

FINANCE



JUNE 25, 2026
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RENESAS ELECTRONICS CORPORATION

PROGRESS TO DATE

	2019	2020	2021	2022	2023	2024	2025	
	Adjusted ¹							
Revenue (oku yen)	6,204	6,357	8,894	12,282	11,648	10,100	9,544	➤ Mid-term model ¹ (2025 Capital Market Day) Grow @SAM+
Gross margin	43%	48%	54%	56%	57%	55%	55%	➤ 55%
Operating margin	12%	19%	29%	35%	32%	27%	24%	➤ 25 - 30%

1. FX \$1 = 100yen, €1 = 120yen. Excluding 6" fab shutdown & structural reform-related EOLs. Excluding NREs

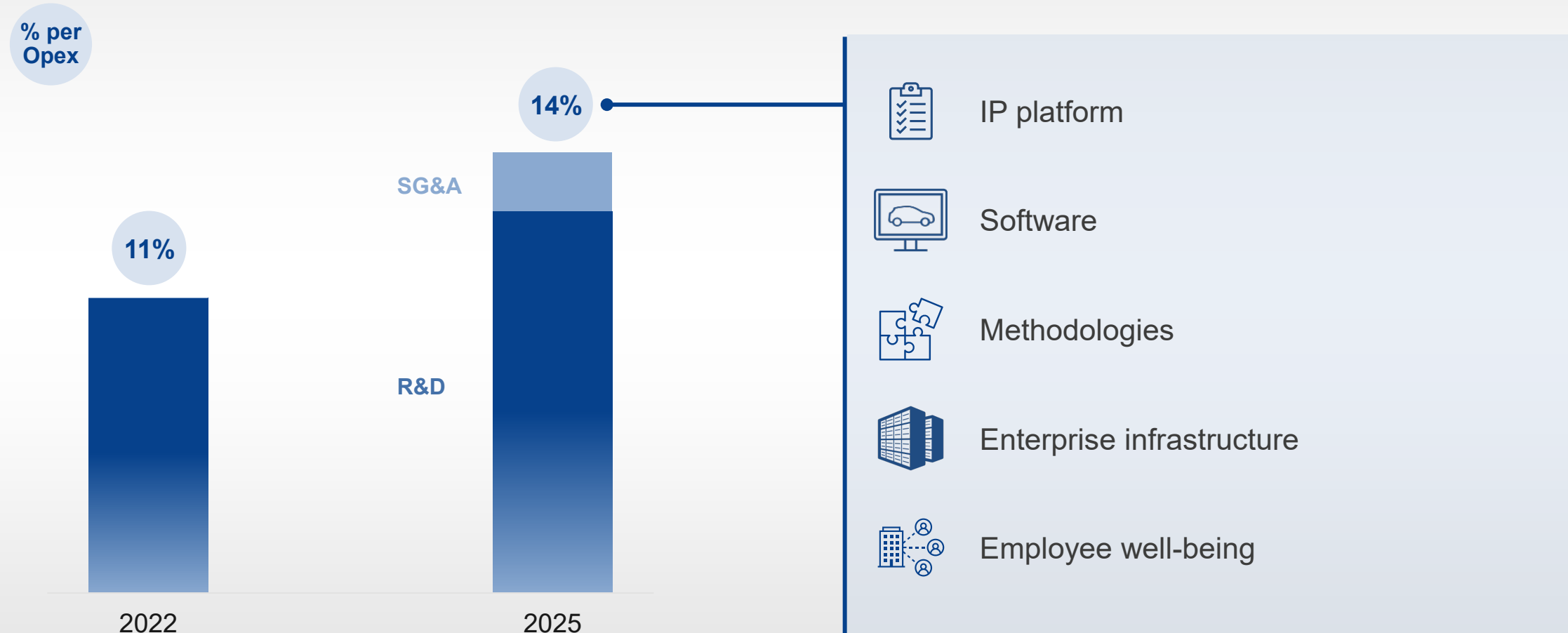
2025 REVIEW

	Mid-term model (2025 Capital Market Day)		2025 result (Adjusted ¹)	
Revenue	SAM+	➤	9,544 (oku yen)	
Gross margin	55%	➤	55%	
R&D ² (% of revenue)	18 - 22%	➤	19%	● Foundational investment
SG&A ³ (% of revenue)	8 - 9%	➤	12%	● Foundational investment
Operating margin	25 - 30%	➤	24%	● Adjustment

