

Opinion from a third party

## Taking a close look at CSR at Murata

The Murata Group clearly expresses a posture of striving towards solving social issues with its core business. In addition to the development of new technologies, they are also involved in social issues by proposing new value through their experience and a combination of existing technologies. As a component manufacturer, they convey generally difficult-to-understand technology and its use by extracting the target function and embodying it in a more familiar form, like incorporating it into their Murata Boy and the Murata Cheerleaders. These robots convey technology whose use is expected in such applications as disaster relief and automotive safety in an easy-to-understand manner. I think that is quite a wonderful idea as it is thus possible to learn about that technology with interest as well as enjoyment. Those robots are a representation of what Murata makes and how it contributes to society, and I have even greater expectations for the products that Murata Group will offer from here on out.

This “Murata Report” once again shows the faces of Murata’s employees. Especially with the “CSR Report” located in the second half of this issue, it is possible to see a variety of faces, including males and females, individuals from Japanese as well as from other countries, veterans and youth. I sense here a sign of their orientation towards global human resources. One article is also from the perspective of the maximization of female employees. Essentially, I think that means changing the “way” that people work and that it is imbued with the message of wanting to create working environments in which everyone is comfortable. This links to activities toward spreading the “Murata Philosophy” throughout a Murata Group that is expanding globally, and it will lead to a greater sharing of values within the Group. This is an activity that I would like to see advanced even further in the future.

With the first half of this Report an introduction of the company’s business, and the second half containing its CSR Report, it appears to be oriented in the direction of a so-called “Integrated Report”. However, the Murata Group does not particularly place a focus on “integration” per se, positioning an overview of its business and the status of its activities in the first half mainly in order to enable such non-financial information as the environment and CSR activities to be better understood. This 2015 edition also shows an increase in the numerical presentation of non-financial information, as well as more items wherein the numbers can be deciphered in correlation with that business overview. Determine and disclose the KPI (Key Performance Indicators) in line with the CSR Charter ... if it is possible to show what position that content occupies in the company’s long-term outlook and management plan for their core business, and what kind of progress it indicates, I think that how the Murata Group should be, and what they are aiming at, will being more concretely conveyed to the reader. And, in regard to how the Murata Group is viewed from the outside, how about communicating with those people in various positions connected to the Group, such as providing opportunities for bidirectional dialogue and holding round-table discussions to listen to each others’ stories?



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