



dip Corporation  
First Section of the Tokyo Stock Exchange (Code: 2379)

**Financial results for FY'22/2 Q2**  
**(The fiscal year ending February 28, 2022)**

October 14, 2021

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## **FY'22/2 Q2 / 1st Half Financial Results**

1. FY'22/2 Q2 Financial Results
2. FY'22/2 1st Half Financial Results

dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.  
The AI/RPA business has been renamed DX business, effective April 1, 2021.

## ■ Highlights

### Overall

- Sales were +21.5% YOY at ¥8.38 bn due to **robust growth in the DX business and a strong recovery in the personnel recruiting services business.**
- Aggressive advertising investments were made to expand user/customer base in anticipation of a rapid recovery in the job market and to increase recognition of Baitoru PRO.  
Operating income was +26.2% YoY at ¥1.18 bn.

### DX business

- Sales **maintained high growth trajectory**, rising 4.2 times YOY.
- **Business remained profitable** while making investments required for business growth (personnel increase, etc.).
- KPIs also strong due to enhancement of sales system.

### Personnel recruiting services business

- **Sales remained on a recovery trend**, despite re-extension of third declaration of state of emergency and subsequent declaration of fourth state of emergency.
- **Growth in market share accelerated** due to focus on expansion of customer base during pandemic.

# 1. FY'22/2 Q2 Financial Results (Consolidated) ②

		FY'21/2 Q2* <sup>1</sup>	FY'22/2 Q2	YoY
		(Million Yen)	(Million Yen)	
Entire Company	Sales	6,906	<b>8,387</b>	+21.5%
	Operating income	938	<b>1,184</b>	+26.2%
	Ordinary income	937	<b>1,115</b>	+19.0%
	Net income attributable to owners of parent	829	<b>948</b>	+14.3%
DX Business* <sup>2</sup>	Sales	140	<b>584</b>	+316.4%
	Segment profit	(181)	<b>105</b>	-

\*1 Dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.

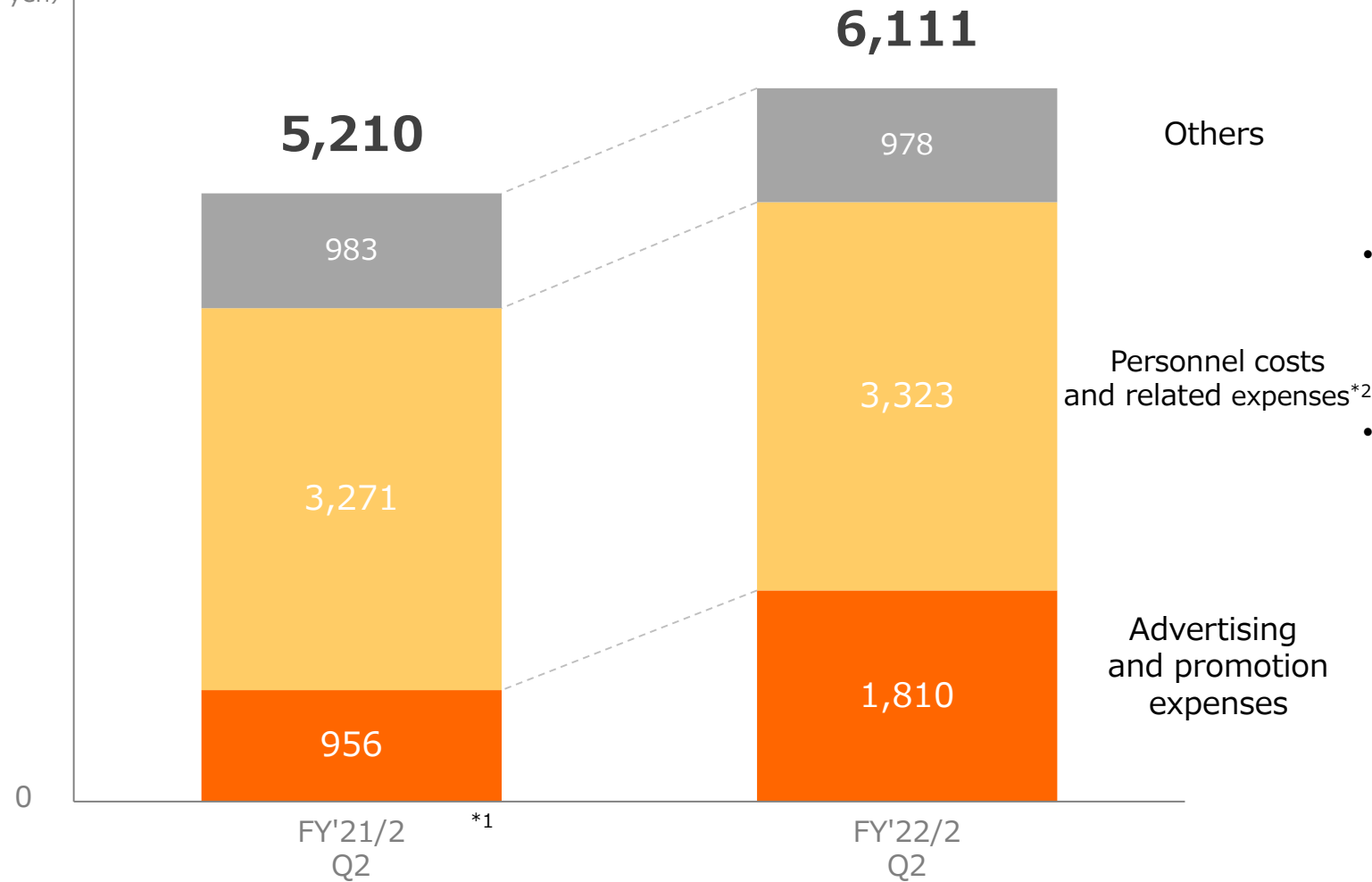
Figures for FY'21/2 Q2 are non-consolidated and for reference purposes.

© dip Corporation.\*2 Certain services including Recruiting Page KOBOT (previously Baitoru RHP) were transferred from the personnel recruiting services business to the DX business, effective FY'22/2.

# 1. FY'22/2 Q2 Financial Results (Consolidated) ③

## ■ Breakdown and YoY change in SG&A

(Million yen)



Aggressive advertising investments in Q2

- Expansion of user & customer base in anticipation of rapid recovery in job market
- Greater recognition of Baitoru PRO

\*1 Dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.  
Figures for FY'21/2 Q2 are non-consolidated and for reference purposes.

\*2 Personnel costs and related expenses include salaries and welfare benefits as well as recruitment related expenses and educational expenses.

## 2. FY'22/2 1st Half Financial Results (Consolidated)

Due to two state of emergency declarations following disclosure of results forecast, sales fell below low end of forecast range while profit closed near high end

		FY'21/2 1st Half* <sup>1</sup>	FY'22/2 1st Half	YoY	(Reference) Previous forecast As of April 7, 2021
		(Million Yen)	(Million Yen)		
Entire Company	Sales	16,075	<b>17,614</b>	+9.6%	18,050 ~20,000
	Operating income	3,741	<b>3,040</b>	(18.7)%	2,000 ~3,150
	Ordinary income	3,748	<b>2,900</b>	(22.6)%	1,800 ~2,950
	Net income attributable to owners of parent	2,759	<b>2,152</b>	(22.0)%	1,200 ~2,050
DX Business* <sup>2</sup>	Sales	200	<b>1,086</b>	+442.0%	-
	Segment profit	(375)	<b>154</b>	-	-

\*1 Dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.

Figures for FY'21/2 1st half are non-consolidated and for reference purposes.

\*2 Certain services including Recruiting Page KOBOT (previously Baitoru RHP) were transferred from the personnel recruiting services business to the DX business, effective FY'22/2.

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## FY'22/2 Forecasts



		FY'21/2 Actual	FY'22/2 Forecasts	YoY
		(Million Yen)	(Million Yen)	
Entire Company	Sales	32,494	<b>42,800</b> <b>~49,000</b>	<b>+31.7%</b> <b>~+50.8%</b>
	Operating income	7,312	<b>7,700</b> <b>~11,800</b>	<b>+5.3%</b> <b>~+61.4%</b>
	Ordinary income	6,501	<b>7,300</b> <b>~11,400</b>	<b>+12.3%</b> <b>~+75.4%</b>
	Net income attributable to owners of parent	607	<b>4,950</b> <b>~7,800</b>	<b>+714.6%</b> <b>~+1,183.6%</b>
DX Business	Sales	823	<b>2,300</b> <b>~2,600</b>	<b>+179.4%</b> <b>~+215.8%</b>
	Segment profit	(541)	<b>(400)</b> <b>~(100)</b>	-

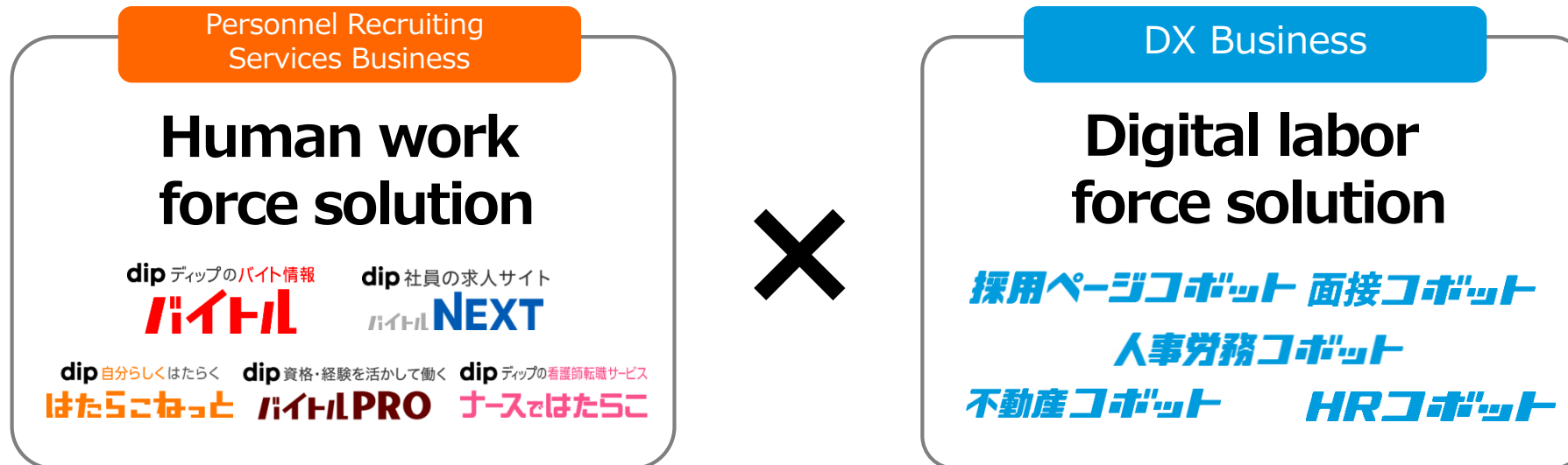
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## **Business Overview and Progress in the DX Business**

1. Overview of DX Business
2. FY'22/2 Q2 Segment Results
3. FY'22/2 Q3 Priority Measures

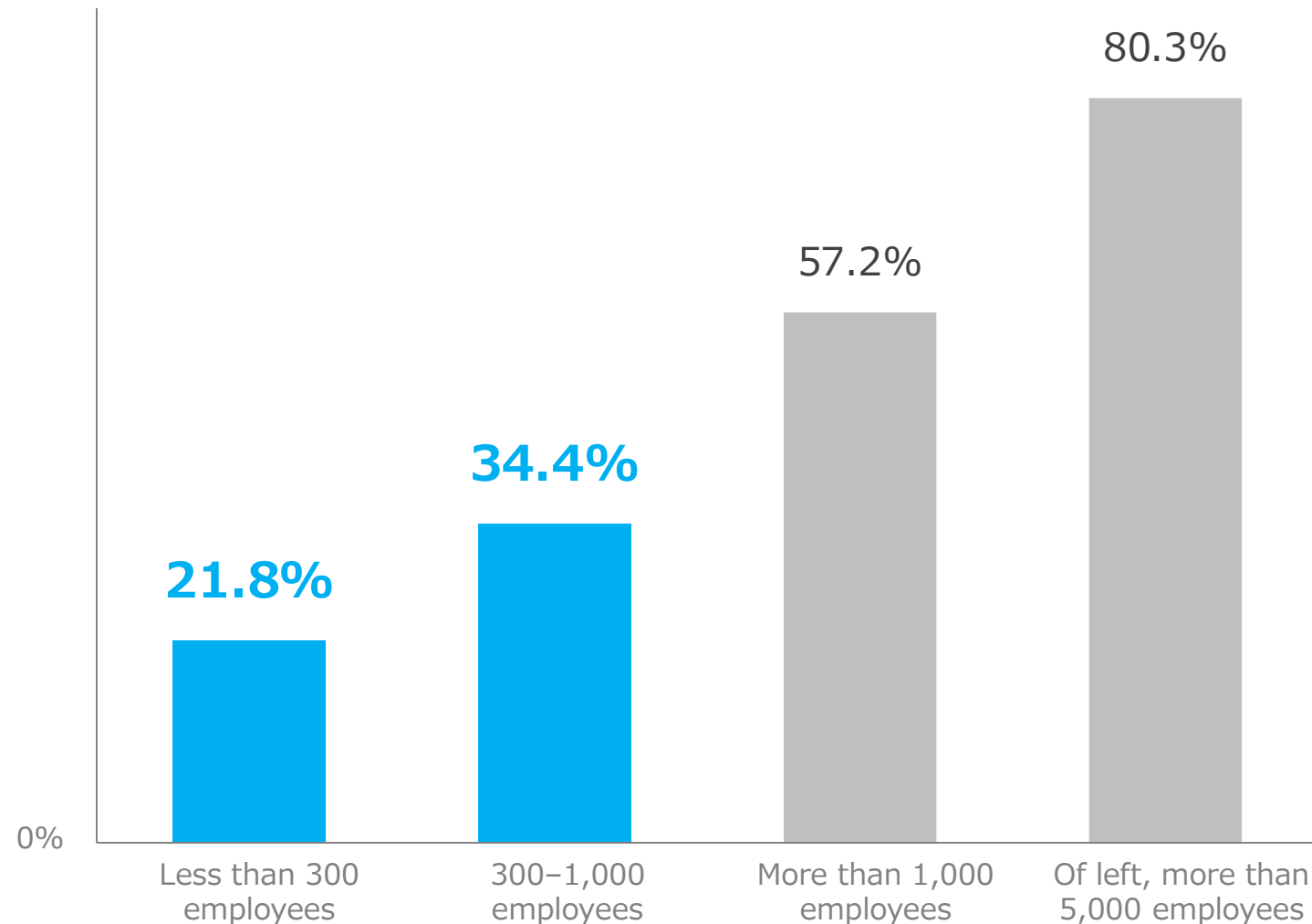
We will support the growth of client companies through personnel recruiting services and DX services, which will supplement manual labor through the evolution of technology.

