

Investor Presentation

Joe Liotine, Chief Executive Officer
Doug Ostermann, Chief Financial Officer

MARCH 2026



Disclaimer

Forward-Looking Statements

This presentation, as well as other statements made by the Versigent Limited (“the Company”), contain forward-looking statements that reflect, when made, the Company’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 the Company’s operations and business environment, which may cause the actual results of the Company to be materially different from any future results. All statements that address future operating, financial or business performance or the Company’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 complete the spin-off as planned or at all; 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 “Summary—Risk Factors,” “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations.” New risks and uncertainties arise from time to time, and it is impossible for us to predict these events or how they may affect the Company. It should be remembered that the price of the ordinary shares and any income from them can go down as well as up. The Company 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.. Additional factors are discussed under the captions “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in the Company’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 the Company. The Company 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.

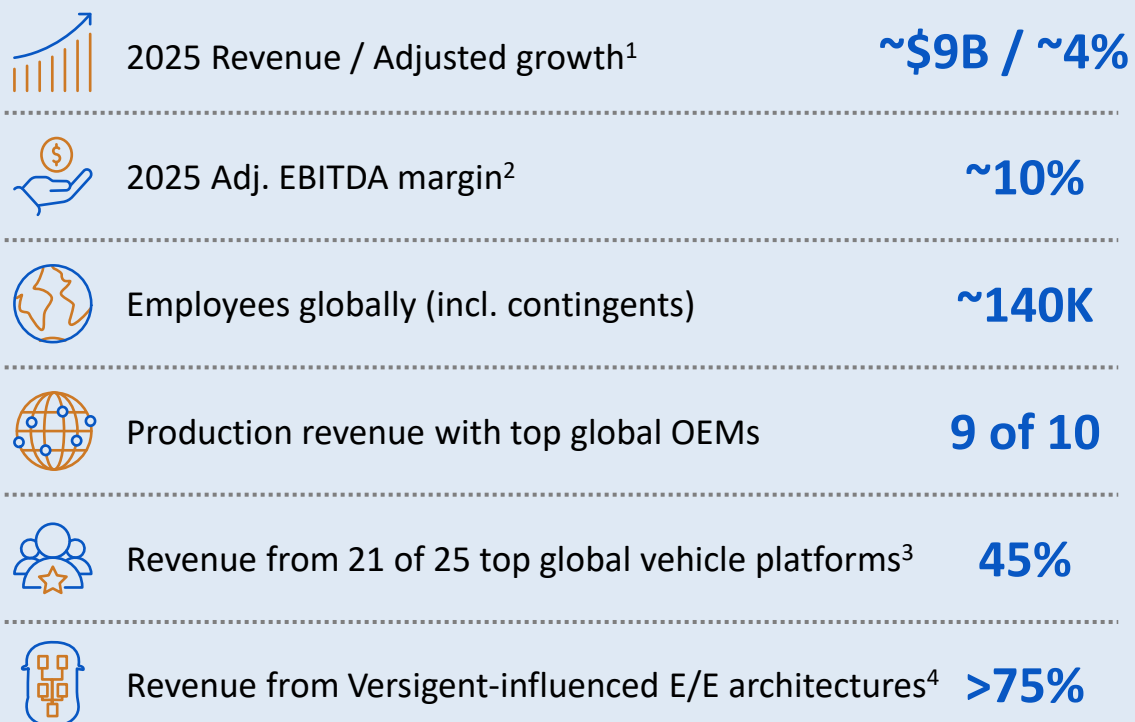
Non-GAAP Financial Measures

This presentation contains information about the Company’s financial results which are not presented in accordance with GAAP, including adjusted revenue, adjusted EBITDA, adjusted EBITDA margin, free cash flow and free cash flow conversion. Management believes the non-GAAP financial measures used in this presentation are useful to both management and investors in their analysis of the Company’s financial position, results of operations and liquidity. In particular, management believes that each of adjusted revenue, adjusted EBITDA, adjusted EBITDA margin, free cash flow and free cash flow conversion is a useful measure in assessing the Company’s ongoing financial performance that, when reconciled to the corresponding 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 that may obscure underlying business results and trends. Management also uses certain of 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.

