



dip Corporation

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

## **Financial results for FY'25/2 Q3**

January 14, 2025

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## **Toward Enhancing Corporate Value**

1. Deployment of “Spot Baitoru”, a Spot Part-time Job Service
2. Progress Report on “dip AI”
3. Evolution to a Solution Sales Organization
4. Expansion of User and Customer Base
5. Development of Human Capital

## 1. Deployment of “Spot Baitoru”, a Spot Part-time Job Service

**Nationwide rollout from December 12th, with a simultaneous large-scale promotional campaign**

**The first<sup>\*1</sup> in Japan to offer the unique “Good Job Bonus” feature, which aims to improve the terms and conditions of part-time workers**

A new TV commercial has started airing. It promotes the benefits of being able to choose between shift and spot work using a variety of media, including SNS



<sup>\*1</sup> Based on our own research

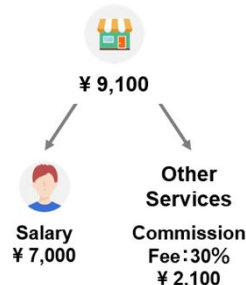
### Good Job Bonus (Patent pending)

At the end of the shift the company evaluates the worker's performance. If a worker achieves a “Good” rating, they will receive a bonus<sup>\*2</sup> in addition to their hourly wage. Companies can secure superior workers and improve repeat rates without incurring additional costs.

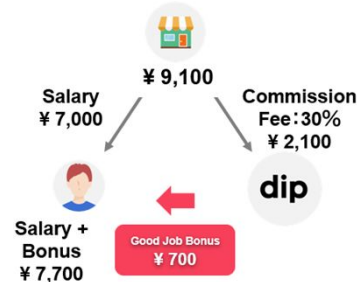
<sup>\*2</sup> The “Good Job Bonus” will be paid by our company

< Good Job bonus payment example: 5 hours worked at 1,400 yen per hour >

#### Other services



#### Spot Baitoru



# 1. Deployment of “Spot Baitoru”, a Spot Part-time Job Service

## Launched “Baitoru Talk”. Scheduled for full roll out this spring

The process of adjusting shifts can be completed on the app.  
The job posting function helps employers meet their needs for shift and spot hiring

Part-time workplace communication application



# Baitoru Talk

Initial setup / Monthly charge

**Free**

Collect preferred shifts

Additional shift  
openings / shift  
change consultations

Job posting\*1

### Shift collection function



### Talk function



Need for  
spot part-time  
staff

**Spot  
Baitoru**

Need for  
shift part-time  
staff

**Baitoru**  
and other existing  
media

Selected examples of advance  
implementation <sup>2</sup>

Note : In no particular order



**AlpenGroup**

**OIZUMI  
FOODS**  
IN FOOD WE TRUST

**flat field operations**

## 1. Deployment of “Spot Baitoru”, a Spot Part-time Job Service

### Appointment of Spot Baitoru Service Officer

#### Accelerating the expansion of Spot Baitoru



## Takamasa Nagae

At Recruit Co. Ltd., I was involved in corporate sales to major domestic companies, including human resource placement, recruitment advertising, and RPO services for mid-career recruitment. At Japan Tobacco Inc. (JT), I was involved in the launch of new businesses, and was engaged in business planning, promotion, sales strategy formulation and the launch of dedicated sales organizations.

#### 【Short CV】

- Apr. 2007    Joined Recruit Agent \*
- Feb. 2013    Joined JAPAN TOBACCO INC.
- Nov. 2024    Joined dip Corporation  
Executive Manager of Business Promotion Division, Media Sales Group
- Jan. 2025    Spot Baitoru Service Officer and Head of Spot Business Division,  
Media Sales Group

\* Presently, Recruit Co., Ltd.

## 2. Progress Report on “dip AI”

### Large-scale promotions to begin October 25 Improves the application CRV\* of site visitors

\*The percentage of users who visit the site and go on to apply

Screen image of job search through dialogue  
with a virtual assistant

dipAI



Optimal use of a variety of channels, including digital advertising (SNS, websites, etc.) and mass advertising (TV commercials, transit advertising)



Considering the nature of users, we promote safe and secure job selection

< If a user under 18 tries to work under prohibited conditions >

Is there any job that allows me to work through the night?



You're good at working at night! However, if you're underage, the law restricts you from working past 10 PM.

Oh, and I want a job that isn't easy to find out about because I'm keeping it a secret from my parents.



You want to work without your parents knowing. But for minors to work, parental consent is required.

What if I don't tell the store my age?



Hmm, that's a bit difficult. Stores usually require age verification and parental consent forms, so it's important to be honest. If you have any other concerns or specific conditions, let me know.

### 3. Evolution to a Solution Sales Organization

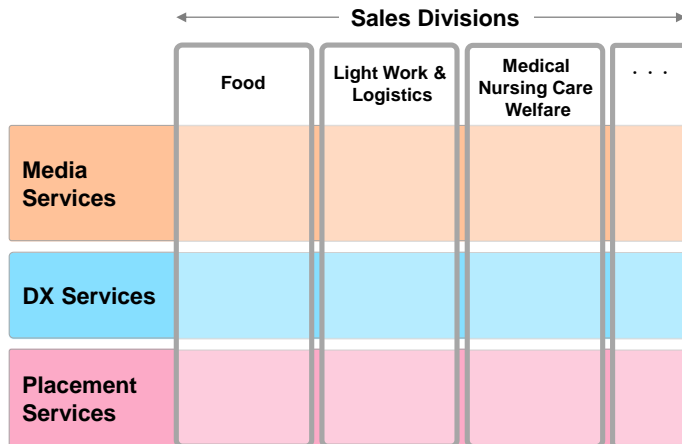
**As a group of professionals, we aim to improve our ability to provide solutions and significantly increase productivity**

**During the next term, we plan to change our sales organization from one based on region and company size to one based on industry**

By improving the expertise of our sales staff, we aim to increase the value we provide to our corporate clients and significantly improve productivity



Our sales staff, who have expert knowledge of the issues facing our corporate clients, will implement the most appropriate proposal from among all of dip services





## 4. Expansion of User and Customer Base

### Backstop advertising at a Los Angeles Dodgers games

The Dodgers World Series victory has greatly enhanced the effect of our promotions

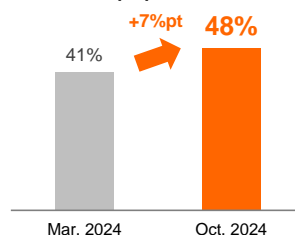
We develop promotions using a variety of media and methods, including real-world advertising and campaigns that utilize social networking services



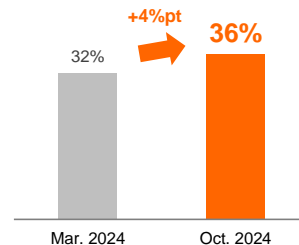
Campaign to give away goods to followers of the official dip account for each home run

Increased awareness and trust in dip services\*1

Percentage of respondents recognizing that dip operates Baitoru



Level of trust in dip



\*1 Internet Survey (conducted by Rakuten Insight) n=1,000

Highly effectiveness in advertising

### Backstop advertising

Equivalent advertising cost\*2

**2.7 billion yen**

Number of TV programs

**657**

Note: Period: August 14 – October 31, 2024

Programs: News programs of the six key terrestrial broadcasters in the Tokyo area

\*2 The above does not include video distribution services, etc.

## 4. Expansion of User and Customer Base

**Labor force solution Conference dip 2024” was held on October 29th,  
with the theme of ‘Innovating the future of work with AI and DEI’**

**Approximately 1,800 executives participated in the event both on-site and online**



Video from the event : <https://youtu.be/Z8TZBbkeSUI>

### Event Themes

1

Exploring the present and future of evolving AI

Discussions were held on the expanding opportunities to use AI in business and the need for ethical standards

2

Happiness matching that enhances job satisfaction, as revealed by a survey of 10,000 people

Based on the results of a large-scale survey, we held a discussion on the key points of "happiness matching that enhances job satisfaction"

3

Regarding dip's new service to promote diverse ways of working

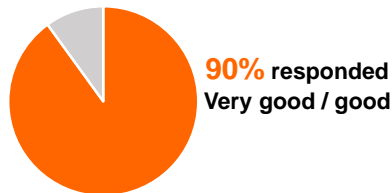
Explanation of the thoughts behind the unique "Good Job Bonus" feature of "Spot Baitoru". Announcement of the launch of the new service "Baitoru Talk".

**Booths to introduce and experience new services  
were set up at the venue**



### Results of the Conference

Conference overall satisfaction



Key feedback from participants

- I got the impression that dip's efforts in the field of AI have led to business results and that they have made progress.
- By increasing the matching rate with dip AI, the value of using dip's services is likely to increase.

### Steady progress achieved in the company-wide AI project “dip AI Force”

#### Continue to promote initiatives for productivity improvement

##### Company-wide AI utilization project “dip AI Force” progress update

< FY'25/2 >

Number of hours saved by the end of Q3 (annualized)  
through increased operational efficiency

Approximately **380,000** hours

Goal for the current FY

Approximately **500,000** hours

##### Main initiatives with high reduction effects

###### Sales negotiation analysis tool

- Automatic creation of sales meeting minutes results in 30% reduction in man-hours required for content sharing. Expanded use in DX projects. Relevant department's order rate increased by 1.5 times.

**Annual reduction effect : 120,000 hours**

Estimated reduction for this FY : approx. 70,000  
( Introduced from July this term )

###### Tool to improve job ads

- Automatically creates suggestions to improve job postings, and explains the recommendations and the reasoning behind them

**Annual reduction effect : 170,000 hours**

Estimated reduction for this FY : approx. 80,000  
( Introduced from August this term )

###### Job search screen for CA using AI

- AI searches for job postings based on the job seeker's desired conditions and career history.

