



Fiscal Year Ended March 2024 (FY2024)

# Financial Results Briefing Material

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

Securities code : 7374



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The background features abstract, flowing wavy lines in shades of purple and blue, creating a sense of movement and depth. The lines are thin and densely packed, forming a pattern that resembles a stylized wave or a series of overlapping curves.

# 01

## **Executive Summary**

# Executive Summary

## FY2024 (Actual results)

### Achieved significant year-on-year growth for both revenue and profit

Operating profit also continued to increase despite amortization of goodwill resulting from the merger with Interworks on August 1, 2023.

\* FY2024 results incorporate Interworks' results for the eight-month period from August 2023 to March 2024.

- Revenue : **7,488** million yen (**+44.1%** YoY)
- Gross profit : **3,493** million yen (**+89.7%** YoY) | Gross profit margin: **46.7%** (**+11.3** pts YoY)
- Operating profit : **1,195** million yen (**+28.0%** YoY) | Operating profit margin: **16.0%** (**-2.0** pts YoY)

## FY2025 (Forecast)

### Continued double-digit revenue and profit growth

Forecasts are based on organic growth, aiming for a **growth rate of +15% to 20%**

Target an **operating profit margin in excess of 15%** to achieve both growth and profitability, while looking to expand into new areas of business

- Revenue : **9,000** million yen (**+20.2%** YoY)
- Gross profit : **4,476** million yen (**+28.1%** YoY) | Gross profit margin: **49.7%** (**+3.0** pts YoY)
- Operating profit : **1,400** million yen (**+17.1%** YoY) | Operating profit margin: **15.6%** (**-0.4** pts YoY)

## Shareholder Returns

### Consecutive dividend increases since listing

- FY2024 (Actual results): Annual dividend **55.0** yen (Interim **25.0** yen | Year-end **30.0** yen) | Payout ratio **45.1%** | DOE **8.2%**
- FY2025 (Forecast) : Annual dividend **65.0** yen (Interim **30.0** yen | Year-end **35.0** yen) | Payout ratio **46.4%**

# Highlights for FY2024 | Merged with Interworks by Absorption-type Merger to Expand Business Domain

- The addition of Interworks' media, recruitment, and outsourcing services to Confidence's mainstay staffing services has 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**.

## Industry-specific Vertical HR Solution Services

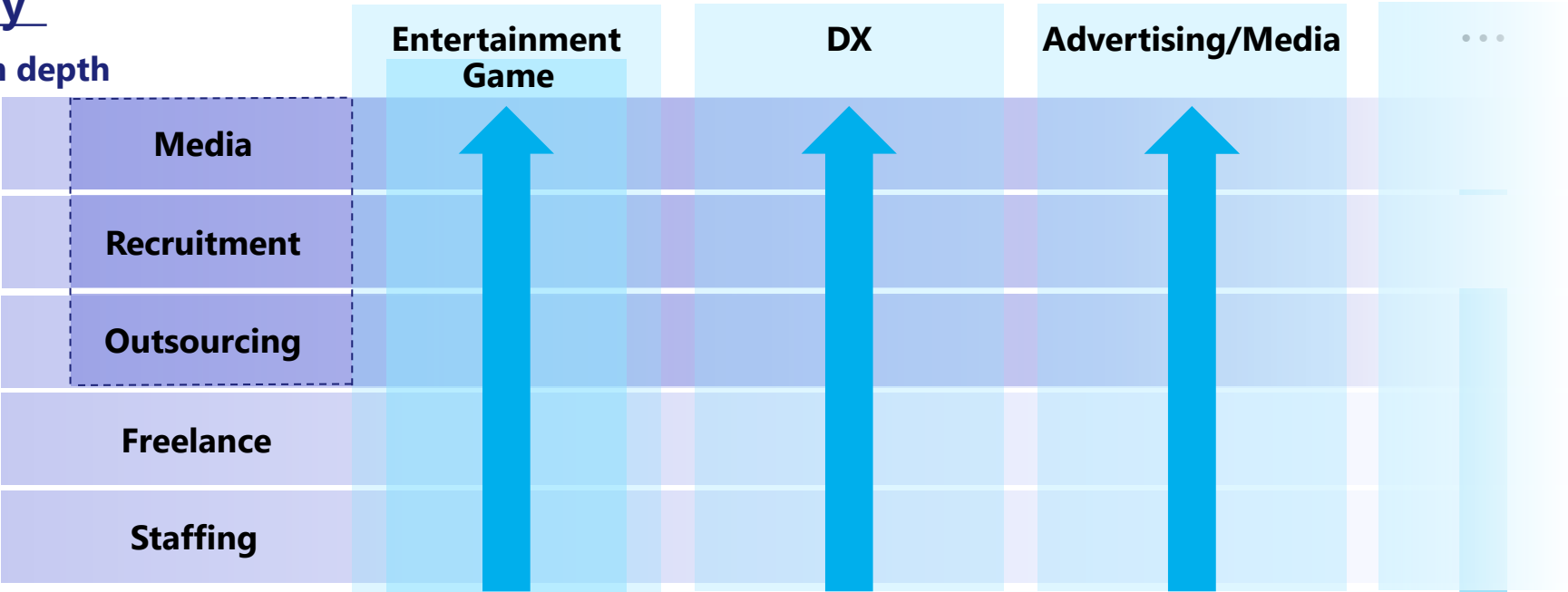
Focus

**"Narrowly"**

Deep

**"Deeply"**

Cultivate services in depth



Services expanded primarily due to the merger with Interworks



Wide

Covers the industry **"widely"**

# Strengthened Management Structure

- The management structure from July 2024 onwards is planned as follows.  
(Officially decided upon the election resolution at the general meeting of shareholders held on June 27, 2024)

## Director

| Name             | Position after election    | full-time /part-time | Reappointment /Newly appointed |
|------------------|----------------------------|----------------------|--------------------------------|
| Nobuyuki Takushi | • President                | full-time            | Reappointment                  |
| Takuro Yoshikawa | • Senior Managing Director | full-time            | Reappointment                  |
| Masatsugu Kudo   | • Managing Director        | full-time            | Reappointment                  |
| Koji Nagai       | • Director                 | full-time            | Reappointment                  |
| Reona Amemiya    | • Outside Director         | part-time            | Reappointment                  |
| Midori Mizutani  | • Outside Director         | part-time            | Reappointment                  |
| Hirofumi Miki    | • Outside Director         | part-time            | Reappointment                  |
| Hiroshi Kawano   | • Outside Director         | part-time            | Newly appointed                |

## Auditor

| Name              | Position after election | full-time /part-time | Reappointment /Continuation of term |
|-------------------|-------------------------|----------------------|-------------------------------------|
| Takashi Yachi     | • Outside Auditor       | full-time            | Reappointment                       |
| Tadahiko Yasukuni | • Outside Auditor       | part-time            | Reappointment                       |
| Kenya Fujimori    | • Outside Auditor       | part-time            | Continuation of term                |
| Yoshitaka Maruta  | • Outside Auditor       | part-time            | Continuation of term                |

# Strengthened Management Structure New Director

- Career summary of the newly appointed director is as follows
- Expected to provide advice on our business growth, including marketing, new business, and overseas development, based on his experience and knowledge in the Sony Group, a global company

## Hiroshi Kawano

Director (Outside Director)



### Expected Role

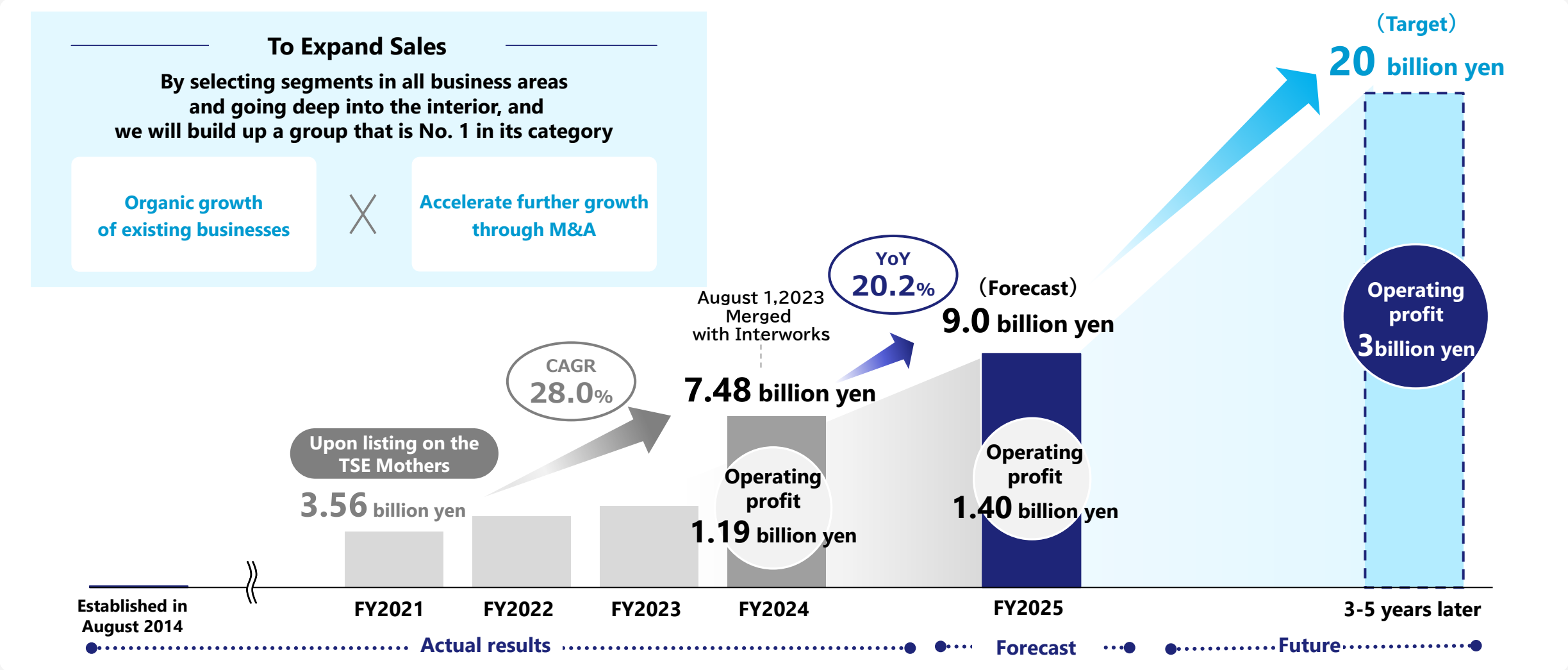
Based on his experience in business management, marketing, and launching new businesses in the Sony Group, a global company, he is expected to advise the Company to achieve further growth in the gaming and entertainment industries, and to contribute to the Company's expansion into new areas, such as overseas development, by leveraging his extensive overseas experience and network.

### Career

- April 1985** **Joined Sony Corporation (currently Sony Group Corporation)**  
Served as General Manager of Strategic Planning and Management CFO Office and General Manager of President's Office
- April 2003** **SVP, Sony Electronics Inc. (U.S.)**  
Engaged in new business development in the U.S.
- April 2010** **President, Sony Computer Entertainment Japan Inc. (currently Sony Interactive Entertainment Japan Asia Inc.)**  
Oversaw game console and game software-related business in Japan and Asia
- April 2012** **President and Representative Director, Sony Marketing Inc.**
- June 2012** **Director, Sony Computer Entertainment Inc. (currently Sony Interactive Entertainment Inc.)**
- April 2018** **Executive Vice President and Representative Director, Sony Imaging Products & Solutions Inc. (currently Sony Corporation)**
- April 2021** **Managing Director and Executive Officer, Sony Corporation**

# Growth Strategy | Future Growth Indicators: Quantitative objective

- In addition to the steady growth achieved by Confidence alone since its listing, the merger has increased the bases that drive revenue
- For all businesses, select segments and aim to become the No. 1 group, by specialization target areas.





# 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

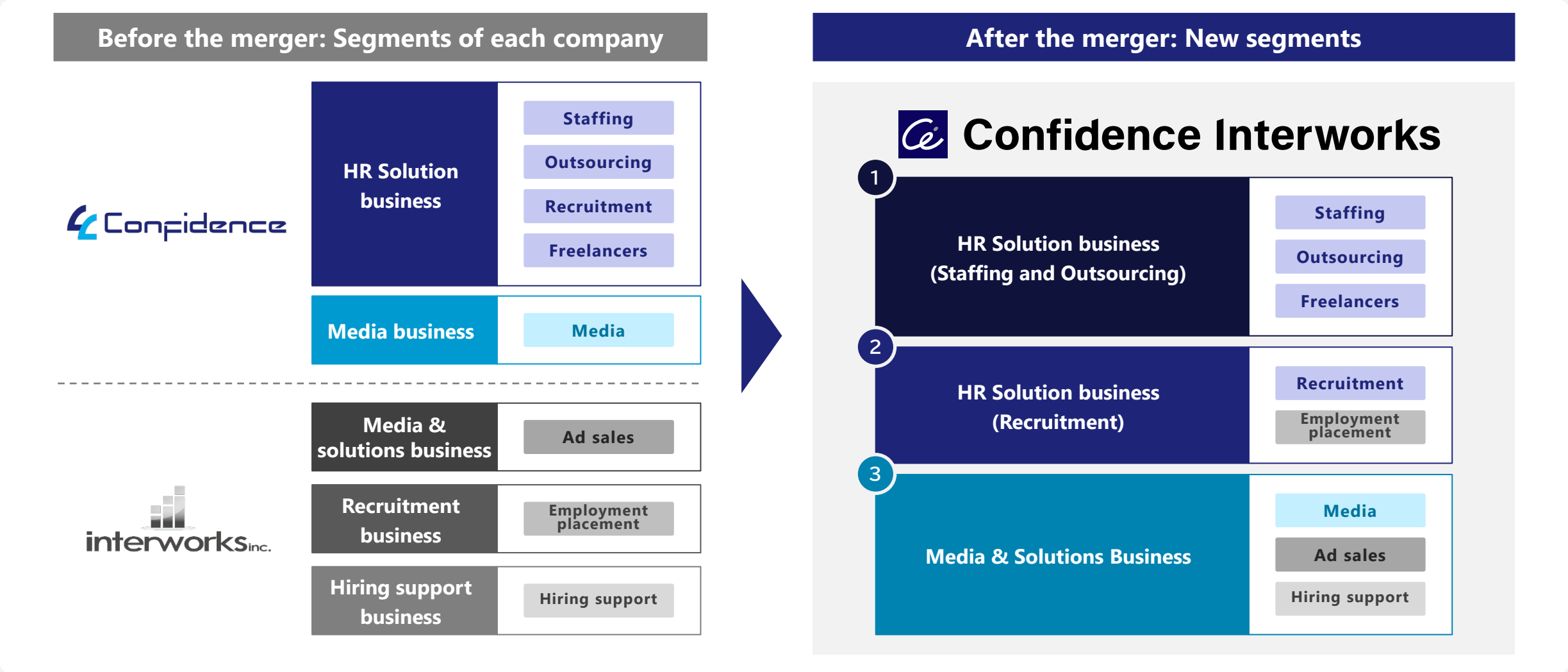
|   |  |   | End of<br>Mar. 2023 | End of<br>Mar. 2024 | End of<br>Mar. 2025       |
|---|--|---|---------------------|---------------------|---------------------------|
| Liquidity                                 | Number of shareholders                         | No less than 800  | ○              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

# 02

## **Consolidated Financial Results and Segment Results**

# Business Overview | Segmentation After the Merger

- As a result of the merger, segments and service groups were changed as shown in the figure below, and the new segment groups were reported from the financial results for Q2 FY2024



# [Consolidated] Financial Highlights of FY2024 (Cumulative)

- Significant year-on-year increases as a result due to the merger with Interworks as of August 1, 2023
- By progress rate against the full year forecast, revenue was slightly behind, while operating profit [grew steadily even after amortizing goodwill](#)

## Full-year results

▼For Interworks, 8-month results (August - March) were recorded.

