PRECISION SENSING THAT POWERS THE FUTURE

May 2025

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, 2024. 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.

SENSORS
ARE EVERYWHERE, AND THEY ARE MORE IMPORTANT THAN EVER





















We enable our business partners to produce precise cutting-edge products, systems and services, that will make the world

SAFER, SMARTER, AND MORE PRODUCTIVE

A GLOBAL LEADER IN PRECISION MEASUREMENT SENSING TECHNOLOGIES IN A WORLD OF REAL-TIME DATA

2010
Established

2,200
Employees

12
Global Production facilities

3
Reporting Segments

$306.5M
FY24 Sales

LEADING IN ESTABLISHED NICHE MARKETS



General Test Equipment



Industrial Processing



Medical



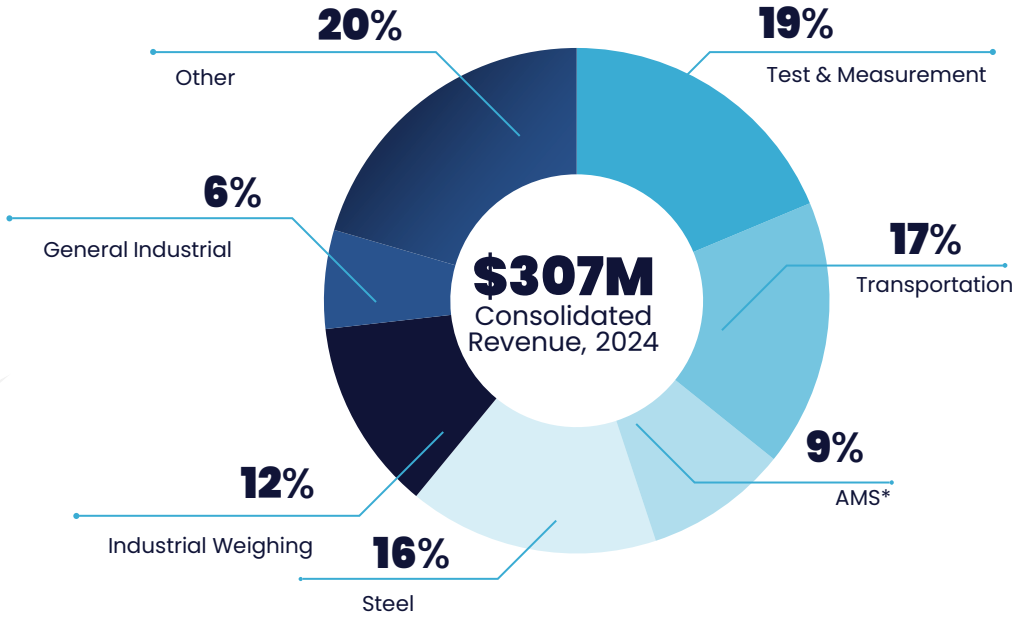
Avionics, Military Space



Steel



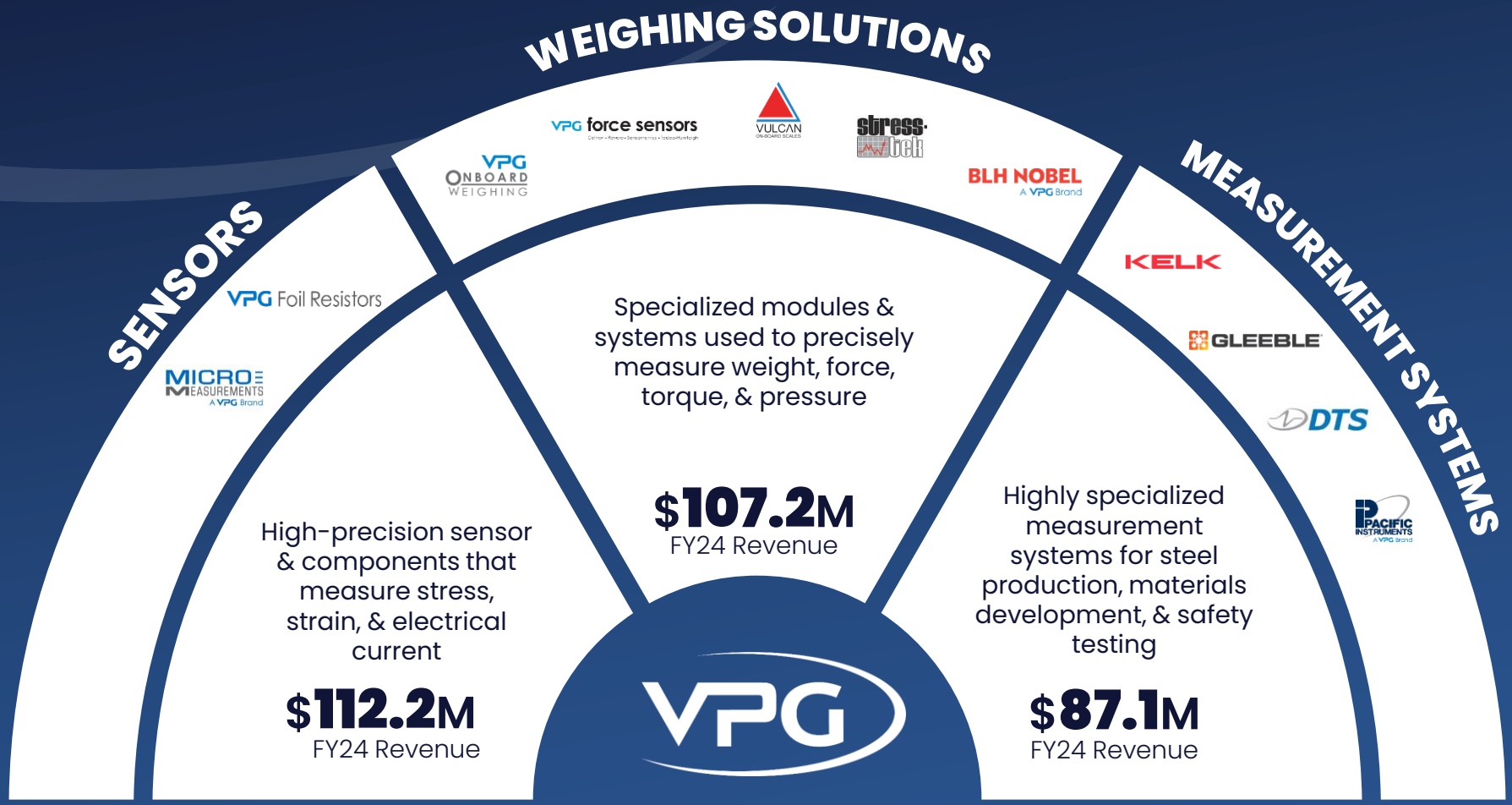
Transportation



* Avionics, Military & Space

VPG CURRENT BUSINESS PORTFOLIO

Sustaining leadership across our markets



Key Competencies	Strong established brands	Proven innovation and Deep tech expertise	Deep engineering expertise to customize solutions	Extensive knowledge of specific critical applications

PRIMED FOR LONG TERM GROWTH

FY24 Results[1]		Three-to-five-year targets[2]
$306.5 Revenue		Growth in the low teens
41.0% Adj. Gross Margin		45% Adj. Gross Margin
6.0% Adj. Operating Margin		18% Adj. Operating Margin
11.6% Adj. EBITDA Margin		22% Adj. EBITDA Margin

1. See GAAP to non-GAAP reconciliations in VPG's financial disclosures
2. Reflects organic and M&A, based on 2024 actual foreign exchange rates

MOVING TO LARGER MARKETS

VPG is an established leader in legacy niche markets including Industrial Weighing, General Industrial, and Steel.



VPG's focus has shifted beyond legacy niche markets to larger, faster growing markets that are being driven by a number of secular trends.

CONVERGENCE OF OPPORTUNITIES AND VPG's INITIATIVES

New market opportunities and the capabilities and expertise of VPG have reached the meeting point

EXTERNAL DRIVERS

- Proliferation of Sensors and precision measurement systems
- Secular market trends requiring greater levels of precision and performance