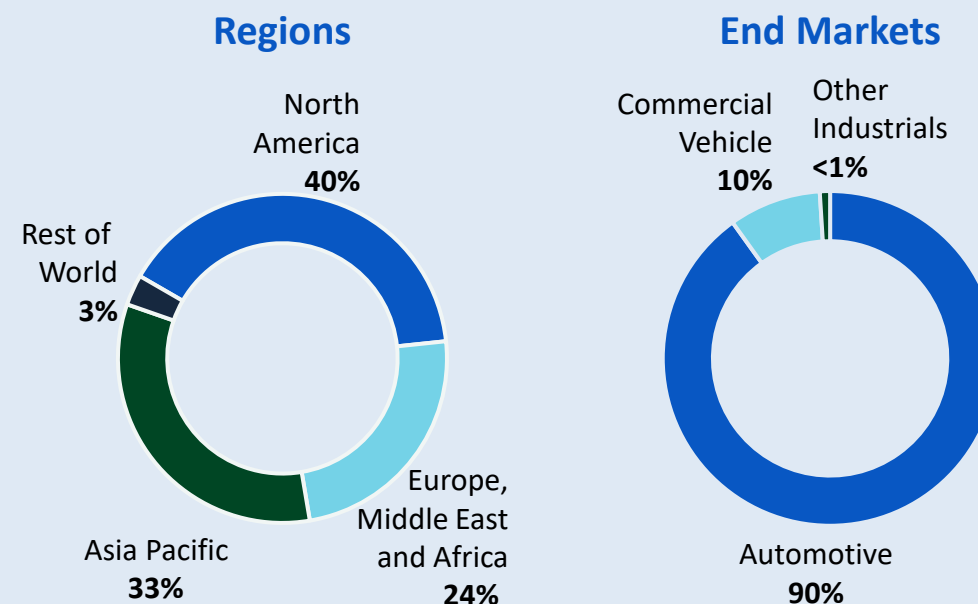
Business Overview

Versigent at a Glance

Key Metrics

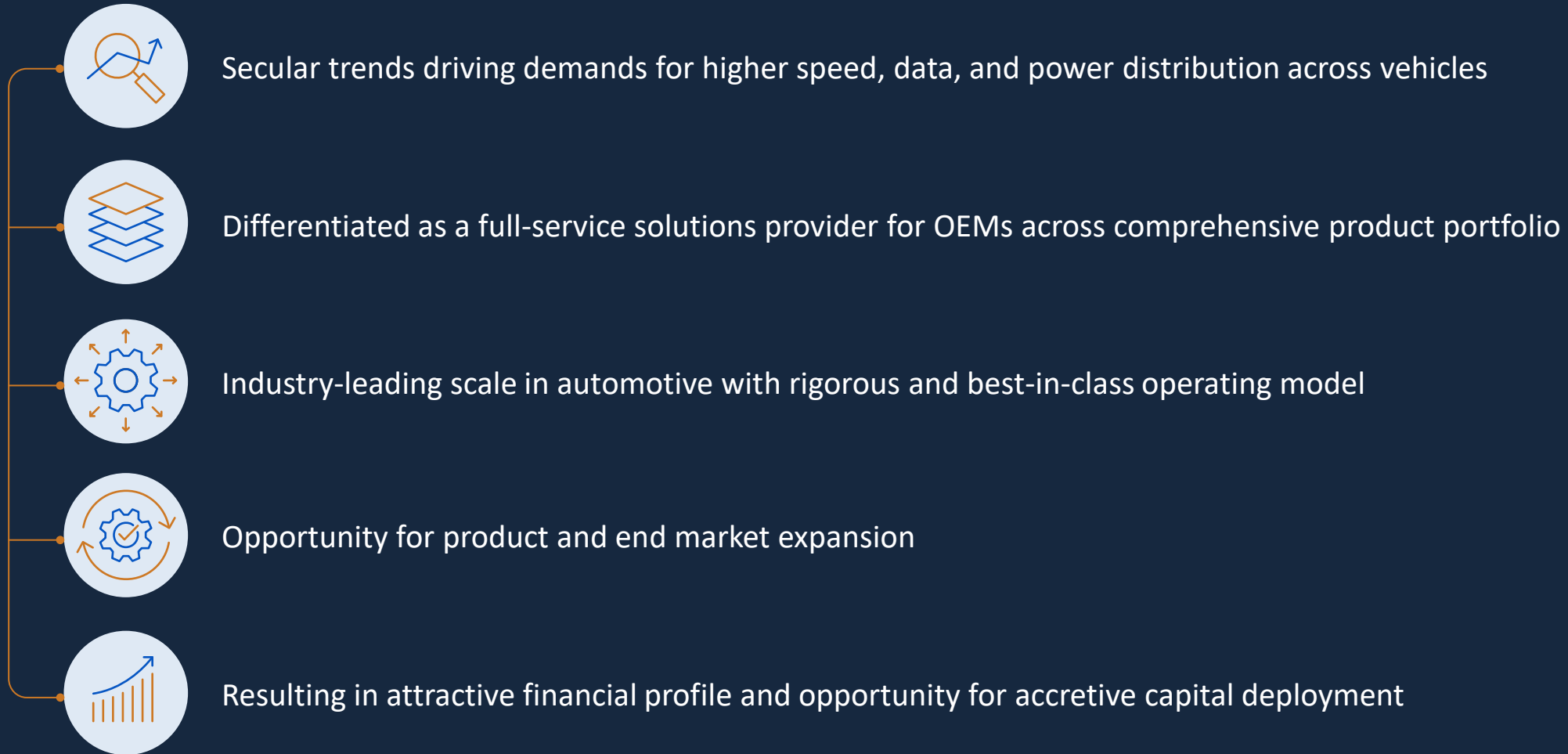


2025 Revenue | \$8.8B



Notes: 1. Adjusted revenue growth excludes impact of foreign exchange and commodities. This is a non-GAAP financial measure and should not be used as a substitute for our operating results prepared in accordance with US GAAP. See Appendix for detail and reconciliation to US GAAP. 2. Adjusted EBITDA margin in 2025. This is a non-GAAP financial measure and should not be used as a substitute for our operating results in accordance with US GAAP. See Appendix for detail and reconciliation to US GAAP. 3. As of 2025, Represents % of annual revenue attributable to Top 25 global vehicle programs, of which Versigent has content on 21. 4. As of 2025, Represents % of revenue not attributable to Build to Print (BtP) architectures.

Versigent Investment Thesis



Tier 1 Electrical Architecture Provider of Choice

Product Portfolio

Low Voltage (LV) Electrical Architectures

- Systems for signal, power, and data distribution
- Custom copper and aluminum cables for tailored requirements
- Solutions optimized for weight, cost and performance

High Voltage (HV) Electrical Architectures

- Systems & cables for HV power distribution for xEV propulsion
- Cables & HV cord sets supporting efficient, high-performance charging
- Designed for global compliance and scalable manufacturing

Key Stats

On **1** of every **6** vehicles globally

Supporting
>50
customers

On **1** of every **3** BEVs

Across
550
global vehicle programs¹

On **9** of top **10**
global vehicle platforms

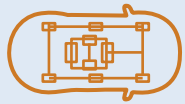
With
>1,900
project launches² per year

Notes: Data points disclosed herein, unless otherwise specified, are a result of analysis and assessment through September 30, 2025 for Aptiv's 2025 Investor Day presentation. 1. Defined as a unique Versigent program, more comparable to vehicle models than OEM programs. Global program accounted for as a vehicle model sold across geographic regions. For example, one vehicle model manufactured/sold in NA, EMEA, and APAC counted as one program, rather than three. 2. Project represents a unique wiring harness board code. A typical vehicle program has multiple Versigent projects.

