GLOBAL HUMAN RESOURCES STRATEGY
RENESAS: THE POPULATION HR SUPPORTS

- 21,000+ Employees
- 25+ Countries
- 125+ Office Locations
RENESAS HR: OUR CONTEXT

Highly Complex Business
Globally Dispersed
Changing Environment

HR Function a key enabler of future growth

2030 ASPIRATION
Top 3
$20+ bn
6x

Embedded semi solution suppliers
Revenue
Market cap vs 2022
STRUCTURING HR FOR THE FUTURE

Before
- Regional / Country
- Generalist
- Complex
- Culture Important

After
- Global
- Specialist
- Simplified & Automated
- Culture Embedded
STRATEGIC PRIORITIES

Enable Business Growth & Expansion
- Manager effectiveness
- M&A
- Organizational Effectiveness
- Strategic Workforce Planning

Operational Excellence
- Simplification
- HR Technology
- HR Transformation

Talent Engagement
- Reward Strategy
- Talent Acquisition
- Workforce Mobility
- Diversity

HR Strategy
- Enable Business Growth & Expansion
  - Talent Engagement – Attract, Engage, Reward & Retain Talent
OUR CULTURE

Simplification

Embed Culture

Enable Flexibility
EMBEDDING CULTURE

Engaging Communications

Embedding in Employee Lifecycle

Enhancing Capability

ASKING GOOD QUESTIONS

Join Julie and Toshi as they discuss the power of critical thinking and asking good questions when approaching tasks. What is a good question?

CULTURE – TAGE

What is a TAGE Mindset?

Our goal is to embed TAGE in everything we do. A TAGE mindset is a way of thinking and an approach to work that reflects the TAGE elements. Use the statements below as a guide to approaching tasks and decisions in your everyday work.

Transparent

- Cultivate openness by sharing information, within the bounds of discretion, to help others make good decisions
- Align frequently, cut keep others informed
- Give honest feedback with positive intent
- Avoid issues in the best interests of Renesas

Agile

- Willingness to change ideas based on new information
- Adapt quickly to changing circumstances and ambiguity with resilience
- Willing to work with 'messy' but not disinformation to move with speed and ensure connected real time
- Able to work in a 'rapid iteration' agile by sharing work and having others join in
- Reflect frequency and recognize when it's right to change course

Global

- Develop insight into the environment in which Renesas is operating and take ideas to be learned from other cultures
- Use language that is easy to understand
- Listen to the voices of our diverse stakeholders
- Harness the knowledge of our colleagues globally
- Take time to prepare your communications

Innovative

- Challenge outdated assumptions and processes, and jump start creative ideas
- Take measured risks and not be afraid to fail
- Lead and champion new ideas
- Try new ways of working by learning from peer experiences and incorporating insights from peers

Entrepreneurial

- Keep overall company purpose in mind
- Be accountable and take responsibility for novel care about the outcome
- Be alert to emerging issues and trends
- Undertake and evaluate the commercial impact of ideas and initiatives
- Acknowledge constraints and work to problem-solve to overcome obstacles
FLEXIBILITY

Increase Flexibility

Heighten Engagement

Increase Productivity

What is Focus Fridays at Renesas?
During the month of August, all employees companywide will be encouraged to not book meetings on Fridays 12th, 19th and 26th. This practice enables you to engage in focused work for a full day and boost efficiency.

Why has Renesas introduced this initiative?
We have introduced this initiative to create space for you to plan “meeting free” days with Focus Fridays in August. We hope this initiative will help employees to focus on their wellbeing, provide flexibility and allow them to plan for the week ahead.

Tips for how you can maximise Focus Fridays

EMPLOYEES
- Plan ahead
  - Avoid scheduling meetings on Fridays in August
- Move meetings
  - Revisit schedule to see if other days will work
- Challenge the norm
  - Set aside time for tasks that require more thinking or pairs of a different task that needs
- Keep flexible
  - Be open to spontaneous calls as needed
- Take a break
  - Do a walk, team lunch with family or friends

LEADERS
- Be proactive
  - Encourage your teams to create space for groups
- Role model
  - Over your day of meetings, so your team does not feel
- Offer support
  - Help teams understand when calls can be performed or rearranged
- Keep flexible
  - Set clear expectations that spontaneous calls are welcome

On Friday 12th August, we are having a “Renesas Day.”
On this day, we ask you not to work unless it is absolutely necessary. Please see FAQ documents or speak with your local HR contact for more information.
FLEXIBILITY – REMOTE WORKING ABROAD

- 2,092 Nationality & Destination Combinations
- 60 Employees Booked Week 1
- 30 Days To Work Remotely
DIVERSITY

- Talent Acquisition
- Talent Engagement & Retention
- Inclusion
TALENT MOBILITY

- Increasing Internal Mobility
- Career Pathing
- Global Mobility

Enabling Talent Mobility

- Awareness
- Technology
- Sponsorship
- Mobility
The 2023 Global Renesas Culture Survey was conducted in May 2023

20,645 (92%) response; 4,448 comments

**TAGIE Strengths**
- Transparent
- Entrepreneurial

**TAGIE Opportunities**
- Agile
- Global
- Innovative

**TAGIE Progress**
- 69% felt ‘TAGIE has improved in the last 12 months’

**Engagement Opportunities**
- Employee experience
  - Well-Being
  - Collaboration
3 GLOBAL PRIORITIES

**Global**

- Global connection & collaboration
  - Acquisition integrations
  - Nomenclature changes
  - Collaborative workspaces

**Employee Experience**

- Improving our employee’s experience
  - Mobility between teams and cross borders
  - Well Being support and site activities
  - Simplification

**Talent Density**

- Increasing proportion of high performing talent
  - Employee Value Proposition (EVP)
  - Focused talent acquisition
  - Manager capability
TAKING ACTION

Distributed Accountability enables empowerment and personalization of action taking

Global Priorities

Executive Leaders
- Sponsorship of Global Priorities

Site Leaders
- Ensuring local feedback is actioned and communicated with Site / Country

Team Managers
- Taking team based action to align to global priorities

All Employees
- Bring TAGIE to life in everyday work.

HR Enablement
SUMMARY

- Structured for the future
- Prioritizing for impact
- Enabling the exciting new journey
THANK YOU
(FORWARD-LOOKING STATEMENTS)

The statements in this presentation with respect to the plans, strategies and forecasts of Renesas Electronics and its consolidated subsidiaries (collectively "we") are forward-looking statements involving risks and uncertainties. Such forward looking statements do not represent any guarantee by management of future performance. In many cases, but not all, we use such words as “aim,” “anticipate,” “believe,” “continue,” “endeavor,” “estimate,” “expect,” “initiative,” “intend,” “may,” “plan,” “potential,” “probability,” “project,” “risk,” “seek,” “should,” “strive,” “target,” “will” and similar expressions to identify forward looking statements. You can also identify forward-looking statements by discussions of strategy, plans or intentions. These statements discuss future expectations, identify strategies, contain projections of our results of operations or financial condition, or state other forward-looking information based on our current expectations, assumptions, estimates and projections about our business and industry, our future business strategies and the environment in which we will operate in the future.

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