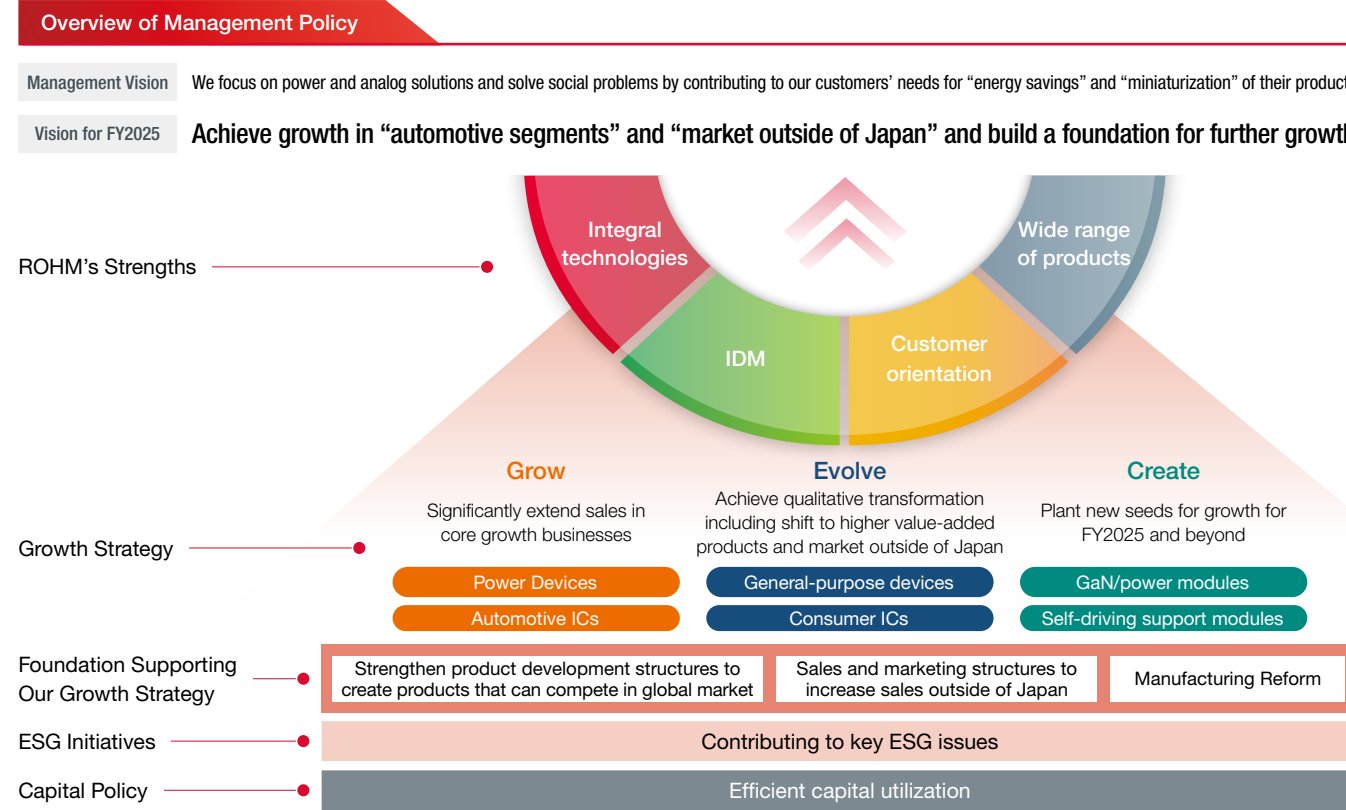


Progress on the Medium-Term Management Plan “Moving Forward to 2025”

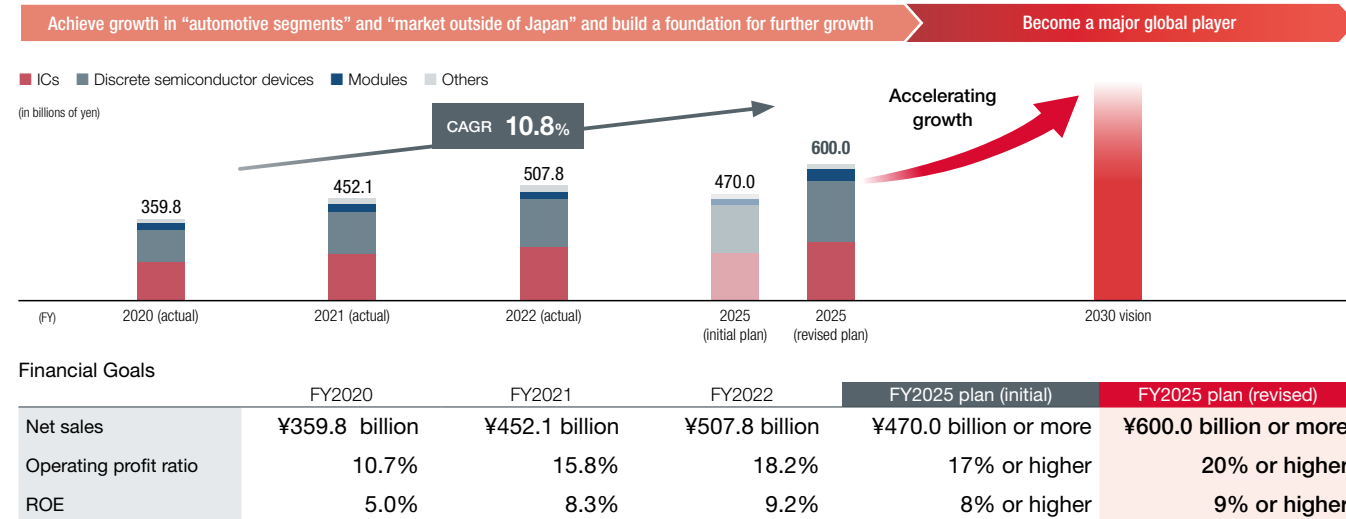
ROHM announced its first Medium-Term Management Plan, “Moving Forward to 2025,” in FY2021. The management theme for the period up to FY2025 is to achieve growth in “automotive segments” and “market outside of Japan” and build a foundation for further growth, with the aim of becoming a major global player by 2030.



