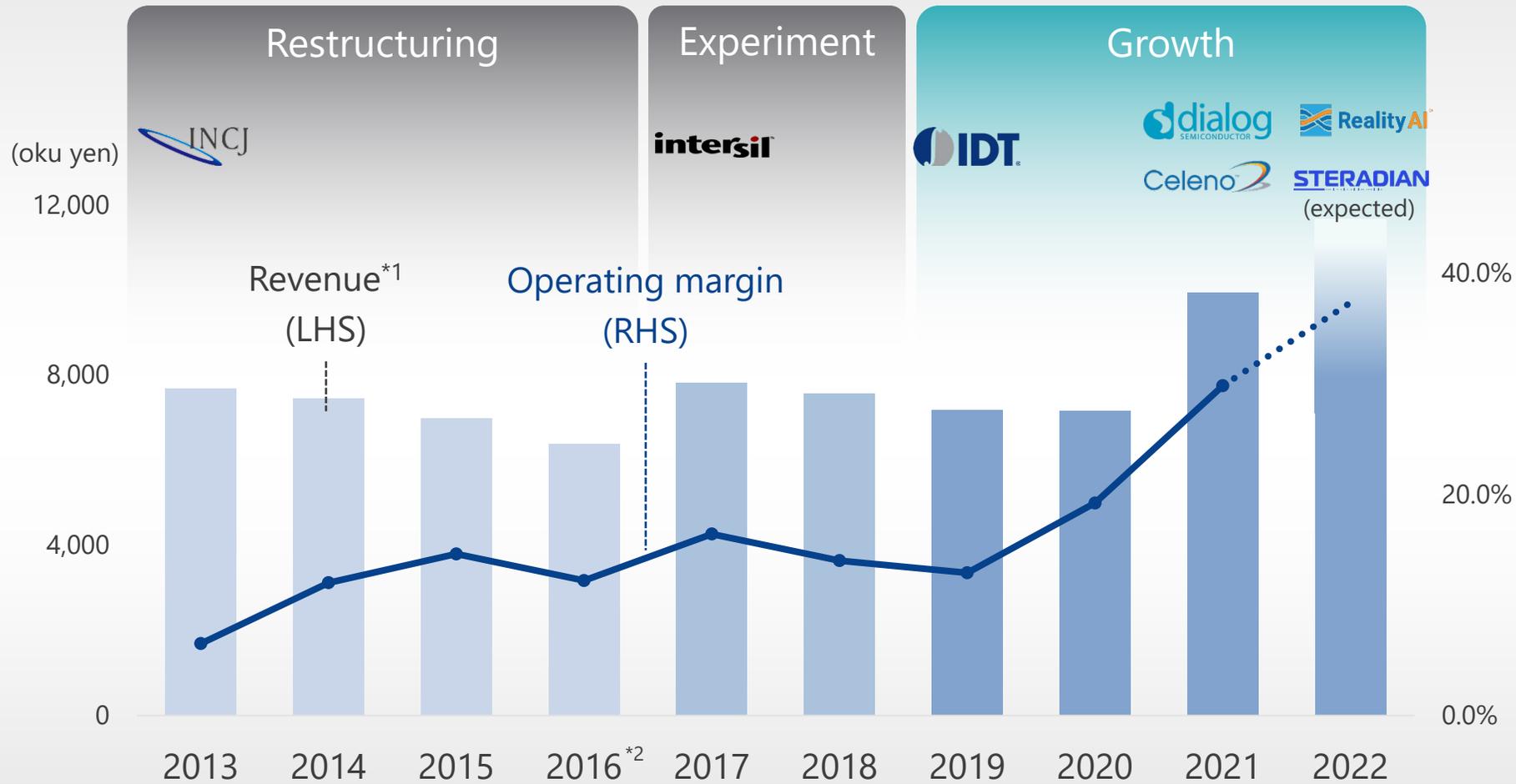


PROGRESS UPDATE

SEPTEMBER 28, 2022

HIDETOSHI SHIBATA
CEO, RENESAS ELECTRONICS CORPORATION

OUR JOURNEY



Revenue

+17.7% CAGR

2019 – 2021

Operating margin

+16.9 pts

2019 – 2021

Market cap

3.2x^{*3}

2019 – 2022 YTD

*1: JGAAP/Non-GAAP in 2013 to 2017, IFRS/Non-GAAP in 2018 and on. Revenue of Intersil consolidated from March 2017, IDT from April 2019, Dialog from September 2021, Celeno from January 2022
 *2: Fiscal year changed in 2016. 2015 indicates April 2015 to March 2016, and 2016 indicates January to December 2016 *3: 2019/1/4 – 2022/9/22

OUR PURPOSE

To Make Our Lives Easier
by complementing human capabilities



OUR PURPOSE

To Make Our Lives Easier

by complementing human capabilities

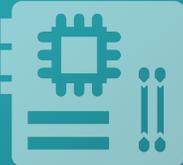


STRATEGIC AGENDA (RECAP)

