



Electronics for the Future

Execution of a Memorandum of Understanding to Commence Discussions Toward the Business Integration of Toshiba Electronic Devices & Storage Corporation's Semiconductor Business and Mitsubishi Electric Corporation's Power Devices Business

March 27, 2026
ROHM Co., Ltd.



TOSHIBA



*The information contained in this document is based on preliminary discussions regarding potential business integration, and no decisions have been made at this time. This document reflects the Company's current assumptions and is subject to change following future discussions.

Company Overview



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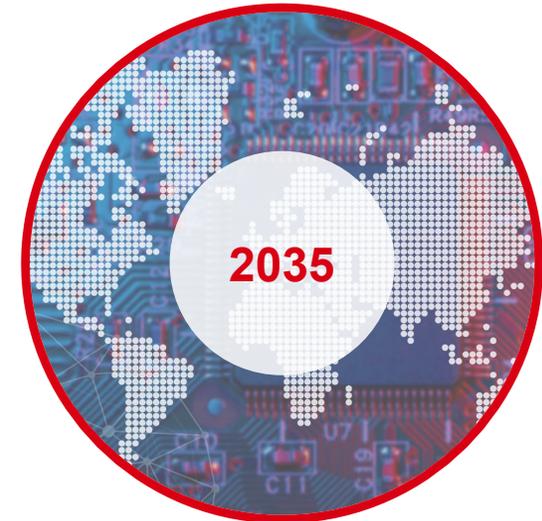
Company Name	ROHM Co., Ltd.	Toshiba Electronic Devices & Storage Corporation (hereinafter "Toshiba D&S")	Mitsubishi Electric Corporation (hereinafter "Mitsubishi Electric")
Head Office	Kyoto City, Kyoto Prefecture	Kawasaki City, Kanagawa Prefecture	Chiyoda-ku, Tokyo
Representative	President Katsumi Azuma	President Tomomi Ushijima	Director, Representative Executive Officer, Executive Officer and President CEO Kei Urushima
Listing	Listed on the Tokyo Stock Exchange	Unlisted (100% subsidiary of Toshiba Corporation)	Listed on the Tokyo Stock Exchange
Establishment	1958	2017 (business succession year)	1921
Business Description	LSI / Discrete Semiconductor Devices / Modules / Other Businesses	Semiconductor / Storage Products Business *Business/management integration target is the semiconductor business	Infrastructure / FA Systems / Building Systems / Digital Innovation / Semiconductor & Device Business *Business/management integration target is the power devices business

In order to grow sustainably in the semiconductor market due to intensifying international competition, it is essential to strengthen technological capabilities, production scale, and supply systems. In addition, geopolitical risks increase demand for supply chain resilience.

Initiation of discussions regarding business/management integration with power devices businesses
First step: Integration with Toshiba D&S's semiconductor business



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ROHM's 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

The semiconductor businesses of both companies have high strategic affinity with ROHM's key areas, and are expected to create significant synergies. We aim to be a global company that enhances corporate value by strengthening business foundations through mutual complementarity and supports supply chains.

Form a portfolio resistant to market fluctuations and can grow sustainably

Form a robust portfolio resilient to market fluctuations by complementing each other's products, technologies, and product lines in key areas.
Expand sales opportunities and achieve sustainable growth by integrating sales expertise and customer base.
Achieve significant business synergies in the AI server and data center market, which is expected to experience rapid growth.

