# Mid-term Business Plan

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**/Inritsu** 

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### **Cautionary Statement**

All information contained in this release which pertains to the current plans, estimates, strategies and beliefs of Anritsu Corporation (hereafter "Anritsu") that is not historical fact shall be considered forward-looking statements of future business results or other forward-looking projections pertinent to the business of Anritsu. Implicit in reliance on these and all future projections is the unavoidable risk, caused by the existence of uncertainties about future events, that any and all suggested projections may not, come to pass. Forward-looking statements include but are not limited to those using words such as "believe", "expect", "plans", "strategy", "prospects", "forecast", "estimate", "project", "anticipate", "may" or "might" and words of similar meaning in connection with a discussion of future operations or financial performance.

Actual business results are the outcome of a number of unknown variables and may substantially differ from the figures projected herein.

Factors which may affect the actual business results include but are not limited to the economic situation in the geographic areas in which Anritsu conducts business, including but not limited to, Japan, Americas, Asia, and Europe, changes in actual demand for Anritsu products and services, increases or decreases in the competitive nature of markets in which Anritsu sells products or buys supplies, changing aptitudes at providing services, and exchange rates.

You also should not place reliance on any obligation of Anritsu to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Anritsu disclaims any such obligation.

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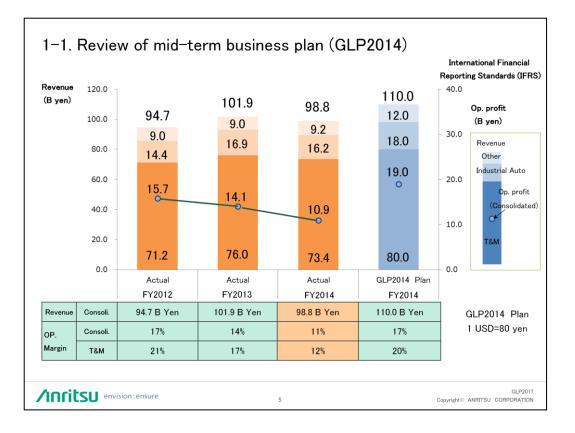
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Age	nda	
1.	Review of the Mid-term Business Plan GLP2014	
2.	New Three-year Business Plan GLP2017 and the 2020	VISION
3.	Revenue and operating profit plan for GLP2017	
4.	Strategy and growth opportunities in the T&M business	\$
5.	Growth strategy in the Industrial Automation business	
6.	Financial strategy	
7.	Measures for strengthening governance	
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I will explain the Anritsu Group's medium- to long-term company vision "2020 VISION," and provide an overview of the basic management policy, growth drivers, and numerical targets in the processes for the 2010s called "NEXT 10."

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This slide describes plan to actual comparison of the revenue (by segment), operating profit (consolidated), and operating profit to revenue ratio for the previous long-term business plan (GLP2014).

