

## Consolidated financial and nonfinancial highlights

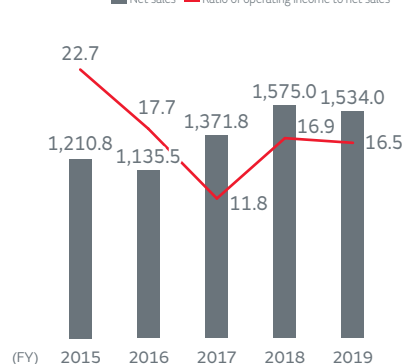
(FY)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Operating results</b>											
Net sales (Millions of yen)	530,819	617,954	584,662	681,021	846,716	1,043,542	1,210,841	1,135,524	1,371,842	1,575,026	1,534,045
Operating income (Millions of yen)	26,730	77,485	44,973	58,636	125,891	214,535	275,406	201,215	163,254	266,807	253,247
Operating income / net sales (%)	5.0	12.5	7.7	8.6	14.9	20.6	22.7	17.7	11.8	16.9	16.5
Income before income taxes (Millions of yen)	34,658	82,062	50,931	59,534	132,336	238,400	279,173	200,418	167,801	267,316	254,032
Net income attributable to Murata Corporation (Millions of yen)	24,757	53,492	30,807	42,386	93,191	167,711	203,776	156,060	146,086	206,930	183,012
Shareholders' equity (Millions of yen)	800,857	821,144	808,542	860,963	955,760	1,123,090	1,229,159	1,354,819	1,456,600	1,603,976	1,694,104
Total assets (Millions of yen)	928,790	988,508	1,000,885	1,087,144	1,243,687	1,431,303	1,517,784	1,634,999	1,797,013	2,048,893	2,250,230
Net cash provided by operating activities (Millions of yen)	107,303	105,610	57,589	88,537	185,751	259,936	252,451	243,920	225,249	279,842	350,334
Net cash used in investing activities (Millions of yen)	(93,261)	(133,999)	(46,487)	(56,173)	(117,150)	(91,379)	(205,316)	(202,697)	(194,165)	(303,741)	(284,431)
Net cash provided by (used in) financing activities (Millions of yen)	(22,379)	(14,561)	(9,148)	(9,655)	(40,899)	(66,966)	(56,614)	(11,729)	(83,585)	51,546	17,650
Cash and cash equivalents at end of year (Millions of yen)	108,777	63,020	65,302	90,068	118,884	212,936	212,570	239,184	187,910	217,805	302,320
Average exchange rate (Yen/U.S. dollar)	92.85	85.72	79.07	83.11	100.24	109.94	120.14	108.42	110.86	110.91	108.75
<b>Indices</b>											
Shareholders' equity ratio (%)	86.2	83.1	80.8	79.2	76.8	78.5	81.0	82.9	81.1	78.3	75.3
Basic earnings attributable to Murata Corporation per share (yen)	38.45	83.08	48.12	66.94	146.88	264.06	320.85	244.62	228.62	323.45	286.05
Return on equity (ROE) (%)	3.1	6.6	3.8	5.1	10.3	16.1	17.3	12.1	10.4	13.5	11.1
Shareholders' equity per share (yen)	1,243.78	1,275.27	1,276.85	1,359.65	1,504.84	1,768.33	1,935.35	2,122.83	2,276.82	2,507.11	2,647.88
Cash dividends per share (yen)	23.33	33.33	33.33	33.33	43.33	60.00	70.00	73.33	86.67	93.33	97.00
Capital expenditures (Millions of yen)	22,868	56,752	68,445	77,662	68,197	101,184	172,540	158,579	306,608	291,581	281,599
Depreciation and amortization (Millions of yen)	69,896	61,795	61,008	72,323	76,884	84,935	99,105	113,523	141,625	124,419	140,267
Research and development expenses (Millions of yen)	41,649	39,778	40,978	48,766	54,649	64,990	77,982	81,809	94,181	101,589	102,486

The consolidated financial statements are prepared in conformity with accounting principles generally accepted in the United States.

