Financial Results Briefing Materials

for the First Half of the Fiscal Year Ending December 31, 2024

June 14, 2024

Management Solutions Co., Ltd.

Security Code : 7033

Agenda

1. Revisions to forecasts   President and CEO   Akira Kaneko

2. Business highlights for Q2 FY2024   President and CEO   Akira Kaneko

3. Performance highlights for Q2 FY2024   Chief Financial Officer   Kunimasa Tamai

4. Concluding remarks   Chairman of the Board   Shinya Takahashi

1H FY2024 Executive Summary

Net sales

¥9,267 million

YoY +15.4% ⬆

Operating income

¥846 million

YoY +5.5% ⬆

Hiring

Cumulative number of Group employees **1,341**	Hiring Costs (total) **¥640 million**
Cumulative number of recruited consultants **191** (excl.111 new graduates)	Hiring Costs (QoQ) **+¥140 million**

Revisions to Forecast (14 months)

Consolidated Net Sales of ¥22,600 million, Operating Income of ¥2,700 million

Intensifying competition for Talent

- PM Job Opening-to-application ratio TRIPLED*
- Soaring Personnel expenses due to Base Increases

Impact on Rapid Organizational Expansion

- CAGR 51.7%（From October 2021 to October 2023）

Transformation in Sales Division

- Proactive Sales Strategies Looking Towards 2030 and Beyond
- Personnel Transfer from Consulting Div. to Sales Div.

Improvement aspects

Optimization of
Mid-Career Recruitment Plans and Utilization Efficiency

Optimization of Business Partner Ratio
(Improving Gross Margin)

Positive aspects

Continuation of New Graduate Recruitment Strategy
- 111 new hires joined in 2024
- Retention rate of new hires since 2012 stands at 86%

Expansion of the Project Management Market Size

Enhancement of Service Quality

Building Stronger Relationships with Clients
(Leading to Increased Unit Prices, etc.)

*Source: Levtech Agent Services, December 2023 Performance

1

Review of the First Half of the Fiscal Year Ending December 31, 2024

Net sales have been solid. Operating income has fluctuated mainly due to investments in recruitment and training

Net sales trend
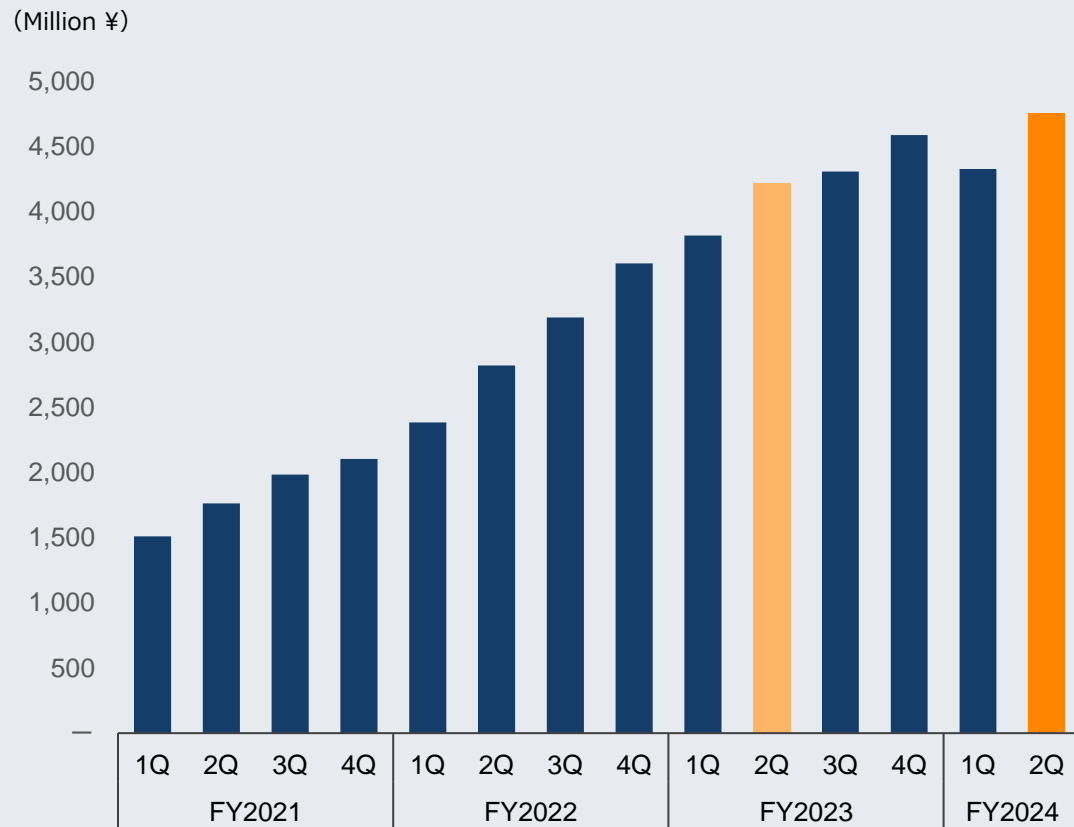
Operating income trend

Summary of Progress in Executing the Three Strategies

MSOL
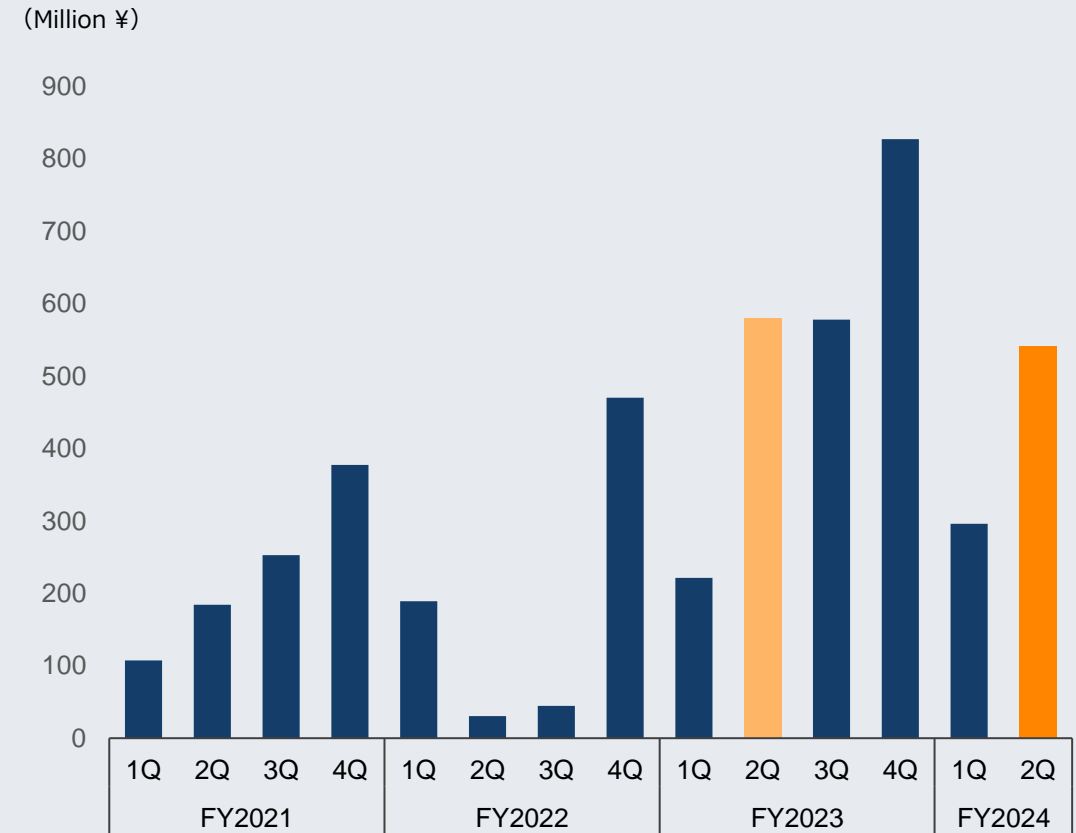
Strategy 1
Strengthen sales structure

PM business

Addressing further growth in headcount by expanding the sales organization and building an organization to ensure delivery quality

In addition to steady growth, we will shift towards adding greater value through an EPMO service that leverages management consulting know-how, and position it as a business that contributes to profit even more than previously

Strategy 2
Business diversification

Digital business | BP business

The digital business, which has grown steadily, has been established as the next core business following the PM business

This was spun off as MSOL Digital in January 2024, and will be the growth driver of the Digital domain going forward

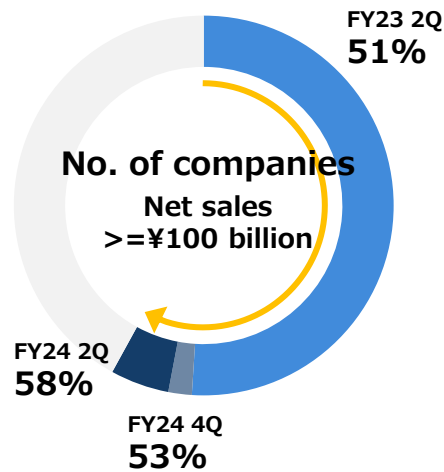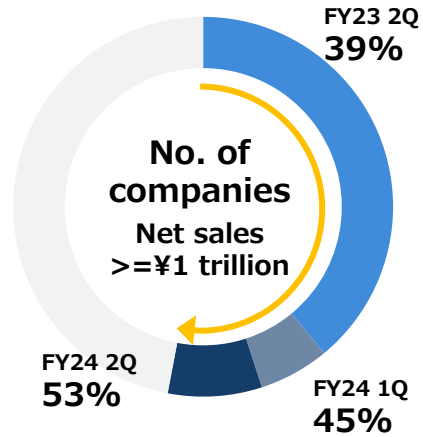## Strategy 3
Overseas expansion & software
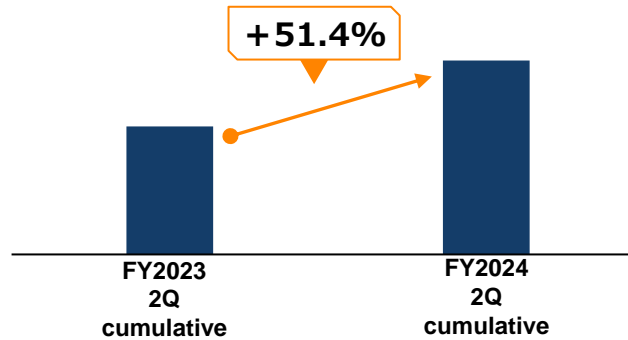
Overseas business | PROEVER business

