

Murata Manufacturing Co., Ltd.

CONVOCATION NOTICE

FOR

THE 88th

ORDINARY GENERAL MEETING OF SHAREHOLDERS

TO BE HELD ON

JUNE 27, 2024

LOCATION: “Genji Ballroom” on the third floor of HOTEL GRANVIA KYOTO

NOTE

1. THIS DOCUMENT IS A TRANSLATION OF THE OFFICIAL JAPANESE CONVOCATION NOTICE FOR THE 88TH ORDINARY GENERAL MEETING OF REGISTERED SHAREHOLDERS.
2. THIS TRANSLATION IS PROVIDED ONLY AS A REFERENCE TO ASSIST SHAREHOLDERS IN THEIR VOTING AND DOES NOT CONSTITUTE AN OFFICIAL DOCUMENT.
3. IN THE EVENT OF ANY DISCREPANCY BETWEEN THIS TRANSLATED DOCUMENT AND THE JAPANESE ORIGINAL, THE ORIGINAL SHALL PREVAIL.

The Murata Philosophy

Murata Philosophy was created by founder Akira Murata in 1954.

Since then, the world around us has dramatically changed, and technologies have continued to evolve.

However, the thoughts embodied in our philosophy will always remain the same.

All employees share these thoughts and exercise them in their daily work.

Murata Philosophy

We contribute to the
advancement of society
by
enhancing technologies and skills
applying scientific approach
creating innovative products and solutions
being trustworthy
and, together with all our stakeholders,
thankful for the increase in prosperity.

(Securities Code: 6981)
CONVOCATION NOTICE FOR
THE 88th ORDINARY GENERAL MEETING OF SHAREHOLDERS

(Date of dispatch) June 4, 2024

(Commencement date of an electronic provision measure) May 28, 2024

Norio Nakajima
President and Representative Director

Murata Manufacturing Co., Ltd.
10-1, Higashikotari 1-chome,
Nagaokakyo-shi, Kyoto, Japan

Dear Shareholders:

We would like to express our deepest sympathy and sincerely hope for a swift recovery of those affected by the Noto Peninsula Earthquake in 2024.

Notice is hereby given that the 88th Ordinary General Meeting of Shareholders of Murata Manufacturing Co., Ltd. (the “Company”) will be held as detailed below.

The Company has taken an electronic provision measure for the Convocation Notice for the 88th Ordinary General Meeting of Shareholders and posted on the following company website on the internet the “Convocation Notice of the 88th Ordinary General Meeting of Shareholders” and the “Materials for the 88th General Meeting of Shareholders (matters for electronic provision measures that are not described in the documents to be delivered to shareholders who requested them).”

The Company’s website
<https://corporate.murata.com/en-eu/ir/info/meetings> (in English)

In addition, the information is posted in the following website on the internet.

Tokyo Stock Exchange website (Listed Company Search)
<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show> (in English)

Please access the above website, enter the Company name (Murata Manufacturing Co., Ltd.) or the Securities code (6981), select “Basic information” and then “Documents for public inspection/PR information” to review filed information.

In the event that you do not attend the meeting, you may exercise your voting rights either via the Internet, etc. or by mailing the Voting Rights Exercise Form. To do so, we kindly ask that you first refer to the Reference Materials for the General Meeting of Shareholders, then exercise your voting rights by 5:00 p.m. on Wednesday, June 26, 2024.

1. Date and time: June 27, 2024 (Thursday) 10:00 a.m. (Reception is scheduled to open at 9:00 a.m.)

2. Location: Shiokoji-sagaru, Karasuma-dori, Shimogyo-ku, Kyoto, Japan
(KYOTO STATION BUILDING)
“Genji Ballroom” on the third floor of HOTEL GRANVIA KYOTO

3. Agenda:

- | | |
|---------|---|
| Reports | 1. Report of the business report, the consolidated financial statement for the 88th fiscal term (From April 1, 2023 to March 31, 2024), and audit reports prepared by the Independent Auditor and the Audit and Supervisory Committee on the consolidated financial statement |
| | 2. Report of the financial statement for the 88th fiscal term (From April 1, 2023 to March 31, 2024) |

Proposals

- | | |
|-------|---|
| No. 1 | Dividends of Retained Earnings for the 88th Fiscal Term |
| No. 2 | Partial Amendment to the Articles of Incorporation |
| No. 3 | Election of Eight (8) Members of the Board of Directors who are not Audit and Supervisory Committee Members |
| No. 4 | Election of Four (4) Members of the Board of Directors who are Audit and Supervisory Committee Members |

- Among matters for electronic provision measures, under laws and regulations and the provision in Article 16, Paragraph (2) of the Articles of Incorporation of the Company, the following matters are not included in this document. These are part of business report, consolidated financial statements and financial statements audited by the Audit and Supervisory Committee and the Independent Auditor in the course of preparing audit reports.
 - 1) “Systems to Secure the Appropriateness of Company Operations” in business report.
 - 2) “Consolidated Statement of Changes in Equity” and “Notes to Consolidated Financial Statements” in consolidated financial statements.
 - 3) “Statement of Shareholders’ Equity” and “Notes to Unconsolidated Financial Statements” in financial statements.
- If there are any changes to matters for electronic provision measures, matters before and after the change will be posted on the Company’s website: <https://corporate.murata.com/ja-jp/ir/info/meetings> and Tokyo Stock Exchange’s website: <https://www2.jpx.co.jp/tseHpFront/JJK0100010Action.do?Show=Show>
- The electronic provision system of materials for general meetings of shareholders has started. However, for this meeting, the Company sends all the shareholders with the paper copy version of the voting rights materials regardless of whether or not shareholders requested the delivery of paper copy. For the materials for the meetings for the next year and beyond, please visit the website to be advised on a notice the Company will send you.

Guide for Exercise of Voting Rights

If You Exercise Your Voting Rights in Advance

Exercise of Voting Rights via the Internet, etc.

Please access the designated website for exercise of voting rights (<https://soukai.mizuho-tb.co.jp/>) via personal computer, smartphone, or other device, and indicate your approval or disapproval of the proposals by 5:00 p.m. on Wednesday, June 26, 2024.

Exercise of Voting Rights by Postal Mail (Voting Rights Exercise Form)

Please indicate on the Voting Rights Exercise Form your approval or disapproval on each proposal and return the form so that it is received by 5:00 p.m. on Wednesday, June 26, 2024.

If You Attend the General Meeting of Shareholders

June 27, 2024 (Thursday) 10:00 a.m.

Please submit the Voting Rights Exercise Form at the reception desk at the entrance to the meeting hall. In addition, please bring this Notice when attending the meeting.

<Reference> Reduction of Mailing Costs by Exercising Voting Rights via the Internet, etc.

The Company donated 1,944,072 yen, which was a portion of the mailing costs that were reduced due to shareholders exercising voting rights via the Internet, etc. for the 87th Ordinary General Meeting of Shareholders held last year, to the Japanese Red Cross Society. The Company again plans to donate a portion of the mailing costs that will be reduced for the 88th Ordinary General Meeting of Shareholders to the Japanese Red Cross Society.

Guide for Livestreaming and Acceptance of Questions in Advance

We will broadcast a live stream of the meeting via the internet on a special website so you may watch its proceedings. Additionally, on the website, we will accept questions regarding agendas of the General Meeting of Shareholders in advance prior to the holding of the meeting.

Please log in with the ID and password noted on the Announcement on Livestreaming and Acceptance of Questions in Advance enclosed with the mailed Convocation Notice of the 88th Ordinary General Meeting of Shareholders of Murata Manufacturing Co., Ltd.

[Special website for live streaming and acceptance of questions in advance]

<https://vgm.smart-portal.ne.jp>

*The URL and access method for the special website for live streaming and acceptance of questions in advance are the same. Until June 20 (Thursday), the Acceptance of Questions in Advance page will be displayed, and on June 27 (Thursday), the Livestreaming viewing page will be displayed.