## 1-2. Review of mid-term business plan (GLP2014)

Business environment	Measures and results
<ul> <li>Dramatic changes in the mobile market</li> <li>Smartphone functionality expands from high-end to low-end</li> <li>Intensifying global competition <ul> <li>Shift in market players</li> <li>Mergers and acquisitions, reorganization, and withdrawal</li> <li>Contraction in the Japanese market</li> <li>Rapid advance of operators, chipset vendors, and handset vendors in Asia</li> <li>Increasing commoditization of smartphones and approximately 30% contraction in the terminal manufacturing market</li> </ul> </li> <li>Continuous evolution of mobile broadband <ul> <li>LTE-Advanced measurement</li> <li>Connectivity</li> </ul> </li> </ul>	<ul> <li>Respond to the dramatic change in market structure</li> <li>Strengthening of relationships with leading market players and chipset vendors</li> <li>Respond to the introduction of FD-LTE, TD-LTE and LTE-Advanced services in a timely manner</li> <li>Provide optimal solutions that contribute to improvements in development environment and production efficiency</li> <li>Develop emerging handset vendor market in Asia</li> <li>Enhancement of global support system</li> <li>ME7873LA LTE-Advanced RF test system</li> <li>Support 3 DL CA</li> </ul>
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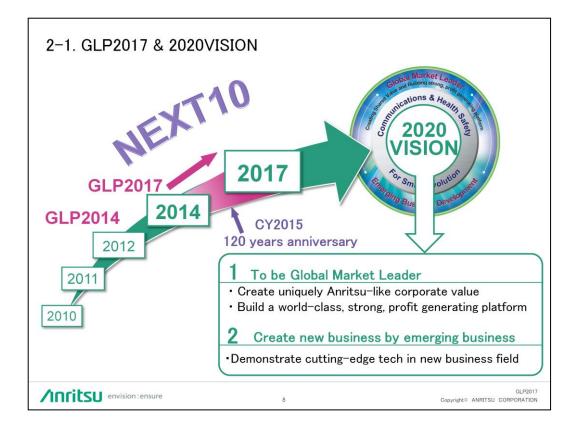
From 2012 to 2014 there were significant changes in the business environment for the mobile T&M market. Rapid and simultaneous advancement of both high functionality and commoditization of terminal resulted in intensified competition among market players, as well as mergers and acquisitions and withdrawals from the business. While the customer investment trends have been uncertain, Anritsu managed to acquire market share by actively conducting R&D in response to T&M demand for cutting-edge development and providing leading-edge solutions with a competitive advantage in the manufacturing market where efficiency is required.

Dusiness	environment	Measures ar	nd results
<ul> <li>Increasing dema substance detect</li> </ul>	tion in North America for quality inspections	<ul> <li>Strengthening relation customers</li> <li>Establishment of glob         <ul> <li>Expanded production</li> <li>New factory opened</li> </ul> </li> </ul>	al supply chain on at Thai factory
• New products	in the T&M business	<ul> <li>New products in the Automation busine</li> </ul>	
Universal Wireless Test Set MT8870A	Network Master Series MT1000/MT1100A	X-Ray Inspection System XR75 Series	Metal Detector M5 Series
Supports multiple wireless standards	Supports network		F
and tests up to four	development,	1 1	

In the Industrial Automation business, we made active efforts including the strengthening of local production systems and sales support systems in order to expand business in overseas markets where growth can be expected.

As a result, the overseas revenue ratio in the Industrial Automation business grew from 30% in FY2011 to 40% in FY2014.

This introduces the main new products in the T&M and Industrial Automation businesses that were released during the period.



The 2020 VISION that defines what Anritsu wants to be in medium to long term is composed of two central pillars based on its fundamental management strategy, "Continuous Growth with Sustainable Superior Profits."

GLP2017 is a business plan from 2015 to 2017 that is a step for achieving the VISION. In addition, this year Anritsu will commemorate the 120th anniversary since its founding.

We will create original and high-level customer value and social value befitting our position as a global market leader.

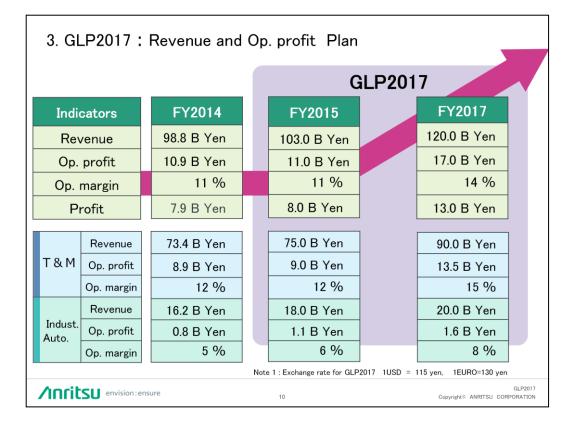
		s without fail, us profitable growth"		
	Market		Tar	rget
	average annual growth rate	Growth driver	Sales growth rate	Operating margin
T&M	3-5%	Broadband expansion and innovation (1) IoT (M2M) (2) LTE-Advanced, 5G, Connectivity (3) New base station network	≧7%	≧20%
Indust. Auto.	3-5%	Improvement of safety, security and health Solutions with X-ray for quality assurance	≧7%	≧12%
Consolidated	—	_	-	≧18%
ROE		—	≧	<mark>15%</mark>

The basic policy towards business strategy over the medium to long term is to securely capture growth drivers and achieve continuous growth with sustainable superior profits.

