



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

Financial results for FY'24/2 Q3
(The fiscal year ending February 29, 2024)

January 11, 2024

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We would like to express our heartfelt condolences to those who lost their lives in the Noto Peninsula Earthquake which occurred on January 1, 2024.

We would also like to express our deepest sympathies to all those affected by the disaster.

The company has decided to donate a total of 10 million yen to Peace Winds Japan, a non-profit organization, to be used for relief efforts for disaster victims and for reconstruction of the affected areas.

We sincerely pray for the swift recovery of the disaster-affected areas.

About Peace Winds Japan

Peace Winds Japan is a Japan-based international cooperation NGO that supports people affected by humanitarian crises and livelihood crises caused by natural disasters, conflicts, poverty, and other man-made factors in Japan and abroad.

Name : Non-profit organization Peace Winds Japan

Representative Director & General Manager : Kensuke Onishi

Established : February 1996

Location : 2F, 1161-2 Chikada, Jinsekikogen-cho, Hiroshima, Japan

Tokyo Office : 2F, 2-41-12 Tomigaya, Shibuya-ku, Tokyo

Main Activities : Overseas humanitarian assistance, emergency disaster relief, regional reconstruction and development assistance, dog protection and relocation activities

URL : <https://peace-winds.org/>

1

Toward Enhancing Corporate Value

1. Shohei Ohtani Appointed as Brand Ambassador
2. AI-Agent Service Launched
3. Expanding Human Capital
4. Strengthening Relationships with Stakeholders
5. Greater Recognition for ESG Initiatives

Sharing dip's philosophy and corporate stance First corporate contract since the WBC

Promoting the transformation of business structure from existing job advertisements to AI agents through corporate advertisements



Philosophy (Excerpt)

【The dip WAY (Code of Practice)】

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.

【Founder's Spirit (Philosophy of action)】

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.
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.
Never give up.	With a strong will and dedicated action, keep going. Never give up. If you fail, learn. Complete greater achievements.
Go beyond expectations.	Do not just accept, "think" and drive value from your own ideas. Exceed expectations. Propel your own growth.
Enjoy your work, enjoy your life.	It is our goal that every employee enjoys both work and private life, and leads a happy life, fulfilled both physically and mentally.
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.

< The Role of a Brand Ambassador >

Corporate advertising in various media such as TV, magazines, web, outdoor advertising, etc
Various novelty products

Ohtani and CEO Tomita Discuss Philosophy

Extensive media coverage creates highly effective advertising



Photo of discussion session

Video URL

【 Shohei Ohtani, dip brand ambassador, talks philosophy 】

https://www.youtube.com/watch?v=BUGIH2_5elM&t=181s

The conversation video has attracted a lot of media attention and exceeded one million views on YouTube

< Programs and media that featured this video >

【 TV programs 】 (19 Programs*)

TV TOKYO	“ WORLD BUSINESS SATELLITE ”
Nippon Television	“ ZIP! ”
Nippon Television	“ Going! Sports & News ”
Fuji Television	“ MEZAMASHI TV ”
Fuji Television	“ FNN Live News α ”
Fuji Television	“ Nonstop ”
tv asahi	“ Morning Show ”
tv asahi	“ Super J Channel ”
TBS	“ HIRUOBI ”
TBS	“ Akko ni Omakase! ”

Many others

【 Other Media 】

Nikkei Electronic Edition, Bloomberg, Kaisha Shikiho

Online Nikkan Sports, Oricon News, Sports Hochi

Many others

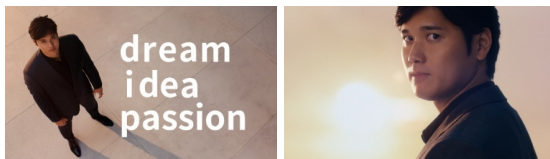
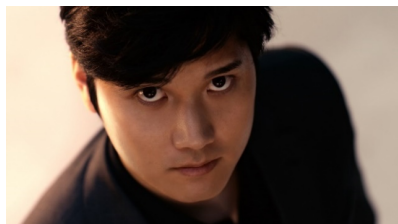
1. Shohei Ohtani Appointed as Brand Ambassador

**Hybrid promotion based on the concept
'let's find the job that will make your dreams come true'**

Expand user and customer base through improved corporate branding

Air new commercials

(Beginning during the WBC special on December 31, 2023)



【Main programs during which the commercial will air】

TBS	“ WBC2023 the Final ”
TBS	“ HIRUOBI ”
TV TOKYO	“ WORLD BUSINESS SATELLITE ”
TV TOKYO	“ The Cambrian Palace ”
tv asahi	“ NEWS Station ”
Fuji Television	“ MEZAMASHI TV ”

Utilize a variety of channels for promotion



Large screen at Shibuya Scramble Square
(Starting from January 15, 2024)



Large-scale advertising at major train stations
nationwide (Starting from January 16, 2024)

Extensive use of stationery products in sales activities



A4 size clear file



Desktop calendar

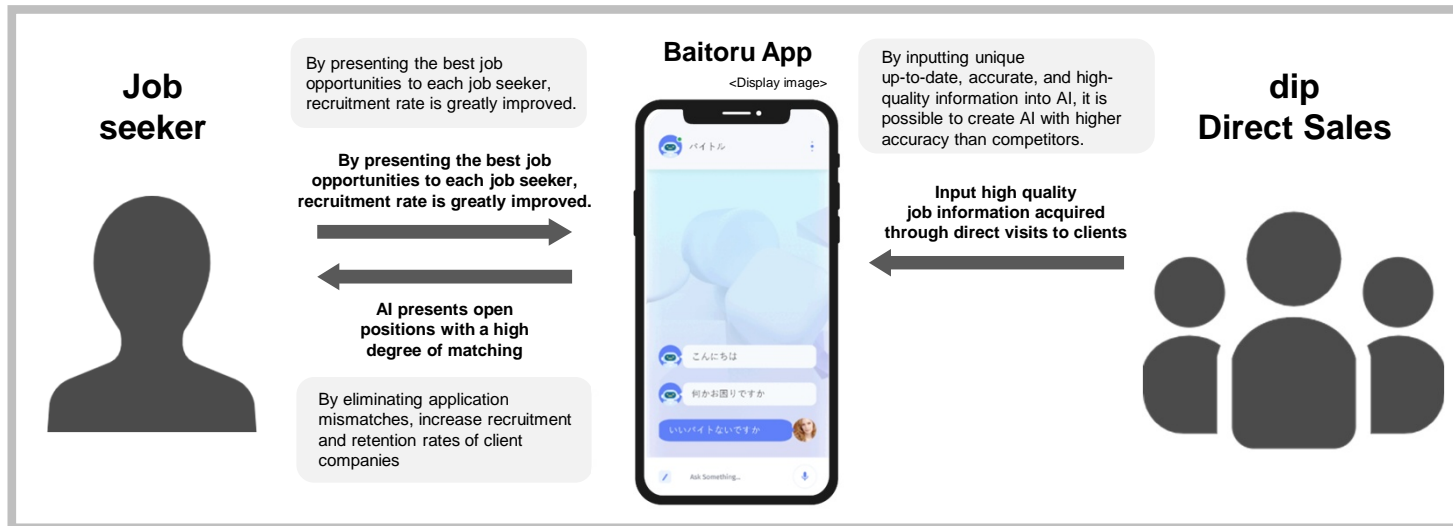
*Image subject to change

The release of Baitoru AI-Agent has been pushed back

Already released for internal use only. Additional development to make conversations with users more natural based on feedback.

AI-Agent Services business model (Reprint)

Creating new job opportunities by shifting from 'search based' to 'interactive' job selection



Promoting company-wide projects to utilize AI

Utilized for a wide range of tasks such as sales customer proposals, revisions to job postings, system development, etc.

Goals for improving operational efficiency through the use of AI

Next fiscal year (ending Feb. 2025)

Aiming to reduce approximately **500,000 hours**
and free up time for business negotiations

< Major initiatives introduced this fiscal year >

Customer proposal support tool for sales (proprietary development / SaaS of another company)

- Role-play business negotiations with AI
- Text generation when creating proposal materials

Reduction target : **approximately 300,000 hours**

Job page improvement tool (proprietary development)

Automatically create improvement proposals for job postings and explain improvement points and rationale

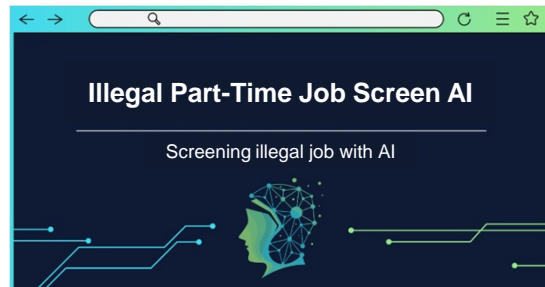
Reduction target : **approximately 40,000 hours**

Development support tools (Github Copilot)

Automatically generate code and check for accuracy when entering

Reduction target : **approximately 40,000 hours**

Started introducing new “Illegal Part-Time Job Screen AI”
which is expected to reduce man-hours for ad screening



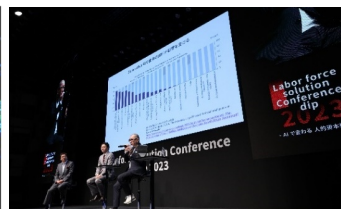
What is the “Illegal Part-Time Job Screen AI”

- Our AI learns from case study data published on the Internet and detects part-time job offerings that are obviously not legal.
- To detect potential illegal part-time job postings, an "illegal part-time job consultation service" will be set up on sites such as Baitoru to receive reports directly from users (by January 2024).

Release URL : <https://www.dip-net.co.jp/news/1964>

Under the theme of "Human Capital Management Changing with AI"
the "Labor force solution Conference dip 2023" was held October 24

Obtained orders from more than 200 untapped client companies.
Aiming for further customer development.



Scene from the conference

Content Overview

1

Exploring new ways of working in the era of AI



Discussion with Mr. Yutaka Matsuo, a leading AI researcher in Japan, on "New Ways of Working in the AI Era"

2

dip Workplace Assessment tool reveals the key points of a workplace that attracts and retains people



Discussion on "Workplaces that attract and retain people" based on the results of the dip Workplace Assessment tool.

3

Creating a workplace where people can feel the joy of working

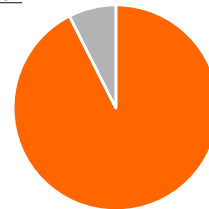


Mr. Shimada, an outside director, served as a moderator.
Introducing examples of creating a workplace where you can feel the joy of working by JR East Japan's Techno Heart TESSEI and Ikka Dining Project, Ltd.

Results of the Conference

More than 3,600 client companies participated both on-site and online

Conference Overall
Satisfaction



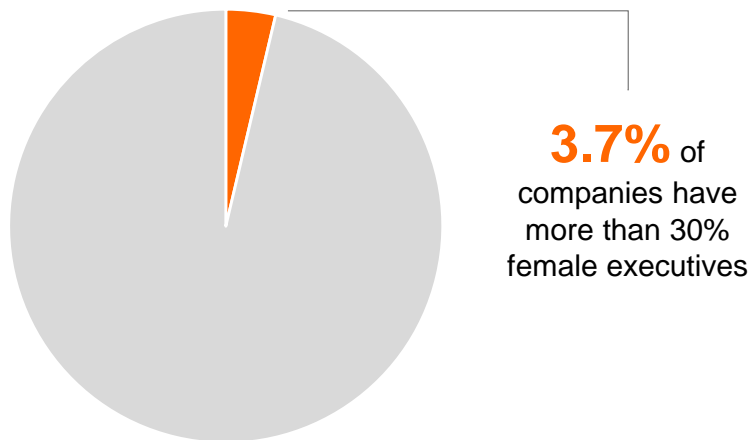
93% responded
very good/good

Key feedback from participants

- The image of the company as a "recruiting media company" has been dispelled
- I had a strong impression of your company's attitude toward challenging new things, including generative AI.
- It gave us a lot of inspiration and ideas on how to utilize our human resources.
- We would like to think about recruiting, retaining, and improving the productivity in a way that aligns with the feelings of workers.

Highest ratio of female directors among companies listed on the Tokyo Stock Exchange Prime

Percentage of female directors*² at companies listed on the Prime Market*¹



Source: Prepared by the Company based on "Accelerating the Promotion of Women in the Workplace," Gender Equality Bureau, Cabinet Office, Government of Japan

*¹ Prime Market listed companies as of July 31, 2023 (1,834 companies)

*² Directors, Corporate Auditors and Executive Officers

2023 Female Director Ratio Ranking*³

Ranking Order	Company Name	Sector	Total Number of Female Directors	Total Number of Directors	Percentage of Female among Directors
1	dip Corporation	Service	5(+3)	9(+3)	55.6% (↑)
2	NIDEC CORPORATION	Electrical Equipment	5(+1)	10(-1)	50.0% (↑)
3	ZOZO	Retailing	5(+5)	11(+3)	45.5% (↑)
4	Suntory Beverage & Food Limited	Food Products	4(+2)	9	44.4% (↑)
5	ITOCHU Techno-Solutions Corporation.	Service	3	7	42.9%
6	KOSÉ Corporation	Chemicals	5(+2)	12(+2)	41.7% (↑)
7	Sony Group Corporation	Electrical Equipment	4	10	40.0%
	Lawson, Inc.	Retailing	2	5	40.0%
9	Recruit Holdings	Service	3(+1)	8(+1)	37.5% (↑)
	Ryohin Keikaku Co.,Ltd.	Retailing	3(+2)	8(-1)	37.5% (↑)
	KAGOME CO.,LTD.	Food Products	3	8(-2)	37.5% (↑)
12	JAPAN POST INSURANCE Co.,Ltd.	Insurance	4(+2)	11(+1)	36.4% (↑)
	Niterra Co., Ltd.	Ceramics	4	11	36.4%
	LIXIL	Non-Ferrous Metal Products	4	11	36.4%
	K'S Holdings Corp.	Retailing	4(+1)	11	36.4% (↑)
16	Japan Post Bank	Banks	5(+2)	14(+1)	35.7% (↑)
	Daiwa Securities Group Inc.	Securities	5(+1)	14	35.7% (↑)

Source: Nikkei Xwoman

*³ Compiled for Prime Market listed companies as of July 14, 2023

2

FY'24/2 Q3 Financial Results

Highlights

Overall

- **Sales growth slowed more than expected, operating income declined year-on-year**
- **The DX business continues to grow at a high rate. On the other hand, in the Personnel Recruiting Services business**, net sales increased by +6.3% year-on-year to 13.7 billion yen due to a **slowdown in sales growth**
- The ratio of advertising and sales promotion expenses is declining due to more efficient management of advertising expenses. **Personnel cost ratio is expected to rise in FY02/2026 (the year after next), with sales generated by new graduates in the current fiscal year expected to exceed 10 billion yen annually.**

DX Business

- **Continued growth in sales and number of companies subject to monthly billing**
- **Profitability increased** while making necessary investments (personnel increase, product development, etc.) for business growth.

Personnel Recruiting Services Business

- **Growth in sales and segment profit slowed**
- Impact from a deterioration in the job ad market for call centers and clerical work, and a slower-than-expected market recovery in the food and beverage area.

