



LITTELFUSE COMPLETES ACQUISITION OF C&K SWITCHES

July 19, 2022

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C&K SWITCHES OVERVIEW

- Leading designer & manufacturer of high-performance electromechanical switches & interconnect solutions with over 90 years of experience
- Annualized sales of over \$200 million; historical EBITDA margins of ~20%
- Strong global presence across industrial, transportation, aerospace, and datacom end markets
- Worldwide operations with ~2,000 employees
 - Manufacturing facilities in China, France, Vietnam, Germany & India
- Diverse OEM & distributor customer base of 60,000+

ACQUISITION RATIONALE



Accelerate Success
in Higher Growth
Applications &
Markets

- ✓ eMobility
- ✓ Renewables
- ✓ Energy Storage
- ✓ Power Conversion
- ✓ HVAC
- Commercial Vehicles



Expand Geographic
Penetration

- Japan
- Korea
- ✓ India



Leverage Core
Competencies

- ✓ Go-to-Market Strength
- ✓ Technical & Engineering Expertise
- ✓ Global Footprint

Consistent with strategic M&A priorities

ACQUIRED JULY 2022



NOW PART OF

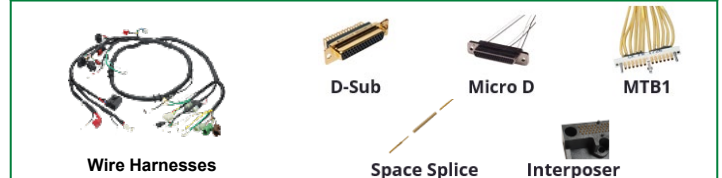


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Switches



Interconnect Solutions



LITTELFUSE & C&K SWITCHES: COMBINATION OF TWO INDUSTRY LEADING BRANDS EXPANDS COLLECTIVE MARKET POSITIONS



Accelerates Growth in Strategic Applications & Markets

- **Strong global presence & growth** in target markets
 - **Industrial**
 - **Automotive**
 - **Datacom**



Expansion of Technologies & Capabilities

- **Increases addressable market with addition of market leading electromechanical switches & interconnect solutions**
- **Broadens technical & application expertise, & engineering & design-in capabilities**
- **Technology leadership** in high-precision manufacturing, miniaturization & haptics



Leverages Complementary Customers & Channels

- **Complementary go-to-market models**
- **Enhances partnerships with distribution channels**
- **Deepens customer penetration** through complementary & new **OEM relationships**



Enables Combined Critical Scale

- **Economies of scale** to leverage technologies & other investments
- **Optimization of customer facing & operational structures**, leveraging respective strengths
- **Added operational infrastructure**
 - China, France, Vietnam, Germany, India & U.S.