The growth driver for our core T&M business is "broadband" expansion and innovation. A world to be realized following the era of mobile communication that connects people with each other will be the Internet of Things (IoT), in which all things are connected via the Internet using a variety of methods. We will work to steadily capture business opportunities in the development of communication technologies to support the achievement of this world.

The growth driver for the Industrial Automation business is the improvement of safety, security, and health.

This slide displays the target sales growth rates, operating profit to revenue ratio, and ROE for the mid- to long-term basic management strategy.

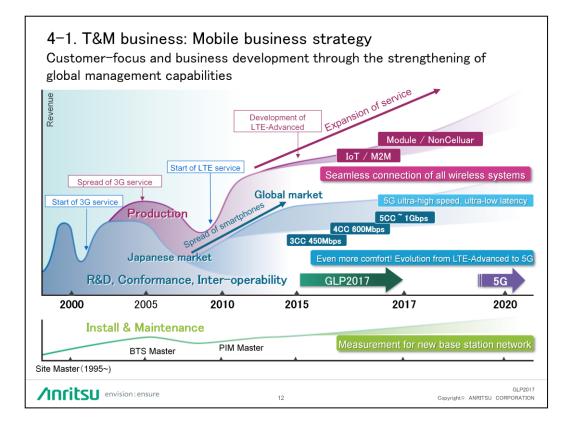


This slide introduces the numerical targets for GLP2017, which is the three-year plan ending in FY2017 (fiscal year ending March 31, 2018).

4. Strategy and	growth opportunities	in the T&M business
		es through solutions with osition as a global market
to be cr 2. Evolutio 3. Demand	er experience in the r eated through the exp n of LTE-Advanced, {	new social infrastructure field pansion of IoT (M2M) 5G, and connectivity new base station network
Targets in FY202	Revenue US \$ 1B	Operating margin more than 20%
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This slide introduces business strategy and growth opportunities in the T&M business in GLP2017.

It is unknown how far the evolution of technologies will advance in order to achieve a broadband environment that provides higher social value (customer experiences) by enabling "anyone to connect at anytime, anywhere, safely and comfortably." Big growth opportunities will be realized in both the "mobile business" involving the measurement of devices and the "network infrastructure business" involving the measurement of wireless infrastructure.



This slide introduces the business strategy for the mobile business.

Although currently mobile communications mainly consist of communication between people, this is expected to expand to various services in the future, including various types of equipment.

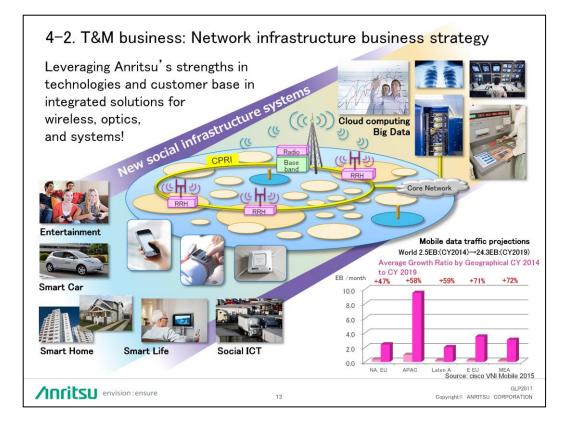
In order to achieve this expansion, the LTE system will evolve into LTE-Advanced in the future, and growth will continue in preparation for "5G" that is scheduled for commercialization in 2020.

In the upcoming "5G" era, higher speed communications with lower latency will be achieved, which could contribute to the achievement of a more safe and secure society, for example by making possible more agile control of automatic vehicle operations than in the past.

In the medical field, it is expected that remote medical care utilizing high-definition 3D data could help to resolve the differences in quality of care between regions, as well as utilizing genome data could help to create measures for intractable diseases and promote health.

