



Electronics for the Future

Financial Results for FY2024

(From April 1, 2024 to March 31, 2025)

As of May 14, 2025

- | Financial Results for FY2024**
- | Announced Plan for FY2025**
- | Capital Expenditures**
- | Inventories**
- | Returns to Shareholders**
- | Cash Allocation and Capital Policy**
- | Progress and Review of the Medium-term Management Plan**
- | Measures to Improve Profitability**
- | ROHM's Marketing Strategies**
- | SiC Business Strategies**

FY2024 Financial Results (vs Revised Plan (Nov. 2023) and YoY)

(¥billion)

	FY2024 Results	FY2024 Revised Plan	vs Plan	FY2023 Results	YoY
Net Sales	448.4	450.0	-0.3%	467.7	-4.1%
Operating Profit	-40.0	-15.0	-	43.3	-
(Ratio)	(-8.9%)	(-3.3%)	-	(9.3%)	-
Ordinary Profit	-29.6	-10.0	-	69.2	-
(Ratio)	(-6.6%)	(-2.2%)	-	(14.8%)	-
Net Profit	-50.0	-6.0	-	53.9	-
(Ratio)	(-11.2%)	(-1.3%)	-	(11.5%)	-
EBITDA	43.3	74.2	-41.4%	115.3	-62.3%
(Ratio)	(9.7%)	(16.5%)	-	(24.7%)	-

Average Exchange Rate (¥/US\$) (¥152.48)

(¥148.93)

(¥144.40)

End of Term Rate (¥/US\$) (¥149.52)

(¥145.00)

(¥151.41)

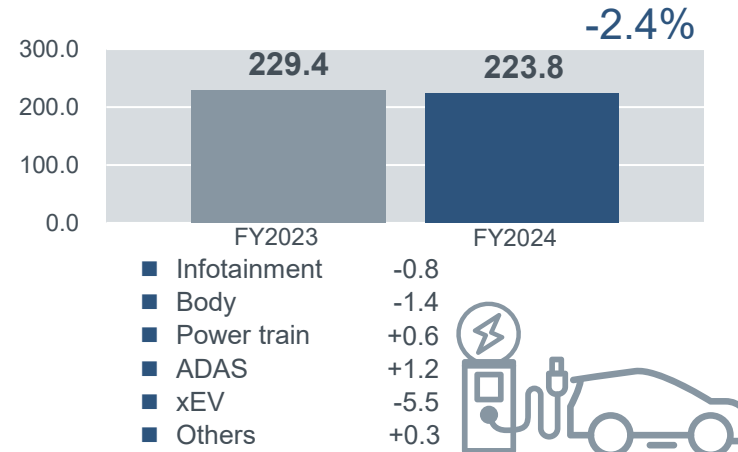
FY2024 Sales Trend by Market Segments (YoY)

(¥billion)

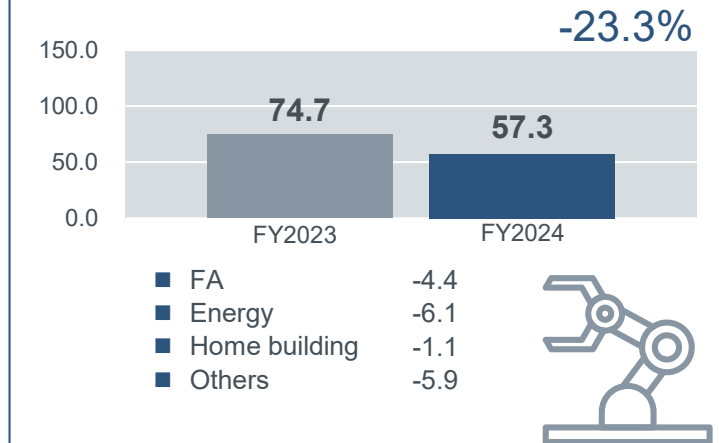
Full Year Sales



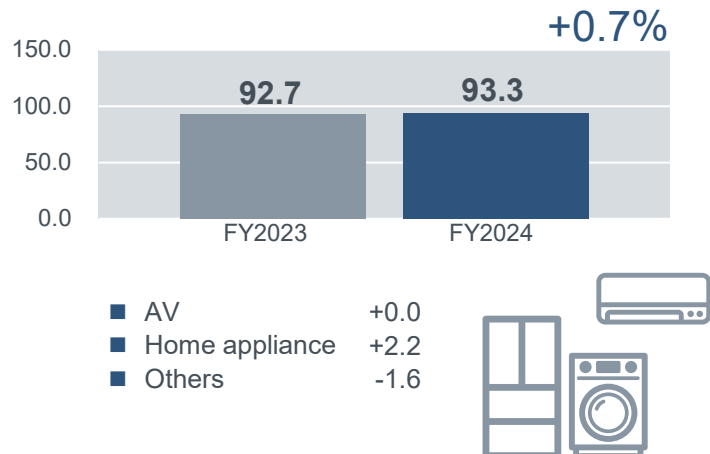
Automotive



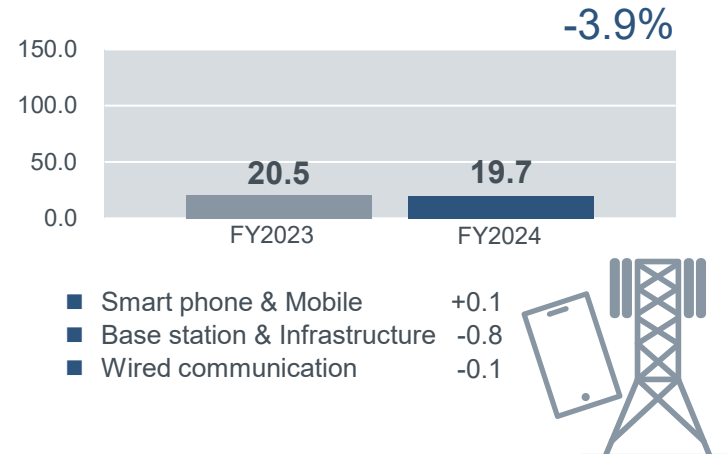
Industrial



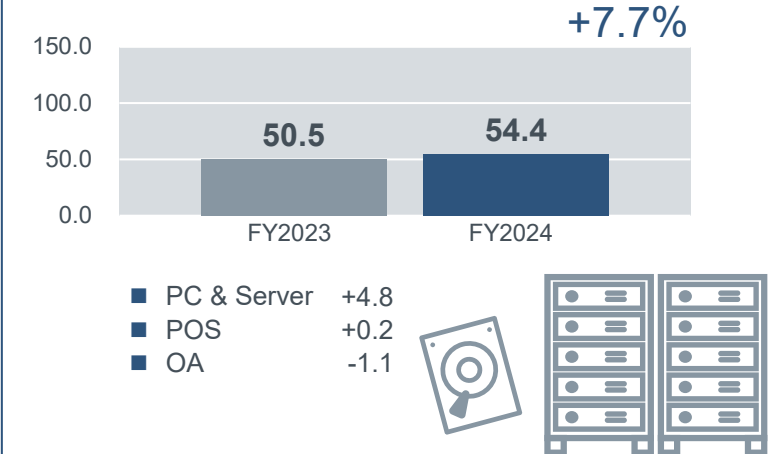
Consumer



Communication



Computers & Storage



FY2024 Sales Trend by Customer Nationality (YoY)

