

# STATE OF THE COMPANY

JUNE 25, 2026  
HIDETOSHI SHIBATA  
CEO  
RENESAS ELECTRONICS CORPORATION

# FORGED AHEAD, CATCHING UP, TO OUTPERFORM



3x



25%

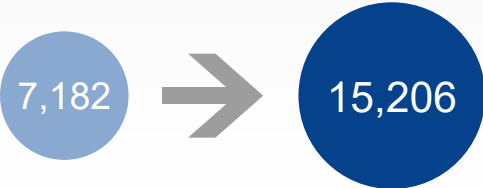


Top 3

# FORGED AHEAD

2019 → 2026

(Oku yen)



**2.1x**

Revenue<sup>1</sup>



**3.0x**

EBITDA<sup>1,2</sup>



**8.7x**

Market Cap<sup>3</sup>

1. 2026 number = 2 x (1Q actual + 2Q guidance) 2. Operating profit + Depreciation and Amortization 3. July 1, 2019 to June 19, 2026

# CATCHING UP



Beyond hardware

UX

Altium

Renesas 365



Foundations

Software  
(Tools, frameworks, stacks)

IT / AI infra

Methodologies



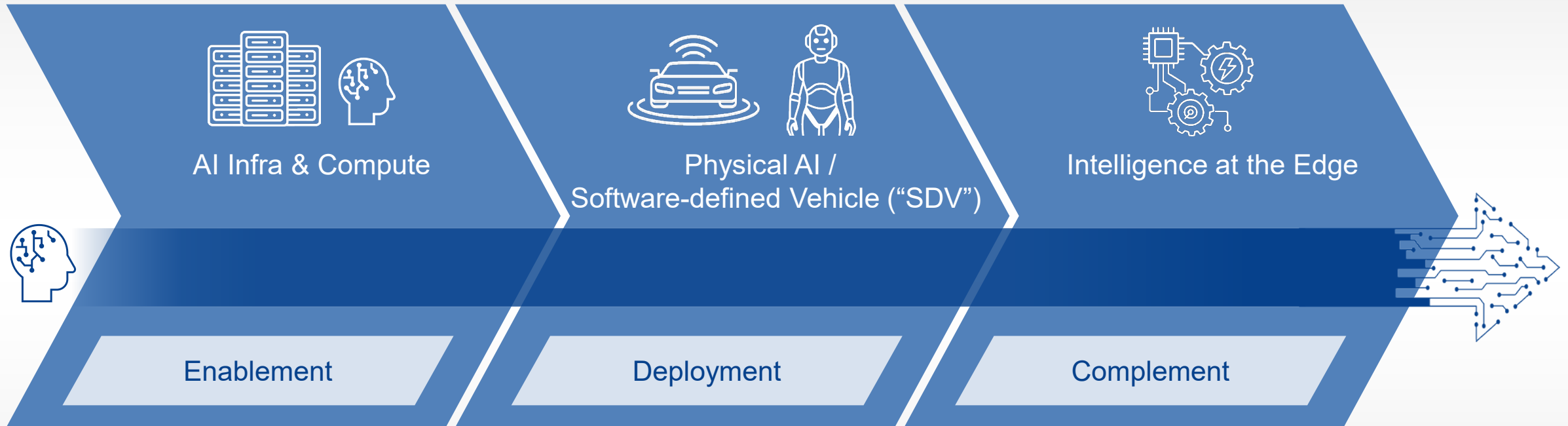
Organization

Back to office

Leadership development

Chain of command

# TO OUTPERFORM



# AI INFRA & COMPUTE

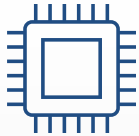
## Market opportunities<sup>1</sup>

**5x**  
2025 – 2030 TAM



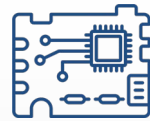