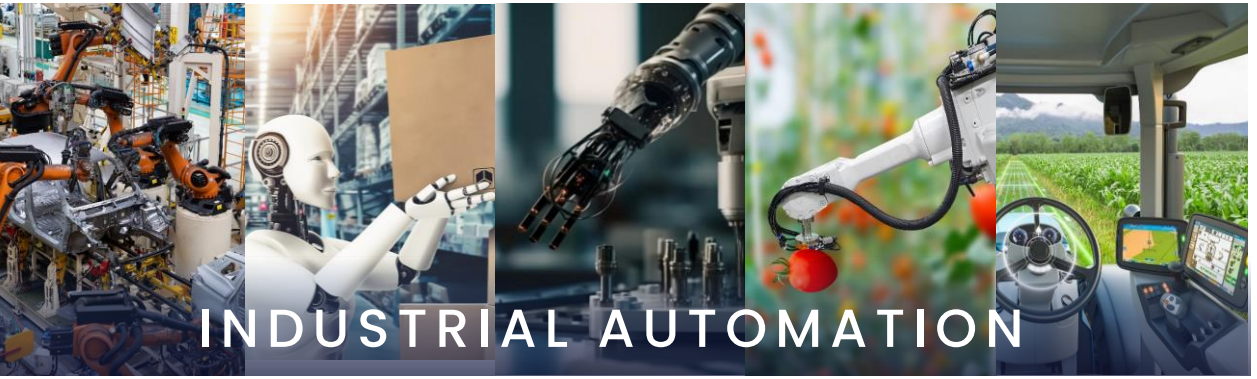
VPG ACTIONS / INVESTMENTS

- Expanded Business Development
- Enhanced R&D investment
- Operational Excellence

EXTERNAL TRENDS THAT ARE FUELING VPG'S DEMAND









ELECTRIFICATION



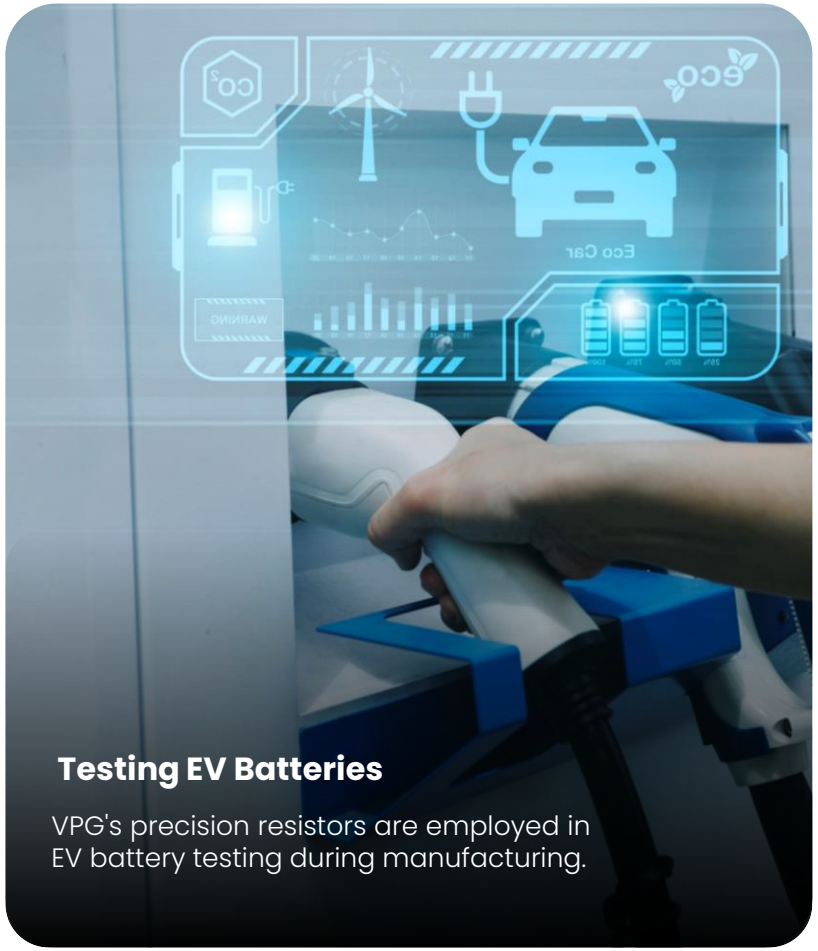
E-Bikes

VPG's torque sensors improve battery efficiency in new generations of electric bikes.



Safety Testing

DTS ' robust data loggers and sensors for testing in extreme environments are integrated into crash dummies for safety testing in new EVs.



Testing EV Batteries

VPG's precision resistors are employed in EV battery testing during manufacturing.

INDUSTRIAL AUTOMATION



Industrial and General Purpose Robots

VPG's sensors are being used in new form factors of robots.



Surgical Robots

VPG's technology provides precision and reliability to new generations of surgical robots.



