



2025 Sustainability Report

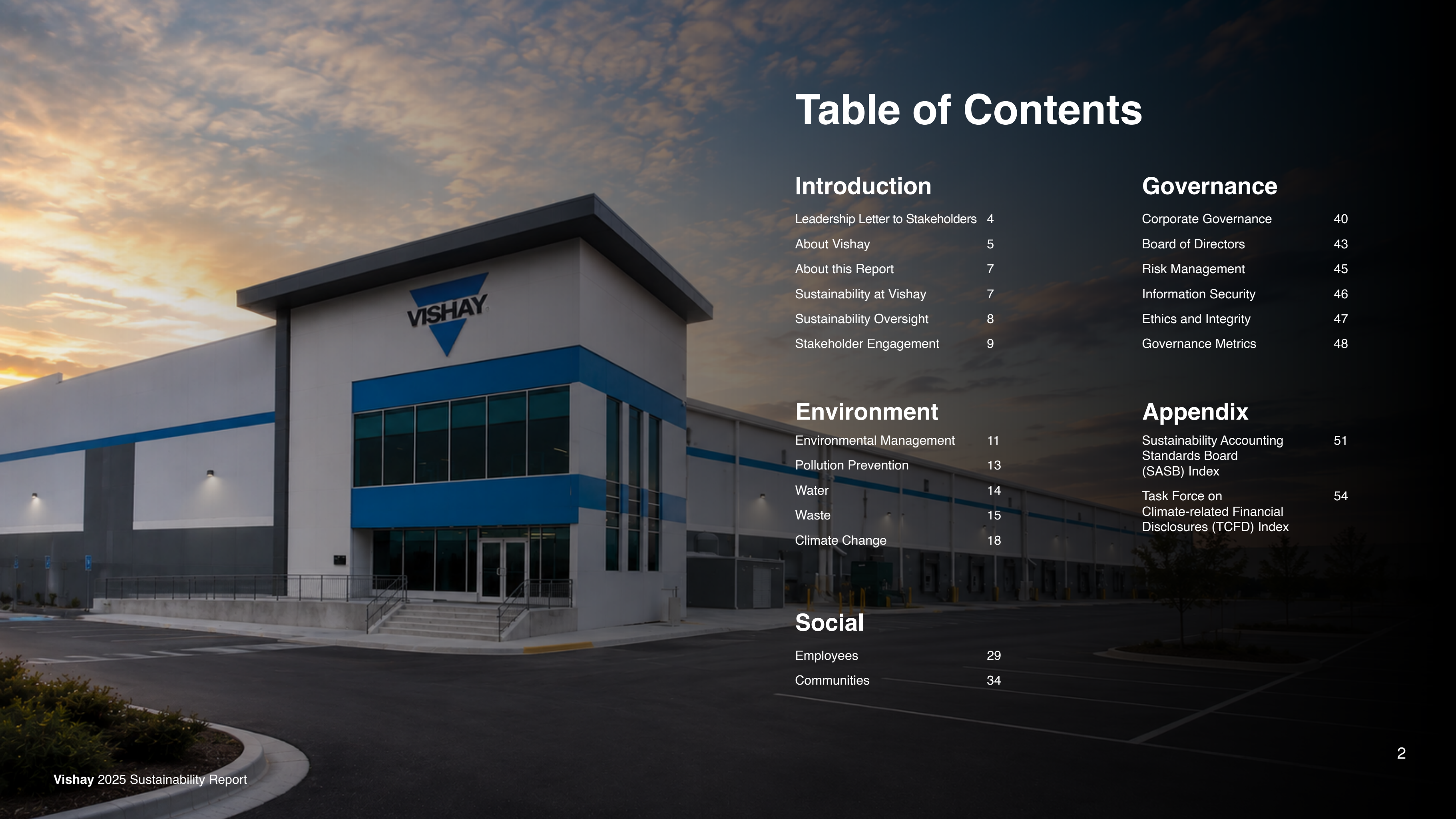


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Introduction



Leadership Letter to Stakeholders

Dear Valued Stakeholder,

As innovation and sustainability become increasingly inseparable in our rapidly evolving world, Vishay is paving the way toward a more sustainable future and delivering the solutions and components that power next-generation technologies. Innovators and leaders across diverse industries utilize our technologies, accelerating advancements in renewable energy systems, electric mobility, 5G infrastructure, artificial intelligence, medical devices, and aerospace and defense. The wide range of products we manufacture, which we call The DNA of tech™, plays a critical role in shaping a more sustainable future.

At Vishay, we look at our business through the lens of long-term sustainable growth. We believe that keeping pace with the market and serving the evolving needs of our customers increasingly demands a product portfolio defined by results and impact. We sharpen our position by embedding environmental consciousness, resource efficiency, recycling, safety, and human rights into how we operate. From our work with early-stage companies to our customers who have partnered with us for years, we deliver reliable manufacturing capabilities they expect, while continuously working to minimize risk and reduce our environmental footprint.

In 2025, our work culminated in the achievement of three significant sustainability targets. We met our goal to reduce Scope 1 and 2 greenhouse gas emissions across our global operations by 30% since 2018. We also completed our Scope 3 emissions inventory, giving us a more comprehensive understanding of Vishay's footprint across our value chain. Building on this progress against our goals, we created a new decarbonization roadmap that provides a strategic blueprint to expand renewable electricity across our global facilities and further reduce our Scope 1 and 2 emissions over time.

As we continue to grow, our investments in research and development, manufacturing, and engineering drive the innovation our customers rely on and expect. We are well positioned to design and develop high-performance components that enable the next generation of technologies, while doing so responsibly, reducing our environmental impact, and creating lasting value. This report reflects our commitment to driving sustainable growth, manufacturing responsibly, and constantly challenging ourselves to improve. Vishay remains committed to addressing these challenges and we look forward to continuing this journey together.

Kind regards,

A handwritten signature in black ink, appearing to read 'Joel Smejkal'.

Joel Smejkal

President & Chief Executive Officer

About Vishay

Vishay Intertechnology, Inc. (Vishay) is the DNA of tech™. Vishay is a global manufacturer of one of the world’s largest portfolios 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, healthcare, and consumer electronics markets worldwide.

Vishay’s Product Portfolio

Vishay produces an array of products from discrete semiconductors to passive components; from the smallest diode to the most powerful capacitor.

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. Vishay is working to certify all manufacturing facilities globally under the ISO 9001 certification, including evaluating newly acquired facilities as part of ongoing efforts to align with this standard. ISO 9001 is a comprehensive set of quality program standards developed by the International Organization for Standardization. As of December 31, 2025, the Company employed approximately 22,600 full-time global employees.

Vishay’s Employees by Location in 2025



Dedicated to driving meaningful and impactful service for our customers, Vishay seeks to strengthen our relationship with customers and strategic partners. To do so, we understand their technical needs and offer broad product lines, positioning us as a one-stop shop. To support our diverse product portfolio, 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. Vishay prioritizes expanding our investment in research and development, engineering, and product marketing, driving the advancement of cutting-edge technologies that enable faster electrification in areas such as factory automation, electric mobility, and AI applications.

We operate through a globally connected supply chain that encompasses suppliers, manufacturing sites, third-party foundries, subcontractors, logistics providers, distributors, and end users. Vishay prioritizes maintaining long-standing relationships with suppliers, which is central to how we work together to navigate supply chain complexities, accelerate innovation, and bring new solutions to market. Through close collaboration with specialized suppliers, we enhance our overall capacity to effectively oversee, strengthen, and adapt our supply chain to address new challenges and ambitions.

For more information about the Company, its operations, and financial information, please review our [2025 Annual Report](#).



About this Report

Vishay's 2025 Sustainability Report (the Report) represents our primary communication of yearly progress made by the Company on our key firmwide areas of sustainability focus. The Report covers January 1 - December 31, 2025 performance for all Vishay-owned and operated entities. The disclosures align with the scope of financial reporting, unless otherwise noted. This report includes global Vishay operations and all acquired entities (effective as of EOY 2025), unless otherwise noted. Where feasible and relevant, Vishay has incorporated disclosures encompassing its value chain, including both upstream and downstream entities.

Our 2025 Sustainability Report aligns with our double materiality assessment completed by the Company in 2023, which identifies current and potential sustainability-related impacts, risks, and opportunities relevant to Vishay's operations and stakeholder groups. The assessment was conducted by cross-functional teams and senior leadership to ensure its outputs inform and shape our enterprise-wide sustainability strategy, as well as our alignment with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, as disclosed in the [Climate Change](#) section of this report.

Sustainability at Vishay

We are committed to setting and achieving high standards for our Company in social responsibility, ethical standards, and environmental sustainability. Protecting the well-being of our employees, customers, communities where we operate, and the natural environment are central priorities for Vishay. Many of our facilities hold ISO 45001 and ISO 14001 certifications, and we work to prepare newly acquired facilities to achieve this standard. We strive for ongoing improvement in all aspects of safety and environmental stewardship.

Vishay advances its sustainability goals through substantial investments in research and development, operational efficiency, and workforce development. Beyond our internal sustainability efforts, our product portfolio plays a direct role in enabling next-generation automation and electrification technologies. Vishay R&D teams and development initiatives across multiple production sites drive the creation of new products, innovative applications for our existing portfolio, and continuous improvements to our manufacturing processes.

As Vishay components are embedded in our customers' products, our carbon footprint directly contributes to their Scope 3 emissions, which makes our environmental performance increasingly important to downstream customers. We are actively working to reduce the environmental impact of both our operations and our products to meet these expectations. As a Company, we have set several key priorities for our sustainability program aimed at reducing our environmental footprint across our product portfolio. Vishay continues to evaluate additional sustainability initiatives as they become relevant to our business objectives and operationally achievable.

Our Sustainability Priorities

1

50% Renewable Electricity globally by 2030

2

70% Reduction of Scope 1 & 2 emissions by 2035 (based on 2024 baseline), including 100% renewable electricity

3

Carbon Neutral by 2040 (Scope 1 & 2)

4

Recycle at least **15%** of wastewater by 2030

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

Sustainability Oversight

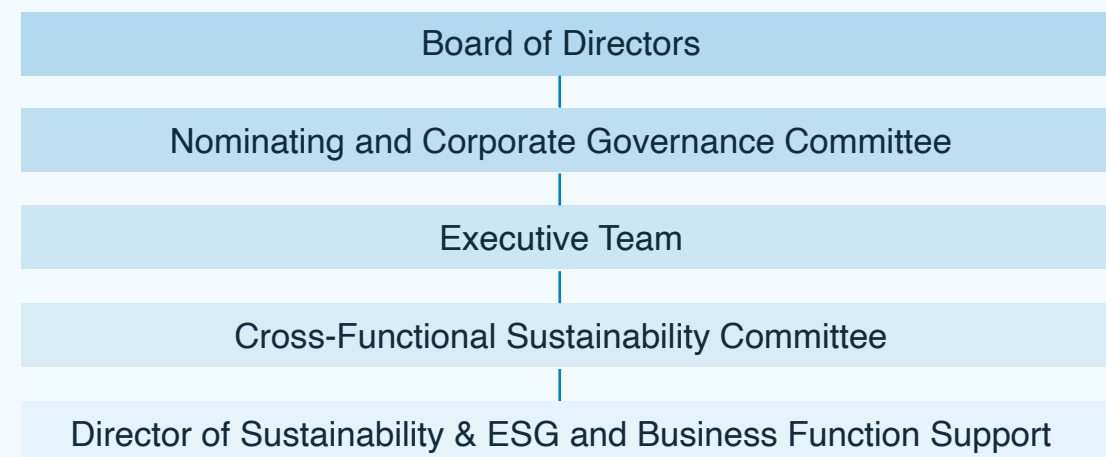
Our environmental, social, and governance (ESG) program is overseen at the Board level by the Nominating and Corporate Governance Committee. The Committee meets at least twice a year and regularly reports relevant updates to the full Board.

