

INFORMATION MEETING 2024

Medium-Term Direction 2027

Murata Manufacturing Co., Ltd.

Key Messages

- In the process of realizing the Vision 2030 worldview, we will implement a growth strategy with greater clarity under Medium-Term Direction 2027.
- During the expansion in the field of electronics driven by AI, we will seize additional growth opportunities to achieve disruptive growth and further strengthen Murata's presence in the field.
- By enhancing management transparency and accelerating initiatives aimed at creating both social and economic value, we strive to be “the best choice” for all stakeholders and aim to become the “Global No. 1 Component & Module Supplier”.

Medium-Term Direction 2027 — Overall Structure

01 — Vision

02 — Medium-Term Direction 2027

**Basic Policy
(1)**

Dramatic growth in electronics driven by AI

**Basic Policy
(2)**

Practicing sustainable operations

**Basic Policy
(3)**

**Strengthening people and organizations,
which are the core of management capital**

Capital Allocation Policy

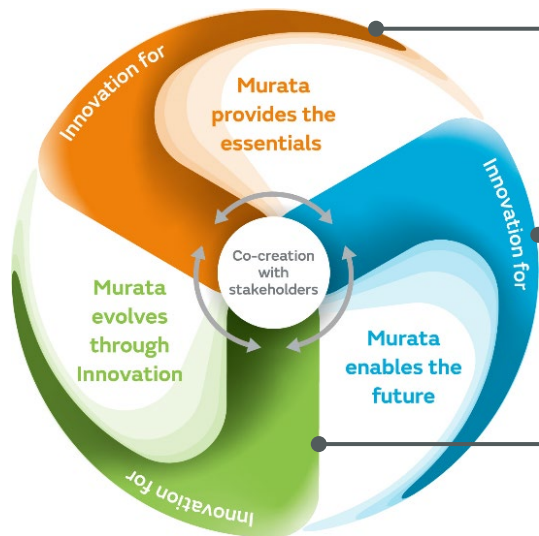
01



Vision

Vision 2030

Innovator in Electronics



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

Murata in everyday life

Murata's electronic components are used as an essential part of the social infrastructure for enriching people's basic needs.
Murata will continue to respond to society's needs with constant innovation and promote the evolution of components.
Murata's components are broadly and deeply rooted in society and support people's everyday lives.

Solving social issues

Electronics are also widely used as tools for solving social issues.
Murata will not just provide components but will utilize electronics as a breakthrough to pursue sustainability of the Earth and society.
Murata's innovations will accelerate the realization of an unrestricted, more convenient future.

Practicing sustainable operations

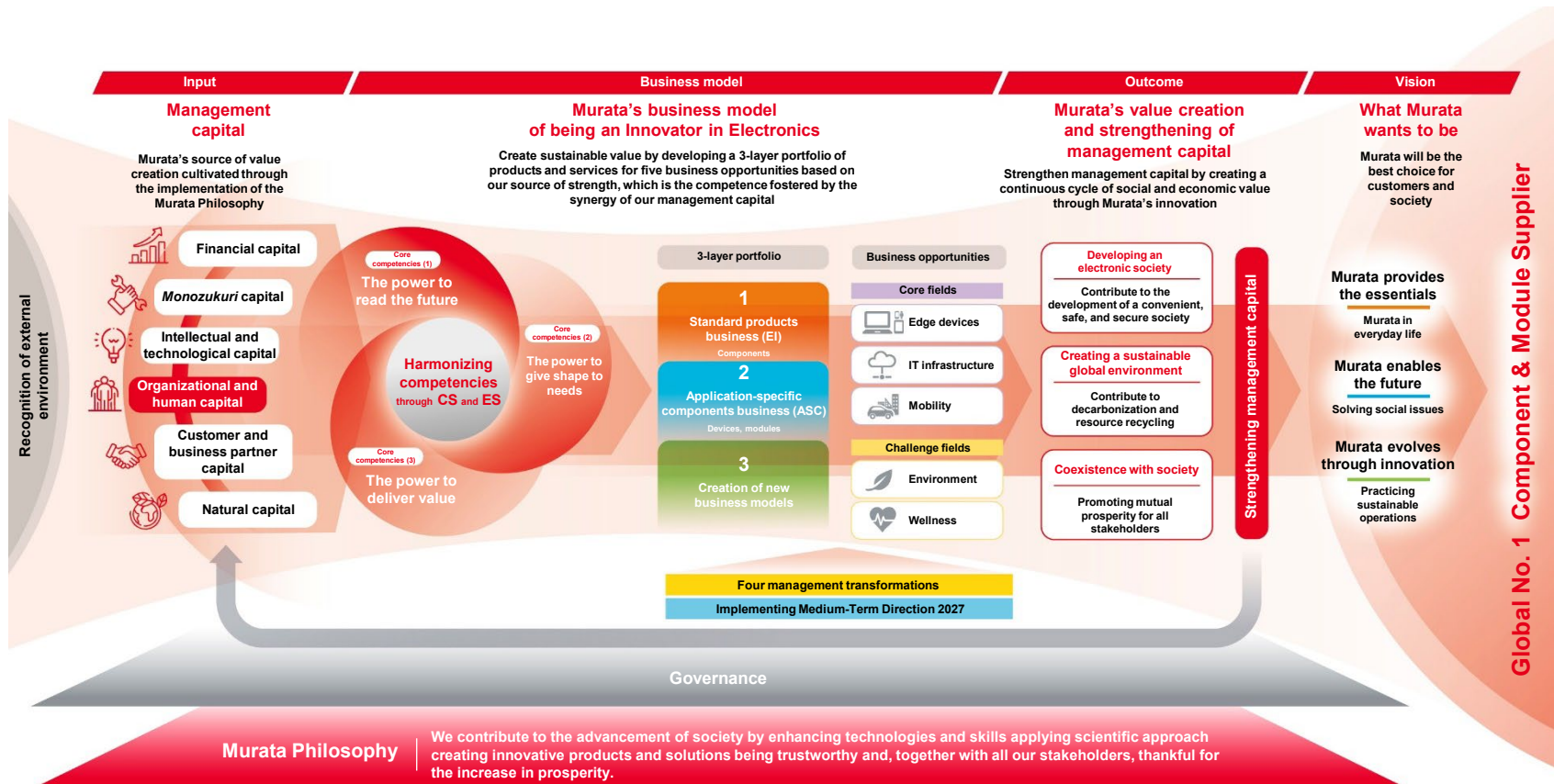
Murata will innovate to reduce the impact of our business operations on society and the environment. We are committed to realizing our business processes that are in harmony with society.



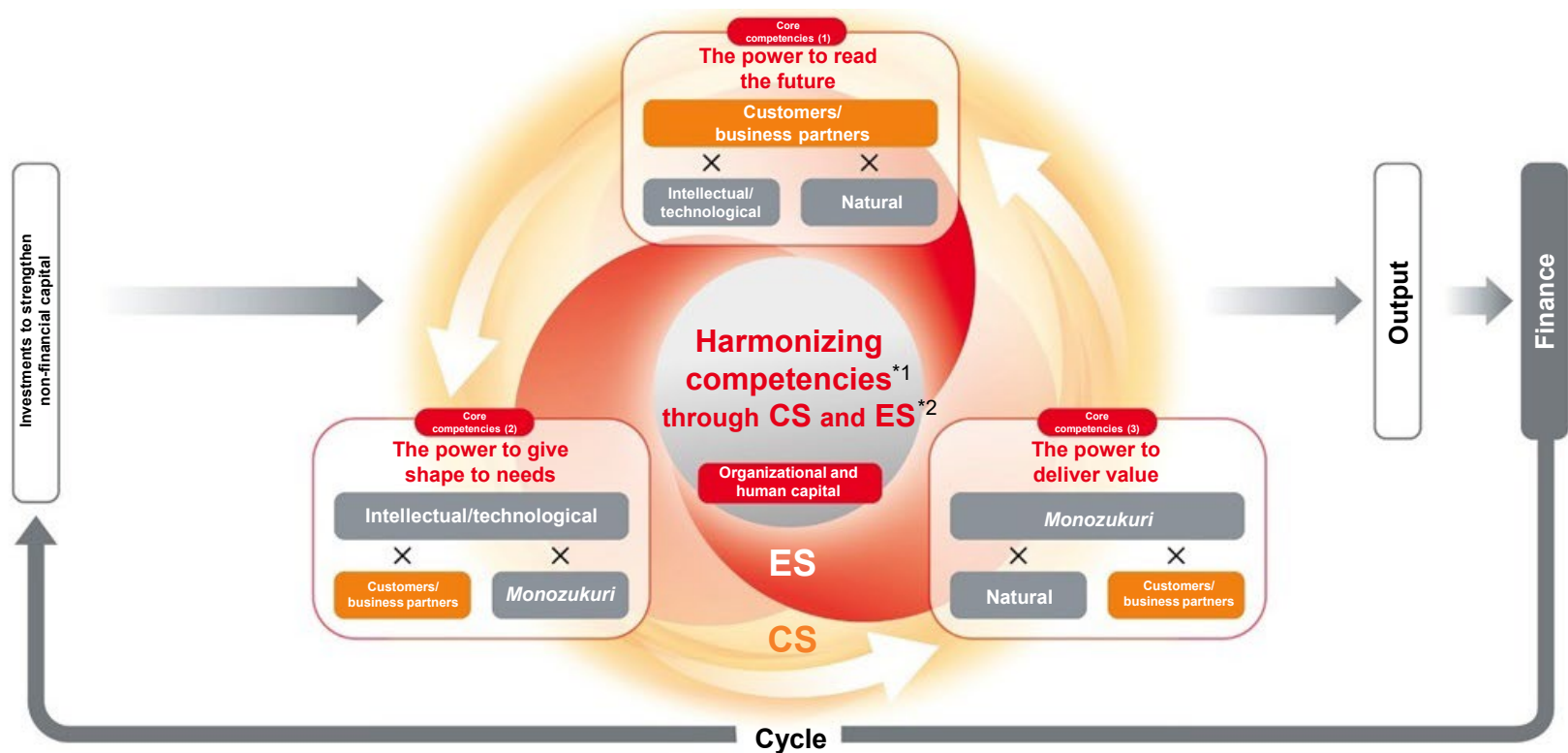
Global No. 1 Component & Module Supplier

Murata will be the best choice for customers and society

Murata's Value Creation Process



Competence Interrelation Diagram



^{*1} The power created through the six management capitals exhibiting their strengths to the greatest extent and interacting with each other at a high level

^{*2} CS (Customer Satisfaction): Continuing to create and provide value that is recognized by the customer

ES (Employee Satisfaction): Every employee achieves satisfaction and continuing growth through the performance of their work duties

02

Medium-Term Direction 2027

Review of Medium-Term Direction 2024

- While economic value targets are not expected to be achieved, social value targets are generally on track

Review of Medium-Term Direction 2024

For Medium-Term Direction 2027

Economic value	Medium-term goals	FY2024 forecast
Revenue	2,000.0 billion JPY	1,700.0 billion JPY
Operating profit ratio	20% or higher	17.6%
ROIC (pre-tax basis)	20% or higher	13.8%

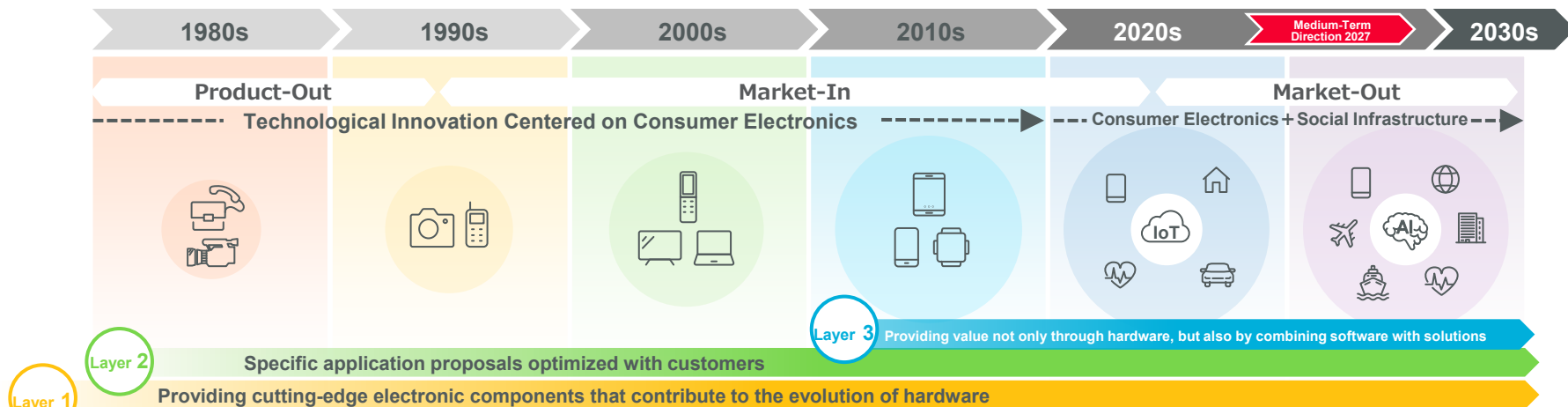
Social value	Medium-term goals	FY2023 results
Amount of GHG ^{*1} emissions (Scope 1 + 2)	-20% ^{*2}	-34.6%
Renewable energy implementation rate	25%	36.5%
Rate of use of sustainable resources ^{*3}	1% improvement ^{*4}	Equivalent to FY2021
Resource recycling rate ^{*5}	5% improvement ^{*4}	3.6% improvement
Percentage of overseas indirect employees with experience working at other sites	7%	6.2%
Positive employee engagement response rate	70% or higher	66%

External environment	- Demand for components in the consumer market (smartphones, PCs, etc.) was much lower than initially expected - Mobility market progressed as expected due to progress in electrification of automobiles - Increased presence of AI in electronics, including increased demand for AI servers and widespread use of generative AI
Strategy	- Established a system that could ensure a consistent supply for medium- to long-term demand growth - While a sound financial base was maintained, strategic investments in growth markets were not fully utilized - Promoted long-term initiatives, including SONAE Project
Environment	- Achieved climate change targets one year ahead of schedule - Began horizontal recycling of PET film used in manufacturing processes - Introduced ICP^{*6} system to improve sustainability - Expanded information disclosure, including TCFD^{*7} compliance
Society	- Promoted diverse cross-border experiences and women's participation - Overall engagement decreased due to lower strategy and direction-related scores, which were also influenced by lower capacity utilization - Joined RBA^{*8}, strengthened human rights due diligence system led by the Human Rights Committee, and promoted PDCA
Governance	- Strengthened the effectiveness of the Board of Directors, the Nomination/Remuneration Advisory Committees, and the Audit and Supervisory Committee - Strengthened risk management, including geopolitical risk response and BCM^{*9} - Improved portfolio management structure, including reviews of the business viability evaluation process

