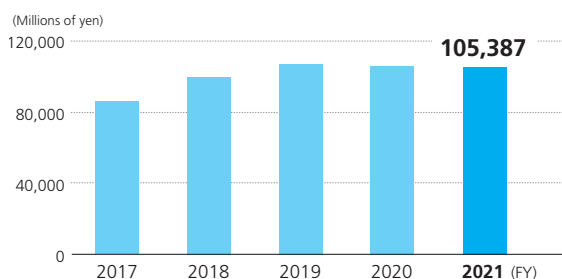


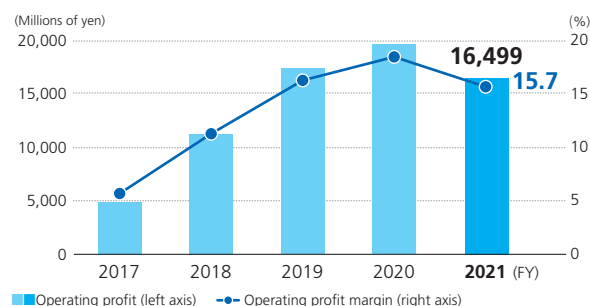
# Financial and Non-Financial Highlights

## Revenue



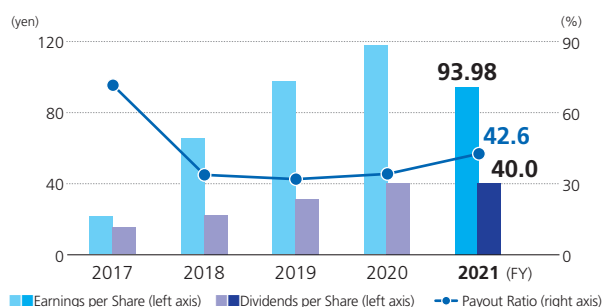
Net sales amounted to ¥105,387 million, down 0.5% year on year. In the Test and Measurement Business, the demand for 5G chipset and mobile terminal development remained steady. Especially in the Asian region, development demand associated with 5G commercialization grew, driving the 5G business. We also captured demand related to development and production in anticipation of high-speed network transmission in data centers, etc. However, due to the global shortage of semiconductors and delays in the C-band commercialization schedule in the U.S., we saw a decrease in sales. In the PQA Business, in regions such as Asia and the United States capital investment in the food market remained steady and sales increased.

## Operating Profit/Operating Profit Margin



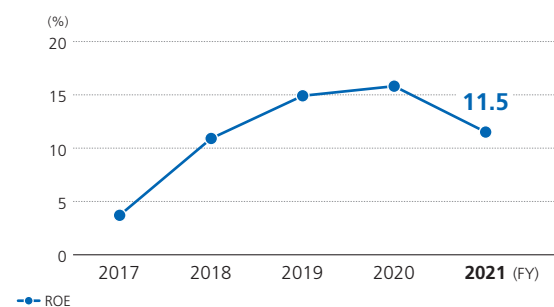
Operating profit decreased 16.0% year on year to ¥16,499 million (operating profit margin 15.7%). In the Test and Measurement Business, operating profit decreased 14.2% to ¥15,202 million (operating profit margin 20.7%) due to increased parts procurement costs caused by shortage of semiconductors, increased selling, general and administrative expenses (related to exhibitions and travel) and a loss on disposal of non-current assets. In the PQA Business, operating profit decreased 12.5% to ¥1,173 million (operating profit margin 5.3%) due to increased parts procurement costs caused by shortage of semiconductors, increased logistics costs, and differences in product mix.

## Earnings per Share/Dividends per Share & Payout Ratio



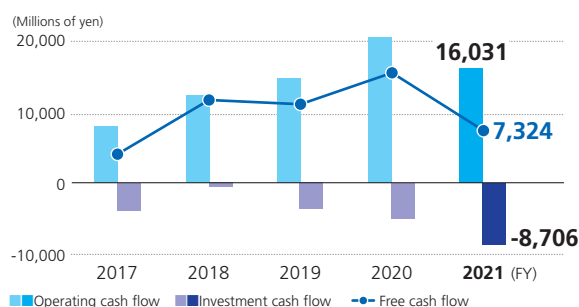
Earnings per share for fiscal year 2021 were ¥93.98 (down ¥23.2 year on year), and the annual dividend was ¥40 (same as previous fiscal year), for a payout ratio of 42.6%. While taking the basic approach of raising DOE (dividends on equity attributable to owners of parent) in accordance with the increase in consolidated profits for the fiscal year, the Company aims at a consolidated dividend payout ratio of 30% or more. The Company's basic policy is to make distributions of dividends twice a year, consisting of a fiscal year-end dividend and an interim dividend. The Company intends to carry out the purchase of treasury stock appropriately as necessary, by taking into account its financial situation, the trends in stock prices and other factors, in an effort to execute capital policies that respond flexibly to changes in the corporate environment.