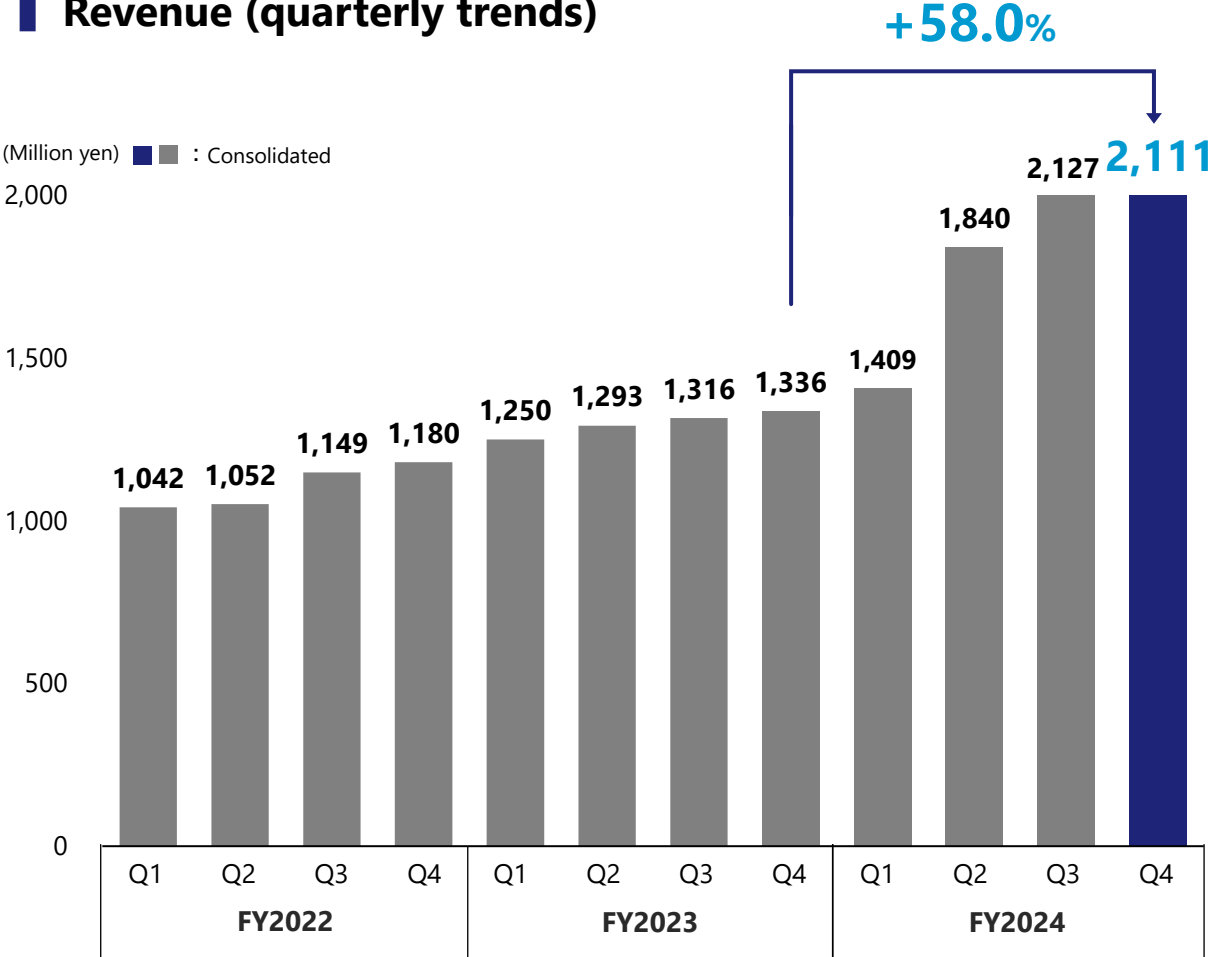
| (Million yen)           | FY2023<br>(Full year) | FY2024<br>(Full year) | YoY           | Forecast<br>(announced on<br>August 10, 2023) | Progress rate |
|-------------------------|-----------------------|-----------------------|---------------|---|---------------|
| Revenue                 | 5,197                 | <b>7,488</b>          | <b>+44.1%</b> | 8,000   | 93.6%         |
| Gross profit            | 1,841                 | <b>3,493</b>          | <b>+89.7%</b> | 3,718   | 93.9%         |
| Gross profit margin     | 35.4%                 | <b>46.7%</b>          | +11.3pt       | 46.5%   | -             |
| Operating profit        | 933                   | <b>1,195</b>          | <b>+28.0%</b> | 1,120   | 106.7%        |
| Operating profit margin | 18.0%                 | <b>16.0%</b>          | -2.0pt        | 14.0%   | -             |
| Ordinary profit         | 927                   | <b>1,142</b>          | <b>+23.2%</b> | 1,065   | 107.3%        |
| Profit                  | 617                   | <b>725</b>            | <b>+17.4%</b> | 725   | 100.1%        |
| Reference: EBITDA *     | 969                   | <b>1,346</b>          | <b>+38.9%</b> | 1,258   | -             |
| EBITDA margin           | 18.7%                 | <b>18.0%</b>          | -0.7pt        | 15.7%   | -             |

\* EBITDA = Operating profit + (Depreciation + Amortization of goodwill) | EBITDA margin = EBITDA ÷ Revenue

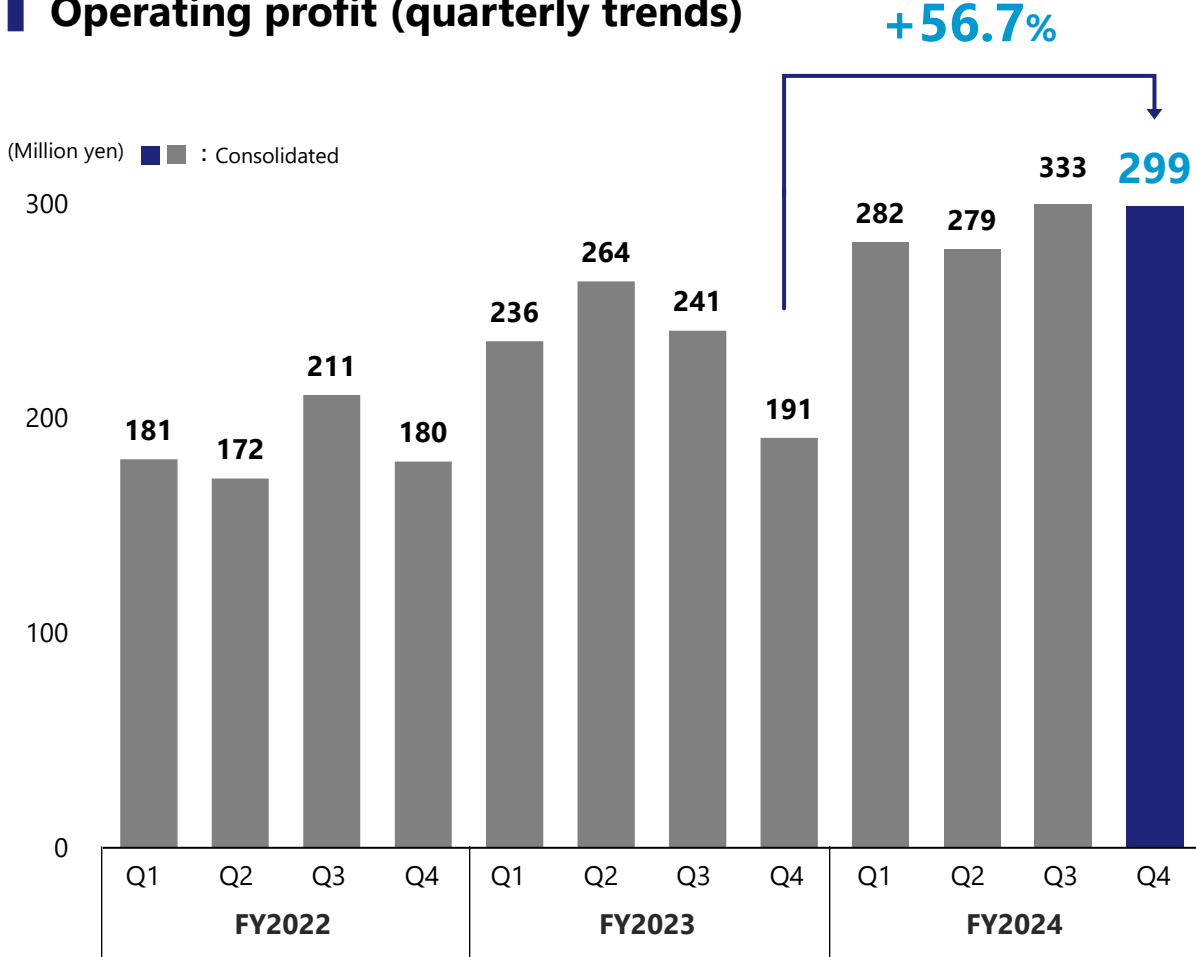
# [Consolidated] Quarterly Results Trends

- Revenue and operating profit significantly increased by **58.0%** and **56.7% year on year**, respectively, due to the merger in August 2023
- Strive for further earnings expansion in the next fiscal year based on the post-merger business foundation

## Revenue (quarterly trends)



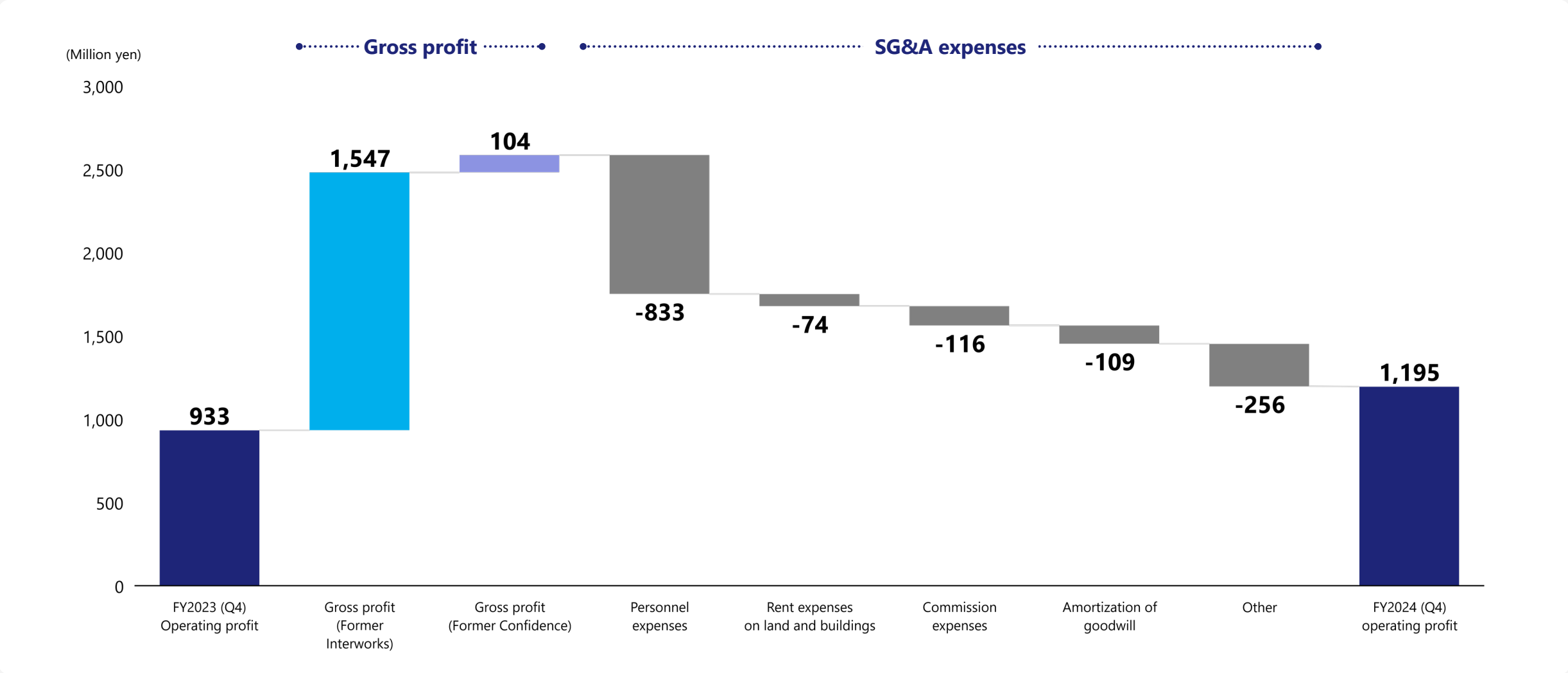
## Operating profit (quarterly trends)



\* Figures after eliminating internal sales within the consolidated companies are indicated