Differentiated by Full-Service Solutions Offering

Influence to **design out** commoditized content and **design in** value-add content for customers and Versigent

1



Comprehensive Portfolio

- Design innovation leader with ~700 patents and protective rights¹
- Over 50 patents and applications on assembly line automation¹
- Strong portfolio ranging from distributed architectures to domain and zonal optimized architectures

2



Design Optimization

- Early and close collaboration with customers to understand and align with vehicle / platform needs
- Proprietary software for electrical architecture development and drawing, enabling customization, automation, and digital integration

3



Global Manufacturing & Supply Chain Resiliency

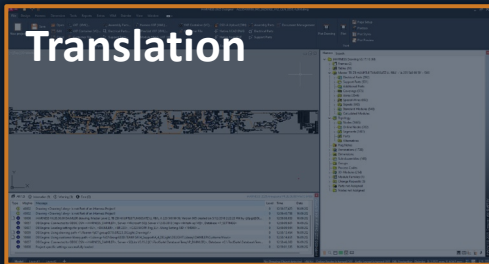
- Proprietary in-house manufacturing automation processes to improve quality, cost, and throughput
- Digital tools, external intelligence and in-house expertise to strengthen supply chain resiliency

Note: 1. As of December 31, 2025.

Proprietary Tool Suite a Competitive Differentiator

HARNES Pillars

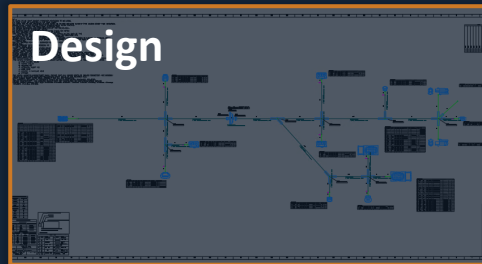
1



iCustomer Data Translator

Seamless data transfer from OEM systems into standardized format processable in Versigent tool suite

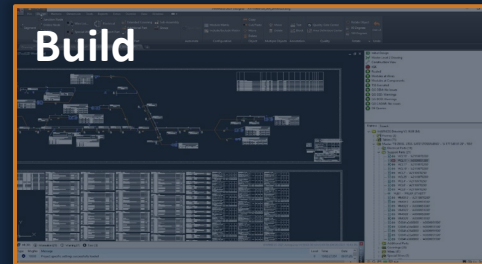
2



Product Engineering

Import of translated design elements into standard format allowing design completion and verification on one intuitive interface

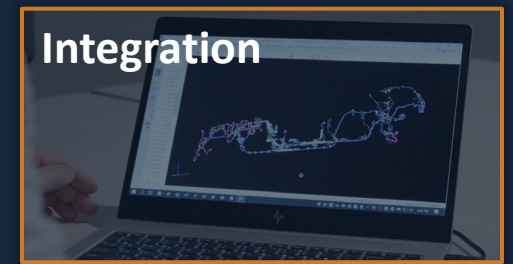
3



Manufacturing Engineering

Exports released drawing from design to manufacturing; carries out rule checks; creates board drawing and wire kits; produces work introductions; generates digital twin of manufactured harness

4



Velocity Container Analyzer

Viewer tool to visualize (2D and 3D) electrical architectural design, including features to integrate design changes, improving productivity, quality, and timing

Competitive Moat from Engineering Expertise

Influential

- Expertise ranging from sub-components to full systems across electrical architectures drives **design influence with customers**

Integrated

- Engineering and design **heavily integrated with supply chain and manufacturing** process, enabled by proprietary tools (iHarness) that automatically generate downstream workflows

Efficient

- Proprietary engineering tools allow for **50% reduction in drawing time** for electrical architectures, as well as improved product quality, productivity, and time through manufacturing process

~8K
Highly skilled engineers¹

875
Engineers working hand-in-hand with customers

~700
Patents and patent applications¹

● Engineering Centers (6)¹

Notes: Data points disclosed herein, unless otherwise specified, are a result of analysis and assessment through September 30, 2025 for Aptiv's 2025 Investor Day presentation. 1. As of December 31, 2025.

Supported by a Resilient Supply Chain

Integrated

- **Rapid order-to-delivery** of complex and unique architectures powered by advanced lean tools and adaptive planning with customers and supply base

Localized

- **In-region, for-region supply chain** balancing necessary proximity to customers with just-in-time product model with a cost-effective footprint

Resilient

- **Extensive supply traceability** down to sub-tier level through digital twin ensuring supply continuity and risk mitigation

95%

Supplier visibility to at least Tier 3 level

>95%

Cable sourced in-region

~99%

Cable value chain mapped down to copper source



Example KSK Program

- **1 of ~1,000** unique electrical architecture variations for 1 vehicle model
- **Order to VIN specific delivery = <10 days**
- **Manufacturing time = 2 days** for multiple harnesses on program
- **Manufactured in best cost country**, then shipped to warehouse located near OEM

Notes: Data points disclosed herein, unless otherwise specified, are a result of analysis and assessment through September 30, 2025 for Aptiv's 2025 Investor Day presentation.

Unparalleled Global Manufacturing Scale

Integrated Development to Delivery

- Offering customers flexible solutions with agile and responsive operations, optimizing for both performance and cost, as well as quality and on-time delivery

Expertise Managing Complexity

- Flexibility enabling 45K engineering change requests from customers, resulting in over 40M electrical architecture changes per year
- Powerful manufacturing allowing near build-to-order capability for billions of customer combinations

Global Scale with Regional Model

- Production model maintaining footprint in key regions via best cost countries and mitigating disruption from evolving global trade policy and exposure to tariffs
- Increasing level of automation in manufacturing processes, improving cost and quality

>95%

of manufacturing
workforce in best cost
countries

99.9%

Quality¹

99.9%

On-time delivery²

● Manufacturing Facilities (59)³

Notes: Data points disclosed herein, unless otherwise specified, are a result of analysis and assessment through September 30, 2025 for Aptiv's 2025 Investor Day presentation. 1. Measured as inverse of PPM – Parts per Million. 2. Measured as inverse of IPM – Incidents per Million. 3. As of December 31, 2025.

