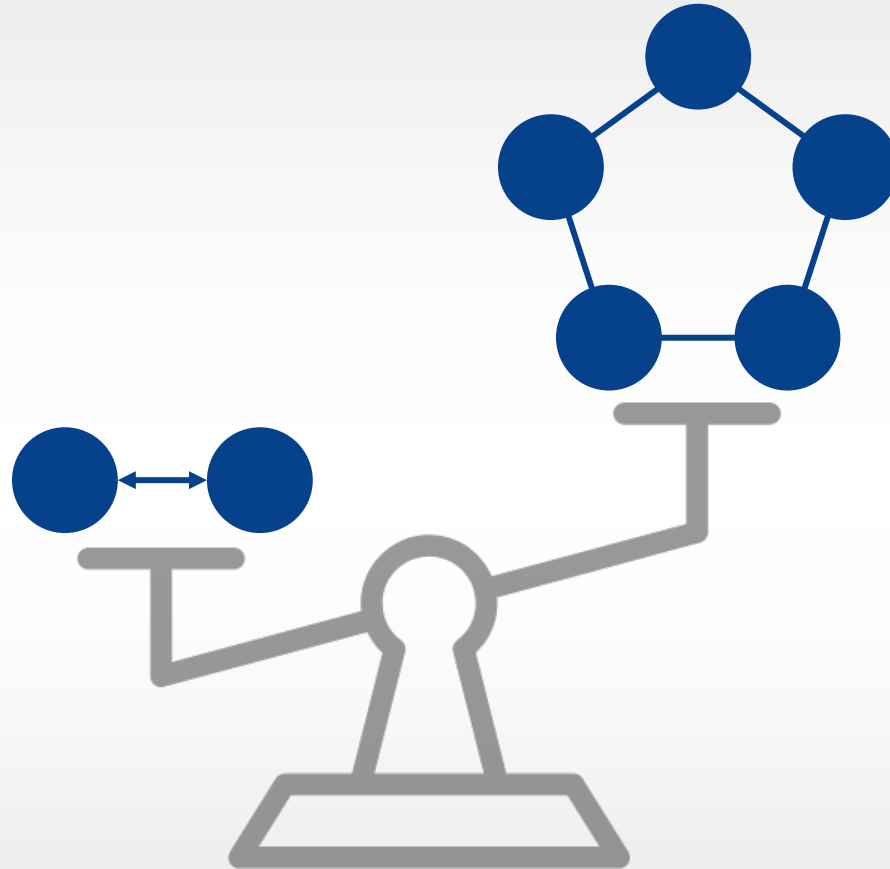


# STATE OF THE COMPANY

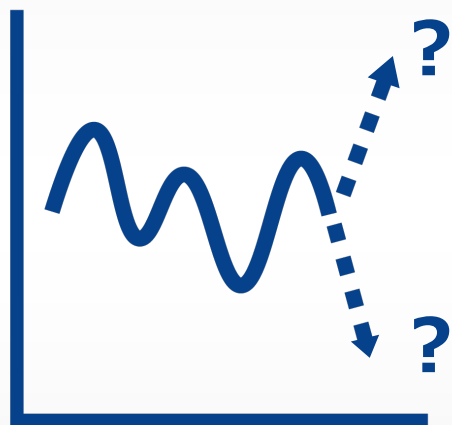
JUNE 26, 2025  
HIDETOSHI SHIBATA  
CEO  
RENESAS ELECTRONICS CORPORATION

# WAKEUP CALL

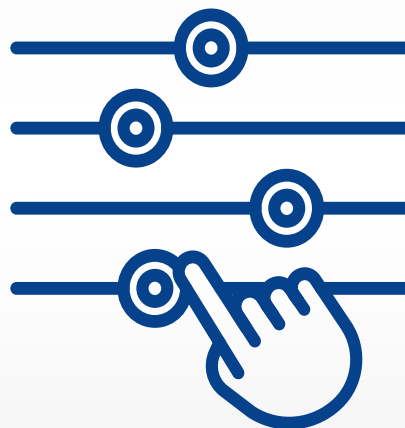


# NEAR-TERM IMPLICATIONS

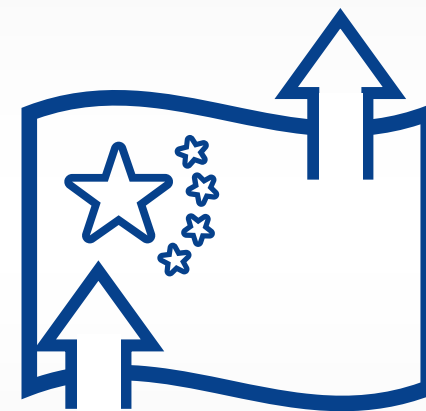
Uncertain economy



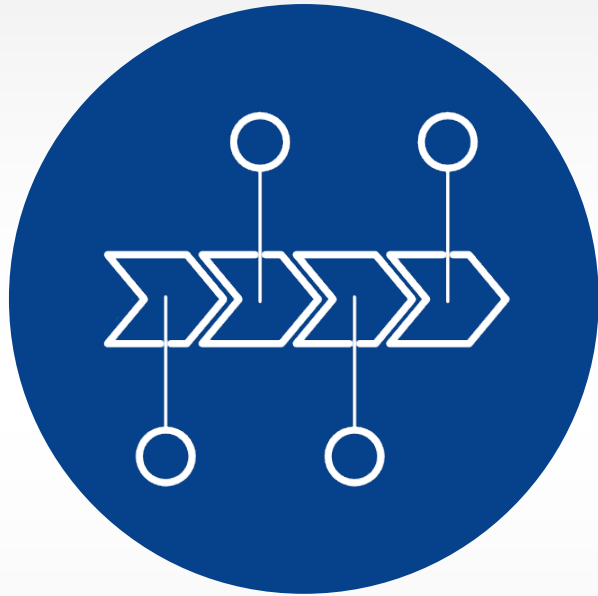
Adjustment



Stronger China



# WHAT DO WE DO?



Adjustment



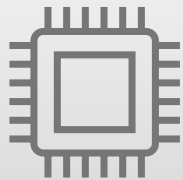
Beyond hardware



Back to basics

## ~~2030~~ → 2035 ASPIRATION

Top 3



Embedded semi solution suppliers

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



Revenue

6<sub>x</sub>



Market cap vs 2022

# MODEL

	2019	2020	2021	2022	2023	2024
	Adjusted*1					
Revenue (oku yen)	6,204	6,357	8,894	12,282	11,648	10,100
Gross margin	43%	48%	54%	56%	57%	55%
Operating margin	12%	19%	29%	35%	32%	27%



