Anritsu
Advancing beyond

Anritsu Sustainability Report 2024

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Editorial Policy

The Anritsu Group publishes a Sustainability Report in PDF format once a year to report information about sustainability. The Sustainability Report 2024 primarily includes activities for fiscal year 2023.
In addition to this report, the Anritsu Group also uses integrated reports and websites to improve communication with stakeholders.

Reports

WEB *Integrated Report*
WEB *Corporate Governance Report*
WEB *Annual Securities Report*

Websites

WEB *Anritsu Corporation and Anritsu Group*
WEB *Investor Relations*
WEB *Sustainability*

Boundary Definitions

This report covers Anritsu Corporation and its group companies and affiliates in Japan and overseas. Coverage of this report varies to either Anritsu Corporation alone or inclusive of Anritsu Group companies, depending on the subject. Definitions are described as follows.

- "Anritsu Group": Refers to the entire Anritsu Group.
- "Anritsu": Refers to Anritsu Corporation in Japan only.
- "Domestic Group": Refers to both Anritsu Corporation and Group companies in Japan.
- "Overseas Group": Refers to Group companies outside Japan.

Reporting Period

April 1, 2023 to March 31, 2024
and also includes some activities before and after that period.

Guidelines Used as Reference

- GRI Sustainability Reporting Standards
  This report has been prepared in accordance with the GRI Standards.
- The Environmental Reporting Guidelines 2018 published by the Ministry of the Environment
- The Ten Principles of the UN Global Compact
- ISO 26000: 2010
- IFRS Foundation (Sustainability Accounting Standards)
- TCFD (Task Force on Climate-related Financial Disclosures)

WEB *GRI Sustainability Reporting Standard Content Index*
WEB *SASB Content Index*

WE SUPPORT
UN GLOBAL COMPACT

Anritsu signed the United Nations Global Compact in March 2006, and is a member of the Global Compact Network Japan.

Date of Publication

October 4, 2024
(Date of publication in the previous fiscal year: September 1, 2023)

Third Party Verification

Some environmental data is verified by a third party. Please refer to the independent third party verification report for more information.

WEB *Independent third party verification report*

Contact

Anritsu Corporation
Sustainability Promotion Center

WEB *Contact for Corporate Information*

Revision History

July 4, 2025
- P. 62 Occupational Health and Safety Data modification

About the Anritsu Group

Sekisan-sha, founded in 1895 and later renamed to Kyoritsu Electric, and Annaka Electric, founded in 1900, merged in 1931 to form Anritsu Electric Co., Ltd. The company name was changed to Anritsu Corporation in 1985.Since its founding in 1895, the Anritsu Group has been leading the way as a pioneer in information and communications equipment, contributing to the evolution and development of communications technologies. Anritsu has since expanded its business to include test and measurement instruments and quality assurance inspection equipment for food products, and currently operates four primary businesses: Test and Measurement, PQA (Product Quality Assurance), Environmental Measurement, and Sensing & Devices. We have development, manufacturing, engineering and service locations throughout the world.

Company Name	ANRITSU CORPORATION
Head Office	5-1-1 Onna, Atsugi-shi, Kanagawa, 243-8555 Japan
Founded	1895
Capital	19.219 billion yen (as of March 31, 2024)
Net Sales	109.952 billion yen (fiscal year ending March 31, 2024: Consolidated)
Number of Regular Employees	4,083 (consolidated) (as of March 31, 2024) 1,732 (non-consolidated) (as of March 31, 2024)
Business	Development, manufacturing, and sales of electronic measuring instruments, quality assurance systems for food and pharmaceutical products, and environmental measuring instruments and devices

Anritsu Corporation

Development, Manufacturing, Engineering, and Service Locations (as of March 31, 2024)

EMEA
Europe, Middle East, Africa
Number of employees
350

Asia and others
Number of employees
662

Japan
Number of employees
2,474

The Americas
Number of employees
597

Locations in EMEA
- Anritsu EMEA GmbH
- Anritsu EMEA Limited
- Anritsu GmbH
- Anritsu SA
- Anritsu S.R.L.
- Anritsu AB
- Anritsu A/S
- Anritsu Solutions S.R.L.
- Anritsu Solutions S.R.L.
- Anritsu Solutions SK, s.r.o.
- Anritsu Infivis B.V.

Locations in Asia and other regions
- ANRITSU COMPANY LIMITED
- Anritsu (China) Co., Ltd.
- Anritsu Electronics (Shanghai) Co., Ltd.
- Anritsu Corporation Limited
- ANRITSU COMPANY, INC.
- ANRITSU PTE LTD
- ANRITSU INDIA PRIVATE LIMITED
- Anritsu Pty Ltd
- ANRITSU COMPANY LIMITED
- ANRITSU PHILIPPINES, INC.
- ANRITSU INDUSTRIAL SOLUTIONS (SHANGHAI) CO., LTD.
- Anritsu Industrial Systems (Shanghai) Co., Ltd.
- Anritsu Infivis (THAILAND) Co., Ltd.

Locations in Japan
- ANRITSU CORPORATION
- TOHOKU ANRITSU CO. LTD.
- ANRITSU CUSTOMER SUPPORT CO., LTD.
- ANRITSU INFIVIS CO., LTD.
- TAKASAGO, LTD.
- ANRITSU DEVICES CO., LTD.
- ANRITSU KOUSAN CO., LTD.
- ANRITSU REAL ESTATE CO., LTD.
- Hapi Sma Co., Ltd.
- ANRITSU TECHMAC CO., LTD.
- AK Radio Design, Ltd.

Locations in the Americas
- Anritsu U.S. Holding, Inc.
- Anritsu Company
- Anritsu Americas Sales Company
- Anritsu Electronics Ltd.
- Anritsu Eletrônica Ltda.
- Anritsu Company, S.A. de C.V.
- Anritsu Infivis Inc.

Sales Ratio by Region (Consolidated, FY2023)

EMEA **15%**	Asia and others **30%**	Japan **31%**	The Americas **24%**

Test and Measurement Business

We provide test and measurement solutions that support the realization of a 5G and IoT society.

Radio communication test station

Primary Customers

Mobile Market
- Smartphone and tablet device manufacturers
- EMS (Electronics manufacturing service companies)
- Chipset manufacturers
- Telecommunications carriers
- Automotive and automotive-related manufacturers

Network Infrastructure Market
- Telecommunications carriers
- Telecommunications contractors
- Telecommunications equipment manufacturers
- IT-based service providers

Electronics Market
- Electronic device and component manufacturers
- Telecommunications equipment and device manufacturers
- Electronics manufacturers
- Automotive and automotive-related manufacturers
- Material manufacturers
- Universities and research institutions
- Government agencies

PQA Business

We address a variety of issues related to the production of food and pharmaceutical products, in order to ensure safe and secure quality assurance while providing solutions that contribute to improving the productivity of manufacturing plants.

X-ray inspection system

Metal detector for inspecting tablets

Primary Customers
- Food product manufacturers (food ingredients, processed foods such as frozen foods and confectioneries, prepared dishes)

Pharmaceutical Market
- Pharmaceuticals (tablets, capsules, liquids), health food products (supplements)

Environmental Measurement Business

We provide environmental measurement solutions that help maintain social infrastructure and the creation of a decarbonized society.

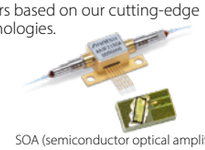
Hybrid power supply

Primary Customers

Environmental Measurement Market
- Government agencies and municipalities
- Telecommunications carriers
- Financial institutions
- EV and battery manufacturers

Sensing & Devices Business

We supply high-quality custom products that meet the needs of our customers based on our cutting-edge devices and sensing technologies.



SOA (semiconductor optical amplifier)

Primary Customers

Sensing & Devices Market
- Electronics manufacturers
- Telecommunications equipment manufacturers
- Ophthalmic medical device manufacturers

Sales Ratio by Business (Consolidated sales in FY2023: 110 billion yen)

Test and Measurement Business **64%**	PQA Business **23%**	**7%**	**6%**

Environmental Measurement Business

Other

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At a Glance

*1 Results for the fiscal year ending March 2024
*2 As of March 31, 2024

Founded
1895

Net sales*1 (consolidated)
110 billion yen

Number of regular employees*2 (consolidated)
4,083

Ratio of women in management positions*2 (consolidated)
11.2%

Ratio of directors from outside the company*2 (Anritsu Corp.)
50%

Ratio of overseas sales*1 (consolidated)
69%

R&D expenses as a percentage of net sales*1 (consolidated)
9%

Ratio of women to men*2 (domestic group)
Male 81% Female 19%

Ratio of those who take childcare leave*1 (domestic group)
Male 92.7%
Female 100%

Number of global locations*2
42
Japan 11
The Americas 7
EMEA 11
Asia and others 13

Number of R&D locations*2
8
Japan 2
The Americas 1
EMEA 4
Asia and others 1

Average age of employees*2 (domestic group)
45.2

Working environment satisfaction*1 (domestic group)
89%

Job satisfaction*1 (domestic group)
71%

Scale of renewable energy from own investments*2

Solar power generation capacity
3,094kW

Storage capacity
2,400kWh

ESG Finance Awards Japan
"Environmentally Sustainable Companies Category"
Special Award

Certified as an Excellent Enterprise of Health and Productivity Management (White 500) in 2024
6th time

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Message from the CEO

We will contribute to solving social issues through our business activities, with the aim of developing a safe, secure and prosperous global society.

Representative Director, President, Group CEO

Hirokazu Hamada

Looking Back on FY2023

During FY2023, the Anritsu Group strengthened its "plastic-free" and "respect for human rights" activities. Regarding our "plastic-free" activities, we have established the Zero Plastic Waste Policy, which aims to achieve zero plastic waste by fiscal 2030. We are working to achieve zero plastic waste from packaging for products and purchased parts, as well as from plastic bottles used at business sites and food packaging used in cafeterias. Regarding our "respect for human rights" activities, we have conducted a human rights risk assessment and identified the following three human rights issues as priority issues to be addressed in the future: "acceptance of diversity in the workplace," "response to changes in the work environment and work style," and "promoting working environment surveys for parts and equipment suppliers."

Among our sustainability activities in FY2023, the promotion of women's advancement made a particularly strong impression. The ratio of women in management positions in the Domestic Group was very low at 2.3% at the end of March 2021. Since there were so few role models, there were almost no female employees who wanted to apply for management positions. We strengthened our recruitment of experienced female candidates for management positions and introduced a management course that allows employees to work in accordance with their life stage and lifestyle. As a result, of the 32 candidates promoted to management positions in April 2024, 10 (over 30%) were women, improving the ratio to 5.7%. This has encouraged an even greater number of female employees to take the examination for a management position in order to advance in the workplace. I am extremely happy with these results.

The Anritsu Group is promoting work style reform and health management in order to achieve diversity and inclusion. We will continue to strengthen these activities in order to achieve a work environment in which people with a diverse range of values can work and grow together while feeling safe in their search for self-fulfillment.

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In Preparation for "Techno Plaza 2025"

In July 2025 we will hold "Techno Plaza 2025," a standalone technology exhibition that will act as a milestone to connect the present and future of technological development in the Anritsu Group. The latest solutions and cutting-edge technologies that will lead the next generation of technology will be on display toward our goal of "developing a safe, secure, and prosperous global society." For 130 years since its founding, the Anritsu Group's sustainability has been underpinned by its original and high-level technological capabilities. The mobile era has continued for a long time since 2000. However, in order to achieve sales of 200 billion yen in fiscal 2030, we are accelerating innovation to develop new markets. This exhibition, our first in 20 years, will be an opportunity to show stakeholders how the Anritsu Group is contributing to the realization of a sustainable future society through our technological capabilities. I remember with fondness how as a young engineer I was amazed by our company's advanced technology at "Techno Plaza" and how it made me excited for the future. I hope that Techno Plaza 2025 will be a place where visitors can experience what the future has in store through our Group's cutting-edge technology, just as I did.

Initiatives to Maximize Human Capital

The Anritsu Group is maximizing its human capital under its management strategy of cultivating new business areas. In April 2024, we launched the Anritsu Skills Training Center (A-SKILLs) with the aim of strengthening human resource development to expand our business in new fields. A-SKILLs is responsible for providing education on technical knowledge and sales skills related to EVs, batteries, and general-purpose measuring instruments, and aims to double the number of personnel in new business areas over a three-year period. The training provided by A-SKILLs will be rolled out to employees in Japan and overseas simultaneously, and the entire group will work together to improve our skills.

I often hear customers say, "Anritsu has amazing technology." This makes me feel proud, and I want to make use of these rare technical abilities and human resources rather than let them go to waste, so that they can lead to further growth beyond existing domains. No matter how good the strategy, if the employees working on the front line do not share the same aspirations and demonstrate their abilities, the company will not be able to grow. I want our employees to face challenges in new areas together without setting limits on their own abilities.

"GLP2026" Mid-Term Business Plan

The next three years will be a difficult period for us as the mobile market transitions from 5G to 6G. However, we have formulated GLP2026 with the determination to continue to boldly take on challenges, aiming to transform ourselves into a strong organization that can generate profits and grow in any situation.

In the area of sustainability goals, we have newly added realization of a circular economy in the environmental field. We will work on releasing products that support resource recycling. We will establish a complete process from product design to the collection of used products, as we transition Anritsu products to a circular economy.

Society is facing more challenges than ever before, including natural disasters caused by climate change, widening disparities, and labor shortages. The Anritsu Group will promote businesses that contribute to solving social issues while ensuring medium- to long-term growth, with the aim of developing a safe, secure, and prosperous global society. In order to achieve this growth, it is important that all employees pursue sustainability in their daily work. In order to use the technological capabilities of the Anritsu Group to achieve a prosperous future society, we will promote reform with "sincerity, harmony, and enthusiasm" together with our employees.

I would like to ask all of our stakeholders for their continued understanding and support for our Group.

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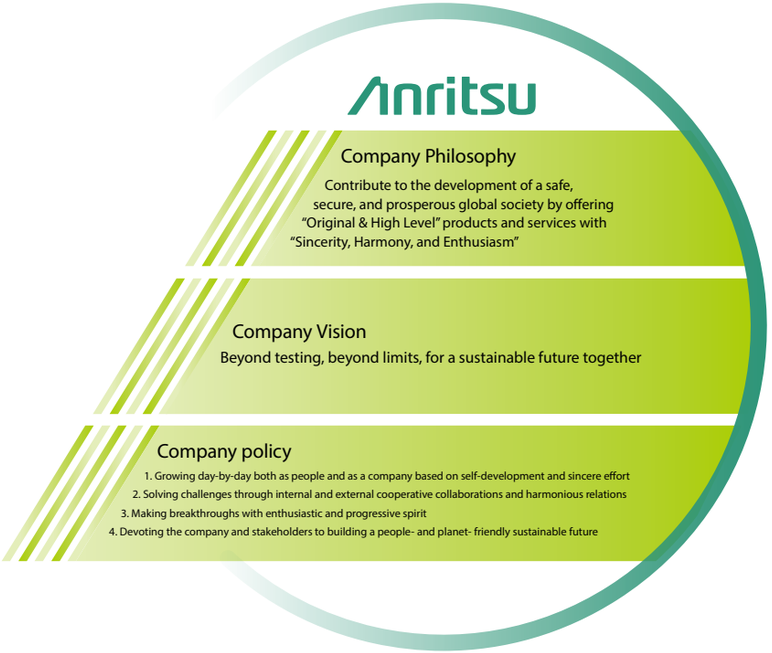
Approach to Sustainability

In April 2021, the Anritsu Group formulated its new company vision and company policy toward 2030 and revised its sustainability policy.
We take on the challenges of creating a sustainable society together with our stakeholders through the actions of every employee under the philosophy, vision, and policy.



Sustainability Policy

The Anritsu Group aims to increase our long-term corporate value through contributing to building a sustainable future of the global society with "Sincerity, Harmony, and Enthusiasm."

1. **We will contribute to building a safe, secure, and prosperous global society through our business activities, based on our long-term vision.**
2. **We will take the initiative in solving environmental issues, such as climate change, to contribute to building a people- and planet- friendly future.**
3. **We will respect the human rights of all people and strive to create a workplace offering healthy lives and decent work for all where diverse individuals can grow together.**
4. **We will operate as a peaceful, just business with high corporate responsibility and ethics while maintaining business transparency to meet our social obligations.**
5. **We will promote communications with stakeholders to develop strong partnerships and meet the challenges of solving social issues.**

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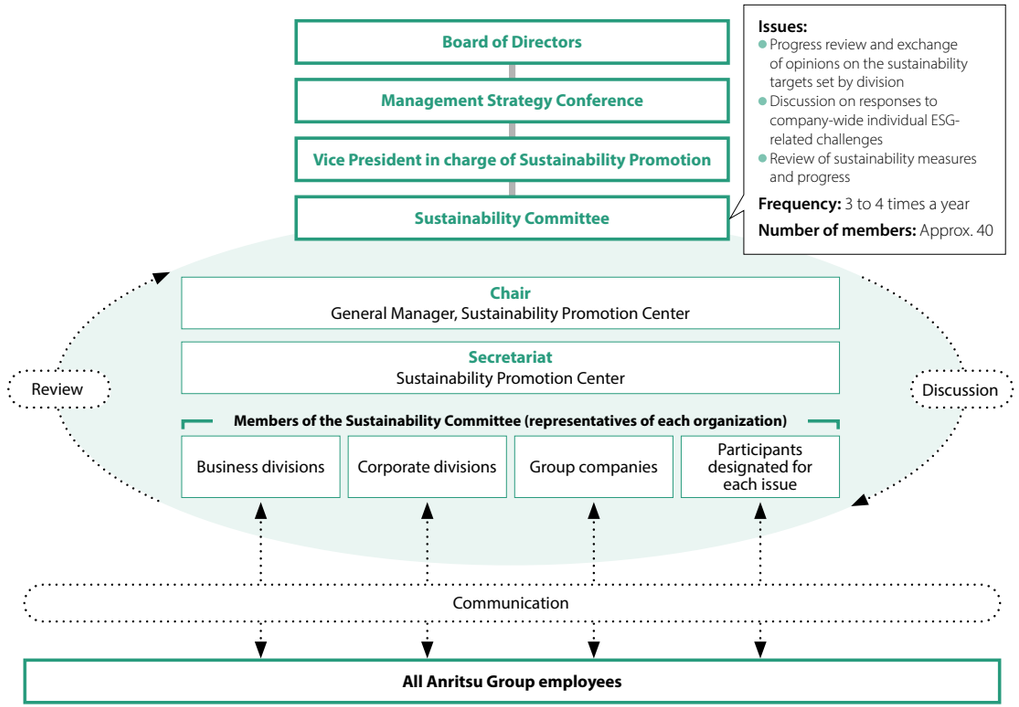
Sustainability Promotion System

The Anritsu Group promotes the activities implemented by its Sustainability Committee in accordance with its company philosophy, company vision, company policy, and sustainability policy.

Sustainability Promotion System



Governance

In April 2023, the Anritsu Group changed the meeting body, which consists of representatives from major divisions, from the Sustainability Promotion Committee to the Sustainability Committee in order to clarify key issues for action, share information, hold discussions for improvement, and communicate and disseminate actions to be taken by each division through its representative. Progress is discussed at the Management Strategy Conference and Board of Directors meetings, to which the Vice President in charge of Sustainability Promotion reports. In FY2023, 19 sustainability issues were discussed at Board of Directors meetings.

Raising Employee Awareness

In promoting sustainability, we believe it is important to raise the awareness of every employee, and we are undertaking various initiatives to spread this awareness within the company.

- Training through the use of e-learning for all Anritsu Group employees
- Publication of SDG case studies and holding related discussions in the workplace
- Dissemination of articles addressing human rights issues
- Survey of the dissemination of SDGs among employees

P.55 *Spread of Sustainability*

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Materiality

The Anritsu Group has established materialities (key issues) for each business and ESG by focusing on our two pillars of sustainability management: solving social issues through business and taking on challenges to meet the needs of society (ESG). With the review of our company vision, company policy, and sustainability policy in April 2021 and the change in structure within the segment, as well as the addition of Takasago to the group in January 2022, we reviewed the materiality in FY2022.

	Business							ESG			
Perspective	**Customer and Business Environment**					**Environment**		**Society**			**Governance**
Risks and Opportunities	Expanding into new business opportunities through digital innovation		Demand for safe and secure food, medical, and pharmaceutical products			Demand for decarbonization		Disasters due to climate change	Human rights violations (including supply chain)	Discrimination and harassment of minorities	Loss of societal trust due to lack of transparency in management
Materiality	Adapting to DX technological innovation	Developing robust IT infrastructure	Reduction of food loss	Providing solutions for quality assurance	Ensuring healthy lifestyles	Disaster prevention and mitigation for natural disasters	Providing products that contribute to a decarbonized society	Responding to climate change	Respect for human rights	Promoting diversity and inclusion	Maintaining management transparency

Materiality by Business

Test and Measurement Business **Adapt to DX technological innovation and develop a robust IT infrastructure**

Support customers who aim for new social transformation through digital innovation and contribute to the construction of safe and secure communication infrastructures with communication test solutions.

PQA Business **Reduce food loss and provide solutions for quality assurance**

Support customers who aim for a stable supply of safe and reliable food and pharmaceutical products, with highly reliable and sensitive inspection equipment and quality management control systems that contribute to the automation of quality inspection processes in production lines and the reduction of food loss.

Environmental Measurement Business **Prevent and mitigate natural disasters, and provide products that contribute to a decarbonized society**

Support customers who aim for new social transformation through digital innovation. Contribute to the transformation of a new digital society through information and communication solutions, and to the realization of a decarbonized society through EV (electric vehicle) and battery evaluation solutions.

Sensing & Devices Business **Develop a robust IT infrastructure, and ensure healthy lifestyles**

Support customers who aim for new social transformation through digital innovation, and contribute to the realization of a safe, secure, and comfortable society through optical device businesses and ultra high-speed electronic devices.

Materiality by ESG

Environment **Respond to climate change**

Addressing climate change is the most important materiality. This is because global climate change has a tremendous impact on social life and industry, causing natural disasters such as floods and droughts. The first factory at Tohoku Anritsu in Koriyama-shi, Fukushima-ken, an Anritsu Group manufacturing location, has suffered flood damage due to a river flooding on two previous occasions Suppliers were also affected by the disaster, and we recognize that this is an issue that affects the entire value chain of Anritsu Group procurement, manufacturing, and logistics. In order to reduce greenhouse gas emissions, which have a significant impact on climate change, we will prioritize the in-house generation and consumption of renewable energy.

Social **Promote respect for human rights and diversity & inclusion**

We will promote respect for human rights and the promotion of diversity and inclusion as concepts for the entire Anritsu Group and disseminate these values throughout the company. We recognize that in order for a company to continue to grow in today's complex, ever-changing, and unpredictable world, we must harness the power of human resources with diverse values. We will also work to develop human resources, as improving the abilities of each individual is essential for the company's growth.

Governance **Maintain management transparency**

We aim to be a company that maintains management transparency and lives up to the trust and expectations of society. In addition to working to improve the effectiveness of the Board of Directors to strengthen corporate governance, we will promote risk management, and enhance information security as a part of our social responsibility.

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The Future Sustainability Management Aims to Create

The Anritsu Group aims to contribute to the creation of a sustainable future for global society through the use of sustainability management. Through our business, we aim to create innovations centered on the Anritsu Group's competency in measurement technology and contribute to providing solutions to social issues together with our customers. We will also tackle issues that respond to the demands of society, place importance on communication with all of our stakeholders, and work toward the development of a global society.

The Future the Anritsu Group Aims to Create

Development of a safe, secure and prosperous global society

Areas of Contribution

- Upgrading communications infrastructure
- Elimination of worker shortages
- Reduction of information disparities
- Reduction of food loss
- Ensuring food safety and security
- Achieving carbon neutrality
- Disaster prevention and mitigation for natural disasters
- Advancement of automotive safety

Contribute to the creation of shared value in collaboration with customers and all other stakeholders

Solving Social Issues Through Business

Test and Measurement Business	Materiality	Adapting to DX technological innovation Developing robust IT infrastructure
	SDGs we aim to contribute to	9, 11
PQA Business	Materiality	Reduction of food loss Providing solutions for quality assurance
	SDGs we aim to contribute to	9, 12
Environmental Measurement Business	Materiality	Disaster prevention and mitigation for natural disasters Providing products that contribute to a decarbonized society
	SDGs we aim to contribute to	7, 9, 11, 13
Sensing & Devices Business	Materiality	Developing robust IT infrastructure Ensuring healthy lifestyles
	SDGs we aim to contribute to	3, 9, 11

Challenges to Meet the Needs of Society

Environment	Materiality	Responding to climate change
	SDGs we aim to contribute to	7, 12, 13
	Main activities	• Reduction of greenhouse gases • Introduction of in-house power generation using renewable energy • Development of environmentally friendly products • Resource recycling (waste) • Conservation of biodiversity • Reduction of water withdrawal
Social	Materiality	Respect for human rights Promoting diversity and inclusion
	SDGs we aim to contribute to	3, 5, 8
	Main activities	• Due diligence for human rights • Fostering an awareness of respect for human rights • Prohibition of forced labor and child labor • Promotion of awareness about unconscious bias • Skill development through learning
Governance	Materiality	Maintaining management transparency
	SDGs we aim to contribute to	16
	Main activities	• Improving the effectiveness of the Board of Directors • Promotion of diversification of the Board of Directors • Promotion of risk management • Strengthening information security

The Creation of Shared Value through the Promotion of Communication 17

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WEB *Mid-Term Business Plan (GLP2023)*

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Business Growth and Solutions for Social Issues

Test and Measurement Business

Aiming for a Safe, Secure, and Resilient Society with Test Solutions that Support "Uninterrupted Communication"

Director, Senior Vice President
Test & Measurement Company President
Takeshi Shima

Business Overview and the Society We Aim to Create

In the Test and Measurement Business, we provide measuring instruments for the development and manufacture of mobile terminals and chipsets, as well as measuring instruments for the quality assurance of in-vehicle wireless modules. We are contributing to the development of a safe and secure future society by providing test solutions to build an "uninterruptible communication" infrastructure, with the aim of realizing advanced services that utilize communication, such as automated driving and remote medicine.

Social Issues and Customer Issues

Communication services, which were a means of information transmission, are changing into social infrastructure that is essential for solving social issues such as aging, labor shortages, and depopulation. In particular, in the fields of automated driving and remote medicine, there is a need for "uninterrupted communication" to ensure the safety and reliability of services. In recent years, efficiency has become an important indicator in the development field, where there is competition to implement solutions in society as quickly as possible. As a result, there is a growing demand from customers for measuring instruments that can reduce both working hours and the amount of electricity consumed.

Strengths and Strategy of the Anritsu Group

The Test and Measurement Business has technologies that cover the entire range of wired, wireless, and monitoring fields, and its strength is that it can improve the quality of communication services in a one-stop service. We also provide solutions that contribute to improving the efficiency of our customers' operations, and we promote the implementation of media-free systems and the reduction of plastic packaging materials to reduce the impact on the environment. In order to develop new technologies, it is also essential to conduct research into technological trends in a wide range of fields with an eye to future market expansion. In the Test and Measurement Business, we have established a new advanced marketing department, and we are working to maximize group synergy by quickly grasping the needs of society. We collaborate actively with other companies with the aim of strengthening our competitiveness. By collaborating with key players in industry, we are expanding our areas of activity in cutting-edge fields and developing our business globally.

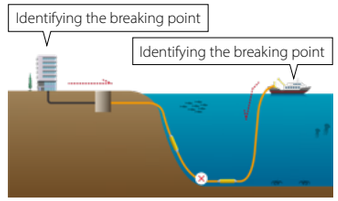
Case 1 Contributing to the introduction of a resilient, wide-area wireless communications infrastructure

A Non-Terrestrial Network (NTN) is a wireless communication network that links mobile devices not only on land, but also in the sea, sky, and space. NTNs are being introduced to ensure the use of wireless communication in mountainous areas, at sea, and parts of the sky where radio waves from base stations cannot reach, as well as to ensure network connectivity in times of disaster and other emergencies. Anritsu is supporting advanced and highly reliable wireless communication infrastructures by providing base station simulators that allow the evaluation of devices in simulated NTN environments, utilizing the wireless communication technology we have cultivated to date.

MT8821C Radio Communication Analyzer

Case 2 Contributing to the efficient construction and maintenance of international telecommunications infrastructures

In order to deal with an increase in data traffic and improve ICT infrastructure, there is a rush to lay submarine cables that handle international communications. Optical fiber is the main type of cable used in submarine cables today, and measuring equipment is used to check optical signals when laying cables and to identify the location of faults in the event of problems such as damage to optical fiber. Anritsu's optical pulse testers, which can measure long distances of up to 20,000 km in a short time and detect problem areas with high precision to within 10 m, contribute to the efficient laying and maintenance of submarine cables that connect continents.



Checking optical signals during cable installation and maintenance

VOICE

Worked with Skylo in the joint verification of NTN tests

Mobile Solutions Div.
Test & Measurement Company
Yuta Hattori

In January 2024, I participated in a joint verification of NTN device testing with Skylo Technologies (USA), one of the world's leading NTN service providers. Since NTN terminal tests handle radio waves that are weaker than those of terrestrial networks, I carefully checked the operation of the measuring instruments before starting. I was happy to get the results I was hoping for in the actual performance. Since the development of measuring instruments involves cutting-edge technology, we are required to find solutions to high-level problems on a daily basis, and that is what makes our work worthwhile.

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Business Growth and Solutions for Social Issues

PQA Business

Contributing to the Realization of a Society where Everyone Can Enjoy Good Health, Safety, and Security through Quality Assurance Solutions for Food and Pharmaceutical Products

Vice President
Infivis Company President
Norikazu Murata

Business Overview and the Society We Aim to Create

The PQA Business works with customers to address a variety of issues related to the production of food and pharmaceutical products, in order to ensure safe and secure quality assurance while providing solutions that contribute to improving the productivity of manufacturing plants. By providing a stable supply of high-quality, reliable food and pharmaceutical products, we contribute to the realization of a society where everyone can live healthy lives.

Social Issues and Customer Issues

Reducing food loss during the processing of food is an urgent issue for food companies. Food products sometimes contain foreign objects such as stones and glass, or inedible parts such as bones. Such parts that are not suitable for eating are removed at the food processing stage. Food companies are not only working to guarantee quality products that are safe to eat, but also to minimize defective products and to reduce loss through disposal. High-precision quality inspections and data management are essential for pharmaceutical products. Pharmaceuticals have different quality risks from food, such as microscopic foreign objects, contamination by foreign substances, and abnormal ingredients. Inspection for such items at the manufacturing stage to guarantee safety and security has become an important issue for pharmaceutical manufacturers.

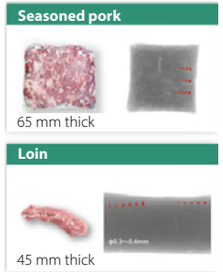
Strengths and Strategy of the Anritsu Group

The PQA Business has been focusing on "measuring" in production processes for more than half a century. The instant measurement of food products that vary in shape, size, and characteristics requires technology and know-how that differ from those used for industrial products. Our strength is in our accumulated expertise in this area. X-ray inspection systems that can penetrate packaging and food products have become the core of food quality inspection today. Anritsu provides quality inspection equipment, including X-ray inspection systems, to major countries, and boasts a top-class share in the Japanese market.

Case 1 Contributing to the reduction of food processing waste due to contamination by foreign objects

If foreign material is mixed in with the raw ingredients when processing food, that food product will be rejected as defective during the final inspection process, resulting in waste. The XR75HR X-ray inspection system with a dual energy sensor is a state-of-the-art inspection system equipped with new high-precision sensors and new image processing. This X-ray inspection system can detect foreign material such as bone fragments in thick, uneven meat, which was previously difficult to detect, with greater precision than ever before. This has greatly improved the accuracy of the removal of foreign material at the raw material acceptance stage, and has contributed to the reduction of defective products and waste.

XR75HR X-Ray Inspection System



Case 2 Contributing to the safety and security of pharmaceutical products through highly sensitive quality inspections

Metal detectors are used in the manufacturing process of tablets and capsules to check for minute amounts of metal contamination. Based on the highly sensitive sensing technology Anritsu has cultivated in the food market, we have developed a dedicated detection head that is suited to the characteristics of pharmaceutical manufacturing processes, and adopted it in metal detectors for tablets and capsules. This makes it possible to achieve stable and highly sensitive inspections for contamination by foreign material, even in environments where there are concerns about the effects of vibration and static electricity. We also comply with the FDA 21 CFR Part 11 regulations, which were established to prevent the falsification of data on pharmaceutical products, and contribute to the supply of safe and reliable pharmaceutical products.

