Murata Manufacturing Co., Ltd.

CONVOCATION NOTICE

FOR

THE 90TH

ORDINARY GENERAL MEETING OF SHAREHOLDERS

TO BE HELD ON

JUNE 29, 2026

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 90TH 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 90TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

(Date of dispatch) June 8, 2026
(Commencement date of an electronic provision measure) May 28, 2026

Norio Nakajima
President and Representative Director

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

Dear Shareholders:

Notice is hereby given that the 90th Ordinary General Meeting of Shareholders of Murata Manufacturing Co., Ltd. (the "Company") will be held as detailed below.

In the Convocation Notice for the 90th Ordinary General Meeting of Shareholders, the Company has taken an electronic provision measure for the information contained in the Reference Materials for the General Meeting of Shareholders (matters for electronic provision measures), and posted on the following company website on the internet the "Convocation Notice of the 90th Ordinary General Meeting of Shareholders (matters for electronic provision measures)"

The Company's website https://corporate.murata.com/en-eu/ir/info/meetings (in English)	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 Friday, June 26, 2026.

Guide for Exercise of Voting Rights

If You Attend the General Meeting of Shareholders	**June 29, 2026 (Monday) 10:00 a.m.** **Please submit the Voting Rights Exercise Form at the reception desk at the entrance to the meeting hall.**
Exercise of Voting Rights via the Internet, etc.	**Please access the designated website for exercise of voting rights (https://soukai.mizuho-tb.co.jp/ (in Japanese)) via personal computer, smartphone, or other device, and indicate your approval or disapproval of the proposals by 5:00 p.m. on Friday, June 26, 2026.**
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 Friday, June 26, 2026.**

1. Date and time: June 29, 2026 (Monday) 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, and audit reports prepared by the Independent Auditor and the Audit and Supervisory Committee on the consolidated financial statement for the 90th fiscal term (From April 1, 2025 to March 31, 2026)
2. Report of the financial statement for the 90th fiscal term (From April 1, 2025 to March 31, 2026)

Proposals

No. 1 Dividends of Retained Earnings for the 90th Fiscal Term

No. 2 Election of Eight (8) Members of the Board of Directors who are not Audit and Supervisory Committee Members

No. 3 Election of Four (4) Members of the Board of Directors who are Audit and Supervisory Committee Members

No. 4 Election of Independent Auditor

- Among matters for electronic provision measures, under laws and regulations and the provision of the Articles of Incorporation of the Company, the following matters are not included in the paper-based documents delivered to shareholders who have made a request for delivery of such documents. 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/en-eu/ir/info/meetings (in English) and Tokyo Stock Exchange's website: https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show (in English)

- In accordance with the electronic provision system of materials for general meetings of shareholders (reference documents for the general meeting of shareholders, business reports, etc.), the Company sends shareholders with voting rights, except for shareholders who have requested the delivery of paper copy, a notice of the meeting that includes information on how to access the website where the materials for general meetings of shareholders are posted, together with a Voting Rights Exercise Form.
  Shareholders who have not requested the delivery of paper copy but would like to receive delivery of paper copy of the materials (business report, etc.) for the meetings for the next year and beyond will need to make a Request for Delivery of Paper Copy by the record date for the general meeting of shareholders (March 31).
  Please contact your securities company or the transfer agent below for information on the procedure for requesting delivery of paper copy.
  Securities Agency Division, Mizuho Trust & Banking Co., Ltd.
  Tel for the electronic provision system: 0120-524-324
  Hours of operation: 9:00 a.m. - 5:00 p.m. (Weekdays only)

Guide for Exercise of Voting Rights via the Internet, Etc.

Scanning QR Code "Smart SR"

You can simply log in to the voting website without entering your voting code and password.

1. Please scan the QR Code on the bottom right of the Voting Rights Exercise Form.

2. Tap the "To Exercise Voting Rights" button on the top of the Smart SR screen. Follow the directions on the screen and indicate your approval or disapproval.
   * If you have difficulty in accessing due to network conditions or other factors, please try accessing again after some time.

"Smart voting" can only be used once to exercise your voting rights.
If you wish to change your votes after exercising your voting rights, please log in to the voting website for PC by using your voting code and password printed on the Voting Rights Exercise Form, and exercise your voting rights again.
* If you rescan the QR Code, you can access the voting website for PC.

Entering voting code and password

Voting website: https://soukai.mizuho-tb.co.jp/ (in Japanese)

1. Please access the voting website.

2. Please enter the voting code on the Voting Rights Exercise Form.

3. Please enter the password on the Voting Rights Exercise Form.

4. Follow the directions on the screen and indicate your approval or disapproval.

In case you need instructions for how to operate your personal computer or smartphone in order to exercise your voting rights via the internet, etc., please contact the following:

Securities Agency Division, Mizuho Trust & Banking Co., Ltd.
Tel for internet help dial: 0120-768-524
Hours of operation: 9:00 a.m. - 9:00 p.m. (except for the year-end and new year holidays)

To institutional investors
Nominee shareholders such as trust and custody services banks (including standing proxies), who have made prior application to use the Electronic Voting Platform operated by ICJ, Inc., may exercise their voting rights on the platform as a method for exercising voting rights by an electronic or magnetic means at the Company's general meeting of shareholders.