Positioning and Goals of the Medium-Term Management Plan

In the 1990s, ROHM achieved significant sales growth thanks to the spread of IT throughout society. In the 2000s, however, the market structure changed dramatically with the bursting of the dot-com bubble, and ROHM has been implementing structural reforms to respond to market changes. We substantially shifted our business, which had been focused on the Japanese consumer products market, to the automotive and industrial

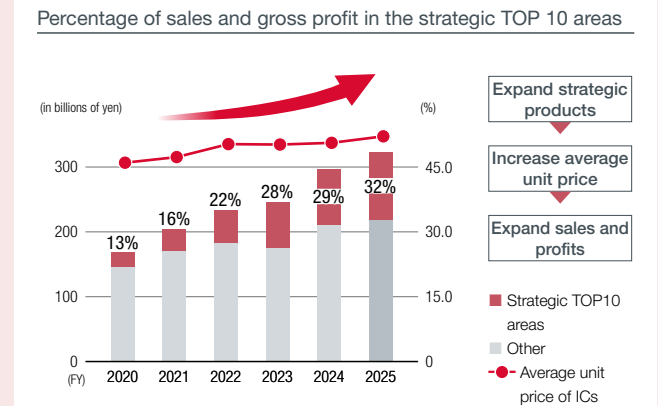
equipment markets, not only for Japanese consumers but also for overseas consumers. As such, we are now developing power and analog semiconductor products that contribute to energy conservation and miniaturization of customer products, achieving positive results. This Medium-Term Management Plan has been formulated as a five-year plan to build a solid business foundation with an eye toward dramatic growth up to FY2030.



Progress on the Growth Strategy

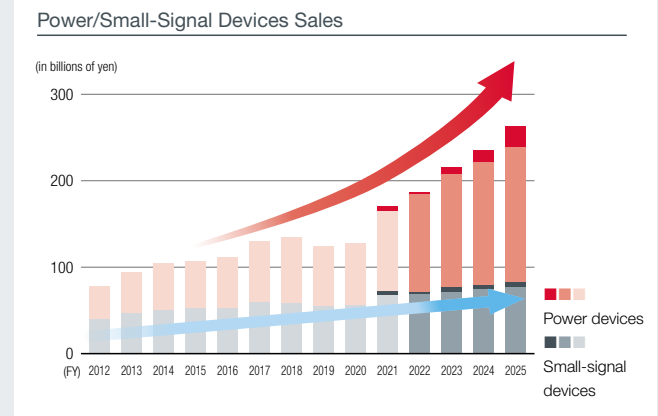
Expand sales and profit by enhancing strategic products

In the past, we achieved results by providing custom products specialized for each customer, mainly for the consumer products market, but from the standpoint of development efficiency, it is necessary for some products to have a certain degree of versatility. We are promoting a strategy of investigating market needs and then developing ASSPs that realize common needs at a high level in the EV and other markets ahead of other products.



Raise the top line and grow into a core business

ROHM is engaged in two businesses related to discrete semiconductor devices: power devices and small-signal devices. Power devices are expected to grow in the future as they can contribute greatly to saving energy and miniaturization. In particular, in the SiC power device business, which can contribute to a decarbonized society, we are aiming to build a system that can provide products from wafer materials to achieve the top share in the industry. In the small-signal device business, we will continue to secure further earnings and maintain the top market share by further improving productivity through measures such as the introduction of flexible lines.



Progress on Non-Financial Goals

	Goals	Main Initiatives in FY2022	Main Results in FY2022
Environment	• Reduce GHG emissions by 50.5% by FY2030 (vs. FY2018 levels)	• Upgraded to highly efficient chiller at plant in Thailand • Reduced heavy fuel oil use by upgrading once-through boiler at LAPIS Semiconductor's Miyazaki plant	• GHG emissions: 8,921,000 t-CO ₂ (21.8% reduction vs. FY2018)
	• Advancement toward 100% implementation of renewable energies by FY2050	• Achieved 100% renewable energy use at our mainstay manufacturing site in Thailand	• Renewable energy ratio: 24% (18 percentage point increase vs. FY2021)
Diversity and Employees	• Zero waste emissions	• Effective use of sulfuric acid waste liquid	• Domestic consolidated: Zero emissions, Overseas consolidated: 95.9% (Domestic and overseas consolidated: 98.5%)
	• Reach global female manager ratio of 15% or higher • Increase the ratio of executives who are female and/or foreign nationals to 10%	• Promoted career development for women	• Global female manager ratio: 12.6% • Female and/or foreign national executives at ROHM head office: 23%
Customers	• Reach employee engagement score above industry average	• Conducted engagement surveys at domestic and overseas Group companies • Promoted organizational culture reform and work style reform	• Completed group-wide implementation of engagement survey, achieving score above industry average (91% of employees responded positively to the question about “high willingness to contribute toward achieving goals and a strong sense of belonging to the organization.”)
	• Customer quality satisfaction score: 10% improvement (vs. FY2020)	• Provided face-to-face feedback on survey results to some customers	• Customer quality satisfaction score improved by 3.1% (vs. FY2020)