

Financial Results Briefing Materials for the First Half of the Fiscal Year Ending December 31, 2025

August 14, 2025

1. Executive Summary for 2Q FY2025
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***All amounts presented in these financial results briefing materials have been rounded down**

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Executive Summary for 2Q FY2025

Executive Summary for 2Q FY2025

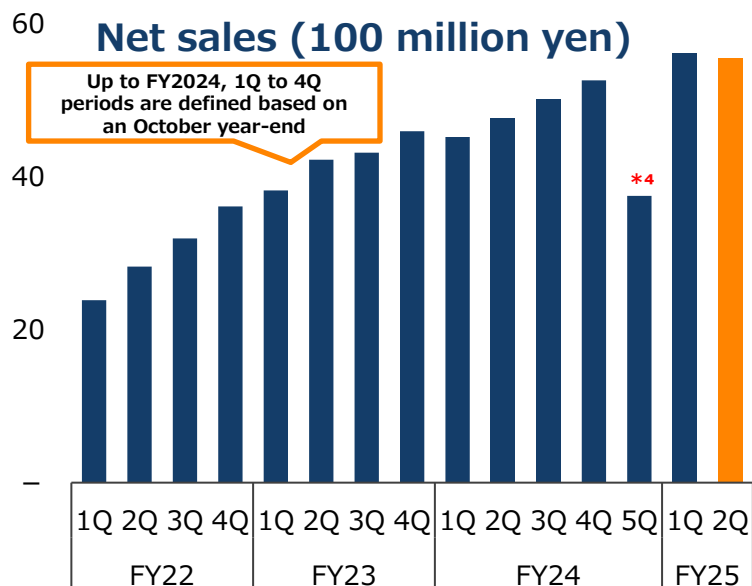
- Despite entering period of adjustment following strength of 1Q, sales have performed well
- Implementing growth investments and returns to shareholders led to operating income in line with forecast

Net sales

¥5.5 billion

(YoY +12.6%)^{*1}

Progress rate^{*2} **47.2%**

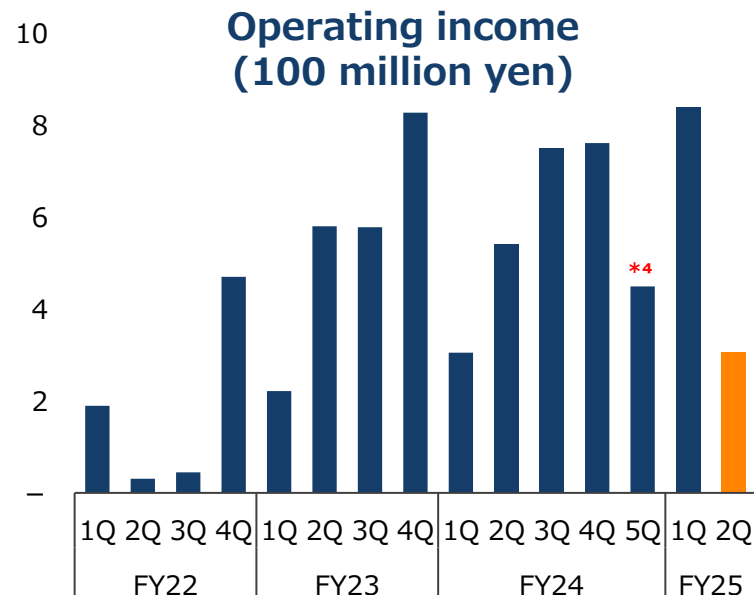


Operating income

¥300 million

(YoY -50.0%)^{*1}

Progress rate^{*2} **38.1%**



Hiring

Recruitment expenses

¥360 million

(YoY +108.3%)^{*1}

Progress rate^{*2} **47.3%**

Mid-career hires^{*3}

83

(YoY +50.9%)^{*1}

No. of consolidated employees

1,596

(Year-on-year change: +13.8%)

^{*1}: Due to the change to a December year-end in FY2024, the figures used for year-on-year comparisons are the actual results for April-June 2024, provided for reference

^{*2}: Measured as the rate of progress toward full-year forecasts disclosed at the time of the financial results briefing for the full-year ended December 31, 2024

^{*3}: In addition to the Company, includes those at MSOL Digital and in China, but not Tetra Communications

^{*4}: Due to the irregular settlement, the fifth quarter of the fiscal year ended December 31, 2024, was a two-month period consisting of November and December only

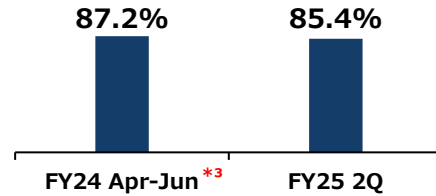
Main KPIs for 2Q FY2025

- We systematically assigned education and training to employees with the aim of controlling high operating rate and maintaining quality
- With competition to attract human resources becoming increasingly intense, our system of cooperating with recruitment agents bore fruit, and hiring proceeded smoothly

Operating rate (%)

Contracted man-hours per PMO consultant

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

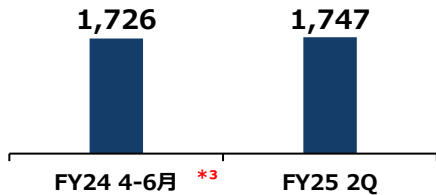


- ▶ We systematically assigned education and training to employees with the aim of controlling high operating rate and maintaining quality
- ▶ We began a strategic approach to important customers, initiating a phased transition to PMO Center and PROEVER

Average unit price (thousand yen)

Average monthly unit price charged per PMO consultant

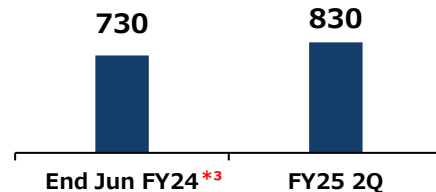
$$\frac{\text{Net sales per PMO consultant (monthly)}}{\text{Total contracted operating man-hours (man-months)}} \quad *2$$



