

Financial Results Briefing Materials

for the Fiscal Year Ended December 31, 2025

February 16, 2026

Management Solutions Co., Ltd.

Security Code: 7033

1. Executive Summary for FY2025
2. Performance Highlights for FY2025
3. Full-Year Forecasts and Shareholder Returns Policy for FY2026
4. Data Book
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***All amounts presented in these financial results briefing materials have been rounded down.
*Due to a change in the fiscal year-end, the fiscal year ended December 31, 2024, was a 14-month period. For that reason, year-on-year comparisons may use the same period of the previous fiscal year for reference figures.**

1

Executive Summary for FY2025

Executive Summary for FY2025

Net sales

¥23,066 million
(YoY +14.0%)*1

Record high

Operating income

¥2,742 million
(YoY +7.1%)*1

Record high

No. of consultants hired

Mid-career hires **268***2
New graduates **120***3

No. of customers

More than
200 companies

Overview (1)

Record highs for full-year net sales and operating income

Overview (2)

No. of consolidated employees topped **1,600**, while maintaining a retention rate for new graduates of **more than 80%**

Overview (3)

Winning new customers, primarily among JPX-Nikkei 400 companies. **No. of customers exceeds 200 companies**

Going forward, we plan to select and concentrate on key customers by leveraging our solid customer base

*1: The change from an October to a December year-end in FY2024 resulted in a full-year irregular settlement of 14 months, and the figures used for year-on-year comparisons are the actual results for January-December 2024, provided for reference only.

*2: In addition to those at the Company, the number of mid-career consultant hires includes those employed by MSOL Digital and in China, but not those employed by Tetra Communications.

*3: Number assigned as consultants out of the 132 new graduate hires.

Executive Summary for 4Q FY2025

Net sales

¥6,084 million
(YoY +10.5%)*1

Record high

Operating income

¥930 million
(YoY +44.6%)*1

Record high

No. of mid-career consultant hires

43*2

268 per year

Rate of growth in no. of inquiries

+23.5%

Overview (1)

Even on a quarterly basis, both net sales and operating income reached record highs

Overview (2)

Hired 43 people despite labor shortages and intensifying competition for talent. Achieved recruitment of 268 vs target of 250 per year

Overview (3)

By managing sales department behavior and rapidly executing account strategies, we succeeded in deepening relationships with existing customers and winning new customers

*1: The change from an October to a December year-end in FY2024 resulted in a full-year irregular settlement of 14 months, and the figures used for year-on-year comparisons are the actual results for January-December 2024, provided for reference only

*2: In addition to those at the Company, the number of mid-career consultant hires includes those employed by MSOL Digital and in China, but not those employed by Tetra Communications

Three Turning Points for Sustainable Growth:

Accelerating the Democratization of PM and Market Cultivation

Evolution of PROEVER Business

- **Spin-off Study:**
Realizing "AI EPMO" for faster decision-making.
- **Global Presence:**
First Japanese exhibitor at PMI Global Summit 2025.
- **Joined Microsoft AI Cloud Partner Program:**
Aiming to further enhance platform convenience and reliability.

Accelerate AI & Global Growth

Top Choice for Students

- **Ranking 95th:**
Entered the Top 100 of Toyo Keizai Online's "Employment Popularity Rankings" (Class of 2027, early stage).
- **Brand:**
The MSOL brand is permeating among students as an attractive career path on par with consulting, finance, and IT.
- **Talent:**
Investing in human capital to secure long-term delivery.

Enhance Recruitment Brand

National-Level Projects

- **Defense Sector:**
Started providing PMO support for complex and large-scale defense domains.
- **Public Impact:**
Management partner for critical national infrastructure.
- **Portfolio:**
Diverse service range to ensure economic resilience.

Entry into the Defense Industry

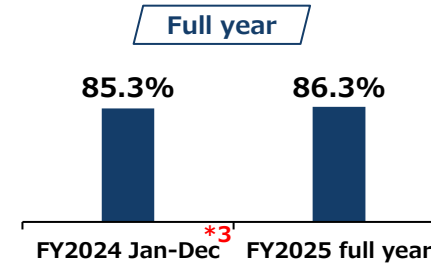
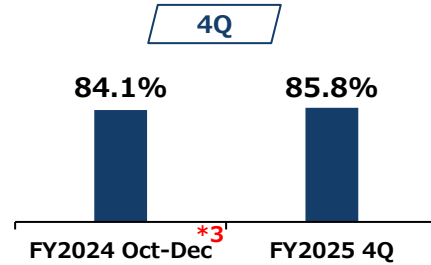
Main KPIs for 4Q/Full Year FY2025 (PM Business)

- Both operating rate and unit prices were stable, and number of consultants rose according to plan
- Established stable PMO supply structure by balancing HR development and maintenance of quality, strengthening foundation for sustainable growth

Operating rate (%)

Contracted man-hours per PMO consultant

$$\frac{\text{Total contracted operating manhours (man-months)}}{\text{Total PMO consultant man-hours = no. of consultants}^{*1}}$$

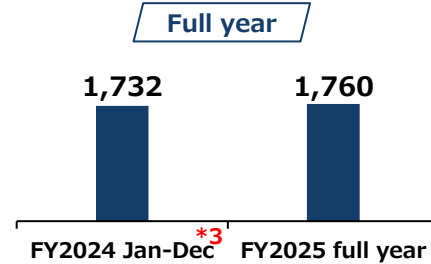
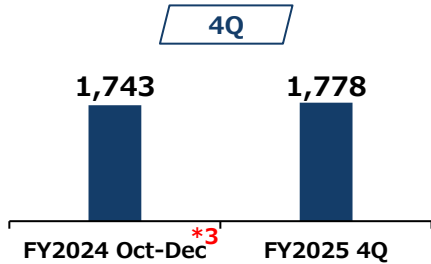


- Employee education efforts aimed at improving quality bore fruit
- Strengthened sales in preparation for early assignments for mid-career/new graduate hires

Average unit price (thousand yen)

Average monthly unit price charged per PMO consultant

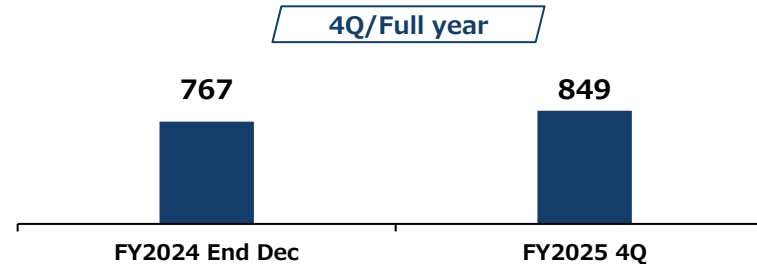
$$\frac{\text{Net sales per PMO consultant (monthly)}}{\text{Total contracted operating manhours (man-months)}^{*2}}$$



- Proportion of younger career bands (CB) has increased following rise in new-graduate recruitment in recent years, but sales activities have borne fruit
→ **FY2030: steady progress towards average unit price of ¥2 million**
- Unit price for key consultants (PMA/PMC) exceeds ¥2 million

No. of PMO consultants

The number of consultants employed in the PMO business of the MSOL parent as of the end of the fiscal year^{*1}