Sales growth slowed more than expected, operating income decreased year-on-year

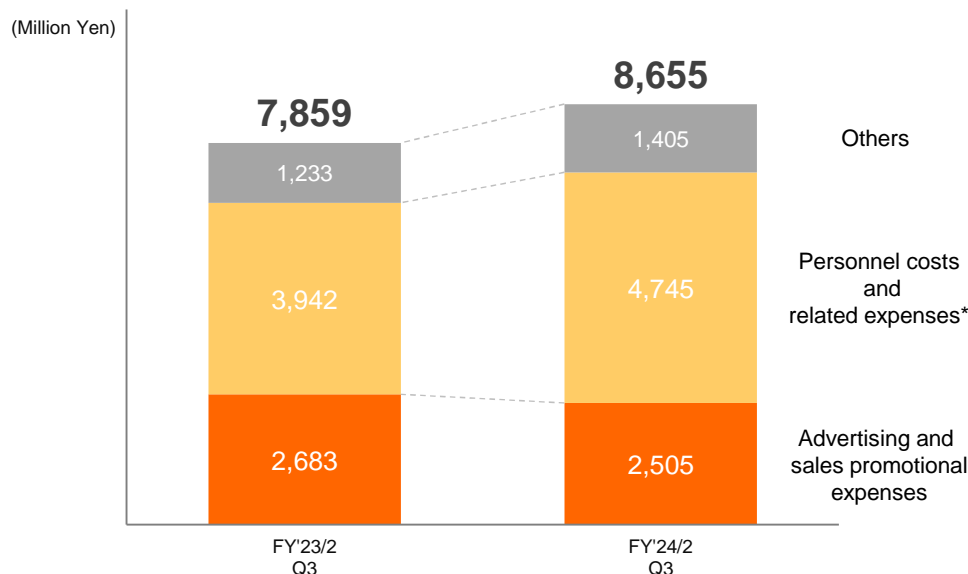
Impact felt from sluggish recovery among food and beverage customers and slowdown in market growth in the office and manufacturing sectors

		FY'23/2 Q3 Results (Million Yen)	FY'24/2 Q3 Results (Million Yen)	YoY
Entire Company	Sales	12,899	13,709	+6.3%
	Operating income	3,708	3,586	(3.3)%
	Ordinary income	3,717	3,567	(4.0)%
	Net income attributable to owners of parent	2,561	2,463	(3.8)%
DX Business	Sales	1,234	1,519	+23.1%
	Segment Profit	571	737	+29.1%
Personnel Recruiting Services Business	Sales	11,664	12,190	+4.5%
	Segment Profit	4,383	4,522	+3.2%

**Advertising and sales promotion expense ratio continued to decline from the previous quarter.
Labor cost ratio increased**

Hiring new graduate employees is an upfront investment, and in FY02/2026 (the year after next), sales generation from new graduates (hired in the current fiscal year) is expected to exceed 10 billion yen per year

Breakdown in SG&A



< Advertising Expenses >
 Reduced investment in Baitoru PRO and integrated management of web advertising for four media. Original promotional measures were also successful, resulting in a 2.5% pt. decline in the ratio of cost to sales.

<Personnel Expenses>
 Personnel expenses increased due to the hiring of 612 new graduates (516 of them are sales reps)

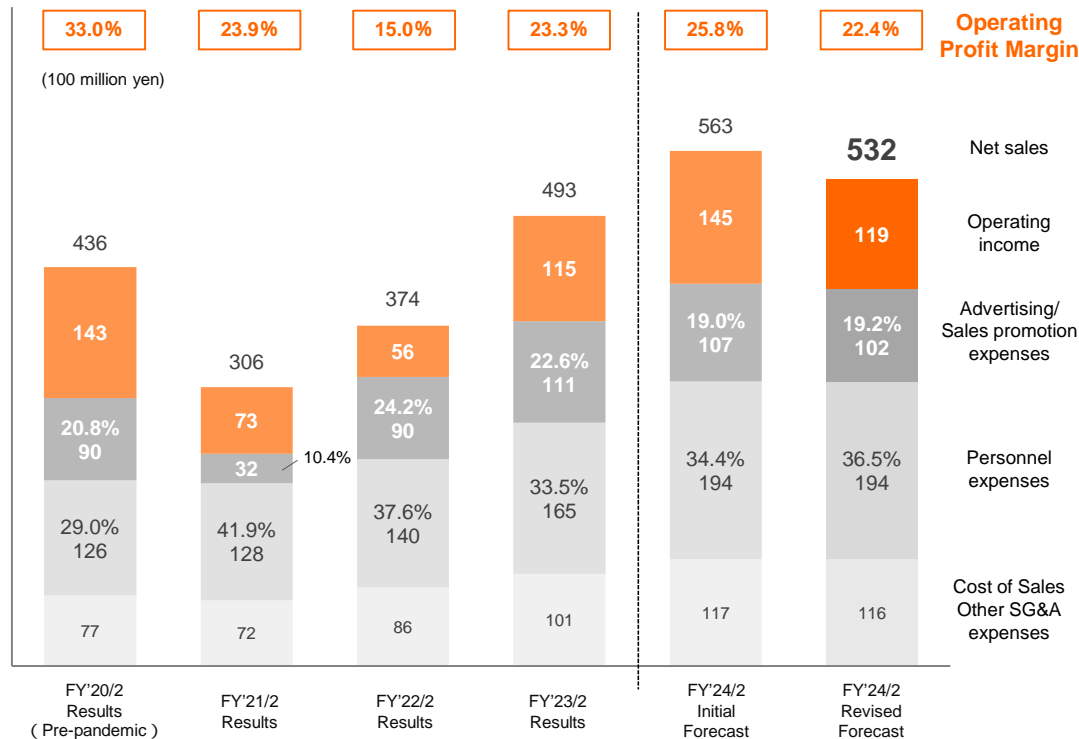
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FY'24/2 Full-year Forecasts

Full-year earnings forecast revised downward

ROE for this fiscal year is expected to be 21.5%

	FY'23/2 Results	FY'24/2 Initial Forecast	FY'24/2 Revised Forecast	YoY
	(Million Yen)	(Million Yen)	(Million Yen)	
Entire Company	Sales	49,355	53,200	+ 7.8%
	Operating income	11,538	11,900	+ 3.1%
	Ordinary income	11,599	11,600	+ 0.0%
	Net income attributable to owners of parent	7,935	8,300	+ 4.6%
DX Business	Sales	4,778	5,900	+ 23.5%
	Segment Profit	2,132	2,800	+ 31.2%
Personnel Recruiting Services Business	Sales	44,577	47,300	+ 6.1%
	Segment Profit	14,849	16,500	+ 11.1%



Background to the downward revision of net sales

Decline in sales to human resources companies due to rapid deterioration in the call center and clerical job advertisement market

Despite the continuing trend toward recovery in the food and beverage sector, the pace has been slower than anticipated

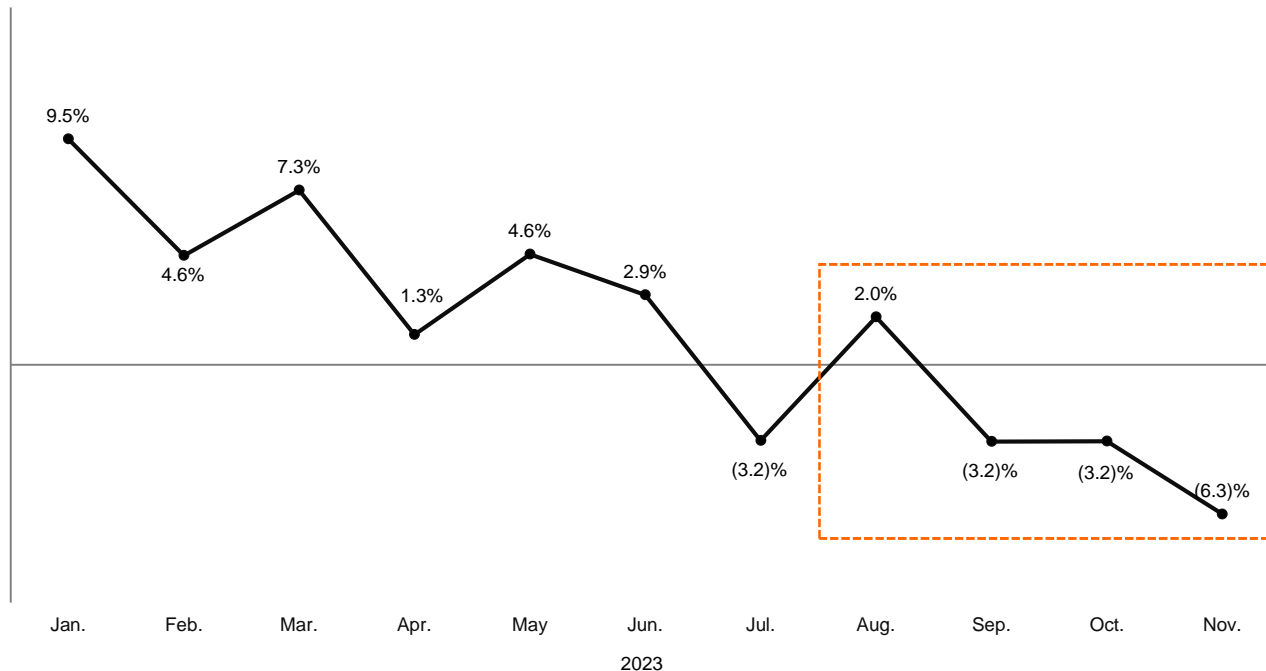
Background to the downward revision of operating income

In the first half of the year, although sales were slightly weaker than expected, operating income was generally in line with expectations due to lower advertising expenses resulting from more efficient management of promotions.

In the second half of the fiscal year, in addition to the sales factors and , investment in corporate advertising for the release of AI Agent was implemented.

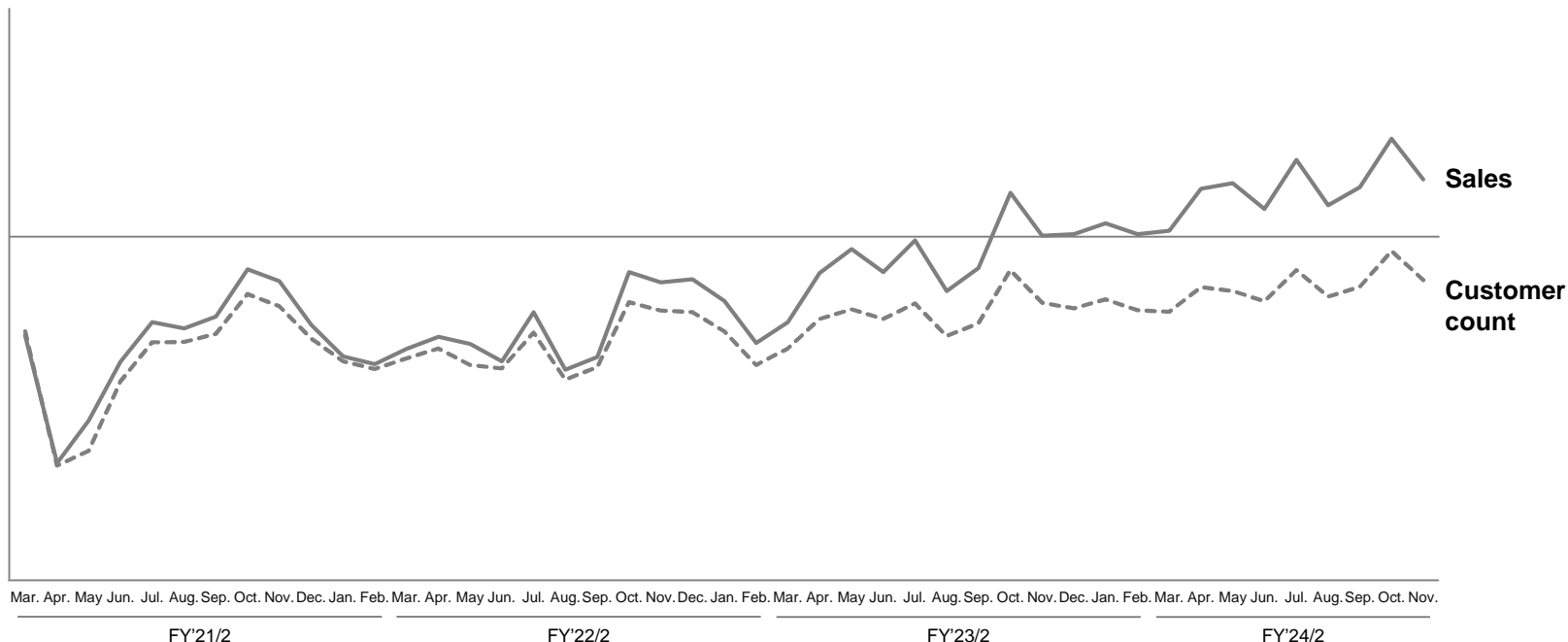
The market for office and manufacturing job advertisements deteriorated, while in the food and beverage sector, the pace of recovery was slower than expected

New active job openings-to-applicants ratio YoY (Part-time only, seasonally adjusted)



While sales have surpassed pre-pandemic levels, **the number of customers has not recovered similarly.**
The growth trend is expected to continue moderately in the future.

Changes in sales and number of customers at food service customers (rate of change compared to pre-pandemic period)



Decline in sales at temporary staffing agencies and their distributors

Year-on-year change in sales by media (job advertisement) service customer category

FY'24/2 3Q

Small and Medium-size	116%
Large	108%

Although weaker than expected at the beginning of the fiscal year, **the growth rate continues to be high**

Recruitment company (temporary staffing/BPO)	95%
Agencies	95%

Decrease in sales due to **the impact of deterioration in the job advertisement market for call centers and clerical work** (limited impact on the Company of the deterioration of market conditions in the manufacturing domain)

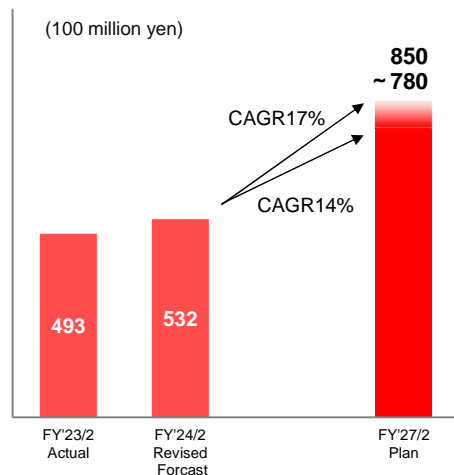
Decrease in revenue due to reduced sales force resources at agencies

No numerical change to the "dip30th" Medium-Term Management Plan

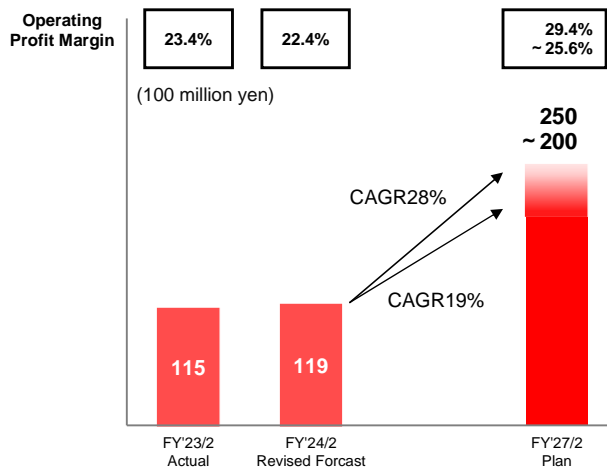
Changes in market conditions, etc., which are the background for the revision of the earnings forecast, have already been factored in

Numerical plan for "dip30th"

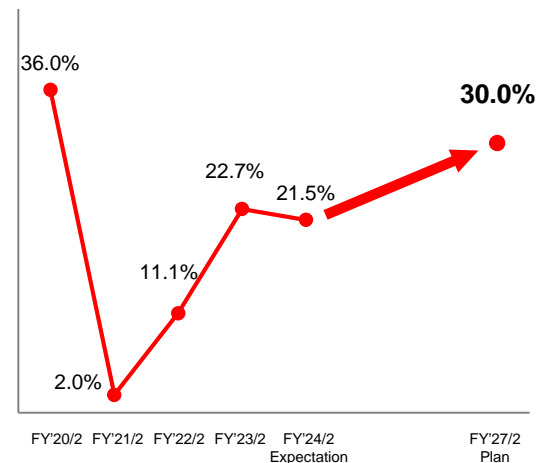
Net sales



Operating income



ROE



4

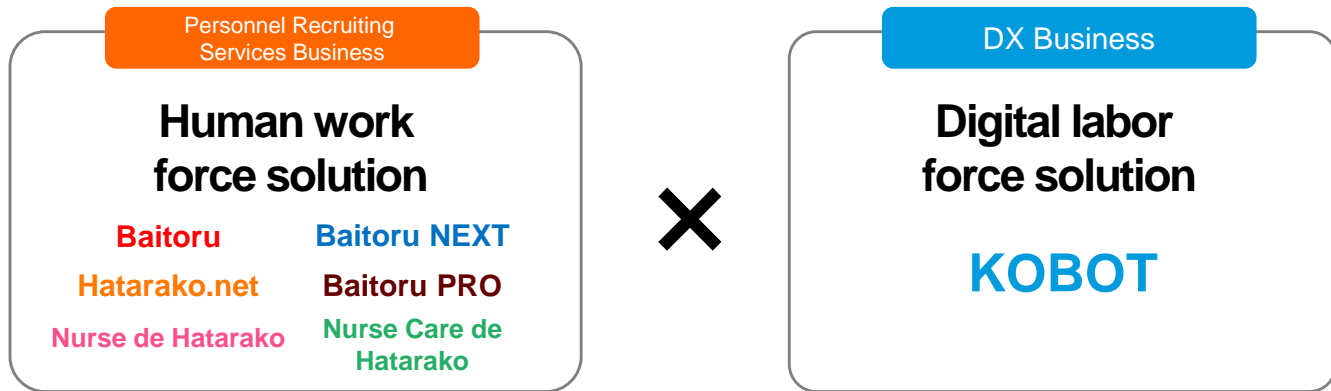
Business Overview and Progress in the DX Business

1. Overview of the DX Business
2. FY'24/2 Q3 Results
3. FY'24/2 Q4 Priority Measures
4. FY'24/2 Business Plan

Vision

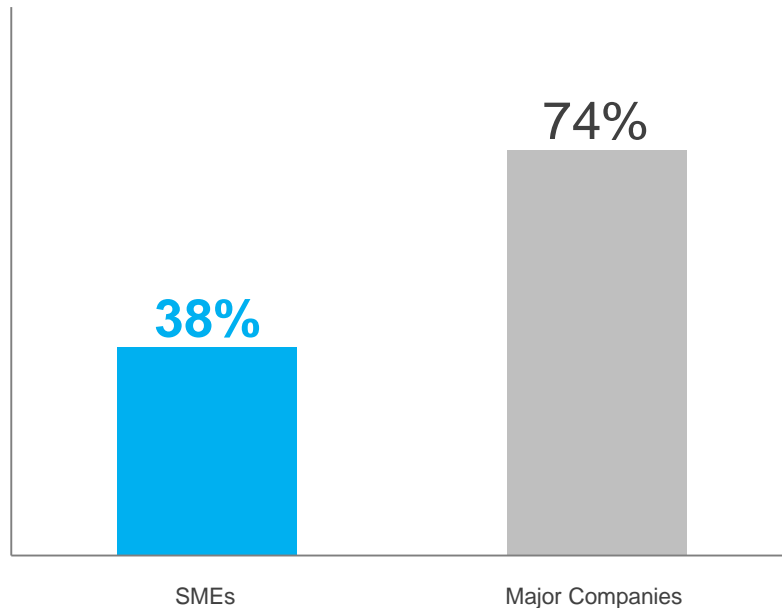
‘Labor force solution company’

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.



