

Integrated Report

2023

If you have any comments or questions about this Integrated Report,
please contact the following.

Maruichi Steel Tube Ltd. (HR & General Affairs Dept.)

29F Namba Skyo, 1-60, 5-Chome, Namba, Chuo-ku, Osaka-shi,
Osaka 542-0076, Japan
E-mail: info@maruichikokan.co.jp

This Integrated Report is available on our corporate website.
URL: <https://www.maruichikokan.co.jp/>

Everywhere, MARUICHI

The One and Only Company, Found Everywhere.

The only company that can be found anywhere in life, anywhere in Japan, and anywhere in the world.

Become a 100-year-old company that creates a sustainable future

For more than 70 years since our establishment in 1948, we have manufactured round, square, large, and small steel tube products in Japan and overseas to meet the diversifying needs of our customers.

Targeting further growth as a global company in a business environment with increasingly complex opportunities and risks, we are seizing the challenge of creating value unique to the Maruichi Steel Tube Group while sharing our common values and the future direction we should take.

In these uncertain times, we will continue striving to make our products useful for our customers, both in Japan and in every corner of the world, while addressing all kinds of changes in a speedy and flexible manner. We will also aim for sustainable growth and help resolve social issues even after we become a 100-year-old company.



Corporate Philosophy

As a leading tube manufacturer, our mission is to benefit society by supplying superior products and earning the trust of our customers.

Following our philosophy of respect for humanity, we value all people, including business partners, employees, and shareholders.

Through the wisdom, passion, and actions of each and every employee, we will enhance the reliability of our products, our technical capabilities, and our sales force and create growth energy and new value for the future.

We will continue to be a wonderful, dream-filled company to which our employees can entrust their lives.

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● Reporting Period

April 1, 2022–March 31, 2023
(includes some disclosures and business activities conducted after April 2023)

● Reporting Scope

Maruichi Steel Tube Co., Ltd. and consolidated subsidiaries

● Forward-Looking Statements

This Integrated Report contains projections and forward-looking statements regarding our future plans, strategies, and performance. Please be aware that actual results may differ from such statements due to risks and uncertainties associated with economic trends, market demand, exchange rates, and regulatory systems.

● Reference Guidelines

In preparing this report, we referred to the IFRS Foundation's International Integrated Reporting Framework and the Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation.

Maruichi Steel Tube Group's Value Creation History

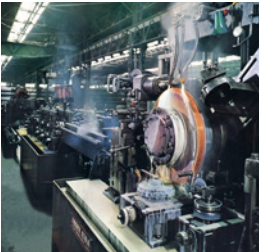
The Maruichi Steel Tube Group's predecessor was a bicycle-parts manufacturing company established in Osaka in 1948.

Subsequently, the Company quickly grasped market changes that accompanied economic development in Japan and abroad and established a system for developing, manufacturing, and selling tube products to meet demand, becoming the industry leader in the process.

We divide the history of our growth into three major phases. In **Phase 1**, we established a production system and manufacturing technologies in Japan. In **Phase 2**, we expanded and strengthened our overseas business. Now, in **Phase 3**, we aim to expand and evolve our businesses to increase their social and economic value.



Drawbench main gear from Maruichi Seisakusho era (diameter: approx. 1.8 m)



Welding tube-making machine with low-frequency resistance manufactured by Abbey Etna



MAC established amid the yen's appreciation and U.S.-Japan trade friction

Phase 1 1948-1999

Establishment of production system and manufacturing technologies in areas of demand

Domestic

1913	Yoshimura Fukumatsu establishes Fukumatsu Seisakusho in Hiranogo, Higashinari-gun (now Hirano-ku, Osaka).
1926	Maruichi Seisakusho (a bicycle-parts manufacturer) established
1936	Began in-house production of steel tubes
1948	Maruichi Steel Tube Co., Ltd. established
1958	Tokyo Office opened Begins importing electric welded tube manufacturing equipment made by U.S.-based Abbey Etna, switching from gas to electric welding for steel tube production
1962	Listing on the Second Section of the Tokyo Stock Exchange and Osaka Securities Exchange
1964	Listing on the First Section of the Tokyo Stock Exchange and Osaka Securities Exchange
1965	Sakai Plant established
1967	Began practical production of "pre-zinc" tube, Japan's first continuous galvanized coil material
1972	New facility for making special products established in Sakai City
1973	Began manufacturing steel structures, such as streetlight poles Tokyo Plant No. 2 (now Tokyo Plant) newly established
1989	New Takuma Plant begins surface-treatment processing of steel sheets
1995	Kashima Pole Plant newly established

Overseas

1964	Maruichi Malaysia Steel Tube Sdn. Bhd established in Singapore as our first overseas operation
1972	PT. Indonesia Steel Tube Works (ISTW), an equity-method affiliate, began operations in Indonesia
1978	Maruichi American Corporation (MAC), a consolidated subsidiary, established in California, U.S.A.



Head office of Maruichi Stainless Tube Co., Ltd. (Shimonoseki, Yamaguchi)

Phase 3 2020-

Launches seamless steel tube business and promotes sustainability management

Domestic

2020	Acquires shares in Kobelco Steel Tube Co., Ltd. (now Maruichi Stainless Tube Co., Ltd., a consolidated subsidiary)
2023	Sustainability Committee established

Overseas

2021	Acquires Geneva Structural Tubes LLC (now Maruichi Nebraska Tube, LLC (MNT), a consolidated subsidiary), in the U.S.A.
2022	MARUICHI Stainless Tube Texas Corporation (MST-X), a consolidated subsidiary, established in the U.S.A.

Phase 2 2000-2019

Expanding global business as a manufacturer with top share of welded steel tube market

Domestic

2002	Develops and starts producing AL-Z55 (55% aluminum-zinc plated steel tube) with great corrosion resistance and excellent surface appearance
2009	Increases equity stake in Alpha Metal Co., Ltd., making it a consolidated subsidiary Newly establishes and expands sales operations (offices and warehouses) of Maruichi Kohan Ltd. to strengthen sales capabilities
2018	70th anniversary of establishment; Head Office, Osaka Office, Electrical Materials Section of Sales Department, Maruichi Kohan (head office), and Osaka Sales Office relocated to current address in Namba, Chuo-ku, Osaka

Overseas

2005	Maruichi Metal Product (Foshan) Co., Ltd. (MMP), an equity-method affiliate, established in China Maruichi Investment Ltd. acquires shares of Winning Investment Corporation, an equity-method affiliate in Taiwan
2006	Acquires equity interest in Sun Steel Corporation (now Maruichi Sun Steel Joint Stock Company (SUNSCO), a consolidated subsidiary) in Vietnam
2008	Establishes MKK USA INC. and acquires equity interest in Leavitt Tube Company, LLC (now MARUICHI Leavitt Pipe & Tube, LLC, a consolidated subsidiary) in the U.S.A. Sun Steel (Hanoi) Co., Ltd. (now Maruichi Sun Steel (Hanoi) Co., Ltd.) established in Vietnam
2009	Acquires equity interest in KUMA STAINLESS TUBES LIMITED (now MARUICHI KUMA STEEL TUBE PRIVATE LIMITED, a consolidated subsidiary) in India
2010	J-Spiral Steel Pipe Co., Ltd. starts operations in Vietnam
2012	MARUICHIMEX S.A. de C.V. (MMX), a consolidated subsidiary, established in Mexico
2015	Maruichi Oregon Steel Tube, LLC (MOST), a consolidated subsidiary, established in the U.S.A. Takes over structural steel pipe business of EVRAZ Oregon Steel Mills, a subsidiary of EVRAZ North America
2018	MARUICHI PHILIPPINES STEEL TUBE INC. (MPST), a consolidated subsidiary, established in the Philippines



New Nagoya Warehouse and Tube Center of Maruichi Kohan

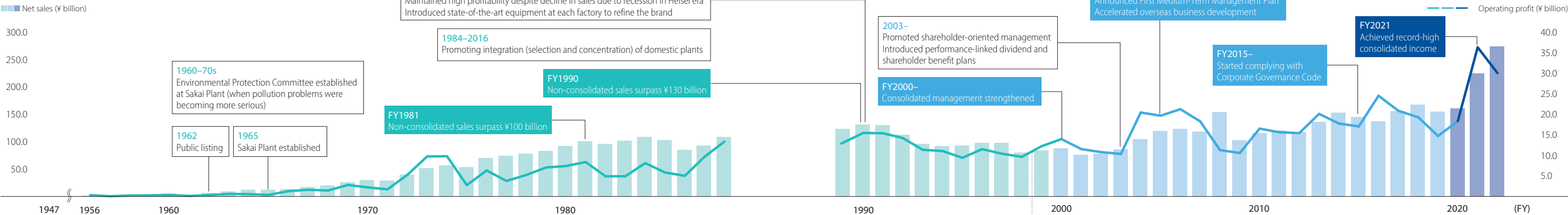


SUNSCO aerial view



Head office relocation in 2018 (Namba SkyO, Chuo-ku, Osaka)

Management milestones

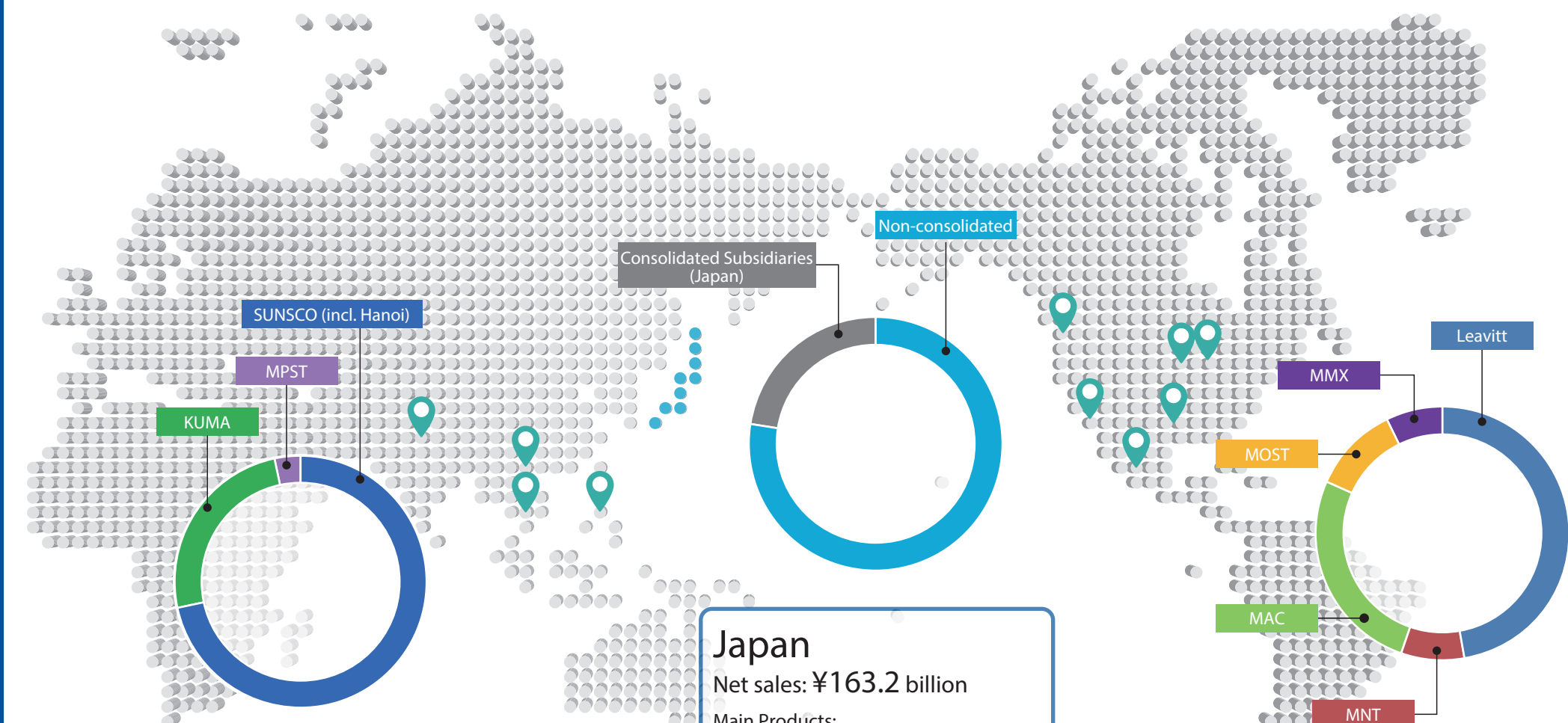
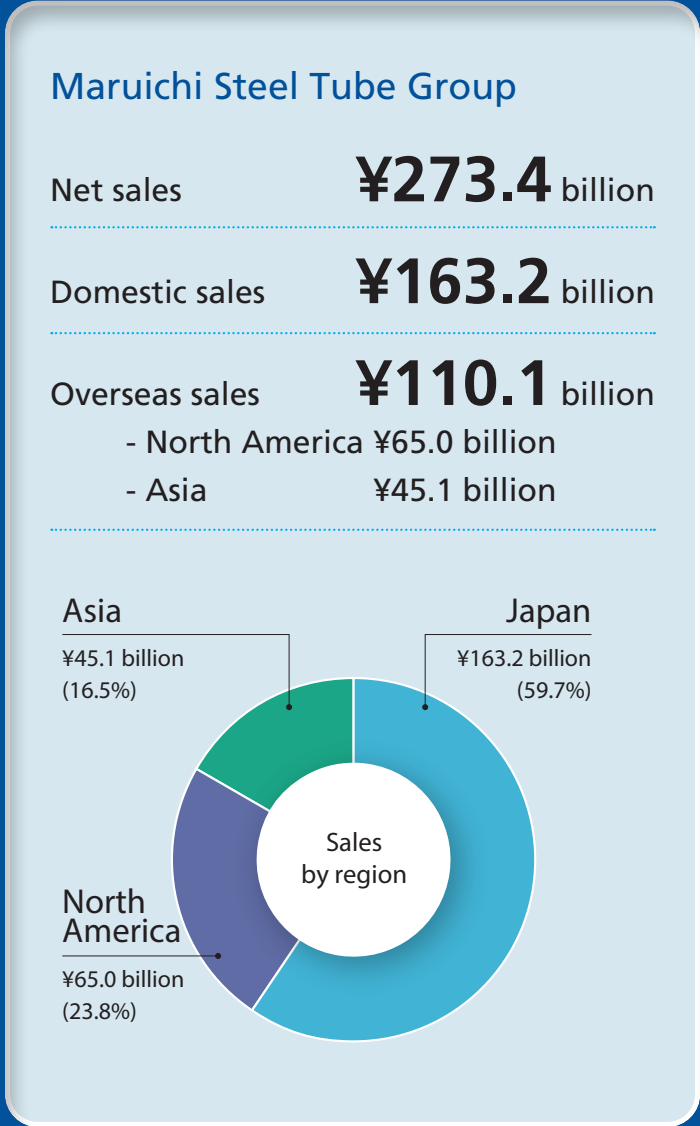


* Above figures are presented on a non-consolidated basis through fiscal 1998 and on a consolidated basis from fiscal 1999 onward.

