Murata Machinery, Ltd.

SUSTAINABILITY REPORT 2026



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Editorial Policy

The Sustainability Report 2026 presents Muratec's commitment to social responsibility, and details our key initiatives and results. It serves as a communication tool for sharing our sustainability efforts with stakeholders and covers all corporate divisions. In preparing this report, we focused on clarity and readability, with concrete descriptions of our initiatives. Each section highlights not only the results, but also the background and processes behind them.

Scope of reporting

We develop, manufacture, and sell textile machinery, logistics and factory automation systems, cleanroom transport systems, machine tools, and communication equipment. This report covers our sustainability initiatives across all these businesses.

Publication date

September 2026 on our corporate website
(Next issue scheduled for September 2027)

Reporting Boundaries

Our reporting covers our major businesses and production sites in Japan listed below. It also includes some activities of our affiliated companies.
[Murata Machinery, Ltd.] Head Office, Inuyama Plant, Ise Factory, and Kaga Factory
[Muratec Mechatronics Co., Ltd.] Shiga Plant and Oita Factory

External reporting standards

GRI Standards

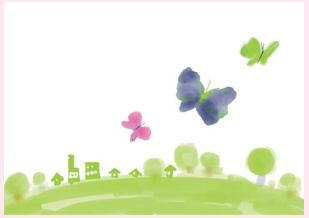
Reporting period

This report covers our activities in fiscal 2026 (from April 1, 2025 to March 31, 2026) and includes ongoing initiatives from before the reporting period, as well as recent activities conducted prior to publication.

Publishing department (contact for inquiries)

Murata Machinery, Ltd. Corporate Sustainability Office TEL:075-672-8283

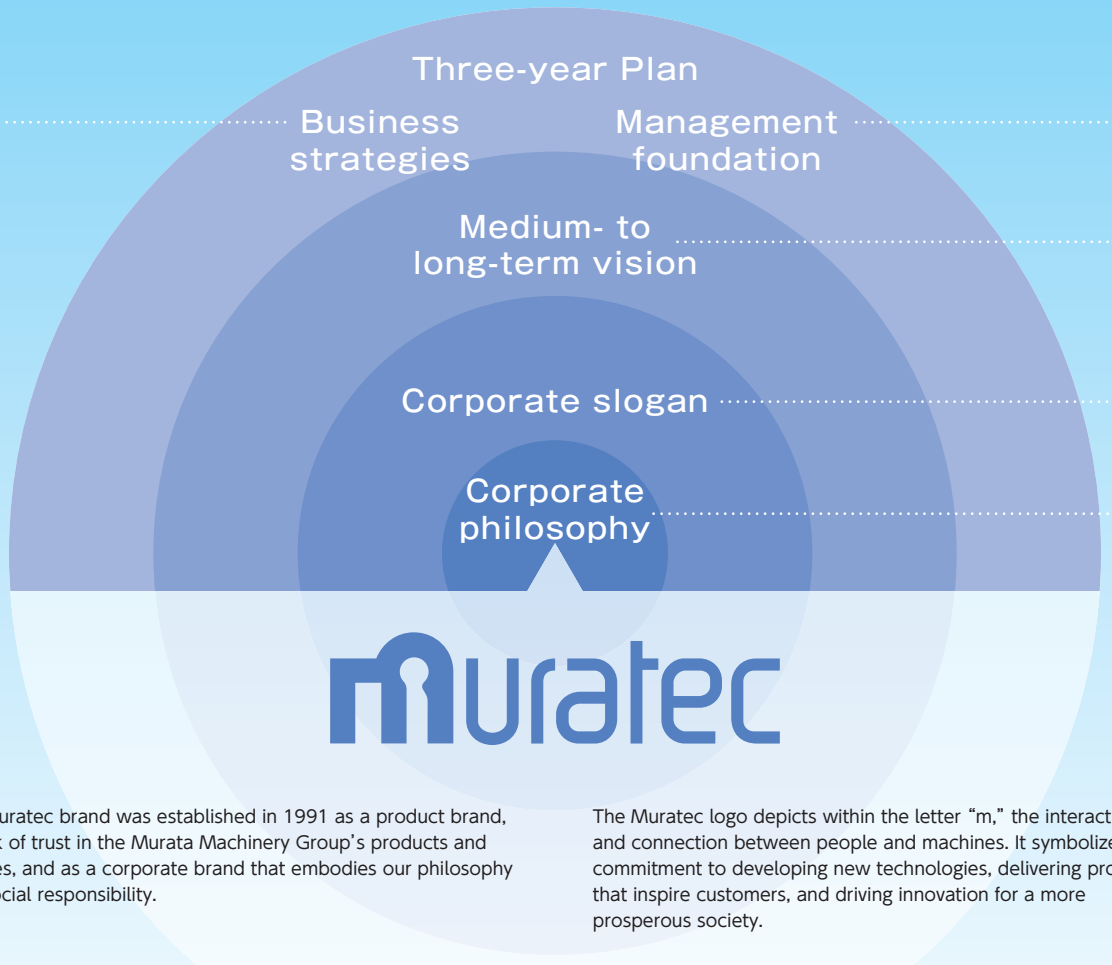
About the Cover



The cover illustration was specially created for this report by gama da gama, a female artist based in Kyoto. Butterflies, with their remarkable journey from caterpillar to adult, are often seen as symbols of growth and transformation. This cover illustration reflects our hope that, through Change and Evolve, we can keep creating value for society.

We are here to create the turning points that move society and our times toward a better future.

Across our diverse businesses, we remain dedicated to addressing our customers' challenges through automation and labor-saving technologies.
Building on the new perspectives and possibilities that emerge from these efforts, we continue to create innovative solutions and systems that transform operations across industries, redefine the quality of work, and set new industry standards—all in pursuit of a more prosperous society.



Delivering value to society via operations

Automation

Response to resource/ environmental issues

Building sustainable governance

Theme toward 2035

Change and Evolve

Corporate slogan

Innovation. Mark the turning point

Corporate philosophy

We shall strive to push the boundaries of technological progress, delivering products that enrich customers' lives, foster prosperity for our employees, and help lead society to a better tomorrow.

The Muratec brand was established in 1991 as a product brand, a mark of trust in the Murata Machinery Group's products and services, and as a corporate brand that embodies our philosophy and social responsibility.

The Muratec logo depicts within the letter "m," the interaction and connection between people and machines. It symbolizes our commitment to developing new technologies, delivering products that inspire customers, and driving innovation for a more prosperous society.

Muratec in Numbers

For over 90 years, Muratec has expanded its global presence with the single aim to create products that everywhere enhance people's lives.

Established

1935

July 1935

Number of Employees [Group]

8,890

[Non-consolidated] 4,269

As of March 2026

Network

44 companies in 25 countries and regions

(Overseas: 32 companies, Japan: 12 companies)



Net Sales [Consolidated]

5,208

(JPY 100 million)

[Non-consolidated] 3,905 (JPY 100 million)

March FY2026

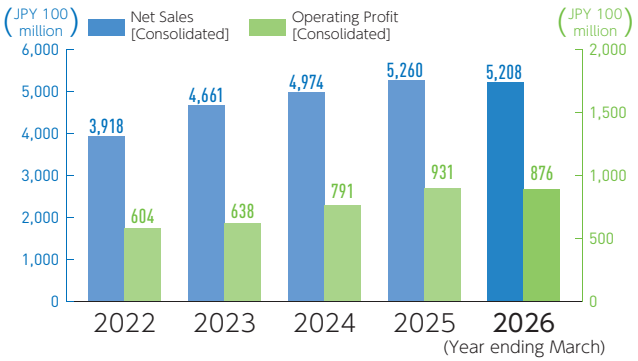
Operating Profit [Consolidated]

876

(JPY 100 million)

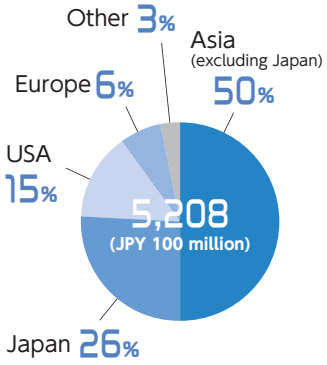
[Non-consolidated] 706 (JPY 100 million)

March FY2026



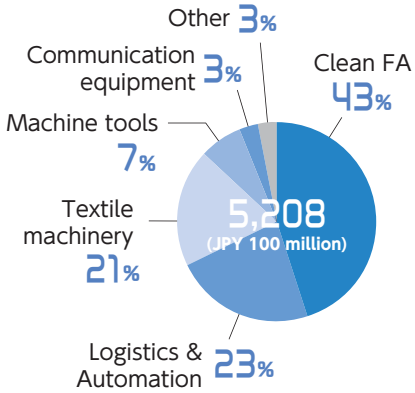
Net Sales by Region [Consolidated]

March FY2026



Net Sales by Business Segment [Consolidated]

March FY2026



Average length of employment

16.5 years

March FY2026 [non-consolidated]

Male 17.1 years

Female 14.1 years

Retention rate of new graduates after 3 years of employment

100%

March FY2026 [non-consolidated]

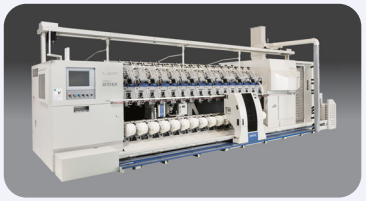
Male 100%

Female 100%

Business results are accessible from our corporate website.

Business Areas

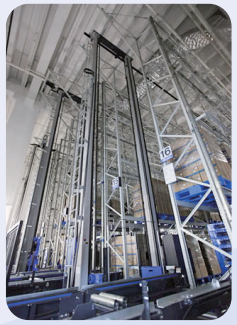
Today, global challenges such as climate change, labor shortages, and resource constraints are growing increasingly severe. Together with our partner companies, Muratec is working to address these issues through diverse business activities. By leveraging our technology and creativity to seize the "Turning points for innovation," we will contribute to a sustainable future while enhancing both our economic and social values.


VORTEX spinning machine

We specialize in automatic winders and VORTEX spinning machines that automate spinning and enhance fabric value. Our automatic winders hold a leading market share, while VORTEX technology produces yarns with diverse properties through a unique spinning method. We remain committed to innovation and to strengthening our manufacturing and support capabilities.

We deliver customized distribution solutions tailored to each customer's strategy and on-site needs by combining automated warehouses, AGVs* and sorting systems. Our systems help address labor shortages, promote efficiency and support BCP**. By improving logistics performance and fostering sustainable supply chains, we aim to create logistics systems that are more people-friendly and socially integrated.

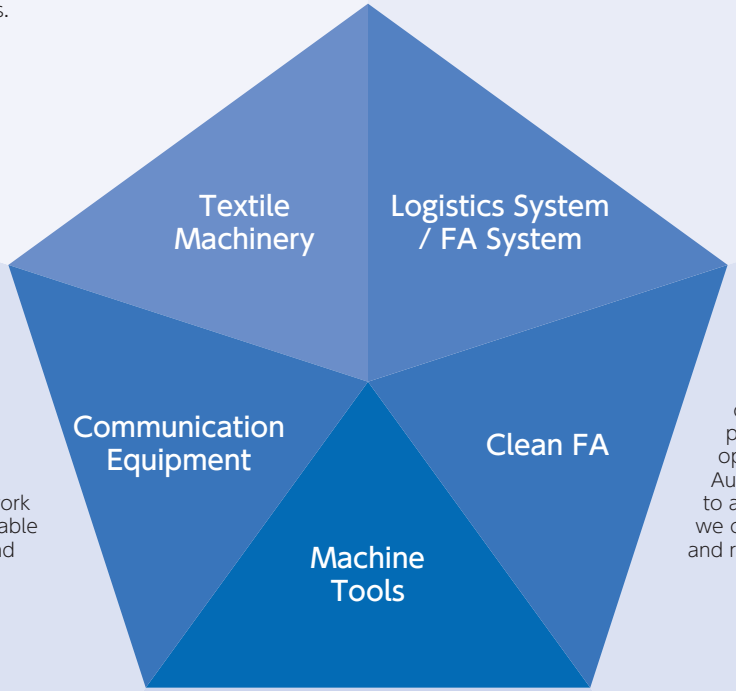
*AGVs: Automated Guided Vehicles
**BCP: Business Continuity Planning


Automated pallet warehouse


UTM-integrated network storage


Production management system for molding plants

We deliver a wide range of ICT solutions, from digital multifunction copiers and security systems for offices to production management systems for factories. Our technologies enable smart factories by improving operational efficiency, promoting paperless workflows and strengthening information security. By supporting society's DX and evolving work styles, we contribute to a more sustainable business environment in both offices and factories.



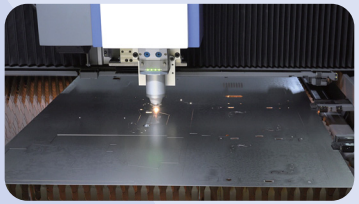
We provide transport systems for semiconductor manufacturing plants, supporting the stable production that underpins the digital society. Centered on OHT* systems, our advanced control technologies enable uninterrupted, year-round operation. We are also pursuing plant-wide visualization and optimization through "Full Fab Automation." As a key contributor to a sustainable information society, we continue to enhance efficiency and reliability.

