

First Quarter Earnings Call

May 5, 2026



Forward-Looking Statements

This presentation contains forward-looking statements that reflect, when made, Versigent's current views with respect to current events, business plans and financial performance. Such forward-looking statements are subject to many risks, uncertainties and factors relating to Versigent's operations and business environment, which may cause the actual results of Versigent to be materially different from any future results. All statements that address future operating, financial or business performance or Versigent's strategies or expectations are forward-looking statements. Factors that could cause actual results to differ materially from these forward-looking statements include, but are not limited to, the following: disruptions in the supply of raw materials and other supplies integral to our products; future significant public health crises and other global health crises and the measures taken in response thereto; a prolonged recession and/or a downturn in global automotive sales; the volatile global economic environment and geopolitical conditions, including conditions affecting the credit market and global inflationary pressures; our reliance on relationships with collaborative partners and other third parties for product development and such parties' failure to perform; employee strikes and labor-related disruptions involving us or one or more of our customers affecting our operations; fluctuations in interest rates and foreign currency exchange rates; our failure to comply with the numerous laws and regulations to which we are subject; adverse developments affecting one or more of our suppliers; any adverse impact of legal proceedings and disputes in which we are involved; challenges to our historical and future tax positions by taxing authorities; an increase in our tax burden due to ongoing or future tax audits; our failure to attract and retain key salaried employees and management personnel; our failure to manage the transition to a standalone public company; our failure to achieve some or all of the benefits expected from the Spin-Off and other risks related to the completion of the Spin-Off. Additional factors are discussed under the captions "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in Versigent's filings with the Securities and Exchange Commission. New risks and uncertainties arise from time to time, and it is impossible for us to predict these events or how they may affect Versigent. Versigent disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events and/or otherwise, except as may be required by law.

Use of Non-GAAP Financial Information

This presentation contains information about Versigent's financial results which are not presented in accordance with GAAP. Specifically, Adjusted Revenue Growth, Adjusted EBITDA, Free Cash Flow, Net Debt and Net Leverage Ratio are non-GAAP financial measures. Adjusted Revenue Growth represents the change in reported net sales relative to the comparable period, excluding the impact on net sales from currency exchange and commodity movements. Adjusted EBITDA represents net income (loss) before depreciation and amortization (including asset impairments), interest expense, income tax (expense) benefit, other income (expense), net, equity income (loss), net of tax, restructuring, separation costs related to the Spin-Off and other special items. Adjusted EBITDA margin represents Adjusted EBITDA as a percentage of net sales. Free Cash Flow represents cash provided by (used in) operating activities less capital expenditures. Net Debt represents total debt less cash and cash equivalents. Net Leverage Ratio represents Net Debt divided by the trailing 12 months of Adjusted EBITDA. Management believes the non-GAAP financial measures used in this presentation are useful to both management and investors in their analysis of Versigent's financial position, results of operations and liquidity. In particular, management believes Adjusted Revenue Growth, Adjusted EBITDA, Free Cash Flow, Net Debt and Net Leverage Ratio are useful measures in assessing Versigent's ongoing financial performance that, when reconciled to the corresponding GAAP measure, provide improved comparability between periods through the exclusion of certain items that management believes are not indicative of Versigent's core operating performance and that may obscure underlying business results and trends. Management also uses these non-GAAP financial measures for internal planning and forecasting purposes. Such non-GAAP financial measures are reconciled to the most directly comparable GAAP financial measures in the attached supplemental schedules in the appendix. Non-GAAP measures should not be considered in isolation or as a substitute for our reported results prepared in accordance with GAAP and, as calculated, may not be comparable to other similarly titled measures of other companies.

Versigent at a Glance

Industry-leading provider of low and high voltage power, signal, and data distribution