Maruichi Steel Tube's Global Operations

We manufacture steel tubes for things that are indispensable in our daily lives, such as buildings and automobiles, and deliver them to customers worldwide from sales bases throughout Japan and overseas.

As a leading manufacturer, we have established a unique production and sales system and currently hold the No.1 share of the domestic welded steel tube market. We also provide high-quality products worldwide, with consolidated subsidiaries in five countries: the United States (5 bases), Mexico, Vietnam (2 bases), India (3 bases), and the Philippines.



Asia

Net sales: ¥45.1 billion

Main Products:

[Philippines]

Welded steel tubes for automobiles and motorcycles

[Vietnam]

Surface-treated steel plate

Various welded steel tubes

[India]

Stainless steel tubes for automobiles

Japan

Net sales: ¥163.2 billion

Main Products:

Various welded steel tubes for construction, automobiles, piping, etc.

Stainless and seamless steel tubes

Surface-treated steel plates

Streetlight poles, sign poles, etc.

North America

Net sales: ¥65.0 billion

Main Products:

[U.S.A.]

Various welded steel tubes

[Mexico]

Welded steel tubes for automobiles

- Japan

Unique procurement and sales system based on independent management

Since its inception, the Company has consistently operated independently, establishing a strong and flexible supply chain for procuring raw materials and selling products.

Wide variety of products with manufacturing facilities in areas of demand

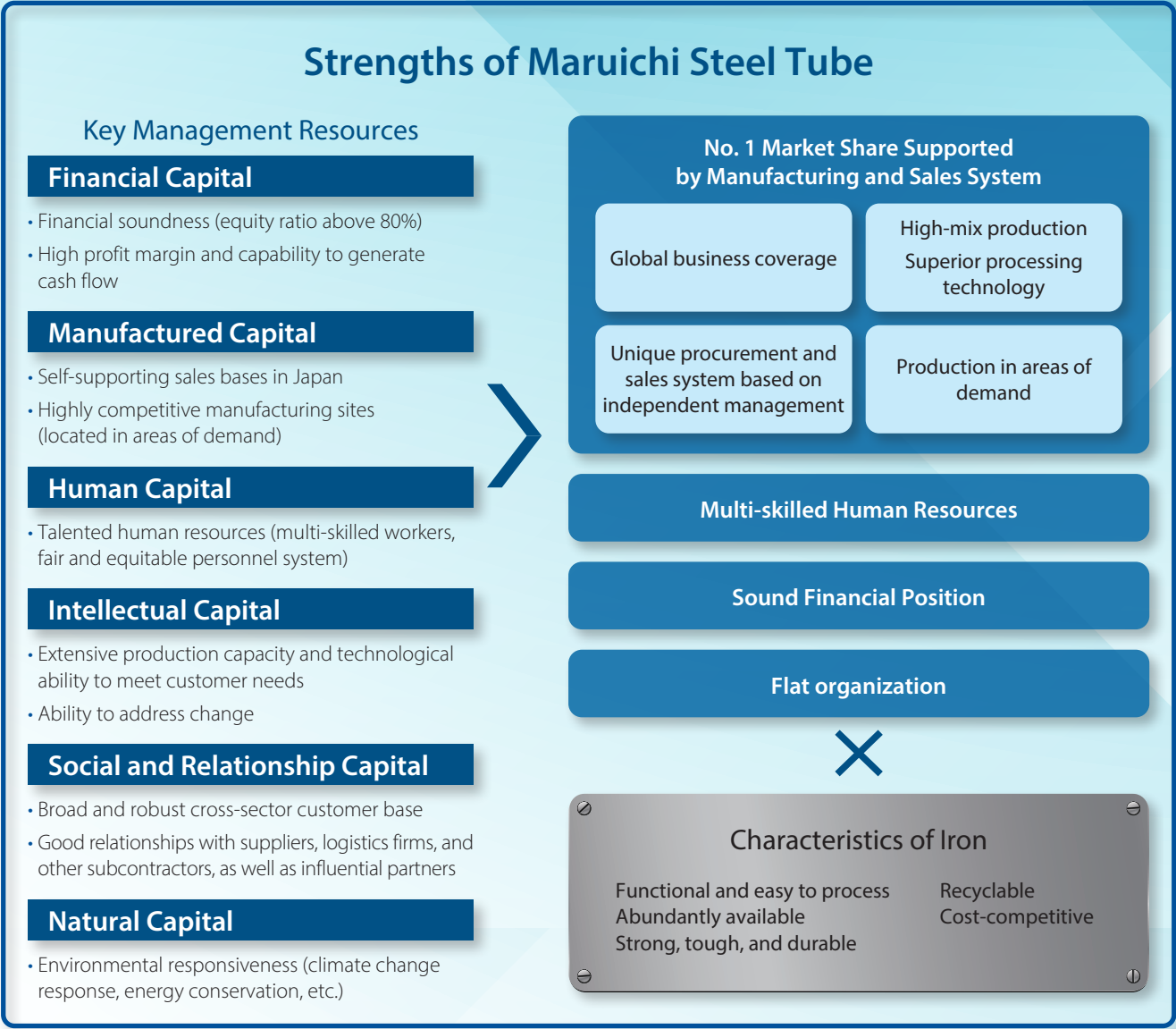
We operate plants in areas of demand, from Hokkaido to Kyushu, and work with Maruichi Kohan, a consolidated subsidiary with a nationwide sales network that includes Okinawa, to meet customers' needs. Together, we provide high-quality products with short delivery times while reducing logistics-related costs and environmental impacts.
- Global

Organization capable of quickly establishing foundations and supplying products in response to global demand

In countries and regions where we anticipate demand for various steel tubes, we provide high-quality, Japanese-level value and have a localized production system. We have achieved this through acquisitions, greenfield construction for plants, and the transfer and deployment of skills.

Value Creation Story

Steel tubes are used everywhere in our daily lives, from everyday elements such as buildings, automobiles, and streetlights to chemical and power generation plants, as well as components of industrial equipment. As such, they provide significant value to society. We will further evolve the production technologies and business domains we have cultivated over the years to deliver Japanese-level quality to the world and foster the growth of a sustainable society.



A Message from Top Management

Aiming to be a 100-year-old company that can compete globally as a leading tube manufacturer



Yoshinori Yoshimura
Representative Director,
President & COO

Hiroyuki Suzuki
Representative Director,
Chairman & CEO

Integrated Reporting Is the Starting Point to Become a 100-Year-Old Company

—In 2013, Mr. Yoshimura became President of the Company and Mr. Suzuki became chairman, having served as President since 2003. How do you look back on the growth of the Company and your own pathways?

Suzuki I joined the Company in 1980. At the time, the need for oil country tubular goods (OCTGs) was growing in North America, so I immediately went to the United States and opened the Houston office. A few years later, the oil-related business lost momentum due to U.S. policy, but I was able to gain insight into U.S. business and OCTGs. After returning to Japan, I headed the Tokyo office and worked on developing business with automobile manufacturers. We were also investing in equipment and developing new suppliers to increase our manufacturing capacity. Back then in the late 1980s, Japan's real estate and construction industries were flourishing and steel pipes sold like hotcakes due to the government's monetary easing. By the time I became President, however, the birthrate was already declining, the population was aging, and demand in Japan was decreasing. Moreover, the yen was getting stronger and exports were becoming more difficult, so automakers were going overseas in droves. Therefore, we also began full-scale global expansion, opening operations in Vietnam, China, North America, India, and other countries.

Looking back, I conclude that our Company has grown by focusing on the world as a market, and successive managers (myself included) have been forced to make decisions and address rapid changes in economic conditions both domestically and internationally.

Yoshimura I joined the Company in 1981 and have since gained wide-ranging experience in manufacturing, quality assurance and control, factory start-ups, and sales and have been in my current position since 2013.

Since becoming President, I have felt the changing needs of society, especially in recent years. Product requirements have become more sophisticated, and the emphasis of demand has changed from "quality control" to "quality assurance." In terms of information disclosure, companies are now required to provide not only financial reports but also non-financial information to convey their accounts of sustainable growth to

Three competitive advantages of the Maruichi Steel Tube Group

1

We have more production and sales bases than any other welded steel tube manufacturer in Japan, which support our No. 1 domestic market share. We also work relentlessly and flexibly to address customer requests for wide-ranging products and improve our own processing technologies.

2

We have established a flexible procurement and sales structure through an independent management approach that we have maintained since our founding. We have also built a strong supply chain and network.

3

We have a robust management team that has learned from the many challenges we have overcome in our long history. Even in today's rapidly changing world, our stability remains unchanged.

investors and other stakeholders. This situation has prompted us to issue this Integrated Report.

—Once again, what is the purpose of publishing an Integrated Report?

Yoshimura It is about earning the understanding and trust of our stakeholders. Until now, our stakeholders have been our shareholders, business partners, affiliated companies, employees, who are the members of society in the “present,” but from now on, I believe that our stakeholders will include those who will live in the “future.” We hope to share our vision with future generations and readers through our integrated report.

Suzuki Last year, the 75th anniversary of our Company, we reaffirmed our following commitment to becoming a vibrant centurion.

Starting from scratch, our business grew 100-fold with the power of *maruichi*

To achieve this, we must create a system that can respond to changes in the environment. I believe that the Integrated Report is the starting point for this process.

Our strength is our flexibility. It means our ability to address diverse needs with our unique production and sales systems.

—What are the Maruichi Steel Tube Group’s unique strengths and competitive advantages that other companies cannot imitate?

Suzuki In short, we are flexible and adaptable to any situation. We buy materials and use them to make tubes according to market demand. This flexibility allows us to constantly strengthen our business portfolio as circumstances change.

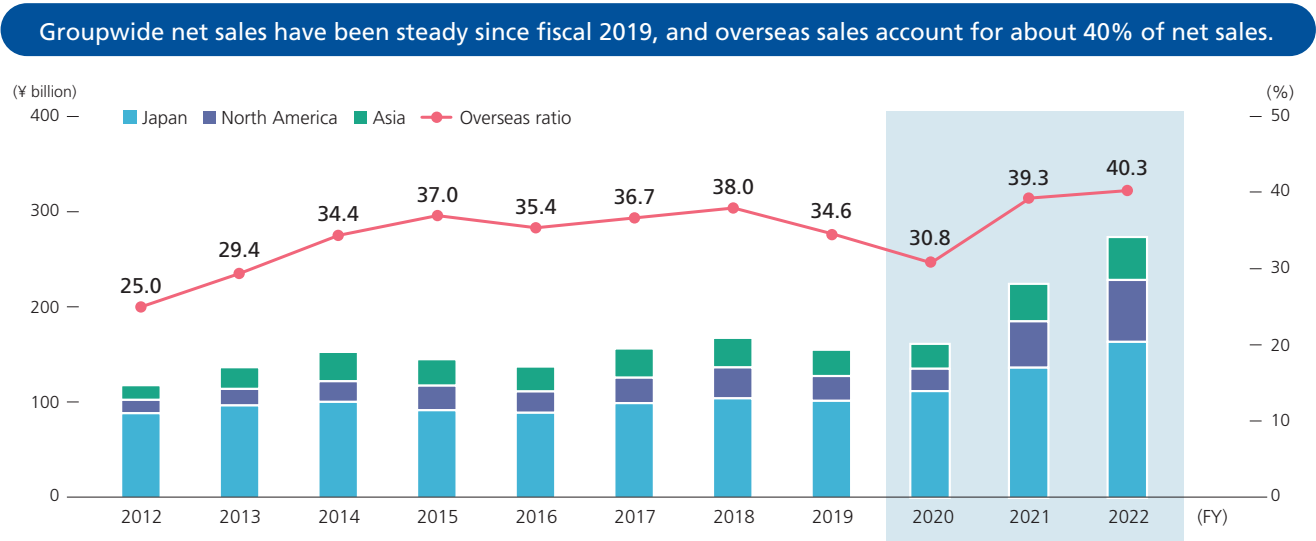
Yoshimura In Japan, we have a structure of “producing where the demand is.” Specifically, our production and sales bases are situated close to demand locations, enabling us to provide products needed in those areas at low distribution costs. The Maruichi Steel Tube Group also has a sales company, Maruichi Kohan Ltd., that handles the marketing function. Maruichi Kohan listens to the needs of customers in each region and conveys feedback to our sales and engineering departments so that we can provide meticulous services quickly. I believe that being flexible is the best way to respond to our customers.

Suzuki When we entered overseas markets in the 2000s, we chose countries with the potential for market growth rather than those with established markets. It made sense for us and for our customers to make high-quality products in countries with growth potential. While putting the customer first, we decided to remain flexible enough to go where we can make a contribution.

—What are your specific strengths in technology?

Suzuki First is our high level of steel tube manufacturing technology, as well as processing technologies, such as rolling and plating. The Company holds the top domestic market share for welded steel tubes and is capable of

Maruichi Steel Tube Group: Overseas Sales Ratio



Fiscal 2022 results and fiscal 2023 forecasts

In fiscal 2022, we posted a year-on-year increase in net sales thanks to product price increases in each geographic segment.

	FY2022 Results			FY2023 Forecasts		
	1st-half	2nd-half	Full-year	1st-half	2nd-half	Full-year
Net sales	138,399	135,017	273,416	137,000	136,500	273,500
Operating profit	18,412	11,607	30,019	17,400	13,100	30,500
Ordinary profit	20,874	13,542	34,416	19,200	13,800	33,000
Profit attributable to owners of parent	13,946	10,218	24,164	12,800	9,700	22,500
ROS (Operating profit margin)	11.0%			11.2%		
ROE (Return on equity)	7.9%			7.0%		

meeting a wide variety of needs, including those for steel tubes for building structures and tubes for mechanical structures, piping, road signs, and streetlights. In 2020, we acquired the former Kobelco Steel Tube Co., Ltd. and renamed it Maruichi Stainless Tube Co., Ltd. Stainless steel tubes have excellent corrosion resistance and strength, and processing them into seamless tubes further increases smoothness and reduces various kinds of energy losses. These tubes are also used in hydrogen stations and other applications, which helps foster a sustainable society. Moreover, our stainless steel seamless tubes are used in the semiconductor field, a future growth area.

Yoshimura By combining plain steel and stainless steel, as well as welded steel tubes and seamless steel tubes, we can generate greater technology-related synergies and create new applications and new demand.

Focus on return on equity (ROE) and shareholder returns

—How do you see fiscal 2023 shaping up in comparison with fiscal 2022?

