

Consolidated Financial Statements for the Nine Months Ended September 30, 2025 (IFRS)

These financial statements have been prepared for reference only.

November 13, 2025

Link and Motivation Inc.

Stock exchange listing: Tokyo, Prime Market
Code number: 2170

<http://www.lmi.ne.jp/english>

Representative: Ozasa Yoshihisa, Chairman and Representative Director

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Start of distribution of dividends (scheduled):

Financial results briefing presentation materials:

Financial results briefing:

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December 25, 2025

Yes

No

(Amounts are rounded down to the nearest million.)

1. Consolidated Results for the Nine Months Ended September 30, 2025

(January 1, 2025 - September 30, 2025)

(1) Revenues and Income (Percentages represent change compared with the same period of the previous year.)

	Revenues (¥ million)	Change (%)	Operating income (¥ million)	Change (%)	Income before income taxes (¥ million)	Change (%)	Net income (¥ million)	Change (%)
Nine months ended September 30, 2025	30,181	10.0	4,477	11.1	4,491	13.6	2,912	4.0
Nine months ended September 30, 2024	27,430	9.5	4,030	21.3	3,955	20.5	2,800	34.5

	Net income attributable to owners of the parent (¥ million)	Change (%)	Comprehen- sive income (¥ million)	Change (%)	Basic earnings per share (¥)	Diluted earnings per share (¥)
Nine months ended September 30, 2025	2,518	1.0	3,129	(1.1)	23.43	23.41
Nine months ended September 30, 2024	2,493	36.3	3,164	17.9	23.16	23.15

(2) Financial Position

	Total assets (¥ million)	Total equity (¥ million)	Equity attributable to owners of the parent (¥ million)	Ratio of equity attributable to owners of the parent to total assets (%)
As of September 30, 2025	40,700	18,182	14,961	36.8
As of December 31, 2024	33,178	14,384	11,285	34.0

2. Dividends

	Dividends per share				
	1st Qtr.	2nd Qtr.	3rd Qtr.	Year-end	Total
2024	2.90	3.00	3.00	3.30	12.20
2025	3.90	3.90	4.10		
2025 (est.)				4.10	16.00

Note: Revisions since the most recently announced dividend forecast: No

3. Forecast of Consolidated Results for 2025 (January 1, 2025 - December 31, 2025)

(Percentages represent change compared with the previous fiscal year.)

	Revenues		Operating income		Net income		Net income attributable to owners of the parent		Basic earnings per share
	(¥ million)	(%)	(¥ million)	(%)	(¥ million)	(%)	(¥ million)	(%)	(¥)
Full-year	41,200	10.0	6,220	13.4	4,280	5.6	3,879	5.1	36.43

Note: Revisions since the most recently announced forecast of results: No

Notes

- (1) Significant Changes in Scope of Consolidation during the Period: Yes
Added: 1 company (Name: Unipos)
Removed: –
- (2) Changes in Accounting Policies and Changes in Accounting Estimates
 - (a) Changes in accounting policies required by IFRS: No
 - (b) Changes in accounting policies other than (a) above: No
 - (c) Changes in accounting estimates: No
- (3) Number of Shares Issued and Outstanding (Common Stock)
 - (a) Number of shares at the end of the period (including treasury stock)
Nine months ended September 30, 2025: 110,937,011; Year ended December 31, 2024: 109,000,000
 - (b) Number of treasury shares at the end of the period:
Nine months ended September 30, 2025: 259; Year ended December 31, 2024: 2,521,017
 - (c) Average number of shares outstanding (cumulative with earlier quarters):
Nine months ended September 30, 2025: 107,472,167; Nine months ended September 30, 2024: 107,681,251

*** Review by a Certified Public Accountant or Auditing Firm of the Attached Quarterly Consolidated Financial Statements: No**

*** Explanation of the Proper Use of Performance Forecasts and Other Special Instructions**

Note regarding forward-looking statements:

Consolidated forecasts and other statements regarding the future contained in this document are based on information currently available to the Company and certain reasonable assumptions. Actual performance may differ substantially due to numerous factors.

How to obtain supplementary financial information:

Supplementary financial information is disclosed on the same day in Japanese on TDnet and the Company website. For information in English, please see the Company website.

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1. Overview of Results of Operations and Other Information