- ▶ Proportion of younger career bands (CB) increasing following rise in new-grad recruitment in recent years
- ▶ We expect gentle increase in average price following contract renewals with new consultants in 3Q and beyond

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}



- ▶ Addressing Intensifying Competition in the Ongoing Recruitment Market
 - Strengthened collaboration with recruitment agencies has kept hiring activities generally on track.
 - Active use of increased agency fees to steadily secure professional talent (expected to continue from 3Q onward to recover the first half).
- ▶ Resignations: Increase exceeding expectations in 2Q (+17 compared to the cumulative plan for the first half).
- ▶ Leave of Absence: Continued increase from 1Q due to maternity and childcare leave (+11 YoY).

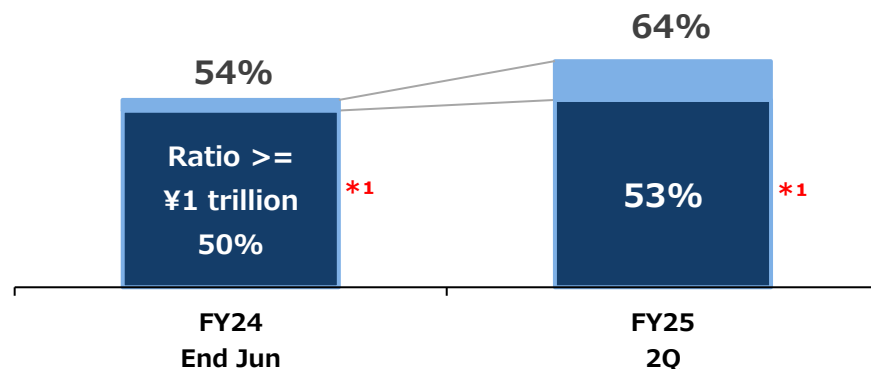
^{*1}: Does not include those taking leave. Excludes new graduates, managers, and general administrative department staff (From June of the year of joining the Company to April of the following year for new graduates)

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

^{*3}: Due to the change to a December year-end in FY2024, the figures used for year-on-year comparisons are the actual results for April-June 2024, provided for reference

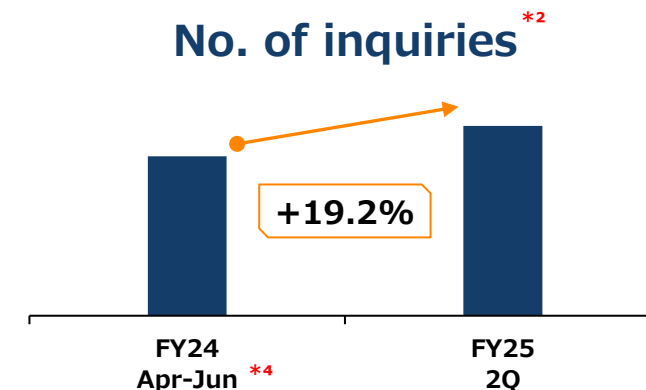
- Core of customer base is JPX-Nikkei 400 companies, no. of leads and inquiries trending upward steadily
- We began a strategic approach to important customers, initiating a phased transition to PMO Center / PROEVER for some

Ratio of customers with net sales \geq ¥100 billion



*1: Compared to March 31, 2024, the proportion of group companies with sales of over ¥1 trillion has decreased (down 3 percentage points) due to an increase in transactions with group companies that have sales between ¥100 billion and ¥1 trillion

No. of inquiries^{*2}



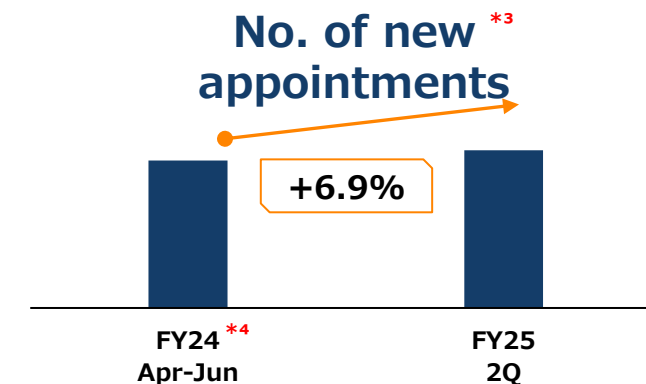
*2: An earlier stage in the sales process in which the Company has received an inquiry from a potential customer through the website and the contact information is known