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

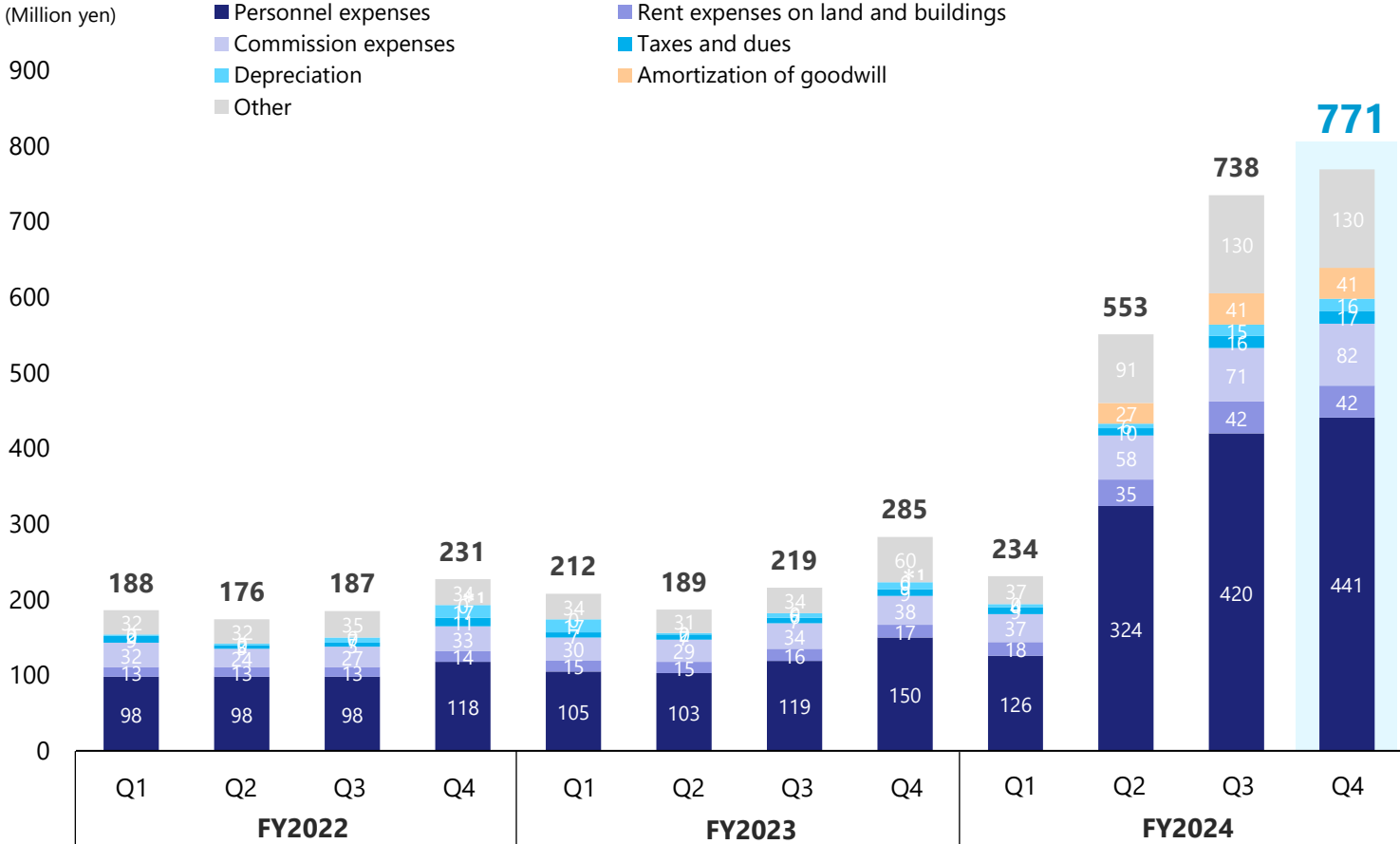
- The merger significantly increased gross profit
- Despite amortization of goodwill incurred since Q2 of the current fiscal year, increased profit was secured by optimizing back-office expenses due to the merger and other factors to offset increased costs.



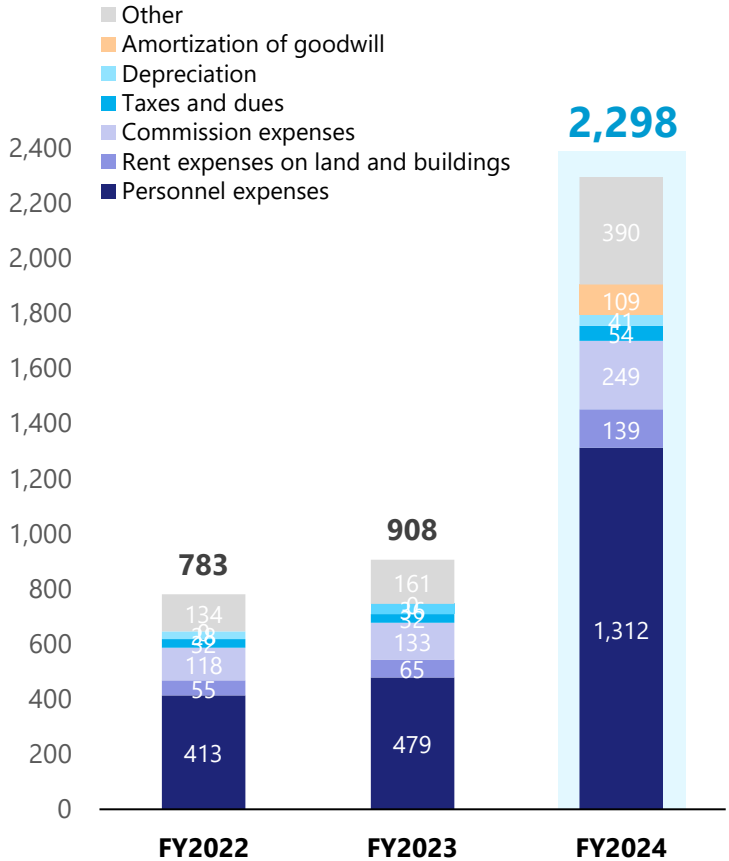
# [Consolidated] Quarterly SG&A Expenses Trends

- The merger with Interworks significantly changed the size and composition ratio of SG&A expenses
- Maintain the organizational structure to generate steady operating profit through thorough cost control

## Quarterly trends



## Annual trends



\*In light of the effects of the merger in the current fiscal year, and in view of the impact of some changes to the breakdown of account items from the second quarter of this year, changes have been made retroactively from previous years.  
 \*This graph is compiled based on management accounting classification.

# [Consolidated] Financial Highlights of FY2024 (Full Year) by Segment

- Revenue and profit increased in all segments. Significant growth due to the addition of Interworks' recruitment and media businesses
- HR Solution Business - Staffing and Outsourcing accounted for 73.3% of revenue, driving company-wide performance

## Full-year Actual Results

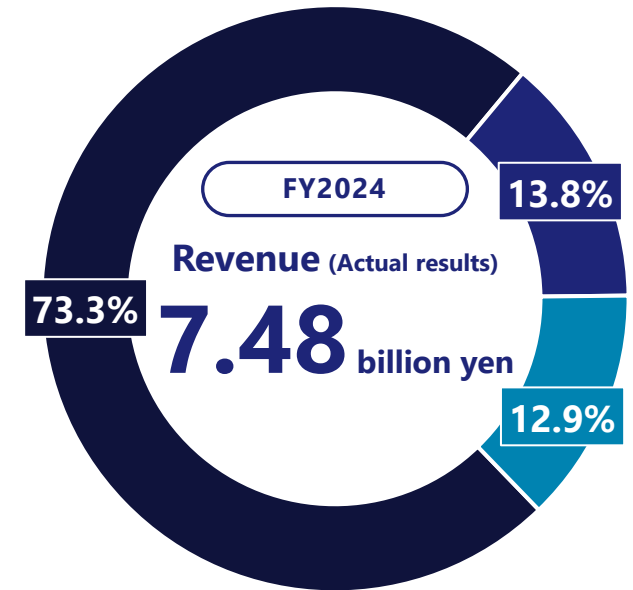
▼ Figures after reclassifying to new segments

▼ For the figures, 8-month results (August - March) of Interworks were recorded

|  | FY2023<br>(Full year) | FY2024<br>(Full year) | YoY       |
|--|-----------------------|-----------------------|-----------|
| Revenue *  | 5,197                 | <b>7,488</b>          | +44.1%    |
| HR Solution Business<br>- Staffing and Outsourcing | 5,117                 | <b>5,486</b>          | +7.2%     |
| HR Solution Business<br>- Recruitment              | 34                    | <b>1,032</b>          | +2,851.7% |
| Media & Solutions Business                         | 45                    | <b>969</b>            | +2,049.9% |
| Segment profit                                     | 1,375                 | <b>2,002</b>          | +45.6%    |
| HR Solution Business<br>- Staffing and Outsourcing | 1,352                 | <b>1,379</b>          | +2.0%     |
| HR Solution Business<br>- Recruitment              | -0                    | <b>342</b>            | -         |
| Media & Solutions Business                         | 22                    | <b>279</b>            | +1,125.1% |
| SG&A Expenses (common expenses)                    | 441                   | <b>807</b>            | +82.7%    |
| Operating profit                                   | 933                   | <b>1,195</b>          | +28.0%    |

\* Figures after eliminating internal sales within the consolidated companies

## Revenue Composition



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



# [HR Solution Business - Staffing and Outsourcing] Financial Highlights of FY2024

- The majority of this segment is dominated by the HR Solution business of the former Confidence Inc.
- The mainstay staffing business achieved growth both in revenue and segment profit. The segment profit margin remained largely the same as the year-earlier level

## Full-year results

▼ Figures after reclassifying to new segments

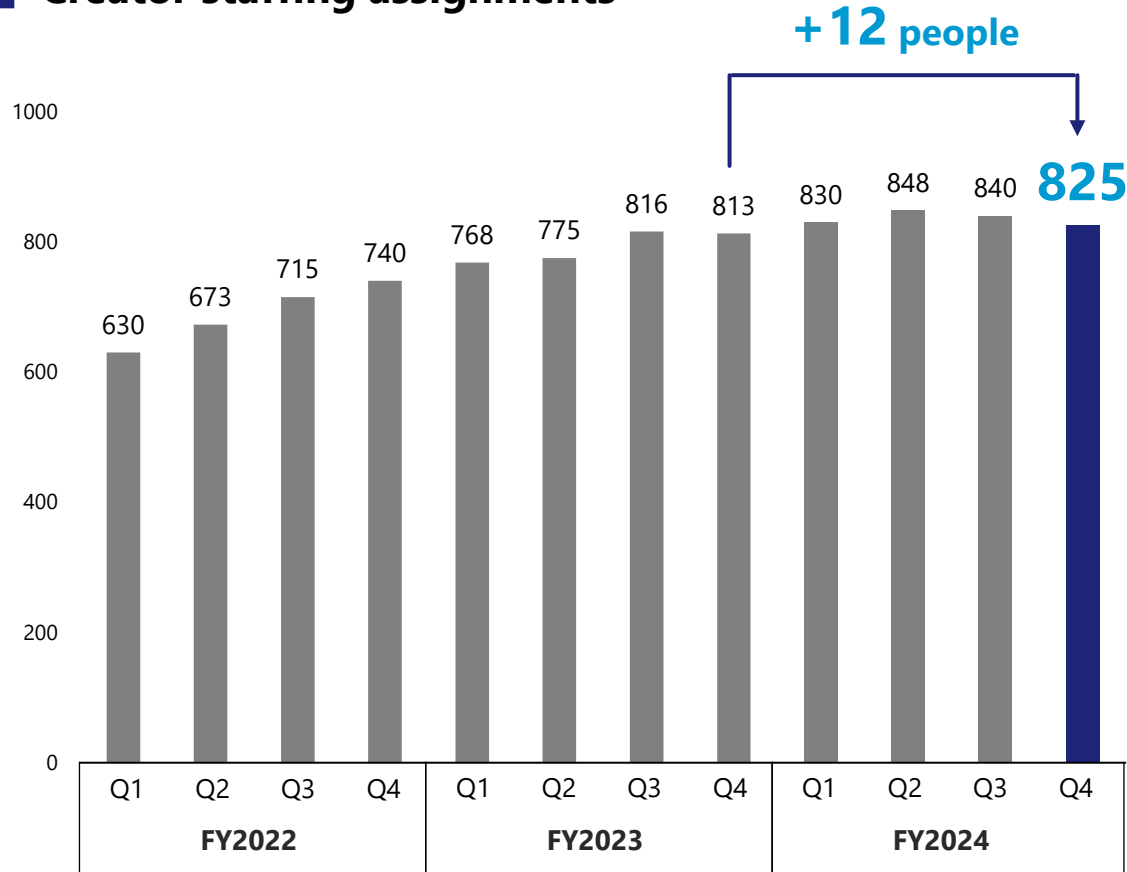
| (Million yen)             | FY2023<br>(Full year) | FY2024<br>(Full year) | YoY    | Forecast<br>(announced on<br>August 10, 2023) | Progress rate |
|---------------------------|-----------------------|-----------------------|--------|---|---------------|
| Revenue *                 | 5,117                 | <b>5,486</b>          | +7.2%  | 5,714   | 96.0%         |
| Staffing                  | 4,898                 | <b>5,293</b>          | +8.1%  | -   | -             |
| Outsourcing and<br>others | 219                   | <b>193</b>            | -12.1% | -   | -             |
| Gross profit              | 1,777                 | <b>1,889</b>          | +6.3%  | -   | -             |
| Gross profit margin       | 34.7%                 | <b>34.4%</b>          | -0.3pt | -   | -             |
| Segment profit            | 1,352                 | <b>1,379</b>          | +2.0%  | -   | -             |
| Segment profit margin     | 26.4%                 | <b>25.1%</b>          | -1.3pt | -   | -             |

\*1 Figures after eliminating internal sales within the consolidated companies are indicated \*2 The freelance matching business operated by Confidence Pro Co., Ltd., established on April 3, 2023, is included in this category and disclosed.

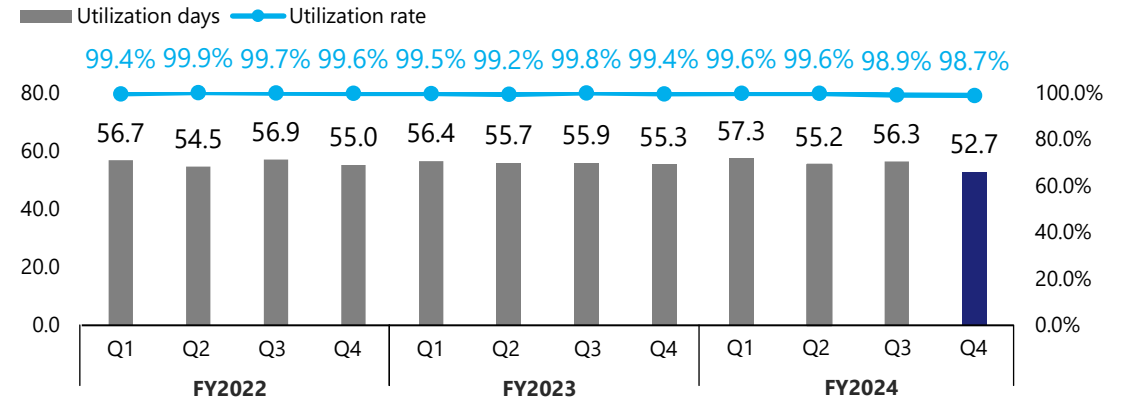
# [HR Solution Business - Staffing and Outsourcing] Trends in Major KPIs

- Creator staffing assignments, which serve as the foundation of the Company's recurring income model, increased by 12 from the year-earlier quarter, at a slower pace than past growth
- This was due to the slowdown in the mobile gaming market, although the human resource needs in the home-use game console market remained solid. The utilization rate stayed at a high level

## Creator staffing assignments

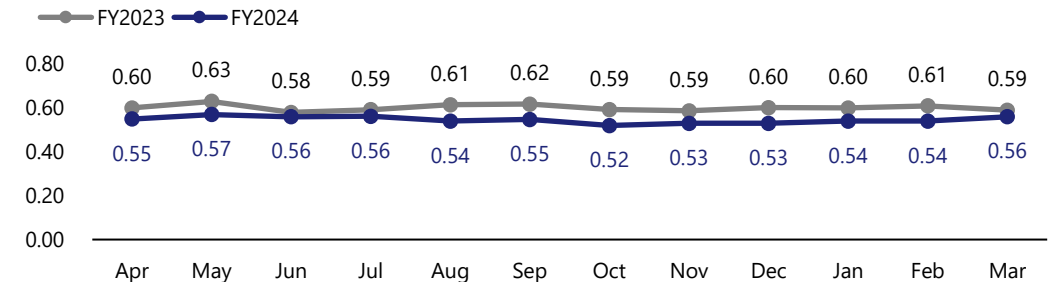


## Utilization days \*1 / Utilization rate \*2



\*1 Quarterly total of the number of days arrived at 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 month end by the total number of staff that can be utilized at month end

## 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 FY2024

- The segment achieved a significant year-on-year increase in revenue and profit compared with the former Confidence alone, as the recruitment business of the former Interworks accounts for a large portion of the segment
- **The range of revenue generation expanded** as the recruitment business was significantly strengthened, centered on middle- and high-class human resources across the industry

▼For Interworks, 8-month results (August - March) were recorded.

