

# HUMAN CAPITAL REPORT 2023

Link and Motivation Group

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

Human resources are  
our greatest, most powerful  
type of capital





# Using Human Resources as Our Greatest, Most Powerful Type of Capital to Create a More Meaningful Society

As Japan's labor force shrinks and companies' competitive advantages shift from products to services, human resources and organizations will become key assets for corporate management.

Link and Motivation was founded in 2000 based on this confident prediction.

We believe in creating companies that are chosen not only by customers in the product market, but also by employees and applicants in the labor market—what we call “Motivation Companies.”

We believe in utilizing people and organizations not as resources that diminish with use, but as a company's greatest, most powerful capital, capable of generating unlimited value when properly utilized.

Taking these beliefs to heart, everyone in the Link and Motivation Group from executives to staff members has been working to conduct management where we practice what we preach as we provide support for our corporate customers.

Our progress along this path has also benefitted from the growing trend toward promoting human capital management.

Link and Motivation remains committed to maximizing the value of the world's human capital in order to create a more meaningful society.



# Link and Motivation Group Profile

## Mission

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

## Corporate Slogan

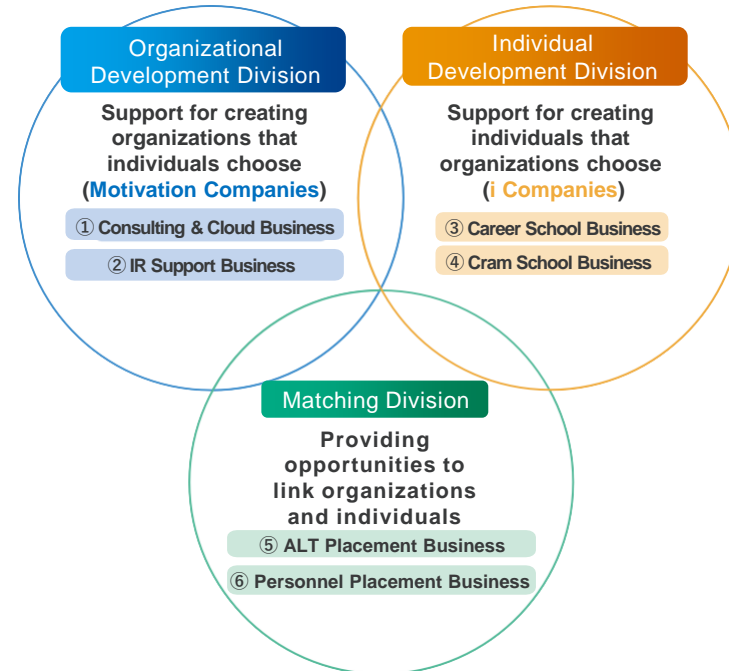
Individual Passion Inspires the World

## Company Overview

(As of December 31, 2023)

Name : Link and Motivation Inc.  
Representative : Ozasa Yoshihisa, Chairman and Representative Director  
Head office : Kabukiza Tower 15F, 4-12-15 Ginza, Chuo-ku,  
Tokyo 104-0061, Japan  
Established : April 7, 2000  
Stock market listing : Prime Market, Tokyo Stock Exchange  
(Securities code: 2170)  
Paid in capital : ¥1,380,610,000  
Revenues : ¥33.9 billion (consolidated)  
Operating income : ¥4.6 billion (consolidated)  
Number of employees : 1,470 (consolidated)

## Business Structure



## Overview by Division

(Year ended December 31, 2023)

	Revenues (billion yen)	Gross Profit (billion yen)	Number of Employees
Organizational Development Division	128	90	622
Individual Development Division	64	29	524
Matching Division	153	63	322

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## Key Points of Human Capital Report 2023

Based on valuable feedback from our stakeholders in the capital market (shareholders and institutional investors), product market (customers) and labor market (employees and applicants), we have substantially improved the content and format to provide a more practical understanding of the Link and Motivation Group's approach to human capital management as well as the human capital that is a Group strength.

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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		●