

The logo for VPG, consisting of the letters 'V', 'P', and 'G' in a bold, white, sans-serif font, enclosed within a white oval. The background of the entire image is a dark blue digital space with various icons like a fingerprint, a checkmark, a person, a key, and gears, and a robotic hand on the right side.

VPG

1Q26 Earnings Call
May 12, 2026

SAFE HARBOR STATEMENT

From time to time, information provided by us, including, but not limited to, statements in this presentation, or other statements made by or on our behalf, may contain or constitute "forward-looking" information within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements involve a number of risks, uncertainties, and contingencies, many of which are beyond our control, which may cause actual results, performance, or achievements to differ materially from those anticipated.

Such statements are based on current expectations only, and are subject to certain risks, uncertainties, and assumptions. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those anticipated, expected, estimated, or projected. Among the factors that could cause actual results to materially differ include: general business and economic conditions; impact of inflation; potential issues respecting the United States federal government debt ceiling; global labor and supply chain challenges; difficulties or delays in identifying, negotiating and completing acquisitions and integrating acquired companies; the inability to realize anticipated synergies and expansion possibilities; difficulties in new product development; changes in competition and technology in the markets that we serve and the mix of our products required to address these changes; changes in foreign currency exchange rates; political, economic, and health (including pandemics) instabilities; instability caused by military hostilities in the regions or countries in which we operate (including Israel); difficulties in implementing our cost reduction strategies, such as underutilization of production facilities, labor unrest or legal challenges to our lay-off or termination plans, operation of redundant facilities due to difficulties in transferring production to achieve efficiencies; compliance issues under applicable laws, such as export control laws, including the outcome of our voluntary self-disclosure of export control non-compliance; significant developments from the recent and potential changes in tariffs and trade regulation; our ability to execute our new corporate strategy and business continuity, operational and budget plans; and other factors affecting our operations, markets, products, services, and prices that are set forth in our Annual Report on Form 10-K for the fiscal year ended December 31, 2025. We caution you not to place undue reliance on forward-looking statements, which speak only as of the date of this report or as of the dates otherwise indicated in such forward-looking statements. We undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise.

Non-GAAP Measures

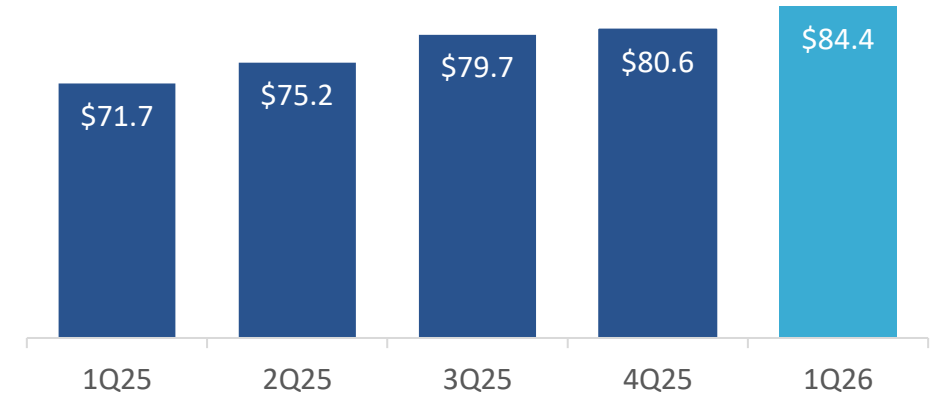
This presentation includes discussion of adjusted free cash flow, adjusted gross profit and adjusted operating income and their corresponding margins, as well as adjusted net earnings, EBITDA, adjusted EBITDA, and adjusted net diluted earnings per share. These are financial measures that were not prepared in accordance with generally accepted accounting principles in the United States (non-GAAP measures). Management believes that these non-GAAP measures are useful to investors because each presents what management views as our core operating results for the relevant period. The adjustments to the applicable GAAP measures relate to occurrences or events that are outside of our core operations, and management believes that the use of these non-GAAP measures provides a consistent basis to evaluate our operating profitability and performance trends across comparable periods. These reconciling items are indicated on the accompanying reconciliation schedules and are more fully described in VPG's financial statements presented in our Annual Report on Form 10-K and its Quarterly Reports on Forms 10-Q.