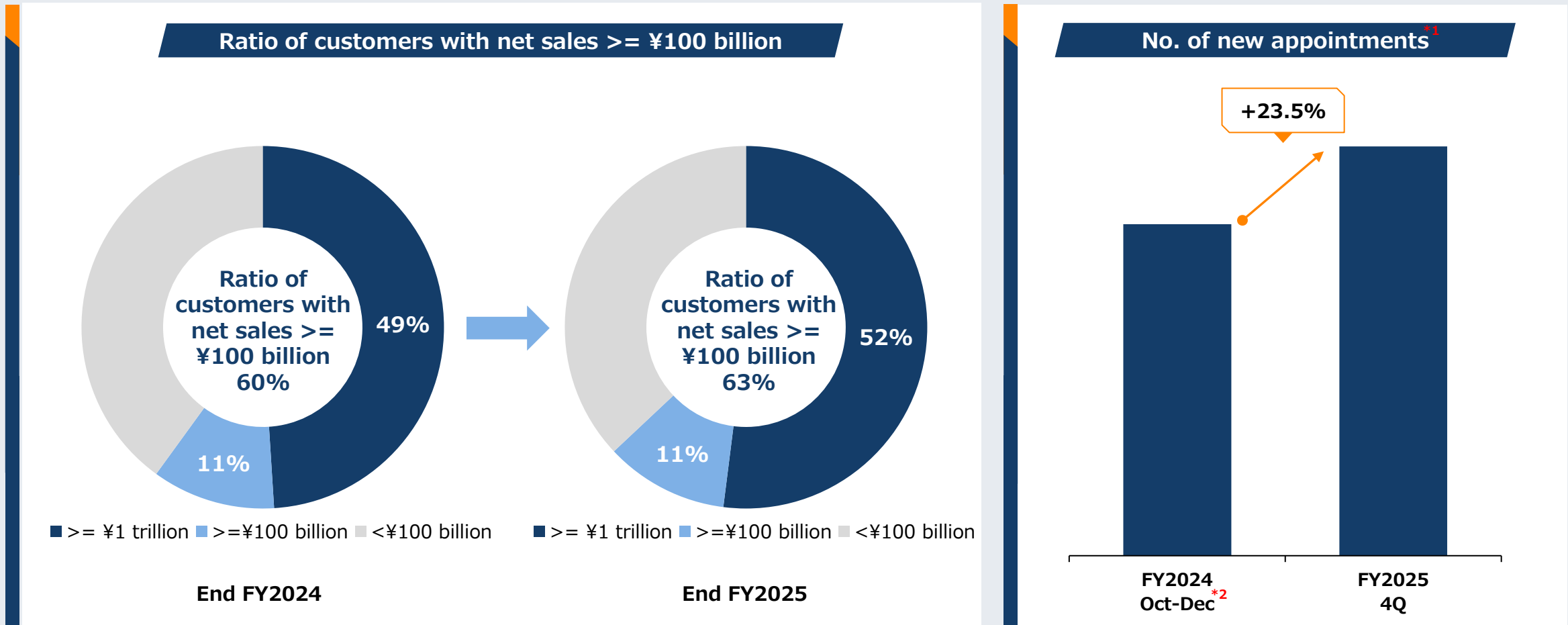
- Recruitment proceeded more or less as planned, and hired 353 PMO consultants for full year (**240 mid-career hires, 113 new graduate hires**)
- Strengthened consultant supply structure in terms of both quality and quantity through systematic hiring activities, establishing a more robust foundation for growth

*1: Number of employees as of December 31. Excludes those taking leave, new graduates, managers, and general administrative department staff (from June of the year of joining the Company to April of the following year for new graduates).

*2: Excludes new graduates, managers, and general administrative department staff (from June of the year of joining the Company to April of the following year for new graduates).

*3: Due to the change to a December year-end in FY2024, the figures used for year-on-year comparisons are the actual results for October-December 2024 for 4Q, and January-December 2024 for full year, provided for reference only.

- Ratio of customers with net sales of ¥100 billion or more increased to 63%, building a stable customer base
- No. of new appointments also rose steadily, generating opportunities for business inquiries, mainly with large companies



*1: A later stage in the sales process in which a business proposal based on an inquiry is ready to be made to a potential customer.

*2: Due to the change to a December year-end in FY2024, the figures used for year-on-year comparisons are the actual results for October-December 2024, provided for reference.

Solid Customer Base Consisting Mainly of JPX-Nikkei 400 Companies



*Only the companies for which permission has been received are listed

Automotive



Finance

Megabanks
Multiple major banks

Infrastructure



Other



ICT

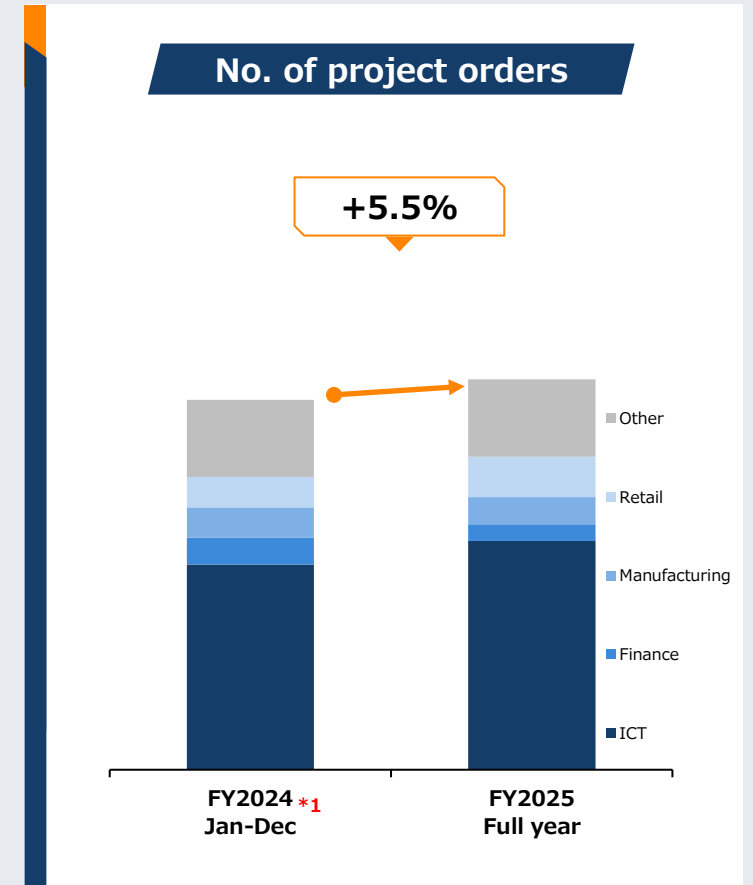
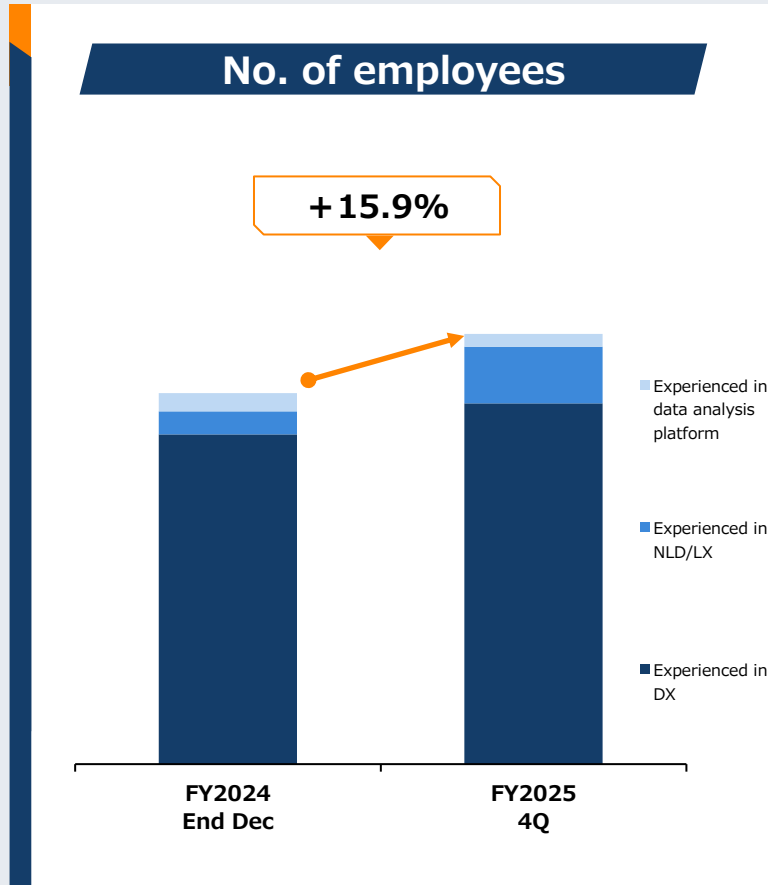
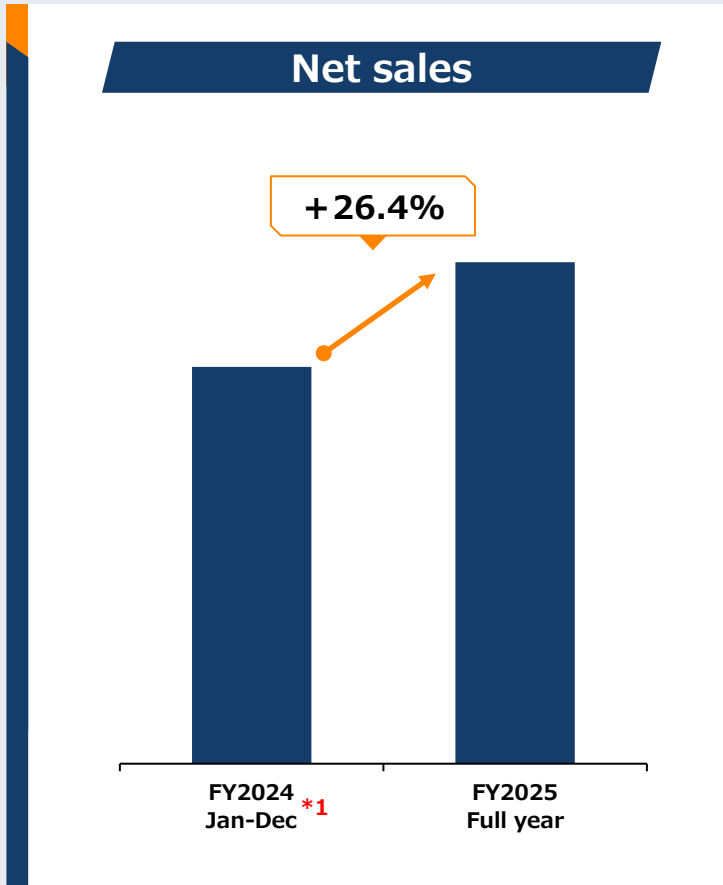


