September 1, 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 Result and Conclusion 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)

Link and Motivation Inc. ("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. Details are as follows.

Please note that the share repurchase authorized at the Board of Directors meeting held on February 12, 2026 has been concluded.

1. Type of shares repurchased	Common stock
2. Total number of shares repurchased	4,088,000 shares
3. Total amount of share repurchase	¥2,753,268,496
4. Repurchase period	August 1, 2026 to August 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

(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 to August 31, 2026

2. Cumulative Repurchases Based on the Above Board of Directors Resolution (As of August 31, 2026)

(1) Total number of shares repurchased	9,729,100 shares (progress: 81.08%)
(2) Total amount of share repurchase	¥5,999,777,761 (progress: 100.00%)

END