



dip Corporation

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

Financial results for FY'25/2 Q1

July 9, 2024

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1

Toward Enhancing Corporate Value

1. Progress in AI-Agent
2. Progress in spot work service Baitoru Free
3. Expansion of user and customer base
4. Development of human capital
5. Strengthen internal and external communication of Philosophy Management

1. Progress in AI-Agent

Released "dip AI-Agent" on May 21

Promote development of functional improvements based on feedback from users and clients

Press conference to launch Japan's first "Interactive Part-time Job Search Service Equipped with Generative AI" draws significant media attention



World Business Satellite, TV Tokyo



TV Tokyo



Nikkei Digital Edition

Over 80 web and newspaper articles

【 Examples of media coverage 】

- Nikkei MJ
- Jiji Press
- Business Insider
- Zaikai
- CNET Japan

dip AI-Agent User Questionnaire (excerpts)

【 Main comments 】

- I had a good impression of the AI's kind response to any questions I had.
- I was able to access the site and find jobs easier than I could have done on my own.
- I was able to comfortably ask questions that I may have hesitated to ask a human CA.
- When the job introduced by the AI deviated from the conditions I had set, I was impressed that it would preface the recommendation by saying, "This is not exactly what you wanted, but ...".
- The AI responded at the same pace as if I were talking to a person, so the conversation was smooth.

1. Progress in AI-Agent

Baitoru will be equipped “AI-Agent”

Promotions planned for October

Screen image of job search with AI interactive dialogue

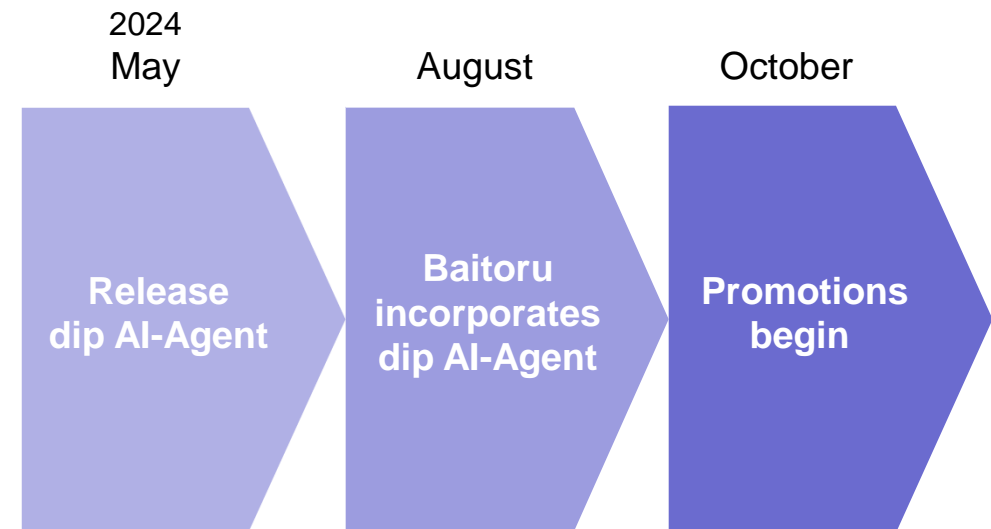


Enter any message
to start the job
search dialogue

If the user isn't
sure what to write

AI will propose
alternatives and
facilitate dialogue

Upcoming schedule



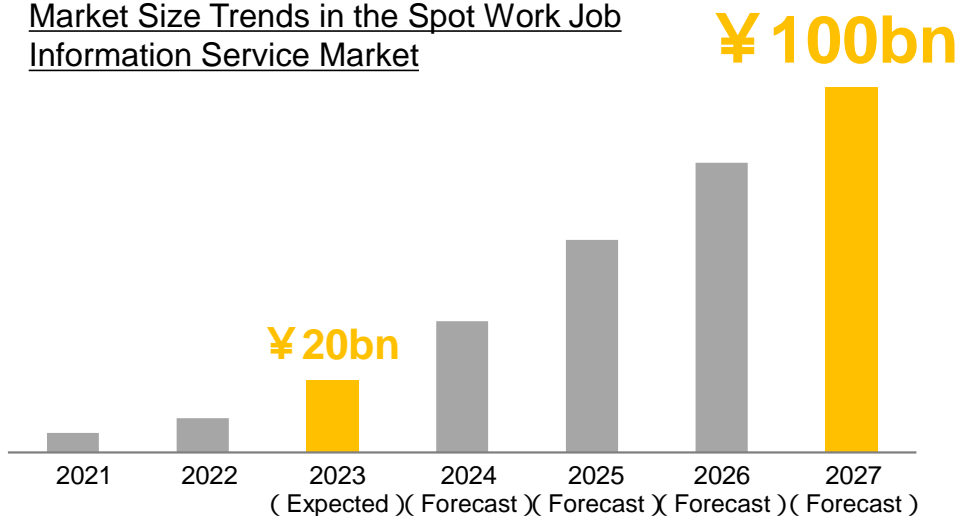
2. Progress in spot work service Baitoru Free

**The Baitoru Free service with unique features is scheduled to be launched this fall.
Sales activities will commence in the second quarter**

**With a customer base of 150,000 companies and a sales force of 2,000 people,
we are able to offer abundant job postings
Leverage broad user base of existing media to expand the business**

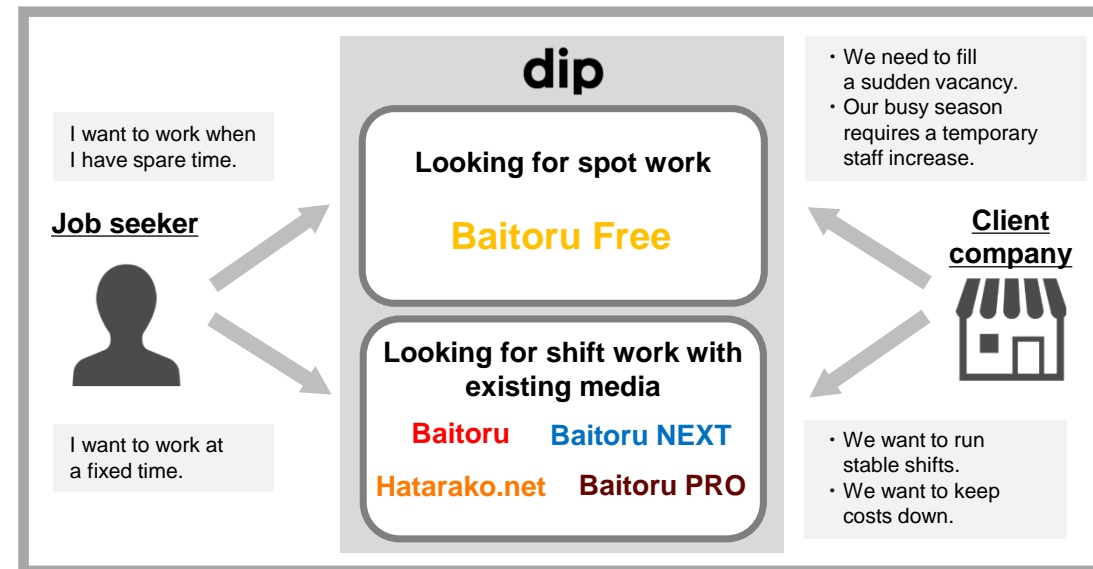
**Market is growing rapidly due to the spread of
diverse work styles**

Market Size Trends in the Spot Work Job
Information Service Market



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

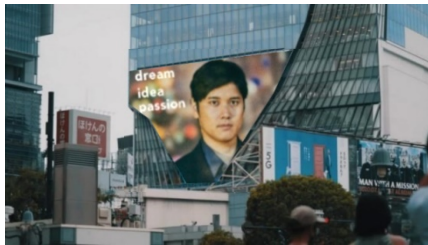
Overview of the service



3. Expansion of user and customer base

Corporate advertisements with Shohei Ohtani to increase awareness of the company and its services

Conduct promotions on large screen at Shibuya Scramble Square which will be renamed "dip Vision"
Corporate advertisements are also displayed on a large billboard in Aoyama



"dip Vision" at Shibuya Scramble Square



Large billboard in Aoyama (image)



Promotion at FIFA World Cup 26 Asian 2nd Qualifying Round and AFC Asian Cup Saudi Arabia 2027 Qualifying Round



Standing signs at the stadiums



Company ads on interview boards

Strengthen advertising investment in logistics and other areas where demand is increasing

Began airing TV commercials and web advertisements for Baitoru NEXT, increasing the number of applications by 1.3 times compared to the previous year. Aiming to increase sales in logistics, food and beverage, and construction/civil engineering sectors



Initiatives aimed at high school students

Collaboration video with the popular anime "Bocchi Za Rokku!" has exceeded 100 million cumulative views*. Applications from high school students increased 1.3 times over the previous year



Combined views on YouTube, X, and TikTok (as of the end of June)

(©Hajime Aki / HOUBUNSHA CO., LTD, Aniplex)

4. Development of human capital

Initiatives to accelerate improvement in productivity

Utilizing AI to create sales opportunities and reduce costs, as well as improve the office environment to increase productivity

Results of the company-wide "dip AI Force" project for AI utilization

Tool to improve job ads (proprietary development)

Automatically creates a proposal for improvement of the job posting draft and explains the rationale for the suggestions

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



【Results achieved】

Conducted a feasibility study in the department in charge of drafting job ad manuscripts

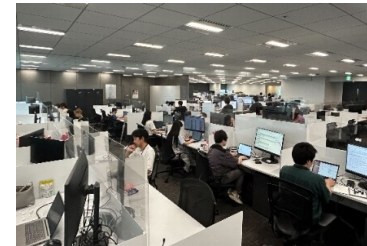
The time required to create one manuscript has been halved (preparation time: 20 minutes → 10 minutes), and the entire manuscript preparation department began actively using the system in July.

【Anticipated Effects】

Reduce outsourcing costs related to job ad production by 140 million yen per year in the next fiscal year

In addition to switching to a come-to-work policy, we will improve the office environment and promote communication among employees

【Yotsuya office】 (YOTSUYA TOWER 21st floor)



New highly functional office incorporating the needs of engineers

【New floor at Head Office *Scheduled to open in November】



In addition to individual work spaces, many communication spaces have been set up to stimulate internal conversations and promote the creation of new ideas 7

4. Development of human capital

Keiichiro Nagashima is appointed CTO (Chief Technology Officer)

Hired Head of Personnel & General Affairs Group and General Manager of Marketing Division



CTO, General Manager of DX Product Development Division, DX Business Group, Executive Manager, AI-Agent Business Group and Executive Manager, Product Development Division

Keiichiro Nagashima



Head of Personnel & General Affairs Group

Toshiki Kanadani



General Manager of Marketing Division

Daisuke Nakamura

【Short CV】

2001 Apr. Joined JSD System Laboratory.
2005 Apr. Joined CA MOBILE, LTD. General Manager
2011 Oct. CyberAgent, Inc. (transferred)
CyberAgent America, Inc. (transferred)
Senior Software Engineer
2014 Mar. CyberAgent, Inc. (returned)
Senior Software Engineer
2015 Jan. Joined SmartShopping, Inc. Director CTO
2024 Feb. Join dip Corporation Technical expert
2024 Apr. General Manager of DX Product Development Division,
DX Business Group
2024 Jul. CTO, General Manager of DX Product Development
Division, DX Business Group, Executive Manager,
AI-Agent Business Group and Executive Manager,
Product Development Division (New position)

【Short CV】

1999 Apr. Joined THE NIPPON ROAD Co., Ltd.
2007 Feb. Joined Yahoo Japan Corporation.
(Currently LY Corporation)
People Development Division
General Manager of Human Resource Recruitment
Department, Human Resource Development
Division and Head of Company PD Division
2022 Feb. Joined Hey Co., Ltd. (Currently STORES Co., Ltd.)
Senior Specialist, HR Division, PX Department
2024 May Join dip Corporation
Head of Personnel & General Affairs Group
(New position)

【Short CV】

1998 Apr. Joined Lion Corporation
2006 Oct. Joined All About, Inc.
2008 Sep. Joined Mitsubishi Electric.
2010 Feb. Joined Lion Corporation
2017 Apr. Joined Supership Co., Ltd. Director CMO
2020 Jan. Joined Valuenue Holdings Inc.
General Manager, Marketing Division and
General Manager, Brand Strategy Division
2023 Jan. Joined Nomura Securities Co., Ltd.
2024 May Join dip Corporation
General Manager of Marketing Division
(New position)

5. Strengthen internal and external communication of Philosophy Management

Communicate the company's vision of becoming a "Labor force solution company" and its commitment to solving social issues in both the domestic and international media

【Published in the Mar/April issue of the US business magazine
“Entrepreneur” (March 5/2024) 】



Magazine “Entrepreneur”

Founded in 1977, the magazine for entrepreneurs and business executives has a history of more than 45 years. With more than 3.2 million copies of the magazine in circulation worldwide and more than 50 million subscribers online, it is the world's No. 1 business media.

URL:<https://www.entrepreneur.com/international-spotlight>

【April online issue of "Keizai-Kai" (March 5, 2024) 】

Three years after the hourly wage campaign, the times have finally caught up to dip and Hideki Tomita

URL:https://net.keizaikai.co.jp/69958#google_vignette

【 "Nikko Froggy" posted online (June 6 and 18, 2024) 】

“Interview with the President of a Listed Company!
(part one and two) ”

URL: <https://froggy.smbcnikko.co.jp/series-name/dip/>



2

FY'25/2 Q1 Financial Results

1. FY'25/2 Q1 Financial Results

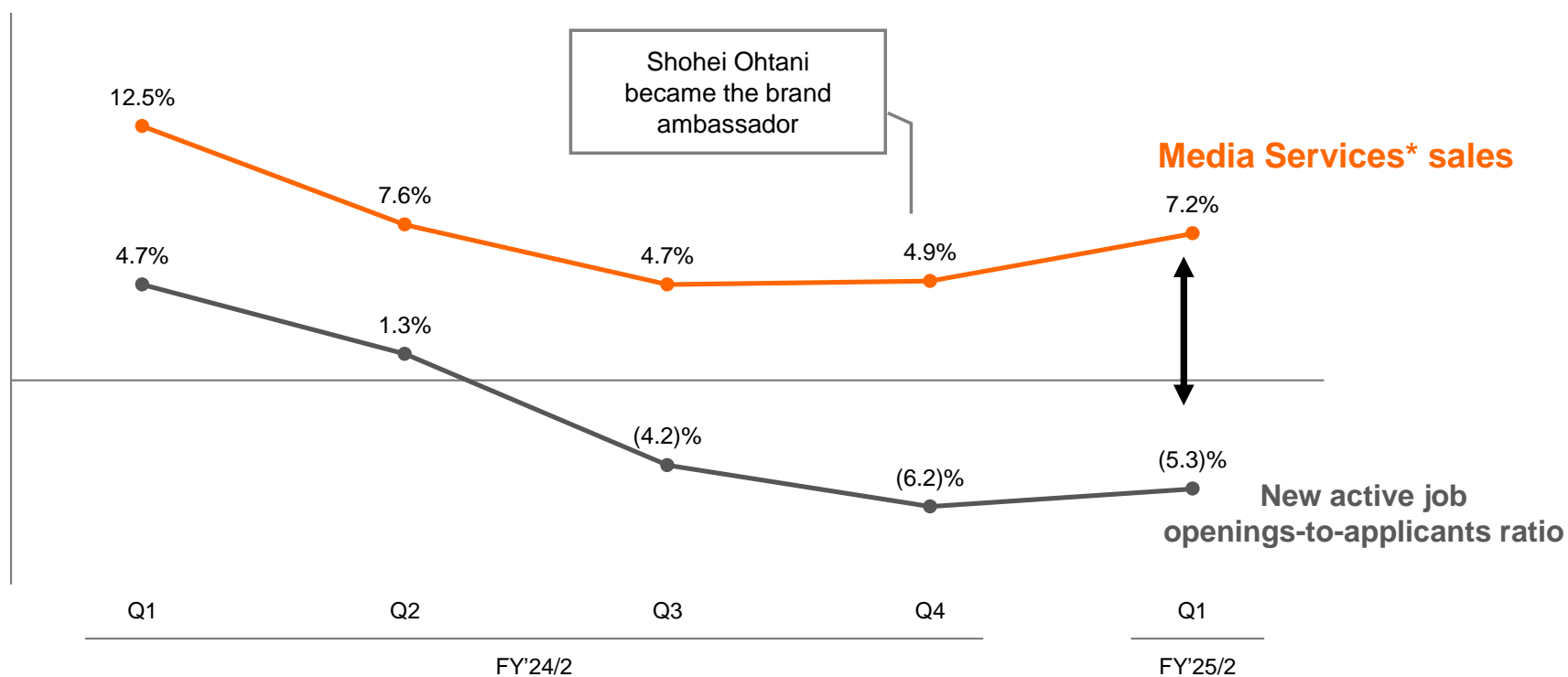
Accelerated sales growth. Achieved record quarterly operating profit

