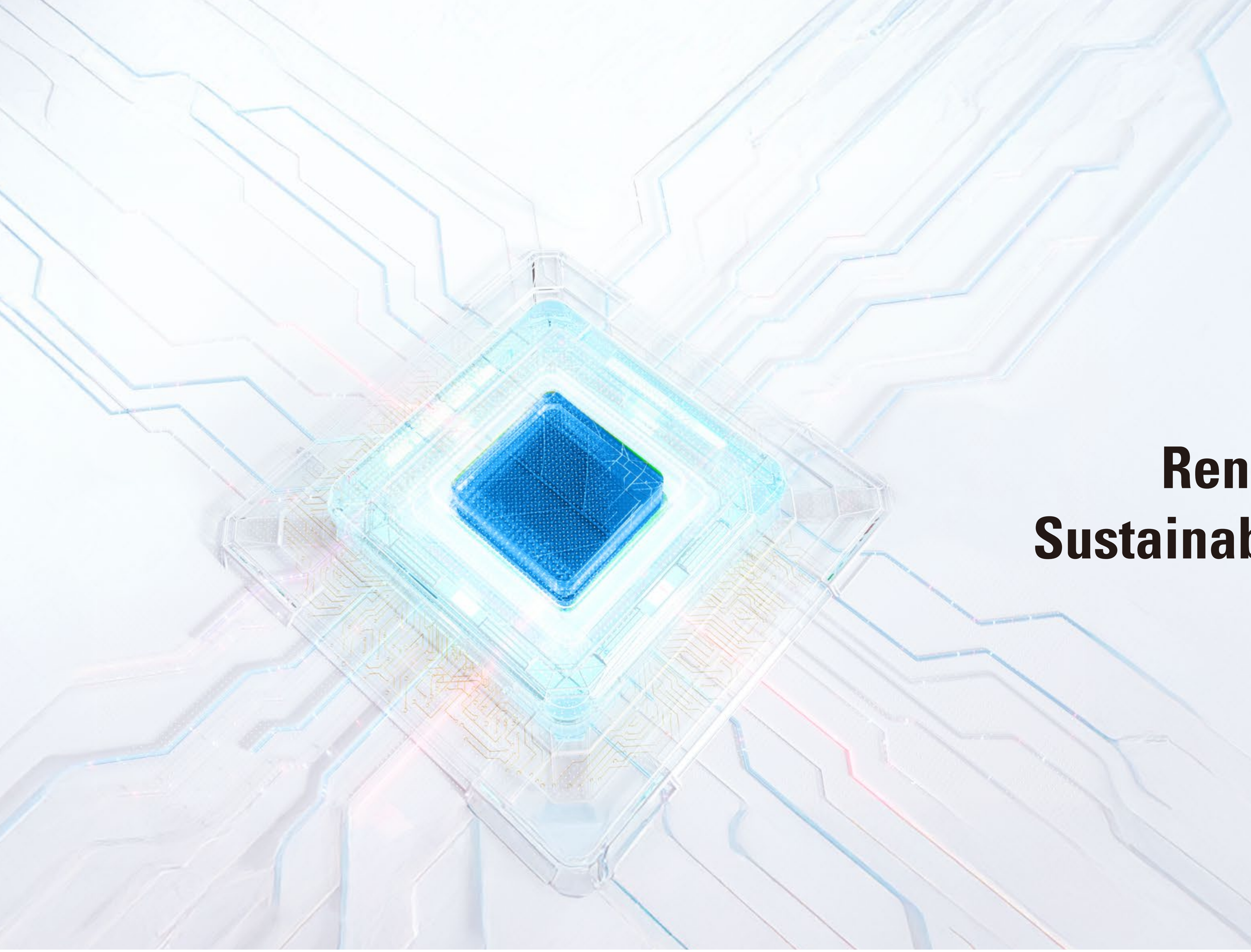


Renesas Business & Sustainability Report 2025


EXIT



To Make Our Lives Easier

by complementing human capabilities


Contents

About this Report

Our Approach

This annual sustainability report summarizes the environmental, social and governance (ESG) strategies, initiatives, and achievements of Renesas Electronics Corporation (Renesas). This report aims to provide a comprehensive overview of our long-term vision for creating corporate value, as well as the strategies, initiatives, and results of our efforts to realize this vision, from both financial and non-financial perspectives. The report is structured to help in understanding the business environment of Renesas, our basic management policies, and the rationale behind our decision-making for growth in the medium to long term.

This report has been prepared in accordance with Global Reporting Initiative (GRI) standards, the semiconductor industry standards of the Sustainability Accounting Standards Board (SASB), and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). For details about information disclosure, see the Appendix. This report also describes our commitment to the United Nations Global Compact, which we joined in 2021, and to the Sustainable Development Goals (SDGs).

Accuracy and Verification

We hereby acknowledge the responsibility of Renesas for the preparation of this report and the accuracy of the information it contains.
Our environment data for FY2025 (ended December 31, 2025) has been reviewed and verified by a third party (see P.79). Our human resources data for FY2025 (ended December 31, 2025), has been reviewed and verified by a third party (see Human Resources Data and Third-Party Verification | Renesas). The remaining data and information in this report have been reviewed by Renesas' Sustainability Unit (SU) and leadership team.

Contact Us

Please contact Renesas' Sustainability Unit with any questions or feedback about this report or our ESG initiatives. We look forward to hearing from you. https://www.renesas.com/en/form/inquiries-about-sustainability

Report Overview

Period	This report principally covers the FY2025 (January 1 to December 31, 2025). Note: Some information regarding activities in or after January 2026 is also included.
Companies	Renesas Electronics Corporation and its consolidated subsidiaries
Terminology	"Renesas Group" refers to the entire Renesas Electronics Group, including Renesas Electronics Corporation.
Scope of Report	The information and data in this report cover all of Renesas' locations across the world unless otherwise stated. For more information on Renesas operation sites, see our Global Operations web page. The environmental data in this report was collected from Renesas headquarters, Musashi site, and other production sites operated by Renesas. These sites account for over 90% of the total energy consumption and emissions of the Renesas Group.
Reporting Cycle	The report is published annually as an integrated report.
Publication Date	June 2026 (previous report: June 2025)

CEO Message

Hidetoshi Shibata
Representative Executive Officer,
President and CEO

We will accelerate investment in growth areas to boost long-term growth.

Reflecting on Fiscal Year 2025

Fiscal year 2025 (January 1 – December 31) was characterized by continued geopolitical risks and heightened uncertainty in the global economy.

In the semiconductor market, demand for AI-driven data center products began to expand rapidly. We expect this momentum to persist, and we are committed to capturing this growth opportunity. In contrast, end-market demand in other sectors remained uneven. In the Industrial segment, weaker demand and prolonged inventory corrections caused the adjustment phase to extend longer than anticipated, although a recovery trend emerged in the latter half of the year. In the automotive segment, structural growth driven by automation and electrification slowed. Additionally, the rapid rise of Chinese competitors led traditional OEMs to reconsider their platform strategies, delaying transitions and resulting in softer demand. Meanwhile, China continued to demonstrate strong demand, particularly in AI, EVs, and robotics, further solidifying its market significance.

Despite these conditions, we maintained disciplined operations and viewed this extended adjustment period as preparation for the next phase of growth. By reinforcing our foundations, we accelerated investments in strategic growth areas to realize long-term, sustainable growth that is resilient to external fluctuations.

CEO Message

In line with the evolving business environment, we designated 2025 as our "Year of Pivot" toward sustainable and significant long-term growth. In June, we extended the target timeline for our "2030 Aspiration" to 2035 and refined our Non-GAAP operating margin target from 30% to a range of 25–30%. This adjustment provides the flexibility needed to strengthen our organizational and financial foundations and to advance long-term growth initiatives.

To remain flexible and adaptive and drive continuous innovation, we advanced our "Back to Basics" strategy with a strong focus on three priorities: productivity improvement, purposeful investment, and the acceleration of our UX & Digitalization strategy.

As a result, while revenue and operating income declined slightly year-over-year, gross profit increased modestly, allowing us to maintain a certain level of profitability. We proposed a year-end dividend of 28 yen per share, the same as the prior year, reaffirming our commitment to stable shareholder returns.

Key Initiatives in FY2025 and Ongoing Focus Areas

Productivity Improvement

Across the company, we identified operational challenges and implemented improvements to enhance productivity and value creation. To promote collaboration, we introduced the "Back to Office" policy, rolling it out first in Japan and expanding it globally from January 2026.

What is "Purpose Effect"?

Earth	Earth	Our environmental efforts directly advance our Purpose by shaping a more sustainable world for future generations.
People	People	We invest in talent development, diversity, and community contributions to build a human foundation that makes life easier.
Trust	Trust	Our strong governance and ethical business practices lay a foundation that enables stakeholders to trust our Purpose.
Customers	Customers	Our product and supply chain resilience directly helps customers to build solutions that make life easier.
Resilience	Resilience	

Purposeful Investment

To support mid- to long-term growth, we sharpened our strategic priorities and focused our resources more heavily on our strategic areas. These include our core embedded semiconductor solutions, UX & Digitalization, and our "Vertical" businesses, which steer our technology roadmap and deliver significant added value.

We also reinforced investments in our Secular Growth domains—Software-Defined Vehicles, AI infrastructure & compute, and Intelligence at the Edge—to further strengthen our competitiveness and profitability.

By going back to basics, we are focused on improving productivity, making purposeful investments, and accelerating our UX & Digitalization strategy.

As part of these efforts, in February 2026, we signed a definitive agreement to transfer our timing business to SiTime in the U.S. for $3 billion (approx. 468 billion yen). The transfer was decided based on a determination that integration with an industry leader would create more value than continuing to invest independently in-house. Concurrently, we signed an MoU with SiTime to explore joint development of integrated solutions combining Renesas' embedded semiconductor expertise with SiTime's MEMS timing technology. The resulting solutions could unlock new possibilities in many applications in AI data centers, industrial equipment including robots, ADAS systems in cars, and wearables, where performance, energy efficiency and miniaturization are particularly critical. Proceeds from the transfer will be used for growth investments, shareholder returns, or both.

CEO Message

UX & Digitalization Strategy Acceleration

In UX, we advanced initiatives to make customers' development processes easier and focused on gaining earlier visibility into customer requirements to drive design-ins of our technologies. At the time of new product launches, we strengthened our ability to provide a complete "Whole Product" offering that includes not only hardware, but also application notes, manuals, software, and all other elements customers need to use our products more easily — reflecting our Purpose of making our customers' lives easier.

In addition, we collaborated with MathWorks to integrate our products with MathWorks' development tools, enabling users to simulate and verify the behavior of our MCUs before evaluating on actual hardware, thereby shortening the time required for system bring-up. This allows users to accelerate their development while focusing more on initiatives that enhance product quality.

In Digitalization, Altium began offering an integrated platform for electronic system design through lifecycle management. Through this evolution, Altium is transitioning from a traditional "ECAD software company" into a "platform company" that underpins the full electronics development lifecycle. Strengthened by the acquisitions of Part Analytics and Duro Labs, this platform forms the foundation of "Renesas 365 Powered by Altium," an industry-first platform that streamlines electronics development from semiconductor selection to lifecycle management. We announced its general release at an exhibition held in Germany in March.

Other key initiatives included strengthening our "India for India" strategy. We signed an MoU with the Government of India and industry and academic partners to support local startups and academic institutions and cultivate next-generation engineering talent. Additionally, through our joint venture with CG Power and Industrial Solutions and Stars Microelectronics, construction and operation of an OSAT factory in Gujarat is progressing, with the pilot line facility complete and mass production scheduled to start by the end of 2026. Construction of the mass production facility is also in progress as scheduled. We expanded the India workforce to approximately 1,000 and reinforced R&D centers in Bengaluru and Noida, positioning India—alongside China—as a key growth market.

On the product front, we advanced product development and expanded adoption with a strong focus on our Secular Growth domains.

Key customer design-wins include the R-Car V4H SoC for automotive ADAS, which was selected for Denso's TSS control unit in Toyota's new RAV4 launched in December 2025, alongside our MCUs and power devices. We will continue to support the advancement of Software-Defined Vehicles through our intelligent in-vehicle technologies.

For AI infrastructure, we launched our first 650V GaN power semiconductors optimized for AI servers and charging systems. By leveraging Transphorm's SuperGaN technology acquired in June 2024, we achieved lower-loss, higher-efficiency power conversion that surpasses conventional Si and SiC solutions.

For edge AI, we introduced the RA8 series of 32-bit MCUs featuring 22nm NVM technology and launched four products including the RA8P1, which integrates an AI accelerator to enable "AI on MCUs." These products further advance "Intelligence at the Edge" by supporting the implementation of physical AI in industrial equipment and IoT applications.

Our Approach to Sustainability

On sustainability, we continued to advance toward our goal of achieving carbon neutrality by FY2040. In FY2025, we reduced GHG emissions (Scope 1+2) by 24.2% compared with our 2021 baseline, remaining on track to meet our SBTi-certified 38% reduction by 2030. Under our Sustainability Strategy 2.0, with the Sustainability Department reporting directly to the CEO and to the Board through the Audit and Sustainability Committee, sustainability is firmly embedded in our business strategy.

I also want to highlight our more than 21,000 colleagues across over 30 countries, whose dedication, expertise and commitment are the foundation of everything we achieve.

This year's report introduces our "Purpose Effect." Throughout this report, you will see how our activities connect to our Purpose "To Make Our Lives Easier by complementing human capabilities" through five dimensions: Customers, Earth, Resilience, Trust, and People. I invite you to trace these connections as you read and to see how our purpose is brought to life across the organization.

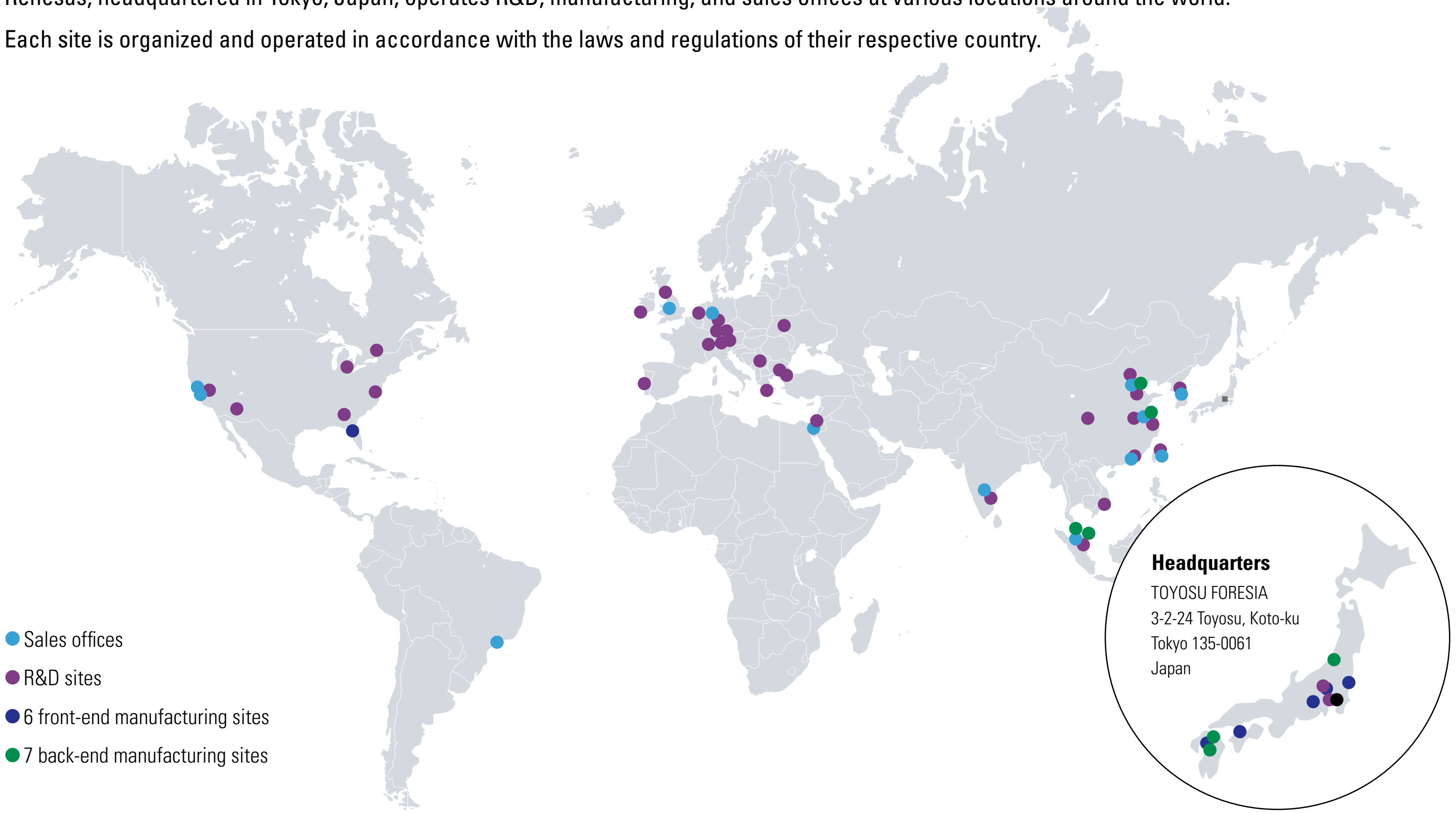
Our Way Forward

Under our "Pivot" and "Back to Basics" initiatives, we achieved meaningful progress during FY2025; however, our journey is still ongoing. In the short term, demand in the AI and other sectors is expected to continue expanding and recovering. At the same time, the broader business environment remains highly volatile, making visibility challenging. We will remain steadfast and continue to reinforce our "Back to Basics" initiatives and accelerate investments in our Secular Growth domains, maintaining resilience amid changes in the external environment.

As we pursue our "2035 Aspiration" and our Purpose, we appreciate your continued support as Renesas advances and grows.

At-a-Glance

Renesas, headquartered in Tokyo, Japan, operates R&D, manufacturing, and sales offices at various locations around the world. Each site is organized and operated in accordance with the laws and regulations of their respective country.



Global Presence 30+ countries

Employees 21,629 (As of Dec 31, 2025)

Revenue*	¥1,318.5 billion
Gross margin*	57.6%
Operating margin*	29.3%
EBITDA*	¥464.1 billion
Net income attributable to owners of the parent*	¥329.3 billion

* Non-GAAP basis

Automotive

The Automotive segment consists of two sub-segments: Automotive Control, which includes semiconductors for controlling the engine and body of vehicles, and Automotive Information, which includes semiconductors for in-vehicle information devices such as sensing systems that monitor a vehicle's internal and external environments, IVI (in-vehicle infotainment), and instrument panels that deliver various types of information to drivers and other users. For this segment, the Renesas Group principally supplies microcontrollers (MCUs), SoCs, analog semiconductors, and power semiconductors.

Revenue*

¥639.7 billion

Gross Margin*

54.1%

Operating Margin*

30.7%

Major Updates Revenue from this segment for the fiscal year fell by ¥63.1 billion (9.0%) year-on-year to ¥639.7 billion. This was due mainly to a weakening of the market. Gross profit fell by ¥21.4 billion (5.8%) year-on-year to ¥346.3 billion (gross margin: 54.1%). This can be mainly attributed to a decline in revenue.

Operating income for the fiscal year fell by ¥25.9 billion (11.6%) year-on-year to ¥196.6 billion (operating margin: 30.7%). This was due to a decline in gross profit.

* Non-GAAP basis

IIoT Industrial / Infrastructure / IoT

The IIoT segment consists of three sub-segments that support a smart society Industrial, Infrastructure, and IoT. For this segment, the Group principally supplies microcontrollers (MCUs), SOCs, analog semiconductors, and power semiconductors.

Revenue* ¥671.8 billion

Gross Margin* 61.2%

Operating Margin* 25.2%

Major Updates Revenue from this segment for the fiscal year rose by ¥35 billion (5.5%) year-on-year to ¥671.8 billion. This growth was due to an increase in demand for infrastructure projects.
Gross profit grew by ¥25.1 billion (6.5%) year-on-year to ¥410.9 billion (gross margin: 61.2%). This can be attributed to an increase in revenue.
Operating income fell by ¥4 billion (2.3%) year-on-year to ¥169.4 billion (operating margin: 25.2%). This was due mainly to the fact that the increase in gross profit was outweighed by a rise in selling, general, and administrative expenses.

* Non-GAAP basis

Our Value Creation Story

INPUT

Global manufacturing network
- 13 manufacturing sites (excluding the test sites)

R&D for innovative technology development
- R&D investment: ¥240.3 billion
- Approximately 20,000 active and pending patents covering a wide range of technologies and businesses

Diverse and inclusive workforce
- Number of employees: 21,629 (As of Dec 31, 2025)

Customer and supplier base
- Number of customers: 5,000+

BUSINESS MODEL

Where We Play

Automotive | Industrial | Infrastructure | IoT

Secular growth areas

SDV
Software-Defined Vehicle

AI Infrastructure & Compute

Intelligence at the Edge

Back to Basics

Strengthen the business foundation and accelerate investments in growth areas

Productivity

Purposeful Investment
Embedded semi solutions
UX/Digitalization
Vertical business

UX & Digitalization

Priority issues to be addressed (Materiality)

Environment | Social | Governance | Business Responsibility

OUTPUT OUTCOMES

Automotive:
¥639.7 billion

Industrial, Infrastructure, IoT:
¥671.8 billion

2035 Aspiration
- Achieve revenue of more than **$20 billion**
- **Become a Top 3** embedded semiconductor solution supplier
- Increase market capitalization to **6 times** 2022 valuation

GHG emissions:
24.2% reduction
2021 basis

Energy consumption:
11% reduction
2021 basis

Water recycling rate:
31%

Waste recycling rate:
93%

Board gender diversity (female ratio):
43%

- Reduce GHG emissions by **38%** by 2030
- Achieve a waste recycling rate of **90%** or more
- By 2030, Reduce water usage per unit by 33% Achieve a water recycling rate of 35%
- Advance gender equality with women holding at least 30% of board seats
- Achieve **100%** conflict-free 3TG procurement

01

2025 Business Updates

CFO Message

Shuhei Shinkai
Senior Vice President and CFO

FY2025 was marked by continued heightened geopolitical risks in the global economy, which further heightened uncertainty in the operating environment. As a result, our non-GAAP revenue fell slightly to ¥1,318.5 billion, a drop of approximately 2% year-on-year.

Meanwhile, non-GAAP gross profit margin improved to 57.6%, up from 56.1% in the previous year, due to improvements in manufacturing costs and an amortization period review implemented in FY2025. Non-GAAP operating margin was 29.3%, on par with the 29.5% recorded in the previous fiscal year. This result indicates that we were able to maintain profitability through cost management despite a downturn in sales revenue.

At the same time, net income under IFRS for the fiscal year fell by ¥270.8 billion, resulting in a net loss of ¥51.8 billion for the year. This was due mainly to the recording of a ¥236.6 billion loss on financial assets related to Wolfspeed based on a restructuring support agreement with the company.

Turning to the market environment surrounding Renesas, revenue in the automotive business declined year-on-year due to the softening of the automotive market amid economic and market uncertainty. On the other hand, revenue in the Industrial, Infrastructure and IoT business increased year-on-year, supported by a recovery trend in the industrial market in the second half of the fiscal year and growing demand for AI data center products.

Cash Flow and Capital Allocation

Cash flow from operating activities and investing activities in FY2025 amounted to (+) ¥452.9 billion and (–) ¥124.7 billion, respectively.

With regard to capital allocation, we are steadily proceeding with regular payments, as well as early repayments to accelerate debt reduction. We also continued the dividend policy we initiated in 2023, paying out approximately ¥50 billion in dividends.

Going forward, we will continue to implement disciplined capital allocation while maintaining a strong focus on balancing growth with shareholder returns.

Major Initiatives of the Year

Designating FY2025 as a pivotal year for sustainable growth, we strengthened our foundation for long-term growth under our “Back to Basics” policy, which aims at returning to the fundamentals of our business strategy. We also revised the target date for realizing our medium to long-term management “Aspiration” to 2035, and revised the medium-term target for non-GAAP operating margin to the range of 25 to 30% (based on fixed exchange rates of 100 JPY to the USD and 120 JPY to the EUR). The purpose of this plan is to secure surplus capacity to strengthen the foundations of both the organizational and financial structures of the company, and to steadily implement measures aimed at long-term growth.

Portfolio Management

In accordance with our “Purposeful Investment” policy, we are getting back to the fundamentals of our business strategy and further improving the strategic allocation of our management resources.

As part of this effort, in February 2026, we entered into an agreement with SiTime, a U.S.-based provider of precision timing solutions, to sell the Renesas Group’s timing business to the company for $3 billion (approximately ¥468 billion, at 1 USD=156 JPY). After a comprehensive assessment of the future growth opportunities for this business, we decided that the best course of action was to transfer the business to SiTime, a growth-driven company with cutting-edge technology and investment capacity. We also signed a memorandum of understanding to explore partnerships aimed at developing new solutions that integrate our embedded computing technology and SiTime’s MEMS (micro-electromechanical systems) timing technology at the silicon level. This is expected to simplify design and save space, allowing Renesas to provide integrated solutions that deliver the high performance and efficiency required for next-generation intelligent devices.

Looking ahead to our medium to long-term growth prospects, we are clearly defining our business priorities and devoting the maximum possible resources to our strategic initiatives.

Outlook

Starting in FY2026, we will work with renewed vigor to pursue our medium to long-term management goal, “2035 Aspiration” (to become one of the world’s top three suppliers of embedded semiconductor solutions, increase revenue to over $20 billion (USD), and increase market capitalization to six times the 2022 level by 2035). In this effort, we will rigorously adhere to our “Back to Basics” approach, unfazed by fluctuations of the business environment, and continue to accelerate investment to strengthen our business foundations and to cultivate long-term growth opportunities (SDV, AI Infra & Compute, and Intelligence at the Edge). We will maintain our profitability and financial soundness through cost-effective management and optimization of profitability. At the same time, from the perspective of sustainable management, we will promote the utilization of energy-efficient technologies and initiatives to promote carbon neutrality in line with our business strategy and capital allocation. And through committed management with a long-term outlook, we will strive to establish a truly sustainable business model.

