



dip Corporation
Prime Market of the Tokyo Stock Exchange (Code: 2379)

**FY'22/2 Q4 and Full Year
Financial results**
(The fiscal year ended February 28, 2022)

April 14, 2022

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Toward Enhancing Corporate Value

1. Celebrating 25 Years
2. Strengthening Human Resource Base through Philosophy
3. Aiming to be the “No.1” media company in sales by solving social issues <Video footage of the general meeting of employees>
4. Strengthening management structure
5. Assessment of ESG Management
6. 25th anniversary commemorative dividend and year-end dividend

1. Celebrating 25 Years

dreamとideaとpassion。
25年前、私は、大切にしていた思いを社名にしました。
その3つを原動力にして、働く人たちのために働き、
社会を良くしていくんだ。
それが、dipのはじまりです。
以来、誰もがやりがいを感じられる仕事に出会えるように、
紹介する仕事の数と質にこだわってきました。
近年では、人がもっと人間らしく働けるように、
デジタル技術を活用した労働力の導入も推進しています。
今年、私たちdipは、25周年を迎えることができました。
ご利用いただいたお客さまをはじめ、株主の方々、
そしてステークホルダーのみなさまに
支えていただいたおかげです。
25年前にひとりで立ち上げた会社には、
今では2000人を超える仲間たちがいます。
一人ひとりがdreamとideaとpassionを
胸に秘めた心強い仲間たちです。
その全員で、これからも、働く人のために働いていきます。

ディップ株式会社
代表取締役社長 兼 CEO 富田英揮

dip 25th
Labor force solution company

働いていく。働く人のために

バイト NEXT バイトPRO はたらこねっと ナースはたらこ コバット

On March 14 this year, we at dip celebrated our 25th anniversary.

I would like to express my deepest gratitude to all of our shareholders, investors and other stakeholders for their support.

Under our corporate philosophy of 'tapping into dreams, ideas, and passion to create a better society', we are committed to achieving sustainable growth and increasing our corporate value, as we work toward a society in which everyone can experience the joy and satisfaction of work.

We look forward to your continued patronage and support.

▲Front page ad in the Nihon Keizai Shimbun dated March 14/15, 2022

General Meeting of Employees commemorating dip's 25th anniversary to instill dip's philosophy and share strategies to become the No. 1 media company in sales



▲ Announcement of 25th anniversary theme, 'philosophy'



▲ President Tomita presenting his strategy for the theme of the 26th term, 'No. 1'



▲ COO Shidachi presenting the progress of the medium-term strategy, 'dip2025', and initiatives going forward



▲ The finale of the meeting, bringing together employees at the venue and those participating remotely

Corporate Philosophy

Here at dip
we want to tap into
dreams, **i**deas and **p**assion
to create a better society

Brand Statement

One to One Satisfaction

We pursue 'user-first' services that are accessible to each and every one of our customers. We will achieve 'No. 1 satisfaction' for everyone involved in our business. Based on the belief that 'people are everything and people are assets', we aim to be 'No. 1 in employee well-being'.

dip way

dream

We have our own dreams. We talk about our dreams. We strive to make our dreams come true. We never give up along the way.

idea

Ideas are the source of growth and development. We will create a free and vigorous corporate culture overflowing with diversity and as innovators in the field, we will pursue the creation of valuable services.

passion

Being passionate about our work encourages the people around us to be passionate. Praise one another generously, celebrate joy, recognize worry, encourage each other and discuss everything. Maintaining unity, we continue to win the victory through our teamwork and leadership.

Vision

Labor force solution company

Through the provision of human resource services and DX services, and by working to solve various problems in the labor market, we aim to realize a society in which everyone can experience the joy and happiness of work.

Founder's Spirit

1 See tough situations as opportunities.

Turn difficulties into opportunities through a change in mindset. Under every circumstance, be vigilant; don't let your guard down. Take a bird's-eye view of things from every angle and then pioneer your own way.

2 Continue to take on new challenges.

No matter the situation, do not be afraid of failure; persevere boldly. Solve social issues as an innovator with the spirit of a pioneer.

3 Never give up.

With a strong will and dedicated action, keep going. Never give up. If you fail, learn. Complete greater achievements.

4 Go beyond expectations.

Do not just accept, "think" and drive value from your own ideas. Exceed expectations. Propel your own growth.

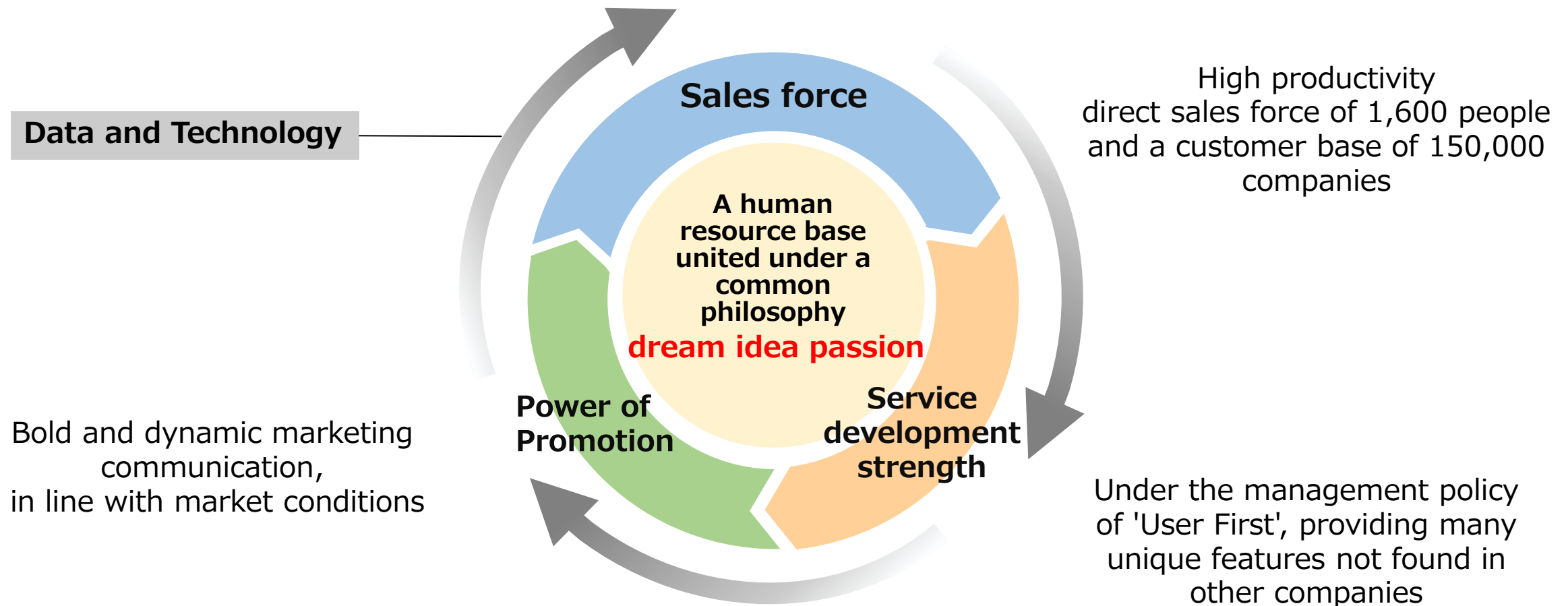
5 Enjoy your work, enjoy your life.

It is our goal that every employee enjoys both work and private life, and lead a happy life, fulfilled both physically and mentally.

6 Each employee has a role to play in creating dip.

Cultivate your individuality in the philosophy we share. Make your mark in building our future.

We will use 'data and technology' to advance our 'sales force', 'service development strength' and 'power of promotion' generated by the dreams, ideas and passion of our human resource base united under a common philosophy.



**Dip hired a record 414 new graduates
who share our philosophy.**

The goal is to hire 600 new graduates next year.



▲ 414 new graduates gathered in one place after taking all possible measures to prevent infection. Philosophy training conducted.



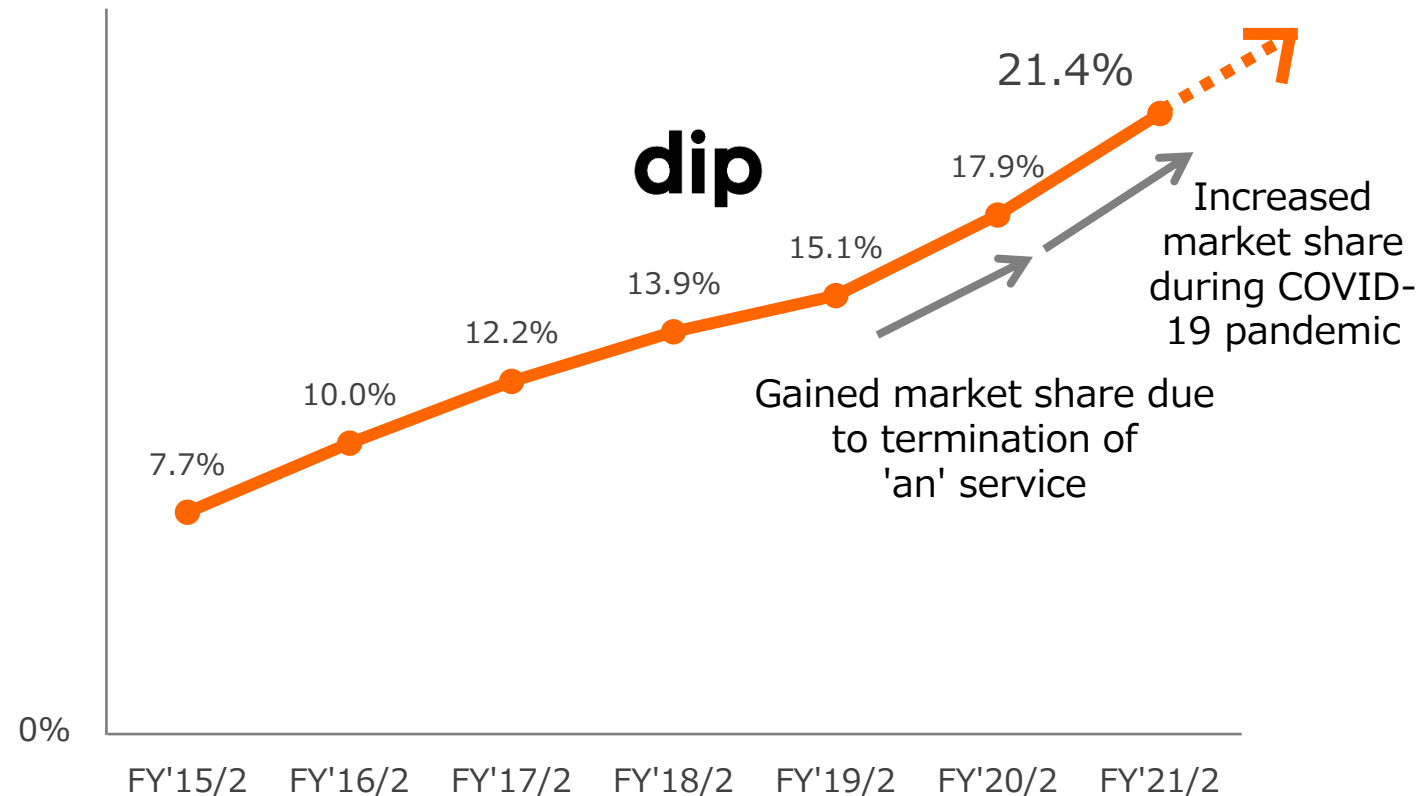
▲ Induction ceremony after philosophy training

3. Aiming to be the “No.1” media company in sales by solving social issues ①

Aim to become the “No.1” media in sales under the Baitoru brand^(*1) in this fiscal year
To “improve the treatment of workers” and “relieve labor shortages”
thereby realizing “a society in which everyone can feel joy and happiness of working”

*1 Baitoru, Baitoru NEXT, Baitoru PRO

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



COVID-19 pandemic accelerates market share expansion, and gap with industry's #1 competitor narrowed significantly

Aim for No.1 by further strengthening sales structure by acceptance of 414 new graduates and implementing new promotion strategy

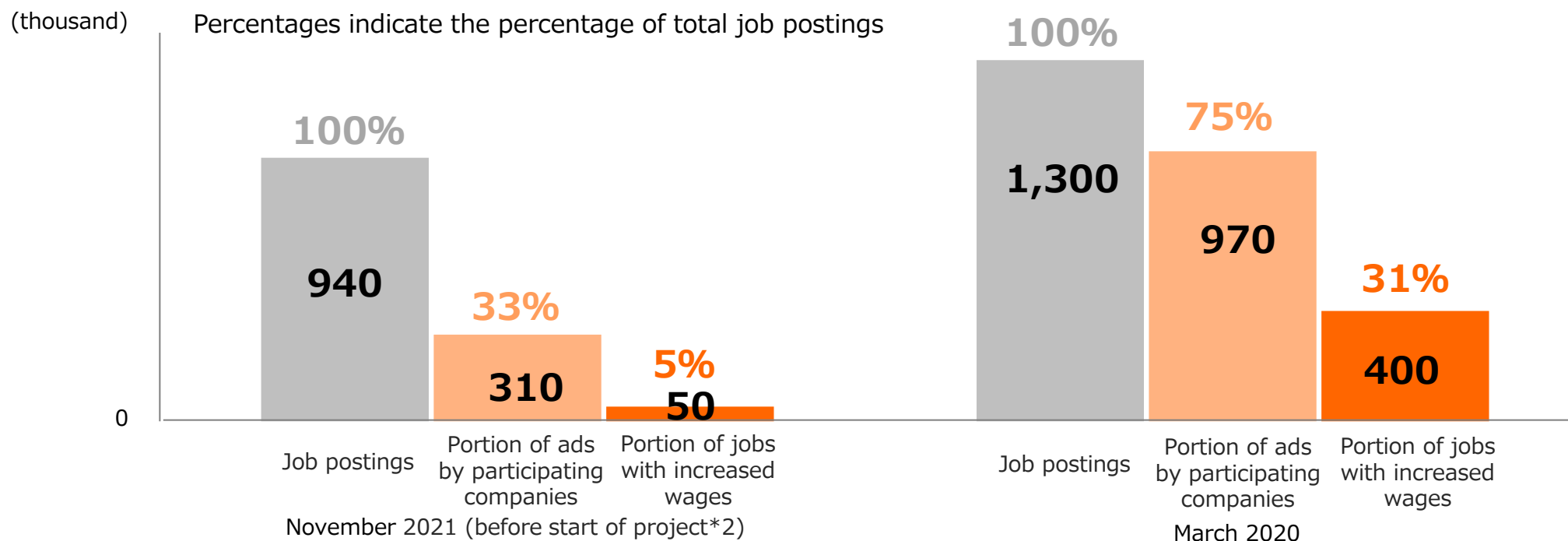
Enhance value proposition to users and clients through the dip Incentive Project

Proposing wage hikes to client companies to enhance hiring capability and improve workers' pay

Of 1.3 mn job postings, **0.97 mn were by companies participating in the project^{*1}**;
more than 0.4 mn were jobs with increased hourly wages.

^{*1} Dip Incentive includes increased hourly wages, bonus for continued service, gift payment for joining company, vaccine incentive, etc.

■ Number of job postings, job ads by participating companies, jobs with increased wages



Rolling out dip Incentive Project through large-scale, hybrid promotional campaigns*

* Optimized use of a wide range of ad channels including digital advertising (social media, web ads, SEO, etc.) and mass advertising (TV CMs, transit ads)

The ‘Pep Squad for Companies Raising Wages’ was formed with Hajime Shacho, a video creator with 10 million channel subscribers, among others, to reinforce dip’s promotional campaign on social media.



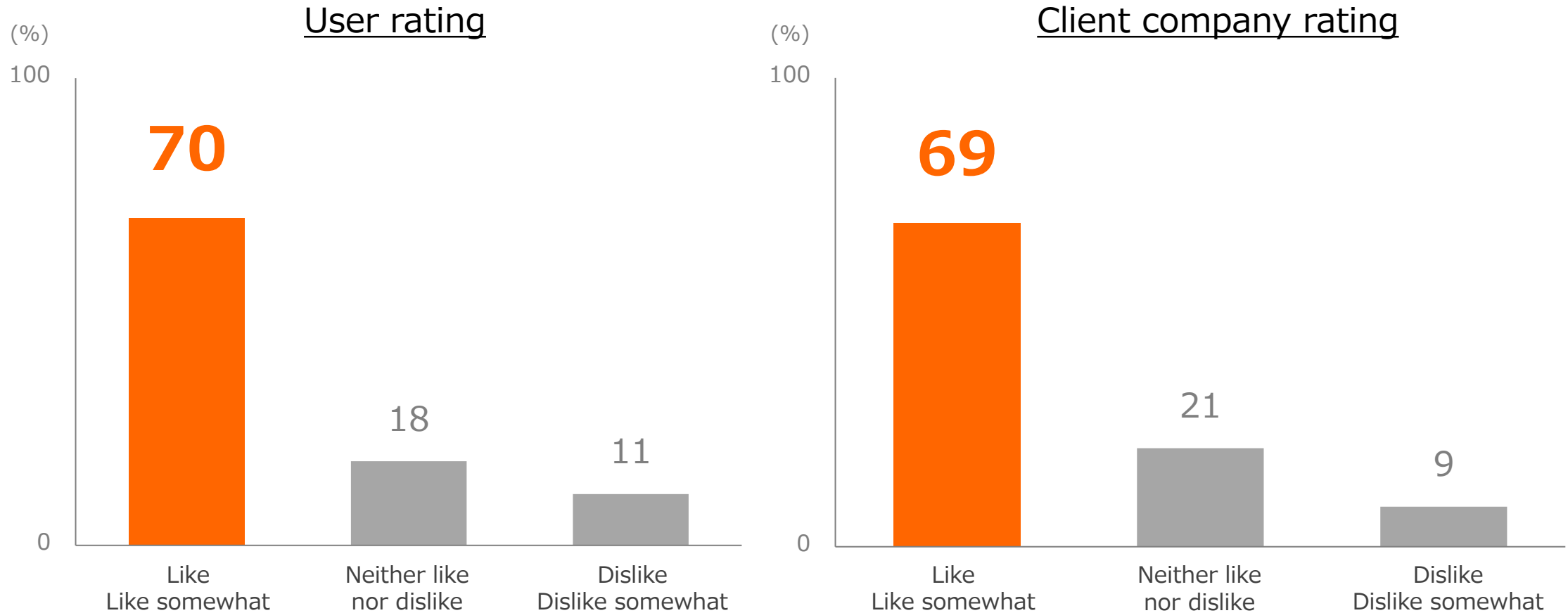
▲ Video creators participating in the tie-up project

A TV commercial is currently on air, in which DAIGO acts as a dip sales rep who encourages client companies to improve workers’ pay.



