2Q 2026 Earnings Conference Call

August 5, 2026

The DNA of tech.®

NOTES ON FORWARD-LOOKING STATEMENTS

Comments in this presentation other than statements of historical fact may constitute forward-looking statements. Words such as “believe,” “estimate,” “will be,” “will,” “would,” “expect,” “anticipate,” “plan,” “project,” “intend,” “could,” “should” or other similar words or expressions often identify forward-looking statements. Such statements are based on current expectations only, and are subject to certain risks, uncertainties and assumptions, many of which are beyond our control. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results, performance or achievements may vary materially from those anticipated, estimated or projected. Factors that could cause actual results to materially differ are described in our filings with the U.S. Securities and Exchange Commission, including our annual reports on Form 10-K and quarterly reports on Form 10-Q, specifically in the sections titled “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and “Risk Factors .” The Company undertakes no obligation to update any forward-looking statements.

NON-GAAP FINANCIAL MEASURES

Management uses measures which are not recognized in accordance with U.S. generally accepted accounting principles (“GAAP”) to evaluate its business and may refer to such measures in this presentation. These measures are considered “non-GAAP financial measures” under the U.S. Securities and Exchange Commission rules. These non-GAAP financial measures are intended to supplement our GAAP measures of performance and liquidity. These non-GAAP measures may include: adjusted net earnings, adjusted net revenues, adjusted gross income, adjusted gross margin, adjusted operating income, adjusted operating margin, adjusted earnings per share, free cash, EBITDA, adjusted EBITDA, and Adjusted EBITDA margin.

“**Adjusted net earnings**” is net earnings (loss) determined in accordance with GAAP, adjusted for various items that Management believes are not indicative of the intrinsic operating performance of the Company, such as tariff refunds received, tariff refunds passed through to customers, favorable resolution of contingencies, goodwill impairment charges, restructuring and severance costs, and other significant charges or credits that are important to understanding our intrinsic operations. Reconciling items to arrive at adjusted net earnings are more fully described in the Company’s annual report on Form 10-K and its quarterly reports on Forms 10-Q.

“**Adjusted net revenues**” is net revenues determined in accordance with GAAP, adjusted to exclude items that Management believes are not indicative of the intrinsic operating performance and financial trends of the Company, such as tariff refunds passed through to customers.

“**Adjusted gross profit**” is gross profit determined in accordance with GAAP (adjusted net revenues less costs of products sold and certain other period costs), adjusted to exclude items that Management believes are not indicative of the intrinsic operating performance of the Company, such as losses on purchase commitments, and unusual inventory write-downs. The measurement is used by Management to evaluate the performance of our business segments, as well the business as a whole. Reconciling items to arrive at adjusted gross margin are also considered in the calculation of adjusted operating margin and adjusted net earnings. Such reconciling items are more fully described in the Company’s annual report on Form 10-K and its quarterly reports on Forms 10-Q.

“**Adjusted gross margin**” is “adjusted gross profit” expressed as a percentage of adjusted net revenues.

“Adjusted operating income” is operating income determined in accordance with GAAP, adjusted for items that Management believes are not indicative of the intrinsic operating performance of the Company. The measurement is used by Management to evaluate our performance. Reconciling items to arrive at adjusted gross profit are also considered in the calculation of adjusted operating income; and reconciling items to arrive at adjusted operating margin are also considered in the calculation of adjusted net earnings. Such reconciling items are more fully described in the Company’s annual report on Form 10-K and its quarterly reports on Forms 10-Q.

“Adjusted operating margin” is “adjusted operating income” expressed as a percentage of adjusted net revenues.

“Adjusted earnings per share” is “adjusted net earnings” divided by the weighted average diluted shares outstanding for a period, adjusted for the effect of reconciling items, if applicable, on the diluted weighted average shares outstanding. For example, some potential common shares which are anti-dilutive to the computation of GAAP earnings per share may be dilutive after considering reconciling items.

“**Free cash**” is cash generated from operations in excess of our capital expenditure needs and net of proceeds from the sale of assets. Management uses this measure to evaluate our ability to fund acquisitions, repay debt, and otherwise enhance stockholder value through stock buy-backs or dividends.

“EBITDA” is earnings before interest income and expense, provision for income taxes, depreciation expense, and amortization expense. Management believes that EBITDA provides additional information with respect to a company’s performance and ability to meet its future capital expenditures and working capital requirements, particularly when evaluating acquisition targets.

“**Adjusted EBITDA**” is EBITDA adjusted for relevant reconciling items used to calculate adjusted net earnings (described above). Adjusted EBITDA is substantially similar to, but not identical to, a measure used in the calculation of financial ratios required for covenant compliance under our revolving credit facility.

“**Adjusted EBITDA Margin**” is “adjusted EBITDA” divided by adjusted net revenues.

These measures do not have uniform definitions and accordingly, these measures, as calculated by Vishay, may not be comparable to similarly titled measures used by other companies. Such measures should not be viewed as alternatives to GAAP measures of performance or liquidity. However, Management believes such measures are meaningful to an evaluation of our business, as described above.