2025 Business Performance

Business Segments (Automotive and IIoT)

The Automotive segment consists of two sub-segments:

- Automotive Control: Semiconductors for vehicle functions (e.g., driving, turning, stopping) and semiconductors for electric vehicle (xEV) applications
- Automotive Information: Semiconductors for in-vehicle information systems (IVI and AD/ADAS functions)

IIoT consists of three sub-segments:

- Industrial: Semiconductors for industrial applications (for end markets such as factory automation and building automation)
- Infrastructure: Semiconductors for infrastructure applications (e.g., data centers, base stations)
- IoT: Semiconductors for other IoT applications (consumer products such as PCs, mobile phones, home appliances, and wearable devices)

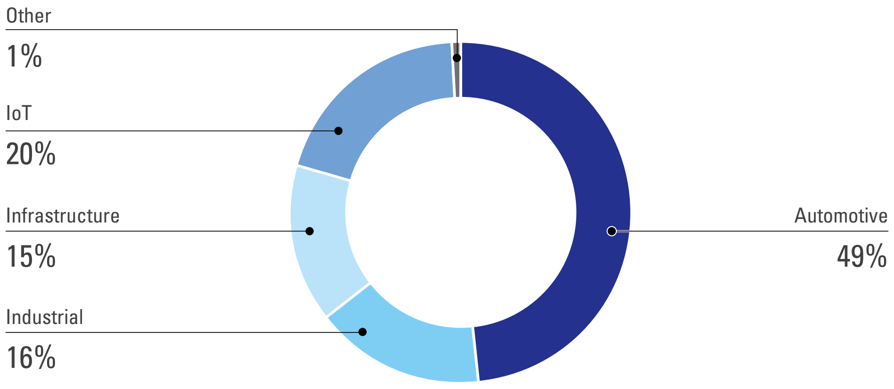
ESG Activities

At Renesas, sustainability is an integral part of our business strategy. We actively contribute to the United Nations Sustainable Development Goals (SDGs) and align with global ESG standards. We also incorporate ethical business practices across our semiconductor solutions and supply chains, thereby helping customers to advance their decarbonization efforts and comply with evolving global sustainability requirements. Our transparent governance framework and proactive sustainability disclosures strengthen stakeholder trust and reinforce our standing as a strategic partner in advancing sustainable innovation. This continuous progress in ESG performance reflects our long-term commitment to creating value for investors, customers, and society. (See ESG Ratings, Scores, and Indices.)

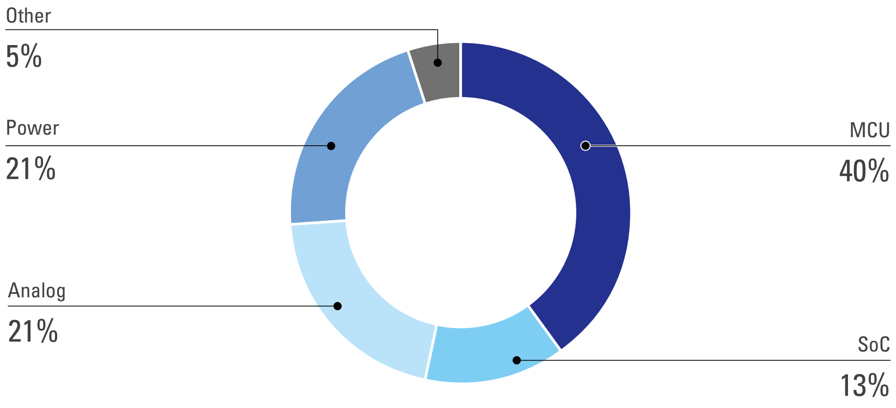
FY2025 Financial Highlights

Revenue*1	Gross margin*1	Operating margin*1	Profit attributed to owners of parent*1	EBITDA*1
¥1,318.5 billion	57.6%	29.3%	¥329.3 billion	¥464.1 billion

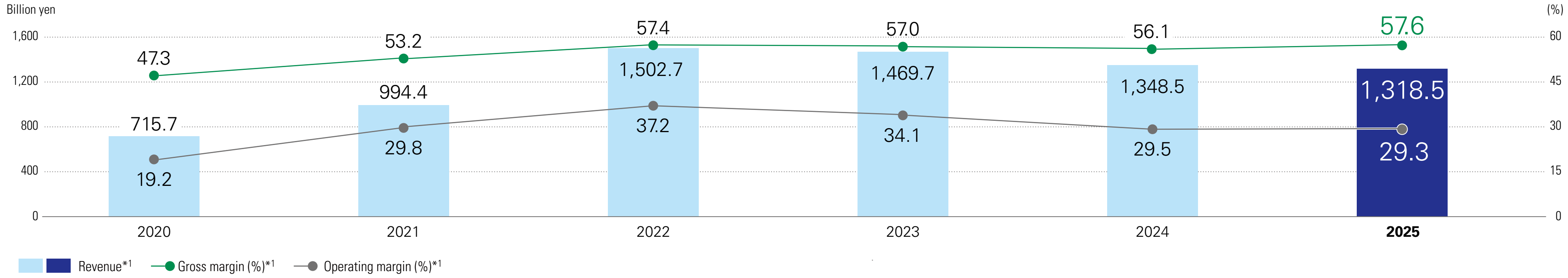
Revenue by Segment*1,2



Revenue by Product*1,2



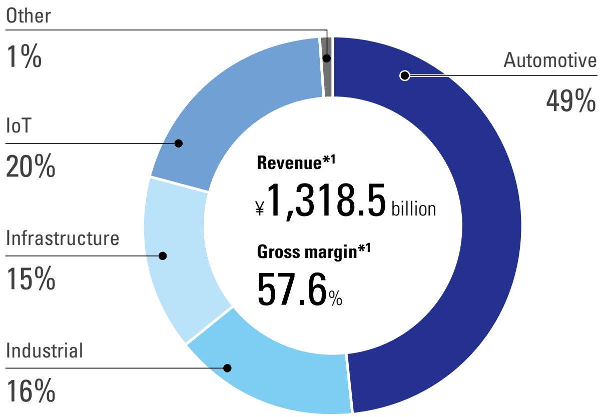
Growth Trajectory



*1 Non-GAAP basis *2 Due to rounding, percentages may not add up to 100%.

Overview by Segment

Consolidated Revenue by Segment*1,2



Automotive

Revenue*1
¥639.7 billion

Gross margin*1
54.1%

Operating margin*1
30.7%

Industrial, Infrastructure and IoT (IIoT)

Revenue*1
¥671.8 billion

Gross margin*1
61.2%

Operating margin*1
25.2%

Automotive

Status of revenue	Non-GAAP revenue for the fiscal year was ¥639.7 billion, down ¥63.1 billion (9.0%) year-on-year. This was due mainly to a weakening of the market.
Operating income information	Non-GAAP operating income for the fiscal year was ¥196.6 billion, down ¥25.9 billion (11.6%) year-on-year. This was due to a fall in gross profit.
Major updates	• Total revenue for the Automotive segment as a whole fell by 9.0% year-on-year. This was due to a weakening of the market. • Revenue in the Automotive Control sub-segment fell by the high teens year-on-year, impacted by market softness and customer inventory adjustments. On the other hand, revenue in the Automotive Information sub-segment was up by more than 10% year-on-year, driven by ADAS-related demand. • Gross margin for the fiscal year was 54.1%, up by 1.8 percentage points year-on-year. The profit margin improved despite the fall in revenue, primarily due to lower manufacturing costs. • Operating margin for the fiscal year was 30.7%, down 0.9 percentage points year-on-year, mainly due to a fall in revenue.

Industrial, Infrastructure and IoT (IIoT)

Status of revenue	Non-GAAP revenue for the fiscal year was ¥671.8 billion, up ¥35 billion (5.5%) year-on-year. This was due mainly to an increase in revenue driven by higher demand for infrastructure.
Operating income information	Non-GAAP operating income for the fiscal year was ¥169.4 billion, down ¥4 billion (2.3%) year-on-year. This was due mainly to the fact that higher revenue was outweighed by higher selling, general, and administrative expenses.
Major updates	• Total revenue for the IIoT segment as a whole grew by 5.5% year-on-year. This was due primarily to an increase in revenue driven by higher demand for products for data centers. • Revenue in the Industrial sub-segment fell by several percent year-on-year due to the continued impact of lower factory automation and mass market demand, as well as inventory adjustments by customers. One bright spot was a recovery in smart city-related demand. Revenue in the IoT sub-segment was down by several percent year-on-year due to a decline in demand for mobile, PC and mass market applications, despite higher demand for consumer and wearable devices. In the Infrastructure sub-segment, sales grew by more than 30% year-on-year, driven by strong growth in digital power and memory interface products for AI and general purpose servers. • Gross margin for the fiscal year was 61.2%, up 0.6 percentage points year-on-year. This was due mainly to an increase in revenue. • Operating margin for the fiscal year was 25.2%, down 2.0 percentage points year-on-year. This was due mainly to the fact that higher selling, general, and administrative expenses outweighed the increase in revenue.

*1 Non-GAAP basis *2 Due to rounding, percentages may not add up to 100%.

Capital Allocation and Purposeful Investment

Basic Capital Allocation Policy

Renesas has clearly defined its policy of allocating capital according to priorities as follows.

① Capital investment

We aim to maintain capital investment at an appropriate level, targeting approximately 5% of revenue over the medium to long term.

② Deleveraging (ensuring financial soundness)

We are aiming at a target net leverage ratio (net interest-bearing debt/non-GAAP EBITDA) of 1.0x.

③ Shareholder returns (dividends)

In FY2025, we will pay ¥28 per share for dividends due in March 2026. We will also continue to pay stable dividends.

④ Agile strategic investments (e.g., M&A and share buybacks)

Over the medium term, we aim to allocate 30% or more of free cash flow to shareholder returns, including share buybacks.

We will continue to actively pursue growth areas, including small bolt-on investments. From the outset, we never expected that our acquisition of Altium alone would be enough to fully realize our digitalization vision, so we believe that further investment will be necessary, though not to the scale of multiple billions of yen.

Purposeful Investment

In accordance with our policy of "Purposeful Investment," and with an eye to the medium and long-term growth of the Group, we have further clarified our business priorities to focus management resources on three strategic areas: Embedded Semiconductor Solutions, UX (user experience) & Digitalization, and Vertical Business, which will drive our technology roadmap and bring significant added value.

Three Strategic Areas

Embedded semiconductor solutions

To meet the needs of a wide range of applications in automotive, industrial, IoT, and other segments, we offer a winning combination of embedded processing, power, analog, and connectivity as comprehensive system solutions. We leverage our advanced platform to support our customers' development initiatives, to accelerate their product development cycle and reduce overall risks of getting products to market.

Initiatives ● As part of our efforts to enhance and expand product development for Intelligence at the Edge, we are expanding the lineup of our RA8 series of high-performance 32-bit MCUs that offer NVM solutions for 22 nm processes at up to 1 GHz. We help our customers create value by achieving shorter development cycles, lower power consumption, and minimized total cost of ownership across a wide range of applications, including AI processing, motor control, and HMI.

UX & Digitalization

Renesas has identified user experience (UX) and digitalization as its highest strategic priorities and will further accelerate efforts in these areas. Providing a platform that enables streamlined digitalization—from semiconductor selection to system design and production, and lifecycle management—we aim to create an environment that makes product development "Easier" for customers all over the world.

Initiatives ● UX: Build a "whole product" delivery process, improve the software development environment, and promote these initiatives through collaboration between our UX team and each product group. Digitalization: Build an electronics design and lifecycle management platform centered on Altium, and move forward with preparation for the market launch of "Renesas 365 Powered by Altium."

Vertical businesses

We are also focusing on "Vertical Businesses" to drive our technology roadmap and deliver significant added value in applications such as digital power for AI servers and memory interfaces for data centers.

Initiatives ● To provide high-efficiency power supplies for next-generation AI infrastructure, we are strengthening and expanding our GaN power supply solutions compatible with 800 V DC architecture. Using our high-voltage 650 V GaN power semiconductors, we are also enabling high-efficiency, high-reliability power conversion and supply devices for data centers, EV charging, UPS, storage and renewable energy, and various other applications.

2025 Spotlight: Products & Development Tools

Through its cutting-edge semiconductor technology, Renesas aims to make people’s lives more comfortable and help shape a more sustainable society.

In an era where high-speed, high-capacity communication enables everything to be intelligently connected, not only high computing performance but also superior energy efficiency and reliability are essential.

Through products and solutions that combine low power consumption with high reliability, Renesas supports improvements in energy efficiency and safety across entire systems, not just at the semiconductor level.

In addition, based on our Green Bond Framework, we have organized our products and technologies and are building a portfolio centered on four key technologies that deliver both technological competitiveness and environmental value. These product groups, along with our spotlight products, provide solutions that support next-generation society and contribute to the realization of a sustainable future.

* See more details about the Green Bond Framework here:
https://www.renesas.com/en/about/sustainability/products-and-solutions

Powering the Next Generation of AI Infrastructure Strengthening and Expanding GaN Power Supply Solutions - Photo ❶

High-efficiency, scalable next-generation power supply architectures are drawing growing attention in light of the rapidly increasing power consumption associated with the massive data processing of next-generation AI infrastructure.

We are committed to providing GaN (gallium nitride) power supply solutions that enable highly efficient power conversion and supply. These solutions support voltages of 48 to 400 V and can be scaled up to 800 V by combining multiple units. They can be used for a wide range of applications, from next-generation AI infrastructure and EV charging, to uninterruptible power supplies (UPS), energy storage systems, and solar power inverters.

32-bit for 1 GHz Operation New RA8 Series of MCUs - Photo ❷

Renesas is upgrading and expanding its product development for Intelligence at the Edge, one of the Secular Growth fields in which we expect to improve the Group’s competitiveness and profitability. As part of this effort, we have expanded the RA8 Series, our top-of-the-line products in the RA Series of 32-bit microcontrollers (MCUs).

Our RA8 series of products feature NVM technology that supports 22 nm processes and CPU cores capable of running at up to 1 GHz. The series includes the RA8P1 for AI acceleration and high-precision motor control, the RA8T2 for high-performance motor control, the RA8M2 for general-purpose applications, and the RA8D2 for high-performance graphics display and HMI. All of these products offer low power consumption and advanced security features.

Innovative Development of Electronic Devices New Renesas 365 Powered by Altium - Photo ❸

Together with Altium, a company we acquired in 2024, we have announced “Renesas 365 Powered by Altium,” the first platform in the industry designed to streamline the entire electronic device development process of our customers, from semiconductor selection to system lifecycle management.

We developed this cloud-based platform by integrating the knowledge and technologies of Renesas and Altium. The platform enables electronic device developers to accelerate development and shorten time to market by centrally managing hardware, software, and lifecycle data in the cloud. It also offers digital traceability, including real-time access to information, rapid decision-making for development, and tracking of change history.

❶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Special Feature: Renesas 365, an Electronic Device Development Platform

"Renesas 365, Powered by Altium" (Renesas 365) is an integrated platform for the development of electronic devices that embodies our ongoing digitalization strategy. Built on Altium technology, Renesas 365 streamlines the traditionally fragmented electronics design process, making electronic design accessible to a broader market and facilitating further innovation. While Renesas 365 makes embedded system design easier for engineers, the innovative products designed using Renesas 365 will make our lives more convenient.

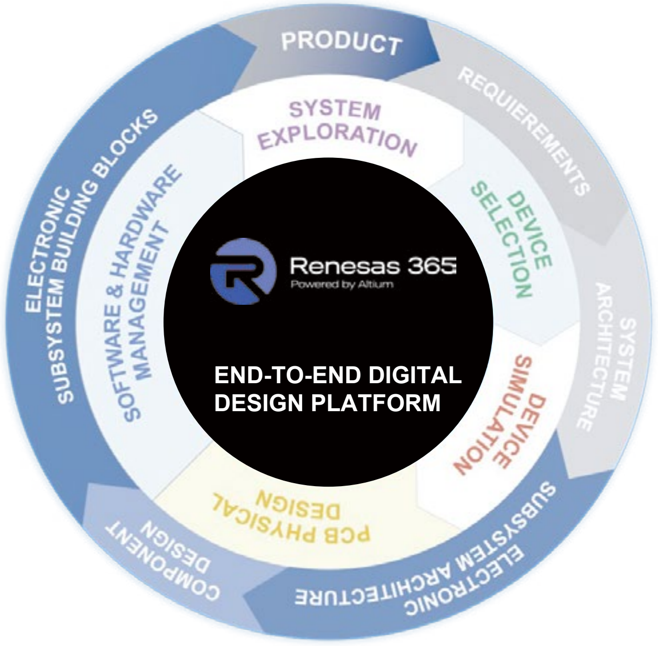
Renesas 365 has reached General Availability

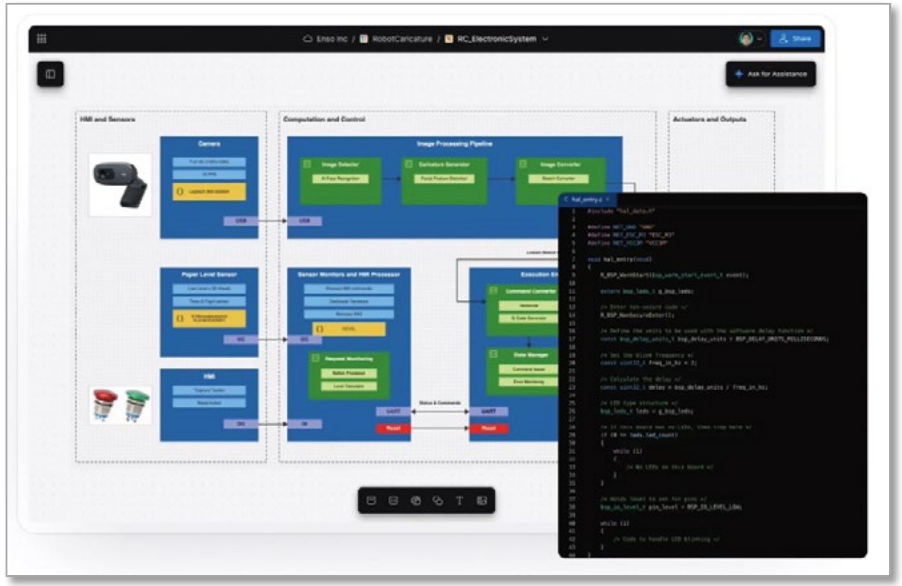
Renesas has released Renesas 365 for all users. In the first phase, we will carry out device selection, model-based system design, and initial validation on a single integrated platform. We are starting with the RA Family of 32-bit MCUs featuring Arm® cores. MCUs selected using Renesas 365 will work seamlessly with the e^2 studio integrated development environment, software development kits (SDKs), and various other development tools. Renesas 365 centralizes information and tools that were previously managed separately—such as embedded software, data sheets, and application notes—in the cloud. This helps reduce the time compared to traditional and manual methods of searching for parts and gathering information.

Renesas 365 is particularly effective in helping to select optimal MCUs based on overall system requirements, because it uses model-based evaluation and optimization technology. By providing intelligent support based on system requirements, we accelerate design convergence, minimize rework from downstream processes, and shorten time to market. The result is more robust, efficient, and cost-effective embedded design.

Gaurang Shah, Vice President and General Manager of Embedded Processing at Renesas, commented as follows.

"The general availability of Renesas 365 is a significant milestone on the road to realizing our digitalization vision. By launching an intelligent design environment to support early-stage development as our first offering, we laid the groundwork for the next phase. In this next phase, it will be possible to maintain and manage hardware and software subsystem components on Renesas 365. This will enable customers to develop, scale, and operate next-generation software-defined products faster, more cost-effectively, and for longer periods."





02

Sustainability

Head of Sustainability Message

Ariunzaya Bayarsaikhan
Head of Sustainability

Q1: Looking back at FY2025, what were your most important achievements as head of sustainability?

We moved from formulating sustainability policies to implementing and managing them in practice. Building on the strategies and systems that we have developed, we paid specific attention to what we consider management issues and what we can change on the ground. Against the backdrop of geopolitical risks, changes in regulatory trends, and the increasingly complex demands of customers and investors, sustainability is a theme that is increasingly essential to our business operations. The company has started to implement and manage sustainability measures both in its management and in the field.

For climate change, we are working to cut GHG emissions in line with our 2040 carbon neutrality target. At our production bases, we deployed energy-saving equipment and improved processes in stages based on our plans. The goal is not merely to meet numerical targets, but to move forward sustainably while assessing impacts on operations and quality. We also built up consistent processes of basic actions, such as regularly checking progress and making corrections when necessary.

At the same time, the Sustainability Unit (SU) is now under the direct control of the CEO, with a system of oversight through the Audit and Sustainability Committee (ASC). Specifically, we reduced Scope 1+2 emissions by 3.3% at our major production bases and established quarterly sustainability strategies and performance reviews in the ASC. The important thing is not the numbers themselves, but the cycle that allows us to quickly grasp the difference between the plan and real-world results and to discuss the next actions.

This has given us a comprehensive view of our policies, decisions, and on-site responses. Rather than simply highlighting achievements, we believe our most important achievement was building the capability to understand the situation on the ground accurately and in a timely manner, and to consider our next steps calmly.

Q2: How is the Sustainability Strategy 2.0 aligned with business strategy and capital allocation?

Under Sustainability Strategy 2.0, we view sustainability as an essential requirement for continued stable business growth—rather than an independent activity—and as an axis for determining business strategy and capital allocation. For us, climate action and investment in human resources are not short-term costs, but rather investments in the foundation that support business continuity.

While remaining committed to the concepts of “Back to Basics” and “Purposeful Investment,” we have been looking at the most rational ways to allocate our limited management resources. Take the scale of medium to long-term climate-related investment, for example. We have been organizing our investment from the perspective of the risks of failing to achieve targets or meet regulatory requirements, and how these might impact customer demands. We have been holding management-level discussions to reach a common understanding on this.

As well as serving as business opportunities, growth areas such as AI, electrification, UX and Renesas 365 are closely linked to energy efficiency and supply chains. Sustainability Strategy 2.0 is not intended to remain an abstract ideal. Rather, it is a framework for managing risks and supporting growth while addressing the realities of our business.

Q3: What kinds of environmental and social changes have occurred in supply chains, including your own?

Sustainability is about more than reducing environmental impact. Environmental initiatives need to be pursued together with efforts to strengthen the resilience of the people and supply chains that support our business. In FY2025, we reviewed our entire operations, paying attention to both their environmental (E) and social (S) aspects.

On the environmental side, we are working to reduce PFCs, implement energy-saving measures, and utilize renewable energy at our production bases. When reviewing our facilities and processes, we make decisions that consider not just short-term reductions and impacts, but also the impact on future regulatory compliance and operational stability. Our basic approach is to monitor progress and make any necessary adjustments.

In terms of social responsibility, ensuring human rights, health and safety, and safe working environments are indispensable to our operations. In our supply chains, we are also taking measures based on the RBA framework and our Code of Conduct, addressing working environments and human rights risks as well as impacts on the natural environment.

Head of Sustainability Message

We are continuing our efforts to identify and visualize risks from both environmental and social perspectives, including revision of our Supplier Code of Conduct and information disclosure through CDP.

Q4: What themes did you place particular emphasis on in the 2025 materiality review?

Our 2025 Materiality Assessment focused more strongly than ever on business impact and feasibility, as well as on growing societal demands. Climate change, supply chain resilience, people and organization, and data and cybersecurity are all areas that impact our business continuity and competitiveness directly.

This is because conditions surrounding our businesses, such as worsening geopolitical risks, tightening regulations in various countries, and the rapid rise of AI, are changing rapidly. Amid these changes, it's vital to decide where we will pay most attention and concentrate our management resources, rather than just making a long list of issues.

For this reason, we organized our materiality into a layered structure comprising Priority Topics, Strategic Topics and Monitoring Topics. By distinguishing between issues that require intensive short-term responses and those that need continuous monitoring over the medium or long term, we can link management decisions with on-the-ground initiatives more directly.

For example, data privacy and cybersecurity are issues that simultaneously affect business risks, customer trust, and internal operations. Recognizing that these issues require immediate and intensive action, we elevated their priority in the list of Priority Topics.

Diversity, equity & inclusion (DEI) remains an important pillar of our corporate culture and organizational strength. However, in light of the progress we have made through certain initiatives and the development of systems, we are repositioning DEI in FY2026 as a medium to long-term management challenge.

Materiality is not something that can be defined once and left unchanged. We see it as a dynamic framework for decision-making that is reviewed periodically in response to changes in the business environment and societal demands.

Q5: How have the expectations of investors, customers, employees, and other stakeholders changed?

Increasingly, investors and customers are focused on more than just whether initiatives are in place. They also want to know about their effectiveness and progress, and about the reliability of data. The level of accountability for sustainability, including rating agencies and regulatory requirements, has definitely risen.

If meeting these expectations becomes an end in itself, there is a risk that we place an excessive burden on frontline teams and respond to requests in an ad hoc manner. That's why we insist on responding to requests only after carefully assessing their background, objectives, and priorities.

Nevertheless, we believe it is important to understand sustainability in connection to our own operations and to instill that understanding so that it can be used to make day-to-day decisions.

We are confident that this approach and coordination with relevant stakeholders will lead to long-term relationships of trust.

Q6: Looking ahead to 2030 and beyond, what do you consider most important in sustainability?

As in FY2024, our most important challenge is to integrate sustainability and business strategies. We are still not at the stage where sustainability is treated as an indispensable element of all management decisions and operations. However, we are gradually working to clarify and organize our approach and framework so that they can be naturally integrated into future decision-making and business operations.

The key is not to see sustainability as a special kind of activity, but to move closer to treating it as an essential element for the continued success of our business. To this end, we are building on our efforts to develop performance indicators and management processes, and to promote cooperation between teams.

