

FINANCE

MARCH 3, 2022
SHUHEI SHINKAI
SENIOR VICE PRESIDENT AND CFO
RENESAS ELECTRONICS CORPORATION

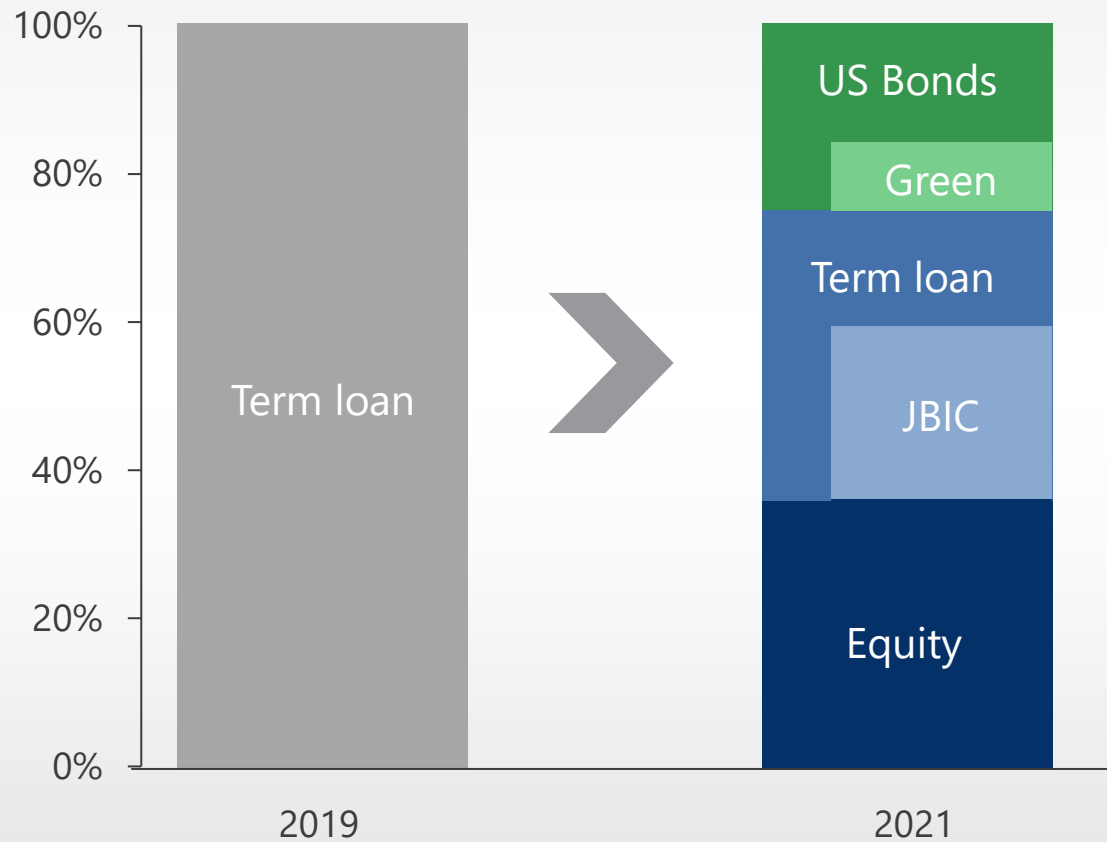
2021 PROGRESS

	2019	2020	2021	Long-term target*1 (Dialog included)			
	Adjusted*1	Adjusted*1	Adjusted*1	Industrial, Infra and IoT	Automotive	Total	
Revenue	6,204 oku-yen	6,357 oku-yen	8,894 oku-yen	Grow @SAM++	Grow @SAM	Grow @SAM+	✓
Gross margin	43% *2	48% *2	54% *2	≈60%	≈45%	50-55%	✓
Operating margin	12%	19%	29%	30-35%	20-25%	25-30%	✓