Strengthen business foundation of power devices

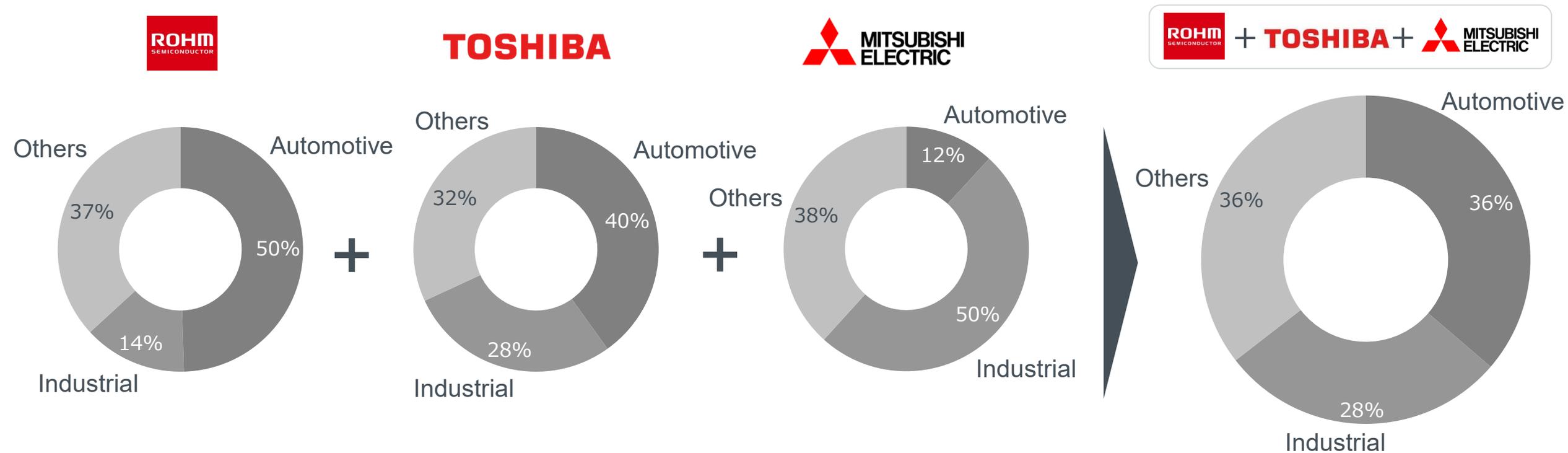
Securing production scale and enhancing technological development capabilities are essential to strengthening our competitiveness in the power devices industry.
Business/management integration will enable us to further advance the manufacturing collaboration we have already established.
Build a stable business foundation capable of competing on a global scale through dramatic improvements in production and development efficiency.

Strategic significance of supporting the semiconductor supply chain

As there is a growing need to strengthen the semiconductor supply chain, the role of independent semiconductor manufacturers is becoming increasingly significant.
We will maintain and enhance our business foundation to boost our international competitiveness over the medium to long term.

A market portfolio resilient to market fluctuations and capable of sustainable growth can be built by leveraging each other's market expertise.