While the short-term results of individual sustainability initiatives are not always evident, we believe that steadily building on our efforts ultimately helps us to sustain and increase our corporate value. At the heart of this effort is our purpose "To Make Our Lives Easier." We will continue to implement sustainability initiatives carefully, one step at a time, without overextending ourselves, while staying true to our basic principles and following the right path.

Overview of Sustainability Strategy 2.0

Sustainability Roadmap toward 2040

In April 2025, Renesas formulated Sustainability Strategy 2.0. Building on Sustainability Strategy 1.0, which was launched in 2022, Renesas aims to evolve sustainability into a growth driver by integrating environmental, social and governance (ESG) priorities into its management strategy and business operations.

Under this strategy, we aim to enhance medium- to long-term corporate value while creating positive social impact by aligning our business objectives with global sustainability challenges, thereby delivering sustainable value to all stakeholders.

Renesas Sustainability Framework

In formulating our Sustainability Strategy 2.0, we conducted a comprehensive gap analysis and materiality analysis, building on our 2022 assessments. The gap analysis assessed our current sustainability performance against industry peers, investor requirements, and customer expectations. The materiality analysis focused on medium to long-term stakeholder concerns and their impact on our business. These analyses were conducted in response to the changing business environment, reflecting feedback from investors, customers and Renesas leadership. The final materiality map is divided into three layers—Priority Topics, Strategic Topics, and Monitoring Topics—for guiding strategic resource allocation and progress management.

Based on the results of these analyses, Sustainability Strategy 2.0 focuses on key themes such as climate action, energy management, supply chain transparency, data privacy, cybersecurity and risk management.

To demonstrate our commitment to industry standards and stakeholder expectations, we also brought forward our carbon neutrality target from 2050 to 2040. Our path to carbon neutrality focuses on three main areas: reducing PFC gases, expanding renewable energy use, and increasing energy efficiency. We are making steady progress in these efforts and remain on track to achieve our SBTi-validated target of a 38% emissions reduction (Scopes 1+2) by 2030 compared to 2021 levels.

Sustainability Strategy 2.0
(formulated in April 2025)

1 Roadmap
(Timeline)
2025 Materiality Analysis
2030 Integration into core business
2040 Carbon neutrality
→ See the figure on the right of this page for details

2 Materiality
(Key Issues)
Priority Topics
Strategic Topics
Monitoring Topics
→ See P.23-24 for details

3 Implementation System
(Governance)
ASC (oversight)
SOT (operation)
SU (plan and drive)
→ See P.47 for details

Purpose "To Make Our Lives Easier" / Sustainability Guiding Principles

Roadmap

2025 — **Materiality Analysis**
Identify and prioritize ESG issues (and review as needed)
▲ Current

2030 — **Apply to business operations**
Accelerating GHG reduction and value chain responsibility

2040 — **Carbon neutrality**
100% renewable energy

KPI Highlights

GHG emissions Scope 1+2
38% reduction from 2021 (2030 target)
SBTi Certification 2030 target

Carbon neutrality
Achieve by 2040
Shift to 100% renewable energy

PFCs / Energy Efficiency
47.3% reduction from 2021

Materiality

Redefining Materiality in Response to the Changing Risk Environment

Update of Material Topics for 2026

Renesas continuously monitors changes in the external environment based on the materiality analysis revised in 2025. Looking ahead to 2026, external factors that may affect our business are becoming increasingly apparent, including heightened geopolitical risks, more severe resource constraints, and expanding digital risks, including cybersecurity risks.

In light of these circumstances, we referred to international risk analysis reports and geopolitical outlooks from external expert organizations, while also incorporating insights gained through engagement with stakeholders such as investors and customers. Based on this, we reassessed the relative positioning of our existing material issues.

This review does not add any new material issues. Rather, it is intended to more accurately reflect the risk perceptions and business environment as of 2026 with respect to the material issues identified in 2025. This update was determined following review and approval by the Audit and Sustainability Committee. We use the material issues identified and assessed through our materiality analysis as reference information when confirming their relevance to our significant risks. For material issues such as climate change, supply chain, governance, and information security, we review their relationship with relevant risk areas, considering their impact on our business and stakeholder expectations. Where necessary, we reflect these findings in the consideration of risk management measures and monitoring activities.

Main Changes in 2026

1. Revisions with Changes in Priority Category

● Policy Influence & Government Relations

Industrial policies, subsidies, export controls, investment screening and other measures in various countries are having an increasingly direct impact on the competitive environment of the semiconductor industry. In light of this, we have reclassified this topic from a Monitoring Topic to a Strategic Topic.

● Responsible Minerals Procurement

Supply instability and price fluctuations, as well as growing demand for due diligence are making the procurement of critical minerals more difficult. This is a tangible risk that could impact the business in the short term. We have therefore reclassified this from a Strategic Topic to a Priority Topic.

● Diversity, Equity & Inclusion (DEI)

DEI remains a key foundation of our corporate culture and organizational strength. At the same time, looking ahead to 2026, attention is increasing relatively on themes that are directly linked to geopolitical risks and business continuity. We have therefore adjusted the classification of this topic from a Priority Topic to a Strategic Topic. This change does not imply any reduction in the importance of DEI initiatives.

Three Categories of the Materiality Map	
Priority Topics	High focus and importance to both stakeholders and business. These topics have a direct and immediate impact on business success and stakeholder trust, including customers and investors.
Strategic Topics	Core importance to business operations and reputation. Failure to manage these effectively (e.g., product quality) could lead to significant business or reputational damage. These topics also have the potential to become high-priority issues in the near future.
Monitoring Topics	Lower current relevance but important to track for potential long-term impact. These topics may rise in priority based on external factors or business changes.

2. Revisions of Importance within Priority Topics

● Data Privacy & Cybersecurity

We have clarified this topic's position as one of the most important areas within the Priority Topics category, as its importance is increasing further as a risk that could simultaneously affect product reliability, customer trust and internal operations.

● Supply Chain Management & Labor Standards

Given current geopolitical conflicts and trade restrictions, supply chain stability and resilience have become a major concern of our business strategy. We also raised the priority level of this topic within the category.

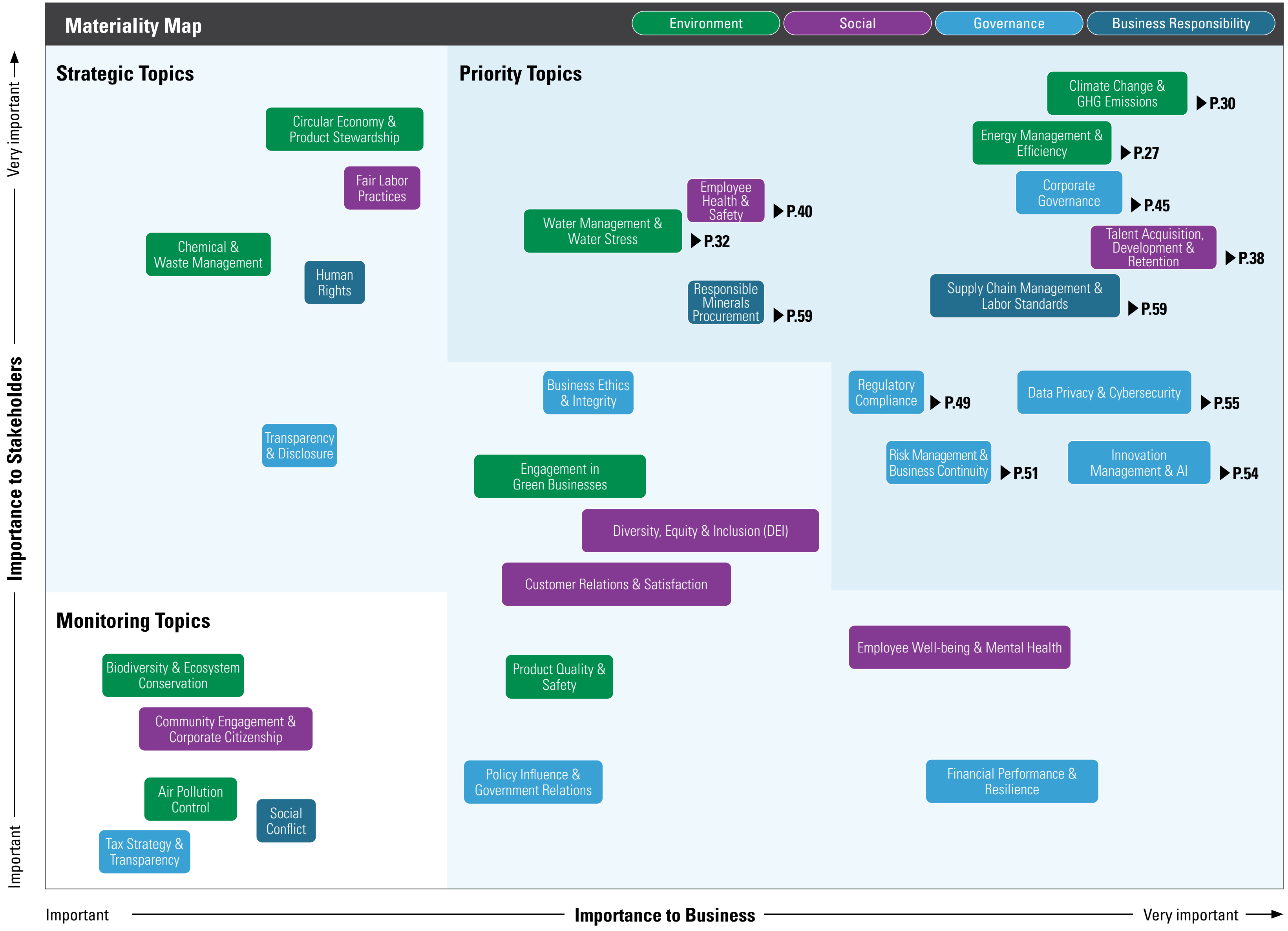
● Innovation Management and AI

With the rapid advances in AI technology, the importance of AI governance is increasing from the perspectives of responsible use, safety, intellectual property, information security, and other related areas. For this topic as well, we have raised its level of importance within our priority topics.

3. Organizing Monitoring Topics

Social Conflict remains positioned as a Monitoring Topic, as it can be addressed comprehensively through more specific and effective higher-level topics, such as Human Rights and Supply Chain Governance.

Materiality



Priority Topics (12)

Topic	Description
Climate Change & GHG Emissions	Climate change can impact costs, asset resilience and market access over the medium to long term through transition and physical risks.
Energy Management & Efficiency	Energy efficiency directly impacts operating costs and resilience to energy price volatility in the short to medium term.
Corporate Governance	Strong governance is the foundation for effective risk management, regulatory compliance, and long-term corporate value.
Talent Acquisition, Development & Retention	The recruitment, development and retention of highly skilled people are essential for sustainable innovation and long-term competitiveness.
Supply Chain Management & Labor Standards	Responsible supply chain management is essential for business continuity, regulatory compliance, and customer confidence.
Employee Health & Safety	Ensuring occupational health and safety is essential for preventing operational disruptions and avoiding legal risks and productivity losses.
Water Management & Water Stress	Water stress is a potential risk that can affect production continuity and capital spending plans, particularly in water-intensive operations.
Data Privacy & Cybersecurity	Cybersecurity and data protection are critical for preventing operational disruption, financial losses and reputational damage.
Responsible Minerals Procurement	Responsible mineral sourcing reduces supply disruptions, regulatory risks, and reputational risks associated with critical resources.
Regulatory Compliance	Effective compliance management reduces the risk of penalties, operational disruption, and loss of market access.
Risk Management & Business Continuity	Strong risk management and business continuity planning protect business and financial performance against various disruptions.
Innovation Management & AI	Effective innovation and AI governance enables long-term growth as well as management of new operational and regulatory risks.

Environment

	2024		2025
GHG emissions	21.6% reduction 2021 basis	➡	24.2% reduction 2021 basis
Water usage (per unit of revenue)	32% reduction 2021 basis	➡	36% reduction 2021 basis
Water recycling rate	32%	➡	31%
Water usage per unit production-related revenue (Renesas Semiconductor (Beijing) Co., Ltd.)	27% improvement 2021 basis	➡	26% improvement 2021 basis
Water usage per unit production-related revenue (Renesas Semiconductor (Suzhou) Co., Ltd.)	32% improvement 2021 basis	➡	31% improvement 2021 basis

	2024		2025
VOC emissions	68% reduction 2010 basis	➡	70% reduction 2010 basis
Violations of environmental laws and regulations	No violations	➡	1 case
Waste recycling rate	92%	➡	93%
Quantity of hazardous waste generated	9.4% reduction 2023 basis	➡	15.9% reduction 2023 basis
Percentage of Renesas Green Devices in newly developed products	89%	➡	89%
Involvement in green business	See P.17		

Head of Operations Message

Takeshi Kataoka
Senior Vice President and Head of Operations

Q1: How would you describe the overall progress of initiatives in FY2025?

In FY2025, we continued to focus on climate change initiatives that are directly linked to our corporate value, with activities centered on manufacturing sites and the supply chain. To strengthen governance, we established the Sustainability Unit (SU) and created a framework for regular reporting to the Audit and Sustainability Committee (ASC), ensuring closer alignment between policy and oversight, and on-site execution. As Head of Operations, I am responsible for ensuring that the agreements reached by our company-wide sustainability team, SOT, are translated into concrete action at all manufacturing sites and across our supply chain, and that the required quality of execution is maintained.

In this year's report, we disclose specific figures including Scope 1 and 2 emissions of 742,384 t-CO_2, representing 75.8% of FY2021 levels; Scope 3 emissions of 1,552,585 t-CO_2, representing 62.4% of FY2021 levels; energy consumption of 1,603,755 MWh; and a renewable energy ratio of approximately 0.57%. We also provide details of the measures implemented.

Q2: What were the key achievements in production operations, and how do you approach capital allocation?

We are continuing to explore options for switching from Scope 1 PFCs, or fluorinated gases, to low-GWP gases, while optimizing processes and installing or upgrading abatement equipment. For Scope 2, we reduced electricity-related emissions, which account for more than 80% of our Scope 2 emissions, by investing in energy-saving measures, including upgrades to compressors, boilers and dry pumps.

In Japan, because reduced operations at certain manufacturing facilities enabled us to meet our GHG emission reduction targets, we decided not to purchase FIT non-fossil certificates. Overseas, however, we are operating and expanding PPAs in China and Malaysia. These investments are assessed in advance in terms of expected emission reductions, cost, operational impact and post-implementation data reliability. Through this integrated approach to implementation and capital allocation, we achieved our FY2025 climate change targets.

Q3: How did you promote decarbonization and regulatory compliance throughout supply chains?

Supplier governance is essential for reducing both financial and operational risks through decarbonization and regulatory compliance. In FY2025, we disclosed a 92% agreement rate for our Supplier Code of Conduct (SCoC) and a 100% response rate to the RBA self-assessment questionnaire (SAQ). We also continued to develop climate-related data through CDP. Regulations on controlled chemical substances (e.g., PRTR, VOC, RoHS, REACH) are integrated at design (BOM), purchasing gates, and change management to ensure both regulatory compliance and consistent quality. For responsible mineral procurement, we disclosed our progress toward conducting 3TG (tin, tantalum, tungsten, and gold) surveys for 100% of our procurement in accordance with the RMI, striving to ensure traceability and reduce reputation risk.

Environmental data are verified by a third party (JQA), while internally, the SU is responsible for policy and coordination, and ASC for monitoring and reporting.

Q4: How do you balance reliability through third-party audits and certification with meeting climate-related goals?

We strengthened auditing and certification as a foundation for ensuring compliance with standards and data reliability, and we set up a system for verifying reductions and improvements from a third-party perspective. On top of this, we are using indicators for Scope 1+2, Scope 3, and energy in parallel with compliance and correction measures relating to SCoC, SAQ, controlled chemical substances, and responsible mineral procurement. Governance is handled by the SU and ASC, and as the person responsible for production and supply chain implementation, I continue to run the PDCA cycle by integrating agreements at each gate (design, purchasing, and change management) of production plants and procurement. The Sustainability Operating Team (SOT) is managed by the SU. I participate on the execution side to see that oversight, operation, and implementation are seamlessly linked.

Q5: What are the priorities for FY2026?

In FY2026, we will continue to strengthen the implementation of climate change initiatives. At manufacturing sites, we will examine process optimization and the replacement of PFC abatement equipment, while promoting energy conservation and the flexible introduction of renewable energy in line with production conditions. In the supply chain, we will continue to collect upstream data and work to achieve Scope 3 reduction targets.

For controlled chemical substances, we will establish processes that simultaneously ensure regulatory compliance, quality and supply stability, while reducing climate impact through integrated operation at the design and purchasing gates. On the regulatory and disclosure front, we will strengthen data controls and audit-trail management in preparation for standards such as SSBJ, and will continue preparations through the SOT under the SU's policy direction.

In FY2026, we will ensure disclosure backed by accountability for execution, with our actions properly linked to climate-related targets.

Response to the TCFD Recommendations

Relevant Materiality
- Climate Change & GHG Emissions
- Energy Management & Efficiency

Relevant Purpose
- EARTH
- TRUST

In April 2021, Renesas endorsed the Task Force on Climate-related Financial Disclosures (TCFD) and joined the Japan-based TCFD Consortium.

Incorporating our Purpose "To Make Our Lives Easier" into the four pillars of the TCFD (governance, strategy, risk management, metrics and targets), Renesas will make a focused effort to expand our low-power consumption products and achieve carbon neutrality for Scope 1+2 emissions by 2040 (38% reduction by 2030), thereby creating value that integrates support for customer decarbonization and reduction of our own emissions.

We are committed to disclosing information on the risks and opportunities that climate change poses to our business. We are also formulating management strategies that give increasing consideration to climate change and making management decisions that mitigate climate-related risks and maximize opportunities.

Strategy

Renesas sees climate change as a key challenge. To grasp the impact of climate-related risks and opportunities on the business, strategy and financial plans of the Renesas Electronics Group, and consider measures to address them, we conducted a scenario analysis based on the following assumptions.

Assumptions of the scenario analysis

For this analysis, we selected all regions of our operations, including overseas (limited to GHG gas emissions subject to third-party verification, which account for over 95% of total GHG emissions). We selected all our operations as the business scope, consolidated financial statements as the corporate scope, and 2030 as the time frame. For the scenarios, we selected the Sustainable Development Scenario (SDS) of the International Energy Agency (IEA) and RCP2.6 of the Intergovernmental Panel on Climate Change (IPCC) for a sub-2°C scenario and the Stated Policies Scenario (STEPS) of the IEA and IPCC's RCP8.5 as a 4°C scenario.

Scenario analysis procedure

Taking into account social and regulatory trends through to 2030, we systematically identified a wide range of climate change risks and opportunities in accordance with the TCFD Recommendations. We broadly divided risks into transition risks associated with decarbonization relating to policies, markets and reputation, and physical risks such as rising temperatures and extreme weather events. Opportunities were categorized in terms of resource efficiency, products and services, and new markets.

Next, we narrowed down factors with a large impact in light of our medium to long-term business planning and evaluated the financial impact in 2030 based on the assumptions of the sub-2°C and 4°C scenarios. Then, based on the results, we examined ways to improve our business resilience.

Details of analysis and countermeasures

Based on scenario analysis and other information, we estimated the timing of various risks and opportunities by classifying the nine years from 2022 to 2030 into "short term," "medium term," and "long term" periods for disclosure. We defined "short term" as three years or less, "medium term" as three to six years, and "long-term" as over six years.

Governance

Renesas recognizes the various opportunities and risks associated with climate change as a key element of our business strategy. The CEO bears ultimate responsibility for all company-wide sustainability initiatives, including climate-related opportunities and risks. In addition to policies, key issues, opportunities and risks related to sustainability and climate change, the Sustainability Unit (SU) regularly discusses performance monitoring and responses to issues, reviewing them as necessary and regularly reporting on them to the Audit and Sustainability Committee and the Board of Directors.

Financial impact assessment and response measures for risk factors

Category		Expected financial impact	Period	Measures
Transition risks	Strengthening of laws and regulations	The cost of complying with carbon pricing (Scope 1-3), PFC and recycling regulations, and energy conservation regulations in emerging countries will increase as various decarbonization-related laws and regulations become more stringent.	Short and medium term	We are committed to implementing systematic measures to achieve medium to long-term GHG emission reduction targets, monitoring and encouraging the reduction of the emissions of suppliers, and continuously promoting the 3Rs with the aim of maintaining a global recycling rate of at least 90%.
	Technology and market changes	It is possible that our profits will decline as a result of lost sales opportunities due to delays in the development of markets and products requiring energy-saving, and reduced sales of MCUs for ICE vehicles due to a decline in sales of gasoline vehicles.	Short and medium term	In addition to anticipating energy efficiency standards and accelerating development, adopting flexible functional modification technology, and continuing to invest in R&D for increasing energy efficiency, we will shift some development resources to semiconductors for electrification and advanced functions.
Physical risks	Increase in disasters caused by extreme weather	An increase in disasters caused by extreme weather could damage the company and the bases of its suppliers, resulting in lost revenue until operations are restored on top of recovery costs.	Medium and long term	In addition to conducting location-specific risk assessments and implementing countermeasures based on BCM, we will continuously collect information, even from locations outside the hazard map. We will also promote decentralized procurement and secure alternative products.

Response to the TCFD Recommendations

Relevant Materiality: Climate Change & GHG Emissions; Energy Management & Efficiency

Relevant Purpose: EARTH; TRUST

Financial impact and response to opportunities

Category		Expected financial impact	Period	Measures
Efficient use of resources		Efficient use of resources (energy, water) at offices and production bases will lead to cost reductions.	Short term	In addition to implementing systematic energy-saving measures in line with returns on investment, we will promote efficient use of water, with a water recycling rate target of 35%, and expand the number of sites utilizing PPAs.
Low-carbon products and services	**For xEVs Solutions Market expansion**	As decarbonization of the automotive sector progresses, the market for xEV-related solutions will expand.	Short and medium term	In addition to accelerating the development of battery management products, reducing power consumption, expanding our product lineup, and providing tools to shorten development time, we will work to improve the efficiency and function of electrification products, and enhance the performance of advanced driver assistance products.
Responding to changes in customer preferences and interests		Addressing climate change-related shifts in customer preferences (e.g., energy efficiency, IoT, sensors, advanced weather forecasting) will lead to revenue growth.	Short, medium, and long term	In addition to promoting the development of low-power consumption products and high-efficiency solutions, and strengthening R&D, we will expand our product lineup and promote faster development of more sophisticated products.

Risk management

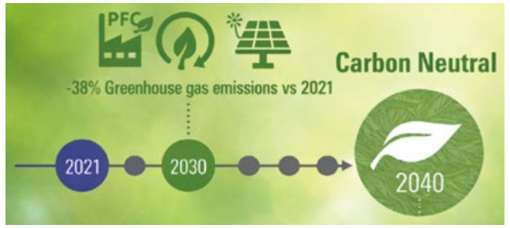
The Renesas Group has established a group-wide risk management system based on the Renesas Electronics Group Risk and Crisis Management Regulations. We regularly identify climate-related risks and other business risks, and assign responsibility for managing the risk on a daily basis to a crisis management team according to the type and characteristics of the risk. Additionally, we prepare for unforeseen circumstances by identifying and unifying realistically foreseeable risks on a risk map in advance, as well as by formulating preventive measures, response frameworks, and contingency plans for when a risk materializes. In the event of a company-wide emergency, we will also promptly set up an emergency headquarters headed by the CEO to centralize information, examine countermeasures, and minimize losses.

Metrics and targets

As an interim target toward the goal of carbon neutrality, we set out to reduce GHG emissions by 38% compared to the 2021 level by 2030, in line with the 1.5°C target (effort to limit the increase in global average temperature rise since the beginning of industrialization to 1.5°C). This target has been certified as a scientifically based target by Science Based Targets initiative (SBTi) (announced on August 25, 2022).

To achieve these reduction targets, we are continuously promoting a variety of initiatives, primarily at production sites that consume large amounts of energy. These include meeting the energy emission intensity reduction targets set by the Japanese electrical and electronics industries and stipulated by the Act on the Rational Use of Energy, reducing emissions of PFC gases (GHG gases that have a particularly strong environmental impact), and expanding the use of renewable energy.

For Scope 3 emissions, we set ourselves the goal of getting suppliers (including contract manufacturers) that account for 70% of our Scope 3 Category 1 GHG emissions to set science-based GHG emission reduction targets by 2026. In this way, we will strive to reduce GHG emissions throughout our supply chains.



SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

BUSINESS AMBITION FOR 1.5°C

Renesas' SBTi-certified GHG emission reduction target

GHG emission category	Standard	Target
Scope 1 + Scope 2	1.5°C	38% reduction by 2030 (compared to 2021)
Scope 3	WB 2.0°C	Get suppliers (including contract manufacturers) that account for (at least) 70% of our Scope 3 Category 1 GHG emissions to set a scientifically based GHG emission reduction target by 2026

Scope 1: Direct emissions from sources owned or controlled by Renesas
Scope 2: Indirect emissions associated with the use of purchased electricity, heat, and steam
Scope 3: Indirect emissions other than Scope 1 and Scope 2 (emissions of other companies involved in the activities of Renesas)
Scope 3 Category 1: Emissions from purchased products and services
WB 2.0°C (well-below 2.0°C): GHG emission reduction target to limit global temperature rise to less than 2°C above the pre-industrial level

Efficient, Low-carbon Business Operation | Environment

Relevant Materiality

Climate Change & GHG Emissions

Relevant Purpose

CUSTOMERS EARTH RESILIENCE TRUST PEOPLE

Environmental Initiatives

Renesas embeds energy efficiency and low-carbon operations into its day-to-day activities across the entire semiconductor value chain—from design and manufacturing to support—reducing waste, emissions, and risks.

Through these efforts, Renesas creates environments where people can use its products and work with confidence. By extending a sense of security—defined as “ease without unnecessary effort or anxiety”—to society, Renesas gives concrete form to its purpose, “To Make Our Lives Easier.”

