







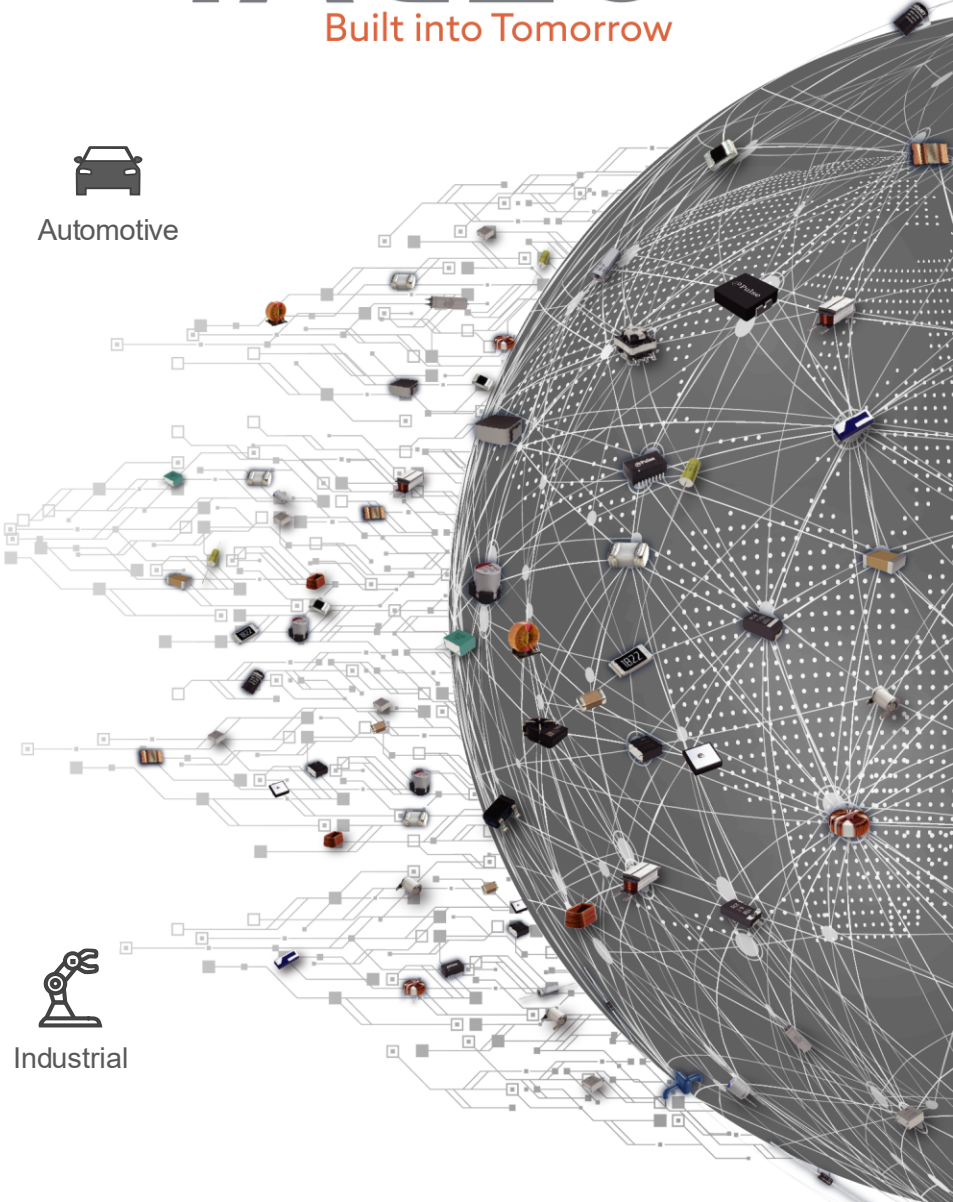
# YAGEO GROUP

Built into Tomorrow

## YAGEO AI Summit

2026/04/30

-  Automotive
-  Consumer
-  Computing & Enterprise Systems
-  Telecommunications
-  Aero/Def/Med
-  Industrial



# Welcome to YAGEO AI Summit

I am delighted that you can join us once again for YAGEO's 2nd AI Summit. The last time Taiwan played a pivotal role at the very center of the world's technological evolution was perhaps back in 2000 with the PC (personal computer), and then again in 2008 with the smartphone. Today, YAGEO is deeply honored to once again be directly part of such a momentous technological event — the rise of AI. Since the invention of the PC and the smartphone, YAGEO has undergone transformation in both quality and scale, and that transformation continues to this day.

Before turning to the topic of AI, I would like to take this opportunity to walk our distinguished investors through the changes YAGEO Group has made over the past several years, as well as share some thoughts on where we stand today and our strategy going forward.



# YAGEO Transformation

YAGEO was founded in 1977, initially selling chip resistors. Beyond organic business growth, the company has achieved several significant M&A milestones both domestically and internationally — including Philips' advanced ceramic components division in 2000, and two century-old publicly listed American companies: Pulse Electronics in 2018 and KEMET in 2019. When we began to see the AI industry taking shape in 2022 and recognized the critical importance of data for AI and its applications, we went on to acquire two European sensor companies in 2023, followed by Japan's Shibaura Electronics temperature sensor company in 2025. Through these moves, YAGEO has undergone a fundamental transformation.

YAGEO's true transformation journey began in 2018 — it has been eight years in the making, and it is still ongoing. The fact is, **YAGEO is no longer the YAGEO you once knew.** It has evolved from a business centered on standard commodity products into a company driven by high-end specialty products, delivering technology-based, design-driven, customized, and high-reliability solutions — with localized design and technical support services for over 200,000 customers around the world.

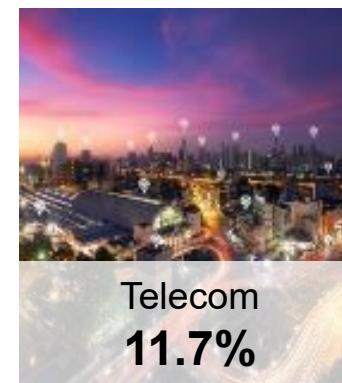
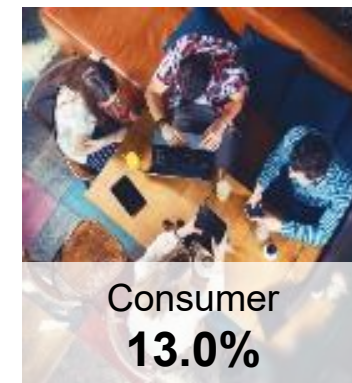
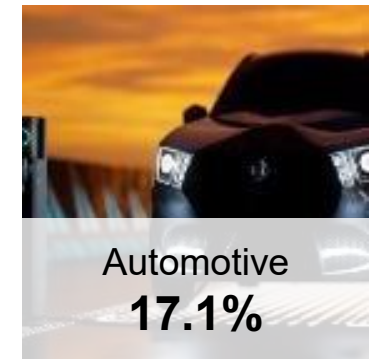
The old YAGEO, much like the component manufacturers we typically encounter across Greater China, had roughly 80–90% of its business coming from the Greater China region. YAGEO was perhaps slightly better positioned, but still had around 70% of its revenue derived from that region — heavily concentrated in high-volume, price-competitive end markets such as mobile phones and laptops. However, with the addition of Pulse Electronics, KEMET, and three European and Japanese sensor companies, combined with YAGEO's own internal restructuring...

Based on Q1 2026 data, approximately 75% of revenue by end market now comes from high-barrier-to-entry yet relatively stable growth markets — including AI, automotive, industrial, medical, and aerospace & defense.

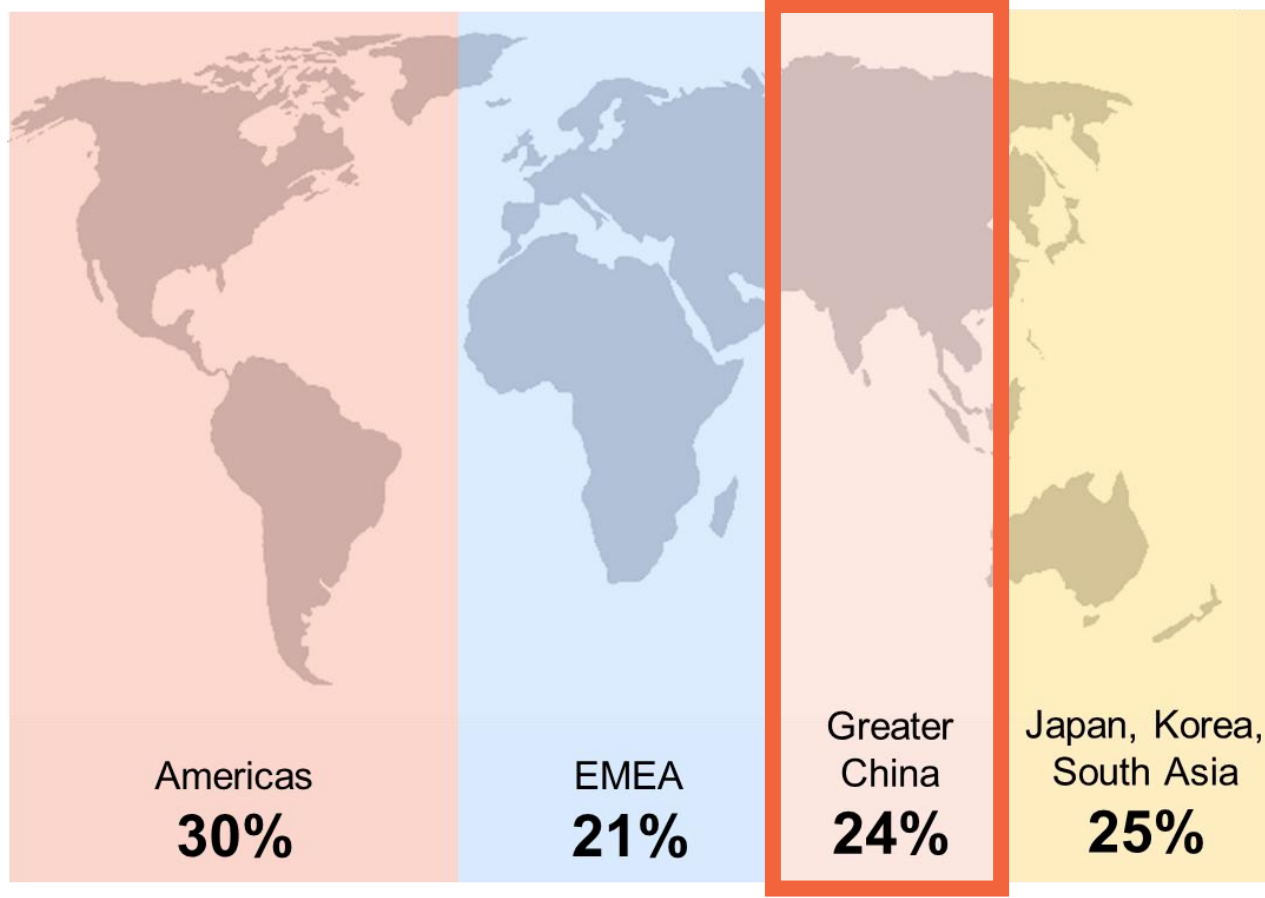
Of that, AI-related revenue spanning across all segments accounts for approximately 15% of total revenue, and continues to grow rapidly.

## 1Q26 Revenue By Segment

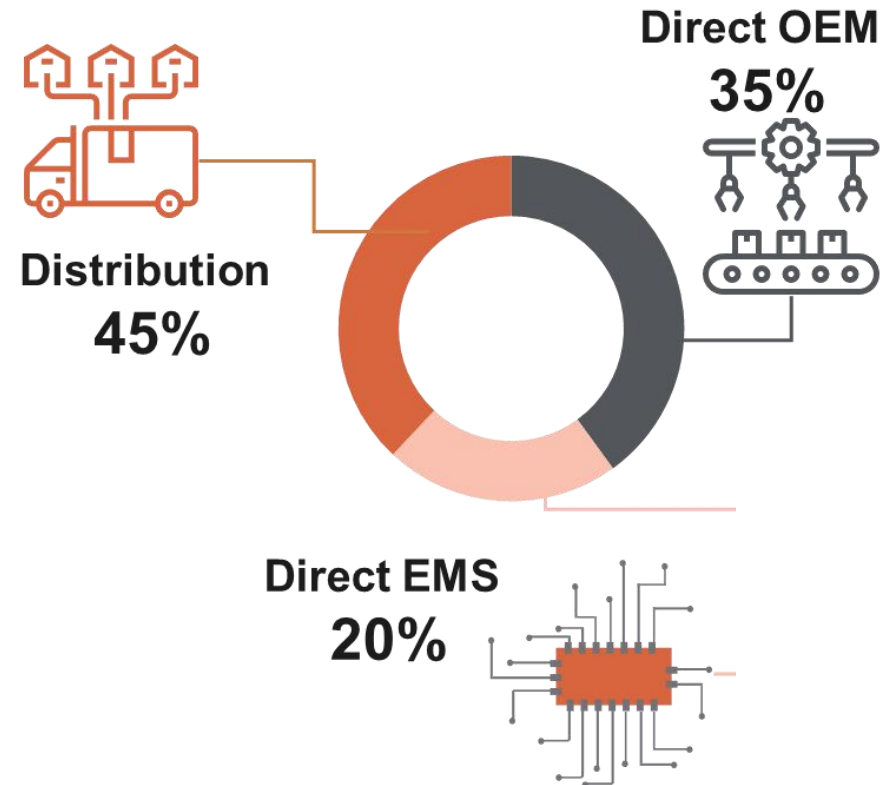
**AI ≈ 15% of Revenue (across all segments)**