Solid customer base consisting mainly of JPX-Nikkei 400 companies



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

No. of new appointments^{*3}



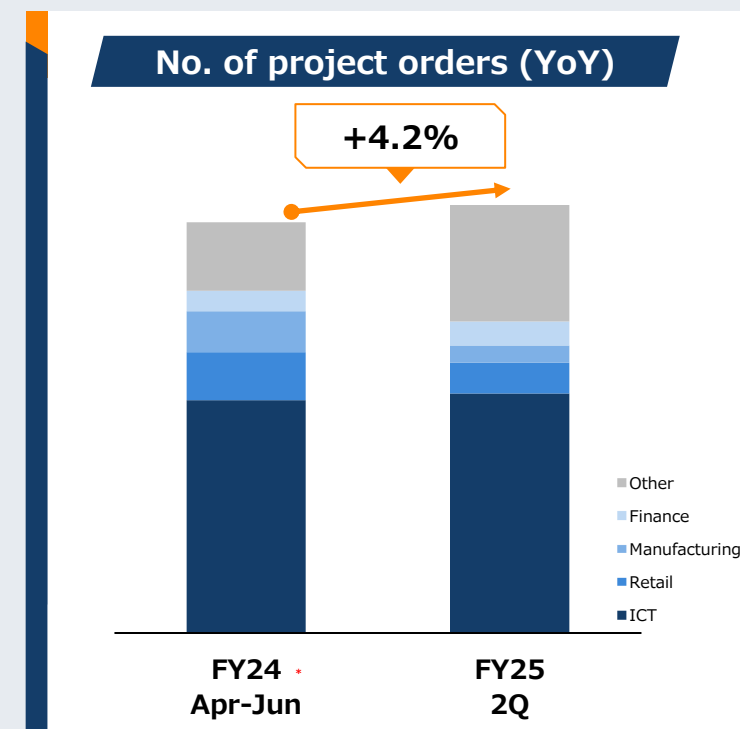
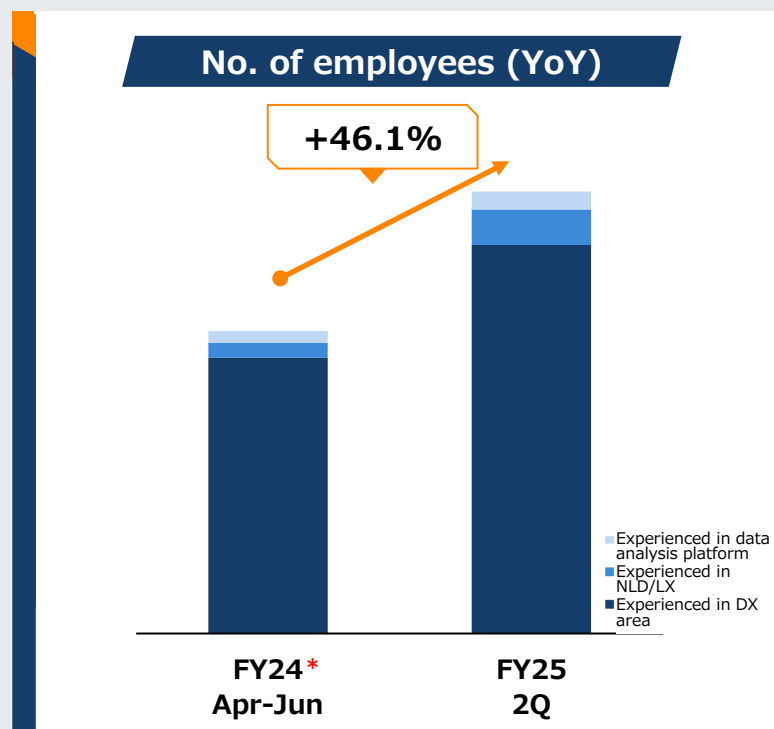
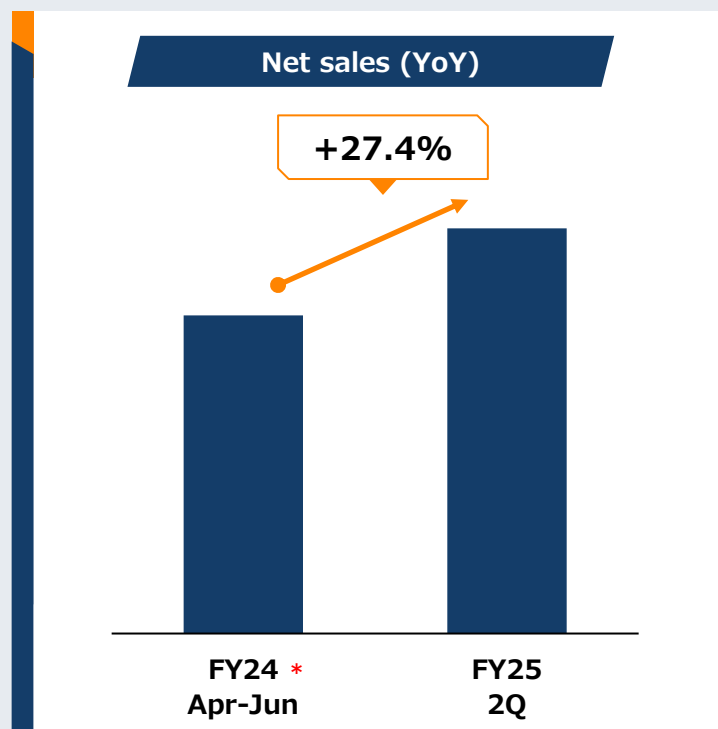
*3: A later stage in the sales process in which a business proposal based on an inquiry is ready to be made to a potential customer

Status of Digital Unit (MSOL Digital)

- Net sales recorded rapid year-on-year growth of 27.4%, supported by market position as large companies' best partner for collaborative DX
- Activities this fiscal year focused on strengthening activities to win orders with objective of hitting target of consistently exceeding monthly net sales of ¥200 million

- Supplemental points -

- Steady recruitment activities, centered on human resources with strengths in technical areas, led to 46.1% more hires YoY in 2Q
- Aggressively roll out generative AI and no-code/low-code development (NLD), and capture upgrade demand for legacy migration (LX)
- Continue to grow projects going forward on the strength of platform development for data analysis (data hubs/data lakes)



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

2

Performance Highlights for 2Q FY2025

Consolidated Income Statement (Cumulative)

- Sales increased due to the shift to larger projects at existing customers, consisting mainly of JPX-Nikkei 400 companies, and the winning of new customers, primarily in manufacturing industry.
- SG&A expense ratio rose from 29.5% to 31.3%, reflecting increased new-grad/mid-career hiring, and proactive approach to shareholder returns.