Environmental Action Guidelines

At Renesas, we will strive to foster a sustainable society that can last decades, by providing environmentally-friendly semiconductor products and solutions throughout their entire life cycle, from research and development, design, procurement, production, sales, distribution, use, to disposal.

We are committed to reducing our environmental impact and preventing environmental pollution in all areas of our business. At the same time, we will comply with environmental laws and regulations and continue to improve our global environmental management system.

Response to Climate Change: We will strive to reduce energy consumption throughout the value chain, use energy efficiently and minimize greenhouse gas emissions, to support the goal of becoming carbon neutral.

Effective Use of Resources: We will make efficient use of all resources required for our businesses. In particular, we will strive to use water resources appropriately, minimize waste, and promote recycling.

Biodiversity Conservation: We will contribute to biodiversity conservation through our business activities and promote the concept of biodiversity that is critical in supporting a rich and healthy society.

We will help build a better society by proactively disclosing environmental information with our stakeholders to establish mutual understanding and by actively communicating with them.

FY2026 KPIs and Targets

- Continue making steady progress in key environmental indicators, including GHG emissions, energy efficiency, and water resource conservation, toward achieving carbon neutrality by 2040
- Remain on-track toward the 2030 target of a 38% reduction in GHG emissions
- Reduce FY2026 GHG emissions by 21.0% compared with FY2021 levels, in line with the plan to achieve an average annual reduction of 4.2% through 2030
- Improve water recycling rates and water use efficiency
- Maintaining and further improve the waste recycling rate

Long-term Targets

2030: Reduce GHG emissions by 38% compared to FY2021
2040: Achieve carbon neutrality (Scope 1+2)

Environmental Activities Results

Initiatives		KPI	Outcomes
GHG emissions reduction: (Scope 1 + 2)	Upgrading to high-efficiency equipment; process optimization; renewable energy use (purchase renewable energy through PPA)	• Amount of total emissions (t-CO_2e) • Emissions intensity (t-CO_2e / Revenue or Production volume) • Water use intensity (m^3 / Revenue) • Water recycling rate (%) • Waste recycling rate (%)	• GHG emissions 24.2% reduction (compared to 2021) Target achieved • Total water use intensity per unit of revenue target achieved
PFC reduction	Developed a PFC reduction plan toward carbon neutrality by 2040 through cross-functional collaboration.		
Energy efficiency	Intensity improvement; demand optimization		
Water	Intensity improvement targets and initiatives for water-stressed areas		
Waste Recycling	Promotion of the 3Rs (Reduce, Reuse, and Recycle)		

Efficient, Low-carbon Business Operation | Environment

Relevant Materiality

Climate Change & GHG Emissions

Relevant Purpose

CUSTOMERS EARTH RESILIENCE TRUST PEOPLE

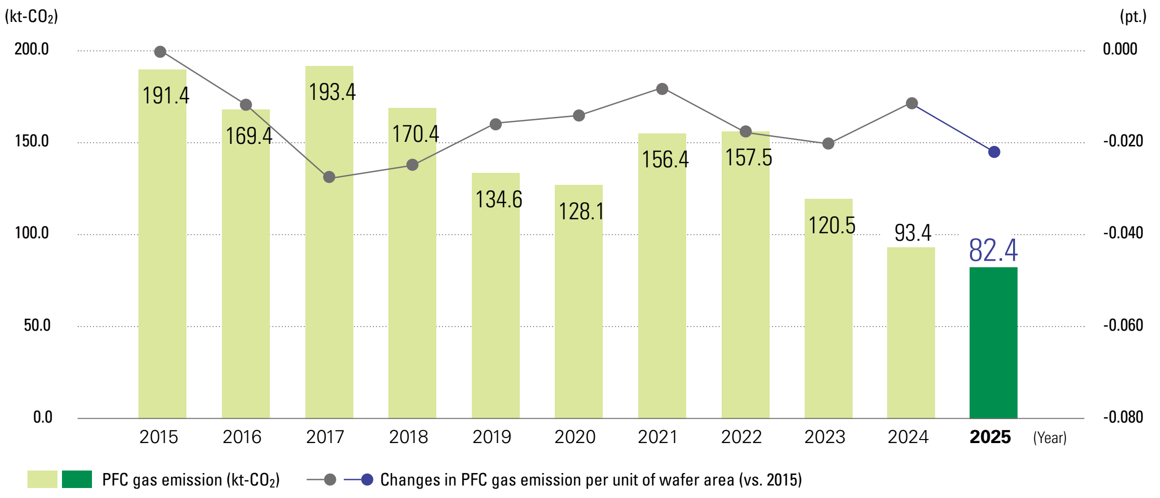
Greenhouse Gas (GHG) Emission Reduction

Renesas mainly uses Perfluoro Compound*1 gas, one of the greenhouse gases, as a process gas for plasma etching and wafer cleaning, and as a cleaning gas for reaction chambers in the semiconductor manufacturing process. These gases are not easily decomposed, and their global warming potential*2 is high, ranging from about 7,000 to more than 20,000. Therefore, the reduction of these emissions is important, and we are actively working to prevent global warming by setting targets for reducing PFC gas emissions. Methods to reduce greenhouse gas emissions from PFC gas include 1) changing to smaller GWP gases, 2) reducing PFC gas usage by optimizing processes, and 3) installing detoxification equipment to decompose PFC gases. By combining these three methods, our group has been developing technologies to reduce emissions to 90% or less of the FY1995 level by FY2010. Since 2010 we have continued our reduction efforts, despite structural reforms, and made a large reduction in FY2015 where emissions were approximately 20% of FY1995 levels.

Now that the structural reforms have been completed and we have entered into a growth phase, in FY2025, compared to FY2015, we achieved a 0.022-point reduction in PFC emissions per unit of wafer area and approximately 57% reduction in total emissions. Efforts will continue to be made to further reduce emissions beyond FY2026.

*1 PFC: The semiconductor industry has declared emission reductions for CHF3, CF4, C2F6, C3F8, C4F8, SF6 and NF3
*2 GWP: A coefficient indicating how much a given mass of GHG is estimated to contribute to global warming (CO_2=1)

Changes in PFC gas emissions & PFC gas emission per unit of wafer area



Efficient, Low-carbon Business Operation | Environment

Relevant Materiality

Climate Change & GHG Emissions

Relevant Purpose

CUSTOMERS | EARTH | RESILIENCE | TRUST | PEOPLE

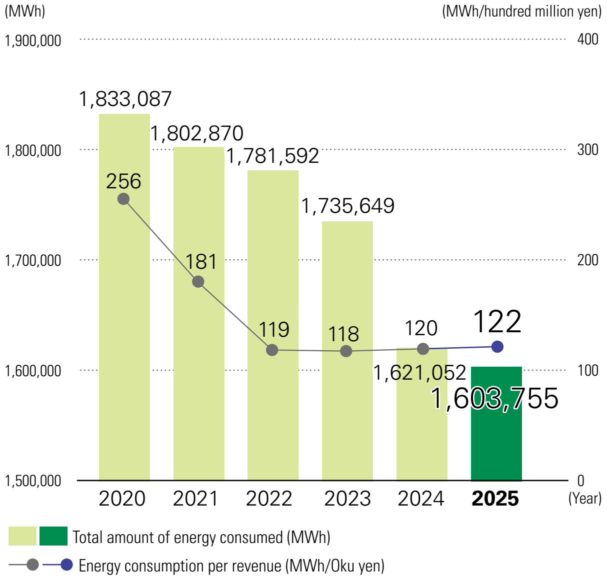
Energy Reduction

In FY2025, we reduced energy consumption by 1.1% compared to the previous fiscal year. Although the energy-saving measures were implemented at each factory, the decrease in demand was due to a softening semiconductor market. This resulted in a slight increase in energy intensity against revenue from the previous year of 2024.

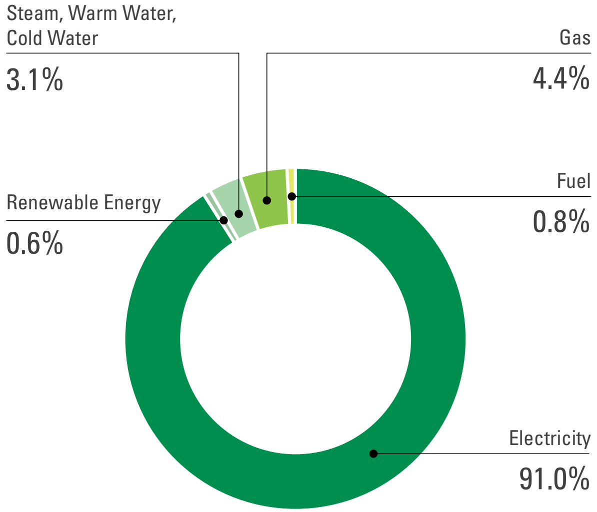
In FY2026, we will continue to promote energy-saving measures and strive for efficient use of energy corresponding to the Group's business activities in order to reduce energy consumption and prevent global warming.

In addition, every year, Renesas aims to reduce energy consumption in Japan, which accounts for approximately 80% of the energy consumption of Renesas as a whole, by 1% or more per unit (5-year average). This is in line with the Energy Conservation Law's effort targets. As part of our energy reduction activities to achieve the goal, we have participated in the "Carbon Neutrality Action Plan," an initiative undertaken by the Japanese electrical and electronics industry since FY2021. This plan aims for the development of innovative technology which will contribute to the prevention of global warming, promoting international contributions though the transfer of technology, strengthening the cooperation among supply chains.

Total Amount of Energy Consumed vs Consumption per Revenue



Composition ratio of energy use for FY2025

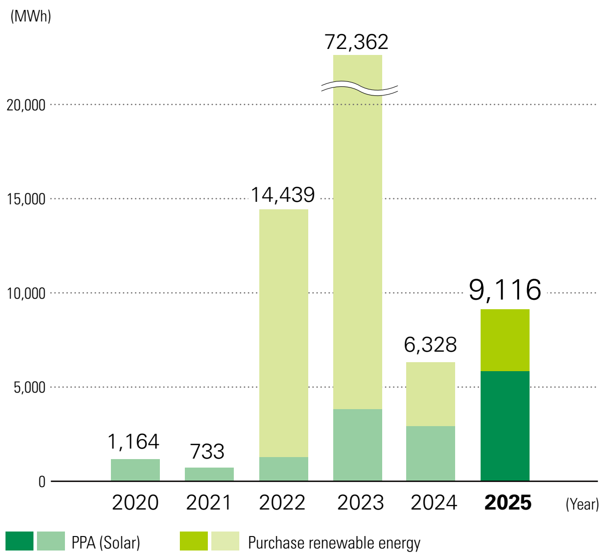


Renewable Energy

Renesas is expanding the installation of renewable energy, mainly at its production sites, to achieve its greenhouse gas (GHG) reduction targets.

In Japan, we started purchasing green electricity in FY2022. We are also installing solar panels (PPA) outside of Japan and began the operation at a production base in China and Malaysia during the second half of FY2022.

Trend of renewable energy



In FY2025, due to a softening in demand for our semiconductors, we were able to fully achieve our annual greenhouse gas reduction target through a reduction in the operation of our production bases and energy-saving measures, so we temporarily adjusted the amount of green power purchased from the perspective of business operations.

Overview of solar panel (PPA) installation bases

Production base
Renesas Semiconductor (Beijing) Co., Ltd.

Country	China
System	Solar power PPA
Power generation amount	283kwh/h
Operation start	October 2013

Production base
Renesas Semiconductor (Suzhou) Co., Ltd.

Country	China
System	Solar power PPA
Power generation amount	178kwh/h
Operation start	October 2022

Production base
Renesas Semiconductor KL Sdn. Bhd.

Country	Malaysia
System	Solar power PPA
Power generation amount	137kwh/h
Operation start	December 2022

Efficient, Low-carbon Business Operation | Environment

Relevant Materiality: Water Management & Water Stress

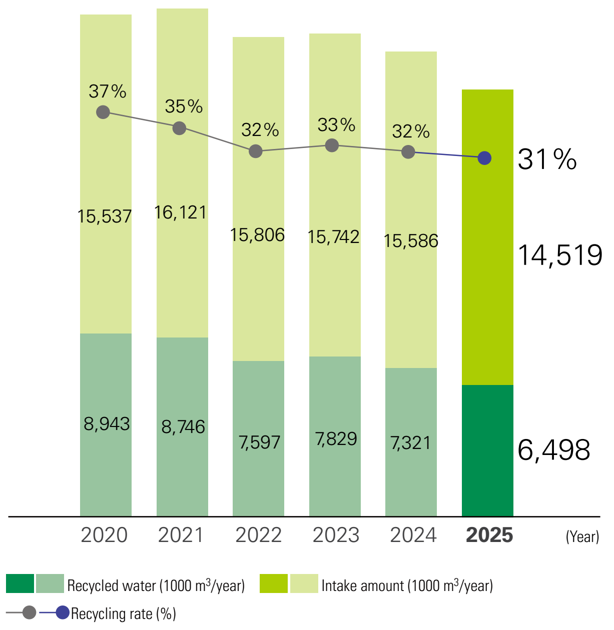
Relevant Purpose: CUSTOMERS, EARTH, RESILIENCE, TRUST, PEOPLE

Conserving Water

We recognize that water resource conservation is not only a global environmental issue but is essential for stable operations within the semiconductor industry. The manufacturing process requires a large amount of water, and the depletion of water resources could lead to stagnant production as well as impact the procurement of raw materials. To help mitigate this operational risk, we use ultrapure water refined from industrial water and other sources, particularly at manufacturing sites, for a variety of applications including cleaning semiconductor wafers and cooling of equipment.

Changes in Total Consumption

(Total Consumption = Water Intake + Recycled Water) (1,000 m³/year)



We regularly monitor information on water intake and usage by water source, and wastewater volumes by discharge destination at all of our manufacturing sites, and manage the quality of wastewater in compliance with local and administrative laws and regulations.

In addition, we are striving to improve the recycling rate and efficient use of water, and the entire group is working to improve the total amount of water used per revenue. At manufacturing sites located in areas where water risks are anticipated, we continue to make efforts to minimize the impact on the ecosystem of the region by setting and implementing improvement targets for water use per production related revenue. In addition, to support forest protection activity that nurtures water resources and conserves biodiversity, we plant trees and contribute to the creation of forests that protect these water resources.

Water Resource Conservation Policy

- Improve water utilization efficiency as a means to protect water resources globally
- Expand the recycling rate for efficient use of water
- Promote water resource conservation in areas with high water risks (areas where sufficient water supply is at risk in the neighborhood)

Efficient Use of Water

We aim to reduce consumption by improving manufacturing efficiency and conserving water. At the same time, we actively recycle and utilize recycled water to improve the entire Group's total amount of water used per revenue.

In FY2025, we reduced the amount of water intake to 14,519,000 m^3, a decrease of approximately 7% from the previous year, due to improvement activities aimed at efficient water usage. The recycling rate has decreased by approximately 1%. The total amount of water used was 21,017,000 m^3, a decrease of approximately 8% from the previous year. In addition, total amount of water used per revenue improved by 31% in FY2025 compared to the base year of FY2021.

Risk Management for Water Resources

Water risk assessment at Renesas Group manufacturing sites uses the world map and information tool "WRI AQUEDUCT" provided by the World Resources Institute (WRI), and identifies high-risk areas, including drought, at each site.

As a result of the evaluation, two of our manufacturing sites (Beijing and Suzhou) in China were identified as areas with high water risk, and we will continue to consider the need for countermeasures in the future.

The total water usage of those two factories in China (Beijing and Suzhou) in areas with high water stress (tight water supply and demand situation) in FY2025 was 387,877 m^3, which was about 3% of the total usage by the Group.

We have set improvement targets for water use per production related revenue (basic unit with the shipment value as the denominator) and strive to conserve water resources by making continuous improvements.

- Renesas Semiconductor (Beijing) Co., Ltd.'s cumulative water uses per production related revenue in FY2025 improved by 26% compared to FY2021. In FY2026, we aim for 22% improvement with FY2021 as the base year.
- Renesas Semiconductor (Suzhou) Co., Ltd.'s cumulative water uses per production related revenue during the same period improved by 31% compared to FY2021. In FY2026, we aim for 29%

Changes in Water Intake and Displacement of Sites in China

Basic Unit (Water Usage/Shipment Value) Improvement Rate	2024 Actual	2025 Actual	2026 Target
Renesas Semiconductor (Beijing) Co., Ltd.	27%	**26%**	22%
Renesas Semiconductor (Suzhou) Co., Ltd.	32%	**31%**	29%

Results and target improvement rates are calculated and set based on the basic unit for FY2021.

Efficient, Low-carbon Business Operation | Environment

Relevant Materiality

Chemical & Waste Management

Relevant Purpose

CUSTOMERS EARTH RESILIENCE TRUST PEOPLE

Waste Management

The 3R Activity Overview

Renesas Group is focusing on the 3Rs ("Reuse," "Reduce," and "Recycle") to maintain the waste recycling rate at 90%*1 or more globally. We diligently implement these "3Rs" during manufacturing and intend to reuse all the waste derived from our business activities as resources as a mid-term goal.

*1 Recycling rate (%) = 100 - (Final disposal amount ÷ Total amount of waste & valuable emissions) x 100. Proper processing, such as thermal recycling and neutralization treatment, is also included.

Reuse

Renesas uses plastic packaging materials (trays and magazines) for product shipments. We have a reusable infrastructure (collection cleaning-inspection system) in place at our global production sites to ensure those materials are efficiently reused. Carrier tape, cardboard, and wafer cases are also being reused for other applications.

Reduce and Recycle

During manufacturing and factory design processes, we are making efforts to minimize waste generation as much as possible and promote waste recycling by working together with companies in other sectors.

For example, cement manufacturers are using sludge we generate from the effluent treatment as roadbed and cement materials. Metals are also reused for material steel manufacturing, and paper as raw materials are converted to recycled paper. We are also recycling scrap wafers generated during the production process and final products that are considered defective.

Waste Materials	Examples of Recycling
Sludge	Roadbed materials, raw materials for cement, recycled sand, raw materials for metal refining
Waste Oil	Incinerator combustion aid, recycled oil, raw materials for cement
Waste Acid	Recycled sulfuric acid, wastewater treatment, fuel conversion, raw materials for cement, raw materials for metals
Waste Alkali	Fuel conversion, raw materials for cement, raw materials for metals
Waste Plastics*2	Incinerator combustion aid, solid fuel, raw materials for plastics
Metal Scraps*2	Raw materials for metals

Waste Materials	Examples of Recycling
Glass and Porcelain Scraps	Raw materials for glass, raw materials for cement, tiles, lightweight aggregates
Product Waste*2	Raw materials for silicon
Precious Metals*2	Raw materials for precious metals
Paper	Raw materials for recycled paper
Wood Chips	Raw materials for paper, fertilizers, fuel
Styrofoam	Cushioning material, Styrofoam tray

*2 Including scrap wafers generated during the production process and products that are considered defective

FY2025 Major Initiatives

In FY2025, Renesas Group achieved a waste reduction of 1,152 tons (including 166 tons of waste plastic reduction) in Japan.

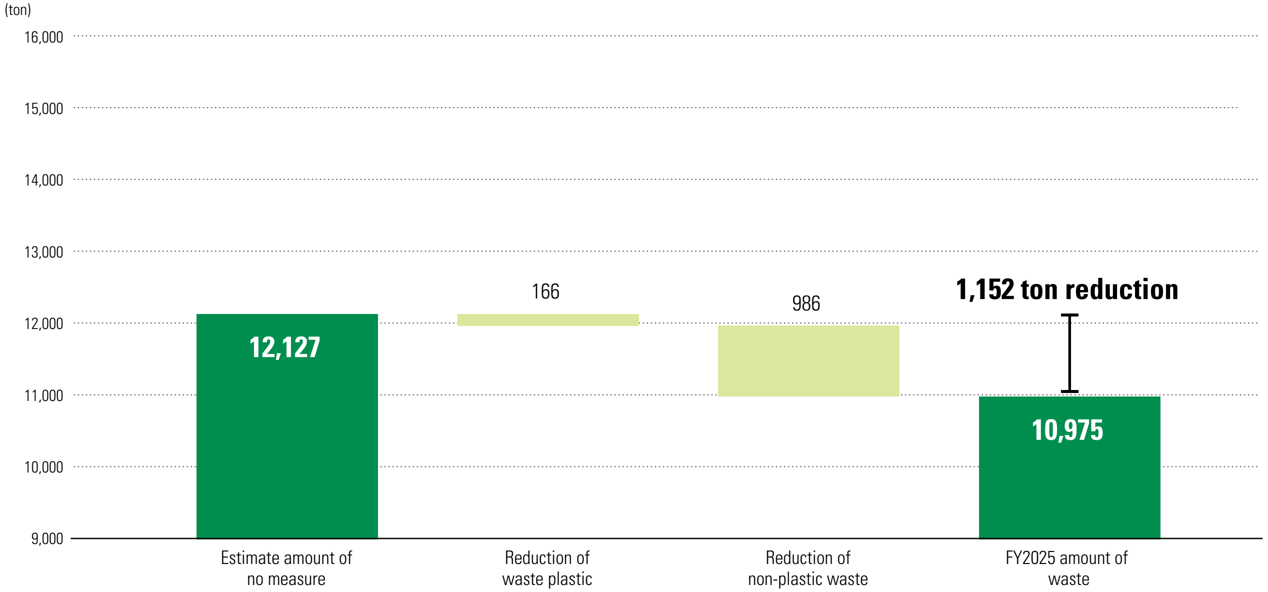
Reduction of Plastic Waste

- Reusing or recycling of plastic packaging materials (tray), plastic cases, and Styrofoam
- Clean and recycle resin containers after using CMP slurry or use them as recycled materials

Overall Waste Reduction Activities

- Valuable waste liquid and oil, and activities to reduce the amount of wastewater treatment sludge

Waste Reduction Chart Based on the 3R Efforts (Japan)



Social

	2024		2025
Percentage of management positions held by women	15%	➡	16.1%
Percentage of women in total workforce	28%	➡	25.5%
Talent Attraction, Development & Retention	See P.38-39		

	2024		2025
Number of work accidents requiring leave	6 cases	➡	10 cases
Fair Labor Practices	See P.40, P.57-60		
Employee Well-being & Mental Health	See P.40		

CHRO Message

Utae Nakanishi
Senior Vice President and CHRO

In FY2026, we are making purposeful investments to achieve our 2035 Aspiration to be a top three embedded semiconductor solution supplier. By strengthening our culture, empowering our people, and aligning purpose with performance and impact, we are setting the foundation on which every employee can realize their potential and thrive at Renesas.

Q1: How does the Human Resources organization support Renesas?

The Renesas Human Resources organization plays an important role in enabling employees to bring their best to the workplace to enable Renesas' vision and strategic business objectives effectively and efficiently. The HR team focuses on fostering an innovative and inclusive culture and creating a high-performance, engaging workplace, which strengthens our ability to attract, retain, and develop top talent. Together, these efforts ensure scalable operations, consistency across regions, and a resilient workforce positioned for the future.

Q2: What were the top Human Resources accomplishments for Renesas in FY2025, particularly in supporting the company's sustainability and innovation goals?

The Human Resources organization is actively advancing a long-term strategy, including our sustainability and innovation goals, that supports our 2035 Aspiration to be a top-three embedded semiconductor solution supplier. The top Human Resources accomplishments in FY2025 drove sustainability, fostered innovation, and underscored our commitment to building a resilient, future-ready workforce aligned with our broader strategic objectives.

External Partnerships for Future Talent
Renesas advanced its support for diverse future talent through major outreach programs, including sponsoring the Global Semiconductor Alliance (GSA) Women's Leadership Initiative, expanding Inspiring Girls International programs, and scaling High-Tech High Heels STEM initiatives across major regions. These programs broadened inclusive representation and strengthened the long-term engineering and leadership talent pipeline.

Strengthening Early Career Engagement and University Relations
Through India's Chip2Startup program, Renesas worked with over 280 institutions and 15 startups, offering hands-on access to development tools. Additional investments, such as the Vietnam Co-Design Lab and leadership-led university sessions in Malaysia, helped cultivate job-ready engineering talent aligned with our future workforce needs.

Learning and Leadership Capabilities
The global rollout of SuccessFactors LMS (Learning Management System) enabled more than 21,000 employees to access integrated training, Skillsoft learning, and ESG-aligned modules, supporting a strong learning culture and leadership development.

Skills-First, Always-On Learning
Across our digital learning platforms, employees completed over 5,900 courses and logged more than 12,000 learning hours, guided by curated pathways that reflect Renesas' TAGIE (Transparency, Agility, Global, Innovative, Entrepreneurial) values.

Health, Safety, and Well-Being
Renesas maintained ISO 45001 certification across all major manufacturing sites and enhanced our well-being programs, including stress support, digital health tools, and 24/7 counselling. Enhanced safety audits have further reduced workplace incidents, supporting employee resilience and long-term sustainability.

Q3: How has Renesas' talent acquisition and retention strategy evolved to meet industry demands, such as digital transformation and sustainability? Could you highlight any unique programs or initiatives introduced this year?

The semiconductor industry's shift toward digital transformation is reshaping our talent needs. In FY2025, Renesas evolved its talent acquisition strategy to strengthen pipelines in software, AI, and other targeted engineering fields. Our hiring efforts focused on expanding software talent, especially through growth in India, and mapping AI-related skills globally to guide future location strategy. Early-career recruitment and internal inclusion initiatives supported long-term retention, career development, and alignment with sustainability goals. Our new, agile university relations framework was introduced to deepen partnerships with priority institutions, increase the proportion of new graduates from target schools, and enhance the quality of our hires.

Early Career Development, Inclusion, and Innovation

In FY2025, Renesas significantly strengthened its early-career and academic partnerships, welcoming 527 new graduates and interns and engaging in nearly 100 campus activities, including career fairs, workshops, student visits, and project collaborations. These initiatives expanded awareness of Renesas as an employer of choice and deepened our future talent pipeline.

