



Labor force solution company

FY'26/2 Q3

Financial Results

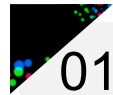
dip Corporation

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

January 13, 2026



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01

Toward Enhancing Corporate Value

1. Deployment of “Spot Baitoru”, a Spot Part-time Job Service
2. Business Strategy for dip in the AI Era
3. Expansion of User and Customer Base
4. Development of Human Capital

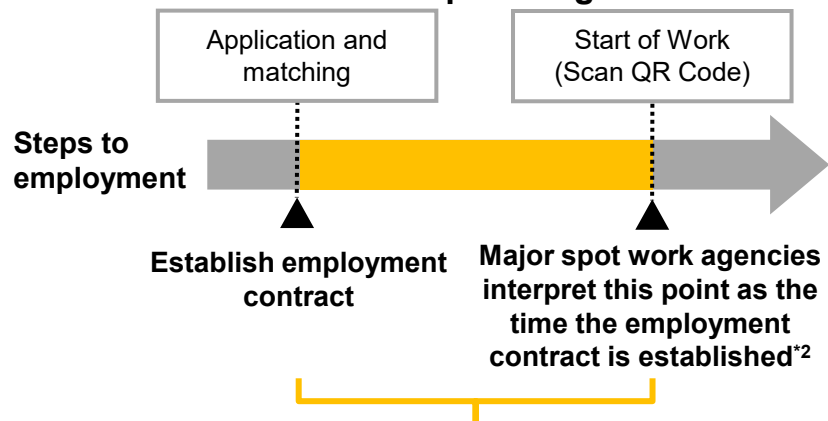
1. Deployment of “Spot Baitoru”, a Spot Part-time Job Service ①

At major spot work agencies, there were cases where workers were not paid the equivalent wage even when employment was canceled at the employer's convenience immediately before the scheduled shift (The statute of limitations for wage claims, including compensation for lost wages, is generally three years)

We recognized this as an issue early on and amended the terms of service in April 2025 (Cases previous to this date have been resolved*1)

Major spot work agencies defined the point at which a labor contract was established as the “point at which the QR is code scanned.” Therefore, when a job cancellation occurred due to the employer's circumstances before the spot work user scanned the QR code, the agency did not seek compensation from the employer.

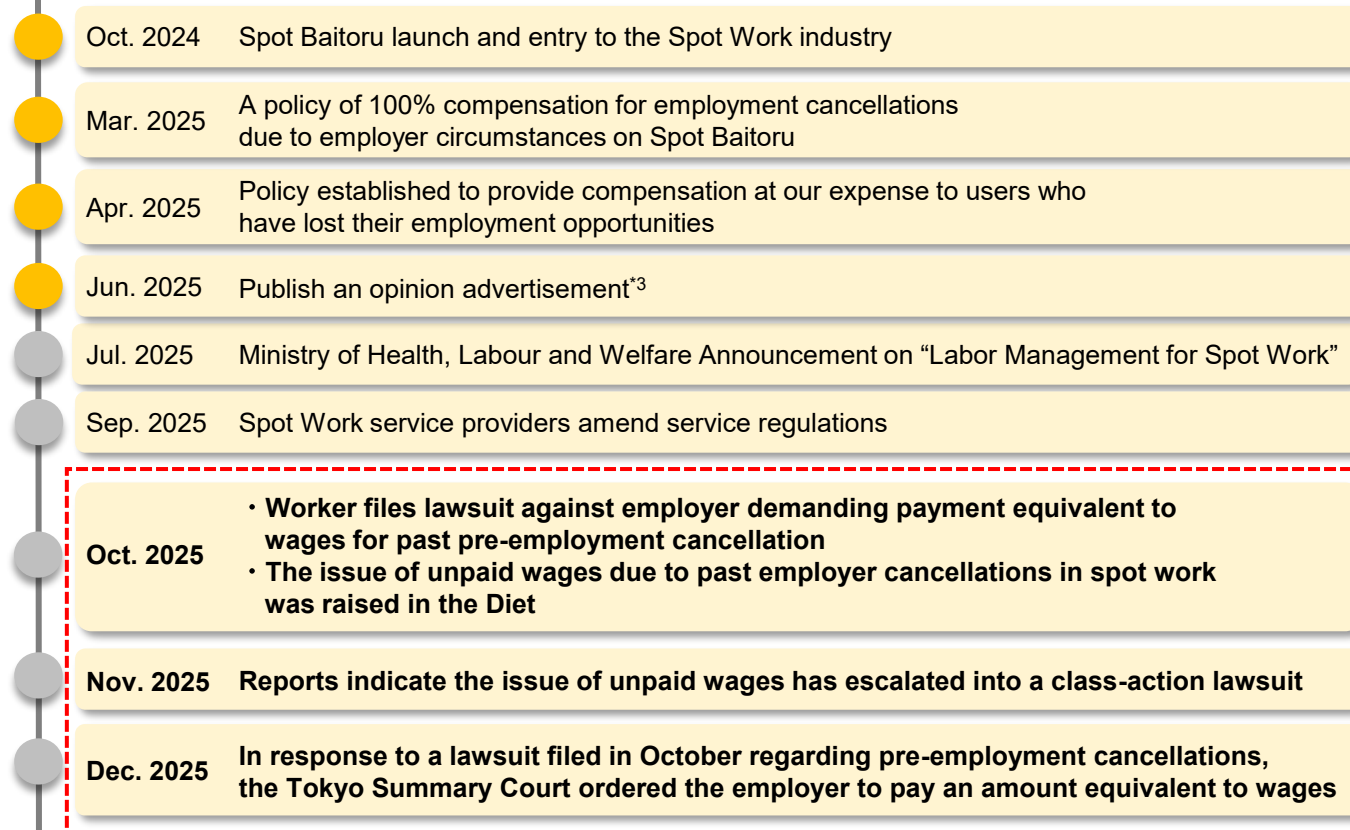
■ Background reasons for the accrual of unpaid wages



In the event of cancellation by the company during this period, payment equivalent to wages is required.

■ Actions undertaken by companies and related organizations on this matter

(Items in yellow indicate our company's response, while the area within the red frame indicates new developments.)



