IR Day 2025

Murata Manufacturing Co., Ltd.

Key Messages

- As Vision2030 becomes a reality, we are capturing the accelerated changes driven by AI and enhancing our clarity on not only near-term but also medium-to long-term future perspectives.
- In addition to strengthening the core advantages of Murata's capacitors, our environmental initiatives are creating a "a continuous cycle of social and economic value," contributing to greater customer value and improved profitability.
- By reinforcing and transforming organizational, human, and financial capital—and reallocating resources appropriately—we are steadily building a robust management foundation to thrive in the expanding electronics market.

IR Day 2025 — Overall Structure

01 — Review of Medium-Term Direction

02 — Vision for 2030 and Capturing Business Opportunities

03 — Core Strengths of the Capacitor Business and Environmental Initiatives

04 — Capital Strategy for Sustainable Value Creation

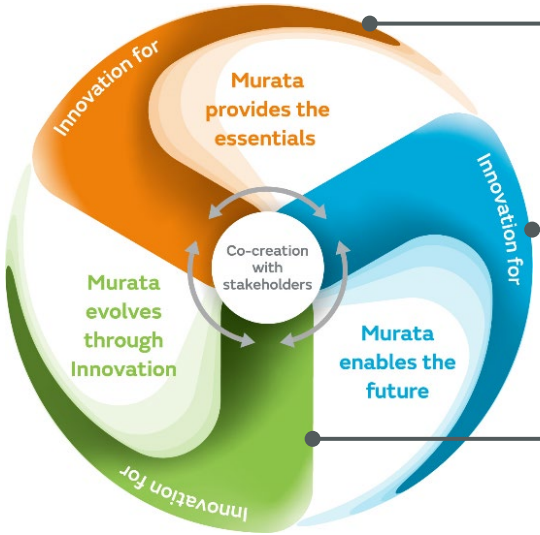
01

Review of Medium-Term Direction

Vision2030

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

Vision2030 & 2027

Medium-Term Direction 2027

Three years of increased clarity toward Vision 2030

Basic Policy

1. **Dramatic growth in electronics driven by AI**
2. **Practicing sustainable operations**
3. **Strengthening people and organizations, which are the core of management capital**

Key Environmental Considerations

<Macro Environment>

- Growing presence in emerging regions
- Increasing complexity of geopolitical risks
- Incorporating sustainability awareness into economic activities
- Social transformation through digitalization

<Industry/Company>

- –Qualitative Change– AI will lead to innovation in electronics
- –Quantitative Change– Commoditization and expansion of the electronics field
- Growing importance of capital efficiency improvements

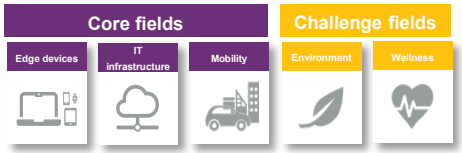
Vision2030

A growth strategy

Deepen core businesses and promote evolution of business models

1. Standard product business (EI)
2. Application-specific components business (ASC)
3. Creation of new business models

Business opportunities

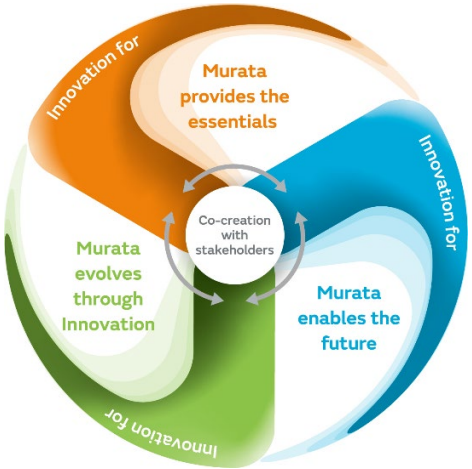


Execute four management transformations

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

Innovator in Electronics

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



Global No.1 Component & Module Supplier

Murata will be the best choice for customers and society

Progress of Medium-Term Direction 2027

		FY2024	FY2025		FY2027
		Results	Projections(October)	Y on Y change	Targets
Economic value	Revenue	1,743.4 billion JPY	1,740.0 billion JPY	▲0.2%	2,000.0 billion JPY or higher
	Operating profit ratio	16.0%	16.1%	+0.1pt	18% or higher
	ROIC (post-tax basis) *1	10.0%	9.7%	▲0.3pt	12% or higher

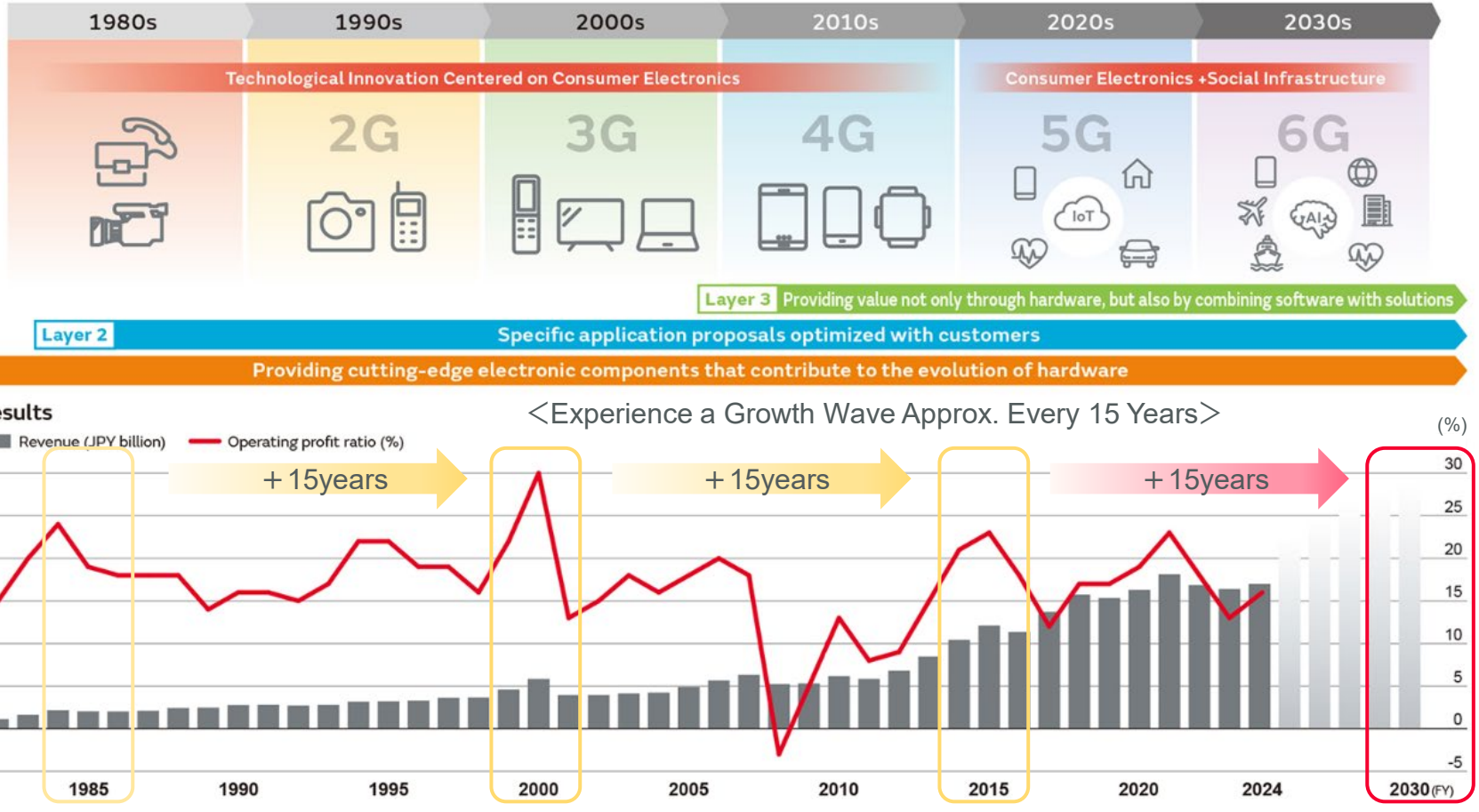
Social value / Enviroment	Amount of GHG*2 emissions (vs. FY2019)	FY2024 results	FY2027 targets	FY2030 targets	Long-Term targets
	Scope 1+2	-35%	-39%	-46%	CN*3 (FY2040)
	Scope 3	-24%	Data refinement	-27.5%	CN (FY2050)
		FY2024 results	FY2027 targets	FY2030 targets	Long-Term targets
	Renewable energy implementation rate	39.2%	55%	75%	100% (FY2035)
	Rate of use of sustainable resources*4	Approx. 15%	16%	25%	100% (FY2050)
	Resource recycling rate*5	40.3%	41%	50%	100% (FY2050)
Social value / Diversity / ES		FY2024 results	FY2027 targets	FY2030 targets	
	Number of people with global experience*6	1,113 people accumulated in 3 years	1,500 people accumulated in 3 years	3,000 people accumulated in 6 years	
	Ratio of women in managerial positions*7	4%	7%	10%	
	Positive employee engagement response rate	67%	71% or higher	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