More emphasis on growth



Solution focus



UX enhancement



Diversification



Fab lite



Renesas Culture



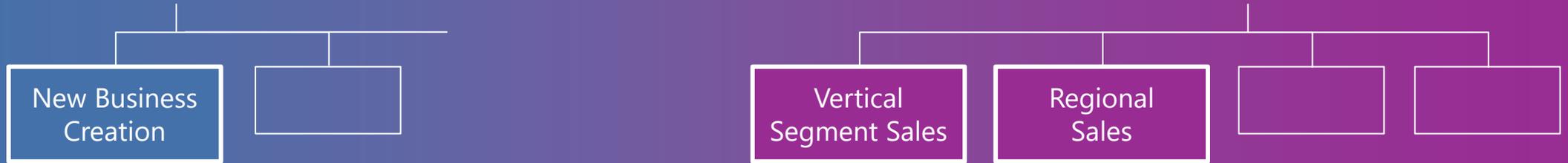
ESG



MORE EMPHASIS ON GROWTH



Organization change



D-in CAGR (2019 – 21)^{*1} except Mass market



ADAS/AD

81%



xEV

106%



E/E architecture

44%



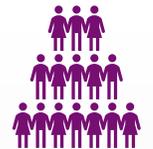
32-bit MCU & MPU

40%



Cloud & Networking

54%



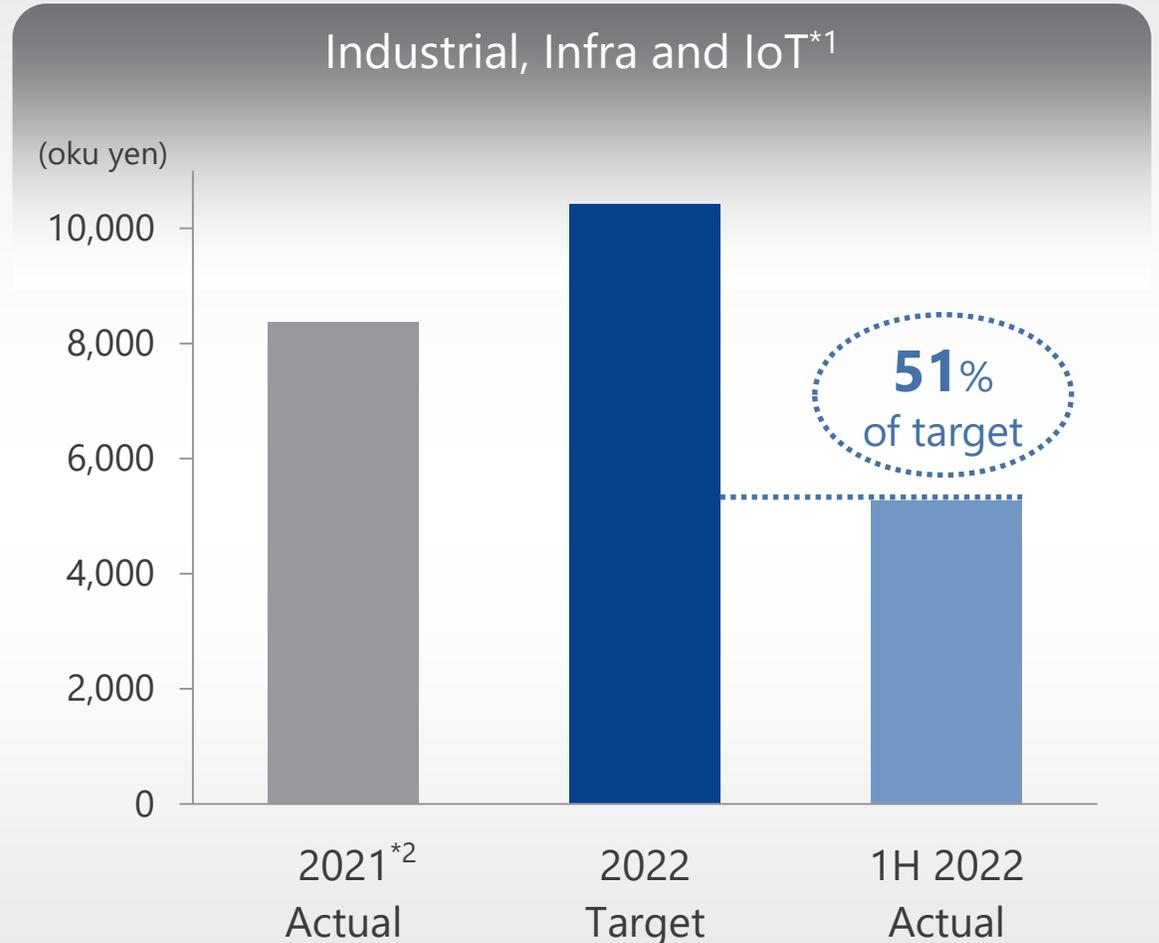
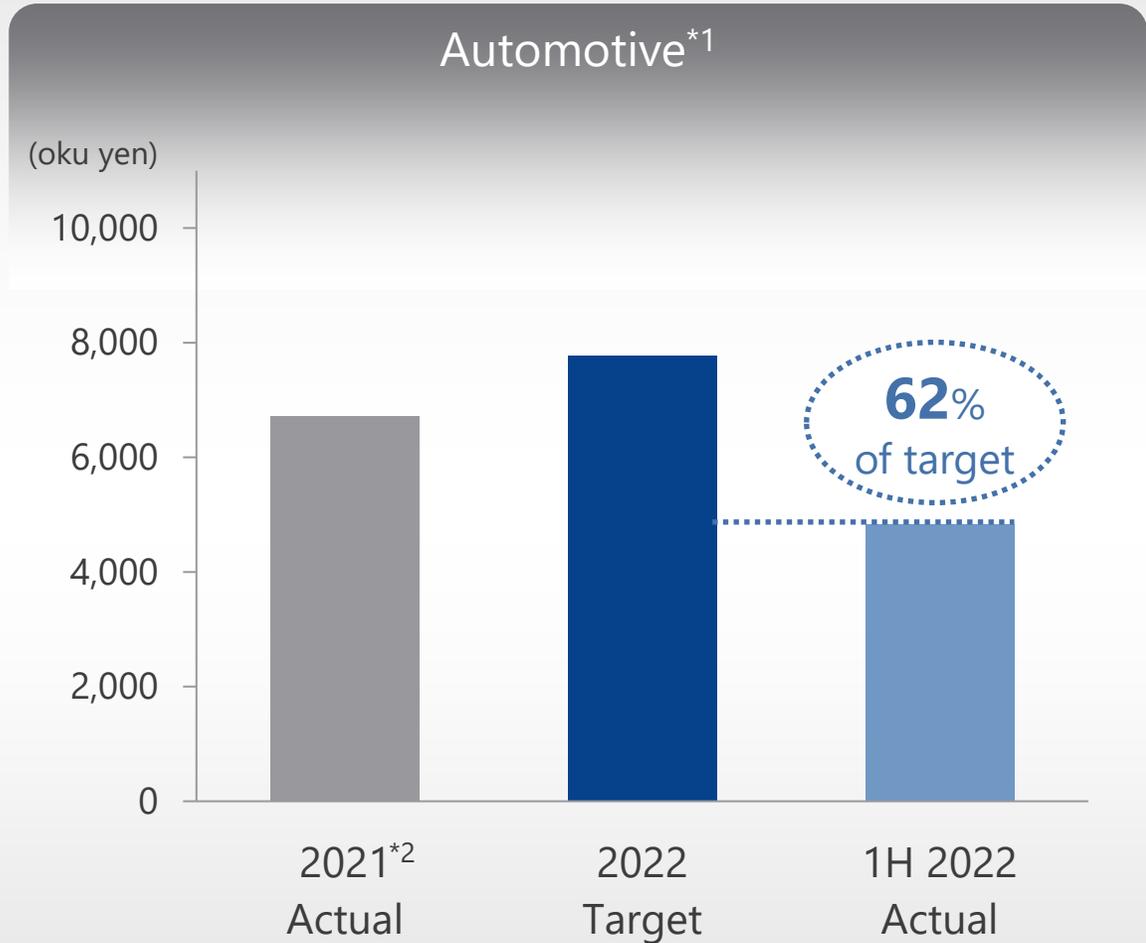
Mass market

26%

Revenue CAGR
(2020 – 22E)

