

# 11-year consolidated financial summary (US-GAAP)

(FY)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Business results											
Net sales (Millions of yen)	681,021	846,716	1,043,542	1,210,841	1,135,524	1,371,842	1,575,026	1,534,045	1,630,193	1,812,521	1,686,796
Operating income (Millions of yen)	58,636	125,891	214,535	275,406	201,215	163,254	266,807	253,247	313,240	424,060	297,887
Operating income / net sales (%)	8.6	14.9	20.6	22.7	17.7	11.8	16.9	16.5	19.2	23.4	17.7
Income before income taxes (Millions of yen)	59,534	132,336	238,400	279,173	200,418	167,801	267,316	254,032	316,417	432,702	314,895
Net income attributable to Murata Corporation (Millions of yen)	42,386	93,191	167,711	203,776	156,060	146,086	206,930	183,012	237,057	314,124	253,690
Shareholders' equity (Millions of yen)	860,963	955,760	1,123,090	1,229,159	1,354,819	1,456,600	1,603,976	1,694,104	1,920,805	2,263,596	2,402,511
Total assets (Millions of yen)	1,087,144	1,243,687	1,431,303	1,517,784	1,634,999	1,797,013	2,048,893	2,250,230	2,462,261	2,809,171	2,872,763
Net cash provided by operating activities (Millions of yen)	88,537	185,751	259,936	252,451	243,920	225,249	279,842	350,334	373,571	421,458	276,278
Net cash used in investing activities (Millions of yen)	(56,173)	(117,150)	(91,379)	(205,316)	(202,697)	(194,165)	(303,741)	(284,431)	(150,275)	(212,300)	(157,850)
Net cash provided by (used in) financing activities (Millions of yen)	(9,655)	(40,899)	(66,966)	(56,614)	(11,729)	(83,585)	51,546	17,650	(118,189)	(117,505)	(173,708)
Cash and cash equivalents at end of year (Millions of yen)	90,068	118,884	212,936	212,570	239,184	187,910	217,805	302,320	407,699	512,072	469,406
Average exchange rate (Yen/U.S. dollar)	83.11	100.24	109.94	120.14	108.42	110.86	110.91	108.75	106.06	112.38	135.48

## Indices

ROIC (pre-tax basis)* (%)	9.6	18.1	26.8	30.9	21.2	14.4	18.9	16.1	18.5	22.6	14.6
Shareholders' equity ratio (%)	79.2	76.8	78.5	81.0	82.9	81.1	78.3	75.3	78.0	80.6	83.6
Basic earnings attributable to Murata Corporation per share (yen)	66.94	146.88	264.06	320.85	244.62	228.62	323.45	286.05	370.51	490.95	401.33
Return on equity (ROE) (%)	5.1	10.3	16.1	17.3	12.1	10.4	13.5	11.1	13.1	15.0	10.9
Shareholders' equity per share (yen)	1,359.65	1,504.84	1,768.33	1,935.35	2,122.83	2,276.82	2,507.11	2,647.88	3,002.12	3,537.80	3,815.18
Cash dividends per share (yen)	33	43	60	70	73	87	93	97	115	130	150
Capital expenditures (Millions of yen)	77,662	68,197	101,184	172,540	158,579	306,608	291,581	281,599	196,660	152,786	208,111
Depreciation and amortization (Millions of yen)	72,323	76,884	84,935	99,105	113,523	141,625	124,419	140,267	143,074	155,583	161,276
Research and development expenses (Millions of yen)	48,766	54,649	64,990	77,982	81,809	94,181	101,589	102,486	101,727	111,297	124,239

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 2012.

