Confidence Interworks

1st Quarter of the Fiscal Year Ending March 2027 (FY2027)

Financial Results Briefing Material

“Kabushiki Kaisha Confidence Interworks”
(English name: “Interworks Confidence Inc.”)

Securities code：7374

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Executive Summary

Executive Summary | Summary of FY2027 (Q1)

Growth areas expanded while restoration of core business profitability is our top priority

Q1 Results: Continued Double-digit Growth for the Company Since Our Founding, But Profit Declined

Revenue stood at 2,532 million yen (+18.1% YoY), resulting in continued double-digit growth for the company since our founding.
This growth was driven by the inclusion of BRAISE and G's Corporation, which became consolidated subsidiaries in Q2 of FY2026, from the start of this fiscal year. Meanwhile, **Operating profit stood at 201 million yen (-36.0% YoY), resulting in a decrease in profit**.
The increase in profits from growth areas was insufficient to offset the decline in gross profit of core business (staffing, recruitment and recruitment support, and M&S), making the restoration of core business profitability in Q2 and beyond a top priority.

Main Factor Behind Profit Decline: Core Business: -143 million yen / Growth Areas: +30 million yen

The primary factors for the decrease in core businesses are as follows:

- **Staffing Business: -38 million yen** (decrease in number of utilized persons and gross profit margin)
- **Recruitment and Recruitment Support Business: -51 million yen** (Decrease in orders received in the second half of the previous fiscal year)
- **M&S Business: -21 million yen** (Decrease in advertisement budgets from major clients amid the situation in the Middle East)

Business Portfolio Expansion Proceeding as Planned. Key Challenge Is Core Businesses Recovery Speed

Our freelancer matching business (Confidence Pro Inc.) and the three companies **that joined the group in the previous fiscal year, Let's i, BRAISE, and G's Corporation, have contributed to revenue and profits,** and PMIs are making steady progress.
We aim to **strengthen and expand the business portfolio** by improving productivity in core businesses while allocating management resources to growth areas.

Executive Summary | Outlook for FY2027 (Q2 and beyond)

Initiatives for a return to growth

Group-wide Reallocation of Management Resources and Aggressive Investment in Growth Areas

We will evaluate the profitability and growth potential of each business and **dynamically shift personnel and budgets created through productivity improvements to growth areas**.

We will centrally manage resources across the group, boost gross profit without increasing total SG&A expenses, **and thoroughly reallocate management resources from a company-wide perspective**.

Enhancing AI-powered Specialized Media x Recruitment (the Protagonist Inc. model)

We will depart from our dependence on external media platforms **through the launch of an AI-powered, domain-specific website,** thereby strengthening our ability to attract job seekers.

We will structurally restore operating profit margin by converting variable costs into in-house assets and improving productivity through AI utilization.

Maximizing Utilization of Group Assets for Core Clients

For major clients with significant recruitment needs, **we will provide a solutions sales business that combines multiple assets, including Recruitment Media, RPO, and Recruitment, thereby maximizing transaction value per client through increased wallet share**.

We will then establish a reproducible revenue base by packaging successful cases and rolling them out horizontally.

Improving and Enhancing Core Businesses Through External Talent and Technologies, Including AI

We will promote operational efficiency by leveraging expertise across the group, eliminating dependency on individuals and enhancing productivity simultaneously.

In the future, we will explore external provision and commercialization of such expertise.

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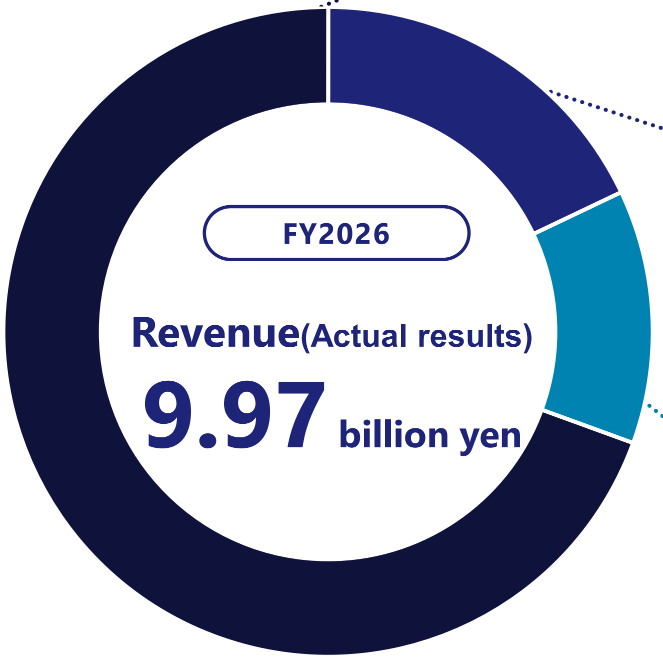
Company Overview | Consolidated Financial Results and Segment Results

Company Overview | Composition of Revenue

Composition of revenue



HR Solution business (Staffing and Outsourcing) 69.5%

・Specializing in the gaming and entertainment industries
Staffing and outsourcing services that meet the needs of each phase and department

Staffing | Outsourcing | Freelancers

In April 2023, freelancer matching started. ▸

In April 2025, Let's i as a subsidiary ▸

In July 2025, the BRAISE Group as a subsidiary ▸

HR Solution business (Recruitment) 17.9%

・Cross-industry career-change support services centered on middle- and high-class human resources.

Recruitment

In February 2024, Protagonist as a subsidiary ▸

・Boasting more than 30 years of experience, we are developing a recruitment outsourcing business

Recruitment support

Media & Solutions Business 12.6%

・Specializing in manufacturing and factories throughout Japan
Operation of job change recruitment media "Kojo Works"

Media | Ad sales

Media operations ▸

Proceeding with Preparations for Group Reorganization by Splitting Companies

- We will redesign our group management structure to improve the speed of decision-making for each business and accelerate growth, to achieve our medium-term targets for FY2030.
- We have commenced preparations to transition to a flexible business structure, with an eye on optimizing our systems in line with our growth phase, and future M&A.

Current → **May 2026** Board of Directors decision (contract) → **June 2026** General meeting of shareholders (approval) → **New system (October 2026 onward)**

Current

Interworks Confidence Inc.

- HR Solution Business (Staffing and Outsourcing)
- HR Solution Business (Recruitment)
- Media & Solutions Business

Task: As our businesses diversify, uniform management systems and methods would slow down growth

Objectives of Group Reorganization

- Constructing a management structure that promotes autonomous growth for each business
- Strengthening competitiveness by accelerating decision-making
- Ensuring organizational flexibility with an eye on future business expansion

New system (October 2026 onward)

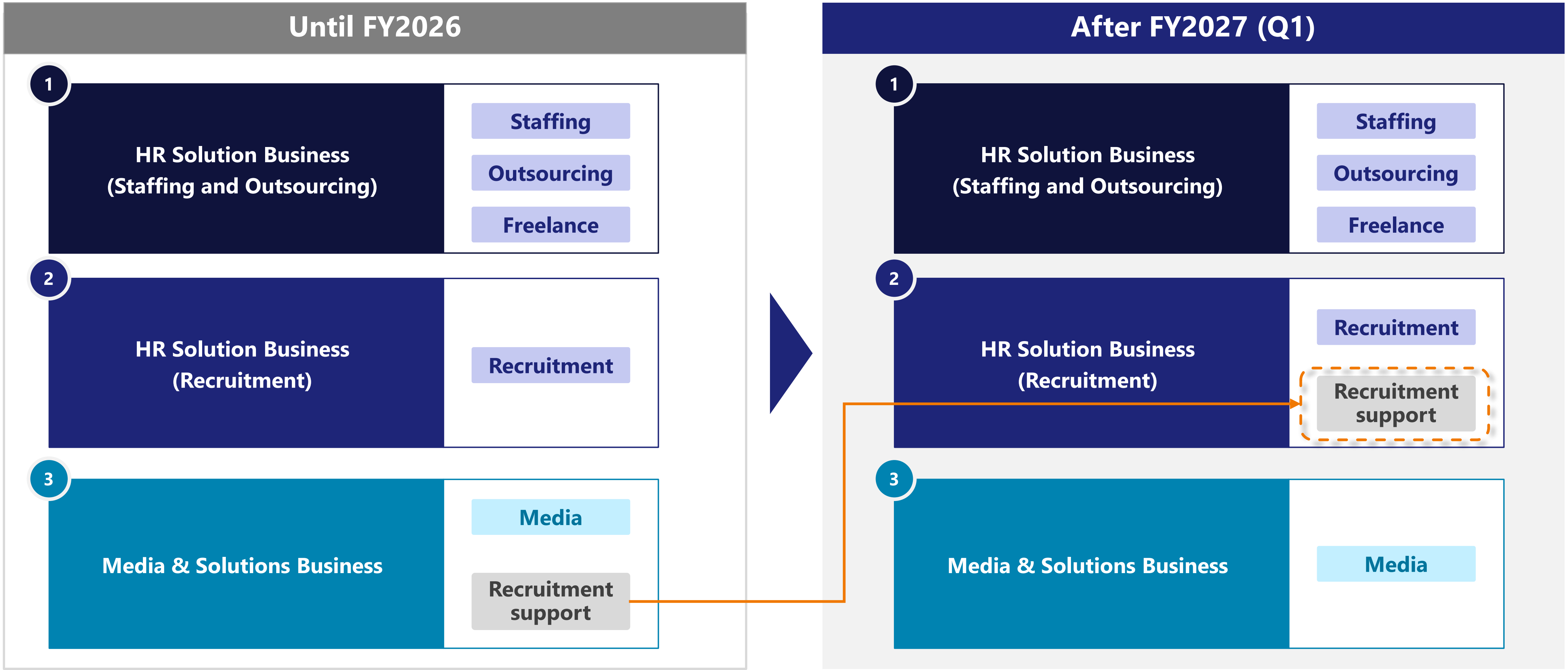
Interworks Confidence Inc.
Staffing + Group strategy and governance

- 100% subsidiary: **i-Clutch Inc.** — Recruitment, Recruitment support
- 100% subsidiary: **Interworks Inc.** — Media & Solutions Business

Solution: We will accelerate growth by establishing independent management units and clarifying the authority and responsibilities that support dynamic and flexible management decisions

Business Structure | Partial Changes to Reporting Segments

- Ahead of the spin-off planned for October 2026, the segment classification related to the **Recruitment Outsourcing Business** has been changed from Media & Solutions Business to the **HR Solution Business - Recruitment** from Q1 of the current fiscal year in order to align segment reporting with the organizational structure following the Group's restructuring.



Financial Highlights of Q1 FY2027

FY2027 (Q1 actual results)

Incorporation of BRAISE and G's Corporation results following their becoming consolidated subsidiaries in Q2 of FY2026 contributed to revenue in Q1

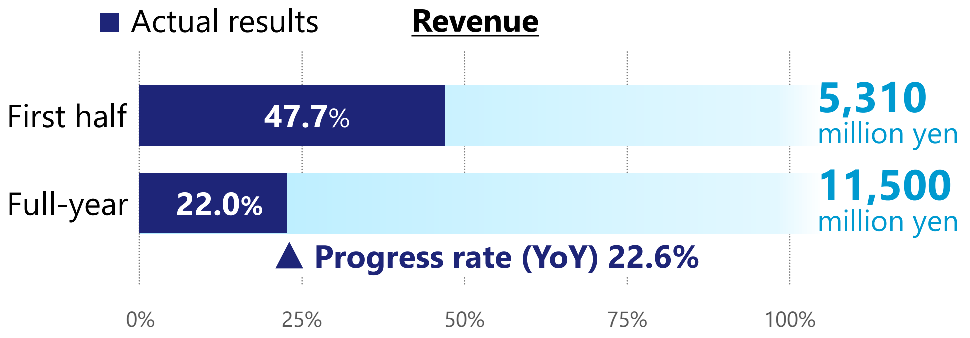
Meanwhile, gross profit for existing businesses remained weak and operating profit decreased due to an increase in rent expenses on land and buildings associated with the consolidation of head office.

