
VISHAY®
2024
Sustainability
Report

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Introduction

Leadership Letter to Stakeholders

Dear Valued Stakeholder,

Vishay plays a critical role in developing the technologies that shape a more sustainable future. From discrete semiconductors to passive components, we manufacture a wide range of products we proudly refer to as The DNA of tech™. Our global customer base includes innovators and pioneers across diverse industries such as industrial, automotive, aerospace and defense, Artificial Intelligence (AI), medical, and consumer electronics. Through close collaboration with our customers, we deliver solutions that accelerate advancements in renewable energy, electric mobility, 5G infrastructure, and the rapid growth of AI applications.

In 2024, we continued to advance our sustainability efforts by aligning our reporting with evolving regulations, including the Corporate Sustainability Reporting Directive (CSRD), as well as disclosure recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). Since our inception, we have maintained a consistent commitment to responsible operations—empowering our people, protecting our ecosystem, and prioritizing safety and ethics. Our sustainability journey has led to meaningful progress in assessing and mitigating impacts, including annual environmental target setting and over a decade of tracking greenhouse gas (GHG) emissions.

As our business grows, both organically and through strategic acquisitions, our investments in research and development (R&D), manufacturing, and engineering remain central to our commitment to innovation. Through responsible global operations, we design and develop a broad portfolio of high-performance components that enable inventors and pioneers to bring the next generation of products to life.

We remain deeply committed to sustainable growth, advancing the future of technology, and delivering long-term value to our stakeholders, all while upholding the highest standards of responsibility. This report highlights our most recent sustainability-related achievements, as well as the specific areas where we are challenging ourselves to further improve. We appreciate your continued interest and support as we strive to accelerate long-term growth and innovation across every market we serve.

Kind regards,

Joel Smejkal

President & Chief Executive Officer

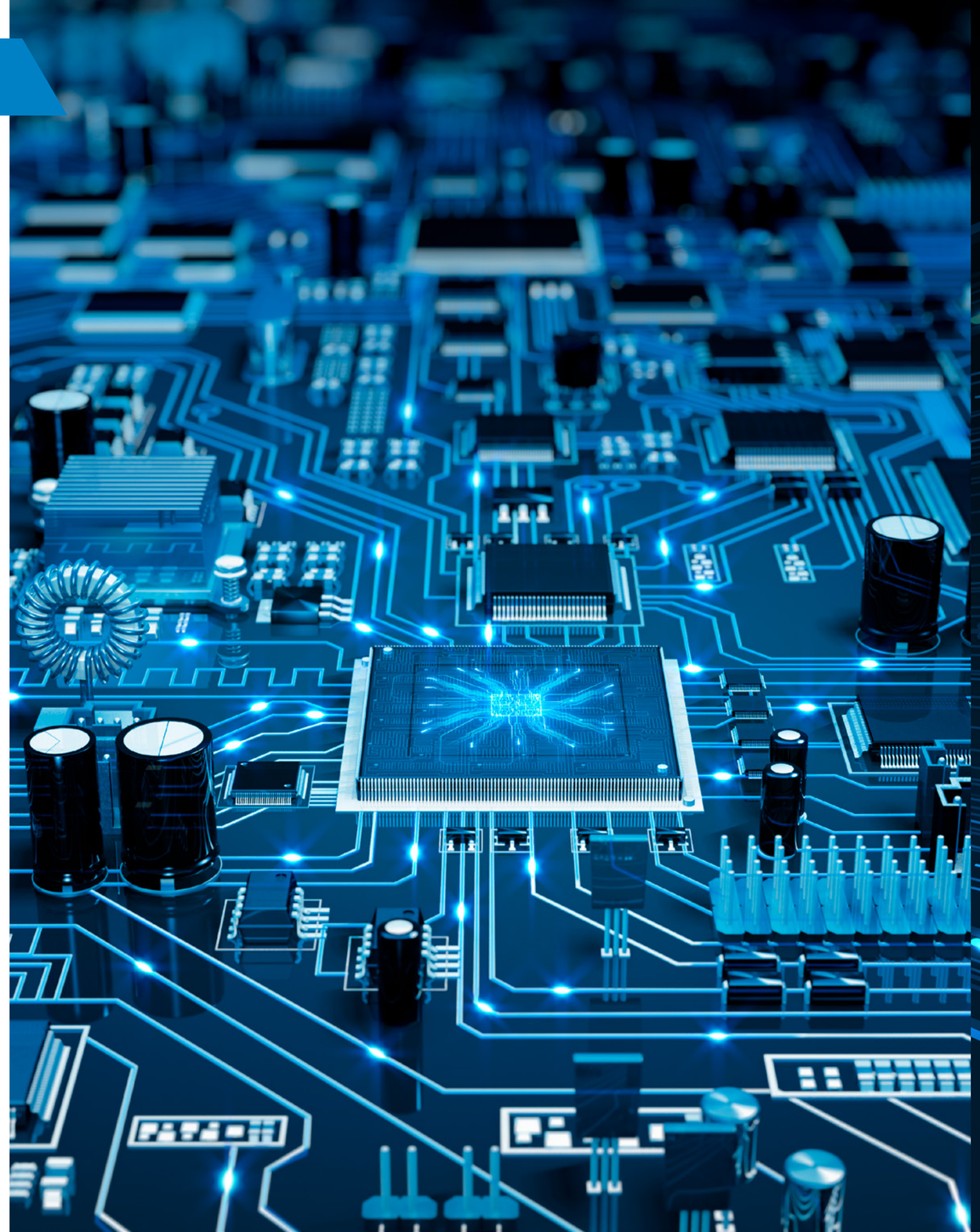
About Vishay

Vishay Intertechnology, Inc. (Vishay) is the DNA of tech.™ Vishay is a global manufacturer of discrete semiconductors and passive electronic components. We serve companies to power innovative designs in the automotive, industrial, computing, consumer, telecommunications, military, aerospace and defense, AI, medical, and consumer electronics markets worldwide.

Vishay's Product Portfolio

From discrete semiconductors to passive components; from the smallest diode to the most powerful capacitor, Vishay manufactures a breadth of products we call The DNA of tech.™

Business Line	Business Segments	Product Use Case
Semiconductors	• MOSFETs • Diodes • Optoelectronic components	Power control, power conversion, power management, signal switching, signal routing, signal blocking, signal amplification, two-way data transfer, one-way remote control, and circuit isolation
Passive Components	• Resistors • Inductors • Capacitors	Restrict current flow, suppress voltage increases, store and discharge energy, control alternating current (AC) and voltage, filter out unwanted electrical signals, and perform other functions



The Company operates globally and is headquartered in Malvern, Pennsylvania in the United States. To optimize production efficiencies, Vishay maintains manufacturing facilities in the United States, Europe, India, Israel, Malaysia, Mexico, the People's Republic of China, the Republic of China (Taiwan), the Philippines, Japan, and the Dominican Republic. All our manufacturing operations have received ISO 9001 certification. ISO 9001 is a comprehensive set of quality program standards developed by the International Standards Organization. As of December 31, 2024, the Company employed approximately 22,700 full-time employees worldwide.

We are dedicated to delivering meaningful and impactful service to our customers. To support this, we operate major production facilities in key regions where our products are primarily sold, allowing us to be more responsive and efficient in meeting customer needs. Our goal is to deepen ties with both customers and strategic partners by offering an extensive range of products that position us as a "one-stop shop" service. We intend to expand our investment in research and development, engineering, and product marketing to drive the launch of cutting-edge technologies that enable faster electrification—particularly in areas like factory automation, electric mobility, and AI applications.

Our operations depend on a sophisticated, globally connected supply chain that includes suppliers, manufacturing sites, third-party foundries, subcontractors, logistics providers, distributors, and end users. We maintain long-standing relationships with suppliers and work closely with them to navigate supply chain complexities, accelerate innovation, and bring new solutions to market. By partnering with specialized suppliers, we strengthen our capacity to oversee and adapt our supply chain effectively.

For more information about the Company, its operations, and financial information, please review our 2024 Annual Report.

Vishay's Employee by Location in 2024

TOTAL 22,700

About this Report

Vishay's 2024 Sustainability Report (the Report) serves as the Company's primary communication on firmwide progress across our key sustainability focus areas. The Report includes performance from January 1 – December 31, 2024, for all of Vishay's owned and operated entities and aligns with the scope of financial reporting, unless otherwise noted. Vishay acquired Nexperia's Newport Wafer Fab in March 2024, Ametherm, Inc. in June 2024, and Birkelbach Kondensatortechnik GmbH in December 2024. Unless exemptions are noted, these entities are included in the scope of reporting, effective at the date of closing. The Company has considered and included disclosures, as feasible and relevant, related to its value chain, including upstream and downstream entities.

In 2023, the Company completed a double materiality assessment (DMA) to identify the current and potential sustainability-related impacts, risks, and opportunities relevant to our business and stakeholder groups. The assessment was led by cross-functional teams and senior leadership to ensure the output helps to tailor our enterprise-wide sustainability strategy and informs our alignment the TCFD recommendations, as reported in the Climate Change section of this report.

Sustainability at Vishay

At Vishay, we are committed to social responsibility, ethical standards, and environmental sustainability. It is our priority to protect the well-being of our employees, customers, and the communities where we operate as well as our natural environment. As such, all of our facilities hold ISO 45001 and ISO 140001 certifications, and we strive for ongoing improvement in all aspects of environmental stewardship.

To advance our sustainability goals, Vishay has made substantial investments in R&D, operational efficiency at our facilities, and workforce development. Beyond our internal sustainability efforts, Vishay also plays a key role in enabling future technologies in automation and electrification through our product offerings. We support innovation by maintaining R&D teams and fostering development initiatives at multiple production sites. These efforts are aimed at creating new products, exploring innovative uses for existing ones, and refining manufacturing methods and technologies.

Increasingly, downstream customers are paying close attention to Vishay's carbon footprint, as it contributes to their own Scope 3 emissions and is embedded in the products that incorporate Vishay components. In response, we are actively working to reduce the environmental impacts of both our operations and our products to better align with customer expectations. As a Company, we have established a number of public-facing sustainability objectives aimed at reducing the environmental footprint across the majority of our product portfolio. We continue to evaluate additional targets as they become relevant to our business priorities and operationally feasible.

Vishay's Sustainability Goals

1. Develop a local decarbonization roadmap by the end of 2025
2. Reduce Scope 1 & 2 emissions by 30% by 2025, compared to a 2018 baseline[1]
3. Calculate Scope 3 emissions inventory by the end of 2024
4. Recycle at least 15% of wastewater by 2030

More information on the Company's sustainability program, goals, and respective performance metrics is detailed throughout this Report.

1. The 30% Scope 1 & 2 reduction target by 2025 (vs. 2018 baseline) excludes process gas emissions. A revised target incorporating process gas emissions will be evaluated post-2025.

Sustainability Oversight

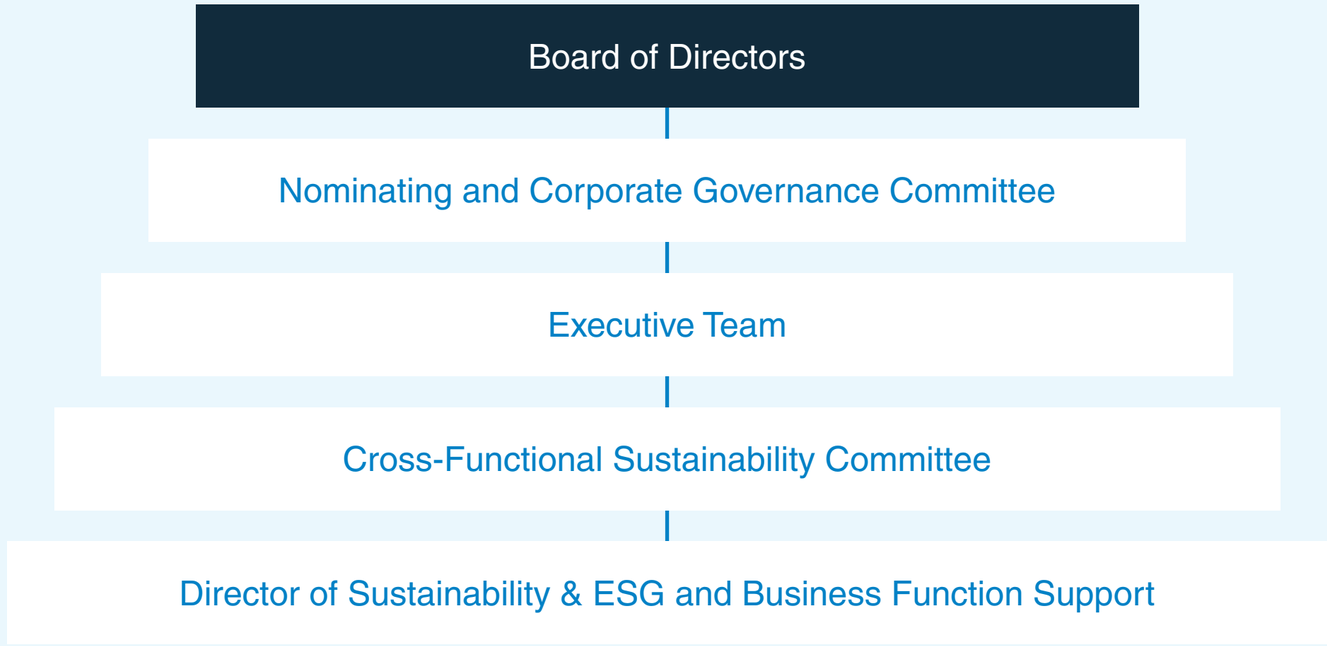
Our Environmental, Social, and Governance (ESG) program is overseen at the Board level by the Nominating and Corporate Governance Committee. The Committee meets at least twice a year and regularly reports relevant updates to the full Board.

Additionally, our Board-appointed, cross-functional Sustainability Committee provides centralized oversight of the Company's sustainability initiatives and reports findings to the Executive Team regularly. The committee offers guidance for ESG-related initiatives across all business functions to ensure alignment with Company-wide goals and support sustained growth.