## Vision 'Labor force solution company'



**AI/RPA business was renamed DX business (Apr. 2021)**  
The business is aimed at supporting the adoption of DX at SMEs by offering DX tools that enhance work efficiency and assist sales activities using the latest technologies under a one-stop SaaS model

## ■ Percentage of companies (by number of employees) deploying DX



### Reasons for slower adoption of DX by SMEs:

- Lack of awareness of which operations can be streamlined
- The cost and trouble associated with introducing DX
- Inability to fully utilize the functions after deploying the tools

### Key factors in SMEs decision to deploy DX:

- Low-cost and simple product design
- Implementation support
- High-level of customer success

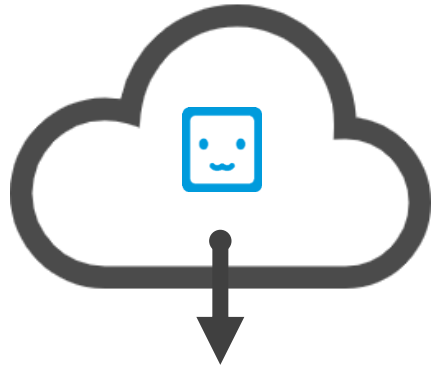
Source: Prepared by dip based on Nikkei BP Intelligence Group Innovation ICT lab's 'Digitalization Survey' in November 2019

# 1. Overview of DX Business ③ Characteristics of DX Tools, KOBOT Series

A one-stop service providing unique value, designed specifically for SMEs

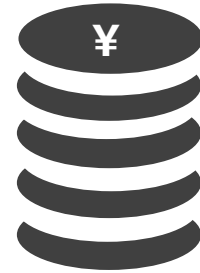
## Easy to introduce

Simple functions and cloud format enable use on same day



## Reasonable prices

Fees start from ¥20,000/month, with no development or introduction costs



Conventional DX service



dip's DX service

## Extensive customer success

The monthly fee covers maintenance and operation



Support by sales reps



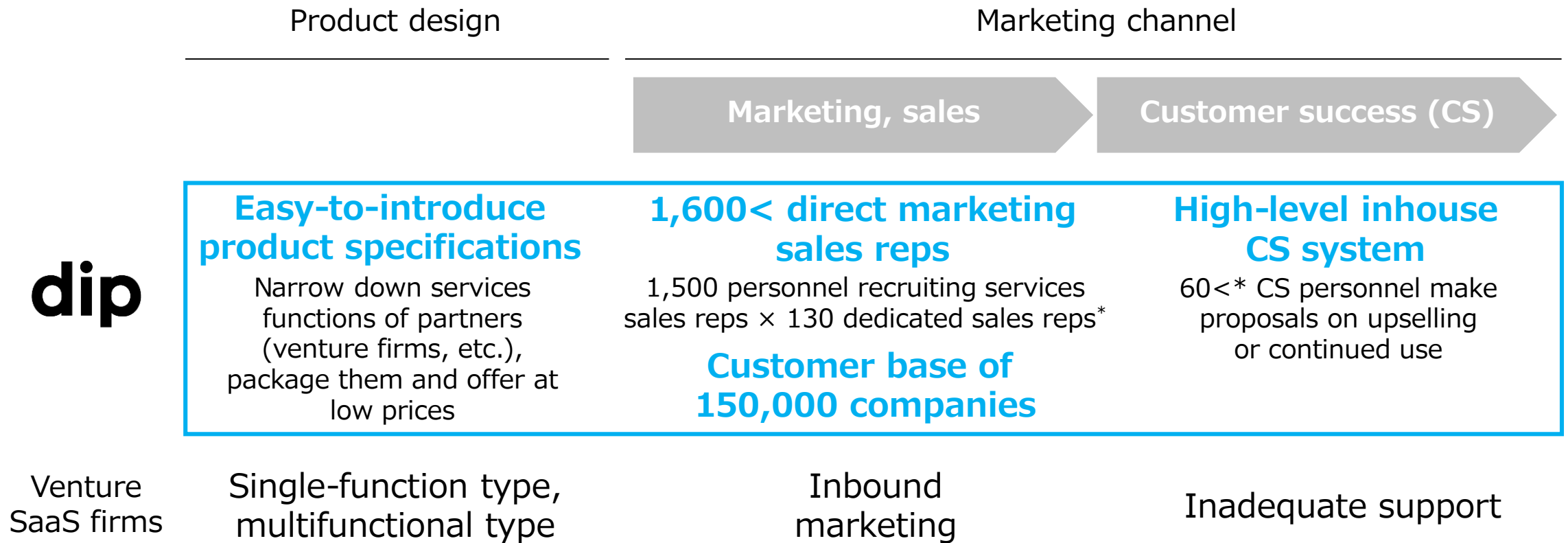
Remote support by customer success reps

**One-stop service including installation, operation and maintenance**

# 1. Overview of DX Business ⑤ The Strengths of dip

Easy-to-introduce product specifications × 1,600< direct marketing sales reps × customer base of 150,000 companies

We will create a DX market among SMEs based on our unique advantages



\* February 2022 outlook

## Streamlining of recruiting and personnel administration

### 採用ページロボット

#### Corporate Recruiting Page KOBOT

Launched in Jun. 2021  
From ¥20,000/month

Creates recruiting webpages on behalf of clients.  
Quickly produces original pages featuring Baitoru's unique functions, such as workplace introduction videos.

### 面接ロボット

#### Interview Scheduling KOBOT

Launched in Nov. 2019  
From ¥30,000/month

Automatically schedules recruitment interviews with applicants.  
(Automatic response by chatbots)

### 人事労務ロボット

#### Personnel Administration KOBOT

Launched in Jul. 2021  
From ¥20,000/month

Provides paperless solutions for part-time worker employment contracting and onboarding management.

## Sales support

### HRロボット

#### Temp Agency KOBOT

Launched in Sep. 2019  
From ¥40,000/month

Automatically creates a list of target companies for sales activities of temp agencies.  
Calls companies on sales list on behalf of temp agencies.

## Industry-specific streamlining

### 不動産ロボット

#### Real Estate Agency KOBOT

Launched in Jun. 2020  
From ¥20,000/month

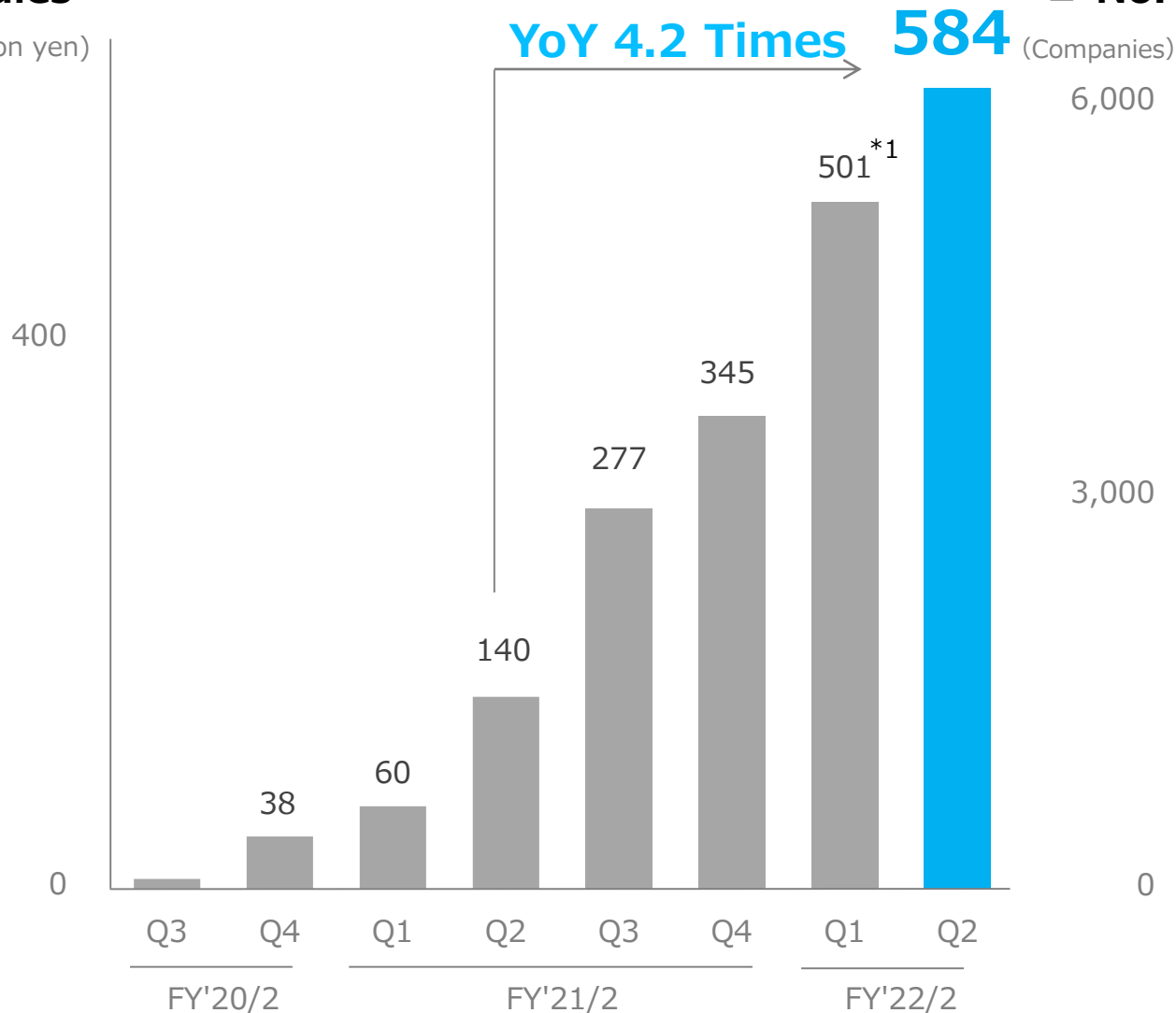
Streamlines data input work, such as obtaining, registering and updating property data.

## 2. FY'22/2 Q2 Segment Results ①

Sales and number of companies increased substantially

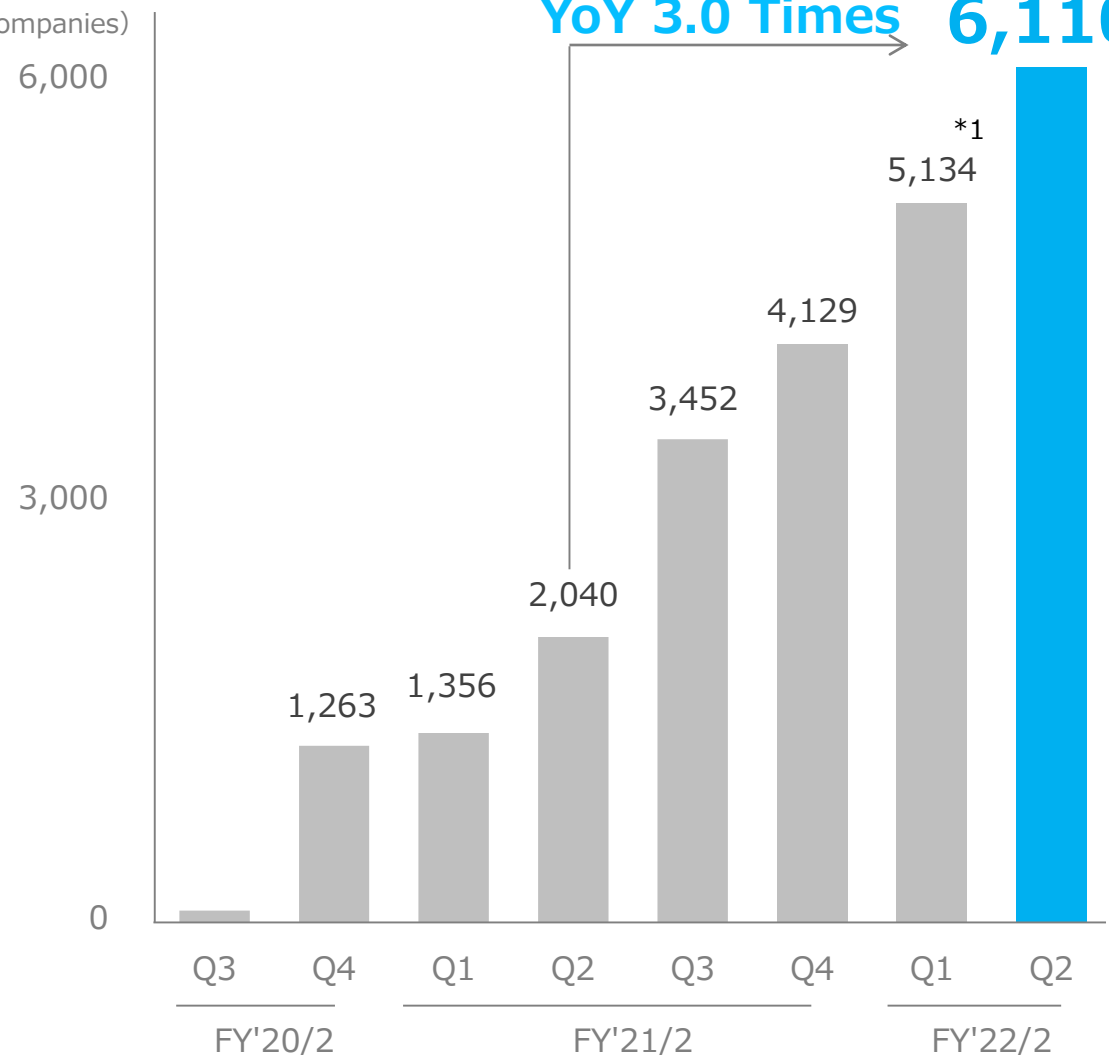
### ■ Sales

(million yen)



### ■ No. of companies subject to monthly payment<sup>\*2</sup>

YoY 3.0 Times → **6,110**



<sup>\*1</sup> Certain services including Recruiting Page KOBOT (previously Baitoru RHP) were transferred from the personnel recruiting services business to the DX business, effective FY'22/2.

<sup>\*2</sup> No. of companies subject to monthly payment: Number of unique companies using paid services



## 2. FY'22/2 Q2 Segment Results ②

Monthly sales and number of companies paying monthly grew due to enhanced sales system

	Feb. 2021 <sup>*1</sup> (Actual)	May 2021 (Actual)	Aug. 2021 (Actual)	Feb. 2022 (Target)
<b>Monthly sales</b> (vs Feb. 2021)	¥130 mn -	¥160 mn (+approx. 18%)	<b>¥210 mn</b> (+approx. 52%)	<b>¥400 mn</b> (+approx. 189%)
<b>No. of companies subject to monthly payment</b> (vs Feb. 2021)	Approx. 4,700 -	Approx. 4,800 (+approx. 3%)	<b>Approx. 6,500</b> (+approx. 39%)	<b>Approx. 13,000</b> (+approx. 176%)
<b>ARPU<sup>*2</sup></b> (vs Feb. 2021)	Approx. ¥29,000 -	Approx. ¥33,000 (+approx. 15%)	<b>Approx. ¥32,000</b> (+approx. 10%)	<b>Approx. ¥30,000</b> (+approx. 2%)
<b>Subscription-based sales ratio<sup>*3</sup></b> (vs Feb. 2021)	34% -	36% (+approx. 2pts)	<b>38%</b> (+approx. 4pts)	<b>43%</b> (+approx. 9pts)

<sup>\*1</sup> Certain services including Recruiting Page KOBOT (previously Baitoru RHP) were transferred from the personnel recruiting services business to the DX business, effective FY'22/2. Figures for Feb. 2021 include Recruiting Page KOBOT for reference purposes.

