



November 19, 2020



(Nasdaq: BELFB) (Nasdaq: BELFA)

Safe Harbor Statement

The Company's consolidated operating results are affected by a wide variety of factors that could materially and adversely affect revenues and profitability, including the risk factors described in Item 1A of our 2019 Annual Report on Form 10-K. As a result of these and other factors, the Company may experience material fluctuations in future operating results on a quarterly or annual basis, which could materially and adversely affect its business, consolidated financial condition, operating results, and common stock prices. Furthermore, this document and other documents filed by the Company with the Securities and Exchange Commission ("SEC") contain certain forward-looking statements under the Private Securities Litigation Reform Act of 1995 ("Forward-Looking Statements") with respect to the business of the Company. Forward-Looking Statements are necessarily subject to risks and uncertainties, many of which are outside our control, that could cause actual results to differ materially from these statements. Forward-Looking Statements can be identified by

such words as "anticipates," "believes," "plan," "assumes," "could," "should," "estimates," "expects," "intends," "potential," "seek," "predict," "may," "will" and similar references to future periods. All statements other than statements of historical facts included in this report regarding our strategies, prospects, financial conditions, operations, costs, plans and objectives are Forward-Looking Statements. These Forward-Looking Statements are subject to certain risks and uncertainties, including those detailed in Item 1A of our 2019 Annual Report on Form 10-K, which could cause actual results to differ materially from these Forward-Looking Statements. The Company undertakes no obligation to publicly release the results of any revisions to these Forward-Looking Statements which may be necessary to reflect events or circumstances after the date hereof or to reflect the occurrence of unanticipated events. Any Forward-Looking Statement made by the Company is based only on information currently available to us and speaks only as of the date on which it is made.



About Bel

Annual Sales of \$465M *

* Trailing twelve months ended 9/30/20

Bel (NASDAQ: BELFA/BELFB) designs, manufactures and markets a broad array of products that power, protect and connect electronic circuits.

These products are primarily used in the network, cloud infrastructure, military, aerospace, medical, industrial and telecom industries.

Power Solutions & Protection

\$165M in sales (35%)

Connectivity Solutions

\$158M in sales (34%)

Magnetic Solutions

\$142M in sales (31%)

Why Investors Choose Bel



Stability

70 years

serving diversified industries with a broad array of products



Reinvestment

10 acquisitions

completed in the past 10 yrs



in 2019

Gross margin expansion

22.5% → **25.9%**

in 9 mos-20



Free cash flow expansion

 $$14.5M \rightarrow $30.3M$

in full year 2019 in 9 mos-20



Constant eye on costs

\$10 million

of cost savings implemented in 2019/2020, \$3M of which is incremental to 2021



Continuous deleveraging

\$28 million

of debt paid down in the first 10 months of 2020, bringing balance down to \$115M by October 31st



Return to shareholders

\$3 million

per year historically returned to shareholders in dividends



Diverse End-Markets & Blue-Chip Customer Base

Military & Aerospace

Raytheon

THALES

LOCKHEED MARTIN

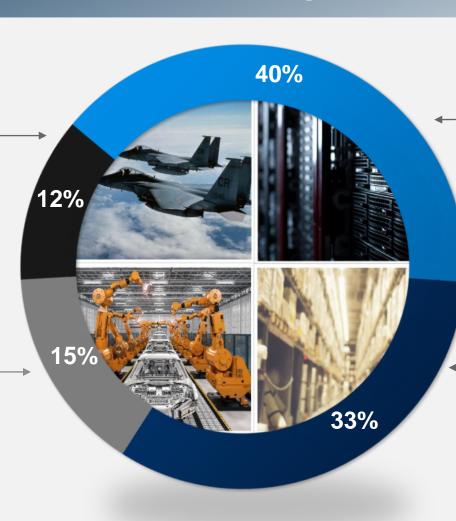
Industrial

BOMBARDIER









Network & Cloud









Distribution

















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Cinch Connectivity Solutions

Products

- **Harsh Environment Fiber Optics** High-speed transceivers and media converters Expanded beam optical connectors
- Copper-based Connectors and Cable Assemblies:

Mil-spec circular and rectangular

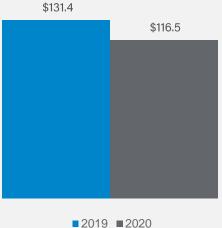
RF (radio frequency) and Ethernet connectivity

Applications

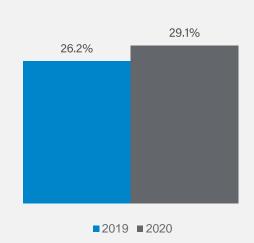
- **Military and Aerospace**
- Industrial
- **Data Communications**