▲ CM for Baitoru in which DAIGO is ‘dip-san’

Promotional campaign for dip Incentive Project highly rated by users and clients



Source: Result of survey using INTERNET RESERCH

Launched new feature, ‘Message from dip-san’, providing users with the appeals and realities of the job and the workplace from an objective standpoint

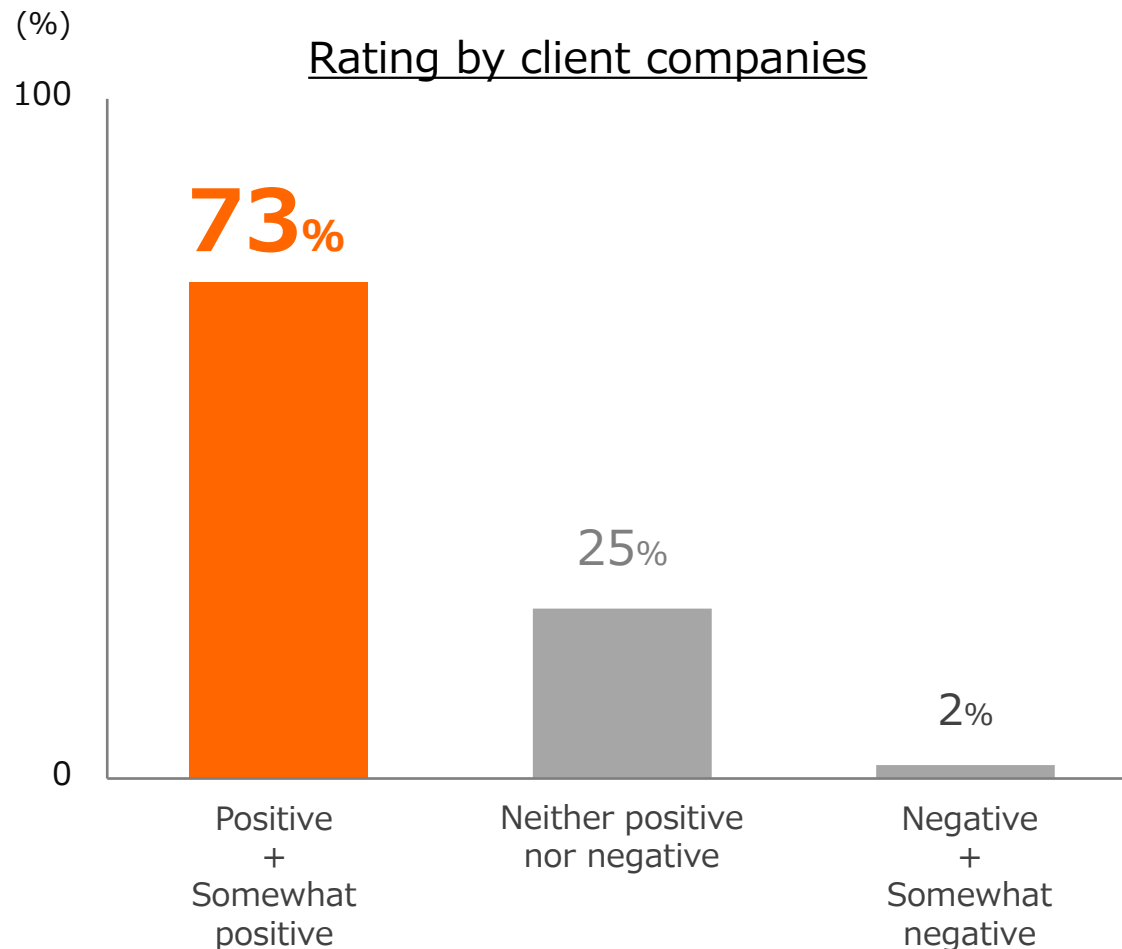
Messages are written by sales reps who gather insights from a user’s perspective.
By posting information that cannot be provided on aggregation sites,
we seek to assist job seekers, eliminate mismatches and prevent early resignations.

Example of Message from dip-san

There was laughter all around during the shoot, and every staff was really cheerful and kind, responding to our requests to pose in a certain way even if they were shy about it. The manager of another store (in his 20s) was also present this day and was so frank and friendly with the staff of this store, you wouldn’t have thought he worked in another store. I definitely felt the appeal of the “people” of this company. H-san, who appeared in the video, apparently decided to work for this company after finding the store so cozy. This is the kind of environment where I’m sure even people without experience in the hospitality industry can quickly adapt. Do apply!



High expectations from client companies for ‘*Message from dip-san*’



- I have always felt that dip’s sales reps are closer to us than the sales reps of other companies. The appeal and the real picture of our company conveyed from their perspective boost the authenticity of information for job seekers. I think we can expect to hire people that are more suited for our company.
- *Message from dip-san* highlights the specific appeals as well as the difficulties of our workplace, which we could not notice internally, from a job seeker’s perspective, and not just the usual comments such as the workplace is cozy, cheerful and fun. I believe such “real” information will motivate job seekers and lead to higher staff retention, which had been an issue for us.

4. Strengthening the management structure ① (Board of Directors composition after the Annual General Meeting of Shareholders)

COO Shidachi appointed as additional representative director. Half of the directors will be external directors and one-third will be female directors.

Name	Official position(s)	
Hideki Tomita	Representative Director, President and Chief Executive Officer (CEO)	
Masatsugu Shidachi	Representative Director, Chief Operating Officer (COO), Chief Information Officer (CIO) and General Manager, Product Development Division	
Kazuhisa Iwata	Director, Chief Business Officer (CBO))	
Eriko Tanabe	External Director (Independent Director) ※	
Kuniyoshi Mabuchi	External Director (Independent Director)	
Kanae Takeuchi	External Director (Independent Director) ※	
Tsuneyo Otomo	Full-time Corporate Auditor	
Koichi Kobayashi	External Corporate Auditor (Independent Director)	◆ Certified Public Accountant
Akihiko Mochizuki	Auditor	◆ Certified Public Accountant
Yukiko Imazu	External Corporate Auditor (Independent Director)	◆ Attorney

- Masatsugu Shidachi has already been elected as Representative Director on March 17, 2022
- The election of directors will be proposed at the 25th Annual General Meeting of Shareholders scheduled for May 24, 2022.
- A voluntary Nominating and Compensation Committee has been established as an advisory body to the Board of Directors. The Committee determines the individual compensation of directors.



Kanae Takeuchi

【 Reasons for Election 】

Kanae Takeuchi has a high level of knowledge on a wide range of social issues through her extensive experience as a news program anchor and interviewer of business executives. She is also well versed in the promotion of women's issues. We have nominated her as a candidate for outside director because we believe that we can expect her to provide valuable guidance on social issues that the Company is now addressing.

【 Short CV 】

- | | |
|-----------|--|
| Apr. 2001 | Joined Tokyo Broadcasting System, Inc. (currently TBS Television Inc.) |
| Nov. 2012 | Became freelance announcer |
| June 2020 | Outside Director, SBI Holdings, Inc. |



Yukiko Imazu

【 Reasons for Election 】

Yukiko Imazu is an attorney-at-law and has been involved in corporate legal affairs, particularly in the areas of human resources and labor relations. She has a wealth of experience and deep insight in this area. She also became the first woman to serve on the board of directors of the law firm to which she belongs. She is actively involved in the promotion of women's issues. The Company has nominated Mr. Katsumoto as a candidate for External Corporate Auditor because she can be expected to effectively monitor and supervise the Company and provide sound counsel.

【 Short CV 】

- | | |
|-----------|--|
| Apr. 1996 | Joined Anderson Mori & Tomotsune |
| Jan. 2005 | Appointed Partner of Anderson Mori & Tomotsune (incumbent) |
| Apr. 2007 | Associate Professor, Keio University Graduate School of Law |
| Mar. 2014 | Director, Ishibashi Foundation (incumbent) |
| June 2018 | Outside Corporate Auditor, Daiichi Sankyo Company, Limited (incumbent) |

**Service Officers have been newly appointed to strengthen cross-functional business operations.
CTO Toyohama appointed as Executive Officer, enabling flexible decision-making
in the technology area of our business.**

※ Underlined are new positions

Name	Official position(s)
Takatsune Inoue	Corporate Officer, <u>Service Officer (Baitoru/Baitoru NEXT)</u> Head of Regional Sales Group
Tomohiro Kitazato	Corporate Officer, <u>Service Officer (Hatarako/Baitoru PRO)</u> Head of HR Sales Group
Yoshinobu Toyohama	<u>Corporate Officer, CTO (Chief Technology Officer)</u> <u>Head of System Management Division, Service Development Group</u>

**In addition to the 『FTSE Blossom Japan Index』 ,
recently added to the 『FTSE Blossom Japan Sector Relative Index』**



Created by global index provider FTSE Russell, the index is designed to measure the performance of Japanese companies that are doing well on environmental, social and governance issues.

* Number of index components: 230 (as of December 2021))



**FTSE Blossom
Japan Sector
Relative Index**

Based on FTSE Russell's ESG assessment, the index better reflects an assessment of the magnitude of environmental impacts and corporate management to address climate change risks.

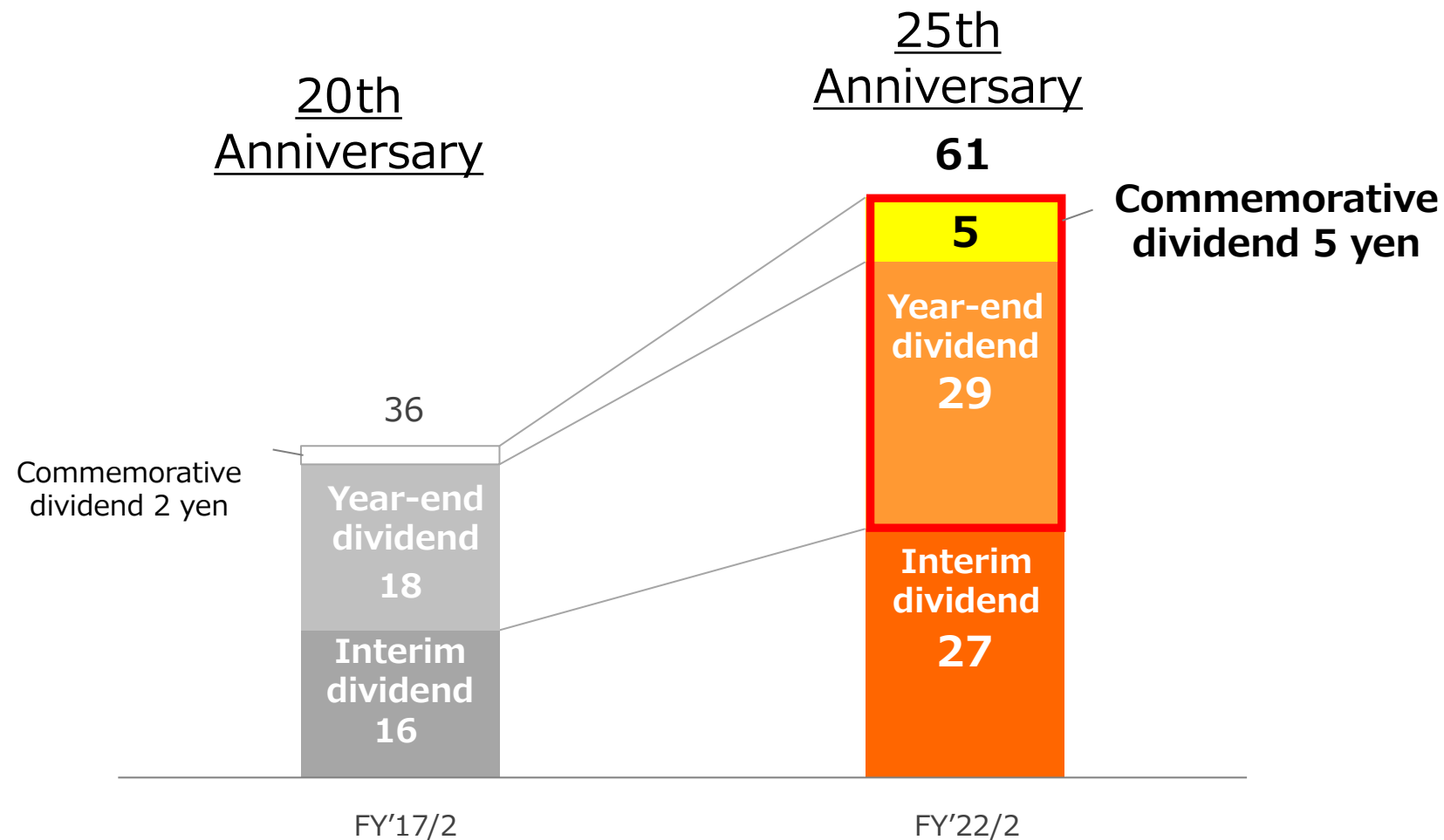
* Number of companies comprising the index: 494 (as of March 2022)

※Both Indexes are used as passive ESG investment benchmarks by the GPIF (Government Pension Investment Fund).

Certified as an 『 Excellent Health Management Corporation 2022 』



Implementation of 25th anniversary commemorative dividend



2

FY'22/2 Q4 and Full Year Financial Results

1. FY'22/2 Q4 Financial Results
2. FY'22/2 Full-year Financial Results

■ Highlights

Overall

- Sales were +43.8% YOY at ¥11.45 bn due to **robust growth of the DX business and steady recovery in the personnel recruiting services business.**
- **Large-scale advertising was carried out as upfront investment** to further increase market share in the part-time and personnel dispatch media and to increase recognition of Baitoru PRO. Operating income was +27.0% YOY at ¥1.74 bn.

DX business

- **High growth of sales and number of companies subject to monthly payment continued. Sales of recurring products were strong.**
- **Profitability of the business increased** while making investments required for business growth (personnel increase, etc.).

Personnel recruiting services business

- **Sales at Baitoru and Baitoru NEXT recovered to pre-pandemic levels** in a market that is slow to recover.
- Baitoru PRO **gained the largest number of job postings in the healthcare sector, in addition to the nursing care, childcare and beauty care sectors.**

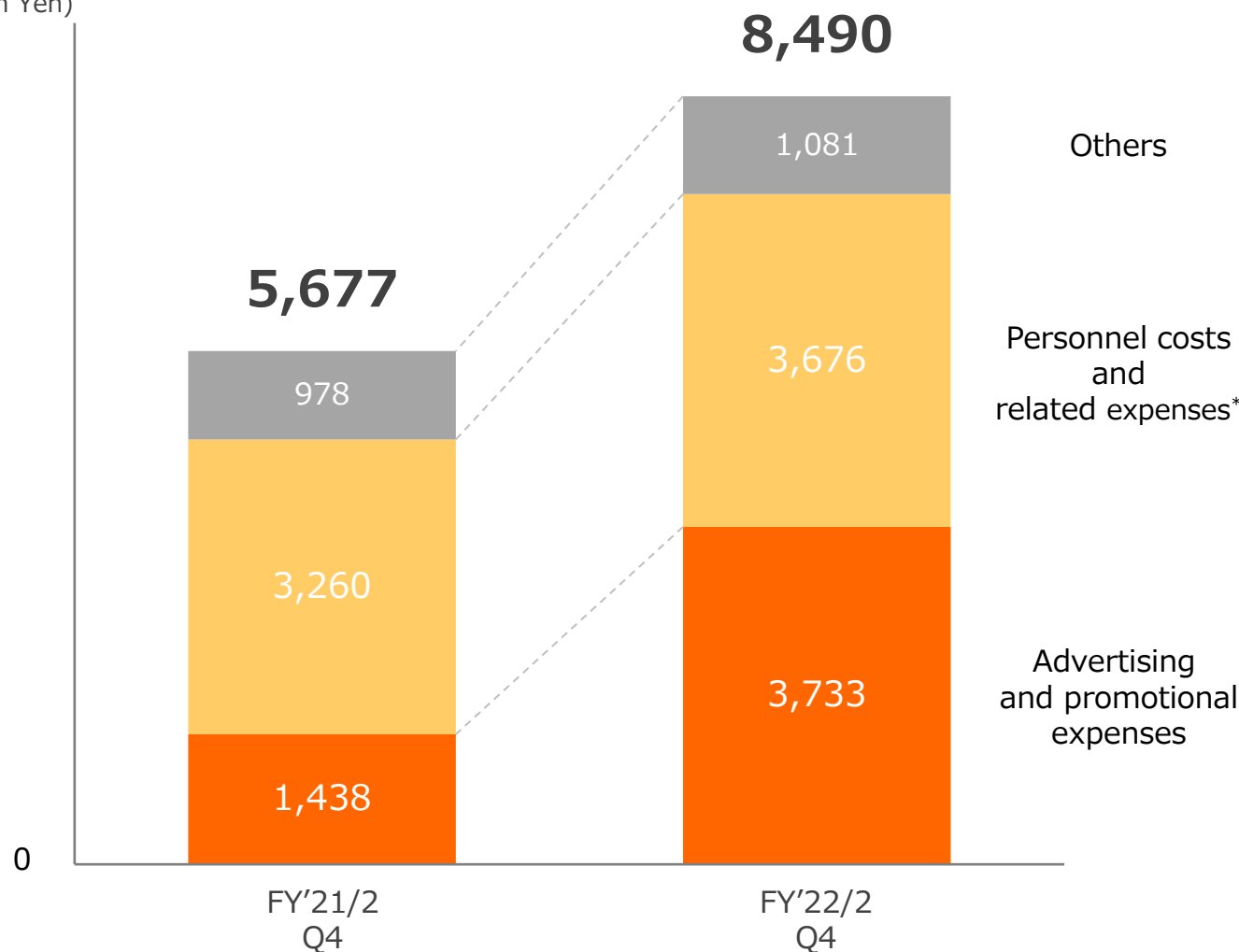
1. FY'22/2 Q4 Financial Results (Consolidated) ②

		FY'21/2 Q4	FY'22/2 Q4	YoY
		(Million Yen)	(Million Yen)	
Entire Company	Sales	7,960	11,451	+43.8%
	Operating income	1,373	1,744	+27.0%
	Ordinary income	1,296	1,661	+28.1%
	Net income attributable to owners of parent	509	819	+60.9%
DX Business	Sales	345	953	+176.2%
	Segment Profit	(56)	356	-

1. FY'22/2 Q4 Financial Results (Consolidated) ③

■ Breakdown in SG&A

(Million Yen)



Implemented large-scale advertising as an upfront investment to further expand market share in the part-time and temporary staffing job market and increase awareness of Baitoru PRO

The increase in personnel costs was due to special allowance for vaccination promotion, and an increase in sales incentives due to higher sales, etc.