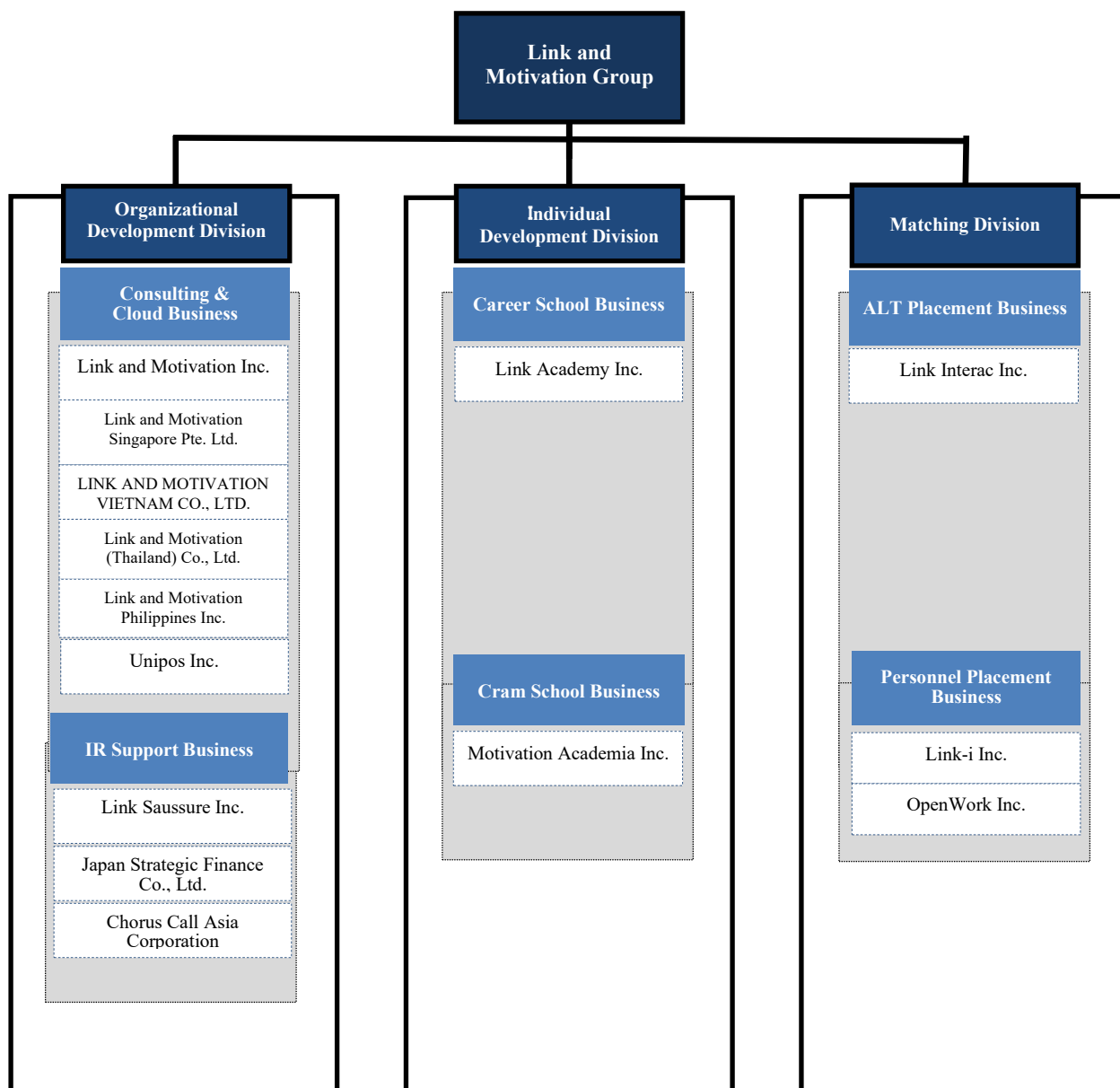
Forward-looking statements in the following text are based on judgments as of September 30, 2025, the last day of the consolidated accounting period under review.

(1) Overview of Results of Operations for the Nine Months Ended September 30, 2025

The Group supports the transformation of numerous organizations and individuals using “Motivation Engineering” (the Group’s core technology), incorporating academic results in business administration, social systems theory, behavioral economics, psychology and other disciplines, under its mission: “Through Motivation Engineering, we provide opportunities to transform organizations and individuals and create a more meaningful society.” During the nine months ended September 30, 2025, the Japanese economy gradually recovered with the improvement of the employment and income environment. However, the economic outlook remains unclear due to rapid exchange rate fluctuations, inflation, and geopolitical risks stemming from ongoing international instability. In these economic conditions, the Group perceives a growing need for companies to promote human capital management in order to deal with change, and more specifically, a need to improve employee engagement (the degree of mutual understanding and affinity between a company and its employees), and to secure and develop human resources.

In this economic environment, the Group’s revenues for the first nine months of 2025 were ¥30,181 million, (a 10.0% increase compared with the same period of the previous year), gross profit was ¥16,426 million (a 12.7% increase), operating income was ¥4,477 million (an 11.1% increase) and net income attributable to owners of the parent was ¥2,518 million (a 1.0% increase). Revenues, gross profit and operating profit increased substantially year on year due mainly to growth in the high-margin Consulting & Cloud business and the Personnel Placement business, which includes OpenWork Inc. (“OpenWork”). Net income attributable to owners of the parent increased slightly.

The segment and business classifications of the Group are as shown below, and an overview of the first nine months of 2025 by segment and business follows. Unipos Inc. and Chorus Call Asia Corporation are included in the scope of consolidation starting from the third quarter of 2025. From the first quarter of 2025, the business activities of the Consulting & Cloud business and the IR Support business have been revised. Year-on-year comparisons are based on figures for the same period of the previous year that have been reclassified to conform to the new classification.



Organizational Development Division

The Organizational Development Division provides support for the creation of companies that are chosen by individuals (“Motivation Companies”). In concrete terms, it offers services that provide support for increasing engagement with a company’s stakeholders (employees, job applicants, customers, shareholders) by applying “Motivation Engineering,” which is the core technology of the Group.

In this segment, segment revenues for the first nine months of 2025 were ¥11,987 million (an 11.9% increase), and segment income was ¥8,422 million (a 12.7% increase). An overview of operating results by business for the first nine months of 2025 is as follows.

Consulting & Cloud Business

The Consulting & Cloud business supports the practice of human capital management through diagnosis and transformation by providing consulting and cloud services to corporate clients. Specifically, it provides one-stop services that include diagnosing organizations using its original diagnostic framework, as well as transformation solutions for organizational and personnel issues in the areas of recruiting, training, systems and corporate culture. In cloud-based services, it provides HR Tech (human resources combined with technology) called Motivation Cloud that supports organizational human resources issues such as improving human resource capabilities and engagement.

In this business, revenues for the first nine months of 2025 were ¥9,735 million (a 15.2% increase) and gross profit was ¥7,299 million (a 13.9% increase). Results by product in the Consulting & Cloud business were as follows.

