

# Beyond testing, beyond limits, for a sustainable future together

**ANRITSU CORPORATION** 

August2023



## **Cautionary Statement**



All information contained in this release which pertains to the current plans, estimates, strategies and beliefs of Anritsu Corporation (hereafter "Anritsu") that is not historical fact shall be considered forward-looking statements of future business results or other forward-looking projections pertinent to the business of Anritsu. Implicit in reliance on these and all future projections is the unavoidable risk, caused by the existence of uncertainties about future events, that any and all suggested projections may not, come to pass. Forward-looking statements include but are not limited to those using words such as "believe", "expect", "plans", "strategy", "prospects", "forecast", "estimate", "project", "anticipate", "may" or "might" and words of similar meaning in connection with a discussion of future operations or financial performance.

Actual business results are the outcome of a number of unknown variables and may substantially differ from the figures projected herein.

Factors which may affect the actual business results include but are not limited to the economic situation in the geographic areas in which Anritsu conducts business, including but not limited to, Japan, Americas, Asia, and Europe, changes in actual demand for Anritsu products and services, increases or decreases in the competitive nature of markets in which Anritsu sells products or buys supplies, changing aptitudes at providing services, and exchange rates.

You also should not place reliance on any obligation of Anritsu to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Anritsu disclaims any such obligation.

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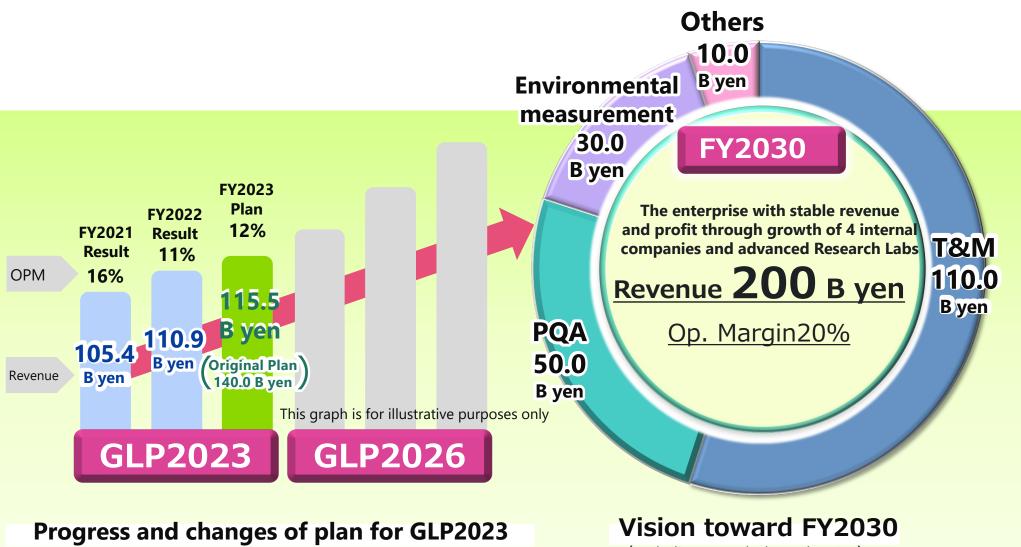
Appendix

# 1. Mid term Business Plan GLP2023

#### 1-1. The vision toward FY2030



# Beyond testing, beyond limits, for a sustainable future together



**Growth drivers for T&M** 

- 6G, IOWN
- 5G Utilization
   Automotive driving,
   Smart City, Smart Factory
   Metaverse,
  - Satellite communication
- O-RAN, V-RAN
- Next Generation Computing

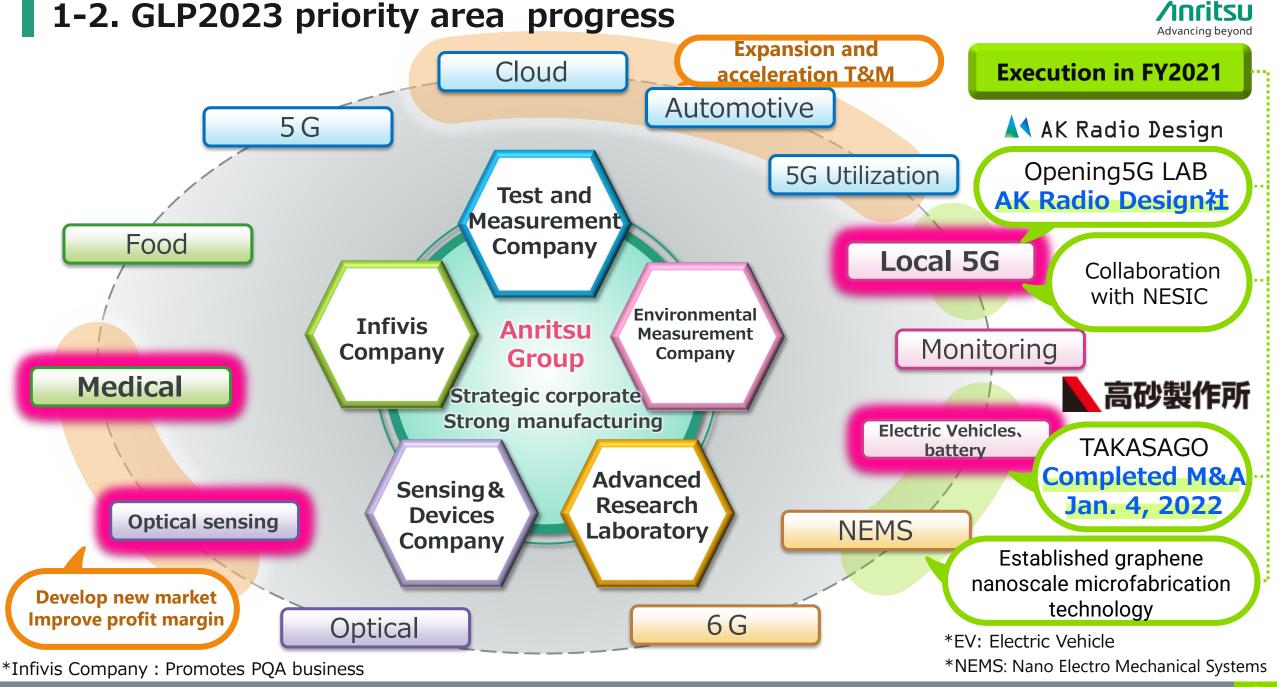
#### **Growth drivers for PQA**

- Global business development in the food market
- Penetration into the pharmaceutical market
- Quality Inspection Business Using AI

#### Growth drivers for Environmental measurement

- EV · Battery, Decarbonization of social infrastructure
- Industry DX, Local 5G, Smart Factory
- Smarter social infrastructure
- Global Expansion

(Including growth through M&A)



# 1-3. Revenue and operating profit plan (1/2)



#### **GLP2023**

In	dicators	FY2020 Act	FY2021 Act	FY2022 Act	FY2023 Plan
Revenue		105.9 B Yen	105.4 B Yen	110.9 B Yen	115.5 B Yen
Op. profit		19.7 B Yen	16.5 B Yen	11.7 B Yen	13.7 B Yen
Op. margin		19 %	16 %	11 %	12 %
Profit		16.1 B Yen	12.8 B Yen	9.3 B Yen	10.0 B Yen
ROE		16%	11%	8%	9%
	Revenue	74.8 B Yen	73.3 B Yen	72.8 B Yen	74.0 B Yen
T&M	Op. profit	17.7 B Yen	15.2 B Yen	10.9 B Yen	12.0 B Yen
	Op. margin	24 %	21 %	15 %	16 %
	Revenue	21.4 B Yen	22.0 B Yen	24.8 B Yen	26.0 B Yen
PQA	Op. profit	1.3 B Yen	1.2 B Yen	1.3 B Yen	1.6 B Yen
	Op. margin	6 %	5 %	5 %	6 %

<sup>\*1:</sup> The plan for FY2023 has been changed from the original plan formulated in April 2021.

<sup>(\*1)</sup> Exchange rate for GLP2023

<sup>(\*2)</sup> Exchange rate for FY2022

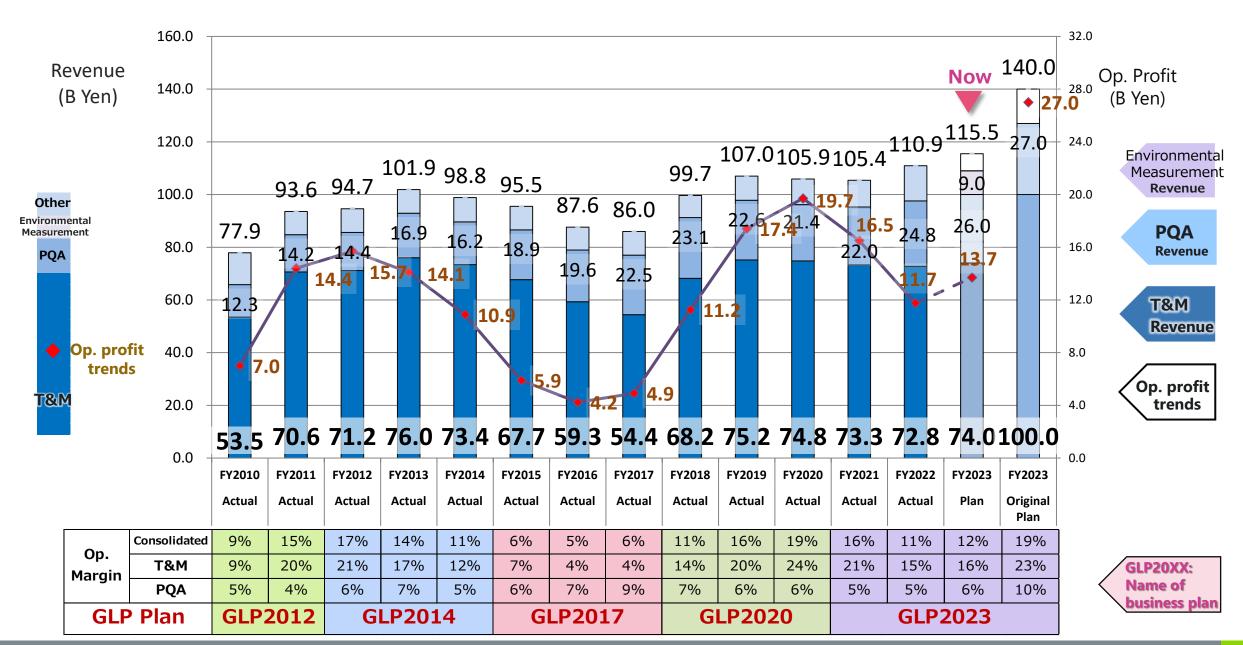
<sup>(\*3)</sup> Exchange rate for FY2023 (Forecast)

<sup>1</sup>USD=105Yen, 1EURO=125Yen

<sup>1</sup>USD=135 Yen, 1EURO=141 Yen 1USD=130 Yen, 1EURO=140 Yen

# 1-4. Revenue and operating profit plan (2/2)



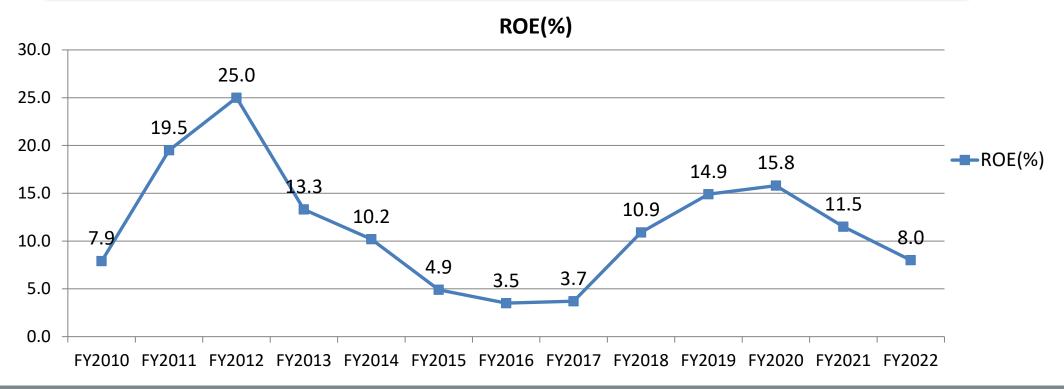


# 1-5. GLP2023: Financial strategy (1/3)



- Emphasis on growth, profitability and efficiency
- Strengthen growth investment
- Enhancement of shareholder returns

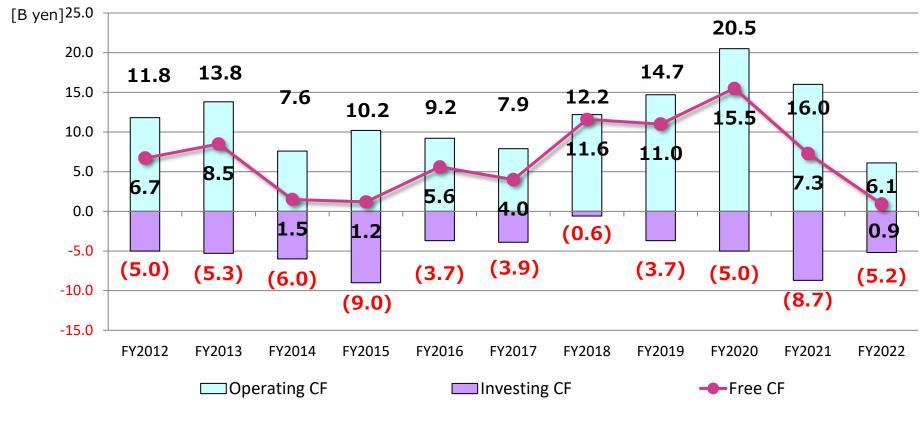
KPI to measure Corporate value: ROE≥15%



# 1-6. GLP2023: Financial strategy (2/3)



Promotion of cash flow management
 Improve operating CF by strengthening profit structure and promoting efficiency of working capital

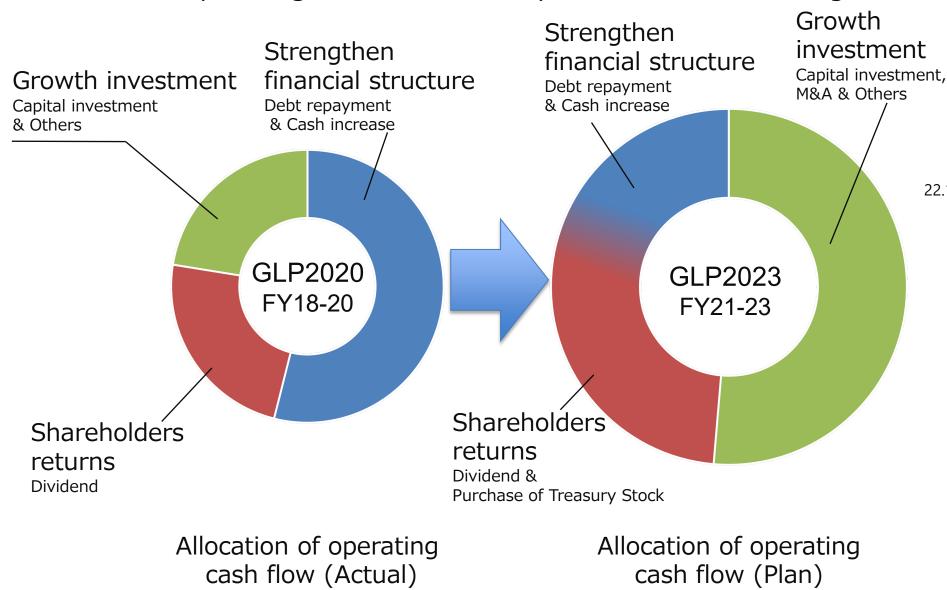


Cash flow trends

# 1-7. GLP2023: Financial strategy (3/3)



Allocation of operating cash flow: Priority allocation of cash to growth investment



Cash allocation results of Op. CF of 22.1 B Yen and Cash on hand of 16.6 B Yen.

