



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	<b>448.4</b>	<b>450.0</b>	<b>-0.3%</b>	<b>467.7</b>	<b>-4.1%</b>
Operating Profit	<b>-40.0</b>	<b>-15.0</b>	<b>-</b>	<b>43.3</b>	<b>-</b>
(Ratio)	<b>( -8.9%)</b>	<b>( -3.3%)</b>	<b>-</b>	<b>( 9.3%)</b>	<b>-</b>
Ordinary Profit	<b>-29.6</b>	<b>-10.0</b>	<b>-</b>	<b>69.2</b>	<b>-</b>
(Ratio)	<b>( -6.6%)</b>	<b>( -2.2%)</b>	<b>-</b>	<b>( 14.8%)</b>	<b>-</b>
Net Profit	<b>-50.0</b>	<b>-6.0</b>	<b>-</b>	<b>53.9</b>	<b>-</b>
(Ratio)	<b>( -11.2%)</b>	<b>( -1.3%)</b>	<b>-</b>	<b>( 11.5%)</b>	<b>-</b>
EBITDA	<b>43.3</b>	<b>74.2</b>	<b>-41.4%</b>	<b>115.3</b>	<b>-62.3%</b>
(Ratio)	<b>( 9.7%)</b>	<b>( 16.5%)</b>	<b>-</b>	<b>( 24.7%)</b>	<b>-</b>

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

(¥148.93)

(¥144.40)

End of Term Rate (¥/US\$) (¥149.52)

(¥145.00)

(¥151.41)

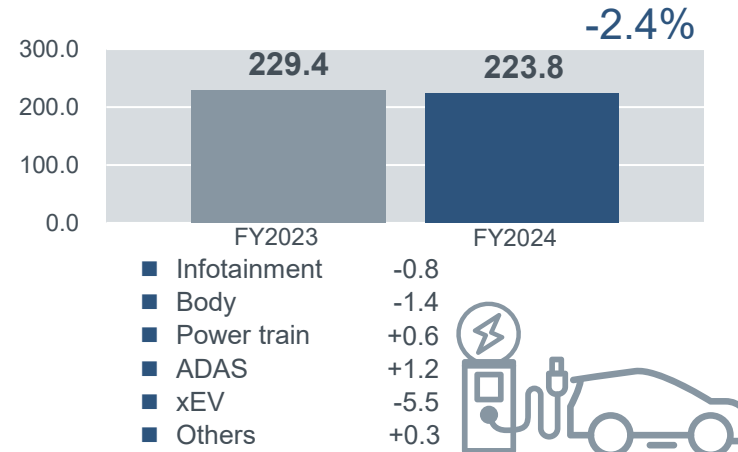
# FY2024 Sales Trend by Market Segments (YoY)

(¥billion)