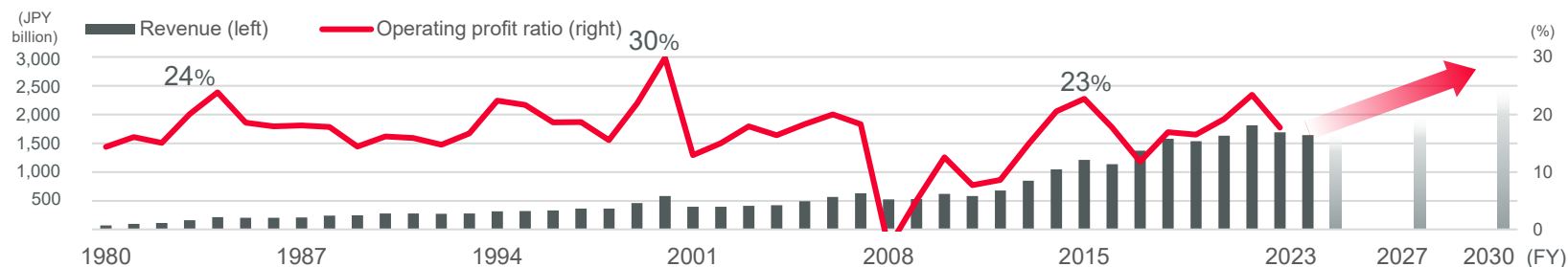
- Growth market targeting and business expansion
- Portfolio management practice
- Solving social issues and creating business opportunities
- Promoting employee understanding and agreement on strategy and direction

^{*1} Greenhouse gas ^{*2} Compared to FY2019 ^{*3} Percentage of recycled material use (by weight), mainly in 24 resources at high risk of depletion ^{*4} Compared to FY2021 ^{*5} Percentage of Murata's discharges (waste + valuable material) that are recycled as circulating resources (by weight) ^{*6} Internal Carbon Pricing ^{*7} Task Force on Climate-related Financial Disclosures ^{*8} Responsible Business Alliance ^{*9} Business Continuity Management

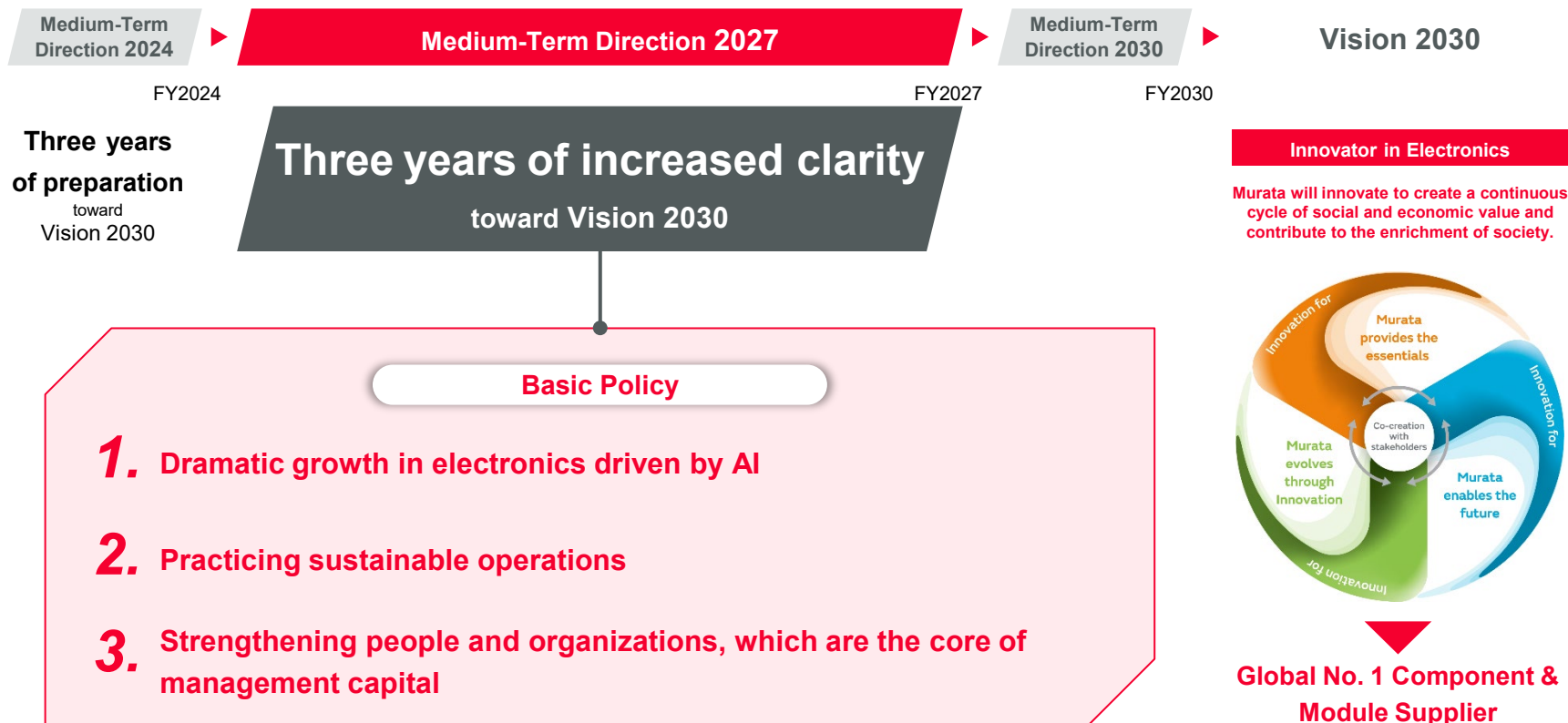
Wave of “Innovator in Electronics”



Financial Results



Medium-Term Direction 2027 — Positioning



—Murata will be the best choice for customers and society—

Key Environmental Considerations in the Three-Year Period

— Macro Environment

(1) Growing presence in emerging regions



- Expanding market opportunities are expected due to the proliferation of electronics in regions with future population and economic growth, as well as an increased presence in production
- Geopolitical causes are driving industry supply chain restructuring, including a shift of production to countries near consumption areas as well as to countries that engage in balanced diplomacy

(2) Increasing complexity of geopolitical risks



- The international situation will become more complex and unstable as the balance of power shifts due to conflicts among major powers and the rise of emerging regions
- Changes in the market and competitive environment that go beyond short-term economic rationality will occur, necessitating contingency planning and a response that takes supply chain stabilization and diversification into account

(3) Incorporating sustainability awareness into economic activities



- As the transition to a sustainable society continues, there is a greater need to respond to tightening ESG regulations, disclose information appropriately to stakeholders, and demonstrate leadership throughout the supply chain
- Enhancing social value will give companies a competitive advantage and create problem-solving business opportunities

(4) Social transformation through digitalization



- Advances in AI and other digital technologies will make people's lives more convenient and promote the spread of digitalization throughout society
- Leveraging digital technology will become indispensable for high-cycle and labor-saving business activities, significantly impacting company competitiveness

Key Environmental Considerations in the Three-Year Period

— Industry/Company

(5) —Qualitative Change— AI will lead to innovation in electronics



- The spread of AI will drive innovation in infrastructure and devices that support large-scale data processing and high-capacity communication
- In high-speed, high-precision data processing/communication that seamlessly connects the real and virtual worlds, further power and communication efficiency, stability, and sensing technologies will be required, and become business opportunities for our company

—Quantitative Change—

(6) Commoditization and expansion of the electronics field



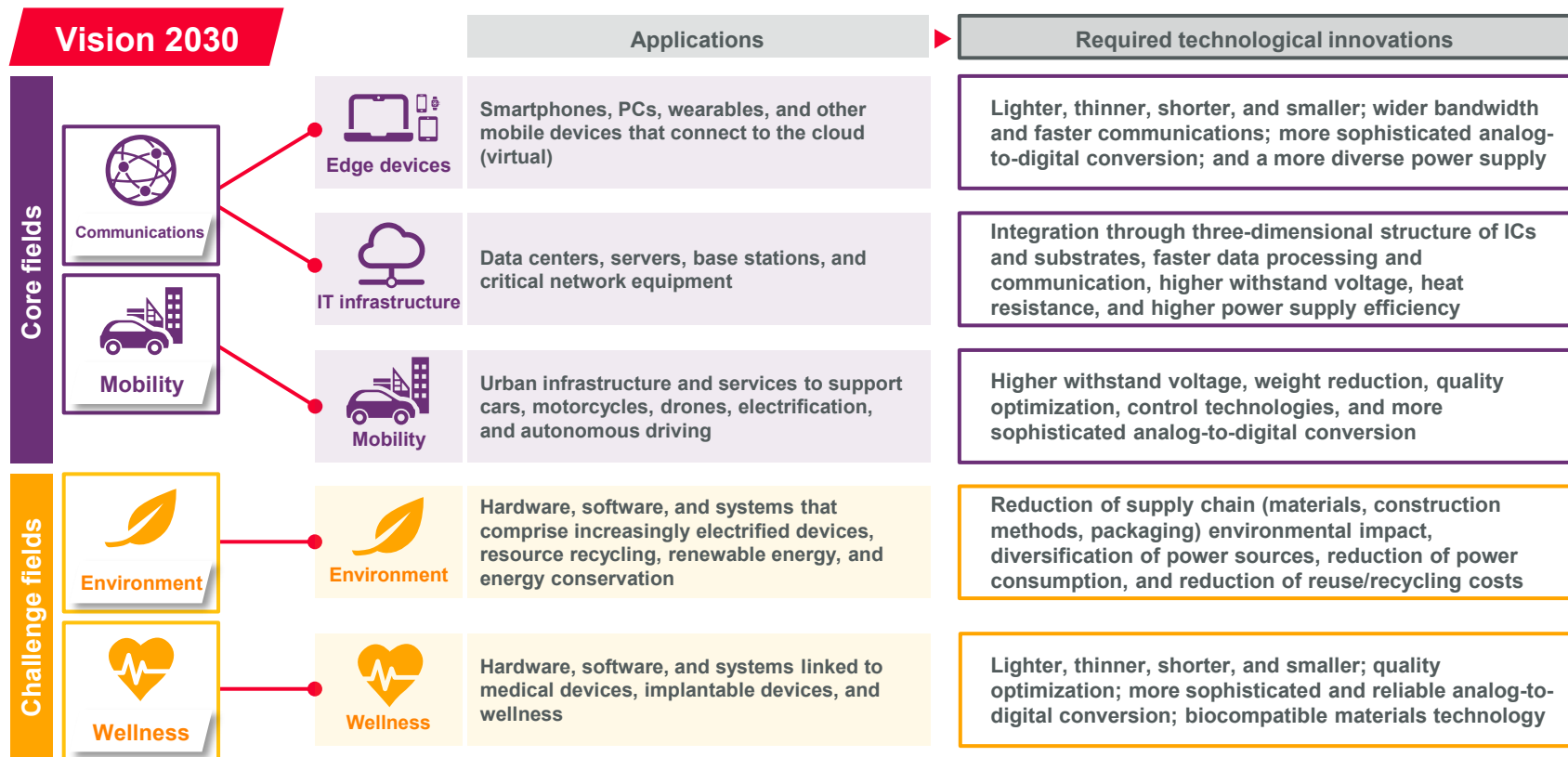
- Commoditization of the volume zone will progress due to the narrowing functional gap between high-end and low-end smartphones, as well as rising purchasing power in emerging regions due to population growth
- As commoditization progresses, the scope of the electronics field will expand, and quantitative growth is expected

(7) Growing importance of capital efficiency improvements



- In order to achieve mid- to long-term corporate value enhancement, stakeholders increasingly expect the company to continuously achieve returns on capital that exceed its costs
- Worsening capital efficiency can damage corporate value. We must improve capital efficiency by strengthening our business/product portfolio and steadily translating digital transformation into results

Murata's Business Opportunities



Management Targets

Economic value

Revenue

2,000.0
billion JPY or higher

Operating profit ratio

18% or higher

ROIC (post-tax basis)*1

12% or higher

Social value

(1) Environment

Amount of GHG*2 emissions (vs. FY2019)

Scope 1 and 2

FY2027: **-39%**

FY2030: **-46%**

FY2040: **CN***3

Scope 3

FY2027: Data refinement

FY2030: **-27.5%**

FY2050: **CN**

Renewable energy implementation rate

FY2027: **55%**

FY2030: **75%**

FY2035: **100%**

Rate of use of sustainable resources*4

FY2027: **16%**

FY2030: **25%**

FY2050: **100%**

Resource recycling rate*5

FY2027: **41%**

FY2030: **50%**

FY2050: **100%**

(2) Diversity

Number of people with global experience*6

FY2027: **1,500** people accumulated in 3 years

FY2030: **3,000** people accumulated in 6 years

Ratio of women in managerial positions*7

FY2027: **7%**

FY2030: **10%**

(3) ES

Positive employee engagement response rate

FY2027: **71%** or higher

FY2030: **76%** or higher

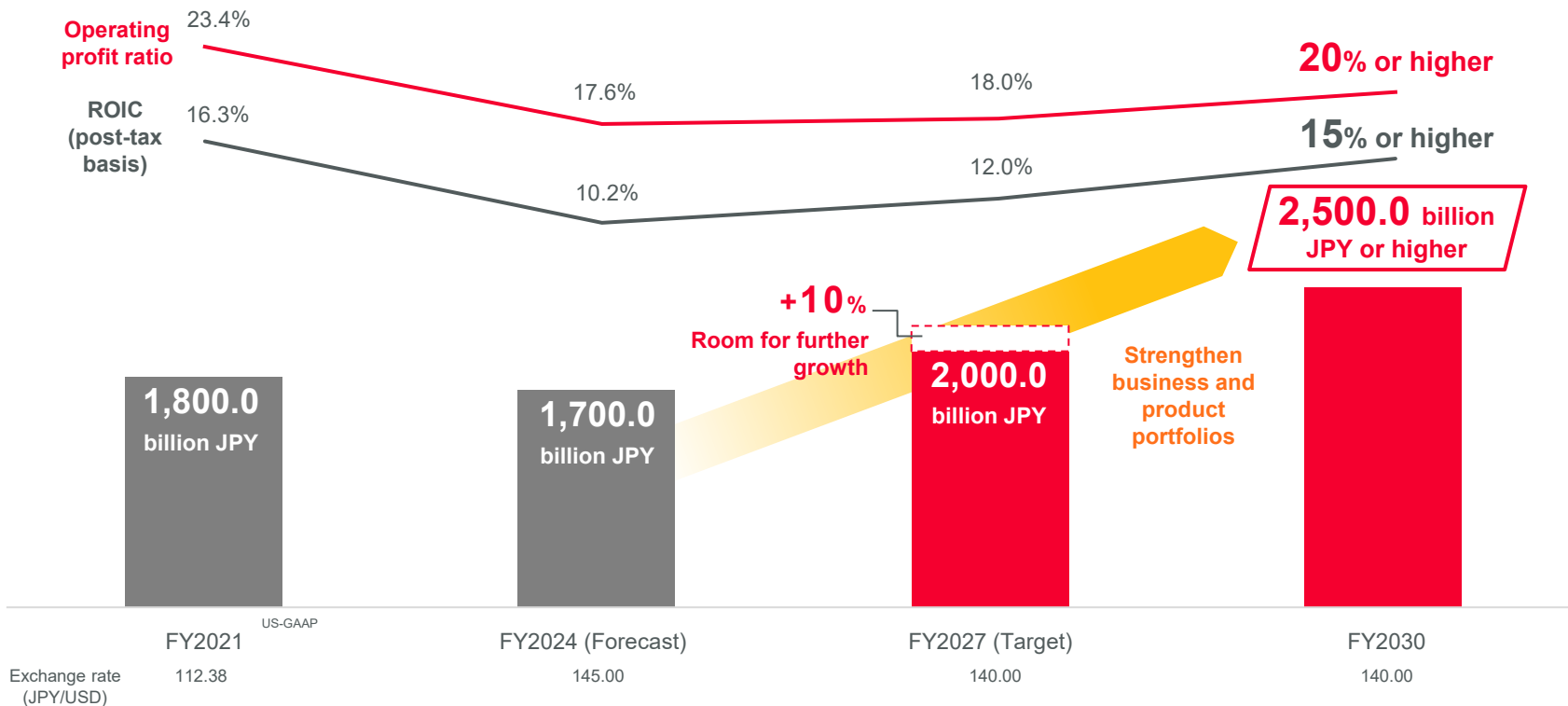
*1 ROIC disclosure has been changed from pre-tax to post-tax from this Medium-Term Direction. ROIC (post-tax basis) = Post-tax operating income ÷ Average invested capital at the beginning and end of the period (Property, plant, and equipment/right-of-use assets/goodwill/intangible assets + inventories + trade receivable - trade payables) *2 Greenhouse gas *3 Carbon neutral