Manufacturing Automation

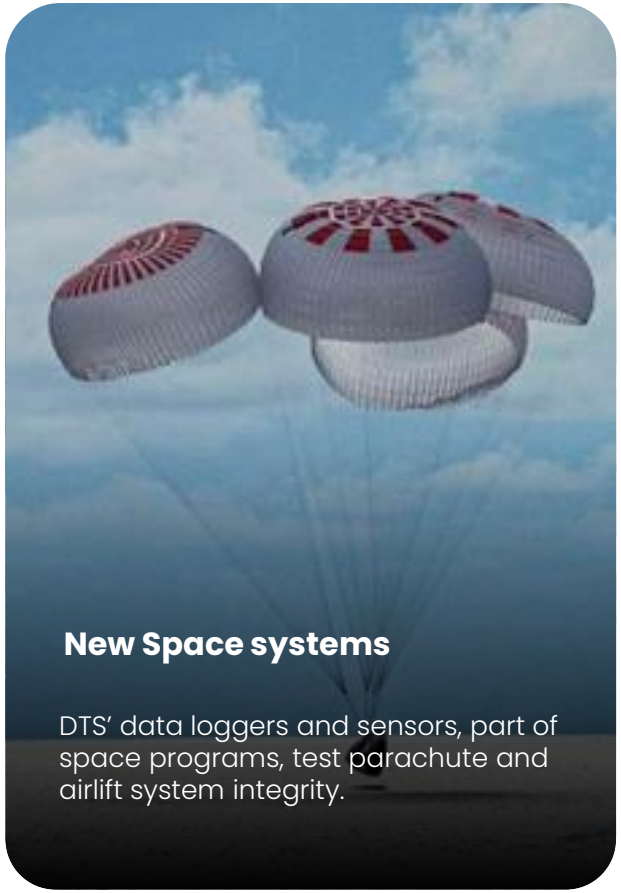
VPG's weighing solutions are used to improve yields and quality in a broad range of manufacturing environments.



Precision Agricultural

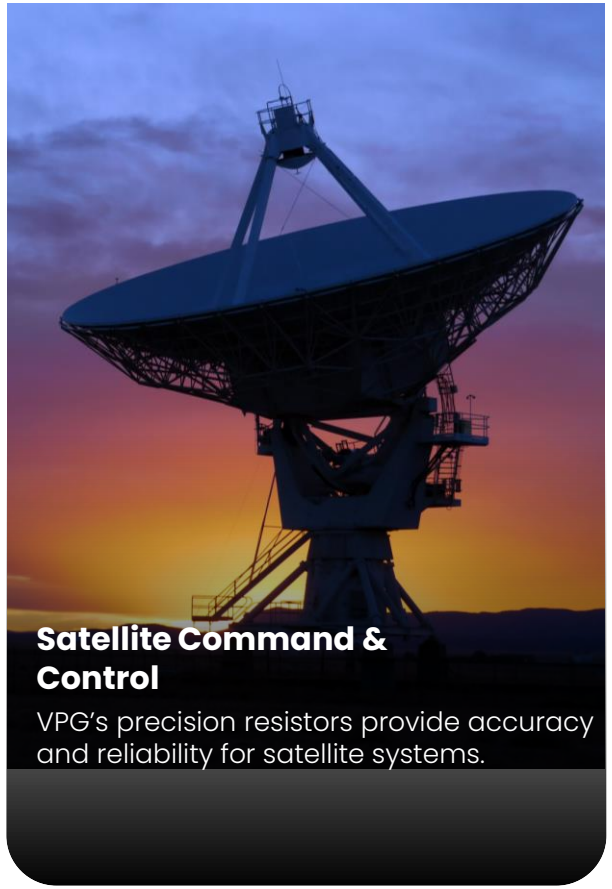
VPG's high-quality load cells optimize crop yields by ensuring seeds are planted at consistent and optimal soil depths.

DEFENSE / SPACE



New Space systems

DTS' data loggers and sensors, part of space programs, test parachute and airlift system integrity.