Further, our cross-functional Sustainability Committee appointed by the Board provides centralized oversight of Vishay's sustainability initiatives and reports findings to the executive team regularly. The Committee offers guidance for sustainability-related initiatives across all business functions to ensure alignment with firmwide priorities for 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

Vishay prioritizes ongoing and proactive engagement with stakeholders to remain aligned with the evolving nature of our industry and changing needs of our customers. We recognize that effective stakeholder collaboration is essential to understanding and addressing the expectations and requirements of the groups impacted by our operations. We leverage a variety of engagement channels, including direct communications such as meetings and individual calls, as well as surveys, audits, and town halls. The approach and frequency of engagements are determined based on business priorities and the specific needs of each stakeholder group.

Maintaining transparent and continuous dialogue across all stakeholder groups is our ultimate goal. Since our products support sophisticated and rapidly advancing technologies, close collaboration with customers is critical to ensure our solutions evolve alongside emerging industry trends and technological developments. As such, customer feedback is gathered on a regular basis and plays an important role in informing research and product development. In addition, Vishay engages with local regulatory authorities to help ensure compliance with relevant laws, standards, and regulatory requirements.

Vishay Stakeholder Groups



Customers



Employees



Suppliers



Investors



Community Members



Trade Associations

Vishay further engages our stakeholders to guide improvements to our sustainability program. Vishay’s preliminary double materiality assessment relied on direct input from key stakeholders to inform the sustainability areas of focus highlighted throughout this report. Vishay’s sustainability priorities include the following:

Climate Change

Pollution

Water

Waste

Employees

Communities

Business Conduct

Environment



Our Approach to Environmental Management

At Vishay, we take a strategic approach to minimizing our environmental impact and protecting the well-being of the neighboring communities where we operate and throughout our value chain. Our environmental management and risk mitigation practices, including our double materiality assessment, help to identify our key environmental and community impacts, along with environment-related risks and opportunities for our business. We use these insights to review and tailor our environmental management processes and initiatives to continuously strengthen our approach.

Vishay's environmental management program is overseen by our Nominating and Corporate Governance Committee which directs the Company's ESG program, including oversight of environmental issues, by reviewing and periodically reporting to the Board on the Company's ESG policies, programs, and goals and the Company's progress toward achieving those goals. The Committee reports to the Board on a regular basis and meets at least twice annually.

Our Sustainability Committee, which includes several executive members and reports annually to the Nominating and Corporate Governance 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 Executive Vice President (EVP), Chief Administrative and Legal Officer, who leads the EHS program and reports to our President & Chief Executive Officer (CEO). The Nominating and Corporate Governance Committee is also regularly informed of any material updates identified by the EHS program.

Vishay's EHS organization includes professionals with expertise in environmental, health, and safety across our facilities and operations. The EHS program is managed and executed by the Company's Vice President of EHS, who receives reports from the Regional Directors responsible for directly overseeing the EHS program at each of Vishay's locations. 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 EHS Policy is reviewed annually to confirm governance of the Company’s EHS-related risks, impacts, and opportunities remains comprehensive and up to date. Any necessary revisions are implemented with direct accountability to the Board of Directors. Further, the program aligns all manufacturing operations, including the handling, management, and disposal of our materials, with applicable federal, state, and local laws.

As a member of the Responsible Business Alliance (RBA), Vishay enforces an RBA Code of Conduct (the RBA Code), which can be found [here](#). The RBA Code 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 is outlined throughout the relevant sections of this report.

At each facility, the Company deploys environmental, health, and safety management systems through a verification process to establish comprehensive oversight and drive continuous improvement around environmental performance. These systems allow for the identification and mitigation of risks to the environment, people, and property. Further, Vishay strives to maintain ISO 45001 and ISO 14001 certifications across all of our manufacturing facilities and evaluates newly acquired facilities in an effort to meet this standard. 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.



Pollution Prevention

Vishay monitors and manages emissions and substances created by our operations that have the potential to be harmful to the environment and living organisms if not managed correctly. We employ various methods to help mitigate the release or potential impacts of pollutants, substances of concern, and substances of very high concern, along with their byproducts – both within our direct operations and across the value chain.

We integrate measures to prevent pollution and the generation of hazardous and non-hazardous waste at each stage of operations, starting with strategically positioning our products, processes, and facilities to proactively limit pollution and waste from our facilities wherever feasible. When waste is generated during production, we handle and dispose of it in a safe and responsible manner. We closely follow guidance from the waste management and pollution prevention principles outlined in the RBA Code to minimize or eliminate pollutants at the source by refining production, maintenance, and facility practices, and by integrating pollution control technologies into our operations.

Our EHS team works to align our processes and the products we produce with all applicable environmental laws and regulations. We have established treatment and disposal practices to promote effective waste management and minimize environmental impact, which we follow carefully during treatment and disposition processes. In addition, we maintain internal protocols to guide our operational generation, storage, treatment, and disposition of hazardous waste. Our employees are trained on protocols and best practices around waste management, including the steps to properly report any pollution-related issues they may encounter.

In 2025, Vishay implemented Health & Safety (H&S) Incident Management software across our operations globally, enhancing our ability to track and manage incident data across regions and worldwide. The centralized system significantly improves visibility across operations, allowing us to identify and proactively mitigate environmental, health, and safety incidents. Our modernized system aligns with our health and safety objectives outlined in the EHS Policy by helping reduce incident risks and workplace hazards through continuous improvements to our health and safety program.

We seek to manage and mitigate pollutants across all of our operational regions (Americas, Europe, Israel, and Asia) wherever possible. Each of Vishay's operational regions are managed by an EHS Director. Our EHS Directors report to the Vice President of EHS, who is responsible for overseeing facilities' management of pollutants and substances of concern.

Vishay's pollution prevention approach prioritizes robust and effective practices that are consistent across our operations. This approach is supported by regular audits that assess compliance with applicable laws, regulations, and requirements. When we identify corrective or preventive actions that may enhance our management abilities, we work to promptly integrate corresponding plans into our EHS management systems, continually strengthening our pollution prevention capabilities. We also uphold transparent, two-way communications with employees, government authorities, suppliers, contractors, customers, and industry organizations.

Water

Water is a key input to our manufacturing operations, and Vishay is committed to supporting efficient water use and conserving resources wherever feasible. We also prioritize the responsible treatment and discharge of the water we use in our operations.

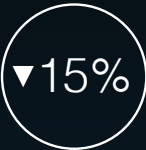
Vishay monitors water consumption across all of our operations and operational regions. Each operational region is managed by an EHS Regional Director who oversees the facilities’ management of water consumption, treatment, and disposal in the given region, and reports to our Vice President of EHS. At the corporate level, we conduct an annual, comprehensive water management survey of all facilities to monitor and track water consumption and disposal performance. The annual survey provides data to inform our management approach and drive strategic improvements when possible. In 2021, we conducted a formal outreach program, which included a status survey completed by all sites globally on operational water consumption. The results of this survey supported our five-year water conservation and recycling program designed to optimize water consumption efficiency. The annual cadence of the survey enables us to monitor and manage water withdrawals and consumption across different regions and sites on an ongoing basis. Upon receiving our 2025 data, we observed a year-over-year decrease in total water consumption across all Vishay sites. Additionally, across our sites in Europe, we reduced both water consumption and withdrawals between 2024 and 2025.

Our manufacturing operations rely on high volumes of water, which undergo extensive treatment and disposal. Maintaining a high level of water purity is critical to our operations, as even minor water contamination can disrupt production and damage product lines. Our team is actively exploring and piloting innovative approaches to incorporate recycled water that satisfies quality requirements. Given the high level of quality we must maintain, the viability of water reuse differs across operational regions. We also place strong emphasis on responsible wastewater management to ensure it is safely returned to the environment.

As a critical resource for our operations, responsible water management is a priority for Vishay. Constrained or diminished access to essential resources such as water could adversely affect our overall business performance by forcing us to curtail operations or incur additional costs. Vishay aims to mitigate these risks by actively managing water accessibility, specifically focusing on regions where regulatory constraints may affect supply. Further, we have invested in water storage reserve solutions to promote reliable access in case of potential supply disruptions.

Target

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



Recycle at least 15% of wastewater by 2030

This goal presents a strategic opportunity to optimize the Company’s overall water use and reduce operational costs as advancements in technologies and processes enhance the ability to achieve the water purity levels required for recycling. In addition, increasing water reuse volumes will support improvements in both water withdrawals and discharges.

Case Study: *Reducing Water Consumption at our Manila Facility*

We actively recognize and champion sustainability progress within our facilities, as innovative, sustainable operating practices often occur at the site-level before being developed across our global operations.

At our Manila site, employees successfully implemented a system to reduce freshwater consumption from comfort room (CR) flushing, which in 2025 made up 18% of total water consumption at this facility. The initiative aims to reduce freshwater consumption by using cooling tower blowdown to supplement treated and recycled wastewater used for CR flushing operations. When existing volumes of treated recycled wastewater are insufficient to fully meet demand, freshwater is typically sourced to bridge this gap. To address this, the team at our Manila facility installed piping to reroute cooling tower blowdown for use in CR flushing, increasing recirculation of water resources and reducing related freshwater consumption by 87%.

Metric	2023	2024	2025	Unit
Total water consumption	895,484	1,070,948	1,056,670	m³
Total water consumption in areas of water stress	333,578	413,381	407,075	m³
Water intensity ratio	263	365	360	m³ / net revenue (\$M)

Waste

Vishay is dedicated to responsibly managing our resource inflows and outflows in a manner that minimizes the environmental impact of our operations. 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.

Across our global operations, Vishay upholds compliance with all relevant local regulations concerning resource inflows and outflows. We have integrated a unified database across our global operations to track the resources moving in and out of our operations. 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 all our employees on how to responsibly manage the handling, storage, inspection, and labeling of hazardous waste, as well as relevant 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 whenever possible. These include wood, paper and cardboard, scrap metal, copper scrap, ceramics, and construction waste.

