

# RENESAS ELECTRONICS

## COMPANY OVERVIEW

FEBRUARY 2024

# WHO WE ARE

Renesas empowers a safer, smarter and more sustainable future where technology helps make our lives easier.

The leading global provider of microcontrollers, Renesas combines our expertise in embedded processing, analog, power and connectivity to deliver complete semiconductor solutions. These Winning Combinations accelerate time to market for automotive, industrial, infrastructure and IoT applications, enabling billions of connected, intelligent devices that enhance the way people work and live.



Headquarters  
**Tokyo, Japan**



**Approx. 21,000**  
employees \*



Operating in  
**30+ countries**



**1,469.7 billion yen**  
revenue in 2023

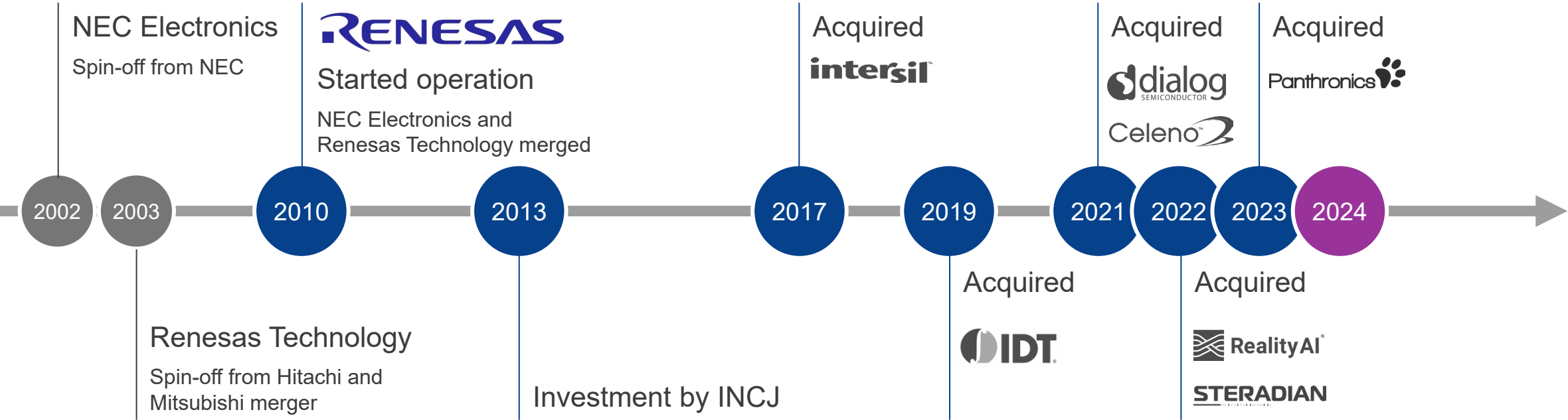


**Approx. 20,000**  
patents & pending applications

\* Consolidated, as of December 31, 2023

# OUR HISTORY

Renesas is built on the foundation that combines the rich culture of technology and innovation of Hitachi, Mitsubishi and NEC. Since 2017, we have expanded our analog product portfolio through many acquisitions including Intersil, IDT, and Dialog. Renesas will continue to grow as a global leader in embedded solutions for high-growth markets: automotive, industrial/infrastructure and IoT.



Intersil Corporation, Integrated Device Technology, Inc., Dialog Semiconductor Plc, Celeno Communications, Reality Analytics, Inc., Steradian Semiconductors Private Limited, Pantronics AG