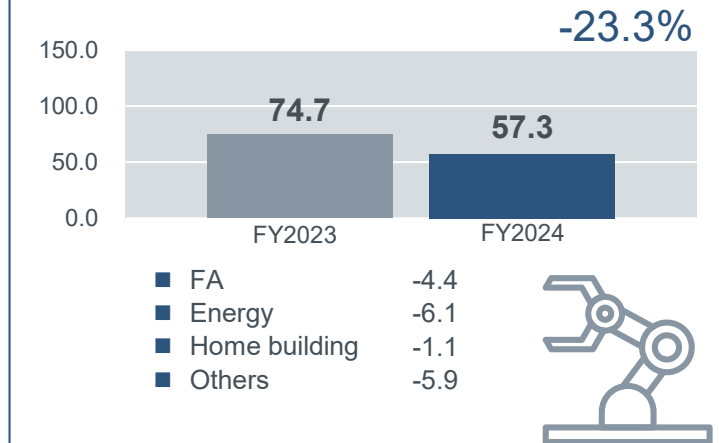
## Full Year Sales



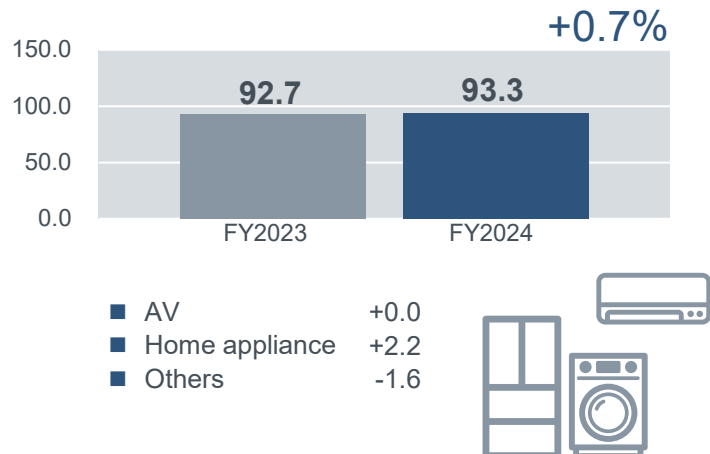
## Automotive



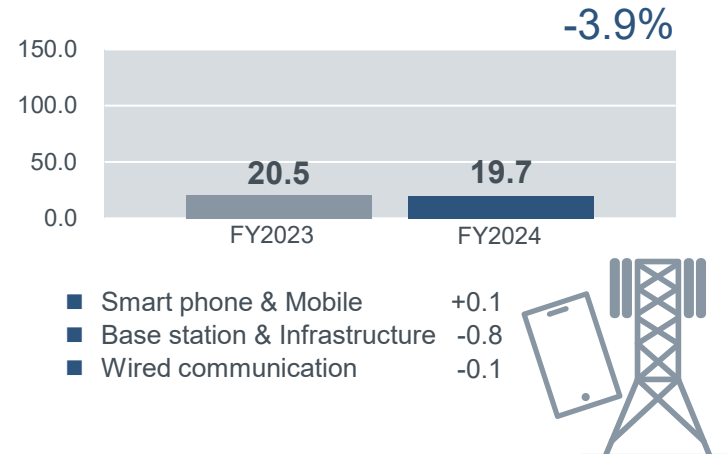
## Industrial



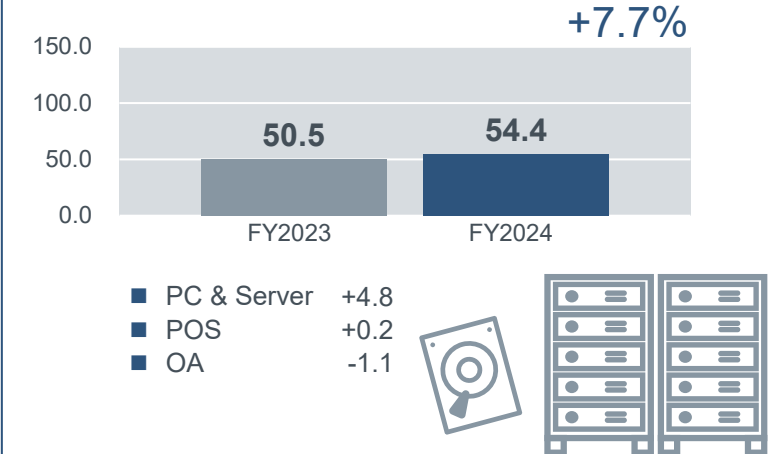
## Consumer



## 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

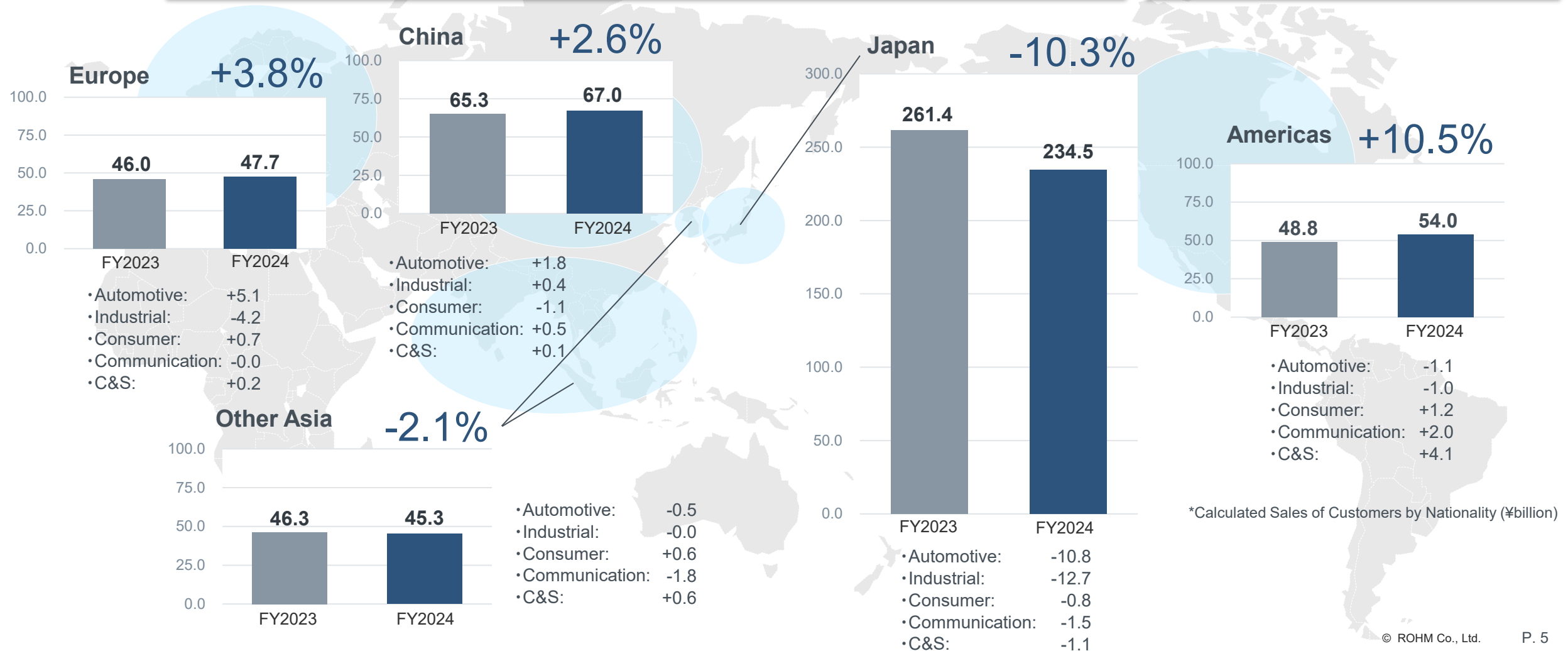
Sales ratio outside of Japan

44.1%

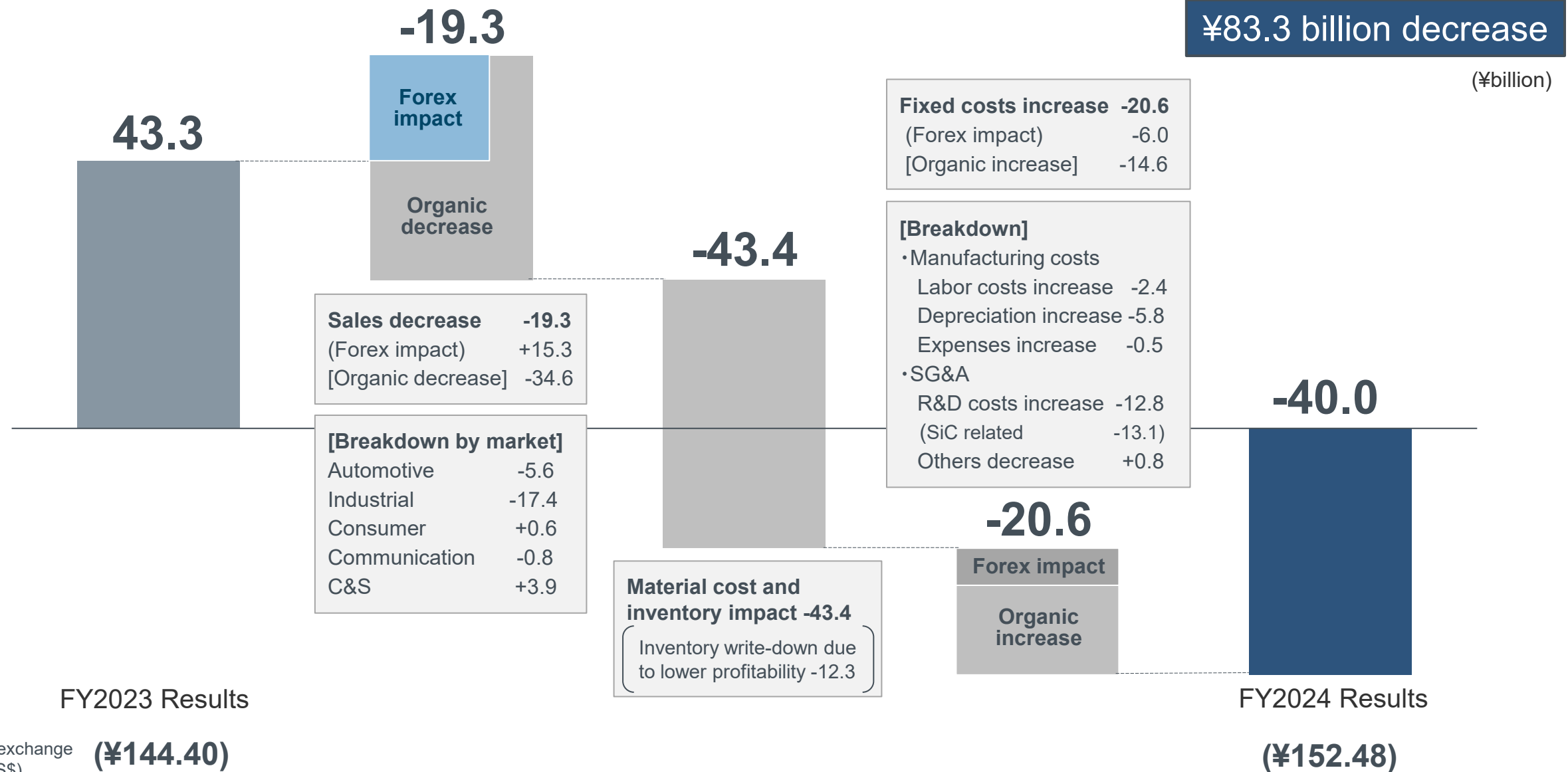
FY2023

47.7%

FY2024



# FY2024 Changes in Operating Profit (YoY)



# 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)

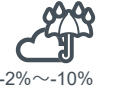
	FY2025 Plan	FY2024 Results	Difference in Amount	Difference in %
Net Sales	<b>440.0</b>	<b>448.4</b>	<b>-8.4</b>	<b>-1.9%</b>
Operating Profit	<b>4.0</b>	<b>-40.0</b>	<b>+44.0</b>	<b>-</b>
(Ratio)	<b>( 0.9%)</b>	<b>( -8.9%)</b>	<b>-</b>	<b>-</b>
Ordinary Profit	<b>11.0</b>	<b>-29.6</b>	<b>+40.6</b>	<b>-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











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

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

# FY2025 ROHM Net Sales Forecast Summary

【YoY】

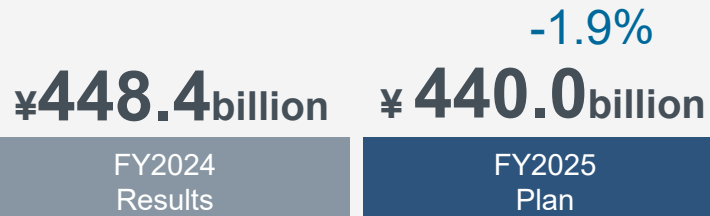


Market	FY2025 Forecast	1H	2H
Automotive (-4.8%)	<ul style="list-style-type: none"> <li>Sales of SiC devices to increase in the xEV field, mainly for Europe.</li> <li>Production adjustment to continue due to sluggish demand. Recovery in FY2025 uncertain.</li> </ul>	 -8.4%	 -1.0%
Industrial (-2.6%)	<ul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

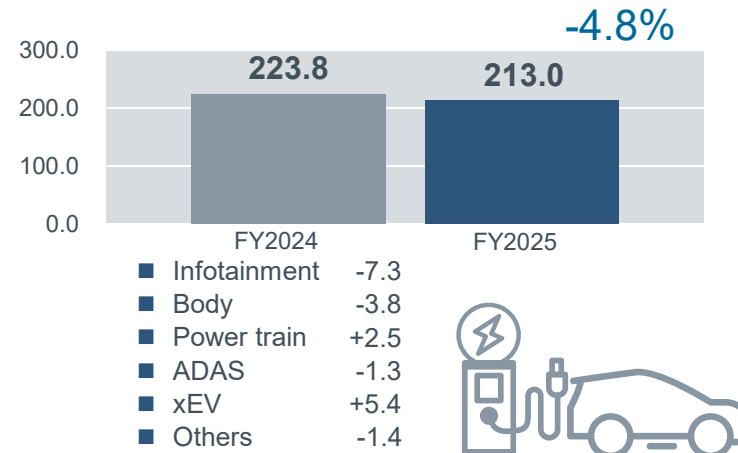
# FY2025 Plan by Market Segments (YoY)

(¥billion)