Sales composition ratio by market



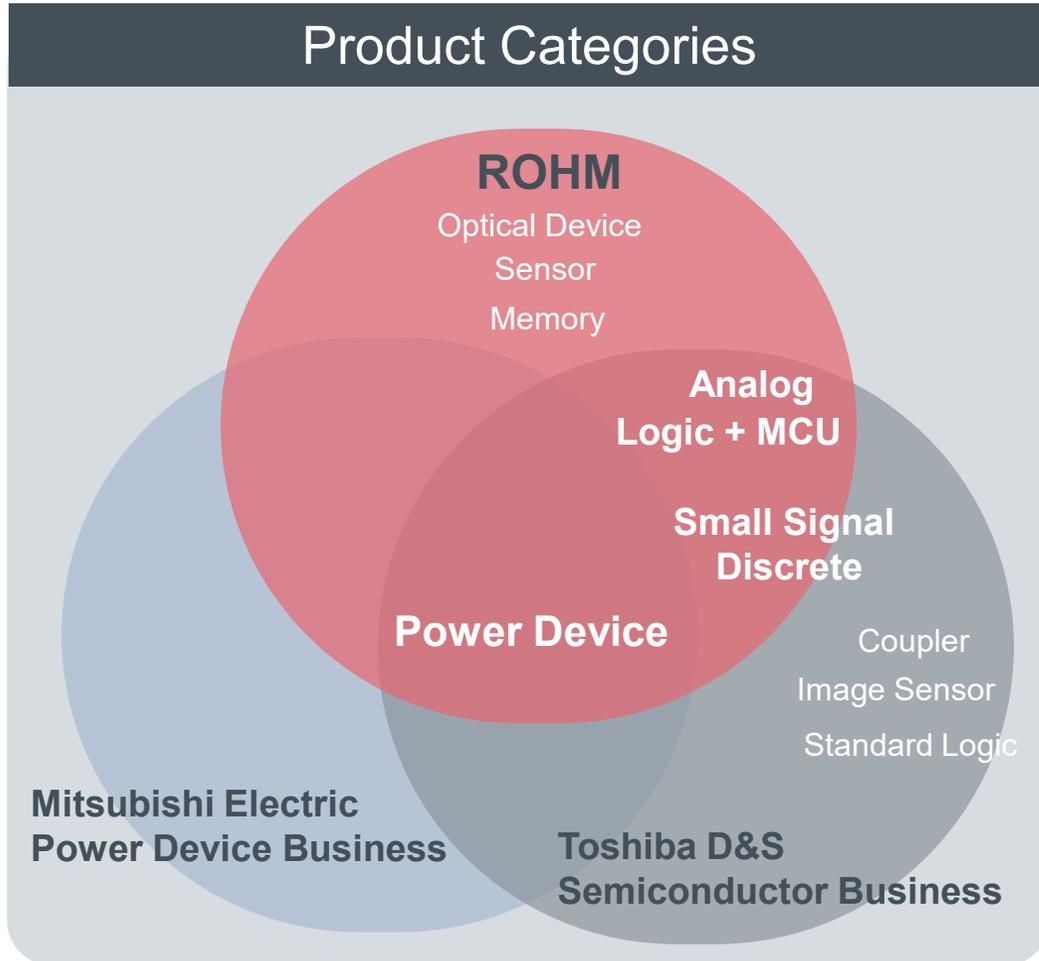
Aiming to create synergies across all business activities, including technology development, production, sales, and procurement

			Synergy (Revenue growth)
Sales synergies	Early creation of new products through joint development (improvement of development efficiency)	<ul style="list-style-type: none"> Promote joint development by leveraging our technical expertise and development resources to expand our product portfolio and accelerate the creation of new products 	Great
	Sales expansion through cross-selling	<ul style="list-style-type: none"> Expand sales opportunities and increase revenue in areas that have not yet been fully developed by leveraging each other's sales channels—those of our company and those of the Target Businesses 	
	Solution enhancement through product synergy and integration	<ul style="list-style-type: none"> Combine products and services to increase mutual value and enhance the solutions we provide to our customers 	
Cost synergies	Reduction of fixed costs through manufacturing site reorganization and consolidation	<ul style="list-style-type: none"> Reduce fixed costs and CAPEX associated with wafer and assembly processes through consolidation of manufacturing sites 	
	Improvement of production efficiency through production consolidation and outsourcing	<ul style="list-style-type: none"> Promote centralized production or outsourcing for some of the product categories owned by ROHM and the Target Businesses to improve the efficiency of manufacturing processes and improve equipment utilization rates 	
	Reduction of indirect costs through integration of functions	<ul style="list-style-type: none"> Consolidate sales, logistics, and back-office functions to reduce overhead costs and improve management efficiency 	
	Reduction of procurement costs through joint purchasing of materials	<ul style="list-style-type: none"> Implement joint purchasing for primary and secondary materials to improve procurement terms, optimize the supply chain, and reduce procurement costs 	

*The content presented in this slide is an excerpt of the key synergies currently anticipated by ROHM. These details are expected to be finalized at the time of the definitive agreement following the due diligence process to be conducted going forward.