(Million yen)	FY24 Jan-Jun [*] (reference figure)	FY25 1H (Jan-Jun)	YoY
Net sales	9,536	11,150	+16.9%
Gross profit	3,937 41.3%	4,638 41.6%	+17.8%
SG&A	2,812 29.5%	3,494 31.3%	+24.3%
Operating income	1,124 11.8%	1,143 10.3%	+1.7%
Profit attributable to owners of parent	743	735	(1.1%)
Net income per share (yen)	44.80	45.09	+0.6%

^{*}: Due to the change to a December year-end in FY2024, the figures used for year-on-year comparisons are the actual results for January-June 2024, provided for reference

Consolidated Income Statement (2Q Comparison)

- Sales grew steadily YoY*
- On the other hand, mounting upfront investments, such as strengthened recruitment and education (+¥139 million), expansion of shareholder benefits (+¥51 million), and active investments in PROEVER (+¥39 million), led to operating income decreasing 50.0% YoY*

(Million yen)	FY24 Apr-Jun (reference figure)*	FY2025.2Q 2025.4-2025.6	YoY
Net sales	4,923	5,545	+12.6%
Gross profit	2,059 41.8%	2,263 40.8%	+9.9%
SG&A	1,450 29.5%	1,958 35.3%	+35.1%
Operating income	609 12.4%	305 5.5%	(50.0%)
Profit attributable to owners of parent	402	170	(57.6%)
Net income per share	24.25	10.56	(56.5%)

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

Consolidated Income Statement (Details of SG&A Expenses)

- We strengthened hiring of primarily PM personnel against the backdrop of robust PM business performance
- The active investment phase for PROEVER will continue until FY2030
- Personnel costs and system development costs have risen in line with the increase in the scale of the business, but as a percentage of net sales steady-state expenses were flat YoY. In addition, the initiation of the shareholder benefit system led to new expenses linked to shareholder returns

(Million yen)	FY24 2024.1-2024.6 *	FY25 2025.1-2025.6	YoY	Comment
Steady-state expenses	2,027	2,450	+20.8%	
	21.3%	22.0%		
Personnel	1,100	1,281	+16.4%	
Land and building rent	243	265	+9.1%	
Other	683	903	+32.1%	
Strategic investment expenses	651	825	+26.6%	
	6.8%	7.4%		
Hiring and training	482	621	+29.0%	Policy is to recruit throughout the year with no particular seasonality compared to previous fiscal year; also continue to increase hiring of new graduates
PROEVER (system/development-related expenses)	107	146	+36.1%	
Advertising	61	56	(8.4%)	
Shareholder returns	-	51	-	Shareholder benefits are issued based on a record date of June 30
	-	0.5%		
Non-cash expenses	133	167	+26.0%	Amortization (depreciation/goodwill amortization)
	1.4%	1.5%		
Total SG&A	2,812	3,494	+24.3%	

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

Consolidated Balance Sheet

- With an increase in accounts receivable driven by higher sales, cash and deposits rose slightly despite shareholder returns (around ¥500 million in dividends)
- Despite proactive approach to shareholder returns, net assets increased (+¥289 million) due to profit recorded in 2Q

(Million yen)	FY24.5Q 2024.12.31	FY25.2Q 2025.6.30	Change
Total assets	7,817	8,117	+299
Current assets	5,975	6,207	+232
(of which cash and deposits)	2,812	2,831	+19 (of which dividend payments -488)
Noncurrent assets	1,842	1,909	+68
Liabilities	2,204	2,214	+9
Current liabilities	2,075	2,095	+20
Noncurrent liabilities	129	119	(10)
Net assets	5,612	5,901	+288
Equity ratio	70.4%	71.2%	+0.8%

3

Full-Year Forecasts and Shareholder Returns Policy for the Fiscal Year Ending December 31, 2025

■ Consolidated net sales forecast revised to 23.0 billion yen, operating profit to 2.7 billion yen

Reasons for Sales Forecast Revision

- Temporary suspension of projects by certain clients
(Mobility, retail, electrical equipment-related, etc.)

- Higher turnover and more employees on maternity/childcare leave, temporarily shrinking client contract scope
Turnover: +1.4pts vs. plan
Maternity/childcare leave: +11 YoY (above plan)

- Review of hiring numbers due to rising mid-career recruitment unit costs

Sales decline from reassessing PMO consultant headcount

H2 Measures

- Thorough implementation of “Quality Enhancement” and “Prevention of Turnover/Poaching” in line with organizational expansion

- Strengthening and streamlining of sales structure (Building and deepening strong relationships with key clients)

- Full review of recruitment strategy
(Referral hiring, direct sourcing, brand enhancement, etc.)

Full-Year Forecasts for FY2025

- As noted on the previous page, we have revised our earnings forecast as follows, reflecting a reassessment of PMO consultant headcount.

Net sales

¥23,000 million
(YoY +14.5%)*¹

Full-year progress rate*² **47.2%**

	1Q	2Q	3Q (forecast)	4Q (forecast)
Actual / expected* ⁴	¥5,600 million	¥5,500 million	¥5,800 million	¥6,100 million
Forecast at end previous FY	¥5,300–5,500 million	¥5,400–5,600 million	¥6,300–6,500 million	¥6,600–6,700 million

Operating income

¥2,700 million
(YoY +5.7%)*¹

Full-year progress rate*² **38.1%**

	1Q	2Q	3Q (forecast)	4Q (forecast)
Actual / expected* ⁴	¥830 million	¥300 million	¥580 million	¥1,000 million
Forecast at end previous FY	¥510–550 million	¥300–340 million	¥940–970 million	¥1,250–1,330 million

Forecasts made at the end of the previous fiscal year do not take into account impact of higher SG&A expenses in 2Q caused by resumption of shareholder benefit system

Recruitment expenses

¥1,270 million

	1H	2H (forecast)
Actual/expected* ⁴	¥600 million	¥670 million
Forecast at end previous FY	¥720 million	¥550 million