Our initial assumptions failed due to COVID-19, and our overseas expansion paused at one point, but we will rebuild our overseas expansion policy based on the global rise in the level of understanding with regard to COVID-19

Strengthen Sales Structure - Expansion of Existing Business

MSOL

We have established an enhanced Sales division (headcount of 36 as of the end of Q2), and while building a solid customer base centered on larger companies, we are also seeing a steady increase in inquiries from elsewhere
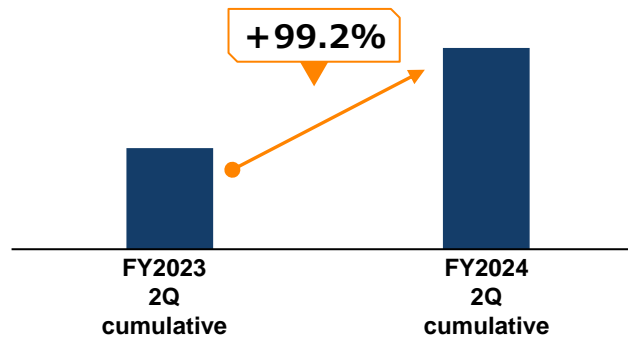
Solid customer base

No. of companies
Net sales >=¥1 trillion

FY23 2Q
39%

FY24 1Q
45%

FY24 2Q
53%

No. of companies
Net sales >=¥100 billion

FY23 2Q
51%

FY24 4Q
53%

FY24 2Q
58%

No. of inquiries

+51.4%

FY2023 2Q cumulative

FY2024 2Q cumulative

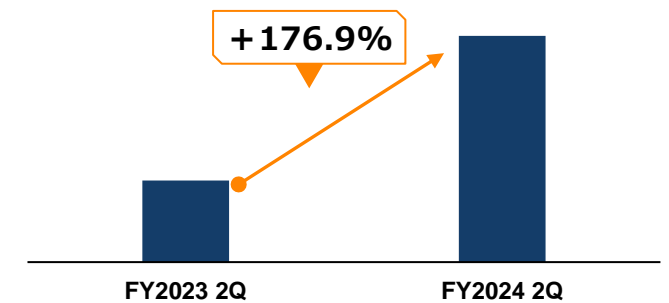## No. of new appointments

+99.2%

FY2023 2Q cumulative

FY2024 2Q cumulative

Instead of seeking immediate results, **the sales enhancement is aimed at a medium- to long-term business expansion.**
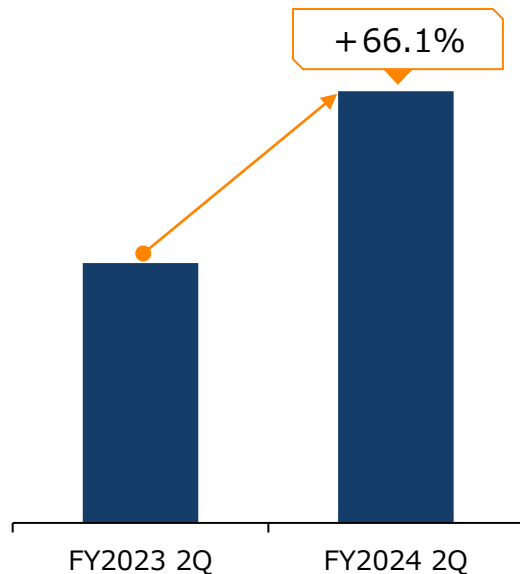
Sales headcount

(excluding General Managers)

+176.9%

FY2023 2Q

FY2024 2Q

Spin-off of Digital Business (Establishing MSOL Digital Co., Ltd. as a New Company)
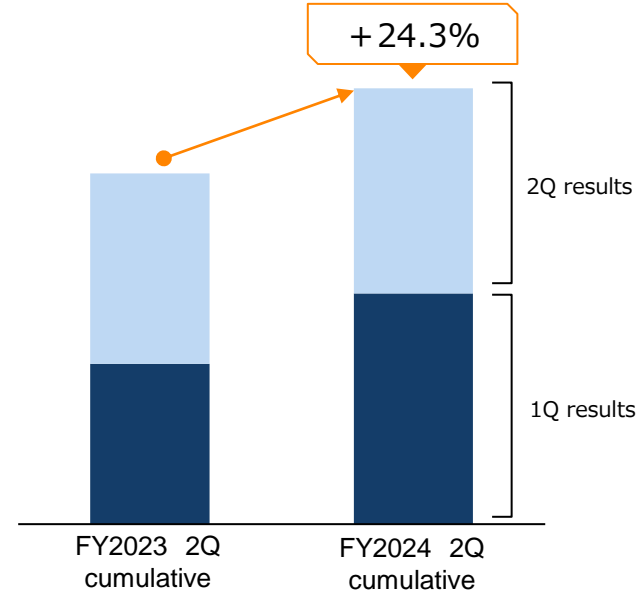
MSOL Digital aims to create a future through the infinitely transformative power of digital, expanding sales by becoming the best co-creation partner in the DX ecosystem

- Inquiries regarding platform renewal/DX promotion are increasing. Concept planning consulting and DX technology support are also rising steadily
- We are receiving more applications from candidates with strengths in technical areas, and hiring is proceeding according to plan
- Our objective is to establish a business centered on solutions, rather than relying solely on consulting that depends on putting people to work

Change in/outlook for no. of employees

+66.1%

FY2023 2Q | FY2024 2Q

Change in/outlook for net sales (billion ¥)

+24.3%

2Q results

1Q results

FY2023 2Q cumulative | FY2024 2Q cumulative

Change in/outlook for no. of projects ordered

+50.8%

2Q results

1Q results

FY2023 2Q cumulative | FY2024 2Q cumulative
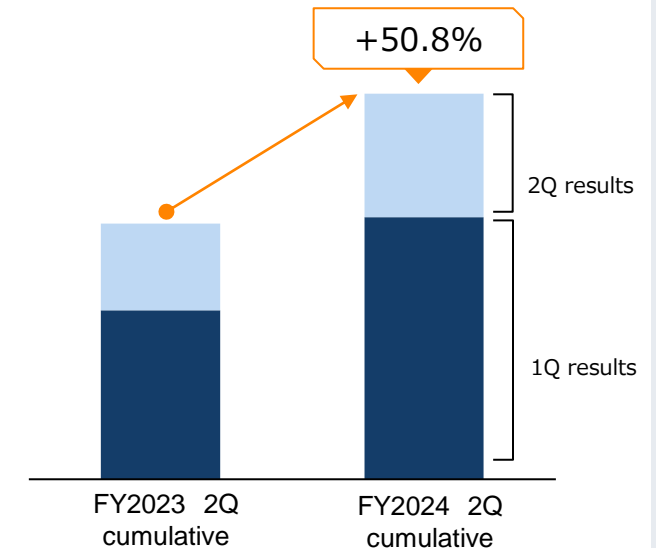
PROEVER's AI-powered project management functions and change management functions, which are an important element of PMO execution support, have come to be regarded as a global trend

Market Expansion of Project Management × AI

80% of project management tasks will be replaced by AI

According to a report from Gartner®, 80% project management tasks will be replaced by AI by 2030.

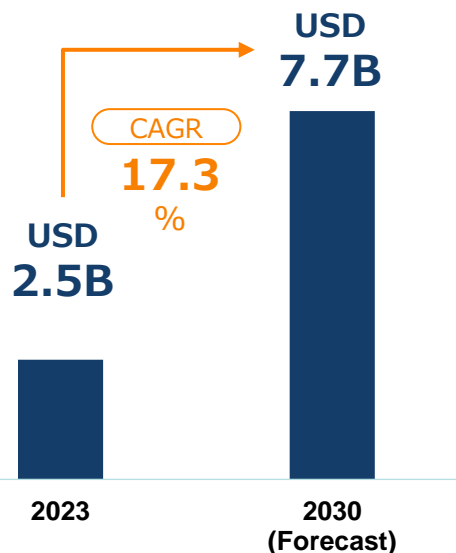The combination of project management and AI was an important theme at the PMI® Global Summit held in Atlanta in 2023, with some forecasters estimating that the global market for project management that makes use of AI will rise from 2.2 billion U.S. dollars in 2023 to 7.7 billion dollars in 2030.

USD **7.7B**

USD **2.5B**

CAGR **17.3** %

2023

2030 (Forecast)

*Gartner®, "The Portfolio Management Leader's 3 Steps to GenAI Business Value", Daniel Stang, 31 May 2024
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The importance of Change Management is being rediscovered

Transformation of organizations and people to become an important theme

While AI was one focus of the PMI® Global Summit 2023, another major theme was change management, which involves guiding the transformation of organizations and people.

Following the focus on technologies such as AI, the guiding of change for organizations and people has become a major issue.

AI Technology

Change Management

Domestic PMO Total Available Market

"The PMO market is expected to continue to grow, with an increasing share of non-IT sectors."

