



Electronics for the Future

Financial Results for the First Half of FY2025

(From April 1, 2025 to September 30, 2025)

As of November 7, 2025

Katsumi Azuma

President, Chief Executive Officer

ROHM Co., Ltd.

-
- 1 Financial Results
 - 2 Medium-Term Management Plan
 - 3 Business Strategies

(Billion ¥)

	FY2025 1H Results		YoY	FY2025 Revised Plan		YoY
Net sales	244.2	-	+5.3%	460.0	-	+2.6%
Operating profit	7.6	3.1%	-	5.0	1.1%	-
Net profit	10.3	4.2%	+398.9%	9.0	2.0%	-

Average exchange rate (¥/US\$)

(¥146.57)

(¥143.54)

1H Results

Sales increased, primarily in the consumer market. Despite negative impacts from inventory, fixed costs were reduced mainly through depreciation, resulting in shift from loss to profit.

Full-Year Plan

Sales in 2H expected to be sluggish overall, partly due to seasonal trends. Additionally, rising gold price is expected to worsen marginal profit ratio. While the full year is projected to remain profitable, 2H is expected to post a loss.

Future Inventory Policy

Adjustments for finished goods have been completed. Adjustments continue for work in process and raw materials, primarily for power devices.

1H SiC Sales

SiC devices for xEVs are performing steadily for both China and Europe.

Dividends

Dividend for the first six months was resolved at ¥25. Year-end dividend is also planned at ¥25.

Business Alliance with Toshiba

Discussions are ongoing. Note that while a portion of the preferred stock has been redeemed, this will not affect future negotiations.

[FY2025 1H] Sales Composition

FY2024 1H

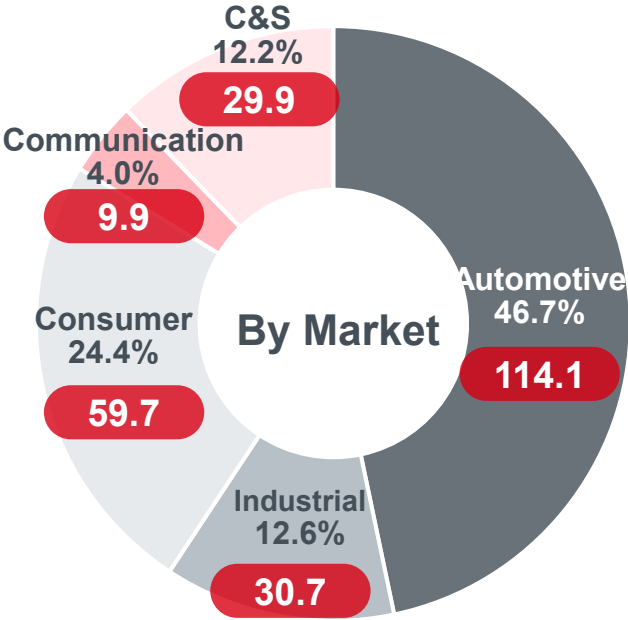
¥ 232.0 billion

FY2025 1H

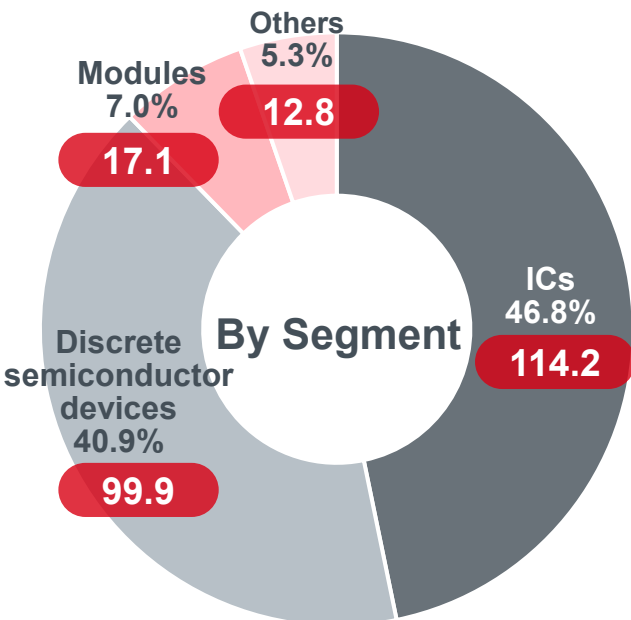
¥ 244.2 billion

YoY +5.3%

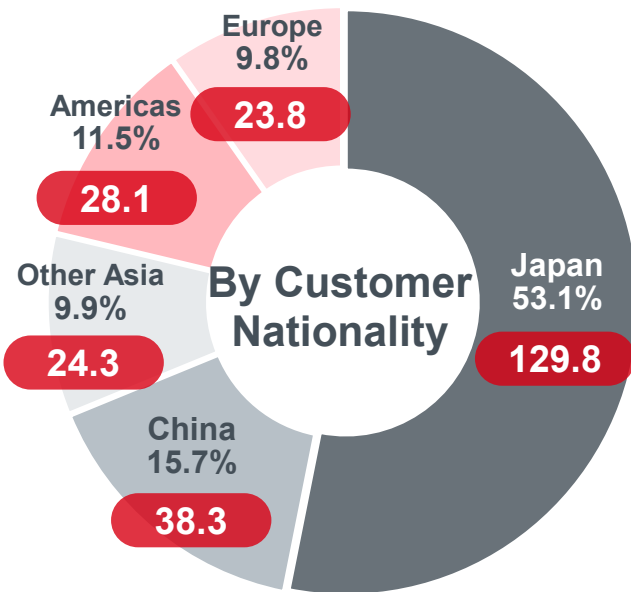
(Billion ¥)



Market	YoY		
Automotive	-0.3%		
Industrial	+3.5%		
Consumer	+23.6%		
Communication	-10.8%		
Computers & Storage	+4.4%		



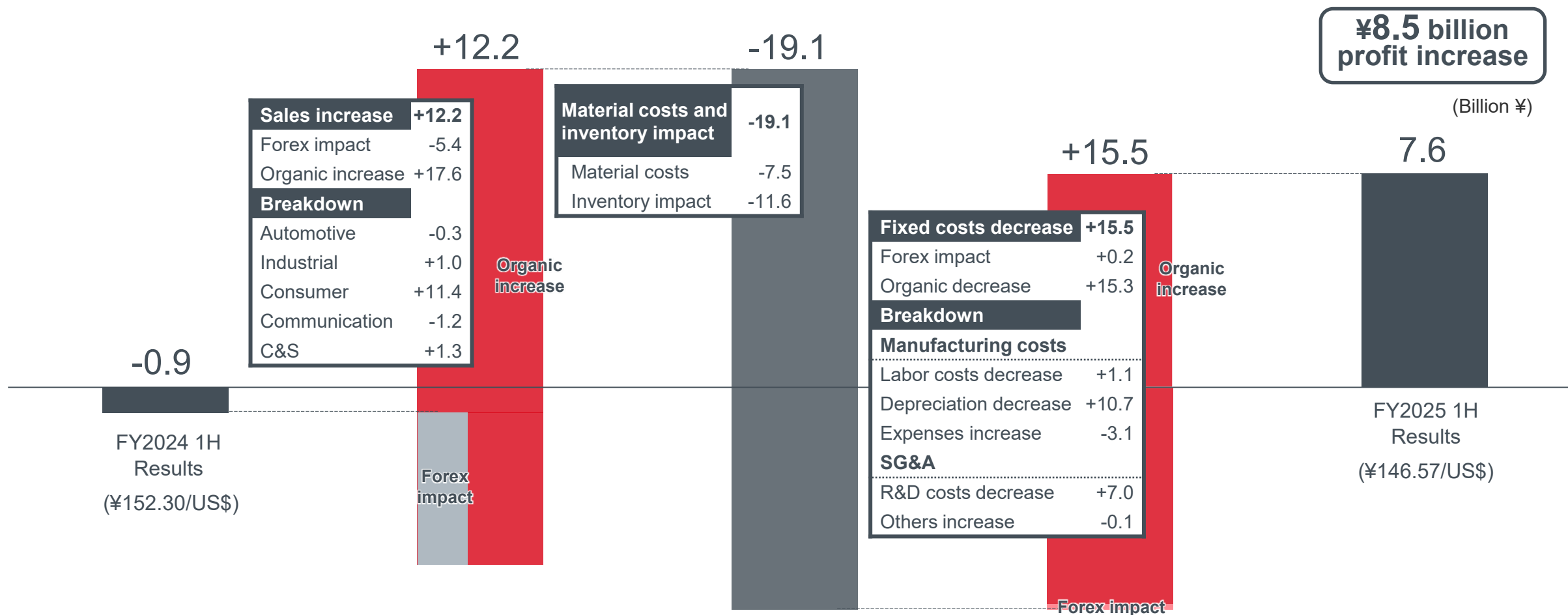
Segment	YoY		
ICs	+9.6%		
Discrete semiconductor devices	+2.8%		
Modules	-3.4%		
Others	+0.8%		



Customer Nationality	YoY		
Japan	+10.2%		
China	+6.5%		
Other Asia	+0.6%		
Americas	-5.0%		
Europe	-3.3%		

[FY2025 1H] Changes in Operating Profit (YoY)

- Higher marginal profit due to increased sales.
- Higher variable costs due to rising gold price. Additionally, inventory adjustments negatively impacted profits.
- Fixed costs saw a significant reduction in depreciation burden, partly due to change in depreciation method. R&D expenses related to SiC business peaked out.



[FY2025] ROHM Net Sales Forecast Summary

Market	FY2025 Forecast	1H	2H
Automotive (+0.2%)	■ The market is bottoming out, but full-fledged recovery is expected next fiscal year and beyond. ■ Meanwhile, SiC devices maintained steady performance, primarily for the European market. This is driving growth in xEV applications.	 -0.3%	 +0.6%
Industrial (+1.9%)	■ Prolonged customer inventory adjustments to be mostly resolved. ■ SiC devices for energy applications to grow, primarily for the European market.	 +3.5%	 +0.1%
Consumer & others (+6.0%)	■ Sales for white goods, which performed well in 1H, are expected to slow down from October. ■ Sales for amusement increased significantly, but peaked out from July to September due to seasonality. ■ Sales for PCs and servers are expected to remain steady.	 +13.0%	 -1.8%

Figures in parentheses are YoY ROHM sales.

[YoY]



+10%~



+10%~+2%



+2%~-2%



-2%~-10%



-10%~

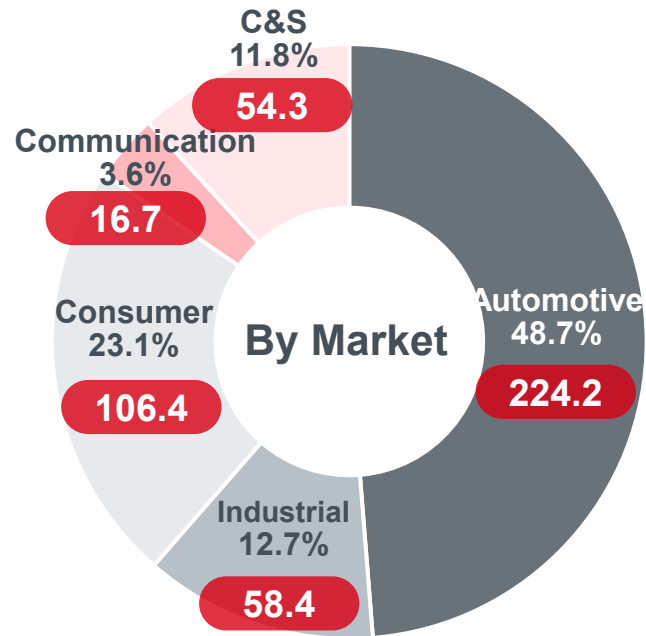
FY2024

¥ 448.4 billion

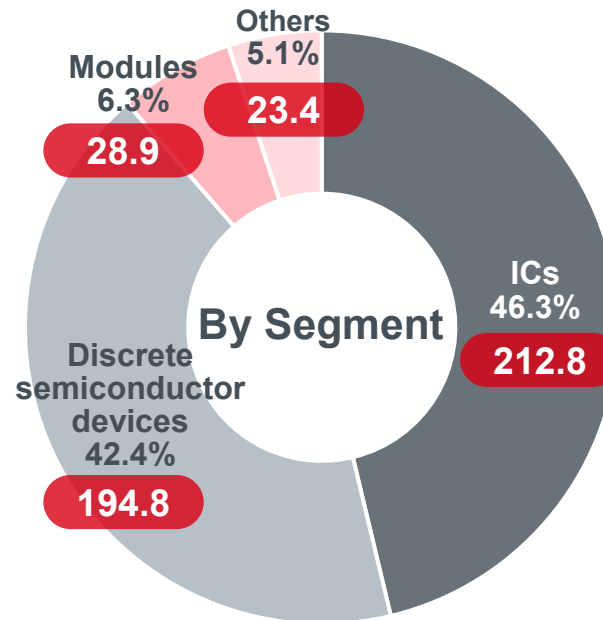
FY2025

¥ 460.0 billion YoY +2.6%

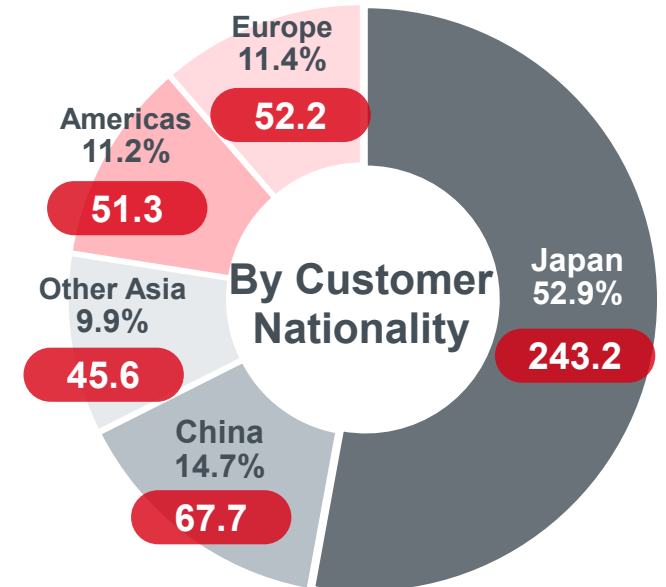
(Billion ¥)



Market	YoY		
Automotive	+0.2%		
Industrial	+1.9%		
Consumer	+14.0%		
Communication	-14.9%		
Computers & Storage	-0.1%		



Segment	YoY		
ICs	+4.4%		
Discrete semiconductor devices	+4.1%		
Modules	-11.1%		
Others	-6.3%		



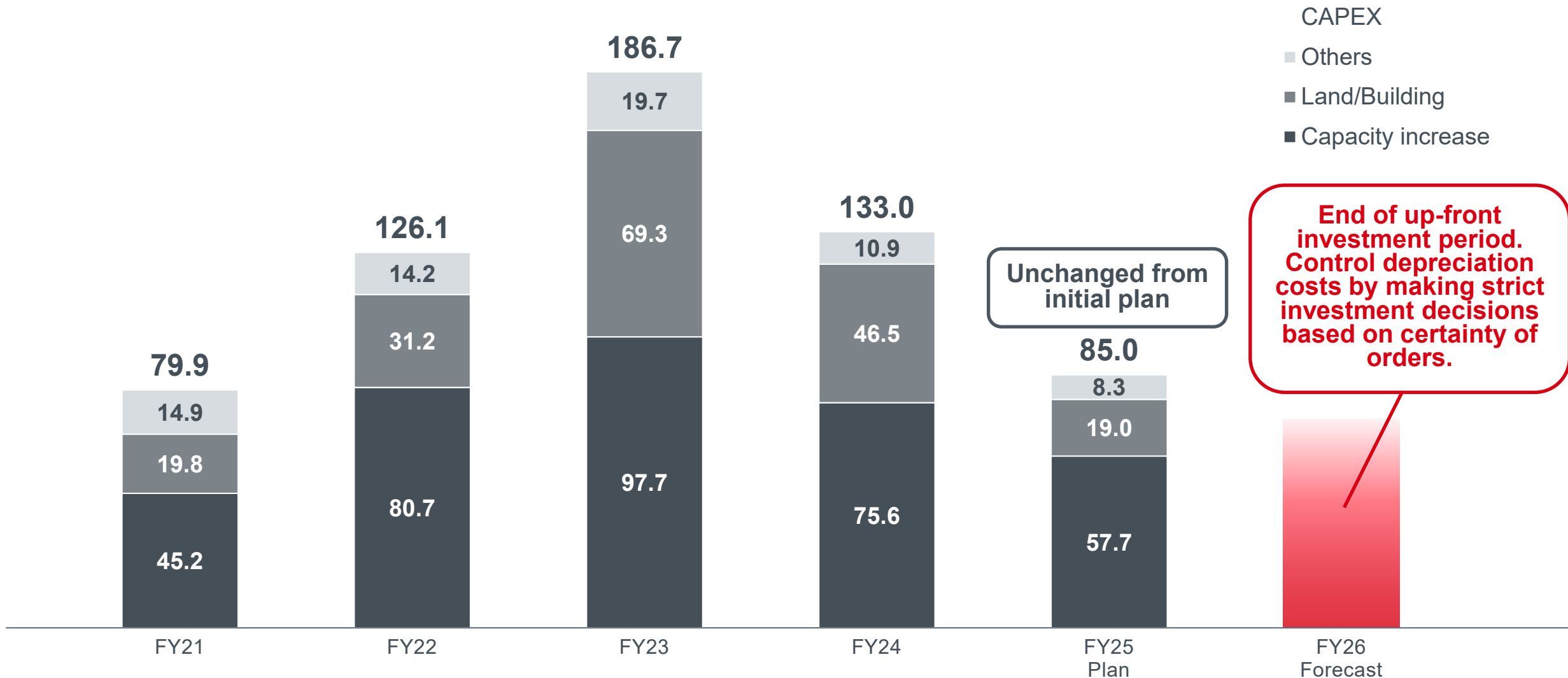
Customer Nationality	YoY		
Japan	+3.7%		
China	+1.0%		
Other Asia	+0.6%		
Americas	-4.9%		
Europe	+9.4%		

[FY2025] Changes in Operating Profit (YoY)

- Sales expected to grow, but **further accelerated gold price hike** in 2H to largely decrease marginal profit.
- Impact of inventory to increase profits due to absence of impairment loss recorded in FY24.
- Fixed costs to see a significant reduction in depreciation burden, partly due to the impact of the change in depreciation method. R&D expenses for SiC business to peak out.

