

# [ CSR Activities: Targets and Results ]

Murata commits itself to continual improvement in priority theme areas through the implementation of a broad range of measures.

: Achieved  
: Nearly achieved  
x: Not achieved

5th Environmental Action Plan: Results for Fiscal 2011					
Item	Region(s)	Targets for FY2011	Results for FY2011	Achievement	
【1】Product environmental friendliness	Global	Continually extend the range of environmentally friendly products and develop eco-friendly technology ( production processes ).	Made steady progress in design and development for downsizing, energy saving, and reducing environmentally hazardous substances. Developed more than 50 products that meet eco-product standards.		
	Global	Continue to reduce and replace environmentally hazardous chemical substances contained in products.	Reduced and replaced environmentally hazardous chemical substances contained in products as planned.		
	Global	Increase sales of environmentally friendly products to help shape society with a low environmental impact	<ul style="list-style-type: none"> <li>Implemented activities designed to promote the use of, obtain approval for, and increase sales of eco-friendly products. Many customers granted approvals and began to replace existing products.</li> <li>Provided further total solutions for LED lighting systems. Began to verify the effects and functionality of the task and ambient lighting system.</li> </ul>		
【2】Tackling global warming	【1】Production sites	Global	Recognize CO <sub>2</sub> emissions and quantitative basic units by product.	<ul style="list-style-type: none"> <li>Built a system for recognizing CO<sub>2</sub> emissions and quantitative basic units by product for domestic production sites and started operation of this system.</li> <li>The production sites in Singapore, Thailand, and Shenzhen started recognizing CO<sub>2</sub> emissions and quantitative basic units by product.</li> </ul>	
		Domestic plants	Implement and monitor measures to reduce CO <sub>2</sub> emissions from production.	<ul style="list-style-type: none"> <li>Developed plans to implement measures to reduce CO<sub>2</sub> emissions from production and implemented these measures according to those plans.</li> </ul>	
		Overseas plants	Recognize CO <sub>2</sub> emissions from production.	<ul style="list-style-type: none"> <li>Started recognizing CO<sub>2</sub> emissions from production.</li> <li>The production sites in Singapore, Thailand, and Shenzhen developed plans to implement measures to reduce CO<sub>2</sub> emissions from production.</li> </ul>	
	【2】Logistics	Domestic plants	Reduce CO <sub>2</sub> emissions from logistics per unit of net production by 15% from FY2007.	Reduced 31% from FY2007. A careful review of the operation plans in response to fluctuations in quantities made for substantial reductions in CO <sub>2</sub> emissions.	
		Overseas plants	Recognize CO <sub>2</sub> emissions from logistics.	Started recognizing CO <sub>2</sub> emissions from shipments from overseas plants to customers.	
	【3】Green purchasing	Domestic plants	Maintain a green procurement ratio of 100%.	Maintained a green procurement ratio of 100%.	
【3】Chemicals	Domestic plants	Reduce the use of environmentally hazardous chemical substances per unit of net production by 1% from FY2007.	1% increase compared with FY2007. Failed to reach the target despite achieving a 4% reduction from the previous year.		
	Overseas plants	Recognize the usage of environmentally hazardous chemical substances.	Overseas plants started recognizing use. The Wuxi and Shenzhen sites started initiatives for reducing the use of these substances.		
【4】Resources saving/recycling	【1】Waste reduction	Global	Reduce waste emissions per unit of net production by 1% from FY2007.	Reduced 3% compared with FY2007. The introduction of a facility for treating alkaline waste at the Yasu Division made it possible to achieve the target.	
		Overseas plants	Continue efforts to achieve zero emissions.	Maintained zero emissions at the Wuxi, Shenzhen, Taiwan, and Thai sites.	
	【2】Containers and packaging	Global	Increase the ratio of eco-containers made of internally produced materials to more than 10%.	Achieved the target of more than 10%. Introduced approximately 65,000 new containers, accounting for more than 30% of containers used in logistics ( approximately 200,000 )	
【3】Production processes	Global	Reduce raw material loss ratios.	Introduced measures for improvement ( e.g. for higher yields ) in individual processes.		
	Global	Provide employees with biodiversity education.	Included biodiversity in the general environmental education program starting FY2011. Provided biodiversity education for all employees as planned.		
【5】Biodiversity	Global	Provide environmental education in biodiversity for elementary and junior high school children.	Developed a new environmental education program using the " Murata Forest, " an initiative for the conservation of domestic woodlands ( satoyama ) and implemented trials. This initiative will be developed further in FY2012 and after.		
【6】Environmental/social contribution activities	Global	Continue environmental/social contribution activities.	Continually implemented projects such as environmental education for elementary and junior high school children, an initiative for the conservation of domestic woodlands ( satoyama ) named " Murata Forest, " and the greening of plants to ensure that business is deeply rooted in the communities and societies where Murata operates.		

