

Beyond testing, beyond limits, for a sustainable future together

ANRITSU CORPORATION

August 2024



MEMBERSHIP

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

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.

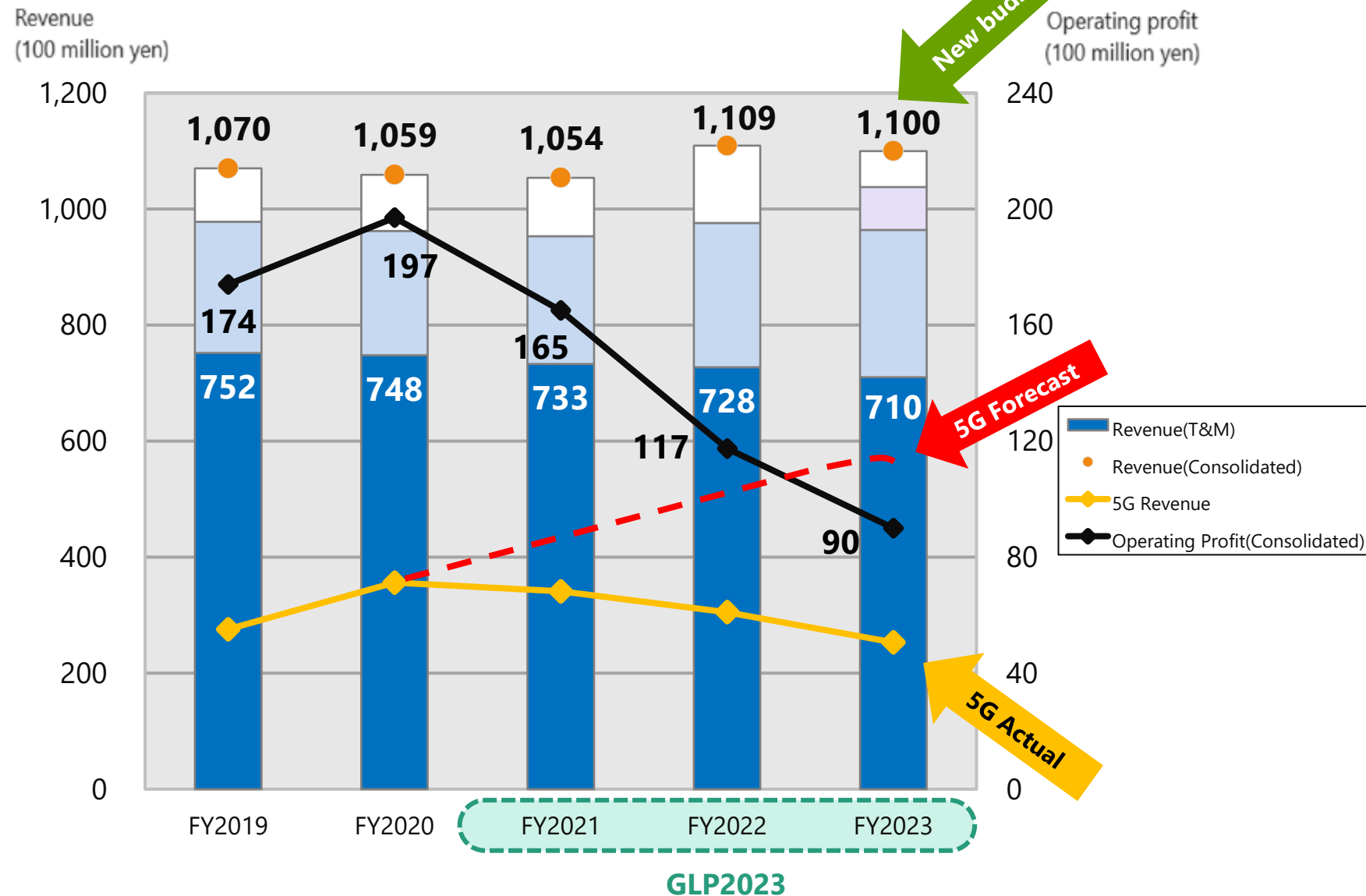
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1. Global Long-term Management Plan GLP2026

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



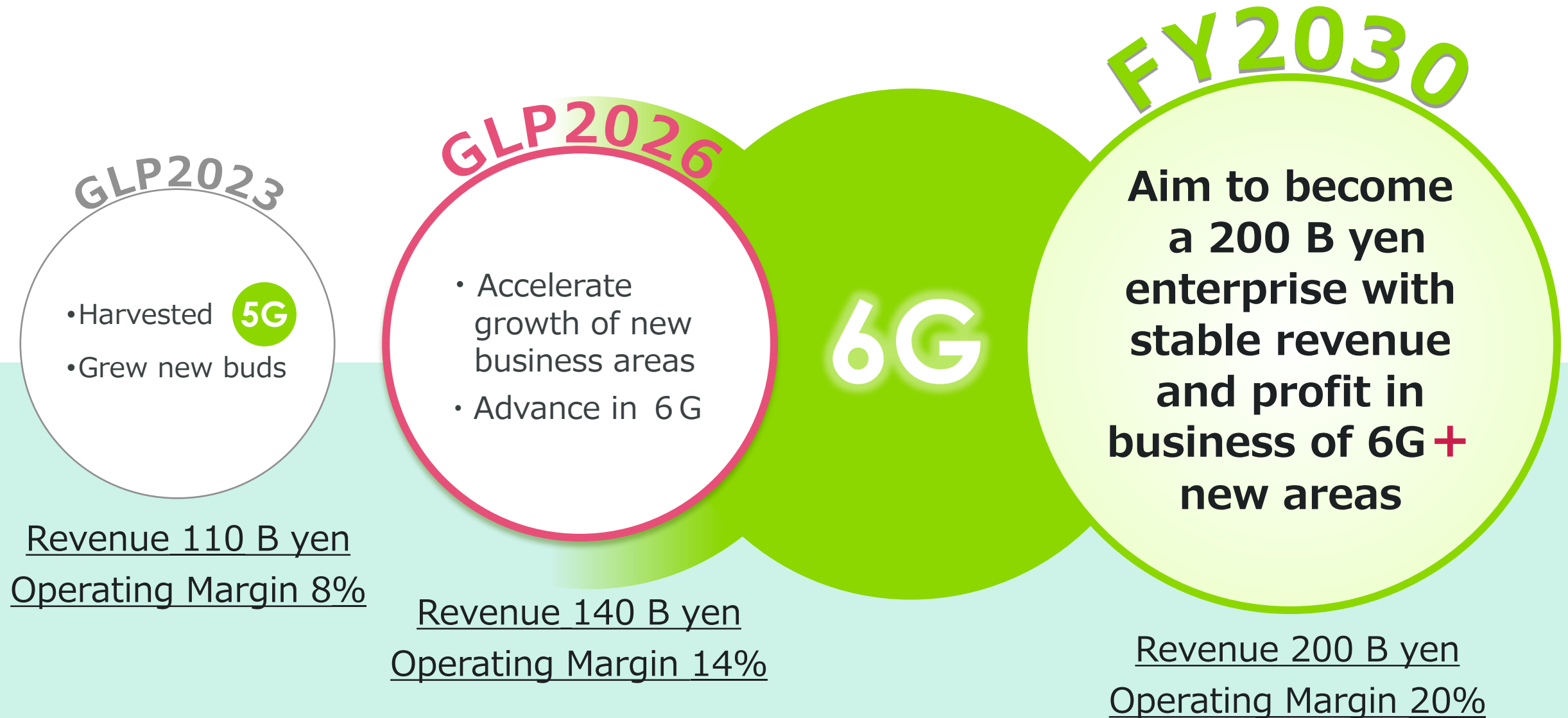
Item	Outcome
Financial	- Revenue: 110 Billion Yen - Profit: 9 Billion Yen Although financial targets were not achieved, shareholder returns were performed as planned. - Payout ratio: 54% - Total return ratio: 87%
Priority Areas *	Penetrated into EV/battery test market through M&A of TAKASAGO, LTD.
T&M 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

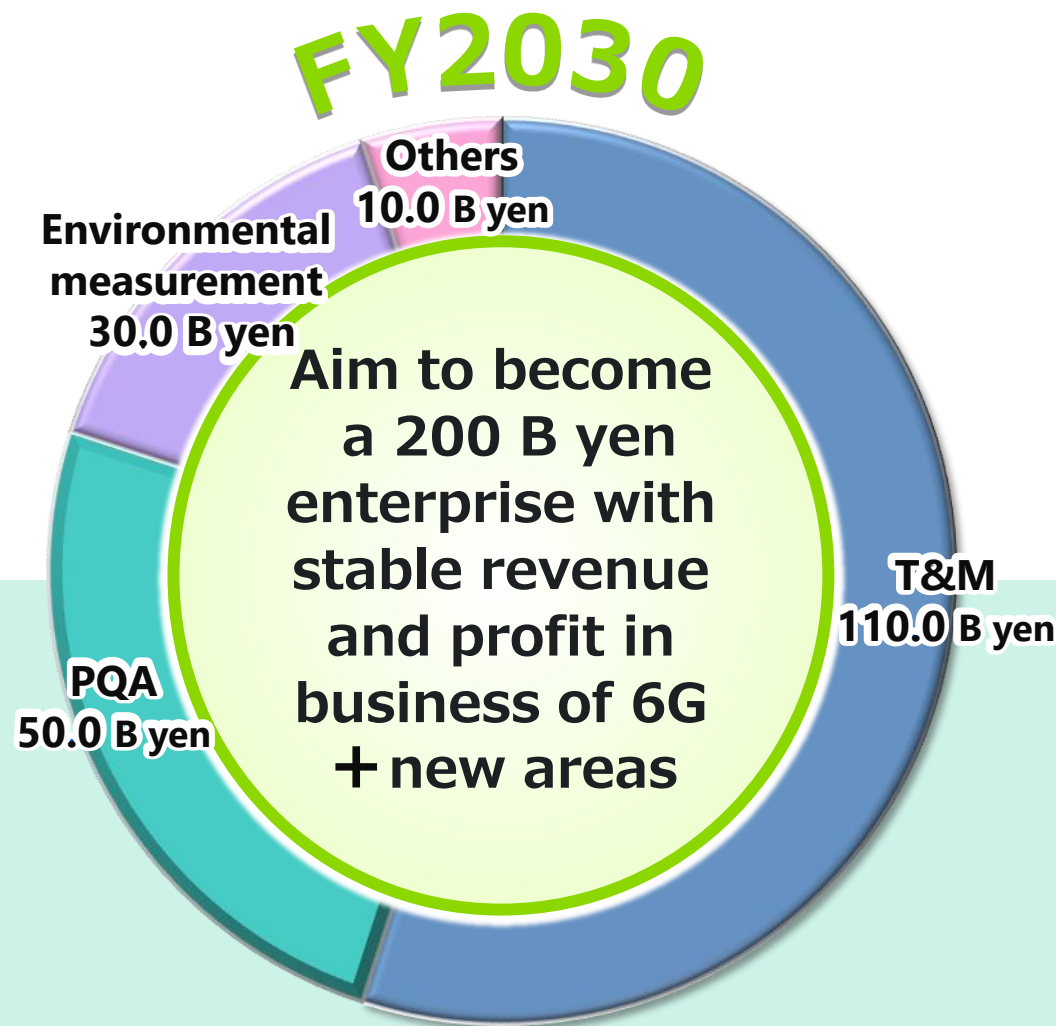
- 1** Invest more than ¥40.0 billion in growth (M&A + capital investments)
- 2** Create a business portfolio that consistently achieves $ROE \geq 10\%$
- 3** Create 25% of FY2026 operating profit in areas other than T&M
- 4** Strengthen human resources in businesses in new areas, and establish company-wide 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
- Network acceleration
driven by generative AI

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

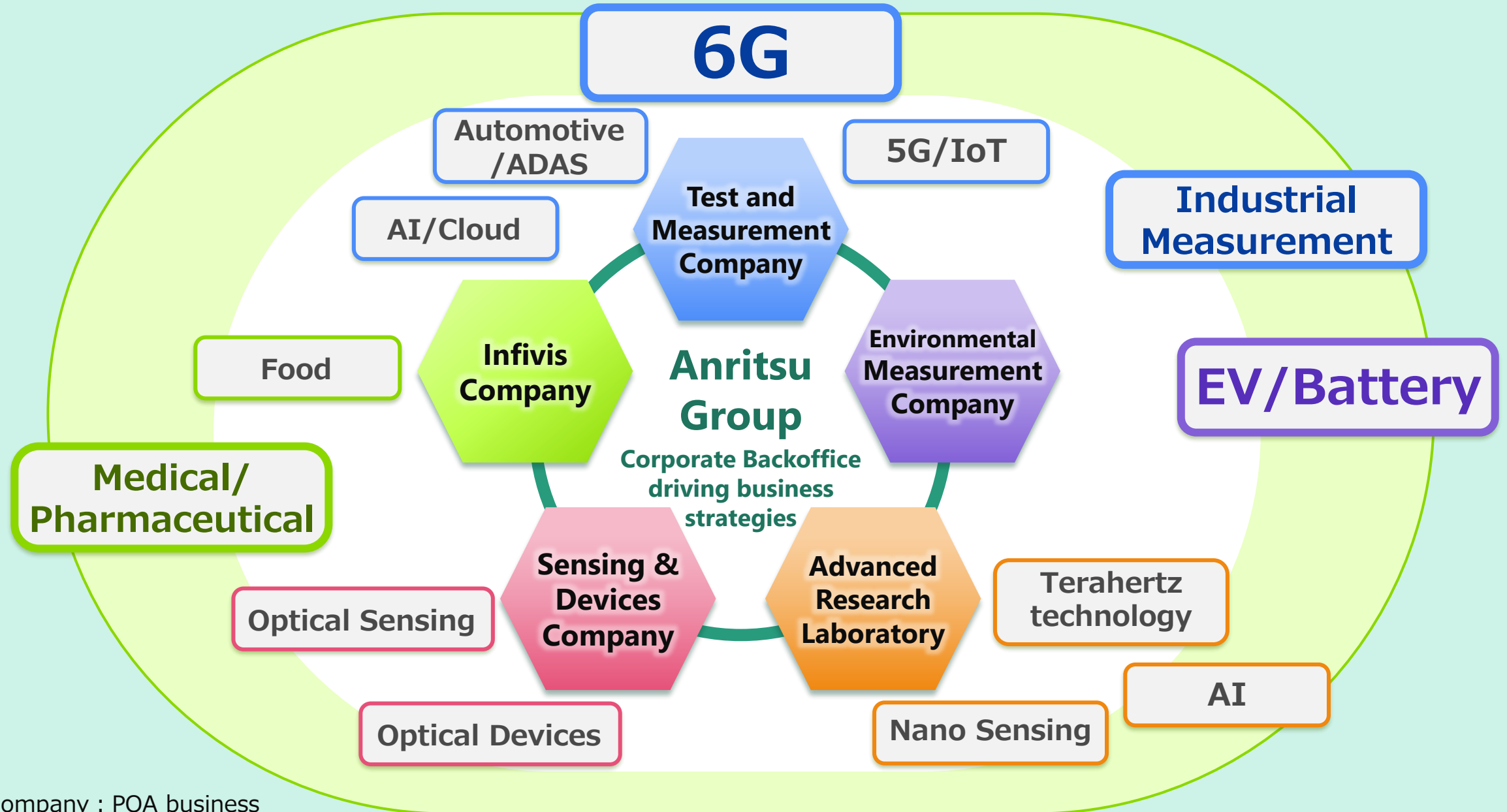
- EV/Battery, Decarbonization
of social infrastructure
- Industry DX, Local 5G,
Smart Factory
- Smarter social infrastructure
- Global Expansion

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

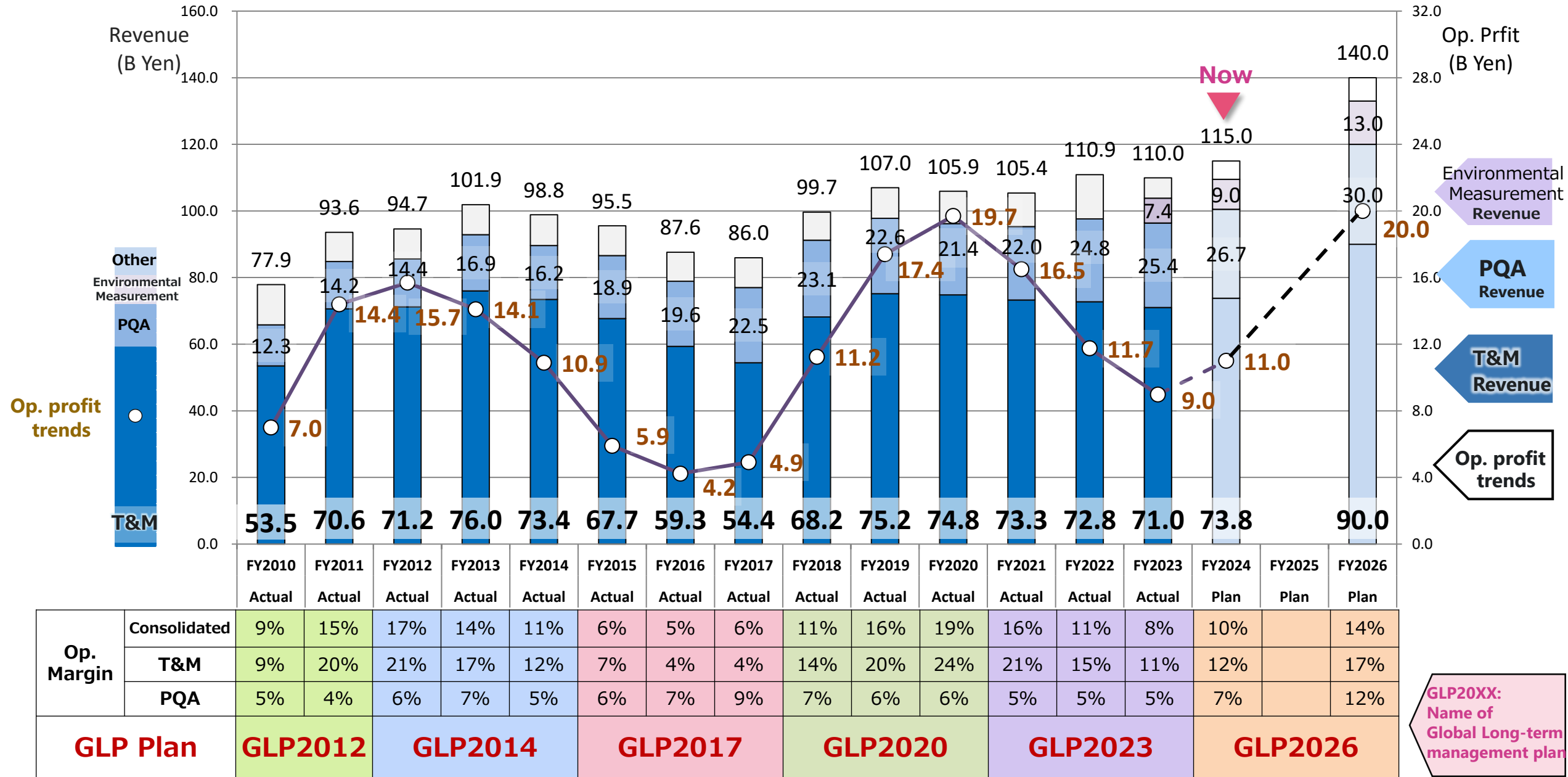
1-4-1. Revenue and operating profit plan (1/2)

