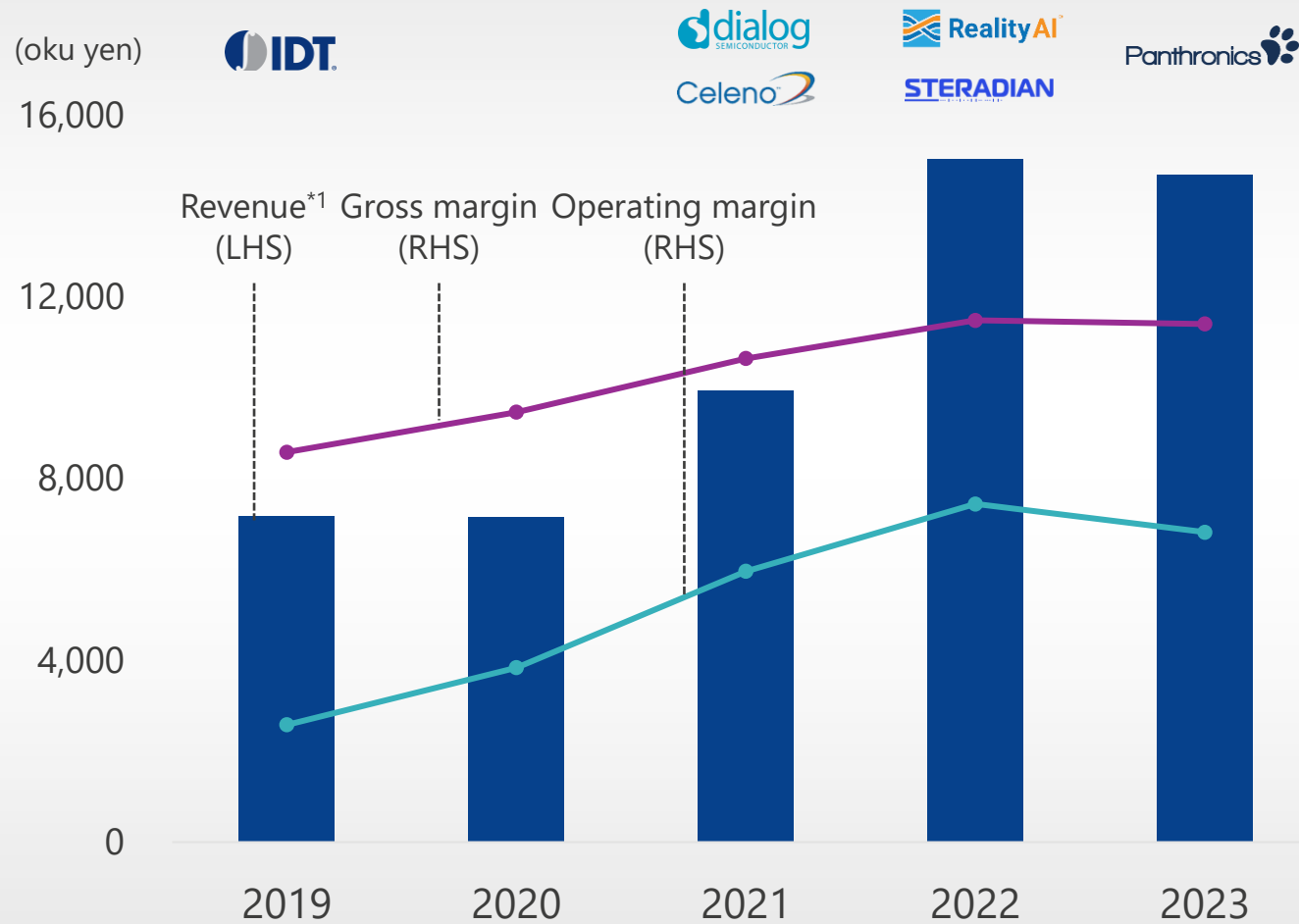


STATE OF THE COMPANY



MAY 16, 2024
HIDETOSHI SHIBATA
PRESIDENT AND CEO
RENESAS ELECTRONICS CORPORATION

OUR JOURNEY



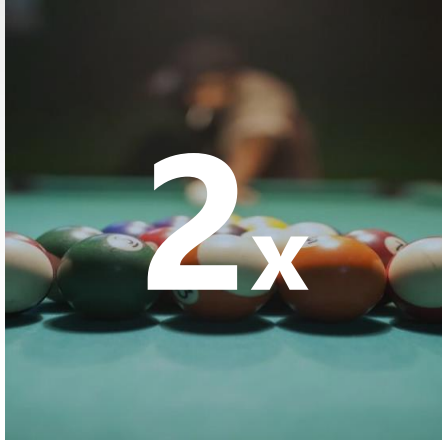
No.3 TSR
Among SOX

Nikkei 225
MSCI SUSTAINALYTICS

Kofu Factory
transphorm Altium

*1: IFRS/Non-GAAP. Revenue of IDT consolidated from April 2019, Dialog from September 2021, Celeno from January 2022