## By Region



## By Channel

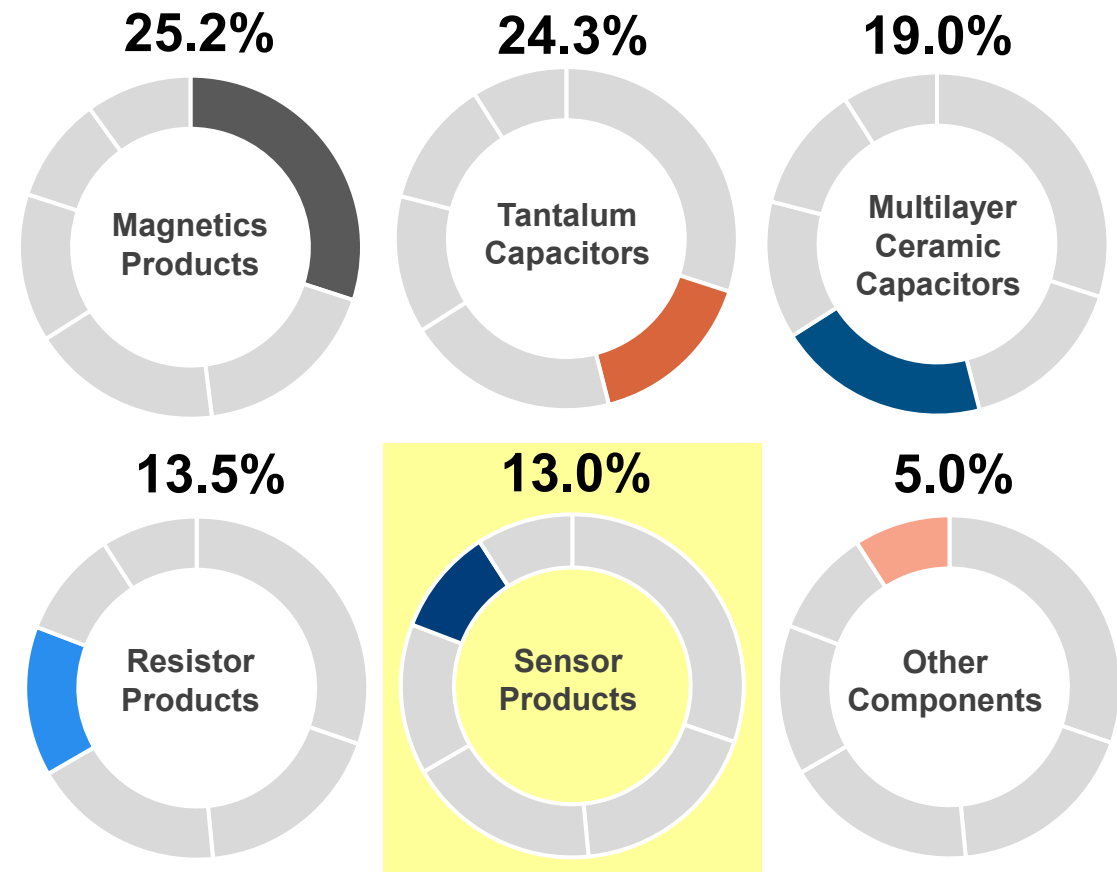


Looking at our customers base by their headquarters region, YAGEO's customer distribution is highly diversified. Customers headquartered in Greater China now account for less than 25% of revenue, while the remaining 75% is broadly spread across higher-end markets such as Europe, the Americas, and Japan.

Beyond the supply and demand dynamics of any single product, what is more important to understand is the fundamental transformation YAGEO has undergone. The high-end sensor market we entered in 2023 in anticipation of the AI trend now contributes 13% of total revenue in 2026, while tantalum capacitors — the standout product of the AI era — have grown to represent 24%.

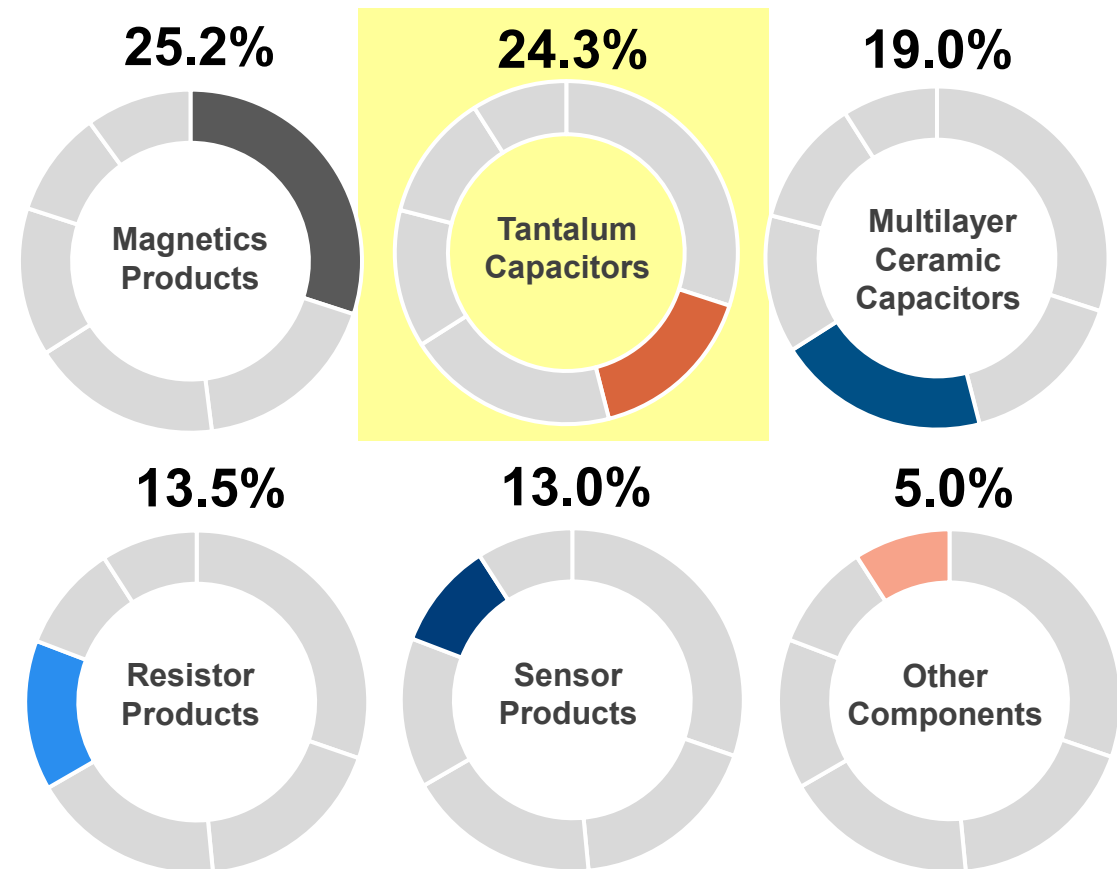
This diversified product mix not only reduces reliance on any single product, but also deepens customer stickiness and enables YAGEO to offer comprehensive, integrated product solutions.

## 1Q26 Sales Revenue by Product Group



Capital markets have historically had limited understanding of tantalum capacitors, and often viewed the supplier landscape as too narrow. However, in the AI era, while the overall number of MLCC suppliers may appear large, those capable of delivering high-capacitance MLCCs that meet AI-grade specifications number no more than three or four — making the market dynamics for tantalum capacitors and high-end MLCCs quite similar. AI customers demand absolute performance above all else, which is precisely why we continue to see rising tantalum capacitor content in new AI servers. This is a dynamic worthy discussing further.

## 1Q26 Sales Revenue by Product Group



I must emphasize that this transformation does not mean market cycles will no longer affect our business. The electronic components and technology industry has always been subject to a degree of cyclicity. That said, we have always known that for the market to truly appreciate what makes YAGEO fundamentally different, it would take one or two industry downturns to demonstrate — in real numbers — the tangible results of our strategy over the years. After a period of cautious development in the automotive and industrial markets over the past two to three years, we are now beginning to see a turning point as we enter 2026. Combined with the rapid advancement of AI, YAGEO's product portfolio strategy and channel strategy have positioned the company well for the growth cycle ahead. Our remaining exposure in Greater China will continue to stay competitive, focused primarily on improving utilization rates, while we direct our core attention toward the high-barrier, high-growth premium markets we see today — with AI-related applications in particular remaining an absolute priority for YAGEO's investment and long-term cultivation.



**YAGEO Now**



**1977**  
Founded



**39,000+**  
Global  
Employees  
(88% International)



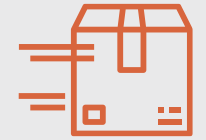
**China+24**  
**65** Production  
Sites in **25**  
Countries



**USD\$4.3 Billion**  
**NTD\$133 Billion**  
Annual  
Revenues



**2,000+**  
Patents



**270,000+**  
Global  
Customers

YAGEO currently employs over 39,000 people worldwide, 88% of whom are non-Taiwanese nationals. We operate 65 manufacturing sites across 25 countries.

In the context of geopolitical pressures, customers are increasingly requiring their suppliers to have production bases outside of China — the so-called "China +1" supply chain strategy. YAGEO, however, is already a "China +24" company.

80% of our senior management team comes from outside Taiwan, and each one is a world-class professional executive.



**PIERRE CHEN**  
Founder & Chairman



**Eddie Chen**  
COO



**DAVID WANG**  
CEO  
YAGEO GROUP



**Claudio Lollini**  
COO/Sensor



**Sales & Marketing**  
Johnny Boan



**Capacitor PBG**  
Bob Willoughby



**Resistor PBG**  
T.Y. Chang



**Magnetics PBG**  
William Malherbe



**Industrial Sensor**  
Didier Baron



**Platinum Sensor**  
Ralph Meschkat



**Temperature Sensor**  
Akira Kasai



**Finance & Accounting**  
Gavin Zhong



**Human Resources**  
Alison Tung



**Information Technology**  
Chris Yang



**Legal**  
Jesse Chen



**Quality & Compliance**  
Susan Barkal



**Procurement**  
William Chen



**Logistics**  
Nick Chen



# YAGEO in AI

Capacitors

Inductors

Resistors

Sensors

Circuit Protection

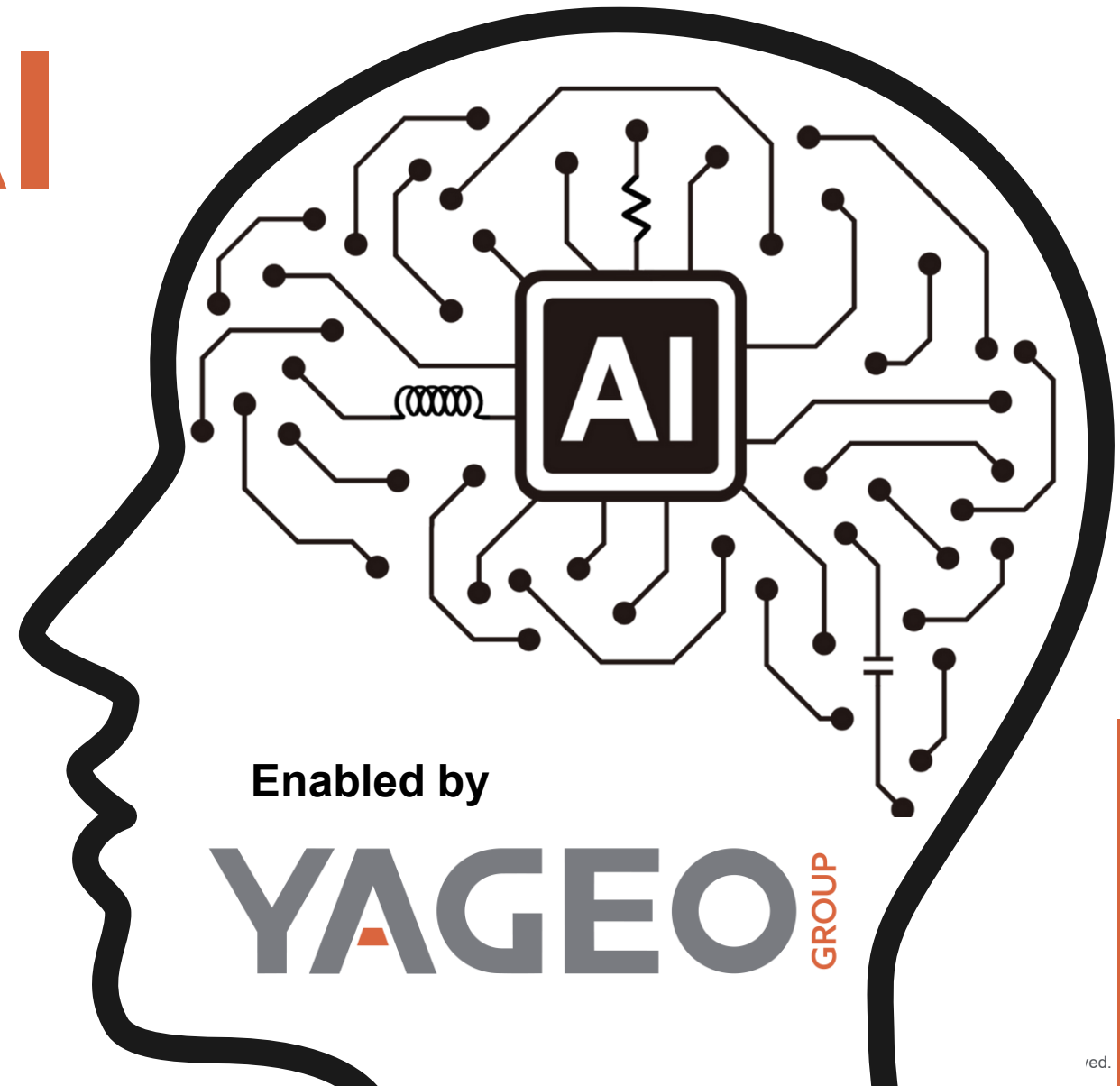
Connectors

Antennas

Relays

Piezoelectric Devices

MOSFETS



Enabled by

YAGEO GROUP

If there is one message to take home today, it is the same one I shared two years ago:  
**"YAGEO will not be absent from any application domain in AI."**

Today we are here to explore what YAGEO has done in the AI space over the past two years. I will not stand here and claim that YAGEO already has every product line AI will ever need — because we are still only in the top of the second inning of the AI revolution. The demands of AI are constantly shifting and evolving. AI is continuously searching for the most cost-effective, energy-efficient, and highest-performing solutions. YAGEO will continue to invest in R&D resources to ensure we are fully prepared for both current and future applications and requirements.

The rise of AI will drive substantial increases in demand not only for advanced semiconductors and memory, but also for passive components, sensors, and power semiconductors.

So why do I believe **YAGEO will stand out in the AI era**? Personally, I see three reasons:

### *(1) Growing customer demand for suppliers capable of offering comprehensive, end-to-end solutions*

If you are a data center customer spending hundreds of millions of NT dollars per rack, would you really want to spend your time managing dozens of individual passive component suppliers — with thousands upon thousands of resistor, capacitor, and inductor specifications, each potentially sourced from four or five different vendors? In the past, passive components in smartphones were often cited as representing 2–5% of the bill of materials (BOM). But in the AI era, MLCCs and other passives may account for less than 1% of BOM — and yet content per box continues to grow dramatically. Under these circumstances, while customers are consuming more passive components than ever, they will increasingly gravitate toward comprehensive solution providers to simplify their supply chains.

