

Beyond testing, beyond limits, for a sustainable future together

ANRITSU CORPORATION

June 2024



MEMBERSHIP

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

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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.

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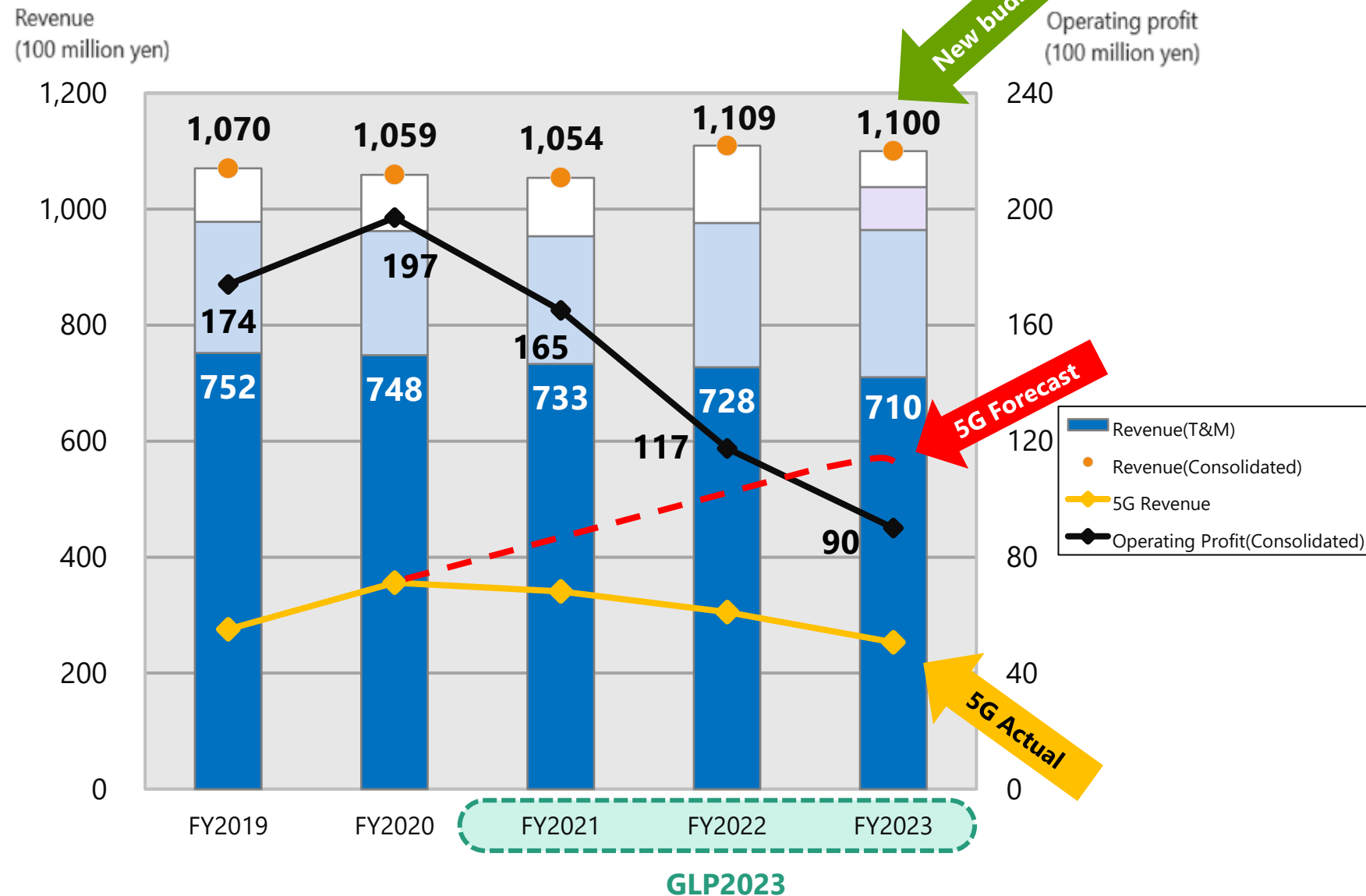
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1. Global Long-term Management Plan GLP2026

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

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

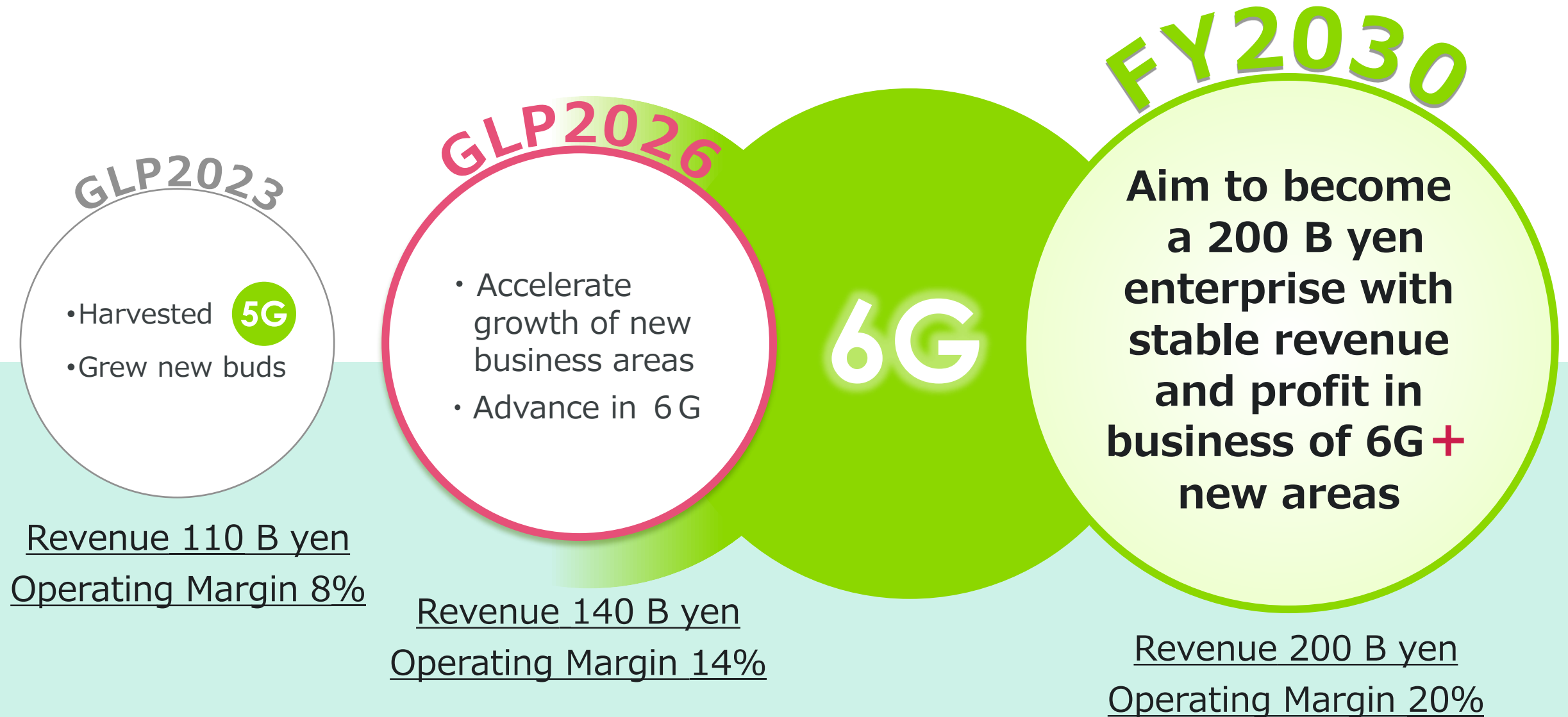
Achieve resource recycling (circular economy) in our business activities

6

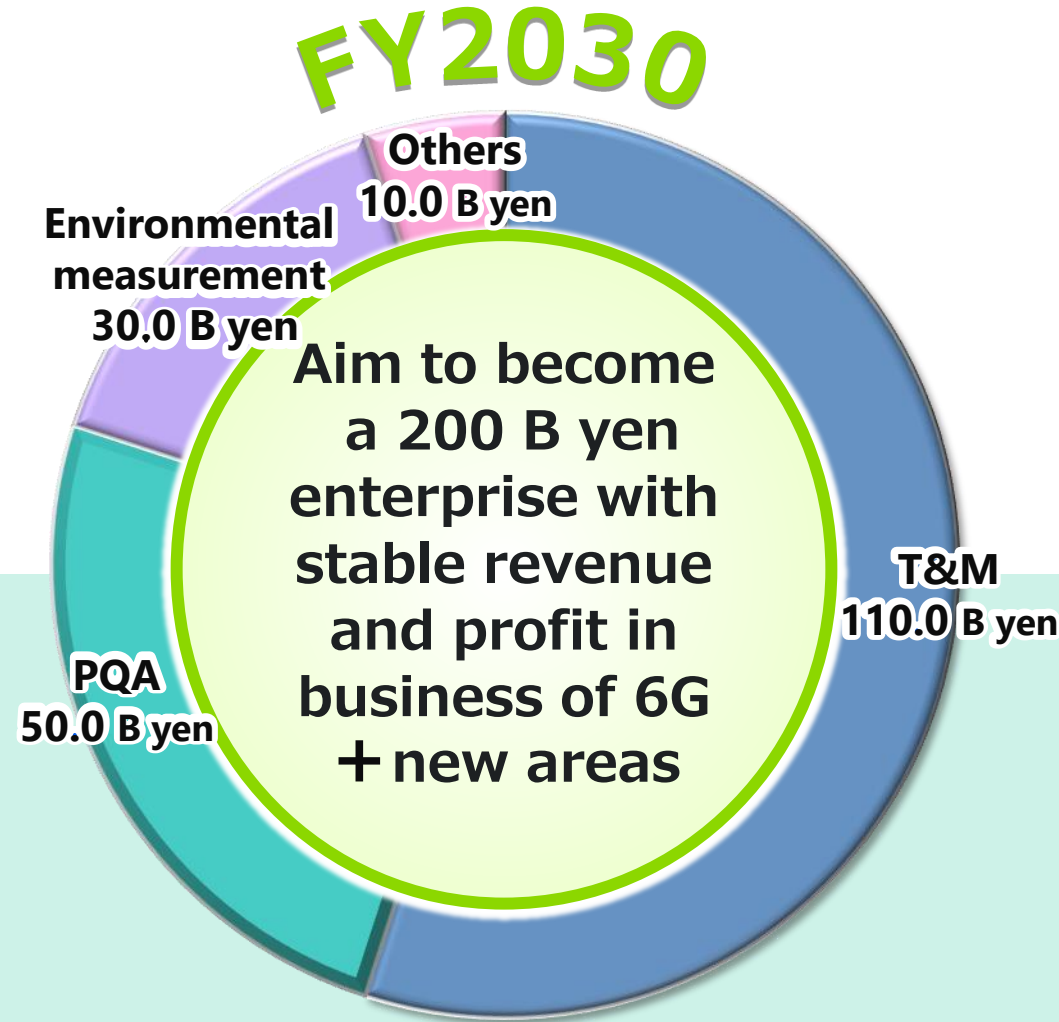
Aim for dividend payout ratio of 50% or more in shareholder returns

1-3-1. GLP2026 and the vision for FY2030

Beyond testing, beyond limits, for a sustainable future together



1-3-2. The vision for FY2030



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

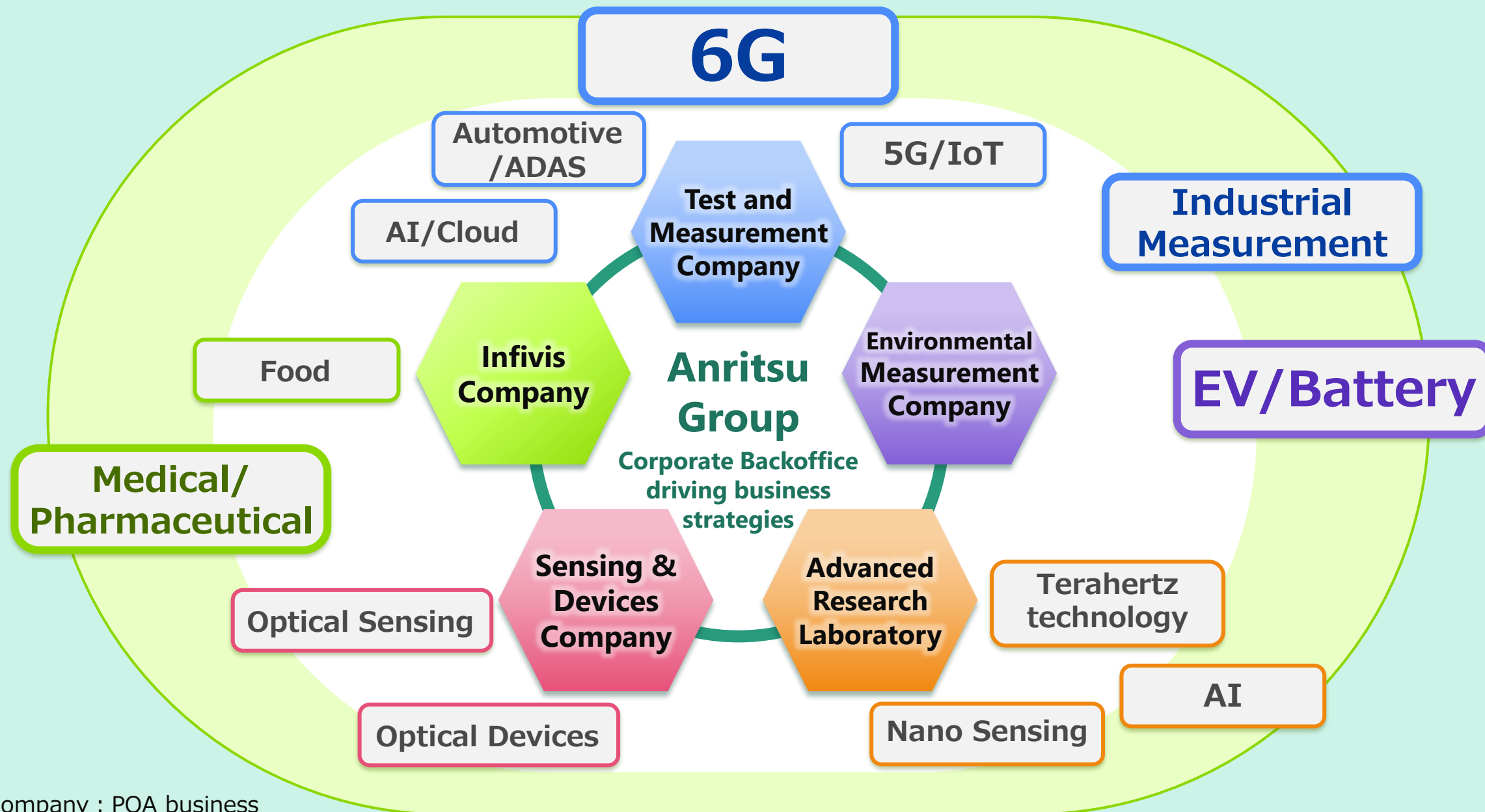
- EV/Battery, Decarbonization of social infrastructure
- Industry DX, Local 5G, Smart Factory
- Smarter social infrastructure
- Global Expansion

Revenue 200 B yen

Op. Profit 40 B yen

Op. Margin 20%

1-3-3. GLP2026 6G and 3 new business areas



*Infivis Company : PQA business

1-3-4. 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

Business owner

**Test and
Measurement
Company**

300GHz
fundamental
technology

**Advanced
Research
Laboratory**

Key devices

**Sensing &
Devices
Company**

EV/battery

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

Business owner

**Environmental
Measurement
Company**

Cooperates in
Production/sales

**Test and
Measurement
Company**

Industrial Measurement

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

Business owner

**Test and
Measurement
Company**

Cooperates in
sales

**Environmental
Measurement
Company**

Medical/ Pharmaceutical

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

Business owner

**Infivis
Company**

Optical sensing

**Sensing &
Devices
Company**

*Infivis Company : PQA business

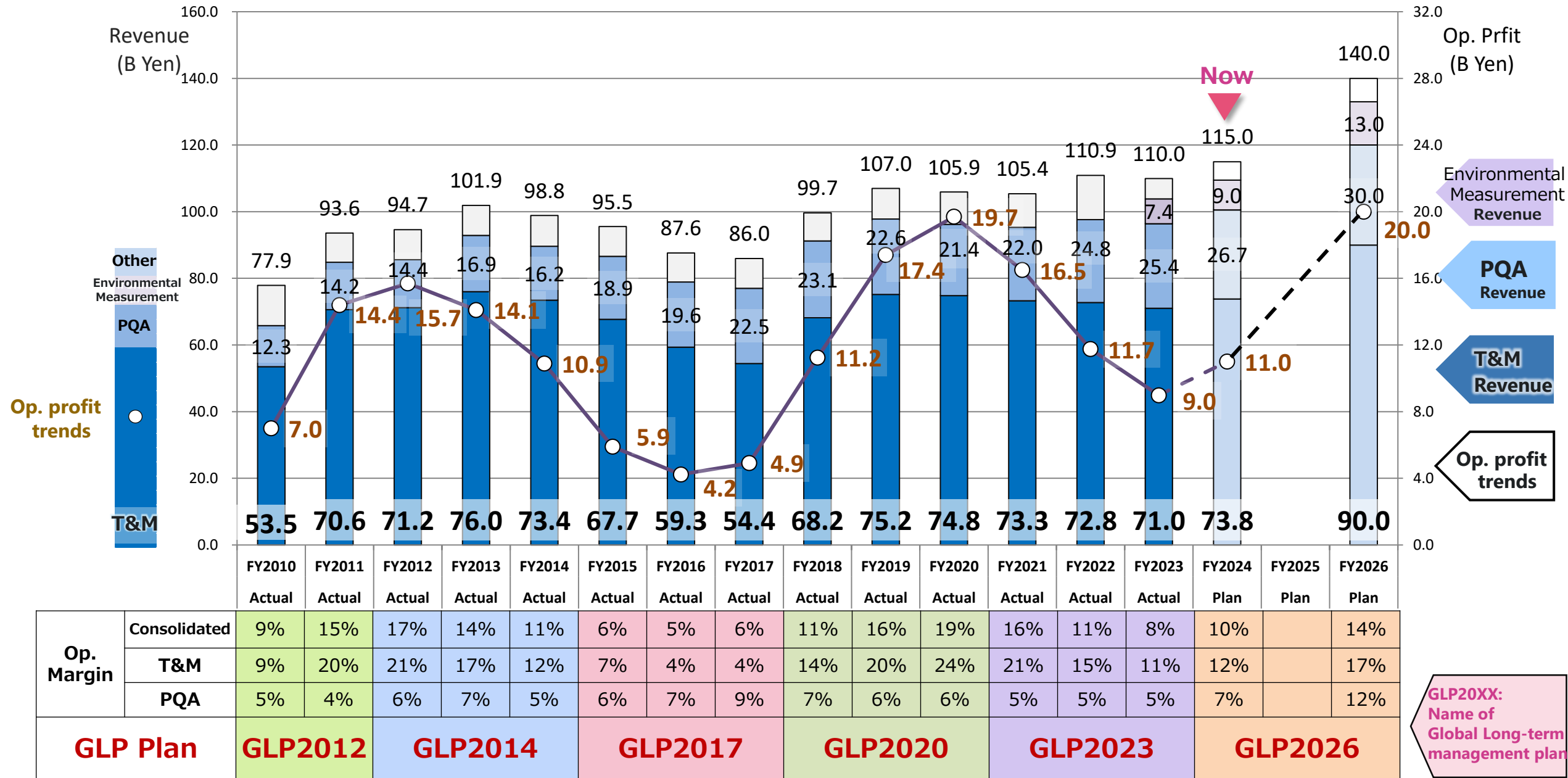
1-4-1. Revenue and operating profit plan (1/2)