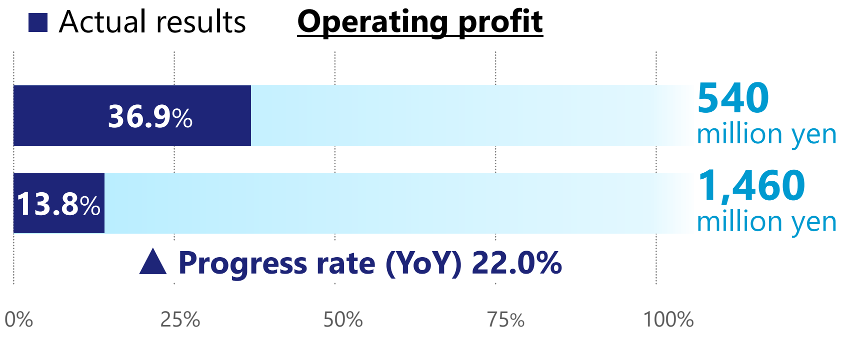
- Revenue: **2,532** million yen (**+18.1**% YoY)
- Gross profit: **1,080** million yen (**+2.1**% YoY) | Gross profit margin: **42.7**% (**-6.7** pts YoY)
- Operating profit: **201** million yen (**-36.0**% YoY) | Operating profit margin: **7.9**% (**-6.8** pts YoY)

FY2027 (Q1 progress rate)

Revenue is tracking as planned while operating profit faces headwinds

Regarding the progress rate against the full-year forecasts, revenue stands at 22.0% and operating profit at 13.8%.





Shareholder returns

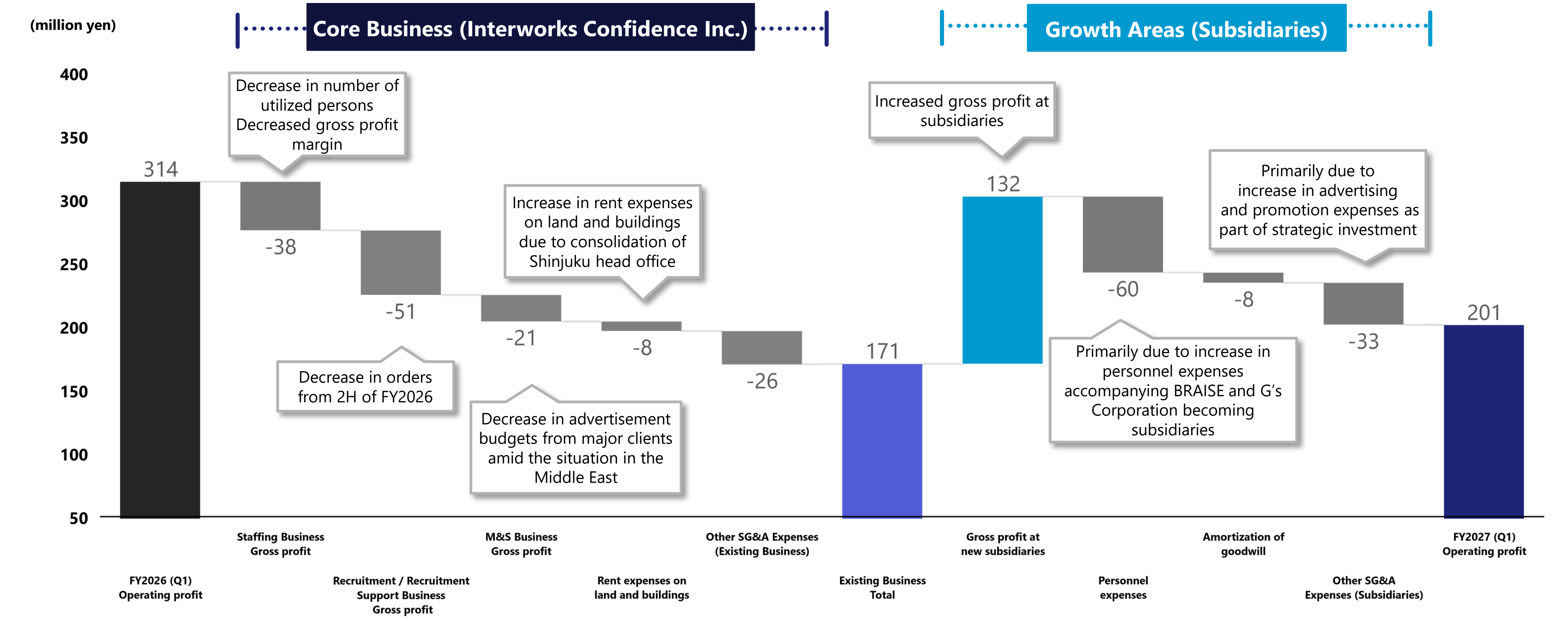
The annual dividend for FY2027 is planned to be 85 yen per share, an increase of 10 yen YoY.
Dividends have been continuously increased since listing.

- Payout ratio : **58.4**% → **56.8**% (**-1.6** pts YoY)
- Dividend yield : **5.6**% *1 Assumed stock price of 1,522 yen (closing price on July 31, 2026) for dividend yield calculation

[Consolidated] Financial Highlights of Q1 FY2027 (Analysis of Increase/Decrease in Operating Profit)

- The primary causes for a decrease in operating profit are as follows.
- The increase in profits from growth areas was insufficient to offset the decline in gross profit of core business (staffing, recruitment and recruitment support, and M&S), making the restoration of core business profitability in Q2 and beyond a top priority.

Factor Analysis of Operating Profit



[Consolidated] Financial Highlights of Q1 FY2027 (per Segment)

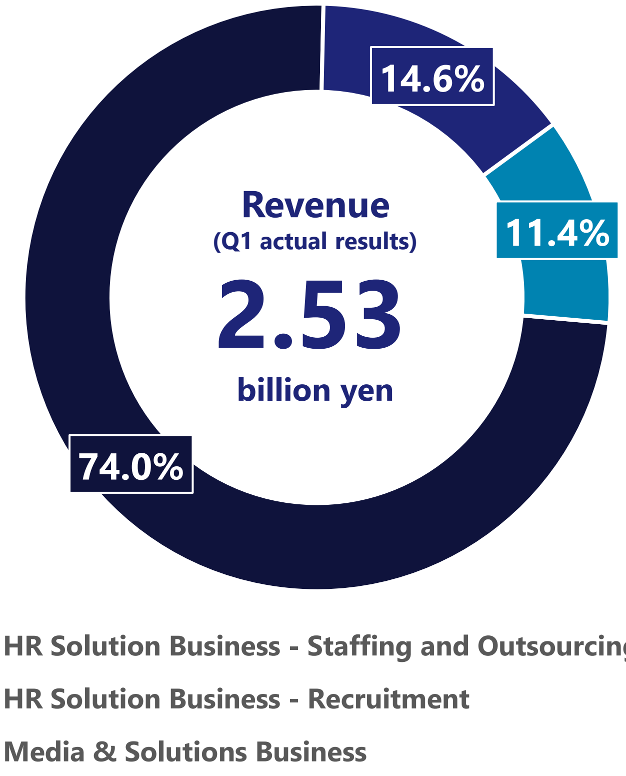
- HR Solution Business (Staffing and Outsourcing) accounted for 74.0% of the revenue composition ratio and continued to drive earnings across the company together with the impact of M&A from FY2026.
- Aiming for discontinuous growth through renewed growth of existing businesses and M&A, while achieving stable profit growth through cross-selling.

Q1 actual results

(million yen)	FY2026 (Q1)	FY2027 (Q1)	YoY	Earnings forecast	Progress rate
Revenue	2,143	**2,532**	+18.1%	**11,500**	22.0%
HR Solution Business – Staffing and Outsourcing	1,389	**1,881**	+35.4%	**8,056**	23.4%
HR Solution Business – Recruitment	444	**369**	-16.9%	**1,992**	18.5%
Media & Solutions Business	311	**289**	-7.0%	**1,452**	20.0%
Eliminating internal sales within consolidated companies	-1	**-8**	-	**-**	-
Segment profit	554	**461**	-16.8%	**-**	-
HR Solution Business – Staffing and Outsourcing	294	**275**	-6.5%	**-**	-
HR Solution Business – Recruitment	144	**99**	-31.6%	**-**	-
Media & Solutions Business	116	**87**	-24.3%	**-**	-
SG&A expenses (shared expenses)	-240	**-260**	-	**-**	-
Operating profit	314	**201**	-36.0%	**1,460**	13.8%

*1 Earnings forecast figures are figures after eliminating internal sales within consolidated companies.

Revenue composition



[Consolidated] Financial Highlights of Q1 FY2027 (Challenges and Responses per Segment)

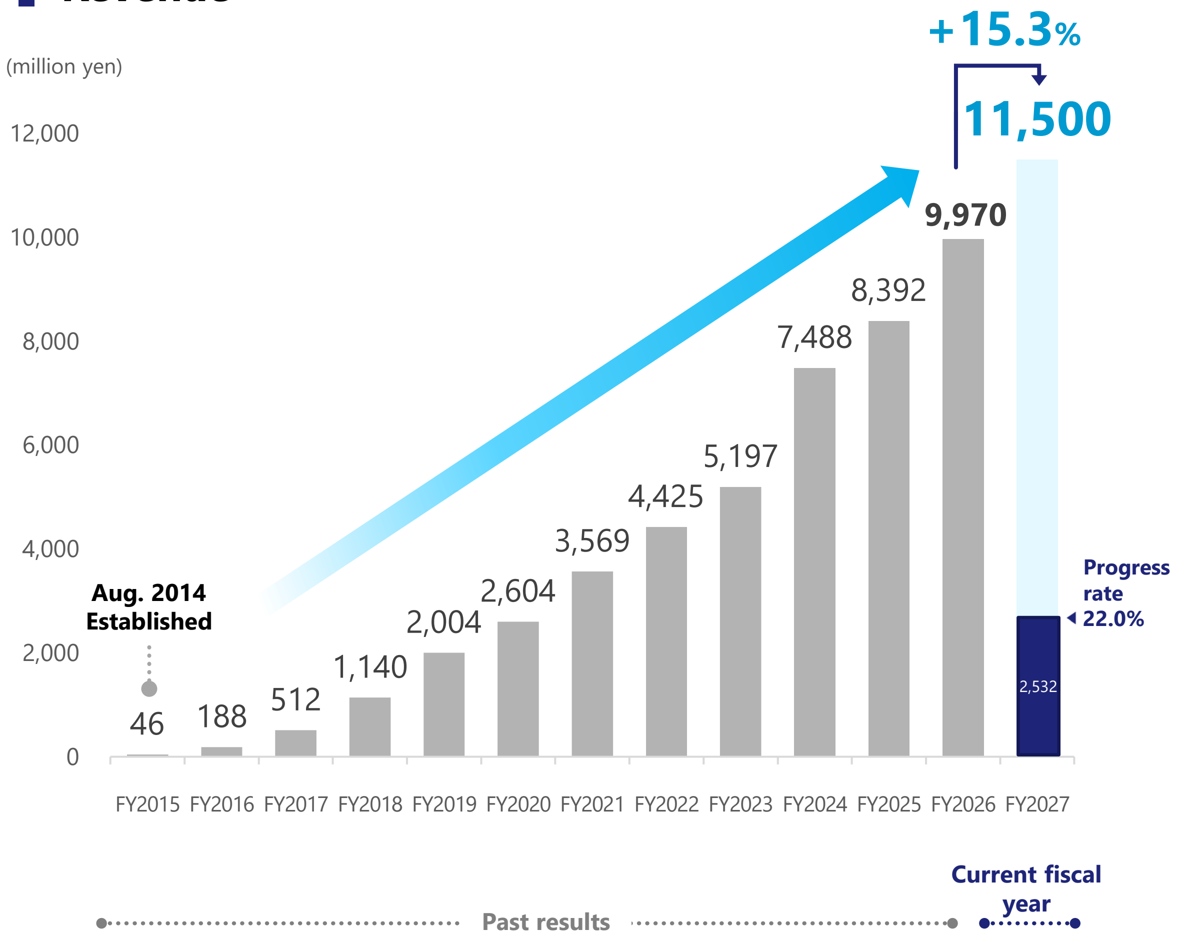
Challenges and responses by area / initiatives for a return to growth