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

Creation of DX market for small and midsize companies

Strengths of dip

Products designed specifically for SMEs

Combining our own in-house products with those of our partners (start-ups) to develop attractive packaged products offered at low cost with excellent UI/UX



2,000< direct marketing sales reps and customer base of 150,000 companies

1,900 personnel recruiting services sales reps
+ 140 dedicated sales reps*

Characteristics of KOBOT Series

Simple functionality



Priced for small and midsize companies



Easy to introduce



One-stop service including installation, operation and maintenance

Streamlining of recruiting and personnel administration

Stock Product

採用ページロボット

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

面接ロボット

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

人事労務ロボット

Launched in Jul. 2021
From ¥24,000/month

Personnel Administration KOBOT

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

Sales support

Stock Product

HRロボット

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

常連ロボット 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.

Stock Product

集客ロボット for MEO

Launched in Mar. 2023
From ¥30,000/month

MEO KOBOT

Taking necessary measures for MEO* on behalf of our clients
Improved store display in map search

Stock Product

集客ロボット for SNS Booster

Social Media Booster KOBOT

Launched in Oct. 2023
From ¥20,000/month

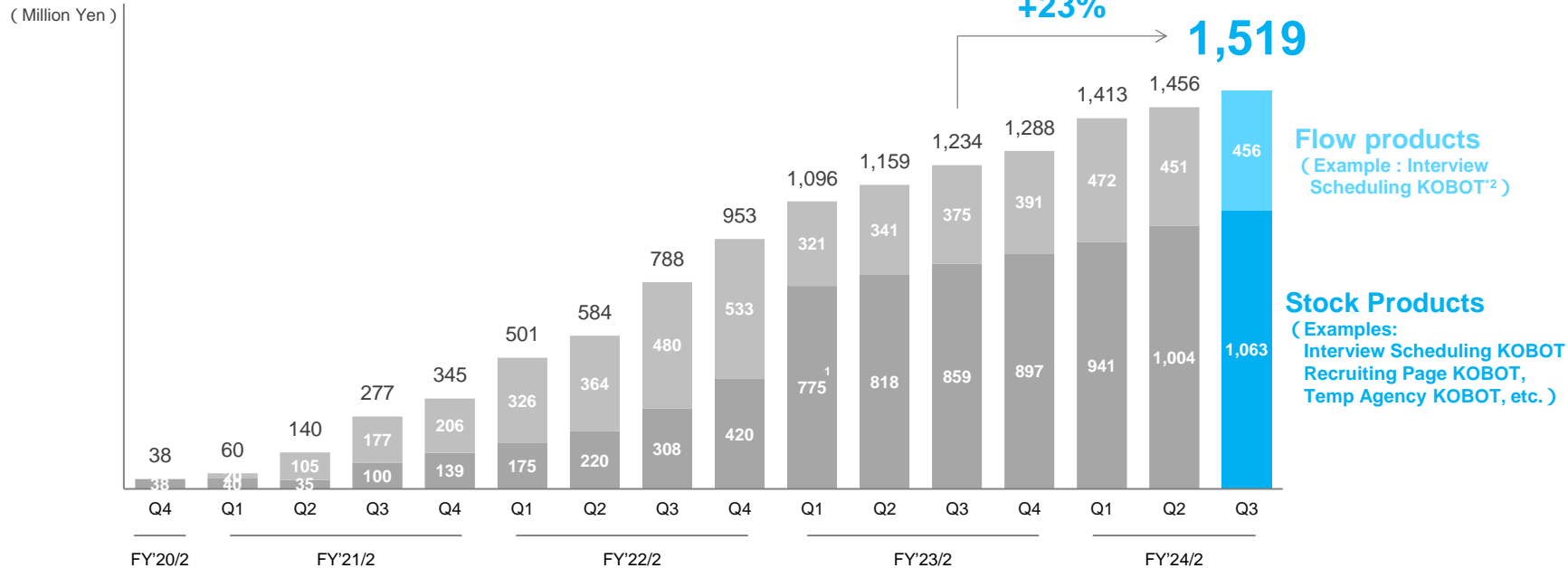
Reservations can be made from social media accounts, and a reservation log function helps restaurants manage their bookings

*Map Engine Optimization :

For the Google Maps engine, take various measures to ensure that search results are displayed at the top of the list.

Continued high growth of +23% YoY

Trends in Net sales

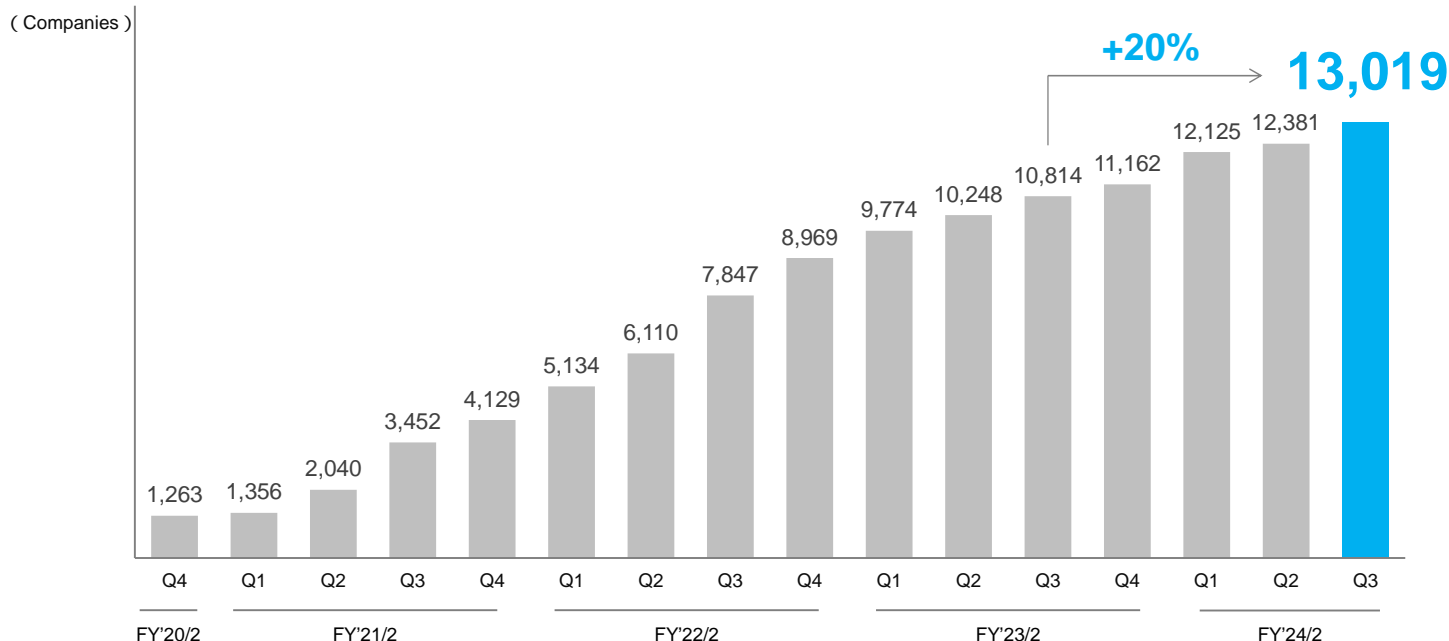


*1 "Temp Agency KOBOT for Interview Scheduling" and "Interview Scheduling KOBOT" being sold with a contract term of one year or longer will be included in the "stock sales" category since the churn rate has improved.

*2 Interview Scheduling KOBOT contract terms of less than 1 year

The number of companies subject to monthly billing grew significantly year-on-year

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



Continued high sales growth with an increase in the number of companies subject to monthly billing

	FY'23/2 Q4 Actual	FY'24/2 Q1 Actual	FY'24/2 Q2 Actual	FY'24/2 Q3 Actual	FY'24/2 Q4 Revised Target
Net Sales Quarterly Average	¥ 420mn	¥ 470mn	¥ 480mn	¥ 500mn	¥ 580mn
Quarterly Average Billing Number of Companies	11,162	12,125	12,381	13,019	14,000
Quarterly Average ^{*1} ARPU	¥ 38,000	¥ 38,000	¥ 39,000	¥ 38,000	¥ 42,000
Stock Sales ^{*2} Ratio	70%	67%	69%	70%	(all year) Maintain approx. 65%

*1 Monthly sales divided by the number of paid client companies

*2 Ratio of stock product (auto-renewal contract) sales divided by total sales

FY'24/2 Q4

1 Improve quality and expand function of existing products

- Accelerating upsell and cross-sell through the effectiveness reports
- Continue developments of “Corporate Recruiting Page KOBOT” to reduce churn rate

2 Strengthen product lineup

- New sales promotion featuring Ohtani's corporate advertisements.
- Continue to acquire customers in the sales promotion field by holding webinars

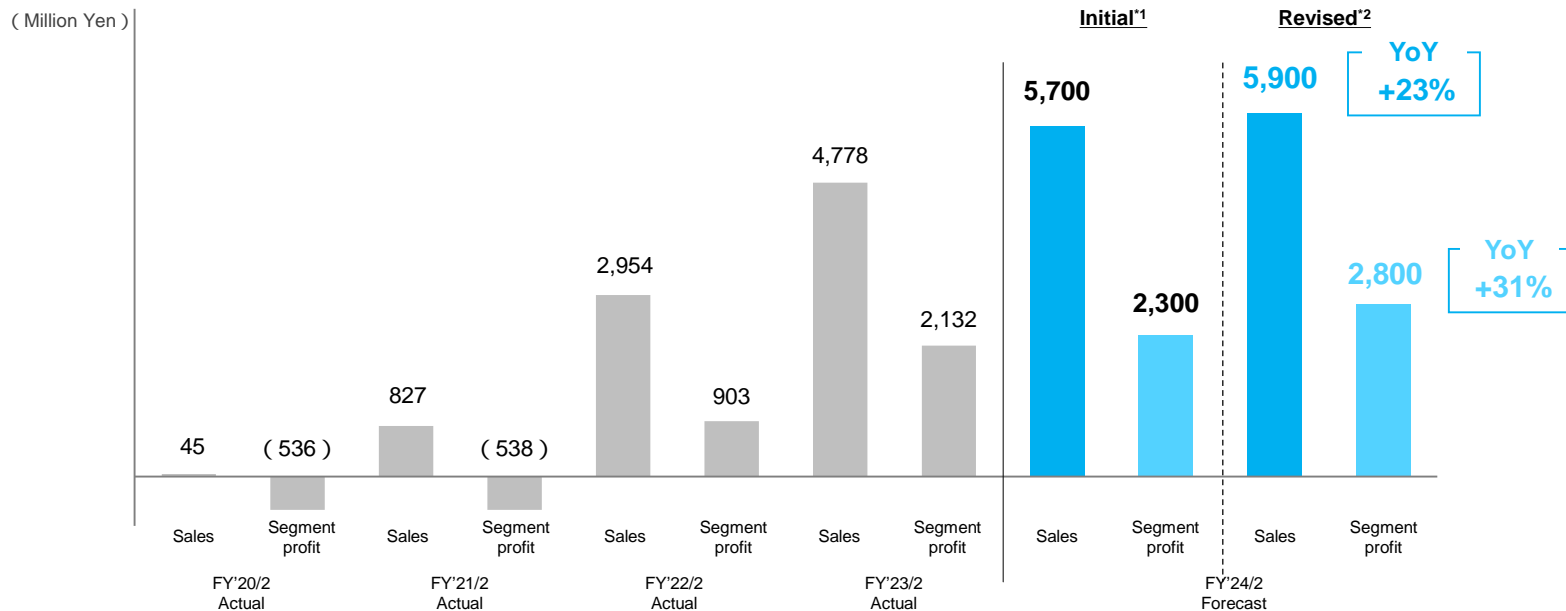
3 Improve sales efficiency

- Utilize AI to streamline sales and customer response
- Simplify installation and management screen setup process, shortening the time it takes to start using the service

Upward revision of sales and segment profit forecasts

Promote the development of new products and aim for annual sales growth of 30% or more from the next fiscal year onward

DX Business Sales & Segment profit



¹ While KPIs were revised as of July 2023, sales and segment income were not. The current (January 2024) revisions are shown in *2.

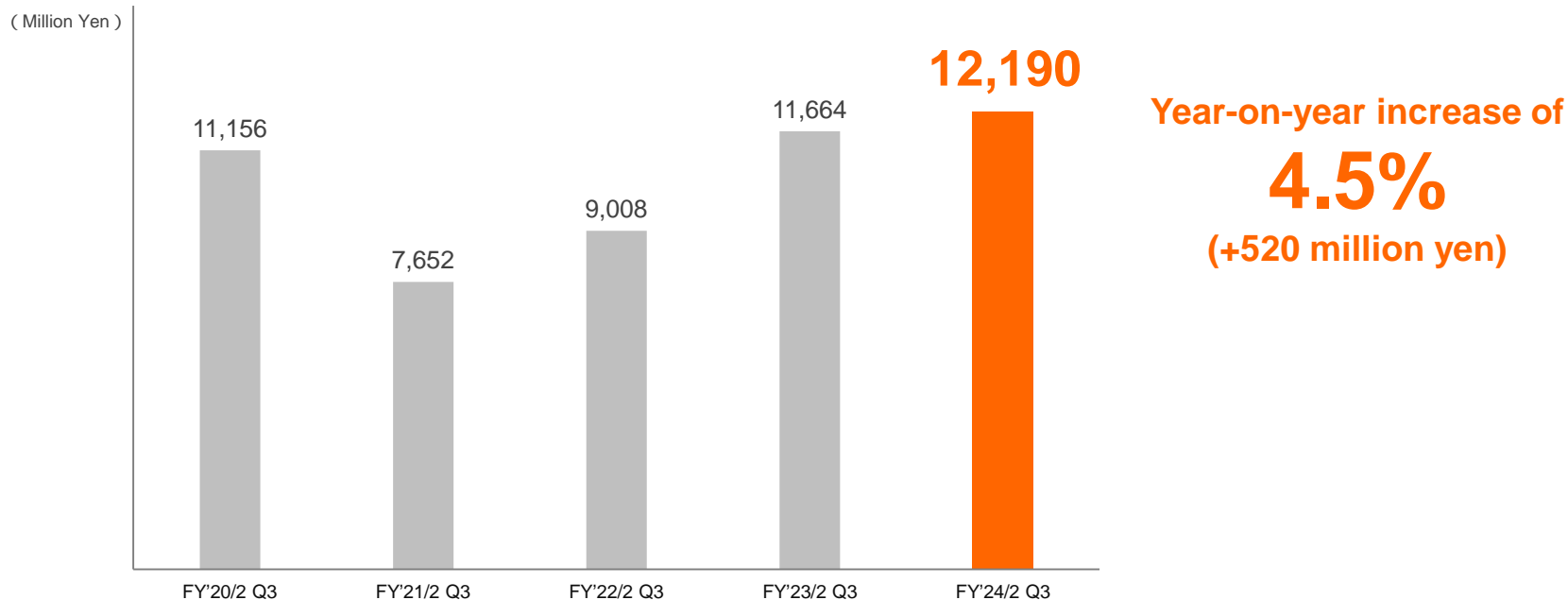
Note : Figures for periods prior to FY'22/2 are estimates based on the revenue recognition standard.

