



Unchanging values, a strategy of sustained effort

Does the work we do impress and astonish our customers?
Do the people we work with find their work challenging
and feel personal growth?
These are the questions that we must each ask ourselves, and act upon.

**MURATA PHILOSOPHY
WE PLEDGE...**

To Contribute....
To The Continued Worldwide Development Of
Industry And Culture Through
Management Commitment

To Pursue....
Total Quality And Customer Satisfaction, While
Continuously Introducing Innovative Products In
Integrated And Interrelated Technologies Which
Will Allow Our Company, Our Employees,
Customers And Other Partners, And Our
Communities

To Grow And Prosper....
With An Appreciative Feeling Of Mutual Pride
and Trust

Innovator in Electronics®

A customer-oriented stance

Adaptability to changes

CS and ES

On-site oriented

Challenging culture

CS: "Making the efforts to have our customers consistently recognize the value we offer"

ES: "A workplace environment in which the employees find their work challenging and in which they can continue to grow"

Since the establishment of our company, the convictions embodied in the Murata company philosophy have served as the foundation for the ideas and actions of all Murata employees. During these past few years, which have seen dramatic change in the market environment, I have consistently emphasized that our company management should be one that places high value on CS and ES. CS is making the efforts to have our customers consistently recognize the value we offer. ES is a workplace environment in which the employees find their work challenging and in which they can continue to grow. Do our technologies, products and services truly succeed in delivering value to customers? Does this value serve to impress and astonish the customer? I would like our organization to be made up of people who take the independent initiative to ask themselves such questions at all times. Cooperation is required not only between sales, production and business departments. It is rather our entire organization, including the development and staff departments, that must act as a cohesive and like-minded whole. This is the

Murata that I hope we can continue to be. Furthermore, it is only upon unchanging values like these that we can build our business strategies. At present, Murata considers markets in the context of three different market segments. First, in emerging markets, we work to win over customers with our speed, low prices and agility, and aim to achieve the No. 1 market share position. Secondly, in core markets, we are working to become the strategic supplier, resolving customer issues not only with our individual components but also with Murata's integrated solutions. Third, in new markets, we aim to become the exciting prospect capable of discovering business opportunities with our customers and partners. Murata employs these three different approaches for its various markets. Although we may vary our business strategies to suit the circumstances involved, what is important is that our convictions do not change. This is why we must remain the Murata that we are.

President
Statutory Representative Director
Tsuneo Murata