Area	Current Status / Challenges	Responses / Actions (Short Term)	Initiatives for a Return to Growth (Medium to Long Term)
Staffing (Gaming/ entertainment)	■ Decrease in number of utilized persons ■ Decreased gross profit margin	■ Reduce SG&A expenses through optimization of organizational structure ■ Reallocate personnel resources to growth areas ▸ **Return to appropriate levels of profitability**	■ Increase pricing through collaboration between staffing and freelance businesses ■ Bolster productivity through enhanced management via AI utilization
Recruitment / Recruitment support	(Recruitment) ■ Decrease in orders received in the second half of the previous fiscal year ■ Decrease in number of consultants ■ Dependence on job seeker websites (Recruitment support) ■ Declining demand for traditional recruitment outsourcing ■ Reduced project sizes among major existing clients	(Recruitment) ■ AI utilization to leverage consolidated knowledge and training by experienced consultants ■ Reallocation of consultants based on growth industries ▸ **Orders received in Q1 recovered, while productivity per employee also improved** (Recruitment support) ■ Securing profitability through optimization of personnel allocation ▸ **Existing services maintained high profit margins**	■ We will strengthen our ability to attract job seekers through the launch of an AI-powered, domain-specific website. (**Specialized Media x Recruitment - Protagonist Inc. model**) ■ Maximizing transaction value per client through wallet share expansion among core clients via collaboration between the recruitment and recruitment support businesses, and horizontal expansion of successful cases (**Recruitment Media, RPO, and Recruitment**)
M&S	■ Demand from major clients has declined and become unstable due to the situation in the Middle East	■ Implement targeted advertising investments without missing the initial signs of increased recruitment activity among major clients ▸ **Restricting advertising investment until recruitment activity picks up to maximize profit**	■ Launch specialized media focused around the 17 strategic fields under "Japan's Growth Strategy"
M&A	■ Lack of M&A candidates (in growth areas and existing areas above a certain scale)	(Growth areas) ■ Strengthen search efforts through in-house sourcing and M&A intermediaries (Existing areas) ■ Increase M&A candidates through enhanced collaboration with banks, securities firms, M&A intermediaries, and VCs	■ Achieve both the early launch of growth areas and expansion of existing businesses through M&A by assessing acquisitions at appropriate prices and their synergies

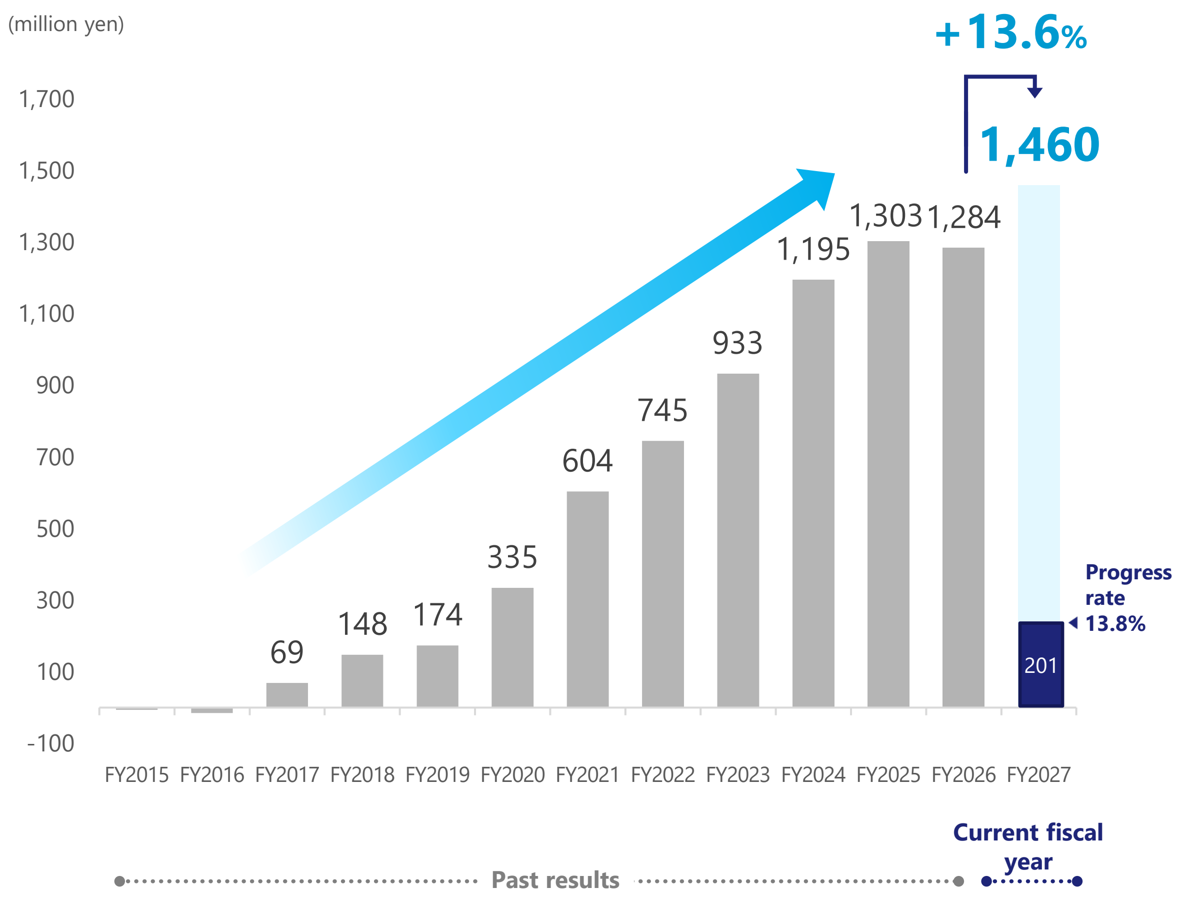
Trends in Revenue and Operating Profit Over the Years

- Trends in revenue and operating profit over time for FY2027 are shown below.

Revenue



Operating profit



[Consolidated] Financial Highlights of Q1 FY2027

- The inclusion of BRAISE and G's Corporation, which became consolidated subsidiaries in FY2026, **drove revenue increase of 18.1% YoY.**
- Gross profit margin decreased as the composition of staffing and outsourcing increased. Due to the decrease in gross profit for existing businesses, operating profit decreased **36.0% YoY.**

Q1 actual results

(million yen)

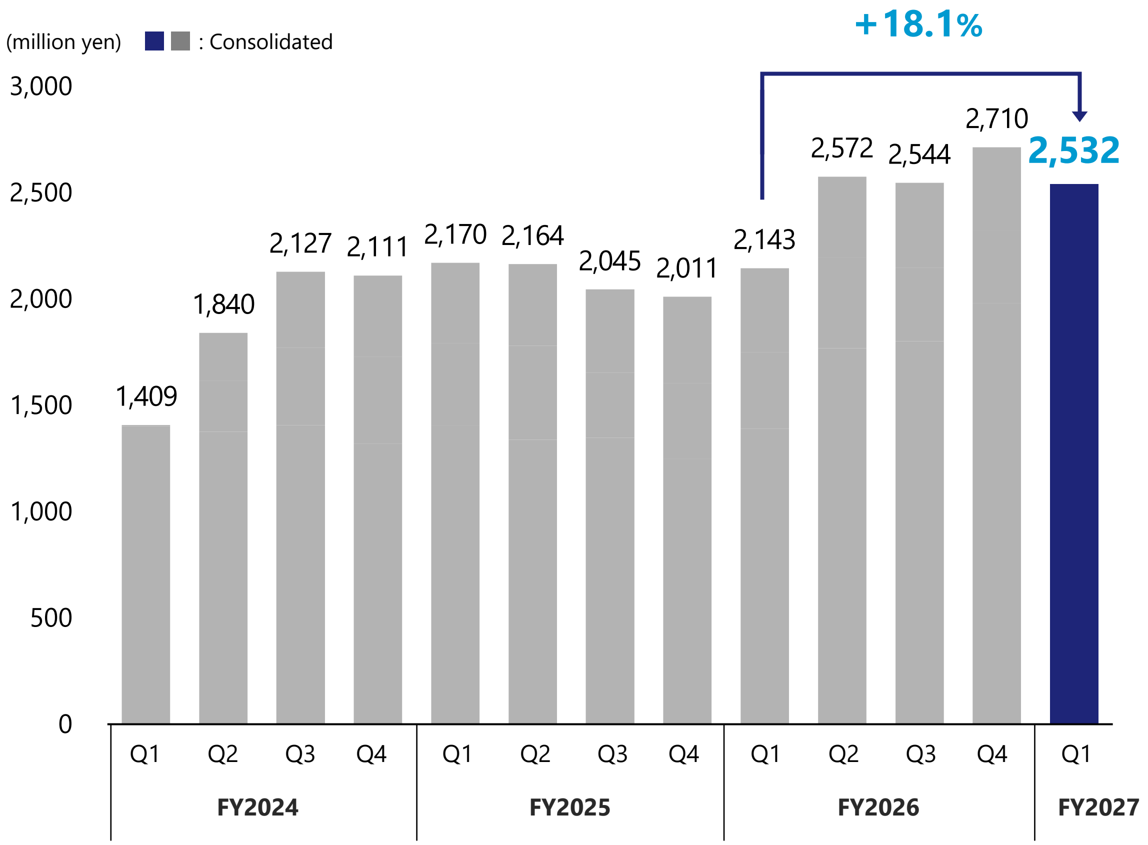
	FY2026 (Q1)	FY2027 (Q1)	YoY	Full-year earnings forecast	Progress rate
Revenue	2,143	**2,532**	+18.1%	11,500	22.0%
Gross profit	1,058	**1,080**	+2.1%	5,159	20.9%
Gross profit margin	49.4%	**42.7%**	-6.7 pts	44.9%	-
Operating profit	314	**201**	-36.0%	1,460	13.8%
Operating profit margin	14.7%	**7.9%**	-6.8 pts	12.7%	-
Ordinary profit	294	**205**	-30.4%	1,460	14.0%
Profit attributable to owners of parent	181	**91**	-49.7%	935	9.8%
(Reference) EBITDA*	374	**271**	-27.5%	-	-
(Reference) EBITDA margin	17.5%	**10.7%**	-6.8 pts	-	-

* EBITDA = Operating profit + Depreciation + Amortization of goodwill + Share-based payment expenses

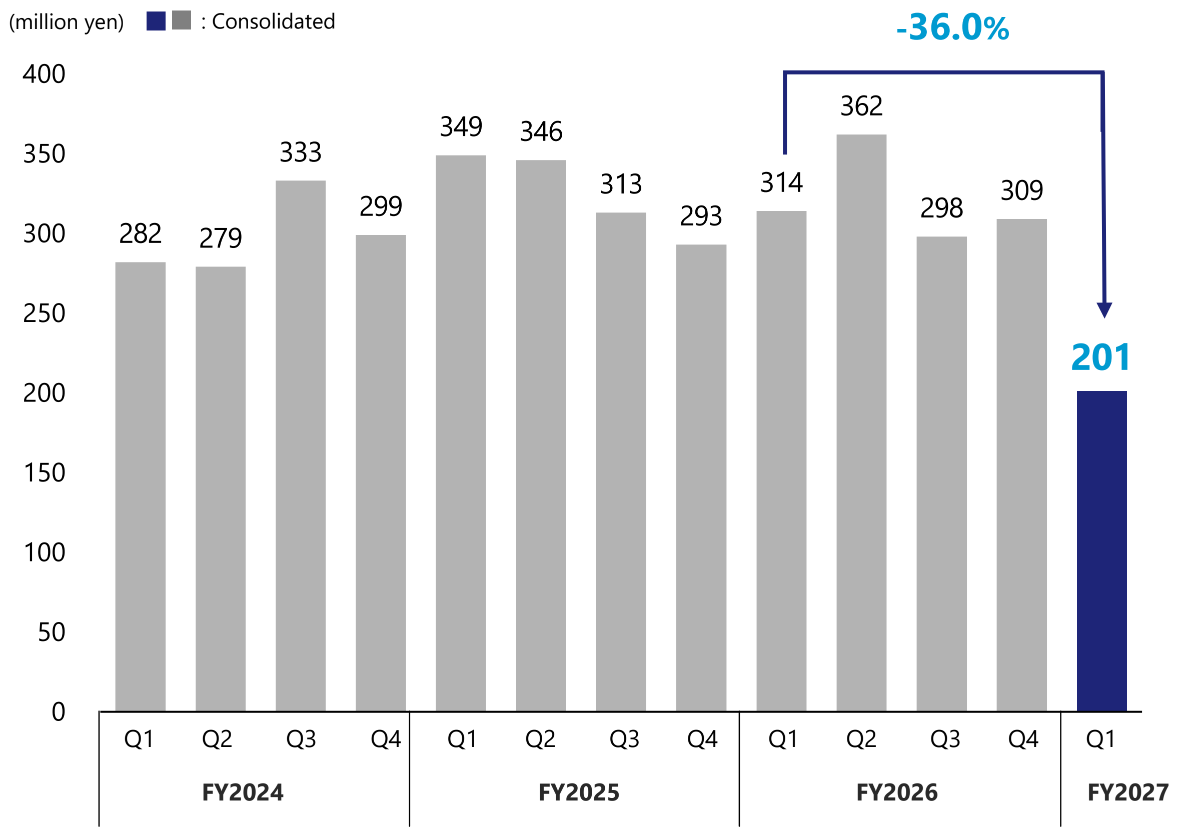
[Consolidated] Quarterly Results Trends

- **Revenue increased but profit decreased**, with revenue **up by 18.1% YoY** and operating profit **down by 36.0% YoY**.
- Profit decreased quarter on quarter across all segments. Thus, a shift in business structure and reallocation of resources was conducted.