Non-IT Sectors

FY2022
**¥967.6
Billion**

FY2030
**¥1,393.6
Billion**

IT Sectors
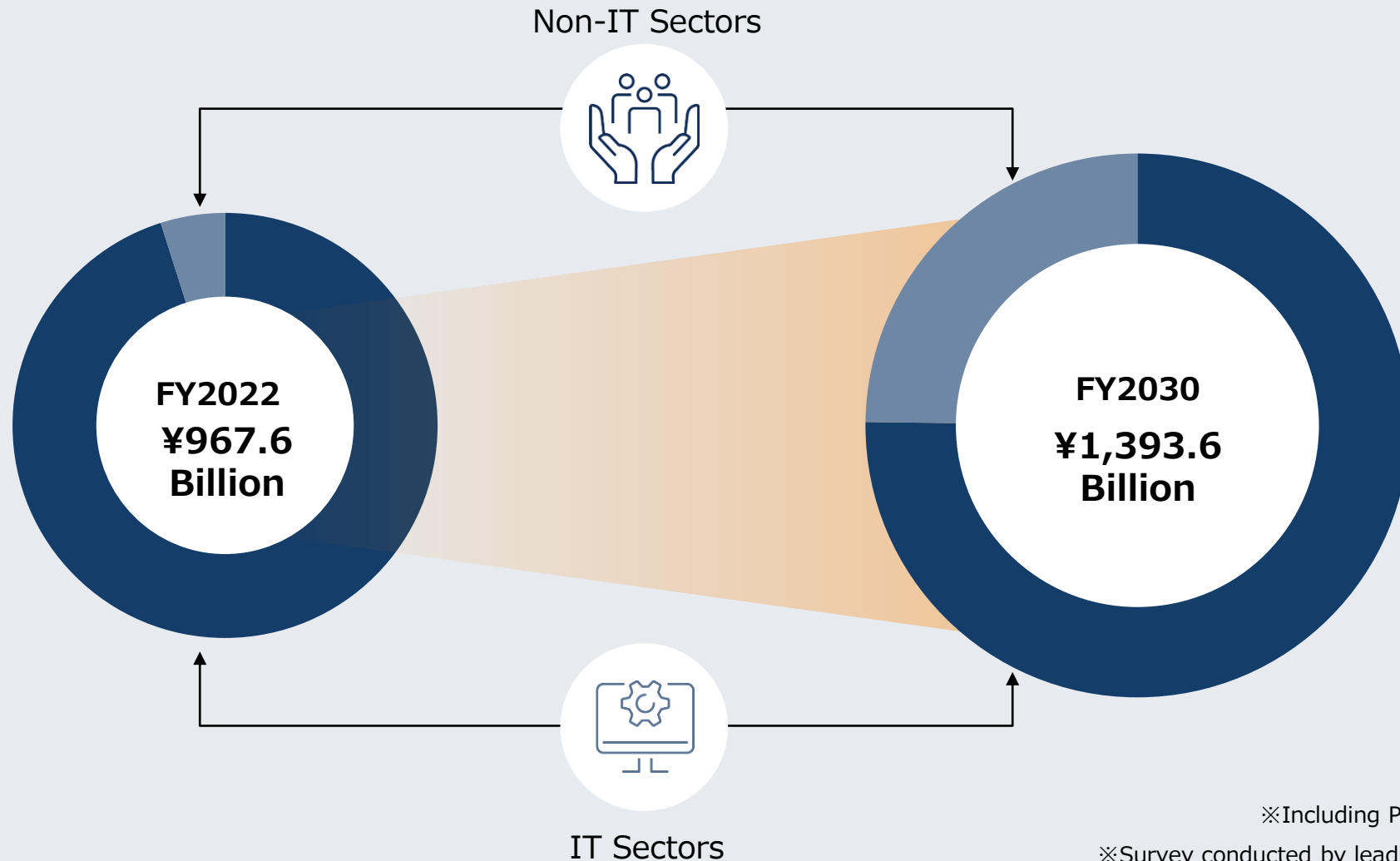
※Including Potential and Existing Markets
※Survey conducted by leading market research agencies

2

Performance highlights for Q2 FY2024

Consolidated Income Statement (1H Comparison)

Sales increased 15.4% year on year due to increased orders. Gross profit margin increased +3.6 points. Personnel expenses increased due to transfers from the COGS and an increase in new graduate recruitment of +46 people (total of 111). As a result, operating profit increased +5.5%.

(Million Yen)	FY2023.2Q 2022.11-2023.4	FY2024.2Q 2023.11-2024.4	YoY
Net sales	8,033	**9,267**	+15.4%
Gross profit	2,938	**3,725**	+26.8%
	36.6%	**40.2%**	
SG&A	2,136	**2,879**	+34.8%
	26.6%	**31.1%**	
Personnel	539	**1,001**	+85.7%
Hiring and Training	533	**660**	+23.8%
Advertising	47	**45**	△5.0%
Other	1,016	**1,172**	+15.3%
Operating income	801	**846**	+5.5%
	10.0%	**9.1%**	
Profit attributable to owners of parent	558	**562**	+0.7%
Net income per share	33.71	**33.91**	+0.6%
Dividend per share	0.0	**0.0**	+0.0%

Consolidated Income Statement (Q2 Comparison)

Orders remained steady and recruitment activities in the first half of the year were smooth, but the increase in SG&A expenses could not be absorbed. As a result, operating profit decreased -6.9%.

(Million Yen)	FY2023 2023.2-2023.4	FY2024 2024.2-2024.4	QoQ
Net sales	4,216	**4,753**	+12.7%
Gross profit	1,600	**1,934**	+20.9%
	38.0%	**40.7%**	
SG&A	1,019	**1,393**	+36.7%
	24.2%	**29.3%**	
Personnel	282	**539**	+90.9%
Hiring and training	194	**233**	+20.4%
Advertising	18	**29**	+62.4%
Other	524	**591**	+12.8%
Operating income	581	**541**	△6.9%
	13.8%	**11.4%**	
Profit attributable to owners of parent	405	**371**	△8.3%
Net income per share	24.40	**22.35**	△4.3%
Dividend per share	—	**—**	—%

Consolidated Balance Sheet

Assets increased due to mainly accounts receivable. Capital accumulated internal reserves, and the equity ratio is at a stable level of 62%.

(Million Yen)	FY2023.4Q 2023.10.31	FY2024.2Q 2024.4.30	Change
Total assets	7,032	**7,243**	△210
Current assets	4,976	**5,358**	+382
Noncurrent assets	2,056	**1,884**	△171
Liabilities	2,730	**2,654**	△75
Current liabilities	2,061	**2,004**	△57
Noncurrent liabilities	668	**650**	△18
Net assets	4,302	**4,588**	+286
Equity ratio	59.8%	**62.0%**	+2.2%

Full-year Forecast

Reflecting the performance revision, we expect to achieve increased sales and profits on a 12-month and 14-month basis in comparison with FY2023.

(Million Yen)	FY2023 2022.11-2023.10	FY2024 2023.11-2024.10	FY2024 2023.11-2024.12
Net sales	16,931	19,200	22,600
Gross profit	6,337	7,800	9,300
	37.4%	40.6%	41.2%
SG&A	4,130	5,500	6,600
	24.4%	28.6%	29.2%
Operating income	2,207	2,300	2,700
	13.0%	12.0%	11.9%
Ordinary income	2,246	2,310	2,710
	13.3%	12.0%	12.0%
Profit attributable to owners of parent	1,620	1,650	1,940

Shareholder Returns Policy

The Company regards the return of profits to the shareholders as an important issue, and its policy is to provide a consistent and stable dividend while securing funds for investing in growth going forward.

In terms of the dividend for FY2024, we plan to pay a year-end dividend of 30 yen.

Appendix

(Reference) Non-Financial KPIs

(People)	FY2021				FY2022				FY2023				FY2024	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
No. of consolidated employees(*1)	381	453	493	490	598	754	862	867	944	1,063	1,070	1,084	**1,171**	**1,341**
No. of consultants (*1, *2, *3)	343	419	451	449	476	638	729	735	791	897	894	901	**936**	**1,091**
Mid-Career hires (*2)	–	–	–	141	62	186	291	305	85	157	189	214	**108**	**191**

*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 in China, but not those employed by Tetra Communications(excl.111 new graduates).
*3: At the start of the fiscal year we moved the total of 40 individuals to the Company's newly established Sales division, the sales and administration department of the Company and MSOL Digital (which was spun off in January 2024), and others

(Reference) Key Figures by Quarter

(Million Yen)	FY2021				FY2022				FY2023				FY2024	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Net sales	1,510	1,762	1,983	2,103	2,383	2,821	3,190	3,604	3,817	4,215	4,309	4,588	**4,513**	**4,753**
Gross profit	550	682	786	864	932	1,037	1,048	1,210	1,338	1,600	1,575	1,823	**1,791**	**1,934**
SG&A	442	498	533	487	743	1,007	1,004	740	1,118	1,018	997	996	**1,486**	**1,393**
Personnel	100	113	120	119	142	174	184	190	257	282	318	275	**462**	**539**
Hiring and Training	97	131	127	36	181	442	385	95	339	193	132	99	**426**	**233**
Advertising	13	21	22	24	72	54	42	31	29	17	29	34	**16**	**29**
Non-cash expenses	12	13	15	20	23	37	41	45	40	59	63	85	**65**	**67**
Operating income	107	184	252	377	189	30	44	470	220	581	578	827	**304**	**541**
Profit	70	130	179	304	127	14	25	364	153	411	398	671	**193**	**370**

(Reference) Performance of each strategy

(Million Yen)	FY2023				FY2024	
	1Q	2Q	3Q	4Q	1Q	2Q
Net sales	3,817	4,215	4,309	4,588	4,513	4,753
PMO area	3,322	3,626	3,714	3,914	3,903	4,165
Digital area	508	598	628	716	641	625
Other area	9	11	12	12	12	20
Consolidation elimination	▲23	▲20	▲45	▲55	▲43	▲58
Gross profit	1,338	1,600	1,575	1,823	1,791	1,934
PMO domain	1,258	1,488	1,463	1,651	1,680	1,822
Digital domain	84	119	124	178	118	139
Other domain	▲4	▲4	▲1	8	0	2
Consolidation elimination	0	▲3	▲10	▲15	▲7	▲29

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
Subsidiary Companies	TETRA communications Inc. MSOL Inc. (US) Management Solutions (Shanghai) Co., Ltd.
Group Employees	1,341 （As of April 30, 2024)
Professional Memberships	Japan Business Federation (Keidanren), PMI Japan Branch, Japan Users Association of Information Systems
Corporate Website	https://www.msols.com

Brand Purpose

Drive the world through management

Mission

Contribute to the happiness of society through management

Vision

Become a management platform for society that promotes organizational change and personal growth

MSOL management system

Close interaction between "Strategy", "Process", "Organization", and "IT" functions accelerates the growth of corporate organizations

Refers to the execution of operations to expand the business, such as strategic monitoring processes (BSC, KPI), sales, recruitment, training, and evaluation processes, as well as the execution of administrative and internal control processes aimed at strengthening governance. Promoting the adoption of IT also results in faster, more efficient, and less labor-intensive processes.

