

# Appendix

## Consulting & Cloud Business

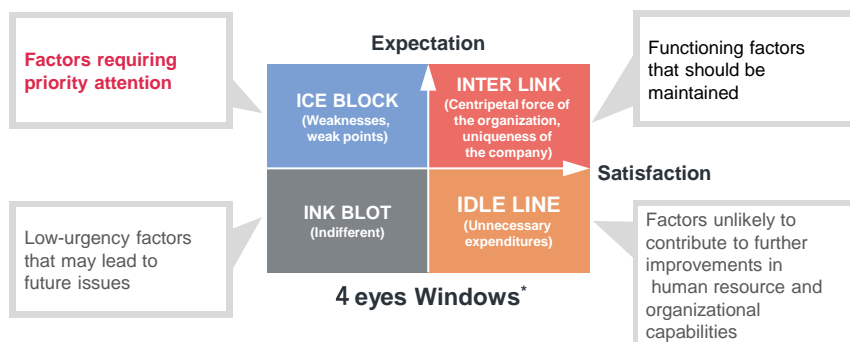
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## Diagnostic and Transformation Technologies in the Consulting & Cloud Business

Motivation Engineering is the core technology of the Link and Motivation Group. It is driven by diagnostic and transformation technologies and underpins all our businesses. In the Consulting & Cloud Business, we facilitate organizational transformation by diagnosing human resource and organizational capabilities (engagement) at companies and, based on issues identified, provide them with services in all fields of organizational and personnel matters, including recruiting, training, systems and corporate culture.

### Diagnosis

Through our cloud services we provide diagnostic services for human resource and organizational capabilities (engagement). In addition to having one of the largest databases in Japan, our diagnostics based on the expectations and satisfaction of employees facilitate the visualization of priority issues for achieving organizational transformation.



### A “Health Checkup” for Companies

As with health checkups for people, it is important to regularly assess the organizational situation at a company. At the Link and Motivation Group, our consultants work side by side with clients to support the implementation of improvements, such as by identifying items for improvement and providing advice.



### Transformation

Through cloud services and consulting, we provide transformation services covering all matters related to organizational and personnel issues, including recruiting, training, systems and corporate culture. Leveraging the knowledge we have cultivated since our founding, our comprehensive support enables organizational transformation.



### “Medicine and Surgery” for Companies

Depending on care needs, various specialist approaches are necessary when administering medicine or surgery. At the Link and Motivation Group, we support transformation through tailored plans that draw from our extensive range of solutions to address identified issues.



## Overview of Motivation Cloud

In 2016, we released Motivation Cloud—Japan's first cloud service for improving employee engagement. Since then, we have migrated our other transformation services to the cloud, released Communication Cloud and Stretch Cloud, and entered a business alliance agreement with FCE Inc. As of March 2025, all our services have been integrated into Motivation Cloud, through which we deliver diagnostic and transformation services.



by Link and Motivation Group

### Diagnosis

#### Motivation Cloud Engagement

Improve employee engagement



### Transformation

#### Motivation Cloud Sharing

Revitalize corporate culture  
(formerly Communication Cloud)



#### Motivation Cloud Role Development

Improve human resource  
capabilities  
(formerly Stretch Cloud)



#### Productivity Improvement Services

Increase productivity  
(products provided by FCE Inc.)

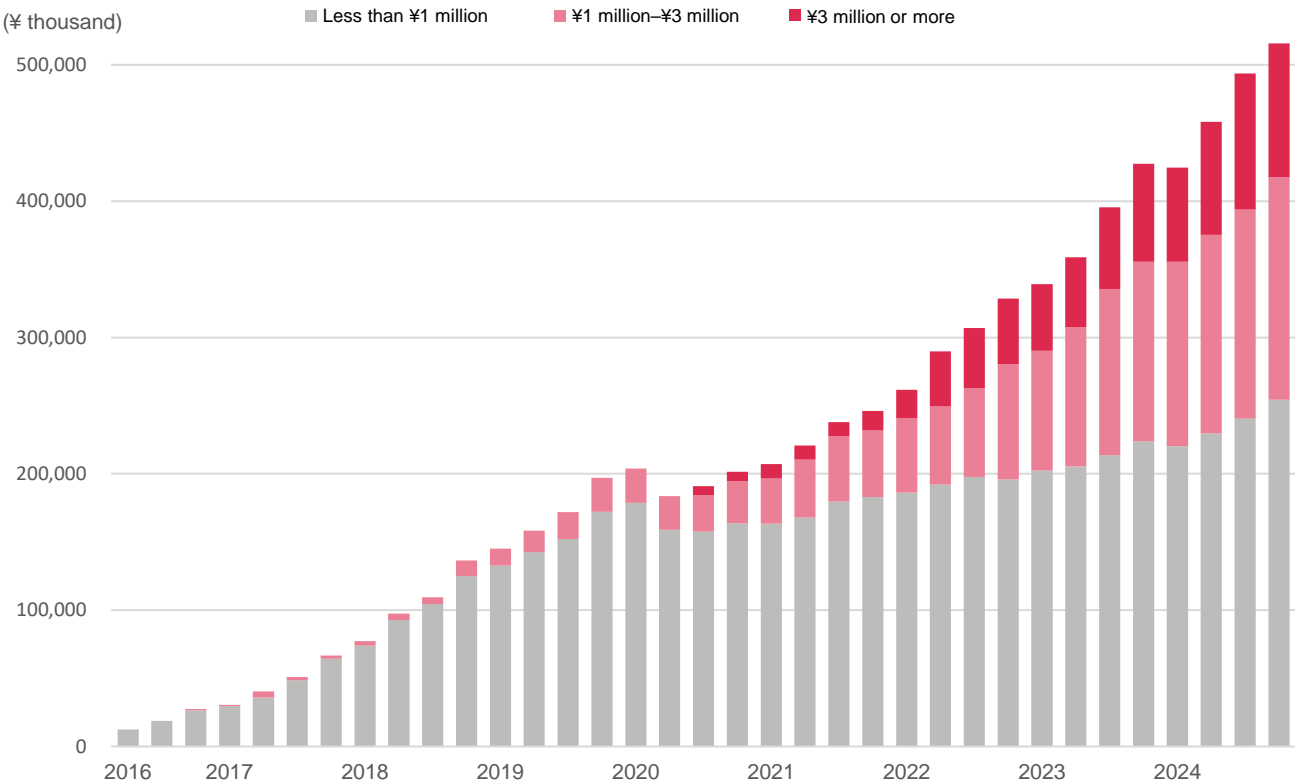


We will further enhance our lineup of transformation services through our in-house development process, M&As and business partnerships.

Motivation Cloud Monthly Fee Revenue

Monthly fee revenue has steadily grown since the service was released in 2016. We have been promoting the adoption of our service among major companies in Japan in particular, and in 2024 monthly fee revenue per customer of ¥3 million or more grew significantly (by as much as 37%). We will accelerate growth by further focusing on sales of high-value subscriptions to major companies.

Motivation Cloud Monthly Fee Revenue



Breakdown of Revenue per Customer	
	YoY Change
¥3 million or more	+37%
¥1 million–¥3 million	+24%
Less than ¥1 million	+14%