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

Consolidated Balance Sheets

	(Millions of yen)	
	End of FY2021 March 31, 2022	End of FY2022 March 31, 2023
<b>Assets</b>		
Current assets	1,435,206	1,408,090
Cash	370,388	318,557
Short-term investments	174,074	162,456
Marketable securities	23,979	12,240
Trade notes receivable	0	—
Trade accounts receivable	360,517	272,894
Allowance for doubtful notes and accounts	(2,207)	(2,276)
Inventories	464,723	575,026
Prepaid expenses and other	43,732	69,193
Property, plant and equipment	1,116,602	1,188,198
Land	81,213	85,649
Buildings	789,142	846,923
Machinery, and equipment, tools, dies, furniture and autos and trucks	1,530,121	1,609,043
Construction in progress	89,723	135,966
Accumulated depreciation	(1,405,460)	(1,529,644)
Operating lease right-of-use assets	31,863	40,261
Investments and other assets	257,363	276,475
Investments	34,618	30,365
Intangible assets	47,141	44,387
Goodwill	118,014	126,839
Deferred income taxes	26,562	31,885
Other	31,028	42,999
Total assets	2,809,171	2,872,763
<b>Liabilities</b>		
Current liabilities	321,258	303,597
Trade accounts payable	93,842	65,597
Current portion of bonds	—	59,981
Accrued payroll and bonuses	63,997	54,984
Income taxes payable	59,228	14,184
Accrued expenses and other	97,816	101,922
Current operating lease liabilities	6,375	6,929
Long-term liabilities	224,001	166,690
Bonds	109,901	49,968
Long-term debt	1,078	1,496
Termination and retirement benefits	64,566	63,261
Deferred income taxes	13,233	10,601
Noncurrent operating lease liabilities	25,627	32,626
Other	9,596	8,738
Total liabilities	545,259	470,287
<b>Equity</b>		
Murata Corporation's Shareholders' equity	2,263,596	2,402,511
Common stock	69,444	69,444
Capital surplus	121,004	121,116
Retained earnings	2,024,368	2,186,040
Accumulated other comprehensive income (loss)	102,318	159,405
Unrealized gains on securities	(43)	(49)
Pension liability adjustments	(1,963)	2,267
Foreign currency translation adjustments	104,324	157,187
Treasury stock, at cost	(53,538)	(133,494)
Noncontrolling interests	316	(35)
Total equity	2,263,912	2,402,476
Total liabilities and equity	2,809,171	2,872,763

Consolidated Statements of Income

	(Millions of yen)	
	FY2021 April 1, 2021 - March 31, 2022	FY2022 April 1, 2022 - March 31, 2023
Net sales	1,812,521	1,686,796
Cost of sales	1,044,292	1,010,948
Selling, general and administrative expenses	232,872	253,722
Research and development	111,297	124,239
Operating income	424,060	297,887
Interest and dividend income	1,193	6,512
Interest expense	(318)	(335)
Foreign currency exchange gain (loss)	263	992
Other - net	7,504	9,839
Income before income taxes	432,702	314,895
Income taxes	118,823	61,500
<Current income tax>	<116,610>	<71,932>
<Deferred income tax>	<2,213>	<(10,432)>
Net income	313,879	253,395
Less: Net income (loss) attributable to noncontrolling interests	(245)	(295)
Net income attributable to shareholders of the company	314,124	253,690

Consolidated Statements of Comprehensive Income

	(Millions of yen)	
	FY2021 April 1, 2021 - March 31, 2022	FY2022 April 1, 2022 - March 31, 2023
Net income	313,879	253,395
Other comprehensive income (loss), net of tax		
Unrealized gains on securities	(11)	(6)
Pension liability adjustments	12,851	4,230
Foreign currency translation adjustments	92,224	52,873
Other comprehensive income (loss)	105,064	57,097
Comprehensive income	418,943	310,492
Less: Comprehensive income (loss) attributable to noncontrolling interests	(126)	(285)
Comprehensive income attributable to Murata Corporation	419,069	310,777

# Consolidated Statements of Cash Flows

(Millions of yen)

	FY2021 April 1, 2021 - March 31, 2022	FY2022 April 1, 2022 - March 31, 2023
Operating activities		
Net income	313,879	253,395
Adjustments to reconcile net income to net cash provided by operating activities		
Depreciation and amortization	155,583	161,276
Losses on sales and disposals of property, plant and equipment	911	2,219
Impairment losses on long-lived assets	2,526	579
Provision for termination and retirement benefits, less payments	(5,059)	(5,277)
Deferred income taxes	2,213	(10,432)
Changes in assets and liabilities		
(Increase) decrease in trade notes and accounts receivable	11,637	103,877
(Increase) decrease in inventories	(81,363)	(101,368)
(Increase) decrease in prepaid expenses and other	(9,857)	(25,249)
Increase (decrease) in trade notes and accounts payable	3,507	(30,027)
Increase (decrease) in accrued payroll and bonuses	9,081	(9,731)
Increase (decrease) in income taxes payable	16,601	(45,285)
Increase (decrease) in accrued expenses and other	914	(14,871)
Other - net	885	(2,828)
Net cash provided by operating activities	421,458	276,278
Investing activities		
Payment for purchases of property, plant and equipment	(150,531)	(189,951)
Payment for purchases of marketable securities, investments, and other	(38,941)	(38,567)
Maturities and sales of marketable securities, investments, and other	34,335	44,081
Increase in long-term deposits and loans	(81)	(13)
Decrease in long-term deposits and loans	5,476	0
(Increase) decrease in short-term investments	(16,689)	22,595
Acquisition of businesses, net of cash ac-quired	(48,802)	—
Other - net	2,933	4,005
Net cash used in investing activities	(212,300)	(157,850)
Financing activities		
Net increase (decrease) in short-term borrowing	(91)	5
Proceeds from long-term debt	357	879
Repayment of long-term debt	(6)	(6)
Repayment of bonds	(40,000)	—
Dividends paid	(76,779)	(92,018)
Purchase of treasury shares	(13)	(80,009)
Other - net	(973)	(2,559)
Net cash used in financing activities	(117,505)	(173,708)
Effect of exchange rate changes on cash and cash equivalents	12,720	12,614
Net increase (decrease) in cash and cash equivalents	104,373	(42,666)
Cash and cash equivalents at beginning of year	407,699	512,072
Cash and cash equivalents at end of year	512,072	469,406
Additional operating activities information		
1. Interest paid	302	328
2. Income taxes paid	96,271	128,930
Additional information on non-cash investing activities		
Obligations related to acquisition of property, plant and equipment	15,290	33,450
Additional cash and cash equivalents information		
Cash	370,388	318,557
Short-term investments	174,074	162,456
Short-term investments with the original maturities over three months	(32,390)	(11,607)
Cash and cash equivalents at end of year	512,072	469,406