5

Progress in the Personnel Recruiting Services Business

1. FY'24/2 Q3 Results
2. Media Service
3. Permanent Placement Service
4. FY'24/2 Business Plan

Personnel Recruiting Services Business sales trends



Note : Figures for periods prior to FY'22/2 are estimates based on the revenue recognition standard.

(Million yen)

	FY'23/2 Q3	FY'24/2 Q3	Compared to the same quarter of the previous year	
	Actual	Actual	Increase/ decrease	% change
Media Service (job advertisement)	11,206	11,731	+525	+4.7%
Permanent Placement Service	430	443	+13	+3.0%

The new revenue recognition standard was applied from the previous period, and the discount rates for goods sold at the same time were uniformly applied and accounted for.

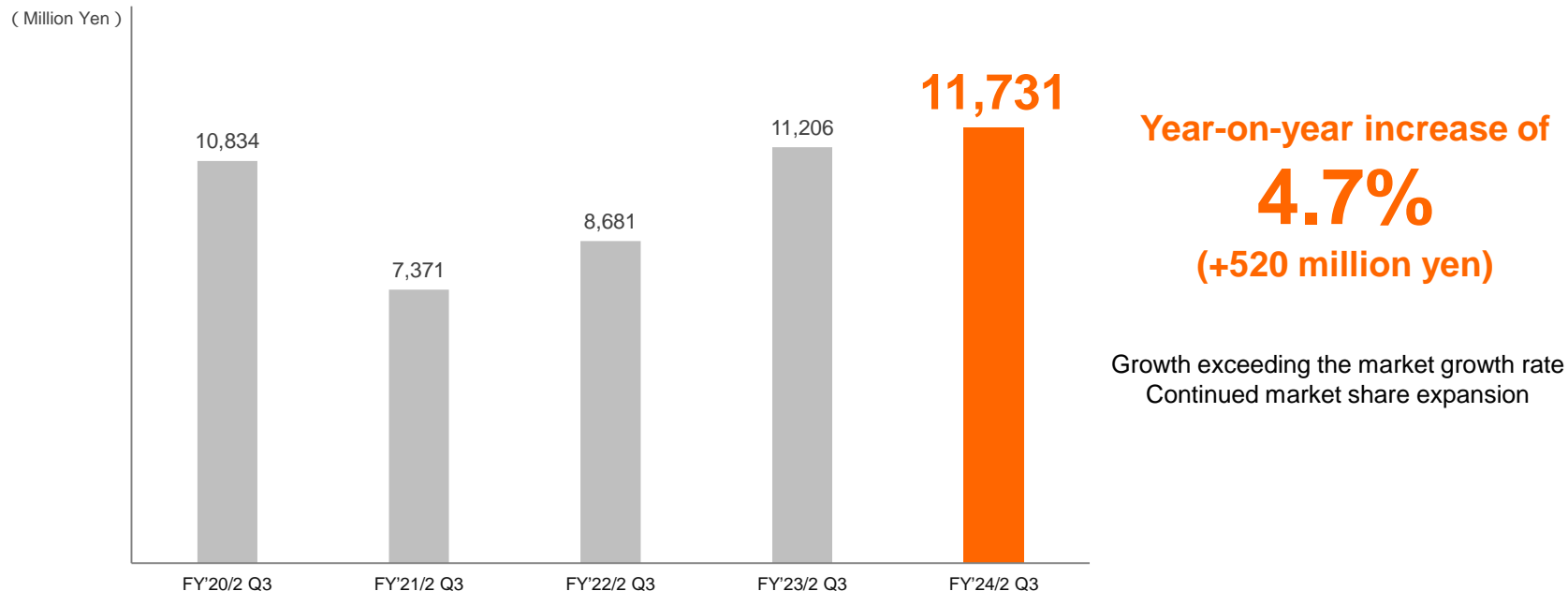
In light of this, in the first quarter of the current fiscal year, we revised our sales management categories from product units to categories based on the type of service consistent with our sales policies and changed the presentation of service types to Media (job advertising) Services and Agent (recruiting) Services.*

*Media services: Baitoru, Baitoru NEXT, Baitoru PRO, Hatarako.net

Agent services: Nurse de Hatarako, Nursing Care de Hatarako

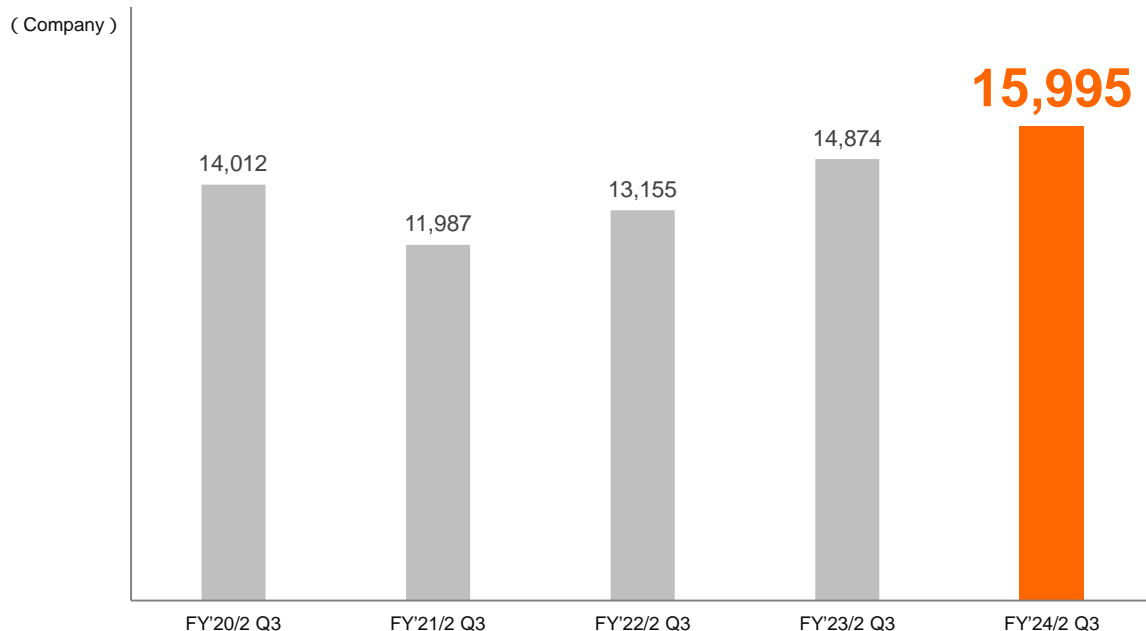
Note : Net sales of the personnel recruiting services business include net sales of other services (14 million yen) in addition to the above two services.

Media Service sales trends



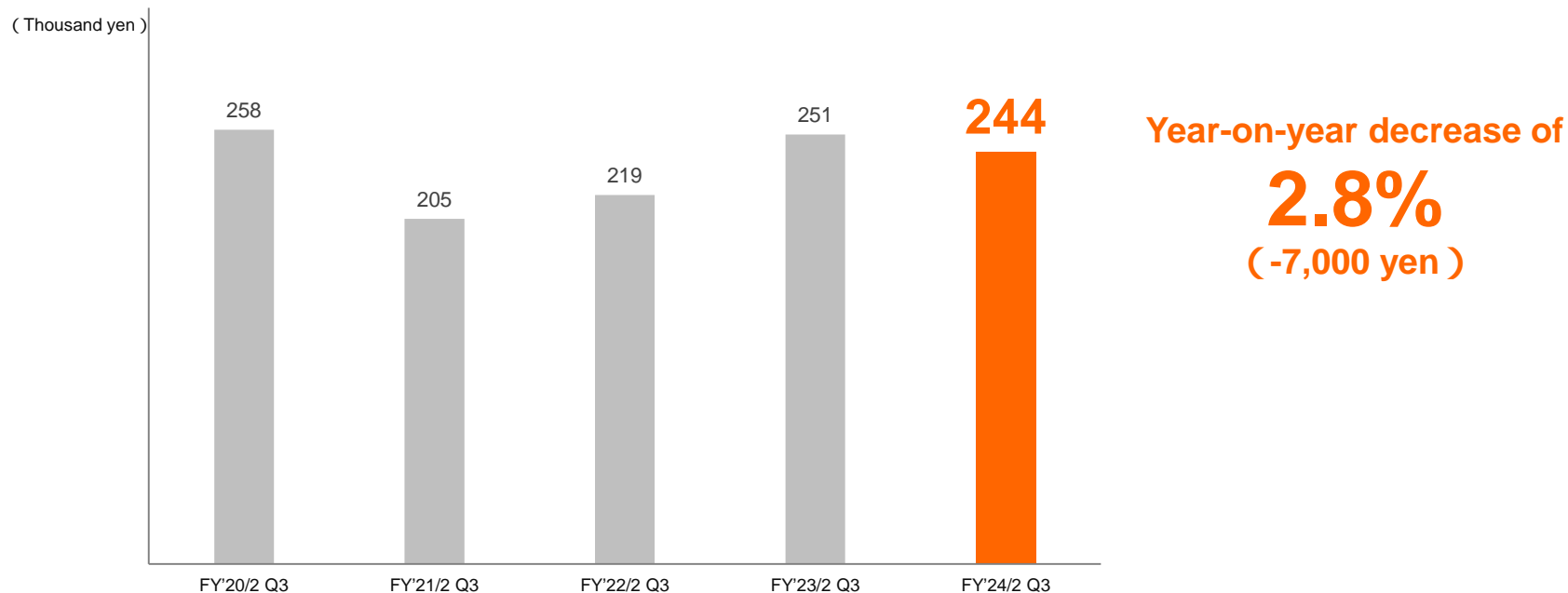
Note : Figures for periods prior to FY'22/2 are estimates based on the revenue recognition standard.

Media Services number of contracted companies (Unique*)



Year-on-year increase of
7.5%
(+1,121 companies)

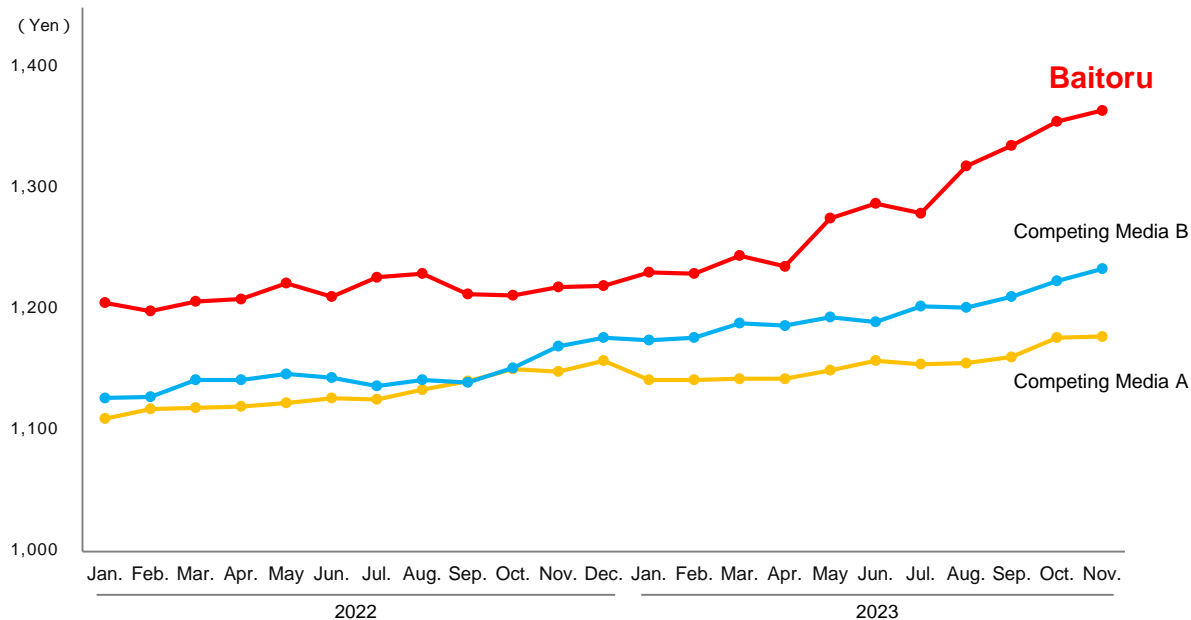
* Companies subscribing to multiple media (Baitoru, Baitoru NEXT, Baitoru Pro and Hatarako.net) are counted only once

Media Services contract unit price trends (Unique*)

* Companies subscribing to multiple media (Baitoru, Baitoru NEXT, Baitoru Pro and Hatarako.net) are counted only once

Average hourly wage for listed jobs continues to be 'No.1'

Average hourly wage for job listings on Baitoru*

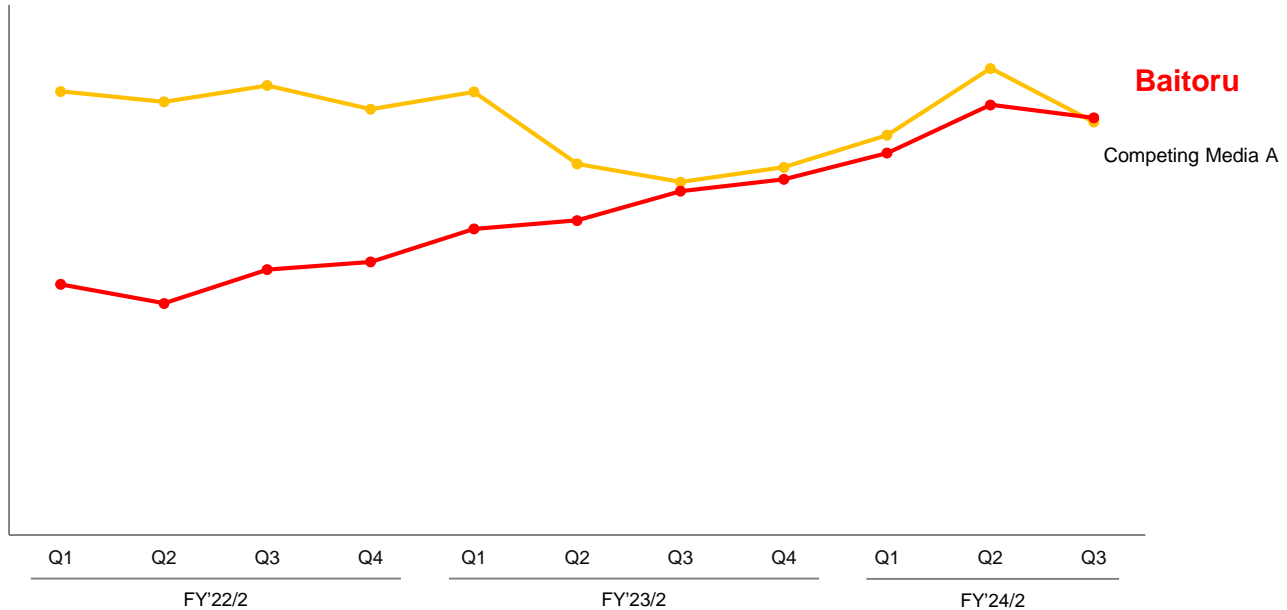


Source : Average wage report for each company

* Area surveyed : Baitoru: National average Competing Media A: Average of three metropolitan areas (Tokyo, Tokai, Kansai) Competing Media B: National average

Achieved "No.1" in the level of natural traffic to Baitoru

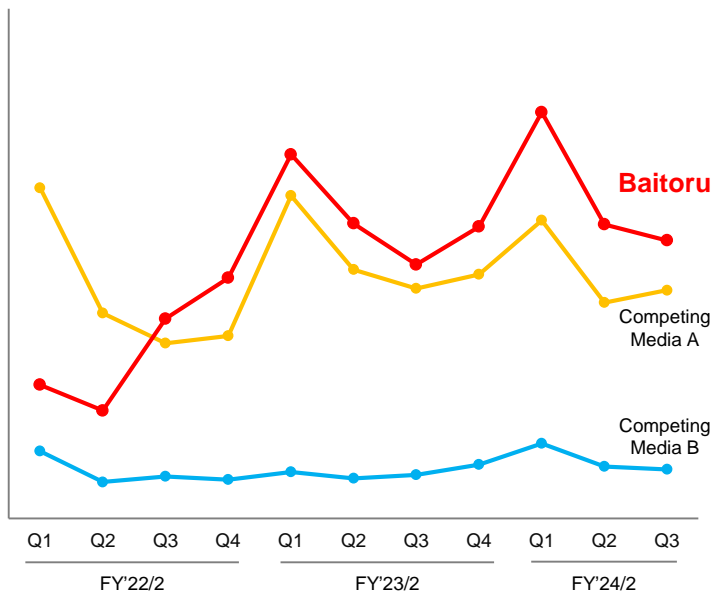
Number of natural inflows to the site*



Note: Data created by our company by extracting the number of natural inflows from data.ai
*The number of times a user visited the site through a designated search on the web.