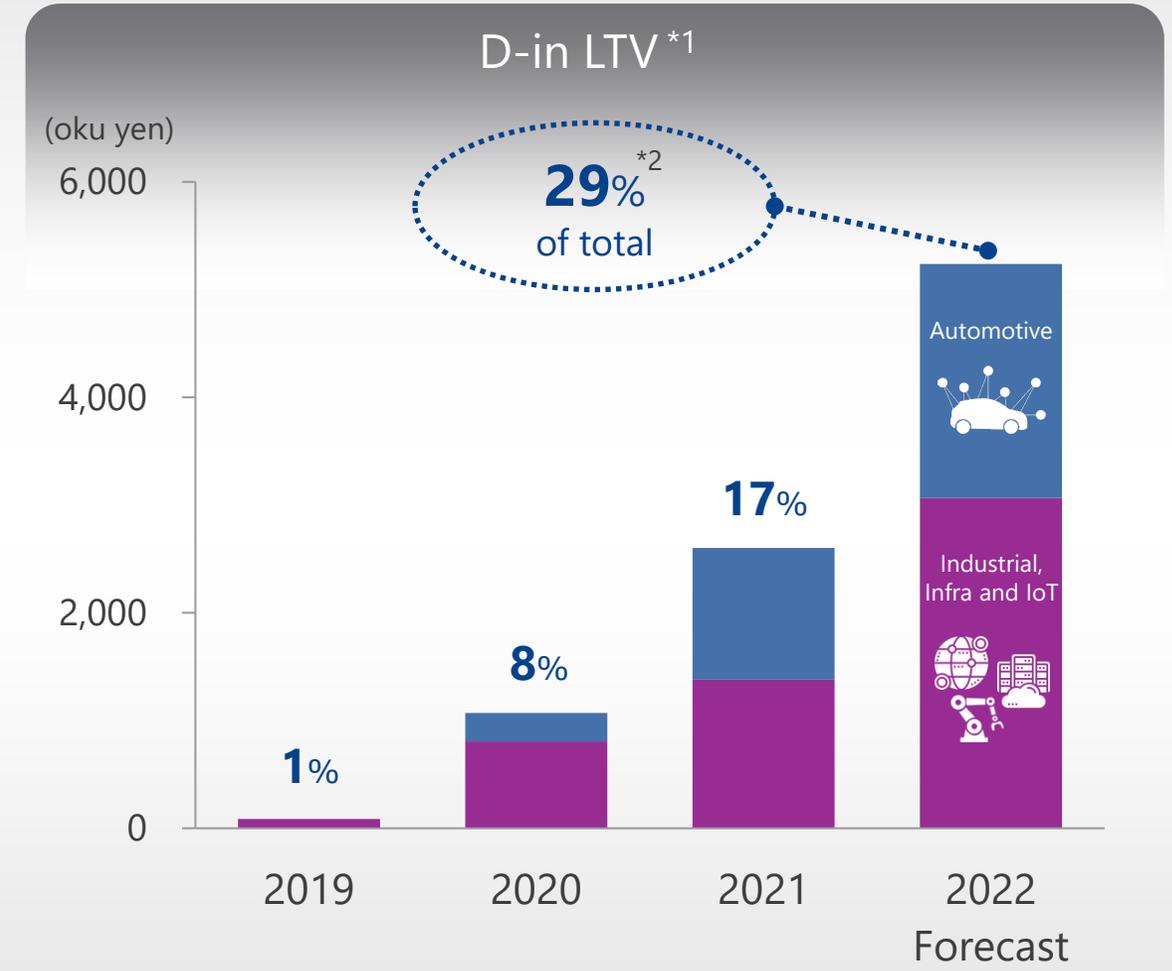
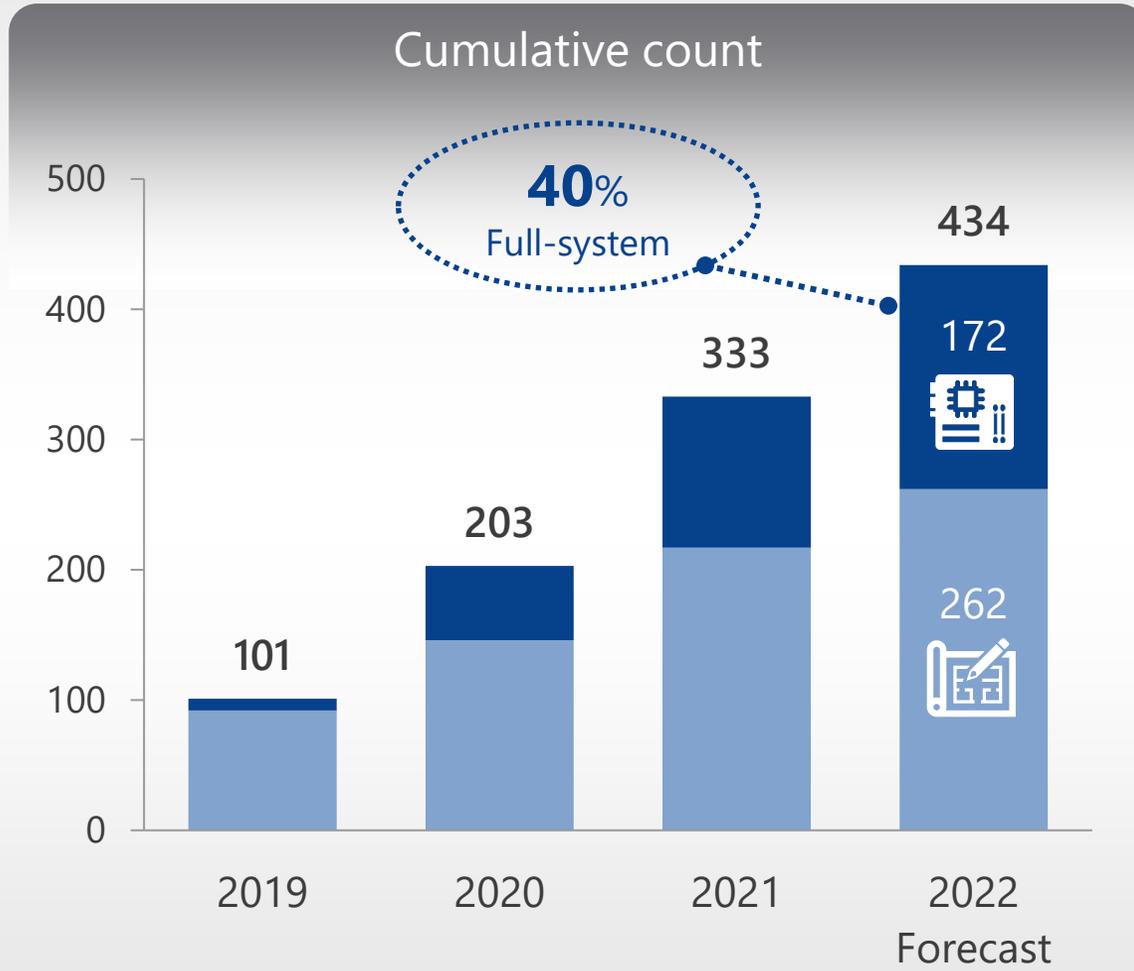
^{*1} including proforma-based IDT in 2019, including proforma-based Dialog, excluding Celeno in 2021