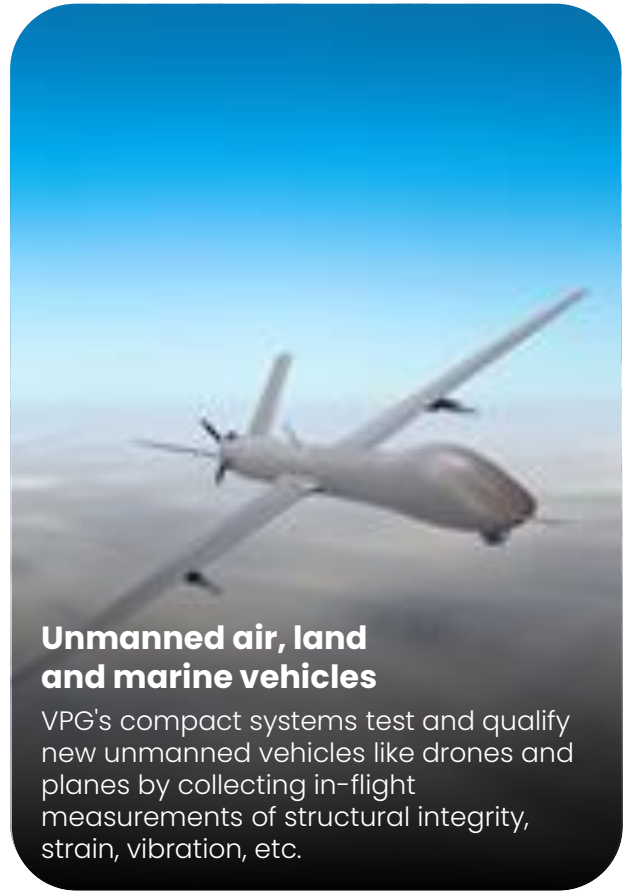
Satellite Command & Control

VPG's precision resistors provide accuracy and reliability for satellite systems.



Missile and defense system platforms

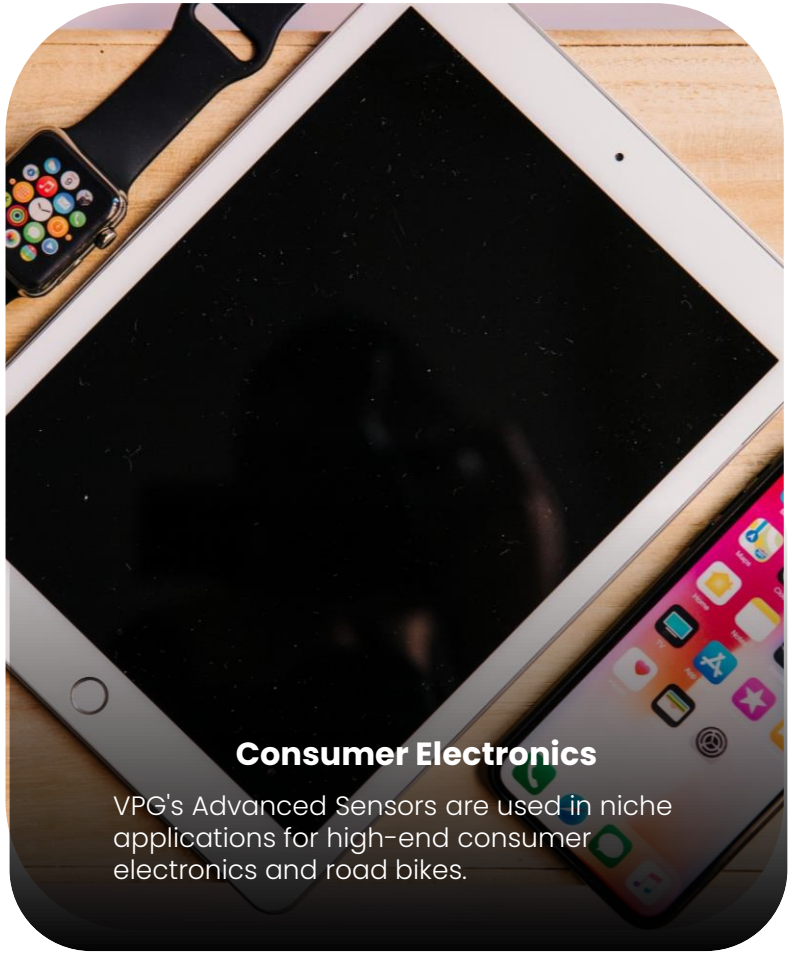
VPG's reliable components ensure flawless, long-term performance in diverse temperatures for critical avionics.