## Full-year results

▼Figures after reclassifying to new segments

| (Million yen)         | FY2023<br>(Full year) | FY2024<br>(Full year) | YoY      | Forecast<br>(announced on<br>August 10, 2023) | Progress rate |
|-----------------------|-----------------------|-----------------------|----------|---|---------------|
| Revenue *             | 34                    | <b>1,032</b>          | +2851.7% | 1,243   | 83.0%         |
| Recruitment           | 34                    | <b>1,032</b>          | +2851.7% | -   | -             |
| Gross profit          | 27                    | <b>824</b>            | +2868.0% | -   | -             |
| Gross profit margin   | 79.4%                 | <b>79.9%</b>          | +0.5pt   | -   | -             |
| Segment profit        | -0                    | <b>342</b>            | -        | -   | -             |
| Segment profit margin | -                     | <b>33.2%</b>          | -        | -   | -             |

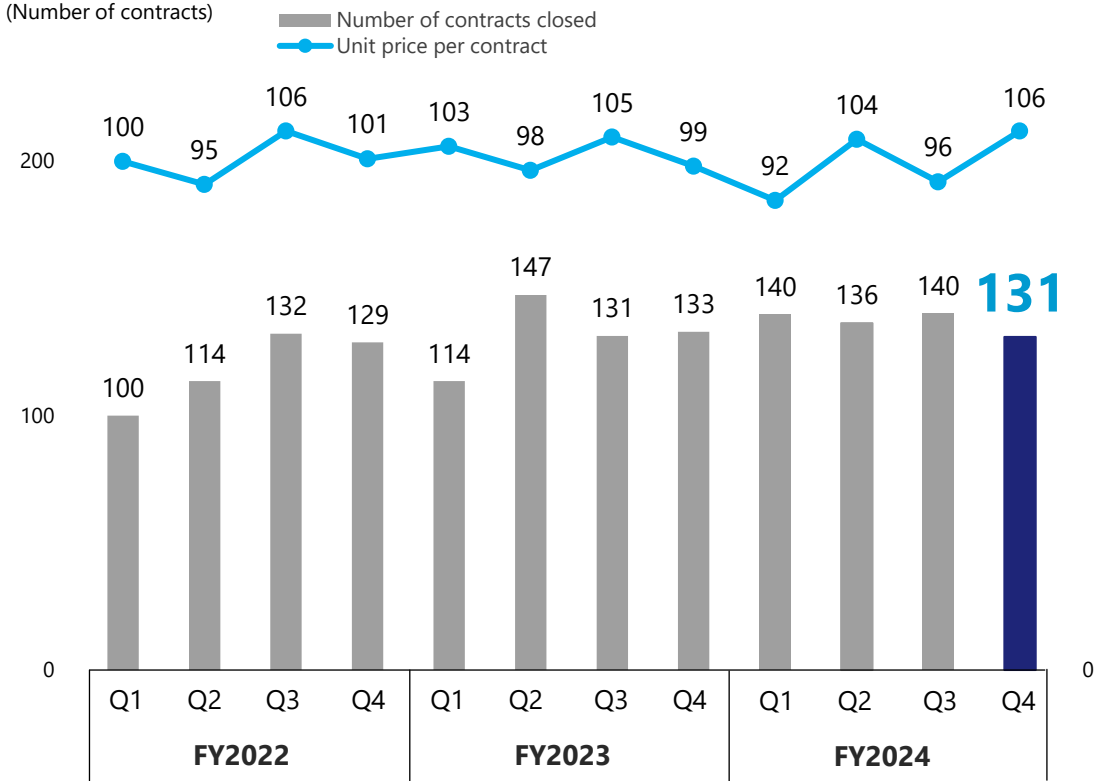
\* Figures after eliminating internal sales within the consolidated companies are indicated

# [HR Solution Business - Recruitment] Trends in Major KPIs

- During the period under review, the number of consultants increased to **79 on average**. Productivity declined due to the increase in training man-hours as personnel was augmented.
- Policy for FY2025 is planned to focus on and improve productivity per consultant as a preliminary step to a large increase in the number of consultants.

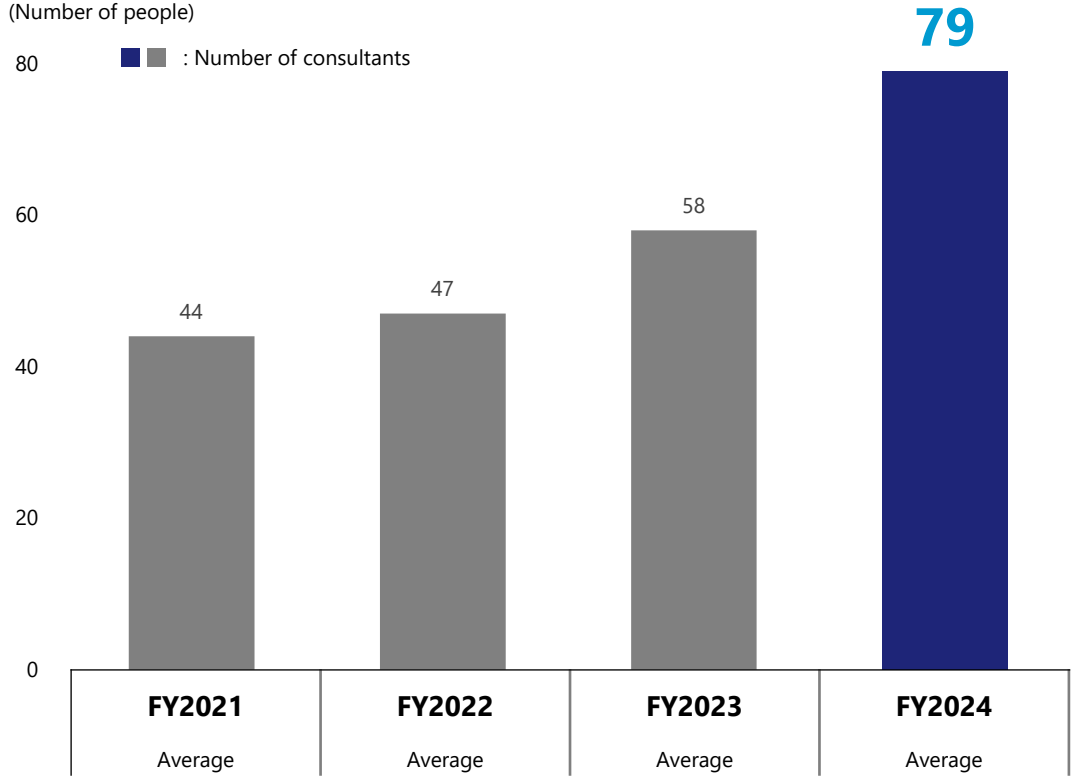
## Number of contracts closed and unit price per contract

Unit price per contract: Index based on the FY2022 (Q1) at 100



## Number of consultants (average)

\* Calculated based on the average number of consultants at the end of each month



# [Media & Solutions Business] Financial Highlights of FY2024

- The segment achieved a significant year-on-year increase in revenue and profit compared with the former Confidence alone, as the Media & Solutions business of the former Interworks accounts for a large portion of the segment
- For job opening advertisements (Kojo Works), aim to secure stable segment profit by lowering the break-even point through the reduction of fixed costs

▼For Interworks, 8-month results (August - March) were recorded.

## Full-year results

▼Figures after reclassifying to new segments

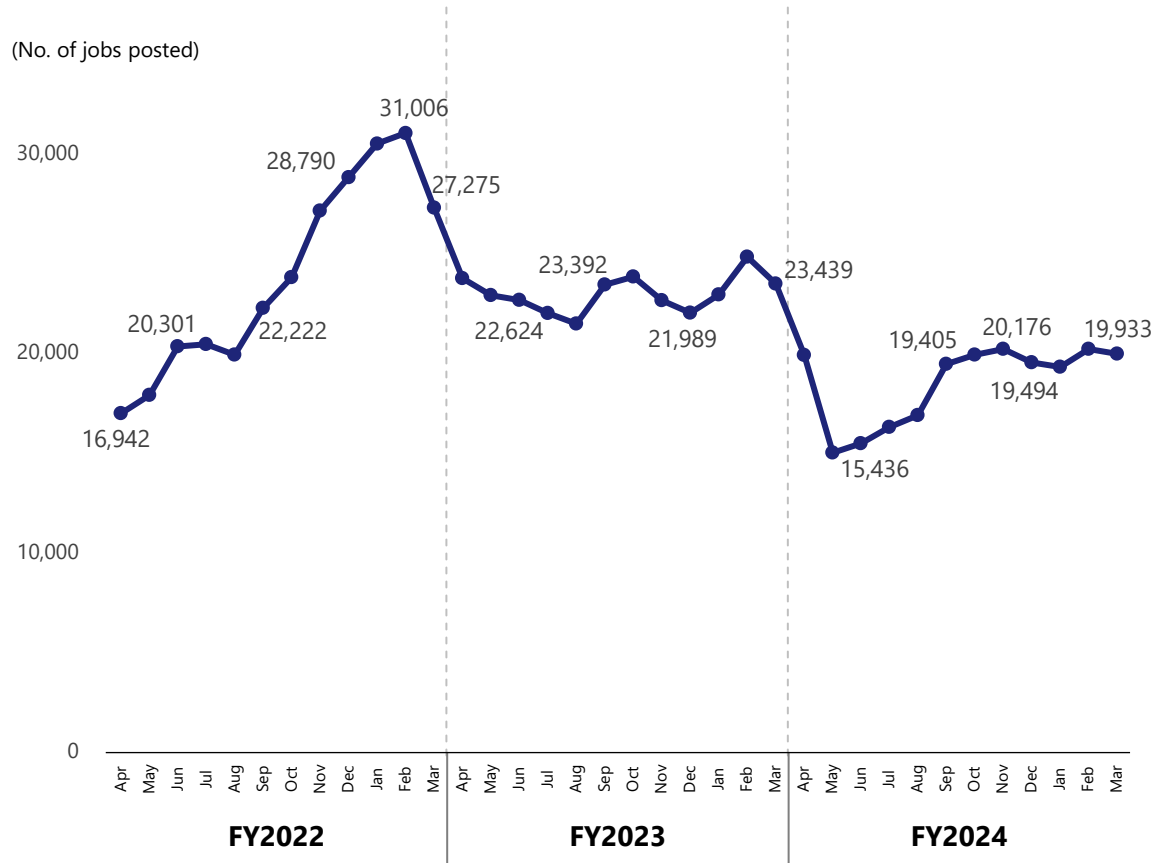
| (Million yen)             | FY2023<br>(Full year) | FY2024<br>(Full year) | YoY      | Forecast<br>(announced on<br>August 10, 2023) | Progress rate |
|---------------------------|-----------------------|-----------------------|----------|---|---------------|
| Revenue *                 | 45                    | <b>969</b>            | +2049.9% | 1,041   | 93.1%         |
| Job opening advertisement | -                     | <b>696</b>            | -        | -   | -             |
| Outsourcing and others    | 45                    | <b>273</b>            | +506.7%  | -   | -             |
| Gross profit              | 35                    | <b>779</b>            | +2075.1% | -   | -             |
| Gross profit margin       | 79.5%                 | <b>80.4%</b>          | +0.9pt   | -   | -             |
| Segment profit            | 22                    | <b>279</b>            | +1125.1% | -   | -             |
| Segment profit margin     | 50.6%                 | <b>28.8%</b>          | -21.8pt  | -   | -             |

\* Figures after eliminating internal sales within the consolidated companies are indicated

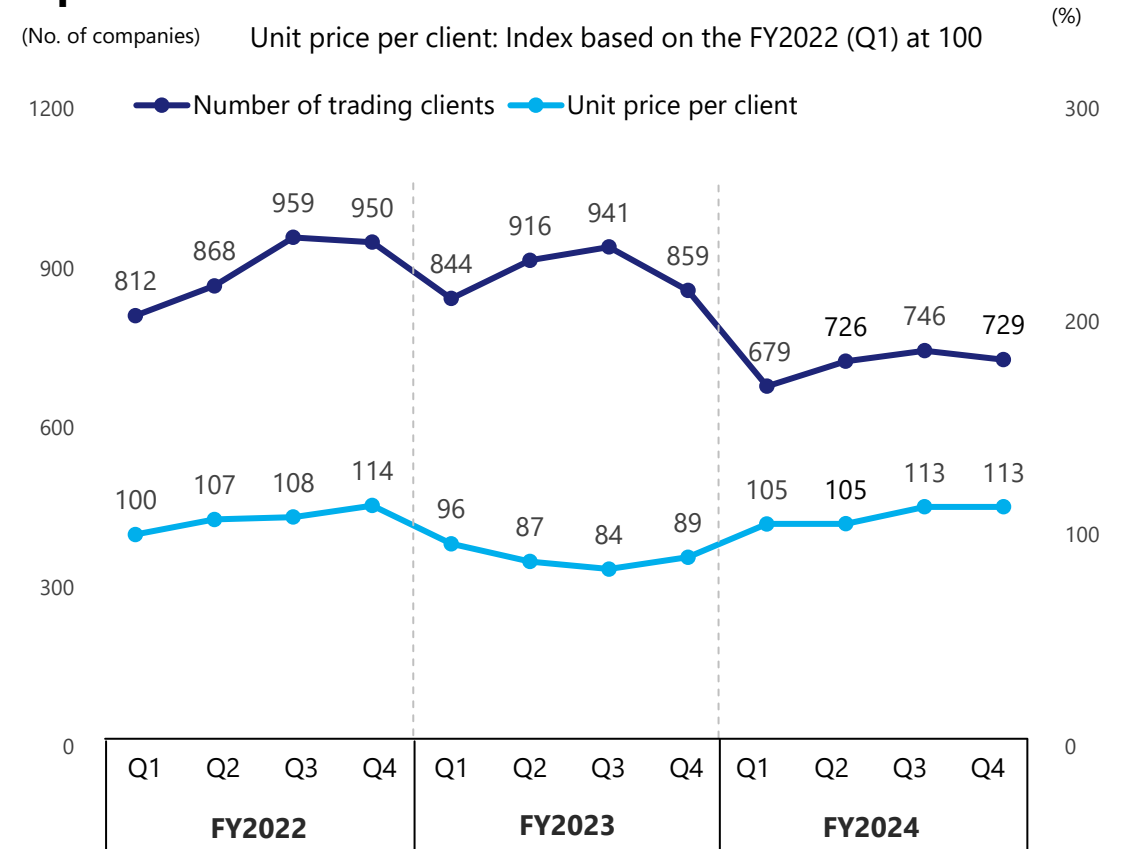
# [Media & Solution Business - Job Advertisements] Trends in Major KPIs

- Number of job postings, number of trading clients, and unit price per client all remained flat.
- Aim to increase media power by improving original content and UI to counter the decline in customer attraction ability resulting from the decentralization of media platforms.