1. FX \$1 = 100yen, €1 = 120yen. Excluding 6" fab shutdown & structural reform-related EOLs. Excluding NREs 2. Research & development expenses 3. Selling, general and administrative expenses

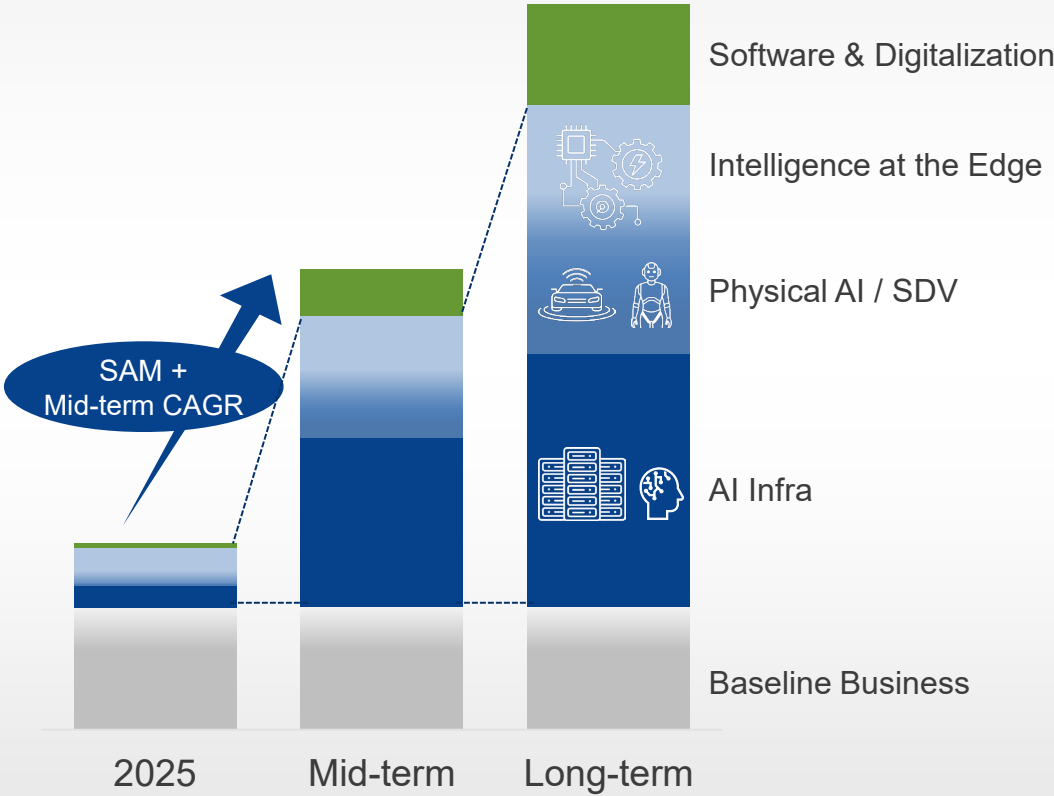
WHAT ADJUSTMENT MEANS

Foundational investment

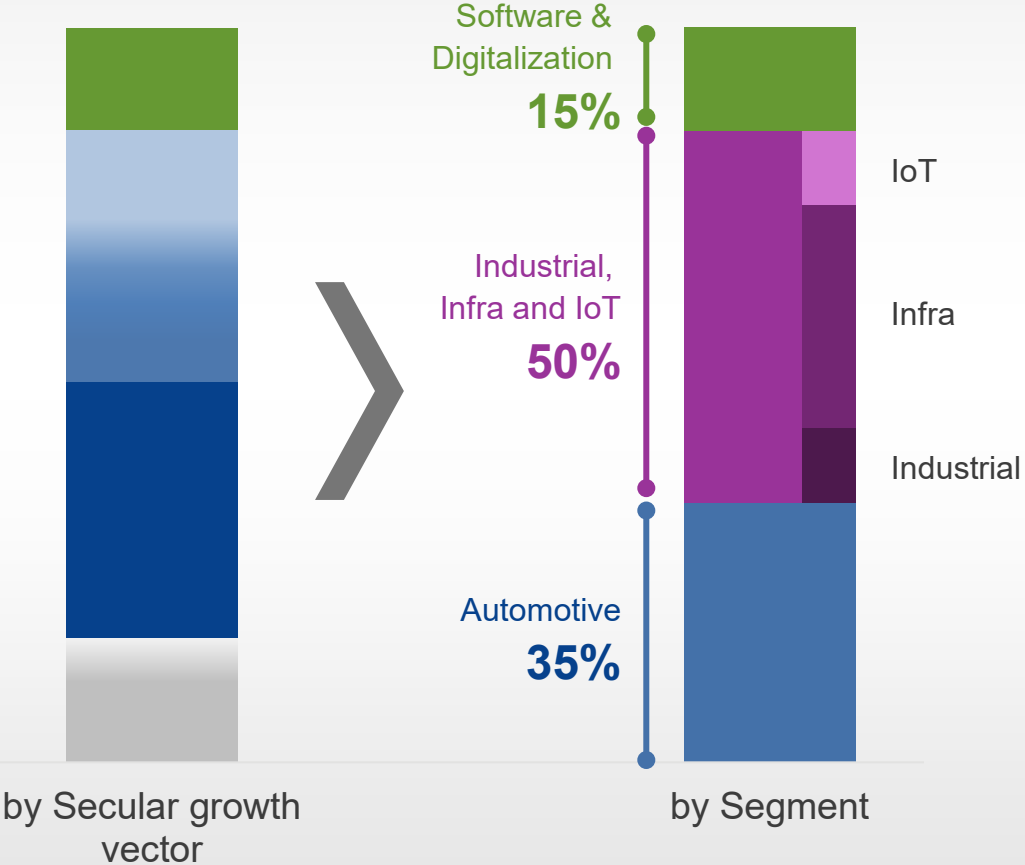


LONG-TERM TARGETED PORTFOLIO

by Secular growth vector



