



Citi TMT Conference

September 10, 2026

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 2025 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 2025 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.

Company Overview

Designing and manufacturing critical electronic components, systems and solutions since 1949

Headquarters

West Orange, New Jersey

NASDAQ

BELFA / BELFB

Annual Sales*

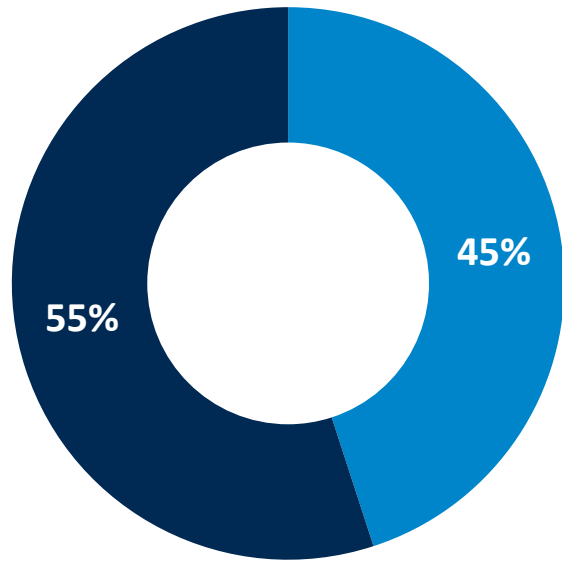
\$744M

Adj EBITDA / % of Sales*

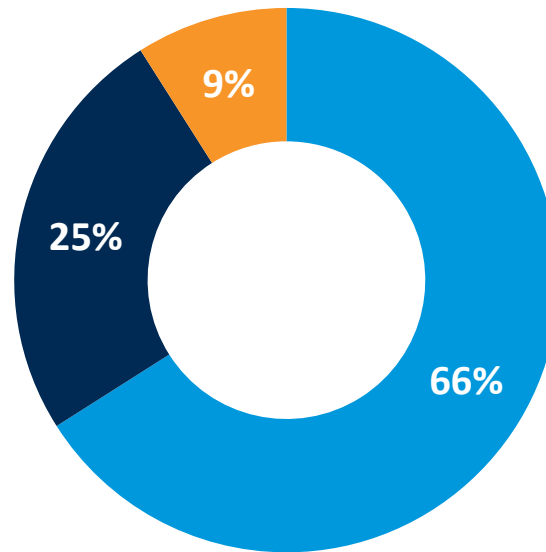
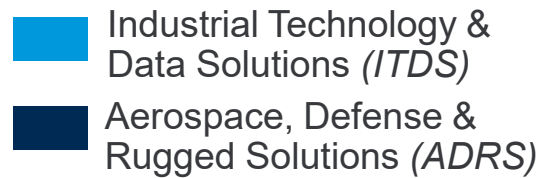
\$160M / 21.5%



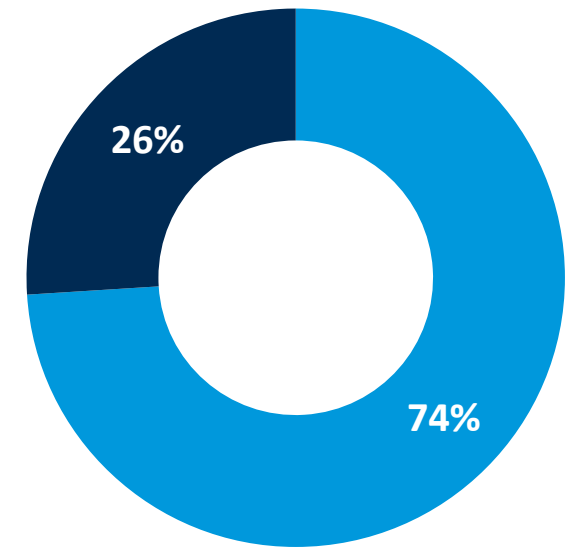
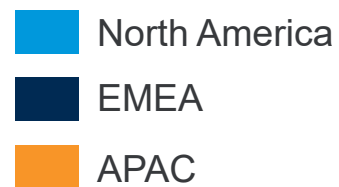
Business Overview