Yoshimura Material prices have fluctuated significantly since 2021, but we were able to pass on costs to our product prices, resulting in a 21.9% year-on-year increase in net sales in fiscal 2022. Although we achieved record-high consolidated net sales, our overseas subsidiaries were significantly affected by coil price fluctuations and posted profit declines as a result. Therefore, we reported an increase in consolidated net sales and a decline in operating profit. As for fiscal 2023, we are concerned about a decline in demand in Japan, so we will work hard to maintain prices and secure profits.

Status of shareholder returns

(Millions of yen)

	Annual dividends	Share buybacks: Number of shares/ amount	Profit (Non-consolidated)	Dividend payout ratio (Non-consolidated)	ROE (Consolidated)
FY2022 Results	(109.50) 8,738	360,000 shares 1,000	18,626	46.8%	7.9%
FY2023 Forecasts	(110.00) 8,778	—	—	—	7.0%

Dividends per share in parentheses (unit: ¥) and dividends from surplus will be changed to consolidated basis from fiscal 2023.

On a consolidated basis, we aim to increase net sales and operating profit in fiscal 2023.

Suzuki Overseas, we are seeing changes in the U.S. market, where product prices have been declining. Nevertheless, I believe we can achieve better numbers in fiscal 2023 than in the previous year. To do this, we need to bolster areas where progress is slow under our medium-term business plan. For example, we will provide guidance to Maruichi Sun Steel Joint Stock Company (SUNSCO), our Group company in Vietnam, so that it can stand on its own.

—What financial indicators do you regard as important for sustainable growth?

Yoshimura Our stock price is a good barometer of growth. To this end, we are committed to improving ROE (return on equity). At the same time, we will focus on lowering the cost of capital through information disclosure and appropriate engagement with investors.

—Please describe your policy on shareholder returns.

Yoshimura Basically, we believe that the best way to provide shareholder returns is through dividends, and for this reason we paid record-high dividends in fiscal 2022. We plan to reward our shareholders by continuing to pay high dividends from our earnings. In this sense, we will continue our focus on earning money.

Strengthen environmental contribution and promote diversity on the road to 2030

—You will launch your Seventh Medium-term Business Plan in fiscal 2023. What is your medium-to long-term outlook?

Suzuki To date, we have formulated medium-term plans every three years. To become a 100-year-old company,

however, we should first look ahead to where we want to be in 2030 and position our three-year plans within that context.

—What initiatives will you pursue as you approach 2030?

Suzuki One is to create an organization in which a diverse range of people can excel. With Japan’s declining birthrate and globalization, our Company cannot survive unless it has female and overseas personnel playing active roles. Another is to create strategies to achieve carbon neutrality.

First of all, stainless steel tubes will be the key to achieving carbon neutrality. With this in mind, we will leverage our flexibility to expand our focus to stainless steel in addition to our original business of ordinary steel. We also need to seek raw materials with lower carbon emissions. One way to reduce CO₂ emissions is to use electric-furnace steel. In any case, we will continue to anticipate and prepare for changes.

—Please tell us about specific efforts to expand your operations in stainless steel.

Suzuki In Japan, we are working to increase production capacity at the semiconductor steel tube plant of Maruichi Stainless Tube Co., Ltd., in Shimonoseki. We are currently analyzing various factors with a view toward upgrading our seamless stainless steel tube facilities. Overseas, we will focus on our semiconductor steel tube plant in Texas, United States, which is scheduled for completion in March 2024. We will dispatch the most suitable personnel from Japan to train employees at the new plant. By going overseas, Maruichi Stainless Tube will have to undergo various changes. However, we expect to grow significantly, and these investments are in part our commitment to growth.

—In March 2023, you established the Sustainability Committee, which is chaired by President Yoshimura.

Yoshimura That’s correct. All managers of every subsidiary and factory meet semiannually to discuss the Group’s path to carbon neutrality, fuel conversion, and ways to reduce environmental pollutants. We will aggressively invest capital in these areas to reduce greenhouse gas emissions throughout the supply chain.

Aiming to be a “vibrant centurion” that grows together with customers

—Please tell us about your specific efforts to promote diversity and build comfortable workplaces.

Suzuki In March 2024, we will introduce a next-generation tube-making machine at our Nagoya Plant that uses digital technology to save labor. Our aim is to update machines to make them easier for women to operate while also working to save labor.

Yoshimura By the end of the Sixth Medium-Term Business Plan, we expect to make capital investments totaling ¥16.8 billion. The plan includes the installation of air conditioning in the Nagoya Plant because internal temperatures can rise to nearly 40°C in the summer. We are now installing air conditioners on a trial basis, starting with the Tokyo Plant, to see how they improve worker comfort. We also conducted our first engagement survey in April 2023. Our plan is to increase employee engagement, keep turnover low, and recruit the best talent.

Suzuki To promote the exchange of human resources within the Group, we started an initiative to invite overseas employees to Japan. Right now, we are looking to gather



around 800 employees from local domestic bases and overseas in Osaka to receive training and visit Expo 2025 Osaka, Kansai, Japan.

Yoshimura I mentioned earlier that we aim to be a company that lasts for 100 years, but I think it is also important to be a “vibrant centurion.” Being “vibrant” means contributing to society while generating profits, transcending national borders, and making people around the world think that Maruichi is indispensable and happy that Maruichi exists. To this end, we will continue listening to and working with our diverse employees while continuously promoting diversity across the Group.

Suzuki I am also the chairman of the Board of Directors. In this role, I will engage in discussions, including with Outside Directors, on how we should proceed to become a company where young people, women, and foreign nationals can all continue growing and developing together.

Status of Maruichi Stainless Tube Texas (MST-X), scheduled to start operation in 2024

Maruichi Stainless Tube Texas (MST-X) was newly established in August 2022 as a BA tube manufacturing subsidiary for semiconductor manufacturing equipment.

The plant building is currently under construction and is scheduled to start operation around April 2024. When completed, it will have a production capacity of approximately 90,000 BA tubes per year.



Our Businesses

We will target further growth in the global market by expanding our business areas and our stainless steel tube business.

Wataru Morita

*Director, Vice President Managing Officer
in charge of Sales, Purchasing, Corporate Planning,
IR and Secretary dept.*



Deploy Our Technologies and Knowledge to Address Global Issues in Times of Change

In fiscal 2022, the domestic and international economies experienced significant inflation due to soaring raw material and energy prices and the weakening of the yen. Meanwhile, the world continues to undergo change. In Japan, we expect market growth to slow down due to the declining birthrate and aging population. Therefore, we must create more opportunities for growth in Asia and other overseas markets. Under our philosophy of “contributing to society by supplying superior products,” we have positioned the entire world as our future target market. With this in mind, we will enhance our products and technologies to resolve social issues and expand our businesses.

There are two major ways of achieving this. The first is to expand our business coverage in the geographic sense. Here, we will make up-front investments in growing countries and regions to broaden our businesses while applying our technology to improve people’s lives and infrastructure. The second is to foster sustainability. To this end, we will help realize a recycling-oriented society by considering the use of green steel, which helps mitigate climate change, and using our steel tubes, which excel in corrosion resistance, temperature resistance, strength, and inner surface processing accuracy, for transporting hydrogen, ammonia, and the like.

To achieve these goals, we must be an innovative organization. Therefore, we will strengthen the development of human resources who can act on their own and create an organization rich in diversity and acceptance. In product development, we will listen more closely to customers and pursue a market-driven approach to develop products that our customers demand, thereby enhancing the strength of our brand.

Stabilizing Our Businesses Is a Short-Term Challenge Where Stainless Steel Can Play a Major Role

In considering our growth strategy, we see a number of risks, such as the declining domestic population, shrinking markets, and falling crude steel production, but I regard the situation as more of an opportunity. We have numerous production and

sales bases throughout Japan, and even if there is a shortage of logistics personnel, we can deliver from a production base near the place of demand in a short time and at low cost. We will leverage these strengths to expand our domestic market share while promoting on-site automation and labor savings to increase earnings.

We have also been aiming to expand our overseas business. We established our first overseas operation around 15 years ago and now have bases in Vietnam, China, India, and the United States. In the United States, we have a manufacturing system in place and production volume is rising, so we look forward to stable income in that nation. In Southeast Asia and India, we anticipate growth in markets related to social infrastructure as a result of population growth.

Stainless steel tubes are an essential component of our growth strategy, and our acquisition of Maruichi Stainless Steel Tube Co., Ltd. in 2020 enabled us to enter the new field of semiconductors. We maintain a high share of the market for steel tube for semiconductor fabrication, and we also look forward to strong growth in demand in fields related to decarbonization, such as seamless stainless steel tubes for hydrogen stations.

Building a Backup System for Our Operational Bases and Creating an Open Corporate Culture

To implement our global growth strategy at our domestic and overseas locations, we must create an environment where a diversity of workers can thrive. To leverage a diverse workforce, it is important to delegate. When I joined Maruichi Steel Tube as a career hire and served as president of the U.S. subsidiary, I assigned a local female manager to handle human resources and general affairs of the company, which became more and more free and open-minded as a consequence. Delegating duties in this way gives the female manager a sense of responsibility, activates her individuality, and allows the team to quickly correct any mistakes that someone may make. Japanese people tend to have difficulty with this rational approach, but I will adopt it to create a more open corporate culture and develop human resources who can be immediately effective.

Welded Steel Tube Business

We manufacture steel tubes for a wide range of applications. In addition to structural steel tubes for construction (our mainstay products), our products include column materials and scaffolding tubes, steel tubes for automobiles and motorcycles, agricultural steel tubes for greenhouses, and electrical conduit tubes and accessories. As a leading tube manufacturer, we smoothly deliver products to customers from our nationwide manufacturing and sales bases.



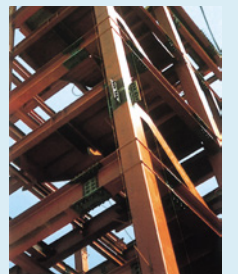
Main Products

Welded Steel Tube

■ Steel Tubes for General Structural Purposes

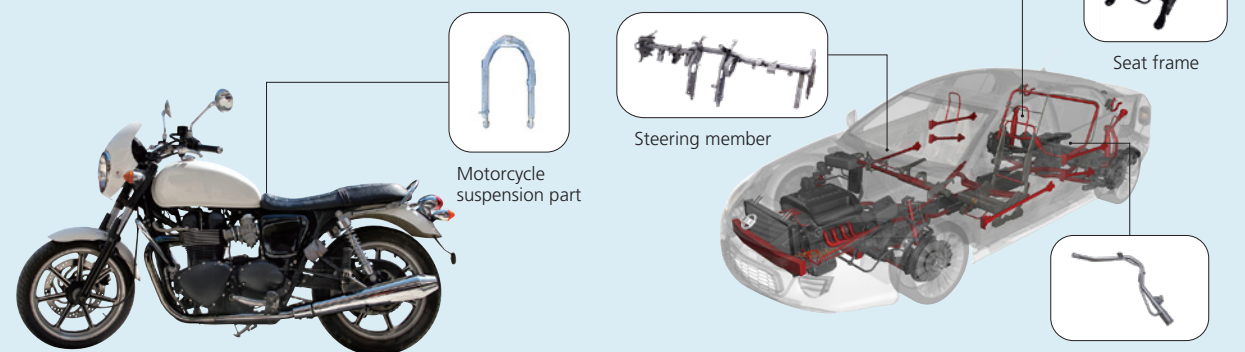
■ Steel Tubes for Building Structures

Our structural steel tubes are used in a wide variety of applications that comply with various standards, including box columns, steel tube piling, mechanical structures, agricultural greenhouses, and temporary scaffolding.



■ Steel Pipes for Mechanical Structures

Our steel tubes for mechanical structures are used in a wide variety of fields, including those for automobiles, motorcycles, bicycles, office and store equipment, and furniture.



■ Steel Tubes for Agricultural Use



Greenhouse



Large house

■ Steel Tubes for Piping



■ Electrical Conduits and Accessories

Stainless Steel Tube Business

Promote strategic investments, including those in a new plant in Texas, in anticipation of growing markets for stainless steel and seamless steel tubes

Yasutsugu Hayama

Maruichi Stainless Tube Co., Ltd.
Managing Director (in charge of Sales, R&D, and MST-X)



Stainless steel seamless tubes are used for piping, heat exchangers, boilers, and other applications because of their excellent resistance to pressure, heat, and corrosion. The global market size is 580,000 tons (as of 2022), and we have the 13th-largest market share (approximately 2%).

In recent years, society as a whole has been working to achieve carbon neutrality, a trend highlighting the urgent need to switch from fossil fuels to alternative energy sources such as hydrogen and ammonia. Stainless steel seamless tubes, which have excellent resistance to pressure and low temperatures, are also used for transporting hydrogen, and their applications are expanding.

Among stainless steel seamless tubes, we are focusing on BA precision narrow tubes. These tubes are used mainly in automotive, and oil and gas applications, but in recent years they have been used more and more in semiconductor-related applications. We excel in this field, and our share of the total BA precision fine tube market in fiscal 2022 was 7%, ranking us second in the world.

As we originally manufactured high-quality products for nuclear power plants, we possess exceptional processing technology and quality control capabilities that enable us to supply products of varying dimensions, from small to large diameters. Since joining the Maruichi Steel Tube Group in 2020, we have been able to accelerate our management speed and make aggressive capital investments.

We are confident that demand for semiconductors will further increase as digital technology innovation accelerates, and we will take advantage of our strengths to answer a wide variety of needs. To meet strong demand in North America, we are constructing a plant for manufacturing semiconductor-use BA tubes in Texas, United States, with completion scheduled for March 2024. When the plant becomes operational, our BA precision fine tube production capacity (including Japan) will be 340,000 units per month, which will raise our global market share from 7% to 14% (by fiscal 2026).

We will continue expanding our product lineup while strengthening our domestic and overseas sales structures.

Surface-Treated Steel Sheet Business

Highlighting our uniqueness in a severely competitive environment:
Strengthening our position in Asia

Masaru Nakahori

Executive Officer
President of Maruichi Sun Steel Joint Stock Company (SUNSCO)



In 2006, Maruichi Steel Tube invested in SUNSCO (now Maruichi Sun Steel Joint Stock Company) in Vietnam to accelerate business development overseas and solidify its position as a leading steel tube manufacturer in Japan and abroad. The Vietnamese economy is recovering well from COVID-19 and is expected to continue growing rapidly, having recorded a real GDP growth rate of 8.0% in 2022.

In the steel sheet business, which currently accounts for 80% of our sales, many manufacturers in Vietnam produce hot-dip 55% aluminum-zinc alloy coated steel sheets (including hot-dip

galvanized steel sheets) and colored steel sheets, which are our main products, but the market is becoming increasingly competitive every year. We are the sole 100% Japanese-owned surface-treated steel sheet manufacturer in Vietnam. To survive against the fierce competition and achieve higher profitability and sustainable growth, we must differentiate our Company and establish a lean management structure. We will also continue working to further improve processing technology and strengthen our climate change responses and sales structure.

