



Anritsu's Challenge to Realize a Sustainable Future Society Continues



Representative Director,
President, Group CEO
Hirokazu Hamada

Anritsu celebrates 130 years in business this year.

Looking back over the company's history, we can see that it has grown as a company while listening to the voice of society: the formation of a labor union in 1945, the establishment of anti-pollution regulations in 1970, and the formulation of a code of conduct in 1995.

In 2006, we announced our participation in the United Nations Global Compact, and since the adoption of the Sustainable Development Goals (SDGs), we have placed sustainability activities guided by these goals at the core of our corporate strategy. I am very pleased to see that our efforts over the past 20 years have borne fruit and that we have recently been receiving more and more positive feedback from outside the company.

Now, we have created this "Sustainability Report for all" to bring our sustainability activities closer to our employees and their families, local communities, customers, and business partners who support the Anritsu Group.

This report was written and edited by Anritsu Group employees.

The term "sustainability" may seem a bit rigid. But we thought that if employees created articles based on their own interests and concerns, it would become a lively record, like a school graduation album.

We asked the editorial staff to cover not only successful initiatives, but also ongoing projects and failed attempts. In the field, we are taking on challenges on a daily basis through a process of trial and error. That is precisely why we believe that sharing Anritsu's true self, even if it seems a little awkward, will lead to the next insight and trigger the expansion of the circle of sustainability throughout society.

We are not afraid of challenges and will continue to make steady progress toward the realization of a sustainable future society. We would like to express our sincere gratitude to all stakeholders who support the Anritsu Group and ask for your continued warm support.

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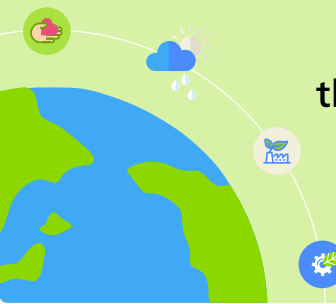
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Sustainability Policy and Materiality

The Anritsu Group has established a Sustainability Policy and is committed to creating a sustainable future for global society.



Sustainability Policy

The Anritsu Group aim to increase our long-term corporate value through contributing to building a sustainable future of the global society with "Sincerity, Harmony, and Enthusiasm."

[WEB Anritsu Group Sustainability Policy](#)

The Anritsu Group places importance on both solving social issues through business and meeting society's expectations (ESG). Using these as pillars, we have established key issues (materiality) for each business field and ESG field.

Materiality by Business

Test and Measurement Business	- Adapt to DX technological innovation - Develop a robust IT infrastructure
PQA Business	- Reduce food loss - Provide solutions for quality assurance
Environmental Measurement Business	- Prevent and mitigate natural disasters - Provide products that contribute to a decarbonized society
Sensing & Devices Business	- Develop a robust IT infrastructure - Ensure healthy lifestyles

[WEB Business Growth and Solutions for Social Issues](#)

Materiality by ESG

Environment	Respond to climate change
Social	- Promote respect for human rights - Diversity & Inclusion
Governance	Maintain management transparency

[WEB Materiality-Sustainability Goals](#)



Celebrating making the CDP A List!

Climate Change and Anritsu

Big news broke in March 2025: Anritsu was selected for the CDP A List for the first time. However, for many people, "CDP" may be an unfamiliar term. So, we looked into Anritsu's relationship with CDP and the significance of making their A List.



Mr. Saiki, a young employee



Ms. Ishikawa, a mid-level employee

A conversation between employees one day



It was hot this summer too.
It seems like it's getting hotter every year.
I guess this is global warming?

I think so. Last year's global average temperature was the highest on record, and the recent glacier collapse in the Alps in Switzerland was apparently caused by global warming.



Global warming causes climate change, right?
Heat waves continue, leading to droughts, while unusually heavy rains cause frequent floods and landslides...



Tohoku Anritsu has also suffered damage from the flooding of the Abukuma River twice.



Huh! So that's what happened.
If global warming continues at this rate, our lives may not be the same as before.

That's why the Anritsu Group is actively working on **responding to climate change** as its top priority.



Part 1

Anritsu's Relationship with Climate Change

Working to reduce greenhouse gas emissions for our future



The Anritsu Group has identified "responding to climate change" as its most important issue (materiality). The first factory at Tohoku Anritsu in Koriyama-shi, Fukushima-ken, an Anritsu Group manufacturing location, has suffered flood damage due to a river flooding on two previous occasions. Regional suppliers were affected by the disaster, and we recognize that climate change is an issue that affects the entire value chain of Anritsu Group procurement, manufacturing, and logistics. In order to reduce greenhouse gas emissions, which have a significant impact on climate change, the Anritsu Group is actively promoting the private generation and consumption of renewable energy. One of these initiatives is the "Anritsu Climate Change Action PGRE 30" (PGRE 30). Other initiatives include the promotion of energy-saving activities in factories and offices, collaboration with suppliers, and the development of energy-saving products.

KEYWORD Q PGRE 30

PGRE stands for Private Generation Renewable Energy. PGRE 30 is Anritsu Group's internal initiative to increase the ratio of private solar power generation from 0.8% in fiscal 2018 to around 30% by around 2030. We will position the introduction of private solar power generation as an investment that will lead to long-term reductions in greenhouse gas emissions.

Currently, Anritsu Company (U.S.) and Tohoku Anritsu each have mega solar power plants installed. At the head office, solar panels have been installed in the parking lot and on the roofs of some buildings, bringing the ratio of private solar power generation to 12.5% in FY2024.



Tohoku Anritsu solar panels (left) and storage batteries (right)

Anritsu and Climate Change

A conversation between employees one day



What are we doing to address climate change?



We're working to reduce carbon dioxide emissions to prevent the global warming that causes climate change.
There's an organization called **CDP**, and Anritsu has been answering their surveys about measures against climate change for some time.



What is CDP?



It's an organization that evaluates the environmental activities of companies and municipalities.
In 2024, Anritsu received a very good evaluation from the CDP.



What kind of evaluation did we receive?



Anritsu made their **top-tier A List** in the area of climate change, and is in the top 2% of responding companies globally!



That's a remarkable achievement!
But how does that affect Anritsu?



It increases a company's creditworthiness, and **CDP ratings, which investors around the world pay attention to**, have a positive effect on funding.