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)

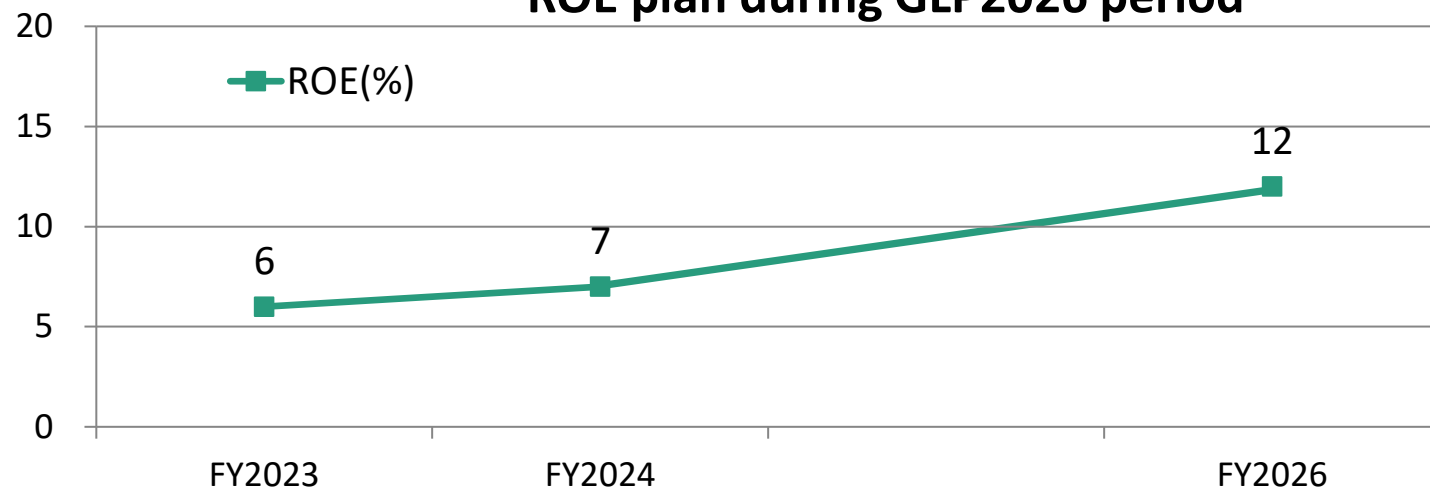


1-5-1. Financial Strategy

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

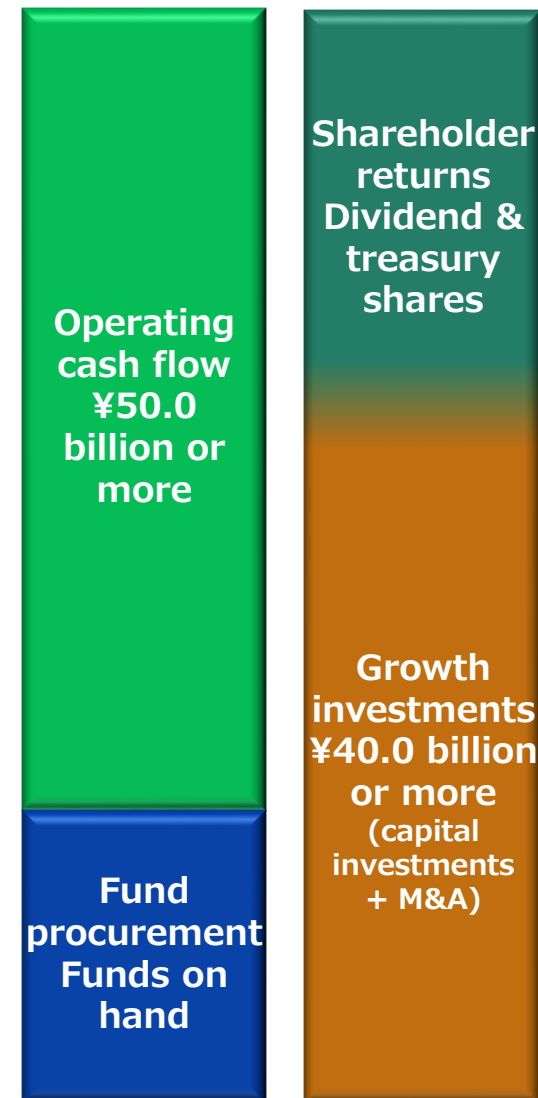
In addition to an operating cash flow of ¥50.0 billion or more, we will create cash through fund procurement by improving asset efficiency and utilizing our strong financial position, and invest ¥40.0 billion or more in growth in order to promote businesses in new areas.

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

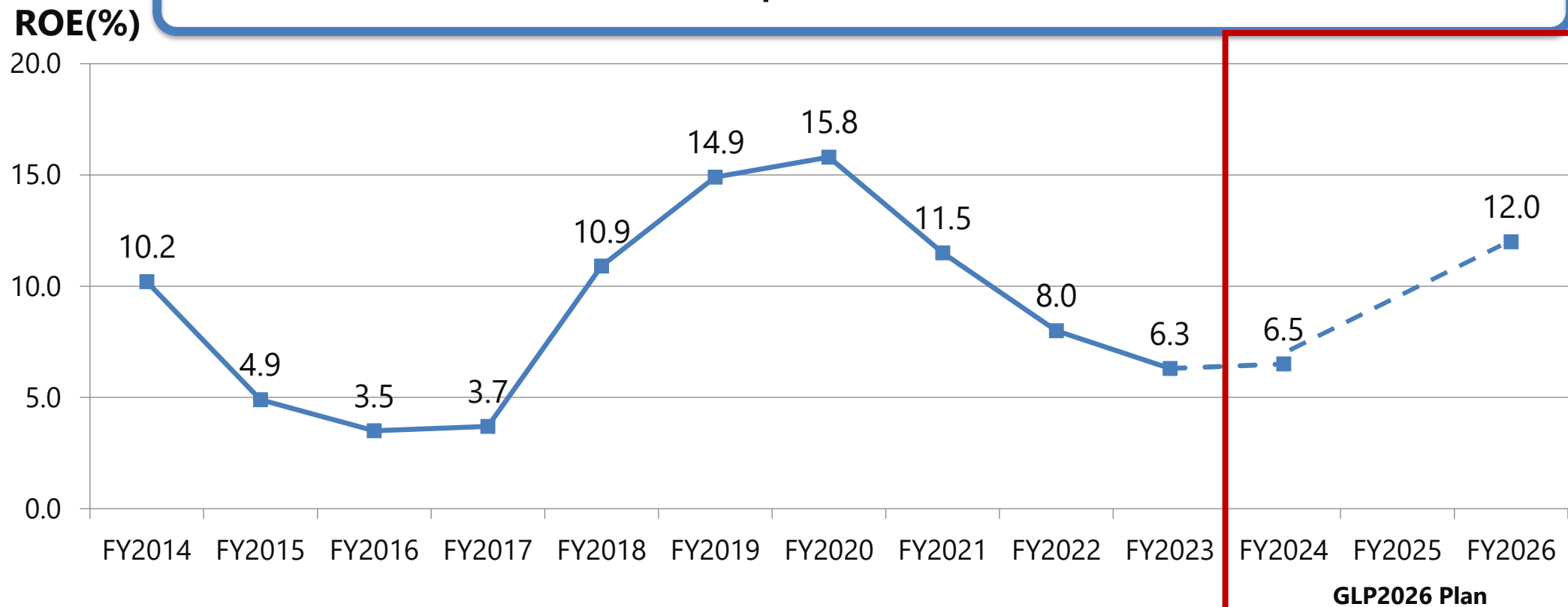
Use of cash



1-5-2. GLP2026 : ROE Trends

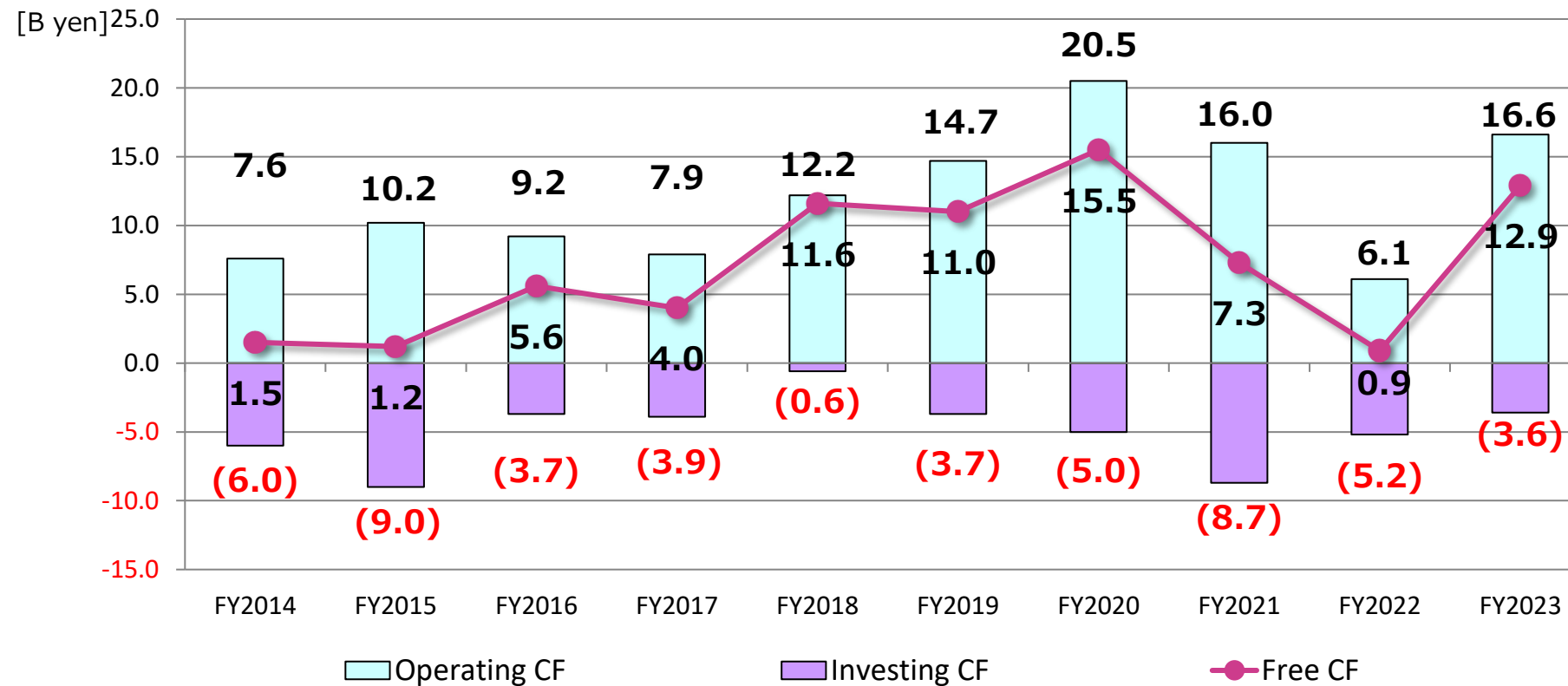
- ◆ Emphasis on growth, profitability and efficiency
- ◆ Strengthen growth investment
- ◆ Enhancement of shareholder returns

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



1-5-3. GLP2026 : Cash Flow Trends

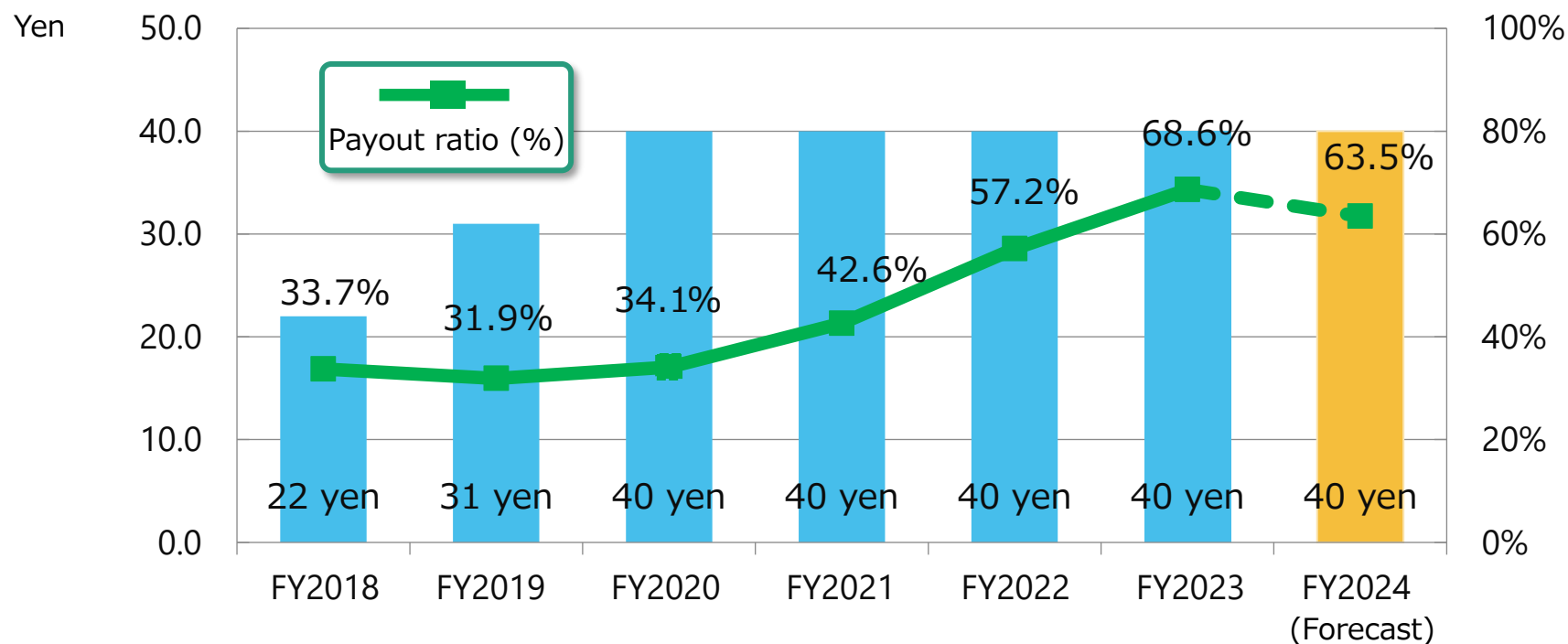
- ◆ Promotion of cash flow management
Improve operating CF by strengthening profit structure and promoting efficiency of working capital