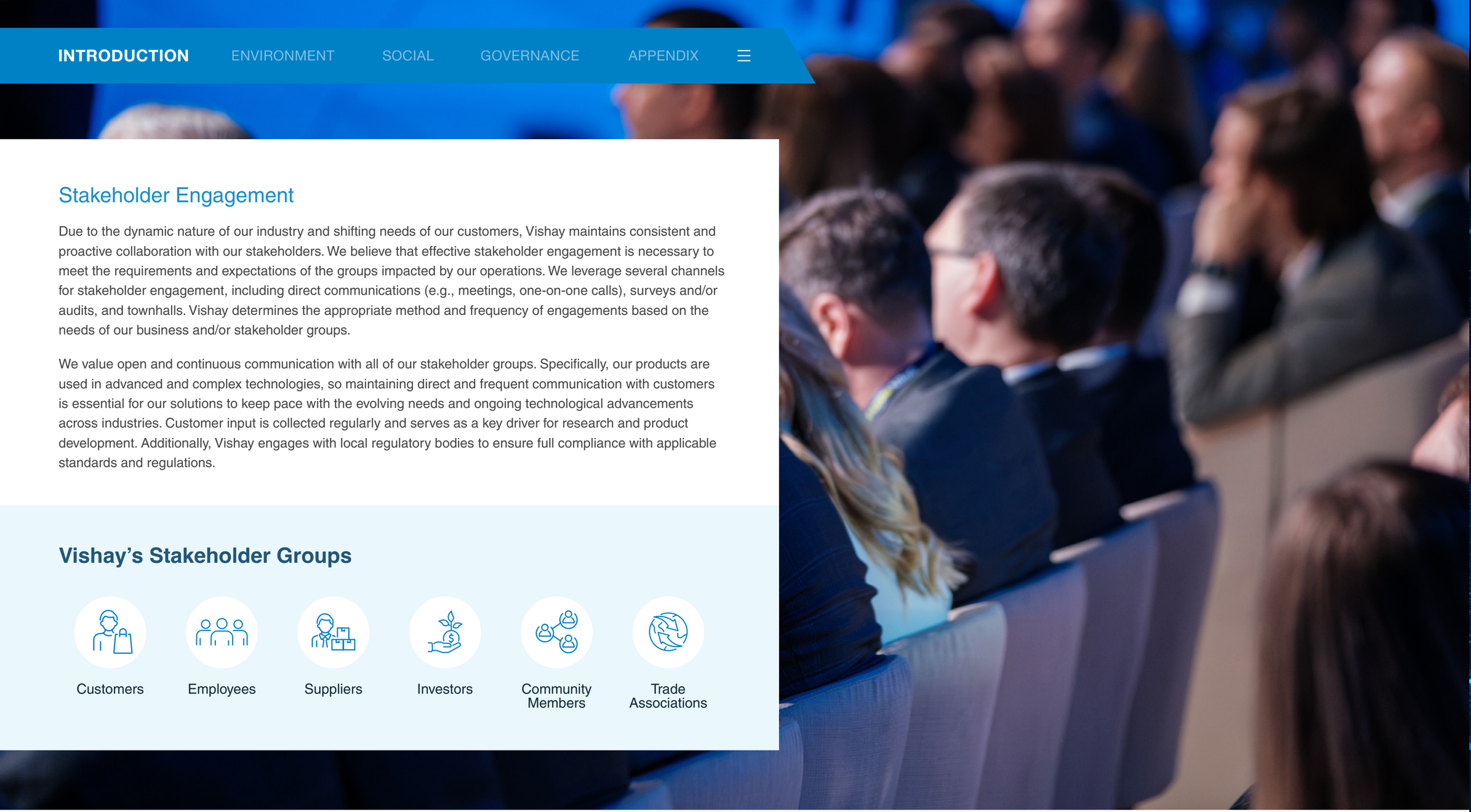
Vishay's Director of Sustainability & ESG leads the implementation and management of our sustainability program, working closely with the Vice President of Environmental, Health, and Safety (EHS) and relevant subject matter experts throughout the Company.

For more information on the oversight structure of our EHS program, please refer to the Environment Oversight section of this report.

Sustainability Oversight



For more information about our corporate governance, please review the Business Conduct section of this Report or our website.



Stakeholder Engagement

Due to the dynamic nature of our industry and shifting needs of our customers, Vishay maintains consistent and proactive collaboration with our stakeholders. We believe that effective stakeholder engagement is necessary to meet the requirements and expectations of the groups impacted by our operations. We leverage several channels for stakeholder engagement, including direct communications (e.g., meetings, one-on-one calls), surveys and/or audits, and townhalls. Vishay determines the appropriate method and frequency of engagements based on the needs of our business and/or stakeholder groups.

We value open and continuous communication with all of our stakeholder groups. Specifically, our products are used in advanced and complex technologies, so maintaining direct and frequent communication with customers is essential for our solutions to keep pace with the evolving needs and ongoing technological advancements across industries. Customer input is collected regularly and serves as a key driver for research and product development. Additionally, Vishay engages with local regulatory bodies to ensure full compliance with applicable standards and regulations.

Vishay's Stakeholder Groups

- Customers
- Employees
- Suppliers
- Investors
- Community Members
- Trade Associations

We also engage our stakeholders to help inform and strengthen our sustainability program. Key stakeholders provided direct input to influence Vishay's preliminary double materiality assessment, which informs our sustainability areas of focus highlighted throughout this report, covering the following priorities:

- Climate Change
- Pollution
- Water
- Waste
- Employees
- Communities
- Business Conduct

Environment

Our Approach to Environmental Management

At Vishay, we are dedicated to reducing the environmental footprint of our operations and safeguarding the well-being of neighboring communities as well as the communities impacted by the activities in both our upstream and downstream value chain. Through our double materiality assessment, we identified both our impacts on the environment and communities, as well as environment-related risks and opportunities relevant to our business. Leveraging these insights, we continuously evaluate and enhance our processes and management strategies.

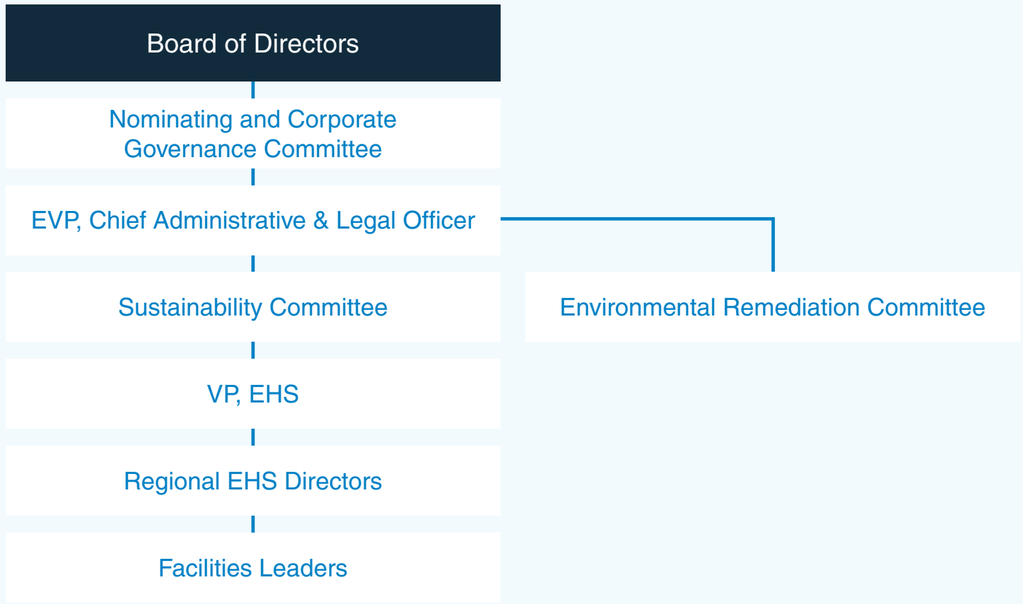
Vishay's environmental management program is overseen by our Nominating and Corporate Governance Committee, which directs the Company's ESG program, including climate-related initiatives. The Committee reports to the Board on a regular basis and meets at least twice annually.

Additionally, Vishay has established a Sustainability Committee, which includes several executive members and reports annually to the Nominating and Corporate Governance Committee. The Sustainability Committee is responsible for assessing environment-related risks and opportunities and supporting the development of environmental targets across the organization.

Environmental issues, including pollution prevention, water, and waste, are overseen by Vishay's EVP, Chief Administrative and Legal Officer, who manages the Environmental, Health, and Safety (EHS) program and reports to our President & Chief Executive Officer (CEO). Material updates will then be reported to the Board through the Nominating and Corporate Governance Committee.

The Company's Vice President of EHS is tasked with managing and executing the Company's EHS program. The EHS organization includes professionals with expertise in environmental, health, and safety across our facilities, reporting functionally to Regional Directors, who report to the Vice President of EHS. In addition to Vishay team members, the EHS team is supported by a network of external EHS consultants and legal resources, as appropriate.

Vishay's Environmental, Health, and Safety Organizational Chart



Our environmental management program is governed by our Environmental, Health, and Safety Policy, which details environmental responsibility for each level of management and employee at Vishay around pollution management. The Policy is reviewed annually for necessary revisions and is implemented with direct accountability to the Board of Directors. In 2023, the Company updated the Policy to ensure comprehensive and up-to-date governance of the Company's EHS-related risks, impacts, and opportunities. In addition, our manufacturing operations comply with various federal, state, and local laws governing our materials handling, management, and disposal.

Further, Vishay is a Responsible Business Alliance (RBA) member and has therefore implemented the RBA Code of Conduct, which can be found here. The RBA Code of Conduct guides our approach to managing and monitoring our environmental footprint, including pollution prevention, hazardous substances, solid waste, air emissions, water management, and other key impact areas. Our detailed management approach to various ESG issues, and its alignment with the RBA Code of Conduct, is outlined throughout the relevant sections of this report.

At each facility, the Company deploys management systems through a verification process to drive continuous improvement around environmental performance. These systems allow for the identification and mitigation of risks to the environment, people, and property. **Further, Vishay maintains ISO 45001 and ISO 14001 certifications in all manufacturing facilities.** These internationally recognized standards support a comprehensive and integrated management system that enables us to proactively address a broad range of environmental impacts, including emissions, pollution, water use, and waste management. On a continual basis, the Company audits each facility and monitors key EHS measurements for compliance with Company environmental goals. The audit results are reviewed by the EHS team.

ISO 14001 ISO 45001

Pollution Prevention

Our operations produce emissions and substances, which have the potential to be harmful to the environment and living organisms if not managed correctly. As an organization, Vishay monitors and manages pollutants, substances of concern, and substances of very high concern, along with their byproducts, within our direct operations and across the value chain to determine opportunities for mitigation.

We design our products, processes, and facilities to prevent or eliminate pollution and minimize the generation of hazardous and non-hazardous wastes at our facilities wherever possible. We manage and dispose of waste generated during production safely and responsibly. Vishay aligns closely with the waste management and pollution control principles under the RBA Code of Conduct to minimize or eliminate the discharge of pollutants at the source by modifying production, maintenance, and facility processes and introducing pollution control equipment into operational processes.

Our EHS team is committed to complying with environmental laws and regulations across the goods we produce. We diligently adhere to appropriate treatment and disposition processes for our waste management to ensure we reduce our impact on the environment. Further, we have internal processes and procedures to manage our operational generation, storage, treatment, and disposition of hazardous waste. We provide our employees with training on waste management, including reporting procedures to properly report any pollution-related issues that they become aware of.

Across all of our operational regions (Americas, Europe, Israel, and Asia), we aim to manage and reduce pollutants, where possible. All of our operational regions are managed by an Environmental, Health, and Safety (EHS) Director who reports to our Vice President of EHS who is responsible for overseeing facilities' management of pollution and substances of concern.

Vishay promotes effective, consistent practices to minimize and eliminate pollution by conducting periodic audits of compliance with relevant laws, regulations, and requirements. Further, the Company promptly implements plans into EHS management systems for any identified corrective and preventative actions. In addition, we maintain open communication with employees, governmental agencies, suppliers, contractors, customers, and industry groups.

Water

Our manufacturing processes rely on water as a key operational input. As such, Vishay strives to effectively manage and conserve our water consumption. Further, we are diligent in the responsible treatment and disposal of utilized water resources.

The Company aims to manage its water consumption across its operations. All of our operational regions are managed by EHS Regional Directors. They are responsible for overseeing facilities' management of water consumption, treatment, and disposal in their regions. The Directors report to our Vice President of EHS and Operation Directors. At the corporate level, we conduct an annual, comprehensive water management survey of all facilities. This presents a data-driven approach to assessing and planning for further improvements, as feasible. In 2021, we conducted a formal outreach program, which included a status survey completed by all sites globally on operational water consumption. This survey informed a five-year water conservation and recycling program designed to optimize water consumption efficiency.

Our manufacturing operations rely on high volumes of water, which undergo extensive treatment and disposal. Our production also requires a high level of water purity, as any water contamination can result in production disruption and damage to product lines. To address this, our team is proactively developing and testing new solutions to enable the use of recycled water that meets our stringent quality standards. Because water recycling requires a high level of control, its feasibility varies by operational region.

We are also actively managing water disposal to ensure it is returned to the environment in a healthy state.

Additionally, limited or reduced access to critical resources such as water may require us to scale back operations or incur additional costs, potentially impacting our business performance. To mitigate these risks, we actively manage water accessibility, particularly in regions where regulatory constraints may affect supply. We have also invested in solutions to store water reserves to support continuity in the event of supply interruptions.

Target

The Company is committed to finding solutions to reduce its water consumption volume. As such, we have set one clear goal focused on water management:

Recycle at least 15% of wastewater by 2030

This goal poses a significant opportunity for the Company's overall water consumption and operational costs as technologies and processes improve to reach necessary water purity in recycling processes. Further, this goal will improve our water withdrawal and discharges as we reuse higher volumes of water.

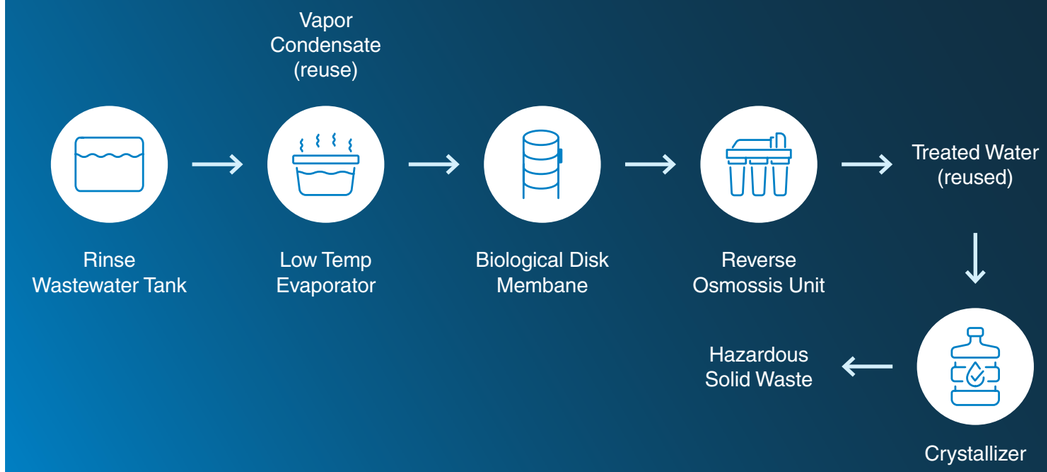
CASE STUDY Expanding Wastewater Treatment at Simconix Shanghai

At Vishay, we celebrate innovative and sustainable solutions developed at the site level, turning local successes into opportunities that help drive global progress. For example, we began expanding the cleaning wastewater treatment system at our Simconix Shanghai site in 2024, with work continuing into 2025 to advance water reuse and reduce hazardous waste generation.