*4 Percentage of recycled material use (by weight), mainly in 24 resources at high risk of depletion *5 Percentage of Murata's discharges (waste + valuable materials) that are recycled as circulating resources (by weight)

*6 Cumulative number of employees in Japan and abroad who have gained global experience through relocation, training, or remote assignments outside their home country after 2025 *7 Murata Manufacturing Co., Ltd. on a non-consolidated basis

Approach toward Economic Value Targets

- Seize growth opportunities in electronics and aim for significant growth toward 2030
- Room for further growth: Steep market expansion due to AI and intensified efforts toward 2030 will provide further room for growth, even by 2027
- Strengthen portfolio: Implement portfolio management by allocating resources to growth areas and rebuilding unprofitable and low-profit businesses



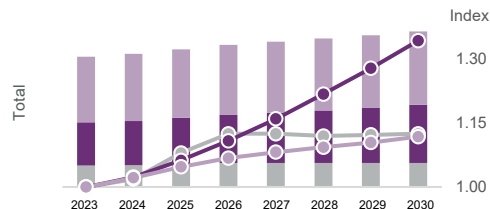
Approach toward Economic Value Targets (Medium- and Long-Term Demand Recognition)



Edge devices

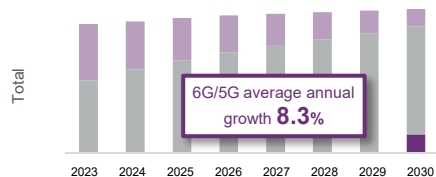
Edge device key applications

■ Desktop/PC, Tablets ■ Wearable ■ Smartphone



Smartphone composition ratio

■ 6G ■ 5G ■ Others



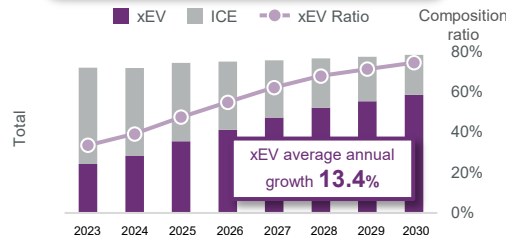
(Source: created in-house based on TSR data)



Mobility

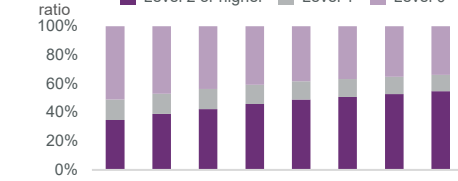
Number of automobiles

■ xEV ■ ICE ■ xEV Ratio



Autonomous driving level

■ Level 2 or higher ■ Level 1 ■ Level 0

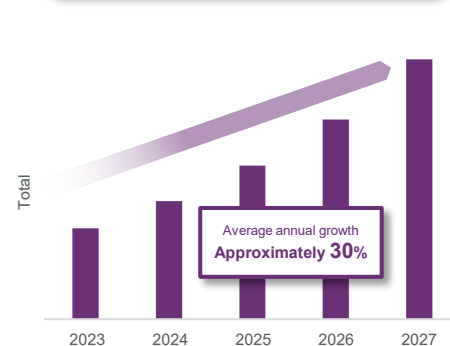


(Source: created in-house based on S&P Global Mobility data)



IT infrastructure

AI servers



(Based on our estimate)

Demand for AI servers increases as AI technology advances and data processing volume increases.

Room for further growth

New component demand and needs arise with on-device AI.

AI is expected to be incorporated into automobiles for more advanced autonomous driving. New component demand and needs arise, as with edge devices.

Demand and needs for peripheral components arise as server components (GPU, ASIC, memory, etc.) become more sophisticated.

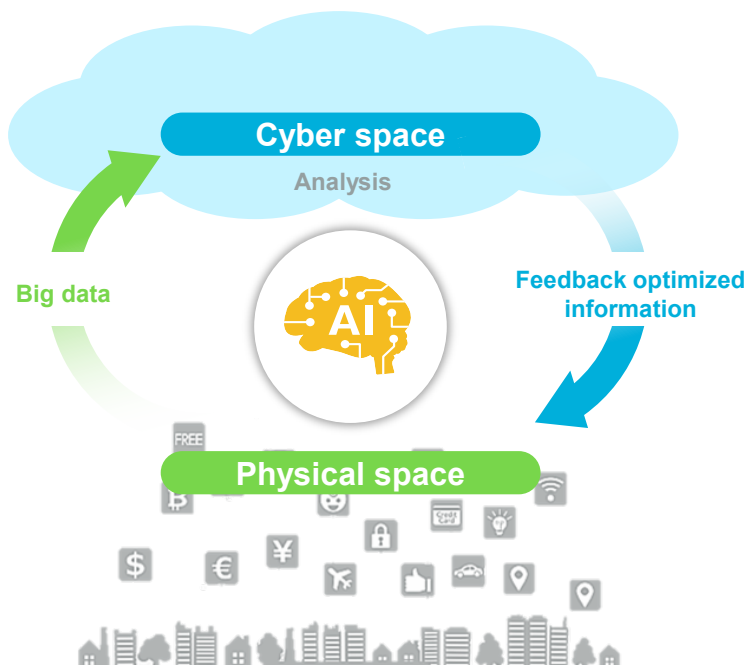
02— Medium-Term Direction 2027

Basic Policy (1)

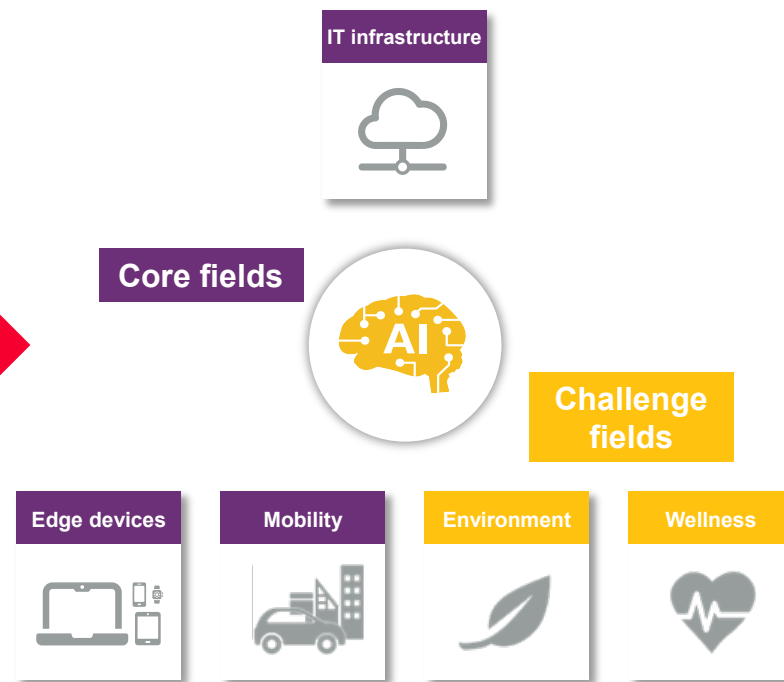
Dramatic growth in electronics driven by AI

Toward the 2030 Worldview

Worldview in 2030



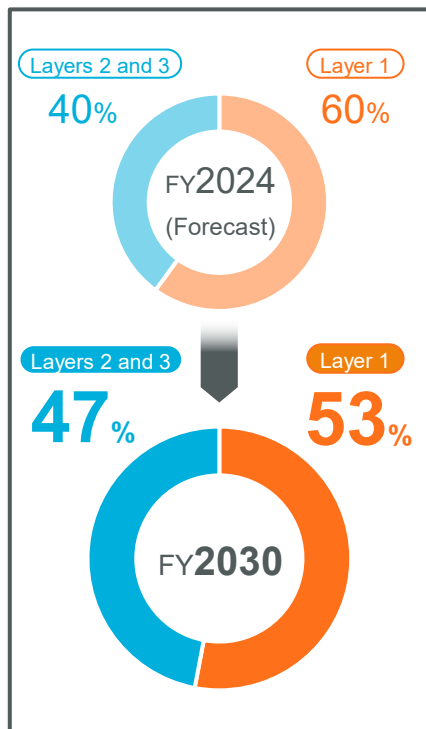
Murata's business opportunities



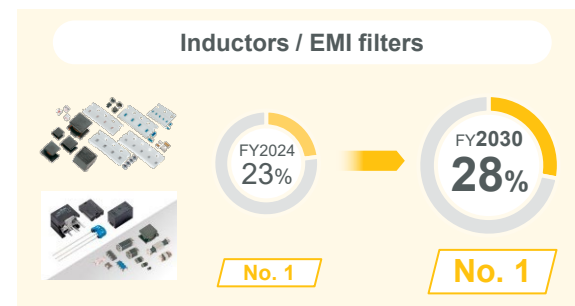
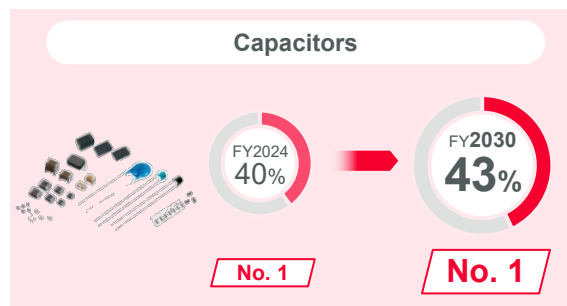
Business Structure and Growth Targets

- Aim for Global No. 1 position in all business target segments

Business structure

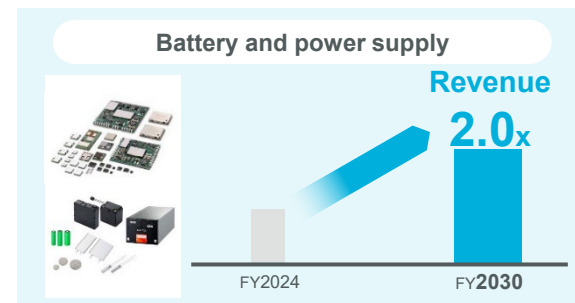
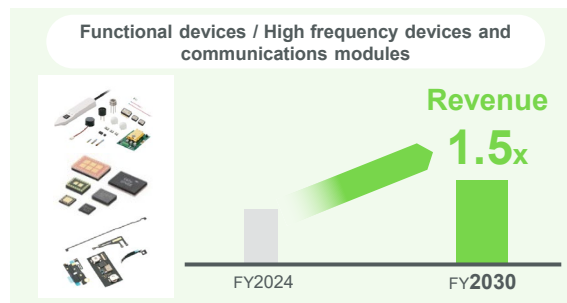


Fields to establish No. 1 market share*



* Market share is based on our estimates. It may also vary depending on the market and usage.

Areas targeted for high sales growth



Murata's Core Fields

		 Edge devices	 Mobility	 IT infrastructure
Layer 1	Capacitors Seize opportunities for ever-increasing demand and continue to grow as the overwhelming leader in the capacitor industry	◎	◎	◎
	Inductors / EMI filters Grow by enhancing competitiveness in signal circuits and expanding business position in power circuits, where technological innovation continues	◎	☆	☆
Layer 2	Functional devices / High frequency devices and communications modules Pursue differentiated technologies in communications and sensors to boost evolution and customer value in target segments	☆	☆	○
	Battery and power supply Increase competitiveness through internal structural reforms and promote technological innovation in power circuits	○	○	☆

◎ : Areas to maintain No. 1 market share and further strengthen ☆ : Areas to expand our No. 1 position ○ : Areas to establish business position

Business Strategy — Capacitors①

- Seize opportunities for ever-increasing demand and continue to grow as the overwhelming leader in the capacitor industry

Demand opportunities

	Opportunity	Required products																
Edge devices 	Future enhancements to on-device AI capabilities will lead to renewed growth of edge devices <table><tr><td>Smartphones</td><td>1,000–1,400</td></tr></table>	Smartphones	1,000–1,400	● Small ● Increased capacity														
Smartphones	1,000–1,400																	
Mobility 	Growth of automotive ADAS and xEV will increase the number of parts required for high-performance MLCCs <table><tr><td></td><td>ICE</td><td>BEV</td><td>PHEV</td></tr><tr><td>Powertrain</td><td>300–500</td><td>2,000–2,500</td><td>2,500–3,000</td></tr><tr><td>ADAS (Lv 2/3)</td><td colspan="3">1,500–3,000</td></tr><tr><td>ADAS (Lv 4/5)</td><td colspan="3">3,000–5,000</td></tr></table>		ICE	BEV	PHEV	Powertrain	300–500	2,000–2,500	2,500–3,000	ADAS (Lv 2/3)	1,500–3,000			ADAS (Lv 4/5)	3,000–5,000			● High reliability ● Increased capacity
	ICE	BEV	PHEV															
Powertrain	300–500	2,000–2,500	2,500–3,000															
ADAS (Lv 2/3)	1,500–3,000																	
ADAS (Lv 4/5)	3,000–5,000																	
IT infrastructure 	Demand for AI servers and other IT infrastructure applications will grow as cloud AI becomes more prevalent <table><tr><td>Servers (Baseboard)*</td><td>1,800–2,500</td></tr><tr><td>AI servers (Baseboard + AI accelerators × 8)*</td><td>10,000–20,000</td></tr></table>	Servers (Baseboard)*	1,800–2,500	AI servers (Baseboard + AI accelerators × 8)*	10,000–20,000	● High reliability ● Increased capacity												
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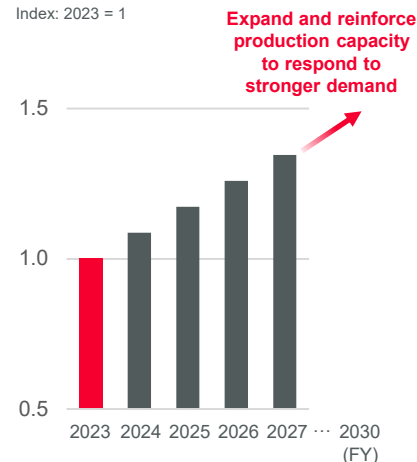
* Numbers are based on our estimates. Furthermore, the above figures are the number required per unit and not the number of our products used.

Competitive strategy as the overwhelming leader

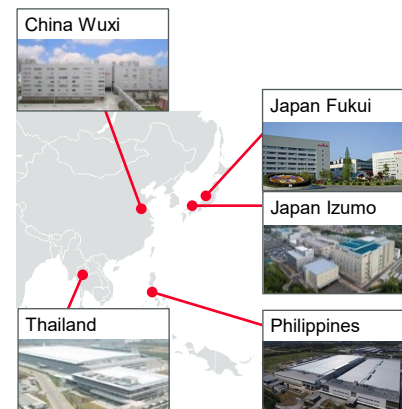
- Top market share in each growth area
- Enhance R&D structure and launch cutting-edge products in each growth area
- Provide the most reliable supply through the industry's greatest production capacity, a robust global SCM system, and high product quality
- Thorough productivity upgrades in general-purpose areas
- Strengthen environmental responsiveness to meet societal and customer expectations (product miniaturization, reduction of environmental impact in production processes, etc.)

