

Sources of Value Creation

Through contributions to the creation of a sustainable future for global society, Anritsu will pioneer new areas and value beyond conventional measurement. We aim to enhance our corporate value as a company which engages in the cross-fertilization of new ideas and technologies, both from within and outside the company, and work together with all of our stakeholders to offer a hopeful future to new generations.

Inputs

Anritsu's businesses are supported by the management resources embodied by its intellectual capital, human capital, social and relationship capital, financial capital, manufactured capital, and natural capital. Our intellectual capital, which supports our innovation and which has been accumulated over our 126-year-long history, is a particularly important management resource. Intellectual capital and human capital are two forms of capital which are tightly intertwined, while social and relationship capital, born of the relationships of trust we have with our stakeholders, is key to the creation of social value through initiatives aimed at environmental, social, and corporate governance issues.

■ Intellectual Capital

We utilize our ability to innovate, rooted in expertise accumulated over our 126-year-long history, to create new technologies which will pave the way for the future, and are engaged in accurately perceiving customer needs in the fields of communications, testing, and measurement to develop leading-edge products.

■ Human Capital

In order to respond to diversifying customer needs as well as the drastic social and environmental changes occurring around the world, we are working to enhance our competitiveness by fostering human resources who will possess outstanding experience and capabilities based on a company-wide human resources strategy.

■ Social and Relationship Capital

Anritsu has built firm partnerships with leading companies and cultivated strong relationships of trust by meeting the high expectations of superior customers. At the same time, we are dealing with all of our stakeholders and partners fairly and equally, and by strengthening our value chain through cooperation with them, we are realizing mutual growth and expanded business volumes.

■ Financial Capital

Through improvement of capital efficiency and maintaining a robust financial structure, Anritsu focuses on enhancing capabilities of each business to generate cash flow, and enhances its financial strategy so that it evolves to become the investment management to actualize growth. Those will result Anritsu Group's sustainable growth and returns for stakeholders such as shareholders.

■ Manufactured Capital

Under Anritsu Group's motto "Original & High Level manufacturing", we are providing society with high-level products and services through global deployment of its development structure, SCM, and manufacturing bases.

■ Natural Capital

In response to the social issues, Anritsu is implementing energy conservation activities, development of low power consumption products, as well as taking cooperative measures against climate change across its supply chain. We will fulfill our responsibilities to society by accelerating initiatives such as utilization of renewable energy and the development of technologies which contribute to the reduction of CO₂, and aiming to operate in symbiosis with the natural environment with innovations in science and technology.

Business Model

Anritsu develops its businesses by investing a diverse array of management resources into its business activities. In addition, through initiatives aimed at resolving key financial and management issues, we are working to improve Anritsu's corporate value and expand the value we provide to stakeholders.

More specifically, under our Company Vision of "Beyond testing, beyond limits, for a sustainable future together," we will coordinate with all of our businesses to transform our business model and continuously enhance corporate value. Our GLP2023 is a plan for three years of growth aimed at the peak of the 5G test and measurement business, and, in order to nourish new businesses during those three years, we will be engaging in highly capital-efficient growth investment with the goal of expanding our business domains. Going forward, we will be fully engaged with initiatives to realize a carbon-free society and providing high-level products and services to the world.

Outputs

We provide key products that become the infrastructure to support safe and secure lives, and new lifestyles. Anritsu's Test and Measurement Business provides advanced communications technologies and test systems to the global market, hence contributing to the development of telecommunications.

Meanwhile, PQA Business pursues unique and high-level quality assurance solutions which will resolve material issues for our customers.

Outcomes

Anritsu Group will provide values to the society, through its business by identifying social and environmental changes, in order to actualize a globally sustainable society. More specifically, the Group will aim continuous enhancement of its social value and economic value through the development of outstanding communications technologies, the provision of an array of products and services, and the realization of attractive working styles, by working together with our various stakeholders.