# Strategic Focus on Innovation for Sustainable Growth

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## **Agenda**

- 1. Outline of our business
- 2. Development of mobile broadband and T&M
- 3. Mid term plan GLP2012 and Anritsu120

**Appendix** 

### 1. Outline of our business

FY2010 Net Sales: 77.9 Billion Yen

#### **Test & Measurement**

For development, manufacturing, construction and maintenance

- ▶ Mobile
- Network Infrastructure
- **Electronics**





	Industrial	linfo	Others		
Mobile <b>34%</b>	Network Infrastructure 36%	Electronics 30%	Industrial 16%	5%	Others 10%

(Sales of T&M business by region)

Japan	Americas	EMEA	Asia & others
27%	33%	18%	20%

## 1. Strength in T&M business

\*Anritsu estimates

Mobile R&D

**Market share\*** 

LTE 50% 3G 70%



3G mobile production

**Market share\*** 

Total 10%

New 3G 30%



Handheld testers for Wireless base stations

**Market share\*** 

70 - 80%



# 2. Development of mobile broadband and T&M

## 2-1 Trend of mobile broadband

1.Growing new applications and services in mobile area

2. Marketing competition of new smartphone models

3. Growth of mobile subscribers



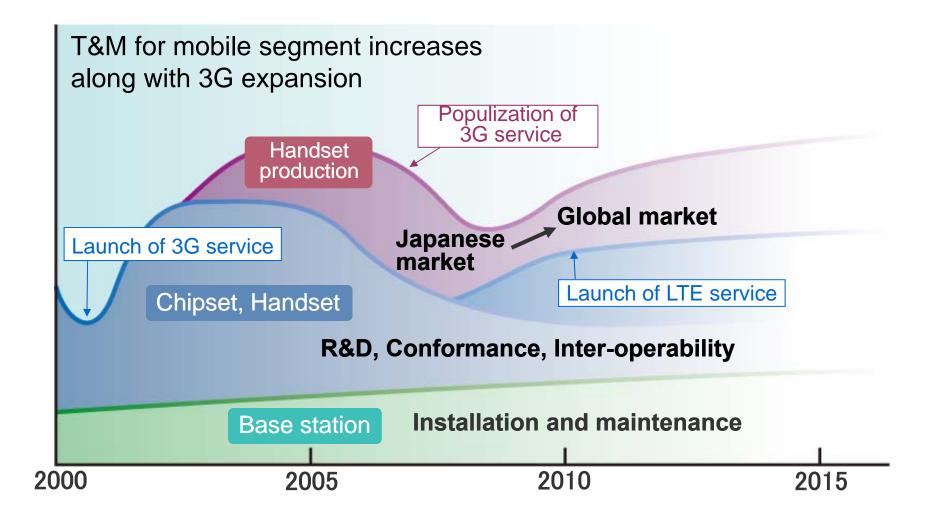
Mobile network moving forward to broadband Further deployment of 3G/LTE with W-LAN and WiMAX





## 2-2 Sales trend of our mobile segment

Mobile T&M market (2010, Anritsu Est.):100B Yen (Production:70-80B Yen, R&D:20-30B Yen)





# 2-3 Next steps for mobile terminal manufacturing business

Trustworthy relationships between Global Tier-1 Terminal/Chip-set vendors built with performances in 3G/LTE R&D solutions

Securing orders for production lines from target customers (new

Establishment of local support system

Strengthen trustworthy relationships with clients

Acquire Repeating/Renewal Demands Turning into a stable business

Replacement of products from competitors Extending introduction to the new plants