Key Waste Components in Resistor Manufacturing

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-aligned management system, working closely with the finance department to collect data on resource inflows and outflows through the Local Waste Balance Report – which includes detailed breakdowns of waste types, designations, quantities, and disposers. This information is reported annually at both the local and global levels.

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.

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.

Vishay actively monitors evolving global regulatory developments related to recyclable plastics and evaluates opportunities to reduce or phase out single-use plastics in our products and packaging. We also continue to pursue more sustainable packaging alternatives and aim to raise the proportion of recycled materials used across our product and packaging portfolio. In 2025, we expanded our Scope 3 emissions accounting to include waste-related sources, strengthening the transparency and completeness of our environmental footprint.

Additionally, we conduct regular audits at all our facilities using a standardized checklist that includes the following key categories:

- 

Waste Minimization: Verifying the existence and effectiveness of waste reduction plans, including targets, procedures, and internal audits.
- 

Recordkeeping: Ensuring accurate records of waste generation, management, and disposal.

- 

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.

Targeting Waste Sent to Landfill

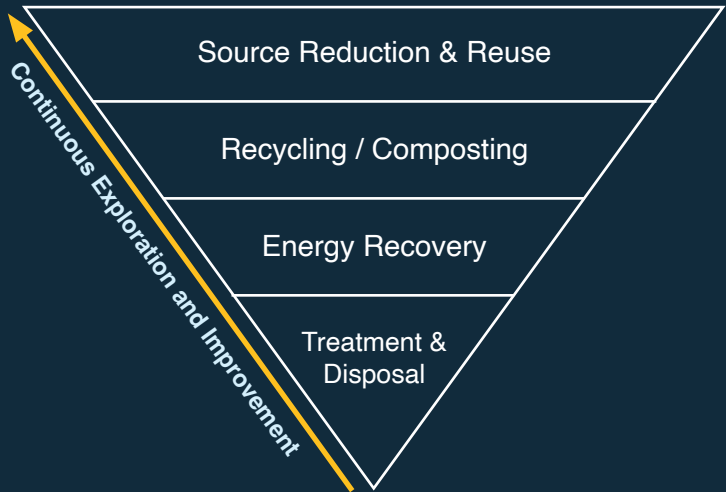
Building on the strength of our resource management system, we are working to further expand our recycling capabilities over the coming years. As part of these efforts, we have established an internal voluntary goal to reduce the share of global waste sent to landfill to less than 50% by 2030.

We seek to divert waste sent to landfills through recycling, reuse, or recovery, to preserve valuable resources and extend the lifespan of our materials, supporting the circular economy principle of keeping resources in use for as long as possible.

This target also serves as a tool to evaluate the effectiveness of our waste management policies and initiatives while strengthening our ability to monitor and report waste streams across global operations, including materials that are reused, recycled, composted, incinerated, landfilled, or stored on-site.

We leverage the waste management hierarchy to focus our waste management efforts. Currently, our primary efforts are focused on the treatment and disposal stage of the waste hierarchy. Looking ahead, we intend to identify additional opportunities to expand recycling capabilities and increase the use of recyclable materials within our product design and packaging processes.

Waste Management Hierarchy



Case Study: Polystyrene Recycling at Krubong Facility

Innovation in our waste management practices advances Vishay’s broader sustainability and circular economy goals. Our sites actively assess and implement initiatives to reduce landfill waste and improve resource efficiency.

The team at our Krubong facility implemented circular economy practices through an on-site recycling initiative to segregate and recycle polystyrene waste collected from our discarded raw material packaging. The waste polystyrene is then collected by a third party recycling vendor (Tan Wee Choon Sdn. Bhd) who repurposes the materials for reuse applications. In 2025, this project contributed to a 4% decrease in the total weight of wastes sent to landfill, while also reducing landfill waste collection trips by 50%, lowering CO₂ emissions.

Once received by the vendor, the polystyrene is compacted and converted into a resin, which can be reused in various products, such as photo frames. Through our partnership with recycling vendors, this program allows Vishay’s waste polystyrene to be repurposed in support of our broader circular economy objectives.

Metric	2023	2024	2025	Unit
Total Waste generated	26,810	26,252	26,626	Tons
Total amount of hazardous waste	14,624	13,798	13,222	Tons
Total amount of non-hazardous waste	12,186	12,454	13,405	Tons
Total amount of radioactive waste	0	0	0	Tons
Waste diverted from disposal	13,246	12,927	12,192	Tons
Hazardous waste diverted from disposal	6,683	5,170	5,466	Tons
Hazardous waste diverted from disposal due to preparation for reuse	552	0	0	Tons
Hazardous waste diverted from disposal due to recycling	5,831	5,018	5,094	Tons
Hazardous waste diverted from disposal due to other recovery operations	190	153	270	Tons
Non-hazardous waste diverted from disposal	6,563	7,751	6,726	Tons
Non-hazardous waste diverted from disposal due to preparation for reuse	292	351	857	Tons
Non-hazardous waste diverted from disposal due to recycling	5,131	6,366	4,999	Tons
Non-hazardous waste diverted from disposal due to other recovery operations	570	1,040	871	Tons
Waste directed to disposal	13,564	13,325	13,501	Tons
Hazardous waste directed to disposal	7,941	8,629	7,689	Tons
Hazardous waste directed to disposal by incineration	993	1,604	4,114	Tons
Hazardous waste directed to disposal by landfilling	407	152	281	Tons
Hazardous waste directed to disposal by other disposal operations	6,291	6,873	3,294	Tons
Non-hazardous waste directed to disposal	5,623	4,696	5,812	Tons
Non-hazardous waste directed to disposal by incineration	1,361	2,142	2,885	Tons
Non-hazardous waste directed to disposal by landfilling	1,968	1,338	2,577	Tons
Non-hazardous waste directed to disposal by other disposal operations	1,548	1,215	350	Tons

Climate Change

Climate change represents one of the most significant challenges and opportunities of our time, reshaping how businesses operate and create value. As we advance our sustainability strategy, we are actively assessing opportunities to reduce operational emissions and environmental impact while implementing risk mitigation measures to enhance our resilience. Our approach includes identifying potential physical and transition risks, developing strategies to minimize disruptions, and integrating climate considerations into our long-term business planning for sustainable value creation.

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 foundation for our climate-related disclosures in alignment with the Task Force on Climate-related Financial Disclosures’ (TCFD) recommendations, as published in this report. We review the results of the assessment annually to ensure our material sustainability topics remain relevant and continue to reflect our business.

The insights gained from this process help to develop our proactive steps to reduce climate-related risks while advancing technologies that support 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, 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 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 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 material 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 EFRAG.

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

Risks

Risk Type	Risk Subcategory	Time Horizon	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.
		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 non-compliance with regulations.
Transitional – Policy and Legal	Enhanced emissions-reporting obligations	Medium-term	Evolving 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 non-compliance with regulations.
		Long-term	Emissions generated from Vishay’s business, if left unaddressed, may expose the Company to potential pressure from stakeholders (including investors), future regulatory requirements, or taxes on carbon emissions.
Transitional – Reputation	Increased stakeholder concern or negative stakeholder feedback	Medium-term	Vishay is subject to local regulations and supplier pressure requiring energy reduction and/or specific thresholds for renewable and non-emitting energy procurement.



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.
Transitional – Reputation	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.

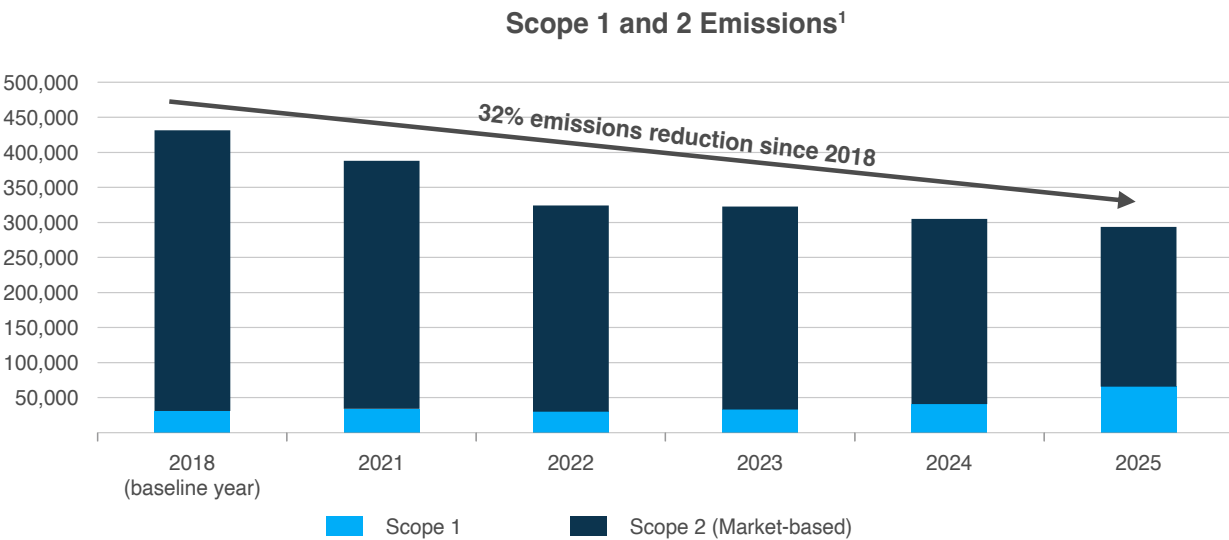
While we routinely reassess climate-related risks and opportunities to ensure their continued relevance, we are also progressing our climate transition plan to mitigate these risks and align our strategy with a low-carbon future. As part of this effort, Vishay plans to conduct a climate scenario analysis to evaluate potential financial impacts and formally identify 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

Vishay remains dedicated to reducing energy consumption and GHG emissions where feasible across our operations and value chain, closely monitoring our Scope 1, 2, and 3 GHG emissions data to guide our decarbonization efforts. Notably, we achieved a 32% reduction in Scope 1 and 2 GHG emissions¹ in 2025, surpassing our previously established reduction target.

Previously Established Targets	Status
Develop a decarbonization roadmap by the end of 2025	Completed
Reduce Scope 1 & 2 emissions by 30% by 2025, compared to a 2018 baseline ¹	Completed
Calculate Scope 3 emissions inventory by the end of 2024	Completed

Both our total Scope 1 and Scope 2 emissions decreased in 2025 compared to 2024, reflecting our dedicated efforts to reduce direct emissions and expand the use of renewable electricity. Moving forward, we remain committed to identifying reduction opportunities and implementing energy efficiency measures across our operations to meet our targets.



¹ The 30% Scope 1 & 2 reduction target by 2025 (vs. 2018 baseline) excludes process gas emissions. Our newly established 70% emissions reduction target by 2035 incorporates process gas emissions.