Guide for livestreaming

Date and time of live stream: From June 27, 2024 (Thursday) 10:00 a.m. to the conclusion of the meeting (You may access the website starting 30 minutes prior to the scheduled time of the meeting.)

<Notes>

- Only shareholders shall be allowed to view the live stream.
- Please note that we cannot accept exercise of voting rights or questions on the day of the meeting from shareholders watching the live stream.
- When watching the live stream, video and sound quality issues may arise or the live stream may become unavailable depending on the computer environment (functions and performance) that you use, the status of your Internet connection, a large number of simultaneous access, etc.
- Telecommunications charges and other expenses for watching the live stream shall be borne by the shareholders.
- Please do not photograph, record, or capture the live stream or post it on social media, etc.
- Due to considerations such as the privacy of shareholders, we will try to ensure that the content shown in the live stream video will be the video screen and the proximity of the officers' seating location only. However, there may be cases where it will be unavoidable to include attending shareholders in the recorded image. Thank you for your understanding on this matter.

Guide for acceptance of questions in advance

Reception period: From June 4, 2024 (Tuesday) to June 20, 2024 (Thursday)

<Notes>

- Please limit questions to questions regarding agendas of the General Meeting of Shareholders (reports and resolutions).
- We plan to answer questions that are of great interest to our shareholders on the day of the event, but we unfortunately will not be able to answer individual questions.

For inquiries

For IDs and passwords	
Securities Agency Division, Mizuho Trust & Banking Co., Ltd.	0120-288-324 Hours of operation: 9:00 a.m. - 5:00 p.m. (Weekdays only)
For viewing the live stream	
J-Stream Inc.	0120-208-481 Hours of operation: June 27 (Thursday) 9:00 a.m. to the end of live stream

Reference Materials for the General Meeting of Shareholders

Proposals and References

Proposal No. 1: Dividends of Retained Earnings for the 88th Fiscal Term

The Company operates in the electronic devices sector, which is subject to extreme changes in the supply and demand environment and in which the pace of technological innovation is fast. To facilitate a prompt response to environmental changes and achieve sustained growth in profits, as well as maintaining stable management in an increasingly harsh business environment, the Company will strive to strengthen its capital base.

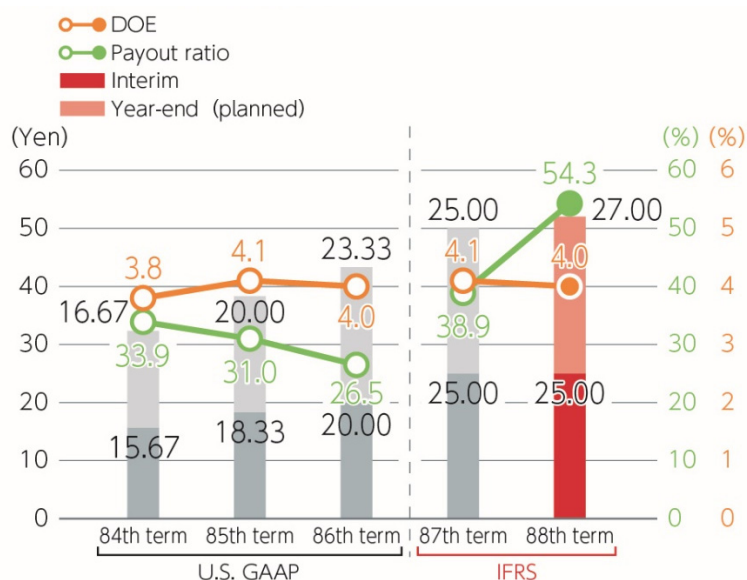
The Company's policy on the return of profits to its shareholders puts priority on distribution of results in the form of a dividend. The Company has adopted a basic policy under which it intends to realize a steady increase of dividend by increasing profit per share, while enhancing the value of the Company and improving its financial strength over the long term at the same time, aiming to achieve a dividend ratio on equity attributable to owners of parent (DOE) of 4% or higher and targeting a payout ratio of approximately 30% in the medium term.

Based on this policy, after comprehensively examining the Company's consolidated performance and determining the amount of unappropriated retained earnings, the Company proposes a year-end dividend of 27 yen per share.

The Company implemented a three-for-one common stock split effective October 1, 2023. The interim dividend of 75 yen per share, which was paid on September 30, 2023 as a base date, is equivalent to 25 yen per share after the execution of the stock split, and this will bring the annual dividend, combined with a year-end dividend, to 52 yen per share, an increase of 2 yen per share compared with the previous fiscal year.

- 1 Type of dividend asset
Cash
- 2 Allocation of dividend assets and total amount of allocation
27 yen per common share
Total amount of payout:
51,009,300,747 yen
- 3 Effective date of dividend payout
June 28, 2024

Reference: Trends in dividend per share



- Notes:
1. If this proposal is approved and adopted as originally proposed, the payout ratio and DOE will be 54.3% and 4.0%, respectively.
 2. The Company implemented a three-for-one common stock split effective October 1, 2023. "Trends in dividend per share" are calculated as if the stock split had been conducted at the start of the 84th fiscal term (April 1, 2019).
 3. Starting from the current fiscal year (the 88th fiscal term from April 1, 2023 to March 31, 2024), the Company adopts the disclosure of consolidated financial statements in compliance with International Financial Reporting Standards (IFRS). The payout ratio and DOE for the 87th term are listed on an IFRS basis for the purpose of comparison with the current fiscal year, while figures/values corresponding to the IFRS accounts are listed on a U.S. GAAP basis, which was applied prior to the transition to IFRS, for the 84th term through the 86th term.

Proposal No. 2: Partial Amendment to the Articles of Incorporation

1. Reasons for the amendments

The Company proposes to make partial amendments to the Articles of Incorporation for the reasons described below.

- (1) In order to pursue a flexible capital policy and dividend policy, the Company proposes the creation of new articles in the Articles of Incorporation, Article 34 (Decision-making body on dividends of retained earnings, etc.) and Article 35 (Record dates for dividends of retained earnings), in accordance with Article 459, Paragraph (1) of the Companies Act, so that the dividends of retained earnings and the like can be determined based on the Board of Directors' resolutions, as indicated in the proposed revisions. The Company also proposes the removal of the existing Article 7 (Repurchase of Shares), Article 35 (Surplus Dividends), and Article 36 (Interim Dividends), as, together, their content overlaps with the new articles.
- (2) In order to achieve more flexibility and agility in the Board of Directors operations, the Company proposes necessary revisions to the existing Article 24 (Person to Convene Meetings of the Board of Directors and Chairman).
- (3) In addition, the Company proposes the change of the numbers of articles as a result of the above amendments and other modifications of text where required.

2. Details of the amendments

The proposed amendments are as follows:

(Underlines show amended portions.)

