2Q26 Earnings Call

August 5, 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

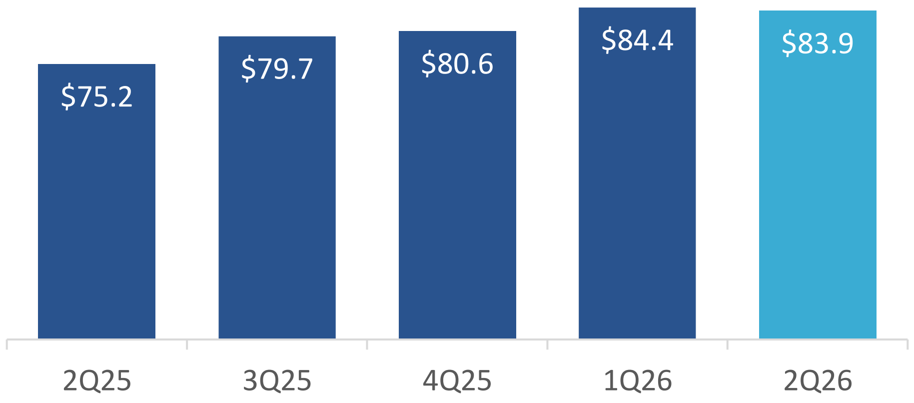
This presentation includes discussion of adjusted free cash flow, adjusted gross profit and adjusted operating income and their corresponding margins, as well as adjusted net earnings, EBITDA, adjusted EBITDA, and adjusted net diluted earnings per share. These are financial measures that were not prepared 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 SECOND QUARTER 2026 HIGHLIGHTS

- Revenue of $83.9 million was approximately flat and grew 12% from the prior year. 2Q26 revenue was impacted mainly by approx. $3 million of delayed shipments due to ERP implementation.
- Bookings of $95.5 million, which reflected continuing strong orders in key markets, and backlog of $136 million positions VPG for growth in 2H26. Business development orders were $11.6 million, on target to meet $45 million goal for 2026.
- Book-to-Bill of 1.14 marks the 7th consecutive quarter at 1.0 or greater, led by Sensors book-to-bill of 1.44.
- 2Q26 operating results were impacted by $3.3 million year over year, and $900K sequentially, due to unfavorable exchange rates.
- Paid down $5 million of debt which is expected to result in reduction of interest expense.