Full Year Sales

¥467.7billion

¥448.4billion

FY2023 Results

FY2024 Results

-4.1%

Full Year YoY

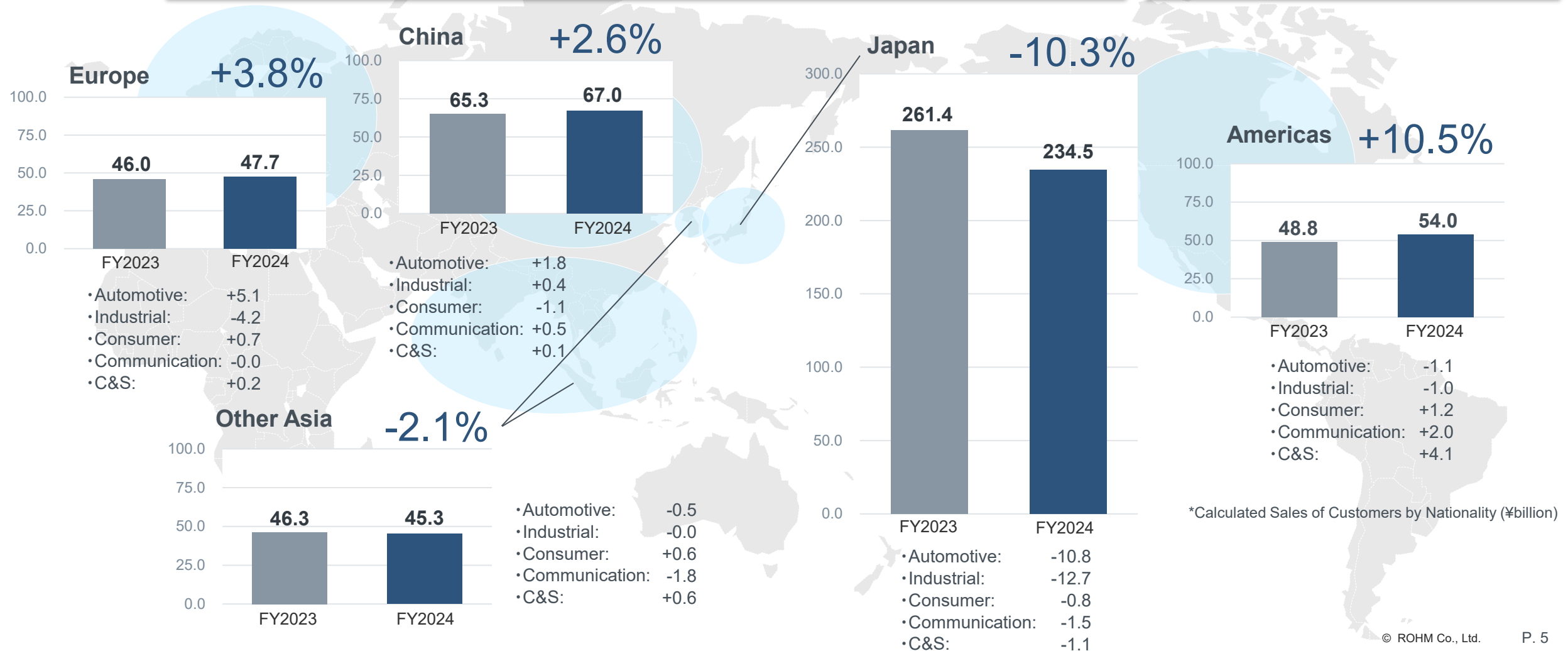
Sales ratio outside of Japan

44.1%

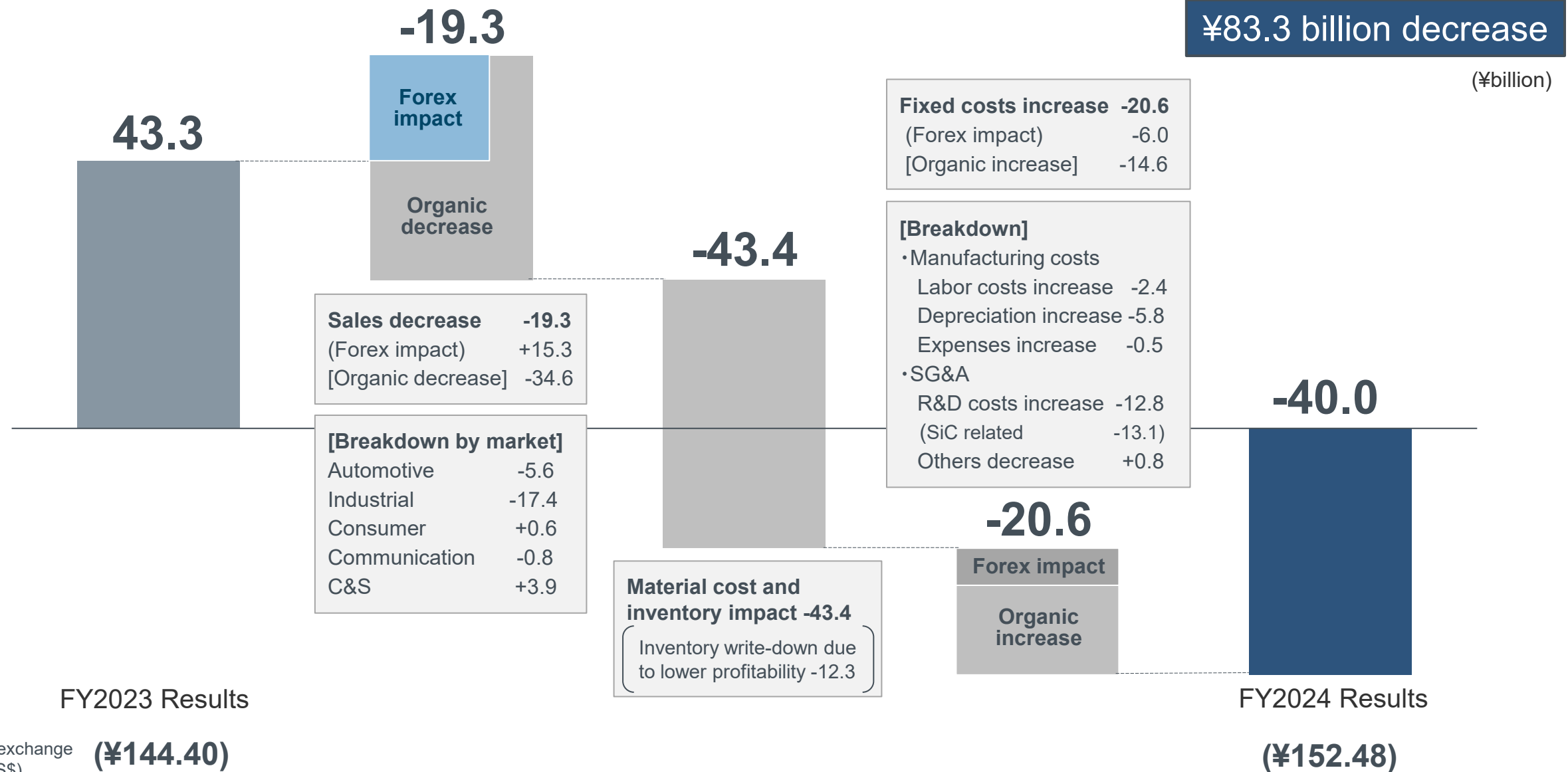
FY2023

47.7%

FY2024



FY2024 Changes in Operating Profit (YoY)



Average exchange rate (¥/US\$)

FY2024 Changes in Net Profit (YoY)

53.9

-83.3

¥103.9 billion decrease

(¥billion)

Operating profit impact -83.3

Details on previous page

Extraordinary income and losses impact -29.5

[Breakdown]

- Gain on sale of non-current assets -3.6
- Gain on sale of long-term investment securities +6.4
- Impairment losses -28.8
- Extra retirement payments -2.2
- Others -1.3

-15.5

Non-operating income and losses impact -15.5

[Breakdown]

- Interest / dividend income +3.2
- Foreign exchange gains -12.2
- Commission income -6.0
- Others -0.5

-29.5

Income tax impact +24.4

Decrease in income taxes due to negative taxable income

+24.4

-50.0

FY2023 Results

(¥144.40)

Average exchange rate (¥/US\$)

FY2024 Results

(¥152.48)

FY2024 Results by Segment (YoY)

(¥billion)

		FY2024 Results	FY2023 Results	Difference in Amount	Difference in %
ICs	Sales	203.8	207.2	-3.4	-1.6%
	Segment Profit	-0.7	21.2	-21.9	-
	(Ratio)	(-0.4%)	(10.3%)	-	-
Discretes	Sales	187.0	201.9	-14.9	-7.4%
	Segment Profit	-45.8	12.9	-58.7	-
	(Ratio)	(-24.5%)	(6.4%)	-	-
Modules	Sales	32.5	32.9	-0.4	-1.1%
	Segment Profit	2.6	2.0	+0.6	+34.2%
	(Ratio)	(8.3%)	(6.1%)	-	-
Others	Sales	25.0	25.7	-0.7	-2.6%
	Segment Profit	2.5	2.1	+0.4	+17.1%
	(Ratio)	(10.1%)	(8.4%)	-	-

FY2025 Plan (YoY)

(¥billion)

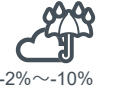
	FY2025 Plan	FY2024 Results	Difference in Amount	Difference in %
Net Sales	440.0	448.4	-8.4	-1.9%
Operating Profit	4.0	-40.0	+44.0	-
(Ratio)	(0.9%)	(-8.9%)	-	-
Ordinary Profit	11.0	-29.6	+40.6	-
(Ratio)	(2.5%)	(-6.6%)	-	-
Net Profit	7.0	-50.0	+57.0	-
(Ratio)	(1.6%)	(-11.2%)	-	-
EBITDA	65.6	43.3	+22.3	+51.3%
(Ratio)	(14.9%)	(9.7%)	-	-











Average Exchange Rate (¥/US\$) (¥140.73) (¥152.48)

End of Term Rate (¥/US\$) (¥140.00) (¥149.52)

FY2025 ROHM Net Sales Forecast Summary

【YoY】

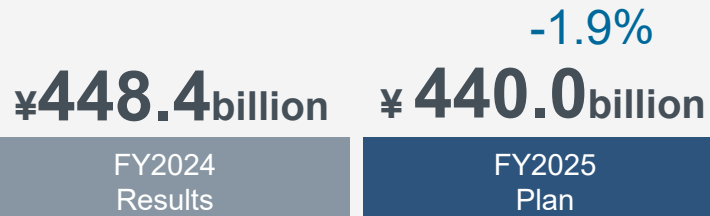


Market	FY2025 Forecast	1H	2H
Automotive (-4.8%)	<ul style="list-style-type: none"> Sales of SiC devices to increase in the xEV field, mainly for Europe. Production adjustment to continue due to sluggish demand. Recovery in FY2025 uncertain. 	 -8.4%	 -1.0%
Industrial (-2.6%)	<ul style="list-style-type: none"> Inventory adjustment is prolonging at some customers. Adjustment to continue in 1H. Expected to gradually improve in 2H and beyond. 	 -9.2%	 +4.5%
Consumer (+11.2%)	<ul style="list-style-type: none"> Sales for amusement to increase significantly. Sales of home appliances to remain in an adjustment phase throughout the year, despite last-minute demand for air conditioners. 	 +12.8%	 +9.4%
Communication (-18.5%)	<ul style="list-style-type: none"> Sales for smartphones to be weak throughout the year. 	 -23.8%	 -11.6%
Computers & Storage (-5.5%)	<ul style="list-style-type: none"> Sales for servers expected to grow, but overall sales to remain sluggish. Sales for SSD/HDD expected to recover from 2H. 	 -7.9%	 -2.8%

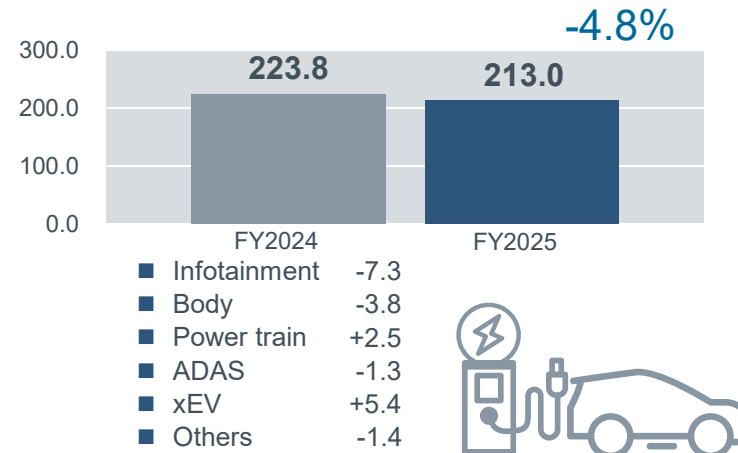
FY2025 Plan by Market Segments (YoY)

(¥billion)

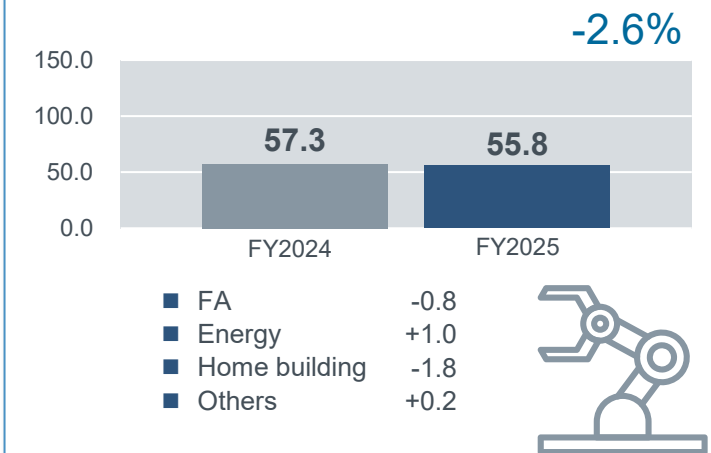
Full Year Sales



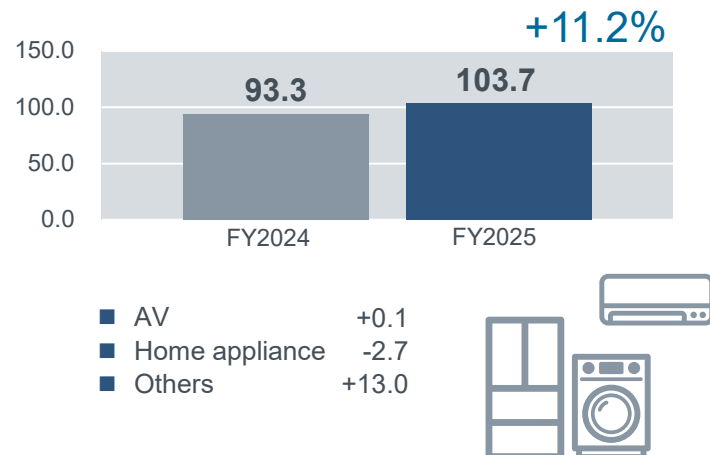
Automotive



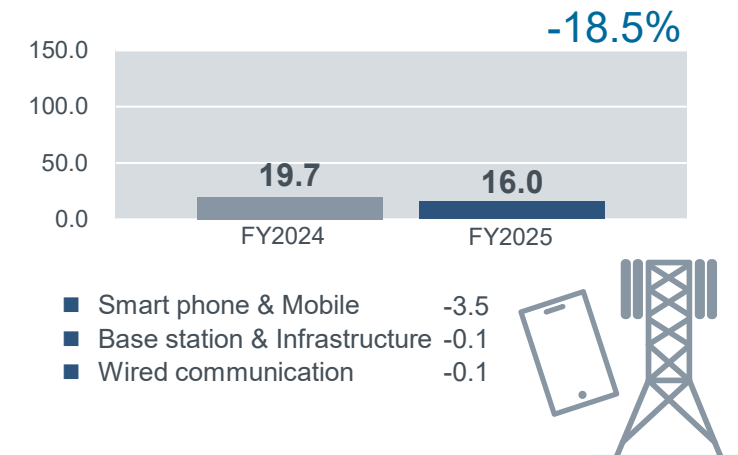
Industrial



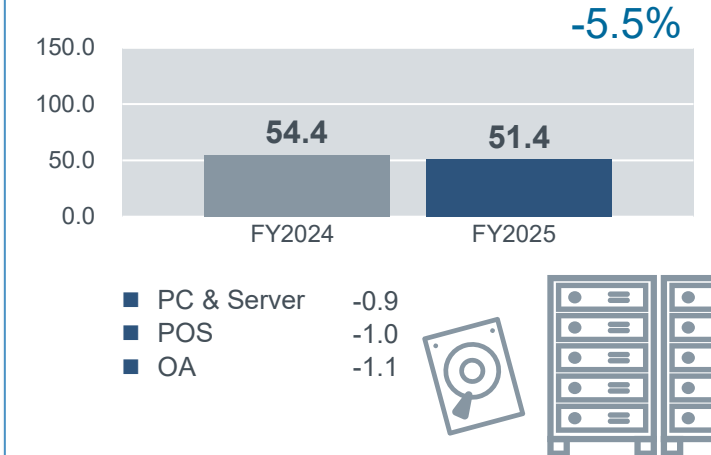
Consumer



Communication



Computers & Storage



FY2025 Plan by Customer Nationality (YoY)