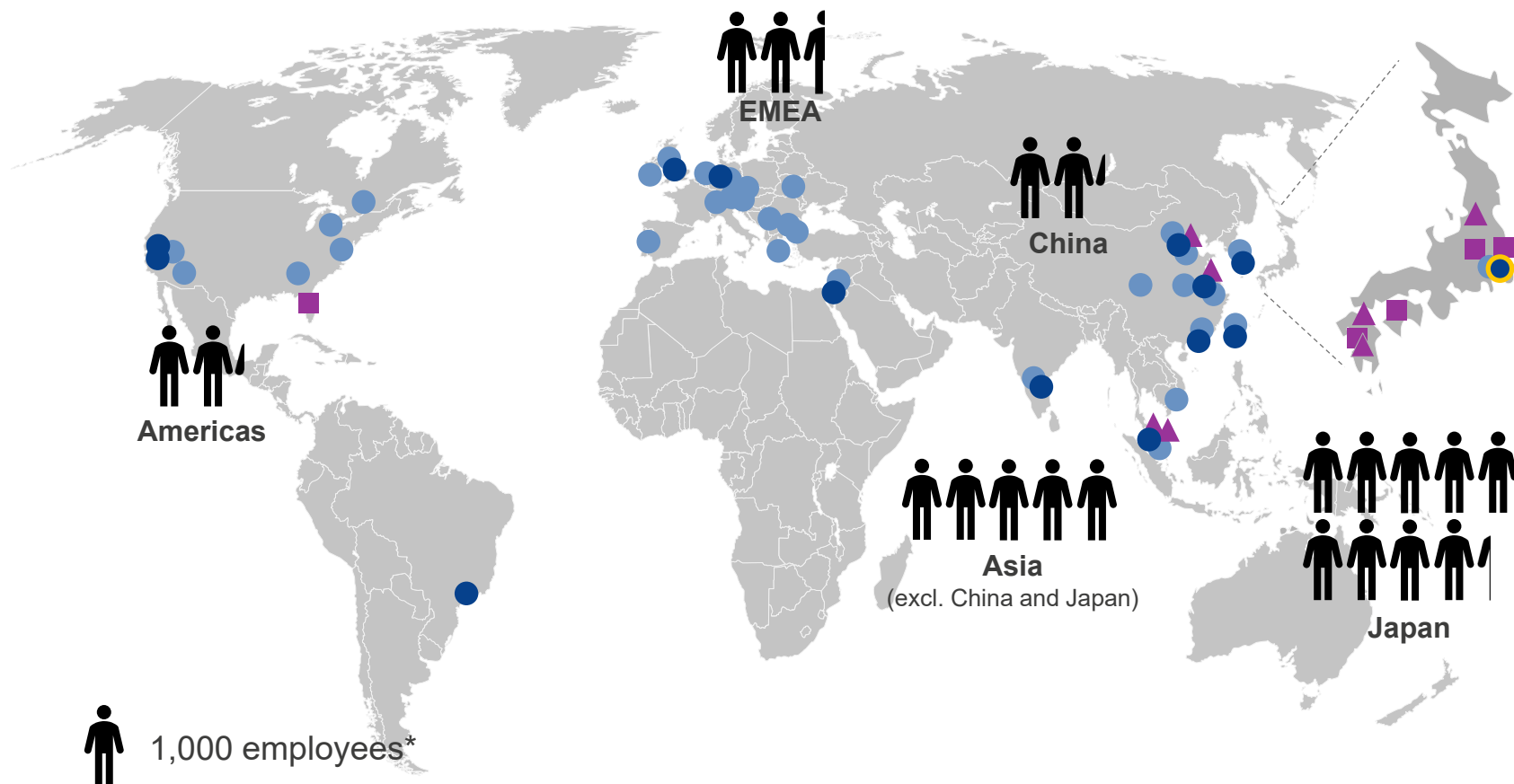
# OUR PURPOSE

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**To Make Our Lives Easier**  
by complementing human capabilities



# GLOBAL NETWORK



● Headquarters ● Major sales offices ● R&D sites ● Manufacturing sites (□ Front-end, △ Back-end)

\* Consolidated, as of December 31, 2023

Global sales network operating across more than 20 countries

Comprehensive R&D capabilities enable seamless support across the globe

12 manufacturing facilities in Japan, China, Southeast Asia, and the US

Global partners such as TSMC and GLOBALFOUNDRIES

# LEADERSHIP TEAM



Hidetoshi Shibata

CEO



Shuhei Shinkai

CFO



Julie Pope

CHRO



Shinichi Yoshioka

CTO



Davin Lee

Analog & Connectivity



Toshihiko Seki

Embedded Processing



Vivek Bhan

High Performance Computing



Chris Alexandre

Power



Sailesh Chittipeddi

Operations



Bobby Matinpour

Sales & Marketing (CSMO)



Buvna Ayyagari

Software & Digitalization



Balaji Kanigicherla

Engineering



Takeshi Kataoka

Quality Assurance



Takeshi Kataoka

CEO: Chief Executive Officer / CFO: Chief Financial Officer / CTO: Chief Technology Officer / CHRO: Chief Human Resources Officer / CSMO: Chief Sales & Marketing Officer



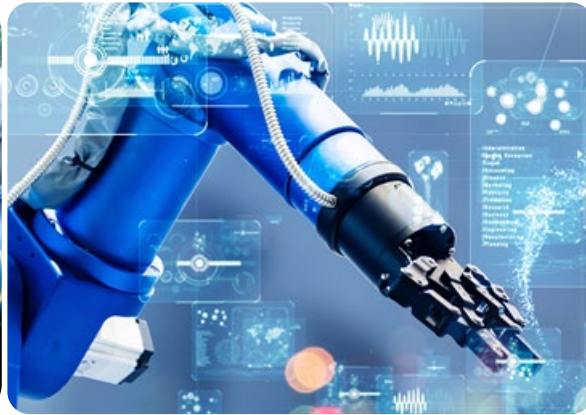
# SOLUTION OFFERINGS

Our mission is to develop a safer, healthier, greener, and smarter world by providing intelligence to our four focus growth segments: Automotive, Industrial, Infrastructure, and IoT that are all vital to our daily lives, meaning our products and solutions are embedded everywhere.



**Automotive**

Highly reliable vehicle control,  
safe and secure  
autonomous driving,  
Eco-friendly electric vehicles