Guide for Livestreaming

We will broadcast a live stream of the 90th Ordinary General Meeting of Shareholders via the internet.
For this General Meeting of Shareholders, we will provide a live video and audio stream to allow shareholders who are unable to attend the venue on the day of the Meeting to view the proceedings of the General Meeting of Shareholders. We encourage you to watch from the comfort of your home or another location.

Date and time of live stream: From June 29, 2026 (Monday) 10:00 a.m. to the conclusion of the meeting
(You may access the website for live streaming starting 30 minutes prior to the scheduled time of the meeting.)

How to Watch

1. Watch on smartphone, tablet, etc.
   (1) Please scan the QR Code on the bottom right of the Voting Rights Exercise Form.
   *"QR Code" is a registered trademark of DENSO WAVE INCORPORATED.
   (2) Please watch the meeting live in the "Shareholders Meeting Livestreaming" section at the top of the "Smart SR" screen.

2. Watch on PC, etc.
   (1) Please log in to Smart SR by entering the voting code and password on the bottom right of the backside of the Voting Rights Exercise Form at the following URL.
   The URL of Smart SR: https://smart-sr.m041.mizuho-tb.co.jp/SA (in Japanese)
   (2) Please watch the meeting live in the "Shareholders Meeting Livestreaming" section at the top of the "Smart SR" screen.

Notes

- Even if you have exercised your voting rights in advance, you can still watch the live stream on the day of the Meeting.
- If any changes are made to the viewing method, the latest information will be provided on the Company's website. (https://corporate.murata.com/en-us/ir/info/meetings) (in English)
- Care will be taken to ensure that the appearance of shareholders in attendance is not captured on camera, but there may be instances where it is unavoidable. We appreciate your understanding.
- Please note in advance that we cannot accept statements such as questions on the live stream.
- Refrain from sharing the ID and password for the live stream with third parties, and from taking an audio recording, filming, or publicly sharing the proceedings of the live stream.
- Video and sound quality issues may arise depending on the computer environment that you use, the environment of your Internet connection, etc.
- Telecommunications charges and other expenses for watching the live stream shall be borne by the shareholders.

For inquiries

Securities Agency Division, Mizuho Trust & Banking Co., Ltd.
0120-288-324
Available from 9:00 a.m. to 5:00 p.m. (Weekdays only)

Guide for Acceptance of Questions in Advance

We will accept questions from shareholders regarding the agenda of this General Meeting of Shareholders through the Smart SR site.

For questions that seem to be of particular interest to shareholders, we plan to provide answers during the General Meeting of Shareholders as "Responses to Questions Submitted in Advance."

Reception period: From June 8, 2026 (Monday) to June 22, 2026 (Monday)

How to Submit Questions

1. Submit questions on smartphone, tablet, etc.
   (1) Please scan the QR Code on the bottom right of the Voting Rights Exercise Form.
   *"QR Code" is a registered trademark of DENSO WAVE INCORPORATED.
   (2) Tap the "Submit Questions in Advance for the General Meeting of Shareholders" button on the Smart SR screen.
   (3) You will be taken to the Submit Questions in Advance page.
   Follow the directions on the screen to submit questions.

2. Submit questions on PC, etc.
   (1) Please log in to Smart SR by entering the voting code and password on the bottom right of the backside of the Voting Rights Exercise Form at the following URL.
   The URL of Smart SR: https://smart-sr.m041.mizuho-tb.co.jp/SA (in Japanese)
   (2) Click the "Submit Questions in Advance for the General Meeting of Shareholders" button on the Smart SR screen.
   (3) You will be taken to the Submit Questions in Advance page.
   Follow the directions on the screen to submit questions.

Notes

- Please limit questions to matters regarding the agenda of this General Meeting of Shareholders.
- Please limit questions to three per shareholder, with each question being no more than 200 characters.
- Responses to all questions cannot be guaranteed, and we are unable to respond to questions individually. We appreciate your understanding.
- Telecommunications charges and other expenses for using this service shall be borne by the shareholders.