DESIGN-IN PROGRESS



*1: 1USD=100 JPY, 1EUR=120 JPY *2: Proforma (Dialog included, Celeno not)

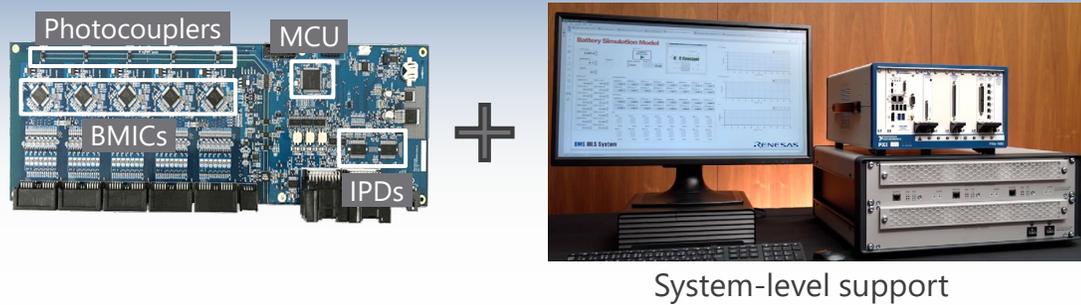
SOLUTION FOCUS – WINNING COMBO



*1: Calculated only analog products for ABU in 2020, Calculated at 1USD=100JPY for IIBU, *2: 2022 forecast for D-in LTV of winning combo / 2022 D-in target

FULL-SYSTEM SOLUTIONS

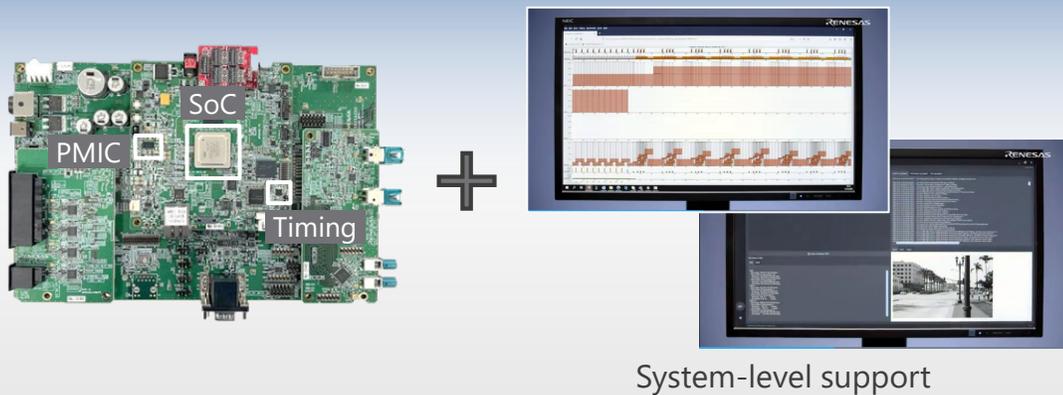
xEV / BMS



HMI / object detection → SMARC SOM



Level 2+ / 3 ADAS



Solar irrigation pump

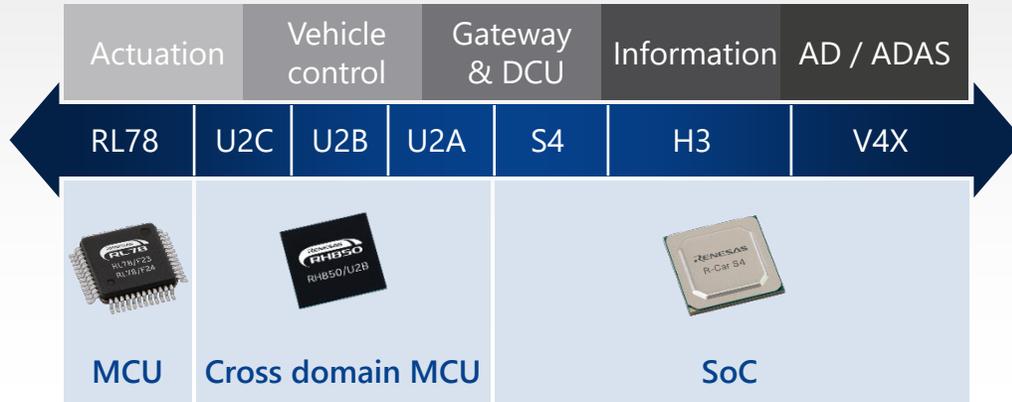


BMS: Battery Management System | SMARC: Smart Mobility ARChitecture | SOM: System On Module