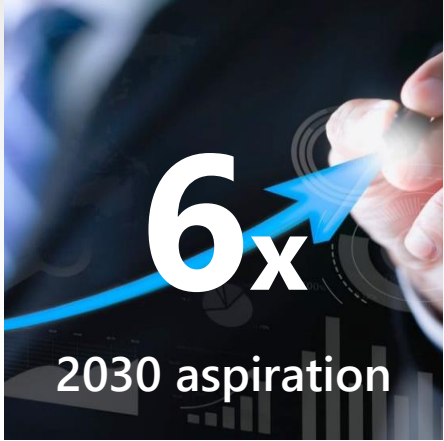
2030 ASPIRATION: 6 = 2 X 3



×



=



Execution of mid-term plan

Valuation gap-fill

Multiple expansion



Progressing



Downcycle management



INCJ exit



Scale



Index



Dividend



Digitalization

2x

As of 2023 end

SCALE



R&D

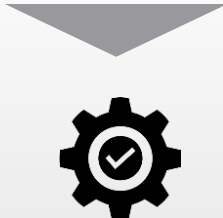
Focus on **20%*1**
Outsourcing partners



Larger strategic engagements

Operations

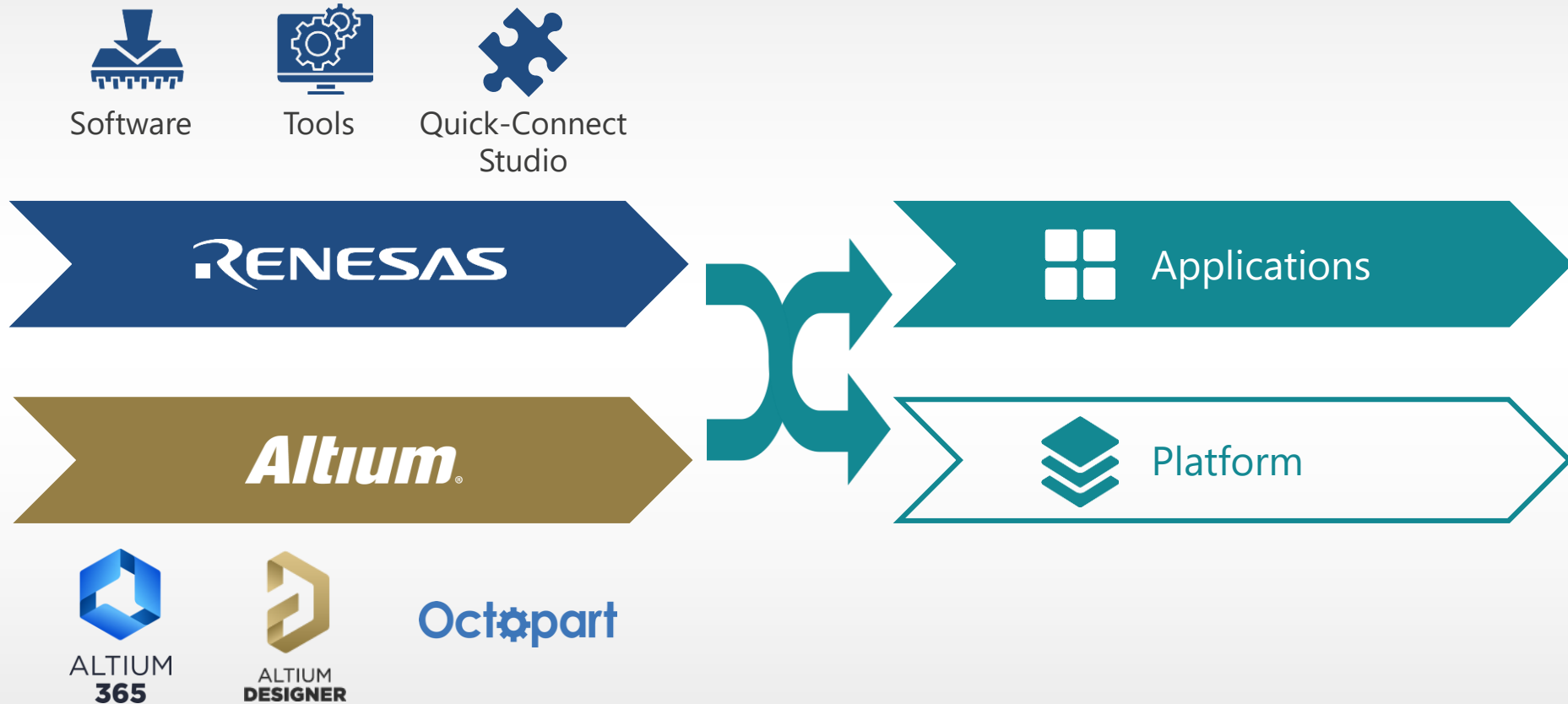
Focus on **70%*2**
Process technologies, packages and testers



