



Financial Results for the First Half of the Year Ending 2022/3

(From April 1,2021 to September 30,2021)

As of October 29, 2021

■ Financial Results for the Year Ending 2022/3

Financial Results

Sales Trend by Market, Region

Changes in Operating Income

Trend of Sales by Markets

■ Capital Expenditures

■ Inventories

■ Returns to Shareholders

■ ROHM's Strategy

Financial Results for the 1H of the Year Ending 2022/3 (YoY)



(¥billion)

	'22/3 1H Results	'21/3 1H Results	Difference in Amount	Difference in %
Net Sales	222.6	168.0	+54.6	+32.5%
Operating Income	34.5	12.6	+21.9	+172.0%
(Ratio)	(15.5%)	(7.5%)	-	-
Ordinary Income	37.8	11.7	+26.1	+220.9%
(Ratio)	(17.0%)	(7.0%)	-	-
Net Income	30.8	12.5	+18.3	+145.9%
(Ratio)	(13.8%)	(7.5%)	-	-
EBITDA	53.4	32.0	+21.4	+66.7%
(Ratio)	(24.0%)	(19.1%)	-	-

Average Rate(¥/US\$) (¥110.18) (¥106.74)

Financial Results for the 1H of the Year Ending 2022/3



(VS. Plan as of May.10th)

(¥billion)

	'22/3 1H Results	'22/3 1H Plan	Difference in Amount	Difference in %
Net Sales	222.6	210.0	+12.6	+6.0%
Operating Income	34.5	31.0	+3.5	+11.3%
(Ratio)	(15.5%)	(14.8%)	-	-
Ordinary Income	37.8	29.0	+8.8	+30.6%
(Ratio)	(17.0%)	(13.8%)	-	-
Net Income	30.8	20.5	+10.3	+50.3%
(Ratio)	(13.8%)	(9.8%)	-	-
EBITDA	53.4	51.5	+1.9	+3.8%
(Ratio)	(24.0%)	(24.5%)	-	-

Average Rate(¥/US\$) (¥110.18) (¥105.82)

Plan for the Full Year Ending 2022/3 (VS. Initial Plan and YoY)



※Revised plan announced

(¥billion)

	'22/3 Revised Plan	'22/3 Initial Plan	'21/3 Results	VS. Initial Plan	YoY
Net Sales	440.0	400.0	359.8	+10.0%	+22.3%
Operating Income	63.0	49.0	38.4	+28.6%	+63.7%
(Ratio)	(14.3%)	(12.2%)	(10.7%)	-	-
Ordinary Income	66.0	48.0	40.6	+37.5%	+62.3%
(Ratio)	(15.0%)	(12.0%)	(11.3%)	-	-
Net Income	51.0	34.0	37.0	+50.0%	+37.8%
(Ratio)	(11.6%)	(8.5%)	(10.3%)	-	-
EBITDA	106.7	96.2	78.6	+10.9%	+35.7%
(Ratio)	(24.2%)	(24.0%)	(21.9%)	-	-

Average Rate(¥/US\$)

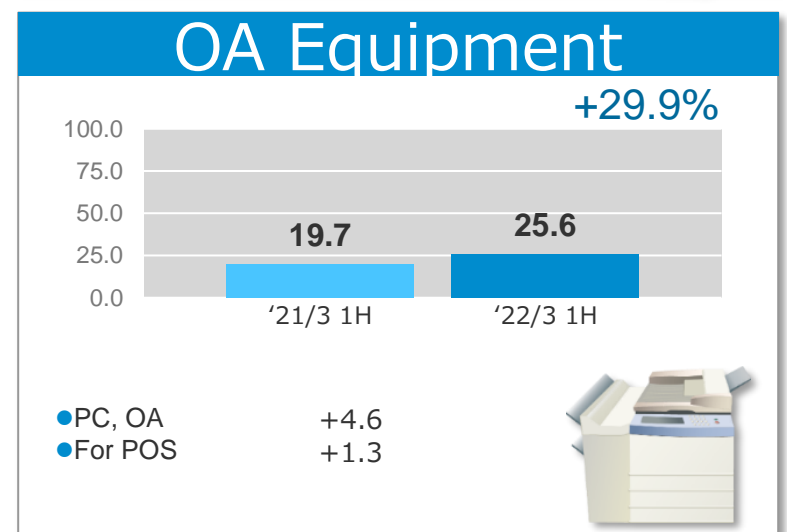
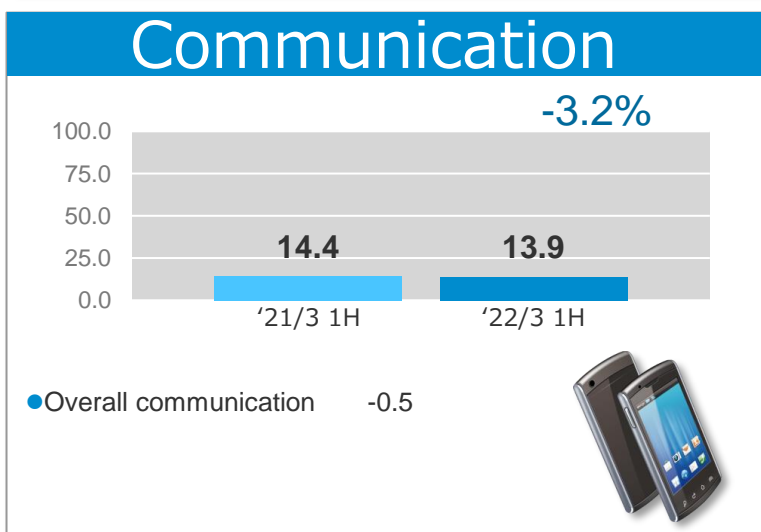
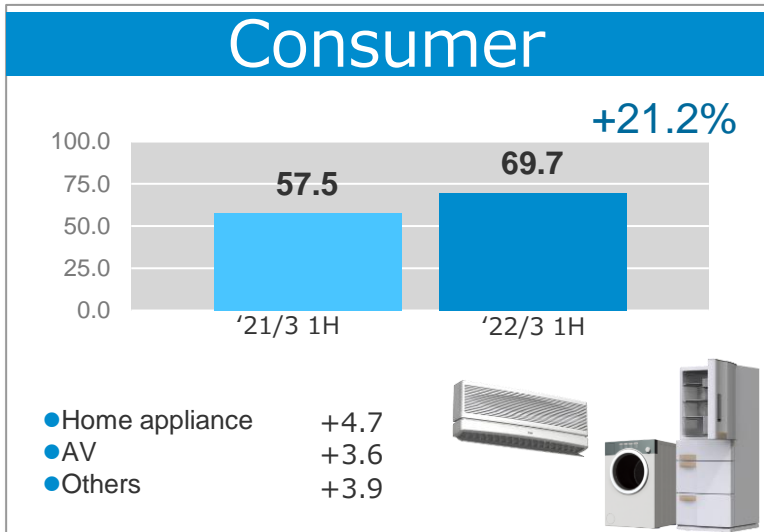
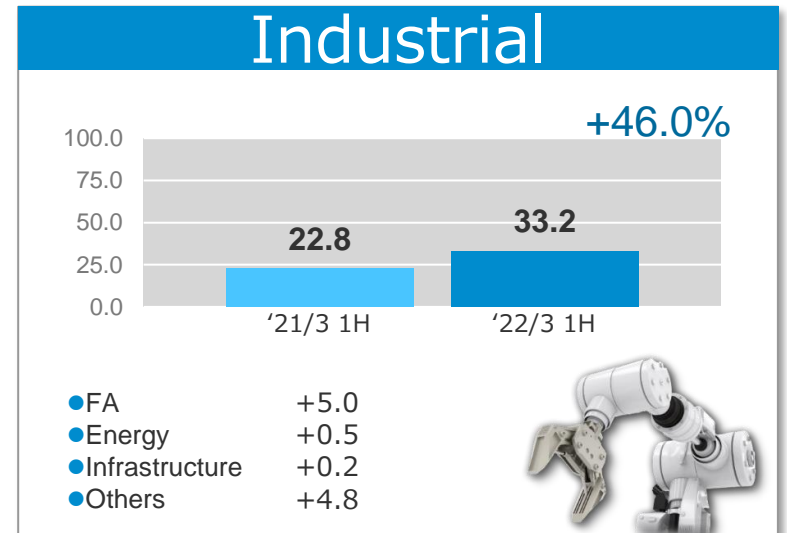
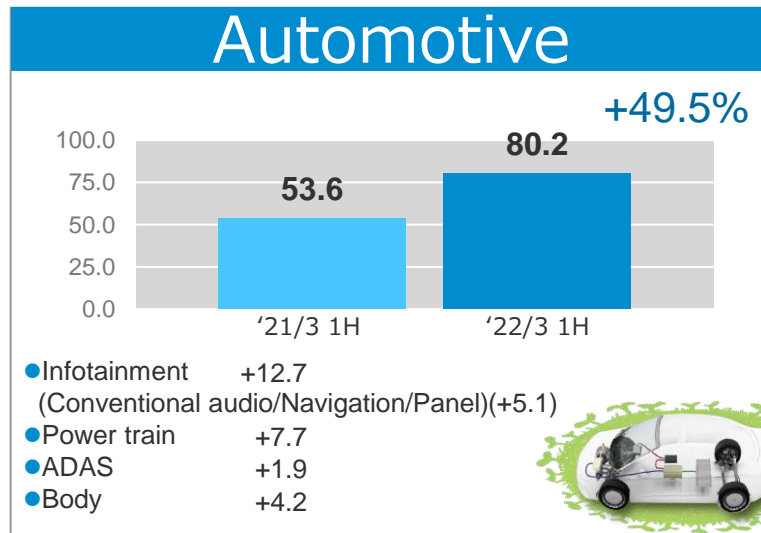
(¥110.10)

(¥105.44)

(¥106.20)