02

Vision for 2030 and Capturing Business Opportunities

A Wave of Innovator in Electronics

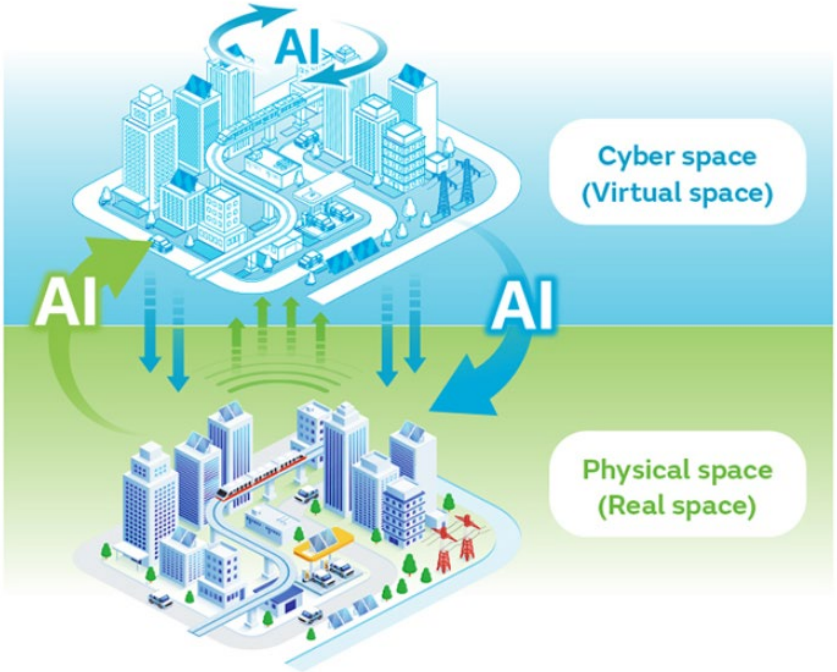


Environmental Changes Accelerated by AI

Accelerating environmental changes in the environment surrounding electronic components driven by **AI**, with market opportunities expanding at an accelerating pace

Product Performance Improvement

Acceleration of Development and Innovation



Digital twins

Expansion into New Fields and Applications

Improvement of production capacity

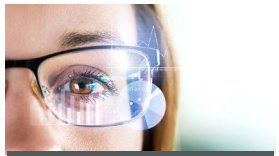
Business Opportunities from Core Fields Driven by AI Evolution

AI Evolution

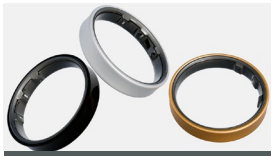
LLM (Large Language Models) → AI Agents → AGI (Artificial General Intelligence) → ASI (Artificial Superintelligence)

Business Opportunities and Essential Technologies

Edge Devices



Smart Glasses

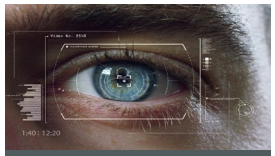


Smart Rings

Miniaturized Package, Low-Power Communication, Haptics

6G

High-Speed, Large-Capacity, Low-Latency Communication



Bioelectronics

Implantable

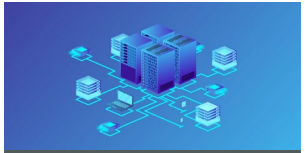
IT Infrastructure

AI Data Centers

Vertical Power Delivery, Semiconductor Package

Optica Communication

Photoelectric Conversion and Optoelectronic Integration Semiconductor Package



Distributed Computing

Power Control, Synchronization, and Distributed Processing

Humanoids

Harness-less Wireless Communication, Sensor Fusion, Actuation

Space

Quantum Communication, Time Synchronization

Mobility

AD/ADAS

Drones

High-Accuracy Sensing, High-Accuracy Navigation

Industrial Robots

The Value Murata Continues to Deliver

Miniaturization, Large Capacity,High Efficiency, High Density,High Reliability,Thermal Management

Edge Devices — Signs of Future Transformation

AI／ Interface Diversification

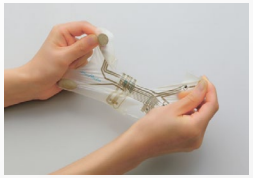
Smartphone / Touch Input

PC / Keyboard Input

Toward More Natural and Intuitive Interfaces Reflecting Human Senses and Intentions

Biometric Sensing

Worker Safety Monitoring Systems



Stretchable Circuit Boards

Moni-Patch Core body Temperature sensor system

mask voice clip

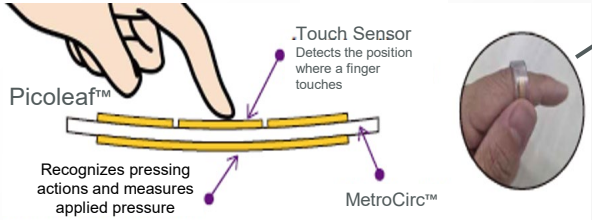
Toward More Natural and Intuitive Interfaces Reflecting Human Senses and Intentions

Next-Generation Interface Technologies Expanding the Scope of AI and Digital Applications

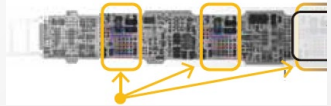
Odor Sensor

High-Precision Voice Input Even in Noisy Environments

Picoleaf™ · MetroCirc™Application of Devices



Increased Implementation Density and Area Through Multi-Layer Wiring with Via Placement on



Additional Circuitry for Extended Functionality
Increased Implementation Density and Area Through Multi-Layer Wiring with Via Placement on Spherical and Curved Surfaces

Edge Device (High-Speed, Large-Capacity, Low-Latency Communication, Massive Connectivity)

Adaptation to High-Speed, Large-Capacity, Low-Latency Communication, Massive Connectivity

Demand Opportunities

Market Technology Trends

- Acquiring and digitizing various types of information
- Advancing capabilities for high-speed communication through enhanced processing and transmission
- Fields Requiring Low Latency and Massive Connectivity/Integration with various interfaces

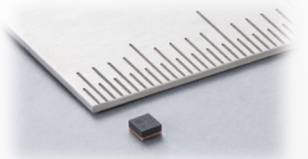
Business Opportunities

- Growing demand for miniaturized, high-performance components and modules
- Increasing need for high-performance RF filters with expanded bandwidth
- Rising technical requirements for low power consumption and greater efficiency

XBAR

「XBAR Shipments to Begin in FY2025」

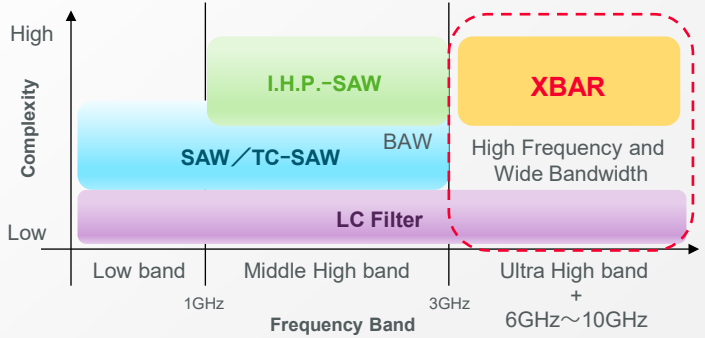
- Achieves low insertion loss, high signal attenuation, and wide bandwidth for frequency bands above 3 GHz
- Leveraging SAW filter technology, delivers high quality while maintaining cost competitiveness



RESONANT™ A Murata Company

＜Filters and Corresponding Frequency Bands＞

- The average annual growth rate of high-frequency bands above 3 GHz is projected to be 17% through 2028.
- XBAR demonstrates a competitive advantage in challenging high-frequency and wide-bandwidth applications.



IT Infrastructure (AI Server)

Increasing Demand for Capacitors in AI Servers

Trends in AI Servers

・Processing capabilities of AI servers continue to increase
⇒**Leading to a rise in the number of AI accelerators**

・AI servers consume a large amount of power instantaneously.
To maintain stable operation, it is necessary to temporarily store this required power, **resulting in an increase in the number of capacitors within AI accelerators.**

The total number of capacitors installed in AI servers is on the rise.