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

2. FY'22/2 Full-year Financial Results

**Aggressive investment in advertising for the next fiscal year resulted in a decrease in profit, but within the range of the revised forecast.
DX Business Profit exceeded upper limit.**

		FY'21/2	FY'22/2	YoY	(Reference) Forecast Released on January 14, 2022
		(Million Yen)	(Million Yen)		
Entire Company	Sales	32,494	39,515	+21.6%	38,800 ~41,000
	Operating income	7,312	5,602	(23.3)%	4,800 ~6,200
	Ordinary income	6,501	5,320	(18.1)%	4,500 ~5,900
	Net income attributable to owners of parent	607	3,487	+474.4%	3,100 ~4,100
DX Business	Sales	823	2,828	+ 243.6%	2,800 ~2,900
	Segment Profit	(541)	742	-	600 ~700

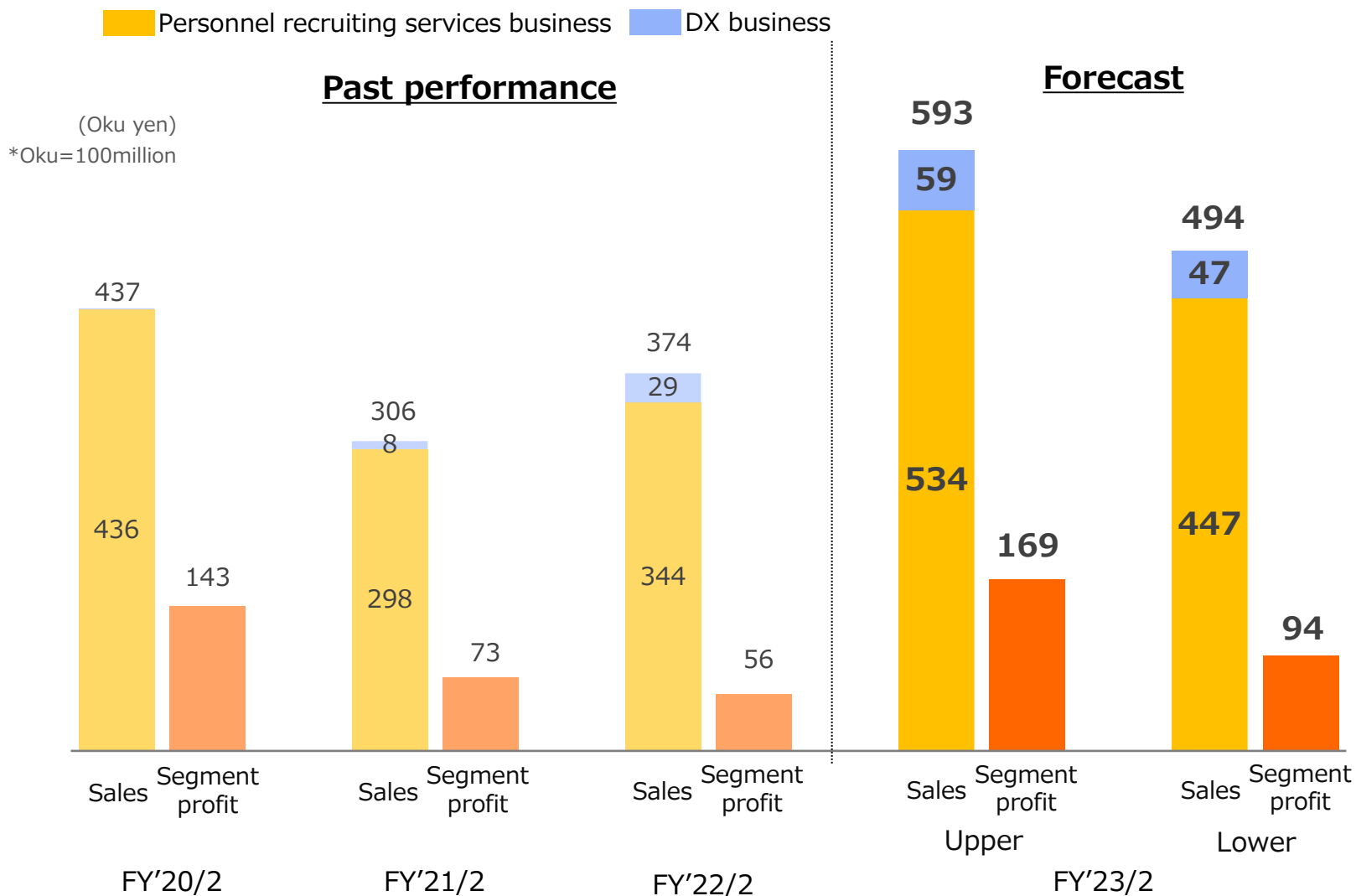


FY'23/2 Full-year Forecasts

		FY'22/2 (Result; old standard) (Million Yen)	FY'22/2* (Result; new standard) (Million Yen)	FY'23/2 Forecast (Million Yen)	YOY change (vs FY'22/2 new standard figures)
Entire	Sales	39,515	37,406	59,300 ~ 49,400	+58.5% ~ +32.1%
	Operating income	5,602	5,687	16,900 ~ 9,400	+197.1% ~ +65.3%
	Ordinary income	5,320	5,406	16,600 ~ 9,100	+207.0% ~ +68.3%
	Net income attributable to owners of parent	3,487	3,572	11,100 ~ 5,900	+210.7% ~ +65.1%
DX Business	Sales	2,828	2,954	5,900 ~ 4,700	+99.7% ~ +59.1%
	Segment Profit	742	903	1,900 ~ 1,100	+110.2% ~ +21.7%

* The Company will apply the new revenue recognition standard from FY'23/2. The major change due to this is that the incentives for agencies that were posted as promotion expenditure will be deducted from sales under the new standard and not be included in expenses. The impact on operating income is minor.

■ Consolidated net sales and operating income



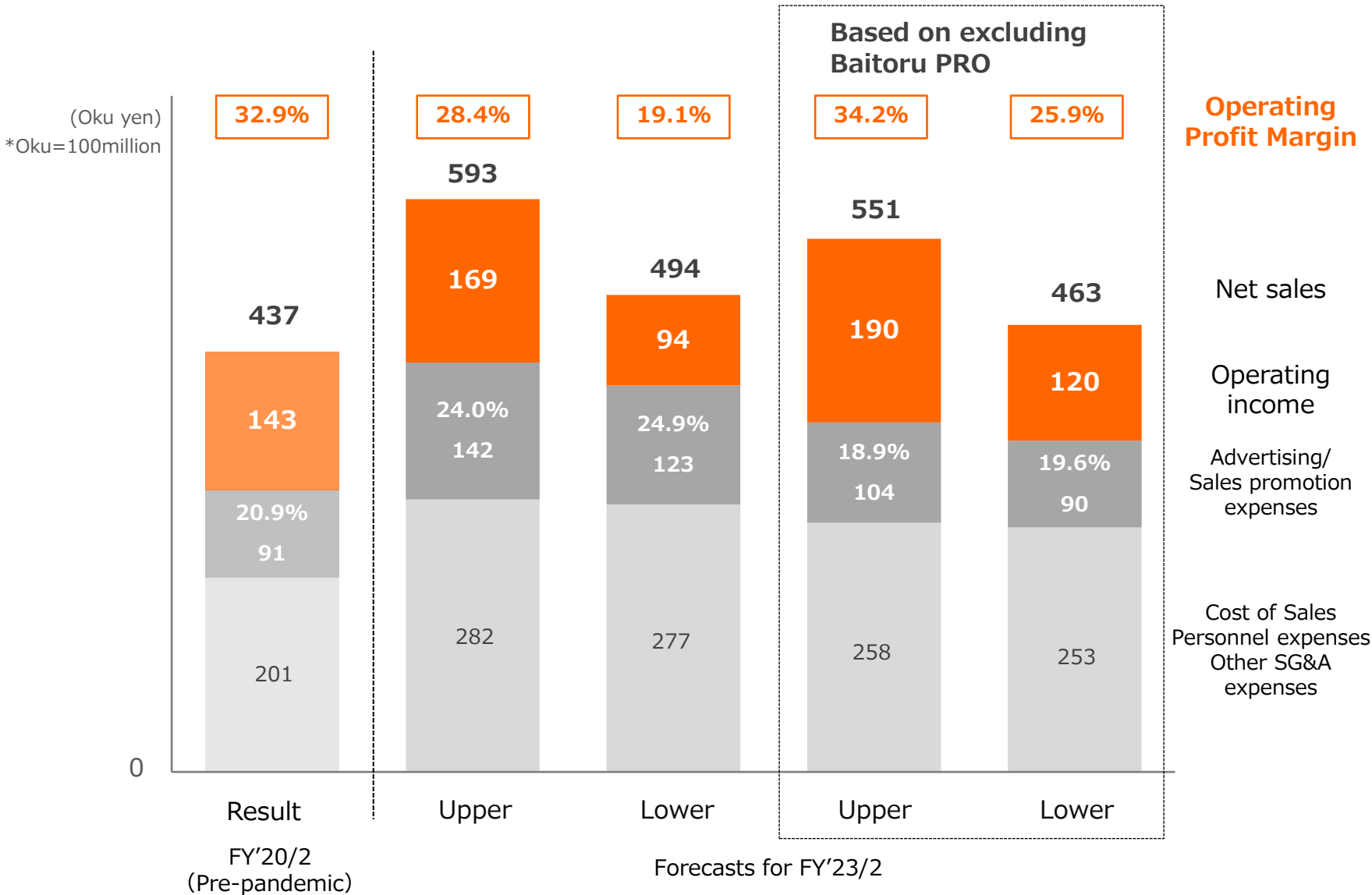
Upper end of forecast:
Internal target assuming COVID-19
pandemic to end

Lower end of forecast:
Assumes same degree of impact of
pandemic as in the previous fiscal
year*

* Assumes priority preventive measures to be imposed about three times during the fiscal year as in the previous year.
The situation in Ukraine and the resulting rise in resource and raw material costs or the impact on consumption in Japan have not been incorporated.

FY2023 Full-year Forecasts ③

Approach toward consolidated operating income forecasts



Excluding Baitoru PRO, which is in the upfront investment stage, consolidated P&L will show an operating profit margin of 26-34% and the high profit structure seen before the pandemic will be maintained.

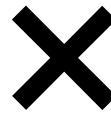
4

DX Business : Business Overview, Progress and Business Plan

1. Overview of the DX Business
2. FY'22/2 Q4 Segment Results
3. Business Plan for the Current Term

Vision 'Labor force solution company'

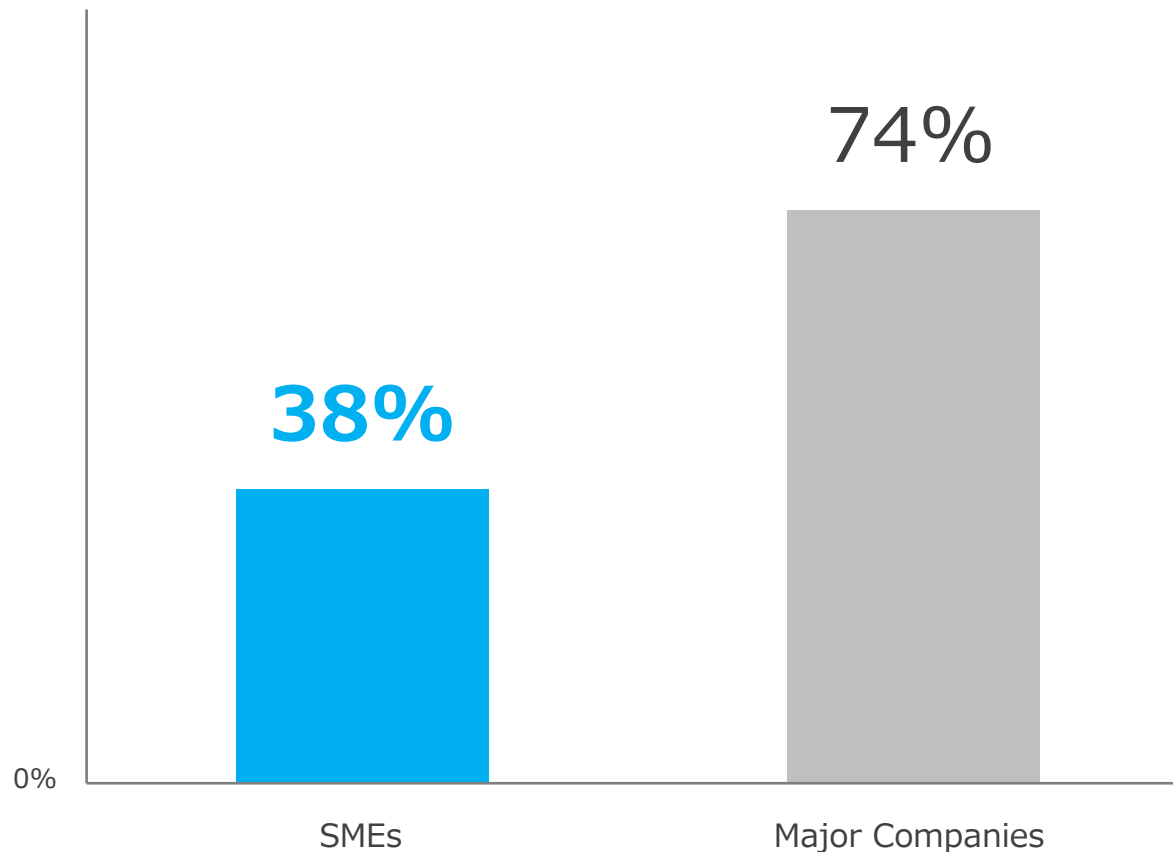
Through the provision of human resource services and DX services, and by working to solve various problems in the labor market, we aim to realize a society in which everyone can experience the joy and happiness of work.



