August 10, 2026

Company name	Link and Motivation Inc.
Representative	Ozasa Yoshihisa, Chairman and Representative Director Tokyo, Prime Market; Code: 2170
Inquiries	Yokoyama Hiroaki, Managing Executive Officer and Manager of Group Design Office (Phone: +81-3-6853-8111)

Notice Concerning Conclusion of Basic Agreement on a Simple Share Exchange between Link and Motivation and SELF Inc.

Link and Motivation Inc. (“the Company”) hereby announces that the Board of Directors has approved a resolution at a meeting held today on the conclusion of a basic agreement (“the Basic Agreement”) on the start of discussions for making SELF Inc. (“SELF”) a wholly owned subsidiary of the Company through a share exchange (“the Share Exchange”).

Note that it is possible that future discussions or other events could lead to changes, and at present it is not yet confirmed that the Share Exchange will be implemented. Furthermore, this disclosure omits certain information and details because the share exchange is expected to meet the following criteria: the total assets of SELF as of the end of its immediately preceding fiscal year are less than 10% of the Company’s net assets as of the end of its immediately preceding fiscal year, and the revenues of SELF for its immediately preceding fiscal year are less than 3% of the Company’s revenues for its immediately preceding fiscal year. The Company will issue a new disclosure in accordance with laws and regulations if and when it resolves to conclude an agreement on the exchange of shares (the “Share Exchange Agreement”).

1. Objective and Overview of the Share Exchange

(1) Objective of the Share Exchange

Since its establishment, the Company has achieved many corporate transformations by providing comprehensive support in all fields of organizational and personnel matters based on its core technology of Motivation Engineering. Currently, the Company is focusing on the Consulting & Cloud business, which has high growth potential, and is working toward the realization of its medium-term growth strategy aimed at achieving operating income of ¥15.0 billion and annual recurring revenue (ARR) of ¥24.0 billion by 2030 by expanding the transformation services in Motivation Cloud through in-house development, M&A, business alliances and other methods.

Meanwhile, SELF provides SELFBOT, an enterprise generative AI service that features security on par with that of major corporations, and applications including customer support, internal knowledge sharing and agentic AI. SELFBOT supports a wide range of tasks, from centralized management of company knowledge and information to automation of customer service and support, which reduces communication costs and increases operational efficiency. Currently, it is used by a wide range of organizations, including major companies.

By making SELF a wholly owned subsidiary, the Company will position SELFBOT as a transformation service of Motivation Cloud that enables customers to improve productivity through more efficient access to information. By combining SELFBOT with its cloud and consulting services, the Company can continuously enhance customer transformation outcomes. It will also be able to cross-sell services to customers who have transformation needs. The Company believes that these advantages can contribute significantly to enhancing the Link and Motivation Group's corporate value, and therefore concluded the Basic Agreement to begin discussions for making SELF a wholly owned subsidiary.

(2) Overview of the Share Exchange

The Share Exchange will be conducted as such that SELF will become a wholly owned subsidiary after the Share Exchange, and the Company will be the wholly owning parent company after the Share Exchange.

Consideration for the Share Exchange shall be the Company's common stock only, and no cash or other consideration will be paid. The Company will allocate treasury shares that it holds as consideration, and will not issue any new shares in connection with the Share Exchange. Under the plan, the shareholders eligible for the Share Exchange shall be all shareholders, including holders of SELF's common stock and Class A preferred shares. The number of treasury shares to be granted will be determined in conjunction with the terms of the allotment for the Share Exchange and disclosed at the time the Share Exchange Agreement is executed.

2. Summary of the Share Exchange

(1) Schedule of the Share Exchange

Signing of the Basic Agreement	August 10, 2026 (today)
Date of execution of the Share Exchange Agreement	September 9, 2026 (scheduled)
Effective date of the Share Exchange	October 1, 2026 (scheduled)

Note 1: At present, the execution of the Share Exchange Agreement and the implementation of the Share Exchange are not yet decided.

Note 2: The above schedule is subject to change due to procedural requirements of the Share Exchange or for other reasons.

(2) Method of the Share Exchange

A share exchange will be conducted in which the Company will become the wholly owning parent company and SELF will become a wholly owned subsidiary. The Share Exchange will be conducted by the Company through simple share exchange procedures under the provisions of Article 796, Paragraph 2 of the Companies Act, without receiving approval at the General Meeting of Shareholders.

(3) Allotment Related to the Share Exchange

If the Share Exchange Agreement is executed, allotments in connection with the Share Exchange will be determined through consultation between the Company and SELF by the date of execution of the Share Exchange Agreement, taking into consideration the results of calculation by an independent third-party valuation firm and other factors. Note that the basis for calculating the relevant figures will be disclosed at the time the Share Exchange Agreement is executed.

(4) Treatment of Stock Acquisition Rights and Bonds with Stock Acquisition Rights in Connection with the Share Exchange

The treatment of stock acquisition rights issued by SELF will be determined following future discussions. Note that SELF has not issued any bonds with stock acquisition rights.

3. Overview of SELF

An overview of SELF at present is as follows. Note that details regarding the number of issued shares, major shareholders and shareholding ratios, financial position and operating results for the immediately preceding fiscal year, and other matters will be disclosed at the time the Share Exchange Agreement is executed.

(1)	Name	SELF Inc.
(2)	Address	NOW/HERE Shinjuku-Yotsuya, 10-10 Yotsuya-sakamachi, Shinjuku-ku, Tokyo
(3)	Name and position of representative	Nukumi Shinji, Representative Director
(4)	Business content	Development of solutions for businesses and apps for consumers using AI systems
(5)	Paid-in capital	¥376 million (including capital reserve)
(6)	Established	November 2014
(7)	End of fiscal year	September 30

4. Status after the Share Exchange

The status of the Company upon the execution of the Share Exchange Agreement is currently expected to be as follows.

		Wholly Owning Parent Company after the Share Exchange
(1)	Name	Link and Motivation Inc.
(2)	Address	Kabukiza Tower, 4-12-15 Ginza, Chuo-ku, Tokyo
(3)	Name and position of representative	Ozasa Yoshihisa, Chairman and Representative Director
(4)	Business content	Organizational Development Division (Consulting & Cloud business, IR Support business), Individual Development Division (Career School business, Cram School business), Matching Division (ALT Placement business, Personnel Placement business), and Venture Incubation
(5)	Paid-in capital	¥1,380 million (as of December 31, 2025)
(6)	End of fiscal year	December 31

5. Future Outlook

The Company will disclose the financial forecast after the Share Exchange as soon as it becomes clear. The Company will promptly disclose any relevant material information should disclosure become necessary.

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