■ Review of the Number of Installed Capacitors

＜Average Number＞

Medium-Term Direction 2027	AI Servers ※Baseboard	10,000 ～ 20,000
Review	AI Servers ※Baseboard	**15,000 ～ 25,000**

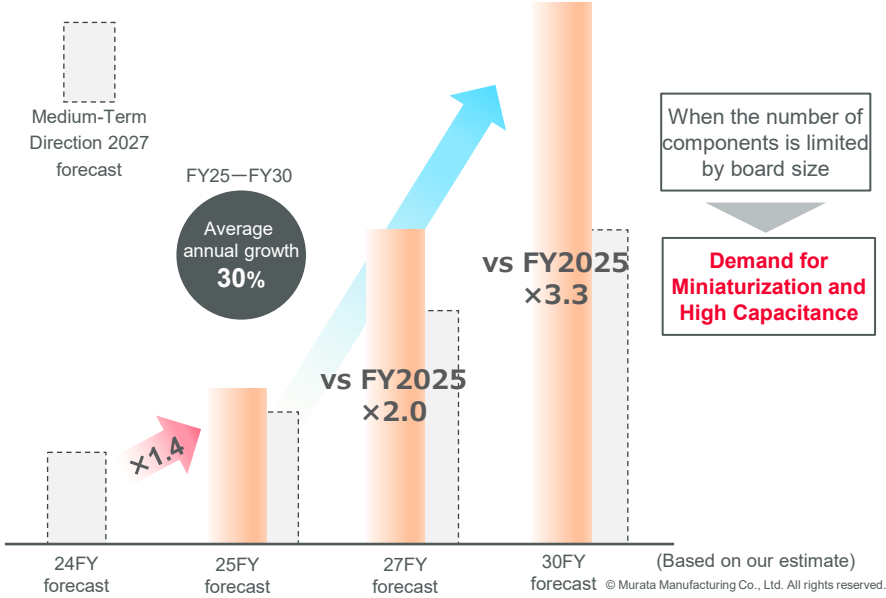
Key Changes Since the Announcement of Medium-Term Direction 2027

＜Key Changes＞

・AI server total unit forecast：**No change**

・Number of installed capacitors：**Increase**

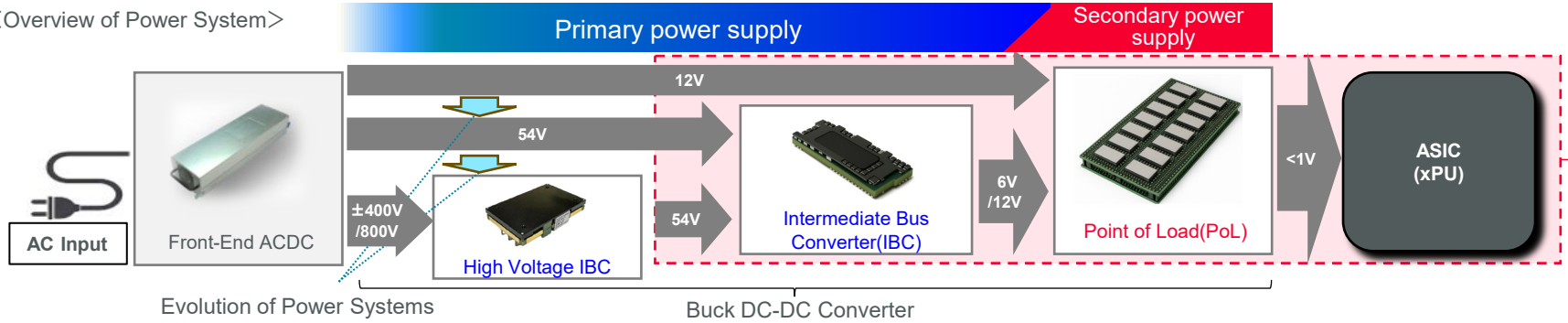
■ Estimated number of capacitors demand for servers



IT Infrastructure （Power module）

Increasing Demand for Power Supplies for AI Servers

<Overview of Power System>



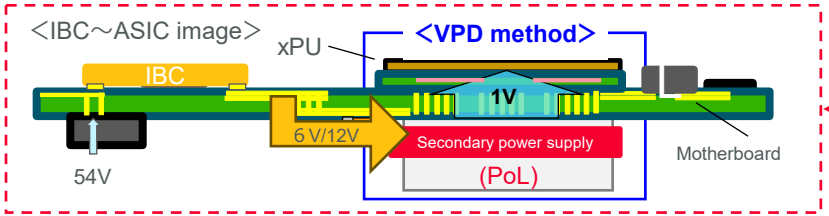
Power System Trends

- As server power consumption increases, higher front-end DC voltage is being adopted to reduce overall power loss in power systems (Evolution of power systems: 12V → 54V → ±400V/+800V).
- Due to the larger step-down ratio, multiple DC-DC converters are required, creating demand for new DC-DC power modules.

Murata is supporting the growth of AI servers by providing a diverse range of power solutions.We are currently working toward achieving sales in “Secondary power supply” in FY2026.

Advancement of Vertical Power Supply Method

- Power supply to next-generation processors (xPU) is increasingly adopting the Vertical Power Delivery (VPD) method.
- The VPD method significantly shortens the power supply distance to next-generation processors (xPU), reducing voltage drop and wiring losses, enabling higher efficiency and more stable performance.

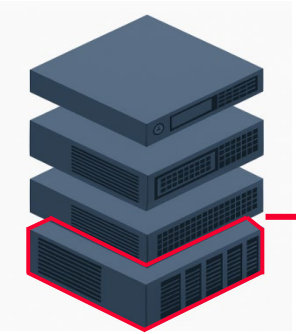


IT Infrastructure （Battery、iPaS™）

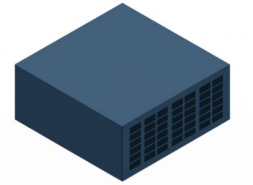
Other Trends for AI Servers

Battery trend

server rack



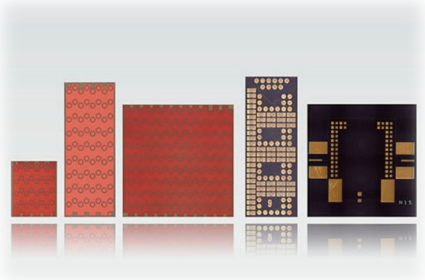
BBU
(Battery Buckup Unit)



Shift from UPS-backed power for entire server systems to installing Battery Backup Units (BBUs) for each rack

Toward the Realization of New Business

Capacitors/Inductors embedded substrates (iPaS™)



■ Market need

Item	Market need
High output	Due to enormous power consumption, batteries with high output per unit volume are required
High safety	Frequent data center fires have increased demand for high-safety LFP (Lithium Iron Phosphate) batteries.
Long life	Stable output and runtime even after 5–10 years of storage.

■ Required Products

Tab	Material	Capacity	Market need		
			High output	High safety	Long life
Yes	NCM	Large	×	×	×
	LFP	Small	×	○	○
No	NCM	Large	○	×	×
	LFP	Small	○	○	○

- By embedding surface-mounted devices that typically require a large footprint, we help customers achieve space efficiency, improved energy efficiency, and expanded functionality.
- iPaS™ can handle large currents of tens of amperes or more, enabling Vertical Power Supply designs for power delivery lines and high-performance semiconductor packages.

Mobility（Market trend）

SDV(Software Defined Vehicle) / OTA(Over the Air Update)

＜SDV・OTA＞

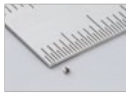
- Vehicles capable of controlling and updating their functions and performance through software are increasing in number. Software updates are delivered via wireless (OTA) communication.
- Vehicle ECUs are designed for long-term operation, anticipating future function additions, updates, and information security requirements. This drives growing demand for high-quality, high-performance components at the manufacturing stage..

The number of vehicles equipped with ADAS Level 2+ is expected to accelerate toward FY2027, with an estimated increase of Approx. 2.8 times.

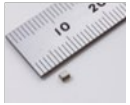
(Based on our estimate)

Product Information for Mobility

Murata SCH1633-D01 Sets a New Standard for Automotive 6DoF Sensor | Product & Event News | Murata Manufacturing Co., Ltd.



New Murata Automotive-Compliant Chip Ferrite Beads Deliver Wide Band Noise Suppression of High-Frequency (5.9GHz) C-V2X | Product & Event News | Murata Manufacturing Co., Ltd.



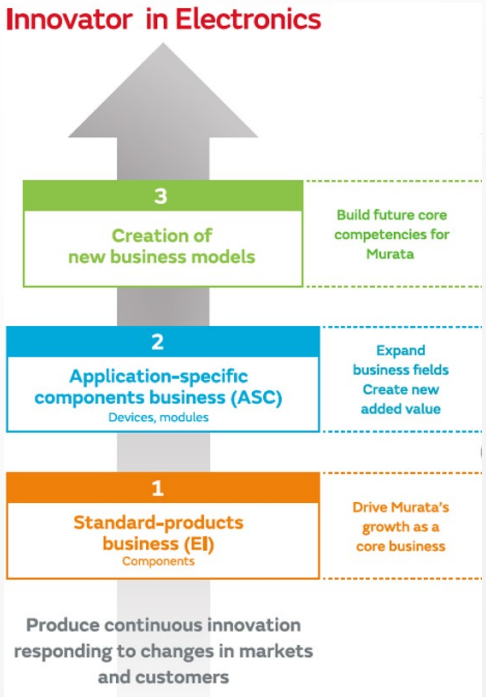
Murata HCR redefines Automotive Timing Devices with the total frequency tolerance of ±40ppm under -40°C to +125°C operation | Product & Event News | Murata Manufacturing Co., Ltd.