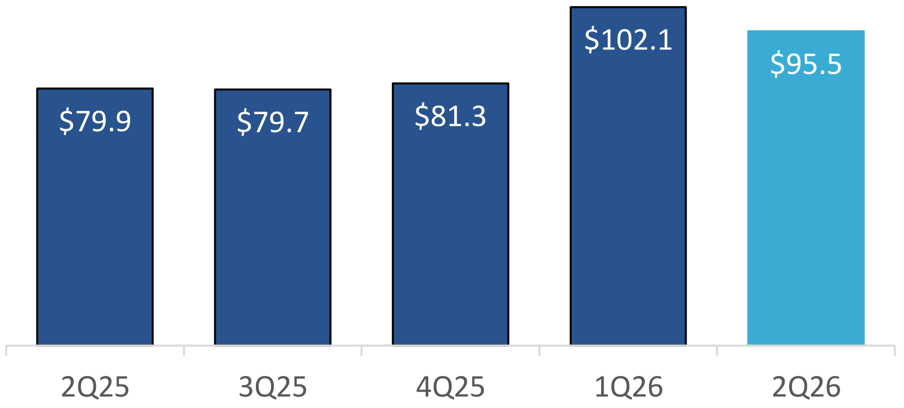
VPG Consolidated Revenue

Amounts in $ millions



VPG Consolidated Bookings

Amounts in $ millions

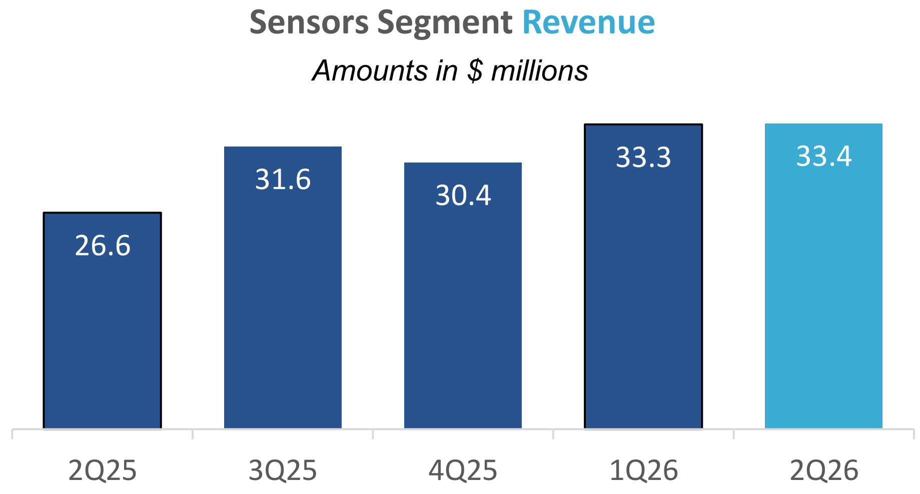


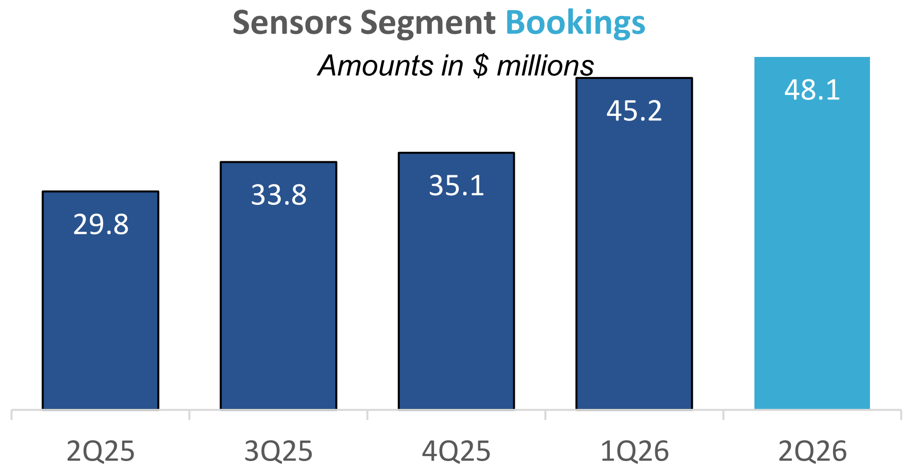
Book-to-Bill	1.06	1.00	1.01	1.21	1.14

SENSORS – SALES & BOOKINGS

Highlights:

- Sales were even with 1Q26 and grew 26% from the prior year, driven primarily by higher sales of precision resistors in the Test & Measurement and AMS.
- Bookings of $48 million grew 6% sequentially and 62% year over year, for a book-to-bill of 1.44 - the highest ever for Sensors. Order strength driven by AI-related demand for precision resistors in semiconductor test and data center/fiber optics.
- Continued momentum in Physical AI and humanoid robotics, as VPG received a vendor nomination letter from initial humanoid developer customer.
- Booked approximately $500K of humanoid orders and shipped $320K in 2Q26. VPG is adding additional capacity to meet customer-forecasted production demand in 2H26.





Book-to-Bill	1.12	1.07	1.15	1.36	1.44

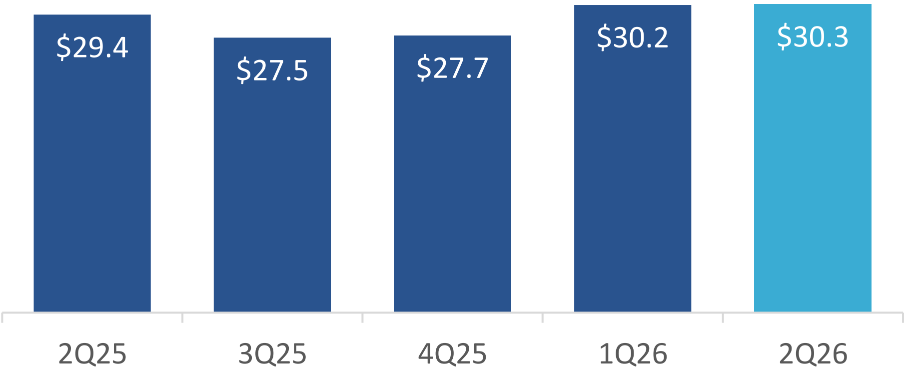
WEIGHING SOLUTIONS – SALES & BOOKINGS

Highlights:

