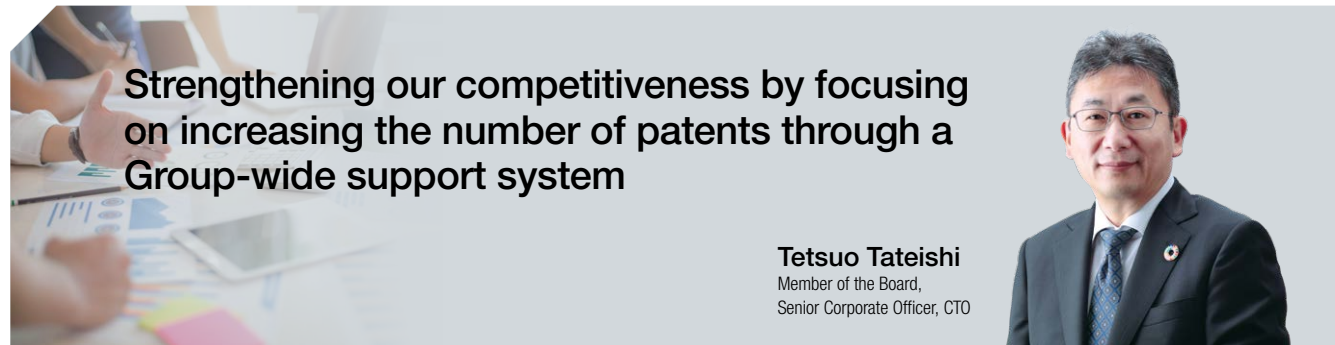


Actions for Intellectual Property



Strengthening our competitiveness by focusing on increasing the number of patents through a Group-wide support system

Tetsuo Tateishi
Member of the Board,
Senior Corporate Officer, CTO

ROHM's Intellectual Property Activities

To formulate an intellectual property strategy, we first need to understand ROHM's intellectual property position in the semiconductor industry. For example, on looking at the relationship between net sales and the number of patent families* held, we find that there is a correlation. This can be seen from the number of patent families, and at the same time, ROHM's current position can be understood. Based on these analysis results, we work out the pace of the patent applications we need in order to compete with other companies in the same industry. We then set a target for the number of

applications and carry out promotional activities to achieve our goal. Additionally, as ROHM's Chief Technology Officer, I am in charge of the legal division as well as the intellectual property division. Not only does this allow both divisions to work together to smoothly handle legal matters, such as filing negotiations and patent decisions, but it also means that we can flexibly form teams from both divisions to respond depending on the project. This type of structure has become one of our strengths.

* A collection of patents that cover patent applications in multiple countries

Patent Strategy to Become a Major Global Player

Since some patents can become strong patents after a number of years, we basically file patents for all our inventions. However, manufacturing know-how and inventions that would go unnoticed even if used without permission by others must be kept secret. This is why proper management is needed depending on the type of invention. As for how to apply for a patent overseas, since ROHM's main development base is Japan, we first apply for a patent in Japan. We then narrow down the most important patents and apply for them overseas, but bearing in mind the high cost of filing overseas, we select the countries where we file each patent. With regard to patents that have reached their renewal deadline, after considering the maintenance fee, we decide whether to extend the patent maintenance period, sell or let them lapse. These decisions are made by the intellectual property division and the business units based on global

technological trends and ROHM's business strategy.

ROHM sets guidelines for the number of patents it owns in order to become a major global player. With patents taking several years to be granted, the number of patents held does not increase rapidly. Patent rights also expire after 20 years, so a long-term filing plan is required. As mentioned earlier, there is a correlation between net sales and the number of patents held, so based on ROHM's projected net sales of 1 trillion yen by 2030, we have determined the number of patent families we should aim for each year. Based on this number and the number of patent families currently held, we set the target number of filings for each year. The basis of ROHM's patent strategy is to closely monitor the number of patents relative to sales and apply for a sufficient number of applications to remain competitive.