Present Articles of Incorporation	Articles of Incorporation after Amendment
Article 1-6 (Text omitted)	Article 1-6 (Unchanged)
<u>Article 7 (Repurchase of Shares)</u> <u>In accordance with the provisions of Paragraph 2 of Article 165 of the Companies Act, the Company may repurchase its own shares through market transactions or other methods pursuant to Paragraph 1 of the said Article by a resolution of the Board of Directors.</u>	(Deleted)
Article <u>8-9</u> (Text omitted)	Article <u>7-8</u> (Unchanged)
Article <u>10</u> (Demand for the Sale of Shares Constituting Less Than One Voting Unit) Shareholders of shares constituting less than one Voting Unit of the Company may demand that the Company sell such number of shares which, together with the number of shares constituting less than one Voting Unit held by such shareholders, will constitute one Voting Unit, in accordance with the <u>provisions of Share Handling Regulations.</u>	Article <u>9</u> (Demand for the Sale of Shares Constituting Less Than One Voting Unit) (Change in Japanese text; no change in English)
Article <u>11</u> (Text omitted)	Article <u>10</u> (Unchanged)

Present Articles of Incorporation	Articles of Incorporation after Amendment
Article <u>12</u> (<i>Share Handling Regulations</i>) The handling business relating to shares of the Company and charges thereof shall be governed by the <u>Share Handling Regulations</u> established by the Board of Directors, in addition to laws and regulations and these Articles of Incorporation. Article <u>13-23</u> (Text omitted) Article <u>24</u> (<i>Person to Convene Meetings of the Board of Directors and Chairman</i>) (1) Unless otherwise provided by laws and regulations, <u>the Chairman or the President, Member of the Board of Directors</u> shall convene a meeting of a Board of Directors and shall act as the chairman thereof. (2) When <u>the Chairman or the President, Member of the Board of Directors</u> is unable to act, another Director, who shall be decided in accordance with the order of priority previously determined by a resolution of the Board of Directors, shall act as the person to convene the meeting and the chairman. Article <u>25-27</u> (Text omitted) Article <u>28</u> (<i>Regulations of the Board of Directors</i>) The Board of Directors shall be governed by the <u>Regulations of the Board of Directors</u> established by the Board of Directors, in addition to laws and regulations and these Articles of Incorporation. Article <u>29-32</u> (Text omitted) Article <u>33</u> (<i>Regulations of the Audit and Supervisory Committee</i>) The Audit and Supervisory Committee shall be governed by the <u>Regulations of the Audit and Supervisory Committee</u> established by the Audit and Supervisory Committee, in addition to laws and regulations and these Articles of Incorporation. Article <u>34</u> (Text omitted) (Newly added)	Article <u>11</u> (<i>Share Handling Regulations</i>) (Change in Japanese text; no change in English) Article <u>12-22</u> (Unchanged) Article <u>23</u> (<i>Person to Convene Meetings of the Board of Directors and Chairman</i>) (1) Unless otherwise provided by laws and regulations, <u>the Member of the Board of Directors who is appointed in advance by the Board of Directors</u> shall convene a meeting of a Board of Directors and shall act as the chairman thereof. (2) When <u>the Member of the Board of Directors of the preceding paragraph</u> is unable to act, another Director, who shall be decided in accordance with the order of priority previously determined by a resolution of the Board of Directors, shall act as the person to convene the meeting and the chairman. Article <u>24-26</u> (Unchanged) Article <u>27</u> (<i>Regulations of the Board of Directors</i>) (Change in Japanese text; no change in English) Article <u>28-31</u> (Unchanged) Article <u>32</u> (<i>Regulations of the Audit and Supervisory Committee</i>) (Change in Japanese text; no change in English) Article <u>33</u> (Unchanged) <u>Article 34 (<i>Decision-making body on dividends of retained earnings, etc.</i>)</u> <u>The Company may determine matters prescribed in Each item of Article 459, Paragraph (1) of the Companies Act based on the Board of Directors' resolutions, except as otherwise provided by laws and regulations.</u>

Present Articles of Incorporation	Articles of Incorporation after Amendment
(Newly added)	<u>Article 35 (Record dates for dividends of retained earnings)</u> <u>(1) The record date for year-end dividends of the Company shall be March 31.</u> <u>(2) The record date for interim dividends of the Company shall be September 30.</u> <u>(3) In addition to the provisions of the preceding two paragraphs, the Company may pay dividends of retained earnings by setting a record date.</u>
<u>Article 35 (Surplus Dividends)</u> <u>Surplus dividends shall be paid to the shareholders or registered share pledgees whose names appear or are recorded as such on the register of shareholders as of March 31st each year.</u>	(Deleted)
<u>Article 36 (Interim Dividends)</u> <u>The Company may, by a resolution of the Board of Directors, pay interim dividends to the shareholders or registered share pledgees whose names appear or are recorded as such on the register of shareholders as at the closing thereof on the 30th day of September each year.</u>	(Deleted)
Article <u>37</u> (Text omitted)	Article <u>36</u> (Unchanged)
Supplementary Provision (Transitional Measure Concerning Limited Liability Agreements with Outside Statutory Auditors) (Text omitted)	Supplementary Provision (Transitional Measure Concerning Limited Liability Agreements with Outside Statutory Auditors) (Unchanged)

Proposal No. 3: Election of Eight (8) Members of the Board of Directors who are not Audit and Supervisory Committee Members

The terms of office of all six (6) current Members of the Board of Directors who are not Audit and Supervisory Committee Members will expire at the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, in order to strengthen the management structure, the Company proposes to increase the number of Directors by two (2) and to elect eight (8) Members of the Board of Directors who are not Audit and Supervisory Committee Members.

The candidates for Members of the Board of Directors who are not Audit and Supervisory Committee Members are as follows:

See page 33 for the opinion of the Audit and Supervisory Committee regarding this proposal.

Candidate No.	Name	Current positions and responsibilities in the Company and its group companies
1	Norio Nakajima Reappointment	President and Representative Director Director of Communication & Sensor Business Unit
2	Hiroshi Iwatsubo Reappointment	Member of the Board of Directors Senior Executive Vice President Director of Corporate Technology & Business Development Unit
3	Masanori Minamide Reappointment	Member of the Board of Directors Executive Vice President Director of Corporate Unit and Director of Corporate Management Group
4	Hiroshi Izumitani New candidate	Vice President Managing Director of Murata Electronics Singapore (Pte.) Ltd.
5	Takaki Murata New candidate	Vice President Director of RF Device Division, Communication & Sensor Business Unit
6	Yuko Yasuda Reappointment Outside Independent	Member of the Board of Directors
7	Takashi Nishijima Reappointment Outside Independent	Member of the Board of Directors
8	Hiroyuki Ina New candidate Outside Independent	—

Candi-date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions		Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders)
1	Norio Nakajima (September 21, 1961) [Reappointment] 	Apr 1985 Entered the Company Jul 2006 Assigned as Director of Communication Module Division, Module Business Unit of the Company Jul 2010 Assumed the position of Vice President of the Company Jun 2012 Assigned as Director of Module Business Unit of the Company Jun 2013 Assumed the position of Member of the Board of Directors and Executive Vice President of the Company Jul 2015 Assigned as Director of Communication & Sensor Business Unit of the Company Assigned as Director of Energy Business Division of the Company Apr 2017 Assigned as Director of Module Business Unit of the Company Jun 2017 Assumed the position of Representative Director and Senior Executive Vice President of the Company Jun 2020 Assumed the position of President and Representative Director of the Company (present) Jul 2022 Assigned as Director of Communication & Sensor Business Unit of the Company (present)		11 years Attendance at meetings of the Board of Directors in the current fiscal year 12/12 (100%) Relationship of special interest N/A Shares of the Company owned 68,385 shares
	Reason for nomination as candidate Norio Nakajima has been involved in technology development and business management at the Company and its group companies for many years, accumulating a wealth of experience and a solid record of achievement. He has been responsible for the Company's management as Representative Director and Senior Executive Vice President of the Company since 2017 and as President and Representative Director of the Company since 2020. He has been nominated as a candidate for Member of the Board of Directors because the Company expects that he will continue to demonstrate his managerial ability and strengthen the decision-making and supervisory functions of the Board of Directors.			