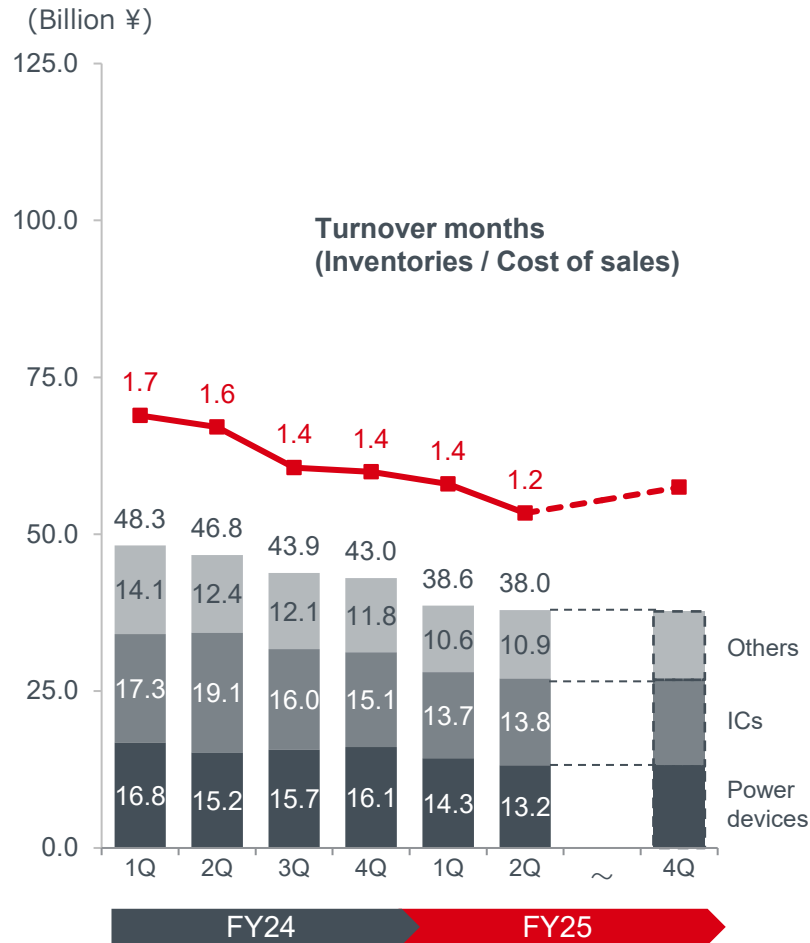


(Billion ¥)



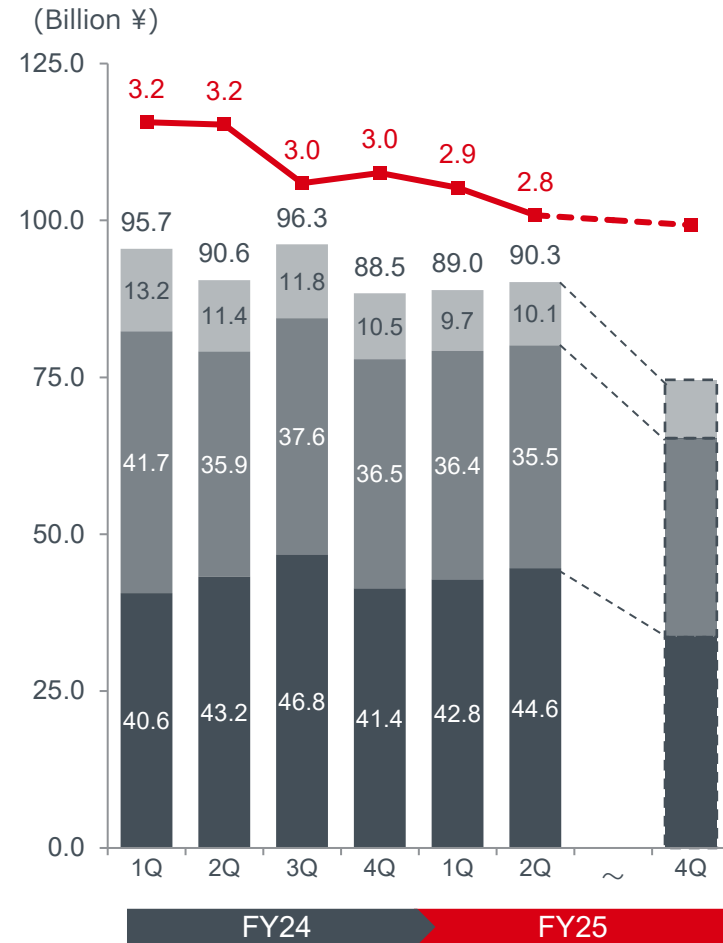
■ Merchandise and finished goods

Inventory adjustments completed.
Current levels to be maintained.



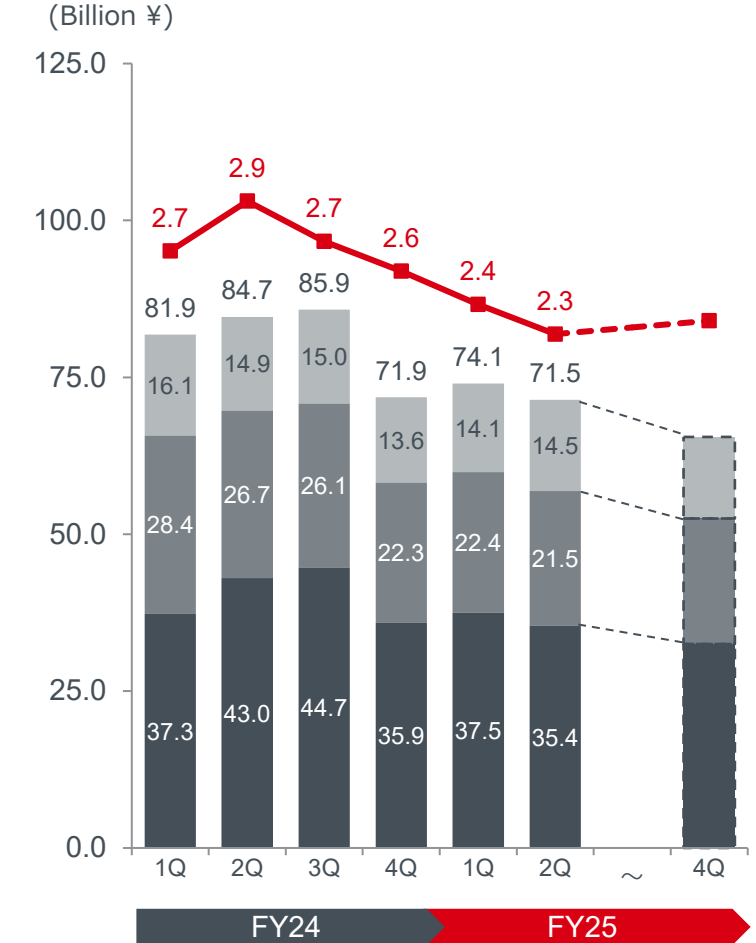
■ Work in process

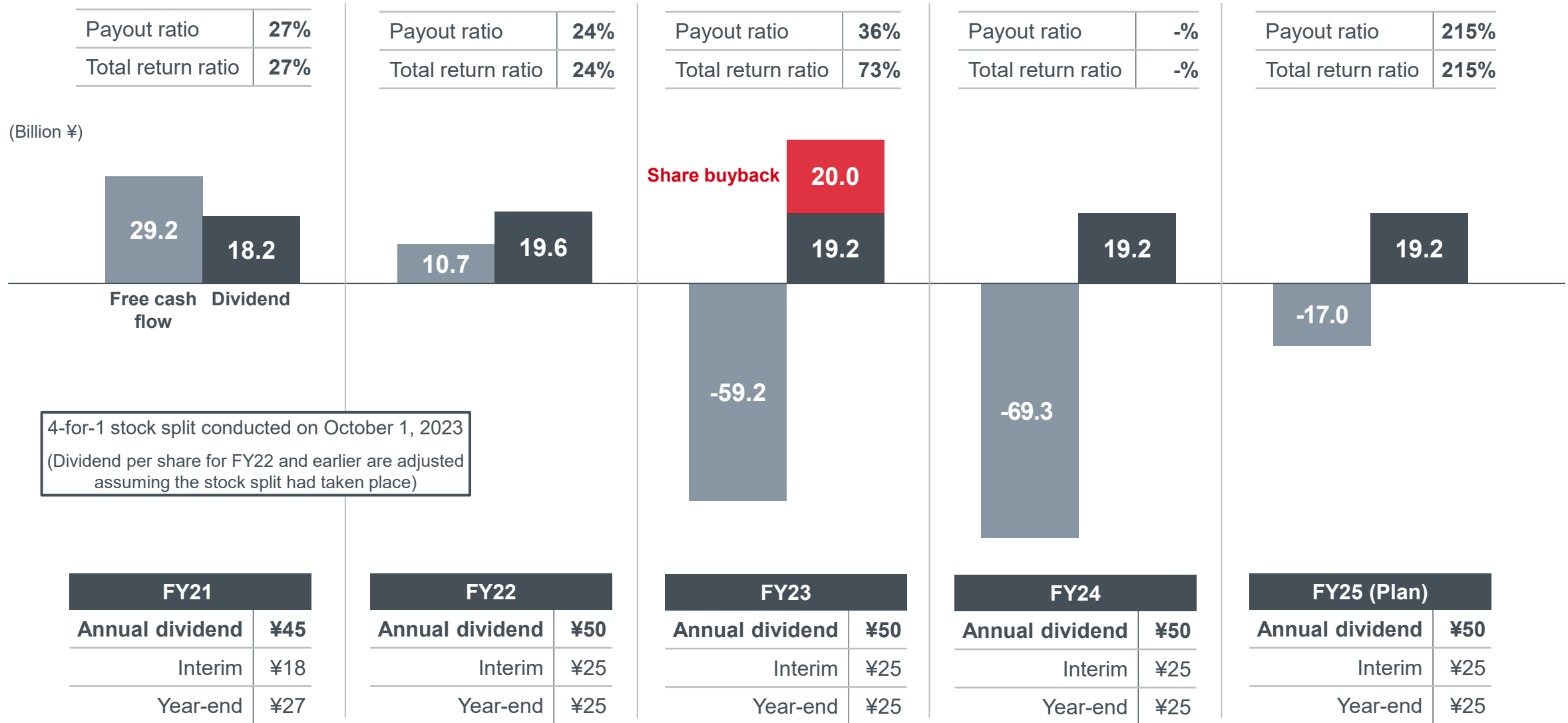
Proceed further with adjustments towards
the year-end, focusing on power devices.



■ Raw materials and supplies

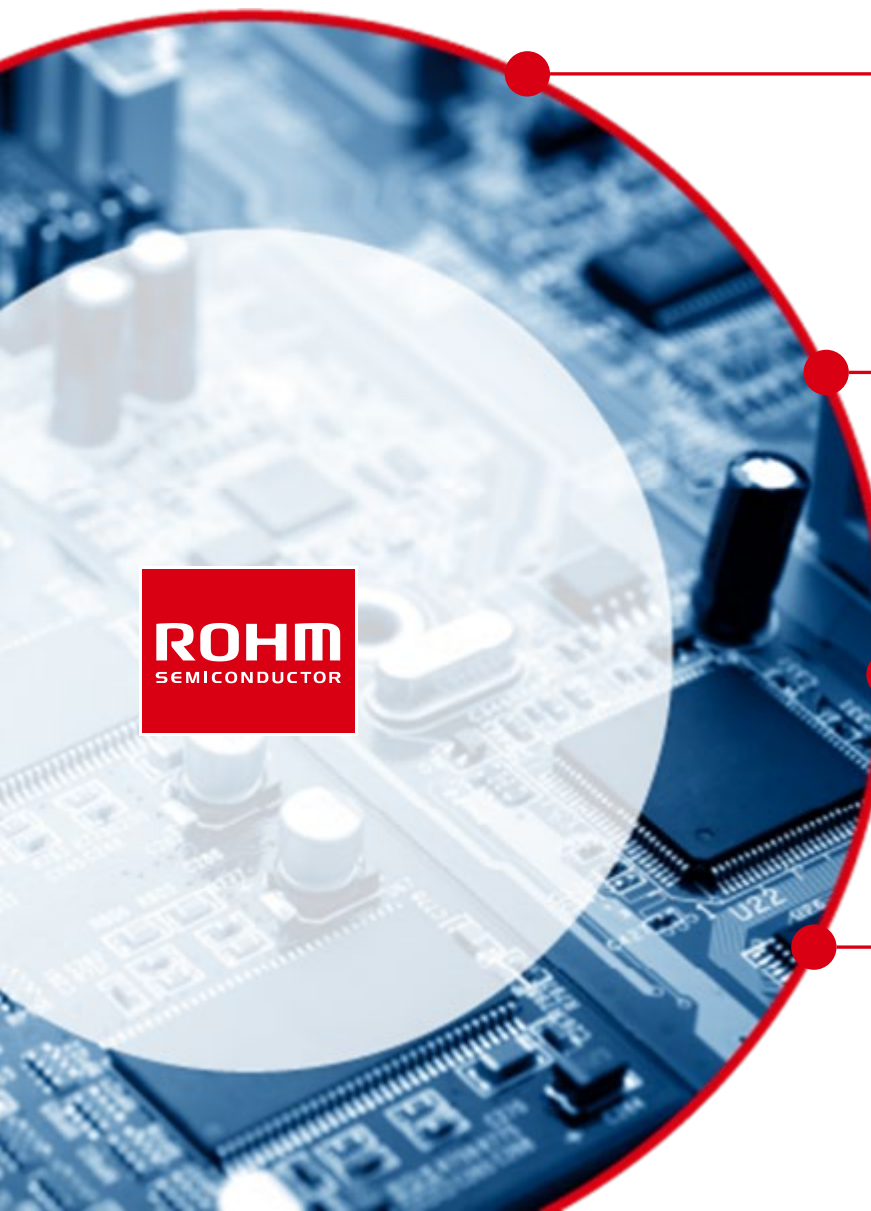
Continue adjustment of excess inventory
caused by LTA.





*Free cash flow = net profit + depreciation + impairment loss - CAPEX

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 - 2 Medium-Term Management Plan**
 - 3 Business Strategies



Company Mission

Quality is our top priority at all times.
Our objective is to contribute to the advancement and progress of culture through a consistent supply, under all circumstances, of high quality products in large volumes to the global market.

Our Statement Electronics for the Future

ROHM will continue to support the development of society and the enrichment of people's lives into the future by solving a variety of social issues with our electronics technology.

Management Vision

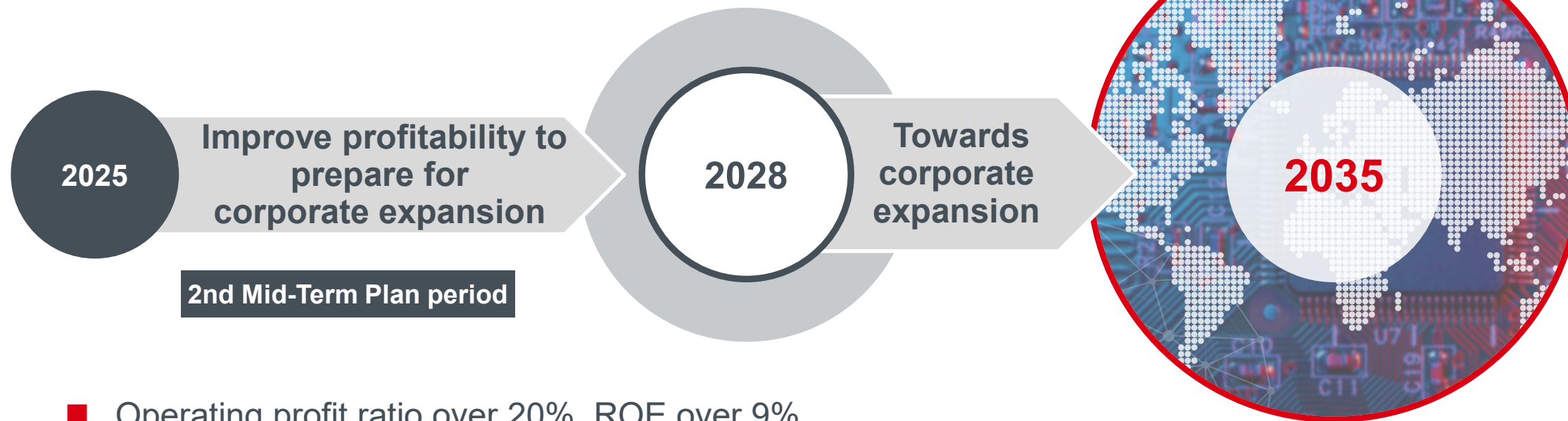
We focus on power and analog solutions and solve social problems by contributing to our customers' needs for "energy savings" and "miniaturization" of their products.