Table 1. Revenues by Product

Product (¥ million) (Figures in brackets are gross profit)	Nine months ended September 30, 2024	Nine months ended September 30, 2025	YoY change (%)
Consulting & Cloud Business	8,454 [6,407]	9,735 [7,299]	15.2% 13.9%
Consulting	4,177	4,509	8.0%
Cloud	4,277	5,226	22.2%

In the first nine months of 2025, both revenues and gross profit increased substantially compared with the same period of the previous year as a result of the strong growth of Motivation Cloud, which grew 26.7% compared with the same period of the previous year.

In consulting, revenues increased compared with the same period of the previous year due to a focus on existing customers in providing comprehensive support for human capital management. The business will continue to improve revenues per customer by deepening customer relationships and work to increase consulting service capacity by improving productivity.

Monthly fee revenue increased substantially compared with the same period of the previous year for Motivation Cloud, which is a cloud product and priority service. The number of deliveries and monthly fee revenue were as follows.

Table 2. Number of Deliveries and Monthly Fee Revenue for Motivation Cloud at Quarter-End

	2024				2025		
	March	June	September	December	March	June	September
Number of deliveries	883	915	962	1,017	1,012	1,057	1,366
Monthly fee revenue (¥ thousand)	424,550	458,130	493,684	515,823	520,827	536,566	625,338

Since its founding in 2000, the Group has not only diagnosed the engagement status of companies and employees but has also supported their transformation. Motivation Cloud is a cloud-based service in the field of HR Tech (human resources combined with technology) that supports solving organizational and personnel issues such as improving human resource capabilities and engagement through diagnosis and transformation of organizations. In March 2025, the Group integrated all of its cloud services into Motivation Cloud. Currently, in addition to providing Motivation Cloud Engagement, which enables improvement of employee engagement, Motivation Cloud Basic for small and medium-sized enterprises, Motivation Cloud Sharing for revitalizing corporate culture, and Motivation Cloud Role Development for improving human resource capabilities. In August 2024, the Group added services for supporting digital transformation (DX), including RPA Robo-Pat DX and FCE Prompt Gate, which are provided by equity-method affiliate FCE. Among these services, Motivation Cloud Engagement is currently ranked No. 1 in vendor sales and market share in the employee

engagement market (the ninth consecutive year: fiscal 2017 to fiscal 2025 forecast) in *ITR Market View: Workplace Optimization Market 2025*, a market research report published by ITR Corporation.

Furthermore, Peer Bonus® Unipos, a companywide participation platform provided by Unipos Inc., which became a wholly owned subsidiary of Link and Motivation, was added in August 2025. As a result, monthly fee revenue from Motivation Cloud at the end of September 2025 was ¥625,338 thousand (a 26.7 % increase), achieving significant growth. Please refer to (4) Forecast for information on future strategies.

IR Support Business

The IR Support business mainly supports disclosure of human capital management initiatives by providing planning and production services for printed, web-based and visual media and events to corporate clients. Specifically, this business supports internal branding through events and media, produces voluntary disclosure materials such as integrated reports and shareholder reports for shareholders and investors, and creates video content for financial results briefings and other events, including attracting guests and live streaming.

In this business, revenues for the first nine months of 2025 were ¥2,480 million (a 2.4% decrease) and gross profit was ¥1,260 million (a 2.6% increase). While revenues were down compared with the same period of the previous year due to the absence of one-time event projects that occurred in the previous year, gross profit increased slightly as a result of improvement in the gross profit margin.

This business is currently expanding its customer base and enhancing its IR services. Following the acquisition of Japan Strategic Finance Co., Ltd. as a wholly owned subsidiary in April 2025, it acquired Chorus Call Asia Corporation (CCA) as a wholly owned subsidiary on August 1, 2025. CCA is included in the scope of consolidation starting from the third quarter of 2025. In 2022, CCA acquired E-Associates Inc., a company that supports corporate clients in implementing investor and shareholder relations activities through the use of audio and video communication technologies by providing planning, operation and streaming services for IR briefings and shareholder meetings, while also promoting digital transformation. While Japan Strategic Finance has established a solid market share among small and medium-sized listed companies in Japan, CCA has a high market share among large, listed companies in Japan that are included in the JPX400. The two companies will share their customer bases and create new cross-selling opportunities and synergy, aiming to further expand their market share in IR briefing planning and management services.

Individual Development Division

The Individual Development Division supports the creation of individuals who are chosen by organizations (“i-Companies”). Specifically, it applies “Motivation Engineering,” which is the core technology of the Group, to businesses in areas including career schools and cram schools, to provide one-stop services to customers from elementary school students to working adults. These services range from helping to set goals to understanding individual issues and formulating and implementing study plans.

In this segment, segment revenues for the first nine months of 2025 were ¥4,628 million (a 4.3% decrease) and segment income was ¥2,218 million (a 0.9% decrease). An overview of operating results by business for the first nine months of 2025 is as follows.

Career School Business

The Career School business supports career advancement by providing development courses for IT and language skills as well as qualifications programs for university students and working adults. It provides five services: “Aviva” personal computer schools, “Daiei” qualification schools, “Rosetta Stone Learning Center,” “Rosetta Stone Premium Club” and “Hummingbird” foreign language schools.

In this business, revenues for the first nine months of 2025 were ¥3,964 million (a 5.9% decrease) and gross profit was ¥1,906 million (a 2.8% decrease).