2026 Key Metrics



Revenue guidance

\$9,100 – \$9,400



Adj. revenue growth ⁽¹⁾

~2%



Revenue with top global automakers

10 out of 10

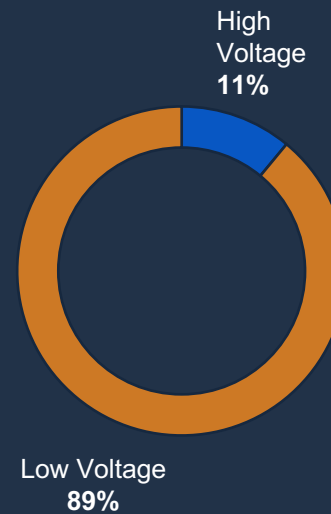


Revenue from Versigent-influenced E/E architectures ⁽²⁾

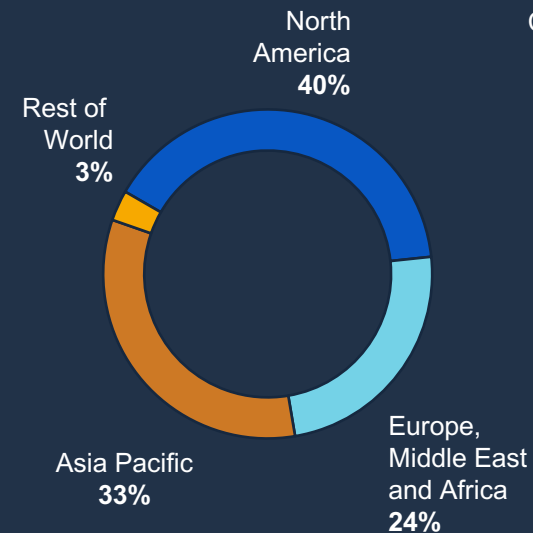
>75%

2025 Revenue | \$8.8B

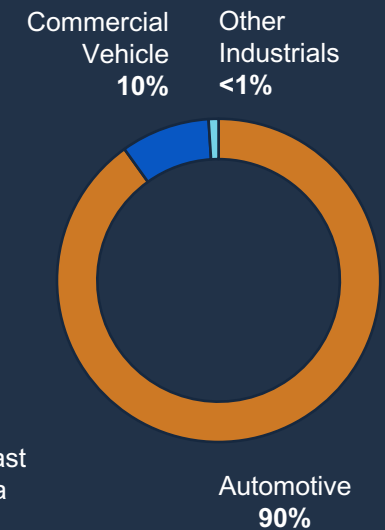
Product Groups



Regions



End Markets



(1) Forward-looking Non-GAAP metric. See appendix for definitions and most directly comparable US GAAP measures.
(2) Represents % of revenue not attributable to Build to Print (BtP) architectures

Versigent's Advanced Electrical Architectures

Feature Enabling



High demand for greater features, power and data.

Versigent engineers bespoke distribution architectures designed to increase capabilities and take out weight and complexity.

Trusted Partner



Versigent's advanced solutions are featured amongst all major global OEM's

Increasing share with fast-growing regional OEMs.

Engineered for Impact



Proprietary tools, combined with disciplined manufacturing and automation supports Versigent's margin expansion.

Content Driven Growth



Versigent's growth is driven by increasing demand for features and capabilities.

Platform-agnostic value across ICE, hybrid, and EV.



Optimized Architecture Drives Net Value Creation



Lower Copper Intensity (Pass Through) | Higher Engineered System Content
Increased Architecture Complexity | Positive Mix and Margin benefit to Versigent

Business Priorities

Unlocking value for shareholders as an independent company



Further strengthen market leading position

- Increase share by leveraging full-service capabilities and best-in-class operating model
- Leverage scale and capabilities in Automotive and other high-value end markets

Continue to optimize cost structure

- Leverage design capabilities and tools to expand automation deployment
- Continue to optimize manufacturing footprint

Consistently deliver strong financial results

- Sustain Automotive revenue growth and strategically augment in target end markets
- Leverage scale for strong free cash flow generation

Deliver incremental value through disciplined capital deployment

- Competitive dividend to shareholders, with excess cash towards share repurchases
- Invest in organic and inorganic growth opportunities

Highlights

NYSE Listing & Public Launch

Launched as an **independent public company on April 1st**, marking a **significant milestone** and building on a century of leadership



Strong Book of Business

\$2.6 B in bookings in Q1

Launched **24 programs across the globe in Q1**, reflecting strong execution and disciplined ramp-up across regions



Complex Premium Platform

In Q1, successfully started production on a **highly complex, just in time manufacturing** program in EMEA featuring highly synchronized requirements



Adjacent Market Expansion

Began production on **energy storage-related program**, extending content beyond traditional vehicle architectures in Q1



First Quarter Regional Highlights

| **REVENUE: +9% YoY, \$2,212 million**; Adjusted revenue growth⁽¹⁾ +3% YoY



AMERICAS

- +6% YoY adjusted revenue growth
- **New business wins:** Major SUV platform extension with a leading OEM
- **Launch highlights:** Battery Energy Storage program entered production



ASIA-PACIFIC

- +12% YoY adjusted revenue growth
- **New business wins:** Multiple OEM awards across platforms
- **Launch highlights:** Greenfield India program launched



EMEA

- (-12%) YoY Adjusted revenue growth
- **New business wins:** Incremental cordset and program awards
- **Launch highlights:** Premium vehicle mid-cycle refresh launched

(1) Non-GAAP metric. See appendix for definitions and most directly comparable US GAAP measures.

