

Corporate Governance

A Management Structure for Realizing the LM Mission

To achieve the LM Mission, we realize that we must continue to be an organization that realizes Management with Integrity and has a "One for All, All for One" mindset. As a guideline, our employees exemplify the three goals of LM's management policy. First is management without any wrongdoing or dishonesty to any of our stakeholders. Next is having diverse human resources who embrace the spirit of "One for All, All for One." Third is to always value the ability to make changes based on an awareness of the constant ongoing changes in markets and laws.

A Governance Format Chosen for Sustainable Growth



A Governance System That Ensures Management Soundness, Transparency and Efficiency

Board of Directors

The Board of Directors is composed of five directors (including two outside directors) and has ultimate authority for determining fundamental management policies and high-priority issues. In principle, it meets once a month, with other meetings held as appropriate when important items arise.

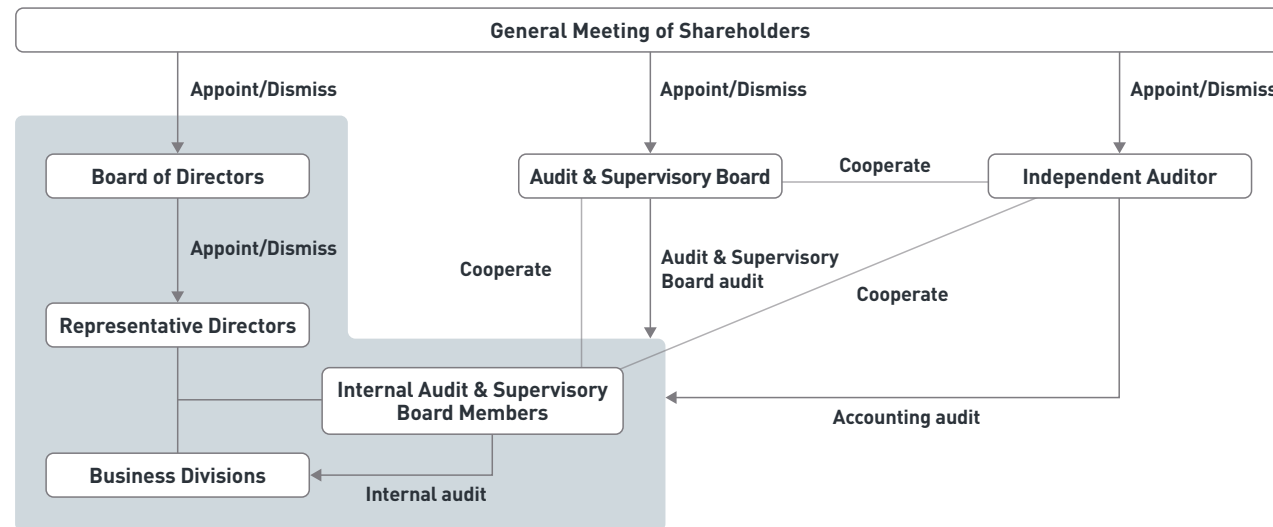
Audit & Supervisory Board

The Audit & Supervisory Board is composed of three members (including two outside members). In principle, it meets once a month to exchange opinions on confirming the proper operation of the Board of Directors, monitoring the business execution of directors, and issues related to compliance and other matters.

Business Divisions

The Group Management Committee meets twice each month. It is attended by presidents of subsidiaries and other related parties other than directors and Audit & Supervisory Board members, as necessary, to report on matters related to the execution of duties.

Governance Organization



Appointing Directors Capable of Making Management Decisions That Link Business and Organizational Strategies

Currently, the Board of Directors of Link and Motivation Inc. is composed of five directors (including two outside directors). The three internal directors make decisions that link business and organizational strategies as professionals in organizational transformation, with extensive experience as organizational and personnel consultants. The two outside directors leverage a high level of insight gained from management at multiple companies and expert knowledge of industrial and organizational psychology, which has a high degree of affinity with the business fields of the Link and Motivation Group, among their other attributes.