*3 Provided separately in Appendix, p.60



*1 For our users who lost work opportunities for similar reasons prior to the terms and conditions change, we provided compensation equivalent to wages at our expense

*2 Prior to August 31, 2025

Court orders employer who canceled at the last minute to pay wages equivalent to the job First ruling in the spot work sector concerning last-minute cancellations

Reports suggest the ruling may develop into solicitation for a class action lawsuit

■ Articles regarding the lawsuit filed by workers for unpaid wages

A student who had their employment canceled prior to starting work due to the employer's circumstances has filed a lawsuit seeking compensation equivalent to wages (Oct. 2025)



▲ Asahi Shimbun: Published Nov.1, 2025

Tokyo Summary Court orders employer to pay wage equivalents in the above-mentioned case (Dec. 2025)



▲ Asahi Shimbun: Published Dec.10, 2025

■ Articles regarding the class action lawsuit

Law firm begins preparations for class action lawsuit over past pre-employment cancellations (Nov. 2025)



▲ Rodo Shimbun: Published Dec.12, 2025

Other media covering this issue

【Broadcasters】

- NHK
- Fuji Television

【Others】

- Asahi Shimbun
- Mainichi Shimbun
- Sankei Shimbun
- Rodo Shimbun
- Kyodo News
- Jiji Press
- Weekly Post
- Logistics Weekly

1. Deployment of “Spot Baitoru”, a Spot Part-time Job Service ③

Even if work is canceled before commencement due to employer circumstances, compensation equivalent to wages is provided, ensuring peace of mind when using the service

Launch of a promotional campaign utilizing TV commercials and transit advertising

■ New TV commercials begin airing in November



In response to the growing social concern over unpaid wages, employers are taking measures

User-first service deployment and bundled sales with “Baitoru Talk” have steadily increased both the number of job postings and successful hires

■ Examples of responses from the business owners

▼Major food service company A

While monitoring other companies' responses to cancellation issues, **we decided to pay workers the unpaid wages from past last-minute cancellations** due to heightened social concern. **We are currently verifying user information with spot work intermediaries for payment processing, and considering making the switch to Spot Baitoru.**

▼Major retailer B

Following the discovery of unpaid wages related to past cancellations, **we initiated an investigation into the actual state of cancellations at each work site.** **Attracted by its high safety standards and the convenience of one-stop recruitment for shifts and spot work, we began recruiting not only through Baitoru but also through Spot Baitoru.**

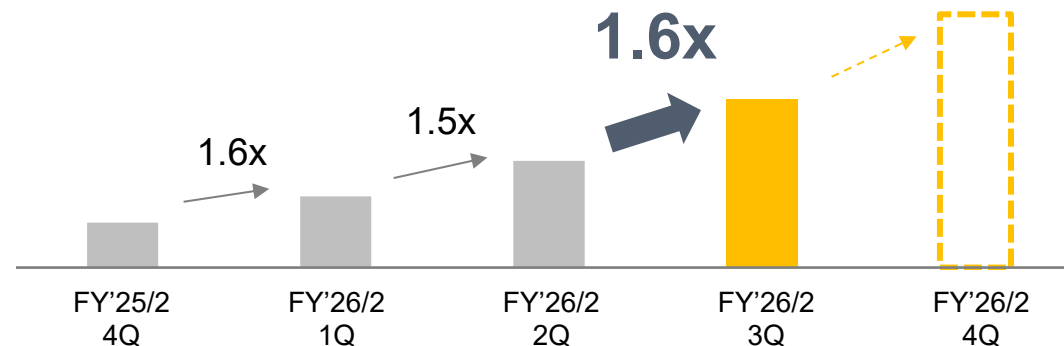
▼Major retailer C

The practice of individual store managers posting spot job listings at their discretion was deemed problematic. The process was changed to one where the HR department consolidates usage data and manages it centrally. **Concurrently, the switch to Spot Baitoru was decided, and implementation is underway.**

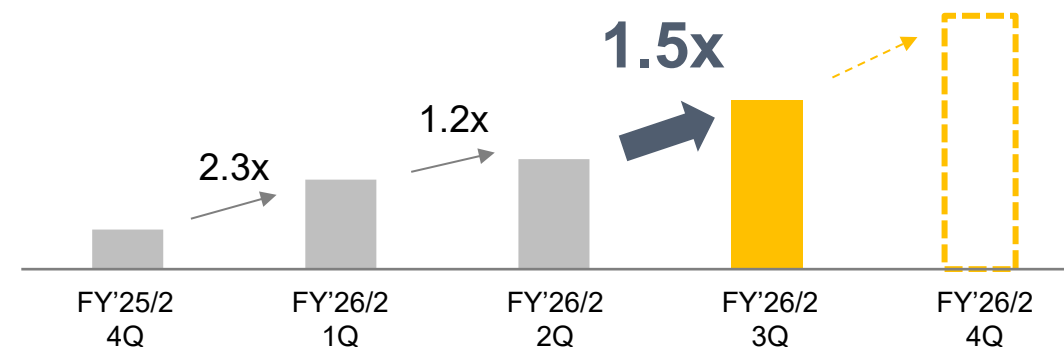
▼Major food service Company D

To address challenges in employee communication, we decided to implement Baitoru Talk to visualize employee communication across all locations. Furthermore, **we evaluated the “Spot Baitoru Job Posting Feature” within Baitoru Talk for its ability to visualize shifts and enable efficient spot recruitment, and decided to implement Spot Baitoru.**