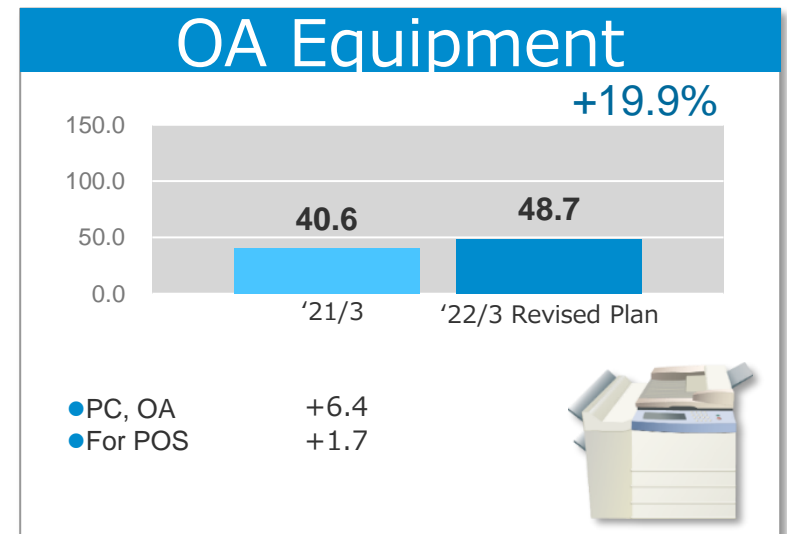
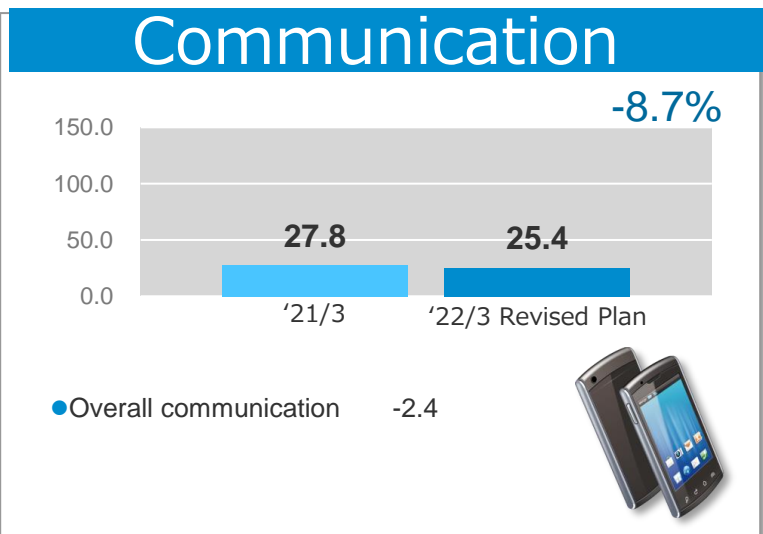
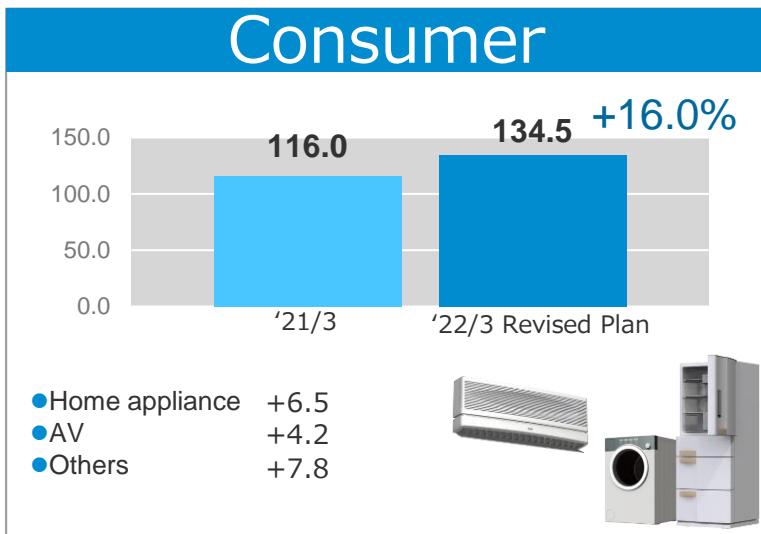
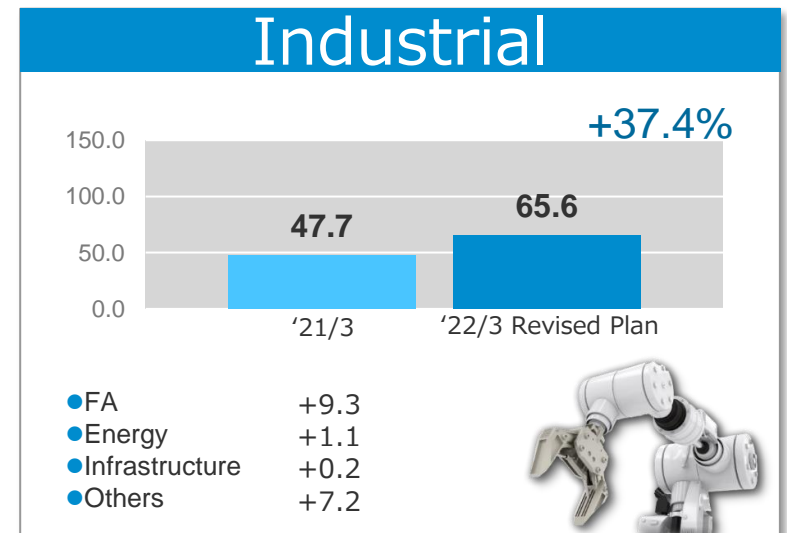
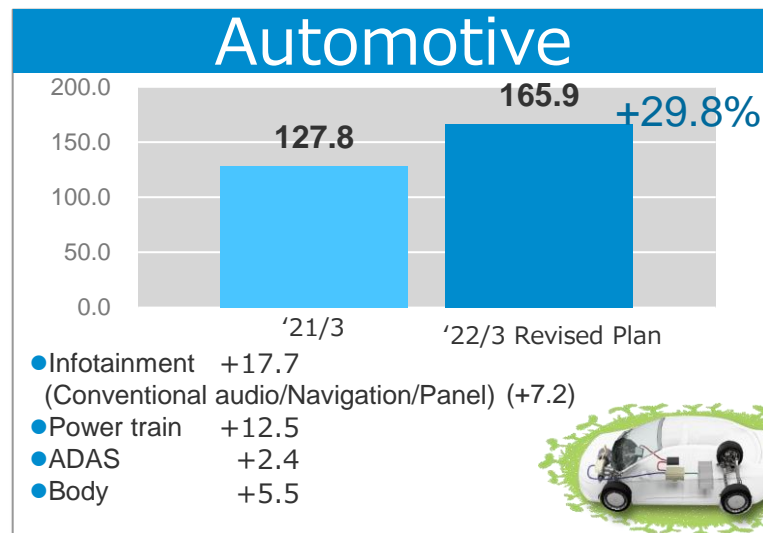
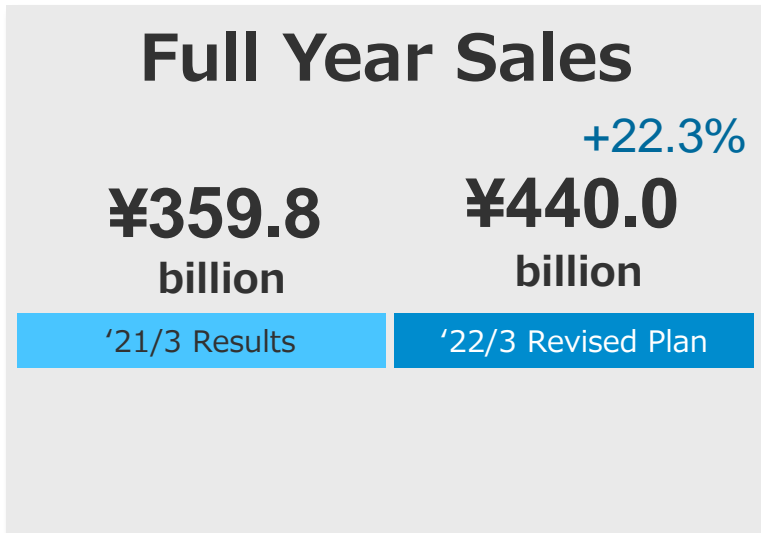
'22/3 1H Sales Trend by Market Segments (YoY)

(¥billion)



'22/3 Full Year Sales Trend by Market Segments (YoY)

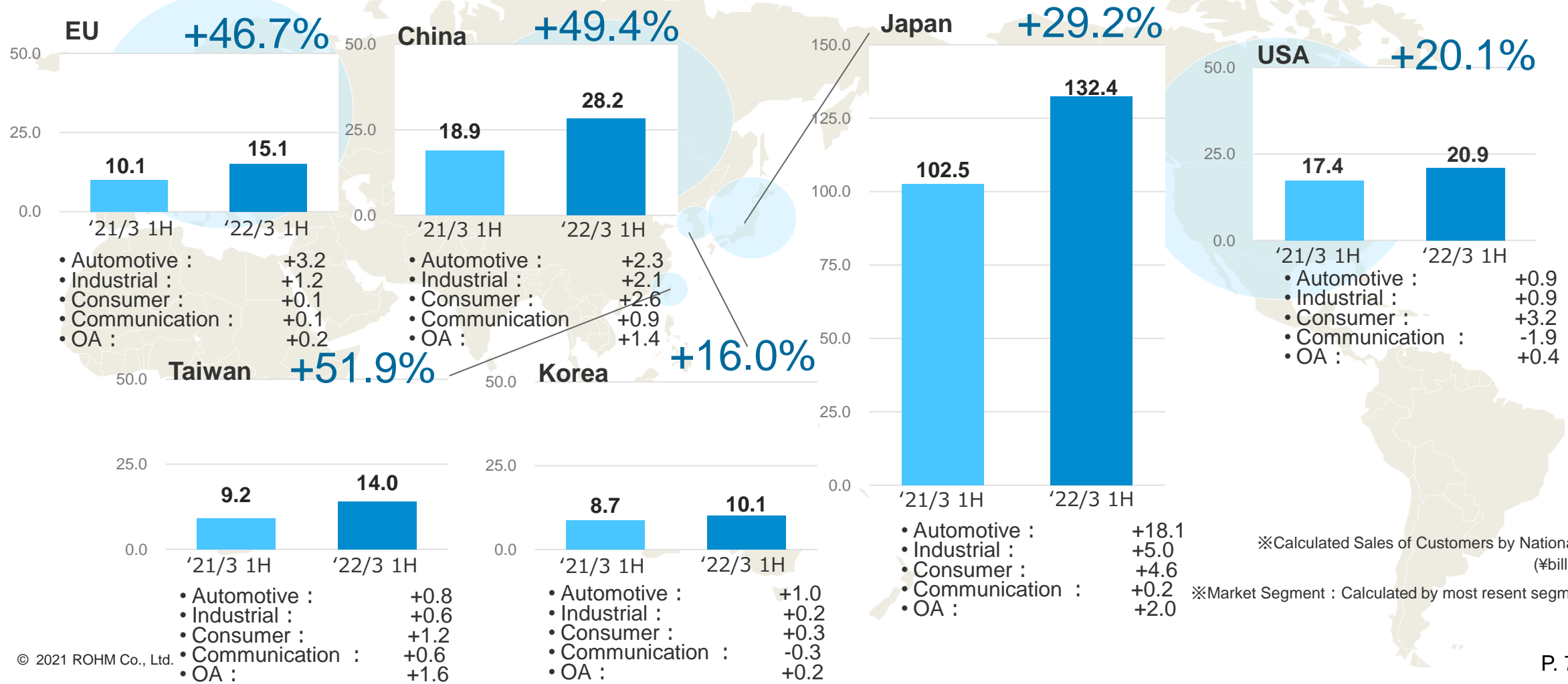
(¥billion)



'22/3 1H Sales Trend by Geographic Region (YoY)

Half year Sales **¥168.0** billion **¥222.6** billion
 '21/3 1H Results 22/3 1H Results **+32.5%**