## Return on Equity (ROE)



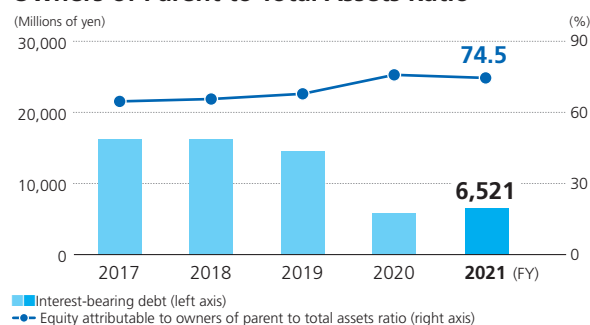
ROE for fiscal year 2021 was 11.5% (down 4.3%) due to a ¥3,301 million decrease in net income year on year. In order to maximize Anritsu's corporate value over the medium- to long-term, we will work to improve the efficiency of invested capital and maintain financial stability by considering "ROE (Return On Equity)" and "Equity attributable to owners of parent to total assets ratio (Ratio of equity capital)" as KPIs.

## Cash Flow



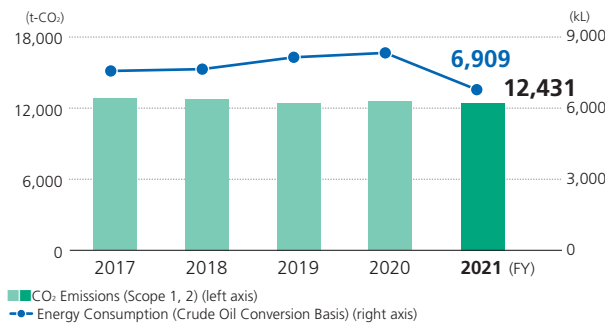
Operating cash flow in fiscal year 2021 was positive ¥16,031 million as a result of an increase in funds due to reporting profit before taxes, and depreciation and amortization. Investment cash flow was ¥8,706 million, mainly due to the acquisition of Takasago, Ltd. on January 4, 2022. As a result, free cash flow was positive ¥7,324 million.

## Interest-Bearing Debt/Equity Attributable to Owners of Parent to Total Assets Ratio



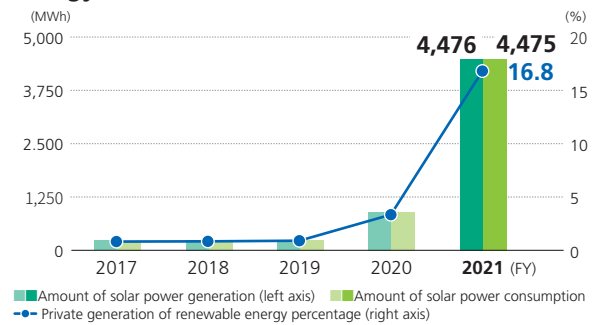
Interest-bearing debt totaled ¥6,521 million (up ¥673 million year on year) due to an increase in lease liabilities. While retained earnings increased, the equity attributable to owners of parent to total assets ratio was 74.5% (down 1.3% year on year).

## CO<sub>2</sub> Emissions (Scope 1, 2) / Energy Consumption (Crude Oil Conversion Basis) (Anritsu Group)



More than 98% of the Anritsu Group's CO<sub>2</sub> emissions (Scopes 1, 2) resulted from energy consumption. In fiscal year 2021, CO<sub>2</sub> emissions (Scope 1, 2) decreased by 1.0% year on year to 12,431 t-CO<sub>2</sub> as a result of the 1,100-kW solar energy equipment installed at Anritsu Company (in the U.S.). Moreover, in fiscal year 2021 total energy consumption of the Anritsu Group overall (crude oil conversion basis) decreased by 18.3% year on year to 6,909kL.

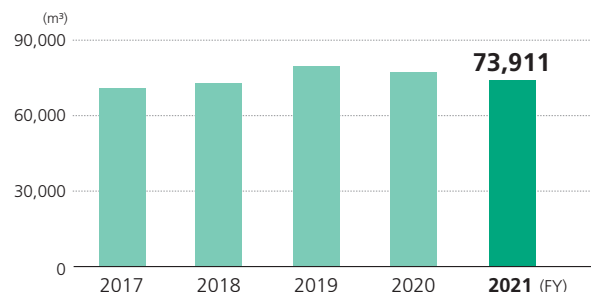
## Amount of Solar Power Generation and Consumption / Private Generation of Renewable Energy Ratio (Anritsu Group)



1,100 kW of solar power generation equipment was installed at Anritsu Company (U.S.A.) in October 2020. As a result, solar power generation in fiscal year 2021 increased by 402% from the previous year to 4,476 MWh. The private generation of renewable energy ratio increased by 13.5% from 3.3% in the previous year to 16.8%, exceeding the GLP2023 target of 13% or more.

