Financial Results Briefing Materials

for the First Nine Months of the Fiscal Year Ending December 31, 2026

November 16, 2026

Management Solutions Co., Ltd.
Security Code: 7033

Agenda

1. Executive Summary for 3Q FY2026
2. Performance Highlights for 3Q FY2026
3. Full-Year Forecasts and Shareholder Returns Policy for Fiscal Year Ending December 31, 2026
4. Data Book
5. Appendix

*** All amounts presented in these financial results briefing materials have been rounded down.**

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Executive Summary for 3Q FY2026

Executive Summary for 3Q FY2026

- **Higher sales and profit for first nine months (net sales YoY +11.5%, operating income YoY +24.3%)**
- **3Q operating income YoY +2.7%. Full-year forecasts unchanged**

Net sales (3Q cumulative)

¥18.9 billion

YoY+11.5%

3Q was record high on quarterly basis (YoY +9.5%)

Operating income (3Q cumulative)

¥2.2 billion

YoY+24.3%

Profit margin 11.9% (10.7% last year)

MSOL = medium-term PMO growth strategy *1

1. **21 years of organic growth**
   PMO business growth not dependent on M&A
2. **Focusing on tech PMO**
   Concentrating resources in areas where we can win
3. **Hiring capabilities + Sales capabilities**
   Using both to sustain growth

Operating income progress (first nine months) relative to full-year forecasts (¥3.0 billion)



75.1%

Target for end 3Q: 75%

*1: Details to be explained at full-year financial results briefing scheduled for February 2027

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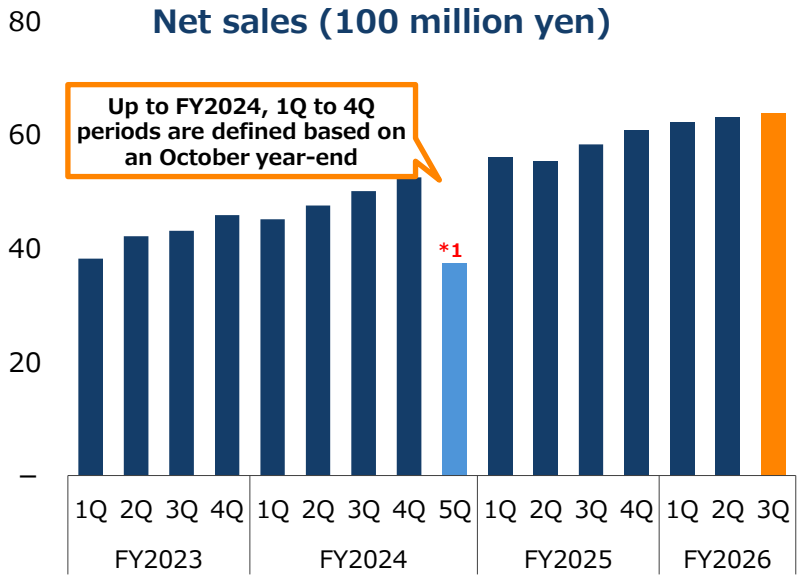
Key Points From 3Q FY2026 Results

- Reached new record high for quarterly net sales (YoY +9.5%)
- Controlled SG&A expenses to achieve YoY 2.7% growth in 3Q operating income

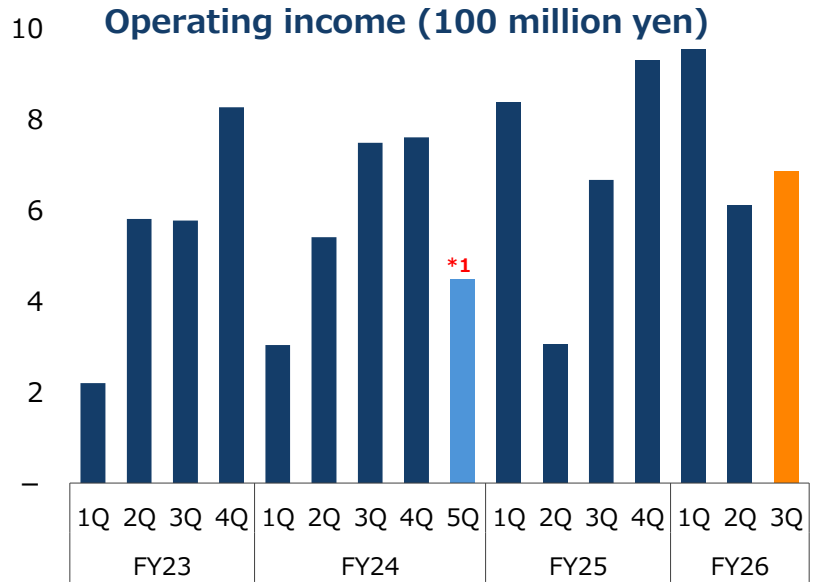
Net sales

¥6.3 billion
(YoY +9.5%)
cumulative progress rate: 72.8%



Operating income

¥600 million
(YoY +2.7%)
cumulative progress rate: 75.1%



Hiring

Recruitment expenses
¥350 million
(YoY +7.3%)

No. of mid-career consultant hires*2
84
(YoY +20.0%)

No. of consolidated employees
1,853
(YoY +14.1%)

*1: 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.
*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

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PMO Business Has Grown Organically for Twenty-One Years Since Founding