Internal IT is a strategic tool. Thinking of the important elements required for execution of strategy (timely visualization, support for decision-making), this requires establishing an internal IT organization and the adoption of IT under the leadership of management. Another important element is reducing swelling communications costs and administrative costs associated with the expansion of the business.
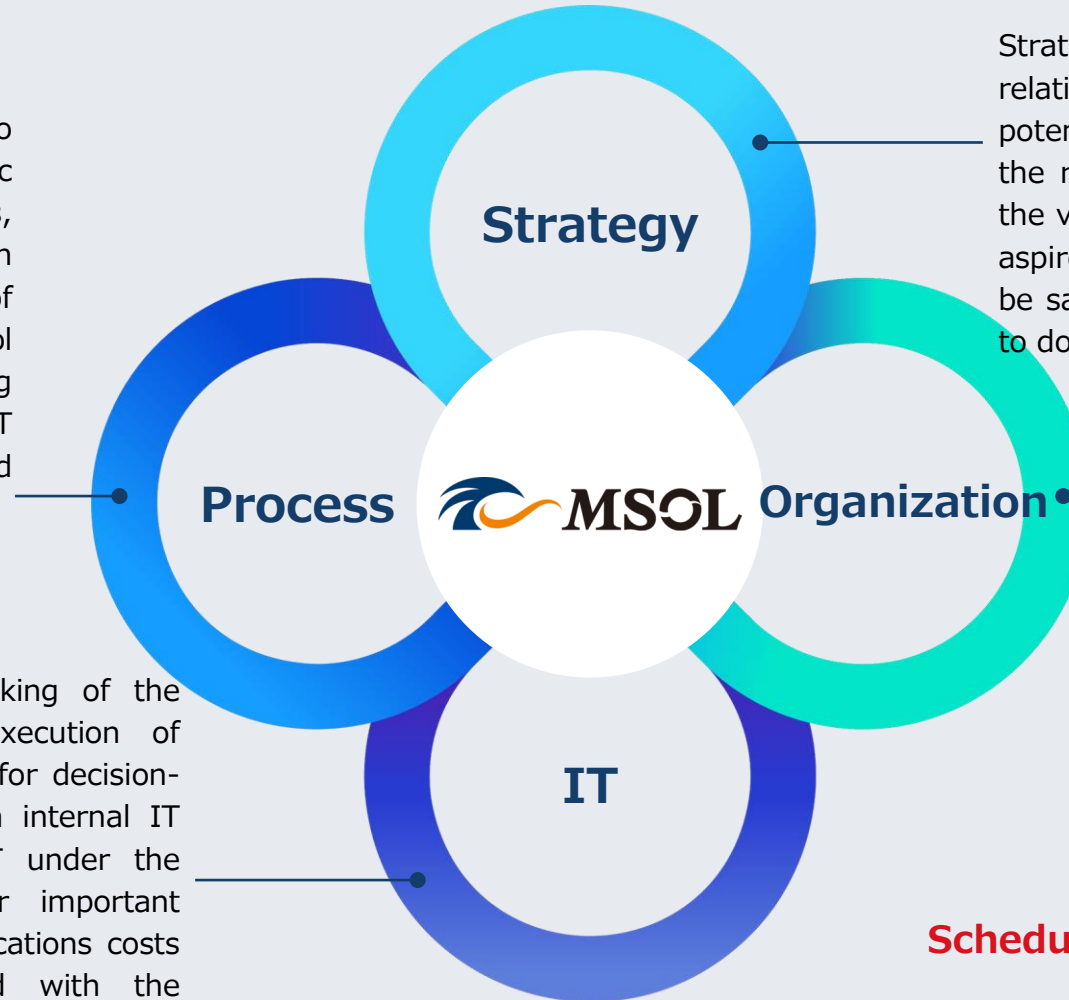
Strategy refers to the means of fighting and winning in relation to the expansion of the business in actual and potential markets based on a mission that demonstrates the raison d'etre of the corporate organization, and on the vision that shows the form to which the organization aspires over the medium to long term. Strategy can also be said to be decision-making that determines what not to do.

First, we think about organizational design from the perspective of how the organization follows strategy, then use the adoption of recruitment, training, and evaluation processes to expand the organization. From the perspective of strategy following the organization, we implement initiatives to foster an organizational culture that enables the smooth execution of strategy.

Scheduled to be published in autumn 2024

PMO business model: framework for developing human resources

We break down four service levels into nine career bands (CBs), and provide detailed definitions of the skills required for each. Evaluations are also conducted for each band.

Applicants
(Average of around 720 per month)
*Actual for FY2023

▼

Screening based on documents

▼

Interviews
(by managers or higher)

▼

Offer
(around 10%)

▼

Acceptance of offer

Hiring standards tailored to each CB

Nine career bands

PMC

PMA

PJC

PJA

CB9
CB8

CB7
CB6

CB5
CB4
CB3

CB2
CB1

Targets and evaluations tailored to each CB

Initial target set using PDR*

▼

Creation of evaluation report by third party (PDR reporter)

▼

Evaluation conference

▼

Feedback

Recruitment

Determine whether the individual possesses the skills and experience for each CB

► **Training**

Training programs tailored to each CB
By developing the majority of programs in-house, we implement around 200 sessions a year

► **Project**

Project assignments tailored to each CB
More than 300 projects per month
*Actual for FY2023

► **Evaluation**

Implemented twice a year in first half/second half

(*) PDR : Performance Development Review

Project to use EPMO to drive transformation at major logistics company

MSOL

Issue Despite having drawn up a strategy for transformation to combat stagnation in its business, it lacked specificity and the client could not move forward.

Proposal and outcomes We used an EPMO to prepare a strategy plan, fostered ownership among those in charge of promoting it, and strengthened project management to push reforms steadily forward.

Preparation of strategy plan

Strategy excessively abstract, could not be executed

Issues
- Strategy highly abstract, could not be executed
- Dependencies between different measures and priorities were unclear
- Uncoordinated promotion of measures by those in charge

Formulation of a practical and achievable strategy plan

Actions
- Clarified roles by creating a program for the strategy and defining targets and goals
- Made dependencies between programs visible
- Agreed program priorities with involved parties

Fostering of ownership among promoters

Approach reliant on individual expertise

- Burden of project work performed in parallel with routine operations was heavy
- Contribution to project work was not assessed as part of personnel evaluations
- Strong sense of being forced to do it, rather than owning it

Construction of framework to enable people to take the initiative in engaging

- Created visualizations of resource status, adjusted workloads
- Improved personnel evaluation system by incorporating assessment in accordance with level of contribution
- Fostered a sense of independence through group work and other measures

Strengthening of program/ project management

Dysfunctional project management

- No shared sense of overall strategy, team members acting on an individual basis
- Concept of project management itself was poorly understood, leading to low efficiency

Enhancements to maturity of project management

- Created dashboard to visualize a sense of overall strategy
- Introduction of project management standards
- PMO participated in planning, promoted the launch of the project, and introduced protect management processes

Project for supporting the creation of a new department at electric power company

Issue
Establishing of a systems control department in preparation for business expansion, and planning and execution of IT governance

Proposal and outcomes
We provided systematic support for executing the project, from resolving issues before the establishing of the new department, and drafting plans for project management, to promoting implementation

Previously

Each division deployed and operated their own information systems

Information system

Information system

Information system

Information system

Information system
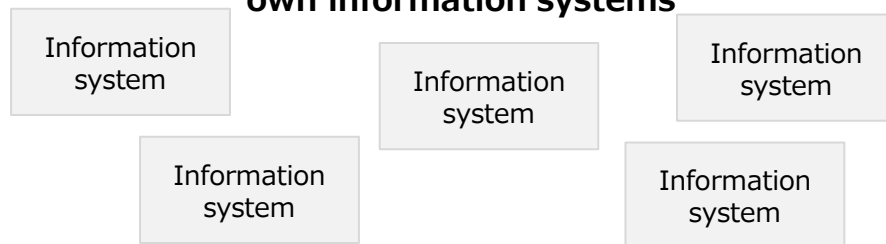
- Risks such as BCP/security countermeasures
- Vicious circle caused by data incompatibility between operational processes
- Confusion caused by controls on building and operating systems

- Impossible to get overall grasp of systems
- Shortage of personnel to create plans and drive project

Management decides to create new systems control department

After support

Information systems controlled by the information systems division

Information system

Information system

Information system

Shared platforms, guidelines, and operating manuals
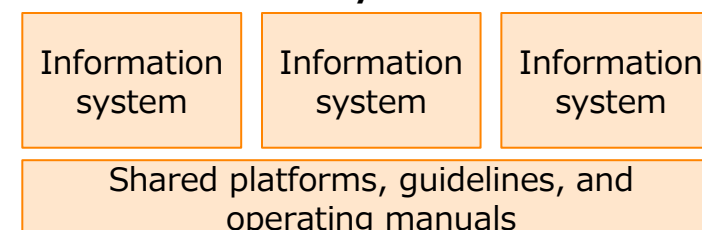
Project support

- Visualization of risks such as BCP/security countermeasures, formulation of plans to address them
- Drafting of medium- to long-term plan to resolve the issues with operations/systems
- Provision of project support to enable plans to be promoted smoothly

Divisional integration project for major energy industry systems subsidiary

Issue Integration of two project management departments with different objectives

Proposal and outcomes We supported management decision-making through visualization of projects

Previously

- Two project management divisions with different objectives needed to be integrated
- Frequent project failures led to the establishing of a quality management department with the aim of visualizing the status of each project
- A project promotion office was also established with the aim of solving problems quickly through organized decision-making
- The quality management department became a group of commentators, diluting its ambition to make projects succeed
- Management lacked sufficient information on which to make decisions

Project support

- Company-wide project management
- Coordination between organizations/departments
- Promotion of standardization for audits and projects
- Full-time PMO for each project

After support

Organizations/roles involved in support and planning

Line (PMO for whole of systems subsidiary)

PMO for whole company

Support for project decision-making

(Coordination between departments) People/things/ money for whole company

PJ promotion (body reporting directly to CEO)

Reporting on risks and issues

Quality management (project adviser)

(auditing, promotion of standardization, advisory)

Project (parent company)

