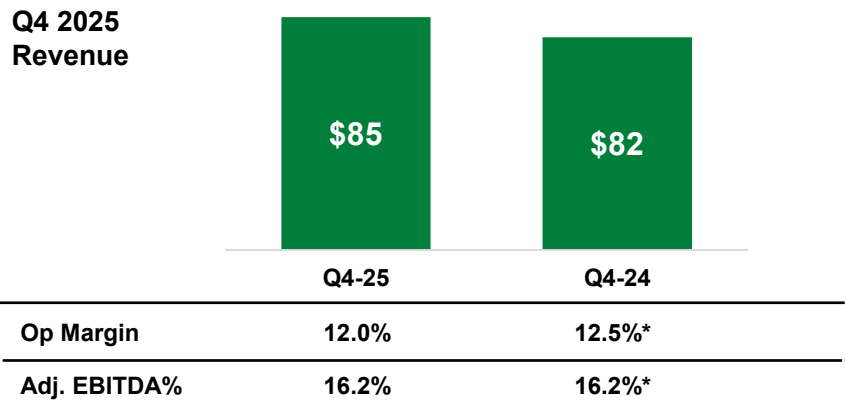
- Revenue +1% reported and (-1%) organic vs. PY
- Passenger vehicle +2% organic; Commercial vehicle -4% organic
 - +2% FX contribution
 - Adj. EBITDA margin 16.0%
 - Solid operational execution; note one-time unfavorable Q4 2024 impact

FY 2025

- Revenue +1% reported and (-1%) organic vs. PY
 - Passenger vehicle flat organic; Commercial vehicle (-1%) organic
 - +1% FX contribution
- Adj. EBITDA margin 17.7%
- Solid operational execution

Q4 & FY 2025 INDUSTRIAL SEGMENT

FINANCIAL PERFORMANCE



Q4 2025

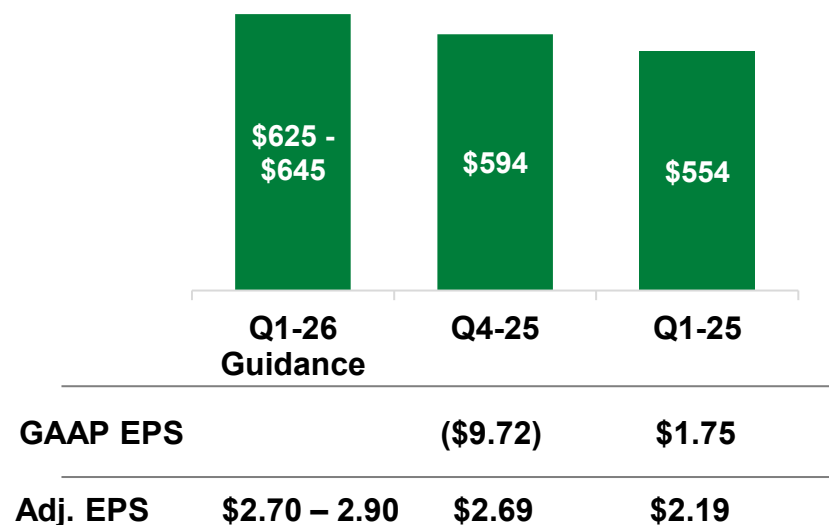
- Revenue +4% reported and (-1%) organic vs. PY
 - Strong energy storage, utility & grid infrastructure, renewables and data center demand was more than offset by lower HVAC demand
 - +5% Basler acquisition contribution and 1% from FX
- Adj. EBITDA margin 16.2%
 - Improved productivity and mix offset by lower volume; note one-time unfavorable Q4 2024 impact

FY 2025

- Revenue +10% reported and +9% organic vs. PY
 - Solid growth from energy storage, renewables, data center and HVAC end markets
 - +1% Basler acquisition contribution
- Adj. EBITDA margin 19.5%
 - Improved volume leverage

Q1 2026 GUIDANCE

Revenue



- Entered Q1 with a strong backlog and bookings momentum
 - Focus on execution, traction on strategic priorities
- Q1 sales guidance: \$625m - \$645m
 - +7% sequential
 - +15% yr/yr; +7% organic
 - +5% yr/yr growth from the Basler acquisition
 - +3% yr/yr from favorable FX
- Adj. EPS \$2.70 - \$2.90
 - +28% yr/yr at the midpoint
 - Expected adj. effective tax rate ~24%