The upgraded system integrates low-temperature evaporation, biological disk membrane treatment, reverse osmosis (RO), and crystallization technologies. Together, these processes recover rinse water containing organic cleaning agents. Treated water is then reused within the facility, significantly reducing freshwater consumption, reducing reliance on city water and improving resource efficiency.

Residual concentrate from evaporation, biotreatment, and RO is directed to the crystallizer, where it is further reduced to a semi-solid form. This final concentrate is classified as hazardous waste and managed responsibly through a licensed third-party contractor.

Rinse Wastewater Zero Liquid Discharge Treatment and Reuse System



Metrics

Metric	2023	2024	Unit
Total water consumption	895,484	1,070,948	m^3
Total water consumption in areas at water risk, including areas of high-water stress	333,578	413,381	m^3
Water intensity ratio	263	365	m^3 / net revenue ($M)

Waste

Our Company is committed to managing our resource inflows and outflows with a keen awareness of our environmental impact. As we support the transition to a more circular economy, we actively seek opportunities to enhance our resource and waste management practices. We strive to be responsible stewards of all materials flowing in and out of our operations, including managing hazardous waste and integrating recyclable plastics and other sustainable materials into our product design, production, and packaging.

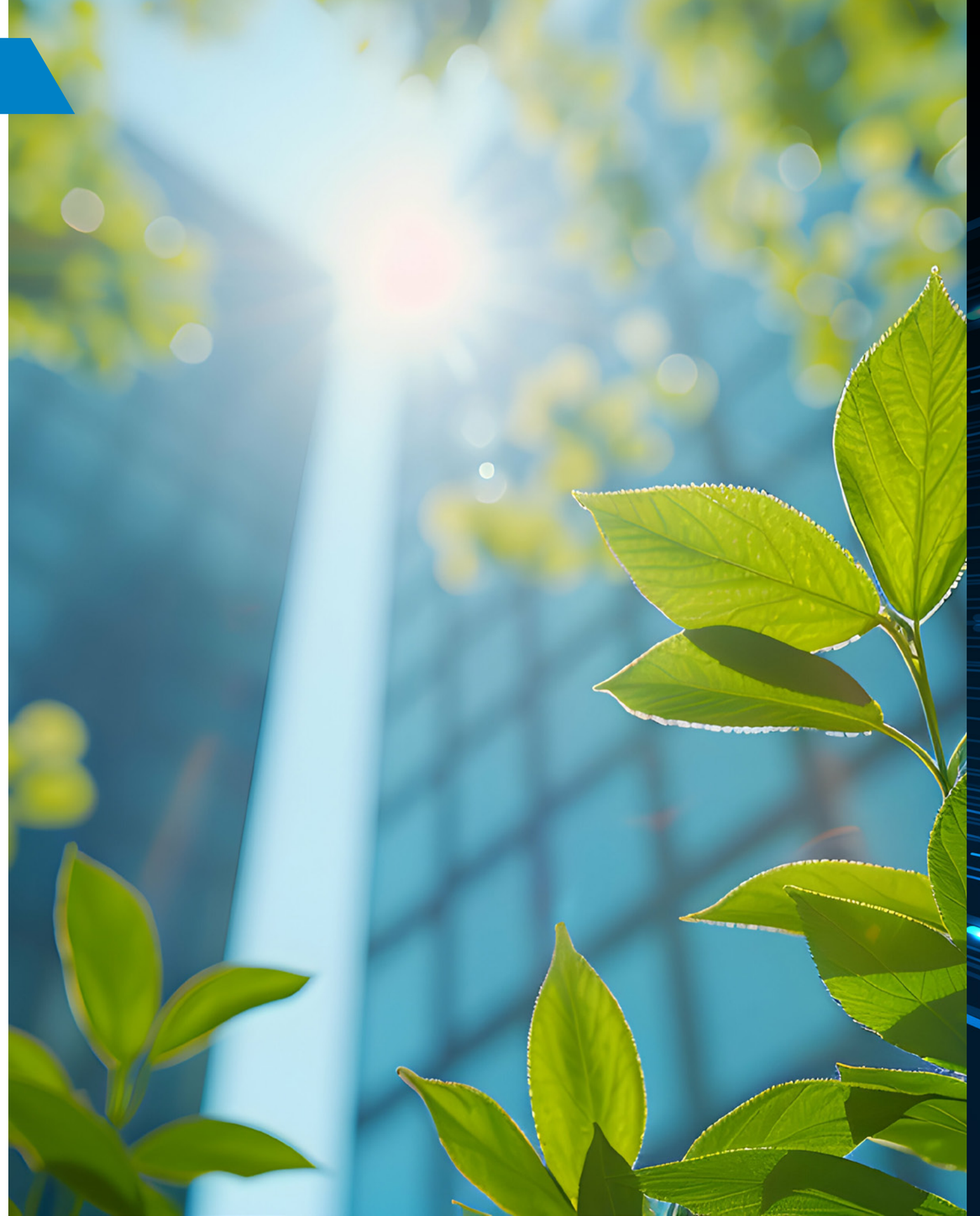
With operations spanning the globe, we ensure compliance with local regulations and focus on implementing a streamlined global database to track our resource inflows and outflows. We closely monitor international regulations on plastic packaging and continually develop our capabilities to provide detailed product information, such as raw material, renewable material inputs, and recyclable product components, to support our customers' environmental goals.

Our EHS Policy provides overarching guidance on resource management, including the following areas related to waste management:

- Promoting the recycling of materials, including hazardous wastes, whenever possible.
- Minimizing the generation of hazardous and non-hazardous wastes at our facilities to prevent or eliminate pollution.
- Managing and disposing of waste safely and responsibly.

We also provide specific guidance and training for our employees to responsibly manage the handling, storage, inspection, and labeling of hazardous waste, and the precautions needed to protect their own health and safety.

Our product portfolio encompasses two primary categories: semiconductors and passive components. Semiconductors include MOSFETs, diodes, and optoelectronic components, while passive components comprise resistors, inductors, and capacitors. Given the distinct nature of these products, their resource inputs and waste outputs also vary. Waste components are generally divided into hazardous and non-hazardous waste. We also collect recyclable materials separately at the plant as possible. These include wood, paper and cardboard, scrap metal, copper scrap, ceramics, and construction waste.



Hazardous Waste	Non-hazardous Waste (including recyclable material)
Nitric acid, Solderon	Sortable waste (yellow bag)
Electroplating	Paper, Cardboard
Electroplating slurries	Wood/Bulky waste
Solvent	Scrap
Cleaning cloth	Removal ceramics

Our site managers and regional EHS Directors use our ISO 14004-certified management system, working closely with the finance department to collect data on resource inflows and outflows through the Local Waste Balance Report. This information is reported annually at both the local and global levels.

The Local Waste Balance Report includes detailed breakdowns of waste types, designations, quantities, and disposers. When reporting waste, we calculate the total waste generated in weight, including both hazardous and non-hazardous waste, and identify the corresponding weights that were disposed of, recycled, or sent for thermal recycling.

Additionally, we audit our facilities regularly. We employ a standardized audit checklist which includes the following key categories:

- **Waste Minimization:** Verifying the existence and effectiveness of waste reduction plans, including targets, procedures, and internal audits.
- **Recycling:** Evaluating recycling programs for recyclable materials, tracking quantities, and measuring cost savings.
- **Hazardous Waste Management:** Verifying hazardous waste lists, disposal procedures, and on-site management practices. Ensuring all waste is sent to authorized disposal companies.
- **Recordkeeping:** Ensuring accurate records of waste generation, management, and disposal.

The Company engaged environmental consultants and attorneys to assist management in evaluating potential liabilities to tangibly understand and proactively mitigate the financial impacts of material risks related to hazardous waste, which can include violations and fines. Management assesses environmental exposure on a site-by-site basis, including those sites where the Company has been named as a “potentially responsible party.” Key factors of these assessments include the Company’s share of remediation costs, the size of the hazardous waste sites, their years of operation, and the number of past users and their financial viability.

To support the transition to a circular economy, we are proactively monitoring evolving global regulations around recyclable plastics and exploring opportunities to phase out or minimize non-reusable plastics in our products and packaging. We continuously seek more sustainable packaging designs and aim to increase the recycled materials component in our products and packaging. Additionally, we are expanding our Scope 3 emissions data collection and calculations to incorporate waste-related emissions, furthering a more transparent and comprehensive understanding of our environmental footprint.

Target

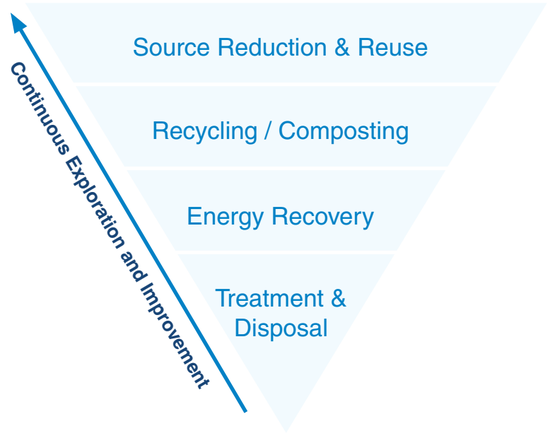
With confidence in our resource management system, we strive to enhance our recycling capabilities in the coming years. Our internal voluntary target aims to reduce the amount of our global waste sent to landfill to below 50% by 2030.

By reducing waste sent to landfills, we aim to conserve resources through recycling, reuse, or recovery, thereby extending materials' lifespans and aligning with the circular economy principle of keeping resources in use for as long as possible.

We also leverage this target to track the effectiveness of our policies and actions, ensuring progress in recycling materials. This allows us to stress-test our systems for recording and reporting the amounts of waste that are reused, recycled, composted, incinerated, landfilled, or stored on-site across our global operations.

Our current focus is on the last phase of the waste hierarchy — Treatment & Disposal. Moving forward, we plan to explore further opportunities to increase our recycling capabilities and incorporate more recyclable materials into our product design and packaging.

Waste Management Hierarchy

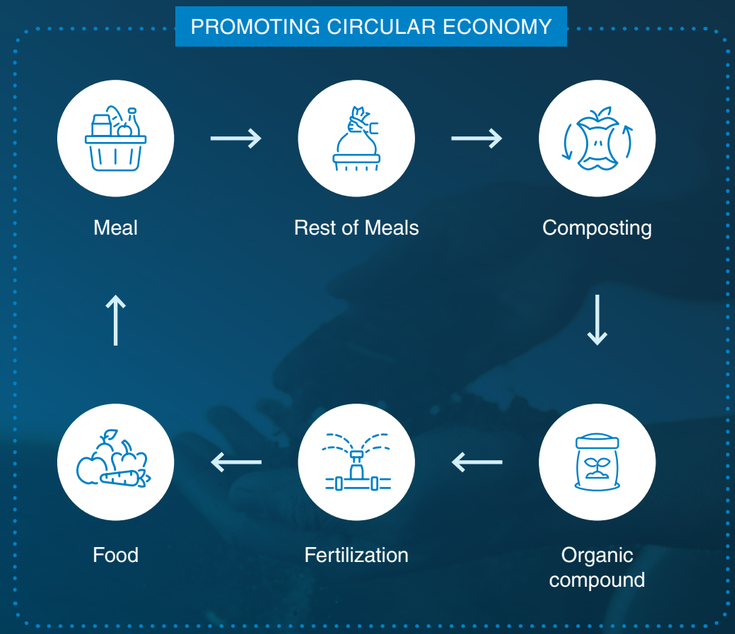


CASE STUDY

Food Waste Valorization: At Famalicão Site

Valorizing food waste plays an instrumental role in reducing both the environmental and economic burden of food waste, while also supporting the transition toward a more circular economy.

In the past, our plant sent food waste from our canteen directly to landfill. At our Famalicão site, Vishay is now part of a composting valorization pilot project promoted by Famalicão municipality. Through this initiative, 100% of food waste generated at the plant is processed directly with composting waste technology. As a result, we are reducing the percentage of waste that goes to landfill and reducing Scope 3 CO_2 emissions.



Metrics

Metric	2023 Data	2024 Data	Unit
Total waste generated	26,810	26,252	Tons
Total amount of hazardous waste	14,624	13,798	Tons
Total amount of non-hazardous waste	12,186	12,454	Tons
Total amount of radioactive waste	0	0	Tons
Waste diverted from disposal	13,246	12,927	Tons
Hazardous waste diverted from disposal	6,683	5,170	Tons
Hazardous waste diverted from disposal due to preparation for reuse	552	0	Tons
Hazardous waste diverted from disposal due to recycling	5,831	5,018	Tons
Hazardous waste diverted from disposal due to other recovery operations	190	153	Tons
Non-hazardous waste diverted from disposal	6,563	7,751	Tons
Non-hazardous waste diverted from disposal due to preparation for reuse	292	351	Tons

Non-hazardous waste diverted from disposal due to recycling	5,131	6,366	Tons
Non-hazardous waste diverted from disposal due to other recovery operations	570	1,040	Tons
Waste directed to disposal	13,564	13,325	Tons
Hazardous waste directed to disposal	7,941	8,629	Tons
Hazardous waste directed to disposal by incineration	993	1,604	Tons
Hazardous waste directed to disposal by landfilling	407	152	Tons
Hazardous waste directed to disposal by other disposal operations	6,291	6,873	Tons
Non-hazardous waste directed to disposal	5,623	4,696	Tons
Non-hazardous waste directed to disposal by incineration	1,361	2,142	Tons
Non-hazardous waste directed to disposal by landfilling	1,968	1,338	Tons
Non-hazardous waste directed to disposal by other disposal operations	1,548	1,215	Tons

Climate Change

Vishay is committed to operating in a way that minimizes environmental and community impacts across the locations where we operate. As part of our ongoing effort to strengthen our sustainability strategy, we evaluate ways to mitigate the impacts and emissions associated with our operations as well as the effects of climate-related risks and opportunities on our business.