Manufacturing



MSOL Digital Recorded Satisfactory Increases in Both Orders and Sales

- Year-on-year growth in net sales reached 26.4%
- Aim to continue growing orders in FY2026 on the strength of platform development for data analysis using AI



*1: Due to the change to a December year-end in FY2024, the figures for the previous fiscal year are the actual results for January-December 2024, provided for reference only.

2

Performance Highlights for FY2025

Consolidated Income Statement

- Revenue increased due to the shift to larger projects at existing customers, consisting mainly of JPX-Nikkei 400 companies, and the winning of new customers
- Higher profit despite strengthened recruitment and proactive shareholder returns

(Million yen)	FY2025				
	1Q	2Q	3Q	4Q	Full year (total)
Net sales	5,604	5,545	5,832	6,084	23,066
Gross profit	2,374	2,263	2,412	2,530	9,581
(Gross profit margin)	42.4%	40.8%	41.4%	41.6%	41.5%
SG&A	1,535	1,958	1,745	1,599	6,839
(SG&A ratio)	27.4%	35.3%	29.9%	26.3%	29.6%
Operating income	838	305	667	930	2,742
(Operating margin)	15.0%	5.5%	11.5%	15.3%	11.9%
Profit	570	176	441	629	1,817

FY2024		
Jan-Dec cumulative (January-December 2024)*1	Change	Change %
20,240	2,826	14.0%
8,375	1,205	14.4%
41.4%	-	0.2P
5,814	1,024	17.6%
28.7%	-	0.9P
2,561	181	7.1%
12.7%	-	-0.8P
1,854	-36	-2.0%

*1: Due to the change to a December year-end in FY2024, the figures for the previous fiscal year are the actual results for January-December 2024, provided for reference only.

Cumulative Details of SG&A Expenses

- Steady-state expenses are rising in line with the scale of the business (personnel and system expenses)
- Strategic investment expenses consist of investments in human capital, mainly in PMO recruitment, and growth investments in the PROEVER business
- Expenses associated with shareholder returns are being recorded following the launch of the shareholder benefit system

(Million yen)	FY2024 January- December 2024 ^{*1}	FY2025 January- December 2025	YoY	Comment
Steady-state expenses	4,157	4,855	16.8%	
	20.5%	21.1%		
Personnel	2,194	2,532	15.4%	Due to an increase in new graduate employees ^{*2} and in sales personnel, in line with business expansion
Land and building rent	501	532	6.4%	
Other	1,462	1,790	22.5%	Systems expenses arising from increase in employees, efficiency improvements, strengthening of sales, etc.
Strategic investment expenses	1365	1,587	16.3%	
	6.7%	6.9%		
Hiring and training	1,011	1,203	18.9%	
PROEVER (system/development-related expenses)	206	311	50.9%	Accelerated development ahead of official launch of new version in January 2026
Advertising	146	73	-50.1%	
Shareholder returns	-	58	-	Shareholder benefits are issued based on a record date of June 30
	-	0.3%		
Non-cash expenses	292	336	15.2%	Amortization (depreciation/goodwill amortization)
	1.7%	1.5%		
Total SG&A	5,814	6,839	17.6%	

*1: Due to the change to a December year-end in FY2024, the figures for the previous fiscal year are the actual results for January-December 2024, provided for reference only.

*2: SG&A expenses recorded only in April and May.

Consolidated Income Statement (4Q Comparison)

- Solid performance with year-on-year growth in sales and at all levels of profits
- Despite continued proactive investments in PROEVER, SG&A expenses were controlled in 4Q resulting in operating income up 44.6% YoY

(Million yen)	FY2024 ^{*1} (October-December 2024)	FY2025 (October-December 2025)	YoY
Net sales	5,505	6,084	10.5%
Gross profit	2,222	2,530	13.9%
(Gross profit margin)	40.4%	41.6%	
SG&A	1,578	1,599	1.3%
(SG&A ratio)	28.7%	26.3%	
Operating income	643	930	44.6%
(Operating margin)	11.7%	15.3%	
Profit	589	629	6.7%

*1: Due to the change to a December year-end in FY2024, the figures for the previous fiscal year are the actual results for October-December 2024, provided for reference only.

Sales and Gross Profit by Business Area

- Sales/gross profit grew in all areas
- In particular, Digital area achieved growth in net sales of 25.3%

(Million yen)		FY2025					FY2024		
		1Q	2Q	3Q	4Q	Full year (total)	Jan-Dec cumulative (January-December 2024) *1	Change	Change %
PMO area	Revenue	4,791	4,692	4,939	5,163	19,586	17,399	2,188	12.6%
	Gross profit	2,179	2,057	2,151	2,262	8,651	7,774	878	11.3%
	(Gross profit margin)	45.5%	43.9%	43.6%	43.8%	44.2%	44.7%	-	▲0.5P
Digital area	Revenue	842	862	911	968	3,584	2,861	723	25.3%
	Gross profit	187	203	242	247	880	644	236	36.7%
	(Gross profit margin)	22.2%	23.6%	26.6%	25.5%	24.6%	22.5%	-	+2.0P
Other area	Revenue	32	40	47	36	157	154	3	2.2%
	Gross profit	18	14	27	25	85	-19	104	-
	(Gross profit margin)	56.5%	36.0%	57.1%	68.2%	54.2%	-	-	-
Consolidation elimination	Revenue	-61	-50	-65	-84	-261	-174	-88	-
	Gross profit	-10	-11	-8	-4	-35	-23	-12	-
	(Gross profit margin)	-	-	-	-	-	-	-	-
Total	Revenue	5,604	5,545	5,832	6,084	23,066	20,240	2,827	14.1%
	Gross profit	2,374	2,263	2,412	2,530	9,581	8,375	1,207	14.4%
	(Gross profit margin)	42.4%	40.8%	41.4%	41.6%	41.5%	41.4%	-	+0.2P

*1: Due to the change to a December year-end in FY2024, the figures for the previous fiscal year are the actual results for January-December 2024, provided for reference only.