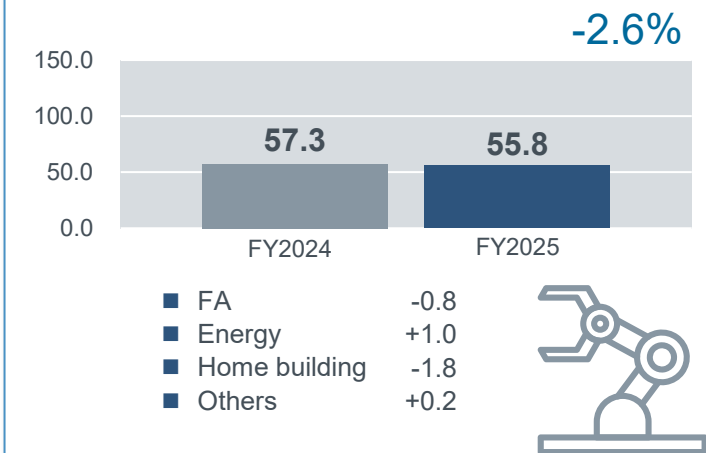
## Full Year Sales



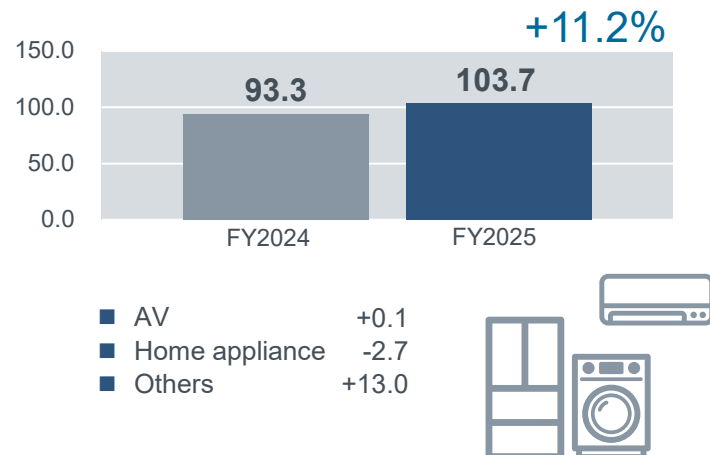
## Automotive



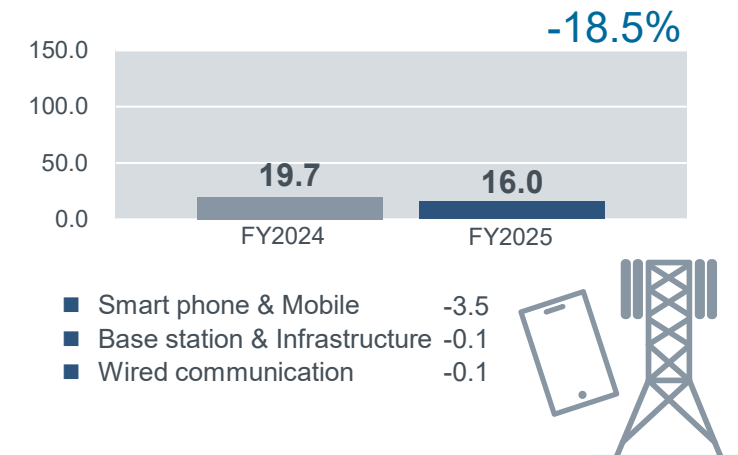
## Industrial



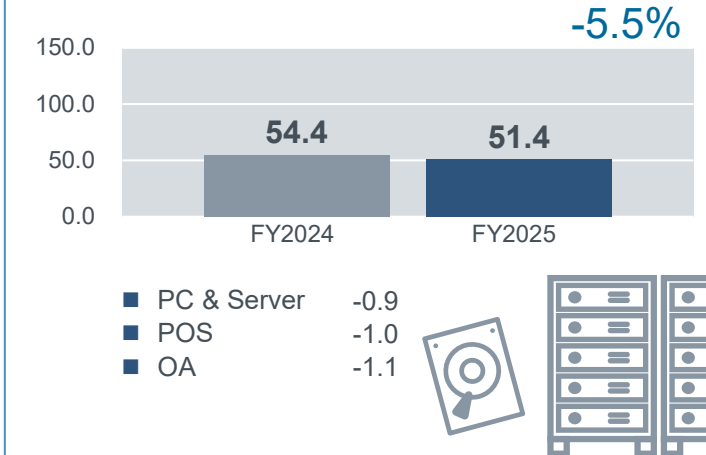
## Consumer



## 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

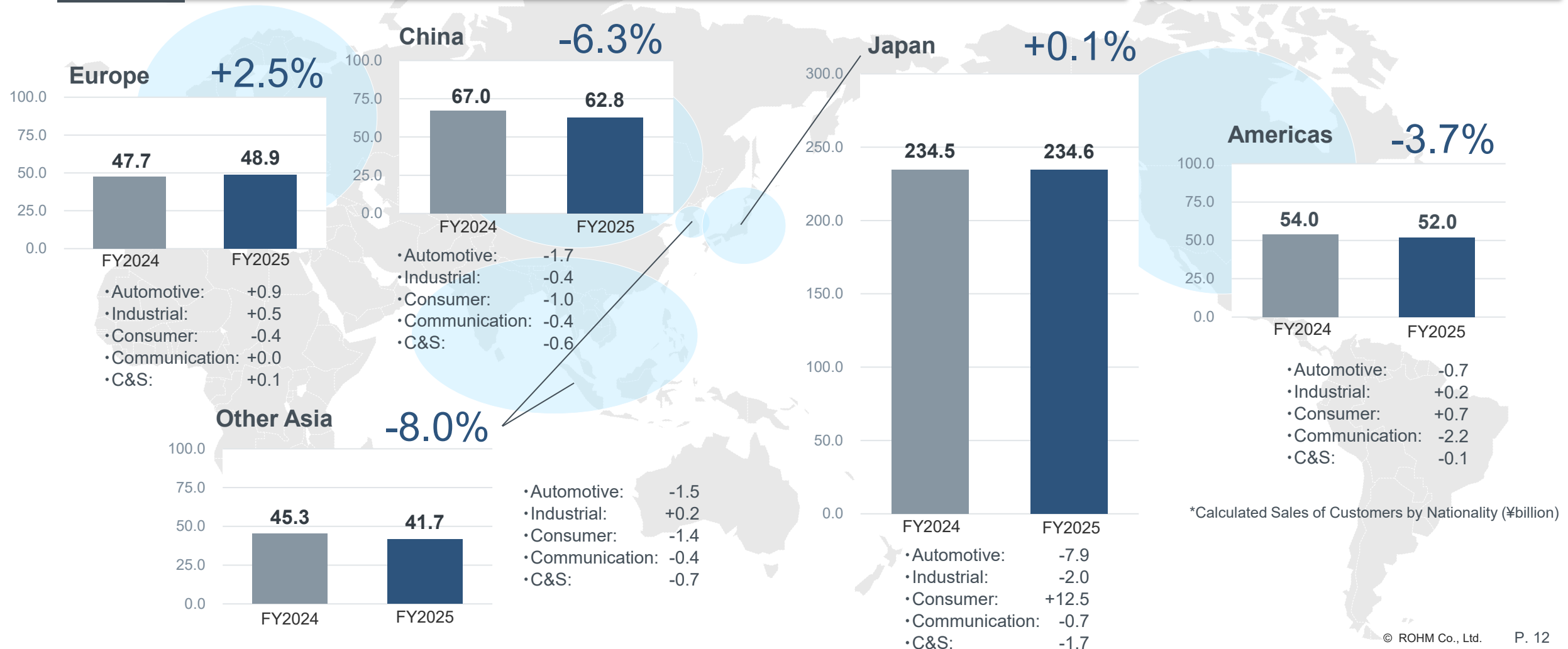
47.7%

FY2024

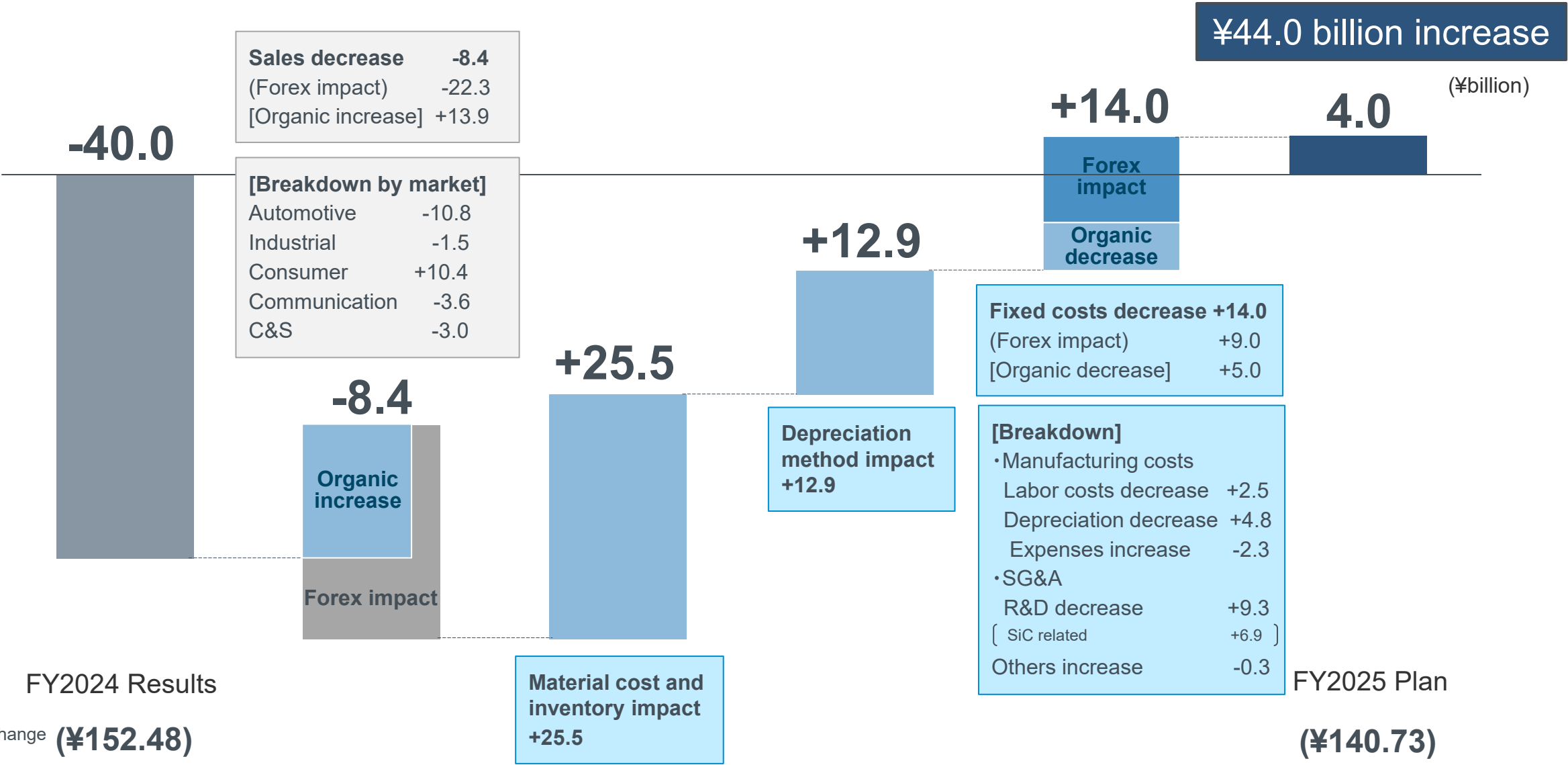
46.7%

FY2025

Plan YoY

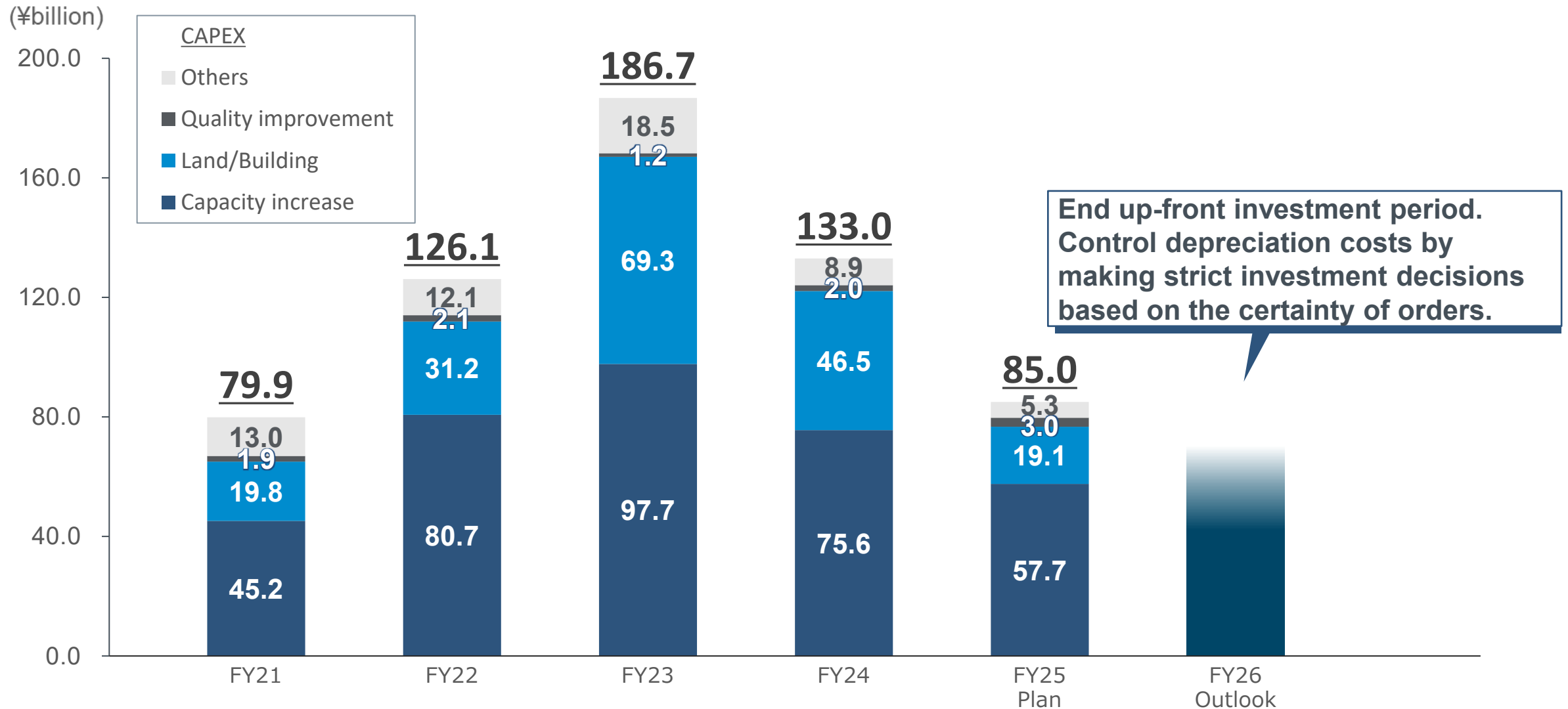


# FY2025 Plan Changes in Operating Profit (YoY)



Average exchange rate (¥/US\$)

