PRECISION FOR *Intelligent Innovation*

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; significant developments from the recent and potential changes in tariffs and trade regulation; 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 or disruption 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; our ability to execute our 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.

POSITIONED FOR LONG-TERM VALUE CREATION

Focus on High-Growth Applications

VPG is addressing faster growing, larger markets requiring critical sensing technologies.

Alignment with Automation Megatrends

The new strategy and structure is designed to capitalize on major automation/physical AI trends globally which require high-performance, precision and reliability.

Operational Excellence

Long-term strategy emphasizes operational excellence, which supports increased revenue and profit growth.

Strong Growth Support

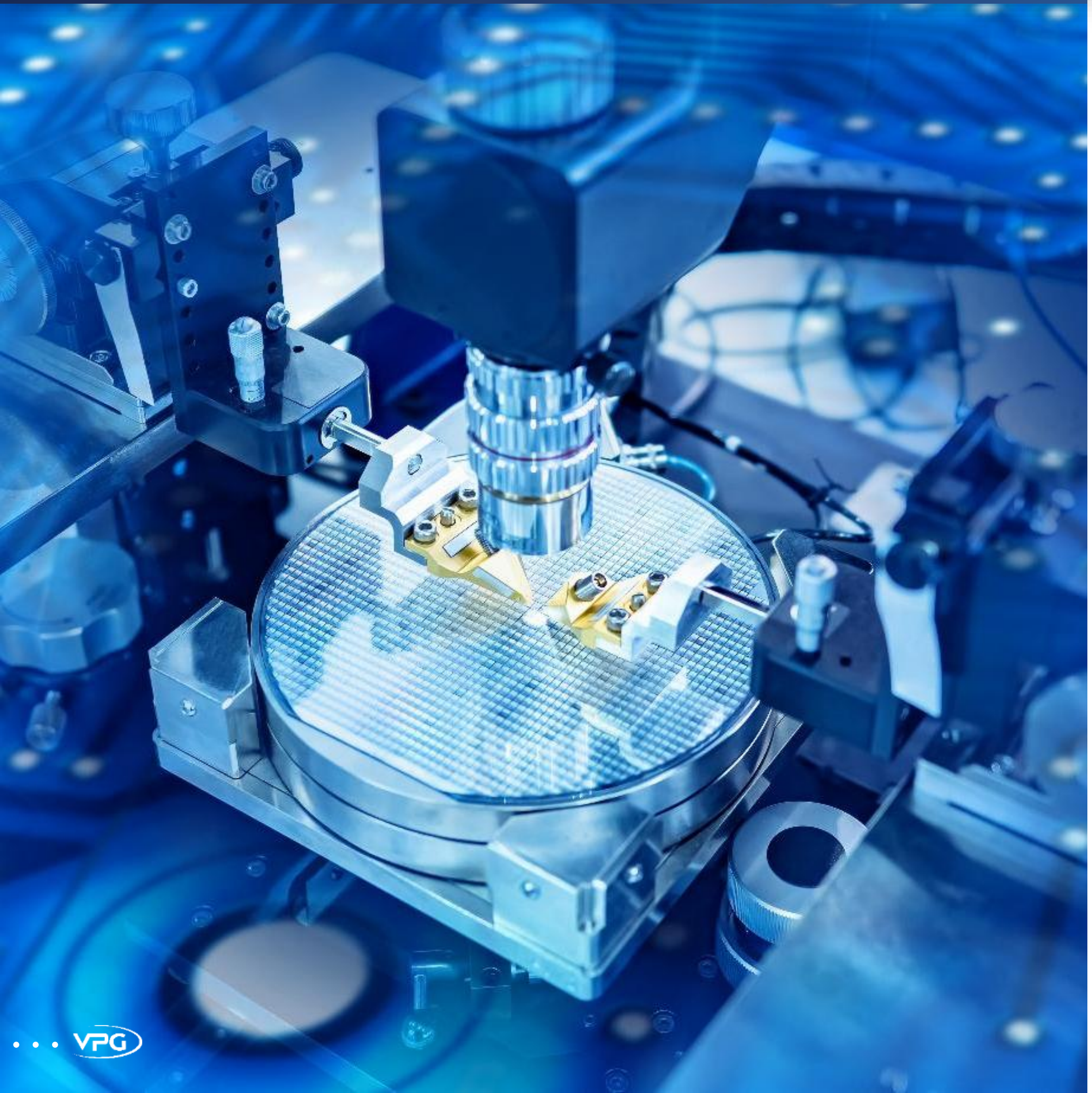
Discipline and financial strength enable both organic and inorganic growth.