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

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

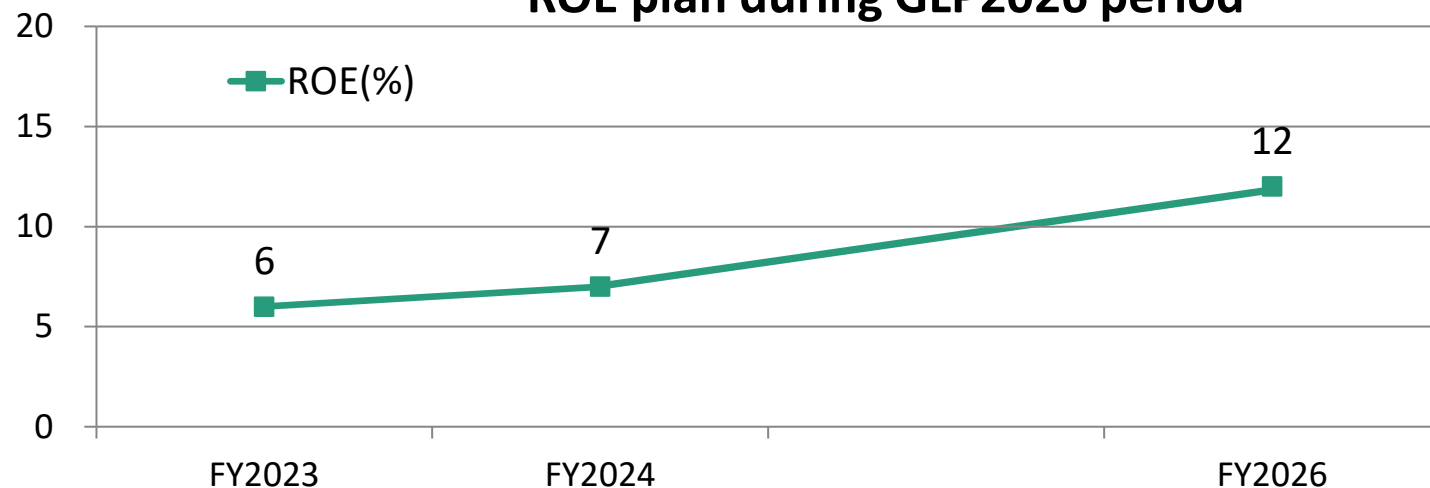


1-5-1. Financial Strategy

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

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

ROE plan during GLP2026 period



2. Optimization of capital allocation

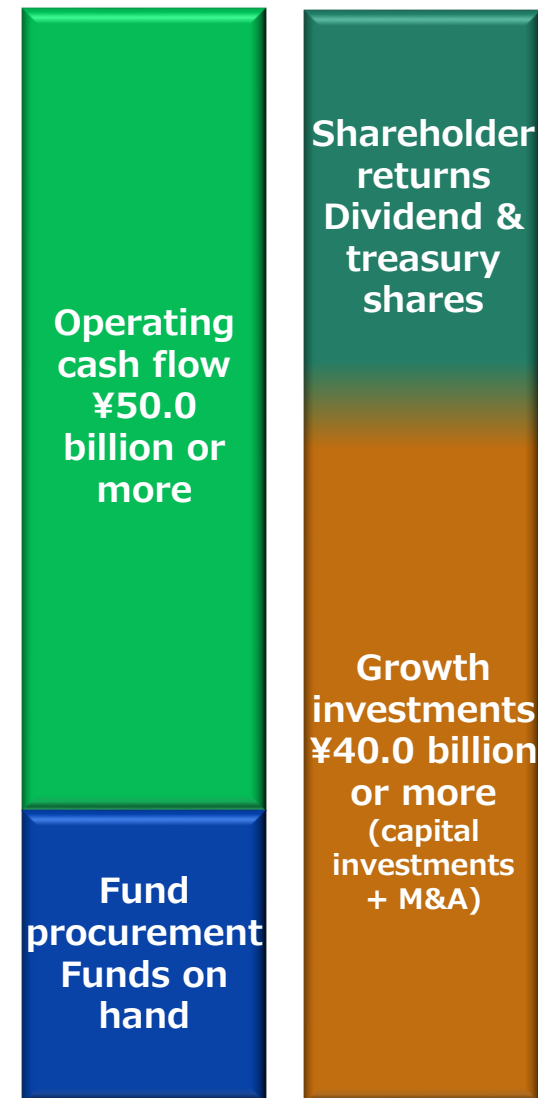
In addition to an operating cash flow of ¥50.0 billion or more, we will create cash through fund procurement by improving asset efficiency and utilizing our strong financial position, and invest ¥40.0 billion or more in growth in order to promote businesses in new areas.

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

Cash creation

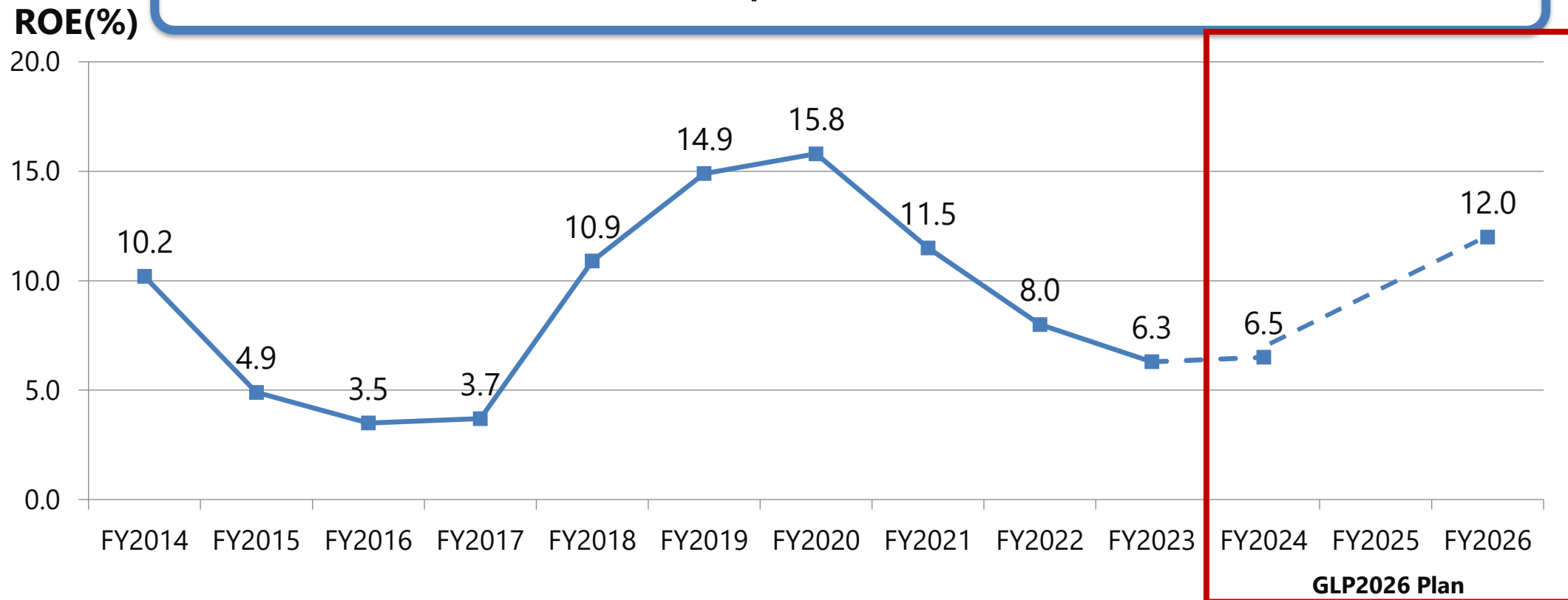
Use of cash



1-5-2. GLP2026 : ROE Trends

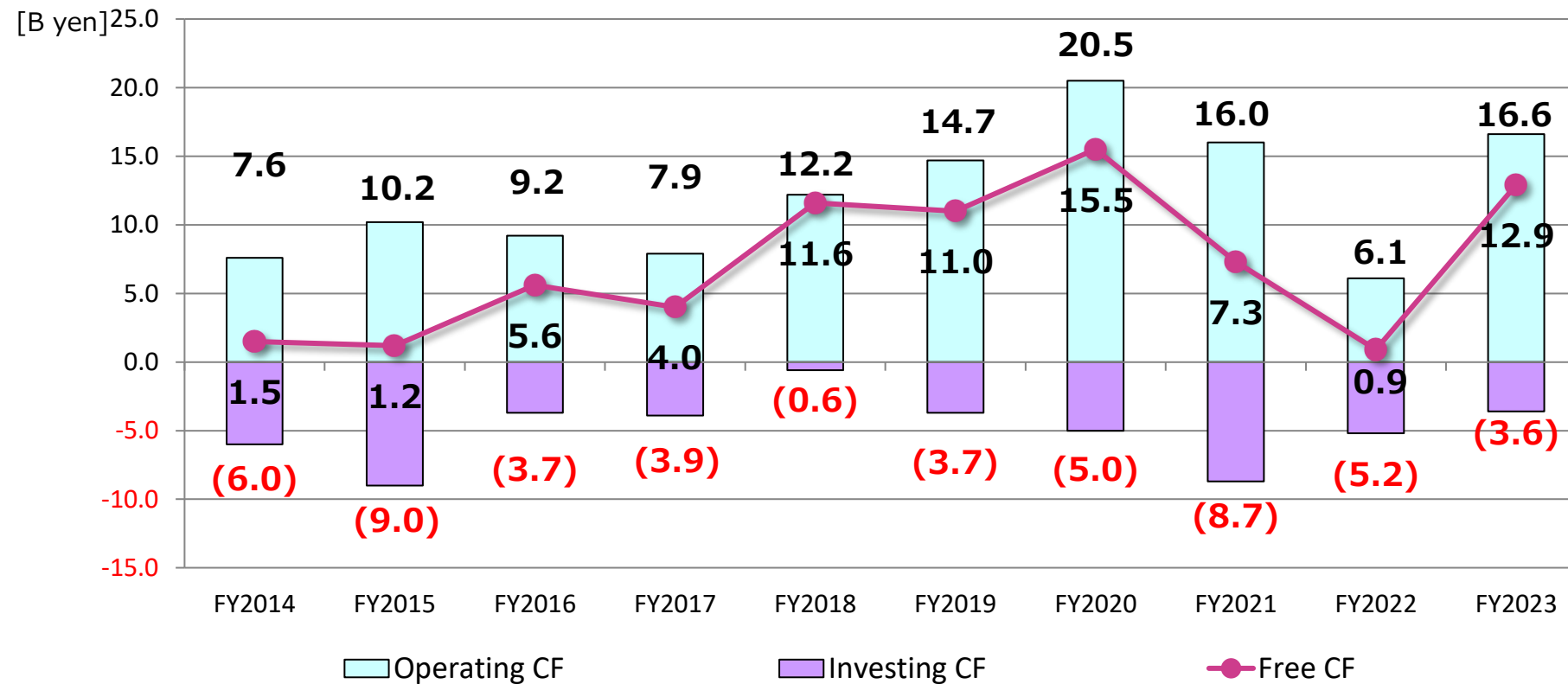
- ◆ Emphasis on growth, profitability and efficiency
- ◆ Strengthen growth investment
- ◆ Enhancement of shareholder returns