Company Vision

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

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

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 ¥500 billion
Operating profit	Over 20%
ROE	Over 9%

Non-Financial Targets (Excerpt)

Environment (FY2030)	■ 50.5% reduction of GHG emissions (vs. FY2018) ■ Renewable energy Aim for 100% adoption by FY2050 ■ Zero waste emissions
Human resource strategy and sustainable growth	■ 300% succession plan fulfillment rate ■ Transformation execution training: 100% participation rate of core personnel ■ Expansion of stock-based compensation system

Evolve and deepen the strengths cultivated since our founding, and continue to grow

ROHM's Strengths

Customer Orientation

- Ability to absorb customer needs and propose truly necessary solutions
- Ability to respond to customers (response speed)



Cutting-Edge Technology

- Development capabilities that transcend conventional beliefs to solve social issues
- Manufacturing capabilities cultivated through accumulated innovation

ROHM's Unique Qualities (supporting foundation)

IDM

- Thorough quality control, stable supply
- Innovative solutions leveraging IDM strengths

Integral Technologies

- Development capabilities that solve customers' actual issues
- Specialists and a wealth of integrator talent

Power / Analog Technology

- ROHM's constantly evolving proprietary technology
- Knowledge and experience cultivated over many years

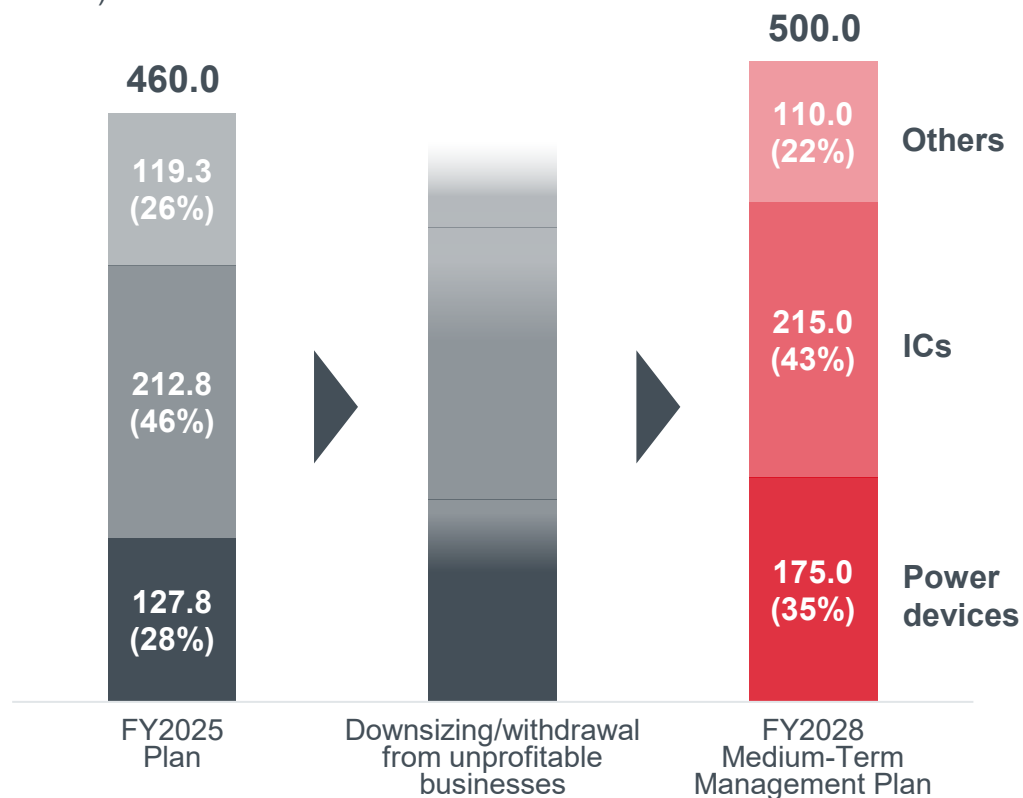
- Achieve growth in the automotive market centered on power and analog devices while also strengthening the industrial, consumer, and other markets (e.g. servers, home appliances, etc.) to build a balanced portfolio
- Focus on optical devices for sensing applications and develop them as the next-generation pillar

	Automotive	Industrial	Consumer/Communication/C&S
Grow	■ Isolated gate driver for xEV ■ Image processing IC for HUD/cluster ■ IPD for ECU protection	■ Power management IC, IPD for system protection ■ Motor driver for FA/robot ■ Laser diode for LiDAR in FA	■ Si MOSFET for server ■ IPM for home appliance ■ Power management IC for storage device ■ Hall sensor for smartphone camera
Evolve	■ IGBT / 48V LV MOSFET	■ Low-capacitance TVS diode / silicon capacitor / shunt resistor	■ SiC MOSFET for server
	■ Laser diode for LiDAR	■ VCSEL for solid-state relay	
Create	■ Power management IC compatible with 48V system ■ MCU embedded driver	■ Solist-AI microcontroller for FA / smart home	■ MPC+Dr MOS for server ■ LASCA for home appliance / mobile device ■ Photonic crystal laser diode

By Segment

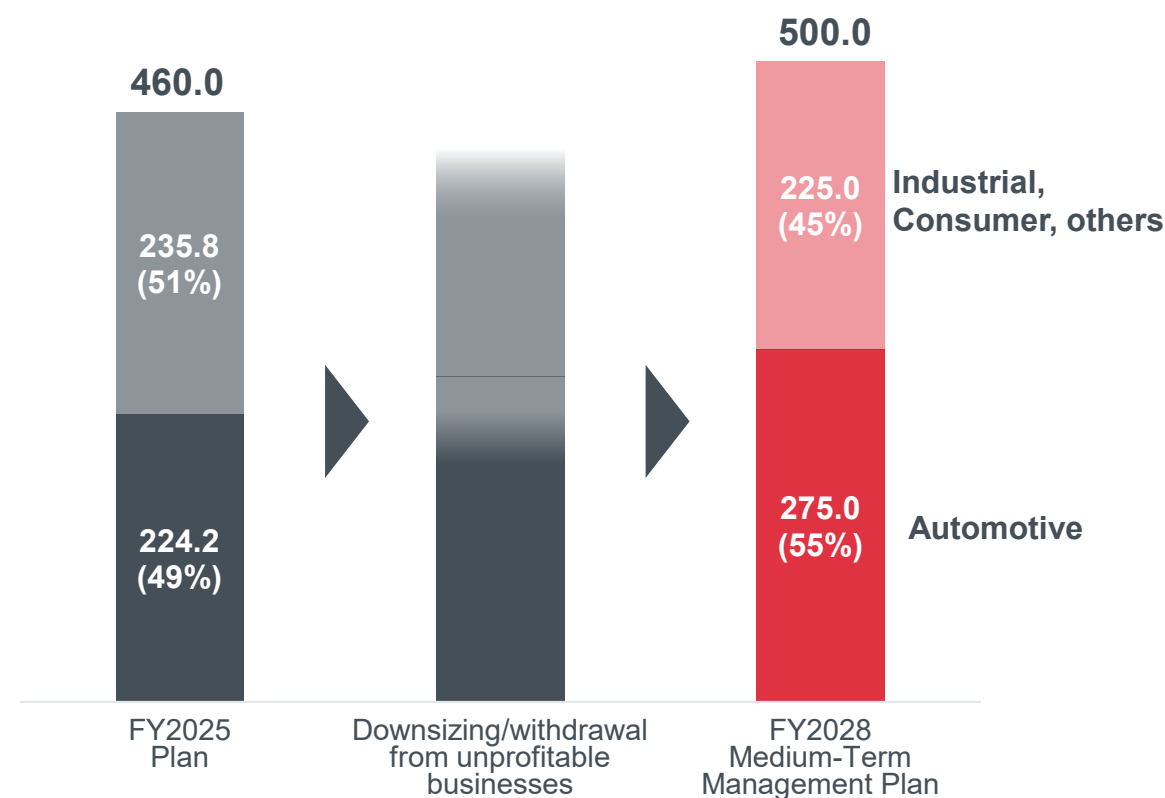
- Power devices and ICs (primarily analog) to drive growth
- EOL to be implemented for unprofitable products

Billion ¥
(Sales ratio%)



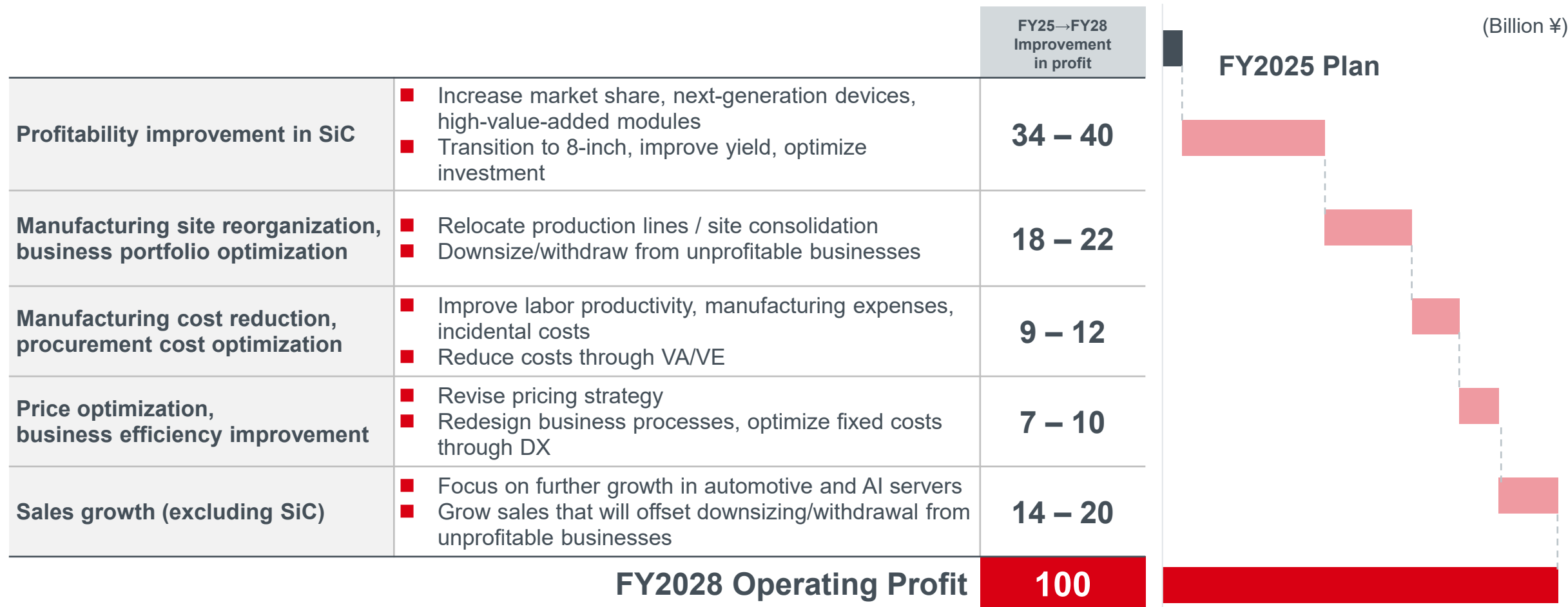
By Market

- Maintain growth in automotive while strengthening consumer and other markets
- Establish a roadmap to achieve server-related sales of ¥30 billion by FY30



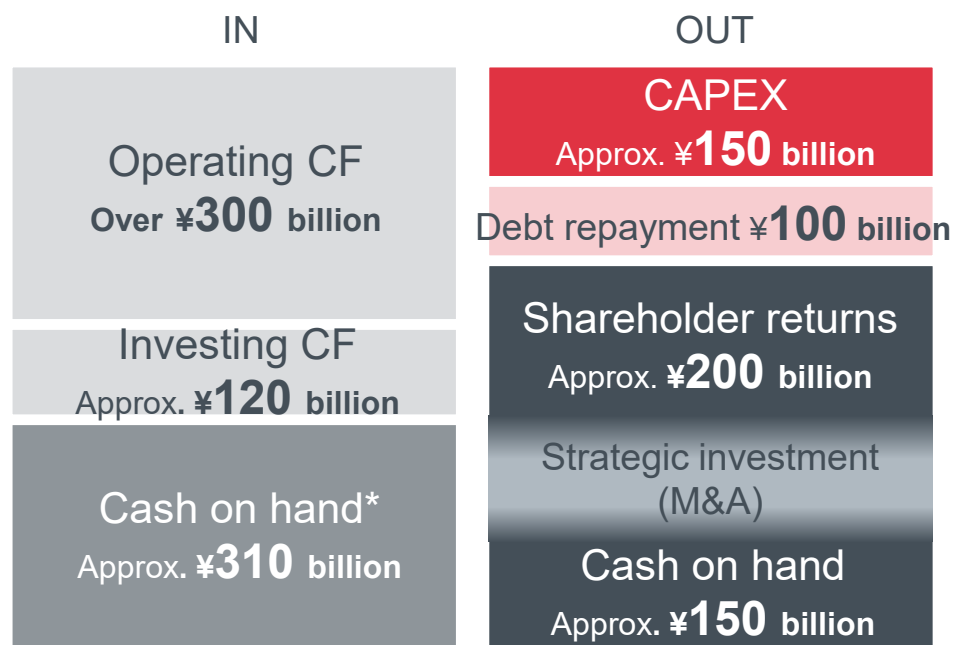
Drive company-wide change with cross-functional teams and fundamentally improve revenue structure

- Monetization of SiC business and structural reforms to drive achievement of ¥100 billion
- Achieve sales growth that offsets sales declines resulting from downsizing/withdrawal from unprofitable businesses



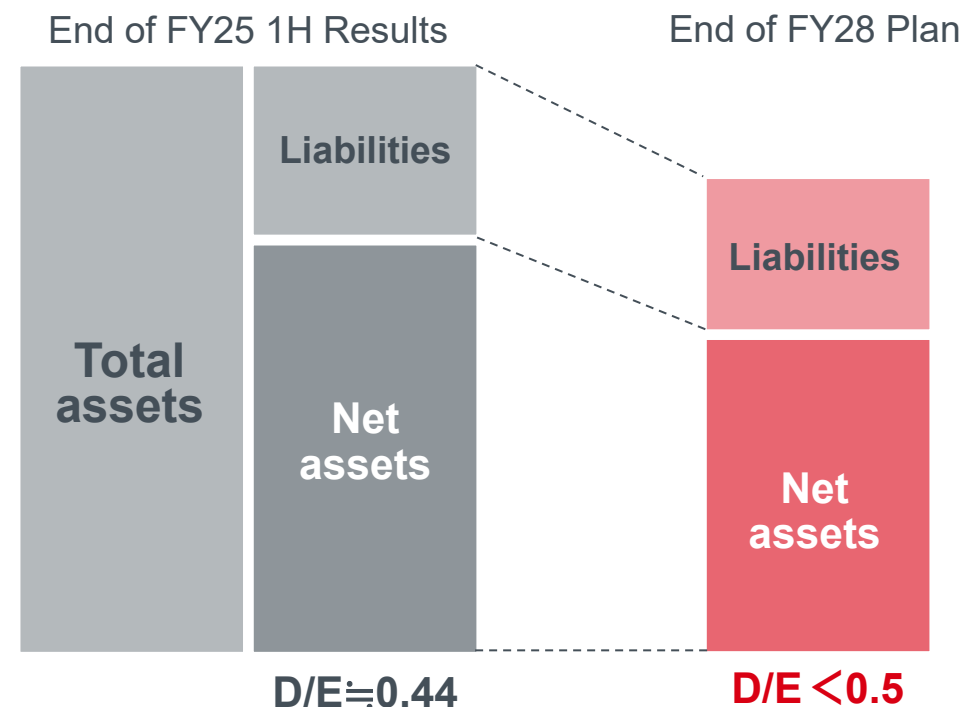
- **Cash generation:** Recover business performance, reduce working capital through CCC improvement, optimize non-operational assets, sell investment securities
- **Shareholder returns:** Improve capital efficiency significantly through stable dividends and share buybacks
(Dividend payout ratio > 30%, Total payout ratio > 100%)
- **CAPEX:** Suppress to appropriate level (Manufacturing site reorganization, maintenance, R&D)
- **Financial discipline:** Reduce liabilities through net asset optimization (D/E < 0.5)
- **Cash on hand:** Reduce to approximately three months' worth of sales