FISCAL FIRST QUARTER 2026 HIGHLIGHTS

- Revenue grew 4.7% sequentially and 17.6% from the prior year.
- Bookings of \$102.1 million grew 25.5% from 4Q25 and 37.3% year-over year and reached the 3rd highest level in VPG’s history.
- Book-to-Bill of 1.21 is 6th consecutive quarter at least 1.0 or greater, as all segments reported book-to-bills well in excess of 1.0. Reflects demand strength across key applications, including semiconductor equipment, data center, avionics, military and space, steel, and certain industrial markets.
- Sensors’ bookings reach highest levels in 15 quarters.
- Gross margin improved sequentially to 39%.

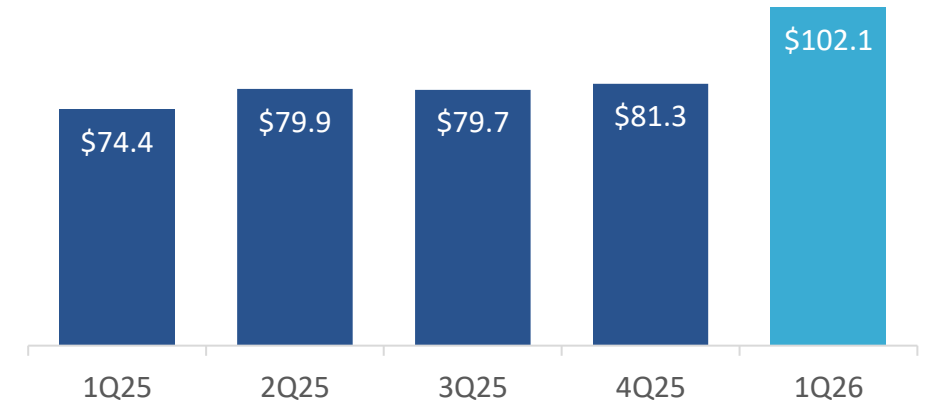
VPG Consolidated Revenue

Amounts in \$ millions



VPG Consolidated Bookings

Amounts in \$ millions



	1Q25	2Q25	3Q25	4Q25	1Q26
Book-to-Bill	1.04	1.06	1.00	1.01	1.21

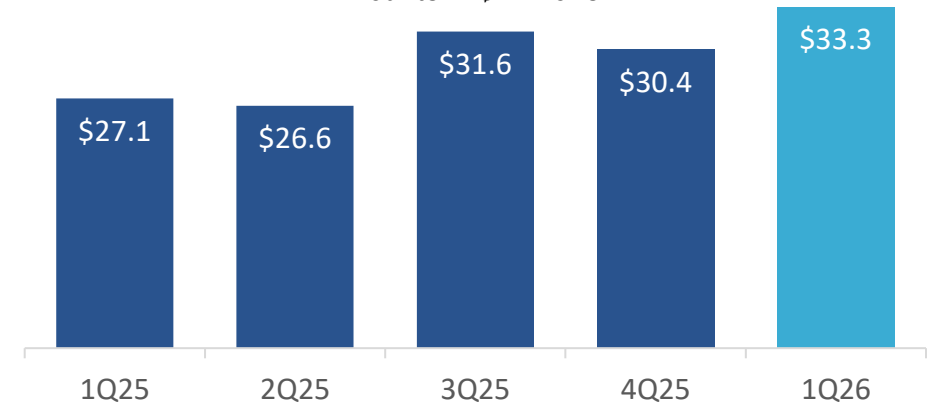
SENSORS – SALES & BOOKINGS

Highlights:

- Sales grew 9.6% sequentially, driven by precision resistors in the Test & Measurement and AMS markets and higher sales of strain gages in the General Industrial market.
- Bookings grew 29.0% sequentially and 57.6% year over year, resulting in a book-to-bill of 1.36.
- Strong demand for precision resistors in semiconductor, data center/fiber optics, and AMS.
- Received \$1 million follow-on preproduction orders of strain gages from an initial humanoid robot customer. Indications that initial customers will begin to slowly scale production in 2H26. Began discussions with fourth humanoid robot developer.