In January 2022, the Company introduced a corporate officer system to execute management based on prompt decision-making that accurately grasps both the business environment and changes in it.

Directors



Ozasa Yoshihisa
Chairman and Representative Director

1986 Joined Recruit Co., Ltd.
2000 Established the Company, and assumed the position of President and Representative Director
2013 Chairman and Representative Director (to present)



Sakashita Hideki
President and Representative Director

1991 Joined Recruit Co., Ltd.
2000 Established the Company, and assumed the position of Director
2013 President and Representative Director (to present)
2017 Director, Link Global Solution Inc. (to present), Director, Link Corporate Communications Inc. (to present), Director, Link Event Produce Inc. (to present)



Ohno Shunichi
Director

1992 Joined Aoyama Audit Company (Price Waterhouse)
1998 Joined PwC Consulting Co., Ltd. (currently IBM Japan, Ltd.)
2002 Joined the Company
2008 Director (to present)

Note: Also serves as a director at 10 consolidated subsidiaries and as an Audit & Supervisory Board Member at OpenWork.

Management Team

As of March 30, 2022

Directors



Yuasa Tomoyuki

Outside Director

2000 Joined Andersen Consulting, Ltd. (currently, Accenture Japan Ltd.)
2005 Joined Revamp Corporation
2010 Director, Revamp Corporation
2013 Representative Director, Revamp Outsourcing Corporation (currently, Revamp Academy Corporation) (to present)
2016 Outside Director, the Company (to present), President, Representative Director and CEO, Revamp Corporation, Representative Director, Eggcellent Corporation (to present)
2018 Outside Director, K's Holdings Corporation
2018 President and Representative Director, Chief Executive Officer, Revamp Corporation (to present)



Kakuyama Takashi

Outside Director

1991 Professor, Tokyo International University
1992 Visiting Researcher, Michael G. Foster School of Business, University of Washington
2003 Dean of Faculty of Human and Social Studies, Tokyo International University
2009 Dean of Graduate School of Sociology, Tokyo International University
2011 Professor and Director of Motivation Laboratory, Tokyo Future University
2012 Dean of School of Motivation and Behavioral Sciences, Tokyo Future University
2018 President, Tokyo Future University (to present), Director, Sanko Gakuen (to present)
2020 Outside Director, the Company (to present)

Audit & Supervisory Board

Kuriyama Hiromi

Audit & Supervisory Board Member (Full-Time)

1986 Joined Nippon Telegraph and Telephone Corporation (NTT)
2005 Joined a2media Corporation as Director, General Manager in charge of Strategy Promotion
2006 Director, Business Support Department (Accounting, Legal, Personnel, General Affairs), a2media Corporation
2013 Audit & Supervisory Board Member, Japan REIT Inc. (currently, Prop Tech plus Inc.)
2015 Director, Brainpress Inc. (currently, Inbound Tech Inc.)
2019 Director, Company Administrator, a2media Corporation
2022 Audit & Supervisory Board Member, the Company (to present)

Kimura Hidekazu

Outside Audit & Supervisory Board Member (Part-Time)

1983 Joined Japan Recruit Center Co., Ltd. (currently Recruit Co., Ltd.)
2003 Established HRT, Inc., President and Representative Director (to present)
2006 Outside Audit & Supervisory Board Member, the Company (to present)

Tominaga Kenji

Outside Audit & Supervisory Board Member (Part-Time)

1979 Joined Japan Recruit Center Co., Ltd. (currently Recruit Co., Ltd.)
1999 Established Career Plan Co., Ltd., President and Representative Director (to present)
2000 Outside Audit & Supervisory Board Member, the Company (to present)
2001 Established Career Design Co., Ltd., President and Director (to present)