Main Products

These are mainly used as roofing and wall materials for factories and warehouses.

- Hot-dip 55% aluminum-zinc alloy coated steel sheets
- Colored steel sheet



Special Products Business

We design and manufacture streetlights and signposts that are often seen in urban areas under the name “Maruichi Poles.”

Main Products

The main components of these poles are steel tubes manufactured by our Company, which are then plastic-formed using taper and the like. We use various molding and coating processes for the final product according to the application.

- Streetlights, signposts, road sign poles
- Highway ETC gantries, etc.



Maruichi Poles



ETC gantries

Main Products

The technology behind our precision fine tubes and instrumentation tubes was originally based on technology used in stainless steel cladding tubes at Japan’s Monju Nuclear Power Plant and other facilities. These tubes, which need to be high quality, now enjoy increasing sales for use in semiconductor fabrication and medical and instrumentation piping. We also provide tubes for hydrogen stations and coiled tubes with minimal welding points to help address environmental issues.



Precision tubes and instrumentation tubes



Coil tubes



Hydrogen gas station (courtesy of Iwatani Corporation)

Management Members



Directors

- Representative Director,
Chairman and CEO
Hiroyuki Suzuki

Representative Director,
President and COO
Yoshinori Yoshimura

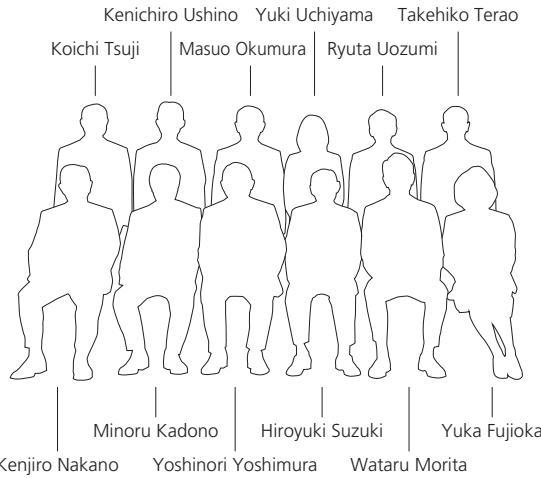
Director, Vice President
Managing Officer
Wataru Morita

Director, Executive
Managing Officer
Minoru Kadono
- Outside Director
Kenjiro Nakano

Outside Director
Kenichiro Ushino

Outside Director
Yuka Fujioka

Outside Director
Koichi Tsuji



Auditors (Audit & Supervisory Board Members)

- Auditor (Full-time)
Takehiko Terao

Outside Auditor
Masuo Okumura

Outside Auditor
Ryuta Uozumi

Outside Auditor
Yuki Uchiyama

Skill Matrix of the Board of Directors

Directors

Name	Job Title	Corporate Management	International Experience	Manufacturing, Engineering, Development	Marketing, Sales	Finance, Accounting	Legal Affairs, Compliance, Risk Management	Public Administration, Public Policy	HR, HR Development	Sustainability, ESG
Hiroyuki Suzuki	Representative Director, Chairman and CEO	●	●	●	●	●	●	●		●
Yoshinori Yoshimura	Representative Director, President and COO	●		●			●		●	●
Wataru Morita	Director, Vice President Managing Officer in charge of Sales, Purchasing, Corporate Planning, IR and Secretary Dept.	●	●	●	●					
Minoru Kadono	Director, Executive Managing Officer in charge of Manufacturing and Engineering	●		●				●		●
Kenjiro Nakano	Outside Director Specialized in Corporate Management, Financing	●	●			●		●		●
Kenichiro Ushino	Outside Director Specialized in Corporate Management, Steel Industry	●	●		●		●		●	
Yuka Fujioka	Outside Director Specialized in Corporate Management, International Relations	●	●					●		
Koichi Tsuji	Outside Director Certified Accountant, Specialized in Corporate Management	●	●			●			●	●

Auditors (Audit & Supervisory Board members)

Name	Job Title	Corporate Management	International Experience	Manufacturing, Engineering, Development	Marketing, Sales	Finance, Accounting	Legal Affairs, Compliance, Risk Management	Public Administration, Public Policy	HR, HR Development	Sustainability, ESG
Takehiko Terao	Auditor (Full-time)					●	●		●	
Masuo Okumura	Outside Auditor Specialized in Public Affairs, Organizational Operations, and Governance	●	●				●	●	●	
Ryuta Uozumi	Outside Auditor Certified Accountant, Specialized in Environmental Affairs	●				●				●
Yuki Uchiyama	Outside Auditor Attorney, Specialized in Human Rights and Labor		●				●		●	

Corporate Governance

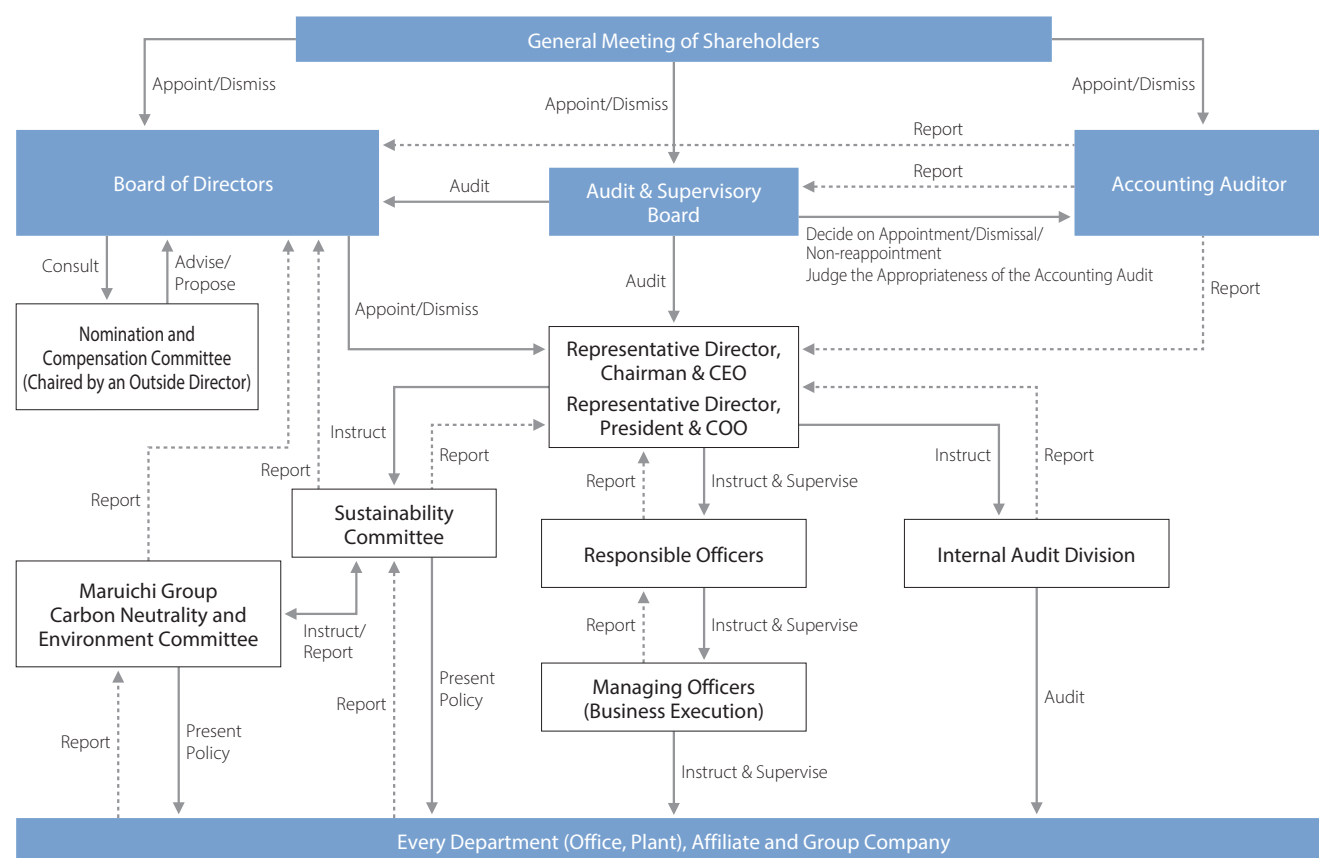
Basic Approach to Corporate Governance

As stated in the Maruichi Steel Tube Group Management Philosophy, “Our mission is to contribute to society by supplying superior products and earning the trust of our customers.” Under this philosophy, we strive to enhance corporate value by developing continuously together with our shareholders, customers, employees, business partners, and local communities.

Led by the Board of Directors, we respect the rights of shareholders and strive to ensure fairness and transparency in

management while fulfilling our fiduciary responsibility and accountability to shareholders. To realize our management vision, we position corporate governance as an important management priority and strive to strengthen our decision-making and supervisory functions in a timely and appropriate manner. Going forward, we will work continuously to ensure the best possible corporate governance by enhancing corporate value over the medium to long term and maintaining sound management.

Governance Structure



Board of Directors

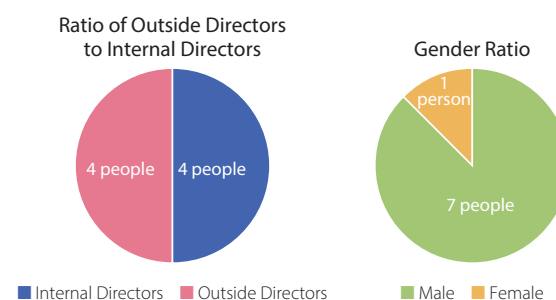
The Board of Directors consists of Internal Directors with expertise in production, sales, and administration, as well as Outside Directors with a wealth of management experience and deep insights. The number of members is limited to 10 to ensure the most effective and efficient performance of Board functions while maintaining diversity in terms of gender and nationality. Currently, the Board has eight members (one of whom is female), including four Outside Directors. In accordance with the Board of Directors Regulations and the Summary of Items to Be

Discussed at Board Meetings, the Board makes resolutions on important management and labor policies, which are matters stipulated by law or the Articles of Incorporation, as well as other important matters concerning the execution of business. We also formulated table of authority approval criteria that clearly defines the scope of delegation to management. In addition, we established a Sustainability Committee to ensure that operations are being carried out in accordance with our management strategy and medium-term management plan, and we also

established an appropriate risk management system.

To further improve the soundness and transparency of management, we have appointed independent individuals with extensive careers and high-level insights as Outside Directors. We currently have four Outside Directors and four Internal Directors. Once a year, the Board of Directors analyzes and evaluates its overall effectiveness based on each Director's self-evaluation of his or her performance and discloses a summary of the results.

Composition Ratio of the Board of Directors



Board of Directors' Effectiveness Evaluation

For the fiscal 2022 evaluation, we conducted a questionnaire-based survey of all Directors and Audit & Supervisory Board members in April 2023 regarding the Board's operation, composition, activities, and so forth, as well as the Board as a whole. The results of the survey showed that each Director was given the opportunity to freely express his or her opinions, leading to more active discussions, and that the overall evaluation has improved. In other words, the Board of Directors was generally deemed to be functioning effectively.

Succession Planning

With regard to succession planning, the Nomination and Compensation Committee comprehensively evaluates every person's character, career, performance, achievements, and qualities and deliberates and monitors the succession plan from a medium-to long-term perspective. We also provide our employees with the knowledge and skills required for management, such as decision-making theory, competitive strategy, and finance, by having them attend seminars held by outside organizations.

Executive Training

To address globalization of management and provide an extensive bird's-eye view of the Company, we hold annual Director Workshops for Directors, Executives, and managers of affiliated companies. These workshops enable participants to share the current status and future direction of each Group company and focus on establishing management strategies that are locally adapted and globally consistent.

Audit & Supervisory Board

The Audit & Supervisory Board has four Auditors, three of whom are Outside Auditors, thereby maintaining a high degree of independence.

The Audit & Supervisory Board is an independent body, and its members attend and express their opinions at meetings of the Board of Directors. Its roles and responsibilities include auditing the execution of duties by Directors and Executive Officers, appointing and dismissing the Outside Accounting Auditor, and exercising authority regarding audit fees. It also works with Outside Directors to ensure that they are not affected by their independence and that their ability to gather information is strengthened.

Attendance at Meetings (The Board of Directors/FY2022)

Hirofumi Suzuki	Representative Director, Chairman and CEO	100% (16/16 times)
Yoshinori Yoshimura	Representative Director, President and COO	100% (16/16 times)
Minoru Kadono	Director, Executive Managing Officer in charge of Manufacturing and Engineering	100% (16/16 times)
Wataru Morita	Director, Senior Managing Officer in charge of Corporate Planning and Secretary Dept.	100% (11/11 times)
Kenjiro Nakano	Outside Director	93% (15/16 times)
Kenichiro Ushino	Outside Director	100% (16/16 times)
Yuka Fujioka	Outside Director	93% (15/16 times)

Attendance at Meetings (The Audit & Supervisory Board/FY2022)

Takehiko Terao	Auditor (Full-time)	100% (15/15 times)
Masuo Okumura	Outside Auditor	100% (15/15 times)
Ryuta Uozumi	Outside Auditor	100% (15/15 times)
Yuki Uchiyama	Outside Auditor	100% (15/15 times)

Nomination and Compensation Committee

The Nomination and Compensation Committee consists of two Representative Directors and four Outside Directors and is chaired by an Outside Director. The Company’s policy for nominating candidates for Directors is to consider people with a wealth of experience, deep insights, and high-level expertise appropriate for Directors in charge of management, after comprehensive consideration of their past performance.

The Representative Directors select candidates after hearing the opinions of the Nomination and Compensation Committee, then the Board of Directors deliberates and considers the candidates before submitting their names to the General Meeting of Shareholders. The Nomination and Compensation Committee also reviews and determines the compensation of Directors.

Executive Compensation

The Board of Directors decides the Company’s policy on determining the amount of compensation for Directors and the method of calculation thereof, as well as individual compensation amounts. For individual Director compensation, the Board of Directors consults with the Nomination and Compensation Committee, which consists of independent Outside Directors and Representative Directors. The committee then deliberates and provides advice and recommendations to the Board of Directors. The chairman of the Board of Directors respects the advice and recommendations of the Nomination and Compensation Committee to the maximum extent possible and determines

the total amount of compensation within the range approved by the General Meeting of Shareholders.
Under the above policy, compensation paid to Directors consists of fixed compensation (basic compensation and compensation for granting stock with a restriction on transfer) and performance-linked compensation (bonuses and performance-linked stock compensation with transfer restrictions based on achievement of performance targets during a certain performance evaluation period). Outside Directors receive basic compensation only.