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

There is substantial room for greater adoption of DX in Japan, especially among SMEs

■ 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:

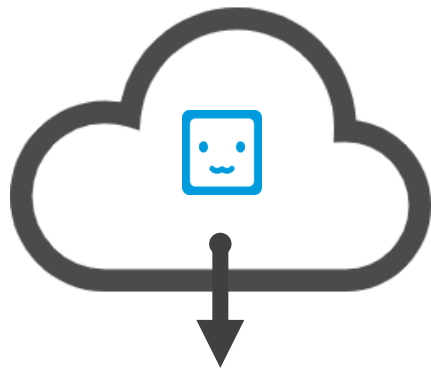
- Low-cost and simple product design
- Implementation support
- High-level of customer success

Source : dip, based on "Annual Report on National Accounts for 2021" by Ministry of Economy, Trade and Industry

One-stop SaaS products providing unique value, designed specifically for SMEs

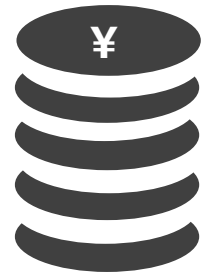
Easy to introduce

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



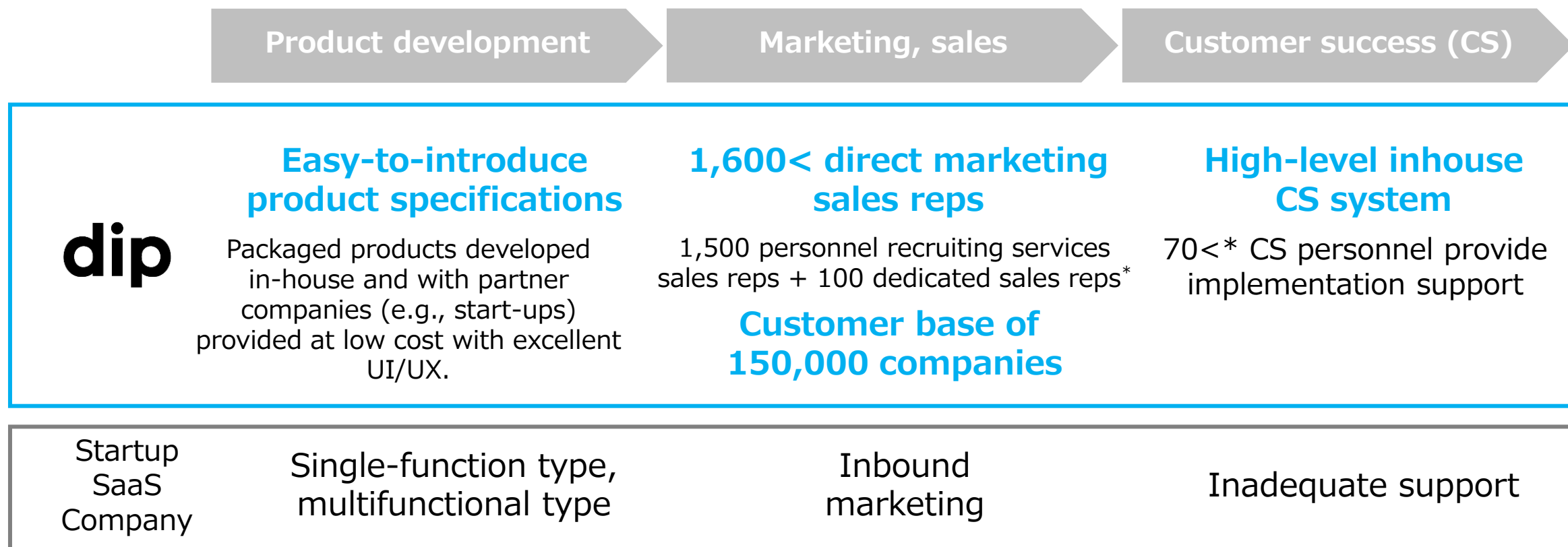
Support by
sales reps



Remote support by
customer success reps

One-stop service including installation, operation and maintenance

「Product designed specifically for small and midsize companies」
x 「a direct sales force of over 1,600 people and a customer base of 150,000 companies」
= creation of DX market for small and midsize companies



* As of April 2022

1. Overview of the DX Business ⑤ KOBOT Series Product Lineup

Streamlining of recruiting and personnel administration

Stock Product

採用ページコボット

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

Corporate Recruiting Page KOBOT

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

Stock Product

面接コボット

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

Interview Scheduling KOBOT

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

Flow product

Stock Product

人事労務コボット

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

Personnel Administration KOBOT

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

Sales support

Stock Product

HRコボット

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

Temp Agency KOBOT

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

Marketing support

Stock Product

常連コボット for LINE

Launched in Dec. 2021
From ¥9,800/month

Patronage KOBOT

Issues membership certificate on LINE; offers store visit reward points and coupons. Supports marketing activities by restaurants and retailers.

Industry-specific streamlining

Stock Product

不動産コボット

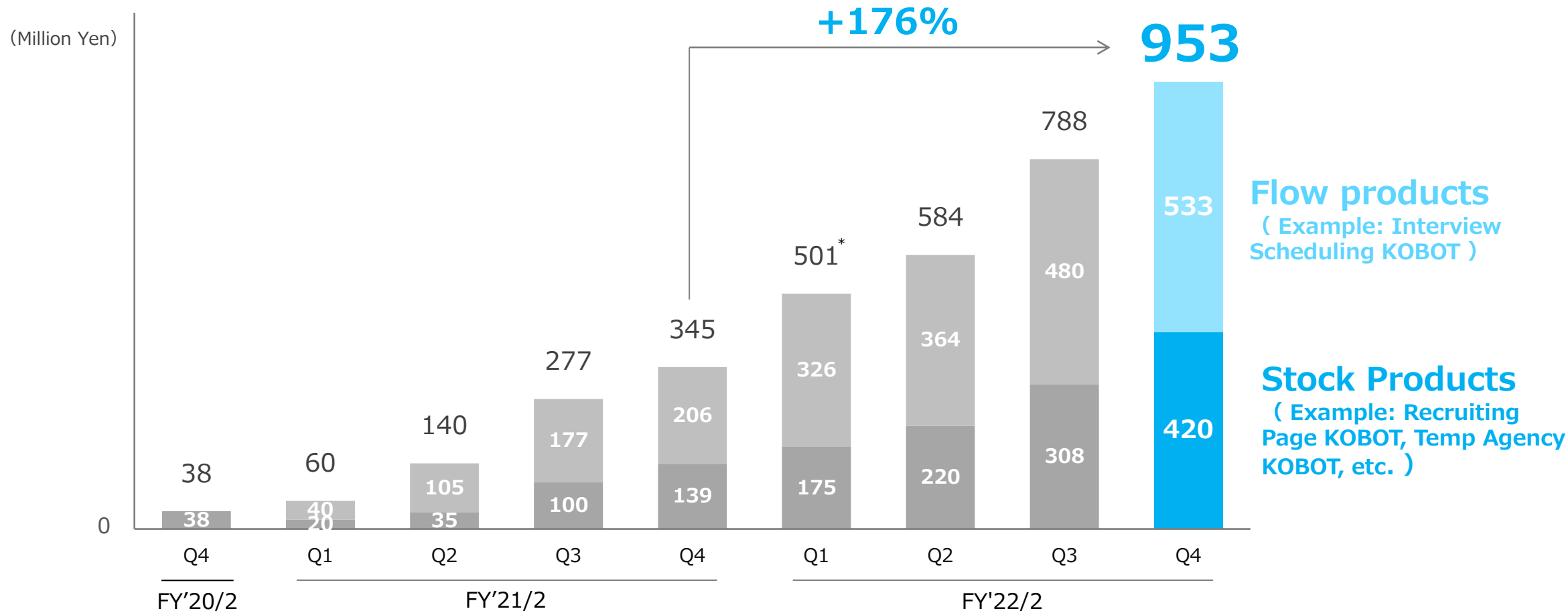
Launched in Jun. 2020
From ¥20,000/month

Real Estate Agency KOBOT

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

Continued high growth of +176% YoY. Strong sales of stock products.

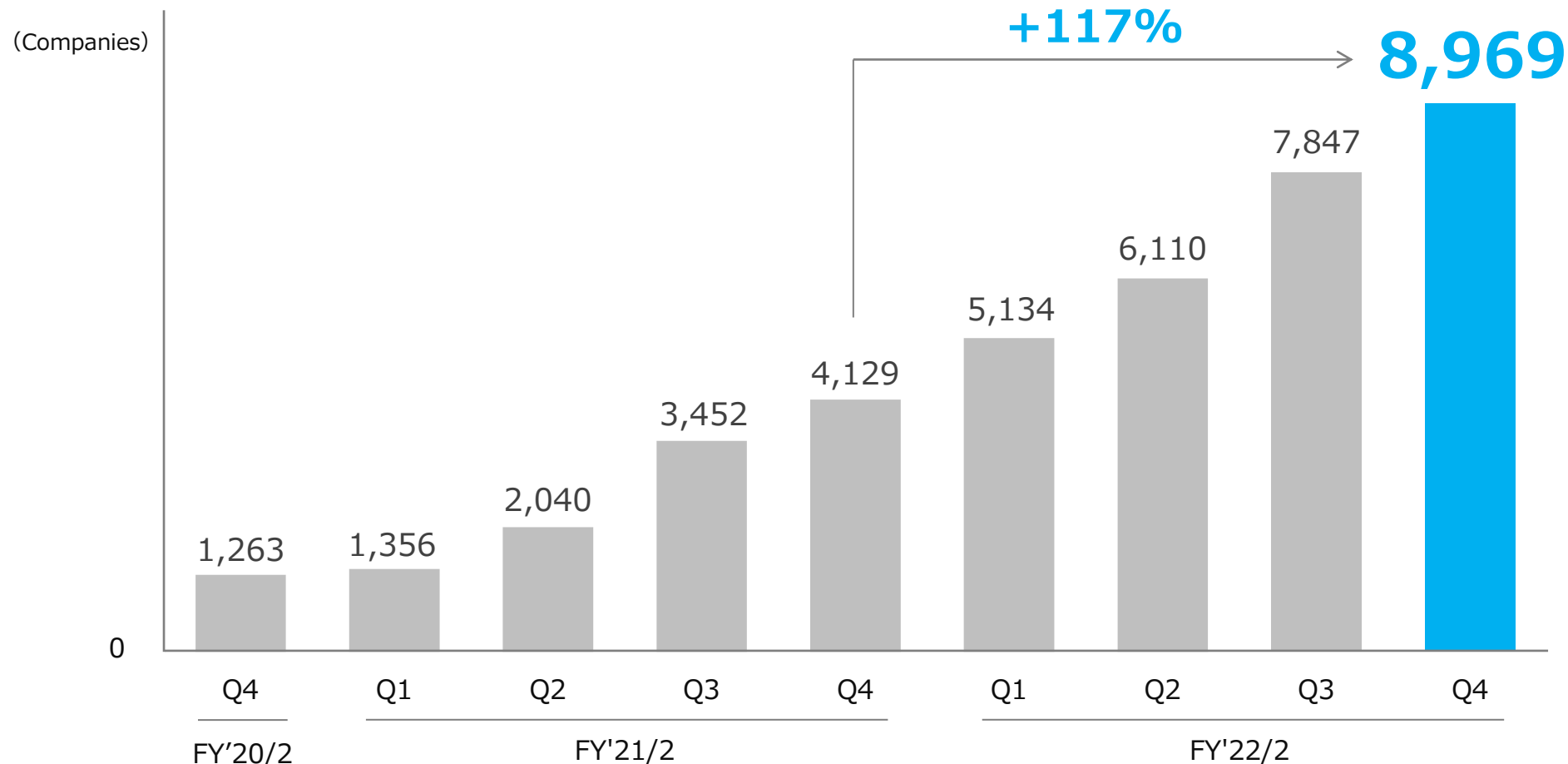
■ Net sales* change



*From the fiscal year ending February 28, 2022, some services such as Recruiting Page KOBOT (formerly Baitoru RHP) were transferred from the Personnel Recruiting Services business to the DX business.

Number of companies subject to monthly billing also grew significantly year-on-year.

■ Number of companies subject to monthly billing* (average by quarter) trend



Continued high sales growth by increasing the number of companies subject to monthly billing while raising ARPU

	Feb. 2021 ^{*1}	May 2021	Aug. 2021	Nov. 2021	Feb. 2022
Monthly sales (vs Feb. 2021)	¥130 mn -	¥160 mn (+23%)	¥210 mn (+62%)	¥290 mn (+123%)	¥310 mn (+138%)
No. of companies subject to monthly payment (vs Feb. 2021)	4,700 -	4,800 (+2%)	6,500 (+38%)	8,600 (+83%)	9,300 (+98%)
ARPU^{*2} (vs Feb. 2021)	¥29,000 -	¥33,000 (+14%)	¥32,000 (+10%)	¥33,000 (+14%)	¥34,000 (+17%)
Stock Sales Ratio^{*3} (vs Feb. 2021)	34% -	36% (+2pts)	38% (+4pts)	39% (+5pts)	46% (+12pts)

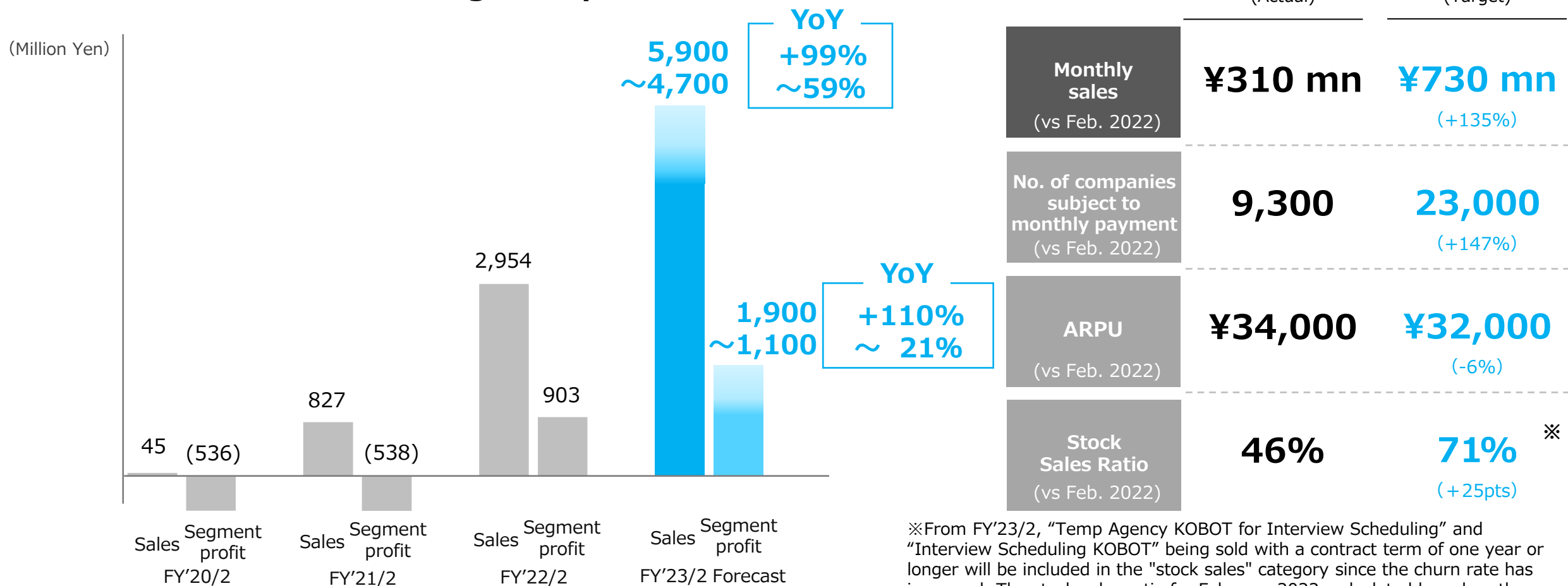
^{*1} Certain services including Recruiting Page KOBOT (previously Baitoru RHP) were transferred from the personnel recruiting services business to the DX business, effective FY'22/2. Figures for Feb. 2021 include Recruiting Page KOBOT for reference purposes.

^{*2} ARPU: Monthly sales divided by the number of paid client companies

^{*3} Subscription-based sales ratio: Subscription-based sales (automatic renewal or long-term contract) divided by total sales

Plan to continue to achieve significant growth in sales and profits.

■ DX Business Sales & Segment profit



Note: The new revenue recognition standard has been applied to both past performance and forecast figures.

※From FY'23/2, "Temp Agency KOBOT for Interview Scheduling" and "Interview Scheduling KOBOT" being sold with a contract term of one year or longer will be included in the "stock sales" category since the churn rate has improved. The stock sales ratio for February 2022, calculated based on the same categorization, will be 68%.

1

Enhance product quality (Aiming for No. 1 quality)

Improve UI/UX and functionality for existing products

2

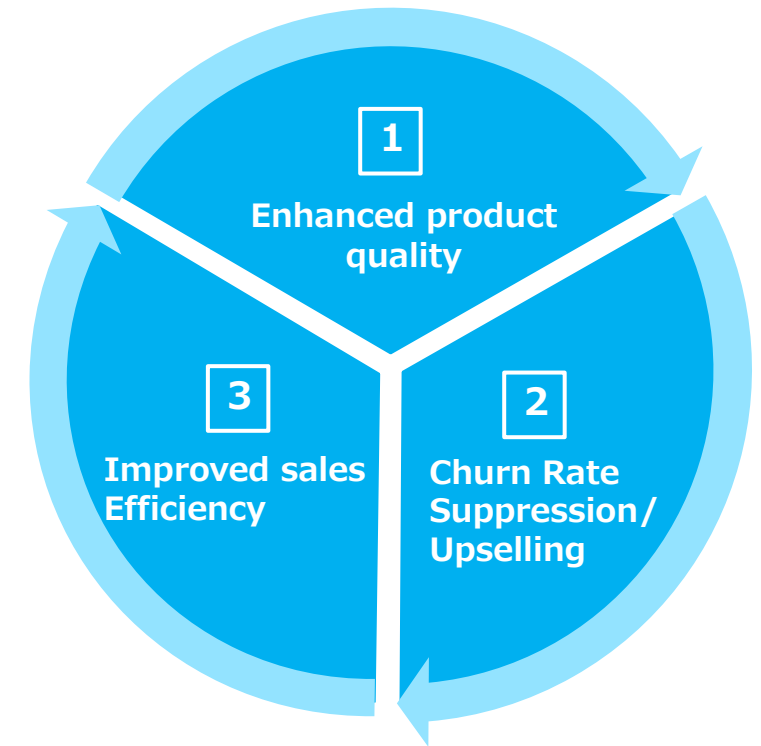
Strengthen the CS system, Reduce churn rate/promote up-selling

In addition to enhancing quality, the company uses technology to streamline its customer success operations. Reduce churn rate and enhance up-selling

3

Improve sales efficiency by expanding set sales

Accumulated know-how has led to improved sales staff's ability to make effective proposals.
Expand set sales combining multiple DX products