- 2Q26 revenues were flat sequentially and grew 3% from a year ago. Sequentially, higher sales in the Transportation and General Industrial markets and OEM construction offset lower revenue in Industrial Weighing and in our Other markets for precision ag and medical.
- Bookings were down 13% sequentially from a strong 1Q26 to normalized levels. Lower orders in the Transportation, Industrial Weighing, and General Industrial markets offset higher orders in Other markets for consumer e-bike applications. Bookings grew 5% from a year ago.
- Signs of strengthening demand for construction equipment applications in the US and Europe.
- Gross margin of 37.3% improved 300 bps sequentially reflecting cost reductions and favorable mix.

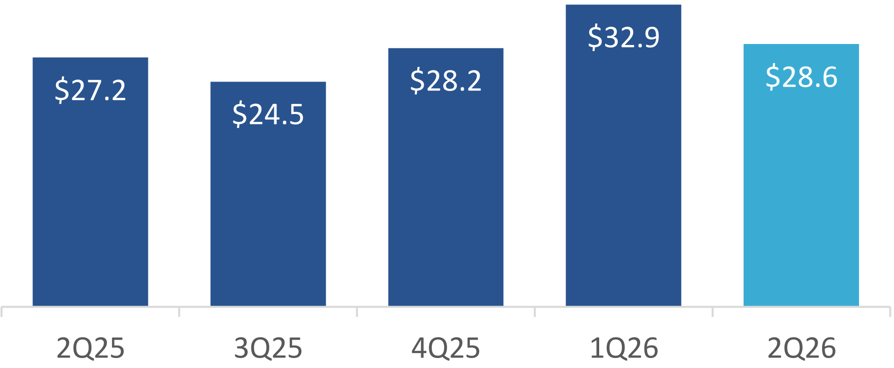
Weighing Solutions Segment Revenue

Amounts in $ millions



Weighing Solutions Segment Bookings

Amounts in $ millions

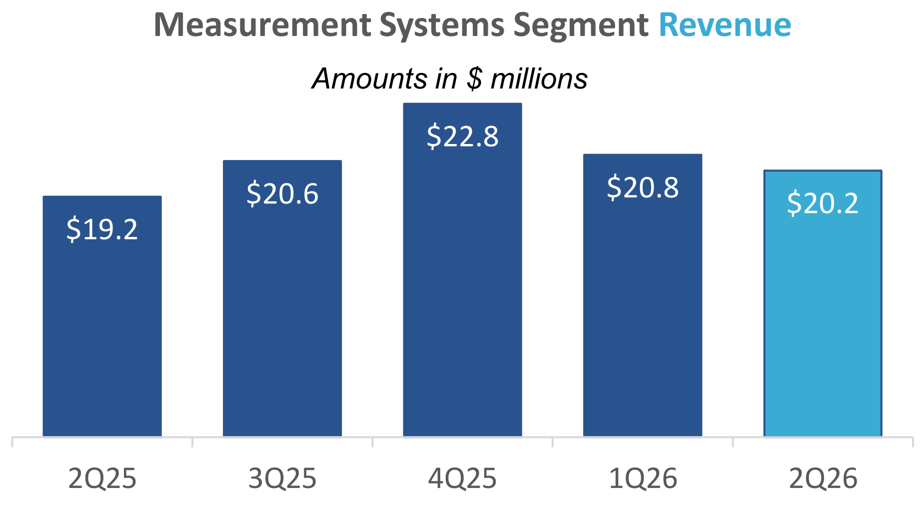


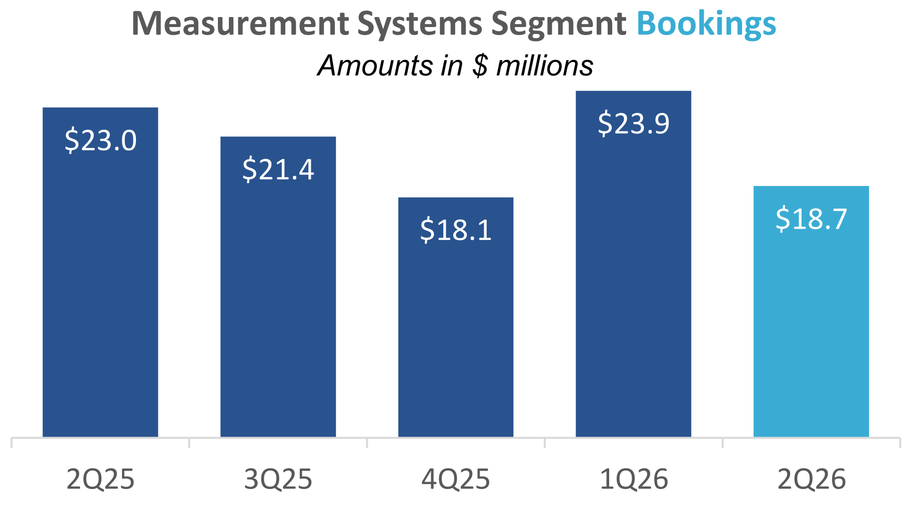
Book-to-Bill	0.92	0.89	1.02	1.09	0.94

MEASUREMENT SYSTEMS – SALES & BOOKINGS

Highlights:

- 2Q26 revenues declined 3% sequentially and grew 5% from the prior year. The sequential decrease in revenue was primarily due to lower sales in the AMS and Transportation markets which were partially offset by higher sales in the Steel market.
- Q2 revenue was reduced by approximately $3 million related to the rollout of a new ERP system; the affected orders remain in backlog and shipments are expected to be completed by year-end.
- Orders of $18.7 million declined 22% sequentially, primarily due to the timing of customer projects at DSI.
- Demand related to Aerospace and defense test & evaluation continued to be solid.





Book-to-Bill	1.20	1.04	0.81	1.15	0.93

GROWTH STRATEGY UPDATE

- FY26 revenue growth expected to be above long-term 8–10% organic growth target.
- Strong order momentum across key growth markets: semiconductors, fiber optics, and aerospace & defense.
- Humanoid robotics milestone achieved: Received a vendor nomination letter with initial customer, which is expected to ramp its production in 2H26.