Progress on Medium-Term Challenge

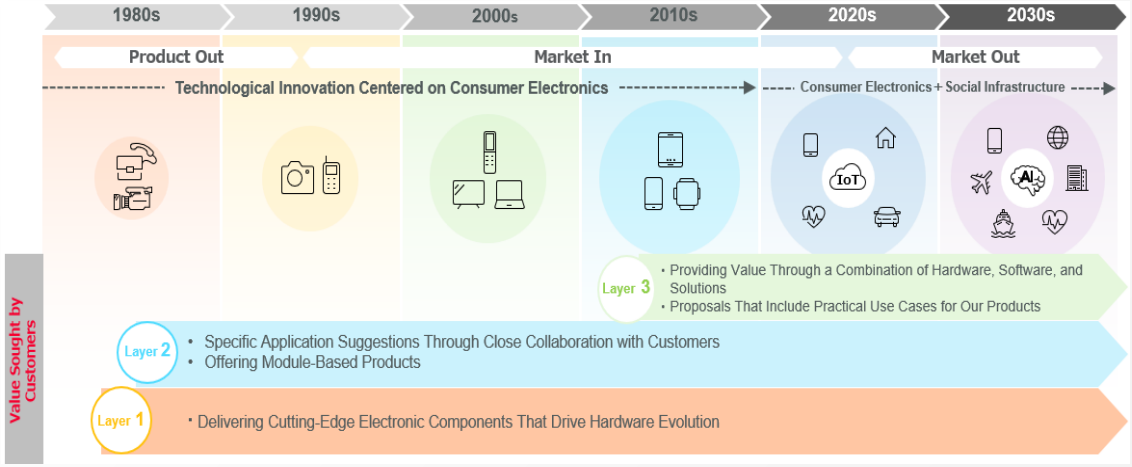
Challenge 1 ▶	Pursue differentiated technologies in high-frequency areas and growing market share	・Progress for High frequency devices ・Start of Mass Production and Shipment of XBAR (Q1 FY2025)
Challenge 2 ▶	Consistent revenue contribution from the battery business and delivering value in the ESS market	・Battery Business Achieves Profitability (Full-Year Profitability Expected) ・Further Business Expansion in Power Tools, Server, and ESS Markets
Challenge 3 ▶	Acquiring demand for AI server power supplies	・Progress for Secondary Power supplies

The Intention Behind Our Three-Layer Portfolio Strategy

Overview of Our Business Model



The Rationale Behind Our Three-Layer Portfolio Strategy



Transforming Our Business Model to Align with Evolving Customer Needs and Technological Innovation

Creating the Future of Electronics through Co-Creation

Fact Sheet on U.S.- Japan Trade Agreement

- Supplying advanced electronic components and strengthening the U.S. supply chain (up to $15 billion)
- Contributing by supplying our electronic components
- Supporting advancements in science and technology to foster long-term growth

Participation in KyoHA (Kyoto Humanoid Association)

KyoHA
Kyoto Humanoid Association

- In Kyoto, the city renowned for its manufacturing, we established “KyoHA” as a new framework for industrial collaboration that brings together Japan’s technological capabilities.
- Contributing to comprehensive initiatives in the hardware sector to realize highly practical humanoids.

Exploring New Possibilities in Ceramics

- Entered into a joint development agreement with QuantumScape for ceramic separators in solid-state batteries.
- We contribute to the mass production of solid-state batteries by applying our proprietary technologies for ceramic material mixing, sheet forming, and firing.

Co-Creation with Innovative Startups via CVC*

WONDERSTONE Ventures

【Investment Areas】

- Next-Generation Communication /6G,Environment,Bioelectronics, Robotics,Space,Optics &Semiconductors

【Investment Portfolio】

HaiLa SKYDRIVE Augmental
XONA LIGHTSYNQ swave
AXOFT IXANA PRIVATEER

※Corporate Venture Capital

Environmental Initiatives

Climate Change Measures:
Towards a society that uses clean energy with no GHG emissions

Resource Circulation:
Towards a circular society with minimal waste and low environmental impact

muRata

Showcasing to social implementation

Local communities

Suppliers

Contributing to society and creating business opportunities

In our activities as a manufacturing company, we take a proactive approach to developing solutions for environmental challenges. Measures that we implement internally and verify for effectiveness also deliver value to our customers.

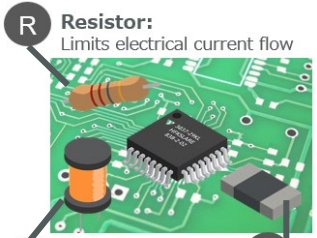
We will continue our efforts toward environmental initiatives moving forward.

03

Core Strengths of the Capacitor Business And Environmental Initiatives

Function of Capacitors

Functions of Electronic Components



Role of Capacitors

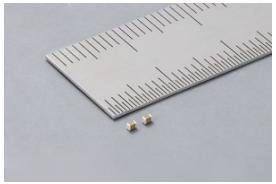
- Essential component in electronic devices that supports stable circuit operation.
- Temporarily stores and releases electrical energy; filters signals by frequency.
- Used in all kinds of electronics.
- Selectable by application.

Integrated into a wide range of electronic devices

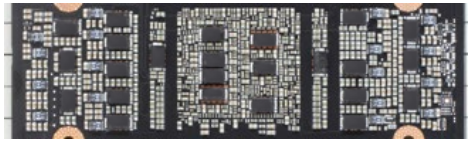
- Smartphones
- Wearables
- Mobility
- IT Infrastructure
- AI Data Centers
  →Mounted on more sophisticated devices
  →Mounting quantity shows an upward trend.

Increasing need for capacitors going forward

Efficient component layout is required for AI data center circuit boards
→Rising need for high-reliability designs supporting miniaturization, high capacity, and heat-resistant operation.



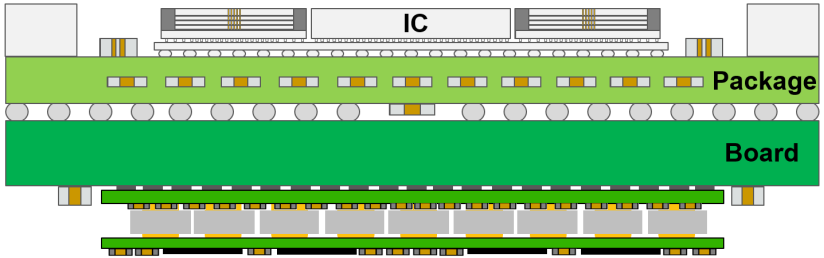
World's first mass production of a 47 µF MLCC in the 1005M size



Rear side of the AI data center circuit boards (partial view)

Substrate embedded capacitor

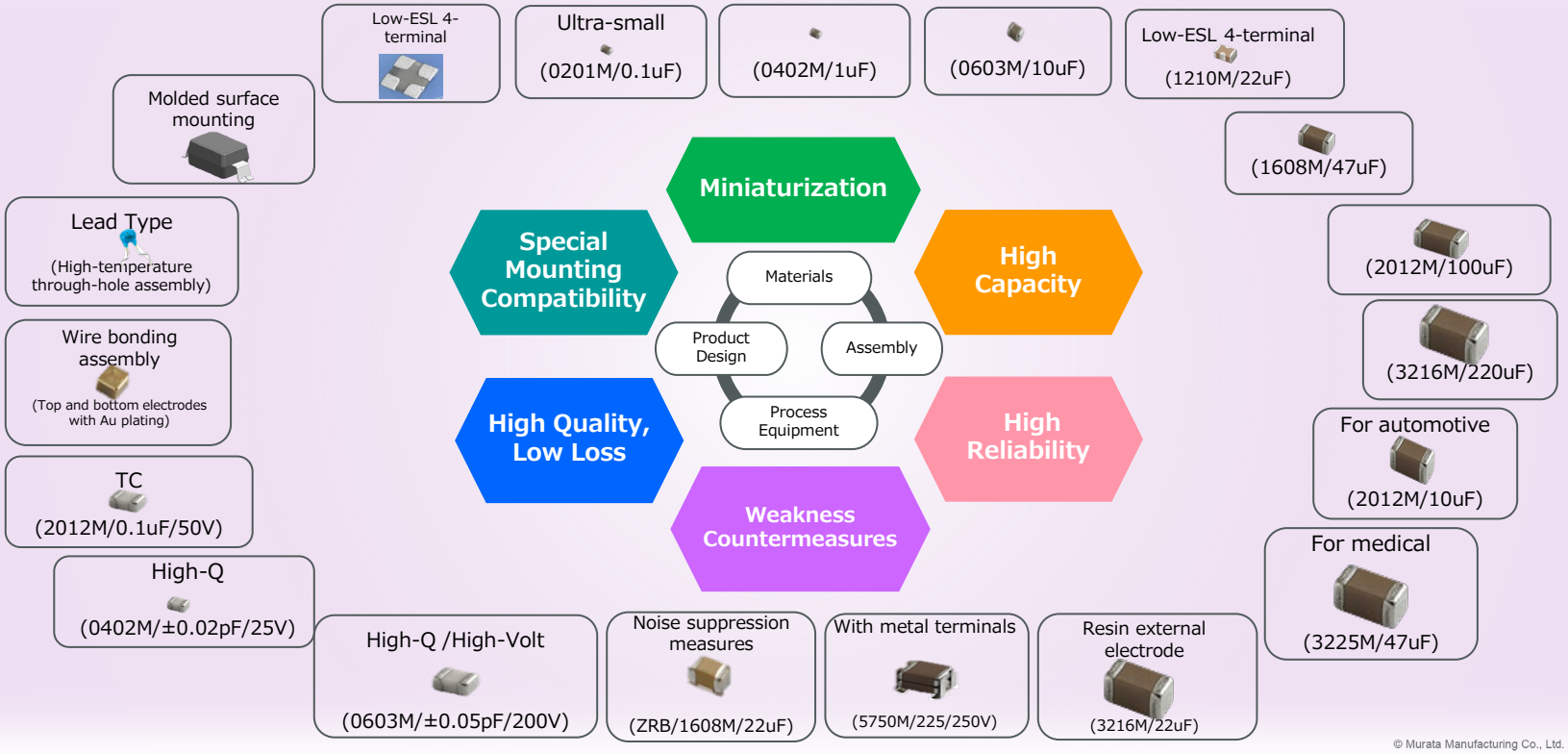
A design that enables shortest-distance wiring to minimize power loss in high-performance semiconductors is needed.