When the company's reputation increases, our motivation as employees also increases!

KEYWORD Q CDP

CDP is a British non-profit organization that conducts environmental surveys of companies and municipalities around the world, compiles and evaluates the results, and publishes the findings in the three areas of climate change, water resources, and forests, respectively.

More than 24,000 companies, representing two-thirds of the world's market capitalization, and more than 1,100 municipalities responded to the 2024 CDP survey. In Japan, more than 2,100 companies responded, including more than 70% of prime market listed companies.



Part 2

Anritsu and CDP

Selected for the A List, CDP's highest rating, for the first time

In 2024, Anritsu was placed on the CDP's A-List in the area of climate change. In 2024, approximately 24,000 companies responded, with 462 companies on the A-list*. This places Anritsu among the top 2% of responding companies, a significant feat.



Impact of a good CDP rating

The results published by CDP are used as investment criteria by more than 700 institutional investors around the world and are a highly influential indicator of how well a company is doing in its environmental efforts and the extent to which it discloses this information. Companies that are highly rated by the CDP are also more likely to be selected for inclusion in ESG indexes, which can lead to stable and sustainable growth of their stock prices.



* As of April 17, 2025

Anritsu and Climate Change

A conversation between employees one day



After 14 years of steadily improving our rating, we finally made the A List. Which initiatives were positively evaluated?

The results of the energy-saving activities and efforts by all employees to generate and consume renewable energy have been significant.

I've talked to the representative who handled the CDP survey about that and other related issues.



Our dedication to environmental initiatives led to our inclusion in the CDP's A-list, didn't it? I'll have to tell my family when I get home today!

That's right.
Climate change is a really serious issue, so each of us should figure out what we can do to help and work on it, rather than just saying "The company is working on it, so it's fine."

We want to leave a good environment for future generations!



Looking back, Anritsu has been working on disclosing information about its environmental activities since 2012 in response to the CDP survey.



Part 3

CDP Rating History

Steadily improving scores through continued diligent efforts



Anritsu began responding to CDP's climate change survey in 2012. Since then, we have been actively and faithfully implementing environmental initiatives.

The drop to C in 2015 was due to the expansion of the global headquarters building, which significantly increased electricity use. At first, we were not able to fully utilize the excellent environmentally friendly features of the global headquarters building, but gradually we were able to make the most of these features, and electricity consumption has also improved. Analysis shows that our rise to A- in 2022 was due to the positive evaluation of our carbon neutrality declaration.

Anritsu's CDP Rating History	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	C	B	B	C	B	B	B	B	B	B	A-	A-	A

* CDP ratings are categorized into 8 grades: A (highest), A-, B, B-, C-, D, and D- (lowest). 2012 to 2015 are performance scores.

Speaking with the CDP representative

I was honestly surprised when I heard about our making the CDP A List. We believe that this high evaluation is due to our significant reduction in CO₂ emissions, thanks to reduced electricity consumption through employees' energy-saving activities and the increase in renewable energy through solar power generation systems. I think it was also good that we worked to reduce greenhouse gas emissions throughout the entire supply chain, from the procurement of materials used in our products to the disposal of products.

"Renewable energy" and "net zero*" are key elements of our future activities. In the supply chain, it is important to reduce CO₂ emissions in the procurement of parts used in products and power consumption (CO₂ emissions) when finished products are used. The challenge is to strengthen cooperation with suppliers and the development departments of each company. Now that we are on the A-list, we would like to demonstrate leadership and promote environmental activities.

*Balancing greenhouse gas emissions and absorption to achieve a net result of "zero"



ANRITSU CORPORATION
Environment and Quality
Promotion Dept.
Environment Promotion Team
Yuta Nasu



Work and parenting are a team effort!

Making Childcare Leave the Norm

The Anritsu Group in Japan promotes supporting the balance of work and childcare responsibilities and establishing comfortable work environments.

We present the voices of employees who are balancing work and childcare, as well as the results of a questionnaire for our male employees taking childcare leave.

Anritsu's support of work-life balance

The Anritsu Group in Japan has established a system of holidays, leaves of absence, and shortened working hours that exceed legal requirements during childbirth and childcare, and promotes the creation of a climate and environment that facilitates the use of childcare leave by men. In recognition of these efforts, we obtained our first "Platinum Kurumin" certification in March 2025.



part
1

Employee Roundtable

Balancing work and childcare, our reality



In order to hear the genuine insights of those who have experienced childcare leave, we held a roundtable discussion with employees who have taken childcare leave for six months or longer and are balancing their work and childcare responsibilities.

We asked employees to speak freely about the top concerns they had when they thought about taking childcare leave in a past survey* regarding: (1) the burden on the workplace and other people, (2) the decrease in income, and (3) the impact on their careers.

*Questionnaire about the Childcare Leave System
Conducted: April 18–28, 2025 Scope: Anritsu Group employees in Japan Number of respondents: 426

Introducing some of the participants



Mr. A
(Development, male)
Hobby: Spas



Mr. B
(Office work, male)
Hobby: Basketball



Mr. C
(Development, male)
Hobby: Cycling



Ms. D
(Office work, female)
Hobby: Yoga



Ms. E
(Office work, female)
Hobby: TV dramas

— The survey showed that the majority of respondents were concerned about the "burden on the workplace and others." What concerned you when you took childcare leave?



I made a list of tasks and discussed where to hand over the work, making sure there were no omissions. I started preparing two months before I went on childcare leave and told my supervisor and team members that I would not be taking on any new work.



Six months before taking childcare leave, I informed my supervisor and team members and asked them to make the work arrangements. It may not have to be six months in advance if it doesn't affect operations, though.



My supervisor's policy was to have a team structure in place so that no matter who took leave at any time, everyone was ready to support each other. The entire team was involved in job rotation, so the handover was smooth.

— When did you inform your team that you would be taking childcare leave?



I told my supervisor right away, but wondered when to tell the rest of the team. It's difficult because most people don't want to say anything until their partner enters the stable period around five months into the pregnancy.



It is easier to tell your boss if you are in a workplace where you usually have conversations. Since I had an individual meeting scheduled at that time, it was the perfect timing to let them know.

Making Childcare Leave the Norm

— No salary is paid during childcare leave, but childcare leave benefits are granted. The second most common concern was "decrease in income." How did you respond to this concern?



