

Global long-term management plan GLP2026

Hirokazu Hamada

Representative Director, President
Anritsu Corporation

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TSE code : 6754
<https://www.anritsu.com>

(No notes here)

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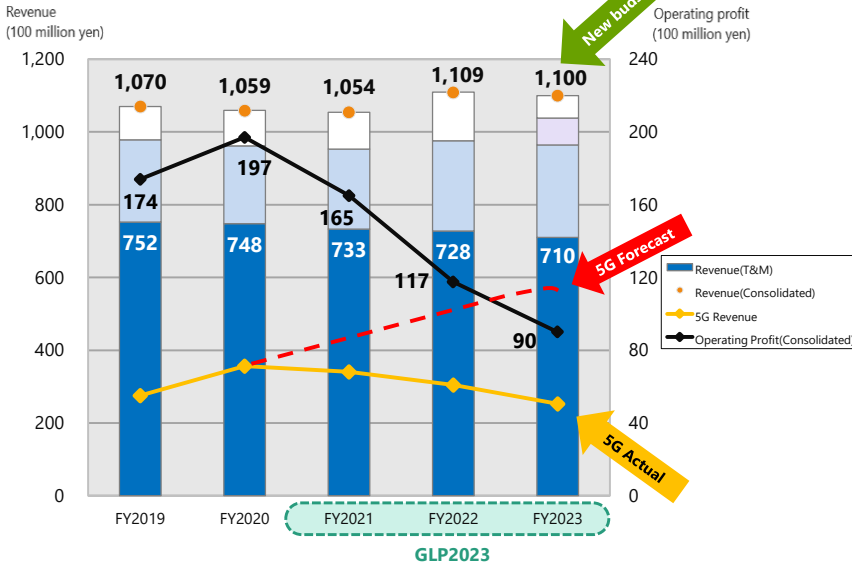
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1. Global Long-term Management Plan (GLP2023) Review



Item	Outcome
Financial	- Revenue: 110 Billion Yen - Profit: 9 Billion Yen Although financial targets were not achieved, shareholder returns were performed as planned. - Payout ratio: 54% - Total return ratio: 87%
Priority Areas *	Penetrated into EV and battery test market through M&A of TAKASAGO, LTD.
T&M Business	- Shrinking 5G Market and continuing global Inflationary Pressure - Captured demand for data center acceleration due to rapid expansion of generative AI
Sustainability	Proportion of women in management position : 12.1% (Increase of 1.3 points)

* 4 key focus areas : Local 5G、EV・battery、Medical、Optical sensing

The original target of GLP2023 was to achieve 140 billion yen revenue and 27 billion yen operating profit in FY2023. However, we fell short of the target with the actual result of 110 billion yen revenue and 9.0 billion yen operating profit. When we were planning GLP2023 in FY2020 we forecasted the 5G test instrument market should hit the peak in FY2023. This forecast was based on past 3G and 4G peak curves, and mobile operators and smartphone vendors had the same kind of forecast.

However, as we entered the GLP2023 period, 5G business had continued to slow down due to the influences of various challenges such as spread of COVID19, US-China Trade War, parts shortages, and high inflation. As the result, the revenue from 5G related test instruments in FY2023 significantly decreased compared to FY2020. Meanwhile, as we launched businesses in new areas during the three years of GLP2023, we were able to secure revenue of 110 billion yen.

2. Global Long-term Management Plan (GLP2026) Basic Policy

1

Invest more than ¥40.0 billion in growth
(M&A + capital investments)

2

Create a business portfolio that consistently achieves $ROE \geq 10\%$

3

Create 25% of FY2026 operating profit in areas other than T&M

4

Strengthen human resources in businesses in new areas, and establish company-wide human resource training structure