Project A (full-time PMO type)
- PM
- PL
- PMO
- TL | TL | TL

Project B (indirect support type)
- PM
- PL
- TL | TL | TL

Project C (remote checks type)
- PM
- PL
- TL | TL | TL

Sustainability Report

June 2024
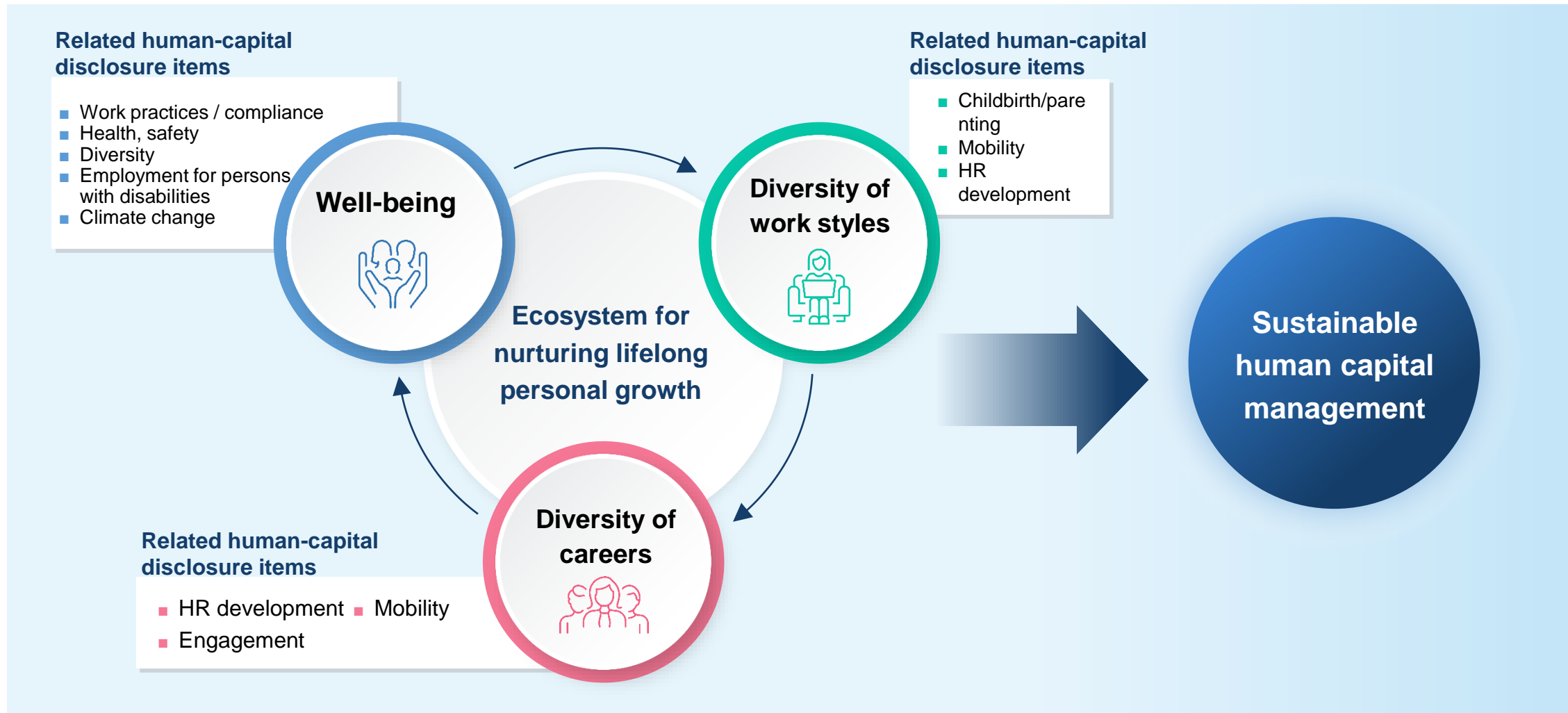
Management Solutions Co., Ltd.

CONTENTS

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.
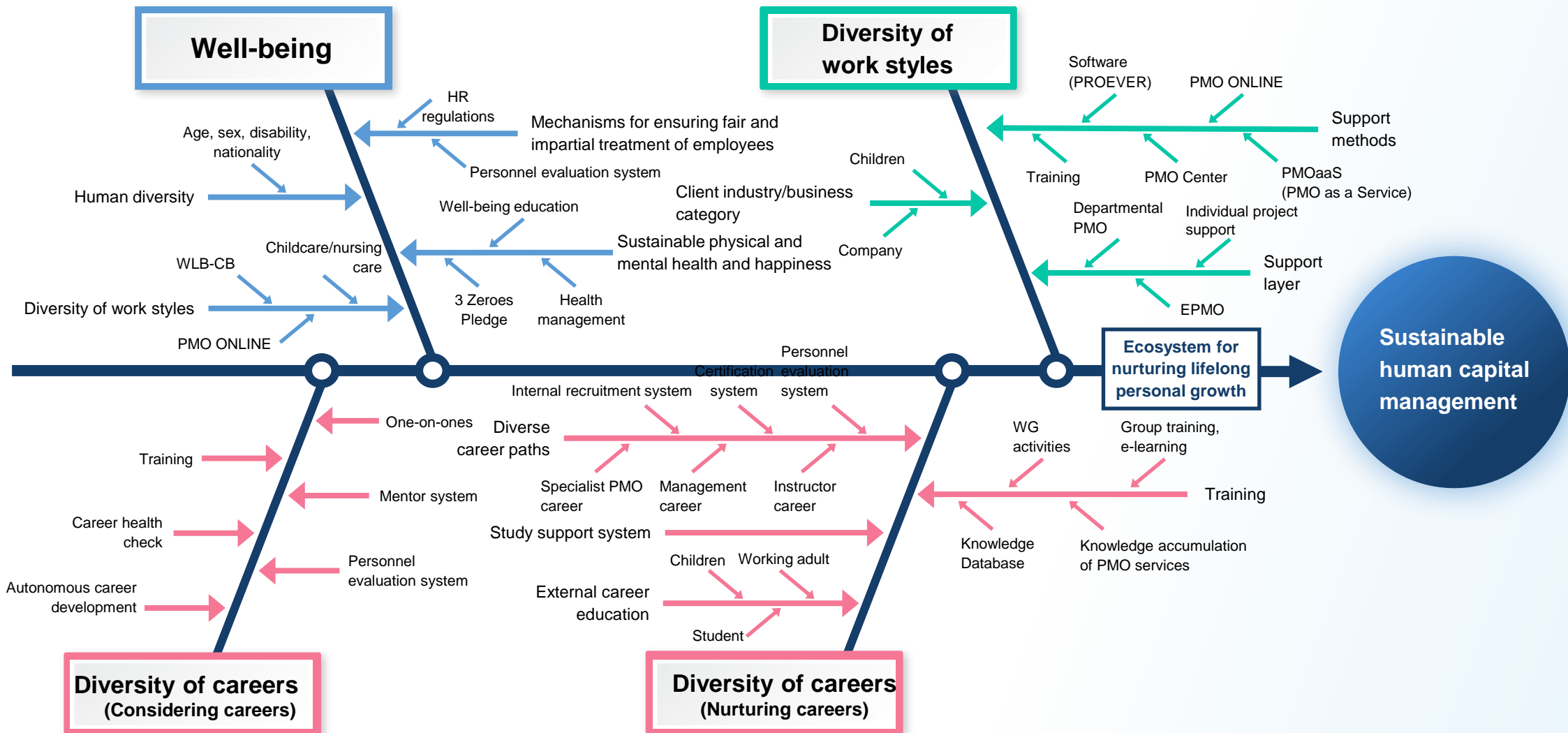
MSOL's Macro Environment

Economy
- Developments in DX, the 4th industrial revolution, the onset of Society 5.0
- Major shifts in product/service values

Society
- Aging society
- 100-year life era
- End of lifetime employment
- COVID/remote work normalization
- Diversification of work styles
- Acceptance of diversity; diversity revolution
- Spread of human capital/healthcare management

Environment
- Enormous consequences of climate change
- Decarbonization commitments

Material Societal Issues on Which MSOL Is Working

Material issues related to human capital management

Versatility of service map
- Shortage of management personnel in society

Diversity of careers
- Building an autonomous career in a rapidly changing and complex environment

Well-being
- Creating unity in diversity
- Offering flexible work styles
- Sustainable physical and mental health and happiness

Material issues related to environmental problem
- Climate change

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

Management personnel

Knowledge of management
(fundamentals & principles / models & deliverables)

Management training programs

Project work environment making good use of remote work

Location
Environment for training/events

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.

Related human-capital disclosure items

- Work practices / compliance
- Health, safety
- Diversity
- Employment for persons with disabilities
- Climate change

Related human-capital disclosure items

- Childbirth/parenting
- Mobility
- HR development

Well-being

Diversity of work styles

Ecosystem for nurturing lifelong personal growth

Diversity of careers

Related human-capital disclosure items

- HR development
- Mobility
- Engagement

Sustainable human capital management

Human Capital Management and Its Affinity with Measures by MSOL

By increasing the well-being of employees while further leveraging the versatility of PMO support, we will conduct autonomous career development in order to realize an ecosystem for nurturing personal growth with the aim of achieving sustainable human capital management.

Well-being

- HR regulations
- Mechanisms for ensuring fair and impartial treatment of employees
- Personnel evaluation system
- Age, sex, disability, nationality
- Human diversity
- Well-being education
- Sustainable physical and mental health and happiness
- Childcare/nursing care
- WLB-CB
- Diversity of work styles
- PMO ONLINE
- 3 Zeroes Pledge
- Health management

Diversity of work styles

- Software (PROEVER)
- PMO ONLINE
- Support methods
- Children
- Company
- Client industry/business category
- Training
- PMO Center
- PMOaaS (PMO as a Service)
- Departmental PMO
- Individual project support
- Support layer
- EPMO

Ecosystem for nurturing lifelong personal growth

Sustainable human capital management

Diversity of careers (Considering careers)

- One-on-ones
- Training
- Mentor system
- Career health check
- Personnel evaluation system
- Autonomous career development

Diversity of careers (Nurturing careers)

- Internal recruitment system
- Certification system
- Personnel evaluation system
- Diverse career paths
- Specialist PMO career
- Management career
- Instructor career
- Study support system
- Children
- Working adult
- External career education
- Student
- WG activities
- Group training, e-learning
- Training
- Knowledge Database
- Knowledge accumulation of PMO services

CONTENTS

Topics   **Promotion of an environment in which people can work with peace of mind**

In 2023-2024, MSOL obtained two certifications.
Our activities to promote an environment in which employees can work with peace of mind were recognized in the form of certification for Eruboshi (maximum three stars), and as a Certified Health & Productivity Management Outstanding Organization.
Going forward, we will continue our efforts to support employees' health and create comfortable workplaces.

On August 31, 2023, we obtained Grade 3 of the Eruboshi certification, which is the highest level.

❚ **What is Eruboshi certification?**

- **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.
- There are five criteria for certification (1. Hiring; 2. Retention; 3. Working styles, such as working hours; 4. Ratio of female managers; 5. Diverse career paths), with the grade awarded depending on the number of evaluation criteria fulfilled.

