

HUMAN CAPITAL REPORT 2025

Human resources are our greatest,
most powerful type of capital



Link and Motivation Group Profile

Mission

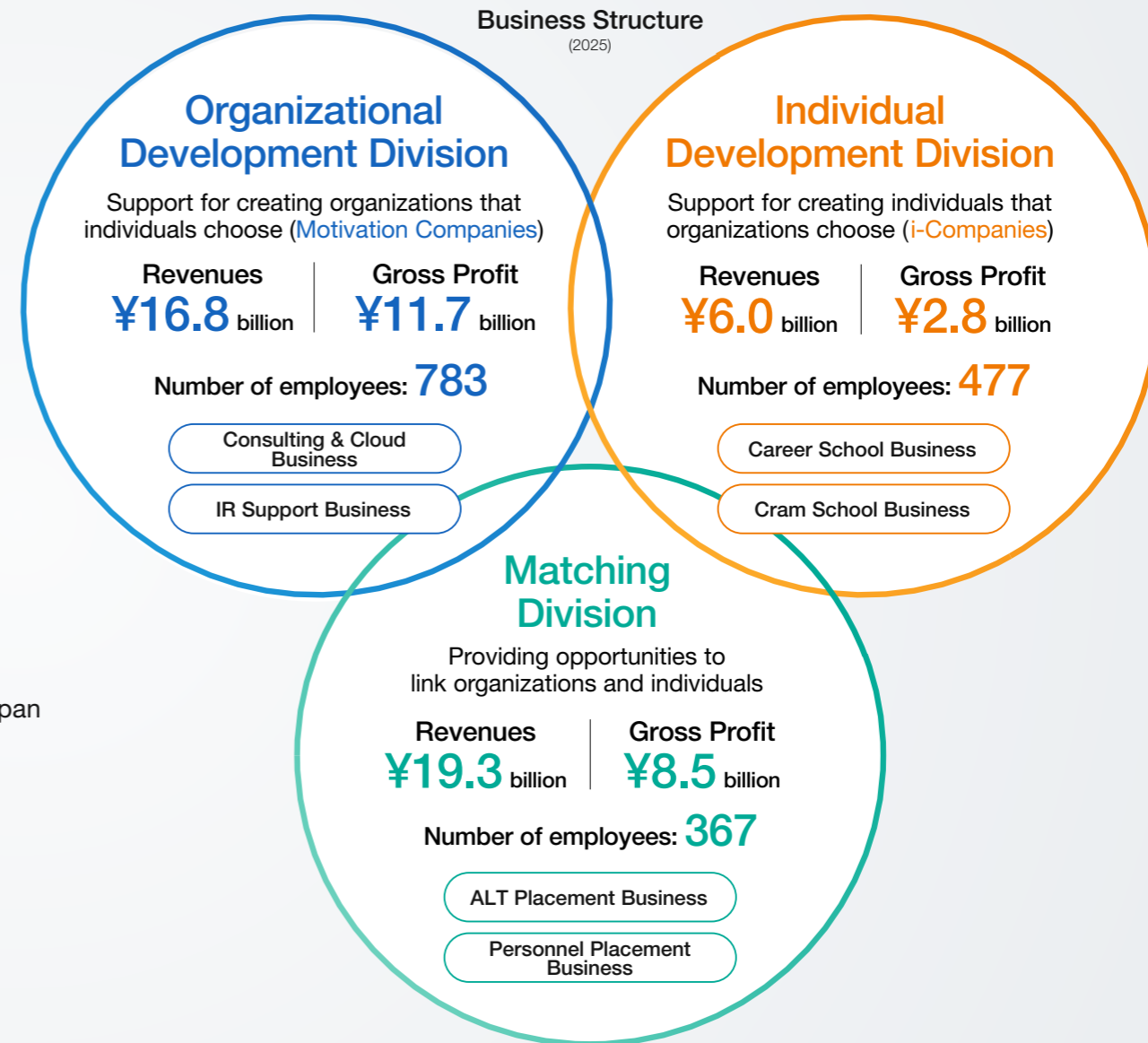
Through Motivation Engineering, we provide opportunities to transform organizations and individuals and create a more meaningful society.

Corporate Slogan

Individual Passion Inspires the World

Company Profile (2025)

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	¥41.5 billion (consolidated)
Operating income	¥4.2 billion (consolidated)
Number of employees	1,629 (consolidated)



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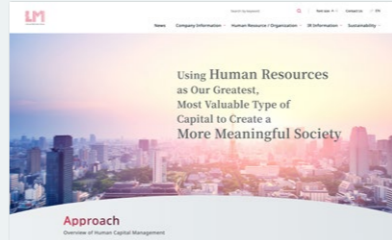
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This report was prepared based on the frameworks listed on the right.

- IFRS Sustainability Disclosure Standards (ISSB Standards)
- Sustainability Standards Board of Japan (SSBJ) Standards
- Guidelines for Human Capital Disclosure (Revised Edition)
- ISO 30414


The Link and Motivation Group's Human Capital Disclosure Tools



Corporate Website

A comprehensive presentation of Group-wide initiatives and results.

Target	Updates
Multiple stakeholders	As necessary



Human Capital Report

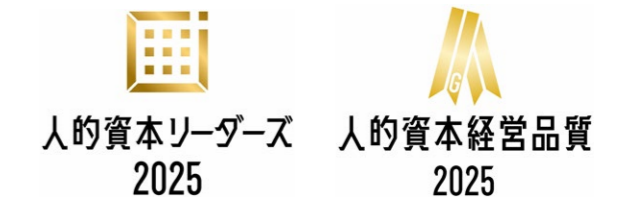
An in-depth look at our approach to human capital management and current points of focus.

Target	Updates
Investors and customers (managers, HR professionals, etc.)	Annual

External Recognition

Human Capital Leader/Gold Award for Human Capital Management Quality

Based on the Human Capital Survey, one of Japan's largest surveys of human capital management and disclosure, which is conducted by the HR Technology Consortium and other organizations, the Link and Motivation Group received the Gold Award for Human Capital Management Quality (right) for the third consecutive year and was selected as a Human Capital Leader (left) for the second consecutive year in recognition of its outstanding efforts.



Keidanren Recommended In-House Newsletter Survey

In a Japanese Business Federation (Keidanren) survey of recommended in-house newsletters conducted by Keidanren Business Services for Internal Communications to evaluate and encourage internal communications, Link and Motivation won the Planning Award in the Web-based In-House Newsletter Category in recognition of its outstanding and unique features.

Acquisition of ISO 30414 Certification

In March 2022, Link and Motivation became the first company in Japan as well as in Asia to obtain certification under ISO 30414 guidelines for human capital reporting.