# Analysis of financial position

## Sales by product or business

(Billion yen)

	FY2021 results	FY2022 results	Increase/ decrease	Reasons for increase/decrease
Capacitors	788.5	738.8	-49.7 (-6.3%)	Sales decreased year on year, as sales of multilayer ceramic capacitors decreased for computers and smartphone despite an increase for mobility.
Inductors/ EMI filters	195.8	175.3	-20.4 (-10.4%)	Sales decreased year on year, as sales of inductors decreased for computers and smartphone despite increases in sales of EMI suppression filters and inductors for mobility.
High frequency devices and communications modules	528.2	453.6	-74.6 (-14.1%)	Sales decreased year on year, as sales of multilayer resin substrates increased but sales of SAW filters, RF modules, and connectivity modules decreased for smartphone.
Battery and power supply	180.4	214.6	34.1 (+18.9%)	Sales increased year on year, as sales of lithium-ion secondary batteries for power tools increased.
Functional devices	106.4	92.8	-13.6 (-12.8%)	Sales decreased year on year, as sales of sensors and timing devices decreased for computers despite an increase in sales of sensors for mobility.

## Sales by application

(Billion yen)

	FY2021 results	FY2022 results	Increase/ decrease	Reasons for increase/decrease
Communication	779.2	659.2	-120.0 (-15.4%)	Sales decreased year on year, as sales of multilayer resin substrates for smartphones increased but sales of RF modules, connectivity modules, SAW filters, and multilayer ceramic capacitors decreased.
Mobility	336.3	390.2	53.9 (+16.0%)	Sales increased year on year thanks to increases in sales of multilayer ceramic capacitors and EMI suppression filters due in part to effects of the weak yen and recovery in automobile production.
Computers	297.5	224.7	-72.8 (-24.5%)	Sales decreased year on year, as sales of multilayer ceramic capacitors and inductors for PCs decreased significantly.
Home appliances	183.2	197.8	14.6 (+8.0%)	Sales increased year on year, as sales of lithium-ion secondary batteries for power tools increased.
Industry and others	216.3	214.8	-1.5 (-0.7%)	Sales decreased year on year, as sales for distributors decreased despite increases in sales for healthcare and industrial equipment.

## Overview of financial conditions

(Billion yen)

	FY2021 results	FY2022 results	Increase/ decrease	Reasons for increase/decrease
Assets	2,809.2	2,872.8	63.6 (+2.3%)	Assets increased from the end of the previous fiscal year, due to an increase in inventories, despite decreases in trade accounts receivable and cash.
Liabilities	545.3	470.3	-75.0 (-13.7%)	Liabilities decreased from the end of the previous fiscal year due to decreases in income taxes payable and trade accounts payable.
Equity	2,263.9	2,402.5	138.6 (+6.1%)	Equity increased from the end of the previous fiscal year, mainly due to an increase in retained earnings.

