

The following is an English translation of the Notice of the 23rd Annual General Meeting of Shareholders of Renesas Electronics Corporation to be held on March 26, 2025. This English translation is provided for your reference and convenience only. If there is any inconsistency between this translation and the official Japanese Original, the latter shall prevail.



March 26, 2025 (Wednesday)
9:00 A.M. (Japan Standard Time)

- Online streaming will start from **8:30 A.M.**



Shareholders Meeting without a Designated Location (Virtual-Only Shareholders' Meeting)

- The shareholders' meeting will be held entirely online. Please note that there is no physical venue where you can visit.

Guide to the Virtual-Only Shareholders' Meeting



You can watch this general meeting via internet broadcast and exercise your voting rights online.
[For details, see page 9]



[Deadline for questions in advance]
Until March 21, 2025 (Friday)



Matters to be voted.

Proposal 1

Distribution of Dividends from Surplus

Proposal 2

Election of Six (6) Directors



The convocation notice and attendance manual can also be accessed from your laptop, smartphone, or tablet.



<https://www.renesas.com/en/about/investor-relations/event/meeting>

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- Consolidated Financial Statements
- Non-consolidated Financial Statements
- Audit Report

Sent to shareholders in booklet form

Posted on our website

* Business Report, Consolidated Financial Statements, Non-consolidated Financial Statements and Audit Report are sent to shareholders who have requested delivery of those documents with some exceptions.

<Purpose>

To Make Our Lives Easier

Our group aims to build a sustainable future through technologies that make people's lives easier.

<Renesas Culture>

Our group promotes "Renesas Culture," which consists of "Transparent, Agile, Global, Innovative, and Entrepreneurial" (TAGIE), as a set of action guidelines for the group organization and employees all over the world to respond swiftly and flexibly to the ever-changing environment.



To Our Shareholders

Reflecting on Fiscal Year 2024

Fiscal year 2024 (January 1 – December 31) was marked by global inflation, rising geopolitical risks and increasing concerns over protectionist policies, fueled by the strengthening of isolationism and the rise of far-right forces. These factors heightened uncertainty in the global economy. In the semiconductor market, inventory adjustments and weak consumer demand persisted, except for products targeting AI-driven data centers. Industrial product inventory corrections continued for an extended period, while demand growth for automotive semiconductors, driven by automation and electrification, was offset by inventory adjustments.

Amid these challenging business conditions, we demonstrated agility and resilience, securing steady results. In pursuit of our “2030 Aspiration”—to become a top-three embedded semiconductor solution supplier, achieve revenue exceeding \$20 billion, and increase the equity value sixfold from January 2022 levels—we strategically executed cost reductions and efficiency improvements, while making bold yet prudent investments for future growth. As a result, although revenue, gross profit, and operating income declined year-over-year, we managed to maintain a decent profit level even amid prolonged market stagnation.



柴田英利

Hidetoshi Shibata

Director,
Representative Executive Officer,
President and CEO

Key Initiatives and Progress in Fiscal Year 2024

At the beginning of the fiscal year, we reorganized the company’s structure, transitioning from an application-oriented organization to a technology-based one to effectively address the converging needs of customers. Additionally, we established a team dedicated to software and digitalization, and restructured the Operations, Engineering and other key functions to serve as centralized foundations across all lines of business. In September 2024, we launched the UX organization to build on our strong customer relationship and further enhance customer experience by providing a unified interface with customers. In January 2025, leadership team changes were implemented to reinforce our organizational structure.

To accelerate our Digitalization strategy, we acquired Altium, a PCB design software leader, in August 2024. Integration has progressed smoothly, and in January 2025, Altium’s team was fully integrated into our Software & Digitalization Group.

Recognizing India’s rapid growth potential, we designated it as our focus market and expanded our operations accordingly. We are on track to double our workforce in India to 1,000 employees by the end of 2025. In March 2024, we signed a joint venture agreement with CG Power and Industrial Solutions and Stars Microelectronics to build and operate an outsourced semiconductor assembly and test facility in Gujarat, India.

On the product front, we launched the first device in the 5th-generation R-Car series. The R-Car X5H is a high-performance automotive SoC featuring advanced 3nm process technology that delivers the highest level of integration for power efficiency. Additionally, we introduced the RZ/V2H, an MPU with an integrated AI accelerator for next-generation robotics with both vision AI and real-time control capabilities. We also launched the RRH62000, an ultra-compact sensor module for smart air quality monitoring. These innovations, along with numerous other product releases, contributed to securing a strong pipeline of future business opportunities.

For shareholder returns, we proposed at this Annual General Meeting of Shareholders a year-end dividend of 28 yen per share, reaffirming our commitment to stable and continuous shareholder value enhancement.

In terms of corporate governance, we transitioned to a Company with Nomination Committee, etc. structure from 2024 to further enhance monitoring-based governance.

On sustainability and ESG initiatives, significant achievements were made. These include our first “Business & Sustainability Report” which combines both financial and non-financial information. We continued to perform strongly in major ESG indices and rating agencies, including MSCI and FTSE Russell. Additionally, the Naka factory, our advanced front-end wafer fabrication site, achieved Platinum status from the Responsible Business Alliance (“RBA”) for our social responsibility audit. The RBA, comprising approximately 200 companies including electronic device manufacturers worldwide, aims to improve labor conditions, safety and health standards, the environmental practices, and ethics across the global supply chain.

Future Initiatives

To navigate an evolving business environment, achieve long-term growth, and ultimately realize our “2030 Aspiration,” we are actively driving our “Back to Basics” strategy with a focus on three key priorities:

1. Productivity Increase

We will maximize the scale advantages of our global workforce, comprising approximately 22,000 employees across 30+ countries, while streamlining operations to improve efficiency.

2. Purposeful Investment

We will strategically allocate resources to our core embedded semiconductor solutions and their value-enhancing elements—UX & Digitalization. Our previous approach balanced short-term revenue growth with long-term strategic investments and achieved significant success. Considering the impact on our overall organization and changes in the business environment, we have decided to go “Back to Basics.” We are now prioritizing long-term growth by refining our business priorities and directing maximum resources to strategic initiatives.

3. UX & Digitalization Strategy

In January 2025, we expanded the UX Group by integrating digital marketing functions and the system solutions team to reinforce our UX initiatives.

For Digitalization, we are working with Altium as one team to establish an integrated and open “electronics system design and lifecycle management platform,” to make electronics design accessible to a broader market to allow more innovation. As part of this initiative, Altium acquired Part Analytics in January 2025, marking another step toward realizing our Digitalization vision.

Under the new structure, UX & Digitalization is positioned as our top strategic priority, and we will continue to accelerate our efforts. Our vision is to establish a comprehensive digital platform that streamlines the end-to-end process of electronics system development—from discovery, system design, production, to lifecycle management—to make our customers’ lives easier.

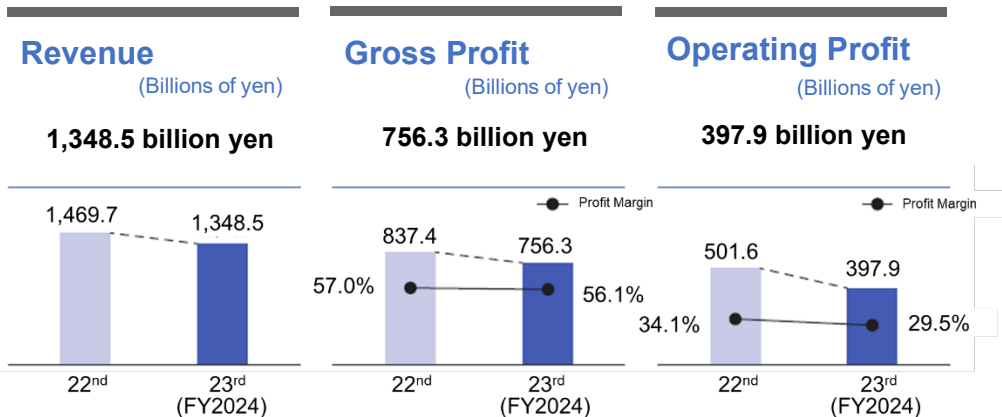
As part of our ESG commitment, we established a company-wide ESG organization and repositioned the Audit Committee as the Audit and Sustainability Committee in January 2025. This ensures the highest level of oversight and governance integration to enhance ESG implementation and execution. Under this refined framework, initiatives are actively advancing, including accelerating our carbon neutrality target to 2040.

Regarding geopolitical risks, short-term concerns include supply chain disruptions caused by tariffs. Medium-term trends suggest that U.S. regulatory easing and China’s focused technology investments—particularly in AI—will drive innovation. We will closely monitor these developments and continue our Digitalization efforts to strengthen long-term competitiveness.