Full Year Sales

¥448.4billion

¥440.0billion

FY2024 Results

FY2025 Plan

-1.9%

Sales ratio outside of Japan

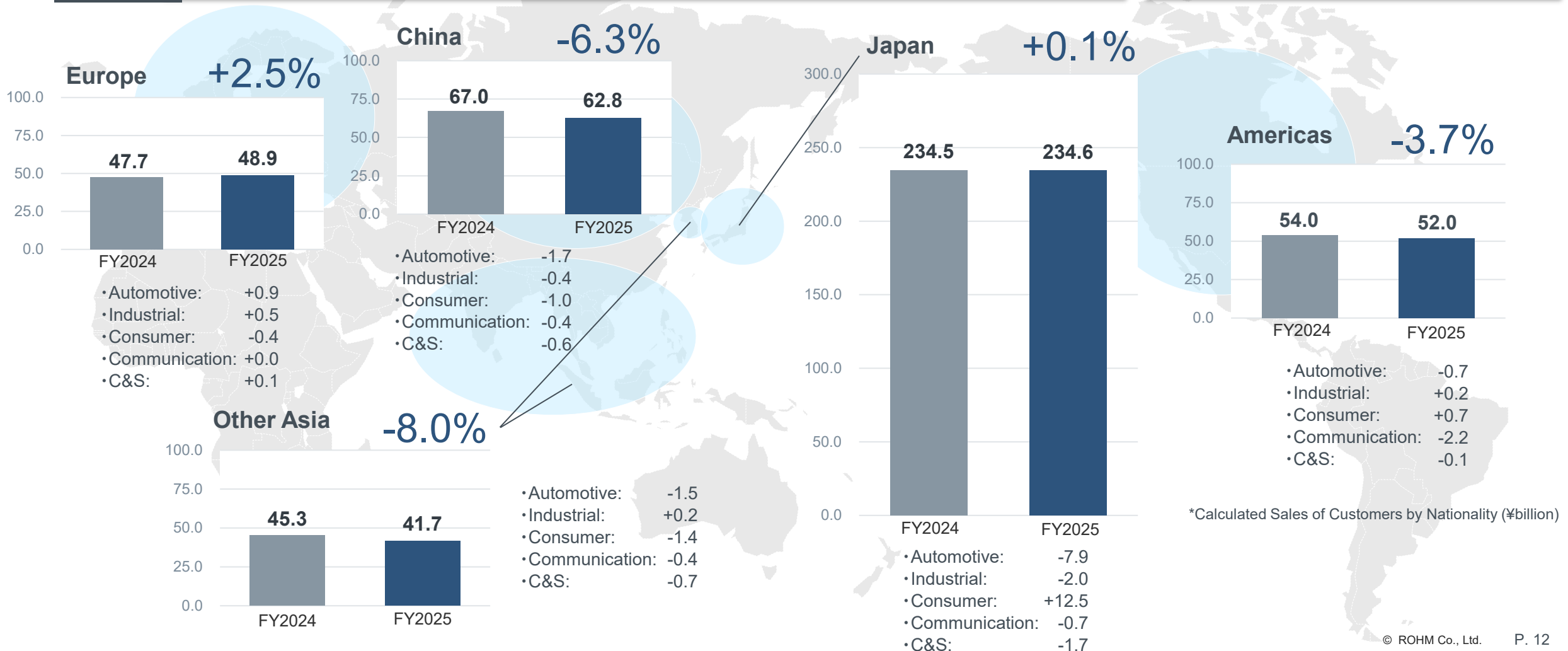
47.7%

FY2024

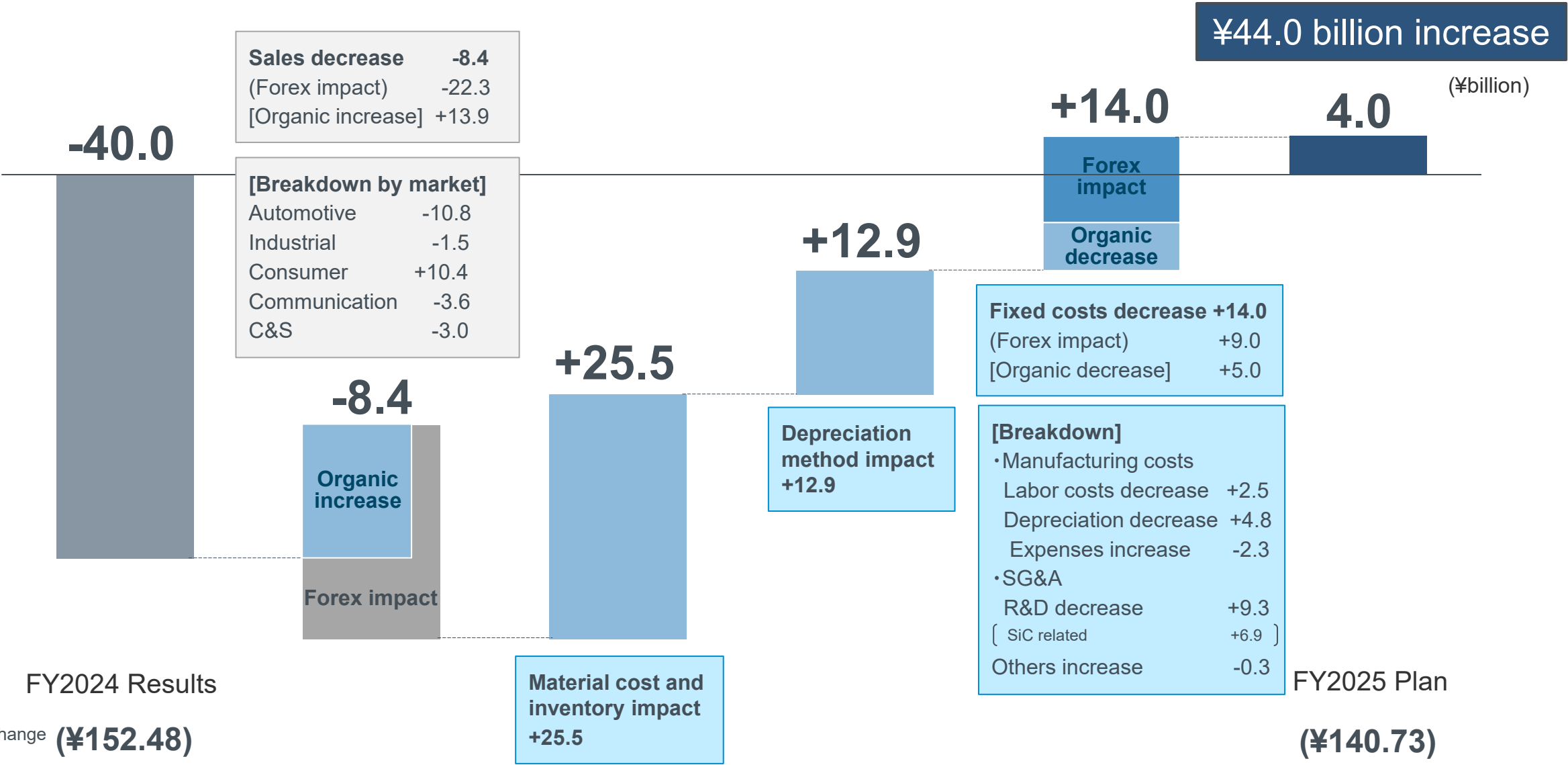
46.7%

FY2025

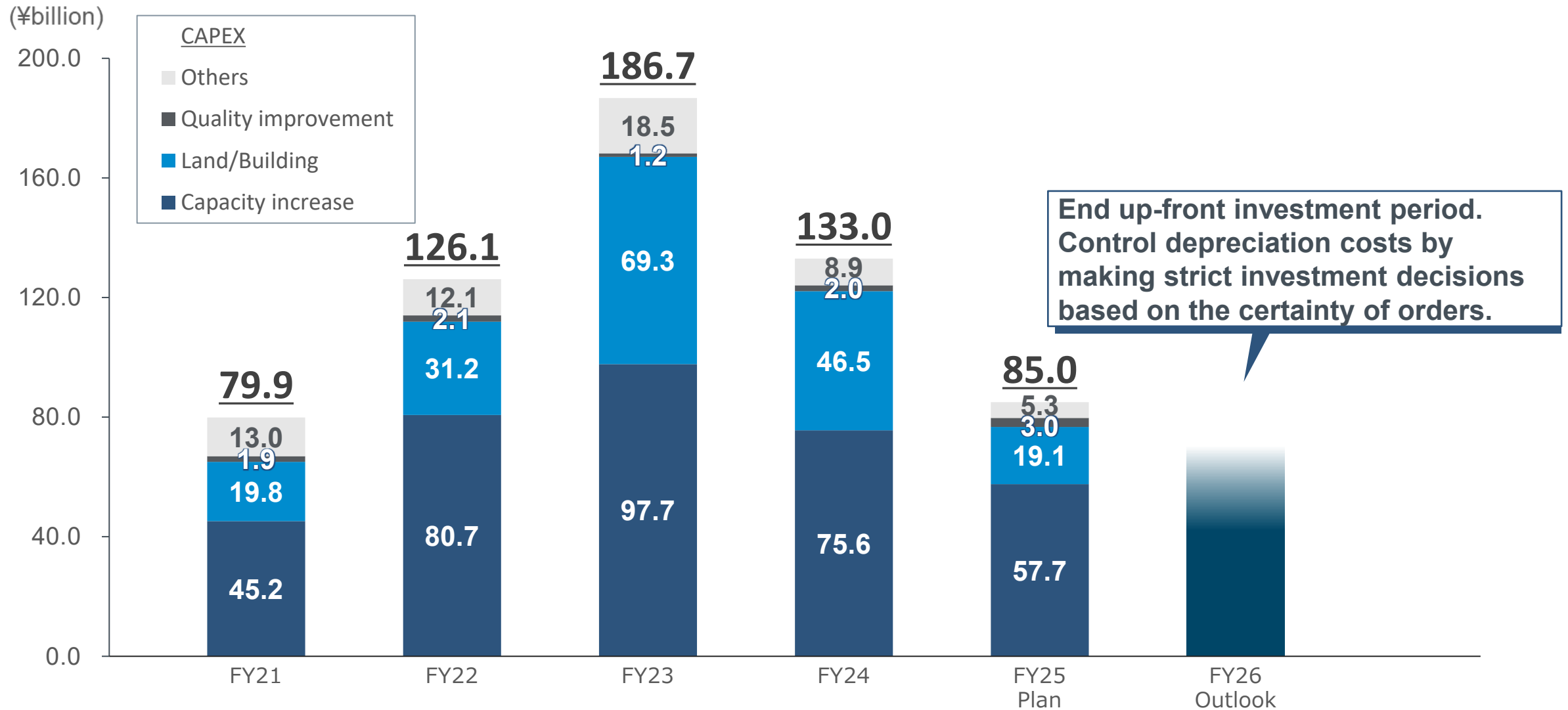
Plan YoY



FY2025 Plan Changes in Operating Profit (YoY)



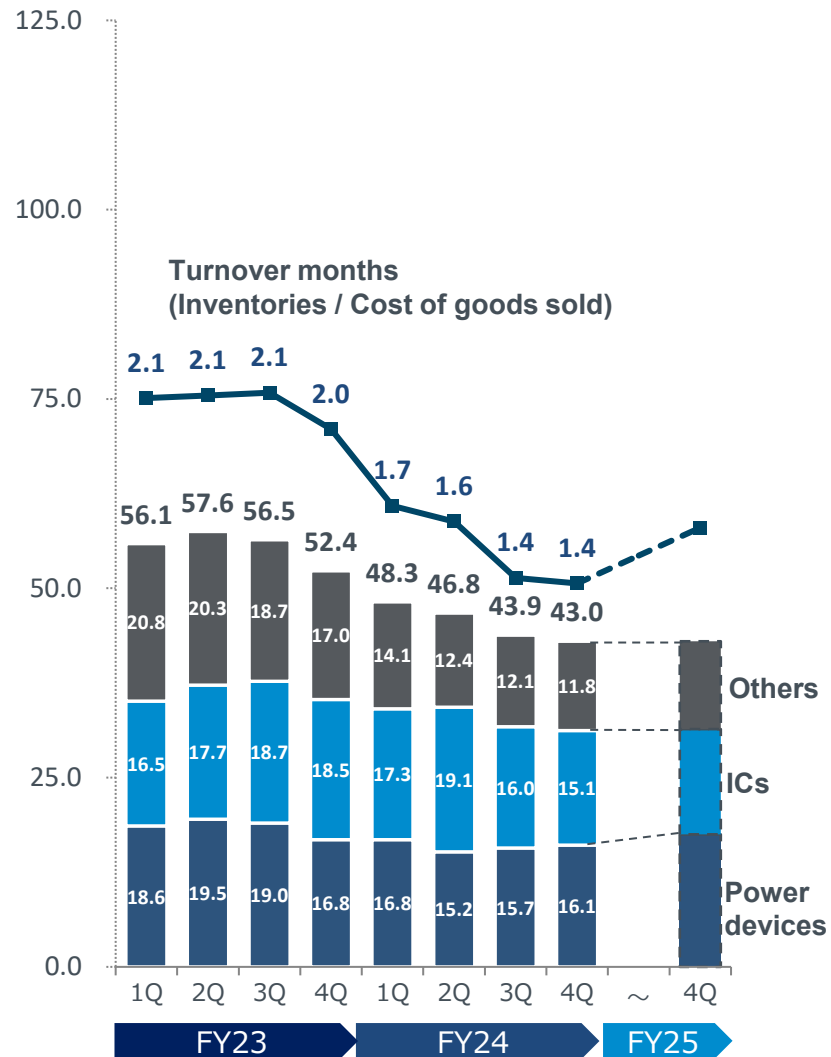
Capital Expenditures



Inventories (Amount)