#### FY2021-FY2022Act.

# Growth Investment: 13.9Byen(36%)

M&A(TAKASAGO Completed): 4Byen Capital investment&Others:

9.9Byen

# **Shareholders Returns:** 21.4Byen(55%)

Dividend:11.4Byen
Purchase of Treasury Stock :1

Purchase of Treasury Stock :10Byen

# Strengthen financial structure:

3.4Byen(9%)

Debt repayment

## 1-8. Shareholder Return Policy



The Company's basic policy for returning profits to its shareholders is to distribute profits in accordance with its consolidated performance and by taking into account the total return ratio.

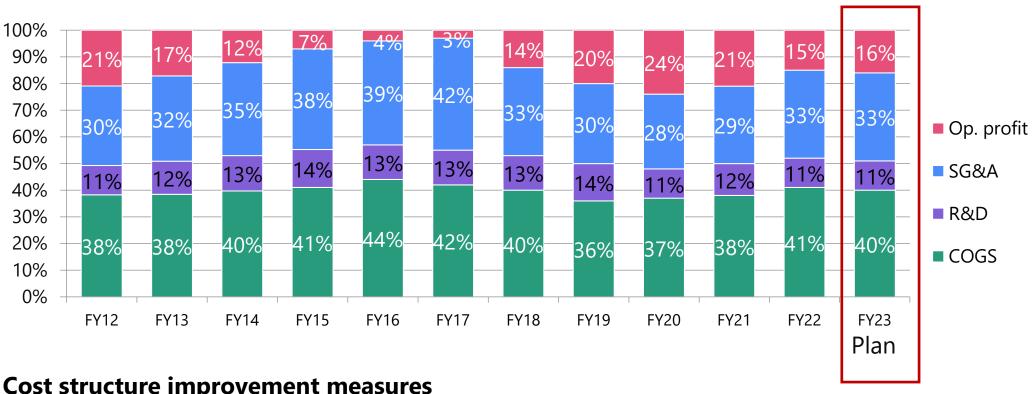
With regard to dividends, while taking the basic approach of raising dividends on equity (DOE) in accordance with the increase in consolidated profits for the fiscal year, the Company aims at a consolidated dividend payout ratio of 50 percent or more(\*1). The Company's basic policy is to make distributions of dividends, twice a year, consisting of a fiscal year-end dividend and an interim dividend by resolution of the General Meeting of Shareholders and by approval of the Board of Directors.

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.

(\*1) This is the revised targets based on a resolution of the Board of Directors in April 28, 2023. As of the end of the current fiscal year, the pre-revision target was consolidated dividend payout ratio of 30 percent or more.

#### 1-9. T&M: Profit structure model





#### **Cost structure improvement measures**

- Introduction of high value added solutions (professional services, software)
- Thorough enforcement of development ROI & ROIC management (\*1)
- SG&A expenses: Organizational structure and optimal allocation of human resources in response to changes in customer trends

<sup>\*1:</sup>KPI target index for R&D investments is an R&D ROI(gross profit / R&D investment value) of 4.0times or higher.

# 1-10. Sustainable Development Goals (SDGs)



	KPI	GLP2023 Goals	FY2022 Results	<b>Progress</b>
Ε	<ul> <li>Greenhouse gases *1 (Scope 1+2)</li> </ul>	23% reduction compared to FY2015	6.7% reduction	$\triangle$
Environment	<ul> <li>Greenhouse gases *1 (Scope 3)</li> </ul>	13% reduction compared to FY2018	21.8% reduction	0
nment	<ul> <li>In house Power generation ratio (PGRE 30*2)</li> </ul>	13% or more (compared to FY2018 power consumption)	7.2%	$\triangle$
	Advancement of women	A proportion of women in manager positions of 15% or more	10.5% (As of March 31 <sup>st</sup> 2023, Global)	$\bigcirc$
S	Advancement of the elderly	Employment until the age of 70 and the establishment of a new compensation packages	Implemented employment until the age of 70 and operation of a new compensation packages	0
Society	<ul> <li>Promote employment of physically challenged people</li> </ul>	Achieve the legally mandated employment rate of 2.3% through job development	Established a special subsidiary, Hapi Sma Co., Ltd. Achieved 2.36% (As of March 31st 2023, Global)	0
	<ul> <li>Strengthening of supply chain due diligence</li> </ul>	A cumulative total of 10 or more companies, over 3 years	Conducted due diligence on 6 companies (12 companies in total over 2 years)	0
	<ul> <li>Developing awareness on CSR pro- provide training at least once a year</li> </ul>	curement to suppliers at least twice a year, and ar	Dispatched of information three times and provided training once	0
G	<ul> <li>Promoting the diversity of the Board of Directors</li> </ul>	Percentage of outside directors 50% or more	Outside director ratio 50% maintained (5 of 10 persons)	
Governance	<ul> <li>Promoting the establishment of an internal control system at overseas subsidiaries</li> </ul>	All overseas subsidiaries meet the criteria of Control Self -Assessment (CSA)	Companies meeting the criteria in 90% of the items: 87% (number of items: 181)	

<sup>\*1</sup> The GLP2023 targets and actual results for greenhouse gases emissions do not include the figures for TAKASAGO LTD, which became a subsidiary of Anritsu in January 2022.

<sup>\*2</sup> PGRE30: Private Generation of Renewable Energy. The "30" stands for the target year of around 2030 and for the in-house power generation ratio target of around 30%.

# 2. Outline of our Business Segments

## 2-1. Outline of our business segments



#### T&M

# **Evolution and advances of networked society**

- ◆ Mobile: 5G, 5G Utilization
- ◆ Network Infrastructure: Data center, Optical NW, Wireless NW
- Electronics: Base station construction and maintenance,
   Electronics parts, Wireless Equipment

#### PQA

#### **Food safety**

- X-ray inspection systems
- Metal Detector
- Checkweighers

# **Environmental Measurement**



- ◆ Test for EVs and Batteries
- ◆ Local 5G, Private 5G
- Monitoring of Roads, Dams & Rivers, etc.

#### **Others**

- Sensing & devices
- Others

#### ( Revenue by business segment )

#### 110.9 billion Yen consolidated revenue in FY2022

T&M 66%			POA 22%	EM	Others
Mobile 51%	Network Infrastructure 30%	Electronics 19%	FQA 22%	6%	6%

#### 22.7 billion Yen consolidated revenue in FY2023 1Q

T&M 67%			701.0101	EM	Others
Mobile 43%	Network Infrastructure 37%	Electronics 20%	PQA 24%	3%	6%

#### ( Revenue of T&M business by region )

#### **Revenue in FY2022**

Japa	an 15%	Asia & Others 43%	Americas 24%	EMEA 18%
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#### Revenue in FY2023 1Q

Japan 14% Asia & Others 41% Americas 25% EMEA 20%

T&M: Test & Measurement PQA: Products Quality Assurance EM: Environmental Measurement

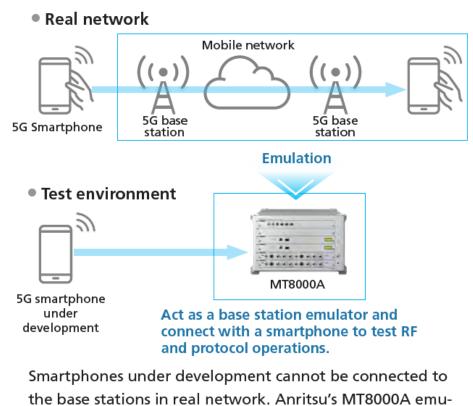
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## 2-2. T&M Business Segment

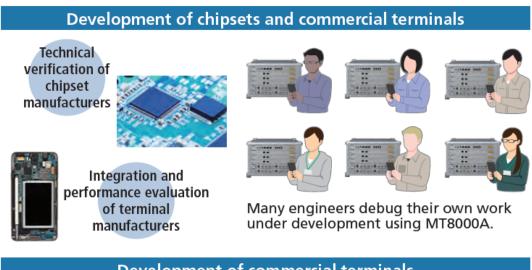


Providing Solutions: For Smartphone Development

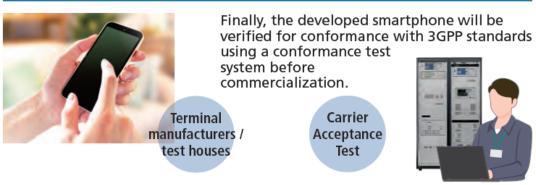
In order to comply with the latest 3GPP standards for smartphone development, Anritsu's instruments act as a base station emulator to provide an environment for debugging RF and communication protocol operations. Smartphone development engineers will be able to verify the operation of their own designs.



Smartphones under development cannot be connected to the base stations in real network. Anritsu's MT8000A emulates a base station and network, connecting to smartphones under development to help engineers debug.



#### **Development of commercial terminals**

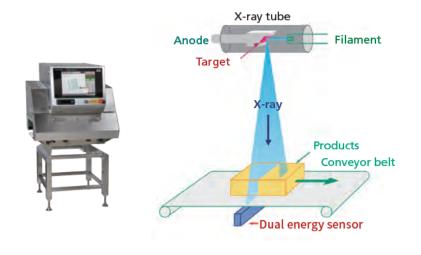


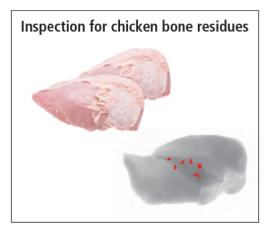
## 2-3. PQA Business Segment



Providing Solutions: For Food Safety and Security

With our X-ray inspection systems, it is possible to inspect the inner contents to detect not only foreign bodies, but also defective shapes and insufficient quantities of products in various food production lines. We provide unique solutions for more reliable and advanced quality control.





Inspection for foreign bodies
Detects stones, plastics, bone residues,
etc. in food and other products.

# High-sensitivity detection achieved through advanced technology

#### Filtering technology

The combination of signal processing (filtering) applied to transparencing images improves the ability to extract foreign body signals.

#### Image processing technology

Inappropriate parts can be more accurately identified thanks to advanced signal processing and image analysis algorithm technologies.



Missing item inspection
Inspection for missing items in the bento lunch box.

Inspection of potato salad pouch packaging. The defective parts of the seal absorb more X-rays than the normal parts.





Check for perforation
Food packages are inspected to
ensure that the contents have not
pierced through the sealing area.

## 2-4. Target Areas of Environmental Measurement Business



#### **Carbon neutrality**

Performance improvement and diffusion of EVs and batteries, Decarbonization of social infrastructure



#### **Industrial Digitalization**

Use of local 5G and digital technologies for labor saving and productivity improvement in operation (ex: smart factories)



# Resilience of social infrastructure

Sophistication of infrastructure monitoring for those such as Telecommunications, Roads, Electric power, Water supply, Railroad and etc.



# Contributing to solving social issues by combining Anritsu Group's competencies

**Energy Control** 

Measurement

Information and communication

#### 2-5. Examples of Environmental Measurement Business Solutions







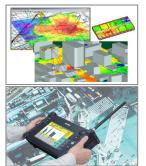
Electric vehicle Powertrain emulation



Battery charge/discharge testing

We provide a variety of test solutions used to evaluate the performance and reliability of batteries, inverters, and motors, which are the main components of EV





Support for the introduction of local5G



Support for manufacturing DX system

For labor saving and productivity improvement in factories Supporting the introduction and use of local 5G and digital technologies

# 2-6. Sensing & Devices Business Segment

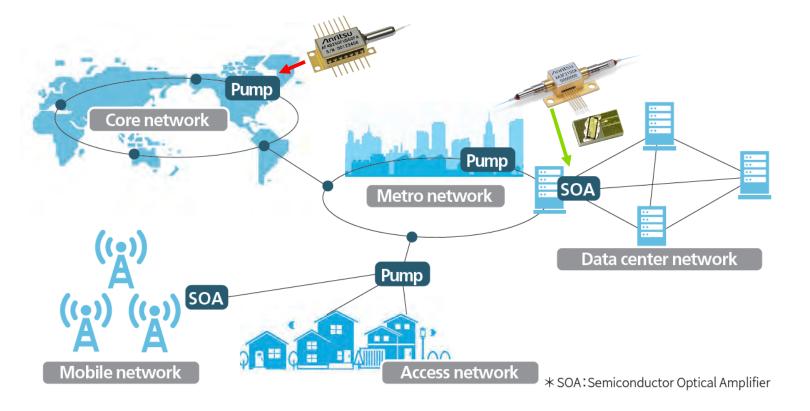


#### **Providing Solutions**

- (1) For optical communications market: Semiconductor lasers for excitation used in optical fiber amplifiers (OFAs) that amplify optical signals as it is, and semiconductor optical amplifiers (SOAs) used in optical transceivers to counter attenuation in the communication signals.
- (2) For sensing market: Ophthalmic medical device, devices for gas leak detection

#### Communication

Products such as pump lasers and semiconductor optical amplifiers (SOA) used in optical fiber amplifiers and optical transceivers are supporting communication networks.