❚ **Overview of MSOL's main initiatives and certifications**

- Having been recognized for fulfilling all five evaluation criteria, we succeeded in gaining a Grade 3 certification. (Our achievements are published in the Ministry of Health, Labour and Welfare database: https://positive-ryouritsu.mhlw.go.jp/positivedb/detail?id=42888)
- As an example, we put mechanisms in place to ensure that employees can take maternity or childcare leave without worrying. For details, please refer to p.8 of this report.

On March 11, 2024, the Company was certified as a Health & Productivity Management Outstanding Organization 2024 in the large enterprise category.

❚ **What is the Health & Productivity Management Outstanding Organization program?**

- This is a **program that recognizes corporations that are practicing particularly outstanding health management**, based on initiatives that address health issues in the community, and on health-promotion initiatives promoted by the Nippon Kenko Kaigi.

❚ **Overview of MSOL's main initiatives and certifications**

- 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/)
- As an example, we conduct "Total well-being: Learning from value delivery systems" training. For details, please refer to p.10 of this report.

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 the revised regulations.

▎ Importance of foreign and global human resources

Compared to European and North American countries, where change management is highly valued, Japanese companies have a low awareness of the importance of management and the reality is that success rates for projects are also low.

In the midst of recent rapid changes, the globalization of domestic companies is gaining momentum, requiring rapid decision-making by stakeholders with diverse cultures and perspectives on business. Becoming a hub for stakeholder interaction to drive the project forward effectively requires global management skills. This situation creates a tremendous demand for foreign and global human resources.

The Company has avoided restrictions in the area of recruitment, and foreign employees currently account for around 3% of the total (as of October 2023). 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

In regard to accommodating and promoting understanding of diverse gender identities, the Company revised its anti-harassment rules in response to a suggestion from employees and added a prohibition against SOGI harassment. The Company has also implemented other measures, such as revising its employment regulations to allow same-sex couples to use congratulatory and condolence leave.

We also prepared materials on SOGI harassment, and located them where they can be easily viewed by all employees.

> ***SOGI harassment**
>
> Mental or physical harassment for sexual orientation or gender identity in such forms as discriminatory language or mockery, bullying, or violence, which have an injurious effect on life in society for those thus targeted

Using internal regulations to ensure compliance with ethics

Assurance of fairness and impartiality

Recruitment of foreign personnel

A fair personnel evaluation system [PDR]
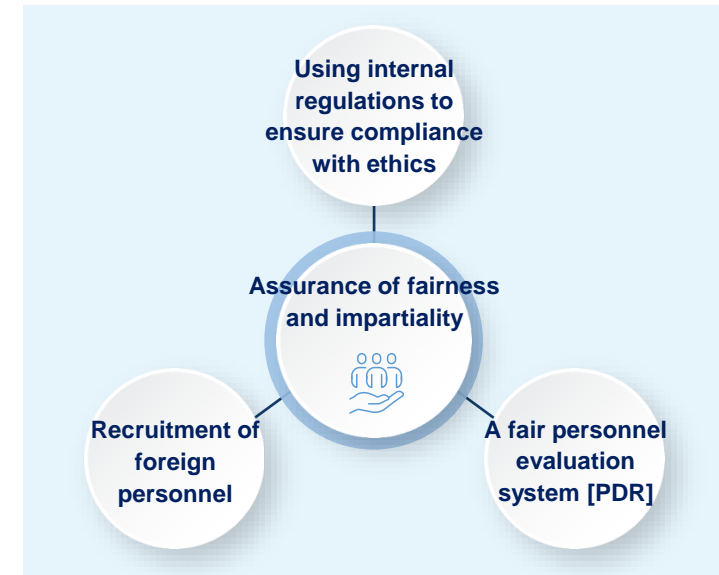
▎ A fair personnel evaluation system [PDR]

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.

1-2. Establishment of safe and secure childbirth/childcare leave system

Successful childbirth and childcare require the hard work and dedication of the family.
MSOL supports employees and their families through various systems in addition to the public childcare leave system.
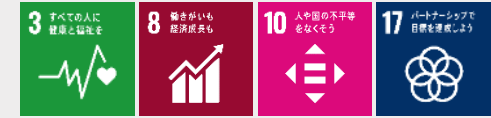
By adding pre-childbirth support and support for returning to work to the childcare leave system, we provide powerful backup for employee work styles.
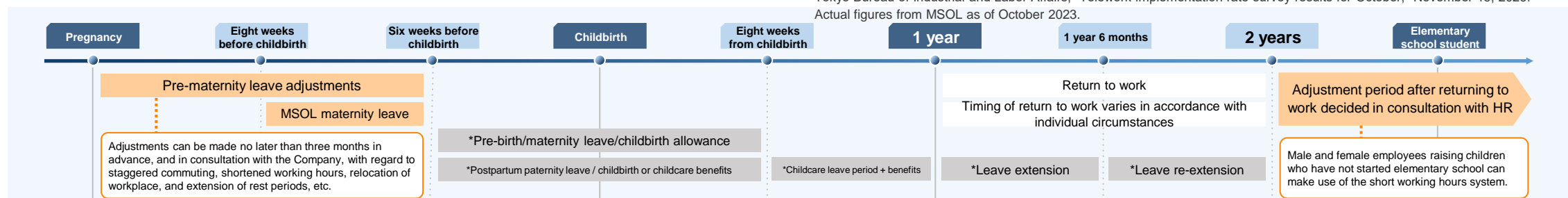
▌ System for providing support from childbirth to childcare

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 maternity leave).
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.

MSOL in figures

| Female Childcare Leave Acquisition Rate	Male Childcare Leave Acquisition Rate	Remote Work Rate	Childcare Leave Return Rate	Ratio of Female Managers
100%	15%	81.5%	100%	12.2%
National average 80.2%	National average 17.13%	Tokyo Average 44.1%	National average 93.1%	National average 8%

Source:
Ministry of Health, Labour and Welfare, "Basic Survey of Gender Equality in Employment Management 2022."
Tokyo Bureau of Industrial and Labor Affairs, "Telework implementation rate survey results for October," November 15, 2023.
Actual figures from MSOL as of October 2023.

▌ Example work styles

Legend: MSOL | Public system

| Pregnancy | Eight weeks before childbirth | Six weeks before childbirth | Childbirth | Eight weeks from childbirth | 1 year | 1 year 6 months | 2 years | Elementary school student |

Pre-maternity leave adjustments

MSOL maternity leave

Adjustments can be made no later than three months in advance, and in consultation with the Company, with regard to staggered commuting, shortened working hours, relocation of workplace, and extension of rest periods, etc.

*Pre-birth/maternity leave/childbirth allowance

*Postpartum paternity leave / childbirth or childcare benefits

*Childcare leave period + benefits

*Leave extension

*Leave re-extension

Return to work
Timing of return to work varies in accordance with individual circumstances

Adjustment period after returning to work decided in consultation with HR

Male and female employees raising children who have not started elementary school can make use of the short working hours 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.

1-3. An environment allowing employees to choose working hours and location

The PMO ONLINE work style that permits working from home achieves a work-life balance between work and precious time with family.
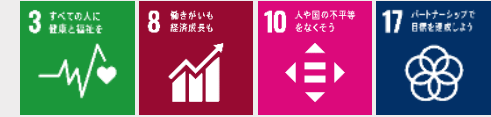
System for providing support from childbirth to childcare

Because consultants can work from home, this enables a flexible work style. Working from home provides a comfortable work environment where they can balance work with childcare or nursing care, despite time constraints. They can respond to client needs in the time that would have been spent commuting, and then pick up children or handle daytime care.

This initiative subdivides the PMO menu and segments the number of support man-hours according to client needs, allowing employees to work flexibly and achieve work-life balance.

"PMO ONLINE" is a support method that can be used online, and consists of a version of the Company's traditional PMO menu, with on-site assigned consultants, that is clearly segmented in terms of content and support man-hours. This service has built a track record of support in response to client needs since before the COVID-19 crisis.

Example **A day of an employee working in PMO ONLINE**

Service to individual clients is provided in hourly units

Automotive Company A

Communication Device Manufacturer B

Construction Equipment Manufacturer C

20% **Private time**

10%

10%

9:00	Drop off children
10:00	
11:00	Automotive Manufacturer A PMO services
12:00	
13:00	
14:00	Communication Device Manufacturer B PMO services
15:00	
16:00	Construction Equipment Manufacturer C PMO services
17:00	Pick up children
	Construction Equipment Manufacturer C PMO services
18:00	

