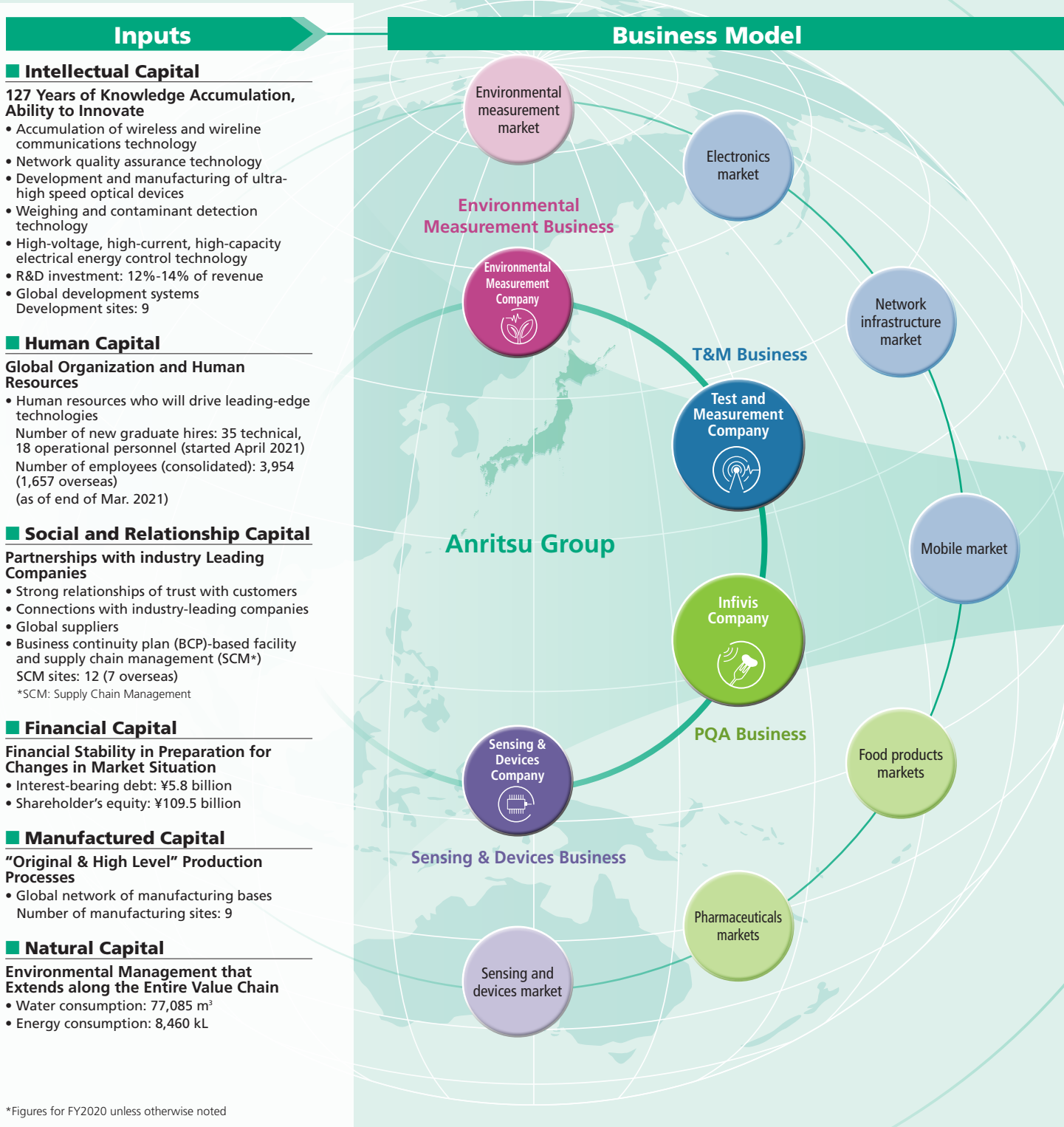


Anritsu Value Creation Model

Anritsu's tangible and intangible capitals are sources of its corporate value, as well as sources of Anritsu's unique corporate activities which contribute to the resolution of social issues.