In the first nine months of 2025, revenues decreased and gross profit decreased slightly compared with the same period of the previous year as a result of a decrease in enrollment in existing courses. On the other hand, revenues from online courses, a priority service, rose significantly, increasing 21.4% to ¥493 million. In 2025, the business will use its strength in providing support that helps people stay engaged as a base for promoting franchise agreements with co-working space operators and others, enabling learning in various locations as it works to expand its services.. It will also continue to address diverse needs that include developing courses on generative AI that accommodate the workstyle improvement requirements of individuals.

Cram School Business

The Cram School business provides educational opportunities in the form of cram schools for elementary, junior high and high school students to support them in acquiring skills to improve their academic performance and play an active role in society. The business operates two cram schools in both in-person and online formats—“SS-1,” an individualized instruction school for students preparing for junior high school entrance exams, and “Motivation Academia” cram schools for junior high and high school students.

In this business, revenues for the first nine months of 2025 were ¥663 million (a 6.5% increase) and gross profit was ¥311 million (a 12.7% increase).

In the first nine months of 2025, revenues increased and gross profit increased substantially compared with the same period of the previous year as enrollment and revenues per enrollee each increased in line with expectations. This business will continue to grow by increasing enrollment rates and the number of students who transition from SS-1, a cram school for elementary school students, to Motivation Academia, a cram school for junior and senior high school students, and by providing learning opportunities through online courses to a wide range of students, not just those in areas where they can attend physical schools.

Matching Division

The Matching Division operates the ALT (assistant language teacher) Placement business and the Personnel Placement business in order to provide opportunities to connect organizations and individuals. It creates matches with a high retention rate by applying “Motivation Engineering,” the core technology of the Group, to go beyond the skill requirements of companies and local governments and provide support for matching organizations and individuals based on the characteristics of each individual and other relevant data.

In this segment, segment revenues for the first nine months of 2025 were ¥14,109 million (a 14.1% increase) and segment income was 6,254 million (a 17.7% increase). An overview of operating results by business for the first nine months of 2025 is as follows.

ALT Placement Business

The ALT Placement business supports high-quality English language education by providing high-engagement matching opportunities between local governments and talented individuals from overseas seeking to work in Japan. Specifically, it dispatches non-Japanese assistant language teachers (ALTs) to elementary, junior high and high schools throughout Japan and provides English-language instruction services on contract. In this business, barriers to entry are extremely high due to the importance placed on relationships of trust with customers and a company’s track record, and the Group has established the predominant No. 1 share among private companies.

In this business, revenues for the first nine months of 2025 were ¥10,365 million (a 10.5% increase) and gross profit was ¥2,607 million (a 9.9% increase).

In the first nine months of 2025, the number of ALTs dispatched increased as expected, resulting in a significant increase in revenues and an increase in gross profit compared with the same period of the previous year. The Group will continue working to further expand market share by shifting some services online and utilizing ICT, while leveraging its strength in dispatching high-quality ALTs.

Personnel Placement Business

The Personnel Placement business helps to find the right fit between job applicants and companies by providing an information platform and matching opportunities with high engagement for people looking to find or change jobs. Specifically, it provides a wide range of matching opportunities, including OpenWork, one of Japan’s largest employee review platforms, as well as employment referrals for university students.

In this business, revenues for the first nine months of 2025 were ¥3,771 million (a 25.6% increase) and gross profit was ¥3,674 million (a 24.1% increase).

In the first nine months of 2025, OpenWork, which has a particularly high growth rate, continued to steadily accumulate registered users as well as employee online reviews and evaluation scores. In the direct recruiting service (OpenWork Recruiting), the cumulative number of online resume registrations (working adults and students) continued to increase steadily to approximately 1,570,000. As a result of efforts to stimulate recruiting activity among existing customers and increase employment opportunities, recruiting by employers and applications from job seekers expanded, and revenues from this service were ¥2,387 million (a 31.9% increase).

This business will continue to expand synergy with the Organizational Development Division, and will ramp up its matching services.

Venture Incubation

In addition to its divisions, the Group conducts venture incubation. In venture incubation, the Group provides its know-how in organizational and personnel consulting in addition to funding, as well as support on an organizational level for growing venture companies that aim to list their stock. The two main criteria for selection of investees are sympathy with the idea of “creation of Motivation Companies” and aim to list stock. Gains on sales and other results generated from venture incubation are recorded in retained earnings on the condensed consolidated statements of financial position, or under other income or other expenses on the condensed consolidated statements of operations.

To date, the Group has helped 12 companies successfully list their stock. We will continue to support investees to create “Motivation Companies” and accelerate the promotion of human capital management.

(2) Overview of Financial Position for the Nine Months Ended September 30, 2025

Total assets as of September 30, 2025 were ¥40,700 million, an increase of ¥7,522 million from the end of the previous year. This was mainly due to factors included a ¥1,578 million increase in cash and cash equivalents and a ¥4,552 million increase in goodwill.

Total liabilities as of September 30, 2025 were ¥22,518 million, an increase of ¥3,725 million from the end of the previous year. This was mainly due to factors including a ¥3,364 million increase in interest-bearing and other financial liabilities.

Total equity as of September 30, 2025 was ¥18,182 million, an increase of ¥3,797 million from the end of the previous year. This was mainly because, while there was a decrease due to dividends from surplus, the Group recorded increases resulting from the disposal of treasury shares, net income attributable to owners of the parent, and other comprehensive income, among other factors.

(3) Overview of Cash Flow for the Nine Months Ended September 30, 2025

Cash and cash equivalents (“cash”) as of September 30, 2025 were ¥10,185 million, an increase of ¥1,578 million during the period.

Cash flow during the nine months ended September 30, 2025 was as follows.