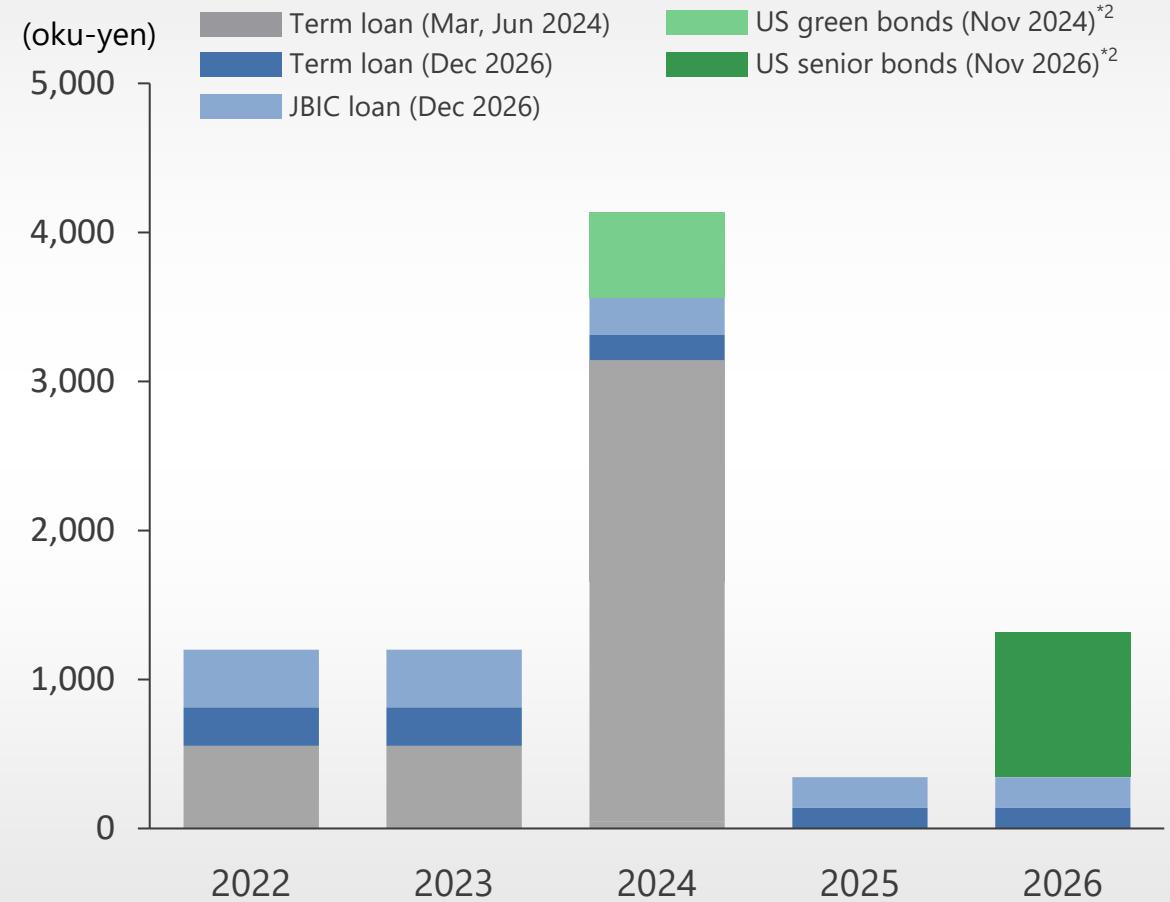
*1: FX 1USD=100yen, 1EUR=120yen. Excluding 6" fab shutdown & structural reform-related EOLs. Excluding NREs *2: After reclassification (part of SG&A reclassified to CoGs and R&D)

2021 FINANCING REVIEW

Diversification of financing source*1



Maturity profile



*1: Indicated funds raised in the fiscal year as a percentage. *2: FX 1USD=114yen