**Industrial**

Lean, flexible and  
smart industry



**Infrastructure**

Robust infrastructure,  
enabling  
safety and efficiency

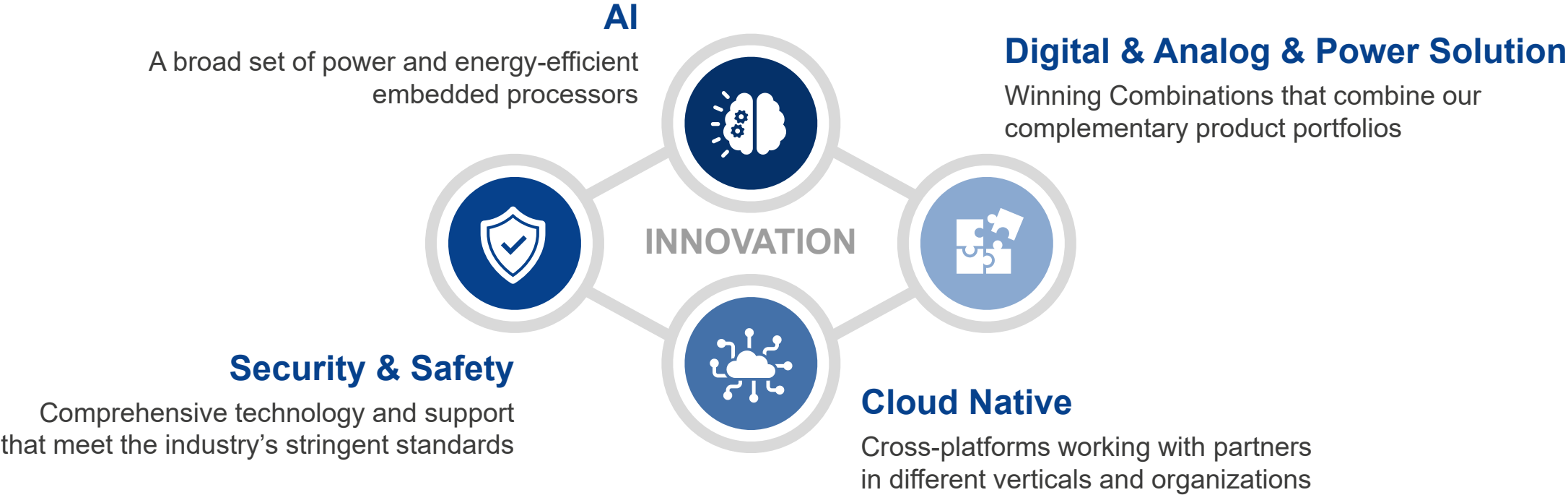


**IoT**

Comfortable, safe and  
healthy lifestyles  
through IoT

# CORE TECHNOLOGIES

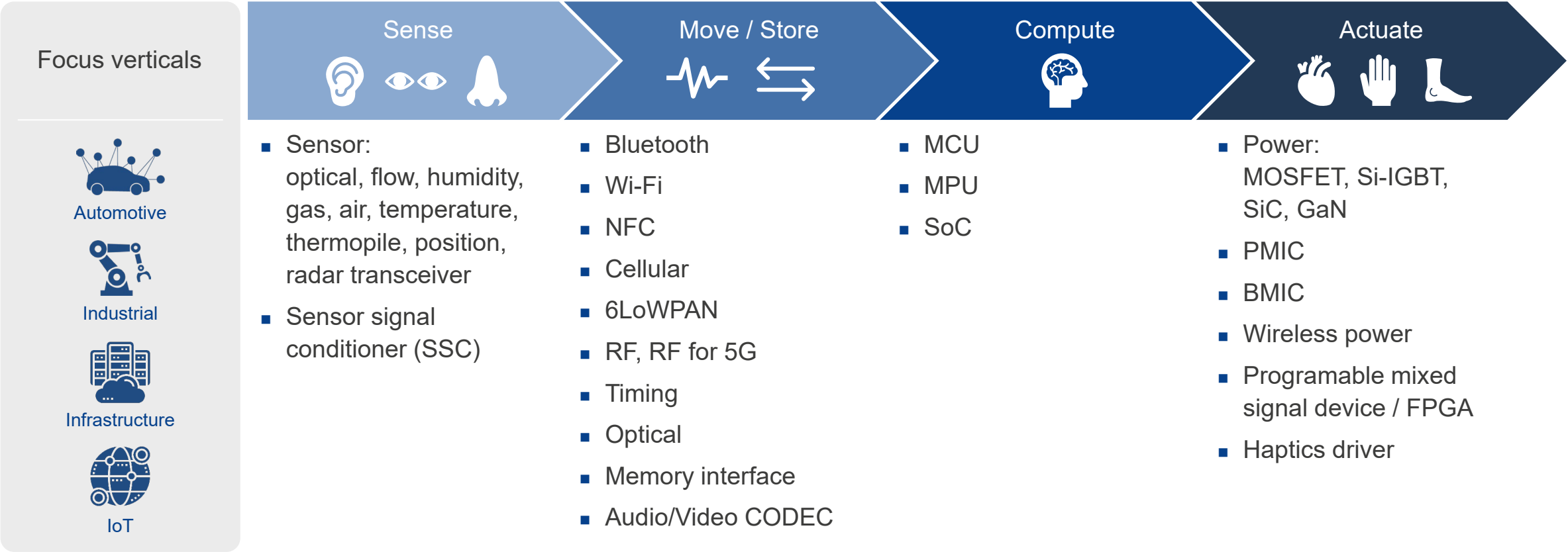
Renesas is poised to address the requirements of every industry with our four pillars of core technologies AI, Security & Safety, Digital & Analog & Power Solution and Cloud Native as the key to encouraging more innovation that is finely-tuned to achieve future sustainable growth.





# WHAT WE DO

Renesas delivers a vast array of semiconductor products, from sensors to actuators, across the whole signal chain to help our customers realize complete embedded systems.



# BROAD AND SCALABLE PRODUCT PORTFOLIO

## Microcontrollers & Microprocessors, System-on-Chips (SoCs)



### High-end 32/64-bit MPUs

High-resolution HMI, Industrial network & real-time control



### Advanced 32-bit MCUs

Arm ecosystem, Advanced security, Intelligent IoT



### High Power Efficiently 32-bit MCUs

Motor control, Capacitive touch, Functional safety, GUI

### RISC-V products

### General-purpose 64-bit MPUs (RZ/Five Group)

### Application-specific 32-bit MCUs



### Ultra-low Energy 8/16-bit MCUs

Bluetooth® Low Energy, SubGHz, LoRa®-based Solutions  
Automotive actuators & sensors, Low-end ECUs