Social Activity: Targets and Results for Fiscal 2011 and Targets for Fiscal 2012

: Achieved  
: Nearly achieved  
x: Not achieved

Item	Targets for FY2011	Results for FY2011	Achievement	Targets for FY2012
Promoting development of the internal control system	In addition to developing internal controls to ensure the appropriateness of operations, continually promote operational standardization, visualization, improvement and reforms.	In addition to developing internal controls aimed at ensuring the appropriateness of operations, Murata continually promoted operational standardization, visualization, improvement and reforms. The company has also been expanding the scope of the internal control system since the previous fiscal year. To ensure compliance as well as operational e ctiveness and e ciency, the company now improves and evaluates the internal control system at almost all consolidated sites.		In addition to developing internal controls to ensure the appropriateness of operations, continually promote operational standardization, visualization, improvement and reforms.
	Improve monitoring functions to ensure operational appropriateness to increase the transparency and effectiveness of the corporate governance system.	The number of group companies both in and outside Japan that are covered by monitoring was increased step-by-step to achieve nearly 100% coverage. Taking a risk approach, the separate internal audit department evaluates and monitors priority items to increase transparency and e ctiveness.		Further improve monitoring functions to ensure operational appropriateness to achieve greater increases in the transparency and e ctiveness of the corporate governance system.
Promoting compliance	Reestablish the compliance system from a cross-group perspective to further streamline the operation of the system.	<ol style="list-style-type: none"> <li>Conducted a survey of compliance and tested the understanding of the Code of Conduct.</li> <li>Published 4 reports on compliance promotion activities. Starting in November, the company provided information on daily compliance issues on a monthly basis in the form of news reports, Q &amp; A, and quizzes.</li> <li>Murata Manufacturing and domestic a liates held study meetings and other activities during Compliance Month ( October )</li> </ol>		Reestablish the compliance system from a cross-group perspective to further streamline the operation of the system.
	<ol style="list-style-type: none"> <li>Continue to conduct surveys of compliance and test the understanding of the Code of Conduct.</li> <li>Periodically communicate information on compliance promotion activities. Publish 12 issues of an e-mail magazine featuring compliance knowledge.</li> <li>Firmly establish Compliance Month in the corporate calendar.</li> </ol>		<ol style="list-style-type: none"> <li>Continue to conduct surveys of compliance and test the understanding of the Code of Conduct.</li> <li>Periodically communicate information on compliance promotion activities. Publish 12 issues of an e-mail magazine featuring compliance knowledge.</li> <li>Firmly establish Compliance Month in the corporate calendar.</li> </ol>	
Strengthening risk management	Study company-wide business risks for which response requires enhancement and continually follow up on the response to risks made by responsible departments to strengthen risk management activity.	Checked progress in implementing measures against significant risk items and made continual improvements.		Upgrade measures related to priority company-wide business risks and continually improve risk measures through risk management activity.
	Learn lessons from the Eastern Japan earthquake in reevaluating the effectiveness of measures against disasters such as emergency response and quake-resistant solutions for buildings and production equipment in order to enhance overall crisis management.	Ensured communication means, including means to confirm the safety of employees, during disasters. Reevaluated quake-resistant solutions for buildings and production equipment and introduced necessary additional measures.		Strengthen advance measures aimed at ensuring business continuity in emergency and continually enhance crisis readiness.
Society and community	<ul style="list-style-type: none"> <li>Provide support for the development of future human resources as innovators through science education programs for elementary and junior high school children.</li> <li>Aggressively conduct regional contribution activities to ensure that business is deeply rooted in the communities and societies where Murata operates.</li> </ul>	<ul style="list-style-type: none"> <li>Plants worked with local elementary and junior high school to plan and hold educational programs for children such as electronic craft workshops and environmental education.</li> <li>Conducted open plant events, community clean-up activities, and forest conservation activities. Many employees took part as volunteers.</li> </ul>		Continually conduct social and regional contribution activities to ensure that business is deeply rooted in the communities and societies where Murata operates.
	Conduct a test of compliance and CSR procurement understanding for all purchasing representatives in and outside Japan.	<ul style="list-style-type: none"> <li>Conducted a test of compliance and CSR procurement understanding for all purchasing representatives in Japan.</li> <li>Made progress in conducting a test of CSR procurement understanding for all purchasing representatives outside Japan.</li> </ul>		Conduct a test of compliance and CSR procurement understanding for all purchasing representatives in and outside Japan.
Suppliers	Conduct in-house training and operational diagnosis for purchasing sites to strengthen compliance.	<ul style="list-style-type: none"> <li>Conducted training a total of 5 times for relevant departments to strengthen compliance ( attended by approximately 150 employees )</li> <li>Conducted legal and contracting training for buyers ( attended by approximately 30 buyers )</li> <li>Completed purchasing operational diagnosis of purchasing sites.</li> </ul>		Conduct in-house training and operational diagnosis for purchasing sites in and outside Japan to strengthen compliance.