For the first four weeks, I received childcare leave benefits almost equal to my take-home pay. Thanks to the financial support, I did not feel much of a burden after taking about six months of childcare leave.



I also thought that the benefits were significant. Since social insurance premiums are waived during childcare leave, if the timeframe can be adjusted, it's a good idea to take it during the bonus period.



Unlike everyone else, I took childcare leave without giving it a second thought. I didn't even know that the benefits are paid after the work absence is confirmed. Since the benefits are paid every two months, it was hard to see my savings dwindle during the first two months.



My own hospitalization was covered by medical insurance, but when my child was hospitalized, the expenses were a significant burden. It was also tough having to pay the resident tax withholding amount* for the entire leave period beforehand.

— One of the inevitable concerns about childcare leave is the impact it has on your career. How did you all do?



I took childcare leave accepting that there might not be a way for me to succeed in business in the future. There's always a sense that you have to prioritize either work or family, and I accepted that I can't put everything into work all the time.



I was also prepared for the possibility that my evaluation might suffer as a result of taking childcare leave. It would be great if everyone could take leaves without these kinds of concerns.



I have been increasing the number of remote work days since returning from childcare leave, and I believe that I am inconveniencing others in some ways. A system that supports not only the employee who is raising a child, but also the people on the team to which he or she belongs, would allow the employee to work without any sense of unfairness.

— Childcare continues after returning to work from a leave. How do you all manage your time?



After arriving at work, the first thing I do is make a list of things that need to be done that day, prioritize them, and divide my time between them. What matters most is the determination to finish everything on time!



I always think of how not to inconvenience our customers first. I also try not to be influenced by my mood and not to put off things I am not good at.

— Lastly, what advice would you give to someone who is going to take childcare leave?



It is important to inform your supervisor as early as possible that you will be taking childcare leave so that you are prepared. If you prepare well in advance, you can reduce disorganization and stress.



The time when children are small really flies by. Try to get involved as much as possible. Changing diapers and bathing will come naturally once you get used to it.



The more serious you are about your work, the more you might hesitate to take childcare leave. But don't worry too much. Spend this precious time with your family, because it's a time you'll never get back.



After childbirth, you may experience emotional instability and find yourself irritable about everything. At times like that, I think it's important to accept that it's just a phase and let certain things go.



Frankly speaking, it is quite difficult even for two parents to raise a child together. I hope you will make time to care for both your partner and yourself, and get support from those around you whenever possible.

*Withholding amount: A system where employees deposit an estimated amount of resident tax and other deductions required during childcare leave into their company account before taking leave, to cover amounts that must be withheld from their salary. It varies from person to person, but it is typically between 100,000 and 500,000 JPY.

Making Childcare Leave the Norm

part 2 From the employee survey results

The Realities of Male Childcare Leave



In this section, we will introduce Anritsu's past efforts and present the results of an employee survey on how well the corporate culture of men taking childcare leave as a norm has spread.

Past initiatives to promote childcare leave by male employees

With the implementation of the revised Act on the Welfare of Workers Who Take Care of Children or Other Family Members Including Child Care and Family Care Leave in 2022, Anritsu has started creating a culture and environment where men take childcare and family care leave as a matter of course.

The 2021 survey found that there is a gap between the wishes of employees eligible for male childcare leave and the actual situation, making it difficult for them to take childcare leave as desired.



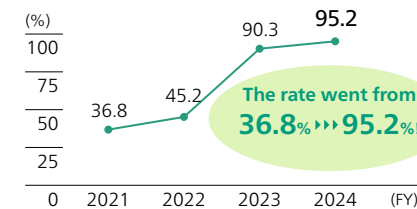
In response to these results, we have promoted the following initiatives.

Introduction of a new system	- Male employees who take 4 weeks of childcare leave have their salary effectively compensated 100%* - Increase in the maximum number of remote work days to support balancing work and childcare
Interviews with eligible individuals	Confirmation of intention to take childcare leave and provision of information on various support systems
Notification to management	- Encourage members to take at least 4 weeks of childcare leave and use the new system - If a manager themselves is eligible, they must take it

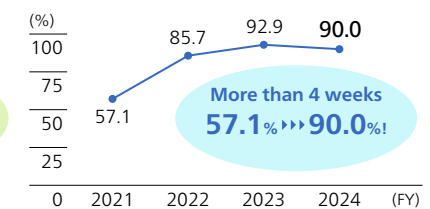
*Currently discontinued following the expansion of the employment insurance benefit system in April, 2025

As a result of these efforts, the Anritsu Group in Japan achieved a 95.2% rate of male employees taking childcare leave in FY2024, 90% of whom took at least four weeks of leave.

Percentage of male employees taking childcare leave



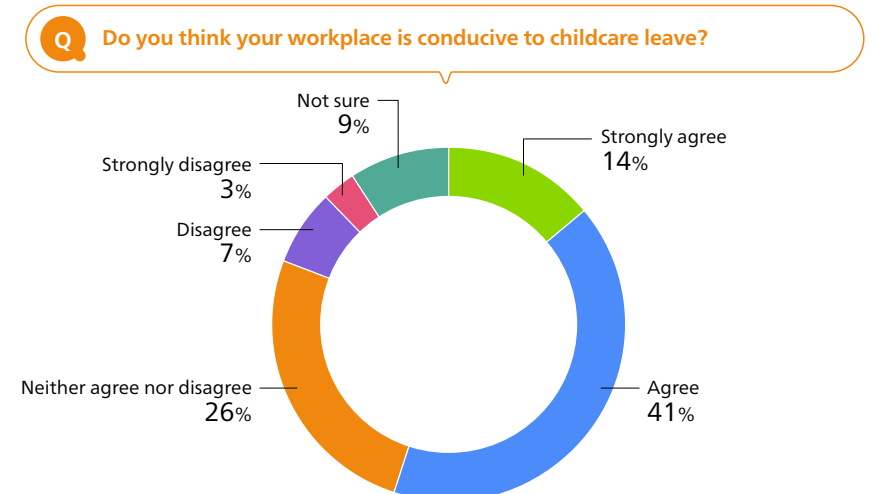
Percentage of male employees who took at least 4 weeks of childcare leave



Is male childcare leave now "the norm"? We asked employees.