2Q26 IEEPA Tariff Refunds to Customers

- Product revenues earned for 2Q 2026 were **$918.6 million** (which we refer to as the non-GAAP measure “adjusted net revenue”).
- 2Q 2026 adjusted net revenues **exclude $30.0 million for tariff refunds passed through to customers, with no impact on gross profit**.
  - In our 2Q US GAAP results, the tariff refunds received from the U.S. government are recognized as a reduction of costs of products sold; tariff refunds to customers are recognized as a reduction of revenues.
- Adjusted gross margin is calculated using adjusted net revenues.
- Tariffs refunds have **not been allocated to a reportable segment, end market, sales channel, or region**. All following 2Q 2026 measures presented **exclude tariff refunds**.
- IEEPA tariff refunds do not impact any other period presented, and are **not expected to impact any future period**.

Revenue by

End Market

INDUSTRIAL
+ 16% QoQ **+ 30%** YoY

- Higher consumption primarily for smart grid, AI power and HVDC projects, and factory automation
- Serving a growing POS through our distribution channel
- Bookings higher to support power conversion and cooling projects for datacenters
- EMS customers accelerating investments in AI related applications to support data center growth and HVDC transmission

AUTOMOTIVE
+ 4% QoQ **+ 10%** YoY

- Ongoing demand as electronic content continues to increase for driver assist and autonomous driving applications
- Further adoption of hybrid and EV platforms
- Bookings strong in the Americas; customers sharing long visibility

OTHER
+ 11% QoQ **+ 28%** YoY

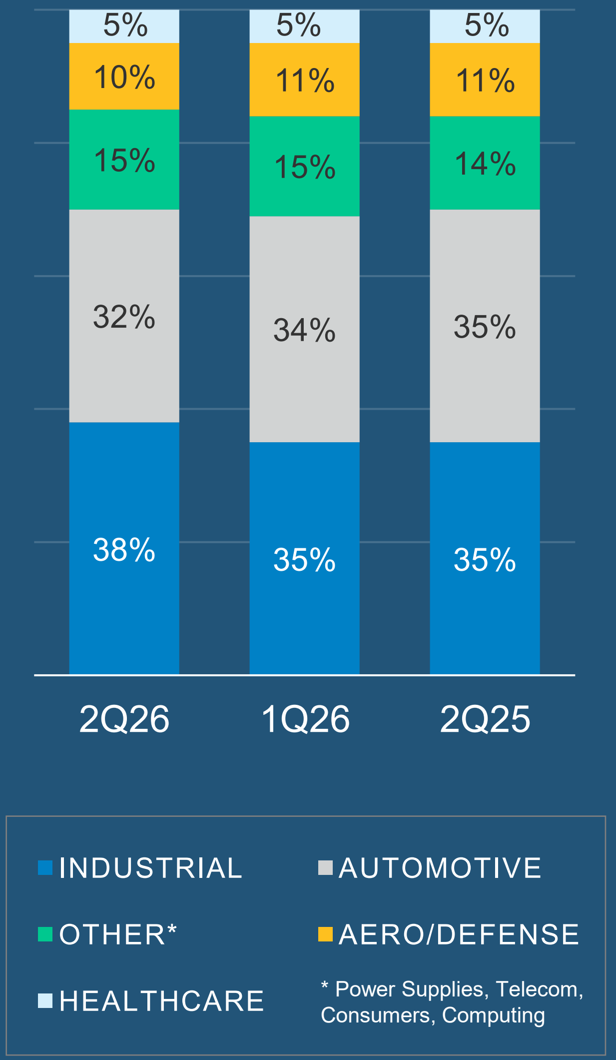
- AI related programs in Asia drove consumption
- Emerging demand for AI optical communications network switches
- In Europe, higher demand for 5G radio projects as customers ramp production

AERO/DEFENSE
+ 4% QoQ **+ 15%** YoY

- Increased consumption by funded US defense contractors; accelerated replenishment to support multiple missile program
- Bookings increased sharply from distribution, driven by orders for resistors in preparation for escalating DoD funding

HEALTHCARE
+ 7% QoQ **+ 15%** YoY

- Long-standing customers in the Americas ramping production
- EMS customers in Asia seeing improving demand and supply assurance uncertainties