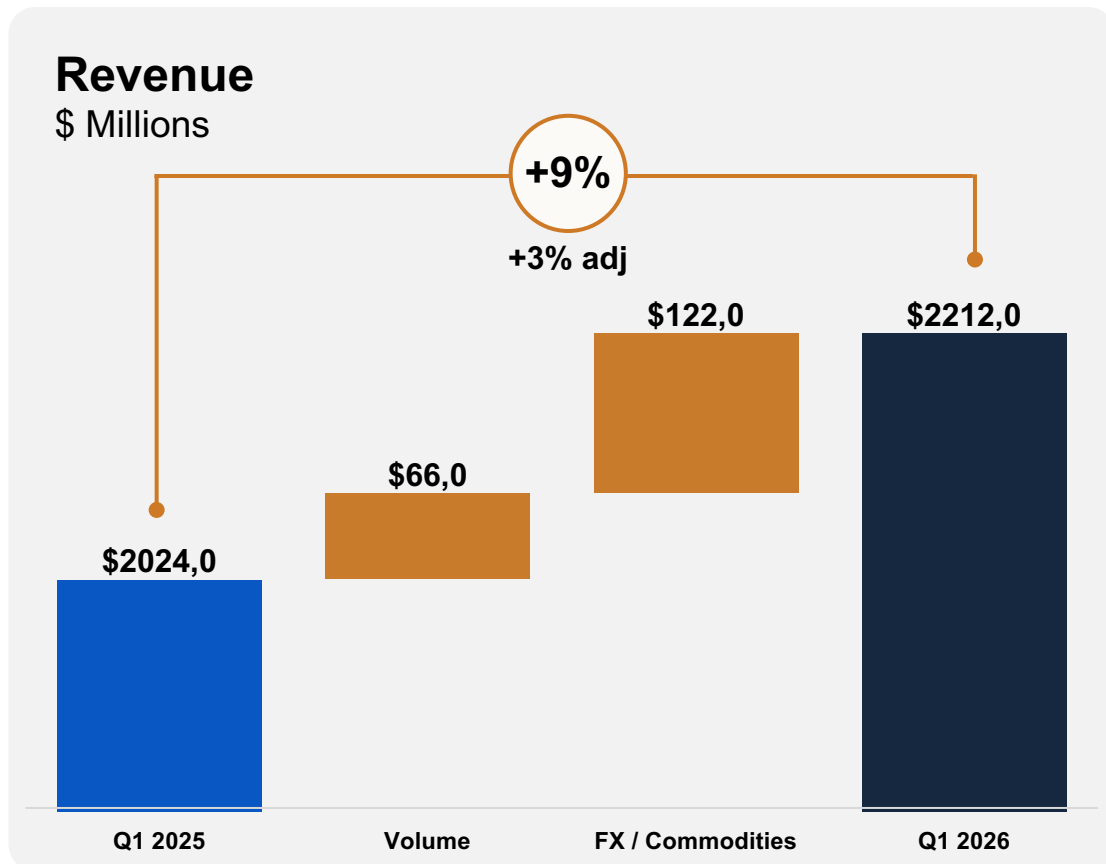
First Quarter Financial Results

First Quarter Results

	Q1 2026	Q1 2025	YoY	Commentary
(\$ Millions)				
Revenue	\$2,212	\$2,024	+9%	<ul style="list-style-type: none"> Adjusted revenue growth⁽¹⁾ +3% Growth driven by higher volumes in North America and Asia Pacific Results achieved despite lower global automotive production
Adjusted EBITDA⁽¹⁾ Margin	\$203 9.2%	\$198 9.8%	+3%	<ul style="list-style-type: none"> Reflects disciplined operating execution and higher volumes Partially mitigated by higher commodity cost and foreign currency impacts
Free Cash Flow⁽¹⁾	\$(30)	\$3	\$(33)	<ul style="list-style-type: none"> Higher Cap-Ex of ~\$30 million, primarily to support strong launch activity during the year. Includes separation costs of \$26 million

(1) Non-GAAP metric. See appendix for definitions and most directly comparable US GAAP measures.