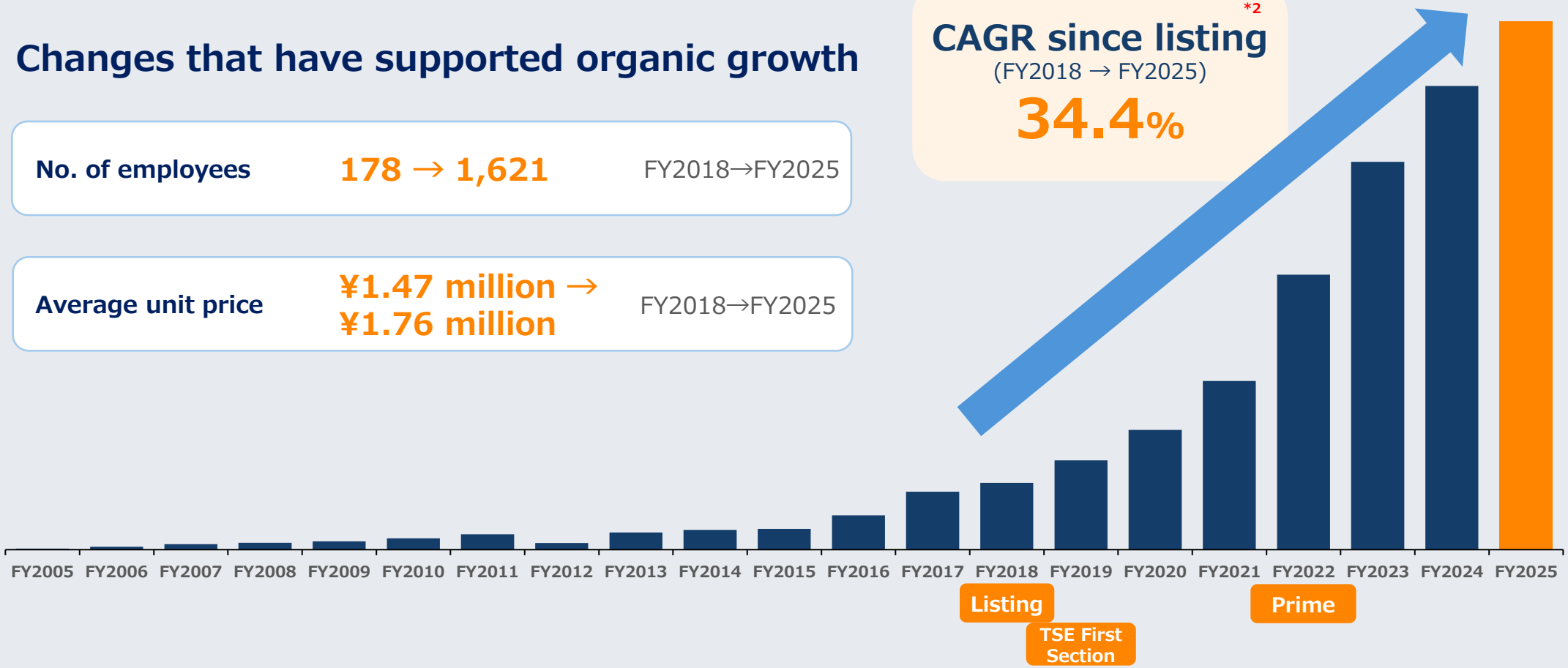
■ Growth of original PMO business has not been dependent on M&A

Consolidated net sales *1

Changes that have supported organic growth

No. of employees	**178 → 1,621**	FY2018→FY2025
Average unit price	**¥1.47 million → ¥1.76 million**	FY2018→FY2025

CAGR since listing *2
(FY2018 → FY2025)
34.4%



*1: Non-consolidated before FY2015, consolidated from FY2016 onward (includes Tetra Communications from FY2022). Year-end month was October until FY2023, and FY2024 contained 14 months, so figures for January-December are provided for reference
*2: Average annual rate of growth in consolidated net sales for 7 years from FY2018 (Oct. year-end) to FY2025 (Dec. year-end)

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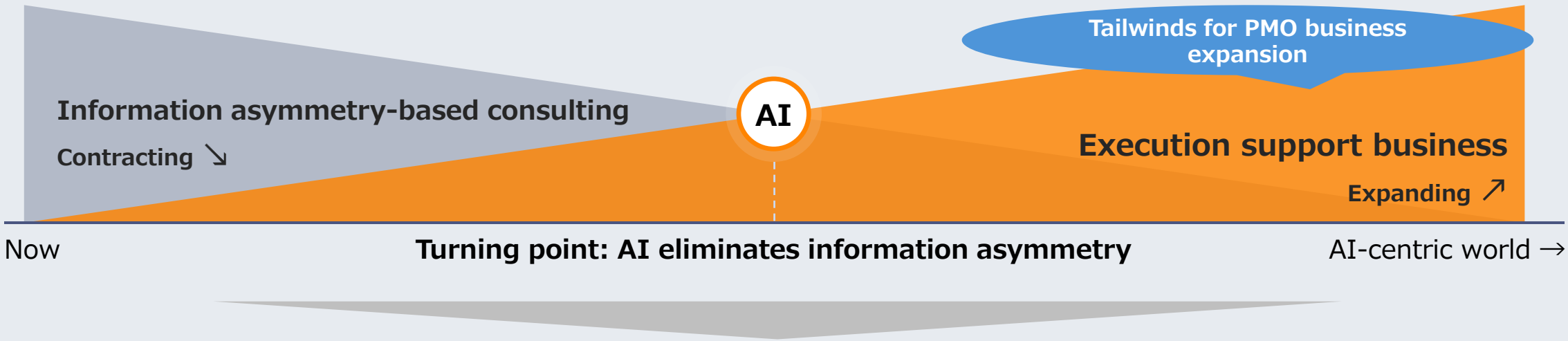
Spread of AI Driving Growth in Demand for PMO That Sees Transformation Through to the End

–The value of *"knowing"* will disappear, while the value of *"seeing it through"* will remain



MSOL's PMO: integrated provision for everything from individual projects to company-wide transformations



Source: MSOL's "PMO Deployment Framework," Beyond1000 Medium-term Management Plan (February 16, 2026)

*1: Cross-project management execution support service *2: Support service that proposes solutions for guiding organizational issues towards resolution when proceeding with transformational projects, such as business process reengineering and promotion of DX

