



August 3, 2026

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

**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 | 1,243,000 shares |
| 3. Total amount of share repurchase | ¥746,561,675 |
| 4. Repurchase period | July 1, 2026 to July 31, 2026 |
| 5. Repurchase method | Market purchases on the Tokyo Stock Exchange based on a discretionary trading contract for acquisition of own shares |

(Reference)

1. Details of Resolution at the Board of Directors Meeting Held on February 12, 2026

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|--|--|
| (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 July 31, 2026)

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|--|-------------------------------------|
| (1) Total number of shares repurchased | 5,641,100 shares (progress: 47.01%) |
| (2) Total amount of share repurchase | ¥3,246,509,265 (progress: 54.11%) |

END