Revenue (quarterly trends)



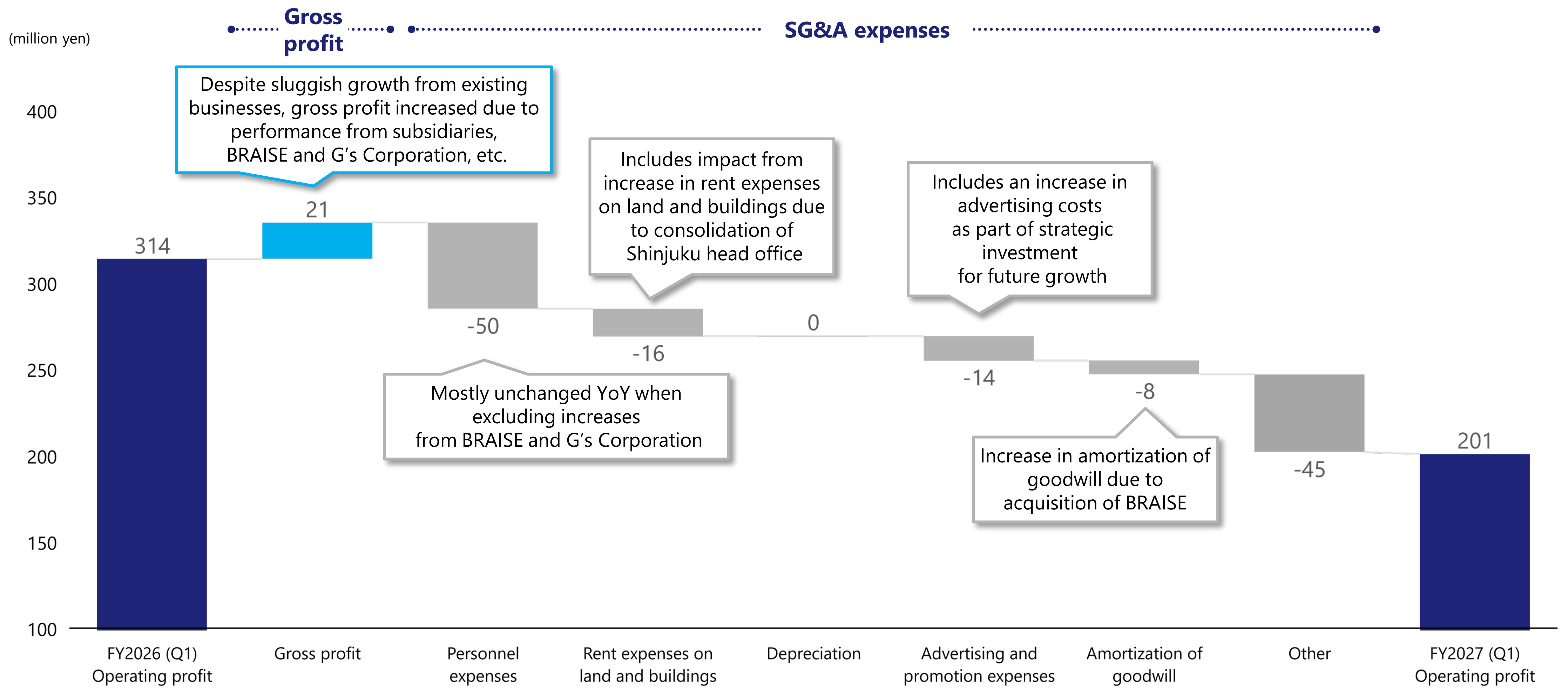
Operating profit (quarterly trends)



* Figures are after eliminating internal sales within the consolidated companies

[Consolidated] Factor Analysis of Increase/Decrease in Q1 Operating Profit (YoY)

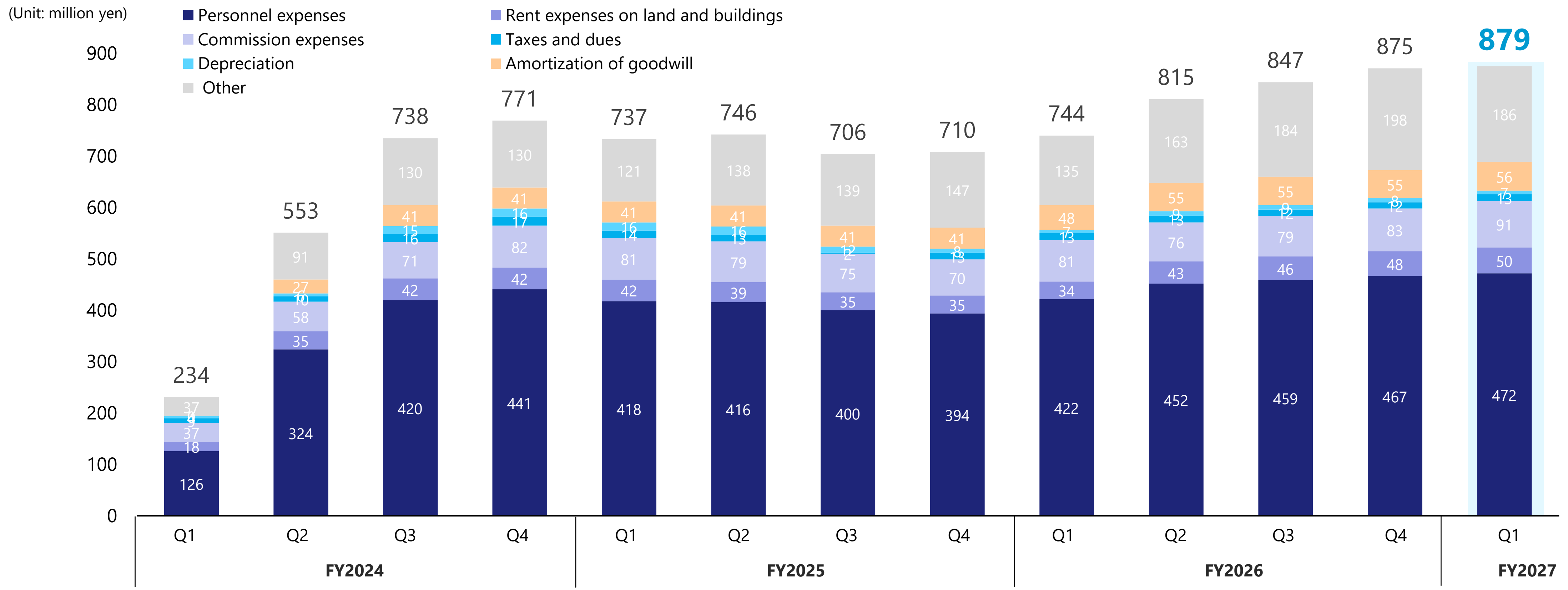
- Trends in operating profit YoY are as shown below. Despite the positive impact from profit contributions of BRAISE and G’s Corporation following their becoming consolidated subsidiaries in Q2 of FY2026, profit declined as existing businesses remained sluggish.



[Consolidated] Quarterly SG&A Expenses Trends

- SG&A expenses increased YoY by those of BRAISE and G's Corporation, which became consolidated subsidiaries in the previous fiscal year, with their results included beginning in Q2 of FY2026.
- On the other hand, levels were mostly unchanged QoQ, and cost control measures were implemented in consideration of profit levels.

Quarterly trends



* This graph was compiled based on management accounting classification

[HR Solution Business - Staffing and Outsourcing] Financial Highlights of Q1 FY2027

- Revenue increased +35.4% YoY for the quarter under review due to the inclusion of the results of BRAISE and G's Corporation, which became consolidated subsidiaries in the previous fiscal year, beginning in Q2 of FY2026.
- On the other hand, segment profit margins fell due to the impact of a decreased gross profit margin from existing businesses and segment profit after amortization of goodwill from M&A subsidiaries.

Q1 actual results

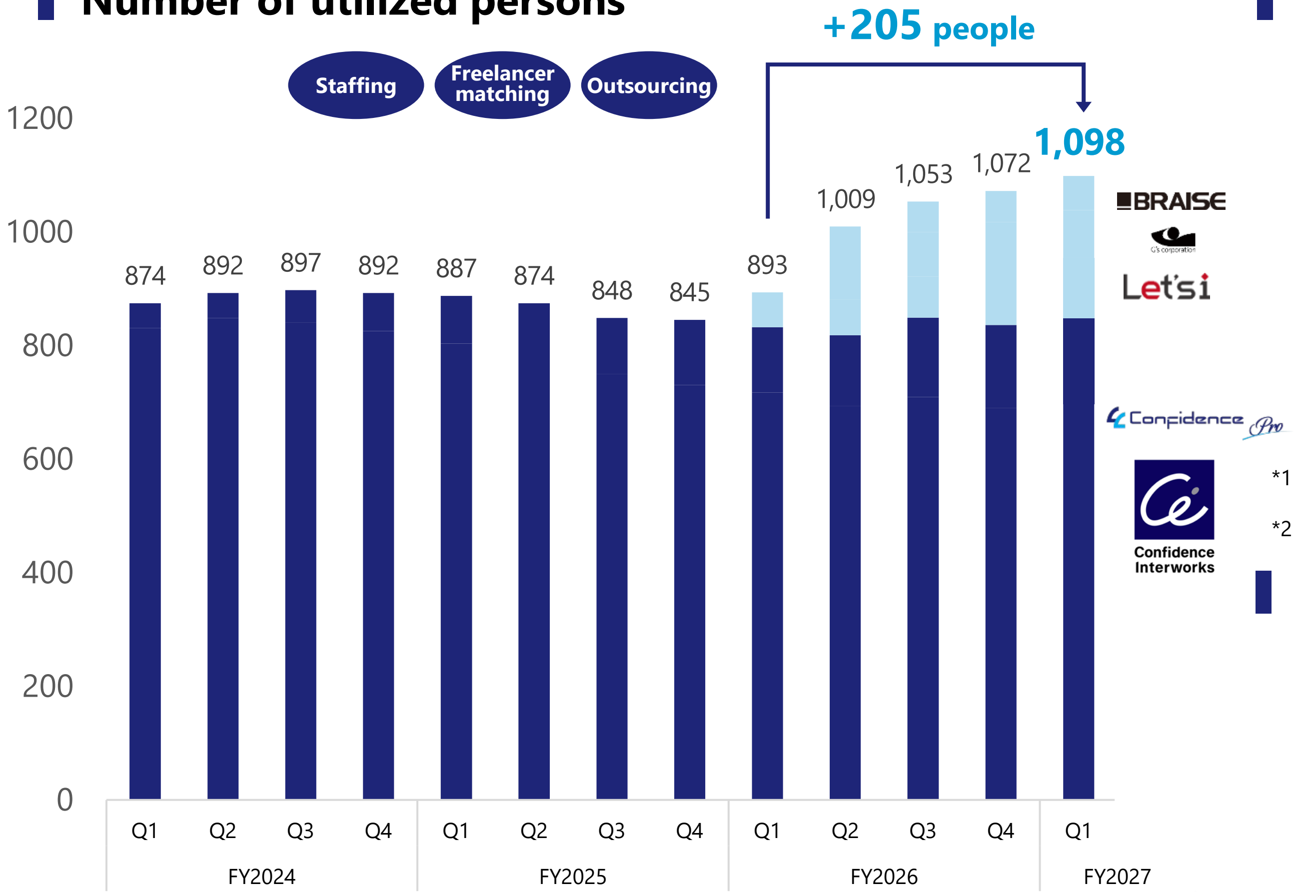
(million yen)	FY2026 (Q1)	FY2027 (Q1)	YoY	Earnings forecast	Progress rate
Revenue*1	1,389	**1,881**	+35.4%	8,056	23.4%
Staffing and Recruitment*2	1,331	**1,601**	+20.2%	-	-
Outsourcing/others	55	**271**	+386.4%	-	-
Internal revenue or transfers between segments	1	**8**	+349.2%	-	-
Gross profit	449	**549**	+22.3%	-	-
Gross profit margin	32.3%	**29.2%**	-3.1 pts	-	-
Segment profit	294	**275**	-6.5%	-	-
Segment profit margin	21.2%	**14.6%**	-6.6 pts	-	-
EBITDA	301	**292**	-3.2%	-	-
EBITDA margin	21.7%	**15.5%**	-6.2 pts	-	-

*1 Figures are before eliminating internal sales within consolidated companies
*2 The freelancer matching business operated by Confidence Pro Inc. established on April 3, 2023, is included in this category and disclosed