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



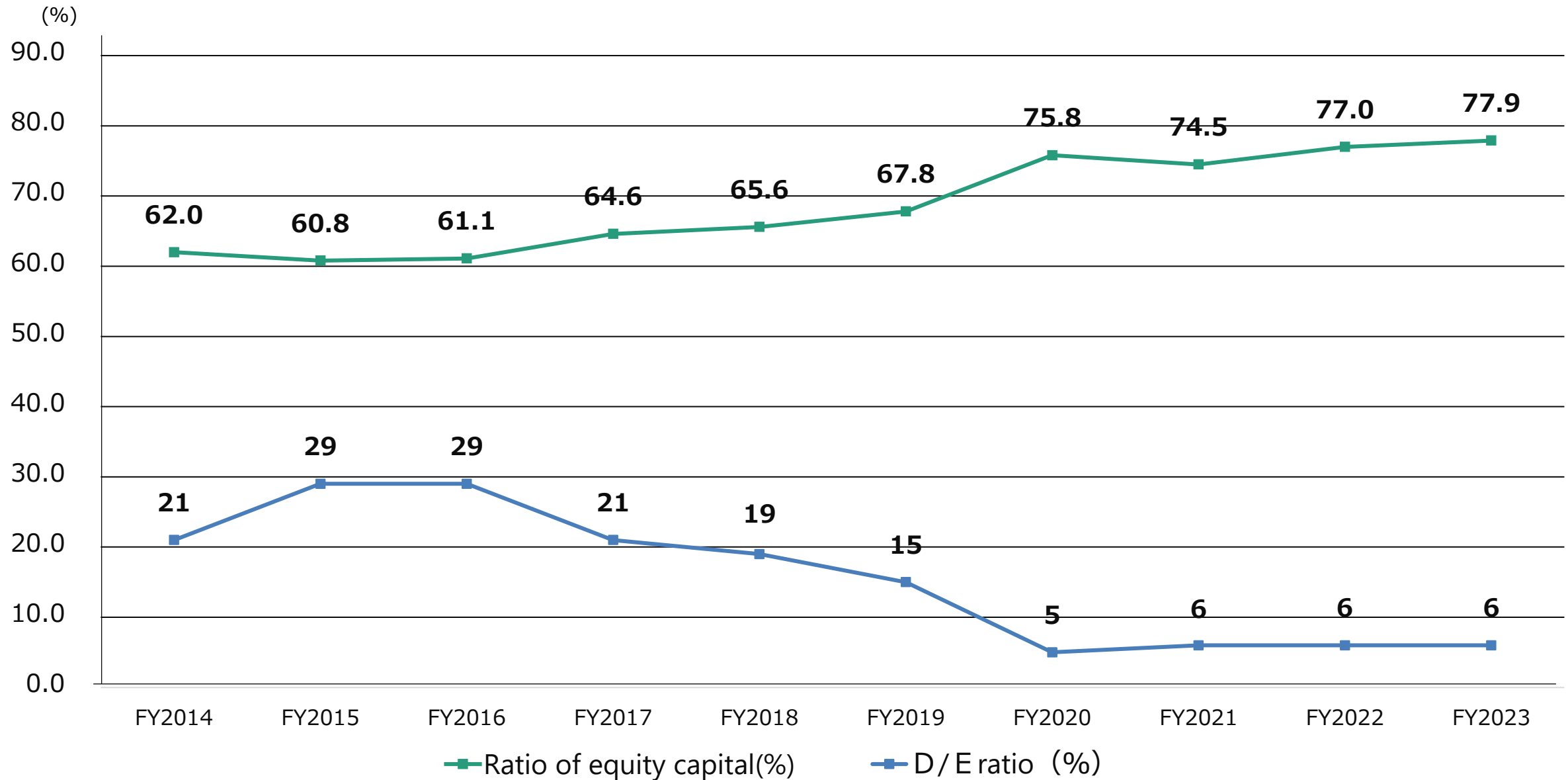
1-5-3. GLP2026 : Cash Flow Trends

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

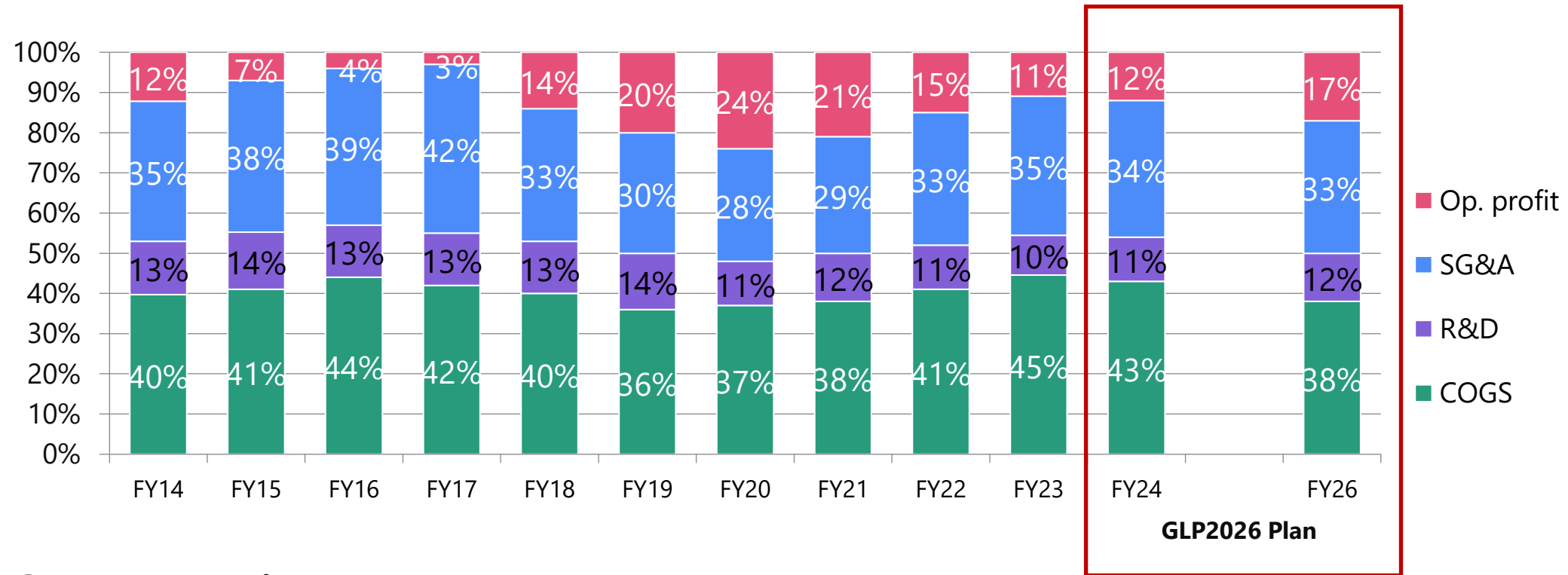


Cash flow trends

1-5-4. GLP2026 : Trend of ratio of equity capital and D/ E ratio



1-5-5. GLP2026: 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

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

1-6-1. 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

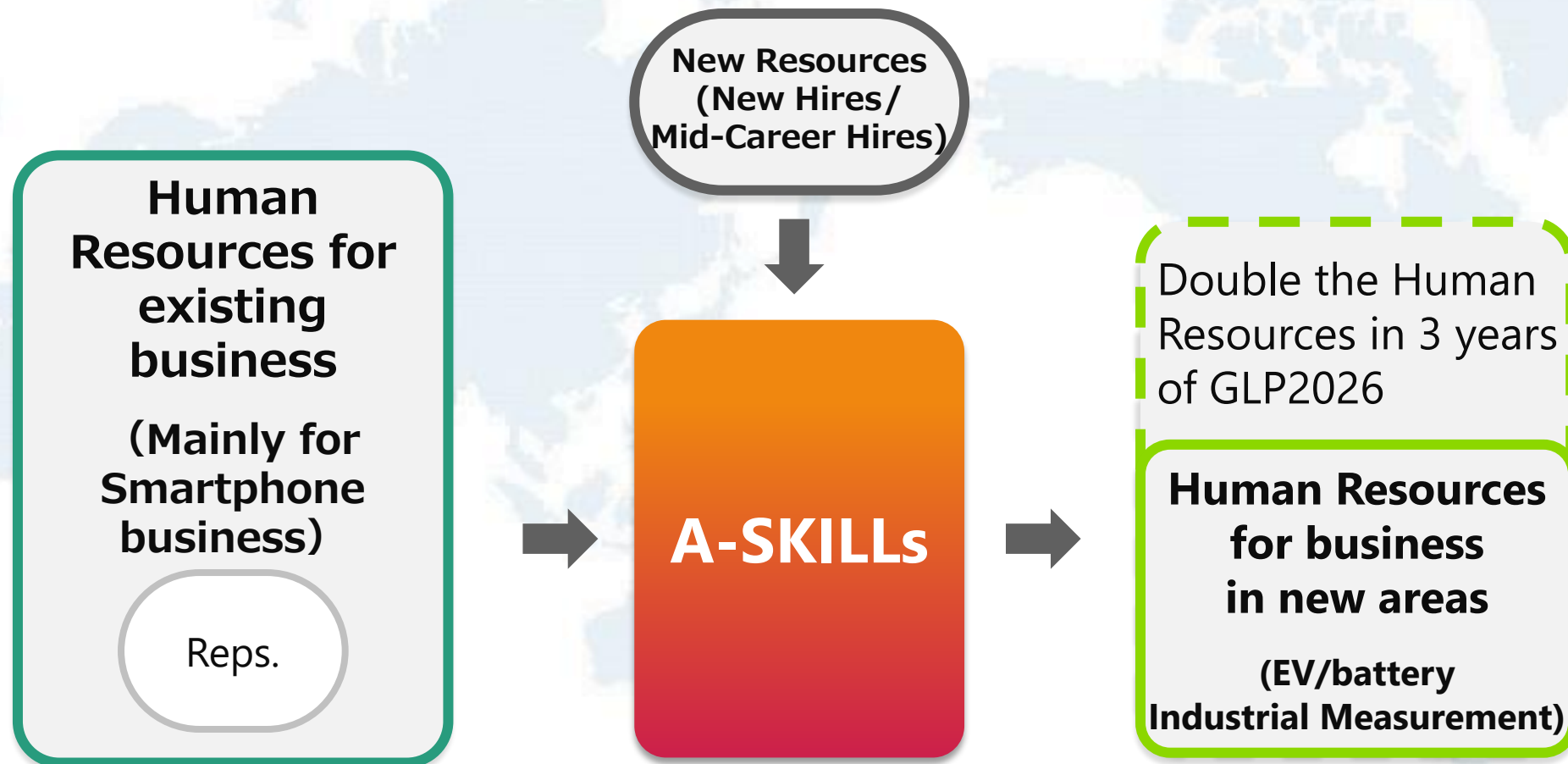
- ✓ Diverse employees with diverse senses of value and ways of thinking will come together to create new value by leveraging diverse perspectives and strengths.

Work-life 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.

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.



VISION

Provide added value that goes “beyond testing” in the form of high-quality, highly reliable Test and Measurement solutions, simulations, and services, contributing to the advancement of DX.

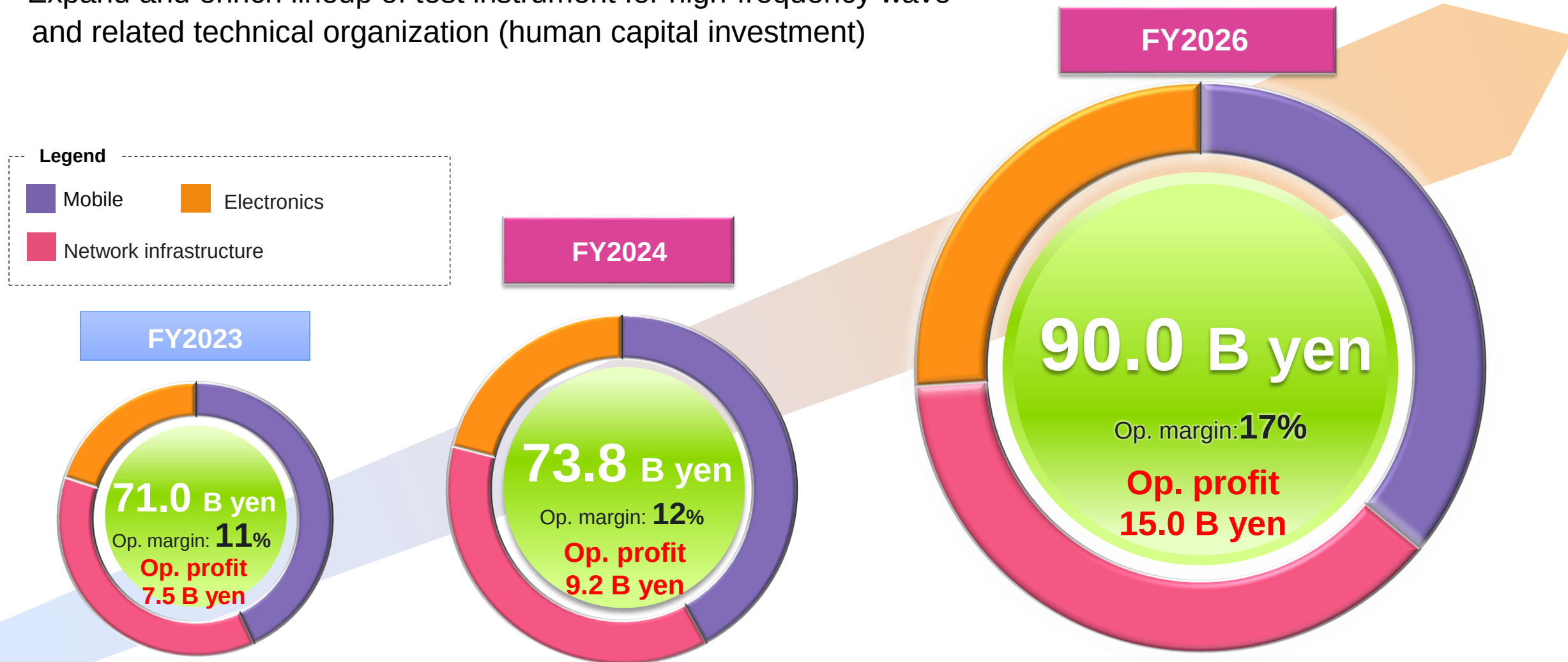
Make communications more reliable to achieve a safe and secure society.

Policy to achieve the plan

- ▶ Provide 6G (Sub-THz), 800GE/1.6TE, digital coherent, and high-quality testing and simulation solutions to communications providers, global device and infrastructure vendors, and automobile-related vendors, thereby helping create a societal foundation that ensures the safety and security of communications
- ▶ Lead the world in establishing verification technologies for improving transmission quality in real environments
- ▶ Expand investment in next-generation technologies such as 6G

1-7-2. T&M Business: GLP2026 revenue and operating profit plans

- Capture demand for increases in network transmission speeds (800GE, 1.6TE) driven by generative AI
- Expand software business and improve operating margin
- Expand and enrich lineup of test instrument for high-frequency wave and related technical organization (human capital investment)



VISION

Become our customers' most trusted, “First to Call” company for quality assurance with a view to achieve a sustainable future

Policy to achieve the plan

- ▶ Expand business throughout the global market
- ▶ Create unique quality assurance solutions that solve the problems customers face
- ▶ Expand business in medical/pharmaceuticals markets

1-7-4. PQA business: GLP2026 revenue and operating profit plans

- **Creation of solutions with high customer value:**

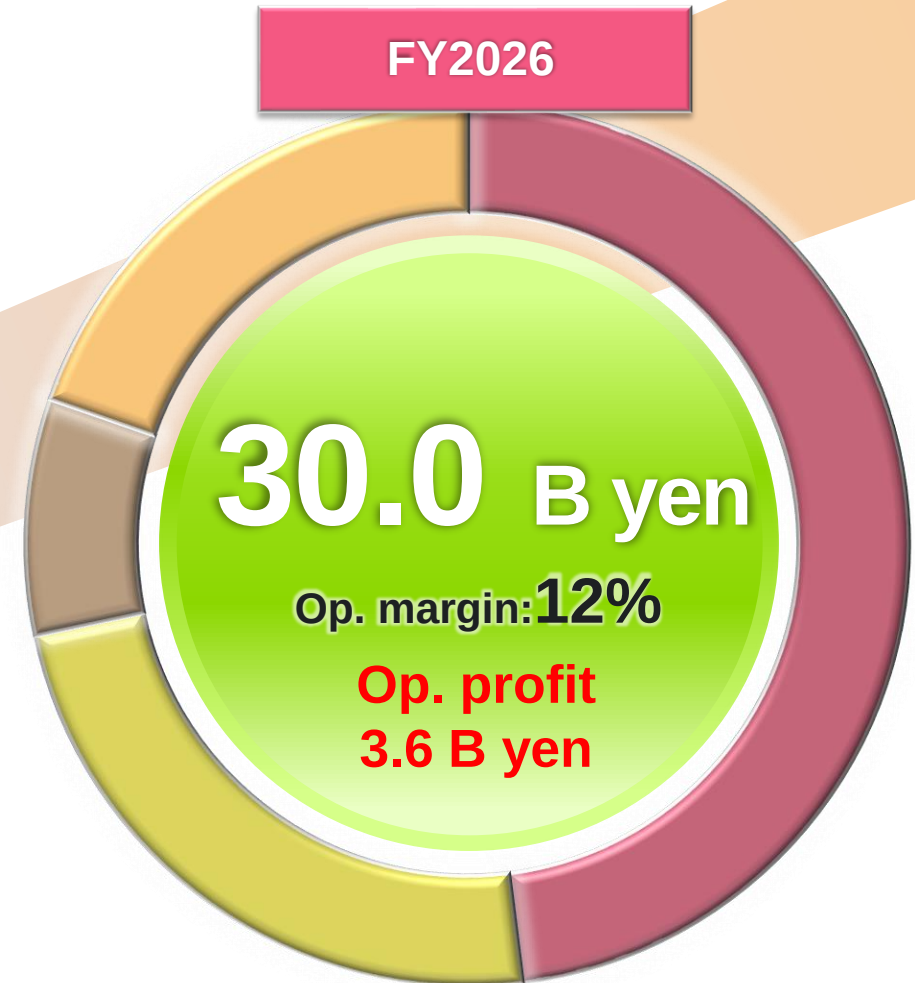
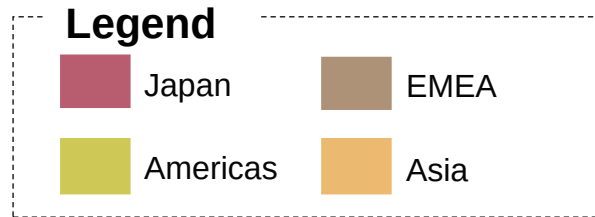
Acquisition of state-of-the-art technologies such as AI, automation and labor savings for production lines

- **Expansion of business into high value-added domain:**

Automation of inspection work currently performed by hand, pharmaceuticals manufacturing market

- **Creation of a resilient profit generating platform:**

Global optimization of supply chain, work process reforms



This graph presents a projection.

VISION

Provide solutions that contribute to the realization of a sustainable society. Establish a solid position as a company recognized as being essential to solving problems related to carbon neutrality, digital transformation of industry, and resilience of social infrastructure.

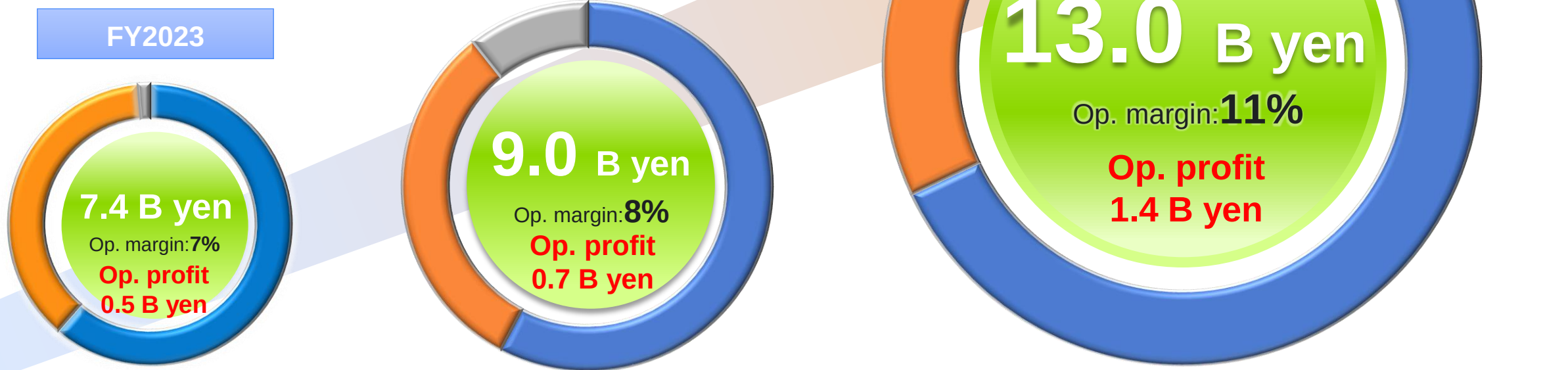
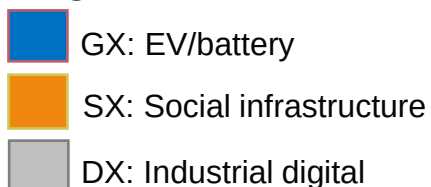
Policy to achieve the plan

- ▶ Continually improve EV/battery testing solutions to achieve a level of business growth that exceeds market growth levels
- ▶ Put the global (North American market) development of EV/battery testing solutions on its desired trajectory in GLP2026.
- ▶ Use “technology to connect” to improve manufacturing site efficiency and labor-savings
- ▶ Contribute to the transition to next-generation communications infrastructure that protects the safety and security of society

1-7-6. Environmental Measurement business: GLP2026 revenue and operating profit plans

- Maintain an advantageous position in the domestic EV powertrain testing market and other EV-related markets
- Accelerate initiatives aimed at global development of EV/battery testing and power businesses
- Expand business for “AccelVision,” a manufacturing site video solution
- Enhance network solutions that protect people's safety and security

Legend



This graph presents a projection.

1-8. 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

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

S

Social

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

Govern-
ance

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)

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

Safety & security of food & medicals/pharmaceuticals

- ◆ Food inspection market
- ◆ Medical/pharmaceutical inspection market



EM

Toward a decarbonized society

- ◆ Test market for EVs and batteries
- ◆ Installation support for Local 5G and Private 5G



Others

- ◆ Sensing & devices
- ◆ Others



(Revenue by business segment)

110.9 billion Yen consolidated revenue in FY2022

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

110.0 billion Yen consolidated revenue in FY2023

T&M 64%			PQA 23%	EM 7%	Others 6%
Mobile 42%	Network Infrastructure 36%	Electronics 22%			

(Revenue of T&M business by region)

Revenue in FY2022

Japan 15%	Asia & Others 43%	Americas 24%	EMEA 18%
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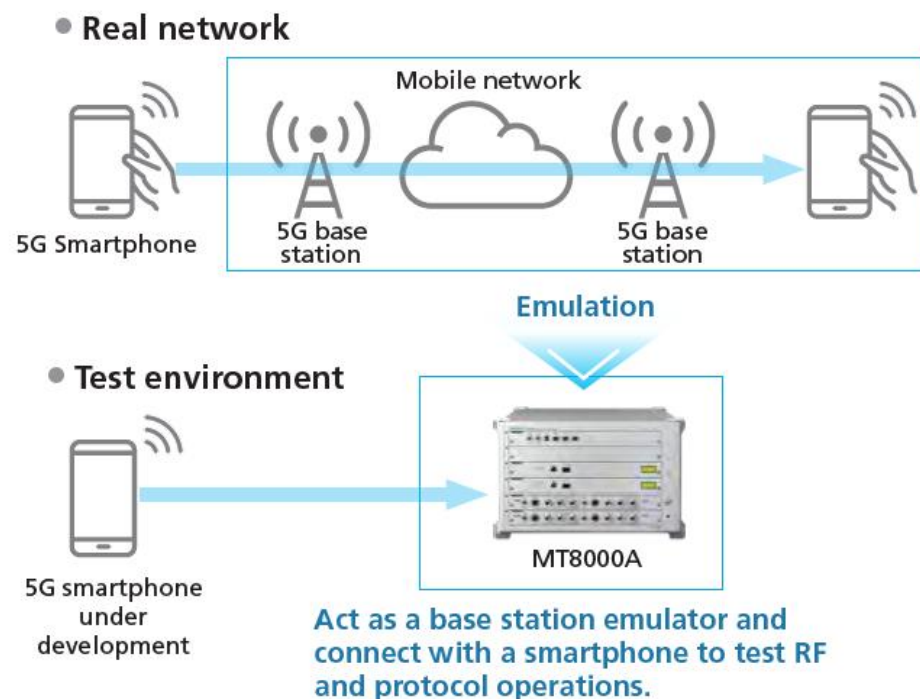
Revenue in FY2023

Japan 16%	Asia & Others 38%	Americas 26%	EMEA 20%
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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 chipsets and commercial terminals

Technical verification of chipset manufacturers



Integration and performance evaluation of terminal manufacturers



Many engineers debug their own work under development using MT8000A.

Development of commercial terminals



Terminal manufacturers / test houses

Finally, the developed smartphone will be verified for conformance with 3GPP standards using a conformance test system before commercialization.