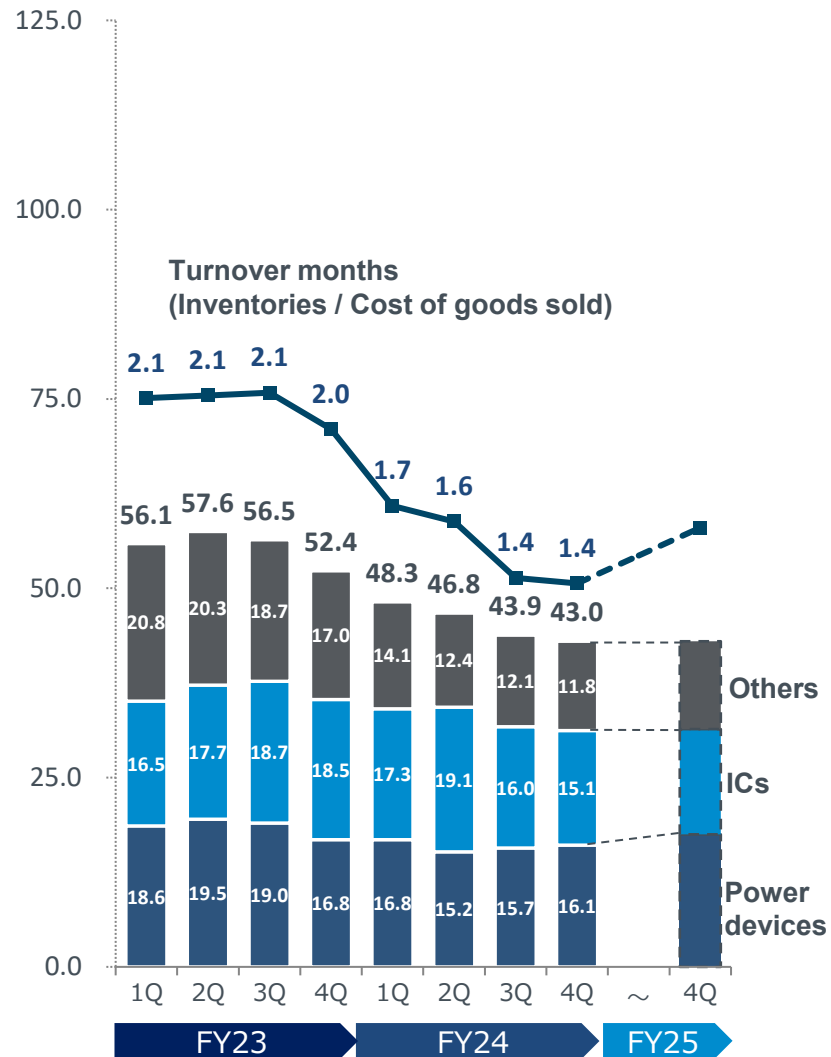
# Capital Expenditures



# Inventories (Amount)

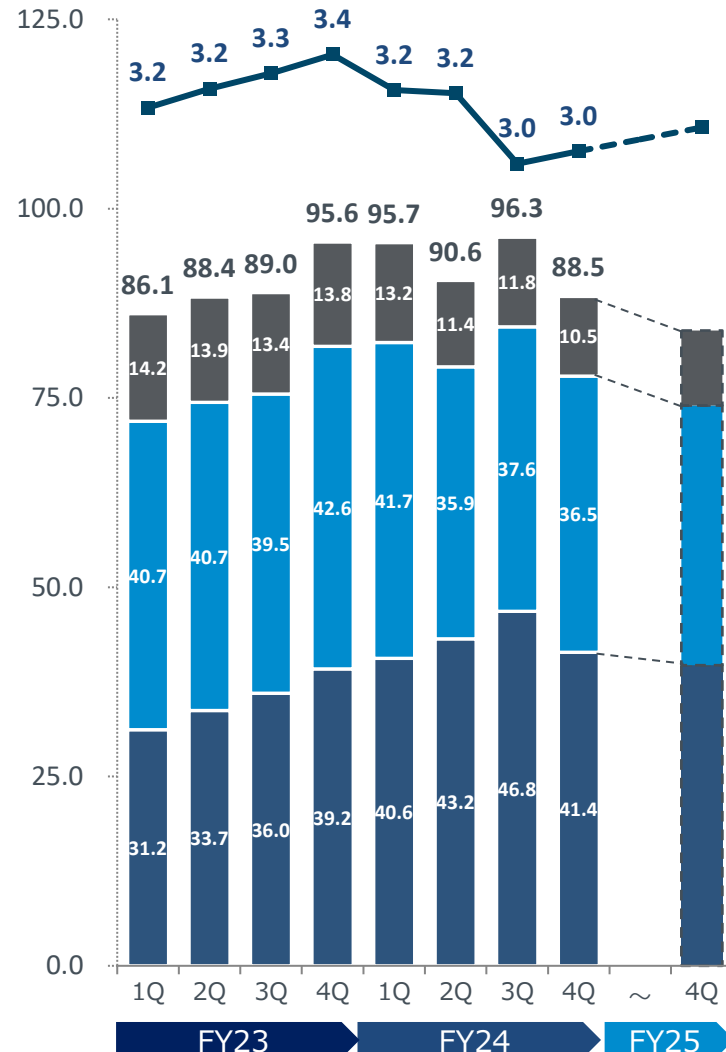
## Merchandise and finished goods

(¥billion)



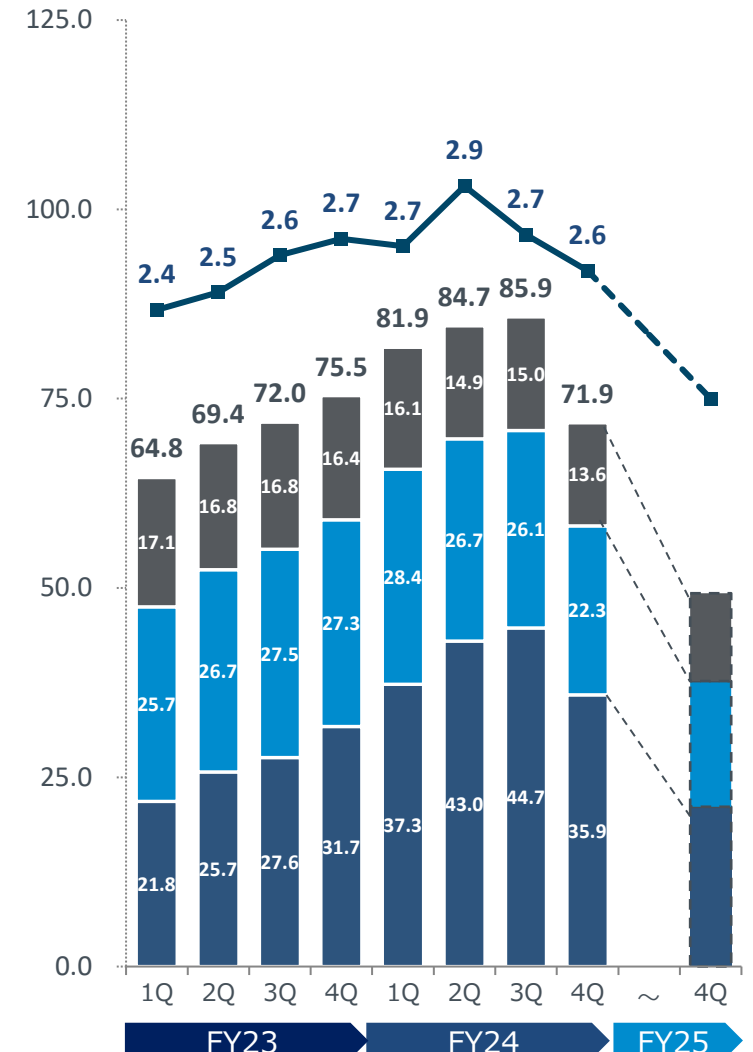
## Work in process

(¥billion)

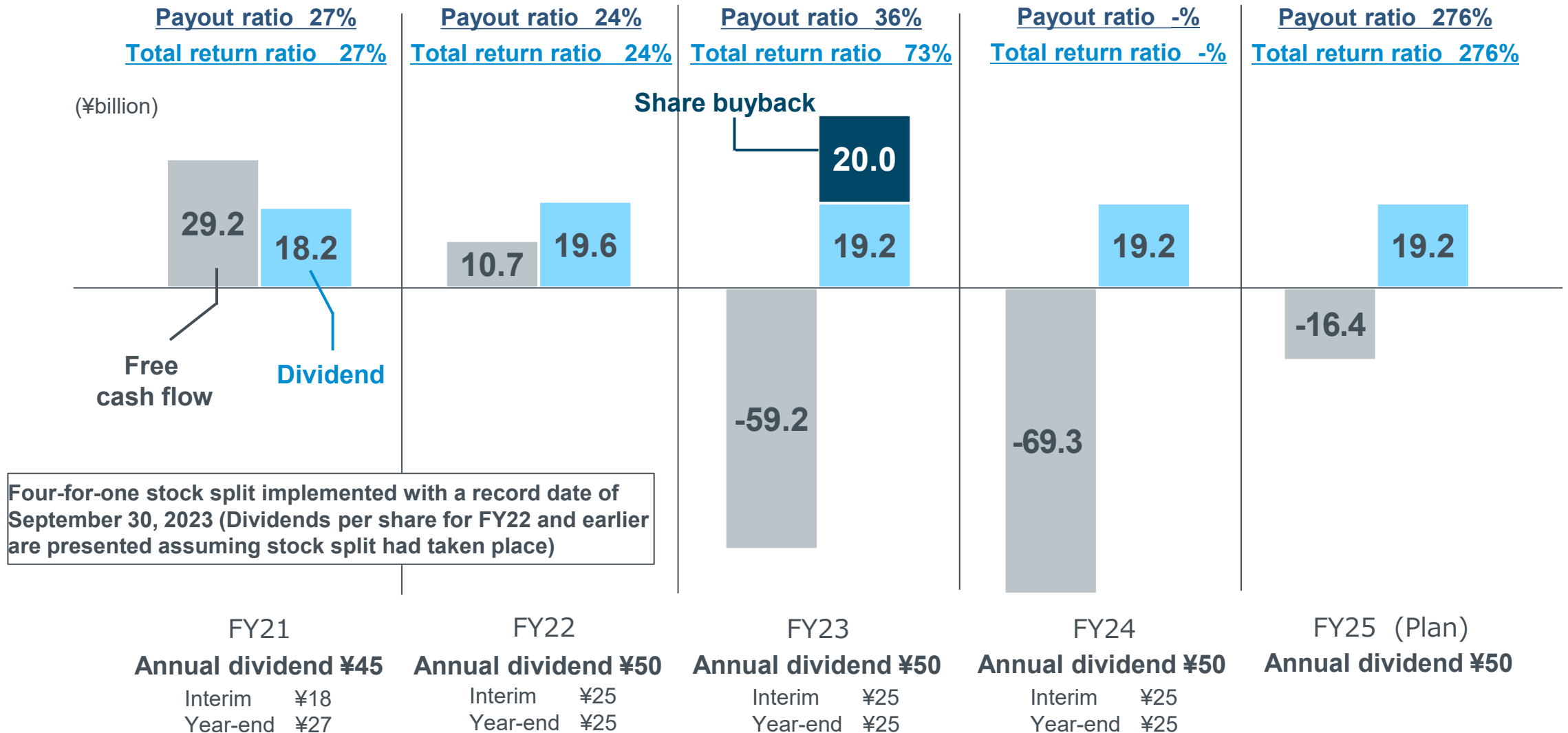


## Raw material and supplies

(¥billion)