In 2023, we conducted a double materiality assessment across multiple disciplines within our global organization to better understand our climate-related dependencies, impacts, risks, and opportunities. This process engaged cross-functional teams and senior leadership, forming the the foundation for our climate-related disclosures in alignment with the Task Force on Climate-related Financial Disclosures' (TCFD) recommendations, as published in this report.

Building on the insights gained, we are actively working to mitigate climate-related risks while supporting technologies that enable the energy transition. As we further evaluate our climate-related risks and opportunities, we continue to advance our climate transition planning, decarbonization strategy, and associated reporting. By capitalizing on climate-related opportunities, we aim to power modern technological advances through our products that will propel the world into a more sustainable future.

Oversight and Risk Management

Guiding Policies

Our Environmental, Health, and Safety Policy, reviewed annually and overseen by our Board of Directors, defines responsibilities for environmental stewardship at every level of the organization, including energy and greenhouse gas (GHG) management. Further, as a member of the Responsible Business Alliance (RBA), we adhere to the RBA Code of Conduct, which also guides our approach to tracking and managing GHG emissions and energy consumption.

Oversight Structure

With the support of our relevant policies, our climate strategy and risk management are governed through a multi-level oversight structure that integrates Board-level direction with operational execution.

Our climate strategy is overseen by the Nominating and Corporate Governance Committee of our Board, which directs the Company's environmental, social, and governance (ESG) program. This Committee meets at least twice annually and regularly reports to the full Board.

In addition, Vishay has established a Sustainability Committee appointed by the Board, tasked specifically with assessing climate-related risks and opportunities, setting environmental targets, and guiding strategic sustainability initiatives across the organization. The Sustainability Committee comprises several members of our executive team and reports progress at least annually to the Nominating and Corporate Governance Committee.

At the executive level, our EVP, Chief Administrative and Legal Officer oversees the Environmental, Health, and Safety (EHS) program and reports to the President & CEO, who reports to the Board. The Vice President of EHS is responsible for implementing our environmental program, including our climate strategy, supported by regional EHS Directors and site-level professionals. A dedicated Director of Sustainability & ESG leads the coordination of Company-wide sustainability efforts.

Risk Management Integration

Climate-related risk management is embedded into our multi-disciplinary, Company-wide risk management process, which is conducted annually. During this process, the Company addresses business continuity and defines new annual EHS goals. The Company has identified climate-related risks and continues internal efforts to evaluate the financial and strategic impact of these risks on the business with the ultimate goal of incorporating these risks into our Company-wide risk assessment and reporting processes.

In addition to internal assessments, we engage an external property risk engineering group to evaluate interconnected risks as part of our business continuity planning. Risk owners from senior management regularly attend Board and committee meetings to present updates, address questions, and ensure alignment on risk priorities. The Board and its committees exercise risk oversight by evaluating reports from management and making inquiries into areas of interest.

Further details on our overall risk governance approach can be found in the Governance section of this report.

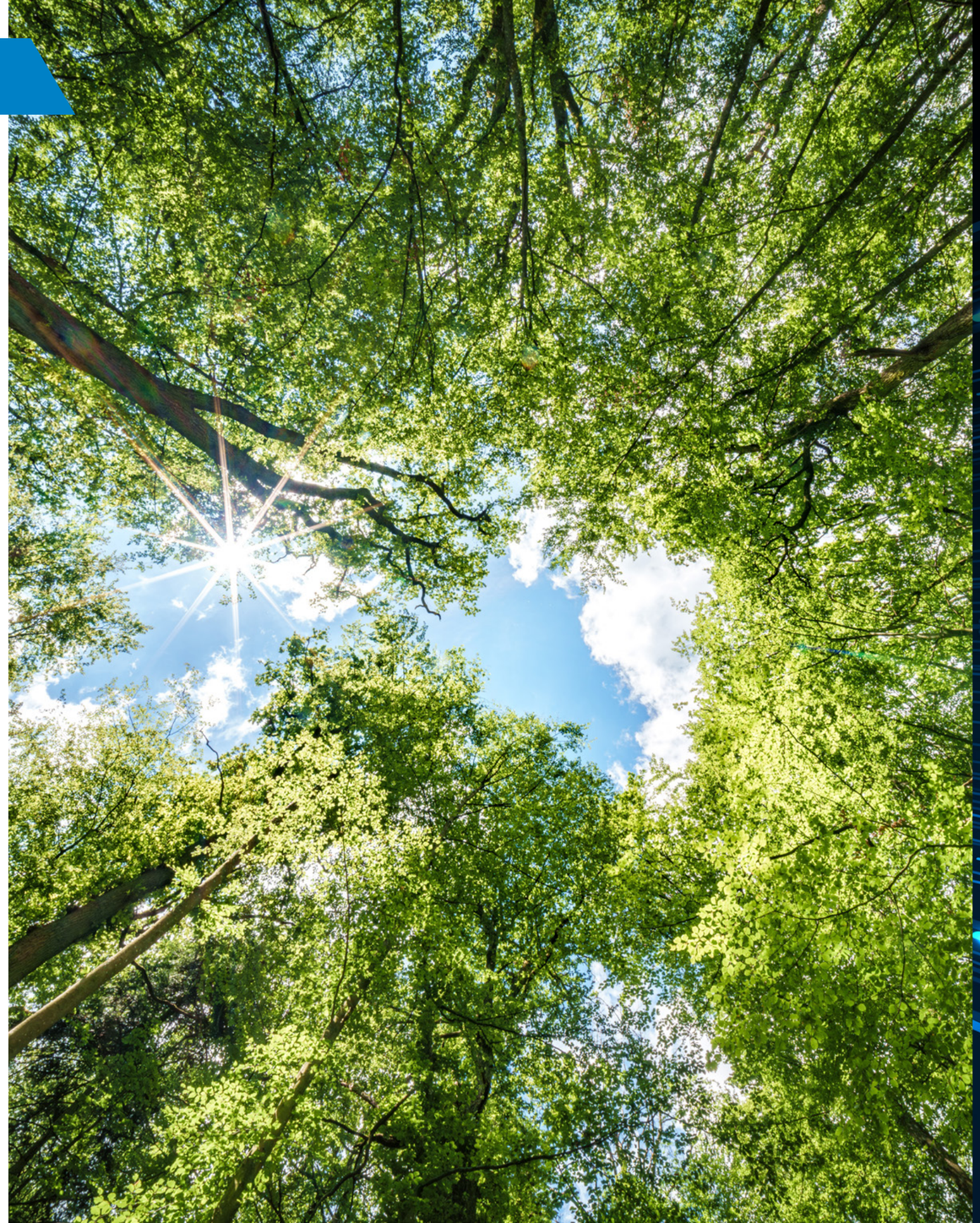
Climate-related Risks and Opportunities

Through our double materiality assessment, we evaluated the climate risks and opportunities relevant to our business and value chain. These efforts laid a strong foundation for integrating climate-related considerations into our business strategy, proactively preparing us for evolving regulatory requirements, and strengthening our ability to manage the potential impacts of climate change.

This section outlines a preliminary list of climate-related risks and opportunities identified as relevant to our business. We engaged with an independent third party to support the evaluation process, which included engagement with cross-functional stakeholders across regions, input from external stakeholders, and review by senior leadership. The risks and opportunities disclosed in this report were stress-tested based on frequency of impact, expected timing, and likelihood to determine their relevance and significance. We have incorporated the following time horizons into our evaluations, as defined by The European Financial Reporting Advisory Group (EFRAG) in the European Sustainability Reporting Standards (ESRS).

Time Horizon[1]	Time Horizon Thresholds
Short-Term	<1 year
Medium-Term	1-5 years
Long-Term	> 5 years

1. The time horizons mentioned in this report differ from time horizons generally used in conventional financial reporting.



Risks

Risk Type	Risk Subcategory	Time Horizon[1]	Risk Definition
Physical – Acute	Increased severity and frequency of extreme weather events such as cyclones and floods	Long-term	Physical damage as a result of changing weather patterns may affect Vishay's operations, assets, and employees, resulting in production downtime, disruption to the business, increased insurance liability, and costly repair. It could also result in supply chain disruptions, affecting production and potentially leading to increased costs.
Transitional – Policy and Legal	Enhanced emissions-reporting obligations	Medium-term	Emissions generated from Vishay's factories (Scope 1 and 2) are subjected to upcoming GHG emissions regulations. Failure to account accurately, track data, and/or manage GHG emissions can lead to failure to comply with regulations.
		Medium-term	CSRD disclosure requirements could require Vishay to collect and report its value chain emissions data (Scope 3). Failure to account accurately, track data, and/or manage GHG emissions can lead to failure to comply with regulations.
Transitional – Reputation	Increased stakeholder concern or negative stakeholder feedback	Long-term	Emissions generated from Vishay's business, if left unaddressed, may expose the Company to potential pressure from stakeholders (including investors) to pursue reduction measures.
		Medium-term	Vishay is subject to local regulations and customer pressure requiring energy reduction and/or specific thresholds for renewable and non-emitting energy procurement.

1. The time horizons mentioned in this report differ from time horizons generally used in conventional financial reporting.

Opportunities

Opportunity Type	Opportunity Subcategory	Time Horizon	Opportunity Definition
Energy Source	Use of lower-emission sources of energy	Medium-term	Vishay's emissions are largely driven by the Company's energy use. Reduction in energy consumption, increased renewable energy use, and improvement in energy efficiency can result in GHG emissions reduction and cost-savings.
	Use of new technologies	Medium-term	Investing in new clean technologies can lead to reduced energy consumption and associated cost savings, improving the Company's overall environmental performance.
Products and Services	Development and/or expansion of low emission goods and services	Long-term	Increased renewable energy use could also increase the demand for Vishay's products given the potential shift in market trends towards environmental consciousness.

While we routinely reassess climate-related risks and opportunities to ensure their continued relevance, we are also progressing our climate transition plan to mitigate these risks and align our strategy with a low-carbon future. As part of this effort, Vishay plans to conduct a climate scenario analysis to evaluate potential financial impacts and further validate climate-related risks across the short-, medium-, and long-term, including potential effects on our business, operations, and assets. Vishay will tailor the timing and approach of this exercise to meet regulatory requirements when specific regulatory guidance becomes available.

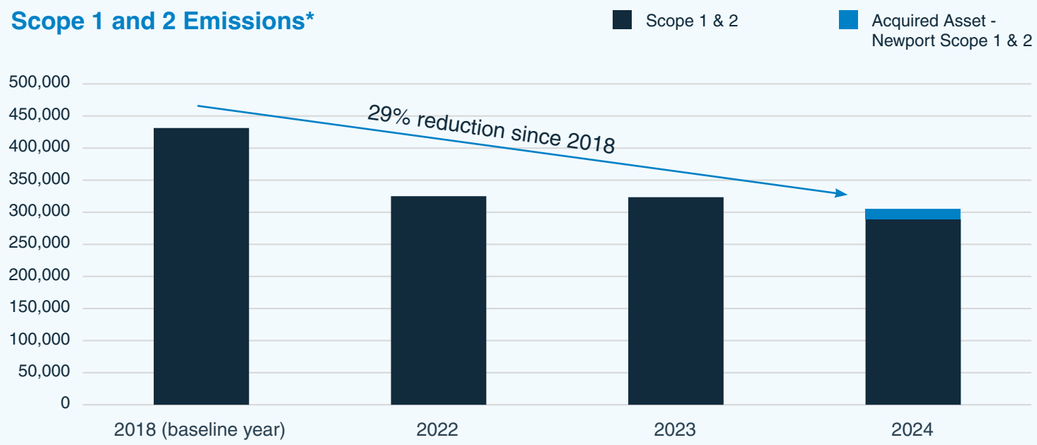
Climate Change Management and Strategy

We aim to reduce our energy consumption and GHG emissions where feasible across our operations and value chain. Our Scope 1 and 2 emissions have been calculated in accordance with the Greenhouse Gas Protocol, with reduction targets set against a 2018 baseline.

In 2024, we achieved a slight decline in our total Scope 1 and 2 emissions compared to 2023, despite multiple acquisitions across the Americas and Europe. While Vishay's 2024 business activities did contribute to an increase in our total GHG intensity, we are committed to identifying reduction opportunities and implementing energy efficiency measures across our operations to meet our targets.

In parallel, the ongoing market focus on product carbon footprints and Scope 3 emissions remains a key area of focus for Vishay. We completed our first Scope 3 emissions inventory, with plans to continue stress testing the underlying assumptions and enhancing data quality over time. The results of this initial assessment are included in the Metrics section. Reducing Scope 3 emissions is critical to our stakeholders, particularly our customers, who rely on our products to support their own decarbonization goals.

Scope 1 and 2 Emissions*



* The cumulative Scope 1 and 2 emissions do not include process gas emissions, and the Scope 2 emissions are market-based.

For more information on our Scope 1, 2, and 3 greenhouse gas emissions, please refer to the Metrics section under Climate Change in this report.

Targets

The Company has set three energy and climate-related goals to aid in our decarbonization and climate-risk management efforts.

1. **Develop a local decarbonization roadmap by the end of 2025**
2. **Reduce Scope 1 & 2 emissions by 30% by 2025, compared to a 2018 baseline[1]**
3. **Calculate Scope 3 emissions inventory by the end of 2024**

1. The 30% Scope 1 & 2 reduction target by 2025 (vs. 2018 baseline) excludes process gas emissions. A revised target incorporating process gas emissions will be evaluated post-2025.

Mitigating Risks

We strive to measure and reduce our carbon footprint to remain competitive in the marketplace and a preferred supplier to our customers. Currently, our Scope 2 emissions, which are primarily from purchased electricity, account for approximately 80% of our combined Scope 1 and 2 emissions. To further our energy management efforts, we are pursuing ISO 50001 certification at all facilities that consume more than 10 GWh of electricity annually. Each site undergoes regular audits to adhere to Company-wide environmental goals, and results are reviewed by our EHS team.

We are also expanding efforts to decarbonize through on-site renewable energy generation (e.g., solar), increased procurement of renewable energy, and consideration of options such as Renewable Energy Credits (RECs). Our capital expenditure program has been adjusted to prioritize renewable energy projects, including extending return-on-investment (ROI) periods to enable more installations. We are also exploring power purchase agreements (PPAs) to further improve our energy mix and reduce financial risk.