QUICK DELEVERAGE

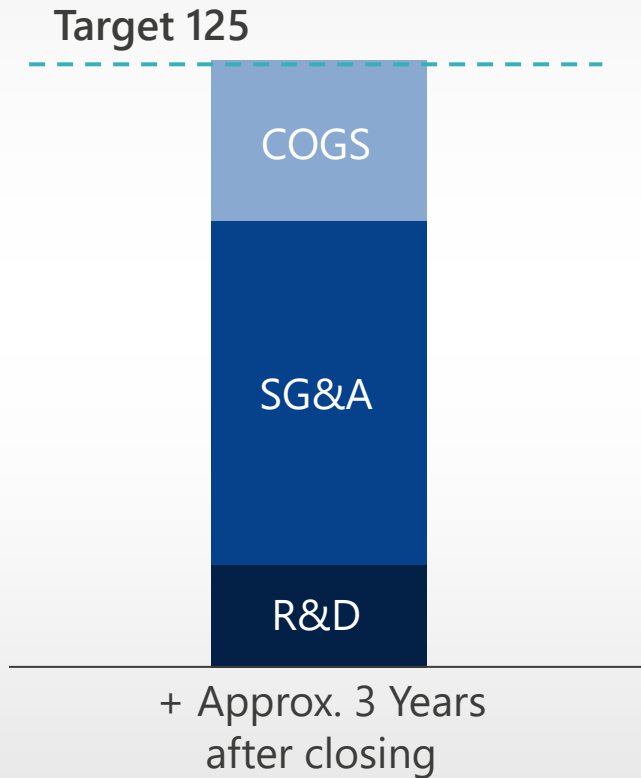


*1: Renesas + Dialog proforma: Based on Renesas net debt after Dialog acquisition and sum of Renesas EBITDA and Dialog EBITDA (LTM: last twelve months basis)