Production capacity plan

Index: 2023 = 1



Recent increase in production capacity



Business Strategy — Capacitors②

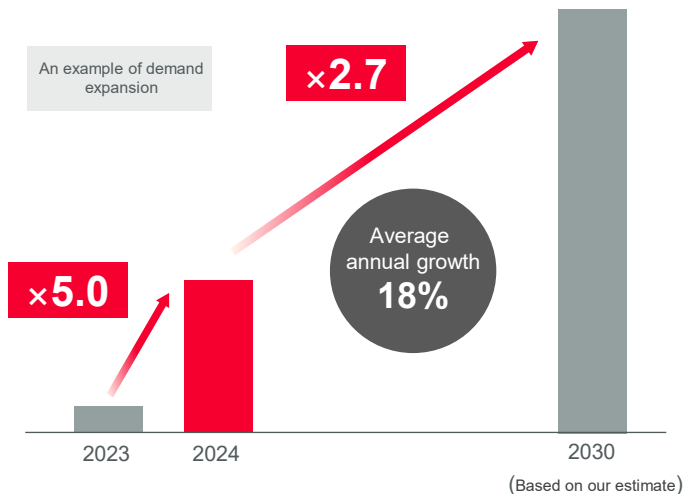
Expansion of AI demand

Demand opportunities

Demand growth of capacitors

- In the spread of AI, servers are currently driving demand expansion.
- Servers equipped with AI functions require significant computational power (Thermal Design Power), and due to space constraints, there is an increasing need for miniaturization and high-capacity solutions.

Estimated number of MLCC demand for servers equipped with AI functions

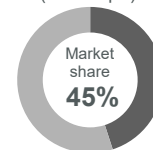


Competitive strategy

Murata's technologies and products that contribute to the advancement of AI

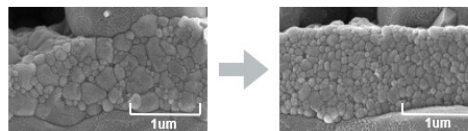
- Thin dielectric layer technology is important for miniaturization and higher capacity. Murata has succeeded in reducing the film thickness by using ultra-fine particle technology and processing technology to achieve high-density and homogeneous distribution.
- Murata leads the industry in creating small and high-capacitance MLCC products (high quality and high production capacity).

High-capacitance MLCC (over 10 μ F)

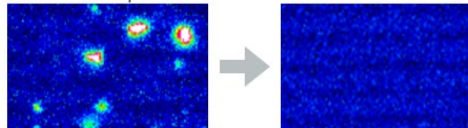


miniaturization and higher capacity technologies

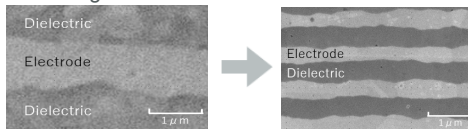
<Fine grained ceramics>



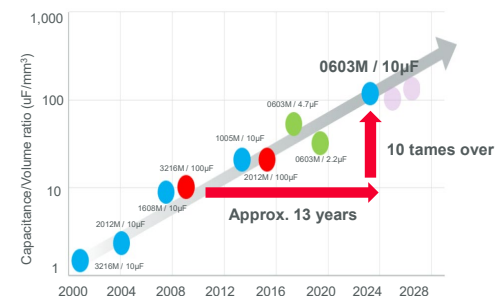
<Uniform dispersion>



<Thinning of electrode and dielectric>



High capacitance MLCC roadmap (6.3V rated or less)



Growth potential in the AI [Edge devices]

Because of the high computational power requirements, the power needed for semiconductors is expected to increase, leading to a further rise in demand for miniaturization and high-capacity solutions due to space constraints on edge devices.

Business Strategy — Inductors / EMI Filters

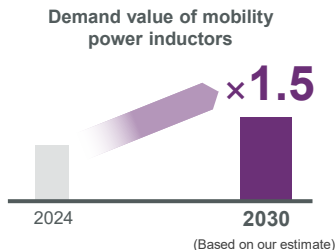
- Capture new needs and demand growing opportunities with a focus on power inductors



Growing mobility demand

Demand opportunities

- Advances in autonomous driving technology will increase the speed of in-vehicle networks and Ethernet installations.
- Demand for inductors for signal and power circuits will increase due to the improved performance and increased installations of ADAS and IVI systems.



Competitive strategy

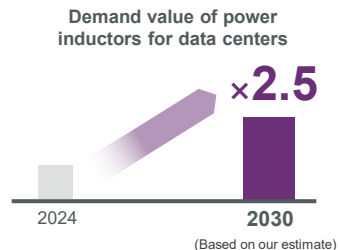
- Contribute to the evolution of in-vehicle network systems with common mode choke coils and PoC filters that are both compact and high-performance.
- Propose power inductors with high reliability and low loss/high current for the miniature market, where Murata's strengths can be leveraged. In addition, expand the target area of power inductors by expanding the lineup to mid-size products.



New data center needs

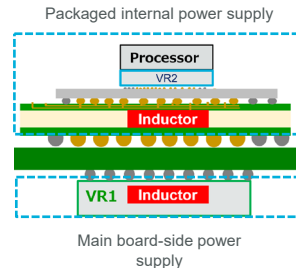
Demand opportunities

- Power consumption will rapidly rise, especially in the data center market, which is a next-generation growth market.
- Optimizing power efficiency will contribute to power saving in data centers.



Competitive strategy

- **Packaged internal power supply for xPU package**
Develop low-profile power inductors for IVR by utilizing Murata's miniature and high-density mounting technology.
- **Main board-side power supply for xPU mounting**
Propose low inductance/high current power inductors such as array type and coupled inductors for TLVR circuits, etc.



Business Strategy — Edge Devices × High Frequency Devices and Communications Modules

New technology: XBAR

Demand opportunities

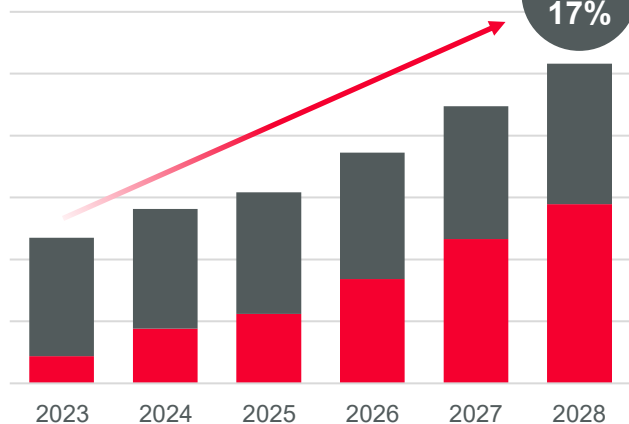
Groundbreaking proprietary element technology

- Best-in-class bandwidth and attenuation will meet the needs of increasingly sophisticated wireless communication requirements*.

Over-3 GHz forecast

■ Wi-Fi 6E & 7 ■ Cellular

Average annual growth
17%



(Source: created in-house based on TSR data)

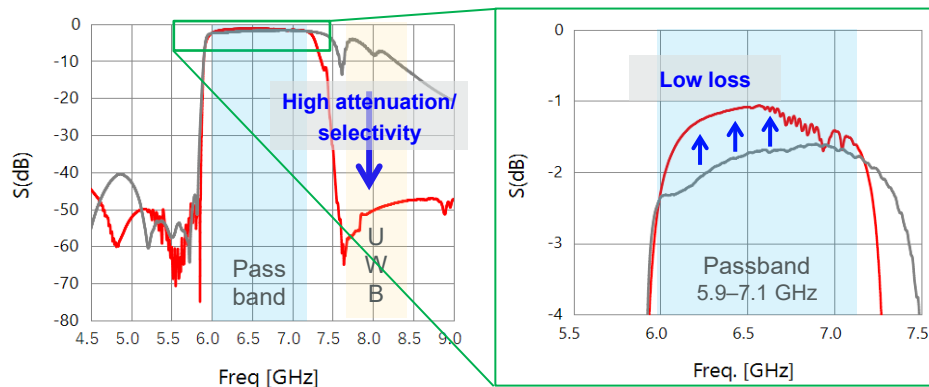
Competitive strategy

Technology that will be necessary for next-generation communication

- Support for further high-frequency areas in anticipation of the 6G era
- Development of element and sealing technologies for the mobility market
- Development and lineup expansion of compact elements suitable for modules

Filters for Wi-Fi 6E/7

■ XBAR ■ BAW



* High frequency, broadband, low loss, high attenuation, high selectivity

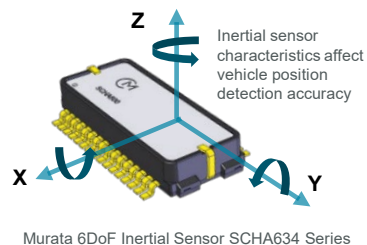
Business Strategy — Mobility × Functional Devices

MEMS inertial sensors

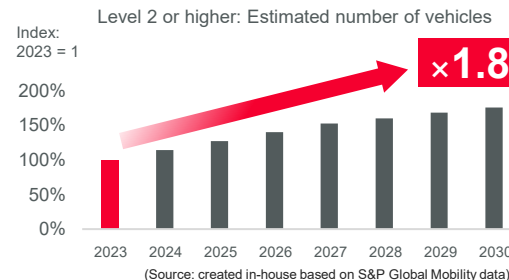
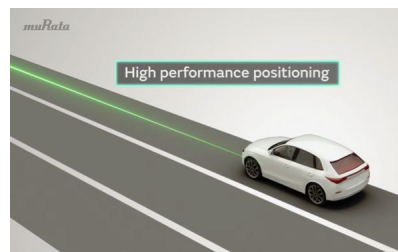
Provide inertial sensors that enable the evolution, safety, and proliferation of autonomous driving technology

Demand opportunities

- The number of vehicles with autonomous driving capabilities, especially Level 2+ and above, will increase.
- The importance of high precision and high reliability of vehicle position detection, mainly by inertial sensors and GNSS, will increase as the driving performance of autonomous vehicles improves.

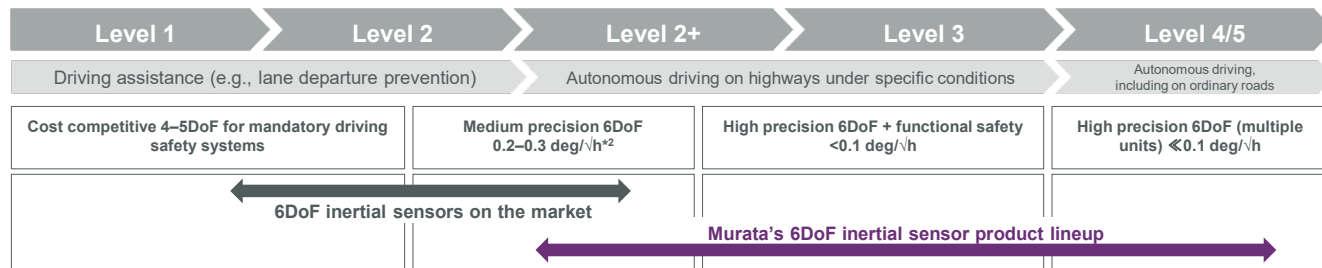


Murata 6DoF Inertial Sensor SCHA634 Series



Competitive strategy

- Industry-leading performance (low noise and output stability)
- Compliance with automotive reliability and functional safety standards
- Planned launch of a new 6DoF*1 inertial sensor to expand Murata's coverage



*1 6DoF (Degree of Freedom): 3-axis accelerometer + 3-axis gyro sensor *2 Angle random walk (deg/√h), a representative characteristic of inertial sensors

Business Strategy — IT Infrastructure × Battery and Power Supply

Power supplies for AI boards (accelerators)

Demand opportunities

- Demand for AI servers will increase as AI technology advances and data processing volume increases
- The needs and trends for power supply products will also change with the increase in electricity consumption

Products



Primary power supply
(Power supply for
intermediate bus voltage)



Secondary power supply
(Power supply for xPU)

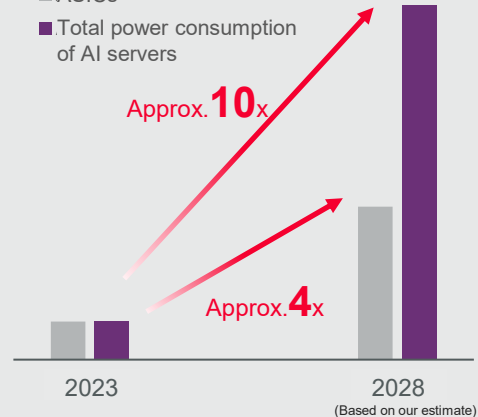
Competitive strategy

- Contribute to high power density and high efficiency of AI boards by realizing low profile and high heat dissipation structure
- Total solution support from AC input to xPU (ASIC) power supply
- Provide products in a timely manner by developing cutting-edge technologies that anticipate medium- to long-term power trends

Trends for AI servers

■ ASICs

■ Total power consumption
of AI servers



- Increased power consumption due to rapid growth of the AI market is a challenge
- Contribute to the reduction of power consumption by providing high-efficiency solutions with Murata power supplies

Murata's Challenge Fields

Challenges as business opportunities

Challenge 1

Environment

Link innovations needed to solve environmental problems such as energy, to business growth



Challenge 2

Wellness

Link innovations that contribute to the pursuit of a new wellness based on safety and security, to business growth



Challenges as a business model

Challenge 3

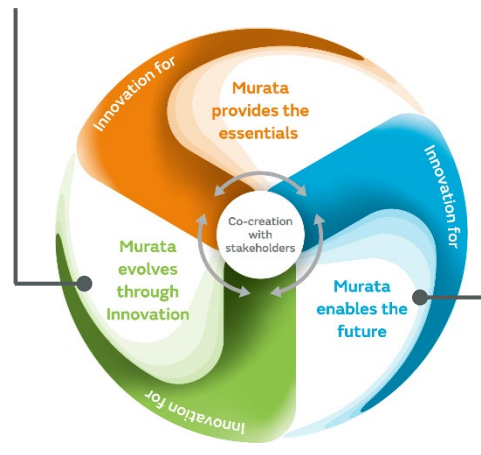
Layer 3 businesses

Provide value not only through hardware, but also by combining software with solutions



Murata evolves through innovation

Showcase efforts to reduce the environmental impact of business operations and connect them to business opportunities

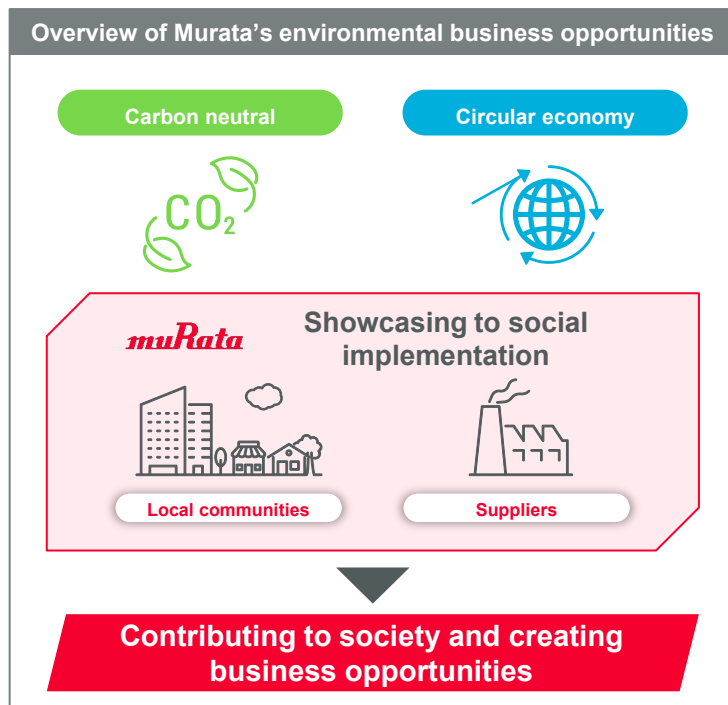


Murata enables the future

Aim to scale business through innovation that goes beyond components

Environment

Showcase through in-house/regional demonstrations to social implementation, and aim for a continuous cycle of social value and economic value



Carbon neutral

Battery business

Provide value and contribute to the reduction of environmental impact in the ESS market in addition to the power tool market

Our strengths

- High reliability / long life

Approach to business opportunities

- Improve cost competitiveness
- Showcase proprietary technologies through in-house usage and demonstrations

Circular economy

P-FACTS*

Business creation by building recycling infrastructure, including composting PIECLEX, a plant-derived fiber

Our strengths

- Reduction of total CO₂ emissions compared to petroleum-derived fibers through the use of plant-derived polylactic acid raw materials
- Biodegradability through decomposition by microorganisms

Approach to business opportunities

- Build circular infrastructure through co-creation with partner companies, local governments, etc.