■ Total Amount of Remuneration for Directors and Audit & Supervisory Board Members in Fiscal 2022

Officer Classification	Total Amount of Compensation (¥ million)	Total Amount of Compensation by Category (¥ million)					Number of Applicable Executives (persons)
		Basic Compensation	Bonus	Long-term Incentive Compensation	Stock Compensation with Transfer Restriction	Stock Compensation Linked to Performance	
Directors (including Outside Directors)	351	158	93	22	38	38	8
Outside Directors	30	30	—	—	—	—	3
Audit & Supervisory Board Members (including Outside Audit & Supervisory Board Members)	30	30	—	—	—	—	4
Outside Audit & Supervisory Board Members	18	18	—	—	—	—	3

1. Figures are rounded down to the nearest million yen.
2. Figures for restricted stock compensation and performance-linked stock compensation are expensed in each fiscal year for accounting purposes.

Internal Control/Internal Audits

The Internal Audit Office has three members. As an independent body reporting directly to the Representative Directors, it conducts audits to enhance the adequacy and effectiveness of internal controls in the Maruichi Steel Tube Group through objective assurance and consulting activities.

The Internal Audit Office communicates and coordinates with Audit & Supervisory Board members and/or the Accounting Auditor as needed to conduct audits efficiently and exchange audit information.

Accounting Audits

We retained KPMG AZSA LLC to perform the audit, which was conducted by a designated limited liability executive officer and several assistants of KPMG AZSA. Recognizing that the Accounting Auditor has a responsibility to shareholders and other investors, we strive to ensure appropriate audits in cooperation with the

Accounting Department, Internal Audit Office, and other relevant departments, as well as the Audit & Supervisory Board. That Board develops criteria for evaluating and confirms that the Accounting Auditor is independent and professional.

Risk Management and Compliance

As a company, we must recognize and identify our risks, which are becoming increasingly diverse and complex. With this in mind, we established a Sustainability Committee to comprehensively and centrally manage Companywide risks, including those of domestic and overseas Group companies.
The Sustainability Committee places top priority on monitoring the status of compliance with laws, regulations, and the Articles of Incorporation, as well as employee education. It also produces and updates compliance manuals and corporate

ethics handbooks and conducts related in-house training. In addition, we established compliance consultation and women-only hotlines, both inside and outside the Company, where all Group employees and other parties involved in the Group’s business can directly report matters that may violate laws, regulations, the Articles of Incorporation, and the like. We also guarantee the confidentiality of whistle-blowers who contact these hotlines.

Message from Outside Director

I strive to create an atmosphere that encourages the free exchange of opinions and build an organization willing to take sound risks.

Kenjiro Nakano
Outside Director



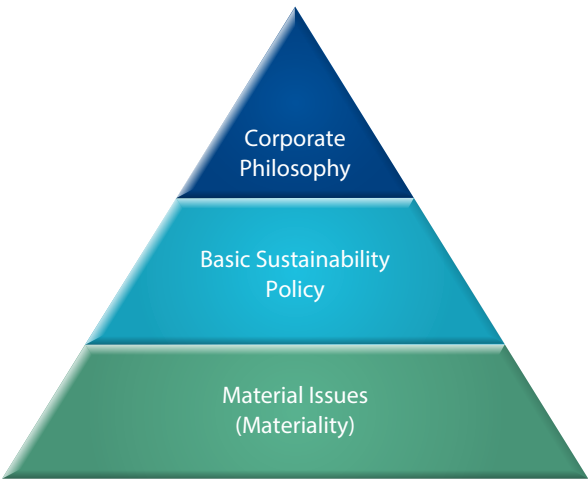
I became an Audit & Supervisory Board member of Maruichi Steel Tube in 2008 and have served as an Outside Director since 2013.
The Board of Directors has changed over the past 10 years and is now a forum where people can express their opinions more freely than ever. I have also taken the initiative in speaking up, which I attribute to Chairman Suzuki’s efforts to create an atmosphere of active discussion by ensuring that all Board members are given the opportunity to speak up.
Outside Directors come from a variety of backgrounds and include people with experience in corporate management. Needless to say, we also have a diversity of stakeholders, including institutional investors, general investors, employees, and business partners. In this context, the role of Outside Directors is to ensure from an external perspective that

management is appropriately addressing the needs of stakeholders in a balanced manner. At Board of Directors’ meetings, diverse opinions are exchanged from various viewpoints in the course of executive decision making. I believe the Board is effectively fulfilling its essential functions.
The Board of Directors is also responsible for identifying risks. In this respect, Maruichi Steel Tube is robust and makes solid business decisions, but I believe it could take a few more risks and expand the scope of its business. The acquisition of Maruichi Stainless Tube in 2020 is a very successful example. In the same way, I would like to see the Company expand into new genres related to its current businesses. I also believe that ensuring diversity of human resources is an issue, especially in Japan, and encourage mid-career recruitment to attract such resources.

Sustainability Management

The Maruichi Steel Tube Group is committed to maintaining and developing relationships of trust with all stakeholders based on the spirit of “respect for humanity” in its corporate philosophy. To this end, we formulated basic policies according to the “seven key principles” and “seven core subjects” of the ISO 26000 international standard.

For each item in the policy, we identify material issues (materiality) that we consider important in light of overall social issues and promote initiatives to resolve these issues.



Sustainability Promotion System

Recognizing that risk and opportunity are inextricably linked, we established the following committees to comprehensively understand and identify management-related risks from the perspective of ESG (environment, social, governance), evaluate and manage those risks, and formulate, verify, and implement countermeasures.

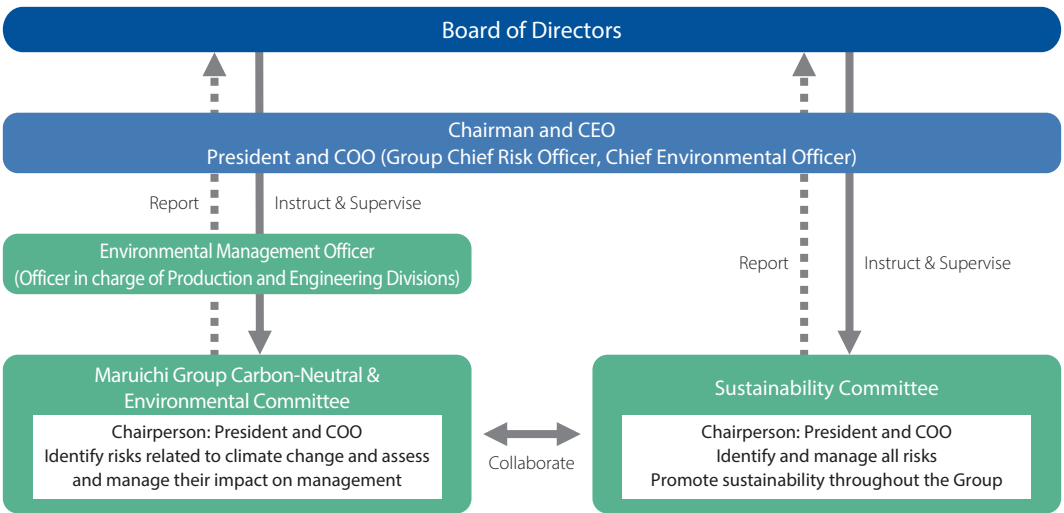
Sustainability Committee

Purpose	Groupwide risk management
Mission	The mission of the committee is to identify and evaluate risks surrounding the Company, comprehensively discuss strategies to deal with such risks, and submit reports to the Board of Directors. The Board of Directors monitors Groupwide risk management based on such reports.
Members	Core members: President (chairperson), responsible executive officers, environment/safety officers Members: Core members + Group company managers
Meeting frequency	2 times/year

Maruichi Group Carbon-Neutral & Environmental Committee

The mission of the committee is to address various environmental issues, including compliance with laws and regulations related to climate change. The committee consists of environmental managers at each Group company, with the President serving as chairperson.

In principle, the committee meets once a year to discuss global warming prevention measures, water security measures, biodiversity conservation, pollution control, chemical substance management, waste reduction, and other environmental matters.



Basic Sustainability Policy

Corporate Governance	The Group shall ensure fairness and transparency in management, fulfill its fiduciary responsibility and accountability to shareholders (spearheaded by the Board of Directors), and at the same time strengthen its decision-making and supervisory functions in a timely and accurate manner.
Responsibility to Customers	The Group shall supply safe, high-quality products that meet the needs of its customers and provide information appropriately on its products to ensure, maintain, and improve the satisfaction of all customers.
Fair Business Practices	The Group shall engage in business transactions, whether for products or services, based on fair comparison and evaluation of the transaction details in the spirit of sincerity and under due process. The Group shall not accept bribes, shall have no relations with antisocial forces, and shall not engage in corruption in any form.
Environment	The Group shall foster the development of a recycling-oriented society by providing products made of highly recyclable steel. It shall also prevent environmental pollution of the air, water, soil, etc., in its production activities as a member of society.
Human Rights	The Group shall protect the human rights of all stakeholders, including those in socially vulnerable or crisis situations, regardless of gender, nationality, or other personal attributes. It shall not provide products or conduct purchasing activities for entities that infringe on human rights.
Labor Practices	Following its philosophy of “respect for humanity,” the Group shall build a company full of dreams where diverse employees can equally engage in decent work and entrust their lives. It shall also promote the development of all employees’ abilities and create an environment where they can work in a safe and healthy manner, both physically and mentally.
Community Involvement and Development	The Group shall aim to develop and grow together with various countries and local communities. To this end, it shall pursue business sustainability by helping realize an affluent society through its business activities, expanding employment opportunities, and redistributing profits by paying taxes, while taking care to reduce its environmental and social impacts.

▶ Please see the following for more details. <https://www.maruichikokan.co.jp/en/csr/idea.html>

Material Issues

The Group has identified material issues that it must address from the perspectives of its business foundation and environmental and social impacts.

Basic Sustainability Policy	Category	Materiality (Material Issues)	Relevant SDGs	Introduction Page
Human Rights Labor Practices	Human Resources and Work Styles	Promoting diversity and inclusion		P31–34
		Personnel and evaluation system and education system reforms		
		Recruitment policy		
		Occupational health and safety		
		Improving operational efficiency and productivity		
Environment	Environmental Considerations	Protecting the global environment		P27–30
		Shaping a recycling-oriented society		
		Protecting biodiversity		
		Transitioning to environmentally friendly products		
Corporate Governance Fair Business Practices	Governance	Ensuring fairness and transparency of management		P21–24
		Ensuring prompt and precise decision making and supervision		
		Strengthening internal controls		
Community Involvement and Development	Social Contribution Activities	Maintaining and updating BCPs		P34
		Sponsoring and supporting cultural activities		
		Promoting sports activities		
		Contributing to local communities		
		Contributing to the global community		

Environmental Initiatives

In line with our Environmental Policy*, we have identified four environment-related material issues: protecting the global environment, shaping a recycling-oriented society, protecting biodiversity, and transitioning to environmentally friendly products.

We use iron and stainless steel as materials to manufacture steel tubes. These are fundamental materials for all industries and have significant advantages over other materials in terms of high economic efficiency, high processability, and low environmental impact.

Minoru Kadono

Director, Executive Managing Officer
in charge of Manufacturing and Engineering Depts.



Steel and Stainless Steel Contribute to a Recycling-oriented Society

Iron and stainless steel used in various items, such as automobiles and buildings, are recycled many times after being collected. By effectively utilizing this sustainable resource, we aim to realize a recycling-oriented society.

Challenge of Achieving Carbon Neutrality

The entire Group has been working actively to reduce CO₂ emissions. To promote renewable energy, we have been installing and operating solar power generation facilities since 2013. Currently, we have solar panels (mega solar panels) installed at seven plants in Japan to generate electricity.

In 2020, the government declared that Japan will become carbon neutral by 2050, and we endorse this declaration. We have created a road map for each major fiscal year with the goal of achieving a 46% reduction (compared with that of fiscal 2013) in Scope 1+2 emissions for the Group in Japan by fiscal 2030. We will also promote similar activities at overseas Group companies.

In our business, where we purchase coil as a raw material and process it into steel tubes, most of our Scope 3 emissions come from purchased materials. Our Scope 3 emissions are higher than those of Scope 1 and 2, and reducing such emissions is one of our most important issues.

To help shape a recycling-oriented society, we work actively to reduce and recycle waste generated by our factories. To effectively deploy water used in our factories, we are studying recycling methods and efficient use of water resources. In product development, we focus on developing eco-friendly products that reduce our environmental impact.

Stainless steel tubes will undoubtedly play a major role in realizing a carbon-neutral society and a hydrogen-oriented society. We will help create a new society by expanding production of stainless steel tubes in the future.

In addition, we endorse the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and will strive to disclose climate-change information based on those recommendations. We have also been responding to CDP questionnaires since fiscal 2021. In fiscal 2022, we

received a B score for climate change and a C score for water security.

Environmental Management System

To promote environmental initiatives, we established the Maruichi Steel Tube Group Carbon Neutral & Environmental Committee, with the President appointed the Chief Environmental Officer (see details on page 25).

We also obtained ISO 14001 certification and established an environmental management system with requirements incorporated by the PDCA cycle.

Steel Tubes Useful to Society

Through our products, we are working to pass on a livable environment to the next generation. Steel tubes for scaffolding, which are around 25% lighter than conventional products, help reduce CO₂ emissions not only during production but also during transportation, thereby lowering the burden on construction site workers. In another effort to reduce our environmental impact, we are working to eliminate hexavalent chromium, which is used to provide corrosion resistance.

Under our basic philosophy of “coexistence and co-prosperity with Earth, nature, and humankind,” we aim to serve as a conduit and a sustainable corporate group that strives to realize stable growth in harmony with the global environment.

* Maruichi Steel Tube Group Environmental Policy
<https://www.maruichikokan.co.jp/en/csr/environment.html>

CO₂ Emission Reduction Commitment

We have set a CO₂ emission reduction target (Scope 1+2) for the Maruichi Steel Tube Group in Japan for 2030.

2030 target

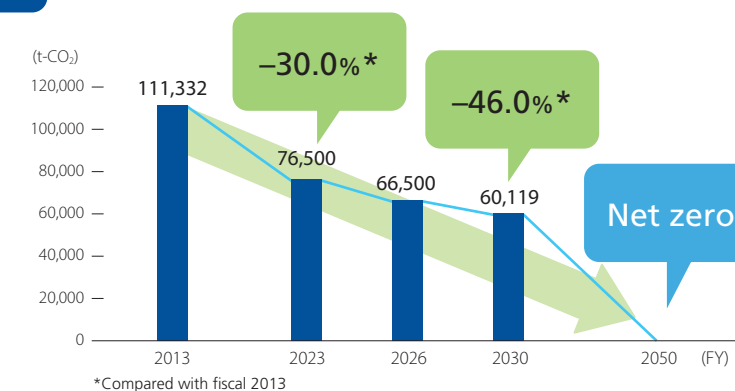
46% reduction
(compared with fiscal 2013)

2050 target

Achieving
carbon neutrality

Road map for CO₂ Emission Reduction

Until 2030, we will work to reduce CO₂ emissions by stepping up energy-saving activities, converting to low-carbon energy sources, and utilizing renewable energy (installing solar power generation equipment for own use and introducing of electricity derived from renewable energy).