Cash Flow from Operating Activities

Net cash provided by operating activities was ¥2,931 million, an increase of ¥264 million compared with the same period of the previous year. The principal factors increasing cash compared with the same period of the previous year included a ¥536 million increase in income before income taxes, the absence of a ¥180 million gain on sale of investment securities in the same period of the previous year, and a ¥175 million decrease in trade and other payables. This was offset by a ¥468 million decrease in income tax refund and a ¥372 increase in income taxes paid.

Cash Flow from Investing Activities

Net cash used in investing activities was ¥1,518 million, a decrease of ¥309 million compared with the same period of the previous year. The principal factors decreasing cash included payment for purchase of subsidiary shares resulting in change in the scope of consolidation totaling ¥1,020 million and a ¥1,085 million decrease in proceeds from sale of investment securities. The principal factors increasing cash included a ¥97 million decrease in payments for acquisition of property, plant and equipment, a ¥265 million decrease in payments for acquisition of investment securities and the absence of a ¥1,992 million payment for investments accounted for by the equity method in the same period of the previous year.

Cash Flow from Financing Activities

Net cash provided by financing activities was ¥181 million (compared with net cash used of ¥77 million in the same period of the previous year). The principal factors decreasing cash were a ¥4,095 million net decrease in proceeds from long-term financial liabilities, an increase of ¥279 million in repayment of long-term financial liabilities, and a ¥225 million increase in payment of cash dividends. The principal factors increasing cash included a ¥4,100 million net increase in short-term financial liabilities and a ¥1,395 million decrease in payments for acquisition of treasury shares compared with the same period of the previous year.

(4) Forecast

In the first nine months of 2025, revenues and operating income both increased substantially due mainly to growth in the high-margin Consulting & Cloud business and the Personnel Placement business, which includes OpenWork. The Company is progressing on schedule toward its performance forecasts for the fiscal year ending December 31, 2025 with revenues of ¥41,200 million (a 10.0% increase) and operating income of ¥6,220 million (a 13.4% increase).

Given the current decline in Japan’s workforce and the rapidly shift in industries toward knowledge- and service-based models, human capital management continues to attract increasing attention, and we believe that investment in human capital for corporate growth will accelerate even further. As such, the Group will continue to focus on the Consulting & Cloud business, which has high growth potential. We have a unique competitive advantage because we are able to comprehensively support human capital management by providing one-stop support for organizational diagnosis and transformation, and can also provide public disclosure support through the IR Support business. The Group will further accelerate growth by focusing on increasing the number of companies for which it provides diagnostic support, and on expanding its transformation services through internal development, M&As and business partnerships.

Table 3. Type of Support Provided by the Consulting & Cloud Business

Type of support	Diagnose the state of the organization and implement transformation based on the identified issues	
	Diagnosis	Transformation
	(1) Increase in companies supported	Expansion of service offerings

An overview of specific initiatives is described below.

Diagnosis

(1) Further Expand Relationships with Major Companies in Japan

We are focused on expanding the introduction of Motivation Cloud at major companies as a key growth driver. As a result, Motivation Cloud monthly fee revenue from companies with 5,000 or more employees increased significantly by approximately 30% year on year. We will continue to promote adoption across a wide range of industries to accelerate growth.

(2) Accelerate Expansion of Relationships with Small and Medium-Sized Enterprises in Japan

We are expanding relationships with small and medium-sized enterprises in Japan primarily through business partnerships. Building on agreements with FCE Inc. and The San-in Godo Bank, Ltd., and The Awa Bank, Ltd., we initiated a business partnership with Fukuoka Financial Group, Inc. (FFG) in September 2025. FFG ranks first among regional banks in terms of companies using it as their main bank, and has a customer base of approximately 17,000 companies. This partnership will enable us to approach up to approximately 52,000 companies. We will expand the support we provide by leveraging the customer base of our business partners to sell Motivation Cloud Basic, a new service for small and medium-sized enterprises in Japan.

In addition, we are also developing business with local governments and expanding outside of Japan. For details, see the 2025 Q2 financial results briefing presentation materials.

►Details here: https://ssl4.eir-parts.net/doc/2170/ir_material_for_fiscal_ym3/185043/00.pdf#page=26

Transformation

In our transformation business, we are focusing on expanding the transformation services available on Motivation Cloud. We have developed Motivation Cloud Sharing, which revitalizes corporate culture, and Motivation Cloud Role Development, which improves human resource capabilities. In addition, through a business alliance with FCE in 2024, we added digital transformation support services such as RPA Robo-Pat DX and FCE Prompt Gate. Furthermore, in August 2025, we made Unipos Inc. a wholly owned subsidiary and added its enterprise-level participation platform Peer Bonus® Unipos to our lineup of offerings.

We will continue to strengthen Motivation Cloud's dominant competitive advantage by promoting in-house development, M&As and business partnerships to address organizational issues such as strengthening recruitment capabilities, improving business skills, and developing both junior employees and senior management. We are making cloud-based solutions possible for organizational issues that were previously handled with consulting.

In addition to significant growth in revenues in the Personnel Placement Business, including OpenWork, we will accelerate growth throughout the Group by expanding the IR Support business and increasing market share in the ALT Placement business.

