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To all concerned parties

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## Formulating 2nd Medium-Term Management Plan “MOVING FORWARD to 2028”

ROHM Co., Ltd. (hereinafter referred to as “ROHM”) has announced the formulation of its 2nd Medium-Term Management Plan “MOVING FORWARD to 2028” (hereinafter referred to as the “2nd Mid-Term Plan”) in order to accelerate business activities based on its Company Mission and Management Vision.

### 1. Overview of the 2nd Medium-Term Management Plan

<Review of the 1st Mid-Term Management Plan>

ROHM has been implementing its first Medium-Term Management Plan “MOVING FORWARD to 2025” (hereinafter referred to as the 1st Mid-Term Plan), over the five years from FY2021 to FY2025.

Initially, the semiconductor demand surged to unprecedented levels largely in response to the new normal triggered by the novel coronavirus (COVID-19), resulting in a favorable business environment. Based on such circumstances, in May 2022, ROHM revised its financial targets upward. However, due in part to a backlash from what came before that, ROHM was beset by a sudden slowdown in demand that included the prolonging of inventory adjustments, and as such expect to meet none of its financial targets.

Note that ROHM has achieved a certain level of results and are making steady progress with respect to nonfinancial ESG-related targets.

<Positioning and Numerical Targets of the 2nd Mid-Term Plan>

Regarding operating conditions during the 1st Mid-Term Plan, ROHM was slow to respond to market changes and ended up with excessive capital expenditure and inventory. This resulted in deteriorated profitability and asset efficiency. The 2nd Mid-Term Plan aims to fundamentally improve this situation by pursuing the establishment of a resilient business foundation capable of generating sustainable profits.

ROHM envisions becoming a **“company with a global presence through semiconductor technology ~Become World's Top 10 in Power and Analog Semiconductors~”** by 2035. ROHM will strive to improve profitability by implementing fundamental structural reforms and achieving profitability in the SiC business, in preparation for future corporate expansion.

**In the 2nd Medium-Term Management Plan, we will improve profitability to prepare for future corporate expansion and position ourselves to compete equally with competitors on the global stage.**



- Operating profit ratio over 20%, ROE over 9%
- Fundamental structural reforms
- Become profitable (get into the black) in SiC

#### Company Vision

**Aiming to be a company with a global presence through semiconductor technology**

**~Become World's Top 10 in Power and Analog Semiconductors~**

Pursuing to become a company that can establish a firm presence not only for customers in Japan but also worldwide

Financial Targets (FY2028)	
Net Sales	Over ¥ <b>500</b> billion
Operating profit	Over <b>20%</b>
ROE	Over <b>9%</b>

Non-Financial Targets (Excerpt)	
Environment (FY2030)	<ul style="list-style-type: none"> <li>■ 50.5% reduction of GHG emissions (vs. FY2018)</li> <li>■ Renewable energy Aim for 100% adoption by FY2050</li> <li>■ Zero waste emissions</li> </ul>
Human resource strategy and sustainable growth	<ul style="list-style-type: none"> <li>■ 300% succession plan fulfillment rate</li> <li>■ Transformation execution training: 100% participation rate of core personnel</li> <li>■ Expansion of stock-based compensation system</li> </ul>

## 2. Key Management Strategies

- Achieve growth in the automotive market centered on power devices and analog ICs, while strengthening industrial, consumer, and other markets (e.g. servers, home appliances, etc.) to build a balanced portfolio
- Focus on optical devices for sensing applications and develop them as the next-generation pillar
- Target ¥30 billion in sales from AI server-related products by FY2030 and establish a roadmap to achieve this
- Drive company-wide change with cross-functional teams and fundamentally improve revenue structure

## 3. Main Measures to Improve Profitability

### 1) Profitability improvement in SiC business

- Develop next-generation devices, increase market share through high-value-added modules
- Improve yield and optimize investment by transitioning to 8-inch wafers

### 2) Manufacturing site reorganization & Business portfolio optimization

- Relocate production lines and consolidate sites
- Downsize or withdraw from unprofitable businesses

### 3) Manufacturing cost reduction & Procurement cost optimization

- Improve labor productivity and reduce manufacturing expenses and incidental costs
- Reduce costs through VA/VE

### 4) Price optimization & Business efficiency improvement

- Revise pricing strategy
- Redesign business processes and optimize fixed costs through DX

### 5) Sales Growth (Excluding SiC Business)

- Continue focusing on automotive products and expand into promising AI server-related products to offset revenue loss from downsizing and withdrawal from unprofitable businesses

## 4. Capital Policy

### • Cash Generation:

Recover business performance, reduce working capital through CCC improvement, optimize non-operational assets, sale of investment securities

### • Shareholder Returns:

Improve capital efficiency significantly through stable dividends and share buybacks

### • CAPEX:

Suppress investment to appropriate level (Manufacturing site reorganization, maintenance, R&D)

### • Financial Discipline:

Reduce liabilities through net asset optimization

### • Cash on Hand:

Reduce to approximately three months' worth of sales