Anritsu is a global market leader in the mobile T&M business. In the future, Anritsu will go above and beyond this position to

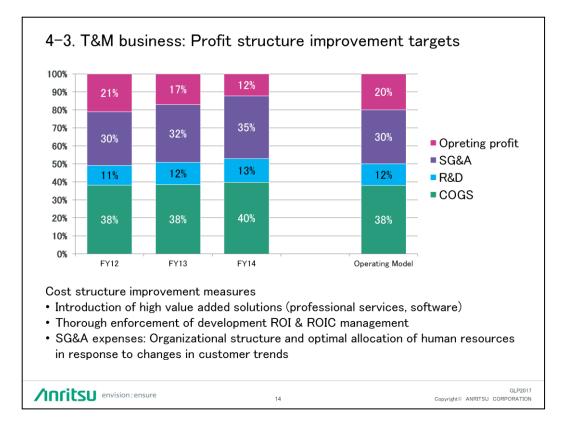
continue being a pioneer by continuing to develop new businesses for new industry drivers.



This slide introduces the business strategy for the network infrastructure business.

In order to achieve an era in which all things are connected via the Internet, wireless networks that are flexible, robust, and capable of supporting large numbers of connections are necessary.

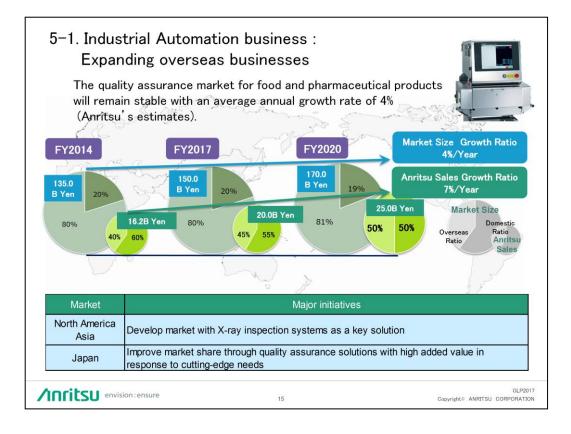
In the future, huge numbers of small cells will be layered over traditional macro cells, and optical fiber will be used for connections. Anritsu will leverage its superior in-house optical and wireless measurement technologies and customer loyalty developed as a top supplier for wireless measurement to support the new needs of customers.



This slide describes the profit structure improvement targets for the T&M business and the improvement measures for achieving these targets.

The measure to improve Gross profit is to expand solutions and services with high added value. That is, introduction of solutions with high added value that achieves function by software, and service to support customer's R&D as a professional.

We will also be innovating operation process of development management and SG&A by the following measurement. For development management, we will manage project by using ROI & ROIC development. Regarding SG&A expenses, we will thoroughly enforce improvement management by selectively invest strategy expenses and use individual KPI.



This slide introduces the business strategy for the Industrial Automation business.

By leveraging our position as a top supplier established in the advanced Japanese market, we will aim to expand our market share in North America and Asia where growth into a massive market in the future can be expected. We will work to enhance management resources overseas in order to increase the overseas revenue ratio to 50% as a long-term target.



In order to further solidify the growth strategy described on the previous slide, Anritsu Industrial Solutions will change its company name to Anritsu Infivis as part of our brand strategy. (Scheduled on October 1, 2015)

1.	with sustainable si <b>ROE/ACE improv</b> We will work to improve shareholders.	vement t	argets	со	rporate valu	ie, and enhance returns t
		FY2014	FY2015	$\sim$	FY2017	
	ROE	10%	10%		14%	
	ACE	2.4 B Yen	3.0 B Yen		8.0 B Yen	
	Operating cash flow margin	8%	9%		13%	
2.			i caen-n	120	(has	
	We will prioritize the all	-				(Note:1) Normal
	-	-		teg	gic investme	(Note:1) Normal investments include
	-	ocation of c	ash to strat	teg	gic investme Total of	(Note:1) Normal investments include software investments (Note:2) Strategic
	We will prioritize the all	ocation of c	ash to strat	teg F	gic investme Total of FY2015-17	(Note:1) Normal investments include software investments

Our financial strategy for achieving continuous growth with sustainable superior profits that is our company vision consists of the following three main points.