Efficient use of resources & investment

*1: To be achieved within the next five years. *2: To be achieved within the next six years. Based on capability, capacity, cost, quality and geo-diversification metrics.

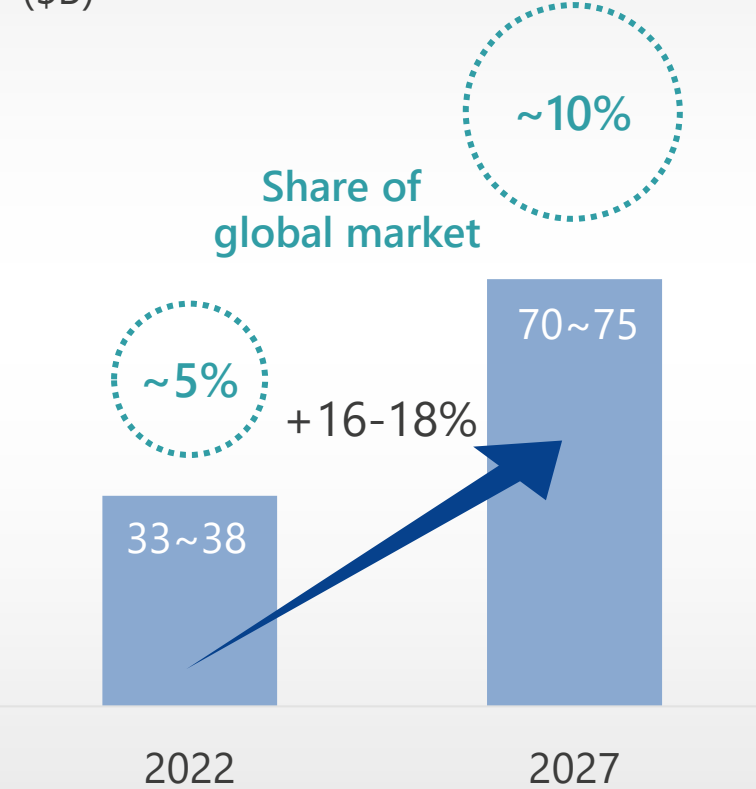
DIGITALIZATION



AS KEY FOR UNLOCKING NEW OPPORTUNITIES

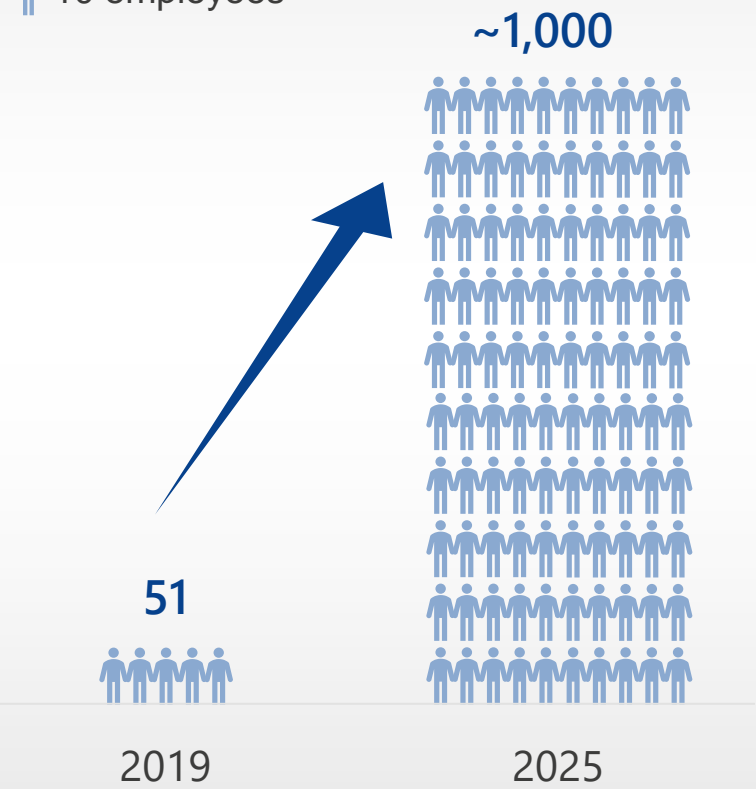
India semiconductor market

(\$B)