## Cash flows

(Billion yen)

	FY2021 results	FY2022 results	Increase/ decrease	Reasons for increase/decrease
Net cash provided by operating activities	421.5	276.3	-145.2 (-34.4%)	Net cash provided by operating activities was 276.3 billion yen, mainly due to an increase of 101.4 billion yen in inventories, 253.4 billion yen of net income, which is a source of cash flows, and 161.3 billion yen of depreciation and amortization.
Net cash used in investing activities	-212.3	-157.9	54.5 (-)	Net cash used in investing activities was 157.9 billion yen. There were cash outflows of 190.0 billion yen in payment for purchases of property, plant and equipment aimed at boosting production capacity and 38.6 billion yen in payment for purchases of marketable securities, investments and other, despite maturities and sales of marketable securities, investments and other of 44.1 billion yen.
Net cash used in financing activities	-117.5	-173.7	- 56.2 (-)	Net cash used in financing activities was 173.7 billion yen. There were cash outflows due to dividend payment of 92.0 billion yen and 80.0 billion yen in purchase of treasury shares.

# ESG data

Included range   Consolidated: the Murata Manufacturing Group as a whole   Non-consolidated: Murata Manufacturing as a standalone company

			Unit	FY2018	FY2019	FY2020	FY2021	FY2022	Included range	
Environment	GHG emissions	Total GHG emissions* <sup>1</sup>	t-CO <sub>2</sub> e	6,074,000	6,081,000	5,609,000	5,762,000	5,552,000	Consolidated	
		Scope1	t-CO <sub>2</sub> e	312,000	293,000	278,000	260,000	264,000	Consolidated	
		Scope2* <sup>2</sup>	t-CO <sub>2</sub>	1,320,000	1,311,000	1,157,000	1,140,000	1,077,000	Consolidated	
		Scope3	t-CO <sub>2</sub>	4,442,000	4,477,000	4,174,000	4,362,000	4,211,000	Consolidated	
		Purchased goods and services	t-CO <sub>2</sub>	3,380,000	2,481,000	2,292,000	2,530,000	2,514,000	Consolidated	
		Capital goods	t-CO <sub>2</sub>	717,000	825,000	678,000	519,000	717,000	Consolidated	
		Fuel-and-energy-related activities not included in Scope 1 or Scope 2	t-CO <sub>2</sub>	95,000	38,000	219,000	229,000	243,000	Consolidated	
		Upstream transportation and distribution	t-CO <sub>2</sub>	163,000	347,000	273,000	382,000	256,000	Consolidated	
		Waste generated in operations	t-CO <sub>2</sub>	42,000	20,000	48,000	22,000	37,000	Consolidated	
		Business travel	t-CO <sub>2</sub>	10,000	20,000	11,000	20,000	6,000	Consolidated	
		Employee commuting	t-CO <sub>2</sub>	35,000	35,000	35,000	36,000	34,000	Consolidated	
		Upstream leased assets	t-CO <sub>2</sub>	-	400	400	500	700	Consolidated	
		Processing of sold products	t-CO <sub>2</sub>	-	148,000	64,000	77,000	66,000	Consolidated	
		Use of sold products	t-CO <sub>2</sub>	-	546,000	498,000	523,000	314,000	Consolidated	
		End-of-life treatment of sold products	t-CO <sub>2</sub>	350	7,000	8,000	9,000	7,000	Consolidated	
		Investments	t-CO <sub>2</sub>	-	10,000	49,000	14,000	17,000	Consolidated	
		Percentage of GHG emissions by region								
		Japan	%	68	66	77	75	73	Consolidated	
		China	%	21	21	9	17	16	Consolidated	
		Asia	%	11	12	13	7	10	Consolidated	
	Europe	%	0	1	1	1	1	Consolidated		
	Total energy consumption* <sup>3</sup>			TWh	7.72	7.81	8.07	8.65	7.39	Consolidated
	Non-renewable fuel consumption (fossil fuel, coal, oil, natural gas, etc.) (A)			MWh	919,000	916,000	985,000	867,000	794,000	Consolidated
	Non-renewable energy consumption (Steam, heat, cooling) (B)			MWh	168,000	164,000	208,000	248,000	239,000	Consolidated
	Non-renewable electricity consumption (C)			MWh	2,443,000	2,321,000	2,168,000	2,194,000	2,033,000	Consolidated
	Total consumption of non-renewable energy (A+B+C)			MWh	3,530,000	3,401,000	3,361,000	3,309,000	3,065,000	Consolidated
	Renewable electricity consumption (wind, solar, biomass, hydraulic, geothermal, etc.) (D)			MWh	23,000	35,000	396,000	593,000	632,000	Consolidated
	Total electricity consumption (C+D)			MWh	2,466,000	2,356,000	2,564,000	2,786,000	2,665,000	Consolidated
	Renewable energy ratio (D/(C+D))			%	0.9	1.5	15.4	21.3	23.7	Consolidated
	Chemical substance management	20 specified Volatile Organic Compounds (VOCs) for which measures have been taken to reduce their volume of discharge since 2000								
Volume of use		t	27,800	23,100	27,200	32,400	27,700	Consolidated (domestic)		
Volume of discharge		t	1,100	1,240	1,150	1,320	1,000	Consolidated (domestic)		
Percentage discharged to atmosphere		%	3.9	5.4	4.2	4.1	3.6	Consolidated (domestic)		
Waste management	Total emissions volume	t	132,000	108,000	105,000	102,000	86,000	Consolidated		
	Recycling rate	%	92	95	98	96	97	Consolidated		
	Recycled volume* <sup>4</sup>	t	122,000	104,000	102,100	98,200	84,200	Consolidated		
Water resource management	Hazardous waste volume* <sup>5</sup>	t	62,000	52,000	43,000	33,000	26,000	Consolidated		
	Water intake volume	1,000 m <sup>3</sup>	19,400	18,500	17,900	18,400	17,100	Consolidated		
	Municipal water supply (or from other water supply facilities)	1,000 m <sup>3</sup>	13,100	12,400	12,800	13,400	12,700	Consolidated		
	Freshwater and groundwater	1,000 m <sup>3</sup>	6,300	6,100	5,100	4,900	4,300	Consolidated		
	Wastewater discharge	1,000 m <sup>3</sup>	15,000	14,800	15,600	15,300	13,600	Consolidated		
	Volume consumed* <sup>6</sup>	1,000 m <sup>3</sup>	4,400	3,600	2,300	3,000	3,400	Consolidated		
	Recycling rate* <sup>7</sup>	%	20	20	21	21	19	Consolidated		
Environmental violations	Number of accidents	cases	0	0	0	0	0	Consolidated		
Related to environmental accounting	Environmental and energy investments	million yen	4,000	4,000	1,900	1,800	3,800	Consolidated (domestic)		
	Environmental and energy business expenditures	million yen	6,000	6,100	7,200	8,600	9,500	Consolidated (domestic)		
	Economic effects per year due to environmental burden reductions	million yen	690	650	430	1,110	3,150	Consolidated		
ISO 14001 acquisition	Certification rate (Targets are headquarters and production site)	%	95	95	96	100	100	Consolidated		

