GENDER EQUITY INDEX 2025

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INTRODUCTION



Renesas is supported by a highly skilled global workforce of more than 21,600 employees across more than 30 countries. Their collective expertise enables our continued progress. To further strengthen this foundation, the Group is enhancing our Culture of Inclusion initiatives, ensuring employees are able to recognise their strengths and apply them effectively. Throughout this report, "the Group" is used to describe all Renesas entities worldwide.

We are developing a global structure that promotes collaboration across geographies and disciplines, recognising that stronger connectivity between product groups and locations is essential for reducing organisational barriers and deepening shared knowledge. Our Employee Affinity Groups (EAGs) play an important role in fostering inclusion at scale, and we continue to emphasise that cultivating an inclusive workplace is a responsibility shared by all.

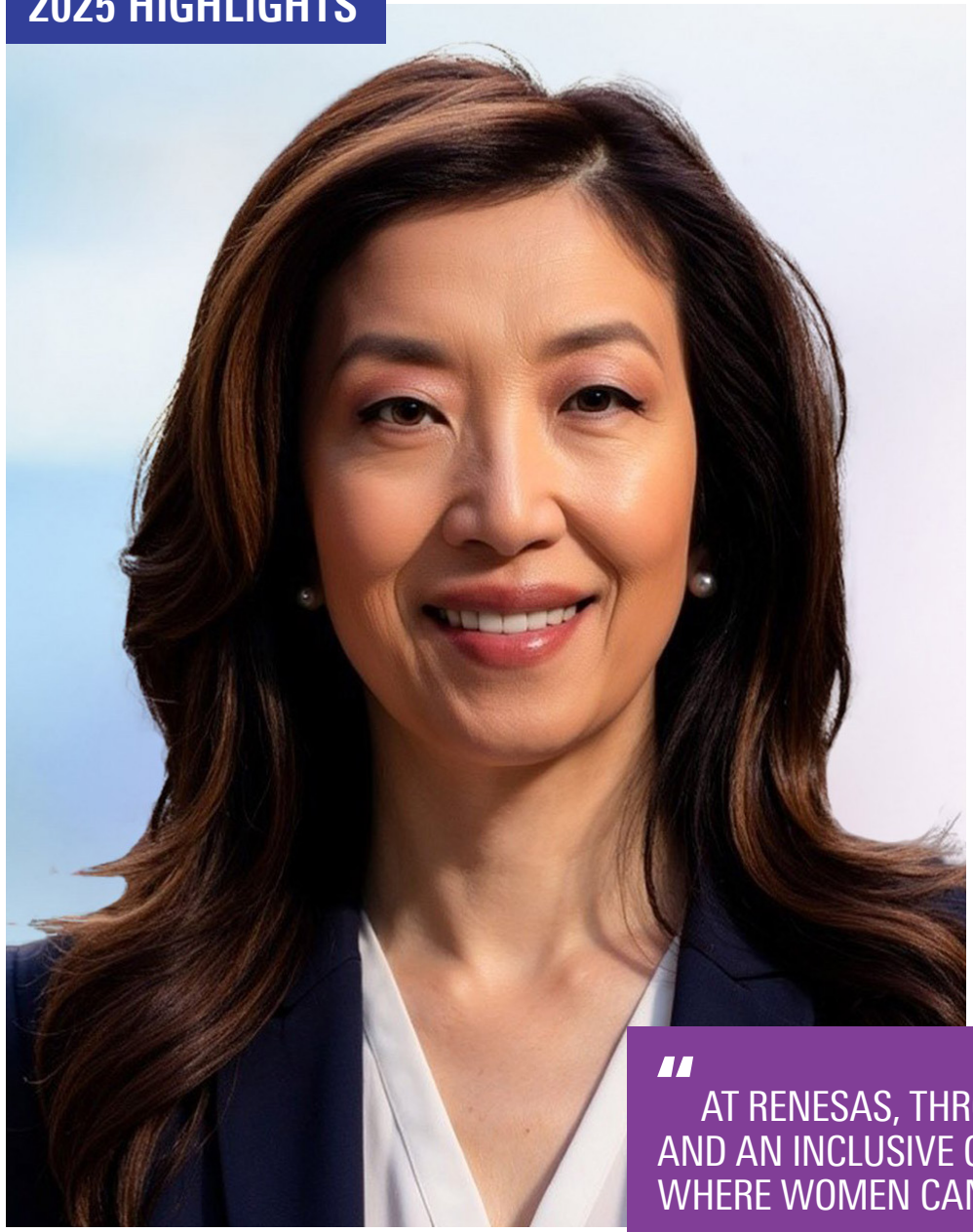
With a workforce that reflects a wide range of nationalities, cultures, languages, beliefs, genders, and ages, we understand that inclusion is fundamental to innovation and long-term value creation. By supporting an environment where each individual can grow and succeed, we strengthen the collective potential of Renesas worldwide.