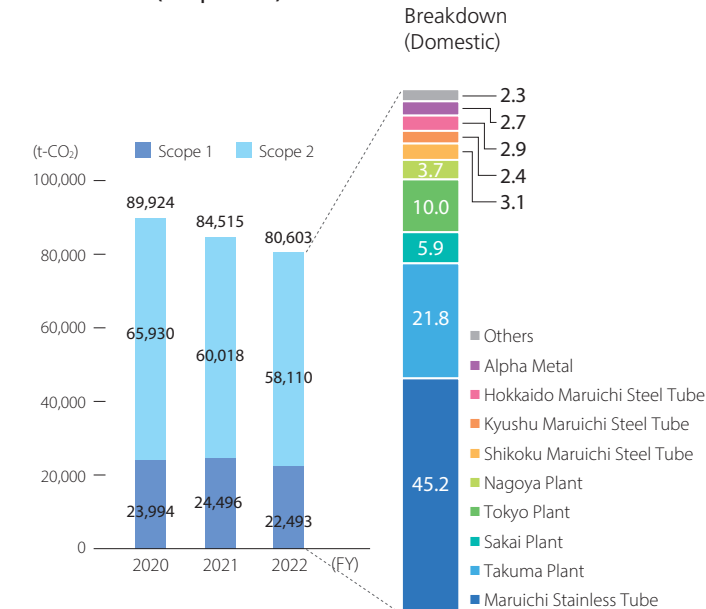


Main Initiatives for Reduction

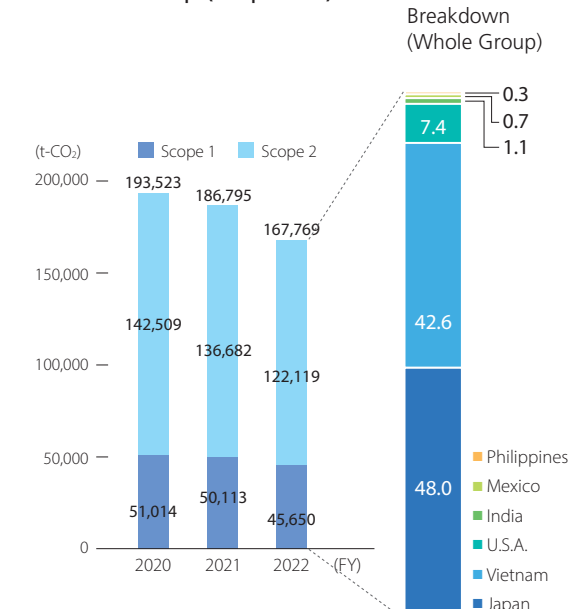
2023 through 2030	Promotion of energy conservation	2030 through 2050	Promotion of energy conservation
	Conversion to low-carbon energy (LPG → LNG)		Use of low-carbon energy (e.g., hydrogen, etc.)
	Use of electricity derived from renewable energy sources and carbon-neutral LNG		Use of renewable energy (e.g., solar power and storage batteries)
			Use of credits

Actual CO₂ Emissions

Domestic (Scope 1+2)



Whole Group (Scope 1+2)



For information on our TCFD-based disclosures (governance, strategy, risk management, indicators, and targets), please refer to our corporate website.

https://www.maruichikokan.co.jp/en/csr/tcfd/index.html

CO2 Emission Reduction Initiatives

■ Plan to Install Solar Power for Private Use

In fiscal 2022, Maruichi Stainless Tube Co., Ltd. installed a solar power generation system on the roof of its head office, replacing part of the electricity required for our business activities with power derived from renewable energy sources. We are currently looking to introduce this system at other locations as well.

■ Replacement of Factory Equipment with Energy-efficient Equipment

When renewing facilities, we select and install equipment with high energy efficiency. For example, we installed super-efficient transformers that exceed the efficiency of top-runner transformers, as well as inverters for pumps and other equipment used at our plants.

■ Energy-efficient Ceiling Lights

We are actively adopting LEDs and other power-saving lighting. All ceiling lights will be replaced with energy-efficient ones by the end of fiscal 2023. We also plan to install energy-efficient lights in the warehouses of Maruichi Stainless Tube Co., Ltd., Alpha Metal Co., Ltd., and Maruichi Kohan Ltd. In addition, we will extend this initiative to cover the whole Group, not only production sites.

FY2019	FY2020	FY2021	FY2022	FY2023 (Plan)
259 lights	886 lights	452 lights	411 lights	369 lights

* Since fiscal 2022, three domestic subsidiaries have joined this initiative.

■ Compressor Air Reduction

For compressor air used in our production plants, we set a Companywide target of an original unit 3% reduction by fiscal 2022 (compared with that of fiscal 2019).

■ Use of Electricity Derived from Renewable Energy Sources

We are working to reduce Scope 2 emission by using electricity derived from renewable energy sources.

Reducing Scope 2 emission by using electricity derived from renewable energy sources

	(Fiscal 2022 results)	(t-CO ₂)
Sakai Plant		3,524
Takuma Plant		5,141
Tokyo Office		10
KUMA (India)		1,350

Environmental Protection Initiatives

■ Replacing Company Vehicles with PHVs and EVs

At the Sakai Plant, we replaced work vehicles with EVs and installed a charging station inside the plant. By the end of fiscal 2023, we plan to do the same at the Tokyo Plant.



EV charging station installed at Sakai Plant

■ Waste Reduction Targets

To reduce CO₂ emissions from industrial waste disposal, we are targeting a 3% year-on-year reduction in the volume of industrial waste generated by our business activities. In fiscal 2022, we achieved our target with a 5.2% year-on-year reduction.

■ Effective Use of Water Resources

To use water resources more effectively, we circulate and reuse a portion of the water discharged from wastewater treatment facilities at the Sakai Plant and Takuma Plant, as well as water containing form oil used in tube-making machines.

■ Preserving Biodiversity

The salicornia plant (also known as “sea asparagus”), which thrives on tidal flats and salt pans, grows wild on the Takuma Plant site. We are working to protect this plant, which is listed as a “Threatened II-Vulnerable” species in the Ministry of the Environment’s Red Data Book.



Salicornia plant

■ Investments in Carbon-neutral Funds

In 2022, we invested in the Carbon Neutral Fund 1 Investment Limited Partnership, managed by Z Energy Co., Ltd. The fund has been selected as a model case study for the Ministry of the Environment’s “Fiscal 2021 Green Finance Model

Creation Project” and targets renewable energy power generation projects using Japan’s feed-in tariff system.

Benefiting the Environment through Our Products

■ Maruichi Handy Pipe (STK700)

The use of high-tensile steel (700 N/mm²) reduces the weight of single-tube scaffolding by approximately 25% compared with conventional steel pipes. This helps reduce CO₂ emissions during production and transportation.

■ Chrome-free Product Line

We are rolling out chrome-free steel pipes for agricultural use (AL-Z55N) and steel pipes for conveyor rollers. These products contain zero hexavalent chromium, an environmentally hazardous substance, but offer corrosion resistance equivalent to pipes containing that substance.

■ Colored Products (Square Steel Tubes, C-shaped Steel)

These products are coated with JIS K 5674 (lead- and chrome-free rust-preventive paint type 2), which contains zero hexavalent chromium but offers corrosion resistance equivalent to products containing that substance, thus reducing the environmental impact.



External Evaluations and Third-party Assurances

CDP Ratings

In fiscal 2022, we responded to the CDP questionnaire and received a B score for climate change and a C score for water security. We will continue proactively disclosing information about our environmental initiatives.

EPD Publication

Three Group companies in North America (MAC, MOST, and Leavitt) have obtained Environmental Product Declaration certification from U.S.-based UL Solutions for their round and square steel tubes.

Third-party Verification of CO₂ Emissions

To ensure the reliability and transparency of our emissions-related disclosure, we had the Japan Audit and Certification Organization for Environment and Quality (JACO) verify the Scope 1, 2, and part of Scope 3 CO₂ emissions of our domestic Group companies.

ISO Certification Information

The Group has established an ISO 14001 environmental management system to ensure continuous improvement of its environmental management processes. We also obtained the following certifications and will renew them as necessary.

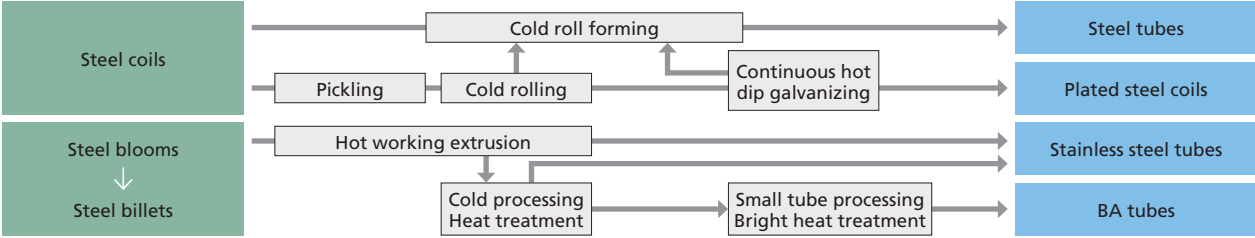
Registering Organization	Registration Number	Acquisition Date	Most Recent Renewal Date
Maruichi Steel Tube Ltd.	JSAE699	Aug. 8 (2003)	Aug. 8 (2021)
Maruichi Stainless Tube Co., Ltd.	E1714	Feb. 15 (2007)	Feb. 15 (2022)
Alpha Metal Co., Ltd.	34767/B/0001/UK/En	Apr. 29 (2009)	Apr. 29 (2021)
Maruichi Sun Steel Joint Stock Company	VN10/00022	Feb. 2 (2010)	Feb. 26 (2021)

* Registered Group organizations include Hokkaido Maruichi Steel Tube Ltd. (Tomakomai Plant), Shikoku Maruichi Steel Tube Ltd. (Shikoku Plant, Tachibana Plant), and Kyushu Maruichi Steel Tube Ltd. (Kyushu Plant).

Balance of Materials in Our Business Activities
Fiscal 2022 Results (Entire Maruichi Steel Tube Group in Japan)

INPUT				OUTPUT			
Raw material	Coil	Unit	FY2022	Products	Steel tubes	Unit	FY2022
	Zinc and aluminum	1,000 tons	745		Plated steel coils	1,000 tons	643
	Stainless steel tube	1,000 tons	23		Stainless steel tubes	1,000 tons	11
Energy	Electricity	GWh	133	CO ₂ emissions (production)	Medium-diameter BA tubes	1,000 units	515
	LNG	1,000 tons	3.6		Small-diameter BA tubes	1,000 units	1,670
	Steam	1,000 tons	26		CO ₂ emissions (Scope 1)	t-CO ₂	22,493
	City gas	1,000 m ³	4,452		CO ₂ emissions (Scope 2)	t-CO ₂	58,110
Water resources		1,000 m ³	3,078	CO ₂ emissions (transportation)		t-CO ₂	13,814
Transport fuel		kl	4,562	Waste		ton	5,260
				Water discharge		1,000 m ³	2,340
				Substances subject to PRTR Act		ton	60

Manufacturing process



Social Initiatives

Under our philosophy of “Respect for Humanity,” we have sought to be a company that values all people. Rather than restructuring our operations according to business conditions, we have worked to improve wages while focusing on employee benefits (improvement of dormitories and company housing, support for asset building, happiness management, and others). This policy will remain unchanged.

In this section, we introduce some of the challenges we face and the status of our efforts for the future.

Shinichi Ishimatsu

Senior Managing Officer in charge of Administration Dept.
Manager of HR & General Affairs Dept.



Diversity and Inclusion

To create corporate value sustainably in a society of significant change and uncertainty, we believe we need the following human resources.

- People from diverse backgrounds
- People with different genders, nationalities, cultures, and values

Gathering such people will provide the seeds of innovation. Therefore, we need to embrace them and develop an organization and corporate culture that serve as a medium or catalyst for their motivation.

Empowering Women

We actively incorporate women’s perspectives, which have tended to be overlooked in the steel industry, traditionally a male-dominated sector. To build an environment that



discourages women from leaving the workforce and enables them to continuously demonstrate their abilities, we have established frameworks that address women’s life events and provide training for their career development.

Personnel Interaction of Foreign Skilled Workers

We accept production engineers from overseas subsidiaries and help them acquire and improve their manufacturing-related skills at our domestic plants. Once these technicians have acquired skills, which takes around three years, they are supposed to return to their home countries, and we expect them to become key members of local subsidiaries.

Measures Implemented

Renewal of Plant Facilities and Review of Workplace Environment

- Expansion and renovation of women’s locker rooms and restrooms at each plant
- Installation of next-generation tube-making machines under way (application of AI to tube-making process, mechanization/automation of heavy load conveyance, etc.)
- Japanese-language education for foreign skilled workers, support for qualification acquisition, etc.
- Installation of on-site air-conditioning system (under way) to address summer heat

Key Data on Employees (Fiscal 2022)

Our target is to increase the ratio of female managers to 5% by 2030.

	Total	Male	Female
Number of employees	593	540	53
(of which, managers)	(89)	(87)	(2)
Average salary	¥677 million	¥684 million	¥594 million
Average years of service	18.2	18.9	10.7

→ Other data on employees is presented in the Non-Financial Data section on pages 35–36. Data on employees is on a non-consolidated basis.

Acceptance of Overseas Skilled Employees

We invite skilled employees from overseas subsidiaries to our plants in Japan to exchange human resources and technology among Group companies.

Overseas Training

We form cross-departmental teams of young and mid-career employees and help them develop a global perspective through visits to overseas manufacturing sites and local suppliers.

Encouraging Employees to Take Parental Leave

We launched a male parental leave system in October 2022, and 33.3% of male employees took parental leave in fiscal 2022.

Personnel System and Education/Training System

We have a fully unified wage system that does not discriminate according to gender, educational background, or job title. There is also no difference at all in terms of salary increases and promotions, whether for women or mid-career hires. Because we have virtually no glass ceiling, anyone with ability and motivation can aim for higher levels in our hierarchy.