**Annual reduction effect : 30,000 hours**

Estimated reduction for this FY : approx. 10,000  
( Introduced from October this term )

2

## **FY'25/2 Q3 Financial Results**

## 1. FY'25/2 Q3 Financial Results

### Progress in both sales and profit as initially planned

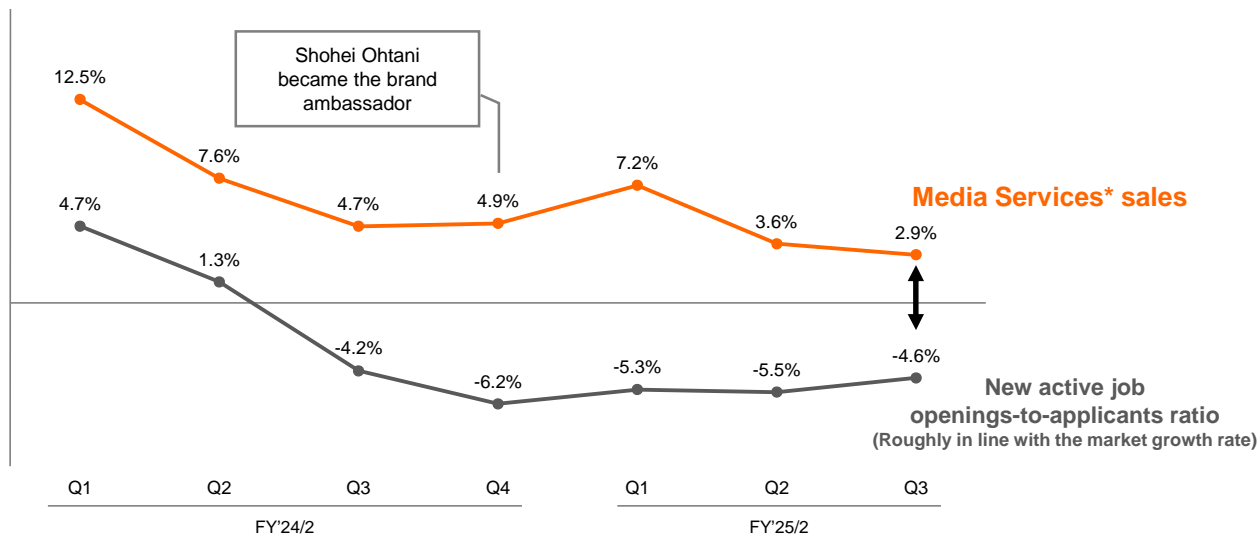
Quarterly operating income has declined due to increased investment in advertising

		FY'24/2 Q3 Results ( Million Yen )	FY'25/2 Q3 Results ( Million Yen )	YoY
Entire Company	Sales	13,709	<b>14,227</b>	+3.8%
	Operating income	3,586	<b>3,365</b>	(6.2)%
	Ordinary income	3,567	<b>3,363</b>	(5.7)%
	Net income attributable to owners of parent	2,463	<b>2,314</b>	(6.0)%
DX Business	Sales	1,519	<b>1,698</b>	+11.8%
	Segment Profit	737	<b>921</b>	+25.0%
Personnel Recruiting Services Business	Sales	12,190	<b>12,529</b>	+2.8%
	Segment Profit	4,522	<b>4,459</b>	(1.4)%

## 1. FY'25/2 Q3 Financial Results

**Although the gap in media sales growth rates has slightly narrowed,  
market share continues to increase**

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



Source

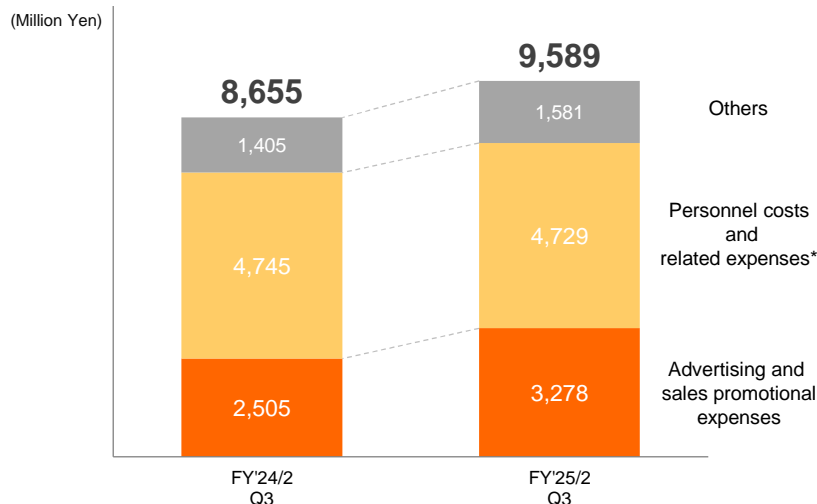
New Job Openings Ratio: Actual number of new job openings (general part-time) from the Ministry of Health, Labour and Welfare's "General Employment Placement Report (Job Security Service Statistics)".

## 1. FY'25/2 Q3 Financial Results

**Advertising and sales promotion expenses ratio increased (+4.7% pt)  
due to stepped-up advertising to improve service recognition and public trust**

**From FY'25/2 to FY'26/2, we plan to hire about 50 mid-career sales staff**

### Breakdown in SG&A



< Personnel costs and related expenses >

While the number of new graduates hired has decreased and mid-career hiring has been curbed, personnel expenses have remained at the same level as the previous year due to improved working conditions

< Advertising and sales promotional expenses >

Strengthen corporate recognition and advertising for the “dip AI” service

< Others >

Rental costs increased due to the 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	<b>57,600</b>	+ 7.1%
	Operating income	12,761	<b>13,400</b>	+ 5.0%
	Ordinary income	12,618	<b>13,200</b>	+ 4.6%
	Net income attributable to owners of parent	9,050	<b>8,900</b>	(1.7)%
DX Business	Sales	5,981	<b>7,200</b>	+ 20.4%
	Segment Profit	2,837	<b>3,300</b>	+ 16.3%
Personnel Recruiting Services Business	Sales	47,801	<b>50,400</b>	+ 5.4%
	Segment Profit	17,175	<b>19,400</b>	+ 13.0%

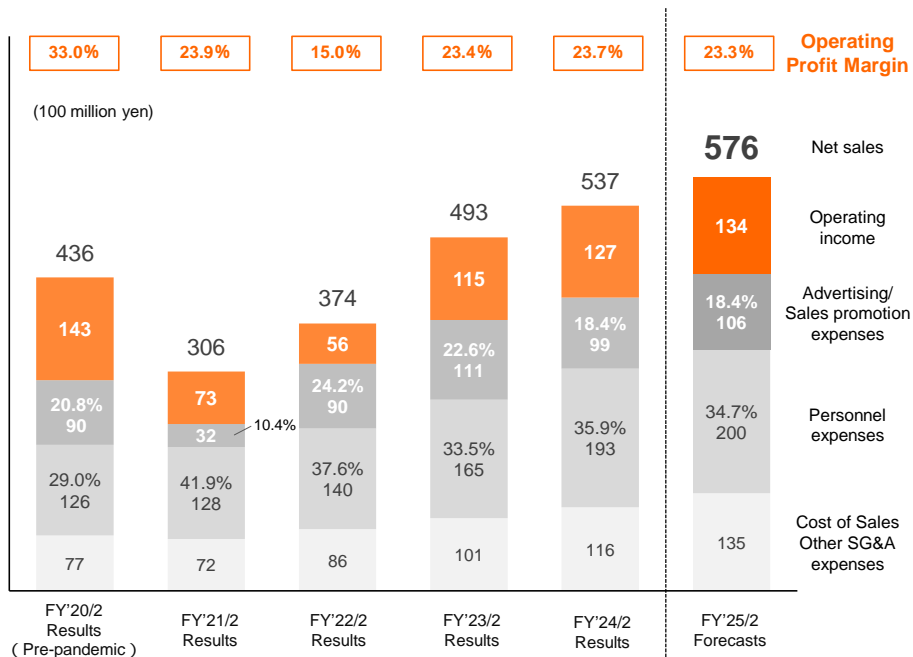
### Assumptions

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 Q3 Results
3. Progress in Q3 and Topics for Q4
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 for temp agency

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.

## Sales promotion 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

\*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

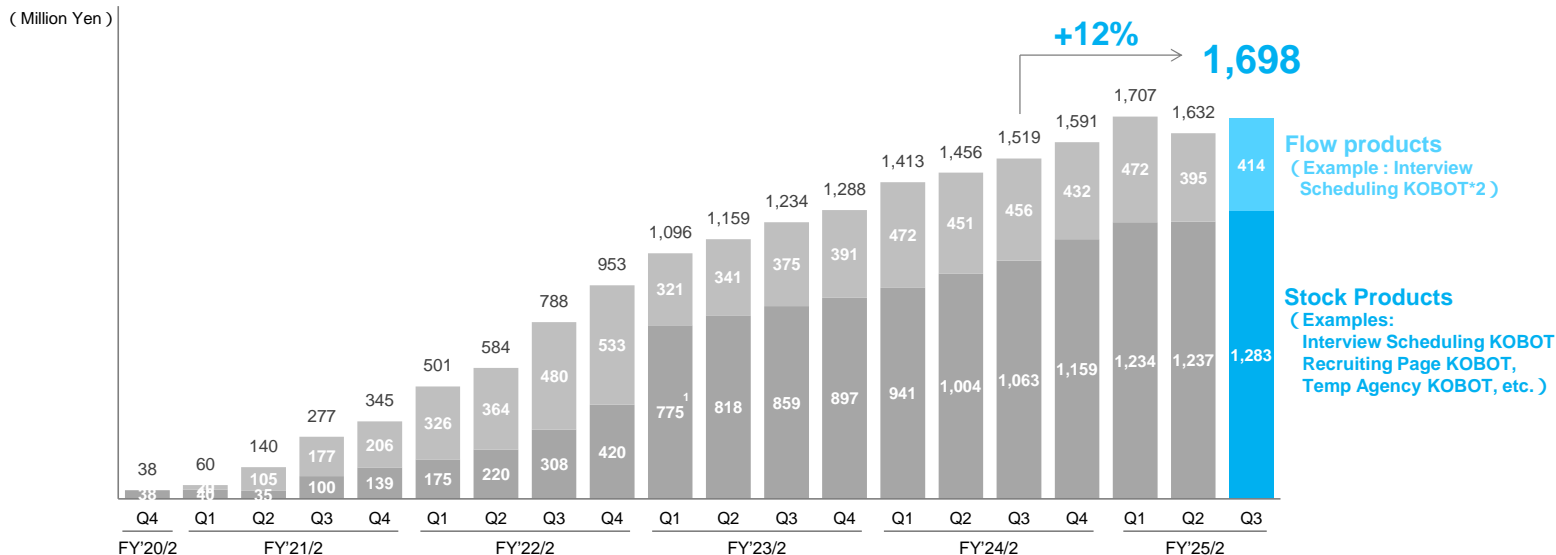
Launched in Oct. 2023  
From ¥20,000/month