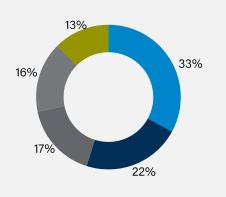




Cinch Connectivity Solutions GM % - YTD Sept 30



Cinch Connectivity Solutions Sales by End Market¹



■ Distribution
■ Military
■ Aerospace
■ Industrial
■ Network/Cloud

Customers



Raytheon







Power Solutions & Protection

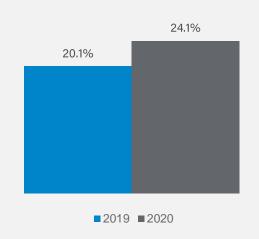
Products Applications Front-end (AC-DC) power supplies Board mount power (BMP) Industrial power products P-Mobility converters and inverters Circuit protection Applications Servers, storage and networking Industrial and Transportation Lighting and Consumer



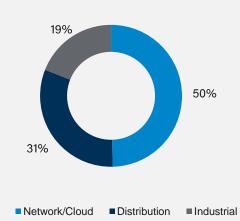


■2019 ■2020

Power Solutions & Protection GM % - YTD Sept 30



Power Solutions & Protection Sales by End Market¹



Customers













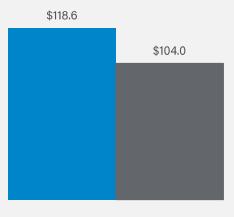




Magnetic Solutions

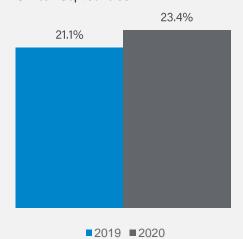
Products Integrated Connector Modules (ICMs) Power Transformers Power Inductors Discrete Components Applications Industrial Medical



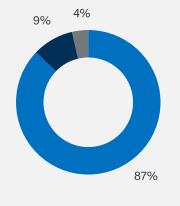


■2019 ■2020

Magnetics Solutions GM % - Sept June 30



Magnetic Solutions Sales by End Market¹



■ Network/Cloud ■ Distribution ■ Industrial

Customers







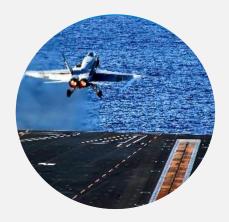








Growth Drivers



Military & Aerospace

- Positions on key defense programs
- Commercial aerospace business impacted by COVID. Rebound expected once international travel resumes
- Longer term rebound with increase in new aircraft build rates



Networking & High-Performance Computing

- Artificial Intelligence
- 5G
- Cloud Applications
- Open Compute Network infrastructure
- High power conduction-cooled solutions



E-Mobility

- Full range of power solutions
- Over 200 customers in the last 4 years
- Customer base consist of big OEM automotive, mining, marine and construction companies



Distribution

- Increases product accessibility to developers of tomorrow's technology
- Digi-Key (large catalog distributor that seeds new product development):
 - Bel top 15 supplier overall
 - Bel #1 power supplier



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Recent Acquisition: CUI Power Group



Closed December 3, 2019



In the first nine months of 2020...

- Sales: \$29.8M

- Gross margin: 35.2%

- EBITDA: \$5.3M



Purchase price of \$29M cash financed through credit line



- Broaden power portfolio
- Strengthen our position at key e-catalog distributors
- Alternative business model
- Enhance Bel's gross margin profile
- Accretive to Bel's earnings since Q1-20
- Cost savings of \$750K identified to date



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2020 Highlights









Factories operational despite COVID

Global cost review led to gross margin expansion

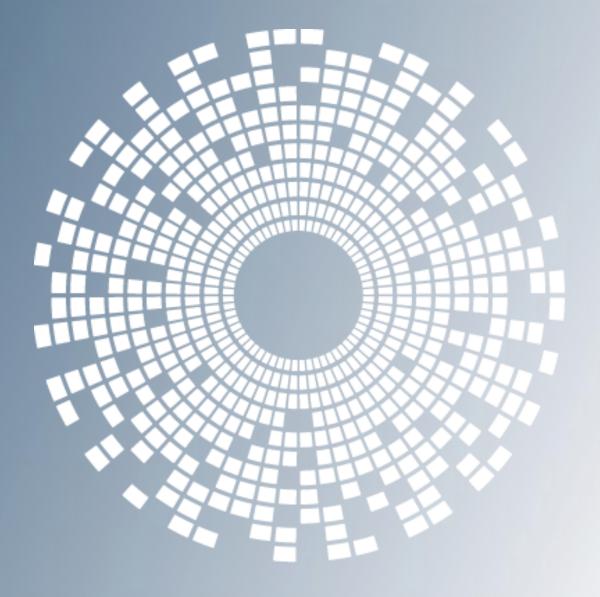
CUI Acquisition: Record Breaking Revenue & Profits