Amounts less than the specified unit are rounded off, so the breakdown and total may not match.  
\*1 GHG emissions in fiscal 2019 and fiscal 2020 were recalculated in accordance with the calculation standards set by SBT.  
\*2 Market-based method of CO<sub>2</sub> calculation was adopted in place of location-based method in fiscal 2019.  
\*3 The total amount of purchased power converted into primary energy  
\*4 Disposal by landfill is excluded.  
\*5 Waste as defined by the laws of each country. In Japan, it refers to specially controlled industrial waste.  
\*6 Calculated by deducting wastewater discharge from water intake volume.  
\*7 Calculated by dividing recycled volume by the sum of recycled volume and water intake volume.

			Unit	FY2018	FY2019	FY2020	FY2021	FY2022	Included range
Society	Attracting and cultivating human resources	General employee education (number of e-learning registrants)	persons	30,783	32,962	33,975	35,116	37,648	Consolidated (domestic)
		Training results by class	persons	4,332	5,245	4,590	6,690	10,794	Consolidated (domestic)
		Employee education expenses	million yen	1,476	1,463	1,012	1,363	1,740	Consolidated
		Total overseas local employees using the deployment system to affiliated companies in Japan and other countries	persons	737	876	958	998	1,162	Consolidated
	Diversity & Inclusion	Number of employees	persons	77,571	74,109	75,184	77,581	73,164	Consolidated
		Ratio of women among all employees	%	49.2	47.6	47.8	47.4	45.2	Consolidated
		Number of management staff*1	persons	625	656	712	749	800	Non-consolidated
		Ratio of female management staff	%	0.8	1.5	1.8	2.4	3.5	Non-consolidated
		Ratio of employees with disabilities	%	1.88	2.32	2.33	2.37	2.38	Non-consolidated