Renesas India headcount

10 employees



Key enablers



System PoCs



University programs



Digitalization

Source: A joint research by the India Electronics & Semiconductor Association (IESA) and Counterpoint Research. India Semiconductor Total Market is the sales value of semiconductors consumed in and exported from India in a calendar year. This will include local manufacturing of semiconductors and imported semiconductors. (Whether as SKDs, CKDs or content in CBUs). The semiconductor market includes semiconductor content in Handset, Information Technology, Industrial, Consumer Electronics, Telecom, Automotive, A&D and Wearables industries in India.

OUR PURPOSE

To Make Our Lives Easier
by complementing human capabilities



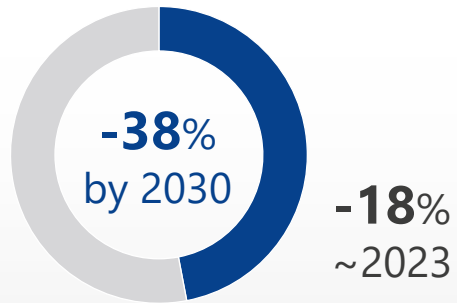
PROGRESS OF ESG JOURNEY

Progress on greenhouse gas ("GHG") vs 2021



Scope 1 & 2

Reduction of GHG emissions

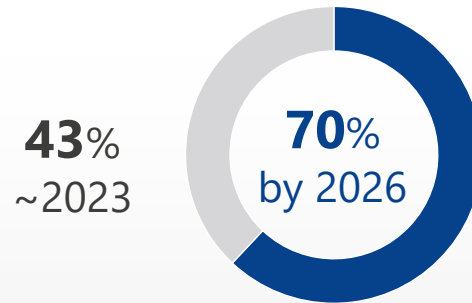


- Energy saving
- Green energy
- Solar panel (PPA)



Scope 3 (Category 1)