## Number of job postings on Kojo Works



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



# [Consolidated] Balance Sheets/Statements of Cash Flows

- As a result of the merger, cash and deposits increased by **2.04 billion yen**, net assets by **3.94 billion yen**, and total assets by **4.29 billion yen** (goodwill by **1.53 billion yen**) from the end of FY2023
- Continued to secure high financial stability, with net cash amounting to **4.07 billion yen** and the equity ratio standing at **82.7%**

## Balance sheets at end of Q4 FY2024

(Million yen)

|   |   |  |
|---|---|--|
| Cash and deposits<br><b>4,089</b>                     | Other current liabilities<br>1,202<br>Borrowings 11 |  |
| Other current assets<br><b>919</b>                    | Net assets<br><b>5,970</b>                          | Share capital<br>520 million yen           |
| Goodwill<br><b>1,539</b>                              |   | Capital surplus<br>3,893 million yen       |
| Non-current assets<br>(excluding goodwill) <b>636</b> |   | Retained earnings<br>1,535 million yen     |
|   |   | Treasury shares<br>-10 million yen         |
|   |   | Share acquisition rights<br>27 million yen |
|   |   | Non-controlling interests<br>3 million yen |

## FY2024 4Q C/F

(Million yen)

|  |                         |
|--|-------------------------|
| Balance of cash and deposits as of March 31, 2023  | <b>2,047</b>            |
| Cash flows from operating activities   | <b>+1,033</b>           |
| Cash flows from investing activities   | <b>-68</b>              |
| Cash flows from financing activities *   | <b>-301</b>             |
| Increased amount in cash and deposits due to merger  | <b>+1,378</b>           |
| Increase/decrease in cash and deposits   | <b>+2,041</b>           |
| Balance of cash and deposits as of March 31, 2024  | <b>4,089</b>            |
| * Dividends paid: -294 million yen, repayments of borrowings: -22 million yen, other, net: +15 million yen |                         |
| <b>Financial indicators</b>  |                         |
| Net cash   | <b>4.07 billion yen</b> |
| Equity ratio   | <b>82.7%</b>            |
| ROE (Reference)  | <b>18.2%</b>            |

# 03

**The consolidated earnings forecast, dividend forecast and board member for FY2025**



# [Consolidated] Assumptions Underlying the Preparation of Earnings Forecast and Dividend Forecast for FY2025

## Assumptions underlying the preparation of earnings forecast

Aim for growth through "[industry-specific vertical HR solution services](#)" based on the premise of achieving both growth and profitability, as has been the management policy to date.

Also, set EPS growth as a target indicator

### Target indicators

Revenue growth rate

15%~20%

Operating profit margin  
(excluding amortization of goodwill)

Over 15%

EPS growth rate

Over 15%

## Assumptions underlying the preparation of dividend forecast

Formulate a dividend policy based on the basic policy of continuous and stable dividends, with a medium-term target of achieving "[DOE 10%](#)," which was set in the medium-term growth strategy after listing, and also with capital efficiency in mind.

### Target indicators

Payout ratio

Over 30%

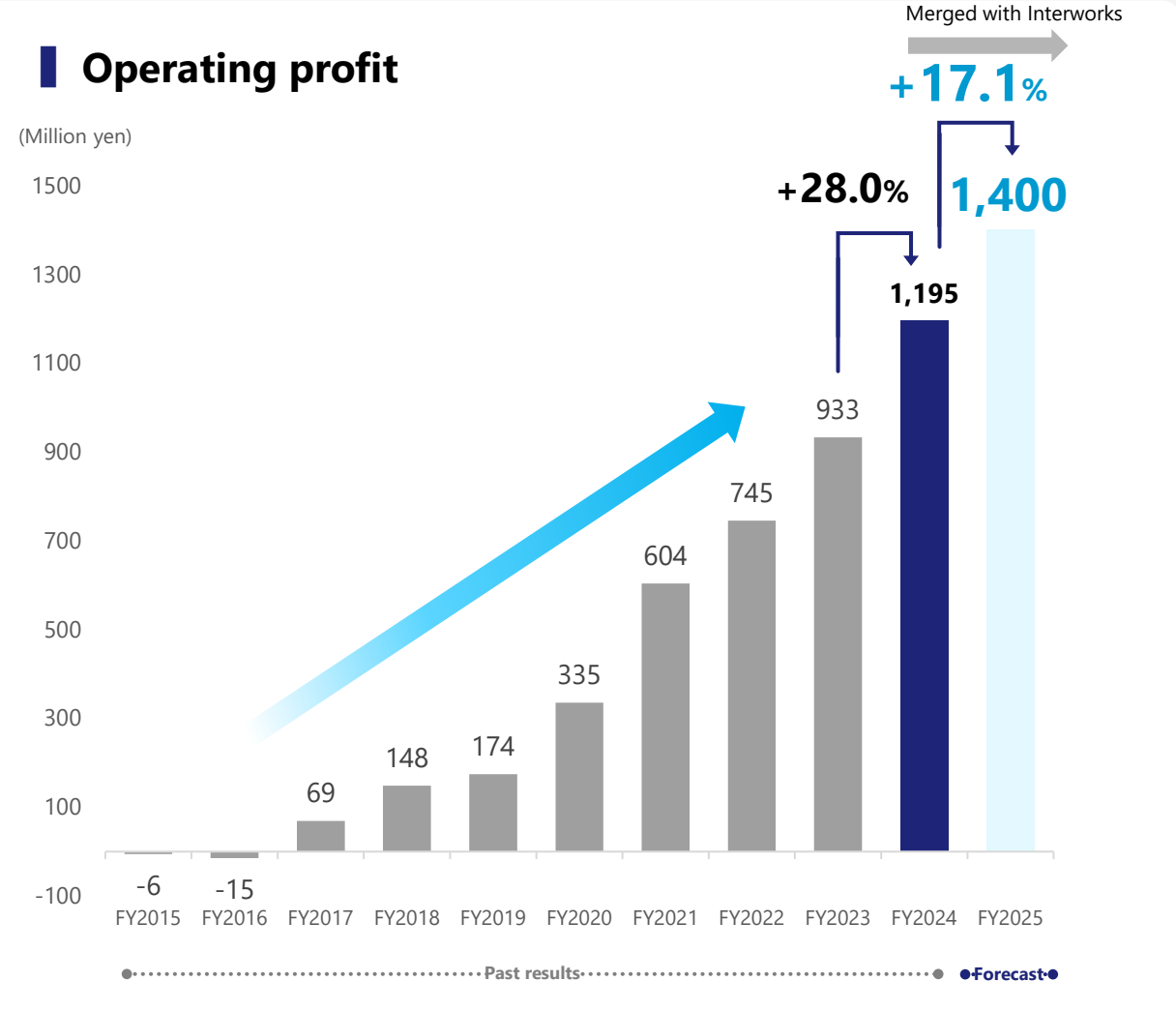
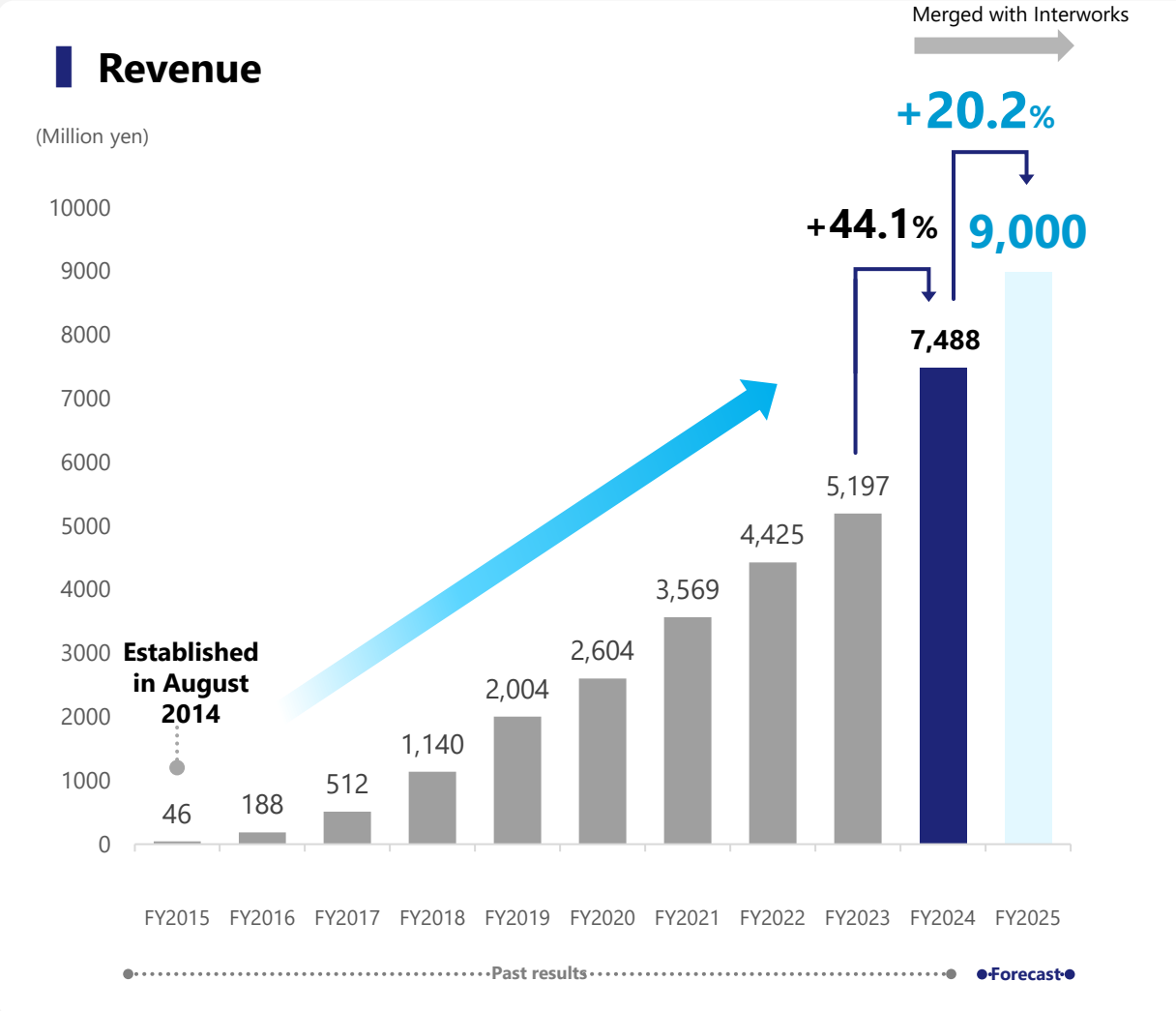
DOE

Over 10%<sup>\*</sup>

<sup>\*</sup> Future achievement goals

# [Consolidated] Trends in Revenue/Operating Profit Over the Years and Forecast for FY2025

- Trends in revenue and operating profit over time, including forecasts for FY2025, are as shown below
- Continue to aim for achieving both growth and profitability, and aim for further earnings growth, with [increases in revenue by 20.2% and operating profit by 17.1%](#)



# [Consolidated] Earnings Forecast for FY2025 - By Segment -

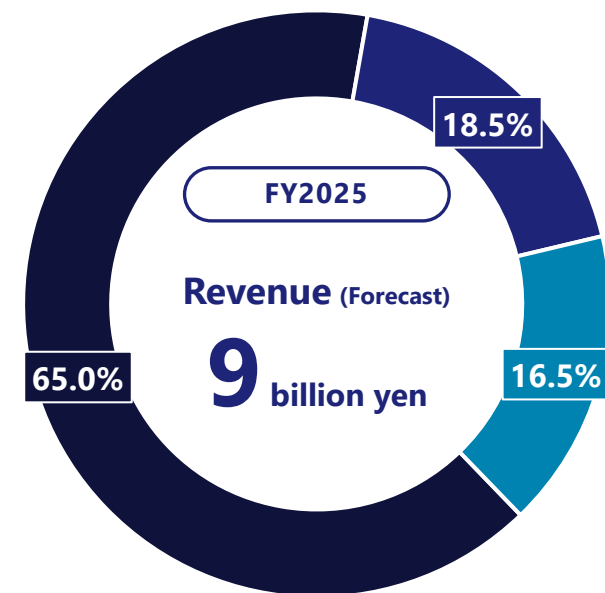
- Continued revenue and profit growth expected in all segments in FY2025

\* Interworks' 12-month results are included from FY2025 (eight months' worth of contribution in FY2024)

## Full-year earnings forecast for FY2025 ▼ Figures after reclassifying to new segments

|  |               | FY 2023 | FY 2024 | FY 2025      | YoY      |
|--|---------------|---------|---------|--------------|----------|
| Revenue  | (million yen) | 5,197   | 7,448   | <b>9,000</b> | +20.2%   |
| HR Solution Business<br>- Staffing and Outsourcing | (million yen) | 5,117   | 5,486   | <b>5,853</b> | +6.7%    |
| HR Solution Business<br>- Recruitment              | (million yen) | 34      | 1,032   | <b>1,666</b> | +61.4%   |
| Media & Solutions Business                         | (million yen) | 45      | 969     | <b>1,480</b> | +52.6%   |
| Gross profit                                       | (million yen) | 1,841   | 3,493   | <b>4,476</b> | +28.1%   |
| Gross profit margin                                | (%)           | 35.4%   | 46.7%   | <b>49.7%</b> | +3.0 pts |
| Operating profit                                   | (million yen) | 933     | 1,195   | <b>1,400</b> | +17.1%   |
| Operating profit margin                            | (%)           | 18.0%   | 16.0%   | <b>15.6%</b> | -0.4 pts |
| Ordinary profit                                    | (million yen) | 927     | 1,142   | <b>1,401</b> | +22.6%   |
| Profit   | (million yen) | 617     | 725     | <b>882</b>   | +21.6%   |