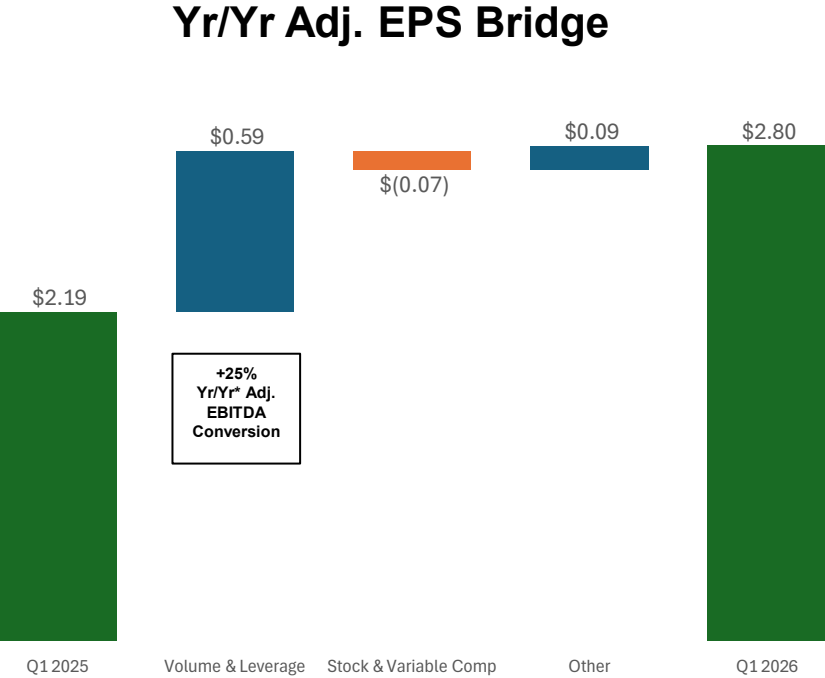
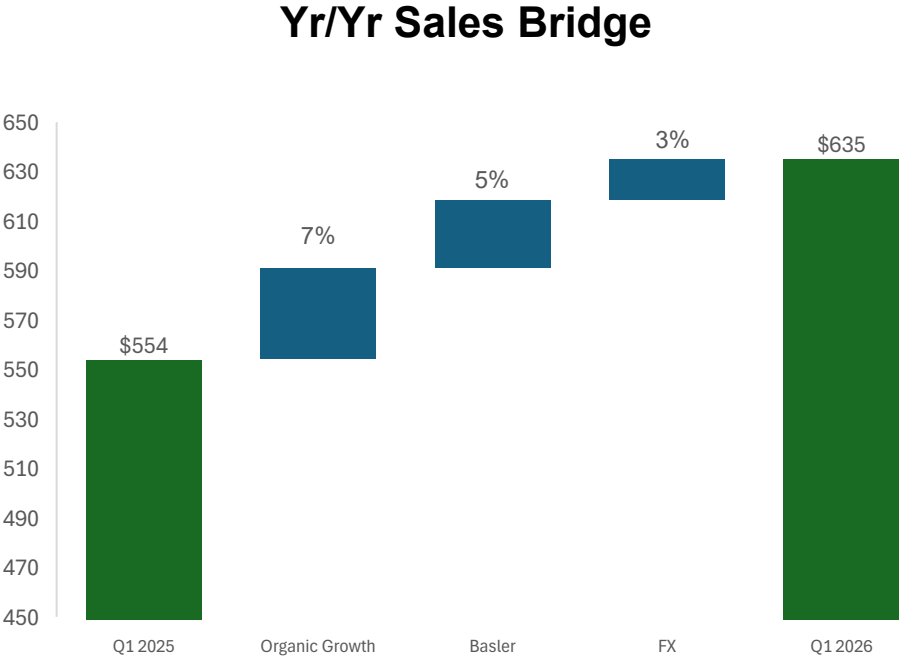
(in millions)



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See appendix for GAAP to non-GAAP reconciliation