Supplier engagement target*1



- Information sharing and follow ups

2024 Focus areas



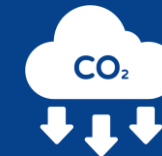
Health & Safety



Human resources



Disclosure
& Index



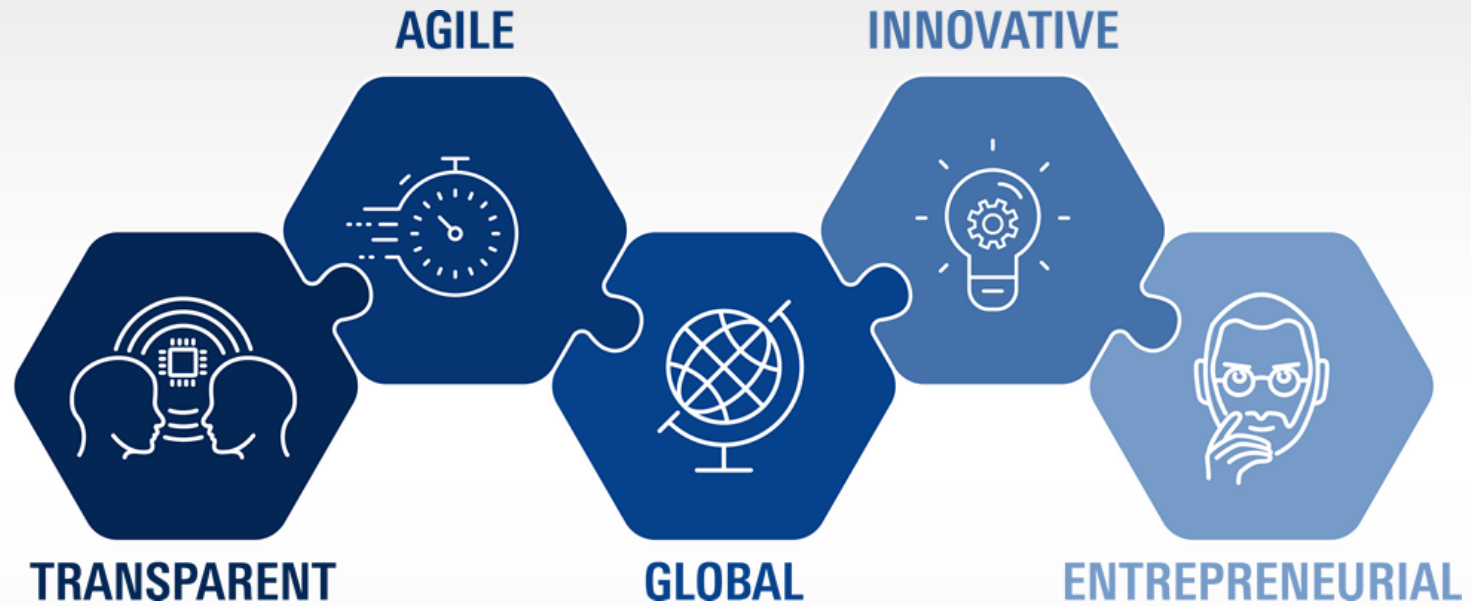
GHG



Supply chain

*1: Including production outsourcing. SBT: Science-based Targets PPA: Power Purchase Agreement

RENESAS CULTURE



- Be open to share knowledge across borders
- Delivering of honest and constructive feedback
- Open and honest communication
- Strengthen relationship

- Asking questions
- Speak up
- Act quickly and decisively
- Being adaptable to change
- Iterative approach
- Collaborative approach

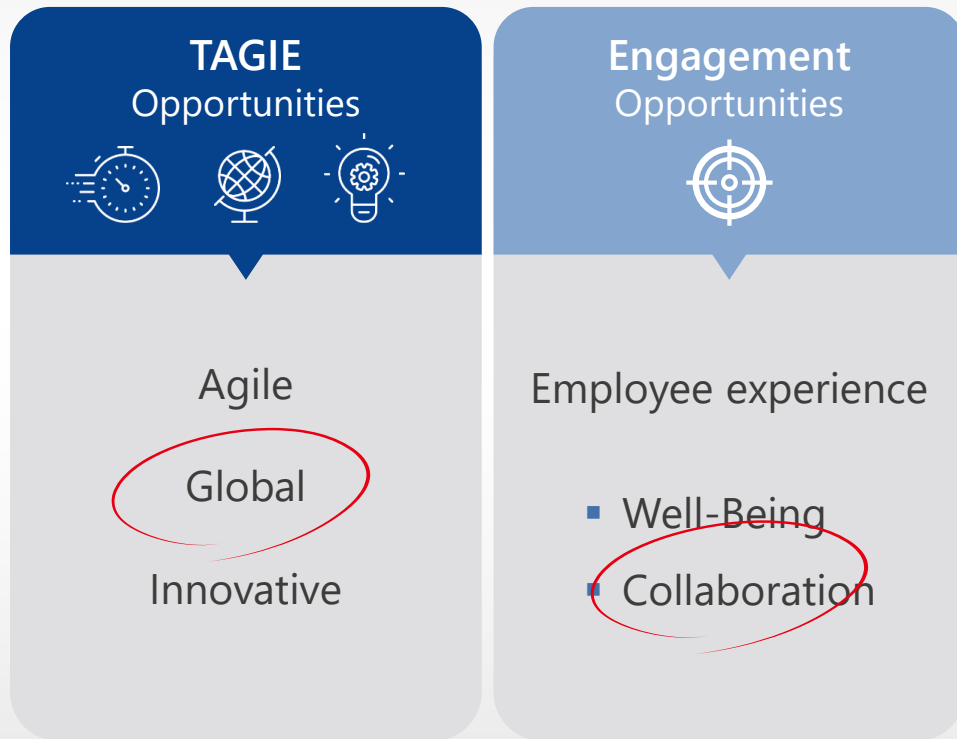
- Adapting communications
- Understanding your audience
- Collaboration with others

- Critical thinking
- Championing new ideas
- Try new ways of working
- Action-oriented behavior when approaching a task
- Growth mindset

- Be accountable and take responsibility in the workplace
- Be alert to emerging issues and trends
- Problem-solve to overcome obstacles