1H YoY



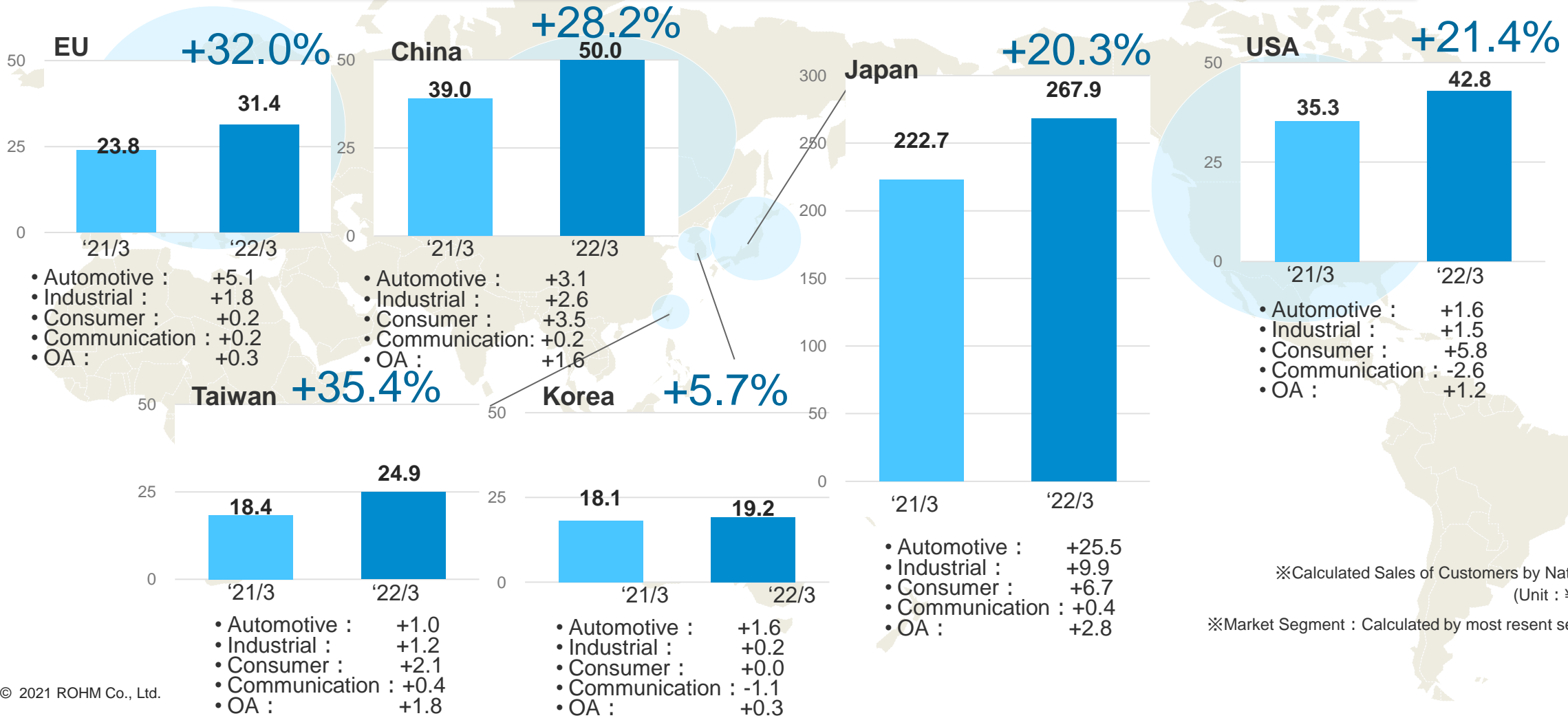
※Calculated Sales of Customers by Nationality (¥billion)

※Market Segment : Calculated by most recent segment

"22/3 Full Year Sales Trend by Geographic Region (YoY)

Full Year YoY

Full Year Sales **¥359.8billion** **¥440.0billion**
 '21/3 Results '22/3 Revised Plan **+22.3%**



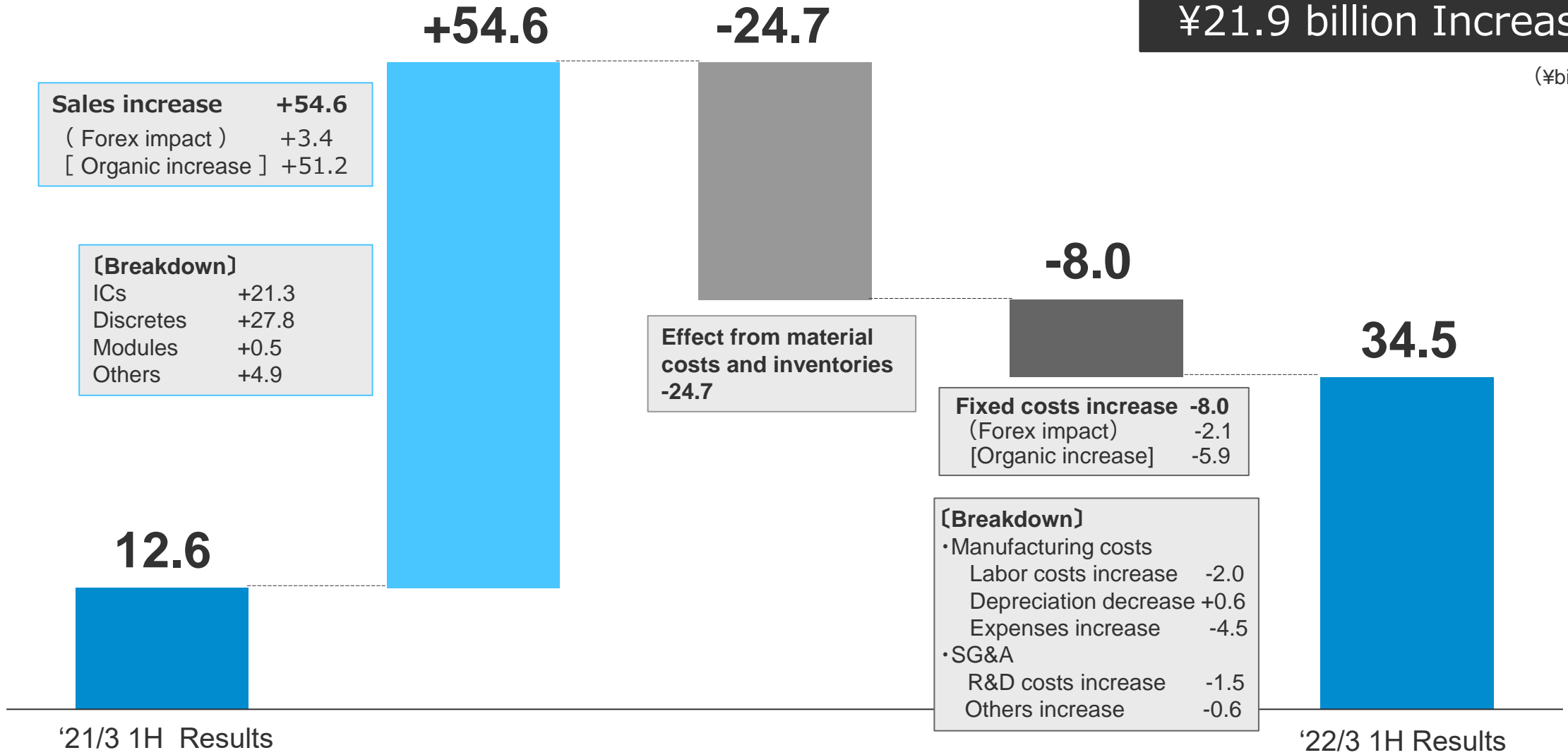
※Calculated Sales of Customers by Nationality (Unit : ¥billion)

※Market Segment : Calculated by most recent segment

'22/3 1H Changes in Operating Income (YoY)

¥21.9 billion Increase

(¥billion)



Sales increase	+54.6
(Forex impact)	+3.4
[Organic increase]	+51.2

[Breakdown]	
ICs	+21.3
Discretes	+27.8
Modules	+0.5
Others	+4.9

Effect from material costs and inventories	-24.7
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Fixed costs increase	-8.0
(Forex impact)	-2.1
[Organic increase]	-5.9

[Breakdown]	
• Manufacturing costs	
Labor costs increase	-2.0
Depreciation decrease	+0.6
Expenses increase	-4.5
• SG&A	
R&D costs increase	-1.5
Others increase	-0.6

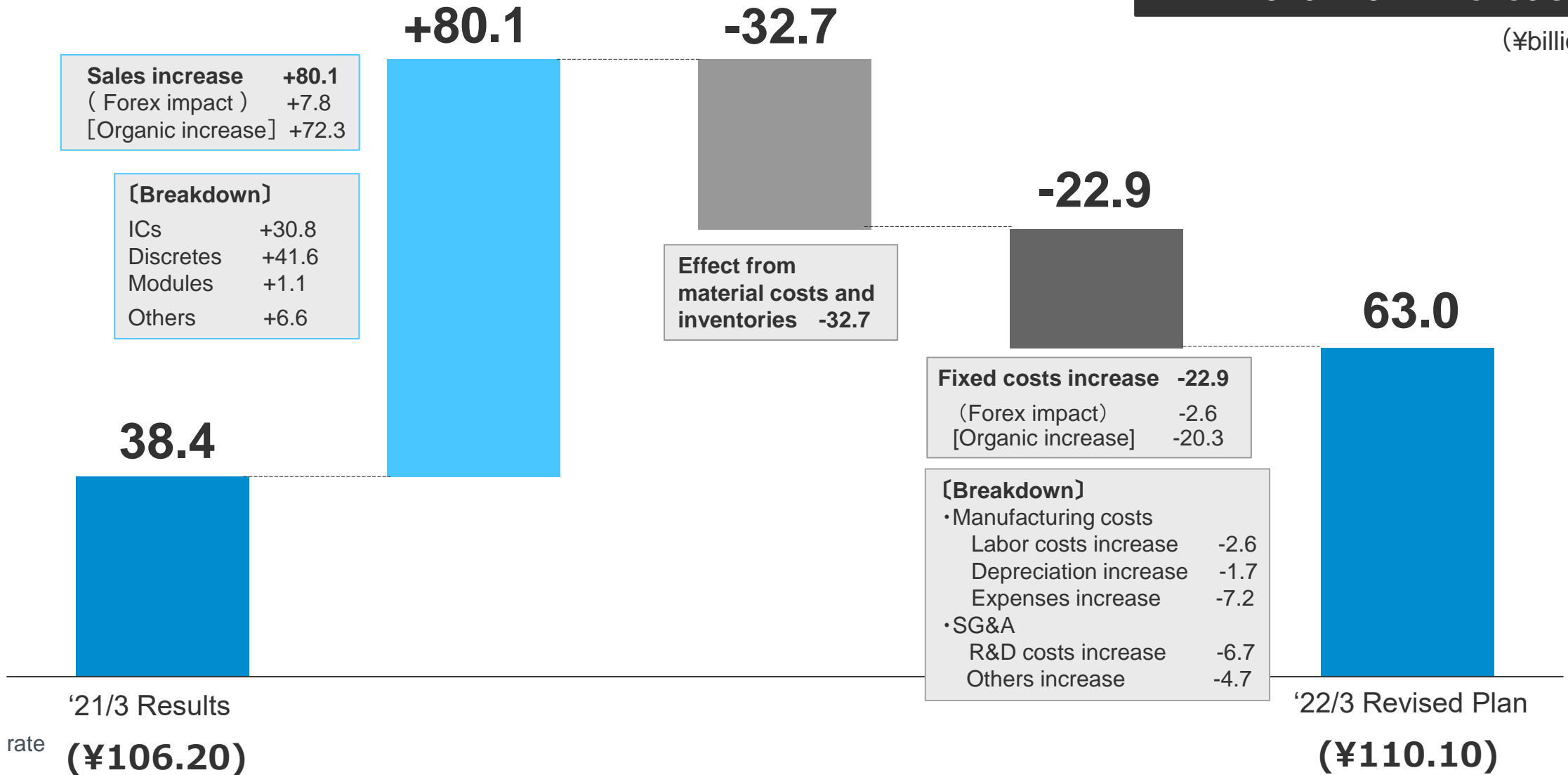
Average rate (¥/US\$) **(¥106.74)**

(¥110.18)

'22/3 Full Year Changes in Operating Income (YoY)

¥24.6 billion Increase

(¥billion)