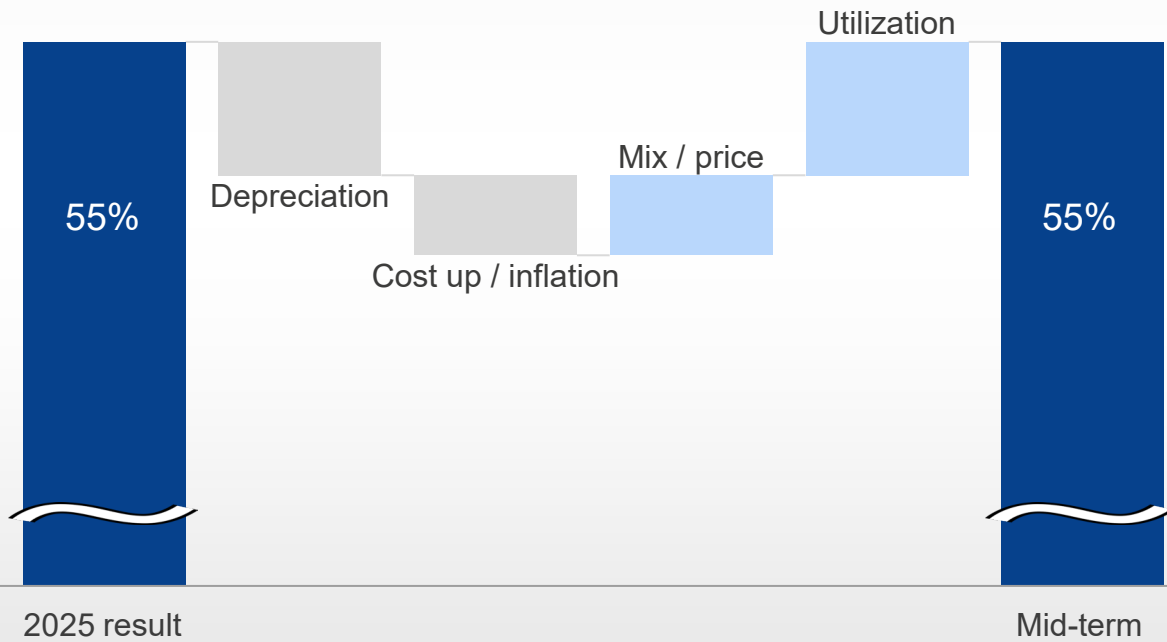
Breakdown



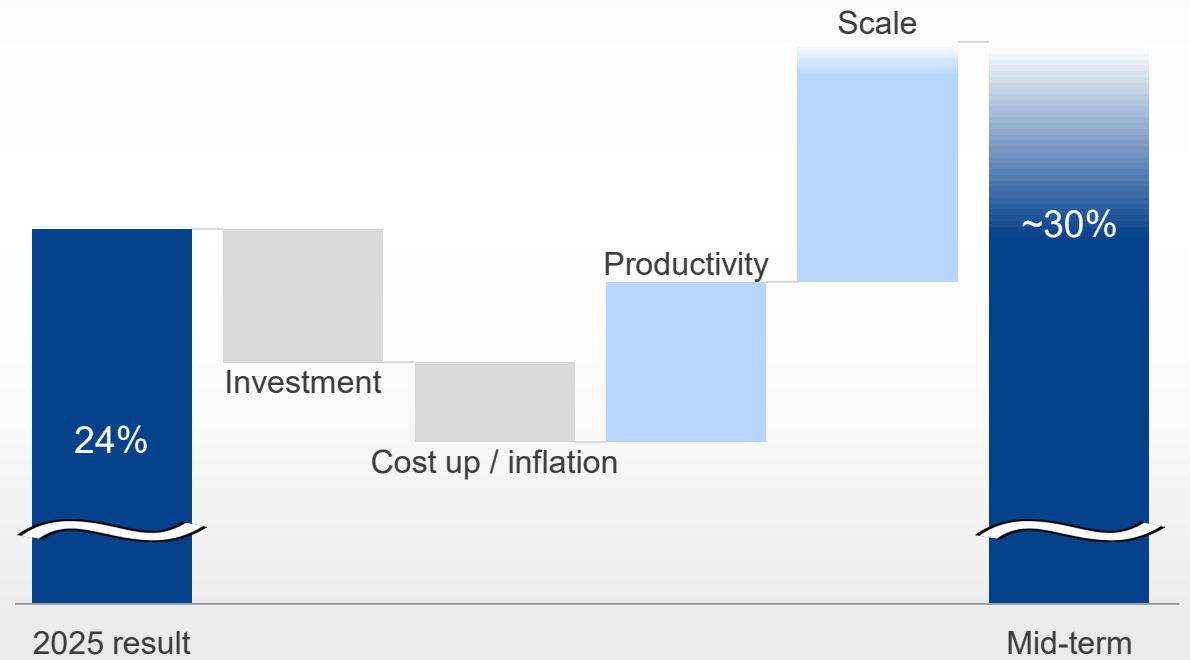
1. Software-Defined Vehicle

MARGIN UPDATE

Gross margin¹

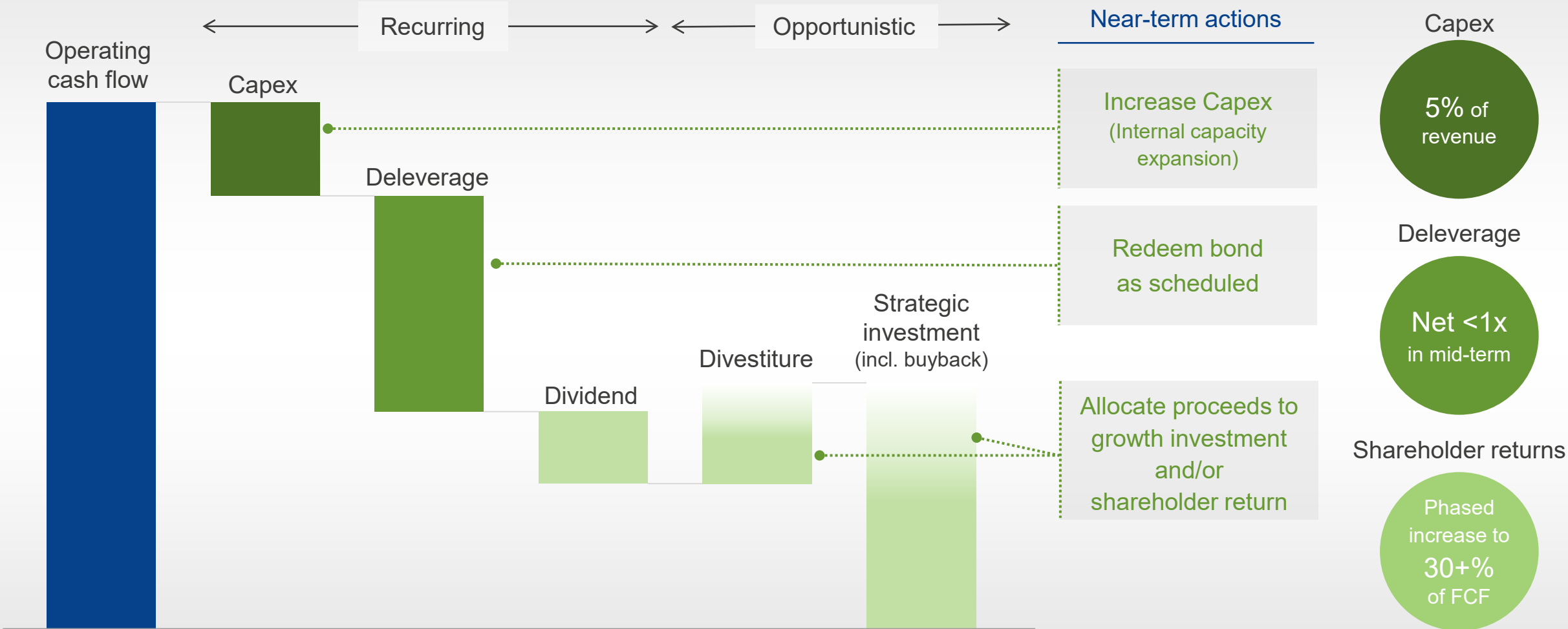