				Unit	FY2018	FY2019	FY2020	FY2021	FY2022	Included range
Society	Diversity & Inclusion	Number of recent graduate hires*2		persons	341	399	447	335	349	Non-consolidated
		Ratio of women		%	30.2	36.6	36.9	36.1	36.4	Non-consolidated
		Number of mid-career hires*3		persons	428	224	121	168	318	Non-consolidated
		Ratio of women		%	9.1	9.8	12.4	19.0	19.5	Non-consolidated
		Ratio of mid-career hires among all hires		%	55.7	36.0	21.3	33.4	47.7	Non-consolidated
		Average number of years continuously employed		year	14.1	14.9	14.7	14.3	14.1	Non-consolidated
		Men		year	14.4	15.2	15.1	14.7	14.6	Non-consolidated
		Women		year	13.0	14.0	13.2	12.7	12.5	Non-consolidated
		Voluntary turnover rate*4		%	1.6	1.3	1.5	1.5	1.8	Consolidated (domestic)
		Average age		age	40.0	41.0	40.1	40.1	40.1	Non-consolidated
		Men		age	40.8	41.8	41.1	41.2	41.2	Non-consolidated
		Women		age	36.6	37.7	36.5	36.5	36.5	Non-consolidated
		Paid leave utilization rate*5		%	69.2	73.3	74.4	67.1	71.1	Non-consolidated
	Work safety and hygiene	Lost Time Injury Frequency Rate (LTIFR)*6		-	-	0.42	0.30	0.35	0.37	Consolidated
		Number of serious incidents*7		cases	0	0	0	0	0	Consolidated
		Number of industrial accidents resulting in lost workdaysa		cases	-	58	48	56	58	Consolidated
		Industrial accident rate per 1,000 workers*8	All employees	-	2.58	2.12	1.56	1.70	1.44	Consolidated
			Full-time employee, temporary employee	-	2.56	2.06	1.31	1.59	1.35	Consolidated
			Contract employee	-	2.89	2.87	4.22	2.85	2.71	Consolidated
		ISO 45001 certification rate (Targets are headquarters and production site)		%	66	64	82	82	83	Consolidated
	Contributions to society/Community	Total social contribution expense		million yen	-	167	215	295	688	Non-consolidated
	Social contribution activities				-	-	-	588	1,056	Consolidated
		Total number of volunteering employees		persons	-	17,088	8,027	14,288	14,050	Consolidated
		Support for the development of the next generation		cases	-	-	146	254	345	Consolidated
		Local community support		cases	-	-	270	400	567	Consolidated
		Environmental protection		cases	-	-	22	60	64	Consolidated
		Cultural support (sports, arts, and traditional industries)		cases	-	-	13	59	108	Consolidated
		The visiting class to experiential programming		cases	-	-	16	74	37	Consolidated
Others		cases	-	-	24	69	83	Consolidated		

\*1 Includes expert managerial positions from fiscal 2020.  
\*2 Recalculated from fiscal 2016 due to the inclusion of global and other hires in the number of recent graduate hires.  
\*3 Recalculated from fiscal 2016 due to the revision of the definition.  
\*4 The definition of voluntary turnover rate was revised in fiscal 2022.  
\*5 The calculation period was revised in fiscal 2022.  
\*6 The number of injuries and fatalities per million cumulative hours worked. Represents the frequency of accidents. The included range has been consolidated since fiscal 2019.  
\*7 Represents the number of serious industrial accidents that led to death or after-effects.  
\*8 This rate is managed per 1,000 workers including both accidents that require time off from work and those that do not.

		Unit	As of June 29, 2023
Governance	Composition of the Board of Directors	Number of members	persons 10
		Outside Directors	persons 5
		Outside Directors appointed as Independent Directors	persons 5
		Inside Directors	persons 5
		Ratio of Outside Directors	% 50.0
		Female Directors	persons 2
	Composition of Audit and Supervisory Committee	Ratio of female Directors	% 20.0
		Number of members	persons 4
		Outside Directors	persons 3
		Committee Chairperson	- Inside Director
	Composition of Nomination Advisory Committee	Number of members	persons 5
		Outside Directors	persons 3
		Inside Director	- Outside Director
	Composition of Remuneration Advisory Committee	Number of members	persons 5
		Outside Directors	persons 3
	Number of meetings, etc	Unit	FY2022
		Number of meetings of the Board of Directors	times 12
		Board of Directors meeting attendance rate	% 100.0
		Board of Directors meeting attendance rate for Outside Directors	% 100.0
		Number of meetings of the Audit and Supervisory Committee	times 10
		Audit and Supervisory Committee meeting attendance rate	% 100.0
		Number of meetings of the Nomination Advisory Committee*	times 7
		Nomination Advisory Committee meeting attendance rate	% 100.0
		Number of meetings of the Remuneration Advisory Committee*	times 14
		Remuneration Advisory Committee meeting attendance rate	% 100.0

\*The numbers of meetings of the Nomination Advisory Committee and the Remuneration Advisory Committee in fiscal 2022 each include the three joint meetings of the two committees.