Revenue by

Sales Channel

DISTRIBUTION + 16% QoQ + 24% YoY

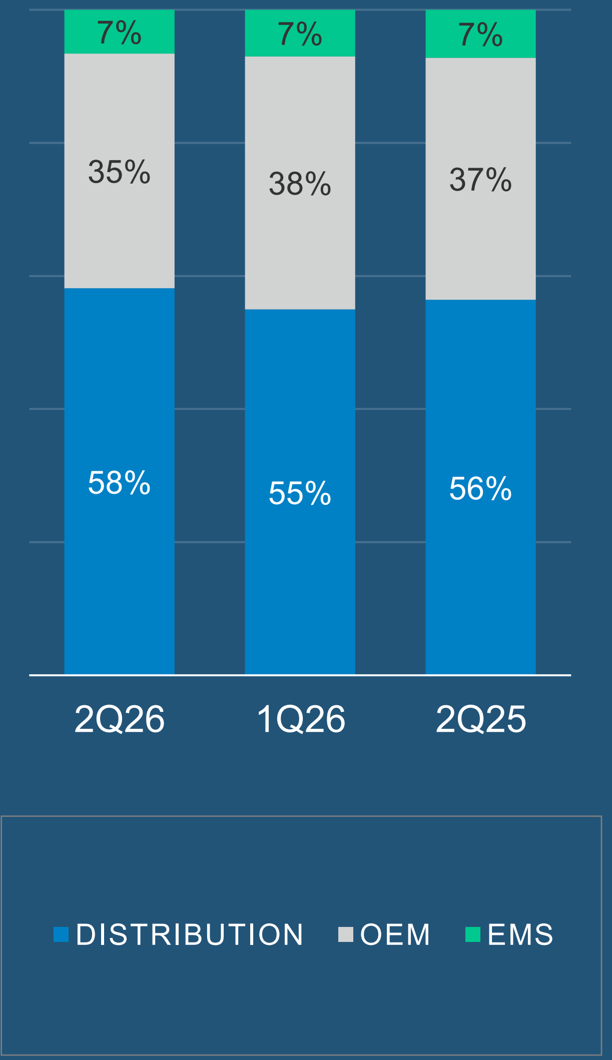
- Gains in each region; broad based consumption momentum; share gains
- Distribution inventory at 18 weeks from 20 weeks for Q1; POS increased 5% qoq and 20% yoy
- Strong bookings for industrial power, AI-related applications, aerospace/defense
- Serving more customers, increasing SKU count

OEM + 2% QoQ + 17% YoY

- Solid demand related to smart grid and AI server power, automotive and medical

EMS + 3% QoQ + 11% YoY

- Industrial, aerospace / defense, and automotive program ramps in all regions, plus strengthening demand in AI



Revenue by

Region

EUROPE

+ 3% QoQ **+ 19%** YoY

- Strengthening demand in industrial and aerospace/defense
- Some inventory digestion after strong Q1 bookings
- Ended the quarter with book-to-bill of 1.3

ASIA

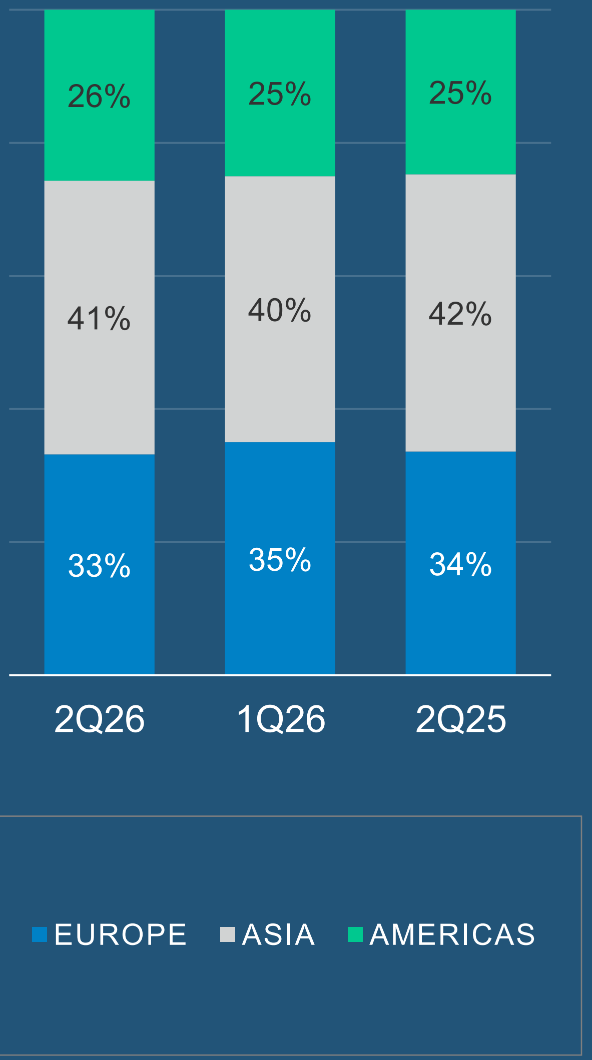
+ 13% QoQ **+ 19** YoY

- Multi-market segment demand strength
- Strong support from EMS customers
- Ended the quarter with a book-to-bill of 1.3

AMERICAS

+ 14% QoQ **+ 26%** YoY

- Sales grew on increased consumption
- Orders for passives reaching the highest level in more than 20 years; semis starting to accelerate as many customers move to volume production
- Ended the quarter with a book-to-bill of 1.5