The rate of male employees taking childcare leave has improved significantly, but has a culture and environment in which men take childcare leave as a matter of course become widespread?

"Sustainability Report for all" conducted a survey to find out how employees felt about the male childcare leave system.



Questionnaire about the Childcare Leave System Conducted: April 18–28, 2025
Scope: Anritsu Group employees in Japan Number of respondents: 426

Making Childcare Leave the Norm

Comments Received on the Survey

Q Do you think your workplace is conducive to childcare leave?

Strongly agree (14%)

- Even people in leadership roles use it. Since there aren't any complaints from the other remaining members, I think it will be easier for those who want to take it in the future to do so (Male, Development)
- The atmosphere made it conducive to me taking it. There have been a few more times I needed to take time off since I returned to work, but the team has followed up and been helpful (Male, Other)

Agree (41%)

- There is a mindset of support for childcare leave since it is company policy and all members understand the team's burden (Male, Sales)
- Two members of my team, including myself, took childcare leave, and were able to return to work without any significant changes (Male, Manufacturing)

Neither agree nor disagree (26%)

- Because no one around me has taken long-term leave (Male, Materials)
- We don't discuss private matters related to vacations or reduced working hours. There is no opportunity to consult at all. (Female, Development)

Disagree (7%)

- Work is extremely busy and places a heavy burden on us, but since it's the way the system is, I've resigned myself to it. Therefore, those taking childcare leave find themselves in a situation where they must preface their request with an apology for the inconvenience (Male, Manufacturing)
- There are few people on the team, and the impact of losing one person would be significant. (Male, Development)

Strongly disagree (3%)

- I hear people say that one month or three months would be reasonable for taking childcare leave. I personally think you need about 6 months or a year (Male, Other)
- The system has not taken root because no one around me is using it (Male, Development)

Not sure (9%)

- I had never thought about it or looked into it because childcare leave is not relevant to me at the moment (Male, Development)
- No one in my workplace is eligible (Male, Other)

Finally, here are some opinions and comments received from employees regarding the childcare leave system



I would like opportunities to be given for those taking childcare leave and their supporters to deepen their understanding, such as through regular online learning sessions. (Male, Development)

I feel anxious about taking long leaves. I would be glad to have the opportunity to hear about the experiences of those who have taken time off. (Female, Development)

I think the most important thing is an atmosphere that makes it easy to take leaves. I remember being told, "You have nothing to worry about when it comes to business, good luck with the birth and childcare," which inspired me to do my best in everything I did. (Female, Sales)

When I took childcare leave before, my boss told me this. "I'm not married and I don't have children. That's why I want you to tell me whatever you are worried about, what you want the company to do, or what you are having trouble with. I'll do my best to listen to your concerns and work with you to find a solution." I will never forget these words. This is the kind of boss I want to be. (Male, Other)

When you have to take an extended leave of absence from work, everyone may feel anxious about the future of their lives. Long-term leave may be required not only for childbirth and childcare, but also for nursing and medical care. You cannot work, raise children, and care for others all by yourself. We must continue to advance work style reforms so that we can support each other at all times.

Envisioned by Tohoku Anritsu

The Future of Manufacturing Sites: Human/Robot Collaboration

Tohoku Anritsu manufactures Anritsu measuring instruments and ships them all over the world. Tohoku Anritsu utilizes robots to improve productivity and ensure stable quality. This special feature traces the history of Tohoku Anritsu's introduction of robots and introduces its efforts to realize a factory where people and robots cooperate with each other.



The impetus for introducing robots

Tohoku Anritsu began considering the introduction of robots to its manufacturing sites in 2017. As a result of higher product performance and increased production volume, issues such as longer manufacturing periods and longer working hours became apparent, and the company turned its attention to automation using robots.

The manufacturing process of measurement equipment includes assembly and inspection. Regarding assembly, it was determined that automation would be difficult due to the structure of the measuring instruments. Although some automation was already in place with regard to inspections, there was a time loss between divided tasks. We decided to use robots to perform this task, which would enable us to optimize the inspection process and reduce work-hours and manufacturing time.



Decision to develop in-house with an eye to the future

After starting experiments with leased robots in 2019 and looking into collaborations with robot manufacturers and other companies, we took the step to develop our own robots in collaboration with Anritsu's Fundamental Technology Department, marking the first attempt at in-house development within the Group. First, we got information from experts and proceeded with development, but we had to come up with our own answers to every issue because the technology was specific to our products. The following two points were particularly difficult.

- Replacing tasks performed by humans with robots requires changes to work procedures, layout, and tools to suit the robots
- As a collaborative robot working alongside humans, utmost care must be taken when it comes to safety

Particularly with regard to safety, hypothesis testing was conducted by workers, designers, and third parties involved in other operations, such as the positioning of emergency stop buttons, the installation of sensors, and the use of patrol lights.

INFORMATION

TOHOKU ANRITSU CO. LTD.

Anritsu Group's largest manufacturing base. We produce and ship products that support cutting-edge information and communications systems, such as measuring instruments for mobile communication terminals, measuring instruments for optical and ultra-high-speed digital communication networks, and bandwidth control devices, both domestically and internationally. We celebrated our 40th anniversary in March 2025.



Robots in action at Tohoku Anritsu



Currently, Tohoku Anritsu has introduced four types of robots developed in-house. Each took one to one and a half years to develop and deploy.