Proposals and References

Proposal No. 1: Dividends of Retained Earnings for the 90th Fiscal Term

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 intends to achieve a dividend on equity (DOE) of 5% by 2027 while enhancing the value of the Company and improving its financial strength over the long term.
Based on this policy, after comprehensively examining the Company's consolidated performance and accumulation of unappropriated retained earnings needed for reinvestment in future growth, the Company proposes a year-end dividend of 35 yen per share.
Combined with the interim dividend of 30 yen per share, this will bring the annual dividend to 65 yen per share, an increase of 8 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

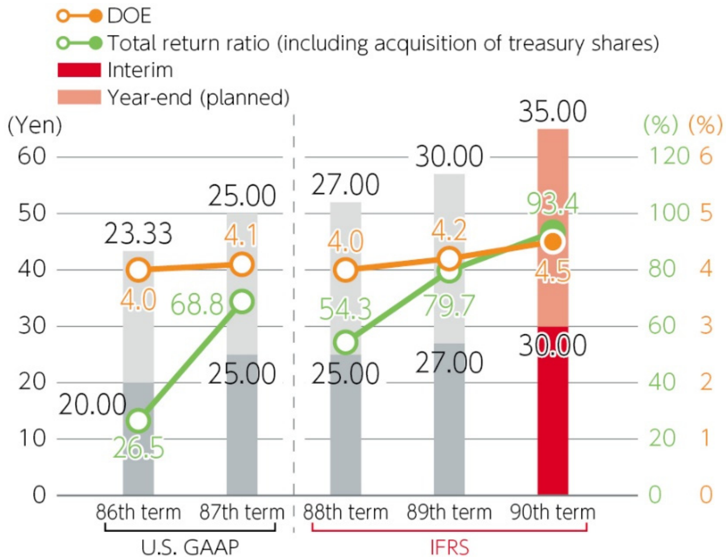
35 yen per common share

Total amount of payout: 63,710,225,285 yen

3 Effective date of dividend payout

June 30, 2026

Reference: Trends in dividend per share



Notes:
1. If this proposal is approved and adopted as originally proposed, the total payout ratio and DOE will be 93.4% and 4.5%, 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 86th fiscal term (April 1, 2021).
3. Total return ratio = (Total dividends + Total amount of acquisition of treasury shares) / Net income × 100

Proposal No. 2: Election of Eight (8) Members of the Board of Directors who are not Audit and Supervisory Committee Members

The terms of office of all eight (8) 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, the Company proposes 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 "Opinion of the Audit and Supervisory Committee" below for the opinion of the Audit and Supervisory Committee regarding this proposal.

Candidate No.	Name		Current positions and responsibilities in the Company
1	Norio Nakajima	Reappointment	President and Representative Director
2	Hiroshi Iwatsubo	Reappointment	Representative Director and Executive Deputy President Director of Technology
3	Masanori Minamide	Reappointment	Representative Director and Executive Deputy President In charge of Corporate Administration, Corporate Management DX and Legal & IP
4	Hiroshi Izumitani	Reappointment	Member of the Board of Directors and Senior Vice President Director of Communication & Sensor Business Unit
5	Takaki Murata	Reappointment	Member of the Board of Directors and Senior Vice President Director of Corporate Technology & Business Development 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	Reappointment Outside Independent	Member of the Board of Directors

<table>
<tr><th>Candi-date No.</th><th>Name of Candidate
(Birthdate)</th><th colspan="2">Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions</th><th>Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders)</th></tr>
<tr><td rowspan="2">1</td><td>Norio Nakajima
(September 21, 1961)

[Reappointment]
</td><td>Apr 1985
Jul 2006

Jul 2010
Jun 2012
Jun 2013

Jul 2015

Apr 2017
Jun 2017

Jun 2020

Jul 2022</td><td>Entered the Company
Assigned as Director of Communication Module Division, Module Business Unit of the Company
Assumed the position of Vice President of the Company
Assigned as Director of Module Business Unit of the Company
Assumed the position of Member of the Board of Directors and Executive Vice President of the Company
Assigned as Director of Communication & Sensor Business Unit of the Company
Assigned as Director of Energy Business Division of the Company
Assigned as Director of Module Business Unit of the Company
Assumed the position of Representative Director and Senior Executive Vice President of the Company
Assumed the position of President and Representative Director of the Company (present)
Assigned as Director of Communication & Sensor Business Unit of the Company</td><td>13 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
96,185 shares</td></tr>
<tr><td colspan="4">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.</td></tr>
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<table>
<tr><th>Candi
-date
No.</th><th>Name of Candidate
(Birthdate)</th><th colspan="2">Brief Personal History, Positions, Responsibilities and
Significant Concurrent Positions</th><th>Period in office as Member of the Board of Directors
(at the conclusion of this General Meeting of Shareholders)
11 years

Attendance at meetings of the Board of Directors in the current fiscal year
11/12 (92%)

Relationship of special interest
N/A

Shares of the Company owned
71,710 shares</th></tr>
<tr><td rowspan="2">2</td><td>Hiroshi Iwatsubo
(August 11, 1962)

[Reappointment]

</td><td>Apr 1985

Feb 2005

Mar 2008

Jul 2011

Jun 2012

Jul 2013

Jun 2015

Jul 2015

Jun 2020

Jun 2024</td><td>Entered the Company

Assigned as General Manager of Corporate Planning Department of the Company

Assigned as Director of Sensor Division, Device Business Unit of the Company

Assumed the position of Vice President of the Company
Assigned as Deputy Director of Sales & Marketing Unit of the Company