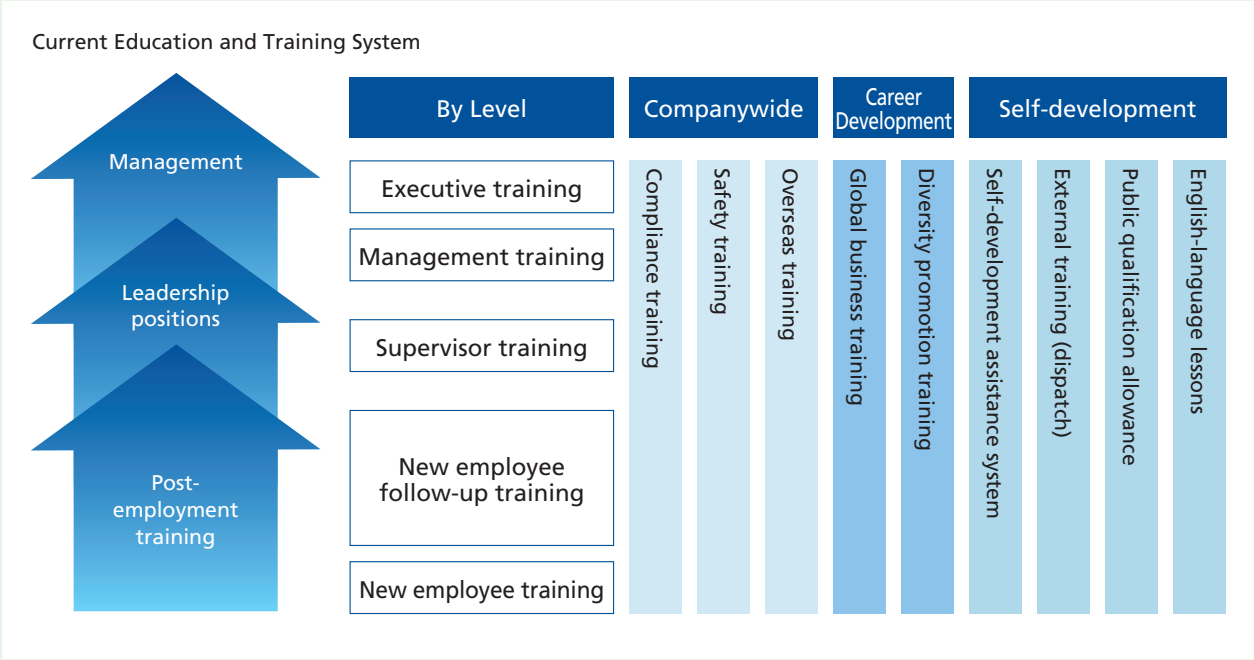
Our new personnel system, which was launched in fiscal 2020, is less seniority-based than before. It clearly defines the duties of each job level so that capable employees can be promoted to higher levels even at a young age. It also provides more opportunities for employees to request interviews for career development.

Using the results of our Employee Engagement Survey, conducted in fiscal 2022, we will expand our employee

education and training programs. In the past, we provided employee training mainly through on-the-job training at work sites, as well as group training mainly on special occasions, such as when employees join the Company and assume supervisory positions and managerial positions. In the future, however, we will enhance the system by providing training to build one-on-one reciprocal relationships for supervisory-level managers, as well as training for pre-managerial-level personnel in their late 30s and 40s. In these ways, we will increase employee motivation and instill the Company’s shared management philosophy and vision.

By the end of fiscal 2024, we plan to renovate our former head office building and open a training venue and communication space.

Multi-Skilled Human Resources Development and a System Enabling Talented Employees to Advance Their Careers Quickly
Believing that the “select few” (a few people can make an elite team), we focus on developing multi-skilled human resources who can acquire multiple technical skills and knowledge and handle multiple tasks.



Personnel Evaluation System (Revised in Fiscal 2020)

In 2021, we reformed our personnel system to enable talented employees to advance their careers as early as possible, rather than in order of seniority. Another objective was to motivate and inspire employees of all ages and revitalize the organization. Now our employees understand the purpose and key points of the reform, and the process for setting and achieving work goals has been clarified. This change has enabled us to conduct more valuable evaluations.

<Revised Points>

- Emphasis on individual qualities, such as ambition, motivation, and ability (rather than seniority)
- System that encourages employees to target higher levels by defining the abilities required for each job grade and clarifying the mission for each grade

Recruitment Policy

As we manufacture a wide variety of steel tubes, we operate numerous production lines at each of our plants. We have a tradition of valuing workers who have multiple skills and can complement the work of multiple lines, including by supporting busy lines or covering absentee workers, because there are differences in busyness and downtime depending on the item being manufactured. This applies to not only the manufacturing site but also to other business divisions, as well as sales and administration. The common denominator among those human resources is “a sense of ownership.” They are people who can always think about what they can do as interested parties and act accordingly. One of our recruiting criteria is to hire people who can proactively think and act independently regardless of gender, nationality, academic background, or whether they are new graduates or mid-career workers.

We Measure “Happiness Management” by the Energy Level of Employees

The goal of our happiness management is to build a workplace where employees resonate and empathize with our philosophy and vision, and where they are excited and energetic in their daily work.

Sharing Our Philosophy and Vision

The Company communicates its initiatives externally through public relations activities and internally through messages from top management, internal newsletters, videos, and other means.

Employee Engagement

In addition to conducting engagement surveys to objectively translate employee awareness levels into data, we share the survey results and issues thus identified through goal-setting interviews, medium-term interviews, and evaluation-and-feedback interviews. In addition, in fiscal 2021, we instituted the Challenge System, which allows employees to propose

improvements for on-site innovation and submit more bold ideas to management. Other frameworks to promote employee self-development include public qualification allowances and qualification acquisition assistance programs. We also host regional athletic meets and union events to deepen interaction among employees.

Welfare Program

We have dormitories for single employees and company housing in areas where our plants are located. We also introduced an employee stock ownership plan (ESOP) and a selective defined contribution (DC) system to support employee asset building.

Labor Health and Safety

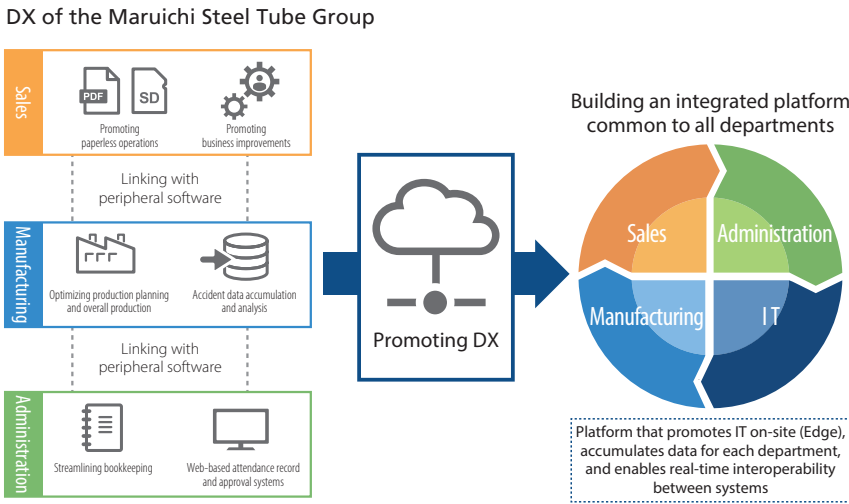
The number of accidents and serious incidents*, which had been on a downward trend, has recently begun to increase. Attributing factors may include reduced on-site communication due to COVID-19 and fewer opportunities for on-site practical education (including risk assessment), but we are still halfway to achieving our goal of a zero-accident workplace. To improve workplace conditions, we installed air conditioning at manufacturing sites in fiscal 2022 to mitigate summer heat. After verifying its effectiveness, we aim to install the equipment at all plants by fiscal 2023. We are also preparing to introduce a next-generation tube-making machine at the Nagoya Plant that women and older workers can easily operate. In addition, we conduct stress checks and mental health training every year.

* A dangerous situation that, while not resulting in personal injury, would have a high probability of becoming a labor accident if people had been present.

DX (Improving Operational Efficiency and Productivity)

In fiscal 2022, we started migrating to an ERP system. Our objective is to improve the efficiency of our operations and increase convenience for customers through real-time and centralized management of the status of orders, purchases, production, and shipments.

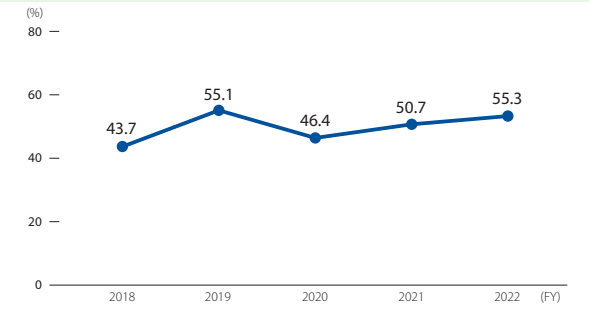
We are also accumulating a large amount of data from manufacturing sites. Previously, we relied on intuition or analog management to interpret such data, but through computer learning using AI we are working to implement preventive maintenance while reflecting the data in our production planning.



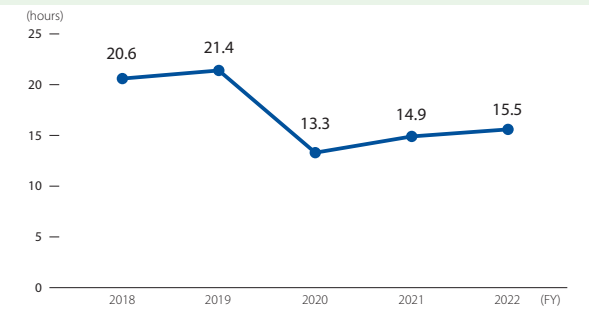
Human Rights and Compliance Initiatives at Overseas Sites

Sites	Employee rights and compliance	Workplace environment
U.S.A. (MAC, MOST, Leavitt)	We manage our businesses with consideration for our diverse human resources while strictly complying with local laws and regulations, including those related to human rights and freedom of religion, politics, and beliefs. We also conduct various training programs to raise awareness of human rights. * Policy to prevent psychological risk in MMX	<div>H.R. Education</div> Establishing a system for fostering successors while raising the level of individual work through on-the-job training <div>Women's Empowerment</div> Promoting diversification efforts <div>Labor Health and Safety</div> Providing workplace safety training and telecommuting arrangements
Mexico (MMX)	We have established policies to prevent psychological risks to employees. We value the mutual efforts of our employees, treat them with dignity, and promote communication among them. * Policy to prevent psychological risk in MMX	<div>H.R. Education</div> Developing a multi-skilled workforce <div>Women's Empowerment</div> More than 30% of employees are women <div>Labor Health and Safety</div> Providing workplace safety training and telecommuting arrangements
Vietnam (SUNSCO, SUNSCO (Hanoi)) The Philippines (MPST)	We protect the human rights of our employees by complying with laws, regulations, and the policies of various ministries and agencies. We also strive to develop a comfortable working environment for female employees.	<div>H.R. Education</div> Providing regular labor health and safety training, as well as technical and business skills training <div>Women's Empowerment</div> More than 15% of employees are women <div>Labor Health and Safety</div> Selected as a “Best Company for Health and Safety” by Binh Duong Province
India (KUMA)	We have instituted Company rules relating to human rights and have a non-discriminatory and fair approach to all employees. We also provide employees with regular training on key skills.	<div>H.R. Education</div> Developing and improving skills through on-the-job training <div>Women's Empowerment</div> Considering ways to increase the ratio of female employees <div>Labor Health and Safety</div> Providing all employees with protective equipment and insurance coverage; conducting medical checkups regularly and working environment inspections

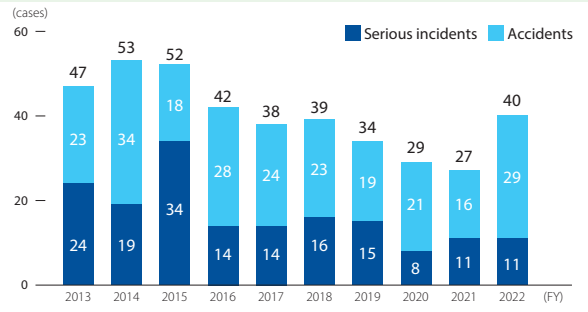
Percentage of Employees Taking Paid Leave



Overtime Working Hours (Monthly)



Number of Labor Accidents (Including at Domestic Affiliates and Subcontractors)



Measures to Prevent Labor Accidents

As a supporter of the “separation of human work and machine work*1” concept and the “stoppage principle*2,” we have been strengthening our disaster countermeasures by conducting risk assessments at each workplace and having managers perform factory inspections. (Safety 1.0)
Going forward, we will focus on building human-centered systems while emphasizing communication during patrols and utilizing ICT and other advanced technologies, based on the premise that any measures will be taken in an environment where humans and machines coexist. (Safety 2.0)

*1 Installation of safety fences, sensors, etc.
*2 Machine stoppage during non-routine work, etc.



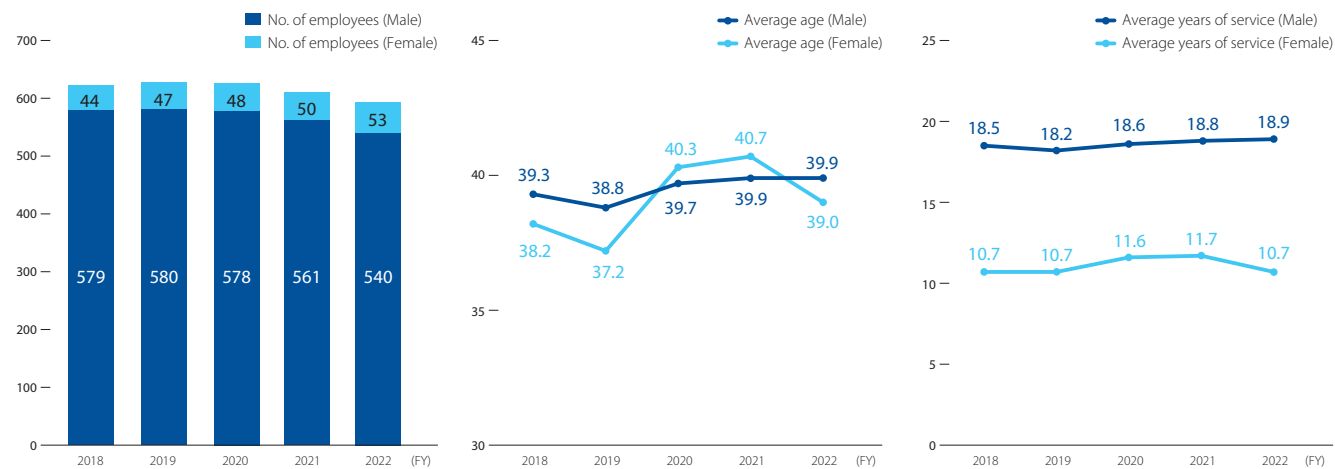
Corporate Data

● Eleven-year Key Financial Data (Consolidated Management Indicators)