		FY'24/2 Q1 Results	FY'25/2 Q1 Results	YoY
		(Million Yen)	(Million Yen)	
Entire Company	Sales	14,027	15,279	+8.9%
	Operating income	3,342	4,023	+20.4%
	Ordinary income	3,276	3,997	+22.0%
	Net income attributable to owners of parent	2,153	2,804	+30.2%
DX Business	Sales	1,413	1,707	+20.8%
	Segment Profit	640	763	+19.2%
Personnel Recruiting Services Business	Sales	12,614	13,572	+7.6%
	Segment Profit	4,436	5,714	+28.8%

1. FY'25/2 Q1 Financial Results

Gap between Media sales growth rate and market growth rate widens, accelerating market share gains

Media Services* sales YoY vs New active job openings-to-applicants ratio YoY



Source

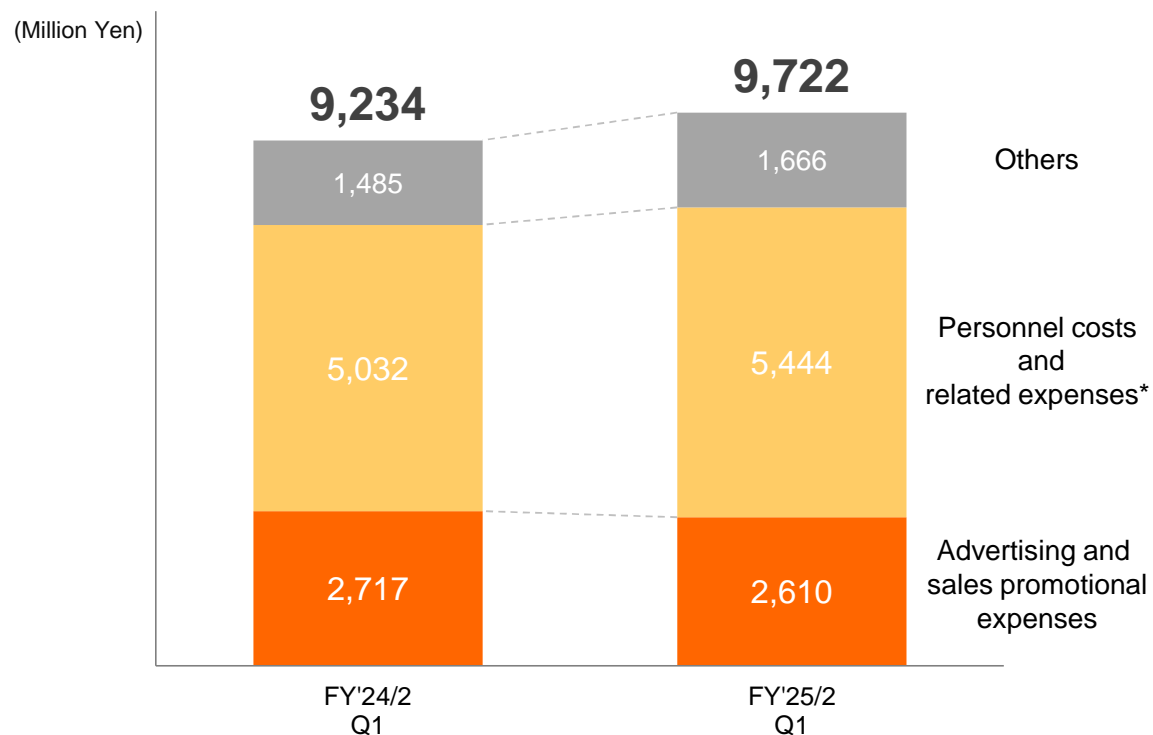
© dip Corporation. New Job Openings Ratio: Actual number of new job openings (general part-time) from the Ministry of Health, Labour and Welfare's "General Employment Placement Report (Job Security Service Statistics)".

1. FY'25/2 Q1 Financial Results

Decrease in both advertising and personnel expense ratios

Hiring new graduates is an upfront investment, and we expect sales generated by the new graduates hired in our 23rd year to exceed 10 billion yen per year by FY'26/2

Breakdown in SG&A



< Personnel costs and related expenses >
Increase in headcount resulting from hiring of 315 new graduates (including 290 sales employees), etc.
Decrease in the number of new graduates hires and curbing of mid-career hiring led to a 0.3% pt decline in the personnel cost ratio

< Advertising and sales promotional expenses >
Continued efficient operation with unique promotions through integrated execution of corporate and service commercials. Ratio to sales decreased by 2.3% pt.

< Others >
Increase in rental costs due to opening of new offices

3

FY'25/2 Full-year Forecasts

No change in the forecast for this fiscal year

		FY'24/2 Results	FY'25/2 Forecast	YoY
		(Million Yen)	(Million Yen)	
Entire Company	Sales	53,782	57,600	+ 7.1%
	Operating income	12,761	13,400	+ 5.0%
	Ordinary income	12,618	13,200	+ 4.6%
	Net income attributable to owners of parent	9,050	8,900	(1.7)%
DX Business	Sales	5,981	7,200	+ 20.4%
	Segment Profit	2,837	3,300	+ 16.3%
Personnel Recruiting Services Business	Sales	47,801	50,400	+ 5.4%
	Segment Profit	17,175	19,400	+ 13.0%

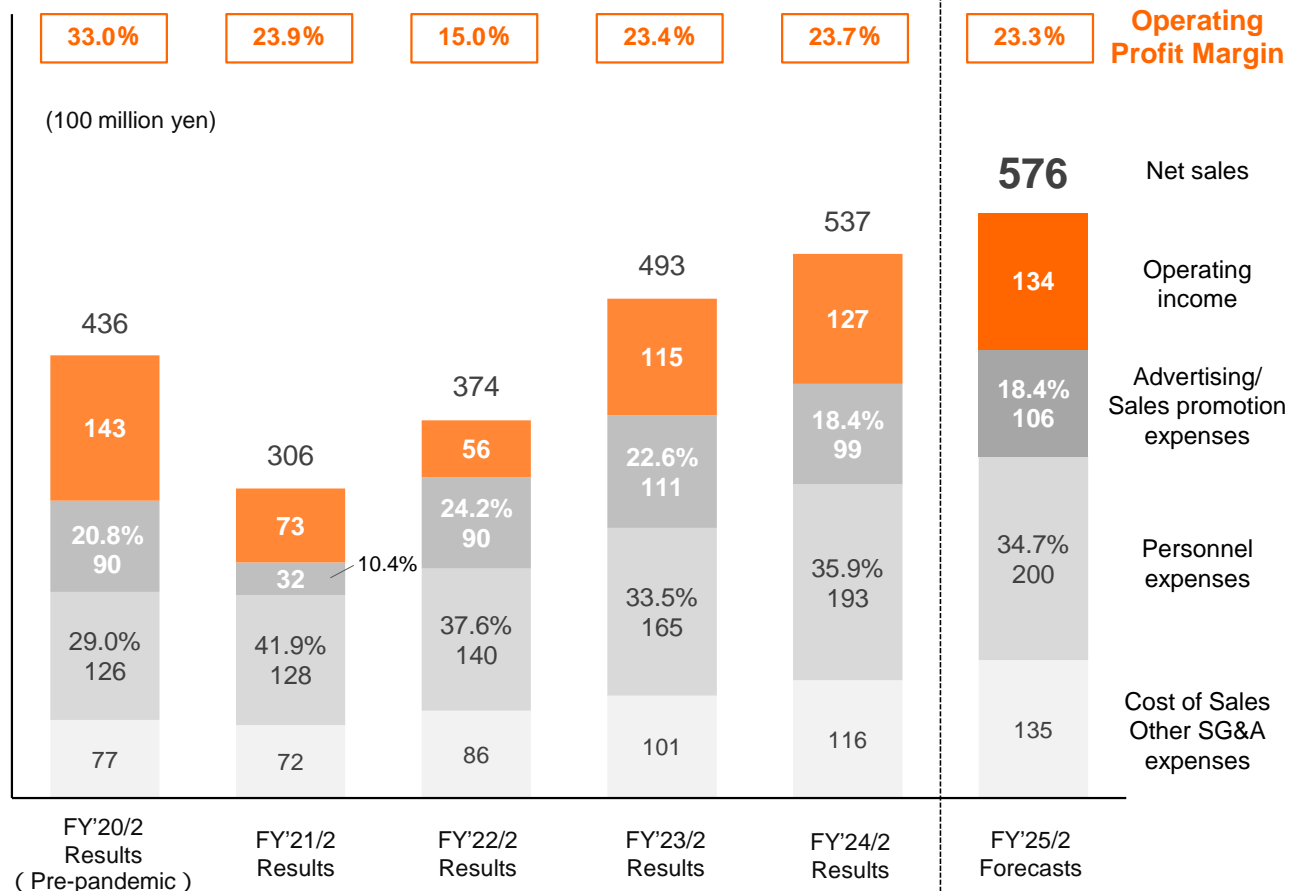
Assumptions

Growth rate for the part-time job ad market is projected to be "+/- 0%".

*Growth rate of previous year +2%
(initial estimate)

*Assumption that the weak market sentiment in the second half of the previous fiscal year will continue in the current fiscal year.

FY'25/2 Full-year Forecasts Approach to forecasts



Cost approach

【Advertising/Sales promotion expenses】

Plan to maintain ratio to sales this fiscal year through continued efficient operation with unique promotions

【Personnel expenses】

Growth in headcount was controlled at +70 (+3%) at the beginning / end of the period.

Ratio of personnel expenses to sales declined.

- Hired 315 new graduates (612 in the previous fiscal year)
- Mid-career hiring is limited to engineers only
- Adjustment of bonuses based on the achievement of operating income targets per employee

【Cost of sales and other SG&A expenses】

Due to an increase in expenses related to system investment for new services, cost of sales increased by +0.9 billion yen compared to the previous year.

Other SG&A expenses increased due to company-wide projects utilizing AI and the opening of new offices, etc., +1.0 billion yen

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

4

Business Overview and Progress in the DX Business

1. Product lineup for DX Business
2. FY'25/2 Q1 Results
3. Progress in Q1 and Topics for Q2
4. FY'25/2 Business Plan

1. Product lineup for DX Business

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 ¥24,000/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.

Sales promotion 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.

Stock Product

集客コボット 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

*Map Engine Optimization :

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

Stock Product

集客コボット for SNS Booster

Social Media Booster KOBOT

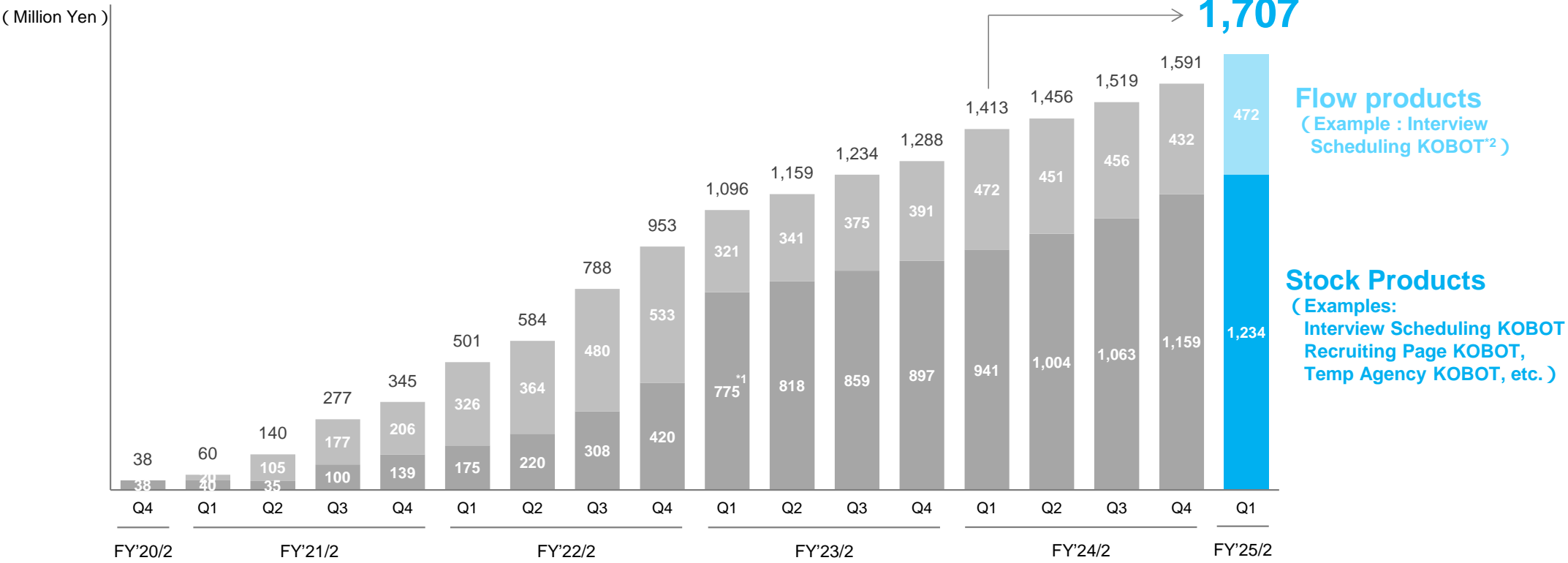
Launched in Oct. 2023
From ¥20,000/month

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

2. FY'25/2 Q1 Results

Continued high growth of +21% year-on-year

Trends in Net sales

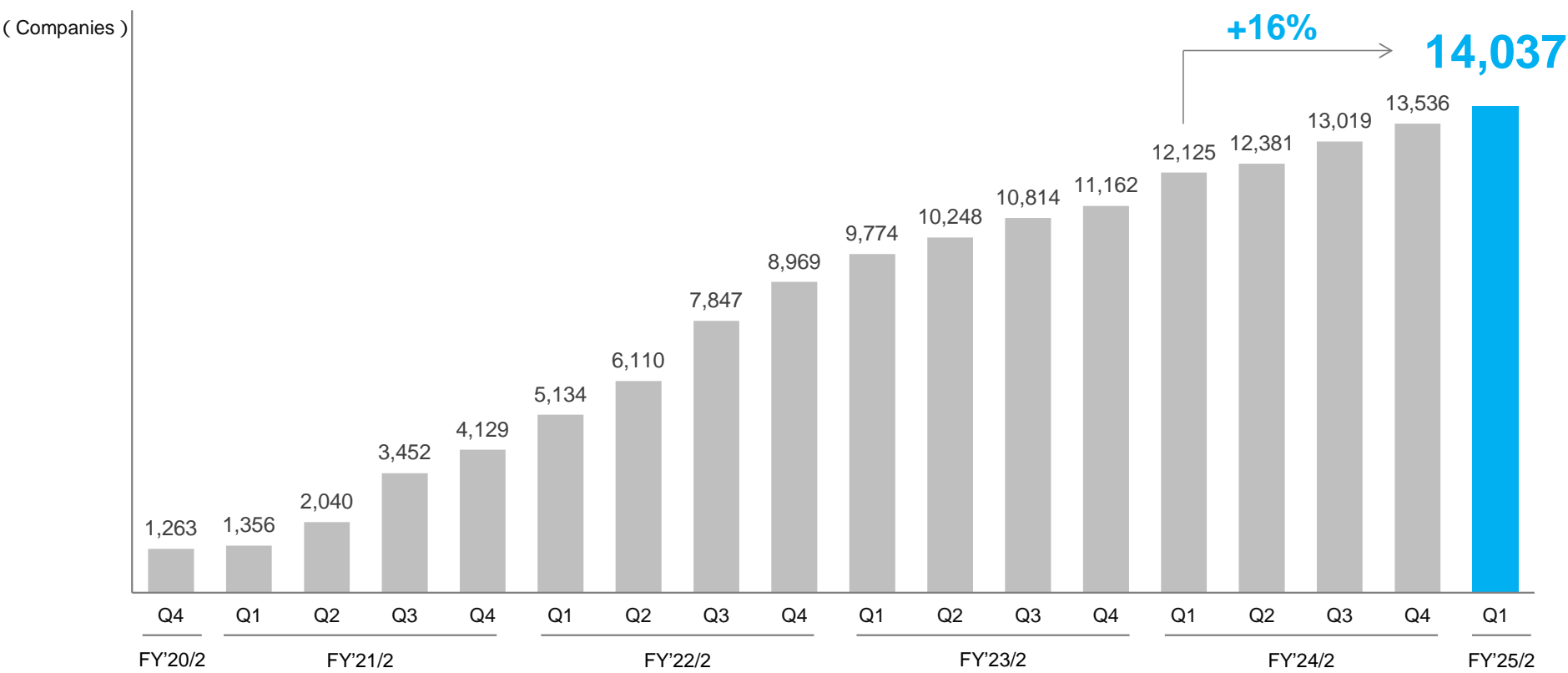


*1 "Temp Agency KOBOT for Interview Scheduling" and "Interview Scheduling KOBOT" being sold with a contract term of one year or longer will be included in the "stock sales" category since the churn rate has improved.