# Returns to Shareholders



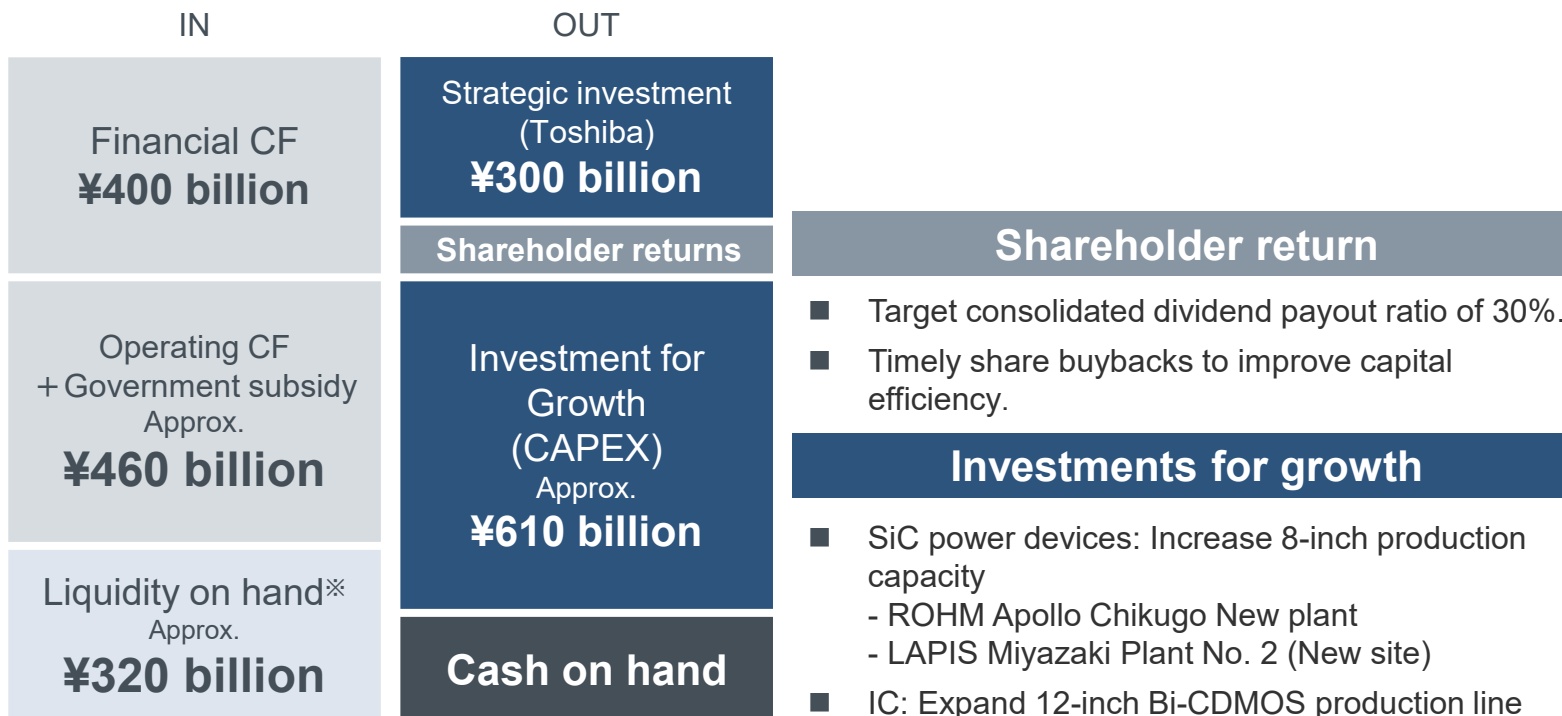
\*Free cash flow: Net profit + depreciation – CAPEX



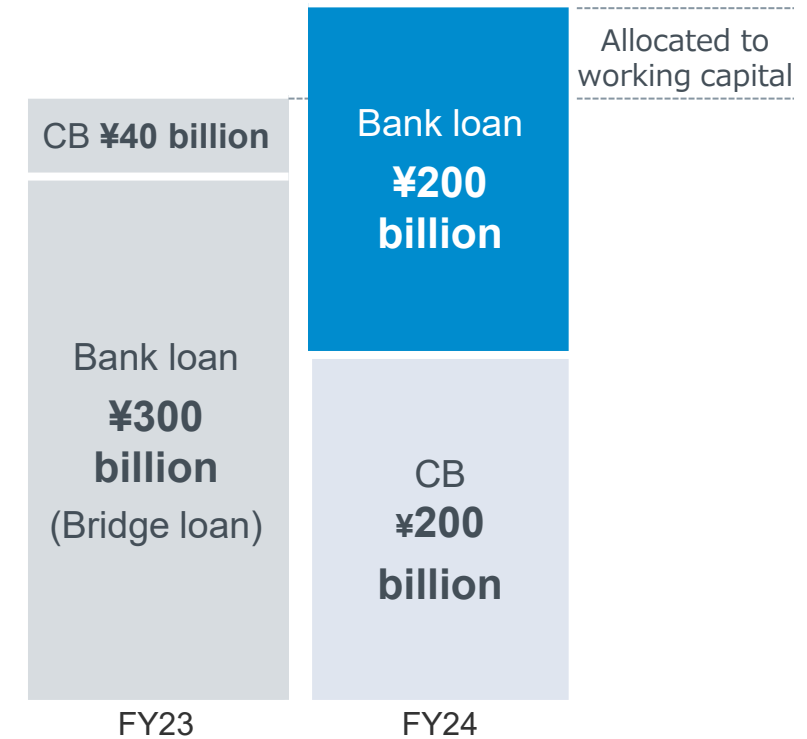
# Financial Strategy (From FY21 to FY25)

- 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)



## 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 <sup>*1</sup>	42.5% reduction
Renewable energy	100% <sup>*2</sup>	45.7%
Global female manager ratio	15% <sup>*3</sup>	13.8%
Ratio of female and foreign directors	10% <sup>*3</sup>	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

- |          |                    |  |
|----------|--------------------|--|
| <b>E</b> | <b>Environment</b> | ■ Climate change initiatives progressing favorably against plan                                      |
|          |                    | ■ Water recovery and reuse rate improved by 4.6% vs FY2019   |
| <b>S</b> | <b>Society</b>     | ■ Implemented Group-wide employee engagement survey  |
|          |                    | ■ Enhanced HR policies/systems supporting diverse work styles  |
| <b>G</b> | <b>Governance</b>  | ■ 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

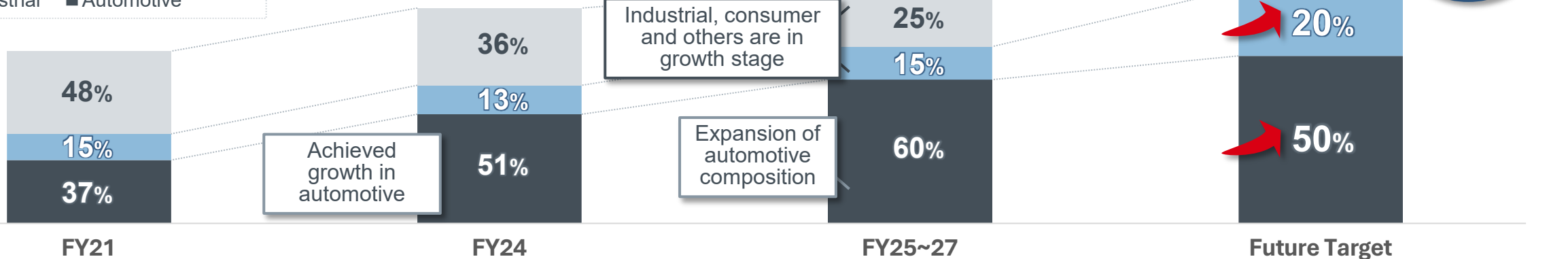
				Contribution to profit improvement vs FY24 (¥billion)	
				FY25	FY28
	<b>Reorganization of manufacturing sites</b> Partial shift from IDM	▶ <b>Fixed cost reduction</b>	Consolidation of manufacturing lines and sites	1.0	>10.0
	<b>Reduction of capital expenditures</b>	▶ <b>Depreciation reduction</b>	Reviewed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

# Strengthening Marketing and Development

Strengthen products for industrial, consumer and others 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, consumer and others**

- Automotive ➡ Automotive + Industrial, Consumer and others
- 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 and others
- 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