## 2-7. Business drivers in T&M for this fiscal year



# Mobile business (5G/5G utilization market)

- Investment in 5G utilization such as automotive and RedCap applications by chipset vendors
- Investment in development of devices for AR/VR
- Investment in 5G development/manufacturing bases in India and Southeast Asia



MT8000A Radio Communication Test Station for RedCap development

#### Network Infrastructure business (optical and digital market)

- Growing demand for 400GE and 800GE due to an increase in generative AI and green data centers
- Strengthening of optical networks and submarine cables due to an increase in data centers



MP2110A PAM4 Measurement Solution for 800G Optical Transceiver



MW90010B Coherent OTDR for verification of submarine cable

#### **Electronics business**

- Expansion of VNA demand for 6G research and development
- Expansion of wireless demand for governmentrelated business use



ME7838 Series
Broadband Vector Network Analyzer
for 6G R&D



MS2080A Multifunction Spectrum Analyzer for field verification of various wireless equipment

# 2-8. Business drivers in PQA and Environmental Measurement for this fiscal year



#### **PQA**

- Growing demand for automation and labor-saving in the US and European meat markets
- Rise of the pharmaceutical market in India



XR75 DualX+
X-ray Inspection System
For meat market



Capsule Pharmaceutical Checkweigher

#### **Environmental Measurement**

Growing demand for test solutions for EV/battery



**EV Powertrain Emulation** 



Battery Charging and Discharging Test System

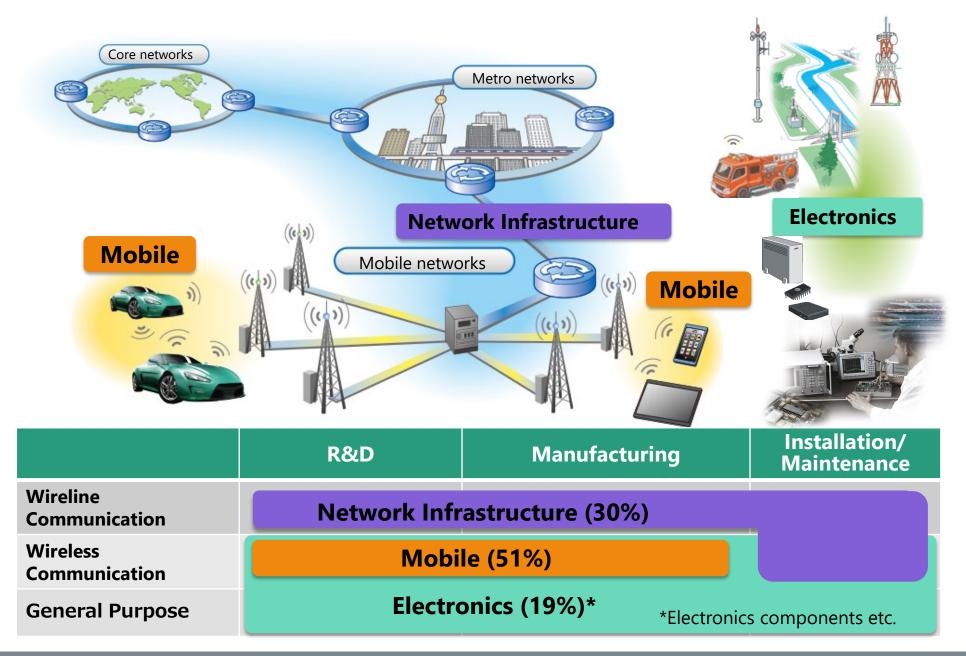
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# 3. T&M Business Segment

#### 3-1. T&M Business Areas



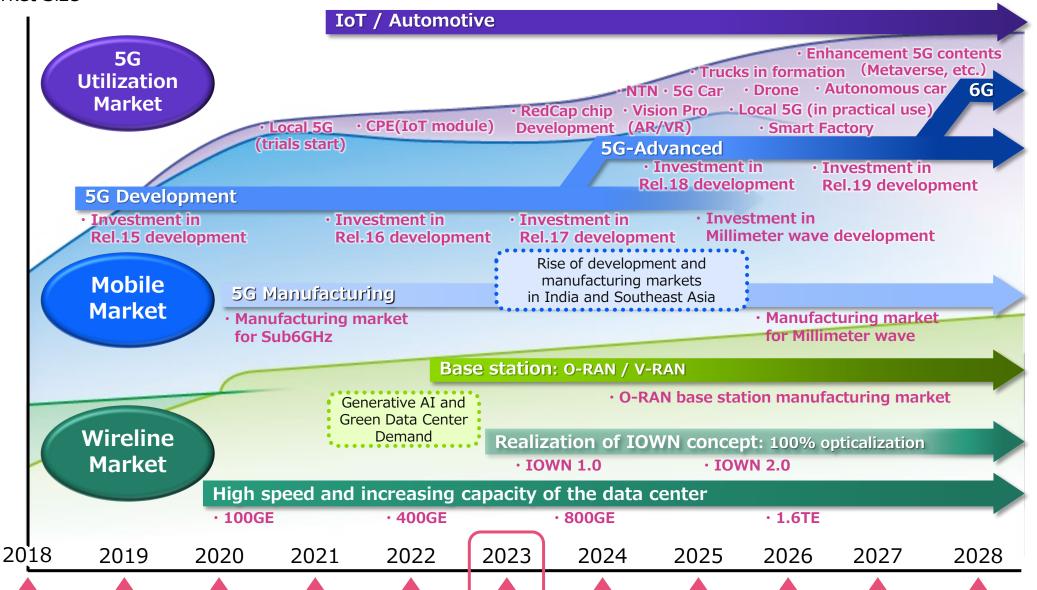


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#### 3-2. T&M: Mobile market trends and Business opportunity



Market Size



CY

(CPE: Customer Premises Equipment)

#### 3-3. Current Worldwide 5G Situations





Sub6: Major European carriers to deploy 5G networks in 2022. As of March 31, 2021, 5G services were launched in 24 of the 27 EU countries.

Millimeter wave: In Italy, it is promoted as FWA. In Germany, it has also been deployed as the dedicated private service. \*



1,196 million 5G subscribers (as of March 31, 2023)\*
2,120 million connected IoT devices (as of June 30, 2023)\*
Sub6: About 3 million 5G Base Stations have been installed as of June 30, 2023. \*

Millimeter wave: Ongoing demonstration trials \*

#### South East Asia/Oceania

Sub6: 5G services have been launched in 10 out of 16 Southeast Asian countries including Australia, Thailand, and the Philippines(as of September 30, 2022).

Millimeter wave: Services started in Australia in 2021, but there is almost no coverage area. \*



#### Korea

30 million 5G subscribers (as of April 30, 2023)\*
Sub6: 200,000 Base Stations have been installed; more than 90% of population covered.

Millimeter wave: Licenses of carriers including SK telecom were cancelled. New carriers are scheduled to be selected by the end of 2023. \*



#### US

119 million 5G subscribers (as of Dec. 31, 2022)\*
Sub6: Verizon announced in August 2023 that the entire C-band is now available for service. \*

Millimeter wave: Priority is given to area development in the C-band. \*



#### Japan

69.81 million 5G subscribers (as of March 31, 2023)\*
Sub6: All major cities in all 47 prefectures are covered.
The total number of 5G base stations installed by 4 carriers: 88,000 (5G using 4G band, as of March 31, 2022). \*

Millimeter wave: Four carriers have launched services since the latter half of 2020.

However, population coverage rates of 4 carriers are 0.0%. \*

Source: Prepared Anritsu based on publicly available information as of July 2021, September 2022

\* some information updated as of August 2023

# 3-4. Global 5G/Utilization/6G trends



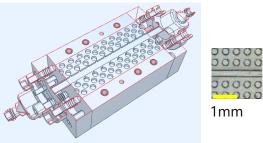
#### US Europe Increase in number of subscribers of Verizon Subscribers increasing in conjunction with 5**G** as a result of its area expansion launch of services in various countries **GAFA** and others move to market AR/VR In Germany, Nokia is leading the deployment **Utilization Utilization** of Local 5G for industrial applications headsets for gaming and metaverse 6G specification by 3GPP is expected to correspond U.S. and Japanese governments announced in a from Release 21 planned roughly in 2028 6G 6G joint statement that they will invest \$4.5 billion Investment in EU: €0.9 billion (2021-2027) in 6G R&D (\$2.5 billion U.S., \$2 billion Japan) Investment by German Government: €0.7 billion (2021-2025)Asia/Others Japan Efforts are being made to expand the service Increase in number of developers of chipsets for use in areas through the use of 4G frequency band 5**G** low-end devices **Expansion of Indian offshore development** Research & development are accelerating toward Utilization the release of 5G-equipped vehicles in 2024 Solid investment in development and manufacturing of Utilization IoT wireless modules for use in Private 5G/FWA · Some 6G technologies expected to be unveiled in Osaka Expo 2025. In a plan released in March 2021, China plans to support for 6G · R&D of high frequency devices accelerated 5G-Advanced, 6G, and other research and development 6G through government-led 6G R&D promotion projects Strengthening support for 5G-Advanced and 6G R&D Investment by Japanese government : Korean government investment: 220 billion won (2021-2025) 66.2 billion yen (FY2023)

Source: Created by Anritsu based on publicly available information (as of January 2023)

#### 3-5. Anritsu's initiatives toward 6G



- Design technology for mmW over 100GHz
- R&D of passive devices up to 300GHz band



1mm

Gap waveguide

Technologies for radio wave interference testing in Full Duplex communication



10 times faster than 5G

**Low latency** 1/10 of 5G

6G

**Anritsu** initiatives

1/100 power consumption of the current

Autonomy

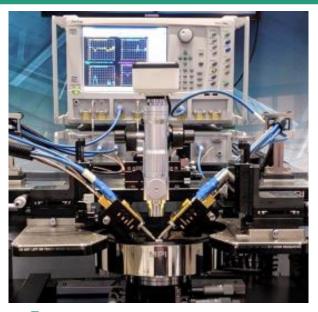
**Scalability** 



#### **Beyond 5G/6G**

Performance evaluation of materials, circuit boards, devices and antennas ME7838 Series

Vector Network Analyzers



#### ■ Features

Supports high frequency testing in 330GHz band by adding mmW expansion modules.

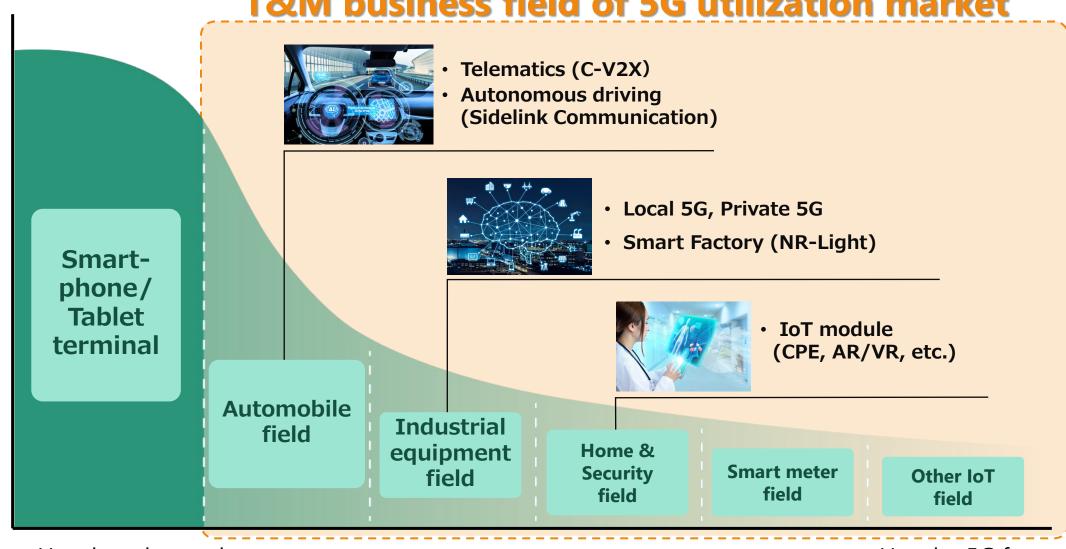
#### ■ Targeted customers

Research labs for high frequency devices and universities, device manufacturers, material vendors, telecom equipment manufacturers

#### 3-6. T&M business of 5G utilization market



# **T&M business field of 5G utilization market**



Use the advanced

Use the 5G features

5G features

(CPE: Customer Premises Equipment)

**Business size** 

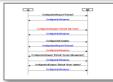
#### 3-7. 5G terminal development/manufacturing process and test solutions



#### **Sub6 / Millimeter wave**

Chipset development and commercial handset development

Verification of Core Technologies at Chipset Vendors



Protocol



Baseband Chipset
/ RF Front End

Evaluation of Functions & Performance at UE Vendors



Evaluation of Functions & Performance

#### **Sub6 / Millimeter wave**

**Commercial handset development** 

Conformance Test at UE Vendors & Test Houses

Conformance Test



Acceptance Test at Carriers & Test Houses

Carrier Acceptance Test (CAT)