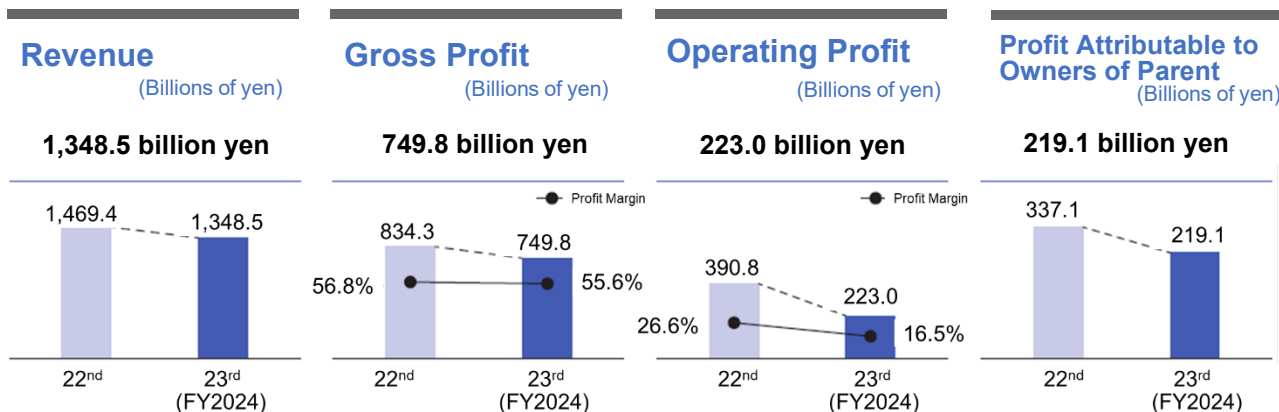
To advance toward our “2030 Aspiration” and our Purpose, “To Make Our Lives Easier,” we remain committed to delivering products and solutions that are vital to our daily lives. We appreciate your continued trust and support as Renesas evolves and drives technological progress.

Financial Highlights

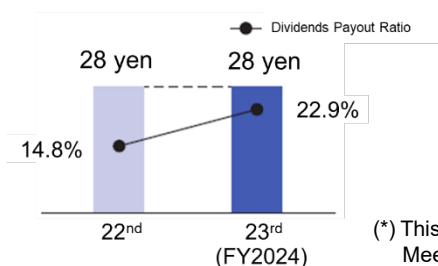
Non-GAAP



IFRS



Dividends



(*) This Distribution of dividends from surplus is proposed as the first proposal at this Annual General Meeting of Shareholders (March 26, 2025) and will be implemented upon the approval.

Major Topics in Fiscal Year 2024

Key Initiatives

Jan Reorganized the company's structure to accelerate future growth

We transitioned from a former application-oriented organization to a technology-based product group and established the Software & Digitalization group in order to shift to a business structure that effectively addresses the converging needs of customers and promote the UX and Digitalization strategy. We also established the Operations and other key functions to serve as centralized foundations across all lines of business.

Mar Agreed to establish a joint venture company to operate an OSAT facility in India

Recognizing India's rapid growth potential, we agreed to establish a joint venture company with CG Power and Industrial Solutions and Stars Microelectronics to build and operate an OSAT (Outsourced Semiconductor Assembly and Test) facility in order to strengthen the semiconductor ecosystem and expand business in India.

Mar Transitioned to a Company with Nomination Committee, etc.

We transitioned to a Company with Nomination Committee etc. structure to strengthen corporate governance through enhancing the supervisory function of the Board of Directors and a significant delegation of authority from the Board of Directors to the Executive Officers.

May Published our first "Business & Sustainability Report"

We published our first "Business & Sustainability Report" which combines both financial and non-financial information to enhance the disclosure of information on sustainability/ ESG.

Jun Acquired Transphorm, a global leader in GaN power semiconductors

We acquired Transphorm, a US based company with strengths in the development and production of GaN power semiconductors, to strengthen our power semiconductor business.



Aug Acquired Altium, a PCB design software leader

We acquired Altium, a PCB design software leader, to realize our Digitalization strategy.



Key Products



Announce the 5th-generation R-Car SoC, supporting multiple domains of ADAS, IVI, and GW



Launch of RZ/V2H, an MPU for next-generation robotics with both vision AI and real-time control capabilities



RRH62000 - ultra-compact air quality sensor module capable of monitoring seven types including particles, TVOC and eCO2

Sustainability and ESG Initiatives

As a member of the global community, our group is promoting various initiatives, under our purpose of making people's lives easier ("To Make Our Lives Easier"), to strengthen sustainability and ESG (Environment/Social/Governance) with a view to the environment to contribute to a sustainable society through our business activities.

In this Fiscal Year 2024, we promoted various activities, including various nature-friendly activities based on the recommendations of the TCFD (Task Force on Climate-related Financial Disclosure), social contribution activities, improvement of employee engagement (promotion of Renesas Culture, etc.), enhancement of governance structure and improvement of information disclosure. These activities have been highly evaluated externally, and our Group's Naka factory achieved Platinum status from the RBA, which aims to improve the global supply chain sustainability mainly on electronics companies, for our social responsibility audit. We also continued to perform strongly in major ESG indices and rating agencies, including MSCI and FTSE Russell.

<MSCI>



<FTSE RUSSELL>



FTSE4Good



FTSE Blossom
Japan Index



FTSE Blossom
Japan Sector
Relative Index

(Translation)

Renesas Electronics Corporation

Securities Code: 6723
3-2-24 Toyosu, Koto-ku, Tokyo

Hidetoshi Shibata
Director, Representative Executive Officer, President and CEO

March 6, 2025
(Commencement Date of Electronic Provision: February 28, 2025)

To Our Shareholders:

NOTICE OF THE 23RD ANNUAL GENERAL MEETING OF SHAREHOLDERS

The Twenty-Third Annual General Meeting of Shareholders (the “General Meeting”) of Renesas Electronics Corporation (the “Company”) will be held as follows.

The General Meeting will be held online as a “Shareholders Meeting without a Designated Location” (so-called Virtual-Only Shareholders’ Meeting) pursuant to the provisions of the laws and regulations and the Company’s Articles of Incorporation. Since there is no physical venue where you can visit, we request your attendance via the Internet.

In convening the General Meeting, we have posted, as electronic provision of the materials, etc., the matters that may be provided in electronic format (i.e., information contained in the Reference Documents for the General Meeting, etc.) on the following our website with the title “Notice of the 23rd Annual General Meeting of Shareholders”.

<Our website>

<https://www.renesas.com/en/about/investor-relations>



In addition, the same matters have been posted on the following Tokyo Stock Exchange’s website and can be viewed by entering or searching for an issue name (company name) or securities code, and selecting “Basic information,” and then selecting “Documents for public inspection/PR information.”

< Tokyo Stock Exchange’s website>

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>



You may, and are recommended to, exercise your voting rights via the Internet or in writing in advance if you are unable to attend the General Meeting, or, even if you plan to attend the General Meeting, as a precaution against communication problems or other difficulties. If you plan to exercise your voting rights by these methods, you need to exercise your voting rights by 5:30 P.M. on March 25, 2025 (Tuesday) (Japan Standard Time), after reviewing the Reference Documents for the General Meeting below and in accordance with the guidance on page 12 of this notice.

1. **DATE AND TIME:** March 26, 2025 (Wednesday) at 9:00 A.M. (Japan Standard Time)
 - * Online streaming will start from 8:30 A.M. (JST).
 - * In the event it becomes difficult to hold the General Meeting on the date and time above due to communication problems or other reasons, the meeting will be postponed to March 28, 2025 (Friday) at 9:00 A.M. (JST). In such a case, we will make an announcement to that effect on our website (<https://www.renesas.com/en/about/investor-relations>).
2. **METHOD OF HOLDING:** Shareholders Meeting without a Designated Location (Virtual-Only Shareholders' Meeting).
 - * To attend the meeting, please login to the dedicated website for the General Meeting (<https://web.sharely.app/login/renesas23>).
 - For more information, please refer to "Guide to the Virtual-Only Shareholders' Meeting" on page 9 onward.
 - * Since the General Meeting will be held entirely online, **there is no physical venue where you can visit.**

3. **AGENDA OF THE GENERAL MEETING:**

MATTERS TO BE REPORTED ON:

Report on the Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements, and report on the results of the audit conducted on the Consolidated Financial Statements by the Independent Auditors and the Audit & Sustainability Committee with respect to the 23rd Business Period from January 1, 2024 to December 31, 2024.

MATTERS TO BE VOTED ON:

Proposal 1: Distribution of Dividends from Surplus

Proposal 2: Election of Six (6) Directors

- The communication method used for sending and receiving information in the proceedings of the General Meeting will be via the Internet.
- In the event that a shareholder who has exercised the voting rights via the Internet or in writing in advance attends the General Meeting, if the shareholder exercises the voting rights in duplicate, the voting exercised at the General Meeting will be regarded as effective, and, if the shareholder has not exercised the voting rights at the General Meeting, the voting rights exercised in advance will be regarded as effective. If a shareholder who has not exercised the voting rights in advance logs into the dedicated website for the General Meeting on the day of the meeting, but the exercise of the voting rights by such shareholder cannot be confirmed, such a shareholder will be treated as absent.
- A resolution will be adopted at the beginning of the General Meeting to grant the chairperson the authority to decide to postpone or adjourn the General Meeting in the event the proceedings of the General Meeting are significantly impeded due to communication problems or other reasons. If the chairperson decides to postpone or adjourn the General Meeting in accordance with such a resolution, the meeting so postponed or adjourned will be held on March 28, 2025 (Friday) at 9:00 A.M. (JST). In such case, we will promptly make an announcement to that effect on our website (<https://www.renesas.com/en/about/investor-relations>).
- For shareholders who have not made a request for delivery of documents in paper-based format, we have sent the Reference Documents for the General Meeting together with related documents. For shareholders who have made a request for delivery of documents in paper-based format, we have sent documents containing the matters that may be provided in electronic format except for the matters that may be omitted in accordance with the laws and regulations and the Company's Articles of Incorporation.
- Any corrections or amendments made to the matters that may be provided in electronic format, etc. will be posted on the respective websites where they are posted.
- In order to strengthen its sustainability activities, the Company has named the Audit Committee under the Companies Act as the "Audit and Sustainability Committee" since January 2025.
- Please note that the Company officers etc. in attendance will be dressed in casual business dress attire.
- We would like to invite you to attend a shareholder roundtable session, which will be held via the Internet after the closing of the General Meeting. In order to facilitate a closer exchange of opinions, please ask your question orally, while projecting your face on the screen. The language used during this session will be Japanese only. For more information, please refer to the information accessible by clicking on the "Handout" tab at the bottom of the screen of the dedicated website for the General Meeting.