5

Achieve resource recycling (circular economy) in our business activities

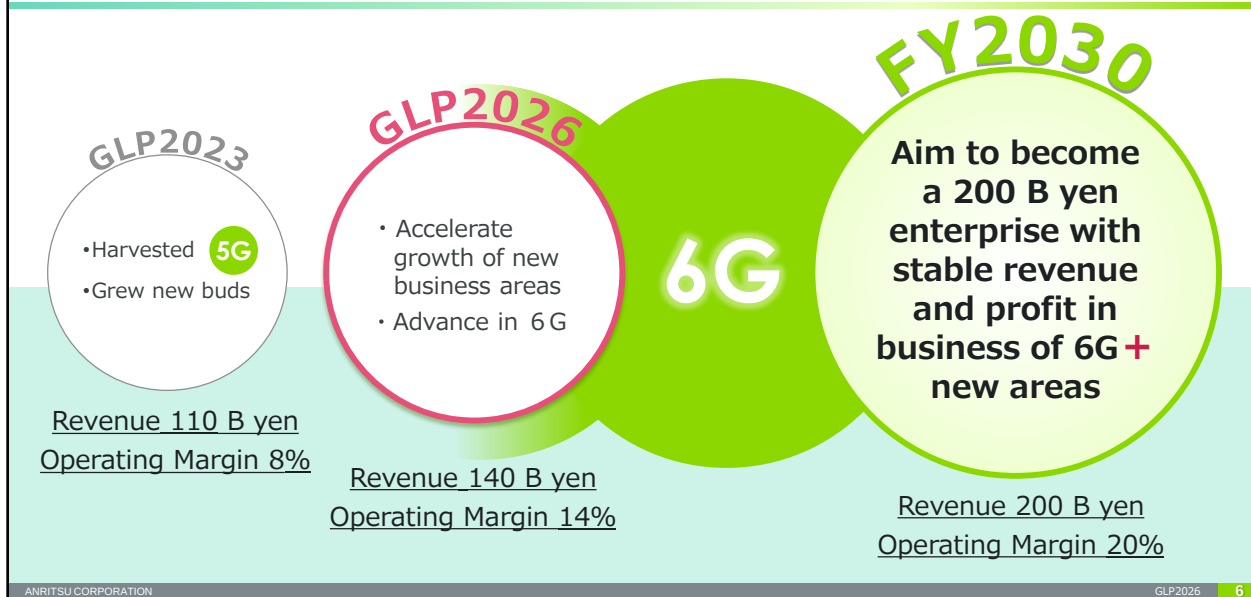
6

Aim for dividend payout ratio of 50% or more in shareholder returns

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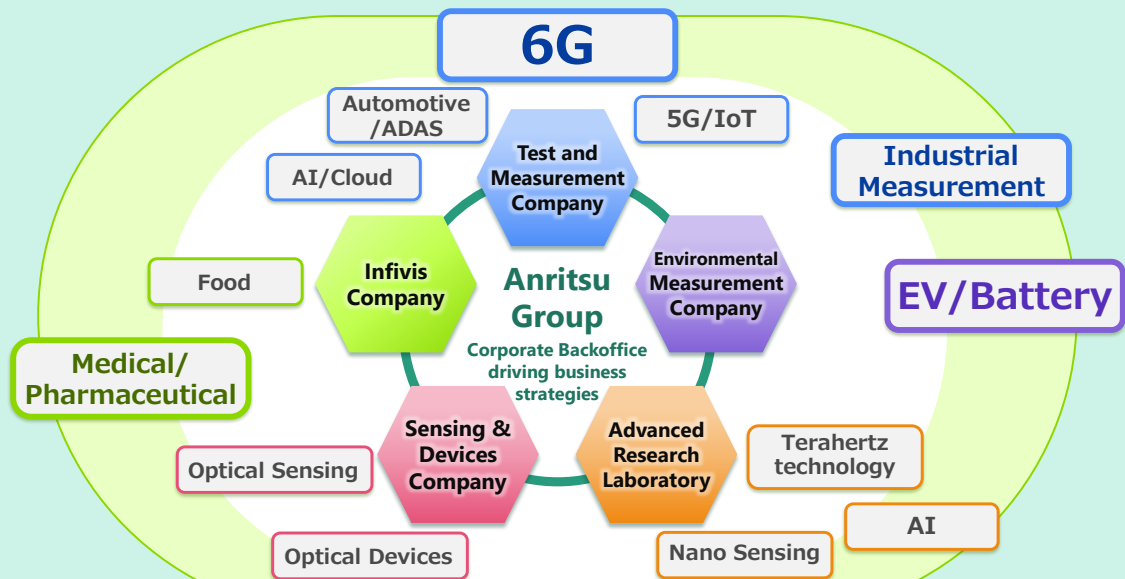
3-1. GLP2026 and the vision for FY2030

Beyond testing, beyond limits, for a sustainable future together



With GLP2026, we aim to achieve the consolidated revenue of 140 billion yen, operating profit of 20 billion yen with the operating margin of 14% in FY2026 by growing the new buds we cultivated in GLP2023 into the business pillars. It is anticipated the T&M market will face a difficult environment in the three years of GLP2026 as it will be the transition period from 5G to 6G, but at the same time, it will be an important milestone for us to become a 200 billion yen company in FY2030. We will accelerate business growth in new areas with the combination of M&A and organic growth, and further, will be ready to capture upcoming demand of the 6G business.