Cash Allocation (FY26 - FY28 3-Year Total)



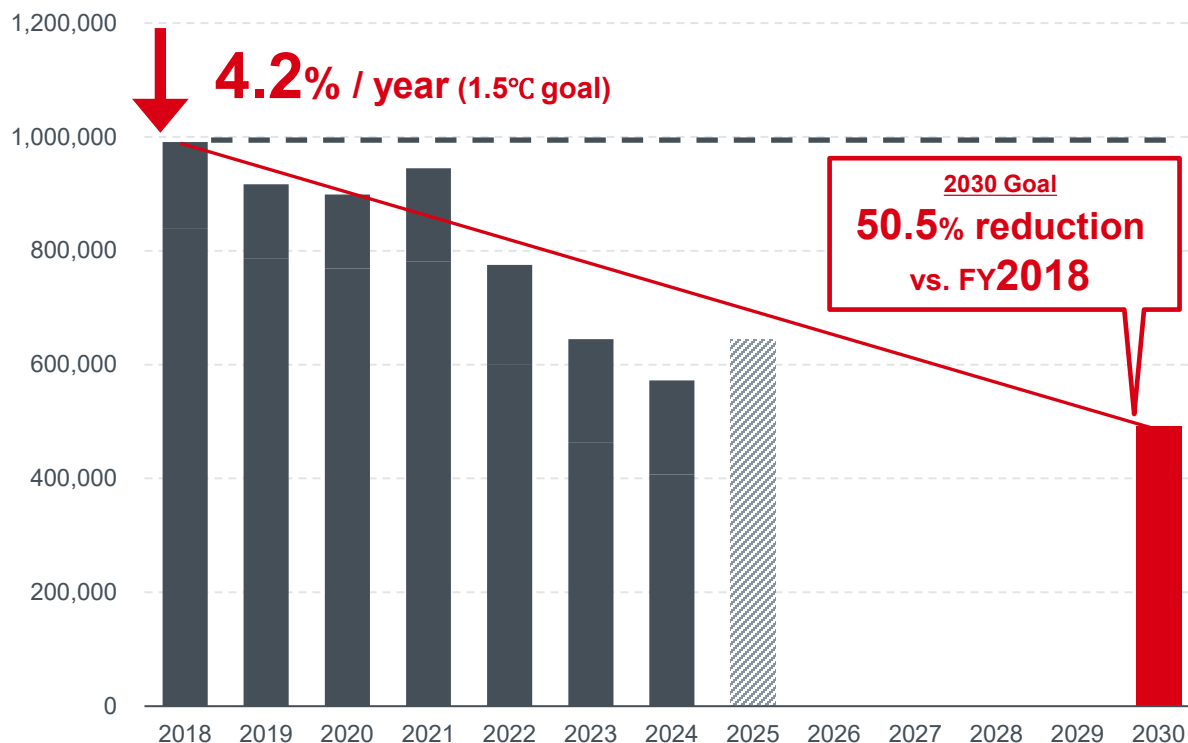
*As of the end of FY2025 1H

Capital Structure



Business Environment Initiatives

SCOPE1&2 GHG Emissions Trends (t-CO2)

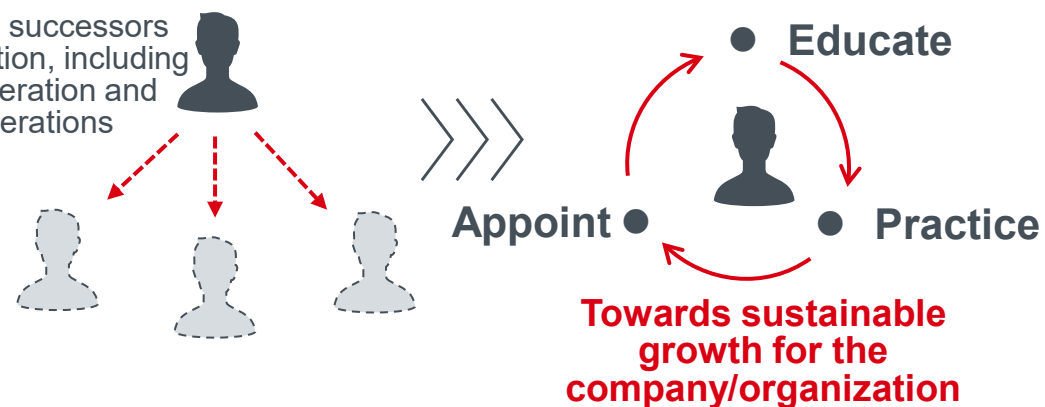


- **Adjusting renewable energy introduction rate in FY2025 to align with the 4.2% annual reduction target**
- **GHG emissions reduced in FY2024 due to decreased production volume and accelerated renewable energy introduction**

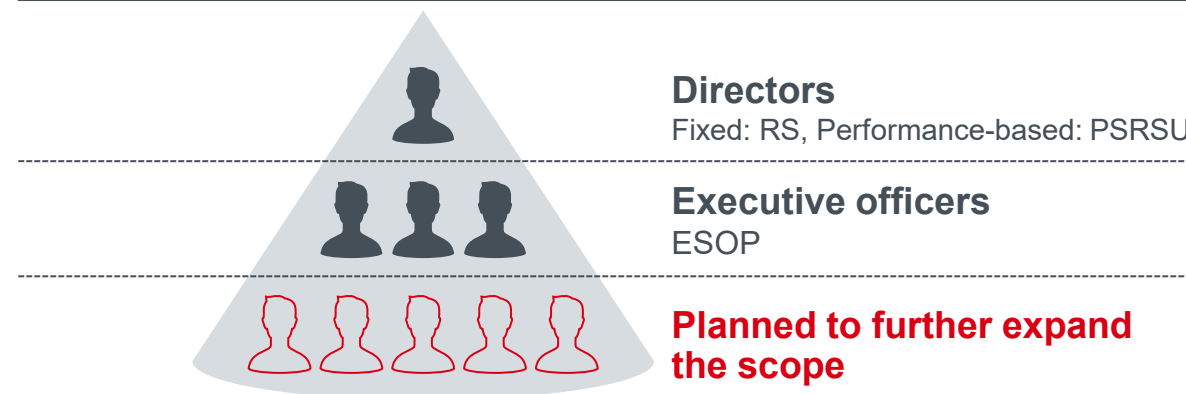
Human Resource Initiatives

300% succession plan fulfillment rate

Assign three successors to each position, including the next generation and younger generations



Expansion of stock-based compensation system



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**Positioning of
IC Business**

Significantly improve profitability and become a business that drives the Company's overall profit margin

FY2028 Targets

Net salesOver **¥215** billion**Operating
profit**Over **23%**

Key Initiatives for the 2nd Medium-Term Management Plan

**Optimize product portfolio**

Shift development resources from low-profit areas to high-profit and growth areas to expand product lineup

**Secure competitiveness through innovative technology development**

Chiplets, high-efficiency DrMOS, on-device learning AI, IPD products, etc.

**Improve development efficiency and shorten development lead times**

Develop proprietary simulations to eliminate rework of its utilization

**Improve profitability through increasing productivity, reducing variable costs, and improving yield**

Optimize process flow with quantum annealing and address rising Au material costs

**Reduce fixed costs through consolidation of manufacturing sites**

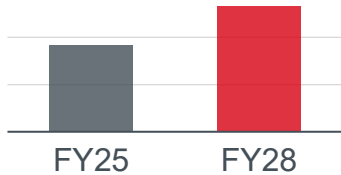
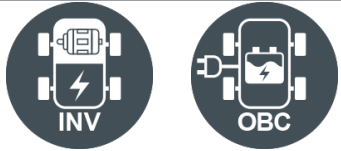
Grow in automotive applications while strengthening industrial and consumer applications, achieving a well-balanced portfolio

[Automotive]

Top 3 ROHM auto applications to grow in next 3 years

Isolated gate driver

Volume increase due to increased xEV production

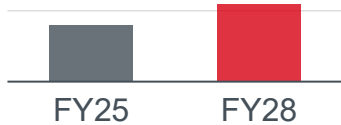


vs. FY25

1.5x

Image processing

Sales increase driven by higher unit prices for new high-resolution products

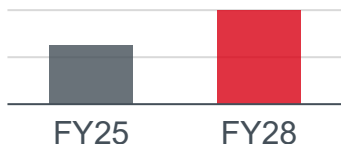


vs. FY25

1.4x

IPD

Large-scale projects received. Sales increase due to start of mass production.



vs. FY25

1.6x

[Industrial, Consumer, others.]

Market expansion through new product launches

Solist-AI™

Capable of learning and inference without requiring a network, enabling prediction of equipment abnormalities

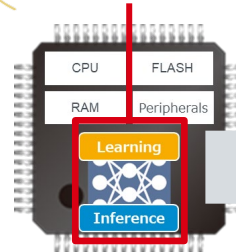


2025 Super Monozukuri
Components Award
Winner

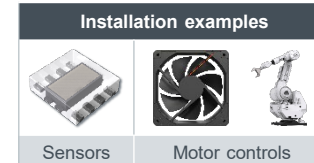
Solist-AI



Detect deviations from the norm / Estimate remaining lifespan



Mount on endpoint



Intended applications

- Smart home
- Wearable devices
- Patient monitoring devices
- Factory machinery, robot control, etc.

LASCA™

Integrates analog, power and high-performance digital control through chiplet technology

ROHM

- High performance analog
- High withstand voltage
- Flexible customization

Bonding 2 chips

Foundry

- High-speed CPU
- High-speed memory
- High integration of general-purpose circuits

Intended applications

- Motor and power control for outdoor units of air conditioners
- Sensor control
- Wearable devices

Positioning of Power Device Business

**Achieve profitability in SiC business;
Contribute to company-wide profits as a growth driver**

FY2028 Targets

Net sales

Over ¥**175** billion

**Operating
profit**

Over **14%**

Key Initiatives for the 2nd Medium-Term Management Plan



Expand SiC sales for xEV inverters



Expand new product lineup for SiC modules / discretes

Expand market share through development of high-voltage devices for industrial equipment and high-performance modules



Accelerate SiC-MOSFET development, and contribute to performance evolution and cost reduction

5th Gen. scheduled for mass production as planned, 6th Gen. and beyond to be released ahead of schedule



Improve profitability through better yield in SiC wafer processes and transition to 8-inch wafers



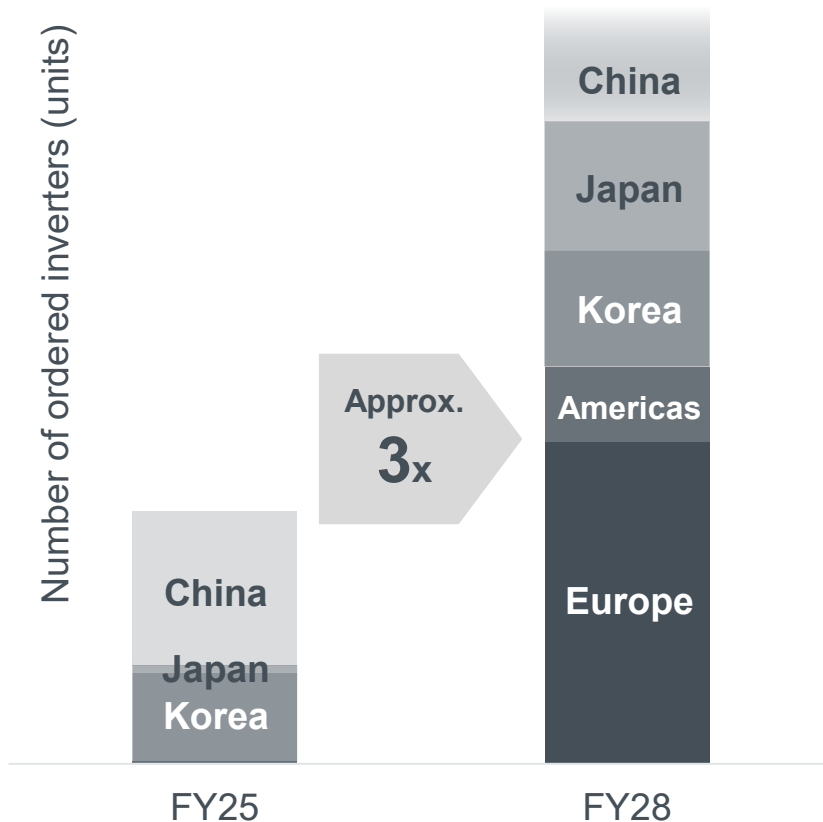
Expand Si-MOSFET sales in AI server and automotive markets



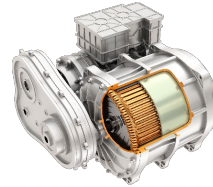
Improve business profitability through product portfolio revision and location strategy

■ Regional breakdown of orders from OEMs for traction inverters

*Region: OEM head office location

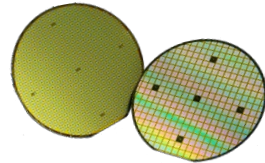


Business for Traction Inverters



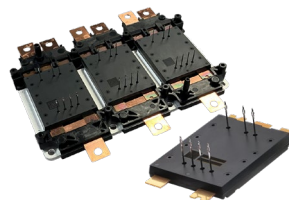
- Delivery confirmed to 16 OEMs as of today
- Equivalent to approx. 3 million inverters in 2028

SiC Bare Chips



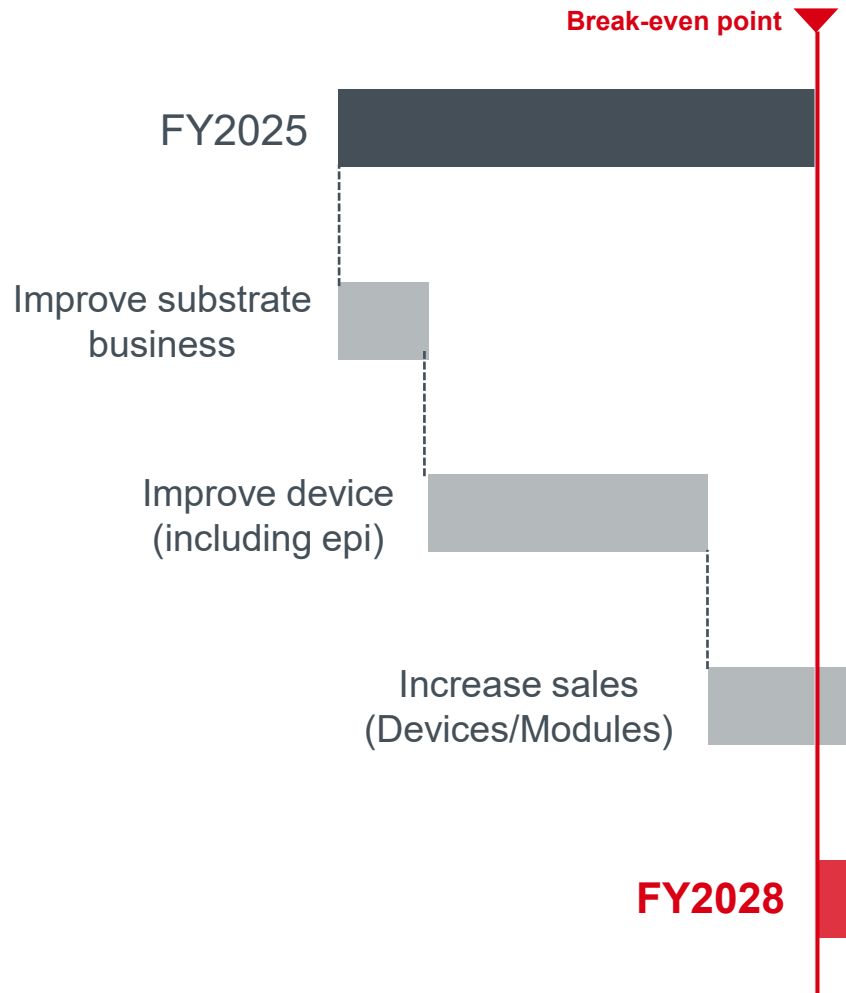
- Established a solid sales foundation not dependent on specific regions due to expansion of OEM projects in Europe, Japan, and the Americas
- Expanded SiC adoption not only for BEVs but also for PHEVs/HEVs
- Enhanced competitiveness through introduction of the 5th Gen.

