

Organizational Strategy

Engagement Ratings at Group Companies

Maintaining a High Level of Employee Engagement at Group Companies since Our Founding

To raise awareness of the importance of employee engagement for business growth and provide pertinent information to the capital market, since 2018 the Group has been disclosing its Engagement Rating (ER), which ranks the ES of each Group company. Almost every Group company has consistently maintained the highest ranking of “AAA,” and the Group’s high level of employee engagement is a competitive advantage.

Engagement Ratings of Group Companies



Breakdown of February 2022 Results

	Company	Number of Employees	Rank
Organizational Development Division AAA	Link and Motivation Inc.	388	AAA
	Link Global Solution Inc.	22	AAA
	Link Event Produce Inc.	20	AAA
	Link Corporate Communications Inc.	79	AAA
Individual Development Division AAA	Link Academy Inc.	511	AAA
	Motivation Academia Inc.	31	AAA
Matching Division AA	Link Interac Inc.	172	AA
	Link Japan Careers Inc.	17	AAA
	Link Staffing Inc.	15	AAA
	Link-i Inc.	20	AAA
	OpenWork Inc.	74	BBB

1. Results from February for each year (excluding Link Dining Inc.).

2. Results from August for 2018 only.

3. November 2020 results for OpenWork Inc. only.

Note: The Group discloses information on human capital based on ISO 30414.

Engagement Rating by Category

Providing an Environment Where Diverse Human Resources Can Feel a High Level of Engagement and Thrive

Because the Group operates all kinds of business models in its three divisions, its workforce is quite diverse in terms of nationality and other attributes. Diagnostic surveys conducted by the Group enable analysis across all attributes, allowing the Group to provide an environment where diverse human resources can feel a high level of engagement and thrive.

Group Employees (As of December 2021)

Employees	Male	Female	Japanese nationality	Other nationalities
1,493	807	686	1,408	85

February 2022 Results

By Gender

	Number of Employees	Rank
Male	734	AAA
Female	614	AAA

By Nationality (Area)

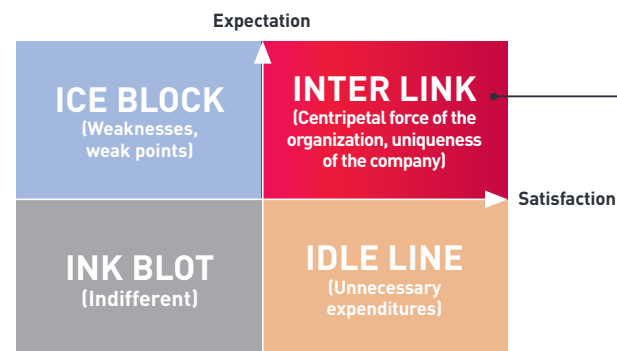
	Number of Employees	Rank
Japan	1,164	AAA
Asia (excluding Japan)	11	AAA
Oceania	6	AA
North America	34	AAA
Central and South America	2	AAA
Europe	11	AA

Our Foundation

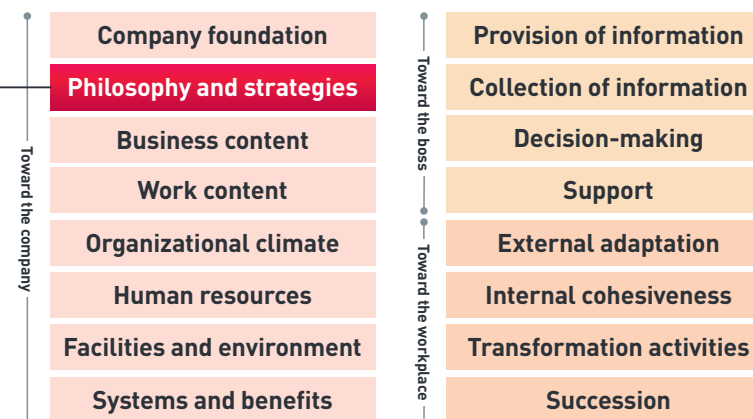
A Core Philosophy-Based Strategy That Unites the Link and Motivation Group

To maintain a high level of employee engagement, the Link and Motivation Group places its greatest emphasis on being united by its core philosophy. Sympathy with this philosophy is essential for the Group. During our short 22-year history this has enabled us to provide value that should continue many years into the future. In addition to sharing and instilling the Group's raison d'être and vision among our employees, we also emphasize sympathy with our philosophy in hiring, making it a substantial strength of our organization.

