

Chapter

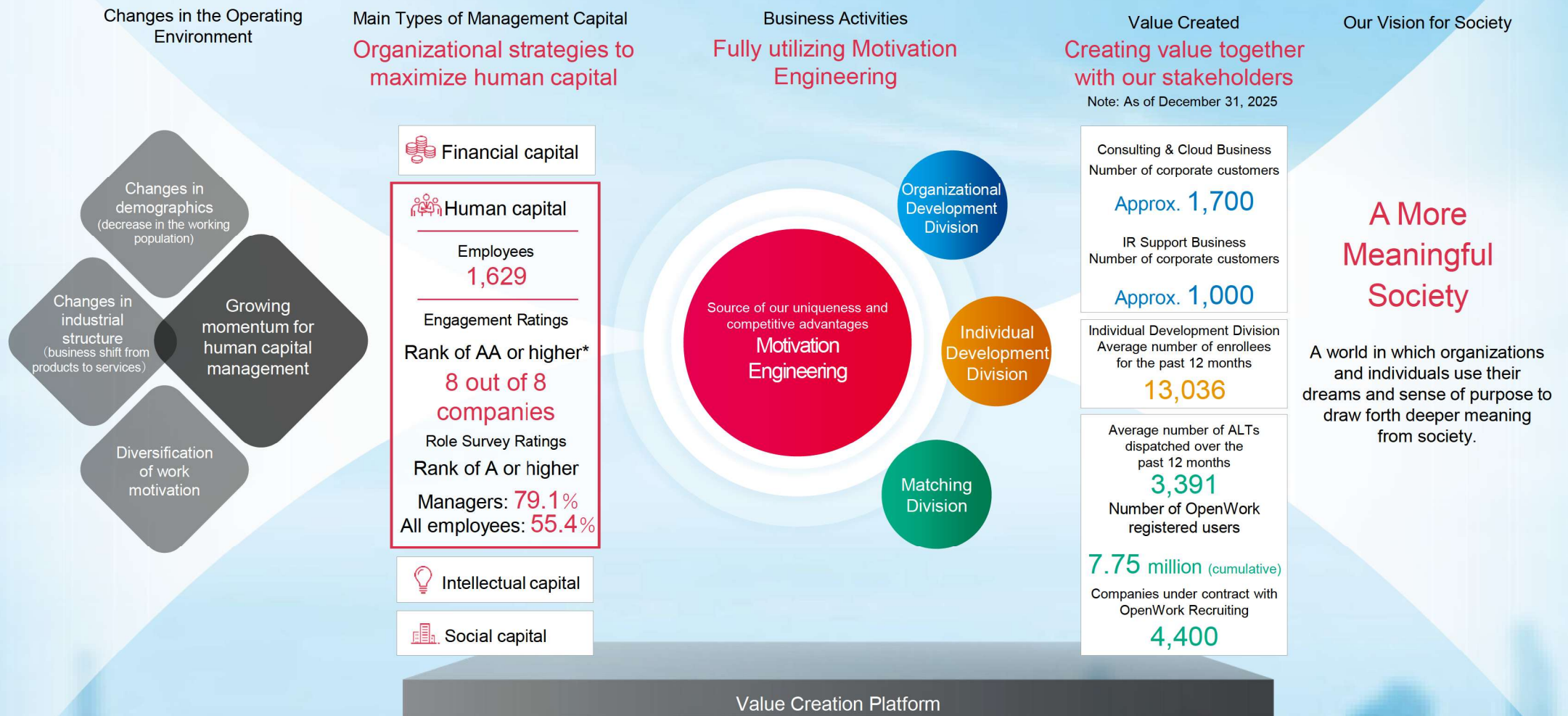
1

Value Creation and Focus Areas

- 05 Value Creation Process
- 06 Source of Competitive Advantages
- 07 Group Business Performance
- 08 Operating Environment and Focus Areas
- 09 Competitive Advantages in the Consulting & Cloud Business
- 11 Recurring Revenue in the Consulting & Cloud Business