2Q 2026 Highlights

2Q 2026 REVENUES

$888.6 M GAAP

$918.6 M Adjusted

GROSS MARGIN

23.3% GAAP

22.6% Adjusted

EPS

$0.19 GAAP

$0.19 Adjusted

2Q 2026 BOOK-TO-BILL

1.32

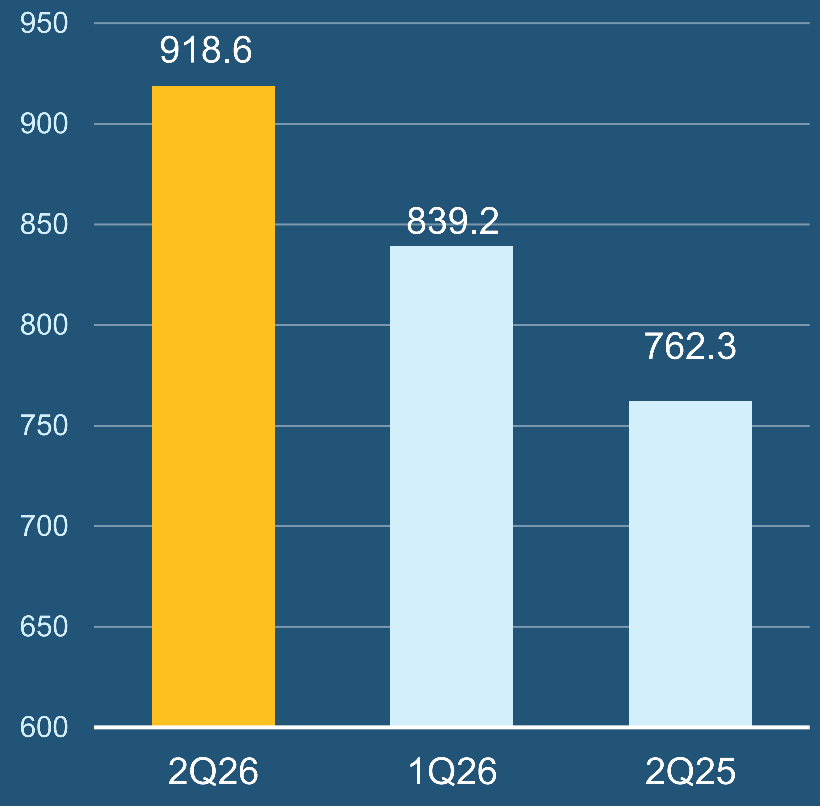
1.23 FOR SEMICONDUCTORS

1.40 FOR PASSIVE COMPONENTS

BACKLOG AT QUARTER END

6.1 months

ADJUSTED REVENUES ($M)



2Q 2026
Income Statement Highlights

Net Revenues	Gross Margin	SG&A Expenses	Operating Margin	EBITDA Margin	EPS	Effective Tax Rate
$888.6 M	23.3%	$153.9 M	6.0%	11.8%	$0.19	33.7%

Adjusted Net Revenues	Adjusted Gross Margin	Adjusted Operating Margin	Adjusted EBITDA Margin	Adjusted EPS
$918.6 M	22.6%	5.8%	11.4%	$0.19

Segment Results ($M)

MOSFETs	REVENUES	GROSS MARGIN	BOOK TO BILL
2Q 2026	188.9	13.8%	1.08
1Q 2026	174.0	12.9%	1.57
2Q 2025	148.6	6.3%	1.00

DIODES	REVENUES	GROSS MARGIN	BOOK TO BILL
2Q 2026	187.0	24.4%	1.36
1Q 2026	163.7	21.3%	1.35
2Q 2025	147.9	20.0%	0.93

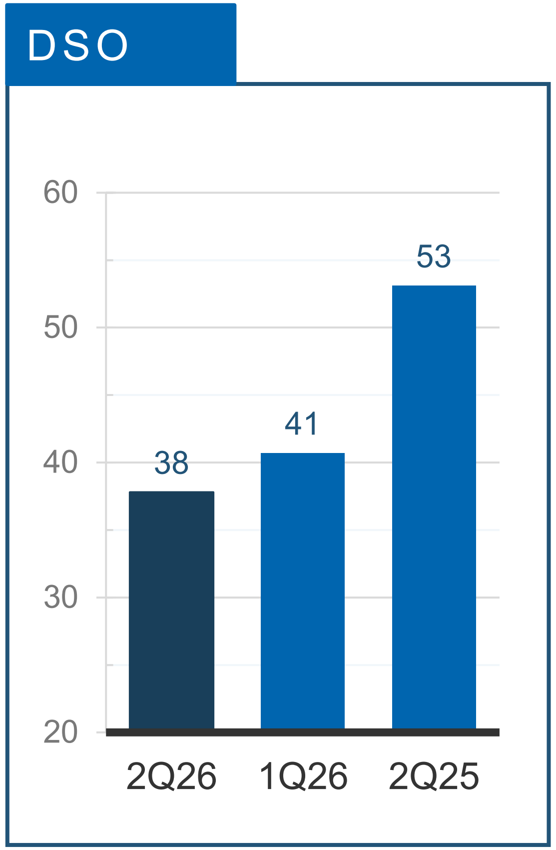
OPTO	REVENUES	GROSS MARGIN	BOOK TO BILL
2Q 2026	70.1	22.8%	1.33
1Q 2026	58.9	18.6%	1.48
2Q 2025	54.1	23.2%	1.05