VOICE

Proposing custom-made X-ray inspection systems that make use of the knowledge of engineers

Infivis Company
Development Div. Engineering Dept.
Daiki Kataoka

As a mechanical engineer, I am in charge of custom-made X-ray inspection systems that are customized to suit the factory equipment of our customers. Since custom-made systems are made by modifying standard systems, I always try to make proposals that take into account the balance of quality, cost, and delivery time from an engineer's point of view. As a result, we are able to manufacture good products that satisfy our customers. I have a great feeling of accomplishment when we receive their words of thanks. I would like to continue to work in a way that contributes to the growth of our business and the solution of social issues.

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Business Growth and Solutions for Social Issues

Environmental Measurement Business

Aiming to Create a Prosperous Society where People can Live Safely and Securely through Energy Control and Information & Communication Technology

Vice President
Environmental Measurement Company President
President, TAKASAGO,LTD.
Shinya Ajiro

Business Overview and the Society We Aim to Create

The Environmental Measurement Business provides high-performance power supply equipment that promotes the electrification of mobility, as well as highly reliable information and communications solutions that support the strengthening of network infrastructure and the digital transformation of industry. Through these projects, we aim to create a society where everyone can live safely and securely.

Social Issues and Customer Issues

As natural disasters caused by global warming threaten our way of life, society as a whole is facing the challenge of taking a multifaceted approach to reducing greenhouse gas emissions and preventing and mitigating disaster. Specifically, there is an urgent need to build a decarbonized society centered on the transition to alternative energy, and to create resilient cities, including disaster prevention measures for social infrastructure. In addition, in order to deal with the increasingly serious shortage of labor, efficient and labor-saving approaches to work through the use of IT are also an important issue.

Strengths and Strategy of the Anritsu Group

As the market expands, the number of EV models is increasing, and test specifications are also becoming more diverse. Takasago which joined the Anritsu Group in 2022, develops and provides power supply units that can handle a variety of test specifications, and which are highly regarded for their flexibility and applicability. These power supply units are equipped with a power regeneration function that reduces energy consumption, and they also contribute to energy conservation in the testing environment. In terms of solutions for social infrastructure, our remote monitoring systems, which utilize the communication control and video technologies that our group has cultivated over many years, are achieving energy savings by reducing the need for monitoring and limiting production loss. In industrial fields where DX is progressing, our Group's world-class 5G measurement and analysis solutions support the stable operation of manufacturing sites.

Case 1 Contributing to the development of EVs and PHVs, which are accelerating toward wider use

The development of a wide variety of EVs and PHVs is accelerating around the world. The performance and reliability evaluations of the main components, the battery, inverter and motor, are becoming more diverse, and shortening the evaluation period is becoming an issue for achieving wider use. Hybrid power supplies from Takasago can reproduce the complex behavior of these main components. This makes it possible to create an environment where testing can be carried out even without an actual vehicle, to greatly shorten the evaluation period. These power supplies can reduce power consumption by using power regeneration technology to reuse generated power, and they also contribute to reducing CO_2 emissions associated with power generation.

RZ-X2 Series Hybrid Power Supply

Case 2 Contributing to labor-saving approaches in the monitoring of social infrastructure to prevent river disasters

In recent years, in order to deal with the frequent wind and water disasters that have occurred in Japan, the number of sluice gates and other river management facilities has increased under the National Resilience Policy. On the other hand, there is a shortage of people to monitor and manage facilities, and there is a need for a more efficient response. Anritsu's distributed remote monitoring system uses edge computing technology to enable IoT for facilities such as sluice gates, allowing their operating status to be monitored remotely. For sites without power or communication lines, we work with partners to propose solutions such as low-power wide-area (LPWA) communication and the use of solar panels to secure power.

Remote monitoring device panel and solar panels

VOICE

Contributing to the reduction of CO_2 emissions through partner products

Sales Div. Business Promotion Dept.
Environmental Measurement Company
Yandan Chen

I am involved in the sales of measurement products for partner companies. Among these, ultrasonic cameras, which make it possible to visualize and check on-screen air leaks and partial electrical discharge that are not otherwise visible, are popular with customers for their ability to find problem areas easily. With these products, we are happy to be able to interact with customers from a variety of industries and to contribute to reducing energy loss and CO_2 emissions from factory equipment.

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Business Growth and Solutions for Social Issues

Sensing & Devices Business

Supplying Devices that Are at the Core of a Diverse Range of Industrial Products, and Contributing to the Realization of Healthy, Convenient Lifestyles and a Safe, Secure, and Comfortable Society

Senior Vice President
Sensing & Devices Company President
Yasunobu Hashimoto

Business Overview and the Society We Aim to Create

The Sensing & Devices Business is developing the field of high-capacity, long-distance optical communication networks through the use of device technology based on compound semiconductors, and is expanding its business by leveraging this technology to develop the optical sensing market. We are contributing to the realization of a safe, secure, and comfortable society through our sensing and device technologies and manufacturing capabilities, which we have cultivated over many years.

Social Issues and Customer Issues

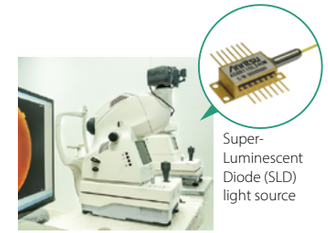
As global populations age, the number of patients with ophthalmological diseases is increasing. This has resulted in a growing need for high-precision testing equipment that enables early detection and testing environments that place less of a burden on patients. In recent years, the number of young people with myopia due to prolonged smartphone use has also increased, so there is a need for the spread and expansion of diagnostic environments for early prevention. In Japan, which is prone to earthquakes, the safety of aging buildings and efficient maintenance are becoming major issues in order to maintain a safe and secure social infrastructure. One solution to this problem is the increasing use of fiber sensing technology in the field of structural health monitoring.

Strengths and Strategy of the Anritsu Group

In addition to its cutting-edge device technology and its own manufacturing lines that it has cultivated in the communications field, the Sensing & Devices Business has also accumulated know-how for creating new value in the sensing field. In ophthalmological diagnosis, we provide the optimal light source for each type of examination to contribute to the early detection and treatment of diseases and to reduce the burden on patients. We have achieved light sources with higher output and smaller sizes to meet a diverse range of needs, and we are also contributing to the improvement of inspection accuracy and the widespread use of inspection machines. In the field of structural health monitoring, which is currently attracting a lot of attention, we supply the most suitable optical devices for each fiber sensing method, which are selected according to the distance and resolution required for measurement.

Case 1 Optical devices contributing to eye examinations that do not burden the patient

In recent years, ophthalmological diagnosis has become more important than ever before due to an increase in eye diseases as the population ages and an increase in juvenile myopia caused by prolonged use of smartphones. The Sensing & Devices Business provides SLDs and wavelength sweep light sources as optical devices for ophthalmic OCTs and axial length measuring devices that are used in eye examinations. These devices make it possible to perform examinations without touching the eyeball, avoiding any burden on the patient. They contribute to the early detection of age-related macular degeneration and glaucoma, the treatment of cataracts, and the prevention of myopia.



Super-Luminescent Diode (SLD) light source

Ophthalmology OCT (cross-section retinal scanner)

Case 2 Contributing to the realization of compact LiDAR that can replace the human eye

LiDAR (Light Detection And Ranging) is a technology that irradiates laser light in order to measure the distance to an object and the shape of the object. This technology allows objects to be identified even at night or in fog. It is already being used as a substitute for the human eye in advanced driver assistance systems (ADAS) and autonomous transport robots. The Sensing & Devices Business develops and manufactures the laser (Gain Chip) that is at the heart of LiDAR. This laser is small and can output strong power even with a small amount of electricity. This makes it essential for the realization of compact LiDAR that can perform measurements over long distances and wide areas.

Gain Chip for external cavity lasers

VOICE

Insatiable pursuit of high-quality manufacturing

Sensing & Devices Company
Development Div.
1st Development Dept.
Ayumi Takeda

I am involved in the work of customizing the specifications of Gain Chips used in LiDAR and tunable laser sources to meet the needs of our customers. The difficult challenges I face at work always give me a fresh sense of wonder and inspiration. I will continue to provide high-quality products while never losing our inquisitive spirit, to support the smooth progress of our customers' research and development and ensure that our Gain Chip will be used in a variety of fields throughout society.

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Sustainability Goals and Progress

The Anritsu Group's business divisions, corporate divisions, and group companies have formulated the three-year Mid-Term Business Plan (GLP: Anritsu Global Long Plan). GLP2023, our mid-term business plan covering FY2021 through FY2023, sets sustainability targets in the ESG field, and we have been working to resolve various issues that hinder a sustainable society.

	KPI: Sustainability Targets for GLP2023 (Targets from FY2021 to FY2023)		Results for FY2023
Environment	Greenhouse gas (Scope 1 + 2) *1	23% reduction compared with FY2015	36.6% reduction
	Greenhouse gas (Scope 3) *1	13% reduction compared with FY2018	39.3% reduction
	Share of in-house power generation (PGRE 30) *2	13% or more (based on electricity consumption in FY2018)	10.4% As of March 31, 2024
Social	Advancement of women	Proportion of women in management positions: 15% or more (10.8% as of March 31, 2021), consolidated	11.2% As of March 31, 2024
	Advancement of the elderly	Employment until the age 70 and the establishment of a new compensation package (FY2020 results: Employment extended until the age of 65)	Employment until the age 70 and continuation of the new compensation package
	Promoting the employment of people with disabilities	Achieve 2.3% of the legally mandated employment rate through job development (2.05% as of March 31, 2021)	2.66% As of March 31, 2024 *Combined with Hapi Sma Co., Ltd., a special subsidiary
	Strengthening of supply chain due diligence	A cumulative total of 10 or more companies over 3 years (0 companies as of March 31, 2021)	Implemented by 8 companies (20 companies over 3 years)
	Developing awareness and providing training on CSR procurement to suppliers	At least twice a year for developing awareness and at least once a year for training (Twice for developing awareness and once for training, as of March 31, 2021)	Three times for developing awareness and two times for training
Governance	Promoting the diversity of the Board of Directors	Share of outside directors: 50% or more (44% (4 out of 9) as of March 31, 2021)	50% (5 out of 10)
	Establishment of an internal control system at overseas subsidiaries	All overseas subsidiaries meet the criteria of the Control Self-Assessment (CSA)	Companies that meet the criteria in all items: 90% (Number of items:157)

Sustainability Goals for the "GLP2026" Mid-Term Business Plan

The targets and KPIs to be achieved by FY2026 under the new three-year GLP2026, which begins in FY2024, are shown below.

	Target	KPI
Environment	Reduce greenhouse gases	Greenhouse gases (Scope 1 + 2) *1: 23% or more reduction compared to FY2021
		Greenhouse gases (Scope 3) *1: 17.5% or more reduction compared to FY2019
	Increase in the share of in-house power generation (PGRE 30) *2	In-house power generation ratio: 14% or more
	Realization of resource recycling (circular economy)	Release products that support resource recycling
		100% material recycling of plastic waste
Social	Promote diversity management	Advancement of women: A proportion of women in management positions of 15% or more (consolidated)
		Promote employment of people with disabilities: Achieve the legally mandated employment rate of 2.7% through job development
	Realization of a rewarding work environment	Positive response rate for job satisfaction in employee satisfaction survey: 80% or more
	Promote global CSR procurement (social responsibility in the environment, labor environment, human rights, etc.)	Strengthening of supply chain due diligence: A cumulative total of 10 or more companies per year
		Developing awareness on CSR procurement to suppliers at least three times per year, and provide training at least twice each year
Governance	Improve global governance	Promoting the diversity of the Board of Directors: Ratio of female directors: 20% or more
		Intensive discussion of management issues at board meetings: 6 times per year

*1 Scope 1: Direct emissions of greenhouse gases by businesses themselves (fuel combustion, industrial processes), Scope 2: Indirect emissions from the use of electricity, heat, and steam supplied by other companies, Scope 3: Indirect emissions other than Scope 1 and Scope 2 (emissions of other companies related to the activities of the project operator). Anritsu has adopted Category 1 and 11 as KPIs for Scope 3.

*2 PGRE30, an Anritsu initiative, is based on the Anritsu Group's electricity consumption in FY2018. The goal of this action is to increase the ratio of in-house solar power generation, a renewable energy source, from 0.8% in FY2018 to approximately 30% by around 2030.

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Dialogue and Co-Creation with Stakeholders

The Anritsu Group aims to collaborate with stakeholders and contribute to the creation of shared value.
To this end, we emphasize communication with our stakeholders and strive to disclose information in an appropriate and timely manner. Through partnerships, we are working to solve various social issues.

Stakeholder	Themes and Objectives	Method of Communication	Reference
Shareholders and investors	● Fair, timely, and appropriate disclosure ● Improve corporate credibility ● Promote understanding of Anritsu	● Financial results ● Individual IR interviews ● Participation in conferences sponsored by securities firms ● Integrated report ● Shareholders' meetings ● Websites	WEB *Latest IR materials*
Customers	● Provide creative, high-level products and services that meet customers' needs ● Improve the brand value of Anritsu and Anritsu products and increase understanding and trust in Anritsu ● Promote fair operating practices	● Sales activities ● Customer service department ● Publicity, advertising ● Websites	WEB *Anritsu Corporation and Anritsu Group*
Suppliers	● Build partnerships based on mutual trust ● Promote CSR throughout the supply chain ● Promote fair procurement practices	● Receptions and exchanges of information ● CSR procurement surveys, green procurement, on-site surveys ● Product exhibits ● Installation of collaboration rooms ● Partner Quality UP activities	P.63 *Supply Chain Management*
Employees	● Respect the individuality, diversity, and personality of each employee and achieve a work style that allows employees to fully demonstrate their abilities ● Create a vibrant work environment that is health and safety conscious	● Employee engagement surveys ● Interviews with supervisors and subordinates ● Business ethics surveys ● Hotline (reporting and consultation)	WEB *Human capital* P.47 *Promoting Diversity* P.52 *Human Resource Development* P.56 *Creating a Comfortable Working Environment* P.59 *Health Management* P.61 *Safety and Health*
United Nations and international organizations, governments, and municipalities	● Contribute to international cooperation and development ● Comply with international rules and laws	● Participation in international initiatives ● Public-private partnership projects ● Policy recommendations	WEB *Endorsement of the UN Global Supporter* P.25 *Participation in and endorsement of industry associations and initiatives* P.62 *Participating in Labor Standards Initiatives*
Global environment	● Take a proactive approach to environmental issues ● Contribute to the creation of a prosperous society where people can coexist in harmony with the planet ● Enhance our environmental brand through information disclosure	● Promoting activities to reduce environmental impact at business sites ● Promoting environmental communication with internal and external stakeholders ● Volunteering in the community	P.27 *TCFD Compliance* P.24 *Communication with Stakeholders* P.32 *Tanzawa Oyama Nature Restoration Initiatives*
Local communities, NGOs and NPOs	● Cooperate with and contribute to regional development	● Social contribution activities ● Volunteering in the community ● Humanitarian assistance for disasters	WEB *Social contribution activities* P.49 *Sponsorship of Paralym Art* P.62 *Participating in Labor Standards Initiatives*
Other	● Communicate with evaluation agencies regarding ESG	● Various ESG survey questionnaires ● Response to CDP ● Audits and evaluations by external organizations (RBA, EcoVadis, SMETA)	WEB *Status of inclusion in ESG indices, external evaluation*

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Status of Inclusion in ESG Indices, External Evaluation

The Anritsu Group's ESG activities have received recognition, as well as inclusion in ESG indexes and SRI investment (socially responsible investment) stock price indexes and funds both in Japan and around the world.

Selected for Inclusion in the GPIF ESG Index

We have been selected for inclusion in the following five ESG indices adopted by the Government Pension Investment Fund (GPIF).

FTSE Blossom Japan Sector Relative Index

FTSE Blossom Japan

MORNINGSTAR GenDi J *1
Japan ex-REIT Gender Diversity Tilt Index
TOP CONSTITUENT 2023

2024 CONSTITUENT MSCI日本株 ESGセレクト・リーダーズ指数 *2

S&P/JPX カーボン エフィシェント 指数

Other Domestic and Overseas Indexes

2024 Sompo Sustainability Index

STOXX Indices by Qontigo — Member 2023/2024 Platinum Career Index

External Evaluation of ESG

CDP DISCLOSURE INSIGHT ACTION

Received a score of "A-: Leadership Level" regarding CDP climate change (FY2023)

2024 ESG FINANCE AWARDS JAPAN SPECIAL

Received the "Special Award" in the Environmentally Sustainable Companies Category of the 5th ESG Finance Awards Japan, hosted by the Ministry of the Environment (February 2024)

MSCI ESG RATINGS AA
CCC B BB BBB A AA AAA

Achieved an AA rating in the MSCI ESG Ratings (April 2024) *3

Rated MORNINGSTAR SUSTAINALYTICS

Received the Negligible Risk rating in the ESG risk evaluation category for Risk Ratings Rating disclosure (February 2023) *4

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Reporting Units

The Anritsu Group implements environmental management for the Domestic Group by site. The following site names are used in this report.

Atsugi Site	: Refers to the facilities of the following group companies in Atsugi City, Kanagawa Prefecture: ANRITSU CORPORATION, ANRITSU CUSTOMER SUPPORT CO., LTD., ANRITSU INFIVIS CO., LTD., ANRITSU DEVICES CO., LTD., ANRITSU KOUSAN CO., LTD., AK Radio Design, Ltd.
Hiratsuka Site	: Refers to the facilities of ANRITSU TECHMAC CO., LTD. in Hiratsuka City, Kanagawa Prefecture
Tohoku Site	: Refers to the facilities of TOHOKU ANRITSU CO. LTD. in Koriyama City, Fukushima Prefecture
Kawasaki and Tsuruoka Site	: Refers to the facilities of TAKASAGO, LTD. in Kawasaki City, Kanagawa Prefecture and Tsuruoka City, Yamagata Prefecture

Overseas group companies are reported by company name.

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Message from the Chief Environment Officer

Achieving Circular Economy for Anritsu Products in the New Three-Year Period

Representative Director, President of Anritsu,
Group CEO, Chief Environment Officer
Hirokazu Hamada

Looking Back on FY2023

During FY2023, the Anritsu Group developed activities with a focus on "decarbonization" and "plastic-free" activities. Regarding our "decarbonization" activities, we have strengthened our commitment to Anritsu Climate Change Action PGRE 30, to generate and consume our own renewable energy from solar power. We added a 616kW solar power generation system to our head office on the Atsugi Site, and introduced large-capacity storage batteries (NAS batteries) at the second factory at Tohoku Anritsu on the Tohoku Site. Operations have started at both facilities. As a result, the ratio of solar power generation in FY2023 was 10.4%. The Domestic Group set up an energy conservation team and thoroughly implemented energy conservation measures in its business activities. These results, combined with the reduction in the CO_2 emission coefficient of the power company, resulted in a 25.6% reduction in Scope 1+2 CO_2 emissions compared with FY2021, the base year for the SBT1.5°C certification.

Regarding our "plastic-free" activities, we have established the Zero Plastic Waste Policy, which aims to achieve zero plastic waste by fiscal 2030. We are working to achieve zero plastic waste from packaging for products and purchased parts, as well as from plastic bottles used at business sites and food packaging used in cafeterias. In our efforts to reduce the volume of plastic bottles used at business sites to zero, we stopped selling drinks in plastic bottles from vending machines and promoted the use of reusable bottles and cups. We achieved a result of 3.4 tons, which was less than the annual target of 4.3 tons of plastic bottles used. In our efforts to eliminate plastic packaging materials for products shipped to customers, we achieved a 11.2% reduction against our annual target of 5% by replacing cushioning materials with biomass materials and adopting biomass plastic bags.

The cooperation of all stakeholders is essential to achieving our goals for "decarbonization" and "plastic-free" activities. For our "plastic-free" activities in particular, we are asking our employees to refrain from using plastic bottles for beverages and our suppliers to refrain from using plastic packaging materials. As plastic waste has a serious impact on climate change and biodiversity, we will continue to strengthen our communication with stakeholders to help them understand our group's activities aimed at breaking away from a disposable society.

Achieving Circular Economy

Our next major theme is a circular economy. The GLP2026 Mid-Term Business Plan has the sustainability goal of "achieving a circular economy," and we are working to "release products that support a circular economy." Currently, each customer disposes of the products they have received once they have finished using them. We will set up a system to collect these used products, disassemble them, and reuse the components.

At the Anritsu Group, the tendency is for upper management and the Environmental Department to determine the content of environmental activities. However, I think an organization in which ideas are generated one after another by employees who know the situation on the ground would be ideal. I think that many people are working to conserve energy and reduce waste in their daily lives, and such efforts by each individual can also lead to great results in corporate activities. With GLP2026, by incorporating a perspective of sustainability into the various processes of our business activities, we will realize an organization in which employees take the initiative in proposing and implementing improvements in environmental activities.

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Environment

Solving Social Issues Related to the Environment

Efforts to Meet the Needs of Society

The Anritsu Group has been working to reduce the environmental impact of its business activities under its GLP2023 Mid-Term Business Plan.

In response to climate change, we have revised our CO_2 emissions reduction plan, which targets FY2030, with the aim of achieving carbon neutrality by 2050, and have obtained approval for the SBT Initiative*1. We will work to achieve this goal, with "Anritsu Climate Change Action PGRE 30" *2 (hereafter PGRE 30), which aims to increase the Anritsu Group's ratio of in-house generation of renewable energy to around 30% by around 2030, as the main pillar.

In April 2023, we established the Zero Plastic Waste Policy with the goal of achieving zero plastic waste by FY2030, and started activities to contribute to the realization of a plastic-free society.

Our Global Headquarters Building on the Atsugi Site utilizes a concept of "contributing to the creation of a society that is kind to the earth" and is equipped with a variety of environmentally friendly functions.

WEB *Environmental Considerations at Our Global Headquarters Building*

GLP2023

Environmental Challenge	Target	Achievements in FY2023
Responding to Climate Change	• Reduction of greenhouse gas emissions • Increase the ratio of private solar power generation	• In order to achieve carbon neutrality by 2050, we were recertified under the SBT Initiative in February 2024 in the following areas. - Scope 1+2 (1.5°C target) *3: Reduce by 42% compared with FY2021 by FY2030 - Scope 3 Category 1+11 (Well-below 2°C target) *4: Reduce by 27.5% compared with FY2019 by FY2030 [Progress] Scope 1+2: 25.6% reduction, Scope 3 Category 1+11: 29.7% reduction
		• Promotion of PGRE 30 - A 616kW solar power generation facility was added on the Atsugi Site, and has started operating. - A large-capacity storage battery (NAS battery*5) was introduced at the second factory at Tohoku Anritsu, and has started operating. [Progress] Ratio of private solar power generated in FY2023 *6: 10.4% P.26
Preserving Biodiversity	• Preservation of biodiversity, promotion of restoration activities	• Participated in the Tanzawa Oyama Nature Restoration activities • Roadside cleanup activities on the Atsugi Site • Participated in cleanup of the Sagami River P.31
Reduction of Water Usage	• Keep water usage by the domestic group below 62,000 m^3 (roughly the level of FY2019)	55,787 m^3, achieving the target P.33
Preventing Environmental Pollution	• Maintain zero excess of the voluntary management limit for industrial water disgharge (Atsugi Site) • Provision of products that do not contain hazardous substances	• Maintained zero excess of the voluntary management limit • Conducted a survey on the presence of prohibited PBT substances (PIP3: 1)*7 under the Toxic Substances Control Act (We plan to replace the relevant parts by October 2024, when the law comes into effect.) P.34
Resource Recycling	• Maintain zero waste emissions*8 in the domestic group • Reduce industrial waste emissions in the domestic group by 5% or more per unit of sales compared with the FY2019 level by FY2030 *9 • Reduce the amount of general waste generated at the Atsugi Site*10 to 36 tons or less annually by FY2030. • Zero Plastic Waste	• Achieved zero emissions • Industrial waste in the Domestic Group: 10.6% reduction • General waste at the Atsugi Site: Limited to 35.2 tons • Plastic bottles used: 40% reduction compared to FY2021, Product packaging: Replacement of cushioning materials with biomass materials on some models, introduction of biomass (30%) plastic bags, etc. • Implemented bottle-to-bottle recycling for 3.4 tons of plastic bottles P.36

*1 International initiative that requires companies to set reduction targets for carbon dioxide emissions based on scientific evidence
*2 PGRE stands for Private Generation Renewable Energy. This is a measure for generating and consuming renewable energy on site.
Does not include the power consumption at Anritsu Techmac, which was not a wholly owned subsidiary of Anritsu at the time of the measure was adopted.
*3 Scope 1 is direct CO_2 emissions. Scope 2 is indirect CO_2 emissions from energy sources. The 1.5°C target is a level that limits the rise in temperature to 1.5°C compared to pre-industrial levels.
*4 Scope 3 is indirect CO_2 emissions other than those from energy sources. Category 1 is purchased products and services. Category 11 is the use of sold products. The well-below 2°C target is a level where the increase in temperature is well below 2°C compared to pre-industrial levels.
*5 The world's first megawatt-class power storage system, developed by NGK Insulators, Ltd.
*6 This calculation was based on "solar power consumption/electricity consumption in FY2018," but it became difficult to measure the surplus electricity supplied to the power company free of charge, and therefore it was no longer possible to include it in the electricity consumption. As a result, it was changed to "solar power generation/electricity consumption in FY2018."
*7 PBT refers to chemical substances that are persistent, bioaccumulative, and toxic. PIP3: 1 refers to tris phosphate.
*8 Condition in which the percentage of waste placed directly in landfills or simply incinerated is less than 0.5%
*9 Irregular emission due to layout changes, etc. is not included.
*10 Excluding Techno Office, which is a sales office building

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Contributing to the Reduction of Environmental Impact through Products

Regarding the Anritsu Group's overall CO_2 emissions, Scope 3 Categories 1 and 11, which are related to products, account for 78.5% (FY2023 results). For this reason, we provide products that meet customer requirements in terms of function and performance, while also reducing their impact on the environment.

Development of Environmentally Friendly Products

The Anritsu Group has established its own certification system for environmentally friendly products. We conduct global assessments for every product under development and certify them as "Excellent Eco-Products" or "Eco-Products." We aim to develop only environmentally friendly products by clarifying the certification criteria and raising motivation through the presentation of awards. The assessment is based on the items in the table below. As of the end of fiscal year 2023, there are 19 Excellent Eco-Product models and 62 Eco-Product models on sale. In FY2023, environmentally friendly products accounted for 97% of overall sales of measuring instruments, and Excellent Eco-Products accounted for 85%.

The Domestic Group calculates the economic benefits of environmentally friendly products. The economic impact for FY2023 was 84 million yen.

Global Product Assessment Items

Assessment Items	Details
Basic items	Improvements in volume, mass, and power consumption compared to the reference product. The reference product is a conventional product that is similar in function and performance to the product being assessed.
Reduction of environmental impact	Reduction of CO_2 emissions, resource conservation, reduction of hazardous substances, and reduction of environmental impact in manufacturing, distribution, use, and disposal.
Life Cycle Assessment (LCA)	Upon completion of development, LCA assessments are performed to review CO_2 emissions for each process in the product lifecycle.

WEB *Excellent Eco Products*

WEB *Global Product Assessment*

Initiatives to Reduce Environmental Impact in Business Segments

In addition to providing environmentally friendly products, the Anritsu Group provides products and solutions that contribute to solving environmental issues in each of its business segments.

Examples of Initiatives in Business Segments

Business Segment	Areas of Contribution	Major Activities
Test and Measurement Business	Reduction of CO_2 emissions through widespread use of electric vehicles	Quality assurance of telecommunications equipment installed in electric vehicles
	Conservation of resources in the manufacture of measuring instruments, and reduction of CO_2 emissions during customer use	Provision of compact and lightweight measuring instruments that run on batteries
	Conservation of resources through longer life, higher functionality, and multifunctionality of measuring instruments (hardware)	Provision of software-based measurement solutions
		Provision of measuring instruments that can test multiple mobile terminals with a single unit and measuring instruments that can perform multiple measurement functions in a single unit
	Conservation of resources through longer life of measuring instruments (hardware)	Provision of refurbished measuring instruments
PQA Business	Effective use of food resources, reduction of food loss (resource conservation)	Provision of inspection equipment that can test the quality of food and pharmaceutical products at high speed and with high sensitivity
	Saving energy and reducing CO_2 emissions during product use	Elimination of the need for a cooling function by suppressing heat generation in the X-ray inspection system
Environmental measurement Business	Reduction of CO_2 emissions through widespread use of electric vehicles	Provision of measuring instruments for quality evaluation of batteries used in electric vehicles
	Adaptation to climate change (disaster prevention and mitigation for natural disasters)	Provision of wide-area video monitoring systems for rivers and roads
Sensing & Devices Business	Conservation of resources and reduction of CO_2 emissions by reducing the number of additional data centers	Provision of semiconductor optical amplifiers that enable the introduction of long-distance transmission systems
	Reduction of energy consumption (CO_2 emissions) for cooling	Provision of semiconductor optical amplifiers that can operate in high-temperature environments

Under the GLP2026 sustainability goals, we will expand our efforts in the circular economy by releasing products that support resource recycling.

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Environmental Management

Stance on Social Issues

Preservation of the global environment is an essential initiative for the sustainable development of society, and it is the responsibility of corporations to improve the global environment and pass it on to future generations.

The Anritsu Group is working to reduce its environmental impact under a global management system.

Policy

The Anritsu Group's sustainability policy states that "We will take the initiative in solving environmental issues, such as climate change, to contribute to building a people- and planet-friendly future." We have also established an environmental policy and are working to resolve various environmental issues.

WEB *Sustainability Policy*

WEB *Environmental Policy*

Structure

* What we refer to as a "Structure" is applicable to all items within the "Environment" section.

Anritsu's Board of Directors oversees environmental management, and the Chief Environment Officer is responsible for promoting activities and risk management. The Chief Environment Officer oversees the Environment & Quality Promotion Department, which is responsible for the Anritsu Group's environmental strategy. The officer als o serves as the chair of the Environmental Management Committee and the Global Environmental Management Meetings, thereby ensuring that risks and opportunities are evaluated and managed globally. The officer regularly reports the results of the management cycle to the Management Strategy Conference and the Board of Directors for their opinions and necessary instructions.

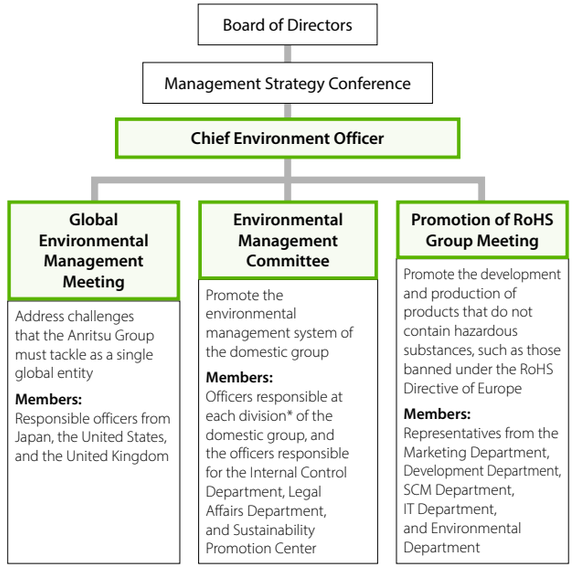
Beginning in April 2022, the Group CEO has taken on the role of Chief Environment Officer in recognition of the importance of responding to climate change.

With regard to the materiality of climate change, the Board of Directors resolves investment proposals such as the introduction of renewable energy power generation facilities and energy-saving facilities based on the application plan for the SBT initiative discussed at the Management Strategy Conference and Anritsu Climate Change Action PGRE 30 (hereinafter referred to as PGRE 30), and also confirms the progress of greenhouse gas emissions reduction targets and the PGRE 30.

The following themes were reported and discussed at the FY2023 Management Strategy Conference and Board of Directors meetings.

- April 2023: Sustainability information disclosure in Annual Securities Reports
- August 2023: Report on environmental activities in FY2023 (interim report)
- January 2024: Progress of sustainability management
- February 2024: Report on environmental activities in FY2023

Environmental Management Structure



* Environmental management activity unit

Environmental Management Boundary

The boundary for environmental management is the entire Anritsu Group. However, in addition to Anritsu, the environmental impact data also covers Domestic Group companies and major overseas development and manufacturing bases.