We achieved our established environmental targets through a combination of strategic investments and operational discipline. Specifically, we accelerated our self-generated power projects, transitioned to high-quality green electricity purchases, and embedded energy-efficiency initiatives throughout our daily operations. As part of achieving our goals, in 2025, we developed a decarbonization roadmap to promote sustained future progress, with a focus on minimizing process gas emissions, optimizing process efforts, expanding renewable electricity, and evaluating credible carbon offset options. The planning strategies and aspirations outlined below will continue to guide our decarbonization journey.

Climate Transition Planning and Aspirations

Vishay has established a comprehensive decarbonization roadmap as part of our ongoing climate transition planning. Having successfully achieved our previous sustainability targets in 2025, we have defined three new core targets to guide our future decarbonization and climate-risk management efforts.

50%

Renewable Electricity globally by 2030

70%

Reduction of Scope 1 & 2 emissions by 2035 (based on a 2024 baseline), including 100% renewable electricity

Carbon Neutral

By 2040 (Scope 1 & 2)

Continued Progress on Emissions Reduction

Our sustained dedication to tracking and reducing our carbon footprint also strengthens our market position and reinforces our status as a preferred supplier to our customers. Our Scope 2 emissions, which are primarily from purchased electricity, account for approximately 78% of our Scope 1 & 2 GHG emissions. To enhance and standardize our energy management efforts, we are pursuing ISO 50001 certification at all facilities that consume more than 10 GWh of electricity annually. Each of our sites is subject to regular audits to ensure alignment with Company-wide environmental goals, with results reviewed by our EHS team.

Vishay continues to evaluate ways to accelerate our decarbonization strategy through on-site renewable energy generation (e.g., solar), increasing our use of purchased renewable energy, and evaluating mechanisms such as Renewable Energy Credits (RECs). As of April 2025, Vishay’s operations in Israel are using 100% green electricity. This achievement is an indicator of our progress in scaling clean energy across our operations.

To enable these efforts, we have refined our capital allocation approach to place greater emphasis on renewable energy projects, including adopting longer return-on-investment (ROI) horizons to support expanded deployment. We are prioritizing projects where renewable integration is most viable, such as facilities undergoing infrastructure enhancements. At the same time, we are assessing power purchase agreements (PPAs) as an additional pathway to strengthen our energy portfolio and mitigate financial exposure. In 2025, Vishay invested in several technological improvements to drive decarbonization of our operations, including the implementation of a new building management system within our facilities, alongside tools to reduce compressed air energy consumption.

As we continue to mitigate our identified climate-related risks, we have established a set of medium-to long-term GHG reduction targets. Our Scope 1 and 2 reduction target was developed in accordance with the 1.5°C pathway, aligning our operations with the highest ambitions of the Paris Agreement. In alignment with our customers’ accelerating climate transition efforts, we have also established an ambition to reach Carbon Neutral Scope 1 and 2 emissions by 2040. Led by our Director of Sustainability and sponsored by our Executive Vice President and Chief Administrative and Legal Officer, our plan defines key actions, implementation timelines, and decarbonization levers. Our strategy is integrated into broader business operations and capital planning through initiatives overseen and approved by our Sustainability Committee.

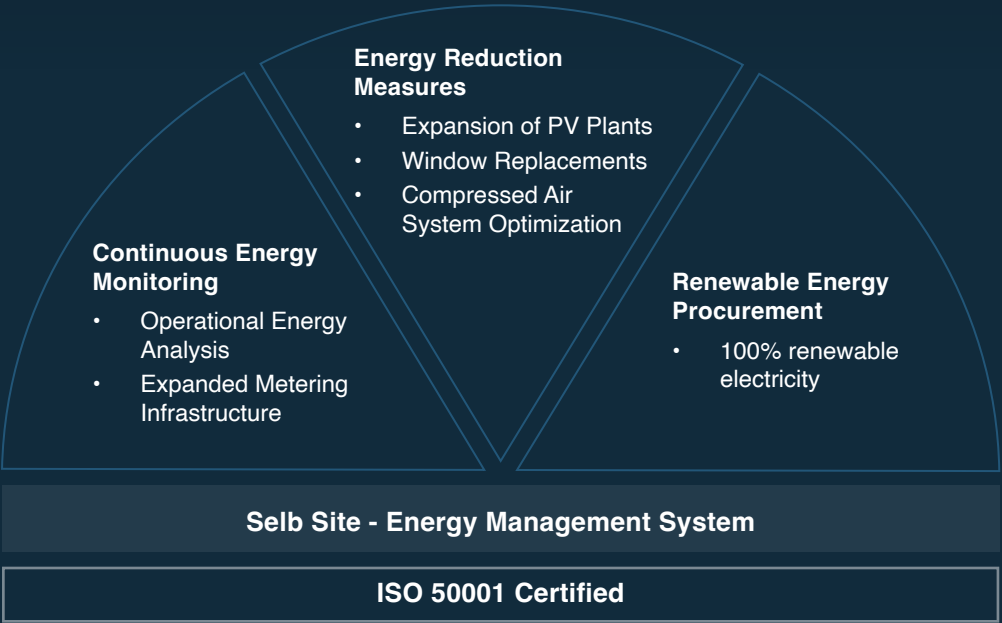
Case Study: Integrated Energy Management at our Selb Site

Reducing energy consumption plays an important role for us in lowering both our environmental impact and our operational costs, while supporting a transition towards lower-emissions manufacturing.

Redesigning the energy management system at our Selb facility involved an integrated, multi-step approach and was executed over two years. The project conducted a detailed energy analysis to identify energy-intensive activities and opportunities for improving energy efficiency, while simultaneously expanding metering infrastructure. Following our analysis, the facility implemented targeted energy-saving measures, including compressed air system optimization, expansion of PV plants, window replacements, as well as other process optimization measures and awareness initiatives. To ensure continuous improvement, our Selb energy management system has been certified under ISO 50001. In addition, we have fully transitioned the site to 100% renewable electricity.

In 2025, total energy consumption at the Selb site decreased by more than 4% compared to the normalized baseline, amounting to a cumulative reduction of 6% since the project’s launch. This reduction of energy use, combined with a transition to 100% renewable electricity, has significantly lowered the site’s CO₂ emissions and environmental impacts.

Through our Energy Analysis and Expanded Metering Infrastructure, we enhanced our Energy Management System by implementing:



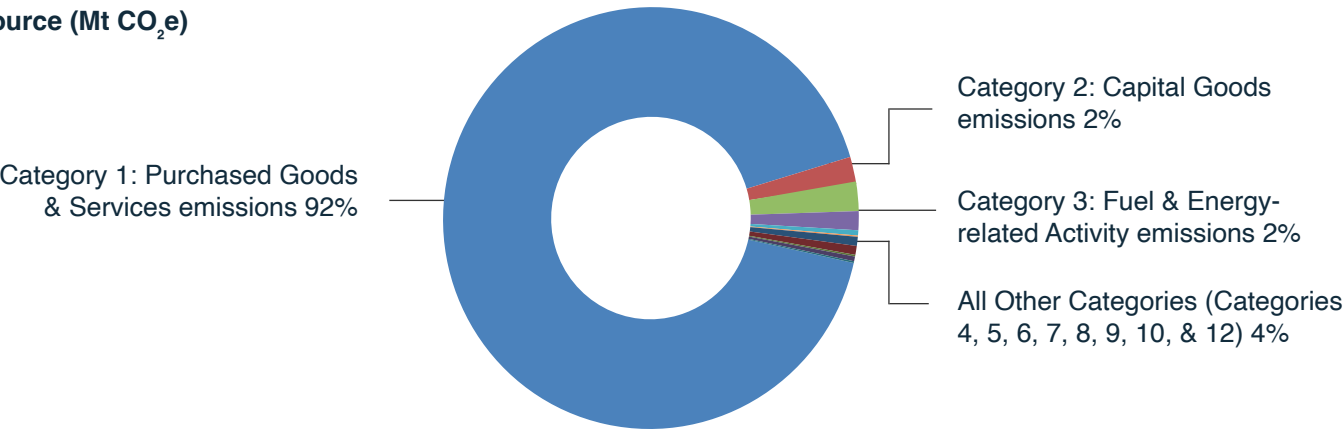
Improved Scope 3 Emissions Measurement

In 2025, Vishay made significant progress in advancing our Scope 3 emissions accounting, achieving data coverage across Scope 3 categories 1–10 and 12. By collecting reliable Scope 3 emissions data, we have established a strong foundation to enhance our broader decarbonization strategy, especially considering that Scope 3 represents the majority of our total GHG emissions profile. This improved data allows us to more precisely identify and act on emissions reduction opportunities at every stage of our supply chain, from material sourcing and components manufacturing to transportation and delivery.

Our Scope 3 emissions inventory has allowed us to identify our “Hotspot Groups” – the parts of our supply chain with the highest carbon footprint. These insights have helped to enhance our Scope 3 emissions reduction by refining our approach to target the most emissions-intensive parts of our supply chain, including direct engagement with relevant suppliers. In 2025, we embarked on our second year of Scope 3 calculations, building on our established 2024 baseline to more precisely monitor and target meaningful reductions across Vishay’s key Scope 3 categories. Our Scope 3 analysis further provides us with a more detailed view of our products’ carbon footprint and lifecycle. We can leverage these insights during product design and innovation to support the development of a less carbon-intensive product portfolio. Reducing Scope 3 emissions is also a consideration for our stakeholders, particularly our customers, who rely on our products to support their own decarbonization goals.

Below is a detailed Scope 3 breakdown of our GHG emissions profile for FY2025.

Scope 3 Emissions Breakdown
by Source (Mt CO₂e)



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.

Sluicebox Project

In 2025, Vishay continued advancement of our product carbon footprint (PCF) capabilities through our ongoing collaboration with Sluicebox, focused on scaling consistent, ISO-aligned lifecycle assessment methodologies across its product portfolio.

Building on our [previous product lifecycle development work and whitepaper](#), Vishay expanded the use of the Sluicebox platform to support automated PCF estimates across all part numbers and over 60 global manufacturing sites, with initial coverage implemented within four days of program kickoff. This enabled more efficient generation of cradle-to-gate emissions data in accordance with ISO 14067 and ISO 14040/14044 standards, supporting improved data consistency, traceability, and repeatability across product families.

The collaboration has also enabled Vishay to respond more effectively to increasing customer demand for product-level emissions data, including detailed PCF reports requested by Tier 1 hyperscaler, industrial, and automotive customers and broader product transparency disclosures. Outputs from the Sluicebox tool have been used to support customer-specific data requirements and to inform broader engagement on value chain decarbonization.