Q1 2026 SALES & ADJ. EPS GUIDANCE BRIDGE

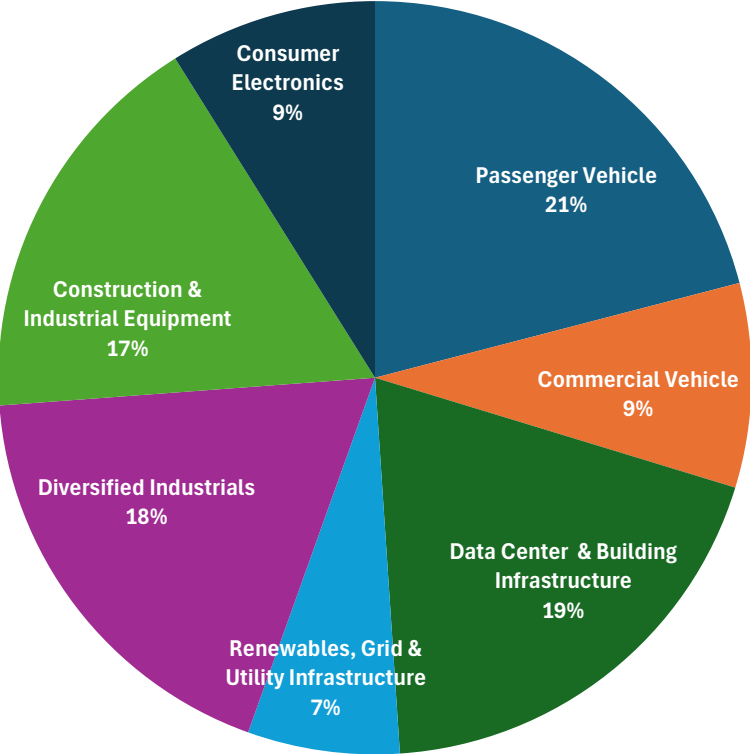


Note Q1 2026 represents guidance midpoints (in millions)

Note Other includes lower adjusted effective tax rate, lower other expense

FULL YEAR 2026 CONSIDERATIONS / EXPECTATIONS

2025 Pro Forma Littelfuse Revenue by End Market*



*Pro forma company estimate includes Littelfuse and full year Basler

2026 Key Market Assumptions

End Market	2026 Assumption
Transportation	Content expansion partially offset by continued soft market conditions
Data Center & Building Infrastructure	Continued strong data center momentum
Consumer Electronics	Expected flat underlying market demand
Diversified Industrials	Continued demand growth with signs of broadening recovery
Construction & Industrial Equipment	Modest construction and industrial equipment growth offset by expected declining residential HVAC volumes
Renewables, Grid & Utility Infrastructure	Continued strong renewable and grid & utility infrastructure demand



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APPENDIX



SUPPLEMENTAL FINANCIAL INFORMATION

Non-GAAP EPS reconciliation

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

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

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

Note: Total will not always foot due to rounding.

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

(b) reflected in cost of sales.

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

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

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

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

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



SUPPLEMENTAL FINANCIAL INFORMATION CONT'D

Adjusted operating margin / Adjusted EBITDA reconciliation (in millions)

	Q4-25	Q4-24	YTD-25	YTD-24
Net (loss) income	\$ (242.1)	\$ (51.8)	\$ (71.7)	\$ 100.2
Add:				
Income taxes	12.9	9.1	75.3	51.7
Interest expense	8.3	9.4	34.3	38.7
Foreign exchange loss (gain)	1.1	(13.5)	16.6	(9.2)
Other income, net	(3.0)	(2.7)	(17.0)	(22.6)
GAAP operating (loss) income	\$ (222.8)	\$ (49.5)	\$ 37.5	\$ 158.8
Non-GAAP adjustments to operating (loss) income	310.4	100.5	326.4	112.0
Adjusted operating income	\$ 87.6	\$ 51.0	\$ 363.9	\$ 270.8
Amortization of intangibles	15.5	14.7	59.8	62.1
Depreciation expenses	18.5	17.3	74.9	68.3
Adjusted EBITDA	<u>\$ 121.6</u>	<u>\$ 83.0</u>	<u>\$ 498.6</u>	<u>\$ 401.2</u>
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)	Q4-25			Q4-24		
	Electronics	Transportation	Industrial	Electronics	Transportation	Industrial
GAAP operating income	\$ 59.8	\$ 17.6	\$ 10.2	\$ 37.0	\$ 3.7	\$ 10.3
Add:						
Add back amortization	10.2	3.3	2.0	9.8	3.4	1.5
Add back depreciation	11.7	5.2	1.6	10.4	5.4	1.5
Adjusted EBITDA	<u>\$ 81.7</u>	<u>\$ 26.1</u>	<u>\$ 13.8</u>	<u>\$ 57.2</u>	<u>\$ 12.5</u>	<u>\$ 13.3</u>
Adjusted EBITDA Margin	23.7%	16.0%	16.2%	20.0%	7.7%	16.2%