MSOL Family Day

It is the families of employees who support them in the background, and we believe that it is precisely because of their understanding and cooperation that we are able to secure diversity among employees. Last year, we held an MSOL Family Day for employees and their families and partners to provide an opportunity for them to get to know the Company and to convey our gratitude. For this event, families visited the Tokyo Head Office and the Chubu Branch Office to socialize with employees. We also arranged hands-on events for family members, with the aim of enabling them to interact with others.
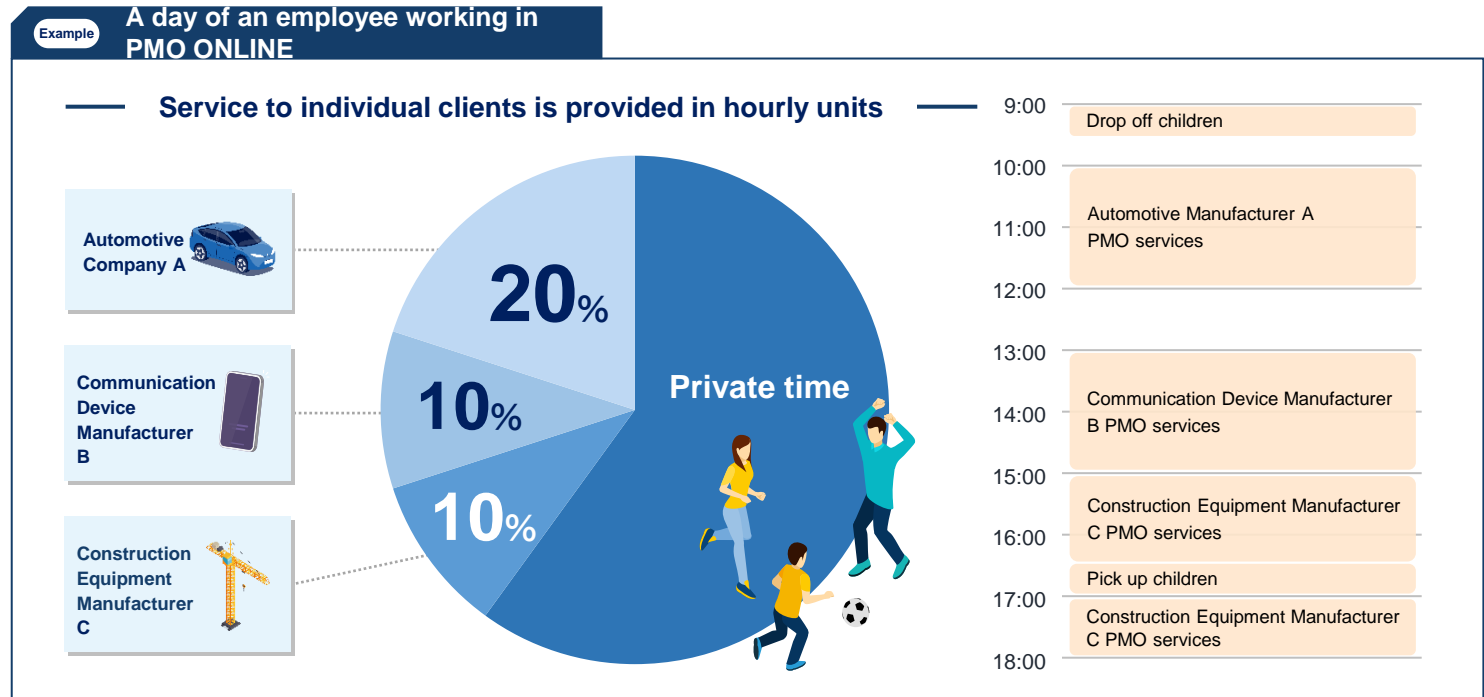
1-4. Sustainable physical and mental health and happiness

Based on a spirit of well-being (happiness and health), MSOL is implementing initiatives that incorporate an awareness of the importance of health management.
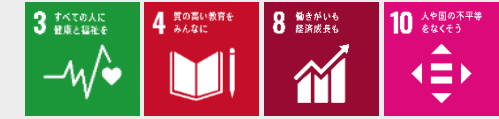
Initiatives for well-being that reflects a state of physical, emotional, and social fulfillment

Total well-being: Learning from value creation systems

During PMO Certification training and e-learning, we provide content to project management personnel under the title of "Total well-being: Learning from value systems," which focuses on attitudes to achieving the value of "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 October 31, 2023, a total of 393 people received this training.

Mental health management (line manager care)

In group training, we provide training centered on team leaders, mentors, and corporate management under the title of "Mental health management (line manager care)" aimed at implementing appropriate mental health management and preventing employees from leaving due to mental health issues.

In the fiscal year ended October 31, 2023, this training was held twice, with participation by a total of 21 people.

Basic training in psychological safety

During group training, under the title of "Basic training in psychological safety," employees learn 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 October 31, 2023, this training was held four times, with participation by a total of 62 people.

Initiatives for health management (3 Zeroes Pledge, etc.)

3 Zeroes Pledge

MSOL is rolling out "3 Zeroes" activities as part of its health management 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.

Zero overtime
23.95 hrs/month
*Industry average
37.1 hrs/month
* Survey by PERSOL "doda," monthly average from April to June 2022. MSOL data as of 1Q FY2023.

Zero smoking
11.1%
Japan average
16.7%
* National Cancer Center Japan, "Cancer Information Service," 2019. MSOL data as of 2022.

Zero missed health check-ups
0%
Japan average
18.5%
* Ministry of Health, Labour and Welfare, "2012 Periodic health check-up based on Industrial Safety and Health Act."
* MSOL data as of 2022.

Initiatives for health

As initiatives to enable employees to engage with their work by maintaining both their mental and physical health, MSOL conducts the following activities.

- **Club activities** (We cover club expenses and actively promote such activities.)
- **Low-cost massage treatment can be received within the Company**
- **Limiting the recruitment of smokers** (We are taking specific steps to achieve zero smoking, such as by selecting non-smokers or people prepared to stop smoking as a condition of recruitment when making new hires, and by publicizing the knowledge of those who have successfully quit smoking to existing employees.)
- **Practical videos on maintaining health** (For example: videos on stretching to relieve lack of exercise)

1-5. 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.
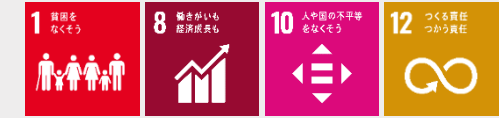
We contribute to a world where people with disabilities can work long-term with peace of mind

As we encourage autonomous career development at MSOL, we focus on "work" based on an approach of reasonable accommodation rather than on "deliverables = vegetables" at the farms as well. We motivate employees and create a work environment where employees can find their work rhythm, cooperate with each other and continue to work.

Labor and harvest

There are 11 staff members with disabilities and 4 farm managers providing work support employed at the Koshigaya and Koshigaya No. 2 farms. The farms are managed by four teams, each consisting of a farm manager and up to three staff members with disabilities.

At the Koshigaya farm, vegetables are harvested around once a week and bundled into two to three types for distribution to employees. As staff improve their skills, they are able to move from easily cultivated vegetables to the vegetables that are more difficult to cultivate (eggplant, garlic) and harvest. One year after it was opened in February 2023, the No.2 farm is now producing stable harvests of vegetables. The leafy greens that have been harvested at No. 2 farm are particularly popular within the Company.

Results of farm employment

In order to understand the thoughts of persons with disabilities working on the farms, in June 2023, we implemented a questionnaire survey of 22,166 staff and persons with disabilities employed on farms by S-Pool Plus, Inc. Around 70% of respondents said that they had experienced personal growth through working on the farms, such as improvements in their communication abilities and their physical and mental condition, demonstrating that it can have a positive influence on persons with disabilities. In addition, employees enjoy eating the vegetables, leading to them revisiting the farms and providing new points of contact with society, which is a source of job satisfaction. Around 80% of respondents said they wanted to continue working at the farms.

Intra-Company Communication

The harvested vegetables are distributed within the Company as part of employee benefits. Pictures and comments from employees enjoying the vegetables they have brought home with them are shared on internal social media and used as a tool to enhance communication between employees. These are also shared with farm staff, which leads to a positive spiral in which improved motivation in relation to work leads to new production. Recently there have been many requests to visit the farms, and the scope of activities has broadened to include interactions between the farms and employees working at the head office.

> We simmered the mizuna with pork, and ate the basil as part of a meat sauce for spaghetti

1-6. Supporting soccer for people with disabilities

By partnering with JIFF (Japan Inclusive Football Federation), we support the development and implementation of inclusive education programs.
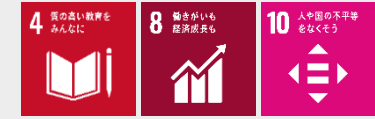
As an official partner, we use our strengths in management to support the creation of unity in diversity

We have entered into a partnership with JIFF because we agree strongly with its philosophy of creating unity in diversity through soccer so that everyone can reap the rewards of sport regardless of disability, and everyone's individuality is respected.

Source: Japan Inclusive Football Federation

▎ Issues associated with the creation of unity in diversity in Japan

In today's Japan, there are few places where people who do not have disabilities can spend time with people that have disabilities, and there is a tendency for those with disabilities to be treated as "special." The separation of the educational process can lead to unconscious barriers in the minds of those without disabilities, and tends to result in a focus on things that people with disabilities cannot do.

The concept of social inclusion has already taken root in European countries. Opportunities to make everybody feel equal are increasing, and include social firms where those with and without disabilities work in the same position, and inclusive education where children with and without disabilities learn in the same classrooms, but there is still significant room for the current situation in Japan to be improved.

▎ MSOL's role as an official partner of JIFF

JIFF's objectives are to use sports to provide opportunities to change negative perceptions of persons with disabilities, and to use sports to help achieve a society that is easier for all to live in, regardless of whether they have disabilities or not. By utilizing our strengths in management, MSOL provides powerful support for JIFF as it pursues its goal of creating unity in diversity.

1-6. Supporting soccer for people with disabilities

By partnering with JIFF (Japan Inclusive Football Federation), we support the development and implementation of inclusive education programs.
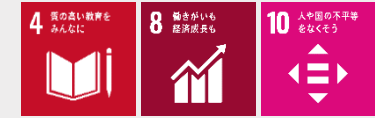
> **By providing development and implementation support for inclusive educational programs we help create a communal society in which everyone's individuality is valued**

We provide support as an official partner to fulfill our social responsibilities as a company. The inclusive educational program to which MSOL has provided development and implementation support since 2019 has been highly rated for delivering classes that promote understanding of diversity and people with disabilities to elementary school and middle school students. As a result, the Company received an award at the Enterprise Volunteer Festival 2023 held on February 22, 2023.

▌ Development of Class Contents

We have developed contents for inclusive classes designed for elementary and middle school students. In addition to the existing class for deaf and blind/partially-sighted football, we also supported the development of contents for social football (football for people with mental health problems) and CP football (football for people with cerebral palsy).

▌ Opportunities for holding classes

To increase the number of classes we hold, we have approached elementary and middle schools across the country, introducing education programs to governmental and corporate bodies, and we have asked our employees to refer schools to us. As a result, we expect to hold 200 classes in FY2023 (YoY +217%).

▌ Training assistants

In addition to working behind the scenes as a PMO, we participated in training, assisting to ensure smooth training management. We assisted teachers of disabled soccer players by helping them read the room, helping them call on children, and taking photos of the training.

▌ Sponsor Acquisition

We identified companies sharing JIFF's philosophy among our clients and managed all partnership contracts and sounding out of potential sponsors internally. We have signed three sponsors so far.

MSOL receives the 8th "Enterprise Volunteer Award – Inclusive Society Encouragement Award"

▌ Project management support

Eight employees and four prospective employee interns have acted as PMOs to support the project management of JIFF's education program development. We demonstrated all of our PMO skills including meeting coordination, facilitation, and taking minutes, and consequently improved the inclusive education system. We will continue to contribute by increasing opportunities for people with disability to fully participate and by promoting greater understanding in society.

1-7. 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 owners 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 54.14t annual decrease in CO_2 emissions, equivalent to the preservation of approximately 3,867 cedar trees.