### Automotive 32-bit MCUs

Rich functional safety and embedded security features

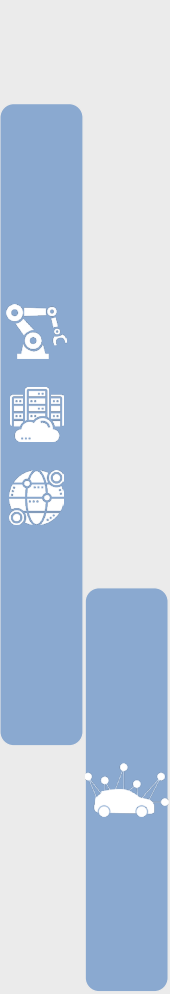


### Automotive SoCs

Next generation of automotive computing

## Analog and Power Devices

- Analog products
  - Clocks & Timing
  - Interface & Connectivity
  - Memory & Logic
  - Power & Power management
  - Programmable Mixed-signal, ASIC, & IP products
  - RF products
  - Sensor products
  - Space & Harsh environment
- 
- Timing
  - Wireless Power
  - Battery Management
  - Power Devices
  - Power Management
  - Sensors
  - Video & Display



# WINNING COMBINATIONS

Our proven, comprehensive solutions combine Renesas' complementary product portfolios of **Analog + Power + Embedded Processing + Connectivity**. These Winning Combos help our customers and partners around the world accelerate their designs and get to market faster.



Quick-Connect IoT



Pure Sine Wave Home Inverter



HVAC Environment Monitor Module  
for the WELL Building Standard™



Solar Powered Location Tracker



Smart Lock with Super-Low Power  
Wi-Fi and Bluetooth Low Energy



Smart Asset Tracking Label



Satellite Radar System  
for AD/ADAS



Low Cost TFT Instrument Cluster  
with Telematics

# ROBUST ECOSYSTEM

Our certified partners with expertise in Renesas products will support our customers at every stage of the design to achieve their goals. Each partner program also provides opportunities for new business creation.



## Ready Partner Network (software)

Delivers a broad range of building-block solutions that address important technologies critical to next generation IoT and industrial design.



## Preferred Partner Program (systems)

Brings value-added solutions for either an early-stage prototype or productization of any available PoC (proof of concept).



## R-Car Consortium

Develops a next-generation of ADAS, Gateway and Connected Car solutions to provide new value.



# SUSTAINABILITY: OUR TARGET

At Renesas, sustainability is at the heart of what we do. Our products and solutions reflect our long-term commitment to building a sustainable future where technology helps make our lives easier.



## Environmental



### GHG emissions

Reduce **38%** by 2030  
Carbon neutral by 2050



### Water conservation

Reduce water intensity **33%** by 2030  
**35%** water recycling by 2030



### Waste recycling

**90%** or more



## Social



### Supplier risk evaluation

**All key suppliers** obtain an RBA  
SAQ score of “**medium**” or below



### On-site supplier audit

Audit all key suppliers within **3 years**



### Conflict minerals

**100% conflict-free** 3TGs



### Occupational health & safety

Major manufacturing sites obtain  
**ISO 45001**



## Governance



### Board gender diversity

Women hold at least **30%** of the  
board seats



### Independent directors

More than **50%**

# SUSTAINABILITY: 2021-2022 HIGHLIGHTS

## Environmental

- Advanced **climate change agenda** (Pledged commitment to carbon neutrality by 2050; endorsed TCFD recommendations)
- Improved operational eco-efficiency (2021 results (compared to 2020): Total amount of water used per revenue improved by 27%; energy consumption reduced by 1.6%; waste recycling rate reached 92.2%; water recycling rate reached 33%)
- Completed 2021 **supply chain audit** (878 suppliers, 12 on-site audits)
- Obtained **SBTi validation**
- Our environmental data was audited by a third party, **Japan Quality Assurance Organization**

## Social

- Advanced **diversity, equity and inclusion** efforts, including LGBTQ+ Pride Month seminars and the launch of the Diversity Promotion Group and employee resource groups, such as Women In Technology
- Dialog Semiconductor, our subsidiary in the UK, published a **gender pay gap report**
- Established the Renesas Group **Human Rights Policy**
- 97% of our global employees completed **human rights e-learning**
- Implemented the **first human rights due diligence**
- 90% of our employees were engaged in the 2022 employee (Renesas Culture) survey

## Governance

- Achieved **Board gender diversity target** of **20%** set in 2021 in March 2022
- Completed the first **materiality assessment**
- Enhanced our **risk management system** (Established a Security Council consisting of the CEO, CFO, General Counsel and the heads of IT and HR; enhanced cybersecurity; implemented human rights due diligence)
- Revised **Renesas Global Code of Conduct**



4.5



19.4 (low risk)



AA



B  
(Climate)

B  
(Water)

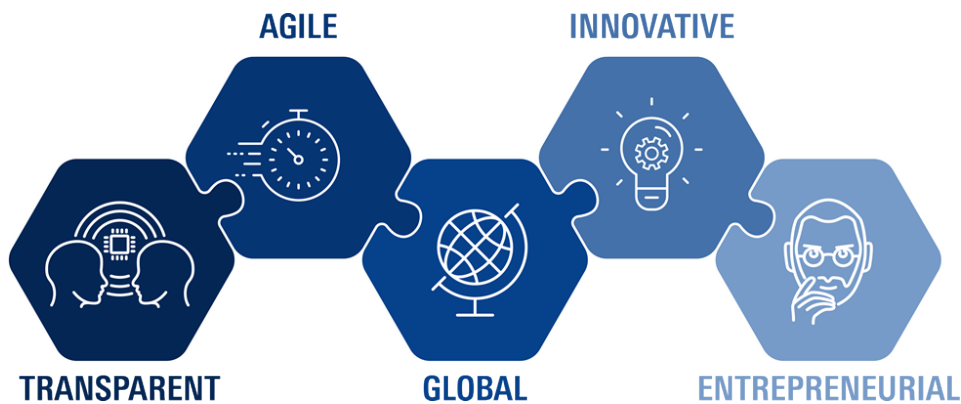
A  
(Supply Chain)



Gold

# RENESAS CULTURE

Renesas Culture is a guideline of conduct that should be shared across the Renesas Group and all our employees. Each employee can grab the initiative by embodying this Culture and incorporating it across various decision-making processes in all activities.