	Unit 1 (from 2021)	Unit 2 (from 2022)	Unit 3 (from 2023)	Unit 4 (from 2024)
				
Name	Automatic optical cable insertion/ extraction system (MT9085x automatic inspection)	Automatic high-frequency coaxial cable insertion/extraction system (MT8870A automatic inspection)	RF shield case assembly screw tightening system (High-frequency module assembly)	Visual inspection system for finished products (Automatic visual inspection)
Overview and Role	Robotic system for automatically connecting fiber-optic cables. Up to 12 units can be inspected simultaneously. Fully automated diagnostic imaging and cleaning of cable end-face contamination and damage.	A robot that performs 200 to 300 high-frequency coaxial cable connections for each unit. Up to four inspections can be performed simultaneously, minimizing wait time in the inspection process. Two additional units were added for a total of three systems in operation.	Automates the screw-tightening operation for shield cases. Tightening multiple screws three times each meant additional tightening was required, which placed a significant burden on the workers' wrists, leading to the introduction of robots.	Collaborative robot with attached imaging unit. By acquiring images and using OCR and deep learning object detection to make pass/fail decisions, approximately 80% of visual inspection work can be performed without human intervention.
Results	Roughly half of the inspection process is automated. Minimizes waiting time in the inspection process, contributing to a significant reduction in work period and improvement in manufacturing quality. Reduces production time by 0.5 days.	Achieved an almost 100% success rate in connection work without the use of a positioning camera. Nighttime inspection processes automated to reduce overtime hours and promote work style reforms. Reduces production time by 3 days.	Improved tightening torque accuracy and reduced burden on operators.	Contributes to quality improvement in visual inspection by eliminating variations in judgment with respect to inspection standards or missed checks. No mistakes are made over long periods of time, and work efficiency can be kept constant.

The Future of Manufacturing Sites: Human/Robot Collaboration

A collaboration that brings out the best in both robots and humans

The introduction of these robots has improved factory productivity and uniform product quality. The reduction in physically demanding work and overtime has also led to the maintenance of employee health and well-being. By delegating simple tasks to robots, employees can spend more time on quality control and improvement activities. This newly available time is expected to further improve product quality and production efficiency.

Tohoku Anritsu will continue to promote the introduction of robots in order to achieve collaboration between robots and humans.

Onward to our ideal factory of the future!

Tohoku Anritsu envisions the factory of the future as a place where robots and humans work together to achieve sustainable production. Anritsu's competitiveness is strengthened by flexibly responding to market and customer demands with seamless and well-planned manufacturing covering the entire process from start to finish within the factory. In 10 to 20 years, all the actual work may be automated, but it is humans who make the final decisions and approvals. A human-centered perspective is essential to optimize the entire process from a bird's eye view using AI and IoT solutions. Tohoku Anritsu will continue to introduce robots that utilize AI technology and provide digital transformation (DX) training to its employees to realize the ideal factory of the future.

Keep your eyes on Tohoku Anritsu's new initiatives, which are expanding through the introduction of robots.

What Only Humans Can Do

Creation and Problem Solving

- Designing new products, improving processes, troubleshooting, etc.
- Flexible response to unprecedented problems



Communication and Cooperation

- Ability to coordinate between teams, negotiate with customers, and read the atmosphere on site
- Ability to understand and harmonize diverse cultures and values



Decisions Based on Intuition and Experience

- Detection of abnormalities such as subtle sounds, vibrations, and smells that cannot be captured by sensors
- Intuition and craftsmanship based on years of experience



Ethical and Social Judgments

- Safety and environmental considerations
- Decisions involving social responsibility, such as legal compliance



The story of

Mr. Ishii,
who spearheaded the initiative



TOHOKU ANRITSU CO. LTD.
Factory Mgr.

Kazunori Ishii

Advancing automation with an eye toward the future "One Factory" model*

At the beginning of our initiative, people thought the plan was not very realistic, but now we are making progress in collaboration between humans and robots, and we are receiving requests and opinions from people in the field. What impressed me was when we installed the second unit and they said, "Thank you, it's so much easier now." This made me pleased with our decision to introduce robots.

The theme going forward is deploying automation know-how to the Group companies and evolving it. To do so, it is necessary apply the processes and structures that automation and robots excel at to future development. In order to increase the number of robots performing the same tasks, it is also necessary to consider unification and standardization across models. Looking ahead to the future One Factory model, we will actively support automation at each manufacturing site and promote flexible production across the entire Group.

* One Factory model: An initiative to integrate and link multiple factories and manufacturing sites as if they were a single factory. The initiative aims to improve operational efficiency, create a flexible production system, and achieve uniform quality.



A behind-the-scenes look at the production of Hapi Sma calendars! Collaboratively Created Artwork

This year, Hapi Sma won a prestigious award at the National Calendar Exhibition. The individuality and thoughts of each person and the connections between people are carefully woven into works that emphasize the importance of collaborative creation. This special feature provides a behind-the-scenes look at the calendar's production and the voices of those involved.



Introducing Hapi Sma

Hapi Sma Co., Ltd. was established in 2021 as a special subsidiary of Anritsu Corporation to support the participation of people with disabilities in society. As of the end of March 2025, Hapi Sma employs 19 people with disabilities who are engaged in soap production, cleaning, and calendar production.

Hapi Sma's mottos are "Don't jump to conclusions," "Don't rush," and "Don't give up." We aim to create a friendly and warm atmosphere where everyone can work with a smile. The company also places importance on employees collaborating to engage in creative activities. In soap manufacturing, employees work together to develop original designs into products, and in cleaning work, everyone collectively devises and implements methods to improve efficiency.

Soap manufacturing



Souvenir soaps, novelty soaps, and gift soaps are handmade one by one with a focus on pure plant-based materials that are gentle to people and the earth.

Cleaning



The Cleaning Department launched in January 2024. We clean the common areas of Anritsu's dormitories and the offices on the headquarters premises.

Calendar production



Production began in 2023. In the first year, we started by assembling desktop calendars, and since 2024 we have also been producing wall calendars.

Won the Japan Federation of Printing Industries Chairman's Award and Gold Award for the first time at the National Calendar Exhibition

The National Calendar Exhibition is a competition that honors works that excel in calendar printing techniques, planning and design. Hapi Sma's first wall calendar for the year 2025 won the "Japan Federation of Printing Industries Chairman's Award" and the "Gold Award" in the first category of the 76th National Calendar Exhibition.

2025 Edition
List of Works

the theme was "Flowers!"



Collaboratively Created Artwork

Reporting on Hapi Sma's artwork!



How does Hapi Sma approach the creation of calendar works? The "Sustainability Report for all" editorial staff reports on this place where unique works are created one after another.

A total of 4 artwork sessions were conducted by 14 members

Hapi Sma began its artwork activities in 2023. In the first year, Hapi Sma members created the "Hapi Sma Font" by themselves. Starting in 2024, creative activities based on a theme were launched. The 2025 wall calendar featuring the artwork won the Gold Award at the National Calendar Exhibition. The artwork for the 2026 calendar was done in four sessions, each lasting two hours, from May 14, 2025, to July 2, 2025. New members who work at Anritsu joined the group this time, making a total of 14 people involved in the creative process.