Strong End Markets: Defense, Medical, Networking



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Financial Overview



Financial Summary: Q3-20

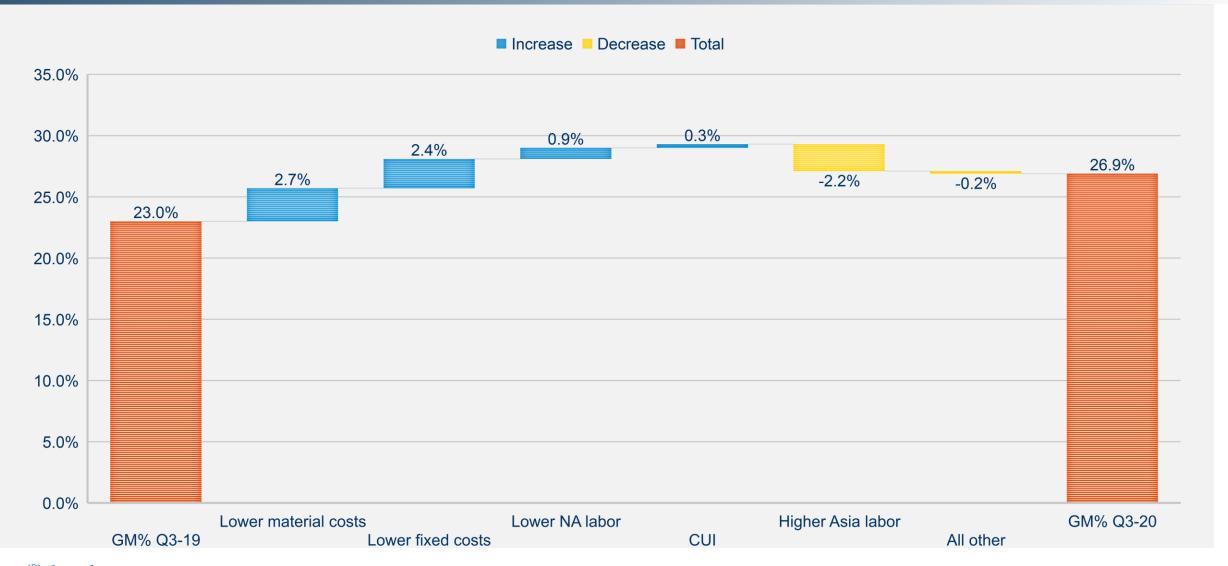
\$ in millions, except EPS amounts	Q3-20	Q3-19	Change
Sales	\$124	\$124	0%
Gross margin	26.9%	23.0%	390 bps
Operating margin	7.1%	-4.2%	nm*
EBITDA as % of sales	9.4%	-0.4%	nm*
Adj EBITDA ⁽²⁾ as % of sales	9.5%	7.1%	240 bps
GAAP EPS (BELFB)	\$0.61	(\$0.53)	nm*
Non-GAAP EPS (BELFB) ⁽¹⁾	\$0.62	\$0.20	210%

^{*} Inese financial measures exclude the impact of costs associated with acquisition-related costs, ERP system implementation expenses and restructuring charges, and the impact of gain on sale of property.

* Not meaningful. Q3-19 operating margin, EBITDA and GAAP EPS include the effects of an \$8.9M goodwill impairment charge.



Gross Margin Bridge: Q3-20





Global Cost Savings Program

Region	Product Group	P&L Classification	Cost Reduction Action	Annual Savings	Savings in Effect
Europe	Power	R&D	Headcount reduction	\$1.2M	Q3-2019
Asia	Power	R&D	Headcount reduction	\$0.6M	Q3-2019
North America	Magnetics	COGS	Closed Inwood, NY facility	\$0.5M	Q3-2019
Asia	All	COGS	Indirect headcount reduction	\$1.4M	Q4-2019
Asia	All	COGS	Indirect headcount reduction	\$0.9M	Q4-2019
Asia	Magnetics	COGS	Indirect headcount reduction	\$0.6M	Q1-2020
Asia	Connectivity	SG&A	Closed Shanghai office	\$0.5M	Q1-2020
North America	Power	SG&A	Indirect headcount reduction	\$0.1M	Q3-2020
Europe	Power	R&D	Closure of Switzerland R&D facility	\$3.0M	Q4-2020
Europe	Power	SG&A	Closure of Germany sales office	\$0.6M	Q2-2021
North America	Power/Mag	SG&A	North America Sales reorganization	\$0.5M	Q4-2020
		Total Annual Savin	ngs Implemented in 2019 & 9 mos-20	\$10.0M	

