



Sustainability Report

Aug 2026

Management Solutions Co., Ltd.

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MSOL Group Basic Policy on Sustainability

MSOL's approach to a sustainable society

Management for Social Happiness

By executing its mission of “**Contribute to society's happiness through management,**” the MSOL Group pursues sustainability in the two forms of “Contributions to a sustainable society” and “Sustainable improvements in corporate value.”

In order to achieve these goals, we adhere to the following practices.

Achieving the well-being of society as a whole

- We take ownership of resolving social issues that companies aim to resolve through business activities.
- We guide projects to success, as specialists in management, by resolving the issues faced by companies.
- We ensure psychological safety, boosting physical and mental health and happiness.
- We help achieve a society in which every one's individuality is respected.

Expanding our human capital

- We pay close attention to such issues as human rights and industrial safety and health, in addition to complying with laws and regulations.
- We place great importance on DEI (Diversity, Equity, Inclusion).
- We support employee efforts to develop autonomous careers.

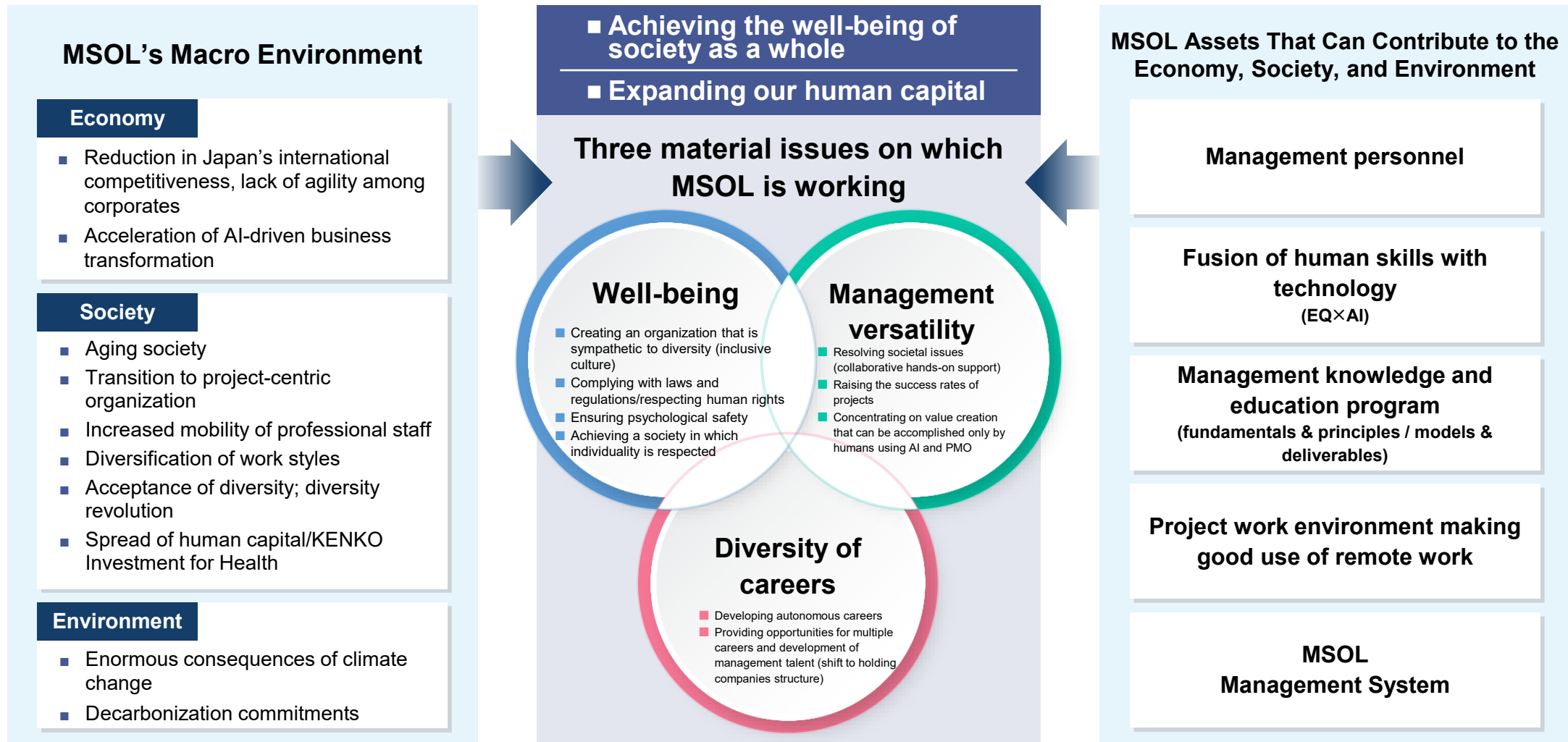
A portrait of Kunimasa Tamai, a middle-aged man with dark hair, wearing a dark pinstripe suit, white shirt, and a patterned tie. He is smiling slightly and looking directly at the camera.

Kunimasa Tamai

Executive Director & CFO
Chair of the Sustainability Committee

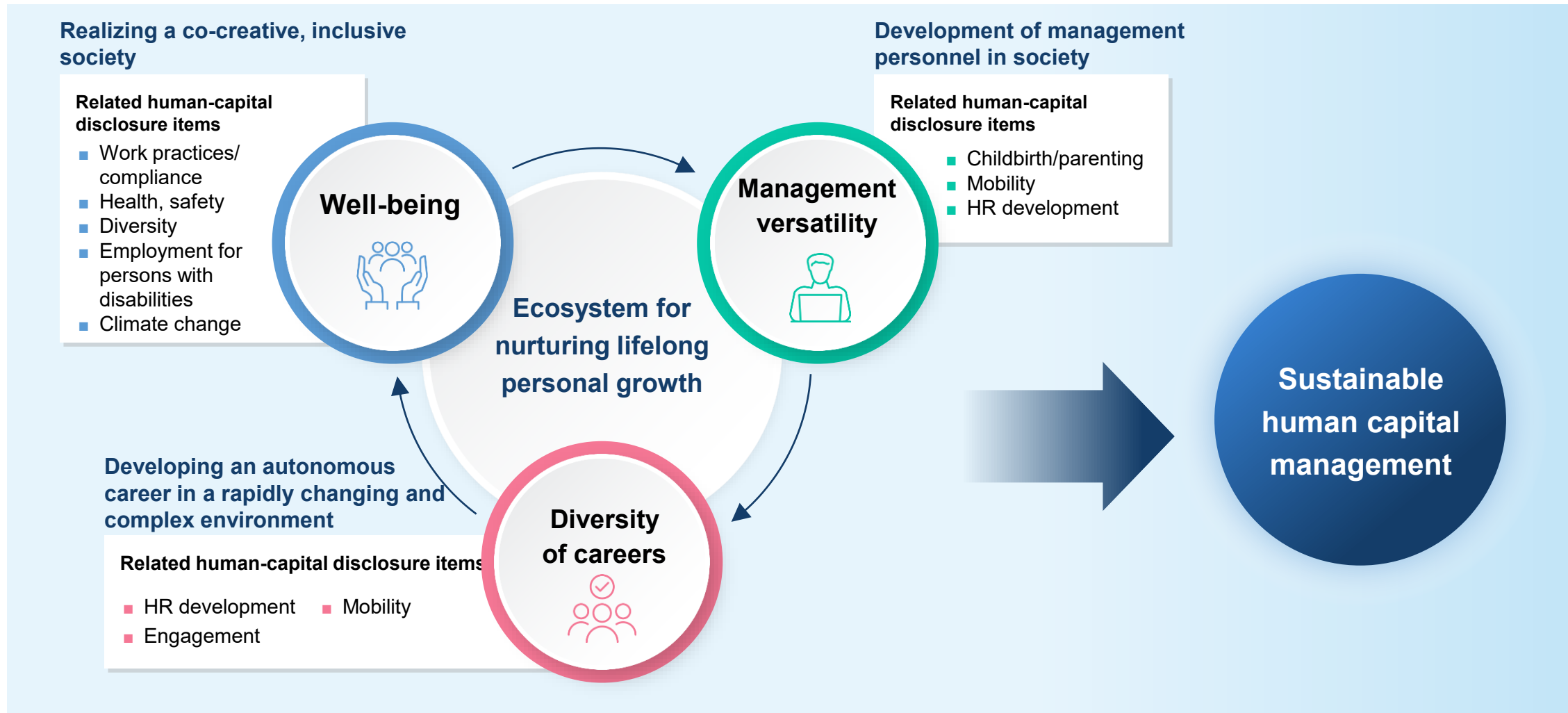
Issues Material to MSOL and their Relevance to Business

As a participant in society, we have identified the following material issues by considering their importance, the environment in which we operate, and the assets that are our strength. We propose measures to address them.