3-2. GLP2026 6G and 3 new business areas



*Infivis Company : PQA business

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GLP2026

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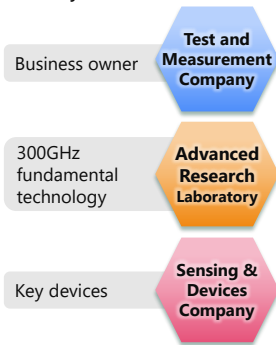
In the GLP2026, we will focus on expanding businesses in 6G and three new areas which are "Industrial Measurement", "EV and Battery", and "Medical and pharmaceutical".

The word "Industrial Measurement" may sound new to you, but this area covers testing of other areas than telecommunications. For example, we aim to expand our business of Anritsu's general purpose test instruments such as Spectrum Analyzers, Vector Network Analyzers, and Power Supplies, as well as products of third parties into the wide areas such as automotives, electric components, computing and aerospace using the power of entire group.

3-3. Accelerate growth of 6G and business in new areas with efforts across the group

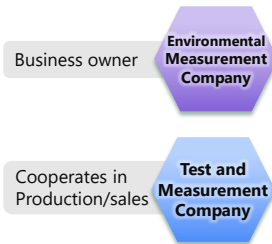
6G

Advance in 6G.
Differentiate by
fundamental technology
and key devices



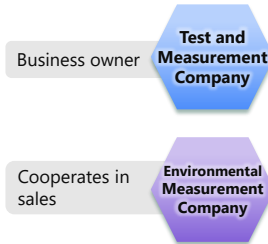
EV/battery

Test and Measurement
Company cooperates
globally in manufacturing
and sales. Accelerate the
growth.



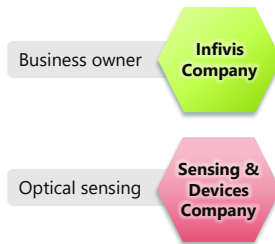
Industrial
Measurement

Test and Measurement
Company and Environmental
Measurement Company
expand business for General
Purpose test instruments
outside telecommunications
industry.



Medical/
Pharmaceutical

Infvis Company and
Sensing & Devices
Company develop
medical and
pharmaceutical area using
technologies such as
optical sensing.



*Infvis Company : PQA business

(No notes here)

4. Revenue and operating profit plan GLP2026

Indicators		FY2023	FY2024	FY2026
Revenue		110.0 B Yen	115.0 B Yen	140.0 B Yen
Op.profit		9.0 B Yen	11.0 B Yen	20.0 B Yen
Op.margin		8 %	10 %	14 %
Profit		7.7 B Yen	8.3 B Yen	15.0 B Yen
ROE		6 %	7 %	12 %
T&M	Revenue	71.0 B Yen	73.8 B Yen	90.0 B Yen
	Op.profit	7.5 B Yen	9.2 B Yen	15.0 B Yen
	Op.margin	11 %	12 %	17 %
PQA	Revenue	25.4 B Yen	26.7 B Yen	30 B Yen
	Op.profit	1.3 B Yen	1.9 B Yen	3.6 B Yen
	Op.margin	5 %	7%	12 %
EM	Revenue	7.4 B Yen	9.0 B Yen	13.0 B Yen
	Op.profit	0.5 B Yen	0.7 B Yen	1.4 B Yen
	Op.margin	7 %	8 %	11 %

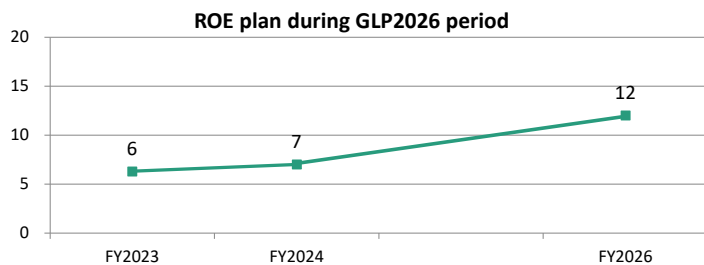
(Note) Exchange rate for GLP2026 (Forecast) : 1USD=145Yen, 1Euro=155Yen

As the consolidated group targets for FY2026, we will work to achieve revenue of 140 billion yen, operating profit of 20 billion yen, operating margin of 14%, net profit of 15 billion yen, and ROE of 12%.