Candi-date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions		Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders)
2	Hiroshi Iwatsubo (August 11, 1962) [Reappointment] 	Apr 1985	Entered the Company	9 years
		Feb 2005	Assigned as General Manager of Corporate Planning Department of the Company	Attendance at meetings of Board of Directors in the current fiscal year 11/12 (92%)
		Mar 2008	Assigned as Director of Sensor Division, Device Business Unit of the Company	Relationship of special interest N/A
		Jul 2011	Assumed the position of Vice President of the Company Assigned as Deputy Director of Sales & Marketing Unit of the Company	Shares of the Company owned 53,235 shares
		Jun 2012	Assigned as Director of Sales & Marketing Unit of the Company	
		Jul 2013	Assumed the position of Senior Vice President of the Company	
		Jun 2015	Assumed the position of Member of the Board of Directors and Executive Vice President of the Company	
		Jul 2015	Assigned as Director of Corporate Technology & Business Development Unit of the Company (present)	
		Jun 2020	Assumed the position of Member of the Board of Directors and Senior Executive Vice President of the Company (present)	
Reason for nomination as candidate Hiroshi Iwatsubo has been involved in technology development and business management, planning, and sales at the Company and its group companies for many years, accumulating a wealth of experience and a solid record of achievement. He has been nominated as a candidate for Member of the Board of Directors because the Company expects that he will continue to strengthen the decision-making and supervisory functions of the Board of Directors.				

Candi- date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions		
3	Masanori Minamide (December 3, 1964) [Reappointment] 	Apr 1987	Entered Komatsu Murata Manufacturing Co., Ltd.	Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders) 5 years Attendance at meetings of the Board of Directors in the current fiscal year 12/12 (100%) Relationship of special interest N/A Shares of the Company owned 21,615 shares
		Oct 2010	Assigned as General Manager in charge of Corporate Planning Department, Accounting & Planning Group of the Company	
		Mar 2011	Assumed the position of Managing Director of Murata Electronics Singapore (Pte.) Ltd.	
		Aug 2016	Assigned as General Manager of Corporate Planning Department, Accounting, Finance & Corporate Planning Group of the Company	
		Jul 2017	Assigned as Director of Accounting, Finance & Corporate Planning Group, Corporate Planning & Administration Unit (currently Corporate Management Group, Corporate Unit) of the Company (present)	
		Jul 2018	Assumed the position of Vice President of the Company	
		Jun 2019	Assumed the position of Member of the Board of Directors and Senior Vice President of the Company	
		Jun 2021	Assumed the position of Member of the Board of Directors and Executive Vice President of the Company (present)	
		Jul 2022	Assigned as Director of Corporate Unit of the Company (present) Assumed the position of Chairman of Murata (China) Investment Co., Ltd. (present)	
		(Significant Concurrent Positions) Chairman of Murata (China) Investment Co., Ltd.		
Reason for nomination as candidate Masanori Minamide has been involved in accounting, financial and planning duties at the Company and its group companies for many years and corporate management as a chief officer at a local headquarters company in Southeast Asia, accumulating a wealth of experience and a solid record of achievement. He has been nominated as a candidate for Member of the Board of Directors because the Company expects that he will continue to strengthen the decision-making and supervisory functions of the Board of Directors.				

Candi-date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions		Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders)
4	Hiroshi Izumitani (December 3, 1973) [New candidate] 	Apr 1997	Entered the Company	Attendance at meetings of the Board of Directors in the current fiscal year – Relationship of special interest N/A Shares of the Company owned –
		Oct 2015	Assigned as Director of Connectivity Module Products Department, Communication Module Division, Communication & Sensor Business Unit of the Company	
		Nov 2017	Assigned as Director of Resin Functional Substrate Products Department, Module Business Unit of the Company	
		Apr 2018	Assigned as Deputy Director of Communication Module Division, Module Business Unit of the Company	
		Apr 2021	Assumed the position of Managing Director of Murata Electronics Singapore (Pte.) Ltd. (present)	
		Jul 2023	Assumed the position of Vice President of the Company (present)	
Reason for nomination as candidate Hiroshi Izumitani has been involved in sales and business management at the Company and its group companies for many years and corporate management as a chief officer at a local headquarters company in Southeast Asia, accumulating a wealth of experience and a solid record of achievement. He has been newly nominated as a candidate for Member of the Board of Directors because the Company expects that he will strengthen the decision-making and supervisory functions of the Board of Directors.				

Candi- date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions		Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders)
5	Takaki Murata (June 23, 1978) [New candidate] 	Jun 2004 Entered the Company Sep 2010 Earned PhD in engineering (Chiba University) Apr 2015 Assumed the position of Vice President of Peregrine Semiconductor Corp. (current pSemi Corporation) Apr 2017 Assigned as Director of Network Technology Development Department, IoT Group, Module Business Unit of the Company Apr 2018 Assigned as Director of Corporate Planning Department, Accounting, Finance & Corporate Planning Group, Corporate Planning & Administration Unit of the Company Apr 2020 Assigned as Director of RF Device Division, Module Business Unit (currently Communication & Sensor Business Unit) of the Company (present) Nov 2021 Assumed the position of CEO of pSemi Corporation Mar 2022 Assumed the position of CEO of Resonant Inc. (present) Jul 2023 Assumed the position of Vice President of the Company (present)		– Attendance at meetings of the Board of Directors in the current fiscal year – Relationship of special interest N/A Shares of the Company owned 3,034,515 shares
	Reason for nomination as candidate Takaki Murata has been involved in technology development, accounting, planning, and business management at the Company and its group companies for many years and corporate management as a chief officer at business companies in the United States, accumulating a wealth of experience and a solid record of achievement. He has been newly nominated as a candidate for Member of the Board of Directors because the Company expects that he will strengthen the decision-making and supervisory functions of the Board of Directors.			

Candi- date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions		
6	Yuko Yasuda (September 16, 1961) [Reappointment] [Outside] [Independent] 	Apr 1985 Entered IBM Japan Ltd Sep 1991 Entered Booz Allen Hamilton Inc. Sep 1993 Entered Russell Reynolds Associates Japan Inc. Jun 1996 Assumed the position of Managing Director of Russell Reynolds Associates Japan Inc. Apr 2003 Country Manager, Japan of Russell Reynolds Associates Japan Inc. Assumed the position of Executive Committee Member of Russell Reynolds Associates Inc. Apr 2010 Assumed the position of member of The Board of Trustees of KEIZAI DOYUKAI (Japan Association of Corporate Executives) Apr 2013 Assumed the position of Executive Committee Member of Russell Reynolds Associates Inc. Jun 2015 Assumed the position of Outside Director of SCSK Corporation Jun 2016 Assumed the position of Outside Director and Audit and Supervisory Committee Member of SCSK Corporation Mar 2017 Assumed the position of Outside Director of SHOWA SHELL SEKIYU K. K. Jun 2018 Assumed the position of Outside Director and Audit and Supervisory Committee Member of the Company Apr 2019 Assumed the position of Outside Director of Idemitsu Kosan Co., Ltd. Jun 2020 Assumed the position of Outside Director of Nippon Suisan Kaisha, Ltd. (currently Nissui Corporation) Jun 2020 Assumed the position of Outside Director of the Company (present) Jul 2020 Assumed the position of Senior Partner of Board Advisors Japan, Inc. May 2023 Assumed the position of Director and Vice President of Board Advisors Japan, Inc. (present) Jun 2023 Assumed the position of Outside Director of Eisai Co., Ltd. (present) (Significant Concurrent Positions) Director and Vice President of Board Advisors Japan, Inc. Outside Director of Eisai Co., Ltd.	Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders) 6 years Attendance at meetings of the Board of Directors in the current fiscal year 12/12 (100%) Relationship of special interest N/A Shares of the Company owned –	
		Reason for nomination as candidate and outline of expected roles Yuko Yasuda has engaged in the introduction, assessment and development of CEOs, and evaluation of the effectiveness of boards of directors for many years as Japan Director at a company that searches for corporate executive candidates. She has extensive experience with and insight into fields concerning executive personnel assessment, development and corporate governance. As Outside Director and Audit and Supervisory Committee Member of the Company since 2018 and as Outside Director of the Company since 2020, she has contributed to strengthening the functions of the Board of Directors from an independent perspective. She has been nominated as a candidate for Outside Director because the Company expects that she will continue to strengthen the decision-making and supervisory functions of the Board of Directors by leveraging her experience and insight in managing the affairs of the Company.		