* PIECLEX Fabrics Composting Technology Solution

Carbon neutral

Provide renewable energy and energy-saving solutions in collaboration with partners

Contribute to reduced carbon emissions throughout the supply chain through co-creation with external parties

Our strengths

- Data and insights accumulated through internal demonstrations, strong trust from customers in core areas, and positioning for advanced Layer 3 initiatives, such as IoT

Approach to business opportunities

- Provide value by combining the CO₂ visualization service of our partner with our proprietary energy-saving and renewable energy solutions

Murata-style medical and healthcare device development



Murata CPAP MX

A medical device that assists breathing in adult patients with obstructive sleep apnea syndrome. By designing the main parts in-house, we provide CPAP devices that are thin, compact, and can be used comfortably anywhere, yet provide therapeutic effects and comfort through optimal respiratory control for a wide range of patients.



Moni-Patch Core body temperature sensor system

A medical device that measures core body temperature wirelessly that can be used continuously before, during, and after surgery. We offer core body temperature thermometers that are less invasive and reduce the burden on patients and healthcare professionals through the use of our proprietary algorithms and thermistors (temperature sensors).

The source of Murata's unique qualities

1. Core technologies such as downsizing technology, sensing technology, communication technology, and fluid control technology
2. Realizing unique, high-quality manufacturing
3. Creating innovations in pursuit of safety, efficiency, and convenience through our products

Note: The information on medical devices included in this report is intended for shareholders and investors and is not intended to attract clients or give medical advice.

Layer 3 Business

Scale a steadily increasing number of **SUCCESSES**

FY2030 ▶ **100** billion JPY revenue

Marketing out through showcasing



Worker safety
monitoring
system



efinnos



Wireless
sensing
solutions



PIECLEX

Scaling

**Establish a unique
foundation**
(Expand the “scale” of businesses)

Social implementation

Verification of value
(Confirm the “quality” of
businesses)

Emergence

**Creating solutions to
social issues**
(Increase the “seeds” of businesses)

Medium-Term Direction 2024

Medium-Term Direction 2027

Medium-Term Direction 2030

Preparation for the Long Term



Strengthening Monozukuri Capabilities (1)

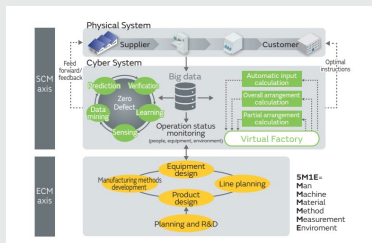
1. Comprehensive cost reductions and improvements to capital efficiency using DX and smart technologies

- Achieving mass production as well as a more flexible *monozukuri* (manufacturing) that is also strong in high-mix low-volume production and variable-mix variable-volume production
- Evolution of smart and highly efficient fine-tuning technology

Improve cost competitiveness and capital efficiency

Transformation in SCM/ECM utilizing digital technology

- Early creation of new products and innovative processes using efficient business process by integrating technologies of the ECM axis through the application and digitalization of mass production data of the SCM axis
- Realtime prevention of defects and production loss as well as root cause resolution through CPS* leveraging AI and IoT
- Achieving high-efficiency productions such as high-mix low-volume and variable-mix variable-volume through flow and flexible automation



* Cyber Physical System

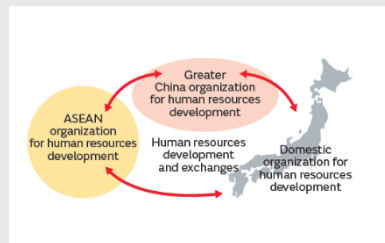
2. Strengthening cost competitiveness and supply capacity by expanding production overseas

- Realizing digital transformation to prepare for Japan's declining working-age population and future demand growth, as well as reduced workforces through flexible automation
- Strengthening overseas human resource development by region

Improve both quality and quantity of production at overseas factories

Developing human resources outside Japan

- The advanced technology and improvement capabilities of our domestic factories, which account for over 60% of our production, have enabled us to launch cutting-edge new products early and provide comprehensive support to overseas factories.
- Improve both the quality and quantity of production at overseas factories by accelerating the improvement of manufacturing capabilities by strengthening overseas human resource development in each region, so that we can continue to provide products that are competitive in various areas, including costs and high quality, globally



Strengthening Monozukuri Capabilities (2)

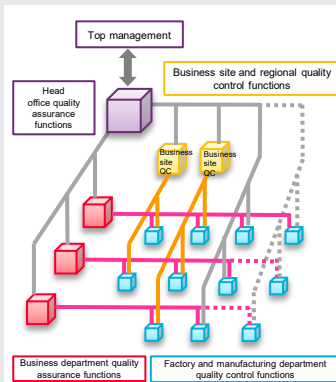
3. Provision of quality and value that customers continue to choose

- Murata Quality Management System based on source control / continuous improvement / prevention
- Quality integration through participation of all functions (from management to on-site)
- Compliance with laws and regulations as well as corporate ethics and social norms



Gain customer trust through matrix quality assurance

Matrix quality assurance



MLCC market share*

We continue to be the choice in the high-capacity and automotive markets, where high reliability is required.

High capacity (10 uF or higher)



Automobile market



45%

50%

4. Realization of manufacturing sites where collectiveness and autonomy are harmonized

- The autonomous quality and cost improvement efforts of the manufacturing department, which is responsible for profit and loss, contribute to increased competitiveness.
- Facilitate standardization and horizontal deployment of best practices generated from autonomous initiatives.



Strengthen *monozukuri* capabilities through autonomy and cooperation

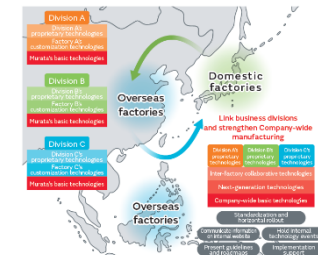
Number of improvement facilitators (consolidated)



Small-group activities



Acceleration of standardization and horizontal rollout by the functional responsible department



* Market share is based on our estimates. It may vary depending on the market and usage.

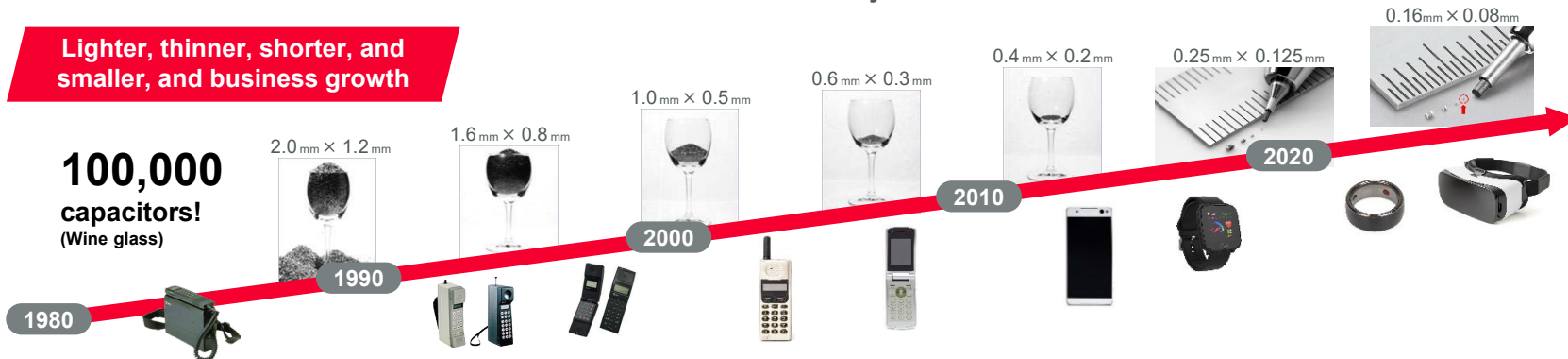
02 — Medium-Term Direction 2027

Basic Policy (2)

Practicing sustainable operations

Electronics in Harmony with Nature

- Murata has grown its business with the attitude of “setting high goals and executing earnestly,” offering products that are lighter, thinner, shorter, smaller, and highly efficient, and promoting efforts to reduce environmental impact through sustainable operations.
- Moving forward, we will evolve our efforts around the two main themes of climate change countermeasures and resource recycling to promote the use of clean energy and resource recycling. And, through proactive efforts, we will increase the number of people who work with us and contribute to the realization of electronics in harmony with nature.



*1 Reduce landfill waste to zero, including residuals after intermediate treatment

*2 An international initiative run by an international NGO called The Climate Group, in which globally influential companies aim for 100% renewable energy

Strengthening Murata's Response to Climate Change: Bringing Forward RE100 Achievement and Declaring Carbon Neutrality

- Fostering innovation through co-creation in partnership with our stakeholders and spreading this to our own business and to society toward the realization of a sustainable global environment

Medium- to long-term goals (New goals are **bolded**)

Amount of GHG*1 emissions (vs. FY2019)

Scope 1 and 2

FY2027: **39% reduction**
FY2030: 46% reduction
FY2040: **Carbon neutral**

Amount of GHG emissions (vs. FY2019)

Scope 3

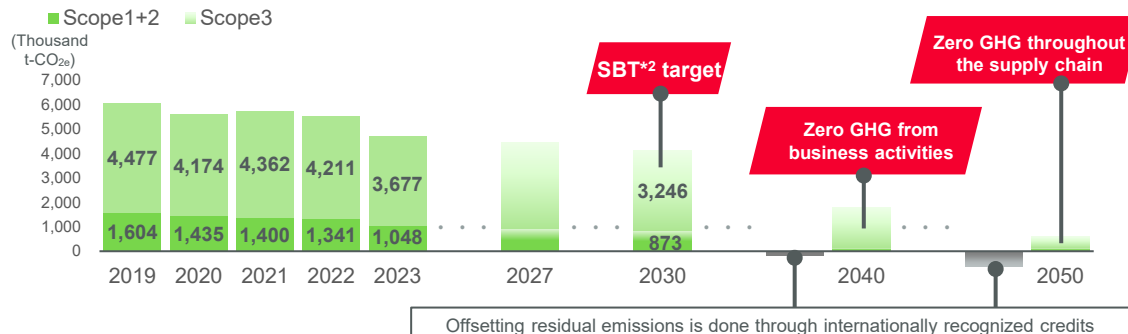
FY2027: **Data refinement**
FY2030: 27.5% reduction
FY2050: **Carbon neutral**

Renewable energy implementation rate

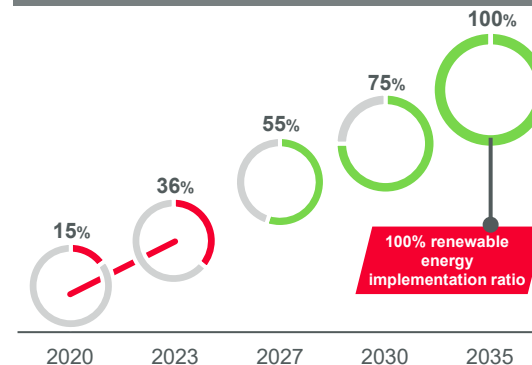
FY2027: **55%**
FY2030: **75%**
FY2035: 100%

Changes from previous Medium-Term
Direction:
- FY2030 up from 50%
- Moved forward from FY2050 to FY2035

Total amount of GHG emissions and targets



Renewable energy implementation ratio



*1 Greenhouse gas *2 Science Based Targets: Quantitatively based scientific goals regarding long-term scenarios for greenhouse gas reductions

Renewable Energy Measures toward RE100

- Accelerating renewable energy implementation through various approaches to achieve RE100 earlier

**100% renewable
energy locations
6 locations**

- Kanazu Murata Manufacturing
- Minato MIRAI innovation center
- Sendai Murata Manufacturing
- Ise Murata Manufacturing
- Philippine Manufacturing Co. of Murata, Inc.
- Murata Energy Device (Wuxi, China)



**Storage battery system
using FORTELION
lithium-ion secondary
batteries**
(Kanazu Murata
Manufacturing)



**Solar power generation
system**
(Philippine Manufacturing
Co. of Murata, Inc.)



**Carport-type solar power
generation facility**
(Ise Murata Manufacturing)

Renewable energy implemented at over 25 locations

Renewable energy contracts

- Switching domestic and international grid contracts to renewable energy:
 - Geothermal electricity contracts in the Philippines
 - Wind and solar electricity contracts in Greater China
 - Hydroelectric contracts in Japan

Off-site renewable energy sourcing

- Signed a virtual PPA with Mitsubishi Corporation and RENOVA, Inc. for up to 200 GWh/year and started sourcing.
- Signed physical PPA contracts with grid power companies (The Chugoku Electric Power Co., Inc. and Hokuriku Electric Power Company) and began sourcing renewable energy for around half of the electricity used in areas concentrated with Murata's main locations.