■ Number of job postings



■ Number of workers



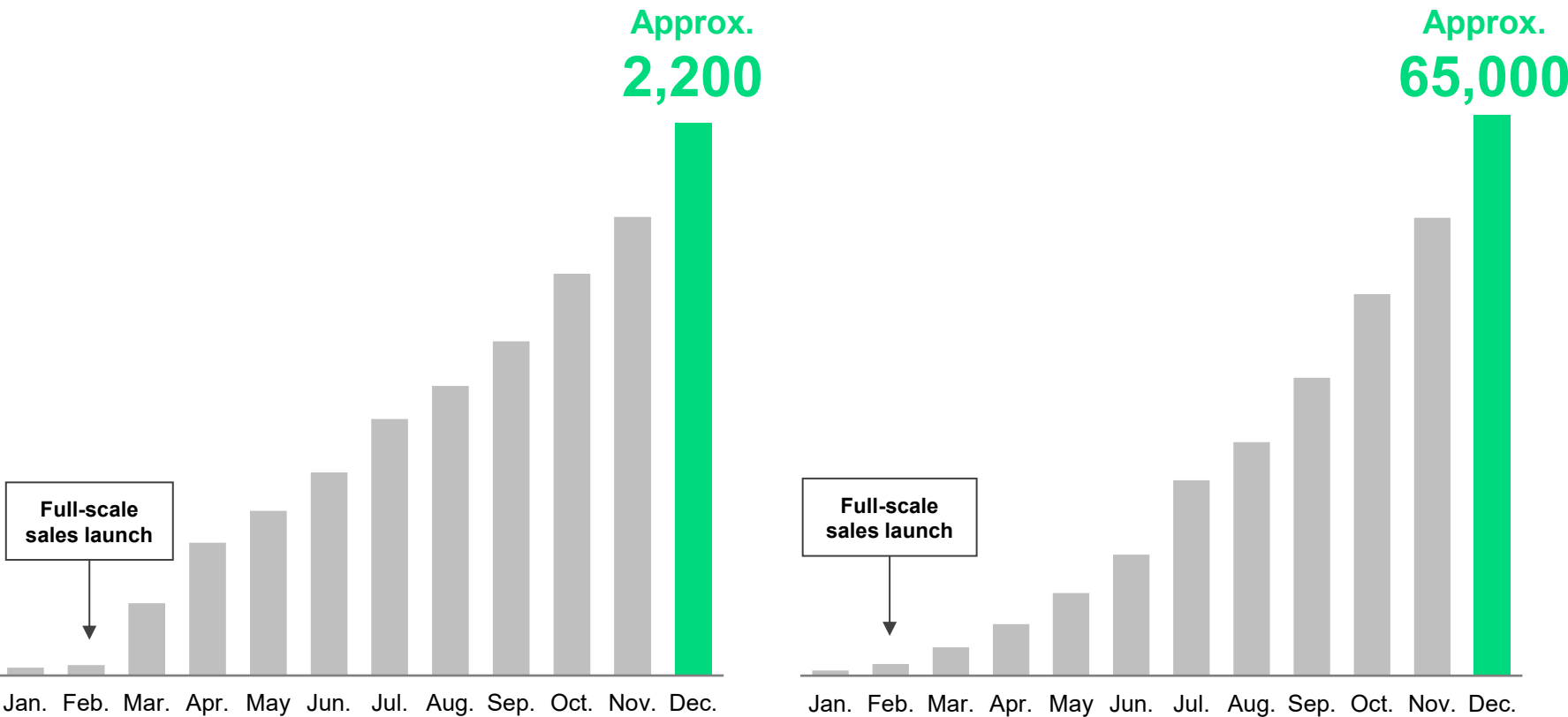
The number of companies using “Baitoru Talk*1” is growing rapidly
Aiming for 2 million users

The “Spot Baitoru Job Posting Feature” accelerates the acquisition of spot hiring needs

■ Number of contracted companies

■ Number of users

■ Introduction examples of companies*2

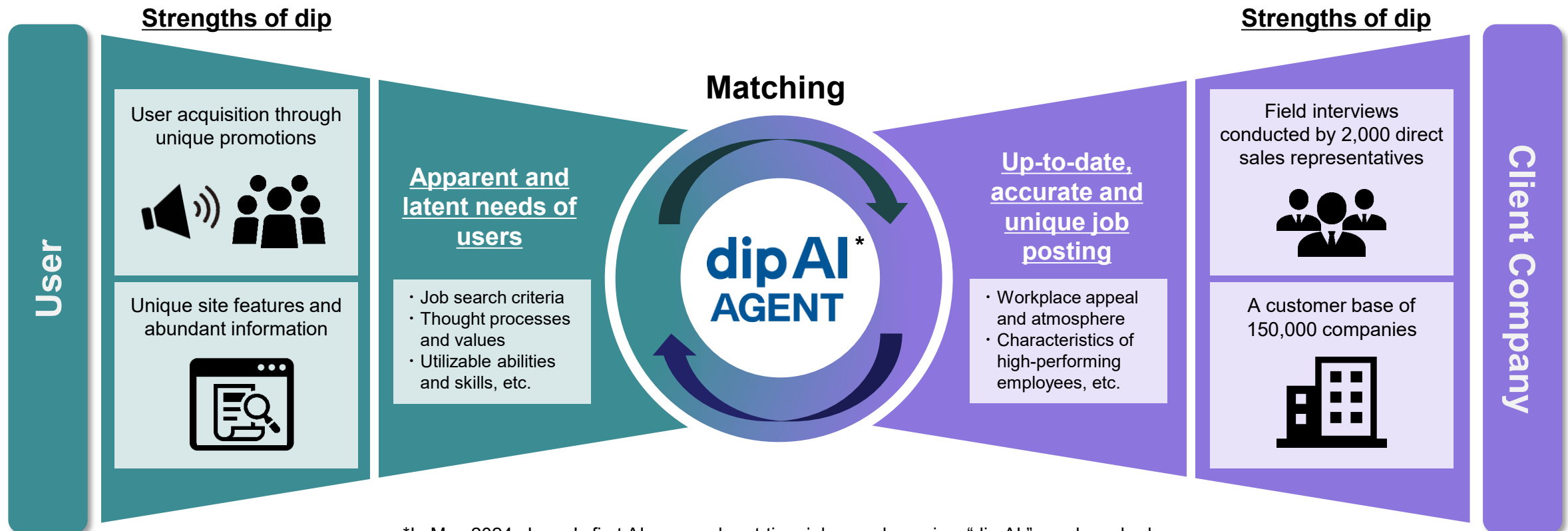


*2 Including companies conducting test implementations

*1 A communication app for part-time employees and store managers, equipped with features such as collecting preferred shift availability and coordinating shift swaps. (Details are provided separately in Appendix page 64)

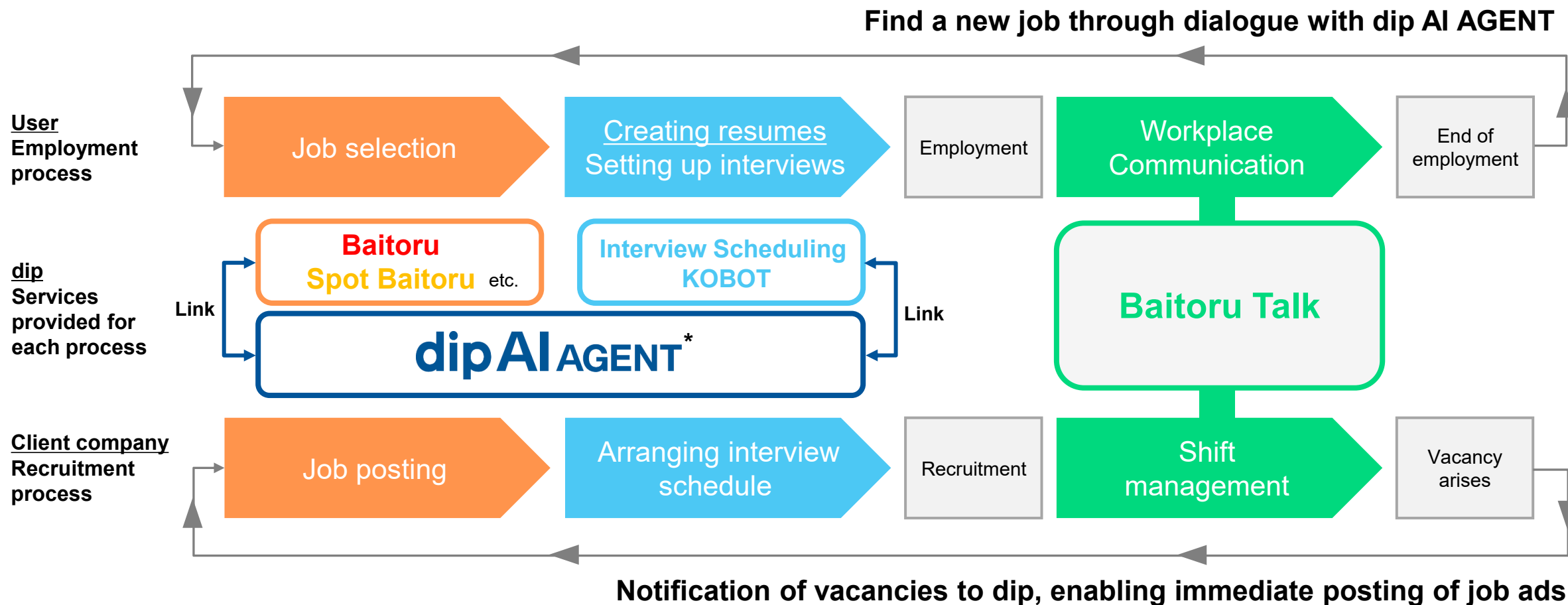
Maximizing AI matching accuracy requires gathering the latest and most detailed data on users and client companies