- Physical AI opportunity emerging: early technical discussions underway with several potential customers.

Current Growth Engines

★ **Data Center Buildouts:** High-speed Fiber optics demand

★ **Semi Equipment Upswing:** AI-related chips fueling equipment demand

★ **Humanoid Robot Applications:** Ramp of humanoids expected to begin in 2H26

Aerospace & Defense Demand: Increased spending across U.S. and European markets

★ **Exposure to AI-related Markets**

VPG'S POINTS OF LEVERAGE IN HUMANOID ROBOTICS

Precision Leadership
Industry-leading foil-based strain gage technology enabling highly accurate and reliable sensing

Scalable Manufacturing
Proven ability to deliver precision sensing solutions at scale with world-class quality

Strategic Co-Development
Deep engagement with customer R&D teams to shape sensing architectures and requirements

Rapid Innovation
Fast engineering and customization cycles aligned with accelerated market development

Trusted Partner
Established track record supporting confidential and mission-critical programs

Long-Term Stability
Strong financial foundation and operational continuity for enduring customer partnerships

FINANCIALS – GROSS MARGIN

Revenue in $ millions	2Q26	1Q26	Comments
Revenue	$83.9	$84.4	
Gross Profit Margin by Segment:			
Sensors:	31.5%	34.8%	*Primarily due to unfavorable foreign currency exchange rates and higher materials costs and wage increases.*
Weighing Solutions:	37.3%	34.2%	*Reflects cost-reduction programs and favorable product mix.*
Measurement Systems:	52.5%	52.6%	*Manufacturing efficiencies offset lower volume and unfavorable product mix.*
Gross Profit Margin Consolidated:	38.6%	39.0%	

FINANCIALS – INCOME STATEMENT

Amounts in $ millions, expect margin and per share data	2Q26	1Q26
Revenue	$83.9	$84.4
Gross Profit Margin:	38.6%	39.0%
Selling, General, and Admin. Expenses:	$32.0	$32.1
Operating Income:	($0.3)	$0.3
Operating Margin:	(0.4%)	0.4%
Adj. Operating Income:	$1.4	$1.6
Adj. Operating Margin:	1.7%	1.9%
Adj. Tax Rate:	44.3%	31.5%
Net Loss**:	$(1.7)	$(0.3)
Net Loss per diluted share*:	$(0.13)	$(0.02)
Adjusted Net Earnings*:	$0.6	$0.9
Adjusted Net Earnings per diluted share*:	$0.04	$0.07