Assigned as Director of Sales & Marketing Unit of the Company

Assumed the position of Senior Vice President of the Company

Assumed the position of Member of the Board of Directors and Executive Vice President of the Company

Assigned as Director of Corporate Technology & Business Development Unit of the Company

Assumed the position of Member of the Board of Directors and Senior Executive Vice President of the Company

Assumed the position of Representative Director and Executive Deputy President of the Company (present)</td><td></td></tr>
<tr><td colspan="4">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.</td></tr>
</table>

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<tr><th>Candi
-date
No.</th><th>Name of Candidate
(Birthdate)</th><th colspan="2">Brief Personal History, Positions, Responsibilities and
Significant Concurrent Positions</th><th></th></tr>
<tr><td rowspan="2">3</td><td>Masanori Minamide
(December 3, 1964)

[Reappointment]
</td><td>Apr 1987
Oct 2010

Mar 2011

Aug 2016

Jul 2017

Jul 2018
Jun 2019

Jun 2021

Jul 2022

Jun 2024

Jul 2024

Jun 2025</td><td>Entered Komatsu Murata Manufacturing Co., Ltd.
Assigned as General Manager in charge of Corporate Planning Department, Accounting & Planning Group of the Company
Assumed the position of Managing Director of Murata Electronics Singapore (Pte.) Ltd.
Assigned as General Manager of Corporate Planning Department, Accounting, Finance & Corporate Planning Group of the Company
Assigned as Director of Accounting, Finance & Corporate Planning Group, Corporate Planning & Administration Unit of the Company
Assumed the position of Vice President of the Company
Assumed the position of Member of the Board of Directors and Senior Vice President of the Company
Assumed the position of Member of the Board of Directors and Executive Vice President of the Company
Assigned as Director of Corporate Unit of the Company
Assumed the position of Chairman of Murata (China) Investment Co., Ltd.
Assumed the position of Representative Director and Executive Vice President of the Company
Assumed the position of Representative Director and Senior Executive Vice President of the Company
Assumed the position of Representative Director and Executive Deputy President of the Company (present)</td><td>Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders)
7 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
39,305 shares</td></tr>
<tr><td colspan="4">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.</td></tr>
</table>

<table>
<tr><th>Candi-date No.</th><th>Name of Candidate (Birthdate)</th><th>Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions</th><th rowspan="2">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
8,610 shares</th></tr>
<tr><td rowspan="2">4</td><td>Hiroshi Izumitani
(December 3, 1973)

[Reappointment]
</td><td>Apr 1997 Entered the Company
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.
Jul 2023 Assumed the position of Vice President of the Company
Jun 2024 Assumed the position of Member of the Board of Directors and Vice President of the Company
Jul 2024 Assumed the position of Member of the Board of Directors and Senior Vice President of the Company (present)
Assigned as Director of Communication & Sensor Business Unit of the Company (present)
Assigned as Director of RF Device Division, Communication & Sensor Business Unit of the Company
President and Representative Director of Komoro Murata Manufacturing Co., Ltd.</td></tr>
<tr><td colspan="3">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 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.</td></tr>
</table>

<table>
<tr><th>Candi
-date
No.</th><th>Name of Candidate
(Birthdate)</th><th colspan="2">Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions</th><th></th></tr>
<tr><td rowspan="2">5</td><td>Takaki Murata
(June 23, 1978)

[Reappointment]
</td><td>Jun 2004
Sep 2010
Apr 2015

Apr 2017

Apr 2018

Apr 2020

Nov 2021
Mar 2022
Jul 2023
Jun 2024

Jul 2024</td><td>Entered the Company
Earned PhD in engineering (Chiba University)
Assumed the position of Vice President of Peregrine Semiconductor Corp. (current pSemi Corporation)
Assigned as Director of Network Technology Development Department, IoT Group, Module Business Unit of the Company
Assigned as Director of Corporate Planning Department, Accounting, Finance & Corporate Planning Group, Corporate Planning & Administration Unit of the Company
Assigned as Director of RF Device Division, Module Business Unit of the Company
President and Representative Director of Komoro Murata Manufacturing Co., Ltd.
Assumed the position of CEO of pSemi Corporation
Assumed the position of CEO of Resonant Inc.
Assumed the position of Vice President of the Company
Assumed the position of Member of the Board of Directors and Vice President of the Company
Assumed the position of Member of the Board of Directors and Senior Vice President of the Company (present)
Assigned as Director of Corporate Technology & Business Development Unit of the Company (present)</td><td>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
3,041,975 shares</td></tr>
<tr><td colspan="4">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 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.</td></tr>
</table>

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. (currently Idemitsu Kosan Co., Ltd.) 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) Jun 2025 Assumed the position of Outside Director of KAJIMA CORPORATION (present) (Significant Concurrent Positions) Director and Vice President of Board Advisors Japan, Inc. Outside Director of Eisai Co., Ltd. Outside Director of KAJIMA CORPORATION	Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders) 8 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.		