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

We enable our business partners to produce products, systems and services, that will make the world:

SAFER, SMARTER, AND MORE PRODUCTIVE

VPG RECENT HIGHLIGHTS



Improving Orders in Key Markets

As of 4Q25, VPG achieved five consecutive quarters with book-to-bill ratios above one, indicating sustained demand and a growing backlog.

Growth in Sensors

4Q25 Sensors segment bookings increased 30% year-over-year, reaching a 13-quarter high.

Continued Progress in Humanoid Market

Received follow-on prototype orders from humanoid developer customers. Early-stage engagement with third humanoid customer.

Organizational Transformation

New leadership roles of CBPO and COO are in place to drive scalability and operational efficiencies.

Operational Excellence & Financial Strength

Initiatives to reduce costs by $6M in 2026; strong balance sheet supports growth opportunities.

LEADING POSITIONS IN DIFFERENTIATED MARKETS

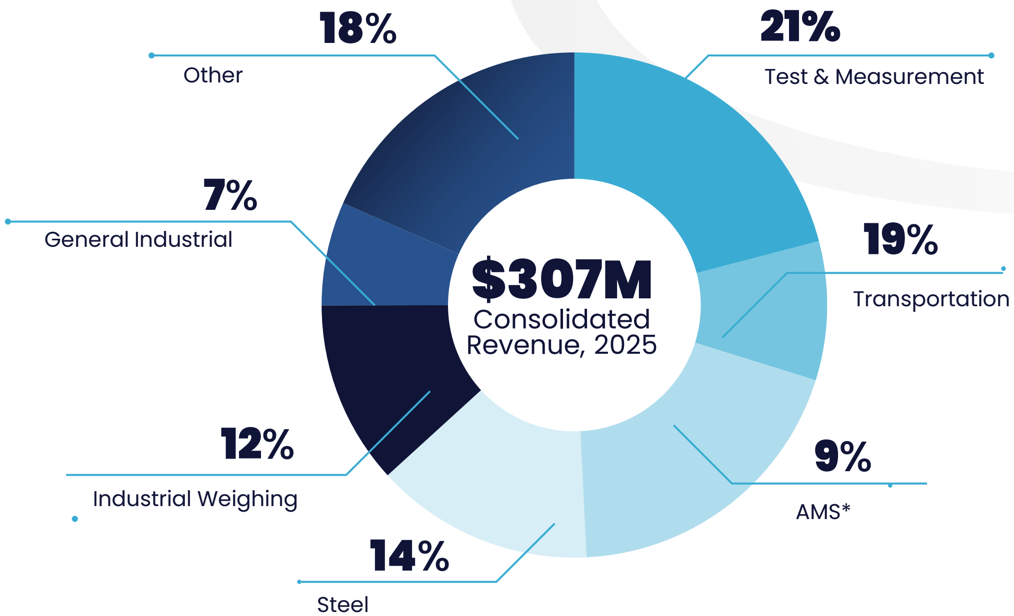
TRADITIONAL APPLICATIONS


Industrial Weighing


Transportation: Truck Load Weighing


Steel Production/ R&D


Ag/Construction Equipment



* Avionics, Military & Space

EMERGING/GROWTH

Test & Measurement


Humanoid robots


Avionics, Military Space


Fiber Optics / Data Center


VPG BUSINESS PORTFOLIO

Sensing and Precision Measurement Across Critical Applications

SENSORS

VPG Foil Resistors

MICRO MEASUREMENTS A VPG Brand

High-precision sensor & components that measure stress, strain, & electrical current

$115.8M
FY25 Revenue

WEIGHING SOLUTIONS

VPG ONBOARD WEIGHING

VPG force sensors

VULCAN ON-BOARD SCALES

stress-tek

BLH NOBEL A VPG Brand

Specialized modules & systems used to precisely measure weight, force, torque, & pressure