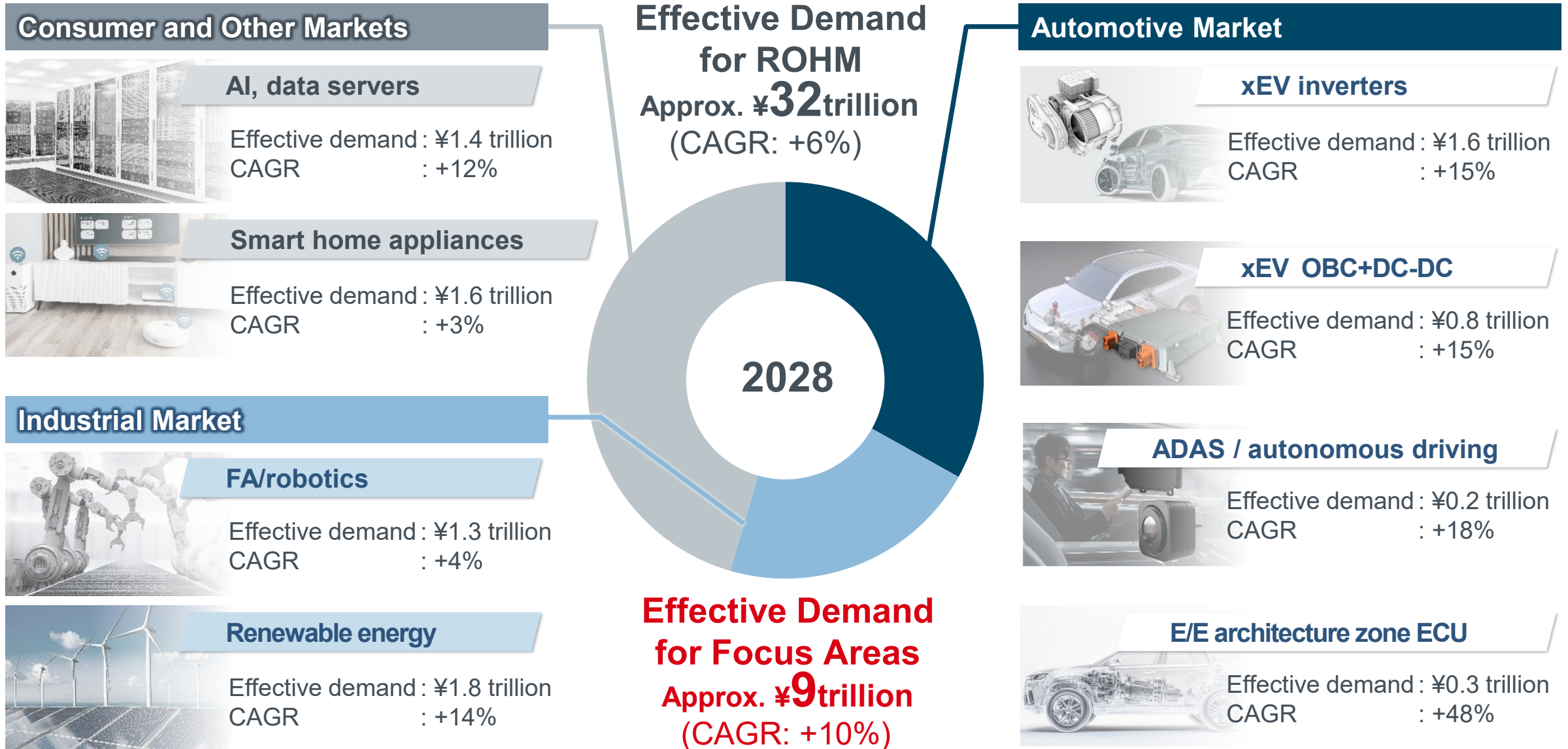
### Industrial

- 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



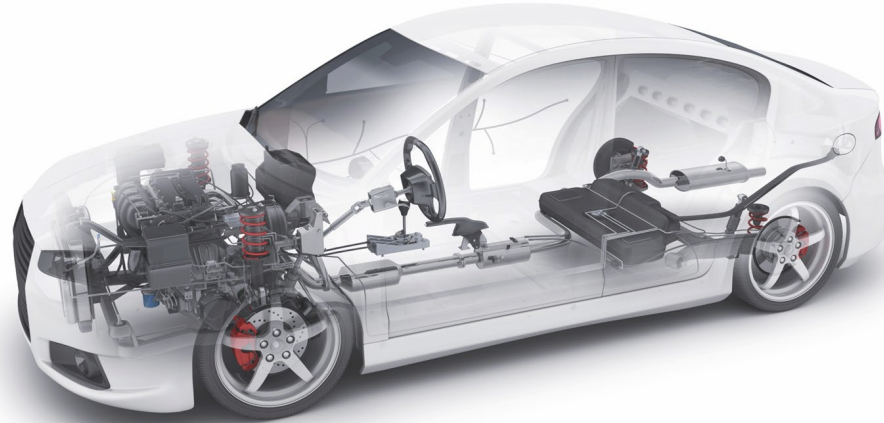
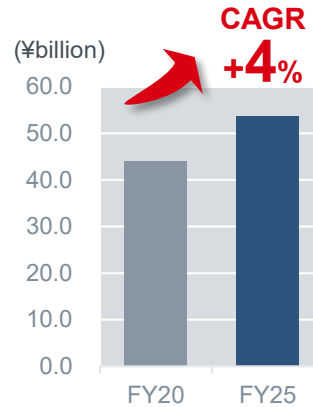
# Applications for the Automotive Market and Results Achieved

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

## Infotainment



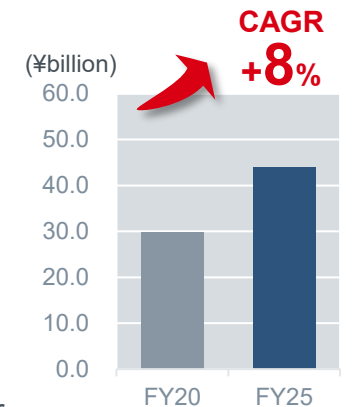
- Image processing IC
- LED driver
- SerDes



## Body



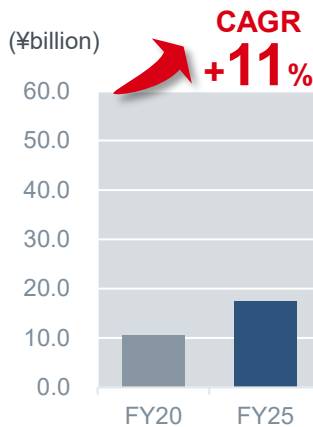
- LED driver
- LDO
- IPD
- Motor driver



## ADAS, Autonomous driving



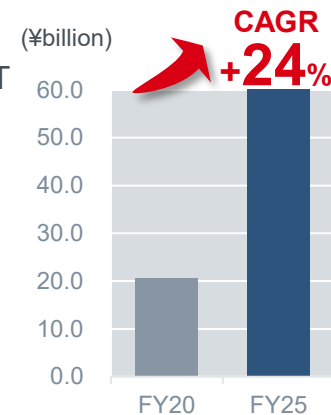
- SoC PMIC
- Camera PMIC
- Radar PMIC
- DC-DC
- LDO
- IPD
- SerDes
- TVS
- Laser Diode



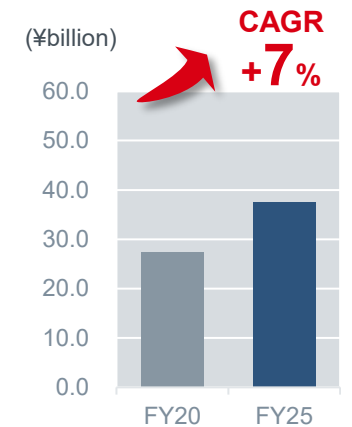
## xEV (Inverters, OBC, etc.)