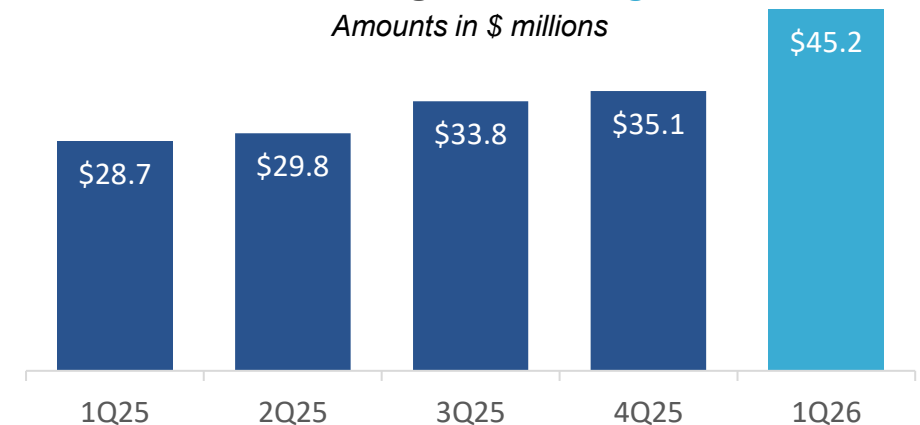
Sensors Segment Revenue

Amounts in \$ millions



Sensors Segment Bookings

Amounts in \$ millions



Quarter	1Q25	2Q25	3Q25	4Q25	1Q26
Book-to-Bill	1.06	1.12	1.07	1.15	1.36

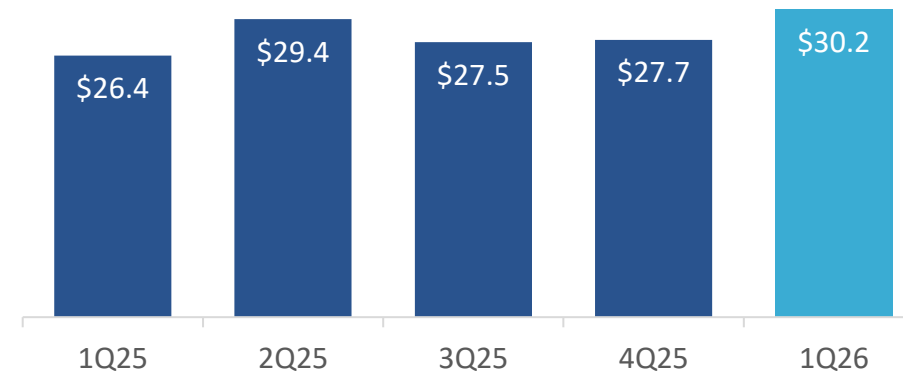
WEIGHING SOLUTIONS – SALES & BOOKINGS

Highlights:

- 1Q26 revenues grew 9% sequentially and 14.4% from a year ago. Sequential growth in our Other markets for medical and consumer applications and in the Transportation market.
- Bookings of \$32.9 million increased 16.8% sequentially and 25.6% from a year ago, and resulted in a book-to-bill of 1.09.
- Sequential bookings growth reflects higher demand for process weighing applications and for onboard weighing systems.