*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



2. FY'25/2 Q1 Results

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

Sales promotion support domain product, MEO KOBOT led the expansion in the number of companies

	FY'24/2 Q4 Actual	FY'25/2 Q1 Actual	FY'25/2 Q4 Target
Net Sales Quarterly Average	¥ 530mn	¥ 560mn	¥ 700mn
Quarterly Average Billing Number of Companies	13,536	14,037	18,200
Quarterly Average^{*1} ARPU	¥ 39,000	¥ 40,000	¥ 38,000
Stock Sales^{*2} Ratio	73%	72%	(all year) Maintain approx. 70%

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

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

3. Progress in Q1 and Topics for Q2

Strategy for the current fiscal year

Progress in Q1 and Topics for Q2

1

Expand the number of contracted companies in the area of recruitment and human resources, and strengthen the development of products for major client companies

- Launched a bundled product of job ads and DX products for small and medium enterprises in the second half of the fiscal year, accelerating the expansion of the number of companies signing contracts.
Reduce churn rate through functional enhancements (UI/UX improvements, etc.)
- For major client companies, we have strengthened the development of additional functions for the Interview Scheduling KOBOT. Trial introduction in the current fiscal year, full-scale sales scheduled to begin in the next fiscal year

(Progress in Q1)

- Steady progress in reducing churn rate through renewal of Corporate Recruiting Page KOBOT.
- Development of functions for major companies is in progress for trial introduction in the second half of the year

(Topics for Q2)

- New feature of Interview Scheduling KOBOT is released with Google Calendar integration

2

Increase the number of contracted companies by accelerating sales in the sales promotion support area

- MEO KOBOT has been successful in attracting customers to our client companies within three months of activation. The DX Division has increased its dedicated sales force to accelerate the development of new customers.
In addition, upsell job ads by coordinating with media sales.
- New products are scheduled to be launched. New customers will be acquired by strengthening the product lineup.

(Progress in Q1)

- Number of companies using MEO KOBOT steadily expands, surpassing 1,000.

(Topics for Q2)

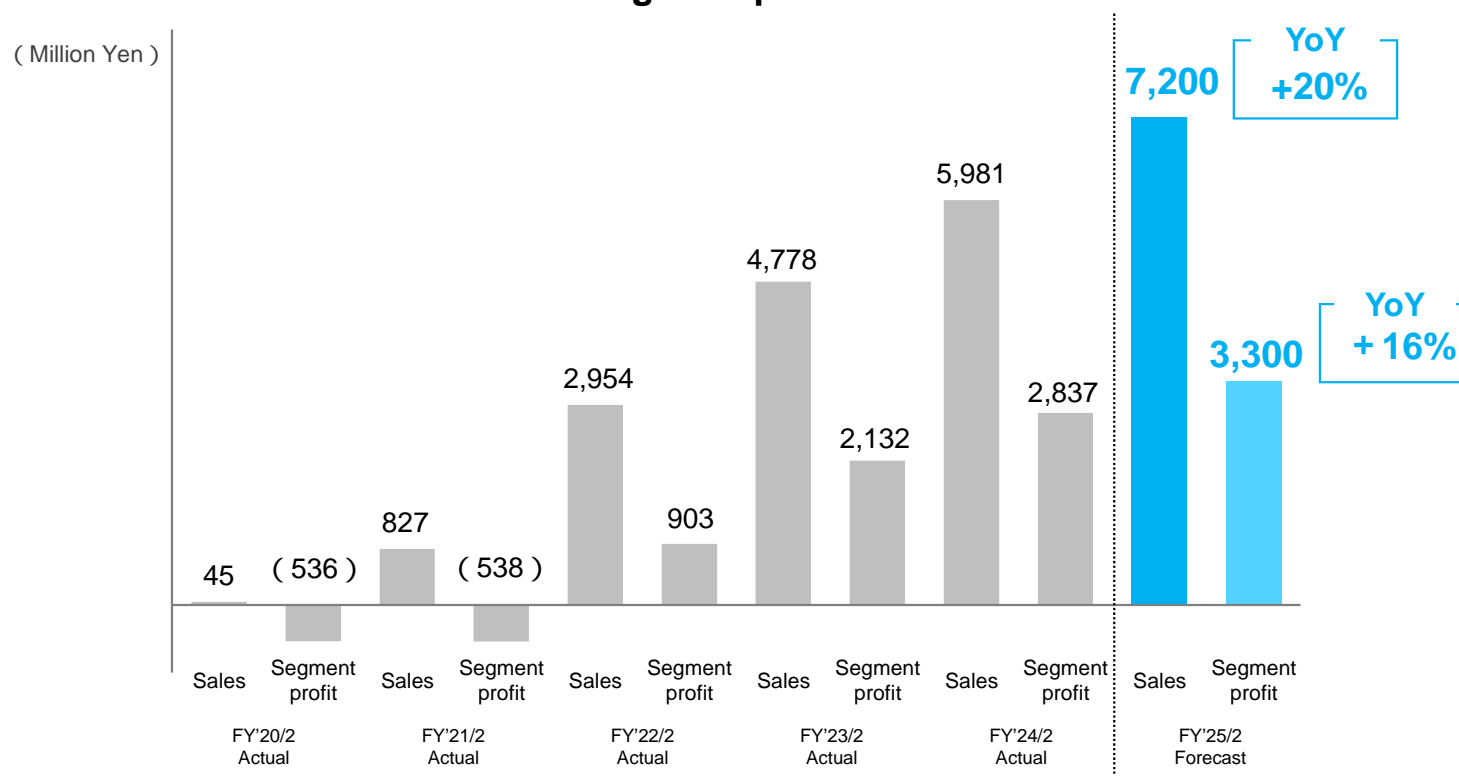
- Through a capital and business alliance with iRidge Inc., an app planning and development company, we will improve quality of existing products and accelerate development of new products.

4. FY'25/2 Business Plan (Reprint)

Sales are expected to increase due to an upswing in the number of contracted companies
Plan to increase sales to the same level as the previous fiscal year

Increase dedicated sales staff for DX products to acquire new customers
in the sales promotion support area. Expect an increase in personnel expenses

DX Business sales and segment profit



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

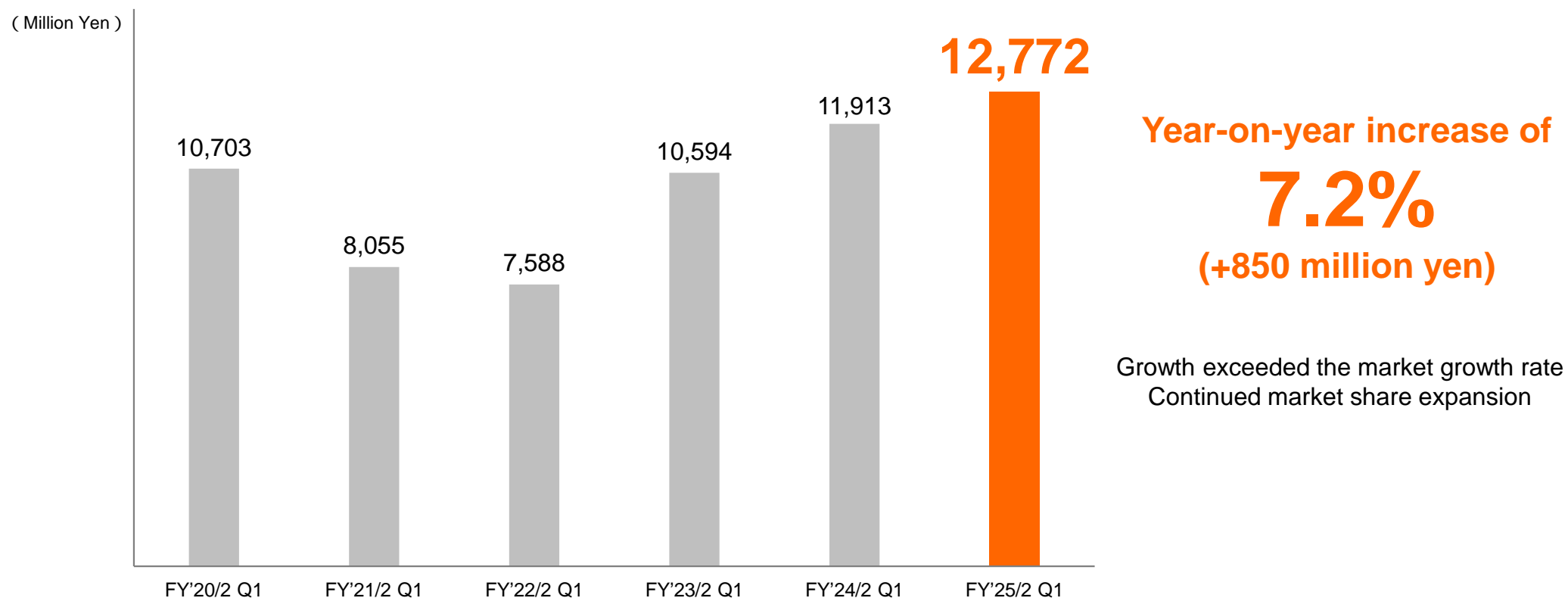
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Progress in the Personnel Recruiting Services Business

1. Media Services
2. Permanent Placement Services

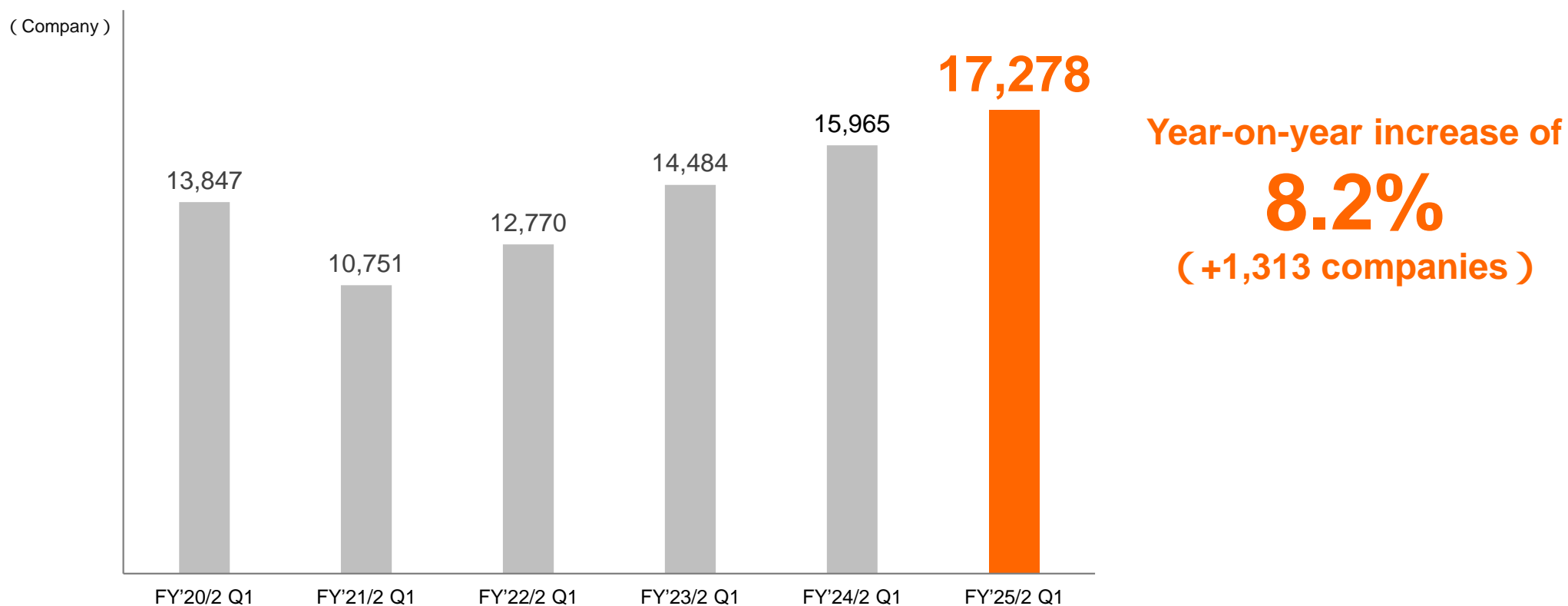
Media Services* sales trends

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



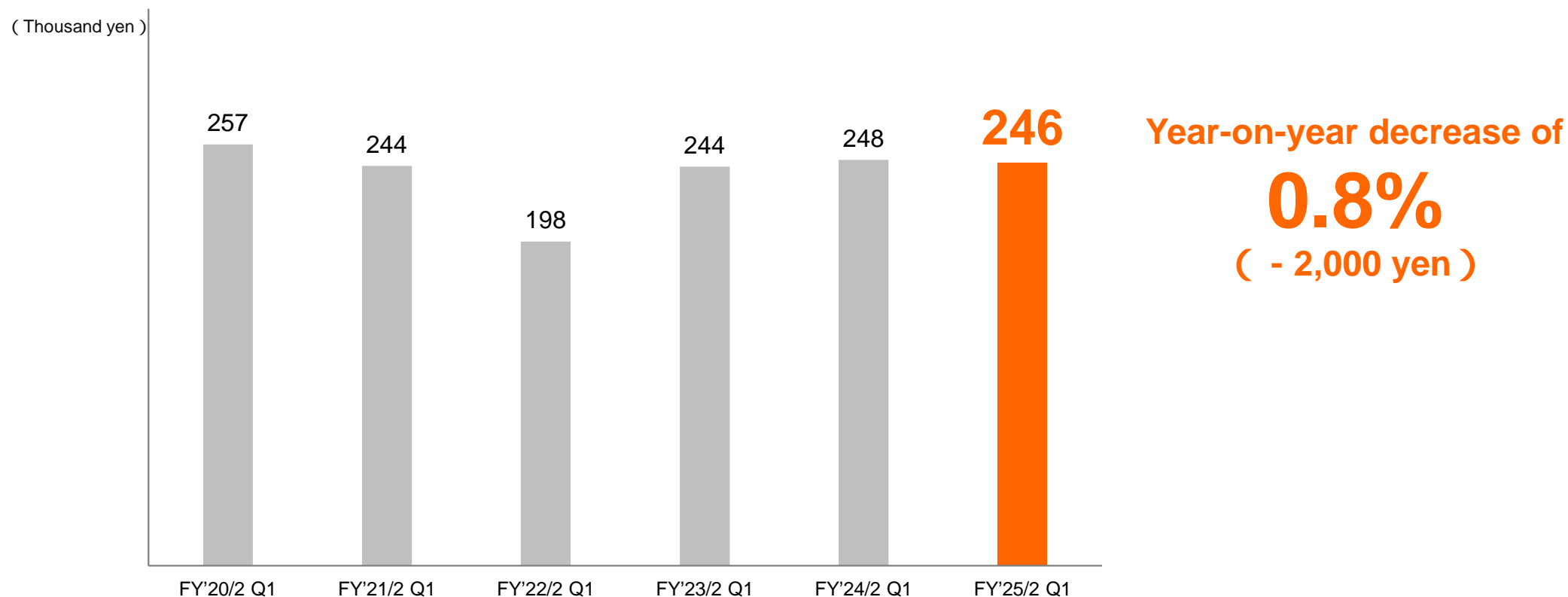
Note : Figures for periods prior to FY'22/2 are estimates based on the revenue recognition standard.