## Transparent

The leadership team's strategy and policy, the company's current situation, as well as the issues and thoughts of each business organization should be well understood among employees.

## Agile

In order to respond to changes in a timely manner, we should identify the likely outcomes and implications as quickly as possible, make decisions quickly, and rapidly take or correct actions, and act at a high velocity.

## Global

It is essential for us to have a global perspective. We should facilitate communication not only through improved language skills, but also through the use of other methods such as the use of numbers and data.

## Innovative

Each and every one of our employees should embody "Innovation" using their imagination and creativity to improve their work and contribute to the realization of a better society.

## Entrepreneurial

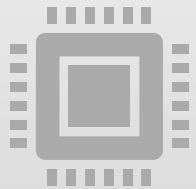
Individual employees should act professionally, voluntarily, and independently as if they are "running their own business" and are responsible for the results they deliver.



# 2030 ASPIRATION

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Top 3



Embedded semi solution providers

\$20+<sub>bn</sub>



Revenue

6<sub>x</sub>



Market cap vs 2022



# FINANCIAL HIGHLIGHTS

## (FORWARD-LOOKING STATEMENTS)

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

This presentation is based on the economic, regulatory, market and other conditions as in effect on the date hereof. It should be understood that subsequent developments may affect the information contained in this presentation, which neither we nor our advisors or representatives are under an obligation to update, revise or affirm.

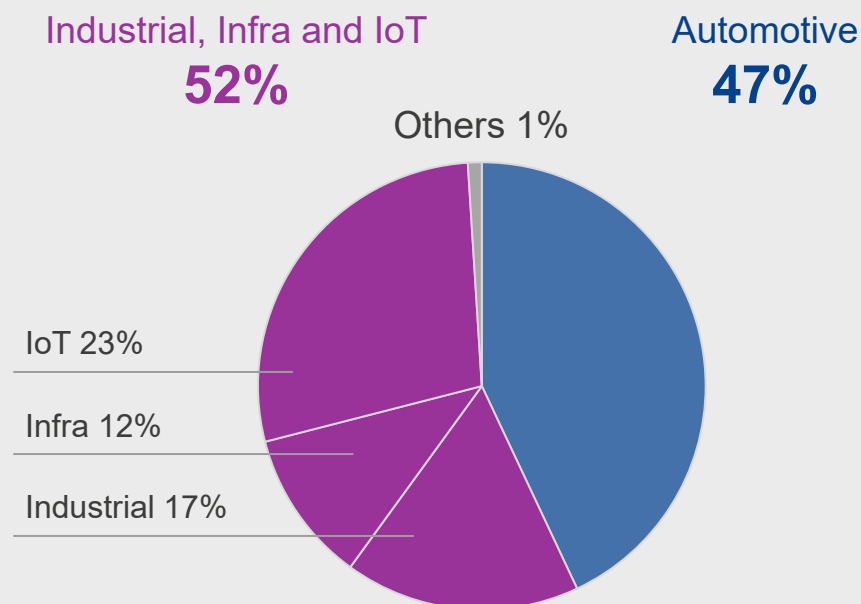
# 2023 FULL-YEAR FINANCIAL RESULT

IFRS\*1 & NON-GAAP\*2

( ): Margin

2023 (B yen)	IFRS		Non-GAAP	
Revenue	1,469.4		1,469.7	
Gross Profit	834.3	(57%)	837.4	(57%)
EBITDA*3	576.8	(39%)	581.9	(40%)
Operating Profit	390.8	(27%)	501.6	(34%)
Depreciation and Amortization	186.0	(13%)	80.3	(5%)
Profit attributable to owners of the parent	337.1	(23%)	432.9	(29%)

Revenue breakdown by segments (2023)



\*1: IFRS: With the outlook that the Group will continue to expand globally and to provide financial figures that can be compared on a global scale, the Group discloses its consolidated financial statements in accordance with the International Financial Reporting Standards ("IFRS") starting from the annual securities report for FY2018/12.

\*2: Non-GAAP figures are calculated by removing or adjusting non-recurring items and other adjustments from GAAP (IFRS based) figures following a certain set of rules. The Group believes non-GAAP measures provide useful information in understanding and evaluating the Group's constant business results, and therefore results are provided in non-GAAP base. This adjustment and exclusion include the amortization of intangible assets recognized from acquisitions, other PPA (purchase price allocation) adjustments and costs relating to acquisitions, stock-based compensation, as well as other non-recurring expenses and income the Group believes to be applicable.

