

## Strategy

### Light Sources Business

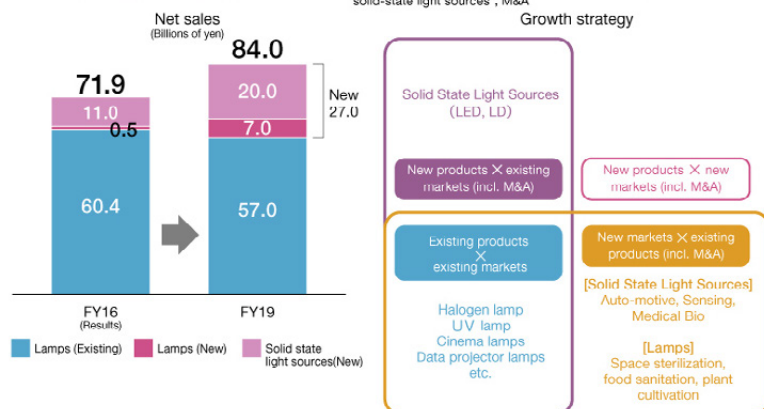
#### Light Sources Business

1. Maintain and improve earning capability in existing businesses

2. Pursue new growth opportunities

- Reduce manufacturing costs with IT and robotics, optimize ratio of domestic and overseas production

- Develop new applications for existing lamps for new markets, solid-state light sources\*, M&A



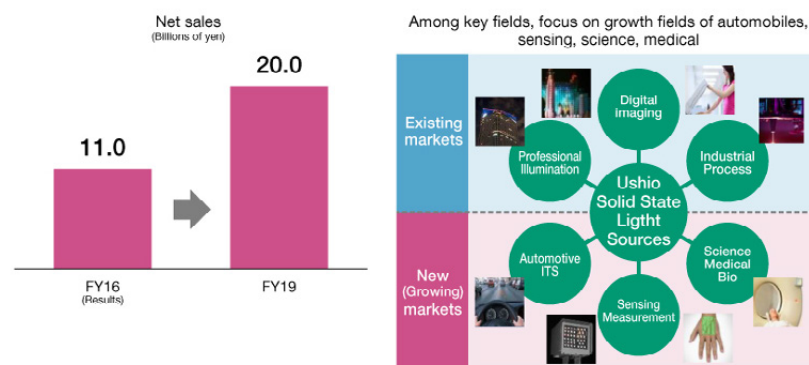
#### Light Sources Business (Solid State Light Sources)

Switching from existing lamps

- Aim to maintain USHIO's market share in lamps and solid-state light sources (Example: lighting, cinema projectors, UV printing)

Development of new application by utilizing the strength of solid state light sources

- Contribute to market share gains (Example: HUD, sensors, medical, etc.)



#### ○ New Markets, Existing Products

**Business examples for a safe, secure, comfortable and convenient society**

XeFlria ozonizer for space sterilization and deodorization

Now building a new solution-type business model



**Use of sodium lamps to grow plants**

In use at a paprika plant in Kushiro



#### ○ Strengthening the USHIO Solid-state Light Source Business

- Extensive wavelength lineup specializing in industrial applications
- Maximize light use efficiency with optical technology accumulated in lamps, realize high performance
- High reliability for professional use
- Integrated Group supply of devices, modules and systems (equipment)