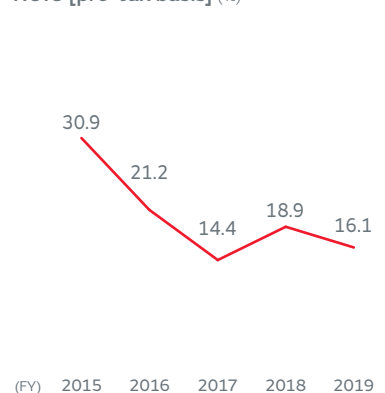
The company implemented a three-for-one common stock split, effective April 1, 2019. Information per share was calculated on the assumption that the relevant stock split had been implemented at the beginning of fiscal 2008.

### Net sales and ratio of operating income to net sales

(Billion yen or %)

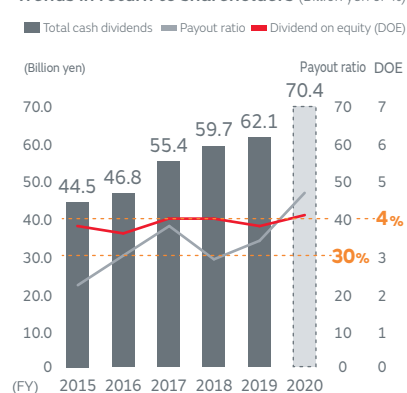


### ROIC [pre-tax basis] (%)



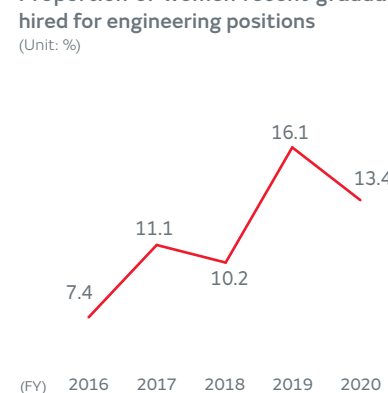
ROIC [pre-tax basis]: Operating income / Invested capital  
(Property, plant and equipment + Inventories + Trade accounts receivable - Trade accounts payable)

### Trends in return to shareholders (Billion yen or %)



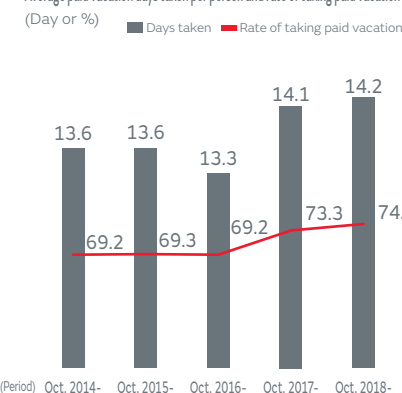
\*From earnings forecast announced on April 30, 2020

### Proportion of women recent graduates hired for engineering positions



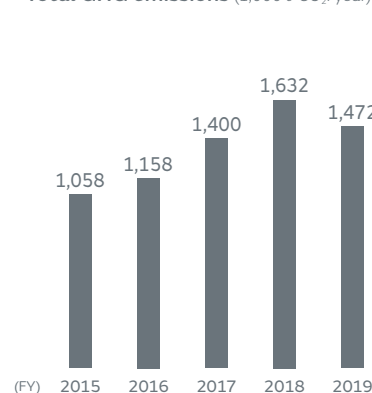
\* Murata Manufacturing Co., Ltd. on a non-consolidated basis

### Average paid vacation days taken per person and rate of taking paid vacation



\* Murata Manufacturing Co., Ltd. on a non-consolidated basis

### Total GHG emissions (1,000 t-CO<sub>2</sub>/year)



For other nonfinancial data, please see:  
ESG data collection  
[https://corporate.murata.com/en-global/csr/esg\\_data](https://corporate.murata.com/en-global/csr/esg_data)