Domestic group	CO_2 Emissions	Energy Consumption	Water Withdrawal	Waste
Anritsu, Tohoku Anritsu, Anritsu Customer Support, Anritsu Infivis, Takasago, Anritsu Devices, Anritsu Kousan, Anritsu Techmac, AK Radio Design	●	●	●	●

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Overseas groups		CO_2 Emissions	Energy Consumption	Water Withdrawal	Waste
U.S.A.	Anritsu Company	●	●	●	●
	Anritsu Infivis Inc.	●	●	—	—
U.K.	Anritsu EMEA Limited	●	●	●	●
Romania	Anritsu Solutions S.R.L	●	●	—	—
China	Anritsu Industrial Systems (Shanghai) Co., Ltd.	●	●	—	—
Thailand	Anritsu Infivis (THAILAND) Co., Ltd.	●	●	—	—

Activities and Achievements

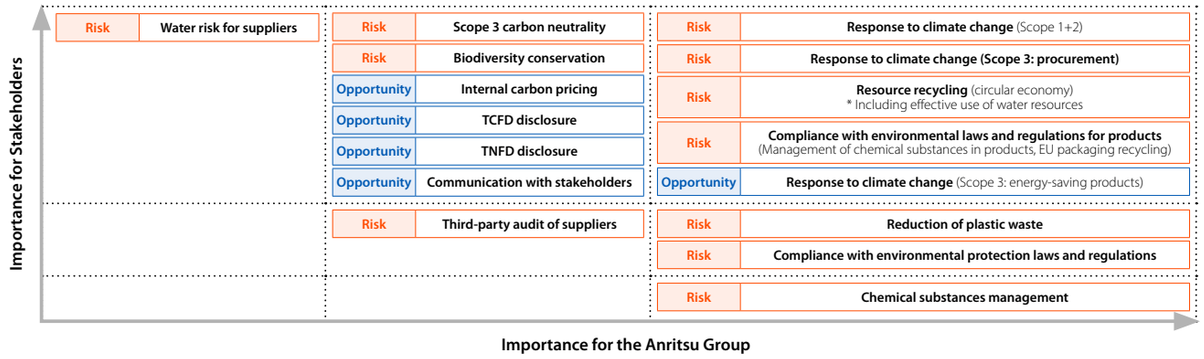
Management based on the Mid-Term Business Plan (GLP)

The Anritsu Group has formulated a three-year Mid-Term Business Plan (GLP) and is promoting environmental management.

Under GLP2023, which covers the period from FY2021 to FY2023, we have formulated our Vision for 2030, which includes activities for themes based on risks and opportunities related to social issues that have been examined in terms of their importance to stakeholders and the Anritsu Group. The results of these activities are shown on P.20. Next we will focus on GLP2026, which was formulated as the second step towards achieving our Vision for 2030.

Anritsu Group's Vision for 2030
Formulate/Implement Carbon Neutrality Plan 2050
Achieve SBT Targets
Execute Industry-Leading Initiatives
Establish a Global Compliance System for Environmental Laws and Regulations

Identifying Key Issues



GLP2026 Targets and KPIs

Target	KPI
Responding to Climate Change	• Reduce Scope 1+2 CO_2 emissions by at least 23.3% compared to FY2021 by FY2026 • Reduce Scope 3 Category 1 and Category 11 CO_2 emissions by at least 17.5% compared to FY2019 by FY2026 • Increase the ratio of private solar power generation (Anritsu Climate Change Action PGRE 30): 14% or more by FY2026.
Achieve resource recycling (circular economy)	• Release products that support resource recycling • Reduce the basic unit of sales of plastic packaging materials for products by 50% compared to FY2021 by FY2026 • Achieve 100% material recycling of plastic waste by 2026 • Reduce the amount of industrial waste generated by the Domestic Group by 3.5% or more per unit of sales compared to FY2019 by FY2026 • Reduce the total amount of water withdrawal by the Domestic Group, Anritsu Company (U.S.), and Anritsu EMEA Limited (U.K.) by 2.2% or more compared to FY2019 by FY2026
Adapt to new environmental regulations for products	• Replace with parts that do not contain regulated substances (PIP3:1) under the US Toxic Substances Control Act • Respond to the strengthening of PFAS*1 regulations in each country • Compliance with EU Battery Regulations • Compliance with EU legislation on Packaging and Packaging Waste
Maintain our brand as a leading environmental company	• Further enhance the TCFD*2 "Risks and Opportunities" assessment, and strengthen initiatives through feedback to related departments • Maintain a CDP*3 evaluation score of "A- Rank" or higher • Increase the percentage of primary data used for Scope 3 • Support TNFD*4 and assess and disclose the risks and opportunities of biodiversity

*1 Abbreviation for Per- and Poly fluoroalkyl substances. General term for chemical substances that contain carbon and fluorine atoms (perfluoroalkyl compounds or polyfluoroalkyl compounds).
*2 Abbreviation for Task Force on Climate-related Financial Disclosures. International task force established in 2015 by the Financial Stability Board, at the request of the G20.
*3 British NGO that operates a global disclosure system to help investors, companies, and nations manage their environmental impact.
*4 Abbreviation for Taskforce on Nature-related Financial Disclosures. International initiative to establish a framework for private companies and financial institutions to properly assess and disclose risks and opportunities related to natural capital and biodiversity.

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Management System

ISO14001 Certification

The Domestic Group and Anritsu Company (U.S.A.) have obtained ISO 14001:2015 certification for environmental management systems. In FY2023, we underwent periodic audits by external certification bodies in Japan and the United States. In Japan, we underwent an expanded audit that incorporated the main sales locations involved in the PQA business. In Japan and the United States, no areas requiring improvement were identified, and it was determined that the system was being maintained.

The coverage of systems with ISO 14001 certification is 35.9% of the total number of offices in the Anritsu Group and 76.4% of the total number of personnel in the Anritsu Group.

WEB *Anritsu Corporation ISO 14001 Certificate of Registration*

WEB *Anritsu Company ISO 14001 Certificate of Registration*

Internal Environmental Audits

The Anritsu Group conducts internal environmental audits. The matters and strong points identified in the audit of the Domestic Group conducted in FY2023 are shared with all management bodies through the Environmental Management Committee, leading to improvements in the effectiveness of the management system. There was one non-conformity, which has already been corrected.

Compliance with Environmental Laws and Regulations

The Anritsu Group confirms that it is in compliance with environmental laws and regulations through internal environmental audits and the Environmental Management Committee. In FY2023, there were no administrative or judicial sanctions, lawsuits, or complaints against the organization for violations of environmental laws and regulations.

Environmental Training

Anritsu provides various training programs for its employees in the Domestic Group. General training is aimed at all employees of the Domestic Group and focuses on initiatives that are being emphasized in the year of implementation. In FY2023, the theme was "Climate Change," and 98.3% of Domestic Group emloyees took the course.

During regularly held information exchange meetings, we provide to our suppliers information on responding to climate change and environmental regulations related to products.

List of Training Programs for Domestic Group Employees	
• Training for new employees	• Training for on-site contractors
• Training for internal auditors	• Training for high-pressure gas operators
• Follow-up training for internal auditors	• Training for personnel responsible for handling chemical substances
• General training	

Environmental Awards System

The Domestic Group has a system in place to recognize employees who have obtained qualifications related to the environment, groups that have implemented initiatives to reduce environmental impact through AQU Innovation activities*, and employees who have made proposals.

In the FY2023 AQU Innovation activities, awards were presented for six group activities and 20 proposals.

* Activities undertaken to improve operational efficiency, quality, and other aspects in the domestic group

Communication with Stakeholders

The Anritsu Group shares the details of its environmental initiatives in this report and communicates them through integrated reports, news releases, and advertising. We communication with stakeholders in the following ways.

Stakeholder	Details
Shareholders and investors	Presentations at general shareholders' meetings, financial results briefings, IR one-on-one meetings, and IR conferences hosted by securities companies
Customers	Introducing environmentally friendly products, disclosing greenhouse gas emission volumes, and responding to various surveys, including ESG surveys
Suppliers	Holding information exchange meetings, requesting the reduction of greenhouse gas emissions and submitting related reports, conducting a CSR procurement survey, and publishing the Anritsu Environment Newsletter
Employees	Including environmental topics in corporate magazines, the Global Eco-Club (information magazine for overseas group employees), and SDG case studies
Industry associations	Participation in the Environment Committee of the Communications and Information Network Association of Japan (CIAJ), and the Kanagawa Prefecture Environmental Conservation Council
Local community	Participation in the Tanzawa Oyama Nature Restoration activities, and participation in local cleanup activities
Assessment institutions	Disclosure of information and exchanging opinions

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Participation in and endorsement of industry associations and initiatives

Anritsu participates in industry associations and initiatives in the environmental field. We utilizes the latest trends and knowledge gained through these activities to address environmental issues. We participate in organizations that match our company's position and goals.

Industry Association	Summary
Race To Zero	International campaign of the UNFCCC that calls on businesses, municipalities, investors, universities, and others around the world to commit to achieving virtually zero greenhouse gas emissions by 2050 and to take immediate action to achieve that goal. In December 2022, Anritsu made a carbon neutral declaration and joined Race To Zero.
Japan Climate Initiative (JCI)	Established in 2018 to strengthen the dissemination of information and exchange of views among companies, local governments, NGOs, and others actively working to combat climate change. Anritsu expresses its support for JCI's opinions and recommendations to the government.
Task Force on Climate-related Financial Disclosures (TCFD)	International initiative established in 2015 by the G20 Financial Stability Board (FSB) to improve the disclosure of information on the financial impact of climate-related risks and opportunities. Anritsu endorsed the TCFD initiative on June 30, 2021 and is disclosing information in compliance with its recommendations.
Communications and Information Network Association of Japan (CIAJ)	Organization that aims to contribute to the realization of a sustainable society by utilizing various types of knowledge related to information and communication networks. Anritsu is a member of the Environment Committee.

TOPIC **Special Award Received at the ESG Finance Awards Japan**

Anritsu received the "Special Award" in the Environmentally Sustainable Companies Category of the 5th ESG Finance Awards Japan, hosted by the Ministry of the Environment.

In this category, companies are evaluated on the content of their disclosures regarding environmental issues. Those that are recognized as incorporating "important environmental opportunities and risks" into their management strategies, thereby creating a positive environmental impact while also enhancing corporate value, are presented an award.

Reasons for Being Chosen for this Award (excerpt from the Ministry of the Environment press release)

The company's high level of integration relative to its size, under a company-wide policy with sustainability and environmental measures being promoted under a solid system, has been highly evaluated. The company has also set targets and policies for climate change measures and resource recycling, and is working to achieve them. In addition to disclosing Scope 3 GHG emissions by category, the company is also working to improve its quantitative data on water resources, waste, etc., and is making steady progress. In the future, we hope to see more descriptions of eco-friendly products and other such items in the context of growth strategies.

WEB *Received the "Special Award" in the Environmentally Sustainable Companies Category of the 5th ESG Finance Awards Japan, hosted by the Ministry of the Environment*

Environmental Data

Please see the variety of data listed below.

WEB *Environmental Impact across the Entire Value Chain*
WEB *Environmental Impact Mass Balance Data*
WEB *CO_2 Emissions Data for Scope 1+2, Scope 3*
WEB *Energy Consumption Details*
WEB *Water Usage Data*
WEB *Domestic Group Waste Data*
WEB *Domestic Group Measurement Data for Wastewater Quality*
WEB *Tohoku Site Atmospheric Measurement Data*
WEB *Domestic Group Measurement Data for Noise*
WEB *Domestic Group Measurement Data for Groundwater*

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Responding to Climate Change

Special Report Mitigating Climate Change through the Long-Term Generation and Consumption of Private Solar Power

Anritsu has identified "responding to climate change" as a materiality issue, and we will contribute to achieving the common goals of the international community through the use of renewable energy for the private generation and consumption of power.

Long-Term, Reliable Reduction of CO_2 Emissions

The Anritsu Group has been introducing solar power generation systems since the 2010s. In FY2019, we formulated the "Anritsu Climate Change Action PGRE 30" (PGRE 30) to steadily reduce CO_2 emissions over the long term, increasing the ratio of private solar power generation from 0.8% in FY2018 to around 30% by around 2030.

Purchasing green electricity certificates is one way to reduce CO_2 emissions, but it does not count as a CO_2 emission reduction additionality from our company. PGRE 30 is a measure that positions the introduction of private solar power generation as an investment. It is a policy that will lead to a reduction in CO_2 emissions by introducing solar power generation facilities that will generate a total of 8,000 MWh per year.

Solar power generation facilities at the Atsugi Site

Solar power generation facilities at Anritsu Company (U.S.A.)

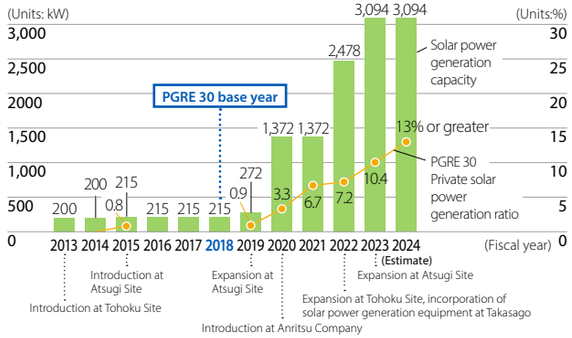
Solar power generation facilities at the Tohoku Site

Storage batteries at the Tohoku Site

Making Effective Use of the Power Generated by Storage Batteries

On the Tohoku Site, we have constructed and started operation of a power generation system that combines a 1,100 kW solar power generation system with a large-capacity storage battery (NAS battery, Rated output: 400kW, Rated capacity: 2,400kWh). The use of stored electricity at night increases the rate of self-consumption. It also contributes to measures against the risk of power shortages starting in the evening, when there is a drop in the generation of solar power generation. On the Atsugi Site, we have added 616 kW of solar power generation capacity, bringing the total solar power generation capacity to 3,094 kW as of the end of March 2024.

Solar Power Generation Capacity (kW) and PGRE 30 Private Solar Power Generation Ratio (%)



Aiming to Achieve Initiatives on Par with RE100 Companies

RE100 is an initiative that aims to have companies use 100% renewable energy (RE) to power their operations. Companies that consume 100 GWh or more of electricity per year (50 GWh or more for Japanese companies) are eligible to join. The Anritsu Group's annual power consumption is about 30 GWh, so it is not included in the scope of this initiative, but our goal remains the same. In order to achieve carbon neutrality by 2050, we are promoting PGRE 30, which involves the private generation and consumption of renewable energy, rather than relying solely on the purchase of green electricity certificates.

Towards Achieving the Goals of the International Community

At COP28 (the 28th Conference of the Parties to the United Nations Framework Convention on Climate Change) held in 2023, it was determined that "there is still a long way to go before achieving the 1.5°C target agreed to in the Paris Agreement." In response to this, it was announced that the transition from fossil fuels to renewable energy would be accelerated, and that the global renewable energy generation capacity would be tripled by 2030 (compared to 2022). Through PGRE 30, the Anritsu Group is working to achieve a ratio of private solar power generation that is approximately four times that of FY2022, and will contribute to achieving the goals of the international community.

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Stance on Social Issues

As the impact of climate change associated with global warming is intensifying and in turn leading to more frequent and severe natural disasters such as typhoons and floods, mitigating climate change has become a shared concern throughout international society.

The Anritsu Group has made responding to climate change a materiality. We are committed to reducing greenhouse gas emissions, with a focus on the private generation and consumption of renewable energy and a reduction of energy consumption, to achieve carbon neutrality by 2050. We are also focused on providing products and solutions that contribute to the mitigation of and adaptation to climate change.

Policy

To achieve carbon neutrality, we will install our own solar power generation facilities and work to increase the ratio of private power generation from as a CO_2 emission reduction additionality, to contribute directly to the reduction of greenhouse gas emissions. In addition to this, we will reduce power consumption throughout the value chain through energy conservation activities at factories and offices, collaboration with suppliers, and development of energy-saving products.

Target

Targets Certified by the SBT Initiative

The Anritsu Group aims to achieve carbon neutrality for Scope 1 + 2 by 2050. We have set greenhouse gas emissions reduction targets that have been certified by SBT and the ratio of renewable energy self-generation as KPIs.

KPI	Target		Results for FY2023
Reduction of greenhouse gas emissions	Scope 1+2 (1.5°C target)	Achieve carbon neutrality by 2050	25.6% reduction
		Reduce by 42% compared with FY2021 by FY2030 *1	
	Scope 3 Category 1+11 (Well-below 2°C target)	Reduce by 27.5% compared with FY2019 by FY2030 *1	29.7% reduction
Increase in the ratio of private solar power generation	Achieve a PGRE 30 increase from 0.8% to approximately 30% by around 2030, based on the electricity consumption *2 of the Anritsu Group in FY2018		10.4%

*1 Targets certified by the SBT initiative
*2 Excludes the electricity consumption of AT Techmac (currently Anritsu Techmac), which was not a wholly owned subsidiary of Anritsu at the time this target was formulated

Targets Related to Energy Consumption

The Domestic Group has also set targets for reducing energy consumption in line with the Carbon Neutrality Action Plan*1 formulated by the Keidanren (Japan Business Federation) and the Act on the Rational Use of Energy and Shift to Non-Fossil Energy (Energy Conservation Act).

Target	Progress in FY2023
Improve the basic unit of energy by 1% every year, compared with the base year (FY2020), by FY2030 under the Carbon Neutrality Action Plan by the electric and electronics-related industries in Japan.	13.9% reduction
Achieve annual reductions of at least 1% in the basic unit of energy consumption per real sales for the past five fiscal years. (Energy Conservation Act)*2	2.8% reduction

*1 Formulated by Keidanren. This policy is to achieve carbon neutrality by 2050 through the reduction of greenhouse gas emissions and the development of innovative technologies in business activities.
*2 This target is for Anritsu only.

Activities and Achievements

TCFD Compliance

Anritsu endorses the TCFD and discloses its initiatives related to climate change in accordance with its recommendations.

WEB *Information disclosure in accordance with TCFD recommendations*

Updating SBT Targets

In 2019, Anritsu formulated PGRE 30, and submitted to the SBT Initiative (SBTi) and received approval for our greenhouse gas emissions reduction plan for Scope 1 + 2 of the 2°C target and Scope 3 Category 1 + 11 of the well-below 2°C target. In 2022, we joined the Race To Zero initiative, declaring our aim to achieve carbon neutrality for Scope 1 + 2 by 2050. In order to achieve this, we have increased our Scope 1 + 2 greenhouse gas emissions reduction plan to the 1.5°C target and reviewed Scope 3. The updated target was resubmitted to the SBTi in May 2023 and approved in February 2024.

CO_2 Emission Reduction in Scope 1+2

The Anritsu Group is promoting PGRE30 and energy saving in its business activities as a measure to reduce greenhouse gas emissions under Scope 1+2.

In FY2023, due to the addition of solar power generation facilities, energy conservation activities, and the reduction of the CO_2 emission coefficient at power companies, Scope 1 + 2 CO_2 emissions were reduced by 25.6% compared to the base year of FY2021, which is the target year for SBT 1.5°C, and by 30.0% compared to FY2022.

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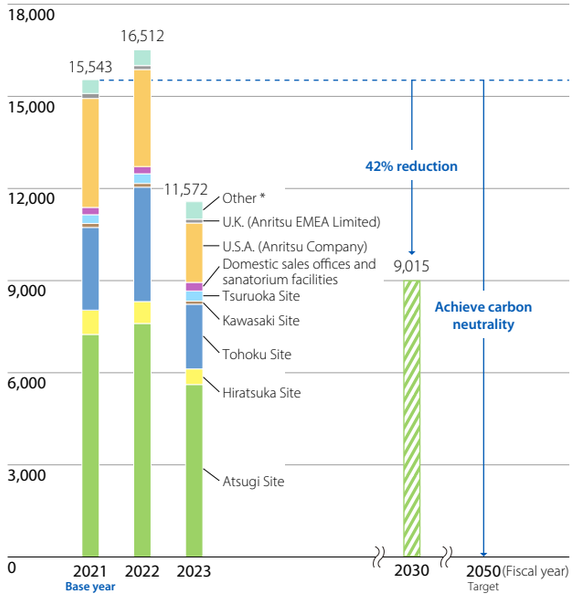
CO_2 Emissions and Reduction Targets for Scope 1+2 (Units: t-CO_2)



* Anritsu Solutions S.R.L., Anritsu Infivis Inc., Anritsu Industrial Systems (Shanghai) Co., Ltd., and Anritsu Infivis (THAILAND) Co., Ltd.

Progress on PGRE30

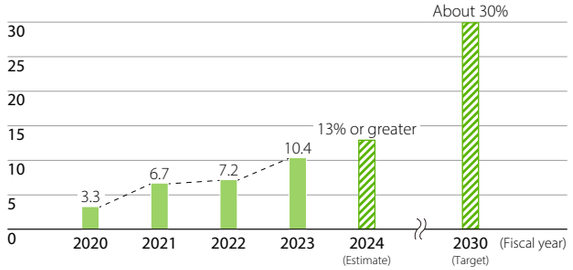
The target for the ratio of private solar power generation in FY2023 was 13% or more. However, due to delays in the expansion of the solar power generation facilities at the Atsugi headquarters and the start of operation of the storage battery facilities at the second factory at Tohoku Anritsu, the ratio was 10.4%.

GLP2026 has a target of 14% or more by FY2026.

Private Solar Power Generation (Units: MWh)

	FY2019	FY2020	FY2021	FY2022	FY2023
Private solar power generation	246	892	1,791	1,941	2,765

PGRE30: Share of Solar Power Generated Privately to Consumed Privately (Units:%)

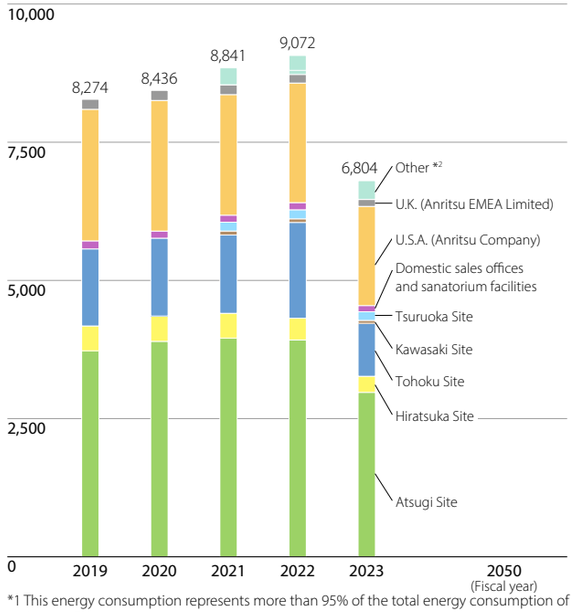


Reduction of Energy Consumption in Business Activities

The Domestic Group set up an energy conservation team in March 2023. On the Atsugi Site, we have been working to raise employee awareness of energy conservation by thoroughly implementing appropriate air conditioning management and power-saving measures in laboratories, and by setting up content on the company intranet that allows employees to check the amount of electricity consumed in their own work areas on a monthly basis.

As a result of energy-saving efforts outside the Atsugi Site, we achieved significant results. Energy consumption in FY2023 was at 6,804 kL, a 25.0% reduction compared to FY2022.

Energy Consumption (Crude Oil Equivalent) *1 (Units: kL)



*1 This energy consumption represents more than 95% of the total energy consumption of Anritsu Group.

*2 Anritsu Solutions S.R.L., Anritsu Infivis Inc., Anritsu Industrial Systems (Shanghai) Co., Ltd., and Anritsu Infivis (THAILAND) Co., Ltd.

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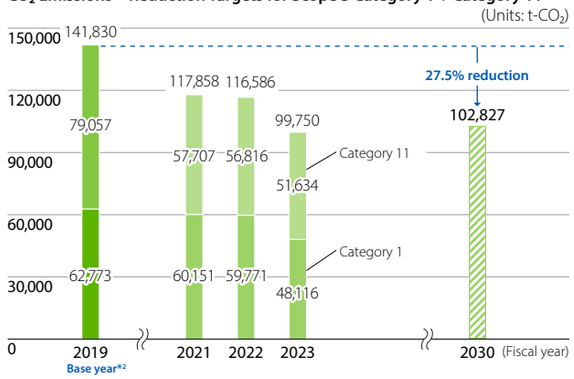
Initiatives in Scope 3

The Anritsu Group is focused on reducing Category 1 (purchased products and services) and Category 11 (use of sold products) in Scope 3. In FY2023, CO_2 emissions in Category 1 were reduced by 23.3% compared to the base year of FY2019, which is the target year for the Well-below 2°C target, and by 19.5% compared to FY2022. Category 11 emissions were reduced by 34.7% compared to FY2019 and by 9.1% compared to FY2022.

CO_2 Emissions*1 Reduction Targets for Scope 3 Category 1 + Category 11



*1 CO_2 emissions in FY2023 account for 86.4% of the total emissions in Scope 3.
*2 In the reapplication to SBTi, the "average CO_2 emissions from FY2018 to FY2021" was used as the base year, but this was changed to FY2019 after discussions with SBTi.

Reduction of CO_2 Emissions in Category 1

During information exchange meetings with suppliers, we request cooperation in achieving our SBT targets. We use the Anritsu Environment Newsletter to introduce the Anritsu Group's climate change measures and achievements, request the introduction of energy conservation and renewable energy, and use questionnaires to confirm how companies are responding.

CO_2 emissions in relation to consolidated sales in FY2023, calculated based on data from suppliers, dropped by approximately 39% compared with the base year (FY2019).

Reduction of CO_2 Emissions in Category 11

The Anritsu Group has introduced an environmentally friendly product certification system to certify "Excellent Eco-Products" and "Eco-Products" based on our own standards, and we are working to reduce the power consumption of our products. CO_2 emissions are monitored at each stage of the product life cycle and that data is utilized to develop the next product. We disclose the carbon footprint of Excellent Eco-Products. For products other than Excellent Eco-Products, we also respond to inquiries about products for which we have calculated the carbon footprint.

Since FY2020, the PQA Business Division, which has product groups with large CO_2 emissions, and the Environment Promotion Department have been collaborating on activities to reduce CO_2 emissions. In FY2023, we began selling products that incorporated energy-saving measures (such as reducing the number of electrical components, improving heat dissipation design, improving the efficiency of control boards, reducing the load on conveyor transport, and improving the efficiency of drive motors).

Reduction of CO_2 Emissions in Category 4 (Transport and Distribution)

In Japan, the Domestic Group is working to reduce CO_2 emissions related to Scope 3 Category 4 (transport and distribution) by switching from truck transport using dedicated containers to rail transport for large products in the PQA business.

In FY2023, we set a goal of transporting 70% of products shipped from the Atsugi Site to Kyushu by rail. As a result, we achieved 77.3%, exceeding the target. A trial of sea transport from the Atsugi Site to the Shikoku region was also conducted as a means of transporting small lots, and operations began in FY2024.

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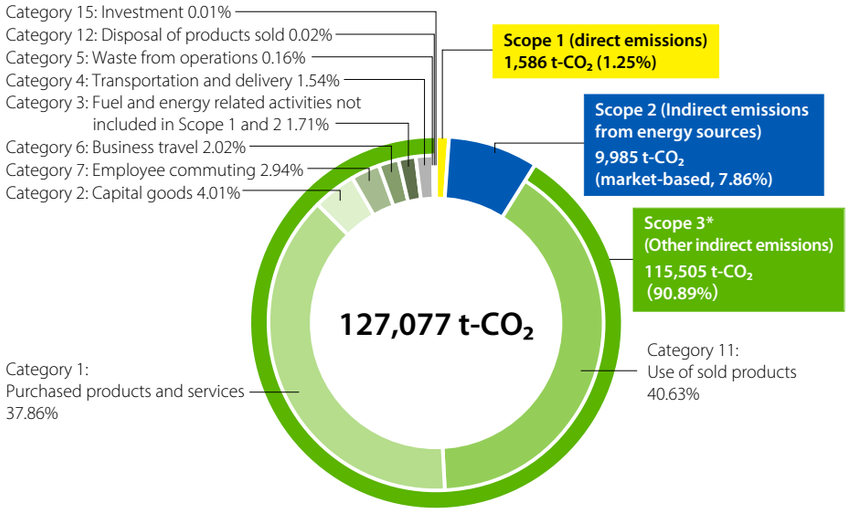
Value Chain CO_2 Emissions by Scope

Value Chain CO_2 Emissions by Scope (FY2023)



* Category 8, 10, 13, and 14 are not applicable to the Anritsu Group's business activities and have therefore been excluded from the calculation. Category 9 has not been calculated because it is difficult to aggregate.

Third Party Verification

Anritsu sought and received third-party verification for CO_2 emissions (Scope 1, Scope 2 market-based and location-based, Scope 3*), energy consumption, and annual renewable energy power generation from Sustainability Accounting Co., Ltd. The above values for FY2023 were verified by the firm in accordance with International Standard on Assurance Engagement ISAE3000 and ISAE3410, and received limited assurance.

* Scope 3 applies to Categories 1 to 7, 11, 12, and 15.

WEB *Independent third party verification report*

Climate Change Survey Results by CDP

CDP sends questionnaires to companies and local governments, uses the responses to evaluate their efforts to combat climate change, protect water resources, and preserve forests. In the FY2023 survey, Anritsu's score for climate change was "A-: Leadership Level," the same results as FY2022, in recognition of our best practices in the management of environmental issues.

Climate Change Data

Please see the following Scope 1+2 and Scope 3 data on annual CO_2 emissions, energy consumption, and renewable energy.

WEB *CO_2 Emissions Data for Scope 1+2, Scope 3*

WEB *Energy Consumption Details*

VOICE

Proud of climate change countermeasures, which focus on the private generation of renewable energy

Environment and Quality Promotion Department
Masayuki Sawada

I have been involved in the development of Anritsu Climate Change Action PGRE 30 from the planning stage. The capacity of the storage batteries installed at the second factory at Tohoku Anritsu is among the largest in the Tohoku Electric Power Company service area. Thanks to the synergy effect of the mega solar power generation system, in FY2023, the second factory was able to cover approximately 32% of its electricity needs through private power generation. Using stored electricity during the summer and winter, when demand is high, is also a way of contributing to society. On the Atsugi Site, our initial plans called for the installation of solar panels on the buildings, but this idea was abandoned due to insufficient load-bearing capacity. However, we did not give up and switched to the introduction of solar carports instead. I am proud to be taking on the challenge of mitigating climate change by focusing on private power generation.

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Preserving Biodiversity

Stance on Social Issues

Society depends on biodiversity for food, medicine, clothing, timber, energy, clean air, and water. However, the increasing environmental burden caused by economic activities, resource depletion, and global warming poses serious risks to biodiversity.

Although the Anritsu Group does not conduct any business that has a direct impact on forests, rivers, oceans, etc., we believe that it is the responsibility of companies to conduct activities that take into account natural capital. We are strengthening our efforts to conserve biodiversity, such as reducing energy consumption and waste, and properly managing chemical substances.

Policy

The Anritsu Group has analyzed the relationship between its business activities and biodiversity and focuses on the following two areas for its policy for preserving biodiversity.

Activities Aimed at Reducing Environmental Impact

- Global warming prevention to manage habitat loss due to climate change
- Resource conservation and 3R (reduce, reuse, recycle) to manage overexploitation and habitat loss
- Control of chemical substance usage and release and risk measures to manage pollution and habitat loss

Preservation of biodiversity, restoration activities

- Initiatives to conserve and regenerate biodiversity, including tree-planting and cleanup activities

Activities and Achievements

Activities Aimed at Reducing Environmental Impact

Promoting the Prevention of Global Warming

To become carbon neutral by 2050, we are promoting Anritsu Climate Change Action PGRE 30, which involves the private generation and consumption of renewable energy, as well as activities to reduce CO_2 emissions in Scope 1, 2, and 3.

P.26 *Responding to Climate Change*

Promoting Resource Conservation and the 3Rs

In addition to our ongoing resource conservation and 3R activities, which include water resources, we established the Zero Plastic Waste Policy in April 2023, with the aim of achieving zero plastic waste by FY2030, and have begun implementing the policy. Under this policy, we are working to reduce plastic waste from "packaging for products and purchased parts" and "plastic bottles and food packaging used at business sites" to zero. This initiative is in line with "plastic pollution reduction," one of the targets of Kunming-Montreal 2030 adopted at COP15 in December 2022.