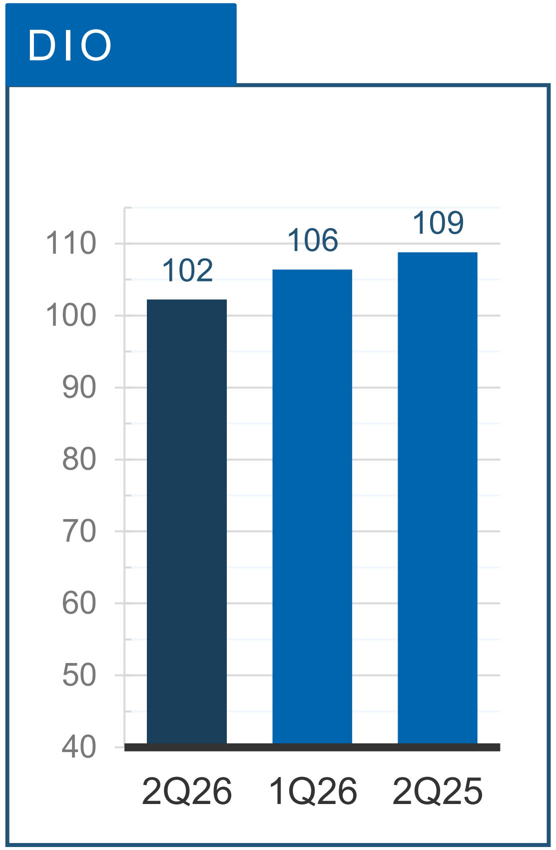
RESISTORS	REVENUES	GROSS MARGIN	BOOK TO BILL
2Q 2026	215.0	22.1%	1.43
1Q 2026	203.7	22.0%	1.26
2Q 2025	194.8	22.8%	0.91

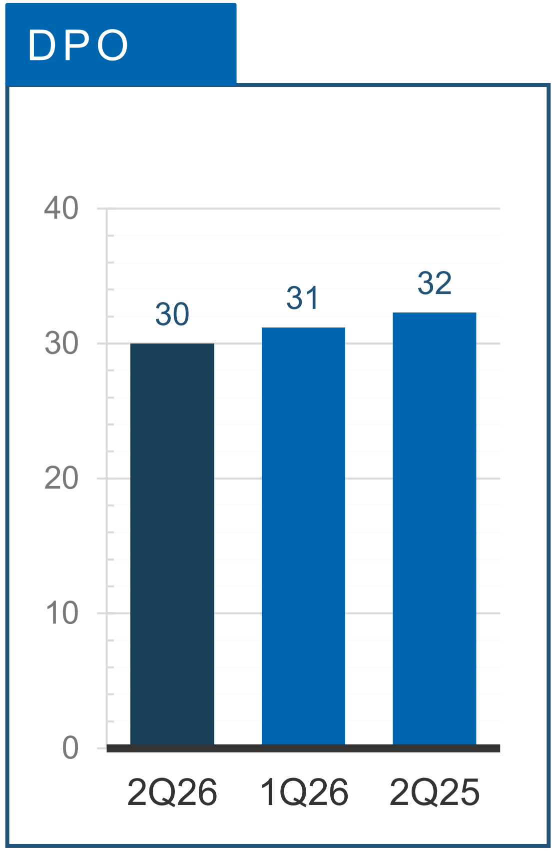
INDUCTORS	REVENUES	GROSS MARGIN	BOOK TO BILL
2Q 2026	104.2	31.1%	1.42
1Q 2026	92.2	31.8%	1.31
2Q 2025	95.7	28.0%	0.91

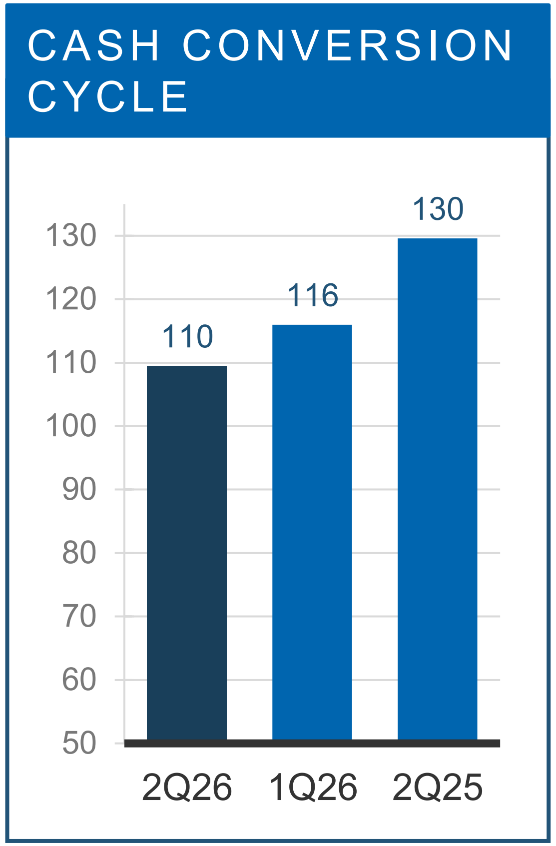
CAPACITORS	REVENUES	GROSS MARGIN	BOOK TO BILL
2Q 2026	153.4	25.9%	1.35
1Q 2026	146.7	23.4%	1.13
2Q 2025	121.1	21.5%	1.40