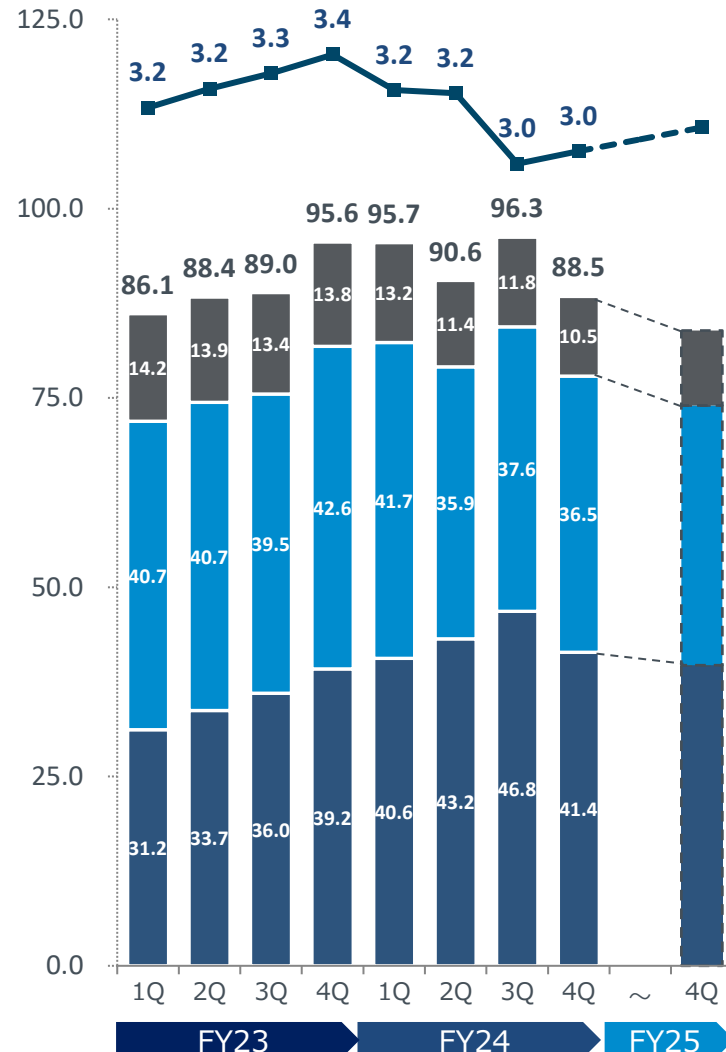
Merchandise and finished goods

(¥billion)



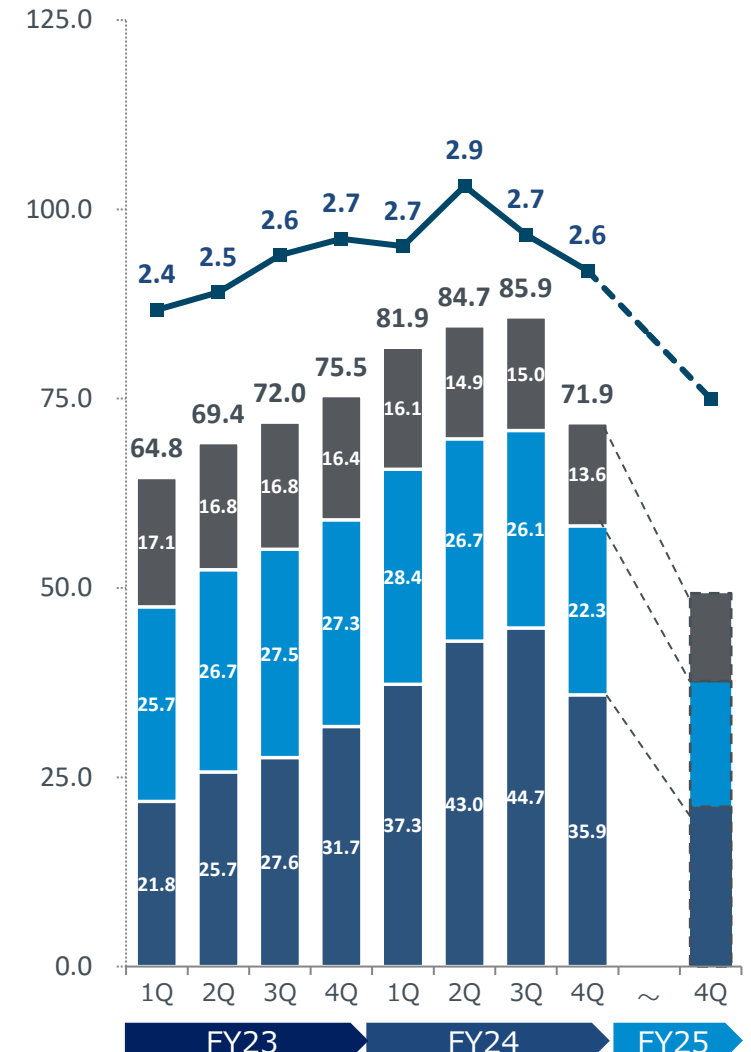
Work in process

(¥billion)

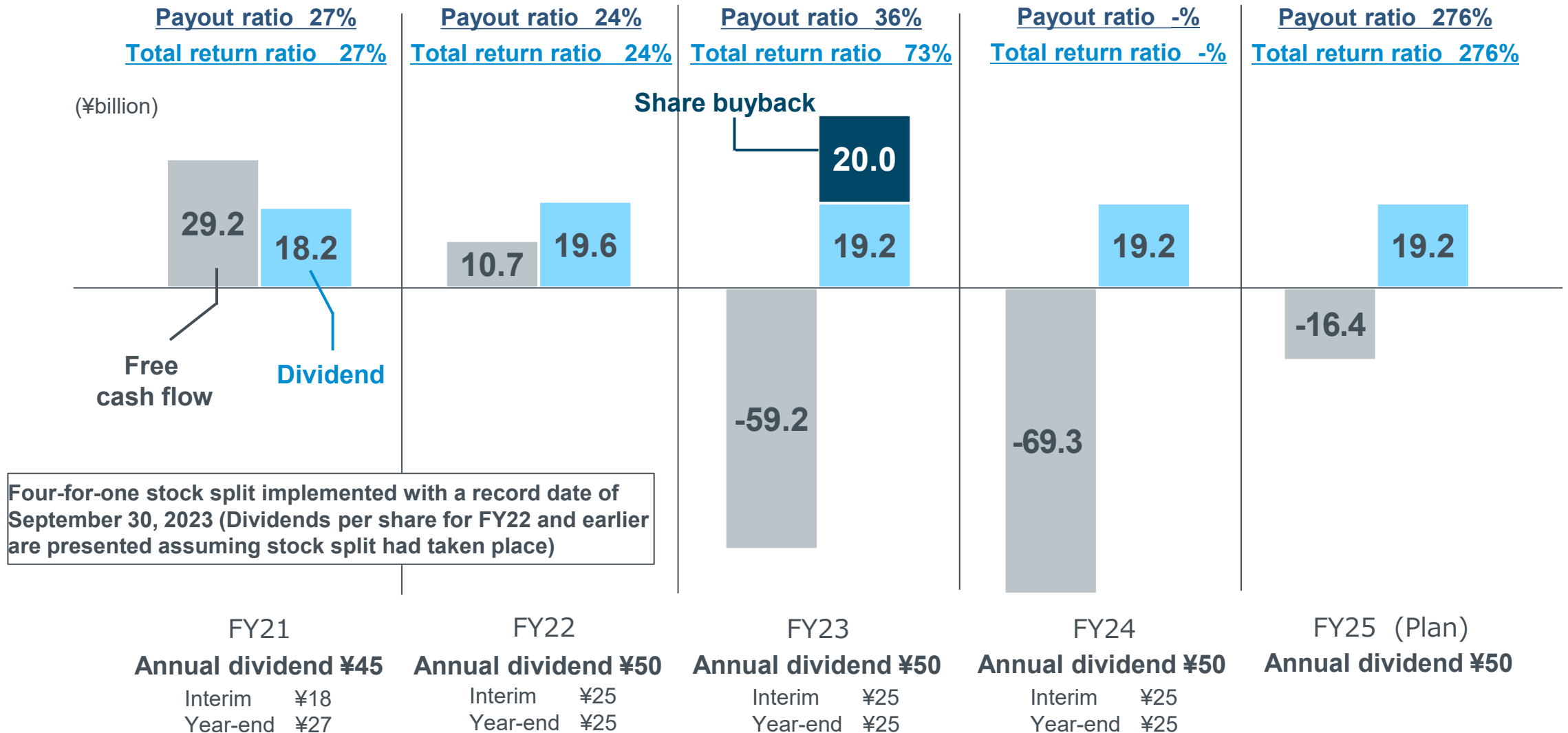


Raw material and supplies

(¥billion)



Returns to Shareholders

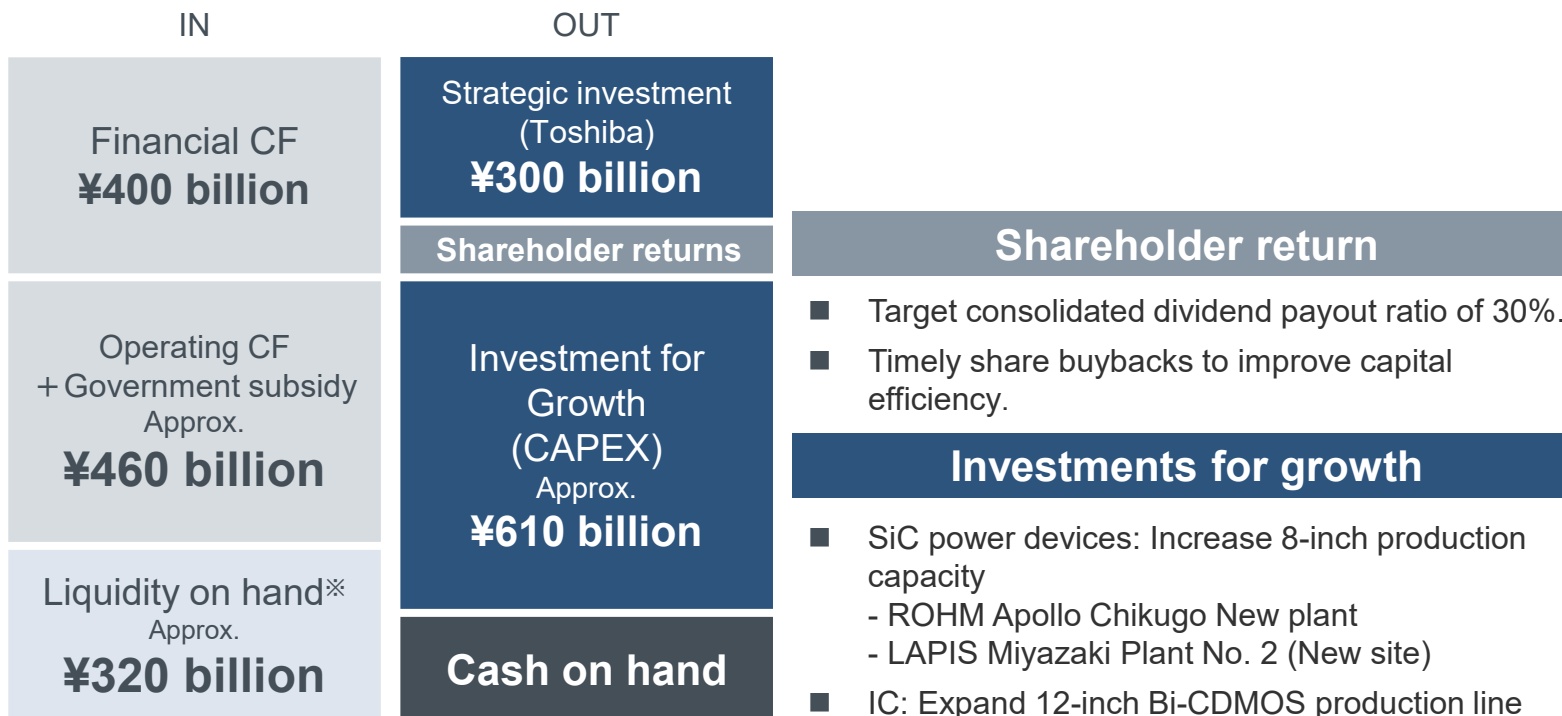


*Free cash flow: Net profit + depreciation – CAPEX

Financial Strategy (From FY21 to FY25)