Virtual PPA solar power generation facility installation

On-site renewable energy generation

- Maximize the installation of solar power facilities on-site, including on roofs, walls, open-air buildings, and carports, and combine storage batteries and efinnos, a proprietary solution, to maximize efficiency.

efinnos

System capable of
improving renewable energy
ratio by power generation
and power consumption
prediction



Hakui — Design-wrapped storage battery designed by local technical college students at the completion and unveiling ceremony

Low-Carbon Measures toward Carbon Neutrality

- Implement GHG reduction measures involving various internal and external stakeholders to decarbonize the entire supply chain

Minimize internal energy consumption

- Planning and implementing energy conservation measures with annual targets at all Murata Group locations (approximately 500 measures per year, equivalent to 40,000–50,000 t-CO₂)
- Enhancing internal systems to facilitate policy development
 - Sustainability investment quota system
 - Internal carbon pricing system
- Developing energy-saving solutions using in-house technologies



Environmental load reduction solutions:
Heat-resistant ceramic catalyst material used in exhaust gas treatment at factories

Investment in credit funds

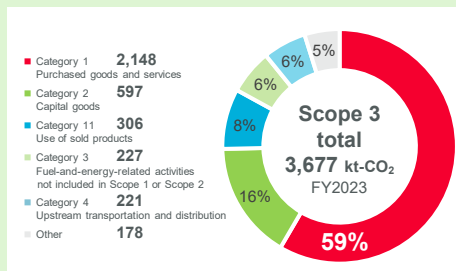
- Invest up to USD30 million for the expansion of the Apple Inc.-led Restore Fund (managed by Climate Asset Management (JV)) to obtain high-quality carbon credits. Aim to offset residual emissions across the supply chain that cannot be avoided



Cover crop project in Spain (courtesy of CAM)

Low carbon across the supply chain

- Approach to Category 1, which accounts for the majority of Scope 3
 - Held briefing sessions for over 200 suppliers
 - Interviews with key suppliers and requests for cooperation in providing primary data
- Logistics-related GHG emissions reduction measures
 - Full-scale implementation of a modal shift
 - Reducing packaging weight
- Strengthening initiatives through a comprehensive approach, from visualizing GHG emissions throughout the supply chain to reduction measures



Murata's Challenge toward a Recycling-Oriented Society

- Co-creating with stakeholders to realize a recycling-oriented society where people can live well and in harmony with nature

	FY2021 results	FY2023 results	FY2027 targets	FY2030 targets	FY2050 targets
Rate of use of sustainable resources*1	Approx. 15%*2	Approx. 15%*2	16%	25%	100%
Resource recycling rate*3	36.0%	39.6%	41%	50%	100%

*1 Percentage of recycled material use (by weight), mainly in 24 resources at high risk of depletion

*2 Estimated due to the use of publicly available information on recycling rates

*3 Percentage of Murata's discharges (waste + valuable material) that are recycled as circulating resources (by weight)

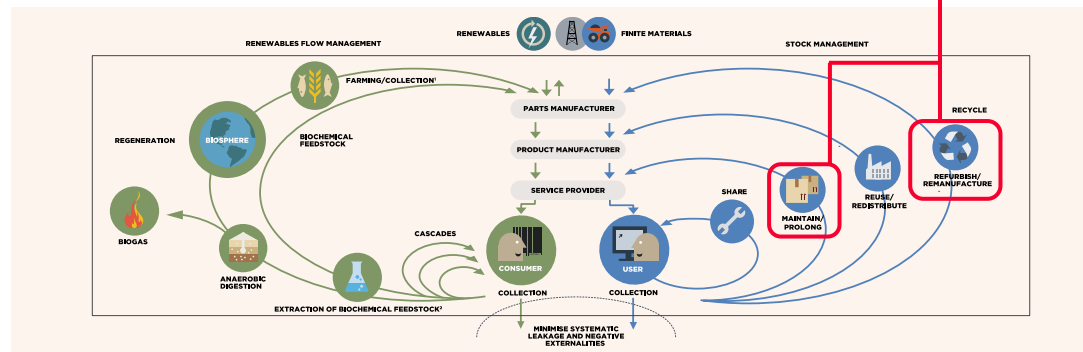
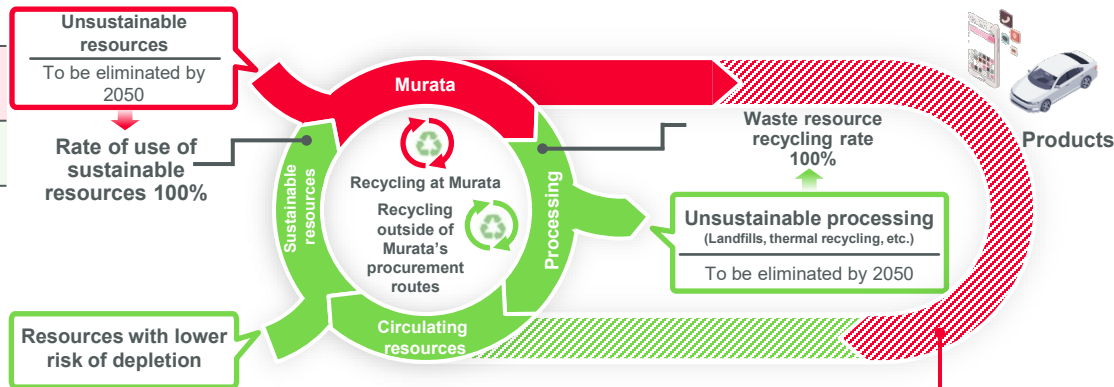
Murata's resource recycling initiatives

[Medium-Term Direction 2024]

- In addition to waste reduction, our new challenge is resource recycling
 - ① Create new resource-recycling mechanisms through co-creation with external partners
 - ② Quantify Murata's resource recycling level

[Medium-Term Direction 2027]

- Resolve apparent problems and strengthen the foundation of circulation schemes
- Murata will accelerate innovation by combining our technological capabilities with our manufacturing capabilities, in which various functions are highly coordinated to create even lighter, thinner, shorter, smaller, more efficient, and longer-lasting components.



Source: "The Butterfly Diagram," Ellen Macarthur Foundation, 2013

Murata's Initiatives toward a Recycling-Oriented Society

- Focusing on foundation building in the next three years to scale up horizontal plastic recycling* by FY2030

Co-creation with external partners

- Establish a horizontal recycling scheme for used plastics through cross-industry collaboration, and promote technological development and verification of effectiveness

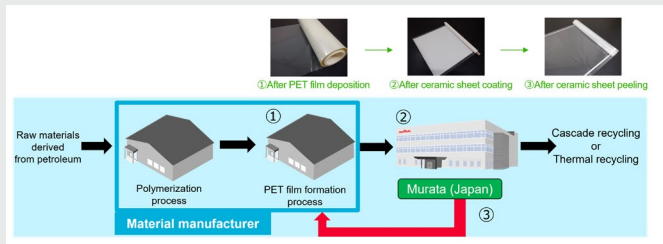
Investing in R Plus Japan, Ltd.

As of Sep. 2024



Scaling up horizontal PET film recycling

- Increase the amount of horizontally recycled PET film used in the manufacturing process of multilayer ceramic capacitors (MLCCs) to achieve further scale



Recycling process: Removing remnants such as remaining dielectric and surface coats

Improving data quality

- Aim to improve data quality and PDCA cycle

[Direction of efforts]

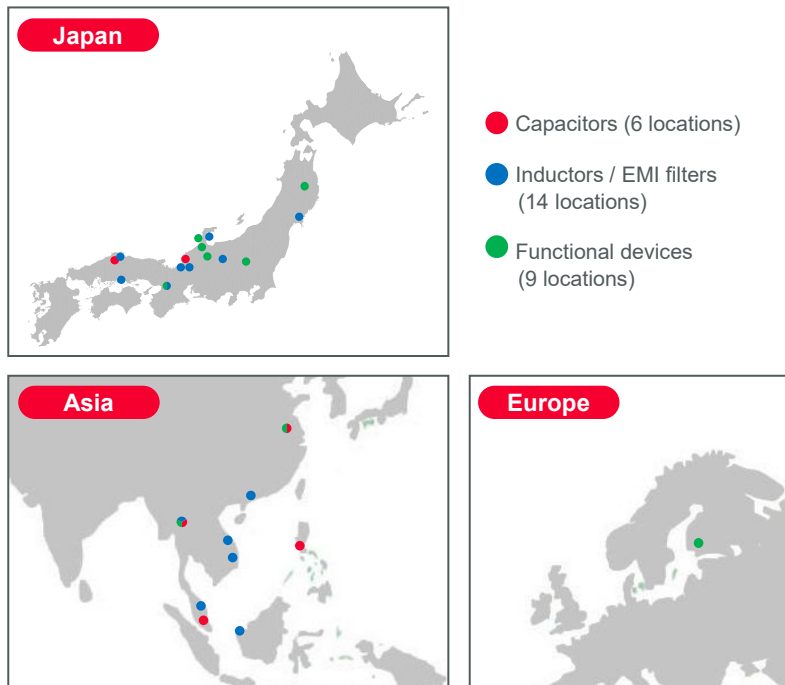
- Collaboration with suppliers and other external partners
- Collaboration with various functional and business departments
- Grasp of weight data and recycled material usage rate
- Improvement of existing systems through digital technologies

* Recycling used plastics into plastic products of equivalent or higher grade, including upcycling

Strengthening BCM*

- Implement optimal inventory policies and increase supply chain resiliency to ensure a stable supply of products.

Production sites by product (some products)



Direction of strengthening

Organizational collaboration

- Strengthen autonomous and decentralized organizational management
- Reinforce inter-location networks by product and region

Preparations at every stage of the supply chain

- Procurement**
- Multi-vendor procurement of critical materials and understanding BCM architecture of suppliers

- Production**
- Inventory holding that considers production lead time and BCM architecture

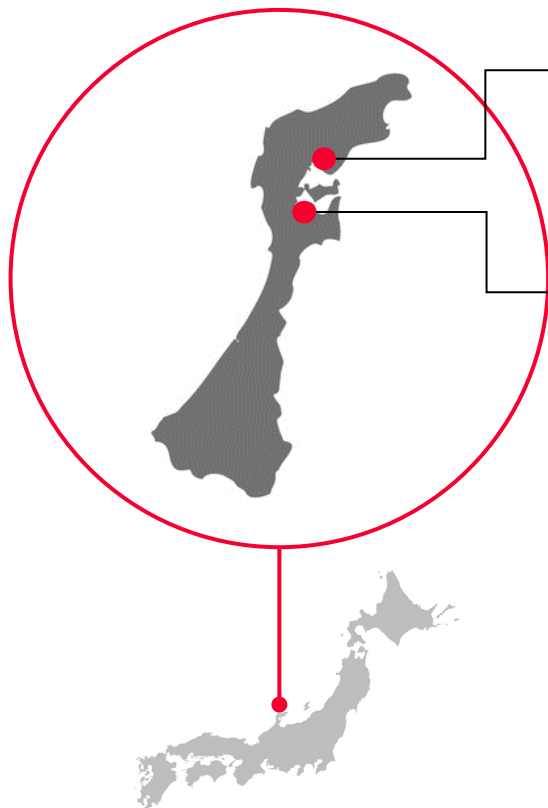
- Distribution**
- Multiple distribution centers (Tokyo, Osaka) and inventory holding

Establish a decentralized production system for increased robustness

* Business Continuity Management

Strengthening BCM

— January 2024 Recovery Response after the 2024 Noto Peninsula Earthquake



Anamizu Murata Manufacturing

- Stance and actions to support recovery and restoration that include everyone, from related departments at the head office to large local locations
- Holding inventory at separate locations from production sites and continuous shipments
- Managing alternative production spaces

Wakura Murata Manufacturing

- Focused on restoration work at affected factories
- From considering production at alternative locations to resuming shipments (**achieved shipments in 15 days**)

Factors for achievement

- A culture of autonomous action and execution
- Decentralization of production factories, decentralized holding of production equipment, and extensive network of production sites
- Regular BCM activities at each office and factory

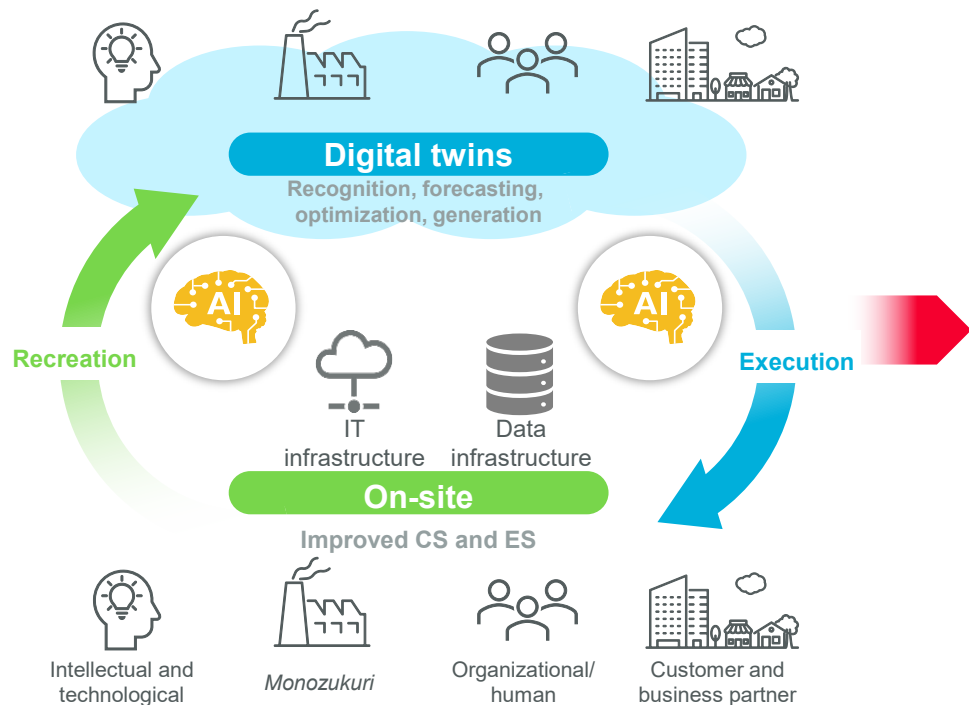
02— Medium-Term Direction 2027

Basic Policy (3)

Strengthening people and organizations, which are
the core of management capital

Murata's Vision for DX

- Ultimately, we aim to enhance on-site capabilities and improve CS and ES* by digitally twinning everything, recreating on-site conditions (physical space) in cyberspace in real time, and establishing a high-cycle process that immediately executes optimized plans.



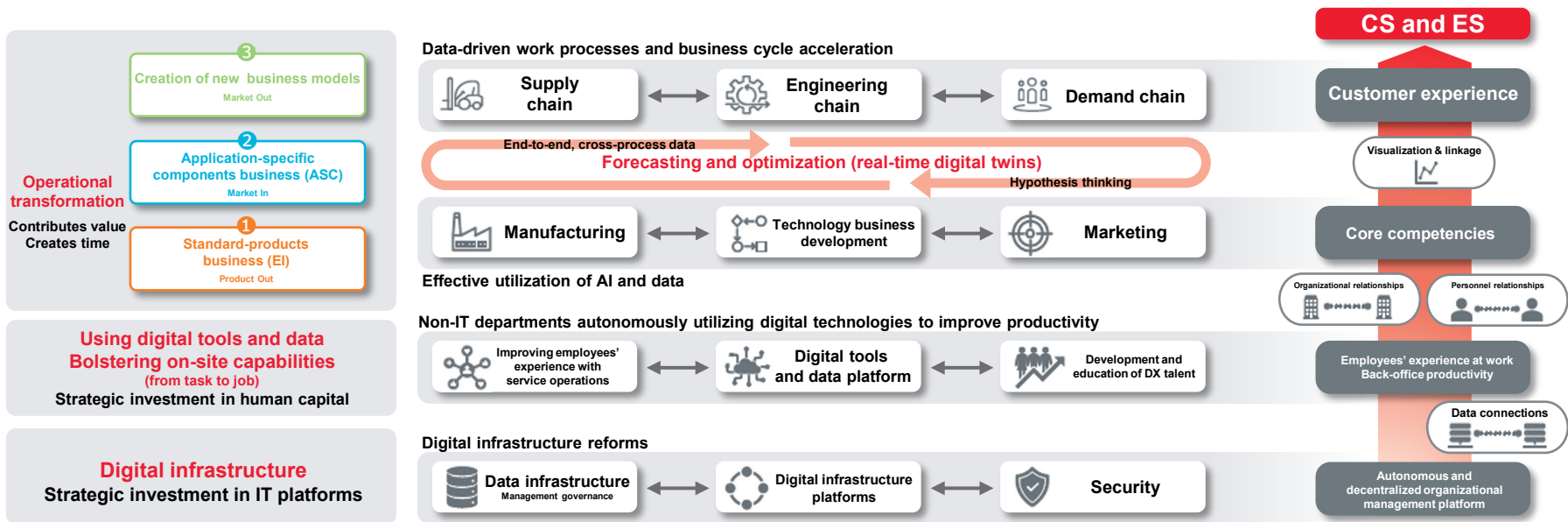
Through creating digital twins

- Get a bird's eye view of what is happening where
- Immediately implement countermeasures guided in cyberspace through a combination of data, know-how, and AI
- Hypotheses that cannot be tested due to real-world constraints can be simulated in virtual environments to identify risks and prepare countermeasures in advance, enabling decision-making and execution
- Accelerating the use of technologies such as IoT, 5G, AI, and VR will be a major strength in advancing site transformation, including operations across sites and efficient robot training through cyberspace

