



LITTELFUSE COMPLETES ACQUISITION OF CARLING TECHNOLOGIES

November 30, 2021

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CARLING TECHNOLOGIES OVERVIEW

- Global leader in switching, circuit protection, & power distribution technologies
- Annualized sales of ~\$170 million
- Strong presence in end markets
 - Transportation: on/off-highway commercial vehicles & marine
 - Communications infrastructure: datacom/telecom
- Worldwide operations with ~2,800 employees
 - Primary manufacturing facilities in Mexico, China, & US
- Diverse OEM & distributor customer base of 600+

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 NOVEMBER 2021



Carling Technologies
Innovative Designs. Powerful Solutions.

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Switches



Circuit Breakers



Power Distribution Units

LITTELFUSE & CARLING TECHNOLOGIES: COMBINATION OF TWO INDUSTRY LEADING BRANDS STRENGTHENS COLLECTIVE MARKET POSITION



Accelerates Growth in Strategic Applications & Markets

- **Significant expansion of in-vehicle electrification in transportation markets:**
 - **Commercial vehicles**
 - Heavy-duty truck
 - Construction
 - Agriculture
 - **Marine**
- **Strengthened position in 5G telecom, data center & cloud communications infrastructure markets**



Expansion of Technologies & Capabilities

- **Expands addressable market with addition of market leading technologies**
 - electromechanical & electronic switching, & circuit breaker
- **Strengthens engineering, design & test capabilities in switching, controls & software/firmware applications**



Leverages Complementary Customers & Channels

- **Expands customer penetration through complementary & new OEM relationships**
- **Significant overlap in global distribution partnerships bolsters position in channel**
- **Increased after-market penetration leveraging Littelfuse 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 aligned with global customer base**