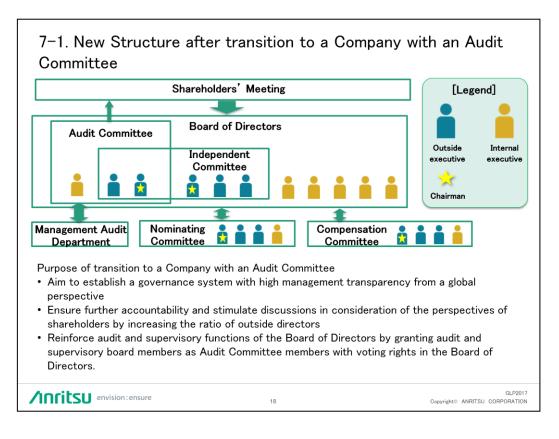
1. Improvement of capital efficiency and corporate value and enhancement of returns to shareholders

The targets for Anritsu's original metric that represents corporate value "ACE" (Operating profit after tax - Capital cost) and ROE are displayed on this slide.

2. Prioritize allocation of cash on strategic investments to achieve growth

The three-year investment plan (cash-based) for FY 2015 to FY 2017 is displayed on this slide.

3. Continue to strengthen our financial structure (equity ratio: 60% to 70%, credit rating of at least A-)



As announced in the "Transition to a Company with an Audit Committee" on January 29, 2015, Anritsu will transfer from a "Company with Board of Company Auditors" to a "Company with an Audit Committee" under the condition that the transition is approved at the General Meeting of Shareholders to be held on June 25, 2015.

Please note that the partial amendments to the Articles of Incorporation accompanying this matter have been separately announced in the "Partial Amendments to the Articles of Incorporation" on April 27, 2015.

### 7-2. Measures for the promotion of governance

- 1. Increase Independent Outside Directors
- 2. Prioritizing matters to be resolved at the Meeting of Board of Directors for productive Discussion
- 3. Continuation of two voluntary Committees ("Nominating Committee" and "Compensation Committee")
- 4. Assignment of Outside Director as Chairman of Audit Committee
- 5. Election of Standing Audit Committee Member
- 6. Establishment of Independent Committee
- 7. Appointment of Lead Independent Outside Director
- 8. Establishment of "Management Audit Department" as supporting body of Audit Committee
- 9. Reinforcement of Audit and Supervisory Function of Subsidiaries
- Revision of Compensation Structure of Directors (Adoption of Stock Compensation Plan as Compensation in conjunction with Business Results)

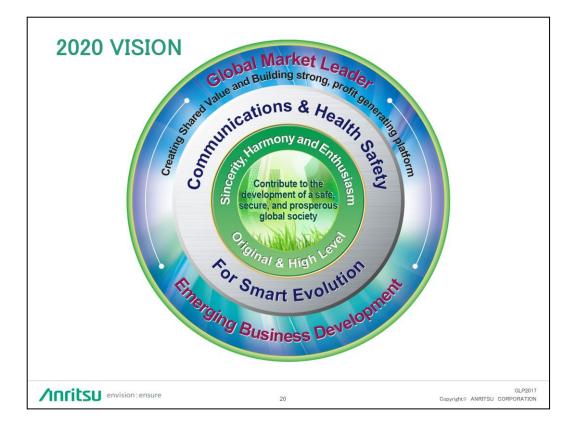
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Promotion of Corporate Governance Anritsu will further reinforce corporate governance and transfer to a Company with an Audit Committee in the aim to improve corporate value. In order to improve the effectiveness of corporate governance, Anritsu will implement the above measures.

For details, please refer to the "Changes of Officers, New Structure, and Measures for the Promotion of Corporate Governance" announced on April 27, 2015.

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The Anritsu Group's goal is to be a cutting-edge, trusted global market leader, chosen by customers as their best partner.

The Group will continue to do our utmost to achieve the medium and long-term targets presented today.

We appreciate the support and encouragement of all of our shareholders and investors.