No. of mid-career PMO consultant hires*³

250

	1H	2H (forecast)
Actual/expected* ⁴	134	116
Forecast at end previous FY	145	135

Operating rate*³

87.0%

	1H	2H (forecast)
Actual/expected* ⁴	87.0%	85.0~88.0%
Forecast at end previous FY	85.0%	87.0%

Average unit price*³

¥1,757,000

	1H	2H (forecast)
Actual/expected* ⁴	¥1,752,000	¥1,762,000
Forecast at end previous FY	¥1,748,000	¥1,764,000

*¹: Due to the change to a December year-end in FY2024, the figures used for year-on-year comparisons are the actual results for April-June 2024, provided for reference

*²: Measured as the rate of progress toward full-year forecasts disclosed at the time of the financial results briefing for the full-year ended December 31, 2024

*³: Figures for operating rate, average unit price, and number of PMO consultants refer to the PMO business of the MSOL parent (for details of the definition refer to p.5)

*⁴: Projection as of August 14, 2025

■ Limits on share repurchases (announced May 15, 2025)

Setting of limits on share repurchases: Based on trends in the stock market, the Company will implement purchases of treasury shares flexibly as and when it judges them to be necessary

	Limits set	Status of repurchases (as of July 31)	Progress rate
Total number of shares that may be repurchased:	600,000 shares (maximum)	194,000 shares	32.4%
Total amount of repurchase price:	¥1,000 million (maximum)	¥324 million	32.5%
Repurchase period	May 16, 2025 to May 15, 2026	Up to July 31, 2025	
Repurchase method:	Market purchases on the Tokyo Stock Exchange		

■ Dividend for FY2025 (announced February 14, 2025)

Planning year-end dividend of 32 yen (dividend payout ratio: 27.6%*)

*: Full-year dividend payout ratio revised following the downward revision of the full-year earnings forecast.

■ Resumption of shareholder benefits system (announced March 14, 2025)

We will resume the shareholder benefits system with an effective date of June 30, 2025, in order to encourage the support of shareholders over the medium to long term

Appendix

(Reference) Non-Financial KPIs

(People)	FY22				FY23				FY24					FY25	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	5Q	1Q	2Q
No. of consolidated employees^(*1)	598	754	862	867	944	1,063	1,070	1,084	1,171	1,341	1,338	1,390	1,402	1,428	1,596
No. of consultants^(*1,*2,*3)	476	638	729	735	791	897	894	901	936	980	1,062	1,105	1,116	1,132	1,276
No. of mid-career hires^(*4)	62	186	291	305	85	157	189	214	108	197	239	315	344	72	155

In the table above, 1Q to 4Q for FY2024 and before are defined based on an October year-end, and the months included in 2Q are different from 2Q FY2025 (2Q in FY2024 and before consisted of February to April, while 2Q for FY2025 consisted of April to June)

*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. Moreover, new graduates are included in the number of consultants from June each year (from 3Q for the fiscal year ended December 31, 2024, and 2Q for the fiscal year ending December 31, 2025)

*3: At the start of the fiscal year 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 (which was spun off in January 2024), and others

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

Because our policy is to recruit throughout the year with no particular seasonality compared to the previous fiscal year, and because we are significantly increasing recruitment of new graduates in a continuation of the previous fiscal year, the number of mid-career consultants hired in 1Q this fiscal year is lower than in FY2024, but hiring is going more or less according to plan

(Reference) Key Figures by Quarter

(Million Yen)	FY22				FY23				FY24					FY25	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	5Q	1Q	2Q
Net sales	2,383	2,821	3,190	3,604	3,817	4,215	4,309	4,588	4,513	4,753	5,008	5,251	3,745	5,604	5,545
Gross profit	932	1,037	1,048	1,210	1,338	1,600	1,575	1,823	1,791	1,934	2,140	2,226	1,489	2,374	2,263
SG&A	743	1,007	1,004	740	1,118	1,018	997	996	1,486	1,392	1,391	1,464	1,040	1,535	1,958
Personnel	142	174	184	190	257	282	318	275	462	539	570	530	387	571	709
Hiring and training	181	442	385	95	339	193	132	99	426	233	182	306	139	247	374
Advertising	72	54	42	31	29	17	29	34	16	29	40	31	38	30	25
Non-cash expenses	23	37	41	45	40	59	63	85	65	67	68	76	46	86	81
Operating income	189	30	44	470	220	581	578	827	304	541	749	761	449	838	305
Profit	127	14	25	364	153	411	398	671	193	369	515	636	367	570	176

* In the table above, 1Q to 4Q for FY2024 and before are defined based on an October year-end, and the months included in 2Q are different from 2Q FY2025 (2Q in FY2024 and before consisted of February to April, while 2Q for FY2025 consisted of April to June)
 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

(Reference) Quarterly Performance of Each Strategy

(Million Yen)	FY23				FY24					FY25	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	5Q	1Q	2Q
Net sales	3,817	4,215	4,309	4,588	4,513	4,753	5,008	5,251	3,746	5,604	5,545
PMO area	3,322	3,626	3,714	3,914	3,903	4,165	4,390	4,536	3,079	4,791	4,692
Digital area	508	598	628	716	641	625	649	715	678	842	862
Other area	9	11	12	12	12	20	27	36	25	32	40
Consolidation elimination	(23)	(20)	(45)	(55)	(43)	(58)	(59)	(37)	(37)	(61)	(50)
Gross profit	1,338	1,600	1,575	1,823	1,791	1,934	2,140	2,226	1,490	2,374	2,263
PMO area	1,258	1,488	1,463	1,651	1,680	1,822	1,984	2,020	1,326	2,179	2,057
Digital area	84	119	124	178	118	139	152	178	155	187	203
Other area	(4)	(4)	(1)	8	0	2	7	11	14	18	14
Consolidation elimination	0	(3)	(10)	(15)	(7)	(29)	(3)	17	(5)	(10)	(11)

* In the table above, 1Q to 4Q for FY2024 and before are defined based on an October year-end, and the months included in 2Q are different from 2Q FY2025 (2Q in FY2024 and before consisted of February to April, while 2Q for FY2025 consisted of April to June).