Leveraging our strengths, we can obtain unique user and customer data unavailable to competitors
Moving forward, we will utilize workplace information not listed in job postings for matching



*In May 2024, Japan's first AI-powered part-time job search service, "dip AI," was launched.
December 2025, renamed from dip AI

**Delivering solutions aligned with employment and recruitment workflows
By maintaining continuous connections with users and client companies,
we accumulate data and build our proprietary AI platform**



* Renamed from dip AI

Shohei Ohtani and CEO Tomita discuss “Their thoughts on the WBC” and more series of interview videos will be released leading up to the 2026 World Baseball Classic in March

New commercials featuring Shohei Ohtani will begin airing in late January this year

■ **A scene from the conversation between Ohtani and CEO Tomita**

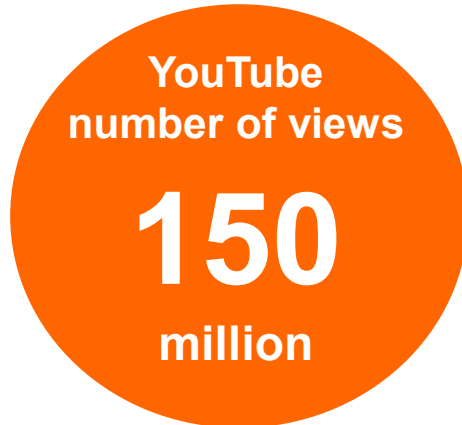


● **Video URL**

dip brand ambassador Shohei Ohtani talks about his thoughts on the WBC in his first interview with dip in two years

https://youtu.be/ufy_YWHgu4w

■ **Advertising effectiveness***



*As of Jan. 12

(Reprint) Selected as the Main Sponsor for the “2026 World Baseball Classic® Tokyo Pool” to be held this March (Announced March 2025)



▲ Scene from the press conference held in March 2025

“Unlocking the Future of Work Through the Power of Solutions” Labor Force Solution Conference dip 2025 to be held (November 11)

Approximately 2,000 executives participated in the event both on-site and online

■ Event themes

1

Aoyama Method Solution
～The Reform That Led an Unknown Organization to Consistent Victory～

▶ Management for Building a Winning Organization by Susumu Hara,
Head Coach of the Aoyama Gakuin University Track and Field Team

2

Case Study Session: Solutions for Successful Recruitment

▶ Case studies demonstrating how our sales staff directly contributed to
client business growth through hands-on recruitment support—including
job posting creation based on on-site experience

3

Case Study Session: The Essence of ‘People Business’
– How to Create Organizations that Shape the Future

▶ Introducing initiatives by major food service companies to create
workplace environments where diverse talents can thrive and to develop
human resources. Also, presenting case studies on problem-solving
through the introduction of Baitoru Talk.

4

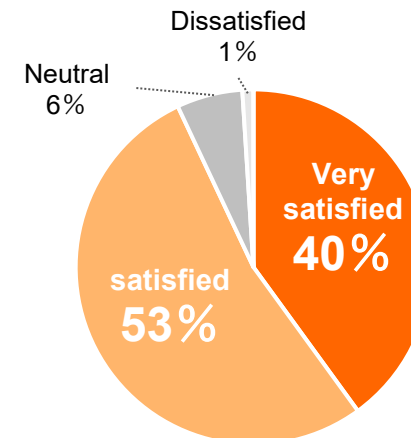
Toward a Future Where Companies, Users, and dip “Stay Connected”
Evolving Matching and Recruitment Strategy

▶ Explaining the system that provides seamless support from recruitment to
employee retention



■ Results of the conference

Conference overall satisfaction



Key feedback from participants

- With dip sales reps personally visiting the sites and entrusting them to provide solutions tailored to the company's challenges, I got the impression that this could lead not only to recruitment but also to business growth, such as expanding locations.
- I was impressed by how Baitoru Talk has significantly refined its product from a field user's perspective, with features like the “Cross-Store Help Function” and “Time-Stamping Function,” and I became very interested in implementing it

By expanding transactions with companies that have already undergone credit screening, we aim to continue maintaining 'zero postings for illegal part-time jobs'

12

AI-driven operational reforms are progressing
We aim for further productivity improvements

(Reprint) KPI targets for the FY'26/2

▶ Number of sales presentations	104 %
▶ Order success rate	104 %
▶ Unit price per order	104 %

(Note) Year-on-year comparison during the busy season

■ Main initiatives

▶ Tool for streamlining the creation of proposal materials
AI creates the story for the next proposal based on past business meeting records and other data. **It streamlines the creation of proposal materials by searching and citing internal information and generating any missing content through information gathering from external sources.**
Reduce administrative time spent preparing for visits and improve proposal material quality to **increase deal win rates and order value**

▶ Expand features for automatic meeting minutes creation tool
The AI-powered meeting minutes automation tool now features a function **that suggests ways to improve points sales negotiations.**
Streamline administrative tasks involved in creating sales meeting records and increase effective follow-up actions by **sales teams to improve sales conversion rates.**



02

FY'26/2 Q3 Financial Results

**As the company continues to shift to a solution-based organization,
sales growth temporarily slowed due to increased tasks involving transition of clients**