	All overseas materials sites will start concluding CSR agreements with their suppliers.	All overseas materials sites started to conclude CSR agreements with their suppliers.		All overseas materials sites will start concluding CSR agreements with their suppliers.
Employees	<ul style="list-style-type: none"> <li>Continue to implement the system to enable employees to select career paths according to their aptitude. Expand the in-house open recruitment system. Evaluate employees who entered Murata as new graduates and have entered their second year at the company to examine the appropriateness of their appointment. Employees who expressed interest were interviewed about their future career development. Introduce a self-declaration system and a career development program for employees who joined Murata as new graduates and have entered their 4th year at the company.</li> <li>Increase the number of foreign employees on loan to 20 in FY2011.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluated all employees who entered Murata as new graduates and entered their second year at the company to examine the appropriateness of their appointment. Employees who expressed interest were interviewed about their future career development.</li> <li>Approximately 100 employees that had not been transferred for three years after joining Murata as new graduates were interviewed individually to ask about their future career development.</li> <li>21 employees accepted on loan from overseas.</li> </ul>		<ul style="list-style-type: none"> <li>Continue to implement the system to enable employees to select career paths according to aptitude. Introduce a self-declaration system and a career development program for young employees.</li> <li>Increase the number of foreign employees on loan to 30 in FY2012.</li> <li>Introduce and expand a program that helps senior employees play an active part at work. Introduce the " Senior Expert " system. Hold 10 career management-training sessions during FY2012.</li> </ul>
	Promote education and awareness-raising programs to prevent harassment.	A total of 23 sessions for directors and a total of 4 sessions for general and female employees were held at the Head Office, Tokyo Branch and plants. Held 5 training sessions during FY2011.		Promote education and awareness-raising programs to prevent harassment. ( Continue to promote 5 training sessions for all managers who have not undergone training on moral/sexual harassment and 2 sessions for general employees during FY2012. )
Employees	<ol style="list-style-type: none"> <li>Introduce and firmly establish a benefit package with a focus on diversity and independence.</li> <li>Promote and support diverse ways of working according to the nature of jobs and customers.</li> <li>Enhance and establish a system to help employees strike a balance between work and family life ( work-life balance ).</li> </ol>	<ol style="list-style-type: none"> <li>Introduced a new selective benefit package with three pillars of support ( for independence, health promotion, and lifework balance )</li> <li>Expanded the scope of the Murata Increasing Productivity( MIP )System, the discretionary work plan for planners and technical specialists. 369 employees participate in this system as of March 2012. Employees can take these holidays in consideration of their workload.</li> <li>Developed and implemented a general employer action plan under the Act for Measures to Support the Development of the Next Generation.</li> <li>Held a job experience and company tour event for the children of employees. ( The November 3, 2011 event was attended by 14 children. )</li> <li>Introduced an hour-based paid leave system.</li> </ol>		<ul style="list-style-type: none"> <li>Firmly establish a benefit package with a focus on diversity and independence.</li> <li>Enhance and establish a system to help employees strike a balance between work and family life ( work-life balance )</li> </ul>
	<ol style="list-style-type: none"> <li>Promote manufacturing education including the development of personnel capable of working on a global basis.</li> <li>Provide continuous training to improve management skills and practice PDCA.</li> </ol>	<ol style="list-style-type: none"> <li>Implemented a plant training program for new employees. 11 individuals participated in the 6-month program.</li> <li>Held a cross-organizational exchange for production departments. Attended by 11 employees from Murata and 8 employees from other companies.</li> <li>Provided an English education program in Japan. 8 x 3.5-hour sessions for 231 employees.</li> <li>Implemented a group training program for improving management skills and a follow-up program. Group training for 205 employees, followed up on 66 participants.</li> <li>Ran a 5-phase PDCA cycle to help participants firmly acquire follow-up skills.</li> <li>Implemented a leadership training program in response to the current situation for 159 employees.</li> </ol>		<ul style="list-style-type: none"> <li>Promotion of management philosophy and shared measures</li> <li>Provide education for globalization ( an English training session for each half-year term )</li> <li>Train the next generation of leaders.</li> </ul>
Employees	Implement procedures for achieving external certification for the occupational health and safety management system at 10 plants in Japan. Strengthen readiness to confirm the safety of employees and their family members in a timely fashion in the event of an emergency.	<ul style="list-style-type: none"> <li>9 plants in Japan achieved external certification.</li> <li>Introduced and started operation of a system for confirming the safety of all Murata employees.</li> </ul>		Implement procedures for achieving external certification for the occupational health and safety management system at 12 plants in Japan.