Issues and Responses Regarding Intellectual Property Activities

Patents can also be obtained through transfer from another company or through an M&A. Patent strategies such as determining the pace of applications in future key areas while also referring to the filings of other companies are also necessary to advance management strategies. Technology manufacturing companies like ROHM cannot survive without patents. Merely focusing on technology does not result in good intellectual property. This is why an intellectual property strategy is needed to show how patents can be best used for business. An intellectual property strategy is basically the same as running a business in that the aim is to maximize the

return on investment in the form of business sales. To this end, we are building a multifaceted strategy while referring to various indicators such as the number of patent families. In order to maximize the return on intellectual property investment, it is vital to improve the quality of our patents, and we plan to carry out activities to do so.

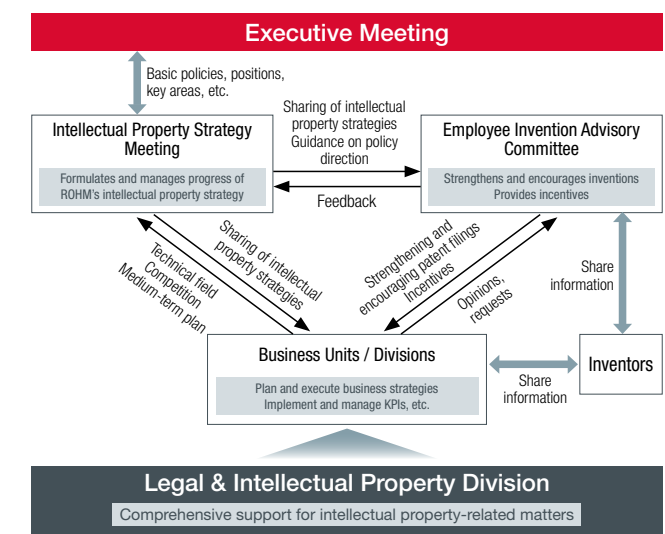
In terms of a patent strategy, we need to clearly document the process for determining criteria in order to provide feedback on the results.

<p>Material issues</p> <p>Evolution of Technologies to Contribute to the Advancement and Progress of Culture</p> <ul style="list-style-type: none"> Develop new, high value-added products that contribute to energy saving and miniaturization Strengthen development structures creating products that can compete globally: Assigning PMEs Customer-oriented solution proposals using comprehensive capabilities from passive components to power devices and ICs 	<p>Risk Management</p> <ul style="list-style-type: none"> Implement training to strengthen collection of patent-related information and reduce the risk of infringement
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Intellectual Property Activity Promotion System

An Intellectual Property Strategy Meeting, led by the Intellectual Property General Manager and comprised of executives from the technology side and directors, is held six times a year. Group-wide intellectual property strategies and policies are discussed and formulated at these meetings. The formulated intellectual property strategy policy is reported at least twice a year to the Executive Meeting, which is attended by corporate officers including the President, where the Company makes its management decisions. Important matters decided at the Executive Meeting are also reported to the Board of Directors, creating a framework whereby directors can directly oversee intellectual property. The intellectual property strategy policy is shared with business units to promote the intellectual property strategy from the top down. Furthermore, the Employee Invention Advisory Committee, which is made up of general managers from the technology side, takes the lead in encouraging new inventions and converting those inventions into intellectual property through collaboration across divisions and from the bottom-up. Every year, inventors who meet the standards are given awards. For

example, we specifically encourage the creation of intellectual property from inventions created at ROHM through incentives, such as the Rookie of the Year award for young employees.



Investment in Intellectual Property to Strengthen Growth Fields

In key technology fields, we not only file for patents from the Company but also procure patent rights from external sources. We are working to monetize patents that are underutilized due to changes in the business environment through sales and licensing, and we are striving to strengthen our intellectual property portfolio while replacing patents as and when needed. In order to realize the intellectual property strategy guidelines, the annual target for the number of patent filings needs to be doubled from 2020's 500 in the three years that follow. Hence, we are making efforts to file 1,000 patents in 2023. To achieve this, we are focusing on strengthening support for acquiring patents.

Developing Human Resources to Promote Intellectual Property Strategy

In order to develop human resources that support our intellectual property activities, we are systematically developing intellectual property personnel who can play an active role globally through both off-the-job and on-the-job training. Furthermore, seminars are held for members of the Intellectual Property Division, with the heads of relevant departments within the Company serving as instructors and giving lectures on their own department's business. Through

Number of Patents Held in the ROHM Group