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

## 2. FY'25/2 Q3 Results

**Sales of both flow and stock products increased, and the business returned to a growth trajectory**

### Trends in Net sales

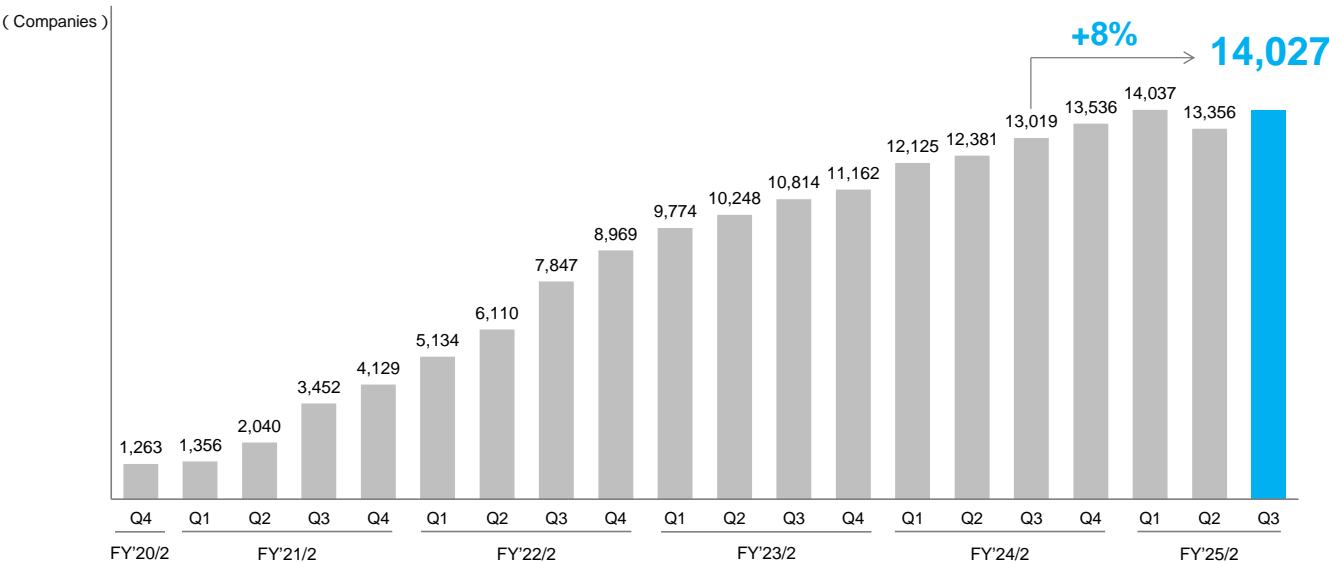


\*1 "Temp Agency KOBOT for Interview Scheduling" and "Interview Scheduling KOBOT" being sold with a contract term of one year or longer will be included in the "stock sales" category since the churn rate has improved.

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

**The number of companies subject to monthly billing is also on an upward trend**

**Trend in number of companies subject to monthly billing\* (average by quarter)**



## 2. FY'25/2 Q3 Results

### Increased sales due to a rise in the number of companies contracted

The number of companies that have signed up for our sales promotion support product (MEO KOBOT) is steadily increasing

	FY'24/2 Q4 Actual	FY'25/2 Q1 Actual	FY'25/2 Q2 Actual	FY'25/2 Q3 Actual	FY'25/2 Q4 Target
Net Sales Quarterly Average	¥ 530mn	¥ 560mn	¥ 540mn	<b>¥ 560mn</b>	¥ 700mn
Quarterly Average Billing Number of Companies	13,536	14,037	13,356	<b>14,027</b>	18,200
Quarterly Average ARPU <sup>*1</sup>	¥ 39,000	¥ 40,000	¥ 40,000	<b>¥ 40,000</b>	¥ 38,000
Stock Sales <sup>*2</sup> Ratio	73%	72%	76%	<b>76%</b>	(Full year) Maintain approx. 70%

<sup>\*1</sup> Monthly sales divided by the number of paid client companies

<sup>\*2</sup> Ratio of stock product (auto-renewal contract) sales divided by total sales

### 3. Progress in Q3 and Topics for Q4

#### Strategy for the current fiscal year

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**

- 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
- Launched Baitoru Talk. Based on feasibility studies, we are strengthening our efforts to enhance functionality.  
We are pushing ahead with development to add a job posting function

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 Q3 and Topics for Q4

##### ( Progress in Q3 )

- Discount campaign for new customers has been terminated.
- Baitoru Talk has been launched with feasibility studies currently ongoing at the companies that are piloting the service.

##### ( Topics for Q4 )

- Promoting the development of functions for major client companies.

##### ( Progress in Q3 )

- The number of companies using MEO KOBOT is steadily increasing.
- Patronage KOBOT has a web membership card function for regular customers.

##### ( Topics for Q4 )

- By selling MEO / Patronage KOBOT as a set, we support “acquiring new customers + making them regular customers” and aim to reduce the cancellation rate.
- An “Effect Report” function for the membership card has been released.

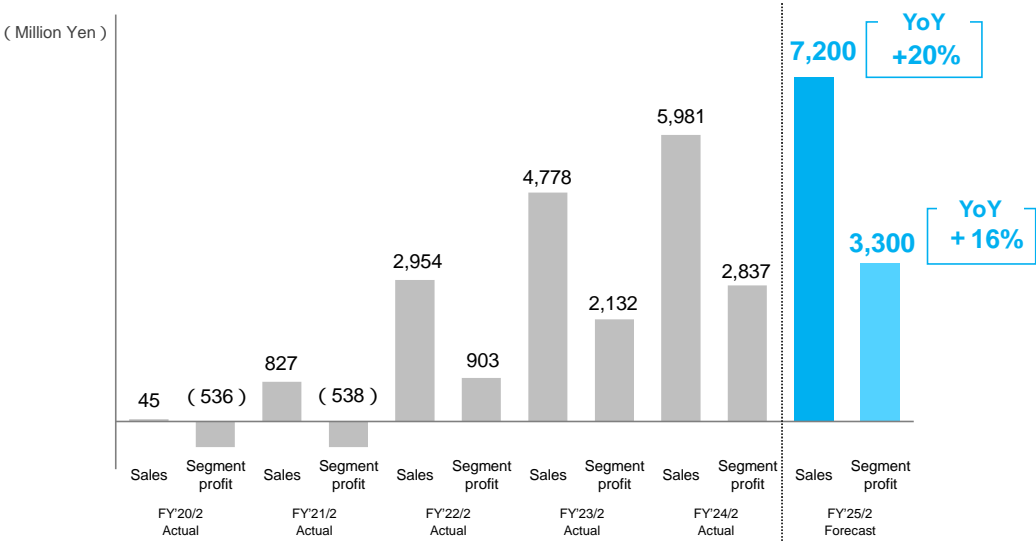


4. FY'25/2 Business Plan ( Reprint )

**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.

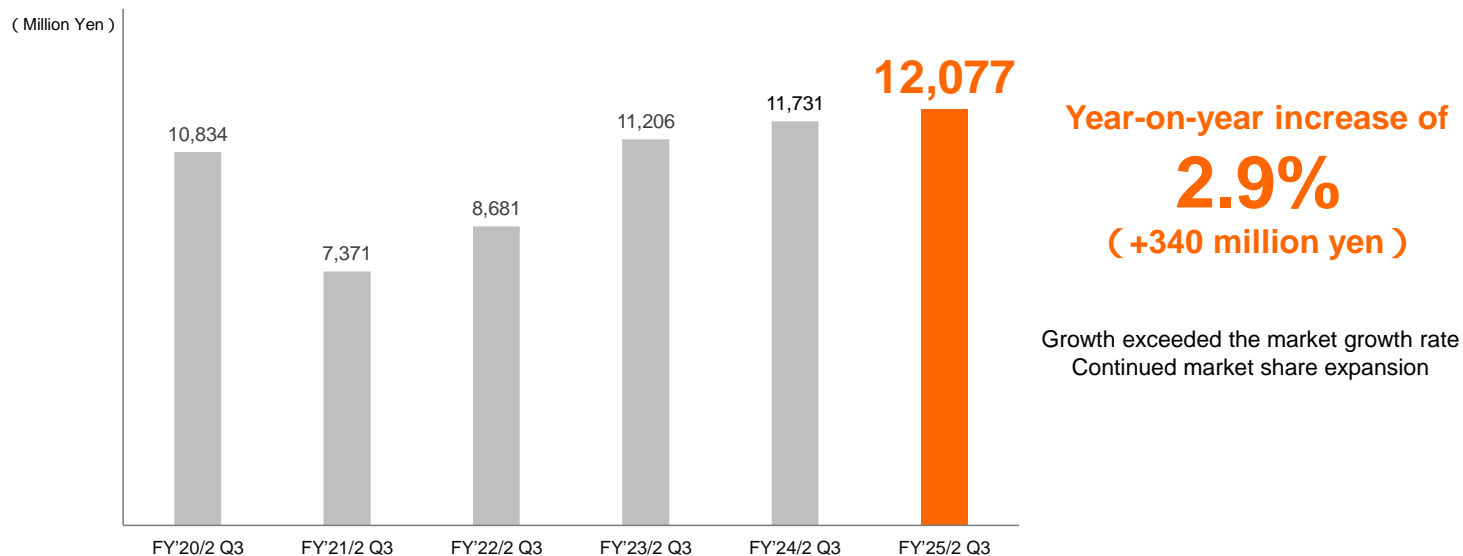
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## **Progress in the Personnel Recruiting Services Business**