Guide to the Virtual-Only Shareholders' Meeting

The General Meeting will be held in the form of a Virtual-Only Shareholders' Meeting using the Internet communication only.

- There is no venue (including a viewing room) for shareholders to visit.
- Attendance at a Virtual-Only Shareholders' Meeting is treated as "attendance" at a general shareholders' meeting under the Companies Act.
- At the Virtual-Only Shareholders' Meeting, you can ask questions and exercise your voting rights in respect of each proposal presented at the General Meeting, while viewing the proceedings of the General Meeting live on the Internet.

- Access the following URL or QR code to join the General Meeting.

<https://web.sharely.app/login/renesas23>

Note: "QR code" is a registered trademark of DENSO WAVE INCORPORATED



- Reasons for Adoption of Virtual-Only Shareholders' Meeting

The Company's Board of Directors has considered the method of holding the General Meeting by considering, among others, the circumstances surrounding the Company, the proposals presented at the General Meeting, as well as shareholders' opinions, and has decided to hold the General Meeting in the form of a Virtual-Only Shareholders' Meeting for the following reasons:

- (i) **Providing participation opportunities:** Even under the Company's recent circumstances where the number of its shareholders exceeds 130,000, this method can avoid physical constraints of the venue and provide shareholders with equal opportunities to participate in the General Meeting by minimizing as far as possible the influence of any geographical or time constraints.
- (ii) **Revitalization of the General Meeting:** Reducing the physical and time burdens required for shareholders to attend a general meeting of shareholders will lead to a more active, efficient, and smooth general meeting of shareholders, and in turn, contribute to the interests and convenience of our shareholders. In fact, the number of attendees at our last annual general meeting of shareholders (Virtual-Only Shareholders' Meeting) increased by almost five (5) times compared with that at our former hybrid (virtual and in-person) one.
- (iii) **Equality among attendees:** By selecting a Virtual-Only Shareholders' Meeting instead of a hybrid one, which tends to create a sense of inequality in terms of participation awareness between shareholders who attend the General Meeting in person and those who attend online, it is possible to operate the General Meeting in a more equal manner.
- (iv) **Promoting dialogue with overseas officers:** As the Company has many overseas directors and officers, it is appropriate to have overseas directors and officers participate in the General Meeting in the same manner as other domestic directors and officers, and provide answers to shareholders' questions, from the perspective of promoting dialogue with shareholders.
- (v) **Shareholder endorsement:** While the number of attendees and inquiries increased, many shareholders continued to give favorable opinions of Virtual-Only Shareholders' Meetings in the questionnaire for shareholders at our last general meeting of shareholders, in which shareholders were newly able to ask questions orally as well as in writing.
- (vi) **Other circumstances:** There are no special circumstances, such as shareholder proposals, that would render it more desirable to hold the General Meeting at a physical venue.

Prior to the General Meeting



Access the Virtual Shareholders' Meeting System (Sharely).

- Check whether you can log in to the system in advance.
- Update your browser to the latest version. (The browser list is on page 11)

◎ Login screen: <https://web.sharely.app/login/renesas23>

The page will appear in Japanese.

Please click the button below to switch to English.



Look at materials.

- Confirm from our website.
<https://www.renesas.com/en/about/investor-relations/event/meeting>
- Confirm from the Virtual Shareholders' Meeting System (Sharely).
<https://web.sharely.app/login/renesas23>



Ask a question in advance.

- You can ask a question in advance from the Virtual Shareholders' Meeting System (Sharely).
- We will provide a response at the General Meeting regarding matters of common interest to many shareholders.



Acceptance period

9:00 A.M., March 6, 2025 (Thu.), to 5:00 P.M., March 21, 2025 (Fri.) (JST)

- * Up to three questions per person
(up to a maximum of 250 characters per question)
- * Japanese or English only



Exercise voting rights.

Voting rights can be exercised in advance in two ways. Shareholders who plan to attend the General Meeting are also kindly requested to exercise the voting rights in advance for unexpected communication problems, etc. (Instructions are on page 12.)

Exercising voting rights via the Internet



Deadline 5:30 P.M., on March 25, 2025 (Tue.) (JST)



Exercise of voting rights in writing

Deadline 5:30 P.M., on March 25, 2025 (Tue.) (JST) (Time of receipt)

The Meeting Day

March 26 (Wed.)
Starts 9:00 A.M.

After the Meeting



Attend the virtual shareholders' meeting.

The streaming will start from 8:30 A.M.
<https://web.sharely.app/login/renesas23>

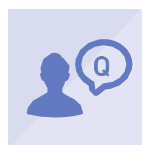


We will post the following information on our website as they become available.

<https://www.renesas.com/en/about/investor-relations/event/meeting>



Date and Time 9:00 A.M., on March 26, 2025 (Wed.) (JST)



Ask a question.

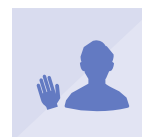
You can ask questions by text and voice.
(For details, please follow the guidance at the meeting.)

[Text]

- Up to three questions per person (up to a maximum of 250 characters per question).
- Japanese or English only.

[Voice]

- Up to three questions per person. Please speak briefly.
- Japanese or English only.
- A microphone is required. Please follow the instructions of the chairperson to unmute and speak.
- If you are unable to respond in a timely manner or if the noise is severe, we may cancel the voice authorization.



Propose a motion.

- It is possible to propose a motion by text and voice. (For details, please follow the guidance at the meeting.)
- Both are available in Japanese or English only.
- For text, please use 250 characters once as a guide for maximum.



Exercise voting rights.

- Exercise your voting rights in accordance with the direction of the chairperson.
- Voting rights can be exercised again within a predetermined time.



View on-demand distribution

We will make a recording of the General Meeting available on demand after the event.



Confirm the results of exercising voting rights.

We will post the "Extraordinary Report" that we will submit to the Financial Services Agency.



Confirm answers to questions at the meeting.

In addition to questions we responded at the meeting, we also plan to respond to all, in principle, with the exception of those that are inappropriate to answer.



Contact the call center

+ 81-3-6683-7661 *In Japanese only

10:00 A.M.- 5:00 P.M. on weekdays after March 6 (Thu.) (JST)

From 8:00 A.M. on the day (March 26, JST) until the closing of shareholder roundtable session

Recommended environment for using the Virtual Shareholders' Meeting System (Sharely)

- ◇ Google Chrome latest version
- ◇ Microsoft Edge latest version
- ◇ Safari latest version

We have not confirmed operation in usage environments other than those listed above.

Note that even in the above usage environment, you may not be able to use it depending on your computer, network environment, etc.

Guidance for Exercising Voting Rights

Voting rights at a general meeting are **important rights for shareholders**.

- ✓ We request that you exercise your voting rights after reviewing the Reference Documents for the General Meeting below.
- ✓ Shareholders who plan to attend the General Meeting are also kindly requested to exercise the voting rights in advance for unexpected communication problems, etc.

1. Exercise in advance (For those who will exercise voting rights in advance)

Exercise of voting rights in writing



Please indicate your vote for or against in respect of each proposal in the enclosed voting right exercise form and return it in time for it to be delivered to us by the voting deadline below.

If you return the voting exercise form with no indication of approval or disapproval of any proposal, your vote will be regarded as having indicated approval.

Voting deadline: 5:30 P.M., March 25, 2025 (Tue.) (JST) (Time of receipt)

Exercise of voting rights via the Internet



Please input your vote for or against in respect of each proposal by using the “Smart Vote” method, through which you scan the QR code printed on the voting right exercise form with your smartphone, or by accessing the voting right exercise website (<https://www.web54.net>) maintained by the Company’s transfer agent via a PC, etc., and entering the “voting right exercise code and password” printed on the enclosed voting right exercise form.

By Using Smartphones

1. Scan the QR code on the lower right of the enclosed voting right exercise form and you can easily exercise your voting rights without entering the voting right exercise code and password.



2. Follow the guidance on the screen and enter your vote for or against.

“For” all the Company’s proposal.

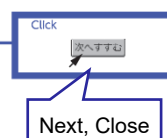
Vote each proposal.



Notice: If you wish to change your vote after exercising your voting rights, you will need to scan the QR code again and enter your “voting right exercise code” and “password” printed on the enclosed voting right exercise form.