		79th	80th	81st	82nd	83rd	84th	85th	86th	87th	88th	89th
		FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Net sales	(¥ million)	117,688	136,547	152,668	144,968	137,277	156,266	167,437	154,926	161,138	224,218	273,416
Operating profit	(¥ million)	15,412	20,080	17,734	17,027	24,502	20,826	19,266	14,712	18,332	36,276	30,019
Ordinary profit	(¥ million)	17,553	22,586	19,919	18,944	26,192	22,986	21,634	17,104	20,587	38,458	34,416
Profit attributable to owners of parent	(¥ million)	10,617	13,748	9,299	11,184	17,715	15,777	14,253	6,354	13,857	27,760	24,164
Comprehensive income	(¥ million)	15,548	23,351	17,304	65	23,879	17,166	12,422	(406)	21,827	43,213	28,440
Net assets	(¥ million)	225,256	242,520	254,374	241,878	259,223	269,305	274,935	267,282	276,977	307,593	324,220
Total assets	(¥ million)	271,236	300,482	321,452	294,871	306,453	315,696	321,019	310,120	330,252	370,078	393,165
Net assets per share	(¥)	2,556.39	2,742.10	2,875.53	2,806.07	3,006.58	3,125.75	3,189.44	3,108.63	3,286.94	3,719.99	3,936.89
Earnings per share	(¥)	125.00	162.25	109.76	133.71	214.09	190.67	172.25	76.79	167.95	340.83	303.38
Capital adequacy ratio	(%)	79.9	77.3	75.8	78.7	81.2	81.9	82.2	83.0	81.5	80.4	79.7
Return on equity (ROE)	(%)	5.0	6.1	3.9	4.7	7.4	6.2	5.5	2.4	5.3	9.8	7.9
Price-earnings ratio (PER)	(Times)	17.7	16.4	25.9	23.1	14.8	17.1	18.7	33.8	15.0	8.1	9.6
Cash flows from operating activities	(¥ million)	17,329	21,212	19,295	23,113	21,785	14,832	15,663	29,739	24,355	15,096	24,491
Cash flows from investing activities	(¥ million)	(21,426)	(7,665)	(8,938)	(1,708)	(4,343)	(11,095)	(7,589)	(2,690)	(16,841)	(10,010)	4,305
Cash flows from financing activities	(¥ million)	(459)	(4,992)	(6,443)	(16,638)	(10,790)	(9,583)	(6,007)	(11,337)	(13,968)	(16,656)	(7,617)
Cash and cash equivalents at the end of period	(¥ million)	34,421	43,488	47,868	52,605	59,196	53,231	55,096	70,732	64,086	53,058	75,124
Capital investment	(¥ million)	12,485	10,052	8,790	6,229	5,773	5,634	5,742	6,284	6,996	5,074	7,159
Depreciation	(¥ million)	4,427	5,196	6,016	6,638	6,307	6,406	6,236	6,354	5,828	5,936	6,319

● Non-financial Data

Employee Data (Non-consolidated in Japan)



Employee Data (Overseas Key Bases)

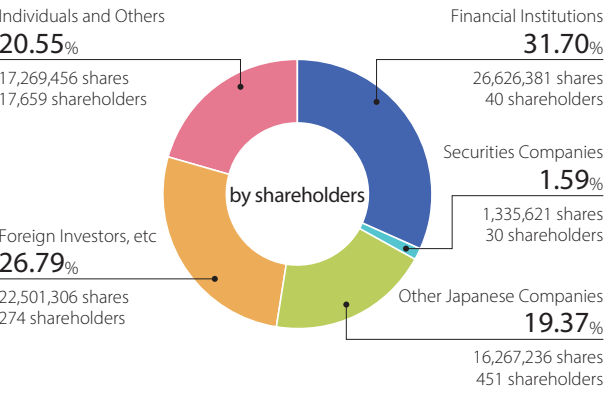
Overseas key bases	MAC (U.S.A.) (Dec 2022)	Leavitt (U.S.A.) (Dec 2022)	MOST (U.S.A.) (Dec 2022)	MNT (U.S.A.) (Dec 2022)	MMX (Mexico) (Dec 2022)	SUNSCO (Vietnam) (Dec 2022)	SUNSCO Hanoi (Vietnam) (Dec 2022)	KUMA (India) (Mar 2023)	MPST (The Philippines) (Dec 2022)
No. of employees (Total)	66	129	41	20	95	529	102	129	30
No. of employees (Male)	60	121	37	18	56	444	41	127	21
No. of employees (Female)	6	8	4	2	39	85	61	2	9

● Stock Information (as of March 31, 2023)

Basic Information

Securities Code	5463
Stock Exchange	Tokyo Stock Exchange (Prime Market)
No. of Authorized Shares	200,000,000
No. of Shares Issued	84,000,000
No. of Treasury Shares	4,195,772
No. of Shareholders	18,454
Administrator of Shareholder Registry	Mitsubishi UFJ Trust and Banking Corporation

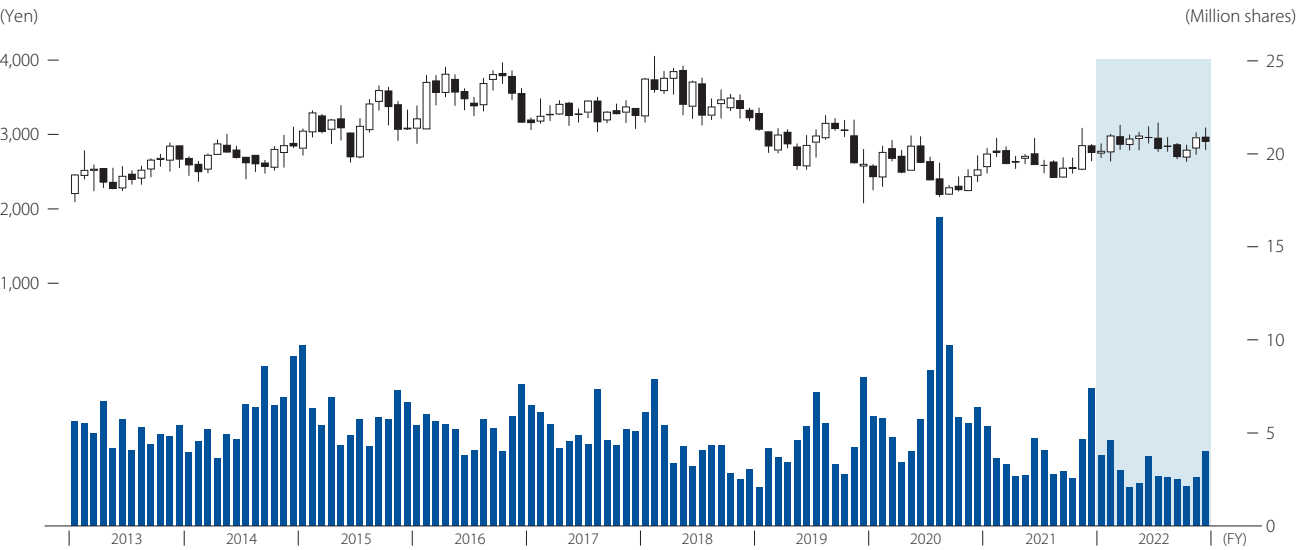
Stock Composition



Major Shareholders (Top 10)

Shareholder's Name	Number of Shares (thousands)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	9,182	11.50
Yoshimura Holdings Limited	4,700	5.88
SUMITOMO MITSUI BANKING CORPORATION	3,900	4.88
MUFG Bank, Ltd.	3,886	4.86
Custody Bank of Japan, Ltd. (Trust account)	3,124	3.91
Custody Bank of Japan, Ltd. (Portion entrusted to Sumitomo Mitsui Trust Bank, Limited under a saishintaku (re-entrustment) agreement/JFE Steel Corporation retirement benefits trust account)	3,003	3.76
NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	2,743	3.43
CHINA STEEL CORPORATION	2,000	2.50
SSBTC CLIENT OMNIBUS ACCOUNT	1,690	2.11
Maruichi Steel Tube Kyoei Shareholding Association	1,578	1.97

Stock Price and Trade Volume



● Corporate Information (as of April 1, 2023)

Corporate Name:	Maruichi Steel Tube Ltd.	Head Office:	29F Namba Skyo, 1-60, 5 Chome, Namba, Chuo-ku, Osaka-shi, Osaka 542-0076, Japan
Founded:	1913	Capital:	¥959,5152,375
Incorporated:	March 1, 1948	No. of Employees:	593 (Consolidated: 2,430)

■ Offices

Sapporo Office	151-5, Kyoei, Kitahiroshima-shi, Hokkaido 061-1112, Japan	+81-11-372-3136
Tokyo Office	25F KYOBASHI EDOGRAND, 2-2-1 Kyobashi, Chuo-ku, Tokyo 104-0031, Japan	+81-3-3272-5331
Nagoya Office	2-4, 1 Chome, Chitose, Atsuta-ku, Nagoya 456-0054, Japan	+81-52-651-7221
Osaka Office	29F Namba Skyo, 1-60, 5 Chome, Namba, Chuo-ku, Osaka-shi, Osaka 542-0076, Japan	+81-6-6643-5101
Hiroshima Office	3-72, Minami-myojinmachi, Kaita-cho, Aki-gun, Hiroshima 736-0055, Japan	+81-82-821-1901
Fukuoka Office	12F Nihonseimei Building, 2-1, 3 Chome, Hakata-ekimae, Hakata-ku, Fukuoka 812-0011, Japan	+81-92-411-1821
Pole Division	125, 2-Cho, Ishihara-cho, Higashi-ku, Sakai, Osaka 599-8102, Japan	+81-72-258-1858
Tokyo Pole Marketing Department	25F KYOBASHI EDOGRAND, 2-2-1 Kyobashi, Chuo-ku, Tokyo 104-0031, Japan	+81-6-6214-1001
Osaka Pole Marketing Department	125, 2-Cho, Ishihara-cho, Higashi-ku, Sakai, Osaka 599-8102, Japan	+81-72-258-1858

■ Plants

Tokyo Plant	11, 1-Chome, Shiohama, Ichikawa, Chiba 272-0127, Japan	+81-47-395-1201
Nagoya Plant	14, Kanaoka, Tobishima-mura, Ama-gun, Aichi 490-1445, Japan	+81-567-55-1101
Sakai Plant	16, Ishizu-nishimachi, Nishi-ku, Sakai, Osaka 592-8332, Japan	+81-72-241-0301
Takuma Plant	6883, Takuma, Takuma-cho, Mitoyo, Kagawa 769-1101, Japan	+81-875-83-3301
Sakai Pole Plant	125, 2-Cho, Ishihara-cho, Higashi-ku, Sakai, Osaka 599-8102, Japan	+81-72-258-1858
Kashima Pole Plant	3075-27, Shimasu, Itako, Ibaraki 311-2434, Japan	+81-299-64-6901

■ Consolidated Subsidiaries

Maruichi Kohan Ltd.	29F Namba Skyo, 1-60, 5-Chome, Namba, Chuo-ku, Osaka-shi, Osaka 542-0076, Japan	+81-6-6643-8101
Hokkaido Maruichi Steel Tube Ltd.	134-110, Aza Numanohata, Tomakomai, Hokkaido 059-1364, Japan	+81-144-55-3801
Kyushu Maruichi Steel Tube Ltd.	12, Meishihama, Nagasu-cho, Tamana-gun, Kumamoto 869-0111, Japan	+81-968-78-3711
Shikoku Maruichi Steel Tube Ltd.	2112-48, Takuma, Takuma-cho, Mitoyo, Kagawa 769-1101, Japan	+81-875-83-4135
Alpha Metal Co., Ltd.	850, Inamitsu, Miyawaka, Fukuoka 822-0144, Japan	+81-949-52-3355
Maruichi Stainless Tube Co., Ltd.	13-1, Chofuminato-machi, Shimonoseki-shi, Yamaguchi, 752-0953, Japan	+81-83-246-3781
Toyo Superior Steel Tube Works, Ltd.	7F Nishihommachi Intes, 3-10, 2-Chome, Nishi-Hommachi, Nishi-ku, Osaka-shi, Osaka 550-0005, Japan	+81-6-6532-4832
Maruichi American Corporation (MAC)	11529 Greenstone Avenue, Santa Fe Springs, CA 90670-4697, U.S.A.	+1-562-903-8600
Maruichi Leavitt Pipe & Tube, LLC (Leavitt)	1717W, 115th Street, Chicago, Illinois, 60643, U.S.A.	+1-773-239-7700
Maruichi Oregon Steel Tube, LLC (MOST)	8735 North Harborgate Street, Portland, Oregon, 97203-6363, U.S.A.	+1-503-737-1200
Maruichi Nebraska Tube, LLC (MNT)	1201 R Street, Geneva, Nebraska, 68361, U.S.A.	+1-402-759-4401
Maruichi Stainless Tube Texas Corporation (MST-X)	1621 8th Street, Seguin, TX 78155, U.S.A.	—
MARUICHIMEX S.A. de C.V. (Maruichimex)	Circuito Japon 112, 20355 San Francisco de los Romo, Aguascalientes, PO 20304, Mexico	+52-449-910-7046
Maruichi Sun Steel Joint Stock Company (SUNSCO)	DT743 Rd., Dong Tac Quarter, Tan Dong Hiep Ward, Di An City, Binh Duong Province, Vietnam	+84-274-3742777
Maruichi Sun Steel (Hanoi) Company Limited	Binh Xuyen Industrial Zone, Huong Canh Town, Binh Xuyen District, Vinh Phuc Province, Vietnam	+84-211-3582877
MARUICHI KUMA STEEL TUBE PRIVATE LIMITED (KUMA)	Plot No.27, Sector-2A, IMT Manesar, Gurgaon-122050 (Haryana), India	+91-124-4213059
MARUICHI PHILIPPINES STEEL TUBE INC. (MPST)	Phase 2B, B3, L2-B, Lima Technology Center, Brgy. Bugtong na Pulo, Lipa City, Batangas, Philippines 4217	+63-995-170-7539

■ Equity-method Affiliated Companies

Winning Investment Corporation (Taiwan), PT. Indonesia Steel Tube Works (ISTW/Indonesia), Seikei Steel Pipe Corporation, Maruichi Metal Product (Tianjin) Co., Ltd. (MMP/China) etc.

About Integrated Report 2023

In fiscal 2020, we published our first ESG Report, which contains non-financial information about our Company. This time, we combined this information with financial data and renewed the report's content to create a more three-dimensional picture of the Maruichi Steel Tube Group and clarify its whole global image and value creation story from the past to the future along a time/space axis. The intended audience of the Integrated Report is all stakeholders. For business partners, we present our mission as a manufacturer. For local communities where our factories and other facilities are located, we convey our commitment to harmonious coexistence. For investors, we present our future vision and measures to enhance our corporate value under changing business conditions. And for employees, we share our philosophy and our commitment to creating a vigorous and rewarding workplace together. We will continue working to enhance the content of our Integrated Report and disclose information in a timely and appropriate manner while deepening our engagement with stakeholders through various forms of dialogue.

Senior Managing Officer Shinichi Ishimatsu