Cash flow trends

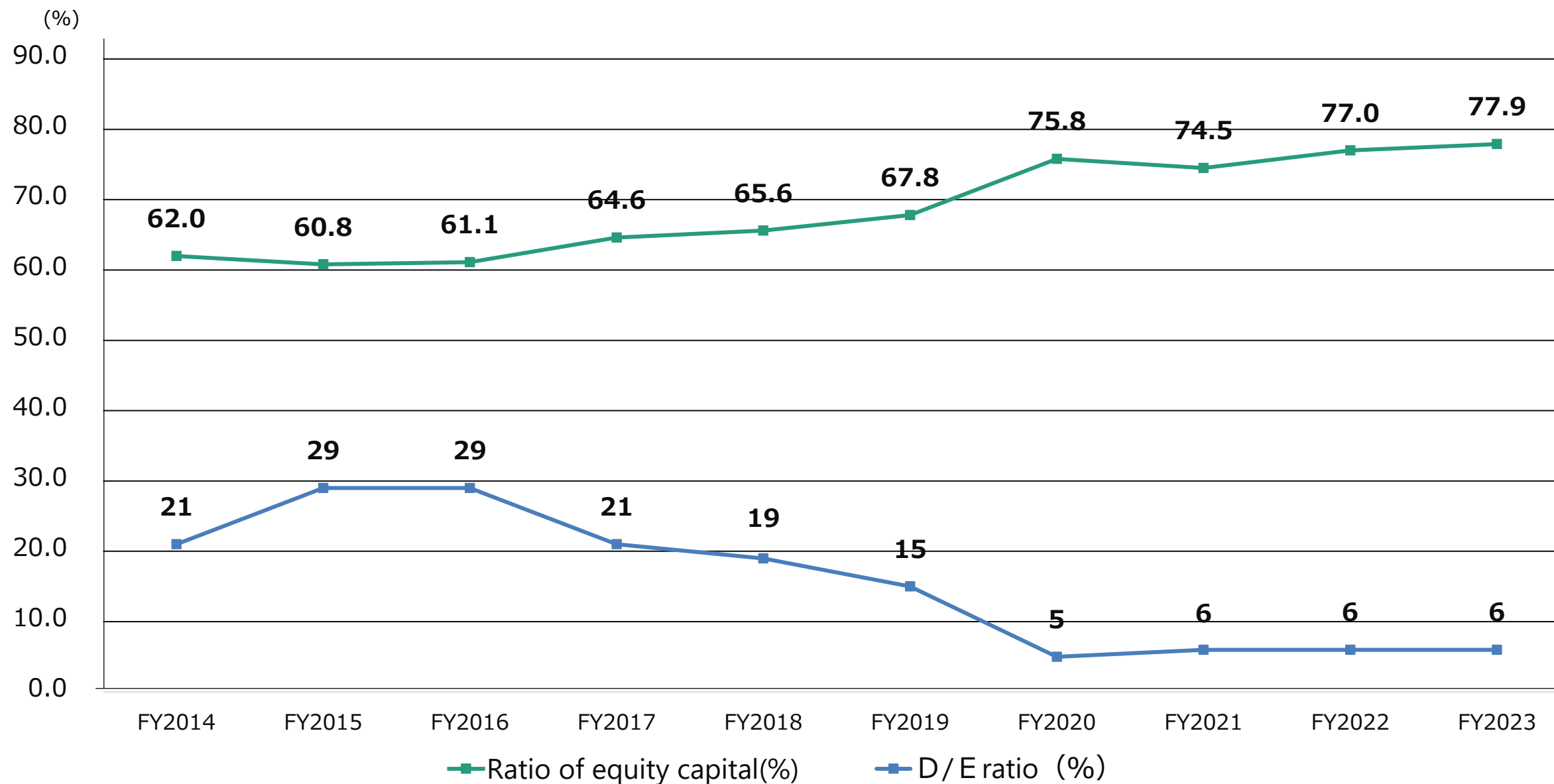
1-5-4. Dividend plan and forecast

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

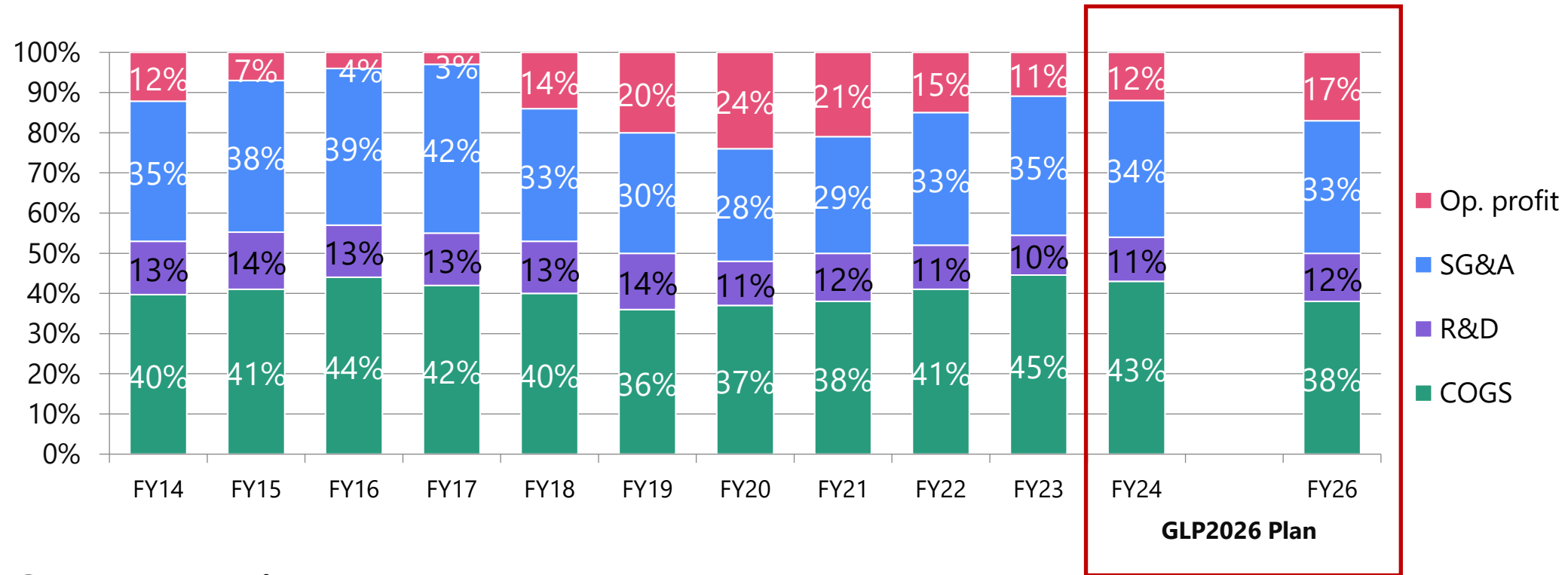


Payout ratio during three years	GLP2020 (FY2018 to FY2020)	GLP2023 (FY2021 to FY2023)
	33.3%	54.0%

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



1-5-6. 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

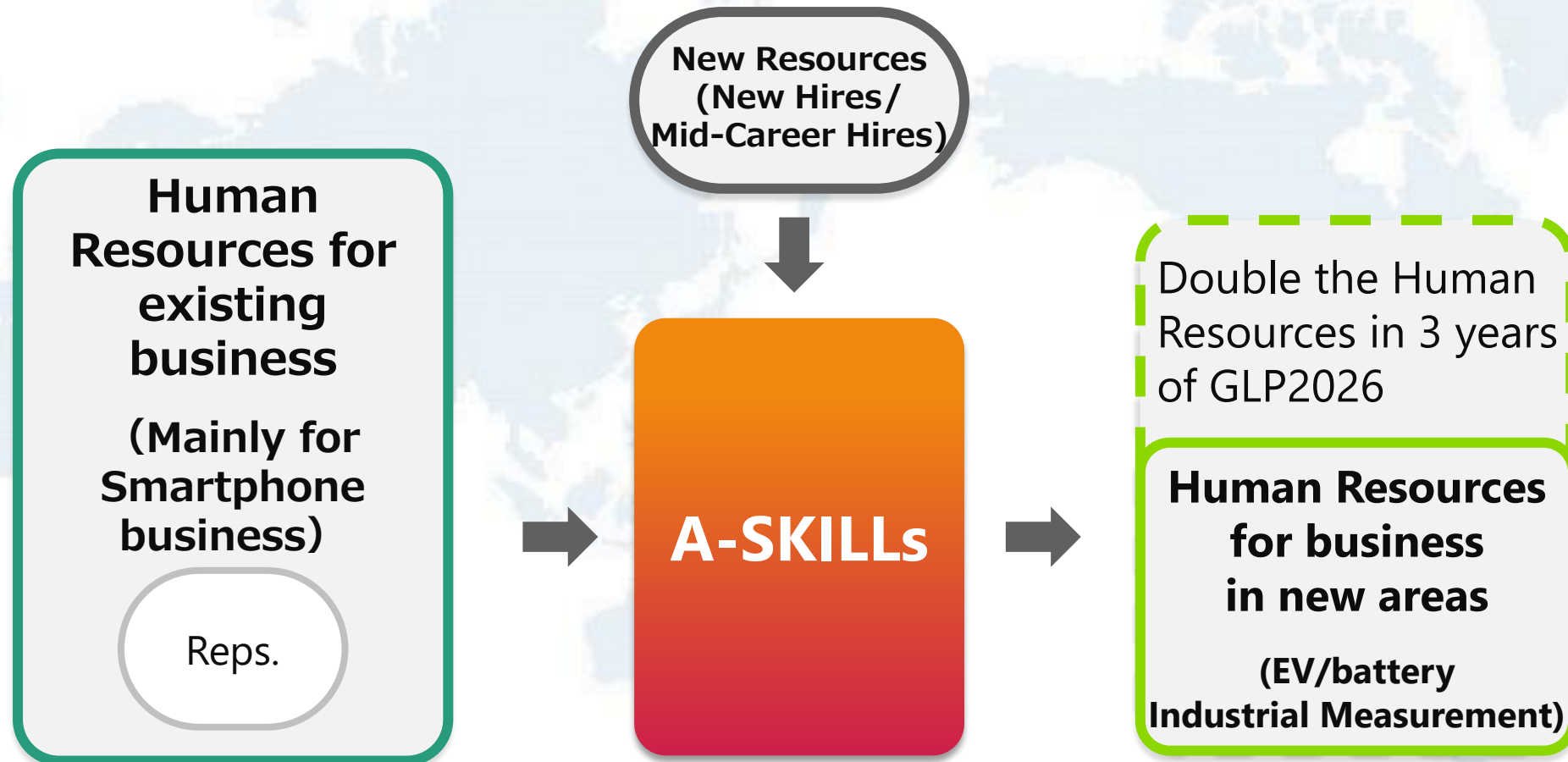
- ✓ Diverse employees with diverse senses of value and ways of thinking will come together to create new value by leveraging diverse perspectives and strengths.

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.

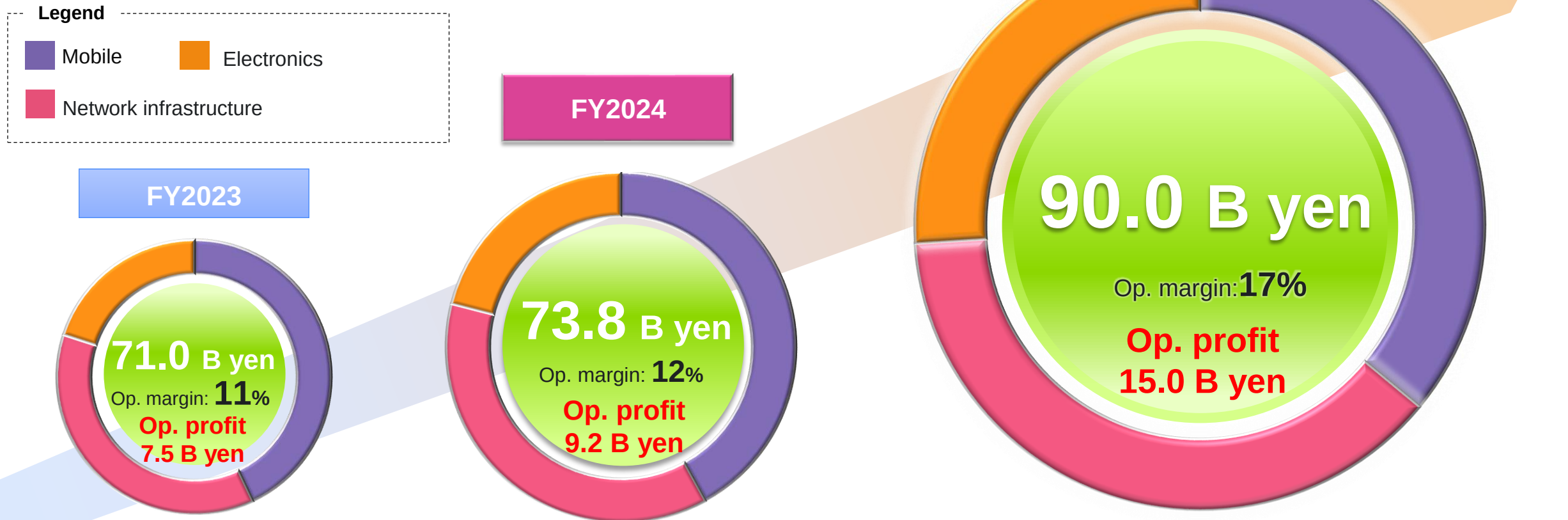
Make communications more reliable to achieve a safe and secure society.

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:**

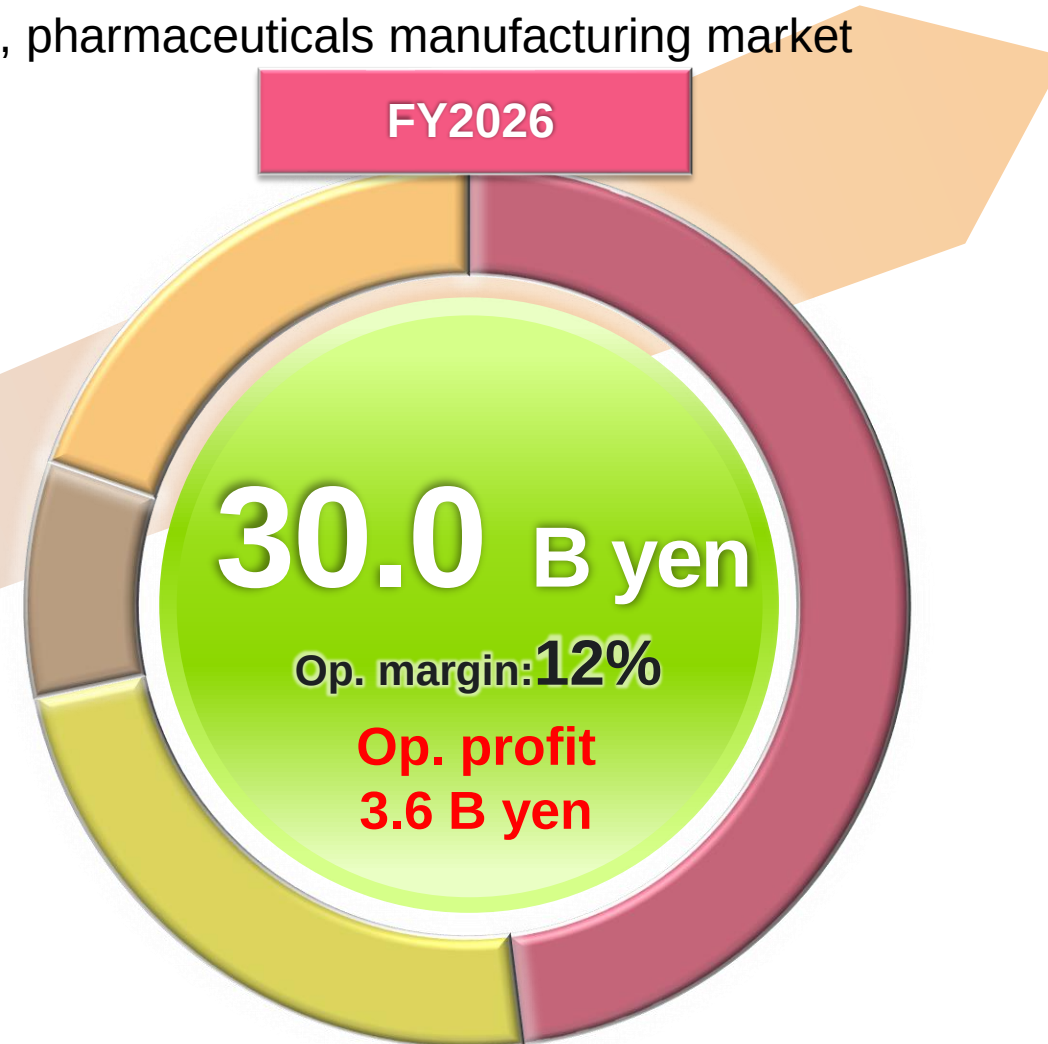
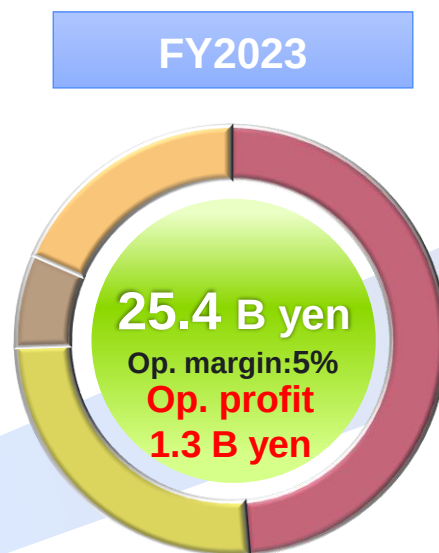
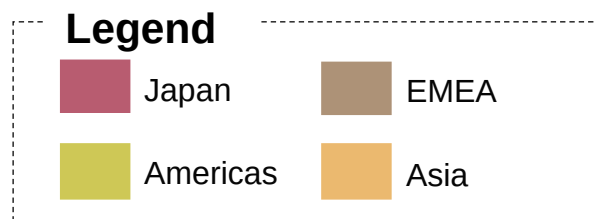
Acquisition of state-of-the-art technologies such as AI, automation and labor savings for production lines

- **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.

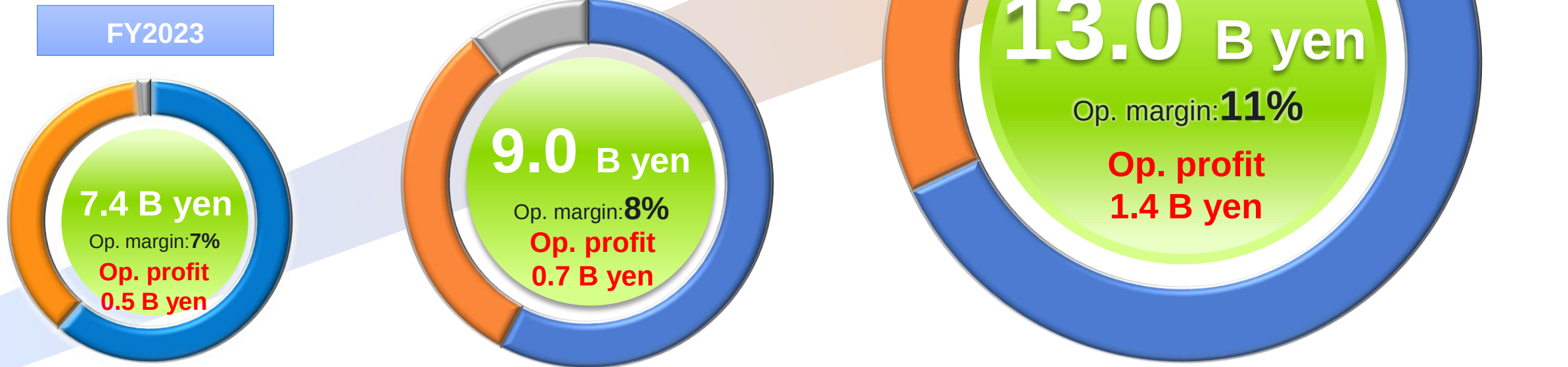
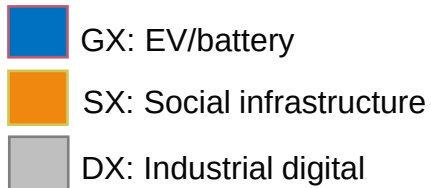
Policy to achieve the plan

- ▶ 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

Gover-
nance

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)

110.0 billion Yen consolidated revenue in FY2023

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

25.2 billion Yen consolidated revenue in FY2024 1Q

T&M 67%			PQA 22%	EM 6%	Others 5%
Mobile 41%	Network Infrastructure 37%	Electronics 22%			

(Revenue of T&M business by region)

Revenue in FY2023

Japan 16%	Asia & Others 38%	Americas 26%	EMEA 20%
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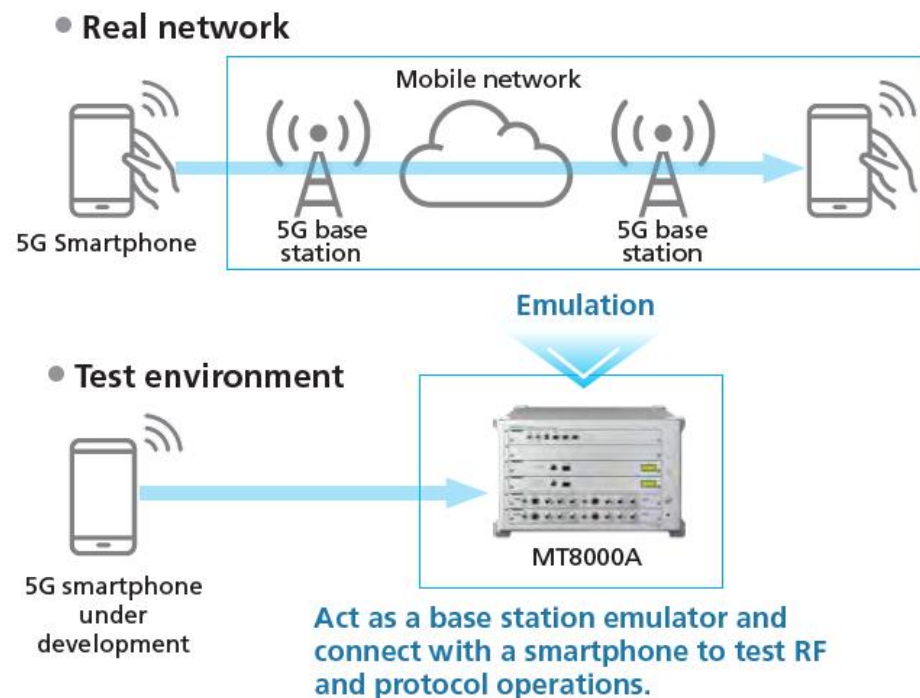
Revenue in FY2024 1Q

Japan 15%	Asia & Others 41%	Americas 28%	EMEA 16%
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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.

