



[Employees]

Working at Murata means working within the world at large. Young employees experience the Murata within global diversity, the diversity within Murata.

Communicating in the lingua franca of “technology” while mutually respecting each other’s cultural background

In order to foster future global human resources, Murata Manufacturing offers a program for employees to learn through work in a location abroad while they are still young. We entered this program and are currently being trained in Singapore. The overseas production ratio is growing at Murata and the corresponding work is increasing, like supplying production equipment overseas, local procurement, and more. We regard cooperation with the local staff, such as in regard to equipment startup, maintenance and upgrading, as being indispensable and look forward to expanding the scope of our work in this area. Akinori Hata’s work is specifically studying equipment maintenance and upgrading. Together with local staff, he researches methods behind promoting employee education, such as building a “training kit for the *monozukuri* site” that utilizes a specific block of equipment. Yusuke Nakagawa is studying the global procurement of equipment. With the cooperation of the staff here, and also through association with the Singapore government, he is trying to establish connections with the

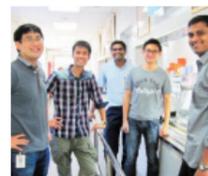
excellent and practical equipment manufacturers that exist in the ASEAN region. In both our cases, it is important to ensure smooth communication with the local staff and to unify the focus of that staff with our own. Singapore is an international city and, with its notable economic growth, it possesses many excellent and talented people, and we frequently find stimulus here. It feels like there is much for us to learn, especially from a business standpoint. Although it is said that the world of technology is universal, the way we work is subtly influenced by our mutual cultural backgrounds. Although the in-company language is mainly English, taking one step out into the town in Singapore presents us with a world in Chinese. We have realized that we have made ourselves more open to outside cultures by allowing ourselves to be active inside such diversity. Working at Murata means working within the world at large. We have a deeper understanding of that now. Once our training finishes, we hope to have an opportunity in the future to work together with the staff that we’ve worked with in Singapore.

Photo, from left to right
Murata Manufacturing Co., Ltd.
Production Engineering Development Dept.,
Production Engineering Unit

Akinori Hata

Murata Manufacturing Co., Ltd.
New Process Development Center,
Technology & Business
Development Unit

Yusuke Nakagawa



With the local staff at Murata
Electronics Singapore (Pte.) Ltd.

[Employees]

Towards creating a safe and comfortable workplace and advancing health and safety activities

“If you act, the workplace will change.”

Safety is borne from communication and ideas.

OHSAS (Occupational Health and Safety Assessment Series) is an international standard on Occupational Health and Safety formulated by an international consortium. To the degree that there are even manufacturers who make it a condition of business to have acquired this certification, it is also a proof of trustworthiness. Of course, the most important thing is to provide a safe environment for employees and to aim at zero accidents. In response to the enthusiastic words of our factory manager, “Worker consciousness changes when the supervisor raises his or her own consciousness,” this administration desk began in-house activities a full year and a half before obtaining external certification. Health and safety measures are the accumulation of little things. The catchphrase is the “genba, genbutsu, genjitsu (actual site, actual thing, actual situation)” principle. Search for places in which risk lurks in each work site, walk around the site, summarize the workers’ statements, and create a risk assessment table. We started our own assessment table in 2011, and, a mere year later, potential risks that were not readily evident before quickly began to emerge there. At

Kanazu Murata Manufacturing, we began in 2000 to promote “KYA” (K: kiken [hazard], Y: yochi [prediction], A: [activity]) in which employees, when they sense or discover danger, indicate the contents on a card and work towards improvement. The results from that are then incorporated into a risk assessment. Our risk assessment table is posted in locations where everyone in the workplace can see it, and it is updated whenever an improvement is made. We have even come to hear positive comments about this in meetings of the Health and Safety Committee as well. Basically, Murata has always been a gathering of people who enjoyed *monozukuri*. There is a place called the “Forest of Creation” on each floor of our company, and we are also developing activities for employees themselves to devise and create the mechanisms and tools for reducing risk and eliminating “muri, muda, mura” (unreasonableness, waste and inconsistency). We at the administration desk have always tried to act immediately upon receiving any comment from the workplace. If you act, the workplace will change. We can truly feel that this consciousness is shared among employees.

Photo, from left to right
Kanazu Murata Manufacturing Co., Ltd.
Administration Sec.

Yoshimi Kitano
Shinichi Maruko