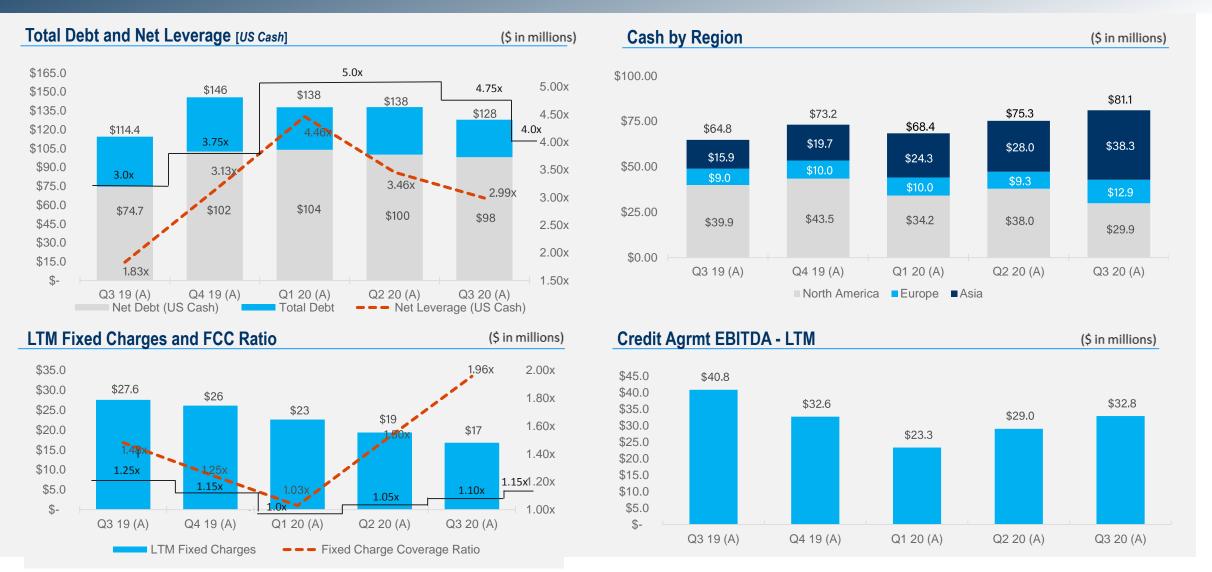


Gross Margin Trend





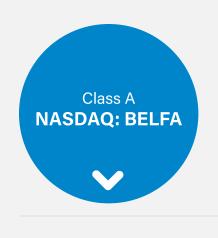
Credit Metrics





Share Information

Stock Price	BELFA: \$12.53 BELFB: \$13.77
Total Shares Outstanding	12,359,000
Market Cap	\$168M
Enterprise Value	\$212M





Outstanding shares	Outstanding shares
2,145,000	10,234,000

25	1,100,000
Institutions	shares (51%)

7,860,000 161 Institutions shares (78%)