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<tr><th>Candi
-date
No.</th><th>Name of Candidate
(Birthdate)</th><th colspan="2">Brief Personal History, Positions, Responsibilities and
Significant Concurrent Positions</th><th></th></tr>
<tr><td rowspan="2">7</td><td>Takashi Nishijima
(August 12, 1957)

[Reappointment]
[Outside]
[Independent]

</td><td>Apr 1981

Oct 2008

Apr 2010

Jun 2011

Apr 2012

Apr 2013

Apr 2019

Jun 2020

Apr 2021

Jun 2022

Jun 2025</td><td>Entered Hokushin Electric Works Ltd. (currently Yokogawa Electric Corporation)

Assigned as Vice President, Head of Control Products Business Center, IA Business Headquarters of Hokushin Electric Works Ltd.

Assumed the position of President of Yokogawa Meters & Instruments Corporation (currently Yokogawa Test & Measurement Corporation)

Assumed the position of Director of Yokogawa Electric Corporation
Assumed the position of President of Yokogawa Meters & Instruments Corporation (currently Yokogawa Test & Measurement Corporation)

Assumed the position of Director and Senior Vice President, Head of IA Platform Business Headquarters of Yokogawa Electric Corporation

Assumed the position of President and Chief Operating Officer of Yokogawa Electric Corporation

Assumed the position of Chairman and Representative Director of Yokogawa Electric Corporation

Assumed the position of Outside Director of Hitachi Transport System, Ltd. (currently LOGISTEED, Ltd.)

Assumed the position of Chairman of Yokogawa Electric Corporation

Assumed the position of Outside Director of the Company (present)

Assumed the position of Outside Director of Hitachi, Ltd. (present)

(Significant Concurrent Positions)
Outside Director of Hitachi, Ltd.</td><td>Period in office as Member of the Board of Directors (at the conclusion of this General Meeting of Shareholders)
4 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
–</td></tr>
<tr><td colspan="4">Reason for nomination as candidate and outline of expected roles
Takashi Nishijima has extensive experience and knowledge 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 and as the Chairman of the board of the Company since 2024, 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.</td></tr>
</table>

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) [Reappointment] [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 Jun 2024 Assumed the position of Outside Director of the Company (present)	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 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 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.		

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 “Criteria for Independence of Outside Directors” below 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. The Company has designated Yuko Yasuda, Takashi Nishijima, and Hiroyuki Ina 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, Takashi Nishijima, and Hiroyuki Ina is approved and adopted, the Company intends that they should continue to be independent directors.

5. Pursuant to the provisions of Article 427, Paragraph (1) of the Companies Act, the Company has entered into an agreement with Yuko Yasuda, Takashi Nishijima, and Hiroyuki Ina 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, Takashi Nishijima, and Hiroyuki Ina is approved and passed, the Company plans to continue the agreement.

6. 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 2026.

Proposal No. 3: 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	Kaori Kitasumi	New candidate	General Manager, Strategic Finance Department, Corporate Management Group, Corporate Management DX Unit
2	Seiichi Enomoto	Reappointment Outside Independent	Member of the Board of Directors who is an Audit and Supervisory Committee Member
3	Mayo Mita	New candidate Outside Independent	—
4	Asako Yamagami	New candidate Outside Independent	—

<table>
<tr><th>Candi
-date
No.</th><th>Name of Candidate
(Birthdate)</th><th>Brief Personal History, Positions, Responsibilities and
Significant Concurrent Positions</th><th>Period in office as Member of the Board of Directors
(at the conclusion of this General Meeting of Shareholders)
–

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
–</th></tr>
<tr><td rowspan="2">1</td><td>Kaori Kitasumi
(April 25, 1972)

[New candidate]
</td><td>Apr 1996 Entered the Company
Apr 2024 Assumed the position of General Manager of Strategic Finance Department, Corporate Management Group, Corporate Unit (currently Strategic Finance Department, Corporate Management Group, Corporate Management DX Unit) (present)</td><td></td></tr>
<tr><td colspan="3">Reason for nomination as candidate
Kaori Kitasumi has been involved in finance, capital, and IR affairs for many years at the Company and its group companies and has extensive experience and insight in these fields. Kaori Kitasumi has been nominated as a candidate for new Member of the Board of Directors who is an Audit and Supervisory Committee Member because the Company expects that she will strengthen the decision-making functions and audit and supervisory functions of the Board of Directors.</td></tr>
</table>

<table>
<tr><th>Candi
-date
No.</th><th>Name of Candidate
(Birthdate)</th><th>Brief Personal History, Positions, Responsibilities and
Significant Concurrent Positions</th><th>Period in office as Member of the Board of Directors
(at the conclusion of this General Meeting of Shareholders)</th></tr>
<tr><td rowspan="2">2</td><td>Seiichi Enomoto
(March 27, 1965)

[Reappointment]
[Outside]
[Independent]
</td><td>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)
Jun 2024 Assumed the position of Outside Director and Audit and Supervisory Committee Member of the Company (present)