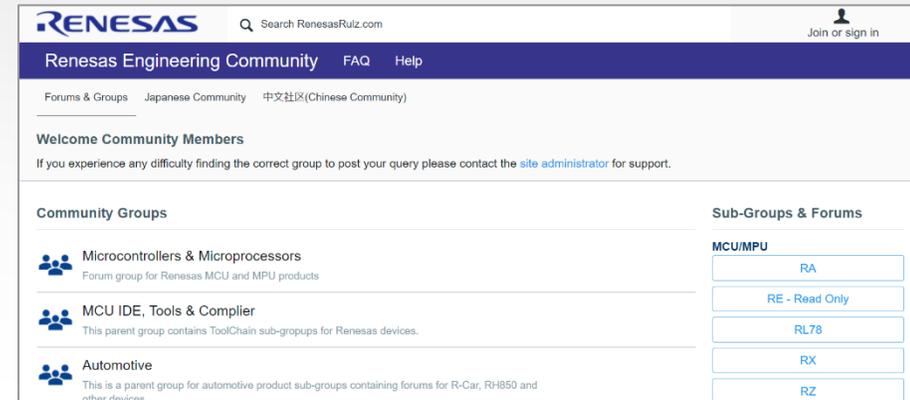
UX ENHANCEMENT



Scalable processor platform



Renesas Engineering Community



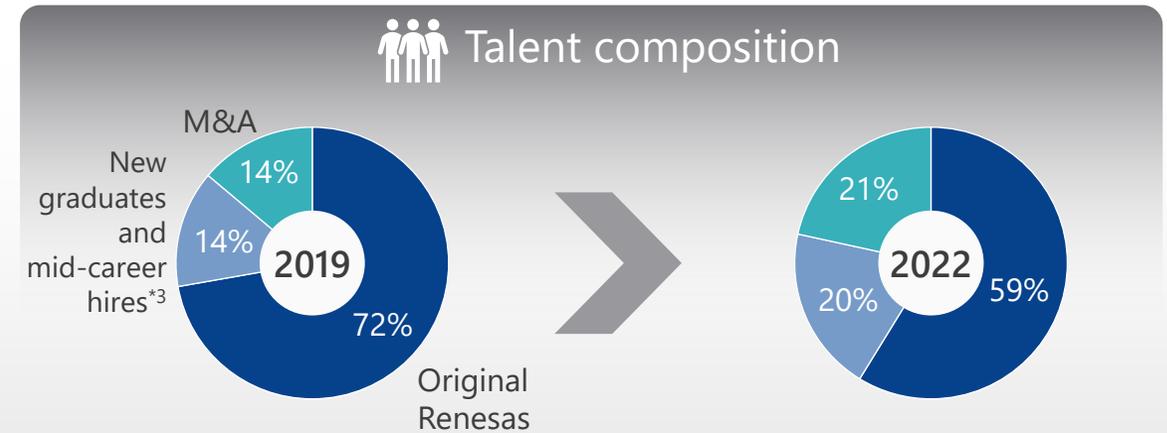
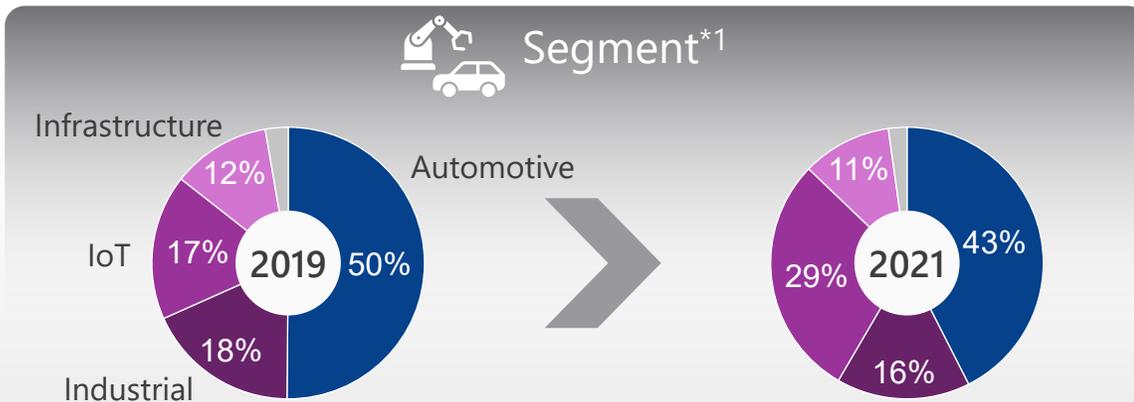
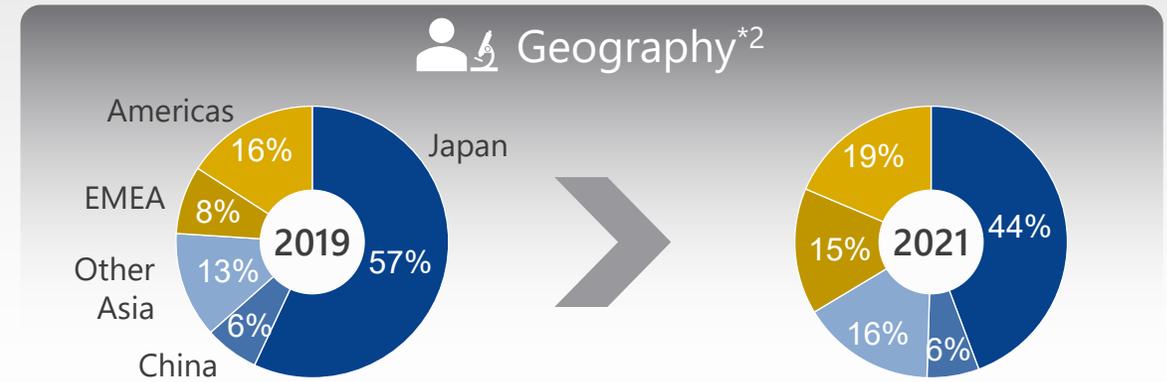
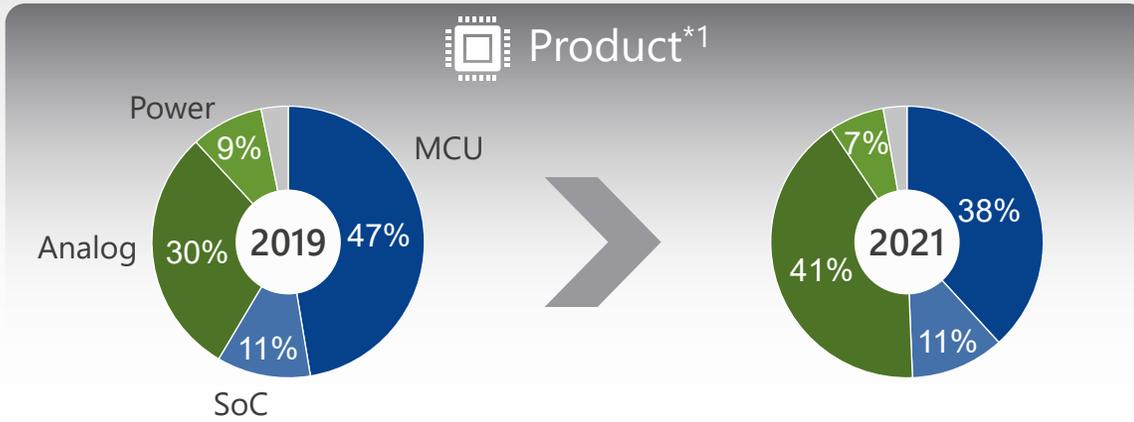
Virtual design environment



Lab on the Cloud



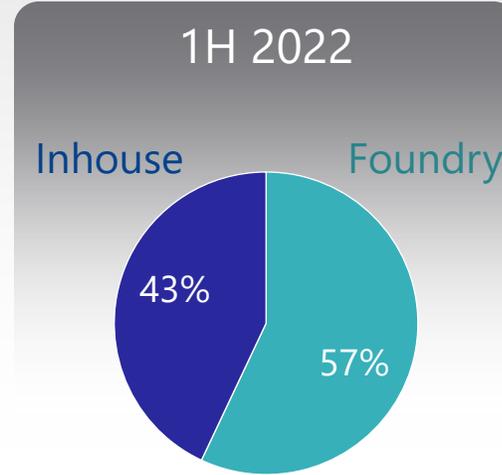
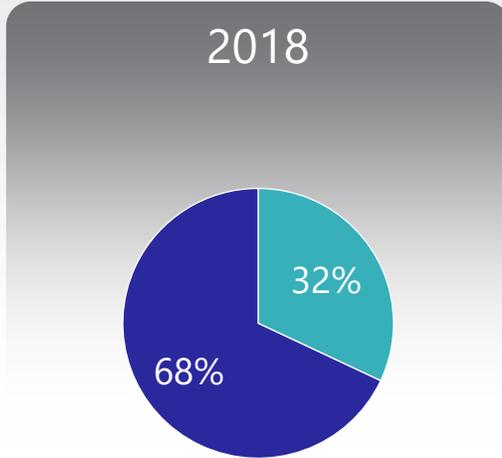
DIVERSIFICATION