Operating margin¹



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CAPITAL ALLOCATION UPDATE



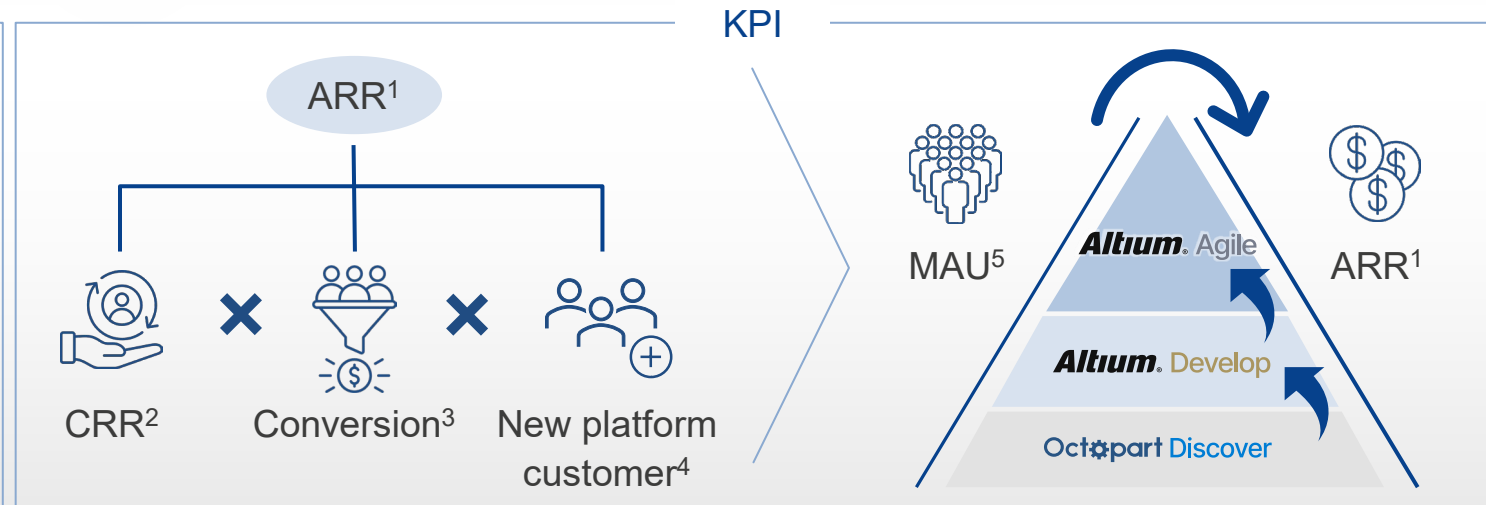
ALTIUM UPDATE



Progress to date
(1Q 2026 vs 1Q 2025)