To mitigate climate-related risks, we have set a range of near-term GHG reduction targets. We are currently developing long-term targets and a comprehensive climate transition plan. Led by our Director of Sustainability and sponsored by our Executive Vice President and Chief Administrative and Legal Officer, the plan will define key actions, implementation timelines, and decarbonization levers. Once approved by our Sustainability Committee, the strategy will be integrated into broader business operations and capital planning.

While our decarbonization strategy seeks to reduce costs and mitigate risks, we do not use a uniform cost of carbon to evaluate reduction projects currently. Once our emissions roadmap is finalized, the Company intends to embed the plan into our overall business operations and begin to earmark necessary expenditures. This will enable the Company to reduce climate-related risks, decrease our operational emissions, and support the broader decarbonization of our customers.

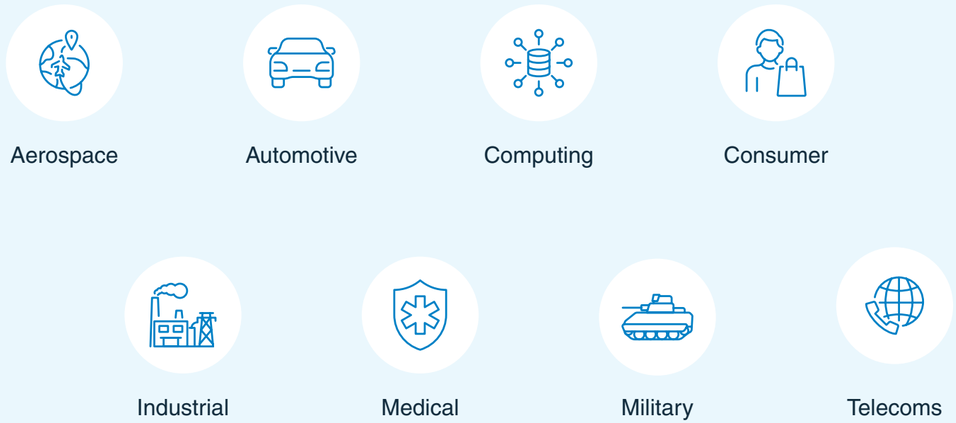
In addition, we closely monitor physical climate risks across all of our facilities through an annual review of site-specific risk reports to confirm no material or substantial risks are overlooked. To mitigate potential impacts, natural catastrophe scenarios are integrated into our business continuity planning. For any site identified as high risk, we assess and establish redundancy through alternative facilities to safeguard operational continuity. Moving forward, Vishay is committed to continuously improving our understanding of evolving climate risks and strengthening our resilience measures.

Pursuing Market Opportunities

As a technology provider, we are uniquely positioned to contribute to global decarbonization and aid many industries in achieving their goals through our product portfolio. Our semiconductors and passive electronic components are used in virtually all types of electronic devices and equipment. Further, our business strategy is designed to promptly react to our customers' needs and evolving market trends through strategically placed application and product support centers, the breadth of our product portfolio, and the proximity of our field application engineers. Our nimble operational model positions us to respond to market trends and shifts related to climate-related transitions.

In 2023, our executive team launched a three-year roadmap to expand manufacturing capacity and align go-to-market strategies with accelerating demand for electrification in our key end markets. As of December 2024, we have invested approximately $320.1 million to expand our overall internal capacity, specifically in property and equipment. We expect to experience significant business growth driven by accelerated electrification, including e-mobility, renewable energy, and connectivity.

Vishay's Key End Markets



Metrics

Scope 1-3 Greenhouse Gas Emissions (tCO_2e)

	Emissions				2024 Reductions against Target[1] (Compared to 2018 baseline)	
	2018 (baseline year)	2022	2023	2024	Absolute	% Reduction
Scope 1[2]	31,244	29,928	32,864	41,083	-	-
Process gas[3]	-	-	-	28,165	-	-
Percentage of Scope 1 emissions from regulated emission trading schemes (%)	0%	0%	0%	0%	-	-
Scope 2 (Market-based)	400,019	294,401	289,804	263,852	-	-
Scope 2 (Location-based)	400,019	342,720	346,494	323,510	-	-
Scope 1 & 2[4]	431,263	324,329	322,668	304,935	126,328	29%
Scope 3[5]	-	-	-	2,552,334		
Scope1- 3[6]	-	-	-	2,857,269		

1. The 30% Scope 1 & 2 reduction target by 2025 (vs. 2018 baseline) excludes process gas emissions. A revised target incorporating process gas emissions will be evaluated post-2025.
2. Does not include process gas emissions. Historically, Vishay has not included process gas emissions in reported Scope 1 emissions.
3. As we seek to provide more accurate and complete GHG emissions inventory, we have included process gas emissions in this year's reported metrics.
4. The cumulative Scope 1 and 2 emissions do not include process gas emissions, and the Scope 2 emissions are market-based.
5. Scope 3 figures include categories 1-10 and 12.
6. The cumulative Scope 1 - 3 emissions do not include process gas emissions, and the Scope 2 emissions are market-based.

2024 Energy Consumption

Line	Metric	2024	Unit
Energy consumption and mix			
1	Fuel consumption from coal and coal products	0	MWh
2	Fuel consumption from crude oil and petroleum products	13,462	MWh
3	Fuel consumption from natural gas	153,776	MWh
4	Fuel consumption from other fossil sources	0	MWh
5	Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	486,057	MWh
6	Total fossil energy consumption (calculated as the sum of lines 1 to 5)	653,295	MWh
Share of fossil sources in total energy consumption		73.8%	%
7	Consumption from nuclear sources	101,226	MWh
Share of consumption from nuclear sources in total energy consumption		11%	%
8	Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.)	0	MWh

9	Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	128,561	MWh
10	The consumption of self-generated non-fuel renewable energy	1,835	MWh
11	Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	130,396	MWh
Share of renewable sources in total energy consumption		15%	%
Total energy consumption (calculated as the sum of lines 6, 7, and 11)		884,917	MWh

GHG intensity based on net revenue

GHG intensity per net revenue	Baseline: 2018	2023	2024
Total GHG emissions (location-based) per net revenue (tCO_2eq/Monetary unit)	142	111	124
Total GHG emissions (market-based) per net revenue (tCO_2eq/Monetary unit)	142	95	104

	Baseline: 2018	2023	2024
Net revenue used to calculate GHG intensity	$3,034,689,000	$3,402,045,000	$2,937,587,000
Total net revenue (in financial statements)	$3,034,689,000	$3,402,045,000	$2,937,587,000

Accounting Overview

Vishay utilizes the guidance provided by the IPCC Guidelines for National Greenhouse Gas Inventories, 2006 and The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) to calculate our GHG emissions inventory. We also calculate using an operational boundary. Further, the Company did not sell or purchase any contractual instruments or energy unbundled/bundled for energy generation.

Social

Employees

At Vishay, the skills, expertise, and diversity of our global workforce are invaluable assets to our business. To attract, retain, and develop the most talented professionals, we have put in place a comprehensive framework of policies, standards, and initiatives to create a supportive environment for our employees. By defining clear goals and monitoring key metrics, we foster an inclusive, safe, and welcoming environment where each employee can thrive and contribute to our collective success.

We are committed to creating a high-performance culture built on collaboration, inclusion, and support. Through thoughtfully tailored policies and programs, we empower team members to grow alongside the Company, ensuring they have the resources and opportunities required to succeed in their work.

The standards applied to our global workforce include:

- **Ethics Code of Business Conduct (the Code):** Grounded in the highest ethical standards, the Code governs employee behavior and decision-making.
- **Environmental Health and Safety (EHS) Policy:** Standards and processes to protect employees' and contractors' well-being and safety throughout our business activities.
- **Non-Discrimination and Harassment Policy:** Fostering a fair and inclusive workplace and culture, free from discrimination and harassment.
- **Responsible Business Alliance (RBA) Code of Conduct:** In alignment with international standards, this code ensures the protection of human rights, labor, and environmental practices

Vishay is an active member of the Responsible Business Alliance and has fully adopted the principles of the RBA Code of Conduct. We are dedicated to upholding every worker's human rights and dignity. This commitment applies to all workers, including temporary, migrant, student, contract, and direct employees, as well as our suppliers.

Our adherence to the RBA Code guides responsible, ethical business conduct, as well as unwavering respect for human rights and the environment. The RBA Code provides detailed definitions and guidance on the following aspects within our workforce:

Protecting human rights, covering standards around the following topics:

- Prohibition of Forced Labor and Child Labor
- Working Hours
- Wages and Benefits
- Non-Discrimination/Non-Harassment/Humane Treatment
- Freedom of Association and Collective Bargaining

Promoting a safe and healthy working environment, including standards for the following topics:

- Occupational Health and Safety
- Emergency Preparedness
- Occupational Injury and Illness
- Industrial Hygiene
- Physically Demanding Work
- Machine Safeguarding
- Sanitation, Food, and Housing
- Health and Safety Communication

Our established Ethics Code of Business Conduct (Code) reflects and extends beyond our commitment to the RBA Code of Conduct, promoting the well-being and professional development of our employees. We conduct training refreshers and require all employees to understand and comply with this policy.

Our Code affirms the Company's unwavering commitment to equal opportunity in every aspect of employment. Discrimination, harassment, and workplace violence are strictly prohibited. We take violations seriously and have established a confidential reporting mechanism for any incidents of misconduct that protects employees from retaliation. All reports of possible violations are escalated to the Company's Corporate Ethics Director. Due to our comprehensive policies and their implementation, we have observed no severe human rights issues or incidents connected to our workforce.

Vishay has also enacted our Non-Discrimination and Harassment Policy and our Environmental Health and Safety Policy to outline our Company-wide guidance on maintaining a safe and healthy working environment for our employees and contractors working at our facilities.

How to Issue a Report or Inquiry at Vishay

All reports of conduct in violation of this Code and requests for clarification or questions of any type pertaining to this Code may be referred to any of the following:

The Corporate Ethics Director can be reached:

- Via Vishay's Helpline 800-669-5256
- By writing to: Corporate Ethics Director Vishay Intertechnology, Inc.
  63 Lancaster Avenue Malvern, PA 19355
- Via Email: ethics@vishay.com
- Or report an ethics issue using the Ethics Incident Report form at www.vishay.com/company/ethics/report/

Our Whistleblower Procedure available at the bottom of the Vishay.com homepage is also another avenue to report potential unlawful behavior or practices.

Our Workforce and Oversight Structure

As of December 31, 2024, the Company employed approximately 22,700 full-time employees worldwide. Reflecting our global business, our executive management team and Company leaders are positioned throughout the world wherever Vishay operates.

Our Human Resources (HR) function is organized across four operational regions, overseen by Regional Vice Presidents of HR who report to the Senior Vice President of HR. Within each region, Country-level HR Managers oversee compensation and benefits, talent management, and leadership development. The regional HR VPs collaborate closely with Employee Development VPs, Compensation & Benefits Managers, Global HR Business Partners, and HR Information Systems Managers to deliver comprehensive HR services globally. To ensure the health and safety of our global workforce, Vishay also employs regional EHS managers who collaborate with facility site managers to oversee the working conditions and health and safety of our employees.

As a global company, we value collaboration internationally and celebrate the diversity of our local cultures. A multi-level organizational structure allows Vishay to ensure consistency in global HR and EHS practices while accommodating cultural and legal differences at the local level.

Employee Working Conditions

We foster positive, fair, and equitable relationships with our employees. To safeguard their well-being and uphold our global health, safety, and human rights standards, we've implemented the following reporting and auditing practices to uphold our consistently rising expectations for our global operations:

- **Accident/Illness Report:** Every quarter, our regional EHS managers work with HR managers to collect and report on the number and details of claimable cases, industrial accidents, performance indices, compensation, safety meetings, and other information relevant to each operational site.
- **EHS Audits:** We conduct continuous and regular EHS audits at our sites, covering areas such as occupational hygiene, the use of personal protective equipment, industrial hygiene, respiratory protection, and more. We also assess risk management processes concerning the safety of our employees and contractors, as well as processes and equipment.
- **Technology:** In 2025, we implemented a new incident management software to store data on the results of our safety audits and monitor safety performance across different areas of the business.
- **Compliance:** We adhere to international and regional regulations, and we meet both agency and customer audit requirements.

Many of our employees outside the United States are members of workers' councils or unions or are otherwise subject to collective bargaining agreements. Employees at one small U.S. facility, representing less than 1% of our U.S. workforce, are represented by a trade union.

Our Safety Objectives

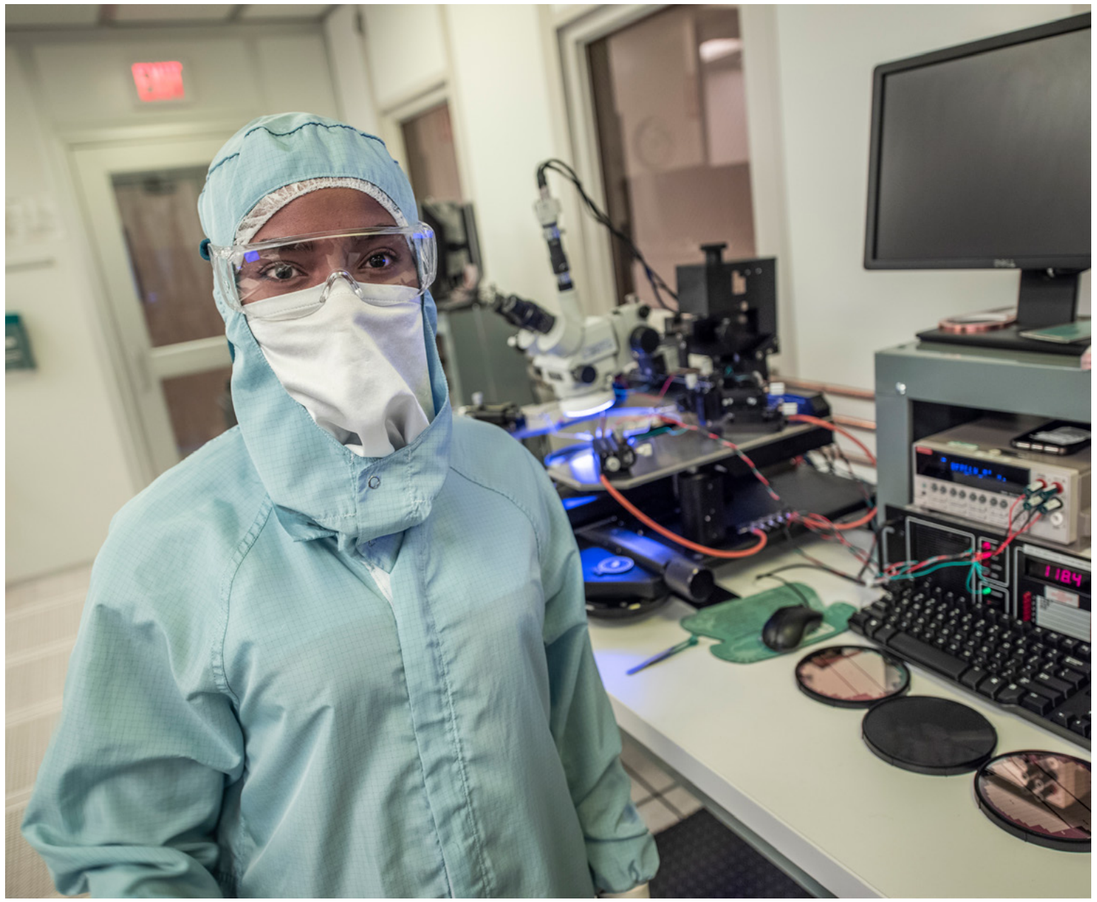
To further enhance the health and safety of our workplace, we have established the following internal goals to reduce incident rates:

- Maintain and control health and safety incident rates below 5 years comparable regional average for frequency and severity and create a plan to reduce incident rate
- Improve process for incident investigation and address 100% of incidents within 3 days

Our Environmental Health and Safety Corporate Policy requires that Vishay ensure compliance with EHS regulations and carries out the proper management of hazardous materials for the safety of our employees.