First Quarter 2026 Revenue



Revenue +9% YoY to \$2,212 million

- Growth driven by volume / higher foreign exchange and commodities pass-throughs
- Strong growth achieved despite lower global automotive production
- Adjusted revenue growth⁽¹⁾ +3%

Regional

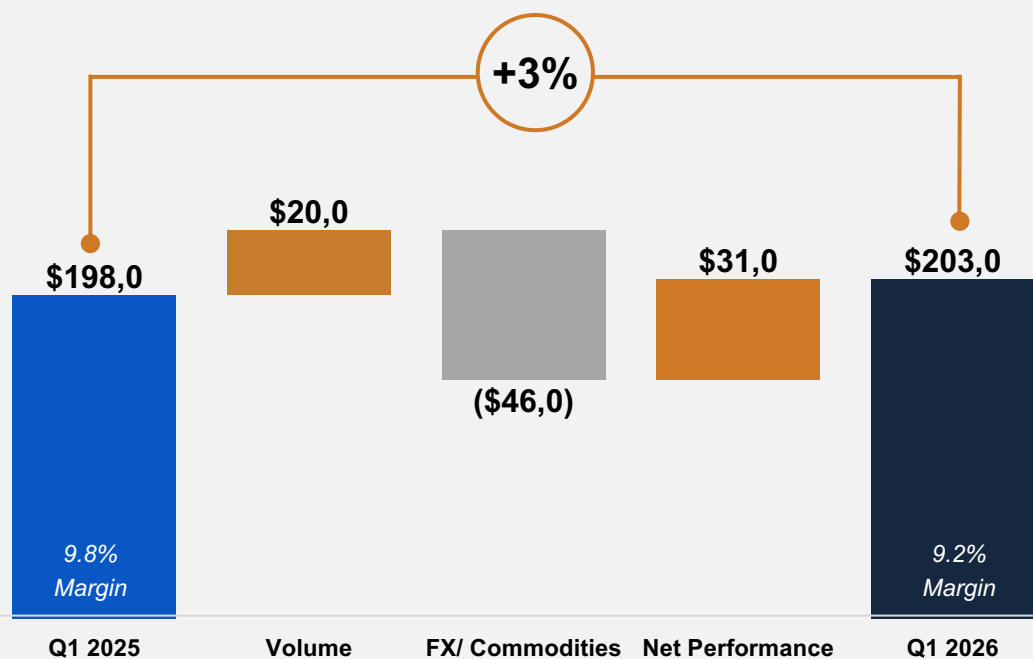
- Americas +6% adj. revenue growth YoY to \$964 million
- Asia-Pacific +12% adj. revenue growth YoY to \$739 million
- EMEA -12% adj. revenue growth YoY to \$509 million

(1) Non-GAAP metric. See appendix for definitions and most directly comparable US GAAP measures.

First Quarter 2026 Adjusted EBITDA⁽¹⁾

Adjusted EBITDA

\$ Millions



Adjusted EBITDA +3% YoY to \$203 million

- Driven by operating execution and higher volumes
- Partially mitigated by higher commodity cost and foreign currency impacts

Operational Drivers

- Volume driven Adjusted EBITDA contribution
- Net productivity gains reflect cost discipline and improvements to operational execution

Margins

- FX and Commodities cost headwind of (210) bps
- Revenue impact of foreign currency exchange and commodity related passthroughs drove (50) bps of margin impact on a year-over-year basis
- On track to achieve full-year Adjusted EBITDA margin

(1) Non-GAAP metric. See appendix for definitions and most directly comparable US GAAP measures.

Cash Flow & Financial Position

Cash Flow

Q1 2026

Q1 2025

(\$ in millions)		
Cash from Operations	\$36	\$40
Less: CapEx	\$66	\$37
Free Cash Flow ⁽¹⁾	\$(30)	\$3

Free Cash Flow Drivers

- Seasonal working capital investment during the first quarter
- Cap-Ex of \$66 million supporting strong launch activity during the year
- Includes one-time separation costs of \$26M

FY 2026 \$200-\$300M Free Cash Flow guidance⁽²⁾

Strong Q1 2026 Financial Position

- Solid corporate credit rating
 - S&P BB | Moody BB+ | Fitch BB+
- \$1.1 billion total Liquidity available
- \$282 million cash on hand
 - *As of March 31, 2026, prior to final settlement*
- Expect Free Cash Flow to build over remainder of 2026
- Net Leverage⁽¹⁾ of 2.1x within target range

Financial flexibility to deploy capital opportunistically

(1) Non-GAAP metric. See appendix for definitions and most directly comparable US GAAP measures.