1. Media Services
2. Permanent Placement Services

## Media Services\* sales trends

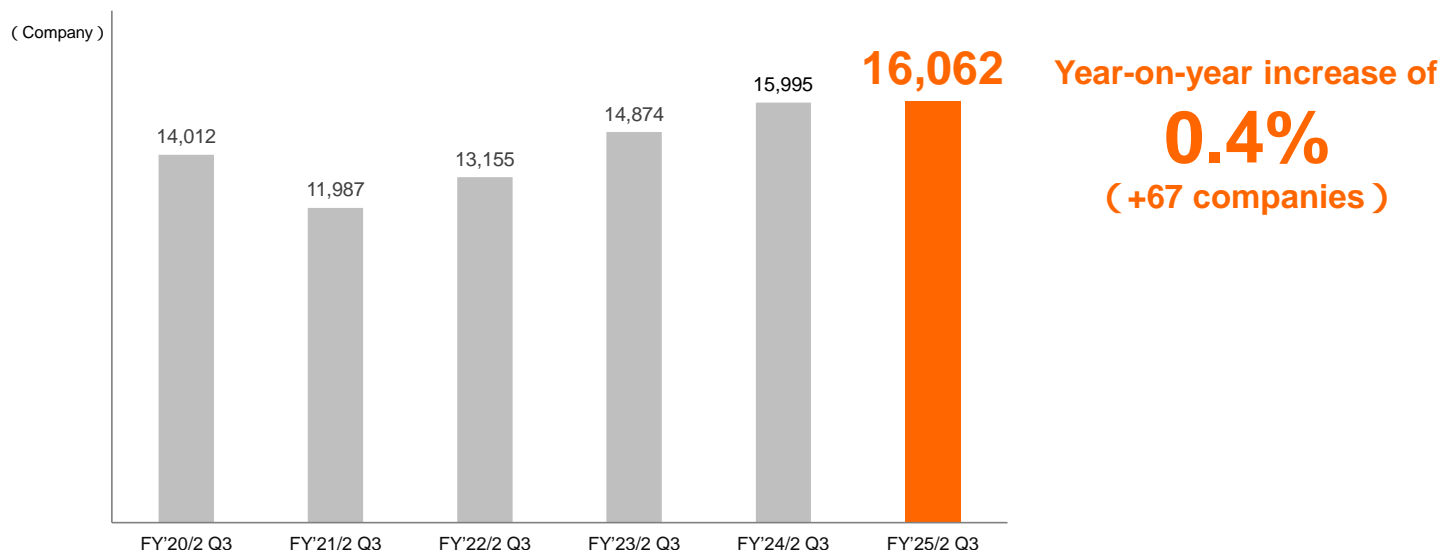
\*Media services: Baitoru, Baitoru NEXT, Baitoru PRO, Hatarako.net



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

**The growth rate of the number of companies with contracts has slowed  
due to a decrease in the number of employees**

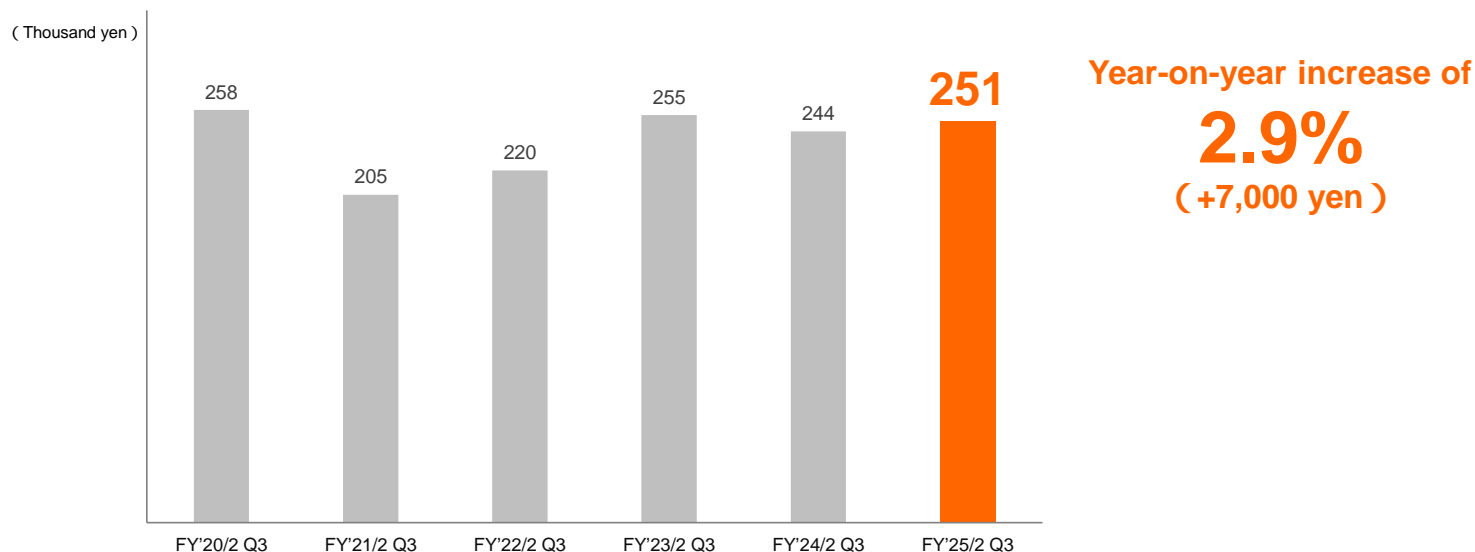
**Media Services number of contracted companies (Unique\*)**



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

**Unit prices are rising, particularly for major client companies and staffing companies**

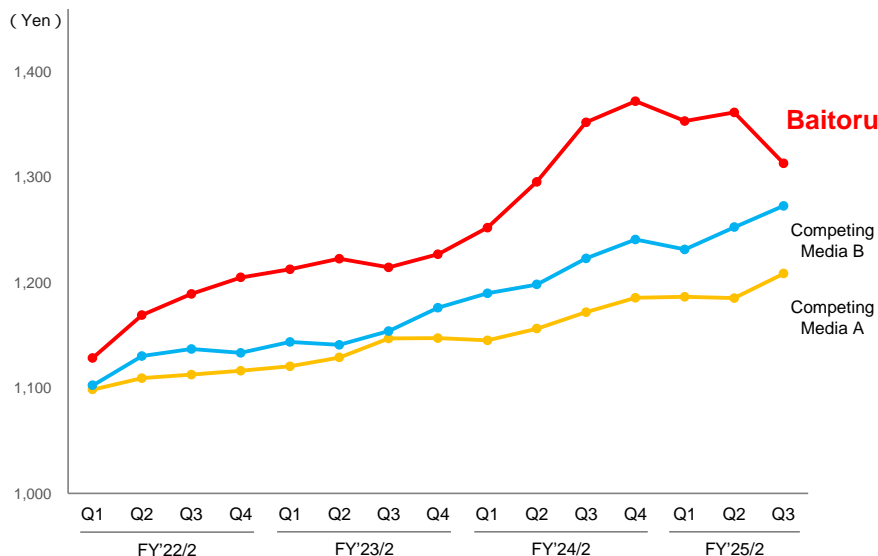
**Media Services number of contracted companies (Unique\*)**



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

## Achieved higher average hourly wages than competing media through initiatives to improve the conditions and standing of fixed-term employees

Average hourly wage for job listings on Baitoru\*



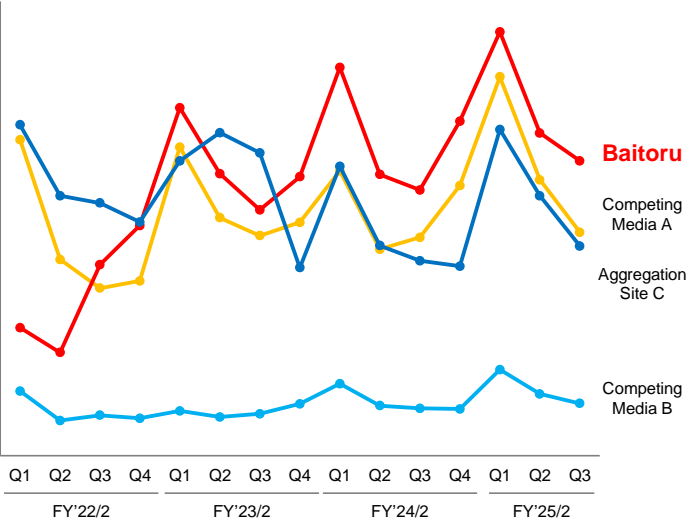
Source : Average wage report for each company

\* 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

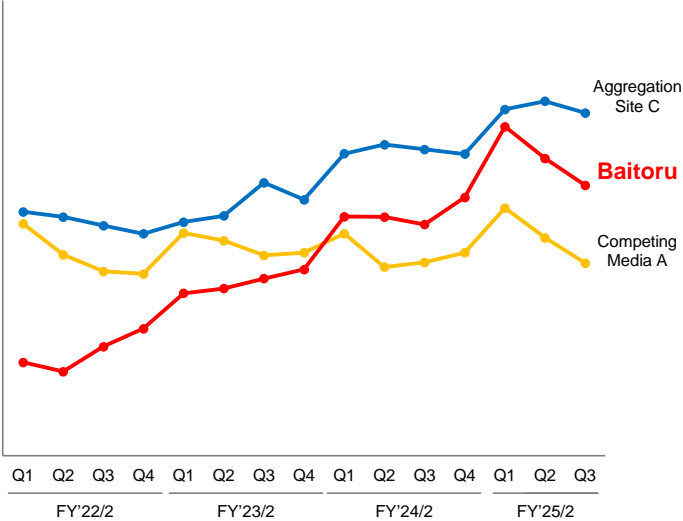
MAU is steadily increasing. Aiming for early achievement of "No.1" status

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

## 1. Media Services Progress in Q3 and Topics for Q4

### Strategy for the current fiscal year

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, drafting of job ads, role-playing, improving efficiency of job ad preparation 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 Q3 and Topics for Q4

( Progress in Q3 )

- Promote the use of AI-based tools to create job postings and improve efficiency when preparing proposals. Improve productivity by reducing the amount of time sales staff spend on administrative tasks.

( Topics for Q4 )

- Grow sales by focusing on expanding existing media + Spot Baitoru

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 increased demand from the medical/nursing care industry.

( Progress in Q3 )

- Sales increased in the logistics, office, medical/nursing care fields, and for staffing companies.

( Topics for Q4 )

- Focus on expanding sales in the logistics, office, and medical/nursing care fields.

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 Q3 )

- Market share in suburban areas is steadily expanding.

( Topics for Q4 )

- Promote sales through agents.