Cross section of substrate embedded capacitor

Product lineup

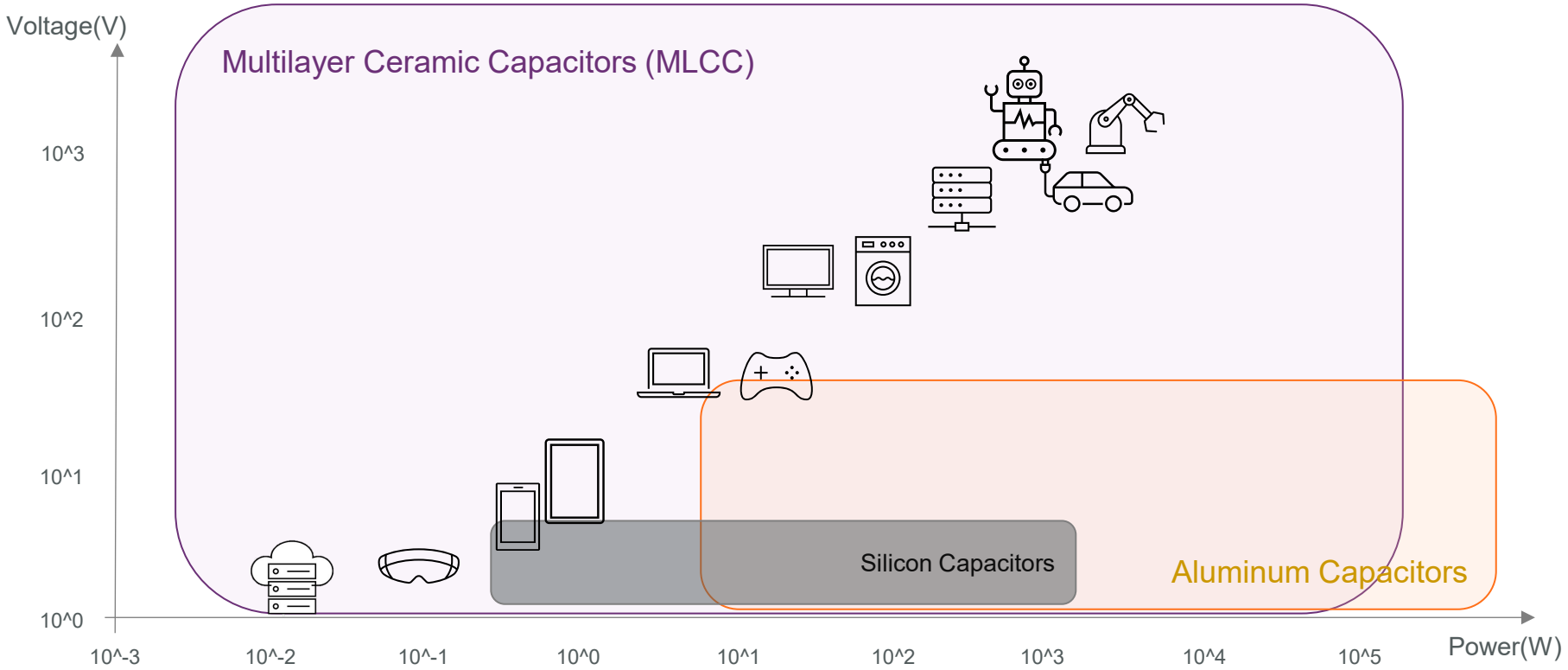
As a leading capacitor manufacturer, we strive to expand our lineup in all directions to meet the diverse needs of our customers.



Market Expansion

We have contributed to the advancement of electronics by capturing market changes through our extensive lineup.

Going forward, we will maintain our all-around strategy while seizing product and business opportunities expected to grow in the future.



Strengths of Vertical Integration

Strengths of Vertical Integration

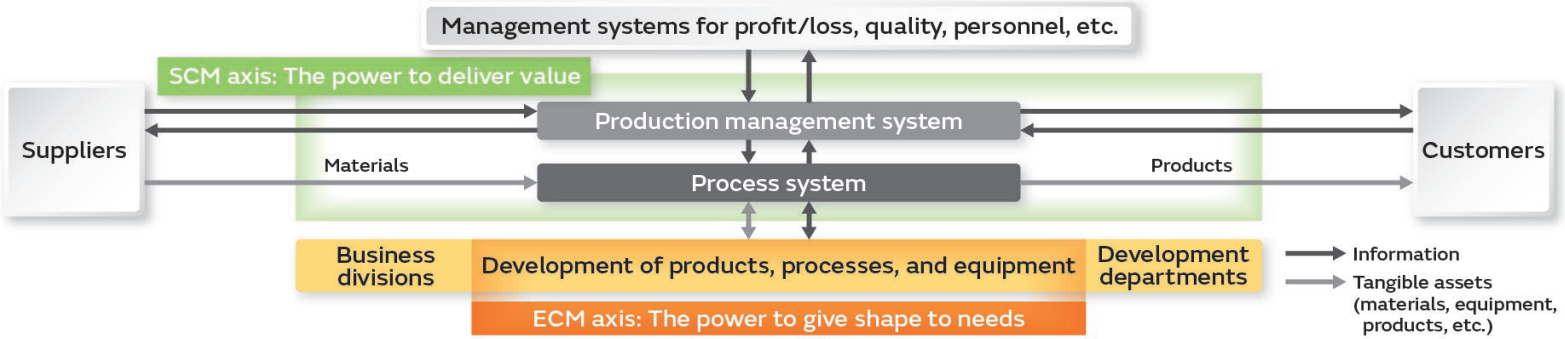
- Competitiveness through black-boxing of core technologies
- Advanced integration from materials to products and equipment
- High quality and stable supply
- PDCA cycle for upstream control, preventive measures, and continuous improvement

Strengths to Further Enhance Going Forward

- A system that connects large and diverse data to deliver uniform products
- Consistent technological capability through integrated development of materials and equipment
- Faster decision-making powered by high-quality data
- Industry-leading environmental initiatives creating a virtuous cycle of economic and social value

Murata's manufacturing expertise

- Leveraging proprietary technologies and advanced management techniques, we align both SCM and ECM axes to achieve technological differentiation and high added value.
- For critical production equipment, we design and manufacture in-house, ensuring quality and cost optimization when introducing new products and production processes.



Deliver value

Meeting Expanding Market Supply Needs Is One of Murata's Missions as the Global No.1 Share Leader

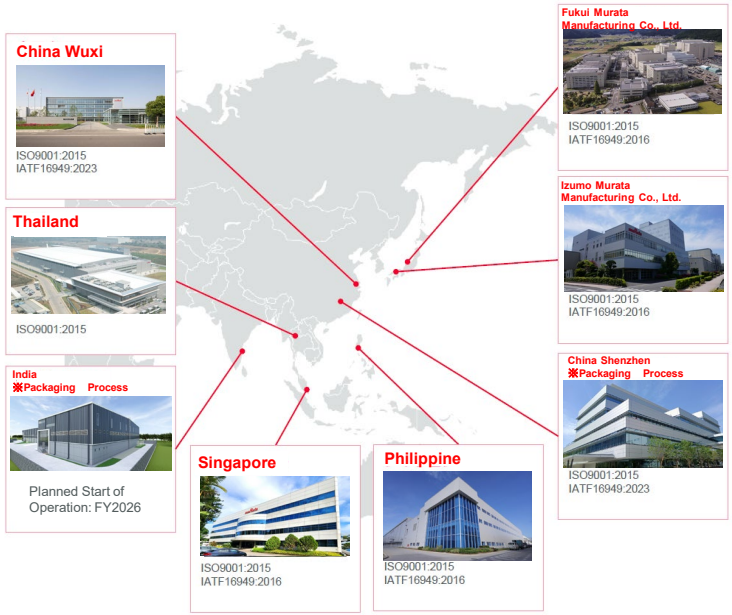
"Made by Murata"

- Ensure stable supply and flexibility to switch production sites in times of emergency
- Diversification through flexible change of supply plants