WEB *Zero Plastic Waste Policy*

P.36 *Resource Recycling*

Controlling the Use of Chemicals and Hazardous Substances

The Anritsu Group appropriately manages chemical substances and promotes their elimination and reduction as necessary.

We comply with domestic and international regulations (such as the European RoHS Directive and REACH Regulations) and industry standards regarding the chemical substances in our products.

The manufacturing process specifies chemical substances that are prohibited or restricted from use. The chemical substances we use are managed through a system that ensures appropriate treatment and reduction of emissions.

P.34 *Preventing Environmental Pollution*

Detoxification of Wastewater

In the manufacturing process for semiconductor devices where chemicals and water are used, we have established voluntary control standards that are stricter than laws and regulations. We make every effort to prevent contamination of the surrounding environment by detoxifying wastewater and preventing leakage of waste liquids.

P.34 *Preventing Environmental Pollution*

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Preservation of biodiversity, restoration activities

Tanzawa Oyama Nature Restoration Initiatives

Anritsu joined the Tanzawa-Oyama Nature Restoration Committee in 2022 in order to contribute to the conservation of the natural environment and biodiversity of Mt. Oyama, which can be seen from the company's headquarters in Atsugi, Kanagawa Prefecture, as well as to contribute to the protection of water resources.

In the Tanzawa Oyama area, major changes in the ecosystem began to occur in the 1980s, including the death of fir and beech trees and the loss of forest undergrowth. In response to this situation, this committee was established by NPOs, companies, experts in nature conservation, and government agencies.

Anritsu Group employees have volunteered to take part in the tree-planting event "Corridor (Green Corridor) from Mt. Oyama" organized by the Committee and the Tanzawa Nature Conservation Society, and have planted over 400 trees.

Anritsu Group employees and their family members participating in a tree planting event in October 2023

Planting that is Suited to the Local Climate

On the Atsugi Site, trees and plants native to the area are used in planting activities. The yard court has a multi-layered forest made up of tall and short trees that change with the seasons, plants that cover the ground, and variously shaped Japanese maple trees, recreating a natural forest. These types of planting areas also serve to channel rainwater underground, preventing groundwater depletion.

At the second factory at Tohoku Anritsu, we are also planting trees and plants that are suited to the local climate, soil, and native vegetation.

Planting on the Atsugi Site

Autumn fern

Persicaria filiformis

Solomon's seal

Use of FSC® Certified Paper

The printing department at Anritsu Kousan obtained FSC®CoC certification* in FY2019. We use certified paper in our catalogs and business cards, contributing to a system that supports the conservation of forest resources.

In FY2023, we set a target of achieving a FSC® certified paper weight ratio (ratio of FSC® certified paper to all printing paper used in the printing department) of 60% or more, but achieved only 50.8%. In FY2024, we will review our policy and conduct research and studies to expand the use of FSC® paper to printed materials that are not currently using FSC® paper.

The mark of responsible forestry

* The Forest Stewardship Council™ (FSC™), a global, not-for-profit organization dedicated to the promotion of responsible forest management worldwide, defines standards based on agreed principles for responsible forest stewardship. Among the FSC™ certificates, CoC applies to the processing and logistics of forestry products.

Supporting the Kanagawa No Plastic Waste Declaration

Kanagawa Prefecture, which has been certified as an SDG Future City by the Cabinet Office, has established the Kanagawa No Plastic Waste Declaration and is working to reduce the use of plastic products that are causing serious marine pollution.

Anritsu supports this initiative and, in addition to participating in cleanup activities around our offices and the Sagami River Clean-up Campaign, in April 2023 we established a Zero Plastic Waste Policy with the goal of achieving zero plastic waste by FY2030. Through these efforts, we are contributing to the reduction of plastic waste.

P.36 Resource Recycling

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Preserving Water Resources

Stance on Social Issues

Due to population growth, the rising standard of living associated with economic growth, and climate change, global demand for water is expected to increase further in the future, leading to an expansion of regions where water is scarce. The Anritsu Group does not require large quantities of water for its businesses. However, we have clean rooms in Japan and the U.S.A. that require the use of a lot of water, so we believe it is important to take steps to ensure that water resources are used appropriately.

Target

FY2023 Targets	Past Results
Maintain domestic group water withdrawal at less than 62,000 m^3 (about the level consumed in FY2019)*	55,787 m^3

* Takasago and domestic sales offices of Anritsu are not included in this target.

In GLP2026, the Domestic Group, along with Anritsu Company (U.S.A) and Anritsu EMEA Limited (U.K.), are aiming for a water withdrawal reduction of 2.2% or more compared to FY2019 by FY2026.

Activities and Achievements

Reducing Water Withdrawal

Water is mostly used for toilets and washing hands in the domestic group. We have reduced water withdrawal through efforts such as leakage inspections and upgrading to water-saving toilets. Circulated water is used at production facilities.

The Hiratsuka Site uses alkaline washing agents to degrease metallic materials, and the rinsing water used by the facility in this process is reused by circulating it through filters and ion-exchange resins, which reduces annual water withdrawal by approximately 40 m^3.

The domestic group's water use during FY2023 was 55,787 m^3, meeting the target.

In FY2020, Anritsu Company (U.S.A.) started its thin-film device manufacturing business, requiring large amounts of water for cleaning, and is working to reduce water withdrawal by circulating the cleaning water and reusing scrubber water. As a result, the amount of water used in FY2023 was reduced by 57% compared to FY2020.

WEB *Water Usage Data*

Identifying Water Risks at Development and Manufacturing Sites

The Anritsu Group is working to assess the risks and make effective use of water resources at the Atsugi Site, the Tohoku Site, Anritsu Company (U.S.A.), and Anritsu EMEA Limited (U.K.), all of which have high water withdrawal.

WEB *Water Risk Evaluation*

Consideration for Water Resources

On the Atsugi Site, groundwater is used for flushing in some toilets. We are replacing the toilets with water-saving ones to reduce the amount of water pumped from underground aquifers to prevent groundwater depletion. With the exception of toilet flushing water, all water used is city water (tap water) supplied by a third party. At the Global Headquarters Building, we have installed a rainwater permeation basin to prevent flooding on the roads and in rivers.

Efforts to Protect Water Resources

	Atsugi Site	Hiratsuka Site	Tohoku Site	U.S.A
Introduced a body detection sensor for men's toilets	●	—	●	●
Introduced water-saving toilets	●	—	●	●
Introduced automatic faucets	●	—	●	—
Used groundwater for flushing toilets	●	—	—	—
Reuse of rinse water from the metal degreasing unit	—	●	—	—
Installed a rainwater permeation basin	●	—	—	—
Installation of valves to conserve water	●	—	—	●
Installed friendly emulators for toilets	●	—	—	—
Conducted leakage inspections	●	●	●	—
Upgraded to high-efficiency water heaters	—	—	—	●
Replanted plants that can withstand dehydration	—	—	—	●
Switched to a drip water supply system	—	—	—	●
Cessation of watering during rainy season	—	—	—	●
Introduced a waterless method for cleaning windows	—	—	—	●
Arranged an inspection of a water supply facility by an outside agency	—	—	—	●

WEB *Effective Use of Water*

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Preventing Environmental Pollution

Stance on Social Issues

Toxic chemical pollutants in the air, water, and soil adversely affect human health and the environment.

The Anritsu Group handles a variety of chemicals in the development and manufacture of our products. We implement thorough measures to prevent environmental pollution and ensure that there is no serious impact on the surrounding environment due to inappropriate management.

Policy

A wide variety of laws and ordinances concerning the handling and discharge of chemical substances are on the verge of being tightened in order to ensure that environmental pollution does not occur. The Domestic Group has implemented voluntary control standards, which are stricter than laws and regulations, to manage the proper use and emission of chemical substances.

Target

Target	Results for FY2023
Maintain zero excess of the voluntary management limit for industrial water discharge (Atsugi Site)	Maintained zero excess of the voluntary management limit

Activities and Achievements

Regulatory Compliance

The Domestic Group controls the quality of wastewater, air, and noise by establishing voluntary management standards that are stricter than laws and ordinances. Each site has established procedures to respond to human error and chemical substance leaks in the event of a disaster.

In FY2023, water, air, and noise values for the domestic group remained below standard levels, and there were no accidents or violations of the law.

WEB *Noise and Vibration Control*
WEB *Air Pollution Control*
WEB *Domestic Group Measurement Data for Water Discharge Quality*
WEB *Tohoku Site Atmospheric Measurement Data*
WEB *Domestic Group Noise Measurement Data*

Groundwater Management

In the past, the Atsugi Site used the toxic organic chlorine solvents trichloroethylene and 1,1,1-trichloroethane. Therefore, we voluntarily conduct an annual groundwater analysis to confirm that there is no exceedance of the standard values. During these analyses, tetrachloroethylene, which has not been used on the Atsugi Site, is detected every time. However, the results of the soil survey have revealed that it is contamination of groundwater from upstream, and the local government has also acknowledged that it is not caused by our business activities on the Atsugi Site.

The use of trichloroethylene was phased out in 1970 and 1,1,1-trichloroethane was phased out in 1993.

WEB *Groundwater Control*
WEB *Domestic Group Measurement Data for Groundwater*

Water Discharge Management

In addition to the initiatives shown below, the Domestic Group conducts regular equipment inspections and training, and makes the necessary confirmations to prepare for unexpected accidents.

Water Discharge Management

Eligibility	Initiatives	Measures
Atsugi Site	• Detoxification of industrial water discharge	•Installation of industrial water discharge treatment facilities • Batch collection of liquid waste containing heavy metals
	• Prevention of contaminated water leakage	• Installation of dikes for drainage tanks and neutralizer tanks • Installation of emergency shutoff valves
	• Compliance with voluntary pH control standards	• Installation of dual monitoring equipment and emergency shutoff valves
	• Control of heavy metals other than pH	• Batch collection • Simple weekly analysis
	• Control of items and substances agreed upon with the administration	• Precision analysis by a specialized agency performed once every three months.
Hiratsuka Site	• Reduction of degreasing and cleaning of metal materials • Prevention of undiluted liquid leakage	• Batch collection
	• Prevention of rinse water leakage	• Recycling and reuse
Tohoku Site	• Compliance with voluntary pH control standards	• Installation of monitoring equipment and emergency shutoff valves

WEB *Water Discharge Management*

Chemical Substances Management

The Anritsu Group appropriately manages the chemical substances used in our business activities and those contained

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in our products, and promotes their elimination and reduction as necessary.

Chemical Substance Control at Factories

At the Tohoku Site, we switched from heavy oil to natural gas as fuel for hot water supply starting in FY2021, and are working to reduce the use of PRTR substances. In FY2023, the amount of methylnaphthalene contained in heavy oil A used in the boilers at the first factory at Tohoku Anritsu exceeded 1 ton, so we calculated the amount transferred and submitted a report to the government. Since methylnaphthalene is combusted in the boiler, there is almost no external emission. However, we are working to reduce the amount handled.

Within the Domestic Group, there is no handling of substances subject to notification under the PRTR Law other than methylnaphthalene.

Chemical Substances Management

	Measures
Determination of whether or not to use a new chemical substance	• Specialized evaluators appointed in each field make decisions from the viewpoint of pollution prevention, health and safety, disaster prevention, and the presence or absence of banned or restricted substances as determined by the company.
substances used	• Using the Chemical Substance Management System to manage substances used • Using the Chemical Substance Management System to control purchased, used, disposed, and retained quantities by performing inventory every three months
Regulatory compliance	• Confirmation of the amount of PRTR substances handled, the amount of hazardous materials held under the Fire Service Act, and the amount of chemical substances subject to revision of laws and regulations • Risk assessment and implementation of risk reduction measures related to the use of chemical substances containing substances subject to notification under the Industrial Safety and Health Act • Consideration of alternatives to chemicals containing carcinogens

WEB *Chemical Substances Management*

Management of Chemical Substances in Products

The Anritsu Group manages the chemical substances contained in its products by obtaining information on the chemical substances contained in the purchased parts and materials used in its products, and by managing them at each stage from design and development to procurement, manufacturing, and shipping. In surveys of chemical substances contained in purchased parts and materials, we have adopted the "chemSHERPA" standardized information transmission scheme developed by the Ministry of Economy, Trade and Industry. The information we obtain from our suppliers is registered and managed in our internal database.

Cadmium, lead, mercury, hexavalent chromium, PBB, PBDE, and four phthalates (DEHP, BBP, DBP, DIBP) are regulated substances under the RoHS Directive. We are working to reduce the risk of contamination in our products by using analysis equipment to conduct spot checks of purchased parts.

WEB *Management of Chemical Substances in Products*

Dealing with Suppliers

Anritsu has established the Anritsu Group Global Green Procurement Specification. The Specification includes establishing an environmental management system, conducting product assessments, consideration for biodiversity conservation, promoting climate change measures, substances causing environmental impact, substances designated for product safety, and we have asked our suppliers to comply.

WEB *Anritsu Group Global Green Procurement Specification*

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Resource Recycling

Stance on Social Issues

The amount of waste generated is increasing due to global population growth and the disposable culture associated with mass production and mass consumption.

The Anritsu Group properly manages end-of-life products as well as waste generated from its factories and offices, and actively uses the 3R (reduce, reuse, recycle) approach to reduce waste emissions, use environmentally friendly materials, and make effective use of resources.

Policy

The Anritsu Group believes that in addition to proper management and disposal, the most important solution to the waste problem is to avoid producing waste. As a measure to reduce plastic waste, which has become a global problem, we established the Zero Plastic Waste Policy in April 2023.

WEB *Zero Plastic Waste Policy*

Target

Zero Plastic Waste

Under the Anritsu Group's Zero Plastic Waste Policy, the following goals have been set in four areas: plastic beverage bottles, product packaging, packaging for purchased parts, and food packaging.

Targets for FY2030 and Targets for FY2026 (Mid-Term Targets)

	Targets for FY2030	Targets for FY2026 (Mid-Term Targets)*1
Plastic bottles used at business sites	Zero usage	Reduce usage by half, and outsource all bottle-to-bottle recycling
Products shipped to customers	Zero plastic packaging materials *2	We will reduce by half the use of fossil-based virgin plastic by reducing or eliminating the use of plastic packaging materials and replacing them with plant-derived or recycled materials. In addition, we will endeavor to collect and reuse or outsource the recycling of plastic packaging materials. *3
Purchased parts	Zero plastic packaging materials *2	We will reduce the volume and weight of plastic packaging materials used for purchased parts and materials, and promote the replacement of such materials with plant-derived or recycled materials, as well as the recycling of all materials.
Food productsused at business sites	Zero plastic waste for food packaging	We will promote the material recycling of food packaging plastics used in cafeterias.

*1 Calculated on a FY2021 basis, with plastic packaging materials used for product packaging and purchased parts and materials calculated as a percentage of sales.
*2 Biomass and recycled materials are used for packaging materials where plastic is indispensable to guarantee product performance.
*3 Customers who do not wish to be included are excluded.

Other Targets

Target	Results for FY2023
Maintain zero waste emissions in the Domestic Group	Maintained zero waste emissions
Reduce industrial waste emissions in the Domestic Group by 5% or more per unit of sales compared with the FY2019 level by FY2030	10.6% reduction
Maintain the volume of general waste generated on the Atsugi Site at 36 tons or less until FY2030*	35.2 tons emitted

* Much of the general waste is food waste. Excluding Techno Office, which is a sales office building. Food waste is excluded from the FY2023 target because Atsugi City, Kanagawa Prefecture, where Anritsu is headquartered, has started a policy to convert food waste into bioenergy, and thus food waste is no longer included in the emission volume.

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Activities and Achievements

Progress of Zero Plastic Waste

In order to achieve the goals set out in the Zero Plastic Waste Policy, the Anritsu Group has formed four project teams to address the following: beverages in plastic bottles used at business sites, packaging for delivered products, packaging for purchased parts, and food packaging used at business sites.

Eligibility	FY2023 Targets	Key Measures	Results
Beverages in plastic bottles	• Reduce usage to 4.3 tons or less compared to the standard usage amount for FY2021 (5.7 tons)	• Suspend sales of beverages in plastic bottles from vending machines • Switch to canned drinks for visitors • Add more water servers • Encourage the use of reusable bottles and cups	• 3.4 tons
Product packaging	• Reduce the use of plastic packaging materials by 5%	• Replace cushioning materials with biomass materials • Use of biomass plastic bags • Propose the use of returnable containers for the delivery of products to customers • Collect product packaging materials	• 11.2%
Packaging for purchased parts	• Exchange information with suppliers that use a large amount of packaging materials and request cooperation in reducing plastic waste using Anritsu as a model case	• Request cooperation from suppliers • Gather information about materials • Implement material recycling	• Hold information sessions and request cooperation
Food packaging	• Select a recycling company	• Research and select vendors that can recycle materials	• Select a vendor that turns plastic containers into imitation wood by recycling materials

Managing and Reducing Waste

The Anritsu Group is working to manage and dispose of waste in accordance with laws and regulations, and to reduce waste through the 3Rs. The Domestic Group manages specially controlled industrial wasteas defined in the Act on Waste Management and Public Cleansing as hazardous waste. In FY2023, 3.0 tons of hazardous waste were generated, and 100% was recycled.

WEB *Waste Management*
WEB *Hazardous Waste Management*
WEB *Domestic Group Waste Data*

Compliance with the European Waste Framework Directive (WFD)

In order to comply with the WFD, Anritsu has registered in the SCIP database* maintained by the European Chemicals Agency information on Substances of Very High Concern (SVHC) that are contained in our products. This information allows waste disposal contractors to ensure safe and proper disposal.

* This is a database of information on substances of very high concern in articles or composites (products).

Management of Waste Disposal Contractors

In principle, every three years, the domestic group checks the status of intermediate treatment and final disposal sites (in cases where waste is directly discharged without going through intermediate treatment) of waste disposal contractors. The validity of industrial waste disposal contractor licenses, the content of contracts, and the management status of manifests are checked through internal environmental audits.

Operation of Electronic Manifest System for Waste Disposal

The Domestic Group operates an electronic manifest system* for industrial waste generated in Japan in accordance with the Act on Waste Management and Public Cleansing, and the person responsible for waste disposal ensures that it is handled appropriately until final disposal is complete.

* This system prevents the illegal dumping of industrial waste by managing its flow up to final disposal, fulfilling the responsibility for disposal as the waste generator.

Recycling End-of-Life Products

The Anritsu Kousan Recycling Center is licensed to dispose of industrial waste. It processes used Anritsu products collected from our customers. In FY2023, it accepted 118 tons of used products and equipment. Almost 100% of the waste was recycled through dismantling and sorting, and 93% of it was removed as valuable resources.

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Compliance with the EU Directive on Waste Electrical and Electronic Equipment(WEEE)

In order to comply with the WEEE Directive, we have specified the products that are subject to the directive, the recycling rate and the recovery rate, and we are evaluating them in our global product assessment. The recycling rate (design value) for FY2023 was 99% or more.

Refurbished Products from the Test and Measurement Business

Anritsu promotes refurbishing used products. From the products that are collected, Anritsu Customer Support selects reusable products for repair and calibration. Anritsu Kousan obtained an antique dealer's license in 2003. It sells products to universities and other educational institutions with a one-year warranty after delivery, thereby contributing to extending the life of the products through reuse.

Digitization of Product Documentation

Previously, in the Test and Measurement Business, explanatory documentation on how to use measuring instruments were provided on CDs and DVDs included with products. From the viewpoint of the effective use of resources and waste reduction, this documentation is now available as downloads from our website and is no longer included with products.

Eco-Friendly Packaging

The domestic group seeks to reduce packaging materials while promoting material recycling and maintaining the strength to protect products from vibration and shock during transportation. As part of this initiative, we are reviewing the packaging method for large products for overseas markets in the PQA business and promoting packaging that uses lightweight and recyclable reinforced cardboard. This results in a 40% reduction in the mass of packaging materials and a 50% reduction in packaging waste compared to conventional wooden box packaging. In FY2023, 1167 units were transported in this packaging, exceeding the target of 1000 units.

Eco-Friendly Packaging Efforts at the Domestic Group

Packaging Method	Target Product Group	Action	Result
Reinforced cardboard packaging	Large-scale products for overseas markets in the PQA Business	Use lightweight, recyclable, reinforced corrugated board	40% weight reduction of packaging materials, 50% material recycling rate, 50% reduction of packaging materials used as waste
Cardboard as a cushioning material packaging	Handheld measuring equipment for domestic and overseas market	Adopted cardboard as a cushioning material, package standard attachments and optional parts in the open spaces within the cardboard cushioning material	Reduction in material waste volume (waste material is cardboard)*1 Volume reduction of 40% (compared to urethane foam packaging of handheld measuring equipment for fiber optics)
Transportation of products by reusable boxes	Domestic products (mainly calibration and measurement equipment)	Adopt reusable boxes for delivery and pickup (cushioning material is also reused)	Reuse of packaging materials results in reduction in waste volume by 94% compared to conventional packaging*2
No packaging	Large-scale products for the domestic market (mainly PQA business products)	Changed from stretchable film packaging to a method of placing the product in a pipe frame	Zero waste emissions due to reuse of pipe frames

*1 Reduction in packaging material based on a comparison of urethane foam waste with waste when the item in parentheses is used.
*2 Assuming reusable boxes are reused 20 times.

TOPIC Implementing a Toothbrush Collection Program

On the Atsugi Site, with the aim of raising awareness among employees about reducing their environmental impact and providing them with opportunities to help with recycling, we launched a toothbrush collection program in FY2023, and collected around 420 used toothbrushes in the first round. The collected toothbrushes are disassembled and sorted by TerraCycle Japan, a company affiliated with Lion Corporation, and then recycled into new products such as flowerpots and rulers.

Collecting used toothbrushes

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Site Report

We will report on the energy consumption and waste generation in the production stage in FY2023, as well as environmental activities, for the main sites that have Anritsu Group development and manufacturing locations.

Atsugi Site ANRITSU CORPORATION

Location:
5-1-1 Onna, Atsugi-shi, Kanagawa

Total site area:
97,610 m^2

Area of main building (total floor area):
110,357 m^2

INPUT	
Electricity	12,522.3 MWh
Gas	57,045.9 m^3
Fuel	234.9 kL
Water	46,310 m^3
Chemical substances (such as HFCs, PFCs, N_2O)	197 kg
Chemical substances (substances regulated by laws in Japan)	4.8 t
Chemical substances (PRTR)	0.3 t
Paper	8.3 t
Packaging material	196.3 t

OUTPUT	
CO_2 (market-based)	5,615.1 t-CO_2
CO_2 (location-based)	6,270.3 t-CO_2
NOx	86.9 kg
Wastewater	40,998 m^3
BOD	125.2 kg
General waste	36.3 t
Industrial waste	38.6 t
Recycle ratio	100%

* The data above includes Anritsu, Anritsu Infivis, Anritsu Devices, Anritsu Customer Support, Anritsu Kousan, and AK Radio Design.

The Atsugi Site is located in Atsugi City, Kanagawa Prefecture. It is the Group's largest base, with approximately 2,400 employees, who account for half of all employees, and emitting approximately 45% of all greenhouse gases (Scope 1+2). Anritsu Corporation is the hub of the Anritsu Group's ESG activities, and most of the research and development is also carried out here. Group companies such as Anritsu Infivis, Anritsu Devices, and Anritsu Customer Support are also located on the same premises, and they are engaged in manufacturing, repair and calibration services, and business support. There is also a central location for domestic sales in Atsugi City, and the total environmental impact data for each location is calculated together as the Atsugi Site.

Initiatives to Reduce CO_2 Emissions

The Global Headquarters Building on the Atsugi Site is a building with the highest environmental performance and BCP functions in the "CASBEE Kanagawa(Comprehensive Assessment System for Built Environment Efficiency)" of Kanagawa Prefecture. In FY2023, we added more solar carports and solar panels to the site. Combined with the solar panels on the roof of the Global Headquarters Building, the maximum output is 688 kW, which is enough to cover about 5% of the electricity consumption on the Atsugi Site.

Solar carport

Atsugi Site ANRITSU INFIVIS CO.,LTD.

Area of main building (total floor area):
3,581 m^2

Main products:
Inspection equipment for food and pharmaceutical products

Assembling a checkweigher

Reinforced cardboard packaging

Anritsu Infivis assembles large products for the PQA business at the Atsugi Site. In the PQA business, since FY2022 we have been working on designing packaging for export that reduces the environmental impact, and we are promoting the shift from conventional wooden crates to reinforced cardboard packaging. Compared to wood, cardboard is easier to recycle overseas, which helps to reduce waste wood, and it also contributes to reducing CO_2 emissions during transport by making products lighter and more compact. We will move to reinforced cardboard packaging for products that have been confirmed to be able to protect products during transportation, and aim for an application rate of 70% by FY2026. In terms of product transport, we are also working on modal shifts from trucks to rail, as well as joint transport with other companies.

Atsugi Site ANRITSU DEVICES CO., LTD.

Area of main building (total floor area):
4,908 m^2

Main products:
Optical devices, high-speed electronic devices

Clean room

Anritsu Devices manufactures optical devices, electronic devices, and sensing devices developed by the Sensing & Devices Business. Because we handle semiconductors, we use many chemical substances in our processes. For this reason, we have made the "maintenance and management of the environment in which chemical substances are used" a key environmental consideration. We are working to reduce the amount of chemical substances used, prevent leaks, and conduct regular audits of usage conditions by employees with specialist knowledge. We are also working to reduce the energy consumption of the air conditioning equipment needed to maintain the cleanliness, temperature, and humidity of clean rooms, improve product yields, reduce failure costs, and reduce the cost of sales for the entire factory by introducing DX technology.

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Tohoku Site TOHOKU ANRITSU CO.LTD.

First Factory Location: 301 Aza Doba, Koriyama-shi, Fukushima
Total site area: 51,000 m^2
Area of main building (total floor area): 21,055 m^2

Second Factory Location: 1-20-8 Machiikedai, Koriyama-shi, Fukushima
Total site area: 71,800 m^2
Area of main building (total floor area): 14,181 m^2

Main products: Measuring instruments

INPUT	
Power	5,055.3 MWh
Gas	1,059.4 m^3
Fuel	121.5 kL
Water	8,954 m^3
Chemical substances (such as HFCs, PFCs, N_2O)	1.8 kg
Chemical substances (substances regulated by laws in Japan)	0.5 t
Chemical substances (PRTR)	1.5 t
Paper	1.3 t
Packaging material	22.8 t

OUTPUT	
CO_2 (market-based)	2,105.7 t-CO_2
CO_2 (location-based)	1,982.3 t-CO_2
NOx	554 kg
SOx	461 kg
Wastewater	8,954 m^3
BOD	42.4 kg
General waste	2.4 t
Industrial waste	6.5 t
Recycle ratio	100%

Tohoku Anritsu as the great mother factory of the Anritsu Group, produces and ships products that support cutting-edge information and communications systems, such as measuring instruments for mobile communication terminals, measuring instruments for optical and ultra-high-speed digital communication networks, and bandwidth control devices, both domestically and internationally. We have a flexible production system that enables us to deliver quickly and at low cost, and we carry out thorough quality control and environmentally friendly production activities. Today, information and communication systems have become an indispensable infrastructure for social development, and we are promoting manufacturing that is useful for people and society by staying ahead of the latest technology.

Plastic-free Initiatives

As part of our efforts to eliminate plastic from product shipments, we have replaced the cushioning material used for 15 types of measuring instruments with biomass PEF (85% biomass polyethylene foam) in collaboration with Anritsu Kosan starting in April 2024. We have started shipping some models without media, and in FY2023 we were able to reduce the volume of CD/DVD-ROMs by 58.8 kg.

Biomass PEF cushioning material

Tsuruoka Site TAKASAGO, LTD.

Location:
3-14-24 Takarada, Tsuruoka-shi

Total site area:
15,751 m^2

Area of main building (total floor area):
4,944 m^2

Main products:
Power supply equipment, information and communication equipment, control and communication equipment

INPUT	
Power	698.1 MWh
Fuel	0.5 kL
Water	599 m^3
Chemical substances (substances regulated by laws in Japan)	0.8 t
Chemical substances (PRTR)	0 t
Paper	1.5 t
Packaging material	10.7 t

OUTPUT	
CO_2 (market-based)	330 t-CO_2
CO_2 (location-based)	306.9 t-CO_2
Wastewater	599 m^3
General waste	19.2 t
Industrial waste	7.2 t
Recycle ratio	99.7%

Takasago provides power supply solutions that meet zero-emission requirements through technologies that freely control energy, such as emulation, power regeneration, bidirectional control, and full digital control. At the Tsuruoka Plant, our production location, we are working to improve productivity through measures such as "level production," "visualization of production status," and "flexible production lines," in order to stably supply high-quality products that meet customer needs. We are also working to reduce the energy used in production by eliminating waste from the process.

Initiatives to Reduce CO_2 Emissions

We have introduced our main product, the "electricity regeneration power supply," into our inspection equipment, and are reusing approximately 80% of the electricity that was previously consumed as heat. This also helps to reduce the load on the air conditioning system by reducing the amount of waste heat from the equipment.

Resource Recycling Initiatives

With the cooperation of our suppliers, we are promoting the reuse of packaging and cushioning materials used in deliveries and the sorting and disposal of waste for recycling.

Regenerative power supply test equipment

Reusing packaging cushioning material

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Hiratsuka Site ANRITSU TECHMAC CO., LTD.

Location:
9-11-1 Okami, Hiratsuka-shi, Kanagawa

Total site area:
5,934.8 m^2

Area of main building (total floor area):
2,683 m^2

Main products:
Machined and sheet metal parts, unit assemblies

Sheet metal FMC system

INPUT		OUTPUT	
Power	1,306.4 MWh	CO_2 (market-based)	509.5 t-CO_2
Water	523 m^3	CO_2 (location-based)	572.2 t-CO_2
Chemical substances (such as HFCs, PFCs, N_2O)	9.4 kg	Wastewater	523 m^3
Chemical substances (substances regulated by laws in Japan)	1.5 t	General waste	1.1 t
Chemical substances (PRTR)	0 t	Industrial waste	10.1 t
Paper	0.7 t	Recycle ratio	100%

Anritsu Techmac manufactures precision-cut and sheet metal parts for use in Anritsu Group products. We also provide design support and production of prototype models during the development stage, and we make proposals for drawings that take cost considerations into account from a manufacturing perspective. In terms of the environment, some of the site boundaries are adjacent to residential areas, so we have taken care to avoid the noise that is characteristic of metalworking, and have installed noisy equipment in separate rooms. We have taken measures to reduce the noise from exhaust vents, and we measure the noise at the property boundary every year to make sure there are no problems. We recycle the rinse water used to rinse degreasing and cleaning equipment for metal materials, P.34 and we have switched the drinks sold from vending machines from plastic bottles to cans, achieving zero plastic bottle waste on the site.

Community Contribution Initiatives

At Anritsu Techmac, all employees participate in cleanup activities around the factory every Monday with the aim of contributing to the local community and raising employee awareness of volunteerism.

Cleanup activity

Overseas Group Anritsu Company

Location:
490 Jarvis Drive, Morgan Hill, California 95037-2809 U.S.A.

Total site area:
64,264 m^2

Area of main building (total floor area):
22,483 m^2

Main products:
Measuring instruments

Solar panels on the carport

INPUT		OUTPUT	
Power	8,848.3 MWh	CO_2 (market-based)	1,934.1 t-CO_2
Gas	115,481.8 m^3	CO_2 (location-based)	1,934.1 t-CO_2
Fuel	0.8 kL	Wastewater	2,953.2 m^3
Water	9,258.9 m^3	Waste	80.7 t
Paper	2.3 t	Recycle ratio	73.1%
Packaging material	14.4 t		

Anritsu Company is engaged in the research and development, manufacturing, sales, support, repair, and calibration of solutions used in the performance evaluation of wired and wireless communication devices. All equipment and devices are manufactured and assembled locally. The premises include a 669 m^2 clean room, a 780 m^2 machining center, and a calibration laboratory that has received national certification.

Environmental Initiatives

The building's rooftop and carport are equipped with 2,774 solar panels, which generate 1,100 kW of electricity through a private renewable energy power generation system. Electric vehicle charging facilities are also installed in the parking area. We are also actively involved in recycling, and by sorting out items that can be composted and compressing waste, we have reduced landfill waste by 60%. We also recycle all waste materials from old electronic devices and from manufacturing and processing processes. On the grounds other than the asphalt parking lot, we have planted grass and plants that are resistant to dryness to create a lush green landscape.