4eyes® Windows



Engagement Factors in 16 Areas



Group Companies Whose Philosophy and Strategies Fall within the INTER LINK Sector (February 2022 Results)

Group Companies
(Employees)

6 companies
(out of 11)

Group Companies That
Hire New Graduates
(Prospective Employees)

9 companies
(out of 9)

Over the Medium Term, Ramp Up Recruiting in the Organizational Development Division and Implement Initiatives to Further Increase Employee Engagement

We will step up investment in our businesses, mainly in the Organizational Development Division over the medium term. For our organization, we will raise both the competency and the number of our consultants and engineers by ramping up recruiting and training in the Consulting & Cloud Business based on Motivation Engineering, our core technology. Throughout the Group, we will periodically diagnose employee engagement to conduct appropriate organizational management as we focus on improving productivity and training the next generation of managers.

Organizational Development Division

Enhancing Recruiting and Training Based on Motivation Engineering

Consultants Engineers



Raise Both Competency and Number

See page 34 for details.

Group-wide

Improving Productivity

Promoting DX



See page 35 for details.

Compatible Work



See page 36 for details.

Training the Next Generation of Managers

Top Gun Selection



See page 37 for details.

Note: See the Company's website and IR Book 2020 from page 23 onward for general Group-wide initiatives.

Enhancing Consultant and Engineer Recruiting and Training in the Organizational Development Division

The Organizational Development Division has the highest ES among the three divisions, and its engineering organization also maintains a high score. For further growth going forward in the Consulting & Cloud Business, we will enhance recruiting and training, mainly for consultants, while maintaining this high level of employee engagement. To increase our ranks of engineers, we will act with agility as a Group united by a core philosophy by conducting selective training of new university graduates as well as stepping up hiring of mid-career employees.

Consultants



Engineers



Recruiting

Significantly increase the number of new hires, mainly focused on new university graduates

Achieve a high level of engagement in recruiting, mainly focused on mid-career hires

Training

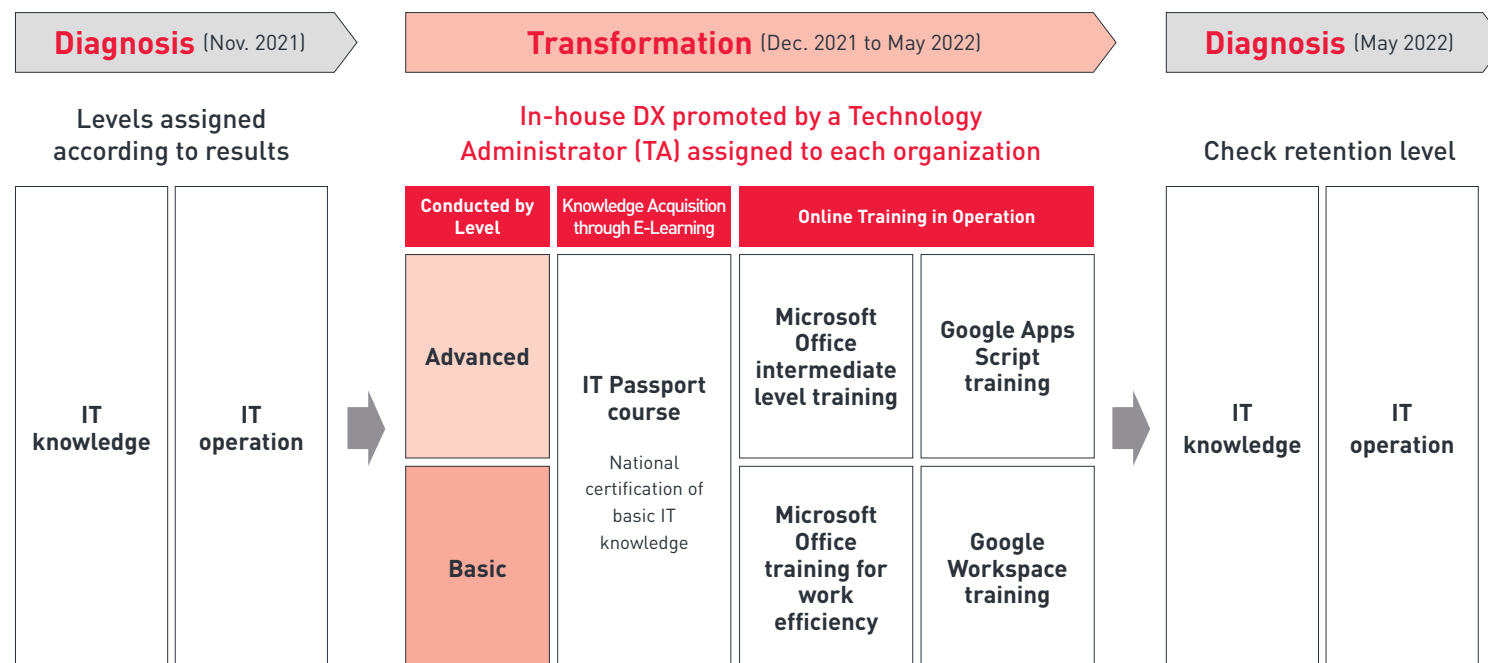
Established a consulting promotion office for major companies to train top consultants