* CS (Customer Satisfaction): Continuing to create and provide value that is recognized by the customer
 ES (Employee Satisfaction): Every employee achieves satisfaction and continuing growth through the performance of their work duties

Overview of DX Initiatives

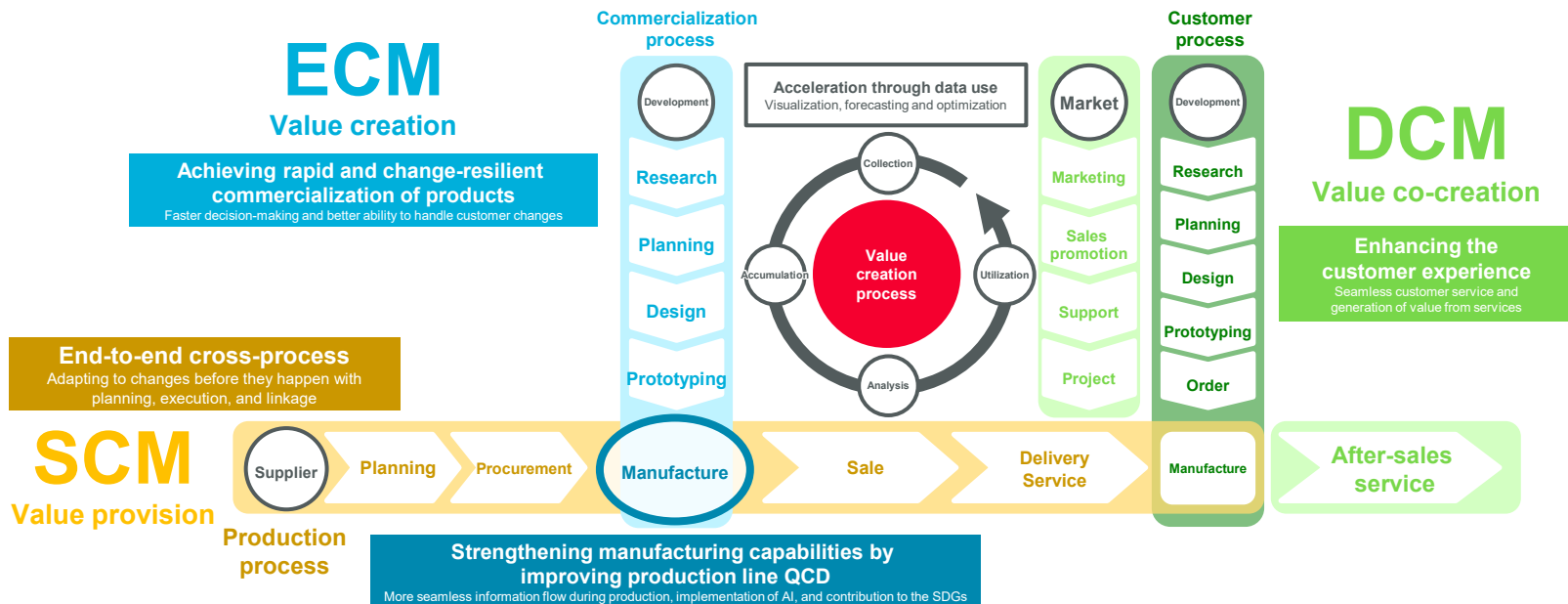
- Connecting management information, worksite information, and customer and supplier information together so that frontline staff and managers transform their behavior with an awareness of management targets and overall data. This will lead to autonomous and decentralized organizational management.
- Through the effective use of data to produce time value from tasks to job, we can spend more time focusing on the core objectives of our operations and serving customers properly, thereby maximizing CS and ES.



Murata's Value Chain DX

Elevate Murata's value chain, becoming a core competence and creating value internally and externally

- Digital technology and data utilization will evolve, and the digital twin domain of customer processes will expand.
- Using digital technologies to transform Murata's internal processes will enable the provision of a variety of data and immediate updates, leading to enhanced customer contact and service.



Establishing Next Generation SCM

Address the restructuring of core operations and systems as a management issue

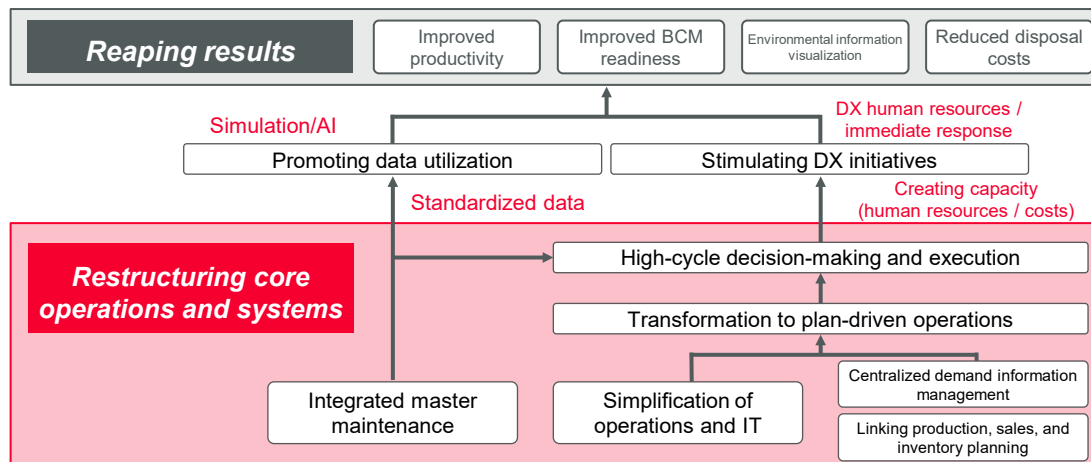


- Not taking our current processes for granted without validation
Determine whether **it is a strength that leads to customer value** or **mere convention**
- Achieve our objectives with work and IT **having the same visions and KPIs.**

Requirements

1. Strengthen the ability to respond to change
2. Cost optimization
3. Develop sustainable businesses and IT infrastructure

Transformation mechanisms we want to achieve



Global Vision for Individuals and the Organization toward Achieving Vision 2030

- We will strive to be the Global No. 1 Component & Module Supplier, and foster the development of individuals and an organization brimming with innovation.
- Individuals will take on interesting challenges, supported by an organization passionate to link those efforts to value creation.

Vision 2030

Global No. 1 Component & Module Supplier

Innovation driven and focused by autonomous and decentralized organizational management

Global vision
for individuals
and the
organization



Role of individuals

Always be an Innovator

Continue taking on **interesting challenges** with more autonomy and more individuality

**Virtuous cycle between individuals
and the organization**



Role of the organization

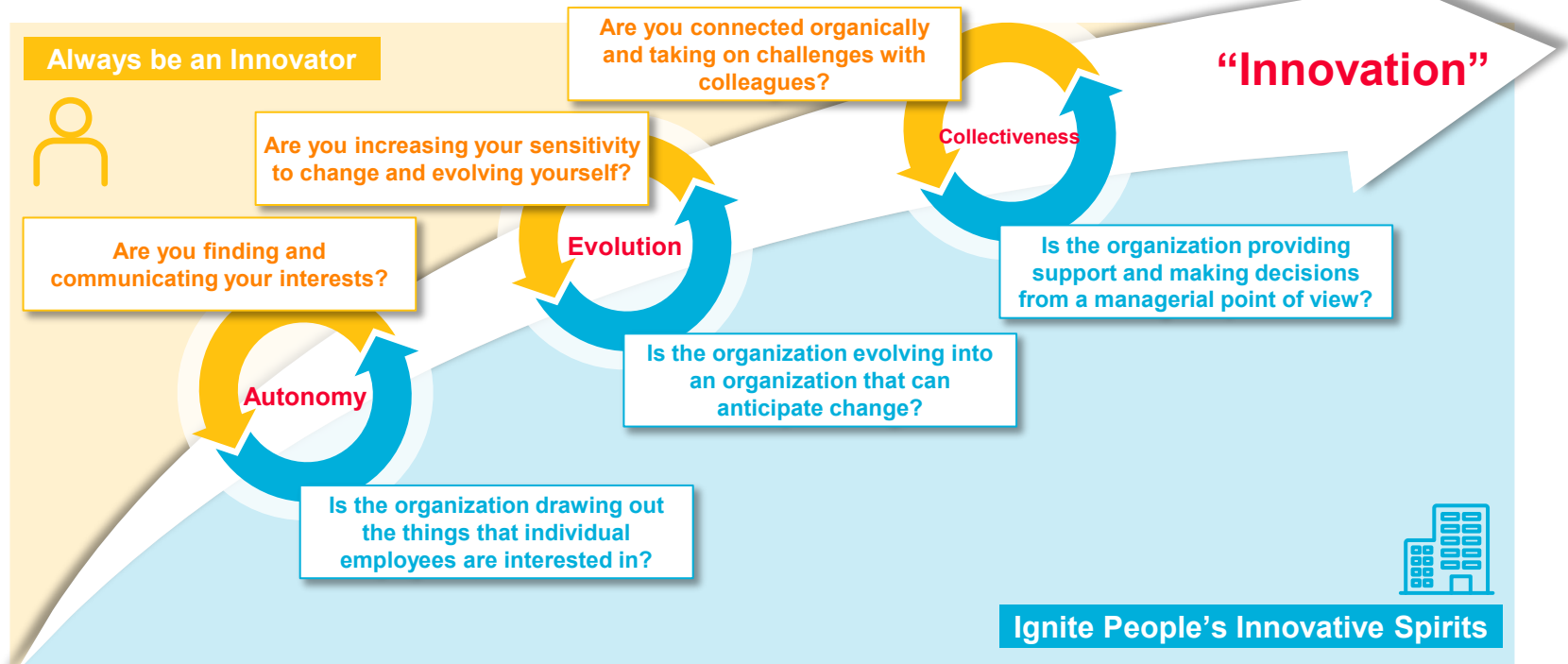
Ignite People's Innovative Spirits

Embrace more individual diversity, more individual power as a driving force, and **raise individuals' interest up to value**



The “Virtuous Cycle between Individuals and the Organization” Model

- The “virtuous cycle between individuals and the organization” model clarifies how individuals and the organization act in autonomous and decentralized organizational management.



Murata's Innovations for Realizing Global No. 1 Component & Module Supplier

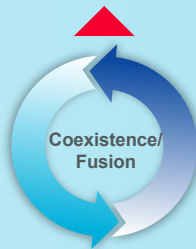
- In order to become the Global No. 1 Component & Module Supplier, it is essential to create innovations that capture the trends in electronics.
- It is necessary for individuals and organizations to continue refining the strengths we have cultivated while also taking on challenges with new ideas and actions.

Increased productivity / expression of creativity = **Innovation**



Strengths we have cultivated

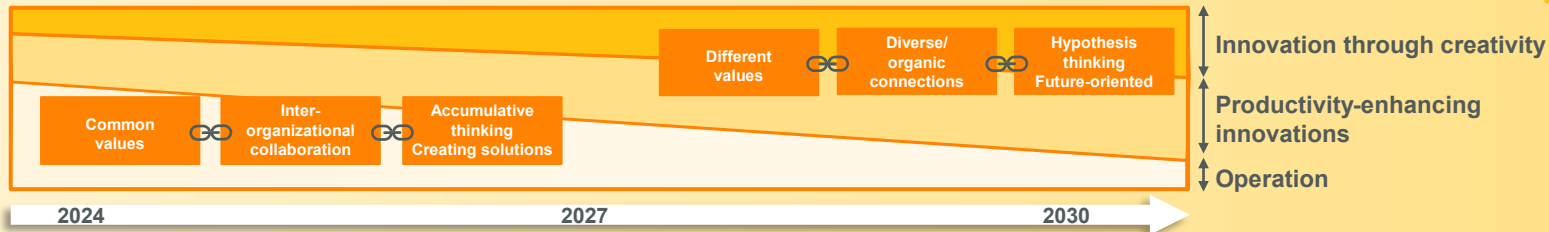
An organization that demonstrates
unity in pursuit of goals



New elements we want to cultivate

An organization with
diverse individual strengths

Shift in individuals' perception/behavior for the future



Key Global Themes for Individuals and the Organization

Key themes

Direction of efforts

Individuals and the organization brimming with innovation

1 Dynamic resource allocation

KPI

- Number of employees with global experience*1: 1,500 (3-year cumulative total)
- Ratio of women in managerial positions*2: 7%

Explanation: For opportunities that are still uncharted for Murata (the right place), we will transcend different backgrounds, precedents, and boundaries to make the best use of people (the right person) from a future-oriented, global perspective.

- Visualize human resources based on medium- and long-term potential needs, and implement appropriate human capital allocation
- Implement strategic acquisition and allocation of human resources linked to management strategies

2 Developing leaders who can change the future

KPI

- Corporate executive candidate preparation rate*3: 300% or higher

Explanation: With the belief that everyone can become a leader who can change the future, we will strengthen development initiatives, cultivate talent to lead these efforts, and implement management reforms.

- Strengthen leadership to lead and implement innovations
- Strengthen the development of managerial talents, technical/manufacturing talents, and specialized talents
- Provide a variety of challenging opportunities to expand knowledge and experience

3 Achieving a virtuous cycle between individuals and the organization

KPI

- Percentage of positive responses to the survey "Ideas and resources are shared across organizational boundaries": 70% or higher

Explanation: The key to creating a virtuous circle model is organic connections among diverse human resources. To achieve this, we will accelerate DX, the development of effective systems, frameworks, and environments as well as foster a culture and atmosphere that embraces and makes the most of change and differences.