In parallel, Vishay and Sluicebox are continuing to develop higher-fidelity data outputs, including expanded primary data and customer-specific reporting templates, to meet the evolving requirements of our partners. Vishay’s collaboration with Sluicebox marks a major shift in how we handle PCF calculations. It gives us the tools to improve data accuracy and provide scalable, product-level emissions reporting across our entire global portfolio.

Pursuing Market Opportunities

Recognizing the important role we can play in global decarbonization as a technology provider, Vishay strives to support a wide range of industries in advancing their sustainability objectives through our products. Our semiconductor and passive electronic components are used across nearly every category of electronic equipment and devices, creating significant opportunities to drive environmental benefits downstream. Supported by a broad product offering, strategically located application and product support centers, and close collaboration from our field application engineers, our business model is built to adapt quickly to evolving customer requirements and changing market conditions. This operational flexibility enables us to effectively navigate and respond to climate-related market transitions.

In 2023, our executive team launched a five-year roadmap, between 2023 and 2028, to expand manufacturing capacity and align go-to-market strategies with accelerating demand for electrification in our key end markets. Across 2023, 2024, and 2025, we invested approximately \$922.8 M to expand our overall internal capacity, specifically in property and equipment, progressing our \$2.6 B capital expenditure investment plan for 2023-2028 as part of our Vishay 3.0 strategy. Our strategic investments have prompted business growth driven by accelerated electrification and supporting technologies such as factory automation, electric vehicles, AI, and 5G.



Pursuing Market Opportunities



Aerospace



Automotive



Computing



Consumer



Industrial



Medical



Military



Telecoms

Metrics

Scope 1-3 Greenhouse Gas Emissions (tCO₂e)

Metric	Emissions	2025 Reductions Against Target (compared to 2018 baseline)						
Metric	Unit	2018 (baseline year)	2022	2023	2024	2025	Absolute	% Change
Scope 1 ²	Metric Tons CO2e	31,244	29,928	32,864	69,247	105,848	-	-
Percentage of Scope 1 emissions from regulated emissions trading schemes (%)	%	0%	0%	0%	0%	0%	-	-
Scope 2 (market-based)	Metric Tons CO2e	400,019	294,401	289,804	263,852	227,931	-	-
Scope 2 (location-based)	Metric Tons CO2e	400,019	342,720	346,494	323,510	316,720	-	-
Scope 1 & 2 (market-based) ²	Metric Tons CO2e	431,263	324,329	322,668	304,935	293,645	137,618	-32%
Scope 3 GHG Emissions ³	Metric Tons CO2e	-	-	-	2,552,334	2,847,584	-	-
Category 1	Metric Tons CO2e	-	-	-	2,274,089	2,616,865	-	-
Category 2	Metric Tons CO2e	-	-	-	72,992	52,537	-	-
Category 3	Metric Tons CO2e	-	-	-	97,200	65,788	-	-
Other Categories	Metric Tons CO2e	-	-	-	108,052	112,395	-	-
Scope 1 – 3 GHG Emissions ⁴	Metric Tons CO2e	-	-	-	2,857,269	3,141,229	-	-

² Our Scope 1 emissions for 2018 through 2023 do not include process gas emissions. Our emissions calculation methodology was updated in 2024 to enable more accurate accounting.

³ Scope 3 figures include categories 1-10 and 12. Reported values for Scope 3 Category 1 values include data collected for 70% of the Company’s spend on purchased goods and services in 2024 and 85% of spend in 2025. This reflects current data availability as well as Vishay’s continued effort to refine the breadth and quality of the Company’s Scope 3 inventory and data collection processes.

⁴ The cumulative Scope 1 - 3 emissions do not include process gas emissions, and the Scope 2 emissions are market-based.

Metrics

2025 Energy Consumption

Line	Metric	2025	Unit
Energy consumption and mix			
1	Fuel consumption from coal and coal products	0	MWh
2	Fuel consumption from crude oil and petroleum products	18,544	MWh
3	Fuel consumption from natural gas	168,084	MWh
4	Fuel consumption from other fossil sources	0	MWh
5	Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	321,708	MWh
6	Total fossil energy consumption (calculated as the sum of lines 1 to 5)	508,336	MWh
Share of fossil sources in total energy consumption		56.6%	%
7	Consumption from nuclear sources	175,796	MWh
Share of consumption from nuclear sources in total energy consumption		19.6%	%
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	224,717	MWh
10	The consumption of self-generated non-fuel renewable energy ⁵	-10,504	MWh
11	Total renewable energy consumption (calculated as the sum of lines 8 to 10)	214,213	MWh
Share of renewable sources in total energy consumption		23.8%	%
Total energy consumption (calculated as the sum of lines 6, 7, and 11)		898,345	MWh

⁵ In contrast with ESRS Application Requirements (ARs), Vishay has included all electricity generated from a solar field at our Itzehoe facility, which encompasses electricity sold into the grid in the metric calculation for this report: consumption of self-generated non-fuel renewable energy = [self-generated electricity (wind or solar) – used on site] - [self-generated electricity (wind or solar) – sold to grid].

Metrics

Scope 1 and 2 GHG Intensity Based on Net Revenue

GHG Intensity per Net Revenue	Baseline: 2018	2022	2023	2024	2025
Total GHG emissions (location-based) per net revenue (tCO ₂ eq/Monetary unit)	142	-	111	124	125
Total GHG emissions (market-based) per net revenue (tCO ₂ eq/Monetary unit)	142	93	95	104	96

	Baseline: 2018	2023	2024	2025
Net revenue used to calculate GHG intensity	\$3,034,689,000	\$3,402,045,000	\$2,937,587,000	\$3,069,048,000
Total net revenue (in financial statements)	\$3,034,689,000	\$3,402,045,000	\$2,937,587,000	\$3,069,048,000

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

Vishay’s workforce, spanning diverse skills, expertise, and backgrounds, drives our business growth. To attract, retain, and develop the most talented professionals, we maintain 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
Defines the key pillars of the Vishay ethics policy, governing all employee behavior and decision-making.



Non-Discrimination and Harassment Policy
Describes our policy of fostering a fair and inclusive workplace and culture devoid of discrimination and harassment.



Equal Employment Opportunity Statement
Reinforces Vishay’s commitment to equal employment opportunity and non-discrimination toward individuals with disabilities and protected veterans.



Environmental Health and Safety (EHS) Policy
Provides the key standards and processes to ensure employee and contractor well-being and safety throughout all Vishay operations.



Responsible Business Alliance (RBA) Code of Conduct
Vishay is a proud member of the RBA and aligns with international standards to ensure the protection of human rights, labor, and environmental practices as defined in the Code.

Vishay is an active member of the Responsible Business Alliance (RBA) and has fully adopted the principles of the RBA Code. 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.

The RBA Code shapes our responsible and ethical business practices while ensuring unwavering respect for human rights and the environment. Specifically, it provides detailed definitions and guidance on the following aspects within our workforce:

Protection of 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

Promotion of 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](#) (the Code) reflects and extends beyond our adherence to the RBA Code, including detailed guidelines for promoting the well-being and professional development of our employees. We uphold the Code by requiring all employees to complete regular training refreshers and to fully understand and comply with this policy.

Our Code affirms the Company’s commitment to equal opportunity in every aspect of employment. Discrimination, harassment, and workplace violence are strictly prohibited in our workplace. 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 practices, we have observed no severe human rights issues or incidents connected to our workforce.

Our Non-Discrimination and Harassment Policy and our [Environmental Health and Safety Policy](#) outline Vishay’s Company-wide guidance on maintaining a safe and healthy working environment for our employees and contractors working at our facilities.

Issuing a Report or Inquiry at Vishay

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

- Supervisor
- Human Resources Manager
- Division Manager
- Regional Ethics Representative
- Legal Department
- Corporate Ethics Director

Contacting the Corporate Ethics Director:

- **Via the Helpline:** 800-669-5256
- **Via writing to:** Corporate Ethics Director
Vishay Intertechnology, Inc. 63 Lancaster Avenue Malvern, PA 19355
- **Via emailing:** ethics@vishay.com
- Or report an ethics issue using the Ethics Incident Report Form

Our **Whistleblower Procedure** available at the bottom of the [Vishay.com](https://www.vishay.com) homepage is another avenue to report potential unlawful behavior or practices.

Our Workforce and Oversight Structure

Vishay employed approximately 22,600 full-time employees worldwide as of December 31, 2025. In alignment with the global nature of our business, our executive management team and Company leaders are located across all regions where Vishay maintains operations. At Vishay, we value international collaboration and celebrate the diversity of our local cultures. Our business operates with a multi-level organizational structure which allows for consistency across global HR and EHS practices while accommodating cultural and legal differences at the local level.

- **Human Resources (HR) function** is organized across four operational regions, each overseen by a regional HR leader, who report to our Senior Vice President of Global Human Resources.
 - Country-level HR Managers oversee compensation and benefits, talent management, and leadership development within each region.
 - Regional HR leaders collaborate closely with our global leaders in employee development, talent acquisition, compensation & benefits, and HR Information Systems to deliver comprehensive HR services across the Company.
- **Regional EHS managers** collaborate with facility site managers to oversee the working conditions and health and safety of our global workforce.



Employee Working Conditions

To safeguard our employees’ well-being and uphold our global health, safety, and human rights standards, we seek to foster positive, fair, and equitable relationships with our employees. To do so, our Company has implemented comprehensive reporting and auditing practices across our global operations:



Accident/Illness Reporting

Each quarter, regional EHS managers 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 Auditing

The Company conducts 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 new incident management software to collect and store safety audit data, allowing for more rigorous monitoring of safety performance across the business. This provides Vishay additional insight into operational safety performance through accident analysis, optimized tracking of corrective actions, and improved visibility into status.