$110.8M
FY25 Revenue

MEASUREMENT SYSTEMS

KELK

GLEEBLE

DTS

PACIFIC INSTRUMENTS A VPG Brand

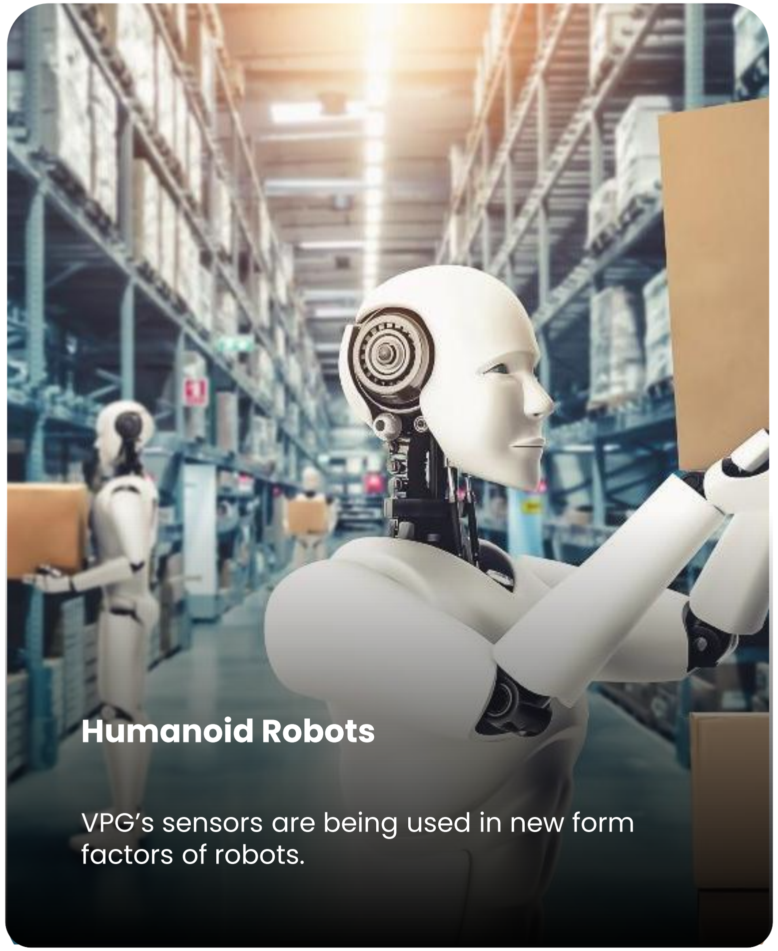
Highly specialized measurement systems for steel production, materials development, & safety testing

$80.3M
FY25 Revenue

VPG

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

KEY APPLICATIONS



Humanoid Robots

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

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.

SENSORS: THE BACKBONE OF PHYSICAL AI AND INDUSTRIAL AUTOMATION

Definition of Physical AI

Physical AI integrates AI with machines and robotics to interact with the physical world in real time.

Sensor Role in Physical AI

Sensors capture real-world data essential for AI to perceive context and make informed decisions.