OHT: Overhead Hoist Transport


Semiconductor plant OHT

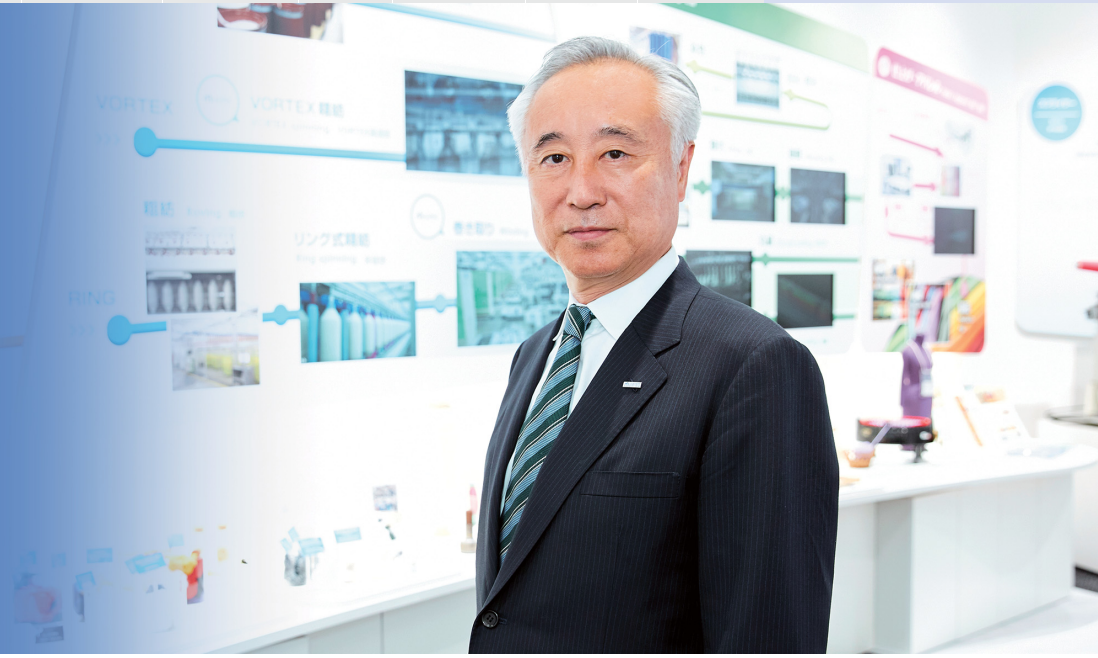

CNC Turning Center

We specialize in two areas, each requiring distinct machining technologies. Our turning machines support automated production to help address labor shortages and can be customized to meet diverse customer needs. Our sheet metal processing machines excel in process integration via hybrid laser technology and automated machining solutions that streamline workflows, enabling us to respond effectively to customers' manufacturing challenges.


Fiber laser combination machine

Top Message

Creating a firm foundation for manufacturing in an era of change



President & CEO, Murata Machinery, Ltd. Daisuke Murata

Our Purpose

We manufacture machines that help our customers create value in various industries that support society. We have pursued human-friendly technologies that "enables machines to do what machines can do, to make it easier for people to do what only humans can do." We believe that Muratec's purpose is to work together with customers to ensure the prosperity of the society in which we live. We fulfill this responsibility through our sincere efforts to address challenges faced every day at worksites and through our unwavering dedication to the development of brand-new technologies.

Business Performance and Environment

While unstable global conditions due to conflicts in Eastern Europe and Middle East have had a negative impact on consumption and capital investment, AI and datacenter-related needs, including semiconductor plants, and the need for logistics automation caused by manpower shortages are areas that have seen steady growth. Investment in textile machinery in China has also remained high. In addition, the depreciation of the yen has produced a tailwind for Muratec, which produces most of its products for overseas markets here in Japan. Thanks to these factors, we have been able to maintain robust sales and profits despite slight decreases from the record highs we achieved two years ago.

In the machine tool and information equipment businesses, which are currently undergoing reorganization, development is moving forward with an emphasis on new products based on automation. Our hybrid laser machines take advantage of the company's strengths in both machine tools and sheet metal machines, and have shown favorable sales since launching in spring 2025. Looking at the information equipment business, intelligent edge AI modules by Silex Technology, Inc. have gained a steady flow of customers. We are also continuing to work on factory security systems.

During this fiscal year, in which our goal is to increase sales by 33% over the previous year, the biggest risk is price increases caused in part by oil-related supply shortages. Although governments and oil-related companies are focused on maintaining supplies, a rise in the expected inflation rate will increase pressure on production costs over the long term. As a supply-side company, we are committed to mitigating price increases through improved productivity and fixed cost reduction throughout our in-house operations. Utilization of generative AI and other IT that support such approaches continues to be an important theme. The new ERP system, which has finally been implemented in 2026 behind schedule, is one example.

Top Message Creating a firm foundation for manufacturing in an era of change

10-year Theme, Change and Evolve, Toward 2035

Muratec celebrated its 90th anniversary last year. At Muratec's 80th anniversary 10 years ago, we established Vision 2025 – Link to the Future – to keep pace with market needs and advances in information technology and to provide solutions that effectively address emerging issues. To achieve this goal, we took full advantage of our vertical connections linking society, consumers, Muratec departments and divisions, and suppliers as well as horizontal connections among diverse divisions.
With our new 10-year plan, Vision 2035 – Change and Evolve, Muratec strives to maintain a firm foundation for growth, keeping pace with changes to continue thriving in a fluid market environment. The environmental trends that support the successes that Muratec is currently enjoying may accelerate, or they may change suddenly. Muratec is confident, however, that a focus on automation technology for new manufacturing will ensure that any changes we may encounter will provide opportunities for continued growth.

A New Style of Manufacturing

Advances in technology have produced great benefits for society. These include advances in medicine that have reduced infant mortality and increased healthy longevity, and advances in manufacturing that have resulted in an improved standard of living through the greater availability of food, clothing and housing, all providing ever-increasing comfort and convenience. These benefits, however, have come at a cost - the depletion of resources, and increased environmental damage that has resulted in climate change. The industrial revolution began with the introduction of textile machinery, and textile machinery is where Muratec got its start. The equipment and devices that we have since developed have found applications in a wide range of industries, including textiles, metal processing, logistics, and semiconductors as well as in the communications systems used within them. Sadly, though, they have also played a part in creating the negative chain between pursuit of happiness and environmental destruction. To break this negative chain, Muratec is fully leveraging its strengths, its automation technology, diverse businesses and products in working together with customers in search of innovative turning points that realize new concepts in manufacturing capable of providing richness to the lives of the 8 billion people that now inhabit the planet.

Let's Change Together

This year, Muratec entered the second phase of the initial three years of its ten-year "Change and Evolve" vision, and the company-wide theme for this phase is "Let's change together." If we achieve 30% higher production and sales over the previous year, with 30% more in total labor hours, the expenditure of 30% more resources and energy, and causes a 30% greater environmental impact, we cannot call ourselves a leader in "new manufacturing." Although a significant challenge, we need to rethink our approach and be willing to let go of the familiar, but ultimately inefficient methods from the past. Because doing so alone, however, is often overwhelmingly difficult, it is important that we team up with our coworkers. This is the way to turn changes in sales and prices into a foundation for qualitative growth.

New Human Resource Management System

As part of our efforts to create an effective environment for 'changing together,' we have implemented new HR systems and introduced other changes in the fiscal year ended March 2026. The "Career Discovery System" is one example of this. The system is designed to ensure that department heads and members clearly understand the job content, skills, career paths, etc. of their own as well as other departments with the goal of enabling individual employees to transfer according to their preferences. In the first year, some 50 out of approximately 5,000 eligible employees applied, and 20 transferred to new departments. Additionally, the 'retirement age' for managers has been abolished, allowing managerial staff to make the decision when to pass the baton when they feel that circumstances are right and people are prepared, rather than being required to so automatically at a certain age.

To realize a sustainable society, it is important to redefine what true value is as well as identify new styles of manufacturing that support material affluence. Now that we are approaching a milestone, I believe it is essential for us to create a work environment which allows all Muratec employees to look at work from fresh perspectives that allow them to discover new value and lasting satisfaction.

President &CEO,
Murata Machinery, Ltd.



Divisional Strategies

for Achieving Our 2035 Vision

Textile Machinery Division | Next-Generation Spinning that Realizes Energy-Saving and Efficiency

"Weaving the Future—Beyond Innovation." To realize this 2035 vision, we will advance technologies that enhance both productivity and energy efficiency. Through optimized machine operation, real-time quality monitoring, and data-driven support, we aim to reduce energy waste and production losses, help customers address labor shortages and decarbonize their operations, and build more sustainable manufacturing systems.



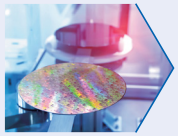
Logistics & Automation Division | Transform Operation, Accelerating New Market Exploration through DX and AI

To achieve our 2035 vision of becoming the "Division that Shapes Society," we will accelerate the development of technologies and solutions for key global industries such as semiconductors and logistics, while expanding into new markets. We will also use DX and AI to transform internal processes through automation and data integration, enabling more creative work and strengthening human resource development.



Clean FA Division | Supporting the Future of Semiconductors Through Advanced Automation

"To contribute to the advancement of the semiconductor industry, we strive to stay one step ahead—continually embracing new challenges and working with our customers, employees, and society to shape the future." To realize this 2035 vision, we will advance the automation of semiconductor manufacturing processes while exploring new fields. By actively investing in people, facilities, and development, we will remain a key player in the industry.



Machine Tools Division | End-to-End Automation Solutions for Our Customers

We believe it is vital to understand not only the metal processing using our products but also our customers' entire business processes, from material procurement and assembly to installation, maintenance and disposal. With this comprehensive understanding, we provide automation-focused solutions that effectively address customer challenges. Through these innovations, we will contribute to society and be a trusted, high-value partner for our customers.



Communication Equipment Division | Business Transformation Driven by Digital Transformation Support

With the 2035 vision of "DX partner creating the future of manufacturing industry," we will strongly shift from MFPs* to solutions designed for information security and factory solutions businesses. We support customers' DX initiatives and develop technologies that address challenges on-site. Through proactive innovation by every employee, we aim to become a trusted partner for our customers, contributing to a more prosperous society.

*MFP: Office-focused digital multifunctional peripherals



Realizing Our Aspirations for 2035—Our 100th Anniversary

Divisional Strategies: Textile Machinery Division



General Manager, Textile Machinery Division
Tetsuji Masai

Overview of Our Three-year Plan (FY2026–FY2028)

The apparel market is undergoing significant change, requiring efforts to reduce environmental impact and promote recycling technologies. Seeing the next three years as a critical period for adaptation, we continue to focus on our strategic policies as follows: In technology creation, we will improve value through next-generation models in existing businesses, advance core technologies, develop fundamental technologies for new businesses, and promote joint development with external partners. In opening new markets, we will increase the value through introducing VORTEX spinning machines and expanding material options for VORTEX spinning. We will also enhance after-sales service to boost customer satisfaction and trust, improve our operation process to strengthen our overseas bases, and establish a modular production system that seamlessly connects all processes.

Review of March FY2026

We remained robust with expanded market demands, and increased our production capacity to strengthen our growth base. Due to harsh price competitions, on the other hand, the needs of differentiating ourselves from competitors were highlighted. This led us to build a foundation for our sustainable growth through diverse initiatives, including next-generation technology development, advanced after-sales services, DX promotion, global operational enhancements, and human capital development.

Policy for March FY2027

We will make full use of our increased production capacity to steadily capture growing market demand. We also focus on steady supply and improved customer trust based on our quality-first policy. We pursue energy-saving and production efficiency for better competitive advantage. We will further visualize and optimize our supply status by introducing a demand-supply system, promote efficiency and strength of the entire supply chain including logistics. The value-added approaches also cover sales and service.

TOPICS Establishing A Life-Cycle Business

In FY2027, we will move from machine-selling business into life-cycle business. We will achieve highly efficient operation and longer machine life through the integrated provision of parts and services, the visualization of operational data, and preventive maintenance. By improving maintenance packages and subscription-based proposals, we will contribute to the continuous reduction of environmental load and improved productivity even after introduction. We will strengthen our connections with customers to deliver long-term support and value.



Divisional Strategies: Logistics & Automation Division



General Manager, Logistics & Automation Division
Takenori Yanai

Overview of Our Three-year Plan (FY2026–FY2028)

With the slogan, "Embrace change, lay foundations for a new future, and turn possibility into reality," we will develop HR and organizational systems that can respond to change, optimize development, logistics, and production by restructuring our information base, and develop new quality products and solutions. We will focus on technologies and solutions for global core industries such as semiconductors and distribution, while expanding into new markets.
We will radically transform internal business processes to respond to rapidly changing markets, with a focus on automation and data integration through DX and AI. This shift will move operations from person-dependent, relay-style workflows to simultaneous, integrated operations, fostering a more creative work environment and supporting HR development for the future.

Review of FY2026

In the first year of the three-year plan, orders reached a record high, but schedule delays led to slight declines in revenue and profit. New product development and quality improvements progressed largely as planned.
Under the theme "Building a Foundation for a New Future," we pursued projects to reform our organization and strengthen product competitiveness. As the social environment changed significantly, we deepened these initiatives to achieve sustainable growth and enhance corporate value.

