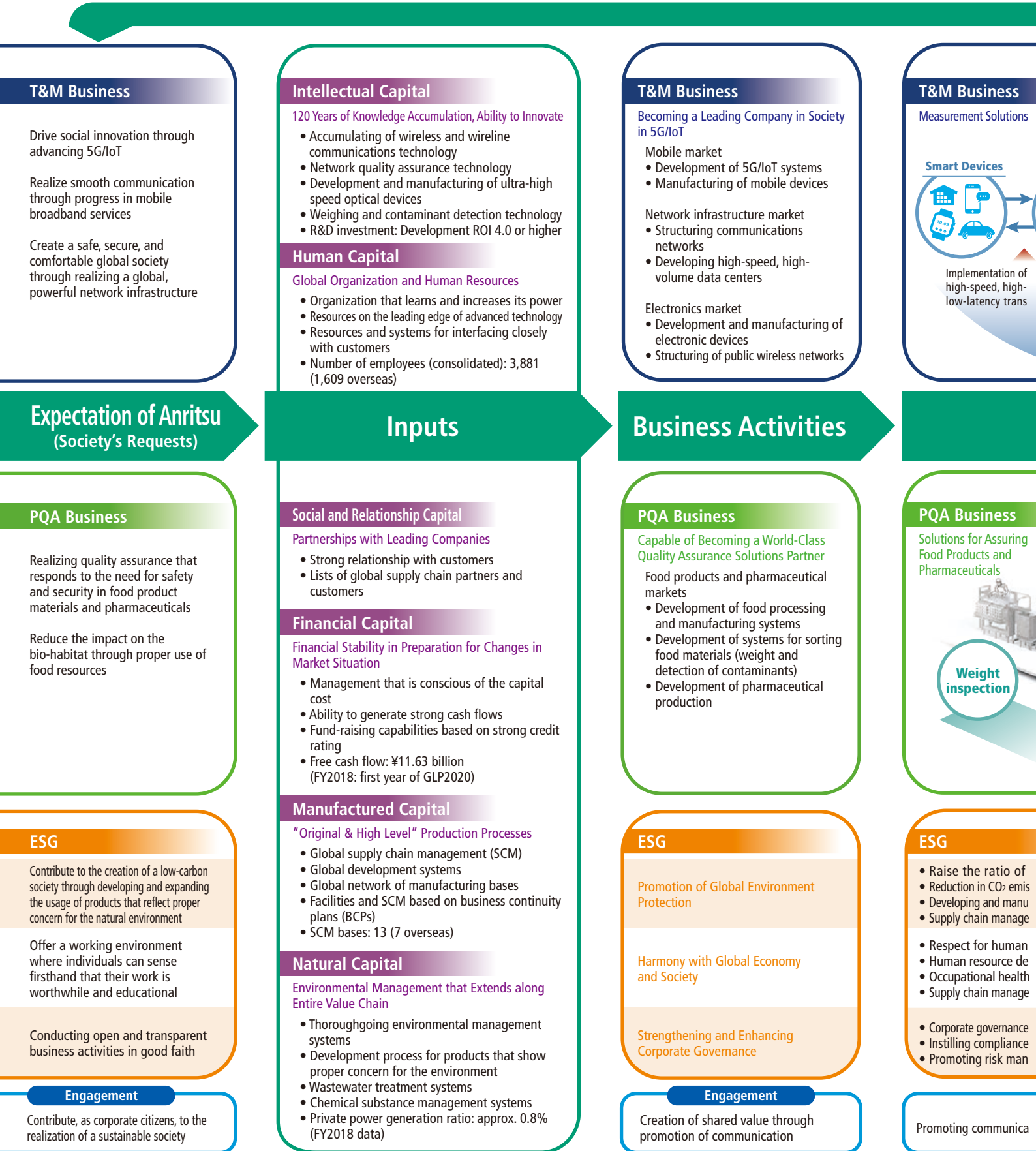
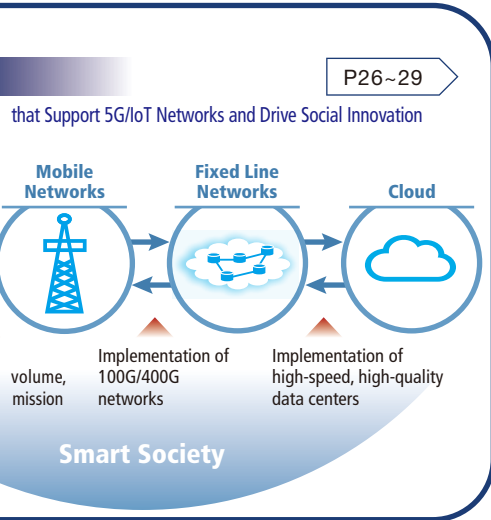


# Anritsu's Value Creation Model

The sources of Anritsu's corporate value are its tangible and intangible capitals, which are also the basis of those capitals to conduct its corporate activities that contribute to resolve social issues.



Anritsu's characteristics "Reliability, Adaptability, and Innovativeness." Anritsu makes the maximum use of



### Intellectual Capital

- Participation in and contribution to technology standards bodies inside and outside Japan: 11 organizations

### Human Capital

- Ratio of female executive officers: 8.7%
- Ratio of non-Japanese executive officers: 4.3%
- Ratio of females promoted to management positions: Japan 1.8% Worldwide 10.4%

### T&M Business

P29



Put into place a safe and secure infrastructure which leads to the building of a sustainable society and encourages innovation



Put in place a robust network infrastructure that will provide safety and security in all areas and lead to building a sustainable society

## Outputs



### Social and Relationship Capital

- Meetings with institutional investors and analysts  
With domestic investors: 249  
With overseas investors: 244

### Financial Capital

- Free cash flow: ¥11.035 billion

### Manufactured Capital

- Production track record  
T&M: ¥78.17 billion (112.2% YoY)  
PQA: ¥22.95 billion (101.5% YoY)  
Others: ¥9.2 billion (106.8% YoY)

### Natural Capital

- Formulated "Anritsu Climate Change Action PGRE 30"  
Raise ratio of renewable energy produced in-house to approx. 30% by 2030

## Value Provided to Society (Contributing to the development of a safe, secure, and comfortable society)

### PQA Business

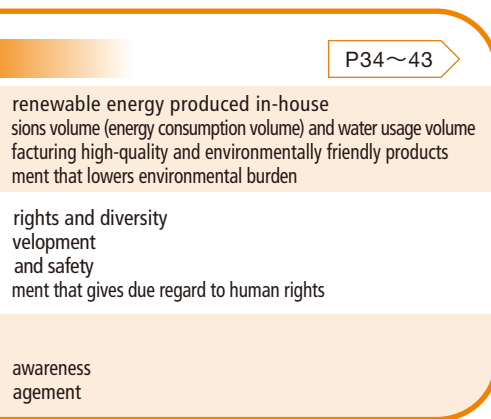
P33



Put into place a safe and secure infrastructure which leads to the building of a sustainable society and encourages innovation



Realize a society where everyone can live in safety and security by enhancing quality assurance for food and pharmaceutical products. Implement a sustainable society where food loss is kept to a minimum.



### Engagement

tion and the provision of information to our stakeholders

### ESG



Contributing to the creation of a sustainable society with sustainable consumption and corporate production practices



Together with diverse human resources, we seek to contribute to the creation of workplaces where each individual can achieve personal growth and experience job satisfaction



Ensuring ethical corporate activities through risk management and fair, quick, and effective decision making

### Engagement



Contributing to the creation of shared value with collaboration among all stakeholders