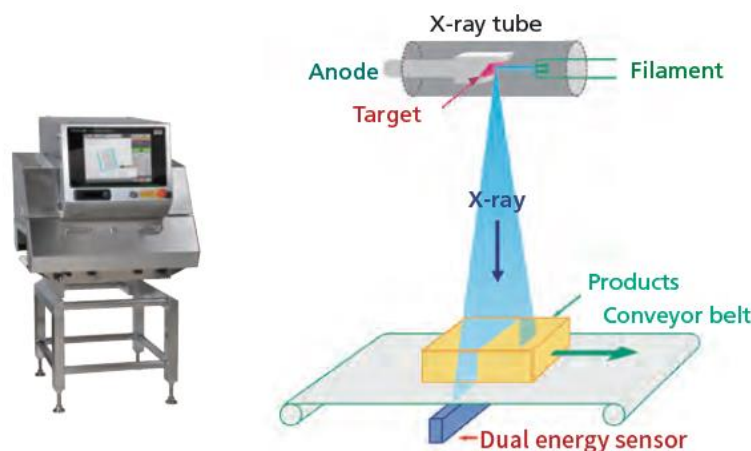
Carrier Acceptance Test



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 chicken bone residues



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 transparent 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. Examples of Environmental Measurement Business Solutions



Development of EV/Battery



Smart Factory

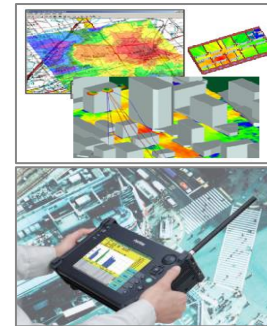


**Electric vehicle
Powertrain
emulation**



**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

2-5. Environmental Measurement business: Product overview

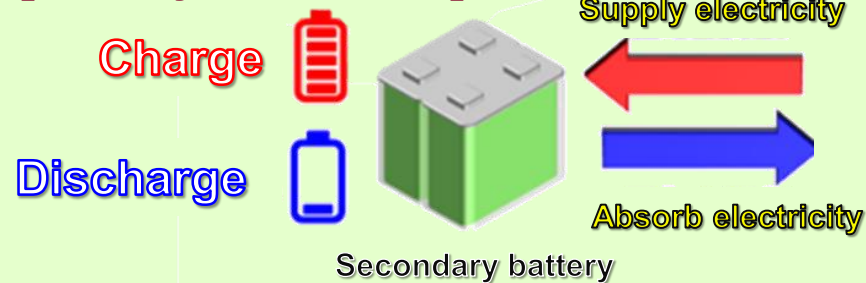
High voltage power supply for testing applications, used in testing driving systems and batteries for EVs

Usage purposes can be switched via an application based on objectives

Series/parallel structure based on voltage/current capacitance changes

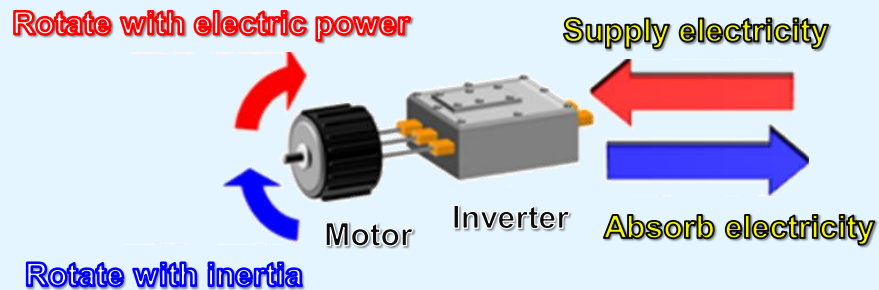
Battery charge /
discharge testing

[Battery evaluation]



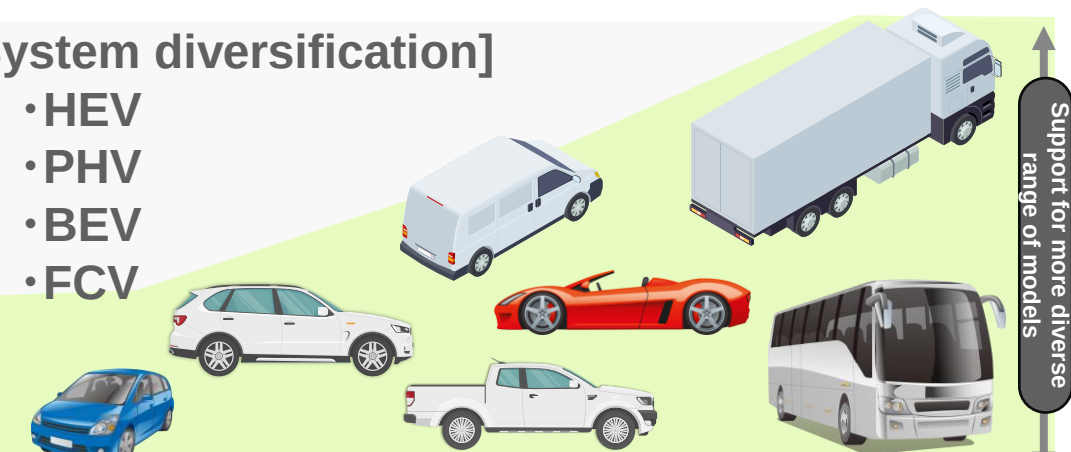
Drive system
testing

[Inverter and motor evaluation]



[System diversification]

- HEV
- PHV
- BEV
- FCV



Electrical capacity (voltage/current)

RZ-X2-100K

Flexible expansion based on testing requirements

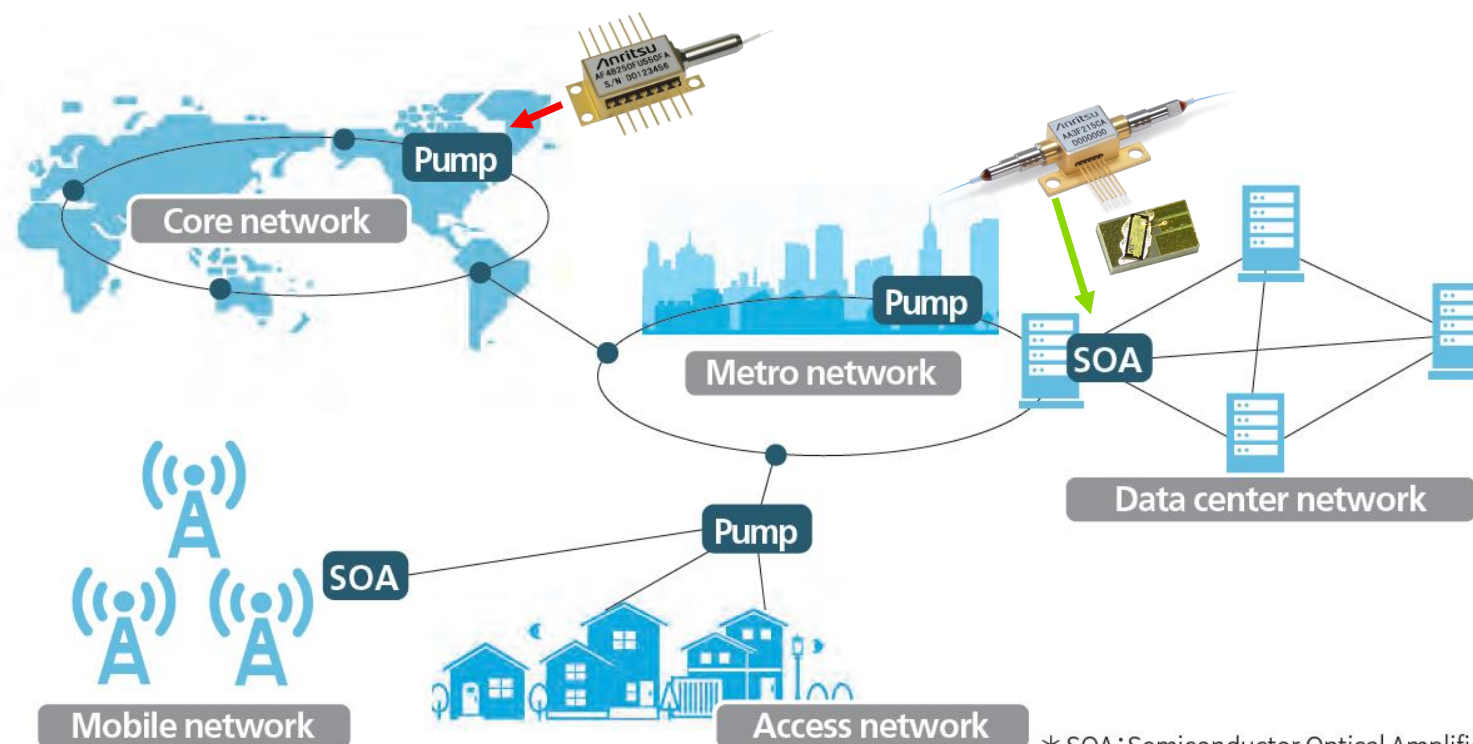
2-6. Sensing & Devices Business Segment

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

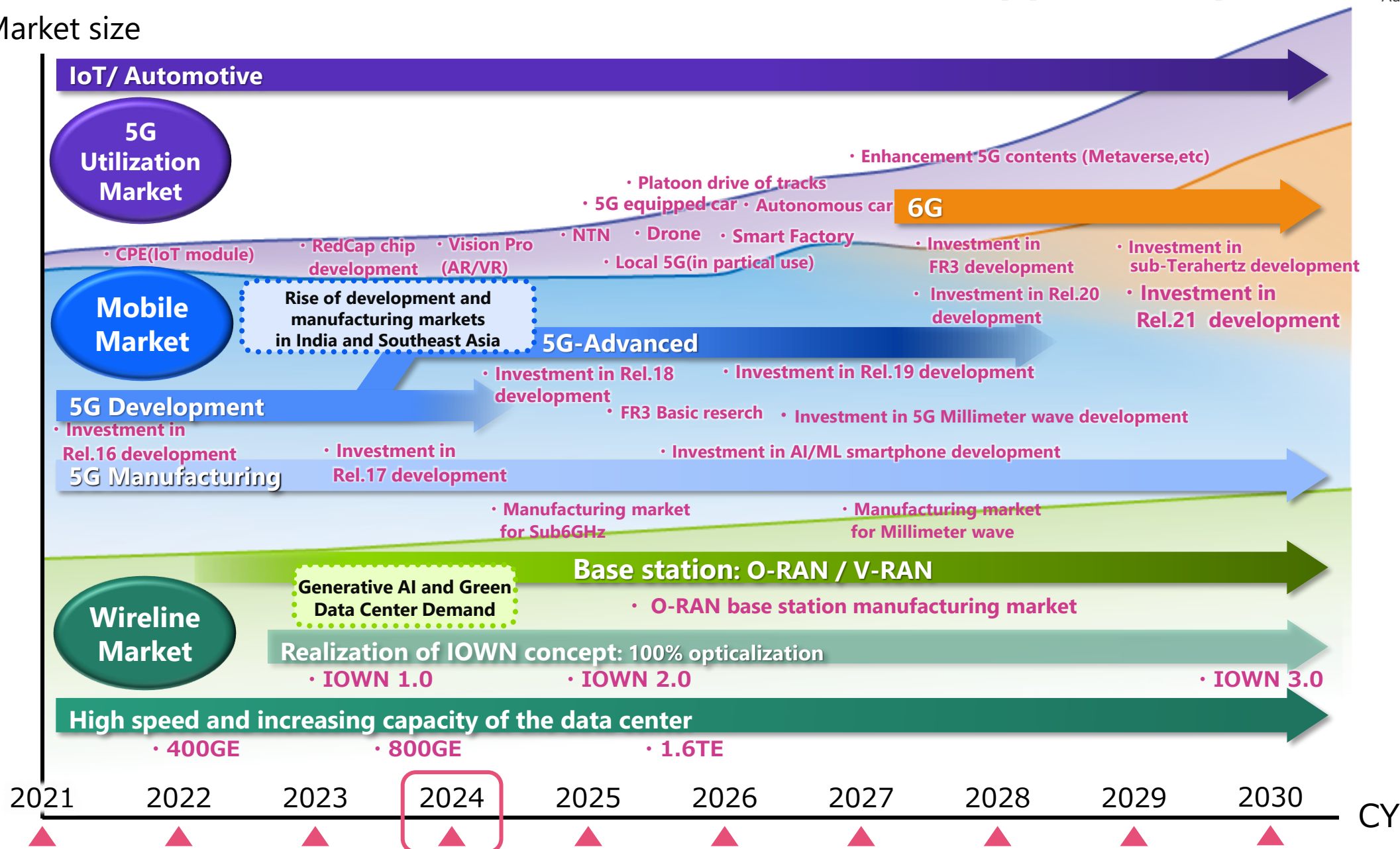
Products such as pump lasers and semiconductor optical amplifiers (SOA) used in optical fiber amplifiers and optical transceivers are supporting communication networks.