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Focusing on Tech PMO, Growing Through Combination of Hiring Capabilities + Sales Capabilities

■ Concentrating in areas where we can win, and growing while securing profits

Concentration/Acceleration	
PMO	
Original and core business	IT/engineering PMO

Reviewed	
Tetra	Completion (November 2, 2026)
Structural reform via SI acquisition	Shelved
Overseas expansion	Find the right timing
New products	Invest carefully

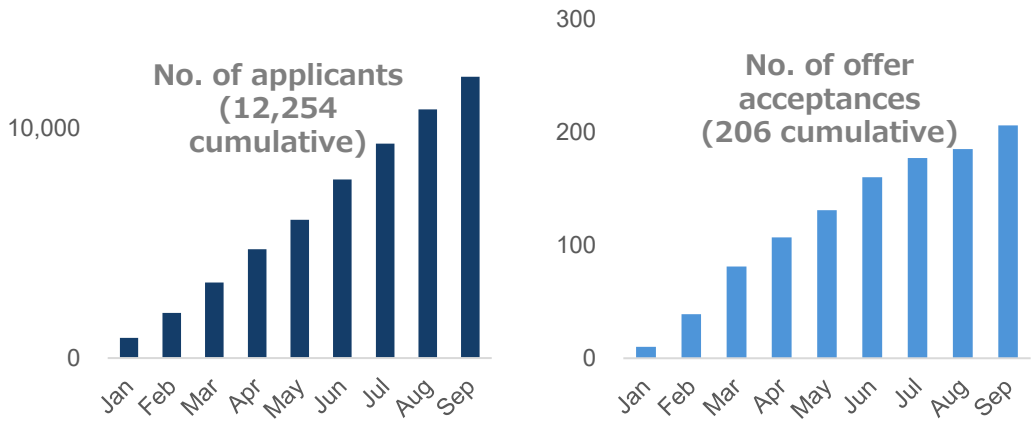
Growth model: combination of hiring capabilities and sales capabilities

Hiring capabilities Supply — **Sustainable growth** — **Sales capabilities** Demand

No. of mid-career PMO hires 3Q: 201

200+ Clients Supported

Hiring capabilities: continuation of satisfactory hiring activities*1



Another explanation of roadmap to net sales of ¥100 billion will be provided in February 2027

*1: Numbers for hiring refer to PMO business in FY2026. Full-year plan for mid-career PMO hires is 220-240 people. Numbers of applicants and offer acceptances are cumulative figures for January-September 2026

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Performance Highlights for 3Q FY2026

Consolidated Income Statement

- **Strong performance for both net sales and operating income, with quarterly sales reaching record high**
- **Gross profit margin decreased due to effects of project changeover timing, but SG&A ratio improved**

(Million yen)	FY2025				FY2026				YoY	
	1Q	2Q	3Q	3Q cumulative total	1Q	2Q	3Q	3Q cumulative total	Change	Change %
Net sales	5,604	5,545	5,832	**16,982**	6,224	6,316	6,387	**18,928**	+1,945	11.5%
Gross profit	2,374	2,263	2,412	**7,051**	2,534	2,600	2,434	**7,569**	+518	7.3%
(Gross profit margin)	42.4%	40.8%	41.4%	**41.5%**	40.7%	41.2%	38.1%	**40.0%**	-1.5P	-
SG&A	1,535	1,958	1,745	**5,239**	1,578	1,989	1,749	**5,317**	+77	1.5%
Personnel	1,625	1,625	1,625	**0**	1,625	1,625	1,625	**1,625**	–	26.60%
Hiring and training	733	733	733	**0**	733	733	733	**733**	–	32.70%
Advertising	98	98	98	**0**	98	98	98	**98**	–	0.0%
Non-cash expenses	204	204	204	**0**	204	204	204	**204**	–	25.50%
(SG&A ratio)	27.4%	35.3%	29.9%	**30.9%**	25.4%	31.5%	27.4%	**28.1%**	-2.8P	-
Operating income	838	305	667	**1,811**	955	611	685	**2,252**	+440	24.3%
(Operating margin)	15.0%	5.5%	11.5%	**10.7%**	15.4%	9.7%	10.7%	**11.9%**	+1.2P	-
Profit	570	176	441	**1,188**	603	485	457	**1,546**	+357	30.1%

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Cumulative Details of SG&A Expenses

- **Active hiring of PMO consultants continues**
- **PROEVER SG&A expenses declined as part of the transition to a new business phase, with some expenses recorded in cost of sales or capitalized as assets**

(Million yen)	FY2025 3Q	FY2026 3Q	YoY Change	YoY Change %
Steady-state expenses	3,660	**3,743**	+82	2.3%
	21.6%	**19.8%**		
Personnel	1,906	**1,869**	-36	-1.9%
Land and building rent	399	**419**	+19	5.0%
Other	1,355	**1,454**	+99	7.3%
Strategic investment expenses	1,270	**1,274**	+4	0.4%
	7.5%	**6.7%**		
Hiring and training	966	**1,179**	+212	21.9%
PROEVER (system/development-related expenses)	234	**48**	-186	-79.5%
Advertising	68	**47**	-21	-30.9%
Shareholder returns	51	**67**	+15	30.6%
	0.3%	**0.4%**		
Non-cash expenses	256	**231**	-25	-9.9%
	1.5%	**1.2%**		
Total SG&A	5,239	**5,317**	+77	1.5%

Consolidated Balance Sheet

- **The current equity ratio is 70.9%**
- **Going forward, we will make investments and provide shareholder returns while keeping an optimal capital structure (approximately 35% to 50%) in mind**