(2) Forward-looking Non-GAAP metric. See appendix for definitions and most directly comparable US GAAP measures.

Re-affirming Our 2026 Financial Guidance

(\$ Millions)	FY 2026	FY 2025 Carve Out
REPORTED REVENUE <i>Adjusted Revenue Growth %⁽¹⁾</i>	\$9,100 – \$9,400 2%	\$8,818 4%
ADJUSTED EBITDA⁽¹⁾ <i>Adjusted EBITDA Margin</i>	\$950 – \$1,030 10.7%	\$893 10.1%
FREE CASH FLOW⁽¹⁾	\$200 – \$300 <i>Inclusive of ~\$70M of separation costs</i>	\$481

(1) Forward-looking Non-GAAP metric. See appendix for definitions and most directly comparable US GAAP measures.
 FY 2026 FX and commodity assumptions as follows: Copper = 5.50, USD/MXN = 18.00, EUR/USD = 1.17, USD/CNY = 7.00.

Capital Allocation Strategy

Free Cash Flow⁽¹⁾

~\$1B

Cumulative
FCF Generation
2026E to 2028E

Capital Allocation Framework

Dividend policy

- Board approved dividend policy targeting \$0.13 per share, per quarter
- Initial dividend to be declared and paid at future date as, when, and if, declared

Share repurchase program

- Board approved share repurchase program of up to \$250 million
- Provides flexibility to return excess capital over time

(1) Forward-looking Non-GAAP metric. See appendix for definitions and most directly comparable US GAAP measures.

Summary

Continued strong execution in a dynamic environment



Delivered solid 1Q performance with strong revenue growth and resilient operating execution in a dynamic environment



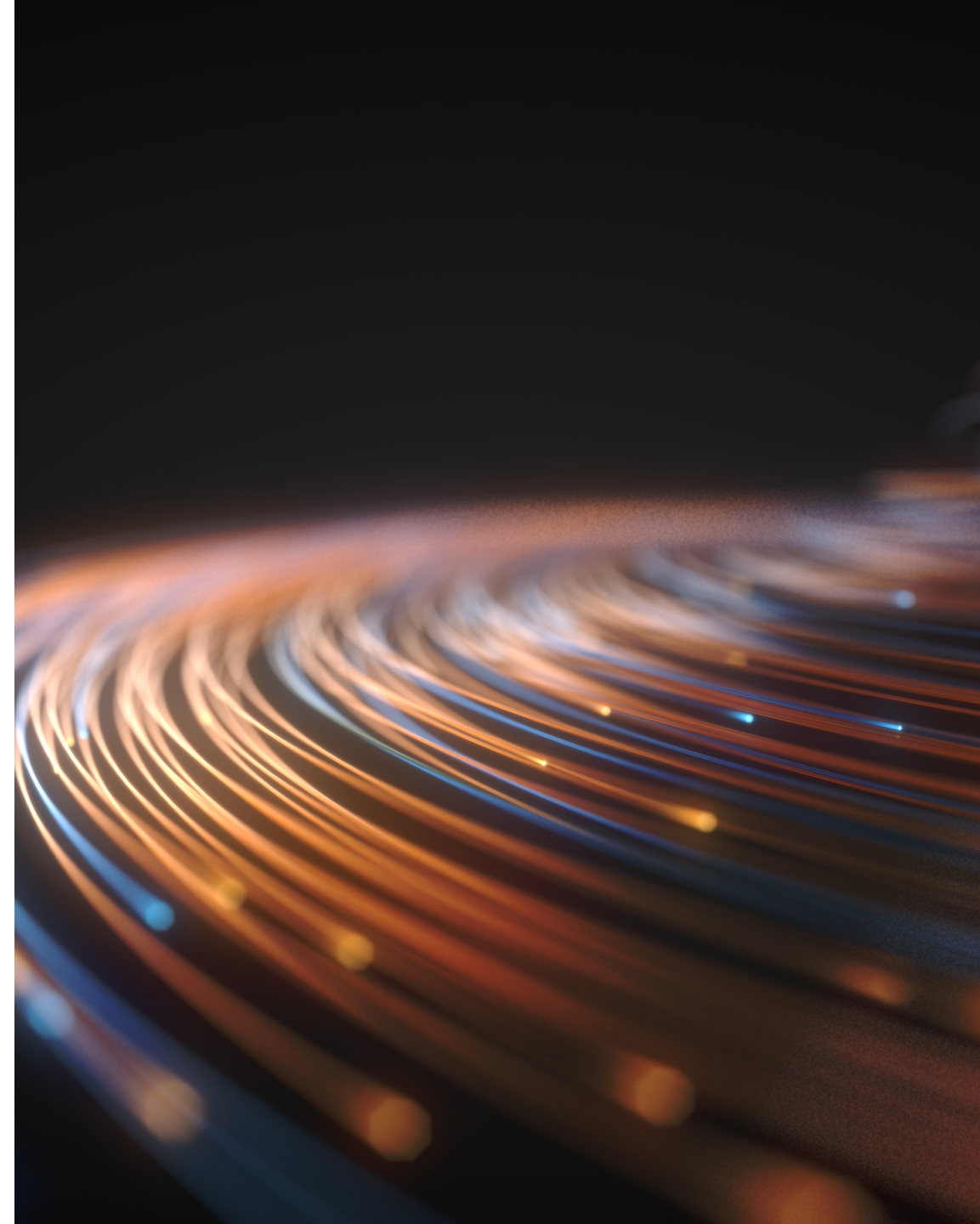
Successfully completed separation, now an independent industry leader with a differentiated operating model and strong financial foundation