[HR Solution Business - Staffing and Outsourcing] Trends in Major KPIs

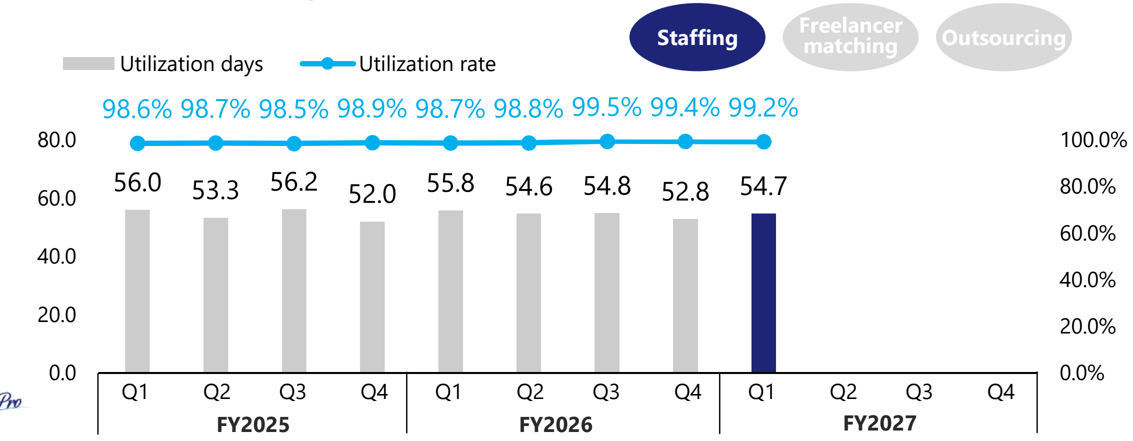
- The number of utilized persons, which is the basis of the recurring income model, **increased 205** YoY.
- While the number of utilized persons in the gaming industry remained flat, we reallocated resources to strengthen expansion into the web/creative and video and media areas.

Number of utilized persons



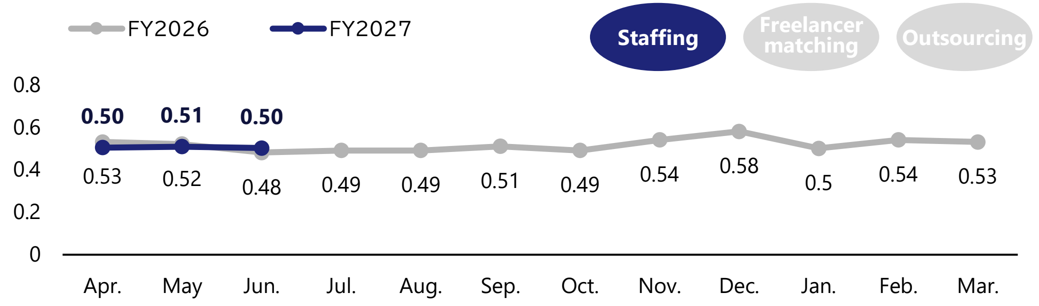
* Starting with financial results for Q1 FY2025, to ensure more accurate alignment with the PL of Segment (1) HR Solution - Staffing and Outsourcing Business, we have retroactively adjusted to include the number of utilized persons in the freelancer matching and outsourcing businesses, in addition to those in the staffing business.

Utilization days*1/Utilization rate*2



*1 The quarterly total for the number of days, which is calculated by dividing the total number of days worked by each person on a monthly basis by the number of utilized persons at the end of the month
*2 The ratio obtained by dividing the total number of utilized staff at the end of the month by the total number of persons who can be utilized at the end of the month.

Trends in average daily overtime hours*



* Daily average obtained by dividing the average total monthly overtime hours by the average number of actual utilization days

[HR Solution Business - Recruitment] Financial Highlights of Q1 FY2027

- Beginning with Q1 of FY2027, the recruitment outsourcing business is now included in this segment, disclosed under Revenue (Outsourcing/others).
- While SG&A expenses were on a declining trend, segment profit margin decreased due to the impact of lowered revenue from sluggish performance in the Recruitment business in the second half of the previous fiscal year.

Q1 actual results

(million yen)	FY2026 (Q1)	FY2027 (Q1)	YoY	Earnings forecast	Progress rate
Revenue*	444	**369**	-16.9%	1,992	18.5%
Recruitment	361	**308**	-14.8%	-	-
Outsourcing/others	82	**61**	-26.1%	-	-
Internal revenue or transfers between segments	-	**-**	-	-	-
Gross profit	333	**282**	-15.3%	-	-
Gross profit margin	74.9%	**76.4%**	+1.5 pts	-	-
Segment profit	144	**99**	-31.6%	-	-
Segment profit margin	32.6%	**26.8%**	-5.8 pts	-	-
EBITDA	163	**117**	-28.0%	-	-
EBITDA margin	36.7%	**31.8%**	-4.9 pts	-	-

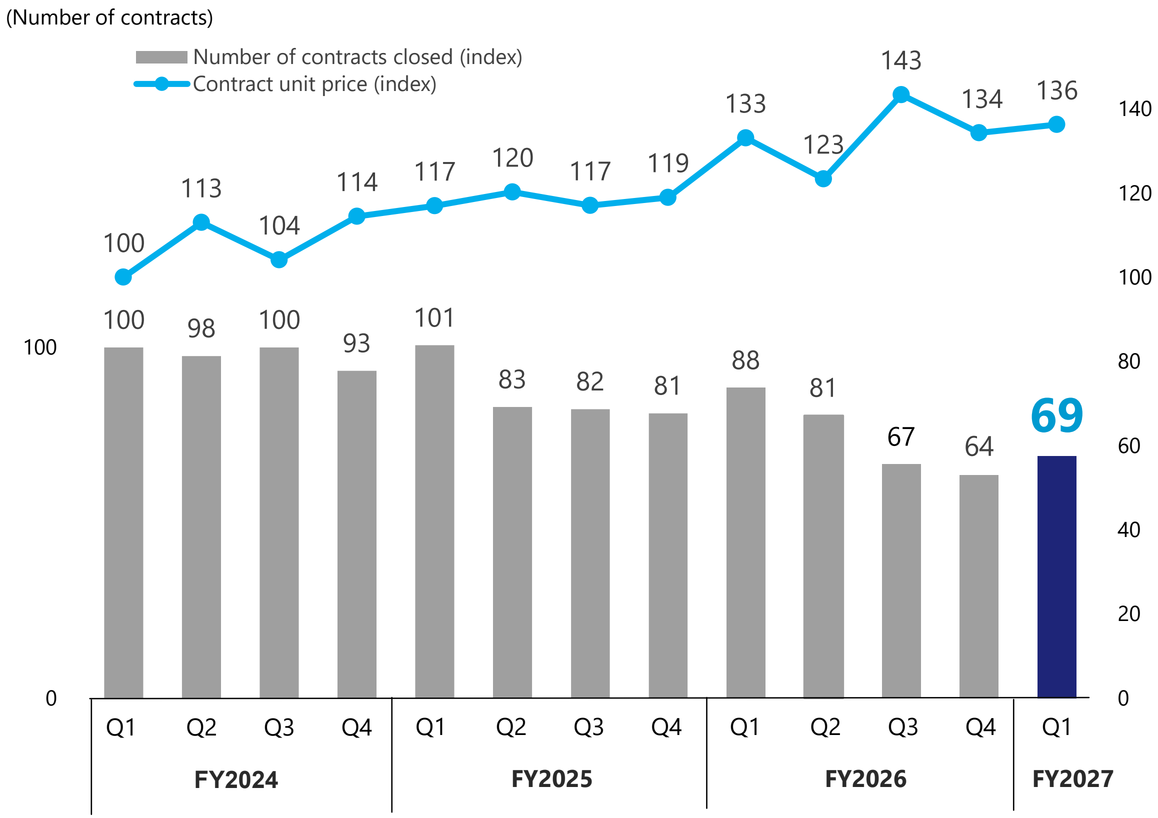
* Figures are before eliminating internal sales within consolidated companies

[HR Solution Business - Recruitment] Trends in Major KPIs

- The contract unit price remained comparatively high QoQ, and the number of contracts closed is on a recovery trend.
- As a result of focusing on prioritizing and improving productivity in a continuation from the previous fiscal period, the value of contracts closed per consultant on average improved by **10.4% YoY**.

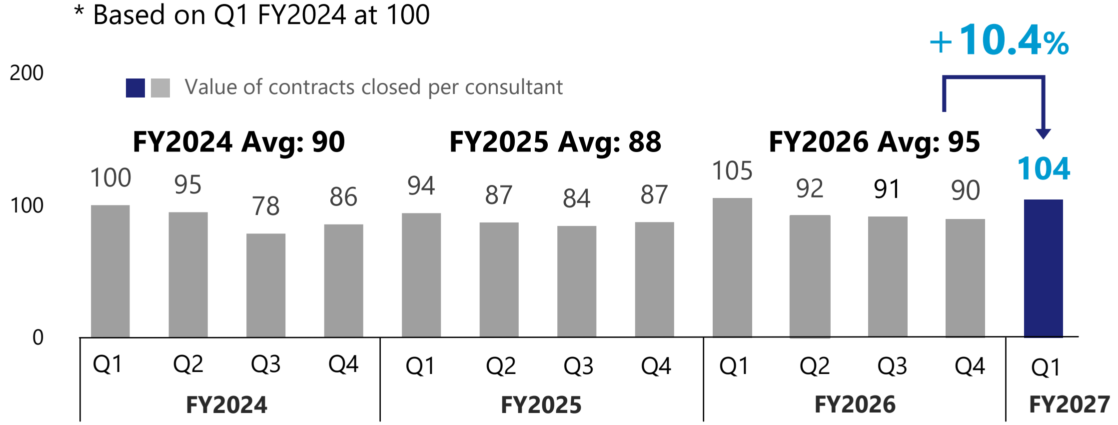
Number of contracts closed and unit price

* Number of contracts closed and unit price: Index based on Q1 FY2024 at 100

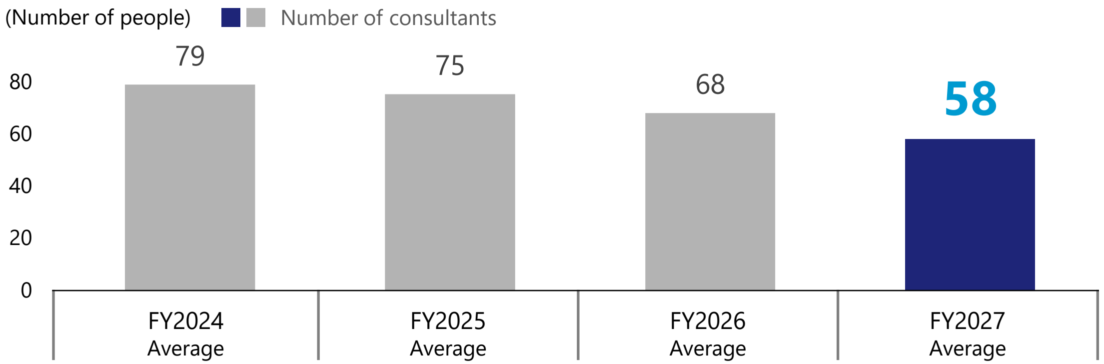


Value of contracts closed per consultant

* Based on Q1 FY2024 at 100



Number of consultants (average)



[Media & Solutions Business] Financial Highlights of Q1 FY2027

- Despite steady expansion in the previous fiscal year, the job advertisement business (Kojo Works) recorded **reduced revenue and profit.** This was due to smaller advertisement budgets among major staffing company clients amid strong new graduate hiring and falling demand due to the impact of the situation in the Middle East. We aim for swift recovery in Q2 through increased sales to major clients and thorough cost control.