Recharging equipment in a parking area

Planting

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Message from the Chief Human Resource and Administration Officer

Aiming to be an Organization that Promotes Diversity So Everyone can Grow and Take on Challenges with Enthusiasm

Vice President, Chief Human Resource and Administration Officer
Takashi Sakamoto

Looking Back on the GLP2023 Mid-Term Business Plan

The Anritsu Group believes that diversity is the driving force behind becoming a company with sales of 200 billion yen in FY2030, and we are promoting this as a materiality. GLP2023 has implemented three measures to promote diversity in the workplace.

To increase the ratio of female managers, we have also been actively recruiting experienced personnel as candidates for female management positions and introduced a management course that allows employees to work flexibly according to their life stage and lifestyle. Although we fell short of our target of 15% or more, with 11.2%, we have achieved success in increasing the number of female managers in the domestic group increasing from 11 in April 2021 to 26 in April 2024. In the "promotion of activities by aging employees" initiative, we achieved our goal of "employment until the age 70 and the establishment of a new compensation package," starting a system of retirement at age 65 and extended employment until age 70. We are also introducing career training for people in their 50s, as well as a system that allows people aged 60 and over to choose shorter working hours. We are also working to create an environment that supports employees and allows them to make the most of their strengths so they can continue to play an active role for many years. In terms of "Promote employment of people with disabilities," we established a special subsidiary company, Hapi Sma, in 2021, and achieved a result of 2.66% against the legally mandated target of 2.3%. We will continue to increase the number of opportunities for people with disabilities to play an active role in our company.

Respect for Human Rights

The Anritsu Group established the Anritsu Group Human Rights Policy in 2022 and is promoting initiatives to respect human rights. As human rights issues that we will prioritize in the future, the Human Resource and Administration Department is working on the "acceptance of diversity in the workplace" and our "response to changes in the work environment and work style." Regarding the acceptance of diversity in the workplace, we are implementing measures to promote understanding of LGBTQ issues and developing a partnership system. For our response to changes in the work environment and work style, we are introducing a system that gives employees more discretion and promoting work style reforms to achieve a better work-life balance. In FY2023, 93% of eligible employees used the paternity leave system. Happily, it is becoming more commonly accepted that "childcare leave is something that should be taken as a matter of course," and a greater number of workplaces are proactively making the necessary preparations. 76% of eligible employees are using the teleworking system, and the number of employees using additional teleworking days for childcare, nursing care, etc. increased from 83 in FY2022 to 153 in FY2023.

We will continue to promote the creation of workplaces where everyone can work comfortably and authentically, and we will strive to help our employees recognize each other's differences and turn their strengths into results.

Human Resources Strategy to Achieve Growth and Face Challenges

Under our GLP2026 Mid-Term Business Plan, we will work to foster a corporate culture that encourages individuals to grow and face challenges, by removing internal barriers and encouraging employees to take on new areas with a sense of curiosity. To do this, we need to encourage people to take on new challenges and celebrate those who do. We will continue to develop a personnel system that matches our vision for management and human resources, so that everyone can boldly take their first step. We set a sustainability target of "80% or greater positive responses to engagement surveys regarding job satisfaction." Job satisfaction has a strong relationship with performance. The Human Resource and Administration Department, including myself, will take on new challenges while taking the lead in the development of human resources and the implementation of organizational reform to achieve further growth and innovation for the Anritsu Group.

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Respect for Human Rights

Stance on Social Issues

Seventy-five years have passed since the Universal Declaration of Human Rights. However, the human rights of many people around the world are still threatened today. The Anritsu Group has identified "Respect for Human Rights" and "Promoting Diversity" as materialities in the social area of ESG. To fulfill our responsibility to respect the human rights of all stakeholders involved in our global corporate activities, we have established the Anritsu Group Human Rights Policy based on the UN Guiding Principles on Business and Human Rights. We will take responsibility for respecting human rights based not only on domestic laws and customs, but also on international standards and perspectives.

Policy

The Anritsu Group has shown its respect for human rights in its Sustainability Policy and the Anritsu Group Code of Conduct. In December 2022, we established the Anritsu Group Human Rights Policy to further promote activities that focus on human rights, which have become increasingly important in recent years. This policy is the highest level of the Anritsu Group's commitment to respecting the human rights of all people involved in the group's business activities. It was established based on advice from external specialist organizations and following a resolution by our Board of Directors. We will respect the human rights of all stakeholders involved in the Anritsu Group's business by faithfully carrying out the initiatives set forth in this policy, including compliance with international norms, conducting due diligence for human rights, complying with laws and regulations, and establishing a system for handling complaints.

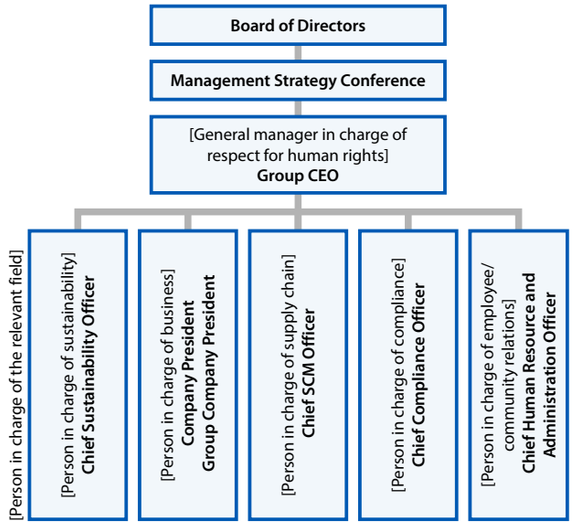
WEB *Anritsu Group Human Rights Policy*

System

Respect for human rights in the Anritsu Group is the responsibility of the Group CEO, under the supervision of the Board of Directors, with each responsible officer promoting relevant issues.

Specific efforts to address human rights issues are coordinated by the Corporate Ethics Promotion Committee, chaired by the Chief Compliance Officer, which reports annually to the Board of Directors on the status of compliance with ethics and laws within the Anritsu Group.

System for the Promotion of Human Rights



Activities and Achievements

Promoting Due Diligence for Human Rights

Assessing Risk to Human Rights

With the cooperation of the NPO Caux Round Table (CRT) Japan, we used the following process to conduct a human rights risk assessment as the first step in due diligence for human rights to identify, prevent, or mitigate, and explain how to address, any negative impact on human rights.

[Country Risk Assessment]
Based on CRT Japan's Global Human Rights Risk Database, Anritsu evaluated risks to human rights by country and by human rights indicators for the 24 countries and regions where the Anritsu Group has business locations, and identified countries with high risk.

[Business Risk Assessment]
For all operations in high-risk countries, we assessed the impact on risks to human rights based on the size of operations (sales, procurement, and number of employees) per country, and conducted an additional assessment for countries with a higher degree of risk. In addition, a workshop was held by members of internal departments that deal with human rights issues to identify specific elements of risks to human rights related to our business and to organize the status of management.

Identifying Risks to Human Rights to be Prepared For

Through the assessment of risks to human rights, we identified the following five risks to human rights to be prepared for: human rights violations in the supply chains of parts and equipment suppliers; use of products for other purposes at the stage of use or disposal; human rights violations against foreign workers; lack of diversity acceptance in the workplace; and insufficient response to changes in the work environment and work style.

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Human Rights Issues to be Prioritized in the Future

The identified risks were evaluated by the risk management departments and relevant risk owners, and as a result the following three human rights issues were identified as priority issues to be addressed in the future: "acceptance of diversity in the workplace," "response to changes in the work environment and work style," and "promote working environment surveys of parts and equipment suppliers." In FY2023, the risk management departments began taking measures to address these issues. We will continue to enhance our efforts to respect human rights in accordance with the UN Guiding Principles on Business and Human Rights.

WEB *Promoting Due Diligence for Human Rights*

Human Rights Risks in Risk Management

Human rights risks should be viewed from the perspective of stakeholders, but they can also be derived from corporate risks. For risk management in the Anritsu Group, human rights risks are addressed as being included in all seven categories.

P.71 *Risk Management*

Dissemination of Guidelines on Respect for Human Rights

The Anritsu Group published its Human Rights Policy on our website, and has used internal newsletters and case studies to improve understanding of respect for human rights among employees.

We explained our human rights policy and initiatives for respecting human rights to suppliers at information exchange meetings and requested their understanding and endorsement.

During the Corporate Ethics Promotion and Enhancement Week held every April, Anritsu Group conducts an e-learning course on the Anritsu Group Code of Conduct, which sets forth guidelines for actions to be taken by all employees, including respect for human rights, and requires employees to submit a written statement pledging their compliance with the code. The submission rate for FY2023 was 100% for the domestic group and 100% for overseas groups.

Percentage of "Anritsu Group Code of Conduct" statements submitted (Units:%)

	FY2021	FY2022	FY2023
Domestic group	99.8	100	100
Overseas groups	100	99.4	100

Conducting Training

Level-specific training

Training is provided annually for new employees and newly appointed managers of the domestic group, and provides an opportunity to consider the importance of respect for human rights.

Results of Level-Specific Training

	Subject	Training Time		2021 FY	2022 FY	2023 FY
New employees	**Human rights, diversity**	**60 min.**	**Number of participants**	52	52	55
			Attendance rate (%)	100	100	100
New managers	**Promotion of labor management, human rights, and diversity**	**30 min.**	**Number of participants**	26	20	18
			Attendance rate (%)	100	100	100

Raising Employee Awareness

In the Domestic Group, a month for thinking about respect for human rights was held as one of our activities for FY2023, and it included the following events.

[In-house screenings of human rights-themed films]
To create an opportunity to think about respect for human rights, we held a screening of the movie "The Broken Commandment" (based on the novel by Toson Shimazaki), which deals with Buraku discrimination

[“Business and Human Rights” e-learning program]
E-learning program was provided to employees in the domestic group to learn the basics of "Business and Human Rights," to raise their awareness as employees of a company with a global supply chain.

[Departmental discussion of human rights case studies]
The Legal Department and the Sustainability Promotion Center organized case studies related to human rights, and based on those studies, internal discussions were conducted in each department. During these discussions, participants exchanged frank opinions on issues such as harassment, gender, and childcare leave, and also made requests and suggestions to the company.

Establishing a System for Handling Complaints

Anritsu introduced a new inquiry form on its website for all stakeholders to consult and file complaints regarding human rights in order to establish a grievance system as set forth in the Group Human Rights Policy. Complaints and reports can be made anonymously, and we will ensure confidentiality and protection of the interests of all concerned. We are striving to prevent human rights violations by establishing a system that allows a quick response against risks to human rights. In FY2023, there were six inquiries, but none were deemed to be something that the Anritsu Group should respond to in relation to human rights.

WEB *Inquiry Form Regarding Human Rights*

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Addressing Human Rights Issues in the Supply Chain

Through its Anritsu Basic Rules for Procurement and the Anritsu Group CSR Procurement Guidelines, the Anritsu Group asks suppliers to respect human rights, including responsible mineral procurement and compliance with the Modern Slavery Act. We conduct CSR procurement surveys to check the status of each company and to identify risks in our supply chain. In FY2023, we also conducted surveys of suppliers at our production locations in China and Thailand, as well as at the Takasago. We conducted on-site surveys at eight companies in Japan, China, Thailand, and Germany, and found no significant risks regarding human rights, labor, or health and safety at any of them. These findings are disclosed in statements corresponding to the "UK Modern Slavery Act" and the "Australian Modern Slavery Act."

P.63 *Supply Chain Management*
P.64 *Responding to the Modern Slavery Act*

Freedom of Association and the Right to Collective Bargaining

The Anritsu Group has a human rights policy stating that it supports and respects "the freedom of association and the effective recognition of the right to collective bargaining."

At Anritsu, Anritsu Customer Support, Anritsu Infivis, Anritsu Devices, and Takasago, labor unions have been formed by employees, and formal labor agreements have been concluded regarding working conditions. The labor union memberships are made up of regular employees (excluding managers). In order to build sound labor-management relations, representatives from both the companies and the labor unions engage in regular dialogue. Issues raised will be addressed through individual labor-management negotiations and consultations.

Even at group companies where a labor union has not been formed, friendly labor-management relations are being built through regular consultations between company representatives and labor representatives.

Percentage of Labor Unions Organized in the Five Domestic Group Companies (as of March 31, 2024)

Company Name	Union Members	Regular Employees	Union Organization Rate*1 (%)
Anritsu*2	1,502	1,842	81.5
Anritsu Customer Support	52	64	81.3
Anritsu Infivis	80	87	92.0
Anritsu Devices	32	33	97.0
Takasago	146	209	69.9

*1 Labor union organization rate = number of union members ÷ number of regular employees (Regular employees include managers.)
*2 For non-union employees who are not covered by the collective agreement, the working conditions are defined in the work rules.

Management of Fair Wages

The Anritsu Group stipulates fair wages, benefits, bonuses, retirement allowances, etc. in its work rules in accordance with labor-related laws and regulations in each country and labor-management agreements.

The company operates under country-specific regulations that comply with all wage-related laws and regulations regarding minimum wages, legal benefits, overtime, etc., and provides benefits directly to employees by notifying them via paychecks at a set payment period and timing. The Domestic Group sets the same starting wages for men and women, which are sufficiently high compared to the minimum wages in all regions of the country in accordance with the law that establishes minimum wages. In addition to considering employees' abilities, achievements, and company performance when setting wages, recent price increases are also taken into account when giving pay raises, so that wages are set at a level that allows employees to maintain their standard of living.

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Promoting Diversity

Policy

The Anritsu Group has identified "Promoting Diversity" as one of its materialities to help maintain growth in today's era of change, unpredictability, and complexity. The Human Resources Diversity Promotion Policy states that "diverse employees with diverse values and ways of thinking will come together to create new value by leveraging diverse perspectives and strengths." We will promote the creation of a corporate culture in which diverse human resources can demonstrate their individuality and abilities in work styles that suit their lifestyles, regardless of race, nationality, gender, age, work ethic, religion, sexual orientation, gender identity, gender expression, or physical or mental disabilities, without facing any discrimination.

WEB *The Human Resources Diversity Promotion Policy*

System

The Chief Human Resource and Administration Officer is responsible for decision-making regarding the promotion of diversity in human resources, human resource development, and the creation of a comfortable work environment. The officer discusses and deliberates with the Management Strategy Conference and the Board of Directors the formulation, implementation, and progress of the Mid-Term Business Plan (GLP) regarding the human resources strategy, the status of employees and the organization, and the results of engagement surveys.

At the annual information exchange meeting between the responsible officer of each division and the Human Resource and Administration Department, opinions and information collected in cooperation with the human resource managers of each business department are used to plan and implement measures to promote diversity, develop human resources, and create a comfortable work environment.

Target

Mid-Term Business Plan "GLP2023"

Subject	Target	Results for FY2023
Promotion of women's advancement	**Ratio of female managers: 15% or more (consolidated)**	11.2%
Promotion of activities by aging employees	**Employment until the age 70 and the establishment of a new compensation package**	Employment until age 70 and new compensation package
Promote employment of people with disabilities	**Achieve legal employment rate of 2.3%**	2.66%
Hiring experienced workers	**Percentage of new hires: 30.0% or greater**	28.8%

Activities and Achievements

Recruiting a Diverse Range of Human Resources

The Anritsu Group employs a diverse workforce based on the concept of diversity & inclusion. The Hiring Committee, chaired by the Chief Human Resource and Administration Officer at Anritsu, deliberates on hiring policies and implementation plans, and works to secure the human resources required through discussions with directors and managers in the business divisions.

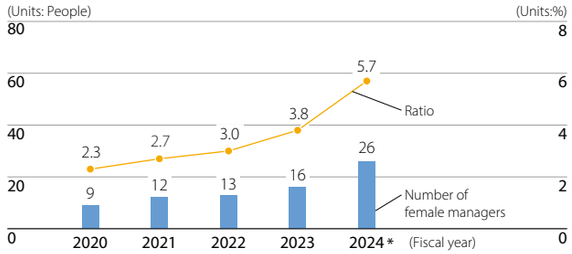
Promotion of Women's Advancement

As one of its sustainability goals, the Anritsu Group has set a target of achieving a 15% ratio of female managers. Since FY2021, we have also been actively recruiting experienced personnel as candidates for female management positions. As part of our efforts to improve the working environment, we have introduced a new management course that allows employees to work according to their life stage and lifestyle, and expanding the number of teleworking days during pregnancy, childbirth, and childcare. As a result, of the 32 candidates promoted to management positions in April 2024, 10 (over 30%) were women. The percentage of women in management positions in the Domestic Group was 5.7% as of April 2024.

Anritsu received "Eruboshi (Level 3)" certification in March 2023 in recognition of our efforts to promote the participation of women in the workplace.

P.51 *Status of the Promotion of Women's Activities in the Anritsu Group*

Trends in the Number and Ratio of Female Managers in the Domestic Group



* Figures for FY2024 are as of April.

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Promotion of Activities by Aging Employees

Since Anritsu believes that it is important to utilize and promote the activities of aging employees who have a wealth of experience, knowledge, and skills, we raised the retirement age from 60 to 65 in 2022. Moreover, we introduced an employment extension program in which employees can continue working until turning 70, thereby meeting the request pursuant to the Act on Stabilization of Employment of Elderly Persons for striving to provide employment opportunities for those up to 70 years old. We have also introduced a system that allows employees aged 60 and over to choose the number of days they work and the hours they work according to their age. We are working to create an environment in which every employee can work long and actively according to their life and career plans.

Hiring Experienced Workers

Anritsu is actively recruiting experienced personnel in order to acquire human resources who can expand business areas and develop new businesses, as well as those with diverse perspectives and values. Our target is for 30% of new hires each year to be experienced workers. The percentage of experienced personnel hired in FY2023 was 28.8%.

Activities of Foreign Employees

Anritsu is engaged in recruitment activities that do not discriminate on the basis of nationality, and also accepts transfers from overseas group companies. As of the end of March 2024, 51 foreign employees were working at the company. In April 2024, two foreign employees were promoted to management positions, bringing the total number of foreign managers to four.

The Overseas Group hires personnel at their own discretion. Of the 1,609 employees in the Overseas Group as of the end of March 2024, 1,582 were hired locally, excluding the 27 employees transferred from Japan.

The Domestic Group does not hire engineering interns.

Promote employment of people with disabilities

In FY2021, Anritsu established Hapi Sma, which is mainly engaged in manufacturing soap, to support social participation and economic independence for people with disabilities. The company was certified by the Minister of Health, Labor and Welfare as a special subsidiary under the "Act to Facilitate the Employment of Persons with Disabilities." In order to create more employment opportunities, in FY2023 Hapi Sma started a cleaning business for facilities owned by Anritsu. As of the end of March 2024, 15 people with disabilities were working there. Anritsu is also promoting job development and employment. Two employees have been certified as company-employed job coaches to help employees with disabilities adapt and settle in the workplace, in order to create a comfortable working environment.

The combined employment rate of people with disabilities at Hapi Sma and Anritsu was 2.66% at the end of FY2023, exceeding the legally mandated employment rate.

Soap from Hapi Sma

Considerations for LGBTQ Issues

The Anritsu Group is promoting the creation of a corporate culture in which diverse human resources can work with peace of mind, while demonstrating their individuality and abilities without facing any discrimination. As part of our efforts to respect a diverse range of sexual orientations, gender identities, and gender expressions, we are promoting an appropriate understanding of LGBTQ issues and introducing a related system. Initiatives that have been implemented so far are listed below.

- Lecture by an external expert on LGBTQ-related issues
- E-learning to gain basic knowledge about LGBTQ issues
- Dissemination of information on LGBTQ issues through case studies and columns
- Dissemination of case studies on SOGI harassment
- Screening of a film on the theme of transgenderism
- Participation in LGBTQ-related events by employees and their families
- Creation and distribution of ALLY Merchandise
- Removal of the gender field from the entry sheet in the recruitment process
- Support for a campaign to make companies that support marriage equality (legalization of same-sex marriage) more visible
- Establishment of a system of consultation services that can respond to LGBTQ issues
- Installation of multi-purpose restrooms

We are planning to introduce a same-sex partnership system in FY2024.

ALLY Merchandise: Neck strap and virtual PC background

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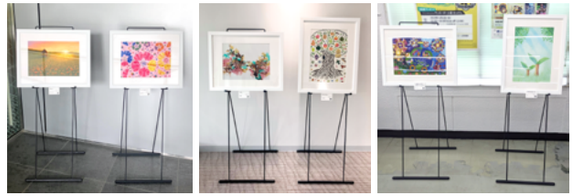
Sponsorship of Paralym Art*

For the mission of "Creating a world where people with disabilities can fulfill their dreams through art," Paralym Art sells or loans out works of art created by persons with disabilities to support their financial independence and participation in social activities, and it is contributing to achieving the SDGs. Anritsu joined the association's sponsorship program in FY2021 to show support for this mission. In FY2024, under the theme of "Bloom and Bear Fruit," we selected six from among several Paralym Art paintings to exhibit in our office, as part of our effort to support artists with disabilities achieve independence.

* Paralym Art is a social action business promoted by the general incorporated association of SHOUGAISHA JIRITSU SUISHIN KIKOU.

Paralym Art®
We support the arts of people with disabilities.



Paralym Art paintings exhibited at our office

VOICE

Becoming a company where you can balance work and childcare while advancing in your career

Environmental Measurement Company
1st Business Development Dept. Manager
Yasuyo Shinmyo

I wanted to be involved in creating new systems for the company from a broader perspective, standing on a higher stage. So, I set my sights on becoming a manager. I was worried about working as a manager while raising young children, but the new management course, which allows employees to work flexibly according to their life stage and lifestyle, gave me the push I needed. When away from work for a long period of time on maternity leave, many people might feel that management positions are a distant prospect. I feel that the system reforms that have expanded the options for how people work will encourage such people to take on new challenges.

I also think it is important to expand the circle of people who support those who take on new challenges. I myself was encouraged by the understanding and cooperation of my partner and those around me. I would like to do my part as a member of management to make this company a place where people will feel comfortable taking on new challenges.

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Employee Data

If data collection began in FY2023, "-" is shown for FY2021 and FY2022.

Number of Employees in the Anritsu Group (by region, as of March 31 of each fiscal year)

			FY2021	FY2022	FY2023
Japan (Domestic group)	Number of regular employees		2,506	2,485	2,474
		Male	2,077	2,045	2,013
		Female	429	440	461
	Number of contract employees		570	518	458
		Male	—	—	293
		Female	—	—	165
The Americas	Number of regular employees		632	599	597
		Male	443	417	418
		Female	189	182	179
	Number of contract employees		45	22	25
		Male	—	—	20
		Female	—	—	5
EMEA	Number of regular employees		341	362	350
		Male	265	281	273
		Female	76	81	77
	Number of contract employees		31	21	25
		Male	—	—	12
		Female	—	—	13
Asia and others	Number of regular employees		689	698	662
		Male	486	492	470
		Female	203	206	192
	Number of contract employees		12	16	16
		Male	—	—	8
		Female	—	—	8
Global total	Number of regular employees		4,168	4,144	4,083
		Male	3,271	3,235	3,174
		Female	897	909	909
	Number of contract employees		658	577	524
		Male	—	—	333
		Female	—	—	191

Number of Employees at Anritsu (as of March 31 of each fiscal year)

		FY2021	FY2022	FY2023
Number of regular employees		1,758	1,750	1,732
	Male	1,459	1,442	1,409
	Female	299	308	323
Number of contract employees		251	209	167
	Male	—	—	143
	Female	—	—	24

Employees by Age in the Domestic Group (as of March 31 of each fiscal year)

		FY2021	FY2022	FY2023
Domestic group	Under 30	—	—	320
	30 - 50	—	—	1,161
	51 and over	—	—	993
Anritsu	Under 30	249	245	238
	30 - 50	877	843	861
	51 and over	632	662	633

Number of Employees in Management Positions in the Domestic Group (as of March 31 of each fiscal year)

		FY2021	FY2022	FY2023
Domestic group		444	429	424
	Male	432	416	408
	Female	12	13	16
Anritsu		332	326	319
	Male	323	317	308
	Female	9	9	11

Number of Foreign Employees in the Domestic Group (as of March 31 of each fiscal year)

	FY2021	FY2022	FY2023
Domestic group	55	55	54
Anritsu	53	53	51

Number of New Graduate Recruits and Experienced Hires in the Domestic Group

				FY2021	FY2022	FY2023	FY2024
Domestic group	Number of employees hired		Total	102	96	84	*2
			Male	74	66	60	*2
			Female	28	30	24	*2
	New graduates		Total	53	52	56	41
			Male	40	35	45	30
			Female	13	17	11	11
	Experienced hires*1		Total	49	44	28	*2
			Male	34	31	15	*2
			Female	15	13	13	*2
Anritsu	Number of employees hired		Total	77	63	59	*2
			Male	57	44	38	*2
			Female	20	19	21	*2
	New graduates		Total	43	40	42	28
			Male	34	28	33	20
			Female	9	12	9	8
	Experienced hires*1		Total	34	23	17	*2
			Male	23	16	5	*2
			Female	11	7	12	*2
Domestic Group: Ratio of experienced hires (%)				48.0	45.8	33.3	*2

*1 Experienced hires: Aggregated by original registry, including commission employees. Includes those who transitioned from contract to permanent employment.
*2 Data not available at the time of publication of this report.

Number of Employees in the Domestic Group Who Continued to Work after the Retirement Age

			FY2021	FY2022	FY2023
Domestic group	Number of employees who have reached retirement age		57	47	28
		Number who continue to work	50	41	20
Anritsu	Number of employees who have reached retirement age		39	32	13
		Number who continue to work	36	27	7

* Retirement age: 60 years old until the end of September 2022, 65 years old thereafter

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Average Age and Average Length of Employment in the Domestic Group (as of March 31 of each fiscal year)

		FY2021	FY2022	FY2023
Domestic group	Average age	—	—	45.2
	Male	—	—	45.7
	Female	—	—	42.6
	Average number of years working	—	—	21.4
	Male	—	—	22.2
	Female	—	—	17.7
Anritsu	Average age	44.2	44.5	45.1
	Male	44.8	45.2	45.8
	Female	41.2	41.7	42.0
	Average number of years working	19.6	19.8	20.3
	Male	20.3	20.6	21.2
	Female	15.8	16.2	16.3

Working Hours Data for the Domestic Group (as of March 31 of each fiscal year)

		FY2021	FY2022	FY2023
Domestic group	Average overtime hours worked per month	12.0	11.5	8.3
	Average number of leave days taken per year	15.4	17.0	17.5
	Annual paid holiday usage rate (%)	73.3	81.0	83.3
Anritsu	Average overtime hours worked per month	11.2	11.0	7.5
	Average number of leave days taken per year	14.9	16.5	17.0
	Annual paid holiday usage rate (%)	71.0	78.6	81.0

* Management positions are excluded from the total number of regular employees.

Rate of Employees Who Took Childcare Leave in the Domestic Group (as of March 31 of each fiscal year) (Units:%)

		FY2021	FY2022	FY2023
Domestic group	Total	42.6	57.1	94.2
	Male	29.4	45.2	92.7
	Female	76.9	92.9	100
Anritsu	Total	55.6	57.5	97.4
	Male	36.8	45.2	90.3
	Female	100	100	114.3

Turnover Rate for Anritsu

	FY2021	FY2022	FY2023
Number of employees who left	24	38	45
Number of those who resigned for personal reasons	21	36	42
Number of personnel	1,758	1,750	1,732
Turnover rate (%)	1.4	2.1	2.5
Turnover rate for personal reasons (%)	1.2	2.0	2.4

*1 Definition of employees who left: Among regular employees, those who leave the company for reasons other than retirement or promotion to directorships
*2 Turnover rate = number of employees who left in the target fiscal year /(number of regular employees at the end of the fiscal year + number of employees who left in the target fiscal year)

Turnover Rate at Anritsu for the First Three Years for New Graduate Hires

		2019/4/1	2020/4/1	2021/4/1
Number of new hires	Total	27	34	43
	Male	21	23	34
	Female	6	11	9
Number of new hires who left	Total	1	1	1
	Male	1	0	1
	Female	0	1	0
Turnover rate (%)		3.7	2.9	2.3

Ratio of people with disabilities (Units:%)

	FY2021	FY2022	FY2023
Anritsu*	2.54	2.36	2.66
Domestic group	2.14	2.36	2.50

* Total for Anritsu and Hapi Sma, special subsidiary

Promotion of Women's Activities in the Anritsu Group

Gender Pay Gap (Value Shown for Women, Based on Men = 100) *1 (Units:%)

	Tabulation Category	FY2022	FY2023
Anritsu Group	All employees	69.6	73.2
Domestic Group	All employees	67.5	69.9
Anritsu	All employees	74.7	76.9
	Regular employees	75.4	77.2
	Contract employees	72.0	71.5
Tohoku Anritsu	All employees	57.3	59.0
	Regular employees	83.3	82.5
	Contract employees	—*2	74.1

*1 Calculated in accordance with the provisions of the "Act on the Promotion of Women's Active Engagement in Professional Life." Wages include a basic salary and other incentives such as bonuses. There is no difference in pay for the same work. Differences are due to the difference in the number of people in each position or job classification.
*2 This data could not be compiled, because there were no male contract employees.

Ratio of Female Employees to Total Employees (Number of Female Employees ÷ Total Number of Employees) (Units:%)

	FY2021	FY2022	FY2023
Japan	17.1	17.7	18.6
The Americas	29.9	30.4	30.0
EMEA	22.3	22.4	22.0
Asia and others	29.5	29.5	29.0
Consolidated globally	21.5	21.9	22.3

Ratio of Female Managers (Number of Female Managers ÷ Total Number of Managers) (Units:%)

	FY2021	FY2022	FY2023
Japan	2.8	3.1	3.8
The Americas	21.6	17.4	22.7
EMEA	20.3	20.3	17.3
Asia and others	23.7	22.3	21.6
Consolidated globally	10.9	10.5	11.2

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Human Resource Development

Special Report Training Human Resources to Strengthen Our Capabilities for the Development of Software Solutions

With the development of DX and AI, software has become a source of value. Anritsu is working to develop human resources who will lead the way in areas such as the virtualization of test solutions and the development of technologies using AI. We are promoting a Young Software Engineer Training Program that has completely reformed conventional training methods.

Program Overview

The Young Software Engineer Training Program was introduced in 2020. New employees who aim to become software engineers are assigned to the Engineering Division* after completing training for new employees. Over the course of three years, they will gain experience in product development projects in a variety of fields, and acquire basic knowledge and skills.

* Engineering Div.: Shared development department that is in charge of software development for each division and the development of cutting-edge technologies such as AI and cloud data analysis

Purpose of Introduction of Training Program

Before the program was introduced, new employees were assigned to a department after completing their training. While they were able to gain expertise through direct experience with customers' needs, there were also many peripheral tasks that were not directly related to software technology. This led to the problem of not being able to focus on acquiring the basic skills related to technology. There was a concern that there would be little interaction with other departments, which would narrow their perspective and delay their response to changes in the business environment.

This program aims to train young software engineers who will acquire knowledge in multiple fields and who can respond to new fields, by rotating the trainees through a variety of divisions on a regular basis. At the same time, we will work to improve human skills and build networks that will serve as a foundation for synergy and innovation.

Program Content

This program consists of group training and OJT. During group training, the trainees will learn the basics of software design, such as making specifications, coding, and testing. During OJT, they will participate in various product development projects that transcend the boundaries of individual business divisions. They will learn not only about software development, but also about the unique technologies and cultures of each business division. Mentors will provide support for any changes in their environment or work-related concerns. Young software engineers will also learn how to communicate as working adults through the program as a whole.

Results and Issues

The first trainees in this program were assigned to departments in April 2023. Their supervisor at their new positions said, "They have a solid foundation in software design. They were able to start development immediately based on past cases, and have immediately become strong members of our team," and "They possess skills that our department lacked based on their experience in multiple fields, and that provides a good source of inspiration for the senior engineers." Based on such feedback, the results of the program are starting to show.

However, we have also identified a new problem. Depending on the progress of the projects in which they are participating through OJT, the distribution of software design skills was uneven. In order to resolve this, we started a seamless training management system in 2024 to identify the skills that individuals have acquired at the timing of their rotation, visualize what they need to learn in the next project, and then pass on the necessary skills.

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Policy

When expanding existing businesses and developing new business areas, it is essential to develop and motivate human resources who will serve as the foundation for the creation of new value. The Anritsu Group's human resource development policy is to "develop human resources who break down their own barriers and tackle new areas with curiosity, and who seek to solve social issues together with stakeholders and other companies." Under this policy, we are implementing measures that focus on creating an environment in which each employee can further hone his or her own strengths, break down barriers, voluntarily improve their skills, and grow together with the company.