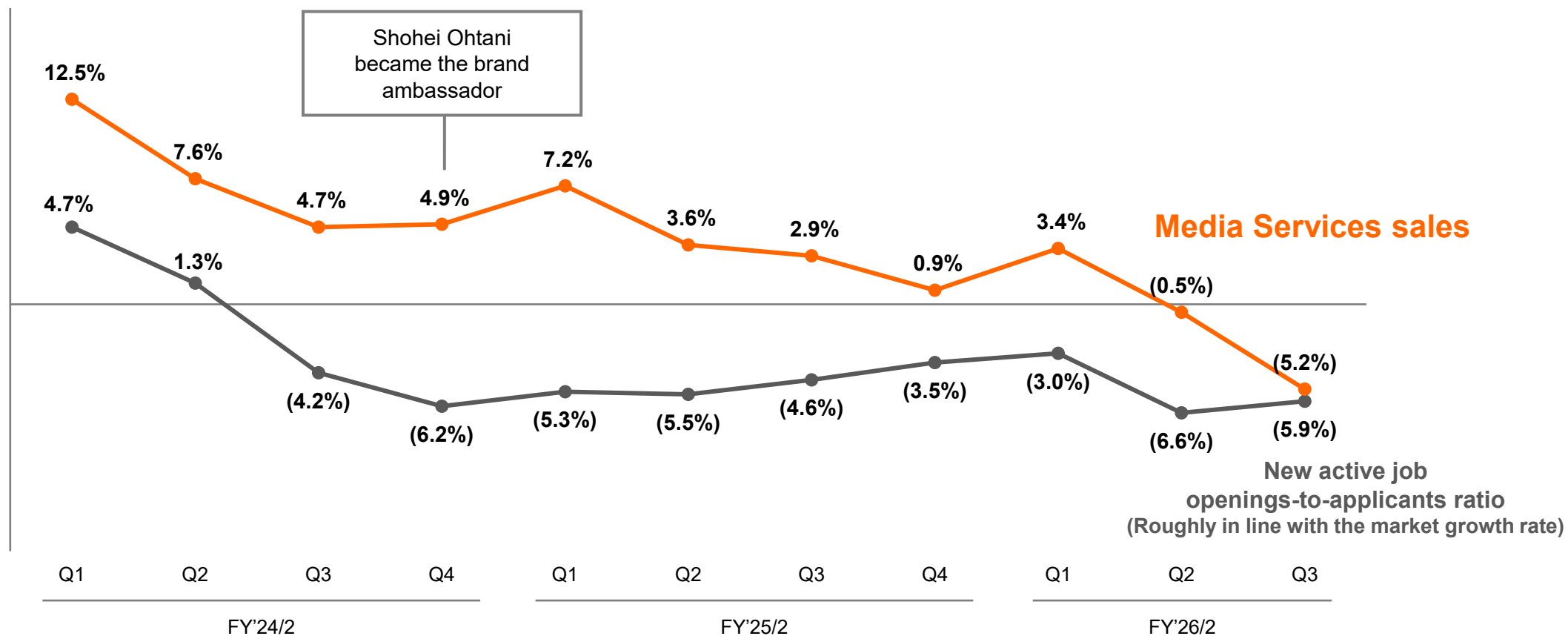
Aiming for high single-digit sales growth in the fourth quarter

(Unit : Million Yen)		FY'25/2 Q3 Results	FY'26/2 Q3 Results	YoY
Entire Company	Sales	14,227	13,527	(4.9%)
	Operating income	3,365	2,644	(21.4%)
	Ordinary income	3,363	2,701	(19.7%)
	Net income attributable to owners of parent	2,314	1,883	(18.6%)
Personnel Recruiting Services Business	Sales	12,529	11,916	(4.9%)
	Segment Profit	4,459	4,103	(8.0%)
DX Business	Sales	1,698	1,611	(5.1%)
	Segment Profit	921	884	(4.0%)

Media sales growth rate slows to match market growth rate

Weak market conditions persist, primarily in the food and beverage and retail sectors

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



Source

New active job openings-to-applicants ratio: The Ministry of Health, Labor and Welfare's "General Employment Placement Report (Job Security Service Statistics)".

Number of sales personnel* exceeded the previous year's figure
Mid-career hires for this period are expected to reach 200, surpassing the 100-person target
The turnover rate decreased compared to last year

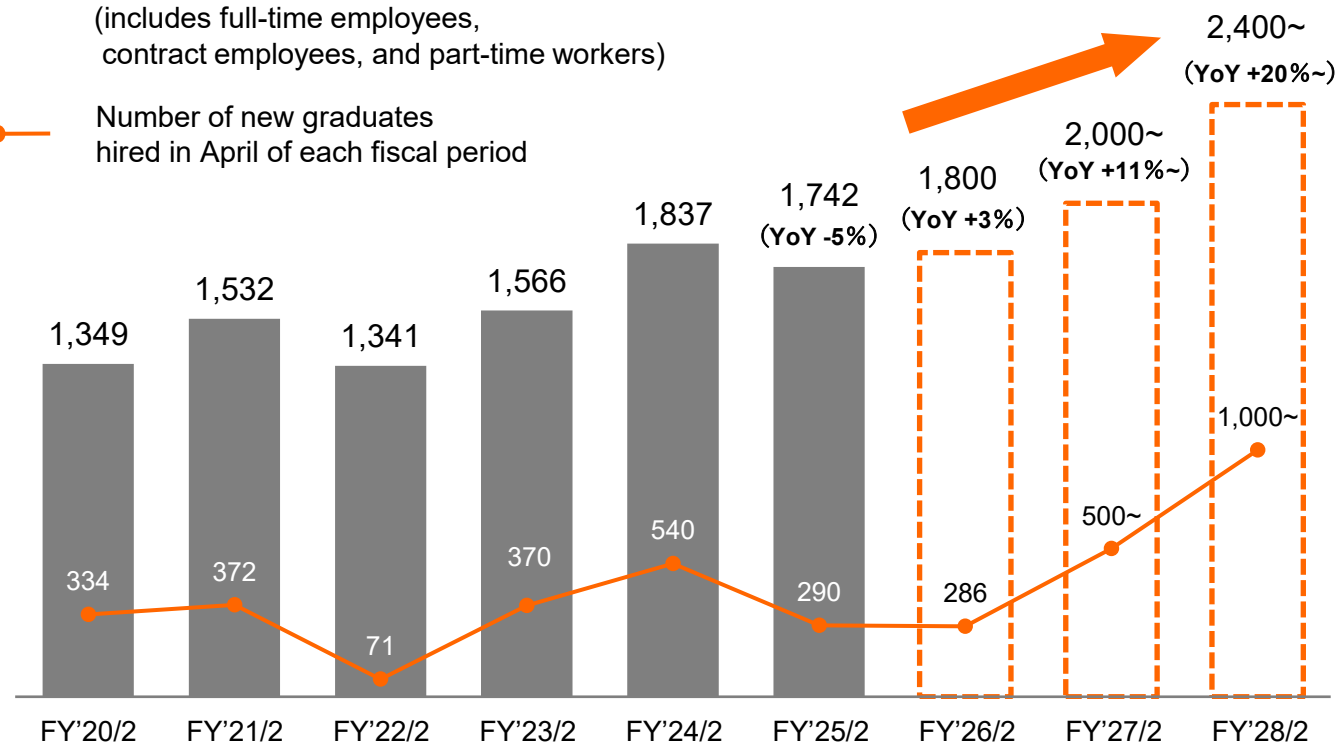
* As of Dec.1

Aiming to hire over 1,000 new graduates in fiscal year 2027, the largest number ever