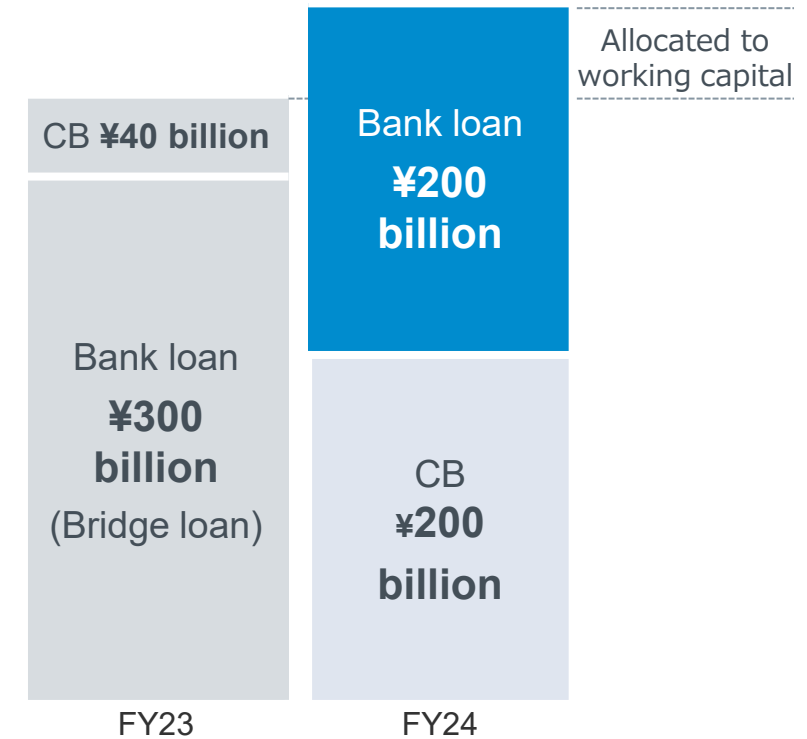
- Investment for growth curbed from ¥700 billion to ¥610 billion.
- Repayment of the remaining balance of the bridge loan utilized for the investment in Toshiba and cash redemption of the CB matured in Dec '24 have been conducted with bank borrowings.
- FCF improved in FY25 and will be positive in FY26, with a D/E ratio of <0.5 and cash on hand of ¥200 billion as a benchmark for financial discipline to ensure financial soundness.
- No change in shareholder return policy.

Cash allocation (From FY21 to FY25 5-year total)



※As of FY20

Financing results



Progress and Review of the Medium-term Management Plan

Financial Targets

	Medium-Term Target	FY25 Plan
Net sales	¥600billion+	¥440billion+
Operating margin	20%+	0.9%
ROE	9%+	0.8%
Sales ratio outside of Japan	50%+	46.7%

Non-Financial Targets

	Medium-Term Target	FY24 Results
GHG emissions (vs FY2018)	50.5% reduction ^{*1}	42.5% reduction
Renewable energy	100% ^{*2}	45.7%
Global female manager ratio	15% ^{*3}	13.8%
Ratio of female and foreign directors	10% ^{*3}	21%

*1: FY2030 target *2: FY2050 target *3: FY2025 target

Achieve growth in “automotive segments” and “market outside of Japan” and build a foundation for further growth

- In addition to the decline in effective demand that was initially expected, failure to achieve share targets also had significant impact
- Effective demand for “automotive” and “power devices” was higher than expected, and we chose the right markets and products to focus on
- Automotive sales grew, but industrial machinery were sluggish
- Although sales ratio outside Japan increased, mainly in power devices, that of others centered around ICs were sluggish, and company-wide sales ratio outside Japan fell short of the target
- SiC devices did not reach share target due to current slowdown in BEV market and changes in competitive environment
- Profitability and asset efficiency deteriorated due to delayed response to market changes and excessive capital investment and inventory levels





ESG initiatives

- | | | |
|----------|--------------------|--|
| E | Environment | ■ Climate change initiatives progressing favorably against plan |
| | | ■ Water recovery and reuse rate improved by 4.6% vs FY2019 |
| S | Society | ■ Implemented Group-wide employee engagement survey |
| | | ■ Enhanced HR policies/systems supporting diverse work styles |
| G | Governance | ■ Introduced stock compensation system linked to Medium-term Management Plan for executive directors |
| | | ■ Ratio of outside directors expected to exceed half by the end of June 2025 |

Structural Reforms to Improve Profitability

- Start building a business foundation resilient to market fluctuations, positioning FY25 to 27 as period for structural reforms
- Currently planning **2nd Medium-Term Management Plan** based on “return to ROHM's strength”

Profitability improvement outside of sales growth

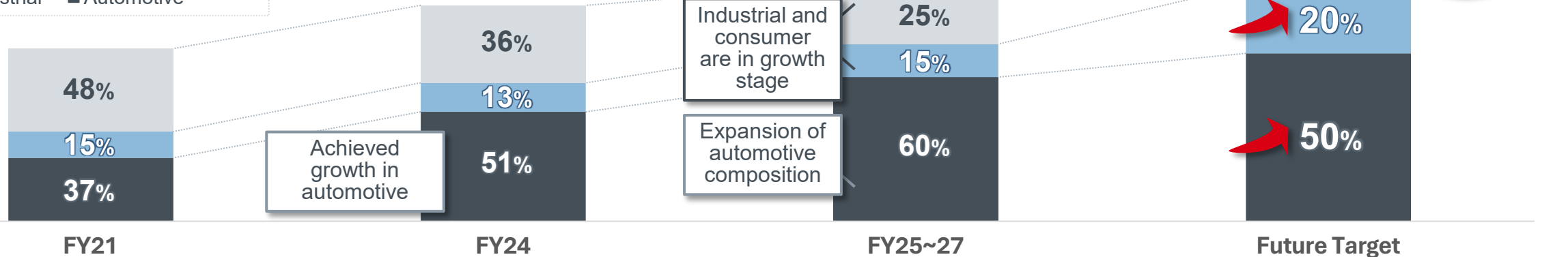
				Contribution to profit improvement vs FY24 (¥billion)	
				FY25	FY28
	Reorganization of manufacturing sites Partial shift from IDM	▶ Fixed cost reduction	Consolidation of manufacturing lines and sites	1.0	>10.0
	Reduction of capital expenditures	▶ Depreciation reduction	Reviewed SiC investment plan and changed accounting method to conform to the business environment	20.0	
	Optimization of the number of personnel	▶ Labor cost	Implemented voluntary retirement in March 2025	2.0	
	Price optimization	▶ Gross profit increase	Inflation cost price passed on to price, unprofitable products replaced with new products	4.0	
Total				27.0	>36.0

Strengthening Marketing and Development

Strengthen products for industrial and consumer to achieve a well-balanced portfolio

Sales composition ratio

■ Consumer, Communication, C&S
■ Industrial ■ Automotive



FY21

1st Medium-Term Management Plan

Past achievements

Focused on automotive in 1st Medium-Term Management Plan

- Consumer ➡ Automotive
- Focused on high value-added products
- Developed a stable market

FY24

Strengthen marketing

Future initiatives

Strengthen marketing for industrial and consumer

- Automotive ➡ Automotive + Industrial, Consumer
- Product ➡ Application based
- Propose solutions from customer's perspective

FY25~27

Toward global competition of the next generation

Ideal future vision

Become a company that can compete in any market

- Catch up with new technology in consumer
- Achieve high profitability in industrial
- Diversify market risk + increase competitiveness

Future Target

Characteristics of Each Market

Utilize technologies acquired in the consumer, communication, and C&S markets in the automotive and industrial markets

Promoted technological innovations



Consumer, Communication, C&S

- Fastest technological innovation
- Basis for automotive and industrial equipment technology
- Catch potential of new markets
- Diversify risk with diverse customers

Apply technology and create profit through high value-added products



Automotive

- Long product life cycles
- High value-added and high profitability
- Stable market
- High proportion of large customers

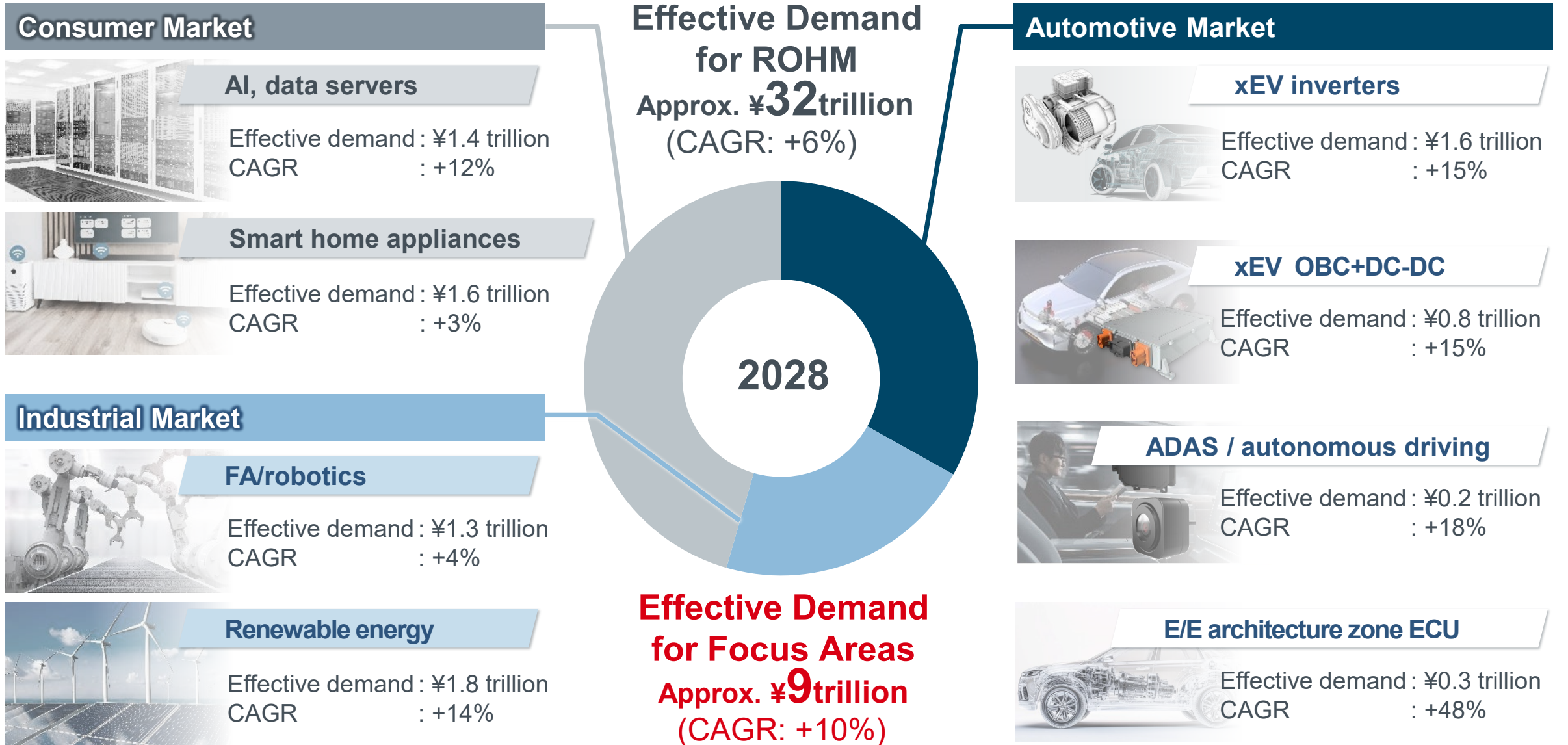


Industrial

- High profitability due to small volume production
- High reliability and durability required
- Long-term supply guaranteed by IDM
- Wide customer range, including small and medium-sized companies