(Significant Concurrent Positions)
Senior Partner of Enomoto Certified Public Accountant Office
Representative Director of iBridge Japan</td><td>2 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
11/11 (100%)

Relationship of special interest
N/A

Shares of the Company owned
–</td></tr>
<tr><td colspan="3">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. As Outside Director who is an Audit and Supervisory Committee Member of the Company since 2024, he has contributed to strengthening the functions of the Board of Directors from an independent perspective. Seiichi Enomoto 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.</td></tr>
</table>

<table>
<tr><th>Candi-date No.</th><th>Name of Candidate
(Birthdate)</th><th>Brief Personal History, Positions, Responsibilities and Significant Concurrent Positions</th><th>Period in office as Member of the Board of Directors
(at the conclusion of this General Meeting of Shareholders)</th></tr>
<tr><td rowspan="2">3</td><td>Mayo Mita
(October 14, 1960)

[New candidate]
[Outside]
[Independent]

</td><td>Apr 1983 Entered Morgan Stanley Japan Securities Co., Ltd. (currently Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.)
Dec 2000 Assumed the position of Managing Director of Morgan Stanley Japan Securities Co., Ltd.
Dec 2013 Assumed the position of Senior Advisor of Investment Banking Business Unit of Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.
Mar 2020 Assumed the position of Outside Director of Otsuka Holdings Co., Ltd. (present)
Jun 2023 Assumed the position of Outside Auditor of Mitsui Fudosan Co., Ltd. (present)

(Significant Concurrent Positions)
Outside Director of Otsuka Holdings Co., Ltd.
Outside Auditor of Mitsui Fudosan Co., Ltd.</td><td>–

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
–</td></tr>
<tr><td colspan="3">Reason for nomination as candidate and outline of expected roles
In addition to her many years of experience as a securities analyst, Mayo Mita has also been engaged in investment banking and possesses expert knowledge in financial/capital strategy, IR strategy and M&A transactions, and extensive experience in analyzing domestic and international companies. Mayo Mita has been nominated as a candidate for new Outside Director who is an Audit and Supervisory Committee Member because the Company expects that she will strengthen the decision-making functions and audit and supervisory functions of the Board of Directors.</td></tr>
</table>

<table>
<tr><th>Candi
-date
No.</th><th>Name of Candidate
(Birthdate)</th><th colspan="2">Brief Personal History, Positions, Responsibilities and
Significant Concurrent Positions</th><th rowspan="2">Period in office as Member of the Board of Directors
(at the conclusion of this General Meeting of Shareholders)
–

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
–</th></tr>
<tr><td rowspan="2">4</td><td>Asako Yamagami
(January 1, 1970)

[New candidate]
[Outside]
[Independent]
</td><td colspan="2">Apr 1999 — Registered as a lawyer.
Joined Taiyo Law Office (currently Paul Hastings LLP)
Oct 2005 — Seconded to The Walt Disney Company (Japan) Ltd.
May 2006 — Entered IBM Japan, Ltd.
Jul 2012 — Assumed the position of Partner of Natori Law Office (currently N & O Partners) (present)
Jun 2015 — Assumed the position of Outside Director and Audit and Supervisory Committee Member of Musashi Seimitsu Industry Co., Ltd.
Jan 2016 — Assigned as Director of International Affairs of Japan Federation of Bar Associations
Mar 2020 — Assumed the position of External Director and Audit and Supervisory Committee Member of Kagome Co., Ltd. (present)
Jun 2020 — Assumed the position of External Director and Audit and Supervisory Committee Member of Nikon Corporation. (present)
Jun 2021 — Assumed the position of Outside Director of NEC Capital Solutions Limited. (present)

(Significant Concurrent Positions)
Partner of N & O Partners
External Director and Audit and Supervisory Committee Member of Kagome Co., Ltd.
External Director and Audit and Supervisory Committee Member of Nikon Corporation (scheduled to retire in June 2026)
Outside Director of NEC Capital Solutions Limited (scheduled to retire in June 2026)</td></tr>
<tr><td colspan="4">Reason for nomination as candidate and outline of expected roles
Asako Yamagami, as a lawyer, possesses extensive experience and knowledge in the fields of corporate law, international law, governance, and compliance. Although she has no experience of directly engaging in corporate management other than serving as an outside officer, based on the above experience and knowledge, the Company expects that she will strengthen the decision-making and audit/supervisory functions of the Board of Directors. Therefore, she is nominated as a new candidate for Outside Director who is an Audit and Supervisory Committee Member.</td></tr>
</table>

Notes:

1. Seiichi Enomoto, Mayo Mita, and Asako Yamagami are candidates for Outside Director and meet the criteria for independence prescribed by the Company. See “Criteria for Independence of Outside Directors” below for the criteria for independence.

2. There are no business relations between the Companies and Enomoto Certified Public Accountant Office and iBridge Japan, where Seiichi Enomoto serves as Senior Partner and Representative Director, respectively.