+

Power



++

MPU



-

Control plane

## What we have



Top 3

Power delivery & memory interface  
supplier



Innovative technology

Device

Module

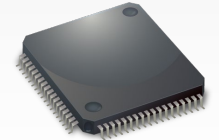
Tool set

## Our opportunities

More ingredients



GreenPAK



MCU

Going upstream



Grid



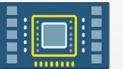
SST<sup>2</sup>



ESS<sup>3</sup>



Sidecar / rack

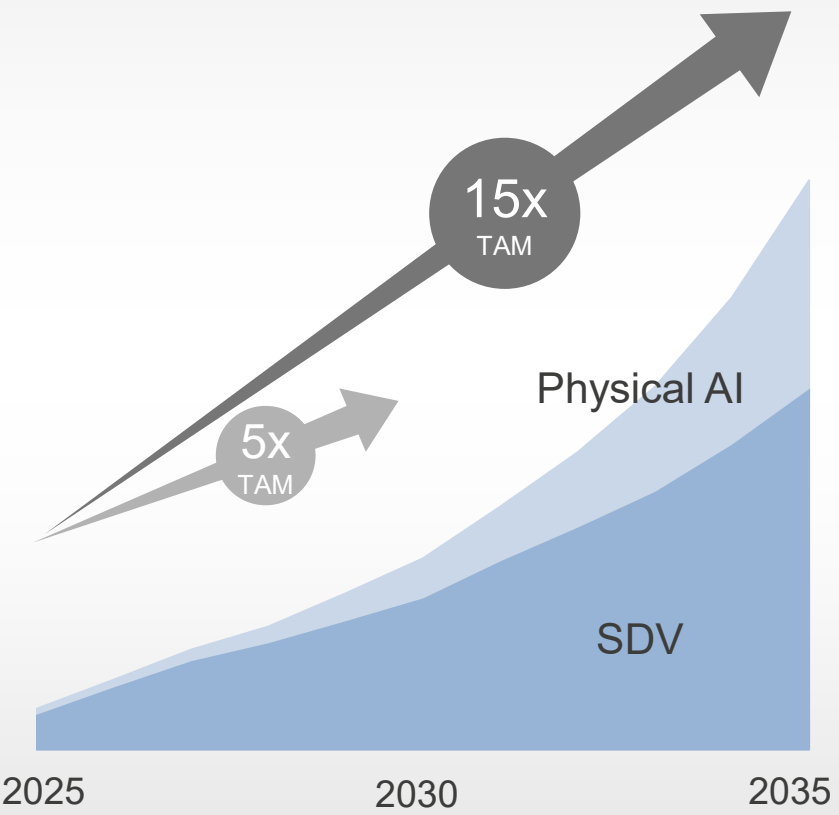


Board

1. Renesas estimate 2. Solid State Transformer 3. Energy Storage System


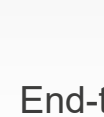

# PHYSICAL AI / SDV

## Market opportunities<sup>1</sup>



1. Renesas estimate based on multiple third-party sources




## What we have

-  **Top 2** MCU supplier
-  **Only 1** End-to-end compute supplier
-  **Innovative technology**

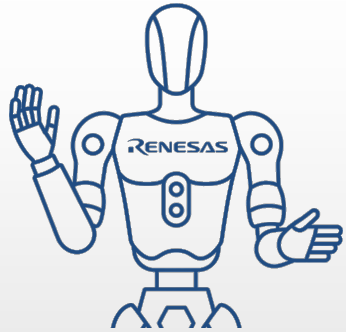
- Fully scalable compute
- Proprietary, RISC-V & Arm cores
- Broad analog & power solutions