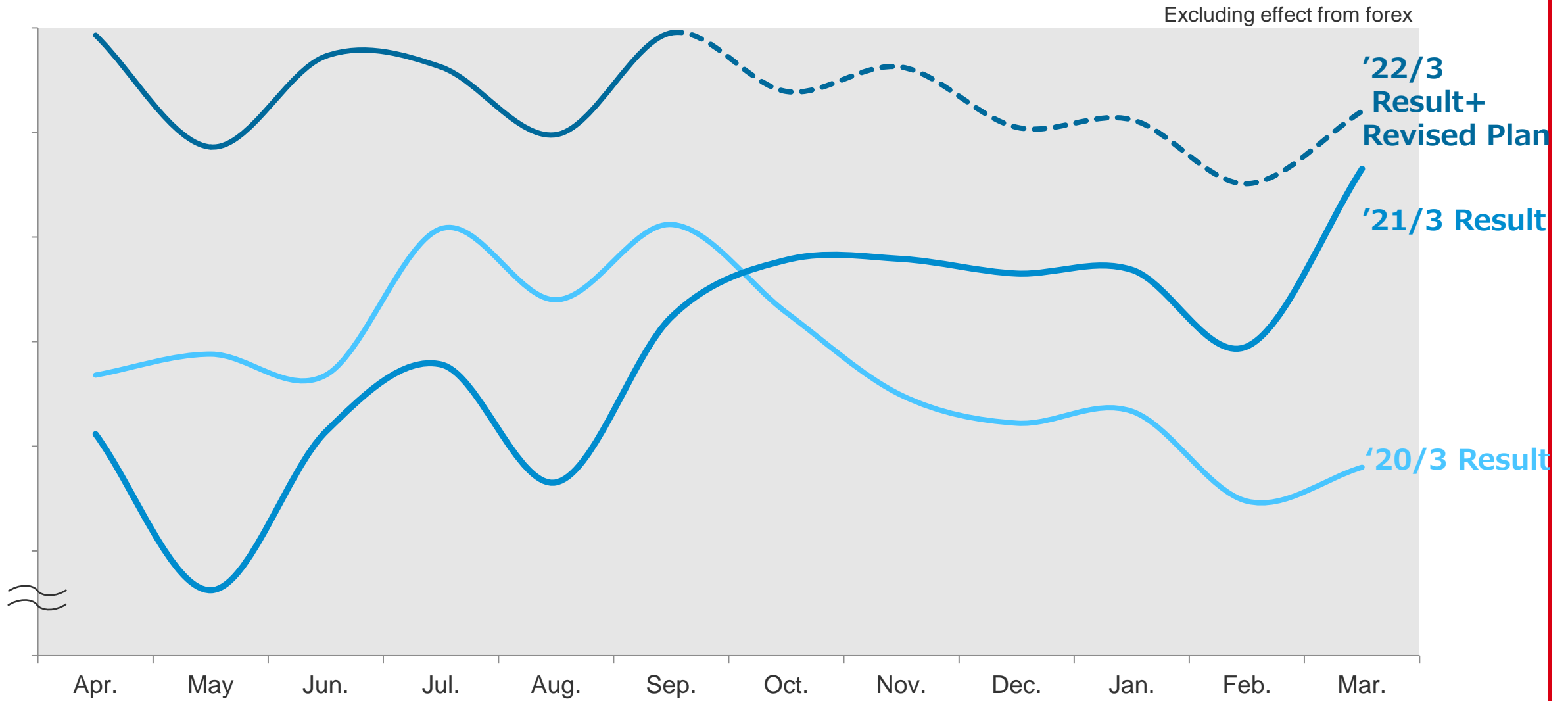
'21/3 Results

'22/3 Revised Plan

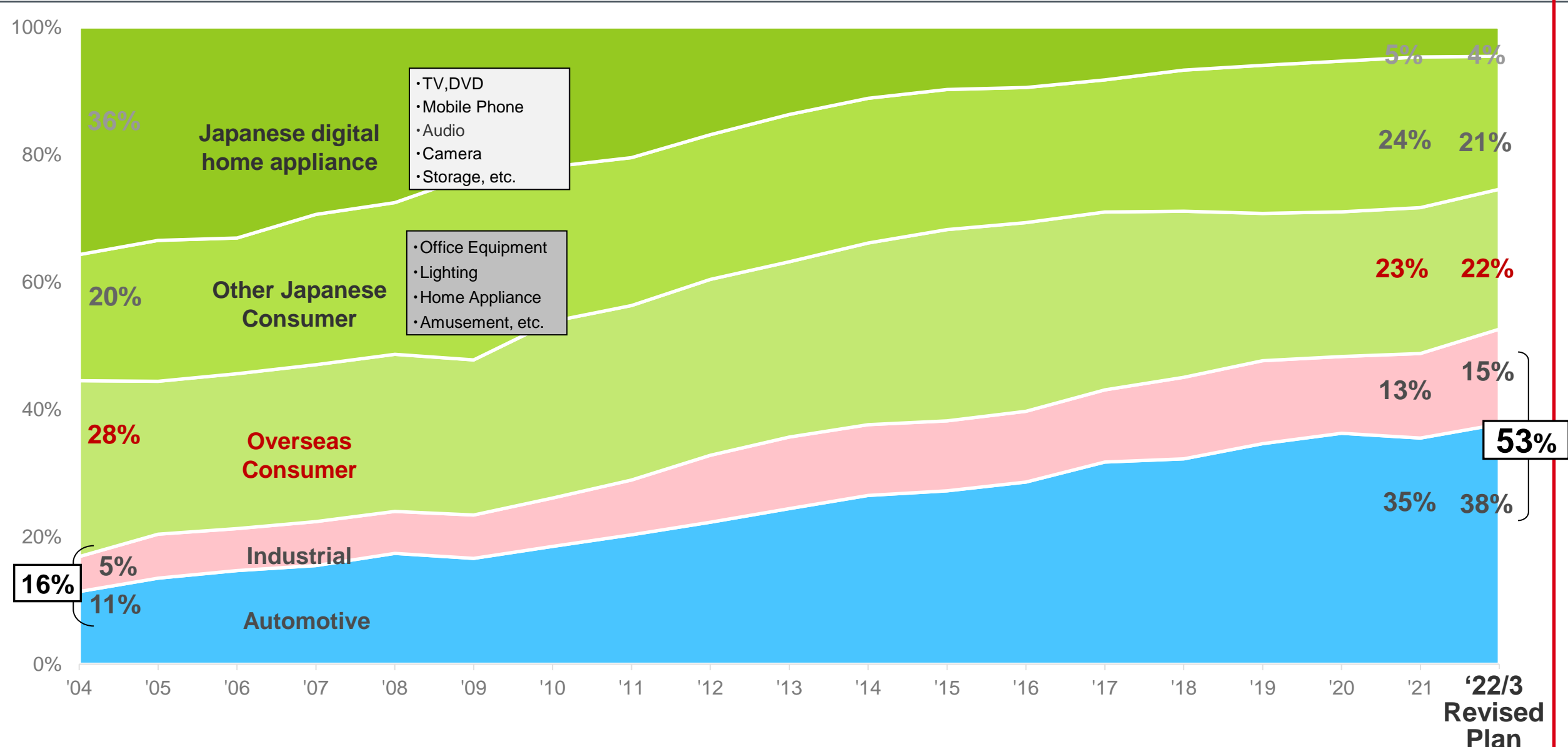
Average rate (¥/US\$) **(¥106.20)**

(¥110.10)

Sales Trend



Trend of Sales Composition Ratio By Market

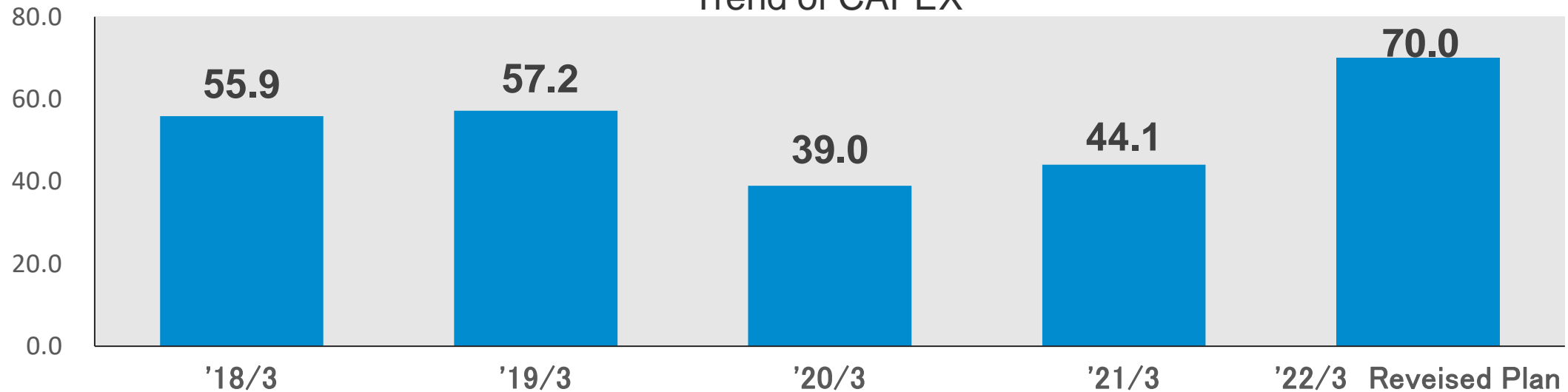


Capital Expenditures

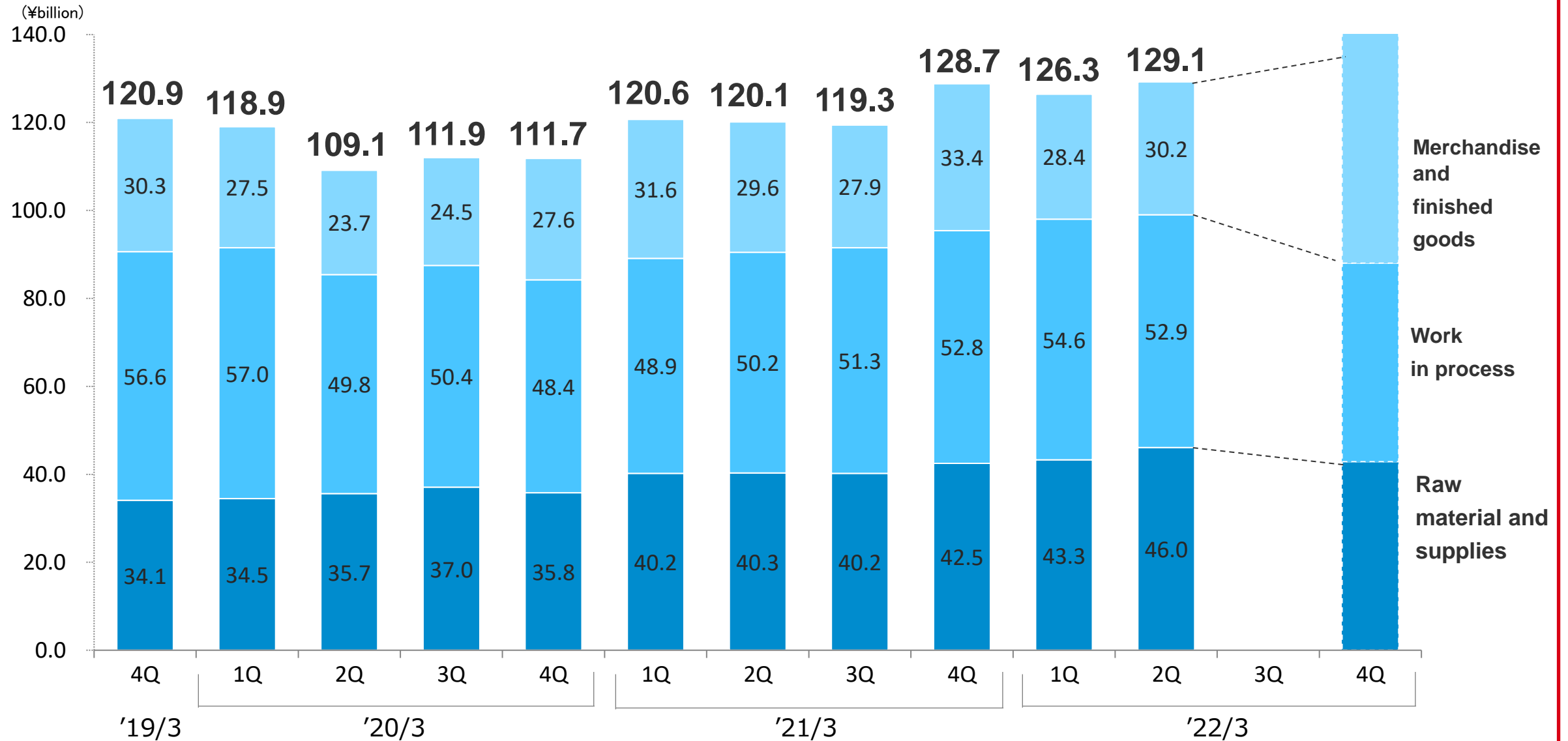
(¥billion)	Total	Capacity Increase	Land/ Building	Improve Quality	Others
'20/3 Results	39.0	17.1	8.5	2.5	10.9
'21/3 Results	44.1	12.2	16.0	2.7	13.2
'22/3 1H Results	27.2	17.4	4.1	0.6	3.2
'22/3 Full Year Revised Plan	70.0	37.7	15.7	3.1	13.5