Sub6



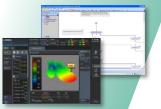
**Mass production** 

Mass Production Test at UE Vendors & EMS



RF Calibration & Inspection





MT8000A
Radio Communication
Test Station





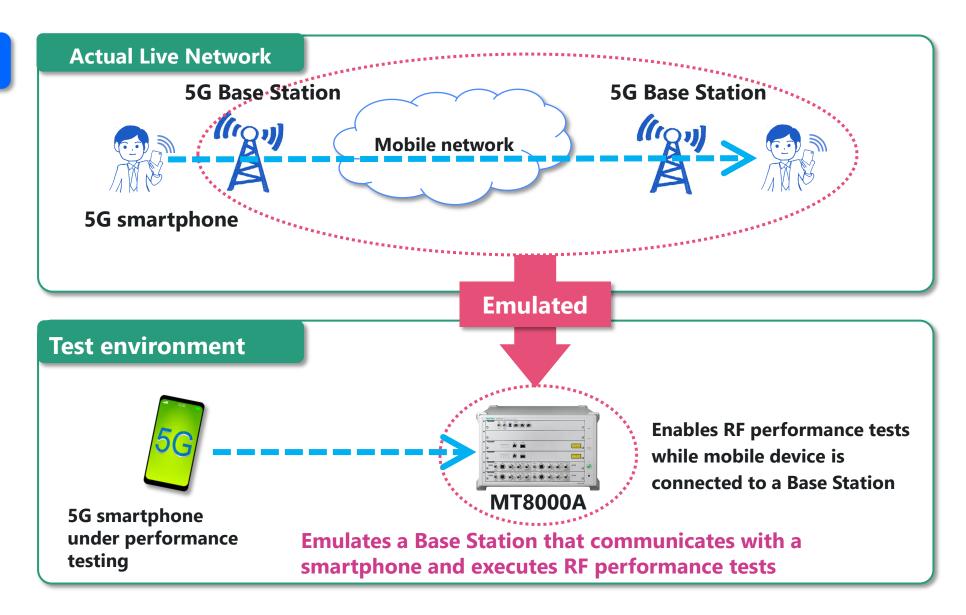


MT8870A Universal Wireless Test Set

# 3-8. Role of MT8000A (1/2)



RF performance testing

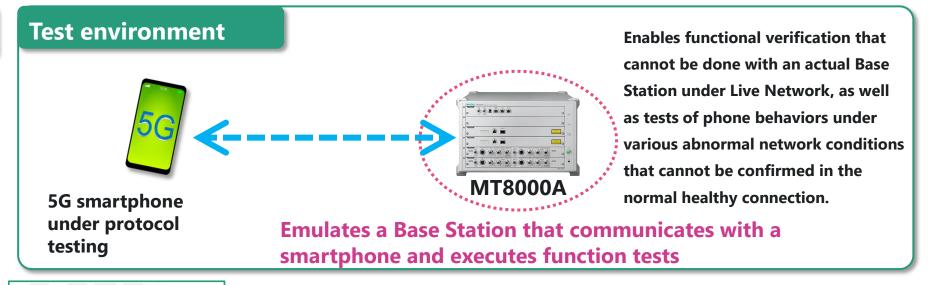


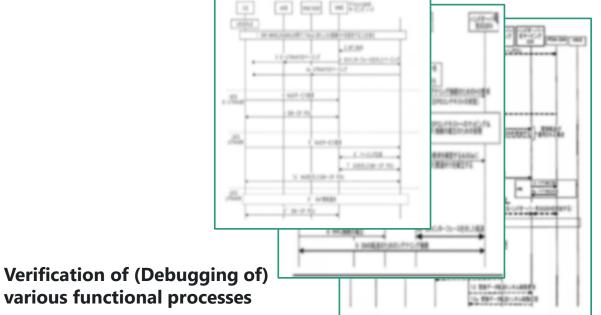
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## 3-9. Role of MT8000A (2/2)

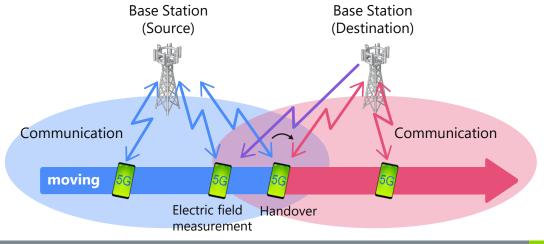








Example of Handover process
Base Stations and a smartphone are repeatedly exchanging signals



#### 3-10. 5G Test Solutions Conformance Test



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The test to verify developed smartphones conform to the 3GPP standards.





#### **ME7873NR**

5G New Radio RF Conformance Test System

Wireless
Performance
Conformance Test



#### **ME7834NR**

**5G NR Mobile Device Test Platform** 

Communication Protocol Conformance Test



#### **Test case**



An organization that mainly runs device conformance tests in Europe and Asia

# PTCRB

**Scenario** 

An organization that runs device conformance tests in Americas

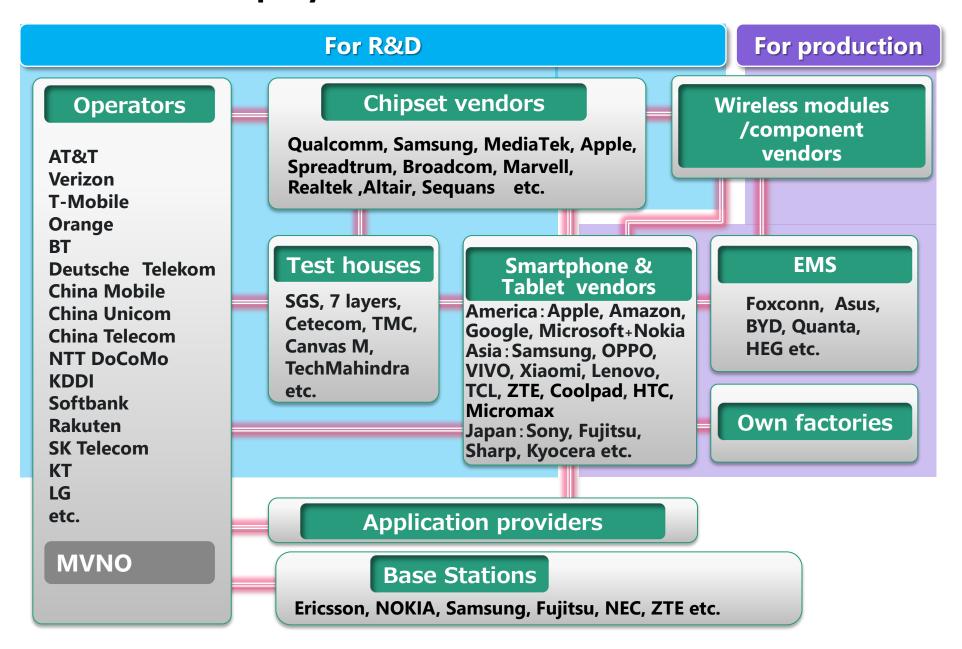
Carrier Acceptance Test (CAT) for each telecommunications carrier DOCOMO

AT&T Verizon CMCC etc.

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#### 3-11. Food chain and players in mobile telecom market





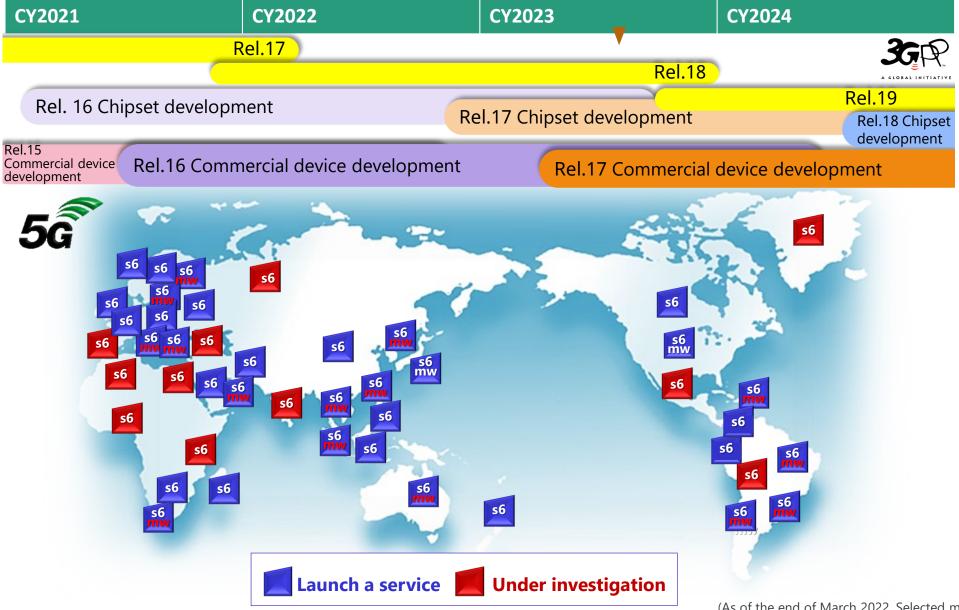
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# 3-12. Roadmap of 5G

\* Created by Anritsu referring to publicly available information



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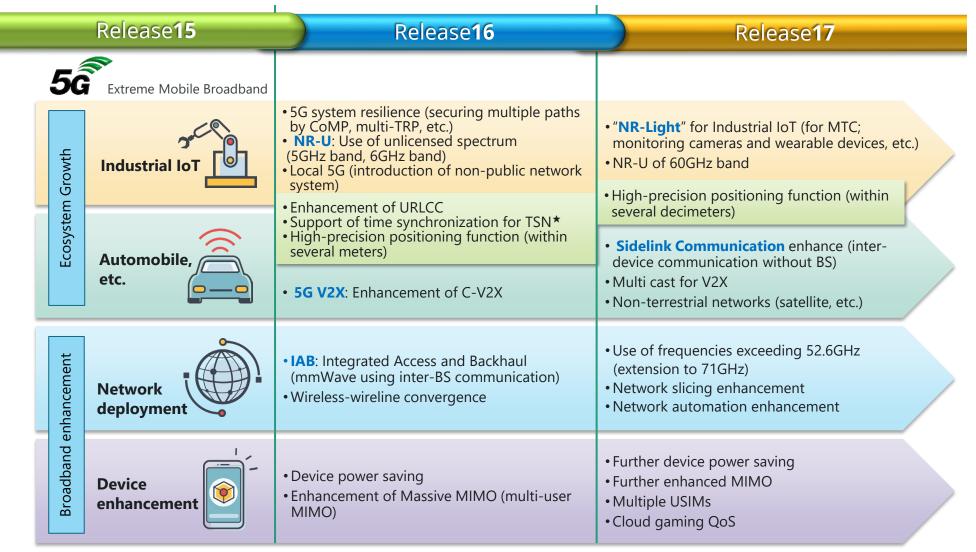
(As of the end of March 2022. Selected major countries)

### 3-13. Digest of Rel-16 & Rel-17

\*Source: Prepared by the Company based on publicly available information





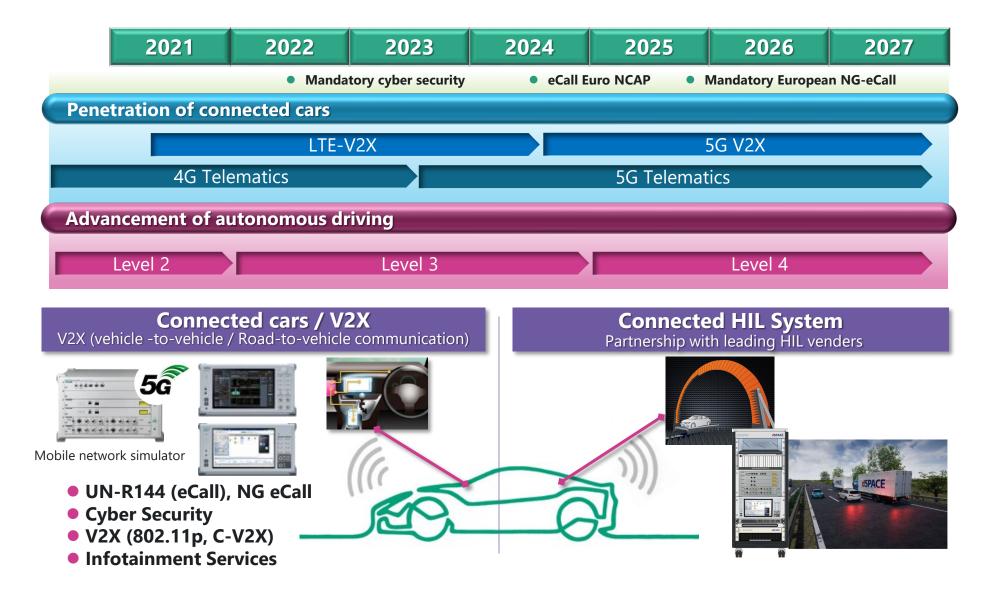


NR-U: NR-Unlicensed

<sup>\*</sup>TSN (Time Sensitive Networking): A standard originally used for networks that guarantees synchronization of time and real-time performance in Ethernet communications.

