



September 9, 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)

Notice Concerning Repurchase of Treasury Shares Relating to the Processing of Fractional Shares Less Than One Share Due to Share Exchange
(Repurchase of Treasury Shares Under the Provisions of Article 234, Paragraph 4 and Paragraph 5 of the Companies Act)

The Company hereby announces that it has resolved at the Board of Directors meeting held today on the processing of fractional shares less than one share due to the share exchange, under the provisions of Article 234, Paragraph 4 and Paragraph 5 of the Companies Act, as follows.

1. Summary of Repurchase

The Company carried out a share exchange to make the Company a wholly owning parent company and Unipos Inc. (“Unipos”) a wholly owned subsidiary on the effective date of August 1, 2025.

It has been resolved that the common stock of the Company allotted to the shareholders of Unipos in connection with such share exchange that are fractional shares less than one share will be processed under the provisions of Article 234, Paragraph 4 of the Companies Act, and will be repurchased as treasury shares under the provisions of Article 234, Paragraph 5 of the Companies Act, as follows.

2. Terms of Repurchase

(1) Class of stock to be repurchased

Common stock of the Company

(2) Total number of shares to be repurchased

114 shares

(3) Total amount of money delivered in exchange for the repurchase

Amount of total number shares to be repurchased (114 shares) multiplied by the closing price of the common stock of the Company on the Prime Section of the Tokyo Stock Exchange as of the repurchase date (September 9, 2025)

(4) Repurchase date

September 9, 2025