Managing Directors

Oguri Takashi

2002 Joined the Company
2010 Operating Officer
2014 President and Representative Director, Link Academy Inc.
2017 Director, Link Marketing Inc. (currently, Link Staffing Inc.), Director, the Company, Director, Dean Morgan K.K.
2018 Director, Motivation Academia Inc. (to present)
2022 Managing Director, the Company (in charge of Individual Development Division, to present), Director, Link Academy Inc. (to present)

Kawauchi Masanao

2003 Joined the Company
2010 Operating Officer
2018 Director
2019 President and Representative Director, Link Global Solution Inc. (to present)
2022 Managing Director, the Company (in charge of Organizational Development Division, to present), President and Representative Director, Link Event Produce Inc. (to present), Director, Link Corporate Communications Inc. (to present)

Kitsu Hiroyuki

1988 Joined Recruit Co., Ltd.
2006 Operating Officer, Recruit Agent Co., Ltd. (currently Recruit Co., Ltd.)
2013 Joined Square Enix Co., Ltd. and assumed the position of Corporate Executive
2015 Joined the Company and assumed the position of Operating Officer, Director Interac Co., Ltd. (currently, Link Interac Inc.) (to present)
2016 Director
2020 Director, Link Japan Careers Inc. (to present)
2021 Director, OpenWork Inc. (to present)
2022 Managing Director, the Company (in charge of Matching Division, to present), Director, Link Staffing Inc. (to present), Director, Link-i Inc. (to present)

Corporate Officers

Oshima Takashi

2000 Joined Sumisho Computer Systems Corporation (currently, SCSK Corporation)
2005 Joined the Company
2015 Head of Motivation Engineering Institute (to present)
2022 Corporate Officer (executive for Motivation Engineering Institute, to present)

Kawamura Nobuyuki

2000 Joined the Company
2010 Established Motivation Academia Inc.
2014 Unit Manager of PR and Secretary Unit of Group Design Department
2022 Corporate Officer (executive for Public Relations Department, to present)

Sakakibara Kiyotaka

1988 Joined Recruit Co., Ltd.
2000 Established the Company, and assumed the position of Director
2013 President and Representative Director, Motivation Academia Inc., President and Representative Director, Link Dining Inc.
2015 President and Representative Director, Link Relation Engineering Inc.
2018 President and Representative Director, Link Event Produce Inc.
2019 President and Representative Director, a2media Corporation
2022 Corporate Officer (executive for Brand Design Department, to present)

Shibato Junya

2000 Joined YASKAWA Electric Corporation (currently, YE DIGITAL CORPORATION)
2001 Joined Japan System Create Corporation (currently, SCSK Minor Solutions Corporation)
2005 Joined Ardito Co., Ltd.
2012 Corporate Officer, Ardito Co., Ltd.
2016 Joined Geniee, Inc.
2017 Corporate Officer, Geniee, Inc.
2018 Joined the Company
2022 Corporate Officer (executive for Product Design Department, to present)

Yokoyama Hiroaki

2004 Joined the Company
2008 Director, i JUST Co. Ltd.
2011 Director, DIGIT Inc.
2013 Unit Manager, Accounting & General Affairs Unit, Group Design Department
2022 Corporate Officer (executive for System Design Department, to present)

Management Utilizing Motivation Engineering

In recent years, compliance violations have become a social problem. We believe that low employee engagement creates a breeding ground for organizational wrongdoing. We are proactively working to strengthen compliance so that we can become a role model for society by continuing to be an organization that realizes Management with Integrity and "One for All, All for One." We conduct compliance training in which members of top management explain how to apply Motivation Engineering and publish the Six Codes of LM, which summarize the Group's various rules. In ways such as this we are working to raise employee awareness.

Initiatives to Strengthen Compliance

Motivation Engineering

Training conducted with top management as lecturers

- Improve awareness of compliance
- Link with the consulting business

A Unique Management System

Six Codes of LM (a collection of rules)

- Accounting Management Code
- Communication Management Code
- Entry Management Code
- Human Resource Management Code
- Risk Management Code
- Workstyle Management Code

Communication That Raises Employee Awareness

Dissemination of information

- Harassment training
- Compliance tests