We conduct comprehensive reviews of wage standards across the countries in which we operate to ensure our compensation practices remain aligned with relevant benchmarks. Renesas Electronics Europe GmbH – French Branch has been publishing their gender pay gap report for 2025 and this report highlights our findings in this space.

HIDETOSHI SHIBATA
President and CEO

> "WE ARE COMMITTED TO FOSTERING A CULTURE IN WHICH ALL EMPLOYEES FEEL RESPECTED, INCLUDED, AND ABLE TO REACH THEIR FULL POTENTIAL"

2025 HIGHLIGHTS



Advancing opportunities for women continues to be an important priority in France and globally. At Renesas, we are focused on building a supportive and inclusive working environment where all employees where all employees can thrive and develop their potential. As part of these efforts, we remain committed to market aligned compensation practices that recognise the roles and responsibilities across our organisation.

Gender pay gap analysis measures the difference in average earnings between men and women, regardless of role, and is expressed as a percentage of men's average earnings. This report reflects the difference in average pay between all men and women within the Renesas Electronics Europe French workforce and provides a high-level view of gender representation across the organisation for 2025.

Over the past year, we carried out a global review of compensation to support continued market alignment. As is common throughout the semiconductor industry, variations in gender representation across organisational levels remain the most significant factor influencing gender pay gaps.

At Renesas, we recognise the wider challenge of female underrepresentation in electronic engineering and continue to take steps to address it.

A key priority for 2025 was to strengthen our visibility among women in engineering and to position Renesas as an Employer of Choice for diverse and purpose driven talent. Through targeted outreach and storytelling, we highlighted the achievements of women at Renesas who contribute to innovation and leadership across our business. We remain committed to supporting greater female representation.

UTAE NAKANISHI
Senior Vice President and Chief Human Resources Officer

This is the Renesas Electronics Europe GmbH – French Branch report for the snapshot date of October 2026, and I confirm the accuracy of the information in this report.

SEBASTIEN LEFEBVRE
Senior Director,
Renesas Electronics Europe GmbH – French Branch

> "AT RENESAS, THROUGH OUR COMMITMENT TO EQUITABLE REWARD PRACTICES AND AN INCLUSIVE CULTURE, WE AIM TO CREATE AN ENVIRONMENT WHERE WOMEN CAN THRIVE AND BUILD LONG-TERM CAREERS"

INDUSTRY-WIDE CHALLENGES AND OUR STRATEGIC ACTIONS

CHALLENGE

Across the global semiconductor and engineering sectors, men continue to be over-represented in technical, engineering, sales and senior specialist roles. These roles are typically higher-paid, and because our gap reflects the distribution of roles rather than differences in pay for the same work, the imbalance in representation continues to drive our overall figures.

The imbalance in gender representation in these roles is not unique to Renesas. It mirrors trends seen throughout STEM-intensive industries, where the talent pipeline for women, particularly in advanced engineering disciplines, remains constrained. Recognising that sustainable change requires long-term action, we are continuing to invest in building a stronger pipeline of female talent.

ACTION

Renesas is strengthening partnerships with universities and colleges to inspire and attract more women into engineering and technology disciplines at an early stage.

We are also deepening strategic partnerships with external, women-focused organisations that specialise in advancing female participation in STEM careers. These relationships help us reach, support and develop women who may not otherwise have visibility of opportunities in our sector. While meaningful progress will take time, our commitment is clear: to broaden access, improve representation, and create the conditions for a more gender-balanced workforce over the long term.

Renesas advances its support for diverse future talent through major outreach programs. We sponsor the Global Semiconductor Alliance (GSA) Women's Leadership Initiative and expanded Inspiring Girls International workshops and High-Tech High Heels STEM (Science, Technology, Engineering, and Math) programming in Europe and across Asia and North America. These programmes broaden inclusive representation and strengthen our long-term engineering and leadership talent pipeline.



DRIVING EQUITY & INCLUSION FOR WOMEN

INTERNAL

- Renesas' Culture of Inclusion
- Employee Affinity Groups
- Career Workshops
- Mentoring

EXTERNAL

- Strategic Partnerships
- University Relations Framework
- Engagement with Start-ups
- Co-design Labs

A LOOK AT THE DATA

PROFESSIONAL GENDER EQUALITY INDEX

out of 100 maximum

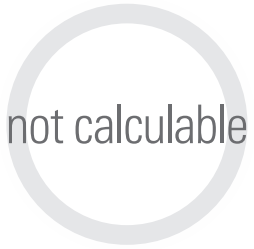


DIFFERENCE IN INDIVIDUAL INCREASE RATES

in % or in equivalent number of employees out of 35 maximum



PERCENTAGE OF EMPLOYEES WHO RECEIVED AN INCREASE IN THE YEAR FOLLOWING THEIR RETURN FROM MATERNITY LEAVE



NUMBER OF EMPLOYEES OF THE UNDER-REPRESENTED SEX AMONG THE 10 HIGHEST PAID

out of 10 maximum



TOTAL OF CALCULABLE INDICATORS

out of 85 maximum



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