5. Financial Strategy

1. Achieve ROE that exceeds cost of equity (7%)

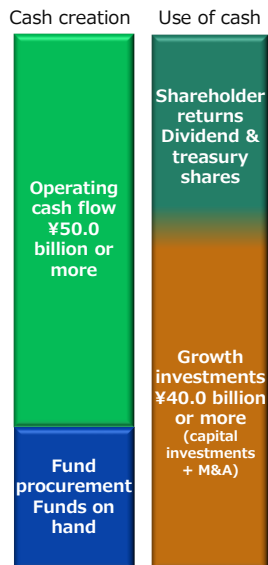
Corporate value KPI: $ROE \geq 12\%$



2. Optimization of capital allocation

In addition to an operating cash flow of ¥50.0 billion or more, we will create cash through fund procurement by improving asset efficiency and utilizing our strong financial position, and invest ¥40.0 billion or more in growth in order to promote businesses in new areas. With regard to dividends, we aim for a consolidated dividend payout ratio of 50% or more, and treasury shares are to be acquired swiftly when required.

Capital allocation
during GLP2026 period



(No Notes here)

6-1. Human Resource Strategy

Company Vision	Beyond testing, beyond limits, for a sustainable future together		
Management Strategy	Extend beyond existing businesses, and aim for revenue of ¥200 billion and operating margin of 20% in FY2030		
	Businesses in new areas	Strong manufacturing	Reform of work practices
HR Vision	"A diverse set of employees who align with the company vision, cultivate a sense of contribution to the business (and society), and work energetically while maintaining a balance between work and personal life."		
Challenges in Human Resources	• Securing and deploying human resources in accordance with our management strategy • Age structure of workforce: shortage of core and mid-career workers. Utilization of senior resources. • Fostering workplace culture to realize our management strategy: growth and challenge/Reception of diversity /work-life balance		

■ Initiative

●Securing and training human resources in growth business/focus areas

- ✓ Create a top-down human resource plan from our management strategy, and strategically secure, place, and train resources to achieve overall optimization
- ✓ Establish review structure (human capital strategy review) by top management, management strategy departments, and human resource departments
- ✓ Launch A-SKILLS and establish a cross-company human resource training structure

●Active hiring and training of young resources /leaders and active utilization of senior resources

- ✓ Aim to actively acquire young resources /core human resources, regardless of whether they are new graduates or mid-career hires
- ✓ Actively utilize senior resources through continuous growth support, such as promotion of internal transfer and reskilling

●Fostering workplace culture to realize the company/HR vision

Growth/Challenge

- ✓ 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.

Reception of diversity

- ✓Diverse employees with diverse senses of value and ways of thinking will come together to create new value by leveraging diverse perspectives and strengths.

Life-work balance and work environment improvement

- ✓Develop systems and environments to ensure that Anritsu is a company that is comfortable to work in while enjoying life, and is also a company where labor productivity is high and work is rewarding.

(No Notes here)

6-2. Developing human resources for business in new areas

Starting **Anritsu Skills training center (A-SKILLS)**

- Acquire “technical” and “sales” skills for new business areas.
- Strengthen human resources globally for EV/battery testing and Industrial Measurement.



Human resources is a very important factor in order to expand business in the new areas. We will commence Anritsu SKILLS training center (A-SKILLS) from April. In the A-SKILLS, it enables employees to acquire technical and sales skills for general purpose products, and EV/battery related products, hence we double the number of human resources for new areas in three years.