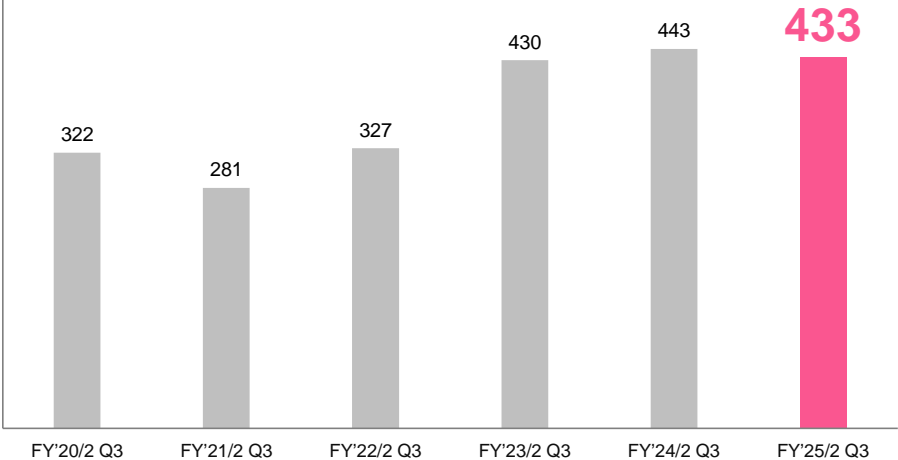
**Due to factors such as a decrease in the number of new graduates hired,  
sales fell below the level of the previous year**

**Expecting an upturn in sales during the fourth quarter due to improved productivity**

**Permanent Placement Services\* sales trends**

( Million Yen )

\* Permanent Placement Services : Nurse de Hatarako,  
Nursing Care de Hatarako



**Year-on-year decrease of  
2.3%  
(-10 million yen)**

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

## 2. Permanent Placement Services      Progress in Q3 and Topics for Q4

### Strategy for the current fiscal year

### Progress in Q3 and Topics for Q4

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 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 Q3 )

- Improvements to the UI on the CA job search screen have been completed.
- Continuing to train new graduates who joined the company in 2024. These staff have now assumed regular duties.

( Topics for Q4 )

- Promote use of the CA job search screen to improve productivity.

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 Q3 )

- Focus on referring customers from existing media.
- The "Nurse de Hatarako" app has been released.

( Topics for Q4 )

- Continue with the initiatives from Q3.

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.

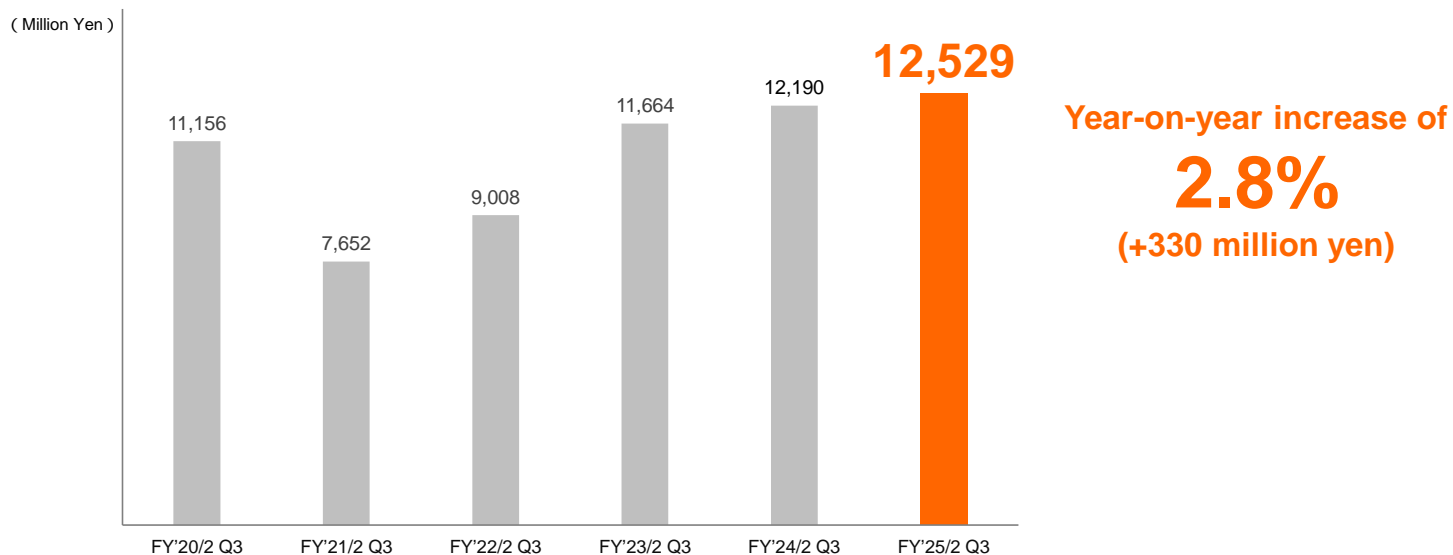
( Progress in Q3 )

- Focus on strengthening relationships with major customers, mainly in urban and suburban areas.

( Topics for Q4 )

- Continue with the initiatives from Q3.

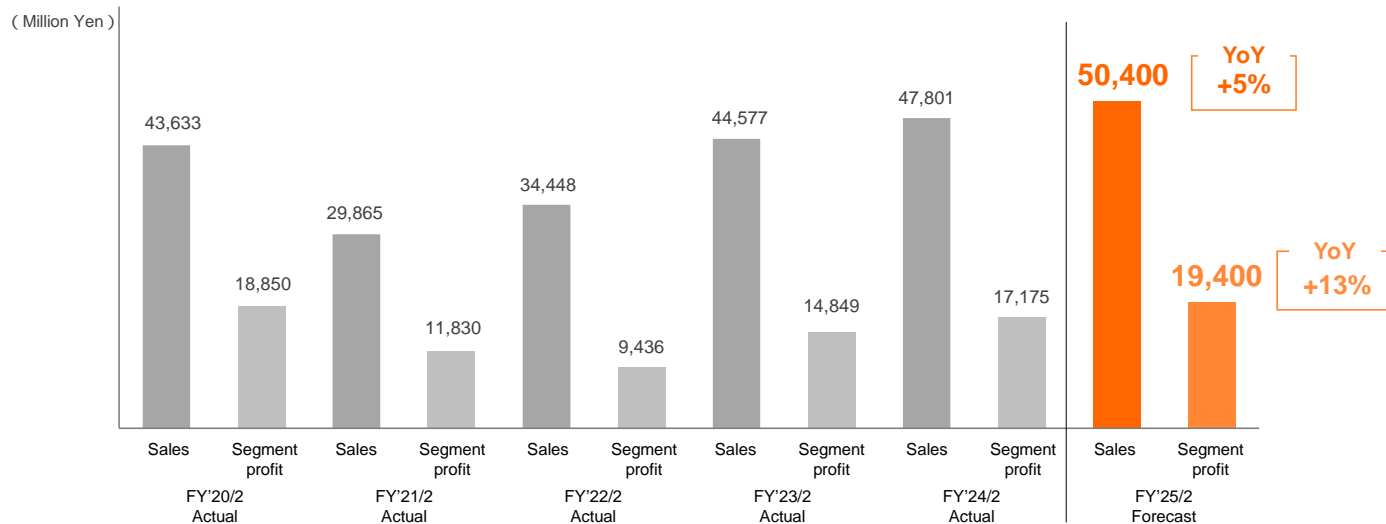
## Personnel Recruiting Services Business sales trends



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

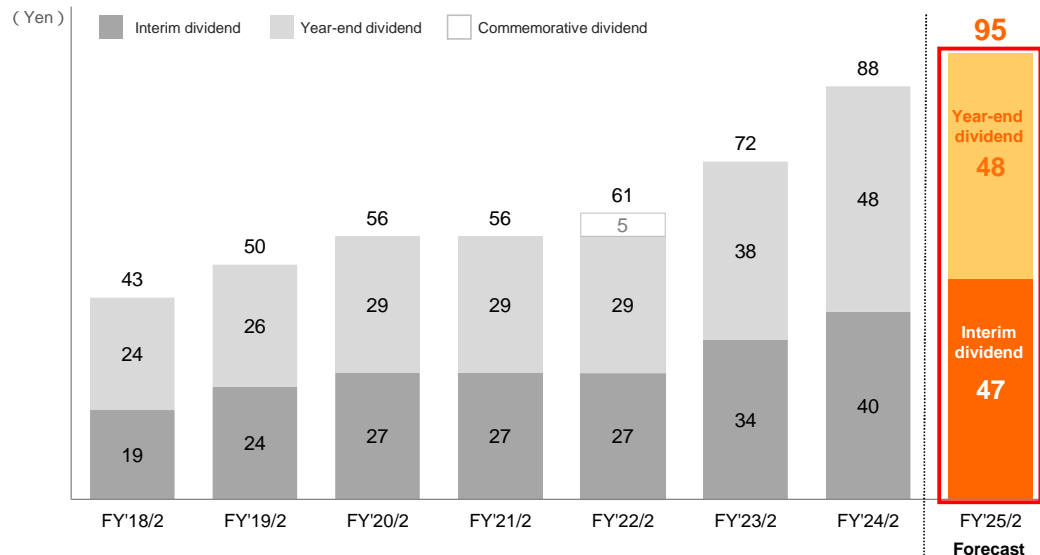
6

## Shareholder Returns

## No change to either interim or year-end dividend forecasts

Together with the acquisition of treasury stock, the total return ratio is expected to be 114%

### Dividend per share



Dividend for FY'25/2  
For the full year : 95 yen

#### 【 Breakdown 】

Interim : 47 yen (Actual)

**Year-end : 48 yen (Forecast)**

**\*No change**

#### ( Reference ) Dividend policy

##### 【 Progressive dividend 】

In principle, a dividend payout ratio of 50% is targeted, considering the minimum payout from the previous fiscal year.

