

## Message from Outside Directors



Outside Director of Hitachi, Ltd.  
Director (Independent) of HOYA CORPORATION  
Board Member of the Company since June 2008  
Board Member and Audit and Supervisory Committee Member of the Company since June 2016  
Board Member of the Company since June 2018  
**Term of office: 10 years**  
<Attendance at meetings of the Board of Directors in FY2017>  
10 out of 10 meetings  
<Attendance at meetings of the Audit and Supervisory Committee in FY2017>  
11 out of 11 meetings

### Supervise the planning and execution of management strategies to become a genuine global leader

Outside Director Hiroaki Yoshihara

In a continually changing business environment, including one with uncertain geopolitical risks, complicated international relations, and intensifying competition in technology development, Murata is growing in the global market as an “Innovator in Electronics that contributes to the advancement of society by creating innovative products and solutions.” In seeking to be the world’s top supplier of components as a genuine global leader, it is increasingly important to focus on allocation of resources to priority markets where

Murata has strong core competence, appropriate business portfolio management designed for competitive advantage, maximizing synergistic effects from proactive M&A business integration, and development and utilization of diverse and global human resources. In order to continuously improve corporate value in response to stakeholders’ mandates, I will supervise the speedy planning and execution of management strategies by the Executive Directors, from an independent perspective as one of the Outside Directors.



Outside Director of Bando Chemical Industries, Ltd.  
Board Member of the Company since June 2015  
**Term of office: 3 years**  
<Attendance at meetings of the Board of Directors in FY2017>  
9 out of 10 meetings

### Support the rapid growth of business and advise on initiatives for the automotive market

Outside Director Takashi Shigematsu

The automotive market, which is highly expected to expand in the future as a result of advancing use of electronics, is one of Murata’s key areas. I would like not only to review management policy and execution from the viewpoint of the stakeholder, but also to provide advice by drawing upon my experience and insight both in technology development at an automobile manufacturer and in management at an automotive electronics manufacturer, hoping to

contribute to success especially in the automotive market by establishing targets and priorities.  
Murata is now expanding rapidly. In an expansionary phase, it is critical to work harder to maintain and improve the level of management in various aspects, including compliance, manufacturing operations, and quality management. I will keep my eye on these points from the standpoint of an Outside Director.



Part-time Director of Osaka Shinkin Bank  
Board Member and Audit and Supervisory Committee Member of the Company since June 2016  
**Term of office: 2 years**  
<Attendance at meetings of the Board of Directors in FY2017>  
10 out of 10 meetings  
<Attendance at meetings of the Audit and Supervisory Committee in FY2017>  
11 out of 11 meetings

### Supervise from a wide viewpoint with emphasis on compliance

Outside Director and Audit and Supervisory Committee Member Hiroshi Ueno

With an outstanding corporate culture where the spirit of Murata Philosophy is permeated, Murata has a good working environment where the entire company works together to find solutions for any issue. I believe that the opinions and advice of Outside Directors have been accepted with serious consideration, and have contributed to the setting of priorities in management and increased speed. From an objective and neutral standpoint, I will continue to express opinions actively on any problem in relation to business content, management policy, and the approach of executives. In my view, one of the management issues associated with the recent rapid growth is

relating to personnel, which includes strengthening the hiring and development of persons who will lead the next generation, and the reallocation of personnel into new fields. I will be sure to raise such medium- and long-term issues as well.

In addition, compliance is always a top priority matter, and I will audit appropriately as an Audit and Supervisory Committee Member in cooperation with the Internal Audit Department.

I will also work for sustainable growth through supervision that utilizes my experience and insight in government administration of fields such as tax and finance, as well as compliance with the Antimonopoly Act.



Chairman and Senior Managing Director of Protiviti LLC  
Chairman of Japan Internal Control Research Association  
Outside Audit & Supervisory Board Member of Sojitz Corporation  
Board Member and Audit and Supervisory Committee Member of the Company since June 2018

### Strengthen risk management in view of social circumstances and the business environment

Outside Director and Audit and Supervisory Committee Member Hyo Kambayashi

I have been engaged in affairs concerning financial auditing as a certified public accountant, and then in consulting services related to management for sustainable growth. I was involved in many domestic and foreign companies as well as government organizations, paying attention to signs or weakness in structure which can be threats to a company’s survival and seeking the best balance of defense and offense.

With the emergence of new technology, the global situation is changing more rapidly than ever before, and ini-

tiatives toward environment and society, such as ESG and SDGs, are being promoted and enhanced globally. I will continue to supervise how, in such a business environment, Murata identifies opportunities and threats, and distinguishes between risks to be taken and to be avoided, as well as whether Murata has the comprehensive management capability of taking risks, and methods for evolution.

Through actively providing opinions based on my insight, I will make every effort to contribute to the creation of value.



Managing Director of Russell Reynolds Associates Japan Inc.  
Outside Director of SHOWA SHELL SEKIYU K.K.  
Board Member and Audit and Supervisory Committee Member of the Company since June 2018

### Enhancing the effectiveness of corporate governance

Outside Director and Audit and Supervisory Committee Member Yuko Yasuda

I understand I was appointed Outside Director because of my experience in evaluation and development of management personnel and in corporate governance.

Although I have attended meetings of the Board of Directors only a few times since my appointment in June 2018, I have the impression that the Board of Directors is creating an open atmosphere with both Inside and Outside Directors expressing their opin-

ions frankly. As a Board Member, Audit and Supervisory Committee Member, and Remuneration Advisory Committee Member, I would like to utilize my experience to enhance the effectiveness of corporate governance for continuous growth.

In addition, as Murata already has many talented female and foreign workers playing great roles, I would also like to contribute to the promotion of diversity.