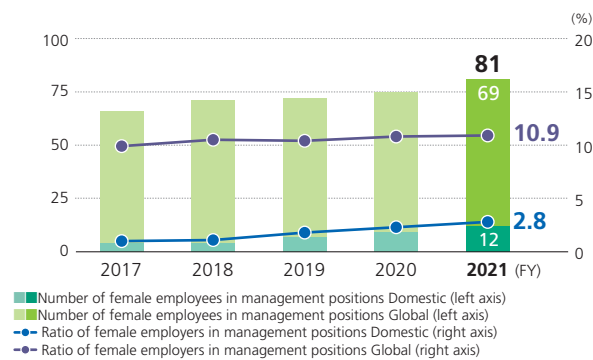
\* Solar power consumption = amount of solar power generation – surplus power (provided to power supply companies free of charge)  
Private generation of renewable energy ratio = solar power consumption/electrical power consumption in fiscal year 2018

## Water Usage (Anritsu Group)



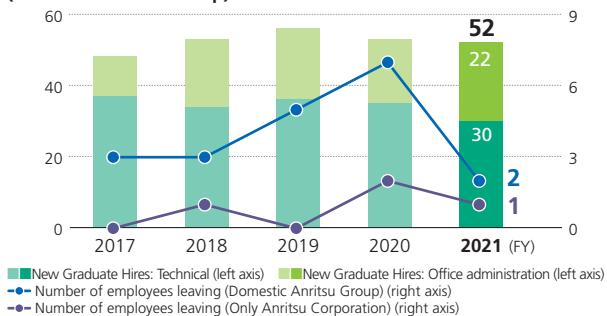
The Anritsu Group's water usage in fiscal year 2021 dropped 4.1% year on year as employees worldwide worked from home. In addition, the target for reducing water consumption in fiscal year 2021 was to "maintain the domestic Anritsu Group water consumption at 62,000 m<sup>3</sup> or less (roughly the fiscal year 2019 level)." Anritsu Group water consumption in Japan in fiscal year 2021 was 53,784 m<sup>3</sup>, a 2.9% reduction year on year, fulfilling this target.

## Number of Female Managers / Percentage of Female Managers (Domestic/Global)



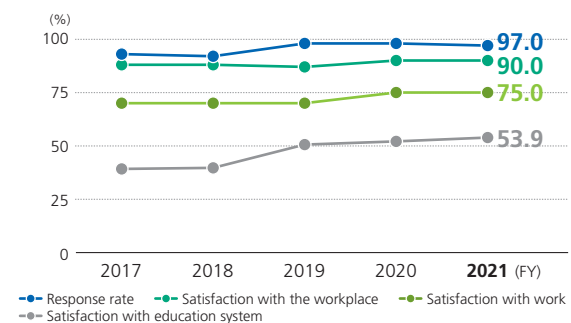
The Anritsu Group aims to achieve a global female manager ratio of 15% or more by fiscal year 2023 as a KPI for diversity promotion in its Mid-Term Business Plan GLP2023. The number of female managers in Japan, which is a challenge, increased each year for three years to 2.8% in fiscal year 2021, and by 10.9% globally. At Anritsu, we set the goal of raising the percentage of women hired in Japan to 20% (or more) of new graduate hires. Our public relations activities focused on female students and have resulted in the female percentage among new recruits reaching 30%, with 12 of the 40 new graduates joining Anritsu in April 2022 being women.

## New Graduate Hires / Number of Employees Leaving in or before Their Third Year (Domestic Anritsu Group)



A total of 52 new graduate hires (30 technical and 22 office administration) joined the Domestic Anritsu Group in fiscal year 2021 (with employment starting in April 2022). The percentage of technical personnel was 58%, down from 66% the previous year. The number of employees in or before their third year leaving Anritsu Corporation is usually 0 to 2. However, there was an increase in the number of employees leaving the Anritsu Group companies from fiscal year 2018 to fiscal year 2020. As of fiscal year 2020, the Domestic Anritsu Group has implemented a unified recruitment policy. We will enhance our training programs and improve the retention rate of newly hired graduates.

## Employee Satisfaction Survey (Domestic Anritsu Group)



The Domestic Anritsu Group conducts an employee satisfaction survey with all employees every year, and has maintained a high response rate (over 90%). Satisfaction with the workplace remains high at over 85%, as well as satisfaction at work with 70%. On the other hand, satisfaction with the education system fell to less than 40% in fiscal year 2017, when it was changed to a voluntary system. Subsequently, the satisfaction rate exceeded 50% and gradually improved to 53.9% in fiscal year 2021.