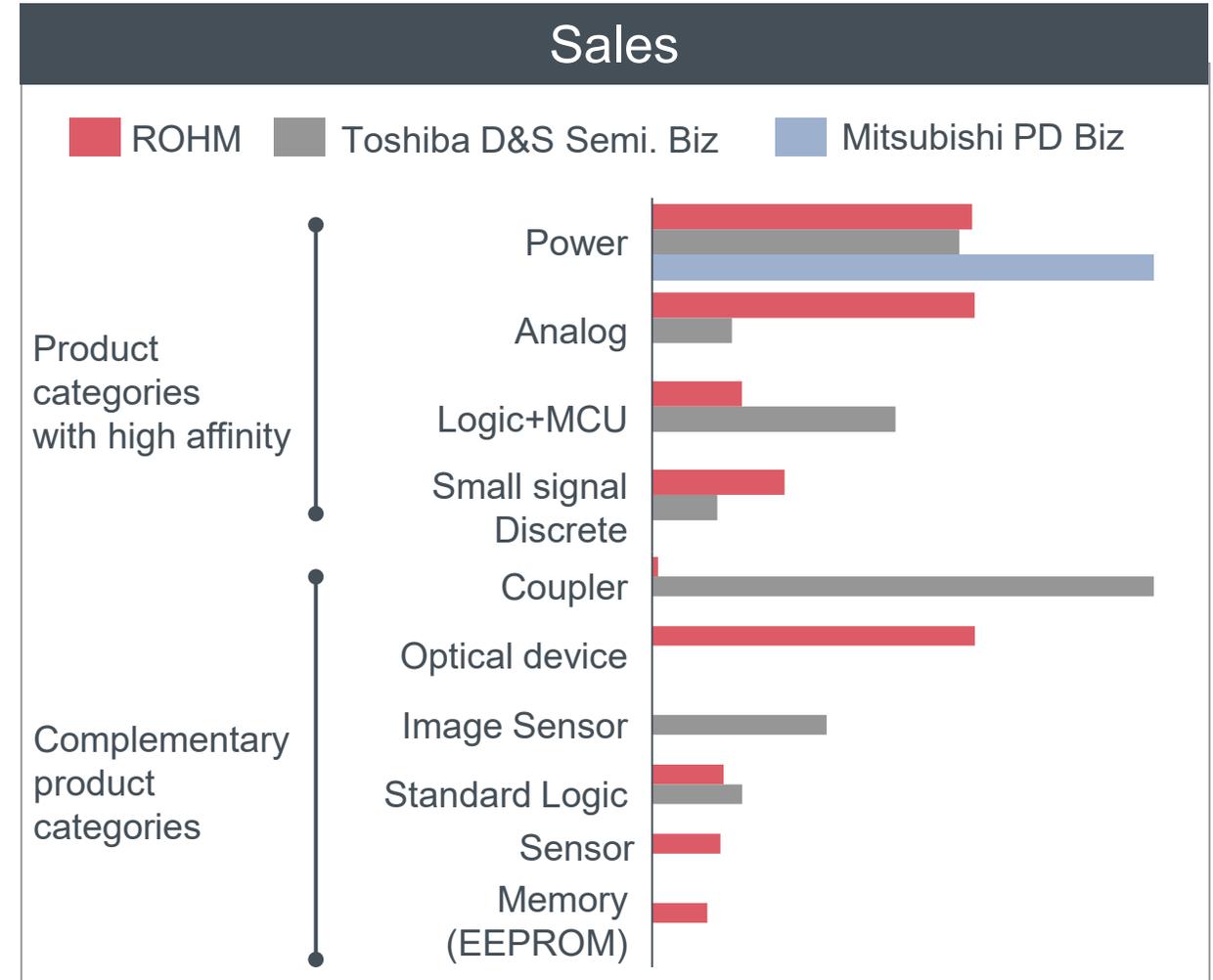
Business Areas of the 3 Companies

The focus product categories are similar and have high affinity. Optical devices and logic products are complementary as product categories, allowing the companies to maximize their synergies.



Source: Omdia, Competitive Landscaping Tools, March 2026.