** See reconciliation tables.*
*** Attributable to VPG shareholders.*

FINANCIALS – CASH FLOW / BALANCE SHEET

Amounts in $ millions, expect margin and per share data	2Q26	1Q26
Adjusted EBITDA:	$5.5	$5.9
Cash From Operations:	$0.3	$(0.6)
Purchased Capital Expenditures	$2.0	$3.0
Adj. Free Cash Flow*:	$(1.4)	$(3.7)
Cash and Cash Equivalents	$75.7	$82.5
Total Assets:	$451.3	$453.8
Total Long-term Debt:	$15.6	$20.6
Total Liabilities:	$118.7	$119.4

* 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

VISHAY PRECISION GROUP, INC.
Reconciliation of Consolidated Adjusted Gross Profit, Operating Income, Net Earnings Attributable to VPG Stockholders and Diluted Earnings Per Share
(Unaudited - In thousands)

	Gross Profit		Operating (Loss) Income		Net (Loss) Earnings Attributable to VPG Stockholders		Diluted (Loss) Earnings Per share	
Three months ended	**July 4, 2026**	**June 28, 2025**	**July 4, 2026**	**June 28, 2025**	**July 4, 2026**	**June 28, 2025**	**July 4, 2026**	**June 28, 2025**
As reported - GAAP	$ **32,439**	$ 30,594	$ **(294)**	$ 2,708	$ **(1,720)**	$ 248	**(0.13)**	$ 0.02
As reported - GAAP Margins	**38.6%**	40.7%	**(0.4)%**	3.6%	—	—	—	—
Start-up costs (a)	—	257	—	257	—	257	—	0.02
Restructuring costs	—	—	**773**	185	**773**	185	**0.06**	0.02
Severance cost	—	—	**196**	395	**196**	395	**0.01**	0.03
Stock-based compensation cost (b)		1	**718**	512	**718**	512	**0.05**	0.04
Foreign currency exchange loss (c)	—	—	—	—	**1,244**	1,763	**0.09**	0.13
Less: Tax effect of reconciling items and discrete tax items	—	—	—	—	**625**	707	**0.04**	0.05
As Adjusted - Non GAAP	$ **32,439**	$ 30,852	$ **1,393**	$ 4,057	$ **586**	$ 2,653	$ **0.04**	$ 0.21
As Adjusted - Non GAAP Margins	***38.6%***	*41.0%*	***1.7%***	*5.4%*				

(a) Start-up costs in 2025
(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

VISHAY PRECISION GROUP, INC.
Reconciliation of Adjusted EBITDA
(Unaudited - In thousands)