DIALOG COST SYNERGY PROGRESS

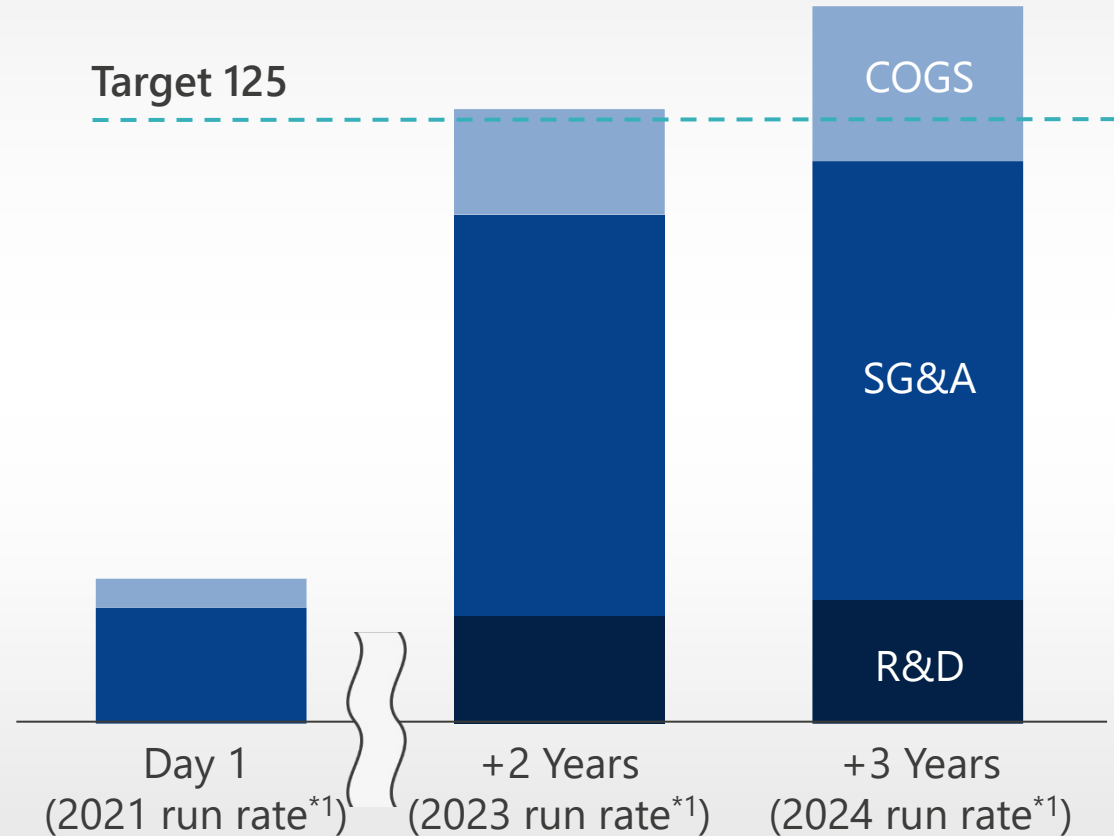
As of Feb 2021

(M\$)



As of Mar 2022

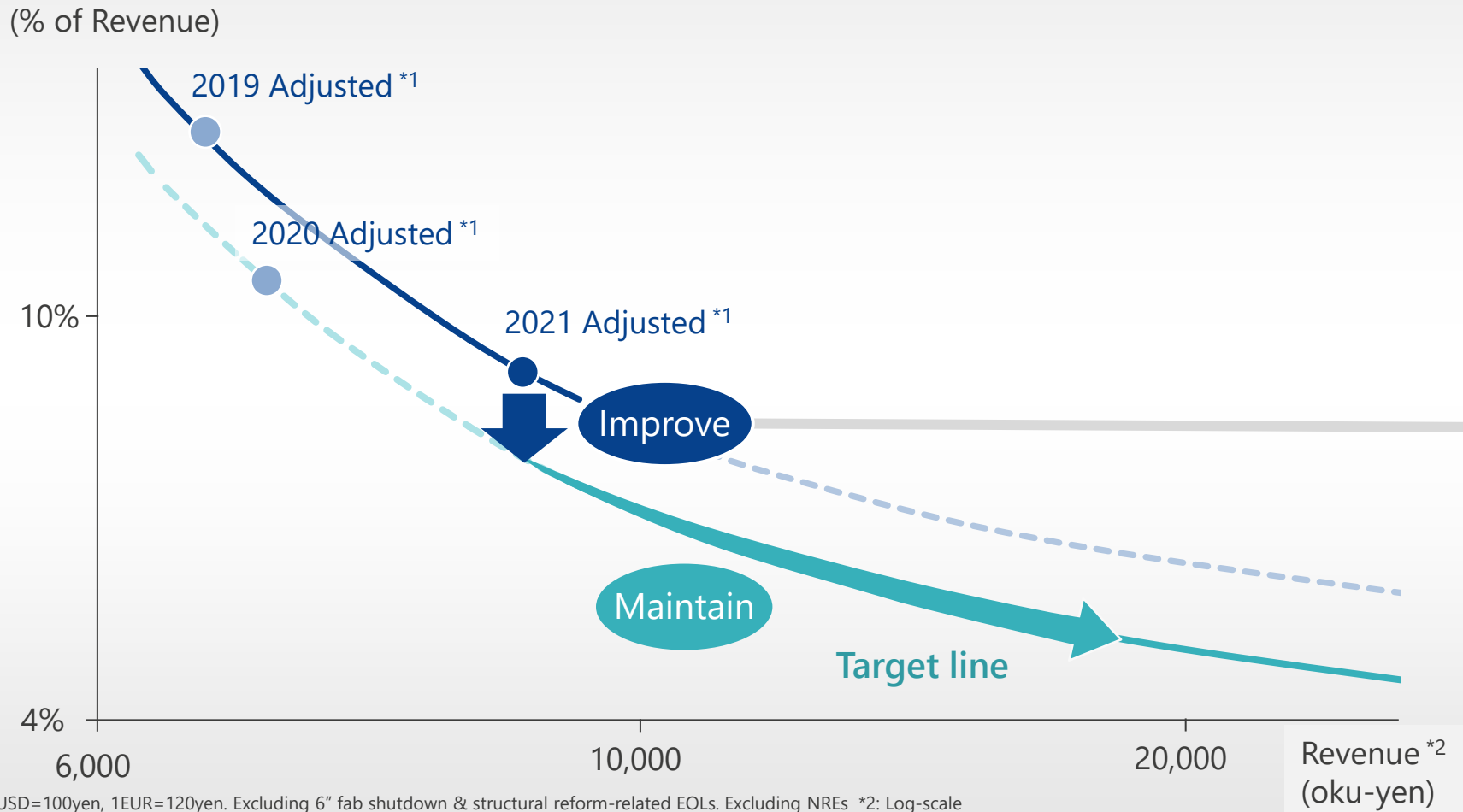
(M\$)