Q1 actual results

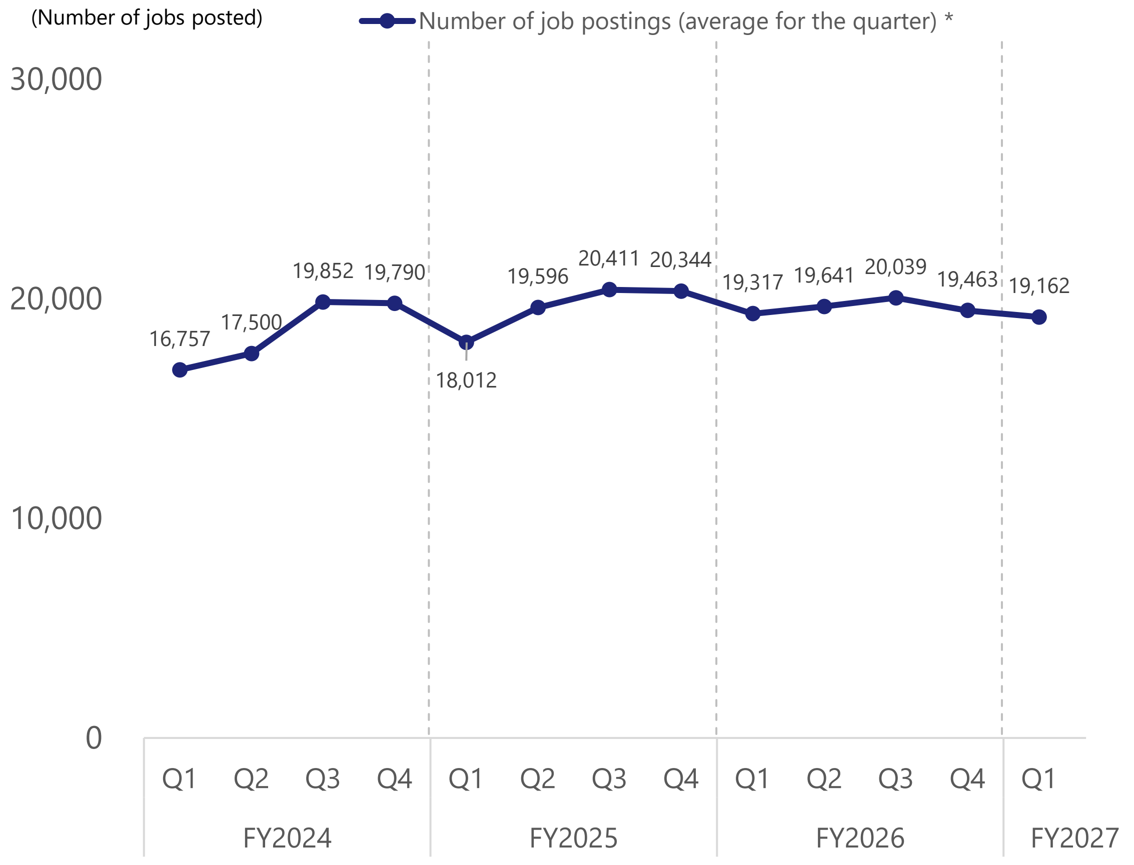
(million yen)	FY2026 (Q1)	FY2027 (Q1)	YoY	Earnings forecast	Progress rate
Revenue*	311	**289**	-7.0%	1,452	20.0%
Job advertisement, Recruitment	311	**289**	-7.0%	-	-
Internal revenue or transfers between segments	-	**-**	-	-	-
Gross profit	277	**256**	-7.5%	-	-
Gross profit margin	89.1%	**88.6%**	-0.5 pts	-	-
Segment profit	116	**87**	-24.3%	-	-
Segment profit margin	37.2%	**30.3%**	-6.9 pts	-	-
EBITDA	123	**94**	-22.9%	-	-
EBITDA margin	39.5%	**32.8%**	-6.7 pts	-	-

* Figures are before eliminating internal sales within consolidated companies

[Media & Solutions Business - Job Advertisements] Trends in Major KPIs

- The number of job postings remained mostly unchanged QoQ. Trading unit prices decreased, but the number of trading clients increased QoQ. We will continue initiatives from the previous fiscal year to increase the number of customers and number of job postings and raise monthly revenue without reducing productivity by redefining core/non-core work.

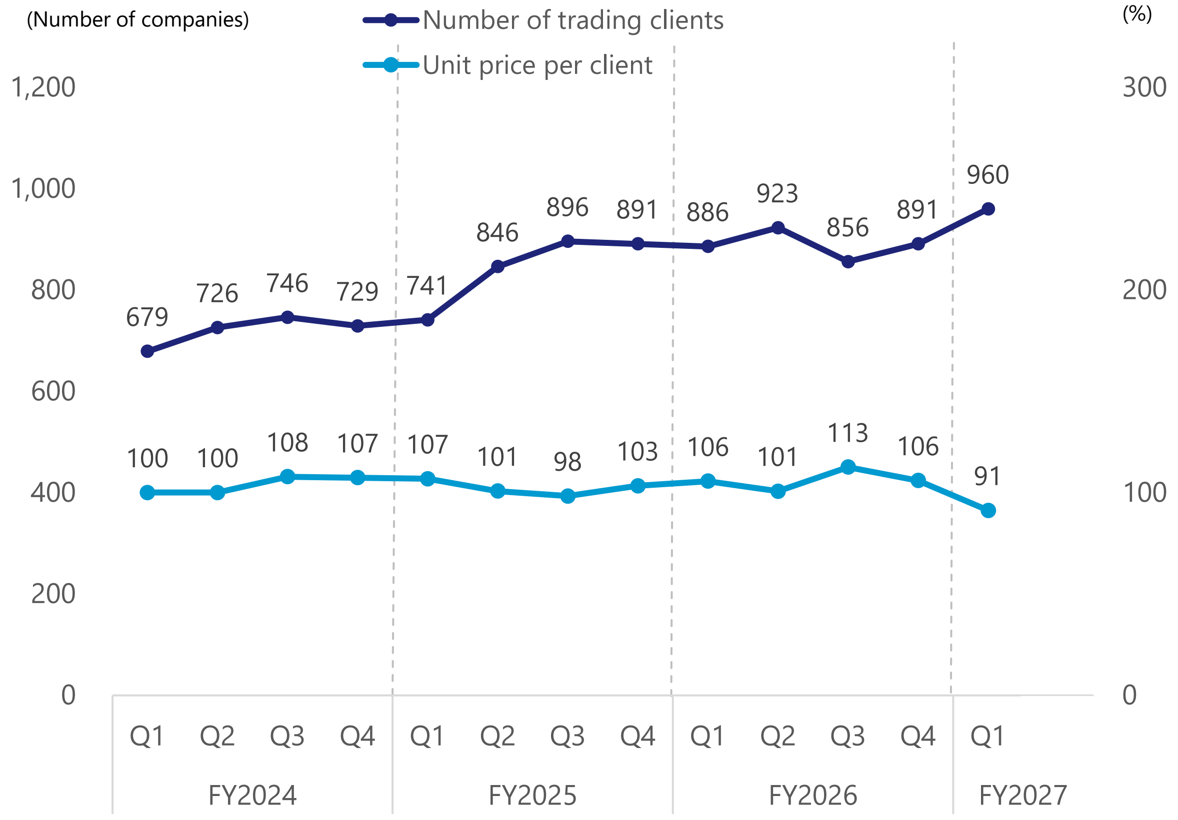
Kojo Works' number of job postings



* To properly represent the level during the period, from the current period the average value for the quarter is used

Kojo Works' number of trading clients and unit price per client

Unit price per client: Index based on the FY2024 (Q1) at 100



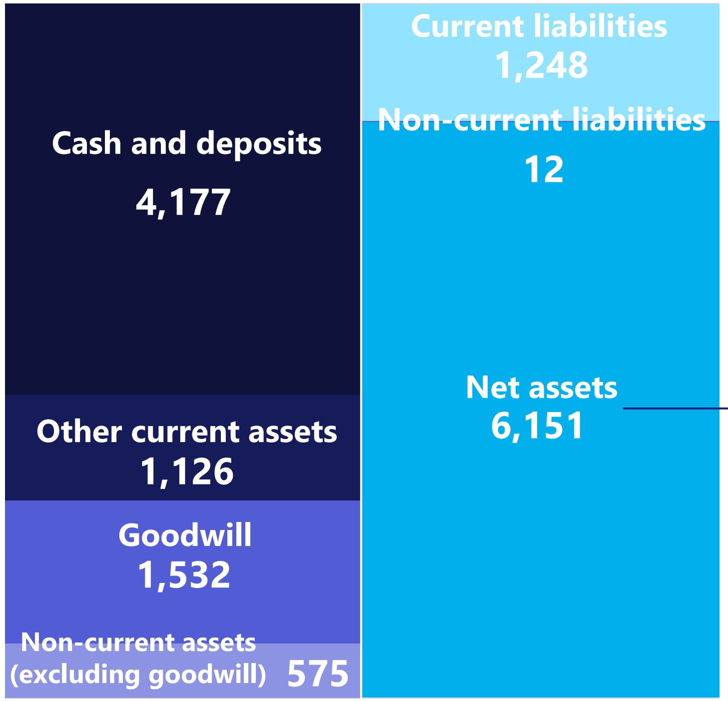
* The number of trading clients is calculated as the cumulative number of companies on a quarterly basis

[Consolidated] Balance Sheets/Statements of Cash Flows

- There was a **decrease** in cash and cash equivalents of **218 million yen** consisting of cash flows from operating activities (+75 million yen), cash flows from investing activities (-45 million yen), and cash flows from financing activities (-248 million yen).
- In addition, all external borrowings related to subsidiaries were fully repaid in the previous fiscal year. Net cash of **4.17 billion yen** along with an equity ratio of **82.4%** continued to secure high financial stability.

Balance sheet at the end of Q1 FY2027

(million yen)



Share capital	536 million yen
Capital surplus	3,911 million yen
Retained earnings	2,398 million yen
Treasury shares	-741 million yen
Share acquisition rights	45 million yen
Non-controlling shareholders' equity	1 million yen

* With regard to borrowings, there are no external borrowings as all borrowings were repaid in full in FY2026.

Cash flows for Q1 FY2027

(million yen)

Cash and cash equivalents as of March 31, 2026	**4,395**
Cash flows from operating activities	**+75**
Cash flows from investing activities*1	**-45**
Cash flows from financing activities*2	**-248**
Increase/decrease in cash and cash equivalents	**-218**
Cash and cash equivalents as of June 30, 2026	**4,177**

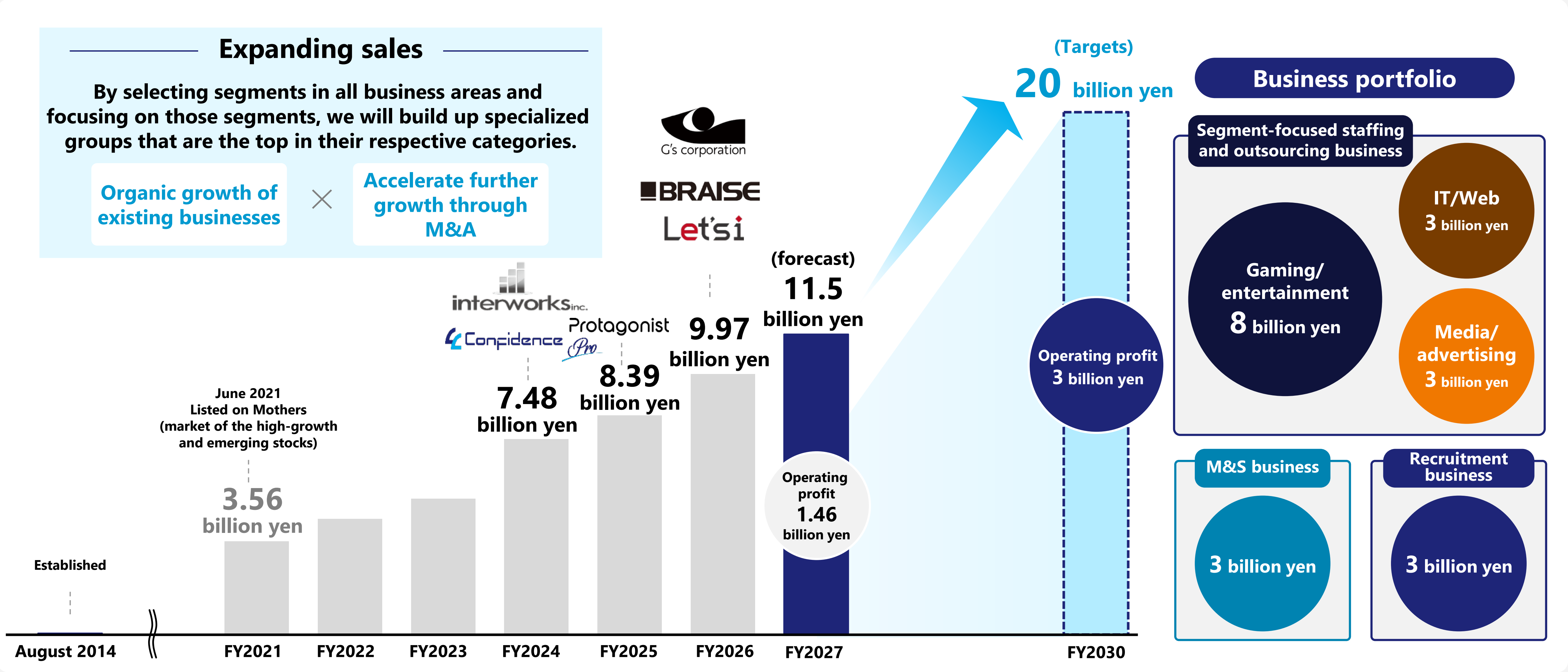
*1 Payments for acquisition of property, plant and equipment: -28 million yen, etc.