Expectations Placed on Anritsu	T&M Business	Drive social innovation through the advancement of 5G/IoT Realize smooth communication through progress in mobile broadband services Create a safe, secure, and comfortable global society by realizing a robust, global network infrastructure
	PQA Business	Realize quality assurance that responds to the need for safety and security in food and pharmaceuticals Reduce impact on ecosystems through proper use of food resources



*Figures for FY2020 unless otherwise noted

reliability, adaptability, and innovativeness. Anritsu will utilize its capitals to the fullest extent in implementing

Solving Social Issues through Business



● **T&M Business** Put into place a safe and secure infrastructure which leads to the building of a sustainable society and encourages innovation **9**

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Put in place a robust network infrastructure that will provide safety and security in all areas and lead to building a sustainable society **11**

● **PQA Business** Put into place a safe and secure infrastructure which leads to the building of a sustainable society and encourages innovation **9**

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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 **12**

Beyond testing, beyond limits, for a sustainable future together

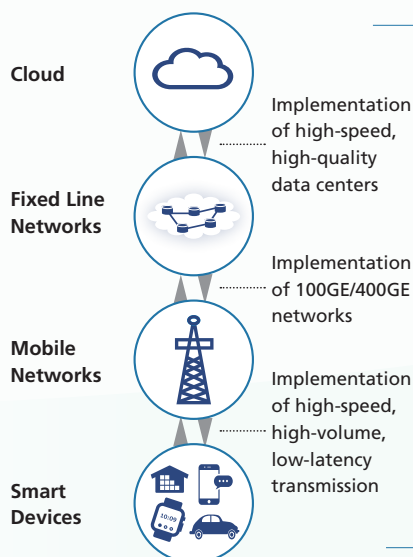
Company Vision

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."

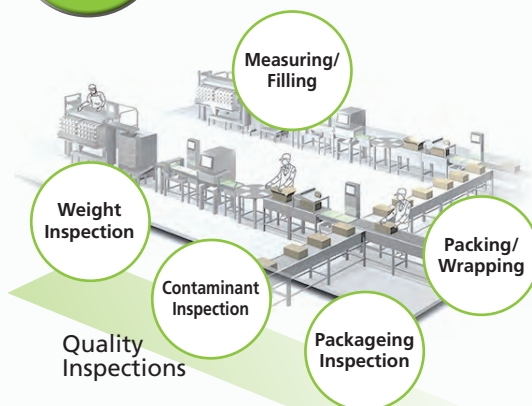
Outputs

T&M Business Measurement Solutions that Support 5G/IoT Networks and Drive Social Innovation



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PQA Business Solutions for Assuring Quality of Food Products and Pharmaceuticals



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Outcomes

Intellectual Capital

Contributing to the construction of the most advanced communications infrastructure in the world

- Development ROI: Products aiming for 4.0 or higher
- R&D investment: ¥11.4 billion

Human Capital

- Number of new graduate hires: 30 technical, 22 operational personnel (started April 2022)
- Employee satisfaction survey: 90% work environment satisfaction rate, (FY2020: 90%) 75% work satisfaction rate (FY2020: 75%)
- Female director ratio: 10%
- Ratio of women in management positions: Japan – 2.8%
Global – 10.9%

Social and Relationship Capital

Providing solutions needed by customers

- Number of new products: Test and Measurement Business – 8
PQA – 3
(Representative examples presented on the pages for the Test and Measurement Business (P.28) and PQA Business (P.32))

Construction of a sustainable supply chain

- Strengthening of supply chain due diligence: 6 companies (FY2020: 0 companies)
* Unable to be implemented for FY2020 due to the COVID-19 pandemic
- Cumulative total over the three years of GLP2023: 6 companies
- Information sent three times and education provided once to suppliers concerning CSR procurement

Financial Capital

Suitable shareholder returns

- TSR: 5.1% (10-year annualized rate)
- Shareholder's equity: ¥114.4 billion
- Issuer rating: A (R&I)
- Interest payments on interest-bearing debt: ¥65 million

Manufactured Capital

- Capital expenditures: ¥5.7 billion

Natural Capital

Contribution to the preservation of the global environment

- Greenhouse gases (Scope 1 & 2): Reduced 17.7% compared to FY2015
- Greenhouse gases (Scope 3): Reduced 14.7% compared to FY2018
- Ratio of renewable energy produced in-house: 16.8% (Compared to FY2018 power consumption)

*Figures for FY2021 unless otherwise noted