Consolidated Balance Sheet

- Despite proactive shareholder returns (dividends ¥488 million, share repurchases ¥947 million), equity ratio was 67.7%, maintaining a sound financial position

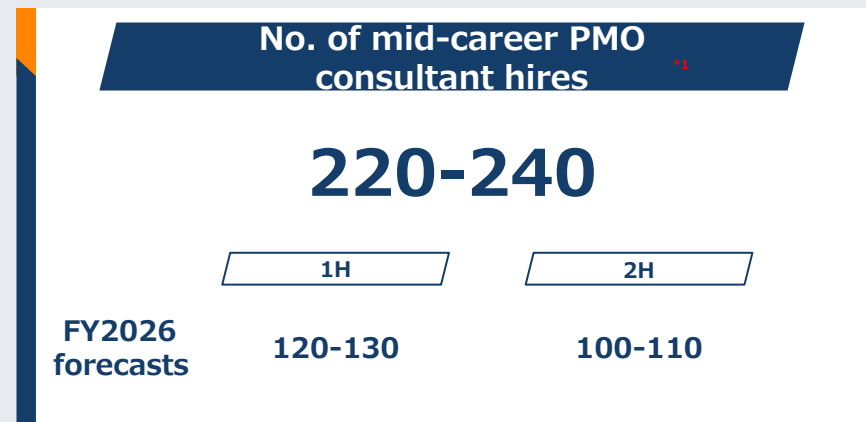
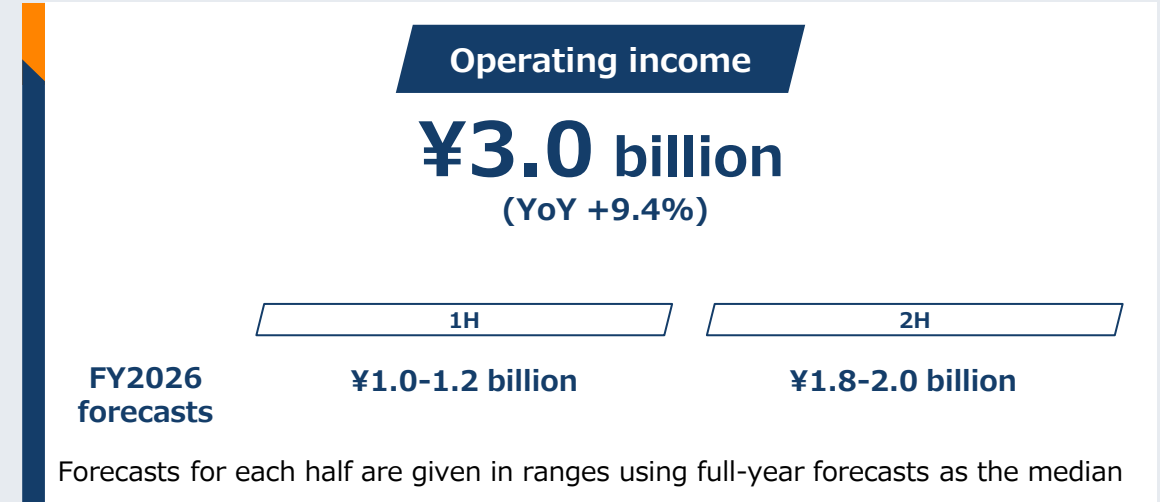
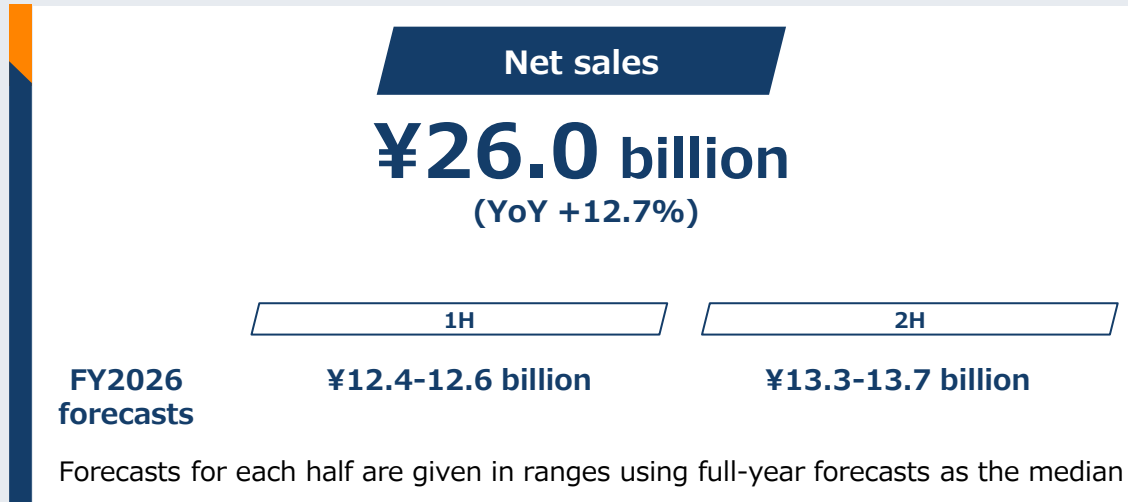
(Million yen)	FY2024 December 31, 2024	FY2025 December 31, 2025	YoY
Total assets	7,817	8,742	+925
Current assets	5,975	6,946	+970
(of which cash and deposits)	2,812	3,109	+296 (of which dividend payments -488)
Noncurrent assets	1,842	1,796	-45
Liabilities	2,204	2,695	+490
Current liabilities	2,075	2,509	+434
Noncurrent liabilities	129	185	+56
Net assets	5,612	6,047	+434
Equity ratio	70.4%	67.7%	-2.7%

3

Full-Year Forecasts and Shareholder Returns Policy for FY2026

Full-Year Forecasts for FY2026

- Expecting continued strong demand for PMO, **sales of ¥26.0 billion, operating income of ¥3 billion, and sales growth of 12.7**
- ¥400 million investment in PROEVER (+28.4% from FY2025), AI investments accelerating with release of new version



*1: No. of consultants employed in the PMO business of the MSOL parent as of the end of the fiscal year (for details of definitions refer to data book)

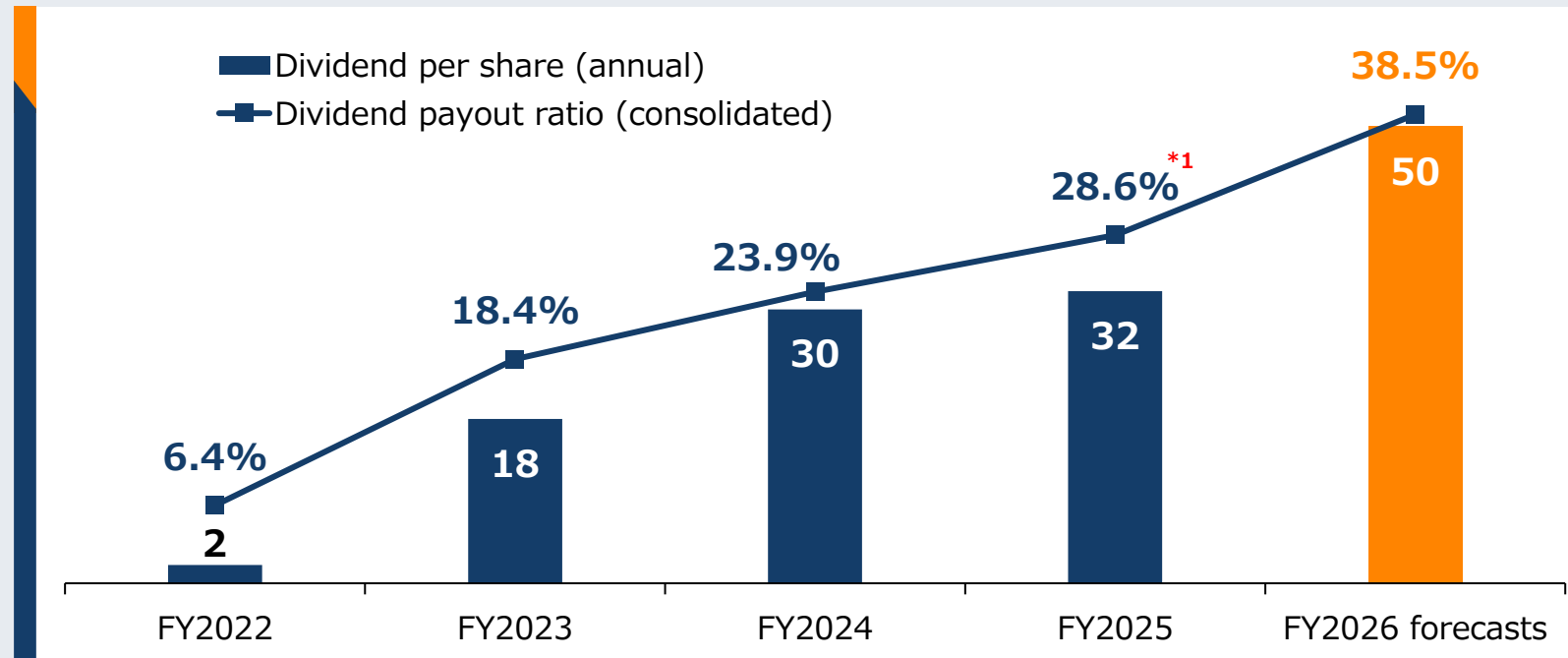
■ Share repurchases

Policy is to execute with flexibility after taking into account liquidity, share price and other factors (FY2025 results for reference: ¥947 million and 600,000 shares)

■ Dividend

Dividend per share for FY2026 scheduled to rise from ¥32 to ¥50

→Aiming for a dividend payout ratio of 50% over the medium term



*1: If compared after excluding FY2025's extraordinary losses, FY2025 dividend payout ratio was 27.7%.