Bringing the images to life with samples

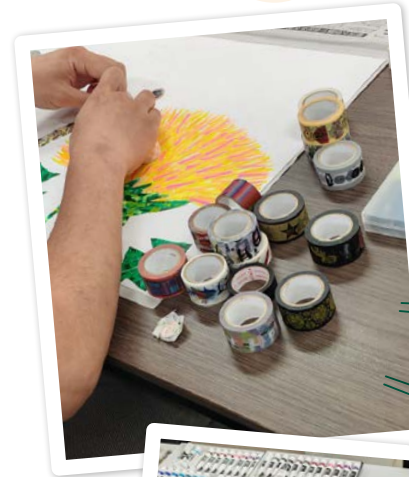
Voices of Participating Members

Since I am in charge of April, I wanted to paint a picture that would remind people of the coming of spring.



Voices of Participating Members

It felt so great to draw again for the first time since I was in elementary school



Creating unique artwork on the theme of "Living Creatures"

After presenting the theme and assigning the months in the first session, the creation of the work began immediately. The theme this time is "Living Creatures." A variety of tools and techniques were incorporated to expand the range of creativity, including not only paint, colored pencils, and crayons, but also paper clay, masking tape, and collage using magazine clippings.

Trying paper collage with masking tape!

Voices of Participating Members

I wanted to improve the quality of the pictures from last year, so I worked especially hard to make the birds and animals look as real as possible.

Choosing materials and techniques



Voices of Participating Members

I was able to complete the project with the support of my teachers. Thank you very much. I look forward to seeing it all come together in the calendar.

Even 3D creations!



Collaboratively Created Artwork

A World Expanded by Spontaneous and Free Collaborative Creation

Each team member concentrated on his or her own work for the month and on making the font for the numbers. Some members brought their own materials from home, and their enthusiasm for creation was evident in the free and warm atmosphere. The lecturers and office staff were encouraging and offering advice as needed, and it seemed as if they were enjoying the creative process together.

Discussions with the office staff can generate new ideas



Voices of Participating Members

This was the first time for me to participate in this event, and since I had never thought up and created something from scratch on a theme by myself, it was very refreshing and enjoyable.



At the end of the event, the works were presented

Voices of Participating Members

I enjoyed having more freedom to do what I wanted to do than before. I'm satisfied because I did my very best.

Voices of Participating Members

I want to keep challenging myself in a variety of ways. Thank you for this valuable opportunity!

Hats off to all the Hapi Sma members for their creativity! I am very much looking forward to seeing the 2026 calendar.

Interview with Lecturer

Art connects people, ideas, and the future

The artwork for Hapi Sma is achieved through external collaboration, with graphic designer Osamu Fukushima participating as a lecturer and operational support from Dai Nippon Printing Co., Ltd.. We spoke with Mr. Fukushima about the significance of this place of collaborative creation.

Collaborative creation expands new relationships between people and between people and society

The appeal of the artwork we make at Hapi Sma is that we create together. Hapi Sma members create their works, while the office staff watch over them and sometimes lend a hand. Through artwork, the aspirations of people we've met become creations that generate new value. Although many of Hapi Sma's members seem quiet, they are all have strong personalities. Even with Dai Nippon Printing Co., Ltd. staff they met for the first time, they quickly became comfortable with each other, creating many moments filled with smiles. Through communication that transcended the word "art," a relationship of trust was born.

The theme of this year's works was "Living Creatures." From vibrant colors and dynamic forms to serene pieces, a collection of captivating works showcasing free-spirited creativity and individuality has been assembled. Last year, when members first started working on their creations, they seemed a bit nervous. But this year, perhaps bolstered by last year's experiences and winning an award at the calendar exhibition, everyone was full of energy right from the start. Visiting the calendar exhibition and being exposed to other works was also stimulating, and it was obvious that everyone was empowered as creators and truly enjoying their creations.

In the future, we hope that our creations will be used for purposes other than calendars, and that even more people will have the opportunity to learn about them. It would be wonderful to have Hapi Sma members act as teachers and teach art at events. I hope that, through art, the connection between Hapi Sma and society will continue to grow.



Graphic Designer/
Hosted by Fukushima Design
Osamu Fukushima

Mr. Fukushima is a leading authority on social design, with more than 30 national and international awards to his credit. After working in the advertising industry, he developed design activities centered on social contribution, and is involved in education, support for the disabled, and community revitalization.

Private generation and consumption of renewable energy "PGRE 30"

The Anritsu Climate Change Action "PGRE 30" was formulated to increase the ratio of private solar power generation from 0.8% in FY2018 to 30% by around 2030. We have installed our own solar power generation equipment and are working to increase the ratio of private power generation from renewable energy sources.

Share of in-house power generation

12.5%

WEB Responding to Climate Change



Protecting the richness of local nature through tree-planting activities

Anritsu joined the Tanzawa-Oyama Nature Conservation Committee in 2022. To preserve biodiversity in this region, employees and their families are participating in the tree-planting event "Corridor from Oyama."



Number of trees planted to date

More than **500**

Providing products that help reduce environmental impact

We have established our own environmentally conscious product certification system, certifying them as "Excellent Eco Products" or "Eco Products."

Excellent Eco Product

19 products

Eco Product

65 products



Excellent Eco Product

WEB Product-Related Activities

The joy of working for all

Hapi Sma Co., Ltd. was established to support the social participation and economic independence of people with disabilities, primarily through the soap manufacturing business. As of the March 2025, 19 people with disabilities work there.

The employment rate of people with disabilities

2.9%



Anritsu Group Initiatives

Toward a Sustainable Future

All data is as of March 31, 2025.

Let's conserve electricity together! Saving Energy in the Workplace

Anritsu's employees work together to practice energy conservation. We have established a feature on our intranet that allows employees to check the electricity consumption of their workplace areas, encouraging appropriate air conditioning management and energy conservation in the laboratories.

Scope 1+2 Reduction of greenhouse gas emissions

31.1% reduction compared to FY2021

Change to earth-friendly packaging with the goal of becoming plastic-free

We are working to reduce plastic waste, which is a global issue. In product packaging, we are reducing the amount and weight of plastic packaging materials and promoting the replacement of plastic packaging with plant-derived and recycled materials.