# 3-14. Introduction of new technologies in the automotive market and Anritsu's initiatives



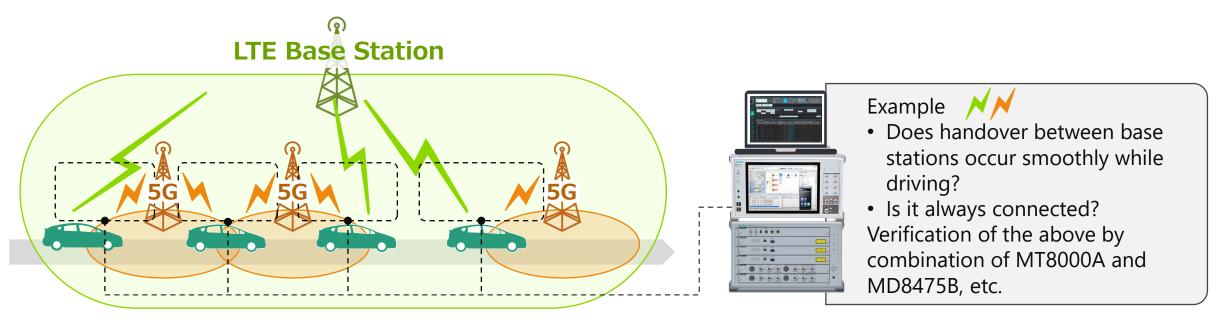


### 3-15. Product Introduction: Solutions for Automotive



**Development of 5G telematics functionality for release of 5G-equipped vehicles** 

MX728000A SmartStudio Automotive Suite



#### **Features**

Provides test cases to verify unique test needs of Automotives for fast travel & constant connectivity

### **Target Markets**

Automotive (connected cars, automated driving)

### **Target Customers**

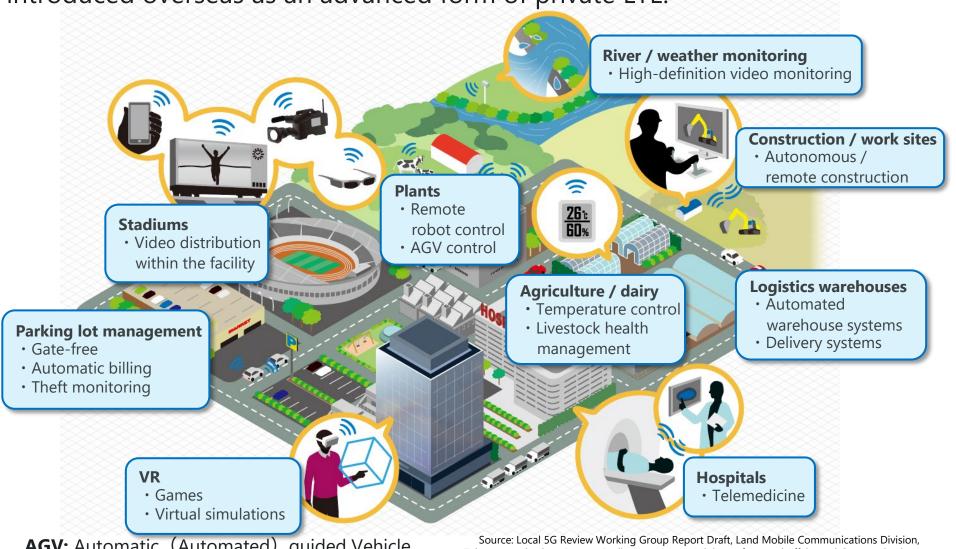
Automobile manufacturers, agricultural and construction machinery manufacturers, automotive communication equipment manufacturers: Tier 1, etc.

### **3-16.** Private **5G**



40

Local 5G has been newly introduced in Japan and is expected to be introduced overseas as an advanced form of private LTE.



AGV: Automatic (Automated) guided Vehicle

Source: Local 5G Review Working Group Report Draft, Land Mobile Communications Division,
Telecommunications Bureau, Radio Department, Ministry of Internal Affairs and Communications

### 3-17. Application of Local 5G in Anritsu Products



41

#### Latency measurements in remote operations

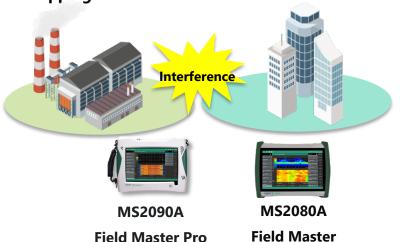
**Measurement of latency in remote operation of robots** 



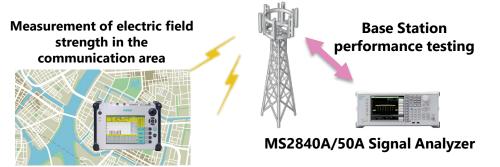
**MT1000A Network Master Pro** 

#### Measurement of cellular interference

Measurement of cellular interference due to overlapping local 5G areas



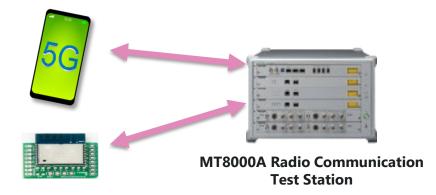
# Base Station performance testing and communication area measurements



ML8780J Area Tester

#### **Device and sensor module performance testing**

Testing of device and sensor module radio characteristics and protocol



# 3-18. 5G Test Solutions Base-Station Installation and Maintenance



### **5G NR Base-Station Field Performance Measurements and Coverage Mapping**

#### Field Master Pro MS2090A/ Field Master MS2080A

• Frequency Range MS2090A: 9 kHz to 9/14/20/26.5/32/43.5/54 GHz

MS2080A: 9 kHz to 4 GHz

- Supports RF measurements of GSM, LTE, and 5G Base Stations, as well as 5G demods.
- TX spurious up to 54 GHz





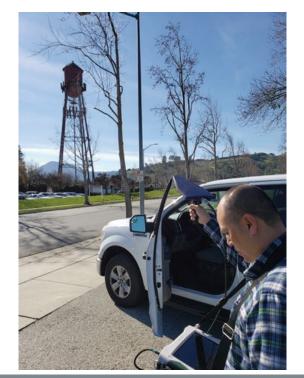
# **Usage: 5G NR Base Station Measurement 3GPP TS 38.104 V15 gNB Base Station Performance Evaluation**

- · Frequency error · Occupied bandwidth
- · Time offset · Adjacent channel leakage ratio
- · Cell/Sector ID · Tx spurious up to 12.75 GHz
- · Modulation quality · EIRP
- · Unwanted emissions · Synchronization Signal Block (SSB)
- · FR1 & FR2 · Up to 64 beams supported

#### **Usage: 5G Coverage Mapping**

Plot indoor and outdoor coverage maps from 5G NR gNB. Displayed measurements include channel power, EIRP, and RSRP.

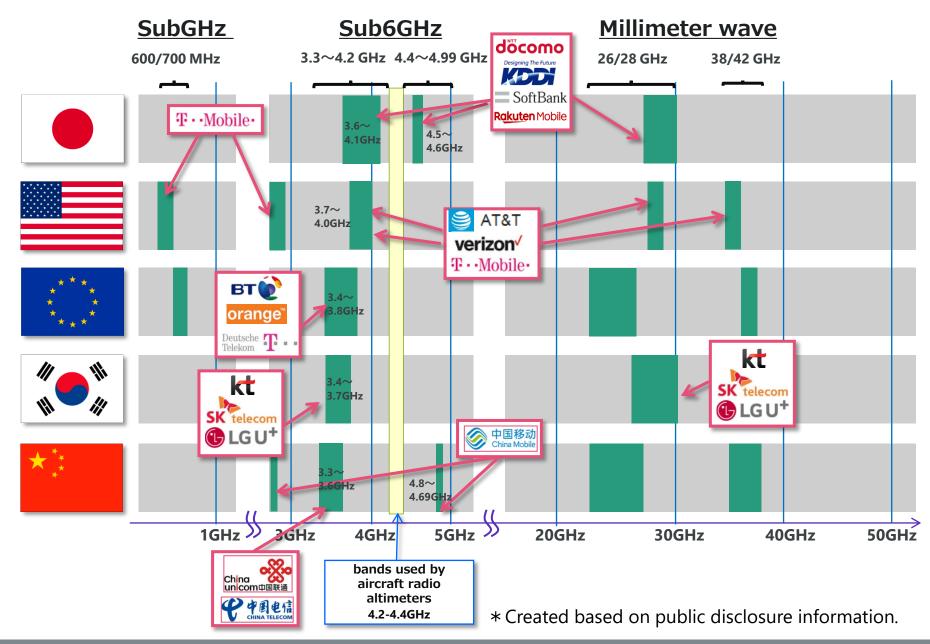




### 3-19. 5G Band Allocations in the World

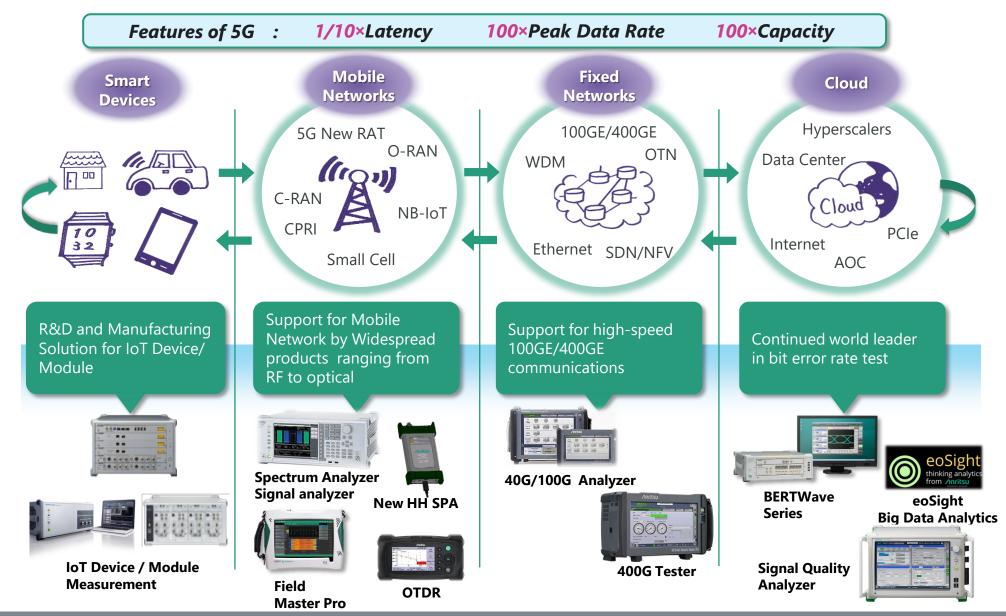


43



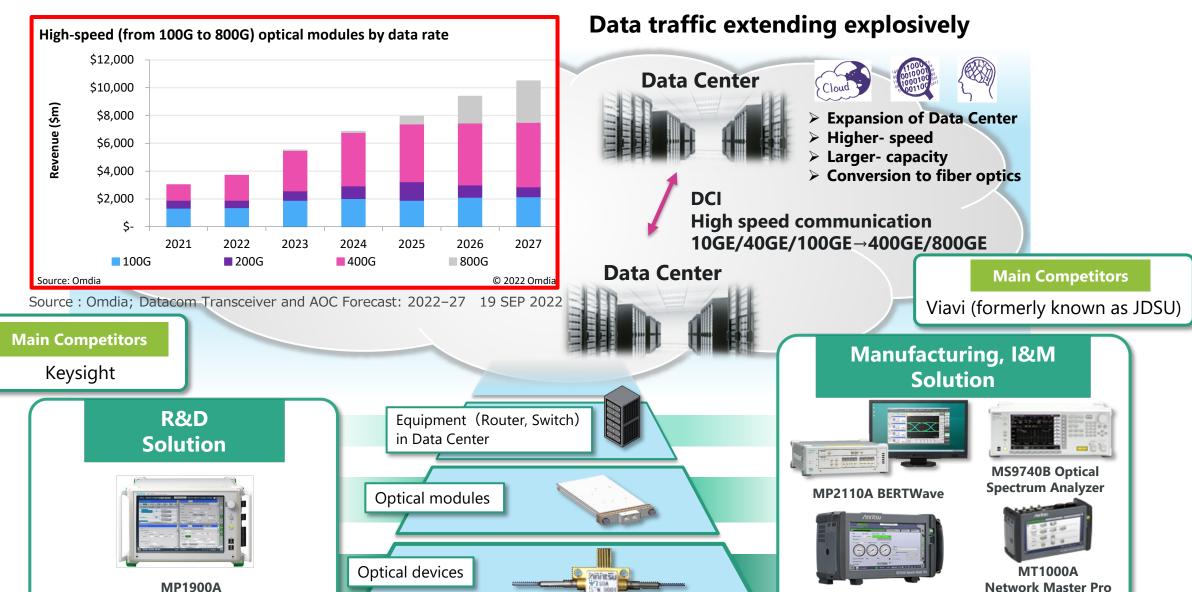
# 3-20. Contributing to the establishment of 5G network infrastructure





# 3-21. Test Solutions for support of Cloud Service expanding





Measurement objects: High speed optical devices &

modules etc.

**Signal Quality Analyzer** 

(Ethernet/CPRI/

**OTDR Test Equipment)** 

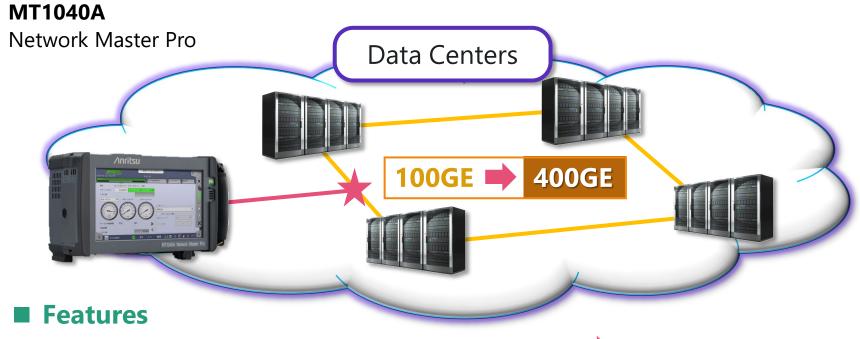
MT1040A Network Master

Pro (400G Tester)