Quarterly dividends	
\$0.06 / share	

\$0.07 / share

Quarterly dividends

21% held by insiders

3% held by insiders



Stock Trend: BELFB – 5 years

5-yr high \$33.10

5-yr low \$6.60

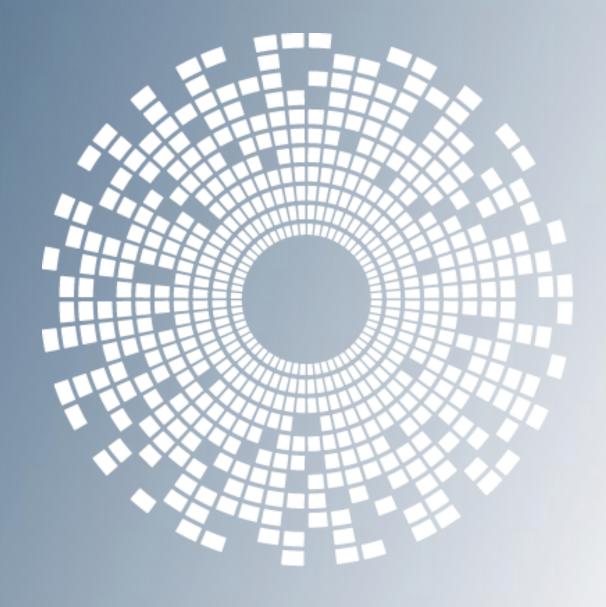
Book Value as of 9/30/20 \$14.46

Closing Price on 11/13/20 \$13.77

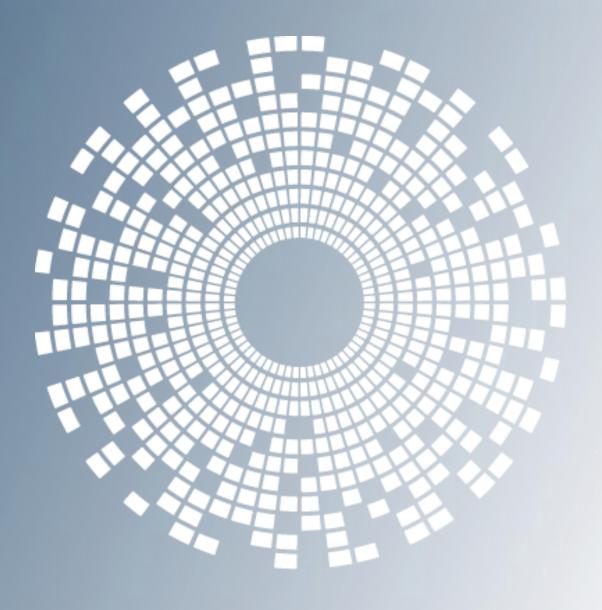




Q&A



Appendix



Growth Driver: Acquisition



Acquired Company	Year	Products	Revenue	Purchase
CUI Global's Power Business*	2019	Power	\$37M	\$29M
BCMZ Precision Engineering Limited	2018	Connectivity	\$3M	\$2.6M
Emerson Network Power Connectivity Solutions*	2014	Connectivity	\$78M	\$98M
ABB/Power-One Power Solutions*	2014	Power	\$194M	\$117M
TE's Coil Wound Magnetics Business*	2013	Magnetics	\$75M	\$22.4M
Array Connector	2013	Connectivity	\$10M	\$10M
GigaCom Interconnect	2012	Connectivity	\$2M	\$2.7M
Fibreco Limited	2012	Connectivity	\$7M	\$13.7M
Powerbox Italia S.R.I.	2012	Power	\$4M	\$3M
Safran/Cinch Connectors*	2010	Connectivity	\$52M	\$37.5M
Galaxy Power	2005	Power	\$18M	\$18M
Netwatch s.r.o	2005	Connectivity	\$2M	\$1.5M
Insilco Passive Components Group*	2003	Magnetics	\$70M	\$35M
APC UK	2003	Power	\$5M	\$5.5M
E-Power/Current Concepts	2001	Power	\$3M	\$6.2M
Lucent Transformers + Inductor Group*	1998	Magnetics	\$35M	\$30M



*Blue denotes > Divestitures acquired

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Sales & Bookings

(dollars in millions)

SALES	Q3-19	Q3-20	% change '19-'20	TTM Sept-18	TTM Sept-19	TTM Sept-20	% change '19-'20
Magnetics Solutions	40	38	-4%	175	167	142	-15%
Power Solutions & Protection	40	48	19%	168	175	165	-6%
Connectivity Solutions	44	38	-13%	182	178	158	-11%
Total	\$ 124	\$ 124	0%	\$ 525	\$ 520	\$ 465	-11%

BOOKINGS	Q3-19	Q3-20	% change '19-'20	TTM Sept-18	TTM Sept-19	TTM Sept-20	% change '19-'20
Magnetics Solutions	37	14	-61%	204	140	136	-3%
Power Solutions & Protection	31	41	29%	182	154	162	5%
Connectivity Solutions	44	28	-37%	190	176	140	-20%
Total	\$ 112	\$ 83	-26%	\$ 576	\$ 470	\$ 438	-7%

BACKLOG	Sept-18	Sept-19	Sept-20	% change '19-'20
Magnetics Solutions	57	30	27	-8%
Power Solutions & Protection	69	52	63	20%
Connectivity Solutions	59	61	48	-21%
Total	\$ 185	\$ 143	\$ 138	-3%



Financial Summary – 9 mos-20

\$ in millions, except EPS amounts	9 mos-20	9 mos-19	Change			
Sales	\$350	\$377	-7.3%			
Gross margin	25.9%	22.8%	310 bps			
Operating margin	3.8%	0.7%	310 bps			
EBITDA as % of sales	6.9%	4.0%	290 bps			
Adj EBITDA ⁽²⁾ as % of sales	7.0%	6.1%	90 bps			
GAAP EPS (BELFB)	\$0.76	(\$0.19)	nm*			
Non-GAAP EPS (BELFB)(1)	\$0.79	\$0.46	72%			
¹ These financial measures exclude the impact of costs associated with acquisition-related costs, ERP system implementation expenses and restructuring charges, and the impact of gain on sale of property. * Not meaningful. Q3-19 operating margin, EBITDA and GAAP EPS include the effects of an \$8.9M goodwill impairment charge.						



Balance Sheet Metrics

\$ in millions	September 2020	December 2019	
Cash	\$81	\$72	
Debt	125	144	
Equity	179	168	
Working Capital	195	193	
Current Ratio	3.2 to 1	3.1 to 1	
Inventory Turns	3.7x	3.6x	
DSO	52 days	60 days	
Leverage Ratio	2.99x	3.14x	



Financial Drivers Q1-20

Favorable

- FX was favorable in COGS vs. Q1-19, as USD appreciated against:
 - EUR by 2%
 - MXN by 2%
 - RMB by 2%
- Variable costs within COGS largely flat (53.4% of sales in Q1-20 vs 53.6% of sales in Q1-19)
- Fixed costs within COGS down \$3.5M (\$24.4M in Q1-20 vs. \$27.9M in Q1-19), largely due to \$2.5M reduction in overhead and \$900k lower support labor and fringe (receipt of \$2M in funds from Chinese government related to COVID-19 relief program)
- R&D expenses were lower by \$1.1M vs Q1-19 due to cost savings from recent restructuring efforts and favorable FX environment in Q1-20
- FX gain of \$45k in Q1-20 vs. FX loss of \$573k in Q1-19
- Addition of CUI sales of \$8.2M in Q1-20 at a 13.5% EBITDA margin