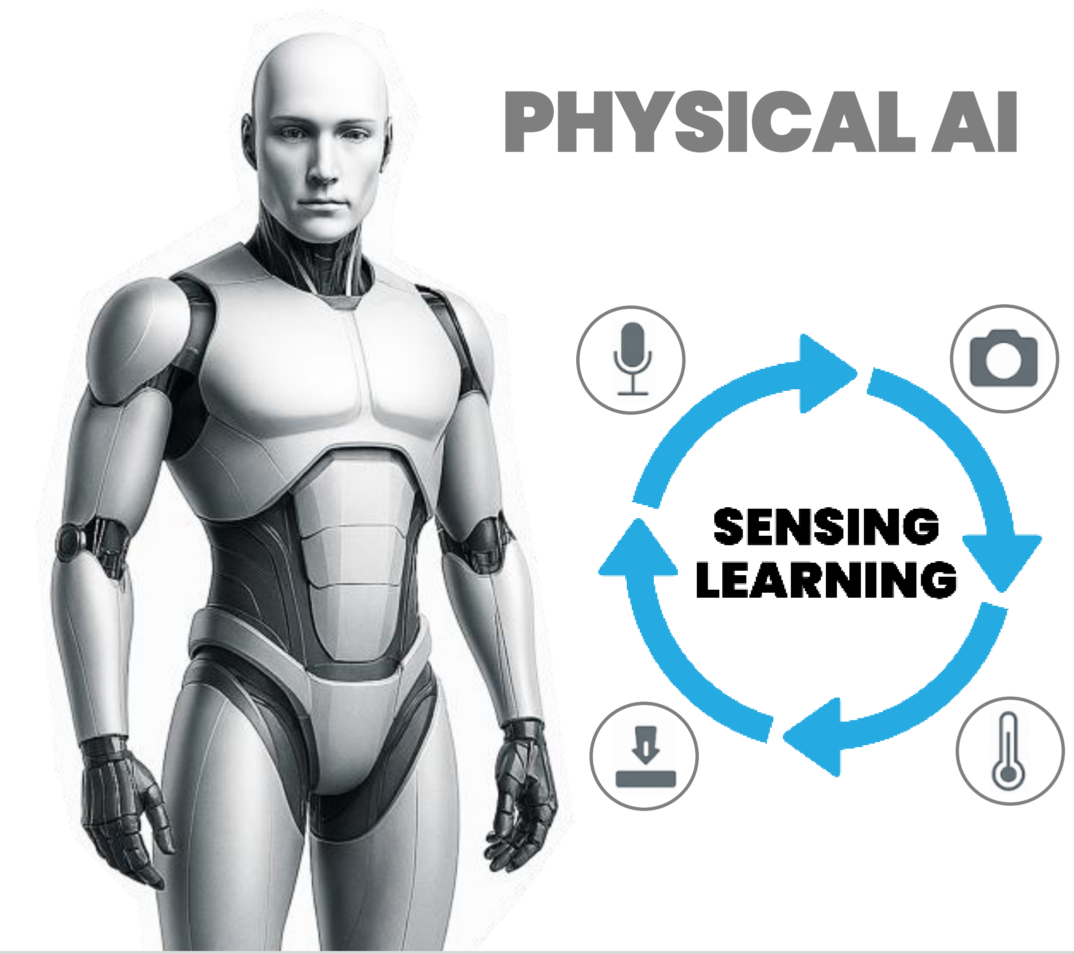
Global Benefits

Physical AI enhances productivity, safety, automation, and precision across multiple industries worldwide.

Industry Applications

Physical AI drives innovation in aerospace, healthcare, robotics, and autonomous systems.

PHYSICAL AI

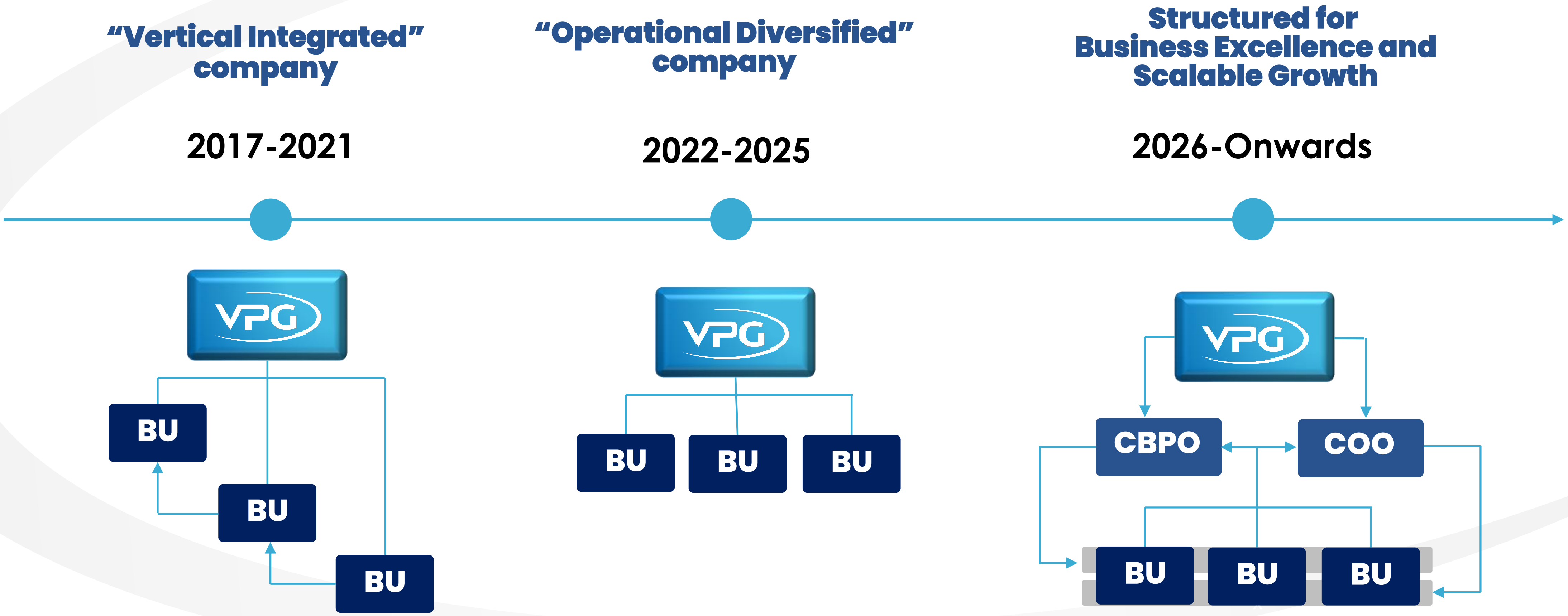


Physical AI & Automation

Humanoid robotics
Industrial automation
AI-driven infrastructure

VPG ENTERED ITS NEXT PHASE

A Multi-Phase Transformation Establishing the Foundation for Scalable, Accelerated Growth