\*3: EBITDA: Operating profit + depreciation and amortization

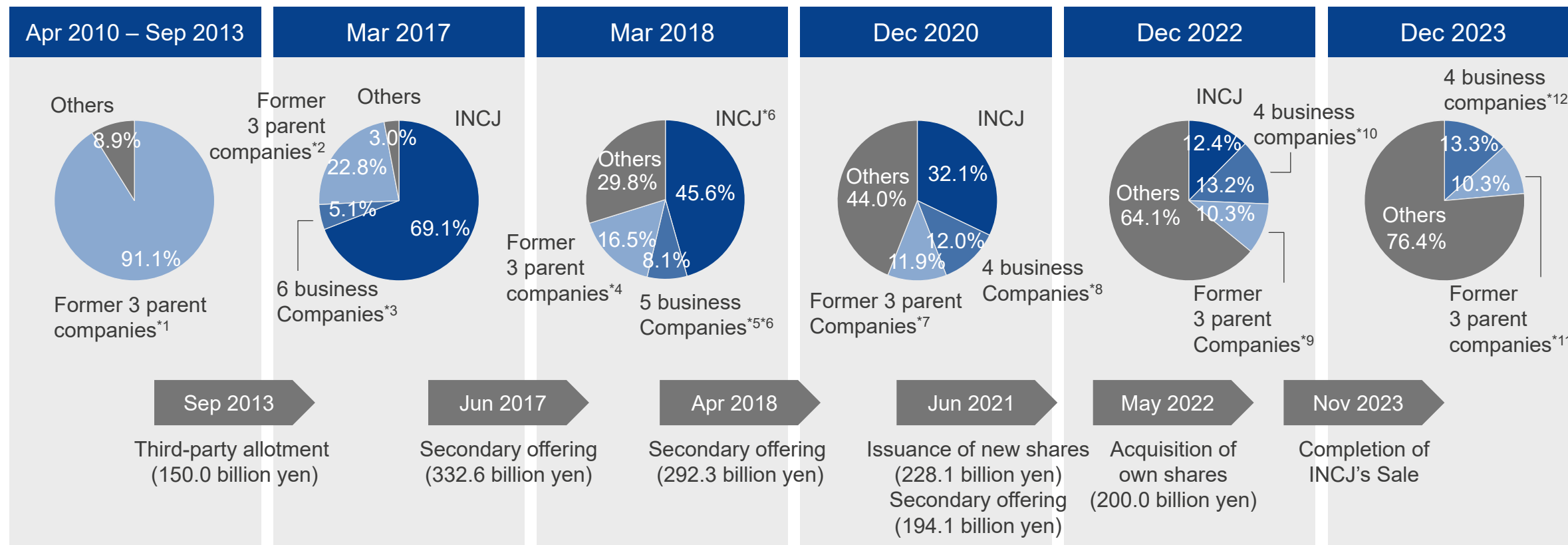
# 4Q/FULL-YEAR 2023 FINANCIAL SNAPSHOT

## NON-GAAP

(B yen)	2022		2023								
	4Q (Oct-Dec)	Full Year (Jan-Dec)	3Q (Jul-Sep)	4Q (Oct-Dec) Forecast	4Q (Oct-Dec) Actual	YoY	QoQ	Change from Oct 26 FCT*1	Full Year (Jan-Dec) Actual	YoY	Change from Oct 26 FCT**1
Revenue	391.3	1,502.7	379.4	358.0 (±7.5)	361.9	-7.5%	-4.6%	+1.1%	1,469.7	-2.2%	+0.3%
Revenue (Excluding Foreign Exchange Impact)	-	-	-	-	-	-8.1%	-6.6%	+0.1%	-	-6.9%	+0.0%
Gross Margin	56.0%	57.4%	57.9%	56.0%	56.4%	+0.4pt	-1.5pts	+0.4pt	57.0%	-0.5pt	+0.1pt
Operating Profit (Margin)	135.7 (34.7%)	559.4 (37.2%)	132.3 (34.9%)	30.5%	115.5 (31.9%)	-20.2 (-2.8pts)	-16.8 (-3.0pts)	+6.3 (+1.4pts)	501.6 (34.1%)	-57.7 (-3.1pts)	+6.3 (+0.3pt)
Profit Attributable to Owners of Parent	109.3	377.3	108.3	-	98.2	-11.1	-10.1	-	432.9	+55.6	-
Profit Attributable to Owners of Parent (Excluding Foreign Exchange Impact)*2	85.6	429.2	104.6	-	104.9	+19.2	+0.3	-	424.4	-4.8	-
EBITDA*3	155.5	639.2	152.6	-	136.0	-19.4	-16.5	-	581.9	-57.3	-
1 US\$=	144 yen	130 yen	142 yen	147 yen	149 yen	5 yen depreciation	7 yen depreciation	2 yen depreciation	140 yen	10 yen depreciation	1 yen depreciation
1 Euro=	144 yen	137 yen	156 yen	156 yen	159 yen	15 yen depreciation	4 yen depreciation	3 yen depreciation	151 yen	14 yen depreciation	1 yen depreciation

\*1: Each figure represents comparisons with the midpoint in the sales revenue forecast range \*2: Profit attributable to owners of parent – foreign exchange gain/loss \*3: Operating profit + Depreciation and amortization

# SHAREHOLDER COMPOSITION



\*1: NEC (35.46%), HITACHI (30.62%), MITSUBISHI (25.05%)

\*2: NEC (8.9%), HITACHI (7.7%), MITSUBISHI (6.3)

\*3: TOYOTA (2.5%), Nissan (1.5%), DENSO (0.5%), CANON (0.3%), Panasonic (0.3%), YASKAWA Electric (0.1%).

In Feb. 2015, NIKON sold all shares (0.3% quota) distributed through the third-party allotment. In Feb. 2016, KEIHIN sold all shares (0.5% quota) distributed through the allotment.

