



August 1, 2025



Company name Link and Motivation Inc.  
Name of representative Yoshihisa Ozasa, Chairman and Representative Director  
Inquiries Code: 2170; Prime Section of the Tokyo Stock Exchange  
Hiroaki Yokoyama, Managing Executive Director,  
Group Design Department  
(TEL: 03-6853-8111)

**(Progress on Disclosure Matters) Notice Concerning Conclusion of Making Unipos Inc. a Wholly-Owned Subsidiary by Simple Share Exchange**

The Company hereby announces that the making of Unipos Inc. (“Unipos”) a wholly-owned subsidiary by a simple share exchange, effective August 1, 2025, has been completed as announced in the “Notice Concerning Conclusion of Share Exchange Agreement for Link and Motivation Inc. Making Unipos Inc. a Wholly Owned Subsidiary,” dated May 22, 2025 (including the matters corrected pursuant to the “(Correction) Notice Concerning Conclusion of Share Exchange Agreement for Link and Motivation Inc. Making Unipos Inc. a Wholly Owned Subsidiary,” dated May 26, 2025 and the (Revision) Notice Concerning Partial Revision of “Notice Concerning Conclusion of Share Exchange Agreement for Link and Motivation Inc. Making Unipos Inc. a Wholly Owned Subsidiary,” dated July 31, 2025).

1. Timetable of Share Exchange

Date of resolution of the Board of Directors approving the Share Exchange Agreement (Company and Unipos)	May 22, 2025
Date of conclusion of the Share Exchange Agreement (Company and Unipos)	
Date of conclusion of the Share Transfer Agreement (Company)	
Date of resolution of the Annual Shareholders Meeting (Unipos)	June 27, 2025
Date of resolution of the General Meeting of Shareholders of Common Stock (Share Exchange) (Unipos)	
Date of resolution of the General Meeting of Shareholders of Preferred Stock (Amendment to the Articles of Incorporation) ( Unipos)	
Execution date of the Share Transfer (Company)	July 1, 2025
Last trading date (Unipos)	July 29, 2025
Delisting date (Unipos)	July 30, 2025
Effective Date of the Share Exchange (Company and Unipos)	August 1, 2025

2. Progress of Procedures of Share Exchange

As announced in “(Progress on Disclosure Matters) Notice Concerning Acquisition of Shares of Unipos Inc. and Approval of Share Exchange Agreement by Annual Shareholders Meeting of Unipos Inc.,” dated July 1, 2025,

the proposals for the approval of the Share Exchange Agreement have been approved at the annual shareholders meeting for the fiscal year ending March 2025 and the general meeting of class shareholders for the Unipos Common Stock.

In addition, the Company shall conduct a simple share exchange without receiving approval of the general meeting of shareholders, under Article 796, Paragraph 2 of the Companies Act. A public notice of the simple share exchange was made by electronic public notice as of July 11, 2025, and there were no notices of objection against the share exchange.

### 3. Future Outlook

The effects of the share exchange on performance from December 2025 are being carefully examined, and if there are any matters to be announced hereafter, notice will be promptly given.

Going forward, the Company and Unipos will promote further development of the engagement market and development of further mid-to long-term development of corporate value of both companies by utilizing and complementing each other's know-how, networks, and other management resources cultivated in their respective core business areas and service provision.