Media Services number of contracted companies (Unique*)



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

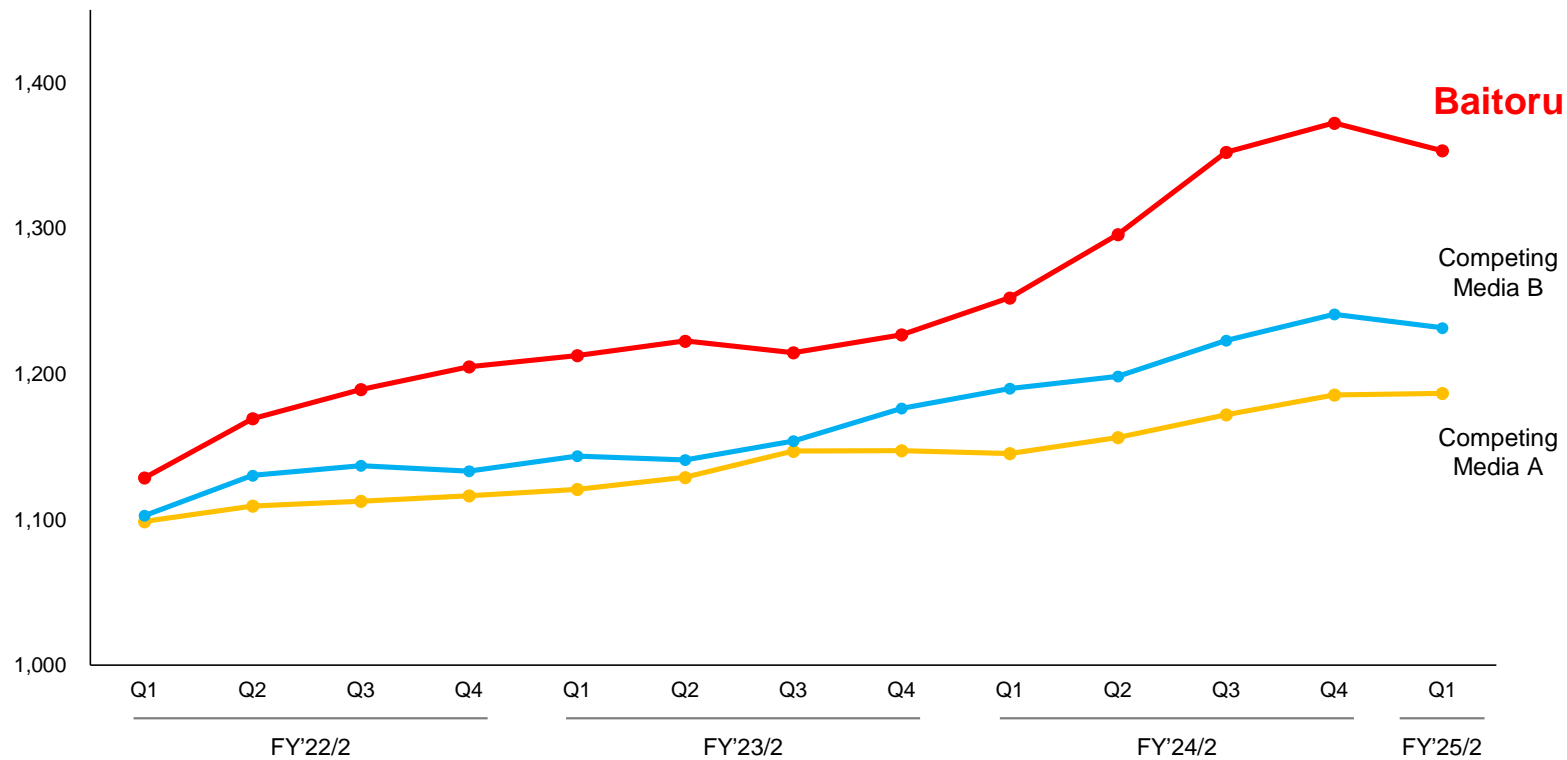
Media Services contract unit price trends (Unique*)



* 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*



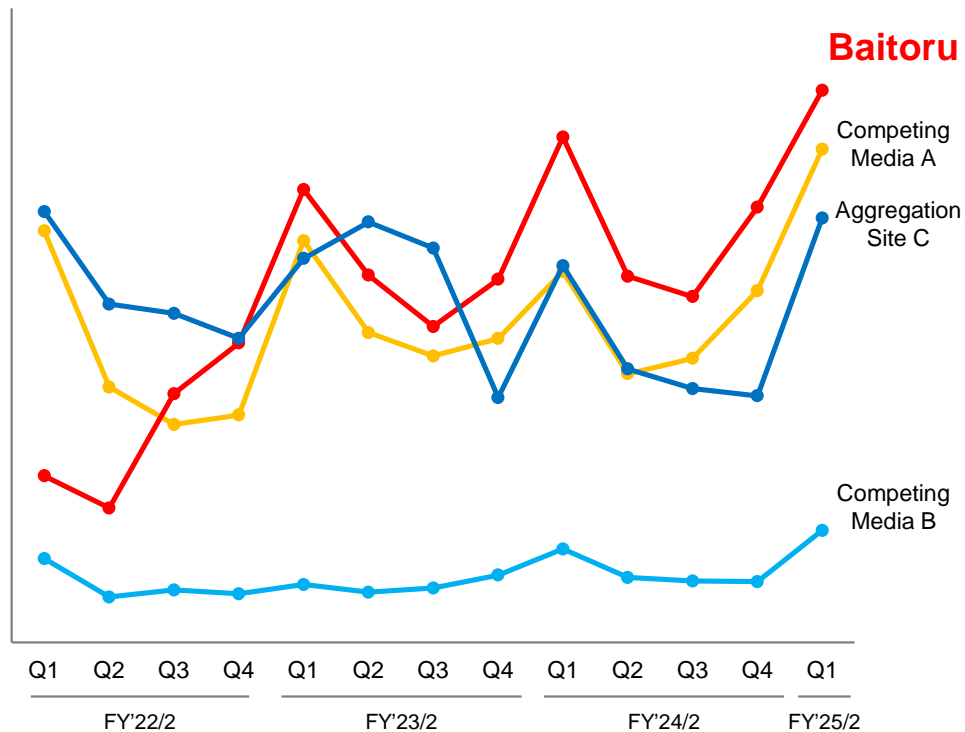
Source : Average wage report for each company

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

Continued to be "No. 1" in number of app downloads

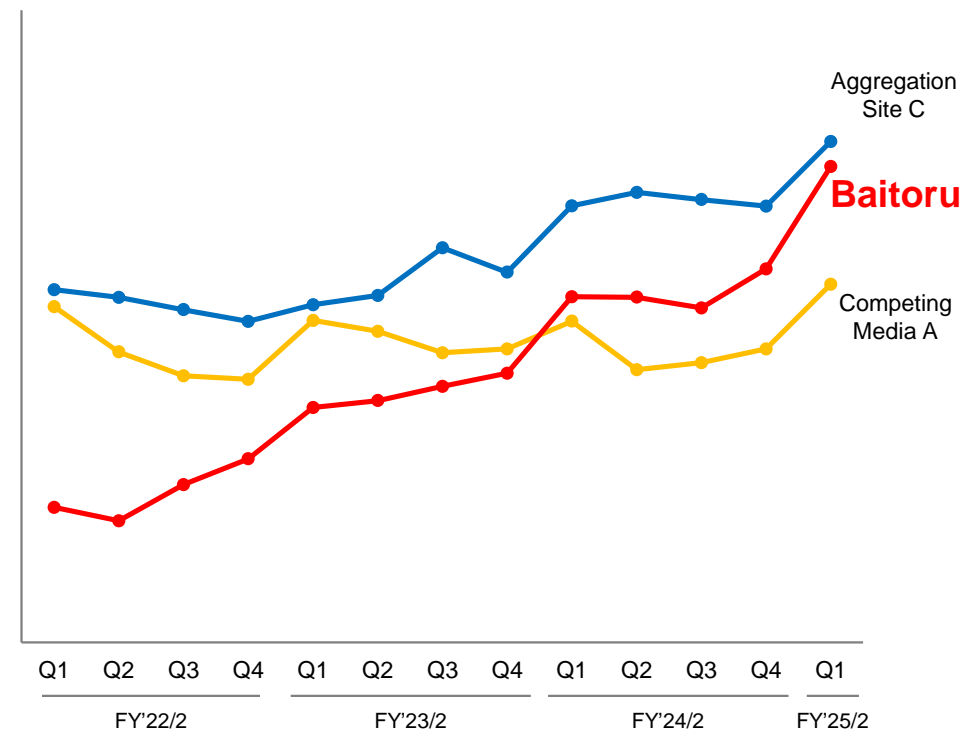
MAU is steadily increasing. Aiming for early achievement of "No.1" status

Number of app downloads



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

Trends in MAU*

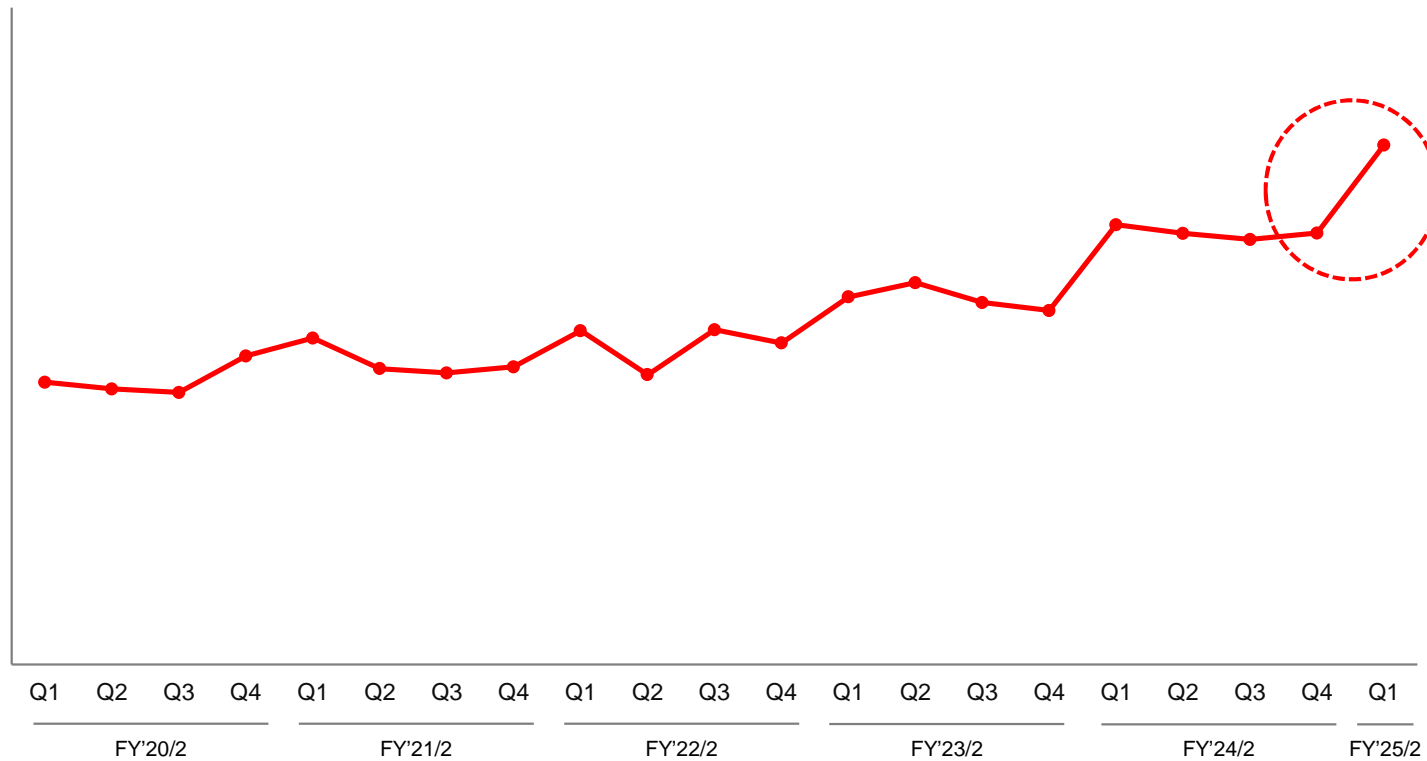


Note: Created by the Company based on the number of app users extracted from the data.ai.

* Monthly Active Users

Record number of applications received

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



* Baitoru, Baitoru NEXT, Hatarako.net

1. Media Services Progress in Q1 and Topics for Q2

Strategy for the current fiscal year

Progress in Q1 and Topics for Q2

1

Improve productivity of sales staff through AI and other means

(Challenge) Train employees who joined the company in 2023 and improve productivity of established employees

(Strategy for this fiscal year)

Improve operational efficiency and expand time for business negotiations through the use of AI. AI is used for sales list distribution, business meeting analysis, job ad drafting, role-playing, etc. **Improve order rates through hybrid sales that combine face-to-face and online sales.**

After building a relationship of trust with customers through face-to-face sales, conduct efficient business negotiations online.

(Progress in Q1)

- Training to improve sales productivity for some employees who joined in 2023. Results expected from Q2 onward
- Progress in improving the productivity of existing employees
- All sales staff began using AI tools for "compiling sales lists" and "role-playing"

(Topics for Q2)

- Rolling out AI tools for "job ad manuscript creation" to all sales employees

2

Strengthen sales in logistics, manufacturing, and medical/nursing care areas

(Challenge) Flexible execution of sales strategies in response to market slowdowns in specific industries

(Strategy for this fiscal year) **Strengthen promotion and sales in growth industries.**

Increase sales by capturing growing human resource needs due to stricter overtime regulations for drivers, recovery in production in the manufacturing industry, and increase demand from the medical/nursing care industry.

(Progress in Q1)

- Expand sales in the logistics, manufacturing, medical and nursing care fields

(Topics for Q2)

- As the market in the manufacturing domain is expected to weaken, strengthen advertising investment in Baitoru NEXT to increase sales in the logistics sector and others

3

Increase market share in suburban and rural areas

(Challenge) Share in suburban and rural areas is still lower than in urban centers

(Strategy for this fiscal year)

Increase direct sales force and expand distributor network

(Progress in Q1)

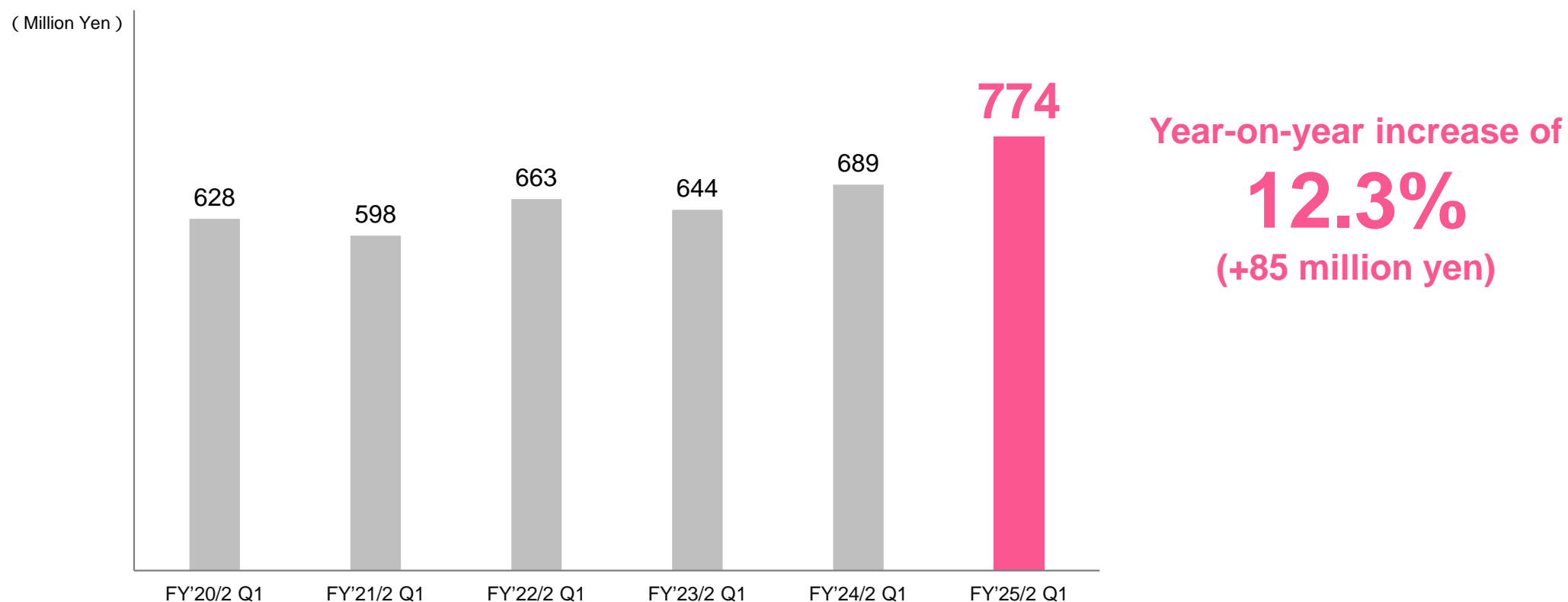
- Focus on suburban areas for new graduates entering the company in 2024

(Topics for Q2)

- Focus on expanding distributor network

Permanent Placement Services* sales trends

* Permanent Placement Service: Nurse de Hatarako, Nursing Care de Hatarako



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

2. Permanent Placement Services Progress in Q1 and Topics for Q2

Strategy for the current fiscal year

Progress in Q1 and Topics for Q2

1

Improve productivity of career advisors (CA)

(Challenge)

Steady progress in increasing the number of CAs, Productivity improvement is a priority.

