

# The DNA of Ushio: Guiding Us Into the Future

Since its founding, Ushio has believed in the potential of *light*. Guided by this belief, Ushio has contributed to the resolution of social issues and to technological innovation across the globe by utilizing light as a means to provide not only *illumination* but also *energy*.

1964

Ushio Inc. was established in 1964. In the following year, Ushio established four basic principles based on the desire to become an indispensable company for all by drawing on the collective wisdom of employees in order to grow. Since their establishment, these four principles have continued to be passed down as the guideposts determining the direction in which the Company should head. With the addition of certain wording to illustrate Ushio's corporate social responsibility, these four basic principles were enshrined in the Ushio Group Management Philosophy, which now serves as the foundation for all of Ushio's corporate activities.



Founder  
Jiro Ushio

## Four Basic Principles at the Time of Our Founding

1. Build both a prosperous Company and prosperous employees.
2. Deliver products and services that are competitive in the global market.
3. Contribute to society through superior products and innovative research and development.
4. Show the world the true value of a medium-sized enterprise and, in doing so, secure stable profits.

## Culture and Strengths That Have Guided Us Since Our Founding

### Conviction to Build Both a Prosperous Company and Prosperous Employees

Soon after our founding, we began to pursue various initiatives to build both a prosperous company and prosperous employees, including formulating long-term plans that adopted policies to raise employee salaries and increase their number of holidays. This management approach of valuing employees remains at the core of the Company to this day.

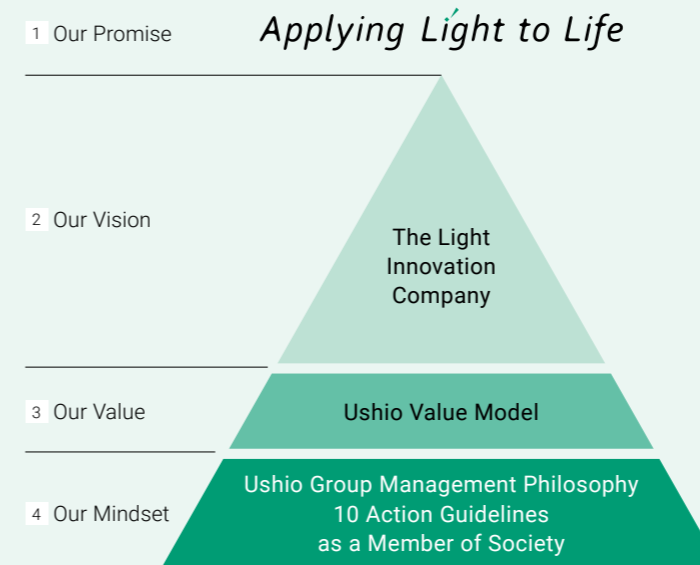
We began to build a business foundation in global markets directly after our establishment, upon which we built a global network. With a particular focus on specialized light sources, we fortified our brand power and carved out a unique position as a leading niche company globally. We also placed our focus on markets in which we could draw on the technological strengths of light based on an awareness of ourselves as a *global medium-sized enterprise* that emphasizes uniqueness over business scale. By doing so, we provided the world with numerous one-of-a-kind products with high added value.

Facing the impact of the rapid decline in overall demand that directly followed the 1973 oil crisis, we were forced to respond in ways such as narrowing the types of products we offered. Meanwhile, we prioritized our responsibility of supply to our customers over Company sales by providing customers with replacement products made by other companies. In this way, we adopted social contribution as the basis of our decision-making. This approach earned the trust of our customers, and has served as the foundation of the current Ushio brand and our sustainability initiatives.

## Present

The corporate activities that we have consistently promoted in accordance with the four basic principles that reflect Ushio's views when we were first founded have helped us form our corporate culture and accumulate various strengths. This DNA, which we must continue to preserve, remains deeply embedded in our current philosophical framework, even as we add the perspective of what needs to change in order to realize sustainable corporate value enhancement into the future.

### Philosophical Framework



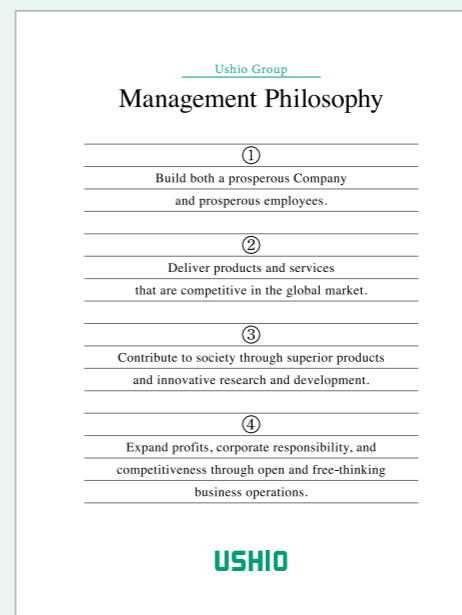
*Applying Light to Life* is **Our Promise** to our customers, to our community, and to ourselves at the very top of our philosophical framework.

1 To fulfill this promise, it is essential for each Ushio Group employee to believe in the possibilities of light, dream about the future, and spend each day with excitement.

To fulfill our promise, **Our Vision** of becoming the Light Innovation Company embodies our desire to solve problems faced by our partners and society through light innovation, as well as our desire to create new light markets that support human well-being and societal growth as light professionals.

3 To solve social issues, we take cutting-edge light technology seeds developed through R&D and turn them into reproducible technology, creating value for society and our customers and offering proposals to society with our partner companies. These are **Our Value**.

4 The Ushio Group Management Philosophy is the foundation of everything we do and represents **Our Mindset**. In 1965, the year after our founding, we established four basic principles. Our current Management Philosophy is centered on these four basic principles, with additional wording to illustrate Ushio's corporate social responsibility.



Please refer to our website for more details on our Management Philosophy.  
<https://www.ushio.co.jp/en/company/outline.html>