- Selective training of new university graduates with aptitude
- Motivation Engineering training for mid-career hires

Improving Each Employee's Productivity Based on a DX Skills Diagnosis

Since 2021, the Individual Development Division has been offering its DX support in-house to further improve Group employees IT literacy with the goal of strengthening and enabling more rapid business growth. We have also started assigning Technology Administrators (TA's) responsible for promoting digitalization to each Group company to help increase the operational efficiency of each organization. We will continue to conduct a regular cycle of diagnosis and transformation to improve DX skills throughout the Group.

Efficiently Improving DX Skills with Solutions for Diagnosis-Based Transformation

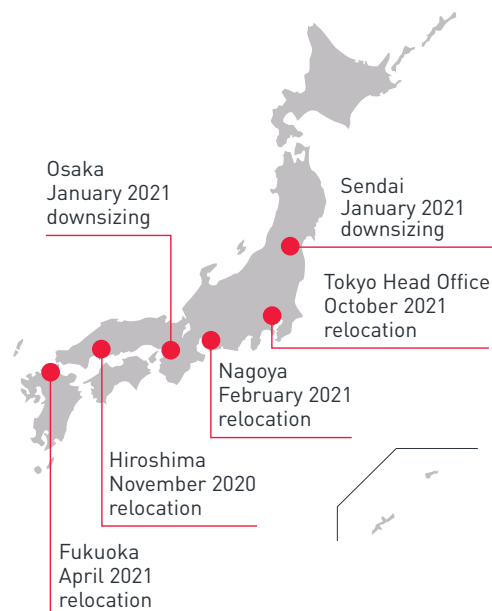


Compatible Work to Increase Both Productivity and Employee Engagement

The Link and Motivation Group has responded to the COVID-19 pandemic by relocating and downsizing its offices throughout Japan, and by establishing a new work style model called Compatible Work. The idea of Compatible Work is based on transforming the way we work by combining real-world and virtual spaces to increase productivity and employee engagement. Because of our powerful belief in the value of employee engagement, we flexibly adapt our approach to work according to the real environment in which we work.

New Ways of Working

2021
Approx. 60% reduction in floor space from office downsizing and relocation nationwide



2022
Shift to Compatible Work while monitoring the status of COVID-19

Benefits of Office Work (Real World)



Benefits of Telework (Virtual)



Optimally design each daily task to increase productivity and appropriately facilitate real-world communication to raise motivation.

“Top Gun Selection” to Select and Cultivate Our Next Generation of Managers

Expanding and growing our business to create an engagement chain requires the development of management personnel to lead the organization. That is why in 2021 we launched Top Gun Selection, a program for selecting and cultivating our next generation of managers, to offer participants opportunities to think from a Group perspective. Chairman Ozasa plays a central role in the year-long training of members selected from various levels. In addition to broadening the viewpoints of participants, the program helps them advance in their careers.

2022 Planned Content

	Objective	Annual Schedule
Corporate Officer Class	Raise the level of corporate officers	1Q February: Kick-off meeting 2Q May: Survey feedback and dinner 3Q July: Meeting for presenting proposals 4Q October: Meeting for presenting proposals November: Survey feedback and dinner
President and Company President Class	Cultivate the next group of officer candidates	
Management Class	Cultivate future officer candidates	
General Employee Class	Provide breakthrough opportunities to promote success	

2021 Participant Comments (Selected)

President and Company President Class

- The biggest benefit for me was that **it made me ready to ask myself whether I am putting my true intentions into what I am doing as an executive.**
- It broadened my perspective by deepening my understanding of areas I don't normally manage, giving me **an opportunity to consider overall Group assets and strengths.**

Management Class

- Aside from making me feel an urgent need to develop the perspective of a manager, it was a good opportunity for me to think about the future from **the standpoint of LMG's management.**
- **If not for this opportunity I don't think I would have come across these new ideas.** As a candidate for management, I take this as a chance to learn and grow.