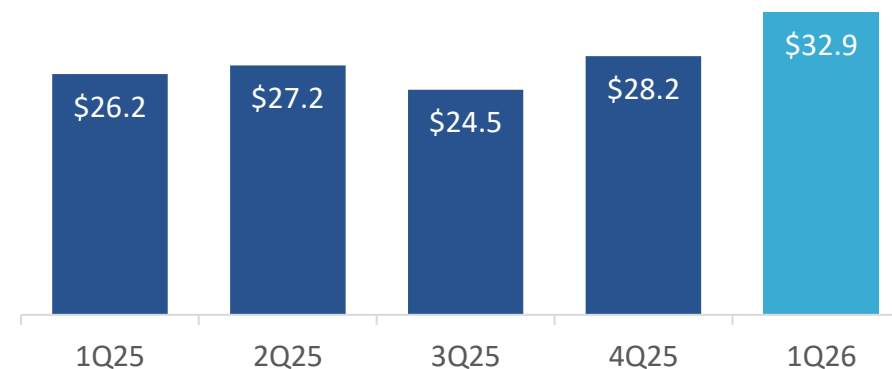
Weighing Solutions Segment Revenue

Amounts in \$ millions



Weighing Solutions Segment Bookings

Amounts in \$ millions



Book-to-Bill	1Q25	2Q25	3Q25	4Q25	1Q26
	0.99	0.92	0.89	1.02	1.09

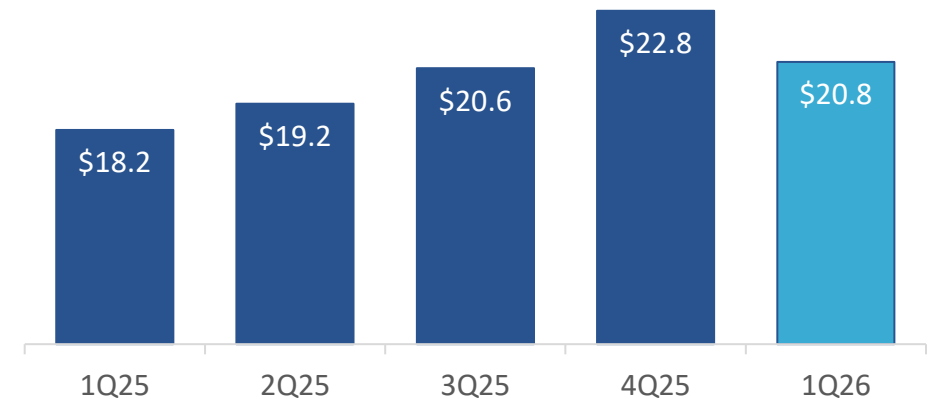
MEASUREMENT SYSTEMS – SALES & BOOKINGS

Highlights:

- 1Q26 revenues declined 7.3% sequentially due to softer steel-related sales, but grew 14% year over year. DTS achieved record sales driven by AMS projects.
- Orders grew 32.3% sequentially, reflecting higher orders for jet engine testing and hypersonic missile projects and DSI simulation systems.
- DTS data loggers used onboard Artemis II mission to measure force on astronaut seats during take off and landing.