## CSR-related policy list

CSR Charter/Corporate Ethics Policy and Code of Conduct/Human Rights and Labor Policies/EHS Disaster Prevention Policy/Procurement Policy/Quality Policy/ Disclosure Policy/Basic Policy for Activities to Contribute to Society and Local Communities/Basic Policy for Prevention of Cartels and Bribery/Global Tax Policy

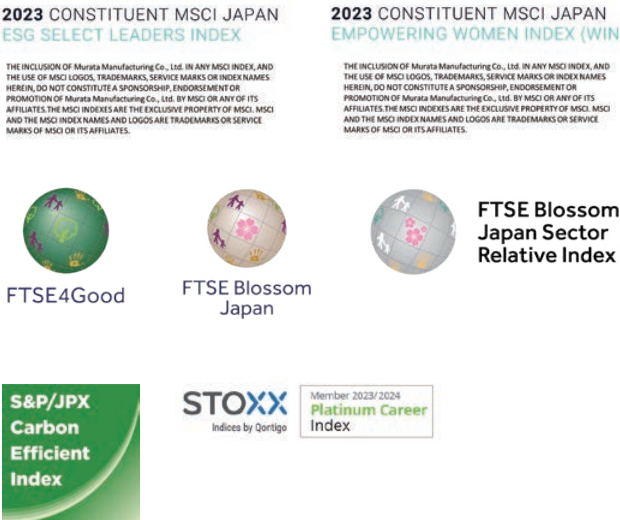
For other data, please see:	ESG data collection	<a href="https://corporate.murata.com/en-global/csr/esg_data">https://corporate.murata.com/en-global/csr/esg_data</a>
	GRI Standards reference table	<a href="https://corporate.murata.com/en-global/csr/gri">https://corporate.murata.com/en-global/csr/gri</a>
	SASB reference table	<a href="https://corporate.murata.com/en-global/csr/sasb">https://corporate.murata.com/en-global/csr/sasb</a>



External evaluations

Incorporation into ESG indexes

- Included in the MSCI Japan ESG Select Leaders Index since fiscal 2017.
- Included in the MSCI Japan Empowering Women Index (WIN) since fiscal 2020.
- Included in the FTSE4Good Index Series since fiscal 2019.
- Included in the FTSE Blossom Japan Index since fiscal 2019.
- Selected for the FTSE Blossom Japan Sector Relative Index since fiscal 2022.
- Included in the S&P/JPX Carbon Efficient Index since fiscal 2018.
- Included in the Morningstar Japan ex-REIT Gender Diversity Tilt Index since fiscal 2023.
- Included in the SOMPO Sustainability Index since fiscal 2022.
- Selected for the iSTOXX MUTB Japan Platinum Career 150 Index since fiscal 2023.



Evaluation concerning sustainability from external sources

- Selected as a “Winner Company” in the Corporate Governance of the Year 2022.
- Awarded the “Gold Medal” in the EcoVadis sustainability assessment in fiscal 2022.
- Given the score of A- in the CDP’s Climate Change in fiscal 2022.
- Selected as Supplier Engagement Leaderboard since fiscal 2020, the title given to the highest rated companies in CDP’s Supplier Engagement Rating.
- Selected as Health & Productivity Management Outstanding Organizations Recognition program, White 500 since fiscal 2017.
- Rated as a low-risk company in Sustainalytics ESG Risk Ratings.



Other major external awards

- Awarded the second prize at the 2nd Annual Nikkei Integrated Report Awards
- Awarded the “IR Special Award” in the Japan Investor Relations Association 2022 IR Award.
- Selected as a “company with significant improvement in disclosure” in the 2022 Awards for Excellence in Corporate Disclosure organized by the Securities Analysts Association of Japan.
- Given the 5-star rating, the highest ranking in the 6th NIKKEI Smart Work Management Survey.
- Selected as a Clarivate Top 100 Global Innovator 2023 for 2nd year in a row, setting it apart as one of the world's most innovative companies.