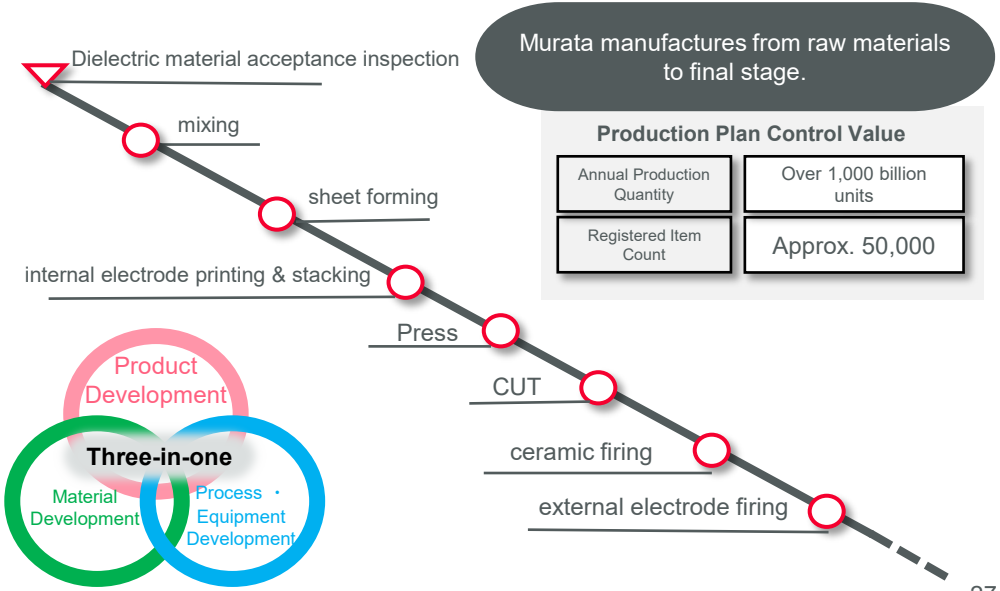
Collaborative manufacturing through close integration

- Managing and aligning vast information across numerous processes and registered items, from raw materials to final stages
- High-cycle management and adjustment of equipment and workforce variations at each process stage

Ceramic Capacitor Manufacturing Locations



Production Process (Example)



Give shape to needs(1) – Product Development –

In markets including servers, higher capacitance is required, and achieving this demands MLCCs with increased effective capacitance.

Challenges

Increase effective capacitance

DC bias characteristics

- A phenomenon where the effective capacitance of a capacitor changes (decreases) when DC voltage is applied, regardless of the voltage level.

Switching frequency

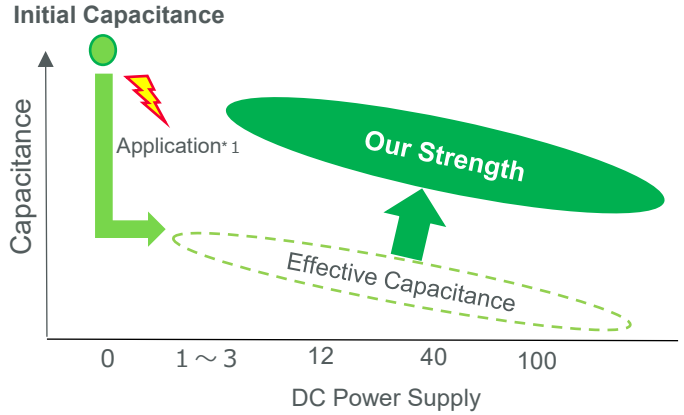
- A characteristic that maintains stable capacitance even during high-frequency operation, where current is switched rapidly in electronic circuits.

Space constraints

- As circuit boards become smaller and the number of mounted components increases, space constraints arise, creating demand for compact, high-capacitance capacitors.

DC bias characteristics

- capacitor stores electrical energy. If its capacitance decreases significantly from the initial design value, it may not store enough energy for the circuit, which could lead to unstable operation or reduced performance.
- Our strength lies in the minimal change in capacitance when voltage is applied

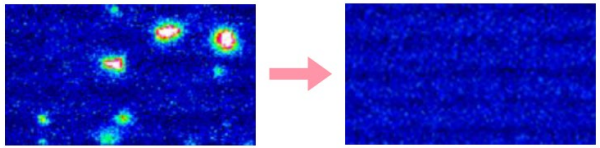


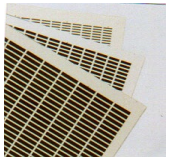
*1：“Application” refers to applying voltage to a capacitor to make it operate.

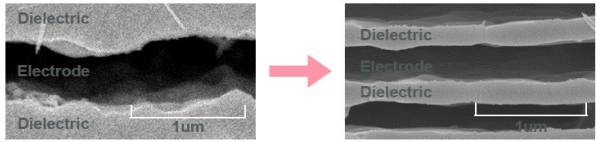
Give shape to needs(2) – Material,Equipment–

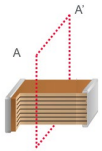
By combining material technology with in-house equipment-based production techniques, we keep core technologies as a black box while delivering highly reliable, competitive products tailored to market needs.

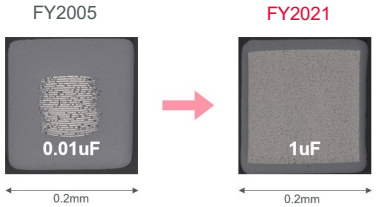
Technical Management Elements	Material Development	Production Technology
Uniformity	Uniform Dispersion	Printing
Flatness	Thinning of Electrodes and Dielectric Layers	Lamination
Particle Control	Fine-Grained Ceramics	Firing

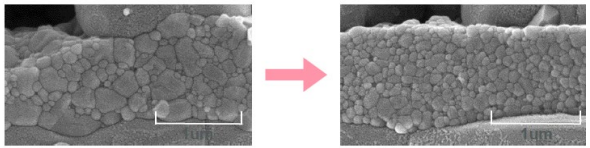












Supply Chain Evolution through DX

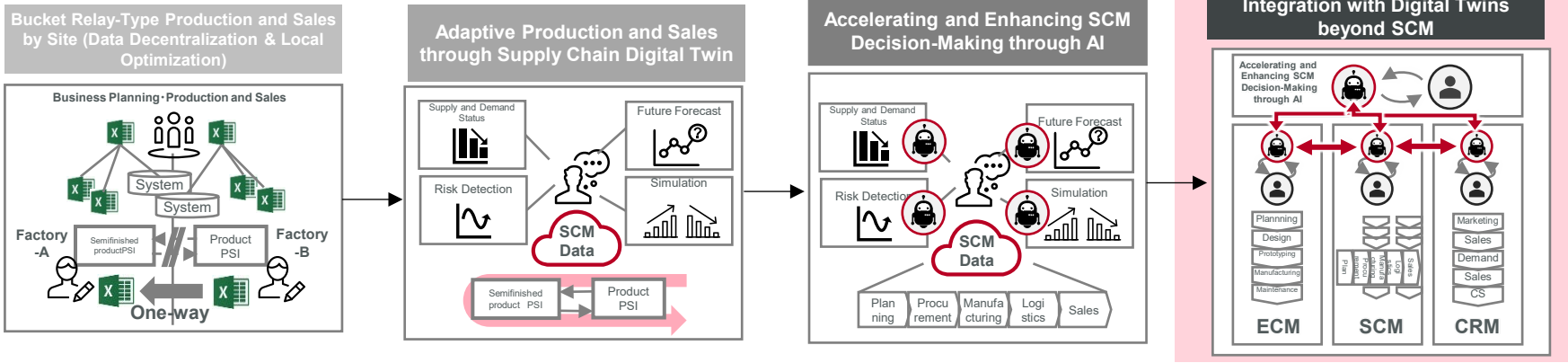
Murata's Unique Strengths
- Black-boxing of Information through Integrated Production
- Extensive Data and Expertise from Diverse Processes and Products
- Ease of Data Collection through In-house Equipment Development

Key Point of DX-driven Evolution
- A system that continuously supplies high-quality, proprietary data
- Risk detection and change-response simulation
- Eliminating reliance on individuals and ad-hoc responses
- Responding to rapid changes by shortening training periods on production lines

Murata's Roadmap for Supply Chain Reform

- We aim to enhance business operations through DX by transforming information previously managed with vast data and experience into higher-quality processes.
- Beyond conventional SCM systems, we strive to accurately capture changing market trends and deliver value quickly and on time.

Target State



Create a Decarbonized Society (1)

We strive to stay ahead of customer needs and contribute to their **Scope 3 reduction efforts** by helping lower carbon emissions.