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

Company Name	Management Solutions Co., Ltd. (TSE Prime: 7033)
Company Abbr.	MSOL
Date Established	July 2005
Nature of Business	Management Consulting, Project Management Execution Support, Project Management Training
HQ Location	Midtown Tower 29F, 9-7-1 Akasaka, Minato-ku, Tokyo
Branch Office	<Chubu Branch> JP Tower Nagoya 15F, 1-1-1 Meieki, Nakamura-ku, Nagoya, Aichi <Kansai Branch> JP Tower Osaka 18F, 3-2-2 Umeda, Kita-ku, Osaka, Osaka
Subsidiary Companies	MSOL Digital Co., Ltd. TETRA communications Inc. MSOL Inc. (US) Management Solutions (Shanghai) Co., Ltd.
Group Employees	1,596 employees (as of June 30, 2025)
Professional Memberships	Japan Business Federation (Keidanren), PMI Japan Branch, Japan Users Association of Information Systems
Corporate Website	https://www.msols.com

Company Profile



Brand Purpose

Brand Purpose

Moving the world through management

Mission

Mission

Contribute to society's happiness
through management

Vision

Vision

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

Establishment of safe and secure childbirth/childcare leave system

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

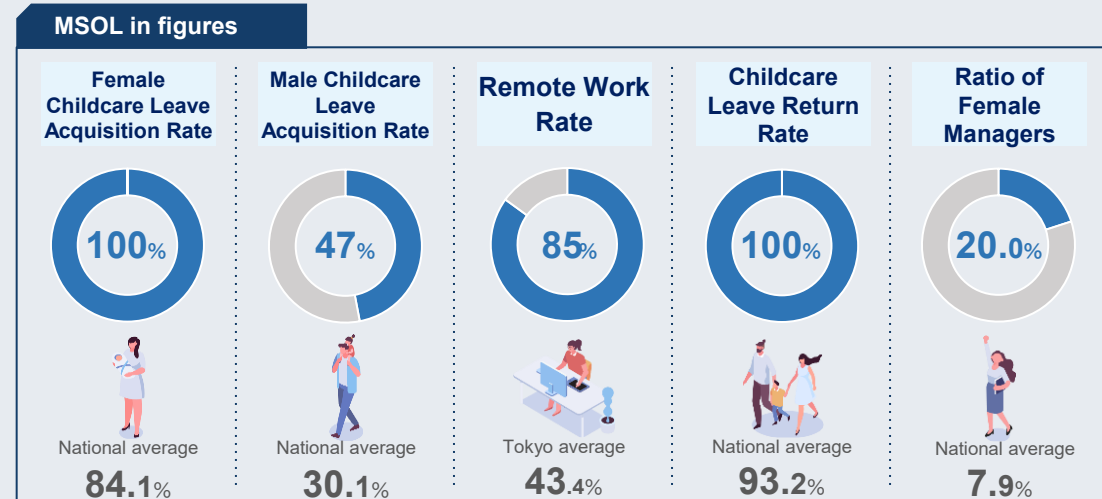
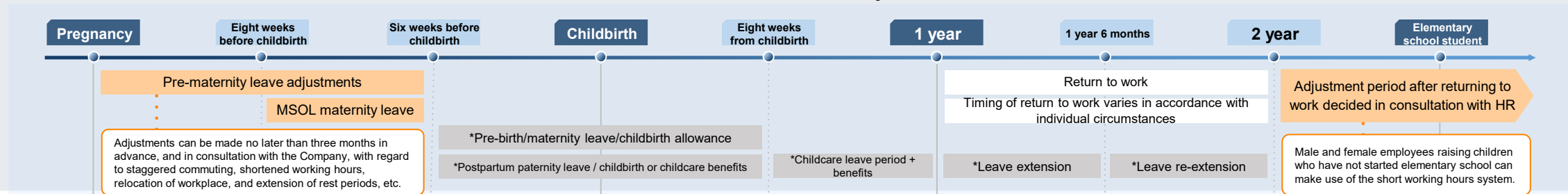
By adding pre-childbirth support and support for returning to work to the childcare leave system, we provide powerful backup for employee work styles.