STRATEGY AND STRUCTURE DRIVES ACCELERATED GROWTH

In. Nov. 2025, VPG expansion of C-Suite with two new roles (CBPO and COO) reflects fundamental shift in strategy

Chief Business and Product Officer Mandate

Revenue Growth

- Enhance process and new tools to drive commercial excellence
- Customer expansion
- Business development initiatives

Chief Operations Officer Mandate

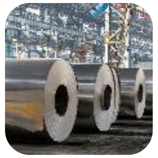
Efficiency & Lower Cost Reduction

- Leverage operational excellence capabilities
- Drive scalability and coordination
- Cross-divisional functions (procurement and supply chain)

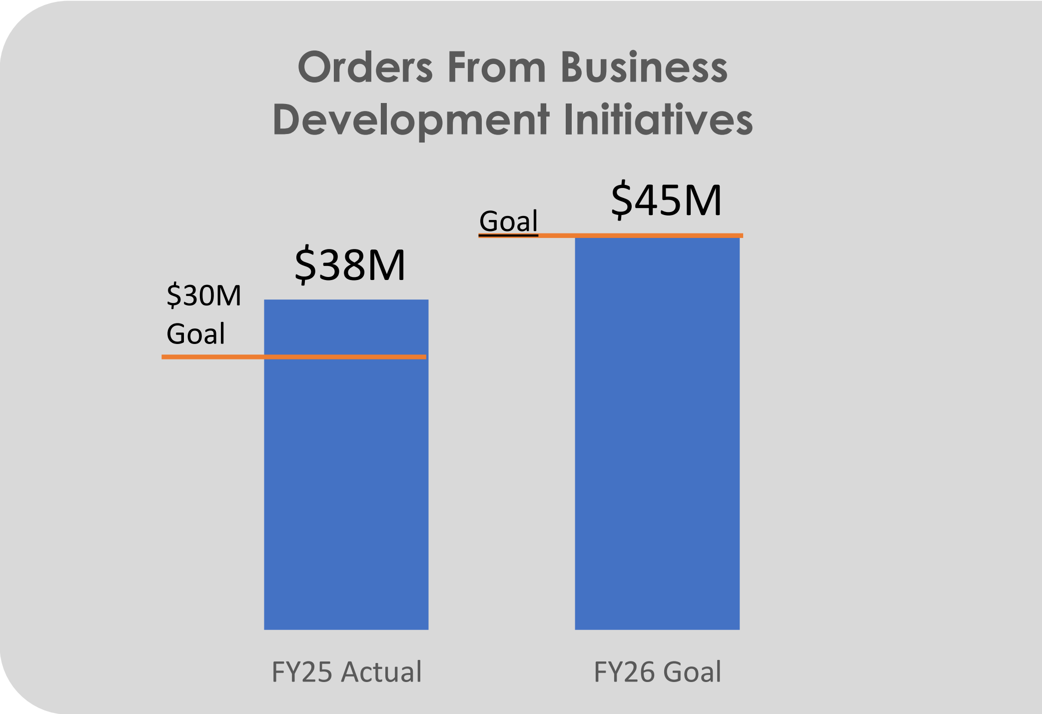
ALIGNMENT TOWARD GROWTH + EFFICIENCY

INITIATIVES DRIVING ORGANIC GROWTH

Selected List of VPG Growth Initiatives

	APPLICATION	VPG BUSINESS/PRODUCT
	Humanoid Robotics	Advanced Sensors
	Data Center / Fiber Optics	Precision Resistors
	High-precision Missile System	Precision Resistors
	Ceramics Testing	Gleeble® Thermal-mechanical Simulation R&D Tools
	Aluminum Manufacturing	Kelk Productivity Solutions

In 2025, VPG generated $37.8M in orders from business development opportunities, above the $30M goal for the year. For 2026, VPG is targeting a 20% increase from 2025.