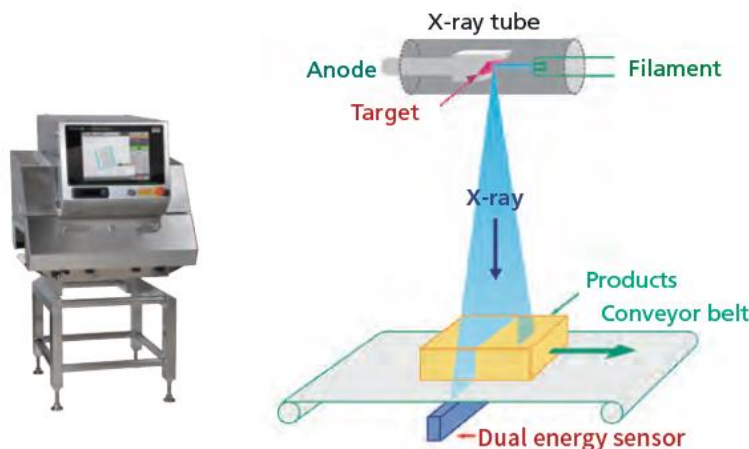
Carrier Acceptance Test



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

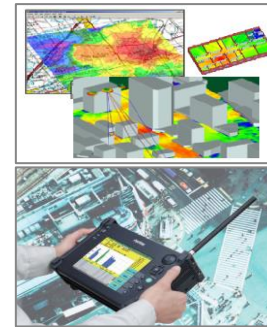


**Electric vehicle
Powertrain
emulation**



**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

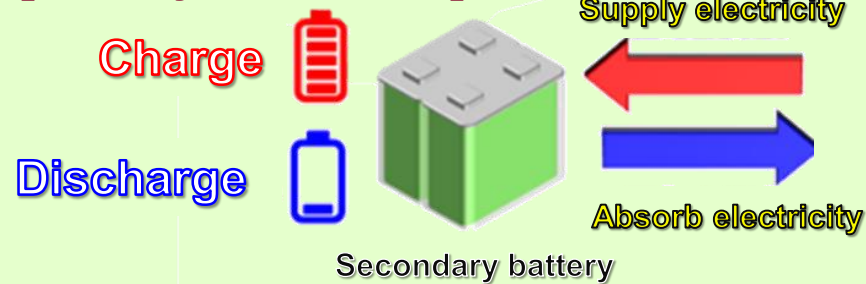
High voltage power supply for testing applications, used in testing driving systems and batteries for EVs

Usage purposes can be switched via an application based on objectives

Series/parallel structure based on voltage/current capacitance changes

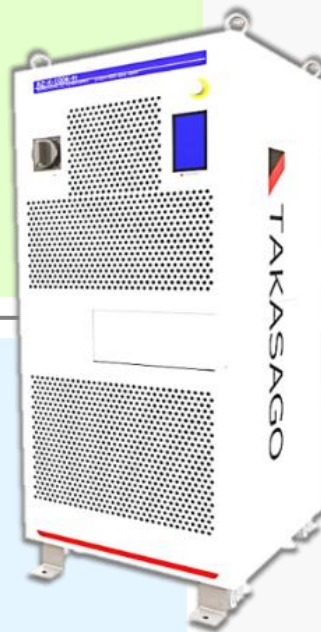
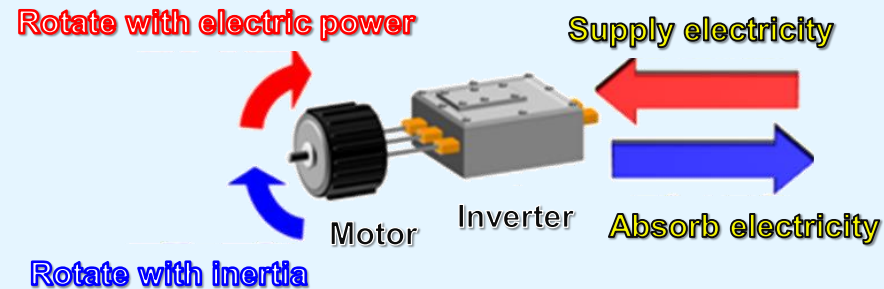
Battery charge /
discharge testing

[Battery evaluation]



Drive system
testing

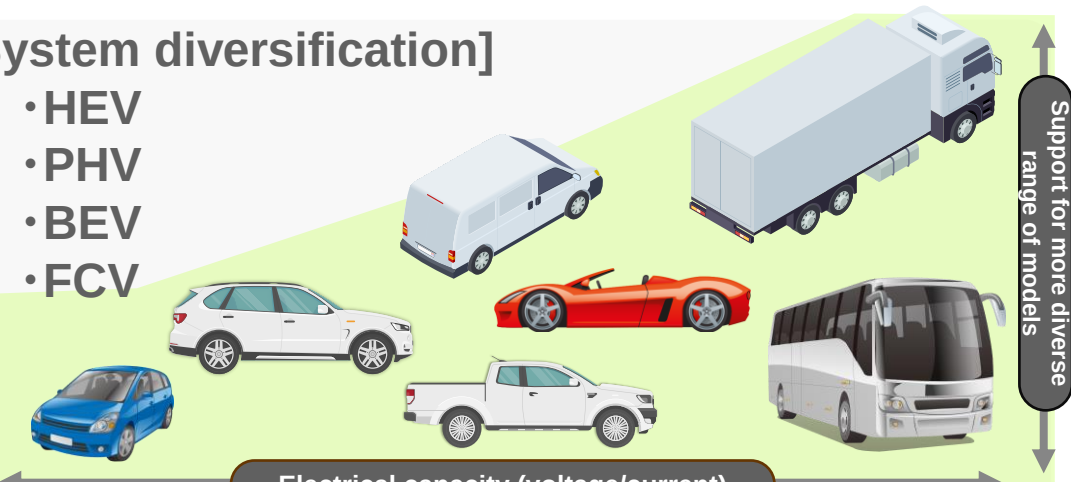
[Inverter and motor evaluation]



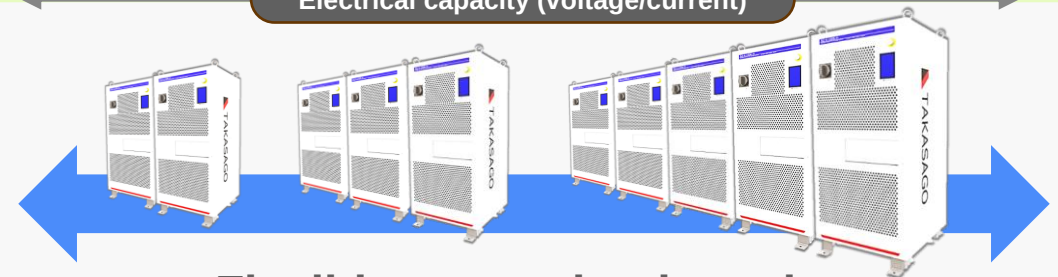
RZ-X2-100K

[System diversification]

- HEV
- PHV
- BEV
- FCV



Electrical capacity (voltage/current)



Flexible expansion based
on testing requirements

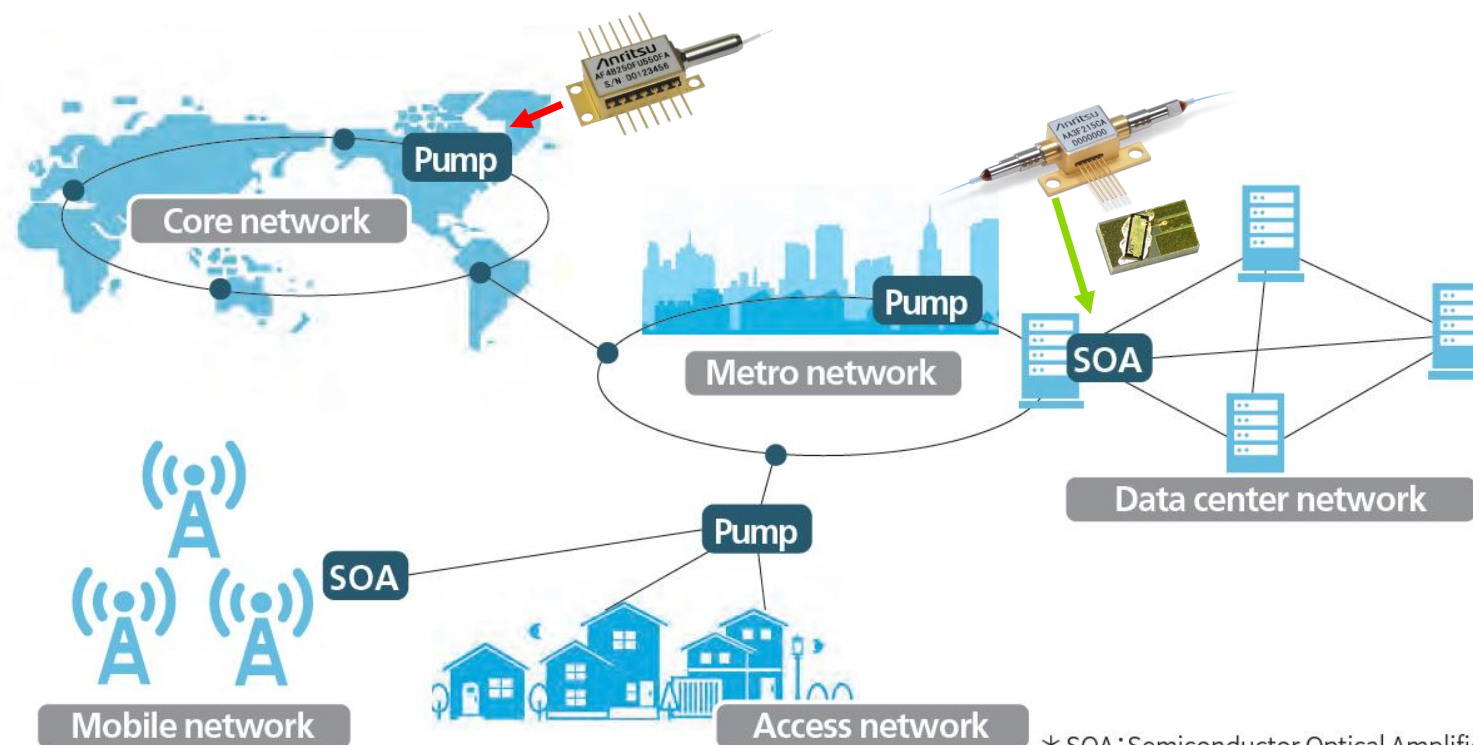
2-6. Sensing & Devices Business Segment

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.