5

Personnel Recruiting Services : Business Progress and Business Plan

1. FY'22/2 Q4 Segment Results
2. FY'23/2 Business Plan

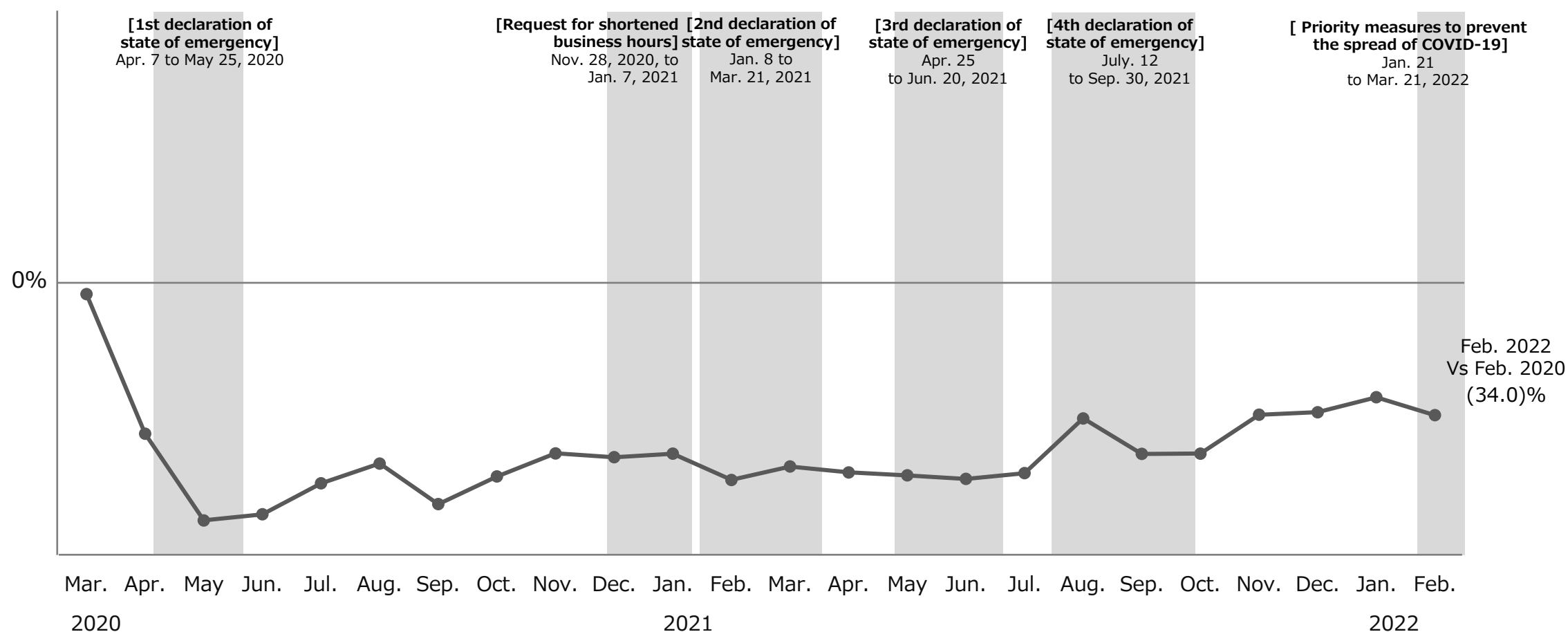
■ Sales

(Million Yen)

	FY'21/2 Q4 Actual	FY'22/2 Q4 Actual	YoY Change	
			Amount	% change
Baitoru • Baitoru NEXT	5,753	8,172	+2,419	+42.0%
Of which, Baitoru NEXT	1,035	1,213	+178	+17.1%

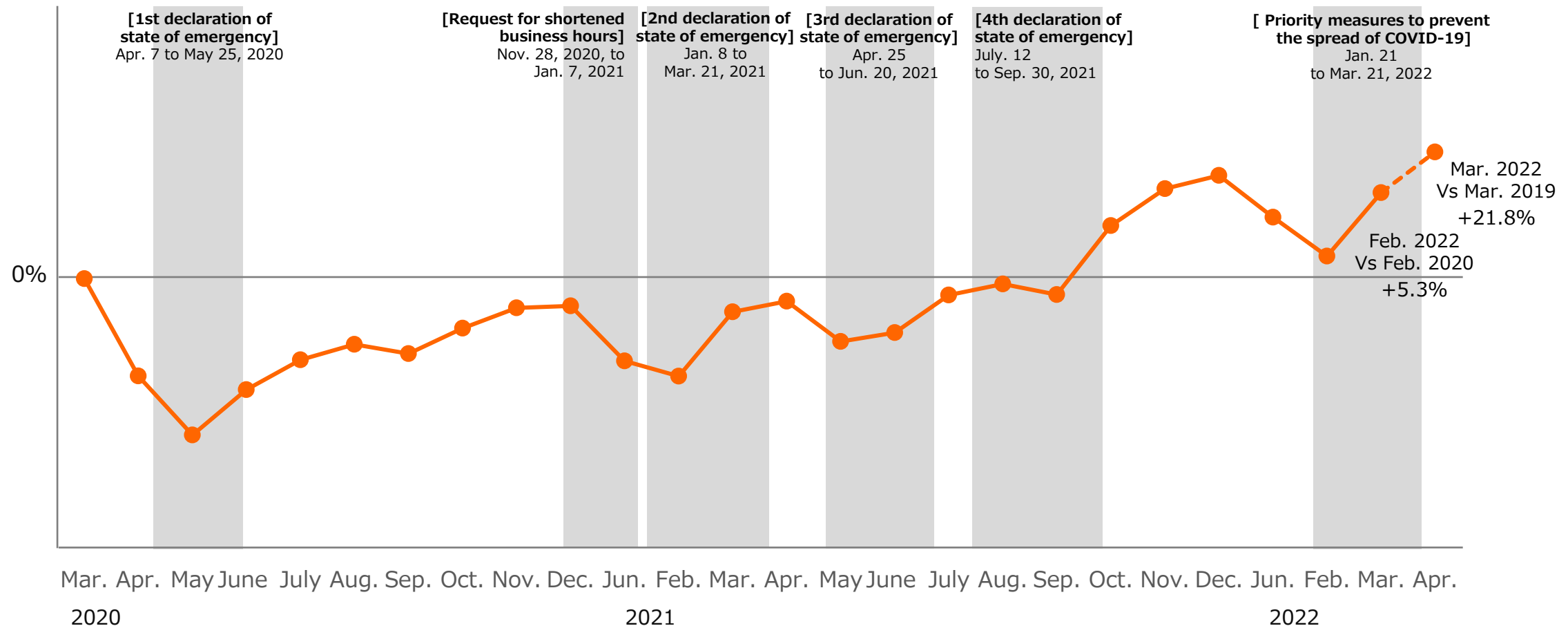
The situation has not yet recovered to pre-pandemic levels.

■ Monthly change in number of part-time job ads since FY'20/2



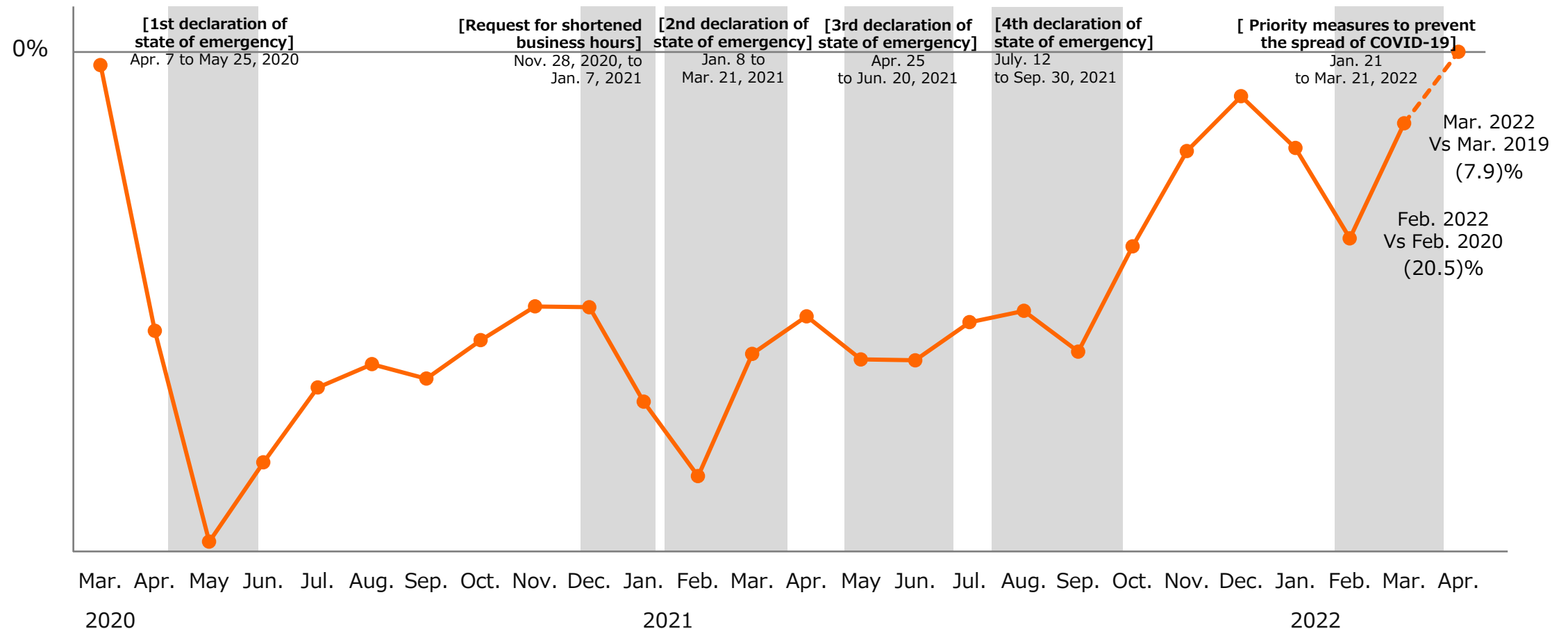
Number of contracted companies has reached a level exceeding that recorded prior to the pandemic.

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



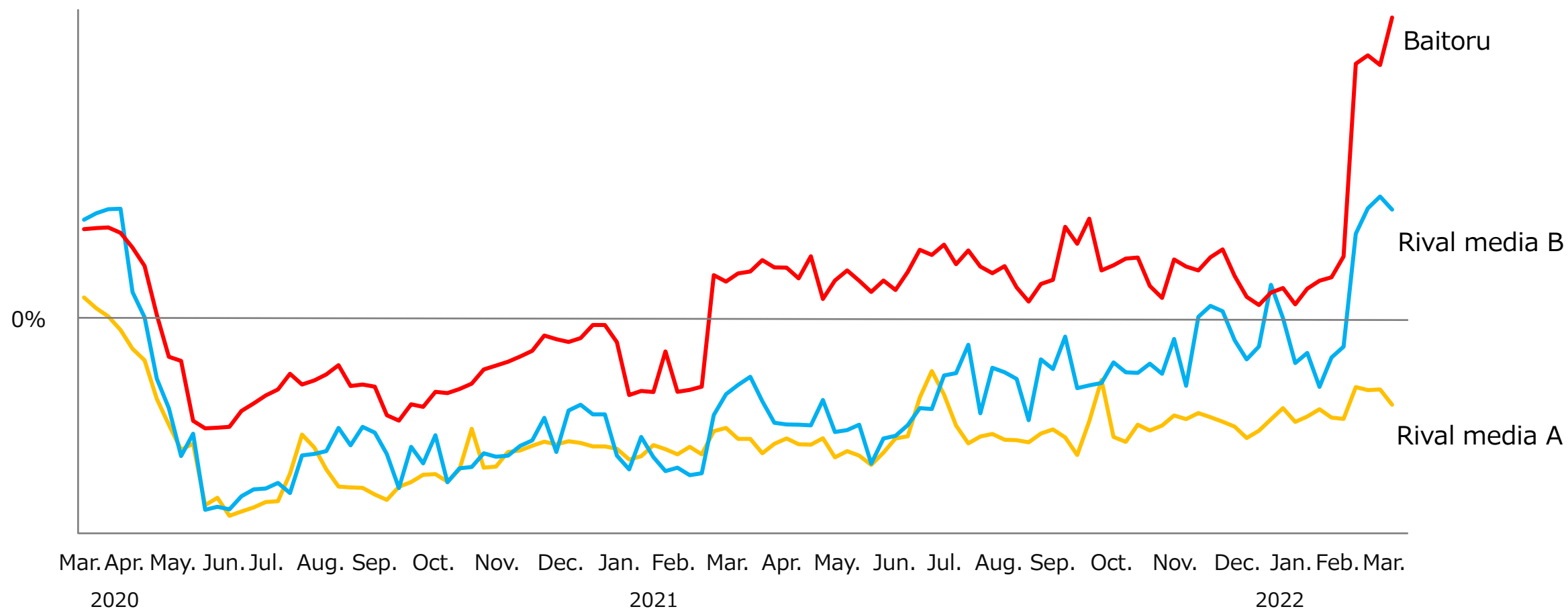
Sales recovered to pre-pandemic levels.

■ Baitoru/Baitoru NEXT Monthly sales (compared to the same month of FY'20/2)



Continued to expand market share

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



*Source: dip

■ Sales

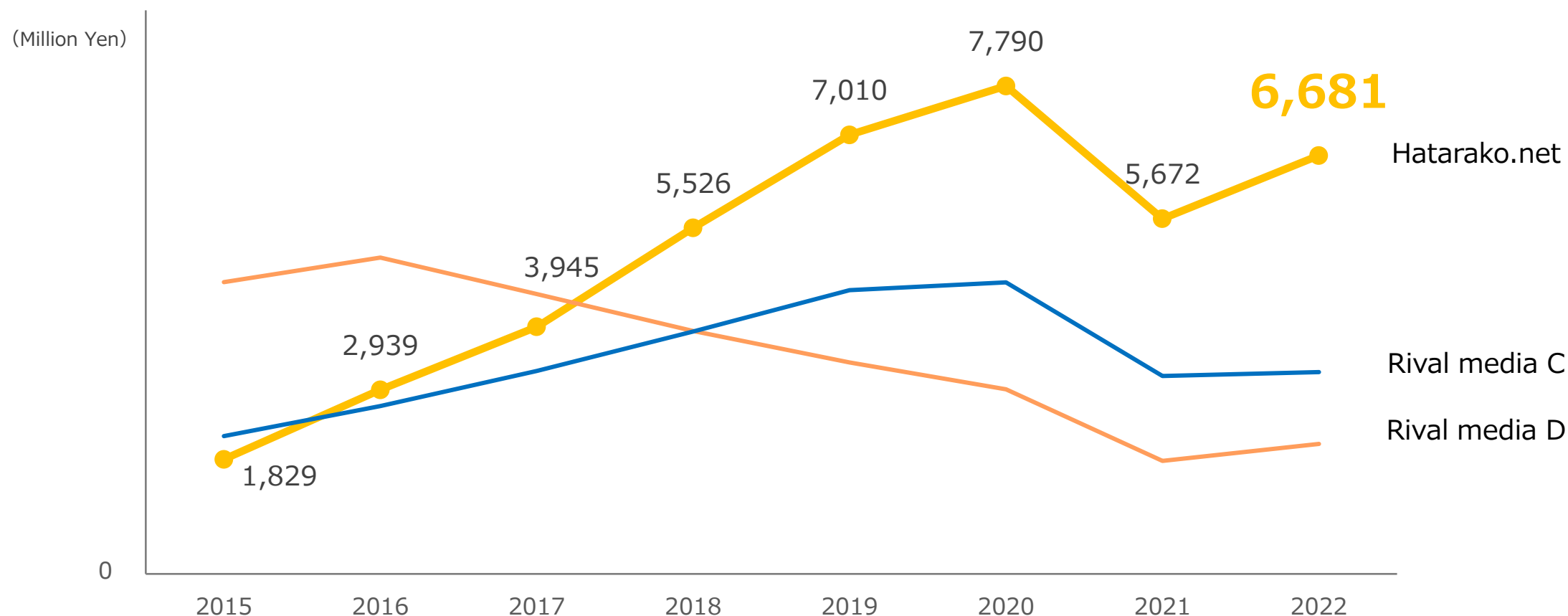
(Million Yen)

	FY'21/2 Q4 Actual	FY'22/2 Q4 Actual	YoY Change	
			Amount	% change
Hatarako.net	1,576	1,880	+304	+19.2%
Of which, Dispatch Agencies	1,367	1,664	+297	+21.7%
Of which, Direct employment	208	215	+7	+3.3%

(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.

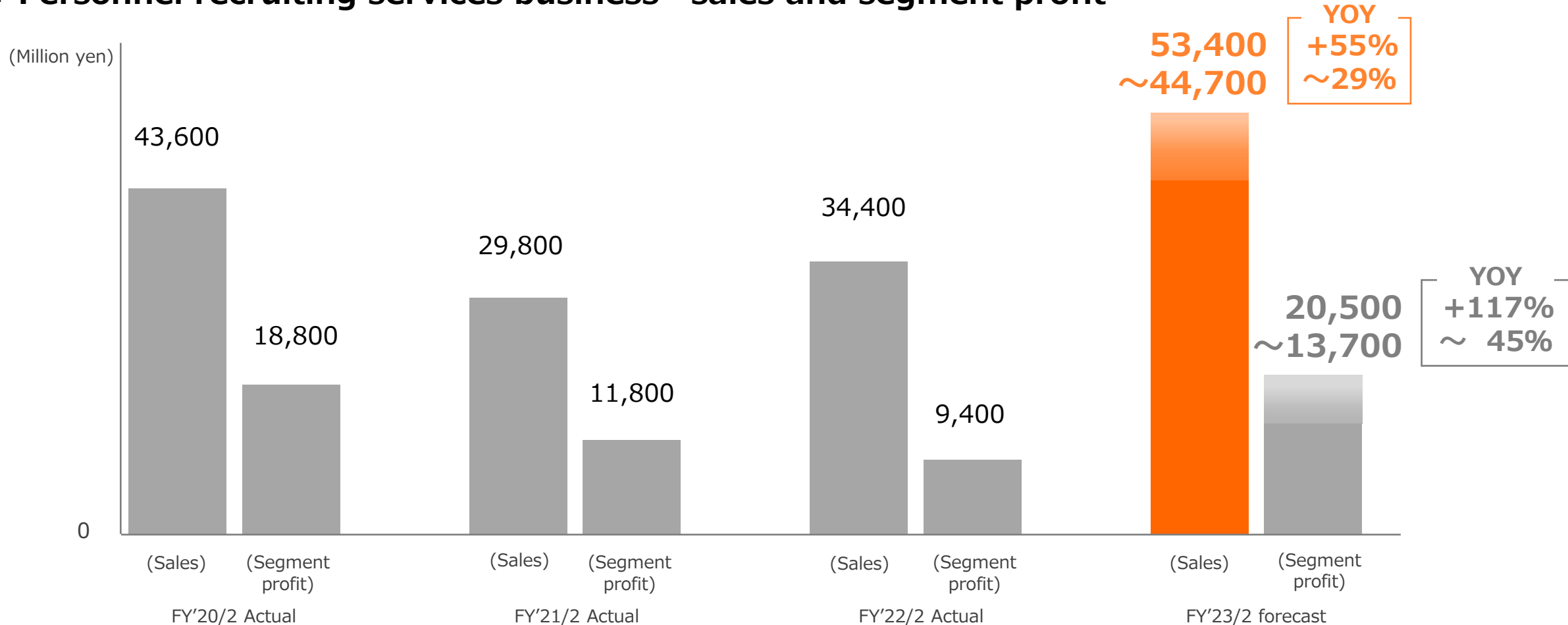
Already established the 『No.1』 position in the temp job media market

■ Sales trends for each temp staffing job media*



Sales to recover to pre-pandemic levels

■ Personnel recruiting services business* sales and segment profit



* Baitoru, Baitoru NEXT, Baitoru PRO, Hatarako.net, Nurse de Hatarako

Note: The new revenue recognition standard has been applied to both past performance and forecast figures.