Industry Dynamics

Secular Trends Requiring More Robust Solutions



Product Requirements for Electrical Architectures



Advanced Feature Enablement

Enabling shift to xEVs and higher ADAS, UX, and other data-rich and power-intensive features



Mission Critical

Supporting systems that require guaranteed reliability and performance



Optimized Design

Enabling size, weight, power, and cost savings for customers

Business Requirements for Architecture Suppliers



End-to-End Capabilities

- Offering early engagement with customers to understand precise needs and requirements
- Offering solutions ranging from components to full systems that are optimized for performance and cost



Global Scale and Resilient Supply Chain

- Providing customers with same product at same quality for global platforms across all regions
- Localized manufacturing and resilient supply chain to mitigate geopolitical risk and ensure consistency of supply

Optimization Capabilities Delivering Substantial Value

Leading Truck / SUV Platform

High Performance SUV

Domain Architecture

Zonal Architecture

Incremental Approach

Clean-Sheet Approach

Process-Only¹

**Automating 19% of
manufacturing labor hours**

- Reducing 'touch time' in harness assembly
- Targeting high-value automation opportunities
- Improving throughput, quality and efficiency

Design Optimization

~10% weight reduction

- Improving design through partitioning, splice placement, system layout
- Reducing wire cross-section & enhanced wire types
- Simplifying manufacturability and routing for easier vehicle assembly

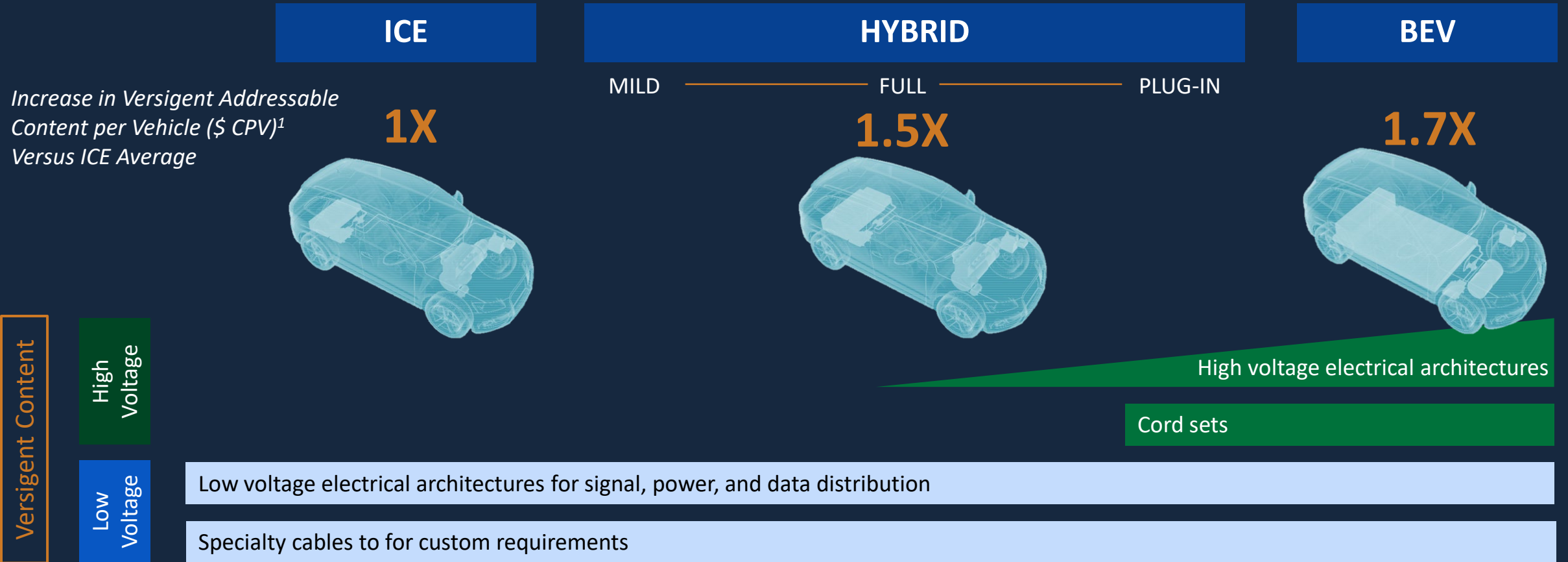
Fully Optimized Design

~30% weight reduction

- Re-architected design from mega harness to zonal partitioning
- Applied up-integration to reduce wire splices and simplify device connectivity
- Introduced modular connectors

Notes: Data points disclosed herein, unless otherwise specified, are a result of analysis and assessment through September 30, 2025 for Aptiv's 2025 Investor Day presentation. 1. Reflects no design change to electrical architecture.

Content per Vehicle Increasing with Electrification

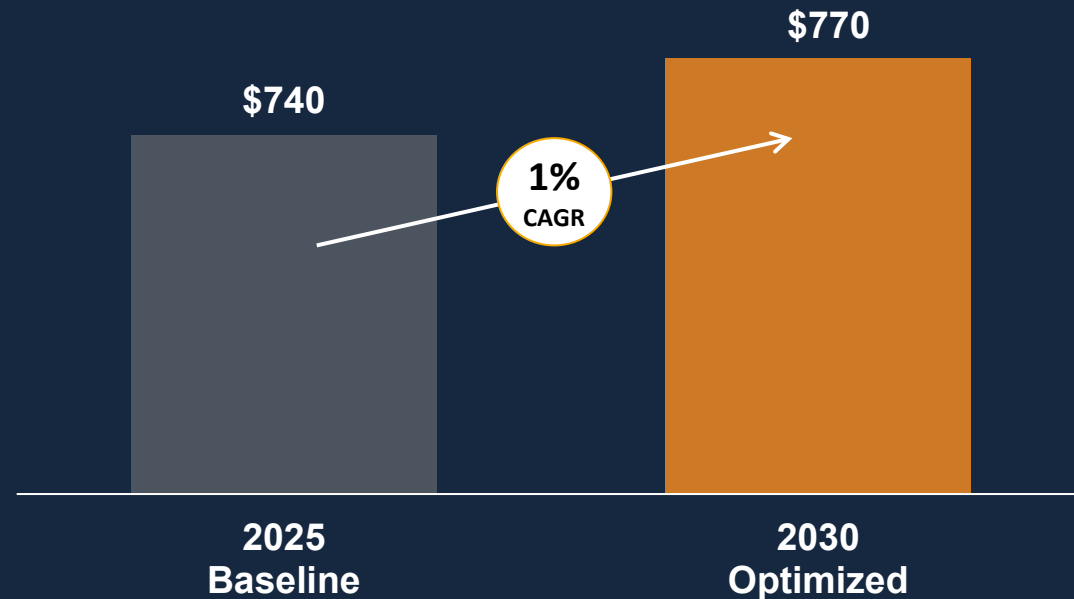


Notes: Data points disclosed herein, unless otherwise specified, are a result of analysis and assessment through September 30, 2025 for Aptiv's 2025 Investor Day presentation.