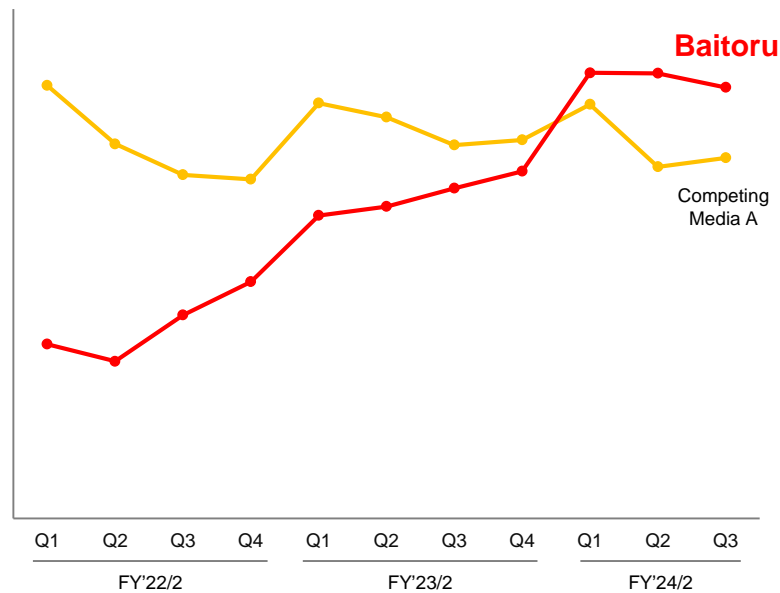
Continued to be 'No. 1' in number of app downloads and MAU

Number of app downloads



Note: Created by the Company based on the number of app downloads extracted from the data.ai.

Trends in MAU*

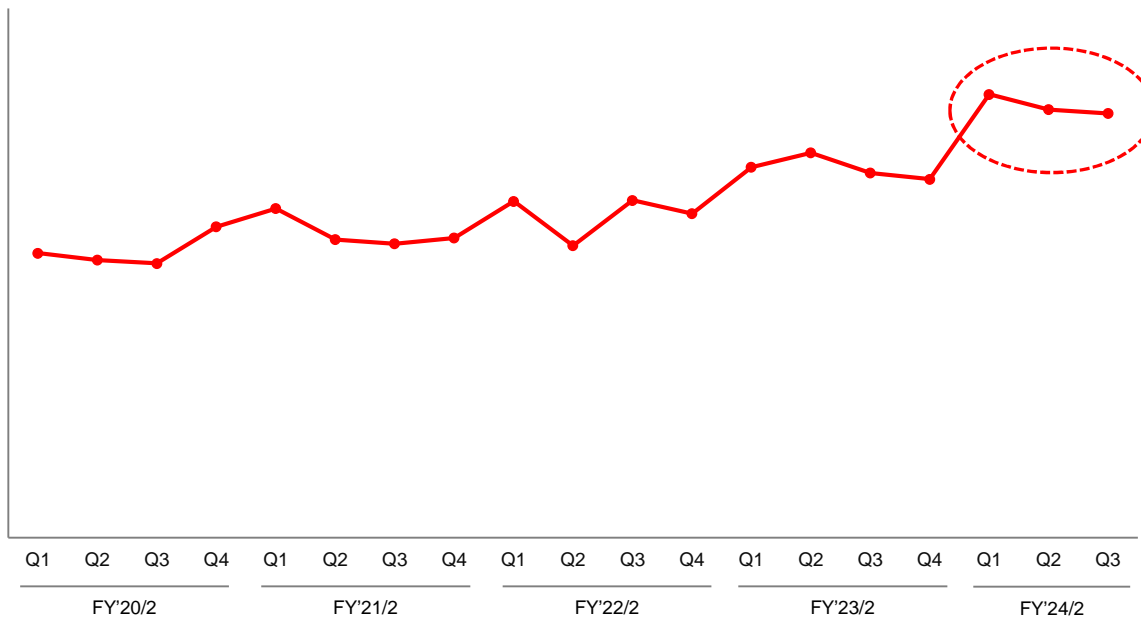


Note: Created by the Company based on the number of app users extracted from the data.ai.

* Monthly Active Users

Record number of applications received

Quarterly trends in the number of applications in the Media Business*



* Baitoru, Baitoru NEXT, Hatarako.net

FY'24/2 Q4

1

Plan and develop unique functions and services Based on user-first ideas

- Improve the value provided to users/clients by promoting hourly wage increases and the elimination of age discrimination
- Improved matching accuracy and expanded user base through AI-based script creation

2

Improve sales productivity

- Promote the use of AI to improve customer acquisition efficiency by introducing order forecasting tools
- Strengthen new graduate education through role-playing
- Share knowledge and improve the quality of customer proposals with a tool for recording business negotiations
- Promote cross-selling across four media* to meet customer needs

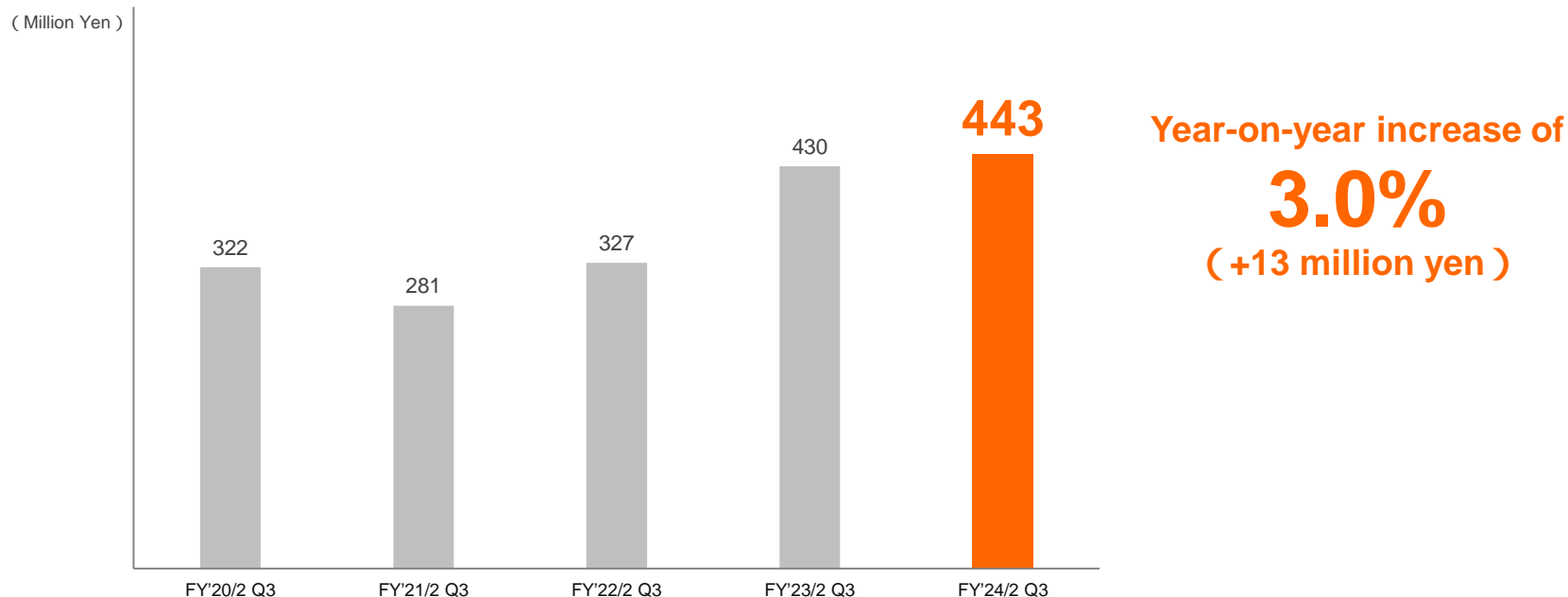
3

Optimize promotions by job type and area

- New sales promotion featuring Ohtani's corporate advertisements
- Increase acquisition of applications for each type of job
- Conduct intensive real/digital hybrid promotions in priority areas

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

Permanent Placement Service sales trends



Note : Figures for periods prior to FY'22/2 are estimates based on the revenue recognition standard.

FY'24/2 Q4**1****Significantly increase the number of Career Advisors**

- AI-based role-playing enhances and streamlines new graduate training
- Improve productivity of career advisors by streamlining their workflow with AI / DX

2**Develop new promotions and attract more customers from existing media**

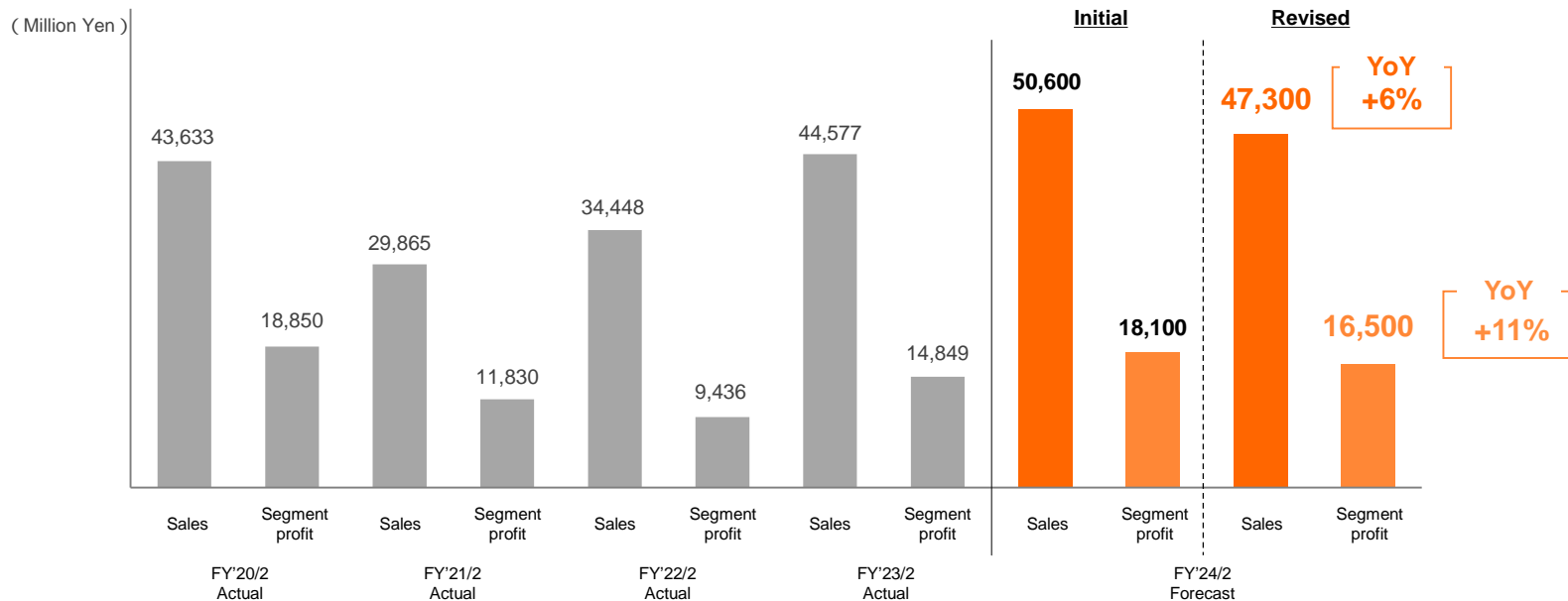
- New sales promotion featuring Ohtani's corporate advertisements
- Strengthen collaboration between all existing media
- Strengthen customer attraction to agent services through Hatarako.net TV commercials for medical and nursing care
- Strengthen customer development in the nursing care domain in central Tokyo

3**Improve the quality of service**

- Utilize AI to improve matching accuracy and increase employment rate
- Promote development of day shift jobs to create more opportunities for middle-aged/senior job seekers

Downward revision of sales and segment profit forecasts

Personnel Recruiting Services Business* sales and segment profit



Note : Figures for periods prior to FY'22/2 are estimates based on the revenue recognition standard.

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

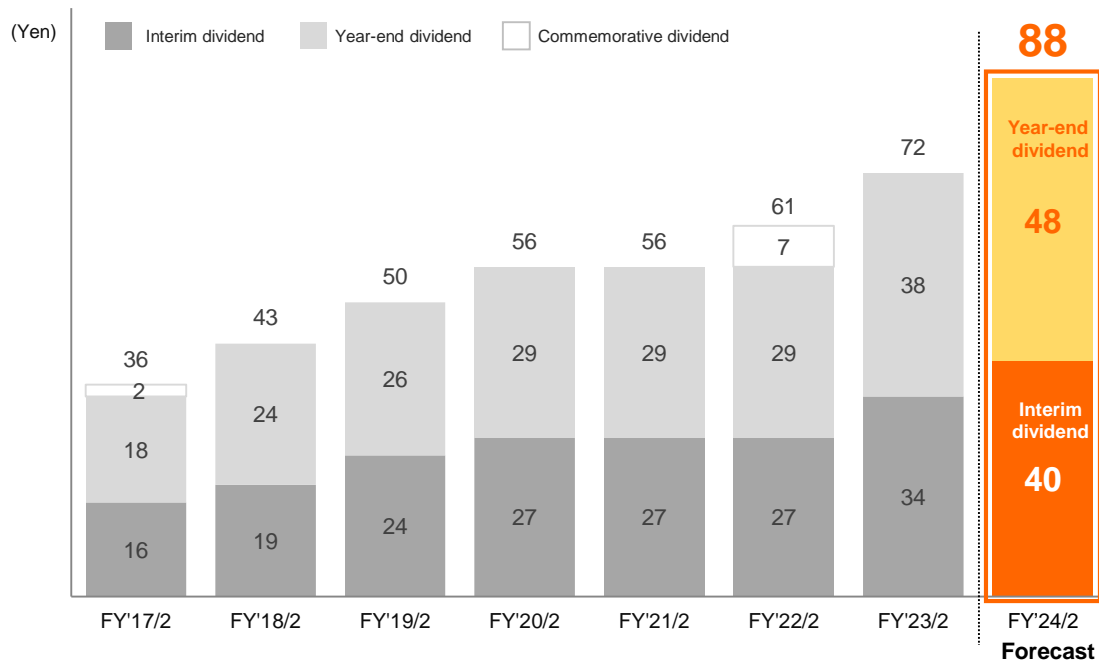
6

Shareholder Returns

No change in the year-end dividend forecast

The total return ratio for the current fiscal year is expected to be 97.0%

Dividend per share



Full-year dividend: 88 yen (Forecast)

【Breakdown】

Interim dividend 40 yen (Actual)
 Year-end dividend 48 yen (Forecast)

(Reference) Dividend policy

Targeted dividend payout ratio of 50%,
 considering the minimum payout from
 the previous fiscal year

A QUO card featuring Shohei Ohtani will be presented as a shareholder gift

【 Shareholder Benefit Programs 】

We have established a shareholder special benefit program with the aim of making the content of the program more attractive and encouraging more shareholders to continue to hold the Company's shares over the medium to long term.

For this year-end shareholder special benefits (record date at the end of February 2024), February 27, 2024 will be the final trading day with rights.