■ Number of sales personnel

Bar graph Total at the end of each fiscal period
(includes full-time employees,
contract employees, and part-time workers)

—●— Number of new graduates
hired in April of each fiscal period



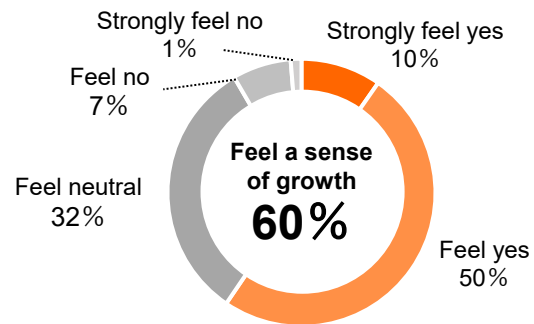
(Unit : people)

After transitioning to a solution-based sales structure, approximately 60% of employees feel their personal growth and the value they provide to customers have increased

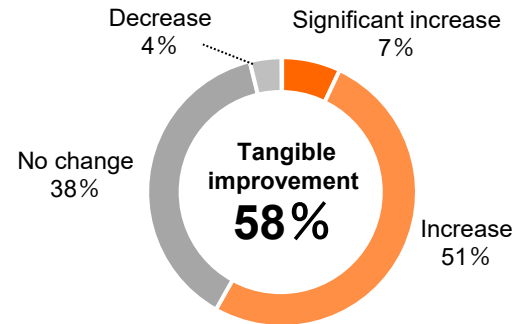
Client companies also have a high level of satisfaction with the solution-based system

■ **Survey results on changes to the sales structure conducted among sales staff^{*1}**

Compared to before the solution-based system was implemented, do you feel you're experiencing growth?



Compared to before the solution-based framework was implemented, do you feel the value provided to customers has increased?

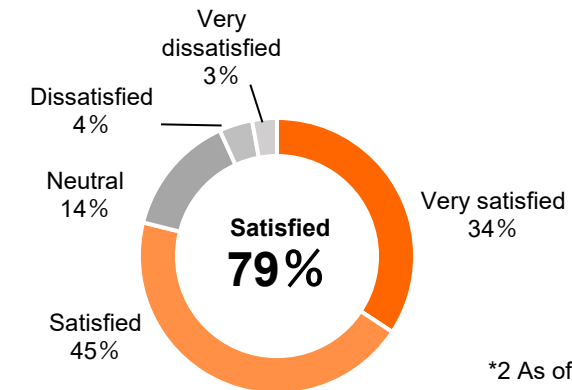


*1 As of Nov. 2025

< Employee Comments >

- I feel we've evolved from traditional sales focused on our clients' hiring success to a sales approach that works backward from our clients' ideal store operations and proposes a wide range of dip solutions. (Third-year employee)
- By shifting to an industry-specific sales structure, we've gained more opportunities to acquire specialized knowledge in each sector, which has elevated the quality of our proposals to clients. Additionally, our focus during client visits has changed, and I believe the quality of information we gather from them has improved. This information then feeds into subsequent proposals, creating a positive cycle of information utilization. (Second-year employee)

■ **Survey results on dip sales staff satisfaction conducted among client companies^{*2}**



*2 As of Oct. 2025

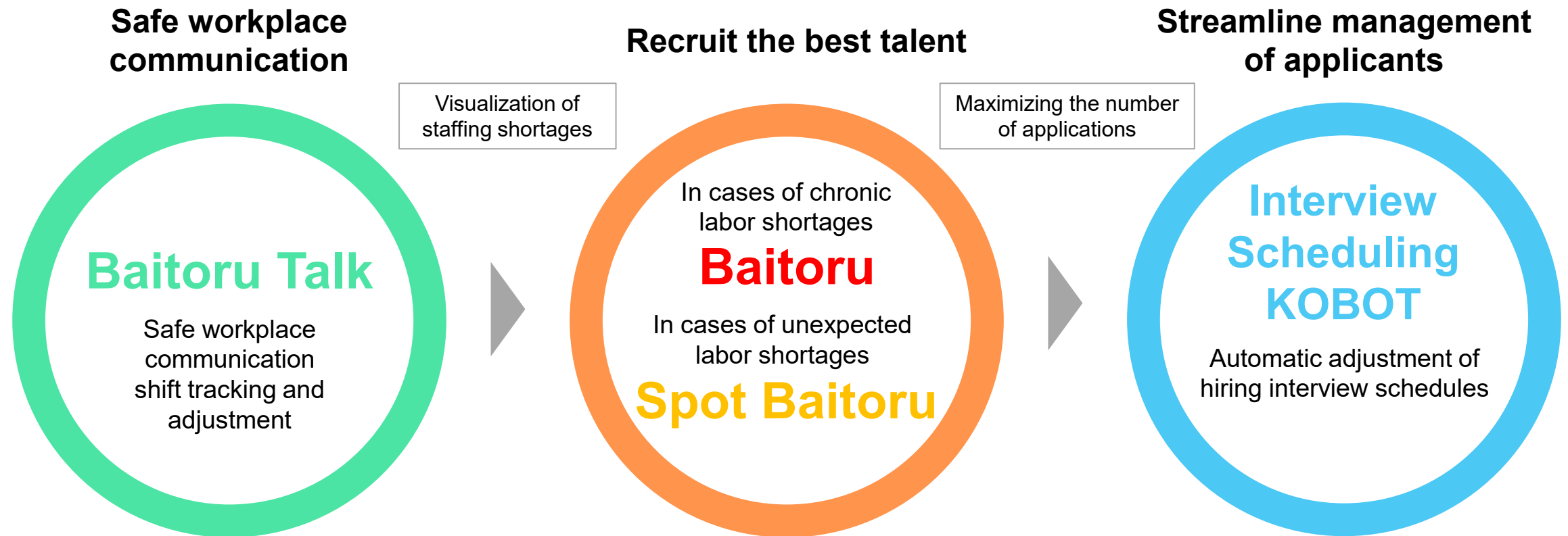
< Client Company Comments >

- After some discussions regarding stagnant sales growth, dip conducted a thorough analysis of our business challenges and identified customer acquisition as the key issue. They also provided proposals to increase customer numbers, leading us to decide on implementing the "MEO KOBOT" this time. (Food Service Industry)
- dip sales team pointed out that we had challenges with employee turnover rates in pursuit of sustainable management. Based on examples from other companies, they proposed improvements to our salary structure and employee benefits. As a result, not only did our turnover rate improve, but the number of applicants also increased significantly, and we achieved successful hiring. We are extremely satisfied. (Nursing Care Industry)