Power Device: Bipolar PT, FET PT, IGBT PT, Rectifier & Power Diodes, Thyristor Analog: Analog Application Specific, General Purpose Analog Logic+MCU: DSP ASIC/ASSP, Logic Application Specific, Microcontroller Small signal DIS: Bipolar SST, FET SST, Other Small Signal Coupler: Coupler Optical Device: Laser Diodes, LEDs, Other Optical, Communications IR Optical Image Sensor: CCD Image Sensors, CMOS Image Sensors Standard Logic: Standard Logic, Display Drivers Sensor: Sensors & Actuators Memory: EEPROM



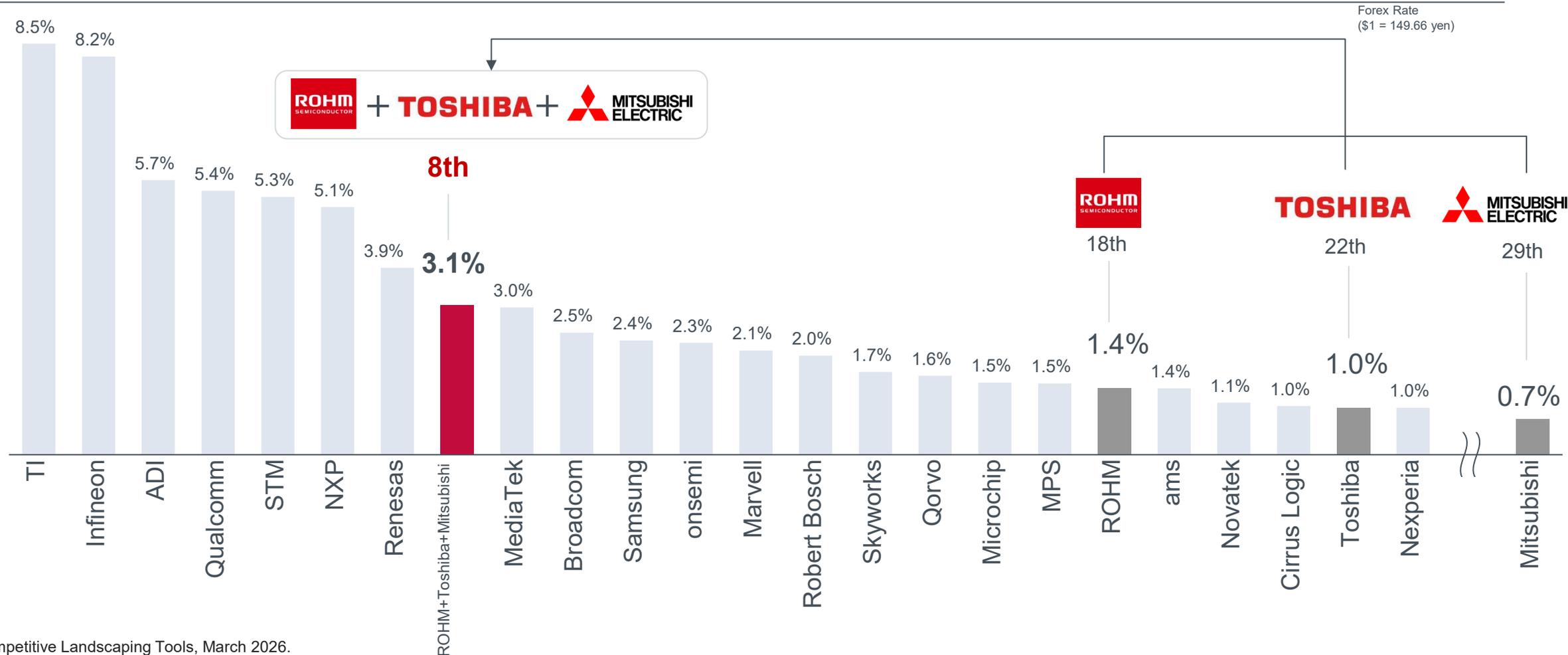
Results are not an endorsement of ROHM. Any reliance on these results is at the third party's own risk.