Cash Conversion Cycle



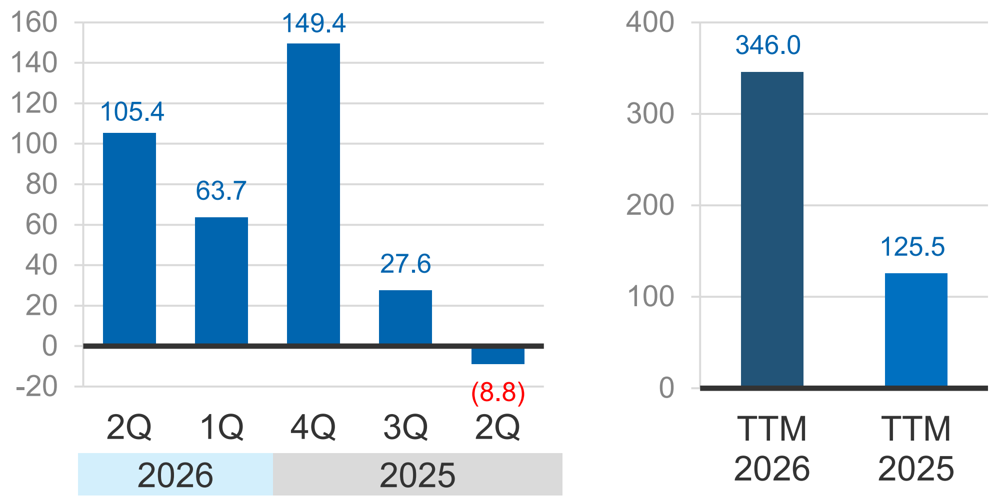




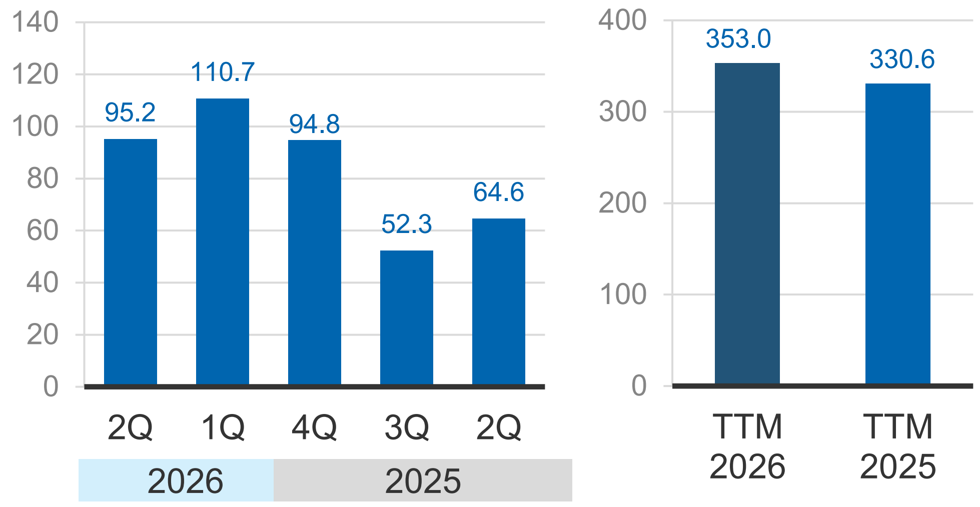


Cash Flow Generation

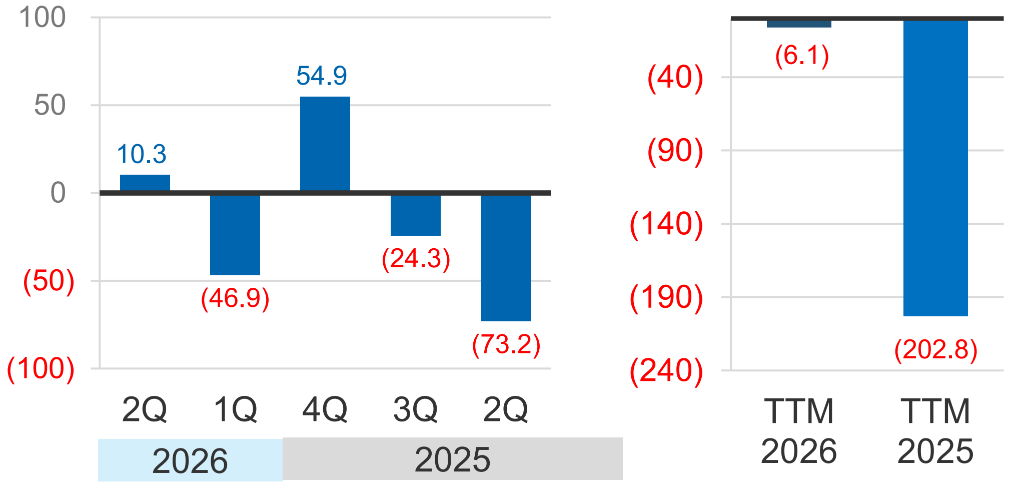
CASH FLOW FROM OPERATIONS ($/M)