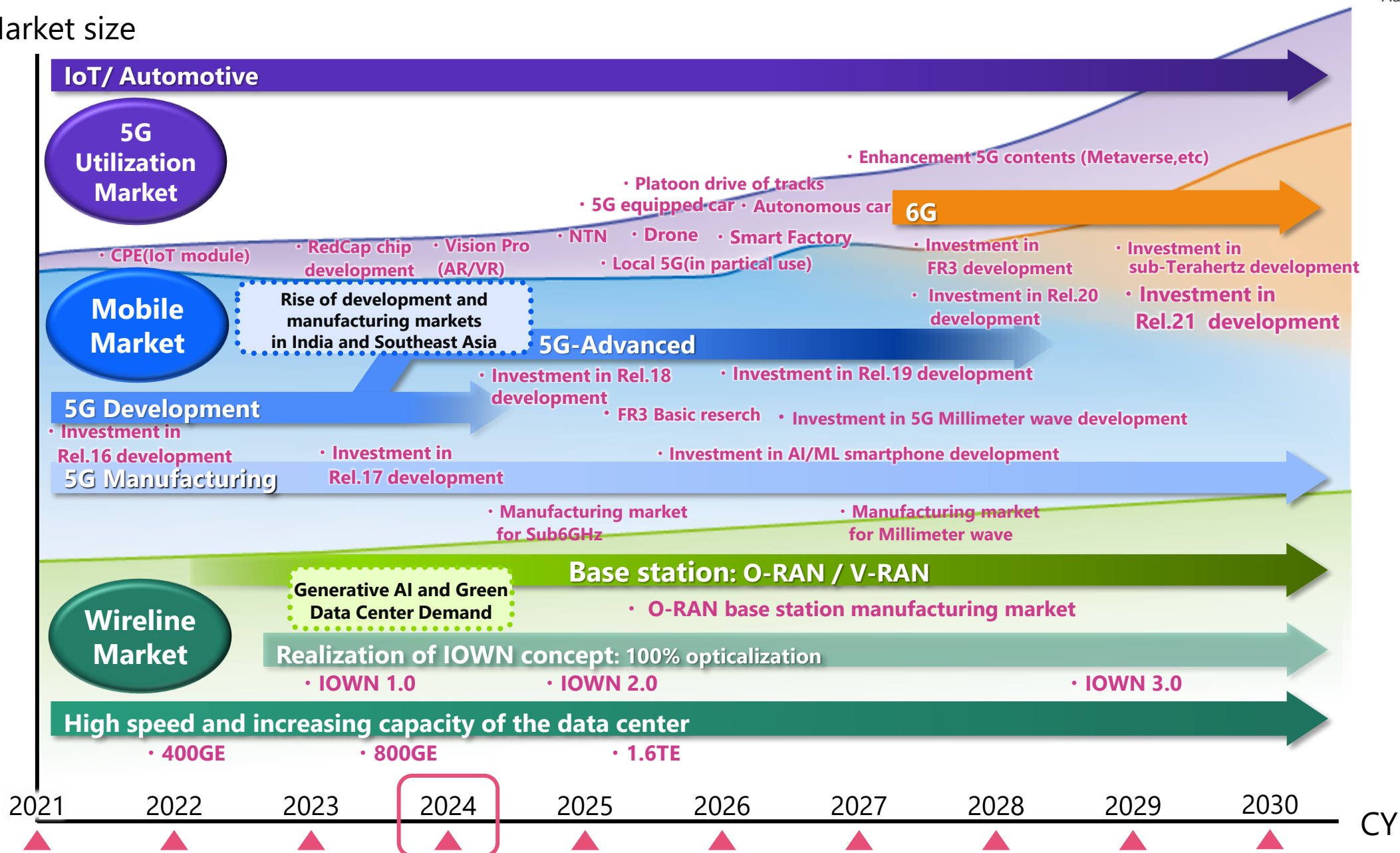


* SOA:Semiconductor Optical Amplifier

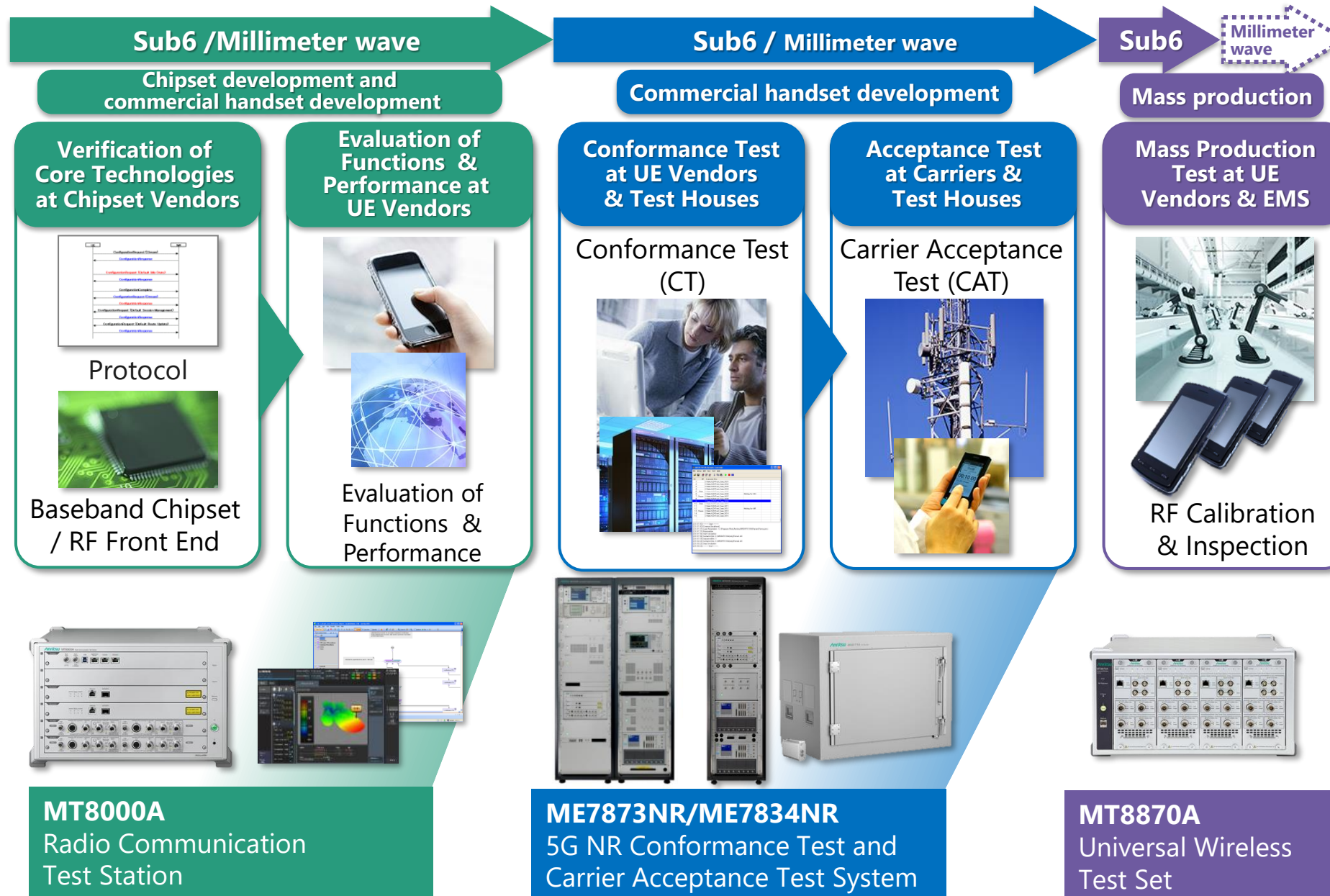
3. T&M Business Segment

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

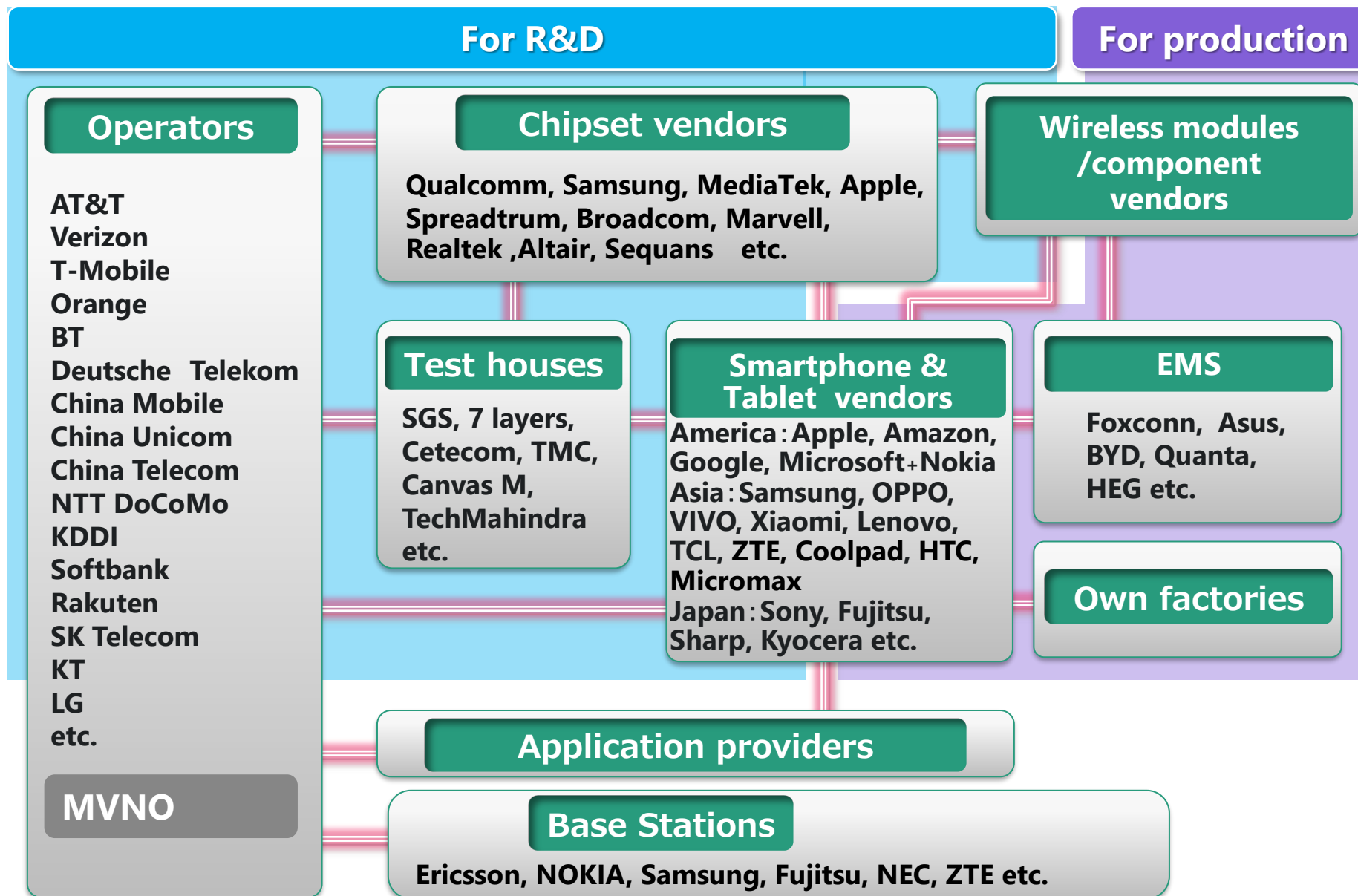
Market size



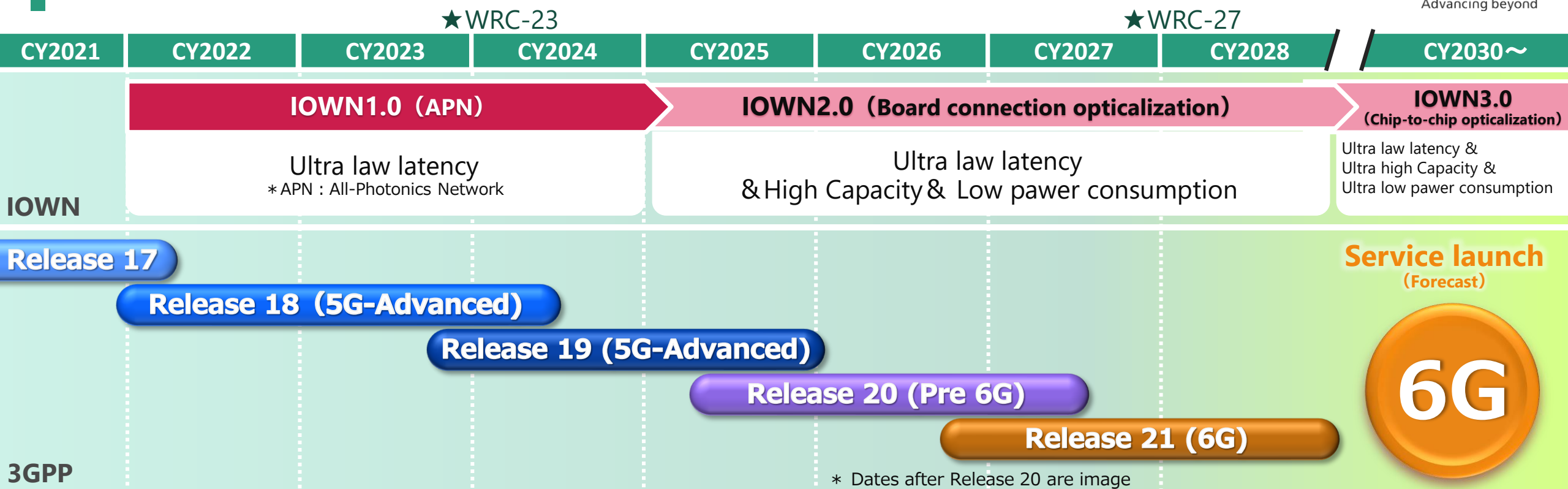
3-2. 5G terminal development/manufacturing process and test solutions



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



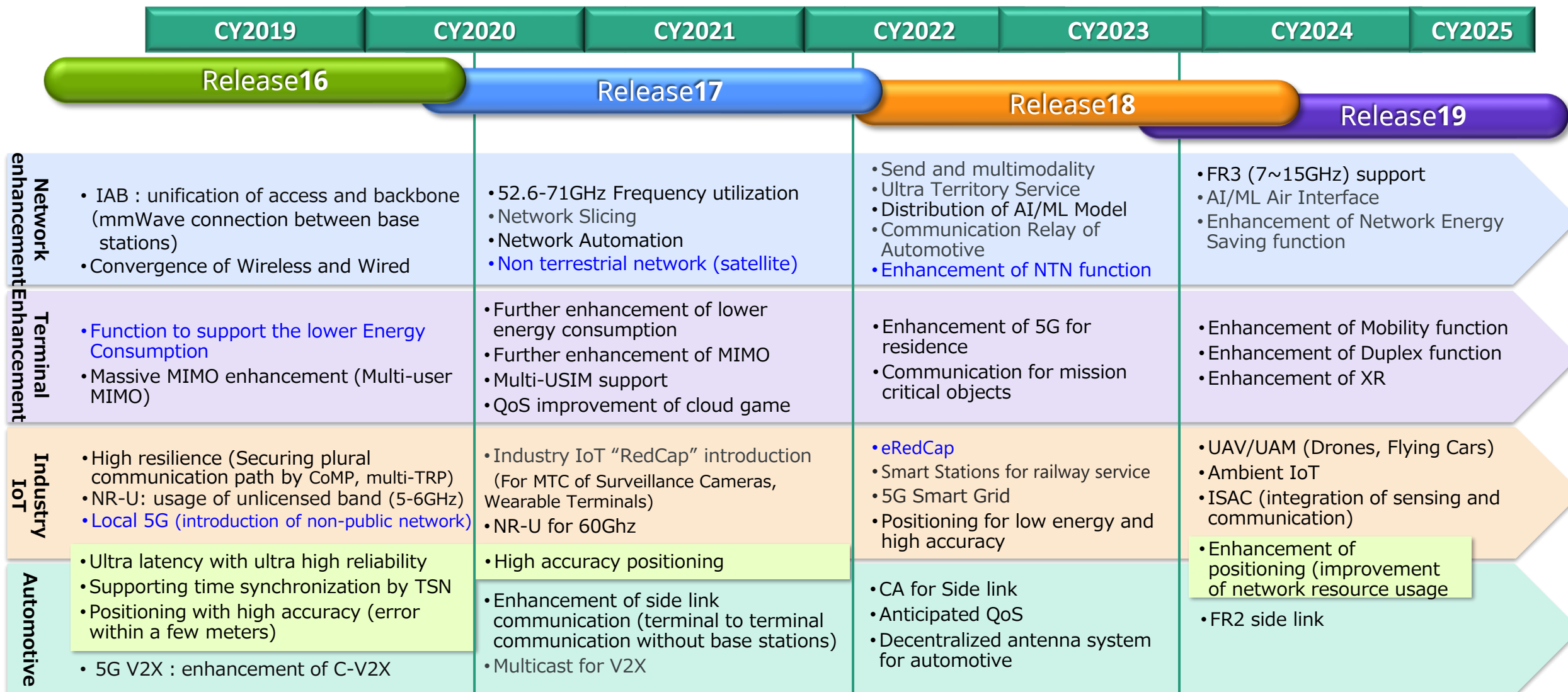
3-4. Standardization Trends



Main additional Specifications for 3GPP Release	Release17	Release18	Release19
Enhanced network	Non Terrestrial Network (NTN)	Enhancement of NTN function 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"	eRedCap	UAV/UAM (Drone/Flying car)
Automotive	V2X	Side link CA	FR2 Side link

* Source: Created by Anritsu based on publicity available information

3-5. 5G Specification Trend



* 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.

Anritsu skylo



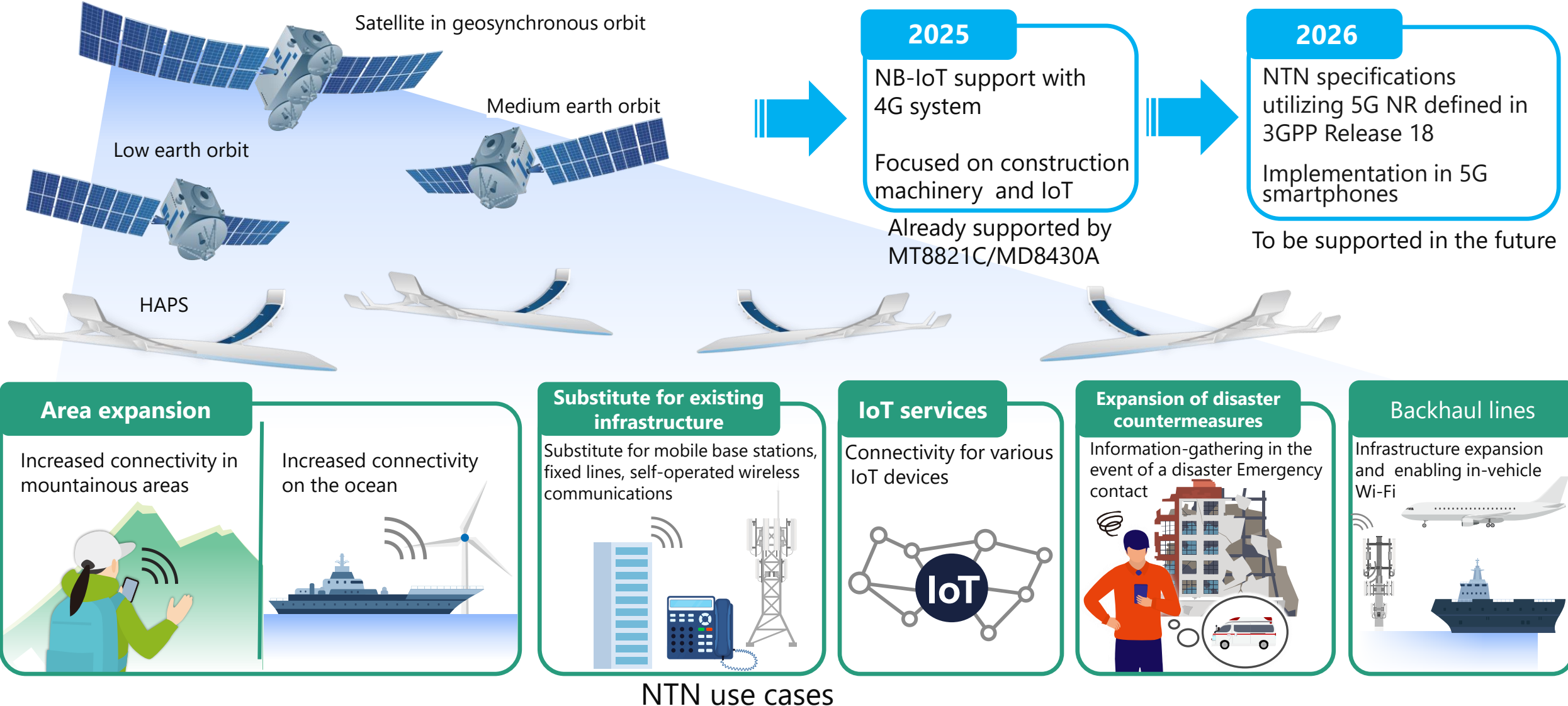
Radio Communication Analyzer
MT8821C

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

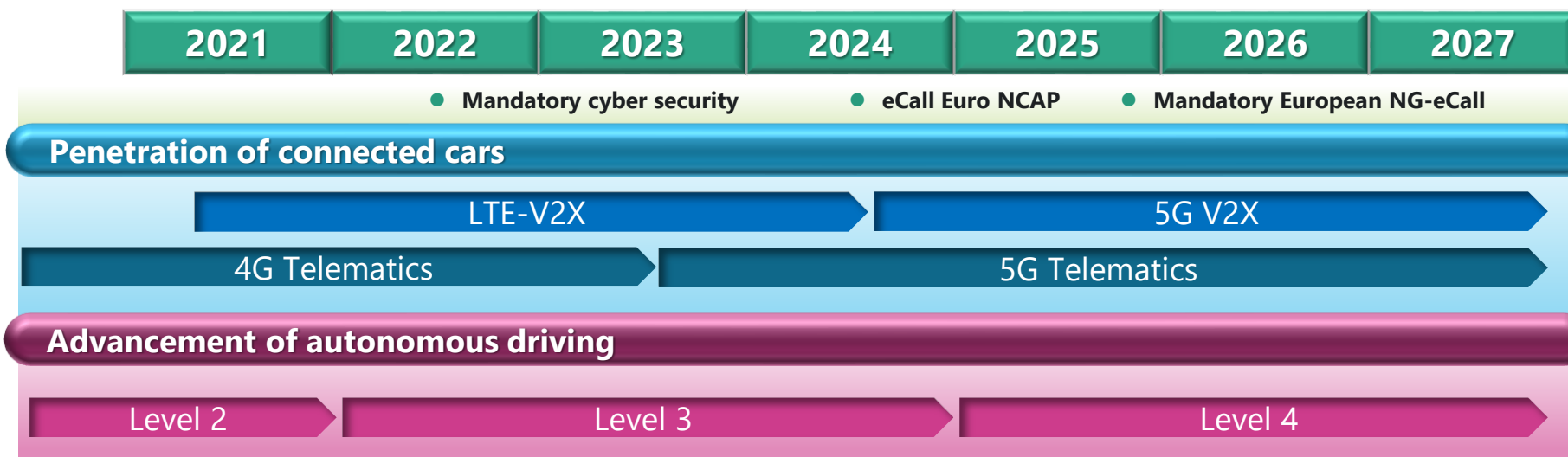
*Source: Prepared by the Company based on publicly available information.

