

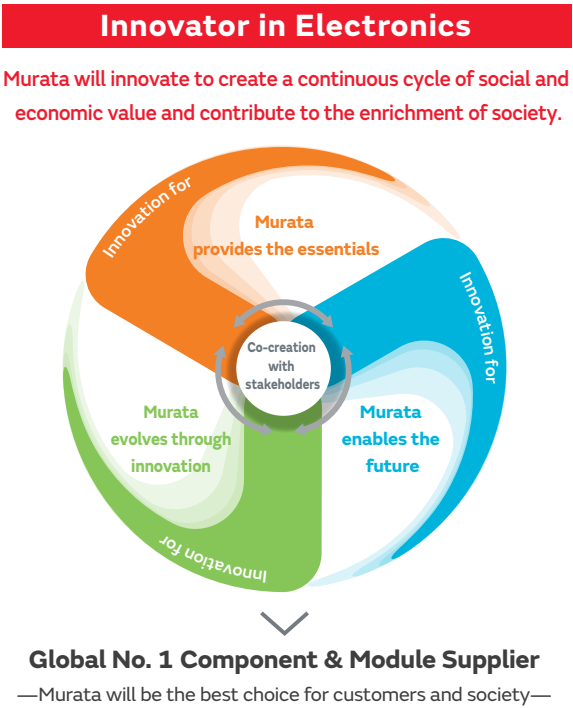
Growth strategies under Vision 2030

In order for Murata to continue to create value as an innovator in the drastically changing electronics industry, it is necessary to capture the global trends of technology and changes in society and reflect them in business management. The company has formulated and is implementing two growth strategies for the purpose of getting to what Murata wants to be, as declared in Vision 2030.

The first is to “deepen core businesses and promote evolution of business models,” with the aim of higher level portfolio management based on the 3-layer portfolio and four business opportunities.

The second is to “execute four management transformations,” with the aim of steadily taking the required action in the run-up to 2030 and strengthening our management base.

By expressing these as visions, we will ensure consistency in our actions ahead of 2030, and by getting to what Murata wants to be, we will endeavor to further enhance our corporate value.



Growth strategy 1

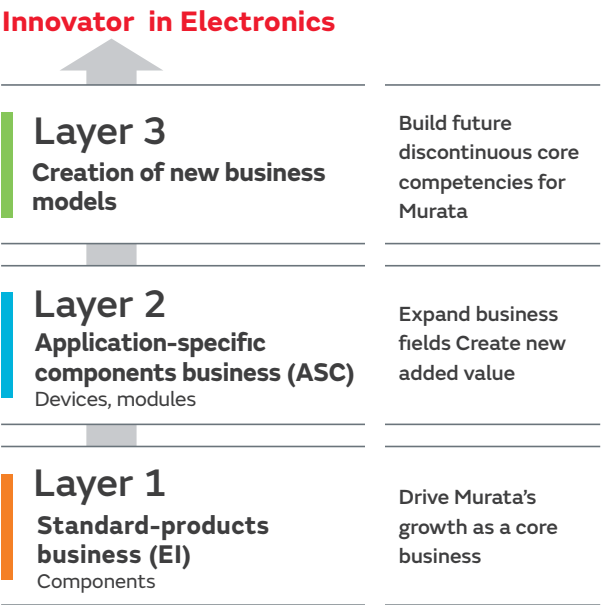
Deepen core businesses and promote evolution of business models