1

Design and development of unique features and services generated by our user-first perspective

Launched '**Message from dip-san**' section to improve value for users and client companies

2

Cross-selling / Data-driven sales to improve sales productivity

Expand functions of proprietary sales management tools and meet all customer needs through cross-selling of four medias

3

Optimized promotions for each area. Become No. 1 in media sales outside of metropolitan areas

Many areas in major metropolitan areas have already achieved No.1 market share.*
Efficient advertising through a hybrid of real and digital media



Baitoru PRO; dip's first new service in 12 years (Launched in May 2021)

バイト/PRO

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 shortages.

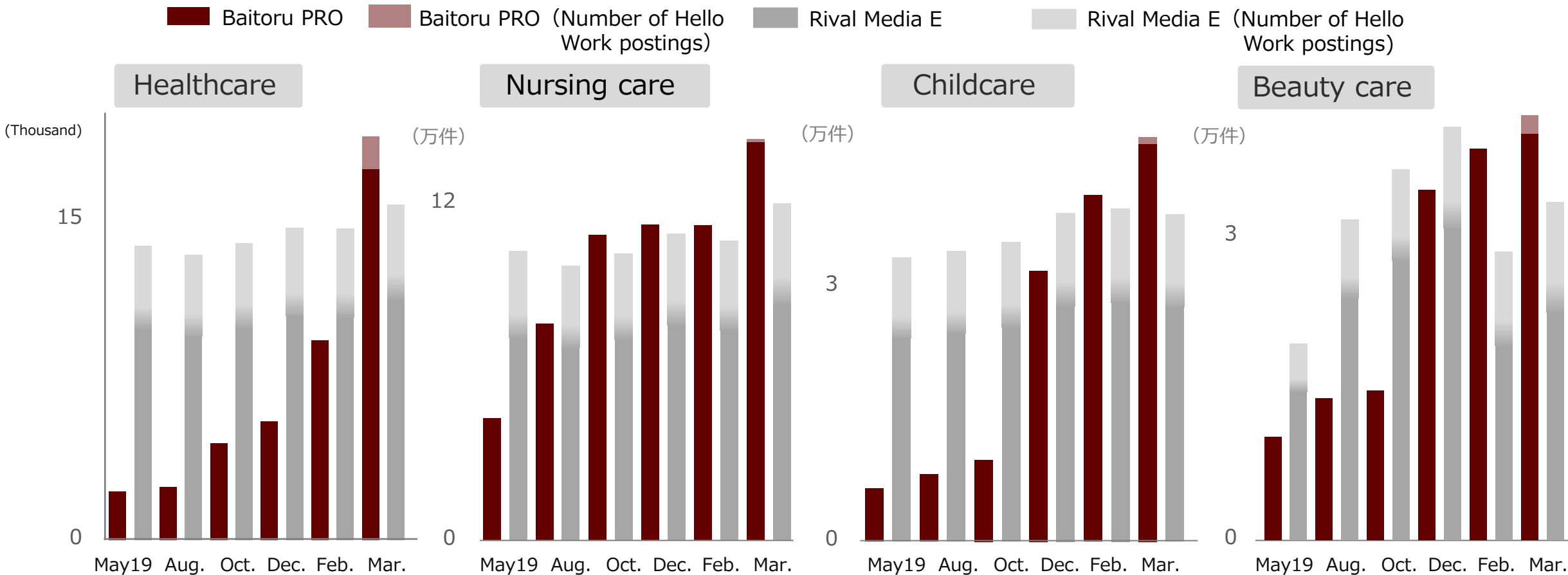
The service encourages movement in the labor force by supporting professionals as well as individuals aiming to become professionals.

By leveraging our strengths such as 1,500 sales staff and unique promotions that combine digital and mass media, we aim to expand sales in the professional field* to 380 billion yen.

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

**In addition to nursing care, childcare, and beauty care,
we have attained the No. 1 position for listings in the healthcare field.**

No. 1 in the number of ads posted in all four fields within ten months of launching the service



(Note) Based on figures as of the beginning of each month for August and afterwards.

1

Further solidifying its position as No. 1 for the number of ads listed in the medical, nursing care, childcare, and beauty care fields

Based on the concept of 『User First』, the company has been able to increase the number of advertisements and become No.1 in volume of ads posted within the first 10 months after launching the service. In addition to the four sectors above, we plan to increase the number of projects in the food & beverage and WEB/IT industries while continuing to differentiate ourselves with unique functions.

2

Expand user base through large-scale promotions combining digital and mass media

Increase application due to natural influx by enhancing awareness and reduce CPA in WEB acquisition advertisements.

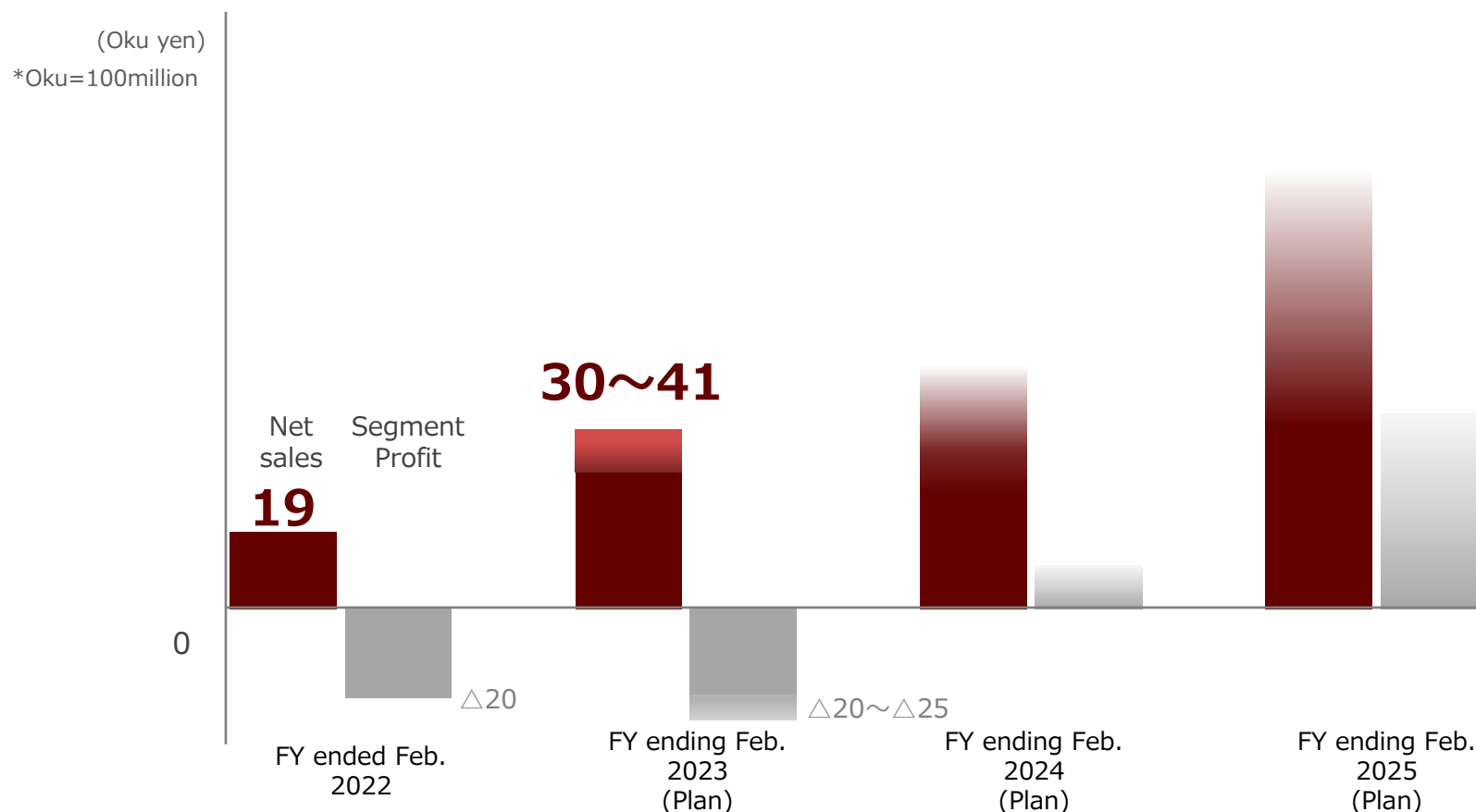
3

Provide users with a hybrid job media / recruiting service and enhance sales capabilities

Business integration with 「Nurse de Hatarako」. Aim to increase the unit price per user by sharing the user base and providing effective services.

Plan to reach profitability over a single month during the fiscal year ending February 2024

■ Baitoru PRO* Growth Image for Net Sales and Segment Profit



Aimed at expanding awareness, hybrid promotions implemented as an upfront investment.

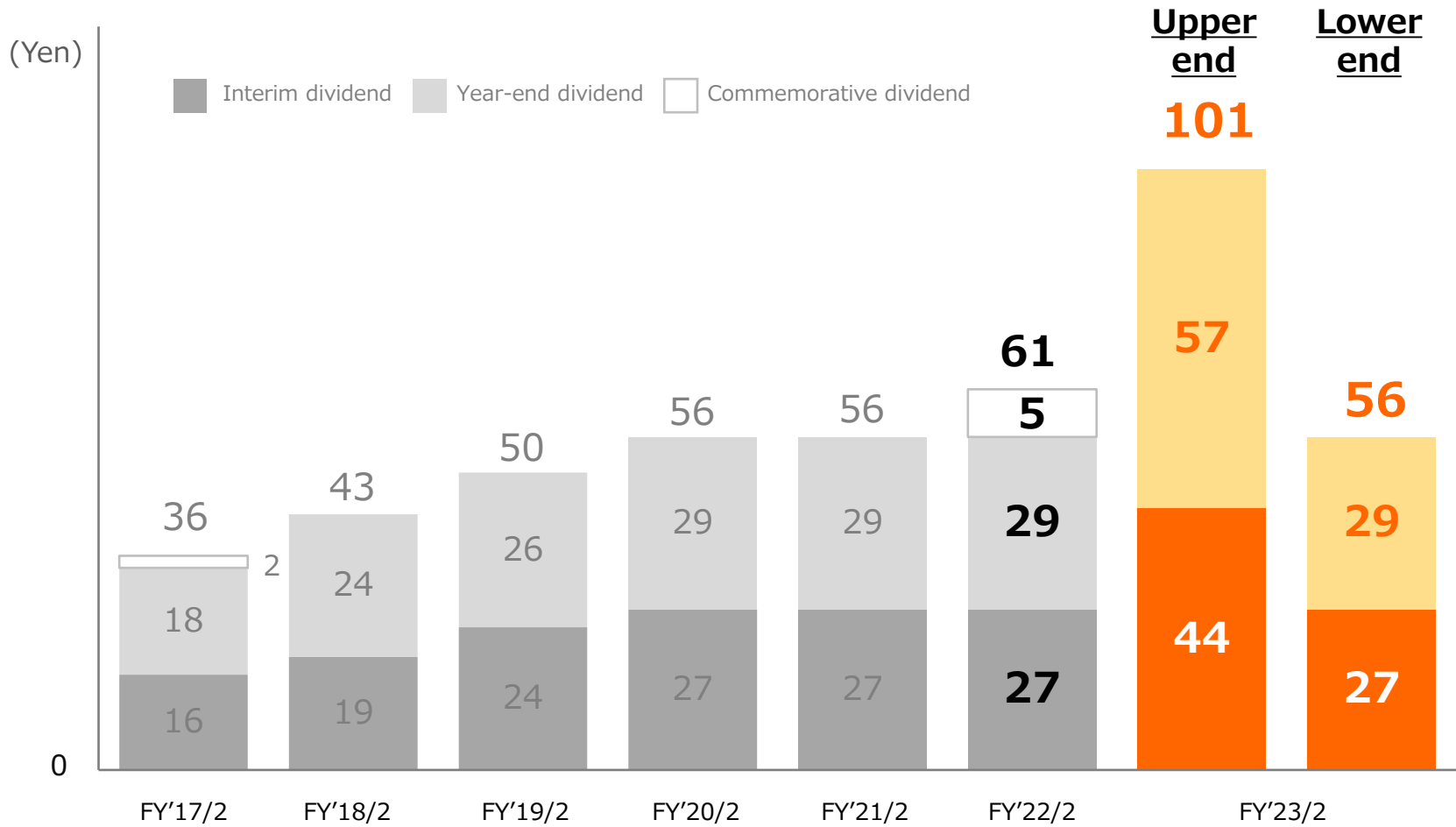
Increase in applications through natural inflow, and reduction in CPA for web-acquired ads.
Aim to reduce advertising expense ratio.

*In March 2022, the agent business (Nurse de Hatarako) and the Baitoru PRO business were integrated. This is reflected retroactively to the fiscal year ending February 2022 in the graph above.



Shareholder Returns

■ Dividend per share



- Interim: ¥27–44 (forecast)
- Year-end: ¥29–57 (forecast)

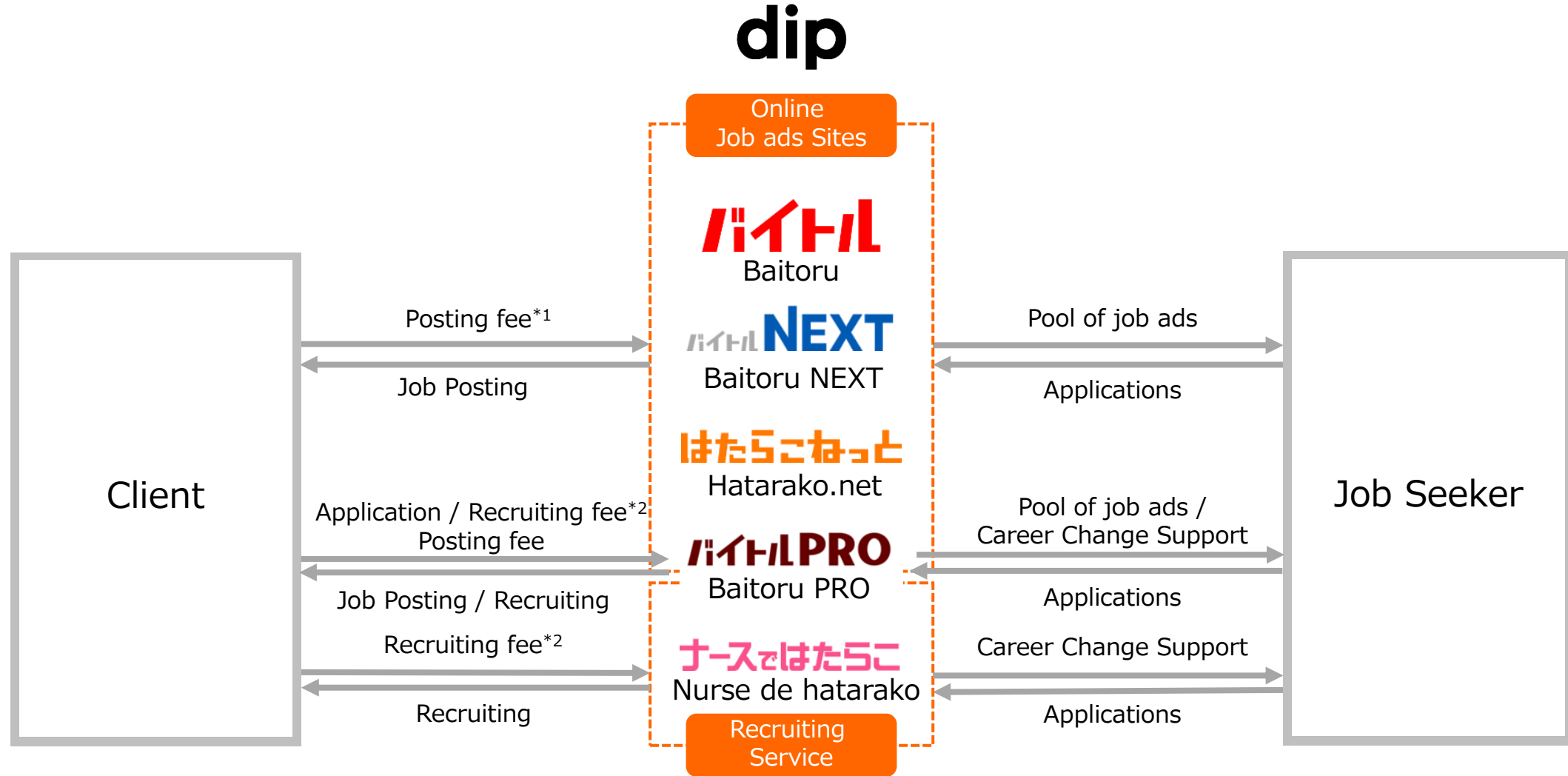
(Reference) Dividend policy
The dividend amount is determined by taking into consideration the dividend of the prior fiscal year and using a dividend payout ratio of 50% as a guide.