(¥billion)

Trend of CAPEX



Inventories (Amount)



Returns to Shareholders (Transition of Free Cash Flow and Shareholders Returns)

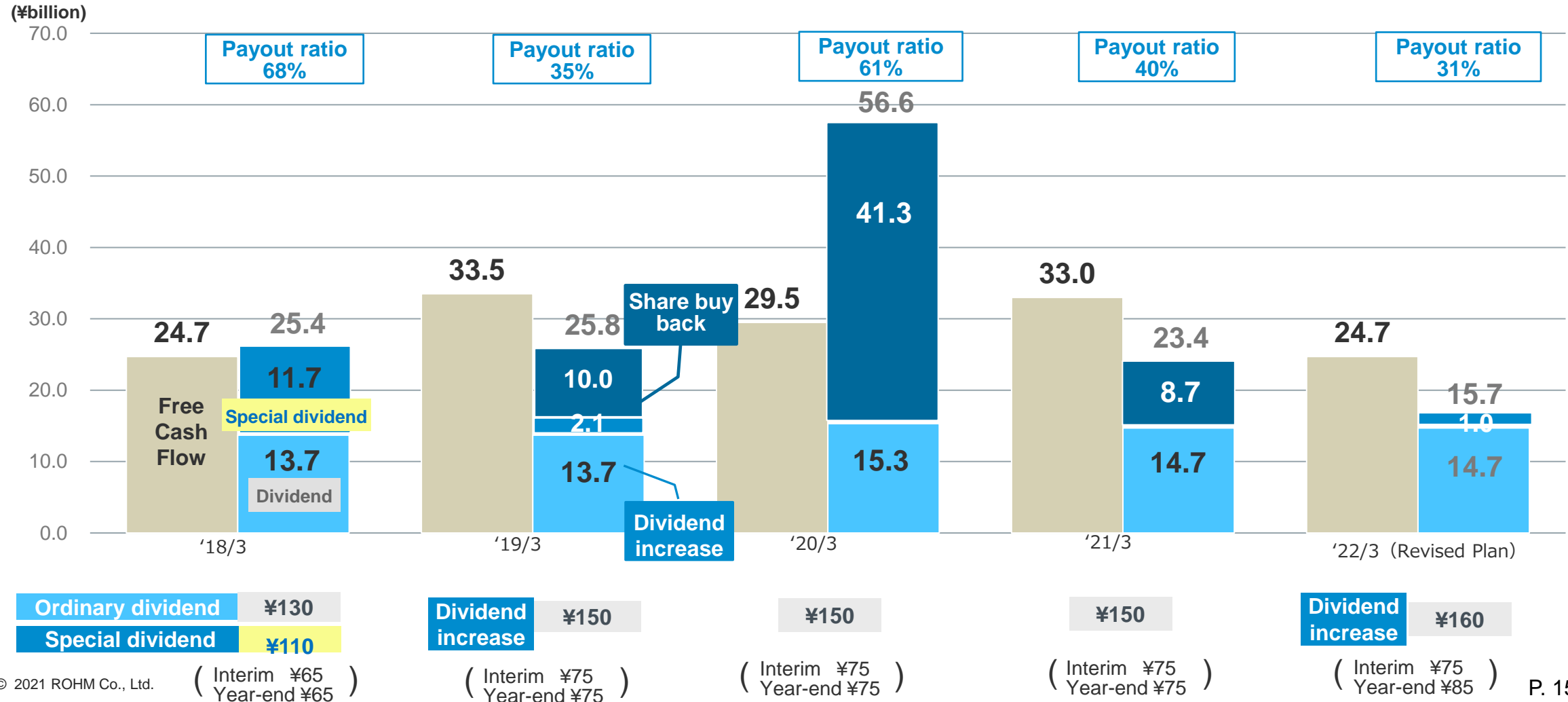


ROHM is planned on buying back shares and returning special dividend considering the three factors below:

- ①Reduction of strategic shareholdings
- ②current stock market outlook
- ③Mid-to long-term financial outlook

No changes to our finance and return to shareholders policies including:

(Aggressive investment for business growth, targeting payout ratio of 30% or more, avoid dividend reduction much as possible, and etc.)



Management Vision

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

ICs

- Product development focused on high-performance general-purpose ASSP
- Expansion of ASSP product lineup to accelerate market growth based on PME

Power Devices Small-signal Devices

- Power Device Business : Raising the top line and turning it into one of the core businesses
- Small-signal Device Business : Maintaining top share as cash cow business

Modules Others

- Product development based on our unique technologies, mainly for automotive and industrial

R&D and New Business Creation

- CVC activities to strengthen conventional businesses and plant seeds for new businesses

Monozukuri (Manufacturing)

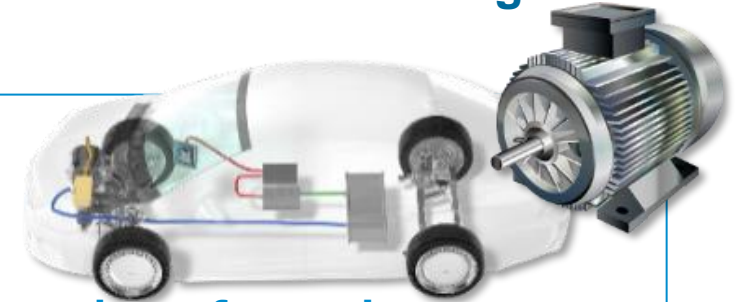
- Accelerating productivity improvement and automation of assembly process
- Established Monozukuri (Manufacturing) Innovation Center in Kyoto Head office
- Larger diameter in wafer process

Sales and Sales Expansion System

- Strengthening our sales ability through solution proposals by the SSE Headquarters
- Establishing marketing automation

Product development focused on **High-performance general-purpose ASSP**

Product lineup expansion based on the strength of our unique process and circuit technologies



Power Solution

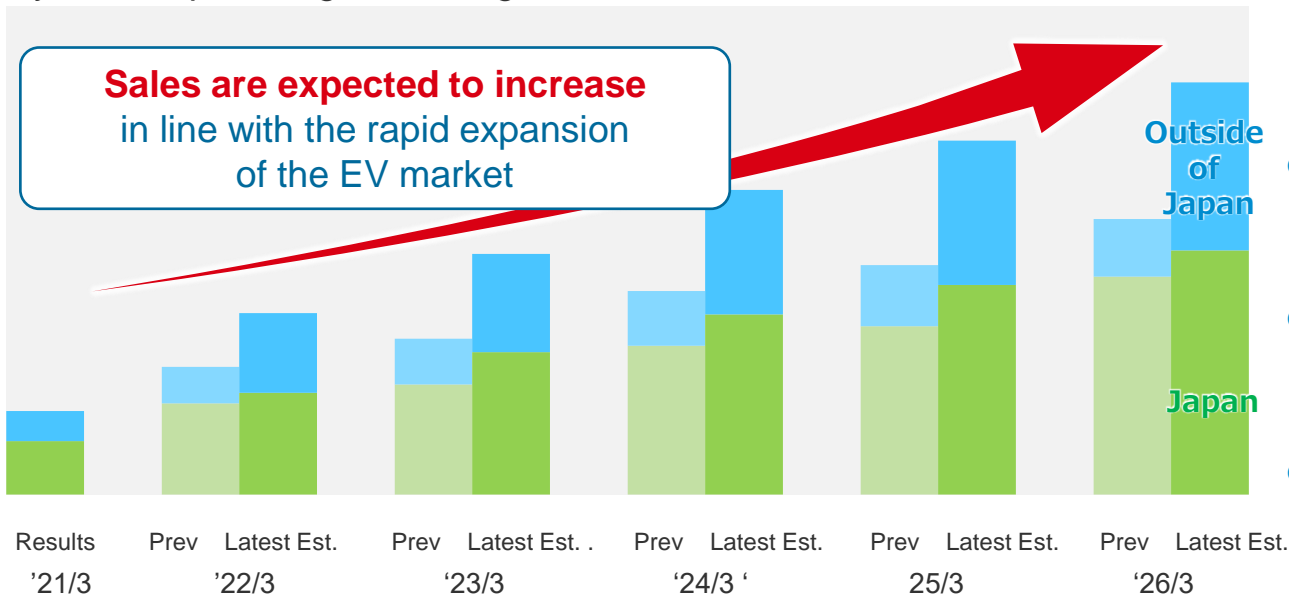
Isolated Gate Driver

Implements our unique coreless transformer technology.

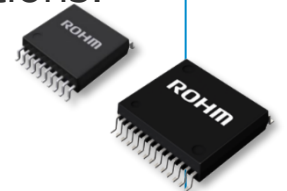
Integrates power supply, temperature monitor, protection circuit, etc.

Achieves high noise immunity and high reliability

by our unique design including PKG.



- **Maintaining top share for major Japanese manufacturers. Significantly increased market share for US and Chinese manufacturers.**
- **20-pin, 28-pin, and 38-pin package is now available.** Increased more functions.
- In order to cope with the increase in volume in the future, **all developing models have been changed**
- **from 8 inch to 12 inch.**



※Prev. = Announcement in the 2H '21/3

Expansion of ASSP product lineup to accelerate market growth based on PME Achieving high growth on the strength of our unique process and circuit technologies

ICs for storage

HDD combo ICs and SSD PMIC dedicated to data centers

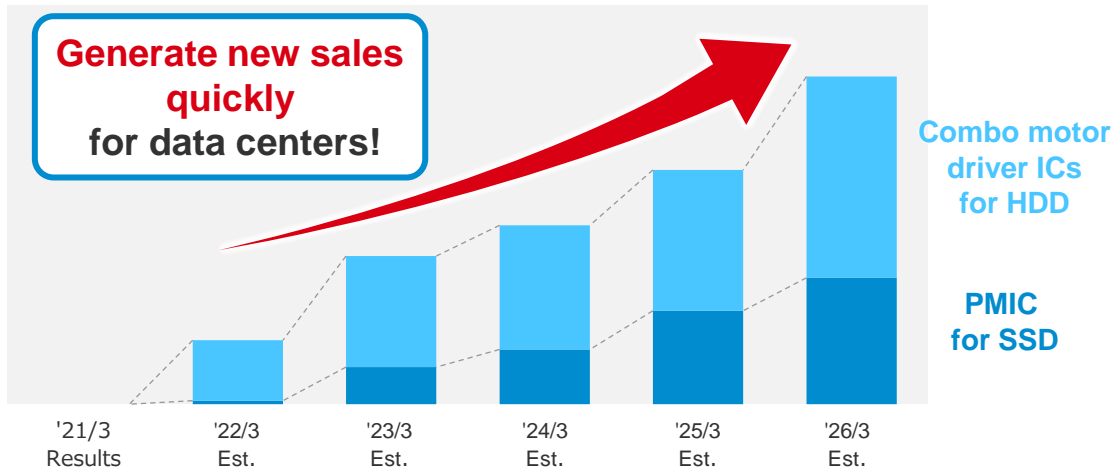
Product planning to win by capturing customer demand through PME

Expected to achieve high efficiency/long-term reliability and start mass production from 2022



*SSD : Solid-State-Drive memory-based storage devices
*PMIC : Power Management IC composite power management IC

Generate new sales quickly for data centers!