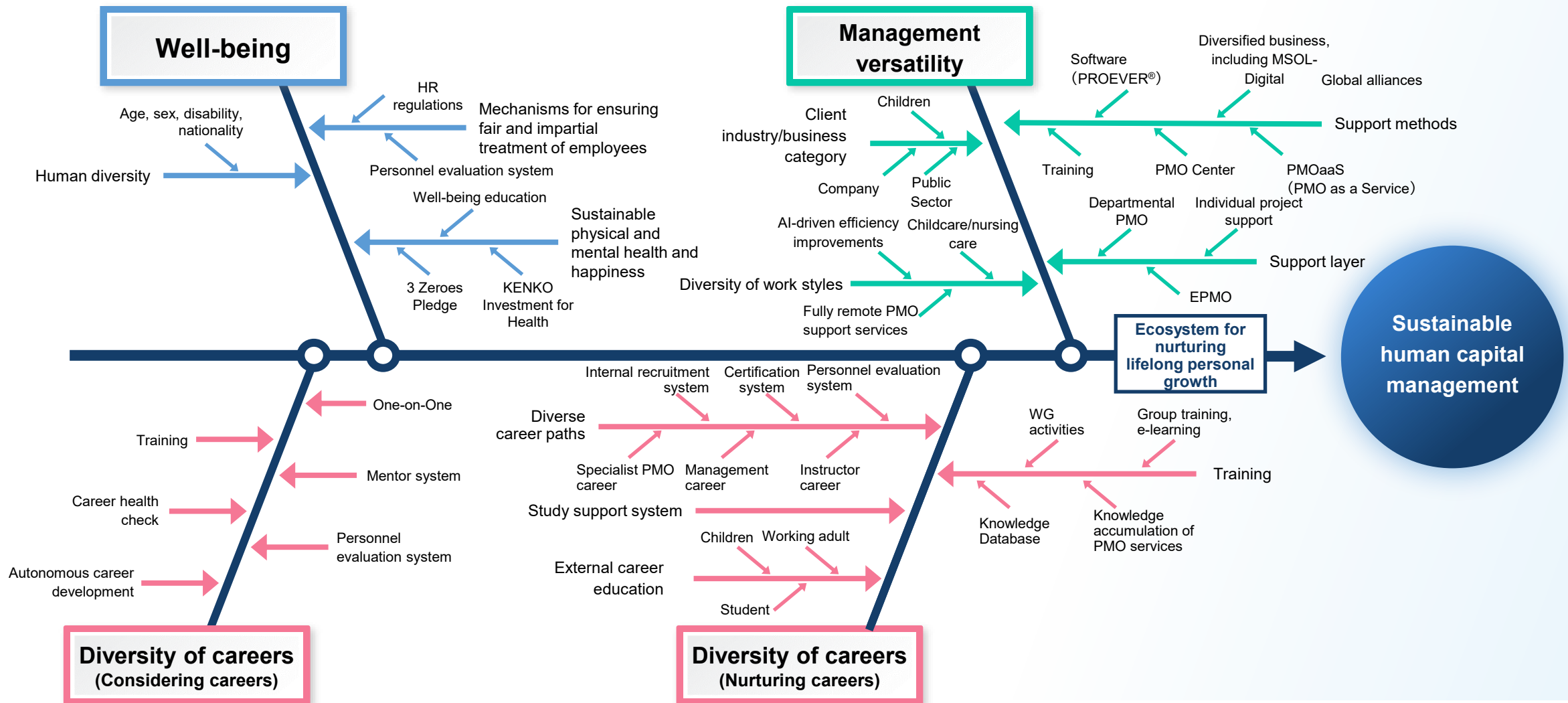
Human Capital Management and Its Affinity with Measures by MSOL

We aim to create an ecosystem for nurturing personal growth and achieve sustainable human capital management by increasing the well-being of employees, leveraging the versatility of PMO support, and conducting autonomous career development.



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Basic Approach to Generative AI

In an environment that requires corporations to be agile, the use of generative AI has become essential even for management. While promoting the use of AI on the one hand, we operate the business in accordance with principles that we have set out to address the risks of utilizing AI.

Accelerating Business Transformation with AI: The Fusion of People and Technology

Based on our perception of the environment as one in which there has been a decrease in the working population and an acceleration in DX, we have positioned generative AI as a technology that is absolutely essential to modern management operations. As well as promoting the use of AI to automate standardized operations and to speed up data analysis, our goal is for our consultants to further focus on extracting nuances, detecting risks, and supporting decision-making in sophisticated ways that can only be accomplished by humans, and maximize the value we provide to the client. The use of generative AI is accompanied by new risks, such as those related to the safety and impartiality of information. In order to maintain the high levels of trustworthiness that are expected of us by the market, we have set out the following five principles, and will practice management that combines a proactive approach to AI use with a defensive approach to governance.

MSOL's Macro Environment

Economy

- Acceleration of AI-driven business transformation

MSOL Assets That Can Contribute to the Economy, Society, and Environment

Fusion of human skills with technology (EQ×AI)

The five principles of generative AI usage



01

Human-centric decision-making

AI is a means of providing support for decision-making, with its output checked by others (humans or other AIs). Responsibility for final recommendations and decisions, and their outcomes, is borne by humans.

02

Assurance of safety and robustness

We will protect AI systems from threats unique to AI, such as prompt injection and data poisoning. We will keep the possibility of unknown risks in mind, and work to devise defensive measures.

03

Pursuit of impartiality and non-discrimination

We monitor for bias hidden in AI training data and algorithms, and strive to avoid contributing to wrongful discrimination or prejudice. We work to provide output that is fair to diverse stakeholders.

04

Transparency and accountability

We ensure the transparency of analytical processes that use AI. We ensure that we can explain to clients how AIs were involved, and reject black-box approaches.

05

Protection of privacy, copyright, right to likeness, trademark rights, and confidential information

We prohibit the inclusion of client company names, proper nouns unique to specific projects, precise figures, and personal information in prompts and other input information (except for public information or where local AIs are used.) Confidential information entrusted to us by the client is processed in an isolated environment. We prevent the commingling of information through such methods as establishing mechanisms to prevent the leakage of confidential information outside the Company. We do not input prompts and information that lead to the generation of existing creative works, actual individuals, or characters.

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1-2. Sustainable physical and mental health and happiness

1-3. Initiatives related to activities outside the Company, beginning with a shift to cleaner working environments

1-4. Job creation for employees with disabilities

1-5. Initiatives related to climate change

Well-being of the organization

Address foreign human resources and diverse gender identities, personnel evaluation system

Initiatives for KENKO Investment for Health (3 Zeroes Pledge, etc.)

Well-being of society

Shift to cleaner working environments, participation in local cleaning events

MSOL Farm management and collaboration with offices

Well-being of the planet

Sustainable measures for a decarbonized society

2. Management versatility

2-1. Provision of services to clients in diverse industries and business categories

2-2. Establishment of safe and secure childbirth/childcare leave system

2-3. Supporting soccer for people with disabilities

Training, PMO Center, PROEVER®, EPMO/Departmental PMO, Digital

Enhance systems related to maternity/childcare leave, and others

JIFF-MSOL Collaboration

3. Diversity of careers

3-1. An environment for thinking about careers

3-2. An environment for nurturing careers (for employees)

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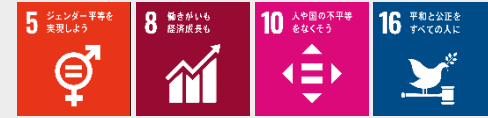
One-on-ones, mentors, career training, career health checks

Internal recruitment / certification system

Career management education for high school and university students

1-1. Practice of DEI management

In terms of practicing DEI (Diversity, Equity, Inclusion) management, the Company recognizes the importance of diverse human resources and believes that assuring fairness and impartiality is essential for achieving acceptance and mutual trust.



