Safe Harbor Statement

From time to time, information provided by us, including but not limited to statements in this report, or other statements made by or on our behalf, may contain "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; changes in the current pace of economic recovery; difficulties or delays in 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; difficulties in implementing our ERP system, and the associated impact on manufacturing efficiencies and customer satisfaction; 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 lower-cost countries; significant developments from the recent and potential changes in tariffs and trade regulations; 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, 2017. 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 gross profit and adjusted operating income and their corresponding margins, as well as adjusted EBITDA, adjusted net earnings and adjusted 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). We believe these non-GAAP measures provide insight into our financial performance. These non-GAAP measures are supplemental to the comparable GAAP measures. Reconciliations of most of these non-GAAP measures to the corresponding GAAP measures are included in our third quarter earning press release which is available on our website at www.vpgsensors.com.
We Are a Global Provider of Mission Critical Measurement Solutions

- A global technology solutions provider in mission-critical applications.
- Leader in niche products for sensors, measurement and control.
- Approximately 2,425 employees now consolidated into 8 main manufacturing facilities.

NYSE: VPG
Price (11/2/18): $34.33
EV: ~$439mm
TTM Rev: $292mm
TTM Adj. EBITDA: $46mm
TTM Adj. EPS: $1.90
Key Investment Highlights

• Diversified Business with Multiple Paths to Growth
• Comprehensive Efficiency and Restructuring Initiative Yielding Significant Operational and Financial Benefits
• Consistent Investments in R&D to Foster Strong Brand Image, Create Competitive Edge and Drive Value to Customers
• Key, Long-cycle End Markets Showing Signs of Improvement
• Strong Balance Sheet to Support Growth Strategy and Drive Superior Long-term Returns and Value to Shareholders
Diversification Creates Balance and Multiple Paths to Growth

2017 Revenue by Segment
- Force Sensors: 26%
- Weighing & Control Systems: 29%
- Foil Technology Products: 45%

2017 Revenue by Region
- Europe: 33%
- Americas: 42%
- Asia: 25%

2017 Revenue by Customer Type
- End-Users: 21%
- Electronic Manufacturing Services: 6%
- Original Equipment Manufacturers: 44%
- Distributors: 29%

2017 Revenue by Application
- Force Measurement: 26%
- Test & Measurement: 9%
- Medical: 3%
- Precision Weighing: 32%
- Avionics Military Space: 9%
### Foil Technology Products

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>% Adj Gross Profit Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$104</td>
<td>39.9%</td>
</tr>
<tr>
<td>2016</td>
<td>$101</td>
<td>39.1%</td>
</tr>
<tr>
<td>2017</td>
<td>$116</td>
<td>41.2%</td>
</tr>
<tr>
<td>YTD Sep</td>
<td>$104</td>
<td>44.2%</td>
</tr>
</tbody>
</table>

### Force Sensors

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>% Adj Gross Profit Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$61</td>
<td>20.5%</td>
</tr>
<tr>
<td>2016</td>
<td>$60</td>
<td>26.0%</td>
</tr>
<tr>
<td>2017</td>
<td>$65</td>
<td>27.8%</td>
</tr>
<tr>
<td>YTD Sep</td>
<td>$56</td>
<td>27.6%</td>
</tr>
</tbody>
</table>

### Weighing & Control Systems

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>% Adj Gross Profit Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$67</td>
<td>45.1%</td>
</tr>
<tr>
<td>2016</td>
<td>$64</td>
<td>44.3%</td>
</tr>
<tr>
<td>2017</td>
<td>$73</td>
<td>44.5%</td>
</tr>
<tr>
<td>YTD Sep</td>
<td>$62</td>
<td>46.2%</td>
</tr>
</tbody>
</table>
# Foil Segment Overview

## Foil Technology Products

<table>
<thead>
<tr>
<th>Foil Resistors</th>
<th>Foil Strain Gages and DAQ</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Stable and precise resistors for critical electronic circuitry applications</td>
<td>• Advanced technology sensors</td>
</tr>
<tr>
<td></td>
<td>• Precision measurement of structural stress</td>
</tr>
<tr>
<td></td>
<td>• Data acquisition systems</td>
</tr>
</tbody>
</table>