# 3-22. Speeding Up Solutions for Data Centers



### Portable measuring instrument supporting 400G Ethernet



Verification speeding up Data Centers upgrades 100G Ethernet 400G Ethernet

### **■ Target markets**

Communication networks and Data Centers

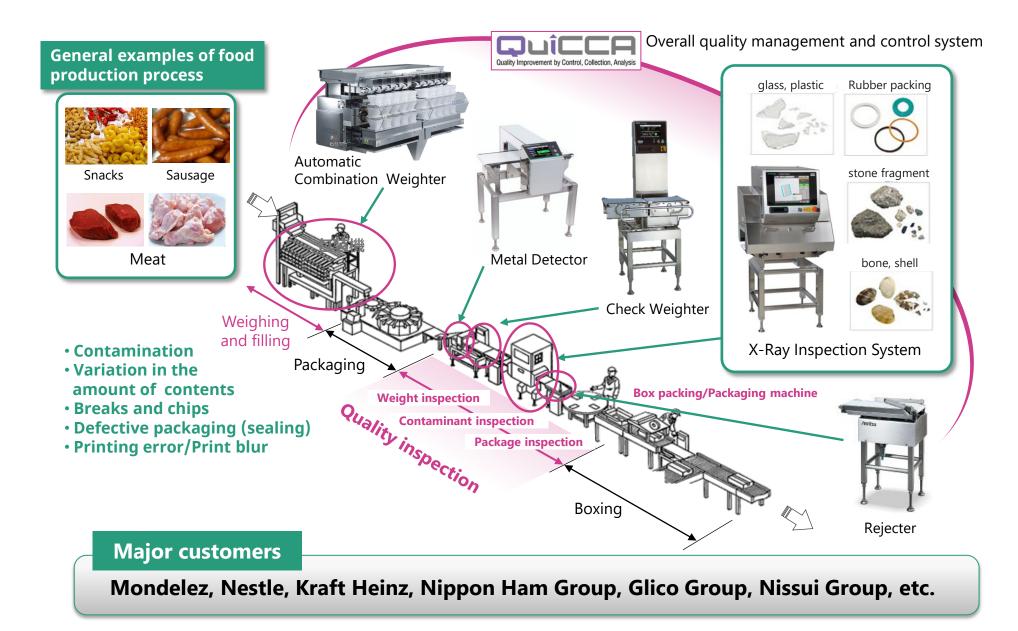
### **■ Target customers**

 Telecom carriers, communication network installers, communication equipment maintainers, network device vendors

# 4. PQA Business Segment

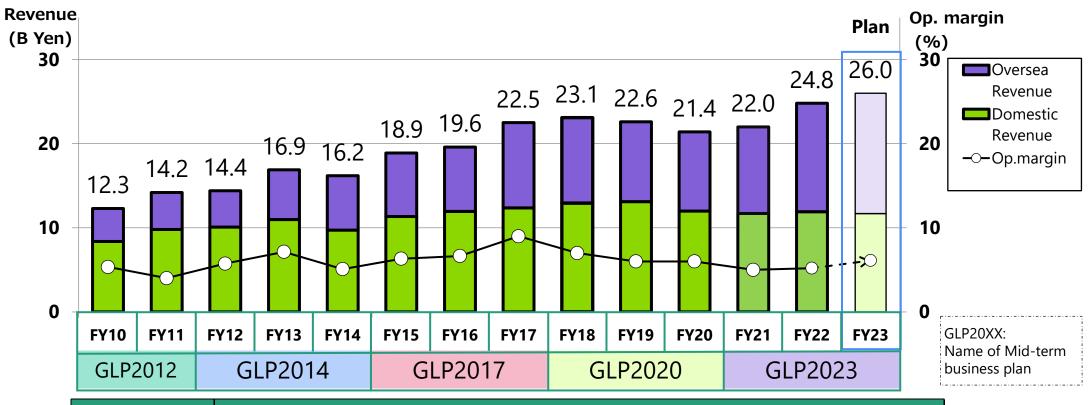
# 4-1. PQA business segments (Products Quality Assurance)





# 4-2. The growing PQA business





Market	Major initiatives
North America,	Develop market with X-ray inspection systems as a key solution
EMEA, Asia	
Japan	Improve market share through quality assurance solutions with high added value
Зарап	in response to cutting-edge needs

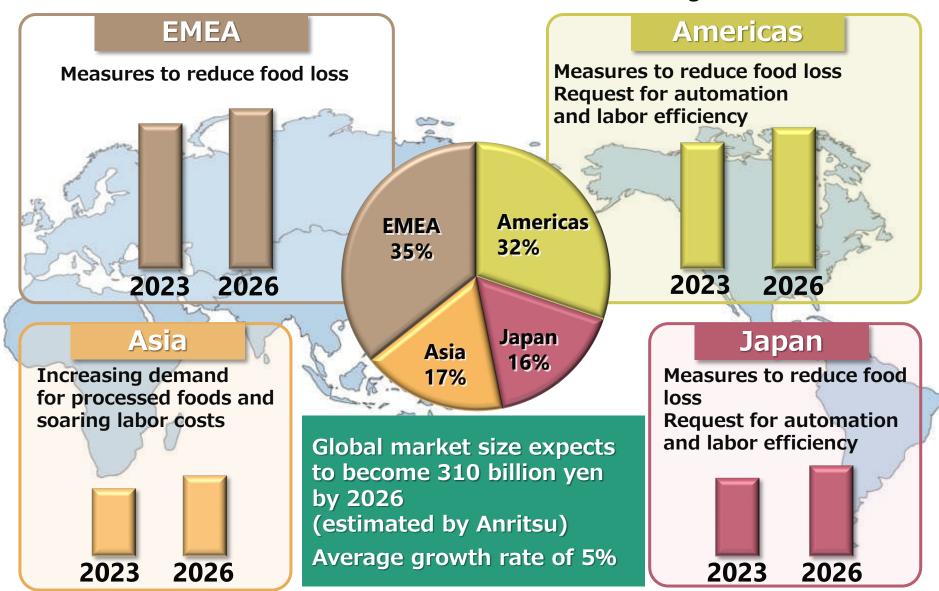
**Main Competitors** 

Mettler-Toledo, Ishida, Marel

# 4-3. PQA Business: Current Status of the PQA Market and Outlook



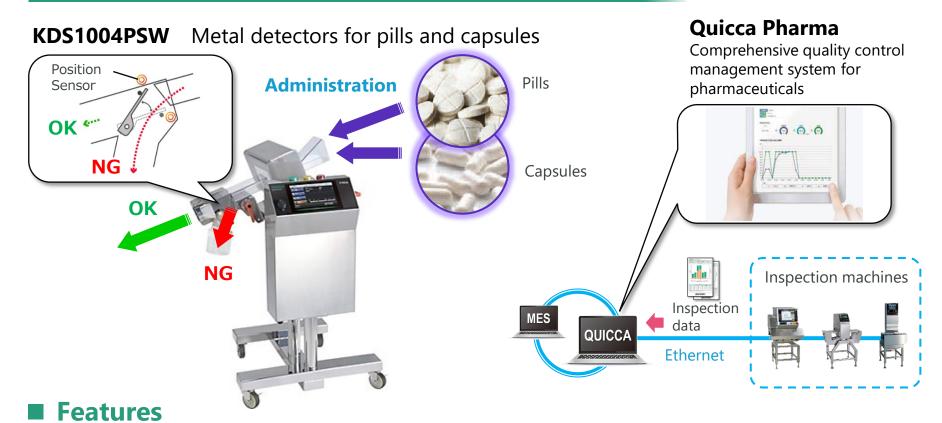
Main market drivers and the market size of each region



### 4-4. Solutions for pharmaceutical market



### Metal detectors for pharmaceutical market



Detects metal in pills and capsules with high sensitivity and determines pass/fail.

Can detect metal fragments down to 0.1 mm

#### Customers

Pharmaceutical companies

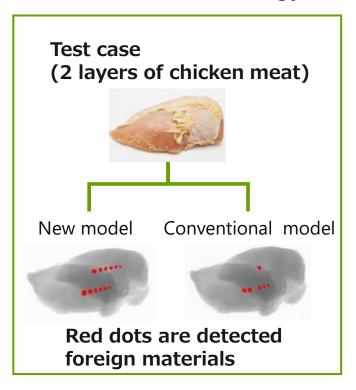
### 4-5. Product Introduction: Solutions for the Meat Market



Highly sensitive detection of foreign materials, applicable to thick and uneven meat and frozen foods, etc.

**KXH7534ASGCD** X-ray inspection machine with dual energy sensor





#### **Features**

Newly developed sensor is highly sensitive and can detect minute bone residue with high sensitivity.

### **Target Customers**

Meat processing companies, frozen food companies

# 5. ESG Initiatives

- 5.1 New Company Vision and Sustainability Management
- 5.2 Environmental Initiatives
- 5.3 Social and Employee Engagement/Well-being Initiatives
- 5.4 Corporate Governance

# 5-1-1. Corporate Philosophy and Sustainability Policy



### **Creating a Sustainable Future Together**

In April 2021, Anritsu formulated its new Company Vision and Company Policy toward 2030. Our Sustainability Policy was revised at the same time. We take on the challenges of creating a sustainable society together with our stakeholders through the actions of every employee under the Company philosophy, Company vision, and Company policy.



#### **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."

- 1.We will contribute to building a safe, secure, and prosperous global society through our business activities, based on our long-term vision.
- 2.We will take the initiative in solving environmental issues, such as climate change, to contribute to building a peopleand planet- friendly future.
- 3.We will respect the human rights of all people and strive to create a workplace offering healthy lives and decent work for all where diverse individuals can grow together.
- 4.We will operate as a business with high corporate responsibility, peaceful, just, and ethics while maintaining business transparency to meet our social obligations.
- 5.We will promote communications with stakeholders to develop strong partnerships and meet the challenges of solving social issues.

Revision April 2021

Anritsu Group Charter of Corporate Behavior

Anritsu Group Code of Conduct

# 5-1-2. Anritsu's Sustainability Management





# 5-1-3. Sustainable Development Goals (SDGs)









Long-term plans and initiatives to reduce greenhouse gas emissions

- Greenhouse gases (Scope 1+2): 23% reduction compared to FY2015
- Greenhouse gases (Scope 3): 13% reduction compared to FY2018

**...30% reduction by FY2030** 

- Increase in the share of in-house renewable power generation (PGRE 30)
- In-house power generation ratio: 13% or more

··· To be increased to around 30% by 2030



Promoting diversity management

- Advancement of women: A proportion of women in manager positions of 15% or more
- Advancement of the elderly: Employment until the age of 70 and the establishment of a new compensation packages
- Promote employment of physically challenged people: Achieve the legally mandated employment rate of 2.3% through job development

Promoting global CSR procurement

- Strengthening of supply chain due diligence: A cumulative total of 10 or more companies, over 3 years
- Developing awareness on CSR procurement to suppliers at least twice per year, and provide training at least once each year



Improving global governance

 Promoting the diversity of the Board of Directors, outside director ratio 50% or more

Promoting the establishment of an internal control system at overseas subsidiaries

All overseas subsidiaries meet the criteria of Control Self-Assessment (CSA)

# 5-2-1. Environmental and climate change initiatives



### **Policy**

To achieve carbon neutrality by 2050, we will strengthen our scientifically based targets (SBTs) for reducing greenhouse gas emissions, and actively work on initiatives such as reducing energy consumption, increasing the share of private power generation of renewable energy, purchasing energy from renewable sources, collaborating with suppliers, and reducing the power consumption of our products.

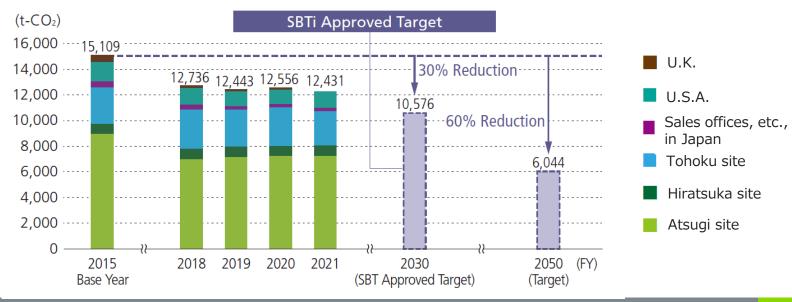
#### **Response to TCFD Recommendations**

On June 30, 2021, Anritsu officially expressed our support for the TCFD recommendations. Even before this, we have been disclosing information(Governance, Strategy, Risk Management, Indices and Goals) in accordance with the recommendations since 2020. We will continue to address climate change and disclose information in accordance with the TCFD recommendations.

#### Formulation of SBT:

In December 2019, the Science Based Targets initiative (SBTi) approved the Anritsu Group's greenhouse gas emissions reduction targets as science-based targets under the 2°C scenario. We are formulating specific long-term measures to achieve carbon neutrality by 2050. A key theme in the GLP2023 Environmental Initiative is the Formulate and Implement Carbon Neutrality Plan 2050. We plan to strengthen our SBTcertified reduction targets and revise them in light of the 1.5°C scenario.

#### CO2 Emissions and Reduction Targets in Scope 1 and Scope 2 (Market-Based)



# 5-2-2. Anritsu Climate Change Action PGRE 30



**PGRE 30:** Anritsu Group's energy consumption in fiscal year 2018 as a reference, the plan is intended to invest in solar power generation facilities (a renewable energy source) and increase the private renewable energy generation ratio from 0.8% to about 30% by around 2030.

(Anritsu Group's unique initiative)

FY2020:we installed a 1,100 kW solar power generation facility at Anritsu company (U.S.A.), which started generating electricity in October 2020.

FY2022: We plan to expand solar power generation facilities and install storage batteries at the Tohoku site in Koriyama City, Fukushima Prefecture.



\* The "PGRE" in "PGRE 30," Anritsu's climate change mitigation initiative, stands for "Private Generation of Renewable Energy," and the "30" represents the achievement period of around 2030 and the target ratio of an in-house power generation roughly 30%.

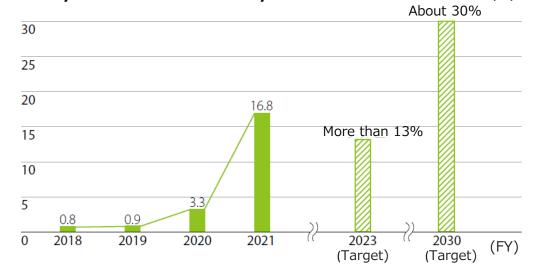
#### **Solar Power Generated and Consumed Privately**

(MWh)

	FY2017	FY2018	FY2019	FY2020	FY2021
Solar power generated	233	241	246	892	4,476
Solar power consumed	218	225	239	891	4,475

# PGRE30: Share of Solar Power Generated Privately to Consumed Privately

(%)



# 5-3-1. Promoting Work Style Reform and Diversity



### Workstyle Reform

Placing the lifestyle of each individual at the center of how they spend the 24 hours of each day and where they place work in that day, Anritsu Group is focused on enabling its employees to enjoy a harmonious life-work balance (we use this term to emphasize "life" first, rather than the more common "work-life balance"). In fiscal year 2021, we introduced a system for tracking and visualizing screen time on the computers of teleworking employees to reduce overtime.