FY2027 Policy

By launching new products and expanding their adoption, we will further improve efficiency and create added value in the distribution sector. We will also continue developing new technologies and solutions that address challenges faced by customers in the semiconductor industry.
We will develop DX talent and automate business processes using systems and AI to improve productivity and quality. We will also strengthen collaboration with overseas sales and development bases to develop global products, then apply and validate these products and technologies in our own factory automation as well as smarter installation and servicing.

TOPICS Expanding Our Development Network from Kyoto to Yokohama

While concentrating on manufacturing and development at the Inuyama Plant in Aichi, the division is building a new development structure to support diverse workstyles and secure talent sustainably. Following the opening of the Technical Center at the Kyoto Head Office in 2025, we opened LogiDesigns Yokohama in 2026.
The Yokohama base will accelerate software and AI development in particular. By recruiting specialists in the Tokyo metropolitan area and strengthening collaboration with universities and research institutions, we will enhance the division's development capabilities and accelerate development.



LogiDesigns Yokohama

Divisional Strategies: Clean FA Division



General Manager, Clean FA Division
Sampei Murata

Overview of Our Three-year Plan (FY2026–FY2028)

We have identified five priorities: embedding a culture of safety and quality; developing new technologies and markets; transformation through DX; building a sustainable organization; and addressing environmental and social challenges.
We will foster a culture that puts the safety and health of everyone at work first and further improve QCD by strengthening quality. We will expand products and solutions that automate semiconductor manufacturing processes, while using DX and AI to transform operations and accelerate development.
We will respect diversity and create an environment that supports rewarding work and learning.
We will also contribute to a sustainable society through energy-efficient design and environmental action across product life cycles.

Review of FY2026

In the first year of the three-year plan, we steadily built foundations for realizing our 2035 Vision across product development, operating systems, digital infrastructure, and talent deployment.
Positioning operational efficiency and productivity as sources of competitiveness, we incorporated the key priorities into business management, including new technologies and markets, automation and system integration using DX and AI, and a stronger, sustainable organization.

FY2027 Policy

We will accelerate initiatives under a clearer policy of making productivity a source of competitiveness. To maximize limited management resources—time, people, and equipment—we will advance DX-driven transformation and develop new technologies and markets while strengthening our organization around safety and quality. By maximizing added value, we aim to meet changing social and customer needs, create sustainable value, and enhance corporate value.

TOPICS World-Class Service Backed by Technical Expertise

We are establishing training centers in Japan and overseas to enhance the capabilities of field service engineers responsible for installation and maintenance. The Yokkaichi center began operations in November 2025, followed by centers in Arizona in May 2026 and Dresden in September. Through hands-on training with actual equipment, we strengthen our global service capabilities, enhance safety and quality, and deliver fast, reliable, high-quality service worldwide.



Yokkaichi Training Center

Divisional Strategies: Machine Tools Division



General Manager
Machine Tools Division
Yosuke Murata

Overview of Our Three-year Plan (FY2026–FY2028)

In turning machines, we will expand automation solutions for medium-variety, medium-volume production beyond the auto parts industry. In sheet metal processing, we will advance automation by expanding machining and transport capabilities and integrating data. Globally, we will strengthen customer engagement and rapidly incorporate market insights to drive overseas expansion and integrated growth.
To support these efforts, we will revise internal operation processes to enable flexible, rapid responses to market changes and foster an open, psychologically safe workplace where employees can proactively discuss business challenges, including solutions for customer-site issues.

Review of FY2026

In the turning machine business, efforts to enter industries beyond automotive parts clarified challenges such as limited market awareness and gaps between our lineup and customer needs. In sheet metal machinery, an expanded fiber laser combination machine lineup broadened processing applications and earned positive feedback from a wider customer base. Meanwhile, rising productivity expectations have made stable operation and rapid recovery from failures more important than ever.

FY2027 Policy

For turning machines, we will expand sales resources through organizational changes and raise awareness outside the automotive parts industry by emphasizing our strengths in labor-saving automation. For sheet metal machinery, we will strengthen proposals to convert favorable evaluations of fiber laser combination machines into sales and promote network-based operating support systems for stable customer operations. Our strengthened marketing team will drive these measures globally, identify latent demand, and increase market share.

TOPICS Launch of the MW400II Front-Facing CNC Twin-Spindle Turning Machine

We launched the MW400II, successor to the MW400, with a smaller footprint, capacity for larger workpieces, and greater customization to customer requirements. It excels at automating heavy-duty machining of large parts such as brake discs, calipers, flywheels, and pulleys.



MW400II Front-Facing CNC Twin-Spindle Turning Machine

Divisional Strategies: Communication Equipment Division



General Manager,
Communication
Equipment Division
Masahiko Omachi

Overview of Our Three-year Plan (FY2026–FY2028)

We are at a turning point as we transform our business structure and expand into information security and factory solutions.
In information security, we will leverage development assets from our office products to enter the factory security field and cultivate new markets.
In factory solutions, we will expand sales of Information Organizer, our IoT-integrated manufacturing execution system (MES).
We will build an organization that adapts to major business changes, and develop human resources to strengthen our solution-based capabilities.

Review of FY2026

In our information security business, new product launches and growing sales of UTM products drove revenue growth.
In factory solutions, we strengthened Information Organizer functionality and steadily built the foundation for full-scale market entry.
These initiatives made FY2026 a year in which we established foundations for future growth in each business.

FY2027 Policy

We view FY2027 as a pivotal year for delivering the three-year plan and will further strengthen our business foundations and expand growth areas.
In factory solutions, we will use generative AI to transform operations and accelerate development while strengthening manufacturing solutions centered on Information Organizer. We will also accelerate expansion into factory security business area to create new value.

TOPICS Packaging Information Organizer

We will offer Information Organizer in packages tailored to customer applications, accelerating deployment across manufacturing sectors such as parts processing and assembly. By reducing individual customization, shortening implementation lead times, and optimizing costs, we can serve more customers.
Through integration with our factory security products, we will further develop the package into a high-value solution that supports the entire manufacturing site.



Quality inspection screen of Information Organizer

Special Report Employee Roundtable

How New Manufacturing Comes to Life in Practice

Young Voices on the Journey Toward Smarter, Greener Manufacturing

How do Muratec's young employees understand New Manufacturing—and turn it into value in their daily work? Five employees from across the company share their perspectives.



Participants



Taiki Hosokawa
(joined as a new graduate in 2016)
Sales Dept., Machine Tools Division

After nearly ten years in sales across the Tokai and Kanto regions, he joined the US and European markets sales team in June 2026 and is taking on a new challenge.



Tomoki Ueda
(joined as a new graduate in 2017)
Sales Dept., Textile Machinery Division

After about seven years covering China, he now handles the Indian market and also serves as sub-product manager for VORTEX spinning machines.



Satsuki Nakamura
(joined as a new graduate in 2020)
Engineering Dept., Logistics & Automation Division

Since joining Muratec, she has designed onboard software for AGVs. She now also manages the team and works to streamline and automate its operations.



Yoshiko Nishimura
(joined as a new graduate in 2021)
Sales Dept., Clean FA Division

Since joining Muratec, she has handled overseas sales for the US and European markets. After coordinating with internal departments, she now leads customer negotiations and drives projects forward.



Tomotaka Urai
(joined as a mid-career hire in 2019)
ICT Development Dept., ICC

As a programmer, he develops software for sensors, camera control, and AI and image processing. He also promotes AI use and builds development environments for the department.

—When you first heard the President's message of "Change and Evolve" and his call to contribute to New Manufacturing, what were your thoughts?

Hosokawa What stayed with me most was the phrase "a shrinking society." In machine tool sales, I see the manufacturing workforce declining in Japan and overseas. With so many companies consolidating, it really brought the industry's labor shortage home to me.

Ueda What strongly resonated with me was that making a good product is no longer enough. We also need to reduce its environmental impact. With Chinese manufacturers steadily gaining ground and the industry shifting toward more sustainable production, new ideas beyond conventional approaches are becoming increasingly important.

Nakamura In a shrinking society, our workload and responsibilities are actually growing. AGVs no longer just move things; they are expected to handle more complex tasks such as inspection and picking. We also have to control more units at once. Honestly, our old way of working can't keep up.

Nishimura Clean FA is growing, so things can look as if they're going well. But when I talk with people around me, I sense a real urgency that we need to keep evolving and take on new challenges. That feeling resonated strongly with the President's call for New Manufacturing.

Urai The message felt very timely. In just a few years, generative AI has changed how we work dramatically. I used to write all my code myself; now AI handles a substantial part of it. But that convenience comes with issues such as the huge power consumption of data centers. It reminded me that resources and the environment are closely tied to my own work.

Special Report Employee Roundtable

How New Manufacturing Comes to Life in Practice
Young Voices on the Journey Toward Smarter, Greener Manufacturing

Bringing New Manufacturing into Our Own Work

——What does New Manufacturing mean for the challenges you face in your own work?

Hosokawa In the turning machine business, our customers' environments and challenges are changing. Instead of mass-producing the same item, they increasingly want a wider product mix to add value. That means high-mix, variable-volume production, with a single line flexibly handling multiple products—and smooth changeovers are crucial. We need to propose future production methods that include transport and peripheral equipment as well.

Ueda Once, when I passed a customer request to Engineering, they asked, "Would that really help the customer?" Since then, I've tried to understand the customer's entire process—not just our own products—and ask whether fulfilling a request will truly solve the underlying problem. To me, sales means standing with the customer, even when the right answer is for us to say no.

Nakamura In my work, we need to keep up with both the growing number of AGVs and expanding functional requirements. At the same time, we must support existing projects while working on new designs and development. Preserving knowledge from senior colleagues, past specifications, and lessons learned is also an essential part of our work. The challenge is managing all of this with a limited team.

Nishimura In semiconductor manufacturing, automation is advancing in backend processes, but industry standards have yet to be established. Customer requirements vary widely, and trying to meet every request can place a significant burden on us. Still, entering this new field is essential for our future business. Balancing these efforts with current orders remains a challenge.

Urai Generative AI has significantly changed the way we develop software. Hardware development, however, cannot move at the same pace, which limits improvements in overall development speed. We are improving efficiency through measures such as simulation and automation, but optimizing the entire development process is what matters most.



Moving Forward Without Fear of Change to Create Better Products, Faster

——What is needed to achieve "New Manufacturing"?

Hosokawa The key I think is shortening the cycle from idea to execution. Ideas are often similar across companies, so putting them into practice makes a real difference. Build a prototype, get feedback, and improve it. I've experienced this myself through developing new equipment and bringing it to market with our engineering team.

Ueda I think it means not fearing change and taking a more proactive approach. Markets evolve quickly, and demand can shift before you're ready. That's why it's important for sales teams to anticipate future needs and share those insights with development. Sales shouldn't just react to change. We should help move it forward.

Nakamura For me, the key is creating time through automation. I actively work on tools and databases, but what I really want to do is develop new AGVs. I'm a fan of AGVs because they look so cool (laughs). I have plenty of ideas and regularly research emerging customer needs, so I am eager to turn those ideas into reality. To do that, we need to automate as much work as possible through AI and other tools, allowing us to focus on development itself.

Nishimura In the semiconductor industry, there are no clear-cut answers. If we wait until the right path emerges, we'll fall behind. We need to explore multiple possibilities at once and keep moving forward. That requires both the willingness to take on challenges and the flexibility to pursue them.

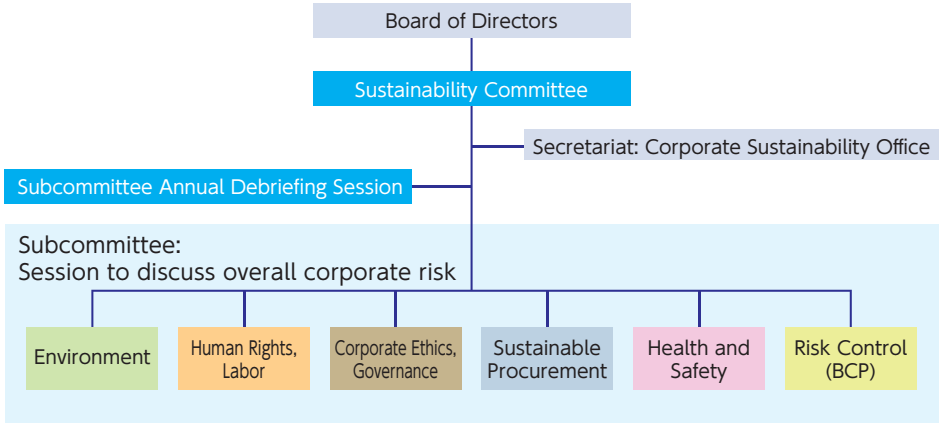
Urai This may sound controversial, but sometimes you need to bend the rules a little (laughs). AI works best within established rules, while people can challenge them and explore new ideas. That's where new opportunities come from. I'd like to apply some of the efficiency gains we've seen in software development to hardware development and help extend these improvements beyond my own division and products.

