

April 8, 2026

To: All Shareholders

Renesas Electronics Corporation

**The 24<sup>th</sup> Annual General Meeting of Shareholders  
Questions Received from Shareholders and Answers**

At the 24<sup>th</sup> Annual General Meeting of Shareholders held on March 25, 2026 (the “Shareholders’ Meeting”), we received a total of 50 questions (including those only written as opinions) from shareholders, including questions submitted in advance, and questions raised by attendees at the Shareholders’ Meeting.

We aim to provide as many shareholders as possible with a fair and equal opportunity to ask questions at the Shareholders’ Meeting. However, in consideration of shareholders’ time constraints and scheduling requirements, and due to the necessity of prioritizing questions related to the purpose of the Shareholders’ Meeting, we were unable to answer some of the questions during the Shareholders’ Meeting.

In order to respond to the questions received from the shareholders to the best of our ability and to ensure transparency of the Q&A process at the Shareholders’ Meeting, we publish a summary of all questions and answers received at the Shareholders’ Meeting.

Due to the substantial volume of inquiries, many of which addressed similar subjects, we have consolidated the questions into key categories and provided focused responses on the main points to facilitate clarity and comprehension. Therefore, the number of questions listed below will not exactly match the number of questions received, as noted above. For questions that were answered during the Shareholders’ Meeting, detailed answers can be found in the video of the Shareholders’ Meeting published on our website.

This is the fifth year in which we have published questions and answers for the shareholders’ meeting. We will continue to actively consider and implement measures to further enhance communication with shareholders, including the option to hold a virtual-only shareholders’ meeting and the method and format of doing so. We thank you for your continued support.

**1. The questions which were answered at the General Meeting of Shareholders**

Questions relating to the following topics were answered at the General Meeting of Shareholders; therefore, please refer to the video of the General Meeting of Shareholders available on our [website](#).

1.	<b>Q: Capital allocation for future dividends, growth, and investments</b>
2.	<b>Q: Composition of the Board of Directors</b>
3.	<b>Q: Initiatives related to artificial intelligence (AI)</b>
4.	<b>Q: Strategy of power semiconductor business</b>
5.	<b>Q: Operation status or plan of Kofu Plant</b>
6.	<b>Q: Loss relating to Wolfspeed, Inc.</b>
7.	<b>Q: Back-to-Office (BTO) initiatives</b>
8.	<b>Q: Wage level increases</b>

## 2. Questions that could not be answered at the General Meeting of Shareholders

Due to time constraints, we were unable to address the following questions at the General Meeting of Shareholders. We have provided answers to these questions below. Unless otherwise noted with a specific reference date, all answers above are based on information available as of the date of the 24<sup>th</sup> Annual General Meeting of Shareholders (March 25, 2026).

9.	<b>Q: Impact on our business due to the deteriorating situation in Iran</b>
	<b>A:</b> At present, there is no impact on production. In preparation for a prolonged conflict, we intend to consider and implement measures to secure supply, such as diversifying sourcing for components and increasing inventory levels, as appropriate. We are also closely monitoring the situation regarding the impact of rising costs, including raw materials, utilities, subcontracting, and transportation.

10.	<b>Q: Policy on the use of foundries and in-house manufacturing facilities</b>
	<b>A:</b> We utilize both in-house fabrication facilities and external foundries, selecting the optimal production structure based on factors such as cost, lead time, and technical compatibility. In some cases, we adopt a dual-fab approach that combines our in-house fabrication facilities with external foundries, while for products which require technologies that we do not possess internally, we leverage multiple external foundry sites.

11.	<b>Q: Operations of domestic manufacturing plants</b>
	<b>A:</b> We are reviewing the optimal operation of each site, considering changes in the market environment, such as demand trends, and supply chain conditions, as well as our outlook going forward.