Standard Taping

Functions of Taping

1 . Improves efficiency in mounting electronic components

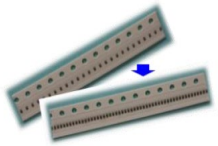
2 . Reduces risk of damage during mounting

Reduce taping material by narrowing the pitch

Narrow pitch

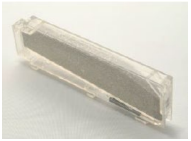
W8P2→W8P1

(1005M)



Establishing Mounting Technology without Taping

Bulk



Social Value Contribution

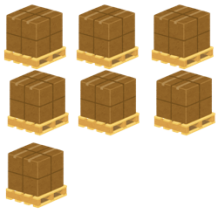
- Reducing material and packaging usage through compact, high-capacitance design
- Lowering energy consumption in manufacturing and transportation through lighter weight and reduced volume

Economic Value Contribution

- Strengthening product competitiveness through environmental compliance
- Reducing energy costs
- Improving production efficiency and optimizing product mix

Example of Carbon Emission Reduction Effect

	Standard Pitch	Narrow Pitch
Size	W8P2	W8P1
pcs/reel	10,000	20,000
reel/box	10	10
Material Volume Required for Shipping 1 Million pcs	Outer box About 1,000box ↓ 7pallet＋About100box	Outer box About500box ↓ 3pallet＋About120box



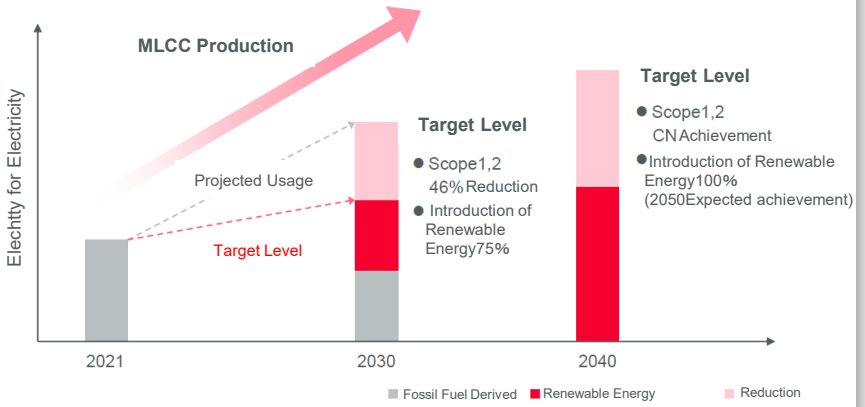
4 pallet Reduction

Create a Decarbonized Society (2)

GHG Emission Reduction Target

- Although the absolute amount of electricity will increase with higher production volumes, we aim to achieve carbon neutrality by utilizing renewable energy and reducing energy costs.

Image of Target values

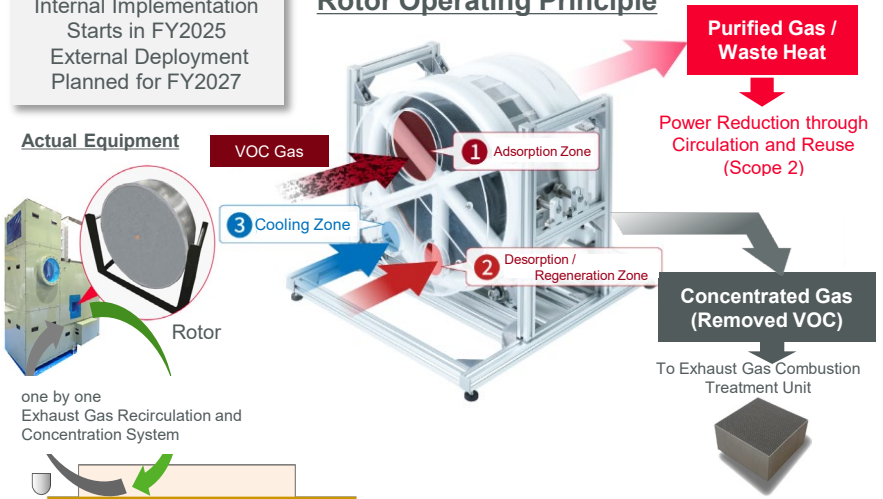


Reduction Initiatives in Factory Exhaust Gas Treatment

- Developed a compact and lightweight exhaust circulation and concentration unit by applying ceramic capacitor technology
- Contributing to Scope 1 reduction by cutting CO_2 emissions from fuel, and to Scope 2 reduction by lowering power consumption for heating through reuse of purified gas and waste heat

Internal Implementation Starts in FY2025
External Deployment Planned for FY2027

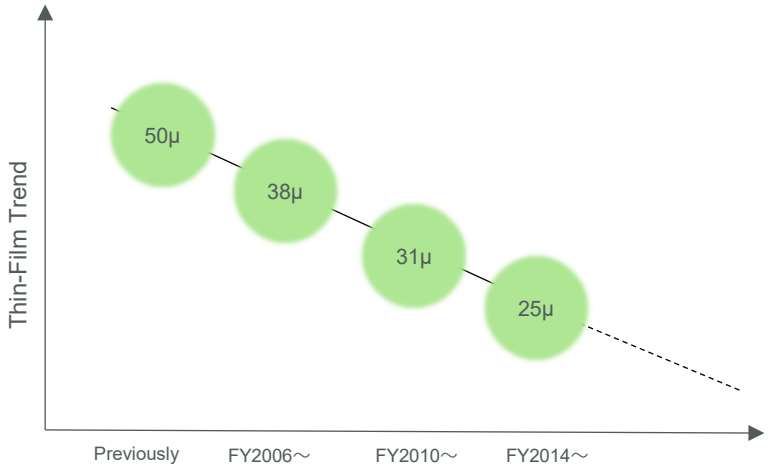
Rotor Operating Principle



Create a Recycling-oriented

Resource Saving of Indirect Materials (PET Film)

- The amount of PET film used in the MLCC manufacturing process increases as layers become thinner and capacitance grows.
- To reduce PET film usage, we have been working to establish technology that enables production with thinner PET films.
- This initiative is expected to deliver both economic and social value

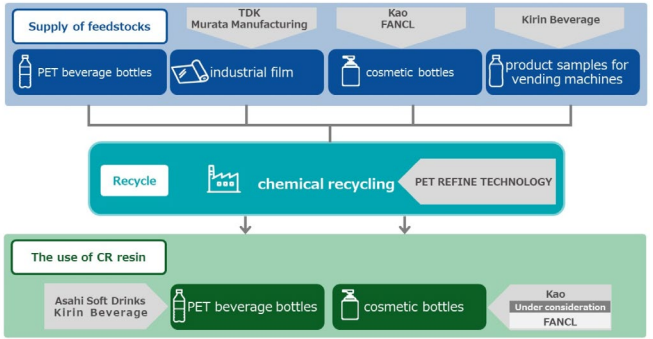


Recycling of PET Film

- In April 2025, nine companies across different industries will collaborate to launch an initiative to recycle industrial PET film used in MLCC product manufacturing.
- Through chemical recycling, non-food-grade PET*1 will be converted into new PET resources such as beverage bottles and cosmetic containers.*2
- This is Japan's first initiative*3 to regenerate non-food PET resin into raw material for beverage bottles.。
- In the future, the goal is to recycle the equivalent of 60 million PET bottles annually.

*1 Abbreviation for Polyethylene Terephthalate (PET)
*2 A recycling method that breaks down PET to the molecular level, removes impurities such as pigments and metals, and regenerates it into recycled PET resin of quality equivalent to petroleum-derived material
*3 According to JEPLAN

Roles of Each Company in This Initiative



04

Capital Strategy for Sustainable Value Creation

Global Vision for Individuals and the Organization toward Achieving Vision 2030

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

Virtuous cycle between individuals and the organization

Role of individuals

Always be an Innovator

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

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**

Key themes

①Dynamic resource allocation

②Developing leaders who can change the future

③Achieving a virtuous cycle between individuals and the organization

Murata's human resource strategy for fostering innovation

Global No. 1 Component & Module Supplier

Strengths we have cultivated

Common values → Inter-organizational collaboration → Accumulative thinking Creating solutions

An organization that demonstrates unity in pursuit of goals

"Innovation"

Coexistence/ Fusion

New elements we want to cultivate

Different values → Diverse/ organic connections → Hypothesis thinking Future-oriented

An organization with diverse individual strengths

①Dynamic resource allocation

KPI

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

Concept

Aim to improve individual competencies through global business experience and to reinforce organizational cooperation through cross-regional interaction

②Developing leaders who can change the future

KPI

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

Concept

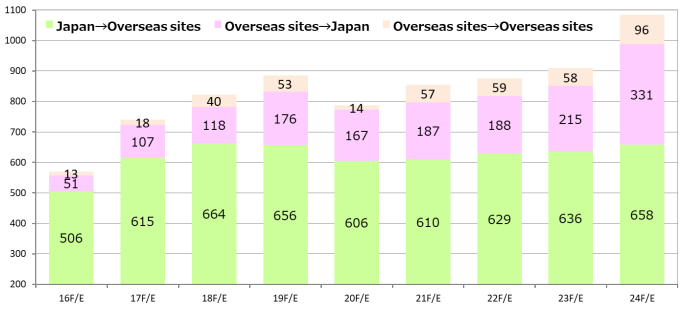
Aim to ensure sustainable organizational management, we regard the continuous development of next-generation business leaders as a key management priority and will strengthen support for their growth

*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

Initiatives under the key themes①

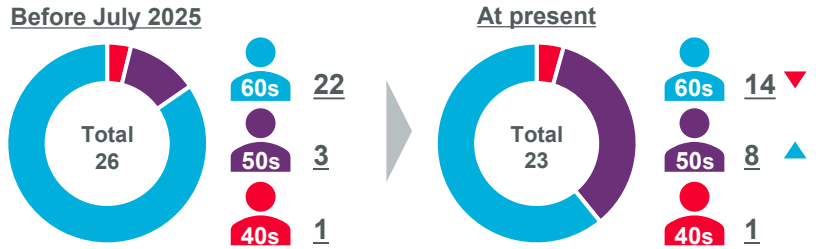
①Dynamic resource allocation

Status of overseas assignments
(including 35 participants in overseas language training and overseas on-the-job training programs)



②Developing leaders who can change the future

Composition ratio of Vice Presidents by age group



■Overseas factory training

☑ Aim to foster diverse perspectives and promote collaboration across divisions and locations by providing opportunities for employees to gain work experience at other global sites.