### *(1) Growing customer demand for suppliers capable of offering comprehensive, end-to-end solutions*

This is a trend we observed at our last AI Summit, and one we are continuing to see play out in a way that is positive for YAGEO. In the passive components market, this dynamic is likely to drive further consolidation among leading players, while small and mid-sized, single-product suppliers will face mounting pressure. As customer stickiness increases, buyers will become ever more reluctant to take on supply chain risk for a component that represents less than 1% of BOM just to save a marginal amount. I expect the threat of bottom-up market share erosion to become increasingly rare and to slow considerably — freeing YAGEO to focus even more squarely on serving its customers.

## *(2) The AI era's emphasis on speed and responsiveness*

No one knows how dramatically AI data centers and their applications will have changed two years from now. As the AI market continues to boom, ever greater resources will be poured in to identify the most efficient and highest-value technologies and solutions available. The returns on investment driven by Moore's Law are gradually diminishing, pushing the broader AI market to look toward rapid performance improvements in other components and solutions. A major area of focus is advanced packaging — finding every possible way to enhance competitiveness through alternative combinations.

## *(2) The AI era's emphasis on speed and responsiveness*

A key priority within this is the development of customized passive components. Passive component manufacturers will need to work increasingly closely with chip design companies to deliver customized and highly differentiated solutions. A prime example from YAGEO is our Japan-based TOKIN inductors' long-standing collaboration with leading semiconductor companies to co-develop power modules. We welcome any company to approach YAGEO for joint technology or product development of any kind — we will place AI at the core of our growth and prioritize the allocation of resources accordingly.

From IC design and advanced wafer fabrication at the top, to packaging and EMS at the bottom, Taiwan occupies a position of unprecedented strategic importance — and this will inevitably shape the competitive landscape for passive components. With our headquarters in Taiwan, combined with our globally distributed design-in talent and a corporate culture defined by "speed" and "customer first," I am confident that YAGEO will both benefit from and prevail in the race across the AI supply chain.

The primary purpose of today's event is to give our investors, current and prospective customers, and media friends a more comprehensive understanding of how YAGEO's products are making their mark in AI. I will now hand the microphone over to our COO, Claudio Lollini, to kick off what promises to be an exciting AI discussion today.

# YAGEO GROUP

Built into Tomorrow



Automotive



Consumer



Computing & Enterprise Systems



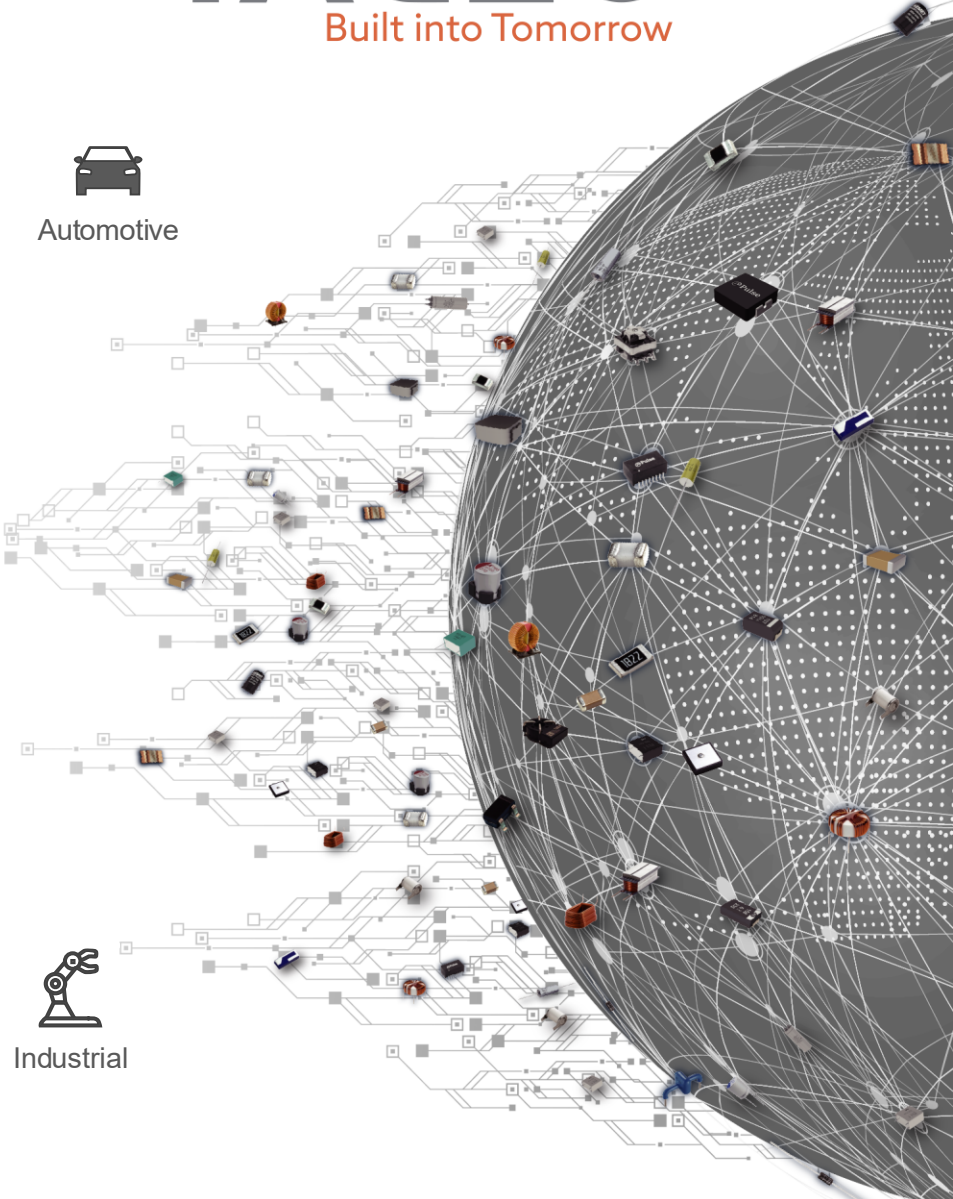
Telecommunications



Aero/Def/Med



Industrial



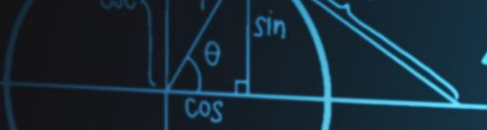
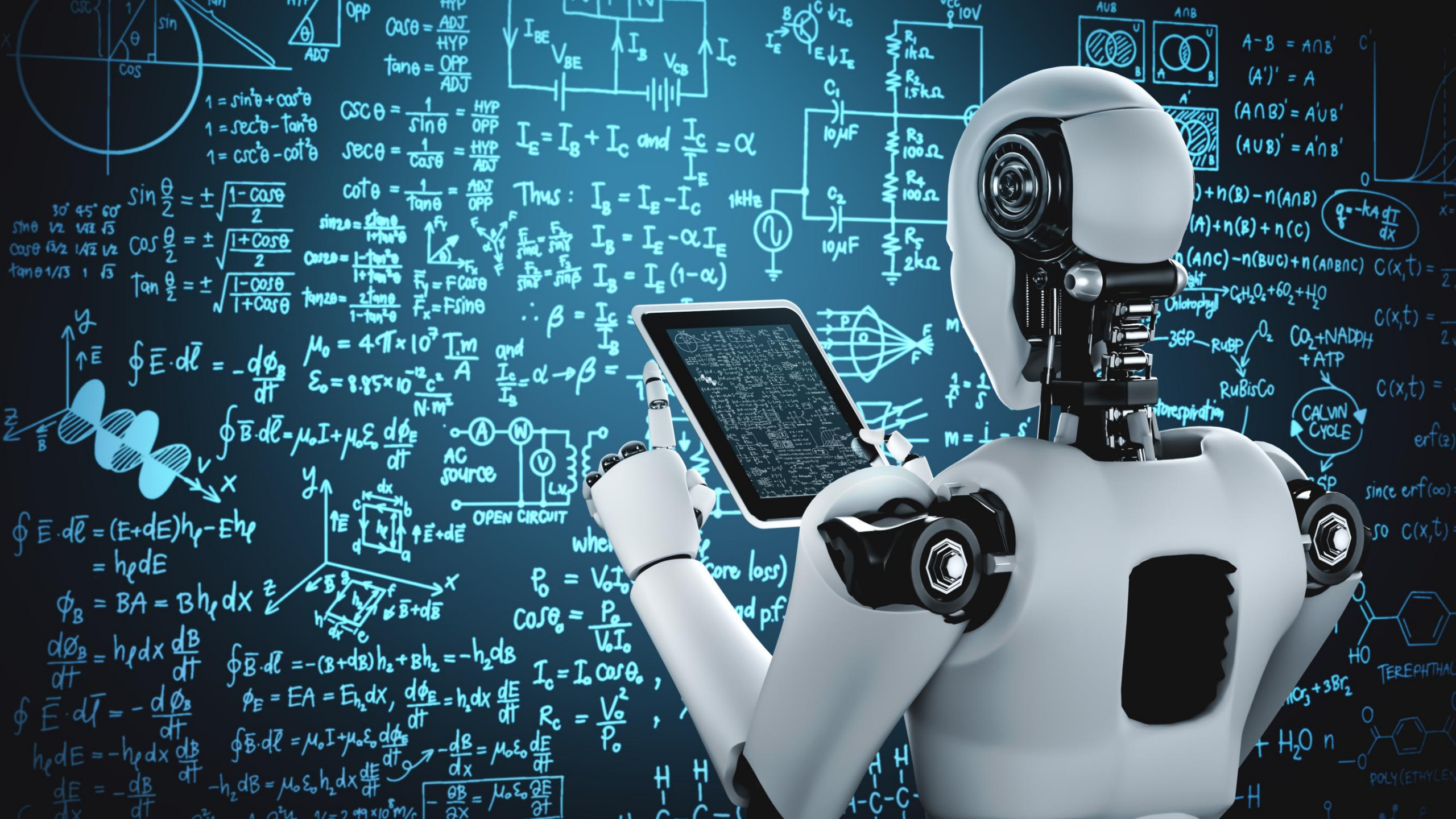
AI Ecosystem

&

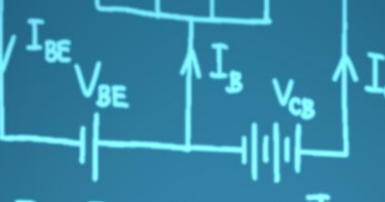
YAGEO Group



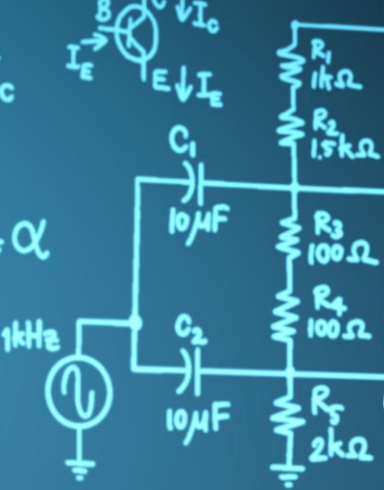
AI ?



$$\begin{aligned} \cos\theta &= \frac{\text{ADJ}}{\text{HYP}} \\ \tan\theta &= \frac{\text{OPP}}{\text{ADJ}} \\ \csc\theta &= \frac{1}{\sin\theta} = \frac{\text{HYP}}{\text{OPP}} \\ \sec\theta &= \frac{1}{\cos\theta} = \frac{\text{HYP}}{\text{ADJ}} \\ \cot\theta &= \frac{1}{\tan\theta} = \frac{\text{ADJ}}{\text{OPP}} \end{aligned}$$



$$I_E = I_B + I_C \text{ and } \frac{I_C}{I_E} = \alpha$$



$$\begin{aligned} A - B &= A \cap B' \\ (A')' &= A \\ (A \cap B)' &= A' \cup B' \\ (A \cup B)' &= A' \cap B' \end{aligned}$$

$$\begin{aligned} \sin\frac{\theta}{2} &= \pm \sqrt{\frac{1 - \cos\theta}{2}} \\ \cos\frac{\theta}{2} &= \pm \sqrt{\frac{1 + \cos\theta}{2}} \\ \tan\frac{\theta}{2} &= \pm \sqrt{\frac{1 - \cos\theta}{1 + \cos\theta}} \end{aligned}$$



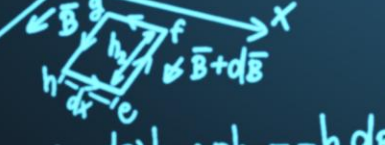
$$\oint \vec{E} \cdot d\vec{l} = -\frac{d\phi_B}{dt}$$

$$\mu_0 = 4\pi \times 10^{-7} \frac{\text{T}\cdot\text{m}}{\text{A}} \text{ and } \epsilon_0 = 8.85 \times 10^{-12} \frac{\text{C}^2}{\text{N}\cdot\text{m}^2}$$