1. Addressable content per vehicle reflects Aptiv estimates. Calculation reflects global volume weighted average based on region, size, and price class.

Architecture Evolutions Driving Value for Versigent

Versigent Addressable Content per Vehicle (\$ CPV)¹



Drivers of Content per Vehicle Growth

- ⊕ Increasing levels of electrification
- ⊕ Increasing levels of ADAS/autonomy
- ⊕ Increasing content within in-cabin
- ⊕ Other features & functionality
- ⊖ Optimization driving copper content reduction
- ⊖ Price downs

⊕ **+1% NET CAGR IN CPV OVER FORECAST PERIOD**

Notes: Data points disclosed herein, unless otherwise specified, are a result of analysis and assessment through September 30, 2025 for Aptiv's 2025 Investor Day presentation. 1. Addressable content per vehicle reflects Aptiv estimates. Calculation reflects weighted average Versigent content per vehicle based on estimates total addressable market (TAM), divided by total global vehicle production.

Automotive Capabilities Translate to Other Markets

Product Requirements



Support increasing features and functions



Demonstrate mission critical reliability



Optimized design

Business Requirements



High performing, cost effective solutions



Global scale & supply chain



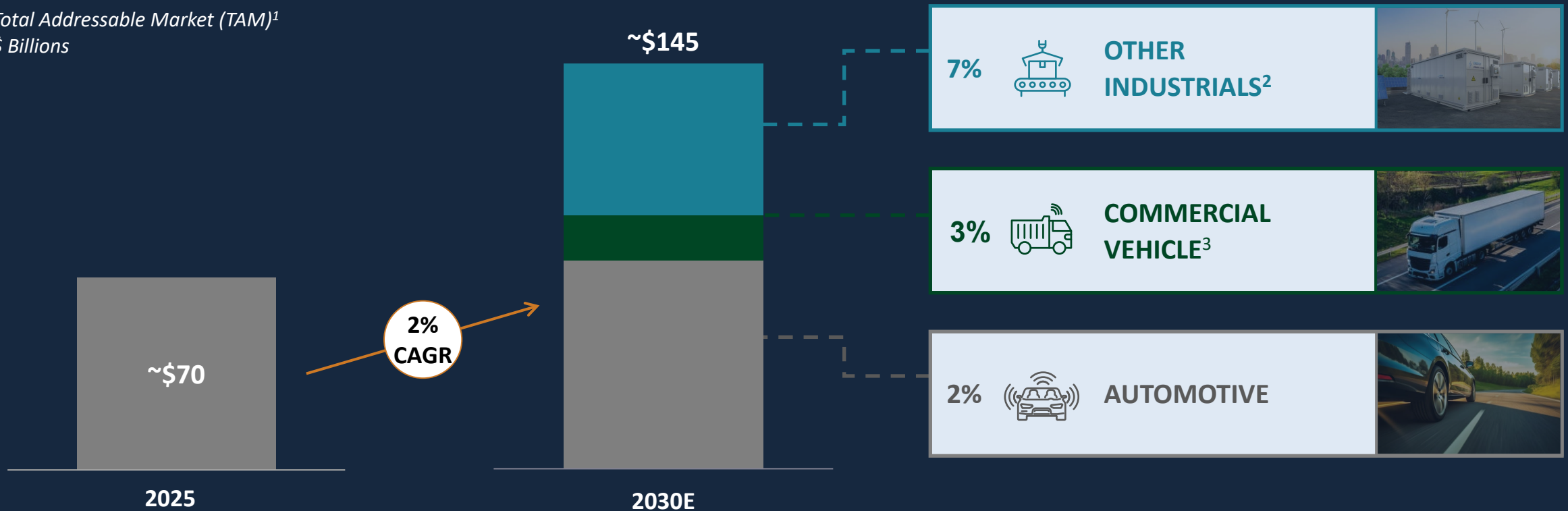
Resulting in Large Addressable Market, with Upside

Continued Growth in
Automotive ...

Total Addressable Market (TAM)¹
\$ Billions

... with Solid Upside
Beyond Auto

CAGR – 2025E-2030E



Notes: Data points disclosed herein, unless otherwise specified, are a result of analysis and assessment through September 30, 2025 for Aptiv's 2025 Investor Day presentation. 1. Total addressable market reflects Aptiv estimates. 2. Other Industrials includes Aerospace & Defense, Telecom & Datacom, and Diversified Industrial end markets. 3. Commercial Vehicle end market includes both on- and off-highway vehicles, as well as other transportation modalities that are smaller in market size, including marine, rail, and transit.

Financials Overview

Driving Industry Leading Financial Results

Financial Framework through 2028E



Revenue

Revenue CAGR¹ of **3-4%**



EBITDA

Cumulative EBITDA² margin expansion of **~200 bps**



Net Income

Leading to **low-teens growth rate** in Net Income² per annum



Cash Flow

Converting into **~\$1B** of cumulative free cash flow³ over 2026E-2028E



Capital Allocation

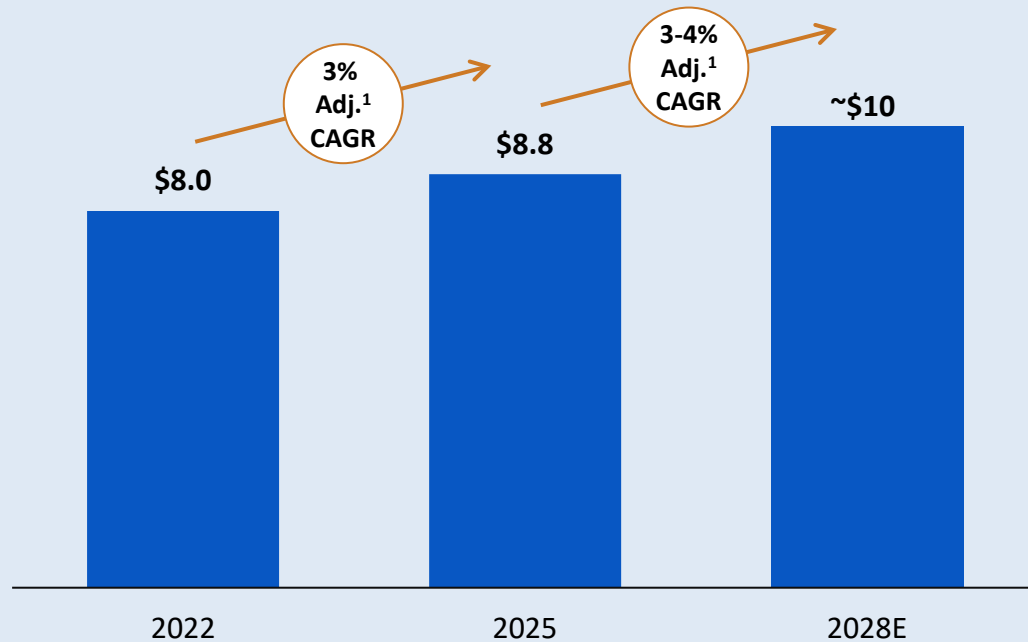
Disciplined capital allocation anchored by a competitive dividend