3-7. Development solutions for mobile communications using satellites or HAPS

Support for NTN standards towards realization of mobile communication services using satellite or HAPS



3-8. Introduction of new technologies in the automotive market and Anritsu's initiatives

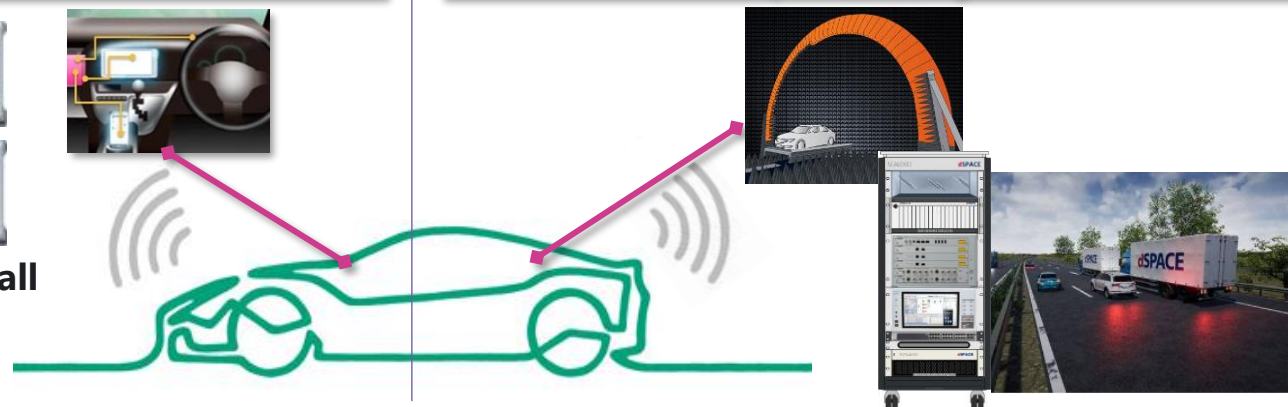


Connected cars / V2X V2X (vehicle -to-vehicle / Road-to-vehicle communication)



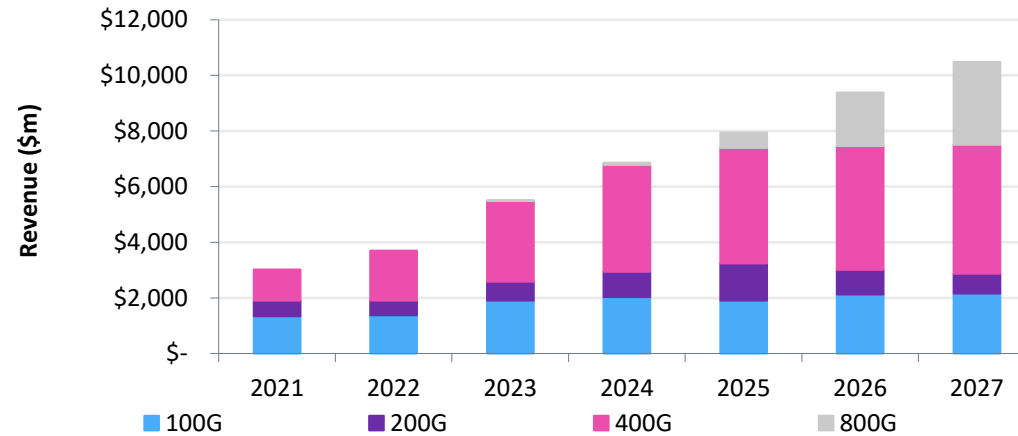
- UN-R144 (eCall), NG eCall
- Cyber Security
- V2X (802.11p, C-V2X)
- Infotainment Services

Connected HIL System Partnership with leading HIL vendors



3-9. Test Solutions for support of Cloud Service expanding

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

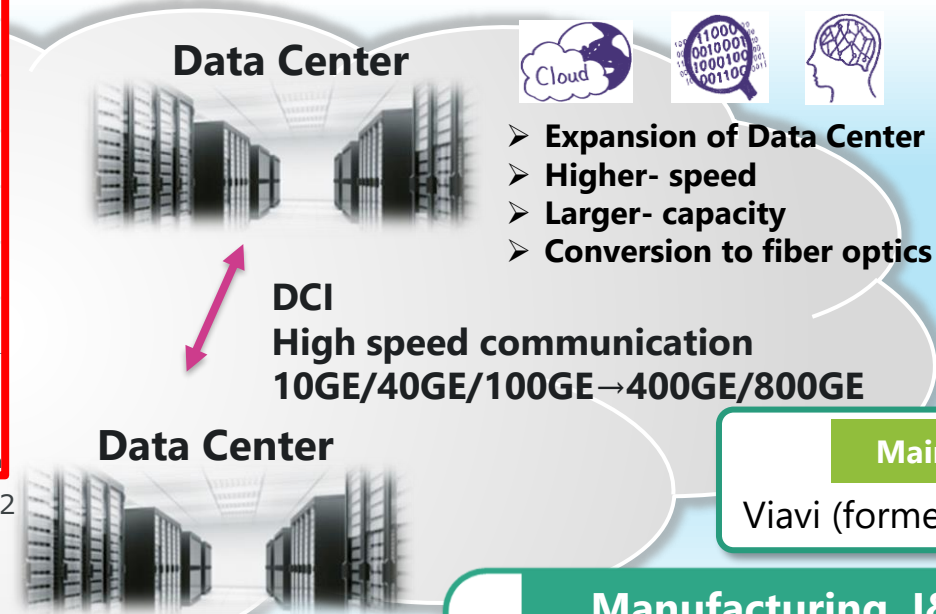


Source: Omdia

© 2022 Omdia

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

Data traffic extending explosively



Main Competitors

Keysight

R&D Solution

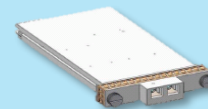


MP1900A
Signal Quality Analyzer

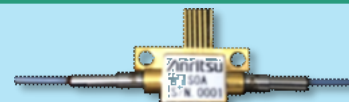
Equipment (Router, Switch)
in Data Center



Optical modules



Optical devices



Measurement objects: High speed optical devices & modules etc.

Main Competitors

Viavi (formerly known as JDSU)

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)

3-10. Development solutions for high-speed intra-server communications

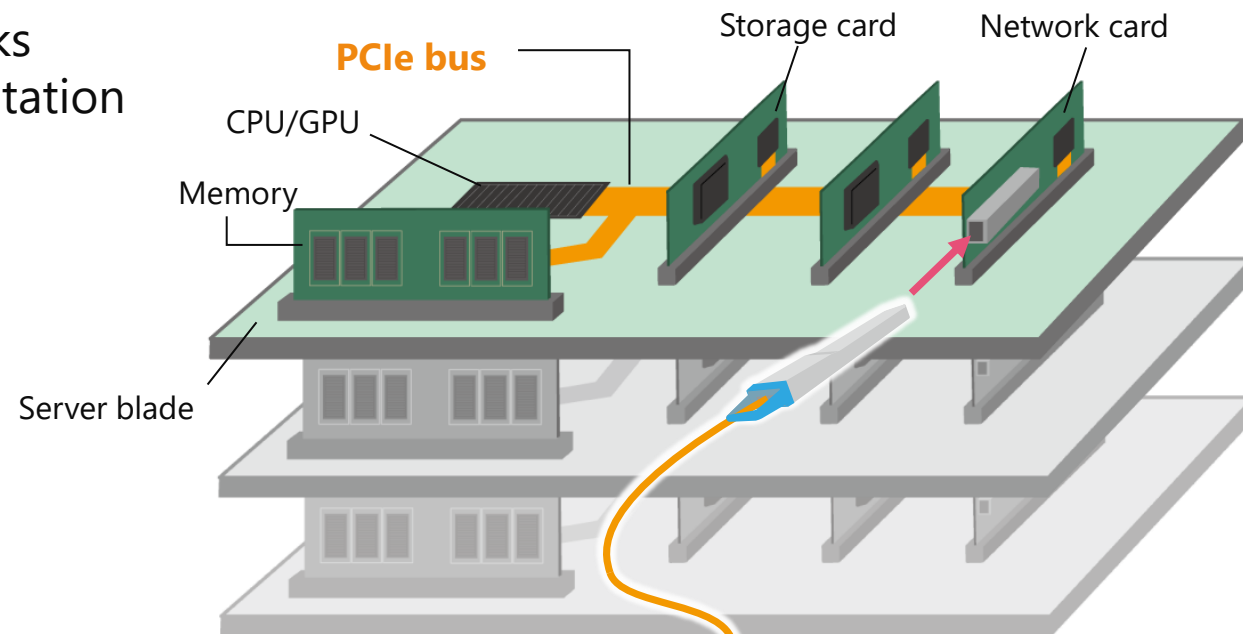
Support for PCIe Gen6 for high-speed intra-server communications

800GE is increasingly being used for optical networks between servers. In conjunction with this, implementation of PCIe Gen6 is progressing to support high-speed communication between CPUs/GPUs, memory, and modules on server blades.

Advantages of MP1900A:

- In-house developed devices generate high quality waveforms of output signals
- Support for Link Training (loopback testing) protocol required for Gen6 (industry first*) *: Based on a survey of Anritsu

Used for data error rate and waveform quality evaluation

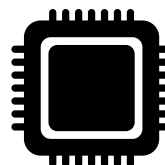
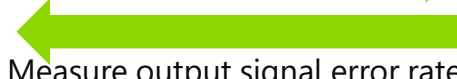


**Signal Quality Analyzer
MP1900A**

Distorted input PCIe signal for
reception performance testing

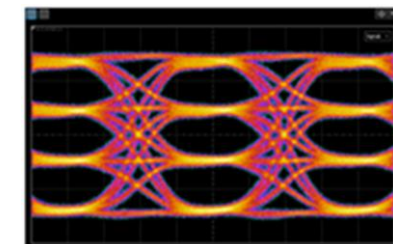


Measure output signal error rate



DUT

Measure waveform
of output signal



**Waveform observed
on oscilloscope**

3-11. Solutions for module manufacturing for network acceleration

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



BERTWave MP2110A

Advantages of MP2110A:

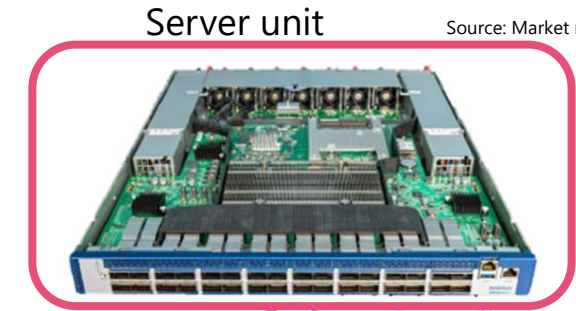
Optimal structure for manufacturing inspection

- Capable of simultaneous measurement on four channels
- One box supports both error rate measurement and waveform quality measurement

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/>



Source: Market research report by Yole

Courtesy of Innovium



Optical transceiver



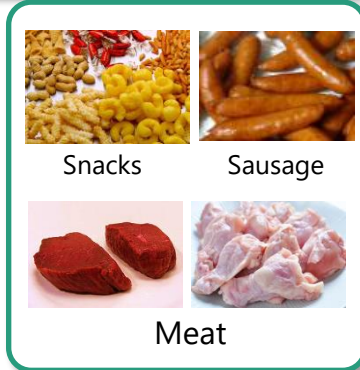
Optical transceiver



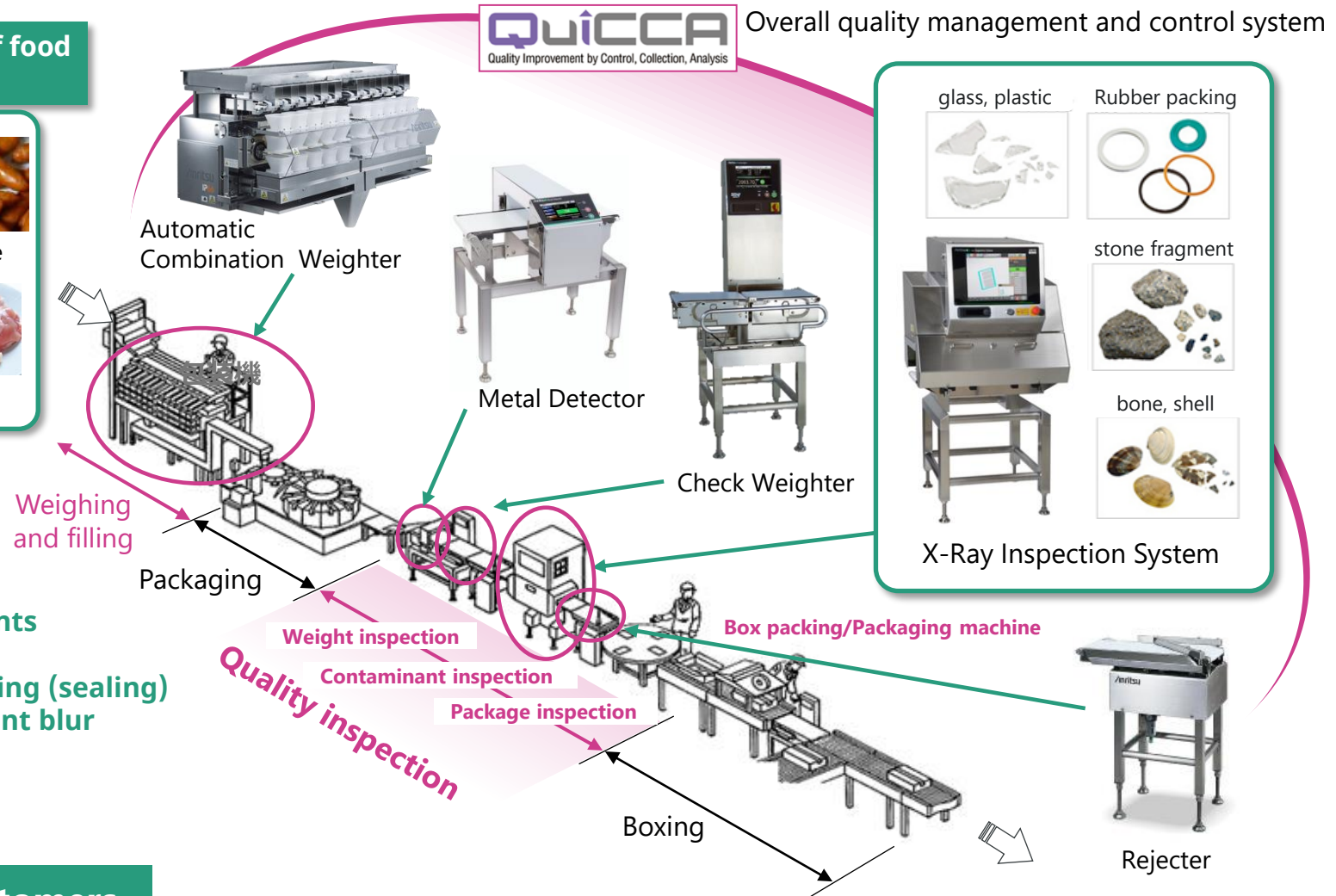
4. PQA Business Segment

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

General examples of food production process



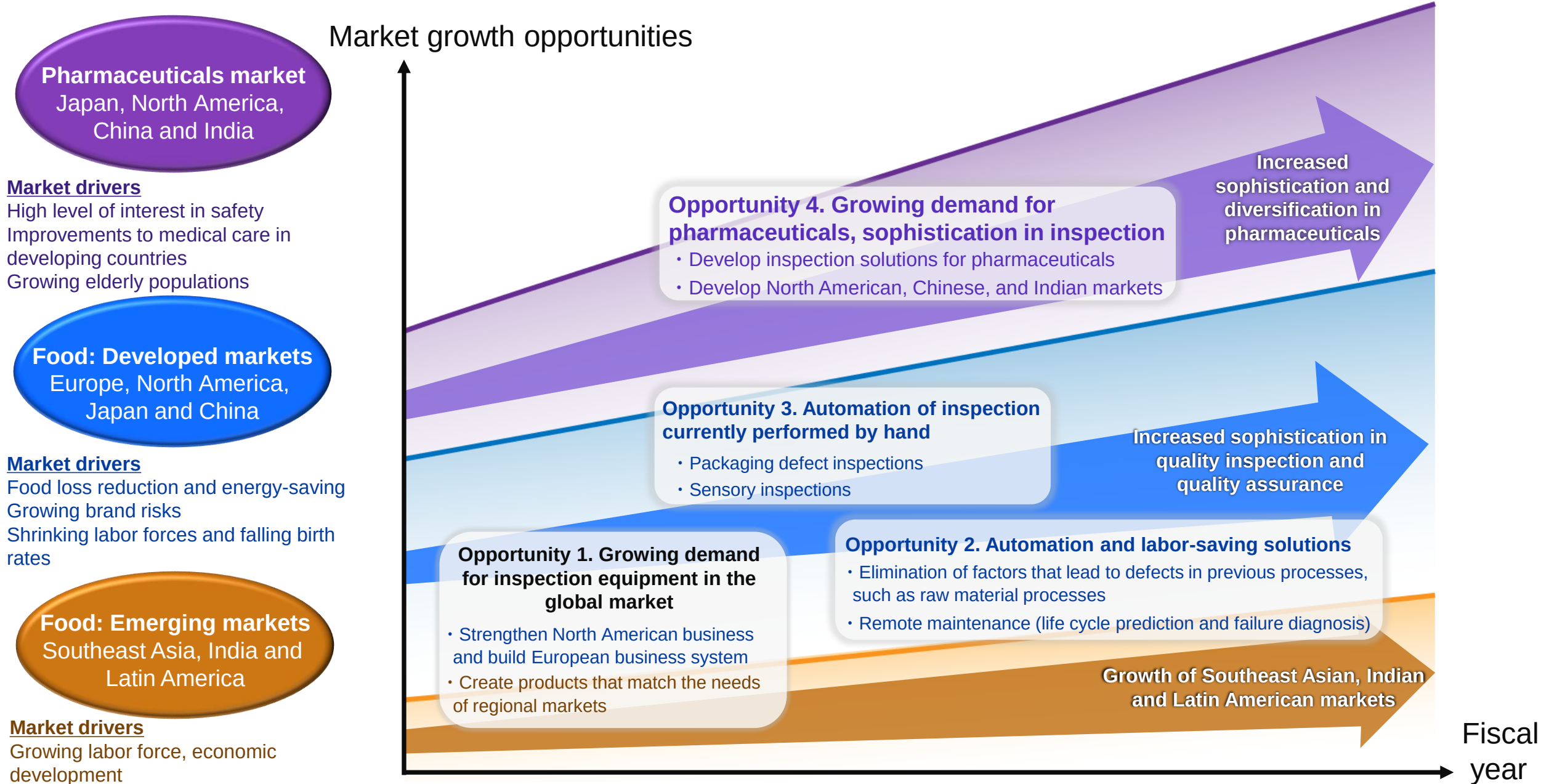
- Contamination
- Variation in the amount of contents
- Breaks and chips
- Defective packaging (sealing)
- Printing error/Print blur