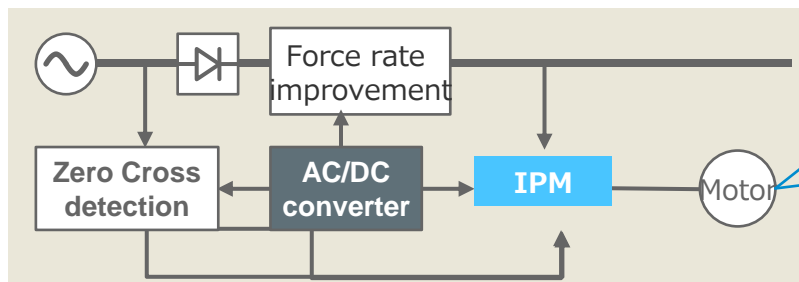
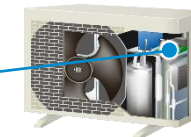
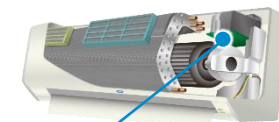


Solution of energy saving home appliances

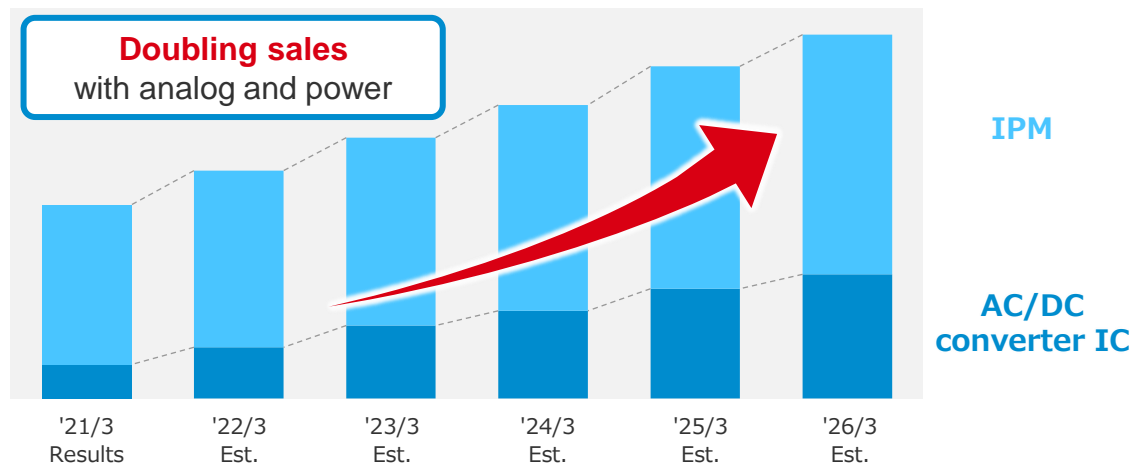
Expected to expand market share for growing

Home appliances in China /India/ ASEAN markets

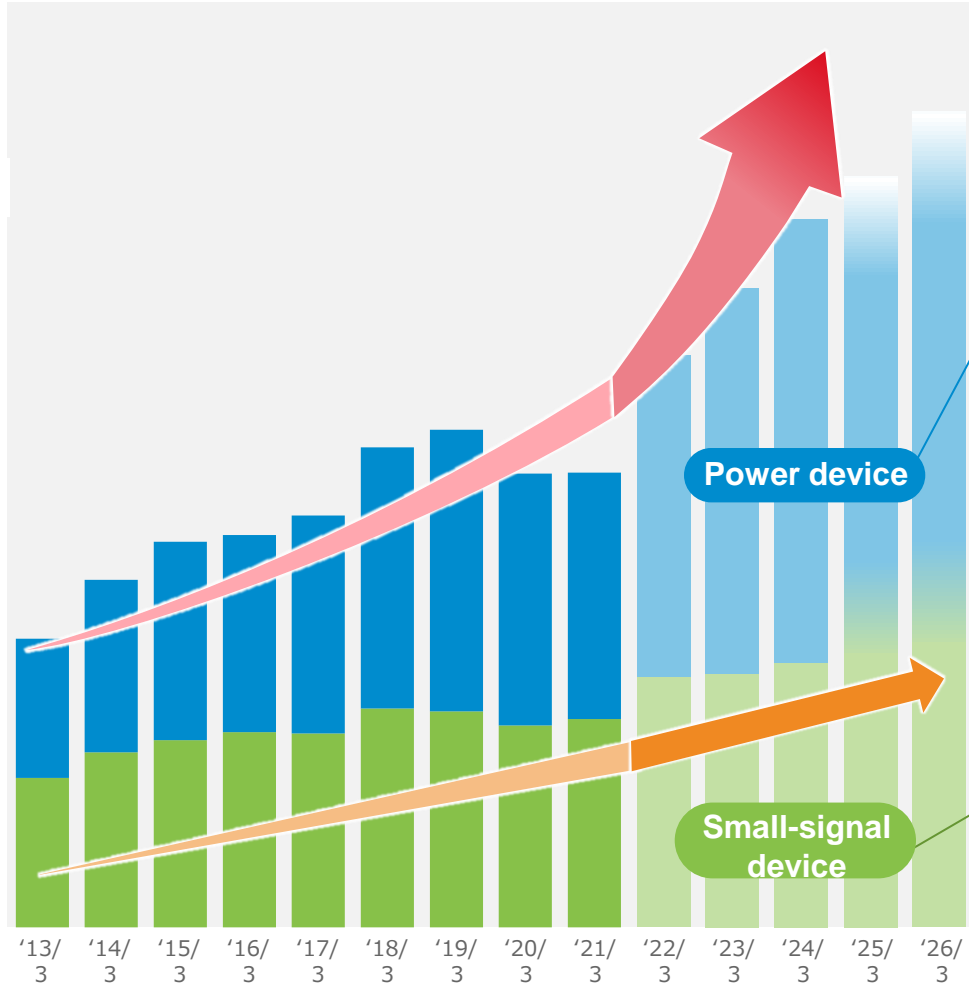
by energy saving & downsizing



Doubling sales with analog and power



Sales of power/small-signal devices



Power device business

**Company analysis based on Omdia data*

Raising the top line and turning it into one of the core businesses

- WW market share (2020⇒2025) 8th place⇒5th place (4th place⇒2nd place as a Japanese semiconductor manufacturer)

Increase market share

Develop top performance

- 7th generation low voltage MOSFET
- 4th generation IGBT

Growth expansion

Strengthen sales promotion

- Solution proposal (+ gate drivers, shunt resistors)

Small signal device business

Maintaining top share as cash cow business

- Review inventory design
- Leveling production

Stable supply

TOP market share

Lower cost

- Increase high-efficiency lines
- Install labor-saving lines

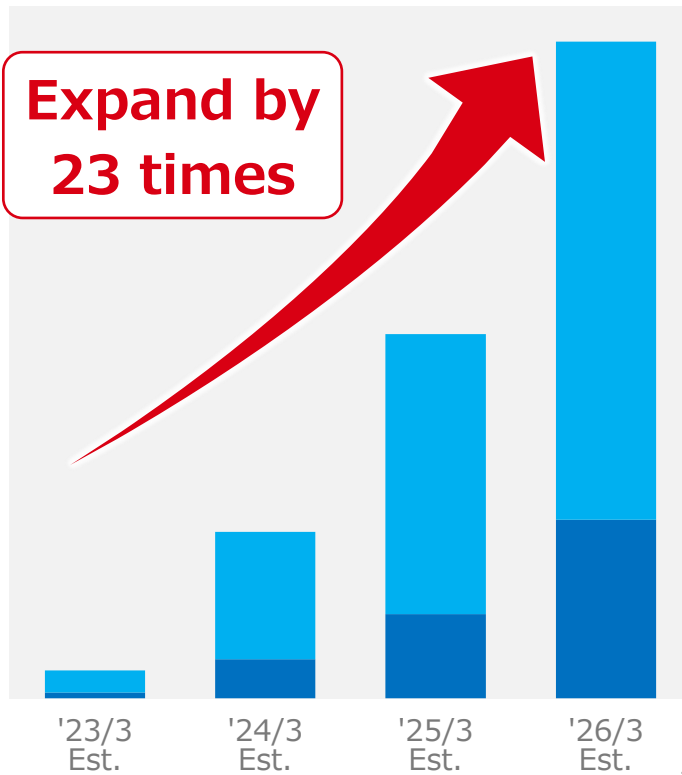
Improve services

- Install flexible lines
- Small-lot, high-mix, low TAT

Steady increase in adoption of new 4th generation SiC MOSFETs, mainly for main inverters in xEV

Business projects for main inverters (sales amount)

■ Partnering projects ■ Other projects



Set '23/3 as 1

Expanded partnerships through past businesses in automotive

HAIMOSIC Power module joint venture
海姆希科

GEELY Strategic partnership

vtlescc Preferred Supplier Certification
TECHNOLOGIES Development partnership

UAES Preferred Supplier Certification
Joint laboratory

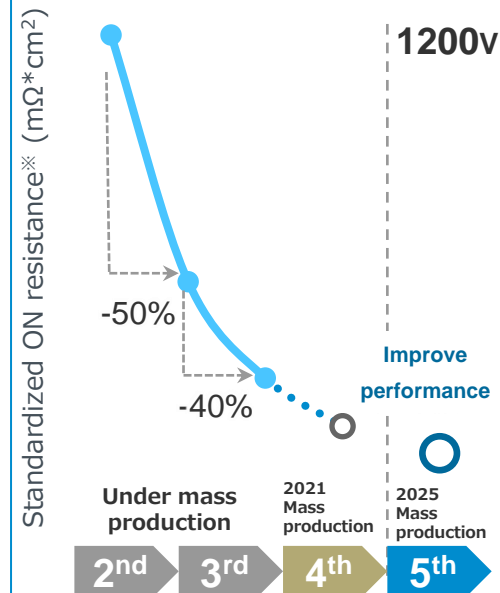
LEADRIVE Joint R&D center

Why ROHM?