\*4: HITACHI (5.6%), MITSUBISHI (4.5%), NEC (6.4%) NEC shares Includes shares held by Japan Trustee Services Bank held as NEC's pension and severance payments Trust Account.

\*5: In May 2017, NISSAN sold all shares (1.5% quota) distributed through the allotment.

\*6: In Mar. 2018, INCJ sold 4.5% quota to DENSO among its 50.1% shareholding of Renesas common shares as of the end of Feb. 2018.

\*7: HITACHI (3.5%), MITSUBISHI (4.3%), NEC (4.1%), NEC shares includes shares held by Custody Bank of Japan held as NEC's pension and severance payments Trust Account.

\*8 : DENSO (8.8%), TOYOTA (2.8%), CANON (0.2%), Panasonic (0.2%)

\*9: HITACHI (3.4%), MITSUBISHI (2.8%), NEC (4.0%), NEC shares includes shares held by Custody Bank of Japan held as NEC's pension and severance payments Trust Account.

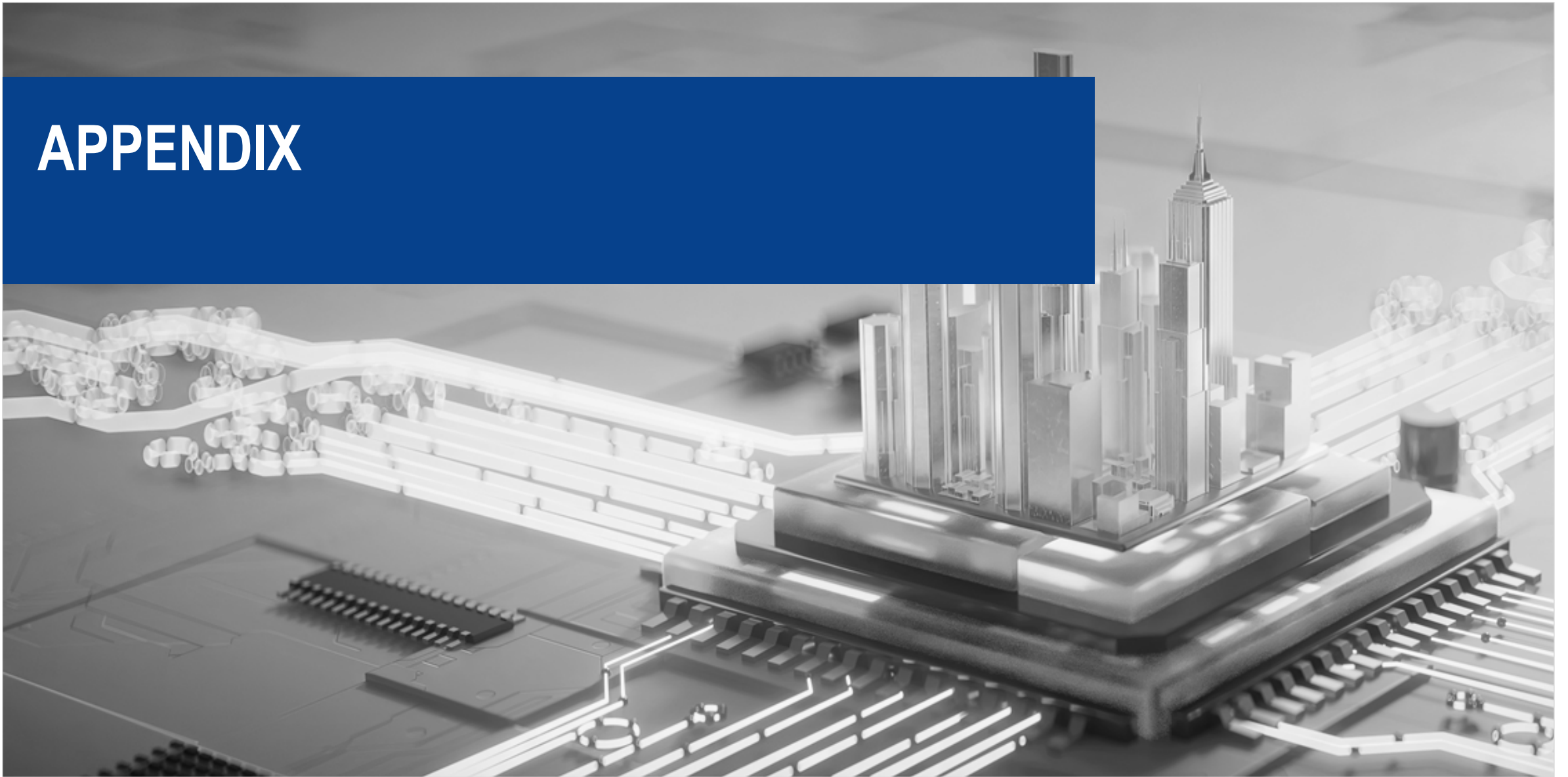
\*10: DENSO (8.5%), TOYOTA (4.2%), CANON (0.2%), Panasonic (0.2%)

\*11: HITACHI (3.5%), MITSUBISHI (2.9%), NEC (3.9%), NEC shares includes shares held by Custody Bank of Japan held as NEC's pension and severance payments Trust Account.