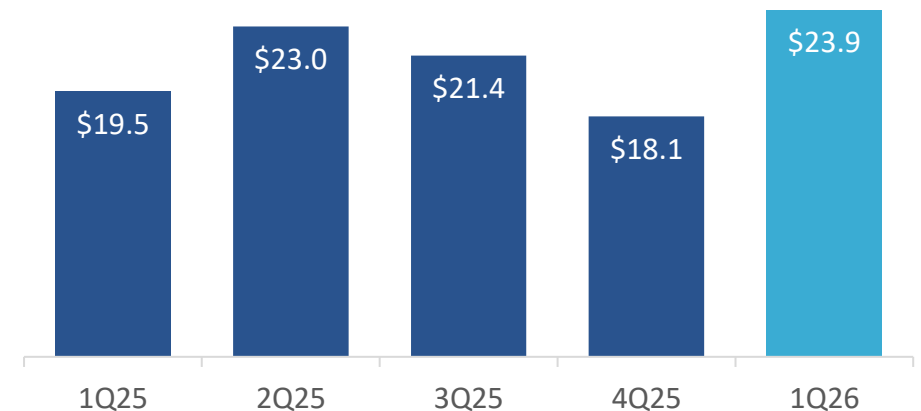
Measurement Systems Segment Revenue

Amounts in \$ millions



Measurement Systems Segment Bookings

Amounts in \$ millions



Book-to-Bill 1.07 1.20 1.04 0.81 1.15

NEW TARGET THREE-YEAR MODEL

REFLECTS HIGHER ORGANIC GROWTH

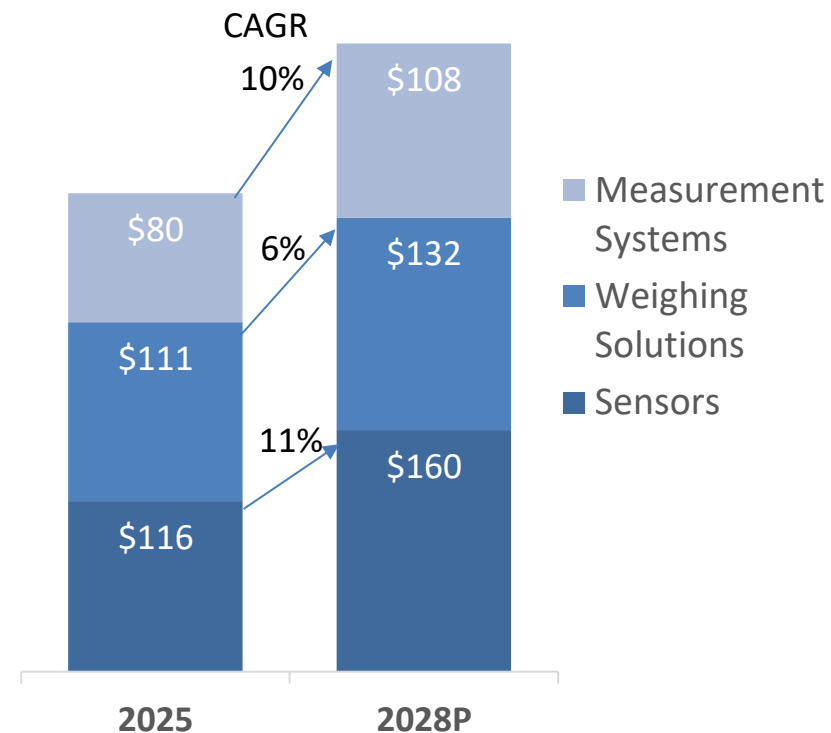
(in \$ Millions; Margin in Percent)	FY25 Actual ¹	Annual CAGR Revenue Growth	Assumptions ³
Revenue	\$307M	8% - 10%	<ul style="list-style-type: none"> Organic growth only Key secular growth drivers (semiconductor, data centers, defense) Moderate growth related to humanoid robots Business development execution
Adj. Gross Margin	39.2%	46.5% - 47.5%	<ul style="list-style-type: none"> \$20M+ Operational Excellence initiatives
Adj. Operating Margin ²	3.7%	14.5% - 15.5%	<ul style="list-style-type: none"> Operating leverage
Adj. EBITDA Margin	9.2%	18.5% - 20.5%	<ul style="list-style-type: none"> Significant cash generation

1. See reconciliations for FY25 results.

2. Assumes approximately \$5 million of incremental annual investments to support new CPBO and COO organizations, IT investments, and new incentive plans..

3. Based on foreign exchange rates as of 1Q26; Refer to the Company's disclosures regarding Non-GAAP financial information.

Example: Targeted Revenue Growth by Segment*



- Assumes consolidated revenue compounded growth of 9% 2025-2028.
- Sensors segment revenue includes assumed 50% annual compounded growth related to humanoid-robots from 2025 levels.