Diversity as a growth driver for MSOL

MSOL seeks to utilize diverse human resources by evaluating the character of the individual regardless of nationality, race, background, refugee or human rights status, ethnicity, religion, sex, beliefs, age, physical characteristics, or sexual orientation. In line with our policy of zero tolerance of discrimination, we have established a system for discussing and revising regulations, and conduct employee training based on these revised regulations.

Importance of foreign and global human resources

In the midst of recent rapid changes in the social environment, the globalization of domestic companies is gaining momentum, requiring swift decision-making by stakeholders with diverse cultures and perspectives on business. This situation creates tremendous demand for foreign and global human resources with management skills.

The Company has avoided restrictions in the area of recruitment, and foreign employees currently account for around 3.4 of the total (as of December 2024). In collaboration with the non-profit organization WELgee, the Company has also recruited refugees in the past.

Promoting the understanding and accommodation of diverse gender identities

The Company revised its anti-harassment rules following discussions conducted in response to a suggestion from employees, added a prohibition against SOGI* harassment, as well as amending its employment regulations to allow same-sex couples to use congratulatory and condolence leave.

By making use of Tokyo's "Visiting service to support business operators aiming to become LGBT-friendly" we have also implemented company-wide training to promote better understanding of SOGI.

**SOGI: Sexual Orientation and Gender Identity

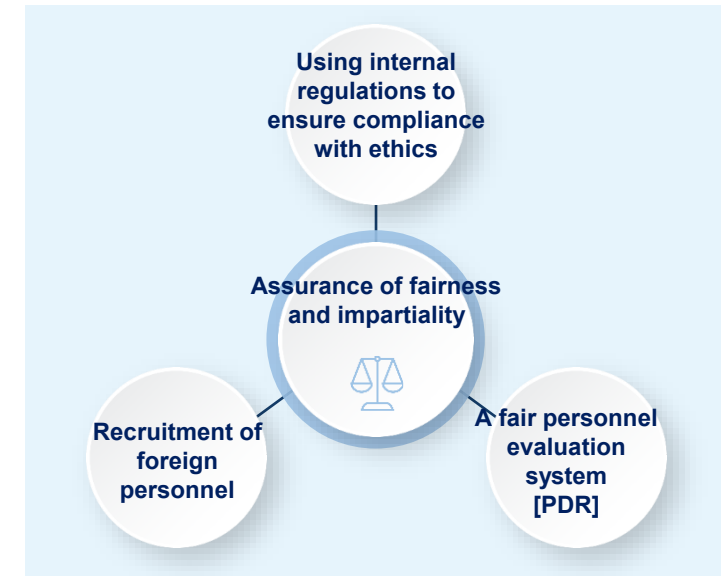
Initiatives for achieving the empowerment of women

In 2023, we obtained Grade 3 of the Eruboshi certification, which is the highest level, and we were certified as a City of Nagoya "Corporation Promoting Women's Active Engagement" in 2026.



Eruboshi certification is a **system for certifying companies that have implemented outstanding initiatives for the empowerment of women** in accordance with the Act on the Promotion of Women's Active Engagement in Professional Life. A City of Nagoya "Corporation Promoting Women's Active Engagement" is a **system for certifying companies engaging in initiatives that enable the active empowerment of women** in Nagoya.

- Our achievements are published in the Ministry of Health, Labour and Welfare database. (<https://positive-youritsu.mhlw.go.jp/positivedb/detail?id=42888>)
- As an example, please see "Establishment of safe and secure childbirth/childcare leave system" on p.17 of this report.



A fair personnel evaluation system [PDR]

When assessing employees, MSOL applies its PDR (Performance Development Review) system. Under this system, third parties who are not direct managers of the person being evaluated deliver the report on their performance. In contrast to general evaluation systems that are prone to allow everything to be decided at the discretion of the evaluatee's direct manager, we have continued to use this system as a means of assuring fairness.



Topics: Aiming for the well-being of employees and their families

At MSOL, we continuously plan and implement initiatives to support employees who are raising children, including organizing Family Days / Office Visit Days, internal workshops to help employees realize a life career, and various other events. Through such initiatives, we promote the creation of environments in which each employee can continue working in their own way.

■ Parenting Support Club

The Parenting Support Club is a mutual support activity for employees who are raising children. It aims to help them balance private and professional life, enabling them to maintain their well-being while participating in work.

■ Purpose of activities—Supporting “positive parenting” for all!

Employees who are raising children often find it difficult to participate in new activities and interactions with others, so by providing opportunities for them to participate without worry by cooperating with their peers, we help deepen connections between fellow employees and seek to enhance their well-being.

■ Recent Activities

The Parenting Support Club holds a combination of face-to-face and online activities for the purpose of promoting interactions between fellow employees and mitigating their concerns during child-raising. In terms of day-to-day events, we hold lunch meetings every other week to provide a venue for participants to talk casually about their concerns regarding child-raising and how to balance it with work. Since meetings are sometimes attended by employees who are looking to return to work after maternity leave, as well as employees who have concerns about the situation after they return to work, we share information and

experiences with non-club members as well. In April 2026, we held an off-site trip for employees and their families to ASOBono! to further deepen interactions among the parents and children, and in May 2026, we held a meeting for adults with the aim of providing a space to chat about book-related themes on child-raising and careers, thus contributing to enhanced well-being for employees and their families.



■ Activities aimed at realizing a life career: internal workshop using SANGO QUEST

While maintaining a fair and impartial standpoint, we believe it is necessary for the practice of DEI to understand the life careers and lifestyles of each employee, and to conceive and implement environments that facilitate mutual support for self-realization.

As a tool for exploring life careers and facilitating understanding of the child-raising environment for those who have never raised a child, we held an internal workshop using SANGO QUEST.



■ Family Day / Office Visit Day

The Tokyo Head Office, Chubu Branch, and Kansai Branch held a Family Day / Office Visit Day as an opportunity to convey our gratitude to the families that support our employees. In 2025, which was the third time the event was held, we provided various hands-on activities that combined learning and play, on the theme of “Make many wonderful discoveries.” These included an office tour and a workshop for creating a plan for a family vacation. We received many comments from participating families, such as, “We were able to see daddy working for the first time,” and “The event was really well thought-out and offered lots of fun activities,” suggesting that it promoted communication within families and deepened their understanding of the Company.

1-2. Sustainable physical and mental health and happiness

Based on a spirit of well-being (happiness and health), MSOL is implementing initiatives that incorporate an awareness of the importance of KENKO Investment for Health.



Basic training in psychological safety

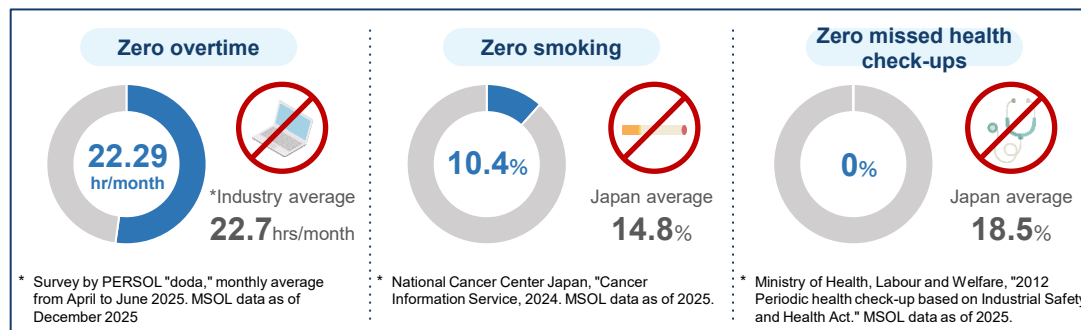
We implement "Basic training in psychological safety," where employees experience for themselves the significance of psychological safety, which is one of the most important factors determining improvements in team performance. Participants learn how to create situations in which team members are able to find their own approaches to working with enthusiasm, and study the basics of how to build a team that achieves its objectives. In the fiscal year ended December 31, 2025, this training was held four times, with participation by a total of 23 people.

