PLAYBOOK TO DRIVE REVENUE GROWTH

**Deeper**
Sell more to same customers

**Broader**
Sell to more customers
New customer acquisition

Solution & Block diagram selling

Analog + Power + Embedded Processing + Connectivity

Diversification of Revenue base
OUR EXECUTION MODEL

- **Digital becomes a sales channel**
- **UX & Customer enablement**
- **SW monetization**

- **Grow at same customers**
  Win share at Strategic customers in 4 focus verticals by winning more $ content per board

- **Grow at more customers**
  Duplicate success from one customer to other one and key strategic vertical customers to other customers in each segments

- **New customer acquisition**
- **Seed new innovative technologies to emerging segments**

**Vertical sales**

- **Deeper**
- **Broader**

- **New ! Acceleration lane**
- **Regional sales**

**Verticals**

- Automotive
- Industrial
- Infrastructure
- IoT

**Mass Market**

**Vertical sales**

**Regional sales**
2023 SALES & MARKETING PRIORITIES

One Global Sales & Marketing Team being and held accountable to delivering results

- Organization development & scaling to enable the future
- Execution on our Go-To-Market model for consistent growth
- Accountability to deliver results in 2023, ready for 2030
# BETTER TOGETHER: ONE GLOBAL SALES & MARKETING

<table>
<thead>
<tr>
<th>Organization development to enable the future</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Solution and Cross Selling</strong></td>
</tr>
<tr>
<td>Selling all Renesas products to all customers – regional and vertical-leveraging winning combination and block diagram selling</td>
</tr>
<tr>
<td><strong>One Sales Operations &amp; Digital Communications</strong></td>
</tr>
<tr>
<td>For more efficiency to enable better agility and execution for faster growth</td>
</tr>
<tr>
<td><strong>One Regional Sales &amp; Distribution Team</strong></td>
</tr>
<tr>
<td>Continuing to increase customer base and enabling customer expansion in Automotive and adjacent segments</td>
</tr>
<tr>
<td><strong>One Technical Team</strong></td>
</tr>
<tr>
<td>Catapulting system &amp; solutions to the next level with more in depth system</td>
</tr>
</tbody>
</table>

Focused on revenue growth acceleration

$20B+$
## WINNING COMBO: A SYSTEM SELLING JOURNEY

<table>
<thead>
<tr>
<th>Industry</th>
<th>IoT</th>
<th>Infrastructure</th>
<th>Automotive</th>
<th>Broad market &amp; Key tech</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Industrial" /></td>
<td><img src="image" alt="IoT" /></td>
<td><img src="image" alt="Infrastructure" /></td>
<td><img src="image" alt="Automotive" /></td>
<td><img src="image" alt="Broad market &amp; Key tech" /></td>
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<tr>
<td>141</td>
<td>122</td>
<td>38</td>
<td>38</td>
<td>85</td>
</tr>
<tr>
<td>44</td>
<td>47</td>
<td>7</td>
<td>3 (*in development)</td>
<td>20</td>
</tr>
</tbody>
</table>

As of 1Q 2023
SOLUTION FOCUS – WINNING COMBO

Cumulative count

- 2019: 101
- 2020: 203
- 2021: 333
- 2022: 434
- 2023: 500

D-in LTV*1

- 2019: 1%
- 2020: 8%
- 2021: 17%
- 2022: 29%
- 2023: 50%

*1: Calculated only analog products for HPCSG in 2020, Calculated at 1USD=100JPY for EPSG
VERTICAL SALES STRATEGY

Infrastructure
$10B

IoT
$13B

Industrial
$10B

Automotive

<table>
<thead>
<tr>
<th>Region</th>
<th>SAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>$4.9B</td>
</tr>
<tr>
<td>EMEA</td>
<td>$8.5B</td>
</tr>
<tr>
<td>AMEC</td>
<td>$7.5B</td>
</tr>
<tr>
<td>China</td>
<td>$10B</td>
</tr>
<tr>
<td>APAC</td>
<td>$3.5B</td>
</tr>
</tbody>
</table>