$$\beta = \frac{I_C}{I_B} = \frac{\alpha}{1 - \alpha}$$



$$\phi_B = BA = B h_y dx$$



$$P_0 = V_0 I_0 \cos\theta_0$$

$$\frac{d\phi_B}{dt} = h_y dx \frac{dB}{dt}$$

$$\phi_E = EA = E h_x dx, \frac{d\phi_E}{dt} = h_x dx \frac{dE}{dt}$$

$$I_c = I_0 \cos\theta_0, R_c = \frac{V_0^2}{P_0}$$

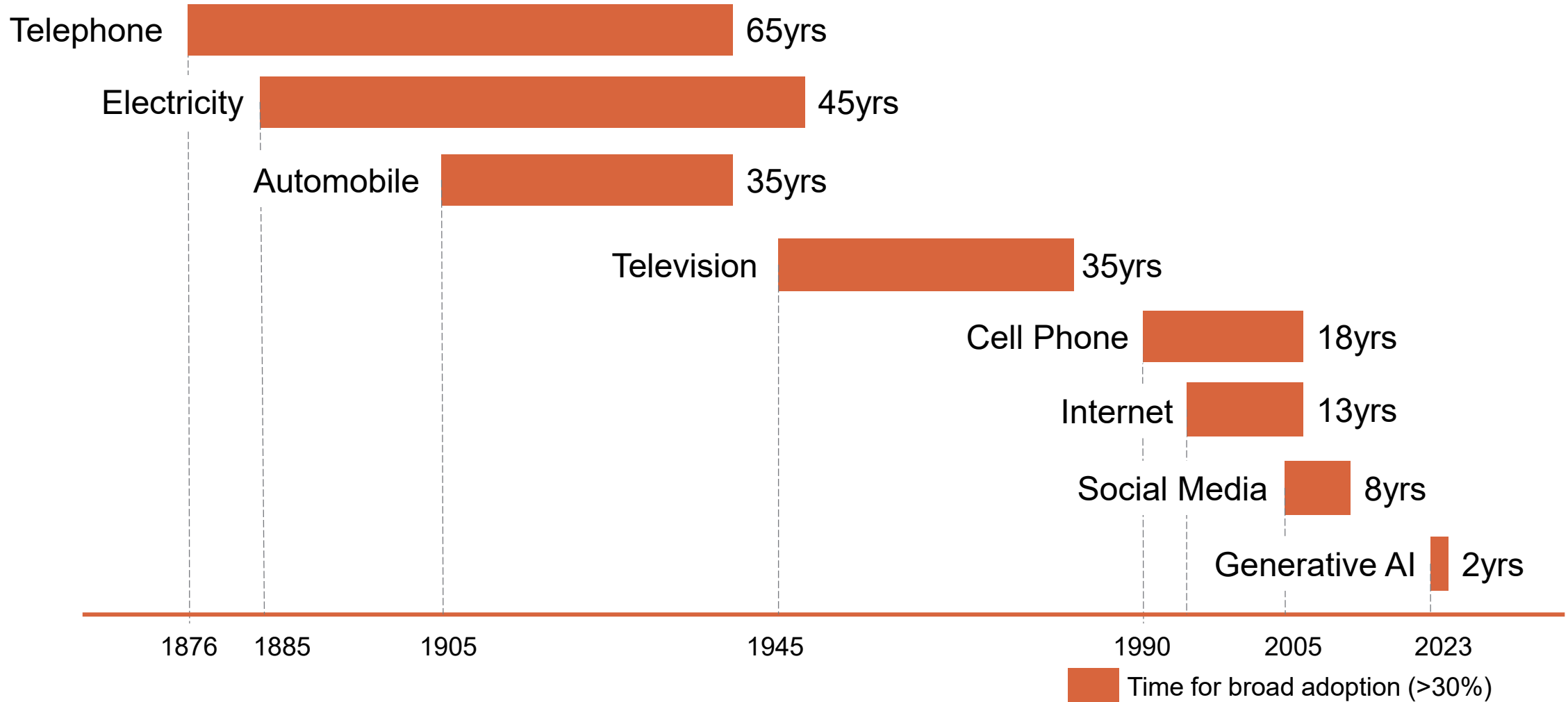
$$h_y dE = -h_y dx \frac{dB}{dt}$$

$$-h_y dB = \mu_0 \epsilon_0 h_x dx \frac{dE}{dt}$$

$$-\frac{dB}{dx} = \mu_0 \epsilon_0 \frac{dE}{dt}$$

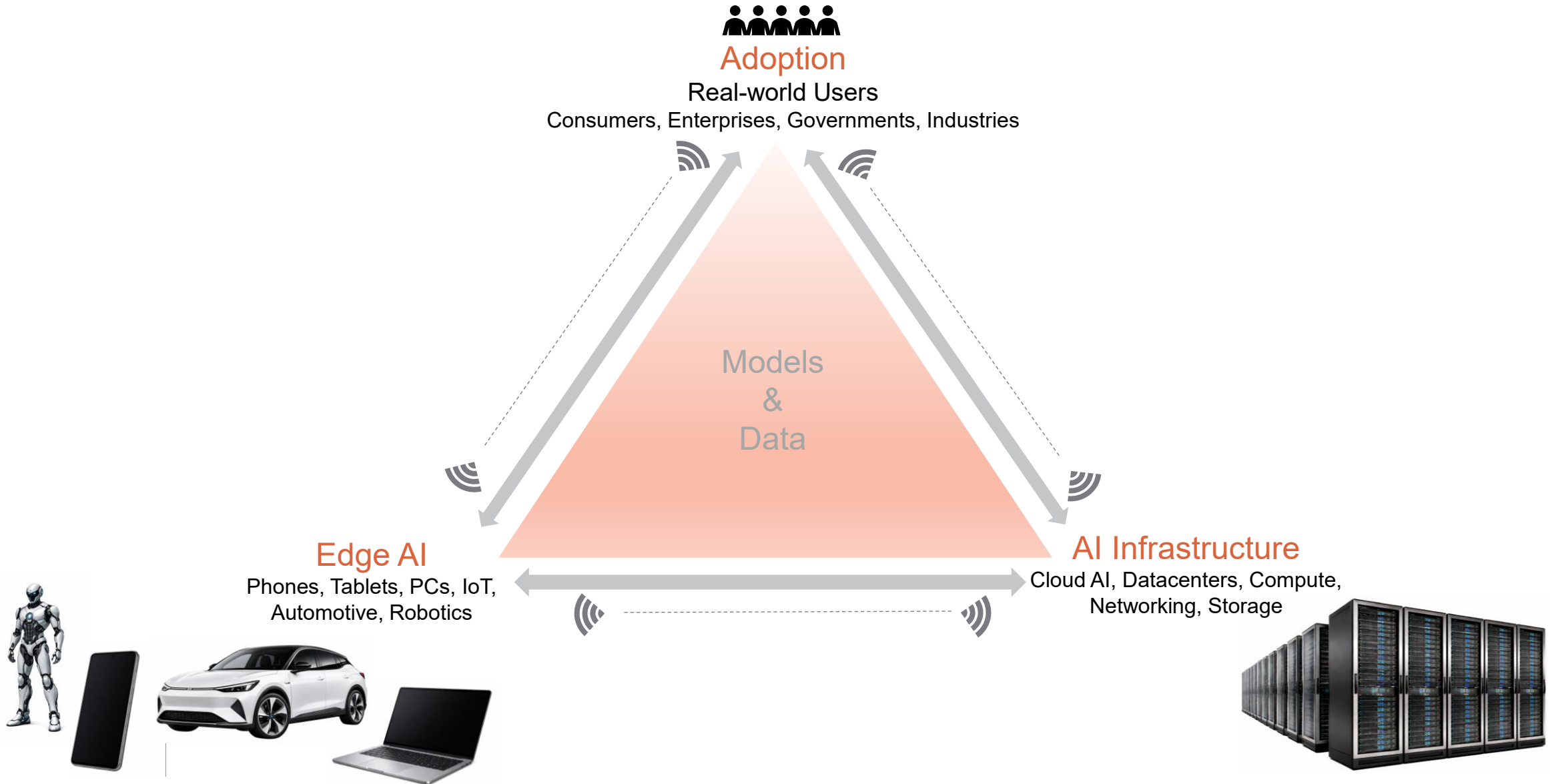


# AI Ecosystem Transformational



“AI is the fastest-spreading technology in human history”

# AI Ecosystem Infrastructure + Edge + Adoption

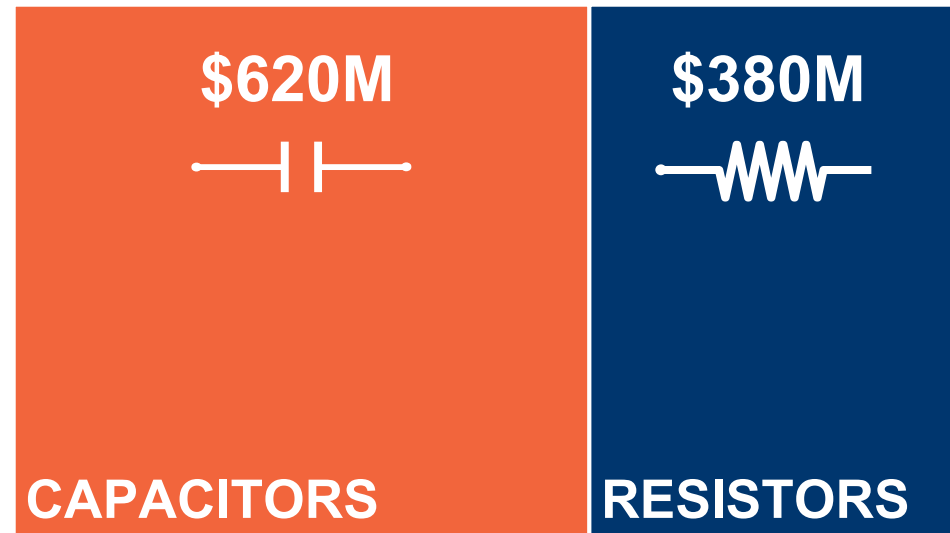


Converge.

Resilient.

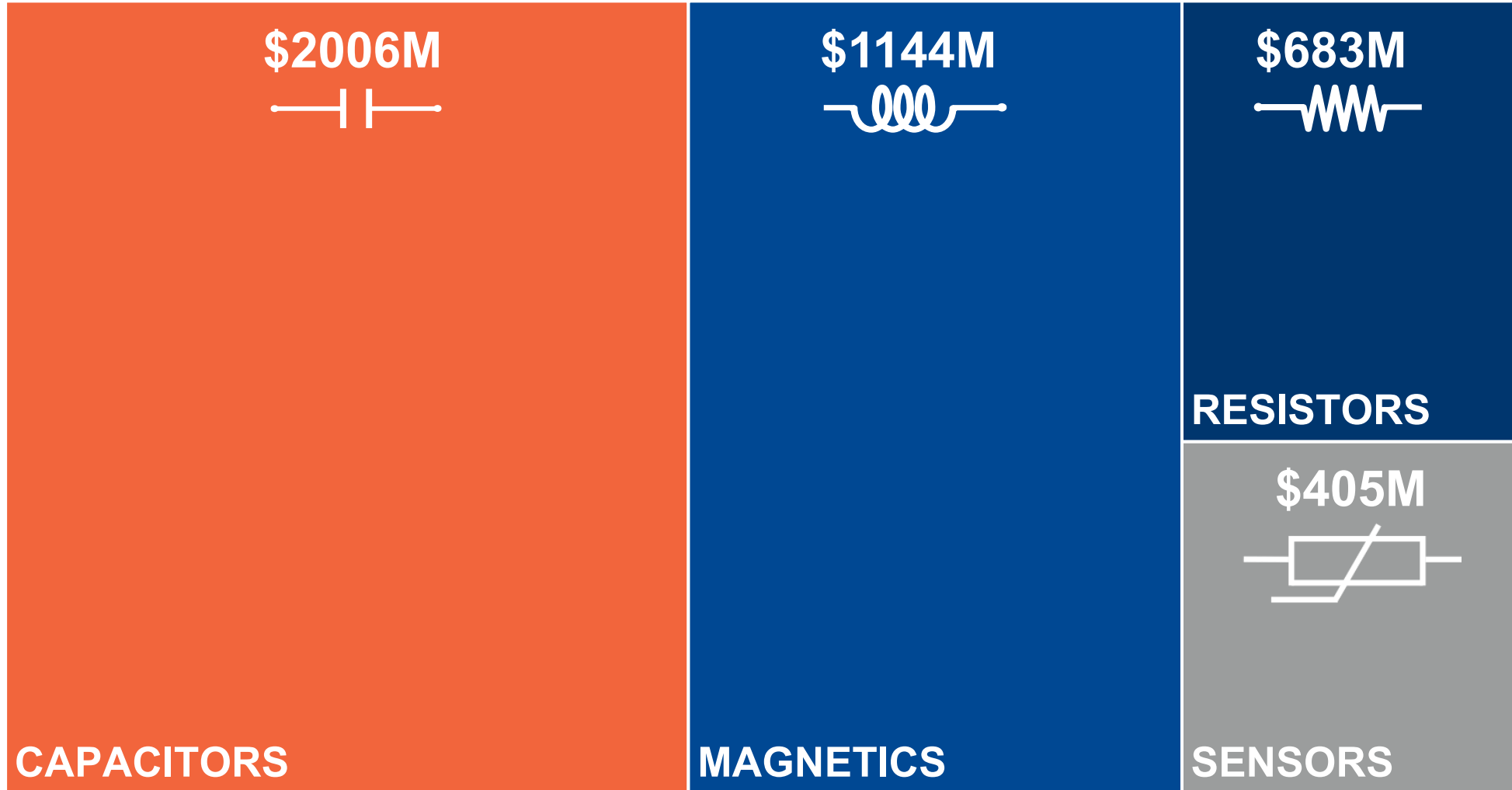
Simple.