Value Creation Process

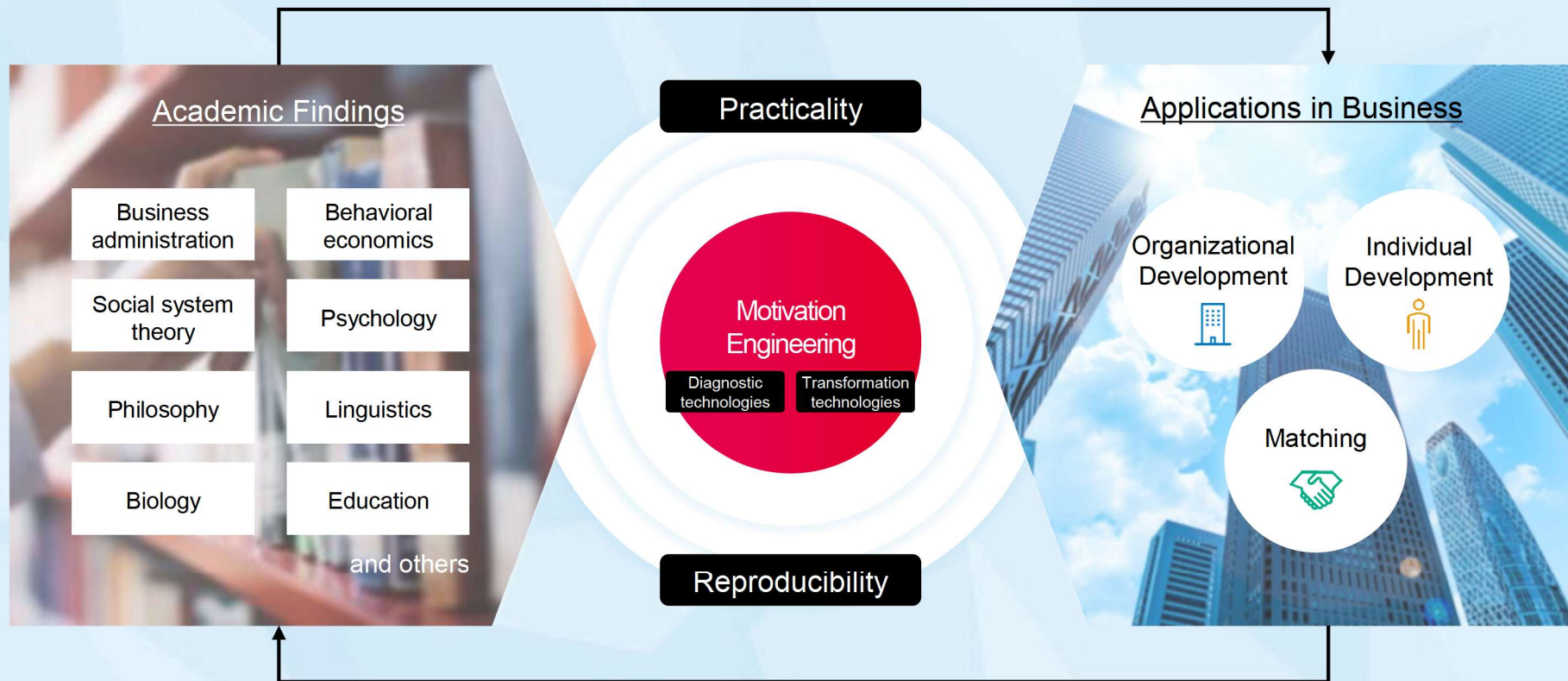
The type of management capital that the Link and Motivation Group emphasizes most is human capital. Creating value together with stakeholders through a business model that fully utilizes our core technology of Motivation Engineering will lead to a more meaningful society.



* Excluding overseas subsidiaries, Link Dining Inc., which operates in the Other segment, and Unipos Inc. and e-Associates Inc., both of which became wholly owned subsidiaries in August 2025.