Total well-being: Learning from value creation systems

During PMO Certification training and e-learning, we teach "Total well-being: Learning from value systems" to project management personnel, which focuses on attitudes to achieving "well-being" (health) for oneself, approaches to planning, and the development of a sense of purpose, a sense of ownership, and a sense of independence. In this way, we promote initiatives for the health of diverse individuals. In the fiscal year ended December 31, 2024, a total of 226 people received this training.

3 Zeroes Pledge

MSOL is rolling out "3 Zeroes" activities as part of its KENKO Investment for Health initiatives. In some cases we have not hit our targets, but we continue to make the utmost effort to achieve our objectives by rolling out programs across the Company.



On March 11, 2024, the Company was certified as a KENKO Investment for Health Outstanding Organization 2024 in the large enterprise category.



MSOL's approach to physical and mental health

- At MSOL, we aim for each and every employee to work as professionals to condition their physical and mental health with the goal of becoming business athletes who provide better services to customers. In order to build such an organization, the different departments of the Company work together to promote KENKO Investment for Health, under the leadership of the President in his role as CEO.

The KENKO Investment for Health Outstanding Organization program and overview of certification

- This is a **program that recognizes corporations that are practicing particularly outstanding health and productivity management**, based on initiatives that address health issues in the community, and on health-promotion initiatives promoted by the Nippon Kenko Kaigi.
- Among other requirements, the Company fulfilled those for ensuring that 100% of employees undergo health checks, and for reducing smoking rates. (Our initiatives are disclosed on the corporate website: <https://www.msols.com/company/health/>)

"MSOL One Step Challenge" walking event

- We held an "MSOL One Step Challenge" for the purpose of encouraging interactions within the Group and promoting health. Mixed teams of employees from each of our business locations competed on the number of steps taken and in completing missions. It was a lively event enjoyed by a wide range of employees and strengthened Group solidarity.

Other initiatives for health

- Club activities** (We cover club expenses and actively promote such activities.)
- Limiting recruitment of smokers** (We are taking specific steps to achieve zero smoking, such as by selecting non-smokers or people willing to stop smoking as a condition for employment when recruiting new hires, and by sharing the knowledge of those who have successfully quit smoking with existing employees who smoke.)
- Practical videos on maintaining health** (E.g., videos on stretching to address lack of exercise)

1-3 Initiatives related to activities outside the Company, beginning with a shift to cleaner working environments

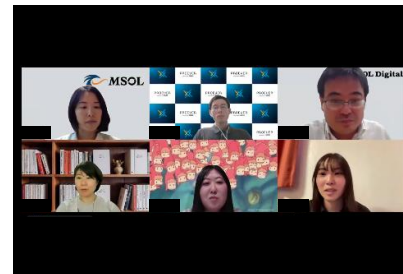
The Company seeks to raise the awareness of all employees by continuously implementing activities to drive the shift to cleaner working environments, primarily in the back office. As a form of contributing to the community, we also call on employees to venture outside the Company to participate in cleaning events in the Akasaka and Roppongi districts.



Participation in cleaning events in the Akasaka/Roppongi districts where the head office is located

Positive influence campaign

We have introduced the perspective of organizational coaching into the familiar theme of “cleaning,” which we value as an opportunity for members to engage in dialogue and think about the ideal workplace as a matter that concerns them personally. Focusing on the question of “How do you want this organization to be going forward?” and the vision that has begun to take shape through these activities, we are moving forward with initiatives to draw in members with various viewpoints to consider future activities together.



Cleaning Newsletter

To provide a safe working environment, we run workplace environment cleaning activities in which employees participate, as well as disseminating material on cleaning activities in its “Cleaning Newsletter.” This celebrated its third anniversary in July 2025, and has reached volume 58. Going forward, we will continue to use it to convey a variety of information, such as sorting of office garbage, as well as educational content on a variety of topics, such as reporting on participation in cleaning events in the Akasaka and Roppongi districts where the head office is located, and SDGs.



Roppongi Charter for Safety & Peace of Mind / Roppongi Safety & Peace of Mind Project

We share the aims of the Roppongi Charter for Safety & Peace of Mind, and we participate in educational activities for the project and also in actual cleaning.

Our company has been listed among the organizations that have endorsed the initiative.

Link: [Roppongi Safety & Peace of Mind Project Campaign](#)

*What is the Roppongi Charter for Safety & Peace of Mind?

This is a document that was formulated and adopted on July 23, 2013, by the Roppongi Local Development Committee on Safety & Security (an organization that promotes specific measures for public order in the area) in collaboration with local residents, businesses, and government agencies, and sets out rules for both maintaining public order by which all people should abide in the Roppongi district, and creating a beautiful environment.

Roppongi cleanup event, held by the Roppongi Hills Neighborhood Association

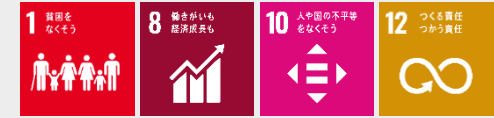
We participated because we share the objectives of the event, which aims to make the street of Roppongi cleaner and to encourage mingling between people from different buildings in the district.

Link: [Roppongi cleanup event](#)



1-4. Job creation for employees with disabilities

We support disabled employment by opening MSOL farms on the Work Happiness Farm (operated by S-Pool Plus, Inc.) and hiring people with disabilities to work as general laborers.



We contribute to a world where people with disabilities can work long-term with peace of mind

MSOL promotes autonomous career development for employees, and it places value on “work” at its farms as well. Based on an approach of reasonable accommodation, we aim for daily tasks to be a means of achieving a working rhythm, and are taking steps to establish environments in which employees can continue to work over the long term while cooperating with each other.

Improving proficiency through long-term employment

The farm employs three persons with disabilities and one farm manager to support them, operating in a four-team structure.

Through long-term employment, staff have steadily improved their proficiency and have become able to tackle the challenge of growing difficult varieties of seasonal vegetables, such as cauliflower and garlic, in addition to the greens they normally produce.

This leads to an increase in the range of plants cultivated and a stable system of harvesting. The harvested vegetables are delivered regularly within the Company around once a week.

Interview with manager in charge of farms



Maintaining stable operation and strengthening on-site management

In order to achieve stable employment over the long term, MSOL has set its own management standards in addition to regular rules, and improves them continuously with the goal of facilitating stability in the physical and mental conditions of staff, and enabling the smooth management of the team.

In addition to improving individual follow-ups by strengthening the interview structure, we are working to enhance the expertise of on-site management through training and by deepening farm managers' understanding of different characteristics. These initiatives will lead to the creation of environments in which people can work with peace of mind.

Engagement cycle that generates job satisfaction

Scheduled deliveries of harvested vegetables function as a means of internal communication that transcends the framework of employee benefits. Creating opportunities that enable employees to gain a greater sense of familiarity with farm activities leads the way to a deeper understanding of diversity (employment of persons with disabilities).

By striving to provide feedback from employees to farm staff, we also seek to visualize the outcomes.

This opens the way to improved staff engagement and enhanced motivation to work.

Cultivation on the farm



Harvesting at the farm

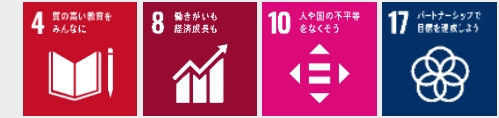


Distribution to Offices



Topic: Using PMO insights to create the future of communities and society

Through the activities of our Kansai and Chubu branches, MSOL's strengths are converted into social value.



Collaborative hands-on support for local businesses, management education for the next generation, participation in industry-government-academia platforms—MSOL takes an integrated approach to promoting its business activities and its contributions to society.

Contributing to prosperous local communities through PMO [Kansai Branch]

The Kansai Branch has been assisting with the development of the “Machi-Ken” service for promoting community health through lifestyle improvements that was launched by H2O Retailing Corporation in April 2023. This service aims to create an environment in which local residents can easily obtain health checks. Through the provision of the hands-on PMO that is MSOL's strength, we have supported the launch of this project and contributed to the promotion of healthier lifestyles in local communities.

Official “Machi-Ken” website: <https://machiken.h2o-retailing.co.jp/>



Implementing inquiry-based learning for junior high school students that leverages our insights [Chubu Branch]

As part of our support for nurturing the next generation, on March 13, 2026, the Chubu Branch accepted a visit to the Company from the first-year students of Okazaki City's Yahagi Junior High School, with the aim of making students aware of societal issues and developing their ability to proactively consider their own future.