- 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

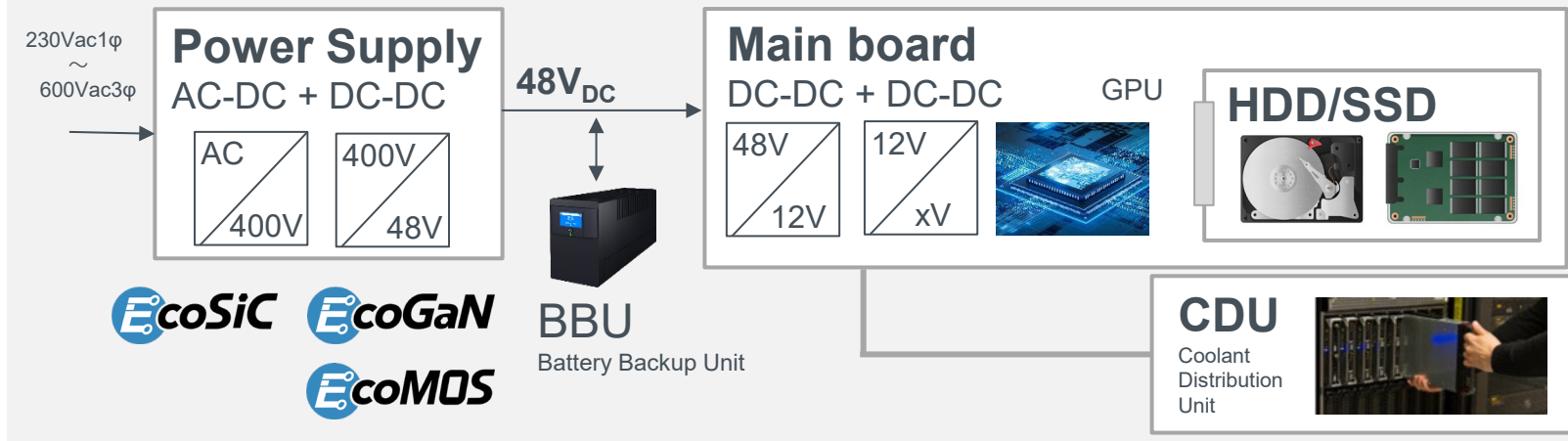


Existing products

- 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

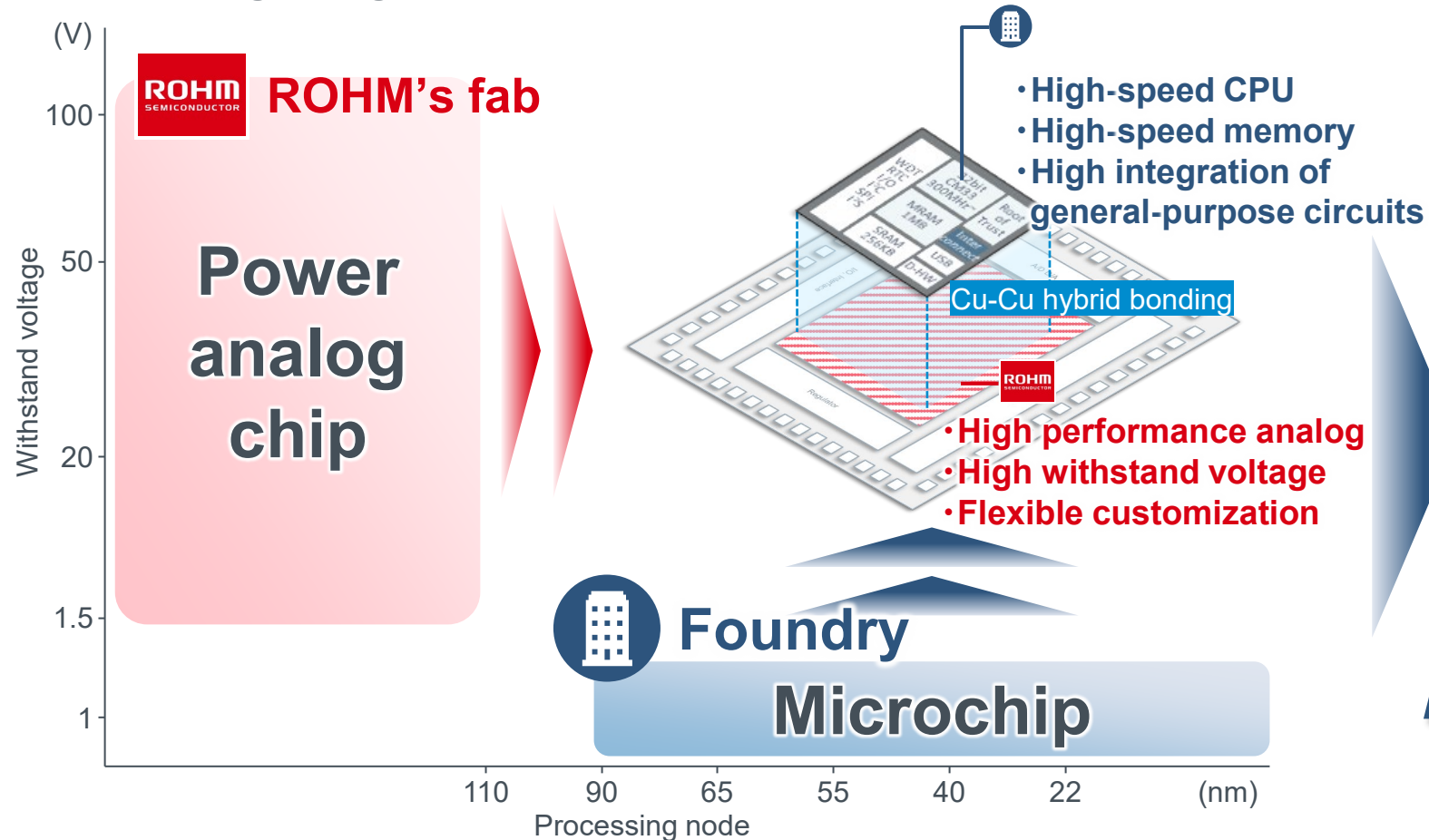
FY28

※Serviceable Available Market

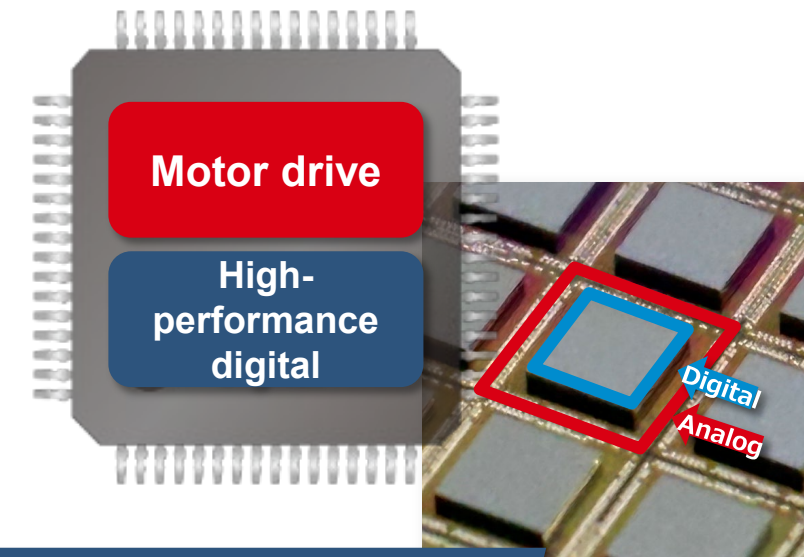


# Creation of high value-added solutions using chiplet technology

- 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

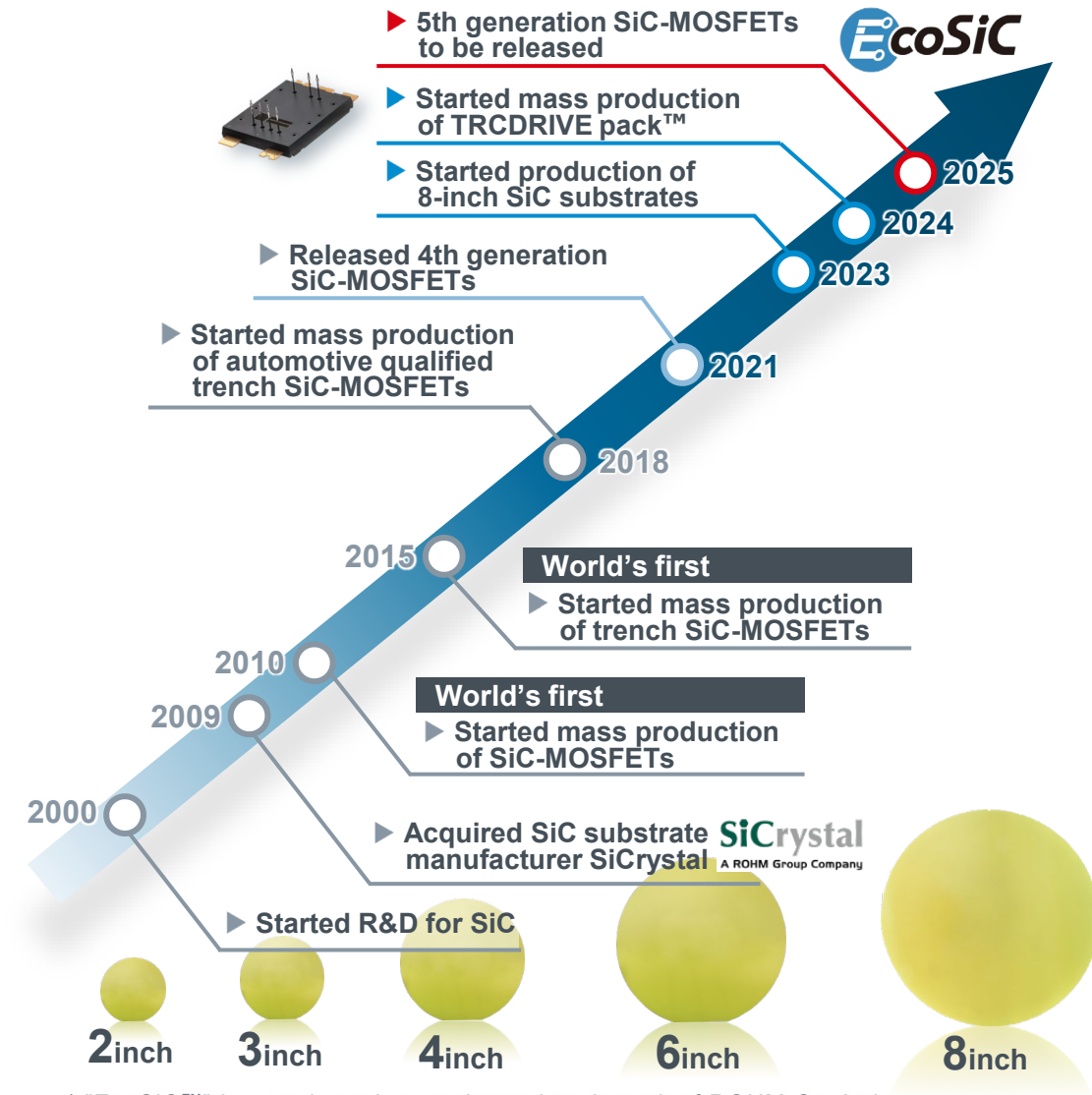


### Expected Applications

- 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



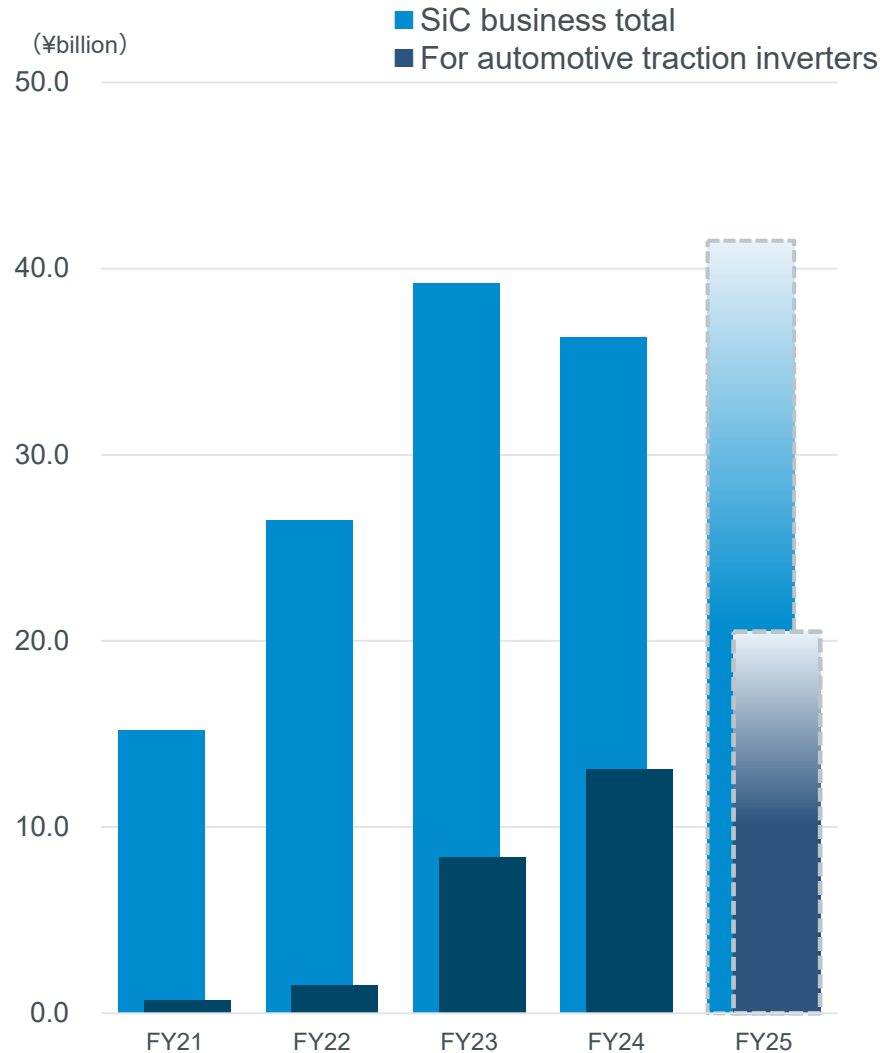
\* "EcoSiC™" is a trademark or registered trademark of ROHM Co. Ltd.

