

Message from the Chairman



Alfonso Serrano-Suñer, Chairman of Management Solutions

We live in a changing reality, and change is real. Structural and circumstantial dynamics are converging that are having a strong impact on our lives.

On the one hand, there is digitalization, this sort of virtual space on a global scale that removes restrictions inherent to physical space; there is energy transition, which aims to respond to the challenges of climate change; and there is the loss of leadership by the West, in a context in which a country's weight in terms of its share of the world's GDP tends to converge with the relative weight of its population.

On the other hand, the pandemic – despite having subsided – still persists and has had serious health and economic consequences; the tragic war in Europe, in addition to being a humanitarian catastrophe, has led to tensions in the raw materials markets and disruptions in supply chains; and we have a new macroeconomic picture warning us of potential stagflation.

Change, and the speed at which it happens, creates uncertainty, but also great opportunities.

New business models and profound changes in existing models emerge; access to technology is democratized; data becomes a source of value and its advanced modeling opens up a world of new possibilities; organizations and processes become more efficient; a more collaborative economy emerges and new ways of working are promoted.

To face this changing reality, in my opinion, we need an entrepreneurial attitude that champions adaptation to the new environment and allows us to set and achieve new and ambitious goals.

Entrepreneurship is the search for opportunities beyond the resources under control. At Management Solutions, this translates into improving where there is room for improvement, while creating new value-generating dynamics and always maintaining an innovative spirit.

Entrepreneurship requires a rigorous preparation in knowledge and skills; it requires system and method; but it also requires a culture that favors growth and generates confidence.

Entrepreneurship therefore compels us to keep our value proposition constantly updated: by strengthening research and the development of new competencies; deepening and broadening our industry knowledge; and reinforcing our presence in the countries in which we operate, always supporting the societies in which we operate.

That is why we strive to design and implement innovative solutions, built in increasingly collaborative environments, that take advantage of technological disruption to improve the customer experience, streamline processes, better control risks and extract greater value from the available information.

In the current context, many organizations, leaders in their respective markets, trust Management Solutions to adapt to a

new reality, transforming their business models to achieve sustainable growth.

We rely on the talent, effort and preparation of an extraordinary team of professionals. A team with strong principles and values such as: dedication to service; humility, generosity and solidarity; integrity and critical thinking; meritocracy and passion for a job well done; entrepreneurial spirit and perseverance in the pursuit of our objectives.

A team that puts the client at the center of all its actions and is not only concerned about what it does, but also how it does it. In short, a team of entrepreneurs.

Fiscal 2022 has been a very positive year for Management Solutions. For yet another year, and despite the extraordinary circumstances we faced, we have once again exceeded all our goals, in all the geographies and industries in which we operate and in all the service lines we provide.

Today we are a leading business consulting firm serving more than 1,500 global and local clients who are leaders in their respective industries. In 20 years we have grown more than 40 times our size, always growing regardless of economic cycles.

We have an extraordinary team of 3,200 professionals with a strong analytical profile and a deep knowledge of the industries for which they work; a young, well-trained, cohesive and multicultural team (with more than 40 nationalities), which carries out its activity in more than fifty countries in Europe, the Americas, Asia and Africa, through its 39 offices around the world.

In addition, we have significantly increased our investment in training and research, extended our reach in universities, expanded our cultural and educational sponsorships, and promoted all activities in support of good causes.

Social responsibility is a strategic element of our business model, a long-term commitment we make to our clients, professionals and communities in all the countries in which we operate.



Management Solutions partners at 2022 Yearly Meeting

With the publication of the seventeenth edition of our CSR Report, we intend to provide a transparent and detailed account of the progress achieved in 2022 in different areas, particularly regarding our social commitment in line with the Sustainable Development Goals and the United Nations' Global Compact, which we joined in April 2019.

A fundamental line of our social responsibility policy has always been our links with universities: we collaborate with more than 350 universities by signing agreements for scholarships and internships; teaching master's degrees, classes and specialized seminars; cooperating in research programs; participating in employment forums; and sponsoring and supporting university foundations and associations.

Encouraging entrepreneurship and innovation is another line of action of our social responsibility policy. Initiatives in this field

have been extended to the field of education by supporting projects aimed at developing entrepreneurship and innovation values, attitudes and skills through education in the initial formative stages of children and young people.

Our social commitment also includes our presence in professional associations related to our activity, in associations that support the development and dissemination of science, and in cultural associations through sponsorship and patronage policies.

We are particularly attuned to ensuring that our joint efforts lead to sustainable development, and we implement policies that contribute to the conservation of the environment. We are therefore committed to achieving carbon neutrality by 2030 by reducing greenhouse gas emissions and offsetting those emissions that cannot be eliminated.

We continue to enthusiastically support and encourage all activities in support of good causes carried out by our professionals through Management Solutions' Social Action Group, whose selfless dedication to helping the most disadvantaged in our society makes us extremely proud.

At Management Solutions we face the future with great enthusiasm and confidence, always committed to our clients, to our professionals and to the whole of society. As always, we are dedicated to Making things happen, in short, to entrepreneurship.

Alfonso Serrano-Suñer
Chairman of Management Solutions