

VISHAY INTERTECHNOLOGY

2021 ANNUAL MEETING OF STOCKHOLDERS

Stockholder Questions & Answers

Below are questions submitted in advance of and during the 2021 Annual Meeting of Stockholders of Vishay held May 25, 2021.

The company may make forward-looking statements about our expectations or predictions about the future. Because these statements are based on current assumptions and factors that involve risks and uncertainties, the Company's actual performance and results may differ materially from what is said here today. Please refer to Vishay's Annual Report on Form 10-Q filed with the SEC on May 4, 2021 for detailed discussions of principal risks and uncertainties that could cause such differences and to our subsequent SEC filings for updated.

Q. We support the Company's compensation plan but believe today's public company executive compensation plans are largely formulaic peer-related plans, with simplistic annual Say-on-Pay voting reinforcing plan homogeneity. Would Vishay Intertechnology be better served by an executive compensation plan tailored specifically to the Company's particular circumstances and its unique long-term strategic business plan?

A. from our Chair of the Compensation Committee, Timothy V. Talbert Thank you for the question. Vishay's compensation programs are designed to support our business goals and promote the short- and long-term profitable growth of the Company. The Compensation Committee and Vishay's management believe that compensation should help to recruit, retain, and motivate key employees who can function effectively both in periods of recession and economic expansion. Vishay's executive compensation program consists of a combination of cash payments and equity awards, and is tailored to reward short- and long-term performance, including through the balanced and integrated roles of metrics such as adjusted net earnings, free cash, gross profit margin, variable margin and segment operating income.

Q. Could you discuss the Board's perspective on the concept of stakeholder capitalism, and what principles the Board would use to balance the interests of varied stakeholders as it develops and implements the Company's long-term business strategy?

A. from our Executive Chair of the Board, Marc Zandman Thank you for the question. Vishay's Board views the different stakeholder interests as complementary of one another. For example, a satisfied workforce produces a high-quality product and a high quality product leads to satisfied customers and satisfied customers lead to higher margins and higher margins lead to a higher stock price.

For additional questions, please contact Vishay's Investor Relations at investor@vishay.com.