2. Condensed Consolidated Financial Statements and Main Notes

(1) Condensed Consolidated Statements of Financial Position

(Millions of yen, rounded down to the nearest million)

	As of December 31, 2024	As of September 30, 2025
ASSETS		
Current assets		
Cash and cash equivalents	8,607	10,185
Trade and other receivables	4,100	4,619
Inventories	297	318
Other current financial assets	17	26
Other current assets	918	1,041
Total current assets	13,940	16,192
Non-current assets		
Property, plant and equipment	653	682
Right-of-use assets	3,065	3,355
Goodwill	9,346	13,899
Intangible assets	2,066	2,058
Equity-method investments	1,981	2,081
Other non-current financial assets	1,339	1,694
Deferred tax assets	721	673
Other non-current assets	63	62
Total non-current assets	19,237	24,508
Total assets	33,178	40,700

(Millions of yen, rounded down to the nearest million)

	As of December 31, 2024	As of September 30, 2025
LIABILITIES AND EQUITY		
LIABILITIES		
Current liabilities		
Trade and other payables	2,111	1,902
Contract liabilities	1,188	1,921
Interest-bearing and other financial liabilities	2,776	4,489
Lease liabilities	887	1,015
Income tax payable	1,214	722
Provisions	2	19
Other current liabilities	1,936	2,055
Total current liabilities	10,115	12,126
Non-current liabilities		
Interest-bearing and other financial liabilities	5,778	7,429
Lease liabilities	2,188	2,321
Provisions	370	389
Deferred tax liabilities	223	145
Other non-current liabilities	116	106
Total non-current liabilities	8,677	10,392
Total liabilities	18,793	22,518
EQUITY		
Equity attributable to owners of the parent		
Share capital	1,380	1,380
Capital surplus	2,680	3,652
Treasury shares	(1,182)	(0)
Retained earnings	9,447	10,775
Other components of equity	(1,040)	(846)
Total equity attributable to owners of the parent	11,285	14,961
Non-controlling interests	3,099	3,220
Total equity	14,384	18,182
Total liabilities and equity	33,178	40,700

(2) Condensed Consolidated Statements of Operations and Comprehensive Income
Condensed Consolidated Statements of Operations
Nine Months Ended September 30

(Millions of yen, rounded down to the nearest million)

	Nine months ended September 30, 2024	Nine months ended September 30, 2025
Revenues	27,430	30,181
Cost of sales	12,855	13,755
Gross profit	14,574	16,426
Selling, general and administrative expenses	10,524	11,993
Other income	201	119
Other expenses	221	74
Operating income	4,030	4,477
Financial revenues	11	14
Financial expenses	65	101
Equity gains (losses) of affiliates	(21)	100
Income before income taxes	3,955	4,491
Income taxes	1,154	1,578
Net income	2,800	2,912
(Attributable to)		
Owners of the parent	2,493	2,518
Non-controlling interests	307	394
Total	2,800	2,912

(Yen)

Earnings per share attributable to owners of the parent		
Basic earnings per share	23.16	23.43
Diluted earnings per share	23.15	23.41

Condensed Consolidated Statements of Comprehensive Income
Nine Months Ended September 30

(Millions of yen, rounded down to the nearest million)

	Nine months ended September 30, 2024	Nine months ended September 30, 2025
Net income	2,800	2,912
Other comprehensive income		
Items that will not be reclassified to profit or loss:		
Net gain (loss) on revaluation of financial assets measured at fair value through other comprehensive income	364	227
Total of items that will not be reclassified to profit or loss	364	227
Items that may be reclassified to profit or loss:		
Exchange differences on translation of foreign operations	(0)	(10)
Total of items that may be reclassified to profit or loss	(0)	(10)
Total other comprehensive income	363	217
Total comprehensive income	3,164	3,129
(Attributable to)		
Owners of the parent	2,857	2,735
Non-controlling interests	307	394
Comprehensive income	3,164	3,129

(3) Condensed Consolidated Statements of Changes in Equity
Nine Months Ended September 30, 2024

(Millions of yen, rounded down to the nearest million)

	Equity attributable to owners of the parent						Non-controlling interests	Total equity
	Share capital	Capital surplus	Treasury shares	Retained earnings	Other components of equity	Total equity attributable to owners of the parent		
January 1, 2024	1,380	4,619	(1,539)	7,396	(1,690)	10,165	2,774	12,940
Net income	—	—	—	2,493	—	2,493	307	2,800
Other comprehensive income	—	—	—	—	363	363	—	363
Total comprehensive income	—	—	—	2,493	363	2,857	307	3,164
Acquisition of treasury shares	—	(24)	(1,561)	—	—	(1,585)	—	(1,585)
Change in ownership interest in subsidiaries	—	(17)	—	—	—	(17)	24	7
Dividends from surplus	—	—	—	(952)	—	(952)	—	(952)
Exercise of stock options	—	5	—	—	(5)	—	—	—
Share-based payment transactions	—	10	10	—	(1)	19	—	19
Transfer from other components of equity to retained earnings	—	—	—	(400)	400	—	—	—
Total transactions with the owners	—	(26)	(1,551)	(1,353)	394	(2,536)	24	(2,511)
September 30, 2024	1,380	4,592	(3,090)	8,536	(932)	10,486	3,106	13,593

Nine Months Ended September 30, 2025

(Millions of yen, rounded down to the nearest million)

	Equity attributable to owners of the parent						Non-controlling interests	Total equity
	Share capital	Capital surplus	Treasury shares	Retained earnings	Other components of equity	Total equity attributable to owners of the parent		
January 1, 2025	1,380	2,680	(1,182)	9,447	(1,040)	11,285	3,099	14,384
Net income	—	—	—	2,518	—	2,518	394	2,912
Other comprehensive income	—	—	—	—	217	217	—	217
Total comprehensive income	—	—	—	2,518	217	2,735	394	3,129
Acquisition of treasury shares	—	—	(0)	—	—	(0)	—	(0)
Disposal of treasury shares	—	—	1,287	—	—	1,287	—	1,287
Changes due to business combinations	—	126	(126)	(31)	—	(31)	—	(31)
Change in ownership interest in subsidiaries	—	(176)	—	19	—	(157)	(273)	(430)
Dividends from surplus	—	—	—	(1,181)	—	(1,181)	—	(1,181)
Exercise of stock options	—	11	—	—	(11)	—	—	—
Issuance of new shares	—	997	—	—	—	997	—	997
Share-based payment transactions	—	13	21	—	(8)	26	—	26
Transfer from other components of equity to retained earnings	—	—	—	3	(3)	—	—	—
Total transactions with the owners	—	971	1,182	(1,190)	(22)	940	(273)	(667)
September 30, 2025	1,380	3,652	(0)	10,775	(846)	14,961	3,220	18,182