7

Appendix

1. Company Profile
2. Medium-term Management Strategy dip2025
3. Financial Status and Key Data
4. ESG Initiatives
5. Other

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 February 2022)
Sales	¥39,515 million (For the fiscal year ended February 2022)
Employees	2,356 (Full-time employees as of April 1, 2022)
Main Business	Provision of online job information and DX services
Market	Prime Market of the Tokyo Stock Exchange (code: 2379)



*1 A model in which a fee is collected in return for posting a job on one of our sites for a specified period of time.

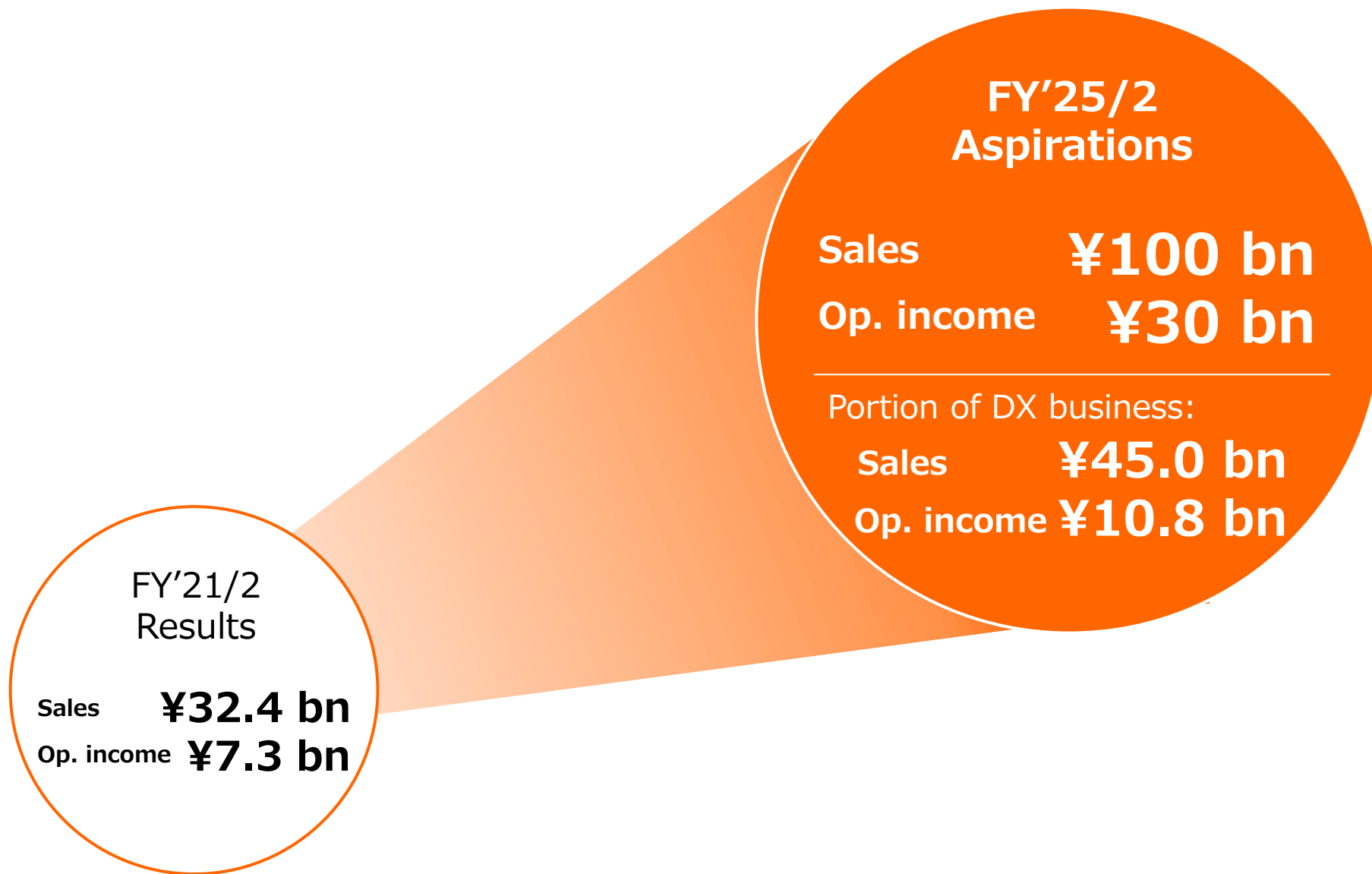
*2 A model that allows job openings to be posted on our website for free, with a fee paid when an application is received or an applicant is hired.

Business strategies



UPDATE(March 2022)

Business foundations



High-quality job postings supported by direct marketing sales

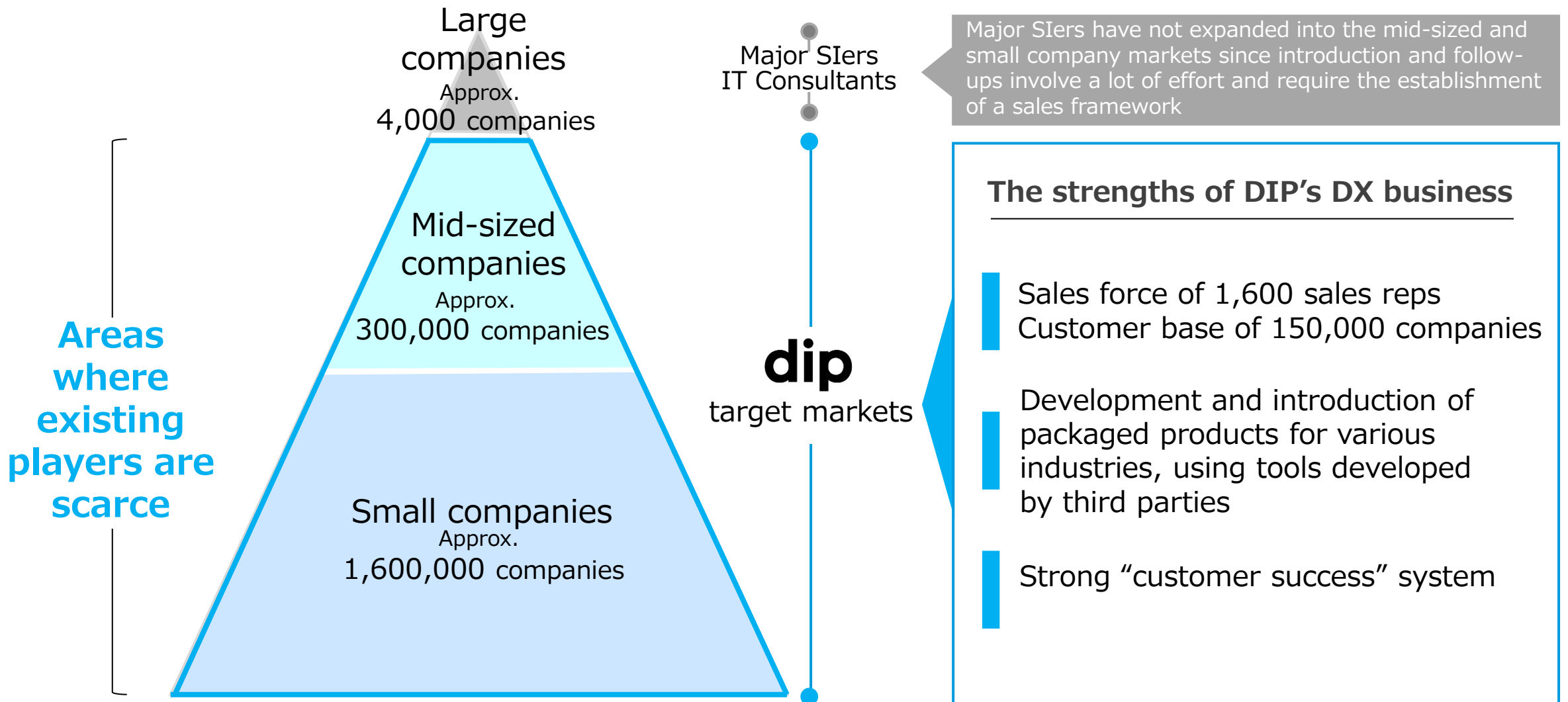
- ✓ Fresh, accurate and high-quality job postings
- ✓ Appealing job information manuscripts leveraging production and editing skills

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**

2. Medium-Term Management Strategy dip2025 ④ 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.

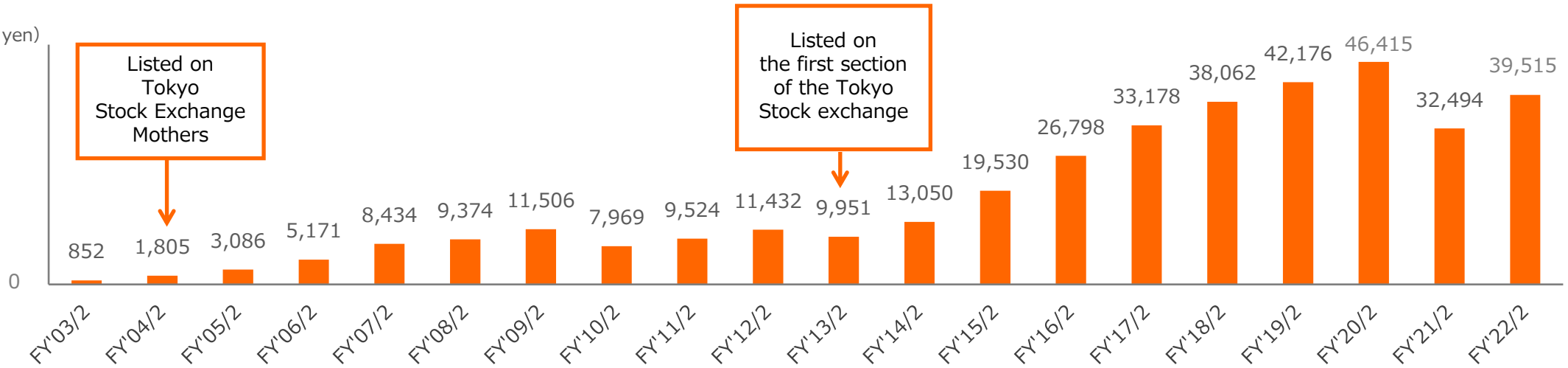
SUSTAINABLE DEVELOPMENT GOALS



3. Financial results ① Operating results (Sales and operating income for entire company)

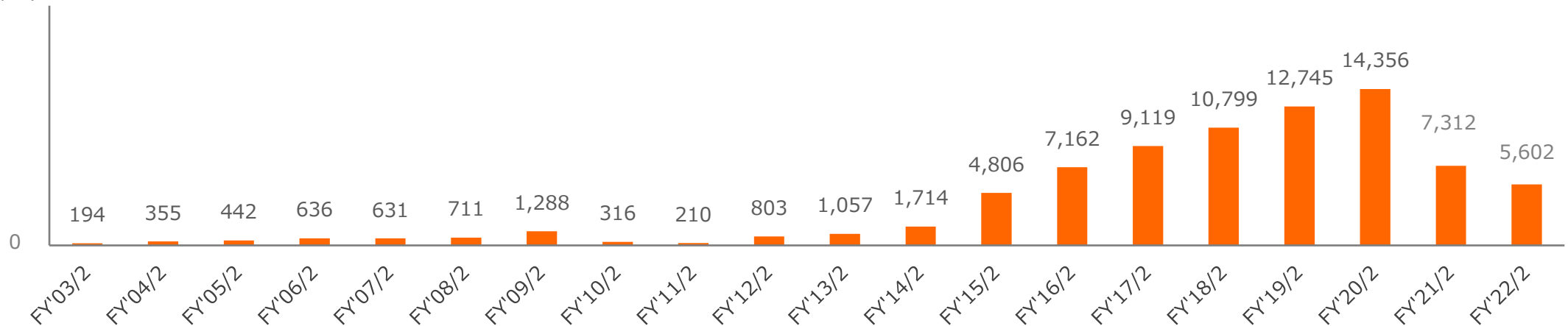
■ Sales

(Million yen)



■ Operating income

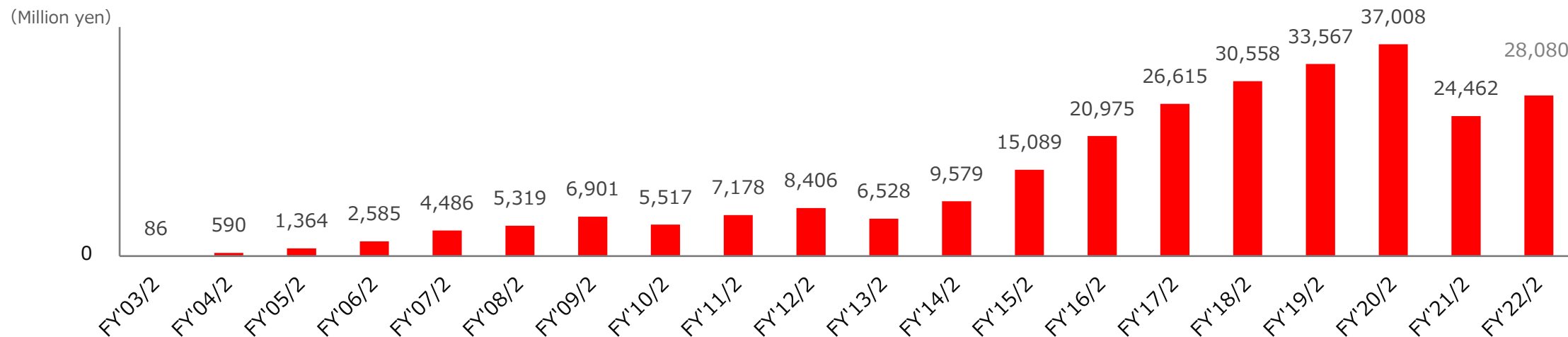
(Million yen)



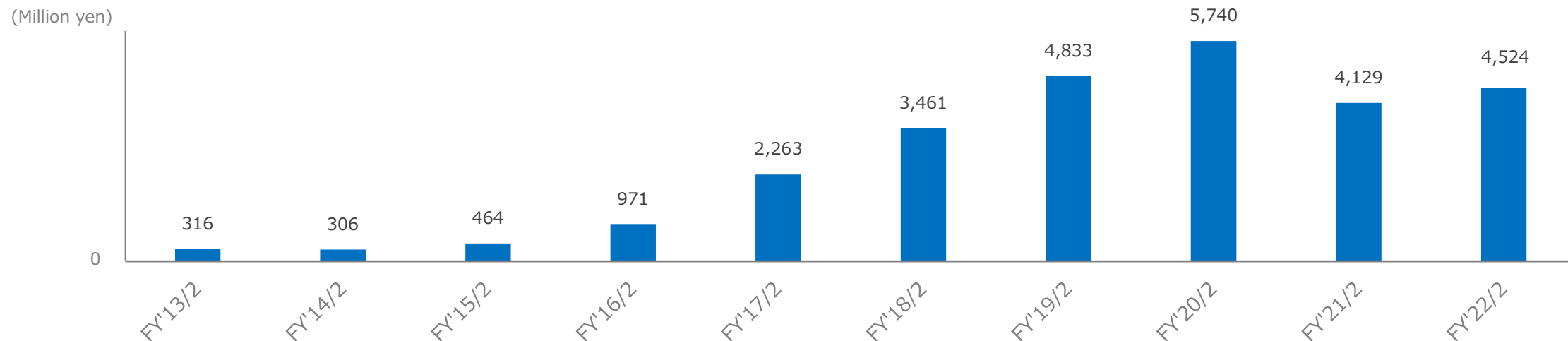
Note: dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.