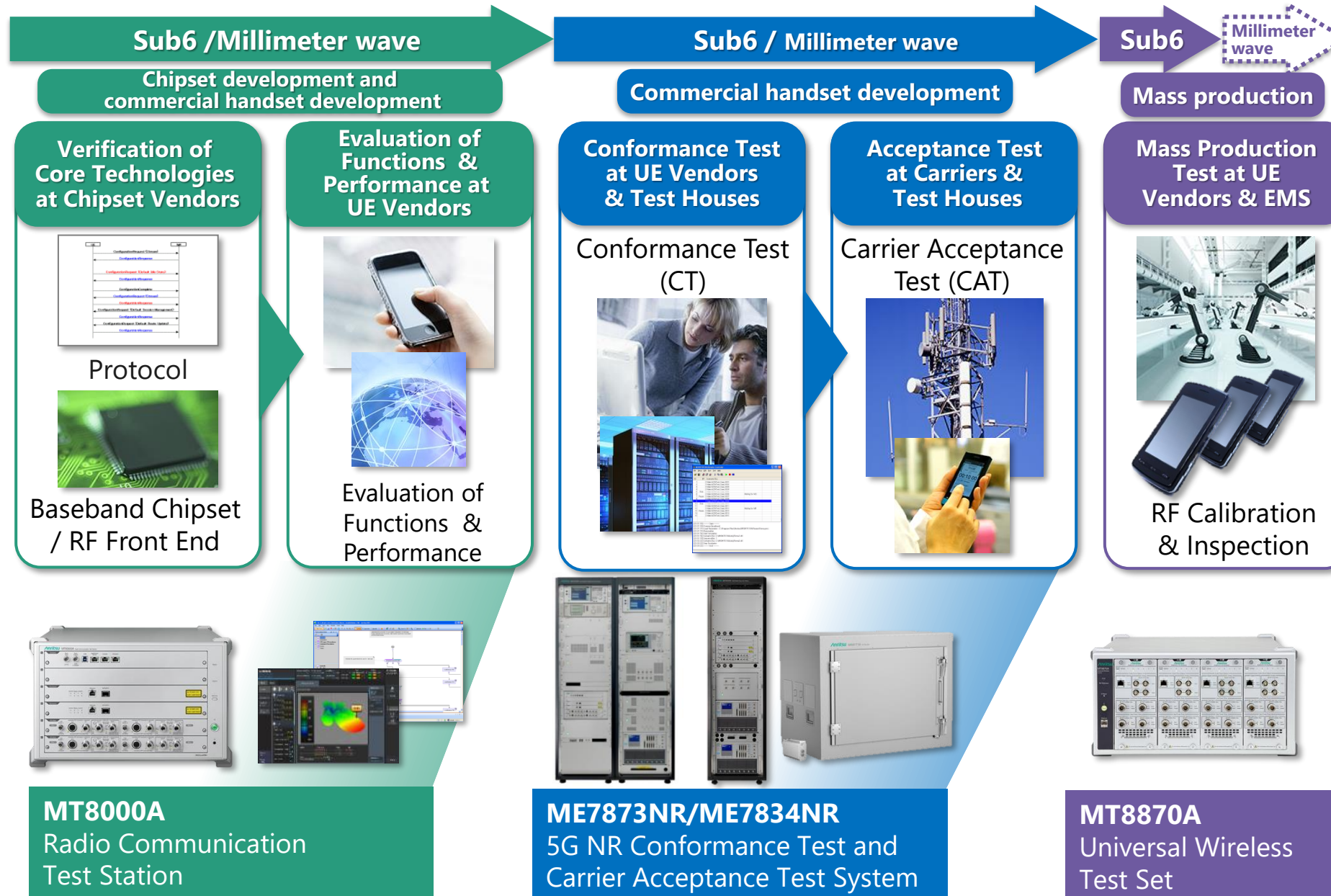
3. T&M Business Segment

3-1. T&M : Mobile market trends and Business opportunity

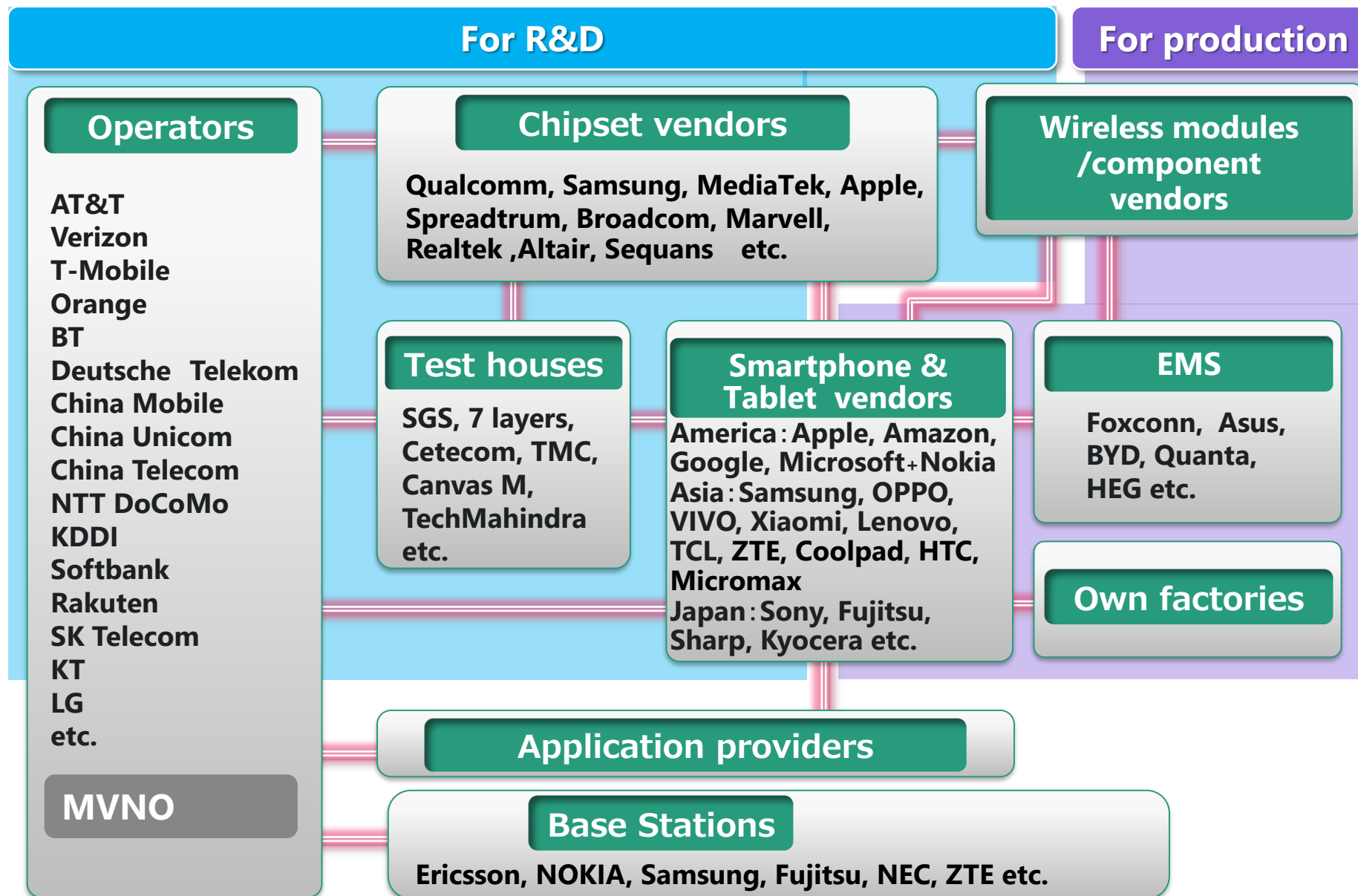
Market size



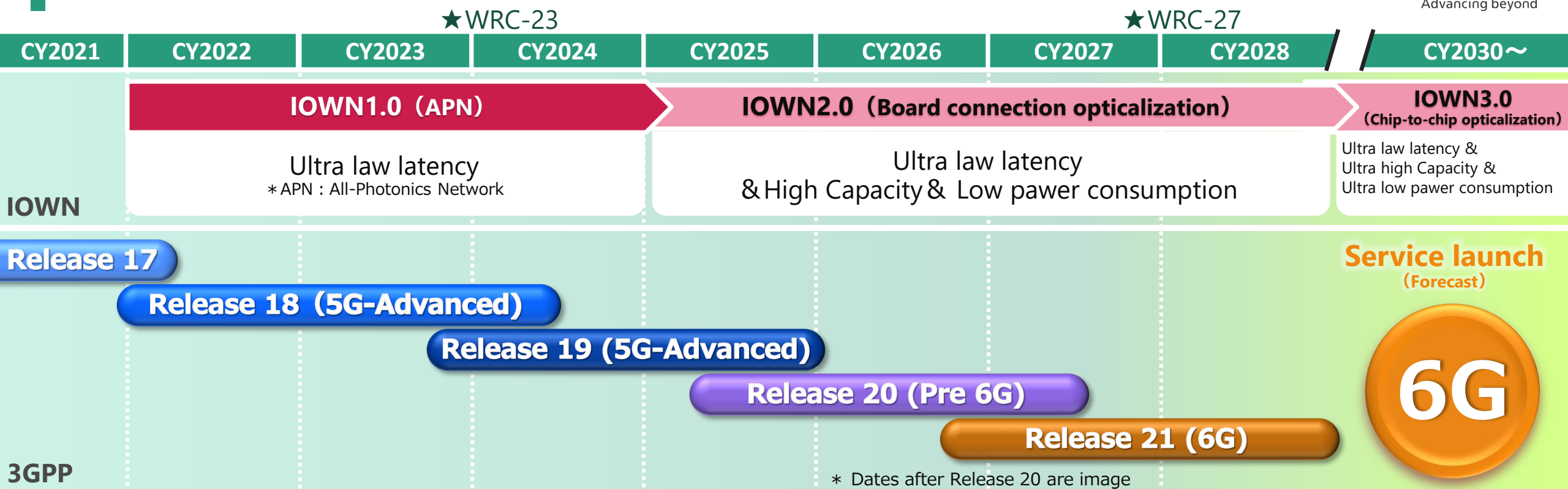
3-2. 5G terminal development/manufacturing process and test solutions



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



3-4. Standardization Trends



Main additional Specifications for 3GPP Release	Release17	Release18	Release19
Enhanced network	Non Terrestrial Network (NTN)	AI/ML model delivery/transfer	FR3(7~15GHz) support AI/ML Air interface
Enhanced terminal functions	Reduced power consumption	Mission Critical Communications	XR Functional enhancement
Industrial IoT	Introduction of Industrial IoT "RedCap"	5G Smart grid	UAV/UAM (Drone/Flying car)
Automotive	V2X	Side link CA	FR2 Side link

* Source: Created by Anritsu based on publicity available information

* Theme of Release 19 to be determined in March 2024

3-5. 5G Specification Trend

	CY2019	CY2020	CY2021	CY2022	CY2023	CY2024	CY2025
	Release16		Release17		Release18		Release19
Network enhancement	- IAB : unification of access and backbone (mmWave connection between base stations) - Convergence of Wireless and Wired		52.6-71GHz Frequency utilization - Network Slicing - Network Automation		- Send and multimodality - Ultra Territory Service - Distribution of AI/ML Model - Communication Relay of Automotive		- FR3 (7~15GHz) support - AI/ML Air Interface - Enhancement of Network Energy Saving function - Enhancement of NTN function
Terminal Enhancement	- Function to support the lower Energy Consumption - Massive MIMO enhancement (Multi-user MIMO)		- Further enhancement of lower energy consumption - Further enhancement of MIMO - Multi-USIM support - QoS improvement of cloud game		- Enhancement of 5G for residence - Communication for mission critical objects		- Enhancement of Mobility function - Enhancement of Duplex function - Enhancement of XR
Industry IoT	- High resilience (Securing plural communication path by CoMP, multi-TRP) - NR-U: usage of unlicensed band (5-6GHz) - Local 5G (introduction of non-public network)		- Industry IoT "RedCap" introduction (For MTC of Surveillance Cameras, Wearable Terminals) - NR-U for 60Ghz		- Smart Stations for railway service 5G Smart Grid - Positioning for low energy and high accuracy		- UAV/UAM (Drones, Flying Cars) - Ambient IoT - ISAC (integration of sensing and communication)
Automotive	- Ultra latency with ultra high reliability - Supporting time synchronization by TSN - Positioning with high accuracy (error within a few meters) 5G V2X : enhancement of C-V2X		- High accuracy positioning - Enhancement of side link communication (terminal to terminal communication without base stations) - Multicast for V2X - Non terrestrial network (satellite)		- CA for Side link - Anticipated QoS - Decentralized antenna system for automotive		- Enhancement of positioning (improvement of network resource usage) - FR2 side link

* Source: Created by Anritsu based on publicity available information

3-6. Trends of NTN (Non-Terrestrial Network) and Anritsu's efforts

Mobile services and pre-services that use satellites are being launched one after another.

In 5G, which is being developed by 3GPP, the integration of terrestrial networks and satellite networks is being promoted as NTN (Non-Terrestrial Network) specifications in Release 17.

The MT8821C can be equipped with NTN NB-IoT test software to measure the radio characteristics of devices that communicate with satellites according to NTN specifications.

As a partner of Skylo, we also support their testing for NTN device acceptance.

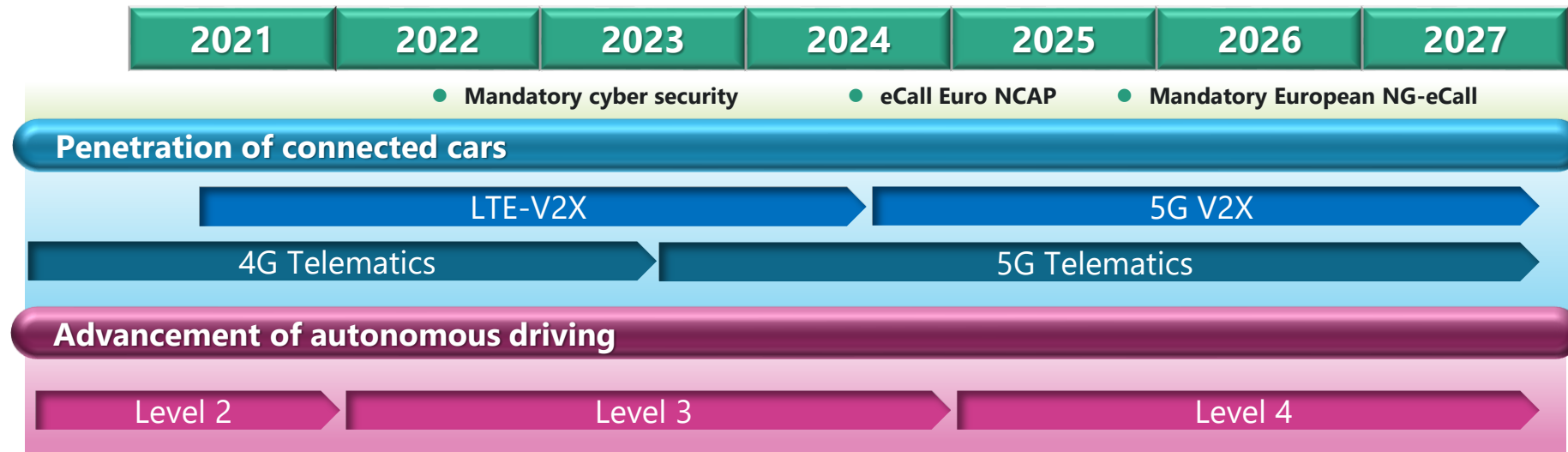


Radio Communication Analyzer
MT8821C

Main Satellite Services	Start of service	Contracted carriers, etc.
Starlink	2021	KDDI, Softbank, Docomo, T-Mobile, etc.
Skylo	2024	Softbank, SORACOM, Telefonica, etc.
AST SpaceMobile	2024	Rakuten, AT&T, Vodafone, etc.
Space Compass	2025	Docomo, NTT
Globalstar	2000	End of 2022 Emergency SOS from iPhone only

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

3-7. Introduction of new technologies in the automotive market and Anritsu's initiatives



Connected cars / V2X

V2X (vehicle -to-vehicle / Road-to-vehicle communication)

Mobile network simulator

- UN-R144 (eCall), NG eCall
- Cyber Security
- V2X (802.11p, C-V2X)
- Infotainment Services

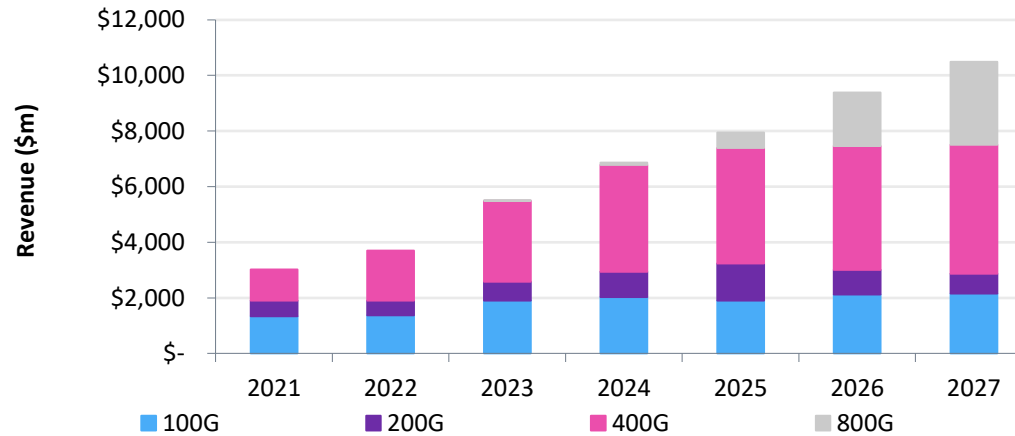
Connected HIL System

Partnership with leading HIL vendors

The diagram illustrates a Connected HIL System. A central green car icon is connected via pink lines to a test bench on the left and a real-world driving scene on the right. The test bench includes a car model and a control unit. The real-world scene shows a car driving on a road with a truck labeled 'dSPACE'.

3-8. Test Solutions for support of Cloud Service expanding

High-speed (from 100G to 800G) optical modules by data rate

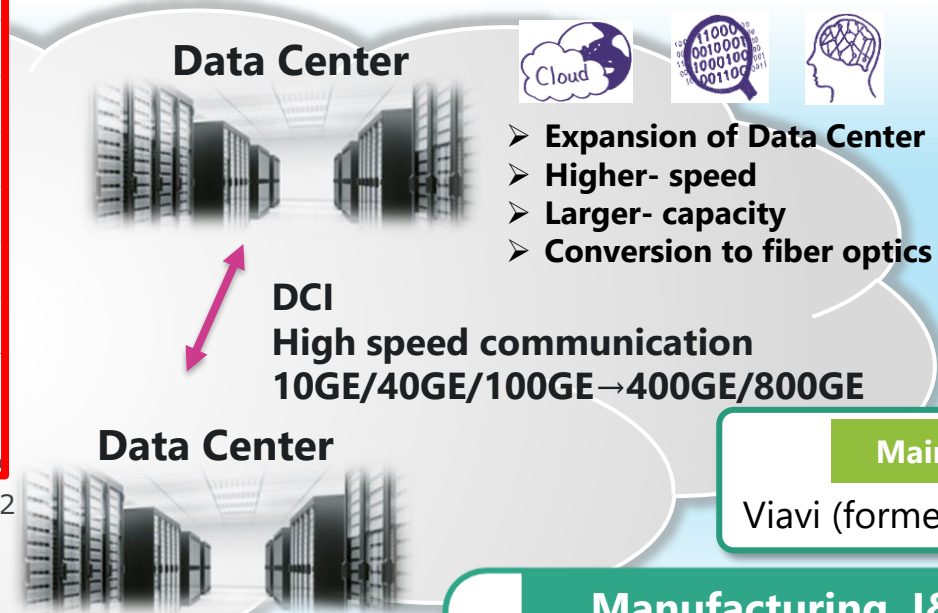


Source: Omdia

© 2022 Omdia

Source : Omdia; Datacom Transceiver and AOC Forecast: 2022-27 19 SEP 2022

Data traffic extending explosively



Main Competitors

Keysight

R&D Solution



MP1900A
Signal Quality Analyzer

Equipment (Router, Switch)
in Data Center

Optical modules

Optical devices

Measurement objects: High speed optical devices & modules etc.

Manufacturing, I&M Solution



MP2110A BERTWave



MS9740B Optical Spectrum Analyzer



MT1040A Network Master Pro (400G Tester)

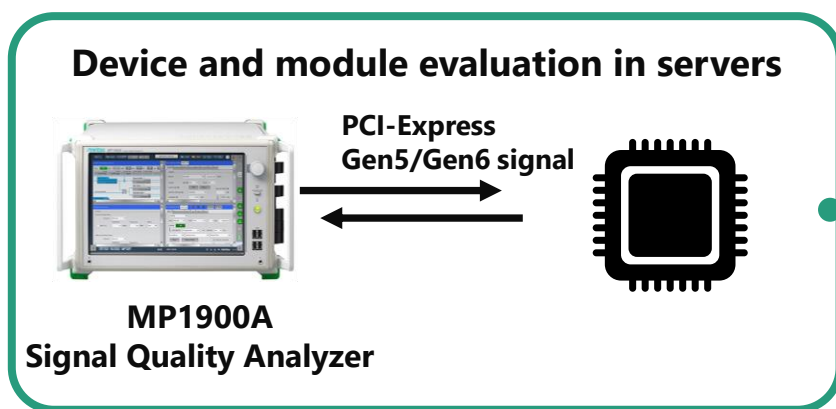


MT1000A Network Master Pro (Ethernet/CPRI/OTDR Test Equipment)

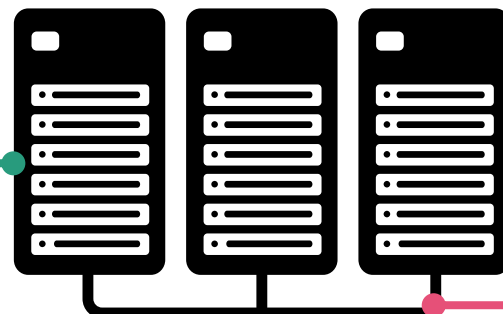
3-9. Product introduction: Solutions for network acceleration

Support for device/module evaluations for data centers with increasing capacity due to the spread of generative AI

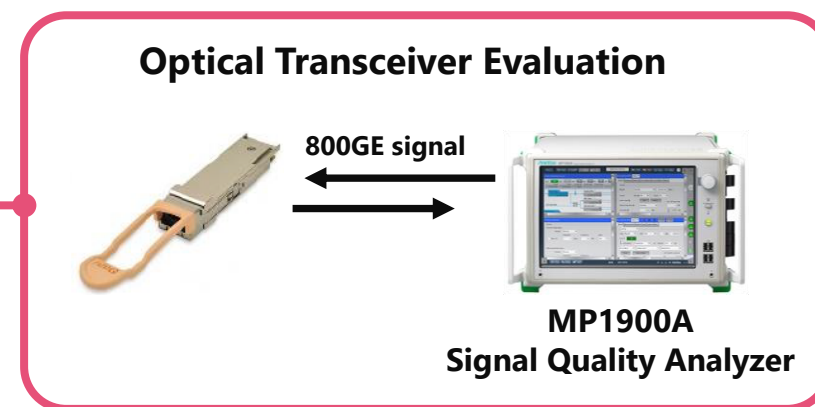
- PCI-Express Gen5→Gen6
Twice the transmission capacity



Data center



- 100GE→400GE→800GE
High-speed optical interface between servers



■ Features

- Supports 100GE/400GE/800GE, PCI-Express Gen5/6

■ Target markets

- Development market for GPU/CPU and high-speed optical communication devices/modules

■ Target customers

- Chip vendors, Optical transceiver vendors, Network equipment vendors, Hyperscalers

3-10. T&M business: Product overview

Supports evaluation of optical transceivers used to meet the growing data center capacity due to the spread of generative AI