- Shareholder benefits resumed in FY2025, and planning to continue in FY2026 (record date of June 30)

Shareholder benefit yield of **up to 2.5%*1**


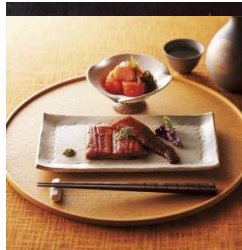


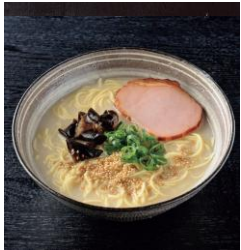





Premium Yutai Club

Shareholder benefit points are awarded in proportion to the number of shares held

Number of shares held	Number of points awarded
100 - 199 shares	✦ 2,000 points
200 - 299 shares	✦ 6,000 points
300 - 399 shares	✦ 9,000 points
400 - 499 shares	✦ 12,000 points
500 - 599 shares	✦ 14,000 points
600 - 699 shares	✦ 16,000 points
700 - 999 shares	✦ 18,000 points
1,000 - 4,999 shares	✦ 20,000 points
5,000 - 9,999 shares	✦ 30,000 points
10,000 - 99,999 shares	✦ 40,000 points
100,000 shares or more	✦ 50,000 points

Examples of shareholder benefit products

- Points can be exchanged for a variety of products -

30,000 points -	20,000 points -	14,000 points -	9,000 points -	6,000 points -
<p>Examples of products offered to those holding at least 5,000 shares</p>  <p><Delicious Japanese cuisine> Ise crayfish Japanese/Western-style cuisine, 5 varieties</p>	<p>Examples of products offered to those holding 1,000-4,999 shares</p>  <p><Uosaburo> Grilled eel in sweet sauce, 60g×6, and cod roe set, 235g×2</p>	<p>Examples of products offered to those holding 500 - 599 shares</p>  <p>Cod marinated in saikyo-style miso or mirin, 700g</p>	<p>Examples of products offered to those holding 300 - 399 shares</p>  <p><Tokyo, Hayashi Fruits> Assortment of domestically made honey jams</p>	<p>Examples of products offered to those holding 200 - 299 shares</p>  <p><Umamen> Kyushu ramen set: 18 portions</p>
 <p>Assorted dishes Variety set, 21 portions</p>	 <p>Specially selected Chiya beef sukiyaki or shabu-shabu, 700g</p>	 <p>Wagyu giblest stew / Berkshire pork gyoza set 3-4 portions</p>	 <p>Hokkaido soup set 3 types, 13 items in total</p>	 <p>Orange-topped chocolate cake made with Kikai muscovado sugar, produced by Omotesando's Cafe Le Pommier</p>

*1: Converted at rate of 1 point = 1 yen, calculated using closing price of February 13, 2026

4

Data Book

Non-financial KPIs

(People)	FY2022				FY2023				FY2024					FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	5Q	1Q	2Q	3Q	4Q
No. of consolidated employees <small>(*1)</small>	598	754	862	867	944	1,063	1,070	1,084	1,171	1,341	1,338	1,390	1,402	1,428	1,596	1,624	1,621
No. of consultants <small>(*1, *2, *3)</small>	476	638	729	735	791	897	894	901	936	980	1,062	1,105	1,116	1,132	1,276	1,302	1,298
No. of mid-career consultant hires <small>(*4)</small>	62	186	291	305	85	157	189	214	108	197	239	315	344	72	155	225	268

*1: Headcount at the end of each quarter (not including temporary employees).

*2: In addition to those at the Company, the number of consultants includes those employed by MSOL Digital and MSOL China, but not those employed by Tetra Communications. Moreover, new graduates are included in the number of consultants from June each year (from 3Q up to the fiscal year ended December 31, 2024, and from 2Q for the fiscal year ended December 31, 2025).

*3: In January 2024 we moved a total of 40 individuals to the Company's newly established Sales Division, the sales and administration department of the Company and MSOL Digital (as a result of the spin-off), and others.

*4: Cumulative figures of mid-career hires added during the fiscal year under review within the consultants defined in 2 above.

Income Statement (Quarterly)

(Million yen)	FY2022			FY2023			FY2024							FY2025				
	1H	2H	Full year	1H	2H	Full year	1Q	2Q	3Q	4Q	5Q	Full year	Reference Jan-Dec	1Q	2Q	3Q	4Q	Full year
Net sales	5,204	6,795	12,000	8,033	8,897	16,931	4,513	4,753	5,008	5,251	3,745	23,273	20,240	5,604	5,545	5,832	6,084	23,066
Gross profit	1,970	2,259	4,229	2,938	3,398	6,337	1,791	1,934	2,140	2,226	1,489	9,582	8,375	2,374	2,263	2,412	2,530	9,581
(Gross profit margin)	37.9%	33.2%	35.2%	36.6%	38.2%	37.4%	39.7%	40.7%	42.8%	42.4%	39.8%	41.2%	41.4%	42.5%	40.8%	41.4%	41.6%	41.5%
SG&A	1,750	1,744	3,494	2,136	1,993	4,130	1,486	1,393	1,391	1,464	1,041	6,776	5,814	1,535	1,958	1,745	1,599	6,839
Personnel	317	374	691	539	593	1,132	462	539	570	530	387	2,489	2,194	571	709	624	626	2,532
Hiring and training	624	481	1,105	533	231	764	426	233	182	306	139	1,287	1,011	247	374	345	236	1,203
Advertising	127	73	201	47	63	110	16	29	40	31	38	155	146	30	25	12	4	73
Non-cash expenses	61	86	147	99	148	248	65	67	68	76	46	323	292	86	81	89	79	336
Operating income	219	514	734	801	1,405	2,207	304	541	749	761	449	2,805	2,561	838	305	667	930	2,742
(Operating margin)	4.2%	7.6%	6.1%	10.0%	15.8%	13.0%	6.7%	11.4%	15.0%	14.5%	12.0%	12.1%	12.7%	15.0%	5.5%	11.5%	15.3%	11.9%
Profit	141	390	532	565	1,070	1,635	193	369	515	636	368	2,083	1,854	570	176	441	629	1,817

* In the table above, 1Q to 4Q for FY2024 and before are defined based on an October year-end, and the months included are different from those of FY2025 (e.g., 1Q in FY2024 and before consisted of November to January, while 1Q for FY2025 consisted of January to March).

* Due to the irregular settlement, the fifth quarter of the fiscal year ended December 31, 2024, was a two-month period consisting of November and December only.