## Our opportunities

### Market share

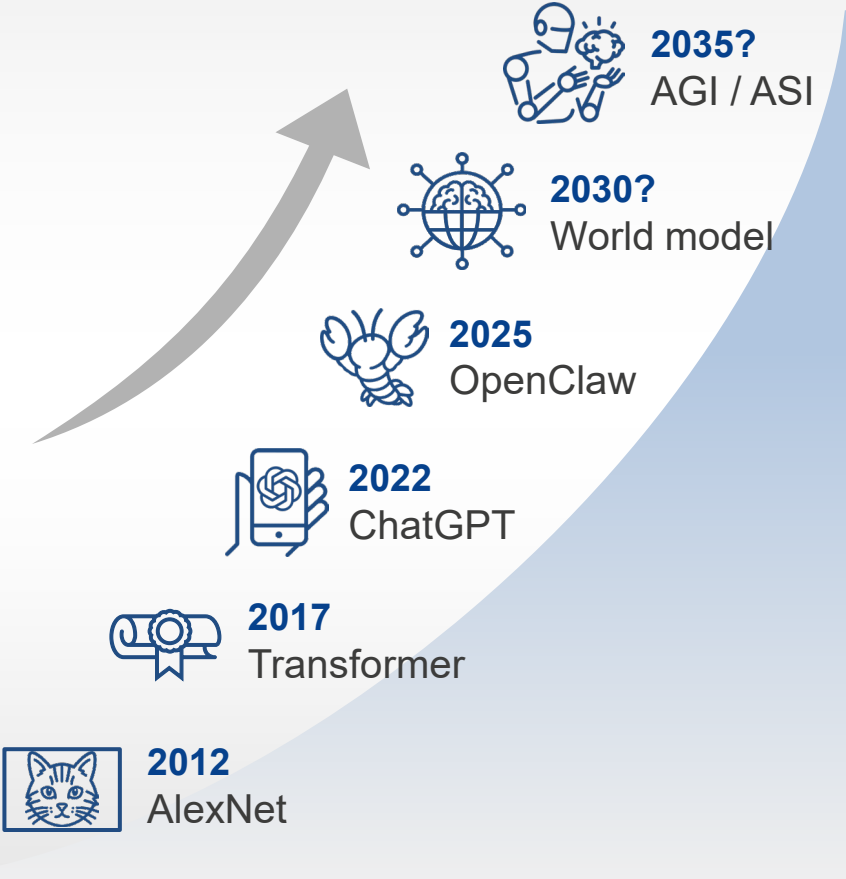
-  ADAS
-  EV
-  X in 1

### Robotics

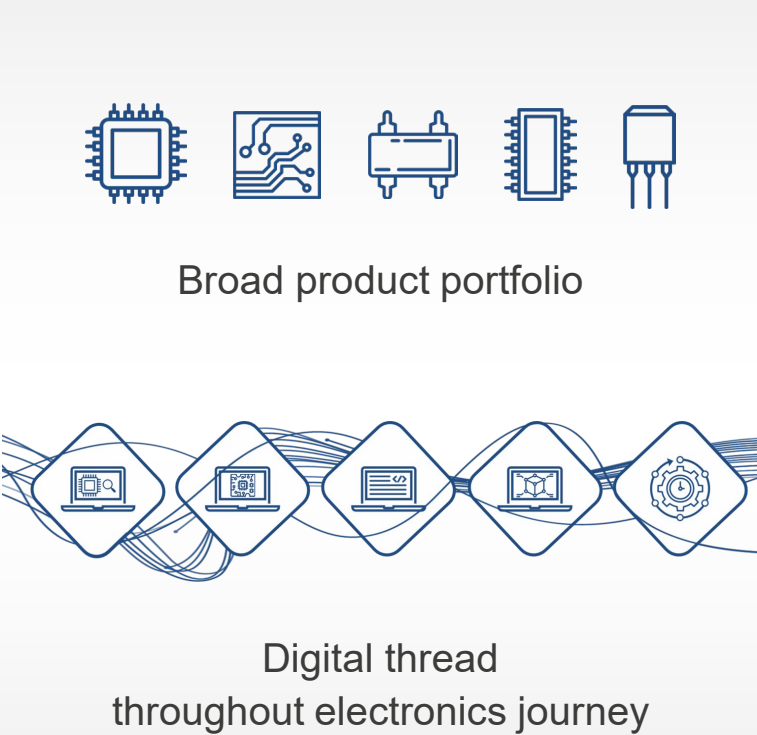


# INTELLIGENCE AT THE EDGE

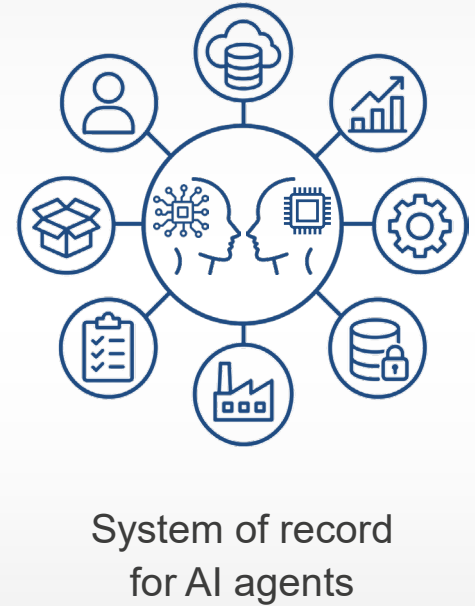
## Market opportunities



## What we have



## Our opportunities



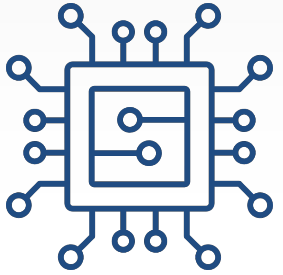
# KSF: AI INFRA & COMPUTE

## Velocity



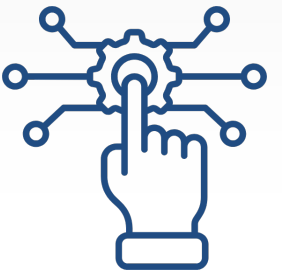
Hybrid production  
Quality  
Support

## Technology



ASSP controller  
High-voltage GaN  
Interconnect

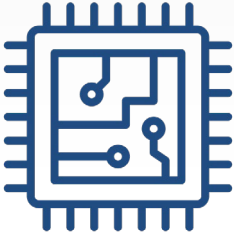
## Digital and UX



Design tools  
Simulation  
Test / validation

# KSF: PHYSICAL AI / SDV

## Compute



Core IPs  
Hardware and software codesign  
Non-silicon items

## Intimacy



Tight coupling with  
customer use cases

## Up-to-date



Shorter design cycle  
(by us and for customer)

# KSF: INTELLIGENCE AT THE EDGE

## Coverage



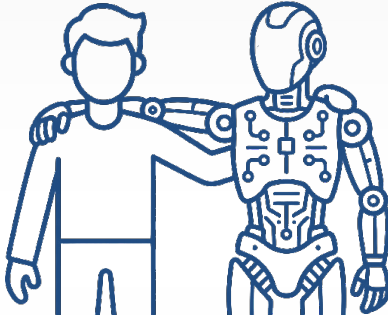
Rich solutions on platform

## Openness



Vertically integrated, horizontally open ecosystem

## Partner to AI



Digital thread to work with AI agents

# SUMMARY



AI to thrust through three stages of growth

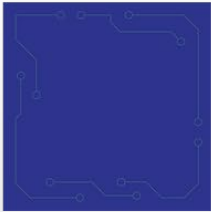
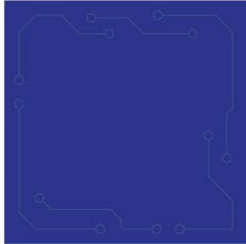
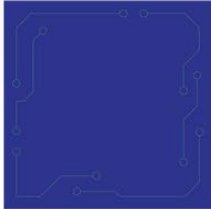
More contents to drive SAM+ growth

North star to stay as bringing electronics to broader participants, more so together with AI

# OUR PURPOSE

# TO MAKE OUR LIVES EASIER

by complementing human capabilities



**RENEASAS**

THANK YOU

## (FORWARD-LOOKING STATEMENTS)

The statements in this presentation with respect to the plans, strategies and forecasts of Renesas Electronics and its consolidated subsidiaries (collectively “we”) are forward-looking statements involving risks and uncertainties. Such forward looking statements