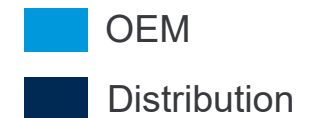
Business Unit



Regional Sales



Customer Channel



Segment Overview

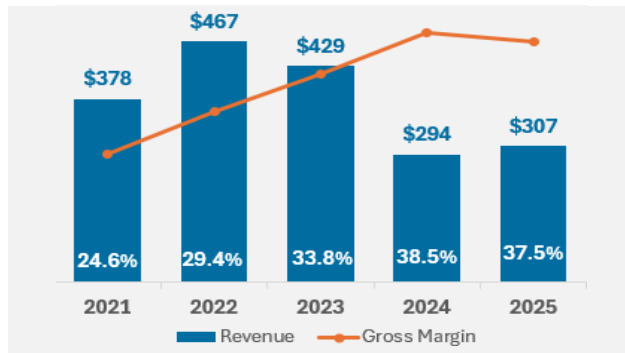
Industrial Technology & Data Solutions

Products:

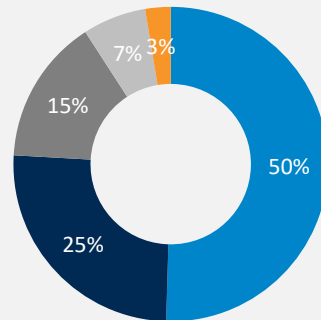
Power Supplies, Circuit Protection, Magjacks, SFP Transceivers, Transformers

Applications:

- Networking, Compute & Data Storage
- Factory Automation Systems
- MRI & X-ray Machines
- On Train & Wayside
- Electric Commercial Vehicles & Equipment



End Markets*



- Data Solutions
- Industrial Technology
- Transportation
- Medical
- Semi Equipment

ALSTOM

HPE

AXON

SIEMENS
Healthineers
varian

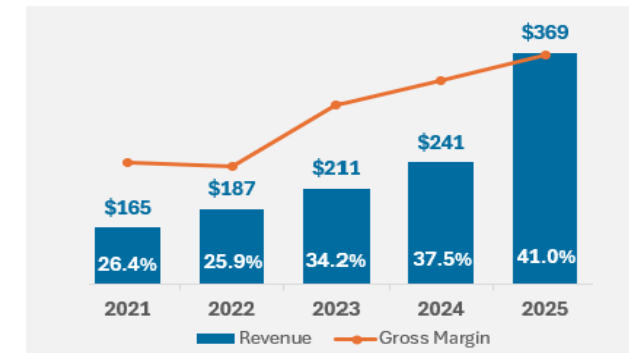
Aerospace, Defense & Rugged Solutions

Products:

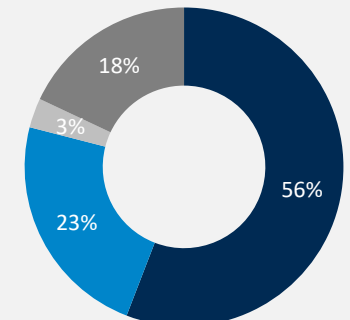
Power, Networking Systems, Connectors, Cables, Fiber Optics, RF/Microwave

Applications:

- Satellites & Commercial Aircrafts
- Ground Defense & Aircraft Systems
- Agriculture & Manufacturing Equipment
- Construction (premise wiring)
- Oil & Gas Equipment