Unfavorable

- COVID-19:
 - Temporary closures of manufacturing facilities in the PRC
 - Delays throughout supply chain
 - \$14-17M of sales scheduled for Q1 shipment delayed to Q2
- Sales down \$21.4M (17%) from Q1-19
 - Connectivity sales ↓ by \$5.3M (\$3.4M decline in commercial aerospace, \$1.3M reduction in industrial applications, and \$1.8M decline in passive, offset by gains of \$1.7M in military applications)
 - Magnetic sales
 ↓ by \$9.5M (large networking OEM customer)
- Fluctuation in gain/loss on cash surrender value of COLI policies:
 - \$1.9M loss in Q1-20 vs \$1.0M gain in Q1-19
 - Unfavorable y/y fluctuation of \$2.9M



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Financial Drivers Q2-20

Favorable

- Addition of CUI sales of \$10.6M in Q2-20 at a 23.6% EBITDA margin
- Variable costs within COGS down (54.0% of sales in Q2-20 vs 56.4% of sales in Q2-19), primarily due to shift in product mix (declines in power products with high material content; increase in high-margin CUI product and connectivity products going into military applications)
- Fixed costs within COGS down \$4.8M (\$24.3M in Q2-20 vs. \$29.1M in Q2-19), largely due to \$2.4M reduction in support labor and fringe and \$2.3M of lower overhead costs (receipt of \$1M in funds from Chinese government related to COVID-19 relief program)
- FX was favorable in COGS vs. Q2-19, as USD appreciated against:
 - MXN by 19%; RMB by 4%; EUR by 2%
 - Overall, resulted in lower labor and overhead costs of \$1.2M
- R&D expenses were lower by \$684k vs Q2-19 due to cost savings from recent restructuring efforts and favorable FX environment in Q2-20
- T&E expenses of \$162k in Q2-20 vs \$844k in Q2-19 (a decrease of \$682k)
- Fluctuation in gain/loss on cash surrender value of COLI policies:
 - \$1.5M gain in Q2-20 vs \$243k gain in Q2-19
 - Favorable y/y fluctuation of \$1.3M

Unfavorable

- Sales down \$6.2M (5%) from Q2-19
 - Connectivity sales ↓ by \$3.6M (\$5.6M decline in commercial aerospace, \$1.7M reduction in industrial applications, offset by gains of \$3.8M in military applications)
 - Magnetic sales
 ↓ by \$3.6M (ICM's down \$1.5M/large networking OEM customer & Signal down \$1.8M/pause in ordering of non-essential medical equip)
- FX loss of \$103k in Q2-20 vs. FX gain of \$450k in Q2-19 (unfavorable swing in Other Income/Expense of \$553k)
- Continued COVID-19 operational inefficiencies



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Financial Drivers Q3-20

Favorable

- Addition of CUI sales of \$10.9M in Q3-20 at a 15.2% EBITDA margin
- Variable costs within COGS down (52.8% of sales in Q3-20 vs 54.2% of sales in Q3-19), primarily due to shift in product mix (declines in power products with high material content; increase in high-margin CUI product and connectivity products going into military applications)
- Fixed costs within COGS down \$3.1M (\$25.6M in Q3-20 vs. \$28.7M in Q3-19), largely due to \$2.3M reduction in overhead costs and \$0.7M of lower support labor and fringe expense (receipt of \$0.9M in funds from Chinese government related to COVID-19 relief program).
- FX had minimal impact in COGS vs. Q3-19, as USD appreciation against the MXN (14%) largely offset depreciation against EUR (5%), GBP (5%) and RMB (1%)
- Tariff refunds from US Government \$400k
- R&D expenses were lower by \$400k vs Q3-19 due to cost savings from recent restructuring efforts, offset by unfavorable FX environment in Q3-20
- \$500k reduction in travel expenses vs. Q3-19
- \$600k favorable fluctuation in gain/loss on cash surrender value of COLI (gain in Q3-20 of \$700k vs. gain in Q3-19 of \$100k)

Unfavorable

- Excluding CUI, sales were down \$10.9M:
 - Connectivity sales ↓ by \$6.0M (\$5.3M decline in commercial aerospace, \$3.0M reduction in sales through distribution, \$1.6M decline in sales into industrial applications, offset by gains of \$3.6M in military applications)
 - Magnetic sales ↓ by \$1.5M (ICM's down \$1.3M & Signal down \$500k, offset by increase in discrete sales of \$300k)
 - Excluding CUI, Power sales ↓ by \$3.4M (reduced sales to datacenter customer (\$3.2M), distribution down \$1.1M, networking customer down \$1.1M; DC/DC down \$1.4M; partially offset by increased fuse revenue of \$1.4M and increase in AC/DC sales of \$400k)
- FX loss of \$1M in Q3-20 vs. FX gain of \$600k in Q3-19 (unfavorable swing in Other Income/Expense of \$1.6M)