(Strategy for this fiscal year)

Strike a balance between increasing headcount and improving productivity

- Establish a new graduate training system to train new graduates without reducing the productivity of existing employees. Tools used for business meeting analysis and role-playing to improve interviewing skills.
- Improved UI of the 'CA Job Search Screen' to make it easier to search for candidate companies/facilities. Increased operational efficiency

(Progress in Q1)

- New graduate training organization established. Productivity of existing employees increased year over year.
- Progress in use of tools for analyzing business negotiations

(Topics for Q2)

- UI improvement of 'CA job search screen' is underway for release in the second half of the fiscal year

2

Enhance customer flow from existing media

(Challenge) Expand user base in the high growth potential field of nursing care

(Strategy for this fiscal year)

Increase the number of registered users by expanding the user base of existing media. Media Services' advertising investment in the medical and nursing care fields also contribute to an increase in registrations for placement services.

(Progress in Q1)

- Focus on sending customers from existing media

(Topics for Q2)

- Promote app development to expand customer channels in the second half of the year and beyond

3

Improve the quality of our services

(Challenge) Offer a wide variety of job opportunities

(Strategy for this fiscal year)

Expand the number of contracted workplaces by strengthening relationships with major clients and cultivating new small and medium enterprises.

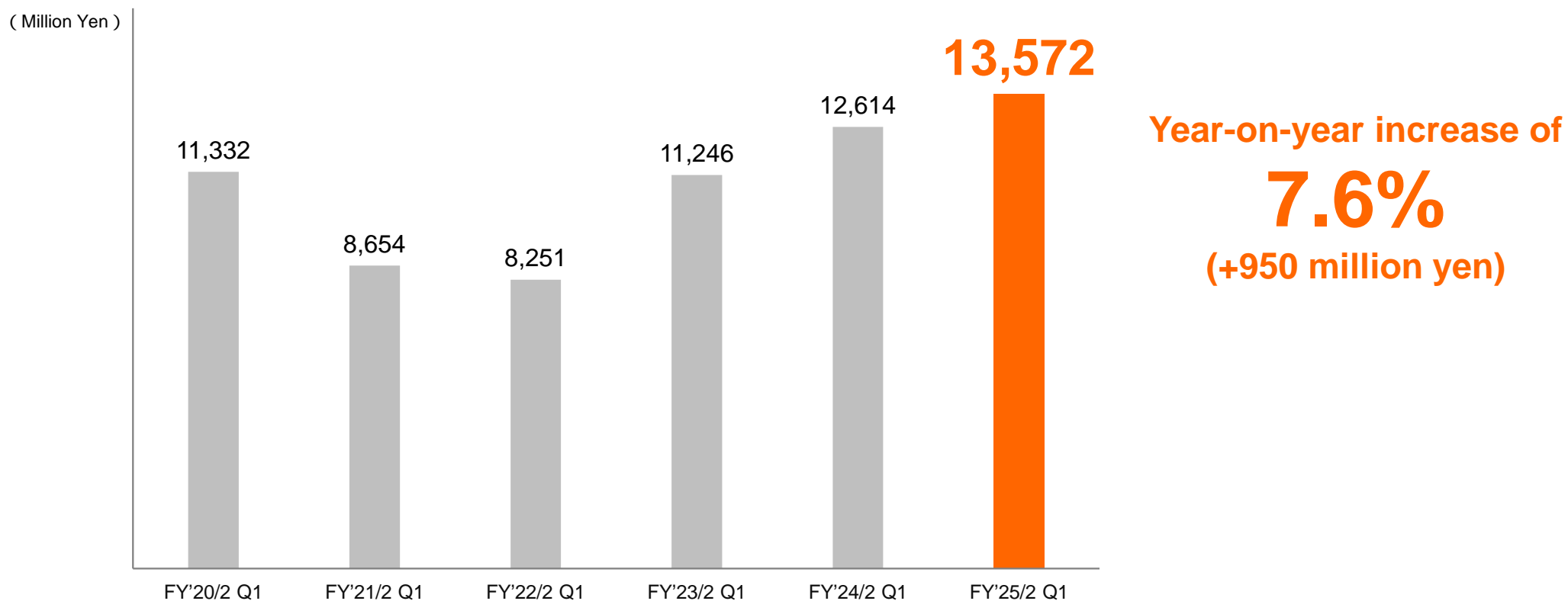
(Progress in Q1)

- Focus on strengthening relationships with large customers, especially in urban areas

(Topics for Q2)

- Expand Q1 initiatives beyond urban areas

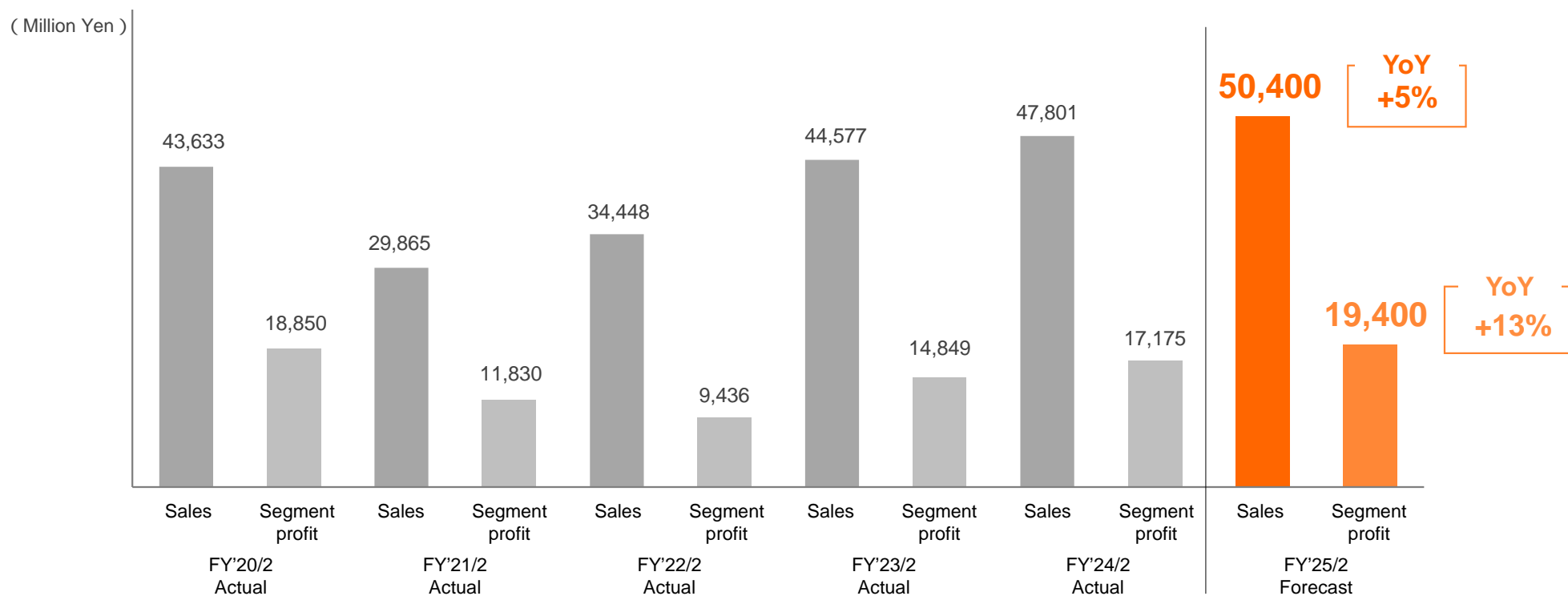
Personnel Recruiting Services Business sales trends



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

Planned growth of +5% in sales and +13% in segment profit

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, Nursing Care de Hatarako

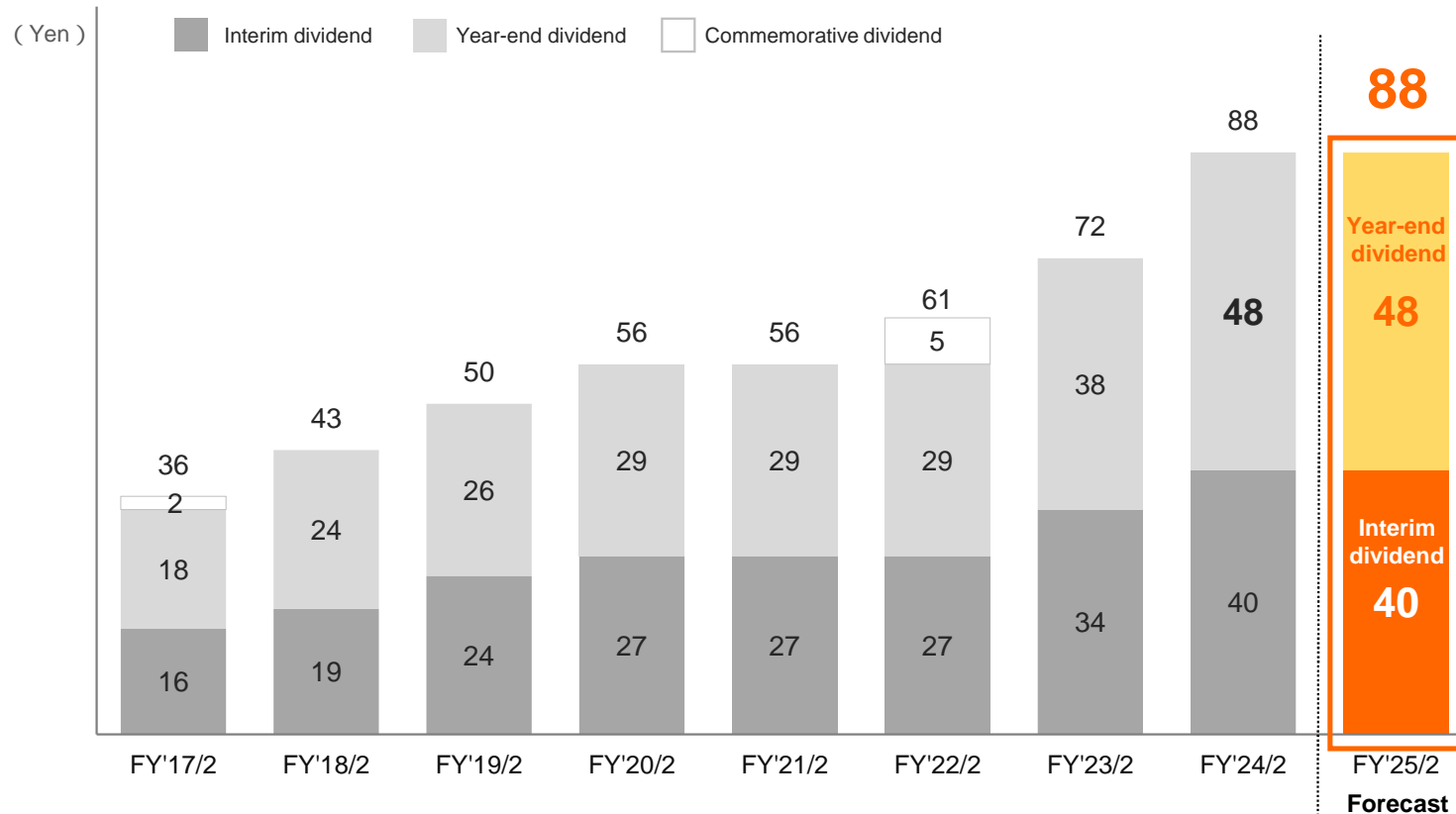
6

Shareholder Returns

No change to either interim or year-end dividend forecasts

Combined with share buybacks, total return ratio is expected to be 110%

Dividend per share



Dividend forecast for the fiscal year ending February 28, 2025

For the full year : 88 yen

【 Breakdown 】

Interim : 40 yen

Year-end : 48 yen

(Reference) Dividend policy

【 Progressive dividend 】

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

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.
- **Minimum total return ratio guideline 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'25/2 : ¥ 18bn (= March-May in 2024 payments ¥ 12 bn + taxes ¥ 4 bn + dividend payment ¥ 2 bn)

Acquisition of Treasury Shares (As of June 30, 2024)

Class of shares acquired : Common stock

Total number of shares acquired : 701,500 shares (Accumulated total)

Total share acquisition price : 1,904,827,300 yen (Accumulated total)

【Details of the resolution at the Board of Directors meeting held on June 3, 2024】

- Acquisition period : From June 5, 2024 to August 20, 2024
- Total number of shares that may be acquired : 2,000,000 shares (upper limit)
(Percentage of total shares outstanding (excluding treasury shares) : 3.56%)
- Total share acquisition price : 5,000,000,000 yen (upper limit)
- Purpose : Increase shareholder value per share and enhance returns to shareholders
 Improvement of capital efficiency