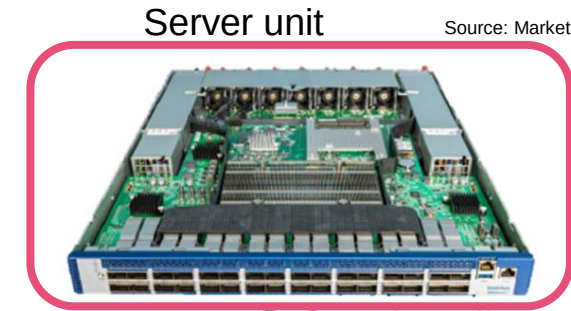
BERTWave MP2110A

Provides performance evaluation environment for

100GE/400GE/800GE optical transceivers

Contributes to faster communications between data center servers

100GE/400GE/800GE signals



Source: Market research report by Yole

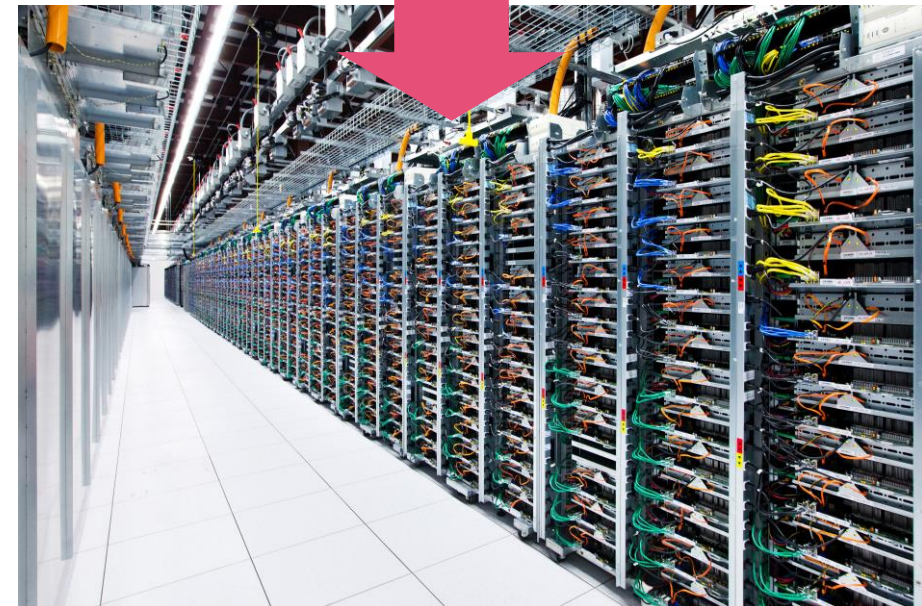
Courtesy of Innovium



Optical transceiver



Optical transceiver



Rear sides of server racks

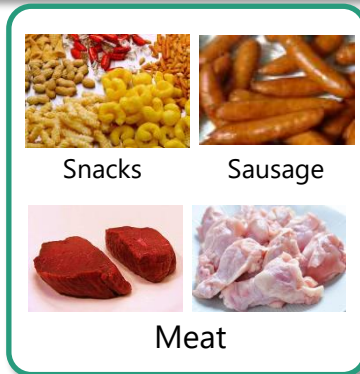
Large number of optical transceivers inserted into the server unit

Source: Explore our photo gallery - Google Data Centers
<https://www.google.com/about/datacenters/gallery/>

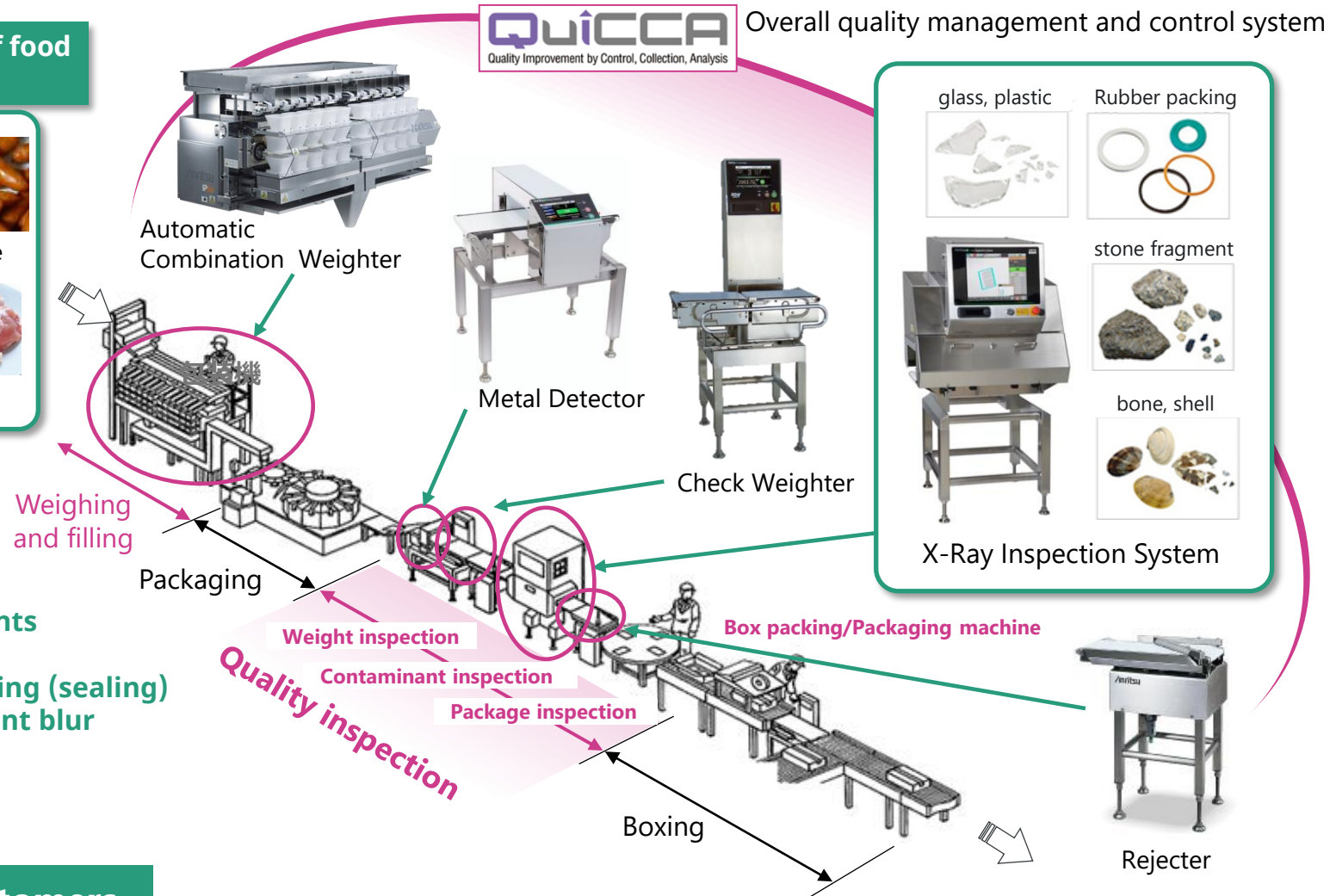
4. PQA Business Segment

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

General examples of food production process



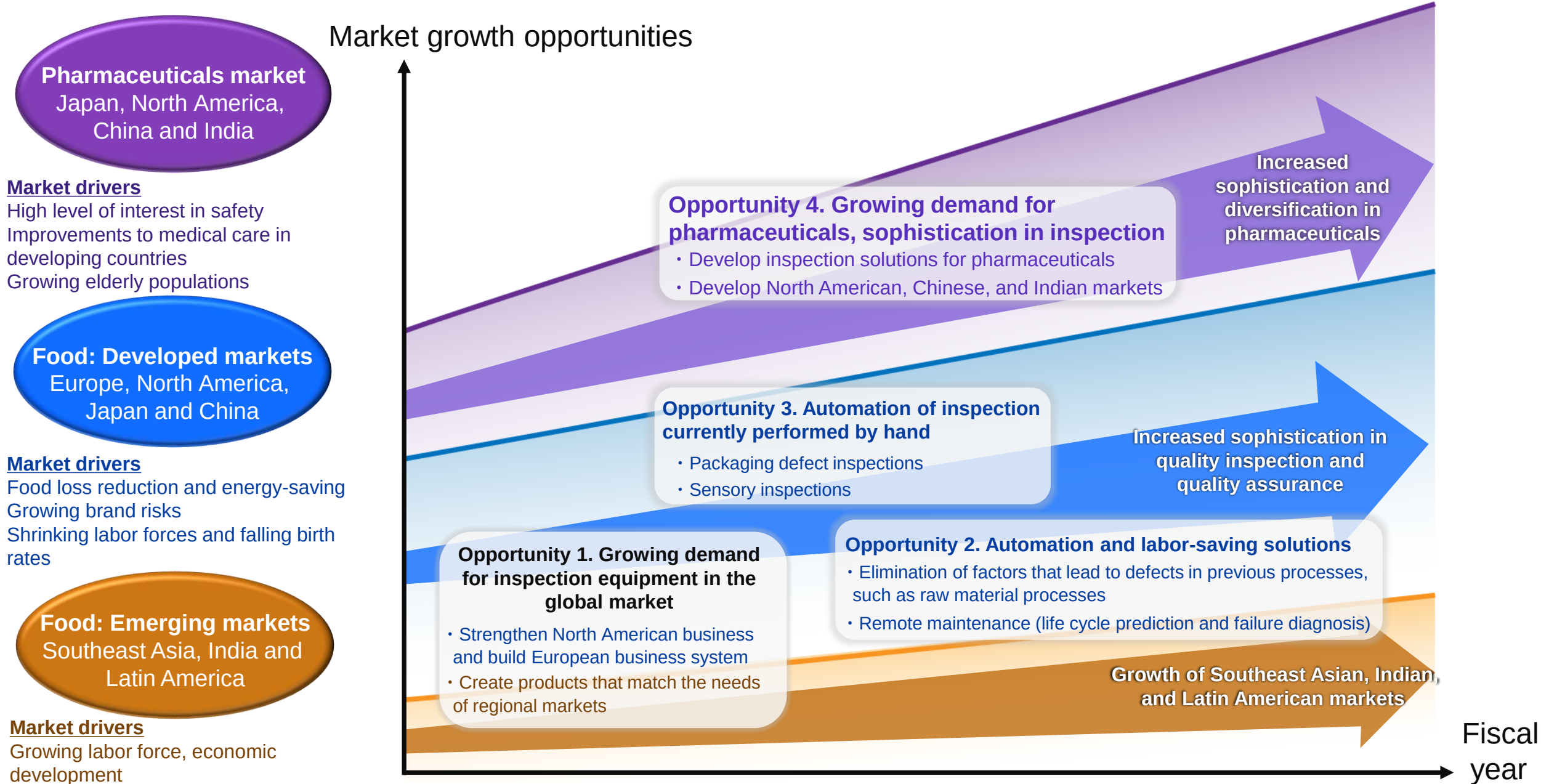
- Contamination
- Variation in the amount of contents
- Breaks and chips
- Defective packaging (sealing)
- Printing error/Print blur



Major customers

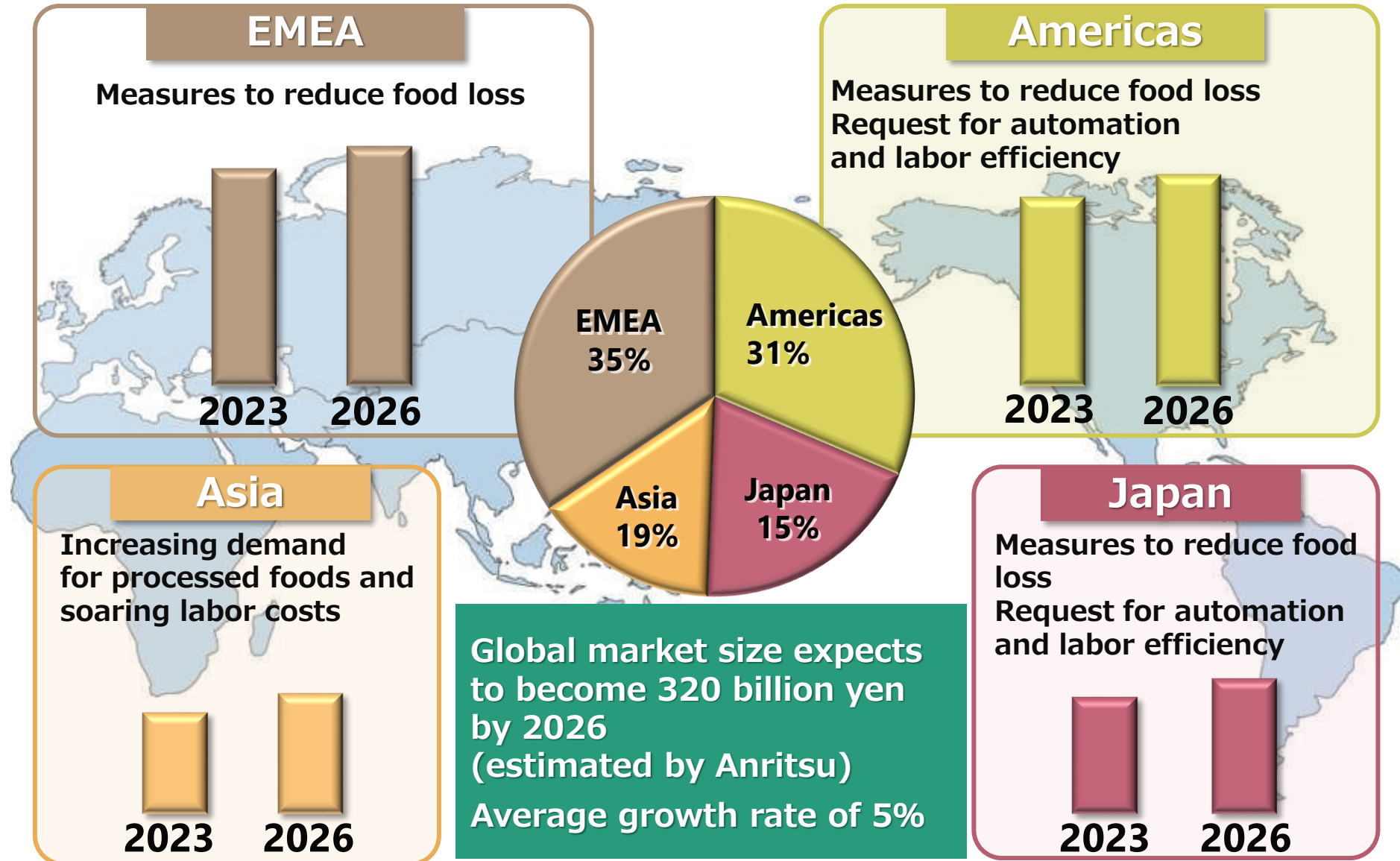
Mondelez, Nestle, Kraft Heinz, Nippon Ham Group, Glico Group, Nissui Group, etc.

4-2. PQA business: GLP2026 Market growth opportunities

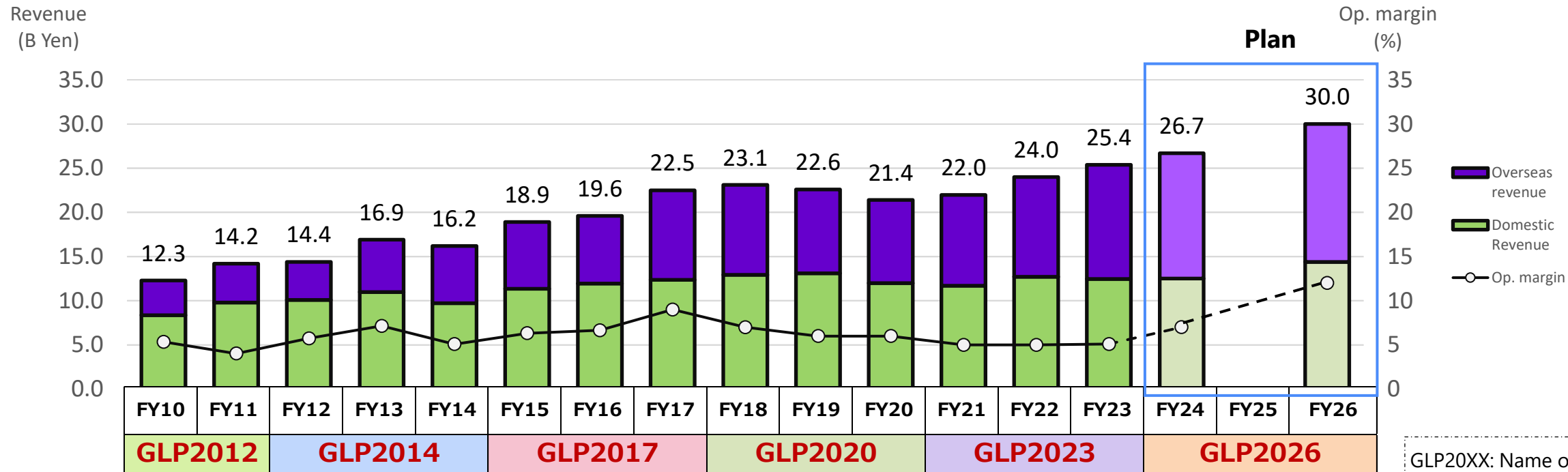


4-3. PQA Business : Current Status of the PQA Market and Outlook

Main market drivers and the market size of each region



4-4. The growing PQA business



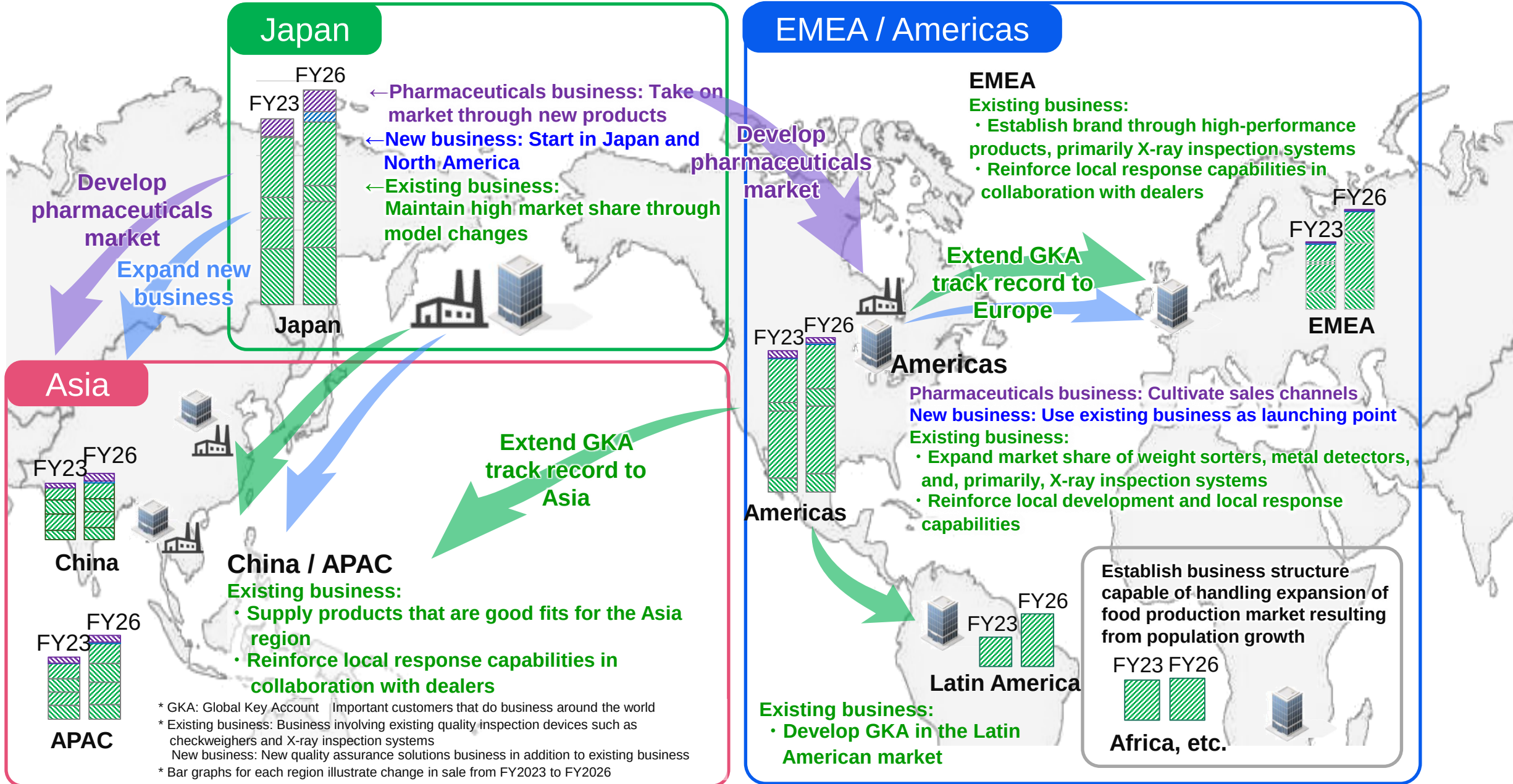
GLP20XX: Name of Global long-term management plan