On the day, we held a workshop on PMO perspectives based on the theme of “How do you find your way to an answer for a question with no correct solution?” Sharing these management insights is an important corporate responsibility for MSOL, which nurtures the human resources that will drive a sustainable society.



Presentation given at 4th general meeting of the Tokai Digital Talent Cultivation Platform, which is a joint initiative between industry, government, and academia [Chubu Branch]

On May 11, 2026, we gave a presentation at the 4th general meeting of the Tokai Digital Talent Cultivation Platform on nurturing of management talent and social contribution activities. This co-creative platform is a joint effort in the Tokai region aimed at cultivating high-level human resources that can use digital technology to resolve societal issues, and at revitalizing the local economy. We believe it is precisely by enabling individuals to independently envision their ideal future through management that the foundation of a sustainable society will be created.



1-5. Initiatives related to climate change

MSOL promotes sustainable measures for a decarbonized society.



■ Implementation of Green Energy*

We submitted a request form for the application of non-FIT and non-fossil fuel energy to Mitsui Fudosan Residential Co., Ltd., the owner of our Tokyo Midtown headquarters, in order to change the energy used there.

As a result of this request, the switch to green energy was achieved in April 2023. Currently, in the area we occupy exclusively as tenants, we use a renewable energy service that uses residential solar power generation, facilities, etc., for which the electricity purchasing period for feed-in tariffs (FIT) has expired.

We anticipate a 58.752t annual decrease in CO2 emissions, equivalent to the preservation of approximately 4,642 cedar trees.

* Green energy being energy that emits no CO2 : renewable energy such as solar or wind.



■ Promoting a Paperless Office

By going paperless, we will use fewer resources and suppress our CO2 emissions.

- ✔ Abolishing of printouts of electronic files used for projection or sharing at internal meetings
- ✔ Digital decision system used for 100% of approval documents
- ✔ Reduction of documents submitted when hiring and documents related to year-end adjustments due to the introduction of an HR system
- ✔ By introducing a digital contract system, we have cut carbon emissions by 3,310 kg, saved 34,661 L of water resources, conserved 1,410 kg of forest resources, and reduced waste by 228 kg (cumulative results since its introduction in 2021)
- ✔ Reduction in printed business cards thanks to the introduction of digital business cards



■ Management Training for Climate Change Solutions

In an era characterized by volatility, uncertainty, complexity and ambiguity (VUCA), there is a need to create and build new value to resolve issues that have never been solved before. This requires concept planning facilitators in the form of management personnel who can investigate measures to resolve such issues through exploratory concept planning. As part of our efforts to help address climate change, MSOL has designated “climate change” as the work theme used in training during management education for concept planning, with the objective of nurturing managers who can even support the drafting of proposals to resolve climate change-related issues.

■ Mitigation of environmental impacts by reducing electricity used in offices

As part of our “3 Zeroes Pledge,” we are working to achieve “zero overtime,” and to promote reductions in overtime to reduce electricity used in offices for electronic equipment, air conditioners, lighting, and other devices.

Through proactive use of cloud services we also seek to minimize the ownership of physical servers, which reduces electricity consumption and thus mitigates the impact on the environment.



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2-1. Provision of services to clients in diverse industries and business categories

We provide support to offset shortages of management in society by providing services in a variety of forms.



■ Support through PM education (Training)

With the intention of using education to nurture the management leaders who will be responsible for transforming society, MSOL has made the know-how and experience it has accumulated over the past 20 years available to the wider society. By making the same education and certification systems used by our employees widely available to external clients as well, we will increase the number of management leaders in society.

*Cumulative total up to FY25 * Number of external customers only (excludes MSOL employees)

	FY25 Results	No. of Participants*	Total Number Certified*
PJA® certification	7 training sessions + 1 exam provided via e-learning	201	129
PJC® certification	7 training sessions + 1 exam, three times yearly	202	150
PMA® certification	7 training sessions + 1 exam, three times yearly	17	22



■ PM support for management processes (PMO Center)

Leveraging the experience we have accumulated over 20 years, we have packaged various PMO services for helping projects get off the ground quickly and managing them efficiently. By providing support remotely, we are able to offer a high-quality service at a low cost.

■ Support through PM tools (PROEVER®)

We support visualization and improving efficiency for project management by smoothing the communication in the organization by using tools. By enabling the allocation of human resources within the organization to higher value-added services, we support the creation of autonomous organizations that can perform more sophisticated project management.

■ Support for organizational transformation (EPMO/departmental PMO)

By linking two layers of management—management of individual projects aimed at promoting transformational activities, and cross-cutting management of multiple projects and organizations (EPMO / departmental PMO)—we cover the organization as a whole and contribute to the success of transformational projects in their entirety.

■ Support for digital transformation (Digital)

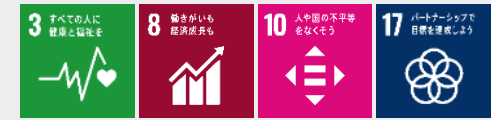
From our perspective as management professionals, we support the digital transformation (DX) of clients in highly volatile business environments.



The spread of management enhances the sustainability of society

2-2. Establishment of safe and secure childbirth/childcare leave system

In addition to putting in place a safe and secure system for childbirth/childcare leave, we use mechanisms to balance those demands with work by leveraging the versatility of management skills that are applicable regardless of sector or business category and which are continuously discussed and practiced by everybody.



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

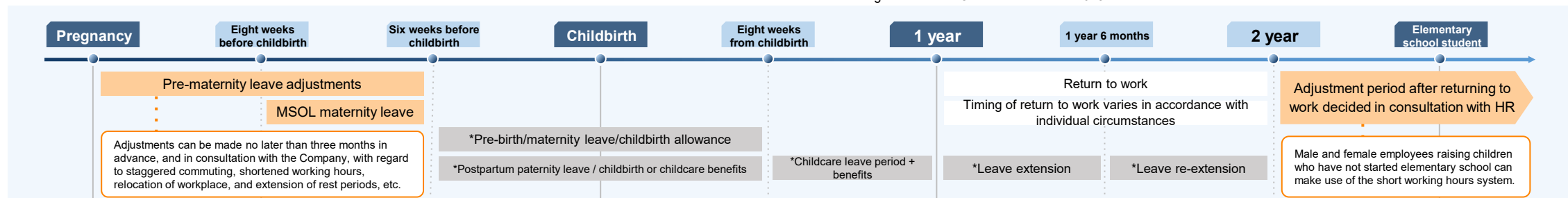
System for providing support from childbirth to childcare

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.

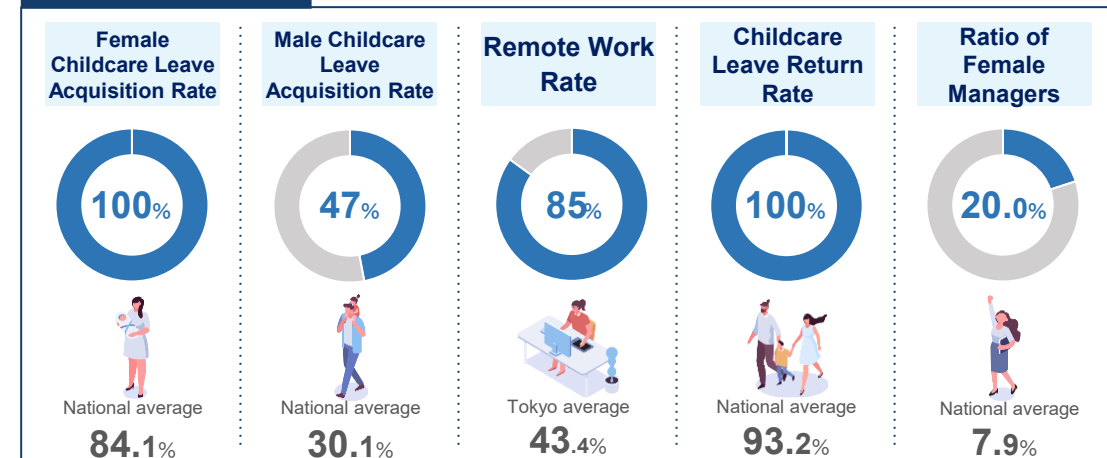
Example work styles

Legend: MSOL Public system



*Please be aware that detailed conditions apply in relation to leave, childcare, benefits, allowances, and leave extensions, etc. under the Ministry of Health, Labour and Welfare and health insurance association systems.