Major customers

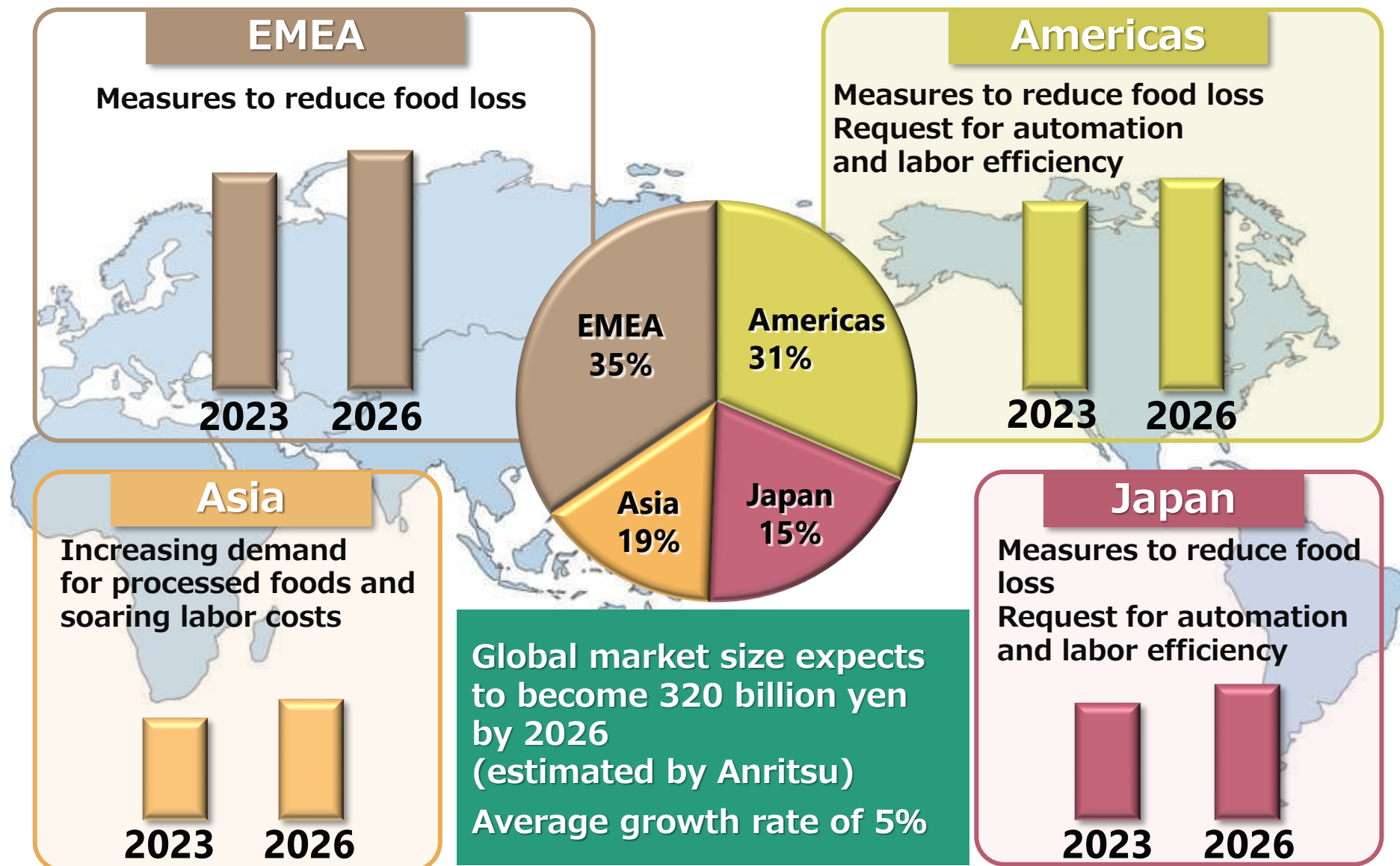
Mondelez, Nestle, Kraft Heinz, Nippon Ham Group, Glico Group, Nissui Group, etc.

4-2. PQA business: GLP2026 Market growth opportunities

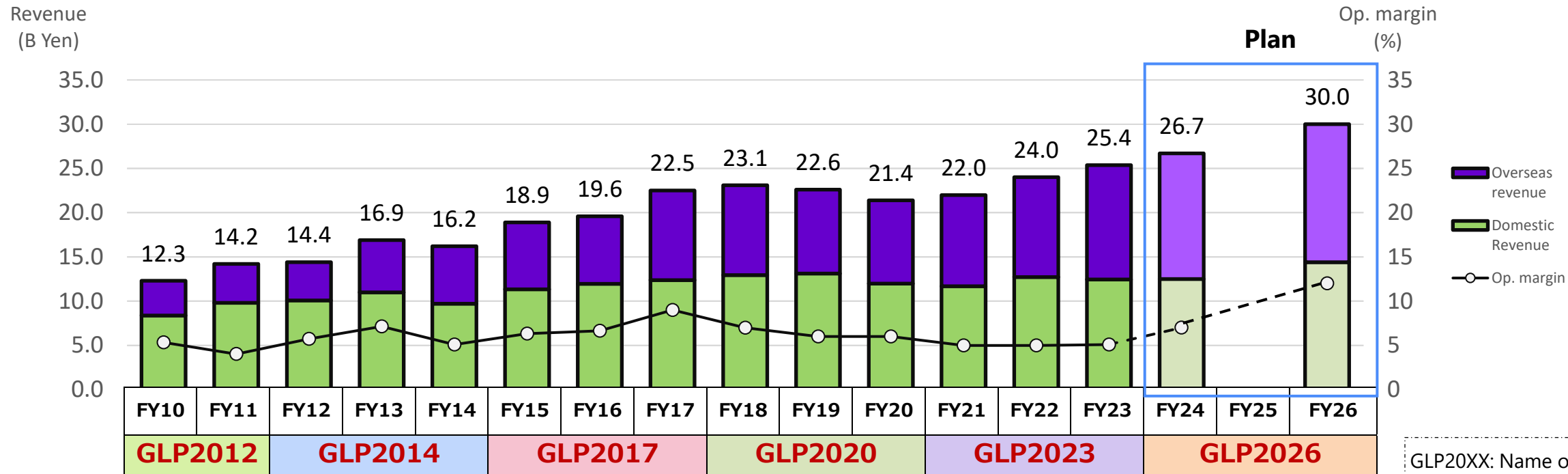


4-3. PQA Business : Current Status of the PQA Market and Outlook

Main market drivers and the market size of each region



4-4. The growing PQA business

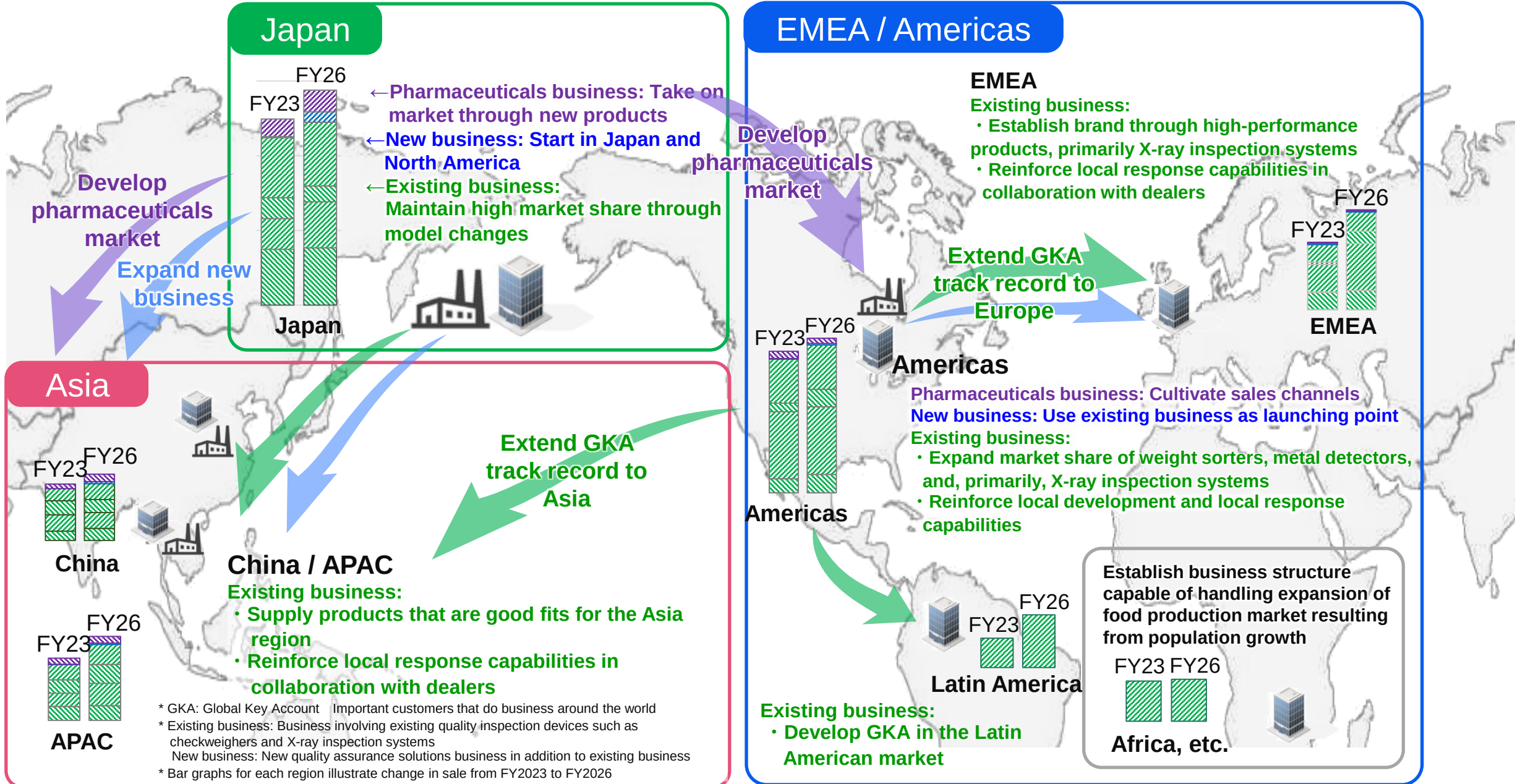


Market	Major initiatives
North America, EMEA, Asia	Develop market with X-ray inspection systems as a key solution
Japan	Improve market share through quality assurance solutions with high added value in response to cutting-edge needs

Main Competitors

Mettler-Toledo, Ishida, Marel

4-5. PQA business: GLP2026 Global business development



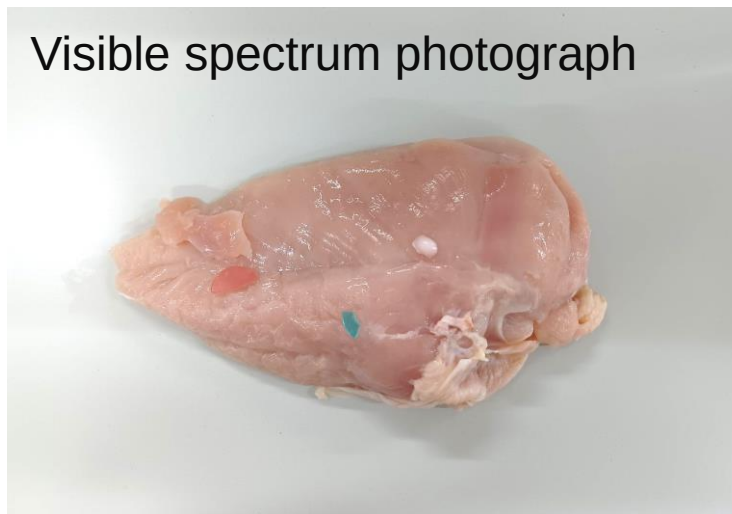
4-6. Solutions for the Food Inspection Market

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

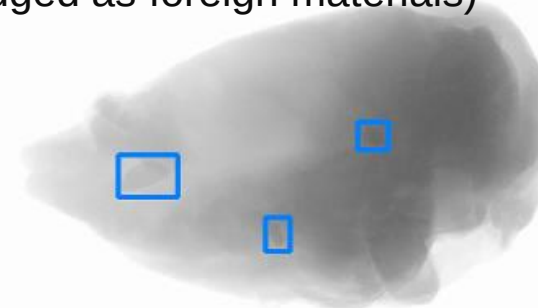
- Outfits the XR75 Series HR, an X-ray Inspection System with high-resolution X-ray imaging capabilities, with deep learning AI developed for detecting foreign materials
- Capable of detecting chicken cartilage and breaks in overlapped sausage, both of which are difficult to achieve with conventional 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)

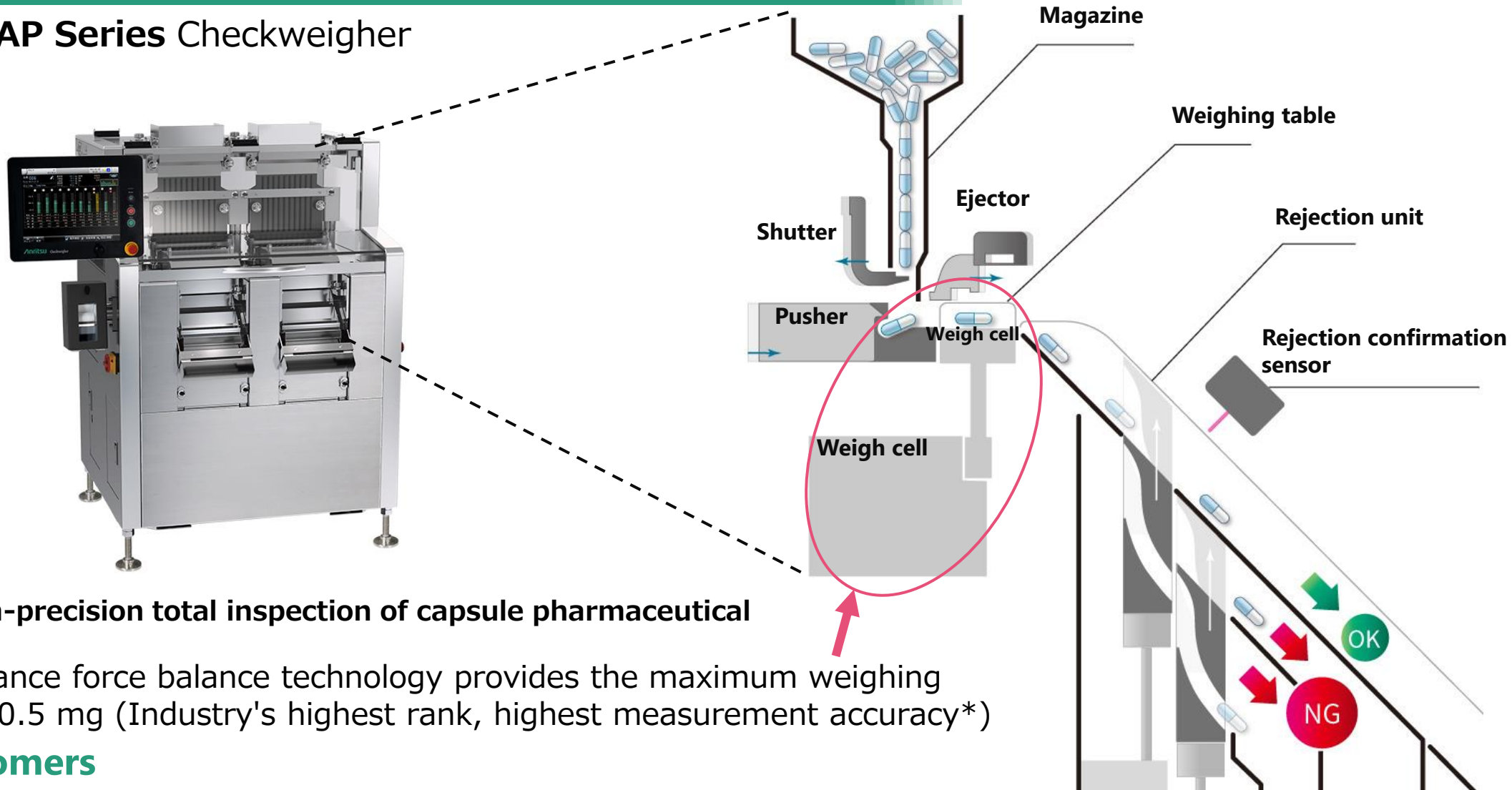


Examples of detection of bone and plastic on chicken meat
(dummy sample created for testing)

4-7. Solutions for the Pharmaceutical Inspection 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>

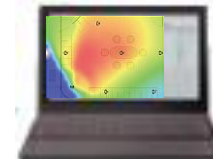
- Introduce “AccelVision,” which links worksite events and video data
- Operate "5G LAB" that supports introduction of local 5G and co-creation of solutions.



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 1st quarter of the Fiscal Year ending March 31, 2025

6-1. Consolidated performance - Financial results -

- ▶ Orders increased 13% YoY; Revenue increased 11% YoY.
Operating profit increased 0.7 billion yen YoY; Profit increased 0.5 billion yen YoY.

Unit: Billion Yen

International Financial Reporting Standards(IFRS)	FY2023 (Apr. to June)	FY2024 (Apr. to June)	YoY	YoY (%)
Order intake	23.0	26.0	3.0	13%
Revenue	22.7	25.2	2.5	11%
Operating profit (loss)	(0.1)	0.6	0.7	-
Profit (loss) before tax	0.4	1.3	0.9	194%
Profit (loss)	0.2	0.7	0.5	197%
Comprehensive income	3.4	3.4	0.0	1%

(Note) Numbers for FY2023 and FY2024 are rounded off to the first decimal place.