WEB Resource Recycling

A workplace where everyone can be themselves and thrive

We have promoted appropriate understanding of LGBTQ issues and advanced institutional reforms, introducing a same-sex partnership system in FY2024. We provide e-learning courses on the fundamentals of LGBTQ identity and create and distribute ally merchandise.

WEB Promoting Diversity

Anritsu



だれもがその人らしく

Support for balancing childcare and careers

We promote the creation of a corporate culture and environment in which employees can balance work and childcare by providing holidays, leaves of absence, shorter working hours, and other systems that exceed legal requirements during childbirth and childcare.

Ratio of those who take childcare leave

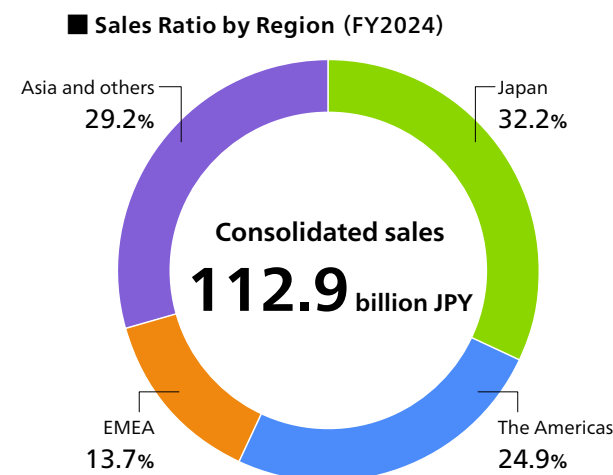
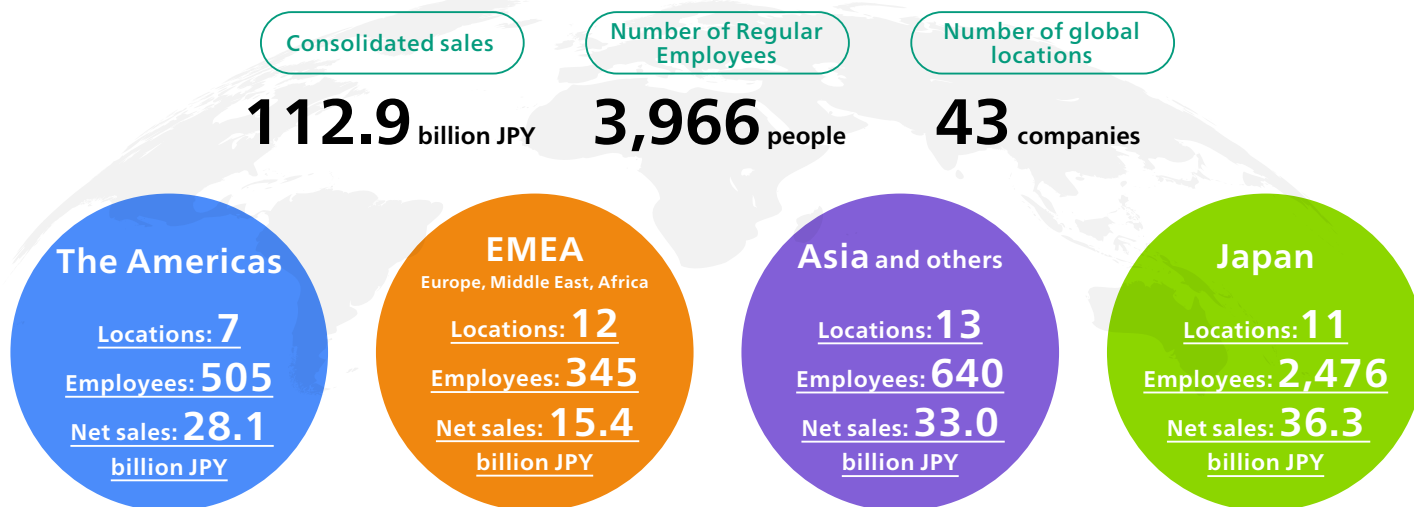
Male **95.2%**

Female **100%**

WEB Creating a Comfortable Working Environment

About the Anritsu Group

Since its foundation, the Anritsu Group has been involved in the evolution and development of communications as a pioneer of information and communication equipment. The company has expanded its business to include telecommunications measurement and food quality assurance equipment, and now has four main businesses: Test and Measurement, PQA (Product Quality Assurance), Environmental Measurement, and Sensing & Devices. We have development, manufacturing, engineering and service locations throughout the world.



Test and Measurement Business

We provide test and measurement solutions that support the realization of a 5G and IoT society.



Radio communication test station

PQA Business

We address a variety of issues related to the production of food and pharmaceutical products, in order to ensure safe and secure quality assurance while providing solutions that contribute to improving the productivity of manufacturing plants.



X-ray inspection system

Environmental Measurement Business

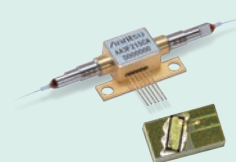
We provide environmental measurement solutions that help maintain social infrastructure and the creation of a decarbonized society.



Hybrid power supply

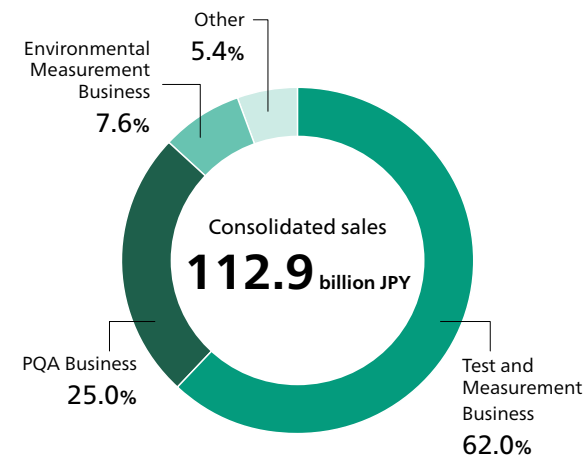
Sensing & Devices Business

We supply high-quality custom products that meet the needs of our customers based on our cutting-edge devices and sensing technologies.



SOA (semiconductor optical amplifier)

■ Sales Ratio by Business (FY2024)



All data is as of March 31, 2025.