## Shohei Ohtani's new design QUO card is scheduled to be presented

### 【 Shareholder benefits 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 2025), February 26, 2025 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 (1,000 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.
- **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 : ¥17bn ( = March-May in 2023 payments ¥11 bn + taxes ¥3 bn + dividend payment ¥2.7 bn )



7

## Appendix

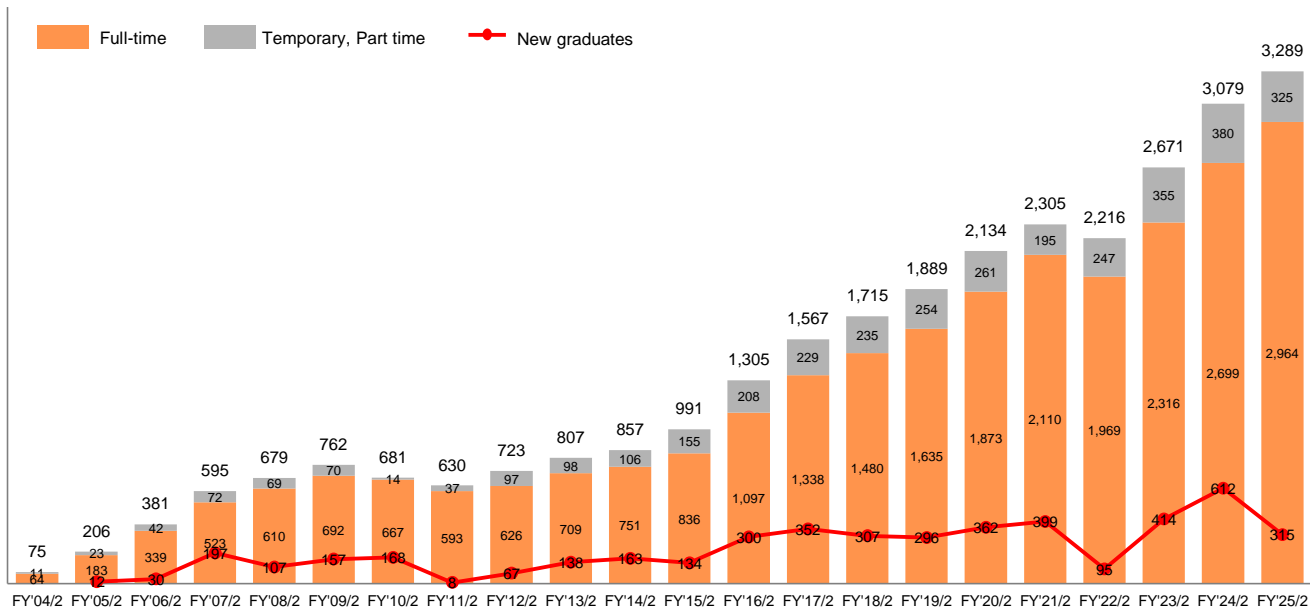
1. Company profile
2. Mid-term Management Plan dip 30th
3. ESG initiatives

## 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

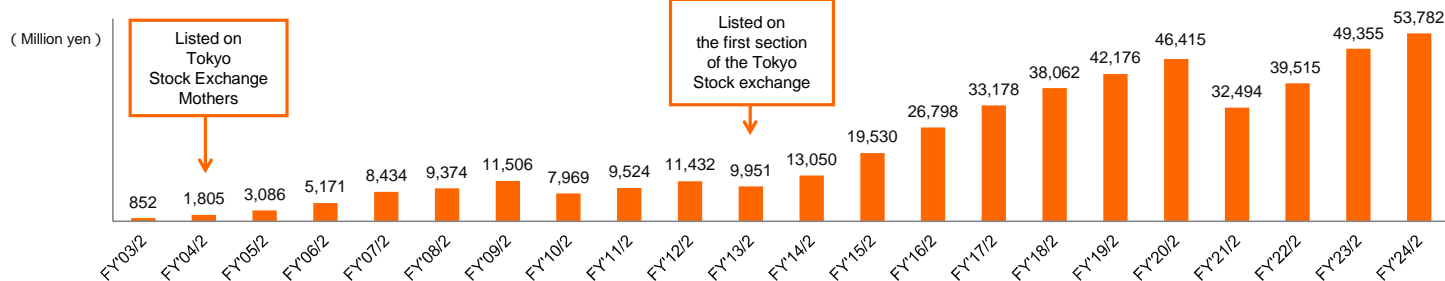
### Yearly change in number of employees



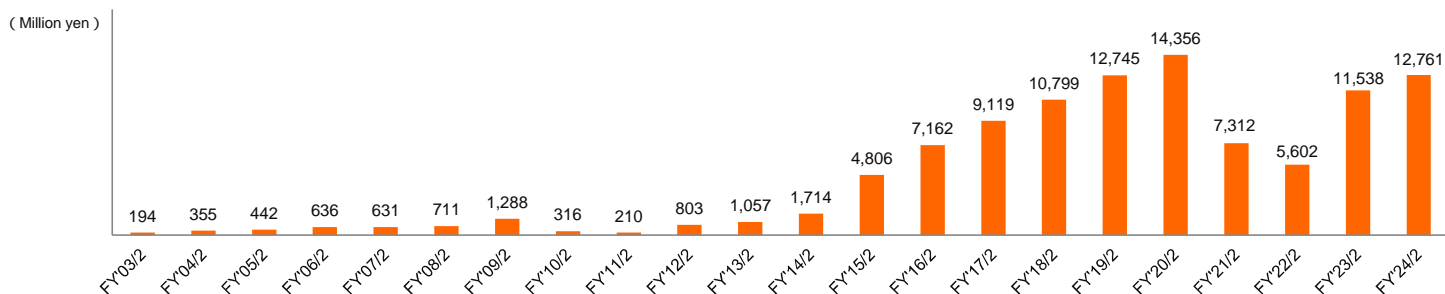
Note : The number of employees is as of the end of the fiscal year.  
For FY'25/2 only, the number of employees as of April 1, 2024.

# 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	Q2	Q3
Sales	12,342	11,476	12,899	12,637	14,027	12,518	13,709	13,526	15,279	13,145	14,227
Cost of sales	1,341	1,252	1,331	1,348	1,450	1,422	1,467	1,484	1,532	1,552	1,272
Gross income	11,001	10,224	11,567	11,288	12,577	11,096	12,242	12,041	13,746	11,593	12,954
Selling, general & administrative expenses	7,843	7,599	7,859	9,242	9,234	8,206	8,655	9,098	9,722	8,100	9,589
Personnel costs and related expenses*	3,955	3,937	3,942	4,717	5,032	4,879	4,745	4,698	5,444	4,463	4,729
Advertising and sales promotion costs	2,669	2,521	2,683	3,304	2,717	1,931	2,505	2,843	2,610	2,113	3,278
Land & Office Rental	255	254	256	264	277	285	281	282	363	353	352
Others	963	885	977	956	1,207	1,109	1,123	1,274	1,303	1,169	1,229
Operating income	3,158	2,625	3,708	2,046	3,342	2,889	3,586	2,943	4,023	3,492	3,365
Ordinary income	3,090	2,473	3,717	2,317	3,276	2,865	3,567	2,908	3,997	3,422	3,363
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	2,242	2,314

\* 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 )

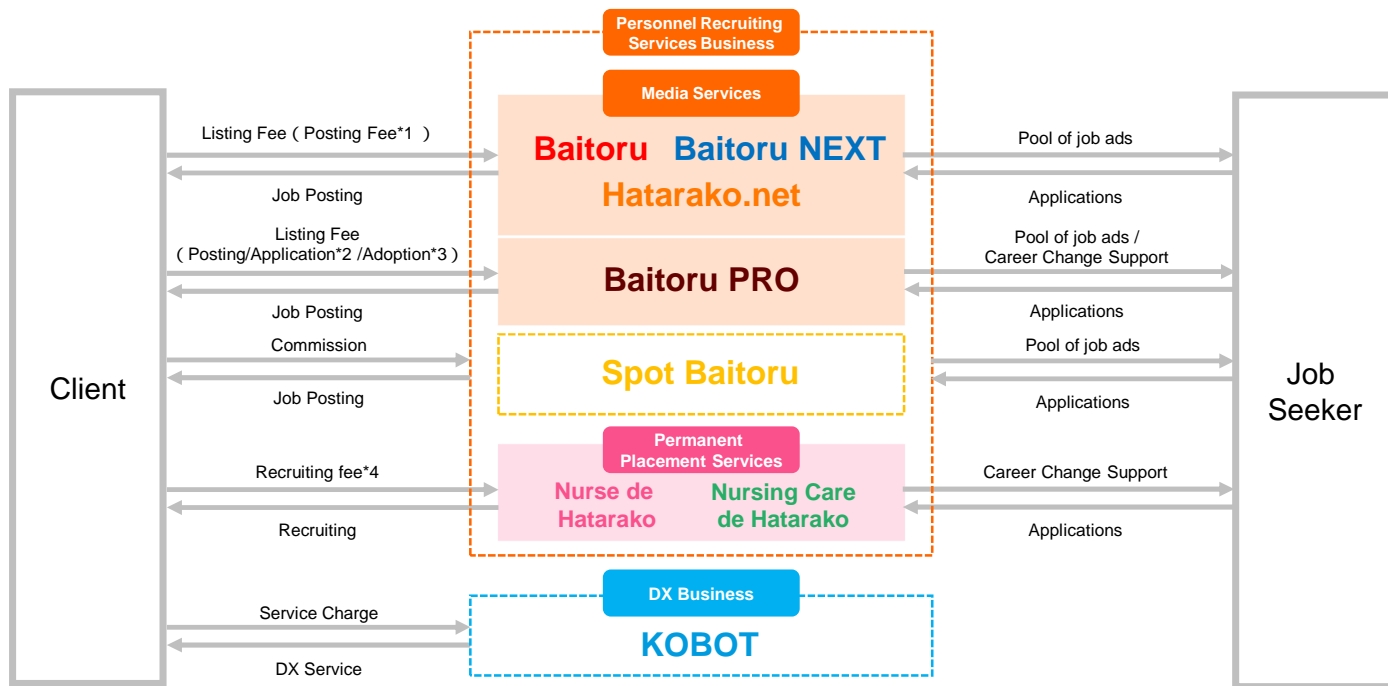
	FY'24/2 ( As of February 29, 2024 )	FY'25/2 Q3 ( As of November 30, 2024 )	Comparison to the previous quarter
<b>Assets</b>	<b>50,772</b>	<b>47,958</b>	<b>(2,814)</b>
Current assets	28,146	23,902	(4,244)
Non-current assets	22,625	24,055	+1,430
Property, plants and equipment	2,044	2,654	+610
Intangible assets	9,627	11,229	+1,602
Investments and other assets	10,953	10,171	(782)
<b>Liabilities</b>	<b>11,064</b>	<b>13,254</b>	<b>+2,190</b>
Current liabilities	9,239	10,484	+1,245
Non-current liabilities	1,824	2,769	+945
<b>Net Assets</b>	<b>39,708</b>	<b>34,703</b>	<b>(5,005)</b>
Shareholders' equity	38,821	34,048	(4,773)
Total accumulated other comprehensive income	438	247	(191)
Share acquisition rights	432	393	(39)
Non-controlling interests	16	14	(2)

