



Integrated Report

IR BOOK 2025

Link and Motivation Group

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



Creating a More
Meaningful Society

Chapter 1

Value Creation and Focus Areas

- 05 Value Creation Process
- 06 Source of Competitive Advantages
- 07 Group Business Performance
- 08 Operating Environment and Focus Areas
- 09 Competitive Advantages in the Consulting & Cloud Business
- 11 Recurring Revenue in the Consulting & Cloud Business

Chapter 2

Medium-Term Growth Strategy

- 13 2030 Plan
- 14 Our Competitive Advantage on the Cloud
- 16 ARR Growth
- 17 Expansion of New Services
- 18 Long-Term Growth Strategy

Appendix

Business Overview

- 21 Overview of Businesses
- 22 Organizational Development Division: Consulting & Cloud Business
- 23 Organizational Development Division: IR Support Business
- 24 Individual Development Division: Career School Business
- 25 Individual Development Division: Cram School Business
- 26 Matching Division: ALT Placement Business
- 27 Matching Division: Personnel Placement Business

Corporate Data

- 29 Performance, Financial Position and Dividends
- 30 Key Financial Indicators
- 31 Revenues by Business/Other Business-Related Data
- 32 Company Profile

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	Details	Disclosure	Frequency	Business status	Organizational status	Growth strategy	Risk	Sustainability
Securities Report (Japanese only)	Comprehensive disclosure of information fulfilling statutory disclosure requirements	Statutory disclosure	Yearly	●	●	●	●	●
Corporate Governance Report (Japanese only)	Disclosure of corporate governance measures	Statutory disclosure	Yearly				●	●
IR BOOK	Disclosure of business overview and growth strategy	Voluntary disclosure	Yearly	●		●		
Human Capital Report	Disclosure of approach to human capital management and current focus areas	Voluntary disclosure	Yearly		●		●	●
Shareholder Report (Japanese only)	Clear presentation of strategies and performance	Voluntary disclosure	Yearly	●	●	●		
Financial Statements	Concise disclosure of performance by quarter	Statutory disclosure	Quarterly	●				
Financial Results Briefing Presentation Materials	Detailed disclosure of performance by quarter	Voluntary disclosure	Quarterly	●	●	●		
Corporate Website	Detailed information presented by category	Voluntary disclosure	As necessary	●	●	●	●	●

Mission

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

Consolidated Financial Results

2025

Revenues **¥41.52** billion Operating income **¥4.20** billion