3. Financial results ② Operating results for the personnel recruiting services business

■ Sales at Baitoru (Includes sales from Baitoru NEXT)

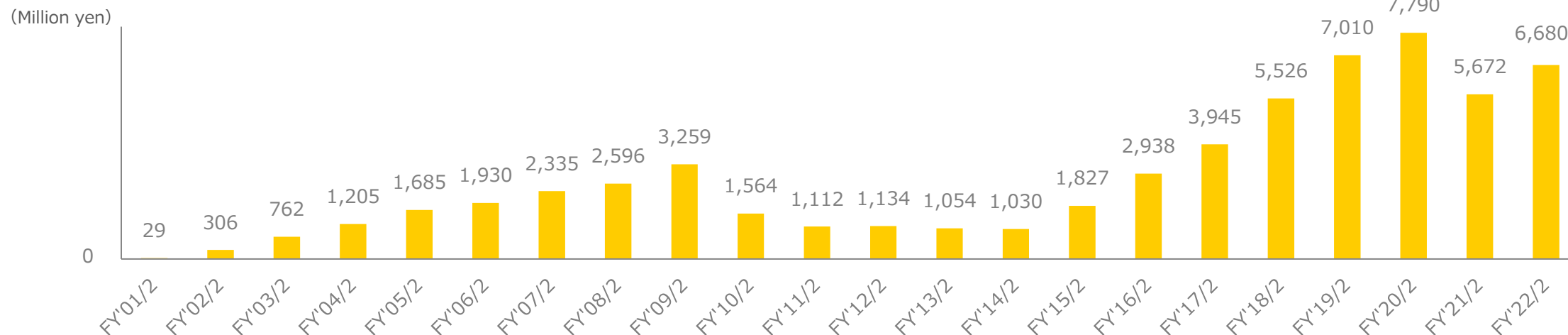


■ Sales at Baitoru NEXT

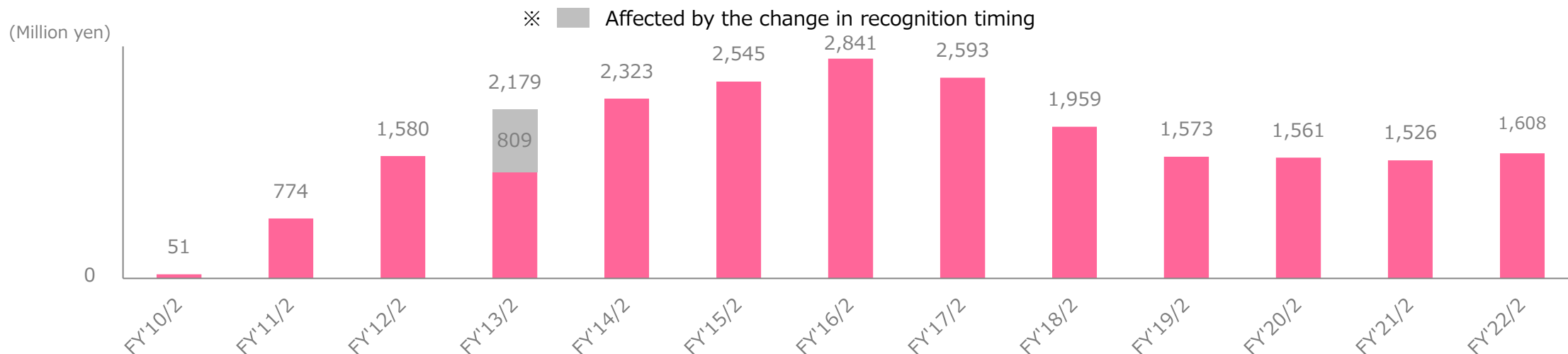


3. Financial results ③ Operating results for the personnel recruiting services business

■ Sales at Hatarako.net



■ Sales at Nurse de Hatarako



3. Financial results ④ Income statement

(Million Yen)

	FY'20/2				FY'21/2				FY'22/2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Sales	12,011	10,813	11,925	11,664	9,168	6,906	8,459	7,960	9,226	8,387	10,448	11,451
Cost of sales	746	737	759	793	801	756	835	909	1,060	1,092	1,176	1,216
Gross income	11,264	10,076	11,166	10,870	8,366	6,149	7,623	7,051	8,166	7,295	9,272	10,235
Selling, general & administrative expenses	7,507	6,602	7,222	7,689	5,563	5,210	5,410	5,677	6,310	6,111	8,455	8,490
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	3,654	3,676
Advertising and sales promotion costs	3,213	2,626	3,097	2,918	1,421	956	1,164	1,438	1,871	1,810	3,804	3,733
Land & Office Rental	265	264	264	280	292	290	288	288	286	286	285	277
Others	884	702	844	992	737	693	744	689	746	691	710	803
Operating income	3,757	3,473	3,944	3,181	2,803	938	2,213	1,373	1,856	1,184	817	1,744
Ordinary income	3,774	3,481	3,951	3,185	2,811	937	1,733	1,296	1,784	1,115	759	1,661
Net Income attributable to owners of parent	2,599	2,328	2,713	2,370	1,930	829	△2,424	509	1,204	948	515	819

* 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.

3. Financial results ⑤ Balance sheet

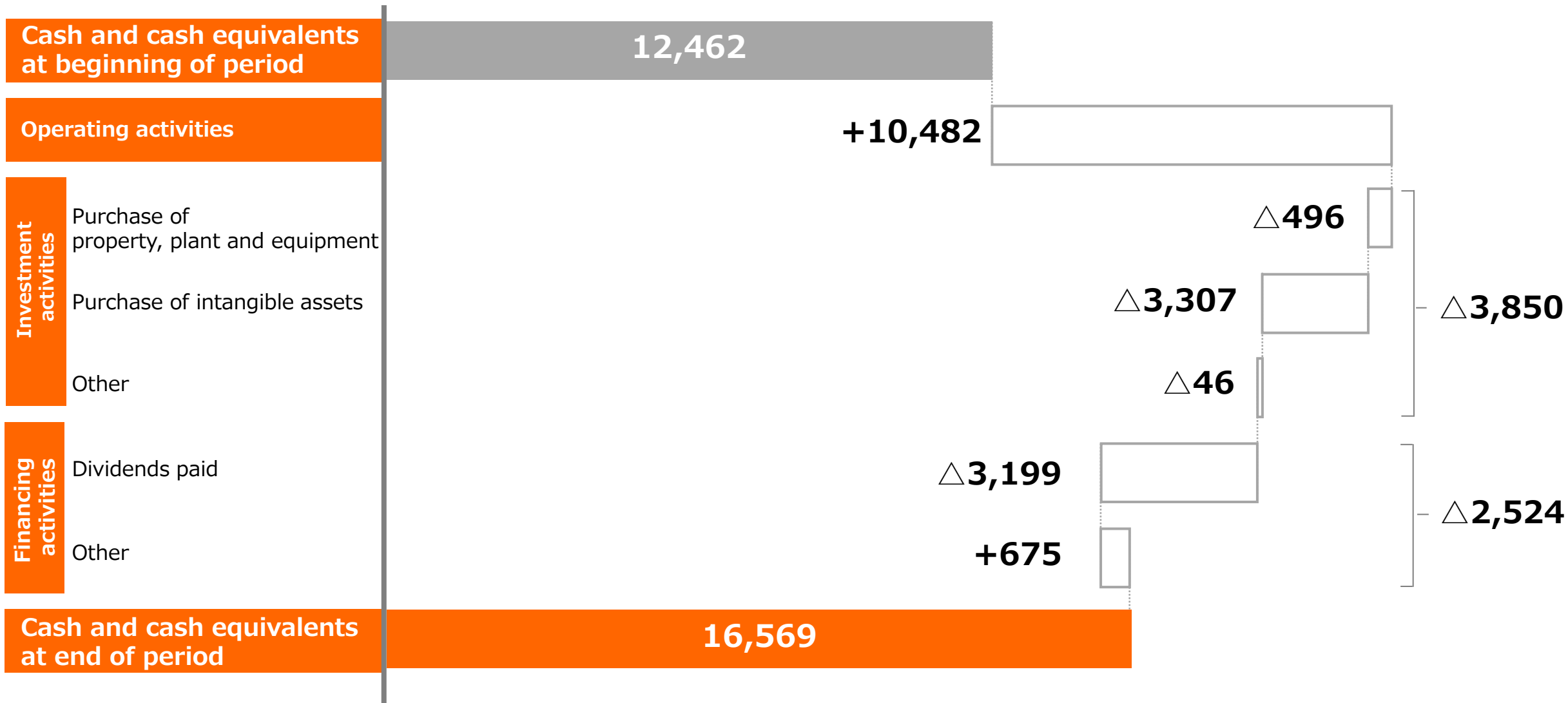
(Million Yen)

	FY'21/2 (As of February 28,2021)	FY'22/2 (As of November 30, 2021)	Comparison to the previous year
Assets	35,869	42,454	+6,585
Current assets	17,782	22,653	+4,871
Non-current assets	18,087	19,800	+1,713
Property, plants and equipment	1,698	1,964	+266
Intangible assets	6,831	7,738	+907
Investments and other assets	9,557	10,098	+541
Liabilities	4,691	9,465	+4,774
Current liabilities	3,576	8,032	+4,456
Non-current liabilities	1,114	1,432	+318
Net Assets	31,178	32,989	+1,811
Shareholders' equity	30,302	32,405	+2,103
Total accumulated other comprehensive income	△33	10	+43
Share acquisition rights	892	557	△335
Non-controlling interests	16	16	0

3. Financial results ⑥ Statement of cash flows

■ FY'22/2

(Million Yen)



3. Financial results ⑦ Personnel recruiting services business KPI

		FY'20/2				FY'21/2				FY'22/2			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Baitoru^{*1}													
Sales	(Million yen) <YoY>	9,426	8,603	9,624	9,353	6,891	5,256	6,561	5,753	6,402	5,957	7,548	8,172
		+10.1%	+9.4%	+8.5%	+13.1%	(26.9)%	(38.9)%	(31.8)%	(38.5)%	(7.1)%	+13.3%	+15.0%	+42.0%
Number of subscriber companies	(Companies) <YoY>	14,506	13,818	14,819	15,285	11,841	10,873	13,015	12,845	13,659	13,461	16,524	17,838
		+9.7%	+10.2%	+9.9%	+11.9%	(18.4)%	(21.3)%	(12.2)%	(16.0)%	+15.4%	+23.8%	+27.0%	+38.9%
Number of applications	<YoY>	+10.3%	+13.7%	+14.9%	+39.0%	+13.5%	+2.6%	+1.6%	(15.5)%	(6.2)%	(3.4)%	+15.6%	+18.4%
Baitoru NEXT													
Sales	(Million yen) <YoY>	1,394	1,377	1,488	1,479	1,156	854	1,082	1,035	1,122	1,047	1,140	1,213
		+37.0%	+18.0%	+12.8%	+11.3%	(17.1)%	(37.9)%	(27.3)%	(30.0)%	(2.9)%	+22.6%	+5.4%	+17.2%
Number of subscriber companies	(Companies) <YoY>	3,257	3,169	3,577	3,715	3,000	2,631	3,305	3,474	3,589	3,551	4,096	4,555
		+29.9%	+16.2%	+20.6%	+17.8%	(7.9)%	(17.0)%	(7.6)%	(6.5)%	+19.6%	+34.9%	+23.9%	+31.1%
Number of applications	<YoY>	+33.7%	+20.4%	+20.6%	+24.7%	+12.9%	(0.2)%	(11.8)%	(6.6)%	(12.0)%	(2.2)%	+27.2%	+5.4%
Hatarako.net													
Sales	(Million yen) <YoY>	1,954	1,866	1,969	2,000	1,616	1,144	1,335	1,576	1,651	1,484	1,664	1,880
		+16.2%	+12.2%	+8.4%	+8.4%	(17.3)%	(38.7)%	(32.2)%	(21.2)%	+2.2%	+29.7%	+24.6%	+19.3%
Number of subscriber companies	(Companies) <YoY>	3,180	3,187	3,454	3,513	2,822	2,374	2,602	2,683	2,602	2,426	2,557	2,521
		+19.5%	+16.7%	+18.0%	+10.1%	(11.2)%	(25.5)%	(24.7)%	(23.6)%	(7.8)%	+2.2%	(1.7)%	(6.0)%
Number of applications	<YoY>	+19.2%	+17.1%	+12.1%	+21.3%	+24.3%	+27.7%	+31.2%	+54.3%	+33.4%	+2.6%	+12.2%	(19.4)%

*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.

■ Sales

(Million yen)

	FY'21/2	FY'22/2	YoY Change	
	Q4	Q4		
	Actual	Actual	Amount	% change
Nurse de Hatarako	1,526	1,608	+82	+5.3%

4. Initiatives in ESG ① Efforts to promote diversity

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*¹

49.5 %

- Female manager ratio*^{1*2}

33.1 %

- Childcare/maternity leave/take ratio *¹

97.8 %

- Childcare/maternity return ratio *¹

100.0 %



*1. As of FY'22/2

*2. The average of all companies is 8.9% (Aug. 2021) (source: Teikoku Databank)

4. Initiatives in ESG ②

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"

Support client companies' efforts to improve employees' wages

We will contribute to the improvement of workers' pay and the growth of companies through proposals made by our sales reps in the dip Incentive Project and through free webinars

■ “Thinking together about the Kishida administration's wage hike policy and improved conditions for temporary staff”

パーソルテンブスタッフ×dip | 派遣社員の処遇改善に悩む 中小派遣会社様向けウェビナー

岸田政権の“賃上げ”施政方針を共に考える

登壇者紹介

パーソルテンブスタッフ株式会社 取締役執行役員 石井 義庸

ディップ株式会社 HRソリューション事業部 事業部長 兼 DX事業本部 営業統括部 セネラルマネジャー 兼 ディップインセンティブプロジェクト プロジェクトリーダー 稲原 雄也

派遣スタッフの 処遇改善

参加無料

開催日時 2022年2月9日(水) 16:00~17:00

■ “Seminar on Subsidies for Wage Improvement”

処遇改善支援補助金の申請方法と手続きについて

参加無料

開催日時 2022年2月17日(木) 14:00~16:30

第一部 14:00~15:30 処遇改善加算について1からご説明いたします 対象：これまで処遇改善加算を申請したことが無い企業様向け

第二部 15:30~16:30 今回2月より前倒しで実施される 介護職員処遇改善支援補助金についてご説明いたします 対象：これまでの処遇改善加算を受け取っている企業様向け

賃金改善に必要な 補助金セミナー

登壇者紹介

アラタケ社会保険労務士事務所 代表 荒武 慎一 社会保険労務士

Adopting new accounting standard on the recording of sales from FY'23/2, resulting in sales decrease from old standard figures Impact on operating income limited

Major changes due to the adoption of the new standard

- Deduction of incentives paid to agencies from sales

Agency incentives that were posted as promotion expenses will be deducted from sales

(Reference)

FY'22/2 figures

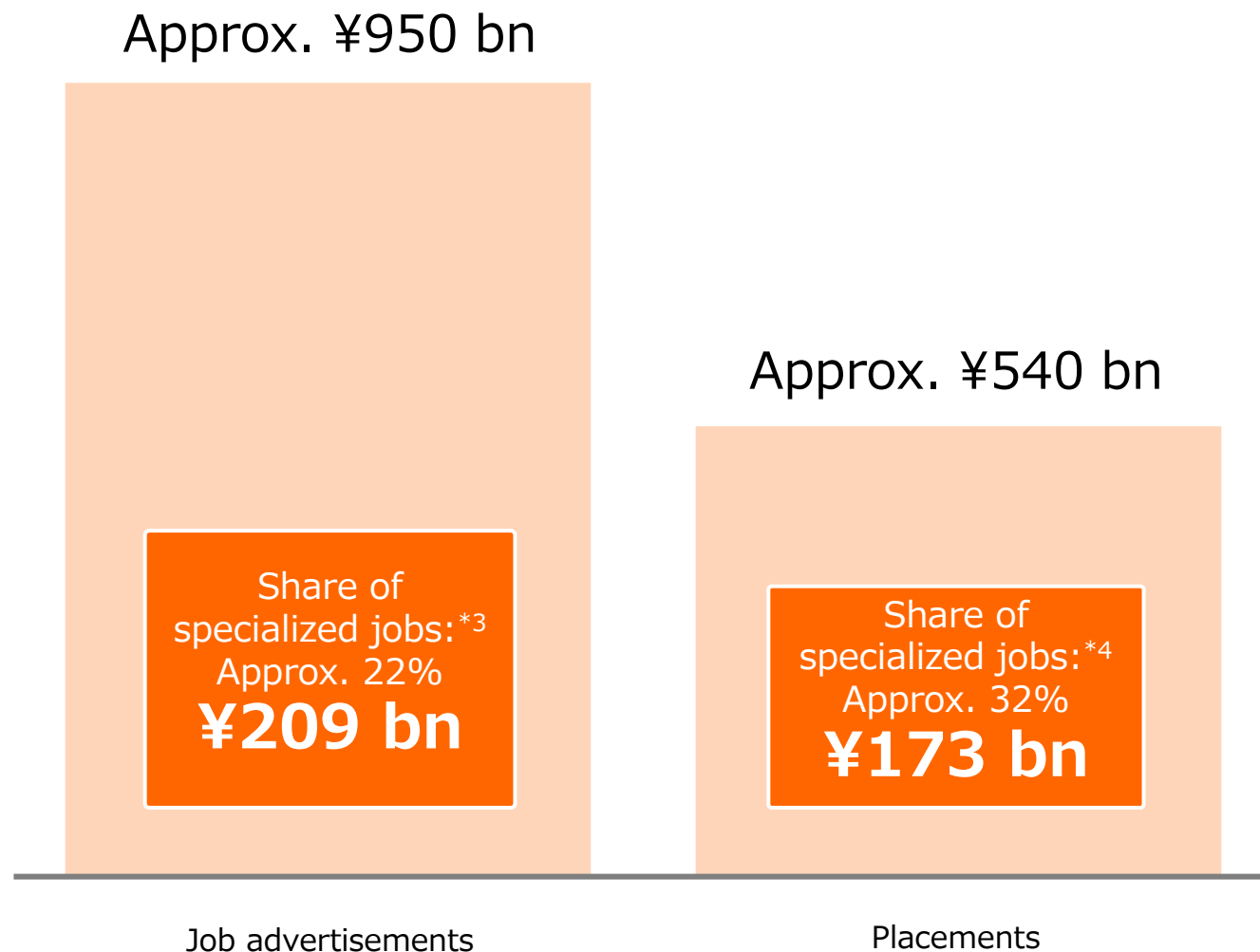
Old standard: ¥46,415 million ⇒ New standard: ¥43,701 million

- Unification of discount rates

Discount rates will be unified in accordance with the accounting standard when recording sales

5. Other ② Market size of specialized jobs segment

■ 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

**Obtain
job
postings**

**Enhance
user
recognition**

**Enhance
precision of
matching
between job
information
and job
seekers**

**Sales
increase**

5. Other ④ List of Companies in which dip Invests

Investments are made based on 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



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>