Technology capabilities that leads the industry

2012 : **World-first** Automotive compliant SiC SBD

2018 : **World-first** Automotive compliant SiC Trench MOS



Providing QCDS by IDM system

Material **SiCrystal**
A ROHM Group Company

Device

Product

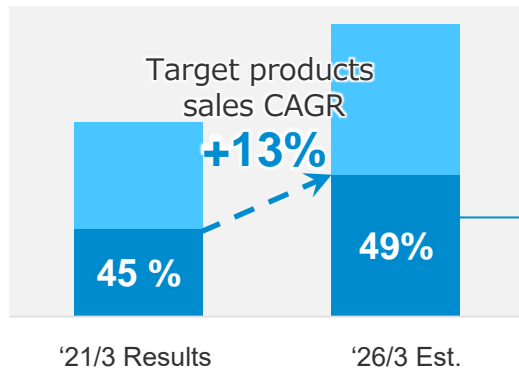


Production facilities

Timely development of high value-added products by leveraging the strength of our unique technologies, mainly in the automotive and industrial markets

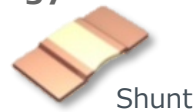
Resistors

Resistors sales ratio



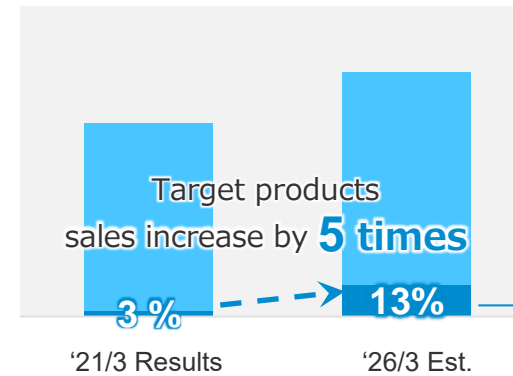
Specialized resistors for automotive

- High power with high heat dissipation technology



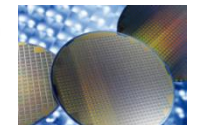
Printheads

Thermal printheads sales ratio



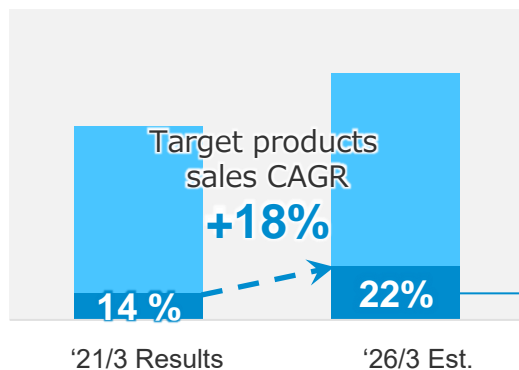
Thermal printheads for industrial

- High speed and high definition with microfabrication technology



LEDs

LEDs sales ratio



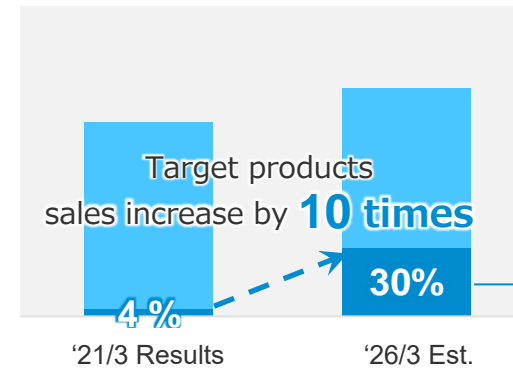
LED for automotive

- Small size and high luminous intensity
- Integrated production reduces unevenness of color



Sensor modules

Modules sales ratio

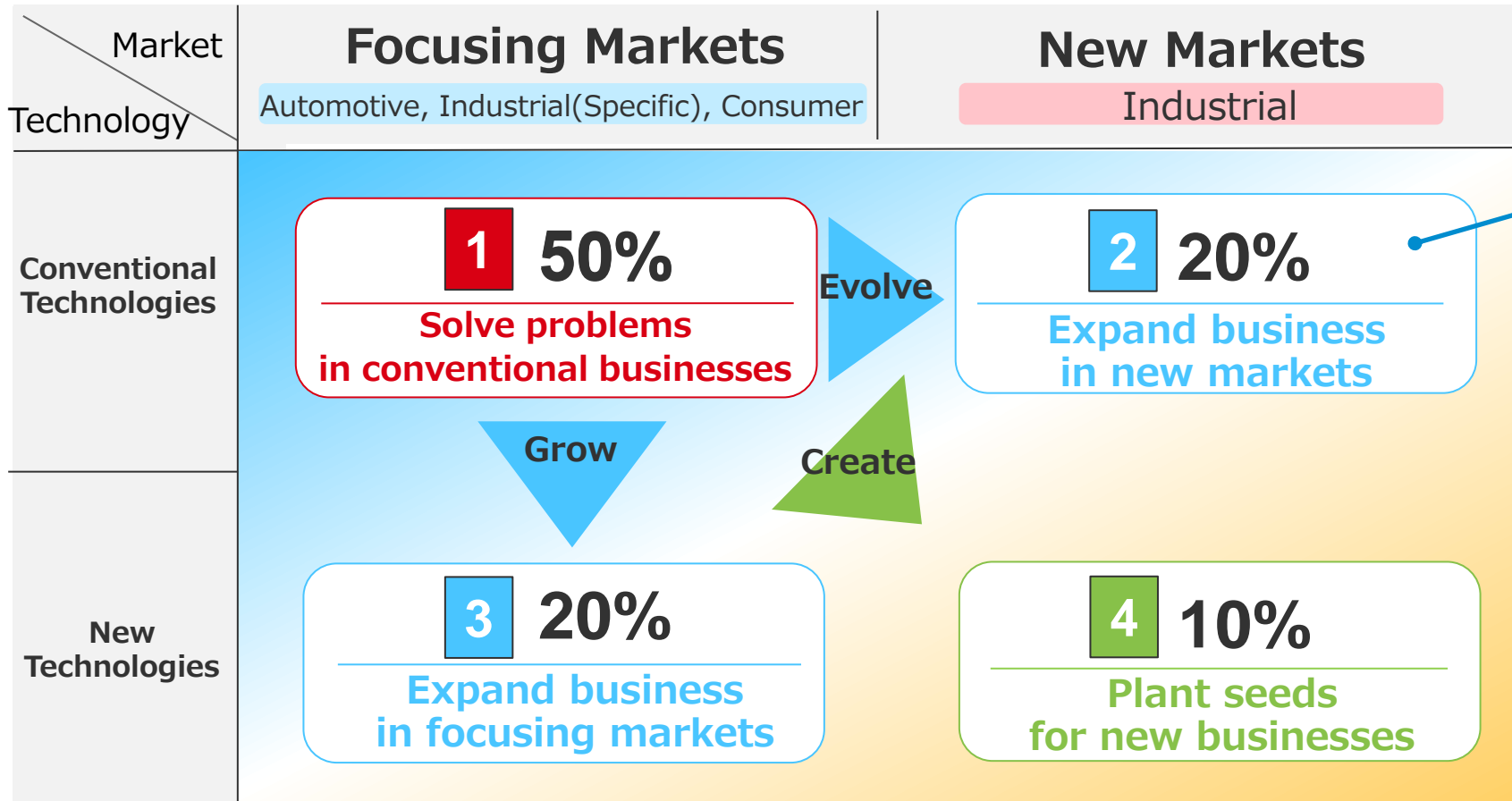


- Product expansion based on core competence



MOVING FORWARD to 2025 In order to achieve sustainable growth after the mid-term management plan, we will strengthen collaborative activities with start-up companies as one of the policies to strengthen existing businesses and plant seeds for new businesses.

【 Approaches to allocating internal and external R&D resources 】



Past Investments

- Direct investments



Locix, Inc.

(Co-development partner)

- VC fund LP investment



Monozukuri Ventures.



みらい創造機構
MIRAI SOUZOU

Innovations and Future Creation Inc.

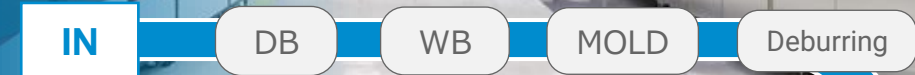
Realized the world's first unmanned production line!

Accelerating productivity improvement and automation of assembly process

Started mass production of flexible lines

Production of general-purpose devices, models expanding from April 2021

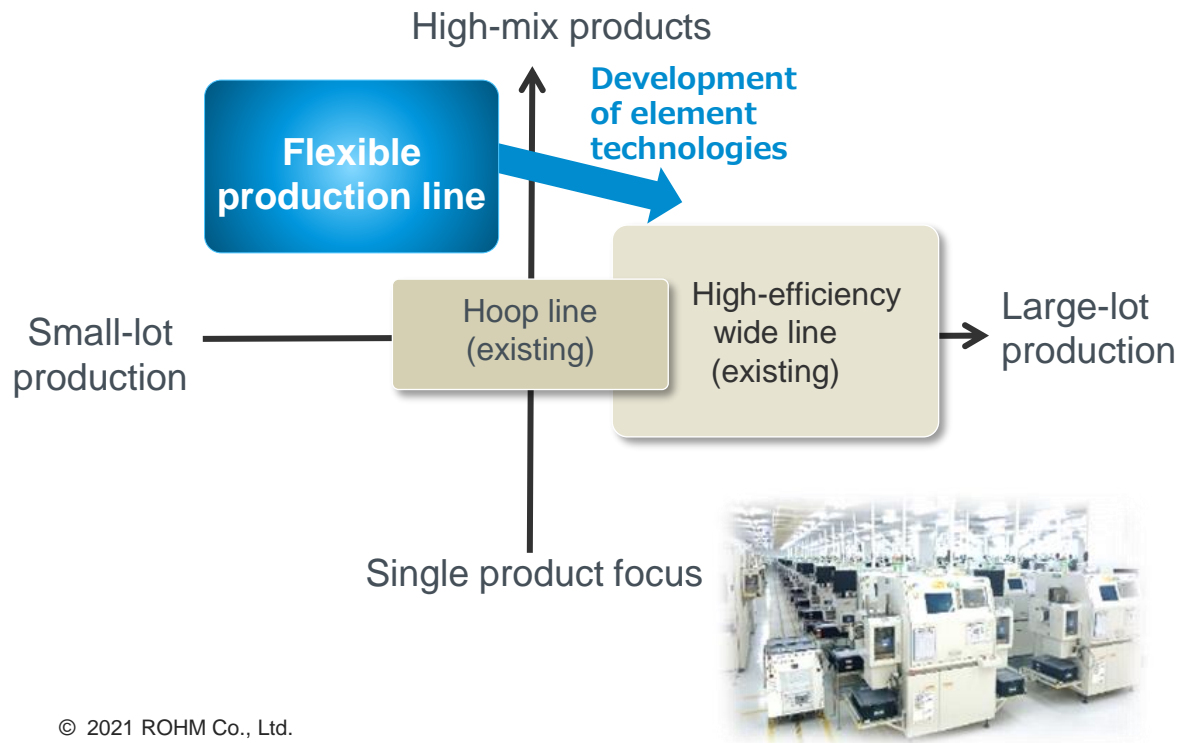
Strengthening BCP adaptability through high-mix product supply from domestic mother plant



Automatic supply AMR
Automatic replacement of jig tools and dies



Control Room



Future developments

- **Expansion of products under mass production**
Adding ICs and power devices FY2021-FY2023
- **Equipment boost at domestic mother plant**
Strengthening the supply chain by strengthening the domestic production system FY2022-FY2023
- **Expansion to mass production lines at overseas plants**
FY2024 and beyond

We will continue to reform manufacturing by concentrating the ROHM Group's technological capabilities to achieve full automation and unmanned operations that do not rely on human labor and do not create defects