(Million yen)	FY2025 December 31, 2025	FY2026 September 30, 2026	YoY
Total assets	8,742	**9,877**	**+1,134**
Current assets	6,946	**7,660**	+714
(of which cash and deposits)	3,109	**3,678**	+569 (of which dividend payments -503)
Noncurrent assets	1,796	**2,216**	+420
Liabilities	2,695	**2,726**	**+31**
Current liabilities	2,509	**2,561**	+51
Noncurrent liabilities	185	**165**	-20
Net assets	6,047	**7,151**	**+1,103**
Equity ratio	67.7%	**70.9%**	+3.2P

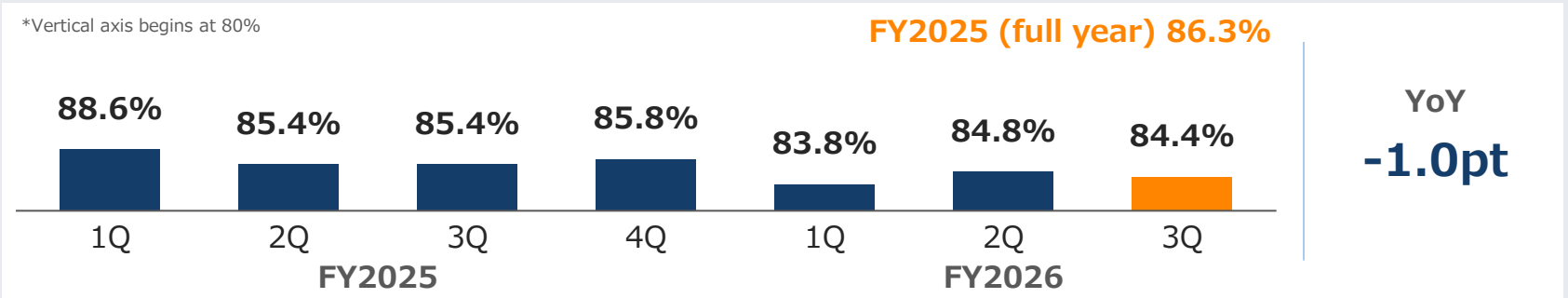
Main KPIs for FY2026 by Quarter

■ Operating rate decreased due to the effects of project changeover timing, but maintained revenue growth by increasing headcount and unit price

Operating rate (%)

Contracted man-hours per PMO consultant

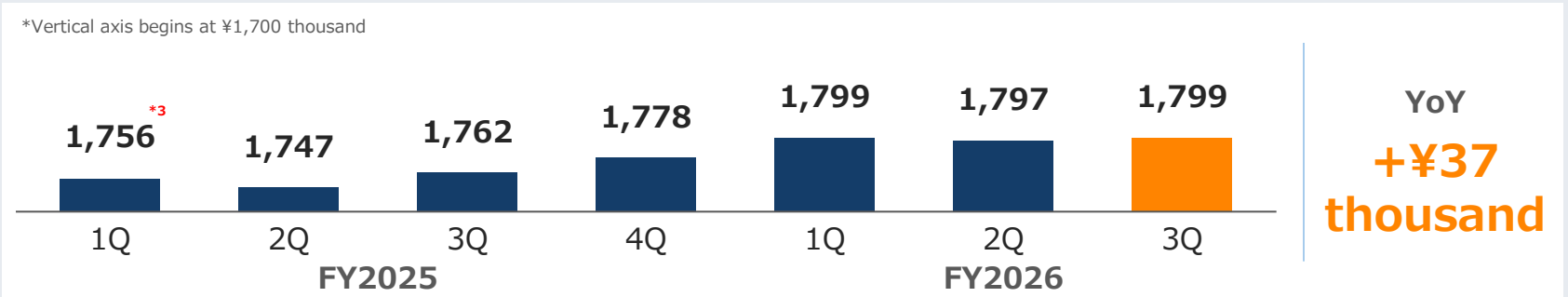
$$\frac{\text{Total contracted operating manhours (man-months)}}{\text{Total PMO consultant man-hours = no. of consultants}^{*1}}$$



Average unit price (thousand yen)

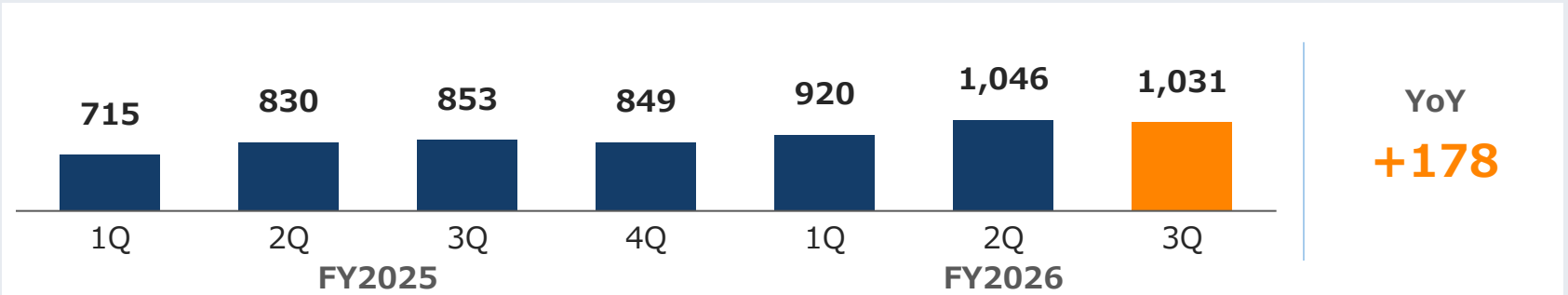
Average monthly unit price charged per PMO consultant

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



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



*1: Number of employees as of end of month. Excludes those taking leave, new graduates, and managers (from June of the year of joining the Company to April of the following year for new graduates)
*2: Excludes new graduates and managers (from June of the year of joining the Company to April of the following year for new graduates)
*3: Revised due to an error in the Q1 FY2025 figure (from ¥1,741 thousand to ¥1,756 thousand)

