

Communication with stakeholders

Companies cannot operate without social trust. At Murata, we believe that it is necessary to sincerely listen to the voices of stakeholders such as customers, employees, shareholders, investors, suppliers and members of the local community, and

to respond to their requests. We also aim to co-create new value with stakeholders through close communication with them, thereby practicing the Murata Philosophy and realizing sustainable growth.

	Relationship with stakeholders	Means of communication	Department(s) in charge
<b>Customers</b>	At Murata, the values of "CS and ES"* are regarded as key values in our management. In order to realize them, Murata strives to understand customer needs through technology exchange meetings, etc. at an early stage of planning, development and designing phase of new products. By resolving customers' issues and responding to their needs through such activities, Murata endeavors to build long-term trusting relationships with customers.	<ul style="list-style-type: none"> <li>• Daily business activities</li> <li>• Product exhibition and online seminar</li> <li>• Website</li> </ul>	<p>Sales department</p> <p>Other departments in each business division</p>
<b>Employees</b>	At Murata, the values of "CS and ES"* are regarded as key values in our management. Murata aims to be a company where each and every employee achieves satisfaction and continues to grow through the performance of their work duties. To foster such company culture, we are committed to improving the work environment and take various measures. (▶P.59 Murata's human capital - Strengthening human resources base and organizational capabilities -) (▶P.73 Secure and safe workplace and health management) (▶P.75 Respect for human rights and diversity)	<ul style="list-style-type: none"> <li>• Policy briefing session by the president</li> <li>• Employee survey</li> <li>• Employee training (job grade-specific training programs/philosophy education, etc.)</li> <li>• Discussion with executives</li> <li>• Internal portal site/newsletters</li> <li>• Whistle-blowing system and consultation hotlines</li> </ul>	<p>Personnel department</p> <p>Sustainability department</p> <p>Corporate communications department</p> <p>Legal affairs department</p>
<b>Shareholders and investors</b>	Murata strives for timely, accurate and fair disclosure of information to shareholders and investors. Murata is also engaged in constructive dialogue with shareholders and investors with the aim of achieving sustainable growth and increasing the corporate value.	<ul style="list-style-type: none"> <li>• Briefing session for securities analysts and investors (Information meetings, earnings release conference)</li> <li>• Meetings with securities analysts and investors in Japan and overseas</li> <li>• General meeting of shareholders</li> <li>• Company website (IR)</li> </ul>	<p>IR department</p> <p>General affairs department</p>
<b>Suppliers</b>	At Murata, we consider it important to build mutually trusting relationships with suppliers that enables us to thrive and prosper together. We work with suppliers to improve our unique technologies and management technologies, and build trusting relationships by treating them sincerely, with impartiality and fairness, while complying with laws and regulations and abiding by social ethics. We also conduct business activities with an emphasis on human rights and the environment. (▶P.81 Supply chain management)	<ul style="list-style-type: none"> <li>• Interaction with suppliers in daily procurement practice</li> <li>• Website exclusively for suppliers</li> <li>• Hotline for suppliers</li> <li>• Briefings for suppliers</li> <li>• On-site audit for suppliers</li> <li>• Questionnaire for suppliers</li> <li>• Initiatives with suppliers to improve quality</li> </ul>	<p>Procurement department</p> <p>Quality control department</p> <p>Manufacturing department</p>
<b>Members of local communities</b>	Murata aims to become a "presence in local communities that is a source of pride and joy to those communities". In order to achieve this, Murata has made efforts to build trusting relationships with the people of the region while gaining their understanding toward Murata's business and initiatives by continuously engaging in activities that lead to solutions to the problems of the region in which we conduct business. (▶P.77 Coexistence with local communities)	<ul style="list-style-type: none"> <li>• Discussion and information exchange meeting with the local government, local communities, residents, and NPO in areas where our factories or offices are located</li> <li>• Factory tour</li> <li>• Participation/sponsorship for local events</li> <li>• Volunteer work of employees in the area</li> <li>• Providing visiting class and electronics workshops on science, STEAM, career, etc.</li> </ul>	<p>General affairs department</p>

\*CS and ES: Please see ▶P.29 Murata's management capital and core competencies

Case study

Communication with employees

Improving understanding of autonomous and decentralized organizations to pursue organizational transformation

At Murata, we aim to create an autonomous and decentralized organizational management so that we can continue to practice the Murata Philosophy, provide value, and continue growing even as the environment changes drastically. To achieve this, we thought that a change in each employee's behavior was necessary, and we therefore held a panel discussion with the participation of officers. At the panel, officers shared their own experiences and ideas on how to implement autonomous decentralization in their respective organizations and positions, exchanging views with employees. Employees commented that they felt a renewed appreciation

for the importance of acting toward autonomous decentralization by having their own interpretations and opinions, and they also felt the usefulness of sharing diverse opinions in value creation. We will continue to foster an organizational culture where employees can empathize with organizational reform initiatives and carry them out with a sense of conviction.



Panel discussion on autonomous decentralization

Communications with shareholders/investors

Co-creating value with shareholders and investors through constructive dialogue

Murata conducts various IR activities so that shareholders and investors would deepen their understanding of our management ideology and financial status. We have more than 700 dialogues per year with analysts and institutional investors, with more opportunities to speak directly with not only the IR department, but also management, including the President. We communicate with individual investors through general meetings of shareholders, etc. Valuable opinions obtained through these dialogues are shared by the IR department with Members of the Board of

Directors, Vice Presidents, and related internal departments, and are reflected in the formulation of our management strategy and in efforts to enhance disclosure of financial and ESG-related information. We also provide feedback in our internal IR activities\* and link them to efforts toward value co-creation by all employees.



Information meeting (held in fiscal 2021)

\*Activities to provide employees with an opportunity to review their own company's issues by providing feedback from institutional investors, etc.

Communications with members of local communities

Realizing a sustainable society with the members of local communities

At Murata, we value communication with the members of local community and carry out various activities to realize a sustainable society. At Izumo Murata Manufacturing Co., Ltd. (Shimane Prefecture), in addition to visiting a local elementary school to give classes about the SDGs, we also worked with the same school on other activities, including jointly creating a map of the future that presented the wishes of children for a sustainable and better world and our employees' resolutions for achieving the SDGs, and a food loss reduction challenge in which students competed with each

other on their lunch completion rates. In this way, Murata is not only working to solve social issues as a company, but is also creating opportunities for each and every employee to enjoy working with the members of local community to confront familiar issues, think about what contributions they can make, and take action.



Co-creating a map of the future