

Integrated Report
IR BOOK 2022

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



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Overview of Corporate Communications



• IR Book (Integrated Report)

Presents the Link and Motivation Group's business and organizational strategies as a story linked to the LM Mission and issued as an integrated report



• Human Capital Report

Presents the Link and Motivation Group's approach to human capital management and results

- Financial Statements
- Financial Results Briefings
- Securities Report/Quarterly Reports (Japanese only)
- Shareholders Report (Japanese only)

Sources

Japan Productivity Center (2022)
https://www.jpc-net.jp/research/assets/pdf/report_2022.pdf
(Japanese only)

The World Happiness Report (2022)
<https://worldhappiness.report/ed/2022/happiness-benevolence-and-trust-during-covid-19-and-beyond/>

Gallup State of the Global Workplace: 2022 Report
<https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx>

Benesse Educational Research & Development Institute, *Parent and Child Survey on Children's Lifestyles and Learning, 2021 Digest* (2022)
<https://blog.benesse.ne.jp/bh/ja/news/20220420release.pdf>
(Japanese only)

Creating a More Meaningful Society

Japan is at the forefront in confronting a number of new social issues that are having an impact on countries around the world. We want to give greater meaning to work in order to make life more meaningful in Japan, and ultimately worldwide.

Issues Confronting Japanese Society

Labor Productivity

29th

out of 38 OECD member countries

Happiness

54th

with a particularly low score for
"life satisfaction"

Employee Satisfaction

128th

out of 129 countries in
"employee enthusiasm"

Children's Motivation
for Learning

54.3 %

don't feel like studying



Providing Opportunities to Transform Organizations and Individuals

We have made it our mission to provide organizations and individuals with support and opportunities for transformation to realize their aspirations and solve their problems.



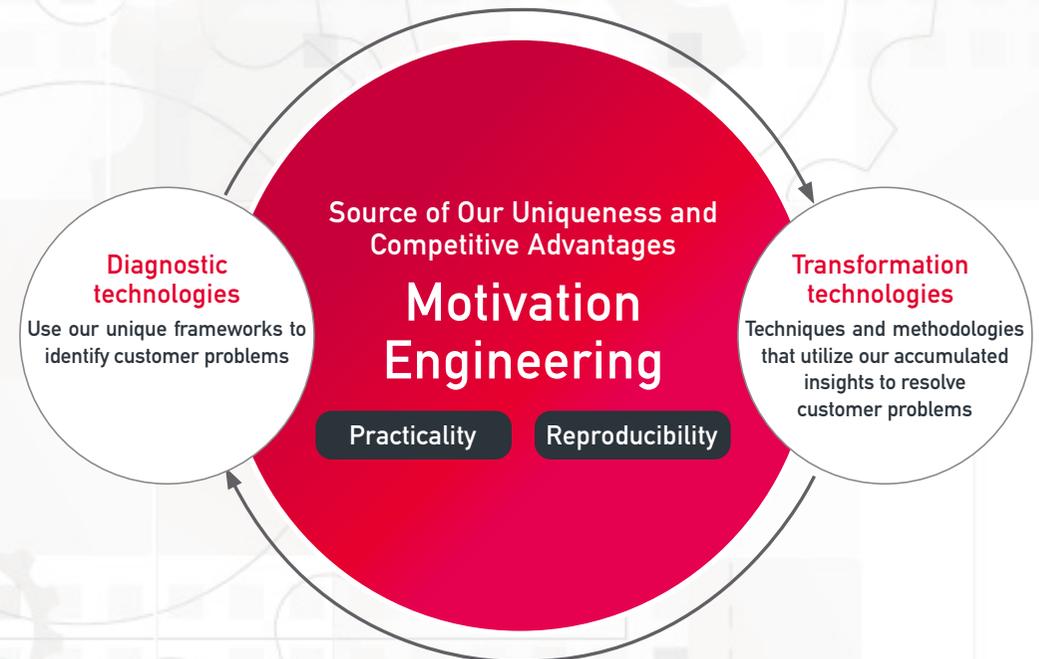
Outcomes

A society filled with **organizations** that link employee job fulfillment to business growth

A society filled with **individuals** who are independently designing their own lives and careers

Motivation Engineering, Our Core Technology

Motivation Engineering is Link and Motivation's core technology and the source of its uniqueness and competitive advantages. Based on academic findings in fields including business administration, social system theory, behavioral economics and psychology, this technology is characterized by practicality that sets it apart from mere theorizing, and reproducibility that does not rely on individual intuition, guts or experience.



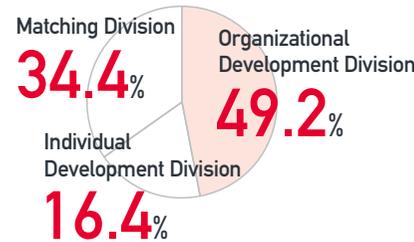
LMG at a Glance

The Link and Motivation Group in Numbers

Consolidated Financial Results

Revenues	¥32.7 billion	(+0.4% year on year)
Operating income (IFRS)	¥3.6 billion	(+75.6% year on year)
Net income attributable to owners of the parent	¥1.9 billion	(+111.3% year on year)

Gross Profit Breakdown by Division



Extensive Databases

Organizational diagnostic data	Approx. 3.12 million employees at 10,060 companies
Individual diagnostic data	Approx. 750,000 people
Number of online reviews	Approx. 14.1 million

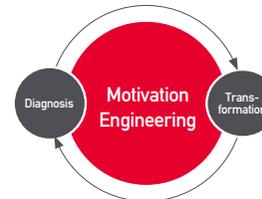
Strengths Driving Group Growth

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



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

[Click here for details \(Japanese only\).](#)