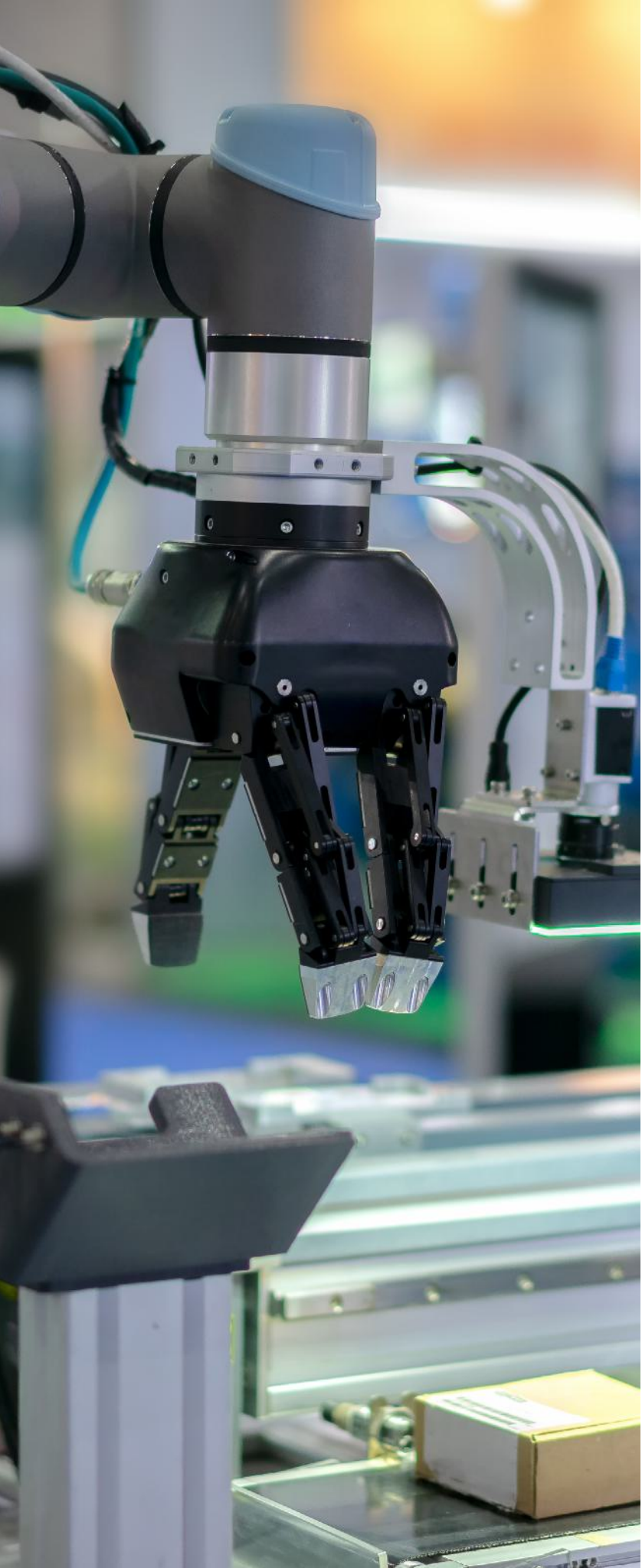


Compliance

Vishay adheres to both international and regional regulations.

We continuously 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.



Our Safety Objectives

The nature of Vishay’s business model and value chain exposes the Company to risks associated with health and safety throughout our value chain. We acknowledge these risks and, accordingly, develop and carry out comprehensive policies designed to protect the health and safety of our employees. To further enhance the health and safety of our workplace, we have established the following internal goals seeking to reduce our incident rates:

Internal Safety Objectives

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 rates	Improve process for incident investigation and address 100% of incidents within 3 days
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Vishay’s Environmental Health and Safety Corporate Policy requires that the Company complies with EHS regulations and ensures the safe handling and management of hazardous materials to protect employee safety. Our site manager, local HR manager, and EHS manager work closely to track metrics and communicate performance to our regional EHS and HR managers. The managers work to leverage our existing oversight framework and consolidate global data, keeping our targets on track.

In 2025, we rolled out a centralized Records of Processing Activities (RoPA) documentation system, in order to more seamlessly manage data flows and transfers across all international entities. This development allows Vishay to embed data privacy and regulatory compliance into our EHS management. Moreover, the implementation of our new Health & Safety (H&S) Incident Management software has enhanced and extended our ability to track and manage data across our global operations.

Talent Attraction & Retention

Our workforce drives the business and sustainability performance of our Company, bringing the talent and expertise that is 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:** Outlines employee benefit offerings and resources that cover a broad spectrum of care for our team members and their families.
- **Global Onboarding e-Learning:** Streamlined onboarding processes with clear, consistent education about the Vishay organization, our culture and what you can expect as a new employee. The onboarding includes guidelines for managers, supervisors, and new hires.

2025 Talent Attraction & Retention Initiatives

In 2025, we launched several initiatives that align with our business strategy to strengthen our commitment to building a high-performing, diverse, and future-ready workforce.

Recruitment Effectiveness Survey

This past year, we launched our first Global Recruitment Effectiveness Survey. The purpose of this survey is to evaluate Vishay’s effectiveness in cultivating business growth, delivering quality talent, improving candidate experience, and strengthening Vishay’s employer brand. We are eager to utilize these results to further enhance our recruitment processes.

Vishay University

At Vishay, our approach to learning and development is aimed at building functional, technical, professional and personal skills across our employee base. Through Vishay University, the organization’s global training program launched in 2025, we bring 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, offering training in all languages required by our global workforce. 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 OpenSesame to provide every employee with access to over 50,000 online courses that cover a broad range of relevant topics designed to develop our collective skill base.

The global rollout of Vishay University not only streamlines how we manage training materials but also allows for consistent tracking of participation and progress. The overarching goal of Vishay University is to ensure that every employee can 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	2023	2024	2025	Unit
Total employees (head count)	23,500	22,700	22,600	#
Employees - United States	2,400	2,200	2,100	#
Employees – Other Americas	1,500	1,300	1,300	#
Employees – Europe	5,100	5,500	5,500	#
Employees – Israel	2,300	2,000	2,000	#
Employees – India	1,000	1,100	1,200	#
Employees – China	7,300	6,900	6,900	#
Employees – Taiwan	2,000	1,900	1,900	#
Employees – Other Asia	1,900	1,800	1,700	#
Number of fatalities in own workforce as a result of recordable work-related accidents and work-related ill health	0	0	0	#
Number of fatalities as a result of recordable work-related accidents and work-related ill health of other workers working on undertaking’s sites	0	1	1	#
Number of recordable work-related accidents for own workforce	165	125	124	#

Metric	2023	2024	2025	Unit
Rate of recordable work-related accidents for own workforce	0.70	0.56	0.73	# 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%	100%	%
Number of severe human rights incidents connected to own workforce	0	0	0	#
Amount of material fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce	0	0	0	\$

Communities

Vishay’s supplier network spans every continent, making us conscious of upholding stringent quality and safety standards while ensuring that all workers in our supply chain are treated fairly, paid lawfully, and protected under local regulations. We are committed to fostering a responsible value chain, and we believe that workers across our supplier facilities must work in a harassment- and discrimination-free environment.

Our Approach to Value Chain Management

When a concern arises, we actively engage with relevant stakeholders and follow formal processes to address and remediate the matter across our value chain. We continue to internally evaluate our Environmental, Health, Safety, Human Resources, and Ethics policies. Vishay ensures that worker representatives are involved in creating, auditing, and adapting labor standards and ethical practices. As outlined in our [Modern Slavery Act Disclosure Statement](#), internal functions such as compliance and legal teams manage impacts and monitor practices throughout the Company and our value chain.

Vishay’s supply chain program is governed by our [Suppliers and Business Partners Code of Conduct](#) (the Supplier Code), which outlines expectations for all of our suppliers. Upon development of a business partnership, all suppliers are required to acknowledge the expectations of the Supplier Code and must comply with the guidelines outlined. Should a supplier fail to comply, Vishay holds the right to terminate the business relationship. Vishay will use reasonable efforts to make our suppliers comply with the principles of our Supplier Code.

In addition to Vishay’s Supplier Code, Vishay expects all suppliers to comply with the provisions laid out in the [RBA Code](#), requiring partners to identify, evaluate, and control worker exposure to chemical, biological, and physical agents. If hazards cannot be adequately controlled, employees should be provided with, and required to use, appropriate 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. Suppliers must provide workers with appropriate workplace health and safety information and training in a language workers understand for all identified workplace hazards they may be exposed to. Workers are allowed and encouraged to raise any health and safety concerns without retaliation.

Relevant information on Vishay’s supply chain is disclosed within our [California Transparency in Supply Chain Disclosure](#) and [German Supply Chain Act Policy Statement](#). As emphasized, we are committed to upholding quality and safety standards throughout our supply chain and across our business, while ensuring fair and safe working conditions for all employees. To do so, we discontinue all contracts with suppliers and business partners who fail to abide by the Supplier Code. Vishay reserves the right to audit suppliers and business partners for compliance with the Supplier Code, including through site visits. Vishay may also request that suppliers and business partners confirm their compliance with the Supplier Code through self-certification.

Working Conditions in the Value Chain

Under our Supplier Code and RBA Code, our suppliers are required to uphold a range of practices and protections for employees and workers in the value chain, including:

- Recognizing the freedom of association of workers and refraining from preferring or disadvantaging members of employee organizations or trade unions.
- Complying with applicable statutory and international standards regarding occupational health and safety, maintaining safe working conditions, and ensuring employees receive adequate health and safety training.
- Providing employees with a safeguarded reporting channel for potential violations.

Additionally, our Supplier Code extends further to include the following health and safety mandates for suppliers:

- Identifying, evaluating, and reducing worker exposure to health and safety risks.
- Meeting minimum requirements for emergency preparedness and conducting annual emergency drills.
- Preventing, managing, tracking, and reporting any occurrences of occupational injuries and illnesses.
- Ensuring workers have the right to withdraw themselves from situations of imminent harm and remain away until the situation is mitigated, without fear of retaliation.
- Requiring the use of gender-responsive measures, including providing reasonable accommodations for nursing mothers.

The Supplier Code promotes a workplace free from employee discrimination. It mandates that suppliers must foster 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 must maintain a zero-tolerance policy toward any form of unacceptable conduct, including mental cruelty, sexual harassment, discrimination, or any gestures, language, or physical contact that is sexual, coercive, threatening, abusive, or exploitative.

The Supplier Code forbids forced labor, requiring suppliers to neither engage in nor support slavery, servitude, forced or compulsory labor, or human trafficking. It also prohibits child labor and sets out requirements for the employment of young workers, based on the International Labour Organization (ILO) conventions.



Sourcing Critical Minerals

As one of the world’s largest manufacturers of discrete semiconductors and passive components, our production processes rely on critical minerals, including 3TG (Tantalum, Tin, Tungsten, and Gold) minerals. Vishay has implemented policies and processes to facilitate the responsible sourcing of 3TG minerals and their supplements. Vishay executes 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.

As part of 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-Risk Areas and related 3T and gold supplements as well as other minerals identified by the 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 industrywide solutions.
- 4

Commit to transparency by providing necessary reports and information to the U.S. Securities and Exchange Commission (SEC) and customers.