Notes: 1. Revenue CAGR excludes impact of FX and Commodities. 2. EBITDA and Net Income adjusted for restructuring and other special items. See Appendix for detail and reconciliation to US GAAP. 3. Free cash flow defined as Operating cash flow less Capital expenditures. See Appendix for detail and reconciliation to US GAAP.

Solid Revenue Growth Profile

Revenue

\$ Billions



2025–2028E:

Bookings

- \$54B+ of cumulative bookings in 2022-2025, including:
 - \$7B+ with Local China OEMs
 - \$7B+ in Commercial Vehicle

Drivers

- Assumed global vehicle production² CAGR of +1%
- New program launches across all major regions
- Growth in electrification, including hybrids and plug-in hybrids
- Content growth from higher levels of ADAS and increasing features/functions
- Mid-single digit growth in Commercial Vehicle, comprising light, medium and heavy duty trucks, and off-highway vehicles
- Adjusted growth assumes no impact from FX and Commodities over period

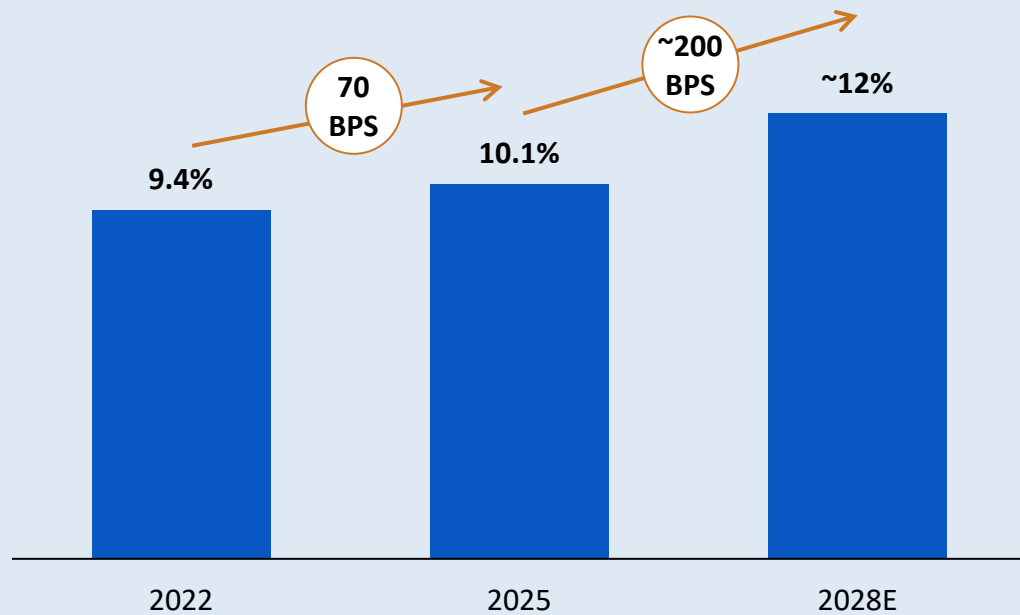
Notes: 1. Revenue CAGR excludes impact of M&A, FX, and Commodities. See Appendix for historical detail and reconciliation to US GAAP.

2. Vehicle production CAGR based on Versigent weighted market share, i.e. weighted to geographic locations in which Versigent generates revenue.

Continue to Expand Industry Leading Margins

EBITDA Margin¹

% of Revenue



2025–2028E:

Drivers

- Flow through on revenue growth, net of normalized price downs of 1% to 2%
- Increasing levels of manufacturing automation
- Continued improvement in mix of revenue and programs, incl. full service
- Material, manufacturing and SG&A performance, partially offset by labor economics

Cost Structure Actions

- Material performance driven by engineering design changes and vendor negotiations
- Manufacturing performance driven by footprint consolidation and rotation, and increased automation, partially offset by labor inflation
- SG&A & Other reduced through overhead cost-reduction initiatives, partially offset by investments to support Non-Auto growth
- Engineering productivity driven by resource consolidation in best-cost countries and increased digitalization, partially offset by ongoing product and process investments

Note: 1. EBITDA margin reflects EBITDA adjusted for restructuring and other special items. See Appendix for detail and reconciliation to US GAAP.

Disciplined Capital Allocation Strategy

Free Cash Flow¹

~\$1B

Cumulative
FCF Generation During
2026E to 2028E

Prudent Balance Sheet management

- Launching within gross leverage² target range of 2.0x – 2.5x

Invest in organic growth

- Increase manufacturing processes automation and further optimize footprint
- Enhance competitive cost structure

Return cash to shareholders

- Pay a competitive dividend
- Return excess cash through share repurchases

Pursue bolt-on acquisition opportunities

- Strengthen Automotive market position

Note: 1. Free cash flow measured Operating cash flow less Capital expenditures. See Appendix for detail and reconciliation to US GAAP.