Profit and Loss by Business Area (Quarterly)

(Million yen)	FY2023			FY2024							FY2025				
	1H	2H	Full year	1Q	2Q	3Q	4Q	5Q	Full year	Reference Jan-Dec	1Q	2Q	3Q	4Q	Full year
Net sales	8,033	8,897	16,931	4,513	4,753	5,008	5,251	3,745	23,273	20,240	5,604	5,545	5,832	6,084	23,066
PMO area	6,949	7,628	14,578	3,903	4,165	4,390	4,536	3,079	20,074	17,399	4,791	4,692	4,939	5,163	19,586
Digital area	1,106	1,344	2,451	641	625	649	715	678	3,311	2,861	842	862	911	968	3,584
Other area	21	25	46	12	20	27	36	24	122	154	32	40	47	36	157
Consolidation elimination	-43	-100	-144	-43	-58	-59	-37	-36	-235	-174	-61	-50	-65	-84	-261
Gross profit	2,938	3,398	6,337	1,791	1,934	2,140	2,226	1,489	9,582	8,375	2,374	2,263	2,412	2,530	9,581
PMO area	2,747	3,115	5,862	1,680	1,822	1,984	2,019	1,326	8,833	7,774	2,179	2,057	2,151	2,262	8,651
Digital area	204	302	507	118	139	152	178	155	743	644	187	203	242	247	880
Other area	-9	7	-2	0	2	7	11	13	35	-19	18	14	27	25	85
Consolidation elimination	-3	-26	-30	-7	-29	-3	16	-5	-29	-23	-10	-11	-8	-4	-35

* In the table above, 1Q to 4Q for FY2024 and before are defined based on an October year-end, and the months included are different from those of FY2025 (e.g., 1Q in FY2024 and before consisted of November to January, while 1Q for FY2025 consisted of January to March).

* Due to the irregular settlement, the fifth quarter of the fiscal year ended December 31, 2024, was a two-month period consisting of November and December only.

■ Main KPIs are measured using the following definitions

Definitions/Measurement methods



Operating rate

**Contracted man-hours
per PMO consultant**

$$\frac{\text{Total contracted operating manhours (man-months)}}{\text{Total PMO consultant man-hours = no. of consultants}}$$

- * Does not include those taking leave
- * Excludes new graduates, managers, and general administrative department staff
(From June of the year of joining the Company to April of the following year for new graduates)



Average unit price

**Average monthly unit price
charged per PMO consultant**

$$\frac{\text{Net sales per PMO consultant (monthly)}}{\text{Total contracted operating manhours (man-months)}}$$

- * Excludes new graduates, managers, and general administrative department staff
(From June of the year of joining the Company to April of the following year for new graduates)



No. of PMO consultants

**The number of consultants
employed in the PMO
business of the MSOL
parent as of the end of the
fiscal year**

- * Does not include those taking leave
- * Excludes new graduates, managers, and general administrative department staff
(From June of the year of joining the Company to April of the following year for new graduates)

(Reference Information)

Management Indicators Related to Capital Costs and Share Price

- ROE was 31.5% in FY2025, exceeding the cost of capital with room to spare
- EPS grew despite the recording of an extraordinary loss of ¥88 million, thanks to share repurchases

	FY2021 4Q cumulative	FY2022 4Q cumulative	FY2023 4Q cumulative	FY2024 ^{*3} 4Q cumulative	FY2025 4Q cumulative
Indicator trends					
Period-end BPS after split adjustment	137	156	254	315	376
PBR ^{*1}	24.7	18.8	10.2	6.1	3.7
EPS	40.9	31.1	97.7	103.0	111.9
PER ^{*1}	83.2	94.5	26.5	18.6	12.3
Cost of capital (target) ^{*2}	8-12% range				
ROE	35.2%	21.3%	47.7%	36.5%	31.5%
Period-end share price (after adjustment; yen)	3,400	2,939	2,589	1,915	1,377
Main financial indicators (million yen)					
Net sales	7,359	12,000	16,931	19,527	23,066
Profit attributable to owners of parent	678	517	1,620	1,705	1,798
Net assets at end of period (excluding non-controlling interests)	2,284	2,583	4,206	5,134	5,918
Period-end equity capital	2,284	2,583	4,206	5,134	5,918
Average equity capital	1,925	2,434	3,395	4,670	5,710

*1: Ratio calculated based on period-end share price.

*2: Target based on "Report of the Study Group on Improvement of Sustainable Corporate Value and Human Capital" and shareholder expectations.

*3: FY2024 had a 14-month settlement period, but fourth-quarter cumulative figures are shown for comparison.

5

Appendix

Company Profile

Company Name	Management Solutions Co., Ltd. (TSE Prime: 7033)
Company Abbr.	MSOL
Date Established	July 2005
Nature of Business	Management Consulting, Project Management Execution Support, Project Management Training
HQ Location	Midtown Tower 29F, 9-7-1 Akasaka, Minato-ku, Tokyo
Branch Office	Chubu Branch: JP Tower Nagoya 15F, 1-1-1 Meieki, Nakamura-ku, Nagoya, Aichi Kansai Branch: JP Tower Osaka 18F, 3-2-2 Umeda, Kita-ku, Osaka, Osaka
Subsidiary Companies	MSOL Digital Co., Ltd. TETRA communications Inc. MSOL Inc. (US) Management Solutions (Shanghai) Co., Ltd.
Group Employees	1,621 (as of December 31, 2025)
Professional Memberships	Japan Business Federation (Keidanren), PMI Japan Branch, Japan Users Association of Information Systems
Corporate Website	https://www.msols.com

Company Profile



Brand Purpose

Moving the world through management.

Mission

**Contribute to society's happiness
through management**

Vision

**To become a management platform for
society that combines people and
technology for promoting organizational
change, value creation, and personal growth**

Materials for new investors summarizing fundamental information on business model, growth strategy, and other aspects of the Company are available on the IR website

Materials for new investors: list of contents

- 01 Company Profile
- 02 Value of PMO Provided by MSOL
- 03 Framework and Scope of MSOL's PMO Services
- 04 MSOL's Human Resource Development
- 05 Expansion of the PMO Market
- 06 About the AI Tool "PROEVER"
- 07 Medium-term Management Plan Beyond1000
- 08 Shareholder Status and Shareholder Returns Policy
- 09 Appendix
- 10 Case study

Materials for new
investors



Establishment of safe and secure childbirth/childcare leave system

- The Company supports the establishment of a safe and secure childbirth/childcare leave system through various measures
- Such indicators as the ratio of employees taking childbirth and childcare leave, and of people returning to work after childbirth and childcare, all exceed the national average

By adding pre-childbirth support and support for returning to work to the childcare leave system, we provide powerful backup for employee work styles.

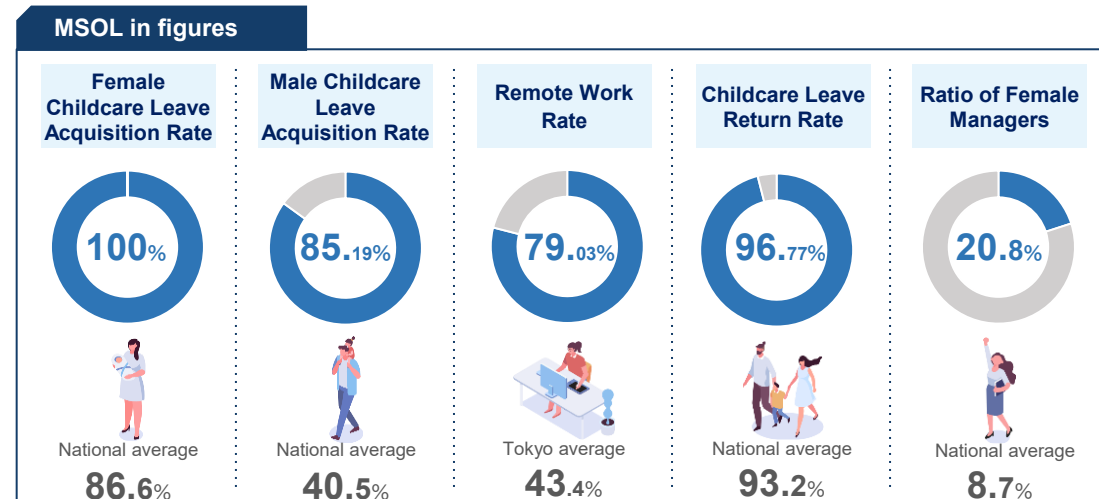
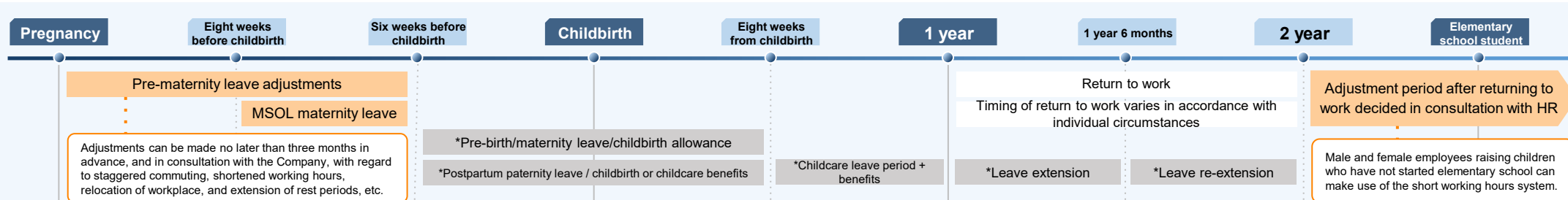
System for providing support from childbirth to childcare

In addition to public systems, MSOL assists families through the following support systems before and after childbirth.