(4) Condensed Consolidated Statements of Cash Flow

(Millions of yen, rounded down to the nearest million)

	Nine months ended September 30, 2024	Nine months ended September 30, 2025
Cash flow from operating activities		
Income before income taxes	3,955	4,491
Depreciation and amortization	1,190	1,322
Loss on impairment	134	62
Loss (gain) on sales of fixed assets	(0)	—
Loss (gain) on valuation of investment securities	—	(85)
Loss (gain) on sale of investment securities	(180)	—
Financial revenues and financial expenses	54	86
Equity in earnings	21	(100)
Decrease (increase) in trade and other receivables	(569)	(393)
Decrease (increase) in inventories	(122)	(16)
Increase (decrease) in trade and other payables	(370)	(485)
Other	(83)	291
Subtotal	4,030	5,173
Interest and dividends received	4	13
Interest paid	(62)	(108)
Income tax refund	485	17
Income taxes paid	(1,791)	(2,163)
Net cash provided by (used in) operating activities	2,667	2,931
Cash flow from investing activities		
Payments for acquisition of property, plant and equipment	(169)	(71)
Proceeds from sale of property, plant and equipment	0	—
Payments for acquisition of intangible assets	(393)	(415)
Payment for purchase of subsidiary shares resulting in change in the scope of consolidation	—	(1,020)
Payments for acquisition of investment securities	(300)	(34)
Proceeds from sale of investment securities	1,092	7
Payments for investments accounted for using the equity method	(1,992)	—
Payments for security deposits and guarantees	(22)	(22)
Proceeds from recovery of security deposits and guarantees	70	57
Payments for fulfillment of asset retirement obligations	(90)	(19)
Other	(21)	1
Net cash provided by (used in) investing activities	(1,827)	(1,518)
Cash flow from financing activities		
Net increase (decrease) in short-term financial liabilities	(2,900)	1,200
Proceeds from long-term financial liabilities	7,180	3,085
Repayment of long-term financial liabilities	(1,417)	(1,697)
Proceeds from exercise of stock options	10	—
Payments of cash dividends	(955)	(1,180)
Repayment of lease liabilities	(783)	(793)
Proceeds from payments from non-controlling interests	—	24
Payments for acquisition of interests in subsidiaries from non-controlling interests	—	(455)
Payments for acquisition of treasury shares	(1,395)	(0)
Net (increase) decrease in deposits	185	—
Net cash provided by (used in) financing activities	(77)	181
Cash and cash equivalents translation adjustment	(0)	(16)
Net increase (decrease) in cash and cash equivalents	762	1,578
Cash and cash equivalents at beginning of period	7,389	8,607
Cash and cash equivalents at end of period	8,152	10,185

(5) Notes to Condensed Consolidated Financial Statements
(Change in Accounting Policies)

None applicable

(Significant Accounting Policies)

The significant accounting policies applied in these condensed consolidated financial statements are the same as those applied in the consolidated financial statements for the previous fiscal year.

Income taxes expense for the nine months ended September 30, 2025 was calculated using the estimated average annual effective tax rate.

(Notes Regarding Significant Accounting Estimates and Judgements)

In preparing the consolidated financial statements, management makes judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. The results of accounting estimates may differ from actual results.

The estimates and their underlying assumptions are reviewed on an ongoing basis. The effects of a review of accounting estimates are recognized in the accounting period in which the estimates are reviewed as well as in future periods.

Estimates and estimate-related judgments that have a significant impact on these condensed consolidated financial statements are the same as those in the condensed consolidated financial statements for the same period of the previous fiscal year.

(Changes in the Scope of Consolidation)

During the third quarter of the current consolidated fiscal year, the Company acquired shares in Unipos Inc., making it a subsidiary and therefore including the company in the scope of consolidation.

(Segment Information)

1. Overview of Reportable Segments

The reportable segments of the Group are based on available financial information divided among the constituent units of the Group and are subject to periodic analysis by the Board of Directors to determine allocation of management resources and to evaluate operating results.

The Group draws up comprehensive strategies and conducts business activities for the services it handles.

The Group is composed of divisional segments based on the form in which services are provided, with three reportable segments: the “Organizational Development Division,” the “Individual Development Division,” and the “Matching Division.”

2. Revenues, Income or Loss, and Other Items in Reportable Segments

The accounting policies for reportable segments are the same as the Group’s accounting policies.

Income of reportable segments is based on gross profit on the Consolidated Statement of Operations.

Values of intersegment transactions are decided using the same method as for sales to outside customers.

Revenues, income or loss, and other items for each reportable segment of the Group are as follows.

Nine months ended September 30, 2024 (January 1, 2024 to September 30, 2024)

(Millions of yen)

	Reportable Segment				Other (Note 1)	Adjustment (Note 2)	Consolidated
	Organizational Development Division	Individual Development Division	Matching Division	Total			
Segment revenues							
Revenue to outside customers	10,469	4,780	12,176	27,425	4	—	27,430
Intersegment revenues and transfers	239	54	188	482	37	(519)	—
Total	10,708	4,834	12,365	27,908	41	(519)	27,430
Segment income (loss) (Note 1)	7,471	2,237	5,314	15,023	(13)	(435)	14,574
Selling, general and administrative expenses							10,524
Other revenue/expenses (net)							(19)
Financial revenue/expenses (net)							(54)
Equity in earnings of affiliates							(21)
Income before income taxes							3,955

Notes: 1. The Other segment consists of the restaurant business and other operations not included in the other reportable segments.