*1: Revenue, Including proforma-based IDT in 2019, Including proforma-based Dialog, excluding Celeno in 2021 *2: R&D headcount *3: New graduates and mid-career hires since 2016

FAB LITE

Front-end



Advanced process

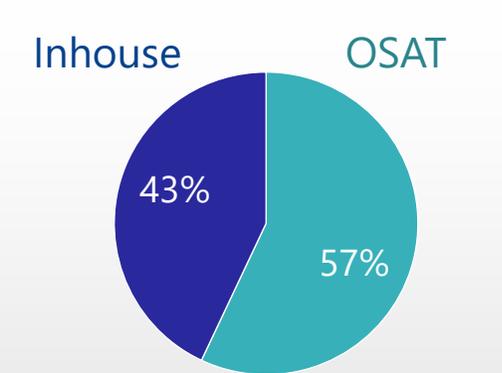
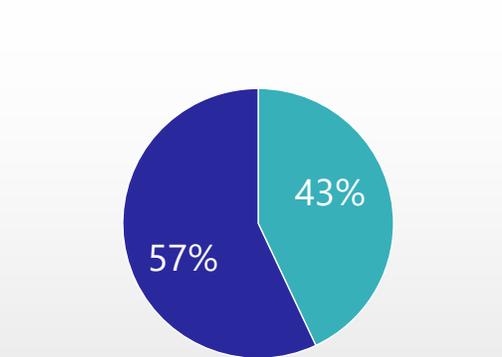
Foundry

Mature process

N3, Kawashiri & Saijo

Foundry

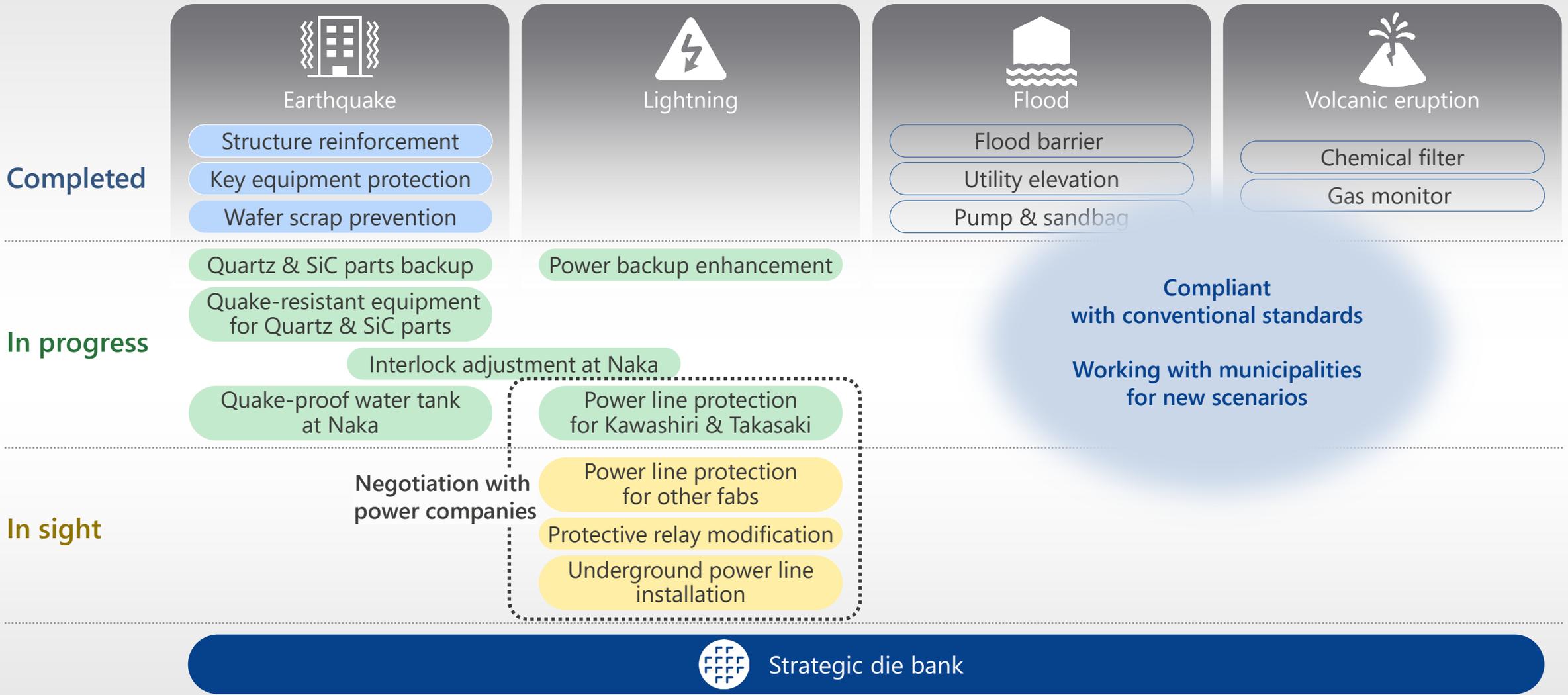
Back-end



Power discrete

K6, N2 & Takasaki

RESILIENCE



RENESAS CULTURE



TRANSPARENT

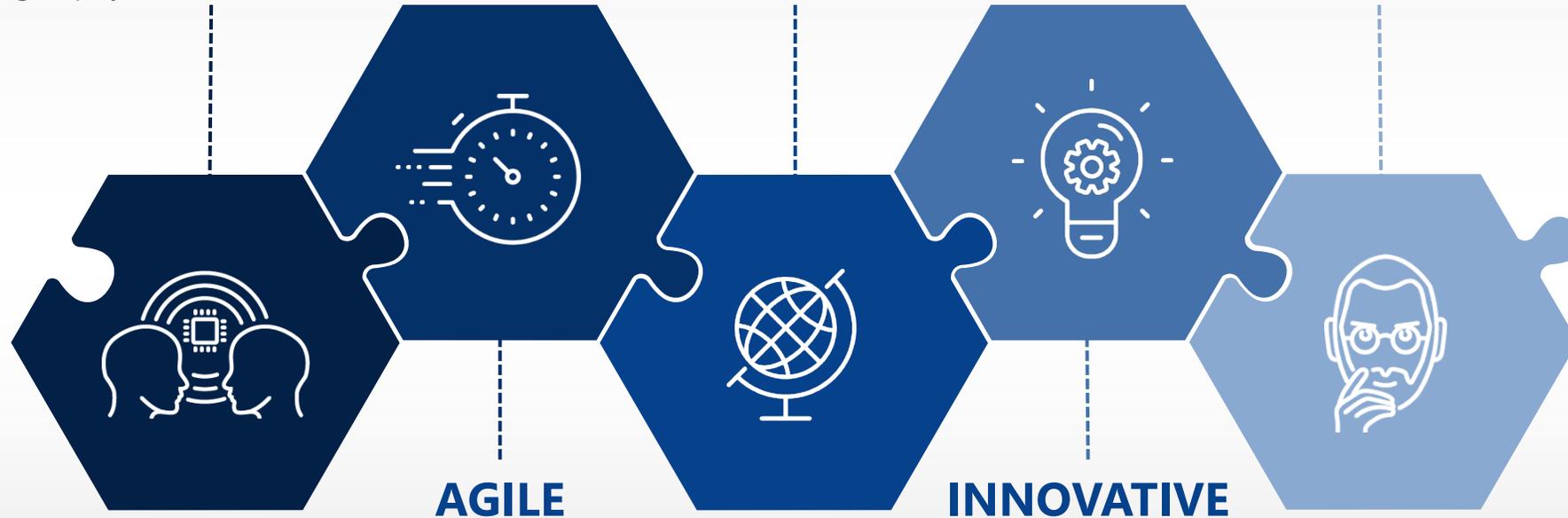
The leadership team's strategy and policy, the company's current situation, as well as the issues and thoughts of each business organization should be well understood among employees.