Aligned with our belief that inclusion fuels innovation, new graduate and early-career recruitment is intentionally integrated with our sustainability and inclusive hiring practices. By broadening access to opportunities and embedding structured, equitable recruitment across teams, Renesas continues to build a diverse, resilient workforce that supports our long-term business objectives and social sustainability goals.

Q4: Can you share examples of employee engagement initiatives from FY2025 and the impact they've had on fostering a collaborative and innovative culture?

Company Employee Survey

Renesas continued its annual global culture survey in 2025, achieving an 87% response rate and generating over 16,000 employee comments. The survey is utilized as a key tool for strengthening an inclusive, engaged workforce, with feedback shaping efforts to build a culture aligned with shared values.

Global Leadership Expectations

In FY2025, Renesas clarified and reinforced expectations for future leaders through All Hands sessions, leadership 1:1s, and skip-level meetings. At the same time, the company began redesigning its leadership development and promotion processes, including the introduction of a technical ladder to deepen expertise and support innovation.

Global Mobility

The Global Mobility program continued as an investment in employee development, offering relocation opportunities that enhance collaboration, broaden experience, and support an innovative, globally connected culture.

Inclusion & Innovation Series

Renesas launched a four-week global initiative, "Building a Culture of Inclusion and Innovation," engaging 2,000+ employees through Employee Resource Group (ERG)-hosted discussions, well-being sessions, and an early-career fireside chat. The series reinforced Renesas' commitment to cultural inclusion as a driver of innovation.

"Shape the Future" Employer Value Proposition

Renesas promoted its global employer brand through employee storytelling, highlighting innovation and collaboration. The FY2025 campaign reached more than 140,000 job seekers, strengthening both internal pride and external employer branding.

Back-to-Office for Greater Collaboration

Renesas introduced a global Back-to-Office policy in FY2025 to enhance face-to-face collaboration and accelerate innovation. The rollout began with a pilot program in Japan and supports alignment with the company's 2035 Aspiration to be a top three embedded semiconductor solution supplier.

Q5: What are the strategic Human Resources priorities for Renesas in FY2026, and how do these align with the company's long-term ambitions, particularly in sustainability and global talent development?

Human Resources' core priorities for FY2026 are leadership development, employee engagement and experience, and continued optimization of HR data and processes. Together, these priorities reinforce Renesas' commitment to a high-performance, engaging workplace that attracts, develops, and retains top talent. These foundational investments strengthen the organization as we work toward our 2035 Aspiration to become a top three embedded semiconductor solution supplier and advance long-term sustainability goals. By sharpening our focus in FY2026, we ready ourselves for high-impact investments in FY2027 and beyond.

Leadership Development

In FY2026, Renesas will implement job alignment to create clearer roles and expectations, improving decision-making, reducing ambiguity, and increasing efficiency across teams.

We will launch the Technical Career Ladder Program (TCLP) to grow expert-level technical capability, increase visibility of technical talent, and support innovation in a competitive industry.

Succession planning will be strengthened through a redesigned promotion process and consistent role calibration, improving transparency and elevating high-performing talent for future leadership roles.

Renesas will continue reinforcing leadership expectations and providing development resources, in part via our company culture which promotes proactive learning and development. This approach reflects our commitment to Agility and Innovation by equipping our workforce with the tools they need to succeed in a fast-changing environment.

All digital learning resources are available anytime, anywhere, supporting global inclusion and ensuring that every employee can learn at their own pace and in their own way.

Employee Engagement and Experience

Renesas will continue to build a high-performance culture through a globally consistent onboarding approach rolled out in phases from FY2026 to 2027. Core elements will include structured 30, 60, and 90-day programs to accelerate time to productivity, embed new hires into Renesas' culture, and strengthen cross-functional awareness. To support ongoing development, Renesas will also enhance its off-the-shelf learning offerings, laying strong foundations for future people-development programs.

Early-career hiring remains a priority, with continued investment in graduate development programs and expanded university partnerships to build a strong, future-ready talent pipeline.

In addition to market-competitive pay practices, Renesas will strengthen its talent competitiveness by expanding growth opportunities through the SuccessFactors LMS (Learning Management System) and skill-development initiatives.

Optimization of HR Processes, Data, and Resources

In FY2026, HR will further optimize its data ecosystem by centralizing employee information in SAP SuccessFactors, reinforcing the foundations needed for sustainable growth and data-driven decision-making.

More consistent data standards and enhanced systems will improve insight, efficiency, transparency, and alignment with organizational priorities, further strengthening HR's strategic impact.

The introduction of new, more advanced HR metrics will provide deeper visibility into progress against key priorities, establish a strong foundation for human rights due diligence, and enable compliance with the Corporate Sustainability Reporting Directive (CSRD).

Human Resources Supporting the Plan (Culture and Safety)

Relevant Materiality
Talent Acquisition, Development & Retention

Relevant Purpose
TRUST PEOPLE

Social Message Introduction:

In the rapidly evolving semiconductor market, empowered talent is essential for Renesas to succeed and to help shape a sustainable future. We are committed to supporting our people and their efforts within the workplace and beyond.

In everything we do, we champion inclusivity. Within Renesas, we are investing in leadership development and fostering a workplace that inspires resilience, global collaboration, and innovation. To contribute to the communities in which we work, we support employee-led initiatives that make a positive impact.

Guided by our Purpose, "To Make Our Lives Easier," we are working to empower both current and future talent and to strengthen our business foundation in support of our 2035 Aspirations and beyond.

1. TALENT ACQUISITION

Fostering an inclusive workforce to speed innovation

At Renesas, we foster an environment where diversity drives innovation and sustainability. Employee feedback has highlighted our inclusive culture, learning opportunities, and sense of purpose as key strengths. This recognition also serves as a reminder of our ongoing commitment to building and shaping a workplace where everyone can thrive.

In October 2025, we launched a series of initiatives with the theme *"Building a Culture of Inclusion and Innovation."* Over four weeks, we highlighted the power of diverse perspectives and the importance of creating a workplace where everyone feels valued and heard. Over 2,000 employees participated in global and local events, including a Mental Health Day Awareness Session, a discussion on TED Talks hosted by the Women in Tech ERG, and a Fireside Chat with the Rising Talent ERG.

These initiatives reflect our dedication to fostering a diverse workforce and cultivating an inclusive culture where innovation thrives. This is further strengthened through strategic external partnerships that promote inclusive representation across all levels of our organization. These collaborations enable us to amplify impact, foster innovation, and inspire future talent in engineering and technology.

Partnering to inspire female engineers of the future

Women's Leadership Initiative (WLI): As the 2025 Advocate Sponsor of the Global Semiconductor Alliance's Women's Leadership Initiative, we champion the advancement of women in the semiconductor industry. Through mentoring programs, social campaigns, and participation in hardware conferences, we celebrate female achievements and support career development. This year, we expanded our engagement by partnering with the GSA Asia Pacific Executive Forum (APEF) to further our reach and influence.

Inspiring Girls International: We proudly support Inspiring Girls International by delivering workshops and mentoring sessions that encourage female students to explore STEM subjects and consider careers in engineering. This initiative plays a vital role in shaping a diverse future workforce by inspiring the next generation of innovators.

High-Tech High Heels (HTHH): Through HTHH, we organize hands-on learning activities and distribute technical experiment kits and tutorial videos to schools across the UK, Germany, Switzerland, Austria, the United States, and Greece. In 2025, we expanded the program to India and China, sparking curiosity and raising awareness of engineering careers among young students worldwide.

Additionally, we launched the "Shape the Future" campaign to position Renesas as a dynamic and inclusive workplace for engineers and technology professionals. By sharing authentic employee stories from female engineers breaking barriers or teams driving collaboration and impact, we brought our employee value proposition to life. The campaign reached over 5 million potential job seekers and attracted interest from 140,000 individuals, reinforcing Renesas' reputation as an employer that values innovation and inclusion.

Driving sustainable growth through university relations

Renesas' strategic partnerships extend to universities and colleges and are a cornerstone of our sustainable talent acquisition strategy. By embedding ourselves in academic environments, we create early engagement opportunities with future engineers and innovators. Our collaboration with the Government of India's Chip2Startup program connects us with over 280 institutions and 15 startups, offering students practical experience with Renesas development boards, printed circuit board (PCB) tools, and cloud platforms. These initiatives not only build technical capability but also cultivate a pipeline of job-ready talent aligned with our future workforce needs.

Across Southeast Asia, we are investing in infrastructure and immersive experiences that bring students closer to the semiconductor industry. The Co-Design Lab at Ho Chi Minh University of Technology and Education, as well as leadership-led sessions in Malaysia, give students direct access to Renesas teams, technologies, and career pathways. These efforts are designed to make our industry accessible to all, to foster aspirations, and support inclusive recruitment by reaching students from diverse backgrounds and regions.

Our commitment to equity in STEM is further reinforced through strategic external partnerships that promote inclusive representation across all levels of our organization. Through our partnership with Inspiring Girls in the UK, Germany and Italy, extending our partnership with High-Tech High Heels across the United States, Canada, Germany, Greece, the UK, Austria and Switzerland, and school-based programming classes in Japan, we're challenging stereotypes and expanding access to tech education. Among these partnerships, we support the advancement of women in the semiconductor industry as the 2025 Advocate Sponsor of the GSA Women's Leadership Initiative.

Human Resources Supporting the Plan (Culture and Safety)

Relevant Materiality

Talent Acquisition, Development & Retention

Relevant Purpose

TRUST PEOPLE

Together, these initiatives enhance our impact, foster innovation, and inspire the next generation of engineering and technology talent. They go beyond enhancing brand recognition, aiming instead to build a more inclusive and resilient talent foundation. By investing in education and early engagement, Renesas is aligning recruitment with long-term sustainability goals, ensuring our workforce reflects the diversity and enables the innovation needed to thrive in a changing world.

Establishing Renesas as an employer of choice in India

A key FY2025 priority was to increase brand awareness among female engineers in India and position Renesas as an Employer of Choice for diverse, purpose-driven talent. Through targeted outreach and storytelling, we showcased the success stories of women at Renesas who innovate, lead, and redefine what's possible in the semiconductor industry. The campaign reached over 19,000 women engineers, creating a valuable audience for future engagement and career opportunities. Testimonials that include *"There's a women-supporting-women culture at Renesas…"* and *"People value the skills you bring, it's not about whether you're a woman or young…"* reflect our commitment to equality, empowerment, and long-term sustainability. Our improved Glassdoor rating further highlights growing employee satisfaction, especially around diversity, equity, inclusion, and work-life balance.

2. COMPENSATION & BENEFITS

Rewarding talent equitably and competitively

At Renesas, we take a total rewards approach to compensation and benefits, reflecting our commitment to equity, and competitiveness in every region where we operate. Our pay philosophy ensures that employees are rewarded for the skills, experience, and talent they bring to Renesas. In addition to a competitive base salary, compensation packages may include performance-based short and long-term incentives.

Supporting employee health and well-being

Our health and welfare benefits are tailored to meet local requirements while supporting the physical, emotional, and financial well-being of our employees and their families. Typical benefits include comprehensive health coverage, retirement savings plans, paid time off, and opportunities for continuous learning and professional development.

3. TALENT MANAGEMENT

Empowering self-directed learning

We successfully launched SuccessFactors, our first global Learning Management System (LMS). SuccessFactors is integrated with Skillsoft, our corporate learning platform, enabling us to provide online training content, including courses, certifications, and learning paths, to 22,000 employees. This rollout replaces various local systems with one unified platform, enabling real-time tracking, standardized governance, and a consistent learning experience for our employees, regardless of location.

Embedding Sustainability in Learning: The LMS reinforces ethical and sustainable practices through Compliance and Quality Assurance modules, while the Energy Awareness Training supports our environmental goals. By digitizing learning, we've reduced reliance on paper and travel, reducing our carbon footprint and aligning with our sustainability commitments.

Inclusive and Scalable Learning: SuccessFactors ensures equitable access to learning globally, supporting diverse programs from technical skills to leadership development. Its scalability enables efficient rollouts of compliance and transformation initiatives, while analytics provide insights into engagement and completion trends, enabling us to better understand what our employees need.

Efficiency and ESG Alignment: The platform enhances compliance assurance through automated tracking and reduces administrative overhead, improving cost efficiency. Its digital-first approach directly contributes to our ESG strategy, promoting environmental responsibility, ethical conduct, and inclusive growth across our workforce.

Investing in learning and development

At Renesas, learning is a cornerstone of our TAGIE culture, which stands for:

T – Transparent | A – Agile | G – Global | I – Innovative | E – Entrepreneurial

These principles shape how we continuously learn, grow, and adapt together.

We empower employees to take ownership of their development through a wide range of self-directed learning opportunities. Our global learning system provides access to diverse online platforms, third-party resources, and Renesas-developed training content, enabling colleagues to build skills in ways that best suit their goals, roles, and learning preferences.

Business and operational leaders curate tailored learning pathways aligned to strategic capabilities, ensuring employees can focus on the skills that matter most for their current and future responsibilities. This approach reflects our commitment to Agility and Innovation by equipping our workforce with the tools they need to succeed in a fast-changing environment.

All digital learning resources are available anytime, anywhere, supporting global inclusion and ensuring that every employee can learn at their own pace, in their own way.

Enabling high performance and career growth

At Renesas, performance management is more than a process; it's a commitment to our TAGIE culture. We believe employees should have clarity on their performance and development. Through transparent and accountable conversations with managers throughout the year, we encourage open dialogue about goals, growth opportunities, and

Human Resources Supporting the Plan (Culture and Safety)

Relevant Materiality

Talent Acquisition, Development & Retention

Employee Health & Safety

Relevant Purpose

TRUST

PEOPLE

career aspirations. These discussions create space for recognition, foster inclusion by valuing every voice, and strengthen engagement. By focusing on growth and excellence, we not only enhance individual satisfaction and contributions but also build a strong pipeline of talent ready to take on future critical roles.

4. HEALTH & SAFETY

Proactively ensuring a safe work environment

Renesas has a robust framework for occupational health and safety, grounded in our "Basic Policy on Disaster Prevention, Health and Safety." This policy is shaped by employee and labor union feedback and ensures a safe, healthy, and productive work environment for our colleagues. It emphasizes proactive risk management and continuous improvement through the Plan-Do-Check-Act (PDCA) cycle, ensuring that safety practices evolve in line with operational needs and regulatory expectations.

A pillar of Renesas' safety assurance is our commitment to ISO 45001 certification, an internationally recognized standard for occupational health and safety management systems. All major manufacturing sites have achieved this certification, reflecting our dedication to systematic risk identification, hazard prevention, and compliance with global safety standards.

To maintain high safety standards, Renesas conducts regular site-level risk assessments and audits. These evaluations are designed to identify potential hazards, assess the effectiveness of existing controls, and implement corrective actions where necessary. In addition, all employees are expected to adhere to the Renesas Global Code of Conduct, which they review annually, reinforcing a shared sense of responsibility for maintaining a safe workplace.

Supporting wellbeing

Renesas recognizes that supporting employee well-being is essential to building a resilient and productive organization. We have introduced a range of initiatives to support our employees' health, including safety training, health education, and wellness programs tailored to regional needs. A dedicated team of occupational health physicians, nurses, and safety professionals work together to protect and enhance employee well-being. They proactively monitor physical and emotional health, conduct medical checks for those working long hours, and provide tailored support based on stress assessments and aligned with national guidelines.

In partnership with a health insurance association, Renesas extends its care beyond our workplace, offering health tips via a mobile app, online medical consultations, personalized health guidance, as well as 24/7 emotional health support through external counseling services. These efforts are designed not only to prevent workplace injuries and illnesses but also to foster a culture of care and resilience across our global workforce.

Furthermore, we have achieved steady progress in reducing workplace accidents and improving work-life balance. For example, we have implemented measures to decrease occupational accidents involving time away from work and to address excessive working hours. These efforts have contributed to enhancing employee well-being and productivity.

Community Involvement and Social Contributions

Relevant Materiality

Community Engagement & Corporate Citizenship

Relevant Purpose

TRUST

PEOPLE

Renesas works together with local communities to create sustainable value through environmental protection, contribute to local communities, and develop next-generation human resources. At each site, employees actively participate in initiatives tailored to local needs, and through these efforts, we continue to contribute to the realization of a sustainable society.

Environmental initiatives

Participation in urban greening (Ukraine)

As part of our commitment to coexistence with local communities and environmental protection, we participated in the "Give a Tree to the City - Autumn 2025" initiative. In this project, we participated in greening activities organized by the city and supported the environmental improvement of "Dignity Square." Employees helped plant shrubs to help green urban spaces and improve the landscape.

Beach clean-up activities

As part of the Renesas Oita Factory's efforts to preserve the local environment, Renesas employees and employees of partner companies, as well their family members, contributed to the local community by taking part in a clean-up of a local beach. Through this activity, participants were reminded of the importance of protecting the marine environment and shared an understanding of the value of community-based environmental protection initiatives.

Contributions to local communities

Blood donation program in Vietnam

As part of its social contribution activities, Renesas Vietnam organized its 15th blood donation program on September 17, 2025. A total of 47,950 mL of blood was donated by 135 employees. This program, which has been running continuously for many years, contributes to the local community by providing valuable resources to support local medical care.

Book donation initiative at the Suzhou Factory in China

As part of its employee-driven social contribution activities, the Renesas Suzhou Factory held a book donation event titled "Exchange Books for Vegetables" on a company family day on July 26, 2025. A total of 150 books were donated by 36 families of employees participating in the event. The donated books were delivered through official channels to an elementary school in an area of China's Guizhou Province where educational resources are limited.

Educational support for developing next-generation engineers

Programming education for elementary school students

In July 2025, Renesas held a programming class for elementary school students in Tokyo. In this project, the students used an RL78/G23 Fast Prototyping Board to learn the basics of using a microcomputer for programming, with hands-on practice of turning on LEDs and playing melodies. The participating students showed a high level of interest in microcontroller technology, many of them encountering it for the first time. The experience also sparked greater motivation to learn more about programming and robotics.

STEM education support at the Beijing Factory

As part of its social contribution efforts, the Renesas Beijing Factory implemented a STEM education program for children in September 2025. This activity, conducted in collaboration with Renesas Women in Tech ERG and High-Tech High Heels, was aimed at nurturing next-generation human resources and promoting diversity in STEM fields of education. As well as developing participants' interest in science and technology through hands-on learning, the participation of female engineers encouraged students to think more broadly about possible future career choices.

Contribution to Local Community and Society

Collaboration with the Indian Government and the Creation of Social Value

Realizing mid- to long-term value through human capital development and ecosystem building

India is a strategic growth market for Renesas, where collaboration with governments, academia, and startups drives ecosystem development and creates both social and long-term business value.

Why India Is a Strategic Market for Us

India's strong economic growth and expanding engineering talent base position it as a strategic market for Renesas' long-term innovation and competitiveness. Supported by robust government initiatives to strengthen the semiconductor ecosystem, the region offers significant opportunities for collaboration with universities and startups. These partnerships enable the advancement of semiconductor design and manufacturing capabilities while contributing to societal priorities such as energy efficiency, smart mobility, industrial automation, and digital infrastructure.

Background Behind Collaboration with MeitY & C-DAC

India is on a strong path toward becoming a leading electronics product nation. This shared vision has driven Renesas' collaboration with the Ministry of Electronics and Information Technology (MeitY) and the Centre for Development of Advanced Computing (C-DAC) to advance electronics innovation. By enabling students to engage in hands-on, product-driven learning earlier in their academic journey, this initiative supports the development of practical skills and contributes to a sustainable foundation for semiconductor research, innovation, and long-term human capital growth in India.

Why This Timing Matters

India's semiconductor ecosystem is at a pivotal stage, driven by a national focus on product development and greater self-sufficiency, alongside a global shortage of skilled talent. Supporting this transition delivers both social and commercial value. Through initiatives such as the Chips to Startup Programme (C2S), we engage directly with the next generation of engineers, contributing to ecosystem development while strengthening our long-term innovation pipeline and aligning societal impact with sustainable business growth.

Our Activities Through the C2S Program

C2S Programme enables universities, research institutes, and startups to engage in VLSI and embedded semiconductor design. Our support extends beyond tool provision, with a strong focus on sustainable learning through mentorship, knowledge sharing, and hands-on experience with industry-grade hardware and software. This approach reflects Renesas' core values and enduring commitment to social contribution by nurturing talent, empowering institutions, and enabling the next generation of innovators.

Our Activities on CSR and DEI Programs

In 2025, Renesas made its annual Corporate Social Responsibility (CSR) contributions to The Akshaya Patra Foundation and Sai Krushna Charitable Trust, supporting access to nutrition and quality education for children. We further strengthened our social impact by advancing gender representation in technology through initiatives such as *Udgama*, which enables girls in engineering to explore career pathways in hardware engineering. Complementing early-career pipeline development, we also invest in retention and professional growth through *SheShapesSemicon*, a dedicated platform for women in semiconductor engineering that supports learning, networking, and skill development across the industry.

Social Value Created Locally

Through the C2S partnership young engineers and students gain practical experience, strengthening the competitiveness of the broader regional industry. Their education experience is a lot closer to the industry needs and with a product focus. Our expanded R&D sites in Bangalore, Noida, Hyderabad and Pune also generate new employment opportunities, contributing to the local economy. We expanded local social impact through inclusion by building a stronger talent pipeline for women in engineering and empowerment through professional development initiatives. These initiatives reflect our long-term commitment to creating sustainable social value.

Connection to Business Value

Social contribution and business growth are mutually reinforcing. As local talent capabilities expand, ecosystem partners are better equipped to understand and apply Renesas technologies, accelerating collaboration across regions. These initiatives strengthen our talent pipeline, enhance brand value, and deepen ecosystem engagement—reinforcing long-term partnerships, expanding our innovation network, and strengthening global competitiveness.

Looking Ahead

We aim to expand this successful model— "human-capital development × ecosystem building"—to other regions. By creating sustainable value across borders, we hope to evolve this initiative into a distinctive global initiative for Renesas.

Governance

	2024		2025
Corporate Governance	See P.44-47		
Regulatory Compliance	See P.48-50		
Risk Management & Business Continuity	See P.51		
Percentage of employees who received cybersecurity training	83%	→	92%
Data Privacy	See P.55		

	2024		2025
Innovation Management	See P.17		
AI	See P.54		
Percentage of employees who completed training in the Code of Conduct	93%	→	90%
Transparency & Reporting	See P.55		

Governance that Works | Decision-making & Oversight —Outside Directors' Message—

Transforming Sustainability into Effective Governance

The Renesas Board of Directors positions sustainability at the core of its management strategy and is working to realize governance with strong execution capabilities. We spoke with Independent Outside Directors Tomoko Mizuno and Noboru Yamamoto about specific progress and challenges in FY2025, as well as how the Board of Directors is involved.

Q. What sustainability topic did the management team discuss the most in FY2025? And what were the issues you identified and what results do you anticipate?

One of the topics that the management team spent time on was how to respond to SSBJ *[1] and ASRS*[2] standards and how to determine if the associated costs are reasonable. While stricter disclosure standards are an inevitable trend, the personnel and system investments required to comply with them are significant. A big step forward this year was that we established a system that enables management and the Board of Directors to make decisions based on the same data in response to the question "What will this investment mean in three or five years?"

More specifically, the process of data collection and progress management was standardized across the company, centered on the Sustainability Operating Team (SOT). Previously, the various teams handled things in their own way, so the Board needed time to get a complete picture. Now, we can discuss priorities based on data.

At the same time, the issues have also become clearer. The resources required for sustainability initiatives should not simply be viewed as a trade-off against growth investment or operations. Rather, they need to be assessed from the perspective of how they contribute to Renesas' risk management. As the Board of Directors, we believe it is important not to treat compliance with standards as an end in itself, but to understand correctly what those standards are intended to achieve and what goals should be met. We must then determine how responding to them contributes to reducing uncertainty and improving the quality of decision-making, decide the level of response required, and set appropriate priorities. As a result, we recognize that an important role of the Board is to redefine, based on facts rather than intuition, the line between "what must be done" and "what can be done now," while maintaining the discipline needed to expand what can be done in the future.

We are also engaging in more in-depth discussions on specific topics such as climate change action, supply chain management, and human capital through the Audit and Sustainability Committee. Our role goes beyond just reporting on progress. We also question whether a measure will really increases our competitiveness and if risks are properly assessed. It is easy to talk about sustainability, but to incorporate it into management decisions and operational processes, the Board must be prepared to confront the data head-on and ask tough questions to management when necessary.

*1 Sustainability disclosure standards issued by the Sustainability Standards Board of Japan (SSBJ)
*2 Australian Sustainability Reporting Standards (ASRS)

Tomoko Mizuno
Independent Outside Director,
Chair of the Audit and Sustainability Committee

Q. The idea of turning regulatory compliance into competitiveness is appealing, but do you see evidence that this is working in practice?

It would be easy to answer, "Yes, everything is going well," but that would not be accurate. Nevertheless, there are areas where we are clearly beginning to see progress.

In FY2025, as we advanced our response to information security and data privacy regulations, we systematically developed a risk register and conducted benchmark assessments and gap analyses. These initiatives were originally undertaken to meet regulatory requirements. However, the data obtained and the analytical processes developed through them are beginning to function as a foundation for management decision-making, particularly in the early identification of risks and the prioritization of responses. In that sense, the capabilities we developed for regulatory compliance are now proving useful in other areas as well.

From January 2026, we also began laying the groundwork for ESG data management. Starting with environmental data, we are strengthening data governance and consistency. By establishing systems for areas that had previously relied on individual judgement and manual work, we expect not only to improve the reliability of disclosure, but also to gain a more comprehensive understanding of the actual state of our business activities. We believe that these initiatives will serve as a foundation for improving the quality of medium- to long-term decision-making.

Realistically, however, it will take some time for this data infrastructure to translate into competitive advantage. The Board of Directors continuously monitors whether our investments are moving in the right direction. Instead of hastily seeking short-term results, we put importance on assessing the progress made toward building a solid foundation.

For Renesas to continue meeting the demands of both technological innovation and public expectations, it is essential that we reframe regulatory compliance as a way to improve our management, rather than just treating it as a cost. The Board will do its part, by verifying that our compliance efforts are moving in the right direction, advising corrections if necessary.