2017



\$1.1B

2025

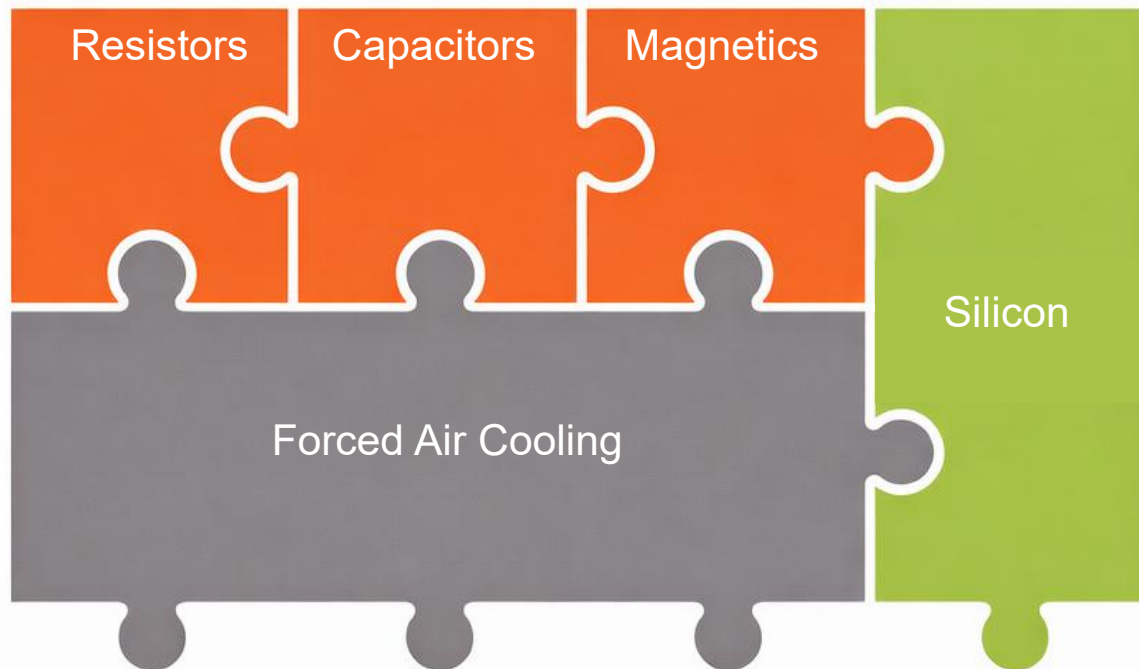


\$4.2B

# AI Ecosystem & YAGEO Group

## Power Delivery Puzzle, 2022

### Power Density at the CPU Air Cooling

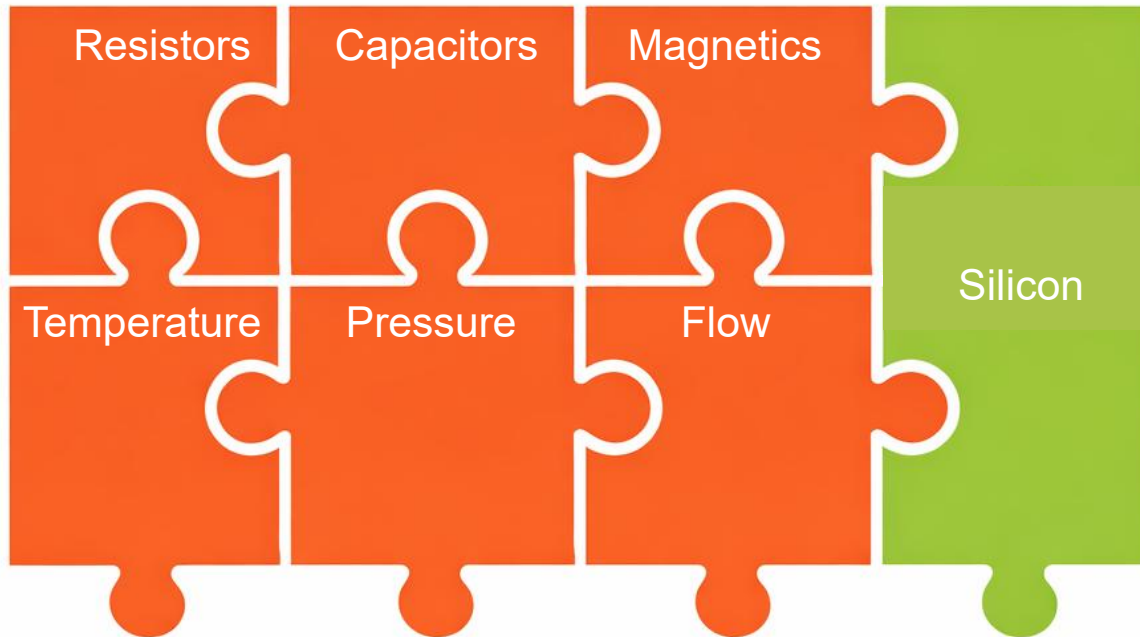


## YAGEO Group Acquisitions

- Telemecanique (2023)
- Nexensos (2023)
- Shibaura Electronics (2025)

## Power Delivery Puzzle, 2026

Power Density Grid to xPU  
Liquid Cooling



 YAGEO Group

## YAGEO Group Acquisitions

- Telemecanique (2023)
- Nexensos (2023)
- Shibaura Electronics (2025)

## AI Summit, 2024

**YAGEO GROUP  
ARTIFICIAL  
INTELLIGENCE  
SUMMIT**

SEPT 26TH, 15:00-18:00 (14:30-15:00 Check in)  
2024年9月26日 下午3點至6點 (2點半至3點報到)

HUA NAN BANK INTERNATIONAL CONVENTION CENTER  
華南銀行國際會議中心  
2F, NO. 123 SONGREN RD., XINYI DIST., TAIPEI CITY, TAIWAN  
台北市信義區松仁路123號2樓

YAGEO Group researchers will be joined by industry and academic experts to discuss the rapidly emerging science of Artificial Intelligence (AI) and Machine Learning including the key trends and technologies that are enabling the rapid advancement of AI, as well as the critical impacts on businesses and communities. The summit will include presentations as well as a six-person panel discussion where audience questions will be discussed.

**Keynote Speaker**

YAGEO Group  
Founder & Chairman  
Pierre Chen

**Panel Participants**

 National Cheng Kung University Professor Chris Gwo Giun Lee	 YAGEO Group CTO Dr. Phillip Lessner	 YAGEO Group Business Head KATAKURA Fumihito
 YAGEO Group Business Head Travis Ashburn	 Infineon SVP Athar Zaidi	 Cisco SVP Marco De Martin

2024 AGENDA

**YAGEO GROUP**  
Built into Tomorrow

## AI Revenue

≈ 4%

## AI Summit, 2026

**YAGEO GROUP  
ARTIFICIAL  
INTELLIGENCE  
SUMMIT – 2026**

**APRIL 30TH, 14:00–17:00** (13:30–14:00 Check in)  
2026年4月30日 下午2點至5點 (1點半至2點報到)

HUA NAN BANK INTERNATIONAL CONVENTION CENTER  
華南銀行國際會議中心  
2F, NO. 123, SONGREN RD., XINYI DIST., TAIPEI CITY, TAIWAN  
台北市信義區松仁路123號2樓

YAGEO Group executives, joined by leading industry and academic experts, will examine how the rapid growth of AI is reshaping requirements for power delivery, thermal management, and system density. The summit will highlight the critical role of passive electronic components and integrated power solutions in enabling next-generation AI infrastructure.

**Built into AI**

**REGISTER NOW!** or  Scan it!

## AI Revenue, Q1/26

≈ 15%

## Revenue by Segment (Q1, 2026)



## AI Revenue, Q1/26

≈ 15%

AI adoption across segments is still at the beginning

## Why YAGEO?



AI Ready



Scale



Credibility



Innovative

  
Automotive

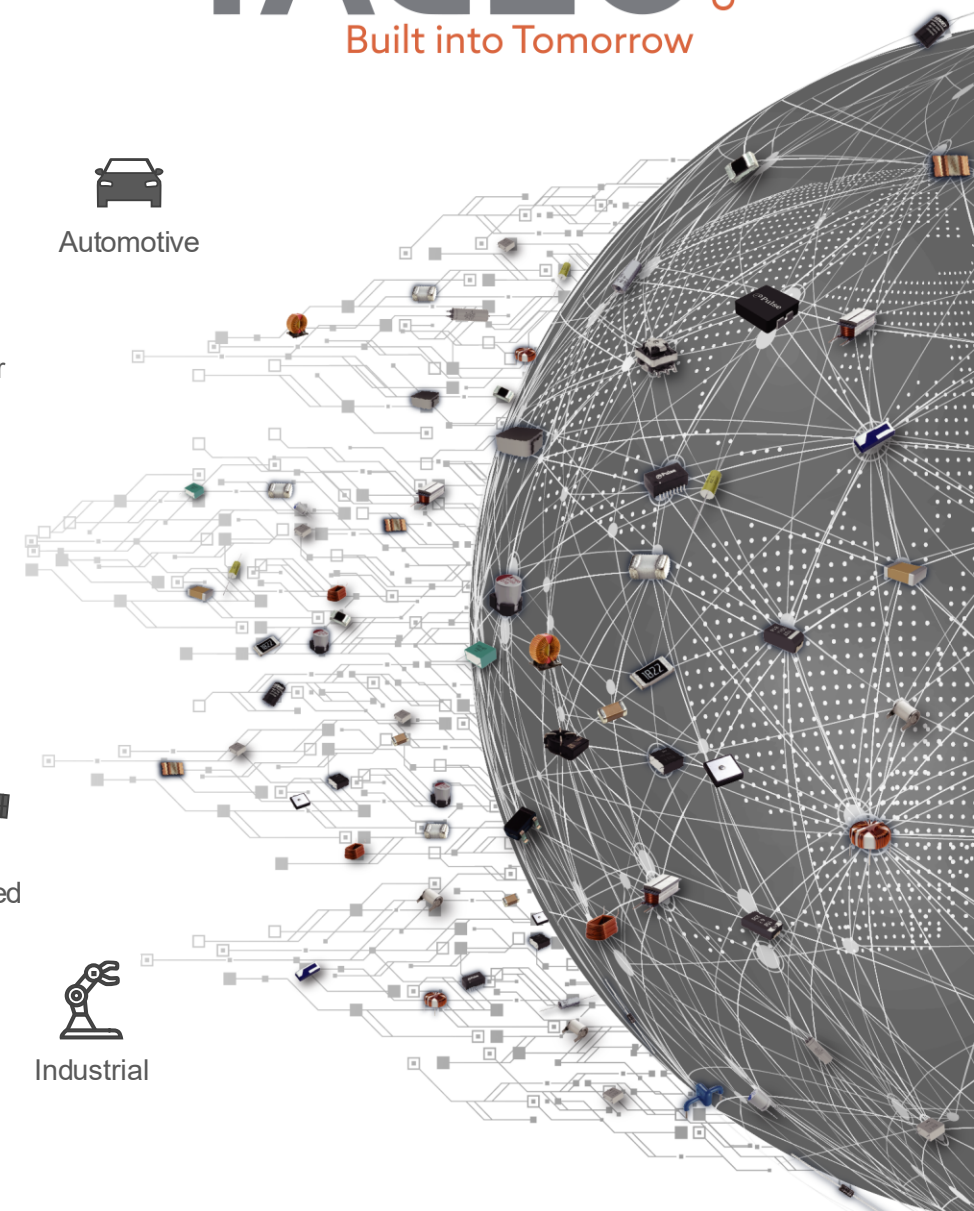
  
Consumer

  
Computing & Enterprise  
Systems

  
Telecommunications

  
Aero/Def/Med

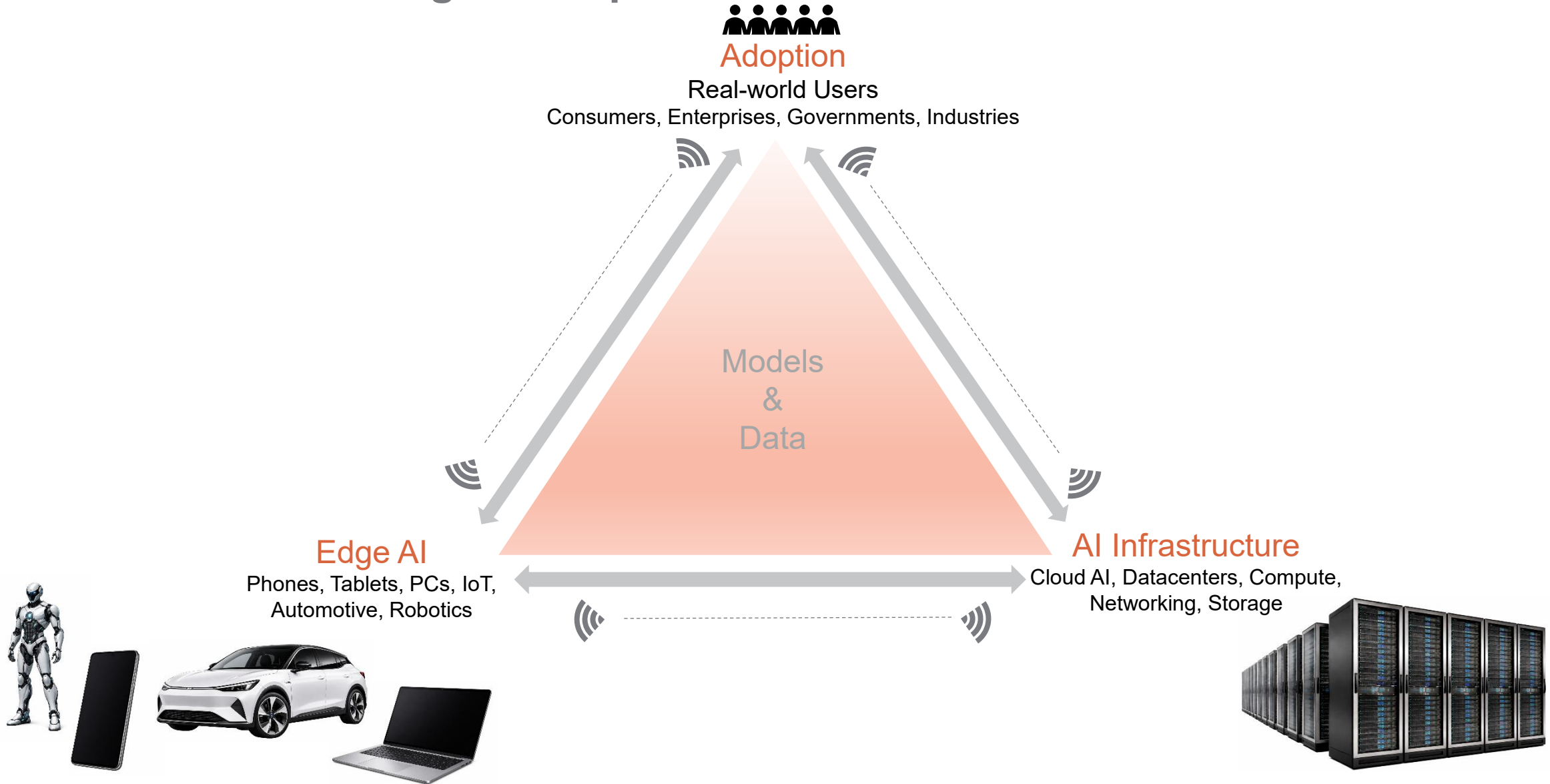
  
Industrial



## AI Infrastructure Passive Components & Trends



# AI Ecosystem Infrastructure + Edge + Adoption

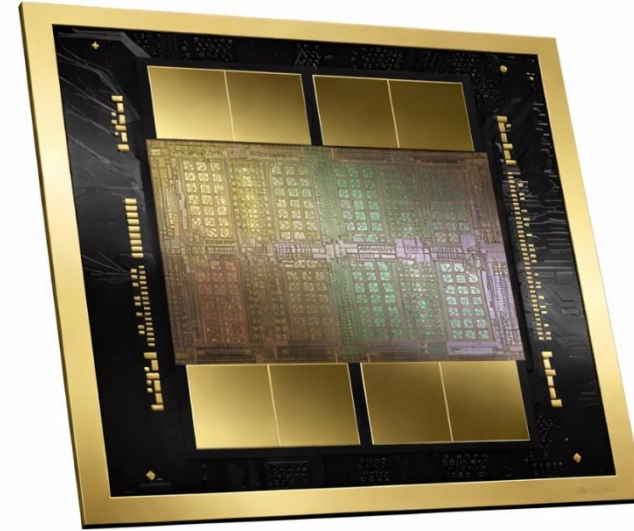


# AI Infrastructure Power. Thermal.



Smartphone

25W



xPU

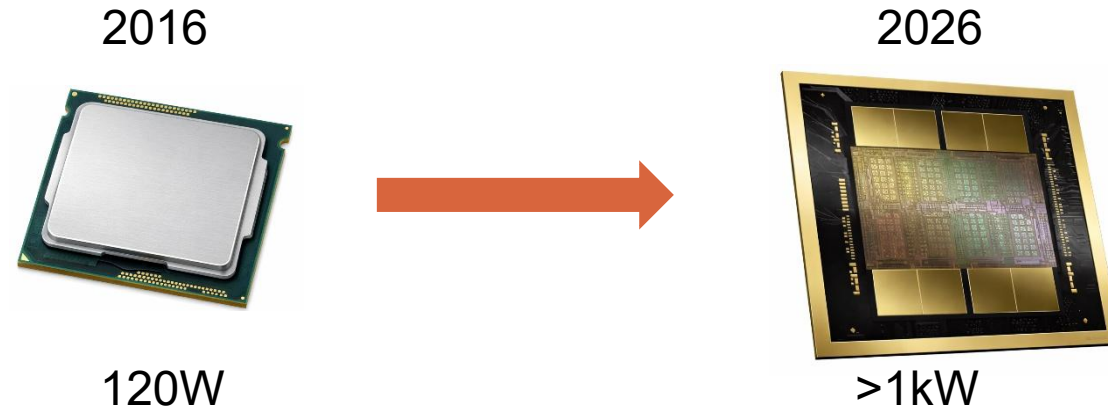
>1000W

40x

**Power = Voltage x Current**

# Complexity





- ❑ 4-8 xPUs per compute tray
- ❑ 60-100 xPUs per rack
- ❑ 10,000 – 100,000 GPUs per datacenter