Positioning in the Industry - Effective Demand Share Ranking -



ROHM, Toshiba D&S's semiconductor business, and Mitsubishi Electric's power device business account for an effective demand of 28 trillion yen (excluding memory, CPU, etc.*1)

If these businesses were integrated, it would rank 8th in terms of effective demand share, enhancing presence in the market



Source: Omdia, Competitive Landscaping Tools, March 2026. Statement of details (Semiconductor market share in 2025).

*1 Bipolar PT, FET PT, IGBT PT, Rectifier & Power Diodes, Thyristor, Analog Application Specific, General Purpose Analog, DSP ASIC/ASSP, Bipolar SST, FET SST, Other Small Signal Coupler, Laser Diodes, LEDs, Other Optical, Communications IR Optical, Standard Logic, Display Drivers, Sensors & Actuators, EEPROM, Microcontroller

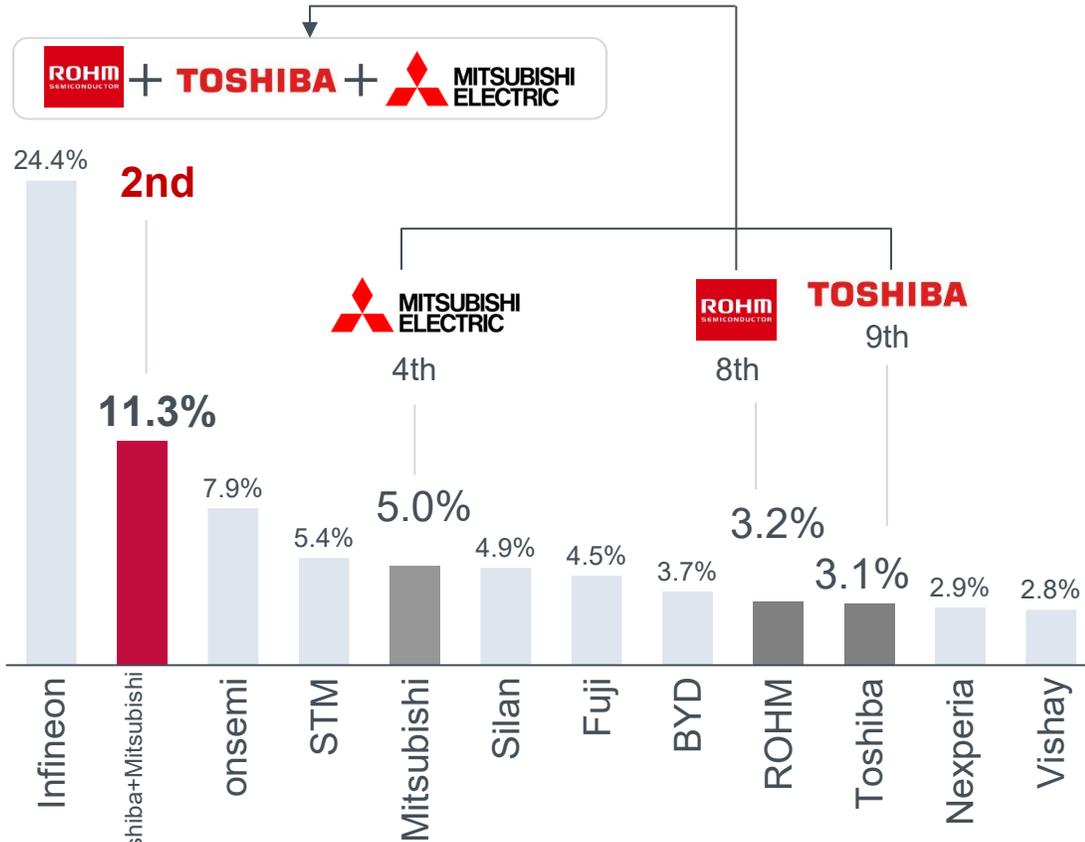
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Positioning in the Industry - Share Ranking of Devices that the 3 Companies are Strong in -