SiC Power Modules



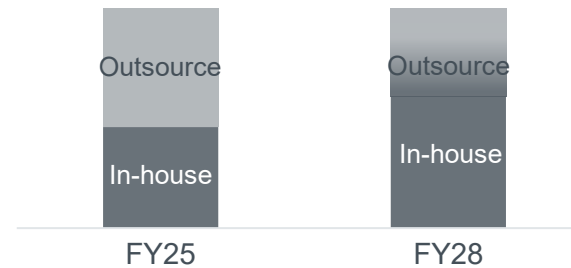
- Started delivery of TRCDRIVE pack™
- Sales growth driven by higher ratio of modules business

Roadmap to Profitability



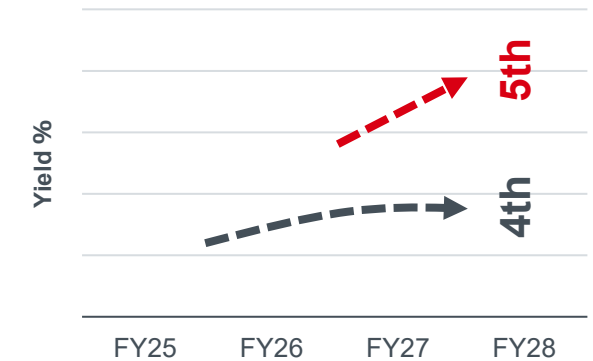
Reduce costs by in-house epi production

- Increase in-house production ratio through 8-inch line expansion and improvement of production throughput



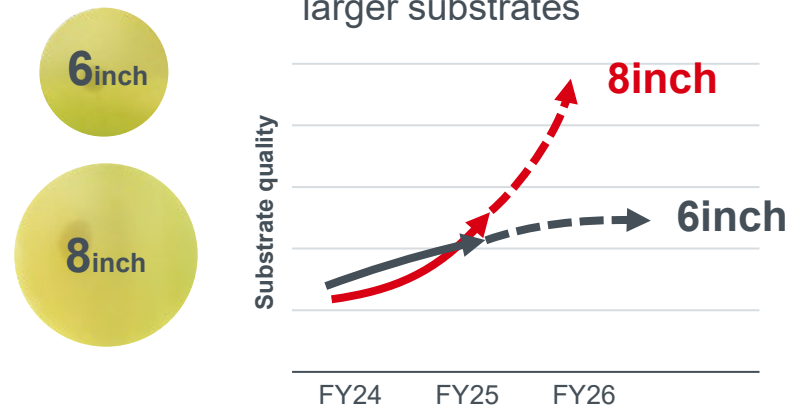
Improve yield

- Accelerate improvements through upgrading device generation

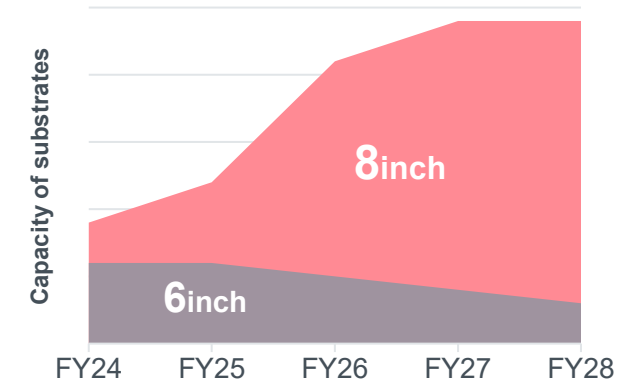


Enhance capacity and quality of SiC substrates

- Improve quality by shifting to larger substrates



- Increase capacity for high quality 8-inch substrates



**Positioning of
General-Purpose Device
& Other Businesses**

**Maintain high market share;
Support the Company as a cash cow business**

FY2028 Targets

Net salesOver **¥110** billion**Operating
profit**Over **22%**

Key Initiatives for the 2nd Medium-Term Management Plan

**Optimize product portfolio**

Expand high-profit models and EOL for low-profit models

**Advance optical technology for sensing,
Aim for the business to become the next-generation pillar****Enhance profitability through improving productivity,
reducing variable costs, and improve yield**

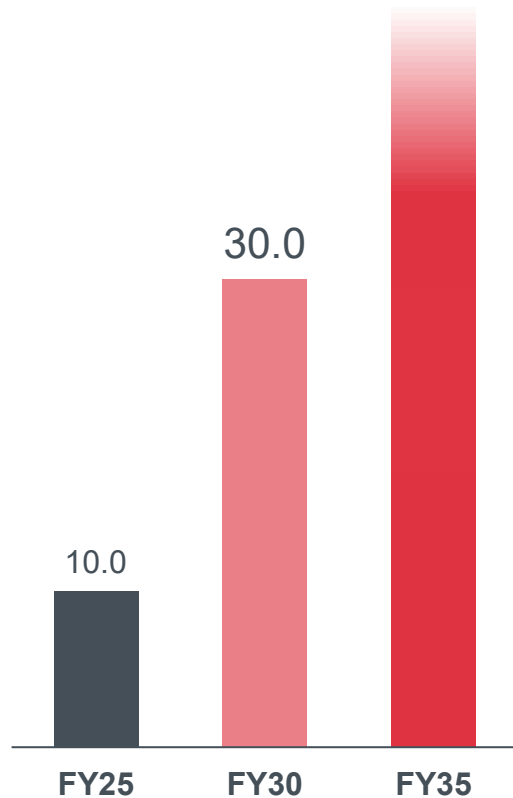
(Promote 8-inch wafer adoption in front-end processes, reduce Au usage, etc.)

**Reduce fixed costs by manufacturing site consolidation**

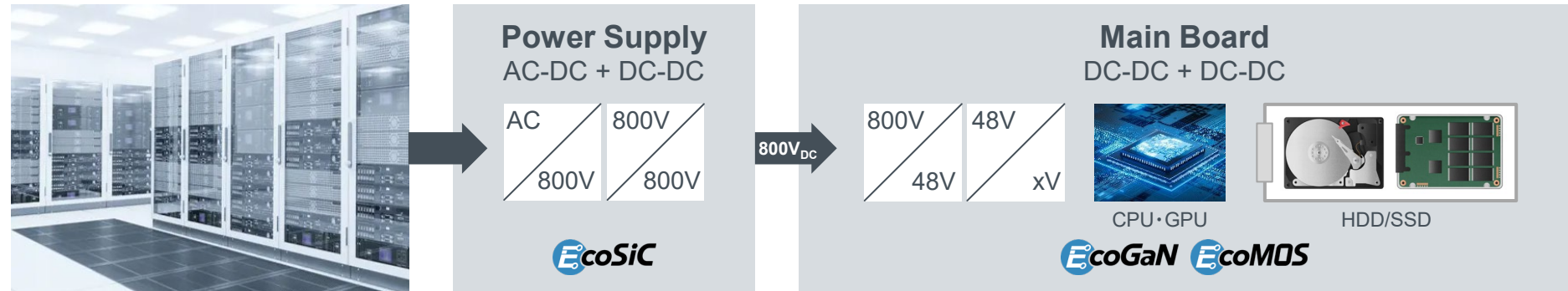
Adoption of ROHM products is rapidly accelerating, centered around AI data servers

Sales Target for Servers

(Billion ¥)



Product Lineup



Power				Analog			Others	
SiC MOSFET	GaN HEMT	Si MOSFET		MPC + Dr MOS	HSC	SSD PMIC	Shunt Resistors	Si Capacitor
DOT-247	GNP2070TD-Z	RY7P250BM	RS7N200BH		BD12780MUV	BD72649GWV		
Low Ron	Low FOM ^{*1}	Wide SOA/Low Ron		High speed control	High speed response	High efficiency	Small and High accurate TCR	Low loss

*1: FOM (Figure of merit) = Ron*Qoss



Electronics for the Future

[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 2026 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.

[Contact]

ROHM Co., LTD,
Public & Investor Relations Division, Investor Relations Department

21, Saiin Mizosaki-cho, Ukyo-ku Kyoto 615-8585 Japan

E-mail : ir@rohm.co.jp

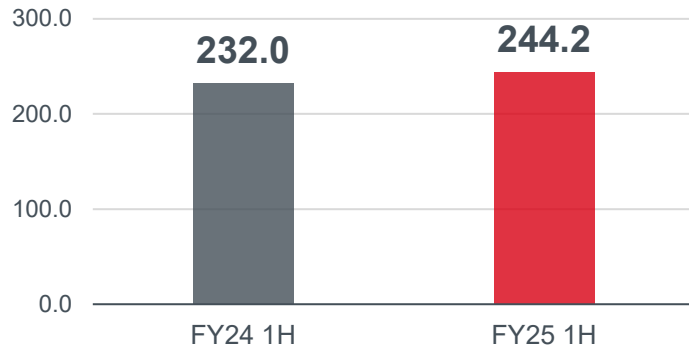
[FY2025 1H by Market] Changes in Sales (YoY)

(Billion ¥)



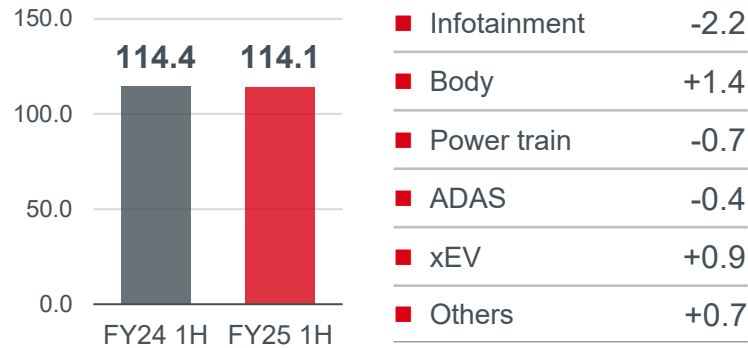
1H Net Sales

+5.3%



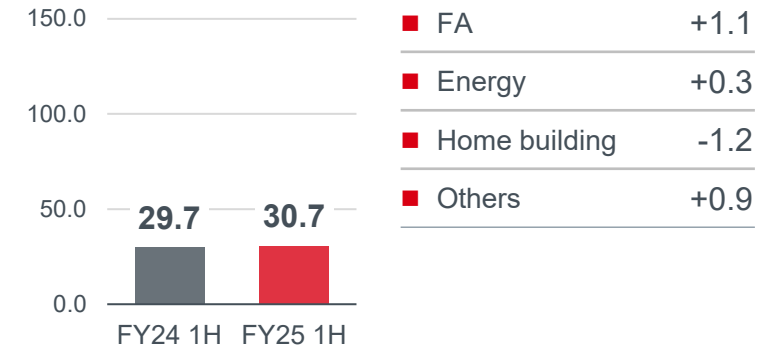
Automotive

-0.3%



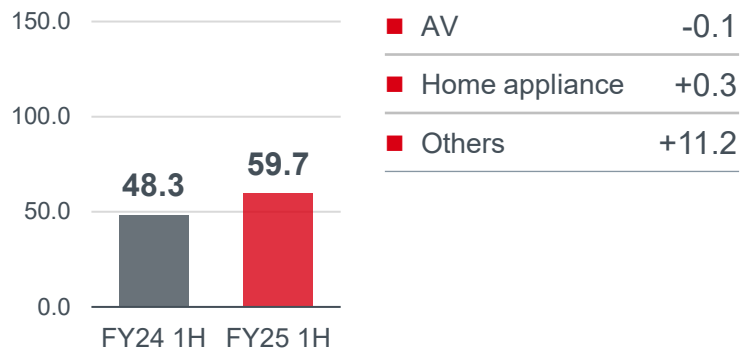
Industrial

+3.5%



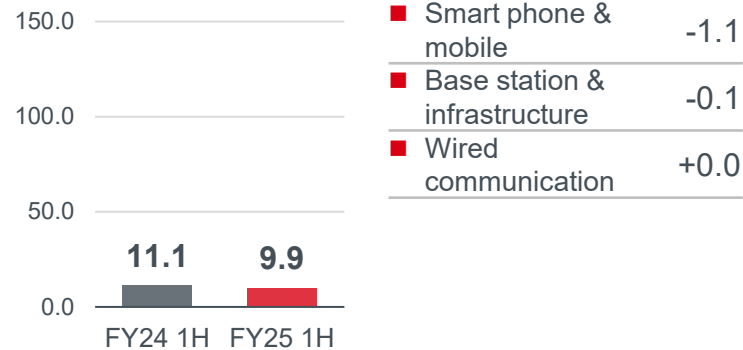
Consumer

+23.6%



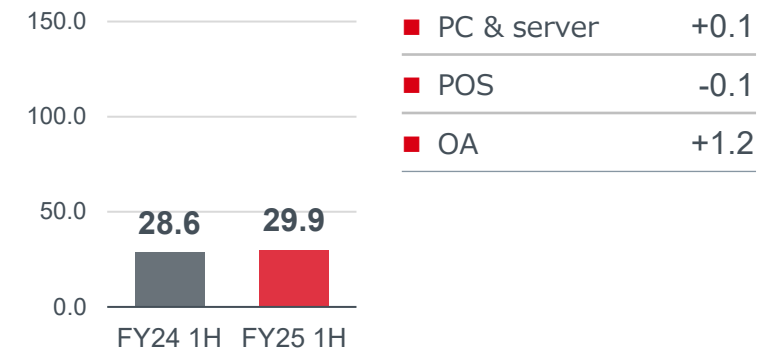
Communication

-10.8%

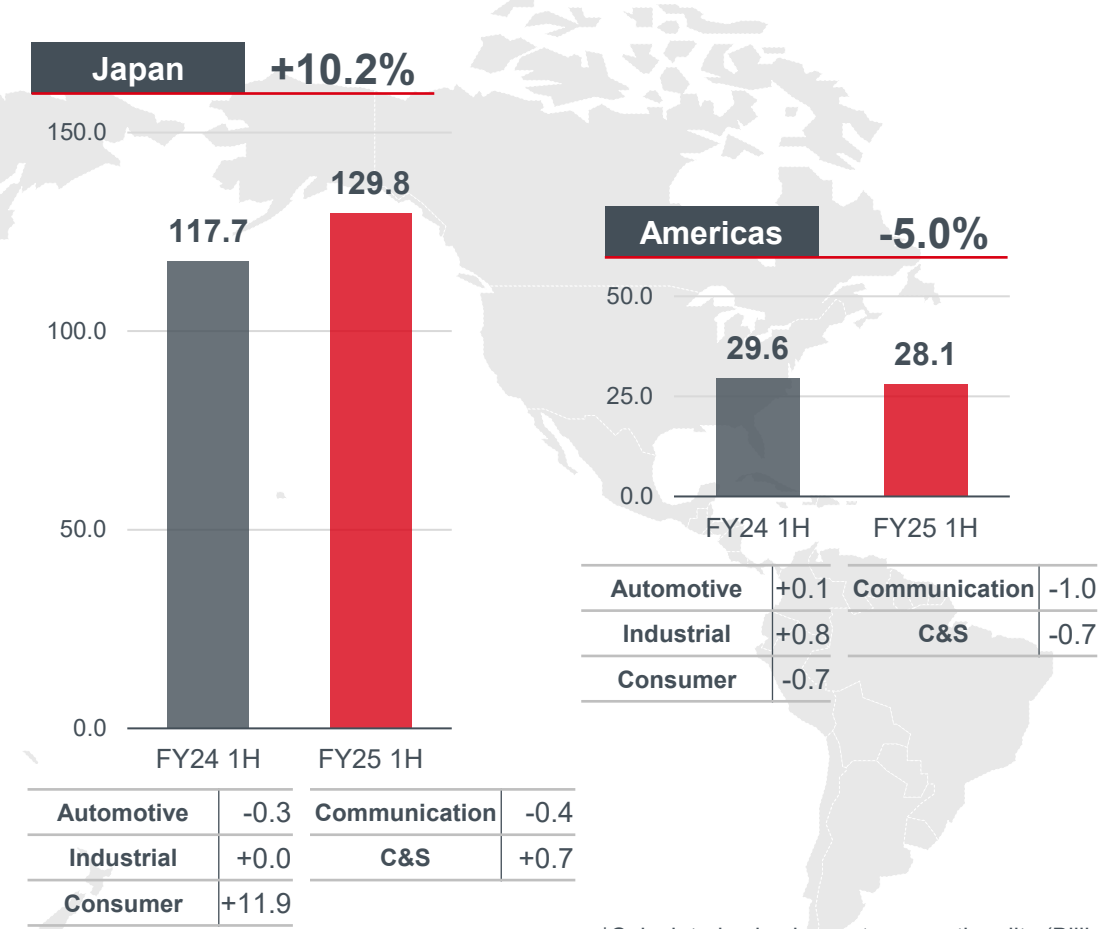
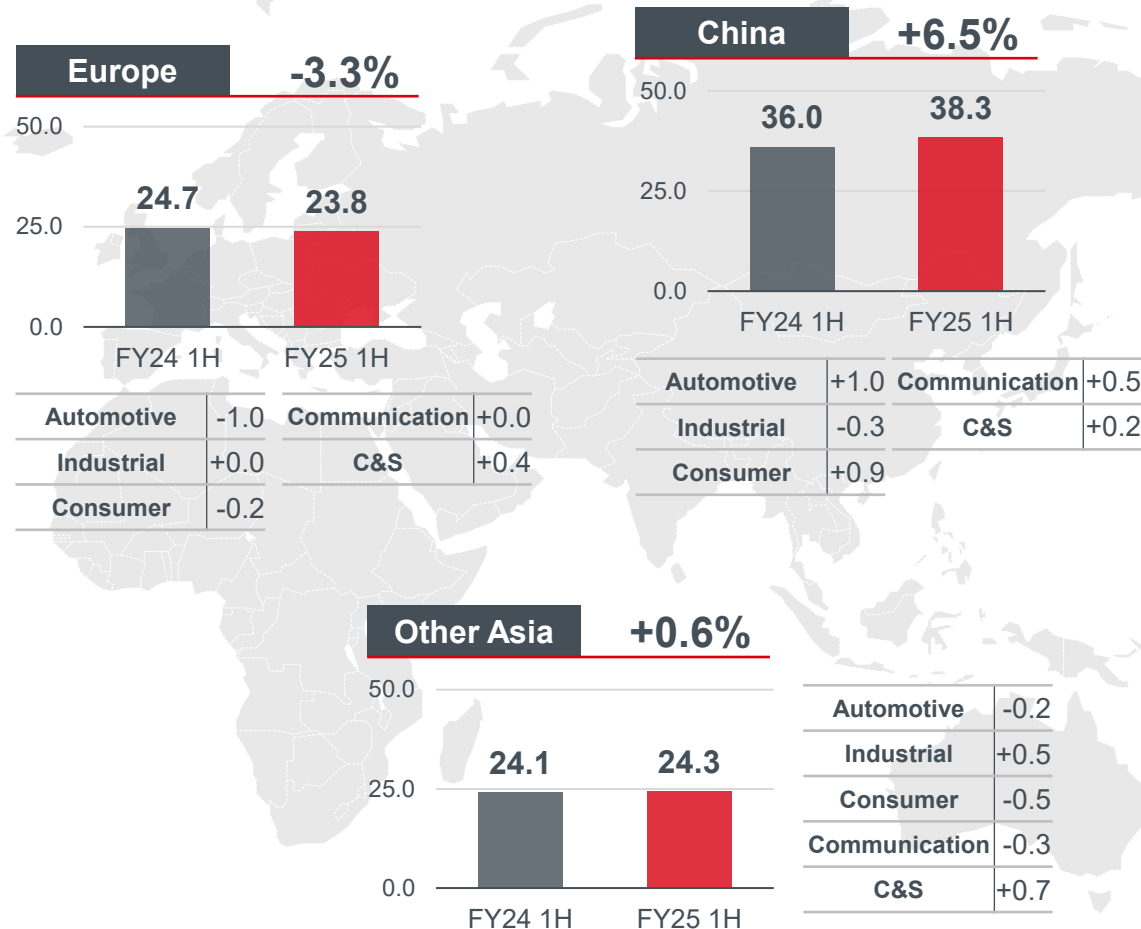
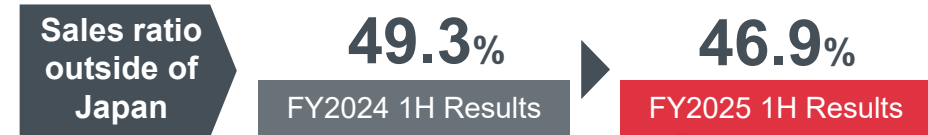