Candi-date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions	
7	Takashi Nishijima (August 12, 1957) [Reappointment] [Outside] [Independent] 	Apr 1981 Entered Hokushin Electric Works Ltd. (currently Yokogawa Electric Corporation) Oct 2008 Assigned as Vice President, Head of Control Products Business Center, IA Business Headquarters of Hokushin Electric Works Ltd. Apr 2010 Assumed the position of President of Yokogawa Meters & Instruments Corporation (currently Yokogawa Test & Measurement Corporation) Jun 2011 Assumed the position of Director of Yokogawa Electric Corporation Assumed the position of President of Yokogawa Meters & Instruments Corporation (currently Yokogawa Test & Measurement Corporation) Apr 2012 Assumed the position of Director and Senior Vice President, Head of IA Platform Business Headquarters of Yokogawa Electric Corporation Apr 2013 Assumed the position of President and Chief Operating Officer of Yokogawa Electric Corporation Apr 2019 Assumed the position of Chairman and Representative Director of Yokogawa Electric Corporation Jun 2020 Assumed the position of Outside Director of Hitachi Transport System, Ltd. (currently LOGISTEED, Ltd.) (present) Apr 2021 Assumed the position of Chairman of Yokogawa Electric Corporation Jun 2022 Assumed the position of Outside Director of the Company (present) (Significant Concurrent Positions) Outside Director of LOGISTEED, Ltd.	Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders) 2 years Attendance at meetings of the Board of Directors in the current fiscal year 12/12 (100%) Relationship of special interest N/A Shares of the Company owned —
		Reason for nomination as candidate and outline of expected roles Takashi Nishijima has extensive experience and insight as a corporate executive and a board chairman in a company group expanding business related to industrial automation globally. As Outside Director of the Company since 2022, he has contributed to strengthening the functions of the Board of Directors from an independent perspective. He has been nominated as a candidate for Outside Director because the Company expects that he will continue to strengthen the decision-making and supervisory functions of the Board of Directors by leveraging his experience and insight in managing the affairs of the Company.	

Candi- date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions		Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders)
8	Hiroyuki Ina (November 27, 1958) [New candidate] [Outside] [Independent] 	Apr 1981 Entered Nippon Denso Co., Ltd. (currently Denso Corporation) Jun 2009 Assumed the position of Executive Director of the company Jun 2015 Assumed the position of Senior Executive Director of the company Apr 2019 Assumed the position of Senior Executive Officer of the company Jun 2019 Assumed the position of Outside Director of Toyota Boshoku Corporation		— Attendance at meetings of the Board of Directors in the current fiscal year — Relationship of special interest N/A Shares of the Company owned —
	Reason for nomination as candidate and outline of expected roles Having engaged in the management of the electronic system and device business for many years at a company expanding its business related to automotive technologies, systems and products globally, Hiroyuki Ina possesses extensive experience and knowledge. He is nominated as a candidate for new Outside Director because the Company believes that he can draw on such experience and knowledge to strengthen the decision-making function and supervisory function of the Board of Directors.			

- Notes:
1. Yuko Yasuda, Takashi Nishijima, and Hiroyuki Ina are candidates for Outside Director and meet the criteria for independence prescribed by the Company. See page 32 for the criteria for independence.
 2. There are no business relations between the Companies and Board Advisors Japan, Inc., where Yuko Yasuda serves as Director and Vice President.
 3. Yokogawa Electric Corporation, of which Takashi Nishijima served as Chairman until June 2023, and its consolidated subsidiaries have business relations with the Companies including sales and purchases of products. However, sales involving the relations account for only less than 1% of the consolidated sales of Yokogawa group in each fiscal year and less than 1% of the consolidated sales of the Companies in each fiscal year, indicating that there is no materiality that would affect his independence as Outside Director.
 4. Denso Corporation, of which Hiroyuki Ina served as Senior Executive Officer until December 2021, and its consolidated subsidiaries have business relations with the Companies including sales and purchases of products. However, sales involving the relations account for only less than 1% of the consolidated sales of Yokogawa group in each fiscal year and less than 2% of the consolidated sales of the Companies in each fiscal year, indicating that there is no materiality that would affect his independence as Outside Director.
 5. The Company has designated Yuko Yasuda and Takashi Nishijima as an independent director as specified in the regulations of the Tokyo Stock Exchange and reported the designation to the exchange; if the election of Yuko Yasuda and Takashi Nishijima is approved and adopted, the Company intends that they should continue to be independent directors. In addition, Hiroyuki Ina meets the requirements for independent director as specified in the regulations of the exchange and, assuming that the election of Hiroyuki Ina is approved, the Company has designated him as an independent director and reported the designation to the exchange.
 6. Pursuant to the provisions of Article 427, Paragraph (1) of the Companies Act, the Company has entered into an agreement with Yuko Yasuda and Takashi Nishijima limiting their liability for damages under Article 423, Paragraph (1) of the Companies Act. The liability for damages under the agreement is restricted to the minimum liability amount stipulated in Article 425, Paragraph (1) of the Companies Act. If the reelection of Yuko Yasuda and Takashi Nishijima is approved and passed, the Company plans to continue the agreement. In addition, if the election of Hiroyuki Ina is approved and passed, the Company plans to enter into the aforementioned liability limitation agreement with him. The liability for damages under the agreement shall be restricted to the minimum liability amount stipulated in Article 425, Paragraph (1) of the Companies Act.
 7. The Company has entered into a Directors and Officers Liability Insurance (D&O Insurance) agreement, as stipulated in Article 430-3, Paragraph (1) of the Companies Act, with an insurance company. The insurance agreement covers damages that may arise from the insured being liable for the execution of their duties or being subject to a claim related to the pursuit of such liability. All candidates for Members of the Board of Directors are planned to be included as insured under this Directors and Officers Liability Insurance agreement if they are elected as Members of the Board of Directors. However, there are certain exemptions; for example, damages shall not be covered if they were caused as a result of a criminal act or an intentional action taken with the knowledge that they are in violation of laws and regulations. In addition, the Company plans to renew the agreement with the same terms at the time of renewal in June 2024.

Proposal No. 4: Election of Four (4) Members of the Board of Directors who are Audit and Supervisory Committee Members

The terms of office of all four (4) current Members of the Board of Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, it is proposed that four (4) Members of the Board of Directors who are Audit and Supervisory Committee Members be elected.

The candidates for Members of the Board of Directors who are Audit and Supervisory Committee Members are as follows:

The Company has obtained the consent of the Audit and Supervisory Committee for this proposal.

Candidate No.	Name	Current positions and responsibilities in the Company
1	Yoshiro Ozawa Reappointment	Member of the Board of Directors who is an Audit and Supervisory Committee Member (Standing)
2	Takatoshi Yamamoto Reappointment Outside Independent	Member of the Board of Directors who is an Audit and Supervisory Committee Member
3	Naoko Munakata Reappointment Outside Independent	Member of the Board of Directors who is an Audit and Supervisory Committee Member
4	Seiichi Enomoto New candidate Outside Independent	—

Candi- date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions		Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders)
1	Yoshiro Ozawa (April 16, 1962) [Reappointment] 	Apr 1985 Entered the Company Mar 2009 Assigned as General Manager of Accounting Department of the Company Jul 2013 Assigned as General Manager of Human Resources Department, Administration Group of the Company Jul 2017 Assigned as Director of Human Resources Group, Planning Administration Unit of the Company Jun 2018 Assumed the position of Member of the Board of Directors and Audit and Supervisory Committee Member of the Company (present)		6 years Attendance at meetings of the Board of Directors in the current fiscal year 12/12 (100%) Attendance at meetings of the Audit and Supervisory Committee in the current fiscal year 10/10 (100%) Relationship of special interest N/A Shares of the Company owned 9,000 shares
	Reason for nomination as candidate Yoshiro Ozawa has been involved in accounting, finance, and personnel affairs in Japan and overseas for many years at the Company and its group companies and has extensive experience and insight in these fields. Yoshiro Ozawa has been nominated as a candidate for Member of the Board of Directors who is an Audit and Supervisory Committee Member because the Company expects that he will continue to strengthen the decision-making functions and audit and supervisory functions of the Board of Directors.			