3. There are no business relations between the Companies and N & O Partners, where Asako Yamagami serves as Partner.

4. The Company has designated Seiichi Enomoto 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 Seiichi Enomoto is approved and adopted, the Company intends that he should continue to be an independent director. In addition, Mayo Mita and Asako Yamagami meet the requirements for independent director as specified in the regulations of the exchange and, assuming that the election of Mayo Mita and Asako Yamagami is approved, the Company has designated them as independent directors and reported the designation to the exchange.

5. Pursuant to the provisions of Article 427, Paragraph (1) of the Companies Act, the Company has entered into an agreement with Seiichi Enomoto limiting his 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 Seiichi Enomoto is approved and passed, the Company plans to continue the agreement. In addition, if the election of Kaori Kitasumi, Mayo Mita, and Asako Yamagami is approved and passed, the Company plans to enter into the same liability limitation agreement with them. 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.

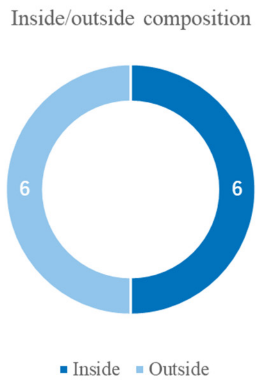
6. The Company has entered into a Directors and Officers Liability Insurance (D&O Insurance) agreement, as stipulated in Article 430-3, Paragraph (1) of the Companies Act, with an insurance company. The insurance agreement covers damages that may arise from the insured being liable for the execution 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 2026.

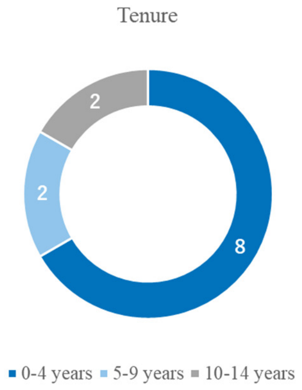
<Reference>

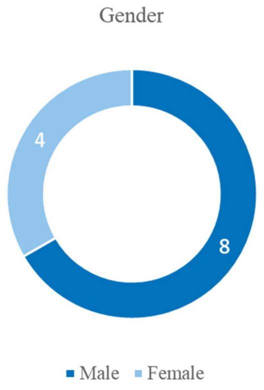
■ Composition of the Board of Directors After Election and Skill Matrix

If Proposal No. 2 and Proposal No. 3 are approved and passed as proposed, the composition of the Board of Directors and skill matrix will be as follows. The definition of thereof and the reasons for their necessity are detailed in “Composition of the Board of Directors and Skills Matrix” below.

<Composition ratio>







<Composition of the Board of Directors and Skill Matrix>

The Company has defined the following six skills with regards to the fields of expertise and experience regarded as important to be a director of the Company. The Company, which aims for the sustainable development of society and culture, expects all directors to possess the skills of "Sustainability and Diversity Management" in order to effectively demonstrate the following six skills, as essential. Additionally, the skills of "IT and Digital Transformation (DX)" are positioned as a fundamental perspective that all directors should consider when leveraging their individual skills. The expertise required for IT and DX skills is expected to be embedded within the management structure including Vice Presidents.

Furthermore, the skill matrix is intended to indicate which areas in particular the directors should exhibit in their roles or are expected to do so, as well as the knowledge, experience, and perspectives that are the prerequisites for such roles, but does not indicate all their skills, experience, knowledge, etc., that each individual possesses.

The skill matrix has been prepared in line with the Company's structure from June 29, 2026 onward.

Positions in the Company Name (age)	Skills generally required for management oversight			
	Corporate management	Finance	Organization and human capital	Governance, Risk management and Compliance
President and Representative Director Norio Nakajima (64)	○		○	
Representative Director Executive Deputy President Hiroshi Iwatsubo (63)	○			
Representative Director Executive Deputy President Masanori Minamide (61)	○	○	○	○
Member of the Board of Directors Executive Vice President Hiroshi Izumitani (52)	○			
Member of the Board of Directors Executive Vice President Takaki Murata (48)	○			
Outside Director Yuko Yasuda (64) Outside Independent	○		○	○
Outside Director Takashi Nishijima (68) Outside Independent	○	○		○
Outside Director Hiroyuki Ina (67) Outside Independent	○			
Member of the Board of Directors who is an Audit and Supervisory Committee Member (Standing) Kaori Kitasumi (54)		○		○
Outside Director who is an Audit and Supervisory Committee Member Seiichi Enomoto (61) Outside Independent		○		○
Outside Director who is an Audit and Supervisory Committee Member Mayo Mita (65) Outside Independent		○		○

Positions in the Company Name (age)	Skills generally required for management oversight			
	Corporate management	Finance	Organization and human capital	Governance, Risk management and Compliance
Outside Director who is an Audit and Supervisory Committee Member Asako Yamagami (56) Outside Independent				○