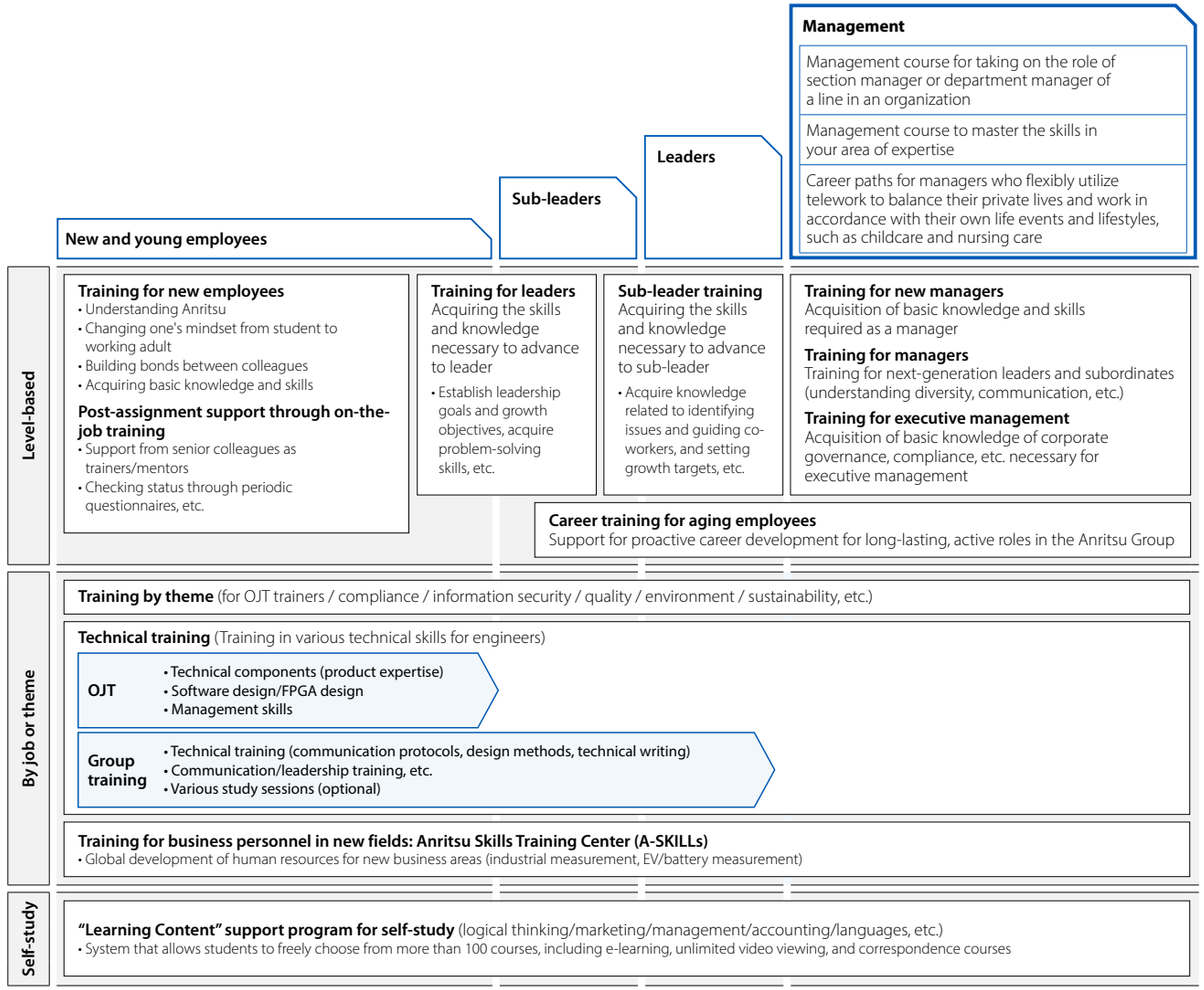
WEB *Human Resource Development Policy*

Activities and Achievements

Training Programs

The Anritsu Group supports employees in independently performing their work and improving their skills through level-based training aimed at step-by-step development with an awareness of career paths, job-specific and theme-specific training to acquire the skills and knowledge necessary for business, and self-study programs based on the concept of deciding for yourself, learning for yourself.

Career Paths and Training Programs



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Establishing the Anritsu Skills Training Center (A-SKILLs)

In April 2024, we launched the Anritsu Skills Training Center (A-SKILLs) with the aim of strengthening human resource development to expand our business in new fields. A-SKILLs is responsible for planning and implementing training to improve technical knowledge and sales skills related to EVs, batteries, and general-purpose measuring instruments, and aims to double the number of personnel in new business areas over a three-year period.

Training for New Employees

All new employees receive training on establishing the foundation for becoming workers who will lead the Anritsu Group to a higher level. Through lectures and group sessions, participants gain an understanding of Anritsu, as well as the actions and awareness necessary to work in an organization. They also acquire basic business skills so they will feel comfortable with the ability to effectively perform when assigned to the first job at Anritsu.

Training for Leaders

We conduct level-based training to develop leaders and sub-leaders who will run the Anritsu Group in the next generation. Participants will be given a 360-degree survey and assessment prior to training to determine their skill level, set goals based on their strengths and challenges, and practice these goals in the workplace to help them achieve personal growth. We are also working to improve engagement through company policy training by the Group CEO and career path training by the Chief Human Resource and Administration Officer.

Career Training for Aging Employees

We have introduced a new career training program to help aging employees in their 50s remain active and vibrant for a long time. The program is designed for each individual to reflect on their own strengths, and to think about their future and how they will contribute.

Training for Executive Management

We have established a next-generation management development program to nurture leaders who will be responsible for realizing our management vision. We have established the following five "executive management values" as guidelines for observing candidates: "resonance with and awareness of management vision and policies," "human skills," "strategic thinking and conceptual ability," "initiative, action, and logical thinking," and "high sense of ethics." Candidates are reviewed by the group CEO on a case-by-case basis and on a two-year cycle with respect to "executive management values," and are provided with on-the-job and off-the-job training in accordance with the content of the evaluation to gain experience to become executives.

TOPIC Culinary Training

Anritsu has been offering culinary training as part of its training for new employees since FY2022. The aim of this program is to encourage interaction between colleagues, team building, and to raise awareness of health management. It is popular with new employees. During the training for FY2024, we fried meat and vegetables, simmered eggplant, and made miso soup. The new employees all worked together to cook, discussing things like how to divide up the roles and how much of each ingredient to use. When they ate the finished dish, they all smiled and said, "It's delicious!" President Hamada, who also participated in this training, said, "Healthy eating is the basis of self-management. Please learn to cook for anyone." Everyone felt encouraged by his words.

Support Program for Self-Development

In the Domestic Group, to help employees develop skills on their own, we offer the "Learning Content" support program for self-study. Employees can choose from a wide variety of courses, such as business skills and languages. As an incentive, Anritsu will pay 60% of the course fee once the completion requirements are met. We offer a variety of course formats, including distance learning, e-learning, and commuting to outside schools, so that each student can choose the method that is easiest for them. In FY2023, a total of 602 participants in the domestic group took these courses.

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Learning Content: Total Applications Submitted (Units: Applications)

	FY2021	FY2022	FY2023
Domestic Group	351	518	602
Anritsu	322	469	493

Training for Engineers

In FY2020, Anritsu launched a Young Software Engineer Training Program to foster engineers who are capable of developing a variety of products and have the ability to apply their skills.

In April 2024, we launched a department that is responsible for training measures aimed at acquiring new technologies such as AI, as well as company-wide development and reskilling measures.

P.52 *Training Human Resources to Strengthen Our Capabilities for the Development of Software Solutions*

Training Time and Costs Related to the Development of Human Resources

	FY2022	FY2023
Training hours	14.0	15.8
Cost (yen)	40,430	36,510

* Per Anritsu employee

Developing Global Human Resources

Equipping personnel with the capabilities to lead global projects is a priority for Anritsu. We believe such leaders must acquire advanced language skills as well as a global mindset and business-related skills. During new employee training, we have introduced a program to deepen understanding of cross-cultural communication by providing courses on cross-cultural understanding and opportunities to actually interact with foreign national employees.

We also develop human resources through overseas postings, helping them to acquire international business skills and build up their network of contacts. We actively dispatch employees to work in the Overseas Group, not only in divisions that are developing overseas business, but also in corporate divisions, to work in collaboration with employees in the Overseas Group.

Spread of Sustainability

The Anritsu Group provides a variety of training programs to raise employee awareness of sustainability.

In FY2023, we conducted sustainability-related e-learning for domestic and overseas employees, covering human rights, decarbonization, and plastic reduction. We also held department training and workplace discussions for the Domestic Group. We publish SDG case studies and columns that address human rights issues.

As an indicator to measure the degree of awareness of the SDGs, we have been conducting awareness surveys in the Domestic Group since FY2019.

Awareness of the SDGs among Domestic Group Employee (Units:%)

		FY2021	FY2022	FY2023
Response rate		97.2	98.3	97.1
SDGs awareness	**Target value**	65.0	75.0	80.0
	Survey results	63.3	72.6	75.1

E-learning Related to Sustainability (Units:%)

Target Area	FY2022	FY2023
Domestic group	95.7	98.2
Overseas groups	79.4	83.9
The Americas	57.5	71.7
EMEA	80.7	76.5
Asia and others	98.6	98.8

VOICE

An environment where engineers can study with peace of mind

Engineering Div.
Software Engineering Dept.
Hidenori Muramatsu

This is my third year participating in the Young Software Engineer Training Program. When I joined the company, I was worried because I had no experience studying software. However, I was able to learn the basics, including how to do things and what to keep in mind, during the initial group training, so I was able to approach OJT with confidence. During OJT, we rotate through projects on a regular basis, putting into practice what we have learned in group training, and making the knowledge and skills our own. As projects change, the points that we need to pay attention to also change. This allows us to learn about the differences in culture between customers and different departments. If there is something we want to learn more about during OJT, we can also attend additional group training. I feel this is a very generous program.

The support we receive from those around us is also reassuring. There are opportunities to interact with second- and third-year trainees from other projects, so we can talk to trainees who have had similar experiences. Although the OJT supervisor, projects, and other aspects of the work environment changes at the start of each fiscal year, we have the same mentor for providing career and work-style advice for three years. So, we can participate in this program with peace of mind.

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Creating a Comfortable Working Environment

Policy

The Anritsu Group has made "Work Style Reform" a key management strategy. We are promoting the creation of an environment in which a diverse range of employees can balance their private lives and work while increasing their productivity, based on the company's environmental improvement policy: "Developing systems and an environment that support both "making Anritsu a company where we can work comfortably and enjoy our lives with consideration for work-life balance" and "making Anritsu a company where labor productivity is high and work is rewarding."

WEB *Work Environment Improvement Policy*

Activities and Achievements

Creating an Environment for Work-Life Balance

Anritsu has made "Work Style Reform" a key management strategy, aiming to enable each employee to work according to their lifestyle and improve productivity.

We took measures to diversify work styles and careers by introducing a teleworking system, expanding the number of teleworking days due to childcare and nursing care, promoting the use of childcare leave for men, and establishing a new management course that allows work to be performed flexibly according to life events.

We hold labor-management meetings through the Committee for Promoting Work-Life Balance on a timely basis to support the need to balance work with childbirth, childcare, and nursing care, and we are considering expanding the systems.

Childcare Support

Anritsu has formulated an action plan to support the development of the next generation in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children* and is working to realize this plan. During childbirth and childcare, we have built an environment in which employees can balance childcare and work by providing leave, leave of absence, and shortened working hour systems that exceed legal requirements. As a result of these achievements, the company was certified by the Minister of Health, Labor and Welfare as a company that supports childcare and in 2020 acquired the "Kurumin" certification logo for the third time.

In recent years, we have been promoting a culture and environment in which men also take childcare leave as a matter of course, with the goal of achieving a 100% use of childcare leave by fathers. In conjunction with the revision of the law in 2022 to promote male employees to take childcare leave, we introduced our own paternity leave allowance, which guarantees practically 100% of salary to male employees who take 4 weeks of childcare leave. We interview employees who have notified us of their expected date of childbirth, to explain the various support systems available to them and to confirm their intentions regarding the use of childcare leave. As a result, the rate of employees taking childcare leave in FY2023 increased by 45.1% from the previous year to 90.3%.

* This law stipulates the responsibilities and requirements of the national government, local governments, public organizations, corporations, and citizens in order to create an environment in which the children of the next generation can grow up in good health.

Anritsu Corporation's Action Plan to Support Child-Rearing (6th Stage: April 1, 2020 to March 31, 2024)

Target	Measures	Actions
Improve working conditions toward workstyle reform	Review and improve the workplace environment so employees have a better work-life balance	From April 2020: Considering and designing a flexible system that offers workstyle options (such as telework)
Draw up, consider, and implement a plan for revising and reinforcing childcare systems	Cultivate a workplace culture in which employees feel free to take days off or leave for a better work-life balance	From April 2020: Promoting a workplace culture that is more supportive of male employees taking childcare leave

Anritsu Childcare Leave Results

	Gender	FY2021	FY2022	FY2023
Total number of employees who have had children	**Male**	19	31	31
	Female	8	9	7
Total number of regular employees who have started childcare leave	**Male**	7	14	28
	Female	8	9	8
Rate of employees who took childcare leave*1*2 (%)	**Male**	36.8	45.2	90.3
	Female	100	100	114.3
Total number of regular employees who have returned to work after childcare leave	**Male**	7	12	23
	Female	8	5	9
Rate of regular employees who returned to work after childcare leave (%)	**Male**	100	100	100
	Female	100	100	100
Total number of employees who returned to work in the fiscal year before last and were still employed 12 months later	**Male**	2	4	7
	Female	4	7	8
One-year retention rate of regular employees who returned to work after childcare leave (%)	**Male**	100	100	100
	Female	100	100	100

*1 Rate of employees who took childcare leave: Total number of regular employees who started childcare leave ÷ Total number of regular employees who had children

*2 The rate is higher than 100% because the total number of regular employees who started childcare leave includes those who have had children during the previous fiscal year or earlier and started childcare leave during the current fiscal year, apart from those who have had children during the current fiscal year.

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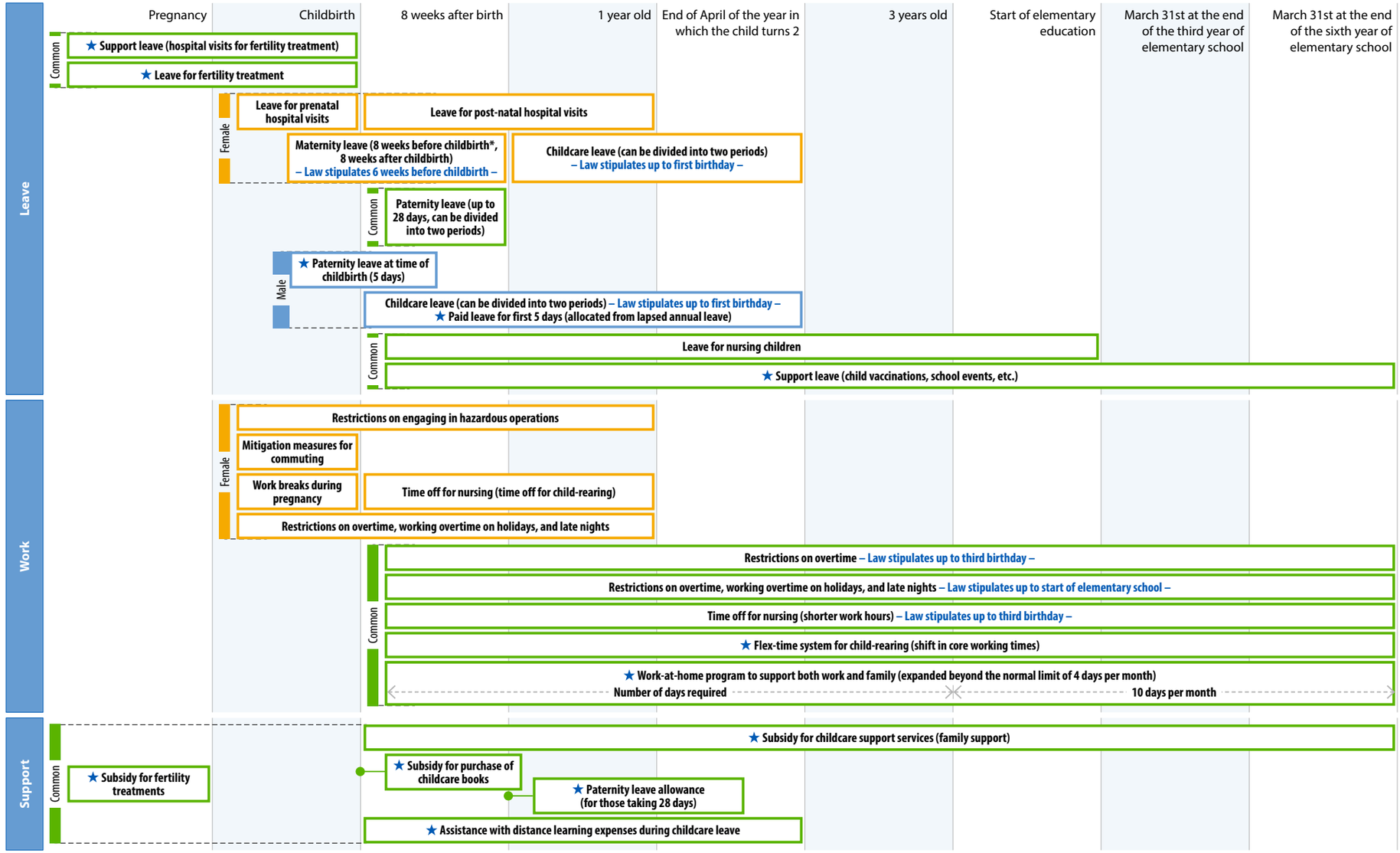
Parenting and Childcare Programs

★ Unique to Anritsu



* Although employees will not be paid for the two weeks in excess of the standard legal requirement, this period will not be treated as an absence from work. By allowing employees to take time off as a system, we have created a system that does not affect work evaluations.

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Participation in an Industry Group on Labor Standards

Anritsu participates in the Japan Employers' Federation of Electrical, Electronics & Information Industries, and uses information provided by the organization and exchanged with other members to review and improve working conditions. We also cooperate with the federation's policy recommendations to relevant governments and business associations.

Improving Employee Engagement

Engagement Surveys

In order to maximize the potential of each employee, it is important to increase engagement by improving satisfaction related to "workplace comfort" and "job satisfaction."
The Domestic Group conducts an annual engagement survey of all employees to understand the current status and identify issues, and implements various measures aimed at improving job satisfaction.

Results of Engagement Survey (Units:%)

	FY2021	FY2022	FY2023
Response rate	97.2	98.3	97.1
Satisfaction with the workplace	90.4	89.5	88.7
Satisfaction with work	75.0	71.9	71.1

Satisfaction = Positive responses (ratio of those who are "Strongly agree" and "agree")
Survey ratings were made on a 4-point scale. In addition to the above responses, respondents could also choose "disagree" and "completely disagree."

Role-Sharing Interviews/Self-Assessment Interviews

Anritsu conducts role-sharing interviews and self-assessment interviews between supervisors and subordinates with the aim of improving job satisfaction and supporting the independent career development of each employee.

Role-sharing interviews are held every six months to share departmental goals and expectations for members and their roles, as well as to review work performance.

Self-assessment interviews are held once a year, and are a chance for employees to share their career plan with their supervisor.

In addition, personnel evaluations are carried out regularly at all group companies, including overseas.

Employee Awards

The Anritsu Group has a variety of award programs.

Each year, awards are presented to projects and teams that have made significant contributions to the company's performance, as well as to individuals who have served as role models for employees. In FY2023, awards were given for 1,994 employees in total. By creating opportunities to praise employees for their contributions to business performance, personal growth, and work performance, we aim to create an environment in which employees and the company can work together and grow together in a rewarding manner.

Employee Awards

	Details	Results for FY2023	
		Number (Awards)	Number of Recipients
President's Award	Developing new markets, contributing to national projects	2	255
Performance-Related Awards	Outstanding contribution to business performance	15	—
High Performer Award	Award for exemplary employee behavior and performance	41	97
High Performer of the Year	Particularly outstanding individual from among the High Performer Award recipients for the year	6	13
Healthy and Safe Workplace Award	Particularly outstanding annual health and safety management activities	4	—
Commendation for Achievement	Projects and individuals who have achieved particularly outstanding results	7	89
Patent-Related Awards	Performance related to attributed patents, utility models, and designs	227	435
AQU Innovation Award	Award for ingenious improvement ideas, results of business reform and improvement	363	1,052
Long Service Award	Regular employees who have worked faithfully for many years	—	53

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Health Management

Policy

The Anritsu Group believes that the health of its employees is one of the most important things, as a prerequisite for contributing to society through its business with the aim of realizing a sustainable world. Based on the idea that the source of corporate value is the health and vitality of each and every employee, the Anritsu Group Health Management Policy brings together the Domestic Group and the Anritsu Health Insurance Union to maintain and improve the health of employees with the aim of achieving health management.

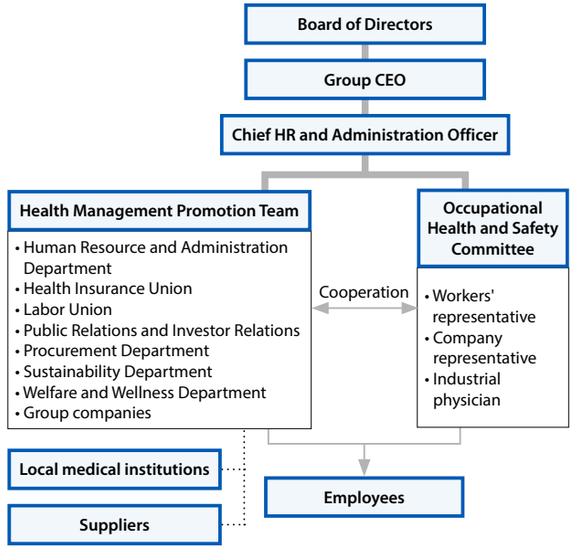
WEB *Anritsu Group Health Management Policy*

System

Anritsu's Board of Directors oversees the company's health management initiatives. Under the Group CEO, the Chief Human Resource and Administration Officer is responsible for promoting these initiatives throughout the Domestic Group. In daily activities, the cross-departmental Health Management Promotion Team implements various measures in cooperation with the Occupational Health and Safety Committee. We promote health management by utilizing industrial counselors, building relationships with local medical institutions, and actively exchanging and sharing information with suppliers, as well as by building a collaborative system that includes external stakeholders.

We report on measures and progress related to health management to the Board of Directors every month, and we are working to establish an appropriate supervisory and review system.

Health Management System



Target

Anritsu has set KPIs for each of the three issues in its health management. We are working to improve the health of our employees, mainly by benchmarking the average data of companies participating in health management.

Targets and Results of the Mid-Term Health Management Plan

	Issue	KPI	Benchmark	FY2023 Targets	Results for FY2023
1	Minimization and maintenance of the demographics with risks to future health maintenance, stable and continuous employment	☆ Ratio of employees at high risk of glucose metabolism disorders (fasting glucose level at 200 mg/dl or HbA1c at 8.0% or higher)	2.4% (1)	0.5% or less	0.3%
		☆ Ratio of employees at high risk of high blood pressure (180/110 or higher)	1.7% (1)	0.5% or less	0.2%
		Mental leave rate (Domestic group's leave ratio at year end)	0.8% (2)	0.8% or less	0.5%
2	Improved awareness of health	☆ Ratio of employees with proper body weight (BMI from 18.5 to less than 25.0)	64.9% (1)	64.0% or less	65.8%
		☆ Ratio of employees who habitually exercise (to sweat lightly for 30 min./day and twice or more a week)	23.7% (1)	26.3% or greater	30.8%
		☆ Ratio of employees who meet the physical activity standards (by walking or doing an equivalent physical activity for one hour/day or more)	35.6% (3)	33.0% or greater	47.6%
		☆ Ratio of employees engaged in an effort to achieve a healthier lifestyle	24.6% (3)	32.3% or greater	33.9%
		Ratio of employees who have a registered account with a health app (Pepup)	43.1%	43.2% or greater	47%
3	Establishing health management	◎ Certified as an Excellent Enterprise of Health and Productivity Management (Anritsu only)	Certification	Continued certification	Certification

◎ : Key KPI
☆ : Based on periodic checkup results at the Atsugi Site
(1): Average values for companies that participated in METI's Health Management Survey 2018
(2): Ratio of employees on mental leave at large-scale companies according to the MHLW's Survey on Industrial Health and Safety in 2017
(3): Male data compiled by the National Federation of Health Insurance Societies

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Activities and Achievements

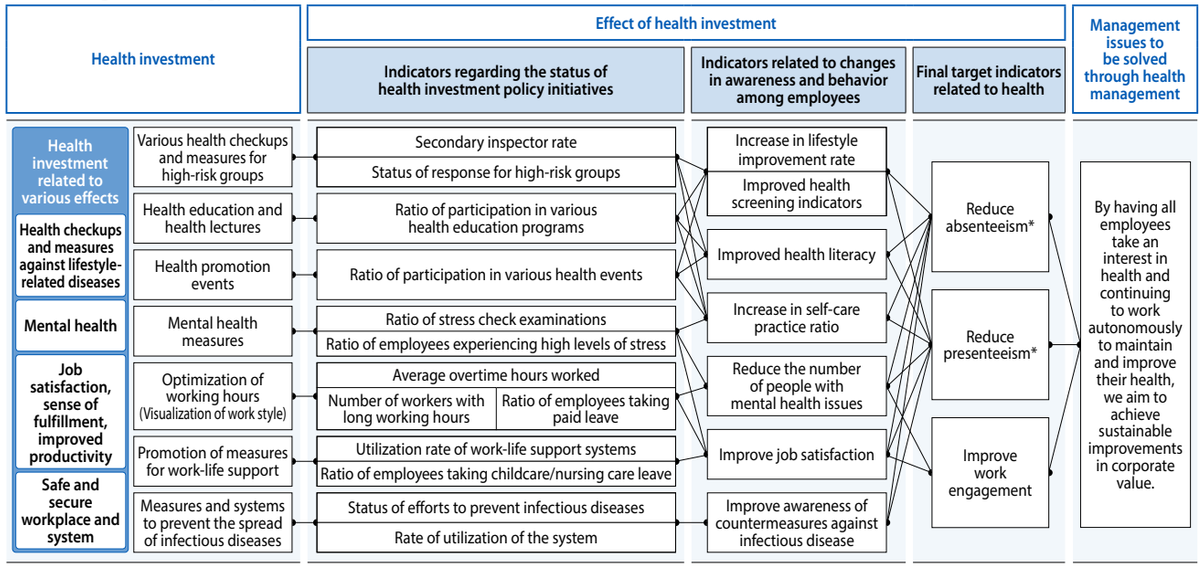
Anritsu clarifies management issues to be solved by health management, and formulates and implements a health management strategy map to realize these solutions. The main initiatives are listed below.

- Implementation of tests that go beyond the legally required items in regular health checkups
- Implementation of special, employment, and overseas assignment health checks
- Implementation of group dental checkups and checkups for female-specific diseases
- Follow-up on various health checkup results
- Encouraging people who are due for a thorough examination to visit the hospital
- Individual interviews with high-risk individuals
- Implementation of stress checks and follow-up
- Questionnaire screening, interviews by industrial physicians, and health maintenance measures for employees working significant amounts of overtime
- Mental healthcare training and counseling for managers

The Domestic Group is working to reduce the health risks of its employees by linking these initiatives to the early detection of diseases and expanding measures aimed at prevention.

In FY2024, we added a question about presenteeism to the stress check. We will assess the situation and consider measures to prevent a decline in labor productivity. We have also put in place a system for using the Web to quickly provide feedback on the results of questionnaires.

Health Management Strategy Map



* Absenteeism refers to a state in which a person is unable to work due to physical or mental illness, while presenteeism refers to a state in which a person works while suffering from physical or mental illness.

Certified as an Excellent Enterprise of Health and Productivity Management (White 500) in 2024

Anritsu has been certified by the Ministry of Economy, Trade and Industry of Japan (METI) and the Japan Health Council as an "Excellent Enterprise of Health and Productivity Management (White 500) in 2024." This is the sixth time we have received this certification since FY2016, when the program was launched.

2024 健康経営優良法人 Health and productivity ホワイト500

WEB *Certified as an Excellent Enterprise of Health and Productivity Management (White 500) in 2024*

Addressing Global Health Challenges

Anritsu Group, as a company with an overseas presence, is addressing global health challenges, including the world's three major infectious diseases (tuberculosis, malaria, and HIV/AIDS). We provide information on infectious diseases, vaccinations, health checks, and local medical assistance to employees posted overseas and their families. As a way to contribute to the community, we also conduct the in-house manufacture of nonwoven masks, which are approved by the National Mask Industry Association through rigorous testing. We provide these masks to nearby medical institutions, fire stations, child guidance centers, and other organizations. In FY2023, we donated 55,000 masks to facilities in the region.

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Safety and Health

Policy

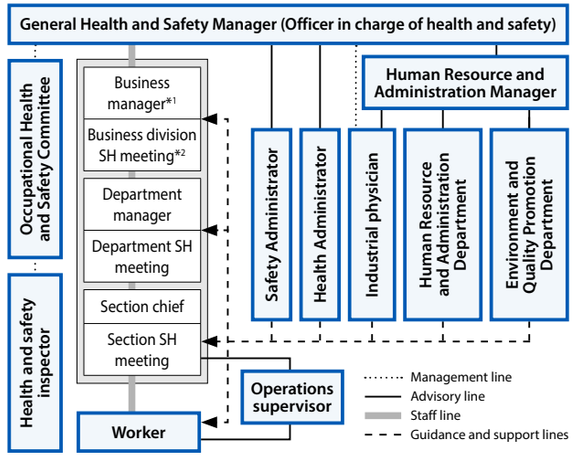
The Anritsu Group believes that a safe and secure working environment is one of the most important preconditions for contributing to society through our business. We maintain and promote safe and hygienic working environments under the Anritsu Group Health and Safety Activities Policy. This policy also applies to contractors working on the premises, in addition to employees.

WEB *Health and Safety Activities Policy*

System

Anritsu has established a safety and health management system in compliance with relevant laws and regulations, with the officer in charge of safety and health serving as the Chief Health and Safety Officer. This officer directs the determination and implementation of matters related to health and safety common to the group, and reports the number of work-related and commuting accidents at the Management Strategy Conference and Board of Directors on a quarterly basis. A joint labor-management Occupational Health and Safety Committee meeting is held monthly to develop information and measures for the entire Domestic Group. The deliberations are promptly disclosed and made known to all employees. The Management Audit Department also monitors the health and safety situation.

Safety and Health System



*1 Depending on the department, this might be changed to "General Manager," "Center Manager," etc.
*2 SH meetings are occupational health and safety meetings.

Occupational Health and Safety Committee (FY2023)

Chairperson	Senior manager for the Human Resource Management Team, Human Resource and Administration Department
Vice-chairpersons	Two individuals (one of whom is selected by the Anritsu labor union)
Committee members	Ten (five of whom are selected by the Anritsu labor union)

Industrial physicians, employees of domestic group companies, health insurance union leaders, and secretariat members also participated. The Anritsu labor union has a union shop agreement with Anritsu.

ISO 45001 Certification Status

Anritsu EMEA Limited and Anritsu A/S (Denmark) have acquired ISO 45001 certification. In accordance with this standard, both companies promote the creation of a safe and healthy work environment.