7

Appendix

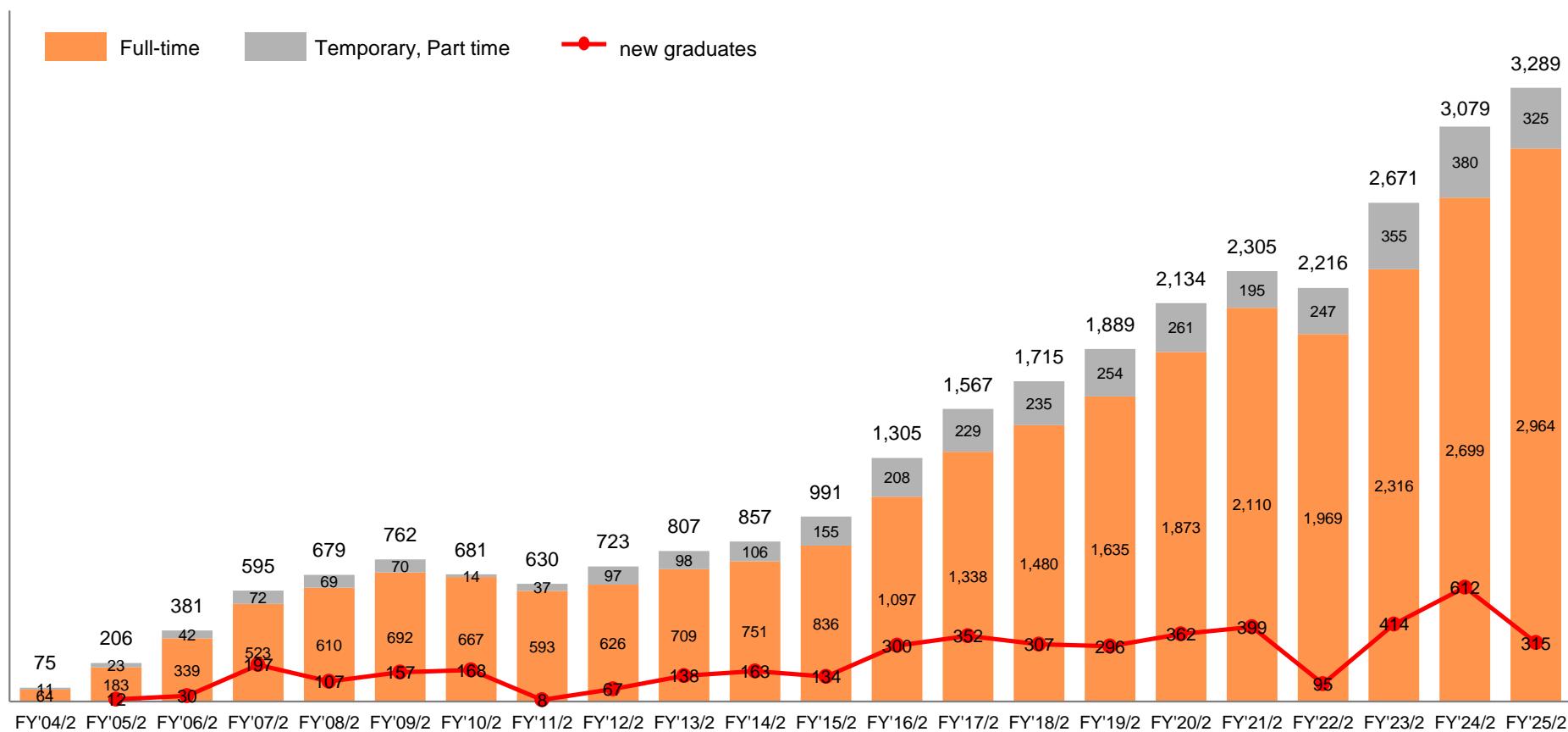
1. Company profile
2. Mid-term Management Plan dip 30th
3. ESG initiatives

1. Company Profile

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 2024)
Sales	¥ 53,782 million (For the fiscal year ended February 2024)
Employees	2,964 (Full-time employees as of April 1, 2024)
Main Business	Provision of online job information and DX services
Market	Prime Market of the Tokyo Stock Exchange (code: 2379)

1. Company Profile Number of employees

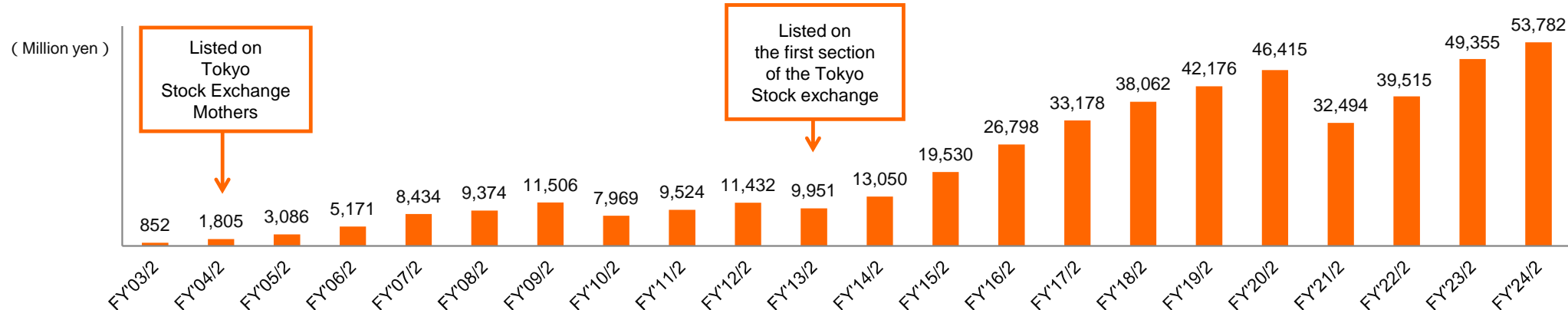
Yearly change in number of employees



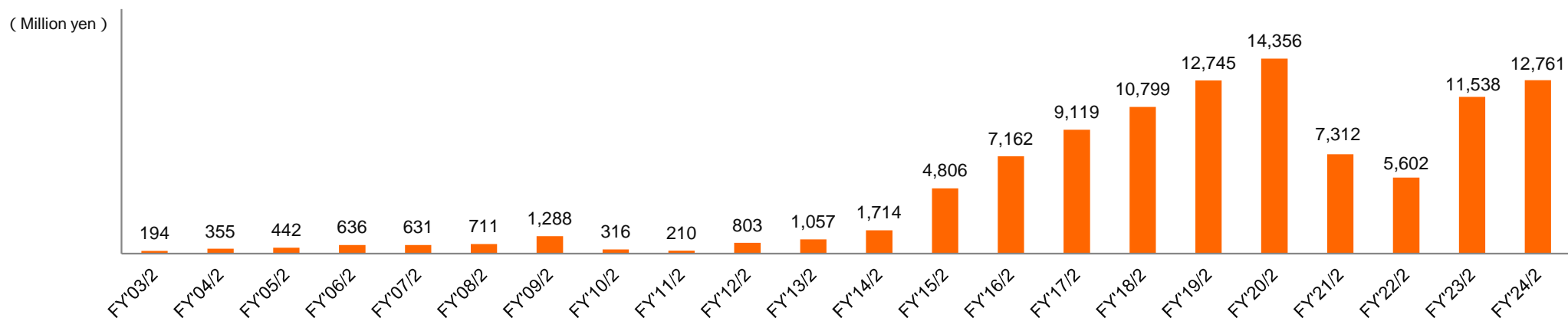
Note : The number of employees is as of the end of the fiscal year.
For FY'25/2 only, the number of employees as of April 1, 2024.

1. Company Profile Financial Results : Sales • Operating income

■ Sales



■ Operating income



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

1. Company Profile Financial Results : Income statement

(Million yen)

	FY'23/2				FY'24/2				FY'25/2
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Sales	12,342	11,476	12,899	12,637	14,027	12,518	13,709	13,526	15,279
Cost of sales	1,341	1,252	1,331	1,348	1,450	1,422	1,467	1,484	1,532
Gross income	11,001	10,224	11,567	11,288	12,577	11,096	12,242	12,041	13,746
Selling, general & administrative expenses	7,843	7,599	7,859	9,242	9,234	8,206	8,655	9,098	9,722
Personnel costs and related expenses*	3,955	3,937	3,942	4,717	5,032	4,879	4,745	4,698	5,444
Advertising and sales promotion costs	2,669	2,521	2,683	3,304	2,717	1,931	2,505	2,843	2,610
Land & Office Rental	255	254	256	264	277	285	281	282	363
Others	963	885	977	956	1,207	1,109	1,123	1,274	1,303
Operating income	3,158	2,625	3,708	2,046	3,342	2,889	3,586	2,943	4,023
Ordinary income	3,090	2,473	3,717	2,317	3,276	2,865	3,567	2,908	3,997
Net Income attributable to owners of parent	2,006	1,685	2,561	1,681	2,153	2,213	2,463	2,220	2,804

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

1. Company Profile Financial Results : Balance sheet

(Million yen)

	FY'24/2 (As of February 29, 2024)	FY'25/2 Q1 (As of May 31, 2024)	Comparison to the previous quarter
Assets	50,772	50,326	(446)
Current assets	28,146	26,968	(1,178)
Non-current assets	22,625	23,357	+732
Property, plants and equipment	2,044	2,487	+443
Intangible assets	9,627	10,036	+409
Investments and other assets	10,953	10,834	(119)
Liabilities	11,064	12,652	+1,588
Current liabilities	9,239	10,291	+1,052
Non-current liabilities	1,824	2,361	+537
Net Assets	39,708	37,674	(2,034)
Shareholders' equity	38,821	36,856	(1,965)
Total accumulated other comprehensive income	438	375	(63)
Share acquisition rights	432	427	(5)
Non-controlling interests	16	14	(2)

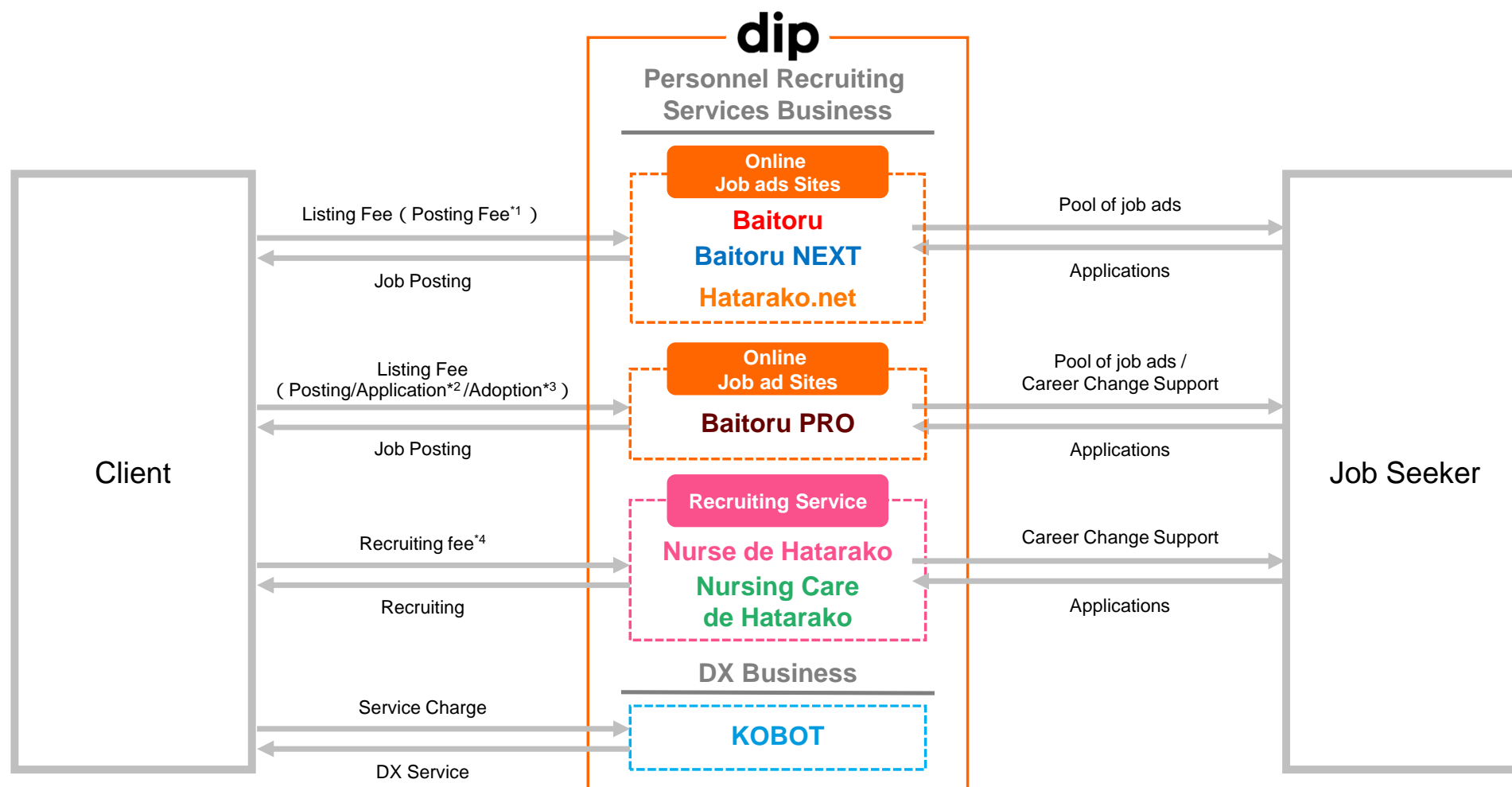
1. Company Profile Financial Results : Statement of cash flows

FY'25/2 Q1

(Million yen)

Cash and cash equivalents at beginning of period		16,116			
Operating activities				+ 5,941	
Investment activities	Purchase of property, plant and equipment			(13)	(1,170)
	Purchase of intangible assets			(1,140)	
	Other			(17)	
Financing activities	Dividends paid			(2,696)	(4,730)
	Other			(2,034)	
Effect of exchange rate changes on cash				+ 36	
Cash and cash equivalents at end of period		16,193			

1. Company Profile Business model



*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.

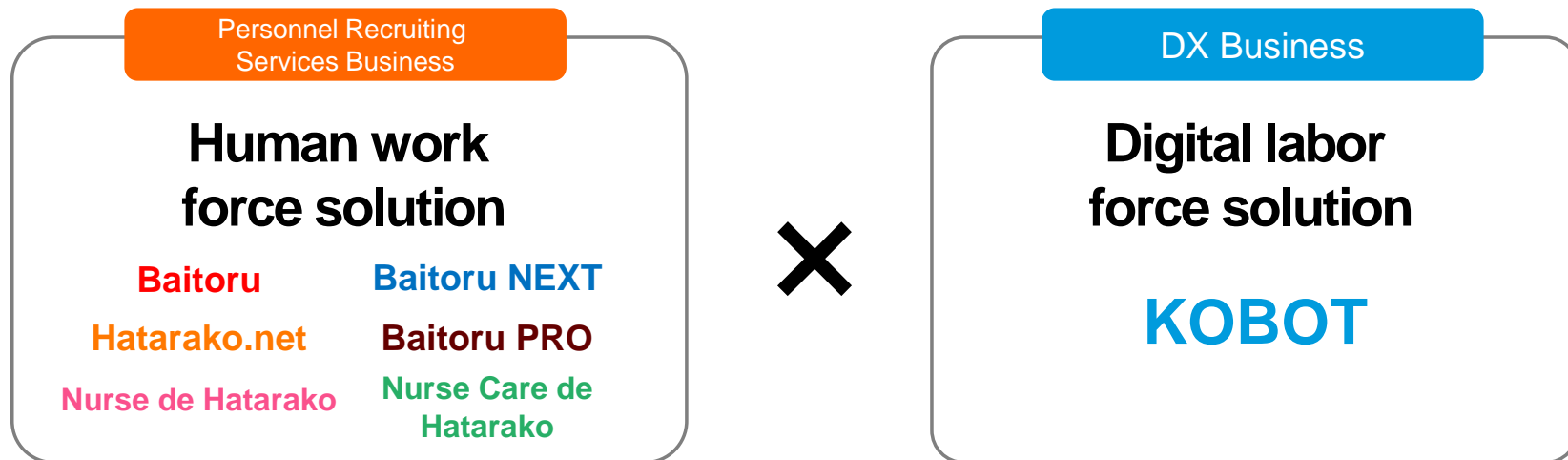
*2 Application Fee : A model in which job postings to our website are free and fees are paid when applications for the position are received.

*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.

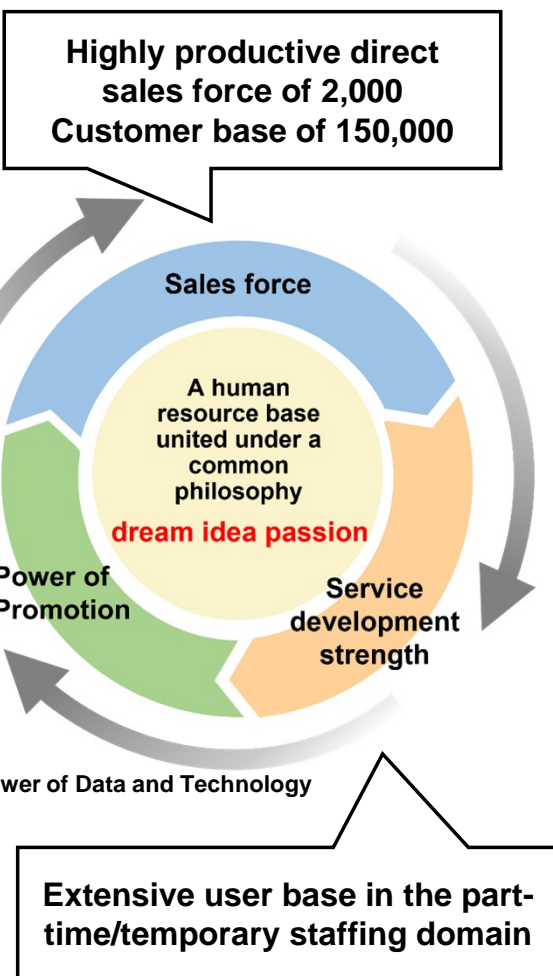
Vision “Labor force solution company”

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.