Positions in the Company Name (age)	Skills the Company prioritizes		Qualifications, experience, etc.
	Technology and innovation	Global business strategy	
President and Representative Director Norio Nakajima (64)	○	○	
Representative Director Executive Deputy President Hiroshi Iwatsubo (63)	○	○	
Representative Director Executive Deputy President Masanori Minamide (61)		○	
Member of the Board of Directors Executive Vice President Hiroshi Izumitani (52)	○	○	
Member of the Board of Directors Executive Vice President Takaki Murata (48)	○	○	
Outside Director Yuko Yasuda (64) Outside Independent			Governance and management talent Consultant
Outside Director Takashi Nishijima (68) Outside Independent	○	○	Manufacturing CEO
Outside Director Hiroyuki Ina (67) Outside Independent	○		Mobility business
Member of the Board of Directors who is an Audit and Supervisory Committee Member (Standing) Kaori Kitasumi (54)			
Outside Director who is an Audit and Supervisory Committee Member Seiichi Enomoto (61) Outside Independent			Certified Public Accountant
Outside Director who is an Audit and Supervisory Committee Member Mayo Mita (65) Outside Independent			Securities analyst
Outside Director who is an Audit and Supervisory Committee Member Asako Yamagami (56) Outside Independent		○	Lawyer

<Definition of skills and reasons for their necessity>

Skills generally required for management oversight	
Corporate management	Experience in building a management strategy and operating organizations from a medium- to long-term perspective as top management. [Reasons for necessity] To plan, build and oversee management strategy that enables Murata as a corporation to enhance its corporate value sustainably.
Finance	Knowledge or experience in finance and capital strategies and IR strategies in corporate management [Reasons for necessity] To plan, execute and oversee financial and capital strategies and IR strategies in line with management strategy, taking into account requests from the capital market to Murata as a listed company.
Organization and human capital	Knowledge or experience in organization and human capital management [Reasons for necessity] 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, legal affairs and corporate ethics [Reasons for necessity] To plan, build, and oversee strategies regarding governance, risk management and compliance that will be the foundation for Murata to perform management that sustainably generates the continuous cycle of social value and economic value.
Skills the Company prioritizes	
Technology and innovation	Knowledge or experience in intellectual and technological capital management, based on medium- to long-term market and technological trends. [Reasons for necessity] 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.
Global business strategy	Experience in developing business strategies that take into account the culture, government policies, and major geopolitical risks of each country. [Reasons for necessity] To plan, execute, and oversee strategies for promoting its global business efficiently and flexibly, while taking appropriate risks as Murata is pursuing business opportunities in the fields of communications, mobility, the environment and wellness and such fields involve large volumes of cross-border transactions and strongly reflect each country's industrial 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 of female Members of the Board: 30% or more

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 material client or supplier within the past three years with the Companies.
(*) Material client or supplier refers to one with which the Company has transactions of 2% or more of consolidated revenue 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) In the past three years, the person was a material consultant, etc. of the Companies.
(*) Material consultant refers to an expert, such as consultant, lawyer and certified public accountant, who earns over 10.00 million yen per annum other than officer 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.
(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 (9) 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.

Proposal No. 4: Election of Independent Auditor

Deloitte Touche Tohmatsu LLC, the Independent Auditor of the Company, will complete its term of office at the conclusion of this Ordinary General Meeting of Shareholders. As such, based on the decision of the Audit and Supervisory Committee, the Company asks for your approval to not reappoint the current Independent Auditor and to appoint a new Independent Auditor.
Considering the fact that the current Independent Auditor has conducted audits for a long period of time, the Audit and Supervisory Committee received proposals from multiple audit firms, including the said Independent Auditor, and conducted their comparison and review.
As a result, the Audit and Supervisory Committee has determined that by appointing KPMG AZSA LLC as the Company's new Independent Auditor, the Company can expect audits from a new perspective, and that the firm fully meets the standards set by the Audit and Supervisory Committee in terms of its independence, expertise, quality control system, and global audit structures.
The candidate for Independent Auditor is as follows:

(As of June 30, 2025)

Name	KPMG AZSA LLC
Office	Principal office: 1-2 Tsukudo-cho, Shinjuku-ku, Tokyo Other offices: Sapporo, Sendai, Hokuriku, Kita-Kanto, Yokohama, Nagoya, Kyoto, Osaka, Kobe, Hiroshima, and Fukuoka
History	Jul 1969 Asahi & Co. was founded. Jul 1985 Merged with Shinwa Audit Corp. (est. Dec 1974) and the name was changed to Asahi Shinwa & Co. Oct 1993 Merged with Inoue Saito and Eiwa Accounting Firm (est. Apr 1978) and the name was changed to Asahi & Co. Jan 2004 Merged with AZSA & Co. (est. Feb 2003) and the name was changed to AZSA & Co. Jul 2010 Transitioned to a limited liability audit firm and the name was changed to KPMG AZSA LLC.
Firm profile	Capital: 3,000 million yen Personnel: Certified Public Accountants 3,011 Other auditors 3,550 Other employees 801 Total 7,362 Number of companies involved (for audit & assurance services): 3,255 companies