Net sales (in thousands)	Q4-25			Q4-24		
	Electronics	Transportation	Industrial	Electronics	Transportation	Industrial
Electronics – Semiconductor	\$ 170,250	\$ —	\$ —	\$ 145,983	\$ —	\$ —
Electronics – Passive Products and Sensors	174,900	—	—	139,858	—	—
Commercial Vehicle Products	—	76,244	—	—	78,199	—
Passenger Car Products	—	72,819	—	—	67,735	—
Automotive Sensors	—	14,741	—	—	15,789	—
Industrial Products	—	—	84,980	—	—	81,941
Total	<u>\$ 345,150</u>	<u>\$ 163,804</u>	<u>\$ 84,980</u>	<u>\$ 285,841</u>	<u>\$ 161,723</u>	<u>\$ 81,941</u>

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	<u>\$ 308.1</u>	<u>\$ 119.5</u>	<u>\$ 71.0</u>	<u>\$ 249.7</u>	<u>\$ 94.2</u>	<u>\$ 57.3</u>
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	<u>\$ 1,345,522</u>	<u>\$ 676,377</u>	<u>\$ 364,395</u>	<u>\$ 1,186,77</u>	<u>\$ 672,434</u>	<u>\$ 331,561</u>

SUPPLEMENTAL FINANCIAL INFORMATION CONT'D

Net sales reconciliation	Q4-25 vs. Q4-24			
	Electronics	Transportation	Industrial	Total
Net sales growth	21%	1 %	4 %	12%
Less:				
Acquisitions	4 %	— %	5 %	3 %
FX impact	2 %	2 %	1 %	2 %
Organic net sales growth (decline)	14%	(1)%	(1)%	7 %
Electronics segment net sales reconciliation	Q4-25 vs. Q4-24			
	Electronics – Semiconductor	Electronics – Passive Products and Sensors	Total Electronics	
Net sales growth	17%	25%	21%	
Less:				
Acquisitions	9 %	— %	4 %	
FX impact	2 %	2 %	2 %	
Organic net sales growth	6%	23%	14%	
Transportation segment net sales reconciliation	Q4-25 vs. Q4-24			
	Commercial Vehicle Products	Passenger Car Products (1)	Auto Sensor Products (1)	Total Transportation
Net sales (decline) growth	(3)%	8 %	(7)%	1 %
Less:				
FX impact	1 %	3 %	5 %	2 %
Organic net sales (decline) growth	(4)%	5 %	(12)%	(1)%

SUPPLEMENTAL FINANCIAL INFORMATION CONT'D

Net sales reconciliation	YTD-25 vs. YTD-24			
	Electronics	Transportation	Industrial	Total
Net sales growth	13%	1 %	10%	9 %
Less:				
Acquisitions	4 %	—%	1 %	2 %
FX impact	1 %	1 %	—%	1 %
Organic net sales growth (decline)	8 %	(1)%	9 %	6 %
Electronics segment net sales reconciliation	YTD-25 vs. YTD-24			
	Electronics – Semiconductor	Electronics – Passive Products and Sensors	Total Electronics	
Net sales growth	9 %	18%	13%	
Less:				
Acquisitions	8 %	—%	4 %	
FX impact	1 %	1 %	1 %	
Organic net sales growth	—%	17%	8 %	
Transportation segment net sales reconciliation	YTD-25 vs. YTD-24			
	Commercial Vehicle Products	Passenger Car Products (1)	Auto Sensor Products (1)	Total Transportation
Net sales growth (decline)	—%	6 %	(15)%	1 %
Less:				
FX impact	1 %	1 %	2 %	1 %
Organic net sales (decline) growth	(1)%	5 %	(18)%	(1)%

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

(in millions)

Consolidated Total Debt	As of December 27, 2025
Consolidated Total Debt	\$ 802.6
Unamortized debt issuance costs	1.8
Finance lease liability	0.2
Consolidated funded indebtedness	804.6
Cash held in U.S. (up to \$400 million)	144.3
Net debt	\$ 660.3
Consolidated EBITDA	Twelve Months Ended December 27, 2025
Net Income	\$ (71.9)
Interest expense	34.3
Income taxes	75.3
Depreciation	74.9
Amortization	59.8
Non-cash additions:	
Stock-based compensation expense	27.3
Purchase accounting inventory step-up charge	0.6
Unrealized loss on investments	3.6
Impairment charges	302.1
Other	38.5
Consolidated EBITDA (1)	\$ 544.5
Consolidated Net Leverage Ratio (as defined in the Credit Agreement) *	1.2x

* Our Credit Agreement and Private Placement Note with maturities ranging from 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).