## Description

- Stable and precise resistors for critical electronic circuitry applications

## Brands

- Vishay Foil Resistors
- Powertron
- Micro Measurements
- Pacific Instruments
- Alpha Electronics

## Representative Customers

- Teradyne
- Honeywell
- Boeing
- Airbus
- Raytheon
- KLA Tencor
- GE
- Caterpillar
- Mettler Toledo

## End Markets

- Aerospace & Defense
- Semiconductor Testing Equipment
- Healthcare & Medical
- Oil & Gas
- Test & Measurement
- Process Control

- Aerospace & Defense
- Healthcare & Medical
- Oil & Gas
- Precision Weighing
- Construction
- Infrastructure
## Force Sensors Overview

<table>
<thead>
<tr>
<th>Description</th>
<th>Force Sensors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strain gage based product lines including load cells, integrated weighing system subassemblies, weighing indicators and controllers, bonding and other custom solutions</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Brands</th>
</tr>
</thead>
<tbody>
<tr>
<td>VPGTransducers</td>
</tr>
<tr>
<td>CELTRON</td>
</tr>
<tr>
<td>Revere Transducers</td>
</tr>
<tr>
<td>Sensortronics</td>
</tr>
<tr>
<td>CTEA</td>
</tr>
<tr>
<td>HUNTELI</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Representative Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>METTLER</td>
</tr>
<tr>
<td>TOLEDO</td>
</tr>
<tr>
<td>JLG</td>
</tr>
<tr>
<td>Striker</td>
</tr>
<tr>
<td>JOHN DEERE</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>End Markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Medical Devices</td>
</tr>
<tr>
<td>• Agricultural Equipment</td>
</tr>
<tr>
<td>• Construction Machinery</td>
</tr>
<tr>
<td>• Precision Weighing</td>
</tr>
</tbody>
</table>
# Weighing & Control Systems Overview

## Weighing & Control Systems

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Weighing &amp; Force Measurement</td>
</tr>
<tr>
<td>Onboard Weighing</td>
</tr>
<tr>
<td>Steel Mill Systems</td>
</tr>
</tbody>
</table>

### Process Weighing & Force Measurement

High-end solutions for process weighing and batching with high accuracy under harsh conditions; force measurement in cranes, mooring, web tension applications.

### Onboard Weighing

Load cell-based and accelerometer-based integrated weighing and monitoring systems for vehicle payload optimization and overload protection.

### Steel Mill Systems

State-of-the-art electro-mechanical systems and load cells designed to perform in the harsh settings of rolling mills and optical measurements.

## Brands

### BLH NOBEL

- **INTERNATIONAL PAPER**
- **Dow**
- **Lonza**
- **NATIONAL OILWELL VARCO**

## Representative Customers

### Food

- **Veolia**
- **Hyva**
- **Scania**
- **ArcelorMittal**
- **U.S. Steel**
- **Alcoa**
- **Danieli**

### Oil & Gas

- **National Oilwell Varco**
- **Baker Hughes**
- **Schlumberger**
- **Halliburton**

### Truck Manufacturers

- **Scania**
- **Volvo**
- **Man**
- **Daimler**
- **KTM**

### Aftermarket

- **General Electric**
- **ABB**
- **Siemens**
- **Schneider Electric**

### Steel

- **US Steel**
- **ArcelorMittal**
- **Salzgitter**
- **Outokumpu**

### Other Metals

- **Alcoa**
- **Rio Tinto**
- **BHP Billiton**
- **Glencore**
- **Codelco**

## End Markets

### Food

- **Chemicals**
- **Paper & Pulp**
- **Pharmaceuticals**

### Mining

- **Oil & Gas**

### Steel

- **Other Metals**
R&D Drives Growth & Competitive Advantages

**VanWeigh / TruckWeigh**
- VPG’s VanWeigh and TruckWeigh product families, patented overload monitoring systems
- Integrated monitoring systems for loads up to 60 tons
- Vital notification to drivers and other vehicle systems
- Over 8,000 systems installed
- Africa, Asia, Australia/New Zealand, Europe and South America

**Advanced Sensors**
- Improved design and process control for automated manufacturing process
- Enhanced specifications, smaller size, complex geometries and higher resistance designs
- Rapid growth, doubling each year since 2012
- State of the art upgrades that replace legacy designs
- Opens new end markets with higher reliability products

