

Value Creation Through Implementation of Our Management Philosophy

Using light as *illumination and energy*:

Based on our founding philosophy, Ushio has evolved its core technologies in line with the changing times. As light professionals, Ushio uses *light* to solve issues impeding the progress of technological innovation around the world and create new value.

We continue to believe in the potential of *light*, contributing to the solving of social issues and striving to sustainably improve our corporate value.

Note: Non-consolidated sales are shown for the period between fiscal 1965 and fiscal 1980, with consolidated sales shown from fiscal 1981 onward.

Historical background by decade

- Transition from black and white to color
- Movement toward office automation

- Osaka Expo
- Japan's national space development plan

- Increasing popularity of laptops (1980s)
- Increasing popularity of LCD TVs (1990s)

- Digitization in movies

- Increasing popularity of smartphones and other new electronic devices

- Advancements in IoT and AI

Net Sales
¥177.6 billion

Future Possibilities

P.60-63



The Evolution of Core Ushio Technologies

Founding Philosophy

Light is more than just illumination. The future of light lies in its utilization as energy.

Halogen lamps (JCD)

The most advanced incandescent lamp, the halogen lamp, was first developed in Japan



Xenon short arc lamps

Active development of discharge lamps focusing on point light sources



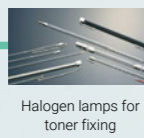
World's first xenon short arc lamps adopted for large-scale outdoor advertising lighting



Adopted in projector that used a horizontally-oriented xenon short-arc lamp for the cinema market (courtesy of Eiki Industrial Co., Ltd.)

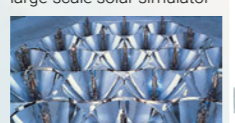


Light sources for OA equipment

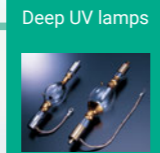


Halogen lamps for toner fixing

Water-cooled xenon short-arc lamp adopted for NASDA (National Space Development Agency of Japan, now JAXA) large-scale solar simulator



Creation of point light source (high intensity) high-pressure UV lamps for spinning lighting equipment

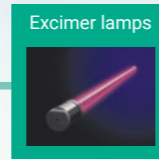


Deep UV lamps



High-pressure UV lamps for lithography equipment

Cleaning lamps / units



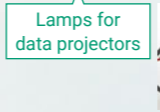
Excimer lamps



Excimer irradiation equipment



Lamps for cinema projectors

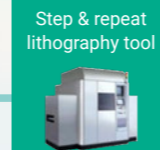


Lamps for data projectors

Acquisition of part of Electrohome and establishment of Christie



Digital cinema projector



Step & repeat lithography tool



Latest stepper model

Thermal processing light sources



Flash lamp

UV curing equipment for bonding LCD panels



UV curing equipment for bonding LCD panels

Phototherapy device



TheraBeam Series

Light sources for environmental hygiene



Far UV-C disinfection technology Care222® modules

New fields: PFAS decomposition, etc.

i-line and g-line lithography equipment applications

Mask inspection, etc.

Direct imaging lithography equipment

Digital lithography system

Cutting-edge semiconductor package substrates

TAB / COF

Electronic devices / power semiconductors, etc.

Semiconductor cleaning processes

Semiconductor thermal processes

UX-4 Series

Roll to roll lithography tool

Acquisition of ADTEC Engineering Co., Ltd.

Strategic partnership with Applied Materials, Inc.

Photo-alignment equipment

Projectors for general imaging

Withdrawal from lithography business

Semiconductors, electronic devices

Flat panel displays

Office automation (OA) equipment

Imaging

Life sciences