*2 Dividend payments of 250 million yen, etc.

Financial indicators	
Net cash	**4.17 billion yen**
Equity ratio	**82.4%**
ROE	**15.1%**
Goodwill vs. equity ratio	**0.25x**

Future Growth Indicators: Quantitative Objective

- In addition to the steady growth achieved by Confidence independently since its listing, proactive M&A **has accelerated the growth rate of revenue**.
- By selecting segments in all business areas and focusing on those segments, we will build up specialized groups that are the top in their respective categories.



03

Shareholder Return

Shareholder Return Policy | Dividend Results/Forecast

Basic Policy on Shareholder Returns /Target Indicators

Makes it a basic policy to pay **continuous** and **stable** dividends while retaining the necessary internal reserves for future business expansion and bolstering of the Company's financial position

Higher capital efficiency → **ROE (Return on equity)**

Shareholder returns → **Payout ratio**

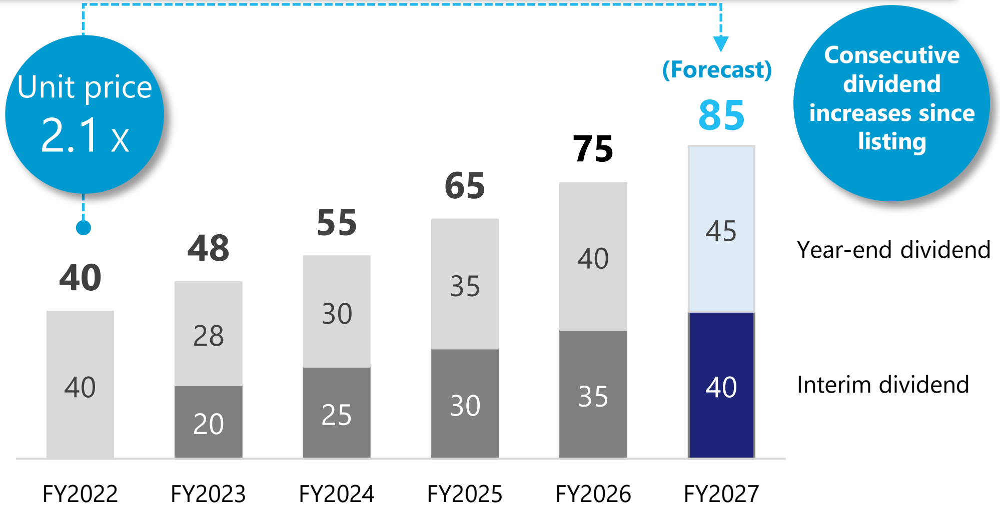
ROE (Return on equity) × **Payout ratio** = **DOE (Dividend on equity ratio)**

Payout ratio: **Over 30%**

DOE: **Over 10%**

* Future achievement goals

Dividend Results/Forecast



	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	YoY
Payout ratio	33.8%	35.6%	45.1%	38.7%	58.4%	56.8%	-1.6pts
ROE	46.5%	33.8%	18.2%	17.7%	13.3%	15.1%	+1.8pts
DOE	15.7%	12.1%	8.2%	6.8%	7.7%	8.5%	+0.8pts
Dividend yield*1	1.9%	2.6%	3.3%	4.3%	5.0%	5.6%*2	+0.6pts

*1 Calculated based on the share price at the end of the fiscal year

*2 Assumed share price of 1,522 yen (closing price on July 31, 2026) for dividend yield calculation

04

Business Topics

Business Topics - Press Releases

Summary of Business Topics

Apr. 1, 2025
Let's i, Inc., which is based in Osaka and develops creator-specialized HR solution services, became a consolidated subsidiary of the Company

June 1, 2025
Consolidated subsidiary Let's i, Inc. established Tokyo office

July 1, 2025
The BRAISE group, which produces programs for commercial and NHK-related broadcasters in the video media industry, became a consolidated subsidiary of the Company

Jan. 23, 2026
Establishment of CIW Split Preparation Company A and CIW Split Preparation Company B as preparatory companies

Apr. 7, 2026
Subsidiary Protagonist Inc., which specializes in AI, Web3, and Deep Tech, fully renewed Plus Web 3, their in-house website.

Apr. 28, 2026
Launched the Scout Agency Service - Light Plan, a direct consulting service for enterprises though a business partnership with MiNE Inc.

June 1, 2026
Moved the Tokyo office and merged it into the Shinjuku office

June 11, 2026
In the recruitment business, an Interworks Confidence consultant won the MVP award at the "JAPAN HEADHUNTER AWARDS 2026," hosted by BizReach, a career-change website.

July 1, 2026
Established "Be Sports Confidence Game Lab Hamamatsucho", a continuous employment support type B business specializing in e-sports utilization.

Aug. 5, 2026
Launched the official Interworks Confidence PR note account.

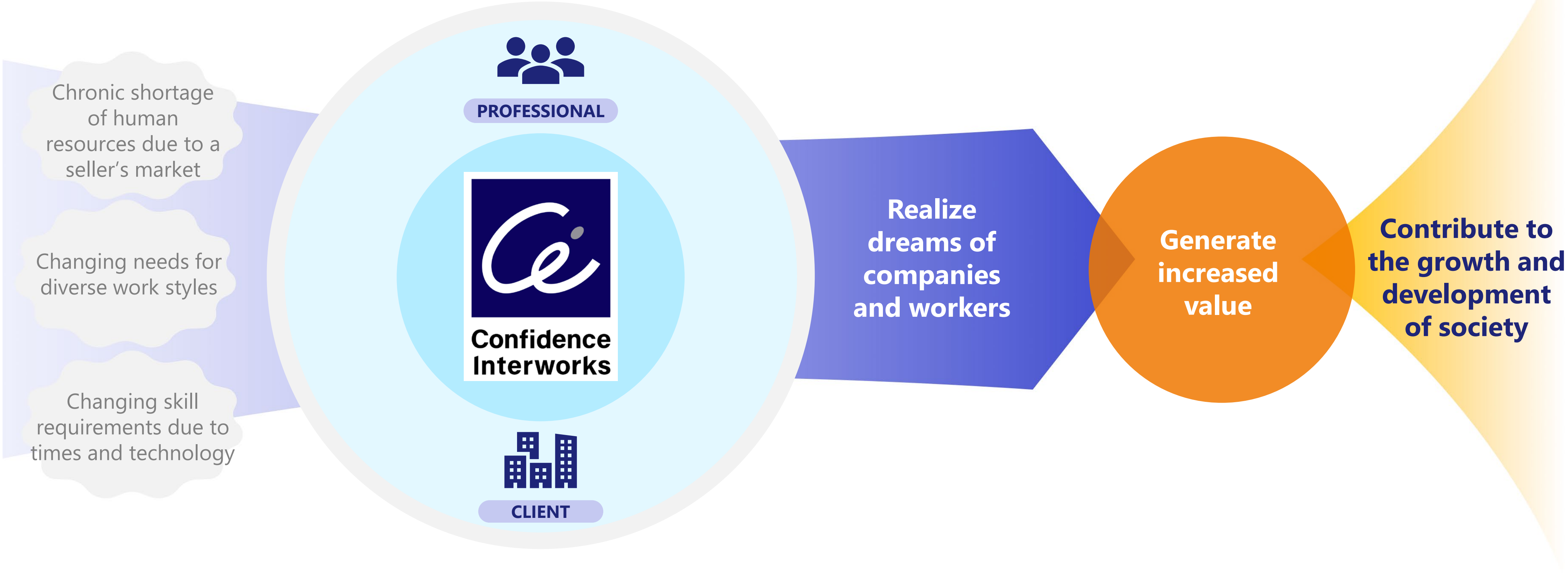
Appendix.

Vision

Vision

Empowering Professionals to Create the Future Together

Our goal is to help many professionals achieve their dreams in a society that values diversity, and to make a positive impact on their companies, industries and society, creating a society with endless opportunities.



Company Overview

Company Profile

Company name	Kabushiki Kaisha Confidence Interworks (English name: Interworks Confidence Inc.)
Representative	Nobuyuki Takushi, President
Established	August 2014
Head office	BYGS Shinjuku Bldg. 10F 2-19-1 Shinjuku, Shinjuku-ku, Tokyo
Local Office	Nagoya ｜ Osaka ｜ Fukuoka
Consolidated subsidiary	Confidence Pro Inc. ｜ Protagonist Inc. ｜ Let's i, Inc. ｜ BRAISE Inc. ｜ G's Corporation Inc.
Officers	President: Nobuyuki Takushi; Director: Takuro Yoshikawa; Director: Koji Nagai; Outside Director: Reona Amemiya; Outside Director: Midori Mizutani; Outside Director: Hirofumi Miki; Outside Director: Hiroshi Kawano; Outside Auditor: Takashi Yachi; Outside Auditor: Tadahiko Yasukuni; Outside Auditor: Kenya Fujimori
Paid-in capital	536 million yen (as of June 30, 2026)
Line of business	HR solution business (staffing, outsourcing, recruitment), Media & solutions business
No. of employees	1,301 (as of June 30, 2026) [consolidated]

Corporate History

- **Aug. 2014** — Establishment of Confidence Inc. Involved in HR solution business specializing in the gaming industry since its inception
- **May 2018** — Made Dolphin Corporation, a company engaged in web promotion business, a subsidiary
- **Apr. 2020** — Set up Shinjuku-Gyoen Studio as an outsourcing base
- **Jun. 2021** — Listed on the Tokyo Stock Exchange Mothers Market (currently Growth Market)
- **May. 2022** — Relocated head office to Shinjuku-ku, Tokyo (current office)
- **Apr. 2023** — Established Confidence Pro Inc. to provide freelance matching services
- **Aug. 2023** — Merger by absorption of Interworks, Inc. Changed company name to "Kabushiki Kaisha Confidence Interworks" (English name: "Interworks Confidence Inc.")
- **Feb. 2024** — Made Protagonist Inc., a Web 3.0 x HR Tech business, a consolidated subsidiary
- **Dec. 2024** — Transferred shares owned in consolidated subsidiary Dolphin Inc.
- **Apr. 2025** — Made Let's i, Inc., which is based in Osaka and develops creator-specialized HR solution services, a consolidated subsidiary
- **Jul. 2025** — The BRAISE group, which produce programs for commercial and NHK-related broadcasters in the video media industry, a consolidated subsidiary of the Company
- **Jan. 2026** — Establishment of CIW Split Preparatory Company A Inc. and CIW Split Preparatory Company B Inc. as preparatory companies for the Group reorganization
- **Jun. 2026** — Moved the Tokyo office and merged it into the Shinjuku office.
- **Jul. 2026** — Established "Be Sports Confidence Game Lab Hamamatsucho", a continuous employment support type B business specializing in e-sports utilization.

Business Structure｜Services

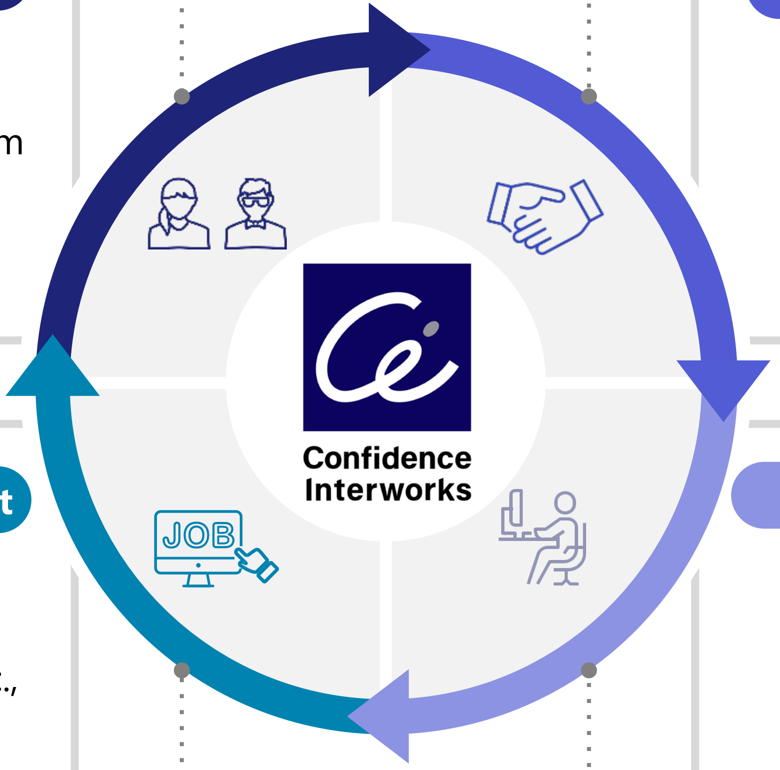
- Confidence has created an operating structure that can respond to a wide range of client needs **in a comprehensive manner** as a leading human resources company.