Noboru Yamamoto
Independent Outside Director,
ESG Sponsor, Member of the Audit and Sustainability Committee

Governance that Works | Decision-making & Oversight

Relevant Materiality
Corporate Governance

Relevant Purpose
TRUST
PEOPLE

Skills and Diversity of Directors

Renesas continually reviews the composition of its Board of Directors and strives to strengthen its oversight and monitoring functions by increasing transparency and diversity.

In accordance with this policy, the Board of Directors currently has seven members—six incumbent directors and one new outside director.

Directors are selected through a process that emphasizes objectivity and transparency.

The responsibilities of the Board of the Directors are set forth in the Renesas Board Charter, which is approved by the Board.

	 Hidetoshi Shibata	 Jiro Iwasaki	 Selena Loh Lacroix	 Noboru Yamamoto	 Takuya Hirano	 Tomoko Mizuno	 Kimberly Mathisen
Executive Leadership	✓	✓		✓	✓	✓	✓
International Business	✓	✓	✓	✓	✓	✓	✓
Semiconductor/ Technology Industry	✓		✓				
Software/Digital					✓		✓
Finance	✓	✓		✓			
Risk Management/ Governance	✓	✓	✓	✓	✓	✓	✓
Human Capital Management		✓	✓				

Governance that Works | Decision-making & Oversight

Relevant Materiality

Corporate Governance

Relevant Purpose

TRUST

PEOPLE

Composition of Board of Directors and Committees

The Board of Directors is made up of seven members. Six of them (86%) are independent outside directors and three (43%) are women.

All four members of the Nomination Committee and all three members of the Audit and Sustainability Committee are independent outside directors.

The Compensation Committee is made up of four members, of whom three (75%) are independent outside directors.

	Board of Directors	Nomination Committee	Compensation Committee	Audit and Sustainability Committee
Independent Outside Director Ratio	86% (6 out of 7)	100% (4 out of 4)	75% (3 out of 4)	100% (3 out of 3)
Female Director Ratio	43% (3 out of 7)	50% (2 out of 4)	50% (2 out of 4)	33% (1 out of 3)

Governance that Works | Decision-making & Oversight

Relevant Materiality
Corporate Governance

Relevant Purpose
TRUST
PEOPLE

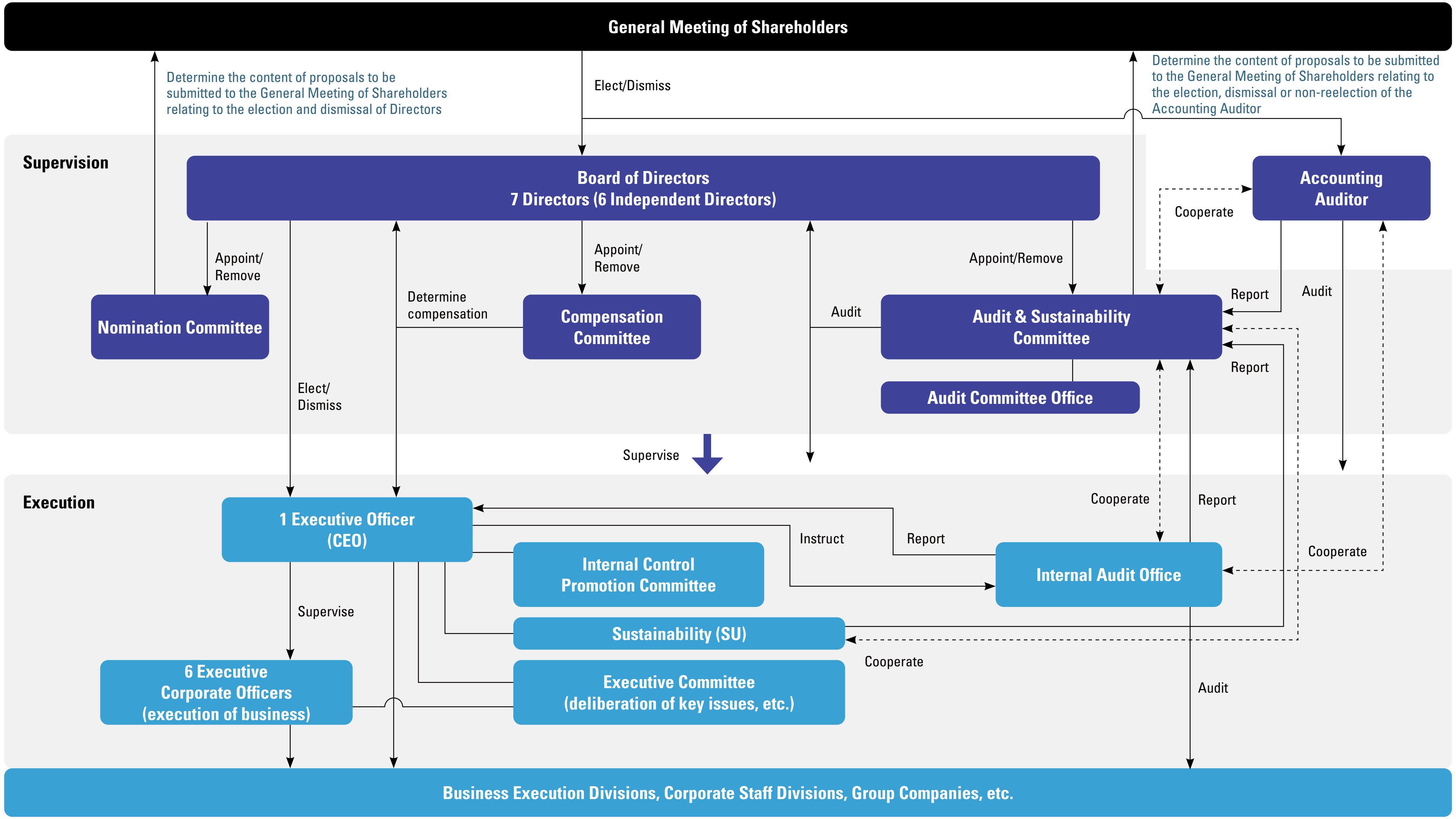
Corporate Governance Structure

Renesas places a strong emphasis on agile business operations and the establishment of a sound and transparent management structure to enhance sustainable corporate value. With this approach, we are working to strengthen our corporate governance and build an organizational structure capable of responding rapidly to changes in the business environment.

We have established the three committees required by the Companies Act of Japan—Nomination Committee, Compensation Committee, and Audit Committee. Outside directors constitute a majority in each of these committees. Under the expert deliberation and oversight of these committees, the Board of Directors adopts a structure focused on overseeing the execution of operations by management. The Internal Control Promotion Committee, which deliberates on monitoring and strengthening internal controls, and the Executive Committee, which discusses important management issues, also meet regularly.

With regard to sustainability, the Audit Committee has been assigned the responsibility and authority to oversee sustainability initiatives, thereby ensuring effective integration of sustainability initiatives and corporate governance. For this reason, the Audit Committee is referred to as the Audit and Sustainability Committee.

Corporate Governance Structure (As of March 2026)



Governance that Works | Decision-making & Oversight

Relevant Materiality

Corporate Governance

Relevant Purpose

TRUST

PEOPLE

Compliance and Corporate Ethics

Renesas' approach to compliance and corporate ethics is aimed at embedding integrity into all decision-making processes, ensuring that our innovation activities align with global sustainability and governance standards. By strengthening ethical practices and governance, we seek to build a foundation for sustainable growth, protect stakeholder interests, and contribute to a fair and inclusive society. To this end, Renesas promotes compliance with laws, regulations, and our Code of Conduct through training and awareness-raising activities, enabling all employees to conduct business in a manner that maintains the trust of stakeholders and society.

From an oversight perspective, Renesas' Internal Control Promotion Committee, chaired by the CEO, deliberates and decides on compliance-related matters and reports significant issues to the Executive Committee and the Board of Directors. Potential compliance violations are promptly investigated and remediated, with findings reported to the responsible department heads and the legal function.

In FY2025, Renesas enhanced the operation of compliance training by integrating the training platform into the HR portal. This improvement streamlined training processes, reduced barriers to participation, and enabled more advanced tracking of completion status.

Corporate Ethics and Internal Reporting Hotline

Renesas provides a whistleblowing hotline that allows employees, customers, suppliers, and members of the public to report concerns related to compliance issues, including workplace matters. Reports can be submitted online or by phone, and anonymous reporting is permitted. Renesas strictly prohibits retaliation against individuals who raise concerns in good faith, as stipulated in our Code of Conduct and internal reporting policies.

Early identification of potential concerns enables prompt corrective action and supports Renesas' ability to remain resilient in the face of various challenges.

2025 KPIs

- Increase awareness of the hotline through global campaigns and newsletters

2026 Targets

- Continue to increase awareness of the hotline through global campaigns and newsletters

In 2025, Renesas continued to promote hotline awareness by featuring it in newsletters and various compliance training and awareness activities. In addition, recognizing the increased use of video conferencing for internal collaboration, Renesas introduced Microsoft Teams background images for employees to further enhance awareness of the hotline and encourage its utilization.

Process for investigating compliance issues

Whistleblower files a complaint → Investigation is conducted, including interviews with relevant parties and close examination of related materials → Summary of investigation results and recommendations for corrective measures → Notification of investigation results to whistleblower → Resolution

Governance that Works | Decision-making & Oversight

Relevant Materiality

Corporate Governance

Relevant Purpose

TRUST
PEOPLE

Code of Conduct

The Renesas Global Code of Conduct (hereinafter, "CoC") which is reviewed and approved by the Board of Directors, sets forth the commitment to the standards and responsibilities that should guide the company's decision-making process in all business activities.

Annual training on the issues covered in the CoC is provided to employees to help them understand their ethical and legal responsibilities to each other and to the company.

Percentage of employees who completed CoC training in FY2025	
FY2025	90.4%
FY2024	93%

2025 KPIs

- Code of Conduct training completion rate reached 90% or higher

2026 Targets

- Maintain a Code of Conduct training completion rate of 90% or higher

Anti-Bribery and Anti-Corruption

As part of our commitment to maintaining trust with employees, stakeholders, and society, Renesas complies with anti-bribery and anti-corruption laws in all countries where we operate. Regular anti-bribery and anti-corruption training is provided to all employees. In FY2025, there were no disciplinary actions or dismissals resulting from violations of Renesas' anti-corruption policies. Renesas will continue to adhere to its policies and plans to further expand anti-bribery and anti-corruption training for management and employees worldwide.

Renesas' standalone Anti-Bribery and Anti-Corruption Policy strengthens the fundamental anti-corruption principles outlined in our CoC. The policy clearly defines prohibited acts, including bribery and corruption, as well as the definition of "public officials," enabling employees to properly understand and comply with the policy. The Board of Directors oversees both the standalone Anti-Bribery and Anti-Corruption Policy and the anti-corruption provisions included in our CoC.

Renesas strictly prohibits offering, promising, or providing bribes. This policy also applies to third parties, including new business partners and suppliers, as well as agents, contractors, consultants, and distributors acting on behalf of Renesas. These principles apply to all Renesas transactions worldwide, even where such practices may be considered customary.

The standalone Anti-Bribery and Anti-Corruption Policy is available on our website.

Initiatives

We have adopted a risk-based approach based on Transparency International's Corruption Perceptions Index and internal risk assessment criteria, and strengthened third-party due diligence procedures for transactions in specific regions. Incorporating these procedures directly into our business process has made our operations more effective.

2025 KPIs

- Strengthen anti-corruption screening processes for third-party transactions in high-risk countries and regions

2026 Targets

- Further strengthen the anti-bribery and anti-corruption program through enhanced risk assessment, reinforced procedures, and ongoing training and awareness campaigns

Governance that Works | Decision-making & Oversight

Relevant Materiality
Corporate Governance

Relevant Purpose
TRUST
PEOPLE

Tax Policy

In compliance with Renesas Global Code of Conduct, Renesas and its Group companies ensure transparency and comply with tax laws and regulations of the countries in which we operate. Renesas' tax policy, which is approved by the Board of Directors, serves as the guiding principle for the long-term sustainability of our business.

Transparency

We aim to be transparent with our tax requirements by keeping our internal team, shareholders, and other relevant individuals aware of the Company's tax positions, risks and strategies. We also ensure that all decisions are made with an appropriate level of analysis and are supported with evidences of facts and circumstances involved.

Compliance with Tax Law

We aim to remain compliant with the law in each country we operate in. We will stay up to date with any changes in tax law and seek confirmation when policies are unclear. In addition, we conduct internal training for employees in order to maintain the high quality of tax awareness.

Tax Efficiency

In order to maximize shareholder return, we continue to make our best effort to be efficient with our tax liabilities by applying for tax benefits and tax incentives within the scope of business objectives and legislative intents. A valid business purpose and substance is of the utmost importance to us. As such, we do not enter into transactions solely for the purpose of reducing tax burdens and we do not conduct schemes for the purpose of tax avoidance or profit shifting by using offshore secrecy jurisdictions or so called "tax havens."

Avoidance of Double Taxation

In order to avoid double taxation on identical economic profits, we actively seek applicable tax treaty relief and mutual agreement procedures among the countries where we conduct business.

Through our tax policy, we ensure the following:

Transfer Pricing

With regard to internal transactions within Renesas and its global subsidiaries, we aim to allocate the appropriate profit based on the arm's length principle in accordance with the OECD transfer pricing guidelines. In addition, we utilize Advance Pricing Agreement (APA) with the tax authorities in order to minimize tax exposures related to transfer pricing.

Uncertain Tax Positions

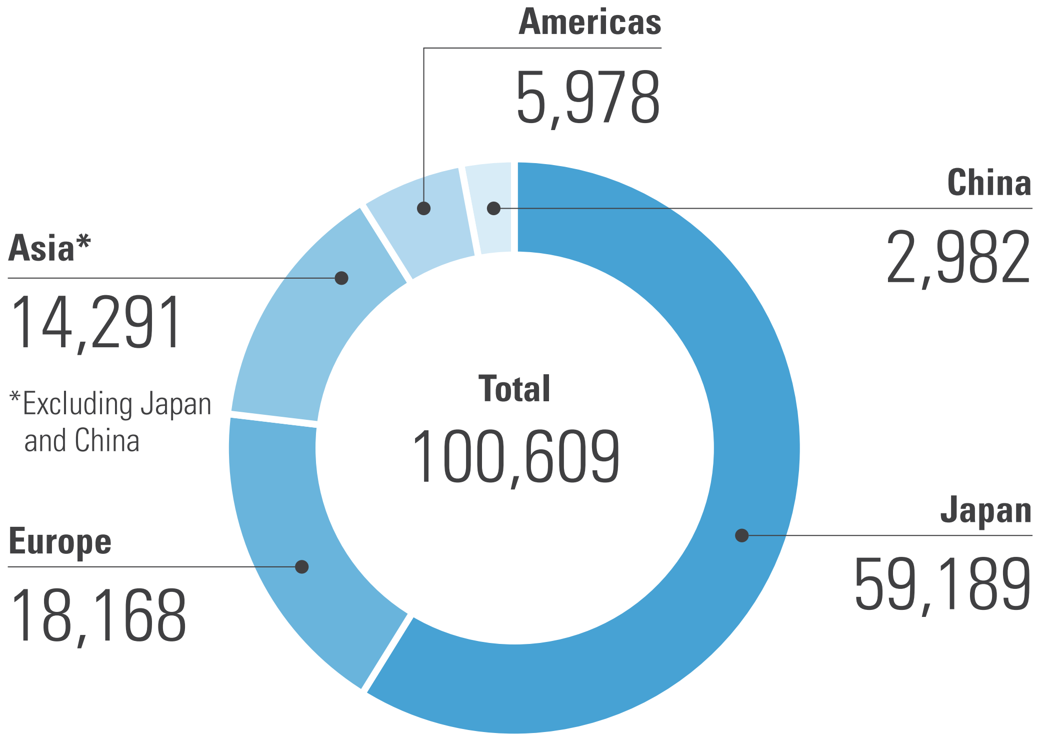
We aim to take the law not just as written, but as it was intended to be understood and applied. This means staying up to date with both official and unofficial explanations of tax laws. We commit to doing our due diligence and having support for the positions we take and disclosing when a position is uncertain.

Relationship with Tax Authorities

We aim to maintain a relationship of trust with tax authorities by providing appropriate information and responding sincerely to tax authorities. If a difference of opinion should arise with each country's tax authority, we will communicate constructively with the tax authority to seek a resolution to the issue.

Corporate Tax Paid by Region in FY2024

(Millions of JPY)



Risk Management

Relevant Materiality
Risk Management & Business Continuity

Relevant Purpose
EARTH RESILIENCE PEOPLE

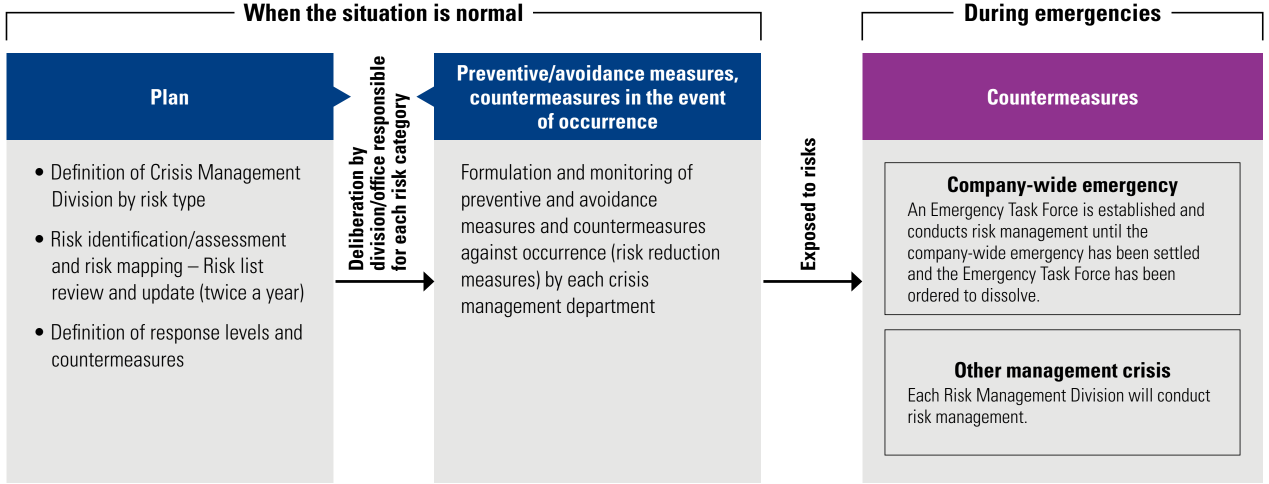
Risk Management

In accordance with the Renesas Group's Risk and Crisis Management Regulations, we operate a comprehensive risk management system centered on a common, group-wide risk register. We comprehensively identify and categorize risks to business continuity, such as natural disasters, cybersecurity threats, supply chain disruptions, and geopolitical risks, and assess their probability and potential impact. A crisis management team designated for each risk category assumes responsibility for day-to-day risk management. The risk register is updated regularly to ensure that changes in business environment and risk conditions, both inside and outside the company, are accurately reflected. The appropriateness and effectiveness of preventive measures and response policies are also continually reviewed. The state of risk management is reviewed under the supervision of management to ensure that risk management is aligned with governance. In the event that a serious risk materializes, an emergency headquarters headed by the CEO is to be established to facilitate rapid company-wide information collection and decision-making, and to take measures to minimize losses.

Geopolitical Risk

Geopolitical risks are not limited to specific countries or events. They are viewed as the impacts that changes in international circumstances and regulatory environment have on supply chains, market environments, and customer responses. These risks are assessed and managed together with other management risks listed in the company-wide risk register. We try very hard to minimize the business impact of factors that are difficult to predict, such as changes in trade policies and regulatory trends, by continually collecting information and monitoring developments in collaboration with relevant teams. We also strive to maintain and strengthen our relationships of trust with customers and other stakeholders through transparent and consistent information sharing.

Renesas Group Risk Management Control Flow



2025 KPIs

- Management of the company-wide risk register (updated twice a year) and management reviews by the management team and Internal Control Promotion Committee
- Continual monitoring of company-wide risks and prompt response to incidents in collaboration with crisis management teams
- Prompt posting of important BCM-focused risk management information to GSA* and support to enable efficient customer responses by sales teams to enhance customer trust

2026 Targets

- Implement a company-wide risk management system (updated twice a year), with reviews by the management team and Internal Control Promotion Committee
- Enhance monitoring of geopolitical and information security risks, which are on the rise due to global uncertainty, and responding to incidents in collaboration with relevant teams
- Promptly post important BCM-focused risk management information to GSA* and continuously support management decision-making to address the growing impact of regulations in various countries

*GSA: Global Sales Alert, an internal risk information sharing tool

Initiatives	Results	Challenges
• Updating the company-wide risk register every six months and continually obtaining reviews from the management team and Internal Control Promotion Committee • Reflecting the results of materiality analysis to strengthen alignment with strategic priorities and risk management and collecting information on changes in the external environment (including geopolitical factors) • Monitoring in collaboration with relevant teams, preparing and updating BCM explanatory materials, and promoting dissemination of information to customers by posting to GSA	• Improves visibility and sharing of risk information, and improves risk awareness and response across teams • Enables strategic assessment, classification, and prioritization of company-wide risks, speeding up business decision-making • Enables the provision of consistent and transparent information to customers, contributing to business continuity and helping to build stronger relationships of trust	• Further improve the feasibility and effectiveness of risk mitigation measures for important and strategic risk categories • Enhance risk management strategies to address changes in the external environment and further strengthen cooperation between relevant teams • Geopolitical uncertainty persists, making it difficult to assess future developments and their impacts. More accurate information collection and analysis, and more effective correction and implementation of risk mitigation measures are required

Digital and Data for Reproducibility

Relevant Materiality

Data Privacy & Cybersecurity

Relevant Purpose

CUSTOMERS RESILIENCE TRUST

Information Security Management

As a company that creates value for society through the use of digital technologies and data, Renesas positions robust information security management as one of its critical management foundations. Information security underpins the trust of stakeholders — including customers, partners, and employees — and is essential for ensuring business continuity and maintaining competitiveness. In line with our purpose of "delivering safe, secure, and trusted technology to society," we are committed to establishing consistent and effective information security practices on a global basis.

Based on this approach, we are strengthening our global information security framework in alignment with our business objectives. Working closely with relevant functions, we are enhancing our cyber risk management framework and implementing technical controls to protect intellectual property and IT assets. In parallel, we continuously monitor the evolving cyber threat landscape and are developing capabilities to respond swiftly and effectively in the event of an incident.

Recognizing that the effectiveness of information security depends not only on systems and technologies, but also on the awareness and behavior of each employee, we provide comprehensive and mandatory cybersecurity training. Through these initiatives, we aim to enhance organization-wide security awareness and strengthen employees' ability to respond appropriately in their day-to-day work.

Looking ahead, we will continue to enhance our cyber resilience through further strengthening of technical controls, as well as through regular resilience assessments and exercises. Toward FY2026, we will deepen collaboration with relevant functions and continuously test and improve our incident response plans, with the goal of maturing a security posture that can respond rapidly and flexibly to an evolving threat environment.

Training and Awareness Initiatives

We believe that the effectiveness of information security is supported not only by technical measures and rules, but also by the understanding and actions of each individual employee. Accordingly, we provide comprehensive and mandatory cybersecurity training for all employees to enhance appropriate judgment and response capabilities in daily operations.

In recent years, as cyber threats have become more sophisticated and diverse, we have recognized that uniform training alone is insufficient. To address this, we are enhancing our programs by tailoring content according to roles and responsibilities. In addition to annual security refresher training to reinforce fundamental knowledge and awareness, Information Security (InfoSec) team conducts awareness sessions focused on deepening understanding of ISO/IEC 27001.

Going forward, we will further promote understanding of security policies and best practices through regular security awareness newsletters and by providing content to support ISO/IEC 27001 certification initiatives. We also share insights gained from cybersecurity-related events led by industry bodies such as the Ministry of Economy, Trade and Industry (METI), the Information-technology Promotion Agency (IPA), and SEMI, thereby fostering continuous improvement in awareness and response capabilities across the organization.

Initiatives	Outcomes	Challenges
• In FY2025, the InfoSec team promoted initiatives to align security strategy with business objectives through the Security Council • Identified and managed information security–specific risks based on the enterprise risk management framework • Implemented controlled security responses with clear global communication • Improved the incident response plan and integrated it into global risk and crisis management rules	• Conducted Security Council meetings to share benchmark assessment results and improve the security posture in alignment with business objectives • Managed information security–specific risks in accordance with the enterprise risk management framework • Implemented technical security measures by clearly communicating requirements • Enhanced the security incident response plan and integrated it into the "Global Risk and Crisis Management Rules"	• Current security requirements and improvement initiatives are not sufficiently communicated, indicating the need for a more effective security awareness program • Procedures are unclear for cases where deviations from security policies are required for legitimate business reasons • To address these issues, a formal exception request and approval process needs to be established

Digital and Data for Reproducibility

Relevant Materiality

Data Privacy & Cybersecurity

Relevant Purpose

TRUST

Information Security Management System (ISO/IEC 27001)

Obtaining and maintaining certifications such as ISO/IEC 27001 demonstrates Renesas's commitment to international standards and operational excellence. These certification activities validate our security controls and processes and provide objective assurance to stakeholders. While resource constraints may delay full certification, ongoing gap analyses and evidence collection reflect our unwavering commitment to continuous improvement in line with our purpose of conducting business with responsibility and high integrity.

Based on this approach, we are developing and operating an information security management system (ISMS) aligned with ISO/IEC 27001. Led by the InfoSec team and integrated with enterprise risk management, we systematically identify and assess risks related to information assets and are establishing globally consistent security policies and management processes. Through continuous monitoring and improvement of ISMS operations in collaboration with relevant departments, we aim to enhance the effectiveness of information security management at each site and organization, ensuring a consistent security level across the Group.

