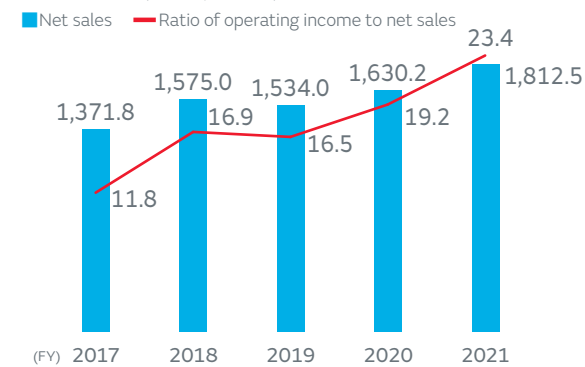


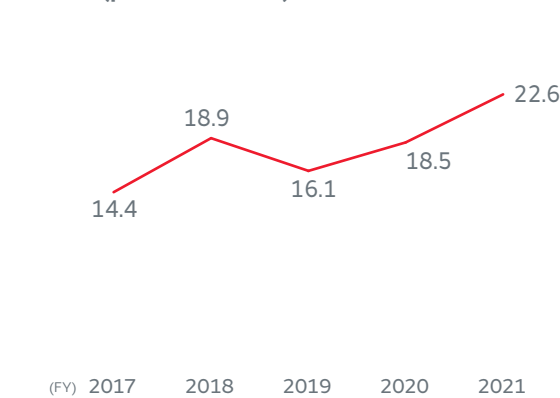
Financial

Net sales and ratio of operating income to net sales

(Billion yen or %)



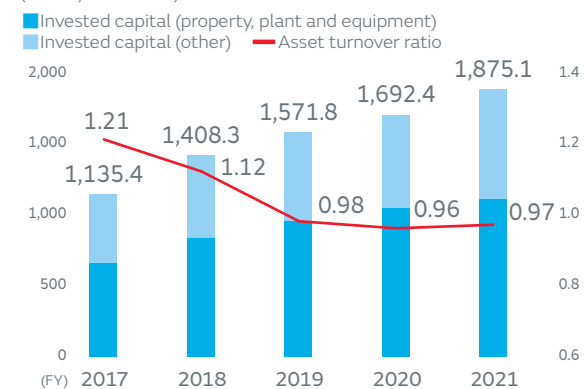
ROIC (pre-tax basis)* (%)



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

Invested capital*¹ and asset turnover ratio*²

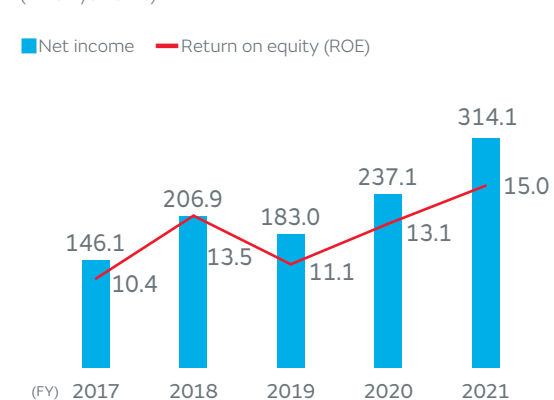
(Billion yen or times)



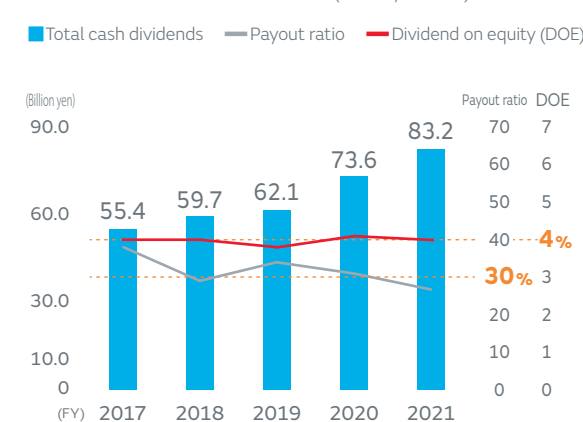
*1 Average at the beginning and end of the fiscal year
*2 Asset turnover ratio = Net sales / Invested capital

Net income and return on equity (ROE)

(Billion yen or %)