<b>12.</b>	<b>Q: Business operations in India</b>
	<p><b>A:</b> To address the growing Indian market and to strengthen our global development and customer support capabilities, we are reinforcing our operational framework in India. We position India as one of our key growth markets and are advancing initiatives such as the development of products and solutions tailored to local needs, human resource development, and industry/academia collaboration. As a result, our workforce has grown to more than 900 employees to date, and an OSAT plant established as a joint venture with local companies began pilot operations in August last year.</p>

<b>13.</b>	<b>Q: Divestment of the timing business</b>
	<p><b>A:</b> After comprehensively considering future growth opportunities and alignment with our strategic focus areas, we concluded that pursuing further growth under SiTime Inc. – an entity with advanced technologies, a strong growth orientation, and robust investment capabilities – would best contribute to maximizing the timing business’s value. While the timing and amount to be recognized have not been finalized at this stage, we believe there is a possibility that approximately USD 1.5 billion in profit may be recognized in the fiscal year ending December 2026. In addition, through collaboration with SiTime Inc., we aim to create new solutions by combining our embedded computing technologies with SiTime Inc.’s MEMS timing technologies.</p> <p>For further details, please also refer to the press release.</p>

<b>14.</b>	<b>Q: Sales results of past M&amp;A activities</b>
	<p><b>A:</b> We assess the sales results of our past M&amp;A activities comprehensively, not only in terms of revenue scale but also considering progress in post-merger integration, cross-selling initiatives, product portfolio rationalization, and the strengthening of our business foundation, including improvements in profitability as well as our product and technology portfolio.</p> <p>For instance, compared with the first year of IFRS adoption, our revenue has increased from JPY 756.5 billion in the fiscal year ended December 2018 to JPY 1,321.2 billion in the fiscal year ended December 2025. In addition, our gross profit margin has improved from 44.2% to 57.6% over the same period (both on a non-GAAP basis). We believe this reflects the benefits of portfolio enhancement and</p>

profitability improvement achieved through our past acquisitions.

**15. Q: Repayment plan for borrowings related to the Altium Inc. acquisition**  
**A:** Following past practice, we will continue to repay both principal and interest as scheduled. We expect to be able to service this debt without issue through operating cash flow on an ongoing basis.

**16. Q: Assessment of goodwill**  
**A:** With respect to goodwill, the Company performs impairment tests every fiscal year in accordance with accounting standards and verifies whether the carrying amount is supported by the recoverable amount.

**17. Q: Use of investment-related tax incentives and impact on financial management**  
**A:** With respect to the application of the tax incentive scheme, the Company plans to adopt the tax credit option.  
At this stage, we believe the quantitative impact to be equivalent to approximately 7% of the annual investment amount in the form of a tax credit. Investment projects eligible for application of the scheme are currently under detailed review.

**18. Q: Status of research and development expenditures**  
**A:** With respect to research and development expenses, based on actual results for 2025 (on a non-GAAP basis), expenditures for the Renesas Group as a whole amounted to JPY 218.2 billion. Approximately 40% of this total was attributable to Japan, with around 60% from overseas.

**19. Q: Strengthening of technological capabilities in Japan**  
**A:** While leveraging the strengths of our global sites, including those in Japan, we aim to enhance our medium- to long-term competitiveness. In Japan as well, we plan to continuously strengthen our core technologies, development platforms, and human resource development.  
Specifically, we will focus on improving development capabilities, quality, and customer responsiveness, particularly in our core areas, including embedded semiconductor solutions, analog, connectivity, power, as well as software and digitalization. Going forward, our sites in Japan and overseas will continue to work together to achieve sustainable growth and enhance corporate value from a

companywide optimization perspective.

**20. Q: Trend in domestic patent filings**

**A:** While the number of domestic patent applications and publications has declined compared with the mid-2010s, this reflects a deliberate shift in our intellectual property strategy from pursuing a large volume of patents across a broad range to focusing on patents that are truly necessary for our business, with emphasis on quality. As a result, we have strengthened the quality of our patent portfolio while also streamlining intellectual property maintenance costs. Currently, the Company continues to file a substantial number of patent applications each year both in Japan and overseas, and holds approximately 20,000 patents worldwide, and we do not believe that this trend indicates any decline in our technological capabilities.