Anritsu HISTORY

In the 130 years since its founding, Anritsu has always been at the forefront of the times.

Building on the measurement technology we have cultivated to date, we will continue to take on challenges in various fields.

WEB Pioneering the future beyond 130 years

18951931195019631975199020012021

Dawn

» Wired and Wireless Integration

» Anritsu Electric Reborn

» Business Expansion Through Diversification

» The Age of Optical Anritsu

» Global Business Promotion

» Towards Mobile Business

» Beyond Testing

»

1895

Sekisan-sha founded, the limited partnership company that would become the origin of Anritsu

1900

Annaka Electric Co., Ltd. established

1903

Annaka exhibits a wireless communication transmitter and a 30cm spark coil at the 5th Japan National Industrial Exhibition



1908

Production of common-battery telephones (public telephones) started



1931

Anritsu Electric Co., Ltd. established, following the merger of Kyoritsu Electric with Annaka Electric

1933

Anritsu produces Japan's first TV broadcast transmitter



1939

Anritsu develops AC-bias magnetic sound recorder, the prototype of tape recorders



1945

Anritsu Electric Employees' Union established with the enactment of the Labor Union Law

1953

Anritsu starts mass production of the public telephone



1954

Anritsu develops microwave line measurement equipment that pioneered the measurement industry



1961

Atsugi Office (current head office location) established. With the start of operations, the company began implementing pollution prevention measures, focusing on wastewater treatment, air quality, and waste management

1964

Anritsu develops an automatic check weigher (AutoChecker), pioneering the PQA industry



1968

- Anritsu listed on the First Section of Tokyo Stock Exchange
- Mass production of automatic immediate-use public telephones (blue telephones) begins



1970

Atsugi Zero Pollution (ZP) Committee Regulations for Pollution Prevention established

1971

Anritsu begins exporting public telephones for Australia

1981

Anritsu develops an Optical Time Domain Reflectometer (OTDR) capable of observing failure points in optical fibers



1985

- Anritsu establishes TOHOKU ANRITSU CO. LTD.
- Anritsu changes its company name to the ANRITSU CORPORATION

1986

- Typhoon No. 10 floods Tohoku Anritsu
- Anritsu develops 5GHz pulse pattern generator, actively used in research and development of optical fiber communications systems and ultra-high-speed logic elements



1990

Anritsu acquires US instrument manufacturer Wiltron Company

1993

Anritsu develops measurement equipment for mobile phones



1995

Anritsu Group Code of Conduct established

1997

Anritsu Group Environmental Policy established

2000

- Efforts to develop Environmentally Friendly Products (eco-products) begin
- Anritsu develops measurement equipment for the high-speed, high-capacity optical digital communications market



2003

Head office relocated to Atsugi-shi in Kanagawa Prefecture

2015

New Global Headquarters Building established at Atsugi Site



2018

- Sustainability Policy established
- Anritsu develops the world first 5G test platform MT8000A for development and verification of 3GPP 5G chipsets and mobile terminals



2020

New initiative formulated to reduce greenhouse gas emissions, Anritsu Climate Change Action "PGRE 30"

2021

World's first 5G NR protocol test achieves GCF approval for VoNR



2022

- Anritsu Group Human Rights Policy established
- Acquired and consolidated TAKASAGO, LTD., with its advanced energy control technology



- Hapi Sma Co., Ltd. certified as a special subsidiary under the Act to Facilitate the Employment of People with Disabilities



Social changes

Widespread use of wireless communications

Spread of public telephones

Development of fiber-optic cable network

Spread of internet and mobile phones

5G service launched

Editors' Afterword

"Sustainability Report for all" was published to make the Anritsu Group's sustainability activities more accessible to employees and other stakeholders.

We hope that through this "Sustainability Report for all" you will learn more about the Anritsu Group as it is today and become even a little more interested in the technical capabilities and human resources that support Anritsu's sustainability, as well as the appeal of our corporate culture.

Our editorial team

This year's issue includes four special features: Climate change and Anritsu, Male childcare leave, Collaboration between robots and people, and Hapi Sma.

These feature articles were written by members from various departments, who actually gathered information and wrote the articles based on the themes of "what we want to know" and "what we want to tell everyone."



Kenta

Through creating articles, I truly realized that sustainability is both everyone's business and my own business. I hope that this thought can be conveyed to you in some small way.

• **Article(s): Male childcare leave, collaboration between robots and people**



Shun

While researching climate change for an article, I studied the subject matter and was reminded that being included on the CDP Climate Change A List is something Japanese companies can be proud of.

• **Article(s): Climate Change and Anritsu**



Koichi

I have done a lot of research to introduce CDP in an easy-to-understand way, and as a result, I have learned more about climate change measures. As I delved deeper, I lost track of how much detail was necessary, truly realizing how challenging it can be to write an article.

• **Article(s): Climate Change and Anritsu**



Mikiko

After writing the article on climate change, I realized that people in different positions have different perspectives. In the future, I will try to write articles that will be of interest to all departments. I hope you'll read those too.

• **Article(s): Climate Change and Anritsu**



Ayaka

Understanding of the childcare leave system varied from workplace to workplace. I hope that it will become commonplace to create an environment where operations can run without problems no matter who takes leave at any time, not limited to childcare leave.

• **Article(s): Male childcare leave**



Shoko

I was surprised at the high level of technology of Tohoku Anritsu, which develops its own robot controls. As Tohoku Anritsu continues to take on new challenges, I can envision a future Anritsu factory where robots and people work together, which heightens my expectations.

• **Article(s): Collaboration between robots and people**



Nakai

I worked on the article on Hapi Sma. I would be thrilled if people learned about their other initiatives beyond Hapi Sma soap. Seeing the calendar artwork creation process was a great experience.

• **Article(s): Hapi Sma**



Momoko

It was interesting that even though the words we heard from the interviewees were the same, the way each member expressed them in the article was different. I learned that it is important to have a free mindset and not get caught up in "I have to do this or that."

• **Article(s): Male childcare leave, Hapi Sma**



En

I was impressed by the artworks that expressed everyone's individuality. I would be happy if more people knew about Hapi Sma's activities, which also include consideration for the environment and the SDGs.

• **Article(s): Hapi Sma**