2. Adjustment is the elimination of intersegment transactions.

Nine months ended September 30, 2025 (January 1, 2025 to September 30, 2025)

(Millions of yen)

	Reportable Segment				Other (Note 1)	Adjustment (Note 2)	Consolidated
	Organizational Development Division	Individual Development Division	Matching Division	Total			
Segment revenues							
Revenue to outside customers	11,758	4,528	13,886	30,173	8	—	30,181
Intersegment revenues and transfers	229	99	222	552	46	(598)	—
Total	11,987	4,628	14,109	30,725	54	(598)	30,181
Segment income (loss) (Note 1)	8,422	2,218	6,254	16,895	(6)	(462)	16,426
Selling, general and administrative expenses							11,993
Other revenue/expenses (net)							45
Financial revenue/expenses (net)							(86)
Equity in earnings of affiliates							100
Income before income taxes							4,491

Notes: 1. The Other segment consists of the restaurant business and other operations not included in the other reportable segments.

2. Adjustment is the elimination of intersegment transactions.

(Notes Regarding Assumption of Ongoing Concern)

None applicable

(Business Combination)

Unipos Inc. became a wholly owned subsidiary as of August 1, 2025 through a simplified share exchange. The transaction was based on a share exchange agreement entered into with Unipos on May 22, 2025, under which Link and Motivation Inc. became the parent company and Unipos became a wholly owned subsidiary.

Prior to the effective date of the share exchange, we executed a share transfer on July 1, 2025, acquiring 3,800 Class A preferred shares and 366,200 common shares of Unipos from Sansan Inc.

In addition, Unipos was delisted from the Tokyo Stock Exchange Growth Market as of July 30, 2025 (with the final trading date being July 29, 2025). The share exchange was approved at both the Unipos Annual General Meeting of Shareholders and the Class Shareholders Meeting. On our side, the share exchange was carried out as a simplified share exchange that did not require shareholder approval, in accordance with Article 796, Paragraph 2 of the Companies Act.

1. Overview of Business Combination

(1) Name and business description of the acquired company

Name of acquired company: Unipos Inc.

Business: Developing and sale of HR software Peer Bonus® Unipos
Consulting on organizational culture reform

(2) Purpose of the business combination

Link and Motivation acquired Unipos and made it a wholly owned subsidiary for the purpose of further enhancing corporate value over the medium- to long-term by utilizing the expertise, networks and other business resources that Link and Motivation and Unipos have developed.

(3) Date of business combination

August 1, 2025

(4) Legal form of business combination

Share acquisition for cash consideration and share exchange

(5) Allocation of shares related to this share exchange

	LMI (Wholly owning parent company)	Unipos (Wholly owned subsidiary)
Share allocation ratio in this share exchange	1	0.35
Number of shares delivered in this share exchange	LMI stock: 4,437,028 shares	

(6) Calculation method of share exchange ratio

To ensure the fairness and validity of the share allocation ratio of this share exchange (the “Share Allocation Ratio”), Link and Motivation selected Yamada Consulting Group Co., Ltd. as a financial advisor and third-party appraiser, and TMI Associates as a legal advisor, while Unipos selected AGS Consulting Co., Ltd. as a financial advisor and third-party appraiser, and Anderson Mori & Tomotsune as a legal advisor.

Link and Motivation and Unipos determined that this share exchange was appropriate as a result of careful deliberation and extensive negotiations between the two companies regarding the Share Allocation Ratio. This decision was made after considering the results of mutual due diligence and a wide range of factors, including each company’s financial condition, assets, and future prospects, with reference to the valuation results provided by independent third-party appraisers and advice from their respective legal advisors.

(7) Percentage of voting rights acquired

100.0%

2. Breakdown of Consideration for Acquisition and Fair Value of Acquired Assets and Assumed Liabilities

(Millions of yen)

Consideration for acquisition	4,313
Cash	2,028
Link and Motivation stock (4,437,028 shares)	2,285

Assets	
Cash and cash equivalents	1,344
Other assets	174
Liabilities	
Contract liabilities	472
Interest-bearing debt and other financial liabilities	516
Other liabilities	127
Acquired assets and assumed liabilities (net value)	402
Goodwill	3,910
Total	4,313

Goodwill arose mainly from a reasonable estimate of expected future excess earnings. None of the amount of this goodwill is expected to be a deductible expense for tax purposes.

Consideration for the acquisition is allocated to the acquired assets and assumed liabilities based on their fair values on the date of the acquisition. As these allocations have not been completed, the above amounts represent the provisional fair values based on the Company's best estimates at the present time. Therefore, the above amounts may be revised for up to one year from the acquisition date if additional information about facts and conditions that existed on the acquisition date is obtained and evaluated.

3. Details and Amounts of Significant Acquisition-Related Expenses

Acquisition-related expenses related to the business combination are ¥127 million, including compensation and commissions for advisory services and due diligence, and are recorded in selling, general and administrative expenses in the consolidated statements of operations.

4. Impact on Consolidated Financial Results

Information on profit and loss since the acquisition date related to the business combination, as well as pro forma information assuming the business combination had been completed at the beginning of 2025, has been omitted because the impact on the consolidated statement of operations is not significant.

In addition, the pro forma information assuming the business combination had been completed at the beginning of 2025 has not been audited by an independent auditor.

(Significant Subsequent Events)

None applicable