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Full-Year Forecasts and Shareholder Returns Policy for Fiscal Year Ending December 31, 2026

Full-Year Forecasts for FY2026

- Full-year forecasts (announced February 16, 2026) have not been changed
- Outlook for next fiscal year and medium- to long-term roadmap will be explained at full-year results briefing in February 2027

Net sales

¥26.0 billion
(YoY +12.7%)

	1H	2H
FY2026 forecasts	¥12.4-12.6 billion	¥13.3-13.7 billion

FY2026 1H results ¥12.5 billion (3Q cumulative: ¥18.9 billion)

Operating income

¥3.0 billion
(YoY +9.4%)

	1H	2H
FY2026 forecasts	¥1.2-1.4 billion*1	¥1.5-1.8 billion*1

FY2026 1H results ¥1.5 billion (3Q cumulative: ¥2.2 billion)

No. of mid-career PMO consultant hires *2

220-240

	1H	2H
FY2026 forecasts	120-130	100-110

FY2026 1H results 127 (3Q cumulative: 201)

*1: As of August 14, 2026 *2: No. of mid-career PMO consultant hires (does not include MSOL Digital or MSOL China)

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Capital Policy and Shareholder Returns: Targeting Dividend Payout Ratio of 50%, Enhancing Returns

■ Share repurchases

Policy is to execute with flexibility, taking into account liquidity, share price, and other factors

(Reference) FY2025 results: ¥947 million (600 thousand shares)

■ Shareholder benefits

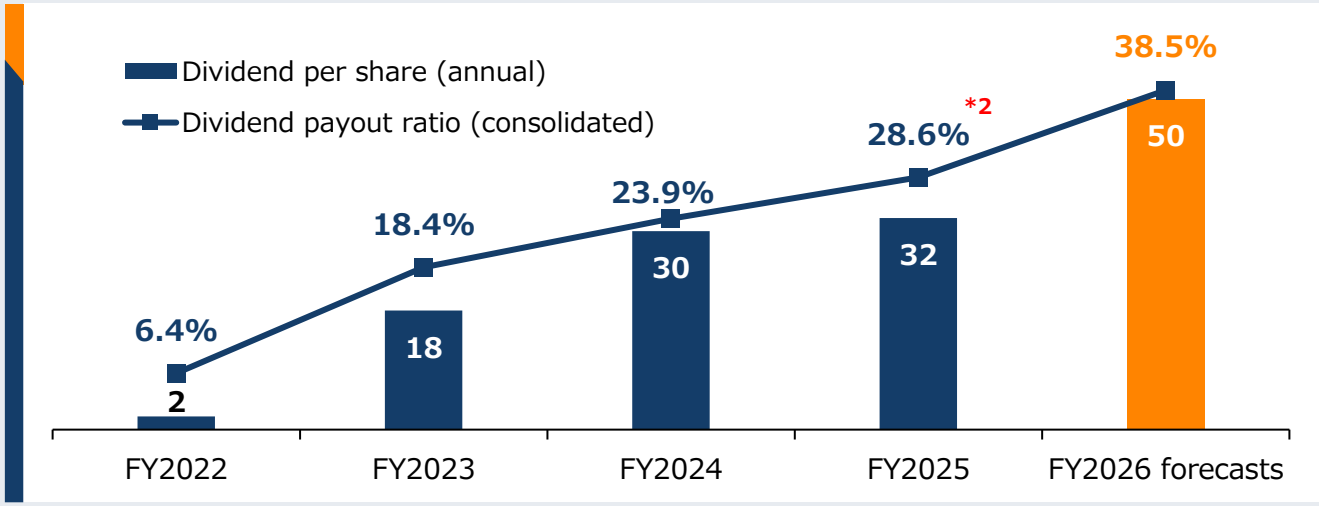
Resumed in FY2025, continuing in FY2026 (record date of June 30)

Shareholder yield of up to 1.8%[*1]

■ 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: Converted at rate of 1 point = 1 yen, calculated using closing price of November 13, 2026
*2: If compared excluding extraordinary losses for FY2025, the dividend payout ratio for FY2025 was 27.7%.

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Data book

Non-financial KPIs

(People)	FY2023				FY2024					FY2025				FY2026		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	5Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
No. of consolidated employees (*1)	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	1,642	1,831	**1,853**
No. Of consultants (*1・*2・*3)	791	897	894	901	936	980	1,062	1,105	1,116	1,132	1,276	1,302	1,298	1,327	*5 1,496	**1,529**
Mid-career hires No. Of consultants (*4)	85	157	189	214	108	197	239	315	344	72	155	225	268	73	164	**248**

*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 fiscal year. Included from 3Q up to FY2024 and from 2Q for FY2025 onward.)
*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.
*5: Figures for the second quarter of the fiscal year ending December 31, 2026, were corrected retroactively due to errors (number of consultants: 1,505 → 1,496).

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Income Statement

(Million yen)	FY2023			FY2024							FY2025					FY2026		
	1H	2H	Full year	1Q	2Q	3Q	4Q	5Q	Full year	Reference Jan-Dec	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q
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	**6,224**	**6,316**	**6,387**
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	**2,534**	**2,600**	**2,434**
(Gross profit margin)	36.6%	38.2%	37.4%	39.7%	40.7%	42.8%	42.4%	39.8%	41.2%	41.4%	42.4%	40.8%	41.4%	41.6%	41.5%	**40.7%**	**41.2%**	**38.1%**
SG&A	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	**1,578**	**1,989**	**1,749**
Personnel	539	593	1,132	462	539	570	530	387	2,489	2,194	571	709	624	626	2,532	**539**	**728**	**601**
Hiring and training	533	231	764	426	233	182	306	139	1,287	1,011	247	374	345	236	1,203	**364**	**444**	**370**
Advertising	47	63	110	16	29	40	31	38	155	146	30	25	12	4	73	**4**	**9**	**33**
Non-cash expenses	99	148	248	65	67	68	76	46	323	292	86	81	89	79	336	**70**	**76**	**84**
Operating income	801	1,405	2,207	304	541	749	761	449	2,805	2,561	838	305	667	930	2,742	**955**	**611**	**685**
(Operating margin)	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%	**15.4%**	**9.7%**	**10.7%**
Profit	565	1,070	1,635	193	369	515	636	368	2,083	1,854	570	176	441	629	1,817	**603**	**485**	**457**