Unmanned air, land and marine vehicles

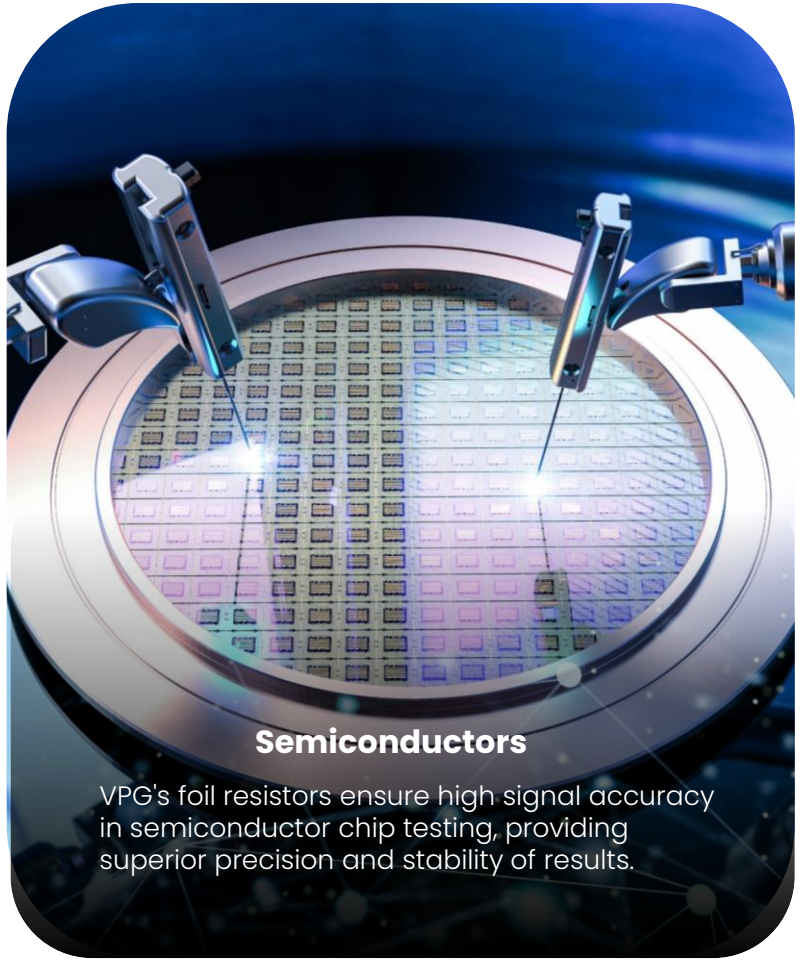
VPG's compact systems test and qualify new unmanned vehicles like drones and planes by collecting in-flight measurements of structural integrity, strain, vibration, etc.

DIGITAL TRANSFORMATION



Consumer Electronics

VPG's Advanced Sensors are used in niche applications for high-end consumer electronics and road bikes.



Semiconductors

VPG's foil resistors ensure high signal accuracy in semiconductor chip testing, providing superior precision and stability of results.



Data Center / Fiber Optics

VPG's resistors enhance data network reliability in fiber optics equipment, reducing maintenance and calibration needs.

BALANCED APPROACH TO GROW COMPANY VALUE



Operational Excellence

Increasing efficiency and operating leverage

- Invested more than $53 million in capex in facility projects and automation from 2021 through 2023.
- Achieved record GM in 1Q24
- $5 million+ additional cost reductions planned in 2025

Business Development

Addressing new customers and applications

- Expanding engagements with new and existing customers
- Increased R&D investments to support new product development.

Acquisition Strategy

Adding high-quality businesses to the VPG platform

- Completed 6 acquisitions to date
- Solid balance sheet supports M&A

INITIATIVES DRIVING ORGANIC GROWTH

VPG's business development opportunity pipeline has the potential to generate more than $100 million in revenue over the next 3 to 4 years,

Partial List of current VPG Growth Initiatives

Application	VPG Business/Product	External Trend
Humanoid Robot	Advanced Sensors	Industrial Automation
Medical Robotics	Advanced Sensors	Digital Transformation
E-bikes and high-end bikes	Advanced Sensors	Electrification / Digital Transformation
High-precision missile system	Foil precision resistors	Defense/Space
Inventory management systems	Force Sensors	Industrial Automation
Ceramics testing	Gleeble® thermal-mechanical simulation R&D tools	Industrial Automation
Aluminum Manufacturing	KELK productivity solutions	Industrial Automation

Increasing opportunities driven by external trends and internal investment

High operating leverage and cash flow generation

Solid balance sheet with net cash position

SENSORS | WEIGHING SOLUTIONS | MEASUREMENT SYSTEMS

A balanced portfolio of high-growth/margin businesses

LONG-TERM GROWTH FOCUS

- Organic Growth
- Inorganic Growth
- Operational Execution



THANK YOU