# AI Infrastructure Power Delivery

Refrigerator



0.8kW

AI Rack



>100kW

125x

Refrigerator



0.8kW

xPU



1kW

Smartphone



25W

# AI Infrastructure Scale



Taipei City  
540 MW

=



≈ 4  
AI Datacenters

# AI Infrastructure Challenges

3.5x

AI Compute Demand Growth  
(2025 to 2030)

Source: McKinsey & Company, Data Center Demand, 5/25

2.3x

Global Electricity Usage of AI Infrastructure  
(2024 to 2030)

Source: S&P Global, Global Data Center Power Demand, 4/25

2x

AI Infrastructures Electricity Usage  
(2024-2030)

Source: IoT Analytics, Datacenter Infrastructure, Nov/2025

\$0.7T to \$1.1T

Annual Capex in AI Infrastructure  
(2025 to 2029)

Source: McKinsey, The \$7T data center build-out, Mar/26

ESG Pressure

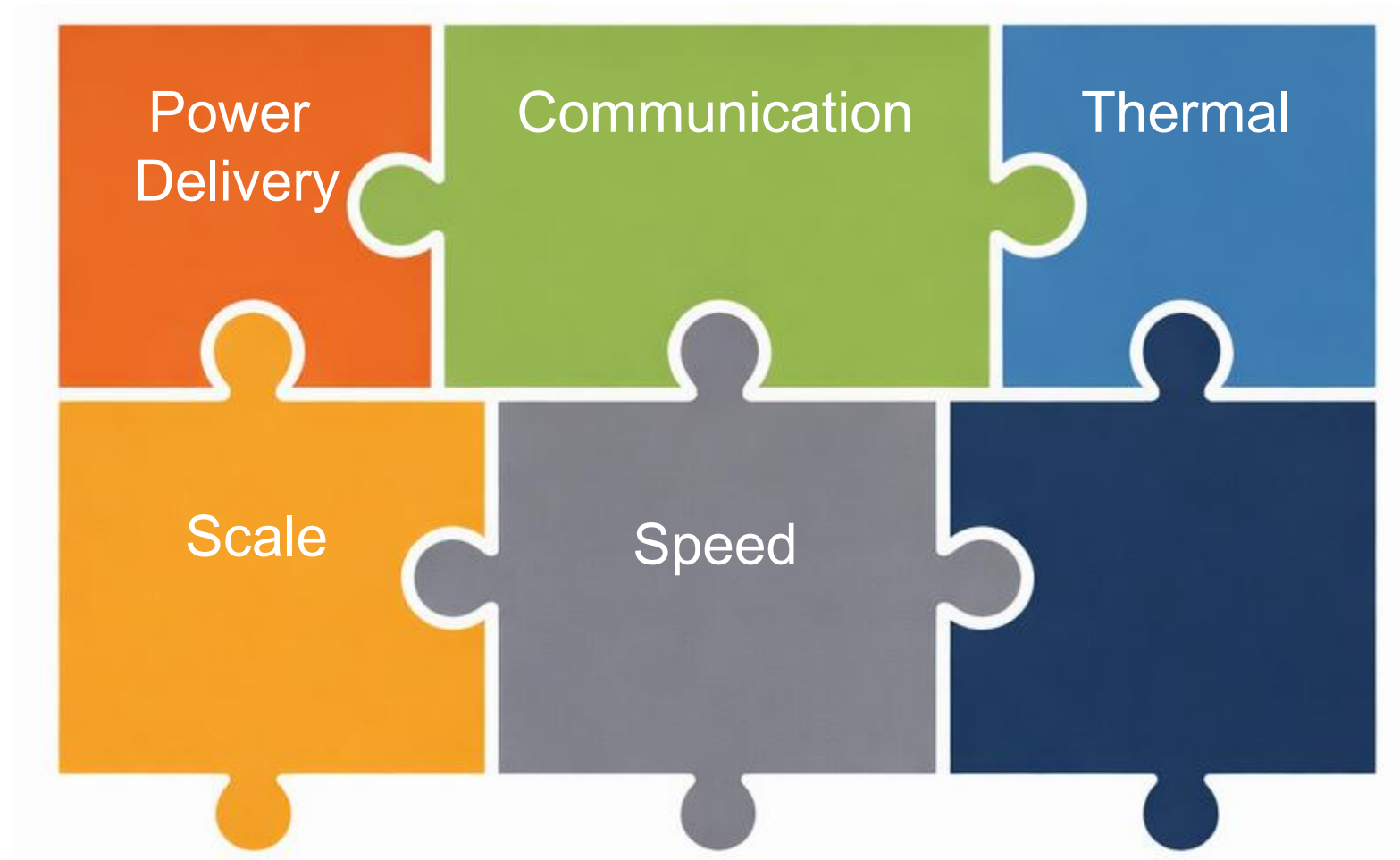
Power, Water, Land  
Local Opposition

26% CAGR

AI Infra Liquid Cooling Market  
(2024 to 2030)