Our site manager, local HR manager, and EHS manager work closely to track metrics and report to our regional EHS and HR managers. They leverage our existing oversight framework to consolidate global data and keep our targets on track.

In addition, the nature of Vishay's business model and value chain exposes the Company to risks associated with health and safety in the value chain. Vishay acknowledges these risks and has enacted comprehensive policies designed to protect the health and safety of workers in the value chain.

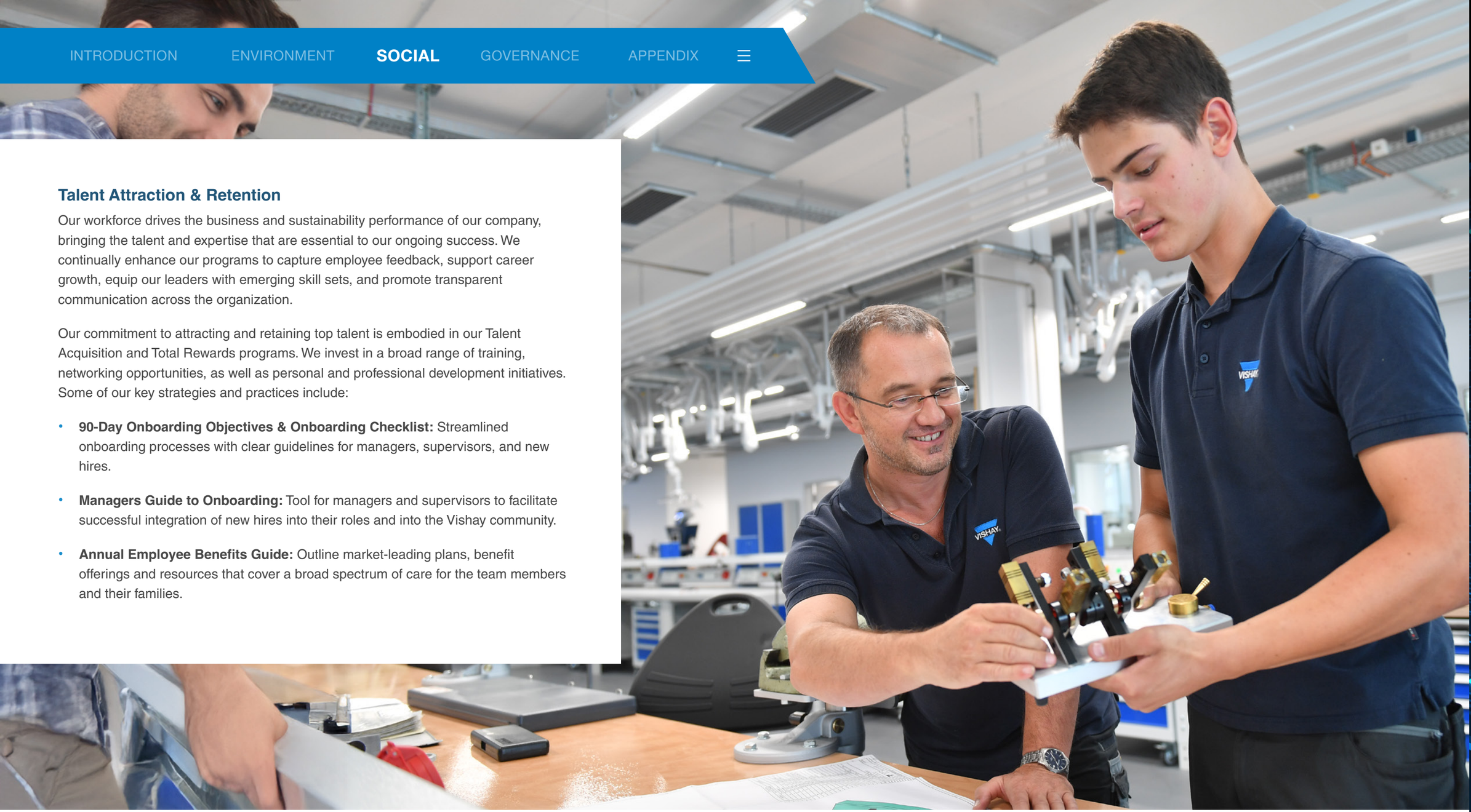


Talent Attraction & Retention

Our workforce drives the business and sustainability performance of our company, bringing the talent and expertise that are essential to our ongoing success. We continually enhance our programs to capture employee feedback, support career growth, equip our leaders with emerging skill sets, and promote transparent communication across the organization.

Our commitment to attracting and retaining top talent is embodied in our Talent Acquisition and Total Rewards programs. We invest in a broad range of training, networking opportunities, as well as personal and professional development initiatives. Some of our key strategies and practices include:

- **90-Day Onboarding Objectives & Onboarding Checklist:** Streamlined onboarding processes with clear guidelines for managers, supervisors, and new hires.
- **Managers Guide to Onboarding:** Tool for managers and supervisors to facilitate successful integration of new hires into their roles and into the Vishay community.
- **Annual Employee Benefits Guide:** Outline market-leading plans, benefit offerings and resources that cover a broad spectrum of care for the team members and their families.



2024 Talent Attraction & Retention Initiatives

In 2024, we launched several initiatives that align with our business strategy to strengthen our commitment to building a high-performing, diverse, and future-ready workforce.

University Engagement and Early-Career Pipeline Development: We expanded our partnerships with academic institutions to strengthen long-term access to technical talent, including:

- Hosted 17 PhD students for on-site Doctoral Training at one of our semiconductor facilities
- Initiated a collaboration with a leading university to explore research and workforce training opportunities in support of the semiconductor sector
- Launched new apprenticeship programs in Germany, including tracks in mechatronics and semiconductor process technology
- Continued to actively promote internships, co-ops, and early-career roles across our global sites

Employer Inclusion and Workforce Engagement: To elevate our global employer brand and attract diverse candidates:

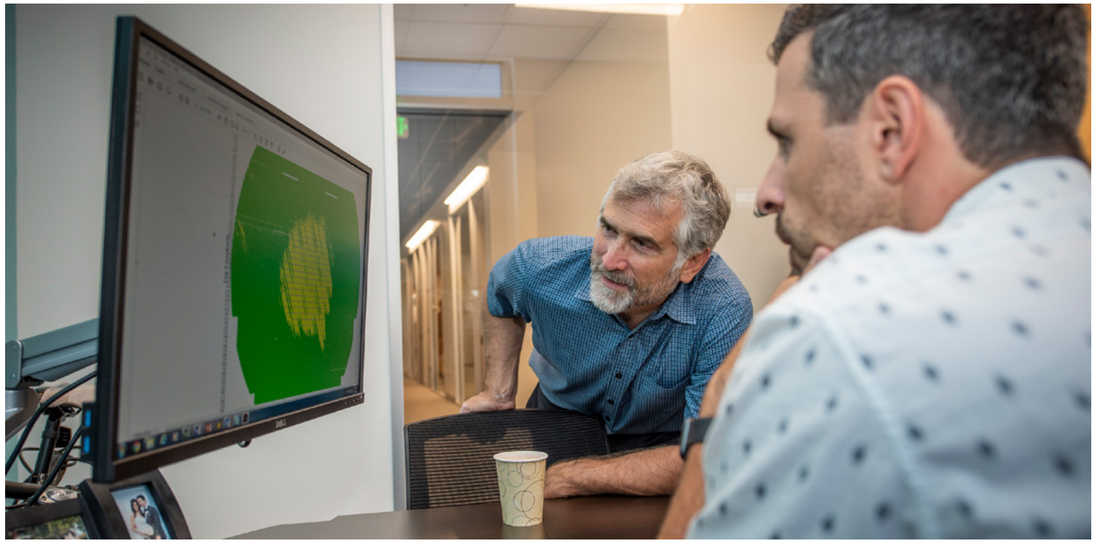
- We redesigned our global careers website to improve navigation and candidate engagement, showcasing our culture of innovation, technical career pathways, global presence, and employee success stories to help job seekers clearly understand the growth, purpose, and opportunities at Vishay.
- We continued our engagement with the *Women in Electronics* group, supporting gender representation, professional development, and community building within our industry.

Strategic Recruitment and Talent Acquisition (TA) Expansion: To meet evolving workforce needs, we appointed a dedicated TA Manager in Europe to support hiring across critical engineering and technical roles, improving our ability to respond to local labor market dynamics and strengthening our global sourcing strategy.

We recently launched Vishay University, the organization's first truly global training initiative, marking a milestone in how we approach learning and development across the Company. Designed to foster a culture of continuous growth, Vishay University brings together our collective expertise, leadership vision, and learning resources under one unified framework.

Powered by our global Learning Management System (LMS), the platform is accessible to all employees across all levels and locations. Employees are encouraged to explore a library of courses and participate in learning events aimed at strengthening leadership capabilities, individual competencies, and both functional and technical skills. In addition, we have partnered with TED@Work to provide every employee with access to inspiring TED Talks that foster curiosity, collaboration, and innovation.

The global rollout of Vishay University not only streamlines how we manage training materials, but also allows for consistent tracking of participation and progress. Ultimately, the overarching goal of Vishay University is to ensure that every employee has the opportunity to learn, grow, and thrive, both personally and professionally. By investing in our people, we are not only strengthening individual potential but also building a more engaged and growth-oriented organization.



Metric	2022 Data	2023 Data	2024 Data	Unit
Total employees (head count)	23,900	23,500	22,700	#
Employees - United States	2,300	2,400	2,200	#
Employees – Other Americas	1,400	1,500	1,300	#
Employees – Europe	5,100	5,100	5,500	#
Employees – Israel	2,400	2,300	2,000	#
Employees – India	1,100	1,000	1,100	#
Employees – China	7,600	7,300	6,900	#
Employees – Taiwan	2,000	2,000	1,900	#
Employees – Other Asia	2,000	1,900	1,800	#
Number of fatalities in own workforce as a result of work-related injuries and work-related ill health	-	0	0	#
Number of fatalities as result of work-related injuries and work-related ill health of other workers working on undertaking's sites	-	0	1	#
Number of recordable work-related accidents for own workforce	-	165	125	#

Rate of recordable work-related accidents for own workforce	-	1	1	# of recordable work-related accidents / 100 employees
Percentage of people in its own workforce who are covered by health and safety management system based on legal requirements and (or) recognized standards or guidelines	-	100%	100%	%
Number of complaints filed through ethics hotline for people in own workforce to raise concerns	-	30	26	#
Number of severe human rights issues and incidents connected to own workforce	-	0	0	#
Amount of fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce	-	0	0	$

Communities

As a leading global producer of discrete semiconductors and passive components, Vishay's supplier network spans every continent. We're committed to upholding rigorous quality and safety standards by ensuring that every worker in our supply chain is treated fairly, paid lawfully, and protected under local regulations. We believe that employees of all supplier facilities deserve the freedom to work in a harassment- and discrimination-free environment.

Our Approach to Value Chain Management

Vishay has formal processes to engage with and remediate the concerns of workers in the value chain. Vishay conducts internal evaluations and procedures of its Environmental, Health, Safety, Human Resources, and Ethics policies. As stated in its RBA Statement, Vishay ensures that worker representatives are involved in the creation, auditing, and adapting of labor standards and ethical practices. As outlined in the Modern Slavery Act Disclosure Statement, Vishay's internal functions, such as compliance and legal teams, manage impacts and ensure ethical practices throughout the Company and its value chain.

Vishay's supply chain program is governed by our Suppliers and Business Partners Code of Conduct, which outlines expectations for all of our suppliers partners. Upon development of a business partnership, all suppliers are required to acknowledge the expectations of the Code and must comply with the guidelines outlined. Vishay holds the right to terminate the business relationship if suppliers fail to comply with the Code's guidelines. Vishay will use reasonable efforts to make its suppliers comply with the principles of our Suppliers and Business Partners Code of Conduct.

Vishay also expects all suppliers to comply with the provisions laid out in the RBA Code, which requires our partners to identify, evaluate, and control worker exposure to chemical, biological, and physical agents. When hazards cannot be adequately controlled, workers should be provided with and use appropriate, well-maintained, personal protective equipment free of charge. The RBA Code also requires suppliers to assess and control the extent of physically demanding work that their workforce is exposed to and periodically evaluate the safety of production and other machinery. The Code also requires suppliers to provide workers with appropriate workplace health and safety information and training in the language of the worker or in a language the worker can understand for all identified workplace hazards that workers are exposed to. Workers are encouraged to raise any health and safety concerns without retaliation.

Vishay discloses relevant information on its supply chain under the Company's California Transparency in Supply Chain Disclosure and is preparing for disclosures under the German Supply Chain Act. As emphasized, Vishay is committed to ensuring that quality and safety standards are maintained throughout our supply chain by ensuring fair and safe working conditions for its employees.