Markets and Applications to Target

CAGR: 2024→2028



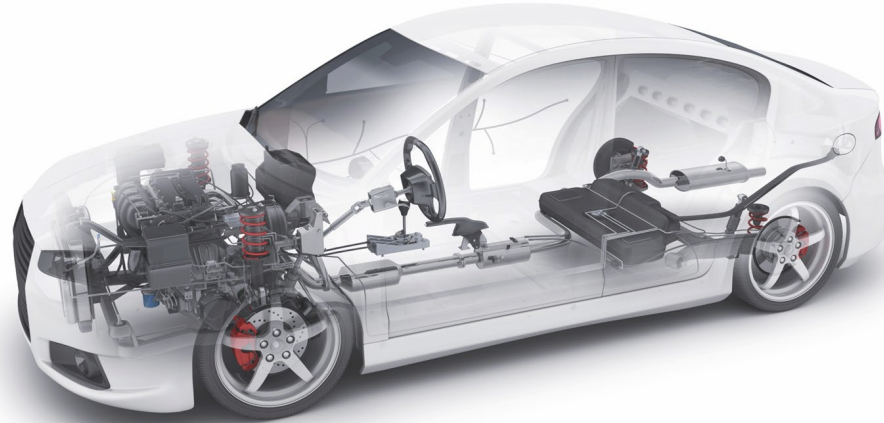
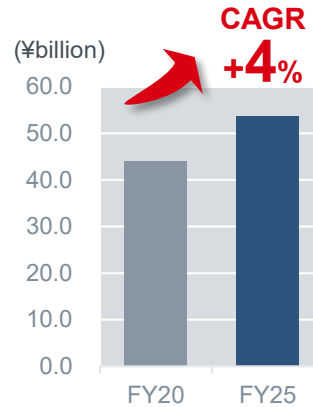
Applications for the Automotive Market and Results Achieved

Supports E/E architecture with a broad product lineup of power devices including SiC and analog ICs

Infotainment



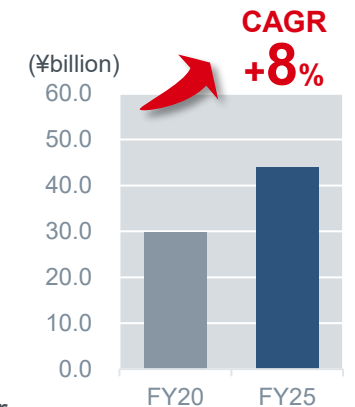
- Image processing IC
- LED driver
- SerDes



Body



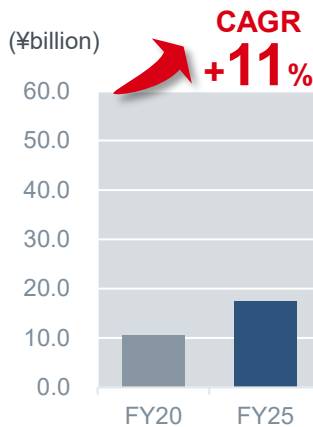
- LED driver
- LDO
- IPD
- Motor driver



ADAS, Autonomous driving



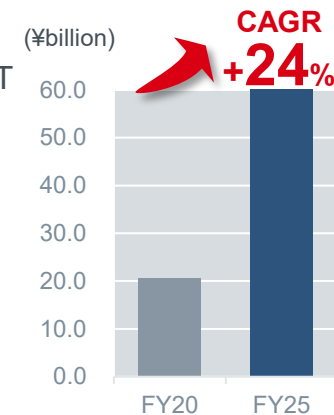
- SoC PMIC
- Camera PMIC
- Radar PMIC
- DC-DC
- LDO
- IPD
- SerDes
- TVS
- Laser Diode



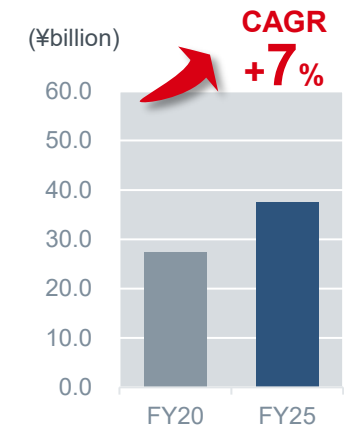
xEV (Inverters, OBC, etc.)



- SiC/GaN/Si IGBT
- Isolated gate driver IC
- Isolated DC-DC
- Isolated amplifier/ADC
- MCU PMIC
- IPD
- Shunt resistor



Others



Solutions for Servers

Accelerating new product planning and development to increase ROHM's coverage of rapidly growing AI data server market.

Effective demand for expandable products

4x SAM*
with strengthened
product lineup

Transformer
substations



Server racks

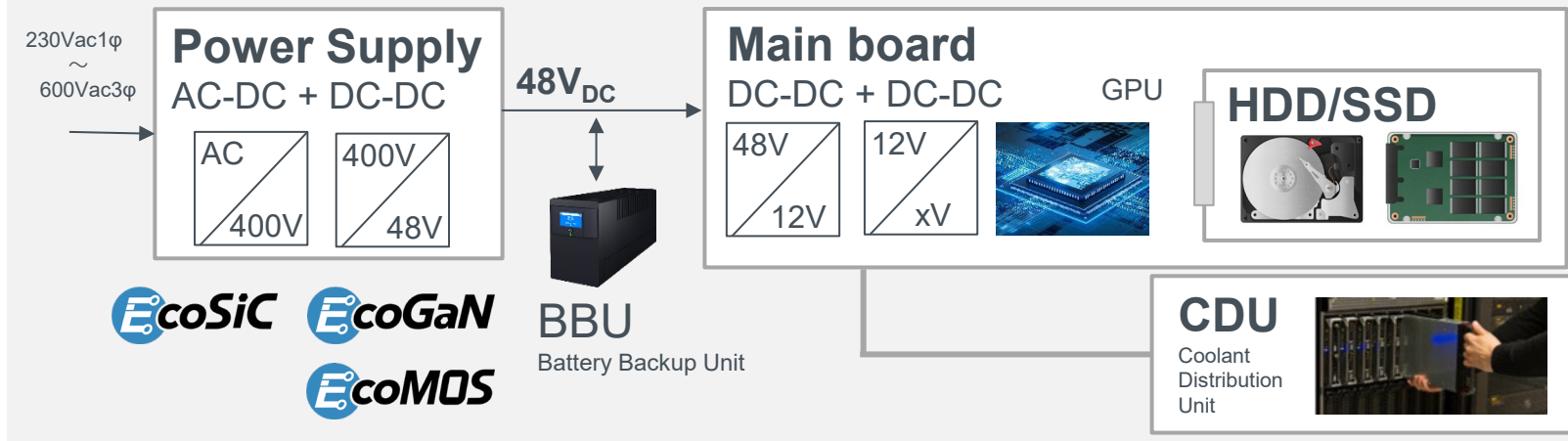


Existing products

- SiC/GaN/Si IGBT
- Isolated gate drivers
- Fan drivers for cooling
- PMICs for SSD
- HDD motor combo drivers

Products to be developed

- High-current LV MOS
- Isolated DC-DC
- DC-DC for SoC/GPU
- eFuse



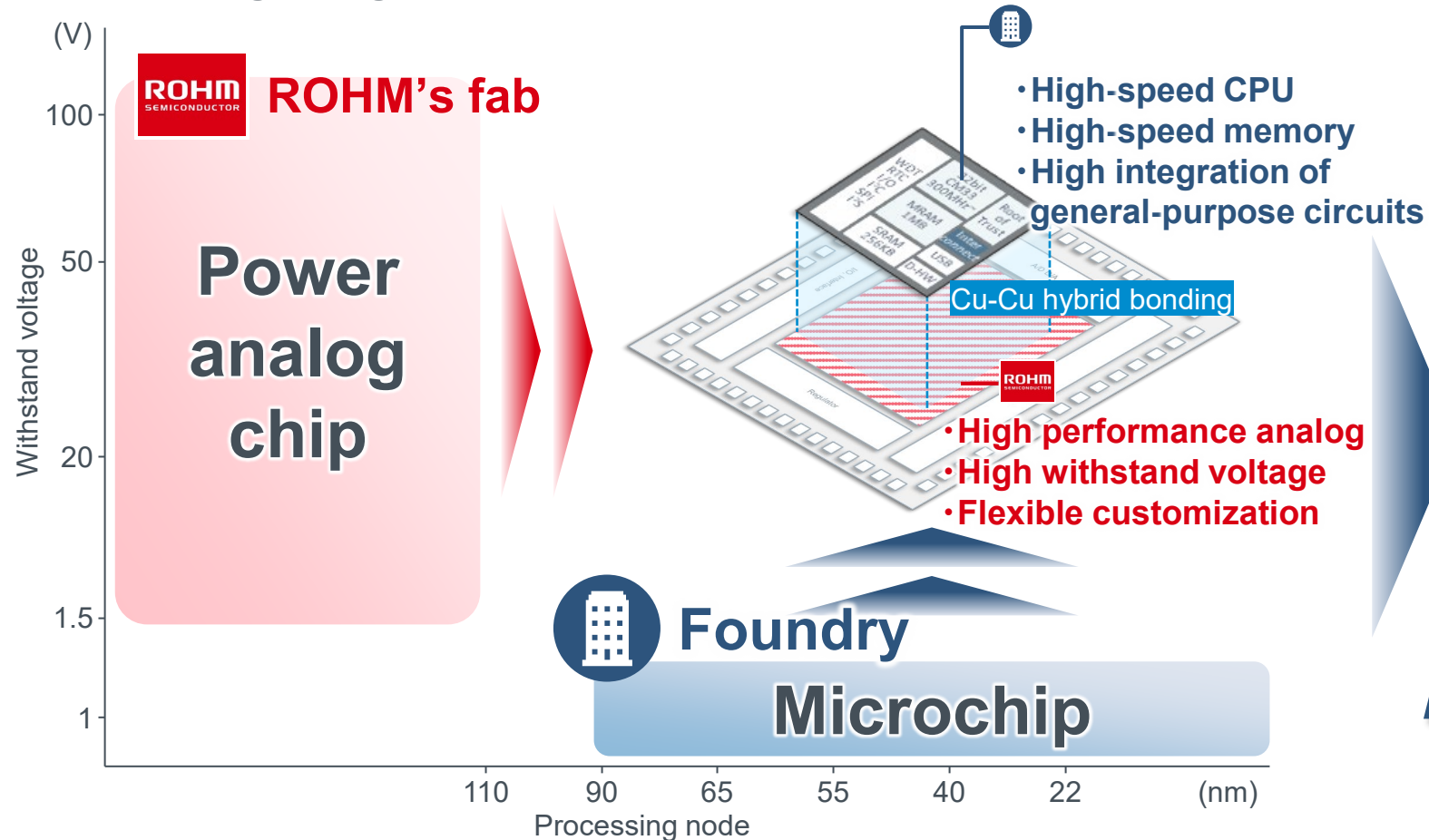
FY24

FY28

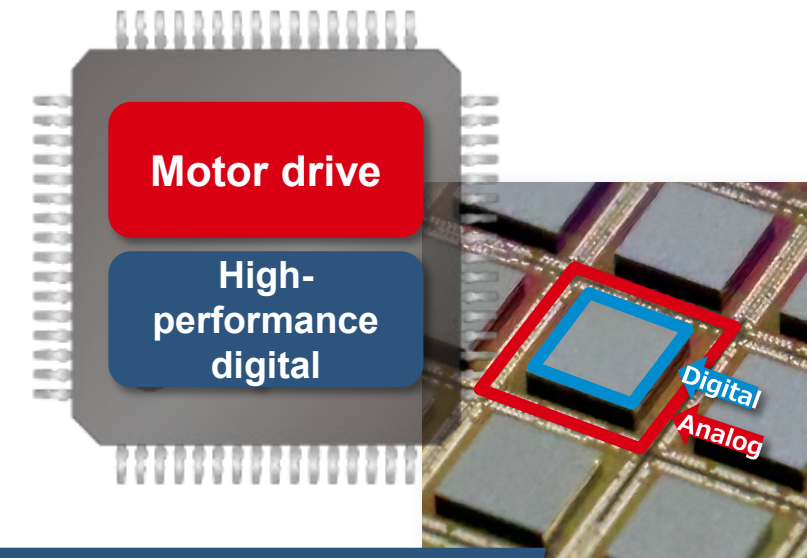
※Serviceable Available Market

Creation of high value-added solutions using chiplet technology

- Product realized by bonding **power analog chips (ROHM's fab)** and **microchips (foundry)** using **chiplet technology**.
- Creates **new high value-added solutions** which could not be commercialized in the past by integrating with microchips.