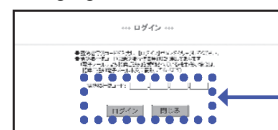
By Accessing the Website to Exercise Voting Rights

1. Access the website: <https://www.web54.net>



2. Login

Enter the “voting right exercise code” printed on the enclosed voting right exercise form.



3. Enter the password

Enter the “password” printed on the enclosed voting right exercise form.



Follow the guidance on the screen and enter your approval or disapproval.

Voting deadline: 5:30 P.M., March 25, 2025 (Tue.) (JST)

* Institutional investors who applied in advance to use the “electronic voting platform” operated by ICJ, Inc. may exercise their voting rights via said platform.

<Handling of Duplicate Voting Rights>

- (1) If you exercise your voting rights in duplicate, via the Internet and in writing, we will only accept as effective the exercise of your voting rights via the Internet.
- (2) If you exercise your voting rights more than once via the Internet, we will only accept as effective the last exercise of your voting rights.

2. Exercise of voting rights at the General Meeting

Please log in to the Virtual Shareholders' Meeting System below (Sharely) and exercise the voting rights as directed by the chair.

<https://web.sharely.app/login/renesas23>



You can check the image of the screen from the following.

<https://www.renesas.com/en/document/oth/manual-23rd-annual-general-meeting-shareholders>



Contact Information

1. Exercise voting rights in advance (How to operate your PC or smartphone to exercise voting rights via the Internet)

Sumitomo Mitsui Trust Bank, Limited Agency Web Support

Phone: 0120-652-031 (toll-free only from Japan) * In Japanese only

9:00 A.M. - 9:00 P.M. on weekdays (JST)

2. Exercise of voting rights at the General Meeting

System operating company

Phone: + 81-3-6683-7661 * In Japanese only

10:00 A.M.- 5:00 P.M. on weekdays after March 6 (Thu.) (JST)

From 8:00 A.M. on the day (March 26, JST) until the closing of shareholder roundtable session

3. For inquiries in English, please email us at the address below.

Administration Office of the General Meeting, Renesas Electronic Corporation

agm@lm.renesas.com

In the event that a shareholder who has exercised the voting rights via the Internet or in writing in advance attends the General Meeting

- If the shareholder exercises the voting rights in duplicate:
The voting rights exercised at the General Meeting will be regarded as effective.
- If the shareholder has not exercised the voting rights at the General Meeting:
The voting rights exercised in advance will be regarded as effective.
- If a shareholder who has not exercised the voting rights in advance logs into the dedicated website for the General Meeting on the day of the General Meeting, but the exercise of the voting rights by such shareholder cannot be confirmed:
Such shareholders will be treated as absent.

Handling of Communication Problems, etc.

A resolution will be adopted at the beginning of the General Meeting to grant the chairperson the authority to decide to postpone or adjourn the General Meeting in the event the proceedings of the General Meeting are significantly impeded due to communication problems or other reason. If the chairperson decides to postpone or adjourn the General Meeting in accordance with such resolution, the meeting so postponed or adjourned will be held on March 28, 2025 (Fri.) at 9:00 A.M. (JST). In such case, we will promptly make an announcement to that effect on our website (<https://www.renesas.com/en/about/investor-relations>).

Outline of the policy of considering ensuring the interests of shareholders who have difficulties using the Internet as a method of communication for sending and receiving information in the proceedings for the General Meeting

We request that you exercise your voting rights in writing in advance, if you wish to exercise your voting rights but have difficulties using the Internet.

How to attend the meeting by proxy

You may exercise your voting rights by appointing another shareholder with voting rights as your proxy at the General Meeting.

Shareholders who wish to attend the meeting by proxy are required to submit a “document stating intention of appointing a proxy” (power of attorney) to the Company prior to the General Meeting, by sending it to the address below. The form of a power of attorney is available in the “Handout” tab at the bottom of the screen of the dedicated website for the General Meeting.

[Required Documents]

- 1) Power of Attorney
 - * Please sign or affix the seal of the shareholder exercising the voting rights by proxy.
- 2) A copy of the voting right exercise form of the shareholder exercising voting rights by proxy
- 3) A copy of the voting right exercise form of the shareholder acting as a proxy

[Address for submission]

E-mail: agm@lm.renesas.com

Mail: 3-2-24, Toyosu, Koto-ku, Tokyo 135-0061, Japan
To the Administration Office of the General Meeting, Legal Division, Renesas Electronic Corporation

[Submission deadline]

March 19, 2025 (Wed.) at 5:00 P.M. (JST) (time of receipt)

- * If the required documents have not been received by the submission deadline, attendance by proxy will not be permitted
- * If the required documents are incomplete, attendance by proxy may not be permitted.

Other points to note

1. The language used during the General Meeting will be Japanese; however, for the convenience of shareholders, it is possible to view the meeting and exercise voting rights in English by way of simultaneous interpretation by logging in to the dedicated website for the General Meeting and selecting “English”. Please note that in the event of any discrepancy between the Japanese content and English content, the Japanese content will prevail.
2. In order to attend the General Meeting, you need to prepare for the location of attendance and the communication environment/equipment by yourself. All expenses such as interconnection charges and communication charges for attending the meeting are to be borne by you. You may not be able to attend the General Meeting or exercise your voting rights due to problems with the communications equipment used by you, such as PC and/or smartphone, or with the Internet environment, or with your communication environment.
3. Due to the communication environment or other technical reasons, there is a possibility of communication problems or other problems, such as interference with webcast image and sound, temporary interruption and the like, and time lag in transmission and reception, and you may not be able to attend the General Meeting or exercise your voting rights. In convening the General Meeting, we will take measures against communication problems and other problems to the extent reasonable. However, we are not responsible for any detriment suffered by shareholders who attend the General Meeting due to such measures.
4. It is strictly prohibited to share the URL and ID/password for attending the General Meeting with a third party, or to record, videotape, or disclose to the public the proceedings of the General Meeting.
5. In the event we determine that it is unavoidable, the contents of the General Meeting may be partially changed, or the General Meeting may be canceled.
6. If there are any changes in the operation of the General Meeting, such as responses to system failures or other emergencies or changes in circumstances, we will make an announcement on our website (<https://www.renesas.com/en/about/investor-relations>).

Reference Documents for the General Meeting

Proposal 1 Distribution of Dividends from Surplus

From the perspective of maximizing enterprise value, in order to respond to rapid changes in the business environment and thrive in the global marketplace, the Company aims to achieve a durable financial structure by appropriating retained earnings for strategic investments, such as research and development of new products and technologies as well as capital expenditures, and to distribute part of its earnings to shareholders.

The Company had not paid any dividends since the implementation of the year-end dividend for the 3rd Business Period (FY2005), but it has resumed dividend payments to shareholders from the previous Business Period (22nd Business Period) (year-end dividend amount for the said Business Period: 28 yen per share; consolidated dividend payout ratio: 14.8%), due to certain improvements in its business performance and strengthening of its financial position.

The amount of the year-end dividend in this Proposal is proposed to be as follows, with consideration of the state of consolidated and non-consolidated retained earnings, the state of consolidated profits, the profit outlook for the next business period and beyond, cash flow status, and other factors. This dividend amount per share is the same as the year-end dividend amount for the previous Business Period, and the consolidated dividend payout ratio is 22.9%.

The Company will continue to focus on achieving its group's medium to long-term management goal of "2030 Aspiration," in which we set our target to: "Become a Top 3 embedded semiconductor solution supplier;" "Achieve revenues of more than US\$20 billion;" and "Raise the equity value by up to 6 times the market capitalization compared to January 2022" by 2030, to realize continuous and stable shareholder returns.

We would like to thank you for your continued understanding and support.

1. Items relating to Allotment of Dividend Property and its Total Amount

28 yen per share of our common stock / a total of 50,319,600,044 yen

2. Effective Date of Dividend from Surplus

March 31, 2025 (Monday) (JST)

Proposal 2 Election of Six (6) Directors

As the terms of office of all six (6) Directors will expire at the conclusion of the General Meeting, the Company requests that six (6) Directors be elected at the General Meeting.

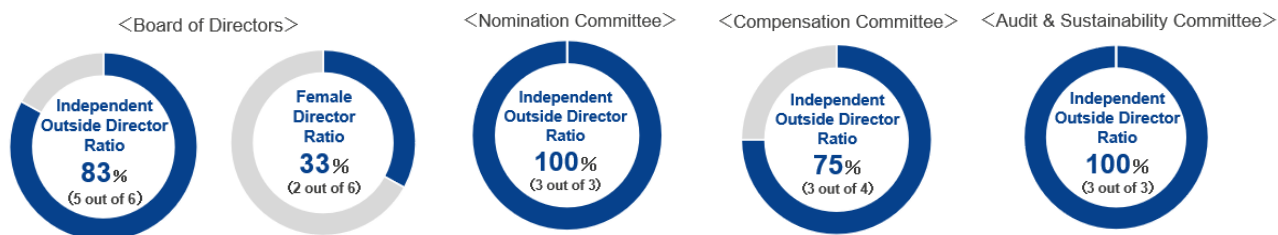
The Company adopts the structure of a Company with Nomination Committee, etc., and each of candidates for Director has been nominated by the Nomination Committee, all members of which are Independent Outside Directors.