<sup>\*2</sup> ARPU: Monthly sales divided by the number of paid client companies

<sup>\*3</sup> Subscription-based sales ratio: Subscription-based sales (automatic renewal or long-term contract) divided by total sales

## FY'22/2 Q3

**1**

### **Expand customer base**

- Aim for substantial increase in bundled sales of DX products to coincide with rapid recovery in demand for job ads.
- Increase subscription-based sales ratio by increasing subscription type products to establish stable customer base.

**2**

### **Enhance product lineup**

- Offer one-stop proposals of product packages that suit the workflows of clients.
  - Further enhance sales of Temp Agency KOBOT, which is well-received by clients.
  - Full-scale launch of Personnel Administration KOBOT
  - Launch subscription-type, cloud-based core system for worker dispatch.

**3**

### **Strengthen 'customer success' system**

- Build an efficient CS system while strengthening proposals to upsell and encourage continued use after client starts service.

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## **Progress in the Personnel Recruiting Services Business**

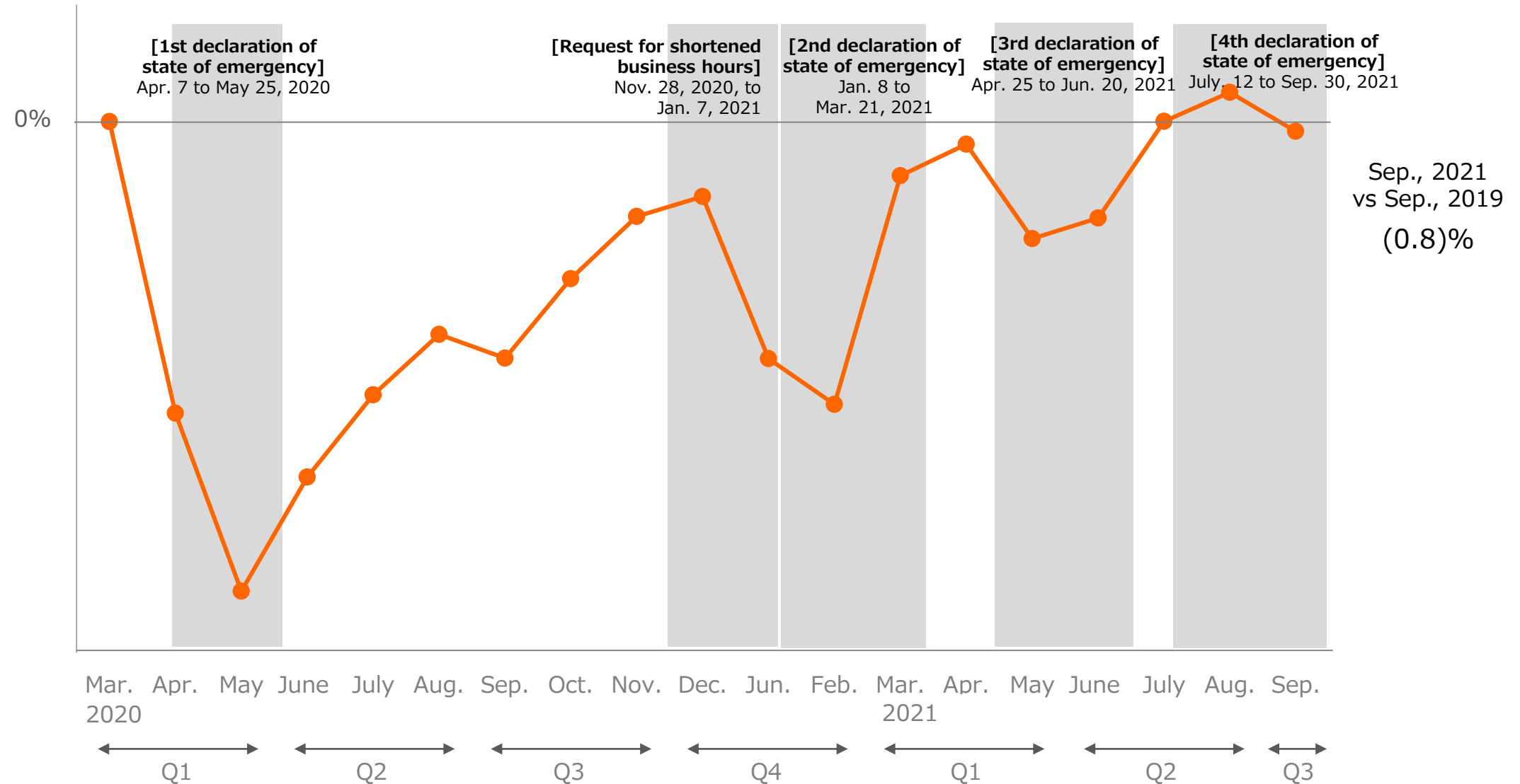
## ■ Sales

(Million Yen)

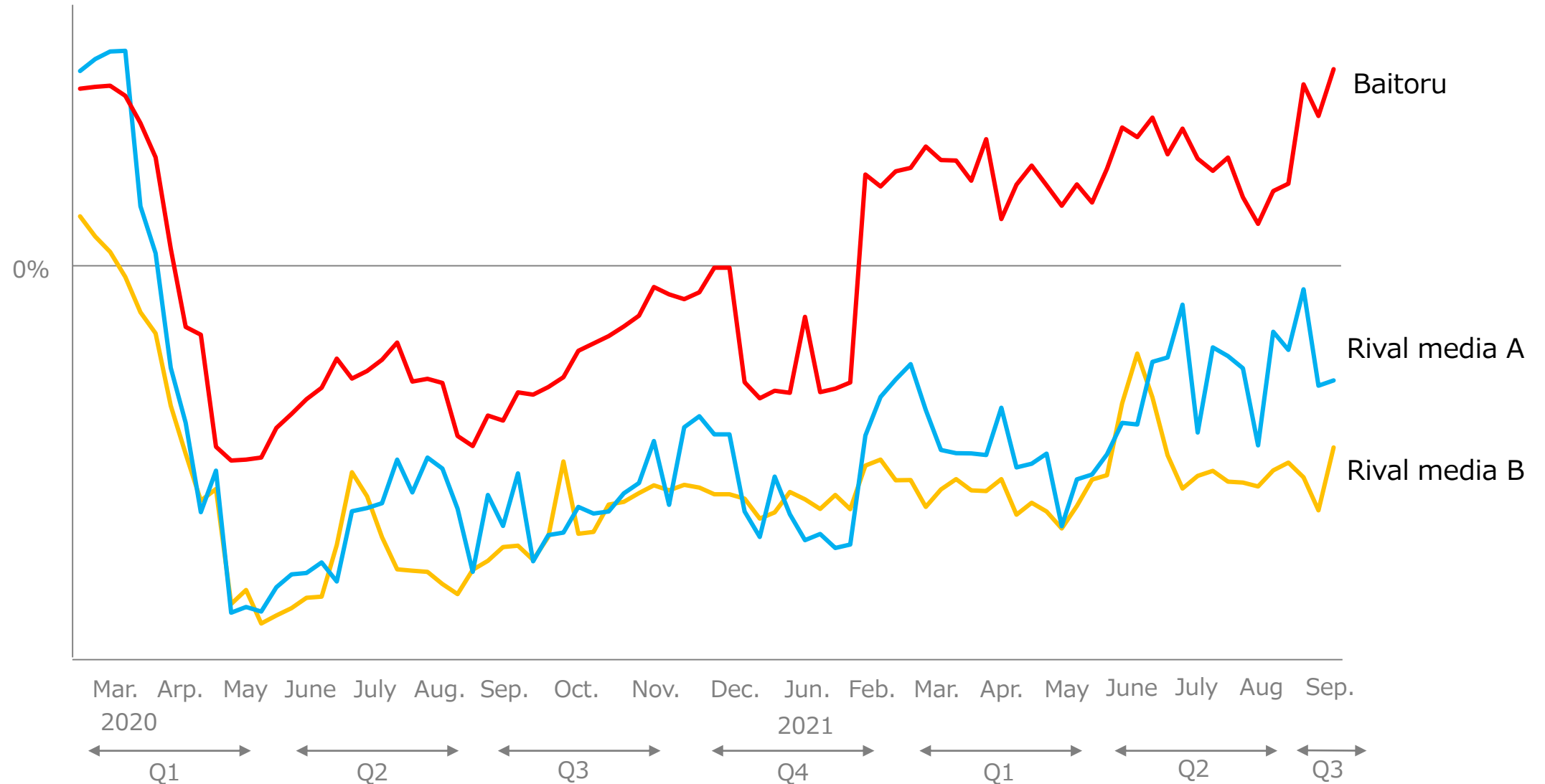
	FY'21/2 Q2 Actual	FY'22/2 Q2 Actual	YoY Change	
			Amount	% change
<b>Baitoru</b>	5,256	<b>5,957</b>	<b>+700</b>	<b>+13.3%</b>
of which, Baitoru NEXT	854	<b>1,047</b>	<b>+192</b>	<b>+22.6%</b>

\* Includes sales from Baitoru NEXT

## ■ Baitoru monthly number of subscriber companies (compared to the same month of FY'20/2)



■ Number of job advertisement postings of different media (compared to the same month of FY'20/2) \*



\*Source: dip

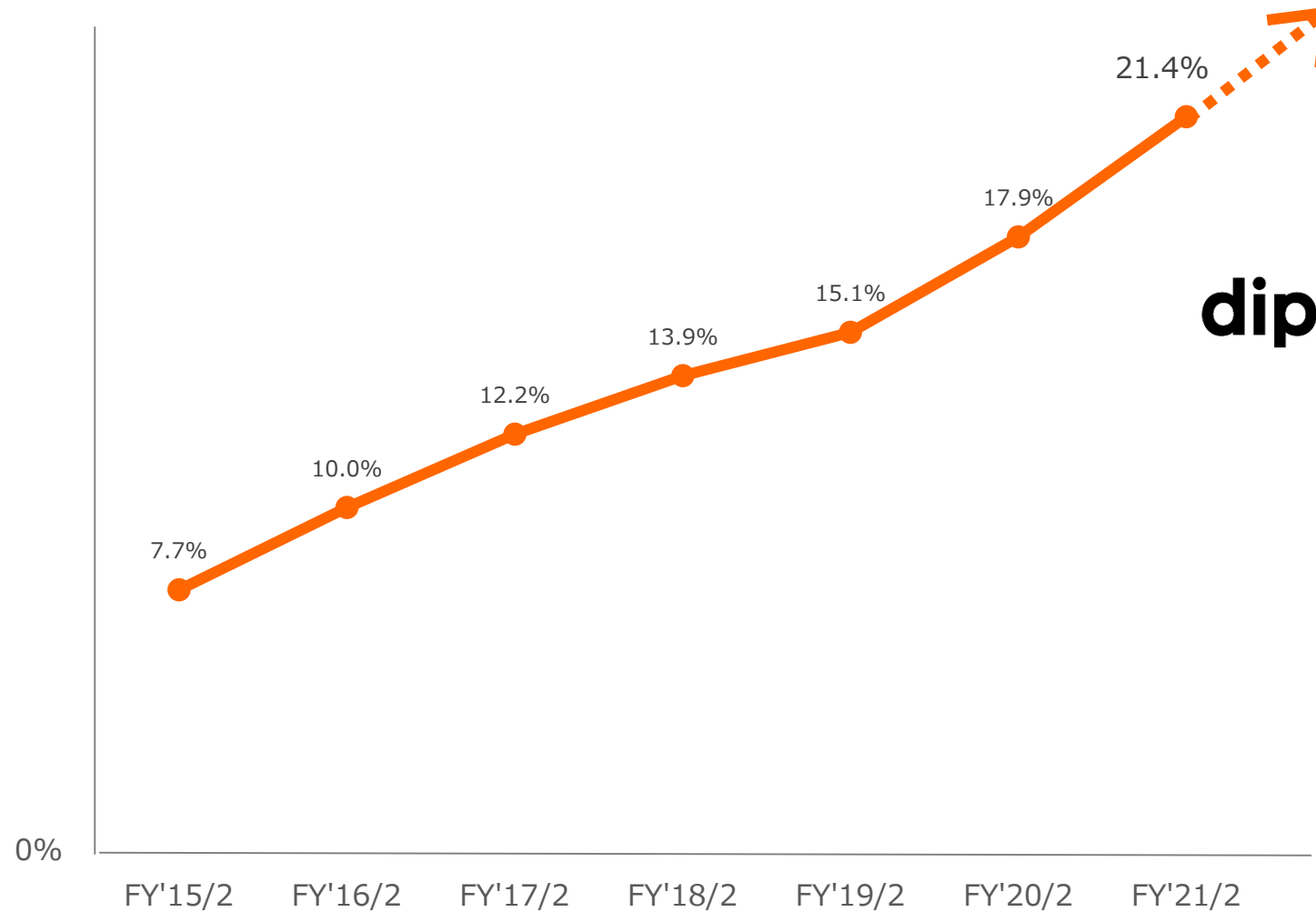
## ■ Sales

(Million Yen)

	FY'21/2 Q2 Actual	FY'22/2 Q2 Actual	YoY Change	
			Amount	% change
<b>Hatarako.net</b>	1,144	<b>1,484</b>	<b>+339</b>	<b>+29.7%</b>
Dispatch Agencies	943	<b>1,277</b>	<b>+334</b>	<b>+35.4%</b>
Direct employment	201	<b>207</b>	<b>+5</b>	<b>+2.9%</b>

- Sales to dispatch companies continue to recover mainly in the clerical work sector.

(Note) From its inception, Hatarako.net played the role of a go-between for dispatch companies to solicit applications from those applying for dispatched employees. Since 2017, however, it has become a comprehensive website for dispatch companies and general client companies to solicit job applications directly.

**■ Share of part-time and temporary worker job information market\***

Aiming to further expand  
market share in  
anticipation of rapid  
recovery in job market

\* Share was calculated by estimating the market size based on the sales of major job information media.



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## **Future Growth Strategies**

1. Key Points of the Growth Strategies
2. Initiatives for Further Growth of Market Share
3. Progress in Baitoru PRO

## Growth strategy 1

### **Maintain high growth in the DX business by leveraging unique business model and strengths**

Increase DX product sales, leveraging 1,600+ direct marketing sales reps and a customer base of 150,000 companies.

Maintain high sales growth by enhancing the product lineup and strengthening the customer success system.

## Growth strategy 2

### **Increase market share further in anticipation of rapid recovery in job market**

In addition to offering differentiated proposals in combination with our DX products, sales of existing job advertising services will be expanded through large-scale promotional campaigns such as the Vaccine Incentive Project and app download promotions.

## Growth strategy 3

### **Through new service Baitoru PRO, capture market share in specialized job sectors suffering from severe labor shortage**

No. of job postings increased steadily to approximately 210,000, boosting recognition significantly.