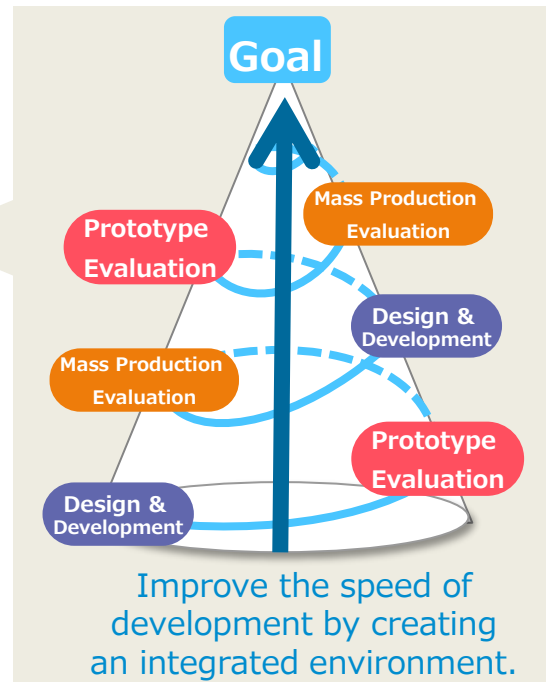
To be completed in Kyoto Head Office in December 2023

ONE ROHM

<Establish Monozukuri (Manufacturing) Innovation Center>

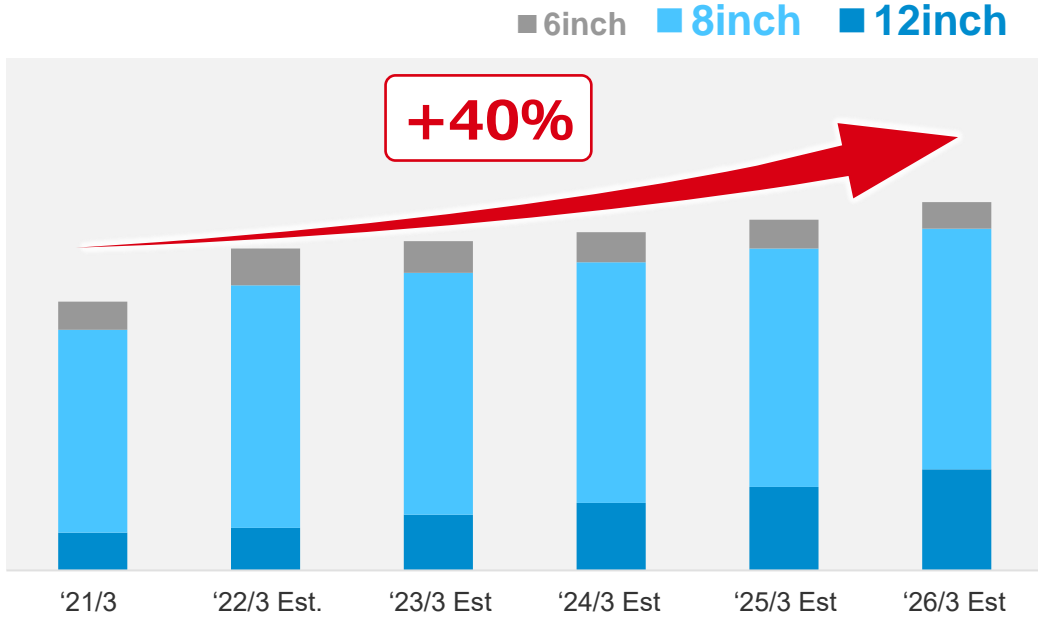


Gathering all engineers in one area, from core technology engineers, who are the starting point for manufacturing, to manufacturing engineers with onsite experience.
Planning to increase the number of employees.

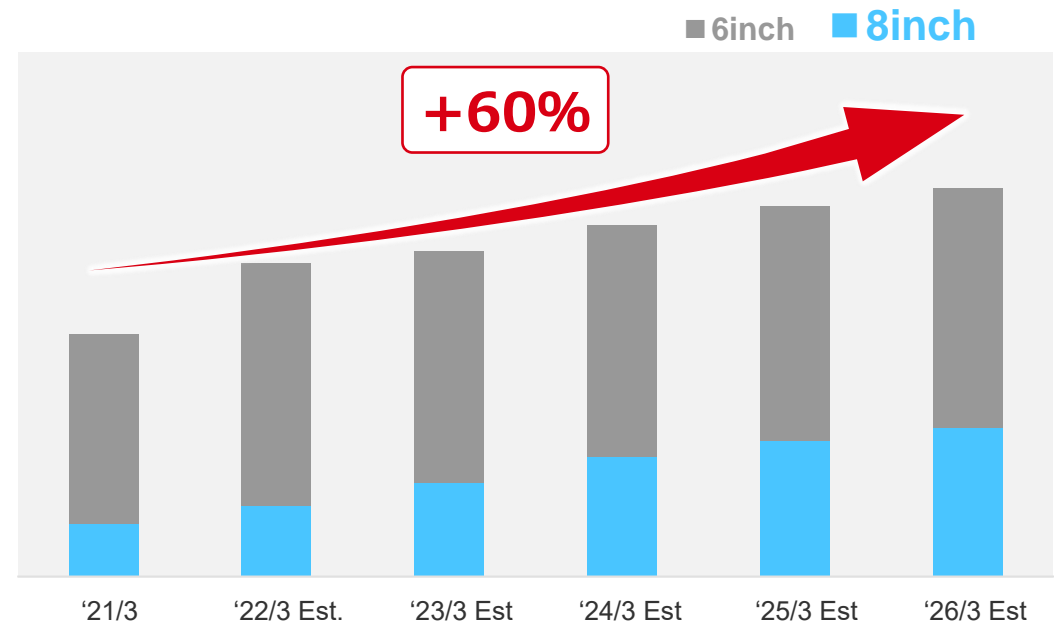


Monozukuri (Manufacturing) : Increase Production Capacity by Larger Diameters of Wafer Process

IC production volume (area basis)



Discrete production volume (area basis)



TOPIC Hamamatsu Plant 12-inch expansion



Compared to '21/3
'23/3 +33%

'26/3 +110%

Capacity increase
 ※Foundries also used

TOPIC Shiga Plant 8-inch expansion



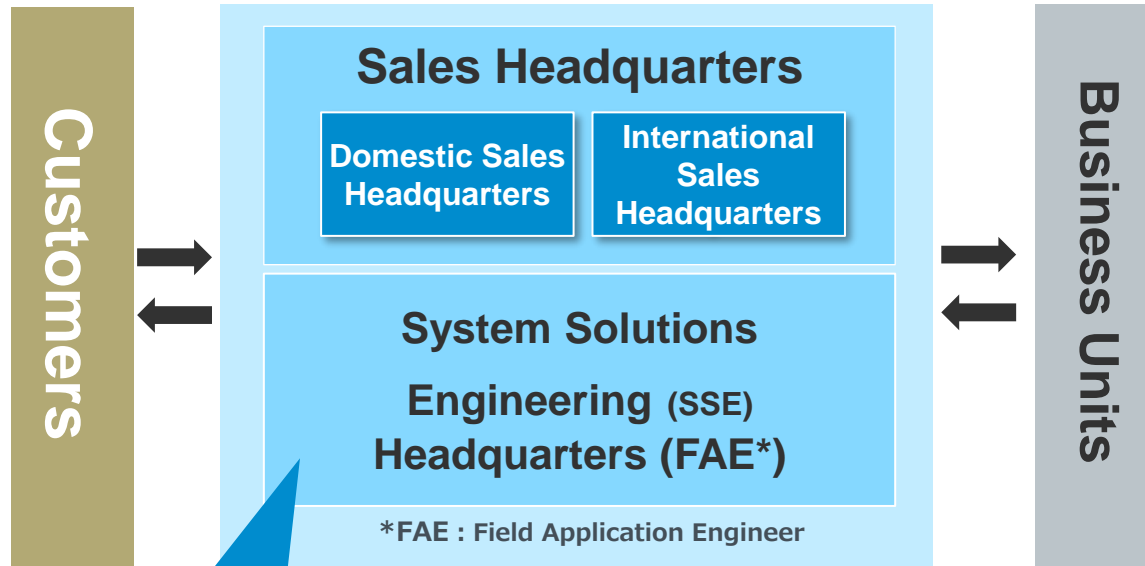
Compared to '21/3
'23/3 +50%

'26/3 +150%

Capacity increase

Sales and Sales Expansion System : Accelerate Sales Growth Outside of Japan

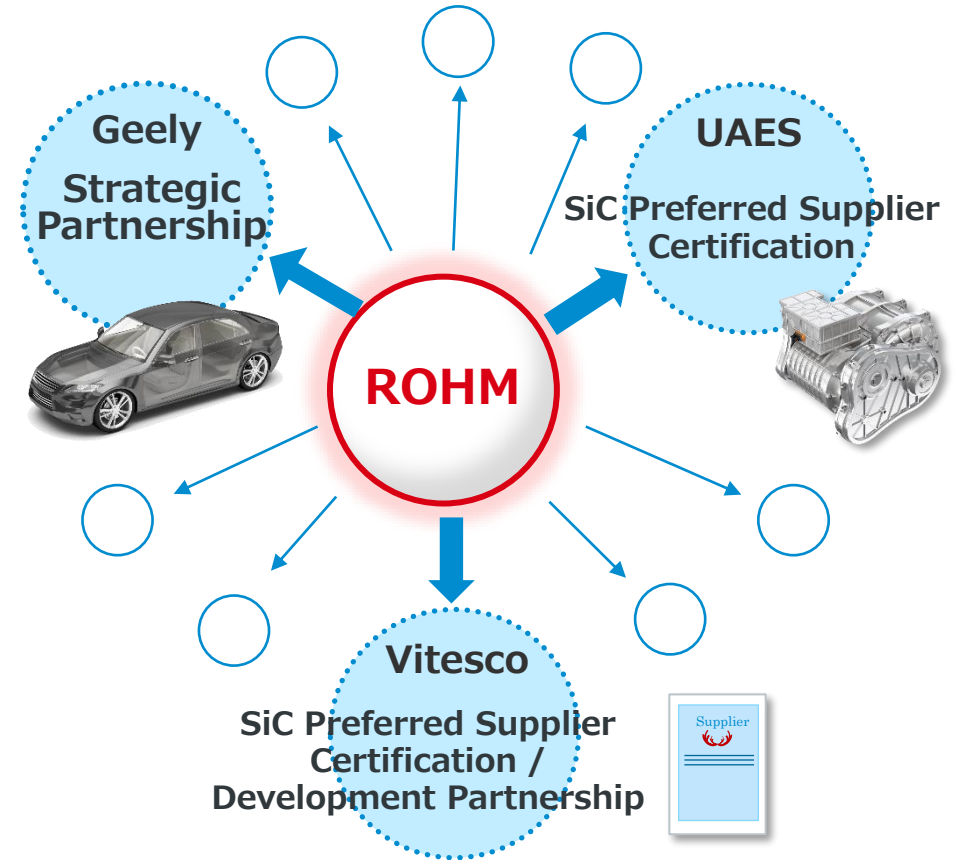
Strengthening our sales ability through solution proposals by the SSE Headquarters



SSE will approach customers

- **Solution Proposals**
- **Application Proposals**
- **Established Global Application Center**
(Reference Design)

Promote alliances with 10 or so customers, mainly outside of Japan



Establish marketing automation.

Provide an environment where customer design can be completed on the Web

World class models/tools

- **ROHM Solution Simulator**
⇒ Provides simulation tools that can verify power devices and ICs together
- **SPICE Models**
⇒ Provide ICs to Discretes
- **High Power Devices**
⇒ Provide industry simulation models
- **Providing solution circuit scale thermal analysis on the Web**
- **Providing thermal design/EMC design with reference design**



Increase customer contacts through digital marketing

- **Virtual exhibitions for specific customers**
⇒ Increased to 30 companies
Obtained leads from potential customers
- **Strengthening email newsletters for exclusive use by customers.**
⇒ Distributed to 67 companies
Customized and distributed targeted products to each customer, receiving good responses.
- **Strengthening discovery of new customers**
⇒ Digged up deals from leads we have obtained
Assigned dedicated resources.



<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 2022 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.

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