Vishay will discontinue contracts with suppliers and business partners that do not abide by the Code. The Company reserves the right to audit the suppliers and business partners for compliance with the Code, including site visits. Additionally, Vishay may request that suppliers and business partners self-certify compliance with the Code.

Working Conditions in the Value Chain

As outlined by our Suppliers and Business Partners Code of Conduct, Vishay's suppliers are also required to recognize the freedom of association of workers and are forbidden from preferring or disadvantaging members of employee organizations or trade unions. The Suppliers and Business Partners Code of Conduct requires suppliers to act in accordance with applicable statutory and international standards regarding occupational health and safety, providing safe working conditions and training to ensure employees are educated in health and safety issues. Suppliers are also required to provide access to a protected mechanism for employees to report possible violations of the Code. Further details of labor rights protections in the value chain can be found in our Suppliers and Business Partners Code of Conduct and our RBA Commitment Statement.

Our Suppliers and Business Partners Code of Conduct includes provisions for health & safety, which Vishay expects suppliers to comply with. The Code requires the identification, assessment, and mitigation of worker exposure to health and safety hazards and the use of gender-responsive measures, such as providing reasonable accommodations to nursing mothers. The Code also provides minimum requirements for emergency preparedness, including annual emergency drills. Suppliers are required to prevent, manage, track, and report occupational injuries and illnesses, including provisions to encourage worker reporting, classify and record injury and illness cases, provide necessary medical treatment, investigate cases and implement corrective actions to eliminate their causes, and facilitate the return of workers to work. Workers shall be allowed to remove themselves from imminent harm and not return until the situation is mitigated without fear of retaliation.

The Suppliers and Business Partners Code of Conduct prohibits discrimination of employees and requires suppliers to promote equal opportunities and treatment of employees regardless of skin color, race, nationality, ethnicity, political affiliation, social background, disabilities, gender, sexual identity and orientation, marital status, religious conviction, or age. Suppliers also must refuse to tolerate any unacceptable treatment of individuals such as mental cruelty, sexual harassment, or discrimination, including gestures, language, and physical contact, that is sexual, coercive, threatening, abusive, or exploitative.

The Code for our suppliers explicitly prohibits forced labor and requires suppliers to neither use nor contribute to slavery, servitude, forced or compulsory labor, or human trafficking. This Code also prohibits child labor and sets out requirements for employing young workers according to International Labour Organization (ILO) conventions. Vishay's Supplier Code of Conduct explicitly prohibits forced labor and requires suppliers to neither use nor contribute to slavery, servitude, forced or compulsory labor, or human trafficking. The Code also prohibits child labor and sets requirements for employing young workers according to ILO conventions.

Sourcing Critical Minerals

As one of the world's largest manufacturers of discrete semiconductors and passive components, Vishay incorporates critical minerals, including 3TG (Tantalum, Tin, Tungsten, and Gold) minerals into its products. Vishay takes various measures to facilitate the responsible sourcing of 3TG minerals and their supplements. In addition, the Company has implemented an extensive supplier due diligence process based on international due diligence frameworks.

Vishay is committed to working towards the responsible and conflict-free sourcing of 3TG minerals. The Company's 3TG mineral sourcing practices are governed by our Responsible Minerals Sourcing Policy. The policy details Vishay's commitment to working towards the responsible sourcing of 3TG minerals and their supplements that do not directly or indirectly contribute to armed conflict or human rights abuses in the Conflict-Affected and High-Risk Areas (CAHRA), including the Democratic Republic of Congo (DRC) or adjoining countries.

Under the Responsible Minerals Sourcing Policy, Vishay will:

1. Exercise due diligence as specified in the Organization for Economic Co-operation and Development (OECD) Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risks Areas and related 3T and gold supplements as well as other minerals identified by Responsible Minerals Initiative (RMI) from time to time.
2. Source only from independently validated smelters.
3. Support and participate in industry groups such as the RMI in order to promote industry-wide solutions.
4. Commit to transparency by providing necessary reports and information to the U.S. Securities and Exchange Commission and customers.

Vishay Responsible Sourcing Policy also extends to first-tier "in-scope" suppliers of 3TG, which are expected to:

1. Have a responsible mineral sourcing policy in place, exercise due diligence, and obtain CMRT's and other RMI-recognized declarations (IPC-1755) from their suppliers.
2. Have a supply chain of only independently validated smelters that are certified as Conflict Free.
3. Provide the necessary and most up-to-date industry standard declarations upon request.

Vishay, to the best of its ability, reviews all in-scope suppliers who fall out of compliance to determine the extent the Company will continue to conduct business with the supplier. Vishay will do its best to encourage its suppliers sourcing 3TG to disengage business with any smelters or refiners who are determined to be directly or indirectly financing armed groups that are perpetrators of serious human rights abuses. For the Company's suppliers sourcing 3TG who fail to cease their partnerships with the aforementioned smelters or refiners, Vishay will work towards disengaging business with such suppliers. Vishay is also working with its supply chain to expand the due diligence process to include other minerals, such as cobalt, to address any potential adverse impacts, including armed violence and exploitation of human rights associated with the mining/refining process.

Vishay implements an overall strategy that combines supplier due diligence, employee education, and risk assessment tracking to source a supply chain that is DRC conflict-free and safeguards human rights. The Company strives to source conflict-free minerals for all of its operations and is working towards responsible sourcing of minerals by monitoring their suppliers' compliance with the Responsible Minerals Sourcing Policy. Further, Vishay has designed a due diligence process to determine the source and chain of custody of conflict materials. This process was influenced by the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. The Reasonable Country of Origin Inquiry (RCOI) Process and the Due Diligence Process have a significant overlap. The process is designed to conform to the OECD Framework and Related Supplements for gold, tantalum, tin, and tungsten. As part of the Company's due diligence strategy, Vishay also uses a third-party software system to distribute, track, and assign risk assessment metrics to supplier responses.

We incorporate policies such as the Responsible Minerals Sourcing Policy and Conflict Minerals Report as part of our management system for 3TG. The Company also communicates with in-scope suppliers and specifies its expectations through the following sources:

1. Vishay's Responsible Minerals Policy
2. Conflict Material requirements as part of new or renewed supplier agreements
3. Provide the necessary and most up to date industry standard declarations upon request

Vishay educates key personnel involved in the procurement process on the Company's Responsible Minerals Sourcing Policy and program. If agreed with the supplier, Vishay also provides training or meetings to communicate Vishay's expectations under the Company's policies to explain any issues that might arise.

Our Community Engagement Strategy

Our process to engage with our communities varies in respect to the regulations and expectations in the regions we operate. Local sites may engage directly with the communities based on existing relationships with the locale. Vishay considers the effects it has on communities throughout its value chain and works to minimize any negative impacts.

Vishay can affect communities from which minerals are sourced upstream in the Company's value chain and where the Company has manufacturing facilities. Vishay is aware of the risks associated with negative impacts on communities, and we work to ensure responsible sourcing of conflict-free minerals to minimize negative impacts on communities.

The nature of Vishay's business model and value chain expose the Company to risks associated with communities' civil and political rights and the rights of indigenous peoples, particularly related to the procurement of minerals. Vishay acknowledges and understands these risks and strives to minimize negative impacts on communities and indigenous peoples from our value chain through the responsible sourcing of minerals, which involves working directly with suppliers to achieve this objective.

As a member of the Responsible Business Alliance, Vishay is committed to upholding human rights and ethical principles outlined by the RBA. The RBA draws on several different internationally recognized standards, including:

1. OECD Due Diligence Guidance for Responsible Supply Chain of Minerals
2. International Labour Organization on Fundamental Conventions
3. United Nations Guiding Principles on Business and Human Rights
4. International Labour Organization Declaration on Fundamental Principles and Rights at Work
5. Universal Declaration of Human Rights
6. United Nations Convention Against Corruption
7. United Nations Convention on the Rights of the Child
8. United Nations Convention on the Elimination of All Forms of Discrimination Against Women
9. United Nations Global Compact

Due to our RBA membership, Vishay has committed to an extensive ethics and human rights policy specifically tailored to electronics companies, with a focus on our supply chain.

Metric	2013 Data	2022 Data	2023 Data	2024 Data	Unit
% Validated Conflict-Free Smelters	49%	95%	99%	98%	%

Governance

Corporate Governance

As a global corporation, Vishay has developed an oversight structure and systematic review process to comply with local and international regulations while maintaining the highest ethical standards. By prioritizing integrity, transparency, and accountability, we build trust with our stakeholders, mitigate risks, and drive long-term value for our organization.

Our corporate governance policies underpin our responsible and ethical business conduct. For more information on our corporate governance documents, please visit our website at https://ir.vishay.com/corporate-governance/governance-overview.

Our Business Conduct Resources

Corporate Governance Principles: The principles and practices that the Board of Directors will follow in carrying out its responsibilities.

Code of Business Conduct and Ethics: Outlined expectations of all employees, reflecting what we believe to be ethically and legally correct business practices. The Code requires acknowledgement and compliance from all employees.

Code of Ethics for Financial Officers: Guidance to our Chief Executive Officer, Chief Financial Officer, Principal Accounting Officer or Controller, and financial managers.

Suppliers and Business Partners Code of Conduct: Requirements and expectations of suppliers of materials and services to Vishay, including areas pertaining Human Rights and Labor Practices, Operating Practices, Environment and Safety Standards, Responsible Mineral Sourcing, etc.

Anti-Corruption Policy: Outlines adherence to the U.S. Foreign Corrupt Practices Act “FCPA” and equivalent international laws. The FCPA prohibits bribery of foreign officials from the Company and its employee, agent, or representative.

Ethics Helpline & Whistleblower Policy: Documents procedure for filing complaints and expectation of our employees to report any suspected violations of company policy or unethical conduct to appropriate company personnel. All employees are protected from retaliation for reporting such matters in good faith.

Other Governance Policies and Procedures

Nominating and Corporate Governance Committee Policy Regarding Qualifications of Directors

Executive Stock Ownership Guidelines

Director Stock Ownership Guidelines

Clawback Policy

Hedging-Pledging Policy

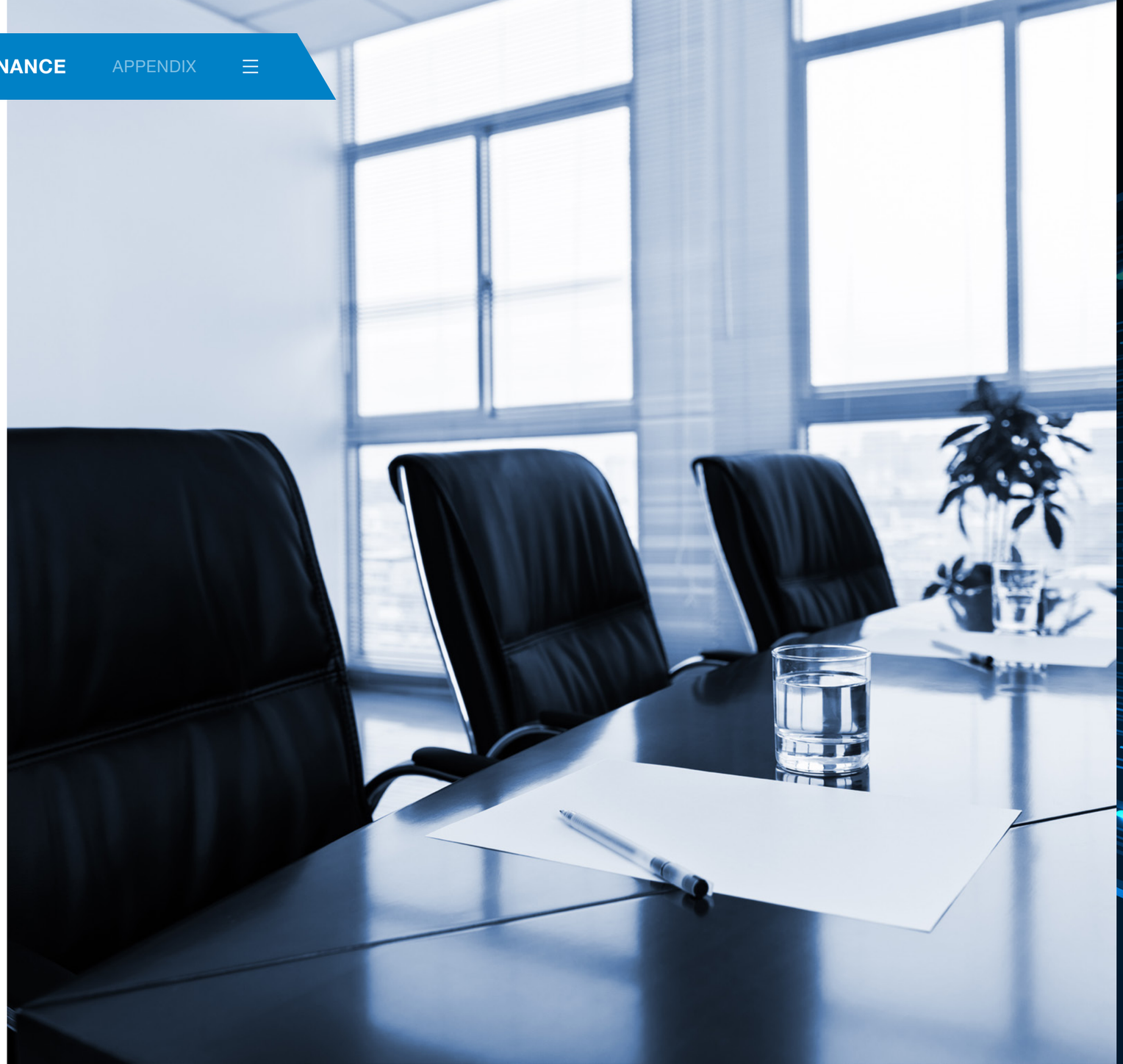
Related Party Transactions Policy

Board of Directors

As of December 31st, 2024, our Board of Directors (the Board) consists of 11 highly qualified directors, each of which offer a unique set of expertise, professional experiences, and backgrounds. Our directors hold extensive knowledge and experience from a variety of industries, leading to decision-making that incorporates a wide range of viewpoints and with a deep understanding of Vishay's business.

Seven of the directors are independent[1] and four are non-independent, of which includes the Chairman and President & Chief Executive Officer. Read more about each member of our Board at our 2025 Proxy Statement.

The Board met eight times during the year ended December 31, 2024, and held regularly scheduled executive sessions with the independent directors. The Company's Corporate Governance Principles outline the Board principles and practices in carrying out its responsibilities. Vishay's President and Chief Executive Officer provides direct updates from Vishay's leadership to the Board.