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.

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.



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.

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.

CULTURE SURVEY



90% response; 18,314 comments

TAGIE Strengths



High on Transparent
Emphasis on communication

TAGIE Opportunities



Low on Agile & Global

On Agile, working on:
Simplification
"Toolkit" distribution

On Global, working on:
IT integration
for easier collaboration

TAGIE Progress



61% felt
TAGIE progressed
in 12 months

Near-term Actions



Global career development
Limited opportunities

Global collaboration
Remaining challenges
in rank and file

The 2022 Global Renesas Culture Survey was conducted in April 2022

INTERNAL MOBILITY



Develop Your Career at Renesas
Explore job opportunities and accelerate your career development

What are the benefits?

EMPLOYEES

- Accelerate your career development
- Increase engagement and build internal relationships
- Develop new skills

LEADERS

- Attract and retain top talent
- Improve engagement and morale
- Increase cross-functional collaboration, reduce siloes and improve innovation

How does the process work?

- 01 Find & Apply
"Career" icon on HRS
- 02 Hiring Manager Review
- 03 Interview
- 04 Feedback & Next Steps
- 05 Transition

Who can apply?
This policy applies to all permanent employees at Renesas.

Considerations:

- Time in role
- Performance

What is the transition period?
Time before leaving "releasing team" to join the "receiving team".

Considerations:

- Individual's position
- Projects / Deadlines
- Customer requirements
- Time to fill vacancy

Philosophy

Career development

WELCOME TO YOUR CAREER AT RENESAS!

Renesas creates leading semiconductor solutions that spark innovation for a connected world, building a trusted brand we can be proud of. Talented people with strong motivation and a passion for winning can enjoy excellent career opportunities at Renesas. Renesas gives you opportunities for growth in personality and knowledge at any level of responsibility.

Join Talent Community

Search results for "engineer AND germany".

Search by Keyword: engineer
Search by Location: germany

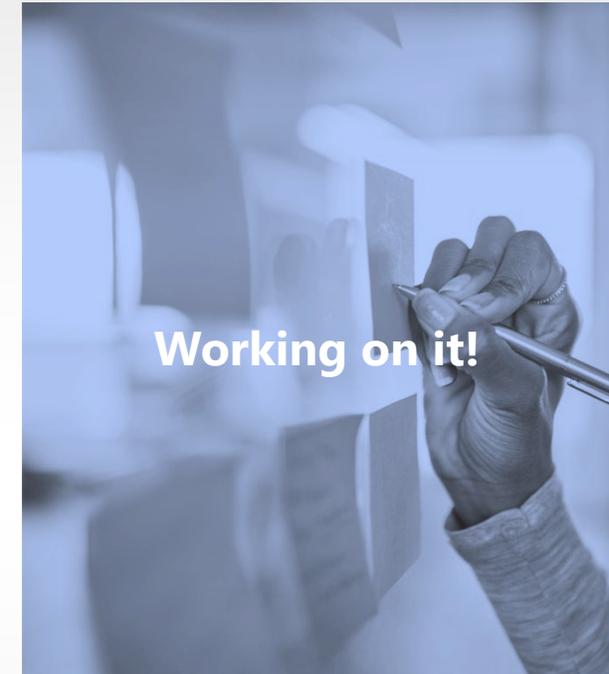
Select how often (in days) to receive an alert: 7

Results 1 - 25 of 70

Title	Location	Date
Senior Staff Field Application Engineer	Duesseldorf, DE	Aug 16, 2022
Senior Field Applications Engineer (FAE)	Munch, DE	Aug 23, 2022
Principal Analog Design Engineer (Dialog04606)	Germering, DE	Sep 6, 2022
Senior Field Applications Engineer (FAE)	Duesseldorf, DE +2 more...	Aug 31, 2022
Senior Mixed Signal Verification Engineer (Dialog05460)	Germering, DE	Sep 6, 2022
Senior Application Engineer - RZ MPUs	Munch, DE	Sep 3, 2022
Staff Application Engineer	Dresden, DE +1 more...	Sep 10, 2022
Field Applications Engineer (Fm0)	Munch, DE +2 more...	Sep 7, 2022
Engr. Process	Dresden, DE	Aug 30, 2022
Process Engineer	Dresden, DE	Sep 4, 2022