*   Green energy being energy that emits no CO_2: renewable energy such as solar or wind.

▌ Promoting a Paperless Office

  By going paperless, we will use fewer resources and suppress our CO_2 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 1,834kg, saved 19,212L of water resources, conserved 781kg of forest resources, and reduced waste by 126kg (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.

▌ Reducing electricity consumption by reducing overtime

  As part of our "3 Zeroes Pledge," we are working to achieve "zero overtime," and to utilize reductions in overtime to reduce electricity used in the office for electronic equipment, air conditioners, lighting, and other devices.

CONTENTS

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 formats.

▌ 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 19 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.

	Total Number Certified (external clients)	FY23 Results
(1) PJA Certification, no. of participants	13	7 training sessions + 1 exam provided via e-learning
(2) PJC Certification, no. of participants	44	7 training sessions + 1 exam, twice-yearly
(3) PMA Certification, no. of participants	1	7 training sessions + 1 exam, once-yearly

PMC
PMA
PJC
PJA

By providing the training and certification our employees receive to society at large, we can increase the number of management leaders

▌ PM support in an online environment (PMO Center)

  Leveraging the experience we have accumulated over 19 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

CONTENTS

3-1. An environment for thinking about careers

We establish opportunities for exploring the individual's own compass, forming cycles to acquire new awareness 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 prepared mechanisms to track individuals on their increasingly diverse career paths. In other words, we will provide ongoing assistance to not only enhance their skills, or offer the previous kind of standardized career development, but also career health checks to enable each individual to shine more brightly, and training that permits them to develop careers that are even more fulfilling. The same approach also applies to so-called health management.

▌ Career health check

We have established a career health check system for deepening self-understanding when developing one's career. In terms of the sequence of self-understanding, the general approach is to work backwards via "Identifying where you are" -> "Conceptualize your purpose and vision" -> "Conceptualize your path." During career health checks, we provide career training to encourage this, as well as career consultations.

▌ One-on-one meetings, mentor system, evaluation system

All employees record their own career vision in MSOL's goal management system, 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 the mentor system and career health check consultations are also used to create opportunities for communication with a wide range of advisors. In this way, by providing opportunities to incorporate the perspectives of third parties, and opportunities to consult frankly on matters other than their duties, we enhance psychological safety for employees and promote the rediscovery of their own potential.

By blending outcomes with the certification system, we link evaluations 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. Please refer to other pages.

- Dialogue (career consultations)
- Career training

- One-on-ones
- Mentor system
- Evaluation system

Career health check

Daily reviews

**Day-to-day training**

- Group training
- e-learning

3-1. An environment for thinking about careers

We establish opportunities for exploring the individual's own compass, forming cycles to acquire new awareness in preparation for turning points at different life stages, or for career choice opportunities.
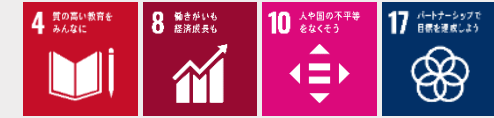
Mechanisms to obtain a diversified career outlook and our approach as a company that provides sincere support for them lead to happiness for the organization and society

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 trees
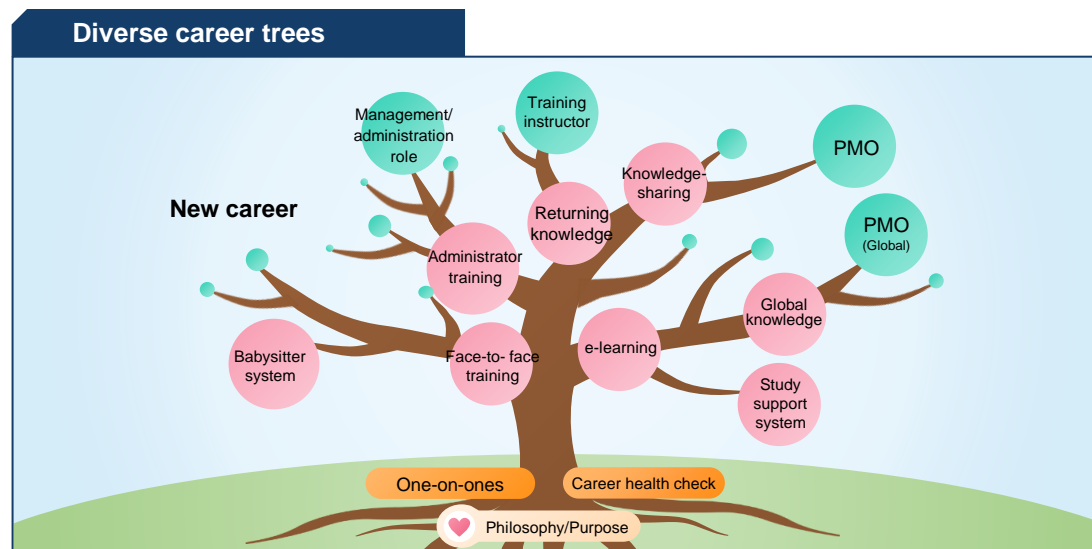
Diverse career paths

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 Certification system/ **Global Certification system**	We provide an environment for achieving a variety of careers, depending on the employee's career background and desired career path. 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.
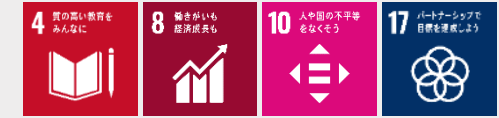
▌ Training and knowledge-sharing to support diversity

Group training, e-learning

To enable employees to develop their careers autonomously, we provide an environment in which they can take about 200 training courses 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.

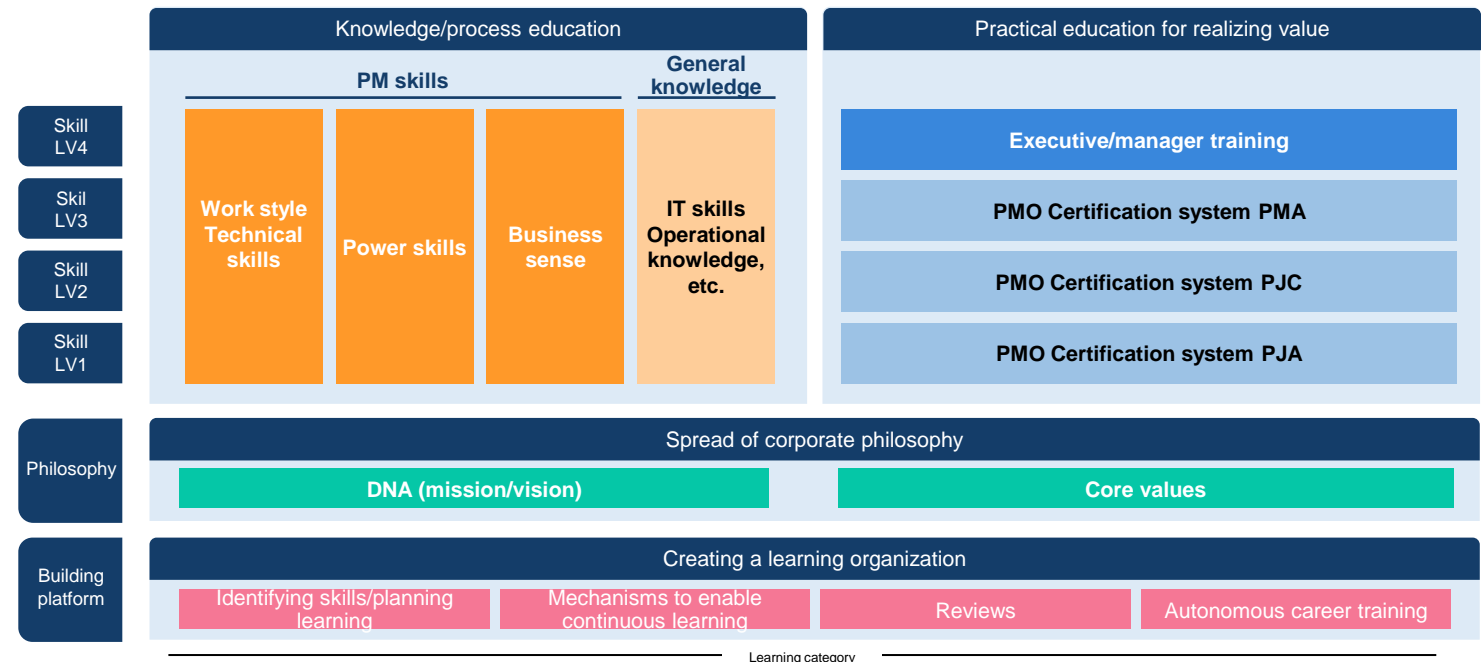### PMO Practical Course / PMO Certification system

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.

▌ Support system to assist career development

Study support system

The Company also promotes qualifications from the perspective of qualitative improvements in PMO support, including PMP®, scrum master, agile software development engineer certification, 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.

Content can be arranged for the renewal of these qualifications, and it is also possible to attend events and seminars held by the Japanese branch of PMI on a corporate basis, which leads to opportunities for reskilling and participating in global projects.

	Knowledge/process education				Practical education for realizing value
		PM skills		General knowledge	
Skill LV4					Executive/manager training
Skil LV3	Work style Technical skills	Power skills	Business sense	IT skills Operational knowledge, etc.	PMO Certification system PMA
Skill LV2					PMO Certification system PJC
Skill LV1					PMO Certification system PJA

	Spread of corporate philosophy	
Philosophy	DNA (mission/vision)	Core values

	Creating a learning organization			
Building platform	Identifying skills/planning learning	Mechanisms to enable continuous learning	Reviews	Autonomous career training

Learning category

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

By providing career management education for students, we will produce countless personnel who can create value for the future.

> **By giving management education to children, we produce countless personnel who can visualize the people they want to be and the future they want to see**

Ohzora High School's motto 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.

We followed up on the online class we provided to the students of Ohzora High School last year by giving a two-day online class again this year to high school students.

▌ **Class Content**

On the first day we gave an explanation of our business and services under the title of "What sort of company is Management Solutions?" before using familiar examples to discuss the subjects of "What is a project?" and "What is project management?"

On the second day, having given participants a sense of what project management is about, we took the theme of familiar journeys and utilized groupwork implemented via an online whiteboard to put the students in the position of PMO, allowing them to experience project management for themselves.

The lecture underway at Ohzora College

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.