7. Sustainability Goals

Goals and initiatives

GLP2026:KPI

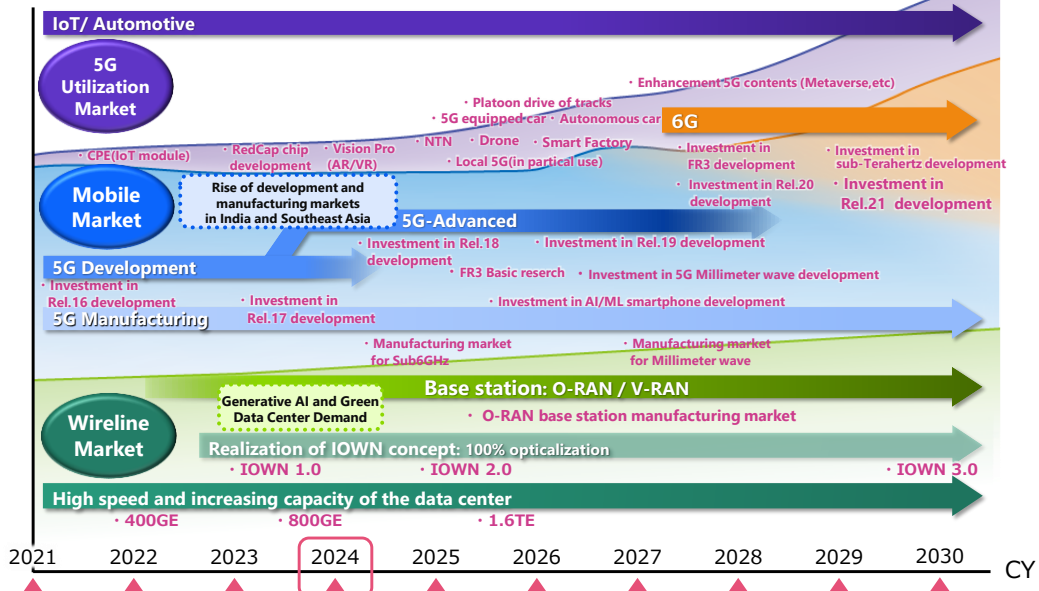
E Environ- ment	Reduce greenhouse gas emissions	- Greenhouse gases (Scope 1+2)*: 23% and more reduction compared to FY2021 - Greenhouse gases (Scope 3)*: 17.5% and more reduction compared to FY2019 ... Scope 1+2 : 42% or more, Scope 3 : 27.5% or more reduction by FY2030
	Increase in the share of in-house power generation (PGRE 30)	In-house power generation ratio: 14% or more ... To be increased to around 30% by 2030
	Realization of resource recycling (Circular Economy)	- Release products that support resource recycling 100% material recycling of plastic waste
S Social	Promoting Diversity Management	- Advancement of women: A proportion of women in management positions of 15% or more - Promote employment of physically challenged people: Achieve the legally mandated employment rate of 2.3% 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
G Governance	Improving global governance	- Promotion of diversity on the Board of Directors: Ratio of female directors: 20% or more - Intensive discussion of management issues at board meetings: 6 times/year

(*) 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 in Category 1 (purchased products and services) + Category 11 (use of sold products)

(No notes here)

8. T&M : Mobile market trends and Business opportunity

Market size



Since 2021, the worldwide smartphone shipments has continued to decline, and the test instrument market for 5G smartphones has been in gradual decline. However, we believe that the market for test instruments related to the 5G utilization field will continue to grow moderately, and as the test instrument market for 5G smartphone recovers we expect the 5G test instrument market to continue until around 2027. In addition, FR3 (7GHz-15GHz), the candidate frequency band for use in 6G has been determined in WRC-23, and research for the realization of 6G is starting in Korea and the US. 6G is expected to be standardized in 3GPP Release 21 with the aim of starting service in 2030, and we expect the demand for test instruments will start in earnest around 2027.

Generative AI, which emerged in 2023, has driven data center speeds to higher speeds, and upgrading demand from 400GE to 800GE is strong. In addition, demand for 1.6TE speedup is also moving forward. We believe that moves toward network sophistication, such as all-optical networks, will drive test instrument demand for the networks.

Appendix

(No notes here)

Glossary

ADAS :	Advanced Driver-Assistance Systems
AR :	Augmented Reality
A-SKILLS :	Anritsu SKILLS training center
CPE :	Customer Premises Equipment
CSR:	Corporate Social Responsibility
EM:	Environmental Measurement
GLP :	Global Long-term management Plan
IOWN :	Innovative Optical and Wireless Network
ML :	Machine Learning
NTN :	Non-Terrestrial Network
O-RAN :	Open Radio Access Network
PGRE :	Private Generation of Renewable Energy
PQA :	Products Quality Assurance
ROE:	Return On Equity
T&M:	Test and Measurement
VR :	Virtual Reality
V-RAN :	Virtual Radio Access Network

(No notes here)



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