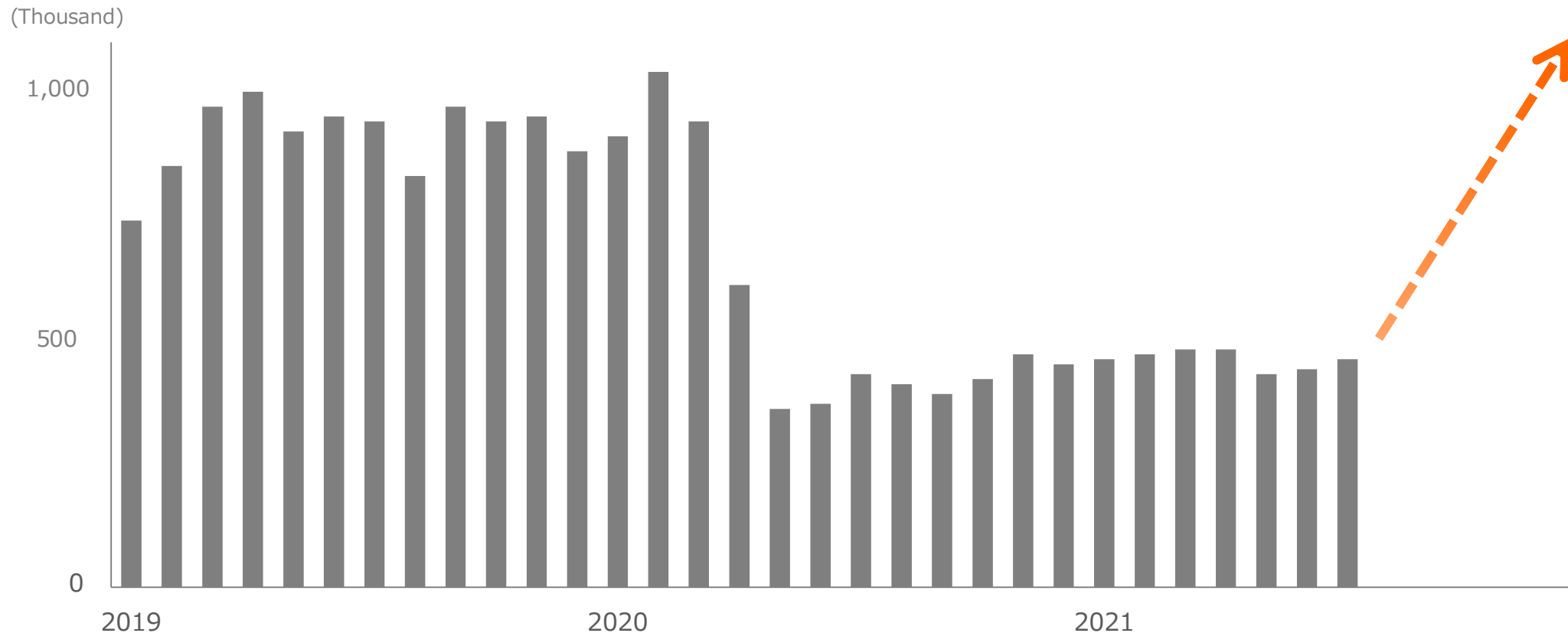
Aim to become No. 1 swiftly in the number of job postings in each specialized job sector.

## 2. Initiatives for Further Growth of Market Share ①

Rapid recovery of job market expected to lead to intensified competition for human resources

**Fixed-term job market weakened significantly due to pandemic; rapid recovery expected due to lifting of SOE and progress in vaccine rollout**

■ Number of job ads posted for service and retail sectors



Source: Prepared by dip based on data from the Association of Job Information of Japan

# Expanding our user/customer base through digital & physical promotional campaign, with Suguru Osako, DAIGO, and Kazuo Tokumitsu as ambassadors



#### ■ Digital

- Maximization of web reach  
(YouTube, TikTok, Instagram, Facebook)
- social media measures featuring celebrities

#### ■ Physical

- Large-scale TV CMs
- More signage ad spots  
at Shibuya Scramble Square
- Enhanced transit ads (ads in trains / cars)
- Billboards in major railway stations
- Posters and signage
- Outdoor ads nationwide
- Distribution of stickers and QUO cards

# Posting job information with vaccine incentives in order to increase users, enhance the effectiveness of job ads, and create safe and secure workplaces

- **Examples of vaccine incentives**  
(Costs are borne by the recruiting companies)

### Vaccine allowance

- Payment of incentives to vaccine recipients
- Payment of transportation fees to and from vaccination venue

### Preferential treatment

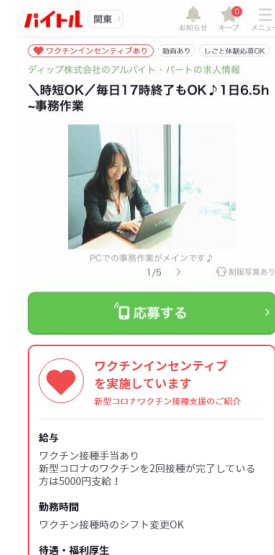
- Preferential hourly wages
- Preferential shifts

### Special leave

- Special paid leave
- Special leave given when accompanying family member to get vaccinated

### Workplace vaccination

130,000 job ads posted so far \*



**ワクチンインセンティブ  
を実施しています**  
新型コロナワクチン接種支援のご紹介

#### 給与

時給優遇  
職場の感染拡大、従業員保護のため、  
ワクチン接種済み、もしくは接種する意志を申告した方、  
時給優遇(+50円)します。

#### 勤務時間

・シフト優遇  
職場の感染拡大、従業員保護のため、  
ワクチン接種済み、もしくは接種する意志を申告した方、シフト優遇します。

#### 待遇・福利厚生

・ワクチン手当  
ワクチン接種済み、もしくは接種する意志を申告した方、  
5,000円支給

※ ワクチン接種は任意です。

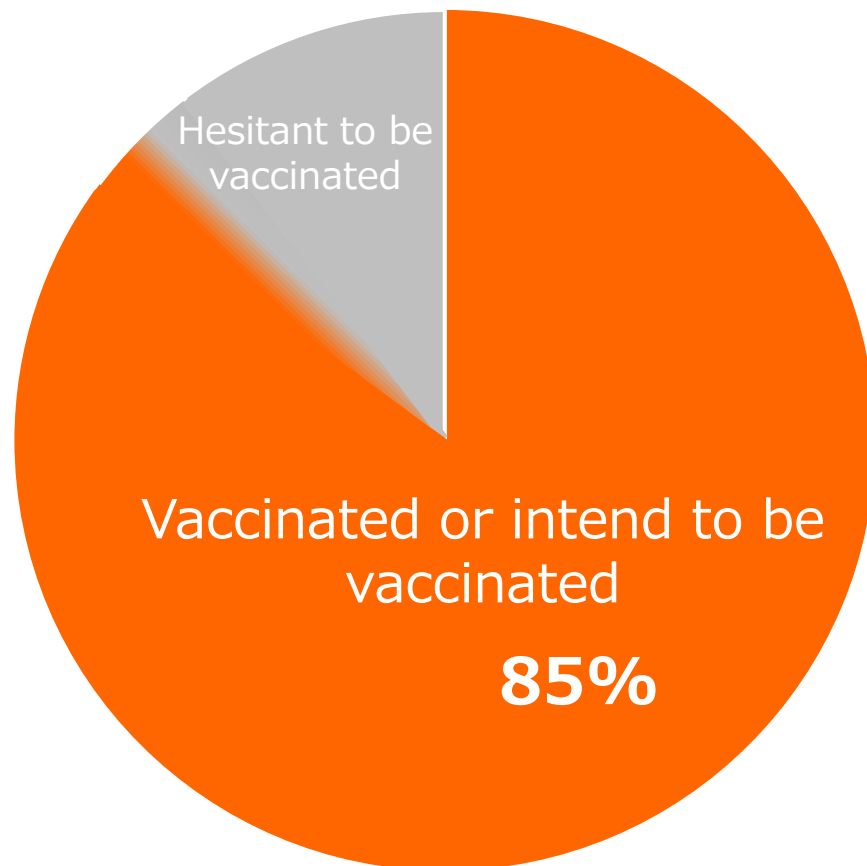
\* As of October 13, 2021

Note: The illustration uses simulated image.

(Reference)

85% of those in their teens and 20s have been or intend to be vaccinated

## ■ Vaccination intention survey



More than **85%** of those in their teens and twenties are the targets of the Vaccine Incentive Project

Source: Dip Research Institute's "Vaccination Intention Survey," targeting Baitoru members (in their teens & 20s)

## 2. Initiatives for Further Growth of Market Share ④

Increase market share by capturing the rapid recovery of the job market

# Rolling out largest-ever promotional campaigns ahead of competitors to increase job postings and accelerate acquisition of users

## Vaccine Incentive Project



▲ Promotional campaign with Suguru Osako as ambassador

## Increase downloads of Baitoru app



▲ New CM featuring Nogizaka 46 to be aired from November 2021

### 3. Progress in Baitoru PRO ①

Launched Baitoru PRO in May 2021 as dip's first new service in 12 years

## バイト・ILPRO

資格・経験を活かして働く

New job openings-to-applicant ratio by job type  
(Before COVID-19 Feb. 2020)

Healthcare

3.38

Nursing care

5.49

Childcare

4.18

Beauty care

7.66

WEB/IT

3.58

Restaurant

(Cooks)

4.08

A comprehensive job information site for specialized jobs in industries that face serious labor shortage  
(Launched on May 19, 2021)

The service encourages movement in the labor force by supporting professionals as well as individuals aiming to become professionals

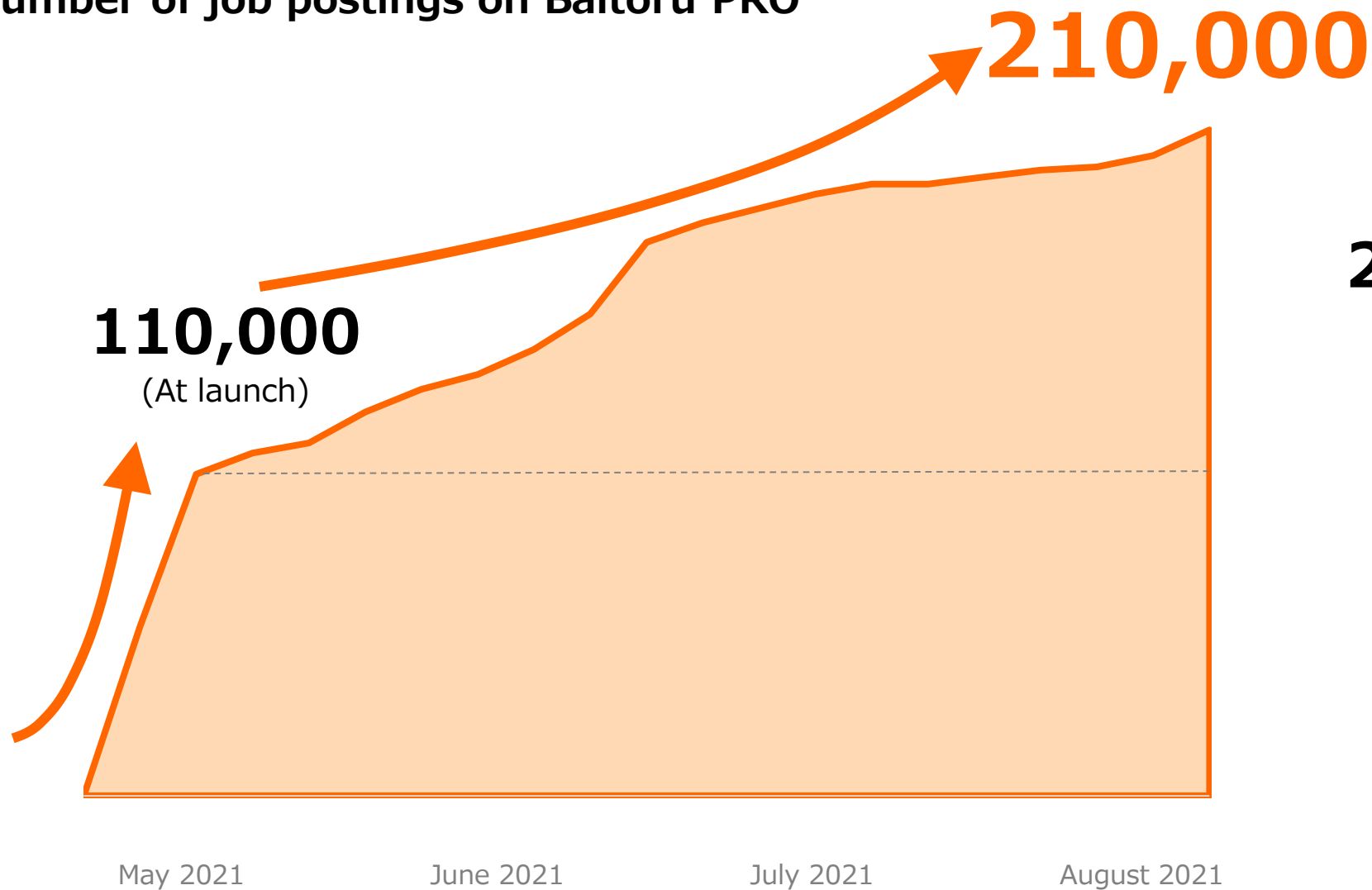
Source: "New Job Openings-to-Applciant Ratio by Job Type (Regular Employment including Part-Time)" Ministry of Health, Labour and Welfare



### 3. Progress in Baitoru PRO ②

Number of job postings rose significantly by leveraging dip's sales reps and customer base