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

▶ Revenue and operating profit increased YoY in T&M, PQA, and Environmental Measurement business

Unit: Billion Yen

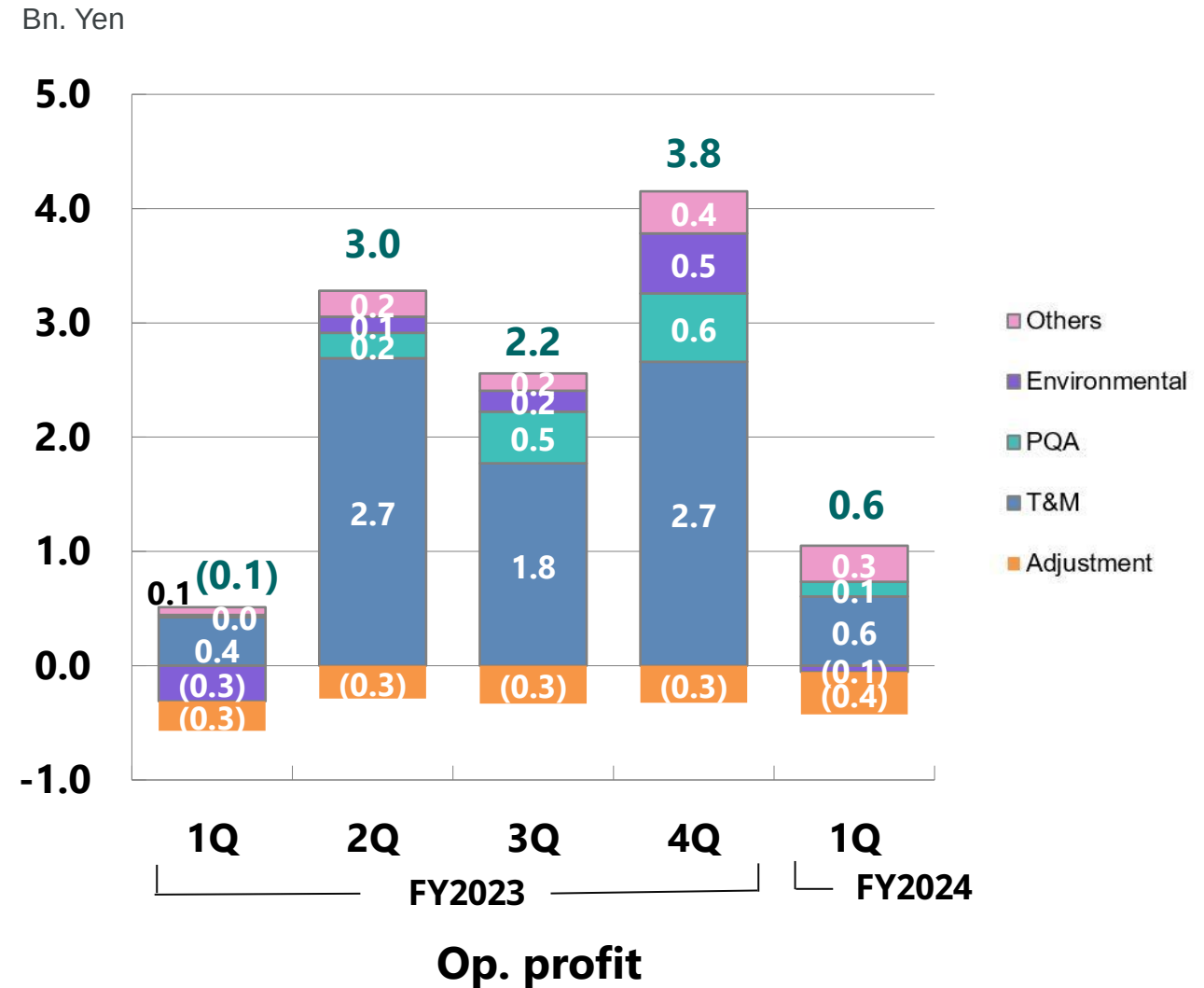
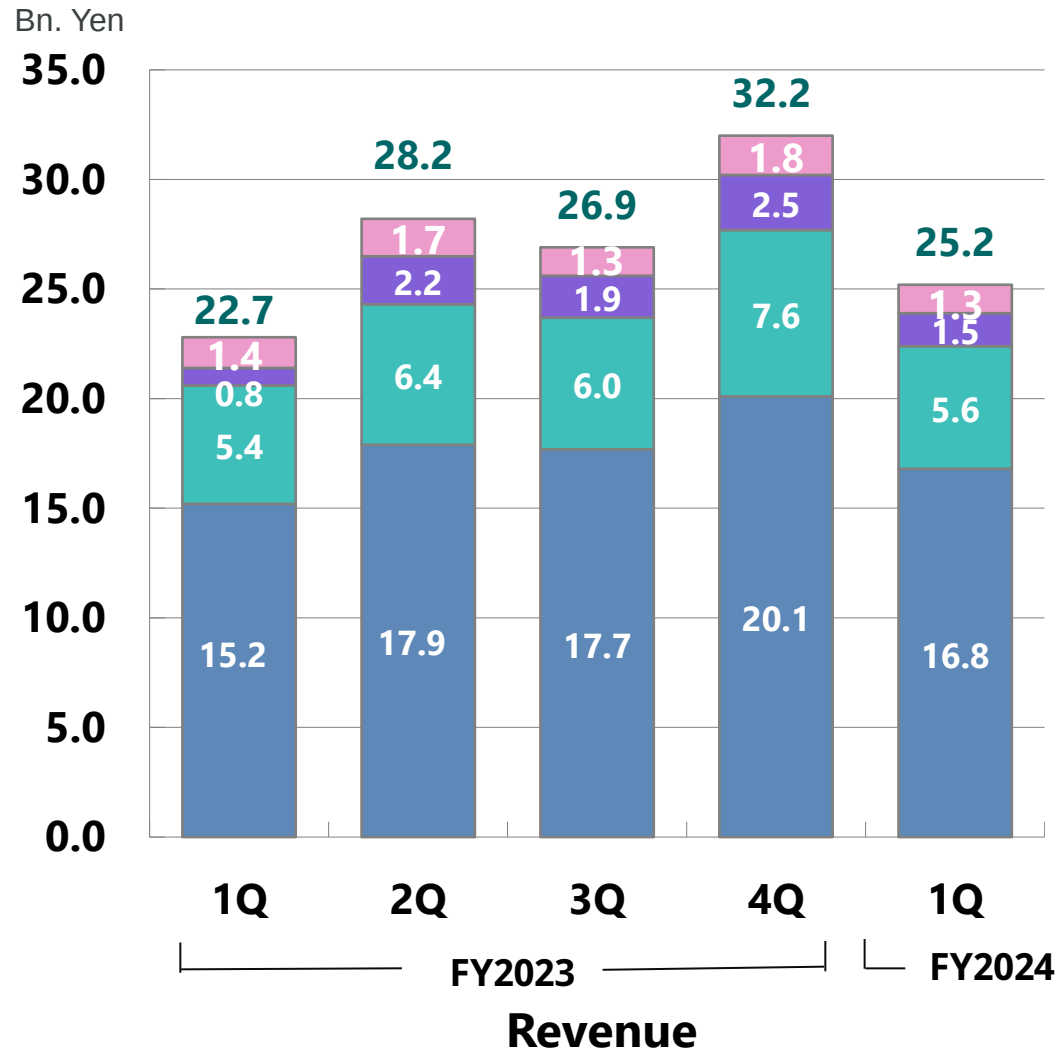
International Financial Reporting Standards (IFRS)		FY2023 (Apr. to June)	FY2024 (Apr. to June)	YoY	YoY (%)
T&M	Revenue	15.2	16.8	1.6	11%
	Op. profit (loss)	0.4	0.6	0.2	43%
PQA	Revenue	5.4	5.6	0.2	4%
	Op. profit (loss)	0.0	0.1	0.1	538%
Environmental Measurement	Revenue	0.8	1.5	0.7	81%
	Op. profit (loss)	(0.3)	(0.1)	0.2	-
Others	Revenue	1.4	1.3	(0.1)	-1%
	Op. profit (loss)	0.1	0.3	0.2	361%
Adjustment	Op. profit (loss)	(0.3)	(0.4)	(0.1)	-
Total	Revenue	22.7	25.2	2.5	11%
	Op. profit (loss)	(0.1)	0.6	0.7	-

(Note1) : Numbers for FY2023 and FY2024 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 -

▶ 1Q(Apr.-June) Operating margin : Consolidated 2.5%, T&M 3.6%, PQA 2.3%



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

6-4. Overview of operations by business segment

Segment FY2024 (April to June)

➡ 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.

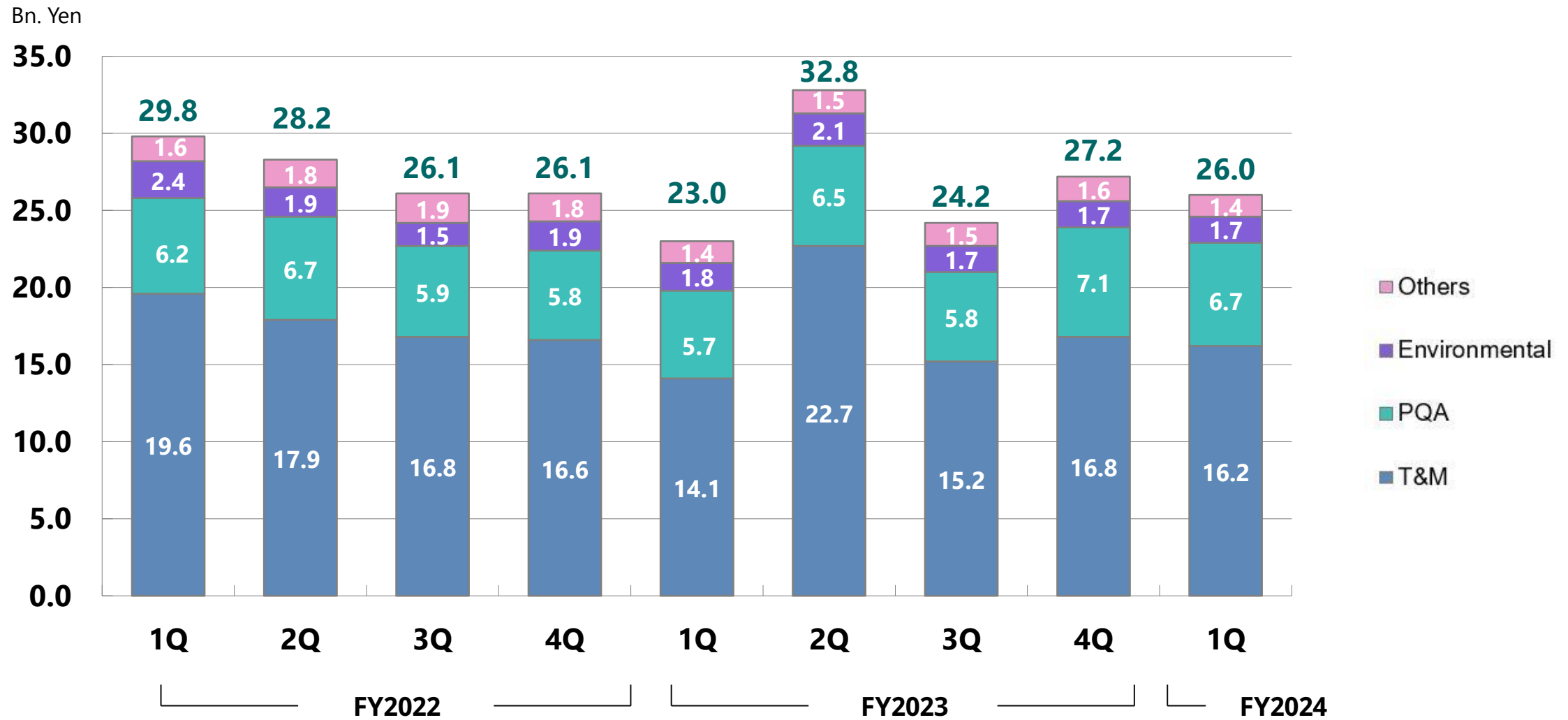
Mobile	There is continuing demand despite unstable investments in the 5G development market.
Network Infrastructure	The creation of green data centers and data centers dedicated for generative AI use is accelerating.
Electronics	6G basic research has started.
Asia & Others/Japan	Although investments in the Chinese 5G smartphone development market are stagnating, data center-related markets are booming.
The United States	The data center market is booming due to the strong performance of generative AI, etc. Base station construction and maintenance market is slow.

➡ PQA: Strong demand overseas, mainly in the Americas.
Performance in Japan is strong due to inbound demand.

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

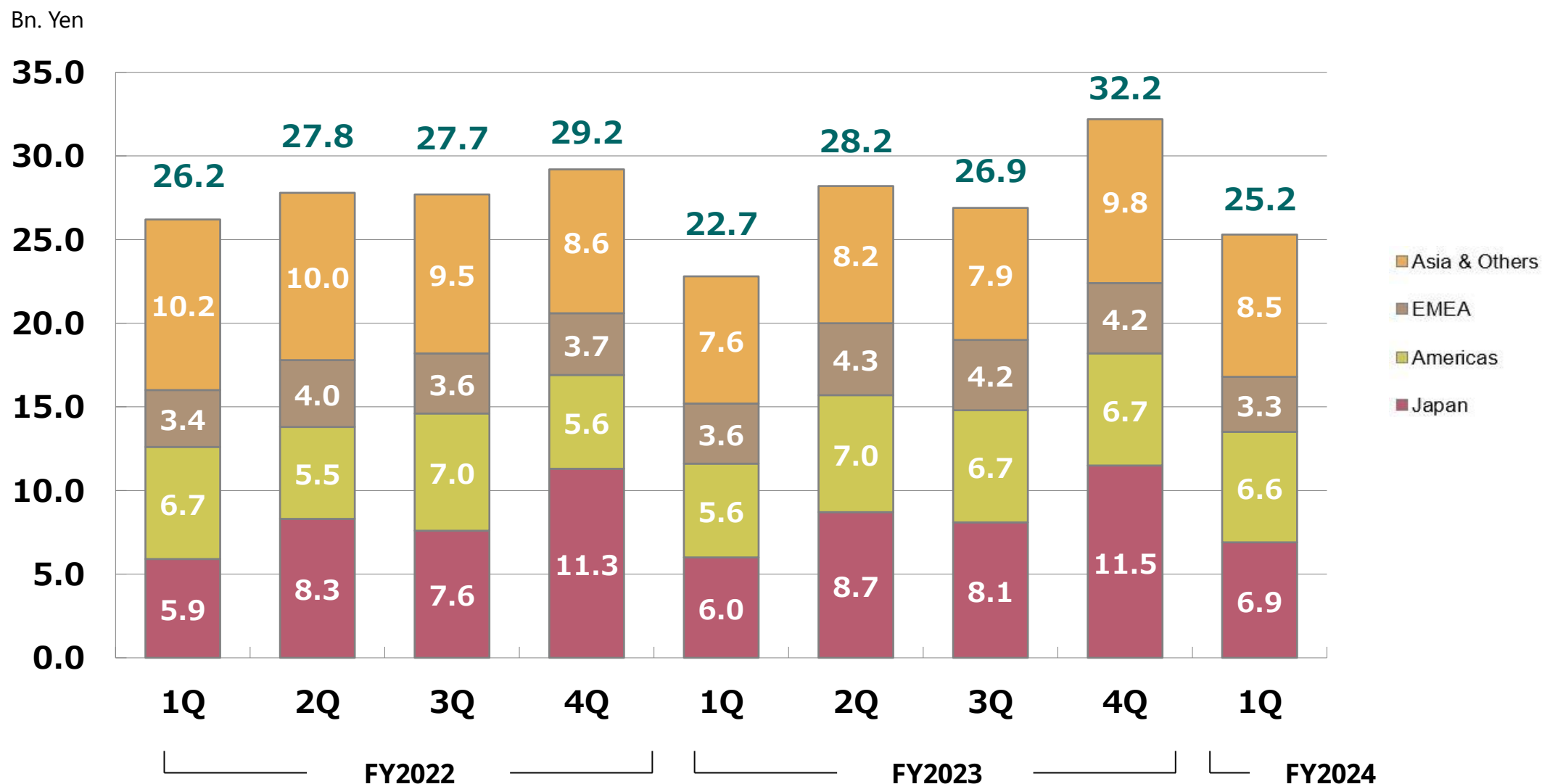
6-5. Transition of Order Intake

► T&M : increased 15% YoY, PQA : increased 18% YoY, Environmental Measurement : decreased 8% 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 15.2%

FY2024 (Apr. to June)

Operating CF : 3.8 Bn. Yen

Investing CF : (0.8) Bn. Yen

Financing CF : (2.9) Bn. Yen

Free Cash Flow

Op.CF + Inv. CF : 3.1 Bn. Yen

Cash at the end of period

47.2 Bn. Yen

Interest-bearing debt

7.3 Bn. Yen

Details

Unit : Billion Yen

Accounts receivable	2.4		
Depreciation and amortization	1.5		
Inventories	0.7		
Profit(loss) before tax	1.3		
Tax	(1.1)	Capex (0.8)	
Accounts payable	(1.0)		Dividend (2.6)
			Others (0.3)

Op. CF 3.8

Inv. CF (0.8)

Fin. CF (2.9)

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

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

▶ Remains unchanged from that announced on April 25, 2024.

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.

Appendix

Appendix 1 : Results of Sustainable Development Goals (SDGs)

	KPI	GLP2023 Goals	FY2023 Results	Results
E Environment	● Greenhouse gases *1 (Scope 1+2)	23% reduction compared to FY2015	36.6% reduction	◎
	● Greenhouse gases *1 (Scope 3)	13% reduction compared to FY2018	38.8% reduction	◎
	● In house Power generation ratio (PGRE 30*2)	13% or more (compared to FY2018 power consumption)	10.4% (Reference: FY2020 results 3.3%)	△
S Society	● Advancement of women	A proportion of women in manager positions of 15% or more	12.1% (As of April 1, 2024, Global) (Reference: As of March 31, 2021 results 10.8%)	△
	● Advancement of the elderly	Employment until the age of 70 and the establishment of a new compensation packages	Employment until the age of 70 and continue of a new compensation packages	○
	● Promote employment of physically challenged people	Achieve the legally mandated employment rate of 2.3% through job development	Achieved 2.66% (As of March 31, 2024, Global)	○
	● Strengthening of supply chain due diligence	A cumulative total of 10 or more companies, over 3 years	20 companies in total over 3 years (Conducted due diligence on 8 companies in FY2023)	◎
	● Developing awareness on CSR procurement to suppliers at least twice a year, and provide training at least once a year		Dispatched information 3 times and provided training 2 times (Dispatched information 9 times and provided training 4 times in total over 3 years)	○
G Governance	● Promoting the diversity of the Board of Directors	Percentage of outside directors 50% or more	Outside director ratio 50% achieved (5 of 10 persons)	○
	● Promoting the establishment of an internal control system at overseas subsidiaries	All overseas subsidiaries meet the criteria of Control Self -Assessment (CSA)	Companies meeting the criteria in all of the items: 90% (number of items : 181)	△

*1 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.

*2 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%.

3GPP :	3rd Generation Partnership Project
5G NR :	5th Generation New Radio access technology
AR :	Augmented Reality
CPE :	Customer Premises Equipment
CSR:	Corporate Social Responsibility
DD :	Due Diligence
EM:	Environmental Measurement
EMEA :	Europe, Middle East, Africa
EV :	Electric Vehicle
GLP :	Global Long-term management Plan
HAPS :	High Altitude Platform Station
IOWN :	Innovative Optical and Wireless Network
ML :	Machine Learning
NTN :	Non-Terrestrial Network
NW :	Network
O-RAN :	Open Radio Access Network
PCIe Gen6 :	Peripheral Component Interconnect Express Generation 6
PGRE :	Private Generation of Renewable Energy
PQA :	Products Quality Assurance
RedCap :	Reduced Capability
T&M:	Test and Measurement
VR :	Virtual Reality
V-RAN :	Virtual Radio Access Network
WRC :	World Radiocommunication Conference