**21. Q: Annual domestic engineer hiring numbers and future recruitment policy**

**A:** With respect to the hiring of domestic engineers, recruitment is conducted based on business growth, market demand, and changes in workforce levels resulting from factors such as retirements. The number of graduates newly hired domestically in Japan over the most recent three-year period from 2024 to 2026 was approximately 140 per year.

In addition, the hiring of experienced engineers is also carried out continuously in line with business needs.

**22. Q: Initiatives related to optical semiconductors**

**A:** As a member of the IOWN Global Forum, Renesas continues to engage in industry-wide discussions, monitor relevant developments, and examine potential business opportunities.

**23. Q: Approach to the use of social media**

**A:** We regard social media as one of our key communication tools, and we operate official accounts on platforms such as LinkedIn, Instagram, X, Facebook, and WeChat. Through these channels, we provide company information, product and technology updates, and event-related information in a manner tailored to the characteristics and target audiences of each platform, thereby providing information to a broad range of stakeholders, including customers.

At the same time, we fully recognize the reputation or legal risks associated with the use of social media. Accordingly, we have established internal rules and

guidelines, appropriately implemented content review processes, and continuously monitor our official accounts. These activities are managed and overseen through close coordination among the relevant internal departments.

**24. Q: Bonus system**

**A:** Our personnel compensation system is designed not only to achieve a labor cost structure that can respond flexibly to significant changes in the business environment, but also to realize Pay for Performance through differentiated treatment. Through this approach, we aim to ensure fairness based on individual performance.

**25. Q: Revision of base pay**

**A:** Under the current revision of the personnel compensation system, the payment method for STI (bonus) will be changed to align with global practices. Specifically, instead of being paid in two installments per year (in September and March), once-a-year payment will be made in March. In conjunction with this change, we are increasing the proportion of fixed compensation (base salary), aiming to contribute to greater income stability for employees, while also strengthening our ability to attract and retain talent.

As the STI is not a guaranteed fixed amount and the final payout is determined based on company and individual performance, there will be no increase or reduction in total annual compensation as a result of this change.

**26. Q: Personnel evaluations (differences based on (1) employee's age, (2) length of service, (3) gender, (4) dependents, and (5) use of childcare leave)**

**A:** Personnel evaluations are also based solely on performance, according to our Pay for Performance policy, and employees are not evaluated on the basis of age, length of service, gender, dependents, or use of childcare and nursing care leave.

**27. Q: Employee treatment and implementation of training and education**

**A:** In order to respond to changes in the business environment of the semiconductor industry and to realize Pay for Performance-based treatment, we have introduced a personnel compensation system that provides differentiated treatment based on the scope and significance of each employee's role. In addition, to enable each employee to fully demonstrate their capabilities, we provide necessary training in a timely manner and have established compensation

systems and training programs that encourage all employees to continuously improve their skills and realize their full potential.

**28. Q: Re-employment system (compensation, roles, etc.)**  
**A:** With respect to employees rehired after mandatory retirement, compensation is adjusted based on differences in job content and the level of responsibility associated with their roles. Job assignments and roles are determined appropriately by comprehensively considering organizational workforce planning and business strategy, as well as each individual's specialized knowledge, technical expertise, and skills.

**29. Q: Differences in employment conditions and labor environments between Japan and overseas**  
**A:** In addition to our commitment to workplace equality, we operate without regard to region, conducting our activities on a global basis.. Under this policy, performance evaluations are conducted using globally standardized grades and positions. Based on this framework, we ensure equal pay for equal work within the same region, irrespective of gender or other background factors.

**30. Q: Gap in salaries, bonuses, promotion, etc. between men and women in Japan**  
**A:** Both in Japan and overseas, we conduct personnel evaluations solely based on performance, in accordance with the principle of Pay for Performance, and do not differentiate between men and women in terms of salary increases, bonuses, promotions, or other treatment.

**31. Q: Retention rate of employees with less than five years of service**  
**A:** With respect to employee turnover among younger employees, the rate currently exceeds the Company-wide average, similar to trends observed at other Japanese companies.

**32. Q: Compliance with labor-related laws and regulations**  
**A:** We conduct our business in compliance with labor-related laws and regulations, and will continue to comply with all applicable laws while appropriately responding to various situations going forward.