#### ■ Number of job postings on Baitoru PRO

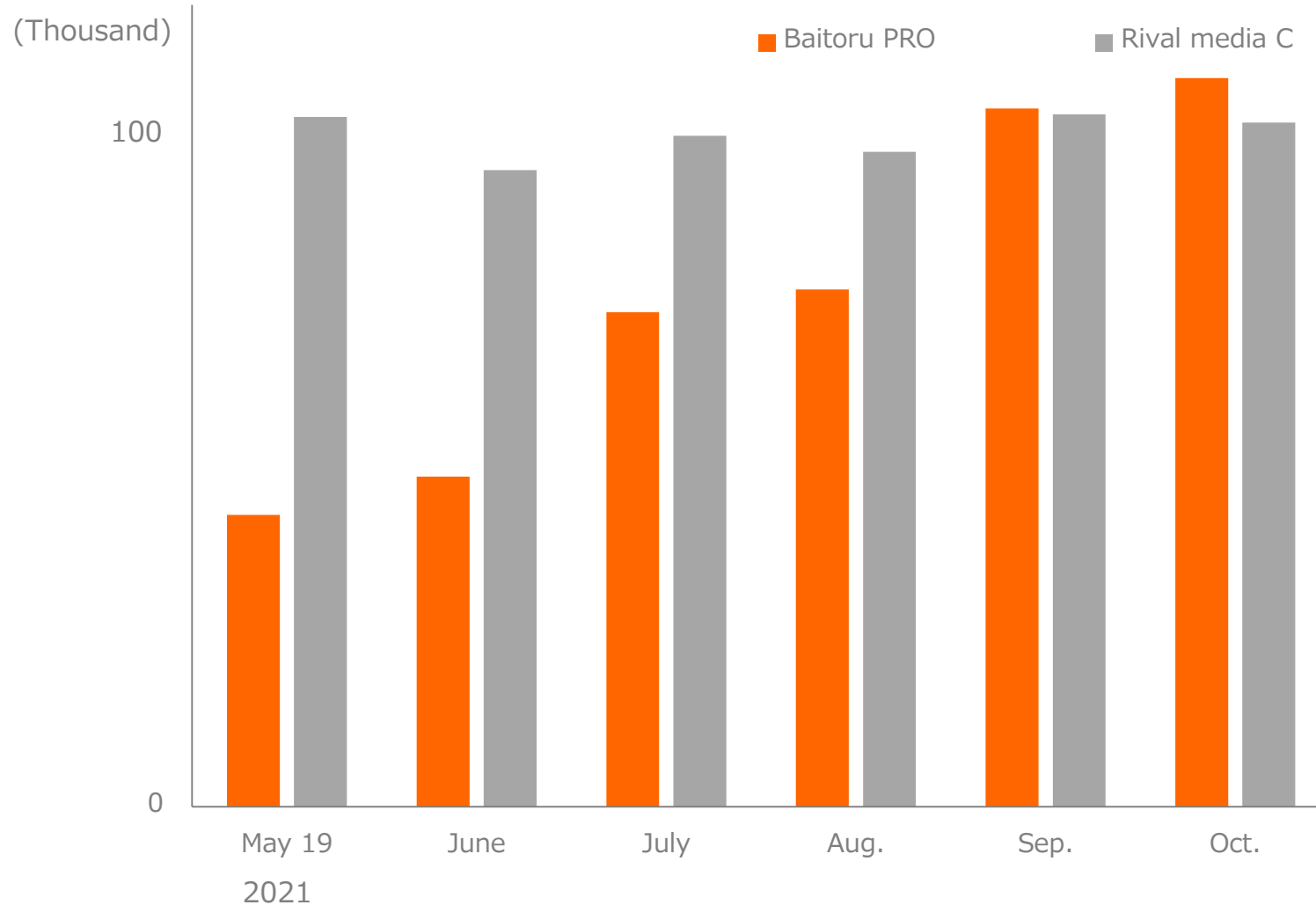


**More than  
210,000 job ads  
posted**

### 3. Progress in Baitoru PRO ③

Became No. 1 in number of job postings in nursing care sector

#### ■ Number of nursing care job postings on Baitoru PRO\*



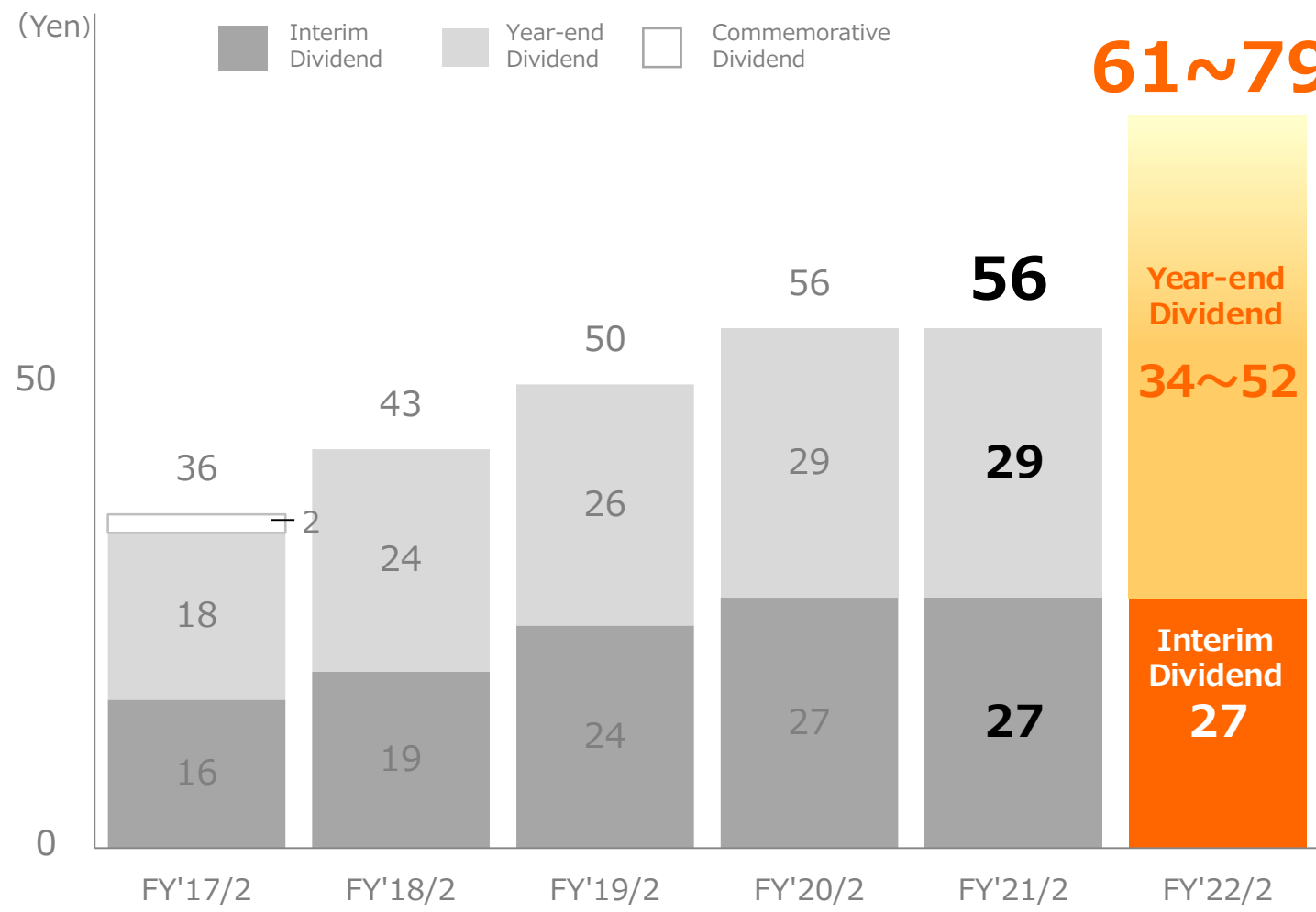
We aim to become No. 1  
in the number of job  
postings in specialized  
job sectors other than  
nursing care

\* As of the beginning of each month for June and afterwards

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## Shareholder Return

■ Dividend per share



- **Interim: ¥27**  
The same amount as the interim dividend in FY'21/2.
- **Year-end: ¥34~52 (forecast)**  
A payout ratio of 50%

## **7** **Appendix**

Company name	dip Corporation
Established	March 1997
Representative	Hideki Tomita, Representative Director, President & CEO
Location	3-2-1 Roppongi, Minato-ku, Tokyo
Capital	¥1,085 million (As of end of August 2021)
Sales	¥32,494 million (For the fiscal year ended February 2021)
Employees	2,088 (Full-time employees as of August 31, 2021)
Main Business	Provision of online job information and DX services
Market	First Section of the Tokyo Stock Exchange (code: 2379)

## 2. FY'22/2 Q2 Financial Results ①

### Income statement

(Million yen)

	FY'20/2				FY'21/2				FY'22/2	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Sales	12,011	10,813	11,925	11,664	9,168	6,906	8,459	7,960	9,226	8,387
Cost of sales	746	737	759	793	801	756	835	909	1,060	1,092
Gross income	11,264	10,076	11,166	10,870	8,366	6,149	7,623	7,051	8,166	7,295
Selling, general & administrative expenses	7,507	6,602	7,222	7,689	5,563	5,210	5,410	5,677	6,310	6,111
Personnel costs and related expenses*	3,143	3,009	3,015	3,498	3,111	3,271	3,212	3,260	3,405	3,323
Advertising and sales promotion costs	3,213	2,626	3,097	2,918	1,421	956	1,164	1,438	1,871	1,810
Land & Office Rental	265	264	264	280	292	290	288	288	286	286
Others	884	702	844	992	737	693	744	689	746	691
Operating Income	3,757	3,473	3,944	3,181	2,803	938	2,213	1,373	1,856	1,184
Ordinary Income	3,774	3,481	3,951	3,185	2,811	937	1,733	1,296	1,784	1,115
Net Income attributable to owners of parent	2,599	2,328	2,713	2,370	1,930	829	(2,424)	509	1,204	948

\* Personnel costs and related expenses include salaries and welfare benefits as well as recruitment related expenses and educational expenses.

(Note) Dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.

Figures for FY'20/2, FY'21/2 Q1 and Q2 are non-consolidated and for reference purposes.

## 2. FY'22/2 Q2 Financial Results ②

### Balance sheet

(Million yen)

	FY'21/2 (As of February 28,2021)	FY'22/2 Q2 (As of August 31, 2021)	Comparison to the previous year
<b>Assets</b>	<b>35,869</b>	<b>39,373</b>	<b>+3,504</b>
Current assets	17,782	19,792	+2,010
Non-current assets	18,087	19,581	+1,494
Property, plants and equipment	1,698	2,051	+353
Intangible assets	6,831	7,300	+469
Investments and other assets	9,557	10,229	+671
<b>Liabilities</b>	<b>4,691</b>	<b>6,431</b>	<b>+1,740</b>
Current liabilities	3,576	5,249	+1,672
Non-current liabilities	1,114	1,181	+67
<b>Net Assets</b>	<b>31,178</b>	<b>32,942</b>	<b>+1,764</b>
Shareholders' equity	30,302	32,318	+2,015
Total accumulated other comprehensive income	(33)	(16)	+17
Share acquisition rights	892	624	(268)
Non-controlling interests	16	15	(0)



## 2. FY'22/2 Q2 Financial Results ③

### Statement of cash flows

(Million yen)

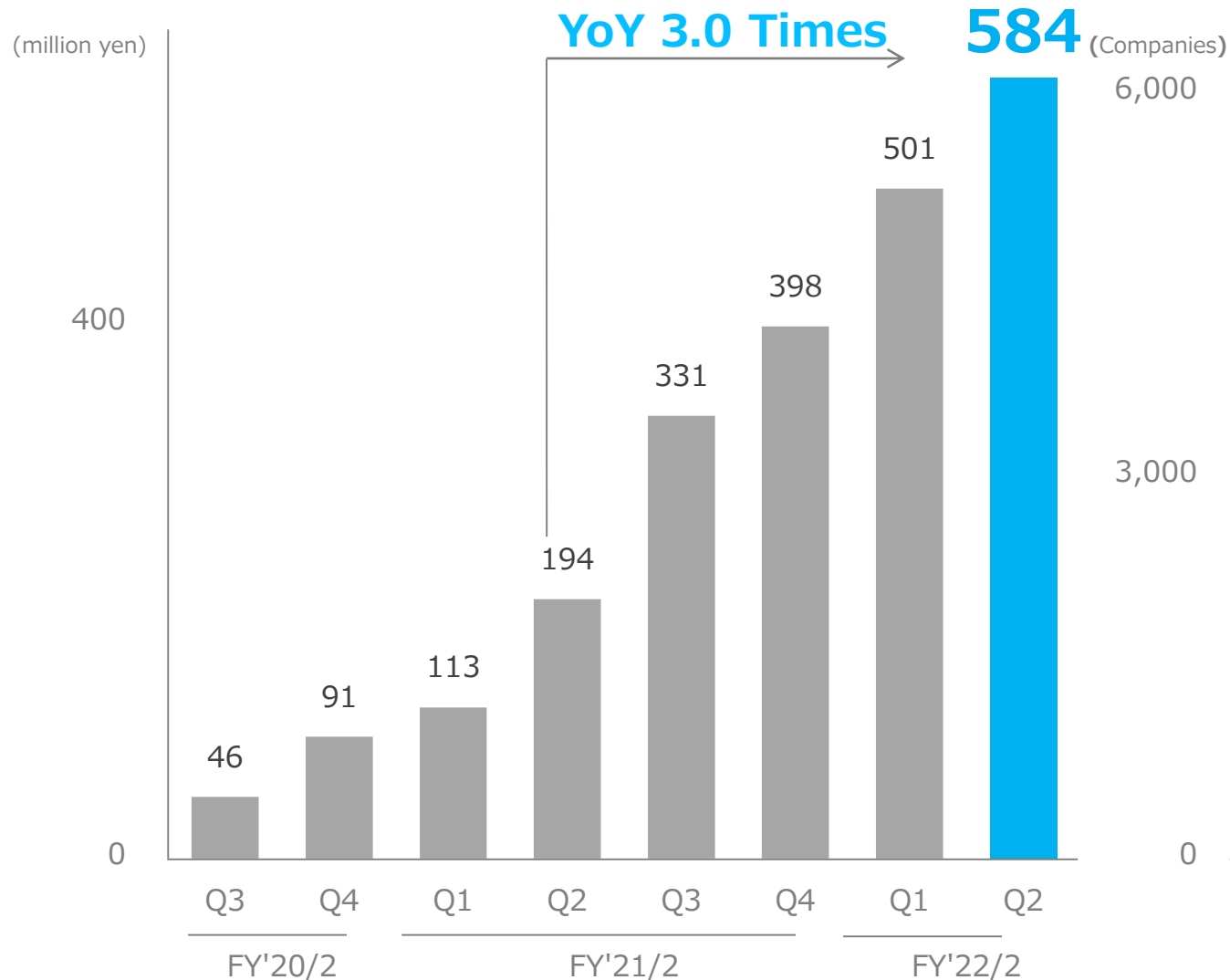
Cash and cash equivalents at beginning of period		12,462		
Operating activities		+5,781		
Investment activities	Purchase of property, plant and equipment		(477)	
	Purchase of intangible assets		(1,604)	
	Other		(49)	
				(2,131)
Financing activities	Dividends paid	(1,651)		
	Other	+354		
				(1,296)
Cash and cash equivalents at end of period		14,816		

### 3. FY'22/2 Q2 Segment Results ①

#### DX business KPI (retroactive figures)

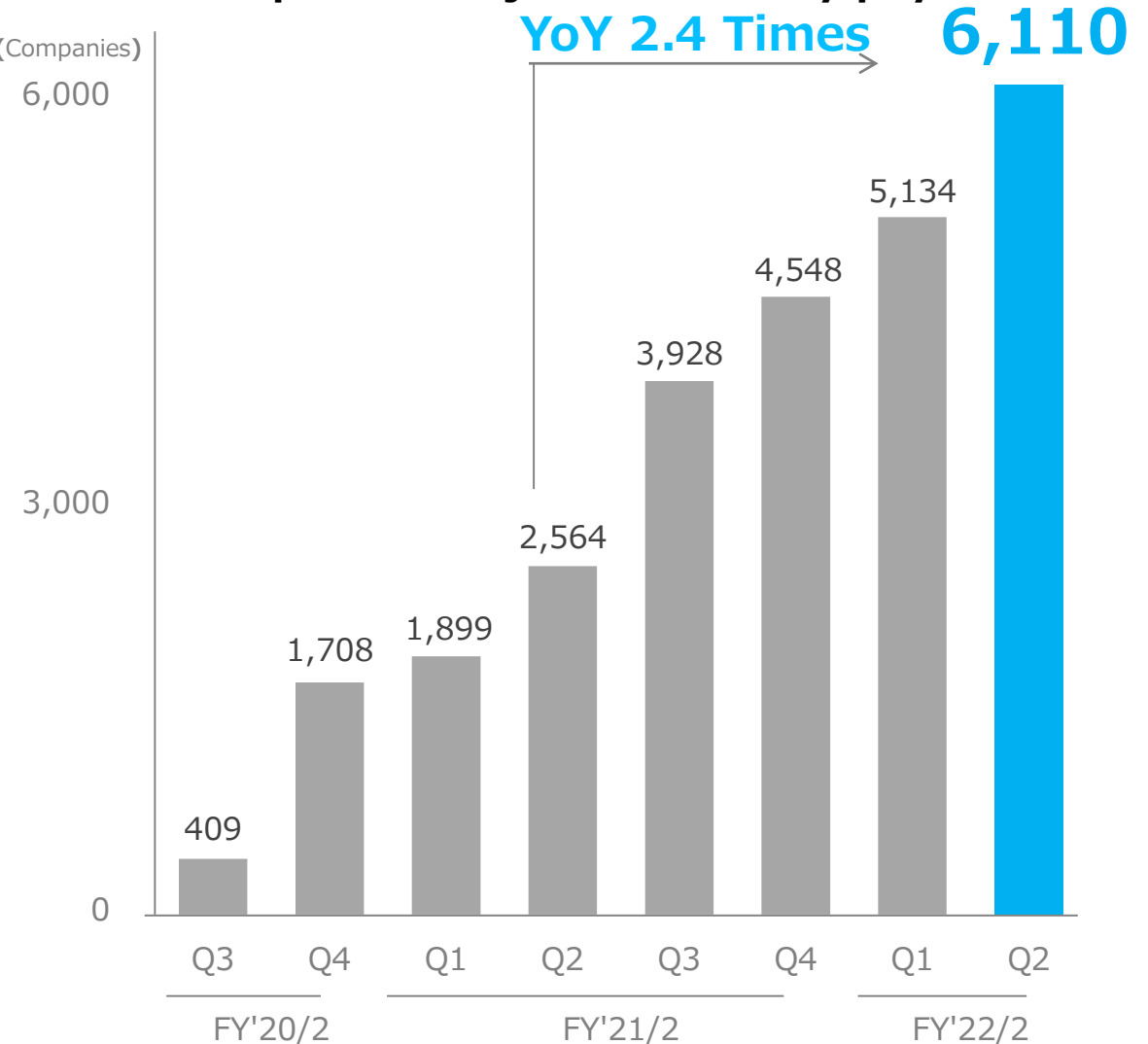
#### ■ Sales

(million yen)