Computers & Storage

+4.4%



[FY2025 1H by Customer Nationality] Changes in Sales (YoY)



*Calculated sales by customer nationality (Billion ¥)

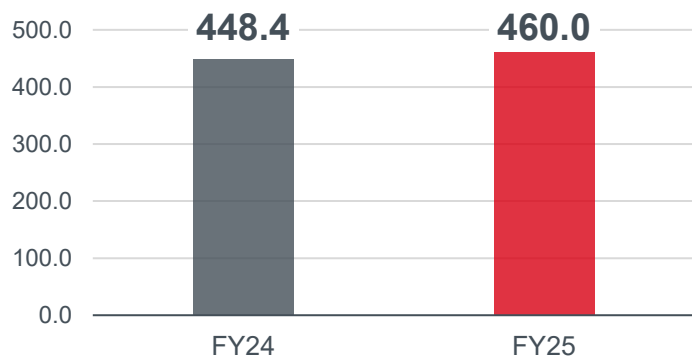
[FY2025 1H] Results by Segment (YoY)

(Billion ¥)

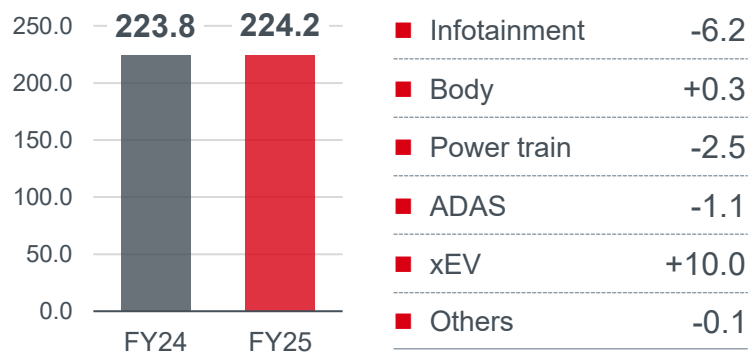
		FY2025 1H Results	FY2024 1H Results	Difference in Amount	Difference in %
ICs	Net sales	114.2	104.2	+10.0	+9.6%
	Segment profit	12.9	5.5	+7.4	+134.2%
	(Ratio)	(11.3%)	(5.3%)	-	-
Discretes	Net sales	99.9	97.2	+2.7	2.8%
	Segment profit	-9.8	-10.4	+0.6	-
	(Ratio)	(-9.8%)	(-10.7%)	-	-
Modules	Net sales	17.1	17.7	-0.6	-3.4%
	Segment profit	2.4	2.1	+0.3	+13.1%
	(Ratio)	(14.2%)	(12.1%)	-	-
Others	Net sales	12.8	12.7	+0.1	+0.8%
	Segment profit	2.0	1.5	+0.5	+34.6%
	(Ratio)	(16.0%)	(12.0%)	-	-

[FY2025 by Market] Changes in Sales (YoY)

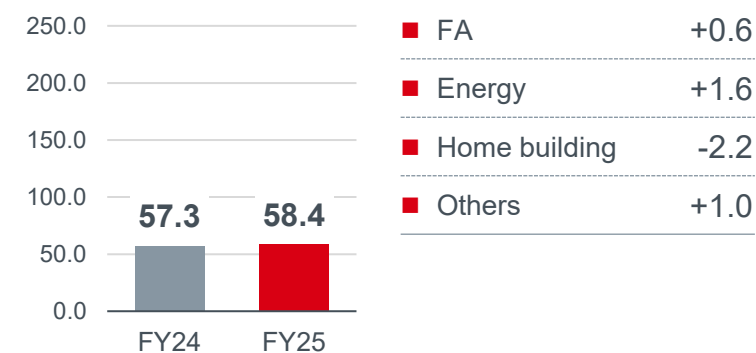
(Billion ¥)

Full Year
Net Sales**+2.6%**

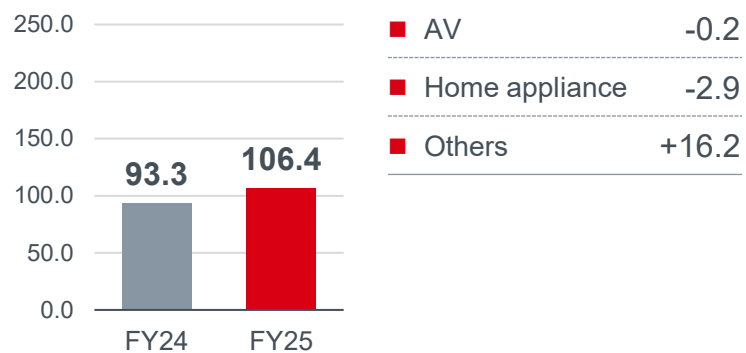
Automotive

+0.2%

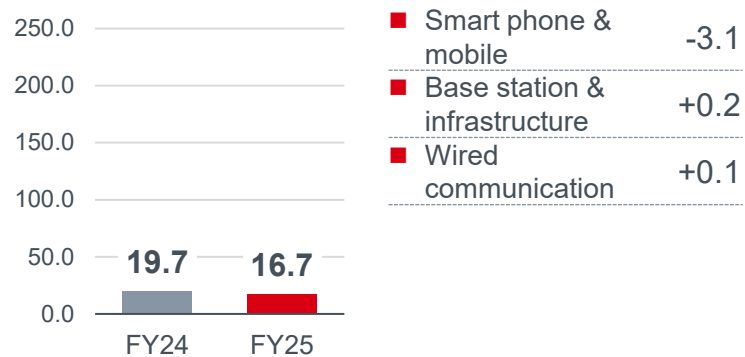
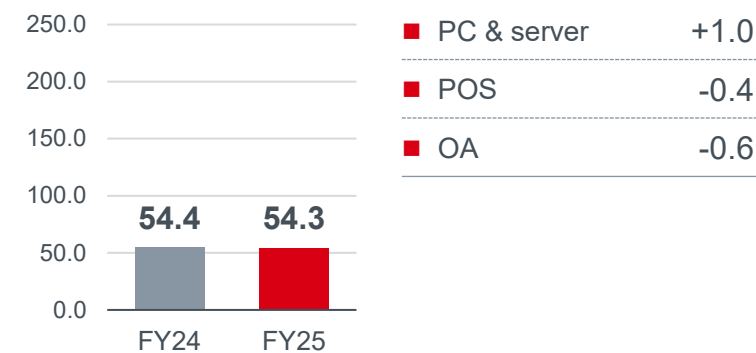
Industrial

+1.9%

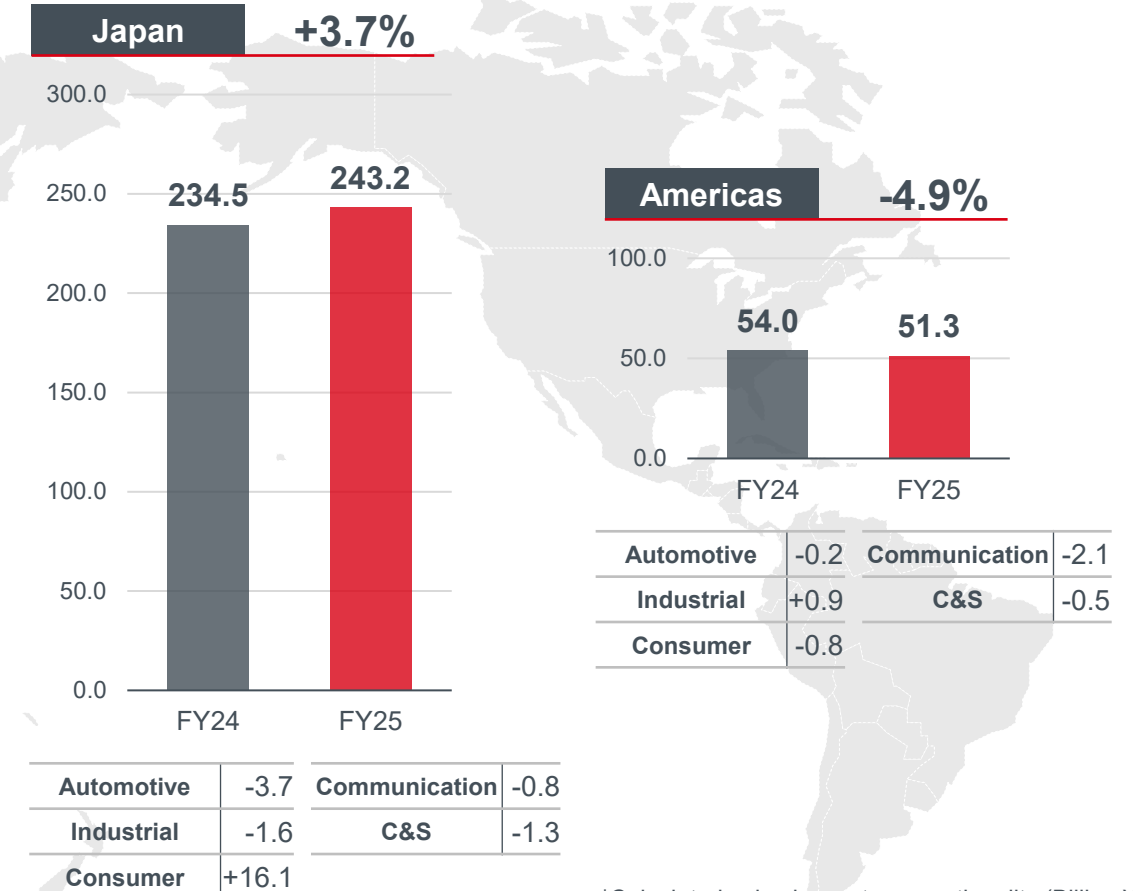
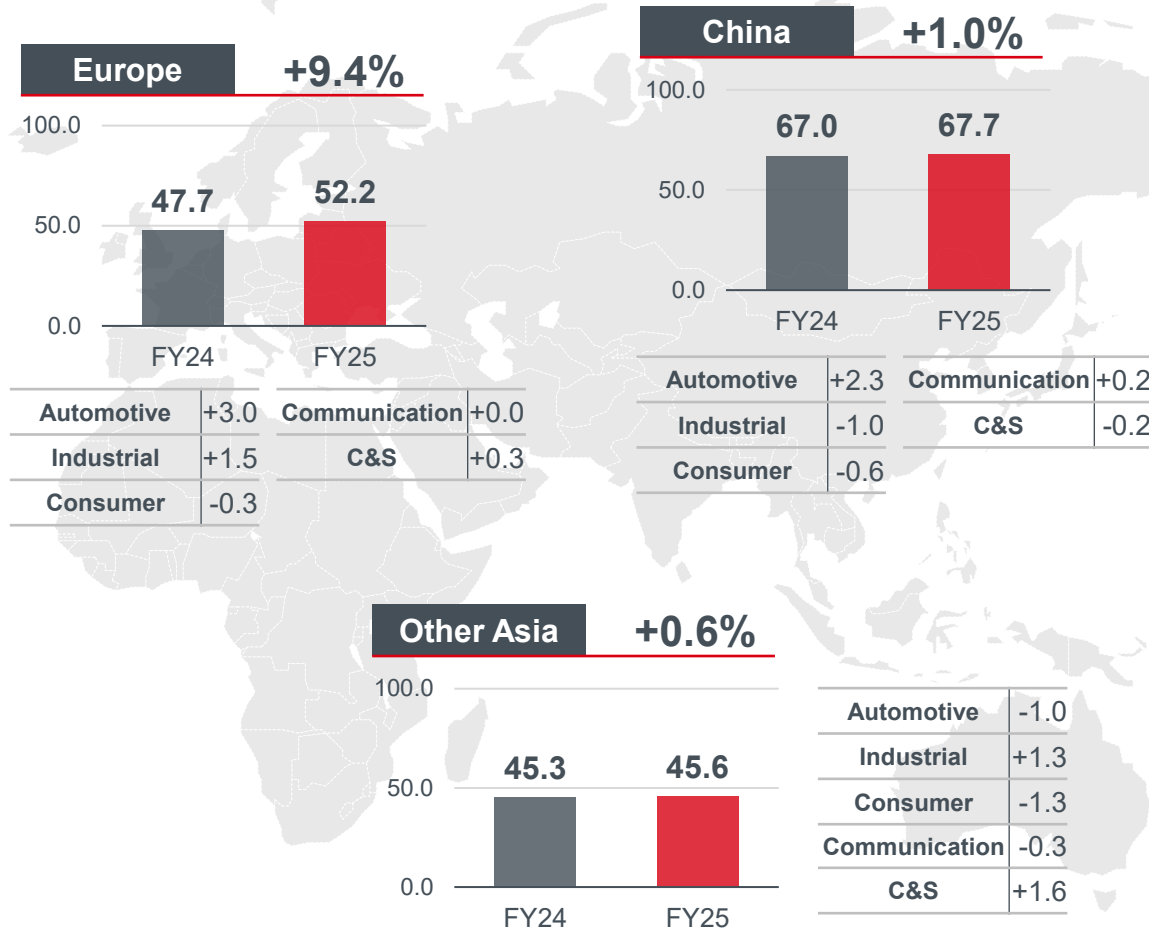
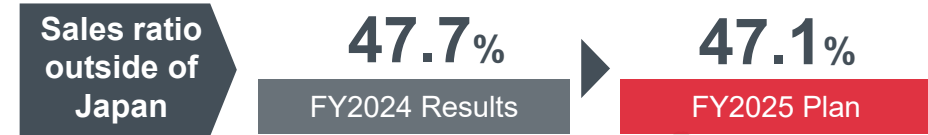
Consumer

+14.0%

Communication

-14.9%Computers &
Storage**-0.1%**

[FY2025 by Customer Nationality] Changes in Sales (YoY)



*Calculated sales by customer nationality (Billion ¥)

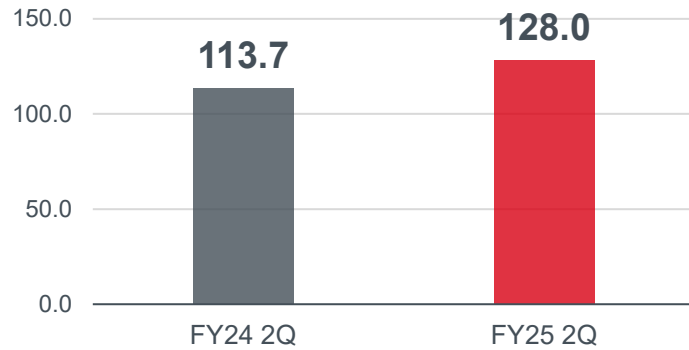
[FY2025 2Q by Market] Changes in Sales (YoY)

