



## 3 market segments

### Emerging markets

Achieving No. 1  
market share position

Winning over customers  
with our speed,  
low prices and agility

### Core markets

Becoming  
strategic supplier

Provide Murata's  
integrated solution

### New markets

Becoming  
the exciting prospect

Discovering business  
opportunities with customers  
and partners

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# 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.

Throughout the history of our company, the ideals embodied in the Murata Philosophy have consistently served as the foundation for the ideas and actions of our employees. Additionally, in the midst of the dramatically changing market environment of recent years, we have affirmed our determination to be a company that prioritizes CS\*<sup>1</sup> and ES\*<sup>2</sup>. This is not merely a task for sales and marketing, or for our business departments, but is one that will involve our development, staff and other departments. Working as a cohesive whole towards a unified goal, we will strive to make Murata a company that is always ready to take action on behalf of its customers.

Last year, Murata initiated its Mid-Term Direction, which considers the market in the context of three segments. First, in emerging markets, our goal is to win over customers with our speed, low prices, and agility, and to achieve the No. 1 market share position. Secondly, in core markets, we are working to become the strategic suppliers to resolve customer issues not only with our individual components, but with the combined resources of our company. Thirdly, in new markets, we aim to become the exciting prospect capable of discovering business opportunities with our customers and partners. Although we employ different strategies to achieve these goals, one question that all of us at Murata consistently ask ourselves, irrespective of the market, is whether we are creating and providing value our customers can appreciate. As we evolve into a more tightly integrated organization under a unified strategy and with a short, sturdy value chain that enables swift decision-making, Murata will respond to the diverse needs of our customers and the constantly changing market environment. We will continue to step up the implementation of initiatives that will best serve us in our various markets, and we remain committed to being a company genuinely capable of enhancing customer value.

#### 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

\*1 CS: "Making the efforts to have our customers consistently recognize the value we offer"

\*2 ES: "A workplace environment in which the employees find their work challenging and in which they can continue to grow"

President  
Statutory Representative Director  
Tsuneo Murata