* 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

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Profit and Loss by Business Area

(Million yen)	FY2023			FY2024							FY2025					FY2026		
	1H	2H	Full year	1Q	2Q	3Q	4Q	5Q	Full year	Reference Jan-Dec	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q
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	**6,224**	**6,316**	**6,387**
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	**5,293**	**5,379**	**5,346**
Digital area	1,106	1,344	2,451	641	625	649	715	678	3,311	2,861	842	862	911	968	3,584	**1,021**	**1,016**	**1,080**
Other area	21	25	46	12	20	27	36	24	122	154	32	40	47	36	157	**22**	**23**	**27**
Consolidation elimination	-43	-100	-144	-43	-58	-59	-37	-36	-235	-174	-61	-50	-65	-84	-261	**-112**	**-103**	**-66**
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	**2,534**	**2,600**	**2,434**
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	**2,296**	**2,387**	**2,198**
Digital area	204	302	507	118	139	152	178	155	743	644	187	203	242	247	880	**276**	**265**	**269**
Other area	-9	7	-2	0	2	7	11	13	35	-19	18	14	27	25	85	**-23**	**-21**	**-26**
Consolidation elimination	-3	-26	-30	-7	-29	-3	16	-5	-29	-23	-10	-11	-8	-4	-35	**-14**	**-30**	**-6**

* 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

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Definitions/Measurement Methods for Main KPIs

■Main KPIs are measured using the following definitions

Definitions/Measurement methods



Operating rate

Contracted man-hours per PMO consultant

Total contracted operating manhours (man-months)

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

Net sales per PMO consultant (monthly)

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)

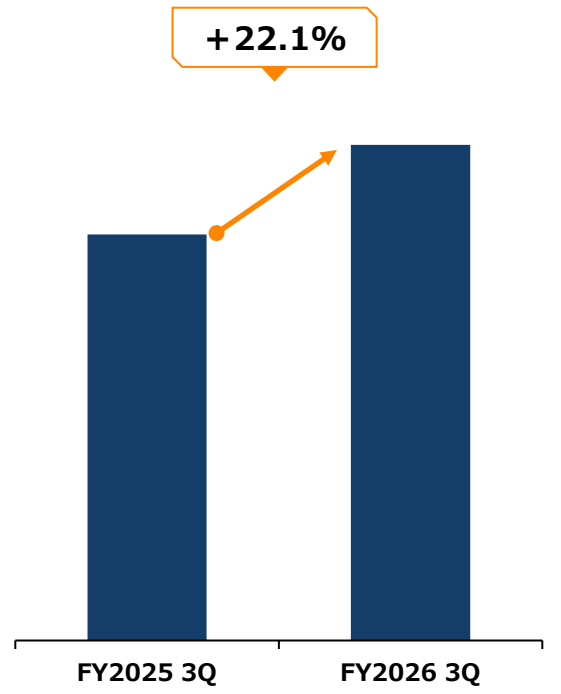
5

Appendix

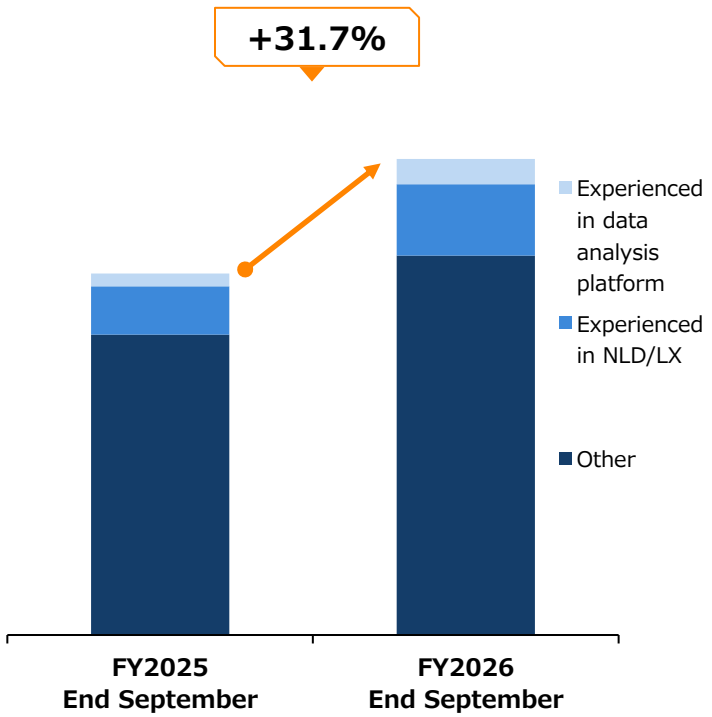
MSOL Digital: Strong Demand for Data Integration and Other Services Supports Steady Growth

- Net sales reached record highs on a quarterly basis
- Continuing to grow sales on the strength of platform development for data analysis using AI