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

Main Competitors

Mettler-Toledo, Ishida, Marel

4-5. PQA business: GLP2026 Global business development



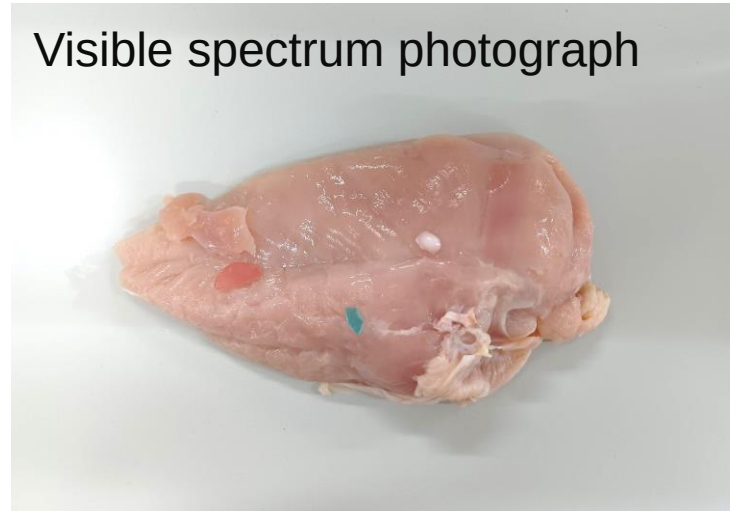
4-6. PQA business: Product overview

AI-powered dual energy sensor X-ray Inspection System KXH7534ASGCD

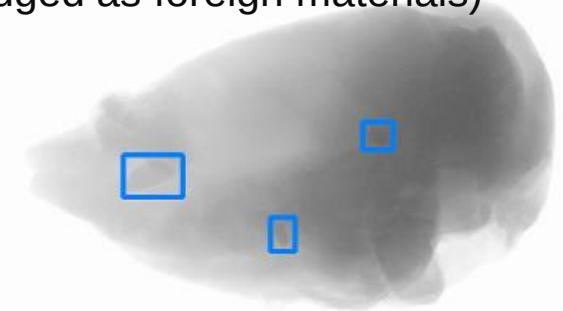
- Outfits the XR75 Series HR, an X-ray Inspection System with high-resolution X-ray imaging capabilities, with deep learning AI developed for detecting foreign materials
- Capable of detecting chicken cartilage and breaks in overlapped sausage, both of which are difficult to achieve with conventional X-ray devices
- Helps improve productivity and reduce food loss by eliminating foreign materials during ingredient intake and processing stages



Visible spectrum photograph



X-ray image (blue boxes indicate areas judged as foreign materials)

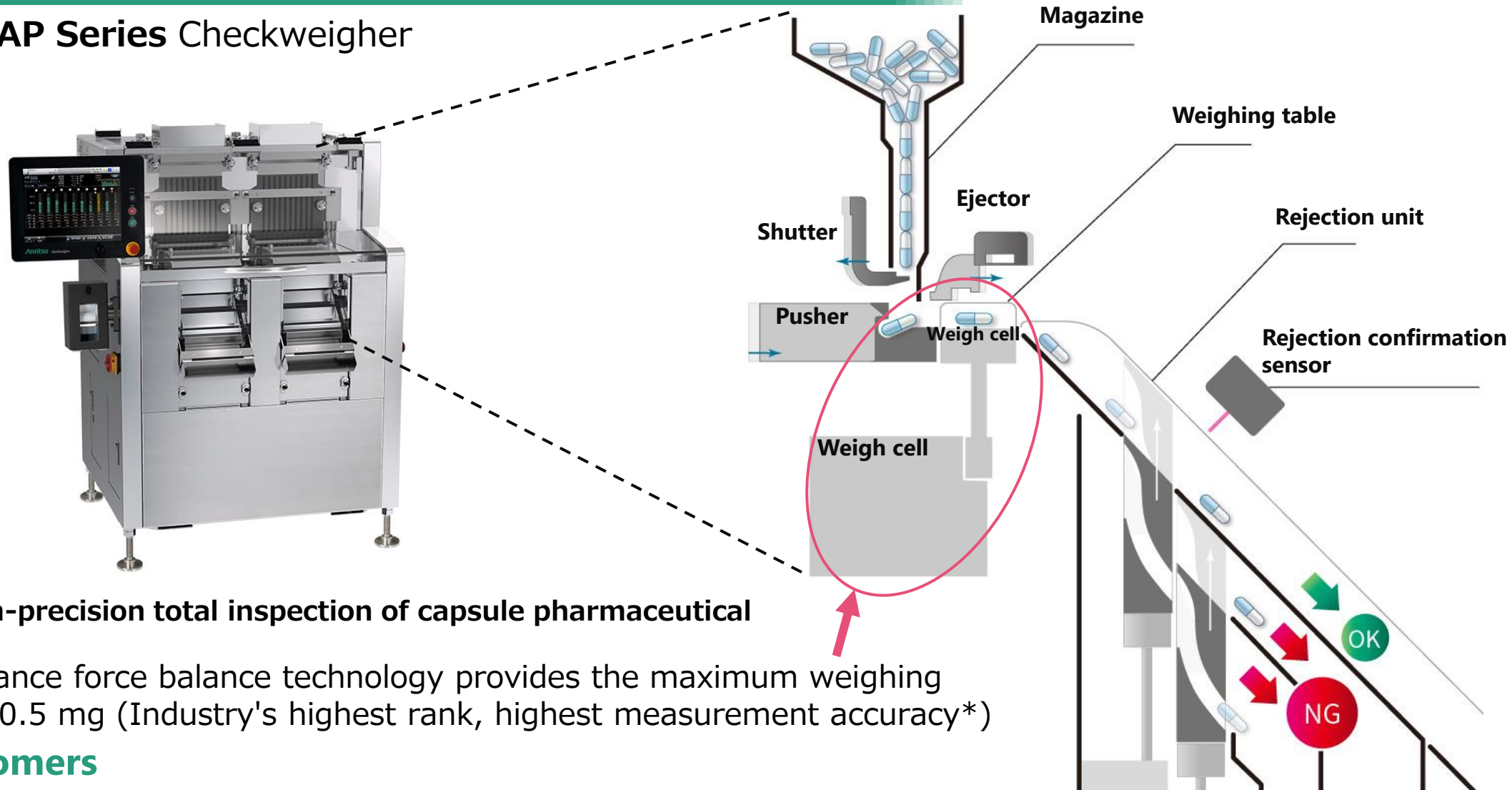


Examples of detection of bone and plastic on chicken meat
(dummy sample created for testing)

4-7. Products: Solutions for the Pharmaceutical Market

High-precision capsule checkweigher for pharmaceuticals

KWS9002AP Series Checkweigher



■ Features

High-speed, high-precision total inspection of capsule pharmaceutical product weight

- High-performance force balance technology provides the maximum weighing accuracy of ± 0.5 mg (Industry's highest rank, highest measurement accuracy*)

■ Target customers

- Pharmaceutical Company

*Based on the results of our survey.

5. Environmental Measurement Business Segment

EV/battery testing equipment business

**Accelerate growth, led by
TAKASAGO, LTD.'s power business**

<Core business areas>

Mobility (primarily EV) electrification market and expandable markets

<Business strategy>

Expand solutions based on TAKASAGO, LTD.'s power control technologies and market track record

<Main initiatives>

- Improve flexibility of power systems and support diversifying testing needs
- Expand scope of solutions from EV/battery evaluation market to expandable markets as well
- Expand product lineup for peripheral device markets, which are growing with the spread of EVs
- Develop overseas markets by leveraging technologies and expertise nurtured through domestic business
- Increase and expand product supply capabilities through reinforcing collaboration between Group production sites



Industrial DX business

Use “technology to connect” to realize efficiency improvements and labor-savings at manufacturing sites

<Core business areas>

Manufacturing worksites facing increasingly severe labor shortages

<Business strategy>

Provide solutions that improve workplace safety and productivity using communication and video technologies

<Main initiatives>

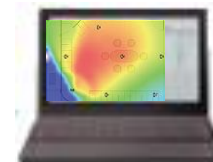
- Introduce “AccelVision,” which links worksite events and video data
- Operate "5G LAB" that supports introduction of local 5G and co-creation of solutions.



AccelVision



ANRITSU
5G LAB



Social infrastructure resilience business

Contribute to the transition to next-generation communications infrastructure that protects the safety and security of society

<Core business areas>

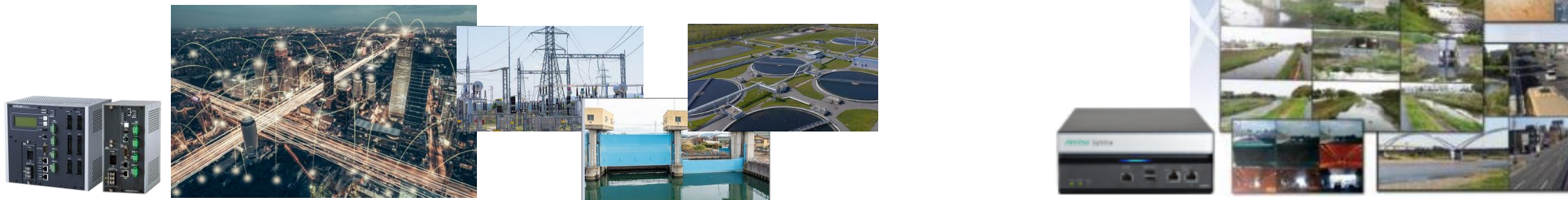
Market for highly communal information communication systems that require high levels of quality and stability

<Business strategy>

Use advanced technologies and expertise to contribute to the smooth transition to next-generation communications infrastructure equipment

<Main initiatives>

- Provide solutions that makes social infrastructure maintenance networks fully IP supported
- Develop distributed, remote monitoring systems to assist with natural disaster preparedness
- Launch bandwidth controlling solutions with cloud support



6. Financial Results for the Fiscal Year ended March 31, 2024

6-1. Consolidated performance - Financial results -

- ▶ Orders decreased 3% YoY; Revenue decreased 1% YoY.
Operating profit decreased 24% YoY; Profit decreased 17% YoY.

Unit: Billion Yen

International Financial Reporting Standards(IFRS)	FY2022 (Apr. to Mar.)	FY2023 (Apr. to Mar.)	YoY	YoY (%)
Order intake	110.1	107.3	(2.8)	-3%
Revenue	110.9	110.0	(0.9)	-1%
Operating profit (loss)	11.7	9.0	(2.7)	-24%
Profit (loss) before tax	12.4	10.0	(2.4)	-20%
Profit (loss)	9.3	7.7	(1.6)	-17%
Comprehensive income	13.3	13.2	(0.1)	-1%

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

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

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

Unit: Billion Yen

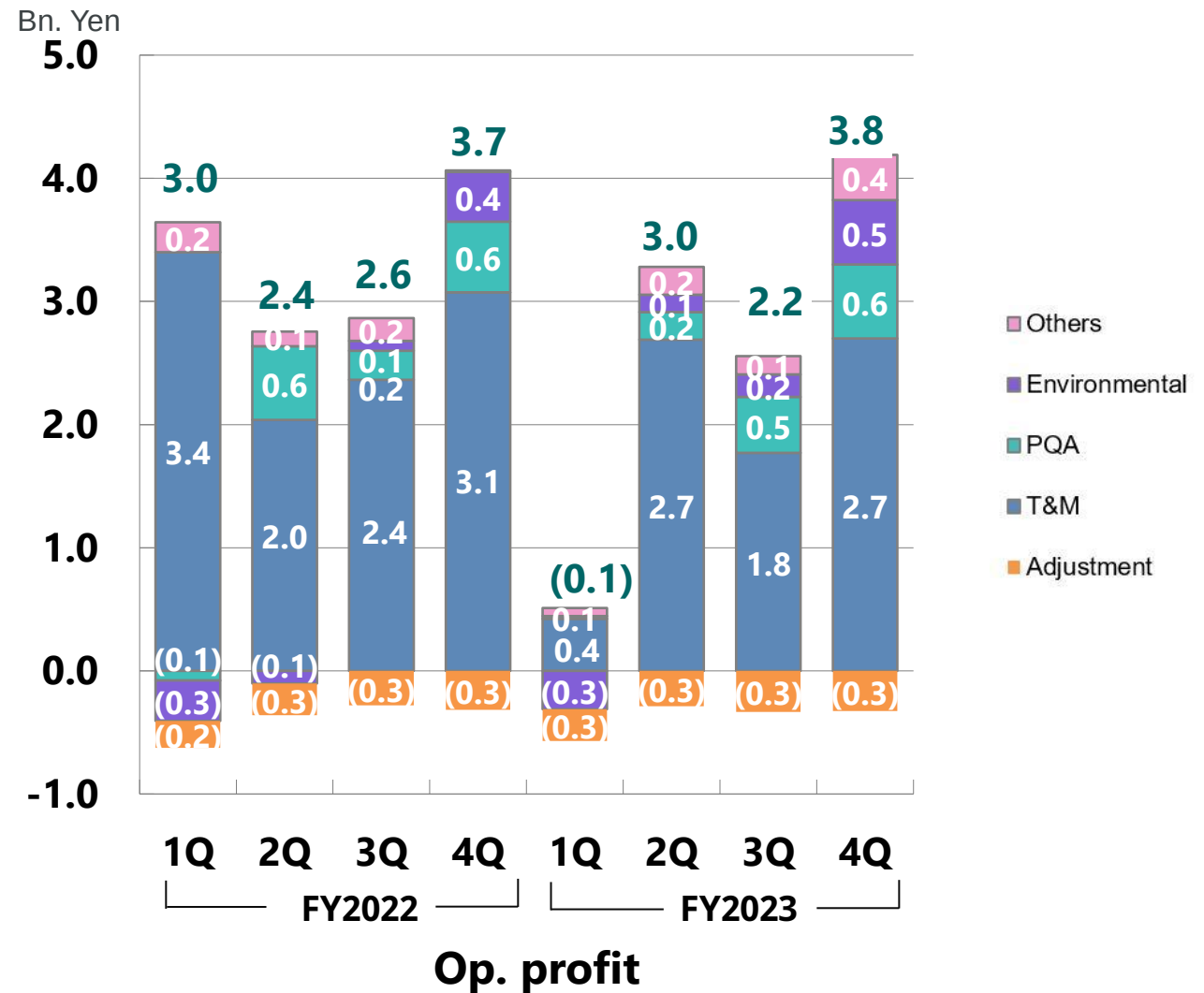
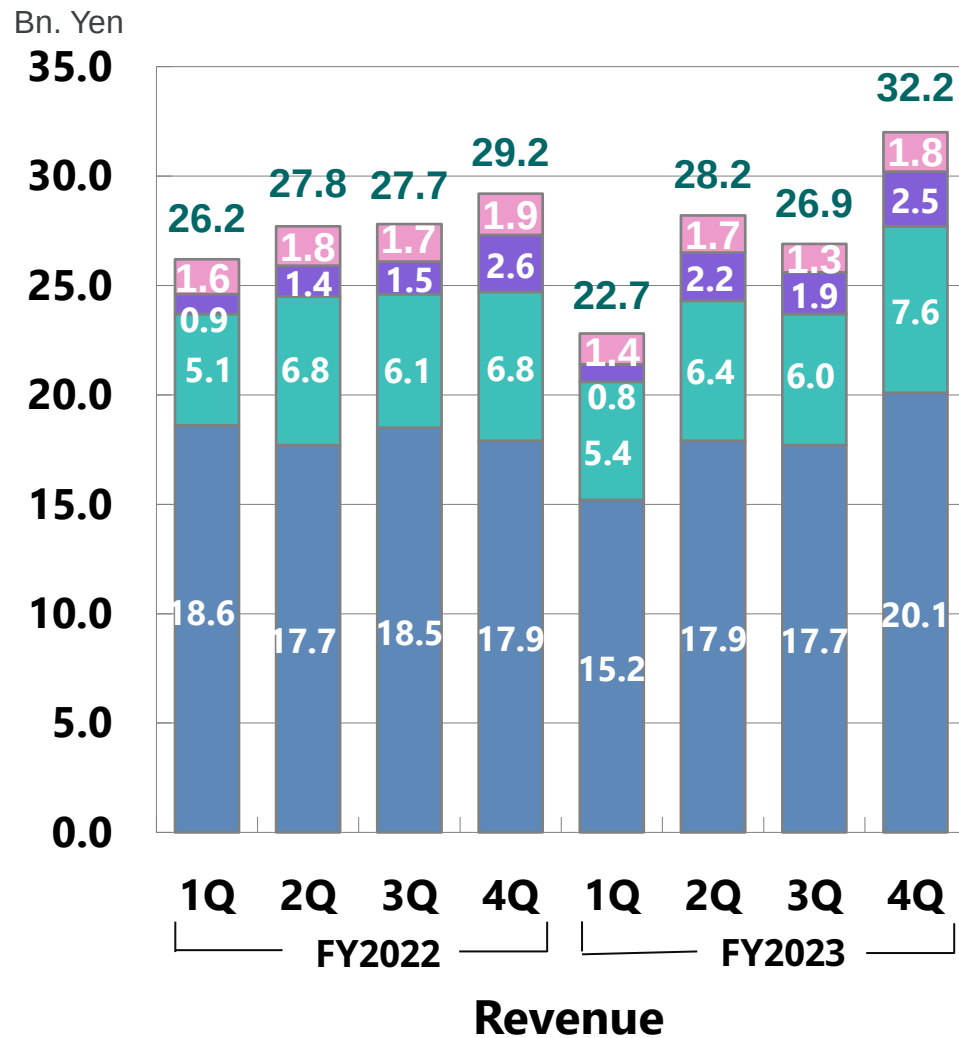
International Financial Reporting Standards (IFRS)		FY2022 (Apr. to Mar.)	FY2023 (Apr. to Mar.)	YoY	YoY (%)
T&M	Revenue	72.8	71.0	(1.8)	-2%
	Op. profit (loss)	10.9	7.5	(3.4)	-31%
PQA	Revenue	24.8	25.4	0.6	2%
	Op. profit (loss)	1.3	1.3	(0.0)	-3%
Environmental Measurement	Revenue	6.4	7.4	1.0	17%
	Op. profit (loss)	0.1	0.5	0.4	944%
Others	Revenue	6.9	6.1	(0.8)	-12%
	Op. profit (loss)	0.6	0.8	0.2	45%
Adjustment	Op. profit (loss)	(1.1)	(1.2)	(0.1)	-
Total	Revenue	110.9	110.0	(0.9)	-1%
	Op. profit (loss)	11.7	9.0	(2.7)	-24%

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

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

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

▶ 4Q(Jan.-Mar.) Operating margin : T&M 13.2%, PQA 7.8% , Environmental Measurement 20.6%



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

6-4. Overview of operations by business segment

Segment FY2023 (April to March)

➡ T&M: Capital investment, which had been stagnant due to rising global prices and labor costs, has resumed. However, cautiousness regarding investment remained. Demand for higher-speed fixed networks is steady.

