

『MARUICHI VISION 2030』



To become a 100 year old company still in business

MARUICHI STEEL TUBE LTD.
October 17th, 2023

ROE 10%, Dividend Payout ratio 50%

	FY2023 (projected)	FY2030
Revenue (billion JP¥)	273.5	400.0
Operation profit (billion JP¥)	30.5	50.0
ROE	7.0%	10%
Consolidated Dividend Payout Ratio	JP¥110/share (38.9%)	50%

Our Philosophy, our strength & the market surrounding us



MARUICHI VISION 2030

MKK will become a key player to support
Semi Conductor Industry · Decarbonization Society · Our Infrastructure

Target **Semi Conductor Industry & Decarbonization Society** as our **New Business Field**
Further growth in **Core Business Field**

New Business

● Semi Conductor Industry Field

- Capture the growing needs of Ultra High Purity Tubing for the semi conductor industry.
- Build a stronger supply chain through M&A, JV and organic growth.
- Capture the USA market through MST-X

● Decarbonization Technology Field

- Capture the growing needs of stainless tubes used in new energy technology (H₂, NH₃)

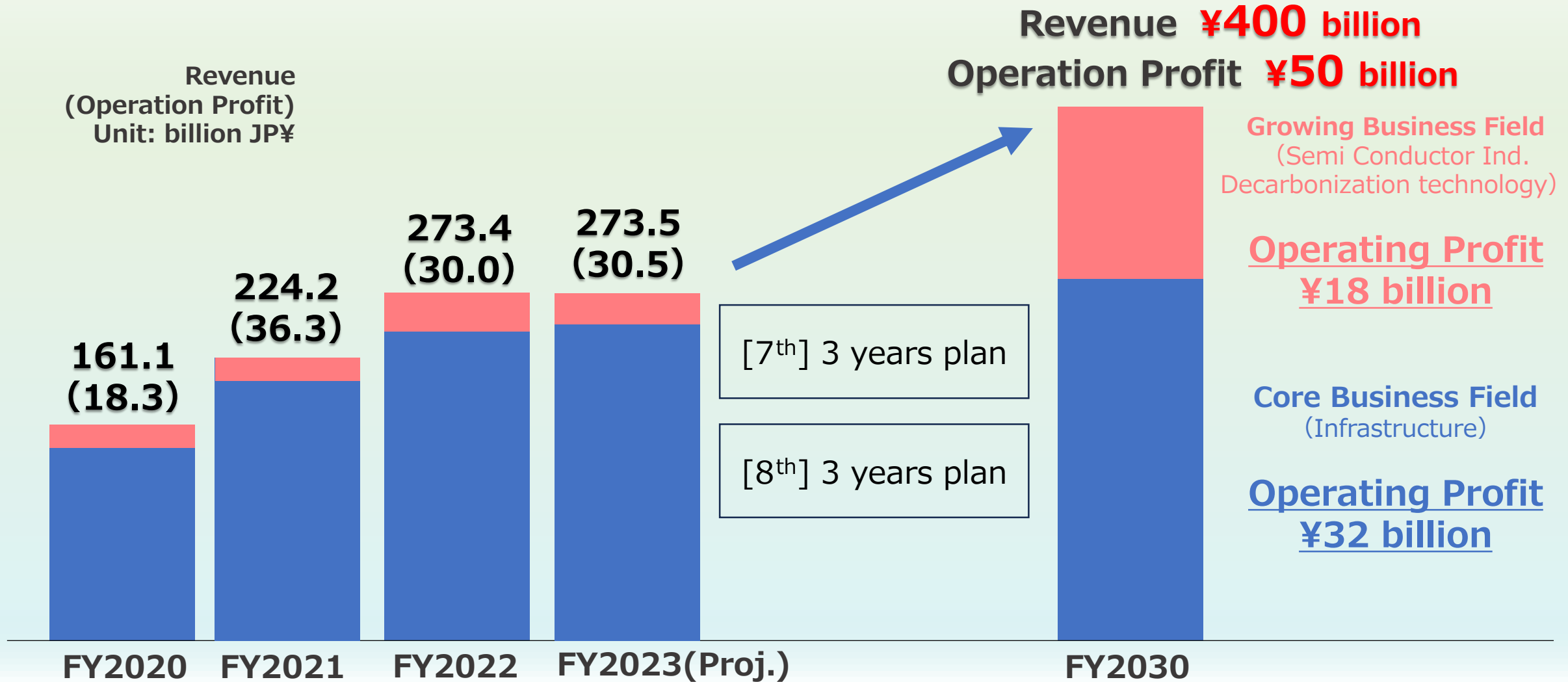
Core Business

- Strengthen our supply chain with the synergy of group companies
- Develop more value added products (green tube) with the combination of recycled based steel
- Capture further growth in offshore market where more infrastructure is required
- Build a resilient business model for volatility control
- Realign our business portfolio

ESG conscious management

Foundation to succeed in our VISION 2030

Radical Change in the business portfolio



Aggressive Investment Plan

► Cumulative Investment Plan by 2030: **¥200 billion**

in billion JP¥

Op. Cash Flow + Capital

**For the strategic growth
¥98 billion**

For the growing business field

For the core business field

Investment through M&A

**Enhancement of
business foundation
¥102 billion****Human Resource**

• More capacity to match growing business fields	48
• Partnership with domestic & international business resources	7
• Enhancing our supply chain	3
• Aggressive M&A to expand our business	40
• Improved HR development & recruiting to secure talents that can adapt to rapidly changing international business environment	12
• Investments for equipment upgrades and new generation manufacturing process	40
• Investments for carbon neutral and green tube	50
TTL	200
• Investments for employees	14

Forward-looking statements

Our discussion may include predictions, estimates or other information that might be considered forward-looking. While these forward-looking statements represent our current judgment on what the future holds, they are subject to risks and uncertainties that could cause actual results to differ materially. You are cautioned not to place undue reliance on these forward-looking statements, which reflect our opinions only as of the date of this presentation. Please keep in mind that we are not obligating ourselves to revise or publicly release the results of any revision to these forward-looking statements in light of new information or future events. Throughout today's discussion, we attempted to present some important factors relating to our business that may affect our predictions. You should also review our most recent financial statements and reports for a more complete discussion of these factors and other risks, particularly under the heading "Risk Factors." A copy of our press release and financial tables can be viewed and downloaded on our website <https://www.maruichikokan.co.jp/en/ir/index.html>.