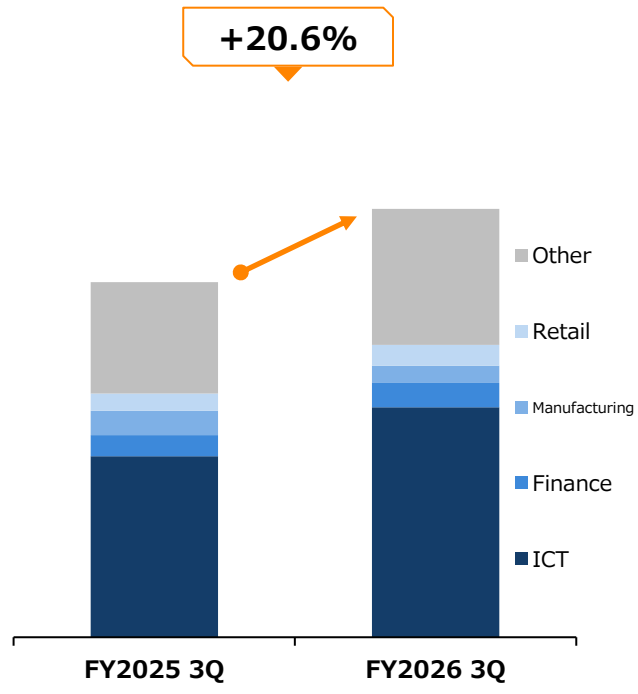
Net sales



No. of employees



No. of project orders



*Figures are for MSOL Digital as a standalone entity

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Background to Tetra Communications Inc. Share Transfer and Outlook Going Forward

- **Aim to concentrate management resources in growth area of PMO business, and increase corporate value over medium to long term**
- **Tetra to go under wing of company more compatible with its area of business, and start new phase of growth**

Now

MSOL + Tetra

Leverage business and customer base
Initiatives to generate synergies

Changes in market / business environment

Synergies real but limited

Going forward

MSOL

Concentrate management resources in growth area of PMO business
Aim to increase corporate value over medium to long term

Purchaser (AsiaQuest) + Tetra

Highly compatible areas of business

Expect multiple synergies in customers, know-how, human resources
Accelerate Tetra for further growth

[Overview of share transfer] URL for details

Date of share transfer contract: October 1, 2026
Closing date: November 2, 2026
Shares transferred: all shares of the target company held by MSOL
Purchaser: AsiaQuest Co., Ltd.
Rough estimate of impact on MSOL consolidated results: impact on consolidated P&L is currently under due diligence

Resolution to Postpone the Spin-off of the PROEVER Business

■ Resolved to postpone the spin-off of the AI tool "PROEVER" business as follows

[Reason for Postponement]

- **Significant changes in the external business environment due to the rapid spread of AI**

[Future Outlook / Next Steps]

- **Postponed schedule: Specific timing is currently undecided → To be disclosed promptly once determined**
- **Impact of the postponement on our business performance: Negligible**

  (Please refer to the timely disclosure released today for details)

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Customer Base Solid, Ratio of Customers with Net Sales >= ¥100 Billion Approximately 94%

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

Automotive

TOYOTA
DENSO
TOYOTA connected
SUBARU
MITSUBISHI MOTORS
Multiple major auto manufacturers

Finance

Multiple major financial institutions

Infrastructure

TOKYO GAS
TOKYO GAS NETWORK
TOKYO GAS GROUP 東京ガスiネット
JR西日本
TEPSYS

Other

TOYOTA TSUSHO
RECRUIT
H2O RETAILING

ICT industry

Spark Your Journey KDDI
BIGLOBE
TISI TIS INTEC Group
さくら情報システム
SAKURA internet

Manufacturing

TOPCON
DM三井製糖
ツムラ
HOCHIKI
Major heavy machinery company A
Major general electrical appliance company B

Cash Flow Analysis

Reprint same as previous

MSOL has generated free cash flow ranging from ¥1.0 billion to over ¥1.8 billion during the past three years, steadily strengthening its cash-generating capabilities

- Operating cash flow from core operations continues to grow steadily and sustainably, driven primarily by the PMO business
- Funds generated through these operations are invested with financial discipline in project management software(PROEVER), internal systems, and the expansion of sales offices
- Financial cash flow (red box) is primarily allocated to proactive shareholder returns, including share buybacks and dividends

(Million yen) Fiscal year	Operating cash flow	Investment cash flow	Financial cash flow	Free cash flow	Period-end cash balance
FY22 (Oct. year-end)	+150	-612	+807	-461	+2,185
FY23 (Oct. year-end)	+2,334	-444	-1,435	+1,890	+2,640
FY24 (Dec. year-end)	+1,329	-285	-964	+1,043	+2,729
FY25 (Dec. year-end)	+2,257	-395	-1,613	+1,862	+2,983

The ¥1.0 billion year-on-year decrease in FY2024 operating cash flow was attributable to ¥1.1 billion in corporate income taxes arising from rapid earnings growth (a positive factor)

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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. MSOL Inc. (US) Management Solutions (Shanghai) Co., Ltd.	
Group Employees	1,853 (as of September 30, 2026)	
Professional Memberships	Japan Business Federation (Keidanren), PMI Japan Branch, Japan Users Association of Information Systems	
Corporate Website	https://www.msols.com	

Company Profile



Reprint same as previous

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

Notification of Materials for New Investors

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

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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

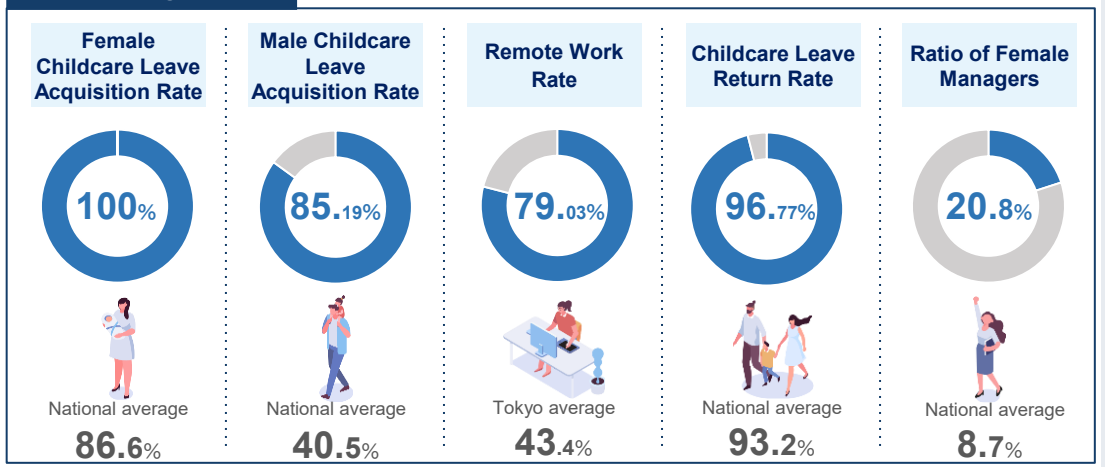
By adding pre-childbirth support and support for returning to work to the childcare leave system, we provide powerful backup for employee work styles.