Vishay’s 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 Conflict Minerals Reporting Templates (CMRT) and other RMI-recognized declarations (IPC-1755) from their suppliers.
- 2

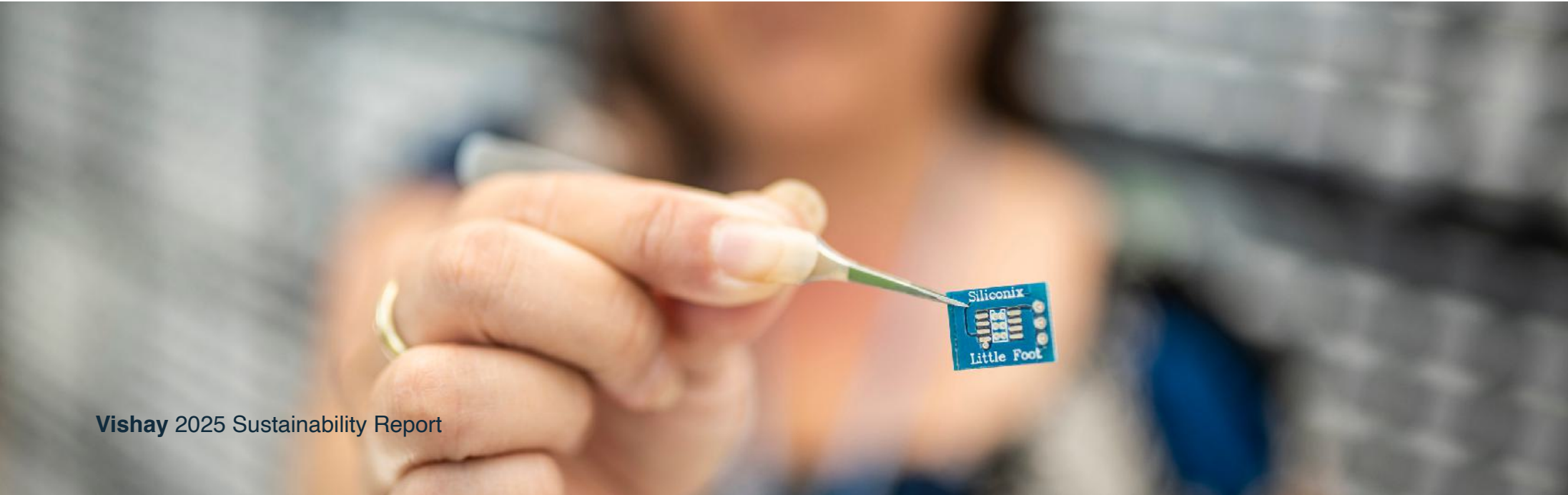
Have a supply chain of only independently validated smelters that are certified as Conflict Free.
- 3

Provide the necessary and most up to date industry standard declarations upon request.

As applicable, Vishay aims to review all in-scope suppliers who fall out of compliance to determine the extent to which the Company will continue to engage with them. To the best of our ability, we encourage 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. Since 2017, we have validated over 94% of our smelters and refiners each year as conflict free. 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. We are also working with our suppliers to expand due diligence processes 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. In-scope suppliers who are not in compliance with these requirements will be reviewed to determine the extent to which Vishay will continue to do business with those suppliers.

Vishay’s overall strategy combines supplier due diligence, employee education, and risk assessment in order to track and source a supply chain that is DRC conflict-free and protects human rights. We strive to source conflict-free minerals for all our operations, and we are actively working towards responsible mineral procurement by monitoring suppliers’ adherence to the Responsible Minerals Sourcing Policy.

The Company has established a due diligence process for determining 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.



The Company integrates policies including the Responsible Minerals Sourcing Policy and Conflict Minerals Report as part of our management system for 3TG. We also communicate with in-scope suppliers and specify expectations through the following sources:

- 1

Vishay’s Responsible Minerals Sourcing Policy

.....
- 2

Conflict Mineral 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. When mutually agreed upon with suppliers, Vishay also conducts training sessions or meetings to clarify Vishay’s expectations under the Company’s policies and address any potential concerns.

Our Community Engagement Strategy

When engaging with communities, our strategy varies in regards to the regulatory landscape and expectations in the regions we operate. Local sites may build on established relationships to engage meaningfully with local communities. Vishay considers our impact on communities throughout the value chain and works to minimize any adverse effects.

Vishay’s operations can affect communities both upstream, where minerals are sourced, and surrounding direct operations such as manufacturing facilities. Recognizing the risks associated with negative impacts on communities, we prioritize responsible sourcing of conflict-free minerals to minimize negative impacts on communities.

The Company’s business model and value chain create inherent risks that may affect civil and political rights and the rights of indigenous peoples, particularly in mineral procurement. Vishay acknowledges and understands these risks and seeks to reduce negative impacts on communities and indigenous peoples from our value chain through responsibly sourcing minerals, which includes direct engagement with suppliers to achieve this objective.

As a Responsible Business Alliance member, Vishay is committed to upholding human rights and ethical principles outlined by the RBA. The RBA draws on an interrelated collection of various 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

Through our RBA membership, Vishay has committed to a comprehensive ethics and human rights policy specifically designed for electronics companies, especially focused on our supply chain.

Metric	2013	2023	2024	2025	Unit
Percentage of Validated Conflict-Free Smelters	49%	99%	98%	97%	%

Governance

Corporate Governance

At Vishay, our corporate governance framework serves as the foundation for ethical business conduct across the entire Company. We conduct all business operations under the oversight and governance of our Board and management, including rigorous monitoring protocols to ensure compliance with regional and global regulatory requirements throughout our global operations.

By prioritizing integrity, transparency, and accountability, we build trust with our stakeholders, mitigate risks, and drive long-term value for our organization.



Business Conduct Resources

To access all corporate governance resources, including those listed below, please visit our [website at ir.vishay.com/corporate-governance/governance-overview](https://ir.vishay.com/corporate-governance/governance-overview).



Corporate Governance Principles

Explains the principles and practices the Board of Directors must follow when carrying out its roles and responsibilities.



Ethics Code of Business Conduct

Establishes clear standards for all employees that align with Vishay’s commitment to ethical and legal business conduct. All employees must acknowledge and adhere to the Code.



Code of Ethics for Financial Officers

Provides ethical guidance tailored to Vishay’s Chief Executive Officer, Chief Financial Officer, Principal Accounting Officer or Controller, and financial managers.



Suppliers and Business Partners Code of Conduct

Outlines the requirements and expectations of suppliers who provide materials and services to Vishay across key matters, including Human Rights and Labor Practices, Operating Practices, Environment and Safety Standards, Responsible Mineral Sourcing, and related topics.



Anti-Corruption Policy

Defines compliance requirements under the U.S. Foreign Corrupt Practices Act (FCPA) and equivalent international anti-corruption laws. The FCPA prohibits Vishay, and its employees, agents, or representatives, from bribing foreign officials.



Ethics Helpline & Whistleblower Policy

Delineates procedure for submitting complaints and requires all employees to report any suspected violations of Company policy or unethical conduct to appropriate Vishay personnel. Note that employees who report such matters in good faith are protected from retaliation.

Other Governance Policies and Procedures

Our website features additional corporate governance-related documents, including:



[Amended and Restated Executive Stock Ownership Guidelines](#)



[Director Stock Ownership Guidelines](#)



[Clawback Policy](#)



[Hedging-Pledging Policy](#)



[Nominating and Corporate Governance Committee Policy Regarding Qualifications of Directors](#)



[Related Party Transactions Policy](#)

Committee Charters



[Audit Committee Charter](#)



[Nominating and Corporate Governance Committee Charter](#)



[Compensation Committee Charter](#)



Board of Directors

As of December 31, 2025, our Board of Directors (“Board”) consists of nine highly qualified directors, each offering unique and complementary perspectives, expertise, and backgrounds. The Directors’ varying knowledge and experience from an array of industries allows for corporate decision-making that incorporates a wide range of viewpoints in addition to profound knowledge of Vishay’s business.

Our [2026 Proxy Statement](#) outlines each member of our Board, including their occupation, qualifications, and additional background. Note that six of the directors are independent. Three directors are non-independent, including the Chairman and the President and Chief Executive Officer.

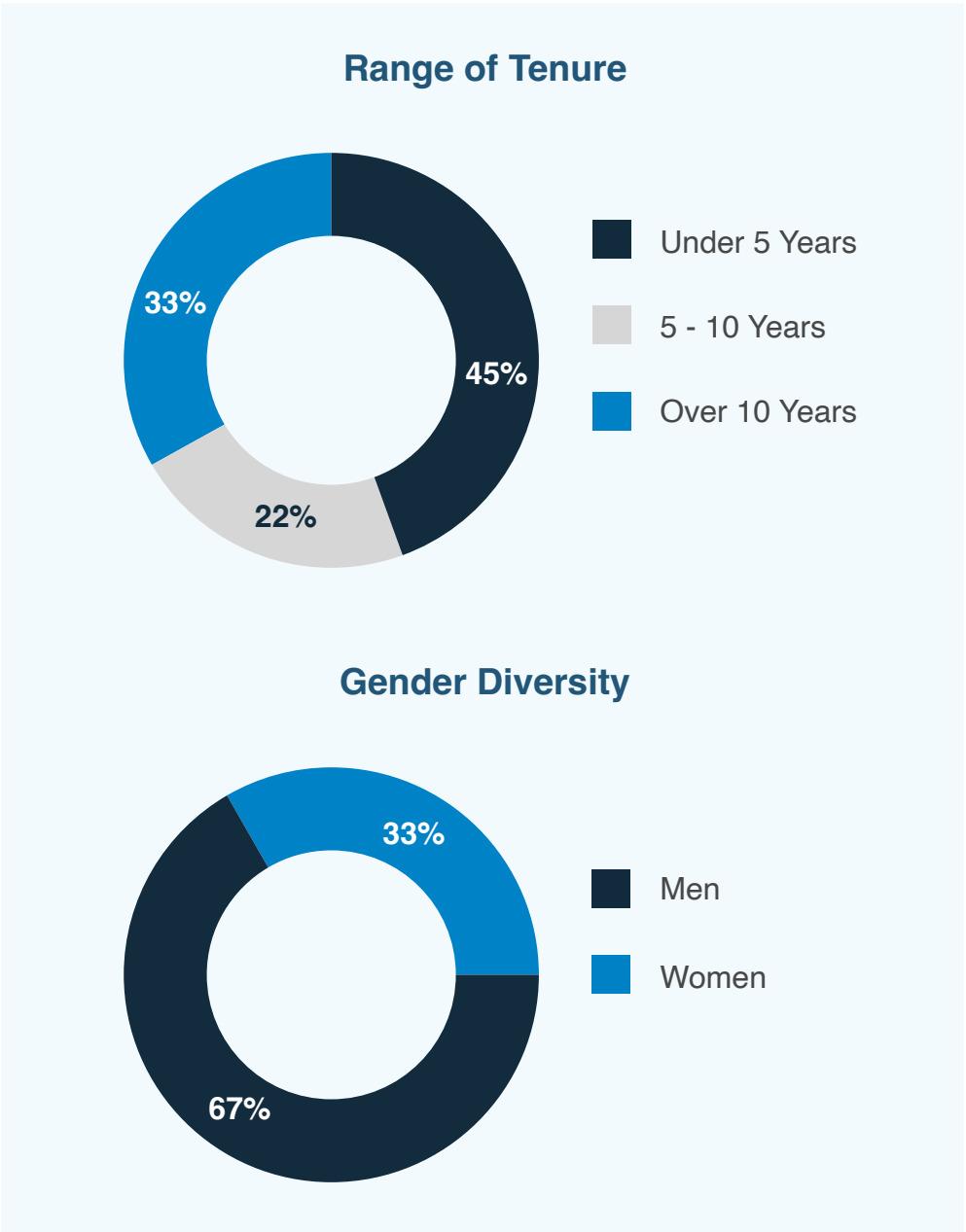
The Board met six times during the year ended December 31, 2025, and held regularly scheduled executive sessions with the independent directors. The Company’s Corporate Governance Principles establish the Board’s guiding principles and practices for fulfilling its responsibilities. Vishay’s President and Chief Executive Officer provides direct updates from Vishay’s leadership to the Board.