Logos:
- Mercedes-Benz
- Scania
- Hyva
- Veolia
- Honeywell
- Viatran
Basic Strategy Successful and Fundamentally Unchanged

Value proposition (2019-2021)

- Mid to high-single digit sales growth
- Target gross profit margin > 45%
  Adjusted operating margin > 15%
- Strong cash generation continues
- Focused M&A activity

- ORGANIC TOP-LINE GROWTH
  MID-SINGLE DIGITS IN IMPROVED GLOBAL ECONOMIC ENVIRONMENT

- SCALABLE BUSINESS MODEL
  COST STRUCTURE TO LEVERAGE THE BENEFIT OF HIGHER VOLUMES

- ROBUST CASH FLOW AND STRONG BALANCE SHEET
  STRONG CASH GENERATION TO SUPPORT GROWTH

- ACQUISITIONS
  TARGET:
  • ~$5–60M; >40% GROSS MARGIN
  • MID-TEENS IRR HURDLE RATE
  • ACCRETIVE WITHIN 12 MONTHS
Strong Balance Sheet and Improving Working Capital

**Cash vs Debt**

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Sep 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$63</td>
<td>$58</td>
<td>$74</td>
<td>$79</td>
</tr>
<tr>
<td>Debt</td>
<td>$33</td>
<td>$36</td>
<td>$32</td>
<td>$28</td>
</tr>
</tbody>
</table>

**Working Capital**

- Cash paid for acquisitions: $5, $5, $0, $0
- Share repurchase: $9, $0, $0, $0
- Cash paid for restructuring & other: $2, $6, $3, $0

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Sep 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Capital</td>
<td>$121</td>
<td>$119</td>
<td>$139</td>
<td>$158</td>
</tr>
<tr>
<td>% of TTM Sales</td>
<td>52%</td>
<td>53%</td>
<td>55%</td>
<td>54%</td>
</tr>
</tbody>
</table>
Adjusted Operating Margin excludes purchase accounting adjustments, acquisition costs, strategic evaluation costs, gain on sale of building and restructuring.
Overview of Capital Expenditures

Capital Expenditures

Capital Expenditures by Type

Capital Expenditures by Segment

- Building 29%
- Equipment 60%
- Other 11%

2017

- Force Sensors 45%
- Foil Technology Products 47%
- Weighing & Controls Systems 8%

2017

- 2015: $10, 4.3%
- 2016: $10, 4.6%
- 2017: $7, 4.0%
Q3 2018 Update

• Growth in revenues to $75.5 million, up 20.2% year-over-year
• Gross profit margin increased to 40.5%, compared to 38.6% in the prior year period
• Operating income increased to $10.6 million, up 92% from the prior year period
• Operating margin for the quarter was 14.1%, compared to 8.8% for the prior year period
• Earnings increased 75% to $0.56 per diluted share, compared to $0.32 reported last year
• Adjusted diluted EPS increased 111% to $0.57, compared to prior year $0.27
• Cash from operations was $10.6 million with free cash flow of $6.8 million
Key Investment Highlights

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Thank you!
Appendix
## Acquisitive Growth

<table>
<thead>
<tr>
<th>Acquisition</th>
<th>Date</th>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>George Kelk Corp.</td>
<td>December 18, 2012</td>
<td>~$50 million</td>
<td>Announced acquisition of George Kelk Corp. (&quot;Kelk&quot;) on December 18, 2012 for ~$50 million. Produces mission critical measure and control equipment. End-markets: Steel and mining. Rationale: Integrates a product line that leverages VPG’s core competency in resistive foil technology, bolsters its existing Weighing &amp; Control Systems business line and provides augmented presence in Asia, Latin America, North America and certain emerging markets.</td>
</tr>
<tr>
<td>Stress-Tek, Inc.</td>
<td>December 14, 2015</td>
<td>~$20 million</td>
<td>Announced acquisition of Stress-Tek, Inc. on December 14, 2015 for ~$20 million. Manufactures rugged strain gage-based load cells and force measurement systems. End-markets: Transportation and trucking. Rationale: Augments VPG’s existing focus on onboard weighing products and provides access to a diverse range of end-markets such as timber, waste management, aggregate, mining and general transport/freight applications.</td>
</tr>
</tbody>
</table>