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Historical Financial Highlights

	Net Sales	Gross Margin	EBITDA Margin¹	D&A	Capital Spending	Free Cash Flow ²
2012	\$286,594	16.2%	3.5%	\$9,113	\$4,744	\$6,865
2013	\$349,189	17.8%	7.9%	12,382	6,940	\$3,641
2014	\$487,076	17.9%	7.0%	20,367	9,042	\$13,415
2015	\$567,080	19.2%	9.9%	23,009	9,891	\$55,898
2016	\$500,153	20.0%	10.4%³	21,778	8,223	\$30,380
2017	\$491,611	20.8%	7.6%	20,718	6,425	\$17,695
2018	\$548,184	20.0%	8.6%	18,207	11,594	-\$1,497
2019	\$492,412	22.5% ⁴	-0.4%	16,471	9,891	14,559

¹ EBITDA as calculated by the Company represents earnings before interest, taxes, depreciation and amortization. EBITDA margin as presented above is calculated by dividing EBITDA by net sales.

⁴ Effective with the fourth quarter 2019 reporting, R&D expense is now reflected outside of COGS and is therefore no longer a factor in arriving at gross margin. Prior year gross margin % has not been recast on this slide. The comparable 2019 GM% would have been 17.0%



² Free cash flow as presented above represents net cash provided by operating activities less cash paid for capital expenditures.

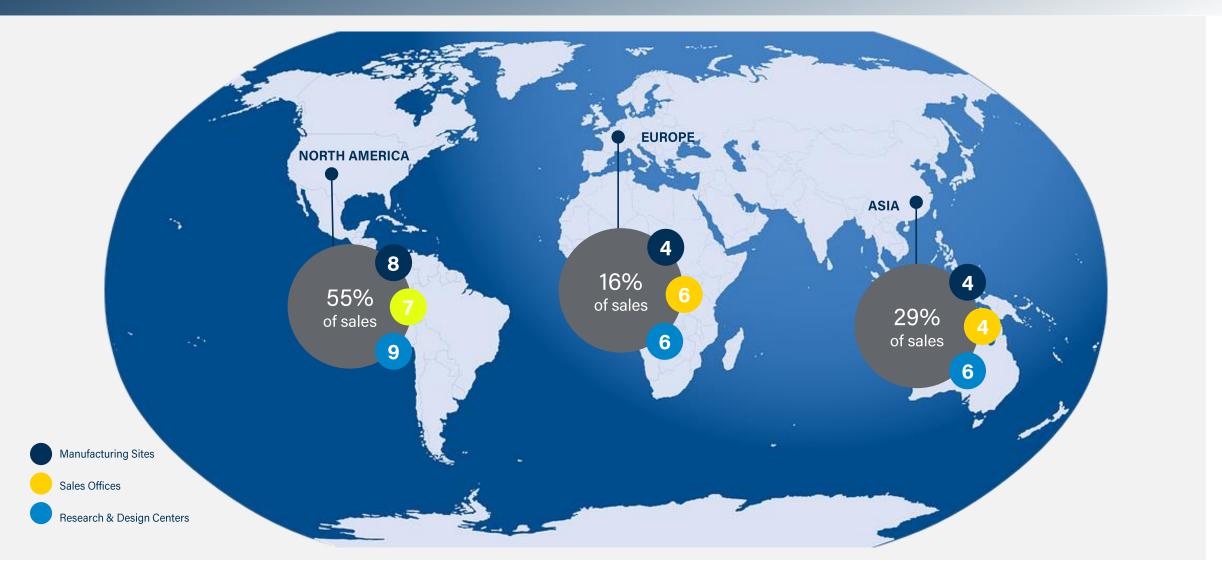
³ Excludes the effect of a \$106M impairment charge on goodwill and other intangible assets recorded in 2016 and \$8.9M in TTM 9/30/19. Without adjusting for this factor, EBITDA margin for 2016 is (10.8)% and EBITDA margin for TTM 9/30/19 is 5.3%.