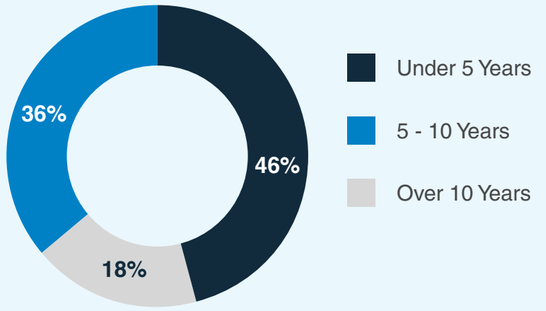
1. The Board has adopted a formal set of director qualification standards used to determine director independence which meet the independence requirements of the NYSE corporate governance listing standards.

The Board is comprised of three committees – the Nominating and Corporate Governance Committee, Audit Committee, and Compensation Committee.

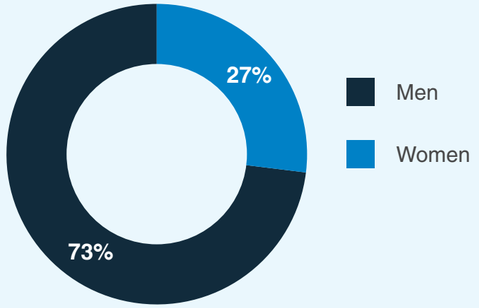
The following table summarizes the current directors as of December 31, 2024:

Name	Independent[2]	Audit Committee	Compensation Committee	Nominating and Corporate Governance Committee
		Audit Committee Charter	Compensation Committee Charter	Nominating and Corporate Governance Committee Charter
Marc Zandman, Chairman				
Dr. Renee Booth	X		Member	
Michael Cody	X	Member		Member
Dr. Michiko Kurahashi	X		Member	
Dr. Abraham Ludomirski	X		Member	Chair
John Malvisi	X	Chair		
Ziv Shoshani[3]				
Joel Smejkal				
Timothy V. Talbert[4]	X		Chair	
Ruta Zandman				
Raanan Ziberman	X	Member		Member

Range of Tenure



Gender Diversity



2. The Board has adopted a formal set of director qualification standards used to determine director independence which meet the independence requirements of the NYSE corporate governance listing standards.
3. Mr. Shoshani resigned from the Board on February 26, 2025, effective immediately before the election of directors at the 2025 Annual Meeting.
4. Mr. Talbert's term on the Board expired at the 2025 Annual Meeting.

Notably, our Nominating and Corporate Governance Committee assists the Board in fulfilling its oversight responsibilities related to ESG matters. This includes periodically reviewing and reporting to the Board on the Company's ESG policies, programs, and goals, as well as progress toward achieving those goals. The Committee also addresses issues related to corporate social responsibility, diversity, sustainability, philanthropy, and the impact of the Company's procedures and processes on employees, stockholders, citizens, and communities. The Committee meets at least twice a year and reports to the Board regularly.

Vishay integrates the following best practices into our Board Governance and Code of Conduct to help establish an effective and ethical corporate culture across our internal and external stakeholders.

Board Governance:

- Separate Executive Chairman of the Board and Chief Executive Officer roles.
- Require all directors to attend at least 75% of all meetings annually.
- Maintain significant stock ownership guidelines for directors, equal to five times the value of their annual cash retainer (subject to a five-year phase-in).
- Conduct annual self-evaluations of the Board as a whole.
- Allow unrestricted access for directors to management or employees.
- Ensure the Audit Committee, Compensation Committee, and Nominating and Corporate Governance Committee are each composed entirely of independent directors.

Risk Management

Vishay deploys a comprehensive risk management program designed to proactively identify, address, and manage risks across operations, promoting long-term and sustainable growth. The Board and its Committees oversee our risk management program. Members of management are responsible for routinely conducting risk management assessments across their business operations. Management reports findings and insights directly to the Board or relevant Committees. Each report is closely evaluated by the Board and its Committees that use it to inform the enterprise-wide risk management strategy. To enable the Board to conduct well-informed risk assessments and resolutions, senior management routinely engages in Board and Committee meetings to answer questions and provide clarity.

Our Board's Role in Risk Oversight:

Nominating and Corporate Governance Committee: oversees corporate governance risks, including matters relating to the composition and organization of the Board and recommends to the Board how its effectiveness can be improved by changes in its composition and organization.

Audit Committee: reviews our policies and guidelines with respect to risk assessment and risk management, including our material financial risk exposures and cybersecurity risk, and oversees the steps management has taken to monitor and control those exposures.

Compensation Committee: considers risk issues when establishing and administering our compensation programs for executive officers and other key personnel.

Cybersecurity & Data Privacy

Vishay employs a risk-based approach to information security, identifying and assessing information security risks, while implementing appropriate security controls to mitigate these risks. We acknowledge that information security is critical to sustaining operations, stakeholder trust, and long-term business growth, and as such, we have integrated a formal information security program to identify and manage risks across the Company. Maintaining the confidentiality, integrity, and availability of our information assets is a priority at Vishay. Our Information Security Statement outlines our comprehensive approach to information security and facilitates transparency with our stakeholders.

Program Highlights

- **Governance:** Enforces explicit roles and responsibilities to help establish robust governance and oversight around cybersecurity risks. This program is supervised by senior management and involves collaboration from all relevant departments throughout the Company.
- **Security Policies and Procedures:** Documents comprehensive information security policies and procedures covering various security areas such as access control, data protection, password management, incident response, and acceptable use. These policies must be read, understood, and followed by all employees.
- **Security Awareness and Training:** Carries out periodic security awareness training that is presented to all employees to inform them on information security threats and promote best practices.
- **Technical Safeguards:** Deploys an array of technical safeguards, such as firewalls, intrusion detection systems, data encryption, and vulnerability management programs, to help secure our information assets.
- **Security Incident Management:** Provides a structured procedure for identifying, reporting, investigating, and responding to security incidents with effective and rapid incident response tactics aimed at minimizing potential harm.

In 2024, we have not experienced a cybersecurity threat or incident that resulted in a material adverse impact to our business or operations.

Ethics and Integrity

Vishay is committed to ensuring our business and operations adhere to the highest ethical standards. Our Code of Business Conduct and Ethics (the Code) provides the foundation of responsible conduct and guides best practices across Vishay. All Vishay employees are required to review and comply with the Code. New employees, including those joining Vishay through acquisitions, must complete ethics training. The training provides comprehensive coverage of the Code of Business Conduct and Ethics led by our Director of Ethics. After completing initial training, employees are required to review and acknowledge the Code on an annual basis.

Best Practices in Alignment with our Business Conduct:

- Ethics training conducted for all new employees covering the Business Code of Conduct, including prevention and detection of corruption or bribery.
- Regular reviews of our Code of Conduct to confirm its applicability, and mandatory acknowledgement from employees on a recurring basis.
- Frequent communications on the Ethics Helpline to increase awareness and access to guidance and policies among employees.
- Communication with suppliers on our expectations outlined in the Suppliers and Business Partners Code of Conduct and conduct continuous audits.
- No fund, services, or assets of any kind may be either contributed or loaned, directly or indirectly, to any political party or to the campaign of any person for political office or expended in support of or in opposition to such party or person.
- Maintain a 31-day average to pay invoices from the date when contractual or statutory term of payment starts to be calculated.

Our Code of Ethics for Financial Officers offers additional guidance specific to our Chief Executive Officer, Chief Financial Officer, Principal Accounting Officer or Controller, and financial managers.

We have an Ethics Helpline available for all employees and relevant stakeholders to report concerns regarding unethical conduct or suspected violations of Company policy. The Ethics Helpline is publicly available as a resource. Employees are provided with directions for reporting via the Ethics Helpline and are expected to report any potential instances of unethical conduct or policy breaches. Vishay's Whistleblower Policy maintains that all employees are protected from retaliation for reporting such matters in good faith and is aligned with Whistleblower policies in the areas where we operate. For more information on our Ethics Helpline, click here.

Our corporate Director of Ethics is responsible for overseeing ethical business practices across all regions and compiles an annual Ethics Report. The corporate Director of Ethics works in tandem with our regional ethics directors, who provide insight into region-specific performance and practices. We have appointed ethics directors for the Americas, Europe, Israel, and Asia. Reported ethical issues are independently investigated and, when appropriate, escalated to executive leadership for review and may be presented to the Board of Directors.

In 2024, we experienced no public legal cases regarding corruption or bribery.

Governance Metrics

Metrics

Metric	2023 Data	2024 Data	Unit
Board			
Independent[1]	64%	64%	%
Non-Independent	36%	36%	%
Female	27%	27%	%
Male	73%	73%	%
Business Conduct			
Percentage of functions-at-risk covered by training programs	100%	100%	%
Financial political contributions made	0	0	$
In-kind political contributions made	0	0	$
Financial and in-kind political contributions made	0	0	$

1. The Board has adopted a formal set of director qualification standards used to determine director independence which meet the independence requirements of the NYSE corporate governance listing standards.

Average number of days to pay invoice from date when contractual or statutory term of payment starts to be calculated	30	30	Days
Percentage of payments aligned with standard payment terms	98%	98%	%
Number of outstanding legal proceedings for late payments	0	0	#
Business Ethics			
Prevention and detection of corruption or bribery - anti-corruption and bribery training table (% training coverage for members of the administrative, management and supervisory bodies	100%	100%	%
Number of Convictions for Violation of Anti-Corruption and Anti-Bribery Laws	1 – 2	0	#
Amount of Fines for Violation of Anti-Corruption and Anti-Bribery Laws	0	0	$
Number of Confirmed Incidents of Corruption or Bribery	0	0	#
Number of Confirmed Incidents in which Own Workers were Dismissed or Disciplined for Corruption or Bribery-Related Incidents	5	0	#
Number of confirmed incidents relating to contracts with business partners that were terminated or not renewed due to violations related to corruption or bribery	0	0	#

Appendix

Reporting Frameworks

Sustainability Accounting Standards Board

Key Topic	Metric	Category	Unit	Code	Disclosure
Greenhouse Gas Emissions	(1) Gross global Scope 1 emissions and (2) amount of total emissions from perfluorinated compounds	Quantitative	Metric tonnes (t) CO_2-e	TC-SC-110a.1	2024 Sustainability Report – Environment - Climate Change – Metrics *(2) Vishay does not report amount of total emissions from perfluorinated compounds*
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	N/A	TC-SC-110a.2	2024 Sustainability Report – Environment - Climate Change – Climate Change Management and Strategy
Energy Management in Manufacturing	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	TC-SC-130a.1	2024 Sustainability Report – Environment - Climate Change - Metrics *(2) Vishay does not report percentage grid electricity*
Water Management	(1) Total water withdrawn and (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic metres (m^3), Percentage (%)	TC-SC-140a.1	2024 Sustainability Report – Environment - Water Management – Metrics *(1) Vishay does not report total water withdrawn*
Waste Management	(1) Amount of hazardous waste from manufacturing and (2) percentage recycled	Quantitative	Metric tonnes (t), Percentage (%)	TC-SC-150a.1	2024 Sustainability Report – Environment - Waste Management - Metrics

Workforce Health & Safety	Description of efforts to assess, monitor, and reduce exposure of workforce to human health hazards	Discussion and Analysis	N/A	TC-SC-320a.1	2024 Sustainability Report – Social - Employees
Workforce Health & Safety	Total amount of monetary losses as a result of legal proceedings associated with employee health and safety violations	Quantitative	Presentation currency	TC-SC-320a.2	2024 Sustainability Report – Social - Employees - Metrics
Recruiting & Managing a Global & Skilled Workforce	Percentage of employees that require a work visa	Quantitative	Percentage (%)	TC-SC-330a.1	-
Product Lifecycle Management	Percentage of products by revenue that contain IEC 62474 declarable substances	Quantitative	Percentage (%)	TC-SC-410a.1	-
	Processor energy efficiency at a system level for: (1) servers, (2) desktops, and (3) laptops	Quantitative	Various, by product category	TC-SC-410a.2	-
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	N/A	TC-SC-440a.1	2024 Sustainability Report – Social - Communities - Sourcing Critical Minerals

Intellectual Property Protection & Competitive Behaviour	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	Quantitative	Presentation currency	TC-SC-520a.1	2024 Sustainability Report - Governance - Metrics
Activity Metric					
Production	Total production	Quantitative	-	TC-SC-000.A	-
Production	Percentage of production from owned facilities	Quantitative	Percentage (%)	TC-SC-000.B	-

Task Force on Climate-related Financial Disclosures

To comply with California's Climate Related Financial Risk Disclosure Program authorized by Senate Bill (SB) 261 (and codified in Health and Safety Code § 38533) during its inaugural reporting year, Vishay has publicly disclosed a report on our climate-related financial risks along with the measures adopted to reduce and adapt to these risks within this annual sustainability report.

Under guidance provided by the California Air Resources Board (CARB), we have aligned our climate disclosures with the recommendations published by the Task Force on Climate-related Financial Disclosures (June 2017). The following TCFD index provides an overview of the TCFD disclosures included in the report, disclosures that have been omitted, and the location of each disclosure within the report as part of a good-faith effort to comply with the program's requirements.

TCFD Core Elements	Recommended Disclosures	Disclosure Location
Governance	a. Describe the organization's governance around climate-related risks and opportunities.	2024 Sustainability Report - Environment - Climate Change - Oversight and Risk Management
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	2024 Sustainability Report - Environment - Climate Change - Oversight and Risk Management
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2024 Sustainability Report - Environment - Climate Change - Climate-related Risks and Opportunities
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	2024 Sustainability Report - Environment - Climate Change - Climate-related Risks and Opportunities
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2024 Sustainability Report - Environment - Climate Change - Climate Change Management and Strategy[1]

[1] Vishay plans to conduct a climate scenario analysis to evaluate potential financial impacts and further validate climate-related risks. Vishay will tailor the timing and approach of this exercise to meet regulatory requirements when specific regulatory guidance becomes available.

Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks.	2024 Sustainability Report - Environment - Climate Change - Oversight and Risk Management
	b. Describe the organization's processes for managing climate-related risks.	2024 Sustainability Report - Environment - Climate Change - Oversight and Risk Management
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2024 Sustainability Report - Environment - Climate Change - Oversight and Risk Management
Metrics & Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2024 Sustainability Report - Environment - Metrics
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	2024 Sustainability Report - Environment - Metrics
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2024 Sustainability Report - Environment - Climate Change - Climate Change Management and Strategy