REVISED TARGET MODEL: SECULAR GROWTH DRIVERS AND OPERATIONAL EXCELLENCE

▲ Organic Growth in High Single-Digits

- **Exposure to secular growth markets:**
 - Semiconductor equipment driven by AI-infrastructure
 - Humanoid robot and Physical-AI applications
 - Aerospace and defense spending in the US and Europe
 - Fiber optics / data center buildout
- **Establishment of Chief Business and Product Officer organization:**
 - Sales & Business Development Discipline
 - Customer Relationship Management
 - Marketing Systems Establishment
 - Product Lifecycle Management

\$20 Million Targeted Cost Reductions

- **Optimization of Manufacturing Footprint:**
 - Streamlining to low-cost manufacturing sites
- **Operational Excellence**
 - Use of more automation and process improvements
- **Leveraging Procurement Processes**
 - Consolidating procurement activity

VPG's advanced manufacturing facility in Chennai, India is the largest VPG operation.



FINANCIALS – GROSS MARGIN

<i>Revenue in \$ millions</i>	1Q26	4Q25	Comments
Revenue	\$84.4	\$80.6	
Gross Profit Margin by Segment:			
Sensors:	34.8%	28.5%	<i>Primarily due to higher volume, favorable product mix, higher manufacturing efficiencies, partially offset by unfavorable foreign exchange rates and higher personnel costs.</i>
Weighing Solutions:	34.2%	33.0%	<i>Reflects higher volume and favorable foreign exchange rates.</i>
Measurement Systems:	52.6%	53.3%*	<i>The sequential decline was primarily due to lower volume and wage increases, partially offset by favorable product mix.</i>
Gross Profit Margin Consolidated:	39.0%	36.8%	
Adjusted Gross Profit Margin Consolidated:	39.0%	37.0%	

* Measurement Systems gross margin in 4Q25 adjusted for purchase accounting. See reconciliation tables.

FINANCIALS – INCOME STATEMENT

<i>Amounts in \$ millions, except margin and per share data</i>	1Q26	4Q25
Revenue	\$84.4	\$80.6
Gross Profit Margin:	39.0%	36.8%
Adjusted Gross Profit Margin* :	39.0%	37.0%
Selling, General, and Admin. Expenses:	\$32.1	\$27.9
Operating Income:	\$0.3	\$1.7
Operating Margin:	0.4%	2.2%
Adj. Operating Income:	\$1.6	\$2.1
Adj. Operating Margin:	1.9%	2.6%
Adj. Tax Rate:	31.5%	32%
Net Earnings**:	\$(0.3)	\$(1.9)
Net Earnings per diluted share*:	\$(0.02)	\$(0.14)
Adjusted Net Earnings*:	\$0.9	\$1.3
Adjusted Net Earnings per diluted share*:	\$0.07	\$0.09

* See reconciliation tables.

** Attributable to VPG shareholders.

FINANCIALS – CASH FLOW / BALANCE SHEET

<i>Amounts in \$ millions, except margin and per share data</i>	1Q26	4Q25
Adjusted EBITDA:	\$5.9	\$6.2
Cash From Operations:	\$(0.6)	\$4.8
Purchased Capital Expenditures	\$3.0	\$3.5
Adj. Free Cash Flow*:	\$(3.7)	\$1.3
Cash and Cash Equivalents	\$82.5	\$87.4
Total Assets:	\$453.8	\$457.8
Total Long-term Debt:	\$20.6	\$20.6
Total Liabilities:	\$119.4	\$118.3

* Free cash flow defined as cash from operating activities less capital expenditures plus proceeds from the sales of assets.