Sustainability Management

The Muratec group places challenges for New Manufacturing as the core of our corporate activity, regarding the issues on environment, society, and governance (ESG) as our key management focus. By responding to customer requests, we have been steadily promoting compliance and risk control, as well as building an effective inhouse organization system.

Sustainability Committee and Subcommittee System

■Organization Chart of Sustainability Committee and Subcommittee



We have advanced ESG initiatives based on customer requirements and findings from RBA VAP audits. As the number of customer SAQs* and external assessments continues to grow, a prompt, company-wide management framework has become essential. To address this, we established the Sustainability Committee and its subcommittees in April 2026. Chaired by the President & CEO, the Committee drives sustainability initiatives through a top-down structure directly linked to management decision-making.
The six subcommittees, covering Environment, Human Rights & Labor, Corporate Ethics & Governance, Sustainable Procurement, Health & Safety, and Risk Management (BCP), oversee each area from issue identification through implementation and evaluation, and report the results to the Committee. This framework enables operational issues to be addressed at the management level and translated into company-wide improvements.

*Self Assessment Questionnaire

PDCA Cycle of Subcommittees

Under the direction of the Sustainability Committee, each subcommittee pursues continuous improvement based on the PDCA cycle. Meeting at least four times a year, the subcommittees monitor progress, review the implementation of initiatives, and take corrective or improvement actions as needed.
In addition, an annual review meeting is held to evaluate the previous year's initiatives across all subcommittees. The meeting reviews ongoing and emerging issues, including those identified through external assessments and customer SAQs, and reports approved action plans and implementation schedules.
Each initiative is implemented according to plan by the respective subcommittee, with progress and challenges reviewed on an ongoing basis. Each subcommittee reports progress, evaluation results, and new proposals to the Sustainability Committee, which meets twice a year, supporting management-level discussion and decision-making.
This integrated PDCA framework enables us to address sustainability issues from a medium- to long-term perspective, driving continuous improvement rather than short-term fixes.

■Discussion Topics of Subcommittees

Subcommittee	Main discussion topics
Environment	Climate changes, resource circulation, pollution prevention
Human Rights & Labor	HR development, diversity promotion, employee engagement
Corporate Ethics & Governance	Compliance, corruption prevention, Permeation of Muratec Code of Conduct
Sustainable Procurement	Supplier management, responsible procurement
Health & Safety	Labor safety, prevention of occupational accidents, improvement of workplace environment
Risk Management (BCP)	Business contingency planning, measures to natural disaster, cyber risk, and other risks

Materiality

To realize New Manufacturing under our 2035 Vision, we used a double materiality approach to identify our material sustainability issues, assessing both our impact on society and the environment and the financial impact on our business. We adopted this approach to better understand our priorities and meet stakeholder expectations. It is also used under the EU's Corporate Sustainability Reporting Directive (CSRD) and is expected to become an international standard.

Materiality Identification Process

We identified our material issues through a four-step process based on international non-financial reporting frameworks, including the GRI Standards. At each step, we consulted relevant divisions and departments to assess overall significance.

STEP 1 Identifying Issues

We identified a broad range of sustainability issues through management and business, stakeholder, value chain, and megatrend analyses.

STEP 2 Assessing Impacts on Society and the Environment

We organized the identified issues and qualitatively assessed the magnitude and likelihood of their impacts on society and the environment, considering both positive and negative impacts.

STEP 3 Assessing Financial Impacts

We qualitatively assessed the magnitude and likelihood of the financial impacts of the identified issues on our business, considering both risks and business opportunities.

STEP 4 Identifying Materiality

Based on the assessment results, we identified our priority material issues. Aligned with our management policies and business strategies, these issues will guide our future initiatives and disclosures.

Next Steps

We will establish goals and indicators for each material issue, track progress, and build a management framework for continuous improvement. We will also regularly review and update our initiatives in response to changes in the business and social environment.

List of Materialities

Category	Materialities	Topics
Enhancement of Customers' Manufacturing Capabilities	Improving productivity and reliability	●Improved efficiency ●Flexible production systems ●Labor savings and solutions to labor shortages ●Advanced production management ●Stable operations
	Improving safety	●Production facilities ●Information and data
	Creating added value	●Quality improvement ●New value creation
	Reducing environmental impact	●Reduced environmental impact
Strengthening the Business Foundation	Improving productivity / Promoting DX	●Cost reduction to ensure appropriate pricing ●Productivity improvement ●DX promotion
	Ensuring quality	●Quality assurance
	R&D and innovation	●R&D and innovation ●Intellectual property management
	Supply chain management and stable supply	●Global operations across sales, service, procurement, and development ●Stable supply ●Timely delivery ●Business continuity planning ●Co-creation with partners ●Responsible procurement and supply chain sustainability
	Customer support and total engineering	●Enhanced customer support and after-sales service ●Flexible product offerings
Global Environment	Climate change	●Climate change mitigation ●Climate change adaptation
	Circular economy	●Resource conservation ●Efficient use of resources ●Resource circulation
	Nature positivity	●Control and reduction of hazardous substance emissions ●Efficient use of water resources ●Conservation and restoration of natural ecosystems
Human Capital and Organization	Securing and developing talent	●Talent acquisition ●Talent development ●Organizational culture development
	Human rights	●Human rights awareness ●Prevention of discrimination and harassment
	DEI (Diversity, Equity, and Inclusion)	●Diversity and equal opportunity ●Empowerment of diverse talent
	Occupational health and safety	●Improved working conditions ●Stronger occupational health and safety measures ●Health management
	Employee engagement	●Improved working conditions and employment terms
Governance	Management systems and risk management	●Stronger management systems ●Stronger risk management
	Compliance	●Compliance with laws and regulations ●Fair business practices ●Prevention of conflicts of interest and corruption
	Information security and responsible use of AI	●Stronger information security ●Responsible use of AI
	Stakeholder engagement	●Enhanced information disclosure and transparency
Local Communities	Community engagement and the public good	●Contributions to local communities and economies

Environment

We recognize environmental issues as a key challenge in creating sustainable value through our products and services. Climate change may affect business continuity through more frequent natural disasters, while stricter environmental regulations could increase costs. We view these challenges as opportunities and will enhance corporate value through environmentally conscious products and services.

Environment Management System

Under the Environmental Management Manager (ESG Promotion Manager), we operate an environmental management system across our domestic sites. In FY2026, we reviewed our ISO 14001 initiatives under the theme of "Alignment with Core Business" and will continue reducing environmental impact through daily operations.

ISO14001 Certified Bases

Head Office, Kisshoin Office, Inuyama Plant, Ise Factory, Muratec Mechatronics Co., Ltd., Shiga Plant, Oita Factory, Murata Tool, Ltd. (Gifu Factory), and main bases of Muratec C.C.S, Ltd.

Reduction of Environmental Impact in Business Operation

We are reducing CO_2 emissions (Scope 1 and 2), water use, waste generation, and PRTR-regulated chemical emissions based on FY2030 targets, with FY2018 as the baseline year. We currently disclose CO_2 reduction targets and performance for Scope 1 and 2. For Scope 3, we are collecting data and considering reduction targets, with category-by-category performance data to be disclosed from FY2028 onward.

■CO_2 Emissions Reduction Targets and Progress

2030 Target	FY2026 Results
Total emissions 18% reduction	Total emissions 10% reduction

(vs. FY2018)

*Scope: Murata Machinery, Ltd. (Head Office, Inuyama Plant, Ise Factory, Kaga Factory), Muratec Mechatronics Co., Ltd. (Shiga Office, Oita Factory)

●Office-led Management and Improvement

Waste generation and PRTR-regulated chemical emissions are managed mainly at each site. Production-led initiatives help reduce environmental impact through practical, site-based measures.

●Expanding Renewable Energy Use

In September 2025, the Ise Factory installed a solar power system, generating approximately 124,000 kWh through March 2026. Together with the MMC Oita Factory, the Group now operates renewable energy generation facilities at two sites. We will continue evaluating renewable energy systems and storage batteries at key domestic sites to strengthen business continuity.

●Energy-Saving Initiatives

In FY2026, we implemented energy-saving measures across our sites, including HVAC upgrades at MMC Shiga, eco-glass coating at the Ise Factory, and the introduction of an air-conditioning control system and compressor upgrades at the Inuyama Plant.

●Reducing Water Use

Most of our water use is for domestic purposes, excluding painting-process washing. Having already achieved our FY2030 target, we are reviewing our water-use goals.

●Managing and Reducing Waste and PRTR-Regulated Chemical Emissions

To improve management and disclosure accuracy, we shifted from Group-wide targets to site-based management. We will continue reducing waste generation and managing PRTR-regulated chemical emissions.

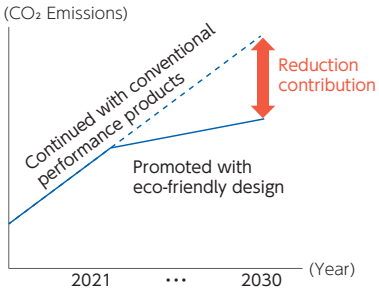
Development of Products and Services for Decarbonization

In addition to reducing emissions from our operations, we are working to reduce Scope 3 emissions across our supply chain. As emissions from the use of our products (Category 11) account for approximately 90% of total Scope 3 emissions, we use "CO_2 reduction contribution during product use"* as a KPI and pursue continuous improvement. We are also advancing product CFP** assessments in response to regulatory trends and customer expectations.

*Calculated by comparing CO_2 emissions during product use between conventional and new products, then multiplying the reduction per unit by the number of units sold. The calculation covers emissions from energy consumption during product use only.

**Carbon Footprint

■Image of CO_2 Reduction Contribution



Third-Party Verification at Inuyama Plant

To enhance the transparency and reliability of environmental performance data, the Inuyama Plant obtained third-party verification for Scope 1, Scope 2, and selected Scope 3 categories in June 2026. Conducted in accordance with ISO 14064, the verification confirmed data accuracy and calculation validity. We will continue expanding the scope of verification and strengthening data reliability.

Environment

TOPICS Energy-Efficient, High-Performance Next-Generation Stocker (Clean FA Division)

Carrier storage stockers play a vital role in semiconductor manufacturing facilities, automatically storing and supplying carriers in conjunction with OHT systems. In developing our next-generation stocker, we focused on improving energy efficiency and performance while reducing long-term operating costs. To meet growing industry demands for higher transfer capacity, lower costs, and greater energy efficiency, we challenged ourselves to increase the maximum transfer weight from 12 kg to over 20 kg, improve storage density, and reduce power consumption.
What we focused on was redesigning the structure and mechanism to make the unit lighter. We sought an optimal structure that would deliver both strength and efficiency, without being constrained by the conventional design. Using a value engineering approach, we simplified the model and reduced the number of parts while maintaining performance. As a result, we reduced the weight by 26%, motor capacity by more than 50%, and power consumption by 27%, while increasing transfer capacity by 60%. The new design also significantly reduces installation and maintenance work, helping improve operability at production sites.
Going forward, we will further improve development efficiency by modularizing the design and flexibly combining the required mechanisms for each new model. By helping reduce the environmental impact associated with production and equipment setup, we will continue developing sustainable products that meet diverse customer needs.

VOICE

During development, we faced extremely demanding requirements for performance, cost, and energy efficiency—requirements that the conventional model could not meet. This led us to review the entire design from the ground up.
Through repeated trial and verification, we explored ways to meet these requirements and broadened our ideas to find the best solutions.
I believe that the freedom to take on challenges and test new ideas without being bound by conventional thinking was a key factor in our success.
I will draw on this experience to take on my next challenge: creating products that deliver greater value to our customers.



Clean FA Division
Engineering Dept.
Nobuyuki Ito

TOPICS Reducing Chemical Substances through Powder Coating (MMC Shiga Plant)

MMC Shiga Plant converted its painting process from solvent-based coating to powder coating, with full-scale operation launched in January 2026. The new system eliminates the use of organic solvents and is expected to reduce waste paint, wastewater, and sludge by approximately 99 tons annually, helping lower both environmental impact and waste treatment costs.
This equipment upgrade has improved not only environmental performance but also worker safety and production stability. By switching from solvent-based to powder coating, training time for coating operations was reduced to approximately one-sixth, while exposure to organic solvents was eliminated. In addition, changes to the coating line transport system and partial automation are expected to improve productivity by up to two times compared with the previous process.
The PRTR-regulated chemical emissions at MMC Shiga Plant are expected to decrease by approximately 21 tons annually compared with FY2025. We will continue ensuring the proper management of chemical substances.



Powder Coating Line



Powder Coating Booth

TOPICS HVAC System Upgrades (MMC Shiga Plant)

MMC Shiga Plant upgraded the HVAC systems in Plants 1 and 2 to improve energy efficiency and working environment. Supported by a government subsidy, the project replaced 15 units, including kerosene heaters, with 18 high-efficiency HVAC systems.
As a result, annual CO_2 emissions are expected to decrease by approximately 160 tons.
In FY2027, HVAC systems at Plant 4 are scheduled for replacement, with an additional annual CO_2 reduction of approximately 70.6 tons expected. We will continue promoting planned equipment upgrades and efficient energy use to create a more comfortable workplace.