Out of 407 new employees,

42 participated in overseas factory training

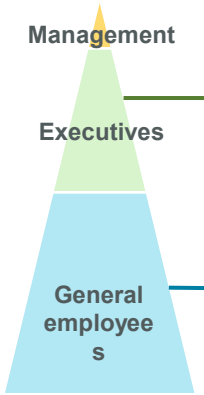
China	27
Philippines	11
Thailand	4

Enhancing motivation and adaptability for overseas assignments

■Selective educational programs

※Trainee and promotion figures are cumulative from the start year to the end of FY2024.

☑ Ensuring executives are directly involved in each program, actively taking part in training to collectively support the growth of each candidate



Training programs for management executive candidates

Middle Leadership Program
A total of 89 trainees completed the program, of which 57% were promoted to senior management positions.*

Global Leadership Program
A total of 55 trainees completed the program, of which 38% were promoted to senior management positions.*

Training programs for mid-career leaders

Make2030 : A total of 134 trainees completed. *

Regional Leadership Program : A total of 365 trainees completed. *

Initiatives under the key themes②

③Achieving 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

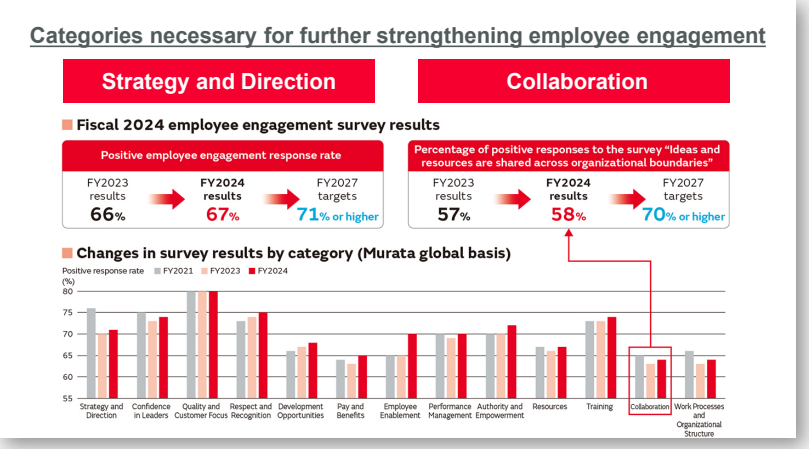
Concept

Aim to strengthen organizational capabilities by leveraging diverse individual strengths and fostering spirited discussions.

■ Employee engagement survey

☑ Conduct once a year for all employees at all domestic and overseas sites.

In fiscal 2024, the survey achieved a 95% response rate



■ Vice Presidents-led training

☑ All 23 Vice Presidents visit both domestic and overseas sites to enhance employees’ understanding of “Strategy and Direction” and “Collaboration”

FY2024 Event Sites

Domestic: 26 / Overseas: 13

Embedding Stock Price-Conscious Management

Performance Share Unit

Target: Vice Presidents

In June 2025, we formulated a share-based remuneration plan intended to serve as an incentive for medium-term corporate value enhancement over three consecutive fiscal years

Enhancing commitment toward management objectives

Employee Restricted Stock

Target: Employees

In September 2024, we granted shares equivalent to approx. 100,000 yen per person to domestic employees, with a three-year transfer restriction.

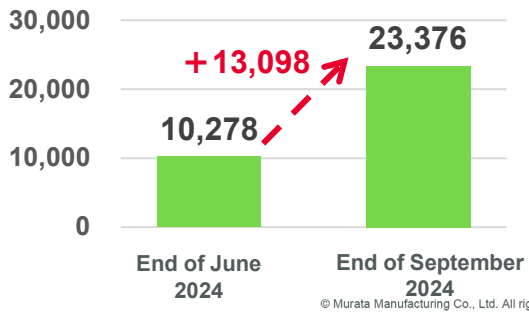
Enhancing employees' sense of involvement in management

■ Reasons for Selection of PSU Performance Evaluation Indicators

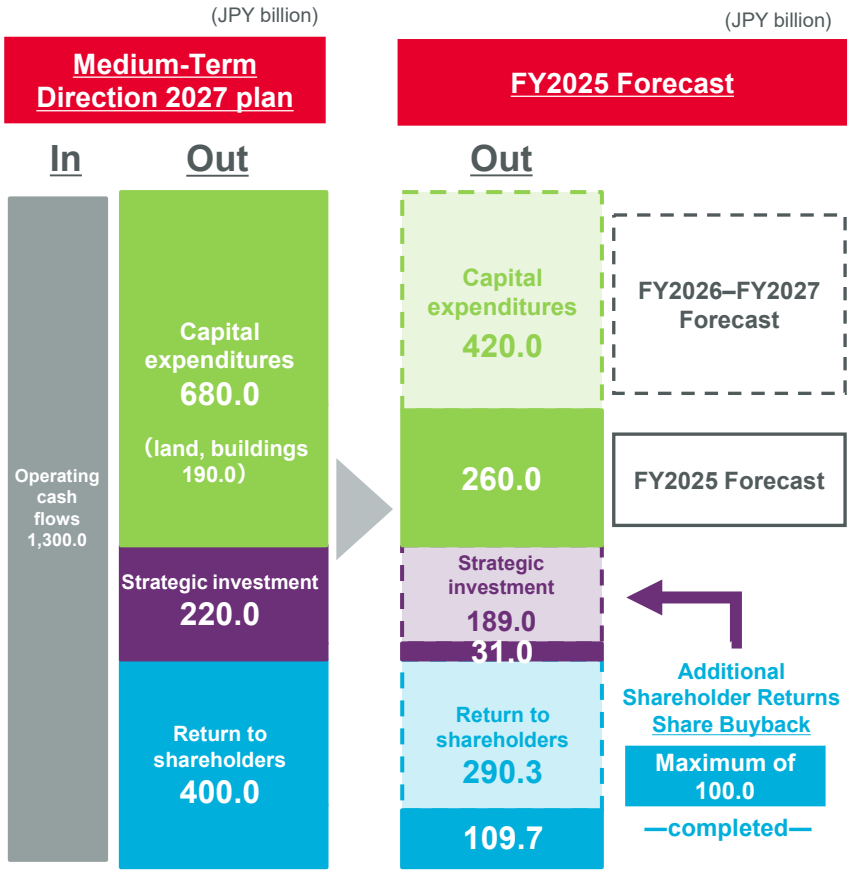
Performance evaluation indicators	Reasons for selection
Average ROIC (post-tax basis)	Generation of economic value with an emphasis on capital efficiency
Relative TSR	Sustainable enhancement of corporate value
Sustainability Indicators	Generation of social value

Increasing corporate value

■ Employee Shareholding Association Membership Trend



Capital Allocation Policy



■ FY2025 Forecast

- Increase of 90.0 billion yen compared to FY2024, mainly driven by investments in non-manufacturing lines.
- Large-scale projects planned for land and buildings, such as the Research & Development Center and new production facilities.

■ FY2026–FY2027 Forecast

- Plan to expand production capacity, primarily to prepare for medium-term growth in demand for components and other products.
- Capital investment in FY2026 and FY2027 is expected to be in line with typical annual levels.

■ FY2025 Forecast

- Decrease of 1.0 billion yen compared to FY2024, mainly reflecting planned investments in environmental measures and IT infrastructure.
- Growth investments such as M&A are not included in the forecast figures.

■ FY2026–FY2027 Forecast

- To achieve discontinuous growth from a long-term perspective, we will not only aim to acquire technology but also leverage M&A as an additional growth option aligned with growth strategies in each business segment.

■ FY2025 Forecast

- Execute share buybacks of up to 100.0 billion, separate from the shareholder return allocation.
- Retain the acquired shares during the medium-term plan period as a resource for strategic investments and other uses.

■ FY2026–FY2027 Forecast

- Raise DOE to 5% over the medium term and achieve stable dividends
- Conduct share buybacks flexibly, taking into account future funding needs and the current share price level.

Approach to capital investment

Continue annual capacity expansion of +10%, focusing on high-process-load capacitors for servers and mobility applications.Enhance production capacity in the medium to long term to meet demand in growing markets.

To sustain the annual +10% capacity increase

Advance preparation for items that require significant lead time, such as land and buildings.

Construction of New Production Building in Izumo and Philippines

Izumo Murata

- Total investment：Approx. 47.0 billion yen (including building and production equipment)
- Completion of construction：March 2026

Philippine Manufacturing Co. of Murata

- Total investment：Approx. 11.2 billion yen (building expenses only)
- Completion of construction：October 2025

R&D

In anticipation of future demand opportunities driven by AI, we will continue to enhance our technological capabilities to deliver innovative products and technologies to society and contribute to the further development of the electronics market.

	Establish New R&D Hub in Moriyama	Establish New Ceramic Capacitor R&D Center
		
Total investment	Approx. 46.0 billion yen (land and building costs)	Approx. 35.0 billion yen (land and building costs)
Completion of construction	December 2026	January 2026
Site concepts	Driving innovation by expanding R&D functions and strengthening external collaboration	Improving the technological capabilities in the development and manufacture of ceramic capacitors

INNOVATOR IN ELECTRONICS