Target

Priority Policy		Working Item	Control Item	FY2023 Target Value	Results for FY2023
Safety and Health	Reducing work-related behavioral accidents	Hazard prediction training and risk assessment training	Number carried out	1	1
		Prevention of disasters similar to case reports	Hold committee meetings	As needed	6
	Ensuring the safety of production facilities	Preliminary review at the time of introduction or modification	Number of workplaces implemented	When introduced or modified	19
		Periodic inspection	Number of workplaces implemented	1	1
	Improving the workplace environment	Measurement of work environment	Number carried out	2 (in accordance with laws and regulations)	2
		Standard regulation environmental measurements of office hygiene		6 (in accordance with laws and regulations)	6
	Health care and disease prevention measures	Periodic health examination	Ratio of medical examinations	100%	100%
			Follow-up	100%	100%
		Special health examination	Ratio of medical examinations	100%	100%
			Follow-up	100%	100%
		Measures to prevent health problems caused by overwork	Number carried out	In accordance with laws and regulations	12 times
		Health promotion events	Number carried out	More than 1 time	2 times
		Mental health consultation	Number carried out	4 times a month	4 times a month
		Stress check	Number carried out	More than 1 time	1 time
Traffic	Preventing traffic accidents and violations	Traffic hazard prediction training	Number carried out	1	1
		Prevention of disasters similar to case reports	Hold committee meetings	As needed	5
Disaster prevention	Enhancement of disaster prevention system	Fire extinguisher and lifesaving training	Number carried out	2	3
		Training and formation of workplace disaster prevention teams	Number carried out	1	1

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Activities and Achievements

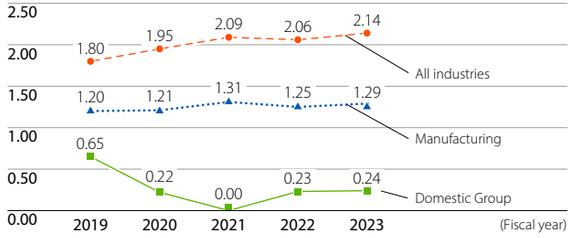
Lost-Worktime Injuries

In FY2023, 1 lost workday incident and 8 restricted workday incidents occurred. For each incident, we immediately investigate the unsafe behavior and unsafe conditions after it occurs, review work procedures and equipment, and conduct risk assessments to prevent recurrence.

Workplace Accidents in the Domestic Group (FY2023) (Units: Cases)

Category	Number of incidents (+/- from the previous year)
Lost workday cases	1(±0)
Restricted workday cases	8(+3)

Frequency Rates of Lost-Worktime Injuries (per million hours)



Participating in Labor Standards Initiatives

As the director and committee member of the Atsugi Branch of the Kanagawa Institution of Occupational Safety and Health, Anritsu has worked to maintain and improve local occupational safety and health standards. To help prevent occupational accidents, the Atsugi City Safe Community Workplace (Labor) Safety Committee provided safety and health training for new employees at Atsugi Chamber of Commerce and Industry member companies and follow-up training six months later. As an initiative of the Amadera Industrial Park Council, of which Anritsu is a member, we held special lectures on the revision of laws and regulations for member companies and conducted voluntary safety patrols.

Training and Seminars

The Domestic Group conducts various training programs on occupational health and safety every year.

Achievements in FY2023 (Units: People)

Details	Eligibility	Participants
Safety training for handling high-pressure gas	Safety personnel and other personnel in the domestic group who handle and/or work with high-pressure gas	71
Safety training for driving motorcycles	Motorcycle commuters in the domestic group from Atsugi City and Hiratsuka City	2
Safety and health training for new employees	Domestic group	56
Occupational health training for new employees	Domestic group	56
Safety and health training for experienced hires	Anritsu	15
General lifesaving course	Personnel in the domestic group from Atsugi City and Hiratsuka City	50

Other Occupational Health and Safety Initiatives

Details
Enhancing the awareness of health and safety through training at different organizational levels and providing training on specific issues such as risk assessment
Reducing the risk of incidents by conducting inspections before introducing, relocating, or changing equipment, or when purchasing chemical substances
Providing a safe, secure, and comfortable workplace by assessing working environments and conducting workplace patrols, emergency drills, and disaster prevention training, providing protective equipment and health insurance, and conducting lifesaving training

Occupational Health and Safety Data

	FY2021	FY2022	FY2023
Ratio of employees who underwent a regular checkup*1 (%)	100	100	100
Ratio of employees who underwent a regular complete checkup*1 (%)	65.5	67.8	67.5
Ratio of employees found to have a health issue in a regular checkup*1 (%)	62.2	62.7	62.8
Ratio of employees 40 and older who smoke*1 (%)	18.9	16.3	15.5
Ratio of employees who regularly exercise*2 (%)	26.9	28.1	30.8
Annual scheduled hours worked*3 (hours)	1,867.8	1,867.8	1,852.3
Rate of sick leave*3*4 (%)	0.5	0.6	1.1
Number of on-the-job accidents*5 (cases)	4	6	9
Number of accidents resulting in leave (of four or more days)*6 (cases)	0	1	0
Number of cases of work-related illness*7 (cases)	0	0	0
Number of days of leave from work*5 (days)	0	3	1
Number of deaths*5 (people)	0	0	0
Rate of lost-worktime injuries*5*8	0	0.23	0.24
Accident severity rate*5*9	0	0.001	0
Number of commuting accidents*5 (cases)	3	6	7
Number of accidents resulting in leave (of four or more days)*10 (cases)	1	1	1

*1 Figures based on the results of regular health checks for the Anritsu Group at the Atsugi Site
*2 Percentage of employees at the Atsugi Site who are aged 40 or over and who exercise at least twice a week for at least 30 minutes per exercise session
*3 Anritsu
*4 Percentage of regular employees taking sick leave due to mental health issues (new sick leave cases in FY2023 + those on sick leave from before FY2023)
*5 The domestic group
*6 Breakdown of the value for the number of on-the-job accidents
*7 Breakdown of the total value for the domestic group
*8 Number of casualties in occupational accidents ÷ total working hours × 1,000,000
*9 Number of days lost ÷ total hours worked × 1,000
*10 Breakdown of the value for the number of commuting accidents

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Supply Chain Management

Policy

Through its procurement activities, the Anritsu Group considers suppliers as partners in solving social issues as stated in its Sustainability Policy, and believes it is important for both parties to grow together. To build a partnership based on mutual trust, we established the Anritsu Basic Rules for Procurement in 2005. We request cooperation from suppliers based on the Anritsu Group Human Rights Policy, the Anritsu Group CSR Procurement Specification, and the Anritsu Group Global Green Procurement Specification. We are building a supply chain that takes into consideration human rights, occupational health and safety, the environment, fair trade, and ethics, including compliance with the Modern Slavery Act and responsible mineral sourcing.

WEB *Sustainability Policy*

WEB *Anritsu Basic Rules for Procurement*

WEB *Anritsu Group Human Rights Policy*

WEB *Anritsu Group CSR Procurement Guidelines*

WEB *Anritsu Group Global Green Procurement Specification*

System

The Anritsu Group has established a procurement system by optimizing the concentration and decentralization of material procurement operations, with the Chief SCM Officer taking responsibility for global material procurement.

While local procurement is the basic policy at our main procurement locations in Japan, the United States, and China, we have standardized evaluation criteria for parts adoption on a global basis, enabling mutual use of parts certified at each location.

Target

Mid-Term Business Plan "GLP2023"

Target	Results for FY2023
Conduct on-site surveys on CSR procurement at a minimum of 10 companies cumulatively over 3 years	Implemented at 8 companies (20 companies over 3 years)
Use a three-year program to disseminate information and conduct training for suppliers involved with Anritsu's CSR procurement **• Dissemination of information: 2 or more times/year** **• Training: 1 or more times/year**	Dissemination of information: 3 times/year Training: 2 times/year
To further promote green procurement, use environment-related education to increase the number of certified environmental partner companies and build an environmentally conscious supply chain starting from Anritsu	Number of certifications: 250 companies

Activities and Achievements

Anritsu Group CSR Procurement Guidelines

The Anritsu Group has established the Anritsu Group CSR Procurement Guidelines to promote CSR procurement in the supply chain. These guidelines are based on the "Responsible Business Conduct Guidelines" published by the Japan Electronics and Information Technology Industries Association (JEITA).

Suppliers are informed of these guidelines at policy briefings. When signing contracts with new suppliers, we request the submission of a written agreement to promote CSR procurement.

WEB *Anritsu Group CSR Procurement Guidelines*

Green Procurement Guidelines

The Anritsu Group established its Green Procurement Guidelines in FY1999 and has given priority to procuring environmentally friendly parts and materials. In FY2016, the guidelines were revised as the Anritsu Group Global Green Procurement Specification. Overseas production sites are now compliant with these guidelines. We are constantly reviewing our guidelines to ensure compliance with the RoHS Directive, REACH Regulations, and other chemical substance regulations that are spreading globally, especially in Europe.

WEB *Anritsu Group Global Green Procurement Specification*

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Supply Chain Due Diligence

CSR Procurement Survey

Anritsu conducts credit control, quality control, and environmental control surveys for new suppliers. For existing suppliers, Anritsu conducts CSR procurement surveys in the form of questionnaires for the purpose of confirming the status of their efforts to comply with the Anritsu Group CSR Procurement Guidelines, and then we select suppliers for on-site surveys based on their responses.

In FY2023, we added to the targets for surveys suppliers at production bases in China and Thailand, where human rights risks were identified based on human rights risk assessments P.44.

The CSR Procurement Survey evaluates the following categories: "Compliance with Laws and Regulations and Respect for International Norms," "Human Rights and Labor," "Health and Safety," "Environment," "Fair Trade and Ethics," "Quality and Safety," "Information Security," and "Business Continuity Plan." Respect for human rights in the supply chain is evaluated in this survey under "prohibition of forced labor," "prohibition of child labor," "consideration for young workers," "consideration for working hours," "appropriate wages and benefits," "prohibition of inhumane treatment," "prohibition of discrimination," and "freedom of association and the right to collective bargaining."

In FY2023, Anritsu conducted a survey in the form of questionnaires of 399 suppliers with which we had done business in the past two years, and received responses from 356 companies (89.2% response rate). The answers are scored and the progress is monitored, and the results are used as a basis for selecting targets for on-site surveys.

CSR Procurement Survey Results

	FY2021	FY2022	FY2023
Number of companies surveyed	418	422	399
Number of companies responding	372	363	356
Number of companies not responding	46	59	43
Response rate (%)	88.9	86.0	89.2

On-Site Survey of Suppliers

In FY2023, Anritsu conducted on-site surveys of eight suppliers in Japan, China, Germany, and Thailand. As a result, we were able to conduct 20 on-site surveys, double the 10 companies (over 3 years) targeted in GLP2023. Each supplier confirmed that there are no significant risks regarding human rights, labor, or health and safety. No suppliers have been found to be out of compliance in the surveys conducted to date.

GLP2026 has a target of conducting on-site surveys of more than 10 companies each year. In FY2024, we plan to conduct on-site surveys of five companies in Japan and five companies overseas.

Number of On-Site Surveys Conducted (Units: Companies)

	FY2021	FY2022	FY2023
Japan	3	3	4
Overseas	3	3	4
Total	6	6	8

Responding to the Modern Slavery Act

The Anritsu Group is compliant with both the UK Modern Slavery Act and the Australian Modern Slavery Act. Details are provided in the following statement.

WEB *Anritsu Group Statement on "Modern Slavery" (provisional translation) 2024*

Responsible Mineral Procurement

In order to promote responsible mineral procurement, Anritsu added a section on responsible mineral procurement to the Basic Procurement Policy and the Anritsu Group CSR Procurement Guidelines in FY2022, in accordance with the OECD Due Diligence Guidance. We request suppliers not to use minerals that could lead to complicity in human rights abuses, and we confirm this through CSR procurement surveys and on-site inspections.

WEB *Anritsu Basic Rules for Procurement*

WEB *Anritsu Group CSR Procurement Guidelines*

Training for Purchasing Managers

The Procurement Division makes it a basic principle of its CSR procurement activities to ensure that all staff are fully aware of the procurement policy. At the semi-annual policy briefing sessions and the twice-yearly information exchange meetings with our business partners, the head of the Procurement Division repeatedly raises awareness regarding current issues.

All staff in charge take an e-learning course every year on subcontracting laws, which are particularly important under the relevant laws and regulations. We promote understanding of CSR procurement activities through discussions on case studies related to initiatives on human rights, labor, and the environment.

For newly assigned staff, we provide training in CSR procurement, the environment, and related regulations, and then conduct on-the-job training so that they can recognize the importance of promoting CSR procurement throughout the supply chain.

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Partnerships with Suppliers

Global Recommended Supplier System

Anritsu has established a global recommended supplier system to recognize suppliers that can do business with the entire Anritsu Group. This enables us to streamline procurement activities and share development roadmaps and technical issues with suppliers to shorten the time-to-market (TTM) for product development.

Global recommended suppliers are selected based on the availability of key components, and cooperation in terms of QCD and technical support. We have certified 12 suppliers so far.

Participation in the Keidanren "Partnership Building Declaration"

Anritsu has formulated and published a declaration of partnership building in support of the aims of the "Council on Promoting Partnership Building for Cultivating the Future" promoted by the Cabinet Office and the Small and Medium Enterprise Agency. This is a declaration by companies that are committed to coexistence and new partnerships throughout the supply chain, and to compliance with fair and proper business transactions.

Anritsu expressly identifies the following as unique initiatives in this declaration.

- Promote operational efficiency not only for Anritsu, but also for our suppliers through the operation of a common ordering and supply IT system
- Distribute the Green Procurement Guidelines to suppliers, hold briefings on trends in environmental regulations, and collaborate throughout the supply chain to address RoHS and other environment-related laws and regulations
- Work to promote health management throughout the supply chain

WEB *Partnership Building Declaration*

Exhibition of Suppliers Products and Technologies

Anritsu holds an annual product exhibition where suppliers' products and technologies are introduced to Anritsu engineers and information can be exchanged. In FY2023, a total of 52 suppliers exhibited their products and technologies over a two-day period. We held a technical exchange seminar, where 3 suppliers presented their solution proposals and the latest trends in technology.

Environmental Partner Certification System

Anritsu has established an environmental partner company certification program to evaluate environmental efforts and certify suppliers in good standing. The evaluation focuses on the management of chemical substances contained in products and assigns the management status a grade of A, B, or C. Suppliers with a grade of A or B are certified as environmental partner companies. For suppliers with room for improvement, we provide information on chemical substances contained in their products and advice on management methods. As of May 2024, the number of certified environmental partner companies is 250.

Partner Quality UP (QU)

As part of our communication with suppliers, we promote Partner QU activities, in which we encourage our partners to provide improvement suggestions and requests to Anritsu. In addition to procurement, we also accept proposals across a wide range of areas, including sales, engineering, manufacturing, services, health and safety, environment, and CSR, to help improve our operations.

In FY2023, we received 14 proposals, which lead to improved delivery times, cost reductions, and improvements in quality.

Strengthening Partnerships through Information Exchange Meetings

Anritsu holds information exchange meetings to strengthen our partnerships with suppliers. In FY2023, we introduced Anritsu business policies and initiatives to 196 suppliers and asked them to promote CSR procurement. We also explained key points of environmental regulatory laws and regulations, tax laws, and foreign exchange laws. At a social party that we held for our business partners in January 2024, we asked our 142 suppliers for their understanding of and cooperation with the newly established "Declaration of Partnership Building."

Maintaining Healthy Relationships with Our Suppliers

The Anritsu Group defines compliance for material procurement operations in the "Anritsu Group Charter of Corporate Behavior," the "Anritsu Group Code of Conduct," and the "Anritsu Basic Rules for Procurement." We conduct fair and transparent transactions with our suppliers by adhering to a code of conduct that includes "not accepting gifts" and "not trading stocks based on insider information."

WEB *Anritsu Group Charter of Corporate Behavior*

WEB *Anritsu Group Code of Conduct*

WEB *Anritsu Basic Rules for Procurement*

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Quality and Product Safety

Policy

The Anritsu Group has established a quality policy and action guidelines common to all Anritsu Group companies in Japan to provide products and services that satisfy customers and society, based on our company philosophy of "contributing to the development of a safe, secure, and prosperous global society by providing 'original and high-level' products and services with sincerity, harmony, and enthusiasm."

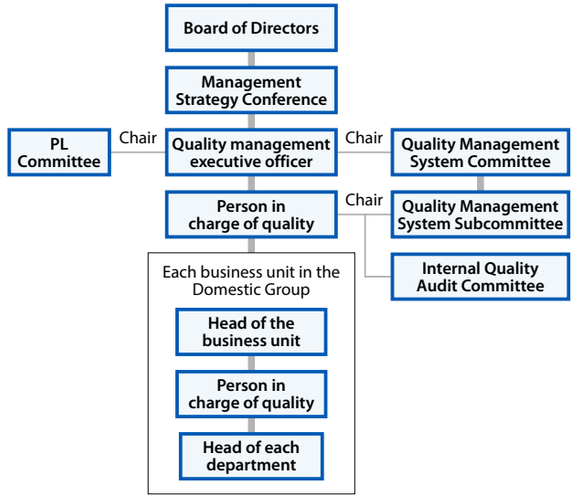
WEB *Quality Policy*

WEB *Action Guidelines for Quality Policy*

System

The Domestic Group has established a Quality Management System Committee, chaired by the Chief Quality Officer and consisting of the heads of each business unit, to maintain, improve and guarantee product quality. In terms of product safety, we have established a PL Committee chaired by the Chief Quality Officer, which examines measures to be taken in the event of a product accident, the development of a system to prevent product accidents, and measures to prevent their recurrence. The status of quality management is reported annually by the Chief Quality Officer to the Board of Directors and the Management Strategy Conference.

Quality Management System in the Domestic Group



Target

Mid-Term Business Plan "GLP2023"

Subject	Major Activities	Achievements in FY2023
1. Improve effectiveness of management systems in business processes	Acceleration and optimization of quality management system operations in M&A and new business	Accumulated know-how from our experience obtaining integrated certification for the quality management systems of Takasago and AK Radio Design, and have completed preparations for M&A in the future
2. Establish a quality mindset in the organization	Improving the effectiveness of internal quality audits	Quality-related training that takes trends into account, and improving quality awareness through lectures (FY2021: Product safety, FY2022: Preventing quality fraud, FY2023: Human error)
3. Strengthen legal compliance and product safety management	• Establishing information collection channels for legal and regulatory information and consideration of sharing platforms • Establishing an operational system for managing substances designated for product safety (red phosphorus)	• Built and started operation of a platform for sharing information on product-related laws and regulations • Continuous improvements to the system to restrict the use of parts containing product safety designated substances at the time of design, which came into operation in FY2022
4. Promote global activities regarding quality	Selection of quality information (laws and regulations, etc.)	Launched a global quality information site. Started the dissemination of information.

Activities and Achievements

ISO 9001 Certification Status

Anritsu received ISO 9001 certification in 1993. In FY2022, we acquired certification for the integration of Takasago and AK Radio Design with Anritsu's quality management system. This certification was renewed in FY2023. ISO 9001 certification coverage for organizations involved in the product realization process is 100% and certification coverage for the total number of personnel in the Anritsu Group is about 75%.

WEB *List of ISO 9001 Certified Companies*

Prevention of Product Accidents and Legal Violations

In order to raise awareness of quality, the Domestic Group conducts e-learning for Domestic Group employees during Corporate Ethics Promotion Month in October every year on the laws concerning product accidents and the Anritsu product safety system. We have set up a contact point for reporting product accidents, and we aim to respond promptly, while also posting information on preventive maintenance, inspections, and repairs on our website. When a product accident or quality irregularity occurs at a company, we investigate the matter and, if the company is part of the Anritsu Group supply chain, we confirm whether Anritsu products are affected, and take prompt and appropriate action.

The Anritsu Group has not had any accidents subject to recall or violations of laws and regulations.

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Message from the Chief Governance Officer

Strengthening Global Governance, the Cornerstone of Growth in the Anritsu Group

Director, Executive Vice President, Chief Corporate Officer
Akifumi Kubota

Looking Back on the GLP2023 Mid-Term Business Plan

The Anritsu Group has identified "maintaining management transparency" as a materiality issue in the area of governance. For GLP2023, we worked towards the goals of "promoting the diversity of the Board of Directors" and "establishing an internal control system at overseas subsidiaries." In terms of "promoting the diversity of the Board of Directors," the target of "50% or more outside directors" was achieved. In terms of "establishing an internal control system at overseas subsidiaries," the target of "all overseas subsidiaries (30 companies) meeting the criteria of the Control Self Assessment (CSA)" was achieved in all categories by 90% of all subsidiaries.

In the evaluation of the effectiveness of the Board of Directors in FY2023, the internal and external directors were evaluated as engaging in free and open discussions from an independent standpoint, and the deliberation process was evaluated as highly transparent. On the other hand, many people expressed the opinion that "we should focus our discussions on medium- to long-term management issues." This "intensive discussion of management issues" has been set as a goal for the GLP2026 Mid-Term Business Plan. Time will be set aside for intensive discussions at board meetings on the six management issues identified in the assessment of effectiveness. With regard to our other goal of "Promoting the diversity of the Board of Directors: 20% or greater ratio of female directors," the Nominating Committee will take up this issue as a priority and continue to discuss how to achieve this goal as soon as possible.

Fraud Prevention Initiatives

In 2023, a series of corporate scandals occurred in Japan. The Anritsu Group is working on three approaches to prevent fraud: Improved awareness, improved knowledge, and effective operation of the internal reporting system. In terms of "improved awareness," we hold regular training sessions such as Corporate Ethics Promotion Month. When a high-risk case occurs, we hold a management strategy meeting to discuss the situation and confirm progress, from investigating the truth to deciding on future responses. In terms of "improved knowledge," each department is equipped with a system that enables them to keep up to date with the latest information on laws and regulations relevant to their work, and to report on the results of their risk assessments and countermeasures to the executive officer in charge. In terms of "effective operation of the internal reporting system," we are making improvements to the reporting and consultation service (hotline) and conducting monitoring through corporate ethics surveys. When a report is received, we thoroughly protect the person who submitted the report and promptly confirm the facts. If the facts are confirmed as reported, we take corrective action. In the internal reporting system, the number of reports from overseas is low compared to the ratio of the number of employees in Japan and overseas. We will investigate the effectiveness of the system and make improvements as necessary.

Improving Global Governance

The Anritsu Group is expanding its business with the aim of becoming a company with annual sales of 200 billion yen by FY2030. Strengthening global governance is an important issue. We will provide training regarding the risk of bribery, strengthen measures to prevent misconduct, and strengthen compliance promotion systems at overseas group companies in countries with high country risk. With an eye to expanding into new business areas, we will also begin to develop our management structure and train our staff, with a view to M&A at overseas companies.

The Anritsu Group will continue to emphasize dialogue with stakeholders and conduct honest organizational management in response to changes over time and the demands of society. We will do our utmost to ensure that the Anritsu Group continues to grow as a company that contributes to solving social issues and is trusted by everyone.

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Corporate Governance

Basic Concept

The Anritsu Group considers it a top management priority to respond flexibly and speedily to changes in the business environment, to enhance its competitiveness as a global company, and to continuously improve its corporate value. To achieve this, we strive to create an environment and structure in which corporate governance functions effectively. We are working to strengthen corporate governance from the following perspectives.

(1) Improvement of management transparency
(2) Appropriate and timely disclosure of information
(3) Strengthened supervision of management
(4) Development of human resources for management

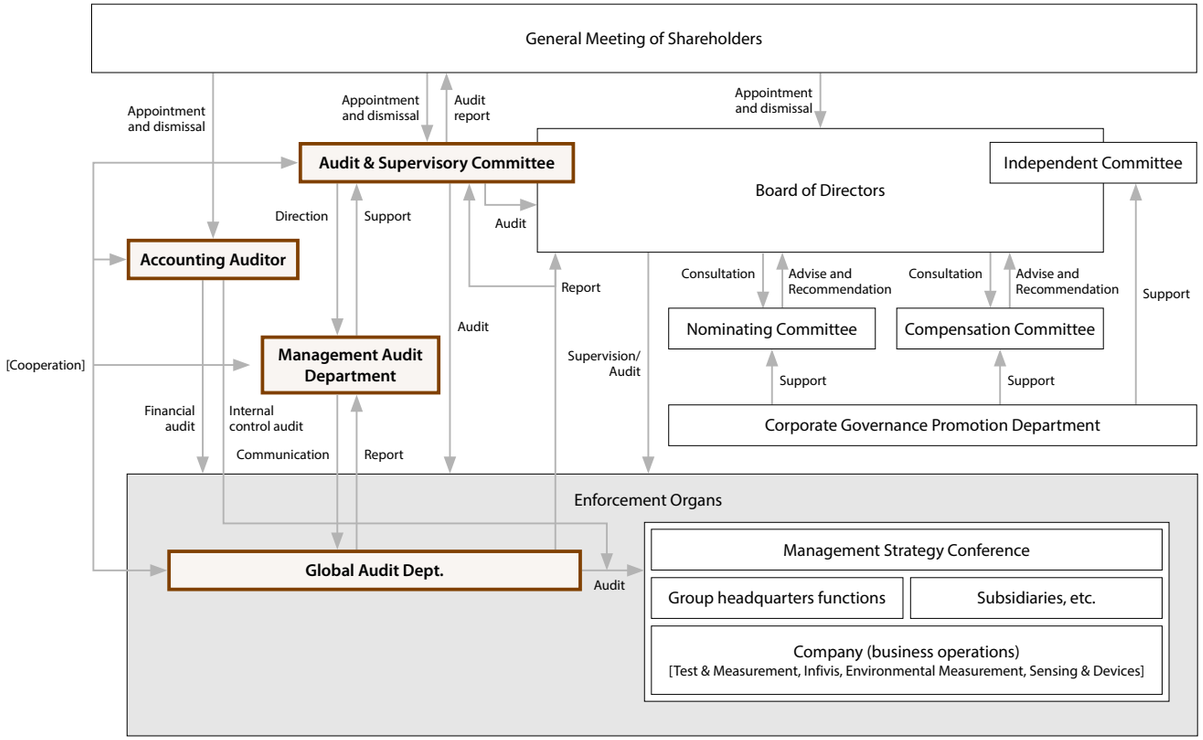
System

An overview of the corporate governance structure of the Anritsu Group is as follows.

- In order to strengthen the auditing and supervisory functions, we have adopted a corporate structure that includes an Audit Committee.
- To ensure transparency and accountability, a Nominating Committee and a Compensation Committee have been established.
- The Anritsu Group is a highly specialized manufacturing company, and business execution requires on-site sensibility and speed. We have introduced an executive officer system as a management system that allows senior management to make prompt decisions, execute business operations, and exercise precise management skills.

WEB *Anritsu Corporation Basic Policy on Corporate Governance*

Structure of Corporate Governance



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Board of Directors

Anritsu separates the functions of the Board of Directors for decision-making and supervision from those of the Executive Officers for conducting business. Meetings of the Board of Directors are held to make resolutions on matters stipulated by the Companies Act and the Articles of Incorporation, as well as important matters concerning Anritsu and its group companies, and to supervise the status of the execution of duties.

Audit & Supervisory Committee

The Audit Committee audits the execution of duties by directors, the effectiveness of internal control systems, business performance, and financial conditions.

Nominating Committee

The Nominating Committee supplements the role of the Board of Directors in the appointment, selection, dismissal, and removal of directors and executive officers, and is responsible for improving the appropriateness and transparency of the appointment, selection, dismissal, and removal of directors and executive officers.

Compensation Committee

The Compensation Committee supplements the role of the Board of Directors in determining the compensation of directors and executive officers, and is responsible for improving the fairness, appropriateness, and transparency of compensation.

Independent Committee

The Independent Committee is composed solely of outside directors. The chairperson of the Independent Committee is selected by outside directors from among themselves. The chairperson is responsible for summarizing the opinions of the outside directors and communicating and coordinating with management.

Management Strategy Conference

Important matters related to conducting business are deliberated and decided at the Management Strategy Conference, which is chaired by the Group CEO and made up of executive directors and executive officers.

Evaluating the Effectiveness of the Board of Directors

An assessment of the effectiveness of the Board of Directors is brought up at the December, January, February, and March meetings of the Board of Directors each year. In December, we review the status of initiatives implemented to improve issues identified in the previous fiscal year's evaluation, and discuss the evaluation policy for the current fiscal year. Evaluations based on the new evaluation policy begin in January. In February, responses are analyzed and deliberations are held, including the consolidation of supplementary opinions. In March, the issues identified based on the evaluation results are shared, and a resolution is made regarding the initiatives that should be implemented for improvement going forward. As a Board of Directors, we link this series of evaluation efforts to effective management oversight.

Furthermore, as a quarterly initiative, the "free discussion" held after meetings of the Board of Directors includes the participation of all directors, vice presidents, executive officers, and the heads of business divisions. Active discussions are held on medium- to long-term management issues related to each of the businesses in the Anritsu Group.

WEB *Integrated Report*

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Risk Management

Policy

With the globalization of society, risks surrounding companies are becoming more diverse. The Anritsu Group recognizes that strengthening risk management is an extremely important management issue in order to continue its business and fulfill its responsibilities to society.

Based on this idea, we have developed the Anritsu Group Risk Management Policy.

WEB *Risk Management Policy*

System

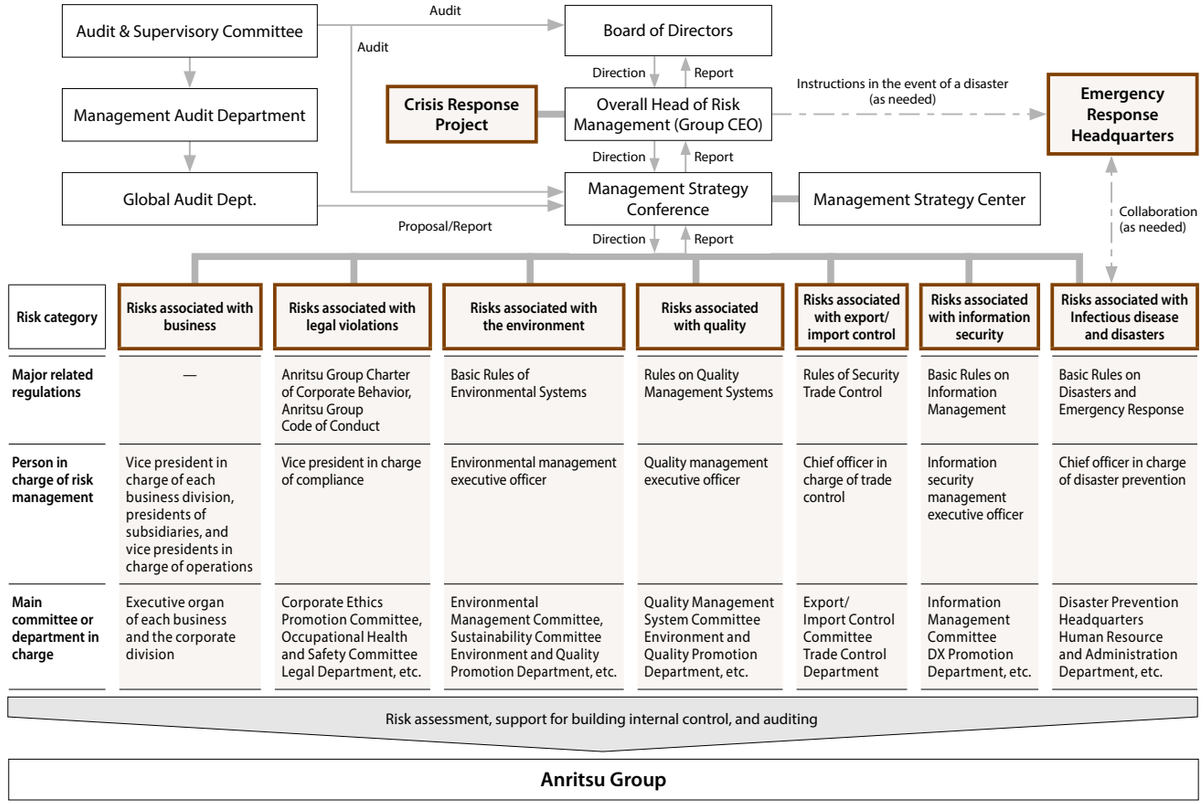
The Anritsu Group has established Basic Risk Management Regulations and classified major risks associated with business activities into seven categories: business risk, risk of legal violations, environmental risk, product and service quality risk, export and import control risk, information security risk, and infectious disease and disaster risk.

These risk management activities are overseen by the Board of Directors, while the executive officer in charge of the relevant categories, under the supervision of the Group CEO, is responsible for risk management. The person responsible for risk management directs the relevant departments to carry out committee activities. These committees conduct risk assessments, support the establishment of internal controls, and conduct audits. The person responsible for risk management reports the results of these activities to the Management Strategy Conference, which deliberates and evaluates them. Then, the Group CEO or the person responsible for risk management reports the results of these deliberations to the Board of Directors as necessary. Risk management for overseas groups is supported by the persons responsible for risk management in their respective areas.

Within the risk management promotion system, for example, the risk associated with legal violations is mainly investigated and analyzed for the risks related to the following laws and regulations. An activity plan is formulated each fiscal year and the results of these activities are reviewed in order to make improvements.

