

Multi-Stakeholder Policy

Our company promotes sustainability-oriented management aimed at continuously enhancing corporate value by simultaneously addressing social issues and achieving sustainable business growth. We believe that growing together with a diverse range of stakeholders—including customers, employees, business partners, local communities, NGOs, NPOs, shareholders, and investors—contributes to building a sustainable future. Based on this belief, we are committed to engaging in appropriate and constructive collaboration with our stakeholders.

We recognize that the appropriate distribution of the revenues and outcomes generated through these initiatives among multiple stakeholders is essential to the sustainable development of society. Accordingly, we will appropriately consider benefits for our employees and our business partners, and advance the following initiatives.

1. Returns to Employees

By aligning our management strategy with our human capital strategy, we strategically allocate management resources to growth areas and promote the development and upskilling of human resources that form the foundation of new value creation. Through these efforts, we aim to achieve sustainable growth and enhance productivity while maximizing value creation.

Based on the revenues and outcomes generated through these initiatives, we will consider wage increases through appropriate measures, taking into comprehensive account social and economic conditions, market competitiveness, and our overall management environment.

In addition, through constructive and ongoing dialogue between labor and management, we will proactively promote initiatives—particularly in education and training—that enhance employee engagement and productivity, with the goal of delivering sustainable returns to our employees.

(Specific Initiatives)

With regard to wage increases, we will determine appropriate levels through careful and continuous dialogue between labor and management, taking into consideration social and economic conditions as well as our management environment, with the aim of improving employees' quality of life while ensuring the company's sustainable growth.

In the area of education and training, we will encourage individual initiative by expanding education, training, and learning opportunities that support employees' autonomous growth and ongoing skill development.

Furthermore, we will strengthen our learning infrastructure—including leveraging our in-house human resource development institution for expanding new business domains, the Anritsu SKILLS Training Center (A-SKILLS), as well as initiatives to enhance AI literacy—while further enriching tier-based training programs that support diverse career paths. Through these efforts, we will foster the growth of younger employees and future leaders, while enabling experienced talent to continue playing active roles.

Through these initiatives, we are committed to creating an environment in which diverse human resources can fully realize and demonstrate their capabilities.

2. Consideration for Business Partners

We will continue to comply with the commitments set forth in the Declaration of Partnership Building.

In the event that the Declaration of Partnership Building is removed from the official portal site, we will voluntarily cease publicly disclosing this Multi-Stakeholder Policy.

URL of the Declaration of Partnership Building (available in Japanese only):

In addition, with respect to business relationships with tax-exempt enterprises under the consumption tax system, we will refer to the government's published guidance regarding responses to the invoice system affecting tax-exempt enterprises and their business partners, and we will endeavor to establish fair and appropriate business relationships.

3. Initiatives for Other Stakeholders

We seek to create shared value through collaboration with our stakeholders. To this end, we place importance on open and continuous communication with a broad range of stakeholders and strive to provide timely and appropriate disclosure of information.

Looking ahead, we will continue to build constructive partnerships, address various social challenges, and work together with our stakeholders to help realize a sustainable society.

For further details on dialogue and co-creation with our stakeholders, please visit our website:

<https://www.anritsu.com/en-us/about-anritsu/sustainability/management#stakeholders>

We will continue to steadily advance these initiatives while regularly reviewing and enhancing their effectiveness.

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Hirokazu Hamada,
Representative Director and President
ANRITSU CORPORATION