2. Measured as Gross and Net Debt divided by LTM Adjusted EBITDA. See Appendix for detail and reconciliation to US GAAP.

2026 Financial Guidance

(\$ Millions)	FY 2026 ⁴	FY 2025 Carve Out
Reported Revenue <i>Adjusted Growth %¹</i>	\$9,100 – \$9,400 2%	\$8,818 4%
EBITDA ² <i>EBITDA Margin</i>	\$950 – \$1,030 10.7%	\$893 10.1%
Free Cash Flow ³	\$200 – \$300 <i>~70M of separation costs</i>	\$481

Notes: 1. Adjusted revenue growth excludes impact of foreign exchange and commodities. FY 2026 FX and commodity assumptions as follows: Copper = 5.50, USD/MXN = 18.00, EUR/USD = 1.17, USD/CNY = 7.00. 2. EBITDA adjusted for restructuring and other special items. See Appendix for detail and reconciliation to US GAAP. 3. Free cash flow measured Operating cash flow less Capital expenditures. 4. Represents guidance disclosed on February 2, 2026. See Appendix for detail and reconciliation to US GAAP.

Conclusion: Positioned for Sustainable Value Creation



Benefiting from secular growth tailwinds

- Driving demands for increased vehicle electrification and vehicle content



Leveraging a comprehensive low- and high-voltage product portfolio

- Augmented by unique capabilities from architecture optimization to execution



Differentiated by an industry-leading operating model

- Industry-leading engineering capabilities, global manufacturing scale, and resilient supply chain



Resulting in an attractive financial profile

- Enabled by best-in-class operational execution



Driving a disciplined capital allocation strategy

- Incremental opportunity to increase shareholder value



Appendix

Today's Presenters



Joe Liotine

Chief Executive Officer

Joseph Liotine is a seasoned public company executive with more than two decades of leadership at global publicly traded companies. He brings a proven track record of successfully guiding companies through transformation and growth, driving operational excellence, and deepening customer relationships through innovation. His strategic acumen and operational expertise, backed by strong financial knowledge and extensive experience across manufacturing, supply chain management, marketing, sales, and technology, position him to lead Versigent as it builds on its 100-year legacy of innovation and trusted OEM partnerships.

Mr. Liotine currently serves as Executive Vice President and President, Electrical Distribution Systems at Aptiv PLC, a position he has held since November 2024. In this role, he leads Aptiv's premier vehicle architecture product line, driving industry adoption of optimized low and high-voltage vehicle architectures. His responsibilities include leading the execution of the EDS global strategy, with a focus on footprint optimization, enhanced automation, and growth in automotive and adjacent markets.

Mr. Liotine joined Aptiv in April 2024 as President, Signal and Power Solutions, where he was responsible for driving the seamless alignment and execution of commercial and operating strategies within S&PS globally, including Electrical Distribution Systems, Connection Systems, Vehicle Electrification Systems, HellermannTyton, Winchester Interconnect, and Intercable Automotive Solutions.

Prior to joining Aptiv, Mr. Liotine served as Chief Executive Officer at Briggs & Stratton, the world's largest producer of engines for outdoor power equipment and the leading provider of job site products across its brand portfolio. Previously, he spent nearly 20 years in senior executive roles at Whirlpool Corporation, most recently as President and Chief Operating Officer, where he led the global appliance business. Mr. Liotine began his career at PepsiCo, where he excelled in several financial management roles within sales and procurement.

Mr. Liotine graduated from Illinois State University with a Bachelor of Science in Finance, International Business, and Economics. He also holds a Master of Business Administration with a concentration in Marketing, Finance, and Entrepreneurship from the University of Chicago Booth School of Business.



Doug Ostermann

Chief Financial Officer

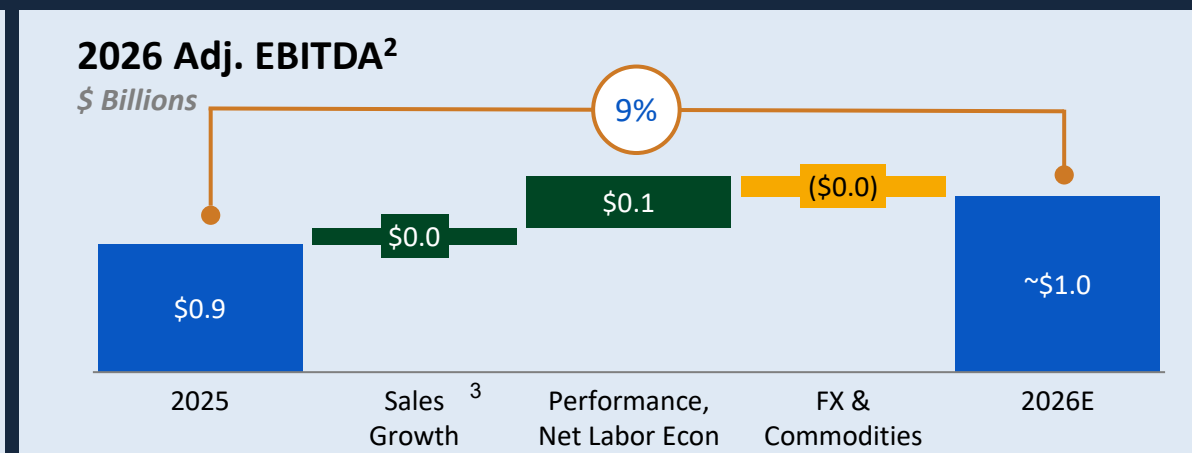
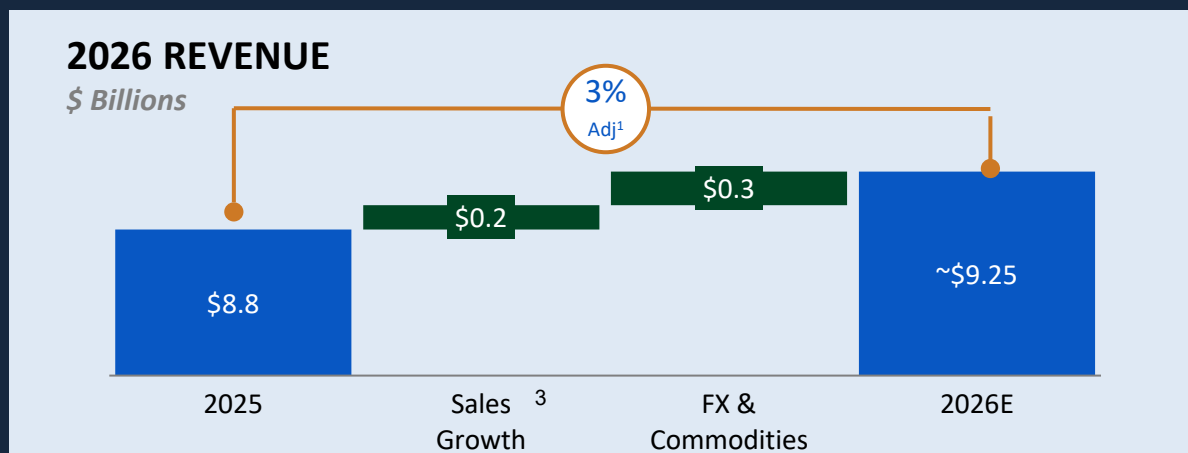
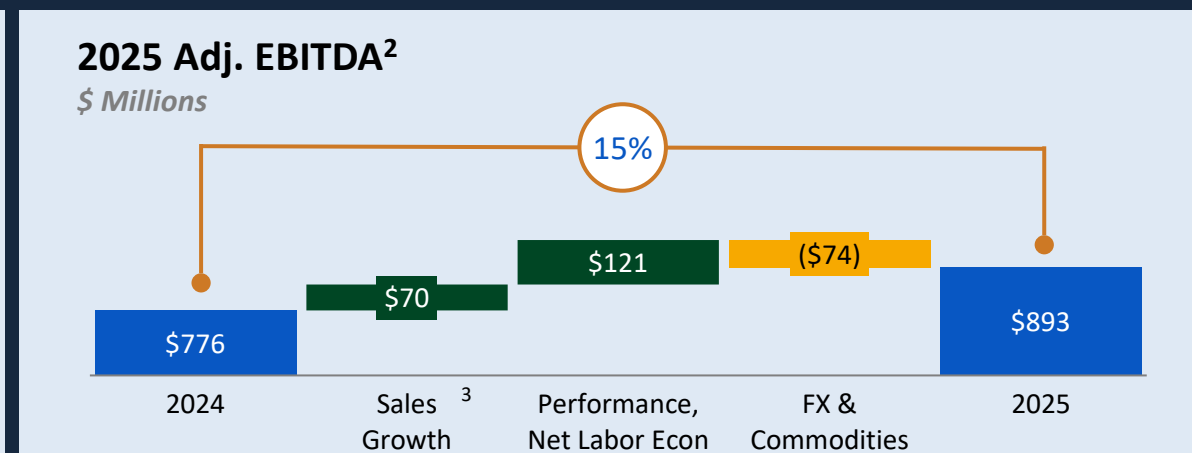
Douglas Ostermann is a highly experienced finance executive with more than 30 years of leadership in global finance, treasury, and strategy across the automotive and industrials sectors. His proven track record of driving financial results at leading global companies positions him to guide Versigent's financial organization and create long-term shareholder value.