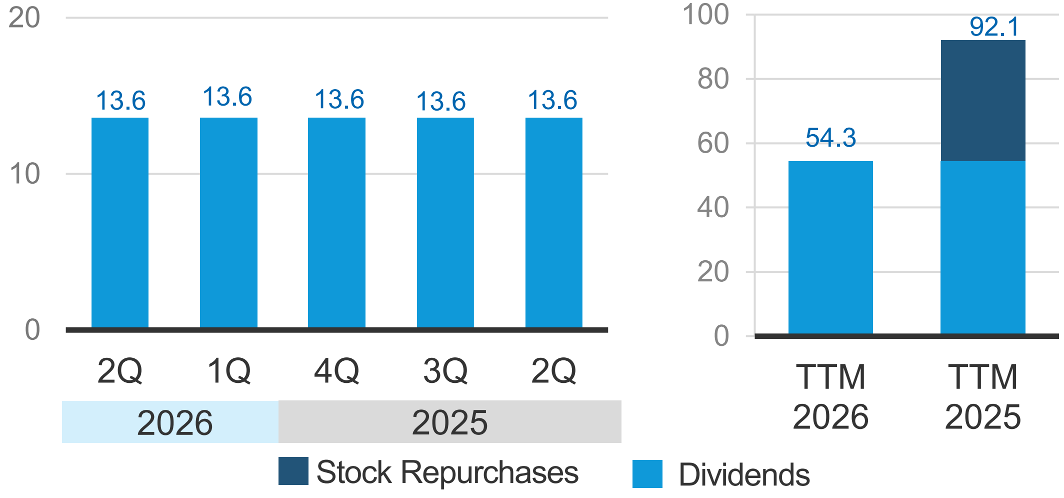
CAPEX ($/M)



FREE CASH FLOW ($/M)



STOCKHOLDER RETURNS ($/M)



Guidance 3Q 2026

REVENUE	GROSS MARGIN	SG&A
$945-975 M	24.0% +/- 50 bps	$155 M +/- $3 M

INTEREST EXPENSE	NORMALIZED EFFECTIVE TAX RATE	CAPEX 2026
~$7 M	~35-40%	$400-440 M

Strategic Growth Levers

SERVED MARKETS

Internal Capacity Expansion

External Capacity Expansion

Optimizing Global Manufacturing Footprint

Increased Technical Headcount

Broaden our Portfolio

Enhanced Channel Management

Innovation

Vishay Solutions

M&A

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Appendix

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Product Type 2025

CERTIFIED PRODUCTS

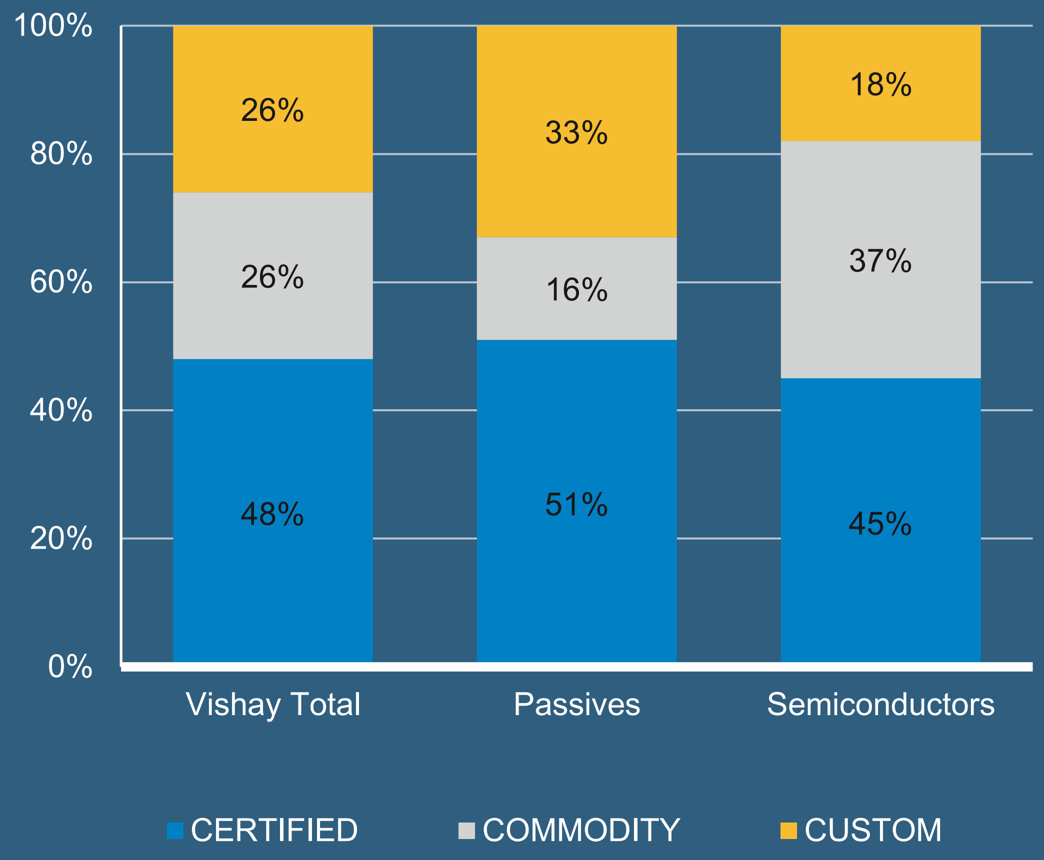
small number of competitors with similar products (qualifications such as automotive, military, UL)

