21 Murata today | Financial and ESG data highlights 22

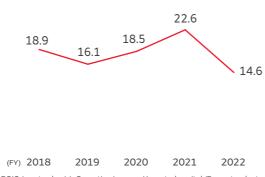
Financial and ESG data highlights

Financial (US-GAAP)

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)

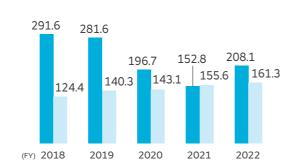


*1 Average at the beginning and end of the fiscal year

(ROE) (Billion yen or %)

Capital expenditures and depreciation and amortization (Billion yen)

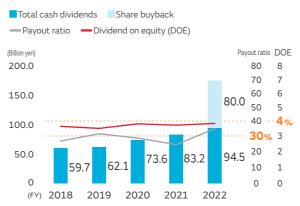
Capital expenditures Depreciation and amortization



Net income and return on equity

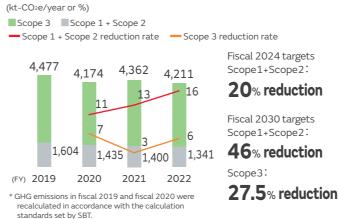


Return to shareholders (Billion ven or %)

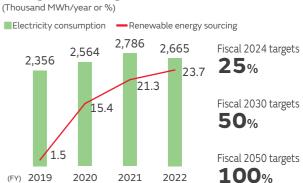


ESG

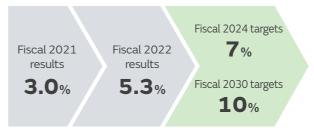
Amount of GHG emissions and emissions reduction rate vs. fiscal 2019



Electricity consumption and renewable energy sourcing



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





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

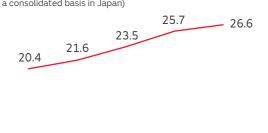
(Scope: Murata Manufacturing Co., Ltd. on a non-consolidated basis) - Ratio of women in technical fields for new graduate in career-track hiring





Ratio of mid-career employees in managerial positions (%)

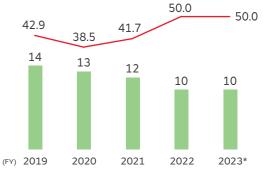
(Scope: including those who entered the company through M&A $\!\!/$ on a consolidated basis in Japan)



2019 2020 2021 2022

Number of Members of the Board of **Directors and ratio of Outside Directors** (persons or %)

Number of Members of the Board of Directors -Ratio of Outside Directors



* As of June 30, 2023