## Review of the past

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

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

# 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:

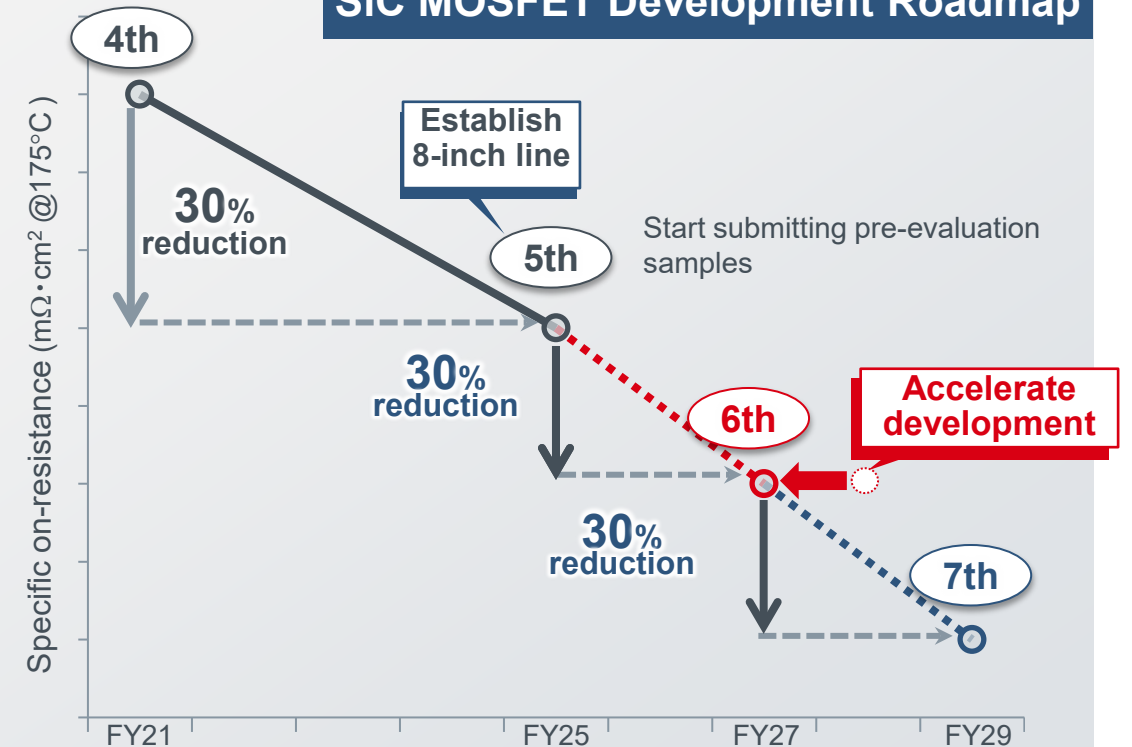
19%\* increase in rated current for the same chip area

#### 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**

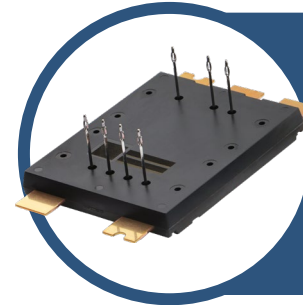


\*OEMs planning to sell at least 50,000 BEVs per year in 2025

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

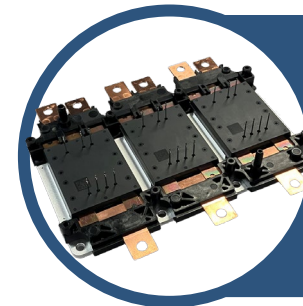
## Higher value through module business

Increase market share by increasing unit price through modularization.



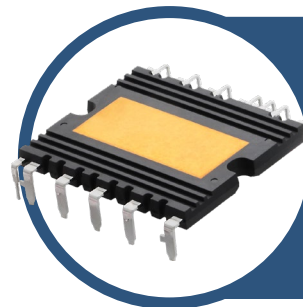
### TRCDRIVE pack™ for automotive inverters

- 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

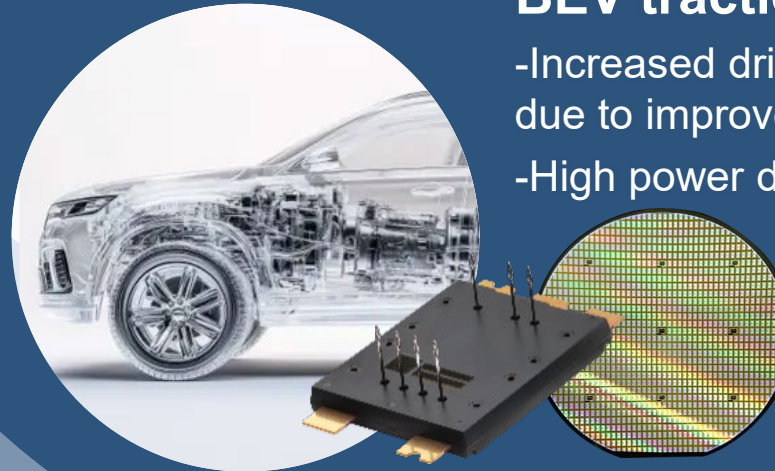
## eVTOL

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



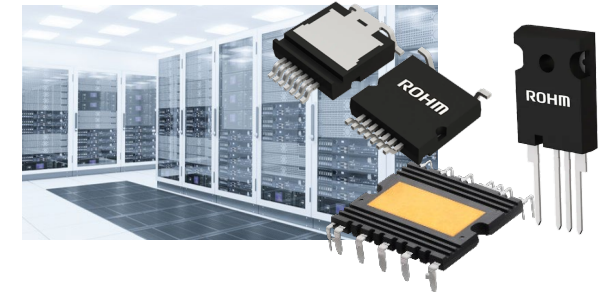
## BEV traction inverter

- 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

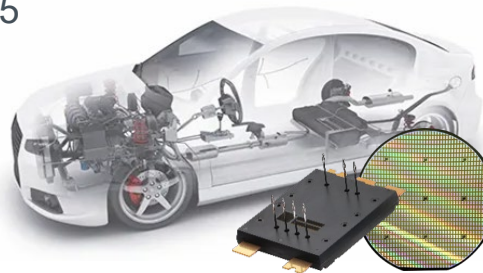


## PHEV traction inverter

- 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.

### [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](mailto:ir@rohm.co.jp)



Electronics for the Future

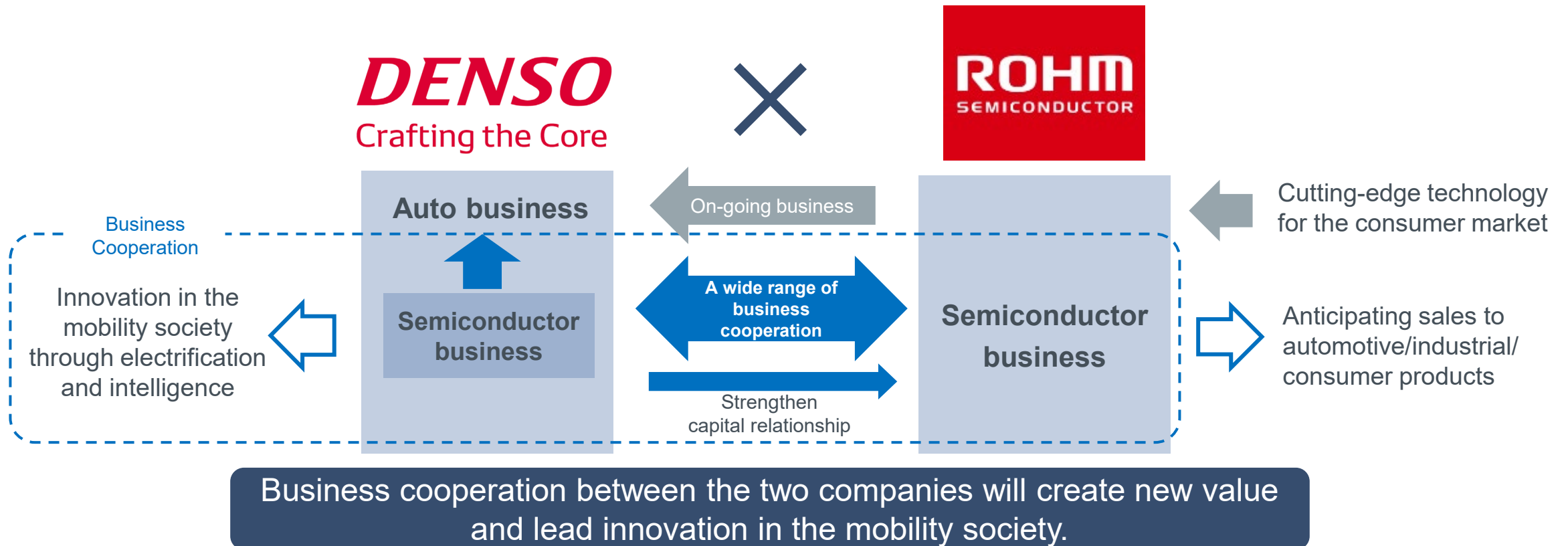


# Strategic Partnership with DENSO

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.

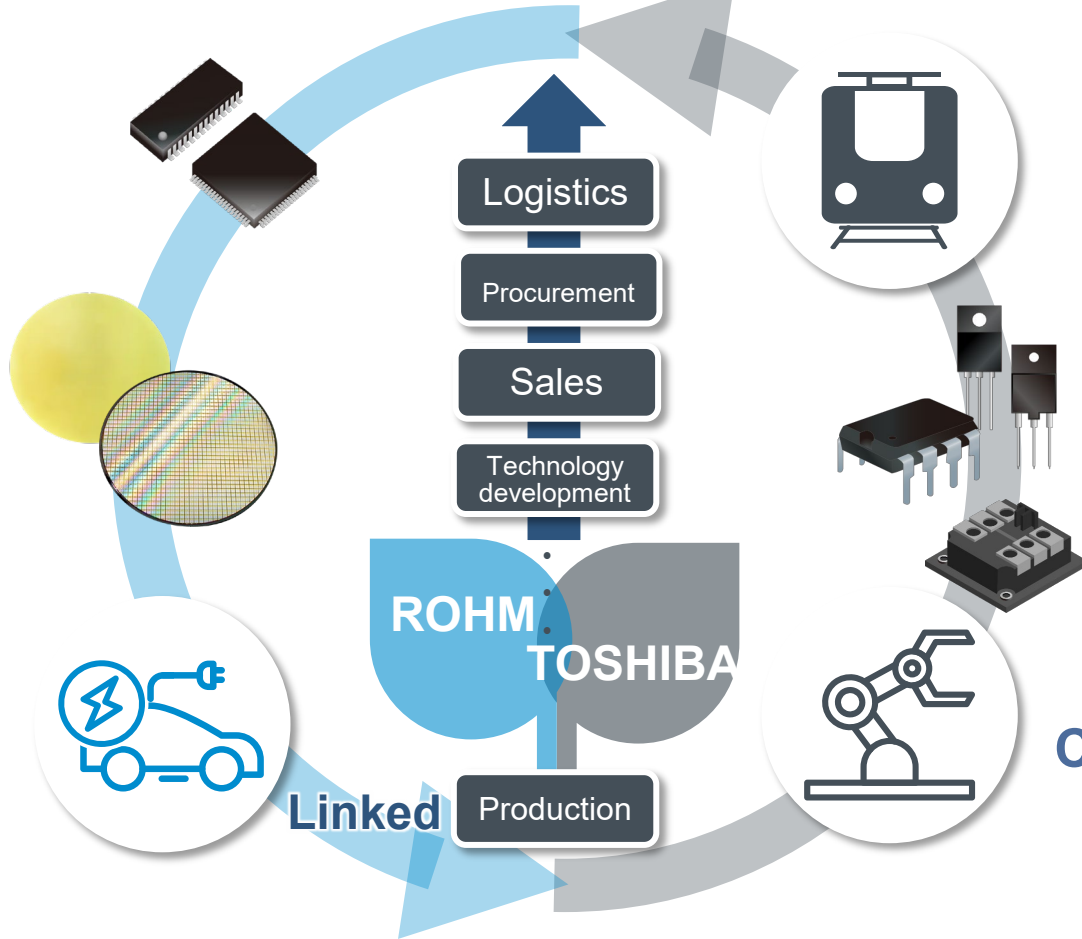
The two companies will seek to collaborate more broadly in areas where they have a high affinity for each other.

## 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.**