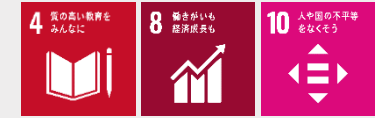
MSOL in figures



Source: Ministry of Health, Labour and Welfare, "Basic Survey of Gender Equality in Employment Management 2023." Tokyo Bureau of Industrial and Labor Affairs, "Telework implementation rate survey results for March," April 10, 2024. Actual figures from MSOL as of December 2025.

2-3. Supporting soccer for people with disabilities

By partnering with JIFF (Japan Inclusive Football Federation), we support the development and implementation of inclusive education programs, and the holding of events that promote understanding of diversity.



Realizing an inclusive society by using MSOL-style management to support soccer for people with disabilities

We share the philosophy of JIFF, and we have provided support as an official partner over a period of seven years as a way of fulfilling our corporate social responsibility.

One strength of our management approach is a high level of versatility that transcends barriers between different sectors and business categories. By leveraging this know-how, we aim to realize an inclusive society in which everybody can reap the rewards of sports, regardless of disabilities, and in which everyone's individuality is respected.

Development of Class Contents

To convey the originality and ingenuity of sports for people with disabilities and build the foundation for an inclusive society we support inclusive educational programs for elementary and junior high school students, including deaf soccer/futsal (for those with hearing impairments); low-vision futsal (vision impairment); social football (mental health disorders); CP soccer (cerebral palsy); amputee soccer (persons with amputations); and intellectual disability soccer/futsal.



Training assistants

As well as helping behind the scenes as PMOs, as assistant instructors we have supported the smooth provision of education and training for people with disabilities in such areas as helping participants read the room, nominating speakers, and taking photos.



Opportunities for holding classes

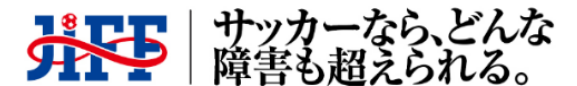
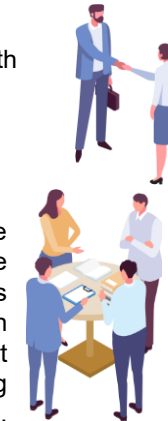
We conducted introductions and other events at elementary and junior high schools, local governments, and companies throughout Japan.

In FY2025, we welcomed a total of 4,204 participants in 141 events, with a focus on face-to-face instruction.



Project management support

We supported these activities through MSOL-style management with twelve employees of the Company and three prospective employee interns participating as a PMO. In terms of support for inclusive education program development, we work to enhance the quality of the content and improve systems, and we provide project management support for every aspect of the legacy soccer matches for people with disabilities that are held in Minato-ku, Tokyo, in March of every year, from preparation to operation and review. In particular, starting in FY2025 we introduced our own internally developed project management tool PROEVER®, and provided support until users became accustomed to it. By visualizing tasks that had become dependent on individual expertise and appropriately managing their progress, we prevented the problem of unaddressed tasks being discovered on the day of the event, which had occurred in the past, and steadily guided the competition to a successful conclusion.



Source: Japan Inclusive Football Federation



The inclusive education programs to which we have provided support for development and implementation since 2019 have been well received, and in 2023 we received the 8th "Enterprise Volunteer Award – Inclusive Society Encouragement".



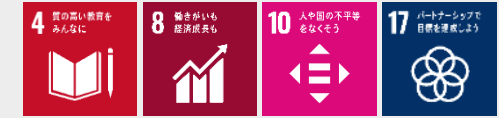
Briefing session to commemorate the 10th anniversary of the founding of JIFF (August 2025). As a partner that is now in its 7th year since beginning to provide support, MSOL was also invited.

CONTENTS

0. Introduction	MSOL Group Basic Policy on Sustainability	Human Capital Management and Its Affinity with Measures by MSOL	
	Issues Material to MSOL and their Relevance to Business	Basic Approach to Generative AI	
1. Well-being	1-1. Practice of DEI management	Well-being of the organization	Address foreign human resources and diverse gender identities, personnel evaluation system
	1-2. Sustainable physical and mental health and happiness		Initiatives for KENKO Investment for Health (3 Zeroes Pledge, etc.)
	1-3. Initiatives related to activities outside the Company, beginning with a shift to cleaner working environments	Well-being of society	Shift to cleaner working environments, participation in local cleaning events
	1-4. Job creation for employees with disabilities		MSOL Farm management and collaboration with offices
	1-5. Initiatives related to climate change	Well-being of the planet	Sustainable measures for a decarbonized society
2. Management versatility	2-1. Provision of services to clients in diverse industries and business categories	Training, PMO Center, PROEVER®, EPMO/Departmental PMO, Digital	
	2-2. Establishment of safe and secure childbirth/childcare leave system	Enhance systems related to maternity/childcare leave, and others	
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	3-2. An environment for nurturing careers (for employees)	Internal recruitment / certification system	
	3-3. An environment for nurturing careers (for students)	Career management education for high school and university students	

3-1. An environment for thinking about careers

We provide opportunities for exploring the individual's own career compass, forming a cycle of new insights in preparation for turning points at different life stages, or for career choice opportunities.



The advent of the 100-year life era requires day-to-day planning to prepare for career change and future life stages

In addition to various educational programs, MSOL has put in place mechanisms to track individuals on their increasingly diverse career paths. In other words, along with assistance to enhance skills, we will continue to support not only the conventional type of standardized career development, but also more personalized career development for each individual. The same approach also applies to so-called KENKO Investment for Health.

■ Career health check

MSOL has established career health checks as a system for supporting career development by employees.

In order to support employees in clarifying their personal and career vision and to allow them to achieve that through MSOL, the MSOL career health check provides autonomous career training and career consultations to assist the individual in deepening their self-understanding and setting out the direction of their career.

■ Day-to-day review

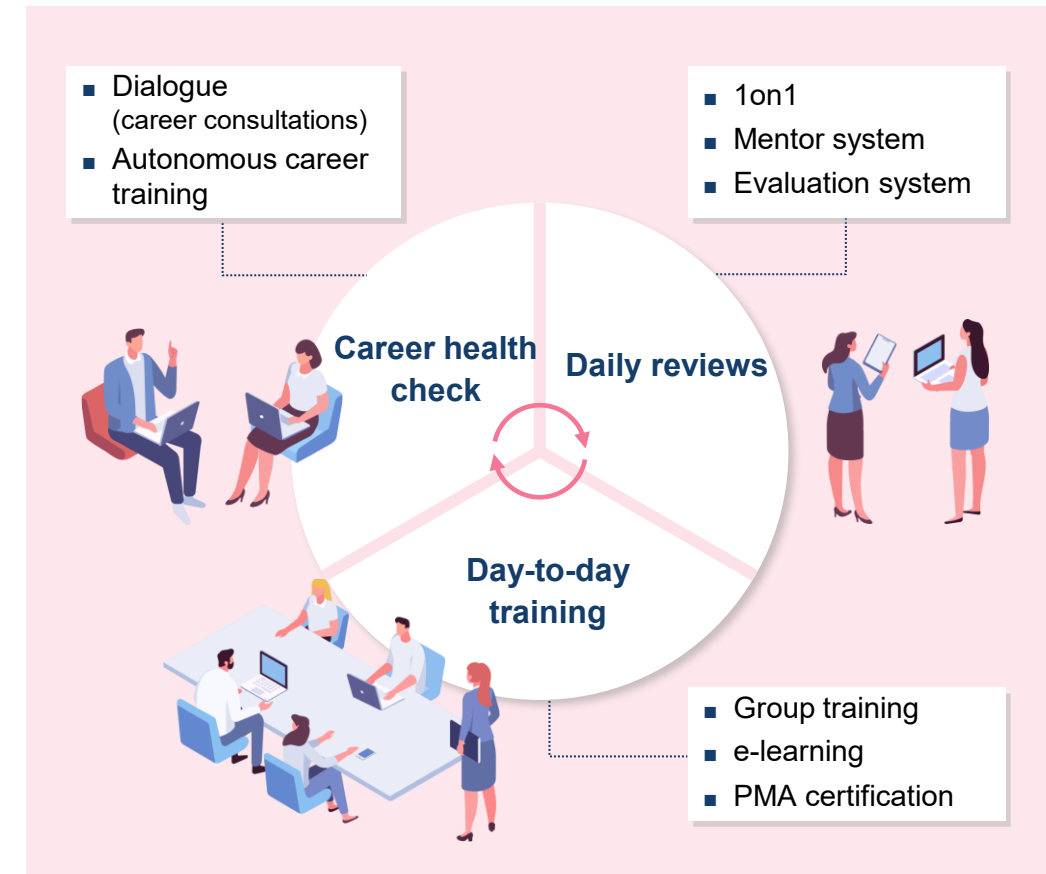
All employees record their own career vision in MSOL's personnel management system [PDR], based on which they set their own goals and perform their day-to-day duties.