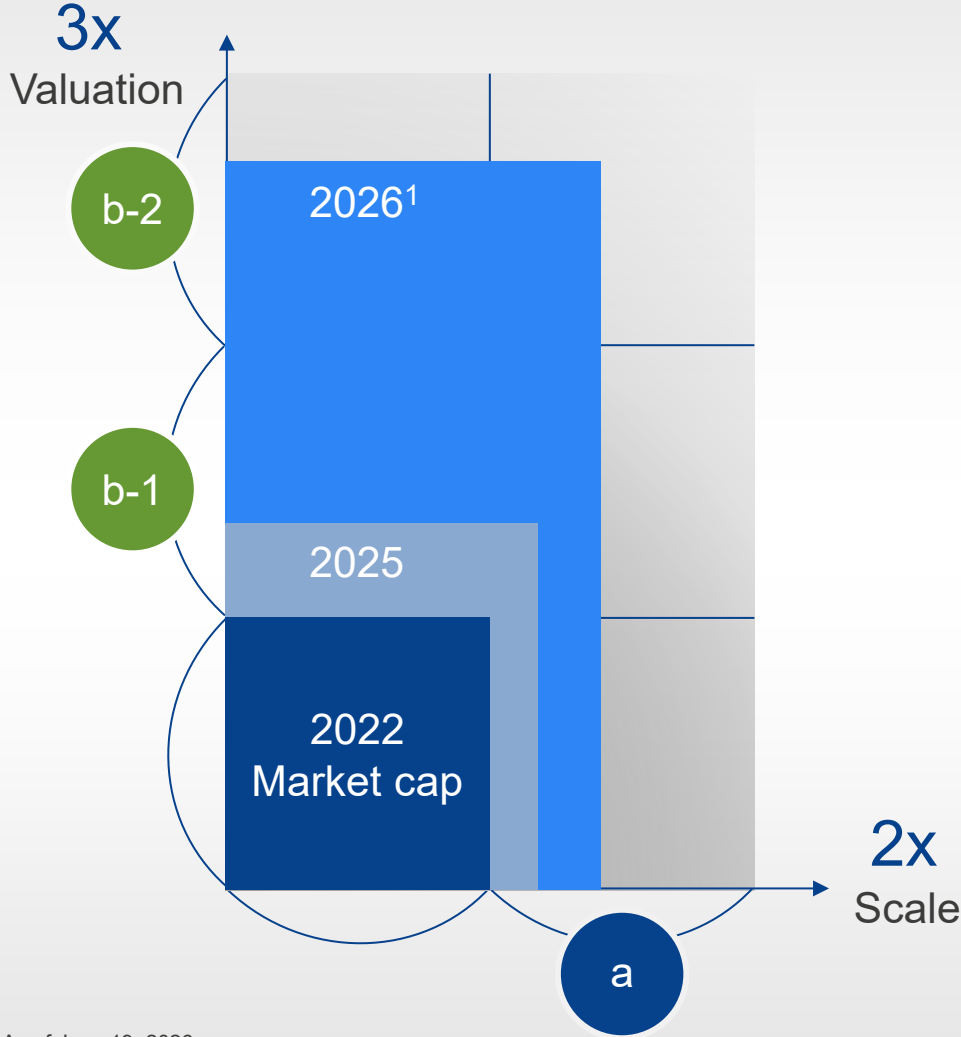
ARR^{1,6} **+8%**

MAU^{5,6} **+24%**



1. Annual Recurring Revenue 2. Customer Retention Rate 3. % of existing customers renewing onto platform offerings
4. Number of customer accounts adopting or expanding within platform offerings 5. Monthly Active Users 6. YoY (March-end 2026 vs March-end 2025)

6x BREAK DOWN



a

Execution of mid-term plan

- Back to basics
- Secular growth vectors

b-1

Valuation gap-fill

- Portfolio management
- Capital allocation

b-2

Multiple expansion

- Software & Digitalization

1. As of June 19, 2026

APPENDIX

MID-TERM MODEL HOUSE KEEPING

	Model	2025 Result	
		Constant currency ¹	Actual FX rates
Revenue growth	SAM+		
Gross margin	55%	55%	58%
R&D %	18 - 22%	19%	17%
SG&A %	8 - 9%	12%	12%
Operating margin	25 - 30%	24%	29%
EBITDA margin	35 - 40%		36%
Tax rate	15 - 20%		19%
Capital expenditures	5 % (as mid-term average)		9%
Inventory	150 days		117 days
FCF margin	20 - 30%		25%
Net leverage	<1.0x in mid-term		2.0x

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RENEASAS

THANK YOU

(FORWARD-LOOKING STATEMENTS)

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