*1: Annual run rate is determined by multiplying the 4Q result of the relevant year or the forecast by 4

SG&A OUTLOOK

SG&A reduction plan





Initiatives

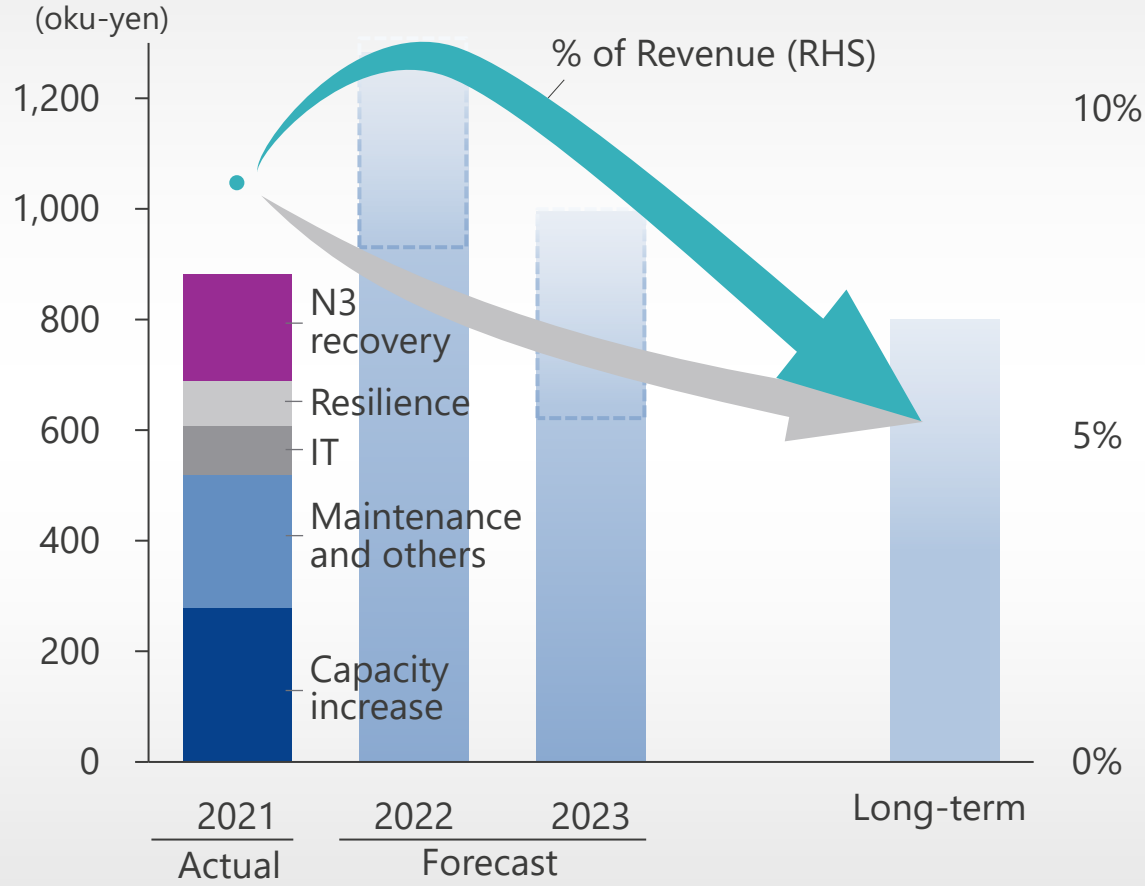
- Synergies
- IT spend
- Logistics cost

*1: FX 1USD=100yen, 1EUR=120yen. Excluding 6" fab shutdown & structural reform-related EOLs. Excluding NREs *2: Log-scale