Visibility of openings

Fit to place

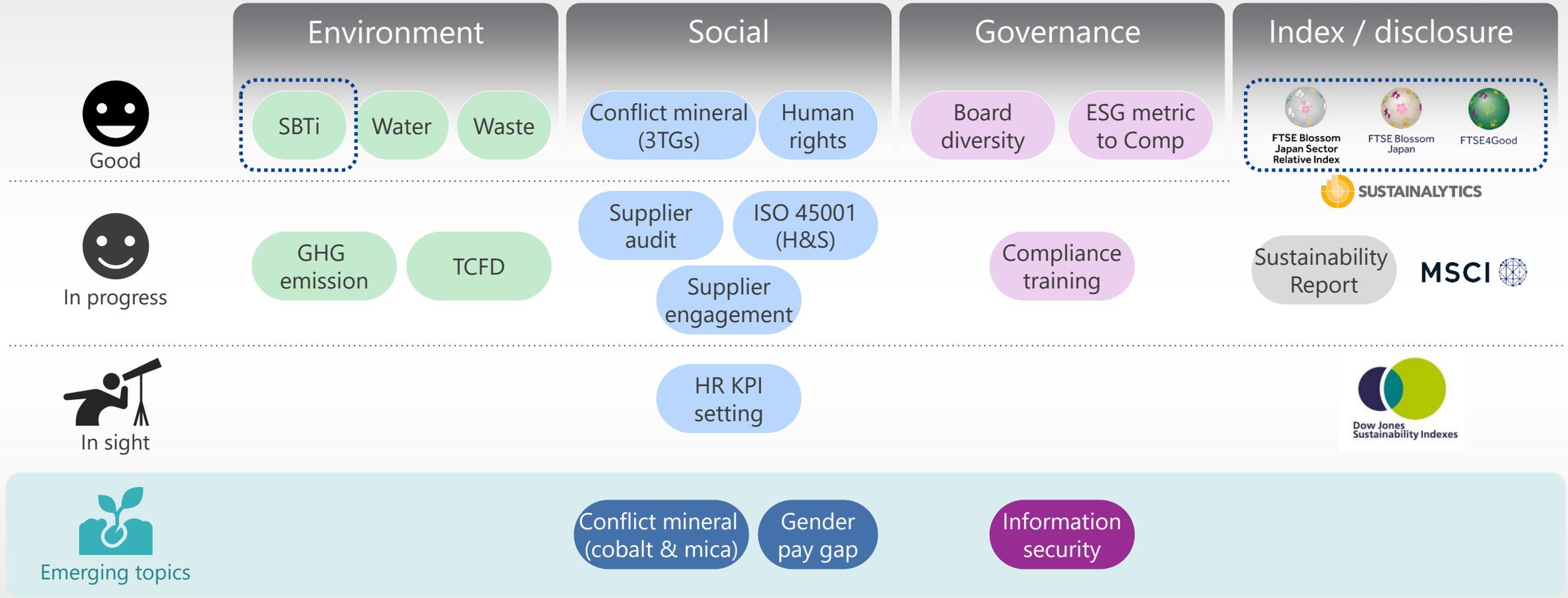


Global mobility

PROGRESS OF ESG JOURNEY



Highlights of 1H 2022



Compared to peers with MSCI ESG rating of AA or AAA

MID-TERM MODEL (RECAP)

	Automotive	Industrial, Infra and IoT		Total
Revenue	Grow @SAM	Grow @SAM++	➤	Grow @SAM+
Gross margin	≈45%	≈60%	➤	50-55%
Operating margin	20-25%	30-35%	➤	25-30%

*1: FX 1USD=100JPY, 1EUR=120JPY. Excluding 6" fab shutdown & structural reform-related EOLs. Excluding NREs

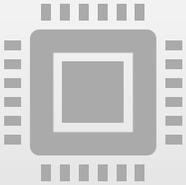
PROGRESS TO DATE

	2019	2020	2021	1H 2022	Long-term target*1			
	Adjusted*1	Adjusted*1	Adjusted*1	Adjusted*1	Total	Automotive	Industrial, Infra and IoT	
Revenue	6,204 oku yen	6,357 oku yen	8,894 oku yen	6,231 oku yen	➤	Grow @SAM+ ✓	Grow @SAM	Grow @SAM++
Gross margin	43%	48%	54%	58%	➤	50-55% ✓	≈45%	≈60%
Operating margin	12%	19%	29%	38%	➤	25-30% ✓	20-25%	30-35%

*1: FX 1USD=100JPY, 1EUR=120JPY. Excluding 6" fab shutdown & structural reform-related EOLs. Excluding NREs

2030 ASPIRATION

Top **3**



Embedded semi solution suppliers

\$20+ bn



Revenue

6x



Market cap vs 2022

ROAD TO 2030 ASPIRATION

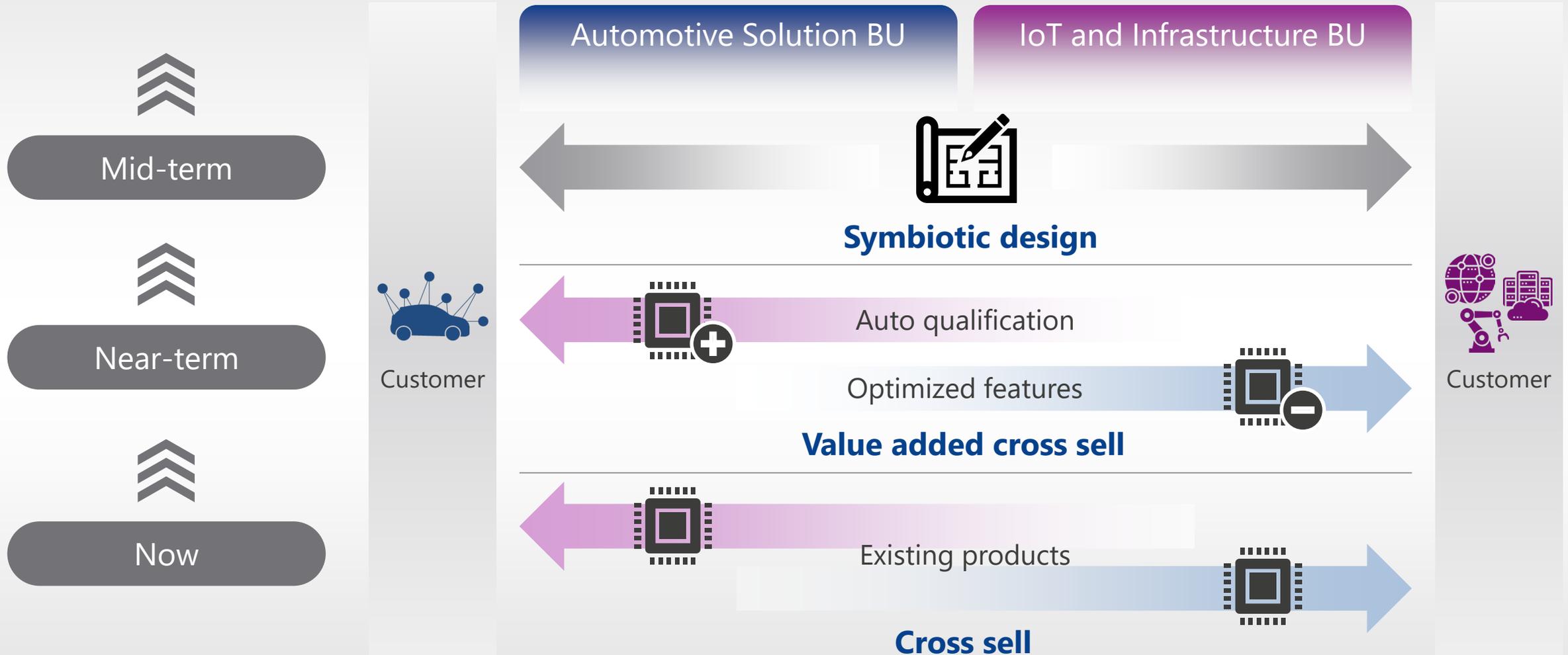


xBU collaboration



Digitalization

xBU SYNERGY – PRODUCT COLLABORATION



SUMMARY

Back on the map



Bright outlook



On to a journey to become
the engineers' destination



.... to make our lives easier



(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.



THANK YOU