The candidates for Director, based on the decision of the Nomination Committee, are as follows.

No.	Name (Age)	Current Position and Responsibilities at the Company	Years Served as Director	Attendance Status of Meetings (Number of Meetings Attended/Number of Meetings Held)				
				Board of Directors	Nomination Committee	Compensation Committee	Audit and Sustainability Committee	
1	Reappointment Male	Hidetoshi Shibata (52)	Director Representative Executive Officer, President and CEO Compensation Committee Member	9 years and 8 months	6/6 (100%)		4/4 (100%)	
2	Reappointment Male Outside Independent Officer	Jiro Iwasaki (79)	Outside Director Lead Independent Outside Director Nomination Committee Member (chair) Audit & Sustainability Committee Member	8 years and 9 months	6/6 (100%)	4/4 (100%)		5/6 (83%)
3	Reappointment Female Outside Independent Officer	Selena Loh Lacroix (60)	Outside Director Compensation Committee Member (chair) Nomination Committee Member	5 years	6/6 (100%)	4/4 (100%)	4/4 (100%)	
4	Reappointment Male Outside Independent Officer	Noboru Yamamoto (62)	Outside Director Compensation Committee Member Audit & Sustainability Committee Member ESG Sponsor	4 years	6/6 (100%)		4/4 (100%)	6/6 (100%)
5	Reappointment Male Outside Independent Officer	Takuya Hirano (54)	Outside Director Nomination Committee Member	2 years	6/6 (100%)	4/4 (100%)		
6	Reappointment Female Outside Independent Officer	Tomoko Mizuno (54)	Outside Director Audit & Sustainability Committee Member (chair) Compensation Committee Member	1 year	6/6 (100%)		4/4 (100%)	6/6 (100%)

- (Note) 1. "Years Served as Director" for Mr. Hidetoshi Shibata indicates the total period served as Director.
2. Ms. Selena Loh Lacroix is a foreign national Director candidate.
3. Since the Company transitioned from a Company with a Board of Corporate Auditors to a Company with Nomination Committee, etc., at the close of the 22nd Annual General Meeting of Shareholders held on March 26, 2024, the attendance at each committee meeting is based on the meetings held on or after March 26, 2024. As Ms. Tomoko Mizuno was an Outside Corporate Auditor until the closing of that Annual General Meeting of Shareholders, her attendance status of the Board of Directors meeting above includes the attendance status which she attended as Outside Corporate Auditor (1 time).






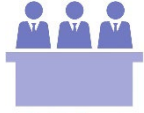
<Composition ratio of Board of Directors and each committee if this Proposal is approved>






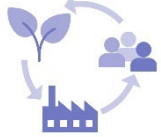



Skills (Expertise and Experience)								Committee Member to be appointed		
Executive Leadership	International Business	Semiconductor / Technology Industry	Software / Digital	Sustainability / ESG	Finance	Risk Management / Legal Affairs	Public Board Experience	Nomination	Compensation	Audit and Sustainability
●	●	●			●				○	
●	●				●	●	●	○ (Chair)		○
	●	●		●		●	●	○	○ (Chair)	
●	●			●	●	●	●		○	○
●	●		●				●	○		
●	●					●			○	○ (Chair)

- (Note) 4. In order to strengthen its sustainability activities, the Company has named the Audit Committee under the Companies Act as the "Audit and Sustainability Committee" since January 2025.
5. Appointments as members of the above committees are to be decided at the Board of Directors meeting to be held after the close of the General Meeting.





No.1	<u>Hidetoshi Shibata</u>		<div style="text-align: right;"> Reappointment Compensation Date of Birth: November 16, 1972 (Age 52) </div>																			
<div style="text-align: center;">  </div> <p>Years Served as Director 9 years and 8 months</p> <p>Number of Company's Shares Held 639,800</p> <p>Attendance at Meetings Board of Directors 6 out of 6 (100%)</p> <p>Compensation Committee 4 out of 4 (100%)</p>	<p>Brief Biography, Position and Responsibilities</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; padding: 5px;">April 1995</td> <td style="padding: 5px;">Joined Central Japan Railway Company</td> </tr> <tr> <td style="padding: 5px;">August 2001</td> <td style="padding: 5px;">Joined MKS Partners Limited as Principal</td> </tr> <tr> <td style="padding: 5px;">August 2004</td> <td style="padding: 5px;">Partner, MKS Partners Limited</td> </tr> <tr> <td style="padding: 5px;">October 2007</td> <td style="padding: 5px;">Joined Global Private Equity, Merrill Lynch Japan Securities Co., Ltd (currently, BofA Securities Japan Co., Ltd.) as Managing Director</td> </tr> <tr> <td style="padding: 5px;">September 2009</td> <td style="padding: 5px;">Joined Investment Group, Innovation Network Corporation of Japan (currently, Japan Investment Corporation) as Managing Director</td> </tr> <tr> <td style="padding: 5px;">June 2012</td> <td style="padding: 5px;">Executive Managing Director, Investment Group, Innovation Network Corporation of Japan (currently, Japan Investment Corporation)</td> </tr> <tr> <td style="padding: 5px;">October 2013</td> <td style="padding: 5px;">Member of the Board of Directors, the Company</td> </tr> <tr> <td style="padding: 5px;">November 2013</td> <td style="padding: 5px;">Executive Vice President, Member of the Board of Directors and CFO, the Company</td> </tr> <tr> <td style="padding: 5px;">July 2019</td> <td style="padding: 5px;">Representative Director, President and CEO, the Company</td> </tr> <tr> <td style="padding: 5px;">March 2024</td> <td style="padding: 5px;">Director, Representative Executive Officer, President and CEO, the Company (present)</td> </tr> </table>		April 1995	Joined Central Japan Railway Company	August 2001	Joined MKS Partners Limited as Principal	August 2004	Partner, MKS Partners Limited	October 2007	Joined Global Private Equity, Merrill Lynch Japan Securities Co., Ltd (currently, BofA Securities Japan Co., Ltd.) as Managing Director	September 2009	Joined Investment Group, Innovation Network Corporation of Japan (currently, Japan Investment Corporation) as Managing Director	June 2012	Executive Managing Director, Investment Group, Innovation Network Corporation of Japan (currently, Japan Investment Corporation)	October 2013	Member of the Board of Directors, the Company	November 2013	Executive Vice President, Member of the Board of Directors and CFO, the Company	July 2019	Representative Director, President and CEO, the Company	March 2024	Director, Representative Executive Officer, President and CEO, the Company (present)
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<p>Skills (Expertise and Experience)</p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  Executive Leadership </div> <div style="text-align: center;">  International Business </div> <div style="text-align: center;">  Semiconductor / Technology Industry </div> <div style="text-align: center;">  Finance </div> </div> <p>Reasons for selection as a candidate for Director</p> <p>Mr. Hidetoshi Shibata has rich experience, insights and achievements cultivated through global and various corporate management experiences.</p> <p>He has been engaged in the management of the Company since October 2013. In particular, he has led the overall management of the Company and achieved a sustained growth of the Company as the Representative Director, President and CEO since July 2019, and afterward, as the Representative Executive Officer, President and CEO since March 2024.</p> <p>The Company selected him as a candidate for Director with the expectation that he will achieve further enhancement of the corporate value of the Company by continuing to demonstrate his leadership based on his experiences, insights and achievements.</p>																						

