

Corporate governance

Messages from Outside Directors



As many companies around the world are suffering significant falls in earnings amid the spread of COVID-19 infections, Murata, a global electronics component company, has been showing an early recovery from a slowdown by taking advantage of its products that have a broad range of uses and a thorough customer-centric approach. The company is expected to grow further, driven by its aggressive portfolio management and corporate culture centered on the Murata Philosophy. The company sees the need to create new products in the next-generation automotive field, not just in the existing component business, and has set the goals of expanding business by going beyond the boundaries of electronic components and developing specialized human resources in that field. For this, I will offer advice using the knowledge based on my experience and supervise the direction of execution of duties and speed of execution as Outside Director.

Takashi Shigematsu Outside Director

Outside Director and Audit and Supervisory Committee Member, Bando Chemical Industries, Ltd.
Outside Director, Ashimori Industry Co., Ltd.
Outside Director of Murata since June 2015
Length of service: five years

Attendance at Board of Directors' meetings in fiscal 2019
Board of Directors' meetings: 11 meetings out of 11
Attendance rate: 100%



I have been given opportunities to express my frank opinions in discussions of topics including corporate governance and development of corporate managers. Murata has aggressively developed and polished its own unique products and technologies in the business field. I believe it has the same passion in addressing its governance. Frank and open discussion at Board meetings is a traditional characteristic of Murata. Over the two years since my appointment as Member of the Board of Directors in 2018, I have witnessed the company's sincere attitude in working to make its governance even sounder. I believe that the fact that the process of presidential succession, which is the essence of maintaining sound governance, was carried out reliably and securely and corporate management was handed over to new President Nakajima this year embodies how the Company's governance should look like. A challenge ahead is to nurture business portfolios with future competitive potential, in addition to existing business areas where it has established a strong position. I believe the key is to develop the next generation of human resources that enable sustainable growth.

Yuko Yasuda Outside Director

Senior Partner, Board Advisors Japan, Inc.
Outside Director, Idemitsu Kosan Co., Ltd.
Outside Director, Nippon Suisan Kaisha, Ltd.
Outside Director and Audit and Supervisory Committee Member of Murata since June 2018
Outside Director of Murata since June 2020
Length of service: two years

Attendance at Board of Directors and Audit and Supervisory Committee meetings in fiscal 2019
Board of Directors meetings: 10 meetings out of 11
Attendance rate: 91%
Audit and Supervisory Committee meetings: 9 meetings out of 10
Attendance rate: 90%



A shift from "low" carbon to "post" carbon society has been accelerating, and a paradigm shift in civilization, which is sometimes called the end of the fossil civilization, is taking place. Now that we are entering an era where our past experience and existing knowledge may not necessarily work, an important theme of the Board of Directors is the discussion of what we should change and what we shouldn't. To further leverage its strengths and minimize its weaknesses, Murata needs to appropriately address complex risks, including ESG risks, which present both opportunities and threats, DX* risks and human resources risks. To help Murata live up to wide-ranging expectations of its society through creation, maintenance and realization of corporate value, I hope to contribute to increasing Murata's value from a new risk management perspective for value creation so that the company can proceed in the right direction.

*DX: digital transformation, or use of digital technologies to improve people's lives

Hyo Kambayashi Outside Director and Audit and Supervisory Committee Member

Chairman and Senior Managing Director, Protiviti LLC
Outside Director and Audit and Supervisory Committee Member of Murata since June 2018 Length of service: two years

Attendance at Board of Directors and Audit and Supervisory Committee meetings in fiscal 2019
Board of Directors meetings: 11 meetings out of 11
Attendance rate: 100%
Audit and Supervisory Committee meetings: 10 meetings out of 10
Attendance rate: 100%



Complex international relations and global environmental problems in need of urgent measures, coupled with COVID-19, have made it difficult for businesses to navigate their course. Murata has always continued to demonstrate its organizational capabilities and ability to coordinate efforts, while contributing to cultural development through its value creation driven by unique and innovation-led development, global network capabilities, development and provision of unique products, and efforts to conserve energy. While continuing to improve such capabilities, I believe, Murata can become a true global leader by stepping up efforts on its aggressive ESG activities and a sustainable value creation cycle in harmony with all stakeholders. The key to making it happen is to further strengthen the core competencies and governance it has developed since its foundation, develop new products and technologies, develop global human resources with diversity, and improve quality of proactive information disclosure. I will provide my supervision from an unbiased, objective standpoint to ensure that such measures can be designed and executed in a sound, transparent and swift manner.

Takatoshi Yamamoto Outside Director and Audit and Supervisory Committee Member

Outside Director, Hitachi, Ltd.
Outside Director of Murata since June 2019
Outside Director and Audit and Supervisory Committee Member of Murata since June 2020
Length of service: one year

Attendance at Board of Directors meetings in fiscal 2019
Board of Directors meetings: 9 meetings out of 9
Attendance rate: 100%



We are facing increasing uncertainties amid the spread of COVID-19 and rapid advancement in digitalization and changing mindset of people, as well as a series of natural disasters and heightened geopolitical risks. There is a possibility that the so-called once-in-a-century major industrial revolution may accelerate at a pace that goes beyond our prediction. I witnessed the evolution of an international economic order and a substantial shift in industry while working as a government administrative official mainly at the Ministry of Economy, Trade and Industry. From a broad perspective, I would like to raise various issues Murata should address in order for it to be able to continuously increase its corporate value amid a time of major shift. As an Outside Director and Audit and Supervisory Committee Member, I will contribute to Murata's further growth by listening to the voice of employees at work sites as much as possible to deepen my understanding of the company's real situations and putting my past experience and knowledge gained in public administration to good use.

Naoko Munakata Outside Director and Audit and Supervisory Committee Member (newly appointed)

Adviser, Dai-ichi Life Research Institute Inc.
Outside Director and Audit and Supervisory Committee Member of Murata since June 2020
Length of service: -