Candi- date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions		Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders) 5 years
2	Takatoshi Yamamoto (October 20, 1952) [Reappointment] [Outside] [Independent] 	Apr 1975	Entered Nomura Research Institute, Ltd.	Attendance at meetings of the Board of Directors in the current fiscal year 12/12 (100%) Attendance at meetings of the Audit and Supervisory Committee in the current fiscal year 10/10 (100%) Relationship of special interest N/A Shares of the Company owned 9,000 shares
		Apr 1989	Entered Morgan Stanley Japan Limited	
		Dec 1995	Assumed the position of Managing Director of Morgan Stanley Japan Limited	
		Jun 1999	Assumed the position of Managing Director of Tokyo Office and Deputy Chairman of Morgan Stanley Japan Limited	
		Jul 2005	Assumed the position of Managing Director and Deputy Chairman of UBS Securities Japan Co., Ltd.	
		Jun 2009	Assumed the position of Executive Managing Director of CASIO COMPUTER CO., LTD.	
		Jun 2011	Assumed the position of Advisor of CASIO COMPUTER CO., LTD.	
		Jun 2012	Assumed the position of Outside Corporate Auditor of Fuji Heavy Industries Ltd.	
		Jun 2013	Assumed the position of Outside Audit & Supervisory Board Member of Tokyo Electron Ltd.	
		Jun 2016	Assumed the position of Outside Director of Hitachi, Ltd. (present)	
		Jun 2019	Assumed the position of Outside Director of the Company	
		Jun 2020	Assumed the position of Outside Director and Audit and Supervisory Committee Member of the Company (present)	
		Oct 2021	Assumed the position of Director of the Value Reporting Foundation	
		(Significant Concurrent Positions) Outside Director of Hitachi, Ltd.		
Reason for nomination as candidate and outline of expected roles Takatoshi Yamamoto has extensive experience of corporate analysis of companies in Japan and overseas as a securities analyst, particularly in regard to the electronics industry, and has specialized insight in finance and accounting, in addition to a wealth of experience related to global corporate management. Leveraging his experience and insight in managing the affairs of the Company as an Outside Director since 2019 and as an Outside Director and Audit and Supervisory Committee Member of the Company since 2020, he has contributed to strengthening the functions of the Board of Directors from an independent perspective. Takatoshi Yamamoto has been nominated as a candidate for Outside Director who is an Audit and Supervisory Committee Member because the Company expects that he will continue to strengthen the decision-making functions and audit and supervisory functions of the Board of Directors.				

Candi- date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions		Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders) 4 years
3	Naoko Munakata (February 12, 1962) [Reappointment] [Outside] [Independent] 	Apr 1984 Entered Ministry of International Trade and Industry (currently Ministry of Economy, Trade and Industry) Sep 2011 Assumed the position of Director-General, Multilateral Trade System Department, Trade Policy Bureau Jun 2013 Assumed the position of Director-General for Trade Policy Bureau Assumed the position of Councilor of Cabinet Secretariat Jul 2014 Assumed the position of Director General, Trade and Economic Cooperation Bureau Jul 2015 Assumed the position of Executive Secretary to the Prime Minister Jul 2017 Assumed the position of Commissioner of Japan Patent Office Nov 2019 Assumed the position of Advisor for The Dai-ichi Life Research Institute INC. Jun 2020 Assumed the position of Outside Director and Audit and Supervisory Committee Member of the Company (present) Apr 2021 Assumed the position of Professor of the University of Tokyo Graduate School of Public Policy (present) Sep 2021 Assumed the position of Outside Director of ExaWizards Inc. (present) Nov 2022 Assumed the position of Full-time Advisor and Chair of Intellectual Property Strategy Committee of The Tokyo Chamber of Commerce and Industry (present) Nov 2022 Assumed the position of Chair of Intellectual Property Expert Committee of The Japan Chamber of Commerce and Industry (present) (Significant Concurrent Positions) Professor of the University of Tokyo Graduate School of Public Policy Outside Director of ExaWizards Inc.		Attendance at meetings of the Board of Directors in the current fiscal year 12/12 (100%) Attendance at meetings of the Audit and Supervisory Committee in the current fiscal year 10/10 (100%) Relationship of special interest N/A Shares of the Company owned 300 shares
	Reason for nomination as candidate and outline of expected roles Naoko Munakata has extensive experience in and insight into the national administrative fields of economics, international trade and intellectual property, among others. As an Outside Director and Audit and Supervisory Committee Member of the Company since 2020, she has contributed to strengthening the functions of the Board of Directors by leveraging her experience and insight in managing the affairs of the Company from an independent perspective. Furthermore, while never having been involved in corporate management in any way other than serving as an outside officer, she possesses sufficient experience in organizational management in central bureaucracy. She has been nominated as a candidate for Outside Director who is an Audit and Supervisory Committee Member because the Company expects that she will continue to strengthen decision-making functions and audit and supervisory functions of the Board of Directors.			

Candi- date No.	Name of Candidate (Birthdate)	Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions		Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders)
4	Seiichi Enomoto (March 27, 1965) [New candidate] [Outside] [Independent] 	Oct 1989 Entered Authur Andersen & Co. (currently KPMG AZSA LLC Japan) Sep 1993 Entered Price Waterhouse (currently PricewaterhouseCoopers International Limited) Feb 1996 Entered Asahi & Co. (currently KPMG AZSA LLC Japan) May 2006 Assumed the position of Partner of the firm Sep 2017 Assumed the position of Senior Partner of Enomoto Certified Public Accountant Office (present) Dec 2017 Assumed the position of Representative Director of iBridge Japan (present) (Significant Concurrent Positions) Senior Partner of Enomoto Certified Public Accountant Office Representative Director of iBridge Japan		— Attendance at meetings of the Board of Directors in the current fiscal year — Attendance at meetings of the Audit and Supervisory Committee in the current fiscal year — Relationship of special interest N/A Shares of the Company owned —
	Reason for nomination as candidate and outline of expected roles Seiichi Enomoto has engaged in affairs concerning financial auditing, internal control advising, risk management, and strengthening governance for many years as a certified public accountant and possesses extensive experience and insight in the fields of corporate accounting, auditing, and internal controls. He is nominated as a candidate for new Outside Director who is an Audit and Supervisory Committee Member because the Company expects that he will strengthen the decision-making function and audit and supervisory function of the Board of Directors.			