System for providing support from childbirth to childcare

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

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

Example work styles Legend: MSOL Public system



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



Case study summary

Reprint same
as previous



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

Energy/infrastructure

Issues

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

Proposal and outcomes

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

Previously

Frequent delays and failures at concept planning stage

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

Lack of IT and management skills among employees makes control difficult

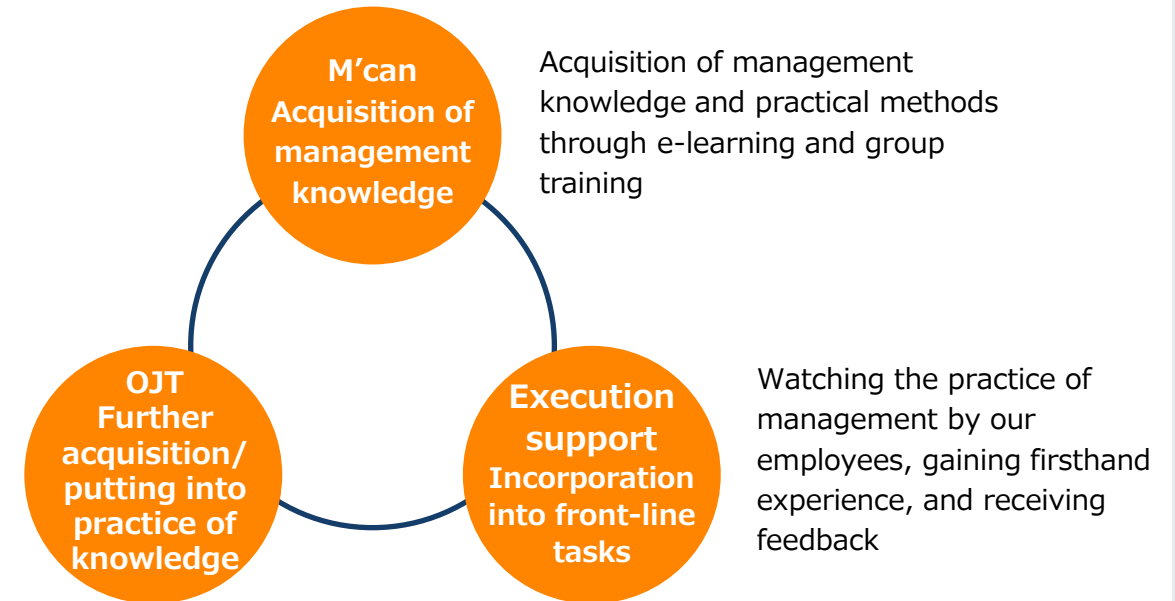
No development program, management becomes dependent on individual expertise



After support

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

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



Support for company-wide transformation project combining business process reform and core system upgrades

