

Process of value creation

At Murata, employees around the world respond to the changing business environment, thinking and acting based on the Murata Philosophy as the shared guiding principles. Each and every employee feels rewarded and continues to grow through his or her work. They trust and cooperate with each other to demonstrate collective strength, thereby creating new innovation.

Innovator in Electronics

—As a leading innovator in the electronics industry, Murata is committed to realizing and improving society through proactive value creation— P.3~6

- Expansion of the usage of electronics
- Transition to a sustainable society
- Advancement of digitalization
- Increasing geopolitical risks
- Changing population structure and balance of power
- Response to post-pandemic society

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Recognizing the environment (opportunities and risks)



Management capital Murata has cultivated through the implementation of the Murata Philosophy

- Human capital
- Organizational capital
- Monozukuri capital
- Intellectual and technological capital
- Customer and business partner capital
- Financial capital

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Murata Philosophy

Reinforcement of corporate governance system

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Growth strategies

3-layer portfolio

- 1 Standard-products business
- 2 Application-specific components business
- 3 Creation of new business models

Four business opportunities

- Communications
- Mobility
- Environment
- Wellness

Deepen core businesses and promote evolution of business models

Execute four management transformations

- Management that creates a continuous cycle of social value and economic value
- Autonomous and decentralized organizational management
- Change-responsive management based on hypothetical thinking
- Digital transformation (DX)

Key issues (materialities) originating with social issues

Contribute to solving social issues through our business

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Initiatives on social issues through business activities overall

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- Communications: Contribute to building the social infrastructure that the advancement of communications technology is causing to expand
- Mobility: Contribute to achieving the formation of a safe transportation society and new cities
- Environment: Create businesses to solve climate change and resource & energy shortages, thereby contributing to improving global environmental problems
- Wellness: Contribute to a society where all people can live healthy, prosperous lives

- E (Environmental): Strengthening Murata's response to climate change, Use of sustainable resources, Preventing pollution and managing chemical substances
- S (Social): Secure and safe workplace and health management, Respect for human rights and diversity, Coexistence with local communities
- G (Governance): Appropriate business transactions, Business continuity management (BCM), Information security

Strengthen management foundations

Vision2030 What Murata wants to be

Murata will innovate to create a continuous cycle of social and economic value and contribute to the enrichment of society

Murata provides the essentials

Murata in everyday life

Murata enables the future

Solving social issues

Murata evolves through innovation

Practicing sustainable operations

Global No. 1 Component & Module Supplier

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Value creation with stakeholders

Economic value

- Net sales
- Operating income ratio
- ROIC (pre-tax basis)

Social value

- Amount of GHG emissions
- Renewable energy implementation rate
- Rate of use of sustainable resources
- Resource recycling rate
- Percentage of overseas indirect employees with experience working at other sites
- Positive employee engagement response rate

For the economic value and social value targets of the Medium-term Direction 2024, please refer to P.35