【 Details of Shareholder Benefits 】

Reference Date	Number of shares held	Benefit Details
End of Feb. End of Aug.	More than 100 shares ~ Less than 500 shares	Original QUO card (500 yen value)
	500 shares or more	Original QUO card (1000 yen value)

In addition to the dividend payout ratio of 50%, a new total return ratio of 65% has been established

After making growth investments, cash and cash equivalents in excess of 'Maximum Cash' are returned to shareholders

Basic policy “Cash allocation with an emphasis on growth investment and shareholder returns”

**Growth
investments**

- Investments for the growth of existing businesses and the creation of new businesses (human resource investments, system investments, promotional investments, etc.)
- Investments in research and development related to AI and other advanced technologies and their use in business
- M&A and other investments to accelerate business growth

**Shareholder
returns**

- In principle, the Company will maintain a **dividend payout ratio of 50%**, based on the minimum dividend paid in the previous fiscal year. Dividends are paid twice a year.
- **Aim for a total payout ratio of 65%**
- Consider additional shareholder return measures, taking into account cash position and other BS conditions, prospects for achieving financial targets, stock price level, and other factors
 - **The management of funds necessary for business operations is called Maximum Cash*, and in principle, excessive cash and deposits beyond that limit are not held.** However, we do not make decisions based on a single fiscal year, but carefully assess medium-term investment opportunities, and if there is excess cash and deposits, we return them to shareholders.
 - In a situation where it may be difficult to achieve the medium-term profit target, we will consider additional shareholder returns to bring ROE closer to the target, taking into account the BS situation, stock price level, and other factors.

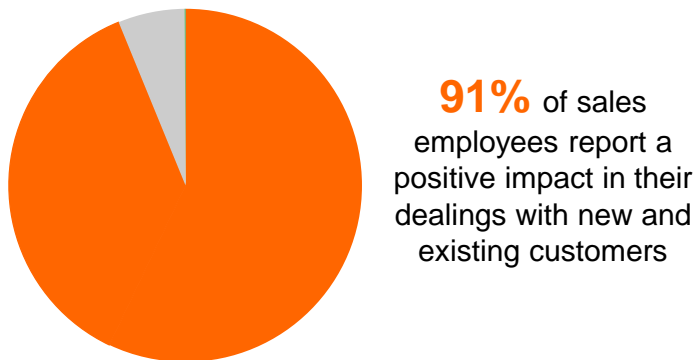
*** Maximum Cash Concept**

The sum of 3 months of payments, plus tax and dividend payments

(Reference) FY'24/2 : ¥ 18bn (= March-May in 2023 payments ¥ 12 bn + taxes ¥ 4 bn + dividend payment ¥ 2 bn)

Nearly 90% of sales employees said it had a positive impact on their dealings with client companies

Results of brand ambassador response survey conducted among sales employees



Source: Questionnaire survey of sales employees (n=1,277)

Main comments from sales employees

- When we told the client, who was then listing with a competitor, about the appointment of Ohtani as ambassador, he said, "This is going to be very effective," and signed a contract to start listing his ad with us after the new year.
- To a new client who requested a price reduction, we said, "We have hired Ohtani, and we expect an increase in applications. You can count on dip and me." I was able to get a contract without lowering the price.
- I believe that the number of users and clients who register with dip with high expectations will continue to increase. We will not give up until the very end and will continue to realize matchmaking that exceeds expectations.
- The moment Ohtani wrote the words DREAM, IDEA, and PASSION, I got goosebumps. I would like to take this opportunity to contribute to a major evolution at dip.

7

Appendix

1. Company Profile
2. Financial Results
3. ESG Initiatives
4. Other

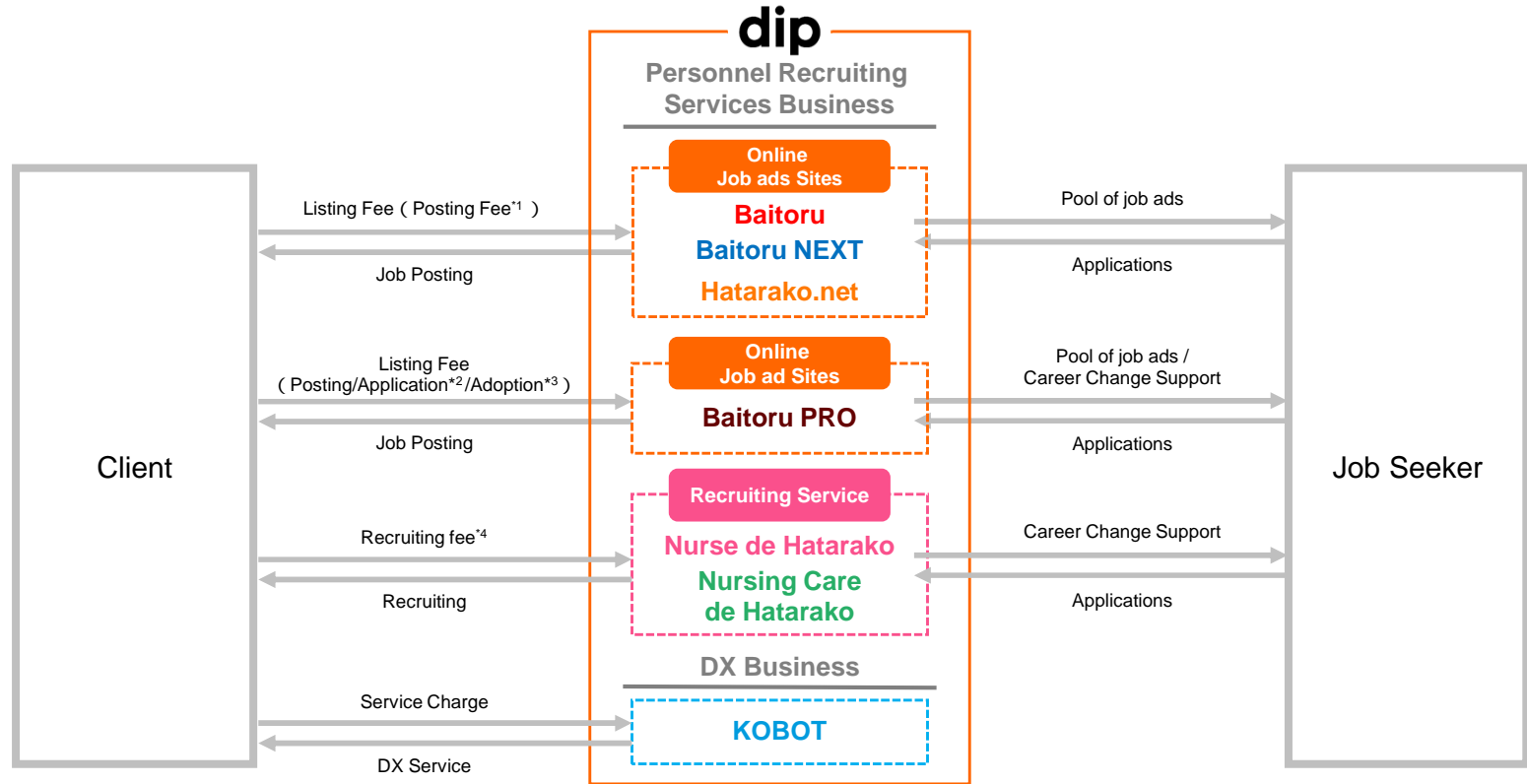
Company name	dip Corporation
Established	March 1997
Representative	Hideki Tomita, Representative Director, President & CEO
Location	Roppongi Grand Tower 31F, 3-2-1 Roppongi, Minato-ku, Tokyo
Capital	¥1,085 million (As of end of February 2023)
Sales	¥49,355 million (For the fiscal year ended February 2023)
Employees	2,925 (Full-time employees as of April 1, 2023)
Main Business	Provision of online job information and DX services
Market	Prime Market of the Tokyo Stock Exchange (code: 2379)

Name	Official position(s)
Hideki Tomita	Representative Director, President and Chief Executive Officer (CEO)
<u>Masatsugu Shidachi</u>	Representative Director, Chief Operating Officer (COO) and Chief Information Officer (CIO)
<u>Kuniyoshi Mabuchi</u>	Outside Director (Independent Director)
<u>Kanae Takeuchi</u> *	Outside Director (Independent Director)
<u>Yuka Shimada</u> *	Outside Director (Independent Director)
<u>Eriko Tanabe</u> *	Outside Director (Independent Director / Audit & Supervisory Committee Member)
<u>Yukiko Imazu</u> *	Outside Director (Independent Director / Audit & Supervisory Committee Member) 〈Lawyer〉
<u>Misae Maruyama</u> *	Outside Director (Independent Director / Audit & Supervisory Committee Member) 〈Certified Public Accountant〉

Three-thirds (6 out of 8) independent external directors and a majority (5 out of 8) female directors

*Female

Note : The Company has established a voluntary Nomination and Compensation Committee as an advisory body to the Board of Directors.
The Nomination and Compensation Committee determines the individual remuneration of directors.



*1 Posting Fee : A model in which a job posting fee is paid based on the length of time a position is posted on our website.

*2 Application Fee : A model in which job postings to our website are free and fees are paid when applications for the position are received.

*3 Adoption fee : A model in which job postings to our website are free and fees are paid when a candidate is hired.

*4 Recruiting fee : A model in which a commission is paid at the appropriate time when the employment decision is made through our staffing service.

Personnel Recruiting Services Business

Media Service

Baitoru

Baitoru NEXT

Hatarako.net

Baitoru PRO

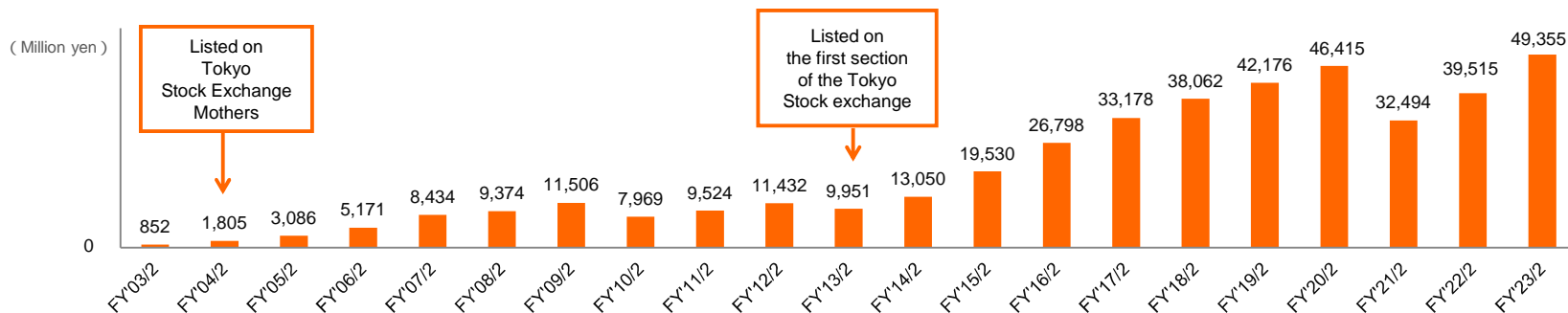
Permanent Placement
Service

Nurse de Hatarako

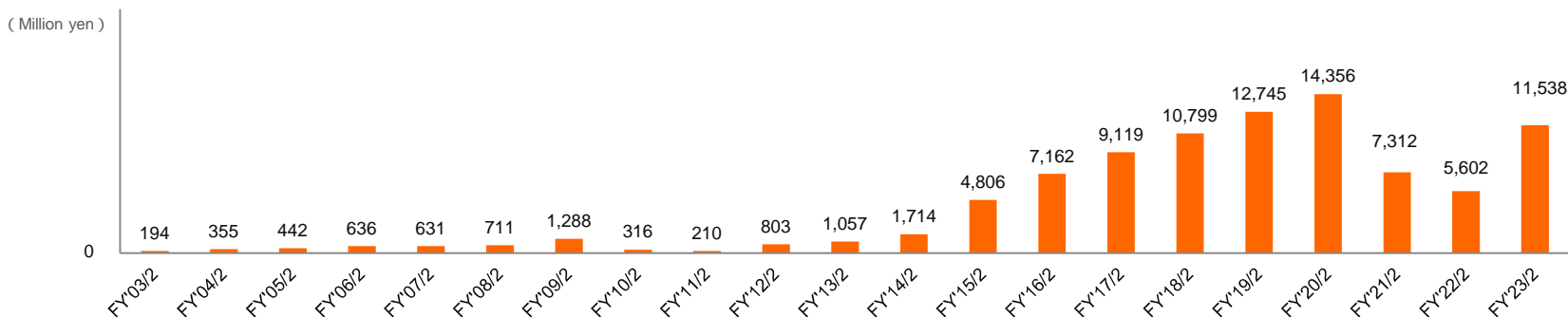
**Nursing Care de
Hatarako**

2. Financial Results Operating results (Sales and operating income for entire company)

■ Sales



■ Operating income



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

2. Financial Results Income statement

(Million yen)

	FY'22/2				FY'23/2				FY'24/2		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales	9,226	8,387	10,448	11,451	12,342	11,476	12,899	12,637	14,027	12,518	13,709
Cost of sales	1,060	1,092	1,176	1,216	1,341	1,252	1,331	1,348	1,450	1,422	1,467
Gross income	8,166	7,295	9,272	10,235	11,001	10,224	11,567	11,288	12,577	11,096	12,242
Selling, general & administrative expenses	6,310	6,111	8,455	8,490	7,843	7,599	7,859	9,242	9,234	8,206	8,655
Personnel costs and related expenses*	3,405	3,323	3,654	3,676	3,955	3,938	3,942	4,717	5,032	4,879	4,745
Advertising and sales promotion costs	1,871	1,810	3,804	3,733	2,669	2,521	2,683	3,304	2,717	1,931	2,505
Land & Office Rental	286	286	285	277	255	254	256	264	277	285	281
Others	746	691	710	803	963	885	977	956	1,208	1,109	1,123
Operating income	1,856	1,184	817	1,744	3,158	2,625	3,708	2,046	3,342	2,889	3,586
Ordinary income	1,784	1,115	759	1,661	3,090	2,473	3,717	2,317	3,276	2,865	3,567
Net Income attributable to owners of parent	1,204	948	515	819	2,006	1,685	2,561	1,681	2,153	2,213	2,463

* 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.

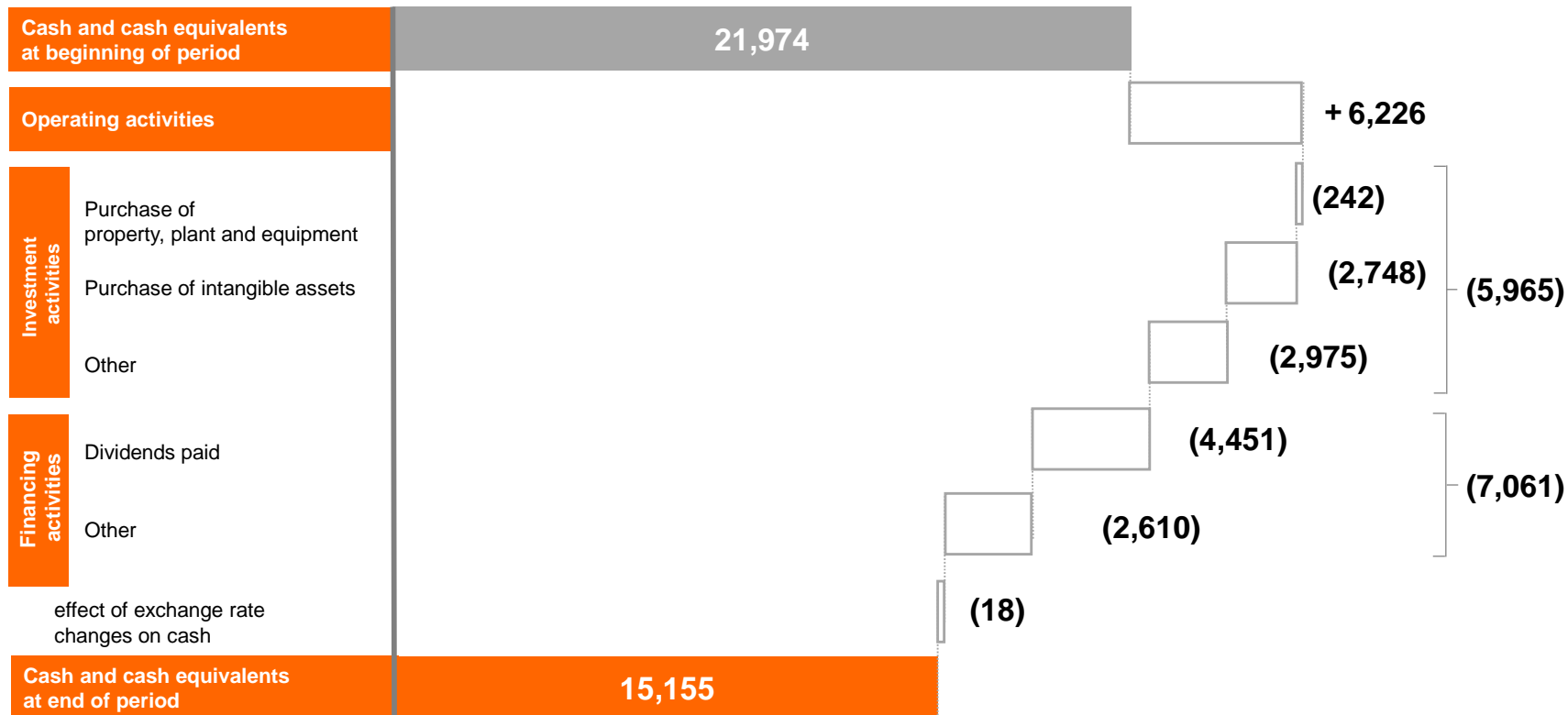
The old standard was applied up to the fiscal year ended February 28, 2022, and the new revenue recognition standard will be applied to the results for FY' 23/2 and thereafter.