Source: Renesas estimation
REGIONAL STRATEGY: MORE SIGNIFICANT CUSTOMERS

- Assigned focus accounts
- Mass market target accounts
- Rest of market

Renesas Sales & Distribution
+ Cross sell everywhere

Deeper

Target 1,500
800+ accounts worldwide

Broader

2,500+ accounts worldwide
10,000+ accounts worldwide

Web & Distribution
ONE TECHNICAL TEAM TO ENABLE BEST SUPPORT

In-depth system understanding -> Winning Combo solutions

Vertical Segment Sales & FAE

“system experts”

System & Solutions Team

“winning combo for everyone”

Regional Sales & FAE

“system selling for all customers”

Easy to sell/optimized UX necessity
D-IN TREND: DELIVERING RESULTS TO ENABLE 2030

By Vertical

<table>
<thead>
<tr>
<th>Year</th>
<th>Industrial</th>
<th>Auto</th>
<th>Infra</th>
<th>IoT</th>
<th>Mass market</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>19%</td>
<td>19%</td>
<td>19%</td>
<td>19%</td>
<td>19%</td>
<td>52%</td>
</tr>
<tr>
<td>2022</td>
<td>20%</td>
<td>19%</td>
<td>20%</td>
<td>19%</td>
<td>20%</td>
<td>52%</td>
</tr>
<tr>
<td>2023 Target</td>
<td>19%</td>
<td>19%</td>
<td>20%</td>
<td>19%</td>
<td>20%</td>
<td>52%</td>
</tr>
</tbody>
</table>

By Product type

<table>
<thead>
<tr>
<th>Year</th>
<th>Embedded processing</th>
<th>Analog &amp; Power</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>19%</td>
<td>19%</td>
<td>38%</td>
</tr>
<tr>
<td>2022</td>
<td>20%</td>
<td>20%</td>
<td>40%</td>
</tr>
<tr>
<td>2023 Target</td>
<td>20%</td>
<td>20%</td>
<td>40%</td>
</tr>
</tbody>
</table>

CAGR

- Industrial: 20%
- Auto: 19%
- Infra: 20%
- IoT: 19%
- Mass market: 52%

CAGR

- Embedded processing: 25%
- Analog & Power: 28%
OPPORTUNITY TO GO FOR $20B+ REVENUE

Broader and deeper customer base
More customers buying more from Renesas directly, indirectly but also digitally

x-SG cross selling
More / All Renesas products to all customers, Automotive, Industrial, Infrastructures and IoT

Reducing design barrier for customer
Enabling customer to design better and faster their system and create loyalty
X-SG CROSS D-IN TREND

(oku yen)

2021 2022 2023 Target

Embedded processing: MCU+SoC
Analog & Power: including connectivity

CAGR

282%

143%
ADVANCING OUR DIGITAL SUCCESS

Digital Experience
Speed online customer success

Data & Intelligence
Use data to better serve customers
RENESAS.COM ENHANCEMENTS

Design and functional improvements
Engineering community
Online store
Interactive block diagrams

2x website visits
2x web team size
58,000 participants
3,500 products

New!

Coming soon

Dynamically generated parts list to launch on new Winning Combos pages.
CHIP TO CLOUD ECOSYSTEM: SIMPLIFYING THE DESIGN PROCESS

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Test what we have built</td>
</tr>
<tr>
<td>2</td>
<td>Bring SW before HW</td>
</tr>
<tr>
<td>3</td>
<td>Turn imagination into reality</td>
</tr>
<tr>
<td>4</td>
<td>Get everything you need: Go beyond Renesas</td>
</tr>
<tr>
<td>5</td>
<td>Remote Debugging, Schematic &amp; layout generation</td>
</tr>
</tbody>
</table>

Ensure risk mitigation and faster time to market in system development
QC-IoT & QC-STUDIO: ACCELERATE YOUR DESIGN CYCLE

Quick-Connect Studio

Generate Project & Import directly to E2Studio

Quick-Connect IoT

Reduce risk by testing system HW & SW before committing
SUMMARY: HOW DO WE DRIVE CONSISTENT LONG TERMS GROWTH

Our Deeper and Broader execution playbook for growth is based on increasing content per customer and selling to more customers leveraging winning combinations.

The x-SG cross selling represents a significant opportunity to accelerate growth in our 4 key vertical segment and regional sales expansion.

Investing to enable our customers more and more digitally to create loyalty through ease of use and reduced design barrier.
(FORWARD-LOOKING STATEMENTS)

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