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 femaleemployees 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.

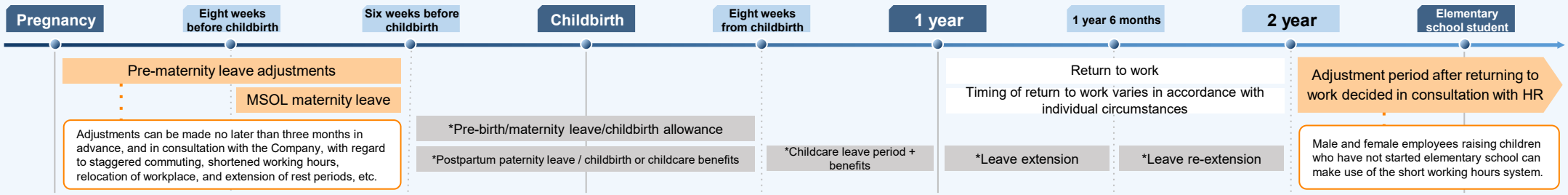
MSOL in figures



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.

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.

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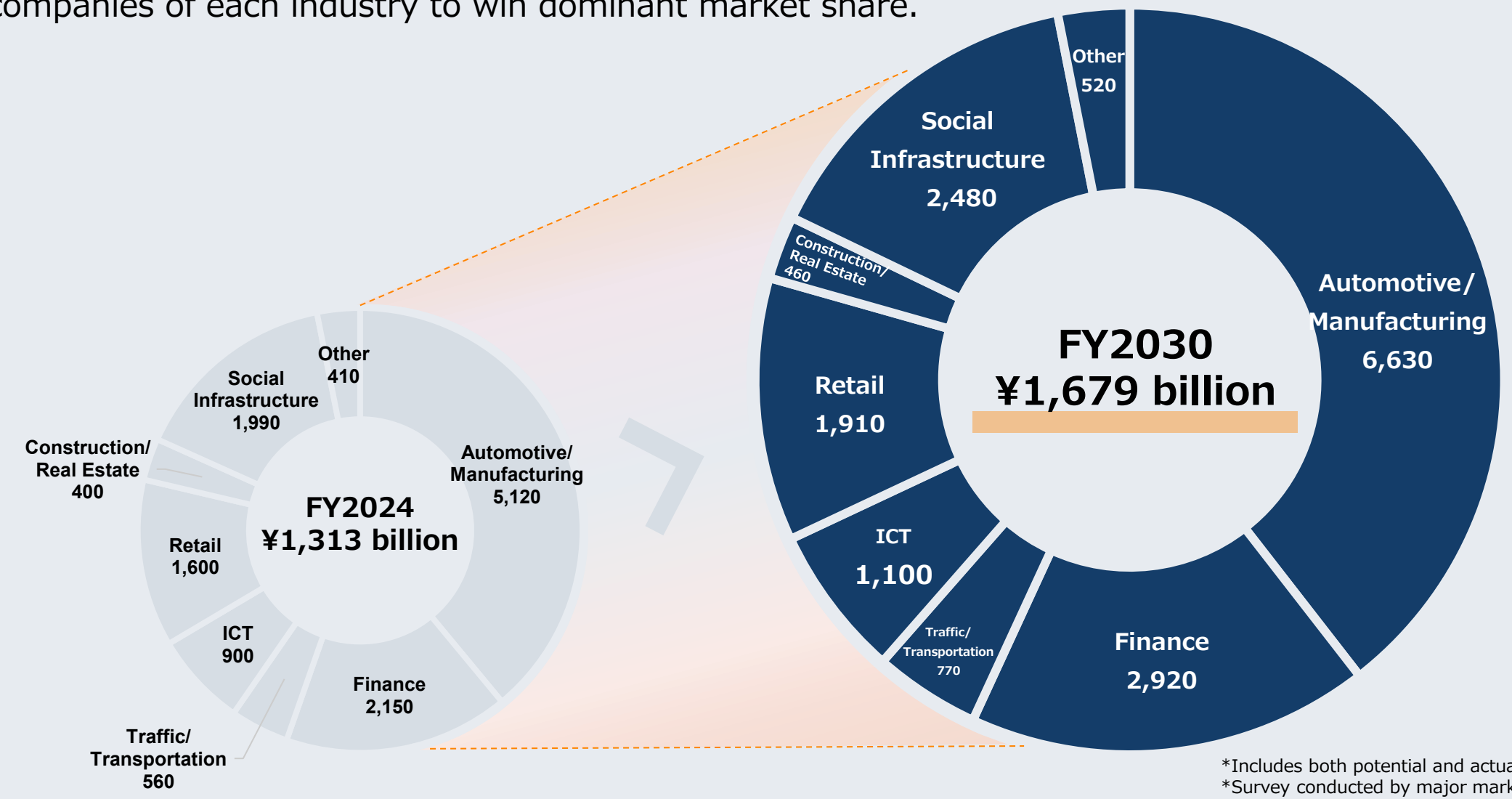
The vast ¥1.68 trillion market that underpins “Beyond1000”

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

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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.