During reviews of day-to-day duties, not only are one-on-one meetings conducted between superiors and subordinates but a mentor system and career health check consultations are also provided to create opportunities for communication with a wide range of advisors. By providing opportunities to consult frankly on matters other than their duties, as well as opportunities to incorporate the perspectives of third parties, we enhance psychological safety for employees and promote the rediscovery of their own potential.

MSOL's evaluation system is blended with PMO certification, with outcomes reported to a reporter other than the employee's superior in order to ensure transparency, and evaluations are conducted in parallel with the reporter checking the facts. Evaluation results are fed back from the reporter, opening the way to the next step.

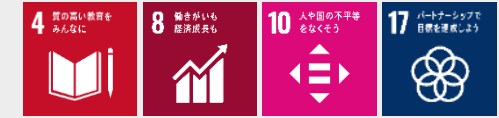
■ Day-to-day training

Support for acquiring various qualifications, and support systems for learning foreign languages lead to reskilling for employees and the opening up of new careers. For details, please refer to p.22 of this report.



3-1. An environment for thinking about careers

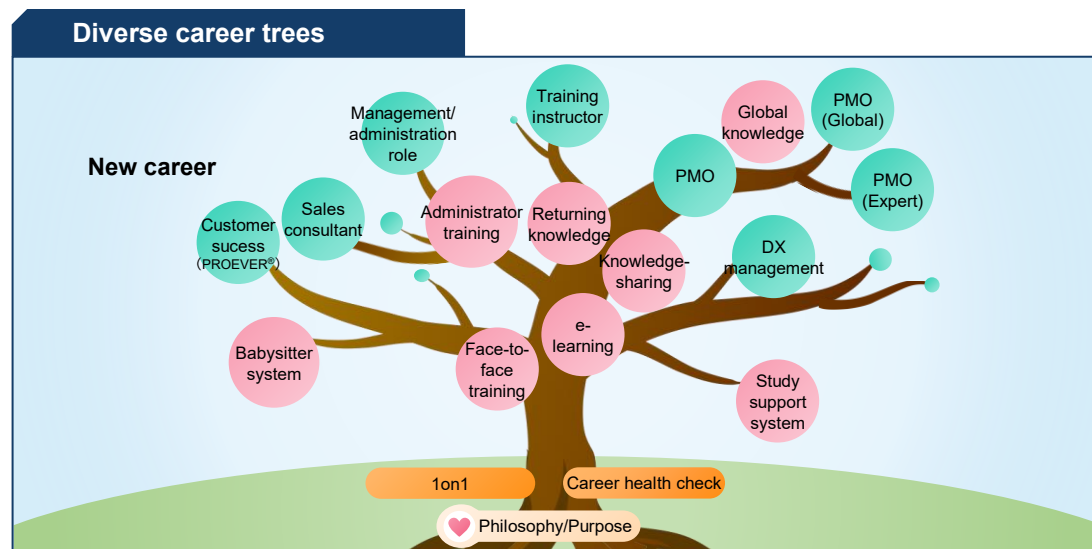
We provide opportunities for exploring the individual's own career compass, forming a cycle of new insights in preparation for turning points at different life stages, or for career choice opportunities.



Mechanisms to obtain a diversified career outlook and our approach as a company that provides sincere support for them lead to happiness for the organization and society

In a VUCA era, human resources who can contribute to diverse stakeholders are necessary. To this end, we provide support through education to enable individuals to take the lead in nurturing their own careers.

Employees can attend the various training programs prepared by MSOL as students, but they can also volunteer to become instructors. This training system incorporates a variety of elements, such as those leading to qualifications, and those required to select the individual's career, and is updated on a daily basis to enable users to build a diversified career tree. To assist in this, we have introduced initiatives that minimize opportunity losses, such as the study support system and the babysitter system.



Diverse career paths

Mastering management, which is a universally valuable skill that is essential for economic activity in any corporation regardless of industrial sector, leads to career progression through the internal recruitment system as well as participation in new areas and various stages.

Internal recruitment system

We provide an environment for achieving a variety of careers, depending on the employee's career background and desired career path.

PMO/Global Certification system

From the perspective of HR evaluation, acquisition of PMO certification leads to promotion. The use of the certification system by employees not only results in career progression but is also reflected in remuneration.

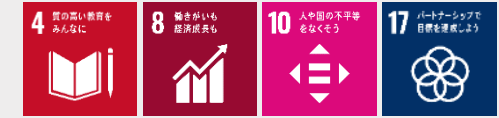
Employee instructor

Employees can receive training to acquire the necessary knowledge for PMO, and if they wish to return their own knowledge to the Company, they can also volunteer to become instructors. We have put in place an environment that allows employees to enjoy the challenge of a diverse career. Over 90% of instructors for internal training are employees.

By creating a space in which training is used to generate new awareness in students, we not only drive learning among those taking the course but also enhance the skills of the instructors as training facilitators as well as their PMO skills.

3-2 An environment for nurturing careers

To meet the needs of an era of increasingly diverse career choices and rapidly changing goals, we maintain and update a training system that tracks the career of each individual.



Training and knowledge-sharing to support diversity



Group training, e-learning

To enable employees to develop their careers autonomously, we provide an environment in which they can take about 250 training courses held 374 times per year (both in group training and e-learning formats). These include both those sold externally and those designed to share knowledge for internal use, allowing employees to learn both business fundamentals and academic, broad, systematic learning, as well as practical examples unique to those with experience. Employees can choose their own training to acquire the skills needed for their individual career vision or those required in their current job.

Returning & sharing of knowledge

When implementing PMO activities, the knowledge acquired each time is shared as part of an initiative for storing knowledge. The shared knowledge is used not only to build a knowledge database but also to create a cycle of small-scale study sessions, medium-scale training, and training for external sales, with updates made on a daily basis to provide the latest learning opportunities.