Mobile	There is continuing demand despite unstable investments in the 5G development market.
--------	---

Network Infrastructure	The creation of green data centers and data centers dedicated for generative AI use is accelerating.
------------------------	--

Electronics	6G basic research has started.
-------------	--------------------------------

Asia & Others/Japan	Although investments in the Chinese 5G smartphone development market are stagnating, data center-related markets are booming.
---------------------	---

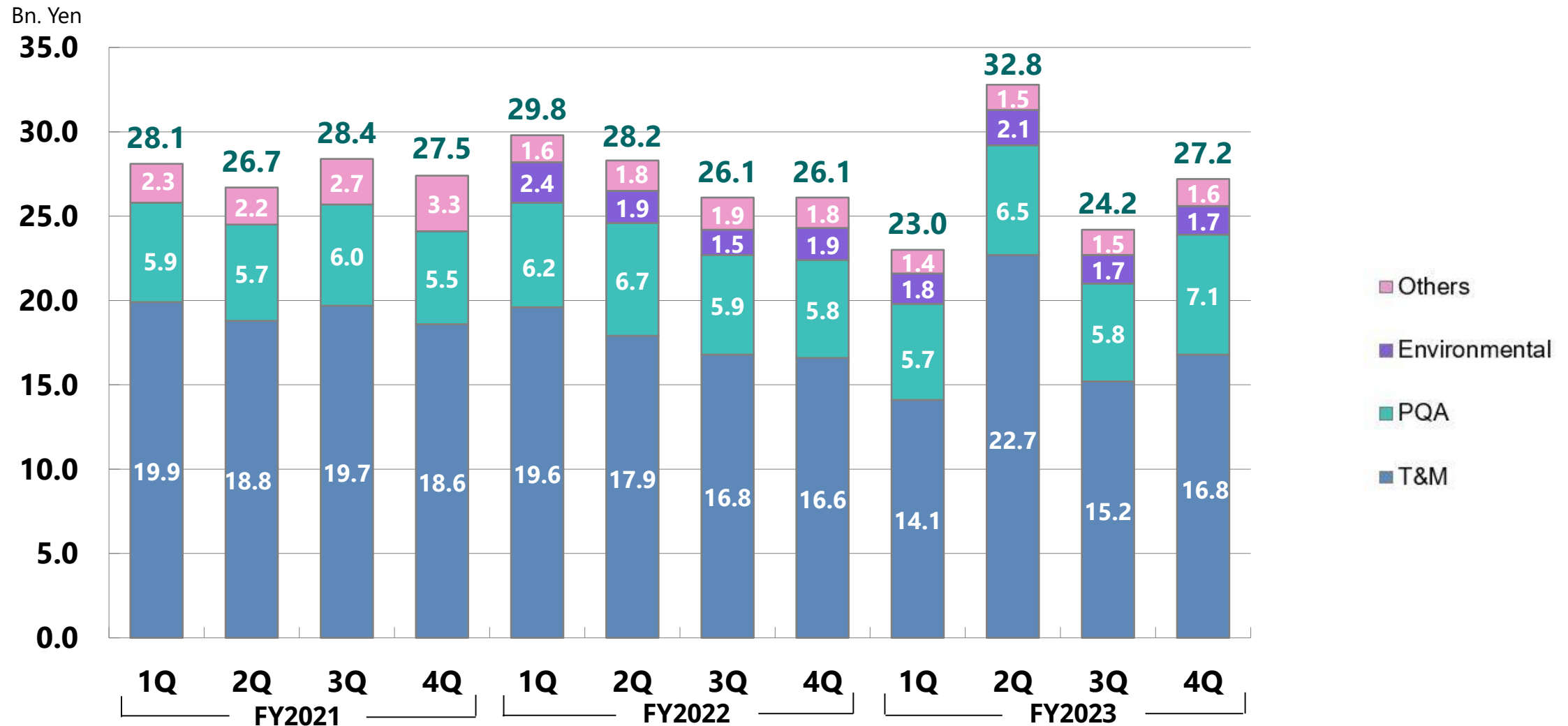
The United States	Demand for basic research including 6G is robust. The data center market is booming due to the strong performance of generative AI, etc.
-------------------	---

➡ PQA: Although the meat markets in Europe and the United States have slowed, the processed foods markets remain strong. Performance in Japan is strong due to inbound demand.

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

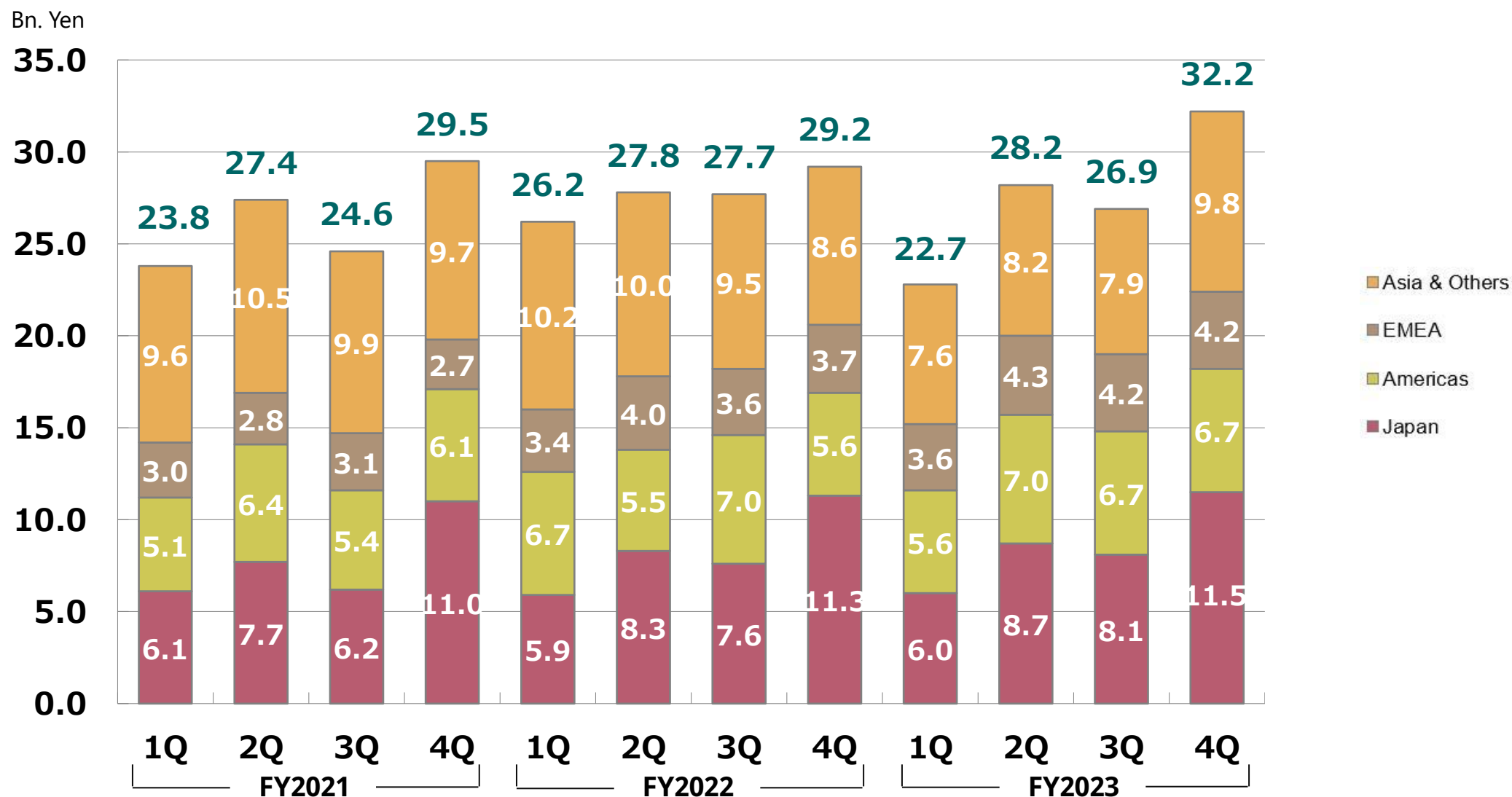
6-5. Transition of Order Intake

▶ T&M : increased 2% YoY, PQA : increased 22% YoY, Environmental Measurement : decreased 10% YoY



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

6-6. Transition of Revenue by Region



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

6-7. Cash Flow

▶ Operating cash flow margin ratio was 15.1%

FY2023 (Apr. to Mar.)

Operating CF : 16.6 Bn. Yen

Investing CF : (3.6) Bn. Yen

Financing CF : (6.6) Bn. Yen

Free Cash Flow

Op.CF + Inv. CF : 12.9 Bn. Yen

Cash at the end of period

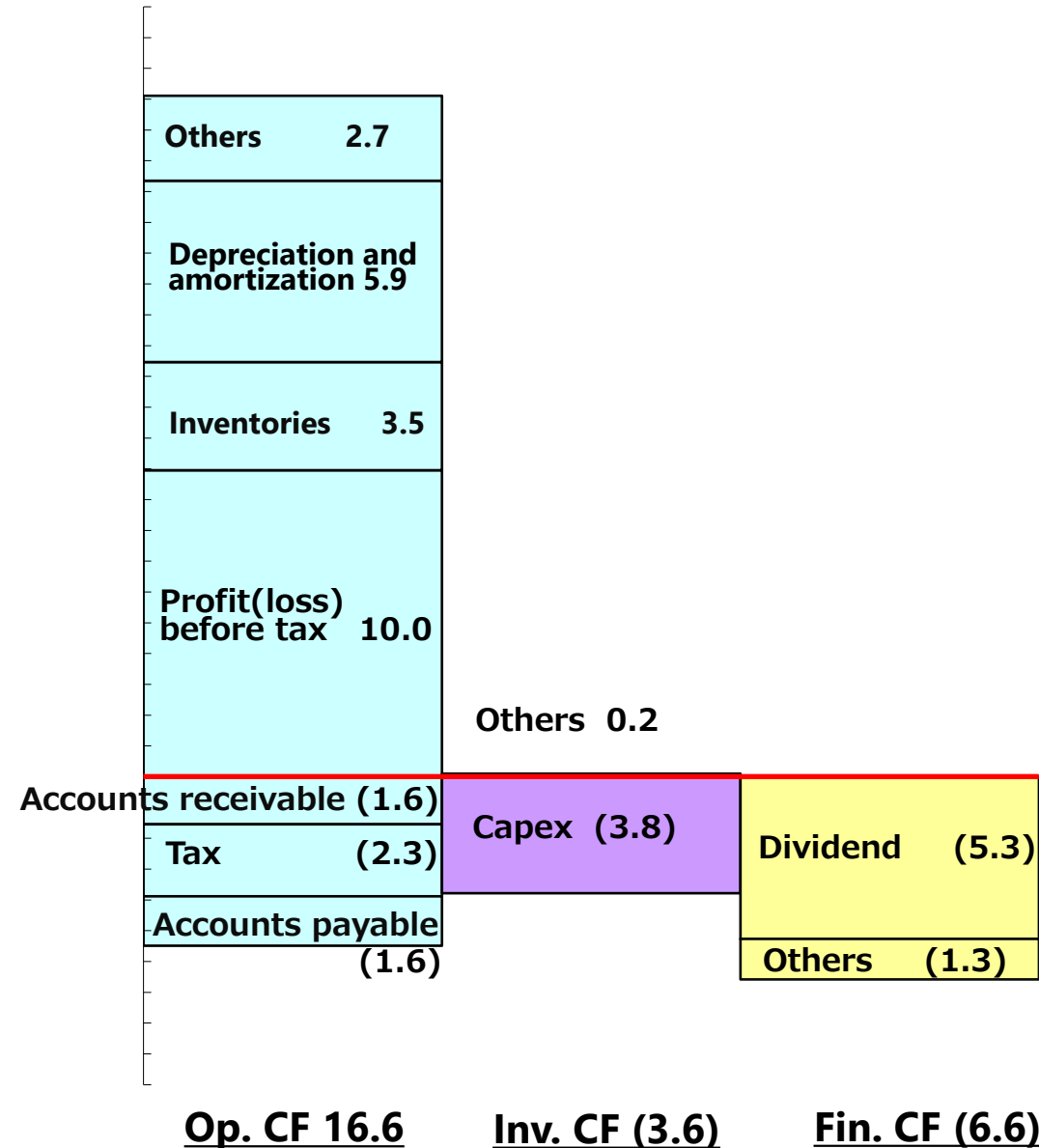
45.7 Bn. Yen

Interest-bearing debt

7.2 Bn. Yen

Details

Unit : Billion Yen



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

6-8. Forecast for full year of FY2024 (Consolidated)

▶ We aim to increase in revenue and profit in all three main segments.

Unit: Billion Yen

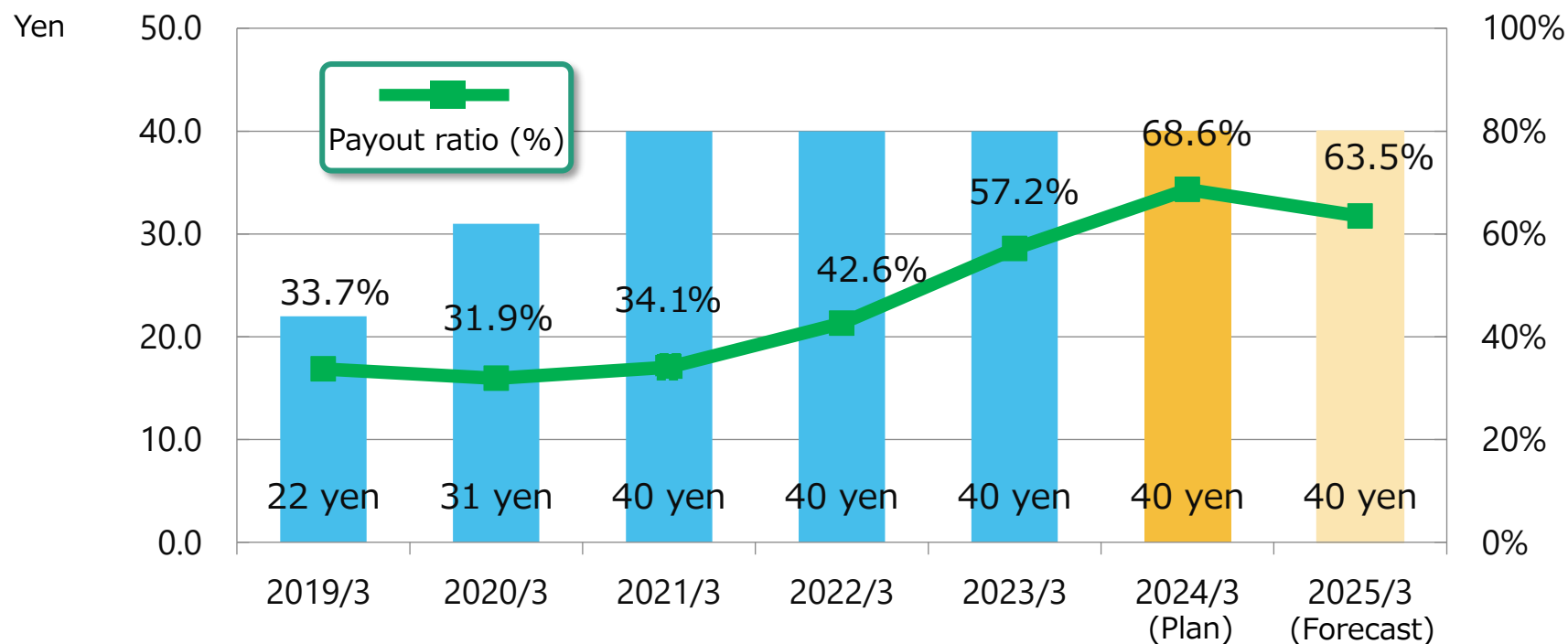
		FY2023	FY2024		
		Actual	Forecast	YoY	YoY(%)
Revenue		110.0	115.0	5.0	5%
Operating profit (loss)		9.0	11.0	2.0	22%
Profit (loss) before tax		10.0	11.0	1.0	11%
Profit (loss)		7.7	8.3	0.6	8%
T&M	Revenue	71.0	73.8	2.8	4%
	Op. profit (loss)	7.5	9.2	1.7	22%
PQA	Revenue	25.4	26.7	1.3	5%
	Op. profit (loss)	1.3	1.9	0.6	47%
Environmental Measurement	Revenue	7.4	9.0	1.6	21%
	Op. profit (loss)	0.5	0.7	0.2	30%
Others	Revenue	6.1	5.5	(0.6)	-10%
	Op. profit (loss)	0.8	0.4	(0.4)	-51%
Adjustment	Op. profit (loss)	(1.2)	(1.2)	0	-

Reference : Exchange rate : FY2023 (Actual) 1USD=145 yen, 1EURO=157 yen
FY2024 (Forecast) 1USD=145 yen, 1EURO=155 yen

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

6-9. Dividend plan and forecast

We plan to pay an annual dividend of 40 yen per share for FY2024.



Payout ratio during three years	GLP2020 (FY2018 to FY2020)	GLP2023 (FY2021 to FY2023)
	33.3%	54% (Planned)

Appendix: Glossary

ADAS :	Advanced Driver-Assistance Systems
AR :	Augmented Reality
A-SKILLS :	Anritsu SKILLS training center
BEV :	Battery Electric Vehicle
CPE :	Customer Premises Equipment
CSR:	Corporate Social Responsibility
EM:	Environmental Measurement
FCV :	Fuel Cell Electric Vehicle
GLP :	Global Long-term management Plan
HEV :	Hybrid Electric Vehicle
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
PHV :	Plug-in Hybrid Vehicle
PQA :	Products Quality Assurance
ROE:	Return On Equity
T&M:	Test and Measurement
VR :	Virtual Reality
V-RAN :	Virtual Radio Access Network