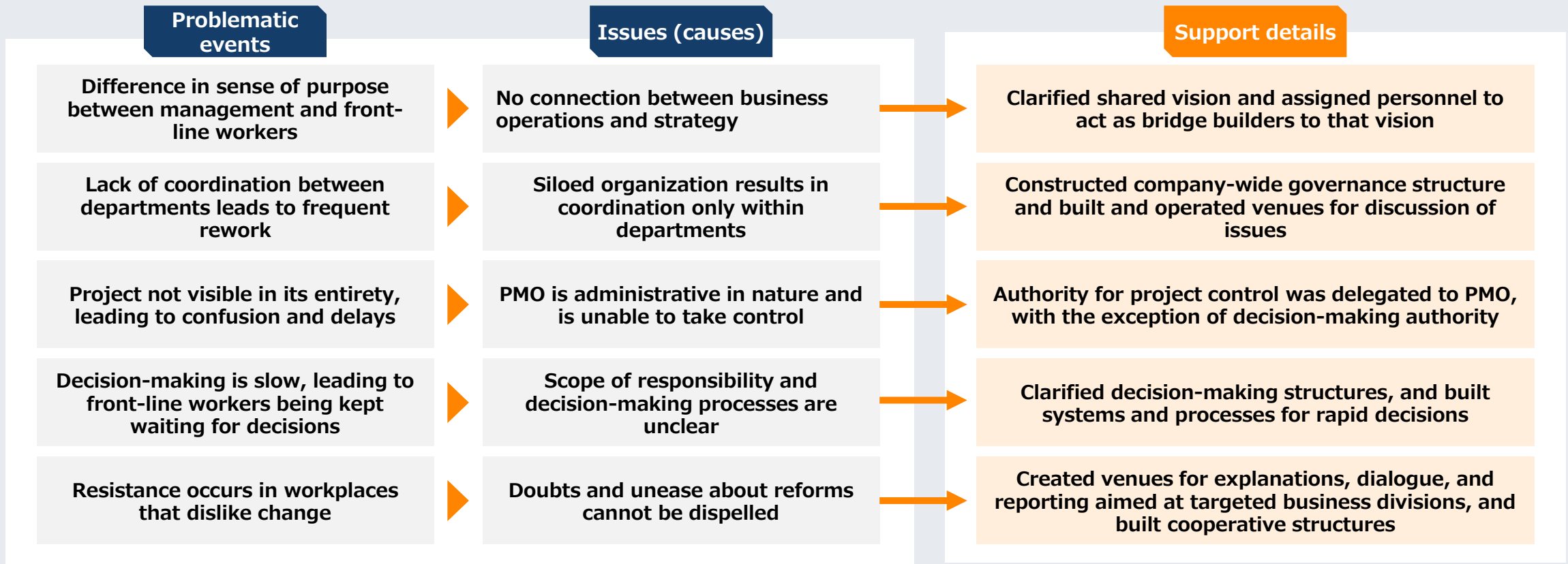
Manufacturing

Issues

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

Proposal and outcomes

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



Enterprise

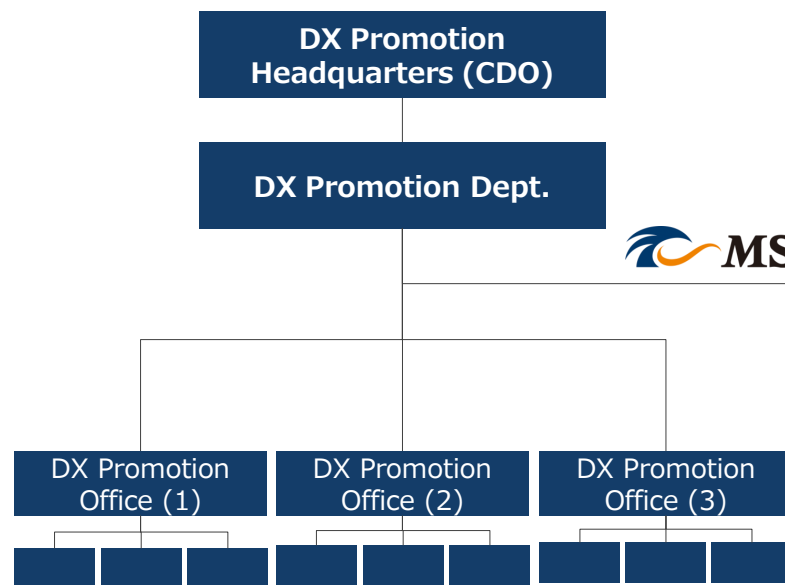
Issues

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

Proposal and
outcomes

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

Our role



Strategy/planning
support
Decision-making
support

Strategy/planning
function

EPMO

PgMO function

Support for
promotion
Decision-making
support

(1) Support for strategy planning and internal reforms

Update DX strategy

Conduct survey, create
new themes

Internal/external
branding

Enhance employee
engagement

(2) PgMO support

Project management
standardization

Issue resolution/support

Visualization/analysis

Various proposals

Reporting

Automotive

Issues

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

Proposal and outcomes

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

Project overview

Project to shift from existing stations to new network

Differentiation from old network was an issue

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

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

Support details

Built and embedded processes for progress management and issue management

A master schedule did not even exist, but we clarified progress and issues, and created shared awareness among those involved.

Built processes for budgeting and order management

Managed budgets and orders so that development was not conducted before an order had been given.

Supported creation of service plan

Provided support for planning operations, and played a part in rolling back delays.

MSOL became a communications hub and reinvigorated the project

Became a hub straddling different departments and proactively exchanged information. Successfully involved related departments.

MSOL support

Retail

Issues

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

Proposal and
outcomes

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

Project
overview

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

Switch from current vendor to
new vendor necessary

Control of vendors is
important

Cloud environment cut
infrastructure
buildout/operating costs



Support details

Supported overall management of
rebuilding project

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

Supported development as a member
of the team investigating applications

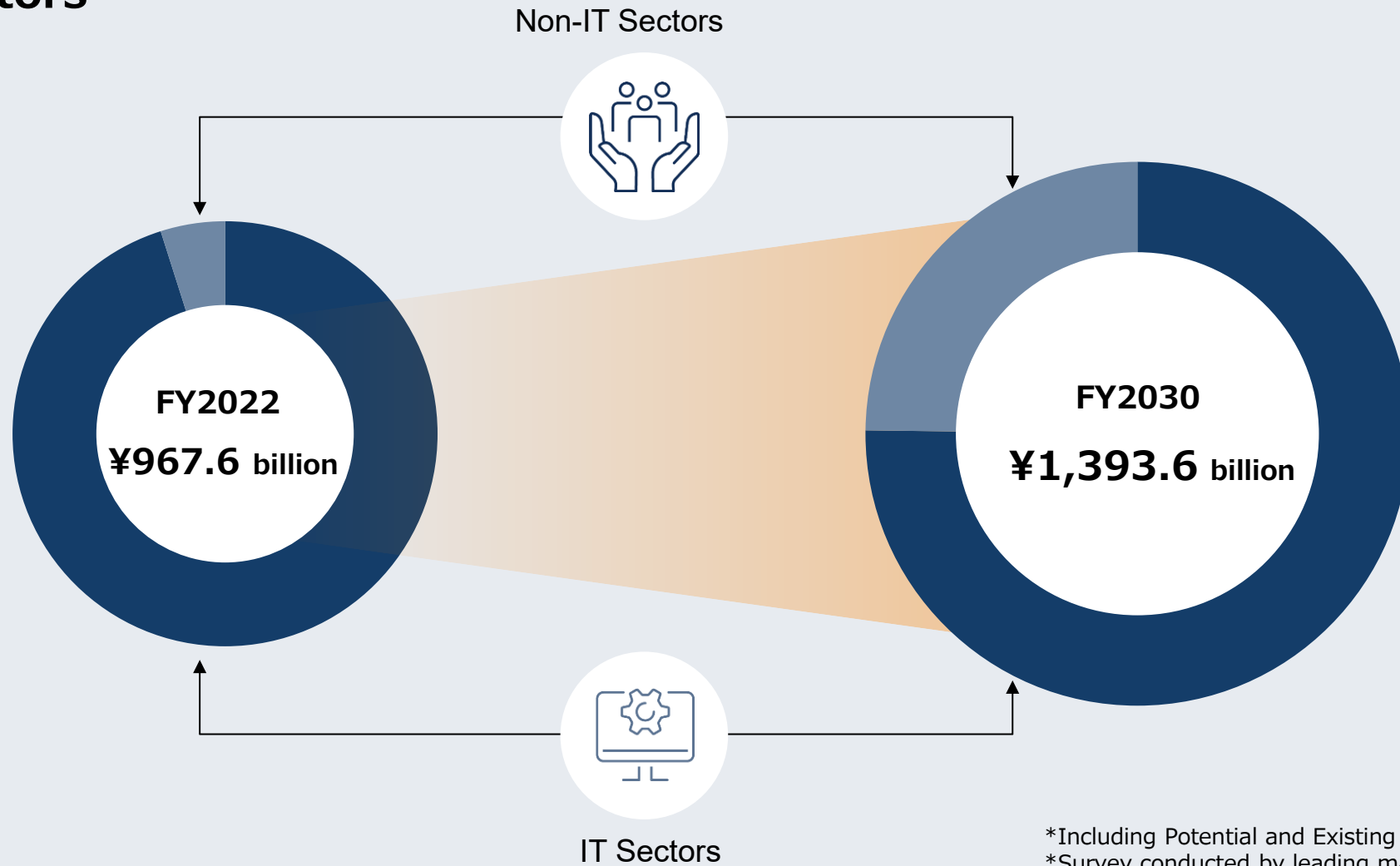
- Due to structural issues and headcount shortages, participated in investigatory team
- Was in charge mainly of considering specifications
- Played the role of hub between various departments and vendors
- Supported the building of a high-quality new site

Domestic PMO Total Available Market

Reprint same as
previous



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



*Including Potential and Existing Markets

*Survey conducted by leading market research agencies



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.