- Develop systems, frameworks, and environments that are dynamic and make the most of diversity
- Strengthen communication to transform individual and organizational attitudes and behaviors
- Promote the shared understanding of the Murata Philosophy and vision

KPI

- Positive employee engagement response rate: 71% or higher

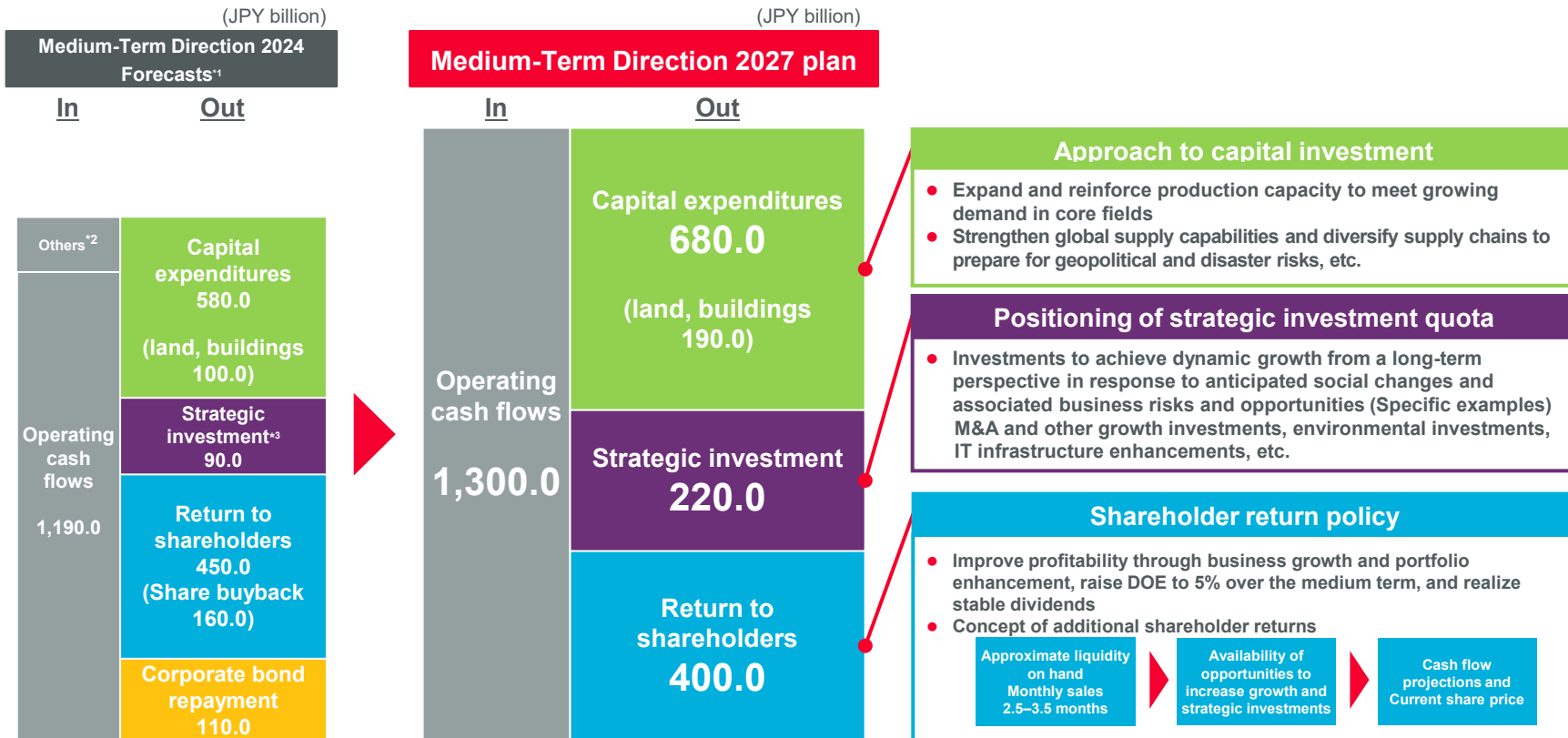
*1 Cumulative number of employees in Japan and abroad who have gained global experience through relocation, training, or remote assignments outside their home country after 2025 *2 Murata Manufacturing Co., Ltd. on a non-consolidated basis

*3 Ratio of pool of successor candidates to executive management positions

02 — Medium-Term Direction 2027

Capital Allocation Policy

Capital Allocation Policy



^{*1} Based on April 2024 results forecast. ^{*2} Includes excess funds on hand at the end of FY2021 and expenses incurred during the period.

^{*3} Unexecuted investments in M&A and other growth investments are not included.

Cautionary Statement on Forward looking Statements

This report contains forward looking statements concerning Murata Manufacturing Co., Ltd. and its group companies' projections, plans, policies, strategies, schedules, and decisions.

These forward looking statements are not historical facts; rather, they represent the assumptions of the Murata Group (the “Group”) based on information currently available and certain assumptions we deem as reasonable. Actual results may differ materially from expectations due to various risks and uncertainties. Readers are therefore requested not to rely on these forward looking statements as the sole basis for evaluating the Group. The Company has no obligation to revise any of the forward looking statements as a result of new information, future events or otherwise.

Risks and uncertainties that may affect actual results include, but are not limited to, the following:

1. Economic conditions of the Company's business environment, and trends, supply demand balance, and price fluctuations in the markets for electronic devices and components
2. Price fluctuations and insufficient supply of raw materials
3. Exchange rate fluctuations
4. The Group's ability to provide a stable supply of new products that are compatible with the rapid technical innovation of the electronic components market and to continue to design and develop products and services that satisfy customers
5. Changes in the market value of the Group's financial assets
6. Drastic legal, political, and social changes in the Group's business environment
7. Other uncertainties and contingencies.

The Company undertakes no obligation to publicly update any forward looking statements included in this report.

Appendix

Materiality

Murata's Key Environmental and Social Issues (Materiality)



Four management transformations

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

Murata's key environmental and social issues (materiality)



Murata's Key Environmental and Social Issues (Materiality)

(1) Developing an electronic society

Murata's Value Creation	Murata's Key Environmental and Social Issues (Materiality)	Solutions		Our Vision for 2030
		Products and services	Business process	
Developing an electronic society Contribute to the development of a convenient, safe, and secure society   	Achieve digital innovation through edge devices	●	—	To deliver value by addressing diverse needs through cutting-edge technologies. We aim to promote the widespread of edge devices supported by stable supply capabilities, increase the number of individuals benefiting from electronics, and create value in solving social issues through digital innovation.
	Create a next-generation mobility society	●	—	To contribute to a sustainable global environment for a safe, secure and convenient society by providing products and services that meet the needs of an evolving mobility society.
	Create sustainable IT infrastructure	●	—	To support the development of an electronic society and help build a sustainable, environmentally friendly IT infrastructure by providing highly reliable products that focus on high speed, high capacity, and high efficiency.
	Create a society of physical and mental wellness	●	—	To enhance the promotion of overall well-being—physically, mentally, and socially—by creating new value in the wellness market.

Murata's Key Environmental and Social Issues (Materiality)

(1) Developing an electronic society

Murata's Value Creation	Murata's Key Environmental and Social Issues (Materiality)	Solutions		The Murata mindset
		Products and services	Business process	
Developing an electronic society Contribute to the development of a convenient, safe, and secure society 	Achieve digital innovation through edge devices	●	—	Murata is committed to providing a stable supply of cutting-edge components and maintaining its high-market-share components aiming for light, thin, short and small wireless communication technologies. We have contributed to the adoption of electronics into people's lives such as smartphones and other edge devices. As digital society progress, edge devices have become increasingly indispensable in people's lives, and their reach is expected to expand as population grows. Murata aims to increase the population that benefits from electronics and help solve social issues through digital innovation. We will pursue new value creation such as high efficiency, low power consumption, and sensing solutions and promoting the spread of edge devices through our accumulated supply capability.
	Create a next-generation mobility society	●	—	Murata is supporting the widespread adoption of electric vehicles and improved automotive safety by leveraging its strengths, the technological ability to produce highly reliable, high-performance products as well as the ability to mass-produce products of consistent quality. This market is expected to undergo further major changes, including the transition to a decarbonized society, traffic accident prevention, solutions to urban and rural transportation challenges, and diversification in modes of transportation and consumer needs. Amid these environmental changes, we adopt a broader view of the market as "mobility," aiming to achieve both a safe, secure and convenient society and a sustainable global environment. Murata aims to contribute to the further spread of xEVs, the development of autonomous driving technology and the urban infrastructure to support it by offering a stable supply of highly functional and reliable products.
	Create sustainable IT infrastructure	●	—	Murata is contributing to the construction of an IT infrastructure that has developed alongside society. The miniaturization of components and the integration of variety of power supplies products help improve energy efficiency. With advancements in cloud computing and introduction of AI, network traffic and computational loads on IT infrastructure have increased dramatically. This has led to new challenges such as a rapid increase in data center energy consumption. Murata aims to continue supporting the development of an electronic society and help build sustainable, environmentally friendly IT infrastructure by providing a stable supply of highly reliable products that focus on high speed, high capacity, and high efficiency.
	Create a society of physical and mental wellness	●	—	Murata has helped solve social issues in different eras through electronics by creating cutting-edge technologies and components. As people are becoming more health-conscious, the concept of health has expanded beyond physical health to include well-balanced mental and social wellness as well as the individual pursuit of happiness. Murata aims to contribute to the development of products and services in medical care and prevention of disease by applying our fundamental technologies such as miniaturization, sensing, communication, and fluid control and leveraging our knowledge in the electronics field. We strive to create innovations that enrich the overall well-being leading to a healthy and prosperous life.

Murata's Key Environmental and Social Issues (Materiality)

(2) Create a sustainable global environment

Murata's Value Creation	Murata's Key Environmental and Social Issues (Materiality)	Solutions		Our Vision for 2030	Indices	Target figure	
		Products and services	Business process			2027	2030
Creating a sustainable global environment Contribute to decarbonization and resource recycling   	Create a decarbonized society	●	●	To realize a sustainable global environment through co-creation with stakeholders and to spread it to our own business and to society.	① GHG* ¹ emissions (Compared to FY2019) · Scope 1 and 2 · Scope 3	(Scope 1 and 2) 39% reduction (Scope 3) Data refinement	(Scope 1 and 2) FY2030: 46% reduction FY2040: CN* ² (Scope 3) FY2030: 27.5% reduction FY2050: CN
					② Renewable energy implementation rate	55%	FY2030: 75% FY2035: 100%
	Create a recycling-oriented society	●	●		① Rate of use of sustainable resources* ³	16%	FY2030: 25% FY2050: 100%
					② Resource recycling rate* ⁴	41%	FY2030: 50% FY2050: 100%

*1 Greenhouse gas *2 Carbon neutral *3 Percentage of recycled material use (by weight), mainly in 24 resources at high risk of depletion *4 Percentage of Murata's discharges (waste + valuable materials) that are recycled as circulating resources (by weight)

Murata's Key Environmental and Social Issues (Materiality)

(2) Create a sustainable global environment

Murata's Value Creation	Murata's Key Environmental and Social Issues (Materiality)	Solutions		The Murata mindset
		Products and services	Business process	
Creating a sustainable global environment Contribute to decarbonization and resource recycling   	Create a decarbonized society	●	●	Murata has supported the development of an electronic society by expanding the scale of its business scale while meeting the needs of the era. To reduce GHG emissions that have increased along with our growing business, we have been promoting effective efforts such as ongoing energy-saving initiatives, the use of renewable energy, leading the industry through our RE100 declaration, and introducing internal carbon pricing. Meanwhile, major disasters caused by climate change now occur frequently worldwide, calling for us to step up our efforts to reduce GHG emissions. On top of existing efforts, Murata will expand the use of renewable energy with additional^{*1} and extend our efforts to the entire value chain. Through new co-creation with like-minded stakeholders, we will work to develop technologies and products that solve issues toward a decarbonized society. As a company aiming to be the Global No. 1 Component & Module Supplier, Murata takes responsibility in accelerating its efforts toward achieving a decarbonized society globally.
	Create a recycling-oriented society	●	●	In 1994, Murata pledged “not to make products that waste resources and energy” and has proactively worked on resource conservation and recycling, including achieving zero emissions within Japan. As the global population and economy grows, the risk of resource depletion is increasing. For Murata, which manufactures electronic components from rare earth metals and other natural resources, this risk affects the very foundation of our business. To maintain stable resource use for the future, we believe it is necessary to stay on top of resource recycling trends and take action to maintain and improve natural capital through such efforts. Murata will create more innovation by combining our technological capability, which helps make components lighter, thinner, shorter, smaller, more efficient, and longer-lasting, with our <i>monozukuri</i> (manufacturing) capability, which integrates material development, product development, production technology, procurement, and manufacturing functions at a high level. We will conduct business activities that contribute to nature-positive outcomes through co-creation with stakeholders to help achieve sustainable resource use for materials used in products as well as resource recycling for waste generated during manufacturing. By spreading this movement to society, we aim to help create a recycling-oriented society where people live in harmony with nature.

^{*1} Contributing to the popularization and growth of new renewable energy

Murata's Key Environmental and Social Issues (Materiality)

(3) Coexistence with society

Murata's Value Creation	Murata's Key Environmental and Social Issues (Materiality)	Solutions		Our Vision for 2030	Indices	Target figure	
		Products and services	Business process			2027	2030
Coexistence with society Promote mutual prosperity for all stakeholders  	Achieve diversity and work satisfaction	—	●	To ensure that each employee feels satisfaction and growth through further creation of innovation and development of both society and Murata	① Positive employee engagement response rate ② Number of people with global experience*1 ③ Ratio of women in managerial positions*2 ④ Self-rated health*3 ⑤ Occupational accidents per 1,000 employees (4 days of leave or more)	71% or higher 1,500 (3-year cumulative total) 7% 79% Less than 0.44	76% or higher 3,000 (6-year cumulative total) 10% 80% Less than 0.39
	Respect for human rights	—	●	- To expand the scope and continuously implement human rights due diligence (risk identification, prevention and mitigation, monitoring and information disclosure) - To ensure that grievance mechanisms are functioning throughout the entire value chain.	Implementation rates for prevention/mitigation of significant human rights risk that have been identified as well as monitoring and information disclosure	100%	100%
	Social and community development	●	●	To serve as a source of pride for the community, and where we co-exist and prosper together.	① Positive response rate in company impression survey conducted in local communities ② Number of participants in STEAM education programs (Primarily elementary and junior high school students in Murata's locations)	70% or higher 31,000/year	75% or higher 34,000/year

*1 Cumulative number of employees in Japan and abroad who have gained global experience through relocation, training, or remote assignments outside their home country after 2025 *2 Murata Manufacturing Co., Ltd. on a non-consolidated basis

*3 An index that is a subjective self-evaluation of health status rather than numerical results from a health examination. Evaluated for employees in Japan and ascertained by positive response rate.

Murata's Key Environmental and Social Issues (Materiality)

(3) Coexistence with society

Murata's Value Creation	Murata's Key Environmental and Social Issues (Materiality)	Solutions		The Murata mindset
		Products and services	Business process	
Coexistence with society Promote mutual prosperity for all stakeholders  	Achieve diversity and work satisfaction	—	●	Murata has maintained customer satisfaction (CS) through original products and services, as well as manufacturing expertise through the efforts of highly motivated and long-term employees. Employees capabilities are supported and improved through ongoing company-wide efforts to create a safe and healthy work environment and foster a culture that values employee satisfaction and growth. Going forward, Murata will evolve as a company that addresses social issues while developing its business even further. We will cultivate "organizational strength that combines diverse individual capabilities into new value" and maintain this alongside our existing "organizational strength that integrates employee power to achieve goals" to breed further innovation that captures trends in electronics. We aim for employees, the source of this organizational strength, to feel a sense of satisfaction and growth in this process as we develop together with society.
	Respect for human rights	—	●	Murata has been able to manufacture products and supply worldwide with the support of employees, customers, business partners, and local communities. We view each person involved with Murata as a rights holder and consider protecting and respecting their human rights to be foundational to our corporate activities. Based on this mindset, Murata upholds such international standards as the UN Guiding Principles on Business and Human Rights and has been advancing efforts focused on the human rights of workers in the company and supply chain. In recent years, consideration of human rights in corporations has become increasingly important in the international community, and efforts to address a wide range of human rights issues that include the value chain are required. As the demand for electronics continues to grow, Murata believes it has a responsibility to make proactive efforts in the best interest of our customers and society as a company striving to be the Global No. 1 Component & Module Supplier. We will act responsibly and help raise awareness of human rights throughout society.
	Social and community development	●	●	Murata has been conducting business activities with the goal of continuing to be "a company whose presence in local communities is a source of pride and joy, and in which employees are happy and proud to work." Amid drastic changes in demographics and other aspects of the business environment, we believe we must contribute to community revitalization using the characteristics of the community in which Murata is located to help build sustainable societies and communities. Through dialogue with a wide range of stakeholders, we will fulfill our role based on the needs of social and community development, including solving issues through business and supporting next-generation development through STEAM education. Based on the belief that business cannot exist without relationships of trust with the local community, we strive for mutual prosperity with society and communities by creating a virtuous cycle of social value (corporate value in the areas where we are located) and economic value (stable operations and sustainability).

muRata

INNOVATOR IN ELECTRONICS