As a result, the average annual total of overtime in the Domestic Anritsu Group decreased by 36% and 6.5% from fiscal year 2019 and fiscal year 2020, respectively. We will continue to improve working conditions in fiscal year 2022 under our workstyle reform.

### Promoting the Advancement of Female Employees

Women-focused recruiting and career-development initiatives are underway at Anritsu to support female employees more directly involved in the process of growing the Company and raising its corporate value while also supporting them to maintain a life-work balance.

The female participation rate of the tier-based training system for leaders and sub-leaders increased to 15% in fiscal year 2021. Other measures, such as the training program aimed at supporting the advancement of women's careers, also proved to be successful, leading to the appointment of two female managers in fiscal year 2020 and two more in fiscal year 2021 (14% of all newly appointed managers in both years).

The 6<sup>th</sup> action plan for next generation development support (April 1, 2020 to March 31, 2024)

Objectives	Measures	Actions		
Improve working conditions toward workstyle reform	Review and improve the workplace environment so employees have a better life-work balance	From April 2020: considering and designing a flexible system that offers workstyle options (such as telework)		
Draw up, consider and implement a plan for revising and reinforcing childcare systems	Cultivate a workplace culture in which employees feel free to take days-off or leave for a better life-work balance	From April 2020: promoting a workplace culture that is more supportive of men taking childcare leave		

#### **Ratio of Female Managers**

(number of female managers / number of all managers)

1	O	/
l	7	'n

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Japan	1.3	1.0	1.1	1.8	2.3	2.8
Americas	24.7	23.0	20.2	18.3	17.9	21.6
EMEA	19.7	22.1	23.5	21.6	24.2	20.3
Asia and others	21.7	21.6	24.1	23.4	24.0	23.7
On a global consolidated basis	10.2	9.9	10.5	10.4	10.8	10.9

# 5-3-2. Supply Chain Management



### Mid-Term Goals until the End of Fiscal year 2023

- ► Conducting a CSR procurement survey with at least ten suppliers in three years and on a more global scale (mainly in Asia)
- Deepening supplier understanding of Anritsu's CSR procurement initiatives through a three-year program, which provides procurement-related information and other useful knowledges
- ► Raising the ratio of Anritsu-certified green suppliers and providing non-green suppliers with environmental education to cultivate an eco-friendly supply chain

#### **CSR Procurement Survey**

Before opening an account with a supplier, we review the supplier's credit standing, quality, and environmental management and inspect their factory. We also conduct a CSR procurement survey of our suppliers to confirm the status of their efforts to comply with our CSR Procurement Guidelines and take action as necessary. The survey asks self-assessment questions in such areas as human rights and labor ethics, product quality and safety, and information security.

Given the increasing importance of human rights across the supply chain in recent years, the survey also includes questions on prohibition of forced labor, prohibition of child labor, consideration for young workers, consideration for working hours, appropriate wages and benefits, prohibition of inhumane treatment, prohibition of discrimination, and freedom of association and the right to collective bargaining.

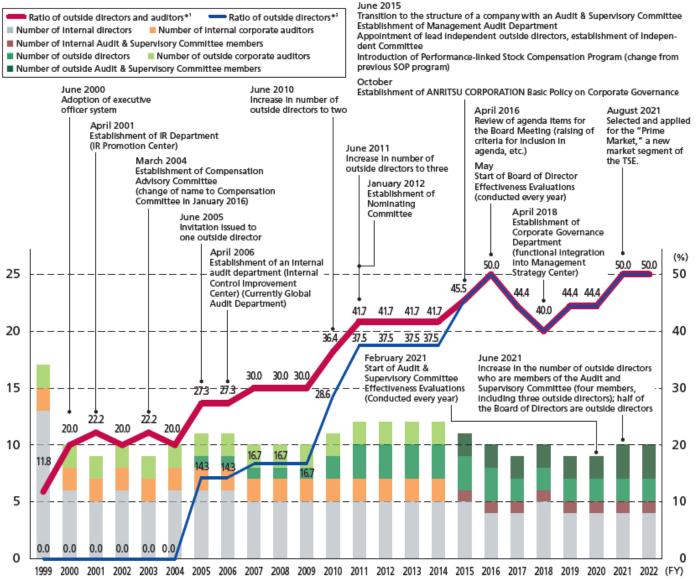
#### **Conducting Due Diligence**

Our goal under GLP2023 (fiscal year 2021 to 2023) is to conduct due diligence on a cumulative total of at least ten companies. In fiscal year 2021, we conducted online audits on six suppliers in Japan, Germany and China, including those originally planned for fiscal year 2020 but postponed due to COVID-19, and we confirmed that none of them presented serious risks associated with human rights, labor, or health and safety. In addition, none of our suppliers has been found to be out of compliance according to our CSR procurement questionnaire surveys and onsite inspections that have been conducted to date.

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### 5-4-1. Initiatives to strengthen Corporate Governance





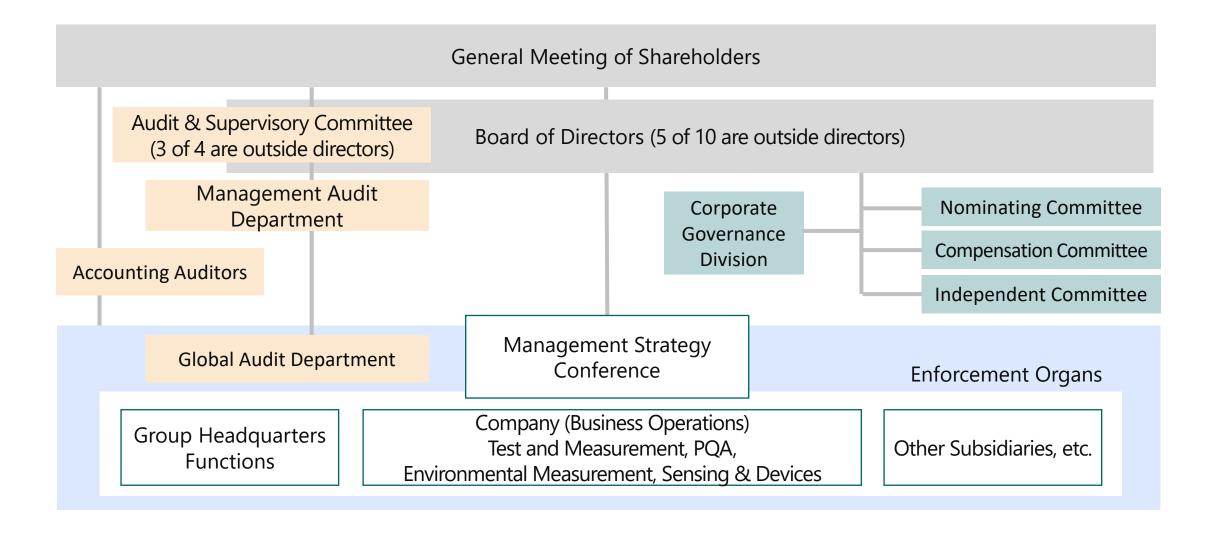
<sup>\*1</sup> Ratio of outside directors and auditors = (number of outside directors + number of outside Audit & Supervisory Board members) / (number of directors + number of Audit & Supervisory Board members) \*2 Ratio of outside directors = number of outside directors / number of directors

<sup>\*</sup> Due to the transition to a company with an Audit & Supervisory Committee in June 2015, the names "Audit & Supervisory Board member" and "outside Audit & Supervisory Board member" have been changed since fiscal year 2015 to "Audit & Supervisory Committee member" and "outside Audit & Supervisory Committee member," respectively.

# 5-4-2. Corporate Governance Structure



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\* Anritsu adopts a "Company with an Audit Committee.

### 5-4-3. Composition of Directors and Committees



### **Composition of the Audit & Supervisory Committee and Voluntary**

	Audit & Supervisory Committee	Nominating Committee	Compensation Committee	Independent Committee				
Composition								
Director								

### Meetings Held for the Board of Directors and its Advisory Committees (FY2021)

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
BD											
AS	AS	AS	BD	AS	AS	AS	N	BD	AS	N	AS
AS	AS	AS	AS	С		С	1	AS		1	С
								AS			1

BD Board of Directors

AS Audit & Supervisory
Committee

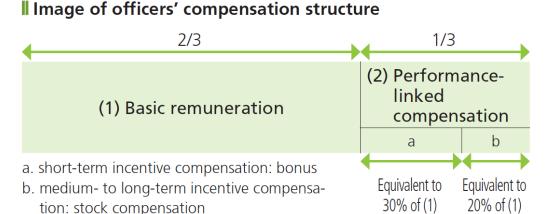
Compensation Committee

Nominating Committee Independent Committee

# 5-4-4. Officer's Compensation Structure



Under the officers' compensation structure, the amount equivalent to 50% of their basic remuneration is calculated as the performance-linked compensation. In this regard, the Company has introduced a system to motivate such directors to be as profit-conscious as shareholders and engage in management with awareness of the Company's business performance from the medium- to long-term viewpoint and its stock value. However, in principle, the Company offers to non-executive officers (including outsider directors) fixed remuneration only. Performance-linked compensation is intended to contribute to motivating each individual to strive to achieve performance targets toward the realization of the Company's vision, and incorporates what are considered appropriate indicators for the Company for short-term incentive compensation, i.e., bonus, the amount of which is equivalent to 30% of the basic remuneration, and medium- to long-term incentive compensation, i.e., stock compensation, the amount of which is equivalent to 20% of the basic remuneration.



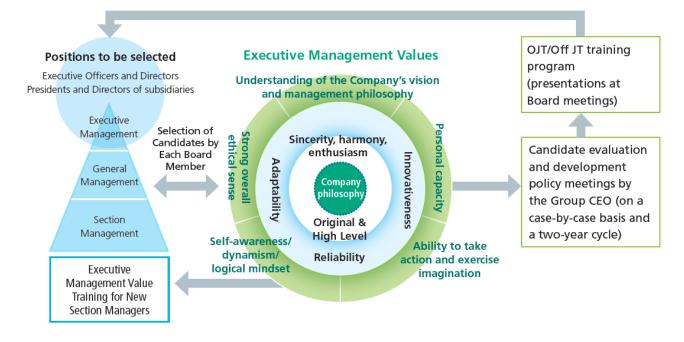
# 5-4-5. Succession Planning Program



65

Anritsu has established a "Training Program for Next-Generation of Executives" to cultivate the next generation of management candidates. In order to select management leaders who will take the lead in realizing our vision for 2030, we have established the following Executive Management Values as five critical factors in candidate evaluation: the power of empathy and awareness with the Company's vision and policy, high character, initiative, thepower of action, and rationale thinking power, strategic and conceptual thinking power, and high ethical values. Candidates are reviewed by the Group CEO on a case-bycase basis and on a two-year cycle with respect to these values. Training programs will be OJT/OffJT based on the results of the candidate's evaluation, in order for the next generation of executives to gain more experience.

#### Selection and Training System for Executive Management



6. Financial Results for the 1st quarter of the Fiscal Year ending March 31, 2024

# 6-1. Consolidated performance - Financial results -



Unit: Billion Yen

Orders decreased 23% YoY; Revenue decreased 13% YoY.

Operating loss was 0.1 billion yen; Profit was 0.2 billion yen.

International Financial Reporting Standards(IFRS)	FY2022 (Apr. to June)	FY2023 (Apr. to June)	YoY	YoY (%)
Order intake	29.8	23.0	(6.8)	-23%
Revenue	26.2	22.7	(3.5)	-13%
Operating profit (loss)	3.0	(0.1)	(3.1)	-
Profit (loss) before tax	3.9	0.4	(3.5)	-89%
Profit (loss)	2.9	0.2	(2.7)	-92%
Comprehensive income	6.7	3.4	(3.3)	-49%

(Note) Numbers for FY2022 and FY2023 are rounded off to the first decimal place in each column.

# 6-2. Consolidated performance - Results by business segment -



T&M business revenue and operating profit decreased YoY, PQA business revenue and operating profit increased YoY, Environmental Measurement business revenue decreased but operating profit increased YoY.

International Reporting St	al Financial tandards (IFRS)	FY2022 (Apr. to June)	FY2023 (Apr. to June)	YoY	YoY (%)
TOINA	Revenue	18.6	15.2	(3.4)	-18%
T&M	Op. profit (loss)	3.4	0.4	(3.0)	-88%
DOA	Revenue	5.1	5.4	0.3	6%
PQA	Op. profit (loss)	(0.1)	0.0	0.1	-
Environmental	Revenue	0.9	0.8	(0.1)	-6%
Measurement	Op. profit (loss)	(0.3)	(0.3)	0.0	-
Otherwa	Revenue	1.6	1.4	(0.2)	-17%
Others	Op. profit (loss)	0.2	0.1	(0.1)	-72%
Adjustment	Op. profit (loss)	(0.2)	(0.3)	(0.1)	-
Total	Revenue	26.2	22.7	(3.5)	-13%
Total	Op. profit (loss)	3.0	(0.1)	(3.1)	-

(Note1) :Numbers for FY2022 and FY2023 are rounded off to the first decimal place in each column.

(Note2) : Adjustment includes elimination of inter-segment transactions and non distributed company-wide expenses of each business segment.