1. Company Profile Growth Strategies

Internal Strengths

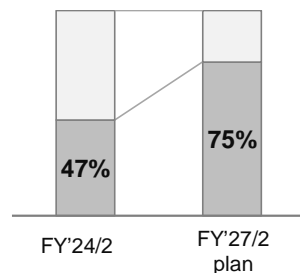


Four Growth Strategies

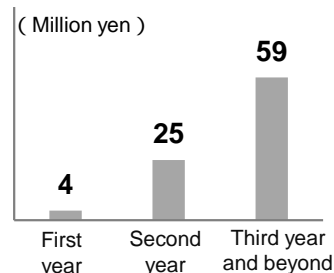
1. Accelerating growth through the largest-ever training of new graduates

Hired 600 new graduates in 2023. Growth rate expected to increase in FY02/2027 with a greater percentage of highly productive third-year and above sales employees.

Percentage of employees
with 3 or more years experience



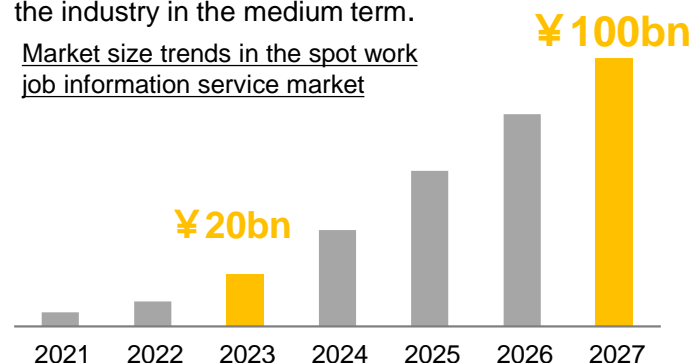
Salesperson productivity by year
(Annual Sales)



3. Expanding into the rapidly growing area of spot work

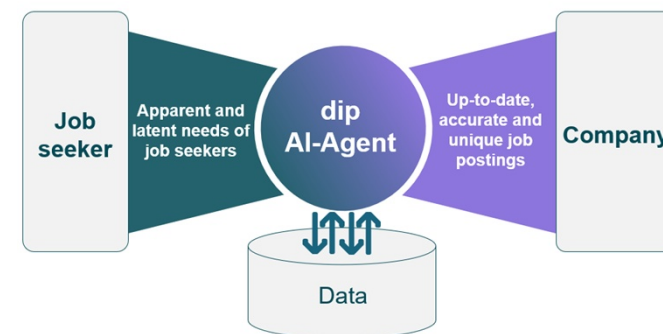
This fall, we plan to launch "Baitoru Free". Leveraging a customer base of 150,000 companies and a sales system of 2,000 employees, we aim to become No. 1 in the industry in the medium term.

Market size trends in the spot work
job information service market



2. New service dip AI-Agent launched on May 21.

Utilizes up-to-date, accurate, and unique job information gathered by 2,000 direct sales representatives and extensive user interaction history. Expand job opportunities for users.



4. Expand sales of DX products in the sales promotion area

The number of companies has been steadily increasing since the start of sales last year. By increasing sales at client companies, we create hiring needs, and upsell job ads.

Trends in the number of contracted
companies in the sales promotion area



Personnel Recruiting Services Business

Media Services

Baitoru

Baitoru NEXT

Hatarako.net

Baitoru PRO

Permanent Placement
Services

Nurse de Hatarako

**Nursing Care de
Hatarako**

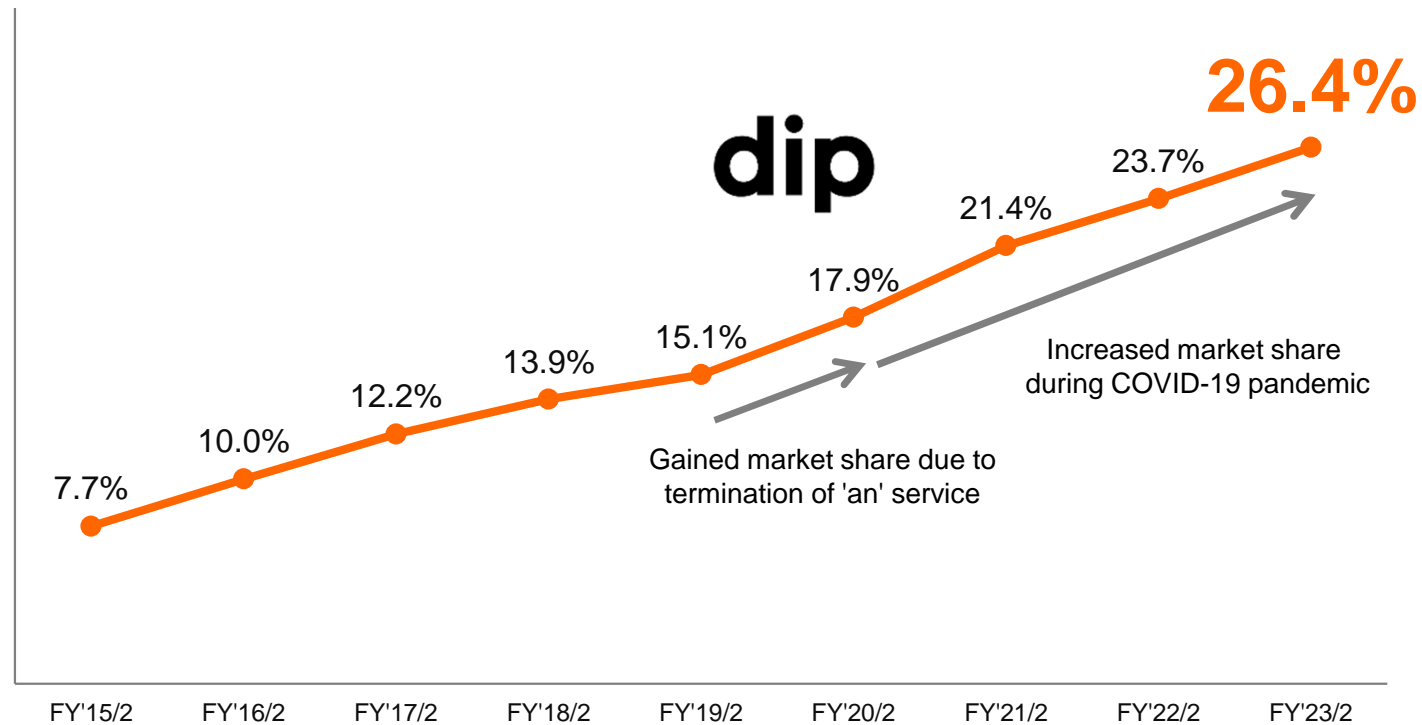
1. Company Profile Personnel Recruiting Services Business KPI

		FY'23/2				FY'24/2				FY'25/2
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Sales (Personnel Recruiting Services Business)		11,246	10,317	11,664	11,348	12,614	11,062	12,190	11,934	13,572
< YoY >		+36.3%	+41.4%	+29.5%	+14.7%	+12.2%	+ 7.2%	+4.5%	+5.2%	+7.6%
Sales (Media Services)		10,594	9,881	11,206	10,935	11,913	10,635	11,731	11,467	12,772
< YoY >		+39.6%	+42.1%	+29.1%	+13.8%	+12.5%	+ 7.6%	+4.7%	+4.9%	+7.2%
Number of subscriber companies (Media Services)		14,484	14,063	14,874	14,904	15,965	14,809	15,995	16,114	17,278
< YoY >		+13.4%	+24.1%	+13.1%	+10.5%	+10.2%	+ 5.3%	+7.5%	+8.1%	+8.2%
Number of applications (Media Services)		—	—	—	—	—	—	—	—	—
< YoY >		+10.1%	+31.8%	+4.9%	+10.3%	+16.5%	+ 12.9%	+16.3%	+21.9%	+18.1%
Sales (Permanent Placement Services)		644	408	430	388	689	406	443	441	774
< YoY >		2.9%	+19.3%	+31.5%	+37.6%	+7.0%	0.5%	+3.0%	+13.7%	+12.3%

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%

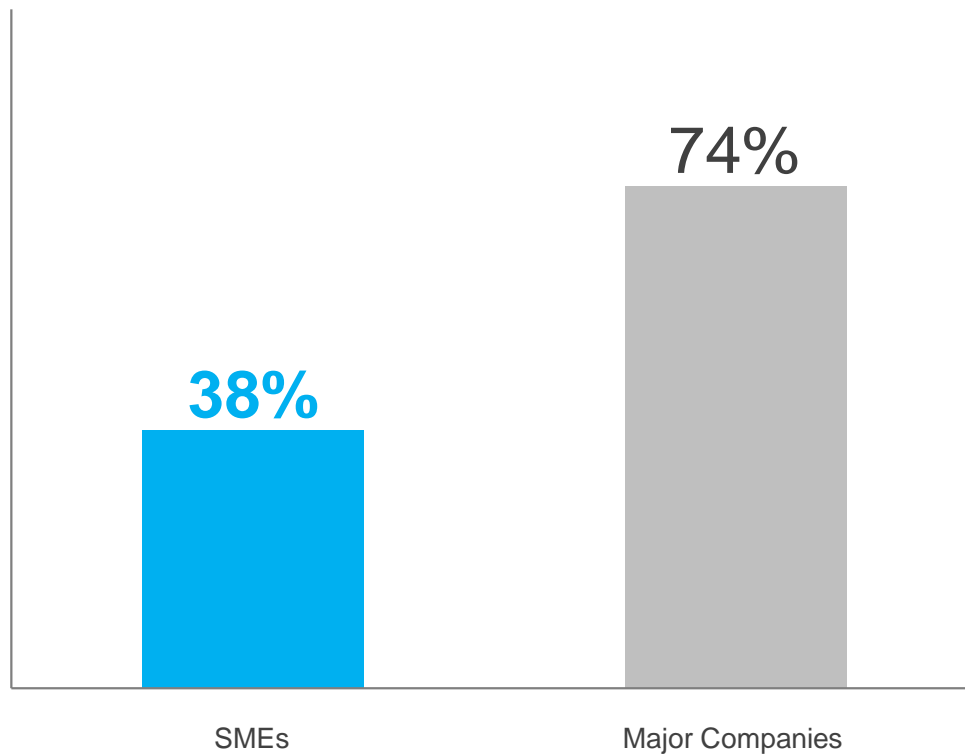
*1 Third party market size study (FY2022)

*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

There is substantial room for greater adoption of DX in Japan, especially among small and medium enterprises

Percentage of companies (by number of employees) deploying DX



Reasons for slower adoption of DX by small and medium enterprises:

- 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 small and medium enterprises 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

Creation of DX market for small and medium enterprises

Strengths of dip

Products designed specifically for small and medium enterprises

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

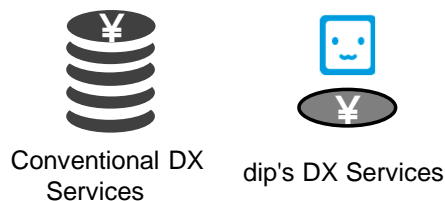
1,900 personnel recruiting services sales reps
+ 180 dedicated sales reps*

Characteristics of KOBOT Series

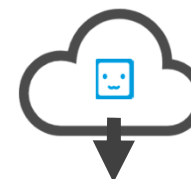
Simple functionality



Priced for small and medium enterprises



Easy to introduce

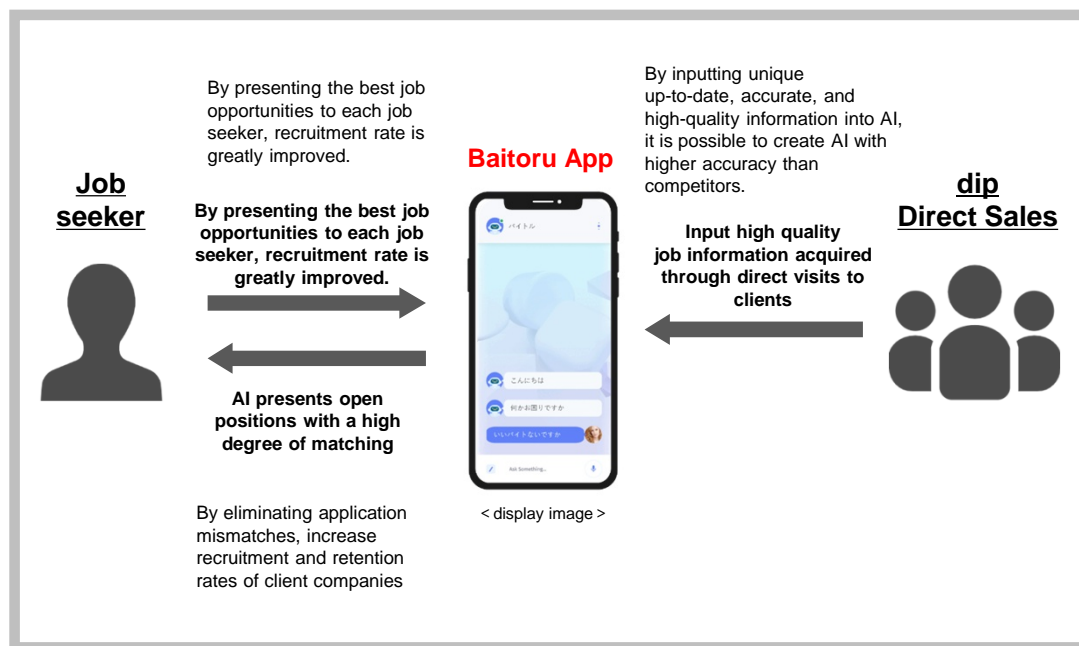


One-stop service including installation, operation and maintenance

Shift from "search-based" to "interactive" job selection

Increase the number of applicants by improving the matching rate
Improve cost efficiency of attracting users

(Reprint) AI-Agent Services business model



In FY'25/2 we will focus on achieving Phase

Direction of business development

【Phase 1】

Installed as one of the functions of the existing site to improve the recruitment/employment rate of job seekers. By increasing the number of applications, we will achieve an increase in sales and a reduction in the cost of acquiring applications.

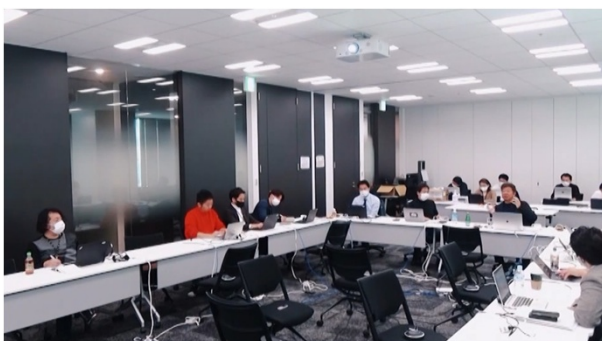
【Phase 2】

After improving the accuracy of matching, a recruitment billing model will be introduced. By introducing highly matched personnel, the recruitment and employment rates are increased, and the retention rate is also improved.

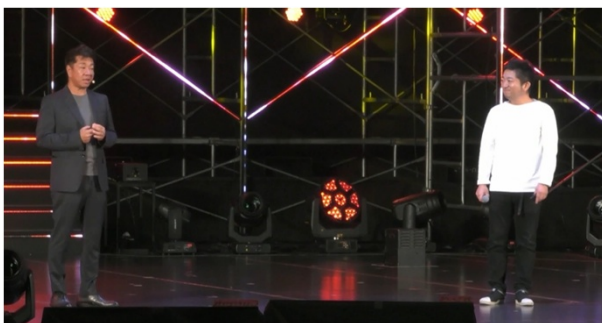
【Phase 3】

Expand the implementation area

Started development of “AI-Agent Service” (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” Service 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-Agent 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.