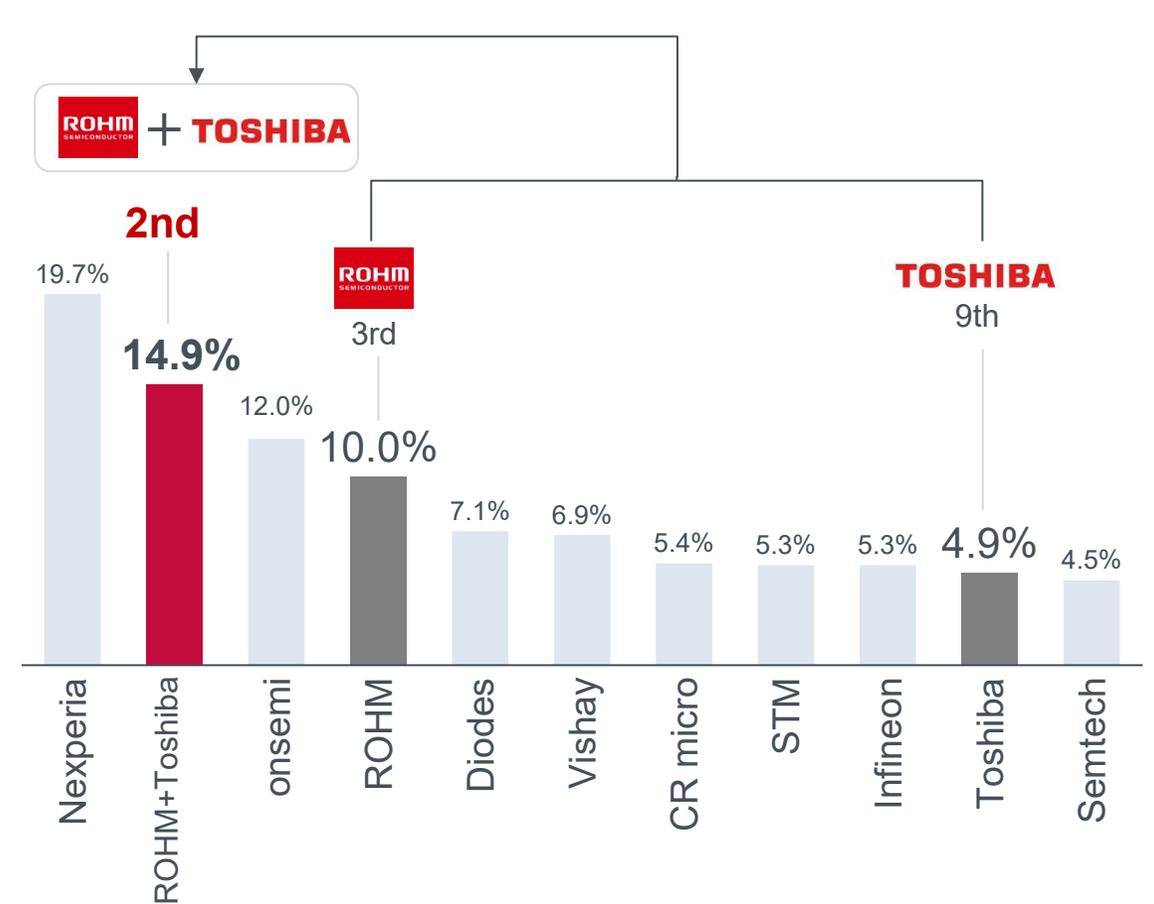


The company will rank 2nd in the power device market, where all 3 companies are strong, and 2nd in the small-signal discrete market, achieving a position among the global leaders

Power Device Share Ranking



Small Signal Discrete Share Ranking



Source:
 Omdia, Competitive Landscaping Tools, March 2026.
 Statement of details (Semiconductor market share in 2025).
 Power Device: Bipolar PT, FET PT, IGBT PT, Rectifier & Power Diodes, Thyristor
 Small Signal Discrete: Bipolar SST, FET SST, Other Small Signal

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