(Billion ¥)



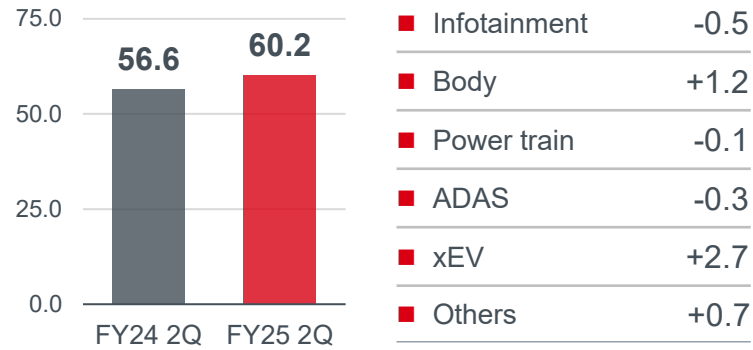
2Q Net Sales

+12.6%



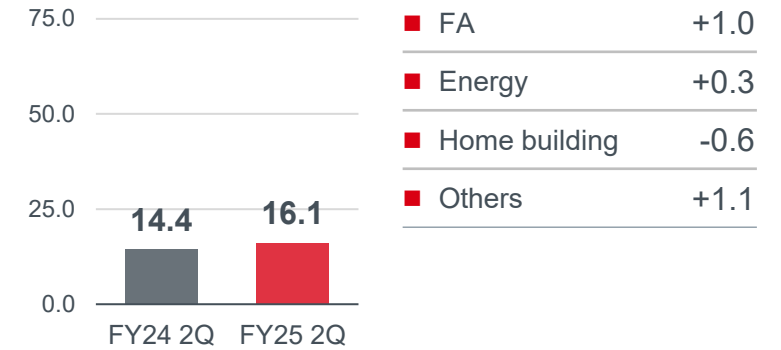
Automotive

+6.4%



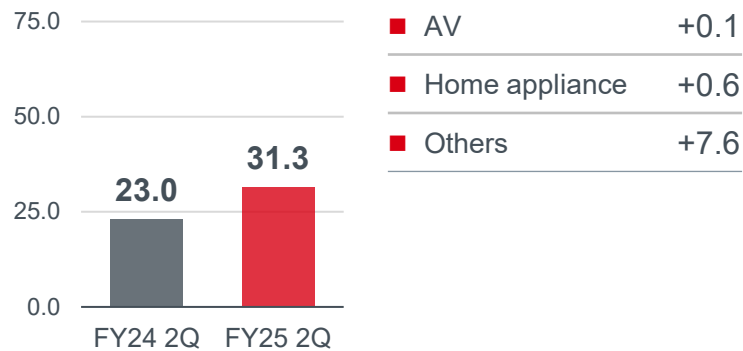
Industrial

+12.0%



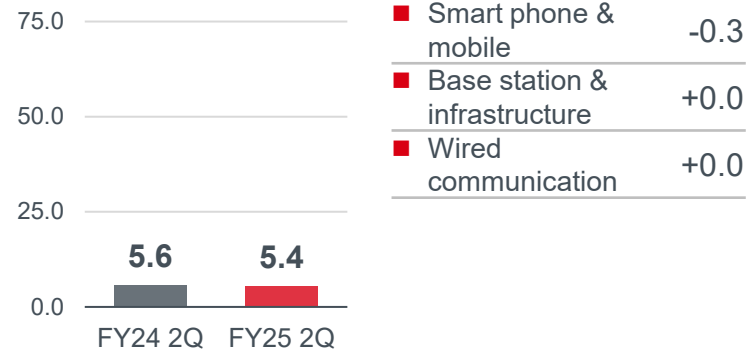
Consumer

+36.0%



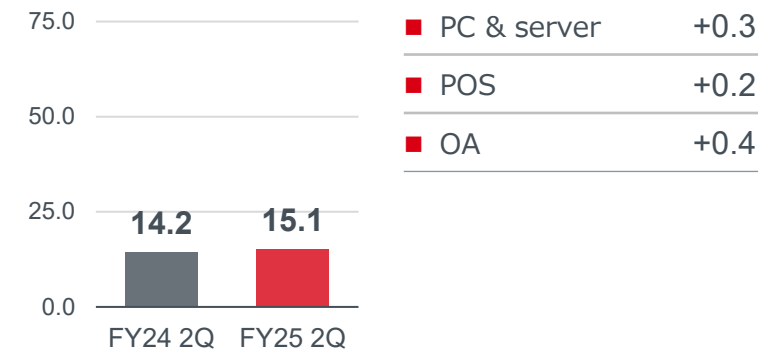
Communication

-4.3%

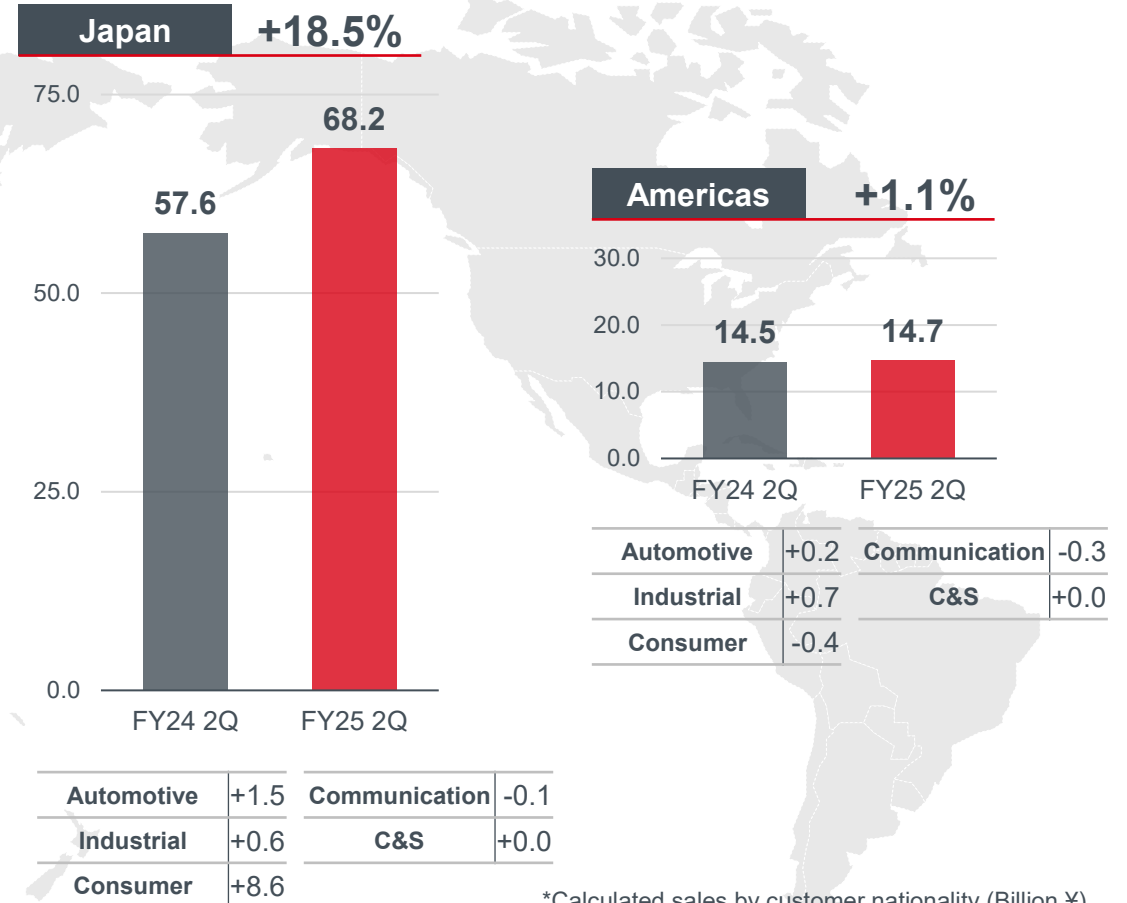
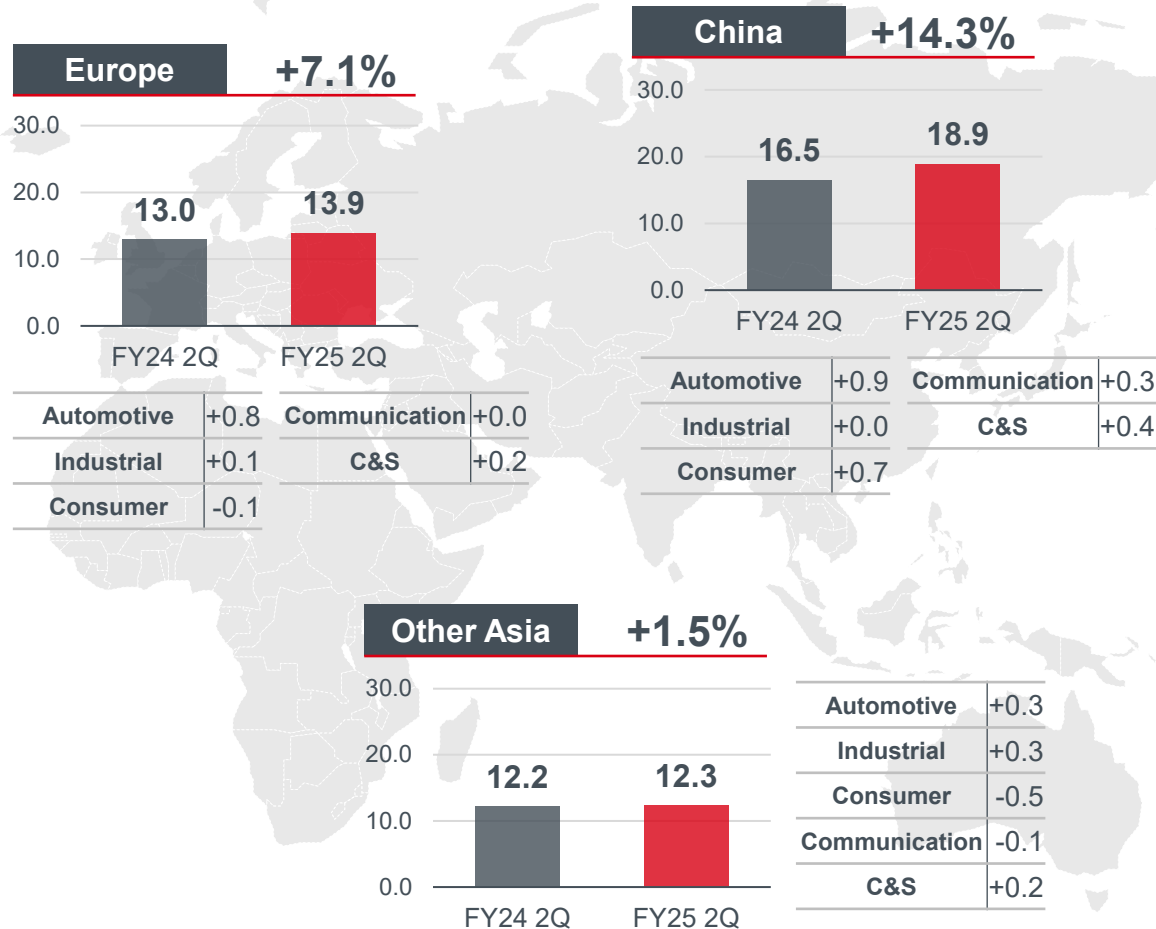
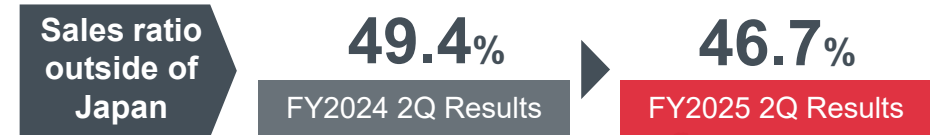


Computers & Storage

+6.2%

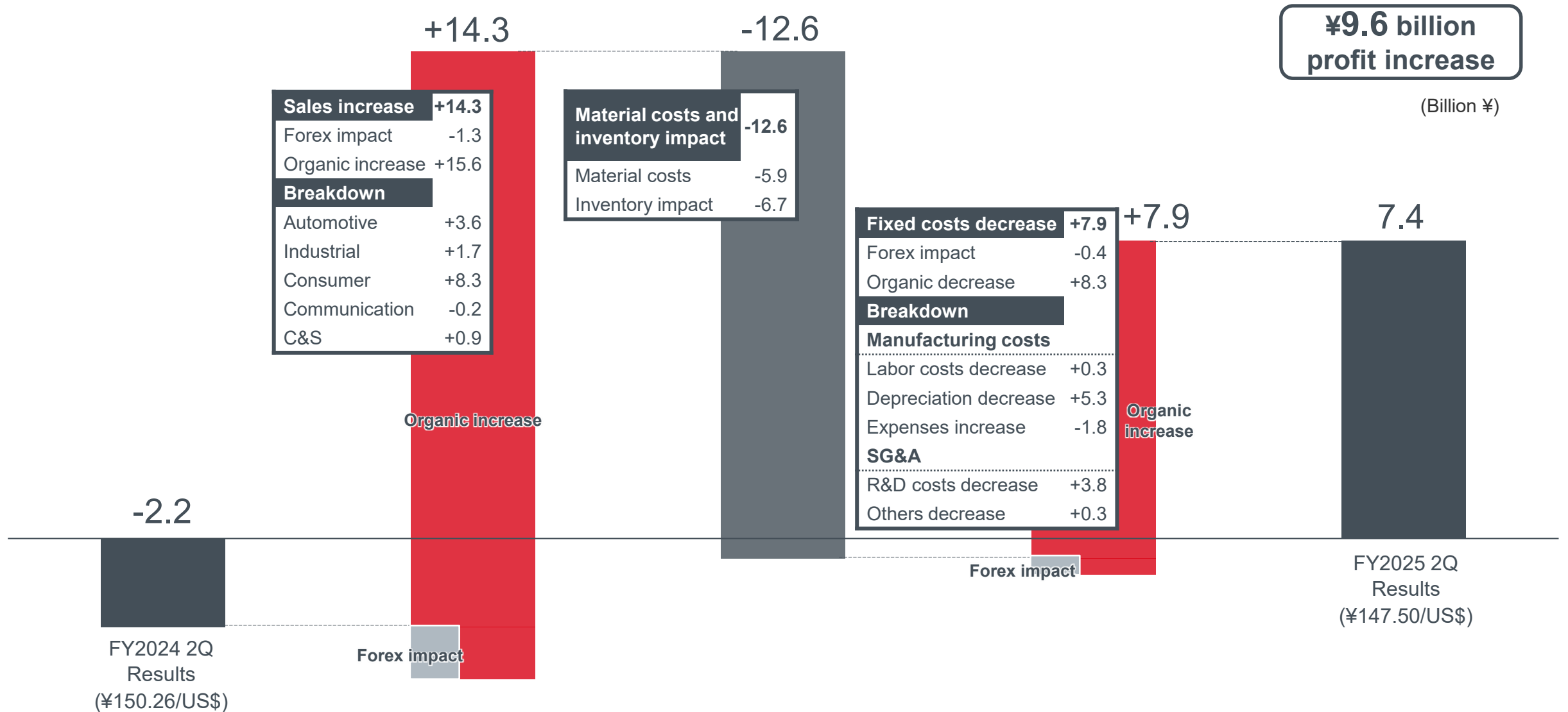


[FY2025 2Q by Customer Nationality] Changes in Sales (YoY)



*Calculated sales by customer nationality (Billion ¥)

[FY2025 2Q] Changes in Operating Profit (YoY)



[FY2025 2Q] Results by Segment (YoY)

(Billion ¥)

		FY2025 2Q Results	FY2024 2Q Results	Difference in Amount	Difference in %
ICs	Net sales	59.4	50.4	+9.0	+17.7%
	Segment profit	8.6	1.5	+7.1	+464.3%
	(Ratio)	(14.5%)	(3.0%)	-	-
Discretes	Net sales	52.9	48.3	+4.6	9.5%
	Segment profit	-3.5	-5.4	+1.9	-
	(Ratio)	(-6.7%)	(-11.3%)	-	-
Modules	Net sales	9.1	8.7	+0.4	+3.9%
	Segment profit	1.5	1.3	+0.2	+15.3%
	(Ratio)	(17.2%)	(15.5%)	-	-
Others	Net sales	6.5	6.1	+0.4	+6.7%
	Segment profit	1.0	0.8	+0.2	+25.6%
	(Ratio)	(15.8%)	(13.4%)	-	-

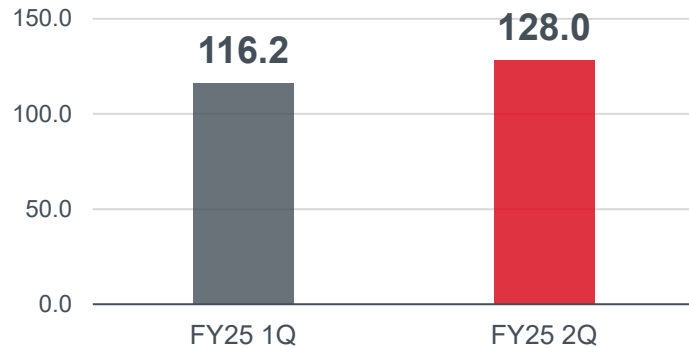
[FY2025 2Q by Market] Changes in Sales (QoQ)