(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

Q4 2024 reconciliation

	Q4-2024		
	GAAP Diluted EPS	Operating income	Operating Margin
	(Per share)	(In millions)	(Percentage)
As reported in 8K*	\$ (1.57)	\$ (36.7)	(6.9)%
Out-of-period adjustments related to periods prior to 2024	(0.50)	(12.3)	(2.3)%
Out-of-period adjustments related to 2024	(0.05)	(1.2)	(0.2)%
Annual incentive compensation adjustment	0.03	0.7	0.1%
As reported in 10K*	<u>\$ (2.09)</u>	<u>\$ (49.5)</u>	<u>(9.3)%</u>

YTD 2024 reconciliation

	YTD-2024		
	GAAP Diluted EPS	Operating income	Operating Margin
	(Per share)	(In millions)	(Percentage)
As reported in 8K*	\$ 4.51	\$ 171.6	7.8%
Out-of-period adjustments related to periods prior to 2024	(0.49)	(12.3)	(0.6)%
Out-of-period adjustments related to 2024	(0.05)	(1.2)	(0.1)%
Annual incentive compensation adjustment	0.03	0.7	0.1%
As reported in 10K*	<u>\$ 4.00</u>	<u>\$ 158.8</u>	<u>7.2%</u>

Note: Total will not always foot due to rounding.

* As reported is based on Q4 and YTD 2024 result published on January 28, 2025. Actual is based on the final 10-K report.

During the year ended December 28, 2024, the Company identified certain errors in its previously issued financial statements that have now been corrected through cumulative out-of-period adjustments in the financial statements as of and for the year ended December 28, 2024. The error was identified by management and related to the valuation and existence of inventory that originated in prior periods at certain of our non-U.S. manufacturing locations within the Transportation and Industrial segments. As a result, the Company recorded an out-of-period adjustment to the prior years of \$12.3 million in the year ended December 28, 2024. The adjustment increased cost of sales, offset by a reduction in inventory. The out-of-period adjustment resulted in a decrease to net income of \$12.3 million. The Company evaluated the impact of the error and out-of-period adjustment and concluded it was not material to any previously issued financial statements and the adjustment was not material to the year ended December 28, 2024.

SUPPLEMENTAL FINANCIAL INFORMATION CONT'D

Non-GAAP EPS reconciliation

	Q4-24	Q4-24	YTD-24	YTD-24
	As Reported*	Actual*	As Reported*	Actual*
GAAP diluted EPS	\$ (1.57)	\$ (2.09)	\$ 4.51	\$ 4.00
EPS impact of Non-GAAP adjustments (below)	3.61	3.61	3.97	3.97
Adjusted diluted EPS	<u>\$ 2.04</u>	<u>\$ 1.53</u>	<u>\$ 8.48</u>	<u>\$ 7.97</u>
Non-GAAP adjustments - (income) / expense (in millions)				
	Q4-24	Q4-24	YTD-24	YTD-24
	As Reported*	Actual*	As Reported*	Actual*
Acquisition-related and integration costs (a)	\$ 2.3	\$ 2.4	\$ 5.1	\$ 5.1
Restructuring, impairment and other charges (b)	98.1	98.1	108.4	108.4
Gain on sale of fixed assets (c)	—	—	(1.5)	(1.5)
Non-GAAP adjustments to operating income	100.4	100.5	112.0	112.0
Other income, net (d)	1.6	1.6	1.3	1.3
Non-operating foreign exchange gain	(13.5)	(13.5)	(9.2)	(9.2)
Non-GAAP adjustments to income before income taxes	\$ 88.5	\$ 88.5	\$ 104.1	\$ 104.1
Income taxes (e)	(1.5)	(1.5)	4.7	4.7
Non-GAAP adjustments to net income	<u>\$ 90.0</u>	<u>\$ 90.0</u>	<u>\$ 99.4</u>	<u>\$ 99.4</u>
Total EPS impact	<u>\$ 3.61</u>	<u>\$ 3.61</u>	<u>\$ 3.97</u>	<u>\$ 3.97</u>

Note: Total will not always foot due to rounding.

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

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

(b) reflected in restructuring, impairment and other charges. 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.

(c) 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.

(d) 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.

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

SUPPLEMENTAL FINANCIAL INFORMATION CONT'D

Non-GAAP EPS reconciliation

	Q1-25
GAAP diluted EPS	\$ 1.75
EPS impact of Non-GAAP adjustments (below)	0.44
Adjusted diluted EPS	\$ 2.19

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

	Q1-25
Acquisition-related and integration costs (a)	\$ 0.1
Purchase accounting inventory adjustments (b)	(0.5)
Restructuring, impairment and other charges (c)	9.0
Non-GAAP adjustments to operating income	8.6
Non-operating foreign exchange loss	4.8
Non-GAAP adjustments to income before income taxes	13.4
Income taxes (d)	2.3
Non-GAAP adjustments to net income	\$ 11.1
Total EPS impact	0.44

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.

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