



July 1, 2026

Company name Link and Motivation Inc.
Representative Ozasa Yoshihisa, Chairman and Representative Director
Exchange Tokyo, Prime Market; Code: 2170
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**Notice Concerning Progress of Share Repurchase
(Repurchase of Shares Based on the Provisions of the Articles of Incorporation in
Accordance with Article 459-1 of the Companies Act)**

The Company has made a share repurchase based on Article 43 of its Articles of Incorporation and Article 459-1 of the Companies Act, as approved at a Board of Directors meeting held on February 12, 2026. The progress of the repurchase is outlined below.

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|---------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| 1. Type of shares repurchased | Common stock |
| 2. Total number of shares repurchased | 0 shares |
| 3. Total amount of share repurchase | ¥0 |
| 4. Repurchase period | June 1, 2026 to June 30, 2026 |
| 5. Repurchase method | Market purchases on the Tokyo Stock Exchange based on a discretionary trading contract for acquisition of own shares |

(Reference)

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|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| 1. Details of Resolution at the Board of Directors Meeting Held on February 12, 2026 | |
| (1) Type of shares to be repurchased | Common stock |
| (2) Total number of shares to be repurchased | 12,000,000 shares (maximum)
(10.82% of total number of issued shares (excluding treasury shares)) |
| (3) Total amount of share repurchase | ¥6,000 million (maximum) |
| (4) Repurchase period | February 13, 2026 – August 31, 2026 |

2. Cumulative Repurchases Based on the Above Board of Directors Resolution (As of June 30, 2026)

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|----------------------------------------|-------------------------------------|
| (1) Total number of shares repurchased | 4,398,100 shares (progress: 36.65%) |
| (2) Total amount of share repurchase | ¥2,499,947,590 (progress: 41.67%) |

END