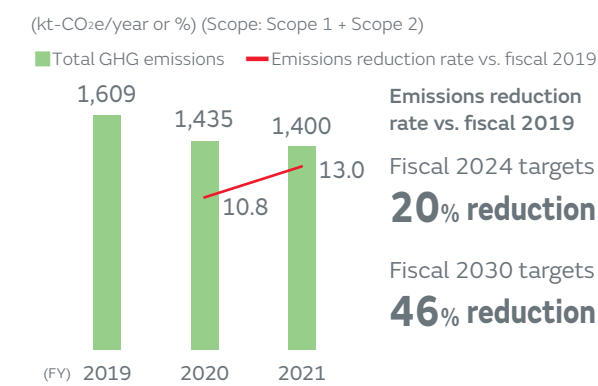
Return to shareholders (Billion yen or %)



ESG

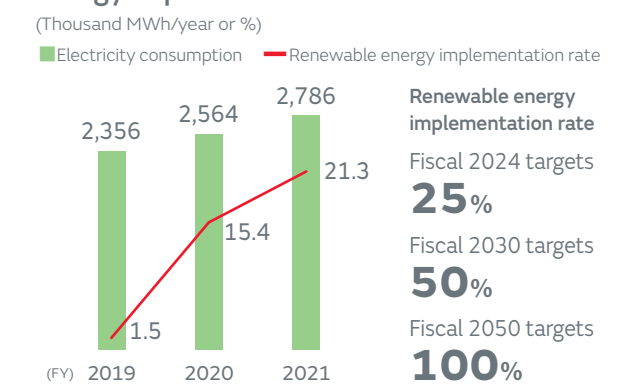
Amount of GHG emissions and emissions reduction rate vs. fiscal 2019

(kt-CO₂e/year or %) (Scope: Scope 1 + Scope 2)

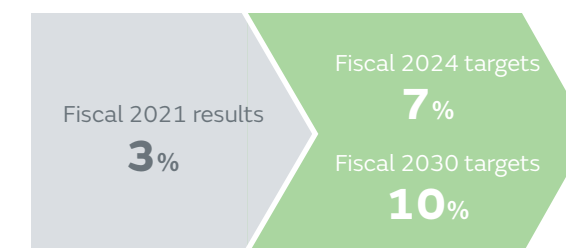


Electricity consumption and renewable energy implementation rate

(Thousand MWh/year or %)

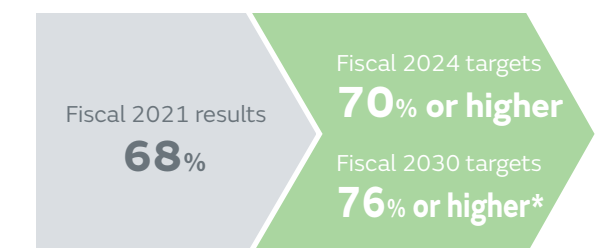


Percentage of overseas indirect employees* with experience working at other sites



* Applies to overseas local staff, excluding those transferred from Japan to overseas

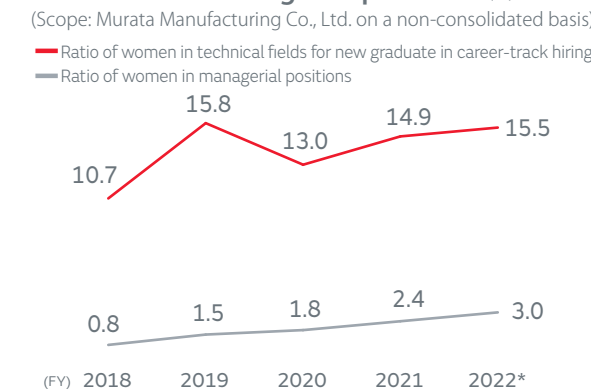
Positive employee engagement response rate



* Above average level of global high-performing companies

Ratio of women in technical fields for new graduate in career-track hiring and ratio of women in managerial positions (%)

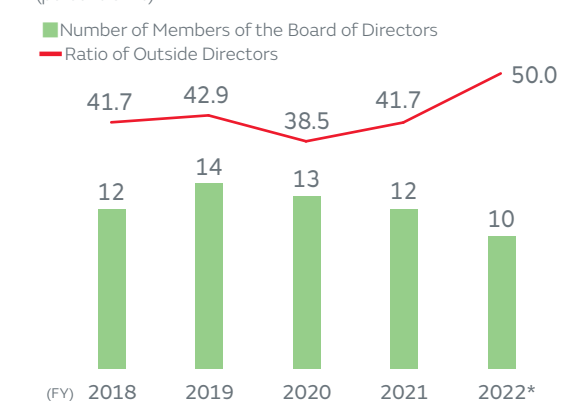
(Scope: Murata Manufacturing Co., Ltd. on a non-consolidated basis)



* As of April 30, 2022

Number of Members of the Board of Directors and ratio of Outside Directors

(persons or %)



* As of June 30, 2022