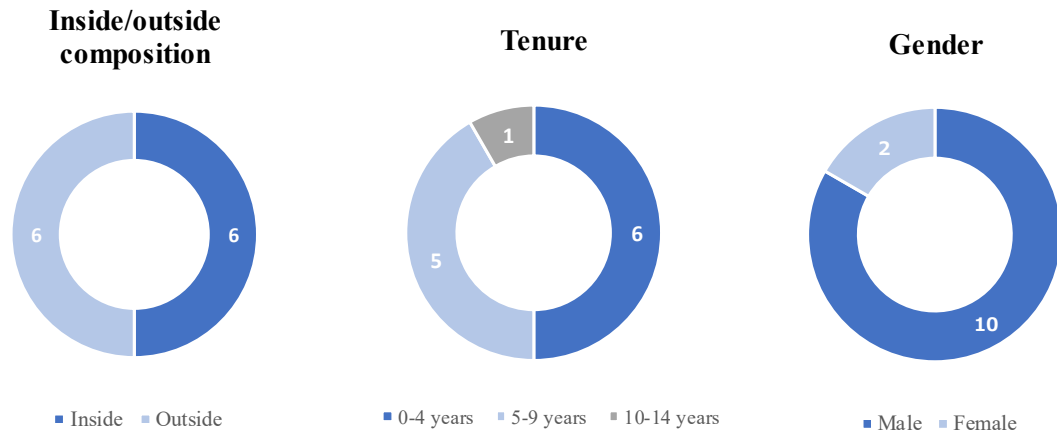
- Notes:
1. Takatoshi Yamamoto, Naoko Munakata, and Seiichi Enomoto are candidates for Outside Director and meet the criteria for independence prescribed by the Company. See page 32 for the criteria for independence.
 2. The Company has no business relations with Enomoto Certified Public Accountant Office and iBridge Japan, where Seiichi Enomoto serves as Senior Partner and Representative Director, respectively.
 3. The Company has designated Takatoshi Yamamoto and Naoko Munakata as independent directors as specified in the regulations of the Tokyo Stock Exchange and reported the designation to the exchange; if the election of each person is approved and passed, the Company intends that they should continue to be independent directors. In addition, Seiichi Enomoto meets the requirements for independent director as specified in the regulations of the exchange and, assuming that the election of Seiichi Enomoto is approved, the Company has designated him as an independent director and reported the designation to the exchange.
 4. Pursuant to the provisions of Article 427, Paragraph (1) of the Companies Act, the Company has entered into agreements with Yoshiro Ozawa, Takatoshi Yamamoto, and Naoko Munakata limiting their liability for damages under Article 423, Paragraph (1) of the Companies Act. The liability for damages under the agreements is restricted to the minimum liability amount stipulated in Article 425, Paragraph (1) of the Companies Act. If the reelection of each person is approved and passed, the Company plans to continue the said agreements with each person. In addition, if the election of Seiichi Enomoto is approved and passed, the Company plans to enter into the aforementioned liability limitation agreement with him. The liability for damages under the agreement shall be restricted to the minimum liability amount stipulated in Article 425, Paragraph (1) of the Companies Act.
 5. The Company has entered into a Directors and Officers Liability Insurance (D&O Insurance) agreement, as stipulated in Article 430-3, Paragraph (1) of the Companies Act, with an insurance company. The insurance agreement covers damages that may arise from the insured being liable for the execution of their duties or being subject to a claim related to the pursuit of such liability. All candidates for Members of the Board of Directors are planned to be included as insured under this Directors and Officers Liability Insurance agreement if they are elected as Members of the Board of Directors. However, there are certain exemptions; for example, damages shall not be covered if they were caused as a result of a criminal act or an intentional action taken with the knowledge that they are in violation of laws and regulations. In addition, the Company plans to renew the agreement with the same terms at the time of renewal in June 2024.

<Reference>

■ **Composition of the Board of Directors After Election and Skill Matrix**

If Proposal No. 3 and No. 4 are approved and passed as proposed, the composition of the Board of Directors and skill matrix will be as follows. Main skills, experience and knowledge that Members of the Board of Directors of the Company are required to have and the definition thereof as well as reasons for their selection are as per page 30.

<Composition ratio>



<Composition of the Board of Directors and Skill Matrix>

(Notes) 1.The skill matrix does not indicate all skills, experience, knowledge, etc. required. Experience from past and current positions, qualifications, etc. are referred to as the criteria.

2.“Murata” as used in this section refers to the Company and its group companies, which includes the Company.

Positions in the Company Name (age)	Skills that the Company as Listed Company Requires Members of the Board of Directors to Have Regardless of Management Environment				
	Corporate and business management	Finance, accounting, and capital policy	HR, personnel affairs, and human resource development	Governance, risk management, and compliance	Insight into industry and market strategy
President and Representative Director Norio Nakajima (62)	●				●
Member of the Board of Directors Senior Executive Vice President Hiroshi Iwatsubo (61)	●				●
Member of the Board of Directors Executive Vice President Masanori Minamide (59)	●	●		●	●
Member of the Board of Directors Senior Vice President Hiroshi Izumitani (50)	●				●
Member of the Board of Directors Senior Vice President Takaki Murata (46)	●	●			●
Outside Director Yuko Yasuda (62) Outside Independent	●		●	●	
Outside Director Takashi Nishijima (66) Outside Independent	●			●	● Solution business
Outside Director Hiroyuki Ina (65) Outside Independent	●				● Mobility
Member of the Board of Directors who is an Audit and Supervisory Committee Member (Standing) Yoshiro Ozawa (62)		●	●	●	●
Outside Director who is an Audit and Supervisory Committee Member Takatoshi Yamamoto (71) Outside Independent	●	●			●
Outside Director who is an Audit and Supervisory Committee Member Naoko Munakata (62) Outside Independent				●	
Outside Director who is an Audit and Supervisory Committee Member Seiichi Enomoto (59) Outside Independent		●		●	

Skills Required in Light of Business category, Management Environment and Policy of Murata			
Positions in the Company Name (age)	Technology and R&D	Internationality and global experience	Industrial and trade policy
President and Representative Director Norio Nakajima (62)	●	●	
Member of the Board of Directors Senior Executive Vice President Hiroshi Iwatsubo (61)	●	●	
Member of the Board of Directors Executive Vice President Masanori Minamide (59)		●	●
Member of the Board of Directors Senior Vice President Hiroshi Izumitani (50)		●	
Member of the Board of Directors Senior Vice President Takaki Murata (46)	●	●	
Outside Director Yuko Yasuda (62) Outside Independent		●	
Outside Director Takashi Nishijima (66) Outside Independent	●	●	
Outside Director Hiroyuki Ina (65) Outside Independent	●	●	
Member of the Board of Directors who is an Audit and Supervisory Committee Member (Standing) Yoshiro Ozawa (62)		●	
Outside Director who is an Audit and Supervisory Committee Member Takatoshi Yamamoto (71) Outside Independent		●	
Outside Director who is an Audit and Supervisory Committee Member Naoko Munakata (62) Outside Independent	●	●	●
Outside Director who is an Audit and Supervisory Committee Member Seiichi Enomoto (59) Outside Independent		●	

<Main skills, experience and knowledge that Members of the Board of Directors of the Company are required to have and the definition thereof as well as reasons for their selection>