Pre-maternity leave adjustments	During pregnancy, employees may consult with the Company to adjust their working hours, working location, and rest periods, etc.
Maternity leave period	To ensure peace of mind for those facing childbirth, maternity leave of eight weeks (two weeks more than the statutory requirement) may be taken (MSOL maternityleave).
Maternity gift payment	Received when returning to work.
Short working hours system	Work styles that place restrictions on working hours are possible. (Male and female employees raising children who have not started elementary school are eligible) Furthermore, this system can also be applied to nursing care for close relatives.
Child allowance	Paid until children graduate from middle school.
Babysitter system	The All Japan Childcare Services Association (ACSA) subsidy program for those in need of babysitting support is applicable when employees attend training.

Example work styles

Legend: MSOL Public system



Source: Ministry of Health, Labour and Welfare, "FY2024 Basic Survey of Gender Equality in Employment." Childcare leave return rate is based on FY2023 data. Tokyo Metropolitan Government "Telework Implementation Survey (March 2024)" released on April 10, 2024. MSOL Actuals as of December 2025.



Division	Industry	Project details
Energy/ infrastructure	Electricity/ gas	<ul style="list-style-type: none"> • OJT support for major energy company, delivered through project management training and support for implementing PMO • Support for creating guide to project management standards for major energy company
Manufacturing	Manufacturing/ pharmaceuticals	<ul style="list-style-type: none"> • Support for national government-level strategic project responsible for core aspects of defense/space industry • Support for company-wide transformation project at major manufacturer, combining business process reform and core system upgrades
Enterprise/ global	Materials (Nonferrous metals)	<ul style="list-style-type: none"> • Overall supervisory management of company-wide DX strategy (strategy formulation, support for internal reforms/program management) • Support for implementation and embedding of “self-propelling” project management in R&D division
	Electrical machinery	<ul style="list-style-type: none"> • Strengthening of organizational management in development division (creation of organizational roadmap, program management) • Promotion of SoE global integration/upgrade program (project launch, project management)
Automotive	Parts manufacturer	<ul style="list-style-type: none"> • Support for cross-departmental PMO for major software development • Building of charging infrastructure for electric vehicles
Retail	Retail	<ul style="list-style-type: none"> • E-commerce site rebuilding project • Building of structures to strengthen IT management within the organization
Finance/ communication	Finance	<ul style="list-style-type: none"> • Support for executing PMO for project to renew platform for core system
	Communication	<ul style="list-style-type: none"> • Support for organizing PMO at systems development division for corporate customers • PMO support for project involving building of new internal cloud

Energy/infrastructure

Reprint same as previous

Issues

Loss of control caused by failure to develop management and lack of understanding of management standards on the part of inexperienced project managers. Frequent postponements and failures.

Proposal and outcomes

Raised awareness of the importance of management and visualization, encouraged the embedding of skills through practical study sessions.

Previously

Frequent delays and failures at concept planning stage

Standards exist but lack of clarity about operational methods leads to over management

Lack of IT and management skills among employees makes control difficult

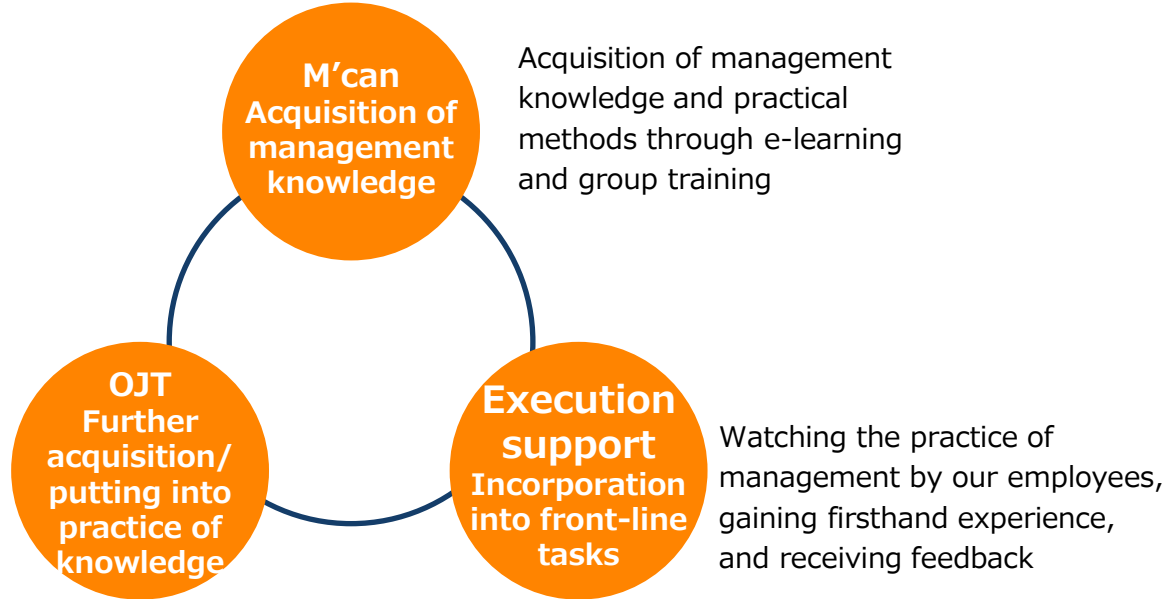
No development program, management becomes dependent on individual expertise



After support

Development of human resources with required management skills through a combination of M'can, OJT, and execution support

Creating study sessions, problem investigation meetings, and other venues for learning in parallel with M'can study



Manufacturing

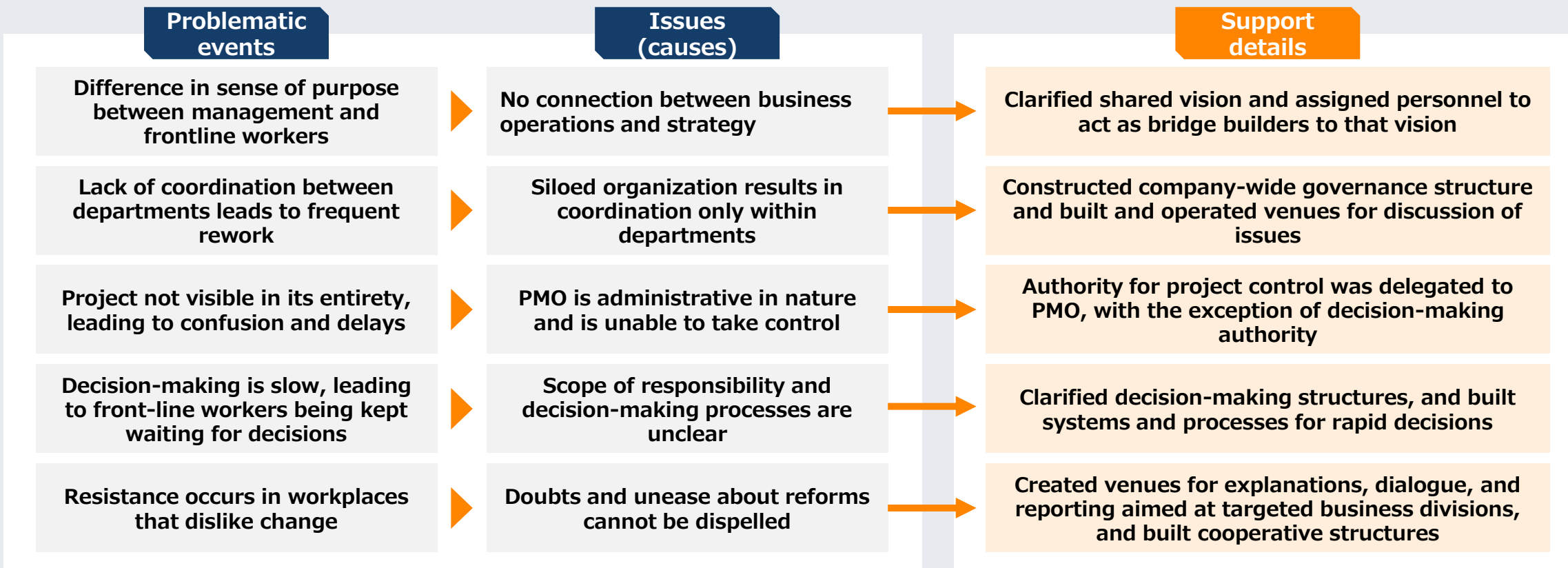
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Issues