Motivation Engineering is the core technology of the Link and Motivation Group and underpins all our businesses. It is the source of our competitive advantages, and as such we are always working to ensure our approaches are up to date while continuing to refine our products and services.

Updating Our Technologies and Solutions Based on Academic Findings
(Businesses in Each Division)

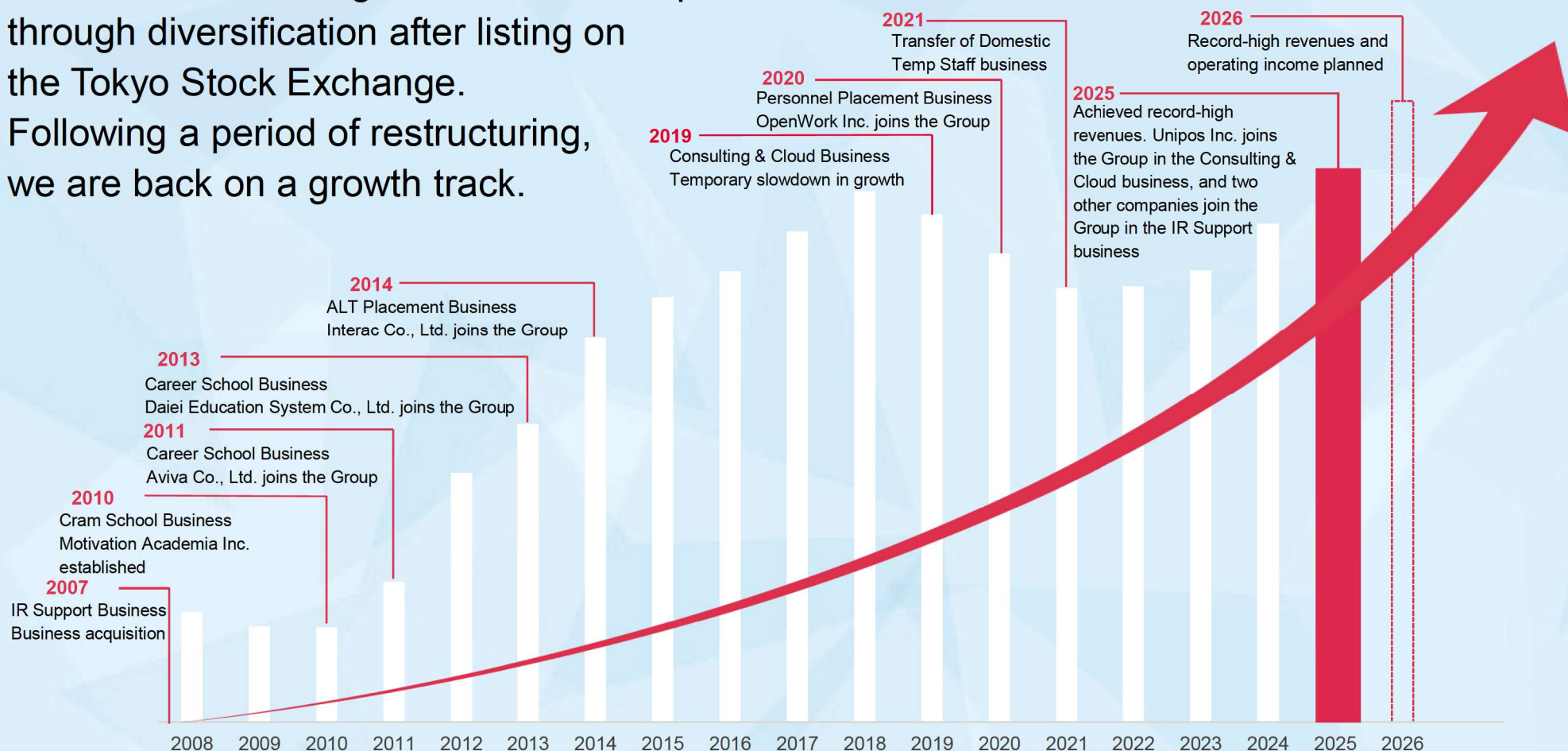


Collaboration with Academic Institutions
(Joint Research with the Motivation Engineering Institute)

Group Business Performance

After a period of rapid growth following our founding, we achieved further growth in business performance through diversification after listing on the Tokyo Stock Exchange.