Skills that the Company as Listed Company Requires Members of the Board of Directors to Have Regardless of Management Environment	
Corporate and business management	Experience in building a company's or business entity's strategy and operating organizations from a medium- to long-term perspective as top management. [Reasons for Selection] To plan, build and oversee management strategy that enables Murata as a corporation to enhance its corporate value sustainably.
Finance, accounting, and capital policy	Knowledge or experience in accounting, tax affairs, finance, capital policy and IR activities in corporate business management [Reasons for Selection] To plan, execute and oversee accounting, tax affairs, financial strategy, capital policy and IR activity in line with management strategy, taking into account requests from the capital market to Murata as a listed company.
HR, personnel affairs, and human resource development	Knowledge or experience in human capital management [Reasons for Selection] To maintain, strengthen, and oversee human capital that Murata positions as one of the key management capitals and Employee Satisfaction, which is one of the values that Murata cherishes.
Governance, risk management, and compliance	Knowledge or experience in the mechanism of corporate governance, risk management and monitoring methods, and corporate ethics [Reasons for Selection] To plan, build, and oversee strategies regarding governance, risk control and compliance that will be the foundation for Murata to perform management that generates the continuous cycle of social value and economic value and realize sustainability.
Insight into industry and market strategy	Knowledge of the electronics industry that Murata operates in and industries that Murata intends to focus on, or experience in these industries' market strategy research, building, execution or oversight. [Reasons for Selection] Because these skills will become the preconditions for planning, executing and overseeing Murata's management strategy and market strategy from a bird's eye view.
Skills Required in Light of Business category, Management Environment and Policy of Murata	
Technology and R&D	Knowledge or experience in technology and R&D, and intellectual and technological capital management [Reasons for Selection] To plan, execute and oversee strategies, whereby Murata enriches and utilizes intellectual and technological capital to ensure Murata keeps providing unique products into the future as Innovator in Electronics.
Internationality and global experience	Experience in working overseas or knowledge of the business environment and culture overseas [Reasons for Selection] To plan, execute and oversee strategies from a global perspective as Murata, whose overseas sales ratio exceeds 90% and whose subsidiaries and affiliates overseas outnumber its domestic ones, is aiming to be Global No. 1 component manufacturer.
Industrial and trade policy	Knowledge or experience in industrial and trade strategies in each country (including the network, gained from such experience, to grasp the latest and future trend of the strategies) [Reasons for Selection] To plan, execute and oversee strategies flexibly and effectively amid geopolitical risks mounting as Murata is pursuing the fields of communications, mobility, the environment and wellness as business opportunities and such fields involve large volumes of cross border transactions and strongly reflect each country's industry policies.

■ Policies for Composition of the Board of Directors and Nomination of Candidates for Members of the Board of Directors

1. Composition of the Board of Directors

The Company's basic policy is to form the Board of Directors with a necessary and sufficient number of members for the sake of substantial and active discussions at its meetings and secure a balance and diversity of knowledge, experience, and capabilities of the Board of Directors, as a whole. Further, for the purpose of ensuring management transparency and enhancing the supervisory function of the Board of Directors, the composition (%) of the Board of Directors is set as follows:

- Ratio of Outside Directors: 50% or more
- Ratio goal for female Members of the Board: 30% or more by 2030

2. Criteria for selection of candidates for Members of the Board of Directors

The Company appoints as senior management people who have the knowledge, experience, and qualities to contribute to business execution, taking into consideration the business content, scale, and management environment, etc., of the Company. Also, personnel with knowledge, experience, and qualities that can contribute to enabling the Board of Directors to function (determination of basic management principles and important business execution, as well as supervision of execution of duties of Members of the Board of Directors) are selected as candidates for Members of the Board of Directors based on the policy for composition of the Board of Directors prescribed in the preceding paragraph.

[Criteria for selection of Outside Directors]

In addition to the above, the Company makes sure to satisfy the independence standards set by the Tokyo Stock Exchange as well as by the Company. The Company also considers that by its criteria for selection, adequate time can be secured for the execution of duties as a member of the Board, and that attendance at the meetings of the Board of Directors can be expected to be over 75%.

[Criteria for selection of Members of the Board of Directors who are Audit and Supervisory Committee Members]

In addition to the above, the Company selects personnel with a wealth of knowledge and experience regarding management administration and business operations who have qualities that can contribute to improvement in the soundness and transparency of management and audit the business execution of Members of the Board of Directors from a fair and objective standpoint. A majority of the candidates for Members of the Board of Directors who are Audit and Supervisory Committee Members nominated by the Company are Outside Directors.

3. Process of nominating candidates for Members of the Board of Directors

With the intent of improving the independence, objectivity, and accountability of the functions of the Board of Directors regarding the nomination of Members of the Board of Directors, the Company established a Nomination Advisory Committee as an advisory organ of the Board of Directors. The committee considers the following agenda items, and reports its findings to the Board of Directors.

- Criteria for selection of candidates for Members of the Board of Directors
- Independence standards for Independent Outside Directors
- Nomination of Members of the Board of Directors
- Nomination of Representative Directors and executive Members of the Board of Directors

To deliberate on the nomination of candidate Members of the Board of Directors, the skill matrix is employed. The Company regularly reviews the skill items that indicate the particular fields in which Members of the Board of Directors should demonstrate their roles, and the knowledge, experience and viewpoints that become preconditions for the above in light of the Company's strategy and situations.

[Criteria for Independence of Outside Directors]

The Company sets the following criteria for independence in order to strengthen operational execution decisions of the Board of Directors and monitoring functions of business execution by Members of the Board of Directors, and increase the independence and neutrality of the auditing system.

Summary of the Criteria for Independence of Outside Directors

The person does not fall under any of the following categories.

- (1) In the past 10 years, the person was an executive of the Company or a company that was a subsidiary within the past three years.
- (2) The person is currently a major shareholder or was an executive of the major shareholder in the past three years.
 - (*) Major shareholder refers to one who holds 10% or more of the total number of the voting rights of the Company.
- (3) In the past three years, the person was an executive of a company, etc. that was a significant client or supplier within the past three years with the Companies.
 - (*) Significant client or supplier refers to one with which the Company has transactions of 2% or more of consolidated net sales of the Company or of the client or supplier.
 - (*) The Companies refers to the Company and its current subsidiaries. The same shall apply hereinafter.
- (4) In the past three years, the person was an executive of an organization (e.g., public interest incorporated foundation, public interest incorporated association, and nonprofit organization) that has received within the past three years a donation or grant of over 10.00 million yen per annum from the Companies.
- (5) In the past three years, the person was an executive of a company or a subsidiary of that company that within the past three years employed a Member of the Board of Directors, Statutory Auditor (regardless of full-time or part-time) or Executive Officer of the Companies.
- (6) The person was a significant consultant, etc. of the Companies within the past three years.
 - (*) Significant consultant refers to an expert, such as consultant, lawyer and certified public accountant, who earns over 10.00 million yen per annum other than director remuneration from the Companies in the case of an individual or earns money or property that exceed 2% of the total revenue of the organization other than director remuneration from the Companies in the case that the person belongs to an organization.
- (7) The person was an executive of the Independent Auditor of the Company in the past three years.
- (8) The person is a relative of the following persons.
 - [1] The person falls under (1) above and is a director or an employee in the position corresponding to General Manager or higher.
 - [2] The person falls under (3) above and is a director or an employee in the position corresponding to General Manager or higher.
 - [3] The person falls under (6) above.
 - (*) "Relative" refers to the spouse or a relative within the second degree of kinship, etc.
- (9) The person has stayed in office as Outside Director of the Company for over 10 years in total.
- (10) The person carries the risk of creating a constant substantial conflict of interest between the Company's general shareholders as a whole for reasons other than those considered in (1) to (8) above.

■ Opinion of the Audit and Supervisory Committee

The Audit and Supervisory Committee assigned one of its members respectively to the voluntarily established Nomination Advisory Committee and the Remuneration Advisory Committee for the matters of the nomination of candidates for the Company's Members of the Board of Directors (excluding Members of the Board of Directors who are Audit and Supervisory Committee Members, the same shall apply hereinafter) and their remuneration. In addition, after receiving reports from the respective secretariats, the Audit and Supervisory Committee confirms the details of that deliberation.

The nomination of candidates for Members of the Board of Directors has been decided based on the policies for the composition of the Board of Directors and nomination of candidates for Members of the Board of Directors established by the Company after conducting an evaluation that considered the status of business execution and business performance of each candidate for the current fiscal year, the candidate's comments in the Board of Directors meetings, or the candidate's career history, etc. up until present. Remuneration for Members of the Board of Directors has been decided based on the Company's basic policy of the Director remuneration system after discussing such matters as the remuneration standards and system, as well as the specific computation method for the amount of remuneration.

Therefore, the Audit and Supervisory Committee judges that the procedures for deciding nomination of candidates and remuneration for Members of the Board of Directors of the Company are appropriate and the details are suitable.