



**Basic view**

In order to minimize loss by emergence of risks and improve sustainable corporate value of the entire Group by managing various internal and external risks related to business activities, Murata periodically carries out initiatives to classify and evaluate risks, take preventative measures, and reduce loss in case of emergency.

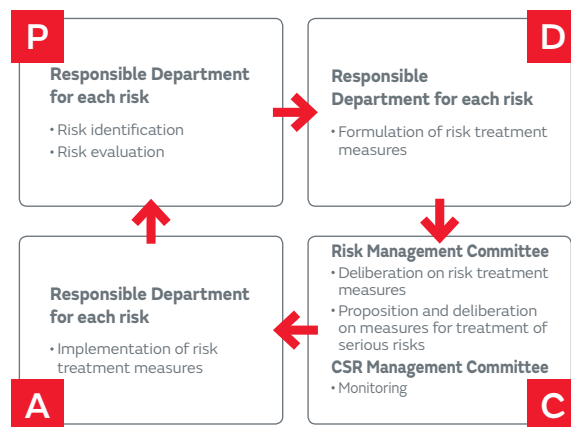
**Promotion structure**

Murata Manufacturing Co., Ltd. has established a Risk Management Committee as a subordinate body of the CSR Management Committee chaired by the Representative Director. This committee is chaired by a Vice President and comprises Directors from departments of General Affairs, Personnel & Industrial Relations, Corporate Communications, Intellectual Property, Environmental Affairs, Information Systems, and Legal Affairs. Together, the committee members study ways to address risks Company-wide. We have also established the Information Security Subcommittee and BCM\* Subcommittee as subordinate organizations to study and take measures to address particular risks.

\*BCM (Business Continuity Management)  
 Management activities that are operated on an ongoing basis to formulate, maintain, and renew the BCP (Business Continuity Plan), to allocate budget and resources for business continuity, to take preventative measures, and to conduct, check, and continually improve education and training for permeating initiatives.

**Understanding risks**

Responsible Department for each risk identifies and evaluates risks that Murata actually faces and will possibly face in the near future and formulates treatment measures twice a year. The Risk Management Committee deliberates those contents, and, if necessary, instructs additional measures. Each risk is classified in accordance with its frequency and impact so that management understands more important and urgent risks to take appropriate risk treatment measures.



**Our initiatives**

● **Information security**

For Murata to continue to grow, it is essential to protect information that is a Company asset, which includes technological knowhow and other confidential corporate information. Accordingly, by establishing an organization for information security, we are working to carry out development and implementation of information security measures throughout the Company.

Apart from establishing the Information Security Policy and the Information Security Management Regulations, in order to have all executives and employees in and outside of Japan understand information security and correctly handle information, we have distributed the Information Security Guidebook, which was published in three languages (Japanese, English, and Chinese), issued e-mail magazines regarding information security, and conducted internal training.

In addition, in order to prevent leakage of Murata's confidential corporate information and personal information, as well as stoppage of corporate activities due to cyberattacks, we have implemented anti-malware measures in computers and services throughout the Company, reviewing and controlling access of Internet communications, and vulnerability diagnoses and relevant responsive measures. Furthermore, we are promoting responses and measures to cope with cyberattacks that change by the day by globally monitoring a variety of logs and establishing response frameworks against incidents that could become security accidents.

● **Countermeasures against natural disasters**

A major natural disaster has the potential to bring business to a stop for extended periods. Consequently, Murata takes various measures to ensure that business continues with minimal damage and that we can provide customers with a stable supply of products. We have established a Business Continuity Plan (BCP), ensured earthquake resistance and safety for buildings and production facilities, constructed backup frameworks for our communications and information systems, and implemented stockpiling.

In procuring materials, we have made efforts to implement speedy initial responses by making databases of suppliers and production locations of materials and establishing initial response systems and initial response flows in anticipation of risks so that procurement activities do not stop when risks such as natural disasters materialize. Furthermore, with regard to important materials, we have secured multiple vendors and confirmed the BCP response status at suppliers as measures for stable procurement. We are promoting initiatives such as securing inventory in consideration of the recovery period that is expected to be required when risks materialize.

In addition, by regularly carrying out disaster drills and business continuity drills, we are working on verification of the effectiveness of our initial response and its continual improvement, enhancement of crisis response capabilities, and detection of improvements to be made to BCP.