(Million yen)

	FY'23/2 (As of February 28, 2023)	FY'24/2 Q3 (As of November 30, 2023)	Comparison to the previous quarter
Assets	50,167	49,168	(999)
Current assets	28,816	26,182	(2,634)
Non-current assets	21,351	22,985	+1,634
Property, plants and equipment	1,882	2,090	+208
Intangible assets	8,529	9,214	+685
Investments and other assets	10,939	11,680	+741
Liabilities	11,924	10,728	(1,196)
Current liabilities	10,476	8,969	(1,507)
Non-current liabilities	1,448	1,758	+310
Net Assets	38,242	38,440	+198
Shareholders' equity	37,125	37,539	+414
Total accumulated other comprehensive income	497	445	(52)
Share acquisition rights	601	435	(166)
Non-controlling interests	17	19	+2

FY'24/2 Q3

(百万円)



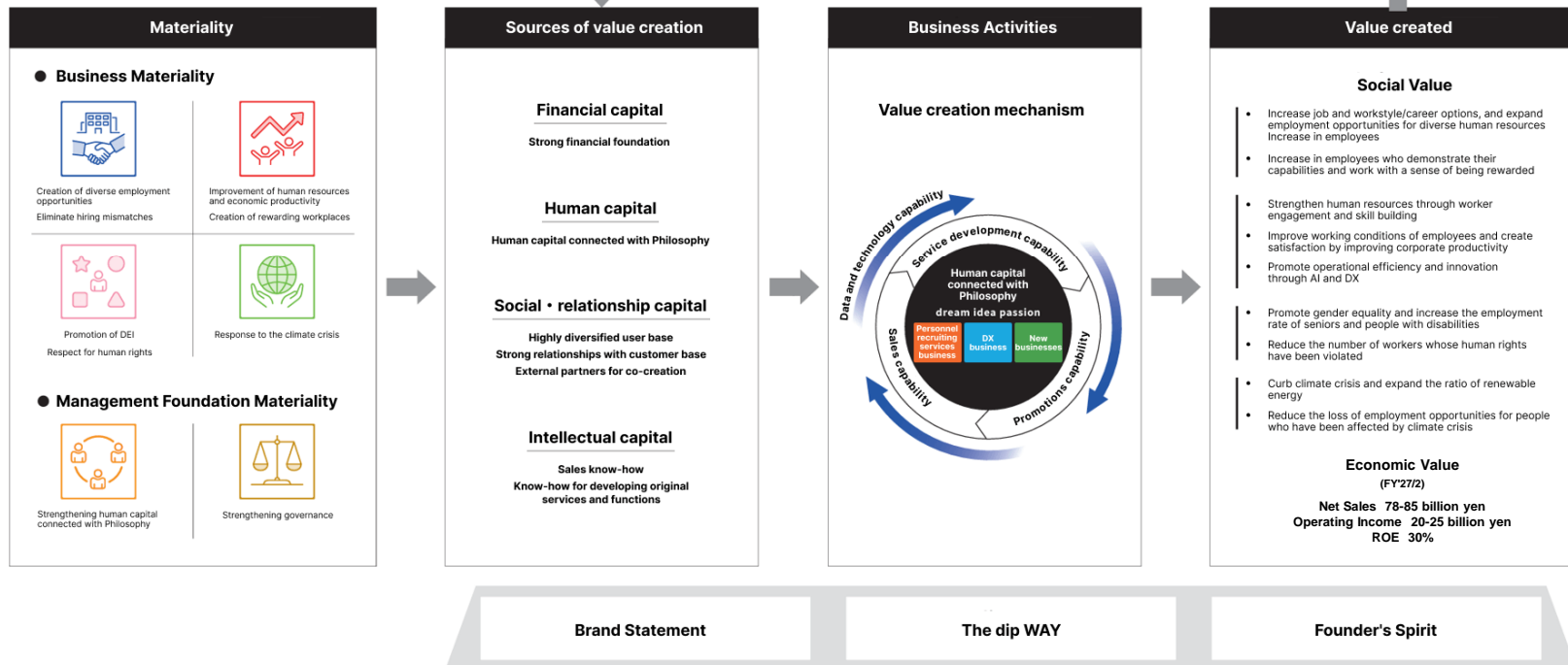
2. Financial Results Personnel recruiting services business KPI

		FY'22/2				FY'23/2				FY'24/2		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales (Personnel recruiting services business)		8,252	7,297	9,008	9,891	11,246	10,317	11,664	11,348	12,614	11,062	12,190
< YoY >		(4.7)%	+15.1%	+17.7%	+37.0%	+36.3%	+41.4%	+29.5%	+14.7%	+12.2%	+ 7.2%	+4.5%
Sales (Media Service)		7,588	6,954	8,680	9,608	10,594	9,881	11,206	10,935	11,913	10,635	11,731
< YoY >		(5.8)%	+16.3%	+17.8%	+38.5%	+39.6%	+42.1%	+29.4%	+13.8%	+12.5%	+ 7.6%	+4.7%
Number of subscriber companies (Media Service)		12,770	11,329	13,155	13,493	14,484	14,063	14,874	14,904	15,965	14,809	15,995
< YoY >		+18.8%	+14.9%	+9.7%	+15.8%	+13.4%	+24.1%	+13.1%	+10.5%	+10.2%	+ 5.3%	+7.5%
Number of applications (Media Service)		—	—	—	—	—	—	—	—	—	—	—
< YoY >		+2.2%	(2.1)%	+14.8%	+8.0%	+10.1%	+31.8%	+4.9%	+10.3%	+16.5%	+ 12.9%	+16.3%
Sales (Permanent Placement Service)		663	342	327	282	644	408	430	388	689	406	443
< YoY >		+ 10.9%	(5.5)%	+16.4%	(0.4)%	+1.7%	+19.3%	+34.4%	+40.1%	+7.0%	(0.5)%	+3.0%

*The number of contracted companies at Media Services (job advertisement business) for the fiscal year ended February 28, 2022, and the percentage change from the same period of the previous year for the fiscal years ended February 28, 2022 and February 28, 2023, have been revised.

Corporate Philosophy | Here at dip, we want to tap into dreams, ideas and passion to create a better society.

Vision | Labor force solution company-To realize a society in which everyone can experience the joy and happiness of work-



**Through materiality initiatives,
we aim to realize "a society where everyone can feel the joy and happiness of work"**

Identifying materiality in light of changes such as the rapid evolution of generative AI

VISION

**To realize a society in which everyone can experience the joy and happiness of work
Labor force solution company**

Business Materiality

**Creation of diverse
employment opportunities**
Elimination of
employment mismatch

**Improvement of human
resources and economic
productivity**
Creation of rewarding
workplaces

Promotion of DEI
Respect for
human rights

**Response to
the climate crisis**

Management Foundation Materiality

**Strengthening human
capital connected with
Philosophy**

Strengthening governance

(Excerpts from the Mid-term Management Plan) Overview

Materiality to realize our vision		Creating diverse employment opportunities Eliminating employment mismatches	Improving human resources, economic productivity, and creating a rewarding workplace	Promoting DEI Respect for Human Rights	Responding to the Climate Crisis
Mid-term Management Plan "dip30th"	Value Created	<ul style="list-style-type: none"> Posting 1.68 million high quality job offers to meet the needs of various industries, occupations and work styles. Optimal matching creates the industry's largest number of jobs in the field of fixed-term employment. < Focus Areas > 450 thousand jobs for seniors 800 thousand jobs with flexibility to allow for raising children or caring for family members 300 thousand jobs for foreign workers and international students 150 thousand jobs for high school students Eliminate mismatches in hiring and address the shortage of human resources in the medical and social welfare fields, which is becoming more serious due to the declining birthrate and aging population. < Job Created > Medical • Nursing care workers : 25 thousand per year 	<ul style="list-style-type: none"> Increase the number of companies utilizing DX services to 30,000 for DX services in the areas of recruiting, human resources, and sales promotion to improve labor productivity at small and midsize companies. Support workers to obtain qualifications by providing reskilling opportunities and promote regional revitalization and industrial stimulation through labor mobility. Promote the improvement of working conditions by posting 1.25 million jobs with improved compensation (higher hourly wages). Introduced dip Workplace Diagnostics* to improve the workplace environment. Support for retention and achievement after employment. *Service that identifies workplace attractions and challenges and provides proposals for improvement 	<ul style="list-style-type: none"> Increase the number of job openings without age bias at the time of hiring to 650 thousand. Expand employment opportunities for a diverse workforce, including middle-aged and senior workers. Support the employment of people with disabilities through a year-round campaign (sponsored by the Ministry of Health, Labor and Welfare) to help people with disabilities take on the challenge of employment. Promote a workplace environment that respects diversity by posting LGBTQ+ friendly jobs. Prohibit the posting of jobs that are in violation of laws and regulations or risk human rights violations. Educate companies on how to create a workplace environment free of human rights violations. 	<ul style="list-style-type: none"> Contribute to the realization of a carbon neutral society by reducing Scope 1 and 2 GHG emissions to net zero by FY2025. Utilize our nationwide network of sales offices to collaborate with local governments immediately after any major disaster. A special page for recruiting disaster relief volunteers has been set up on the company's website to provide prompt and effective support for hard hit areas. Collect and post job information on each site to meet the diverse employment needs of those who have lost their jobs due to disasters caused by the climate crisis. Provide job opportunities to help workers overcome economic hardship, and contribute to the economic recovery of affected areas.
	Economic value	Company-wide Net sales 78-85 billion yen, Operating income 20-25 billion yen, ROE 30%.			
	Management Strategies	Personnel recruiting services business First choice • Best result		DX business DX for everyone, all the time	
	Business strategies	Sales Force Promote hybrid sales to accelerate improved productivity	Service Development Strength Set up an elite 400-person scrum team to maximize the value provided	Promotion Strength Establish the No. 1 'user-first' brand	Data • Technology Strength Develop a data infrastructure that supports all aspects of strategy execution
	Strengthening the Management Foundation	Human capital connected with Philosophy Develop measures to maximize the potential of human resources		Governance Improve management effectiveness through dialogue with stakeholders	
	Business strategies	Business Development Strength Strengthen mechanisms for generating innovation			

(Excerpts from the Mid-term Management Plan) Materiality KPIs and Targets

Materiality	KPI	Results	Targets	
		FY'23/2	FY'25/2	FY'27/2
Create of diverse employment opportunities Eliminating employment mismatches	High-quality jobs that meet the needs of diverse occupations, job types and work styles ¹	1.33 million ^{*1}	Maintain No. 1 in the market	1.68 million ^{*1}
	Number of jobs welcoming seniors	310,000 ^{*1}	-	450,000 ^{*1}
	Number of jobs that allow flexibility for childcare/nursing care	510,000 ^{*1}	-	800,000 ^{*1}
	Number of jobs available to foreigner workers/foreign students	140,000 ^{*1}	-	300,000 ^{*1}
	Number of jobs accepting high school students	150,000 ^{*1}	-	150,000 ^{*1}
	Number of workers in the medical, nursing care, and social-welfare industries ²	10,000 people		25,000 people
Improving human resources, economic productivity, and creating a rewarding workplace	Number of companies that have introduced DX and are subject to billing in the areas of recruiting, human resources, and sales promotion	12,000 companies ^{*1}	-	30,000 companies ^{*1}
	Number of jobs for which hourly wage increases or other improvements have been realized ³	990,000 ^{*1}	1 million ^{*1}	1.25 million ^{*1}

Materiality	KPI	Results	Targets	
		FY'23/2	FY'25/2	FY'27/2
Promoting DEI Respect for Human Rights	Jobs without age bias in hiring (number of jobs with optional age input)	130,000 ^{*1}	-	650,000 ^{*1}
	Employment Opportunities for People with Disabilities	One-off campaign	Year-round campaign	Year-round campaign
	Certified as a provider of excellent recruitment information	Acquired	Acquired and extended	Acquired and extended
	Number of cases violating labor laws and regulations	0	Maintain 0	Maintain 0
	Prohibit all postings that may be considered human rights violations	Already implemented	Continue to implement	Continue to implement
Responding to the Climate Crisis	GHG emissions from all offices and data centers	49 % reduction in Scope 1 + 2 (February 2020 comparison)	Scope1+2 and data center virtually zero ^{*2}	Scope1+2 and data center virtually zero^{*2}

1: Includes videos, work experience functions, and messages from "dip san".

2: Total number of people determined by agency services and the number of workers from media services (in-house estimate).

3: Hourly wage increases, continuous service bonuses and celebratory gifts for new hires.

^{*1}: End of February

^{*2}: Scope 1 and Scope 2 (city gas and electricity for all offices; from FY23/2, the scope of calculation includes recreation facilities and data centers)

(Excerpts from the Mid-term Management Plan) Materiality KPIs and Targets

	KPI	Results	Targets	
		FY'23/2	FY'25/2	FY'27/2
Strengthening human capital connected with Philosophy	Engagement Index *4	3.84	4.0 (out of maximum 5)	4.2 (out of maximum 5)
	Percentage of female employees hired as new graduates and later promoted to management positions	43.5%	50%	50%
	Percentage of females in management positions	34.4%	40%	40%
	Percentage of female employees taking childcare leave	98.3%	100%	100%
	Percentage of female employees returning to work after childcare leave	100%	100%	100%
	Percentage of male employees taking childcare leave	92.5% *3	100%	100%
	Percentage of employees with disabilities	3.0% *4	Legal employment ratio *4 or higher	Legal employment ratio *4 or higher
	Percentage of paid leave taken	59.4%	80%	80%
	Average overtime work	23.0 hours/month	20 hours or less/month	20 hours or less/month
	Job turnover rate	12.6%	10.0%	10.0%
	New graduate training	326 hours	Continue to expand	Continue to expand
	New management training	52 hours		
	Next generation leader development training	143 hours		

Materiality	KPI	Results	Targets	
		FY'23/2	FY'25/2	FY'27/2
Strengthening governance	Percentage of Independent Directors	2/3 *5	2/3 or more	2/3 or more
	Percentage of female Directors	55.6% *5	50%	50%
	Number of material legal violations	0	Maintain 0	Maintain 0
	Compliance training and testing participation rate	100%	Maintain 100%	Maintain 100%
	Number of investor interviews	367/year	500/year	550/year

4: Index in our ES survey

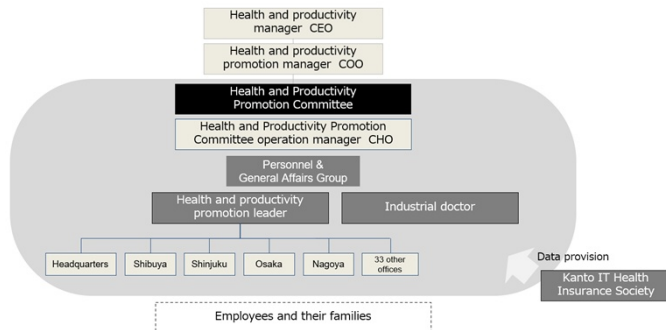
*3 : Calculated based on the Childcare and Family Care Leave Law, the percentage of employees taking childcare leave, etc. and leave for childcare purposes as stipulated in Article 71-4, Item 2 of the Enforcement Regulations.

*4: As of June 1 (as of the time of the Report on Employment Status of Persons with Disabilities, Ministry of Health, Labour and Welfare), the statutory employment rate for private companies is 2.3% (revised in March 2021).

*5: As of May 31, 2023

Promoting health management based on the concept of "mind and body alignment"

Framework for health and productivity management promotion



We continuously develop our employees and reinforce our management framework based on the belief that 'people are everything and people are assets', so that each employee can contribute to the improvement of society.

Considering the health management of our employees as an important theme that directly leads to greater work productivity and employee well-being, dip promotes health and productivity management based on the concept of 'conditioning the mind and body'.

This is supported by the idea that the management of employees' health is not only about preventing illnesses, but also about acquiring greater vitality and well-being.