LASCA™ 32bit chiplet microcontroller

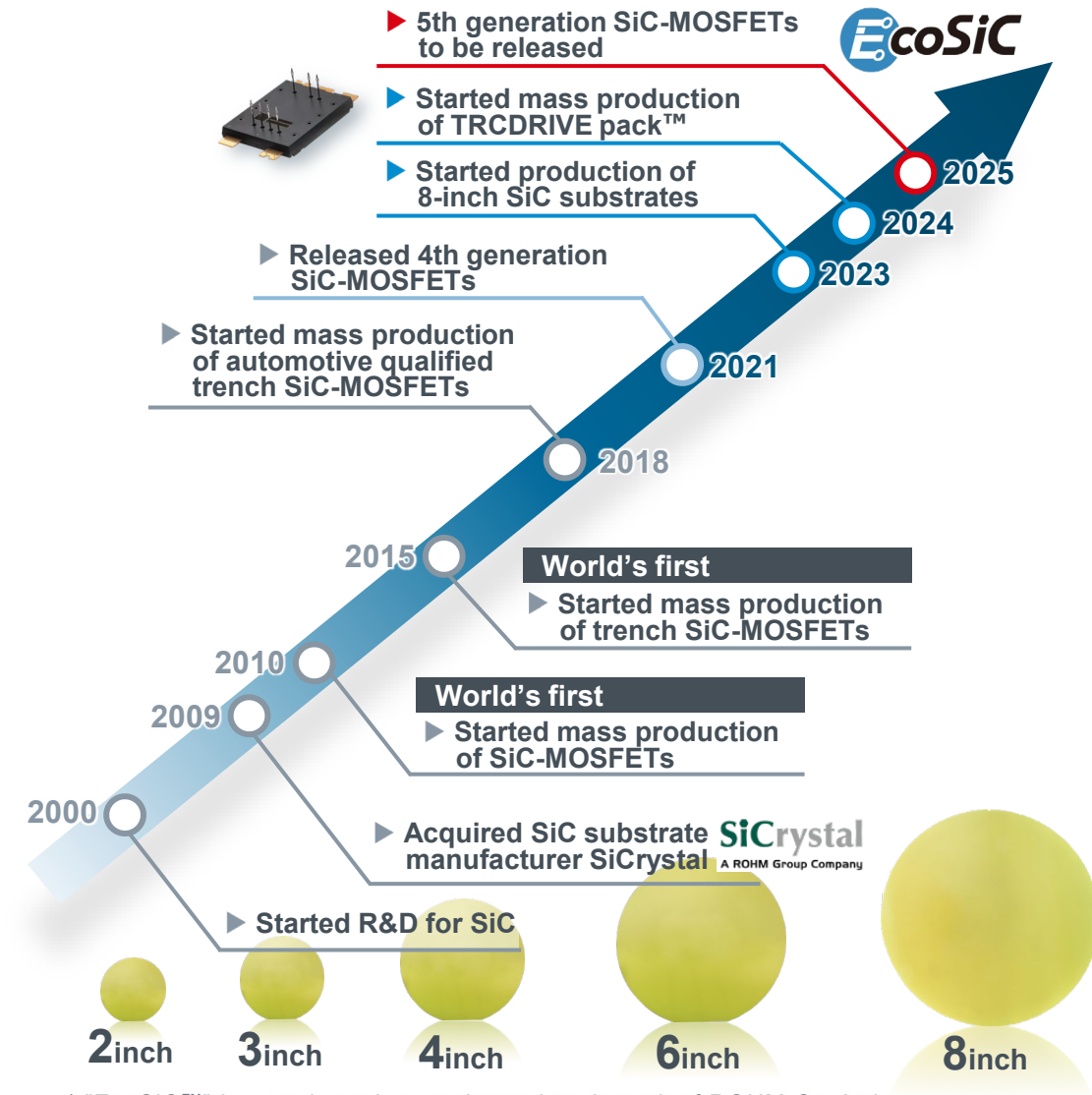


Expected Applications

- Motor and MCU for power control in outdoor units of air conditioners
- MCU for sensor control
- MCU for wearable device

History of the SiC Business and Review of the Past

History of the SiC business



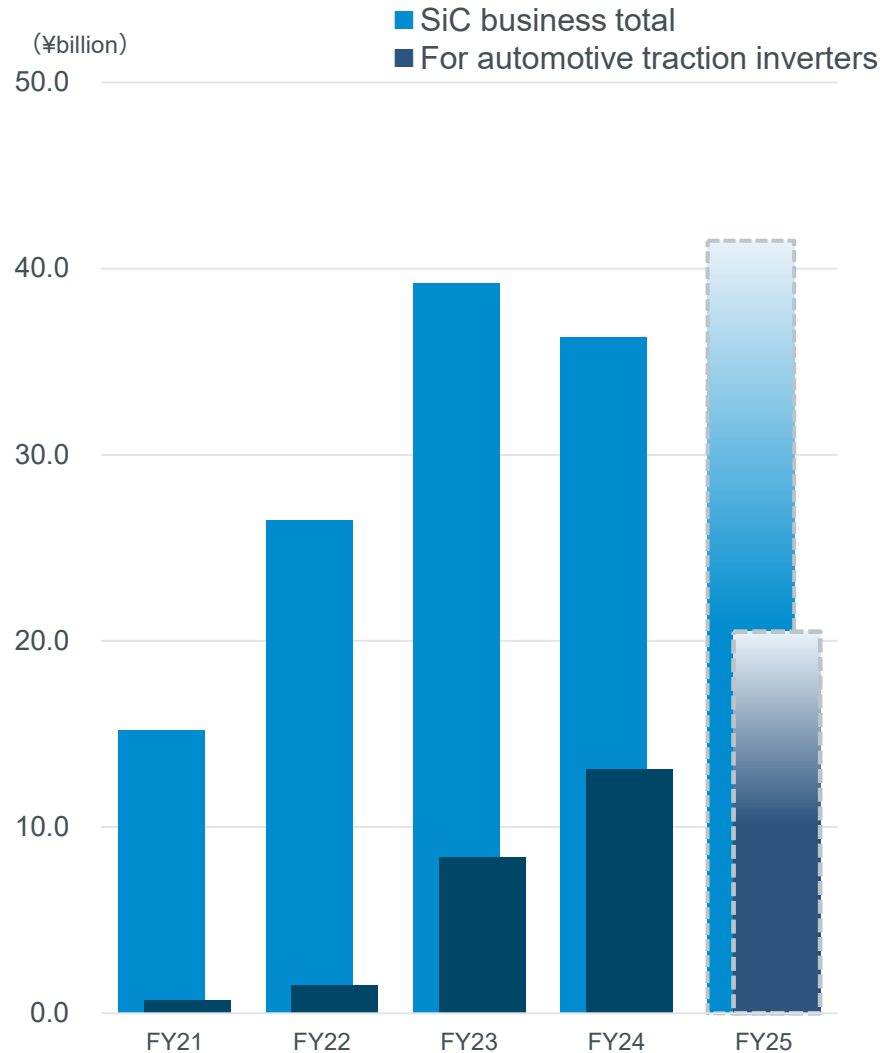
* "EcoSiC™" is a trademark or registered trademark of ROHM Co. Ltd.

Review of the past

Item	Existing state	Details
Market environment	△	<ul style="list-style-type: none"> • BEV growth slowing despite market expansion toward a decarbonized society
Competitors / Share	△	<ul style="list-style-type: none"> • Failure to secure capacity at beginning of surge due to late start of investment • Did not win race, but expanded to a wide range of customers • Many new players have entered the market, including China
Sales	×	<ul style="list-style-type: none"> • Contribution to profit pushed back due to delayed sales growth • Accelerated investment to catch up, but market conditions worsened • High percentage of new investments, poor investment efficiency compared to competitors
Technology	○	<ul style="list-style-type: none"> • Development of SiC-MOSFETs with industry's lowest on-resistance • Industry-leading development speed for 8-inch devices • Start of mass production of competitive molded modules • Decline in growth potential of external sales of substrates due to rise of Chinese wafers

SiC Business Sales Trend and Future Outlook

SiC business sales trend



Future outlook

Item	Existing state	Future	Details
Market environment	△	○	<ul style="list-style-type: none"> Mid- to long-term market expansion expectations unchanged despite temporary decline in growth rate
Competitors / Share	△	○	<ul style="list-style-type: none"> Competition continues to intensify due to oversupply in market Share of SiC-based traction inverters in BEVs is growing, reaching 19% in FY25 Aim for top market share with rise of Japanese OEM / Tier 1 Possibility of increased demand for substrates produced in Europe
Sales	×	○	<ul style="list-style-type: none"> Aiming to become profitable in some month during FY27 Introduce equipment according to demand while increasing production efficiency Raise unit price of products by expanding design win of power modules
Technology	○	○	<ul style="list-style-type: none"> Maintain leading performance by accelerating development speed for 5G and beyond Complete 8-inch line installation at Chikugo Plant in FY25 Start device production at Miyazaki Plant No.2 in FY26 Cost advantage from in-house production of substrates continue to be our strength

Lead industry with advanced productivity and devices through shift to larger diameter

Total investment in FY25 to 27

Previous
(Announced
May 2023)

¥280billion

Latest

¥150billion

Apollo, Chikugo Plant



2025 Finish establishment of
8-inch lines

Lapis, Miyazaki Plant



Lapis, Miyazaki Plant No.2



2025 Start wafer-related production

2026 Start device production

5th and 6th generation device development progressing steadily

- Development accelerated for 6th generation and beyond
- On-resistance reduced by 30% in each generation

Benefits for customers

Performance upgrade:

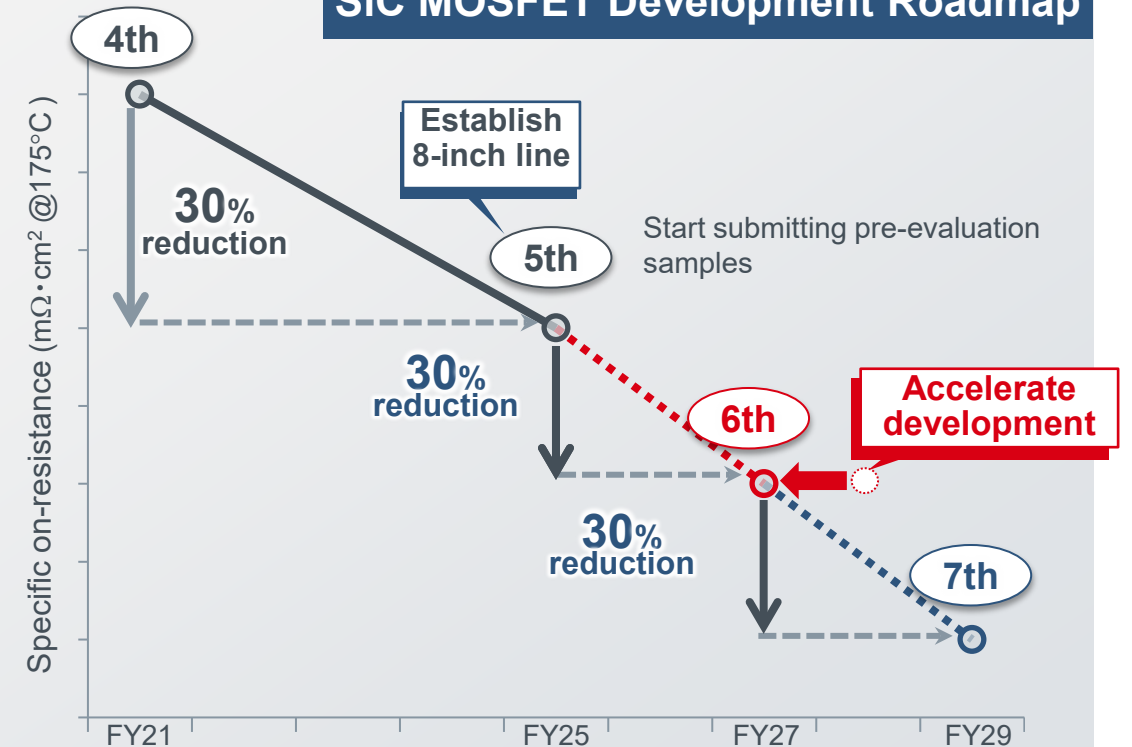
19%* increase in rated current for the same chip area

Cost reduction:

16%* reduction in chip area at the same rated current

*Best case. Depends on module performance

SiC MOSFET Development Roadmap



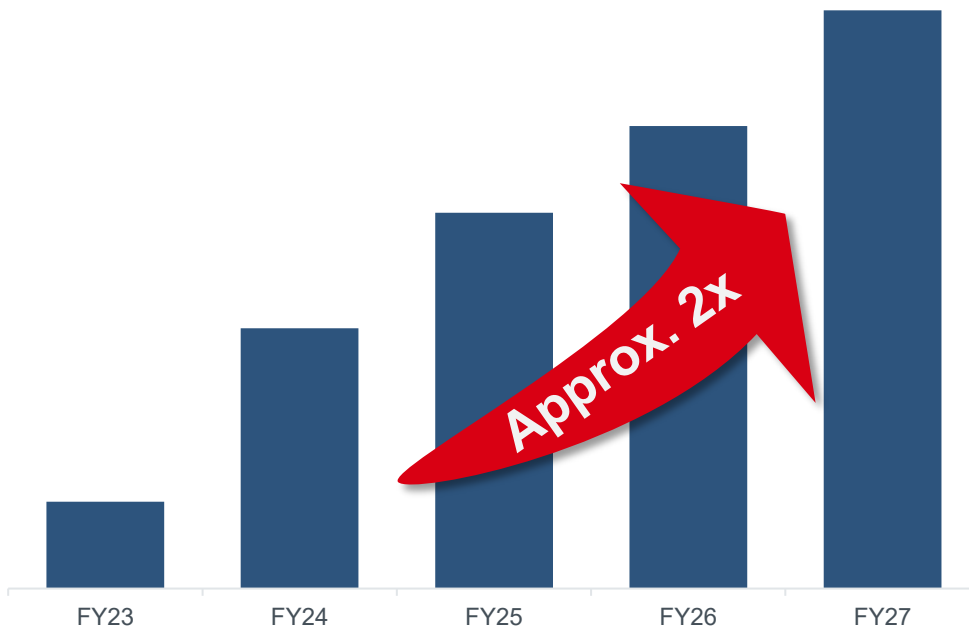
Adoption of SiC Devices in the Automotive Field

Adoption of SiC devices for inverters in automotive OEMs

Source: Internal research

- Number of OEMs in 2027 **50%***
- Market share of inverters using SiC in 2025 **19%** (Based on BEV volume)
- Cumulative number of OEMs adopting SiC

20 in total

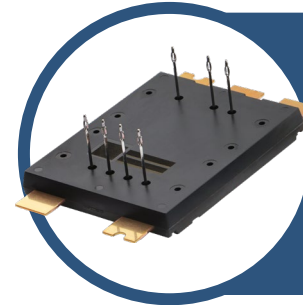


*OEMs planning to sell at least 50,000 BEVs per year in 2025

*TRCDRIVE pack™ and EcoSiC™ are trademarks or registered trademarks of ROHM Co. Ltd.