Q&A

Appendix

Reconciliation of Adjusted Gross Profit, Operating Income, Net Earnings and Diluted Earnings Per Share -Quarter

Three months ended	Gross Profit		Operating Income		Net Earnings (loss) Attributable to VPG Stockholders		Diluted Earnings (loss) Per share	
	April 4, 2026	March 29, 2025	April 4, 2026	March 29, 2025	April 4, 2026	March 29, 2025	April 4, 2026	March 29, 2025
As reported - GAAP	\$ 32,874	\$ 27,045	\$ 340	\$ (60)	\$ (319)	\$ (942)	\$ (0.02)	\$ (0.07)
As reported - GAAP Margins	39.0%	37.7%	0.4%	(0.1)%	—	—	—	\$ —
Start-up costs	—	463	—	463	—	463	—	\$ 0.04
Restructuring costs (a)	—	—	449	395	449	395	0.03	\$ 0.03
Share-based compensation cost (b)	—	9	837	545	837	545	0.06	\$ 0.04
Foreign currency exchange gain (c)	—	—	—	—	243	972	0.02	\$ 0.07
Less: Tax effect of reconciling items and discrete tax items	—	—	—	—	303	534	0.02	\$ 0.04
As Adjusted - Non GAAP	\$ 32,874	\$ 27,517	\$ 1,626	\$ 1,343	\$ 907	\$ 899	\$ 0.07	\$ 0.07
<i>As Adjusted - Non GAAP Margins</i>	39.0%	38.4%	1.9%	1.9%				

(a) Restructuring cost in 2026

(b) Share-based compensation cost excluded for Non-GAAP results, effective beginning 2026, with prior period comparability

(c) Impact of foreign currency exchange rates on assets and liabilities

Non-GAAP Reconciliation EBITDA and Adjusted EBITDA - QTR

	Fiscal Quarter Ended		
	April 4, 2026	March 29, 2025	December 31, 2025
Net loss attributable to VPG stockholders	\$ (319)	\$ (942)	\$ (1,871)
Interest Expense	329	550	412
Income tax expense (benefit)	129	(332)	1,235
Depreciation	3,223	3,056	3,060
Amortization	987	979	983
Restructuring costs (a)	449	395	697
Acquisition purchase accounting adjustments	—	—	110
Share-based compensation cost (b)	837	545	244
Foreign currency exchange gain (c)	243	972	1,378
ADJUSTED EBITDA	\$ 5,878	\$ 5,686	\$ 6,248
ADJUSTED EBITDA MARGIN	7.0%	7.9%	7.8%

(a) Restructuring cost in 2026

(b) Share-based compensation cost excluded for Non-GAAP results, effective beginning 2026, with prior period comparability