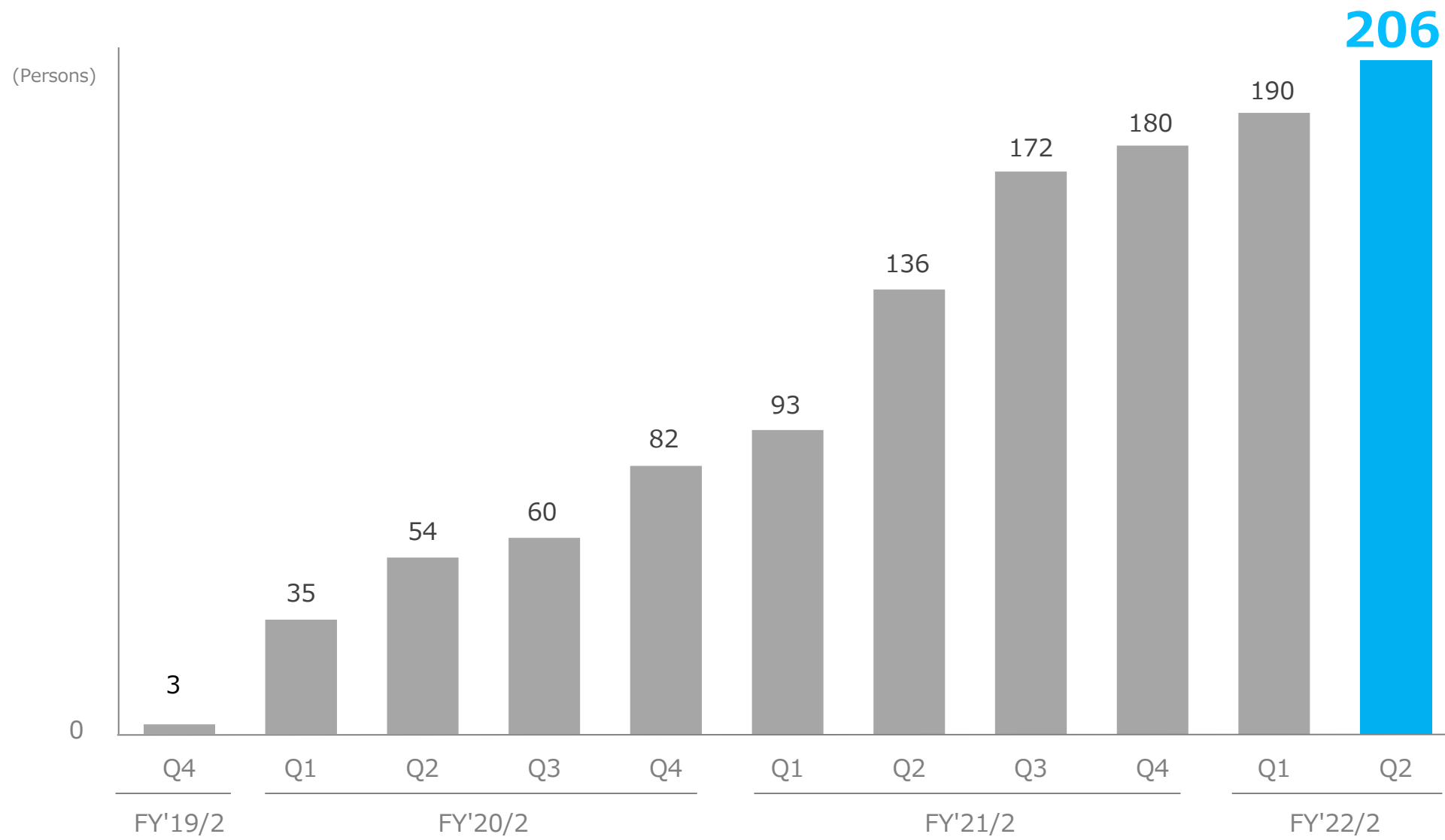
#### ■ No. of companies subject to monthly payment

(Companies)



(Note) Certain services including Recruiting Page KOBOT (previously Baitoru RHP) were transferred from the personnel recruiting services business to the DX business, effective FY'22/2. Figures for FY'20/2 and FY'21/2 include Recruiting Page KOBOT and are for reference purposes.

3. FY'22/2 Q2 Segment Results ②  
Number of personnel in DX business



### 3. FY'22/2 Q2 Segment Results ③

#### Personnel recruiting services business KPI

		FY'20/2				FY'21/2				FY'22/2	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<b>Baitoru<sup>*1</sup></b>											
<b>Sales</b>	(Million yen)	<b>9,426</b>	<b>8,603</b>	<b>9,624</b>	<b>9,353</b>	<b>6,891</b>	<b>5,256</b>	<b>6,561</b>	<b>5,753</b>	<b>6,402</b>	<b>5,957</b>
	<YoY>	+10.1%	+9.4%	+8.5%	+13.1%	(26.9)%	(38.9)%	(31.8)%	(38.5)%	(7.1)%	+13.3%
<b>Number of subscriber companies</b>	(Companies)	<b>14,506</b>	<b>13,818</b>	<b>14,819</b>	<b>15,285</b>	<b>11,841</b>	<b>10,873</b>	<b>13,015</b>	<b>12,845</b>	<b>13,659</b>	<b>13,461</b>
	<YoY>	+9.7%	+10.2%	+9.9%	+11.9%	(18.4)%	(21.3)%	(12.2)%	(16.0)%	+15.4%	+23.8%
<b>Number of applications</b>											
	<YoY>	+10.3%	+13.7%	+14.9%	+39.0%	+13.5%	+2.6%	+1.6%	(15.5)%	(6.2)%	(3.4)%
<b>Baitoru NEXT</b>											
<b>Sales</b>	(Million yen)	<b>1,394</b>	<b>1,377</b>	<b>1,488</b>	<b>1,479</b>	<b>1,156</b>	<b>854</b>	<b>1,082</b>	<b>1,035</b>	<b>1,122</b>	<b>1,047</b>
	<YoY>	+37.0%	+18.0%	+12.8%	+11.3%	(17.1)%	(37.9)%	(27.3)%	(30.0)%	(2.9)%	+22.6%
<b>Number of subscriber companies</b>	(Companies)	<b>3,257</b>	<b>3,169</b>	<b>3,577</b>	<b>3,715</b>	<b>3,000</b>	<b>2,631</b>	<b>3,305</b>	<b>3,474</b>	<b>3,589</b>	<b>3,551</b>
	<YoY>	+29.9%	+16.2%	+20.6%	+17.8%	(7.9)%	(17.0)%	(7.6)%	(6.5)%	+19.6%	+34.9%
<b>Number of applications</b>											
	<YoY>	+33.7%	+20.4%	+20.6%	+24.7%	+12.9%	(0.2)%	(11.8)%	(6.6)%	(12.0)%	(2.2)%
<b>Hatarako.net</b>											
<b>Sales</b>	(Million yen)	<b>1,954</b>	<b>1,866</b>	<b>1,969</b>	<b>2,000</b>	<b>1,616</b>	<b>1,144</b>	<b>1,335</b>	<b>1,576</b>	<b>1,651</b>	<b>1,484</b>
	<YoY>	+16.2%	+12.2%	+8.4%	+8.4%	(17.3)%	(38.7)%	(32.2)%	(21.2)%	+2.2%	+29.7%
<b>Number of subscriber companies</b>	(Companies)	<b>3,180</b>	<b>3,187</b>	<b>3,454</b>	<b>3,513</b>	<b>2,822</b>	<b>2,374</b>	<b>2,602</b>	<b>2,683</b>	<b>2,602</b>	<b>2,426</b>
	<YoY>	+19.5%	+16.7%	+18.0%	+10.1%	(11.2)%	(25.5)%	(24.7)%	(23.6)%	(7.8)%	+2.2%
<b>Number of applications</b>											
	<YoY>	+19.2%	+17.1%	+12.1%	+21.3%	+24.3%	+27.7%	+31.2%	+54.3%	+33.4%	+2.6%

\*1 The KPIs of Baitoru include those of Baitoru NEXT.

\*2 Certain services including Recruiting Page KOBOT (previously Baitoru RHP) were transferred from the personnel recruiting services business to the DX business, effective FY'22/2.

3. FY'22/2 Q2 Segment Results ④  
Sales at Nurse de Hatarako

■ Sales

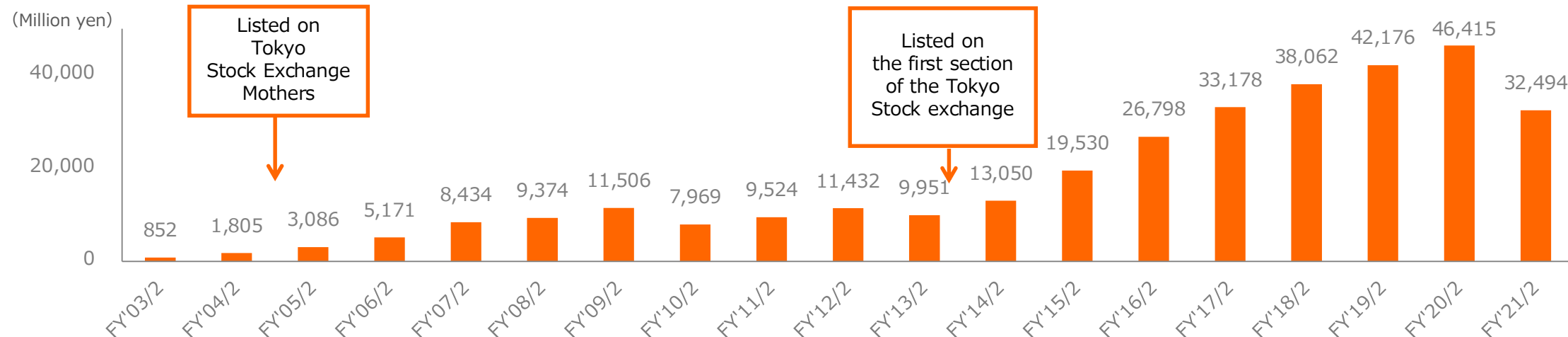
(Million yen)

	FY'21/2 Q2	FY'22/2 Q2	YoY Change	
	Actual	Actual	Amount	% change
Nurse de Hatarako	362	342	(20)	(5.5)%

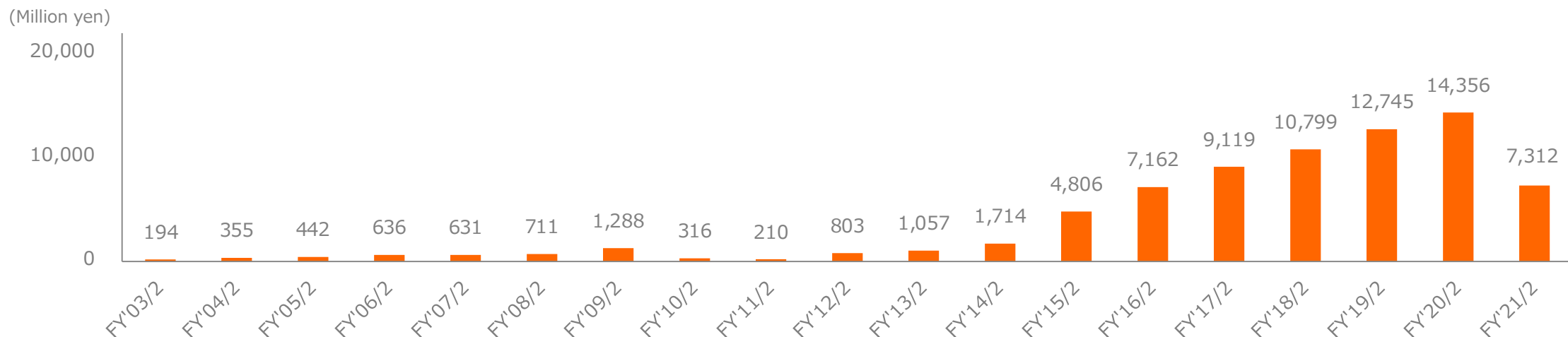
## 4. Financial results ①

### Operating results (Sales and operating income of entire company)

#### ■ Sales



#### ■ Operating income

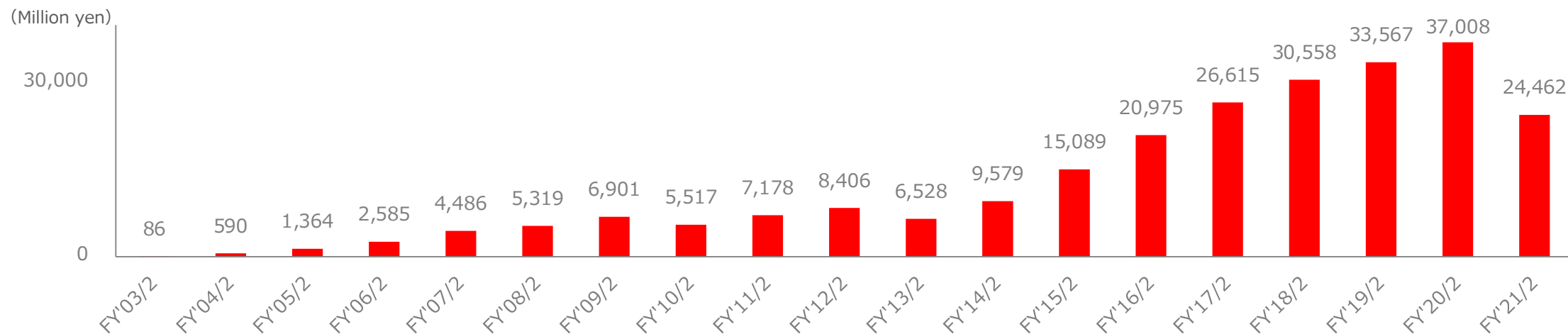


Note: dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.