Deep-rooted organizational issues such as divergence in awareness between management and front-line workers, and resistance to workplace reforms.

Proposal and outcomes

Moved forward simultaneously with across-the-board renewal of core systems and business process reengineering. Through a combination of strategy and execution, led the transformation from concept to embedded reality.



Enterprise

Issues

Despite investing several tens of billions of yen in company-wide DX, issues such as lack of unity in decision-making, lack of PM structures, and outflows of personnel emerged.

Proposal and outcomes

Achieved CDO-led decision-making by standardizing project management. Enabled engagement to recover by revising order of priority, resources, and other factors.

Our role



Automotive

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Issues

Insufficient knowledge and experience on the part of project managers and planning department in a project to create new network of charging stations.

Proposal and outcomes

Worked as PMO to formulate and embed management processes, and also supported drafting of service plan.

Project overview

Project to shift from existing stations to new network

Differentiation from old network was an issue

Insufficient knowledge/experience on the part of PMs and planning department

Cooperation between departments was weak, and information did not circulate freely



Support details

Built and embedded processes for progress management and issue management
A master schedule did not even exist, but we clarified progress and issues, and created shared awareness among those involved.

Built processes for budgeting and order management
Managed budgets and orders so that development was not conducted before an order had been given.

Supported creation of service plan
Provided support for planning operations, and played a part in rolling back delays.

MSOL became a communications hub and reinvigorated the project
Became a hub straddling different departments and proactively exchanged information. Successfully involved related departments.



Retail

Issues

While in a state of dependence on the vendor, deviation from policy, changes in scope, and headcount shortages led to constraints on project progress.

Proposal and outcomes

Dispelled concerns and finalized scope. Used a realistic plan to complete definition of requirements, and transitioned to basic design. Facilitated personal growth of leaders.

Project overview

Renew expensive on-premise e-commerce site using low-cost package

Switch from current vendor to new vendor necessary

Control of vendors is important

Use cloud environment to cut infrastructure buildout/operating costs



Support details

Supported overall management of rebuilding project

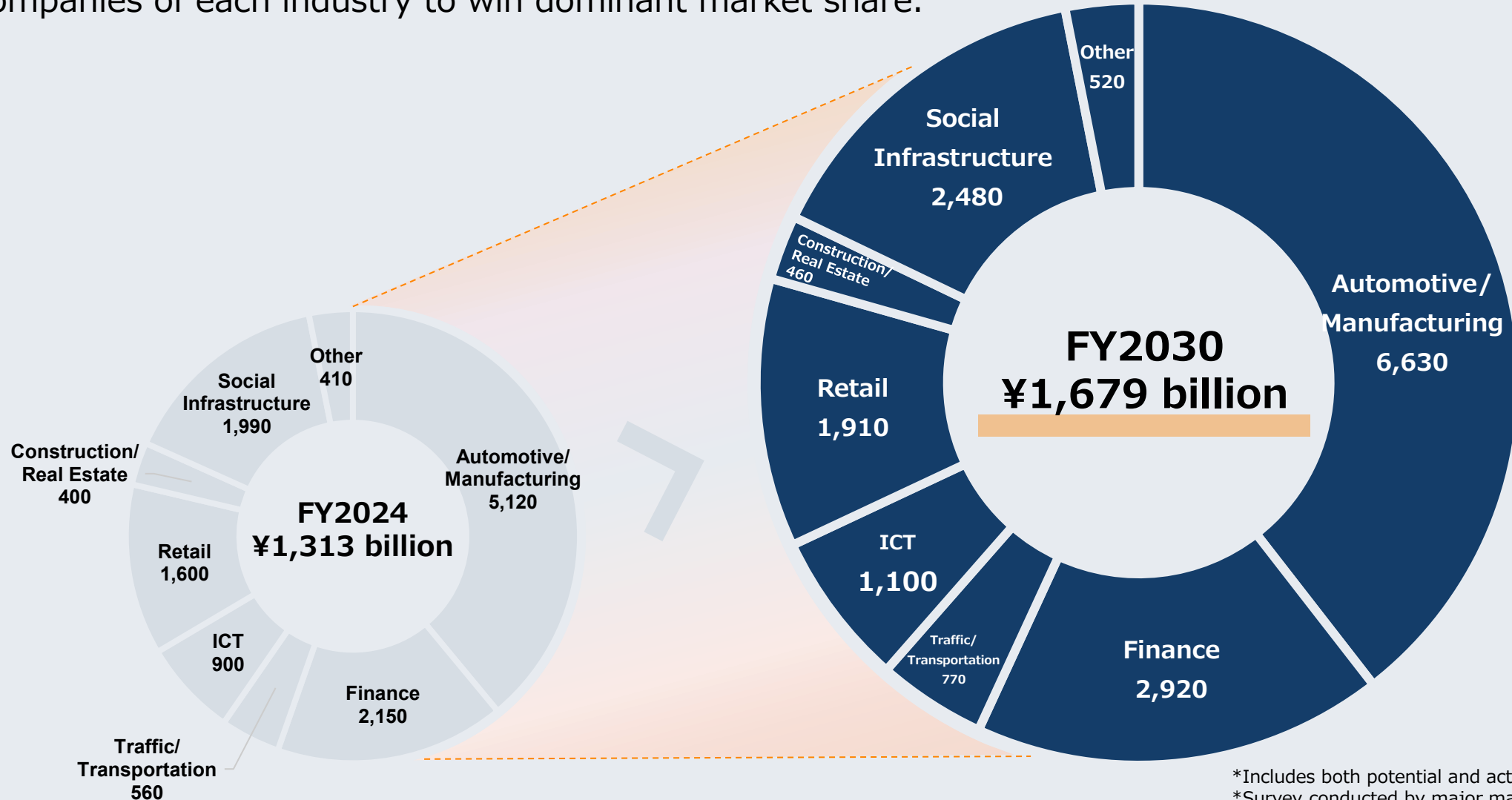
- MSOL involved from the launch phase
- Supported PMs/PLs, leading each phase
- As PMO, was in charge of progress, issue, and change management
- Monitored task status to detect risks early on
- Supported formulation of solution policies and consensus-building

Supported development as a member of the team investigating applications

- Due to structural issues and headcount shortages, participated in investigatory team
- Was in charge mainly of considering specifications
- Played the role of hub between various departments and vendors
- Supported the building of a high-quality new site

The vast ¥1.68 trillion market that underpins “Beyond1000”

Domestic PMO market on track to reach a vast ¥1.68 trillion by 2030. Penetrate deep into the leading companies of each industry to win dominant market share.



*Includes both potential and actual markets
 *Survey conducted by major market research organization



Moving the world through management.

Cautionary Note Regarding Forward-Looking Statements

The materials and information provided in this announcement contain so-called “forward-looking statements.” They are based on current expectations, forecasts and assumptions involving risks and involve uncertainties that could cause results to differ materially from these statements.

These risks and uncertainties include general industry and market conditions, general domestic and international economic conditions such as interest rate and currency exchange fluctuations.

We do not assume any obligation to update or revise the forward-looking statements contained in this announcement, even if new information or future events arise in the future.