Positioned to drive improved performance through 2026, supported by self-help initiatives, productivity actions, and disciplined cost management



Focused on driving revenue, earnings, and cash flow growth, underpinned by disciplined capital allocation



Versigent Investment Thesis

-  Secular trends driving demands for higher speed, data, and power distribution across vehicles
-  Differentiated as a full-service solutions provider for OEMs across comprehensive product portfolio
-  Industry-leading scale in automotive with rigorous and best-in-class operating model
-  Opportunity for product and end market expansion
-  Resulting in attractive financial profile and opportunity for accretive capital deployment

Appendix

Definitions of Non-GAAP Financial Measures

Adjusted Revenue Growth

Adjusted Revenue Growth is presented as a supplemental measure of the Company's financial performance which management believes is useful to investors in assessing the Company's ongoing financial performance that, when reconciled to the corresponding U.S. GAAP measure, provides improved comparability between periods through the exclusion of certain items that management believes are not indicative of the Company's core operating performance and which may obscure underlying business results and trends. Our management utilizes Adjusted Revenue Growth in its financial decision making process, to evaluate performance of the Company and for internal reporting, planning and forecasting purposes. Adjusted Revenue Growth is defined as the change in reported net sales relative to the comparable period, excluding the impact on net sales from currency exchange and commodity movements. Not all companies use identical calculations of Adjusted Revenue Growth, therefore this presentation may not be comparable to other similarly titled measures of other companies.

Adjusted EBITDA

Adjusted EBITDA is presented as a supplemental measure of the Company's financial performance which management believes is useful to investors in assessing the Company's ongoing financial performance that, when reconciled to the corresponding U.S. GAAP measure, provides improved comparability between periods through the exclusion of certain items that management believes are not indicative of the Company's core operating performance and which may obscure underlying business results and trends. Our management utilizes Adjusted EBITDA in its financial decision-making process, to evaluate performance of the Company and for internal reporting, planning and forecasting purposes. Adjusted EBITDA is defined as net income (loss) before depreciation and amortization (including asset impairments), interest expense, income tax (expense) benefit, other income (expense), net, equity income (loss), net of tax, restructuring, separation costs related to the Spin-Off and other special items. Not all companies use identical calculations of Adjusted EBITDA, therefore this presentation may not be comparable to other similarly titled measures of other companies. Adjusted EBITDA margin represents Adjusted EBITDA as a percentage of net sales.