Toward FY2026, we will continue to verify and improve management practices within the InfoSec team to further strengthen ISMS operations.

Throughout the year, we will assess whether the management processes and operational rules defined under ISMS are functioning effectively in practice, identify operational issues and areas for improvement, and implement corrective actions in a planned manner. We will also maintain and update records and documentation to enhance the effectiveness of globally consistent management.

In addition, to strengthen our ability to address information security risks in the supply chain, we will enhance vendor assessments. Using standardized questionnaires, we will assess the information security management systems and operational practices of 5–10 key vendors that are critical to our business. Through these efforts, we will identify supplier-specific risk characteristics, request improvements where necessary, and strengthen our supplier security assessment framework.

Initiatives	Outcomes	Challenges
• Established ISMS security policies to complement global IT rules • Developed a risk register to enhance risk management maturity • Conducted ISO/IEC 27001 workshops in collaboration with InfoSec leadership members • Continued security assessments and remediation activities in response to customer requests • Participated in SMCC (Supplier Management & Cybersecurity Council) activities to standardize supplier security questionnaires	• Established ISMS security policies complementing global IT security rules • Developed a risk register to appropriately identify and assess significant and residual risks within the InfoSec team • Launched the ISO/IEC 27001 certification project within the InfoSec team • Continued customer-driven security assessments and remediation activities • Participated in SMCC initiatives to promote standardization of supplier security questionnaires	• Resource constraints due to prioritization conflicts with other projects limited gap analysis and evidence collection required for ISO/IEC 27001 • This fiscal year, detailed questionnaires could not be sufficiently incorporated into the supplier assessment program

Digital and Data for Reproducibility

Relevant Materiality
- Data Privacy & Cybersecurity
- Innovation Management & AI

Relevant Purpose
- CUSTOMERS
- RESILIENCE
- TRUST

AI Governance

Renesas is advancing the establishment of AI governance aligned with international standards to ensure the responsible adoption and use of emerging technologies. Through evidence mapping and identification of gaps in governance practices, we are working to ensure transparency, ethics, and safety, enabling AI to contribute to business value without undermining privacy, compliance, or social trust. These initiatives support our purpose of promoting safe and ethical innovation and are driven through a combination of clear rules, cross-functional collaboration, and education and awareness as needed.

Issuance of Global AI Governance Rules

To clarify our fundamental principles emphasizing transparency, ethics, and safety in the use of AI and IT technologies, we are developing and issuing global AI governance rules. These rules aim to establish a shared understanding and consistent decision-making framework across the company, enabling the uniform practice of responsible AI utilization.

Enhancement of AI Governance Practices Based on ISO AI Standards

Based on ISO AI standards, we are conducting gap analyses of AI governance practices and advancing evidence collection and issue identification. Identified gaps will be addressed through corrective actions to ensure compliance with international standards and to enhance the maturity of our governance framework.

Initiatives	Outcomes	Challenges
• Published a formal AI policy to demonstrate our commitment to transparency and responsible AI practices to internal and external stakeholders • Established an AI Center of Excellence (CoE) to define best practices and clear guidelines for responsible, safe, and ethical AI adoption	• Establishment of the AI Center of Excellence (CoE) • Formation of an AI governance task force • Drafting of formal AI governance regulations in collaboration with the Legal Department • Publication of AI Principles for external stakeholders	• Gap analysis against ISO AI standards is still ongoing • AI governance rules have not yet been finalized

Digital and Data for Reproducibility

Relevant Materiality

Data Privacy & Cybersecurity

Relevant Purpose

TRUST

Data Privacy

The Renesas Legal Division has recognized specialists in its global team that advise on data privacy matters. Together with our Global Compliance Department this has marked an important step in positioning privacy not merely as a compliance requirement, but as a strategic enabler of business execution. These efforts support our corporate purpose by strengthening trust, enhancing organizational resilience, and promoting people-first, responsible data use.

The Data Privacy Team provides legal advisory guidance to business units, enabling privacy considerations to be embedded from the early stages of key initiatives. This approach allows Renesas to address increasingly complex and evolving global privacy regulations while balancing innovation and operational efficiency.

To support an understanding of privacy within our global organization we have a Global Employee Data Privacy Policy as well as Global Rules published in FY2026 to support compliance and understanding. With respect to our customers, partners, and stakeholders we have a Global Data Privacy and an Altium 365 Data Retention and Deletion Policy that governs the entire data lifecycle from collection through to deletion and disposal.

In addition, and to support our Back-to-Office global initiative, we have established Inter Company Data Transfer Agreements and, together with the Renesas Security team, are reviewing our technical and operational measures to ensure compliance.

As a key strategic pillar, Renesas is also investing in training and awareness initiatives. Aiming for 100% of targeted employees to acquire foundational privacy knowledge and sound judgment, we provide learning opportunities through multiple channels, including training videos, podcasts, interactive webinars, and role-based e-learning. In addition, a centralized intranet hub has been established to consolidate training materials, FAQs, and quick guides, while training completion and employee feedback are continuously monitored to improve both content and delivery. Through these efforts, we are fostering a governance framework and organizational culture that enables the active and effective management of privacy risks.

Data Governance and Data Operations

To achieve effective data sustainability, Renesas is designing a robust data governance framework to implement data management practices aligned with industry best practices. These efforts ensure that data is handled responsibly, ethically, and in compliance with applicable laws and regulations.

A clear governance structure will define roles, responsibilities, and accountability related to data, enabling consistent oversight and embedding a strong data management culture across the organization. This operational foundation not only supports the management of data related risks, including privacy risks, but also creates an environment in which business units can utilize data with confidence.
Through these initiatives, data privacy, data governance, and data operations work in a complementary manner to form a foundation that supports long-term value creation, protects stakeholder interests, and enables sustainable and ethical business growth.

Initiatives	Outcomes	Challenges
• Establishment of a dedicated Data Privacy team • Identification and assessment of privacy risks through engagement with stakeholders • Integration of privacy reviews and Data Privacy Assessments into vendor onboarding and third-party risk management processes • Launch of a data privacy team intranet page to improve access to privacy-related information	• Transition from reactive compliance to proactive and forward-looking privacy risk management • Provision of consistent and scalable privacy risk management practices across all business units • Initiation of formalization of Records of Processing Activities (ROPA) within the Human Resources function, strengthening transparency and accountability and enhancing visibility of the data processing activities • Early integration of privacy considerations into vendor management processes to mitigate privacy risks • Improved accessibility of privacy related resources for employees to promote privacy awareness within the company	• Further enhancement of organization wide awareness, engagement, and understanding • Centralizing our approach to technical and operational measures to support data handling and transfers • Addressing differences in understanding and prioritization across business units • Strengthening continuous education and communication to embed privacy as a business enabler

Business Responsibility

	2024		2025
Human Rights	See P.57-58		
Consent rate of major suppliers to Renesas Supplier Code of Conduct	92%	➡	92%

	2024		2025
Response rate of major suppliers to RBA Self-Assessment Questionnaire (SAQ)	100%	➡	100%
Completion rate of survey on Conflict Minerals (3TG)	100%	➡	100%

Responsible Human Rights Initiatives in Our Business

Relevant Materiality
Human Rights
Relevant Purpose
RESILIENCE TRUST PEOPLE

Commitment to Protecting Human Rights

At Renesas, we recognize that respect for human rights is a critical management priority that underpins our sustainable growth and business continuity.

To maintain and increase our corporate value, we are working to enhance our human rights due diligence system in line with the following international standards to prevent and mitigate rights-related risks.

- In accordance with the United Nations Guiding Principles on Business and Human Rights, and the Core International Human Rights Instruments comprising the International Bill of Human Rights, we have built a solid foundation for respecting and promoting fundamental human rights in all our business activities.
- We have promoted initiatives in the fields of human rights, labor, the environment, and anti-corruption based on the Ten Principles of the UN Global Compact, which we have supported as a signatory since 2021.
- In accordance with the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, we are committed to fair labor practices, including freedom of association, and the elimination of forced labor and discrimination.

These commitments reflect our determination to advance global human rights standards throughout our business and supply chains.

Human rights due diligence serves as a vital foundation of the sustainability of our business by identifying, preventing, and mitigating negative human rights impacts in our operations and supply chains.

Through responsible corporate conduct that respects human rights, we strive to spread trust throughout our supply chains to create a better future together with the power of technology.

Governance and Oversight of Human Rights

To ensure respect for human rights, Renesas has put in place effective management mechanisms and robust decision-making processes.

Human rights concerns are reported and escalated in a clear and systematic manner to ensure a transparent governance structure. Significant human rights-related risks and responses are reported to the Audit and Sustainability Committee on a regular basis and are subject to the oversight of the Board of Directors. (For more details: Governance Structure).

Human Rights Due Diligence & Risk Assessment

Following a self-assessment questionnaire conducted in partnership with Business for Social Responsibility (BSR) and with support from PwC, we identified the following six key human rights risks within the company and across our key supply chains.

1. Safe and healthy working environment
2. Prohibition of child and forced labor
3. Working hours
4. Responsible minerals procurement
5. Labor-management relations (Japan)
6. Human rights education

To maintain our high ethical standards and meet the expectations of our stakeholders on these critical issues, we are taking additional steps to identify, prevent, and mitigate risks in accordance with the United Nations Guiding Principles on Business and Human Rights. This includes our commitment to continue strengthening our current human rights due diligence process, which is designed to prioritize the most significant risks. This process includes periodic comprehensive reviews, along with phased responses tailored to regions identified as high-risk.

2025 KPIs

- Establish a Human Rights Working Group
- Formulate an annual plan for the working group and decide its scope
- Conduct a gap analysis
- Implement a risk assessment
- Hold study meetings on trends in human rights regulations

2026 Targets

- Prepare a human rights due diligence manual
- Update our MSA Statement
- Update our Human Rights Policy
- Percentage of projects in which a corrective action plan was formulated for priority human rights risks

Responsible Human Rights Initiatives in Our Business

Relevant Materiality: Human Rights

Relevant Purpose: RESILIENCE, TRUST, PEOPLE

Human Rights Due Diligence Process

For recognized human rights risks, we work with our relevant teams to develop and implement corrective and preventive measures, and the Human Rights Working Group monitors progress.

To address significant risks, we coordinate with existing internal risk management and escalation processes, and then report to senior management.

To respond appropriately to negative human rights impacts in our business activities and supply chains, we established a mechanism for complaint handling and redress that utilizes existing reporting and consultation channels.

Identification and Assessment
- Identify potential human rights risks
- Assess the severity of identified risks (confirm severity and scale)
- Identify high-priority risks

Prevention and Mitigation
- Develop an action plan to address risks
- Take action to mitigate risks based on analysis and assessment results
- Conduct human rights education and training

Remediation
- Implementation of remedy measures
- Execution of corrective action plans
- Measures to prevent recurrence

Tracking and Monitoring
- Confirm compliance with human rights policies and progress of risk mitigation measures
- Oversight by Board of Directors

Reporting and disclosure
- Disclose information to stakeholders through reports and websites

Advancing Human Rights: Developing a More Effective Due Diligence System

In light of strengthening international human rights regulations and growing stakeholder expectations, in 2025 we focused on developing a foundation to enhance the effectiveness of our human rights due diligence system. We formally established a company-wide Human Rights Working Group to build a governance structure that links our key teams handling sustainability (SU), legal affairs, human resources, and procurement, and moved forward with the implementation phase of our human rights policy. The Human Rights Working Group functions as a working-level umbrella organization with responsibility for identifying and assessing human rights risks, studying response policies, managing the progress of corrective actions, and internal escalation. We also conducted a gap analysis to verify consistency with international frameworks such as the OECD Guidelines, UN Guiding Principles, and RBA standards, and identified areas for improvement. Through risk assessment, we determined high-risk areas and priority issues, and developed baseline data for formulating future corrective action plans. To promote greater understanding among our relevant teams, we also held internal study sessions on regulatory trends such as the EU Corporate Sustainability Due Diligence Directive (CSDDD), Modern Slavery Act (MSA), Sustainability Standards Board of Japan (SSBJ), and Australian Sustainability Reporting Standards (ASRS).

Through these initiatives, we clearly defined the cycle of Identification & Assessment → Prevention & Mitigation → Remediation → Tracking & Monitoring → Reporting & Disclosure, and strengthened the foundation for the integrated implementation of human rights due diligence across our global operations. At the same time, we identified issues that need to be resolved in the future, such as a lack of data integration and the need to make clear who is responsible for implementation in each region. We will continue to work on advancing and improving our systems into

Initiatives	Results	Challenges
Establishing the Human Rights Working Group	• Established a new company-wide system to facilitate regular collaboration of our key teams for sustainability (SU), legal affairs, HR, and procurement • Formalized transition to human rights policy implementation phase with approval of senior management • Clearly defined our Human Rights Due Diligence Roadmap with a view to compliance with SSBJ and MSA	• There are differences between teams in terms of priorities and understanding of resource requirements • There is a lack of data integration on the ground
Working group planning and scoping	• Clearly defined the cycle of Identification & Assessment → Prevention & Mitigation → Tracking & Monitoring → Reporting & Disclosure • Shared the action plan of the working group at management level	• The scope of activities across global operations and the responsible persons in each region are not yet clearly defined
Conducted a gap analysis	• Analyzed consistency with OECD guidelines, UNGP and RBA standards, etc. and identified key gaps	–
Implemented risk assessment	• Identified high-risk areas and specified priorities for response	• Data collection methods vary by site, and a management system based on a standardised format is currently being developed • The process for translating assessment results into corrective action plans is not yet fully established
Held study meetings on trends in human rights regulations	• Shared the latest trends concerning CSDDD, MSA, SSBJ, ASRS, etc. with key teams in the company Increased understanding and interest among key teams	• Training is focused on regulations, but practical applications still need to be developed • Continuous follow-up is necessary to ensure that each team takes ownership of issues

Responsible and Resilient Supply Chains

Relevant Materiality

Supply Chain Management & Labor Standards

Responsible Minerals Procurement

Relevant Purpose

RESILIENCE

PEOPLE

Supplier Engagement and Responsible Minerals Procurement

Advancing our business requires cooperation with the partners that make up our supply chains. In our business relationships with these partners, we share our ESG philosophy and promote its implementation through ongoing communication. Strengthening the resilience of our supply chains — their ability to adapt to change — enables us to deliver products and solutions that contribute to our Purpose: “To Make Our Lives Easier.”

Promoting Green Procurement

Renesas contributes to the realization of a sustainable society by promoting environmentally conscious procurement. To ensure compliance with international regulations and promote environmental protection, we established the Renesas Electronics Green Procurement Standards, which we require our suppliers to follow. Based on these standards, the Renesas Group preferentially procures environmentally friendly parts and materials from companies that are actively involved in environmental protection. We also enhance disclosure of environmental information to stakeholders and actively communicate with them to deepen mutual understanding.

RBA Membership and a New Code of Conduct

Following our membership of the Responsible Business Alliance (RBA) in FY2021, Renesas reviewed its Supply-Chain CSR Deployment Guidebook and renamed the revised document the Renesas Supplier Code of Conduct. In FY2024, we revised the Renesas Supplier Code of Conduct to reflect the latest requirements of the RBA Code of Conduct and sought consent from our major suppliers. As of December 2025, 92% of our major suppliers had provided their consent to the revised Renesas Supplier Code of Conduct.

Implementing the RBA Validated Assessment Program (VAP)

To verify compliance with the RBA Code of Conduct, we conducted RBA Validated Assessment Program (VAP) audits at our Naka and Penang factories. The Naka Factory earned the highest-level Platinum certification in November 2024. The Penang Factory did the same in April 2025.

ESG Survey with Self-Assessment Questionnaire (SAQ)

Renesas regularly conducts ESG surveys of direct material suppliers to verify and assess their ESG activities. The survey items cover labor, health and safety, environment, ethics, and management measures. We share the results of our assessments with suppliers and use them as a tool for self-improvement. In FY2025, we received responses to SAQs from 178 suppliers.

We also make use of the risk assessment platform provided by the RBA to regularly review the geopolitical and industry-specific risks of all our suppliers. If a supplier is identified as potentially high-risk through these activities, we promptly ask the supplier to conduct self-inspections and make voluntary improvements using self-assessment surveys, as we do with our major business partners.

2025 KPIs	• Obtain consent from 100% of major suppliers • Obtain SAQ responses from 100% of major suppliers
2026 Targets	• Continue the activities implemented in 2025

Initiatives	Results	Challenges
• Conduct ESG briefing sessions for business partners, continued since FY2024 • Conduct annual surveys, including SAQs and the Conflict Minerals Survey	• In FY2025, we received SAQ responses from 178 companies. These account for 99% of our total hardware procurement by value. • Publicize our CMRT from the Conflict Mineral Survey	• Respond to new requirements (risk items)

Responsible and Resilient Supply Chains

Relevant Materiality

Supply Chain Management & Labor Standards

Responsible Minerals Procurement

Relevant Purpose

RESILIENCE

PEOPLE

Responsible Minerals Procurement

To avoid contributing to human rights violations or environmental destruction in our supply chains, Renesas is committed to responsible minerals procurement that avoids the use of minerals associated with conflict. We define conflict minerals as minerals sourced from conflict-affected and high-risk areas, including the Democratic Republic of the Congo and neighboring countries, that are associated with the risks outlined in Annex II of the OECD Due Diligence Guidance.

In FY2025, we continued to identify all conflict minerals, including 3TG, contained in our products and to verify that they are processed by conflict-free smelters and refiners validated as conformant by the Responsible Minerals Initiative (RMI), a third-party organization.

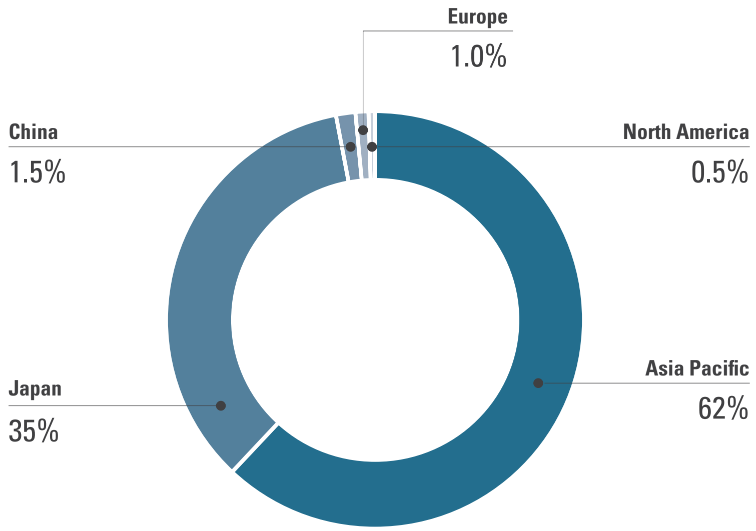
For more information on our Responsible Mineral Procurement Policy, see here. (Supply Chain | Renesas)

Participation in JEITA Study Group

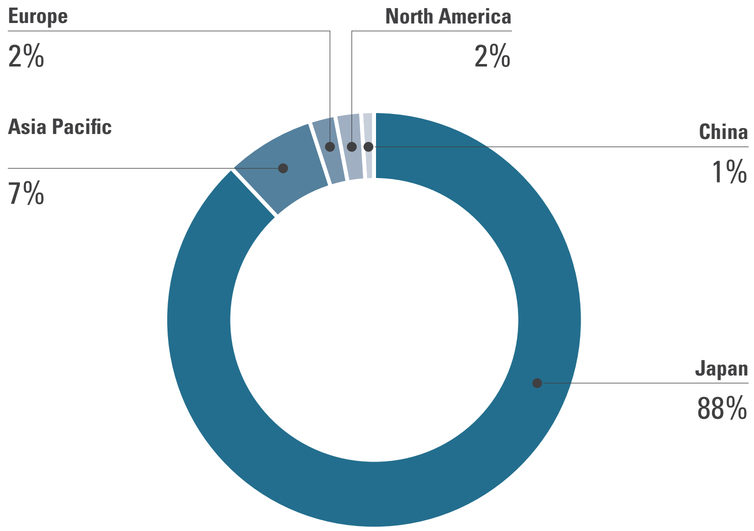
As a member of the Japan Electronics and Information Technology Industries Association (JEITA), Renesas participated in the Responsible Mineral Trade Study Group in April 2022. As a member of the study group, we support online seminars on responsible mineral procurement and share our knowledge on how to tackle this challenge.

Supply Chain Summary Data (by region)

Breakdown of Purchase Amount by Region (FY2025)



Breakdown of Suppliers by Region (FY2025)



03

Data

Progress and Assessment with Key KPIs (Overview)

2026 Materiality Topics	Renesas Sustainability Targets	KPI	2023 Performance	2024 Performance	2025 Performance	Contribution to SDGs
Environment						
Climate Change & GHG Emissions Energy Management & Efficiency	Reduce GHG emissions across global business operations and value chains. Targets: 2030: Reduce GHG emissions by 38% (from FY2021 base year) 2026: Reduce Scope 3 emissions by 17.5% (from FY2023 base year) 2040: Achieve carbon neutrality (Scope 1+2) 2040: Utilize 100% renewable energy	GHG emissions (compared to FY2021)	17.9%	21.6% reduction	24.2% reduction	
Water Management & Water Stress	Reduce water consumption by improving production efficiency and conserving water. Targets: 2030: Reduce water usage per unit of revenue by 33% (from FY2021 base year) 2030: Increase water recycling rate at global production bases to 35%	Water usage (per unit of revenue) (compared to FY2021)	36% reduction	32% reduction	36% reduction	
		Water recycling rate	32%	32%	31%	
	Promote water resource conservation in areas with high water risks. Targets: 2026: Reduce water usage per unit of production-related revenue by 22% at Renesas Semiconductor (Beijing) Co., Ltd. 2026: Reduce water usage per unit of production-related revenue by 29% at Renesas Semiconductor (Suzhou) Co., Ltd.	Water usage per unit of production-related revenue (compared to FY2021): Renesas Semiconductor (Beijing) Co., Ltd.	33% improvement	27% improvement	26% improvement	
		Water usage per unit of production-related revenue (compared to FY2021): Renesas Semiconductor (Suzhou) Co., Ltd.	30% improvement	32% improvement	31% improvement	
Chemical & Waste Management	Reduce environmental risks associated with chemical substances that may adversely impact health, safety, or the environment through reduction, substitution, and proper disposal, and comply with relevant international regulations and customer requirements. Targets: Maintain VOC emissions at FY2010 levels or lower Zero violations of major environmental laws and regulations	VOC emissions (Compared to FY2010)	60% reduction	68% reduction	70% reduction	
		Violations of environmental laws and regulations	No violations	No violations	1 case	
	Strive to reduce, reuse, or recycle waste wherever possible. Target: 2030: Consistently maintain a waste recycling rate of 90% or more	Waste recycling rate		92%	93%	
	Reduce the generation and disposal of hazardous waste across all operations.	Hazardous waste generated (Compared to FY2023)		9.4% reduction	15.9% reduction	
Circular Economy & Product Stewardship	Promote research, development, and design of Renesas Green Devices that support the creation of environmentally-conscious end products. Target: 2026: 90% of newly developed products are designated as Renesas Green Devices	Percentage of newly developed products that are Renesas Green Devices	96%	89%	89%	
Exposure to Green Businesses	Build on defined core technologies to develop energy-efficient, safe, and secure semiconductor technologies for the automotive, industrial, infrastructure, and healthcare sectors under the Board of Directors' oversight of innovation initiatives.	See P.17				

Progress and Assessment with Key KPIs (Overview)

2026 Materiality Topics	Renesas Sustainability Targets	KPI	2023 Performance	2024 Performance	2025 Performance	Contribution to SDGs
Social						
Diversity, Equity & Inclusion	Attract more women to Renesas through inclusive recruitment efforts and support all employees in the pursuit of self-directed learning to realize their full potential.	Percentage of management positions held by women	8.6%	15.0%	16.1%	4 Quality Education, 5 Gender Equality, 8 Decent Work and Economic Growth, 10 Reduced Inequalities
		Percentage of women in total workforce	25.0%	28.0%	25.5%	
Talent Attraction, Development & Retention	Enhance the overall candidate experience and gather feedback through onboarding surveys to continuously improve the recruitment process.	See P.38-39				
Employee Health & Safety	Protect the health and safety of employees and create a safe and pleasant workplace environment.	Number of occupational accidents with days away from work	8 cases	6 cases	10 cases	
Fair Labor Practices	Respect internationally recognized human rights, prohibit child labor, and forced labor, promote fair working conditions, and comply with and enforce these standards throughout our business operations and supply chains in accordance with our Global Code of Conduct and Human Rights Policy.	See P.40, P.57-60				
Employee Well-being & Mental Health	Ensure a safe, healthy, and inclusive work environment to support physical and mental health, promote employee engagement, and well-being to help each individual realize their full career potential.	See P.40				
Governance						
Corporate Governance	Maintain a highly transparent governance structure that is transparent, to enable fair, fast, and resolute decision-making and robust accountability.	See P.44-47				16 Peace, Justice and Strong Institutions
Regulatory Compliance	Comply with relevant laws, regulations, and codes of conduct, and aim to meet higher global standards.	See P.48-50				
Risk Management & Business Continuity	Continuously strengthen our risk management system by actively identifying, analyzing, and promptly addressing and resolving risks across the group. Targets: 2026: Implement a company-wide risk management system, with reviews by the management team and Internal Control Promotion Committee 2026: Enhance monitoring of geopolitical and information security risks, which are growing due to global uncertainties, and strengthen responses to any incidents in collaboration with relevant teams 2026: Promptly post important BCM-focused information on risk management to GSA and continuously support management decision-making to address the growing impact of regulations in various countries	See P.51				

Progress and Assessment with Key KPIs (Overview)

2026 Materiality Topics	Renesas Sustainability Targets	KPI	2023 Performance	2024 Performance	2025 Performance	Contribution to SDGs
Governance						
Data Privacy & Cybersecurity	**Information Security Management:** Implement responsible data privacy and cybersecurity practices to protect employees, customers and other key stakeholders. Targets: FY2026: Conduct a gap analysis with ISO/IEC 27001 and collect evidence: Conduct comprehensive analyses throughout the year to identify and correct non-conformities within the InfoSec team. FY2026: Strengthen vendor assessment: Strengthen our supplier security assessment framework through the use of standardized questionnaires and in-depth assessments 5-10 vendors.	Percentage of employees who received cybersecurity training	92%	83%	92%	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	Data Privacy: From a legal perspective, aim to raise awareness of data privacy and enhance compliance within Renesas. Targets: FY2026: Make data privacy training mandatory for all employees. Design and implement a specialized data privacy training program for HR employees, taking into account their characteristics and needs, with the aim of achieving 100% participation among relevant employees. FY2026: Develop global rules for data privacy and update the Employees Privacy Policy, which is administered and operated by the Human Resources Unit. Also, work with the InfoSec team and the Human Resources Unit to finalize a global internal data transfer agreement.	See P.55				
Innovation Management & AI	**Innovation Management:** Promote innovation in the automotive, industrial, infrastructure, and healthcare sectors by developing sustainable technologies that improve energy efficiency, safety, and security, and contribute to the realization of a more sustainable society.	See P.17				
	AI: Focus strategically on AI and other core technologies to support the social needs of an increasingly data-centric society and to enable intelligent, highly energy-efficient solutions in cutting-edge fields.	See P.54				
Business Ethics & Integrity	Promote business practices that prioritize legality, fairness, and transparency across all our global operations, in accordance with the Renesas Global Code of Conduct and Compliance Policy, to ensure that we conduct our business activities to the highest standards of ethics and integrity. Target: 2026: 100% of employees receive training on the Code of Conduct	Percentage of employees who completed training on the Code of Conduct	91%	93%	90%	
Transparency & Reporting	Ensure transparent, accurate and prompt ESG information disclosure in compliance with applicable laws and regulations and meet stakeholder expectations through strong data governance, cross-functional collaboration, and ongoing alignment with regulatory trends.	See P.55				

Progress and Assessment with Key KPIs (Overview)

2026 Materiality Topics	Renesas Sustainability Targets	KPI	2023 Performance	2024 Performance	2025 Performance	Contribution to SDGs
Business Responsibility						
Human Rights	Strengthen our approach to human rights in line with industry best practices, including enhanced due diligence and improved policies.	See P.57-58				8 DECENT WORK AND ECONOMIC GROWTH 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Supply Chain Management & Labor Standards	Promote best practices among our suppliers to improve the outcomes of sustainability initiatives across our supply chains. Targets: 2027: 100% of major suppliers agree to Renesas Supplier Code of Conduct 2027: 100% of major suppliers respond to RBA Self-Assessment Questionnaire (SAQ)	Agreement rate of major suppliers to Renesas Supplier Code of Conduct	93%	92%	92%	
		Response rate of major suppliers to RBA Self-Assessment Questionnaire (SAQ)	82%	100%	100%	
Responsible Mineral Procurement	Implement responsible mineral procurement with the aim of procuring materials that exclude conflict minerals from OECD conflict-affected and high-risk areas. Target: 2027: 100% completion of conflict minerals (3TG) surveys in accordance with the RMI (Responsible Minerals Initiative) procedures	Percentage completion of conflict minerals (3TG) survey	100% completion	100% completion	100% completion	

Awards and Recognitions

Renesas takes pride in the global and regional recognition that our ESG policies and practices attract, and in our commitment to data disclosure. The recognition of our efforts demonstrates our solid commitment to ESG principles to our customers, business partners and investors. In 2025, we achieved equal or improved standings in all the ESG rating agencies and indices that we prioritize.