No.2	<u>Jiro Iwasaki</u>	Reappointment <input type="checkbox"/> Outside <input checked="" type="checkbox"/> Independent Officer Nomination <input checked="" type="checkbox"/> Audit <input type="checkbox"/> Date of Birth: December 6, 1945 (Age 79)																					
 <p>Years Served as Director 8 years and 9 months</p> <p>Number of Company's Shares Held 0</p> <p>Attendance at Meetings Board of Directors 6 out of 6 (100%)</p> <p>Nomination Committee 4 out of 4 (100%)</p> <p>Audit & Sustainability Committee 5 out of 6 (83%)</p>	Brief Biography, Position and Responsibilities																						
	<table border="1"> <tr> <td>April 1974</td> <td>Joined Tokyo Denki Kagaku Kogyo K.K. (currently, TDK Corporation)</td> </tr> <tr> <td>June 1996</td> <td>Director, General Manager of Human Resources, TDK Corporation</td> </tr> <tr> <td>June 1998</td> <td>Director and Senior Vice President, Executive Officer of Recording Media & Solutions Business Group, TDK Corporation</td> </tr> <tr> <td>June 2006</td> <td>Director and Executive Vice President, Senior Executive Officer of Administration Group, TDK Corporation</td> </tr> <tr> <td>March 2008</td> <td>Audit and Supervisory Board Member, GCA Savvian Corporation (currently, HOULIHAN LOKEY Corporation)</td> </tr> <tr> <td>June 2009</td> <td>Director and Senior Vice President, Executive Officer of Strategic Human Resources and Administration Division, JVC KENWOOD Holdings, Inc. (currently, JVC KENWOOD Corporation)</td> </tr> <tr> <td>March 2011</td> <td>Audit and Supervisory Board Member, SBS Holdings, Inc.</td> </tr> <tr> <td>April 2011</td> <td>Professor at Teikyo University, Faculty of Economics</td> </tr> <tr> <td>March 2015</td> <td>Outside Director, SBS Holdings, Inc. (present)</td> </tr> <tr> <td>March 2016</td> <td>Outside Director (Full-time Audit and Supervisory Committee Member), GCA Savvian Corporation (currently, HOULIHAN LOKEY Corporation)</td> </tr> <tr> <td>June 2016</td> <td>Outside Director, the Company (present)</td> </tr> </table>	April 1974	Joined Tokyo Denki Kagaku Kogyo K.K. (currently, TDK Corporation)	June 1996	Director, General Manager of Human Resources, TDK Corporation	June 1998	Director and Senior Vice President, Executive Officer of Recording Media & Solutions Business Group, TDK Corporation	June 2006	Director and Executive Vice President, Senior Executive Officer of Administration Group, TDK Corporation	March 2008	Audit and Supervisory Board Member, GCA Savvian Corporation (currently, HOULIHAN LOKEY Corporation)	June 2009	Director and Senior Vice President, Executive Officer of Strategic Human Resources and Administration Division, JVC KENWOOD Holdings, Inc. (currently, JVC KENWOOD Corporation)	March 2011	Audit and Supervisory Board Member, SBS Holdings, Inc.	April 2011	Professor at Teikyo University, Faculty of Economics	March 2015	Outside Director, SBS Holdings, Inc. (present)	March 2016	Outside Director (Full-time Audit and Supervisory Committee Member), GCA Savvian Corporation (currently, HOULIHAN LOKEY Corporation)	June 2016	Outside Director, the Company (present)
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     <p>Executive Leadership International Business Finance Risk Management / Legal Affairs Public Board Experience</p>																							
Reasons for selection as a candidate for Outside Director and overview of the expected roles																							
<p>Mr. Jiro Iwasaki has years of experience as an executive director at multiple companies in the electrical and electronic component industry and also has rich experience as an outside officer at listed companies.</p> <p>By utilizing his rich experience and deep insight gained through it, he has been appropriately overseeing the Company's overall management as an Outside Director of the Company since June 2016 and is currently serving as the Lead Independent Outside Director. He is also leading the Nomination Committee as the chair, as well as contributing to strengthening the function of the Audit & Sustainability Committee as a committee member.</p> <p>The Company selected him as a candidate for Outside Director with the expectation that he will continue to contribute to strengthening the function of the Board of Directors by demonstrating his capabilities of supervising and monitoring the overall management of the Company.</p>																							

No.3	<u>Selena Loh Lacroix</u>		Reappointment Outside Independent Officer Nomination Compensation Date of Birth: November 18, 1964 (Age 60)																			
 <p>Years Served as Director 5 years</p> <p>Number of Company's Shares Held 53,920</p> <p>Attendance at Meetings Board of Directors 6 out of 6 (100%)</p> <p>Nomination Committee 4 out of 4 (100%)</p> <p>Compensation Committee 4 out of 4 (100%)</p>	Brief Biography, Position and Responsibilities <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; padding: 5px;">1988</td> <td style="padding: 5px;">Joined a Singaporean law firm as an associate</td> </tr> <tr> <td style="padding: 5px;">August 1992</td> <td style="padding: 5px;">Joined Gray Cary Ware & Freidenrich LLP (now DLA Piper) as an associate</td> </tr> <tr> <td style="padding: 5px;">June 1995</td> <td style="padding: 5px;">Senior Counsel, Texas Instruments Incorporated</td> </tr> <tr> <td style="padding: 5px;">December 2004</td> <td style="padding: 5px;">Vice President & General Counsel, Asia Pacific, Honeywell International Inc.</td> </tr> <tr> <td style="padding: 5px;">May 2010</td> <td style="padding: 5px;">Global Semiconductor Practice Leader & Global Legal, Regulatory and Compliance Practice Leader, Egon Zehnder</td> </tr> <tr> <td style="padding: 5px;">December 2016</td> <td style="padding: 5px;">Member of Board of Directors, Integrated Device Technology, Inc. (Part-time; resigned in March 2019)</td> </tr> <tr> <td style="padding: 5px;">June 2017</td> <td style="padding: 5px;">Global Technology & Communication Practice Leader, Egon Zehnder</td> </tr> <tr> <td style="padding: 5px;">November 2017</td> <td style="padding: 5px;">Board Member, National Association of Corporate Directors - North Texas Chapter (Part-time; present)</td> </tr> <tr> <td style="padding: 5px;">December 2019</td> <td style="padding: 5px;">Vice Chair, Technology Practice, Korn Ferry (present)</td> </tr> <tr> <td style="padding: 5px;">March 2020</td> <td style="padding: 5px;">Outside Director, the Company (present)</td> </tr> </table>		1988	Joined a Singaporean law firm as an associate	August 1992	Joined Gray Cary Ware & Freidenrich LLP (now DLA Piper) as an associate	June 1995	Senior Counsel, Texas Instruments Incorporated	December 2004	Vice President & General Counsel, Asia Pacific, Honeywell International Inc.	May 2010	Global Semiconductor Practice Leader & Global Legal, Regulatory and Compliance Practice Leader, Egon Zehnder	December 2016	Member of Board of Directors, Integrated Device Technology, Inc. (Part-time; resigned in March 2019)	June 2017	Global Technology & Communication Practice Leader, Egon Zehnder	November 2017	Board Member, National Association of Corporate Directors - North Texas Chapter (Part-time; present)	December 2019	Vice Chair, Technology Practice, Korn Ferry (present)	March 2020	Outside Director, the Company (present)
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Skills (Expertise and Experience) <div style="display: flex; justify-content: space-around; align-items: center; text-align: center;"> <div data-bbox="252 1104 391 1265">  International Business </div> <div data-bbox="443 1093 582 1265">  Semiconductor / Technology Industry </div> <div data-bbox="638 1093 798 1265">  Sustainability / ESG </div> <div data-bbox="842 1115 981 1265">  Risk Management / Legal Affairs </div> <div data-bbox="1021 1115 1157 1265">  Public Board Experience </div> </div> <p>Reasons for selection as a candidate for Outside Director and overview of the expected roles</p> <p>Ms. Selena Loh Lacroix has rich global experience and deep insights in the fields of corporate legal, corporate governance, and human resources gained through years of experiences including those in the semiconductor and executive talent consulting industries.</p> <p>She has been appropriately overseeing the Company's overall management as an Outside Director of the Company since March 2020. Also, she is currently leading the Compensation Committee as the chair, as well as contributing to strengthening the function of the Nomination Committee as a committee member.</p> <p>The Company selected her as a candidate for Outside Director with the expectation that she will continue to contribute to strengthening the function of the Board of Directors by demonstrating her capabilities of supervising and monitoring the overall management of the Company.</p>																						

