



Individual Passion Inspires the World

Integrated Report
IR BOOK 2021

Link and Motivation Inc.
<https://www.lmi.ne.jp/english/>





Creating a More Meaningful Society

The Link and Motivation Group (LMG) grapples head-on with the meaning of fulfillment in life and in work, an issue that can get lost amid busy daily life. As we navigate the vast ocean of society, we aim to help increase the number of people with ambition, thus creating a more meaningful society.

Mission

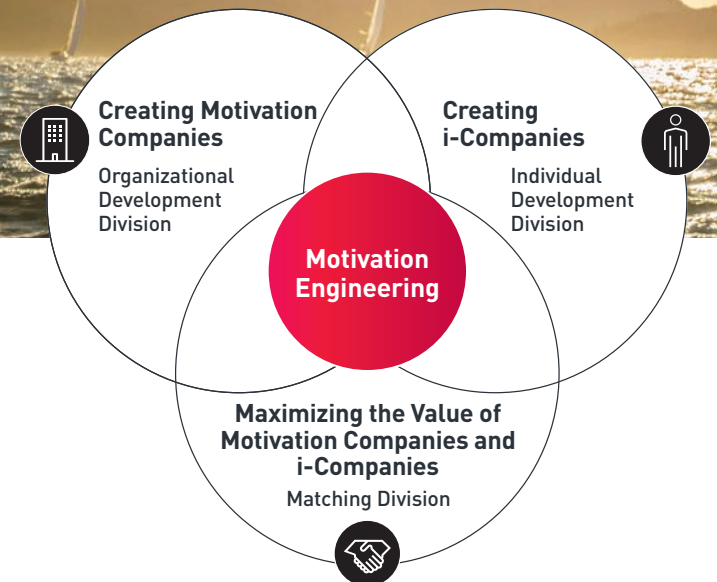
Through Motivation Engineering, we provide opportunities to transform organizations and individuals and create a more meaningful society.



Corporate Slogan

**Individual Passion
Inspires the World**

Operating Structure



Businesses That Communicate a Unique Message

On our grand voyage, each of us at LMG continually faces society with passion. Our journey is empowered by an operating structure that consistently communicates our unique message to organizations and individuals.



Human Resources Are Our Greatest, Most Powerful Asset

Each of the human resources in our Group is responsible for creating various types of fulfillment in life and in work. We integrate the ambitions of each individual into an organization that takes on the ongoing challenge of creating a more meaningful society.

Employees	1,493			
Organizational Development Division	556	Male	807	Japanese nationality 1,408
Individual Development Division	581	Female	686	Other nationalities 85
Matching Division	355			

(As of December 31, 2021)



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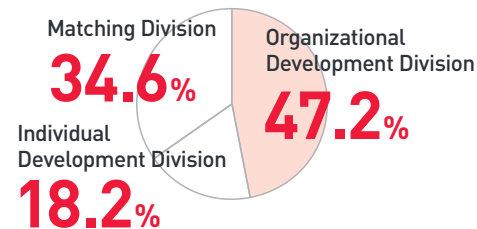
LMG at a Glance

The Link and Motivation Group in Numbers

Consolidated Financial Results (2021)

Revenues **¥32.6 billion**
Adjusted operating income* **¥3.1 billion**

Gross Profit Breakdown by Division (2021)



Extensive Databases

Organizational diagnostic data **2.37 million employees at 8,740 companies**
Individual diagnostic data **Approx. 580 thousand people**
Number of online reviews **Approx. 12.2 million**

* Adjusted operating income is a profit indicator that measures operating results by excluding temporary factors such as impairment of goodwill, right-of-use assets and fixed assets from operating income.

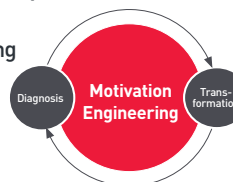
Organizational Development Division: Growth Driver for the Group

The World's First Consulting That Uses a Motivation-Based Approach

Track record of **more than 20 years**

Unique One-Stop Services

Providing solutions ranging from diagnosis to transformation through organizational consulting



A Predominant Presence in the Market for Improving Employee Engagement

MOTIVATION CLOUD
by Link and Motivation Group

Share of sales in Japan for four consecutive years

No. 1

Note: See page 12 for details.