**Model\*1**

Grow  
@SAM+

55%

~~30%~~ → 25 – 30%

\*1: \$1 = 100yen, €1 = 120yen, continuing business-basis and not including NREs

# BEYOND HARDWARE



Digitalization

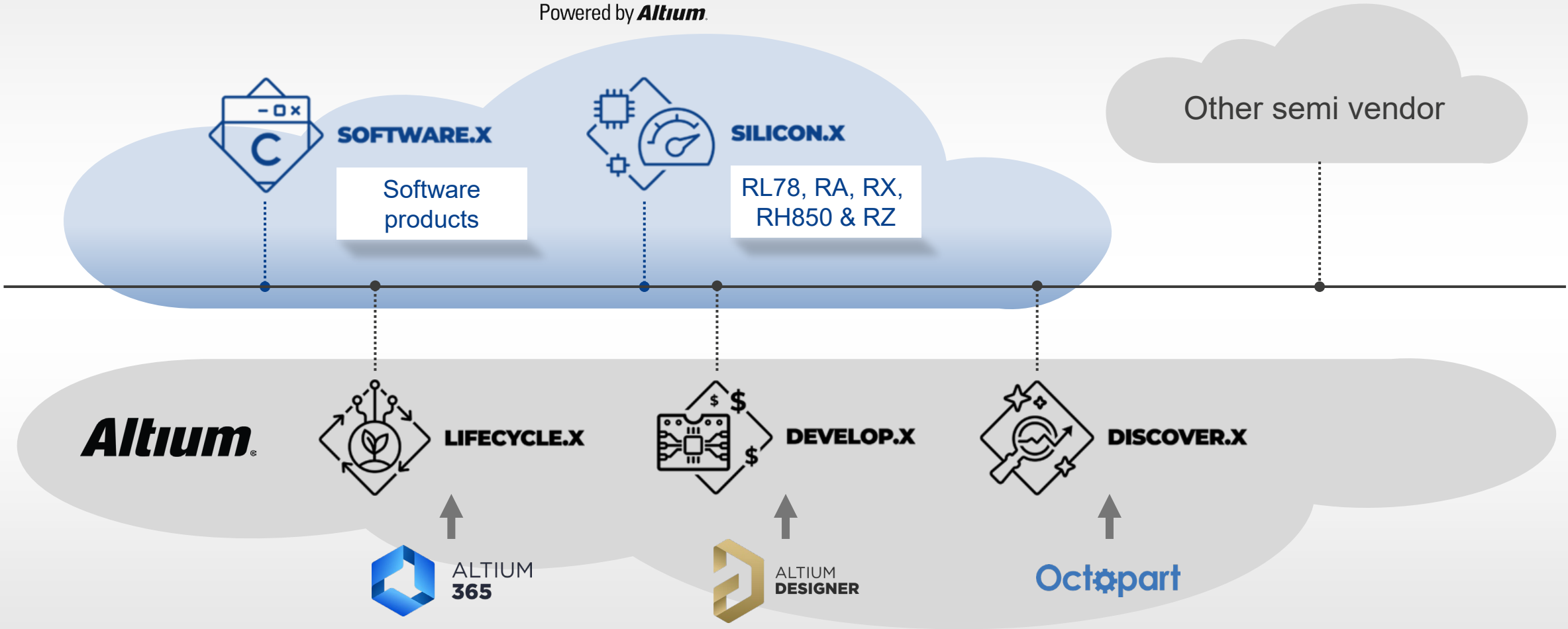


UX

# DIGITALIZATION

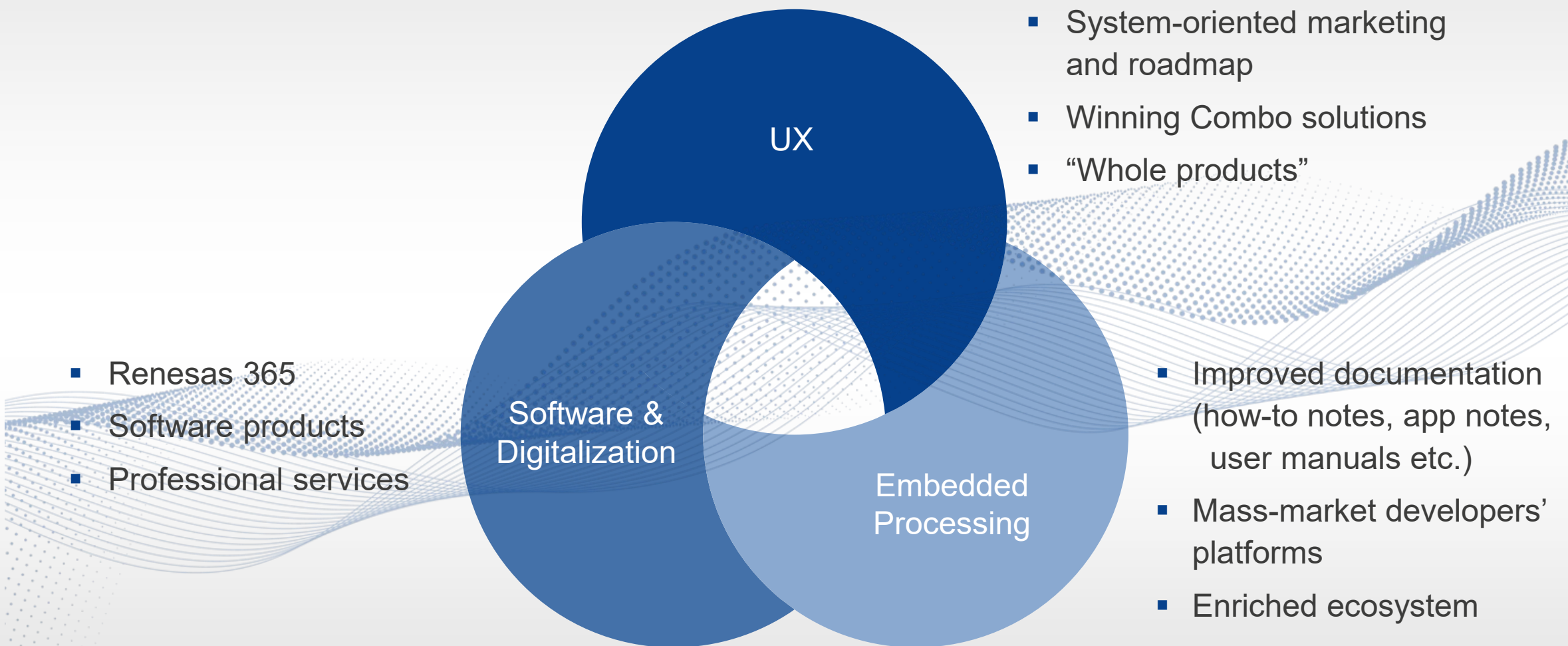
## Renesas 365

Powered by *Altium*.





# UX



# BACK TO BASICS



Efficiency



Productivity



Purposefulness

# BACK TO BASICS

- Centralization
- Process
- Standardization

Efficiency







- Upstream design
- Modular architecture  
→ scale, reuse, upgrade
- Constant update

Productivity

- Embedded compute
- Digitalization
- Vertical that moves the needle

Purposefulness

# ILLUSTRATIVE PURPOSEFUL INVESTMENTS

		  	 
High Performance Computing	RISC-V   Software		
Embedded Processing Analog & Connectivity		Scalability   Core technologies	Localization Whole product
Power	GaN   Module		
Software & Digitalization		Renesas 365   Altium.X	
Technology		NPU   AI & Methodology	
People		Well-being	

NPU: Neural Processing Unit

# OUR PURPOSE

## To Make Our Lives Easier

by complementing human capabilities





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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