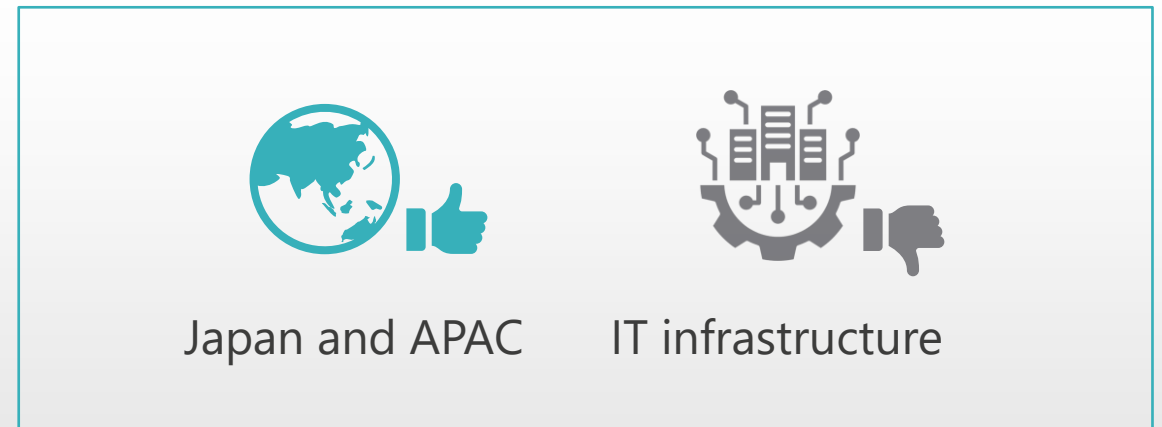
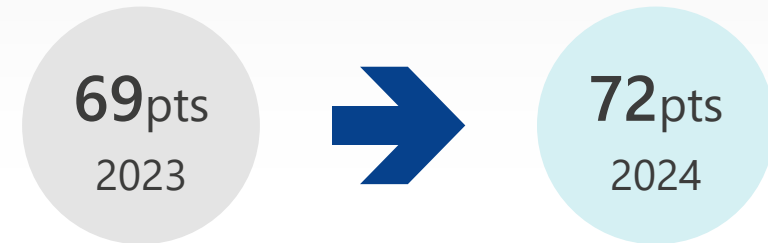
PROGRESSING ON "GLOBAL"

2023 Renesas Culture survey






2024 Pulse check*1

Global Interconnectivity and Global Collaboration



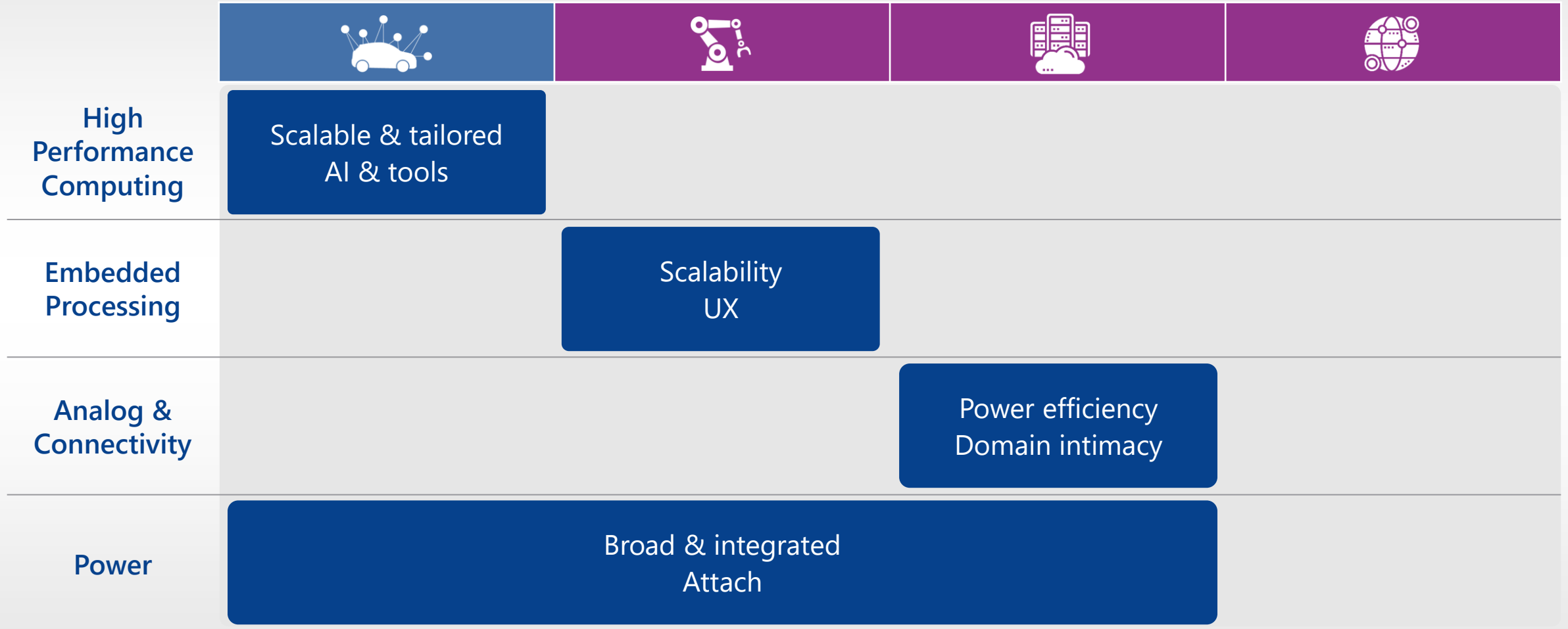
*1: The weighted average of the 5-level evaluation results (max 100pts) about the achievements.