## Revenue Composition

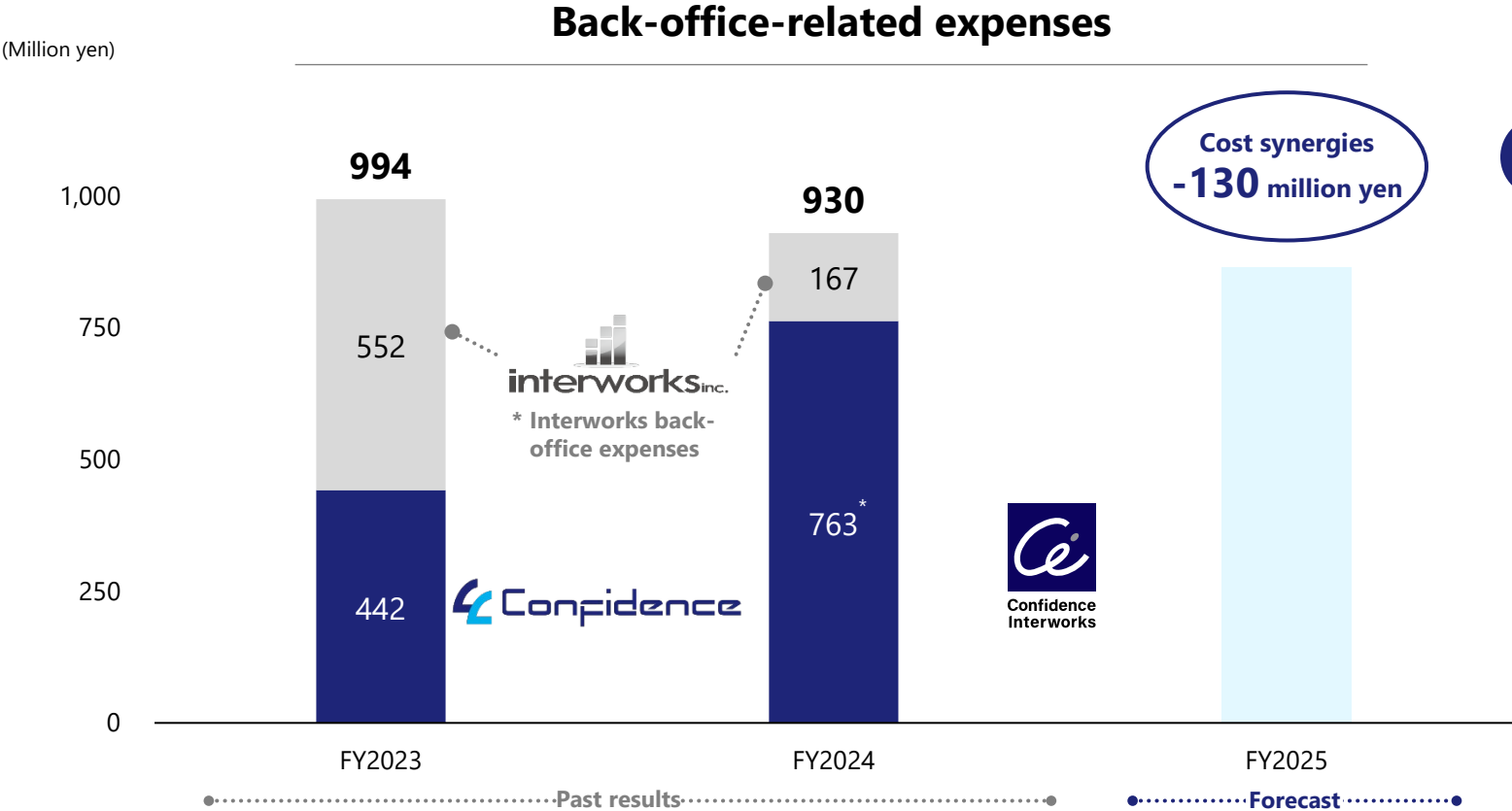


- HR Solution Business - Staffing and Outsourcing
- HR Solution Business - Recruitment
- Media & Solutions Business

# [Consolidated] Integration Effects: Cost Synergies from Merger with Interworks

- Estimated cost synergies from the August 2023 merger by consolidating the listing costs of both parties and integrating or eliminating duplicative parts of their operations
- In FY2025, we expect to recover 160 million yen of amortization of goodwill (annual) through cost synergies

## Cost synergies from merger with Interworks



Cost synergies  
**-130 million yen**

### Specific cost synergy items

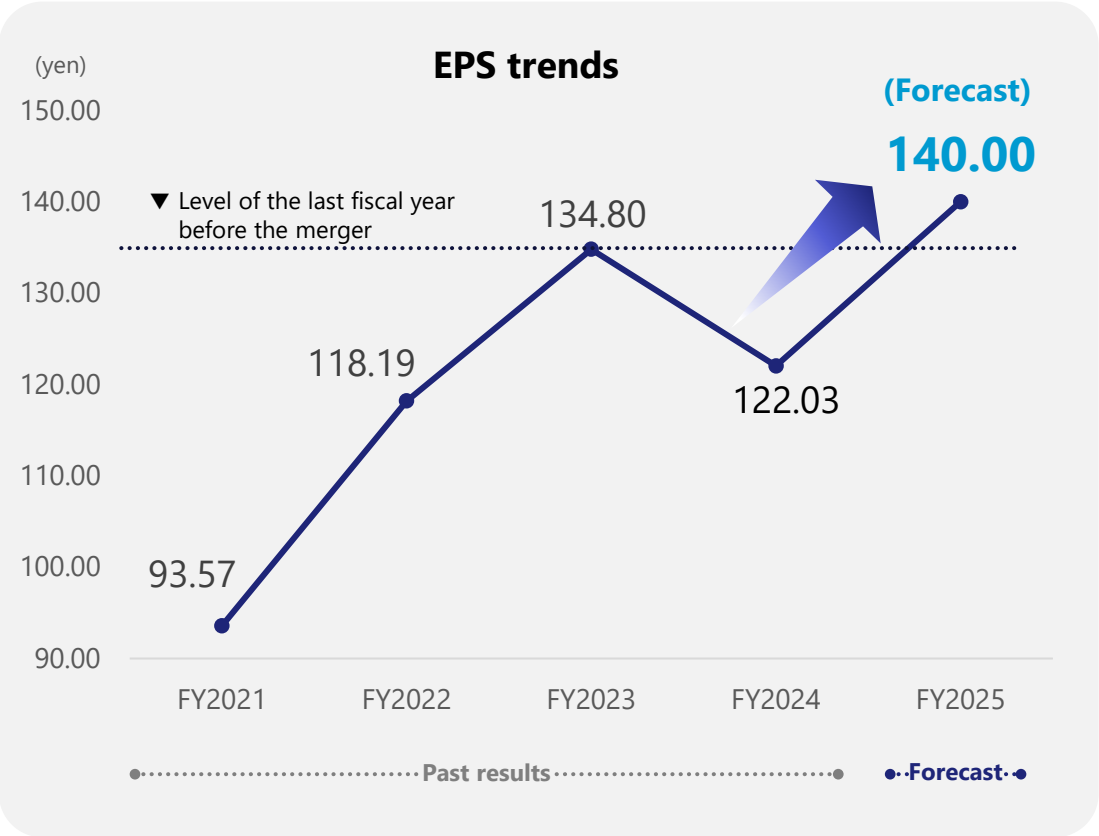
- Trust bank fees
- Fees to TSE and Japan Securities Depository Center
- Audit fees to accounting auditors
- Expenses for printing companies
- Cost savings for duplicated work due to integration, etc.

\* Figures exclude amortization of goodwill (common portion) from total common expenses in segment disclosures

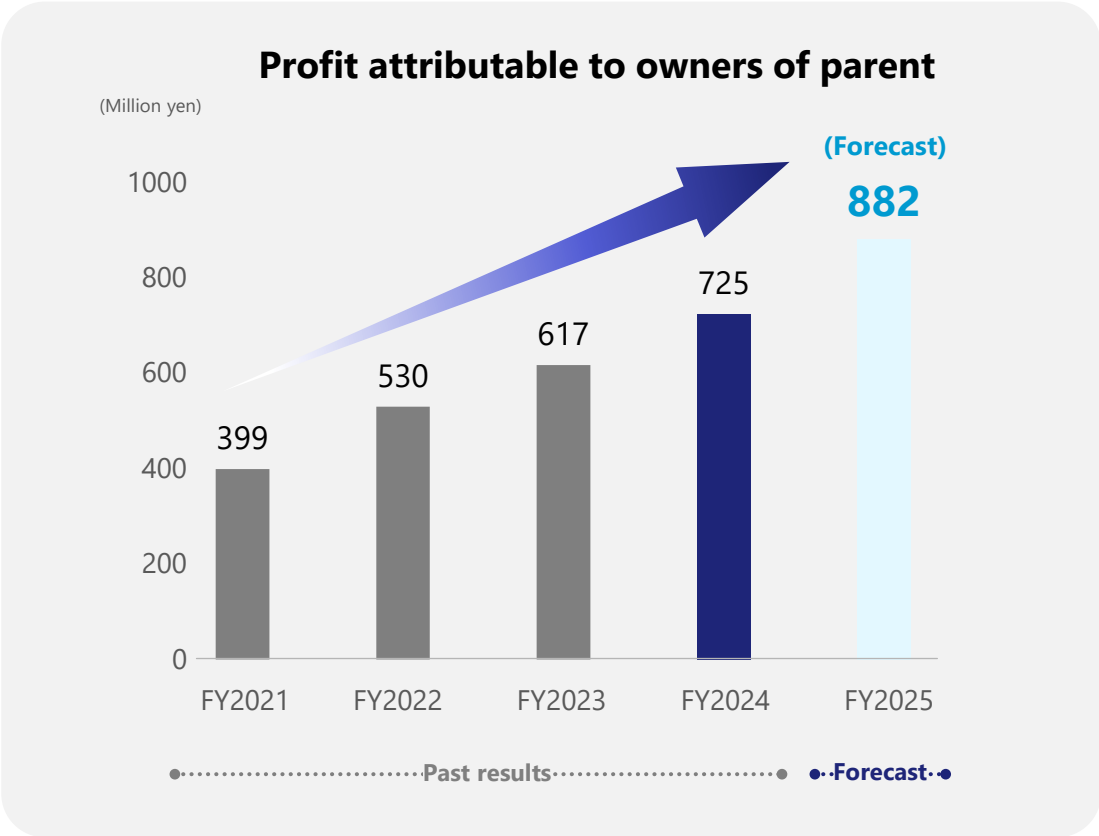
# [Consolidated] EPS-related

- EPS temporarily declined due to the merger with Interworks in August 2023, but is expected to exceed the pre-merger level after the dilution
- With profit attributable to owners of parent growing steadily, we will execute new business investment and M&A strategies in a manner with rising EPS in mind

## EPS trends



## Profit attributable to owners of parent

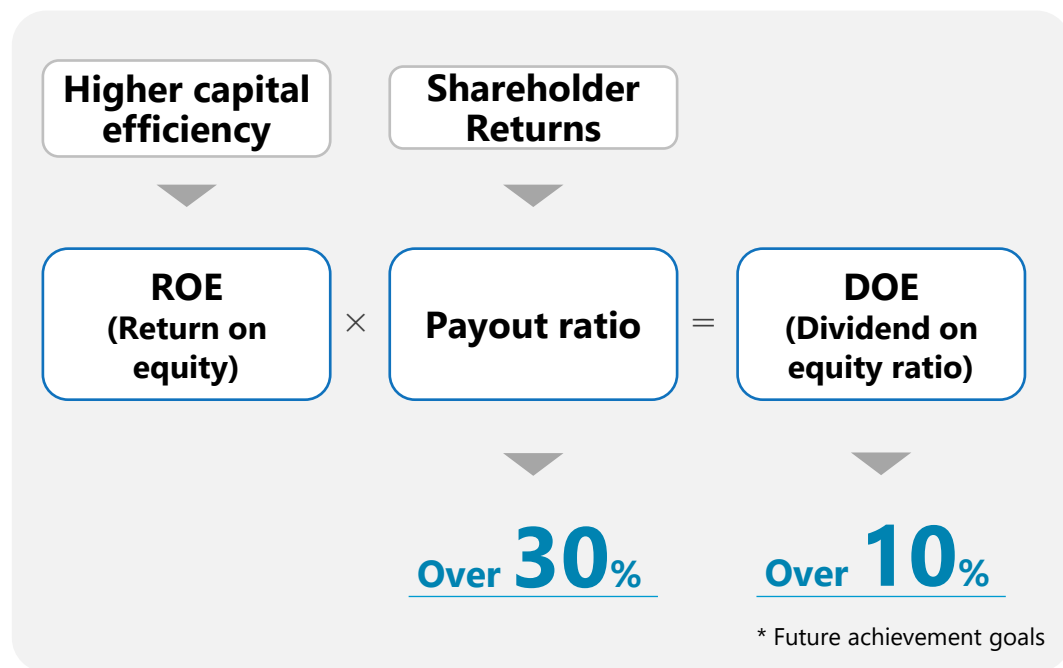


# Shareholder Return Policy | Dividend Results/Forecast

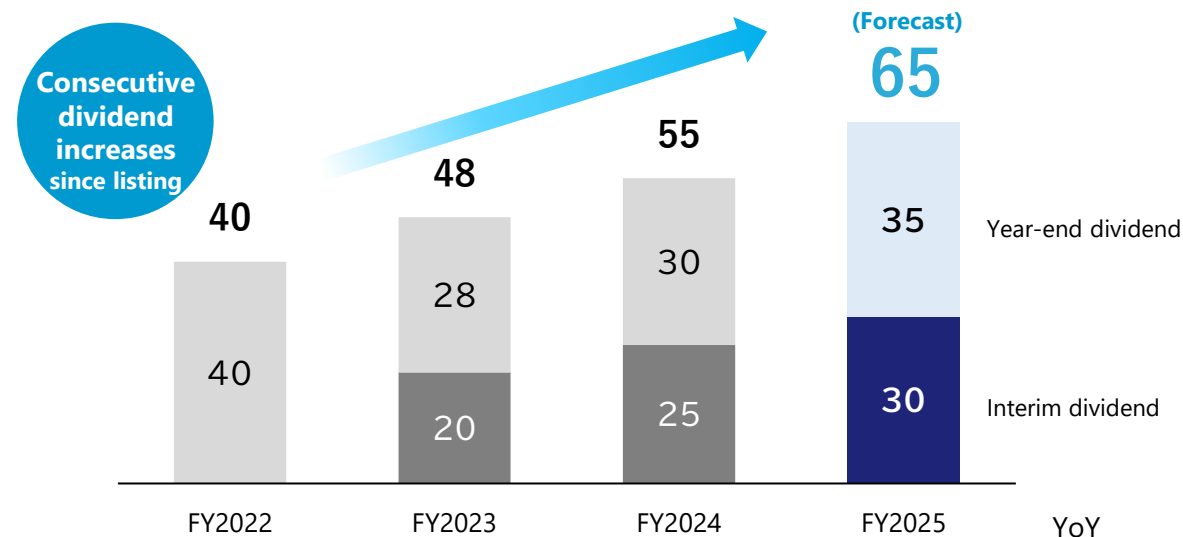
- Regarding shareholder returns, the Company's basic policy is to provide continuous and stable dividends, with the goal of achieving a DOE of **10%** over the medium term
- Dividend for FY2024 is finalized at **55 yen**, an increase of 7 yen from the previous fiscal year. For FY2025, we expect to **increase the annual dividend by another 10 yen to 65 yen**