**By making proposals based around Baitoru Talk,
opportunities for business negotiations with client companies have expanded**

Accelerate proposals for solutions that cover the entire recruitment process and aim to increase sales

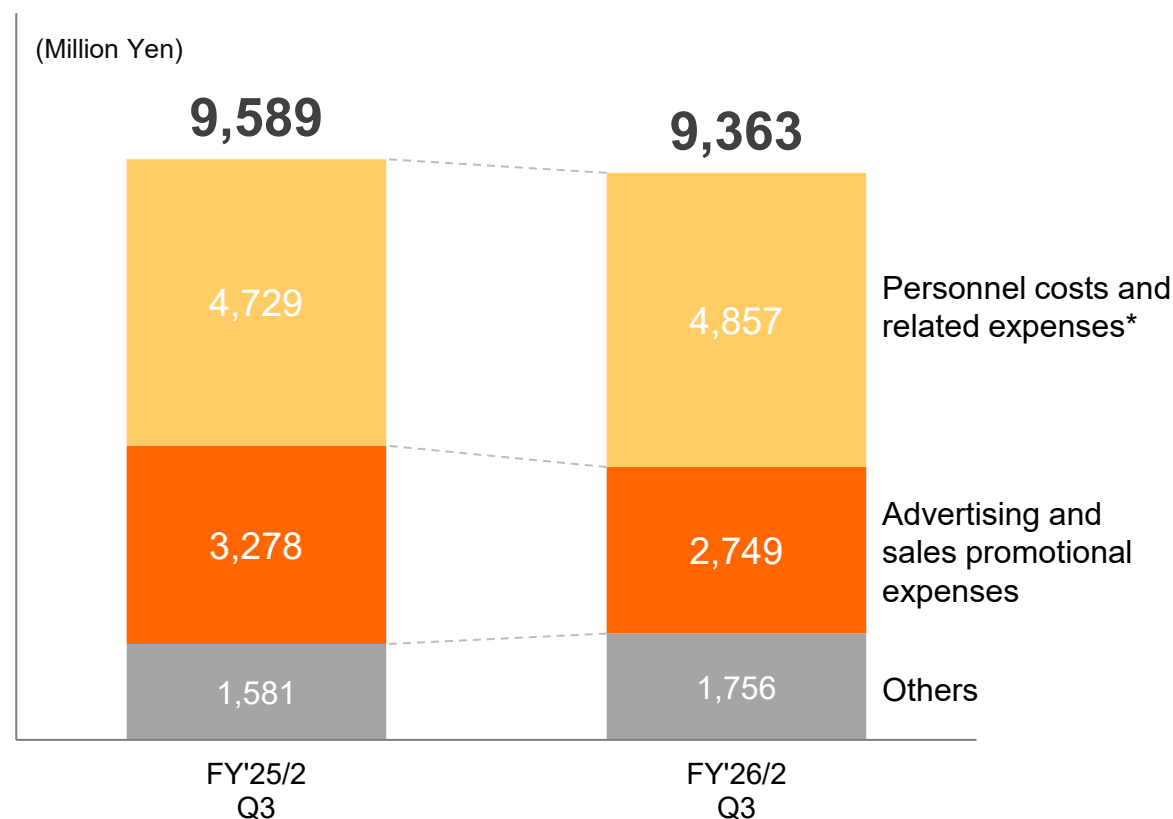
■ Proposal flow



Spot Baitoru bolsters advertising investment, however as existing services became more efficient advertising expenses as a percentage of sales decreased YoY (-2.7%pt)

The strengthening of mid-career recruitment led to a YoY rise in the personnel cost ratio (+2.7%pt)

■ Breakdown in SG&A



【Personnel costs and related expenses】
Increased due to stepped-up mid-career hiring

【Advertising and sales promotional expenses】
Advertising investment in Spot Baitoru increased, but advertising efficiency for existing services improved, leading to an overall decrease

【Others】
Increase in rent due to expansion of head office

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



03

Full-Year Earnings Forecast for the FY'26/2

1. FY'26/2 Full-Year Forecasts
2. Outlook for Revenue and Profit for the FY'27/2

No change in the forecast for this fiscal year

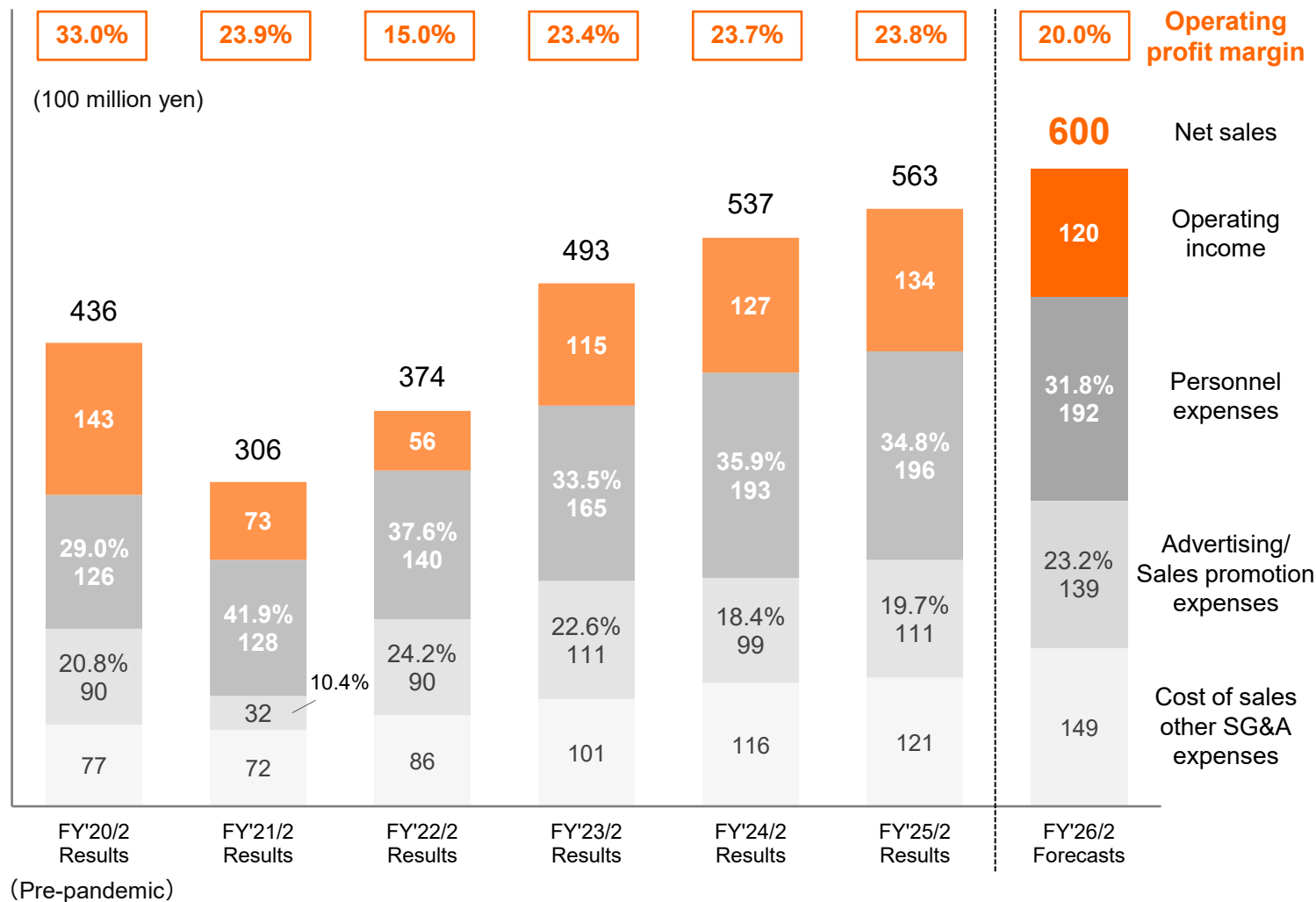
(Unit : Million Yen)