End Markets*



- Defense
- Commercial Aerospace
- Space
- Rugged Industrial

BOEING

LOCKHEED MARTIN

Raytheon

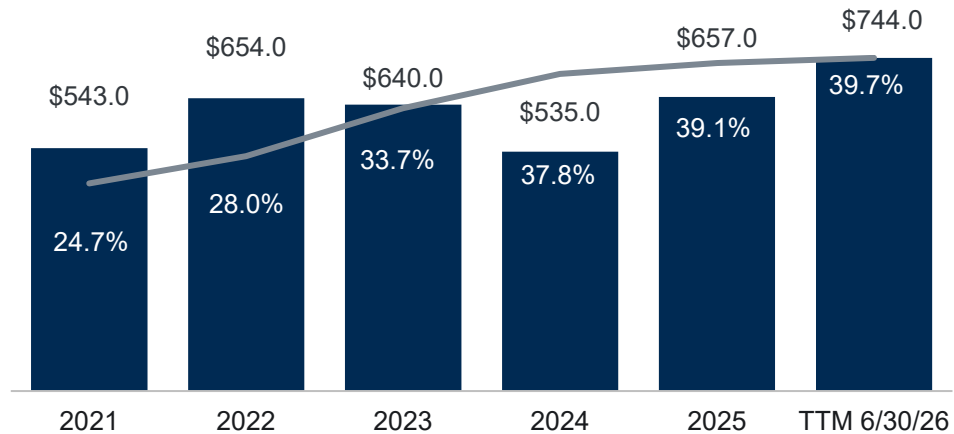
*Percentages are approximate based on management estimates. Sales through distribution have been allocated to end markets based on typical product end application.

Note: ADRS segment includes sales of Enercon from Nov 2024 date of acquisition (\$21M in 2024; \$136M in 2025).

Our Financial Transformation

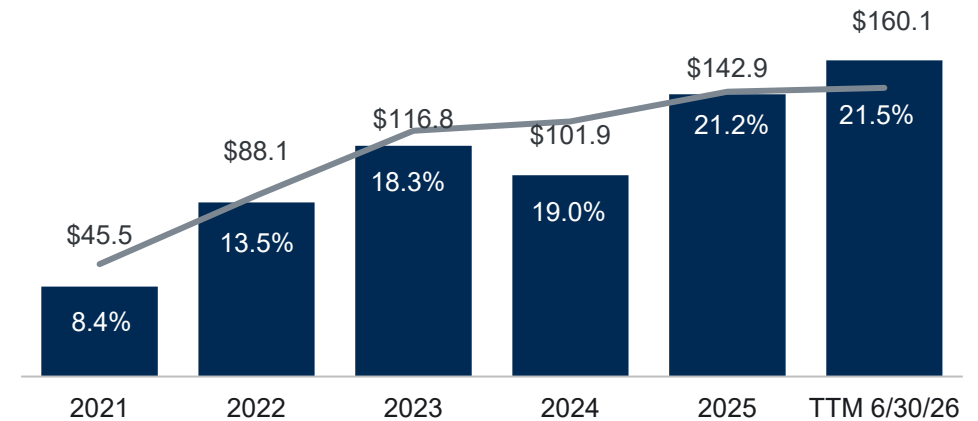
Historical Revenue / GM%

(\$ in millions)



Historical Adjusted EBITDA

(\$ in millions)



Cash Balance at 6/30/26 = \$306M

No Outstanding Debt at 6/30/26

Our Growth Strategy

The Key Drivers of our Organic and Inorganic Growth Plans



Core Business

Today's products to today's customers at historical industry growth rates



Rapid Growth End Markets

Defense, commercial air, space and AI growing at a more rapid pace



Internal Sales Initiatives

Enhancing Bel's go-to-market strategy across Bel's full portfolio of products



Mergers & Acquisitions

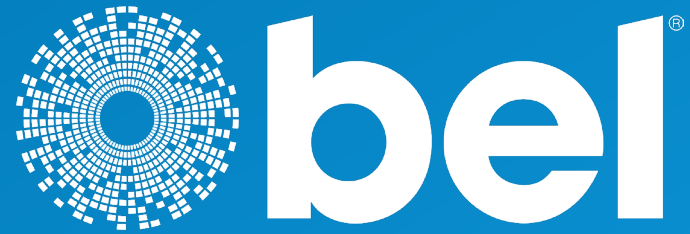
Targeted M&A where the math and story are compelling

Strong performance.

Diverse markets.

Continuous innovation.

Be part of Bel's next chapter.



Nasdaq: BELFA and BELFB
<https://ir.belfuse.com>
Contact: ir@belf.com