




Link and Motivation Group

Integrated Report

IR BOOK 2023

Link and Motivation Group

<https://www.lmi.ne.jp/english/>



Creating a More
Meaningful Society

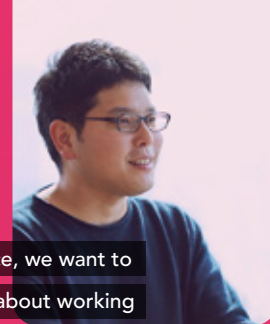
An aerial photograph of a busy pedestrian crossing, likely in Japan, showing a large crowd of people walking across a street with white zebra stripes. A large, semi-transparent question mark is overlaid on the right side of the image. The text 'Introduction' is written in red above the main title.

Introduction

What Do We Mean by a “More Meaningful Society”?

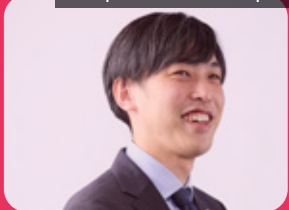


In Japan, a country with few natural resources, we will realize a society where people can truly thrive as the greatest, most powerful type of capital.



Through the OpenWork service, we want to make all kinds of information about working available to help achieve a society based on mutual selection.

We bring out each organization's unique qualities to raise the presence of Japanese companies in the capital market.



"The kind of society we want"

Helping each individual discover the abundance of meaning that lies beyond material wealth

We aim to create a future where organizations and individuals use their dreams and sense of purpose to draw forth deeper meaning from society.

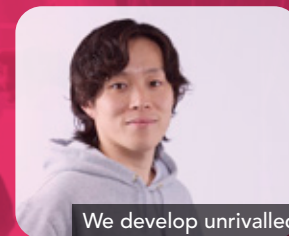
We help make everyone in the classroom setting more confident in their abilities in order to foster more dynamic lives in the future.



By improving our customers' skills, we expand their choices and create a more meaningful society.



We develop unrivalled products for transforming our customers' organizations.



By developing essential intangibles into technologies, we help create a society in which as many people as possible can live a happy life.



We are committed to using Motivation Engineering to create a society where children can feel free to share their dreams with others.



Organizational Development

Support for creating organizations that individuals choose (Motivation Companies)



"This is what we must do to create a more meaningful society."

Providing organizations and individuals with opportunities for transformation to resolve their problems and realize their wishes

Based on Motivation Engineering, our core technology, we operate three divisions in the fields of organizational development, individual development and matching. Our goal is to provide opportunities for transforming organizations and individuals.

Matching

Providing opportunities to link organizations and individuals



IR BOOK 2023 Introduction



Support for creating individuals that organizations choose (i-Companies)

Individual Development

Expanding the Concept of a “More Meaningful Society” through Motivation Engineering, Our Core Technology

Ozasa Yoshihisa

Chairman and Representative Director
Link and Motivation Inc.





Watch the video version of this message here. (Available in Japanese only) →

What Is the “More Meaningful Society” We Aim For?

What kind of society is a “more meaningful society”? It may be difficult to envision. Suppose, for instance, the Earth were five minutes away from being destroyed. In that case, the question would have no meaning for this current message, or for you reading this. Paradoxically, one could say that a meaningful society is one where the future remains open, and where organizations and individuals are excited about this open future because of their dreams and sense of purpose. This is the “more meaningful society” we aim to create.

In more specific terms, for an organization, it means having common ground between a company’s management philosophy and mission and the ambitions and goals of its employees. This leads to a strong sense of empathy toward work—in other words, a high level of engagement. For individuals, it means working to improve their skills to achieve their ambitions and goals and feeling a sense of purpose in life and work. This is the society we aim for.

Our Advantage

Motivation Engineering, which is our core technology, is our greatest strength. It brings together academic findings in areas including business administration, behavioral economics, social systems theory and psychology. Motivation Engineering ensures the practicality and reproducibility of the

organizational and individual transformations we produce. In addition, Motivation Engineering is driven by diagnostic and transformation technologies. We go beyond simple diagnostics to support a wide range of organizations and individuals in achieving transformation, improvement and growth based on the results of our diagnosis. Link and Motivation is the only company that can provide this one-stop service, which we consider our unique advantage.

Going Forward

I feel that the times have finally caught up with the confident prediction I made when founding Link and Motivation about the coming importance of corporate investment in human capital.

I am also confident that our core Motivation Engineering technology is applicable not just in Japan but worldwide. I see a path opening up before us to further broaden our influence as we continue to refine and upgrade Motivation Engineering. The Link and Motivation Group will follow this path without hesitation to expand the concept of a “more meaningful society.”



Key Points of IR Book 2023

Based on valuable feedback from shareholders and institutional investors, we have focused on our strategies for medium- to long-term growth and on Motivation Engineering, which is our core technology and the Link and Motivation Group's competitive advantage. We have also expanded the overview of all six businesses and included more information on sustainability.

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Overview of the Link and Motivation Group's Information Disclosure

The Link and Motivation Group ("LMG") communicates with its stakeholders using diverse tools to disseminate information from a variety of perspectives.

Form of Disclosure		Content	
		Financial Information	Non-financial Information
IR Book (Integrated Report)	Contains information on LMG's management strategies, business activities and ESG initiatives, with the aim of deepening overall understanding of the economic and social value created by LMG	●	●
Human Capital Report	Covers LMG's approach to human capital management and results		●
Securities Report (Japanese only)	Pursuant to Japan's Financial Instruments and Exchange Act, the report contains a company overview, business condition and financial information such as financial statements, as well as non-financial information on the corporate governance system and other topics	●	●
Financial Statements	Contains quarterly financial information	●	
Shareholder Report (Japanese only)	Provides an overview of LMG's businesses, information on its human resources and other topics in addition to the Group's business results to help deepen shareholder understanding	●	●
Corporate Governance Report (Japanese only)	Contains information on LMG's corporate governance pursuant to the listing regulations of the Tokyo Stock Exchange		●

Consolidated Financial Results

2023

Revenues: **¥33.9** billionOperating income: **¥4.6** billionRevenues: **¥12.8** billionGross profit: **¥9.0** billionEmployees: **622**Motivation Cloud Market Share
for Six Consecutive Years**No. 1**** Source: ITR Corporation, ITR Market View: Human
Resources Management Market 2023Employee engagement market: Sales volume
and share by vendor (fiscal 2017 to fiscal 2022
forecast)Organizational
Development DivisionSupport for creating
organizations that
individuals choose
(**Motivation Companies**)

Consulting & Cloud Business

IR Support Business

Individual
Development DivisionSupport for creating
individuals that
organizations choose
(**i-Companies**)

Career School Business

Cram School Business

Matching Division

Providing opportunities to link
organizations and individuals

ALT Placement Business

Personnel Placement
BusinessRevenues: **¥6.4** billionGross profit: **¥2.9** billionEmployees: **524**Career School Business Customer
Satisfaction (Scale of 5)***4.07**

* Survey conducted in November 2023

Revenues: **¥15.3** billionGross profit: **¥6.3** billionEmployees: **322**One of Japan's Largest
Databases of Employee Reviews
and Evaluation Scores**16.2** million (cumulative)