Source: IndustryArc, Data Center Liquid Cooling Market Overview

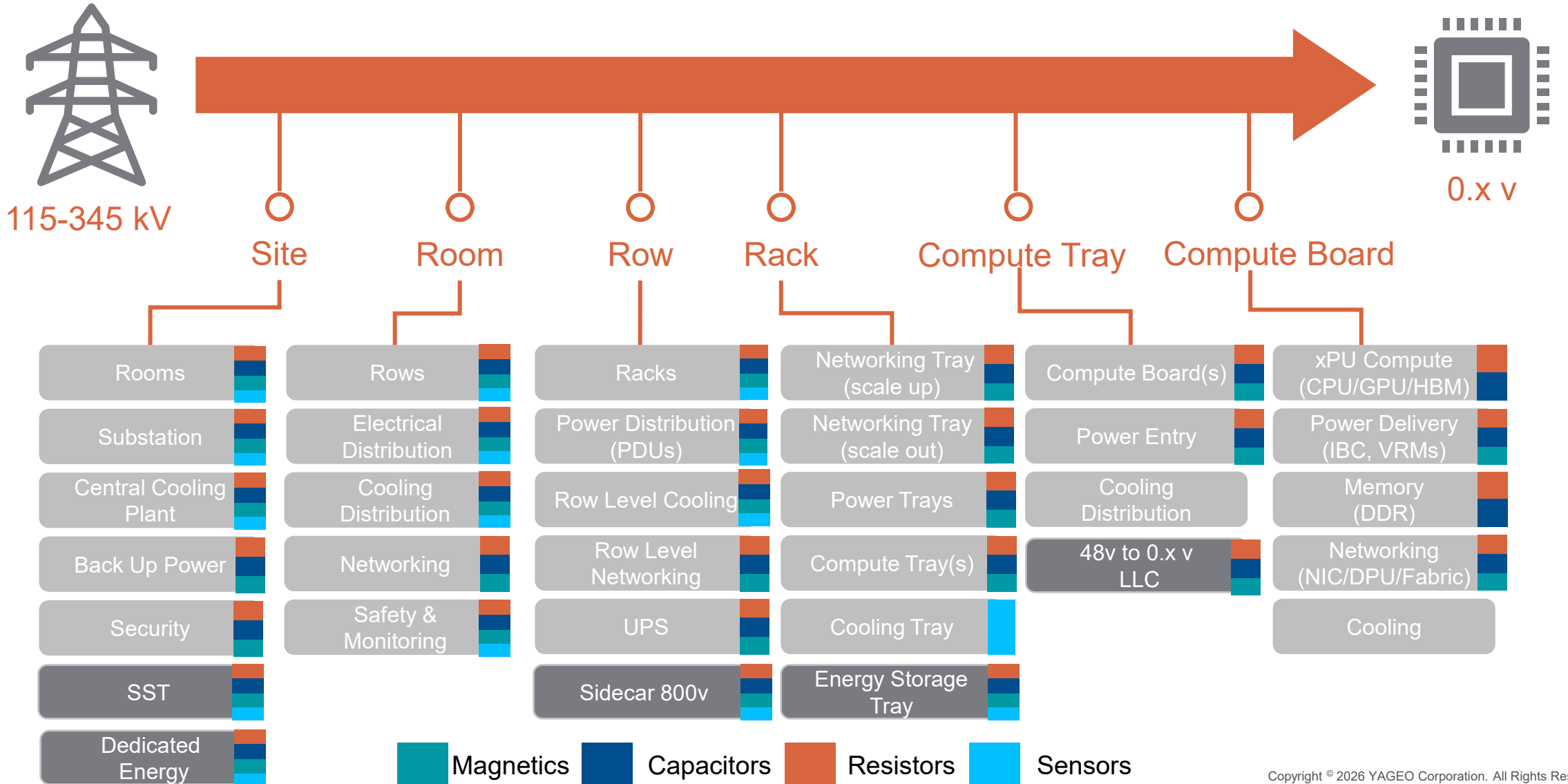
# Complexity



# AI Infrastructure Passives

Utility Grid

xPU Compute



# YAGEO GROUP

Built into Tomorrow



Automotive



Consumer



Computing & Enterprise Systems



Telecommunications

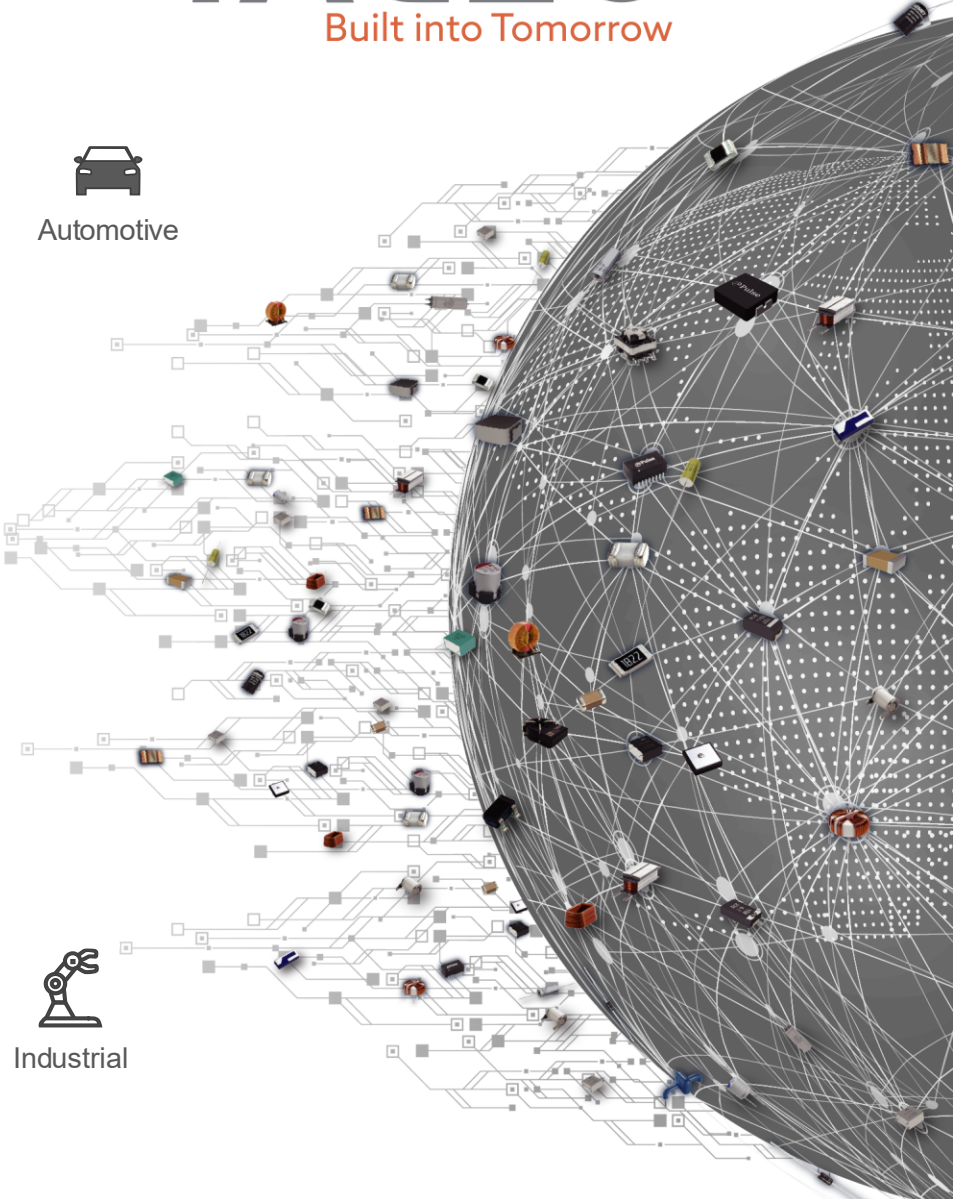


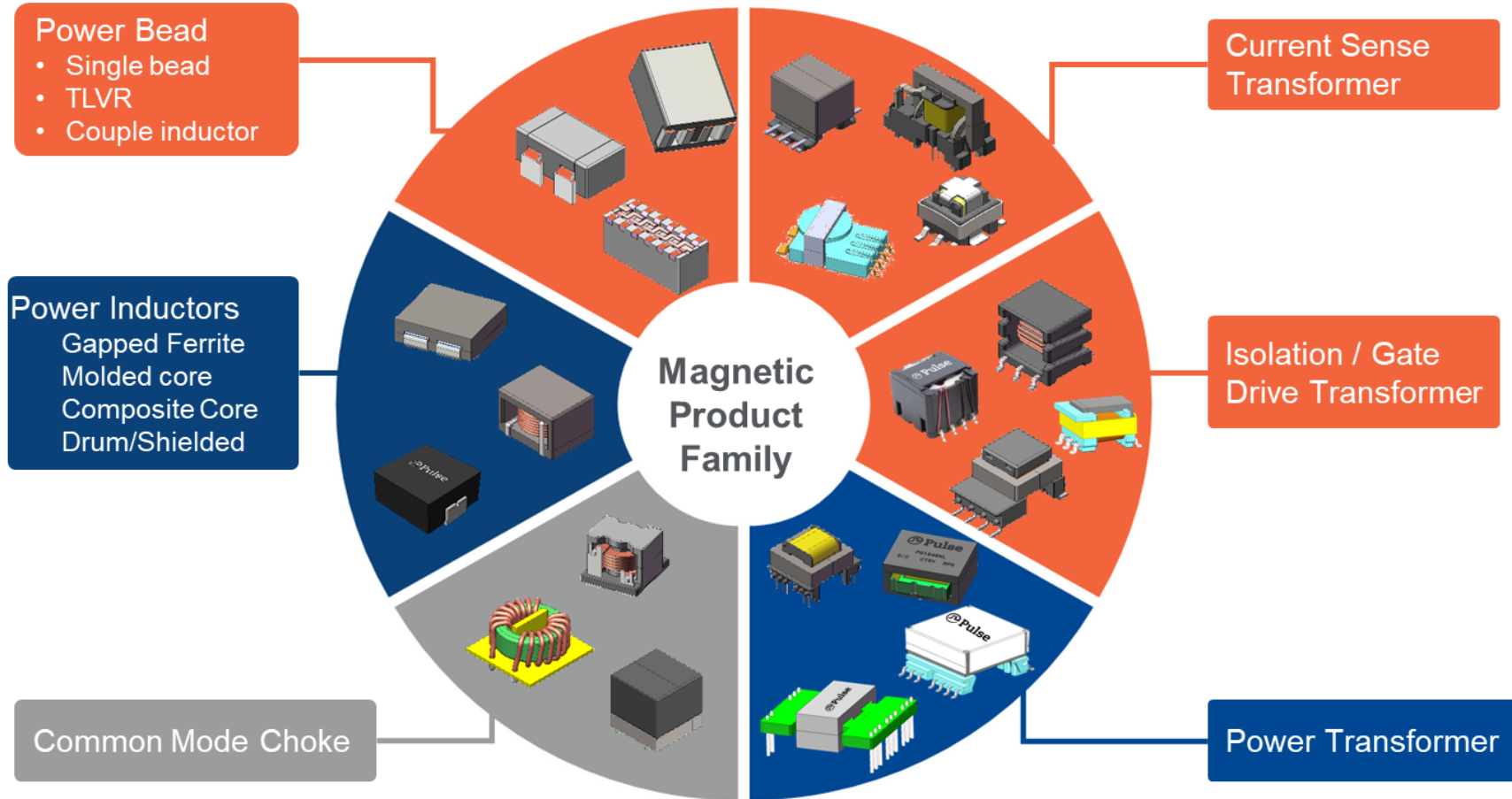
Aero/Def/Med



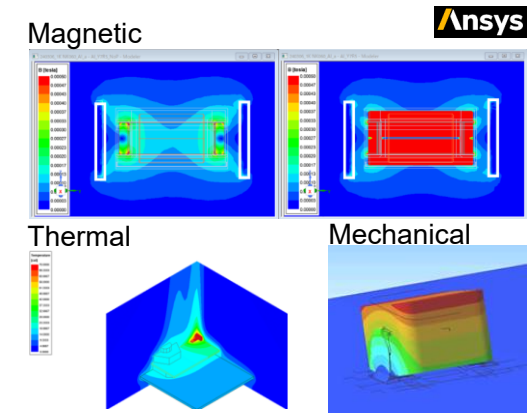
Industrial

## Power Magnetic Solutions for AI





- Customized Solutions
- From mW to kW
- Advanced magnetic material realization backed by 80+ yrs of innovation history
- Advanced Simulation support
- Magnetic, Thermal, Mechanical simulation is available



**YAGEO Group develops customer & catalog power magnetic products. AI applications use advanced material developed internally.**

- ❑ Power delivery demands within the AI Ecosystem are unprecedented.
- ❑ Customers need customized solutions, unique constructions and advanced magnetic material development
  
- ❑ **YAGEO Group:**
  - supports power delivery in all stages of the AI Ecosystem from site, to rack, to tray, to xPU.
  - in-house magnetic materials R&D backed by 80+ yrs of ferrite and powder expertise.
  - utilizes advanced magnetic, mechanical and thermal simulation for optimization
  - manufactures at scale, globally, ensuring reliability and dependability

## Communication Magnetic Solutions for AI

  
Automotive

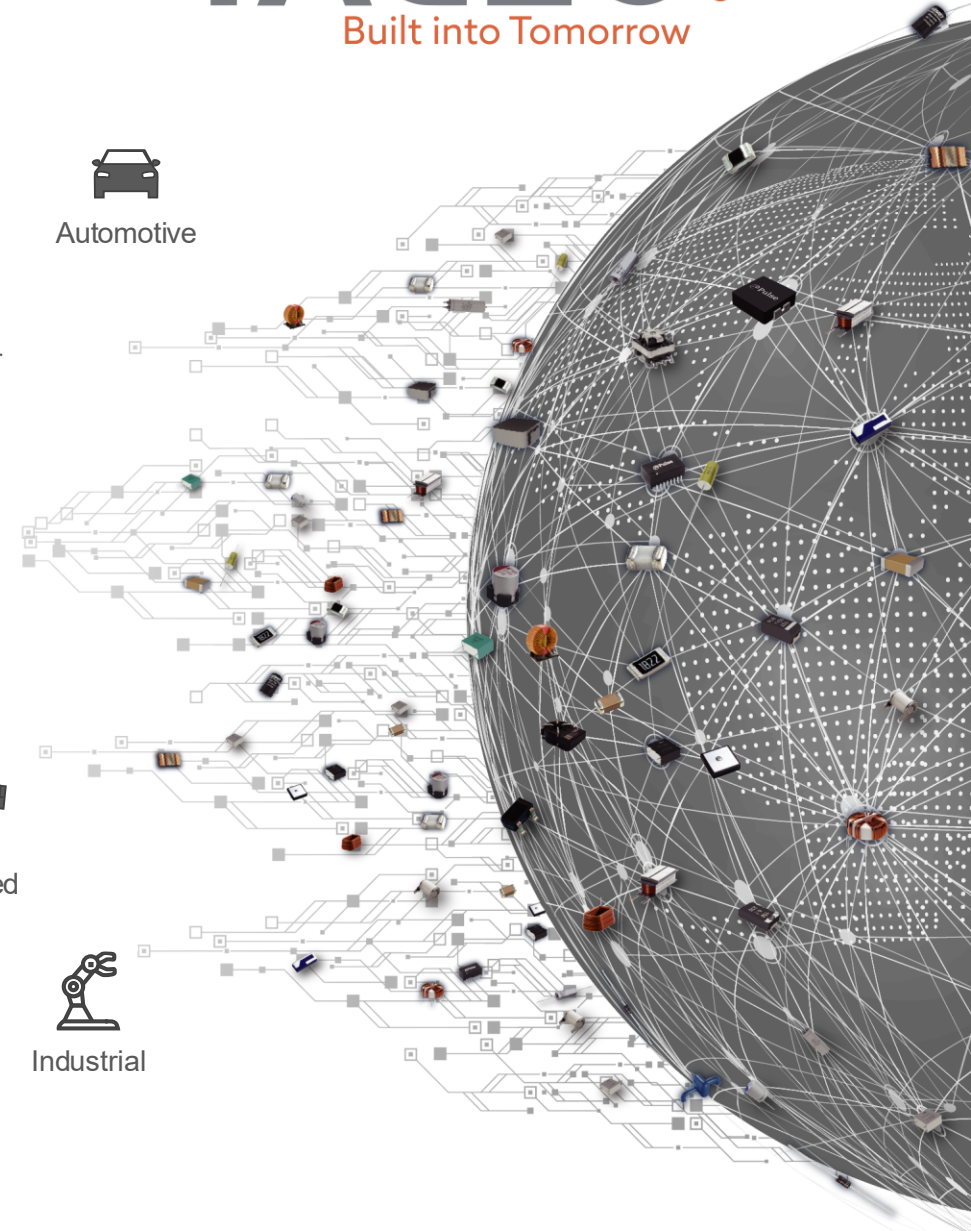
  
Consumer

  
Computing & Enterprise  
Systems

  
Telecommunications

  
Aero/Def/Med

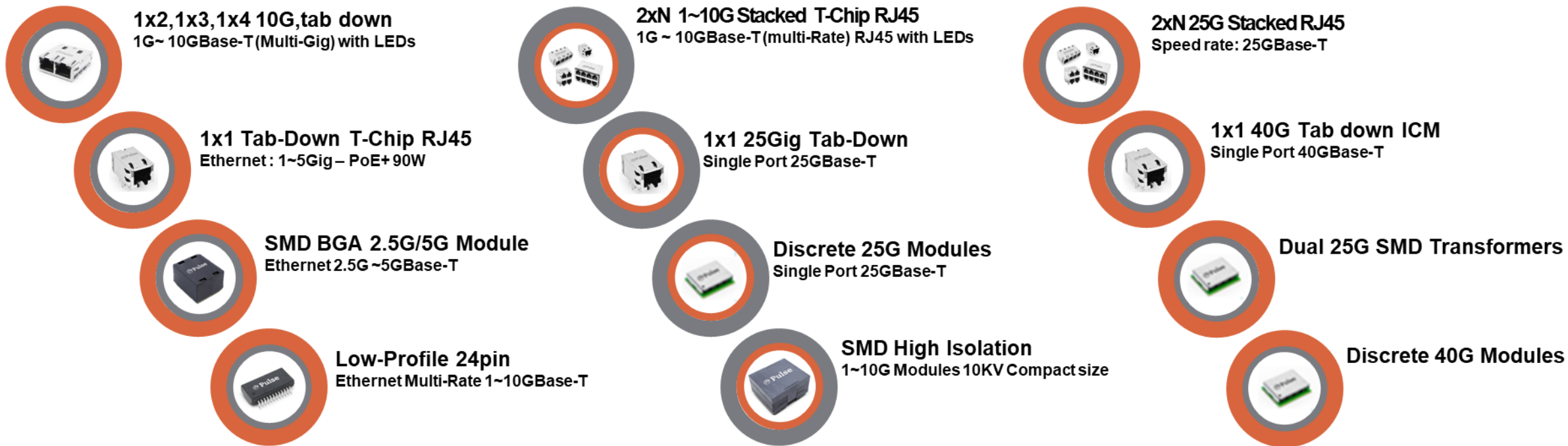
  
Industrial



# Roadmap of High-Speed Magnetics & Connector Solutions

PulseJack™ - Integrated Connector Modules (ICM) and Discrete LAN Magnetics

Product Development



2026

2027


2028

Technical Trends

Data Rate – Copper:	10Gbps to 25Gbps	40Gbps
Data Rate – Fibre Optic:	100Gps – 400Gps	100Gps – 800Gbps
Power Feeding	100W+ 4P PoE	120W+ 4P PoE
Temperature:	+155C	+155C
Isolation/Speed	10kV/2.5G	10kV/2.5G



## Sensors Solutions for AI

  
Automotive

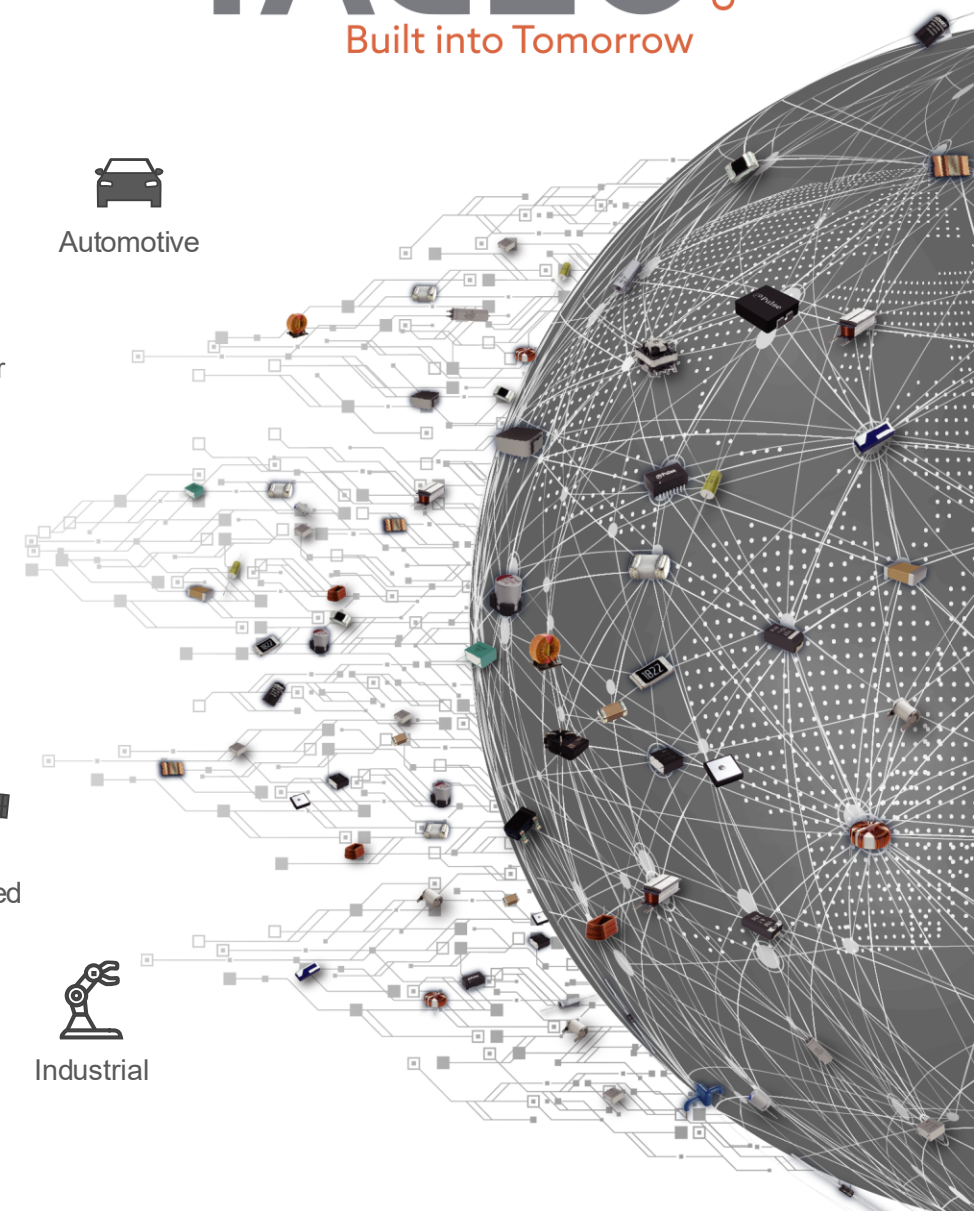
  
Consumer

  
Computing & Enterprise Systems

  
Telecommunications

  
Aero/Def/Med

  
Industrial



A futuristic data center aisle with glowing server racks and digital light trails. The scene is illuminated with blue and white light, creating a high-tech, digital atmosphere. The server racks are lined up on both sides of a central aisle, and the floor is covered with a grid of glowing lines. The background is filled with a dense network of light trails and data points, suggesting a complex, interconnected system.