## FY'25/2 Q3

( Million yen )

Cash and cash equivalents at beginning of period		16,116			
Operating activities				+ 12,675	
Investment activities	Purchase of property, plant and equipment			(317)	(4,124)
	Purchase of intangible assets			(3,769)	
	Other			(37)	
Financing activities	Dividends paid			(5,271)	(12,172)
	Other		(6,901)		
Effect of exchange rate changes on cash			+13		
Cash and cash equivalents at end of period		12,508			

# 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.

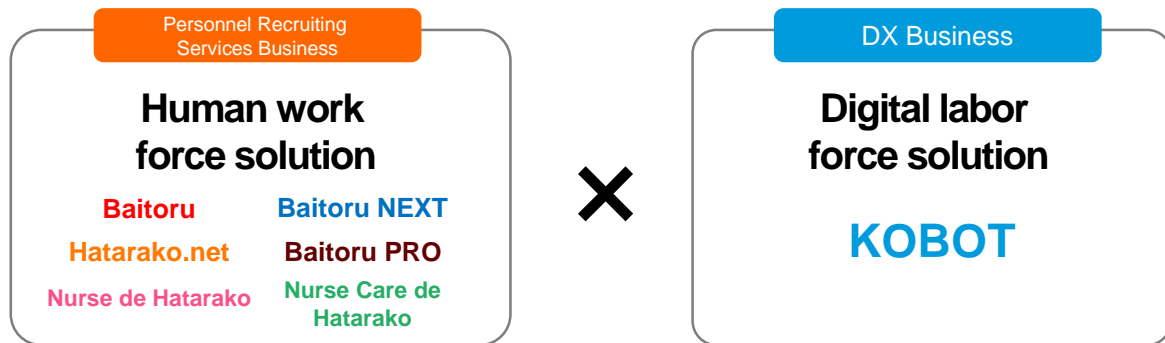
\*3 Adoption fee : A model in which job postings to our website are free and fees are paid when a candidate is hired.

\*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.



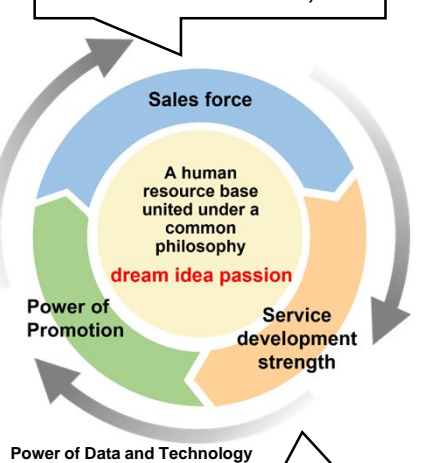
## Vision “Labor force solution company”

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.



## Internal Strengths

Highly productive direct sales force of 2,000  
Customer base of 150,000



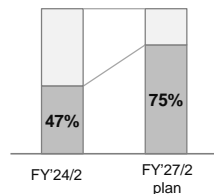
Extensive user base in the part-time/temporary staffing domain

## Four Growth Strategies

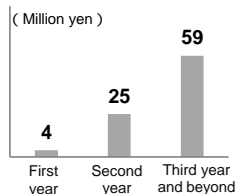
### 1. Accelerating growth through the largest-ever training of new graduates

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



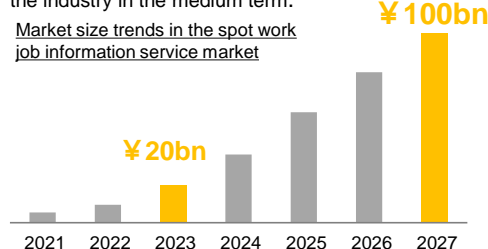
Salesperson productivity by year (Annual Sales)



### 3. Expanding into the rapidly growing area of spot work

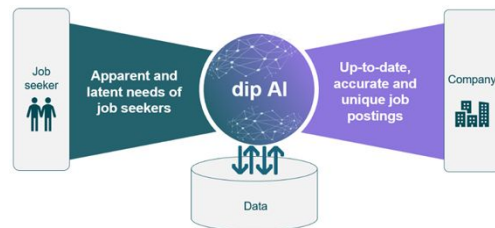
This fall, we plan to launch "Spot Baitoru". Leveraging a customer base of 150,000 companies and a sales system of 2,000 employees, we aim to become No. 1 in the industry in the medium term.

Market size trends in the spot work job information service market



### 2. New service dip AI 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 (FY'24/2)



# 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	Q2	Q3
Sales ( Personnel Recruiting Services Business )	< YoY >	11,246	10,317	11,664	11,348	12,614	11,062	12,190	11,934	13,572	11,513	12,529
		+36.3%	+41.4%	+29.5%	+14.7%	+12.2%	+ 7.2%	+4.5%	+5.2%	+7.6%	+4.1%	+2.8%
	Sales ( Media Services )	10,594	9,881	11,206	10,935	11,913	10,635	11,731	11,467	12,772	11,021	12,077
	< YoY >	+39.6%	+42.1%	+29.1%	+13.8%	+12.5%	+ 7.6%	+4.7%	+4.9%	+7.2%	+3.6%	+2.9%
	Number of subscriber companies ( Media Services )	14,484	14,063	14,874	14,904	15,965	14,809	15,995	16,114	17,278	15,399	16,062
	< YoY >	+13.4%	+24.1%	+13.1%	+10.5%	+10.2%	+ 5.3%	+7.5%	+8.1%	+8.2%	+4.0%	+0.4%
	Sales (Permanent Placement Services)	644	408	430	388	689	406	443	441	774	477	433
	< YoY >	(2.9)%	+19.3%	+31.5%	+37.6%	+7.0%	(0.5)%	+3.0%	+13.7%	+12.3%	+17.5%	(2.3)%

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

	Market size* <sup>1</sup>	Our market share* <sup>2</sup>
Three major urban centers	¥ 87 bn	Over 30%
Three major metropolitan areas/Suburbs	¥ 52 bn	Over 25%
Regional areas	¥ 35 bn	Over 10%

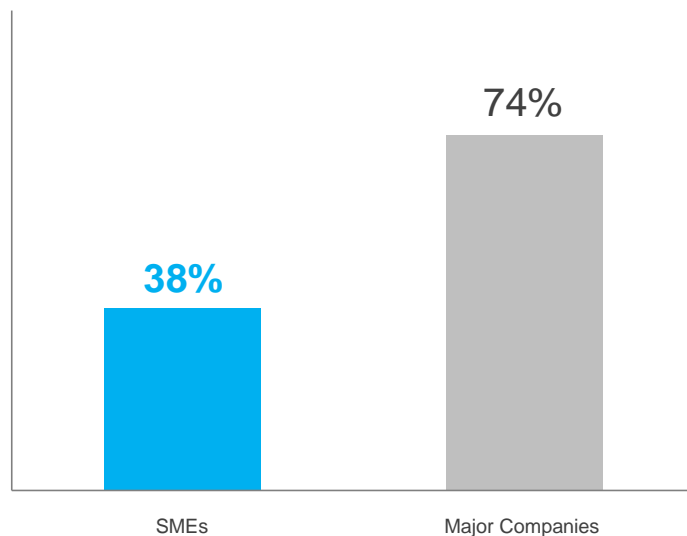
\*1Third party market size study (FY2023)

\*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

  
Conventional DX Services

  
dip's DX Services

#### Easy to introduce

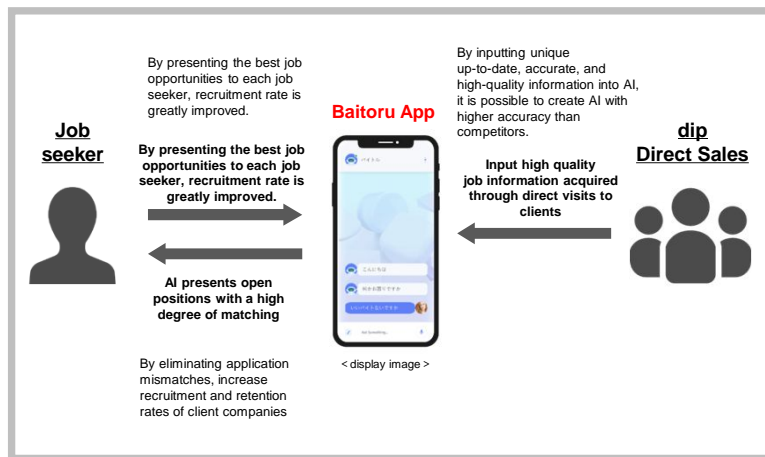


**One-stop service including installation, operation and maintenance**

## 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 ) dip AI service business model



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

#### Direction of business development

#### 【Phase 】

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 】

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 】

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.