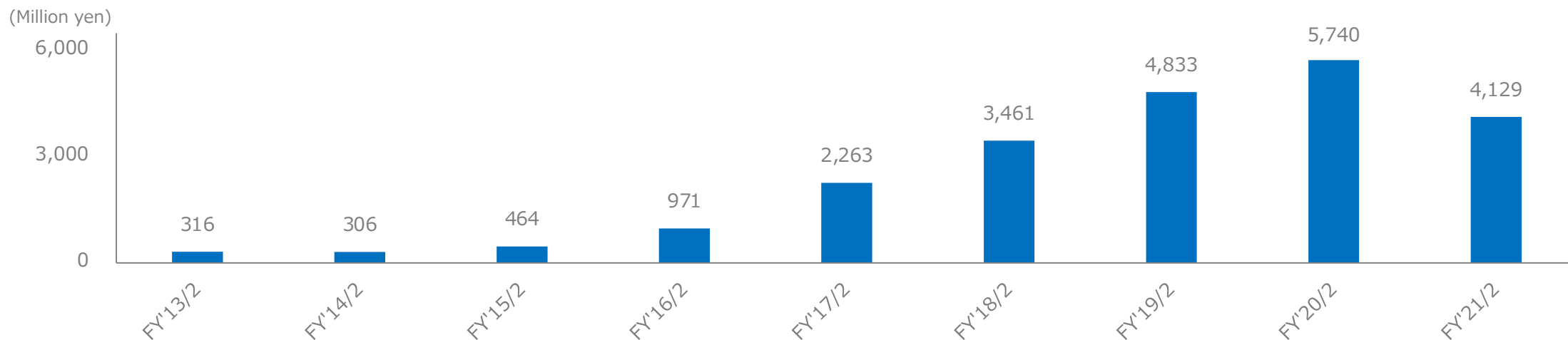
## 4. Financial results ②

### Operating results of the personnel recruiting services business

#### ■ Sales at Baitoru (Includes sales from Baitoru NEXT)



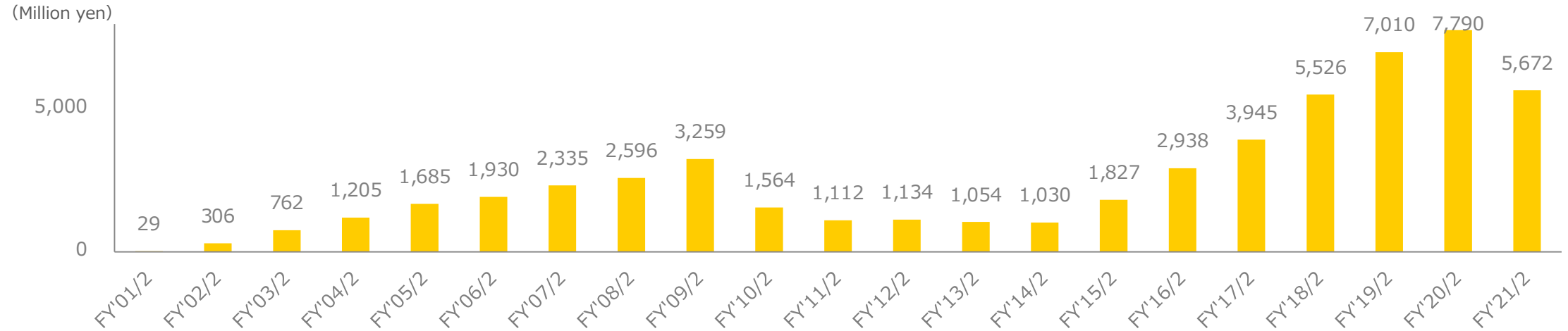
#### ■ Sales at Baitoru NEXT



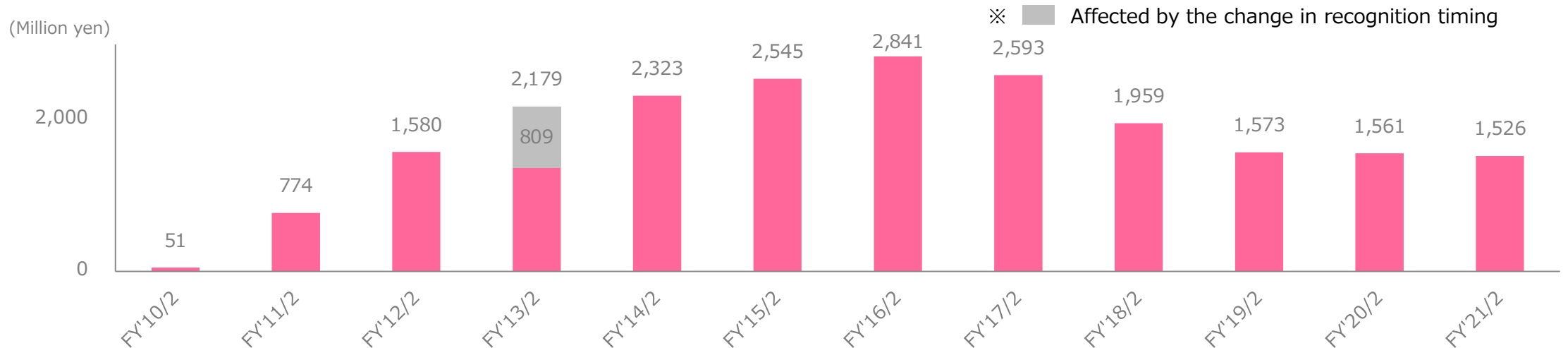
## 4. Financial results ③

### Operating results of the personnel recruiting services business

#### ■ Sales at Hatarako.net



#### ■ Sales at Nurse de Hatarako





#### Business strategies

# 1 Human work force



Matching jobs quicker than  
anywhere else

# 2 Digital labor force



DX for anyone, anywhere

# 3 New businesses



Societal improvement as a  
business based on SDGs

# 4 Sales

Hybrid sales

# 5 Marketing

No.1 web  
recognition

# 6 Develop- ment

Ongoing  
development of  
products by a team  
of 200 people

# 7 Personnel

Firm philosophy,  
flexible people  
and work

# 8 Dialogue with the market

Plain explanations,  
correct  
understanding

# 9 Implemen- tation

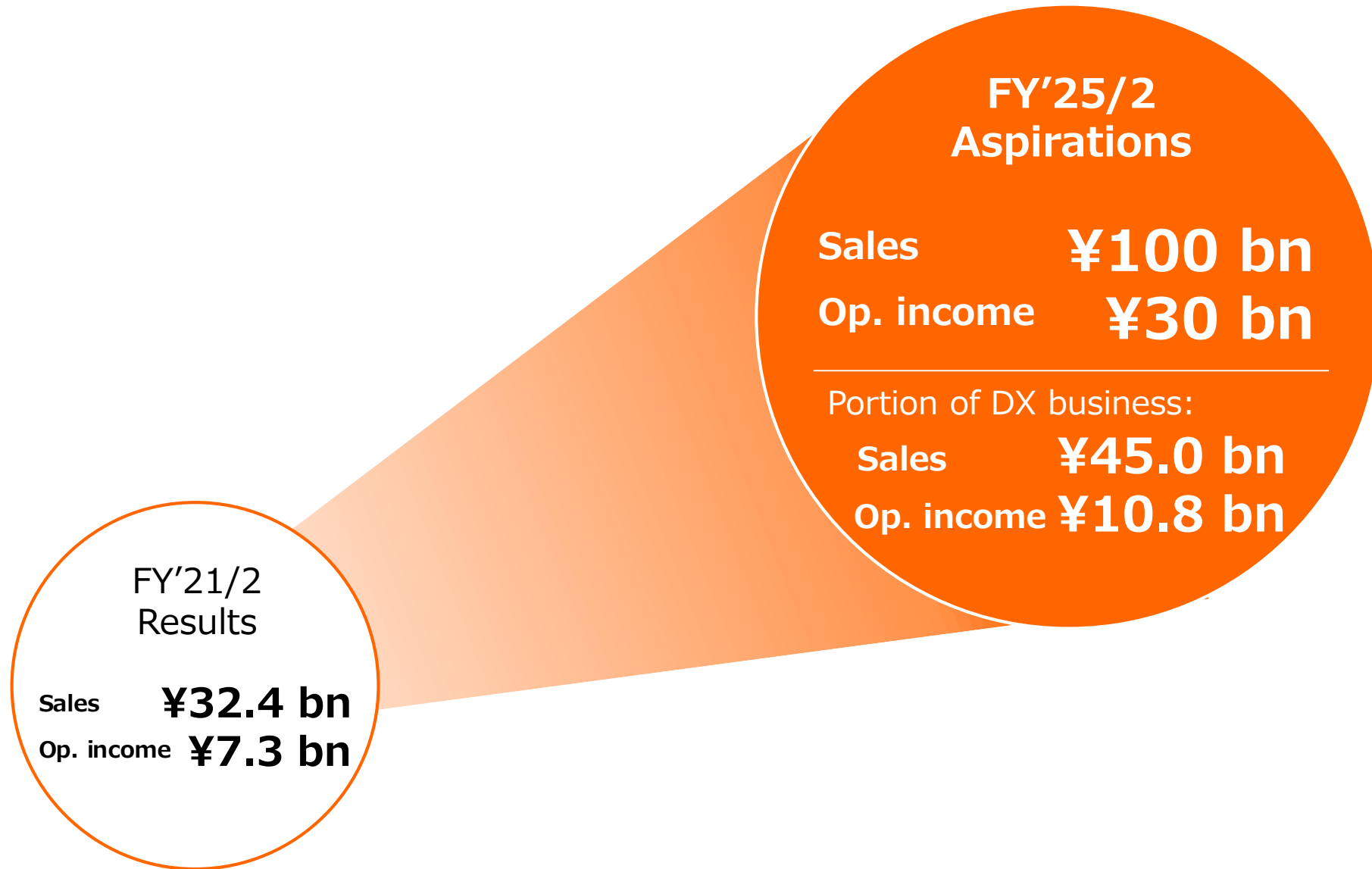
A medium-term  
strategy requiring all  
employees to learn,  
implement, and  
change

#### Business foundations

We will achieve growth in the  
personnel recruiting services business  
as well as increase subscription-based  
revenues driven by the DX business

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## 5. Medium-Term Management Strategy dip2025 ④

### Human Work Force “Matching jobs quicker than anywhere else”

#### High-quality job postings supported by direct marketing sales

- ✓ Fresh, accurate and high-quality job postings
- ✓ Appealing job information manuscripts leveraging production and editing skills

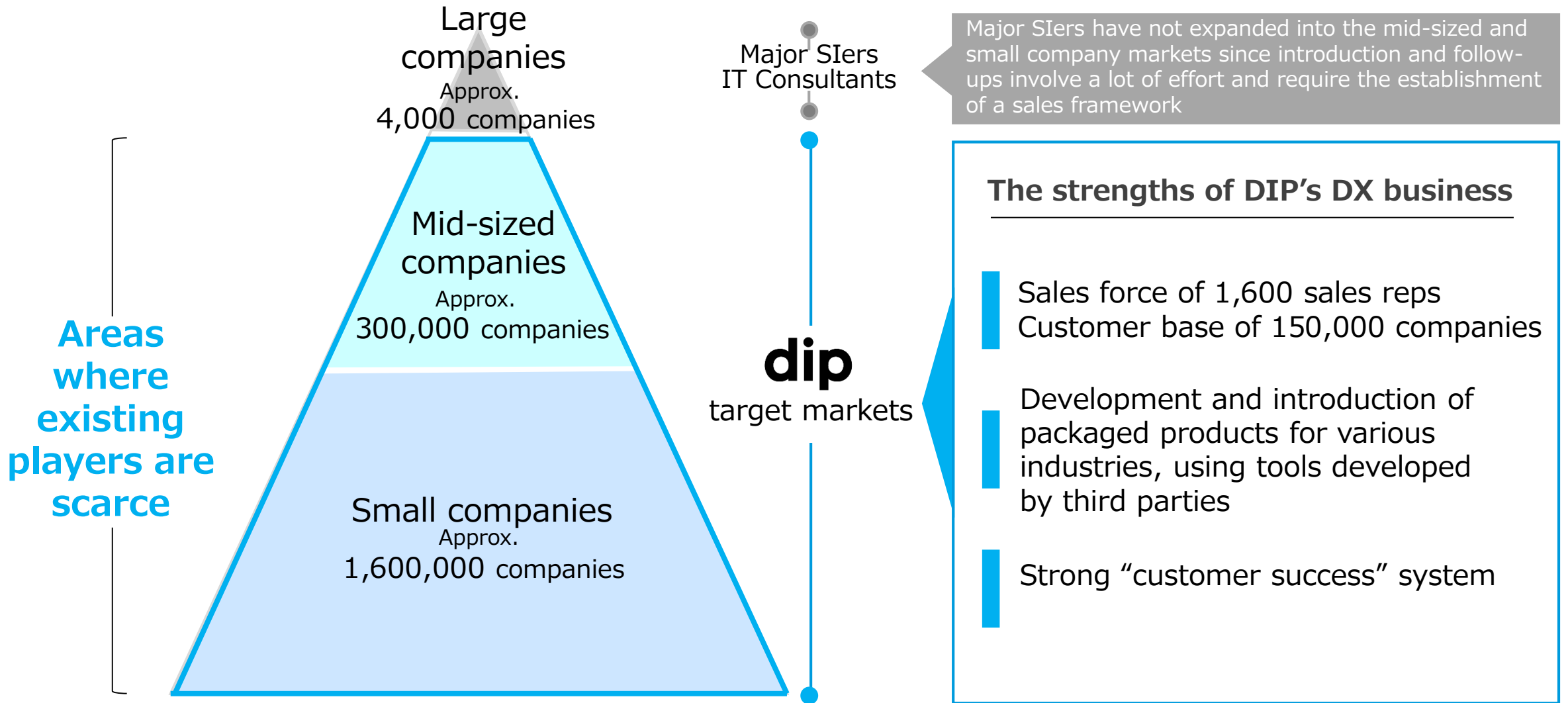
#### Job seekers (users) with existing and potential needs

- ✓ High brand recognition
- ✓ Websites and apps with user-friendly UI/UX that makes it easy to search for jobs

**Offers optimal matching  
using the power of  
technology**

## 5. Medium-Term Management Strategy dip2025 ⑤

### Digital Labor Force “DX for anyone, anywhere”



Source: dip, based on “June 2016 Economic Census for Business Activity” by the Statistics Bureau, Ministry of Internal Affairs and Communications (MIC)  
Number of employees of each company segment: Small (1–19); mid (20–1,000); large (more than 1,000)

Corporate philosophy

**Here at dip, we want to tap into dreams, ideas and passion to **create a better society****

The SDG market is a potential growth market backed by the United Nations declaration.  
We will launch new businesses in this market to achieve continuous growth and contribute to a sustainable society.