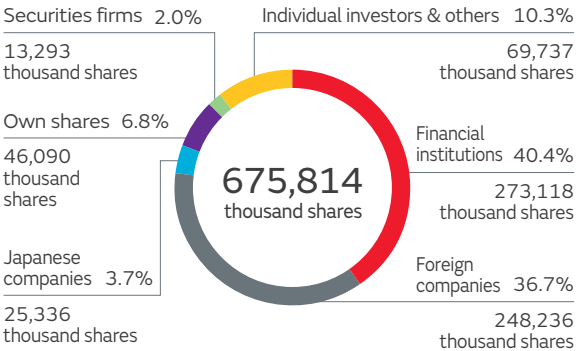


Company and stock information (As of March 31, 2023)

Company overview

Trade name	Murata Manufacturing Co., Ltd.	Subsidiaries in Japan	30 companies
Date of incorporation	December 23, 1950 (established in October 1944)	Subsidiaries outside of Japan	57 companies
Common stock	69,444 million yen	Stock exchange listing	Tokyo Stock Exchange Prime Market Singapore Exchange
Location	10-1, Higashikotari 1-chome, Nagaokakyo-shi, Kyoto 617-8555	Number of shares outstanding	675,814 thousand shares
		Number of shareholders	133,124 persons

Ownership breakdown

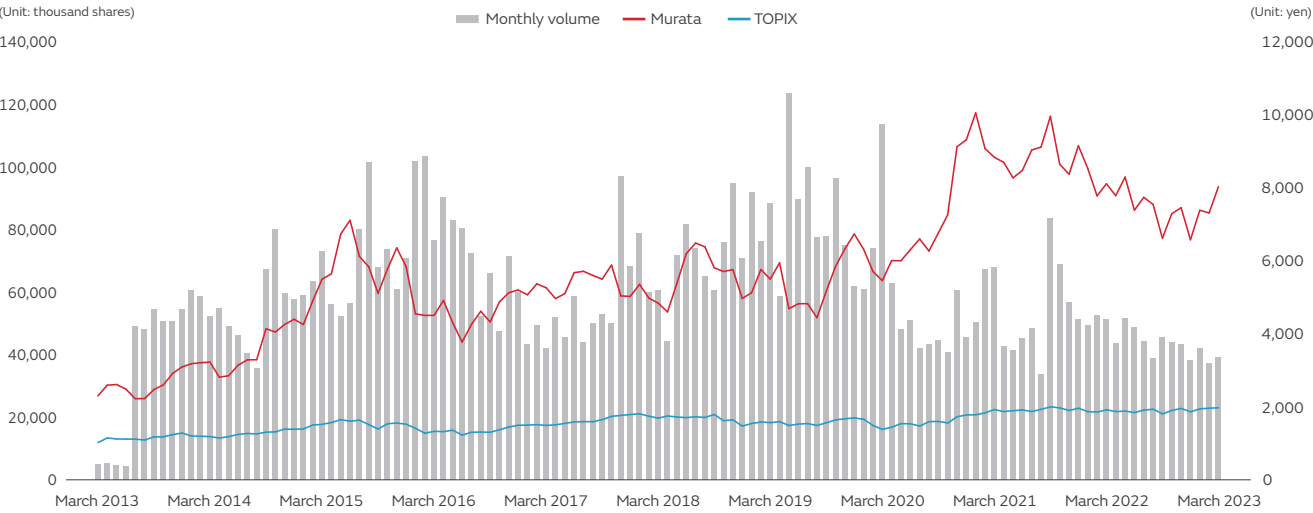


Major shareholders

Name	Number of shares (unit: one thousand)	Ownership (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	109,062	17.3
Custody Bank of Japan, Ltd. (Trust Account)	42,782	6.8
SSBTC CLIENT OMNIBUS ACCOUNT	17,418	2.8
Nippon Life Insurance Company	16,562	2.6
The Bank of Kyoto, Ltd.	15,780	2.5
Meiji Yasuda Life Insurance Company	15,722	2.5
STATE STREET BANK WEST CLIENT-TREATY 505234	10,226	1.6
THE BANK OF NEW YORK MELLON 140042	8,937	1.4
Mizuho Bank, Ltd.	8,297	1.3
THE SHIGA BANK, LTD.	7,653	1.2

(Note) The Company holds 46,090 thousand shares of its own stock. As these shares do not confer voting rights, they are excluded from the above table.

Trends in stock price and trading volume



\*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 2012.

Total Shareholders Return (TSR\*)

Holding period	3 years	5 years	10 years
Murata	154.1%	177.6%	385.6%
TOPIX	153.4%	131.8%	242.1%

\*Total Shareholders Return (TSR): TSR represents a ratio of return from equity investment consisting of capital gain and dividend. TSR for each period as of the end of fiscal 2022 is calculated referring to the calculation formula stipulated in the Cabinet Office Order. The stock prices at the start of investment used as the basis of calculation are the closing prices as of March 31, 2020 for three years, March 31, 2018 for five years, and March 31, 2013 for 10 years.