(c) Impact of foreign currency exchange rates on assets and liabilities

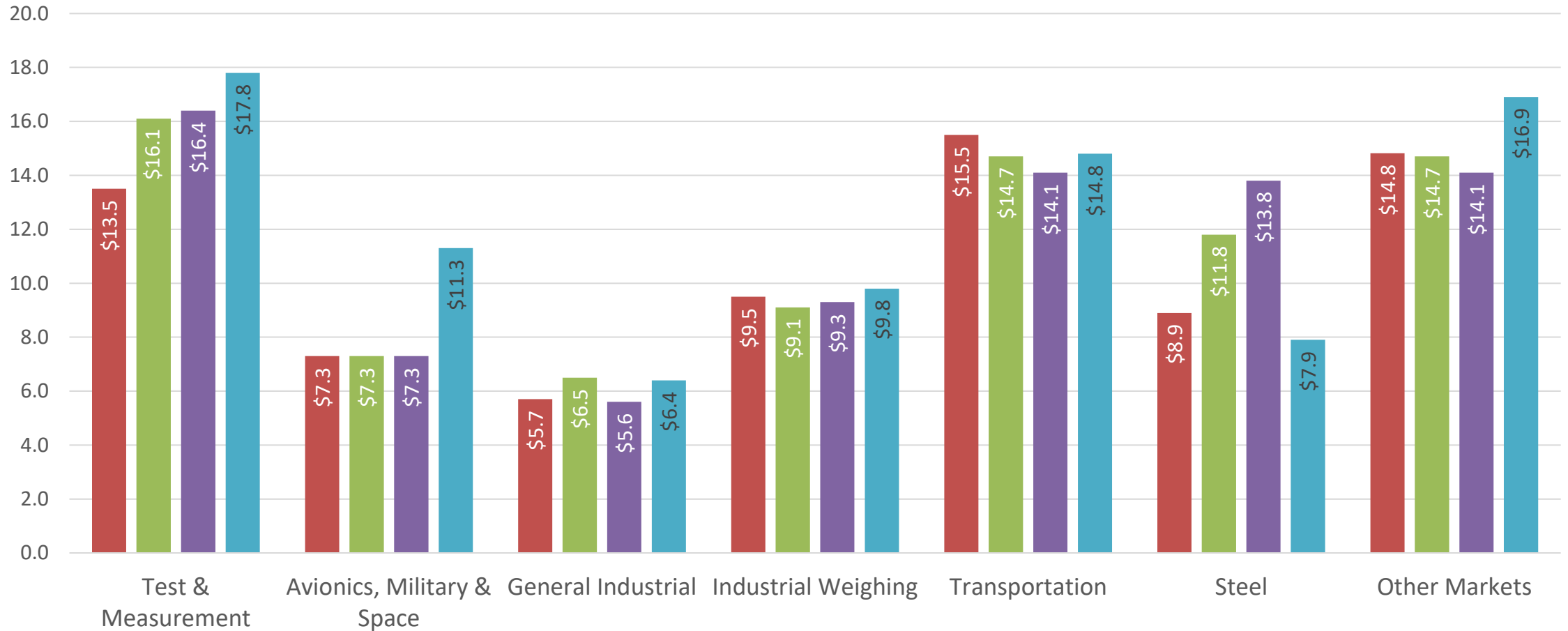
Reconciliation of Adjusted Gross Profit by Segment

<i>In \$ thousands except margin data</i>	Fiscal quarter ended		
	April 4, 2026	March 29, 2025	December 31, 2025
Sensors			
As reported - GAAP	\$ 11,588	\$ 8,146	\$ 8,665
As reported - GAAP Margins	34.8 %	30.1 %	28.5 %
Start-up costs	—	187	—
As Adjusted - Non GAAP	\$ 11,588	\$ 8,333	\$ 8,665
As Adjusted - Non GAAP Margins	34.8 %	30.8 %	28.5 %
Weighing Solutions			
As reported - GAAP	\$ 10,340	\$ 9,717	\$ 9,156
As reported - GAAP Margins	34.2 %	36.8 %	33.0 %
Start-up costs	—	276	—
As Adjusted - Non GAAP	\$ 10,340	\$ 9,993	\$ 9,156
As Adjusted - Non GAAP Margins	34.2 %	37.8 %	33.0 %
Measurement Systems			
As reported - GAAP	\$ 10,946	\$ 9,182	\$ 11,844
As reported - GAAP Margins	52.6 %	50.3 %	52.8 %
Acquisition purchase accounting adjustments	—	—	110
As Adjusted - Non GAAP	\$ 10,946	\$ 9,182	\$ 11,954
As Adjusted - Non GAAP Margins	52.6 %	50.3 %	53.3 %

QUARTERLY MARKET TRENDS

Consolidated Revenue by Market*

Amounts in \$ millions



* Amounts related to humanoid robot customers reclassified to General Industrial from Test & Measurement.

■ 2Q25 ■ 3Q25 ■ 4Q25 ■ 1Q26

VPG Sustainability

Projects Underway:

- Climate Risk Assessment
- Sustainability Report 2024-2025

Key Past Milestones:

- Greenhouse Gas Goals/Target Setting
- Updated ESG Website with 2024 Data
- Published Corporate Social Responsibility, Customer Safety and Health and Product Use and End of Life Policies
- Published energy management and water use reduction targets



"We are proud to introduce our first Sustainability Report. This report marks a significant milestone in VPG's sustainability journey." – Ziv Shoshani, CEO