MAINTAINING MODEL

	2019	2020	2021	2022	2023		Mid-term model*1
			Adjusted*1				
Revenue (oku yen)	6,204	6,357	8,894	12,282	11,648	➤	Grow @SAM+ 
Gross margin	43%	48%	54%	56%	57%	➤	55% 
Operating margin	12%	19%	29%	35%	32%	➤	30% 

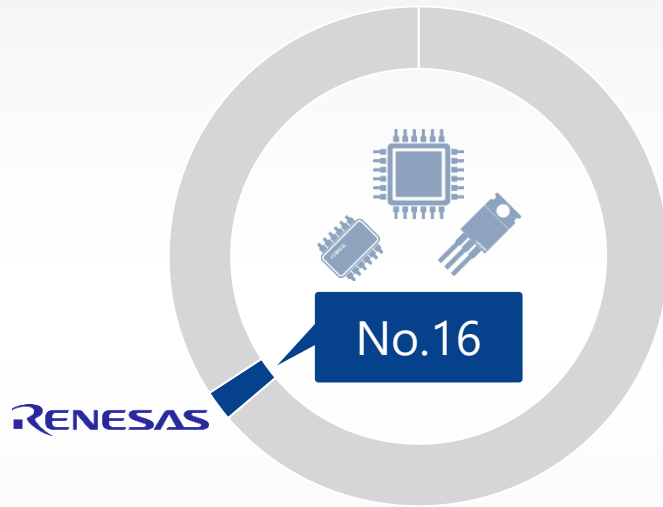
*1: FX \$1 = 100yen, €1 = 120yen. Excluding 6" fab shutdown & structural reform-related EOLs. Excluding NREs

