

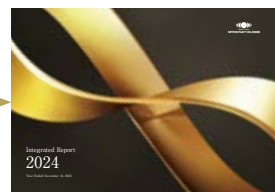
Information Disclosure Structure

Our Integrated Report presents our management approach and strategy as Asset Assembler with an emphasis on storytelling.

Supplementary case studies and basic information that complement the Integrated Report are available on our website and Investor Book.

Integrated Report

The Report explains our basic approaches, policies, and strategic stories to give investors a much clearer and deeper understanding of our Group.



Declaration of Authenticity

I am pleased to present the Integrated Report as we navigate through our third year as Asset Assembler. This Report meticulously compiles key information into a coherent and rational narrative, demonstrating how we leverage our platform to maximize EPS both in the short and long term. We also highlight the critical importance and advantages of our human capital, which forms the foundation of our sole mission of MSV, from various perspectives.

The creation of this Integrated Report has been a collaborative effort, involving close cooperation between our departments in Japan and overseas. It also included multiple consultations with our Board of Directors, including the Co-Presidents and the Board Chair. I affirm the

authenticity and sincerity with which this Report has been prepared.

In developing this Report, we have referenced the Integrated Reporting Framework by the IFRS Foundation, the Guidance for Collaborative Value Creation by the Ministry of Economy, Trade and Industry, the Intellectual Property and Intangible Assets Governance Guidelines by the Cabinet Office, and the SASB Standards, among others. Additionally, we have incorporated valuable input from our global investors.

We invite you to thoroughly review this Report and share your candid feedback. We hope that this Integrated Report will foster further engagement with our investors and assist us in achieving our MSV goals.

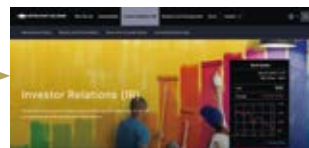
Yuichiro Wakatsuki

Director, Representative Executive Officer & Co-President

Website

Our website provides detailed and comprehensive content including information and data, as well as case examples in each region/market needed for a deep understanding of our Group.

Investor Relations (IR)



Key content

- Management Policy
- Reports and Presentations (Annual Securities Report (only available in Japanese), financial statements, etc.)
- Stock and Corporate Bonds
- Financial and ESG Data
- Information for Individual Investors (only available in Japanese)

Sustainability



Key content

- Sustainability Initiatives
- Innovation
- Environment
- Society
- Governance
- Sustainable Procurement
- ESG Library

» For financial and non-financial data from previous years, please refer to the "Financial and ESG Data" section on our website.

Investor Book

Investor Book provides basic information and data useful for investors who are looking into our Group for the first time.

Investor Book



Key content

Category		Content
M&A	M&A Strategy	M&A basic policy and track record (a tabulation of information about our key M&A deals including the year, region, business activities, market share and revenue growth of acquired companies, etc.)
	M&A information	Press releases, presentation materials, presentation summaries, Q&A summaries, and on-demand videos of investor briefing meetings
	Asset Management Report	Reports on the growth of each asset company since their acquisition and their most recent performance
Human capital	Human resources management	Basic approach, Management system, Human capital for sustained growth, Recruitment of a diverse range of human resources, and training of managers, Career management, Labor practices, Improvement of employee engagement
	Diversity, Equity, and Inclusion	Basic policy, Management system, Ensuring and enhancing diversity, work-life balance initiatives, Establishment of Working from Home System, Encouraging men to take childcare leave
	Human rights	Basic approach, Policy implementation structure, Due diligence in human rights, Establishment of a harassment help desk
	Human Resource Development Initiatives Aimed at MSV	Our path for reforming the mindset of employees, J-LFG Awards, Feedback from award winners
	Viewpoints of Independent Directors	Our Independent Directors provide their thoughts about our Company's appeal and challenges

Key content

Category		Content
M&A	Fundamental information about partner companies	Company overview, performance trends, sales composition, market share, SWOT analysis
	The list of major brands	Major brands of each partner company