Staffing ｜ Staffing, Freelancers

- Dispatch personnel with the skills required by the client company from among our own registered workers for the required period of time

Career ｜ Recruitment

- Act as an intermediary between job seekers and companies, thereby introducing appropriate job seekers to companies seeking human resources



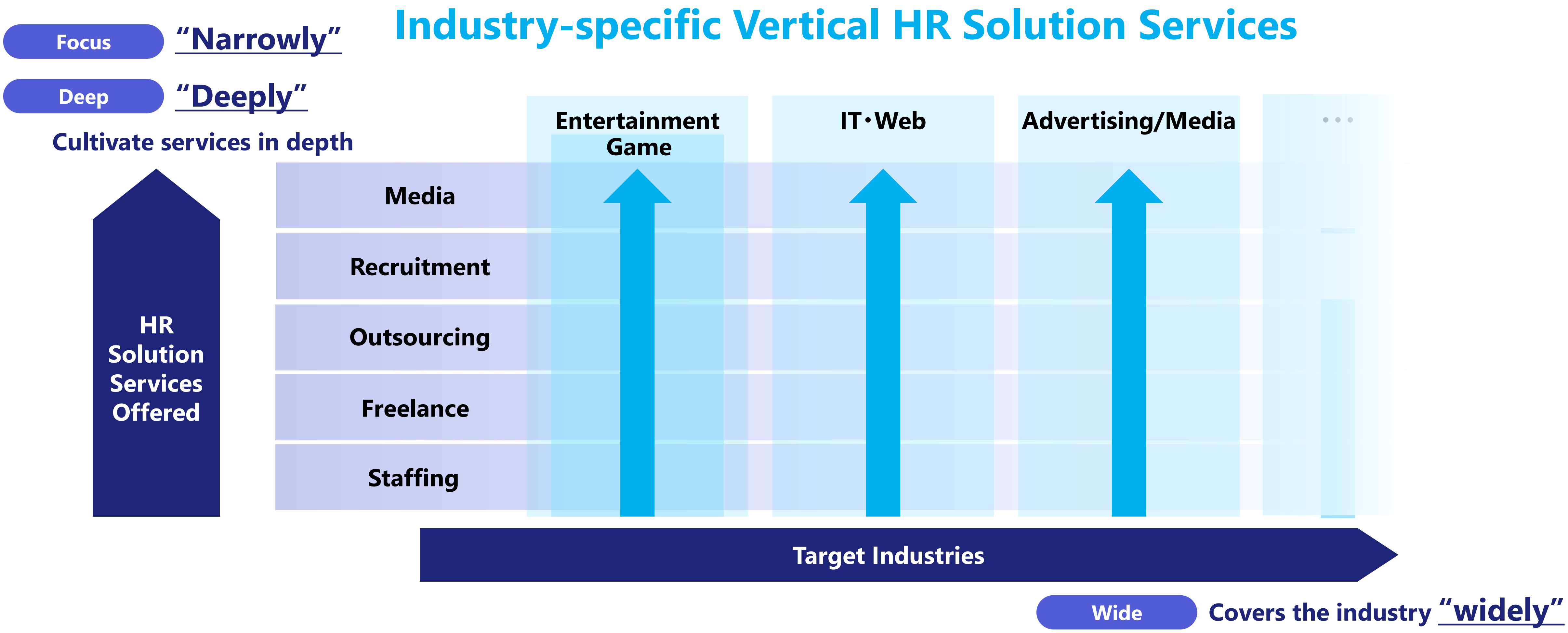
Job Advertisement ｜ Job Advertisement

- Provide opportunities to match companies by posting information on job openings on web media, etc., and provide information to applicants

Outsourcing ｜ Outsourcing

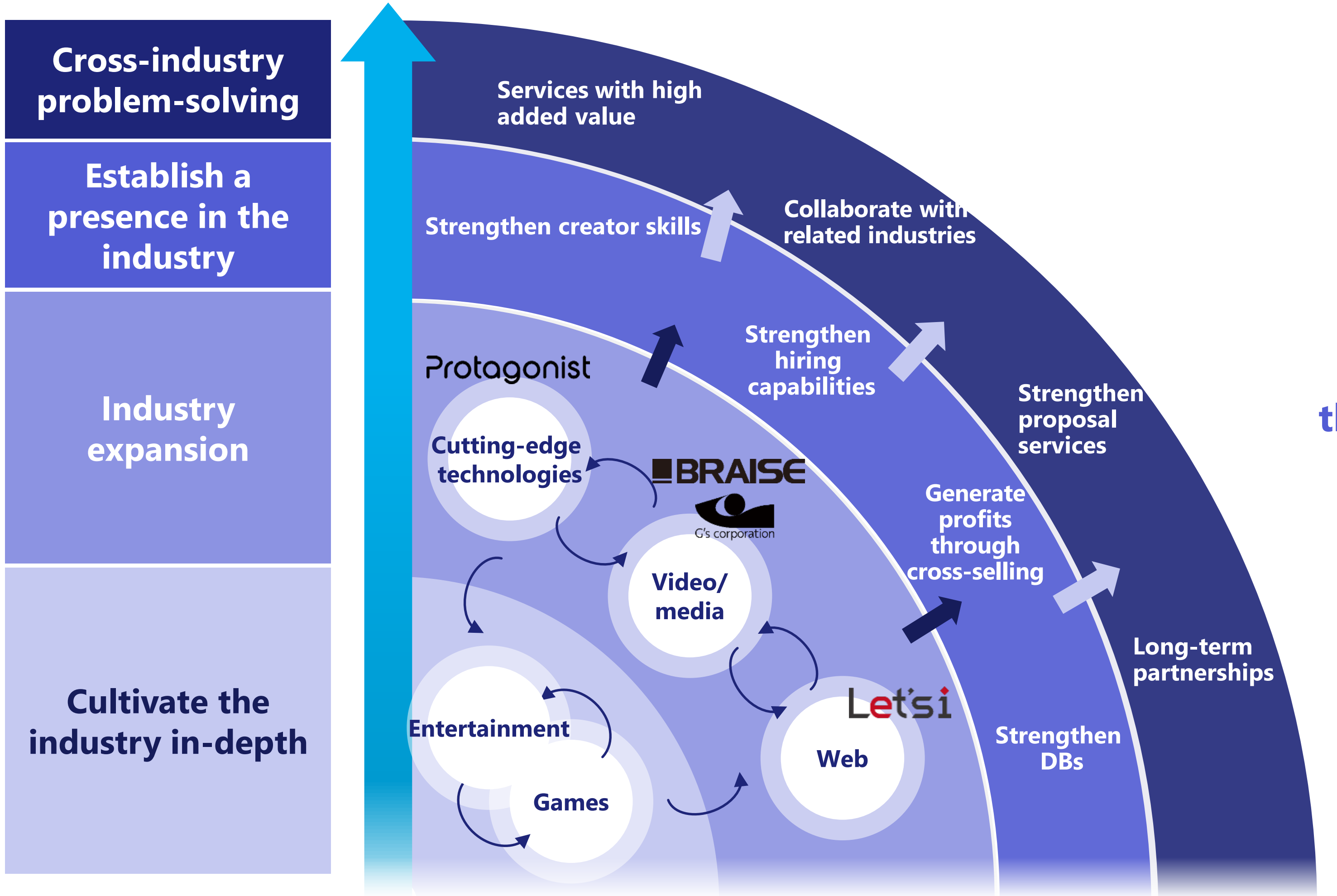
- Undertake various types of work in bulk or in part from client companies, and perform work on their behalf after implementing work instructions and worker management

- Created a system capable of providing a full range of major human resource services.
- Strategy to expand services **widely** to other industries with reproducibility, starting from the business base cultivated in the gaming and entertainment industries, while engaging in specialized industries **narrowly** and providing services to customers **deeply**.



Expansion of HR Solution Services Business | Future We Hope to Achieve/Worldview Goals

- As a response to changing business conditions in the gaming industry, we will accelerate business expansion in HR solution services, which is one of the growth strategies we proposed upon listing.
- As a primary source of revenue following the gaming industry, we will expand business toward areas which have a high affinity with the career ambitions and skills of the Company's creators.



Evolve into a key company that provides solutions to industry issues
Solve social issues in collaboration with all stakeholders

Promote creator LTV maximization and HR crossover in the entertainment industry, thereby contributing to industry development

Expand supported job types and broaden career potential through business development in areas with high affinity

Establish our position as No. 1 in the category for gaming industry specialized staffing business

Growth Strategy | M&A Actual Results

■ Since the Company was listed, the actual results of M&A undertaken for accelerating growth are as follows.

Interworks absorption-type merger in August 2023

Expanding our business model

Confidence Interworks

Surviving company

Absorption-type merger

Dissolving company

Confidence ← interworks inc.

Protagonist became a consolidated subsidiary in February 2024

Expanding into new areas

Confidence Interworks → Make a consolidated subsidiary → Protagonist Inc.

Let's i became a consolidated subsidiary in April 2025

Expanding into new areas

Confidence Interworks → Make a consolidated subsidiary → Let's i, Inc.

The BRAISE Group became a consolidated subsidiary in July 2025

Expanding into new areas

Confidence Interworks → Make a consolidated subsidiary → BRAISE, Inc. / G's Corporation, Inc.

Growth Strategy ｜ Toward a Transition to the Prime Market

- Aim to achieve revenue of 20 billion yen and operating profit of 3 billion yen (operating profit margin of 15%) and meet the criteria of total market capitalization of tradable shares and market capitalization for a transition to the Prime Market at an early stage

Transition to the Prime Market: Quantitative Criteria

			End of Mar. 2023	End of Mar. 2024	End of Mar. 2025	End of Mar. 2026	End of Mar. 2027
Liquidity	Number of shareholders	No less than 800	○	○	○	○	○ (Estimate)
Liquidity	Number of shares in circulation	No less than 20,000 units	×	○	○	○	○ (Estimate)
Liquidity	Total market capitalization of tradable shares	No less than 10 billion yen	×	×	×	×	Aim for early achievement
Liquidity	Market capitalization	No less than 25 billion yen	×	×	×	×	Aim for early achievement
Governance	Ratio of tradable shares	No less than 35%	○	○	○	○	○ (Estimate)
Operating Results and Financial Condition	Revenue base	Total profit for the last two years is no less than 2.5 billion yen	×	×	×	×	○ (Estimate)
Operating Results and Financial Condition	Financial Condition	Net assets of no less than 5 billion yen	×	○	○	○	○ (Estimate)

IR Information

- We are working to provide timely and easy-to-understand information to our shareholders and investors
- Interworks Confidence will continue to actively disseminate information to raise awareness of and build trust in our IR activities

Information dissemination using IR note magazine and official X account

Confidence Interworks

We are also working to provide timely and easy-to-understand information to our shareholders and investors

IR note magazine

Supplementary explanations of financial results, Q&A, Monthly Report, etc.

https://note.com/ciw_ir

Official X account

Instant updates on the latest financial results, IR events, and release information

@ciw_ir

Enhancement of explanations for individual investors

<FY2024>
- Wealth advisor Online IR fair for individual investors
- Kabu Berry Lab
- STOCKVOICE Asset Building Festa 2024
- Seminar for individual investors hosted by Nihon Securities Journal Inc.

<FY2025>
- Shonan Investment Study Group
- NIKKEI IR & Individual Investor Fair 2024
- Corporate IR Seminar for Long-Term Individual Investors
  – A Forum for Dialogue Between Companies and Investors
- Kobe Investment Study Group
- Asset Management EXPO
- Seminar for individual investors hosted by Nihon Securities Journal Inc.

<FY2026>
- Kabu Berry Lab
- Tokyo Investment Study Group

<FY2027>
- Kabu Berry Lab

Confidence Interworks

Empowering Professionals to Create the Future Together

Inquiries about this material: IR staff, FP&A Division（ir@ciw.jp）

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In addition, the information contained in this material and related to matters other than the Company has been quoted from publicized information. The Company has made no verification about the accuracy and appropriateness, etc. of such information, and provides no guarantee about it.