Human Capital and Human Rights

Human Resource Development

Recognizing our people as our most important asset, the Muratec Group provides opportunities and an environment that support individual growth and development. Through rank-based training, professional education, and self-development programs, we help employees reach their full potential while fostering diverse perspectives and expertise. We aim to develop talent capable of meeting the expectations of society and our customers and enhancing sustainable corporate value.

Talented people that independently create turning points for innovation

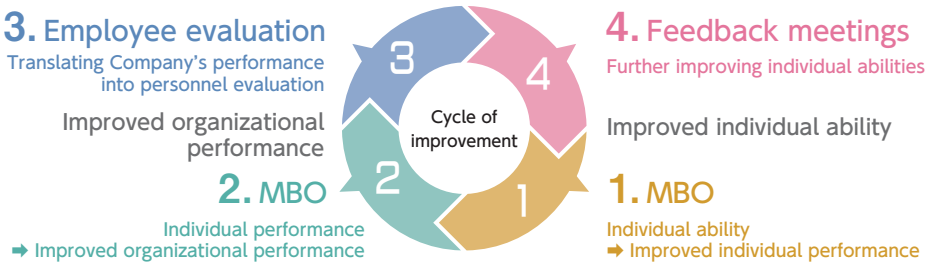
Our corporate slogan, "Innovation. Mark the turning point," reflects our commitment to our philosophy of "Creation of New Technologies." We have defined the competencies needed for each employee to drive innovation and translated them into specific behavioral guidelines for every job grade.

Personnel system that links individual growth to organizational growth

Through our system of Management by Objectives (MBO), employees set challenging objectives based on required competencies and behavioral guidelines to improve skills and performance. Linking individual goals to organizational objectives strengthens overall performance. Face-to-face meetings provide feedback on evaluations and identify areas for improvement. We refer to this system as the "Cycle of Improvement."

■Overview of Human Resource Development

- Cycle of Improvement for constant generation of high profits -



Training Programs that Encourage Personal Growth

Human Development Programs to Assist Growth

We offer rank-based training, career autonomy development, and next-generation leadership programs aligned with employees' roles and tenure as expected. Managers receive 360-degree feedback to drive behavioral change and enhance managerial performance.

■Training System

Rank-Based Trainings	New Employee Training	18-Month Training / Third-Year Training	Training for New Chiefs and Assistant Managers	Training for New Evaluators	Training for New Managers
Leadership Development Programs	Women's Leadership Program (WLP)			Muratec Business College (MBC)	
Language Programs	English Conversation		TOEIC		Business Japanese Training
Purpose-Specific Training (Examples)	Intellectual Property			Contract Basics	
	Labor Management			Compliance	
Others	E-Learning (Harassment Prevention, Business Etiquette, Information Security, etc.)				
	Distance Learning (Technical Skills, Management, Languages, Professional Qualifications, etc.)				

Support for Self-Directed Learning

We provide employees with a range of self-directed learning opportunities, including distance learning and online programs. We also offer incentives for obtaining professional qualifications and training programs that address evolving needs, such as data literacy training for developing DX talent. Through these initiatives, we aim to foster a culture in which every employee is encouraged to learn continuously and grow.

■Training per Employee

	FY2024	FY2025	FY2026
Training Cost per Employee (JPY)	53,614	64,135	61,814

*Scope: Employees of Murata Machinery, Ltd.
*Includes only employee training provided by the Human Resources department

Human Capital and Human Rights

Supporting Career Autonomy

We define "career" broadly to encompass an individual's entire life journey, not just professional development. To help employees lead fulfilling lives, we encourage them to envision their own career paths and take proactive steps toward their goals. We support their efforts by providing learning opportunities and encouraging them to take on new challenges.

Initiatives and Programs



●Career Autonomy Training at Key Career Stages

We provide career autonomy training at the ages of 28, 38, and 45, helping employees reflect on their experiences, envision their future careers, and develop concrete action plans. Through these programs, we empower employees to take ownership of their careers and pursue continuous growth.

●Career Discussions

Employees meet with their supervisors annually to discuss their career aspirations and development plans and seek guidance on achieving their goals.

●Career Discovery System

This system gives employees greater visibility into departmental roles and allows them to request transfers to areas of interest. It helps employees explore opportunities across the company and pursue their desired career paths. (See "Introducing the Career Discovery System" in TOPICS on this page.)

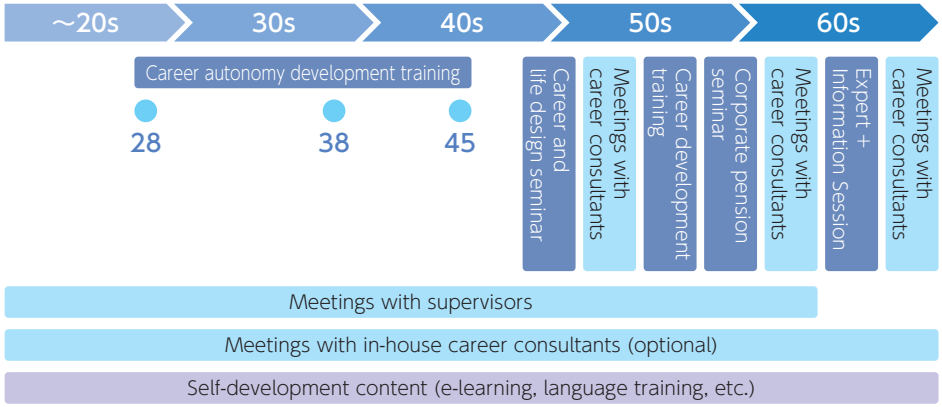
●Life Planning Support

We offer seminars on life and financial planning and corporate pensions to help older employees prepare for the future. Through these initiatives, we encourage employees to take a proactive approach to planning their lives.

●Career Counseling and Retirement Support

Employees can consult with in-house career counselors about career development. We also provide seminars and information to help employees approaching retirement plan their future lives and careers. These initiatives enable employees to confidently plan for the future at every career stage.

■Career Autonomy Support



*Expert+: Continued employment system for employees aged 65 and over

TOPICS Introducing the Career Discovery System

In FY2026, we introduced the Career Discovery System to help employees identify their strengths and values and take a long-term, proactive approach to career development. The system provides information on the roles and responsibilities of each division, helping employees explore new career opportunities within the company. In its first year, 20 of the 50 applicants transferred to their preferred divisions.
We will continue to enhance the system to empower employees to think, choose, and grow for themselves, while creating an environment where diverse talent can thrive by leveraging their individual strengths.

TOPICS Creating Opportunities for Senior Employees

To enable experienced employees to continue contributing regardless of age, we abolished the Specialist Employee System effective April 1, 2026. We also reviewed age-based roles and compensation, making all eligible employees, including those already in specialist positions, eligible for pay raises and promotions based on their capabilities and contributions.
We expect experienced employees to continue applying their knowledge and expertise across our operations and in developing the next generation. We will further enhance our human resource systems to support long and fulfilling careers for diverse employees and drive sustainable corporate value growth.

Human Capital and Human Rights

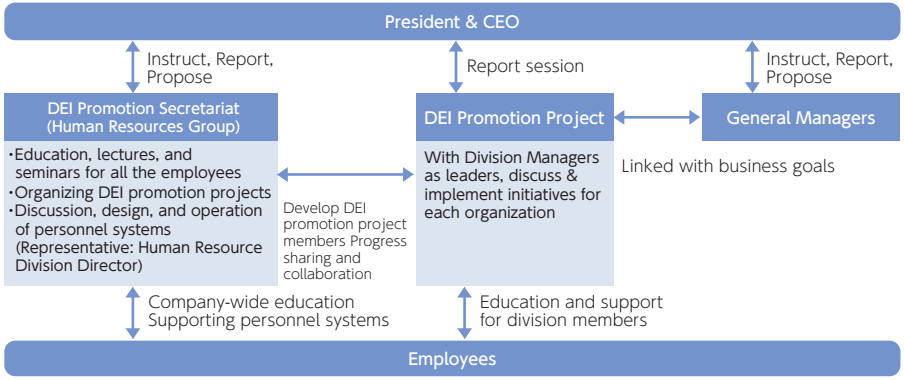
DEI Initiatives

Muratec Group fosters an inclusive workplace where employees with diverse talents respect and support one another. We promote innovation and provide an environment where employees can grow and thrive in a changing society.



DEI Promotion System

We have established a DEI promotion framework led by the President. In collaboration with the secretariat and employee representatives, we advance initiatives tailored to each workplace. Progress and results are reported to management annually to further enhance our efforts.



Empowering Women in the Workplace

The average length of service for female employees has remained stable, supported by flexible work arrangements such as reduced working hours and flextime. More women are continuing their careers after childbirth, serving as role models and fostering a more inclusive workplace culture. The Women's Leadership Program (WLP) launched in FY2016 helps participants develop leadership skills and confidence. More than 100 female employees have completed the program, building a network across divisions. Since its launch, the number of women in management positions (assistant manager and above) has increased, creating role models for future generations.

Supporting People with Disabilities

To create an inclusive workplace where employees with and without disabilities can thrive, we established General Affairs Section 3 at the Inuyama Plant in April 2018. We also launched Muratec Farm Hirakata in September 2022 and the Assist Team at Head Office in April 2024. We will continue to expand these initiatives to support a diverse and inclusive workplace.

Helping Foreign Employees Thrive

We continuously foster a supportive work environment for foreign employees through various initiatives. We also support their adaptation to life and work in Japan by helping them learn the language, understand cultural norms, and build professional networks.

Initiatives for LGBTQ+ and SOGI

We provide accurate information on LGBTQ+ and SOGI* for understanding of sexual diversity, and apply the same internal systems and family benefits to employees with same-sex partners as those with spouses.

* SOGI: Sexual Orientation and Gender Identity

■DEI Promotion Events All through the Year

Muratec DEI DAYs 2025

■Gold Award in the 2025 PRIDE Index

work with Pride Gold 2025

TOPICS **DEI Maturity Check Using Engagement Survey**

To support business and workplace improvements, we conduct an annual engagement survey that includes DEI-related questions alongside those on job satisfaction and organizational culture. The survey assesses whether employees feel comfortable expressing their opinions and whether they feel respected and included in the workplace. The results suggest that workplaces with open communication tend to have stronger DEI practices. We share the findings with DEI Promotion Project Leaders and managers to strengthen related initiatives and improve the workplace environment.

Human Capital and Human Rights

Work-life Balance

We foster a workplace where employees can balance life events and family responsibilities while remaining motivated and productive. Through a range of supportive programs, we enhance employee engagement and enable everyone to realize their full potential and contribute to sustainable growth.

Flexible Work Arrangements

●Telework System

We introduced a telework system to boost productivity, support work-life balance, and ensure business continuity during emergencies.

●Flextime and Hourly Paid Leave Systems

We provide flexible work systems for all employees who need them, not just for childcare or caregiving, supporting a variety of needs.

Support for Balancing Work and Family Life

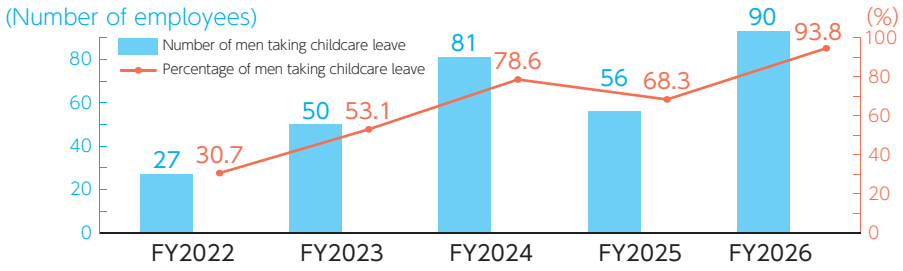
●Support for Childcare and Caregiving

Employees caring for children or family members can reduce their working hours to balance work and family life. Individual meetings with supervisors before and after childcare or family care leave ensure they receive proper support at the workplace.

●Promotion of Paternity Leave

We encourage male employees to actively participate in childcare. We use one-on-one meetings with supervisors before a spouse's birth to clarify their intentions for paternity leave and confirm available childcare support.

■Number and Percentage of Men Taking Childcare Leave



●Support for Employees Balancing Work with Medical Treatment

Eligible employees (who are suffering from cancers, strokes, heart disease, dialysis treatment, and fertility treatment) may use preserved paid leave and reduced working hours under specified conditions.

Human Rights

The Muratec Group recognizes compliance with international human rights standards as essential to global business operations. We conduct initiatives to minimize potential negative human rights impacts arising directly or indirectly from our business activities.

Human Rights Policy

The Muratec Group Human Rights Policy, available on our website, upholds the International Bill of Human Rights, the UN Guiding Principles on Business and Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work. Guided by this policy, we promote respect for human rights throughout our business activities.

Human Rights Education

We introduced e-learning for new employees on business and human rights and the Group's Human Rights Policy. The course was offered in seven languages (Japanese, English, Simplified Chinese, Traditional Chinese, Indonesian, Vietnamese, and Portuguese), and completed by 417 employees in fiscal 2026. We will continue these programs and extend these initiatives to our business partners.

Identification of Human Rights Issues

We identified key human rights issues based on performance and situation assessments and will implement measures in priority order. The following are the seven highest-priority issues.