Committees of the Board

The Board of Directors maintains a Nominating and Corporate Governance Committee, an Audit Committee, and a Compensation Committee. Read more about each member of our [Board of Directors](#) on our website.

Name	Independent ⁶	Audit Committee	Compensation Committee	Nominating and Corporate Governance Committee
Marc Zandman (Executive Chairman)				
Joel Smejkal (President & CEO)				
Dr. Renee Booth	X		Chair	
Michael Cody	X	Member		Member
Dr. Michiko Kurahashi	X		Member	
Dr. Abraham Ludomirski	X		Member	Chair
John Malvisi	X	Chair		
Ruta Zandman				
Raanan Zilberman	X	Member		Member

⁶ 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.



Our Nominating and Corporate Governance Committee plays a key role in assisting the Board in oversight and management of ESG matters. The Committee conducts periodic reviews of Vishay’s ESG policies, programs, and goals, including tracking progress toward those goals, then reports all findings to the Board. The full Board receives regular updates from the Committee, and the Committee meets at least twice annually. Its scope involves addressing issues related to corporate social responsibility, diversity, sustainability, philanthropy, and the broader impact of the Company’s procedures and processes on employees, stockholders, citizens, and communities.

Vishay embeds the following best practices into our Board Governance and the Code to foster an effective and ethical corporate culture across employees, stockholders, citizens, and communities.

Board Governance

The Company currently employs the following corporate governance best practices:

- 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 and used 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.

Board’s Role in Risk Oversight

The Board and its Committees oversee key aspects of our comprehensive risk management program, including:



Nominating and Corporate Governance Committee: Oversees corporate governance risks surrounding the composition and organization of the Board. Advises the Board on potential enhancements to its effectiveness through changes in its composition and organization



Audit Committee: Reviews Vishay’s outstanding policies and guidelines with respect to risk assessment and risk management, including our material financial risk exposures and cybersecurity risk. Oversees the steps management has taken to monitor and control risk exposure



Compensation Committee: Evaluates risk factors when designing and implementing compensation programs for executive officers and other key personnel

We conduct both annual and ad hoc risk assessments in compliance with the German Supply Chain Due Diligence Act (LkSG), to ensure human rights and environmental standards are upheld throughout our supply chain. All Vishay suppliers are required to complete our CSR checklist, which is based on the RBA Code and evaluates social, environmental, and ethical industry standards aligned with international norms. The results of our risk analyses are shared with relevant decision-makers who integrate them appropriately into our processes. All identified risks are monitored closely, and affected suppliers are provided with a timeline to remediate the identified risk.



Information Security Management

Our risk-based approach to information security and data privacy allows us to identify and assess information security risks, while implementing appropriate security controls to mitigate these risks. Recognizing that information security is critical to the success of our operations and building stakeholder confidence, we have established an information security program to identify and manage risks across the Company. We prioritize safeguarding the confidentiality and integrity of our information assets, guided by our Information Security Statement, which outlines the Company's comprehensive risk-based approach to data protection.

Data Privacy Highlights for 2025

- **Records of Processing Activities (RoPA):** Rolled out centralized RoPA documentation, covering data flows, international transfers, and retention practices across all European entities.
- **International Data Transfers:** Continued to adapt to current transfer mechanisms (Standard Contractual Clauses, Transfer Impact Assessments) and evolving frameworks, including the EU-U.S. Data Privacy Framework.
- **Policy Updates:** Reviewed and updated core data privacy policies and employee-facing notices to reflect current legal requirements and ensure consistent standards across all European entities.
- **Employee Awareness & Training:** Delivered annual General Data Protection Regulation (GDPR) training across all European entities via a dedicated e-learning platform.
- **Emerging Technologies & AI:** Proactively assessed AI and new technology use cases using a structured, risk-based approach to ensure responsible and compliant implementation.

These developments reflect Vishay's continued commitment to embedding data privacy into its global operations while ensuring transparency, accountability, and regulatory compliance.

As of 2025, we have not experienced a cybersecurity threat or incident that resulted in a material adverse impact on our business or operations.

Ethics and Integrity

Vishay is committed to upholding the highest ethical standards across all aspects of our business and operations. Our [Ethics Code of Business Conduct](#) (the Code) serves as the foundation of responsible conduct and guides best practices throughout the organization. All Vishay employees are required to review and comply with the Code. New employees, including those joining Vishay through acquisitions, must complete ethics training upon onboarding. The training provides comprehensive coverage of the Code led by our Director of Ethics. Following 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 Code, including prevention and detection of corruption or bribery.
- Regular reviews of the Code 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.
- Ongoing communication with suppliers on our expectations outlined in the Supplier Code and conducting continuous audits.
- No funds, 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.

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.

To support a culture of accountability, we maintain 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 accessible, and employees are provided with clear directions on how to submit reports, including reports of 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 2025, we experienced no public legal cases regarding corruption or bribery.

Metrics

Metric	2023	2024	2025	Unit
Board				
Independent	81%	64%	67%	%
Non-Independent	19%	36%	33%	%
Female	27%	27%	33%	%
Male	73%	73%	67%	%
Business Conduct				
Percentage of functions-at-risk covered by training programs	100%	100%	100%	%
Financial political contributions made (aggregated by country or geographical area where relevant)	0	0	0	\$
In-kind political contributions made (aggregated by country or geographical area where relevant)	0	0	0	\$
Financial and in-kind political contributions made	0	0	0	\$

Average number of days to pay invoice from date when contractual or statutory term of payment starts to be calculated	30	30	30	Days
Percentage of payments aligned with standard payment terms	98%	98%	98%	%
Number of outstanding legal proceedings for late payments	0	0	0	#
Business Ethics				
Prevention and detection of corruption or bribery - anti-corruption and bribery (% training coverage for members of the administrative, management, and supervisory bodies)	100%	100%	100%	%
Number of Convictions for Violation of Anti-Corruption and Anti-Bribery Laws	1 – 2	0	0	#
Amount of Fines for Violation of Anti-Corruption and Anti-Bribery Laws	0	0	0	\$

Appendix



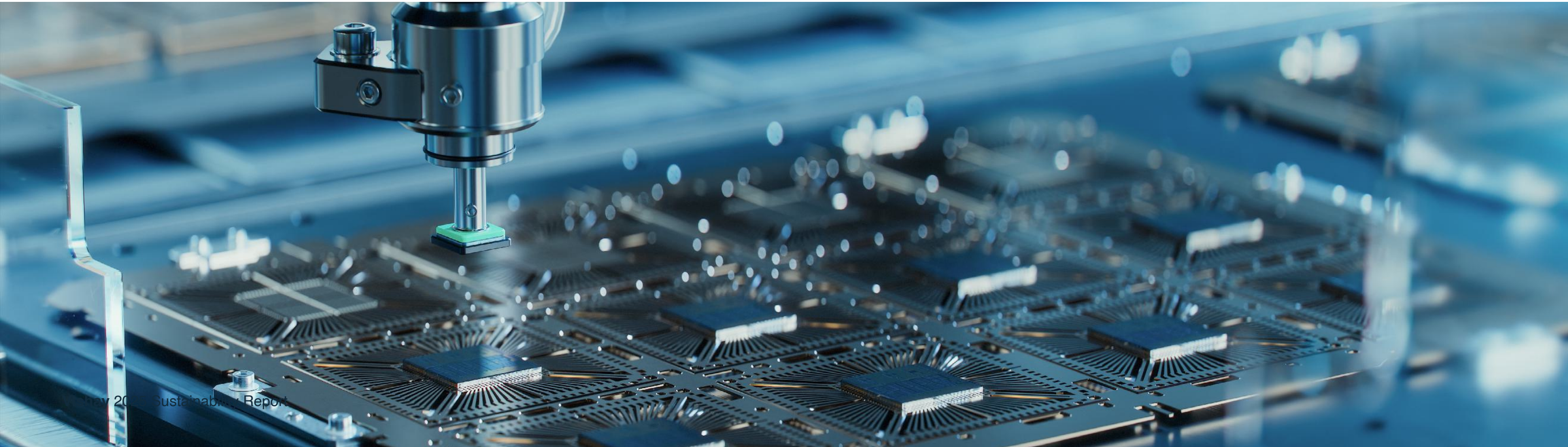
Reporting Frameworks

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	2025 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	2025 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	2025 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 (m³), Percentage (%)	TC-SC-140a.1	2025 Sustainability Report – Environment – Water - 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	2025 Sustainability Report – Environment - Waste - Metrics

Key Topic	Metric	Category	Unit	Code	Disclosure
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	2025 Sustainability Report – Social - Employees
	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	2025 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	2025 Sustainability Report – Social - Communities - Sourcing Critical Minerals

Key Topic	Metric	Category	Unit	Code	Disclosure
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	2025 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

Vishay continues to produce climate-related disclosures aligned with the Company’s operational efforts to manage climate-related risks and opportunities. The below table maps Vishay’s climate-related disclosures to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). While the TCFD was absorbed by the IFRS Foundation in 2023, Vishay continues to rely on the TCFD’s foundational, widely recognized framework while monitoring evolving frameworks and disclosure requirements under CA SB 261, IFRS S2, and ESRS. As these standards and frameworks are finalized and more widely adopted, Vishay will align disclosures with any mandatory climate reporting guidance in order to provide useful, comparable climate-related disclosures to our stakeholders.

TCFD Core Elements	Recommended Disclosures	Disclosure Location
Governance	a. Describe the organization’s governance around climate-related risks and opportunities.	2025 Sustainability Report - Environment - Climate Change - Oversight and Risk Management
	b. Describe management’s role in assessing and managing climate-related risks and opportunities.	2025 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.	2025 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.	2025 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.	2025 Sustainability Report - Environment - Climate Change - Climate Change Management and Strategy

TCFD Core Elements	Recommended Disclosures	Disclosure Location
Risk Management	a. Describe the organization’s processes for identifying and assessing climate-related risks.	2025 Sustainability Report - Environment - Climate Change - Oversight and Risk Management
	b. Describe the organization’s processes for managing climate-related risks.	2025 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.	2025 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.	2025 Sustainability Report - Environment - Metrics
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	2025 Sustainability Report - Environment - Metrics
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2025 Sustainability Report - Environment - Climate Change - Climate Change Management and Strategy