### SUSTAINABLE DEVELOPMENT GOALS



## 6. List of Companies dip Invests in

Investments are made in according with dip's management philosophy and vision

### DX Business

By work type

"DX for anyone, anywhere"

Sales



Clerical work



Recruiting,  
labor services



IP management



Marketing



Development



By industry

Healthcare



Finance



Real estate



Entertainment



### Personnel Recruiting Services Business

"Matching jobs quicker than anywhere else"

Training



Education



### New Businesses (SDGs)

"Societal improvement  
as a business based on SDGs"

Environment



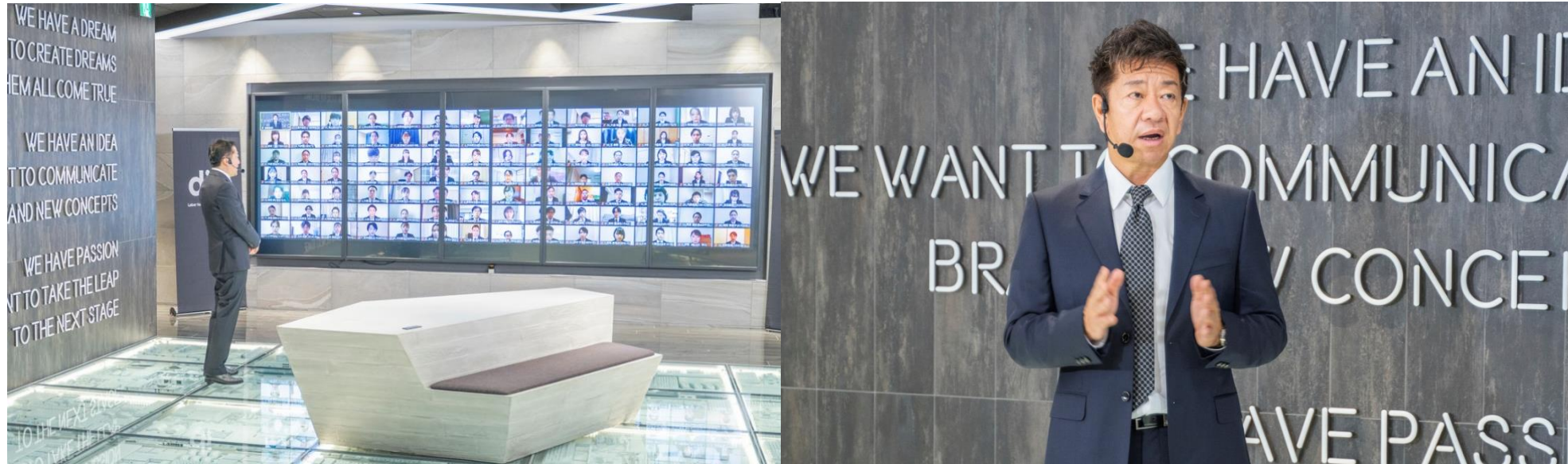
Bioworks





## 400 new graduates expected to join dip in April 2022

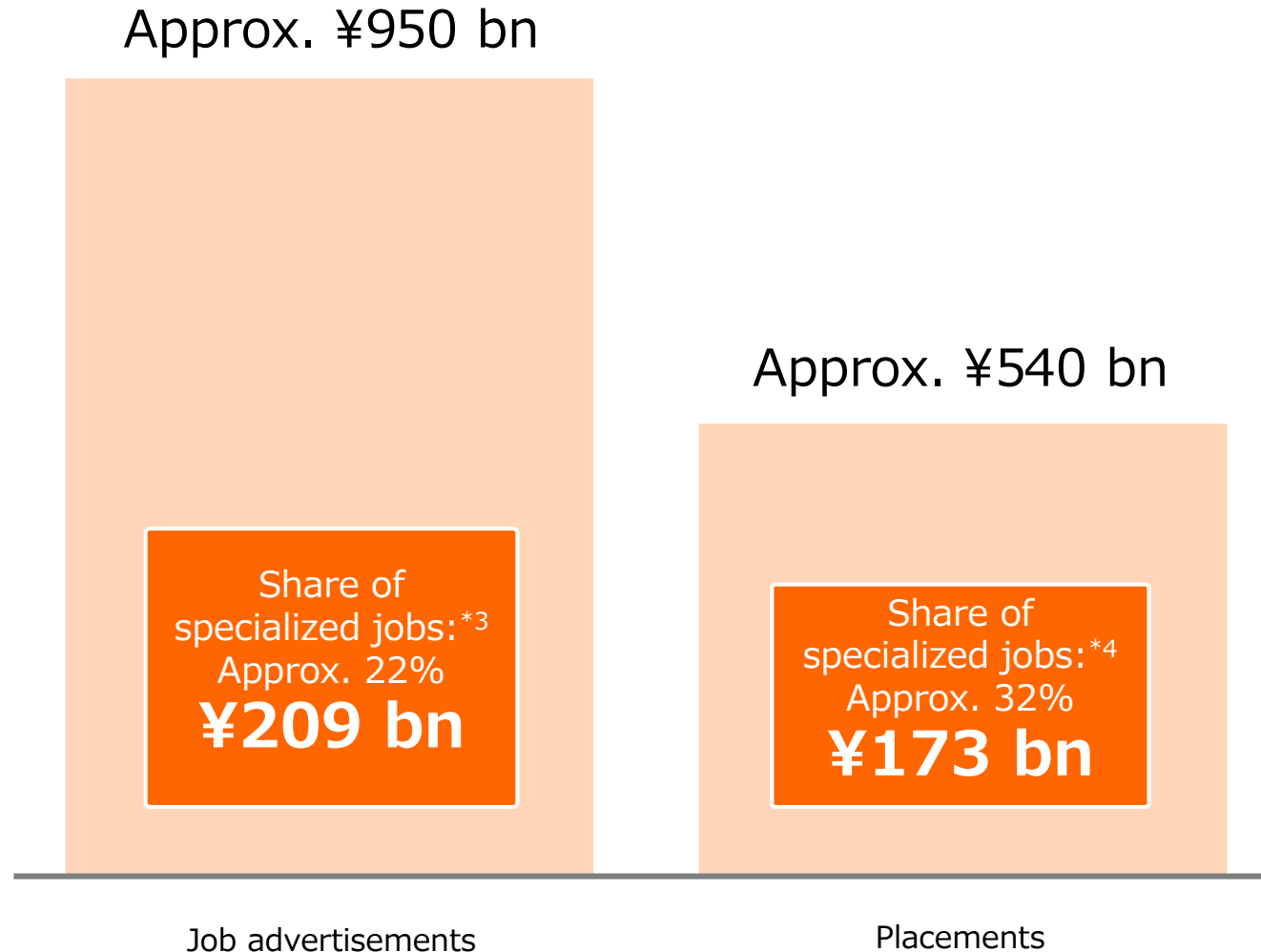
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▲ Online job offer presentation ceremony in October 2021



#### ■ Market size of job advertisements and placements\*1



Market size of specialized jobs\*2  
**¥382 bn**  
(Estimate)

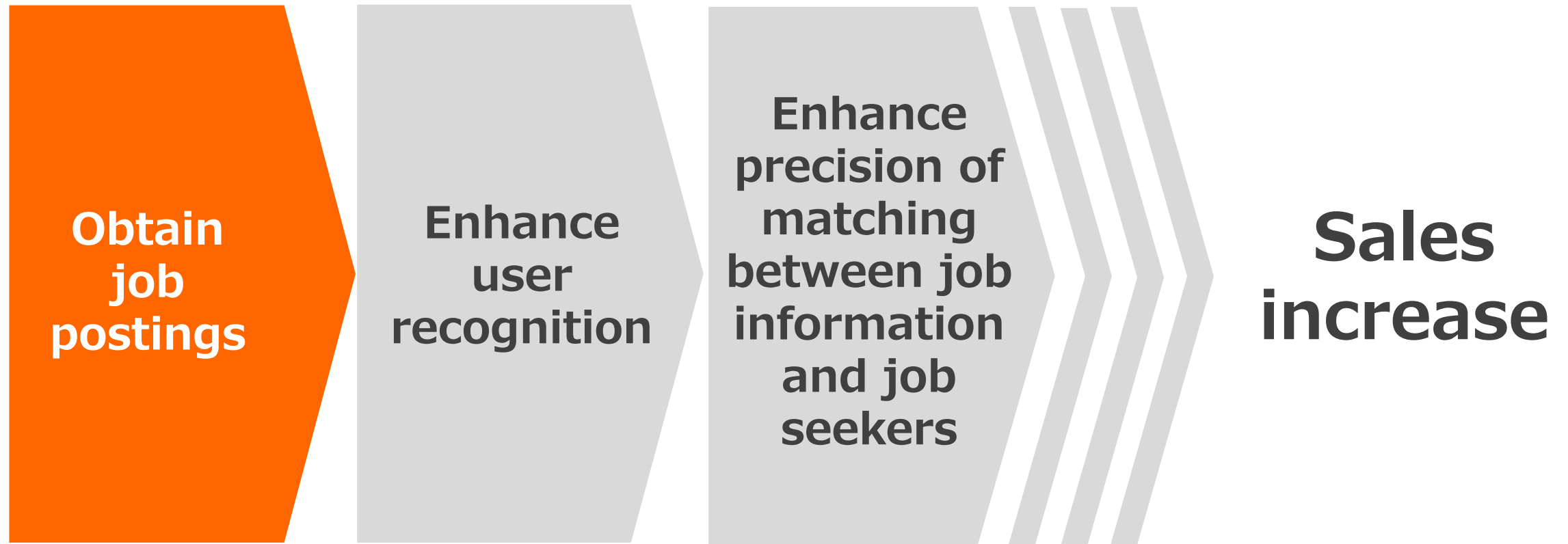
\*1 Job advertisements: "Results of Job Information Service Market Size Survey" by the Association of Job Information of Japan

Placements: "Results of Aggregation of Business Reports of Employment Placement Businesses" by the Ministry of Health, Labour and Welfare

\*2 The following six industries: Nursing care, healthcare, childcare, beauty care, IT, and restaurant

\*3 Estimated by DIP based on "Results of Aggregation of Number of Job Advertisements Posted" by the Association of Job Information of Japan

\*4 Estimated by DIP based on "Results of Aggregation of Business Reports of Employment Placement Businesses" by the Ministry of Health, Labour and Welfare



## 9. Efforts for Early Containment of COVID-19

### Initiatives for users and client companies, in addition to employees

#### ► Initiatives for users and client companies

- Economic support for users under fixed-term employment contracts during business shutdown
- Free, short-term job advertisement posting slots on Baitoru
- 'COVID Support, Spread Far and Wide,' an initiative that indicates client companies' unique support measures in their job information
- Special feature 'Work from home & remote work'
- Special feature 'Jobs that Support Daily Lives'
- Launch of flag 'Accepts Selection Completed on the Web'
- Special feature 'Jobs with Subsidies for Total Transportation Costs'
- Supporting client companies in payment postponements and installment payments

#### NEW: Supporting accelerated pace of vaccination with Vaccine Incentive Campaign

#### ► Initiatives for employees

- Thorough enforcement of work-from-home and staggered commuting
- Thorough enforcement of online negotiations with customers
- Workplace COVID-19 vaccination, granting of special leave
- Using name cards with a graphic indicating the completion of vaccination

#### NEW: Up to 30,000 vaccine allowance paid to employees with COVID-19 vaccination

**dip**

# バイトを守れ。

「バイトル」「バイトルNEXT」「はたらこねっと」を通して  
アルバイト、パート、派遣社員、契約社員など  
有期雇用の仕事に就いて働いている方が、  
新型コロナウイルスに感染した場合、  
治療期間として必要と言われる半月分の収入相当額を支給します。

新型コロナウイルスに感染した場合、正社員には様々な支援がありますが、  
アルバイト、パート、派遣社員、契約社員にはあまりないようです。  
待遇にはまだまだ格差があります。  
私たちは、有期雇用で働くみなさんが抱える、  
感染への不安と感染した場合の生活不安を知っています。  
たとえ感染したとしても、また元気に戻って欲しいから、  
今、できる限りの支援をしたいと思います。

ディップ株式会社 代表取締役社長 兼 CEO 高田英揮

バイトル バイトルNEXT はたらこねっと

QRコード

▲ Placed company ad, 'Protect Part-time Workers,' in national newspapers (March 30 and 31, 2021)

## **We will strengthen efforts to address environmental and climate change issues**

Implementing environmental initiatives such as switching to renewable energy source for electricity used in offices. Going forward, we will disclose information that takes into account risks and opportunities for our business.



### ● TCFD:

A task force established in December 2015 by the Financial Stability Board (FSB), in which central banks, financial ministries and departments, and securities regulators of major countries and regions participate, with the aim of examining climate-related disclosure and the response from financial institutions in order to stabilize financial markets.

As of September 27, 2021, 2,511 organizations across the world and 504 in Japan have supported TCFD recommendations.

## 10. Initiatives in ESG ②

Publication of book, *Philosophy Management* (August 24, 2021)



A book on the history of dip, which has grown through corporate management founded on the philosophy and policy that 'people are everything, people are our greatest assets.'

(Published by Diamond, Inc.)

<https://www.amazon.co.jp/dp/4478113092>

### ***Best Seller Rankings #1***

- Yaesu Book Center, Yaesu Main Store  
Business books (2021/9/12~18)
- Sanseido Shoten Nagoya Main Store, Yurakucho Store  
Business books (2021/9/5~11, 2021/9/13~19)
- Kinokuniya Umeda Main Store  
Business books (2021/9/12~18)
- Maruzen Marunouchi Store  
Business books (2021/9/23~29)

Earmarked for third printing



In 2015 we launched a project to foster autonomous career development among female employees.  
In February 2017, we received the “Eruboshi” certification from the Ministry of Health, Labor and Welfare as a company which excels in promoting the participation and advancement of women in the workplace.

#### ■ Efforts to increase work opportunities for women



- Female employee ratio<sup>\*1</sup>

**46.5 %**

- Female manager ratio<sup>\*1\*2</sup>

**32.4 %**

- Childcare/maternity leave/take ratio <sup>\*1</sup>

**100.0 %**

- Childcare/maternity return ratio <sup>\*1</sup>

**87.2 %**



\*1. As of FY'21/2

\*2. The average of all companies is 7.8% (Aug. 2020) (source: Teikoku Databank)

## 10. Initiatives in ESG ④

Enriching society through business activities and social contribution activities

### First Shakatsu! project: Food Bank Project



Hosting a food pantry in cooperation  
with a food bank

### Regional revitalization project: Kurashi Taiken Tours



76 events have been held nationwide as of  
end of Feb. 2020, contributing to  
creating jobs in regional areas

### Career education for children: Baitoru Kids Program



Providing opportunities for children to  
understand the meaning and value of  
working by teaching our  
know-how on "work"

## Disclaimer

- The forward-looking statements contained in this material are recognition, opinion, judgement, and forecast as of the date of preparation of this material, and we do not guarantee their realization. Actual results may differ from the forecast depending on a variety of factors.
- Information contained herein regarding companies other than dip is quoted from public sources and others. dip has neither verified nor is it responsible for the accuracy of such information.
- Any statements made herein are made solely for provision of information and are not an inducement to investment in dip securities. It is recommended to refrain from making investment decisions that are fully dependent on this material.
- English documents are prepared as a courtesy to our shareholders. In the event of any inconsistency between English-language documents and the Japanese-language documents, the Japanese-language documents will prevail.

## IR inquiries

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URL: <https://www.dip-net.co.jp/en>