

## Taking a close look at CSR at Murata

In line with their medium-term management plan, Murata has formulated medium-term targets for CSR starting from the current fiscal year. A three-year CSR plan in relation to the environment has also been established in conjunction with that. I think that this is very important, in the sense that company management will be more closely linked to CSR and environmental activities. Because the ultimate goal of CSR is the sustainable development of both business and society, linking CSR and environmental activities with the central issues of corporate management is absolutely essential.

Implementing CSR contains many challenges but, among them, making it easy to work in a company that incorporates diversity is particularly important. Since it seems that Murata is actively involved in promoting active roles for women, I think that setting some specific targets there will be a subject for future discussion. Global rotation is also a very important system, so communicating technology worldwide is also a major responsibility for a global company. If such actions as dialogue with stakeholders can also be incorporated overseas, I feel like Murata's activities will be conveyed even more concretely.

The "Murata Report" combines an introduction of the company's business with its CSR Report, while the preparation of "Integrated Reports", containing both an Annual Report and CSR Report, is on the rise around the globe. So what if Murata, whose volume of sales is increasing rapidly and whose global presence is growing significantly, considered taking this opportunity to develop their Report into just such an "Integrated Report"? If they were to adopt such a style, it would enable them to demonstrate the kind of value that the use of their business model can actually create for society, so I think that not only would it hold merit as a means of disclosing information on CSR, but it would also exert a positive impact on the Company's management strategy.

In the world of CSR, the setting of priorities based on specific "materiality" (importance) has been attracting worldwide attention. This means not only thoroughly dealing with a wide range of matters, it also emphasizes taking specialized approaches to certain issues. In order to accomplish this, I believe that it is necessary to maintain a balance between a benchmark type of management and an "Action Plan" style of management. Japanese companies tend to strongly prefer the use of action plans, but it is not always practical to aim at having all content continue to improve each and every year. I think that utilizing a benchmark type of management in an aim at improving quality is also important.



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