COMMODITY PRODUCTS

completely interchangeable with competitors' products

CUSTOM PRODUCTS

designed for and sold to a specific customer



Trusted by our Customers

OEM

AUMOVIO, Valeo, ZF, APTIV, DELTA, ASUS, GIGABYTE, DENSO, SIEMENS, solaredge, ABB, Honeywell, GE, BOSCH, BYD, BORGWARNER, HARMAN, Quanta Computer, SEAGATE, CISCO, SAMSUNG, ERICSSON, NOKIA, LG, SIEMENS energy, HYUNDAI, FORVIA HELLA, MARELLI, SCHAEFFLER, Raytheon An RTX Business, BAE SYSTEMS, NORTHROP GRUMMAN, SONY, Schneider Electric, Medtronic

EMS

FOXCONN, SANMINA, flex., Celestica, JABIL, PLEXUS

DISTRIBUTION

ARROW, WPI, AVNET, RYODEN, RUTRONIK ELECTRONICS WORLDWIDE, FUTURE ELECTRONICS, 威健 WEIKENG, tti, NEXTY Electronics

Hybrid Manufacturer of Discrete Semiconductors and Passive Components

DISCRETE SEMICONDUCTORS ▶ PASSIVE COMPONENTS

LOWEST VOLTAGE DIODE ▶ HIGHEST ENERGY CAPACITOR

In power applications, we can supply

~80%

of our customers' bill of material

P&L

IN MILLIONS (Except Per Share Amounts)	2Q 2026	1Q 2026	2Q 2025
Net Revenues	$888.6	$839.2	$762.3
Cost of Products Sold	681.2	662.6	613.6
Gross Profit	207.4	176.6	148.7
Gross Margin	23.3%	21.0%	19.5%
SG&A	153.9	154.5	126.6
Operating Income	53.5	22.1	22.1
Operating Margin	6.0%	2.6%	2.9%
Other Income (Expense):			
Interest Expense	(10.3)	(10.0)	(10.6)
Other	(0.8)	0.7	0.7
Total Other Income (Expense) – Net	(11.1)	(9.3)	(9.8)
Income Before Taxes	42.4	12.9	12.3
Income Tax Expense	14.3	5.7	10.3
Net Earnings	$28.1	$7.2	$2.0
Diluted Earnings Per Share	$0.19	$0.05	$0.01
Weighted Average Shares Outstanding - Diluted	147.9	137.5	136.2
Cash Dividends Per Share	$0.10	$0.10	$0.10

Reconciliation of Adjusted Net Earnings

IN MILLIONS (Except Per Share Amounts)	2Q 2026	1Q 2026	2Q 2025
GAAP Net Earnings Attributable to Vishay Stockholders	$28.1	$7.2	$2.0
Reconciling items affecting net revenues:			
Tariff refunds passed through to customers	30.0	-	-
Other reconciling items affecting gross profit:			
Tariff refunds received from U.S. government	(30.0)	-	-
Other reconciling items affecting operating income:			
Favorable resolution of contingency	-	-	(11.3)
Adjusted net earnings (loss)	$28.1	$7.2	($9.3)
Adjusted weighted average diluted shares outstanding	147.9	137.5	135.7
Adjusted earnings (loss) per diluted share	$0.19	$0.05	($0.07)

Reconciliation of Free Cash

IN MILLIONS	2Q 2026	1Q 2026	2Q 2025
Net Cash Provided by Operating Activities	$105.4	$63.7	($8.8)
Proceeds From Sale of Property and Equipment	0.2	0.1	0.2
Less: Capital Expenditures	(95.2)	(110.7)	(64.6)
Free Cash	$10.3	($47.0)	($73.2)

Reconciliation of EBITDA and Adjusted EBITDA

IN MILLIONS	2Q 2026	1Q 2026	2Q 2025
Net Earnings	$28.1	$7.2	$2.0
Interest Expense	$10.3	$10.0	$10.6
Interest Income	(4.1)	(3.0)	(4.0)
Income Taxes	14.3	5.7	10.3
Depreciation and Amortization	56.1	58.2	56.0
EBITDA	$104.8	$78.0	$74.8
Reconciling items			
Tariff refunds passed through to customers	$30.0	$-	$-
Tariff refunds received from the U.S. government	(30.0)	-	-
Favorable resolution of contingency	-	-	(11.3)
Adjusted EBITDA	$104.8	$78.0	$63.5
Adjusted EBITDA Margin **	11.4%	9.3%	8.3%

**EBITDA as a percentage of adjusted net revenues

Computational Guidance on Sharecount for EPS (Q3)

Average Stock Price for Quarter	Projected Diluted Shares (in millions)
<$30.16	157
$35.00	161
$40.00	164
$45.00	166
$50.00	168
$55.00	169
$60.00	170
$65.00	171

See Current Report on Form 8-K filed on August 5, 2026 for further details on variables that impact the diluted earnings per share computation.

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