Historical: Net Earnings to EBITDA

	■ Non-GAAF	P Adjusted EBITDA	\$50,375	\$55,938	\$46,071	\$40,377	\$49,588	
(\$ in thousands)	\$17,825	\$29,633						\$25,993
	2012	2013	2014	2015	2016	2017	2018	2019
Net earnings (loss)	\$2,373	\$15,908	\$8,603	\$19,197	\$(64,834)	(11,897)	20,709	(8,743)
Interest expense	16	156	3,978	7,588	6,662	6,802	5,317	5,448
Income tax (benefit) provision	(1,376)	(743)	1,167	6,535	(17,718)	21,540	2,907	1,441
Depreciation and amortization	9,113	12,382	20,367	23,008	21,778	20,718	18,207	16,471
Non-GAAP EBITDA	\$10,126	\$27,703	\$34,115	\$56,328	\$(54,112)	\$37,163	\$47,140	14,617
Non-cash impairment charge	-	-	-	-	105,972	-	-	8,891
Restructuring charges	6,075	1,686	1,832	2,114	2,087	308	222	2,593
Gain on sale of property	-	-	-	-	(3,092)	-	-	(4,257)
Acquisition-related costs	1,283	933	13,411	(3,628)	(5,155)	350	-	232
IT/ERP costs	-	-	1,017	1,124	371	2,556	2,226	1,814
Loss on liquidation of frgn sub	-	-	-	-	-	-	-	2,103
Storm damage	341	(689)	-	-	-	-	-	-
Non-GAAP Adjusted EBITDA	\$17,825	\$29,633	\$50,375	\$55,938	\$46,071	\$40,377	\$49,588	\$25,993



Global Presence





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Lean Management Team

Dan Bernstein

President & CEO

Dennis Ackerman

President
Bel Power Solutions &
Protection

Power Group:
Power-One
Bel Power
Powerbox
CUI

Circuit Protection Group

Module Group

Pete Bittner

President Cinch Connectivity Solutions

Cinch Connectivity Solutions

Cinch, CCS, Fibreco, Gigacom, Array, BCMZ

Stewart Connector

Magnetics

Signal Transformer

TRP/ICM Group

LAN Magnetic Group

Raymond Cheung VP Asia Operations

China

Hong Kong

Macau

India

Taiwan

Craig Brosious

VP Finance

Accounting

Finance

Investor Relations

Sherry Urban

VP Human Resources

Human Resources

Payroll

Workplace Safety



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Diverse Offerings

	Power Solutions	Circuit Protection	Connectivity Solutions	Magnetic Solutions
Bel				
Delta				
TE Connectivity				
Molex				
Pulse Electronics (Yageo)				
Bussmann (EATON)				
Amphenol				
Littelfuse				
Artesyn				
Murata				



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Cisco 9400





The Catalyst 9400 Series is the next generation of the industry's most widely deployed enterprise switching platform... These modular access switches are built for security, IoT, and cloud. They deliver state-of-the-art high availability, support up to 9 Tbps, provide the latest in 90-watt UPOE+, and form one of the building blocks for SD-Access, Cisco's leading enterprise architecture.

- Cisco website

Internal Board level components:

- Fuses
- DC/DC isolated board mount converters
- DC/DC point-of-load converters
- Passive jack communications ports

Multiport ICMs

- 1G to 10G port speeds
- 15-90W PoE capability

Case Study

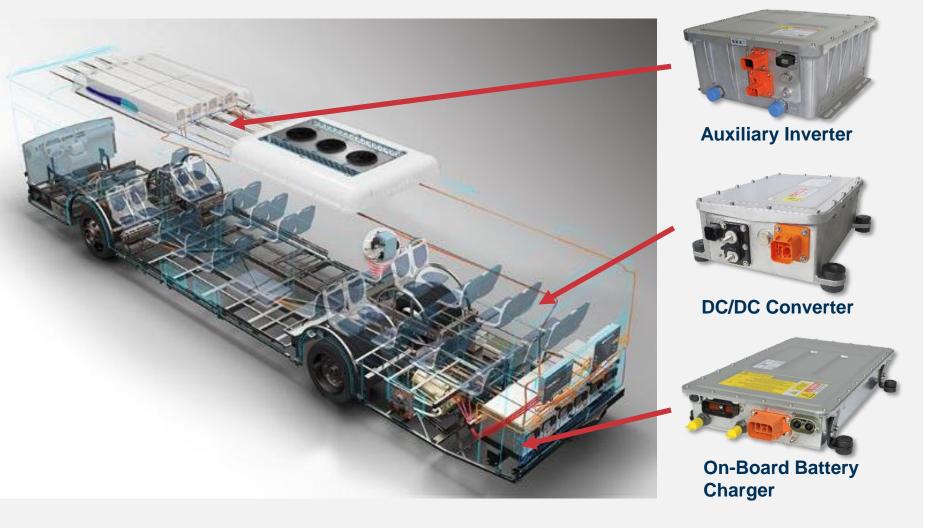
eMobility



BCL Series 25 kW AC/DC Charger

On-board bidirectional charger with single/three-phase input (250 – 800 Vdc)

- Liquid cooling
- CAN bus SAE J1939
- Galvanic isolated
- ECE R10.6 / IEC61851-21-1 / UL2202
- IP65 / IP67 compliant
- SAE J1772 type 2 compliant





POWER | PROTECT | CONNECT

Case Study

Railway



Applications

Approximately \$20,000 of Installed Power per Rail Set











Applications



POWER | PROTECT | CONNECT Confidential Bel Fuse Inc. | 35