No.4	<u>Noboru Yamamoto</u>		<div style="display: flex; justify-content: space-between; align-items: center;"> Reappointment Outside Independent Officer </div> <div style="display: flex; justify-content: space-between; align-items: center;"> Compensation Audit </div> <p>Date of Birth: November 21, 1962 (Age 62)</p>																									
 <p>Years Served as Director 4 years</p> <p>Number of Company's Shares Held 0</p> <p>Attendance at Meetings Board of Directors 6 out of 6 (100%)</p> <p>Compensation Committee 4 out of 4 (100%)</p> <p>Audit & Sustainability Committee 6 out of 6 (100%)</p>	<p>Brief Biography, Position and Responsibilities</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">April 1986</td> <td>Joined Mazda Motor Corporation</td> </tr> <tr> <td>May 1989</td> <td>Joined Daiwa Securities Co. Ltd.</td> </tr> <tr> <td>February 2002</td> <td>Joined PricewaterhouseCoopers Financial Advisory Service Ltd. (currently, PwC Advisory LLC) as Managing Director</td> </tr> <tr> <td>April 2003</td> <td>Joined Lazard Frères K.K. as Managing Director</td> </tr> <tr> <td>October 2006</td> <td>Joined Nikko Citigroup Securities Co., Ltd. (currently, Citigroup Global Markets Japan Inc.), Investment Banking Unit, as Managing Director</td> </tr> <tr> <td>October 2011</td> <td>Joined BNP Paribas, Tokyo Branch, Investment Banking Division, as Co-head</td> </tr> <tr> <td>June 2016</td> <td>Outside Director, Hitachi Koki Co., Ltd. (currently, Koki Holdings Co., Ltd.) (present)</td> </tr> <tr> <td>September 2016</td> <td>Representative Director, Representative Partner & CEO, XIB Capital Partners Inc. (currently, XIB Inc.) (present)</td> </tr> <tr> <td>March 2018</td> <td>Outside Director, Tsubaki Nakashima Co., Ltd.</td> </tr> <tr> <td>March 2018</td> <td>Outside Corporate Auditor, the Company</td> </tr> <tr> <td>March 2021</td> <td>Outside Director, the Company (present)</td> </tr> <tr> <td>April 2023</td> <td>Outside Director, Chairperson of the Board of Directors (part-time), Tsubaki Nakashima Co., Ltd. (present)</td> </tr> <tr> <td>April 2024</td> <td>Outside Director, Marelli Corporation (present)</td> </tr> </table> <p>Important Concurrent Position</p> <p>Representative Director, Representative Partner & CEO, XIB Inc. Outside Director, Chairperson of the Board of Directors (part-time), Tsubaki Nakashima Co., Ltd. Outside Director, Koki Holdings Co., Ltd. Outside Director, Marelli Corporation</p>		April 1986	Joined Mazda Motor Corporation	May 1989	Joined Daiwa Securities Co. Ltd.	February 2002	Joined PricewaterhouseCoopers Financial Advisory Service Ltd. (currently, PwC Advisory LLC) as Managing Director	April 2003	Joined Lazard Frères K.K. as Managing Director	October 2006	Joined Nikko Citigroup Securities Co., Ltd. (currently, Citigroup Global Markets Japan Inc.), Investment Banking Unit, as Managing Director	October 2011	Joined BNP Paribas, Tokyo Branch, Investment Banking Division, as Co-head	June 2016	Outside Director, Hitachi Koki Co., Ltd. (currently, Koki Holdings Co., Ltd.) (present)	September 2016	Representative Director, Representative Partner & CEO, XIB Capital Partners Inc. (currently, XIB Inc.) (present)	March 2018	Outside Director, Tsubaki Nakashima Co., Ltd.	March 2018	Outside Corporate Auditor, the Company	March 2021	Outside Director, the Company (present)	April 2023	Outside Director, Chairperson of the Board of Directors (part-time), Tsubaki Nakashima Co., Ltd. (present)	April 2024	Outside Director, Marelli Corporation (present)
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<p>Skills (Expertise and Experience)</p> <div style="display: flex; justify-content: space-around; align-items: center; text-align: center;"> <div style="width: 15%;">  <p>Executive Leadership</p> </div> <div style="width: 15%;">  <p>International Business</p> </div> <div style="width: 15%;">  <p>Sustainability / ESG</p> </div> <div style="width: 15%;">  <p>Finance</p> </div> <div style="width: 15%;">  <p>Risk Management / Legal Affairs</p> </div> <div style="width: 15%;">  <p>Public Board Experience</p> </div> </div> <p>Reasons for selection as a candidate for Outside Director and overview of the expected roles</p> <p>Mr. Noboru Yamamoto has rich experience and deep insights in the fields of corporate management and finance gained through his abundant experiences. He worked at multiple global finance and security firms and currently he is serving as the representative of an M&A advisory company. He has also served as an outside director at multiple listed companies.</p> <p>He has been appropriately overseeing the Company's overall management as an Outside Director of the Company since March 2021, after serving as an Outside Corporate Auditor. Also, he is currently contributing to strengthening the function of the Compensation Committee and the Audit & Sustainability Committee as a committee member, while also serving as an ESG Sponsor of the Board of Directors.</p> <p>The Company selected him as a candidate for Outside Director with the expectation that he will continue to contribute to strengthening the function of the Board of Directors by demonstrating his capabilities of supervising and monitoring the overall management of the Company.</p>																												

No.5	<u>Takuya Hirano</u>	<div style="display: flex; justify-content: space-between; align-items: center;"> Reappointment Outside Independent Officer </div> <div style="display: flex; justify-content: space-between; align-items: center;"> Nomination </div> <p>Date of Birth: August 11, 1970 (Age 54)</p>																																		
 <p>Years Served as Director 2 years</p> <p>Number of Company's Shares Held 0</p> <p>Attendance at Meetings Board of Directors 6 out of 6 (100%)</p> <p>Nomination Committee 4 out of 4 (100%)</p>	<p>Brief Biography, Position and Responsibilities</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; vertical-align: top;">December 1995</td> <td>Joined Kanematsu USA</td> </tr> <tr> <td style="vertical-align: top;">February 1998</td> <td>Joined Hyperion Solutions Corporation (currently, Oracle Corporation)</td> </tr> <tr> <td style="vertical-align: top;">February 2001</td> <td>President, Hyperion Solutions Japan</td> </tr> <tr> <td style="vertical-align: top;">August 2005</td> <td>Senior Director, Business & Marketing Division, Microsoft Co., Ltd. (currently, Microsoft Japan Co., Ltd.)</td> </tr> <tr> <td style="vertical-align: top;">February 2006</td> <td>General Manager, Enterprise Service, Microsoft Co., Ltd.</td> </tr> <tr> <td style="vertical-align: top;">July 2007</td> <td>General Manager, Enterprise Business & Enterprise Service, Microsoft Co., Ltd.</td> </tr> <tr> <td style="vertical-align: top;">March 2008</td> <td>General Manager, Enterprise Business, Microsoft Co., Ltd.</td> </tr> <tr> <td style="vertical-align: top;">September 2011</td> <td>General Manager, Multi-country, Microsoft Central and Eastern Europe</td> </tr> <tr> <td style="vertical-align: top;">July 2014</td> <td>Executive Vice President, Marketing & Operations, Microsoft Japan Co., Ltd.</td> </tr> <tr> <td style="vertical-align: top;">March 2015</td> <td>Representative Officer, Executive Deputy President, Microsoft Japan Co., Ltd.</td> </tr> <tr> <td style="vertical-align: top;">July 2015</td> <td>President, Microsoft Japan Co., Ltd.</td> </tr> <tr> <td style="vertical-align: top;">September 2019</td> <td>Vice President, Global Service Partner Business, Microsoft Corporation</td> </tr> <tr> <td style="vertical-align: top;">June 2022</td> <td>Outside Director, Yokogawa Electric Corporation (present)</td> </tr> <tr> <td style="vertical-align: top;">October 2022</td> <td>Outside Director, Yayoi Co., Ltd.</td> </tr> <tr> <td style="vertical-align: top;">March 2023</td> <td>Outside Director, the Company (present)</td> </tr> <tr> <td style="vertical-align: top;">April 2023</td> <td>Chairman (part-time), Yayoi Co., Ltd. (present)</td> </tr> <tr> <td style="vertical-align: top;">June 2024</td> <td>Outside Director, Fujitsu Limited (present)</td> </tr> </table> <p>Important Concurrent Position</p> <p>Outside Director, Yokogawa Electric Corporation Chairman (part-time), Yayoi Co., Ltd. Outside Director, Fujitsu Limited</p>		December 1995	Joined Kanematsu USA	February 1998	Joined Hyperion Solutions Corporation (currently, Oracle Corporation)	February 2001	President, Hyperion Solutions Japan	August 2005	Senior Director, Business & Marketing Division, Microsoft Co., Ltd. (currently, Microsoft Japan Co., Ltd.)	February 2006	General Manager, Enterprise Service, Microsoft Co., Ltd.	July 2007	General Manager, Enterprise Business & Enterprise Service, Microsoft Co., Ltd.	March 2008	General Manager, Enterprise Business, Microsoft Co., Ltd.	September 2011	General Manager, Multi-country, Microsoft Central and Eastern Europe	July 2014	Executive Vice President, Marketing & Operations, Microsoft Japan Co., Ltd.	March 2015	Representative Officer, Executive Deputy President, Microsoft Japan Co., Ltd.	July 2015	President, Microsoft Japan Co., Ltd.	September 2019	Vice President, Global Service Partner Business, Microsoft Corporation	June 2022	Outside Director, Yokogawa Electric Corporation (present)	October 2022	Outside Director, Yayoi Co., Ltd.	March 2023	Outside Director, the Company (present)	April 2023	Chairman (part-time), Yayoi Co., Ltd. (present)	June 2024	Outside Director, Fujitsu Limited (present)
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<p>Skills (Expertise and Experience)</p> <div style="display: flex; justify-content: space-around; align-items: center; text-align: center;"> <div style="width: 20%;">  <p>Executive Leadership</p> </div> <div style="width: 20%;">  <p>International Business</p> </div> <div style="width: 20%;">  <p>Software / Digital</p> </div> <div style="width: 20%;">  <p>Public Board Experience</p> </div> </div> <p>Reasons for selection as a candidate for Outside Director and overview of the expected roles</p> <p>Mr. Takuya Hirano held multiple leadership positions in Japan and other regions at Microsoft Corporation and has rich experience and deep insights in the software/technology industry, business transformation and cross-cultural leadership. He has also served as an outside director at multiple listed companies.</p> <p>He has been appropriately overseeing the Company's overall management as an Outside Director of the Company since March 2023. Also, he is contributing to strengthening the function of the Nomination Committee as a committee member.</p> <p>The Company selected him as a candidate for Outside Director with the expectation that he will continue to contribute to strengthening the function of the Board of Directors by demonstrating his capabilities of supervising and monitoring the overall management of the Company.</p>																																				