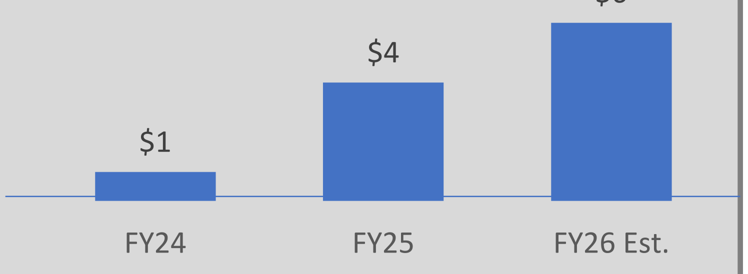
SENSORS ARE CRITICAL FOR HUMANOIDS

GROWING MARKET

- Millions of robots expected to be deployed in manufacturing and warehouse applications over next several years.
- In January 2026, VPG began work with a third humanoid developer customer.

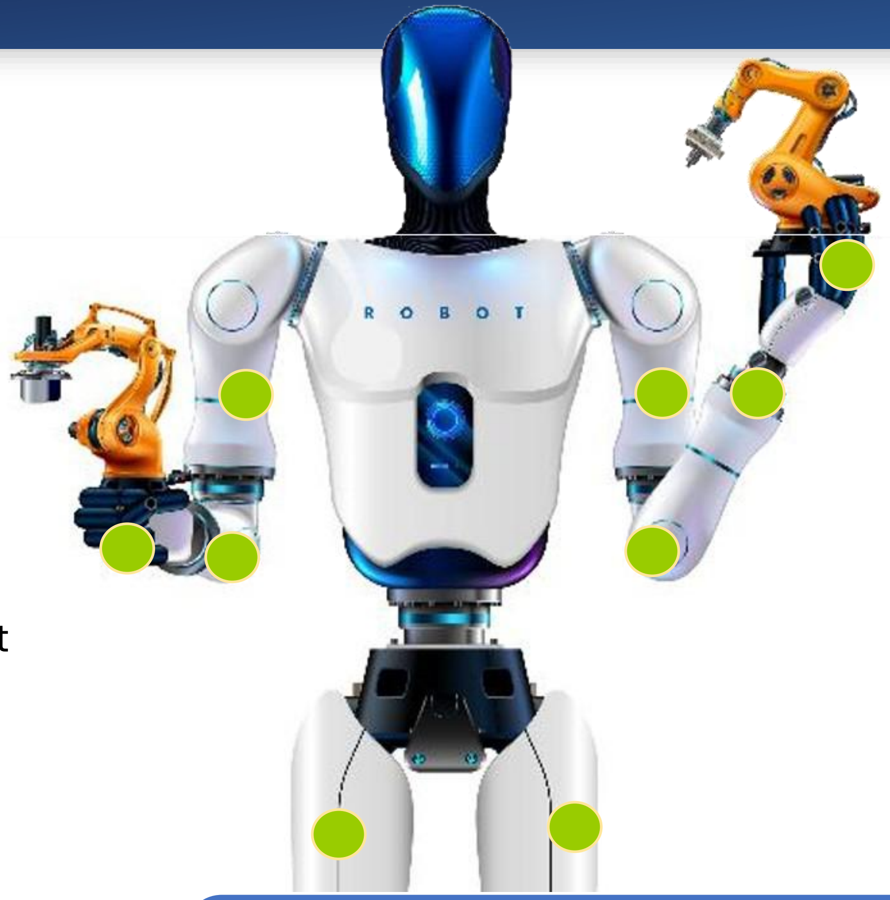
Prototype Orders From Humanoid Developers

($ Millions)



VPG VALUE ADDED

- **Improved accuracy and precision:** Enables performance, particularly in delicate applications.
- **Enhanced safety:** Allows detection and avoidance of potential collisions.
- **Increased adaptability:** Provides flexibility to adapt robots to changing environmental conditions and tasks.
- **Improved human-robot interaction:** Facilitates safer and more natural interaction between humans and robots.



A robot can contain tens of VPG's actuators and modules in critical robot joints and hands.

OPERATIONAL EXCELLENCE ROADMAP: THREE PRIORITIES

1 Footprint Optimization

- India capacity expansion
- Centers of excellence

2 Operational Excellence

- Yield improvement program
- Labor productivity
- Automation

3 Procurement Excellence

- Suppliers consolidation
- Logistics optimization

Total Cost-Savings Goal: $20 million over 3 years

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THANK YOU