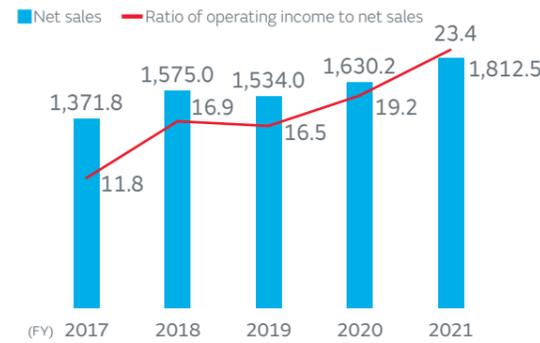


Financial

Net sales and ratio of operating income to net sales (Billion yen or %)

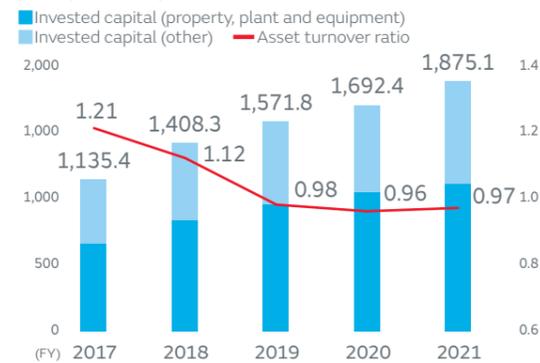


ROIC (pre-tax basis)* (%)



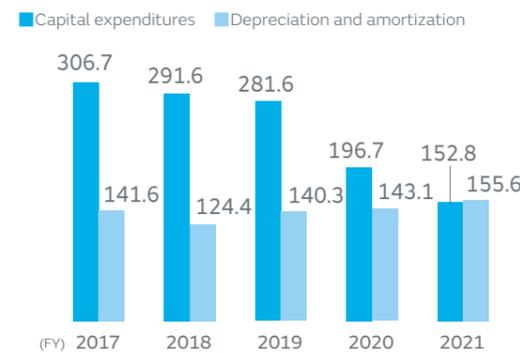
ROIC (pre-tax basis) = Operating income / Invested capital (Property, plant and equipment + Inventories + Trade accounts receivable - Trade accounts payable)

Invested capital*1 and asset turnover ratio*2 (Billion yen or times)

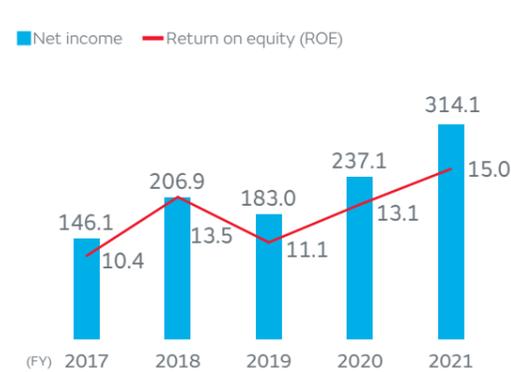


*1 Average at the beginning and end of the fiscal year
*2 Asset turnover ratio = Net sales / Invested capital

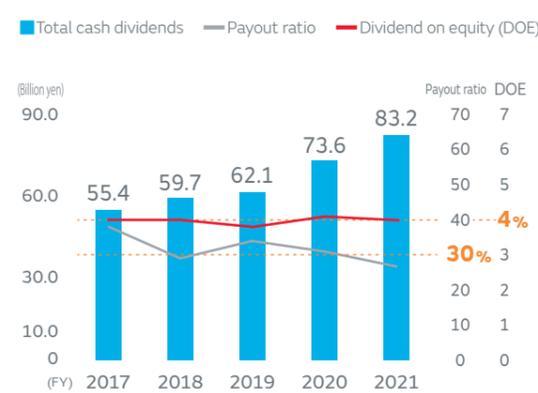
Capital expenditures and depreciation and amortization (Billion yen)



Net income and return on equity (ROE) (Billion yen or %)

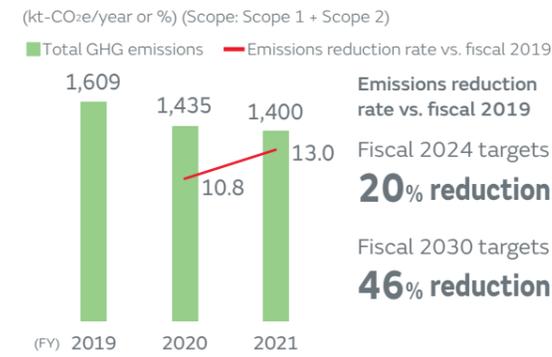


Return to shareholders (Billion yen or %)

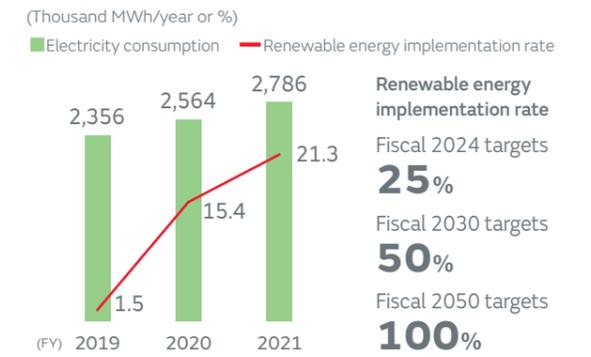


ESG

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 %)

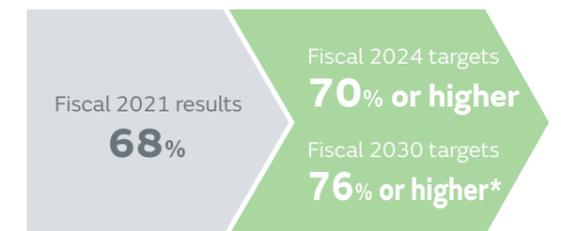


Percentage of overseas indirect employees* with experience working at other sites



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

Positive employee engagement response rate



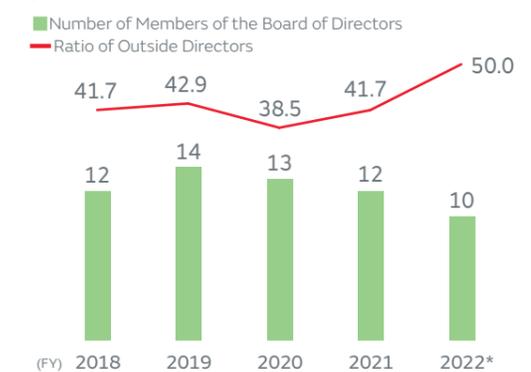
* Above average level of global high-performing companies

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