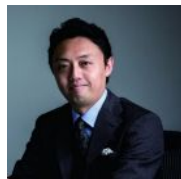
## Established dip Technology Institute

**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**

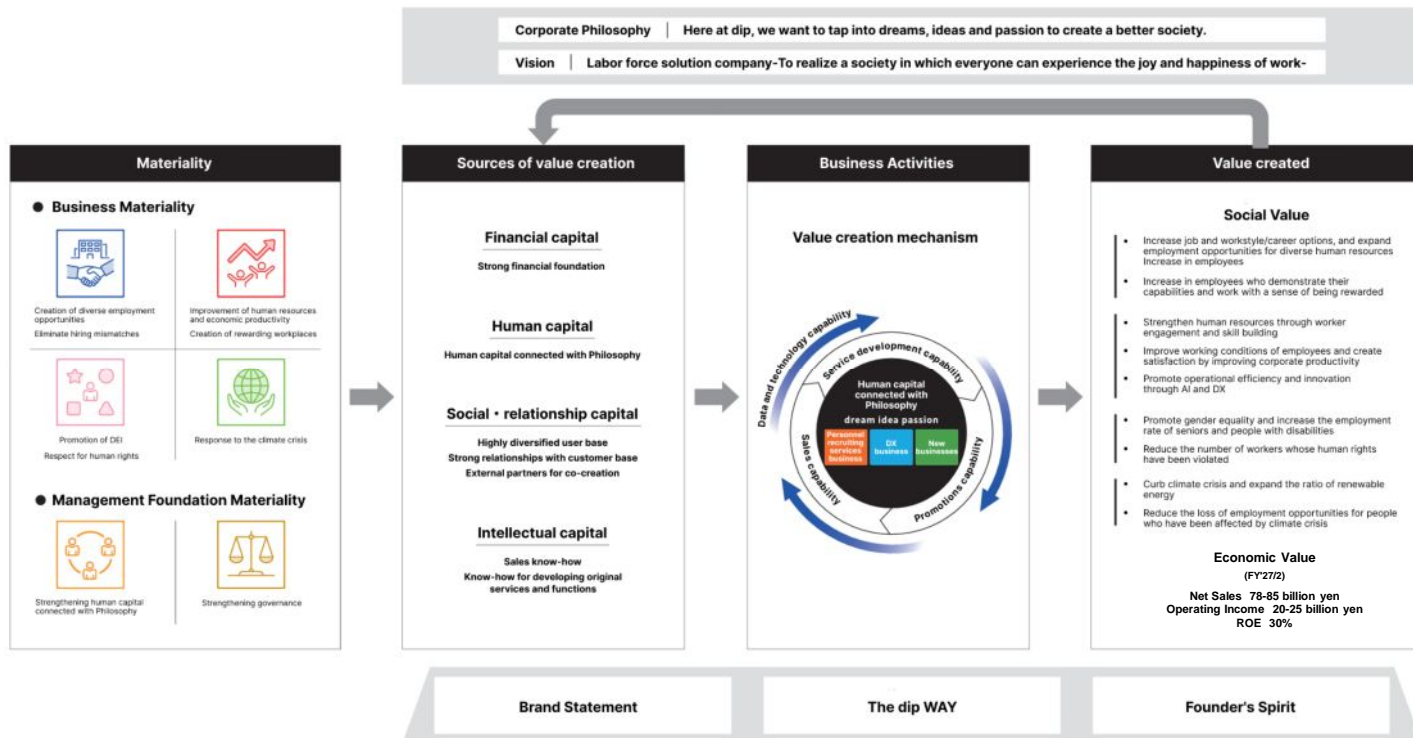
#### **Examples of utilization by administrative and planning employees**

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**

## 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**

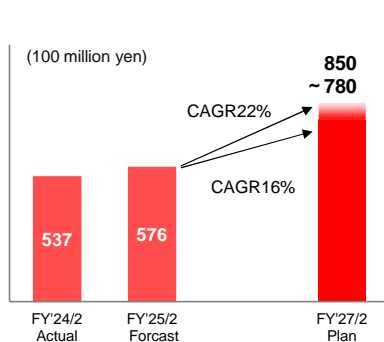
## 2. Mid-term Management Plan dip 30th Overview

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	<div><div>Social value</div><div><ul style="list-style-type: none"><li>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. &lt; Focus Areas &gt; 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</li><li>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. &lt; Job Created &gt; Medical ・Nursing care workers : 25 thousand per year</li></ul></div></div>	<div><ul style="list-style-type: none"><li>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.</li><li>Support workers to obtain qualifications by providing reskilling opportunities and promote regional revitalization and industrial stimulation through labor mobility.</li><li>Promote the improvement of working conditions by posting 1.25 million jobs with improved compensation (higher hourly wages).</li><li>Introduced dip Workplace Diagnostics* to improve the workplace environment. Support for retention and achievement after employment.</li></ul><div>*Service that identifies workplace attractions and challenges and provides proposals for improvement</div></div>	<div><ul style="list-style-type: none"><li>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.</li><li>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.</li><li>Promote a workplace environment that respects diversity by posting LGBTQ+ friendly jobs.</li><li>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.</li></ul></div>	<div><ul style="list-style-type: none"><li>Contribute to the realization of a carbon neutral society by reducing Scope 1 and 2 GHG emissions to net zero by FY2025.</li><li>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.</li><li>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.</li></ul></div>		
		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	<div><div>Sales Force</div><div>Promote hybrid sales to accelerate improved productivity</div></div>	<div><div>Service Development Strength</div><div>Set up an elite 400-person scrum team to maximize the value provided</div></div>	<div><div>Promotion Strength</div><div>Establish the No. 1 'user-first' brand</div></div>	<div><div>Data ・ Technology Strength</div><div>Develop a data infrastructure that supports all aspects of strategy execution</div></div>	<div><div>Business Development Strength</div><div>Strengthen mechanisms for generating innovation</div></div>
		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	

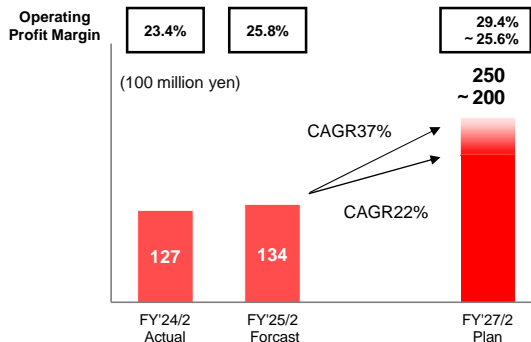
## 2. Mid-term Management Plan dip 30th Creating Economic Value (Financial Targets)

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

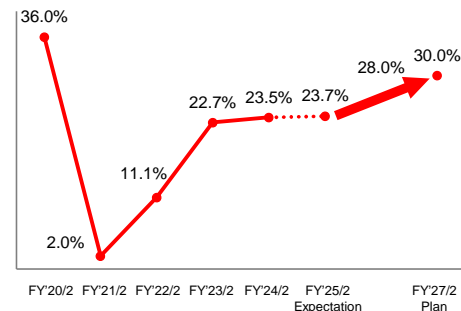
#### Net sales



#### Operating income



#### ROE



#### (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
<b>Create of diverse employment opportunities</b>  <b>Eliminating employment mismatches</b>	High-quality jobs that meet the needs of diverse occupations, job types and work styles <sup>1</sup>	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
<b>Improving human resources, economic productivity, and creating a rewarding workplace</b>	Number of workers in the medical, nursing care, and social-welfare industries <sup>2</sup>	10,000 people		25,000 people
	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 <sup>3</sup>	990,000 *1	1 million *1	1.25 million *1

Materiality	KPI	Results	Targets	
		FY'23/2	FY'25/2	FY'27/2
<b>Promoting DEI</b> <b>Respect for Human Rights</b>	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
<b>Responding to the Climate Crisis</b>	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
<b>Strengthening human capital connected with Philosophy</b>	Engagement Index *4	3.84	4.0 (out of maximum 5)	<b>4.2 (out of maximum 5)</b>
	Percentage of female employees hired as new graduates and later promoted to management positions	43.5%	50%	<b>50%</b>
	Percentage of females in management positions	34.4%	40%	<b>40%</b>
	Percentage of female employees taking childcare leave	98.3%	100%	<b>100%</b>
	Percentage of female employees returning to work after childcare leave	100%	100%	<b>100%</b>
	Percentage of male employees taking childcare leave	92.5% *3	100%	<b>100%</b>
	Percentage of employees with disabilities	3.0% *4	Legal employment ratio *4 or higher	<b>Legal employment ratio *4 or higher</b>
	Percentage of paid leave taken	59.4%	80%	<b>80%</b>
	Average overtime work	23.0 hours/month	20 hours or less/month	<b>20 hours or less/month</b>
	Job turnover rate	12.6%	10.0%	<b>10.0%</b>
	New graduate training	326 hours	<b>Continue to expand</b>	<b>Continue to expand</b>
	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
<b>Strengthening governance</b>	Percentage of Independent Directors	2/3 *5	2/3 or more	<b>2/3 or more</b>
	Percentage of female Directors	55.6% *5	50%	<b>50%</b>
	Number of material legal violations	0	Maintain 0	<b>Maintain 0</b>
	Compliance training and testing participation rate	100%	Maintain 100%	<b>Maintain 100%</b>
	Number of investor interviews	367/year	500/year	<b>550/year</b>

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.

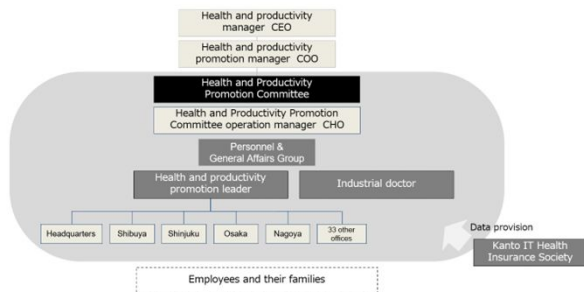
\*4: As of June 1 (as of the time of the Report on Employment Status of Persons with Disabilities, Ministry of Health, Labour and Welfare), the statutory employment rate for private companies is 2.3% (revised in March 2021).

\*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



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



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'24/2

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

• Female employee ratio<sup>\*1</sup>

**50.7 %**

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

**36.2 %**

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

**100.0 %**

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

**100.0 %**

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

**98.0 %**



### 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**

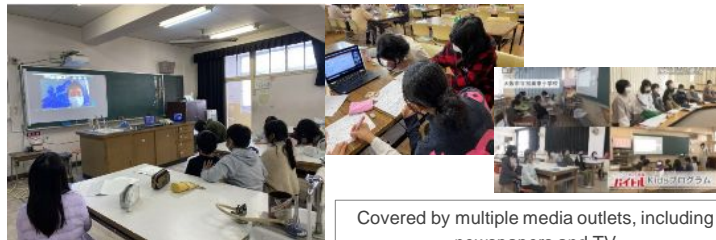
#### Work experience learning for children "Baitoru Kids Program"

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



### Disclaimer

- Forward-looking statements in this document are based on the company's current understanding, opinions, judgments, and forecasts at the time of preparation and are not intended to guarantee their realization. Changes in various factors may cause actual performance or results to differ materially from these statements.
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- Any statements made herein are made solely for provision of information and are not an inducement to investment in dip securities. It is recommended to refrain from making investment decisions that are fully dependent on this material.
- English documents are prepared as a courtesy to our shareholders. In the event of any inconsistency between English-language documents and the Japanese-language documents, the Japanese-language documents will prevail.

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