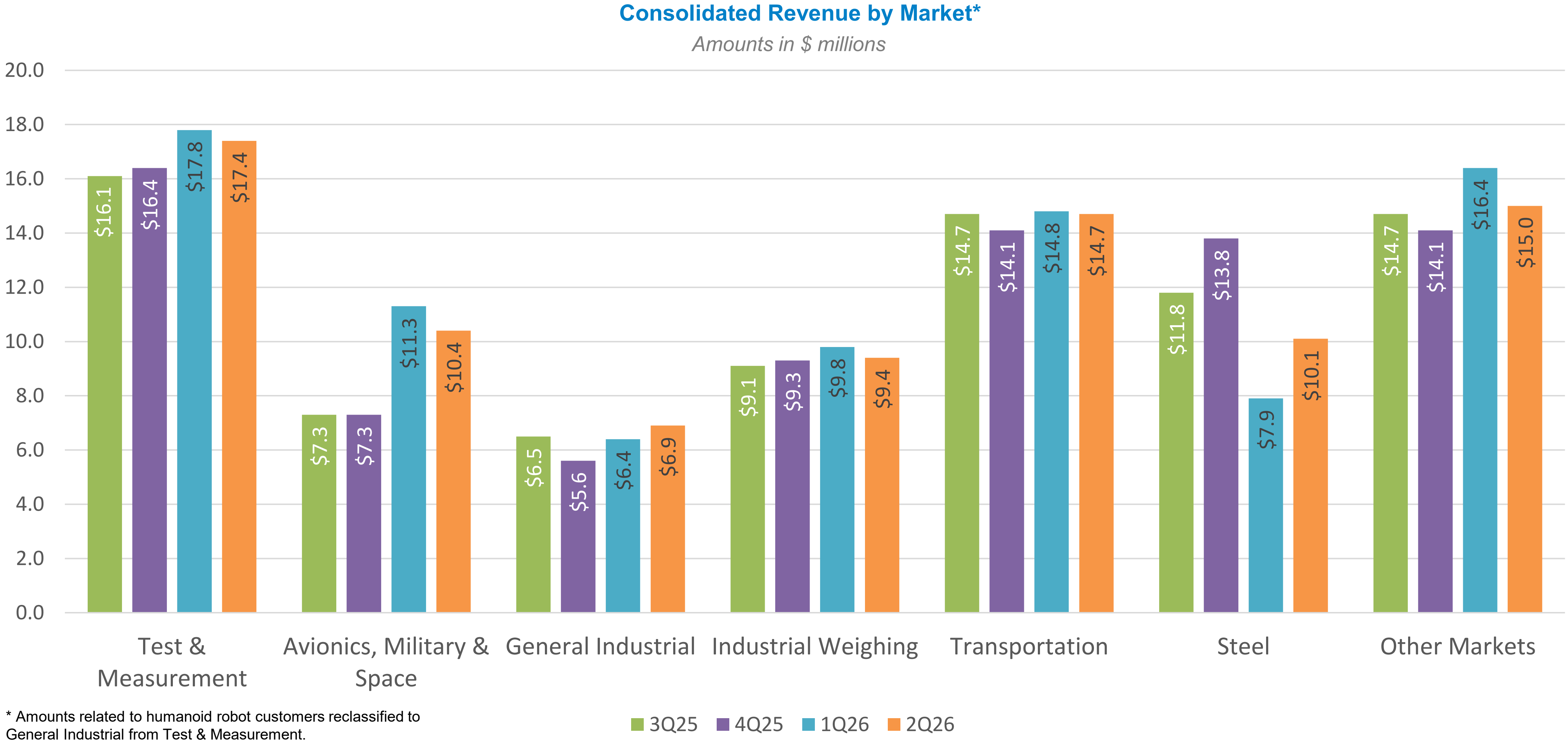
	Fiscal Quarter Ended		
	July 4, 2026	**June 28, 2025**	**April 4, 2026**
Net (loss) earnings attributable to VPG stockholders	$ **(1,720)**	$ 248	$ (319)
Interest Expense	**345**	550	329
Income tax (benefit) expense	**(148)**	592	129
Depreciation	**3,093**	2,872	3,223
Amortization	**984**	982	987
Restructuring costs	**773**	185	449
Severance cost	**196**	395	—
Start-up costs (a)	—	257	—
Stock-based compensation cost (b)	**718**	512	837
Foreign currency exchange loss (c)	**1,244**	1,763	243
ADJUSTED EBITDA	$ **5,485**	$ 8,356	$ 5,878
ADJUSTED EBITDA MARGIN	**6.5%**	11.1%	7.0%

(a) Start-up costs in 2025
(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

In $ thousands except margin data	Fiscal quarter ended July 4, 2026	June 28, 2025	April 4, 2026
Sensors			
As reported - GAAP	$ 10,523	$ 8,487	$ 11,588
As reported - GAAP Margins	31.5 %	32.0 %	34.8 %
Start-up costs	—	79	—
As Adjusted - Non GAAP	$ 10,523	$ 8,566	$ 11,588
As Adjusted - Non GAAP Margins	31.5 %	32.2 %	34.8 %
Weighing Solutions			
As reported - GAAP	$ 11,325	$ 11,646	$ 10,340
As reported - GAAP Margins	37.3 %	39.6 %	34.2 %
Start-up costs	—	178	—
As Adjusted - Non GAAP	$ 11,325	$ 11,825	$ 10,340
As Adjusted - Non GAAP Margins	37.3 %	40.2 %	34.2 %
Measurement Systems			
As reported - GAAP	$ 10,591	$ 10,461	$ 10,946
As reported - GAAP Margins	52.5 %	54.6 %	52.6 %
Acquisition purchase accounting adjustments	—	—	—
As Adjusted - Non GAAP	$ 10,591	$ 10,461	$ 10,946
As Adjusted - Non GAAP Margins	52.5 %	54.6 %	52.6 %

QUARTERLY MARKET TRENDS



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

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