DRIVING GROWTH



EMBEDDED COMPUTE FRANCHISE

Total semiconductor

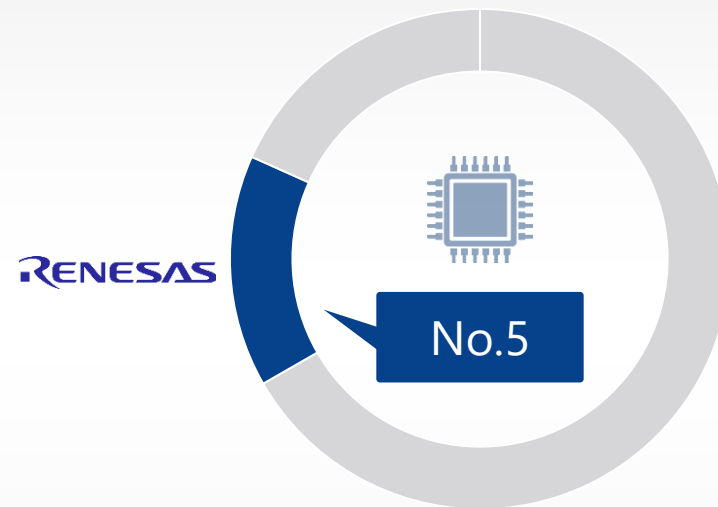


2022
1.9%



2023
2.0%

MCU



2022
16.5%



2023
15.0%

Initiatives



Cost optimization



R&D

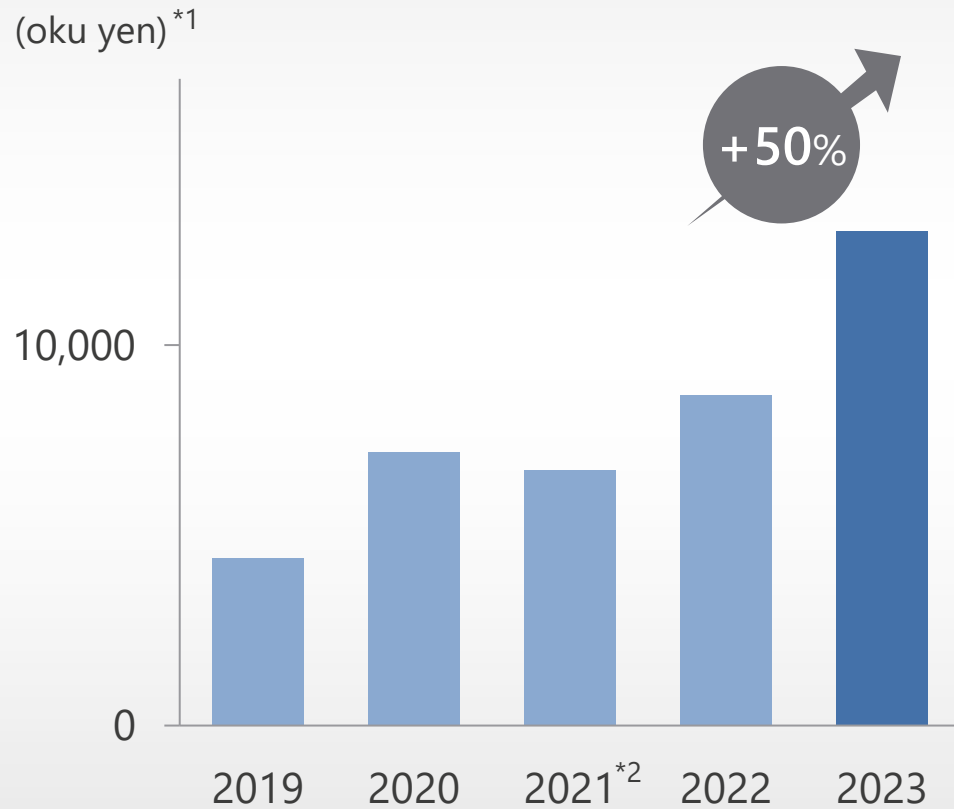


Digitalization

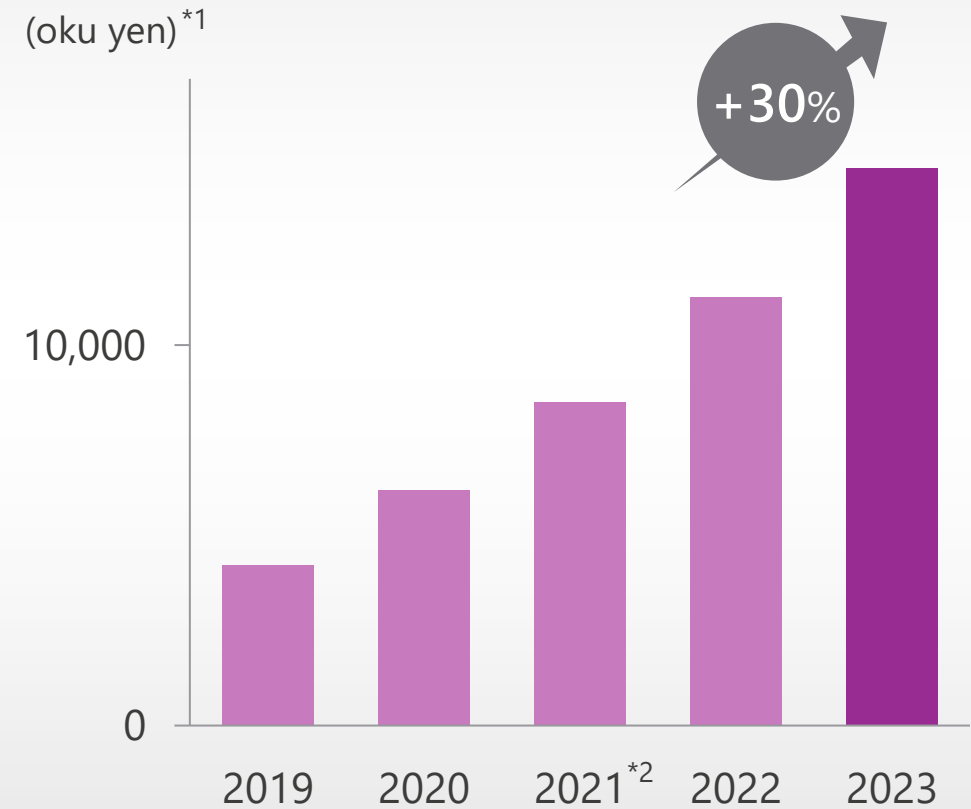
Graphs created by Renesas based on Gartner Research. Calculations performed by Renesas Source: Gartner®, Market Share: Semiconductors by End Market, Worldwide, 2023, Andrew Norwood et al., 31 March 2024, MCU = Total Microcontroller GARTNER is a registered trademark and service mark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and is used herein with permission. All rights reserved. Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

DESIGN-IN PROGRESS

Automotive



Industrial, Infra and IoT



*1: FX \$1 = 100yen, €1 = 120yen *2: Proforma (Dialog and Celeno included)

SUMMARY



Good progress for 5 years...

And now in the middle of laying a foundation...

For a sustained long-term growth

.... to make our lives easier



RENEASAS

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.

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.

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