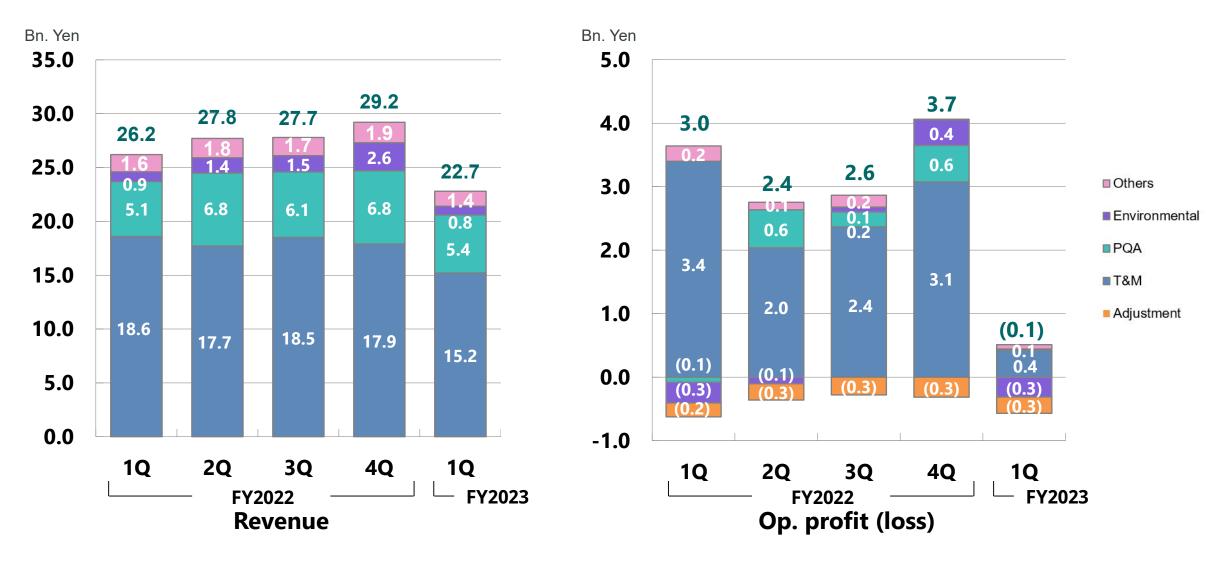
T&M: Test & Measurement PQA: Products Quality Assurance

# 6-3. Consolidated performance - Revenue and Op. profit by quarters -



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1Q(Apr.-June) Operating margin: T&M 2.8%, PQA 0.4%



Note: Numbers are rounded off to the first decimal place in each column.

# 6-4. Overview of operations by business segment



Segment	FY2023 (Apri	l to June)
---------	--------------	------------

regilient 112023 (Ap					
T&M: Customers are cautious about capital investment due to rising global prices and labor costs, etc. Demand for higher-speed fixed networks is steady.					
Mobile	There is a movement to resume investment in 5G development market of United States and Taiwan.				
Network Infrastructure	Investment in the higher-speed fixed networks remains steady, primarily led by markets in the United States and Europe.				
Electronics	6G basic research has started.				
Asia & Others/ Japan	5G Smartphone development bases are rising in India.				
The United States	Investment in the higher-speed fixed networks remains steady.  The data center market is booming due to the strong performance of generative AI, etc.				
PQA: The meat	markets in Europe and the United States are strong.				

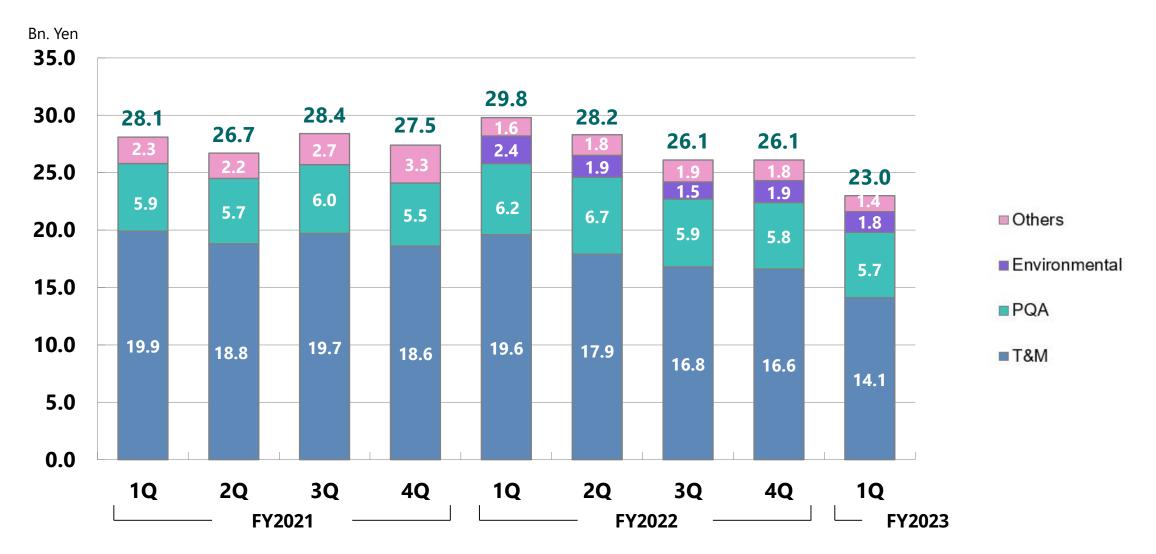
PQA: The meat markets in Europe and the United States are strong Movement toward automation and labor-saving is active.

Environmental: Demand for test solutions for EV/battery in Japan is solid.

### 6-5. Transition of Order Intake



T&M: decreased 28% YoY, PQA: decreased 7% YoY, Environmental: decreased 27% YoY

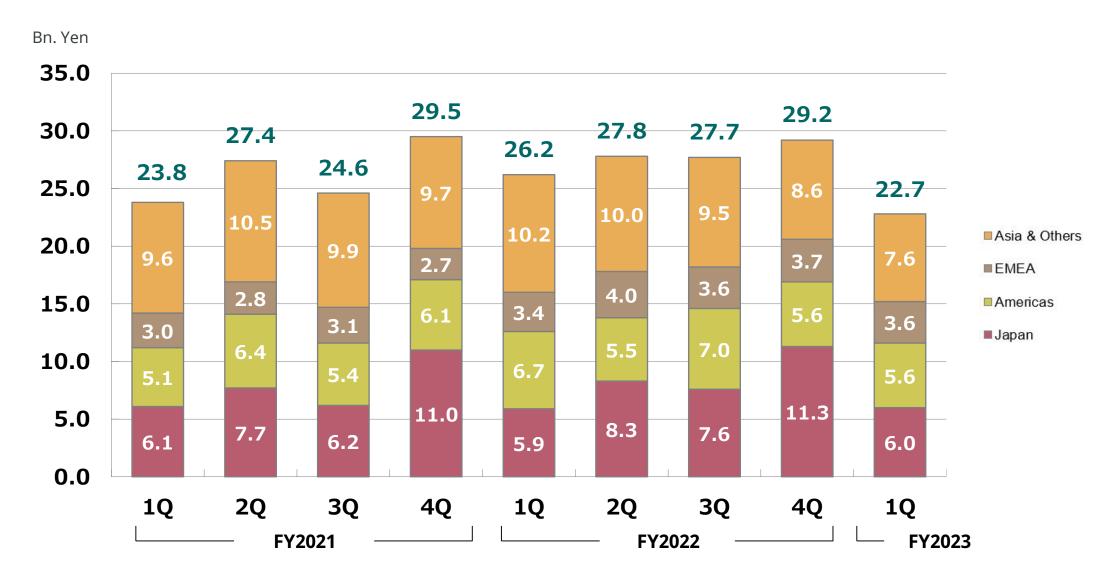


Note: Numbers are rounded off to the first decimal place.

# 6-6. Transition of Revenue by Region



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Note: Numbers are rounded off to the first decimal place.

### 6-7. Cash Flow

Advancing beyond

Unit: Billion Yen

Departing cash flow margin ratio was 10.1%

### FY2023 (Apr. to June)

Operating CF: 2.3 Bn. Yen

Investing CF: (1.1) Bn. Yen

Financing CF: (3.0) Bn. Yen

#### **Free Cash Flow**

Op.CF + Inv. CF: 1.2 Bn. Yen

### Cash at the end of period

36.3 Bn. Yen

### **Interest-bearing debt**

7.0 Bn. Yen

**Others** 1.1 **Accounts receivable** 2.3 **Depreciation and amortization 1.5** Profit(loss) before tax 0.4 Capex (0.8) Inventory (1.3) **Others (0.3)** Dividend (2.6) Tax (0.4)**Accounts payable** (1.3)Others (0.4)Inv. CF (1.1) Op. CF 2.3 Fin. CF (3.0)

**Details** 

Note: Numbers are rounded off to the first decimal place.

# 6-8. Forecast for full year of FY2023 (Consolidated)



Remains unchanged from original forecast published on April 28, 2023

					Unit: Billion Yen
		FY2022		FY2023	
		Actual	Forecast	YoY	YoY(%)
Revenue		110.9	115.5	4.6	4%
Operating profit (	loss)	11.7	13.7	2.0	17%
Profit (loss) befor	e tax	12.4	13.7	1.3	10%
Profit (loss)		9.3	10.0	0.7	8%
TOINA	Revenue	72.8	74.0	1.2	2%
T&M	Op. profit (loss)	10.9	12.0	1.1	10%
DOA	Revenue	24.8	26.0	1.2	5%
PQA	Op. profit (loss)	1.3	1.6	0.3	20%
Environmental	Revenue	6.4	9.0	2.6	41%
Measurement	Op. profit (loss)	0.1	0.6	0.5	-
Othors	Revenue	6.9	6.5	(0.4)	-6%
Others	Op. profit (loss)	0.6	0.5	(0.1)	-11%
Adjustment	Op. profit (loss)	(1.1)	(1.0)	0.1	-

Reference : Exchange rate : FY2022 (Actual) FY2023 (Forecast)

1USD=135 yen, 1EURO=141 yen 1USD=130 yen, 1EURO=140 yen

Note: Numbers for actual and forecast are rounded off to the first decimal place in each column.

# Appendix

# A-1. C-Band Situation in the United States

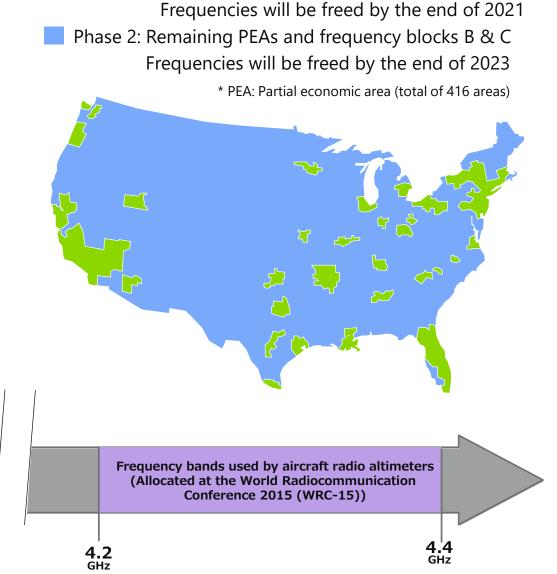


January 2022

Verizon launched service using the C-band.

August 2023

Verizon announced that entire C-band is now available for service.



Phase 1: 46 PEAs and frequency block A

Ratio of frequency block A between Verizon and AT&T 6:4



(CBRS: Citizens Broadband Radio Service)

\* Source: The figure shows an overview of a map created by Anritsu with reference to generally available information.

# A-2. Status of inclusion in ESG indices (1/2)



 Anritsu has been included in the "FTSE Blossom Japan Index", the "MSCI Japan ESG Select Leaders Index", the "MSCI Japan Empowering Women Index" and the "S&P/JPX Carbon Efficient Index" of GPIF (Japan Government Pension Investment Fund).

### FTSE Blossom Japan Index

The ESG index is designed by FTSE Russell, a group company of London Stock Exchange. The FTSE Blossom Japan Index is designed to measure the performance of Japanese companies that demonstrate strong environmental, social and governance (ESG) practices.



#### S&P/JPX Carbon Efficient Index

Based on carbon data provided by Trucost, one of the pioneers of environmental research companies, S&P Dow Jones Indices (U.S.A), a leading independent provider, has been developed the index methodologies. The indices are designed to increase index weights of the companies which have low Carbon to Revenue Footprints (annual greenhouse gas (GHG) emissions divided by annual revenue) and actively disclosure carbon emission information.



### MSCI Japan ESG Select Leaders Index

This index of ESG overall type has been developed by MSCI Inc. (U.S.A). Companies which have high ESG rate in the top 700 market capitalization are selected.

### **2021** CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

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### MSCI Japan Empowering Women Index (WIN)

This index has been developed by MSCI Inc. (U.S.A). Companies which have excellent gender diversity at their industry in the top 500 market capitalization are selected.

**2021** CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

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# A-3. Status of inclusion in ESG indices (2/2)



In addition, the company has been included in the following ESG indices.

#### FTSE4Good Index Series

The World ESG index is designed by FTSE Russell, a group company of London Stock Exchange. The FTSE4Good Index Series offers a representation of the leading global companies in terms of environmental, social and governance criteria.



#### SOMPO Sustainability Index

Sompo Japan Nipponkoa Asset Management Co.,Ltd. (Japan) has used this ESG index. "Buna-No-Mori environment investigation" conducted by SOMPO RISK MANAGEMENT and the "Integrex investigation" conducted by Integrex Inc. put into effect, and those two investigations selected the brand.



### A-4. external evaluation



Health and productivity

Our external assessment of ESG (Environmental, Social and Governance) is as follows.

#### **CDP**

International non-profitable organization CDP asks the main enterprise of the world to disclose the environmental information and sends a letter of inquiry of environmental research. The answer is analyzed and estimated and elucidates for the investors. Anritsu has got the "B" which means the risk and influence of the climate change was being managed.



# The Excellent Award of Climate Change Report as part of the 24th Environmental Communication Awards

The Ministry of the Environment of Japan and Global Environmental Forum are sponsors and commends the enterprise doing excellent communication activity about the environment. "Anritsu Sustainability Report 2020" received the Excellent Award of Climate Change Report as part of the 24th Environmental Communication Awards in the environmental report section.



# An Excellent Enterprise of 2021 Health and Productivity Management Award

Anritsu Corporation was certified as an Excellent Enterprise of 2021 Health and Productivity Management, the award co-hosted by Ministry of Economy, Trade and Industry of Japan and Nippon Kenko Kaigi, in the large enterprise category for 5 consecutive years.

#### **Kurumin Mark Certification**

Kurumin certification is a system in which the Ministry of Health, Labor and Welfare of Japan certifies companies that are working to support a balance between work and child-rearing. Anritsu is continuously working to improve the environment to support work-life balance, and after 2015 and 2018, it obtained the third certification in 2020 and was given the Kurumin mark with 3 stars.



### Kanagawa Support Care Company Certification

This is the certification of companies that have a base in Kanagawa Prefecture that actively supports both work and care for employees.



