**Growth**

challenges to take on from a long-term perspective in the next foundational business along with communications.

In the communications and automotive markets, a large wave of environmental change, which could be considered a paradigm shift, is just around the corner.

In order to attract business opportunities from these markets and achieve sustainable growth, it is necessary to strengthen the foundations of the organization and work structures in accordance with the expanded size of the company.

In the expanding markets, we will aim for healthy growth so that we can provide Murata’s value that satisfies customers and allow each and every employee feel rewarded as they continue to grow.

3 corporate-wide issues and mid-term basic policies for seizing expanding business opportunities and realizing Healthy & Sustainable Growth

| Theme | Murata focuses on strengthening “Business & Management Foundation” in order to seize expanding business opportunities and realize Healthy & Sustainable Growth.

Where Murata wants to be in 2025

- **Innovation driven by CS/ES**
  ALL Murata employees collaborate with one another, innovate, and create new value.

- **Global No.1 Component & Module Supplier**
  Murata aims to become the first-choice supplier in the target segments of each business while expanding the nature of value provision from parts to solutions.

- **Foundational markets, Challenging markets, Next New markets**
  Acquire and enhance core competencies, and achieve the following:
  1. Automotive as a foundational market following Communication market, as a pillar of profit.
  2. Continue to challenge in Energy and Medical/Healthcare markets.
  3. Explore promising NEXT NEW markets.

**Mid-term Direction 2021 (fiscals 2019 to 2021)**

In the communications and automotive markets, a large wave of environmental change, which could be considered a paradigm shift, is just around the corner.

In order to attract business opportunities from these markets and achieve sustainable growth, it is necessary to strengthen the foundations of the organization and work structures in accordance with the expanded size of the company.

In the expanding markets, we will aim for healthy growth so that we can provide Murata’s value that satisfies customers and allow each and every employee feel rewarded as they continue to grow.

3 corporate-wide issues and mid-term basic policies for seizing expanding business opportunities and realizing Healthy & Sustainable Growth

| Theme | Murata focuses on strengthening “Business & Management Foundation” in order to seize expanding business opportunities and realize Healthy & Sustainable Growth.

Where Murata wants to be in 2025

- **Innovation driven by CS/ES**
  ALL Murata employees collaborate with one another, innovate, and create new value.

- **Global No.1 Component & Module Supplier**
  Murata aims to become the first-choice supplier in the target segments of each business while expanding the nature of value provision from parts to solutions.

- **Foundational markets, Challenging markets, Next New markets**
  Acquire and enhance core competencies, and achieve the following:
  1. Automotive as a foundational market following Communication market, as a pillar of profit.
  2. Continue to challenge in Energy and Medical/Healthcare markets.
  3. Explore promising NEXT NEW markets.