

# Murata's Philosophy

## Returning to Our Founding Concept to Offer Value on a Global Scale



### What we must change and what we must not

The environment currently surrounding Murata is in the midst of the unbridled turmoil of evolving market needs, rapid globalization, and the expansion of emerging markets. Companies must respond rapidly to a variety of changes. A company that does not change cannot survive. On the other hand, there are also things that should not change.

Our "Murata's Foundation", something we must not change, is embodied within our "Philosophy". Without being influenced by the trends of the times, that philosophy must always be seen as the basis behind our judgment and action, as the

foundation of our managerial decisions. Do our customers acknowledge the value of our products and services? As an "Innovator in Electronics®", do we surprise and impress our customers? Are we growing? We must always think in this manner.

### Towards becoming the company that we seek to be

In order to manifest the corporate ideal indicated in our philosophy, we have compiled a "Corporate Grand Design", a story of our planned growth ten years into the future. Viewing our business domain as being made up of "houses", we are expanding the level of value that we provide our customers through

**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.

the significant development of each individual "house". Simultaneously cultivating the products that will become the pillar of our future business, we continue to aim at sustained growth, even ten years from now.

### Three action policies, and beyond

From the company's Mid-Term Strategy that began in April 2013, I can mention "True Globalization", "Marketing by All Members", and "Evolving *Monozukuri*" as the actions we should especially focus on over the next three years in order to realize that "Corporate Grand Design". To triumph over the global competition, we must have cooperation with each site

and each partner in the Murata Group and utilize the optimum resources available throughout the world. We must pursue the value that all Murata members provide to our customers. And we must integrate our production equipment and manufacturing sites, including materials, product design, and process design, in order to further heighten our latent strength in *monozukuri*. It is our aim to contribute to society by constantly practicing these policies in unison with all Murata members.

Tsuneo Murata

President  
Statutory Representative Director