Following a period of restructuring, we are back on a growth track.

**2000–2009****Founding and Growth Phase**

Founded in 2000 as the world's first consulting company focusing on motivation, Link and Motivation grew rapidly, listing its stock on the Second Section of the Tokyo Stock Exchange in 2007 and moving to the First Section in December 2008.

2010–2019**Expansion and Diversification**

Based on Motivation Engineering, our core technology, we expanded into the fields of BtoC and matching through proactive business acquisitions.

2020–2023**Restructuring**

In 2019, growth in the Consulting & Cloud business slowed due to internal factors. The COVID-19 pandemic led to a further slump in 2020, but profit margins began to improve as the Group moved its operations online.

2024 Onward**Return to Growth**

Revenues reached a record high in 2025, driven by growth in the Consulting & Cloud business, as we continue working for further growth based on our core business.

Amid changes in the operating environment, corporate needs for enhancing human resource and organizational capabilities (engagement) are on the rise. To address such needs, we are currently focused on further developing our Consulting & Cloud business, which still has high growth potential.



In addition to being able to provide one-stop support for diagnosis and transformation of organizations, we can also assist in disclosure through our IR Support business, giving us the unique competitive advantage of offering comprehensive support for human capital management.

Competitive Advantage

Comprehensive support for human capital management

Diagnosis and Transformation

Precision diagnosis services
to identify issues for transformation

Comprehensive support in all
fields of organizational and HR matters

No. 1 share for 9 consecutive years¹



One of Japan's largest databases
Approx. **6.29** million people
in **13,930** corporate diagnoses



Annual clients²
Approx. **900** companies

Disclosure

Support for disclosure of
changes in human capital indicators based on
diagnosis and transformation

Comprehensive
reporting



Streaming video



Supporting **one-quarter of the**
approx. 4,000 listed companies

Consulting & Cloud Business

IR Support Business

1. ITR Corporation, ITR Market View: Human Resources Management Market 2025, Employee Engagement Market: Sales and Share by Vendor (FY2017-FY2025 forecast)

2. Number of companies with transactions between January and December 2025.

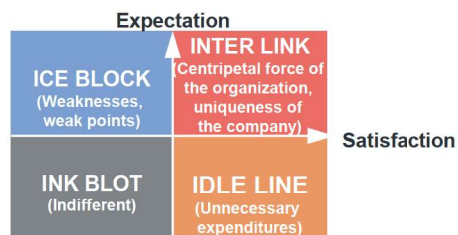
We can provide one-stop solutions for all the issues involved in organizational transformation, from ongoing support for improvement via the cloud to more complex forms of support through consulting.

Diagnosis

Diagnosis via the cloud



4 eyes Windows



Diagnosis of the state of the organization along the two axes of expectations and satisfaction

Common organizational issues that can be resolved using existing products

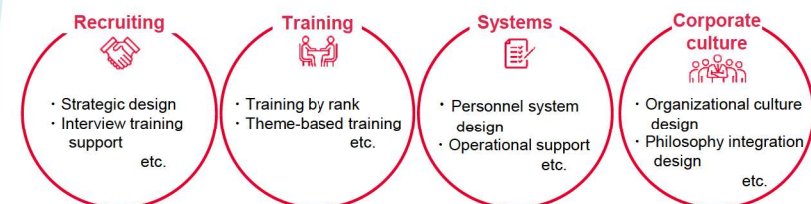
Transformation

Transformation via the cloud



Transformation

Transformation through consulting



Recurring Revenue in the Consulting & Cloud Business

To stabilize revenues and achieve sustainable growth, we are focusing on creating recurring revenue streams for our business. Our transition to cloud-based consulting has driven strong growth in recurring revenue, which exceeded 50% of total revenues in 2025.

Recurring Revenue in the Consulting & Cloud Business