Offering various programs for 'conditioning the mind and body'

- Walking program
- Dietary improvement program
- Intranet column on health management
- Stretching with dip Battles

Various other programs also continue



Stretch program



Walking program



2023
健康経営優良法人
Health and productivity
ホワイト500

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

50.4 %

- Female manager ratio*1*2

34.4 %

- Female Childcare/maternity leave / take ratio*1

98.3 %

- Male Childcare/maternity leave / take ratio*1

92.5 %

- Childcare/maternity return ratio*1

100.0 %



*1. As of FY'23/2

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

In cooperation with local governments Migration and Work Experience Events

Develop a program that prepares applicants not only for general migration experience but also for migration and employment by leveraging the strengths of our personnel recruiting services

September 2022

Fukui Prefecture Project Online (2 sessions) + Real Tour (4 sessions)

October 2022

Rebun Town Project Online + Real Tour Nagasaki Prefecture Project Online



In cooperation with local governments
Contribute to solving urban population concentration and labor shortages in rural areas

*FY23/2 activities to be held as a hybrid of in person and online

Work experience learning for children The 4th Baitoru Kids Program

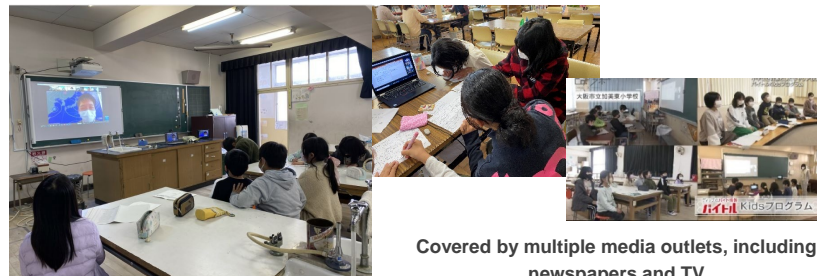
Career education for elementary school students, launched in 2019.

Provides an opportunity to enrich children's understanding of the meaning and satisfaction of work by sharing practical know-how. To date, 830 elementary school students have experienced the program with the cooperation of more than 30 companies.

Actual number of schools

1 school as of FY'21/2, 5 school as of FY'22/2,

11 school as of FY'23/2



Continues in its fifth year and FY'24/2
Scheduled to be conducted online with elementary schools and companies nationwide

In December 2021, dip disclosed information in line with the disclosure framework recommended by the TCFD.

Our environmental efforts include switching the electricity used in our offices to renewable energy.



TCFD

(Task Force on Climate-Related Financial Disclosures)

A task force created in December 2015 by the Financial Stability Board (FSB), which consists of central banks, financial supervisory authorities and finance ministries of major countries, to consider climate-related disclosures and the responses of financial institutions with the aim of stabilizing the financial market.

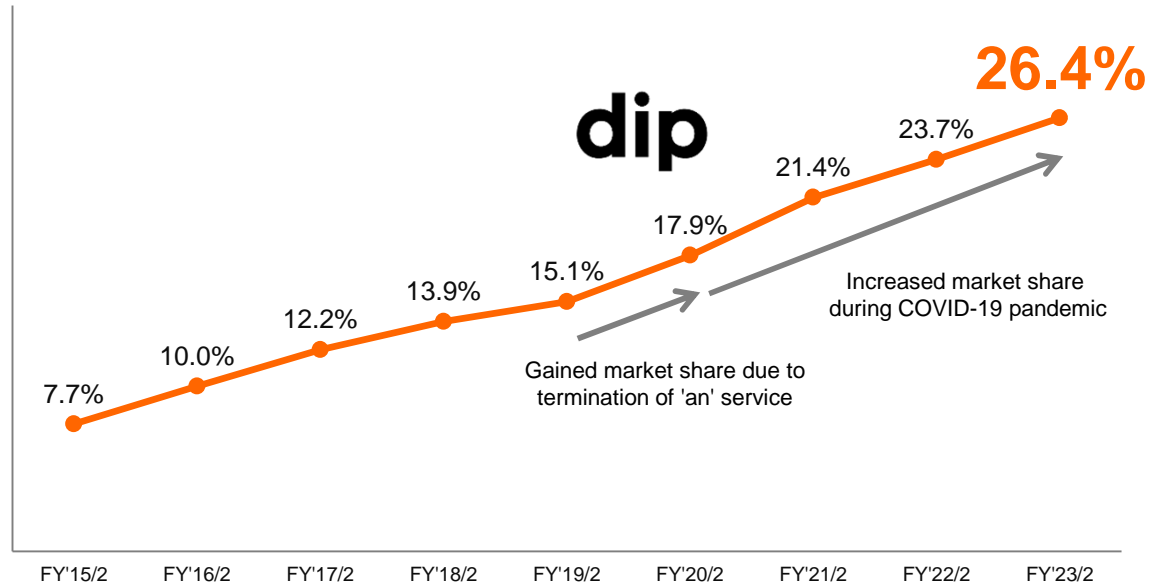
As of June 24th, 2022, 3,549 organizations across the world and 962 in Japan have endorsed the TCFD recommendations.

Disclosure in line with TCFD recommendations
<https://www.dip-net.co.jp/en/esg/environment/E004>

Steady expansion of market share

Third-party organization releases latest market survey results for 2022

Share of part-time and temporary worker job information market



Note : Prepared by the Company based on third-party market research

Share of part-time and temporary staffing job media market by region

	Market size* ¹	Our market share* ²
Three major urban centers	¥ 84 bn	More than 25%
Three major metropolitan areas/Suburbs	¥ 50 bn	More than 20%
Regional areas	¥ 34 bn	More than 10%

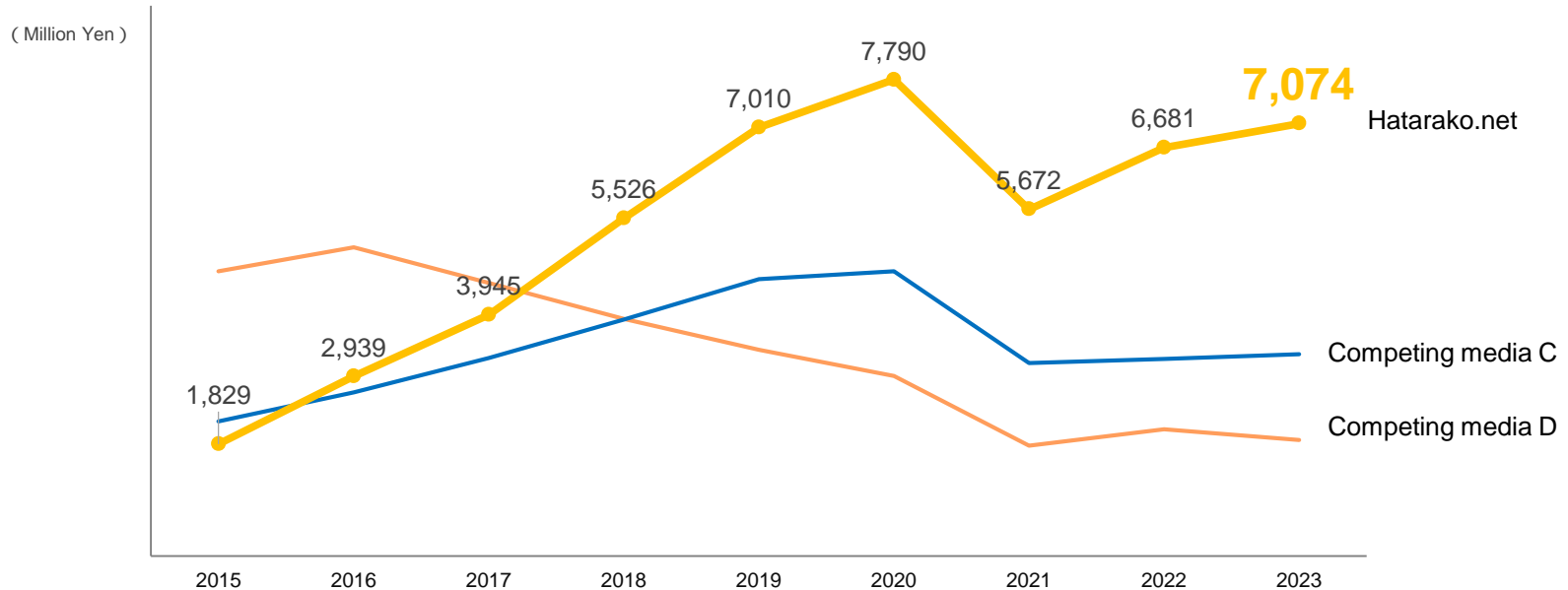
*¹Third party market size study (FY2022)

*² Media Business

- Three major urban centers: Tokyo 23 wards, Nagoya City, Osaka City
- Suburbs of three major urban centers: Tokyo area – 1 city, 6 prefectures, Tokai area – 3 prefectures, Kinki area – 2 city, 4 prefectures
- Other areas outside of the major urban centers and metropolitan/suburbs

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

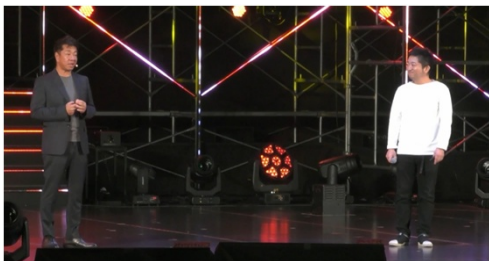
Sales trends for each temp staffing job media



Started development of “AI Agent Business” (Announced on April 14, 2023)



Tomita presented these ideas
at the dip30th conference



Presented to the entire company
at a Annual General Meeting of Employees

- The job advertisement business is being replaced by the placement and recruiting business, mainly in the area of permanent employment. While this trend has not yet spread to the fixed-term employment field, we believe that we can create a new recruiting business in the fixed-term employment field through the use of AI and have begun developing a business with this in mind.
The emergence of chatGPT has accelerated the launch of businesses based on our idea.
- The “AI Agent” business will enable a shift from conventional "search-based" to "interactive" job selection and will create new employment opportunities.
- dip has up-to-date, accurate, high-quality job information collected by our sales staff and an extensive user base, enabling us to create a highly accurate AI engine.
- Generally, only a few percent of job seekers find employment after accessing the site, so increasing the accuracy of matching and improving the employment rate with AI agents will lead to the creation of significant revenue opportunities.
- Just as we have grown our business by seizing on the expansion of the Internet, we will turn the dramatic evolution of AI into a business opportunity.

Established dip Technology Institute

Accelerate social implementation through cutting-edge research and development by leveraging our past expertise in utilizing AI

Collaboration with Professor Matsuo of the University of Tokyo and Professor Ataka of Keio University

Yutaka Matsuo

Graduated in 2002 from the University of Tokyo. Graduated in Engineering from the National Institute of Advanced Industrial Science and Technology (AIST). After working as a visiting researcher at Stanford University from August 2005, he became an associate professor at the University of Tokyo's Graduate School of Engineering in 2007. Since 2014, he has been the Co-Chair and Specially Appointed Associate Professor of the Global Consumer Intelligence Endowed Chair in the Department of Technology Management and Strategy, Graduate School of Engineering, The University of Tokyo. His areas of expertise are artificial intelligence, deep learning, and web mining. From the Japanese Society for Artificial Intelligence, he received the Best Paper Award (2002), the 20th Anniversary Project Award (2006), Field Innovation Award (2011), and Distinguished Service Award (2013). He has been an associate editorial board member of the Japanese Society for Artificial Intelligence since 2010, an editorial board member and board member since 2012, an ethics board member from 2014 to 2018. In addition, he has been a board member of the Japan Deep Learning Association since 2017, and an outside director of SoftBank Group since 2019.

Kazuto Ataka

Professor, Faculty of Environment and Information Studies, Keio University; Senior Strategist, Z Holdings, Inc. After working at McKinsey, he has been with Yahoo since 2008. In his last position, he was in the Marketing Research Group and as one of the core members of the Asia Pacific region, he has been involved in a wide range of product and business development and brand revitalization activities. He has been CSO since 2012 and ZHD Senior Strategist since 2022. Teaching at Keio SFC since 2016, current position since Fall 2018 (current dual role); Director and Chair of the Skills Definition Committee of the Association of Data Scientists since Spring 2013. Representative of the General Incorporated Association, Future Worth Leaving Behind. Expert member of the Council for Science, Technology and Innovation (CSTI), Chairperson of the Digital Disaster Reduction Future Initiative Team of the Cabinet Office, and involved in many other public studies on science and technology and data x AI by the government, Keidanren, and others. He holds a PhD in Neuroscience from Yale University and is the author of "Shin Nihon" (NewsPicks) and "Issue kara Hajimeyo" (Eiji Shuppan).

Examples of dip's AI initiatives to date

- Development of automatic manuscript creation tool (GENKO)

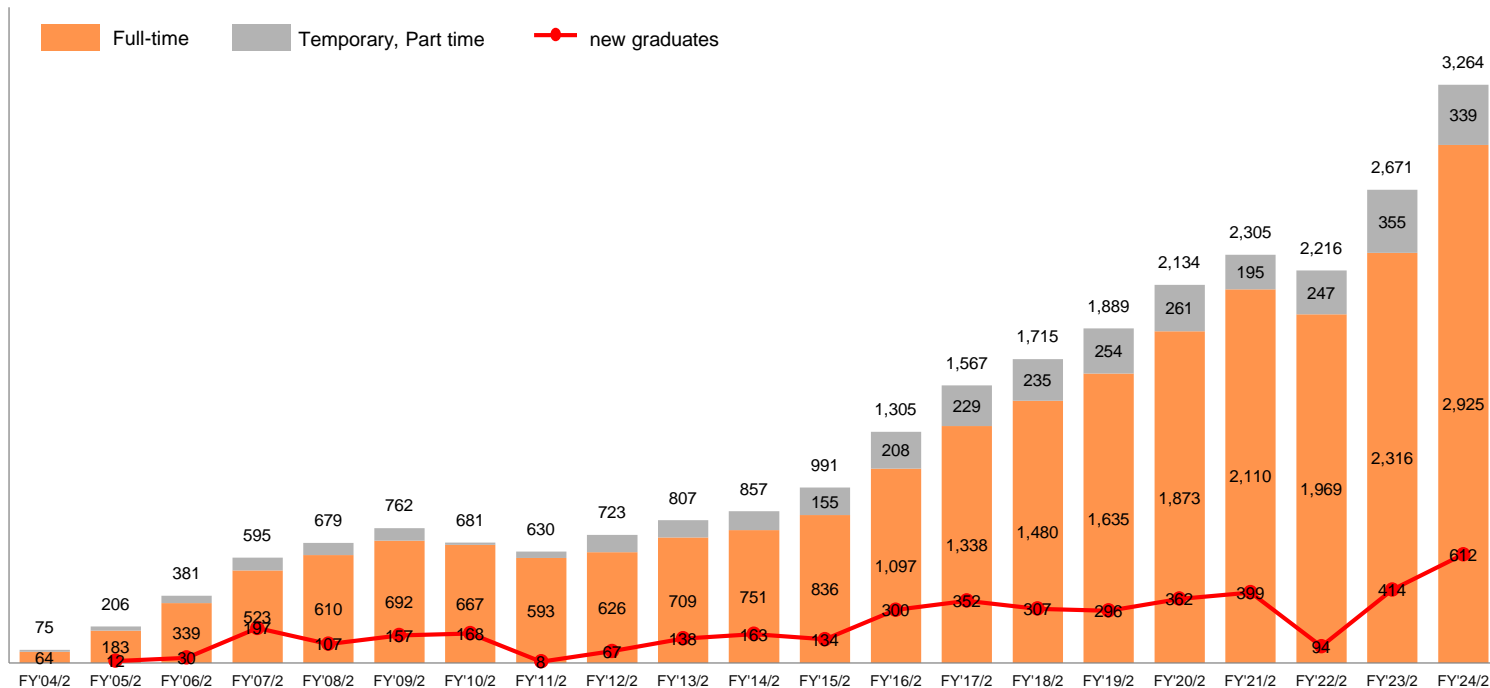


- Operates AINOW, one of Japan's largest media platforms specializing in AI
- Our commitment to AI Accelerator



4. Other Number of employees

Yearly change in number of employees



Note : The number of employees is as of the end of the fiscal year.
For FY'24/2 only, the number of employees as of April 1, 2023.

4. Other List of companies in which dip invests

DX Business

By work type

Sales



Clerical work



Recruiting,
labor services



IP management



Marketing



Development



By industry

Healthcare



Finance



Real estate



Entertainment



Personnel Recruiting Services Business

neocareer



Education



New Businesses (SDGs)

“Societal improvement
as a business based on SDGs”

Environment

T B M



Bioworks

UPDATER, INC.



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- 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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