Renesas has been selected for the following ESG indices.

- FTSE4Good Index
- FTSE Blossom Japan Index
- FTSE Blossom Japan Sector Relative Index
- MSCI Japan Empowering Women Select Index
- Gender Diversity Tilt Index
- Carbon Efficient Index
- Sustainability Index

↑ Higher rating than previous year → Same rating as previous year

Name of index/rating		Rating/score 2024	2025		Scale
FTSE Russell	FTSE ESG	4.7	**4.7**	→	0 - 5
	FTSE4Good Index	Index component	**Index component**		–
	FTSE Blossom Japan Index	Index component	**Index component**		–
	FTSE Blossom Japan Sector Relative Index	Index component	**Index component**		–
SUSTAINALYTICS	Company ESG Risk Ratings	19.0 (low risk)	**16.3 (low risk)**	↑	50 - 1 (high risk - low risk)
ecovadis	EcoVadis	69	**76**	↑	0 - 100
S&P Global	Corporate Sustainability Assessment (CSA)	65	**59**		1 - 100
MSCI	MSCI ESG Ratings	AA	**AA**	→	CCC to AAA
	MSCI Japan Empowering Women Select Index	Index component	**Index component**		–
CDP Discloser 2025	Climatic change	A-	**A-**	→	F - A
	Water security	B	**B**	→	F - A
	Supply chain	A	**A**	→	F - A
ISS ESG	ESG Corporate Rating	C+	**C+**	→	D - A

Industry Awards

Electrons d'Or 2025 Award (Innovation of the Year) for Automotive SoC

Renesas R-Car X5H SoC was awarded "Innovation of the Year" in the automotive category at the Electrons d'Or 2025 Awards in Paris, France. The award is a recognition of our commitment to pursuing innovation in automotive technology and providing solutions to underpin the next generation of Software Defined Vehicles (SDV).

Renesas AI MCU selected as Microcontroller/Interface of the Year

The Renesas RA8P1 AI-based MCU was selected as Microcontroller/Interface of the Year at the 2025 World Electronics Achievement Awards hosted by AspenCore in Shenzhen, China. The award recognizes our commitment to building high-performance, industry-leading solutions for the demanding and rapidly evolving Edge AI space and to developing products that aim to "To Make Our Lives Easier."

Stakeholder Management

At Renesas, we recognize that our business activities and sustainability initiatives significantly impact key stakeholders and global society. That's why we regularly engage in open discussions with key stakeholders about our responses to key issues. This approach ensures that our sustainability strategy and priorities are closely aligned with the interests of our diverse stakeholders.

Stakeholders	How Renesas Engages
Customers	• Trade shows • Regular meetings and information exchange • Audits
Suppliers and business partners	• ESG SAQs and self-improvement requests • Adherence to the Renesas Supplier Code of Conduct • Training on ESG topics • Third-party audits • Audits of customer-specific requirements
Local communities and partners (e.g., NGOs)	• Charitable donations • Promotion of global volunteer activities • Collaborative initiatives with key partners
Educational establishments	• Internship partnership at graduate/post-graduate levels • Joint research • Graduate recruitment
Industry associations	• Participation in various industry consortiums and associations
Regulators and government agencies	• Annual reporting for regulatory compliance • Visits and consultation meetings
Employees	• Annual culture survey • Career development training • Global intranet portal
Shareholders	• Renesas Capital Markets Day • Financial disclosure and Business & Sustainability Report • Ad-hoc questionnaires and surveys
Media	• Press release issuance • Social media • Participation in conferences

Task Force on Climate-related Financial Disclosures (TCFD) Content Index

TCFD Recommended Disclosures	Reference Location
Governance	
Describe the board's oversight of climate-related risks and opportunities	Governance Risk Management Response to the TCFD Recommendations
Describe management's role in assessing and managing climate-related risks and opportunities	
Strategy	
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	Response to the TCFD Recommendations Climate Change Initiatives Innovation
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	
Risk Management	
Describe the organization's processes for identifying and assessing climate-related risks	Response to the TCFD Recommendations Risk Management Environmental Initiatives
Describe the organization's processes for managing climate-related risks	
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	
Indicators and Targets	
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Response to the TCFD Recommendations Environmental Protection Goals
Disclose Scopes 1 and 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and related risks	Environmental Data and Third-party Verification Climate Change Initiatives
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against those targets	Response to the TCFD Recommendations Environmental Protection Goals Climate Change Initiatives

Sustainability Accounting Standards Board (SASB) Index

Topic	Code	Accounting Metric	Response
Greenhouse Gas Emissions	TC-SC-110a.1	(1) Gross global Scope 1 emissions (2) Amount of total emissions from perfluorinated compounds	(1) 116,324 t-CO_2 (2) 82,421 t-CO_2
	TC-SC-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	See Efficient, Low-carbon Business Operation.
Energy Management in Manufacturing	TC-SC-130a.1	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	(1) 1,603,755 MWh (2) 82% (3) 0.57%
Water Management	TC-SC-140a.1	(1) Total water withdrawn (2) Total water consumed, percentage of each region with High or Extremely High baseline water stress	(1) 14,519,000 m^3 (2) Total water consumed: 21,017,000 m^3. Two facilities in China located in the area with high water stress consumed about 3% of the total water consumption of Renesas. See Conserving Water.
Waste Management	TC-SC-150a.1	(1) Amount of hazardous waste from manufacturing (2) Percentage recycled	(1) 14,518 t (2) 74% See Waste Reduction Efforts.
Employee Health & Safety	TC-SC-320a.1	Description of efforts to assess, monitor, and reduce exposure of workforce to human health hazards	See Safe and Healthy Working Environment.
	TC-SC-320a.2	Total amount of monetary losses as a result of legal proceedings associated with employee health and safety violations	In 2025, Renesas did not incur monetary losses as a result of legal proceedings associated with employee health and safety violations.
Recruiting & Managing a Global, Diversified & Skilled Workforce	TC-SC-330a.1	Percentage of employees that require a work visa	Percentage of foreign nationals is not disclosed.
Product Life Cycle Management	TC-SC-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	Renesas does not disclose this information. See Chemical Substance Use on our Sustainability website for details of our approach to product hazardous substances.
	TC-SC-410a.2	Processor energy efficiency at a system-level for (1) servers, (2) desktops, and (3) laptops	Renesas does not track this information. This is not applicable to the business of Renesas.
Materials Sourcing	TC-SC-440a.1	Description of the management of risks associated with the use of critical materials	See Responsible and Resilient Supply Chains.
Intellectual Property Protection & Competitive Behavior	TC-SC-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	In 2025, Renesas did not incur monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations.

Global Reporting Initiative (GRI) Index

GRI Standard		Disclosure	Reference Location
GRI 2: General Disclosure 2021	2-1	Organization details	At-a-Glance
	2-2	Entities included in the organization's sustainability reporting	About this report
	2-3	Reporting period, frequency, and contact point	
	2-4	Restatements of information	
	2-5	External assurance	
	2-6	Activities, value chain, and other business relationships	Introduction
	2-7	Employees	At-a-Glance
	2-9	Governance structure and composition	Our Governance Structure Board Skills & Diversity
	2-10	Nomination and selection of the highest governance body	
	2-11	Chair of the highest governance body	Hidetoshi Shibata, Director, Representative Executive Officer, President and CEO
	2-12	Role of the highest governance body in overseeing the management of impacts	Our Governance Structure Board Skills & Diversity
	2-13	Delegation of responsibility for managing impacts	CFO Message Head of Sustainability Message Head of Operations Message CHRO Message Outside Directors Message Governance
	2-14	Role of the highest governance body in sustainability reporting	Our Governance Structure Governance
	2-15	Conflicts of interest	
	2-16	Communication of critical concerns	
	2-17	Collective knowledge of the highest governance body	
	2-18	Evaluation of the performance of the highest governance body	Corporate Governance Report

Global Reporting Initiative (GRI) Index

GRI Standard		Disclosure	Reference Location
GRI 2: General Disclosure 2021	2-19	Remuneration policies	Executive Compensation
	2-20	Process to determine remuneration	
	2-22	Statement on sustainable development strategy	CEO Message
	2-23	Policy commitments	Commitment to Protecting Human Rights Human Rights
	2-24	Embedding policy commitments	Our Governance Structure Governance
	2-25	Processes to remediate negative impacts	Ethics and Compliance
	2-26	Mechanisms for seeking advice and raising concerns	
	2-27	Compliance with laws and regulations	Ethics and Compliance
	2-28	Membership associations	Participation in initiatives
	2-29	Approach to stakeholder engagement	Stakeholder Management
	2-30	Collective bargaining agreements	Renesas recognizes that in some locations of business, employees have the right to join and form trade unions and the right to bargain collectively. Renesas does not discriminate against employees with union affiliation or for their participation in union activities and to ensure employees' right to privacy, Renesas does not monitor or track employee membership of such organizations.

Global Reporting Initiative (GRI) Index

GRI Standard		Disclosure	Reference Location
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality
	3-2	List of material topics	
	3-3	Management of material topics	
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	Response to the TCFD Recommendations
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Ethics and Compliance
	205-2	Communication and training about anti-corruption policies and procedures	
	205-3	Confirmed incidents of corruption and actions taken	Renesas experienced no confirmed incidents of corruption in 2025.
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Renesas was not subject to legal actions for anti-competitive behavior, anti-trust, or monopoly practices.
GRI 207: Tax 2019	207-1	Approach to tax	Tax Policy
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environmental Data 2025
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Conserving Water
	303-2	Management of water discharge-related impacts	
	303-3	Water withdrawal	Environmental Data 2025
	303-4	Water discharge	
	303-5	Water consumption	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	
	305-2	Energy indirect (Scope 2) GHG emissions	
	305-3	Other indirect (Scope 3) GHG emissions	
	305-5	Reduction of GHG emissions	

Global Reporting Initiative (GRI) Index

GRI Standard		Disclosure	Reference Location
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste Reduction Efforts
	306-2	Management of significant waste-related impacts	
	306-3	Waste generated	Environmental Data 2025
	306-5	Waste directed to disposal	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Human Resources Data and Third-Party Verification
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Safe and Healthy Working Environment
	403-6	Promotion of worker health	
	403-9	Work-related injuries	
GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital Management
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Board Skills & Diversity Human Resources Data and Third-Party Verification
	405-2	Ratio of women's to men's basic salary and remuneration	Human Resources Data and Third-Party Verification Diversity, Equity & Inclusion
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Commitment to Protecting Human Rights Human Rights
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Commitment to Protecting Human Rights Human Rights
GRI 408: Child labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Commitment to Protecting Human Rights Human Rights
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Commitment to Protecting Human Rights Human Rights
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Community Involvement & Social Contributions
	414-2	Negative social impacts in the supply chain and actions taken	Responsible and Resilient Supply Chains
GRI 415: Public Policy 2016	415-1	Political contributions	Renesas does not make any political contributions.

Environmental Data 2025

To calculate CO_2 emissions from electricity, we used the Emission Factors provided in "List of Calculation Methods and Emission Coefficients in the Calculation, Reporting and Publication System" (Ministry of the Environment and Ministry of Economy, Trade and Industry), and adjusted conversion factors for individual power businesses based on the Act on Promotion of Global Warming Countermeasures. For electricity outside of Japan, we used the latest coefficients for each fiscal year supplied by power supply companies. Where actual values for the latest coefficients are unavailable, we provisionally used the previous year's actual values. For fuel coefficients, we used the values provided in "List of Calculation Methods and Emission Coefficients in the Calculation, Reporting and Publication System" (Ministry of the Environment and Ministry of Economy, Trade and Industry).

Greenhouse gas (GHG) emissions

Category 1	Category 2		Unit	2025
CO_2	Total Emission (S1+S2)		t-CO_2	742,384
Amount of discharge	Scope 1 Total Direct Emissions		t-CO_2	116,324
		Fuel, etc.	t-CO_2	33,903
		PFC Emissions (IPCC2006 Tier2a)	t-CO_2	82,421
	Scope 2 Indirect Emissions		t-CO_2	626,060
		Purchased Electricity (Market Standards)	t-CO_2	604,607
	(ref.)	Purchased Electricity (Location Standards)	t-CO_2	625,642
		Other than Electricity	t-CO_2	21,454
	Scope 3 Emissions within the Supply Chain Excluding S1 and S2		t-CO_2	1,552,585
		C1 Purchased Goods and Services	t-CO_2	1,303,013
		C2 Capital Goods	t-CO_2	124,618
		C3 Fuel- and Energy-related Activities (not included in S1 and S2)	t-CO_2	109,209
		C4 Upstream Transportation and Distribution	t-CO_2	334
		C5 Waste Generated by Operations	t-CO_2	3,983
		C6 Business Travel	t-CO_2	8,148
		C7 Employee Commuting	t-CO_2	3,281
		C8 Leased Upstream Assets	t-CO_2	0
		C9 Downstream Transportation and Distribution	t-CO_2	–
		C10 Processing of Sold Products	t-CO_2	–
		C11 Use of Sold Products	t-CO_2	–
		C12 End-of-Life Treatment of Sold Products	t-CO_2	–

Environmental Data 2025

Greenhouse gas (GHG) emissions			
Category 1	**Category 2**	**Unit**	**2025**
	C13 Leased Downstream Assets	t-CO_2	0
	C14 Franchises	t-CO_2	0
	C15 Investments	t-CO_2	0

Environmental Data 2025

Energy Consumption			
Category 1	**Category 2**	**Unit**	**2025**
Total Energy		MWh	1,603,755
	Electricity	MWh	1,316,989
	(Including) Renewable Energy	MWh	9,116
	Steam	MWh	107,345
	Gas	MWh	152,180
	Other Fuels	MWh	27,241
Factories		MWh	1,603,062
	Electricity	MWh	1,316,302
	(Including) Renewable Energy	MWh	8,495
	Steam	MWh	107,345
	Gas	MWh	152,174
	Other Fuels	MWh	27,241
Offices		MWh	693
	Electricity	MWh	687
	(Including) Renewable Energy	MWh	621
	Steam	MWh	0
	Gas	MWh	6
	Other Fuels	MWh	0
Energy Consumption per Unit of Revenue	Consolidated Revenue	Billions of yen	1,318.5
	Per unit of revenue	MWh/Billion yen	12.2

Environmental Data 2025

Water			
Category 1	**Category 2**	**Unit**	**2025**
Total Amount Used (Water Withdrawn + Recycled Water)		1,000 m^3	21,017
Total Water Withdrawn		1,000 m^3	14,519
	Surface Water (Rivers, Lakes, Ponds) * Unused water discharged from factories is deducted.	1,000 m^3	7,500
	Groundwater (Wells, Boreholes)	1,000 m^3	5,264
	Municipal Water (Tap Water)	1,000 m^3	1,691
	Sea Water	1,000 m^3	0
	Other (Rainwater, Quarries, External Effluents)	1,000 m^3	64
Recycled Water		1,000 m^3	6,498
Recycling Rate		%	31
Total Water Discharge * No wastewater is discharged to the ground surface.		1,000 m^3	12,467
	Public Water (Sea)	1,000 m^3	10,947
	Sewage (Off-site Water Treatment)	1,000 m^3	1,186
	Other (Underground, Well)	1,000 m^3	333
Water Use per Unit of Revenue	Consolidated Revenue	Billions of yen	1,318.5
	Per unit of revenue	1,000 m^3/Billion yen	0.16

Water data: Data from all Renesas Group manufacturing sites (excluding domestic and overseas sales offices)

Environmental Data 2025

Chemical Substances

Category 1	Category 2	Unit	2025
Chemical Substances (subject to PRTR Law)	Transaction Volume	t	942
VOC	Emissions (atmosphere)	t	243

Waste

Category 1	Category 2	Unit	2025
Total Waste		t	14,158
Total Hazardous Waste		t	2,190
	Recycling	t	1,630
	Landfill	t	447
	Other (Intermediate Processes, etc.)	t	113
Total Non-hazardous Waste		t	11,968
	Recycling	t	11,184
	Landfill	t	521
	Other (Intermediate Processes, etc.)	t	263

Compliance

Category 1	Category 2	Unit	2025
Regulatory Violations		–	1
	(Including) Water Discharge-related	–	0
Complaints		–	0
	(Including) Water Discharge-related	–	0

Third-party Verification: Environmental Data

2025 JQA Environmental Information Verification Report

JQA

No.1811005234

Independent Verification Report

To: Renesas Electronics Corporation

1. Objective and Scope

Japan Quality Assurance Organization (hereafter "JQA") was engaged by Renesas Electronics Corporation (hereafter "the Company") to provide an independent verification on "FY2025 Calculation reporting for Scope 1, 2 emission", "FY2025 Calculation reporting for energy consumption", "FY2025 Calculation reporting for Scope 3 emission" and "FY2025 Calculation reporting for water usage etc." (hereafter "the Reports"). The content of our verification was to express our conclusion, based on our verification procedures, on whether the statement of information regarding Greenhouse gases (GHG) emissions, energy consumption and water usage (hereafter "the Environmental Information) in the Reports was correctly measured and calculated, in accordance with the "Annual environmental data management manual (SU(GM)-0030-11)", "Calculation manual for Scope 1 (except PFC), Scope 2 emission and energy consumption (SU(GM)-0036-11)", "Calculation manual for PFC emission (SU(GM)-0037-04)", "Calculation manual for Scope 3 emission (SU(GM)-0035-14)" and "Calculation manual for water usage etc. (SU(GM)-0038-05)" (hereafter" the Rules"). The purpose of the verification is to evaluate the Reports objectively and to enhance the credibility of calculation for the Environmental Information in the Reports.

*The fiscal year 2025 of the Company ended on December 31, 2025.

2. Procedures Performed

JQA conducted verification in accordance with "ISO 14064-3" for GHG emissions from Scope 1, 2 & 3, and with "ISAE 3000" for energy consumption and water usage, respectively. The scope of this verification assignment covers Scope 1 & 2 (energy-derived CO_2 emissions and PFC* emissions), Scope 3 (Category 1, 2, 3, 4, 5, 6 and 7), energy consumption and water usage. The verification was conducted to a limited level of assurance and quantitative materiality was set at 5 percent each of the verification objects in the Reports. The organizational boundaries of this verification for Scope 1 & 2, energy consumption and water usage include the head office of Renesas Electronics Corporation and its group companies in total 20 sites: 11 domestic sites and 9 overseas sites. The organizational boundaries of the verification for Scope 3 are as indicated in Appendix I.

Our verification procedures included:

- Confirmation of the integrated functions and the Rules prior to the on-site assessment.
- Holding on-site verification except for Scope 3, at the Company's 3 domestic sites: Naka site, Oita Factory and Takasaki Site. The number and location of sampling sites for on-site assessment were selected by the Company.
- On-site assessment to check the reports scope and boundaries; monitoring points of energy consumption, PFC emissions and water usage; monitoring and calculation system; and activity data.
- For Scope 3, confirmation of calculation scenario and allocation method; monitoring and calculation system; and emissions data against evidence.

*PFC here includes HFC (CHF_3), PFC (CF_4, C_2F_6, C_3F_8, C_4F_8), SF_6 and NF_3.

3. Conclusion

Based on the procedures described above, nothing has come to our attention that has caused us to believe that the statement of the information regarding the Company's FY2025 Environmental Information in the Reports is not materially correct, or has not been prepared in accordance with the Rules.

4. Considerations

The Company was responsible for preparing the Reports, and JQA's responsibility was to conduct verification of the Environmental Information in the Reports only. There is no conflict of interest between the Company and JQA.

Sumio Asada, Executive Board Director
For and on behalf of Japan Quality Assurance Organization
1-25, Kandasudacho, Chiyoda-ku, Tokyo, Japan
April 14, 2026

*Please refer to the appendix I in the next page.

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JQA

No.1811005234

Appendix □

<Boundaries of Scope 3 GHG emissions by category>

Scope 3 category		Boundary
Category 1 Purchased goods & services		All Renesas Group facilities
Category 2 Capital goods		All Renesas Group facilities
Category 3 Fuel- and energy related activities (not included in scope 1 or scope 2)		Same boundary as Scope 1& 2
Category 4 Upstream transportation & distribution	Procurement materials and logistics (Chemical substances only)	Same boundary as Scope 1& 2
	Transportation and distribution between a company's own facilities	REL/ Yonezawa Factory, Oita Factory, Nishiki Factory, RSMC/ Naka Factory, Takasaki Factory, Saijo Factory, Kawashiri Factory
Category 5 Waste generated in operations		Same boundary as Scope 1& 2
Category 6 Business travel		REL, RSMC, REA, REE, RESG, REML, REIN, REHK, RECH, RESH, RETW, REKR, RSM, RST, RSK, RSC, RSB, RSKL, DLG
Category 7 Employee commuting		All domestic Renesas Group facilities

<List of abbreviations>

REL: Renesas Electronics Corporation
REA: Renesas Electronics America Inc.
REE: Renesas Electronics Europe GmbH
RESG: Renesas Electronics Singapore Pte. Ltd.
REML: Renesas Electronics Malaysia Sdn. Bhd.
REIN: Renesas Electronics India Pvt. Ltd.
REHK: Renesas Electronics Hong Kong Limited
RECH: Renesas Electronics (China) Co., Ltd.
RESH: Renesas Electronics (Shanghai) Co., Ltd.
RETW: Renesas Electronics Taiwan Co., Ltd.
REKR: Renesas Electronics Korea Co., Ltd.
RSMC: Renesas Semiconductor Manufacturing Co., Ltd.
RSM: Renesas Semiconductor (Malaysia) Sdn. Bhd.
RST: Renesas Semiconductor Technology (M) Sdn. Bhd.
RSK: Renesas Semiconductor (Kedah) Sdn. Bhd.
RSC: Renesas Semiconductor (Suzhou) Co., Ltd.
RSB: Renesas Semiconductor (Beijing) Co., Ltd.
RSKL: Renesas Semiconductor KL Sdn. Bhd.
DLG: Renesas Design Bingen GmbH

*Please refer to the previous page.

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View the Report

Forward-looking Statements

The statements in this report with respect to the plans, strategies, and forecasts of Renesas Electronics Corporation 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. These factors include, but are not limited to: general economic conditions in our markets, which are primarily Japan and Asia, North America, and Europe; demand for, and competitive pricing pressure on, our products and services in the marketplace; our ability to continue to win acceptance of our products and services in these highly competitive markets; and movements in currency exchange rates. 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 those predicted.

This report is based on the economic, regulatory, market, and other conditions in effect on the date hereof. Subsequent developments may affect the information contained in this report, which neither we nor our advisors or representatives are under an obligation to update, revise, or affirm.

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