No.6	<u>Tomoko Mizuno</u>	Reappointment Outside Independent Officer Compensation Audit Date of Birth: September 1, 1970 (Age 54)																		
 Years Served as Director 1 year Number of Company's Shares Held: 0 Attendance at Meetings Board of Directors 6 out of 6 (100%) Compensation Committee 4 out of 4 (100%) Audit & Sustainability Committee 6 out of 6 (100%)	Brief Biography, Position and Responsibilities <table border="1"> <tr> <td>July 1994</td> <td>Joined Bain & Company Japan, Inc.</td> </tr> <tr> <td>September 2001</td> <td>Joined Eli Lilly & Company as Marketing Associate</td> </tr> <tr> <td>January 2003</td> <td>Joined Eli Lilly Japan K.K. as Senior MR</td> </tr> <tr> <td>June 2005</td> <td>Joined Novartis Pharma K.K. as Brand Manager, New Product Planning</td> </tr> <tr> <td>January 2009</td> <td>Group Manager, Equa Marketing Group, Novartis Pharma K.K.</td> </tr> <tr> <td>April 2011</td> <td>Joined MSD K.K. as Brand Leader, Gardasil Marketing Group</td> </tr> <tr> <td>April 2013</td> <td>Joined Japan Automatic Machine Co., Ltd. as Director (present)</td> </tr> <tr> <td>March 2021</td> <td>Outside Corporate Auditor, the Company</td> </tr> <tr> <td>March 2024</td> <td>Outside Director, the Company (present)</td> </tr> </table>		July 1994	Joined Bain & Company Japan, Inc.	September 2001	Joined Eli Lilly & Company as Marketing Associate	January 2003	Joined Eli Lilly Japan K.K. as Senior MR	June 2005	Joined Novartis Pharma K.K. as Brand Manager, New Product Planning	January 2009	Group Manager, Equa Marketing Group, Novartis Pharma K.K.	April 2011	Joined MSD K.K. as Brand Leader, Gardasil Marketing Group	April 2013	Joined Japan Automatic Machine Co., Ltd. as Director (present)	March 2021	Outside Corporate Auditor, the Company	March 2024	Outside Director, the Company (present)
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March 2021	Outside Corporate Auditor, the Company																			
March 2024	Outside Director, the Company (present)																			
	Important Concurrent Position Director, Japan Automatic Machine Co., Ltd.																			
Skills (Expertise and Experience) <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  Executive Leadership </div> <div style="text-align: center;">  International Business </div> <div style="text-align: center;">  Risk Management / Legal Affairs </div> </div>																				
Reasons for selection as a candidate for Outside Director and overview of the expected roles <p>Ms. Tomoko Mizuno has rich experience and deep insights in the fields of corporate planning, human resources and other areas, gained through years of experience in business management at a machinery and electronic component company as well as working at a global consulting firm and pharmaceutical companies.</p> <p>She has been appropriately overseeing the Company's overall management as an Outside Director of the Company since March 2024, after serving as an Outside Corporate Auditor. Also, she is currently leading the Audit & Sustainability Committee as the chair, as well as contributing to strengthening the function of the Compensation Committee as a committee member.</p> <p>The Company selected her as a candidate for Outside Director with the expectation that she will continue to contribute to strengthening the function of the Board of Directors by demonstrating her capabilities of supervising and monitoring the overall management of the Company.</p>																				

- (Note) 1. None of the candidates have any special interest in the Company.
2. Mr. Jiro Iwasaki, Ms. Selena Loh Lacroix, Mr. Noboru Yamamoto, Mr. Takuya Hirano and Ms. Tomoko Mizuno are candidates for Outside Director.
3. Mr. Jiro Iwasaki, Ms. Selena Loh Lacroix, Mr. Noboru Yamamoto, Mr. Takuya Hirano and Ms. Tomoko Mizuno satisfy the requirements as Independent Officers stipulated by the Tokyo Stock Exchange and the "Standard for the Independence of Outside Directors" established by the Company (see below). The Company has notified the Tokyo Stock Exchange in respect of Mr. Jiro Iwasaki, Ms. Selena Loh Lacroix, Mr. Noboru Yamamoto, Mr. Takuya Hirano and Ms. Tomoko Mizuno as Independent Officers. If their reappointments are approved, the Company will continue this notification.
4. Each candidate for Director to be a member of the Audit and Sustainability Committee has considerable knowledge of finance and accounting as follows.
- (1) Ms. Tomoko Mizuno has worked at a global consulting firm and pharmaceutical companies in fields of corporate planning and others, and is currently engaged in business management as an executive director at a machinery and electronic component company. She has also experience in auditing as an Outside Corporate Auditor of the Company in the past.

- (2) Mr. Jiro Iwasaki has served as an outside director (including full-time audit committee member) and outside corporate auditor for several listed companies, after being engaged in business management as an executive director at multiple major electronic component and electrical appliance companies.
- (3) Mr. Noboru Yamamoto worked at global financial and securities firms, and he is currently serving as the representative of an M&A advisory firm. He has served as an outside director (including chairperson of the Audit & risk committee) at listed companies. He has also experience in auditing as an Outside Corporate Auditor of the Company in the past.
5. The Company has entered into liability limitation agreements with Mr. Jiro Iwasaki, Ms. Selena Loh Lacroix, Mr. Noboru Yamamoto, Mr. Takuya Hirano and Ms. Tomoko Mizuno, limiting their liability as defined in Paragraph 1, Article 423 of the Companies Act to the minimum liability amount specified in the Company's Articles of Incorporation, and if their reappointments are approved, the Company will continue such liability limitation agreements with them.
6. The Company has executed contracts for Directors and Officers Liability (D&O) insurance with insurance companies, and it is expected to be renewed in the future. Under such insurance, damages and costs incurred by each candidate in connection with their performance of duties for the Company are indemnified, and the insurance premium is borne by the Company.

《Reference: Overview of Standard for the Independence of Outside Directors》

Only individuals who meet the requirements of the Companies Act and the independence standards set forth by the Tokyo Stock Exchange and who do not fall under any of the following categories are considered to be sufficiently independent to serve as Outside Directors of the Company.

1. Business relationship as an Important Customer of the Company:
He/she is an officer or employee of an important customer of the Company (a customer to whom the Company's sales (on a consolidated basis) exceeds 2% of the Company's consolidated revenue, on average over the past three years, or a direct or indirect purchaser or user of the Company's products who is deemed to have a similar level of importance).
2. Business relationship where the Company is an Important Customer of the Business Partner
He/she is an officer or employee of a business partner of which the Company is an important customer (a business partner whose revenue from the Company (on a consolidated basis) exceeds 2% of the business partner's consolidated revenue, on average over the past three years).
3. Business relationship as an Important Fund Provider:
He/she is an officer or employee of a financial institution or other fund provider which provides the Company with funds greater than 2% of the Company's consolidated total assets (as of the end of the last fiscal year).
4. Business relationship providing Professional Services:
He/she provides, or is an officer or employee of an organization that provides, professional services (including, but not limited to, accounting, legal, consulting services) to the Company ((i) if the services are provided by an organization, the remuneration (on a consolidated basis) for services exceeds 2% of the organization's consolidated revenue, on average over the past three years, or (ii) if the services are provided by an individual, the average remuneration (on a consolidated basis) over the past three years is greater than 10 million yen).
5. Capital relationship as a Major Shareholder or Investee:
He/she either holds, or is an officer or employee of an organization which holds, directly or indirectly, 10% or more of the total shareholder voting rights of the Company; or
The Company or its subsidiaries are among the major shareholders or investors (holding 10% or more of the total shareholder voting rights or total investment) of the organization in which he/she serves as an officer.
6. Other significant relationship as an Employee:
He/she is an employee of the Company or its subsidiaries.
7. Other significant relationships as Accounting Auditor:
He/she is an employee or partner of the Company's Accounting Auditor, or a member of the Company's Accounting Auditor in charge of conducting an accounting audit of the Company.
8. Other significant relationship as the recipient of a Donation:
He/she has received donations from the Company or its subsidiaries in excess of 10 million yen in any of the past three years or is an officer or employee of an organization that has received such donations.
9. Other significant relationships as a Close Relative:
He/she is the spouse, relative within two degrees of kinship, or living in the same household as persons having management control of the Company (senior vice president level or above).

Categories 1 through 5, 7 and 8, apply to those persons who meet said criteria at any given point in the past three years; Category 6 applies to those persons who meet said criteria at any given point in the past ten years.

Notes for our Shareholders

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|---|--|
| ● Business Period | January 1st to December 31st each year |
| ● Annual General Meeting of Shareholders | Within 3 months from the next day of the last date of each business period |
| ● Record date (each year) | March 31, June 30, September 30, December 31 |
| ● Number of shares constituting one unit of shares | 100 shares |
| ● Share Transfer Agent and Administrator of Special Account | 1-4-1 Marunouchi, Chiyoda-ku, Tokyo
Sumitomo Mitsui Trust Bank, Limited |
- Share Handling office: 1-4-1 Marunouchi, Chiyoda-ku, Tokyo
Sumitomo Mitsui Trust Bank, Limited
Stock Transfer Agency Business Planning Department
- (Postal Address) 2-8-4, Izumi, Suginami-ku, Tokyo 168-00063, Japan
Sumitomo Mitsui Trust Bank, Limited
Stock Transfer Agency Business Planning Department
- (Phone number) 0120-782-031
* Toll free dial only available in Japan
- (Website) <https://www.smtb.jp/personal/procedure/agency/>
- * Only Japanese page is available
- 
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- Listed Stock Exchange Tokyo Stock Exchange

[Matters regarding Special Account]

For shareholders who have not used Japan Securities Depository Center (JASDEC or so-called “Hofuri” in Japan), we opened your accounts at Sumitomo Mitsui Trust Bank, Limited., our transfer agency above (“Special Account”). If you have any questions regarding the Special Account or any procedures regarding Special Account including change of your address, please contact above contact (only Japanese is available)