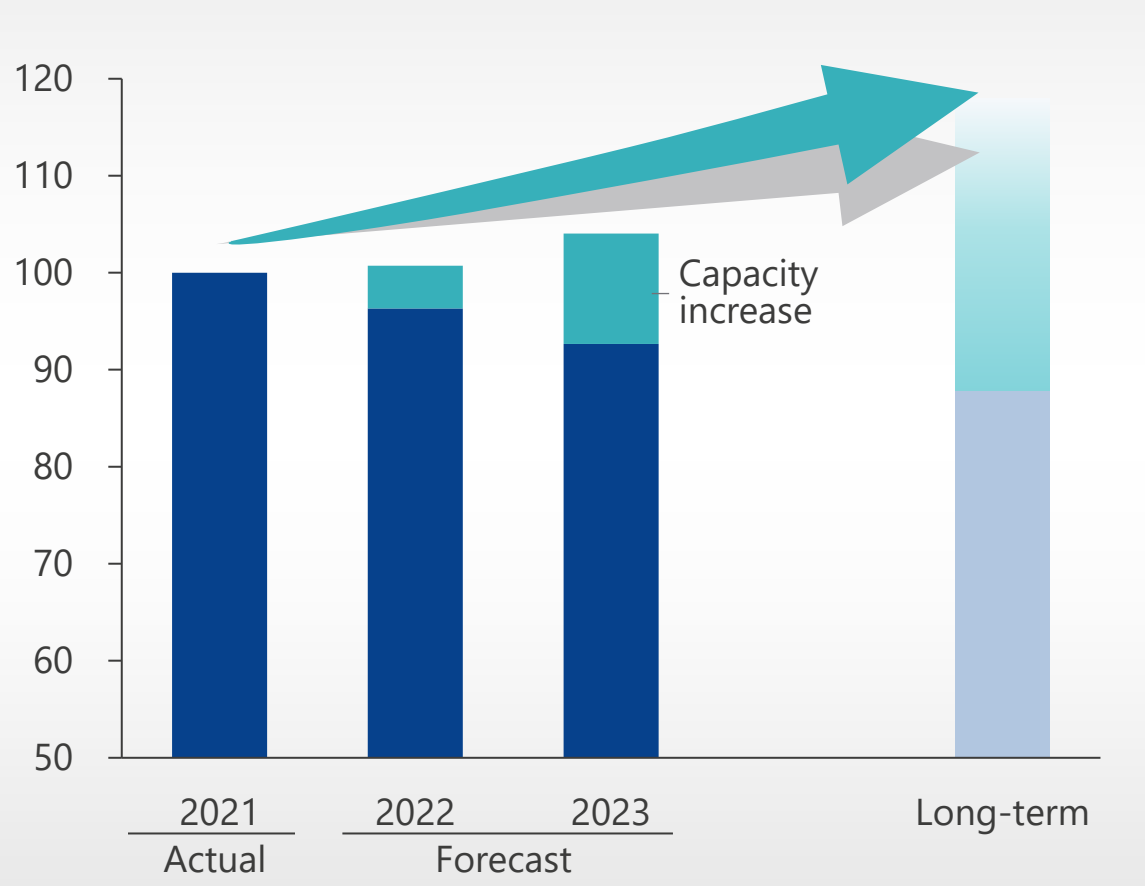
CAPEX & CAPACITY EXPANSION

 As of Mar 2022
 As of Sep 2021

Capex*1



Inhouse front-end capacity*2



*1: Management accounting and authorization basis *2: Index 2021=100, 8 and 12 inch only, 8inch equivalent

[Renesas.com](https://www.renesas.com)