\*12: DENSO (8.6%), TOYOTA (4.2%), CANON (0.2%), Panasonic (0.2%)



# APPENDIX



# CORPORATE GOVERNANCE

## Board of Directors



**Hidetoshi Shibata**

Chairman of the Board  
Representative Director,  
President and CEO

- **Jiro Iwasaki**, Outside Director (Lead Independent Director)
- **Selena Loh LaCroix**, Outside Director
- **Noboru Yamamoto**, Outside Director
- **Takuya Hirano**, Outside Director

## Nomination Committee

- **Jiro Iwasaki** (Committee Chairman)
- **Selena Loh LaCroix**
- **Noboru Yamamoto**
- **Takuya Hirano**

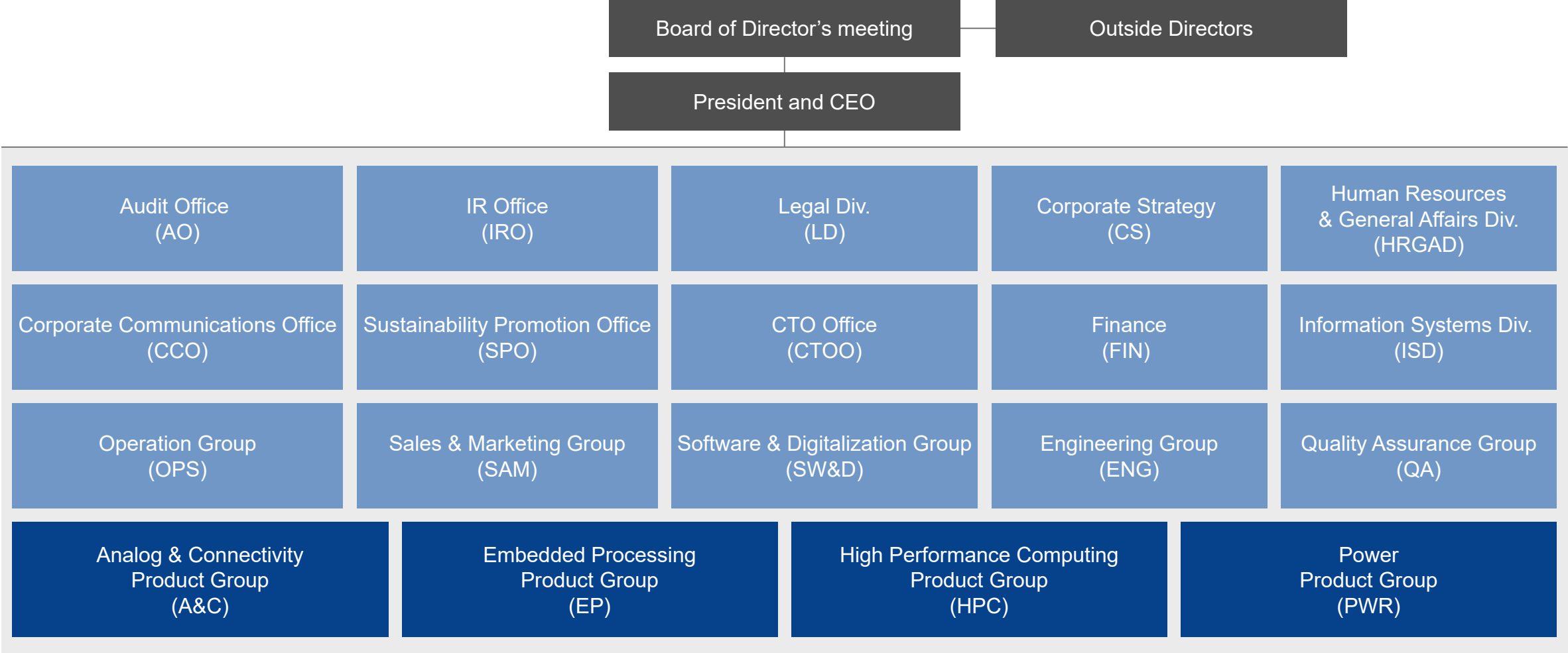
## Auditors

- **Kazuki Fukuda**, Corporate Auditor (full-time)
- **Kazuyoshi Yamazaki**, Outside Corporate Auditor (part-time)
- **Tomoko Mizuno**, Outside Corporate Auditor (part-time)
- **Miya Miyama**, Outside Corporate Auditor (part-time)

## Compensation Committee

- **Selena Loh LaCroix** (Committee Chairman)
- **Hidetoshi Shibata**
- **Noboru Yamamoto**
- **Tomoko Mizuno**

# ORGANIZATION



# GLOBAL MANUFACTURING NETWORK

- 12 manufacturing facilities in Japan, China, Southeast Asia, and the US
- Global partners such as TSMC and GLOBALFOUNDRIES





# COMPANY DATA

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Company Name	Renesas Electronics Corporation
Headquarters	TOYOSU FORESIA, 3-2-24 Toyosu, Koto-ku, Tokyo 135-0061, Japan
Capital Stock	153,209 million yen (As of December 31, 2023)
Established	November 1, 2002 (Started Operation on April 1, 2010)
Major Operations	Research, development, design, manufacture, sale, and servicing of semiconductor products
Employee	21,204 (Consolidated, as of December 31, 2023)
Representative Director	Hidetoshi Shibata, Representative Director, President and CEO
Stock Code	Tokyo Stock Exchange, Prime Market (Since July 24, 2003, TSE:6723)
Website	www.renesas.com



The image features the Renesas logo in a bold, blue, sans-serif font, centered horizontally. The background is a grayscale, isometric illustration. On the right side, a cluster of modern skyscrapers, including one with a pointed top, rises from a base that resembles a microchip or a circuit board. To the left of the logo, there are stylized, rounded shapes representing trees or bushes. The entire scene is overlaid on a grid pattern, suggesting a technical or architectural theme.

**RENESAS**