**AI runs on Data.  
Data Centers run on Power.  
Power and Performance -  
Depend on Sensing.**

# Three Significant Acquisitions since 2023 Forming a Sensor PBG

## NEXENSOS

YAGEO acquires Nexensos from Heraeus Group  
#1 in Pt-RTD  
**+500FTE**



## SHIBAURA

YAGEO acquires Shibaura  
#1 in NTC Thermistors  
**+1400 FTE**



## Telemecanique Sensors

YAGEO acquires Telemecanique Sensors from Schneider  
#1 in electromechanical switches  
**+2000 FTE**



# YAGEO Group Sensor PBG - A number one Player in Sensing



Revenue: ~\$600m

3900 FTE

16 locations in 9 countries

Temperature

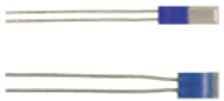
Pressure, Flow & Proximity



# Customer Interest and Value Focussed on Sensor Level – YAGEO Developing Integrated Solutions

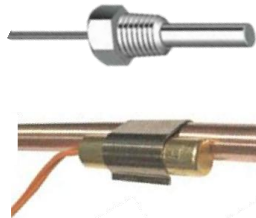


## Elements



ASP: <1\$

## Assemblies



5-10\$

Existing business and  
New Business Opportunities

## Sensors



>20\$

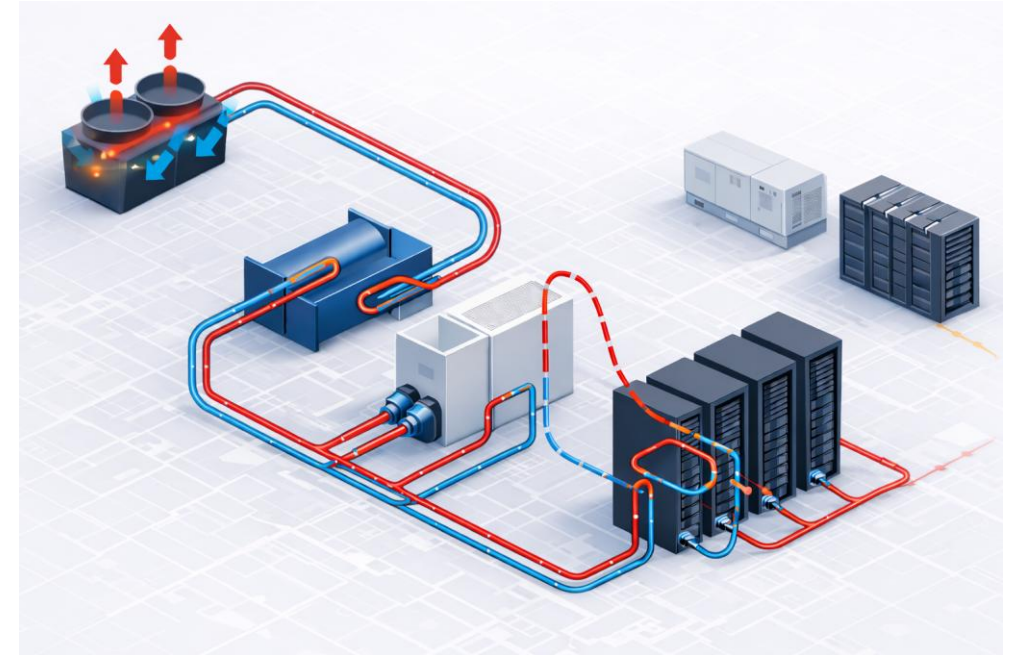
Sensor development  
using combined  
group capabilities to  
serve customer needs

# YAGEO Group – Enabling AI Infrastructure through Advanced Sensor Solutions

## YAGEO enables monitoring, control, and safety

to sustain AI power and performance by:

- Controlling temperatures and pressure in critical liquid cooling infrastructure
- Preventing overheating, pumping failures and leaks in the cooling systems
- Integrating this solutions with a global team and technical approach within a dedicated Sensor PBG



*Sensors for high performing data center with efficient, safe and eco-friendly liquid cooling systems*

## Capacitors Solutions for AI

  
Automotive

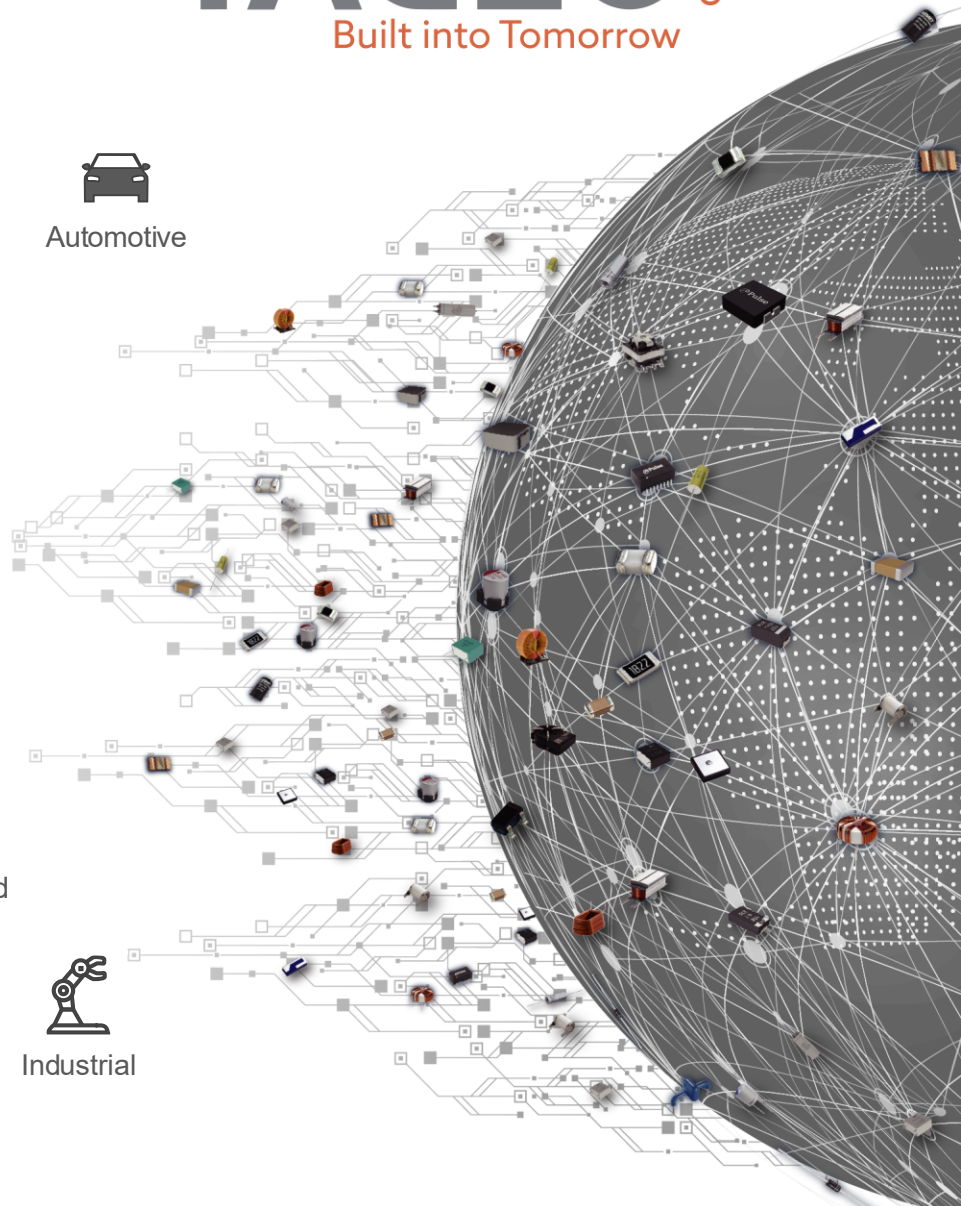
  
Consumer

  
Computing & Enterprise Systems

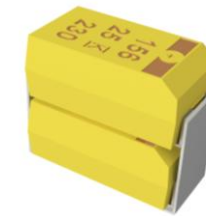
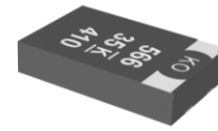
  
Telecommunications

  
Aero/Def/Med

  
Industrial



# Tantalum Capacitor Focus Areas



## Infrastructure



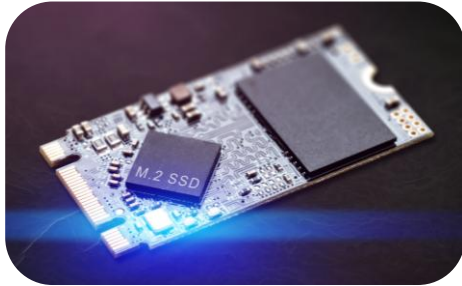
## ADAS/AD Systems



## Radar (AESA)



## Data Storage



## Smart Cockpit



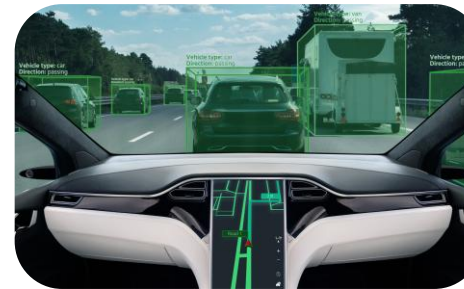
## Aerospace & Satellite



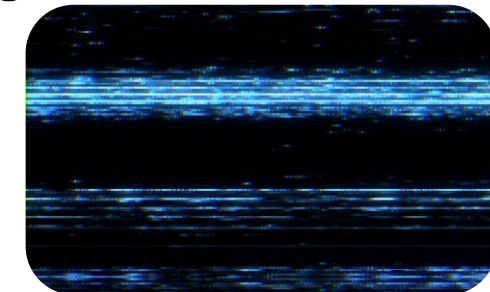
## Industrial Systems



## Sensors

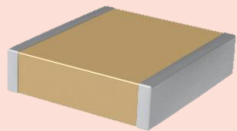


## Signals & Communication

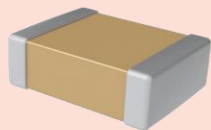


# YAGEO Group MLCC's A complete product portfolio

**High  
Capacitance**



**General  
Purpose**



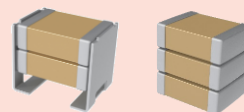
**Automotive  
Grade**



**High  
Voltage**



**High  
Power**



**High  
Temp**

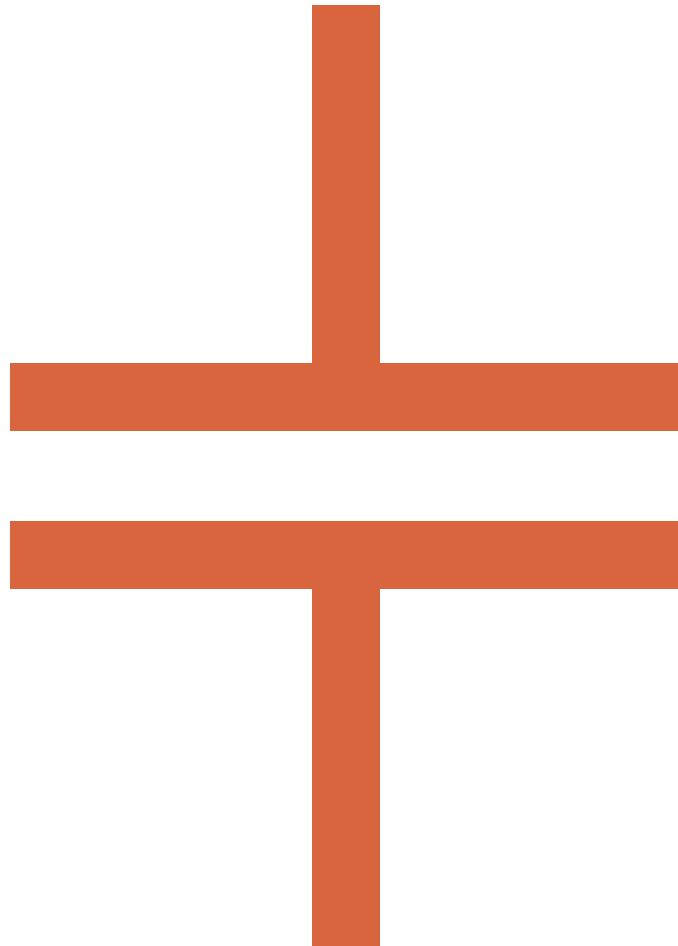


**High  
Reliability**



**High  
Frequency**





*Technology (product portfolio)*  
*Capacity (ability to supply)*  
*E2Di Easy-to-Design-in*  
*Global Service Model*  
*Innovation*

The first phase of AI's impact on our lives and industries is gradually taking shape, representing significant progress compared to two years ago. Back then, I suggested that the last frontier of human uniqueness might be artistic creation — because human creativity carries an inherently human quality. Yet given the direction AI is heading today, even the full range of human characteristics may soon be something AI can generate or replicate.

There remain many AI-related topics that warrant serious discussion — such as AI's disregard for copyright, questions of AI ethics, and where the limits of AI autonomy should lie. But what YAGEO can do is continue to press forward in the strategic direction we believe is right, allowing this electronic components company with its roots in Taiwan to keep growing and thriving — and to continue sharing our growth and results with our employees and shareholders. We look forward to having even more technological developments and progress to share with everyone at our next AI Summit.

**YAGEO** GROUP

Built into AI