Free Cash Flow

Free Cash Flow is presented as a supplemental measure of the Company's liquidity, which is consistent with the basis and manner in which management presents financial information for the purpose of making internal operating decisions, evaluating its liquidity and determining appropriate capital allocation strategies. Management believes this measure is useful to investors to understand how the Company's core operating activities generate and use cash. Free Cash Flow is defined as cash provided by (used in) operating activities less capital expenditures. Not all companies use identical calculations of Free Cash Flow, therefore this presentation may not be comparable to other similarly titled measures of other companies. The calculation of Free Cash Flow does not reflect cash used to service debt, pay dividends or repurchase shares and therefore, does not necessarily reflect funds available for investment or other discretionary uses.

Net Debt and Net Leverage Ratio

Net Debt and Net Leverage Ratio are presented as supplemental measures of the Company's liquidity, which is consistent with the basis and manner in which management presents financial information for the purpose of making internal operating decisions, evaluating its liquidity and determining appropriate capital allocation strategies. Net Debt is defined as total debt less cash and cash equivalents. Net Leverage Ratio is defined as Net Debt divided by the trailing 12 months of Adjusted EBITDA. We believe that Net Debt and Net Leverage Ratio are meaningful measures of financial condition as they are commonly used by management, investors and creditors to assess capital structure risk. Not all companies use identical calculations of Net Debt and Net Leverage Ratio, therefore this presentation may not be comparable to other similarly titled measures of other companies.

Non-GAAP Financial Metrics:

Adjusted Revenue Growth

	Q1 2026	FY 2026 ⁽¹⁾
Reported net sales % change	9%	5%
Less: foreign currency exchange and commodities	6%	3%
Adjusted revenue growth	3%	2%

Q1 2026	Reported Net Sales % Change	FX/Comm Adj. %	Adjusted Revenue Growth
Americas	10%	(4%)	6%
Asia-Pacific	16%	(4%)	12%
EMEA	(1%)	(11%)	(12%)

1. Prepared at the estimated mid-point of the Company's financial guidance range.

Non-GAAP Financial Metrics:

Adjusted EBITDA

(\$ millions)	Q1 2025	Q1 2026	FY 2026 ⁽¹⁾
Net income attributable to Versigent	95	78	345
Interest expense	2	5	105
Income tax (benefit) expense	29	(9)	100
Net income attributable to noncontrolling interest	1	3	15
Depreciation and amortization	52	61	235
EBITDA	179	138	800
Other expense, net	1	1	10
Equity income, net of tax	(5)	(4)	(15)
Restructuring	16	46	115
Separation costs and other special items	5	26	80
Net gain on lease terminations	-	(4)	-
Other acquisition and portfolio project costs	2	-	-
Adjusted EBITDA	198	203	990
<i>Adjusted EBITDA Margin</i>	<i>9.8%</i>	<i>9.2%</i>	<i>10.7%</i>

Non-GAAP Financial Guidance Metrics:

Free Cash Flow

(\$ millions)	Q1 2025	Q1 2026	FY 2026 ⁽¹⁾
Net cash provided by operating activities	40	36	490
Less: capital expenditures	(37)	(66)	(240)
Total Free Cash Flow	3	(30)	250

1. Prepared at the estimated mid-point of the Company's financial guidance range

Non-GAAP Financial Metrics:

Net Debt and Net Leverage

(\$ millions)	March 31, 2026
Short-term Debt	67
Long-term Debt	2,074
Total Debt	2,141
Less: Cash and Cash Equivalents	282
Net Debt at end of period	1,859
Adjusted TTM EBITDA	898
Net Leverage	2.1x

Non-GAAP Financial Metrics:

Trailing Twelve Months (TTM) of Adjusted EBITDA

(\$ millions)	Q2 2025	Q3 2025	Q4 2025	Q1 2026	TTM Adjusted EBITDA
Net income attributable to Versigent	107	109	217	78	511
Interest (income) expense	-	(3)	(1)	5	1
Income tax (benefit) expense	21	54	(110)	(9)	(44)
Net income attributable to noncontrolling interest	5	4	8	3	20
Depreciation and amortization	59	55	61	61	236
EBITDA	192	219	175	138	724
Other expense, net	1	3	4	1	9
Equity income, net of tax	(3)	(3)	(2)	(4)	(12)
Restructuring	25	21	24	46	116
Separation costs and other special items	2	7	28	26	63
Net gain on lease terminations	-	-	-	(4)	(4)
Other acquisition and portfolio project costs	1	1	-	-	2
Adjusted EBITDA	218	248	229	203	898



Versigent