Top Priority Issues	Priority Issues
● Ensuring Responsible Procurement Practices (Strict Management of Business Partners)	● Prohibition of Discrimination
● Personal Information Management	● Working Hours (Right to have Breaks and Days Off)
● Prohibition of Harassment	● Wages (Right to an Adequate Standard of Living)
● Occupational Health and Safety	

*Regarding forced labor, child labor, and the rights to freedom of association and collective bargaining, the investigation found no occurrences or negative impacts on human rights.

Human Rights Due Diligence

Recognizing our responsibility to address the human rights impacts of our business activities, we conduct human rights due diligence to identify, prevent, and mitigate potential risks. We survey selected business partners on business and human rights and follow up individually where necessary to better understand their circumstances. Through dialogue and relevant case studies, we support their due diligence efforts.

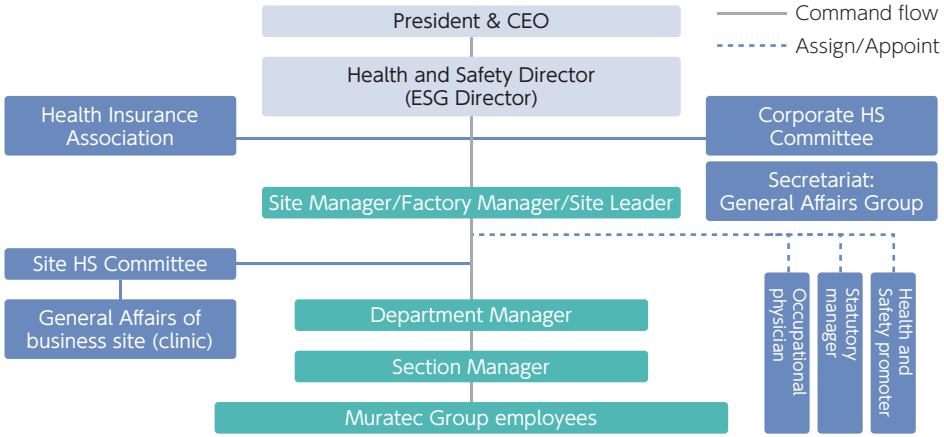
Health and Safety

Health and Safety

The Muratec Group prioritizes the health and safety of all employees and stakeholders. Under the leadership of the President & CEO, we maintain an occupational health and safety management system and promote Group-wide initiatives and continuous improvement through health and safety committees at each site.

Promotion System

We have a health and safety promotion system under the Health and Safety Director (ESG Director), comprising site HS committees, health and safety promoters, statutory managers, and occupational physicians. Site HS committees meet monthly, and the corporate HS committee meets quarterly to share improvement activities across sites.



Prevention of Workplace Accidents

The Inuyama Health and Safety Site* at the Inuyama Plant is ISO 45001 certified and pursues continuous improvement. To reduce workplace and traffic accidents Group-wide, we also regularly gather information from six key sites, including the Head Office, and share it across the Group.

* Inuyama Plant (including affiliated companies), Ise Factory, Toyohashi Factory, and Murata Tool Gifu Factory

Health and Safety Education

In addition to the training for new employees, we provide targeted programs to raise employee awareness and knowledge. In fiscal 2026, training covered heatstroke prevention, chemical substance management, traffic safety, and department-specific topics.

■Main Education Programs in FY2026

Education Theme	Participants
Heatstroke	3,005
Controlling Chemical Substances	3,320
Traffic Safety	5,317

Creating Safe Workplaces for Employees of All Ages

Occupational Accident Prevention of Older Employees

We promote age-friendly workplaces where all employees, including older employees, can work safely. Initiatives at each site include reducing physical strain, preventing falls and dropped-object accidents, posting precautionary notices, and reviewing workflows.
At the Ise Factory, employees aged 50 and over attended a safety seminar led by an external instructor. The seminar raised awareness of age-related risks and encouraged safer work practices.

Installing Automated External Defibrillators

The Inuyama Plant has increased the number of automated external defibrillators (AEDs) to improve emergency response. As prompt first aid is critical in cases of sudden cardiac arrest, AEDs are placed at appropriate locations. Each workplace also has an emergency response team that conducts regular drills, strengthening the Plant's ability to respond quickly and effectively to emergencies.

TOPICS **Clearly Marking Pedestrian Routes**

With many vehicles and forklifts operating at the Inuyama Plant, we have taken steps to prevent collisions and ensure pedestrian safety. Clearly marked pedestrian routes separate pedestrian and vehicle traffic, while revised on-site traffic rules give priority to pedestrians.
We will continue to strengthen these measures to ensure a safe environment for employees, visitors, and everyone on site.



Health and Safety

Employee Health Management Initiatives

The Muratec Group regards employees' mental and physical health as essential to realizing the "prosperity of employees" and "a better tomorrow for society" envisioned in our corporate philosophy. To help employees reach their full potential and enhance business performance, we improve workplace environments, with a focus on healthy diets, exercise, sleep, smoking cessation, and mental well-being.

Priority Initiatives

To address management issues stated in the "Strategy Map in Health & Productivity Management," we established key performance indicators (KPIs) for employee health and management.
Our efforts aiming to improve all KPIs by fiscal 2027 were recognized with the "Health and Productivity Management Outstanding Organization 2026 (Large Enterprise Category)" certification, honoring excellence in health management. We will continue to promote our efforts as an essential base of the corporate sustainable growth.

2026 健康経営優良法人
KENKO Investment for Health
大規模法人部門

■Muratec Group Employee Health Management Priority Areas

Priority areas	Diet	Exercise
Activity indicators (Figures show the results achieved in March FY2026)	Percentage of employees with a BMI between 18.5 and 25 62.1%	Percentage of employees who walk at least 1 hour daily or do an equivalent amount of physical activity 45.9% (Goal achieved)
Goals for March FY2027	At least 70.0%	At least 40.0%

Priority areas	Sleep	Smoking	Mental Health
Activity indicators (Figures show the results achieved in March FY2026)	Percentage of employees who get enough sleep 65.3%	Percentage of employees who smoke 19.3%	Percentage of employees identified as highly stressed 10.4%
Goals for March FY2027	At least 70.0%	No more than 18.0%	No more than 10.0%

Promoting Health through Food Education

We regularly hold food-focused health events. Under the theme of "Food Education for Adults," our company cafeterias also offer nutritionally balanced meals to support healthier eating habits. These initiatives earned us Outstanding Corporation 2026 certification under the Certification System for Outstanding Food Education Practice Corporations.*

2026 食育実践優良法人

*A certification and recognition program established by Japan's Ministry of Agriculture, Forestry and Fisheries in July 2025 for companies working to improve employees' dietary habits.

Improving Health Literacy

Through preventive and proactive health initiatives, we support employees' physical and mental well-being while enhancing productivity and contributing to sustainable corporate value creation.

Holding Health Seminars

We hold health seminars to improve employees' health literacy. In fiscal 2026, invited experts gave lectures on preventing hepatitis, fatty liver disease, and liver cancer, and on understanding cholesterol and triglycerides to prevent myocardial infarction.

■Scenes from Seminar: "Preventing hepatitis, fatty liver, and liver cancer"



Introducing Health Support Tools

We introduced "Calomama Plus," an app for tracking daily calorie intake and supporting mental health, and "ascure," an online smoking cessation program, to promote employee well-being.

Introducing the Health Mileage Program

We launched the Health Mileage Program in June 2025 to encourage employees to develop healthy habits. Employees earn points by using Calomama Plus, participating in health events, and taking paid leave, and can redeem them for rewards. In fiscal 2026, 632 employees participated, helping improve health literacy and promote healthier habits.

TOPICS Hepatitis Screening

In April 2025, we introduced optional hepatitis B and C virus screening as part of regular health checkups to support disease prevention and early detection. Because hepatitis often progresses without noticeable symptoms and may lead to liver cancer, the screening is intended to facilitate early diagnosis and appropriate treatment.
Results are accessible only to the employee and healthcare professionals. When necessary, we arrange consultations with occupational physicians and support employees in seeking specialist care. We will continue to promote preventive healthcare, recognizing employee health as a vital foundation for our business.

Community Connections

The Muratec Group connects with local communities. By communicating with local students and children, as well as educational support activities, we continuously promote the appeal of the manufacturing industry and its social value. By nurturing the next generation and collaborating with local communities, we aim to contribute to the sustainability of society as a whole.

Company Tour for Local University Students (Muratec Mechatronics Co., Ltd., Shiga Plant)

We invited 50 local university students to a company tour, where they observed sheet metal processing and the manufacture of control panels and printed circuit boards, learning about our approach to manufacturing and continuous improvement. The program also included a talk on applying academic learning at work and discussions with young employees, including graduates of the participants' universities. We will continue to support the next generation through collaboration with local educational institutions.



Protecting the Endangered Fish Pseudorasbora pugnax (Inuyama Plant)

At the request of Inuyama City, the Inuyama Plant began protecting the endangered freshwater fish Pseudorasbora pugnax in the biotope in front of the new A06 building. Native to Japan, this cyprinid inhabits rivers flowing into Ise Bay in Gifu, Aichi, and Mie prefectures. Its population has declined due to habitat loss and the spread of invasive fish species. We are maintaining a suitable environment to help restore the population and eventually return the fish to their natural habitat. Through this and other initiatives, we will continue to help conserve biodiversity.



Participating in Local River Cleanup Activities (Ise Factory)

In July 2025, the Ise Factory participated in the Seta River Tanabata Cleanup organized by Ise City, alongside local companies, organizations, and residents. Illegal dumping in local rivers has declined significantly, reflecting growing environmental awareness and ongoing cleanup efforts. We will continue participating in such activities to conserve the local environment, contribute to the community, and strengthen ties with local residents.



Engaging with Local Communities through Programs for Junior and Senior High School Students *Selected programs conducted in fiscal 2026

The Inuyama Plant annually offers work experience programs for local junior and senior high school students. In fiscal 2026, it hosted three work experience and community learning programs for junior high school students, as well as five internships and company tours for senior high school students.
Since 2022, the Ise Factory has hosted workplace visits and training as part of a local commercial high school's career education program. Young employees lead factory tours and discussion sessions, giving students a relatable perspective on working life.
As part of Ishikawa Prefecture's next-generation workforce development initiative, Kaga Factory regularly offers local high school students a 10-day workplace training program. At a pre-training session, employees from participating companies in Kaga City gave lectures and shared their commitment to manufacturing. Three students gained hands-on experience assembling the AIcone while learning about the quality-focused manufacturing processes and the professional mindset expected in the workplace. The training also included classroom lessons and small-group exercises.



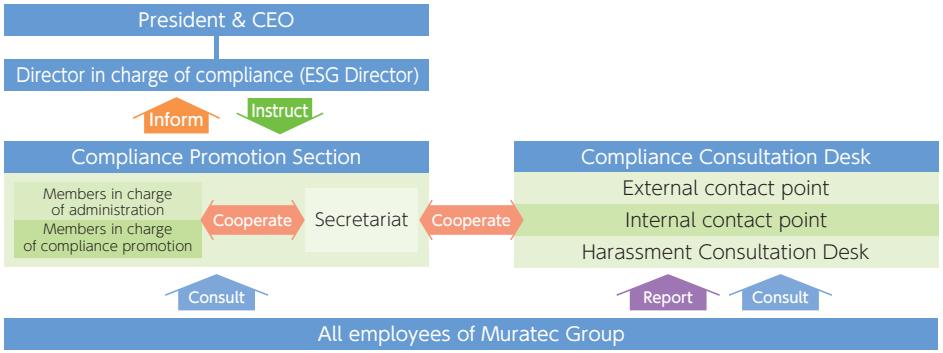
Ethics and Compliance

The Muratec Group believes it is essential not only to comply with all laws and regulations but also to uphold ethical standards, follow our own code of conduct and internal rules, and maintain open communication with stakeholders to meet their expectations. To remain a company trusted by society, we work Group-wide to maintain and strengthen compliance.

Compliance Promotion System

The Muratec Group selects the members of the Compliance Promotion Committee from the heads and leaders of each division and Group company department. (As of April 2026, the committee had 246 members.) The committee members are responsible for raising compliance awareness and promoting its implementation. They also serve as approachable consultants for employees.

■Compliance Promotion Structure

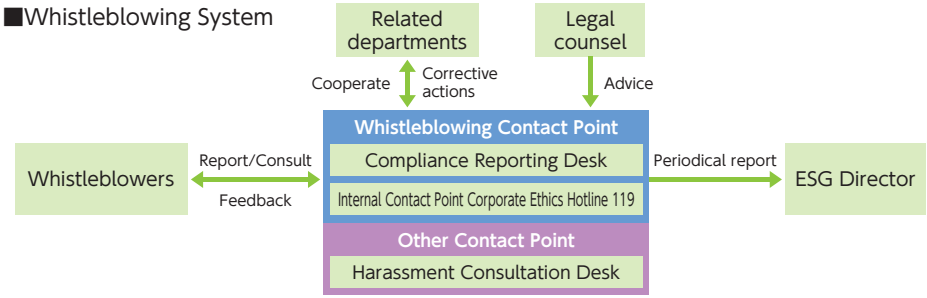


Whistleblowing System

We have established whistleblower hotlines for the early detection and prevention of compliance violations, including an external reporting channel. Both ensure confidentiality, anonymity, and protection against retaliation, enabling employees and stakeholders to safely report concerns and seek corrective action. We have also established a Harassment Consultation Desk. Through these channels, we gather feedback and promptly implement corrective and improvement measures.