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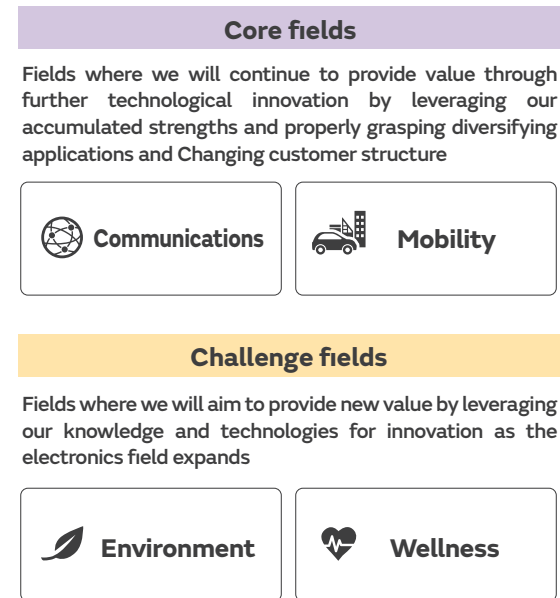
In the area of 3-layer portfolio management, we have positioned the first layer as standard-products business centered on capacitors and inductors, the second layer as application-specific components businesses centered on modules and devices, and the third layer as the creation of

new business models that can provide value in response to changing customer needs as the electronics field expands. We will perform management using the 3-layer portfolio in four business opportunities of communications, mobility, environment and wellness to create value.

3-layer portfolio



Four business opportunities



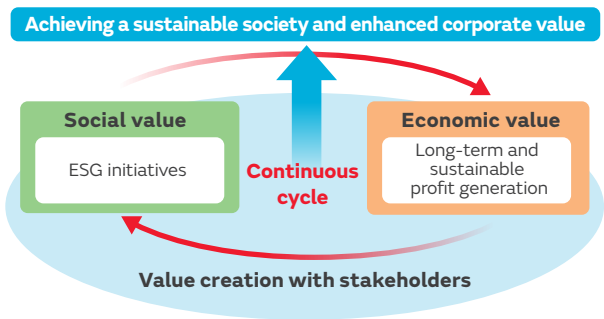
Growth strategy 2

Execute four management transformations

1

Management that creates a continuous cycle of social value and economic value

Murata will create a continuous cycle of social value and economic value by balancing profit creation with the contribution to realizing a sustainable society, creating and continuing to provide value to customers and society through innovation, and reinvesting the profits generated to further create value. Moreover, by actively tackling social issues, we will also strengthen the competitiveness of our business.



2

Autonomous and decentralized organizational management

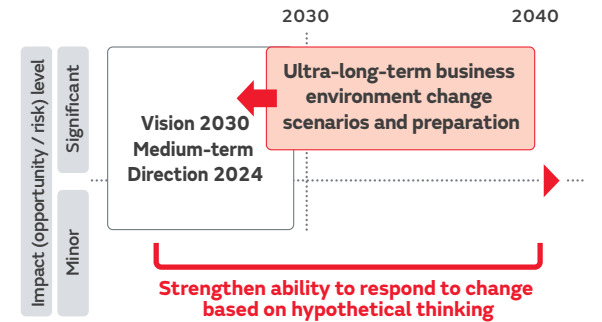
With our external environment changing rapidly and our business expanding recently, it is becoming increasingly important to have each employee think independently, make decisions, and take quick actions with an awareness of the significance of Overall optimization and responding to changes. We will be aiming to make our organizational administration more conducive to motivation and growth by emphasizing the three components of autonomy, collectiveness, and evolution.



3

Change-responsive management based on hypothetical thinking

We will practice change-responsive business management. Specifically, we will not be passive in the face of intensifying changes in our environment, but instead will prepare for possible future events by formulating hypotheses and flexibly adjusting course in response to changes. Each function and organization will continuously gather information, engage in discussions, take actions, and conduct monitoring, thereby enhancing our sensitivity to changes in our environment and strengthening our ability to respond to them.



4

Digital transformation (DX)

Murata defines digital transformation (DX) in its own words as “an initiative that enables people and organizations (business processes) both inside and outside Murata to connect digitally and freely and make processes shorter, faster, and visible, thereby driving to dramatically increase competitiveness and customer value.” We will be accelerating our efforts to deliver such transformation.