## Basic Policy on Shareholder Returns/Target Indicators

The Company regards the return of profits to shareholders as an important management issue and 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



## Dividend Results/Forecast



|                                     | FY2022 | FY2023 | FY2024 | FY2025             | YoY      |
|-------------------------------------|--------|--------|--------|--------------------|----------|
| <b>Payout ratio</b>                 | 33.8%  | 35.6%  | 45.1%  | 46.4%              | +1.3 pts |
| <b>ROE</b>                          | 46.5%  | 33.8%  | 18.2%  | 15.3%              | -2.9 pts |
| <b>DOE</b>                          | 15.7%  | 12.1%  | 8.2%   | 7.1%               | -1.1 pts |
| <b>Dividend yield</b> <sup>*1</sup> | 1.9%   | 2.6%   | 3.3%   | 4.2% <sup>*2</sup> | +0.9 pts |

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

\*2 Assumed stock price of 1,531 yen (closing price on April 30, 2024) for dividend yield calculation

# Strengthened Management Structure

- The management structure from July 2024 onwards is planned as follows.  
(Officially decided upon the election resolution at the general meeting of shareholders held on June 27, 2024)

## Director

| Name             | Position after election    | full-time /part-time | Reappointment /Newly appointed |
|------------------|----------------------------|----------------------|--------------------------------|
| Nobuyuki Takushi | • President                | full-time            | Reappointment                  |
| Takuro Yoshikawa | • Senior Managing Director | full-time            | Reappointment                  |
| Masatsugu Kudo   | • Managing Director        | full-time            | Reappointment                  |
| Koji Nagai       | • Director                 | full-time            | Reappointment                  |
| Reona Amemiya    | • Outside Director         | part-time            | Reappointment                  |
| Midori Mizutani  | • Outside Director         | part-time            | Reappointment                  |
| Hirofumi Miki    | • Outside Director         | part-time            | Reappointment                  |
| Hiroshi Kawano   | • Outside Director         | part-time            | Newly appointed                |

## Auditor

| Name              | Position after election | full-time /part-time | Reappointment /Continuation of term |
|-------------------|-------------------------|----------------------|-------------------------------------|
| Takashi Yachi     | • Outside Auditor       | full-time            | Reappointment                       |
| Tadahiko Yasukuni | • Outside Auditor       | part-time            | Reappointment                       |
| Kenya Fujimori    | • Outside Auditor       | part-time            | Continuation of term                |
| Yoshitaka Maruta  | • Outside Auditor       | part-time            | Continuation of term                |

# Strengthened Management Structure New Director

- Career summary of the newly appointed director is as follows
- Expected to provide advice on our business growth, including marketing, new business, and overseas development, based on his experience and knowledge in the Sony Group, a global company

## Hiroshi Kawano

Director (Outside Director)



### Expected Role

Based on his experience in business management, marketing, and launching new businesses in the Sony Group, a global company, he is expected to advise the Company to achieve further growth in the gaming and entertainment industries, and to contribute to the Company's expansion into new areas, such as overseas development, by leveraging his extensive overseas experience and network.

### Career

- April 1985** **Joined Sony Corporation (currently Sony Group Corporation)**  
Served as General Manager of Strategic Planning and Management CFO Office and General Manager of President's Office
- April 2003** **SVP, Sony Electronics Inc. (U.S.)**  
Engaged in new business development in the U.S.
- April 2010** **President, Sony Computer Entertainment Japan Inc. (currently Sony Interactive Entertainment Japan Asia Inc.)**  
Oversaw game console and game software-related business in Japan and Asia
- April 2012** **President and Representative Director, Sony Marketing Inc.**
- June 2012** **Director, Sony Computer Entertainment Inc. (currently Sony Interactive Entertainment Inc.)**
- April 2018** **Executive Vice President and Representative Director, Sony Imaging Products & Solutions Inc. (currently Sony Corporation)**
- April 2021** **Managing Director and Executive Officer, Sony Corporation**



# 04

**Business Topics**

**／ Progress in Growth Strategies**

# Progress in Growth Strategies/Business Topics

## Summary of Business Topics [FY2024]



Established Confidence Pro Inc., a consolidated subsidiary specializing in freelance matching

Apr 3, 2023

Aug 1, 2023

Started the operation of "Interworks Confidence Inc." as a new integrated company



Invested in Indigames (engaged in offshore game development, 3D CG outsourcing services, etc.)

Sep 7, 2023

Oct 17, 2023

Developed a game planner training course in collaboration with Precious Analytics



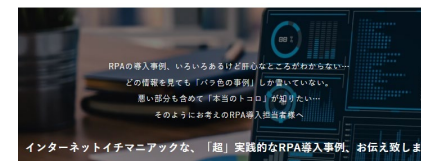
Held "Game DX Forum" in collaboration with GREE Advertising

Oct 24, 2023

Nov 29, 2023

Started collaboration with Penetrator Inc. to develop training services for human resources with RPA skills

Penetrator Inc.



Launched "RPA Tips," a practical information website on robotic process automation (RPA)

Jan 9, 2024

Jan 19, 2024

Affiliated Protagonist Inc., which works on Web 3.0 × HR Tech, as a subsidiary



Launched operation of "Plus Startup," a human resource agent service specializing in cutting-edge technology fields

March 1, 2024

Launched operation of “Plus Startup,” a human resource agent service specializing in cutting-edge technology fields  
Look to [expand HR solution services in cutting-edge technology fields](#) that have a high affinity with the gaming industry



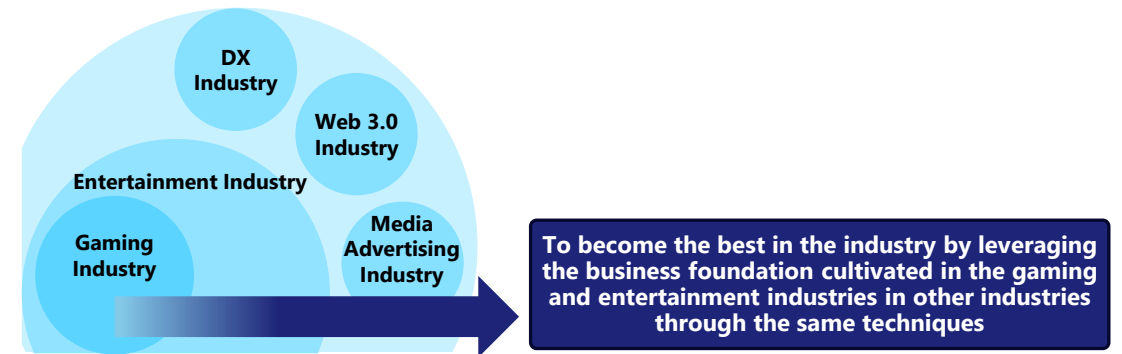
## Aim for the next expansion in specialized industries through agent services specializing in cutting-edge technology fields

- ✓ Web 3.0 and other cutting-edge technology fields in which Protagonist excels
- ✓ Make inroads comprehensively in major companies in specialized industries with a focus on recruitment



## Background

- ✓ Cutting-edge technology fields, such as metaverse and AI, have a high affinity with the gaming domain
- ✓ Besides start-ups/venture companies, there is also a need for recruiting new business development staff at major companies. However, many companies face difficulties in identifying talented people who can play an active role and in attracting the right people through the media
- ✓ Expand possibilities for job seekers to gain experience in cutting-edge technology fields

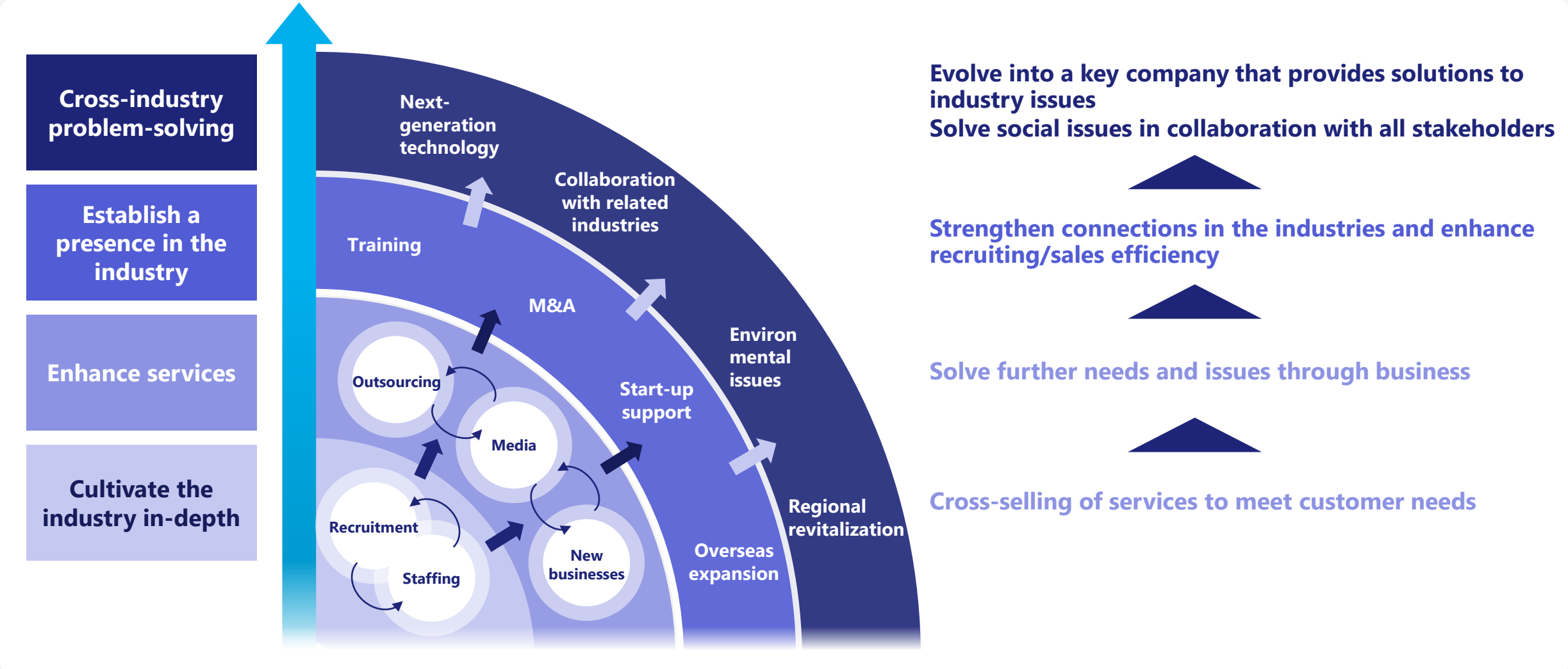


## Leverage know-how in the recruitment business

- ✓ Aim to build relationships within the industry by combining Protagonist’s database accumulating more than 600 human resources and matching expertise in recruitment and providing solutions.

# Future We Want to Realize/View of the World We Aim For

- Using staffing and recruitment services as a starting point, we will establish a presence in the industry by comprehensively penetrating major companies in specialized industries and expanding services through cross-selling media, outsourcing, etc. while promoting in-depth cultivation of the industry. Evolve into a key company that works with all stakeholders to solve industry issues



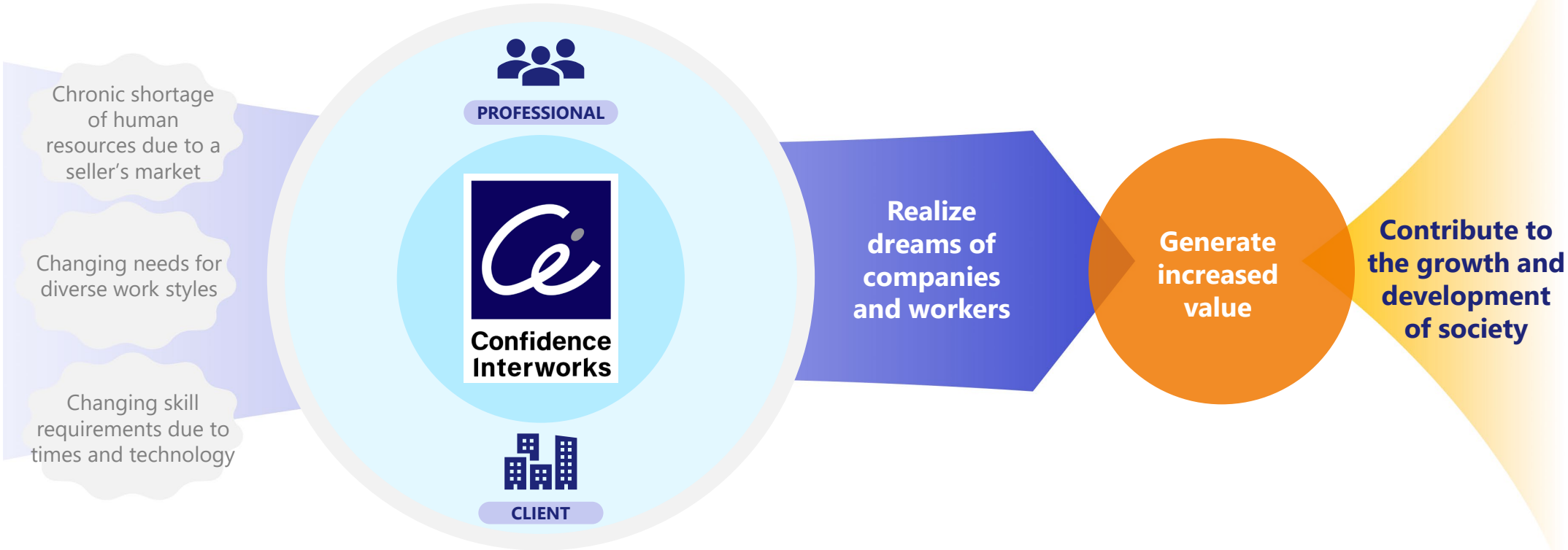
**Appendix.**

The background features several overlapping, wavy lines in a light purple color. These lines are composed of many thin, parallel strokes that create a sense of motion and depth. The lines curve across the page, starting from the top right and bottom right, and sweeping towards the left side.