In fiscal 2026, the three contact points received 72 reports and consultation requests, all of which were appropriately addressed. ESG Directors conduct management reviews twice a year to share case details, responses, and corrective measures. Follow-up checks are also conducted after a set period to verify their effectiveness. No cases requiring immediate further action or having a serious impact on the Company's business were identified in fiscal 2026.

■Whistleblowing System



Preventing Conflicts of Interest

In addition to ensuring legal and regulatory compliance, we address a broad range of compliance risks. We have established a dedicated disclosure channel for conflicts of interest in particular. Employees can disclose not only actual conflicts of interest but also potential situations in the future. We will continue working to prevent conflicts that could undermine the fairness and transparency of the Group.

Compliance Education

We provide ongoing training to strengthen employees' awareness of compliance and risk management. This includes e-learning for all employees twice a year, monthly compliance materials, and basic courses on anti-bribery, cartels, the SME Transactions Act (formerly the Subcontract Act), and export controls. Through these initiatives, we deepen employees' understanding of corporate ethics and legal compliance and continue preventive training to reduce compliance risks.

TOPICS Establishing an External Whistleblowing Channel at a Law Firm

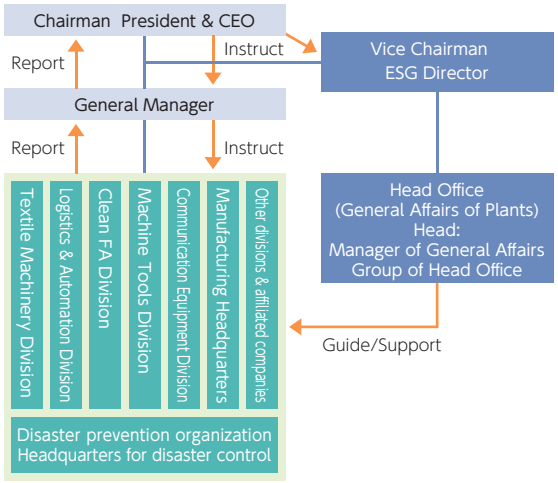
The Muratec Group has established whistleblowing channels to detect compliance risks early and prevent violations. In October 2025, we added an external channel that allows employees to report concerns directly to a law firm. This initiative responds to employee concerns about the independence and confidentiality of an internal-only system and the difficulty of speaking up. By operating both internal and external channels, we aim to ensure impartiality and professional handling, detect misconduct early, protect whistleblowers, and further strengthen our compliance framework.

Risk Management

Business Continuity Planning (BCP)

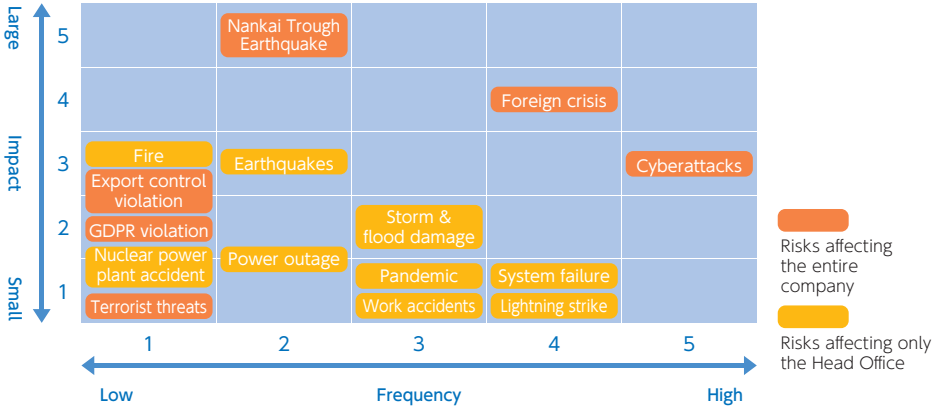
At the Muratec Group, we promote business continuity planning (BCP) to protect lives and ensure the continuity of operations during emergencies. We have established the Risk Control Rules as our highest-level risk management policy and formed the Risk Control Committee, chaired by the President. The Committee conducts risk assessments, develops response manuals and plans, strengthens crisis management systems, and carries out regular training and drills to continuously enhance the effectiveness of our BCP.

■BCP Promotion System



Risk Assessment through Business Risk Analysis

In establishing BCP, we assess potential and disaster risks for each business unit, using a dual-axis matrix of impact and frequency to identify threats based on simulated maximum damage and financial impact. Assessments are reviewed annually and reflected in action plans according to priority.



Enhancing Education and Training

We conduct regular BCP training, disaster and evacuation drills, and departmental tabletop exercises to strengthen emergency preparedness. In fiscal 2026, we introduced multilingual e-learning for foreign employees and conducted earthquake-response tabletop exercises across 92 departments. Lessons learned are reflected in future initiatives to continuously improve BCP effectiveness.

BCP that Addresses Diverse Risks

We are strengthening measures against cyberattacks, which pose a growing threat due to their increasing sophistication and frequency. We have established emergency response procedures and conducted tabletop exercises simulating crisis situations to verify their effectiveness. We will continue to enhance our BCP by identifying potential threats, prioritizing responses, and strengthening risk management measures.

TOPICS Multilingual BCP E-learning

Since August 2016, we have provided annual BCP e-learning programs. In fiscal 2026, the program was made available in multiple languages for foreign employees. Effective BCP requires every employee to incorporate preparedness into their daily work and respond promptly in an emergency. We will continue to expand educational opportunities for all employees to support effective BCP implementation.



	FY2024	FY2025	FY2026
Number of participants	5,505	5,342	5,578
Participation rate (%)	99	99	99

Risk Management

Supply Chain Management

We strive for mutual prosperity with our suppliers, the key business partners, through fair, equitable transactions and trust. We also work to minimize supply chain risks in order to reliably and sustainably deliver value to society.

Compliance with Responsible Business Alliance (RBA)* Code of Conduct

Our company supports and complies with the RBA (Responsible Business Alliance) Code of Conduct along with the ordinances and social norms in each country. As the RBA Code of Conduct requires approaches including the supply chain, we conduct activities for suppliers and on-site partners to foster recognition of the principles by referring to the RBA Code of Conduct. In requesting cooperation, we implement various initiatives according to the recognition level and resource availability of each supplier and partner.

* The Responsible Business Alliance (RBA) is a non-profit organization that supports the rights and well-being of workers and communities worldwide affected by global supply chains. It has established a common code of conduct covering labor, environment, health and safety, and ethics, aiming to manage supply chain risks and enhance industry sustainability.

Inuyama Plant Acquired Gold Rating in VAP Audit

In June 2026, our primary manufacturing facility, the Inuyama Plant, underwent a third-party audit known as the VAP Audit, which is based on the RBA Code of Conduct, and achieved the highest rating of Gold. We will continue our improvement efforts to maintain this rating.

Deployment of "Murata Machinery Code of Conduct for Business Partners"

We established the Murata Machinery Code of Conduct for Business Partners, incorporating key elements of the RBA Code of Conduct. We distribute it to major first-tier suppliers and on-site business partners at the Inuyama Plant and seek their cooperation in promoting compliance throughout the supply chain. Through site visits and online meetings, we explain the Code's purpose, share examples of expected initiatives, and encourage mutual communication. We will continue these efforts to reduce supply chain risks.

Compliance Survey on the Code of Conduct for Business Partners

We conduct an annual survey of our major first-tier suppliers and on-site business partners at the Inuyama Plant to assess compliance with the Murata Machinery Code of Conduct for Business Partners. In fiscal 2026, we received responses from 243 companies and evaluated their initiatives related to labor, health and safety, the environment, business ethics, BCP, and management systems. The results showed that no suppliers were classified as high risk (scoring below 50 points). As in the previous fiscal year, we assessed compliance with key elements of the RBA Code of Conduct and identified no significant issues.

■Results of Company Survey (FY2026)

Section	Primary Suppliers	On-site Partner Companies at Inuyama Plant
Average Score	81.7	93.3
Number of companies with high risks (Score below 50 points)	0	0

*Average scores are rounded to the second decimal place.
*Survey questions, evaluation criteria, and scoring methods are reviewed annually, and results are assessed based on the criteria established for each fiscal year.

Implementation of Supplier Audits and Improvement Support

Following fiscal 2025, we conducted on-site audits of 13 suppliers in fiscal 2026 based on survey results and other evaluation criteria. Through interviews and discussions, we identified challenges and shared best practices to support improvement efforts. We also provided feedback to seven on-site partner companies at the Inuyama Plant through workplace inspections and interviews.
In addition, we provided RBA Code of Conduct training for on-site partner companies engaged in manufacturing and assembly operations at the Inuyama Plant. Along with classroom training, participants experienced workplace safety risks through hands-on programs at the Manufacturing Skill Center and Safety Dojo. We will continue expanding these initiatives to strengthen sustainability throughout the supply chain.



FY2026 Key Initiatives

- VAP Audit: Gold status (Certified in June, 2026)
- Supplier survey: 243 companies
- Audits for improvement: 13 companies
- Improvement support: 7 partner companies

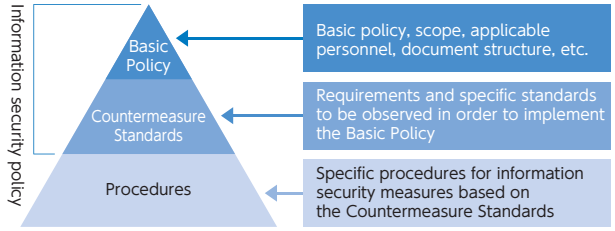
Risk Management

Information Security & Product Security

Under management leadership, the Muratec Group implements Group-wide information security initiatives and continuously enhances its security framework to protect critical information assets and minimize potential impacts from security risks.

Information Security Policy and Security Management Framework

The Muratec Group has established a Basic Policy and Security Standards aligned with ISO/IEC 27001/27002:2022. These policies and standards are applied across our global operations to strengthen our information security foundation.



Initiatives for Enhanced Information Security

To address increasingly sophisticated cyberattacks, evolving IT environments, including cloud services and AI adoption, and assessments by security professionals, we are implementing the following initiatives:

Policy	Priority Areas
Strengthening security governance	・Revising procedures in response to changes in the business environment and regulatory requirements ・Enhancing awareness programs, education, and training
Mitigating information security risks	・Strengthening vulnerability management measures ・Transitioning to a zero-trust environment
Early detection of cyberattacks and enhanced recovery capabilities	・24/7 monitoring through a Security Operations Center (SOC) ・Enhancing BCP initiatives and recovery plans ・Strengthening backup measures for critical information

*SOC (Security Operations Center): A specialized organization that continuously monitors IT environments and system logs to detect, analyze, and respond to cyber threats.

Responsible AI Adoption

To promote the appropriate use of generative AI in the workplace, we established the Guidelines on the Use of Generative AI, which define basic rules, evaluation criteria for selecting AI services, and precautions for use to ensure information security, compliance, and ethical considerations. Information security training for employees also covers cyber risks associated with generative AI and appropriate countermeasures.

Product Security Basic Policy

We regard ensuring the security of our products and services as a top priority. To earn the trust of our customers, business partners, and society, we implement appropriate security measures based on risk assessments throughout the entire product and service lifecycle, while continuously improving our processes.

Initiatives to Enhance Product Security

As cybersecurity regulations for digital products, including Regulation (EU) 2024/2847, become increasingly stringent, we monitor regulatory developments, identify applicable requirements, and reflect them in our organizational practices, development processes, and internal rules.

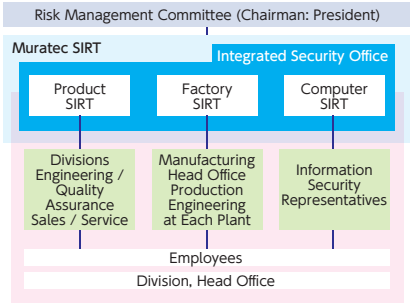
Topic	Specifications
Maintaining and operating a secure development lifecycle	・Establishing and maintaining product security rules and procedures (security-by-design implementation, testing, and updates) ・Revising QMS*1 rules ・Achieving IEC 62443-4-1 certification (international standard)
Strengthening software management	・Maintaining SBOM*2 and related operational processes
Enhancing vulnerability management	・Collecting vulnerability information and establishing processes for impact assessment ・Establishing incident reporting procedures
Product security education	・Defining competencies required for product security ・Establishing talent development programs

*1: QMS (Quality Management System): A quality assurance system compliant with ISO 9001.
*2: SBOM (Software Bill of Materials): A list of software components used in a product.

Enhancing Security Governance

Preparation for an Integrated SIRT

To strengthen our response to security incidents and risks, we established SIRTs* for information, product, and factory security under the common framework of the Muratec SIRT. Reporting directly to the Risk Management Committee, the Muratec SIRT plans and implements Group-wide security initiatives. To further enhance coordination among SIRTs, we established the Cybersecurity Office in April 2026 to serve as a hub for information sharing, particularly during incidents.