Establish the position as the 1st supplier

Expansion of customer segments

Achieving stable revenue model due to expansion of Installed base business

Market share

**10%** (new line:30%)

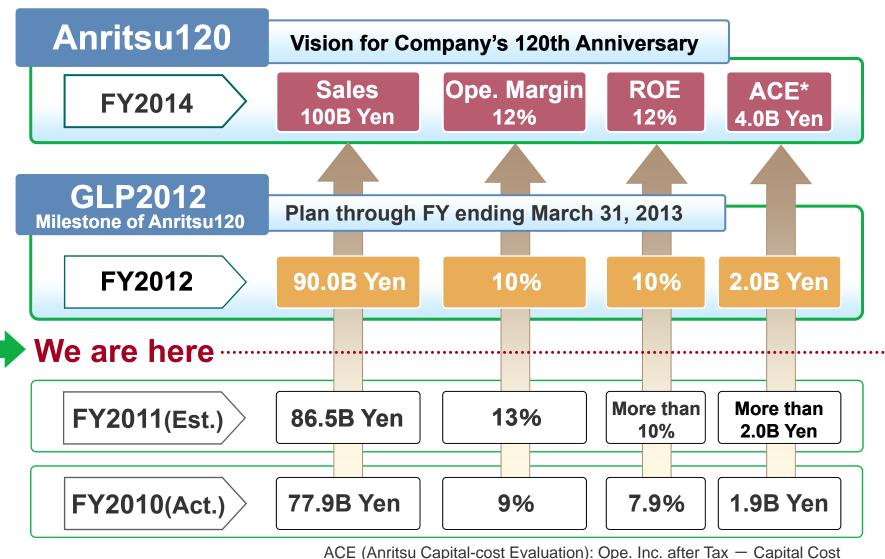
30-40%

#### Characteristics of mobile terminal manufacturing business

- -Shifting from 2G to 3G occurring in the market is a business chance indeed for Anritsu with our strengths in 3G
- -Order lot sizes are great and it is possible to earn high profits due to volume efficiency
- -Lead to repeat/ renew orders from installations, and thus a stable business development is feasible

## 3. Mid term plan GLP2012 and Anritsu 120

(as of April 2010)







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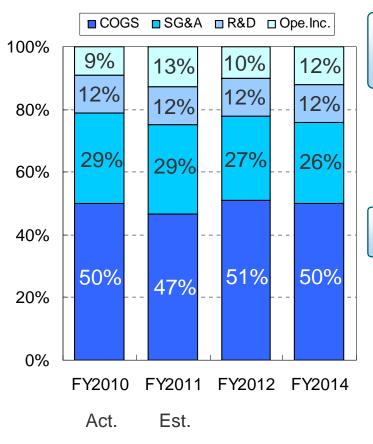
## Appendix (1-1) - Revised FY2011 plan and GLP2012 / Anritsu120 -

(Billion Yen)

		FY20	10	Revised Jul.201		Planned in Apr.2010			
		5	. •	FY2011		FY2012		FY2014	
		Act.		Est.	Est.		GLP2012		120
Sales		77.9		86.5		90.0		100.0	
Ope.Inc.		7.0	9%	11.0	13%	9.0	10%	12.0	12%
Net Inc.		3.1	4%	7.0	8%	4.5	5%	6.0	6%
T&M	Sales	53.5	69%	63.0	73%	61.0	68%	70.0	70%
	Ope.Inc.	5.1	9%	9.8	16%	6.0	10%	8.5	12%
Industrial Automation	Sales	12.3	16%	14.0	16%	14.5	16%	15.5	16%
	Ope.Inc.	0.7	5%	0.7	5%	1.1	8%	1.7	11%
Info.& Com.	Sales	4.1	5%	4.0	5%	6.0	7%	6.5	7%
	Ope.Inc.	0.1	2%	0.0	0%	0.5	8%	0.7	11%
Others	Sales	7.9	10%	5.5	6%	8.5	9%	8.0	8%
	Ope.Inc.	1.7	21%	0.5	9%	1.4	16%	1.1	14%

## Appendix (1-2) - GLP 2012 and Anritsu 120: Cost structure plan -

### Improve Cost Structure through continual Management Innovations



# Increase Efficiency by Key Performance Indicator

- 1. R&D ROI\*: Optimized target management by SBU
- 2. CPO, CPS\*: by Business, by Region, by Sales channel
- 3. Inventory management by Kinds, by Use, by Process

#### **Actions**

- 1. Promote Offshore Development US, UK, Italy, Romania
- 2. Optimize Distribution Channels
- 3. Globalize SCM (enhance overseas procurement / overseas production, utilize EMS) ,,,

R&D ROI: GM / R&D expense

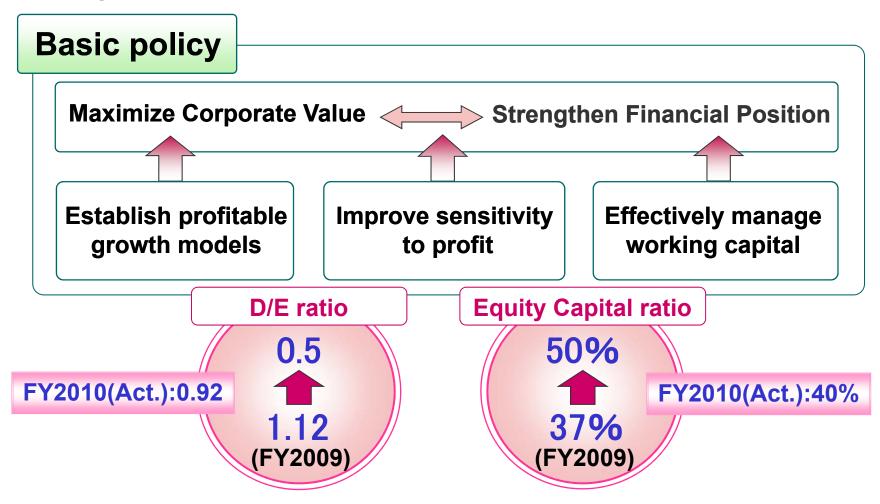
CPO, CPS: Selling expense / Order-in-take, Sales





## Appendix (1-3) - GLP2012 and Anritsu 120 : Financial strategy -

Enhance the corporate value by further improving capital efficiency management





## Appendix (5) - dividend -

Annual dividend is increased to 10 yen per share from the original one of 8 yen.