# 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. 10F2-19-1 Shinjuku, Shinjuku-ku, Tokyo

**Local Office** Nagoya | Osaka | Fukuoka

**Consolidated subsidiary** Dolphin Inc. | Confidence Pro Inc. | Protagonist Inc.

|                 |                   |                  |                          |                   |
|-----------------|-------------------|------------------|--------------------------|-------------------|
| <b>Officers</b> | President         | Nobuyuki Takushi | Senior Managing Director | Takuro Yoshikawa  |
|                 | Managing Director | Masatsugu Kudo   | Director                 | Koji Nagai        |
|                 | Outside Director  | Reona Amemiya    | Outside Director         | Midori Mizutani   |
|                 | Outside Director  | Hirofumi Miki    | Outside Director         | Tomonori Hayakawa |
|                 | Outside Auditor   | Takashi Yachi    | Outside Auditor          | Tadahiko Yasukuni |
|                 | Outside Auditor   | Kenya Fujimori   | Outside Auditor          | Yoshitaka Maruta  |

**Paid-in capital** 520 million yen (as of March 31, 2024)

**Line of business** HR solution business (staffing, outsourcing, recruitment), Media & solutions business

**No. of employees** 1,177 (as of March 31, 2024) [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

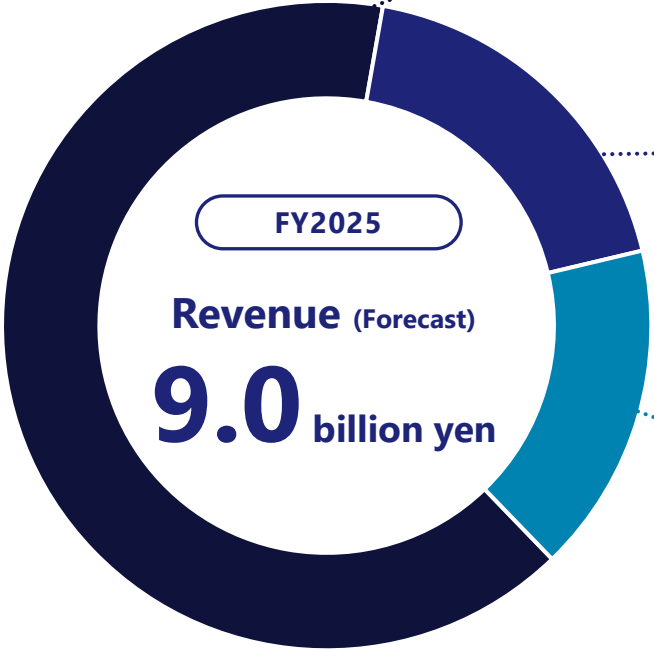
Aug. 2023

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

## Composition of revenue



### HR Solution business (Staffing and Outsourcing) 65.0%

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

In April 2023, freelancer matching started. ▶

Staffing   Outsourcing   Freelancers

### HR Solution business (Recruitment) 18.5%

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

Recruitment   Employment placement

Recruitment platforms ▶

### Media & Solutions Business 16.5%

- Specializing in manufacturing and factories throughout Japan
- Operation of job change recruitment media “Kojo Works”

Media   Ad sales

Media operations ▶ | | | |

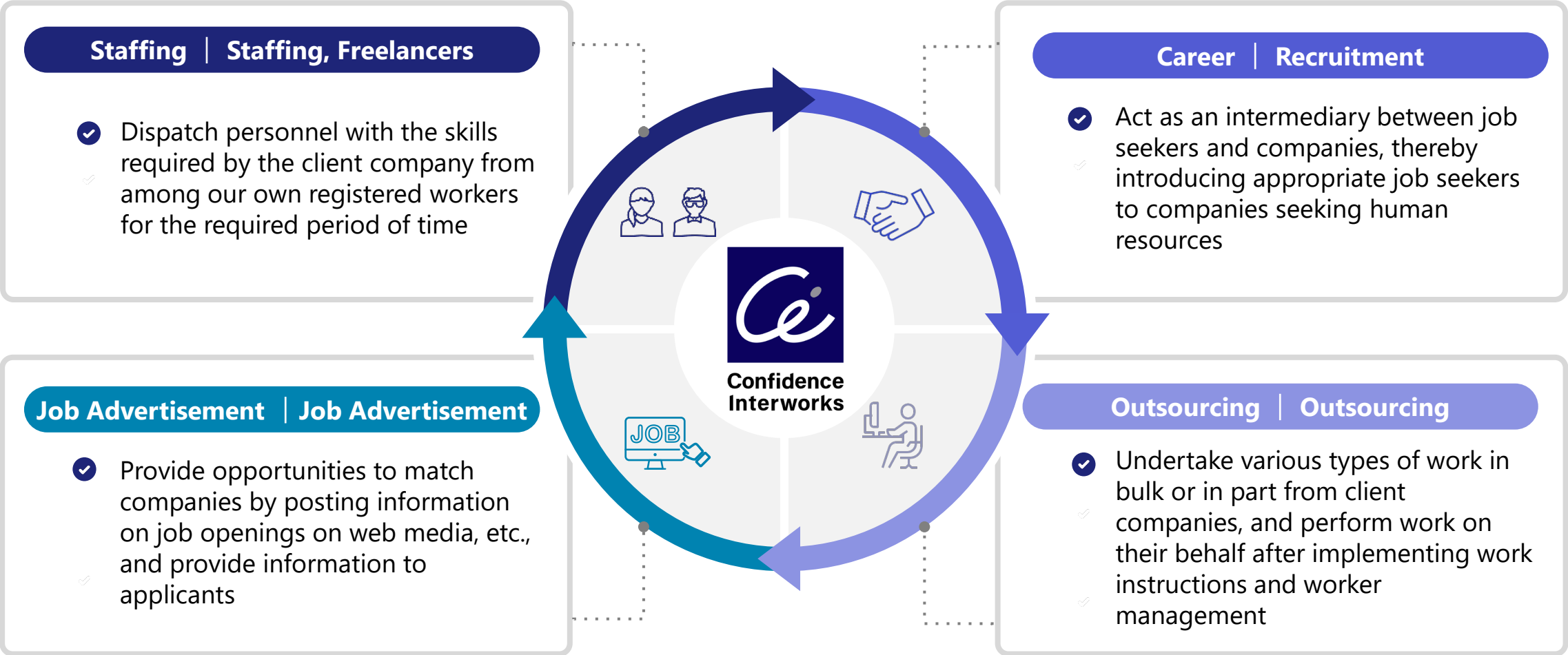
- Boasting more than 30 years of experience, we are developing a recruitment outsourcing business

Recruitment support



# Business Structure | Services(2/2)

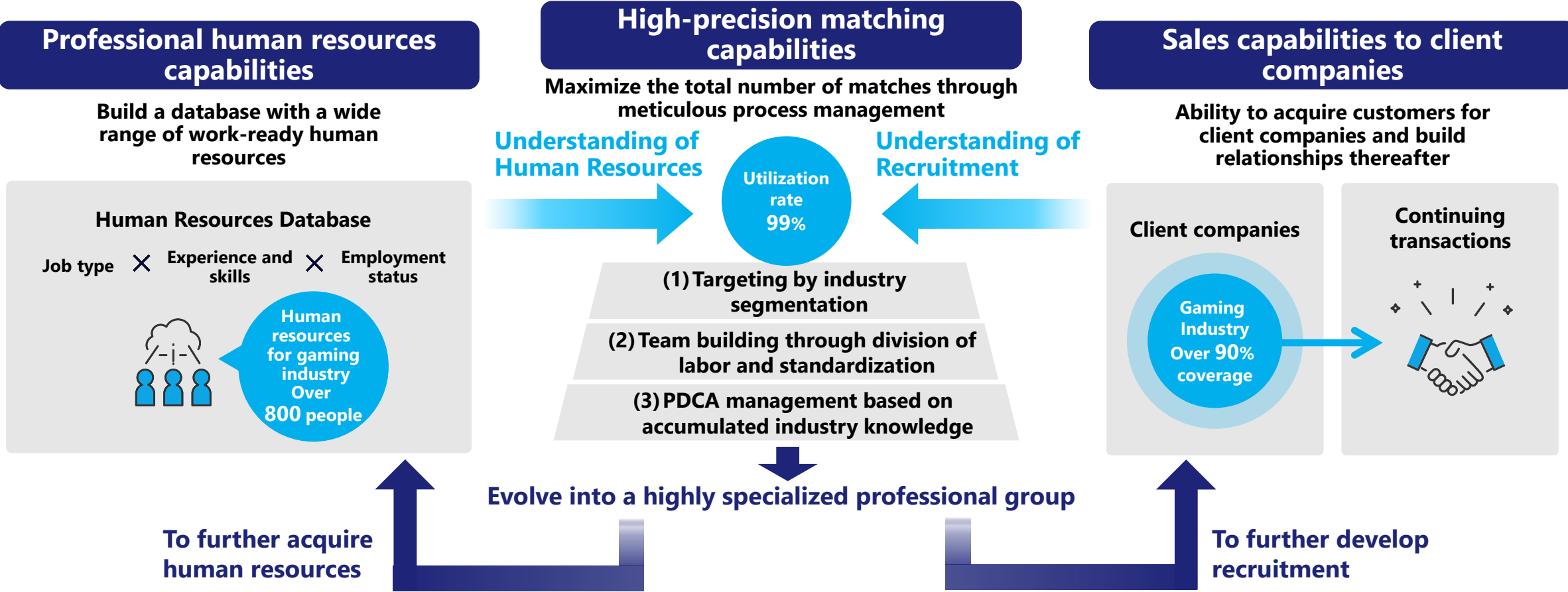
- Confidence has been providing **industry-specific** human resource services since its inception. The addition of Interworks' recruitment, job advertising, and recruiting support businesses to the staffing and outsourcing businesses, which have been our main business, has created an operating structure that can respond to client needs **in a comprehensive manner**



# Competitive Advantage | Three Strengths to Achieve Core Value

- **Maximize the total number of matches** by strengthening both human resources and sales capabilities
- Establish a competitive edge through unparalleled operational methods

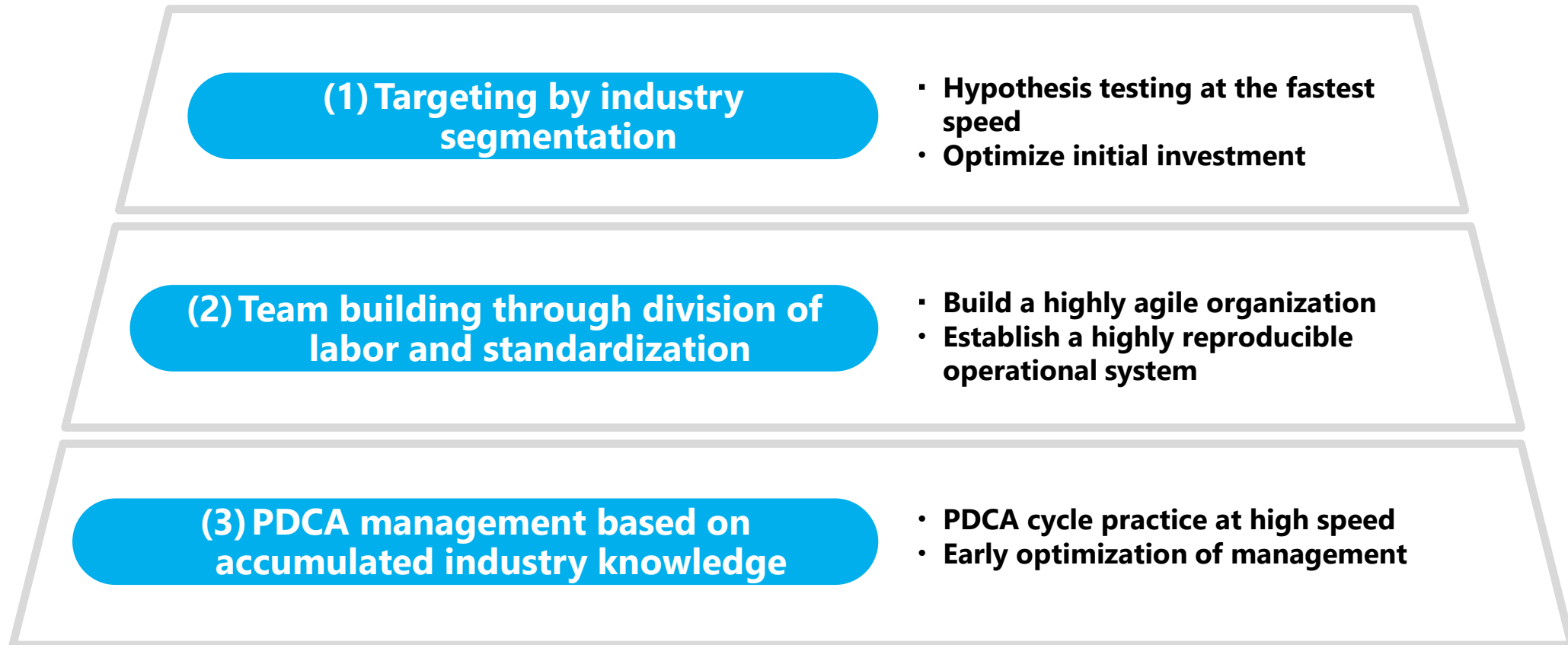
## Core Value: The "CIW Method" generates high profit margins



# Competitive Advantage | Details of Matching Capabilities

- While optimizing initial investment by narrow industry targeting, conduct hypothesis testing in the fastest possible time to determine which industries to enter
- Build a highly agile organization through team building based on the division of labor and standardization of operations, and quickly grow to be a professional group by facilitating the PDCA cycle

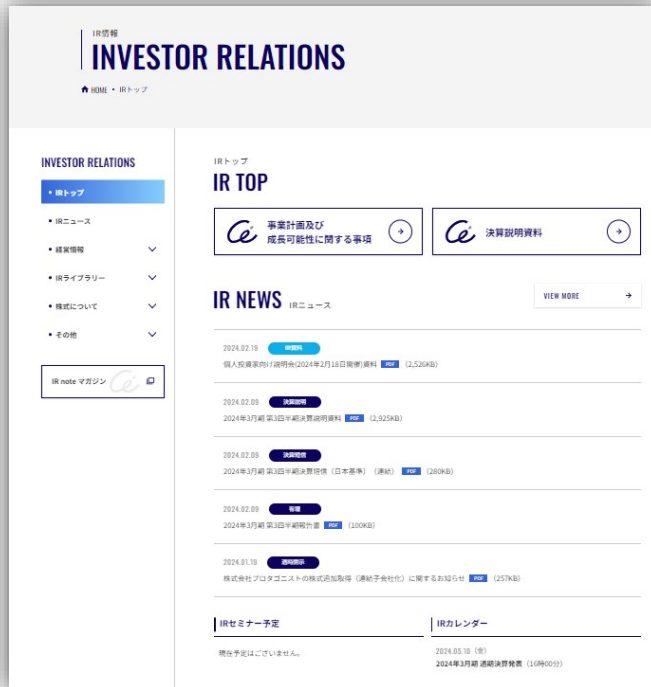
## Established a unique methodology to maximize the total number of matches



# IR Information

- In order to provide timely and easy-to-understand corporate information to our shareholders and investors, we have revamped the IR page on our website
- Interworks Confidence Inc. will continue to disseminate information to raise awareness of and build trust in our IR activities

## Renewal of IR site



<https://ciw.jp/ir-en/>

## Participation in IR note magazine



[https://note.com/ciw\\_ir](https://note.com/ciw_ir)



@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 (scheduled)
- To Be Updated



**Confidence  
Interworks**

**Empowering Professionals to Create the Future Together**

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

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