Mr. Ostermann is currently Vice President, Finance, Electrical Distribution Systems at Aptiv, a position he has held since December 2025. In this role, he oversees all financial activities for the business segment.

Most recently, Mr. Ostermann served as Group Chief Financial Officer, Head of Global Financial Services and Head of Joint Ventures and M&A at Stellantis. Prior to this role, he spent three years based in Shanghai, first as Chief Financial Officer and Head of Strategy for the China Region, then as Chief Operating Officer for China. He also held senior finance leadership roles at Archer Daniels Midland Company and spent over a decade at General Motors Company in treasury, business development, and marketing roles.

Mr. Ostermann holds a Bachelor of Science in Business Administration and a Master of Business Administration from the John M. Olin School of Business at Washington University in St. Louis.

2025 Actual and 2026 Guidance: Revenue & EBITDA



Notes: 1. Revenue growth excludes impact of foreign exchange and commodities. 2. Adjusted for restructuring and other special items; see appendix for detail and reconciliation to US GAAP. 3. Sales growth inclusive net price.

Definitions to Non- GAAP Measures & Reconciliations

- Adjusted Revenue defined as Revenue adjusted for FX and Commodities.
- Adjusted EBITDA defined as EBITDA adjusted for restructuring and special items.
- Adjusted EBITDA Margin defined as Adjusted EBITDA as a % of Revenue.
- Gross Leverage defined as Gross Debt divided by Adjusted EBITDA.
- Free Cash Flow defined as Operating Cash Flow less Capital Expenditures, excluding impact of intercompany transfers of intellectual property and other related items.
- Free Cash Flow Conversion defined as Free Cash Flow as a % of Net Income.

Non-US GAAP Financial Metrics: Adjusted Revenue Growth

	2025
Reported net sales % change	6%
Less: foreign currency exchange and commodities	2%
Adjusted revenue growth	4%

Non-US GAAP Financial Metrics: Free Cash Flow

(\$ millions)	2025	2024	2023	2022
Net cash provided by operating activities	641	707	180	606
Impact of intercompany transfers of intellectual property and other related transaction (a)			284	
Less: capital expenditures	(160)	(206)	(244)	(223)
Total Free Cash Flow	481	501	220	383

(a) Represents income tax impact to the Company of Aptiv's intercompany intellectual property transfer in response to the OECD Pillar Two Directive, incurred as a result of the application of the separate return basis in the Company's Form 10 information statement.

Non-US GAAP Financial Metrics: Free Cash Flow Conversion

(\$ millions)	2025	2024	2023	2022
Free Cash Flow	481	501	220	383
Net Income	528	408	423	454
Free Cash Flow Conversion	91%	123%	52%	84%

Non-US GAAP Financial Metrics: Adjusted EBITDA

(\$ millions)	2025	2024	2023	2022
Net income attributable to Versigent	528	408	423	454
Interest (income) expense	(3)	(4)	(4)	(1)
Income tax expense	(6)	39	144	53
Net expense attributable to noncontrolling interest	18	26	29	(2)
Depreciation and amortization	227	202	205	191
EBITDA	764	671	797	695
Other expense, net	10	10	8	7
Equity income, net of tax	(13)	(22)	(13)	(20)
Restructuring	86	101	48	12
Separation costs	42	-	-	-
Other acquisition and portfolio project costs	4	16	12	5
Russia/Ukraine Charges	-	-	-	54
Adjusted EBITDA	893	776	852	753

(\$ millions)	2025	2024	2023	2022
Revenue	8,818	8,309	8,832	8,015
Adjusted EBITDA Margin	10.1%	9.3%	9.6%	9.4%



Versigent