(interium dividend is increased to 5 yen per share)

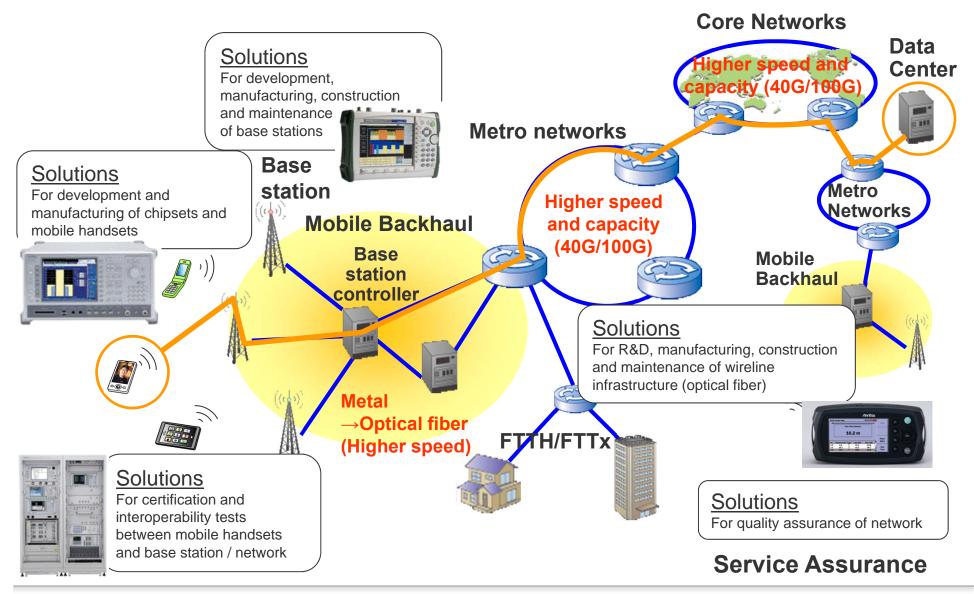
## **Dividend policy**

Anritsu's basic policy is to implement distribution of surplus as a measure to return profits to shareholders, based on the level of consolidated net profit for the relevant fiscal year.

We determine the amount of dividend with the aim of achieving the principal index of consolidated dividends on equity ratio (DOE), together with complementary factors such as dividend payout ratio.



## Appendix (2-1) - Test and Measurement (T&M) business -





Appendix (2-2) - T&M business : Customers & Market position -

	Mobile market			Network and infrastructure market		Electronics market	
	R&D	Manufacturing	Maintenance	R&D	Installation and maintenance	R&D	Manufacturing
Areas of focus	LTE	3G/LTE Smart phones	Repair and maintenance of mobile handsets	40Gbps / 100Gbps Optical transmission	Wireless base stations Installation of optical fiber Network quality assurance	Radio frequency devices and modules (Mobile handsets / Tablet terminals / car electronics / electrical equipments / etc.) Wireless base stations	
Customers	Mobile handset vendors Chipset vendors	Mobile handset vendors EMS	Telecom careers Mobile handset vendors	Telecom careers Telecommunicatio ns equipment vendors	Telecom careers Telecom network construction companies	Electric devices and components vendors Telecom equipment vendors Mobile handset vendors, Etc.	
Global market rank (Anritsu estimates)	LTE development market share 50%	3G mobile manufacturing No.3 market share	Top market share in Japan	Optical and digital measuring instruments No.3 market share	Handheld testers for wireless base stations market share 70-80%	No.3 market spectrum and generators	share for alyzers & signal

Sales by region (FY2010): Japan(27%), Americas(33%), EMEA(18%), Asia and others(22%)

Mobile handsets / Chipset vendors

Telecom careers

Telecommunications equipment vendors

Electric devices / components vendors

#### Mobile

Measurement solutions for development, certification, interoperability, manufacturing and maintenance of chipsets and mobile handsets

#### Network and infrastructure

Optical, digital, and IP measurement Base station measurement Service assurance

#### **Electronics**

General purpose measurement (signal generators, spectrum analyzers, etc.)



## Appendix (3) - Industrial Automation business -



Food processing, pharmaceutical and cosmetics markets
(Food manufacturers, processing plants, pharmaceutical manufacturers,
cosmetics manufacturers, etc.)

Food processing market
(Local plants/ manufacturers, Japanese food manufacturers)

#### Production in Japan

#### Solutions

(X-ray inspection systems, metal detectors, checkweighers, etc.)

#### Thai Plant

#### Solutions

(Multilevel sorters, weighing machines)

Anritsu Industrial Solutions Co., Ltd.



Macquarie North Asia Conference 2011

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## Appendix (4) - Information and Communications business -