Major Laws and Regulations: Labor laws, health and safety laws, subcontracting laws, anti-monopoly laws, premiums and representation laws, financial instruments and exchange laws, laws related to intellectual property, company laws, laws related to anti-bribery, laws related to human rights (such as modern slavery laws)

Risk Management Promotion System



Risk category	Risks associated with business	Risks associated with legal violations	Risks associated with the environment	Risks associated with quality	Risks associated with export/ import control	Risks associated with information security	Risks associated with Infectious disease and disasters
Major related regulations	—	Anritsu Group Charter of Corporate Behavior, Anritsu Group Code of Conduct	Basic Rules of Environmental Systems	Rules on Quality Management Systems	Rules of Security Trade Control	Basic Rules on Information Management	Basic Rules on Disasters and Emergency Response
Person in charge of risk management	Vice president in charge of each business division, presidents of subsidiaries, and vice presidents in charge of operations	Vice president in charge of compliance	Environmental management executive officer	Quality management executive officer	Chief officer in charge of trade control	Information security management executive officer	Chief officer in charge of disaster prevention
Main committee or department in charge	Executive organ of each business and the corporate division	Corporate Ethics Promotion Committee, Occupational Health and Safety Committee Legal Department, etc.	Environmental Management Committee, Sustainability Committee Environment and Quality Promotion Department, etc.	Quality Management System Committee Environment and Quality Promotion Department, etc.	Export/ Import Control Committee Trade Control Department	Information Management Committee DX Promotion Department, etc.	Disaster Prevention Headquarters Human Resource and Administration Department, etc.

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Risks Related to Business Activities

Risk category	Risks associated with business	Risks associated with legal violations	Risks associated with the environment	Risks associated with quality	Risks associated with export/ import control	Risks associated with information security	Risks associated with Infectious disease and disasters
Background of risk	• Unexpected changes in the external environment or rapid changes in the market or business environment • Economic trends in overseas countries and changes in international affairs • Sudden exchange rate fluctuations • Prolonged inventory and defects • Insufficient human resources, insufficient training of human resources	• Violation of laws and regulations • Behavior contrary to social needs	• Further strengthening of environmental regulations • Environmental liability arising from past conduct • Environmental pollution caused by natural disasters	• Unforeseeable occurrence of serious quality defects • Situations leading to product liability	• Tighter restrictions on domestic and foreign exports due to the U.S.-China conflict and the Russia issue • Leakage of sensitive technical information due to increased international mobility of human resources	• Information security incidents caused by cyber attacks • Information leakage due to inadequate controls	• Outbreak of large-scale infectious disease • Natural disasters such as earthquakes and typhoons • Outbreak of fire, war, terrorism, or riots
Impact	• Adverse effects on the Anritsu Group's financial condition and operating results	• Adverse effects on the Anritsu Group's financial condition and operating results due to legal penalties, lawsuits, social sanctions, or brand damage	• Adverse effects on the Anritsu Group's financial position and operating results due to increased costs of legal compliance and environmental measures	• Adverse effects on the Anritsu Group's financial position and operating results due to loss of public trust, lawsuits, social sanctions, brand damage, and compensation and countermeasure costs	• Adverse effects on the Anritsu Group's financial position and operating results due to loss of public trust, lawsuits, social sanctions, brand damage, or loss of business opportunities	• Adverse effects on the Anritsu Group's financial condition and operating results due to loss of public trust, lawsuits, social sanctions, or brand damage	• Adverse effects on the Anritsu Group's financial condition and operating results due to supply chain disruptions, plant shutdowns at Anritsu and its customers' and suppliers' plants, and political and economic instability
Anritsu Group response	• Respond to a wide variety of business risks, led by the Risk Management Officer in charge	• Ensure that all employees are familiar with the Anritsu Group Code of Conduct • Strengthen compliance promotion activities • Establish a global corporate ethics promotion system • Establish various committees to deal with various laws and regulations	• Develop and provide environmentally conscious products • Reduce CO_2 emissions through energy conservation in offices and factories • Reduce waste by promoting the 3Rs • Set voluntary management standards that are stricter than laws and ordinances	• The Quality Management System Committee and PL Committee maintain, improve, and assure product quality and operate the quality management system. • Establish a system for handling product accidents • Examine product accident prevention systems and initiatives to prevent recurrence	• Develop a global import/ export management system • Continue strengthening export control processes, including the provision of technology	• Reinforce the information security management system • Conduct information security training • Establish a strong and uniform security system on a global basis	• Establish a crisis task force to gather information and take necessary actions • Create BCP and elaborate on response procedures

Activities and Achievements

Risk Management Training

The Risk Management Promotion Department holds "Risk Management Training" for newly appointed managers in the domestic group. After learning specific risk management methods during training, participants will apply the techniques they have learned to their actual work, and then attend follow-up training six months later.

Based on the risk management training for overseas employees conducted in FY2022, we plan to gradually implement training for overseas group companies from FY2024.

Global Risk Management

The Anritsu Group has established guidelines outlining the minimum requirements that all overseas group companies must comply with in their management. The requirements cover a wide range of areas, from familiarization with company philosophy and codes of conduct to internal controls, compliance, respect for human rights, promotion of diversity, personnel management, and information security.

Each overseas group company conducts a self-assessment based on these guidelines every year. Anritsu's Risk Management Promotion Department evaluates the management level of each company based on the results of these assessments and provides feedback to overseas group companies on priority issues to be addressed. Self-evaluation began in FY2020, and the number of evaluation items was increased in stages until all items in the guidelines are evaluated beginning in FY2022.

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Internal Control

Policy

Inappropriate accounting and compliance violations by companies have become social problems, and companies are required to strengthen their internal controls. The Anritsu Group develops and ensures the operation of the system based on the "Basic Policy for Establishing Internal Control System," which was resolved by the Board of Directors with the main objectives of ensuring the reliability of financial reporting and improving and enhancing the compliance system. In order to respond to changes in the nature of our business and the increasing complexity and diversity of the business environment, we will continually review our internal control system to ensure its effectiveness.

WEB *Basic Policy for Establishing Internal Control System*

System

The Anritsu Group has established enforcement organs for each risk category as shown in the diagram of the risk management promotion structure. Each enforcement organ deliberates on various measures, develops and operates internal control systems across domestic and overseas group companies, and promotes activities to ensure their effectiveness. Activities are reported by each enforcement organ to the Management Strategy Conference and, when necessary, to the Board of Directors.

The Anritsu Audit Committee, Management Audit Department, Internal Audit Department, and the internal audit departments of group companies conduct audits that lead to the evaluation of the activities of each committee and internal control system, and make recommendations to the relevant organizations.

P.71 *Risk Management Promotion System*

WEB *Basic Views on Internal Control System and the Progress of System Development*

Activities and Achievements

Assessing the Effectiveness of Internal Controls

The effectiveness of internal controls is assessed by the Anritsu Audit Committee, Management Audit Department, Internal Audit Department, and the internal audit departments of each group company, which take the lead in conducting management interviews, data analysis, and on-site inspections for departments and group companies.

In FY2023, the Audit Committee and the Management Audit Department conducted 12 audits and the Internal Audit Department conducted 7 audits to confirm the effectiveness of the group's internal controls in Japan and abroad.

Deficiencies were detected in areas related to financial reporting, but appropriate remedial actions have been taken. With regard to compliance, we focused on verifying the effectiveness of processes that have undergone changes in the control environment as a result of reorganization and IT system updates.

The Internal Audit Department is working to further improve audit quality, including by having its audit quality evaluated by an external specialist organization in fiscal 2023.

Strengthening the Internal Control of Group Companies

Anritsu manages the internal control of group companies by establishing regulations on matters that require prior approval and/or must be reported. We have established guidelines outlining the minimum requirements for the management of each group company, and require all overseas subsidiaries to conduct Control Self-Assessments (CSA) to ascertain the status of their activities based on these guidelines.

GLP2023, our mid-term management plan, aimed to have all of our 30 overseas subsidiaries meet CSA standards by FY2023.

The results of the evaluation are as follows.

- Companies that meet the criteria in all items: 90% (Number of items:157)

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Compliance

Special Report Eliminating Harassment and Promoting Workplace Environments Where it is Easy to Seek Advice

The Anritsu Group conducts a corporate ethics survey that includes questions about harassment, and we use the results to understand the current situation. Harassment is reported several times every year, and we are strengthening our efforts to eradicate this problem.

Issues and Measures Regarding the Eradication of Harassment

The department in charge of compliance is focusing on the following issues:

- Unifying the awareness of employees about what kind of words and actions constitute harassment
- Creating an environment where people will intervene and correct behavior when harassment occurs

The following measures were implemented during Corporate Ethics Promotion Month in October 2023.

Establishment of "Harassment Prevention Guidelines"

Guidelines were established that include definitions of harassment, specific examples, prevention measures, responses to reports and consultations, and penalties for violations.

Lecture on the prevention of harassment

A lecture was held by a lawyer, and about 1,000 employees participated. The content and results of a variety of harassment-related lawsuits that have occurred in the real world were discussed.

Scenes from the lecture

Educational activities

Each department discussed the following and reported to the Vice President in charge of compliance.
(1) Current situation at work
(2) Improvements and future measures to prevent harassment
(3) Opinions and insights based on lectures and guidelines

The "Harassment Prevention Guidelines" clearly state the following.

- Harassment targets, scope of application, and definitions
- Specific examples of harassing speech and behavior
- Supervisors and managers who are aware of harassment are obliged to report it to the company and take action, and if they neglect the problem or respond inappropriately, they may themselves become subject to disciplinary action.
- Procedure from consultation to treatment
- Confidentiality and the prohibition of disadvantageous treatment should be defined during consultations

FY2023 Results and Future Initiatives

As a result of these initiatives, employees suggested that we introduce a system where we can point out issues among our colleagues, such as through 360-degree evaluations. Some employees realized that some of their actions in the past might have been harassment. In FY2023, the number of calls to the hotline increased. We think this is because there is a better understanding of harassment among employees and it has become easier to talk about.

In FY2024, we will check the results of the initiatives taken in FY2023. We also want to implement group training by level and raise awareness of the hotline. During the training sessions, we aim to raise awareness among those who think that harassment is irrelevant to them. By raising awareness of the hotline, we aim to improve the reliability of the assistance system and to create a system where people can seek advice without hesitation when they need it.

P.76 Number of Hotline Calls

Initiatives for preventing harassment

Outside Director, Lawyer
Nozomi Ueda

The harassment prevention activities implemented by the Anritsu Group are reported to the Board of Directors. I sensed a sincere corporate culture from the company's ambitious efforts to eradicate the problem. Employees are trying to make changes, and say that they want to learn more about this issue on a regular basis. Harassment in the workplace is becoming an even more complex issue. What constitutes harassment and how should it be dealt with? We need training that allows employees to share their concerns and strengthen their horizontal connections. I would like to see the hotline system made more transparent, with the introduction of things like a survey system and case studies. I would also like to see the environment improved so that anyone can feel confident to consult with their supervisor.

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Policy

In order to remain an ethical corporate group, the Anritsu Group requires all employees working for the Anritsu Group to comply with laws and regulations in all their activities and to adapt their behavior to social demands.

The Anritsu Group states the importance of compliance in its Sustainability Policy, our philosophy of corporate conduct in the Anritsu Group Charter of Corporate Behavior, and our guidelines for employee behavior based on the Charter of Corporate Behavior in the Anritsu Group Code of Conduct.

To ensure that we conduct our business fairly and honestly in all countries and regions in which we operate, we have established the Anritsu Group Anti-Bribery Policy.

These policies specify anti-corruption matters such as prohibition of bribery, prohibition of insider trading, prohibition of money laundering, and blocking of relationships with antisocial forces, as well as compliance with various laws and regulations such as antitrust laws and export/import laws.

For suppliers, our Basic Rules for Procurement stipulate compliance with laws and regulations, consideration for human rights and labor, and implementation of ethical activities.

WEB *Sustainability Policy*

WEB *Anritsu Group Charter of Corporate Behavior*

WEB *Anritsu Group Code of Conduct*

WEB *Anritsu Group Anti-Bribery Policy*

System

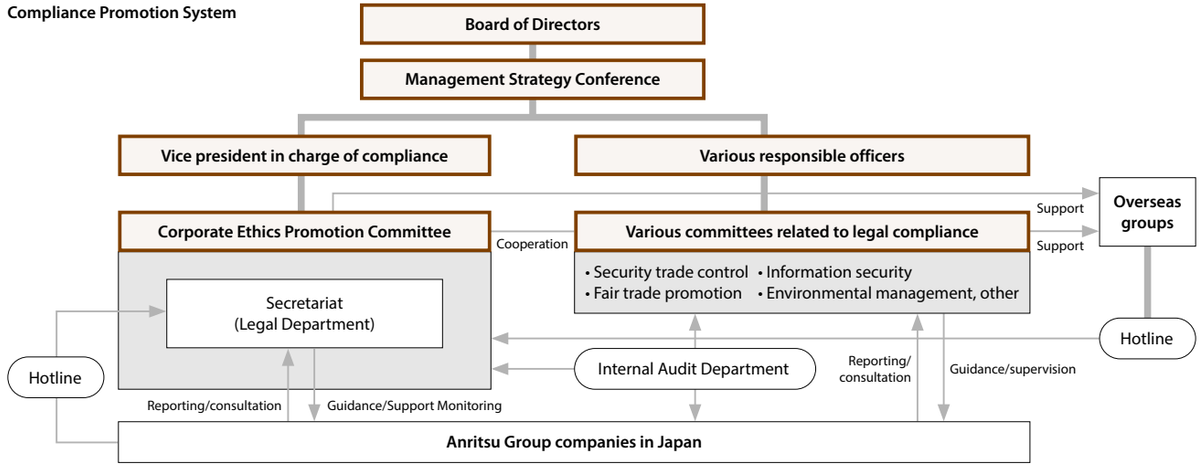
The promotion of compliance in the Anritsu Group is spearheaded by the Group CEO, who chairs the Corporate Strategy Meeting, under the supervision of the Board of Directors. The Corporate Ethics Promotion Committee, chaired by the vice president in charge of compliance and with the participation of representatives from domestic group companies, oversees compliance promotion activities under the Management Strategy Conference. The Corporate Ethics Promotion Committee and its secretariat, the Legal Department, have established a global promotion system in cooperation with the compliance managers of each overseas group company. The Legal Department, together with related committees for legal compliance, requests each overseas group company to comply with ethical laws and regulations based on the laws, culture, and customs of each country and region, and provides necessary operational support.

The vice president in charge of compliance regularly reports the results of these activities to the Management Strategy Conference and the Board of Directors.

The Internal Audit Department audits at least once per year whether the compliance promotion system is functioning properly and makes recommendations and requests improvements as necessary.

The Board of Directors will oversee the revision or abolishment of the Anritsu Group Anti-Bribery Policy, as well as any instances of violations or measures that are not in accordance with the Group Policy.

Compliance Promotion System



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Key Issues

We have established priority issues based on the results of responses to the Corporate Ethics Questionnaire, revised laws and regulations, and comparisons with other companies' risk recognition levels.

Key Compliance Issues

Key Issues	Results for FY2023
Continue to achieve zero serious compliance violations	There were no violations of laws and regulations, significant noncompliance, or associated fines or sanctions.
Create a workplace environment where there is no harassment or constraints	There were five cases identified as harassment. Corrective measures are being implemented for these cases.
Thorough management of overtime work	Thorough control is achieved by making the amount of time computers are accessed visible, improving operational efficiency, and balancing load.
Prevention of bribery and corruption overseas	No violations related to bribery were identified, and there were no fines or administrative penalties.

Activities and Achievements

Reporting and Consultation (Hotline)

The Anritsu Group has established an insider reporting and consultation service for compliance violations, including overall anti-corruption, in accordance with the Basic Rules on Ethics and Legal Compliance and the Internal Reporting Rules. The company accepts complaints by phone, e-mail, and in person, and operates two lines of communication: internal and external (by legal counsel and outside professional organizations). We also have a "Workplace Hotline" that employees can use to report problems in English. The target group includes directors and employees (regular, contract, part-time, and temporary employees), and retirees (within one year of resignation). Reporting and consultation can be handled anonymously.

Regarding reports and consultations received through the hotline, the facts are confirmed through interviews with the whistleblower and related parties. The investigation method is scrutinized under the supervision of the Corporate Ethics Promotion Committee chairperson, and the department in charge of the hotline cooperates with the relevant departments to take the appropriate action. Depending on the nature of the report or consultation, the department in charge of consultation will report the problem to the vice president in charge of compliance and the Group CEO, who will take corrective actions such as improvement activities. All information received will be treated confidentially and the informant/consulter will not be identified. Any retaliation against the informant/consulter or anyone else involved will result in severe penalties.

External consultation and reporting for overseas groups has been established in the Americas since 2016 and in Europe, Asia, and other Anritsu Group locations since 2020. We have established an operational structure for all regions where we conduct business activities.

The status of the operation of the Hotlines in Japan and overseas is regularly reported to the Management Strategy Conference and the Board of Directors through the Corporate Ethics Promotion Committee, and any necessary instructions are provided.

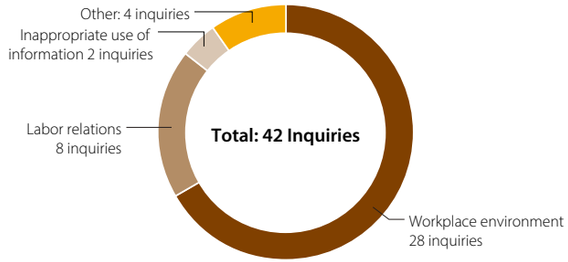
For external stakeholders such as customers, suppliers, shareholders, investors, and local residents, we accept reports and consultations through the Contact page on our website.

Number of Hotline Calls (Units: Cases)

	FY2019	FY2020	FY2021	FY2022	FY2023
External point of contact: Workplace Hotline	20	8	18	15	23
Internal point of contact "Hotline"	7	7	4	9	19

WEB *External Point of Contact*

Number of Hotline Inquiries by Category (FY2023)



Compliance Promotion Activities

Training and Awareness Activities

In order to raise the awareness of each and every employee regarding compliance and to conduct a comprehensive review of their own actions and workplace conditions, every year the domestic group designates a "Corporate Ethics Promotion Week" in April and holds "Corporate Ethics Promotion Month" in October. At these times, we conduct various training and educational activities for all employees (regular, contract, part-time, and temporary employees). The details for FY2023 are as follows.

April: Corporate Ethics Promotion Week

- Test and submission of statement regarding the Anritsu Group Code of Conduct (all employees in Japan and overseas)
- Contract inventory
- Dissemination of information regarding reporting and consultation
- Compliance training for new employees
- Compliance training for new managers

October: Corporate Ethics Promotion Month

- Establishment of "Harassment Prevention Guidelines"
- Lecture on the prevention of harassment
- Corporate ethics surveys (monitoring)
- Departmental awareness-raising activities using the Harassment Prevention Guidelines
- E-learning (subcontracting law, information security, trademark and copyright, product safety, SDGs, etc.)

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Distribution of "Guidelines and Insights for All Members of the Anritsu Group"

Anritsu distributes "Guidelines and Insights for All Members of the Anritsu Group," which summarizes the company philosophy, company vision, company policy, sustainability policy, Anritsu Group Charter of Corporate Behavior, and Anritsu Group Code of Conduct, to all employees in Japan to ensure that all employees are aware of compliance.

Corporate Ethics Survey

Each year, the Domestic Group conducts a corporate ethics survey to monitor various issues related to the conduct of business.

Two types of surveys will be conducted at the same time: one for Domestic Group employees, and one for temporary employees and suppliers to get an outside perspective on the behavior of Anritsu Group employees. From the results, the Corporate Ethics Promotion Committee identifies actions to solve problems or prevent problems from occurring, as well as key issues to address in the future.

Number of Corporate Ethics Investigations Handled (Units: Investigations)

	FY2019	FY2020	FY2021	FY2022	FY2023
Corporate Ethics Survey Responses to free writing	13	5	7	6	6

Raising Awareness through Case Studies

The Domestic Group regularly publishes case studies to improve awareness and understanding of compliance. As part of our compliance promotion activities, we provide tools that can be used in discussions at departmental and organizational meetings to raise awareness of compliance and laws and regulations. We have introduced 224 case studies through February 2024.

Compliance Self-Assessment

The Anritsu Group conducts self-assessments of compliance and takes appropriate action when problems are identified. There were no fines or administrative penalties for violations in FY2023.

Anti-Bribery

Promotion of Anti-Bribery Activities

The Legal Department is in charge of anti-bribery activities, and has established the Anritsu Group Anti-Bribery Policy to ensure that all Anritsu Group employees, both in Japan and overseas, are fully aware of the policy. The supervising department provides e-learning and training on anti-bribery activities for domestic and international managers and sales staff, as well as guidance, support, direction, and training for relevant departments within the company. The Anritsu Group Anti-Bribery and Corruption Rules, which are based on the Anritsu Group Anti-Bribery Policy and include specific procedures in accordance with international standards, have been established and are being disseminated to employees of overseas group companies. This rule focuses on "prior approval regarding gifts, etc." and "due diligence when entering into new contracts with agents and other third parties." In FY2023, the Legal Global Committee will review and revise the details for "prior approval regarding gifts, etc."

The plans and results of these activities are reported to the Board of Directors and the Management Strategy Conference.

WEB *Anritsu Group Anti-Bribery Policy*

Other Major Achievements

Enhancement of Group Governance

In order to further enhance group governance in the Anritsu Group, we have established regulations on matters that require approval or reporting by the parent company regarding the operations of domestic and overseas group companies, as well as the procedures for such approval and reporting. We began implementing these regulations in April 2022. This ensures that business operations are conducted in accordance with unified reporting and decision-making rules within the group, leading to improved group management adequacy and a stronger internal control system.

Promoting Fairness in Business Activities

The domestic group has established the Fair Trade Promotion Committee for Sales Activities, which conducts training activities and formulates countermeasures to ensure compliance with the Antimonopoly Act and related laws and regulations. One of our activities is to conduct an annual internal audit of all sales departments. The Internal Audit Department conducts interviews based on self-checks of audited departments, verification of evidence, and suggestions for improvement. The Legal Department conducts internal audits regarding risks such as bid rigging for sales departments that participate in public bidding. E-learning on fair trade is provided to the sales department and other departments upon request.

The FY2023 audit did not identify any events or issues that would violate antitrust laws or related regulations. There were no legal actions taken by the Japan Fair Trade Commission regarding antitrust or other issues.

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Protection of Personal Information

In recent years, there has been a movement in many countries to strengthen the protection of personal information and to legislate the appropriate handling of personal information. In response to the enforcement in April 2022 of the revised Act on the Protection of Personal Information, the Anritsu Group has revised its Privacy Policy and Personal Information Protection Regulations to ensure the thorough management of the personal information of customers, employees, and other stakeholders. The company has also obtained TRUSTe certification from TrustArc, a third-party certification organization in the United States.

The Anritsu Group is taking measures to comply with the EU General Data Protection Regulations (GDPR), which came into force in 2018.

In FY2023, we submitted notification to the Chinese government to comply with the transfer of personal information outside of China under China's Personal Information Protection Law, and we were approved.

WEB *Anritsu Group Privacy Policy*

WEB *Anritsu Web Privacy Statement*

Social Media Policy

The Anritsu Group formulated and implemented the Anritsu Group Social Media Policy to ensure the appropriate use of various services, including compliance with laws and regulations and ensuring the accuracy of information transmitted, based on respect for the freedom of individual expression. In addition to the basic policy, we have also established guidelines for the operation of the official Anritsu Group accounts.

WEB *Anritsu Group Social Media Policy*

Tax Compliance

Basic Tax Policy

The Anritsu Group stipulates the following provisions in the Anritsu Group Code of Conduct, which also applies to overseas group companies, and has adopted the same stance in regard to tax-related operations.

- Perform proper accounting in accordance with relevant laws and company regulations in the course of operations
- Accurately prepare and properly save all the various records of finance and accounting, and do not perform improper accounting or any other acts that would cause damage to the company
- Comply with the tax laws of each country and pay appropriate taxes

When conducting commercial transactions, we comply with the tax laws of each country and in accordance with the spirit of the law, utilizing available tax incentives, tax reductions, and tax exemptions. We do not engage in tax planning unrelated to our commercial transactions.

The Anritsu Group complies with all applicable tax-related laws and regulations in the countries and jurisdictions in which it operates. We do not intentionally avoid tax through the use of tax havens or tax savings based on interpretations that deviate from the spirit of the law. For foreign related transactions, the company calculates arm's length pricing based on the OECD Transfer Pricing Guidelines, and prepares transfer pricing documentation in accordance with the laws and regulations of each country. The Anritsu Group strives to ensure that it has a reasonable tax burden by taking advantage of preferential tax treatment within the scope of normal business activities. We also strive to reduce tax uncertainties by consulting tax authorities and tax professionals in advance and disclosing relevant information.

Tax Governance Structure

The Anritsu Group holds the CFO ultimately responsible for establishing and maintaining the Anritsu Group's tax governance, tax risk management, and significant tax issues. When faced with tax issues, we work with the regional headquarters and targeted group companies to address the issues as necessary. Issues deemed to be of high importance are brought to the Board of Directors for deliberation and decision-making to ensure transparency in tax affairs.

The tax management of the entire Anritsu Group is handled by the head office accounting department. A system and environment have been put in place to ensure adequate communication between the relevant head office departments and each group company.

The Board of Directors oversees organizations that execute business, and its coverage includes tax matters. The Audit Committee, which consists of persons with expertise in finance, accounting, and legal matters, is responsible for monitoring the execution of operations related to taxation.

Income Taxes Paid by the Anritsu Group (FY2022) (Units: 100 million yen)

	Amount of income	Amount of income before tax	Amount of taxes paid
Domestic	959	95	37
Overseas	919	28	6
Total	1,878	122	44

* The above amounts are based on the Country-by-Country Report submitted to the tax authorities in Japan and have no direct relation to the consolidated financial statements.

Political Contributions

In accordance with the Political Funds Control Law, the Anritsu Group does not make donations to political parties, other political organizations, or candidates for public office.

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Information Security

Policy

The Anritsu Group recognizes that it has a social responsibility to properly protect the information of all stakeholders in the course of its business activities and that such information is an important asset. Based on this idea, we have established a Basic Policy for Information Management, and we are striving to maintain and improve security.

WEB *Basic Policy for Information Management*

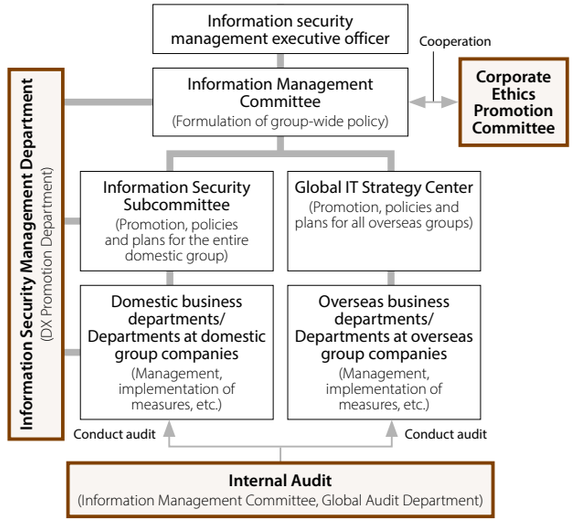
System

The Anritsu Group has established an information security management executive officer and the Information Management Committee as a system to ensure thorough information management and to prevent information security incidents before they occur.

The information security management executive officer is appointed by the director in charge of the Information System Management Department, and the Information Management Committee consists of the directors in charge of each business division and group company.

In the domestic group, the Information Security Subcommittee, consisting of representatives from domestic groups, establishes policies, implements measures, provides employee training, and takes countermeasures and shares information when incidents occur. In overseas group companies, the Global IT Strategy Office, whose members are IT managers from regional headquarters, has been established to strengthen IT controls, including security. A comprehensive audit of the actual status of information management is conducted by the Information Management Committee, and the results are reported to the information security management executive officer.

Information Security System



ISO27001 Certification Status
- Japan: DX Promotion Department
- EMEA: Anritsu A/S Service Assurance Business Unit

Activities and Achievements

Promoting Information Security

Introduction of a New Security System

Security risks in the supply chain are an important issue for companies. In particular, the threat of cyber security has been increasing in recent years, and companies need to strengthen measures throughout the supply chain. Customers are also demanding improved security, and as part of this, we introduced a multi-factor authentication system within the company in FY2023. This is intended to reduce the risk of phishing scams and other fraud that is becoming increasingly common around the world.

Employee Training

To raise awareness of security, the Anritsu Group conducts security training through e-learning once a year for directors and all employees (regular, contract, part-time, and temporary employees) of Anritsu Group companies in Japan and overseas. We also conduct training with email that simulates an actual attack every two to three months.

BCP Training

In addition to checking the functionality of the backup system, in FY2023 we also conducted BCP training from the perspective of whether or not we could carry out our main business operations using only the activated backup system. We confirmed that the main operations could be carried out using the backup system alone, without any particular problems occurring.

Measures to Prevent Recurrence of Incidents

In FY2023, two incidents of phishing fraud occurred at overseas group companies. In these cases, the criminals stole an individual's account information and then made payments by changing the account information on the invoice to impersonate that individual. We have introduced multi-factor authentication as a measure to prevent recurrence.

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Policy

Disaster Prevention

The Anritsu Group has laid outs its BCM* policy in its Basic Policy on Disaster Response, stipulated in its Basic Rules on Disasters and Emergency Response.

WEB *Basic Policy on Disaster Response*

* BCM (Business Continuity Management): Management activities conducted during normal operations, such as formulating, maintaining, and updating business continuity plans (BCPs), securing budgets and resources for continuing business, taking preparatory measures, implementing training before launching initiatives, conducting inspections, and making continuous improvements

System

The Anritsu Group has set up an Emergency Response Headquarters to determine how to respond in the event of a major disaster or the outbreak of an infectious disease such as a COVID-19.

Members of the Emergency Response Headquarters

Title	Members
General manager	President
Deputy general manager	Chief officer in charge of disaster prevention (vice presidents)
Staff	Persons appointed by the general manager (vice presidents overseas, presidents of group companies, etc.)

Activities and Achievements

Formulation of BCP

At the Anritsu Group, each division and group company has formulated a BCP to ensure employee safety, minimize damage, and restore business activities quickly in the event of a natural disaster, infectious disease, or other unexpected event. In particular, Tohoku Anritsu, an Anritsu Group manufacturing location, has been hit by several large-scale natural disasters, including the Great East Japan Earthquake and river flooding due to torrential rains. Therefore, natural disasters are positioned as an serious risk at this site. Based on this experience, we have developed a flow chart of initial response procedures to clarify what to do after a disaster occurs. Damage predictions and procedures for dealing with risks such as fire, snow damage, and volcanic eruptions have been established and are reviewed as necessary.

Disaster Preparedness

The Domestic Group is conducting a "re-inspection of earthquake countermeasures" in response to the frequent earthquakes that occur in Japan. We exchange information on crisis management and BCP with our overseas group companies based on the results of surveys conducted in accordance with our management guidelines.

Disaster prevention training simulates an earthquake with an intensity of 5 on the Japanese seismic intensity scale and a resulting fire. We use this training to practice all of our skills, as we conduct initial firefighting activities, quickly set up an emergency response headquarters, confirm the safety of employees, provide first aid to injured employees, and check on personnel at evacuation sites. Employees are provided with a website with information regarding disaster prevention on site, and are also given a survival card that outlines initial actions to take in the event of an earthquake, measures to take if they are unable to return home, and preparations to make in case of fire or typhoon.

Supply Chain BCM

Supplier Information Database

The Anritsu Group bases its BCM on the principle of collecting information and preparing in advance. This allows us to make an appropriate initial response if a supplier's business is affected by a sudden risk. In the event of a disaster, information is collected through the media - mainly websites - and is matched with a database of suppliers' manufacturing and warehouse locations to predict the impact. We will then immediately contact suppliers in the affected areas to confirm the extent of damage, and consider what countermeasures to implement in order to minimize risk. We can accelerate BCM by using IT to visualize damage information in conjunction with map information.

BCM Achievements

The Anritsu Group conducted 16 supply chain BCMs in FY2023. We were affected by natural disasters such as earthquakes and typhoons. However, we focused on minimizing the impact by closely communicating with suppliers, making production adjustments, and using substitute parts. We will continue to strengthen our activities for stable procurement.

Response to Infectious Diseases

Following the downgrading of the status of COVID-19 infections to category 5 in May 2023, we have transitioned to a normal work schedule. In addition, we continue to monitor the situation of infections within the company in order to maintain business continuity and employee safety.

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