1. Company Profile AI-Agent Service (3)

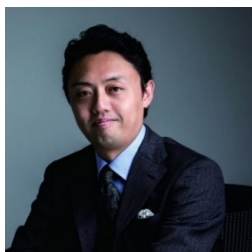
Established dip Technology Institute

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



Goals of the company-wide AI project ‘dip AI Force’

This fiscal year (ending February 2025)

Aiming to reduce workload by

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

< Major initiatives currently underway >

Examples of utilization by sales employees

Tools to support sales proposals to customers (proprietary development/third party SaaS)

- Conduct business negotiation role-playing with AI
- AI generates a list of companies with high probability of receiving orders based on customer data
- Text generation when creating documents such as proposal materials
- Automatic creation of business meeting minutes. Managers can refer to this content to provide appropriate and prompt support for business negotiations

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

Tool to improve job ads (proprietary development)

Automatically creates a proposal for improvement of the job posting draft and explains the rationale for the suggestions

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

Examples of utilization by engineering employees

Software Development Support Tools (Github Copilot)

Automatically generates code and checks for correctness when entering

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

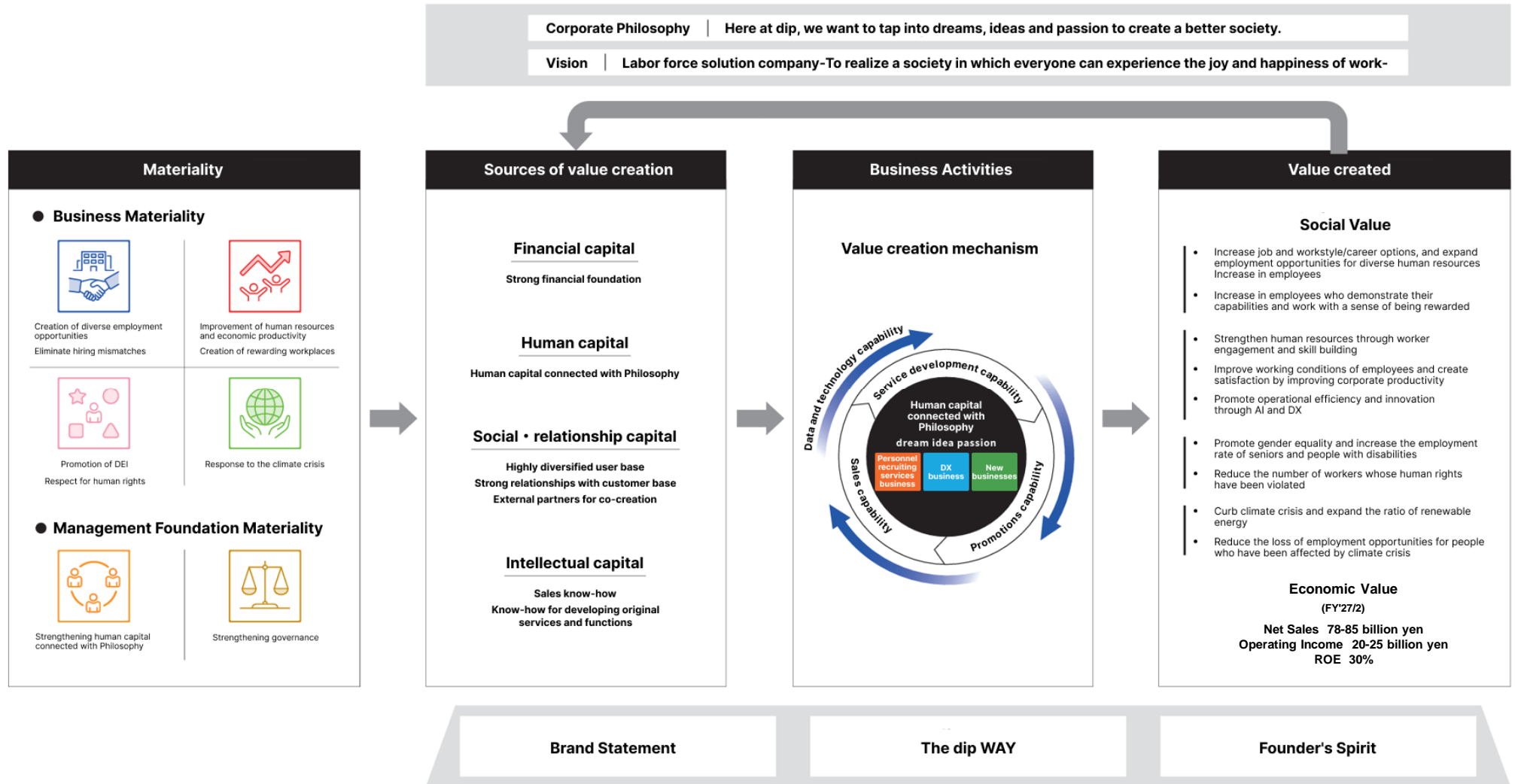
Examples of utilization by administrative and planning employees

Work efficiency tools (third-party SaaS)

- Macro creation utilizing generative AI
- Implemented an expense reimbursement system that utilizes generative AI

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

2. Mid-term Management Plan dip 30th Value Creation Process

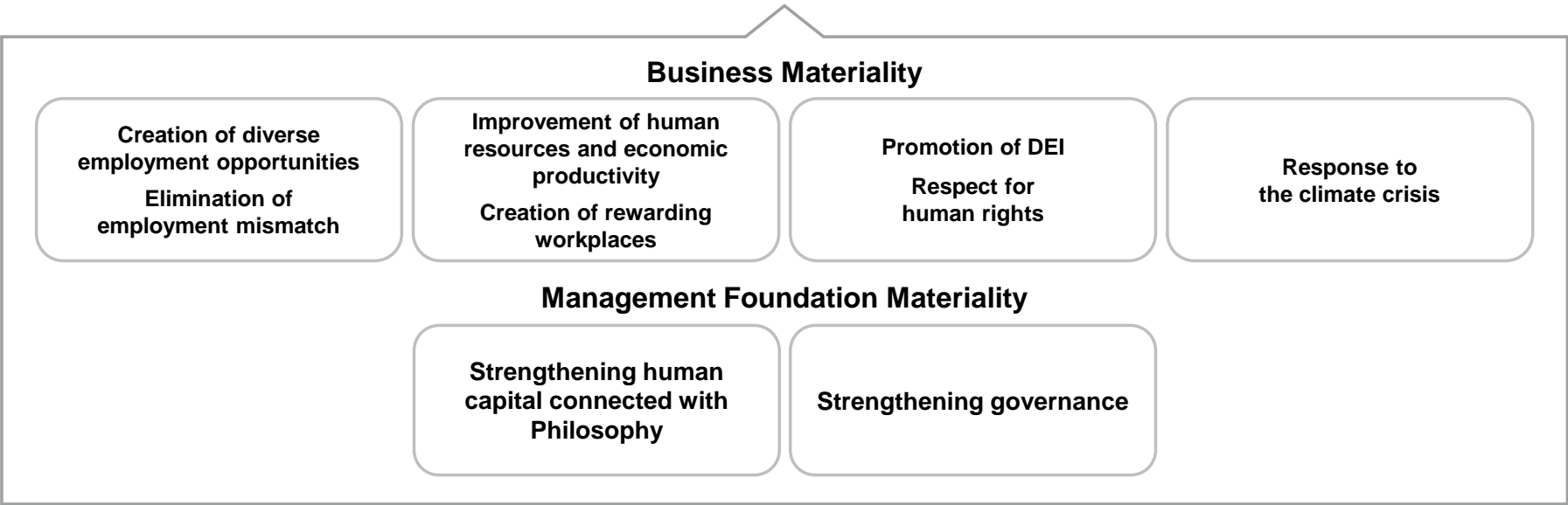


Through materiality initiatives,
we aim to realize "a society where everyone can feel the joy and happiness of work"

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

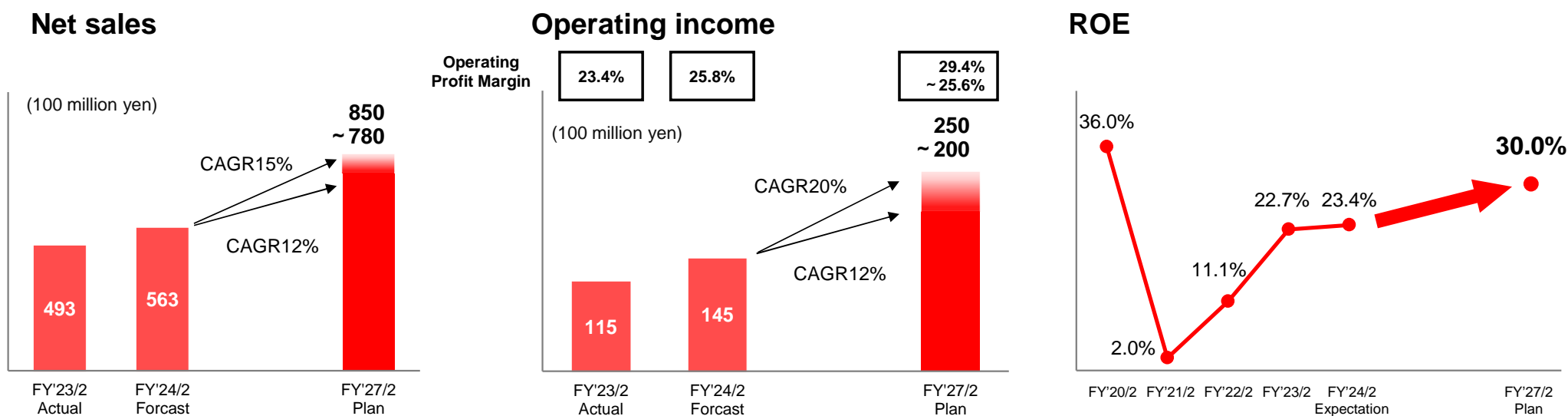


2. Mid-term Management Plan dip 30th Overview

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	Social value	<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 studentsEliminate 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. <p>*Service that identifies workplace attractions and challenges and provides proposals for improvement</p>	<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.	
			Company-wide Net sales 78-85 billion yen, Operating income 20-25 billion yen, ROE 30%.				
	Management Strategies	Business 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	Business Development Strength Strengthen mechanisms for generating innovation
		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	

2. Mid-term Management Plan dip 30th Creating Economic Value (Financial targets)

Aim for ROE of 30% in the final year of the medium-term management plan (FY'27/2)



(Reference) Assumptions

【 Market Assumptions 】

Assumption of continued moderate economic expansion

【 Investment Plans 】

- Software investment in existing services grows by about 15% annually
- Separately, AI-related investments are expected to total approximately two billion yen over three years
- Assumes capitalization rate will remain at current level

【 Staffing plans 】

- Recruitment of new graduates: 300 in FY24, 340 in FY25, 400 in FY26
(Breakdown)
Media : 215 in FY24, 215 in FY25, 215 in FY26
Permanent Placement : 50 in FY24, 15 in FY25, 40 in FY26
DX : 20 in FY24, 90 in FY25, 120 in FY26

- Mid-career* : 150 in FY24, 130 in FY25, 155 in FY26

* 70/year in Engineering, Planning, etc.; 30-50/year in Permanent Placement and DX;
Corporate Division only replacing retirements

(Note) These are current assumptions and are subject to change.

2. Mid-term Management Plan dip 30th Materiality KPIs and Targets

Established KPIs for each materiality

This year, 6 items were added/expanded to 32 items

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)

2. Mid-term Management Plan dip 30th 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.

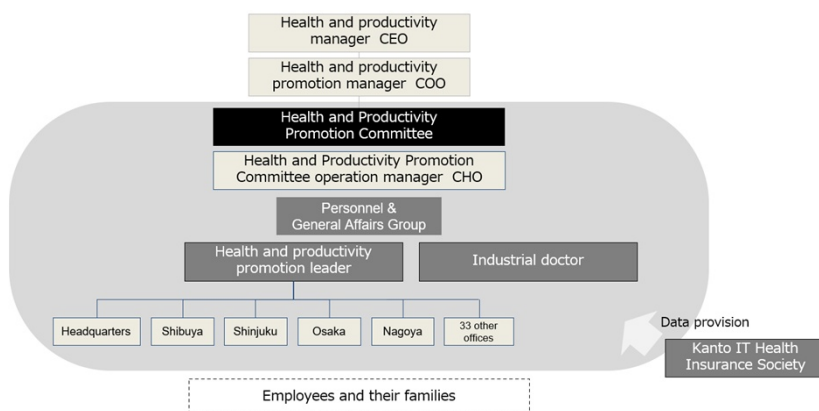
*4: As of June 1 (as of the time of the Report on Employment Status of Persons with Disabilities, Ministry of Health, Labour and Welfare), the statutory employment rate for private companies is 2.3% (revised in March 2021).

*5: As of May 31, 2023

3. ESG Initiatives Health and Productivity Management

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

Framework for health and productivity management promotion



Based on the belief that "people are everything and people are assets," we believe that employee health management is an important theme that directly affects work productivity and employee happiness. We aim not only to "prevent illness" but also to "make our employees more energetic and happier than ever before." With this in mind, we are promoting health management based on the concept of "preparing the mind and body."

In March 2024, in recognition of our efforts in health management, we were recognized as one of the "Health Management Excellent Corporations 2023 White 500," which only the top 500 companies out of the "Health Management Excellent Corporations 2024" jointly selected by the Ministry of Economy, Trade and Industry and the Japan Health Council.

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



3. ESG Initiatives Efforts to DEI

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



*1. As of FY'23/2

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

- Female employee ratio^{*1}

50.4 %

- Female manager ratio^{*1*2}

34.4 %

- Female Childcare/maternity leave / take ratio^{*1}

98.2 %

- Male Childcare/maternity leave / take ratio^{*1}

92.5 %

- Childcare/maternity return ratio^{*1}

100.0 %



3. ESG Initiatives Community and Society Relations

In cooperation with local governments Relocation and Work Experience Events

Since 2018, by leveraging our strength in human resource services, we have developed a business to create opportunities for applicants who wish to "move to and work in rural areas" as well as general "relocation experiences".

Actual results for FY ended 02/24

Rebun Town, Hokkaido	(Online and in person)
12 Municipalities in Fukushima Prefecture	(In person)
Fukui Prefecture	(Online and in person)
Nishinoshima Town, Shimane Prefecture	(In person)
Goto City, Nagasaki Prefecture	(In person)



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

Work experience learning for children “Baitoru Kids Program”

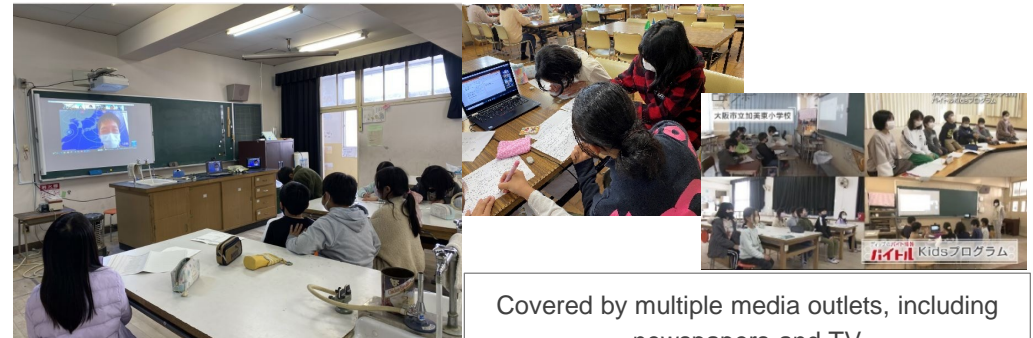
Career education for elementary school students, launched in 2019.

Provides an opportunity to enrich children's understanding of the meaning and satisfaction of work by sharing practical know-how. To date, 3,073 elementary school students have experienced the program with the cooperation of more than 39 companies.

Actual number of schools

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

11 schools as of FY'23/2, 21 schools as of FY'24/2



Covered by multiple media outlets, including newspapers and TV

**Continues in its 6th year and FY'25/2
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>

ESG indices selected to date

MSCI 
2023 CONSTITUENT MSCIジャパン
ESGセレクト・リーダーズ指数

MSCI 
2023 CONSTITUENT MSCI日本株
女性活躍指数 (WIN)


FTSE Blossom
Japan


FTSE Blossom
Japan Sector
Relative Index

S&P/JPX
カーボン
エフィシエント
指数

MORNINGSTAR GenDi J
Japan ex-REIT Gender Diversity
Tilt Index
TOP CONSTITUENT 2023

Disclaimer

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