(Billion ¥)



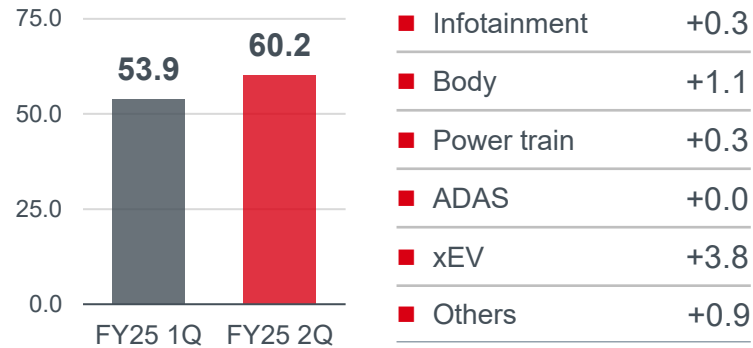
2Q Net Sales

+10.2%



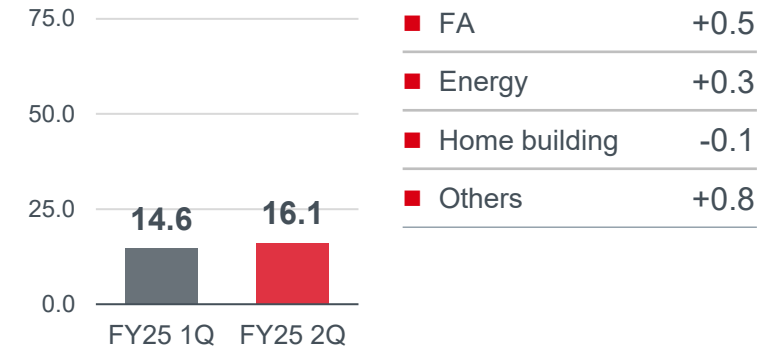
Automotive

+11.7%



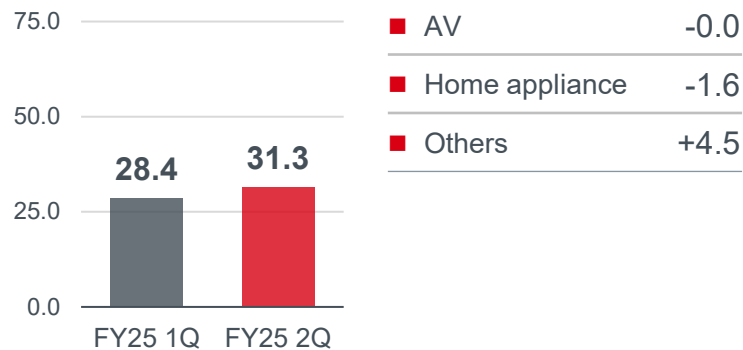
Industrial

+10.1%



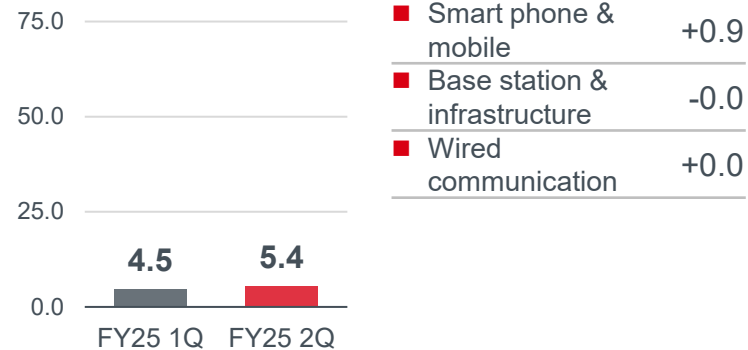
Consumer

+10.1%



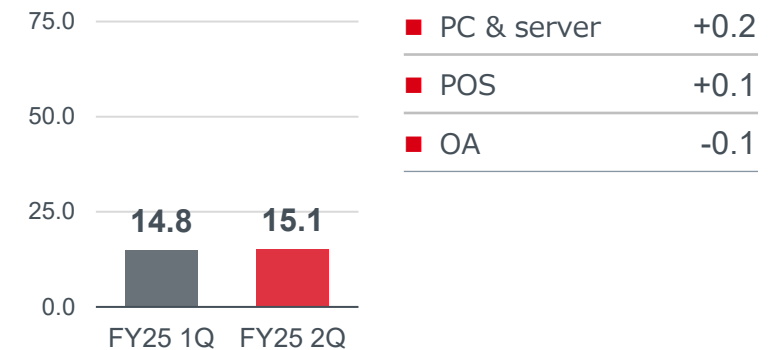
Communication

+21.5%

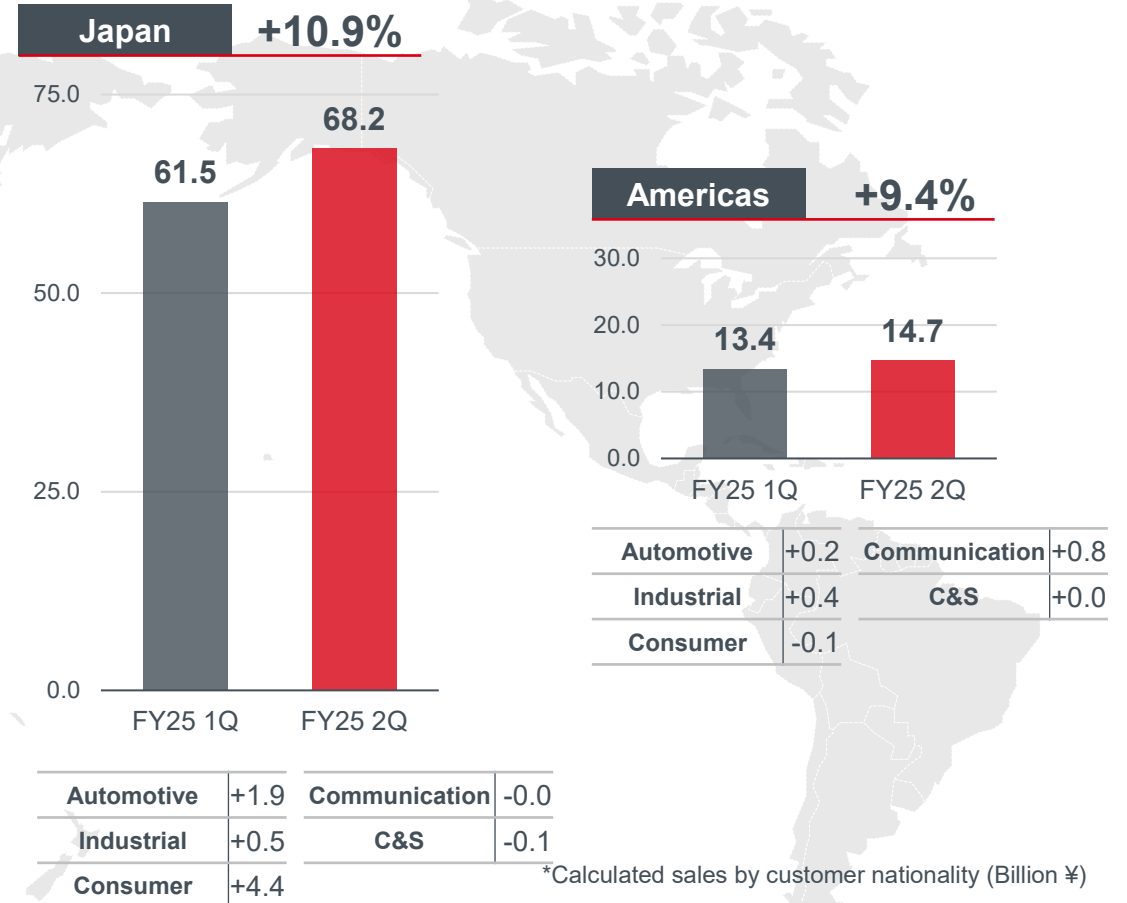
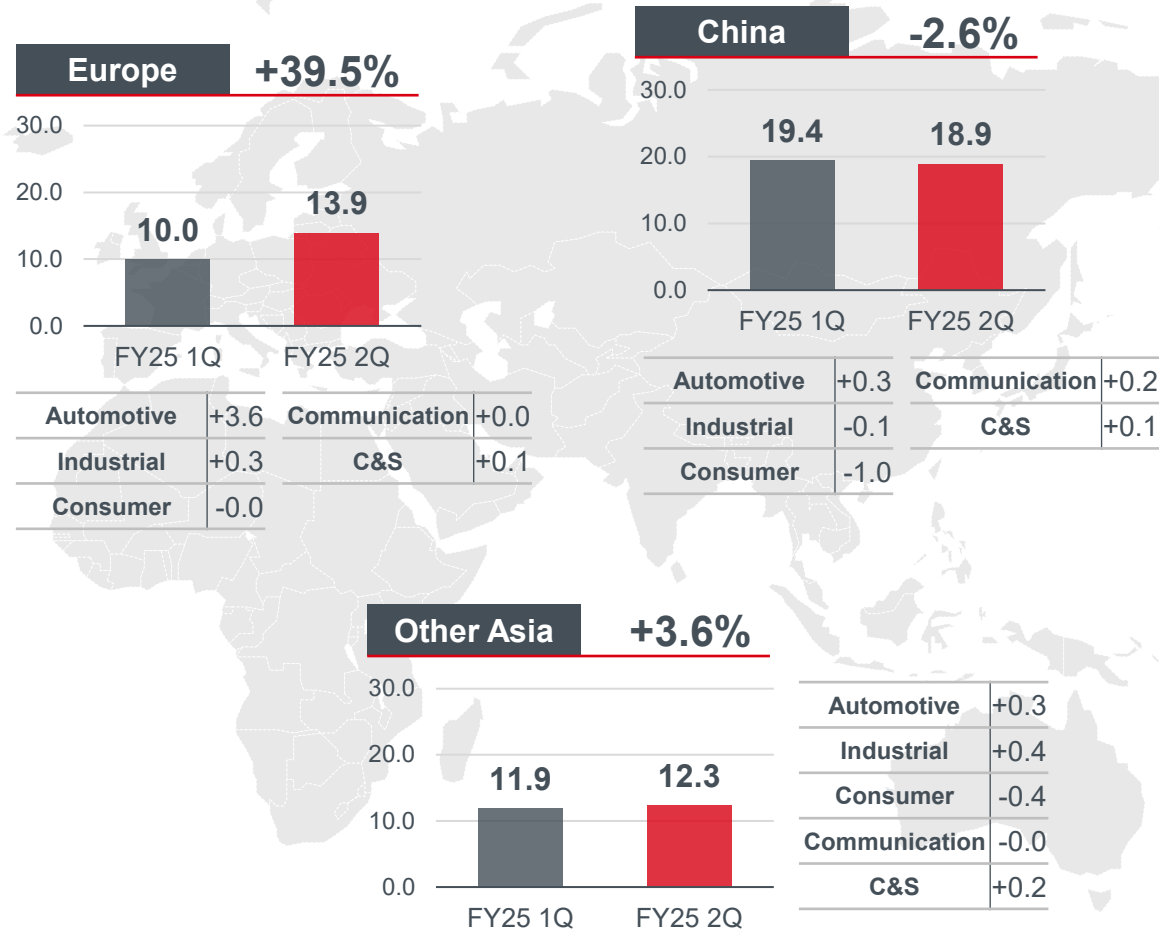
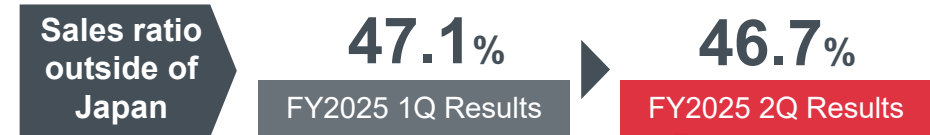


Computers & Storage

+1.5%



[FY2025 2Q by Customer Nationality] Changes in Sales (QoQ)

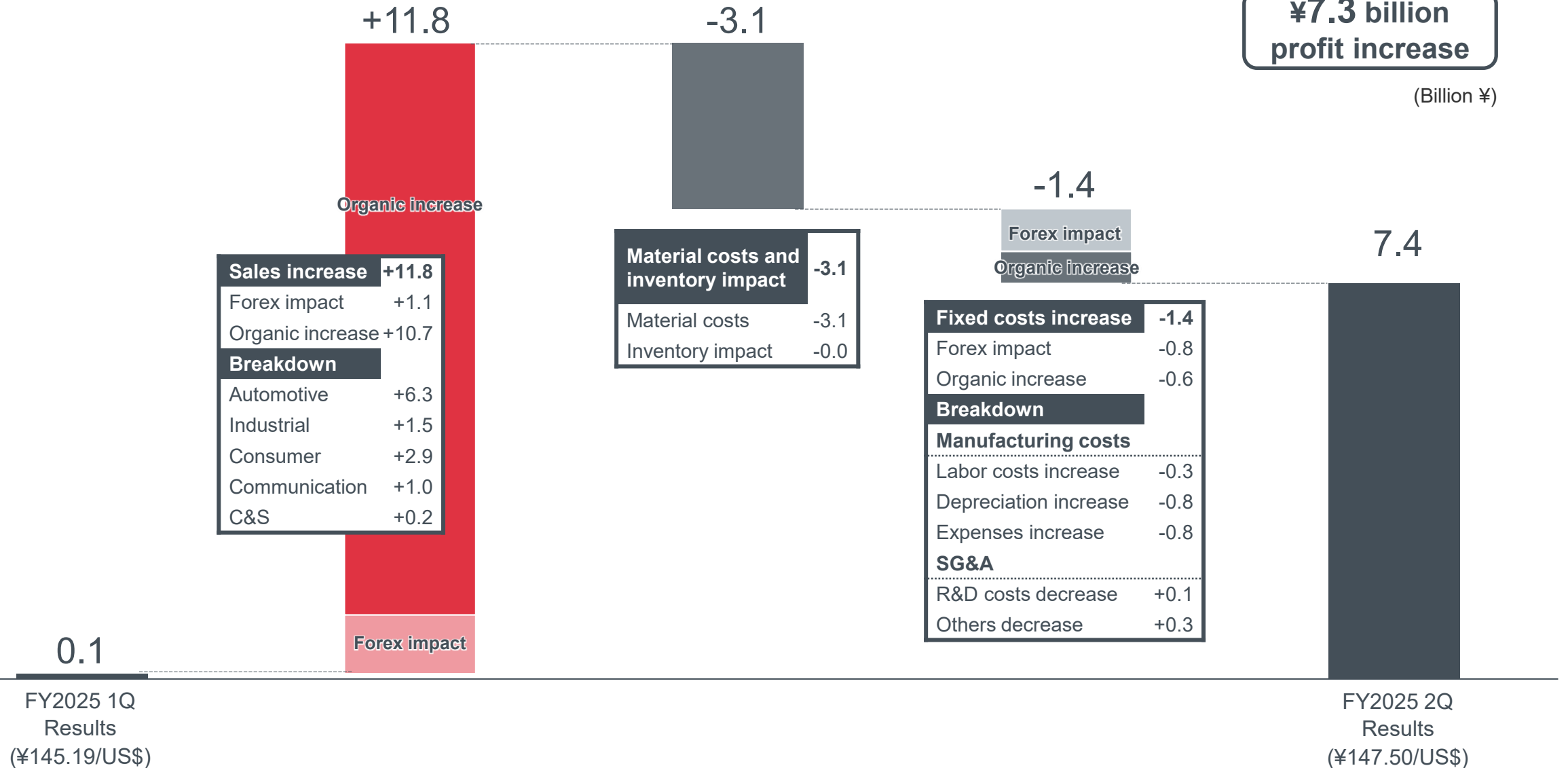


*Calculated sales by customer nationality (Billion ¥)

[FY2025 2Q] Changes in Operating Profit (QoQ)

**¥7.3 billion
profit increase**

(Billion ¥)



[FY2025 2Q] Results by Segment (QoQ)

(Billion ¥)

		FY2025 2Q Results	FY2025 1Q Results	Difference in Amount	Difference in %
ICs	Net sales	59.4	54.8	+4.6	+8.4%
	Segment profit	8.6	4.3	+4.3	+99.3%
	(Ratio)	(14.5%)	(7.9%)	-	-
Discretes	Net sales	52.9	47.0	+5.9	+12.4%
	Segment profit	-3.5	-6.2	+2.7	-
	(Ratio)	(-6.7%)	(-13.3%)	-	-
Modules	Net sales	9.1	7.9	+1.2	+14.4%
	Segment profit	1.5	0.8	+0.7	+82.7%
	(Ratio)	(17.2%)	(10.8%)	-	-
Others	Net sales	6.5	6.3	+0.2	+3.8%
	Segment profit	1.0	1.0	+0.0	+2.0%
	(Ratio)	(15.8%)	(16.1%)	-	-