※SIRT : Security Incident Response Team

ESG Data

Environment

■Environmental Performance Data*1

(Year ended March)

		2024	2025	2026
Energy consumption				
Light oil	kl	14	14	15
Gasoline	kl	163	154	203
Kerosene	kl	134	111	17
LPG	t	1,697	1,658	1,600
Purchased electricity	kWh	49,915,773	50,595,224	51,044,284
Power generation output	kWh	0	48,899	633,431
Total*2	GJ	527,176	530,365	549,002
CO_2 emissions				
Scope1	tCO_2	6,198	5,990	5,533
Scope2	tCO_2	21,436	21,640	21,359
Scope1+Scope2	tCO_2	27,634	27,630	26,892
Percent change of Scope 1 + Scope 2*3	%	▲ 7.8	▲ 7.8	▲ 10.3
Waste emissions				
Total emissions (excluding valuables)	t			2,537
Total emissions (including valuables)	t	6,256	6,143	5,820
Percent change of total emissions (including valuables)*3	%	1.1	▲ 0.7	▲ 5.9
Water usage				
Total water use	m^3	186,678	186,690	168,706
Percent change in total water use*3	%	▲ 17.6	▲ 17.6	▲ 25.6
Water use intensity*4	m^3 / (person-day)	0.12	0.12	0.11
Percent change of water use intensity*3	%	▲ 36.5	▲ 37.5	▲ 46.2
Emissions of chemical substances subject to PRTR reporting*5				
Total emissions	kg	48,950	44,118	27,371
Percent change of total emissions*3	%	▲ 28.9	▲ 35.9	▲ 60.2
Emission intensity*6	kg/million yen	0.26	0.23	0.14
Percent change of emission intensity*3	%	▲ 52.2	▲ 57.4	▲ 75.0

*1 Scope: Head Office, Inuyama Plant, Ise Factory, Kaga Factory, Muratec Mechatronics Co., Ltd. (Shiga and Oita)
*2 Total energy consumption is calculated on a primary energy basis.
*3 Increase/decrease ratio for each datum is referenced as a percentage against March FY2018 as the base.
*4 Intensity per total working hours
*5 Sites subject to PRTR reporting: Inuyama Plant, Kaga Factory, and Muratec Mechatronics Co., Ltd. (Shiga Plant)
*6 Intensity per unit of production value

Social

■Workforce Composition (non-consolidated)

(Year ended March)

	2024	2025	2026
Full-time employees (persons)	3,670	3,508	3,576
Male (persons)	2,908	2,754	2,794
Female (persons)	762	754	782
Contract employees (persons)	285	326	361
Male (persons)	257	294	320
Female (persons)	28	32	41
Part-timers (persons)	325	299	332
Male (persons)	206	200	229
Female (persons)	119	99	103
Average age, Total (years)	40.8	41.8	41.7
Male (years)	41.6	42.6	42.5
Female (years)	37.2	38.5	38.4
Union members (persons)	2,246	2,318	2,382
Percentage of employees covered by collective bargaining agreements(%)*1	52.5	56.1	55.8

*1 Method of calculating the percentage of employees covered by collective bargaining agreements: Number of union members at fiscal year-end / Total number of employees at fiscal year-end

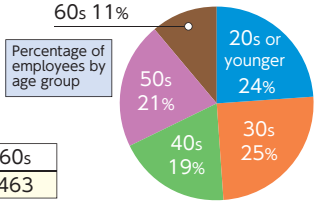
Employees by age group	20s or younger	30s	40s	50s	60s
	1037	1047	810	912	463

■Employee Retention (non-consolidated)

(Year ended March)

	2024	2025	2026
Average length of service (total/year)	15.5	15.5	16.5
Male (years)	16.1	16.1	17.1
Female (years)	12.8	13.0	14.1
Retention rate after 3 years of employment (%)	91.5	88.2	100
Male (%)	93.8	90.6	100
Female (%)	81.8	80.0	100
Voluntary turnover rate* (total/%)	2.2	3.1	1.9
Male (%)	2.1	2.8	1.9
Female (%)	2.8	4.2	1.8

*Method of calculating voluntary turnover rate: (Total number of voluntary resignations during the fiscal year) / (Total number of employees at the fiscal year-end)



■Employment and Wages (non-consolidated)

(Year ended March)

	2024	2025	2026
Number of new hires (total/persons)	134	105	110
Male (persons)	109	68	76
Female (persons)	25	37	34
Number of mid-career hires (total/persons)	103	79	116
Male (persons)	79	61	95
Female (persons)	24	18	21
Number of persons with disabilities hired (persons)	103	103	112
Employment rate for persons with disabilities (%)	2.39	2.34	2.48
Number of female titled employees*1 (persons)	120	118	132
Number of male titled employees (persons)	1,581	1,445	1,450
Proportion of female among all titled employees (%)	7.05	7.55	8.34
Percentage of female managers (%)	4.11	4.41	4.00
Number of foreign employees*2 (persons)	252	218	234
Wage differences between men and women*3			
All employees (%)	65.05	68.26	70.63
Full-time employees (%)	67.26	69.67	71.54
Part-time and fixed-term employees (%)	53.26	55.89	60.95
Training Cost per Employee (JPY)	53,614	64,135	61,814

*1 Titled employees: assistant managers or higher positions *2 Number of non-Japanese employees, including technical interns
*3 Women's wages as a percentage of men's wages

ESG Data

■Work-Life Balance (non-consolidated)

(Year ended March)

	2024	2025	2026
Yearly average of annual leave days taken	12	12.2	12.7
Percentage of employees taking annual leave	66.0	71.1	71.9
Number of employees taking childcare leave (total)	116	83	115
Male	81	56	90
Female	35	27	25
Percentage of employees taking childcare leave*1			
Male	78.6	68.3	93.8
Female	134.6	96.4	100.0
Employees entitled to take childcare leave (total)	129	110	121
Male	103	82	96
Female	26	28	25
Percentage of employees returning to work after childcare leave	100	100	100
Male	100	100	100
Female	100	100	100
Number of employees working reduced hours for childcare*2 (total)	104	110	168
Male	2	3	6
Female	102	107	162
Number of employees taking family care leave*3 (total)	3	4	0
Male	1	4	0
Female	2	0	0
Number of employees working reduced hours for family nursing care*4 (total)	2	3	5
Male	0	0	0
Female	2	3	5

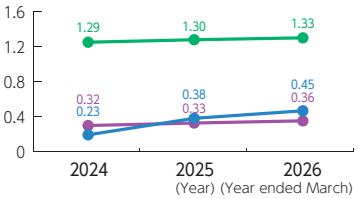
*1 Calculated using the method based on Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers. Number of employees taking first childcare leave during the fiscal year / Number of employees who had a baby during the fiscal year x 100 Figures may exceed 100% due to differences in the employee-counts used for the numerator and denominator values.
*2 Number of employees using the program at the fiscal year-end
*3 Number of employees who started leave during the fiscal year
*4 Number of employees using the program at the fiscal year-end

■Number of Occupational Accidents*1,*2

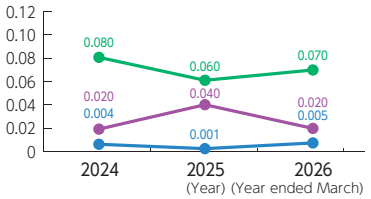
(Year ended March)

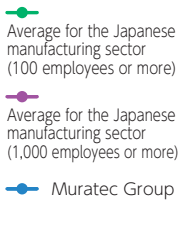
	2024	2025	2026
Number of fatalities from occupational accidents (persons)	0	0	0
Lost-time accidents (1 day or more of lost time)(number)	3	5	6
Non-lost-time accidents (less than 1 day of lost time) (number)	18	11	19

Frequency rate of lost-time injury*3,5



Severity rate of lost-time injury*4,5





*1 Scope: Head Office, Inuyama Plant, Ise Factory, Kaga Factory, Kisshoin Office, Tokyo Office, Muratec Mechatronics Co., Ltd. (Shiga and Oita), and Murata Tool Gifu Factory, including temporary employees but excluding employees of contractors
*2 The calculation method for occupational accidents was revised, and the figures have been restated retroactively to fiscal 2024.
*3 The number of occupational injuries and fatalities per one million total hours worked, a measure of the frequency of occupational accidents
*4 The number of lost workdays per 1,000 hours worked, a measure of the severity of work-related injuries
*5 The Japan domestic manufacturing industry average is quoted from the Ministry of Health, Labour and Welfare's Survey on Industrial Accidents.

■Employee Health*

(Year ended March)

Category	Indicator	2024	2025	2026	Goal (up to 2027)
Diet	Percentage of employees with a BMI between 18.5 and 25	63.2	62.4	62.1	At least 70
	Percentage of employees who skip breakfast at least 3 times a week	22.5	23.8	23.0	No more than 15
Exercise	Percentage of employees who exercise at least 2 days a week	22.8	25.0	26.1	At least 25
	Percentage of employees who walk at least 1 hour daily or do an equivalent amount of physical activity	38.4	44.8	45.9	At least 40
Sleep	Percentage of employees who get enough sleep	63.6	63.2	65.3	At least 70
Smoking	Percentage of employees who smoke	19.5	20.0	19.3	No more than 18
Mental health	Percentage of employees who underwent a stress check	92.8	94.4	94.5	100
	Percentage of employees identified as highly stressed in a stress check	12.0	11.5	10.4	No more than 10
Health checkup	Percentage of employees who had regular health checkups	100	100	100	100
	Percentage of employees identified as requiring a follow-up medical examination who submitted a medical report	90.8	91.6	90.3	At least 92

(%)

*Scope: Murata Machinery, Ltd., Muratec Mechatronics Co., Ltd., Muratec Frontier, Ltd., Murata Parts Sales Co., Ltd., Murata System Co., Ltd., Muratec C.C.S, Ltd., Murata Tool, Ltd., Techno Advance Co., Ltd., Murata Engineering Co., Ltd., Murata Kosan Co., Ltd., and Murata Machinery Health Insurance Association.

Governance

■Board Composition

(Year ended March)

	2024	2025	2026
Number of directors (persons)	10	10	10
Outside director (persons)	0	0	0
Female director (persons)	0	0	0
Number of auditors (persons)	1	1	1

■Compliance Training*1

(Year ended March)

	2024	2025	2026
Cumulative number of participants in compliance training (persons)	13,529	14,068	14,163

*1 Compliance training for all employees was conducted twice a year.

■Compliance Cases Reported

(Year ended March)

	2024	2025	2026
Compliance Reporting Desk*1	7	15	16
Internal contact point*2	14	11	21
Harassment Consultation Desk*3	25	24	35
Total	46	50	72

*1 Contact point for receiving compliance reports from all stakeholders (available on the corporate website)
*2 Internal contact point for receiving compliance reports
*3 Internal contact point dedicated to harassment reports

External Rating

ISO Certification

The Muratec Group has obtained certification to ISO 9001 (Quality Management Systems), ISO 14001 (Environmental Management Systems), and ISO 45001 (Occupational Health and Safety Management Systems). The certification scopes for each standard are as follows:

ISO Standards	Scope
ISO9001	Murata Machinery, Ltd. (Head Office, Inuyama Plant, Ise Factory, Toyohashi Factory, Kisshoin Office, Kaga Factory) Murata System, Ltd. Muratec C.C.S, Ltd.
ISO14001	Murata Machinery, Ltd. (Head Office, Inuyama Plant, Ise Factory, Kisshoin Office) Muratec C.C.S, Ltd. Murata Tool, Ltd. (Gifu Factory) Muratec Mechatronics Co., Ltd. (Shiga and Oita)
ISO45001	Murata Machinery, Ltd. (Inuyama Plant, Ise Factory, and Toyohashi Factory) Murata Tool Co., Ltd. (Gifu Factory) Other Group companies located at the Inuyama Plant

*The facilities shown in parentheses represent the certification scope for each standard.

RBA VAP Audits

To comply with applicable laws and fulfill our social responsibilities, we support and adhere to the RBA Code of Conduct. The Inuyama Plant achieved Gold status in the VAP Audit, a third-party audit based on the RBA Code of Conduct.
(See "Supply Chain Management" on P.25.)



CDP Climate Change and Water Security

Through the CDP Supply Chain Program, we disclose environmental information in response to customer requests. In 2025, we achieved a B- score in both Climate Change and Water Security.

*Not publicly disclosed on the CDP platform.

Health and Productivity Management Outstanding Organization

The Muratec Group has been recognized as a Certified Health and Productivity Management Outstanding Organization under the certification program jointly administered by Japan's Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi.
(See Health & Productivity Management on P.21.)

For other certifications and recognitions, please visit our corporate website.

Company Information

Company name : Murata Machinery, Ltd. Japanese Name : Murata Kikai Kabushiki Kaisha
Location : 136, Takeda-Mukaishiro-cho, Fushimi-ku, Kyoto 612-8418 Japan
President : Daisuke Murata, President & CEO
Established : July 1935
Capital : JPY 900 million
Products : Textile Machinery, Logistics & Factory Automation, Clean FA Systems, Machine Tools, Sheet Metal Machinery, Communication Equipment
Sales : Consolidated: 520,800 million yen / Non-Consolidated: 390,500 million yen (Fiscal Year ending March 2026)
Employees : 8,890 (Group) / 4,269 (Non-consolidated) (As of March, 2026)

Major locations