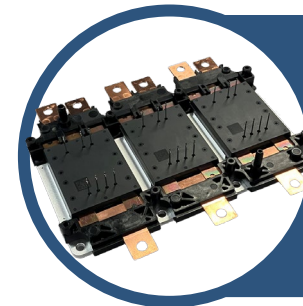
Higher value through module business

Increase market share by increasing unit price through modularization.



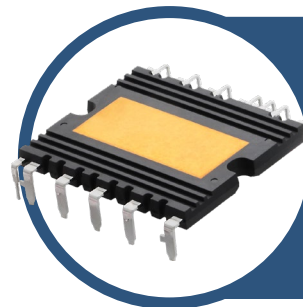
TRCDRIVE pack™ for automotive inverters

- Power density 1.5 times that of competitors
- Mass production and shipments started in 2024, Acquired design-wins from 4 companies



POWER BOX (power module + cooler)

- Design win achieved for inverters
- Contributes to higher value and solving customers' mounting issues



Adoption of mold modules for OBC and electric compressors is expanding

Mass production with new package HSDIP20 to start in 2025

Expansion of SiC adoption beyond the BEV traction inverter market

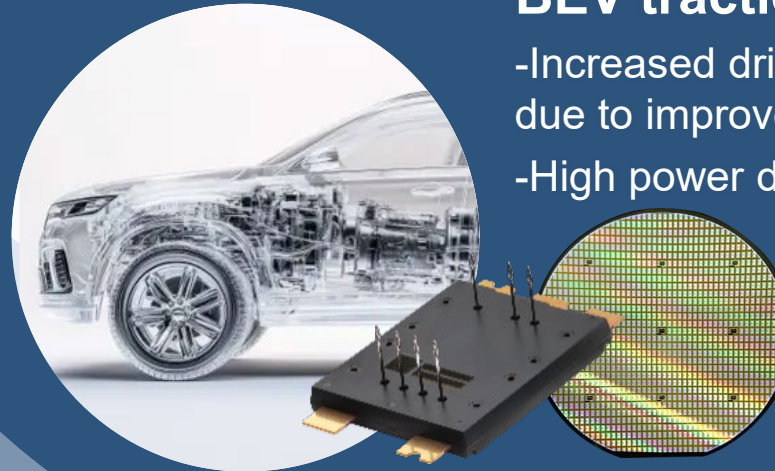
eVTOL

- Smaller and lighter
- Low power consumption
- Mass production and shipments to start in 2025



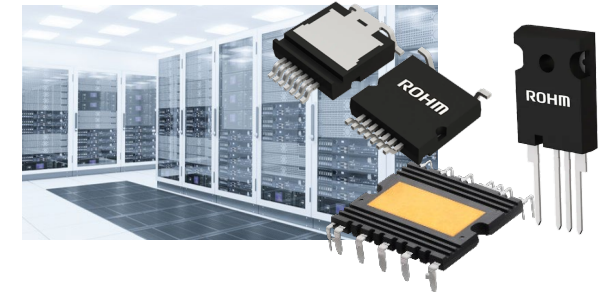
BEV traction inverter

- Increased driving range due to improved power cost
- High power density



AI server

- Increased demand for SiC because power distribution in data centers are being converted to HVDC to reduce power consumption

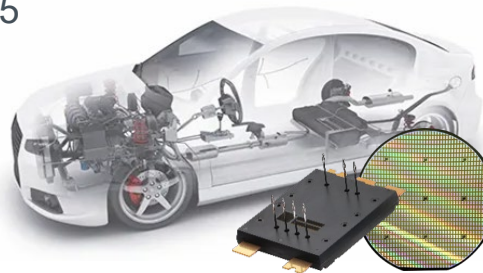


PHEV traction inverter

- SiC adoption increasing as battery capacity increases
- Design win by 1 company
- Mass production and shipment to start in 2025

HEV Buck-Boost Converter Traction inverter

- Design win by 3 companies
- Mass production and shipment to start in 2026



Solar inverter energy storage system

- Expand installation of 1500V high withstand voltage DC systems
- Start supplying 2kV SiC MOSFETs



[Note]

1. This material is originally written in Japanese. In the event of any differences or discrepancies in the contents including contexts, figures, and others between Japanese and English version of the material, Japanese original version shall govern.
2. The forecasts for the fiscal year ending March 2025 are based upon the information which the company considers reasonable at this time. Actual results may differ considerably by the changes of environment and so forth.

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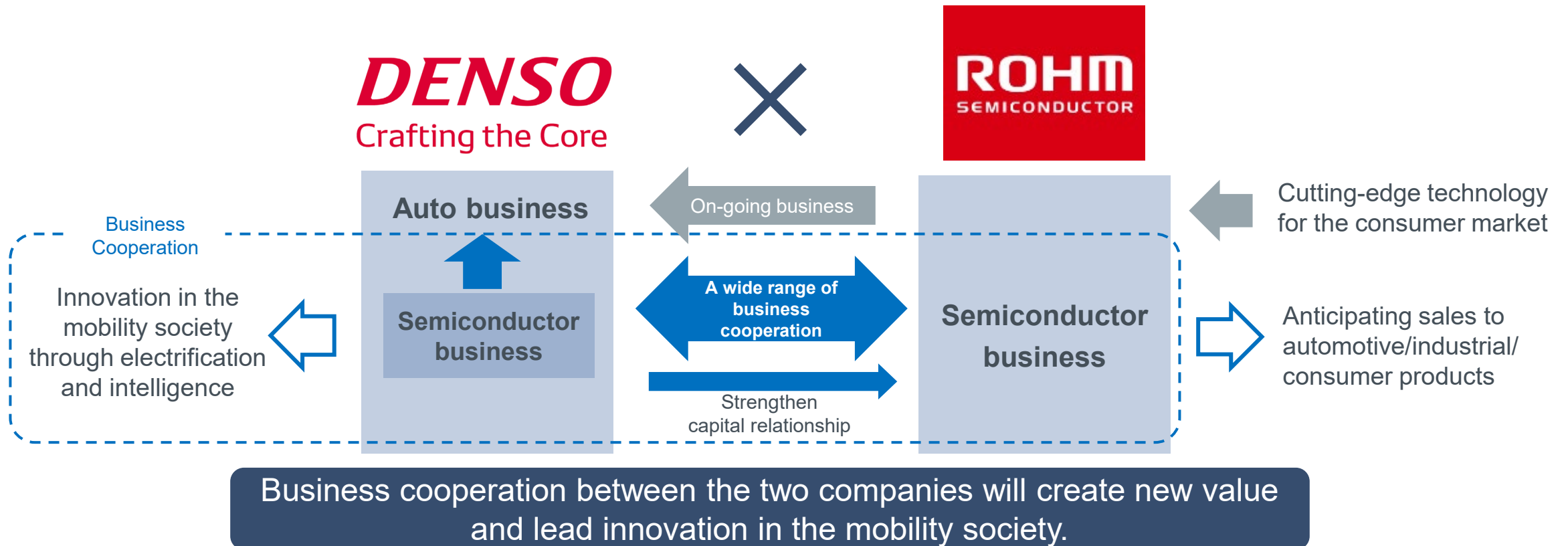
Electronics for the Future

Strategic Partnership with DENSO

Under a strong partnership based on capital ties, the two companies share core automotive technologies and have agreed to collaborate on the development of devices centered on analog ICs.

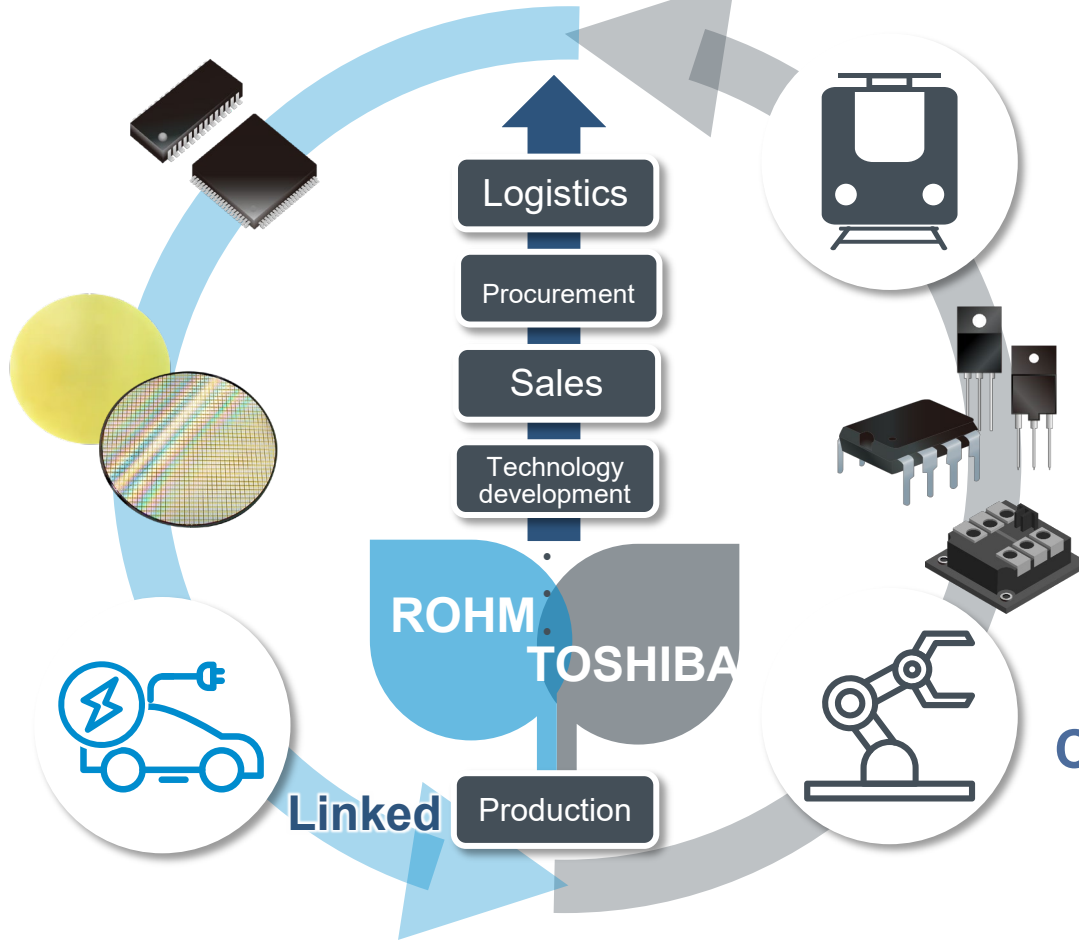
The two companies will seek to collaborate more broadly in areas where they have a high affinity for each other.

Strengthen cooperation as a **strategic partner**



Toshiba's semiconductor business has a high affinity with ROHM and can create various synergies. We have made this proposal to commence negotiations to strengthen alliance.

Aim to enhance the corporate value of both ROHM and Toshiba



Outline of Proposal

To enhance corporate value of both companies by strengthening alliances in various business activities including technology development, production, sales, procurement, and logistics of their semiconductor business centering on Toshiba Electronic D&S's semiconductor business division.

**Increase
presence in
power
semiconductors**

**Strengthen
technical
capabilities**

**Expand
supply
capacity**

Commenced negotiations in July 2024 with Toshiba and JIP to strengthen alliance. Discussions are ongoing.