do not represent any guarantee by management of future performance. In many cases, but not all, we use such words as “aim,” “anticipate,” “believe,” “continue,” “endeavor,” “estimate,” “expect,” “initiative,” “intend,” “may,” “plan,” “potential,” “probability,” “project,” “risk,” “seek,” “should,” “strive,” “target,” “will” and similar expressions to identify forward looking statements. You can also identify forward-looking statements by discussions of strategy, plans or intentions. These statements discuss future expectations, identify strategies, contain projections of our results of operations or financial condition, or state other forward-looking information based on our current expectations, assumptions, estimates and projections about our business and industry, our future business strategies and the environment in which we will operate in the future. Known and unknown risks, uncertainties and other factors could cause our actual results, performance or achievements to differ materially from those contained or implied in any forward-looking statement, including, but not limited to: general economic conditions in our markets, which are primarily Japan, North America, Asia and Europe; demand for, and competitive pricing pressure on, our products and services in the marketplace; our ability to continue to win acceptance of its products and services in these highly competitive markets; and movements in currency exchange rates, particularly the rate between the yen and the U.S. dollar. Among other factors, a worsening of the world economy, a worsening of financial conditions in the world markets, and a deterioration in the domestic and overseas stock markets, would cause actual results to differ from the projected results forecast.

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