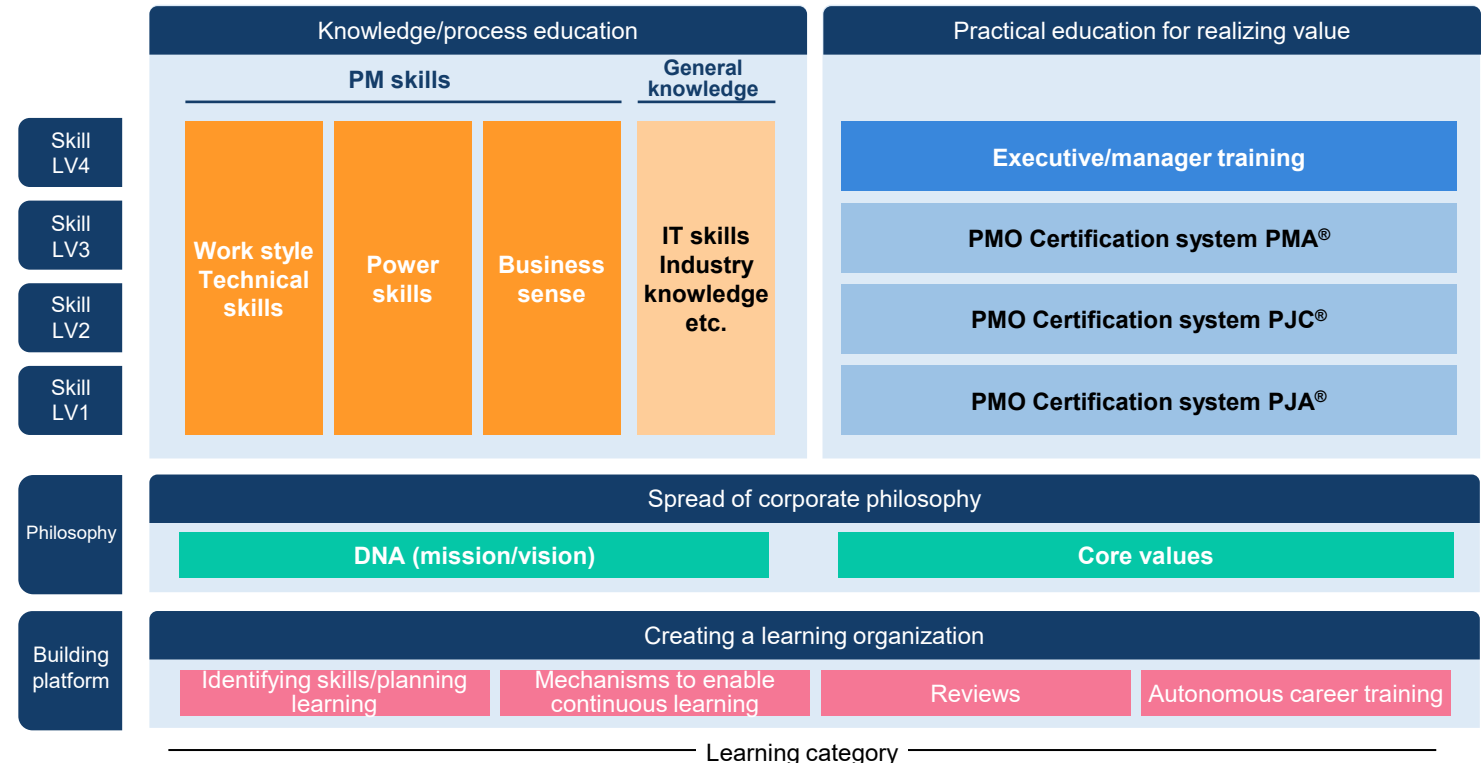
PMO Practical Course / PMO Certification system

We have developed a management skills program based on PMO support knowledge and officially offer it within the Company as a curriculum for basic learning and a certification system for promotion and advancement.

Programs to assist career development

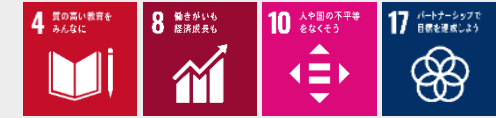
Learning support system

The Company also promotes qualifications from the perspective of qualitative improvements in PMO support, including PMP®, information technology qualification, etc. and provides support for the expenses associated with self-improvement. Anticipating the expansion of global projects, MSOL also provides subsidies for learning English.



Topic: Establishing of business planning contest

As an initiative to support the creation of new careers, we hold events in which individuals participate in an internal contest by putting forward their own ideas as a business plan, and broaden their own career options and potential by taking on the challenge of commercialization.



From the perspective of autonomous careers, by having employees draw up business plans based on their own outside-the-box thinking, we support the forming of a future career tree that will connect to future generations.

Creating new businesses and careers

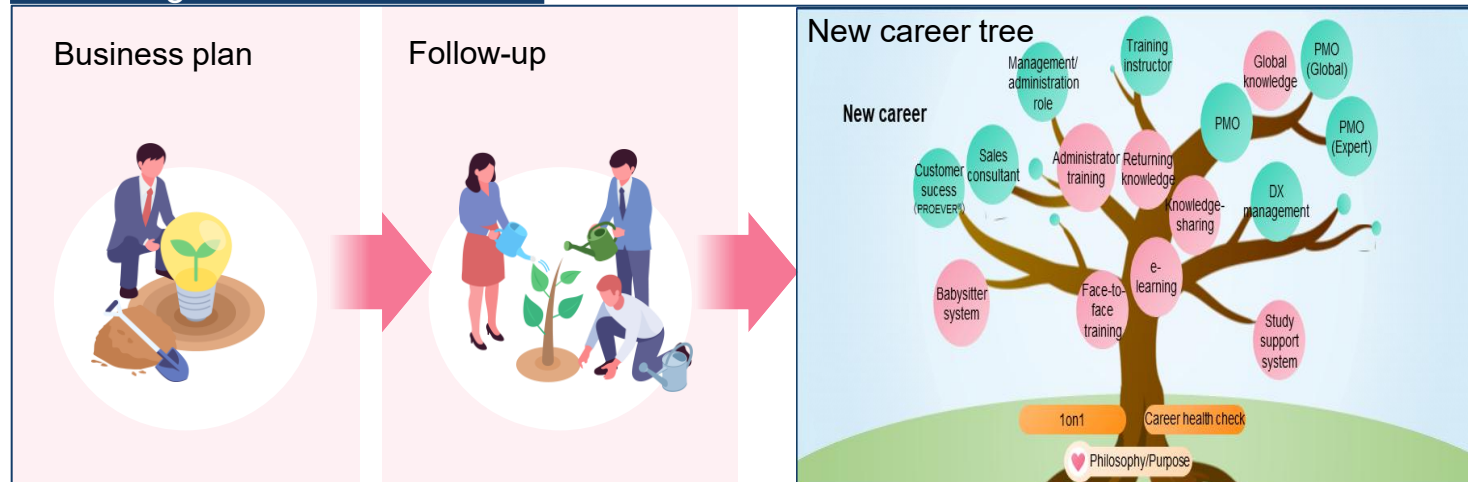
We organize a business plan contest in which employees can propose their ideas directly to management, and take on the challenge of commercialization.

During screening, we do not simply look at profitability but focus on the following three points: the proposer's passion and ability to drive the project forward, innovativeness and necessity as it relates to social issues, and the proposal's feasibility as a business.

The themes of applications vary widely, from the development of services using the latest technology, to projects that aim to resolve social issues, and plans for realizing diverse work styles. As well as cultivating the entrepreneurial spirit of employees and generating new pillars of earnings, this contest supports the formation of new career trees that balance personal development and the sustainable growth of the Company.



Forming a future career tree



3-3. An environment for nurturing careers (for students)

By providing career management education to students, we will foster more value-creating talent for the future.



By delivering management education to students, we will develop individuals who can independently envision their ideal selves and ideal future through the power of management

The motto of Ohzora High School and Ohzora College is 'A school where you can become the adult you want to be' – to this end, it gives students opportunities to interact with adults from all walks of life. MSOL shares this philosophy and has been providing classes and lectures continuously since FY2022. We also held a case study event aimed at the students at business schools in Japan and the United States who will lead the next generation.

Ohzora College

MSOL has given classes to communicate what it believes to be important about project management, which is generating new value and raising the efficiency of project execution through cooperation among people with diverse values.

Workshop-style classes using blocks, which we held on October 1 and 3, 2025, were attended by around 30 students from the Tokyo and Fukuoka campuses. We received comments like "I learned about the enjoyment of cooperation and the importance of expressing and reconciling opinions, and I became keenly aware of the significance of teamwork," showing that the classes allowed attendees to feel the importance of working together.



Joint Japan-U.S. global case study event

On May 14, 2026, a joint Japan-U.S. global case study event was held to which MSOL invited students and professors of Waseda Business School and Middle Tennessee State University (MTSU).

In a society characterized by VUCA in which forward visibility is poor, the nurturing of the next generation of leaders, equipped with the management ability to drive matters forward, is an important issue that should be addressed by society as a whole. By implementing initiatives for the nurturing of the next generation, MSOL, whose strengths lie in project management led by PMOs, seeks to provide support for the development of students who will lead the business of the future. At the event, participants engaged in the challenging task of working out a strategy and making a business pitch directly to management, under time constraints, and using materials based on MSOL's actual Medium-term Management Plan. Through high-level discussions that transcended national borders, students used the event as a place for practical learning, while for MSOL it was a valuable opportunity to obtain new perspectives on innovation.

Going forward, we will continue to transcend the borders of business, and work with the leaders of the next generation to develop a sustainable society.





Making management the engine
that drives the world!