		FY'25/2 results	FY'26/2 forecast	YoY
Entire company	Sales	56,386	60,000	+ 6.4%
	Operating income	13,405	12,000	(10.5)%
	Ordinary income	13,257	11,900	(10.2)%
	Net income attributable to owners of parent	8,951	8,000	(10.6)%
Personnel Recruiting Services Business	Sales	49,662	52,600	+ 5.9%
	Segment Profit	18,379	17,100	(7.0)%
DX Business	Sales	6,723	7,400	+ 10.1%
	Segment Profit	3,391	4,200	+ 23.9%

Assumptions

The market for part-time and temporary job advertisements is expected to continue its gradual recovery from the previous year

1. FY'26/2 Full-year Forecasts ② Breakdown of Costs (Reprint)



Cost approach

【Personnel expenses】

Personnel numbers are expected to increase year-on-year in the second half of the year. However, as the average number of personnel for the full year is expected to be below the previous year's level, personnel expenses are expected to decrease year-on-year.

【Advertising / Sales promotion expenses】

Accelerate investment in Spot Baitoru.

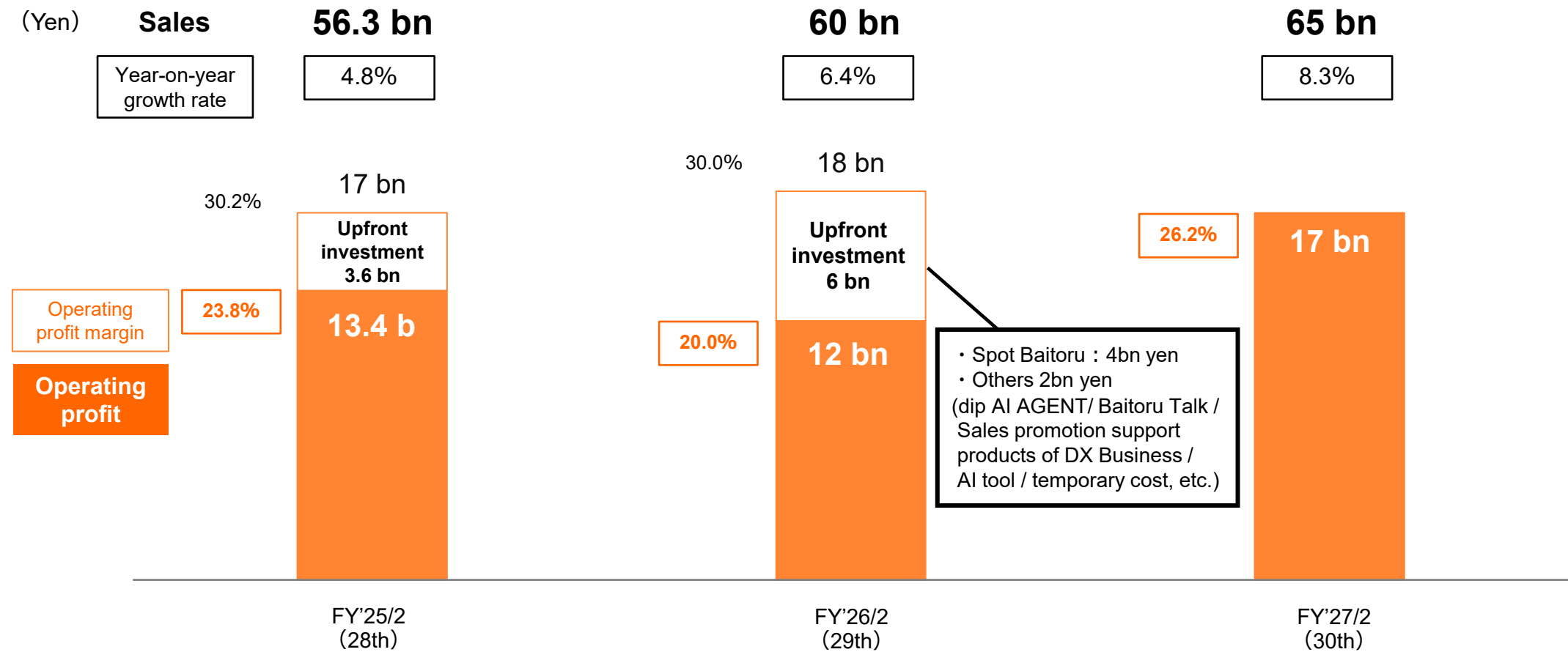
【Cost of sales and other SG&A expenses】

Increased system-related costs for Spot Baitoru / dip AI AGENT/ Baitoru Talk, and costs associated with office consolidation for the solution sales structure.

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

Aiming for sales growth of 6% this fiscal year and 8% next fiscal year
through monetization of upfront investments

Next fiscal year, we expect operating income to increase significantly to over 17 billion yen





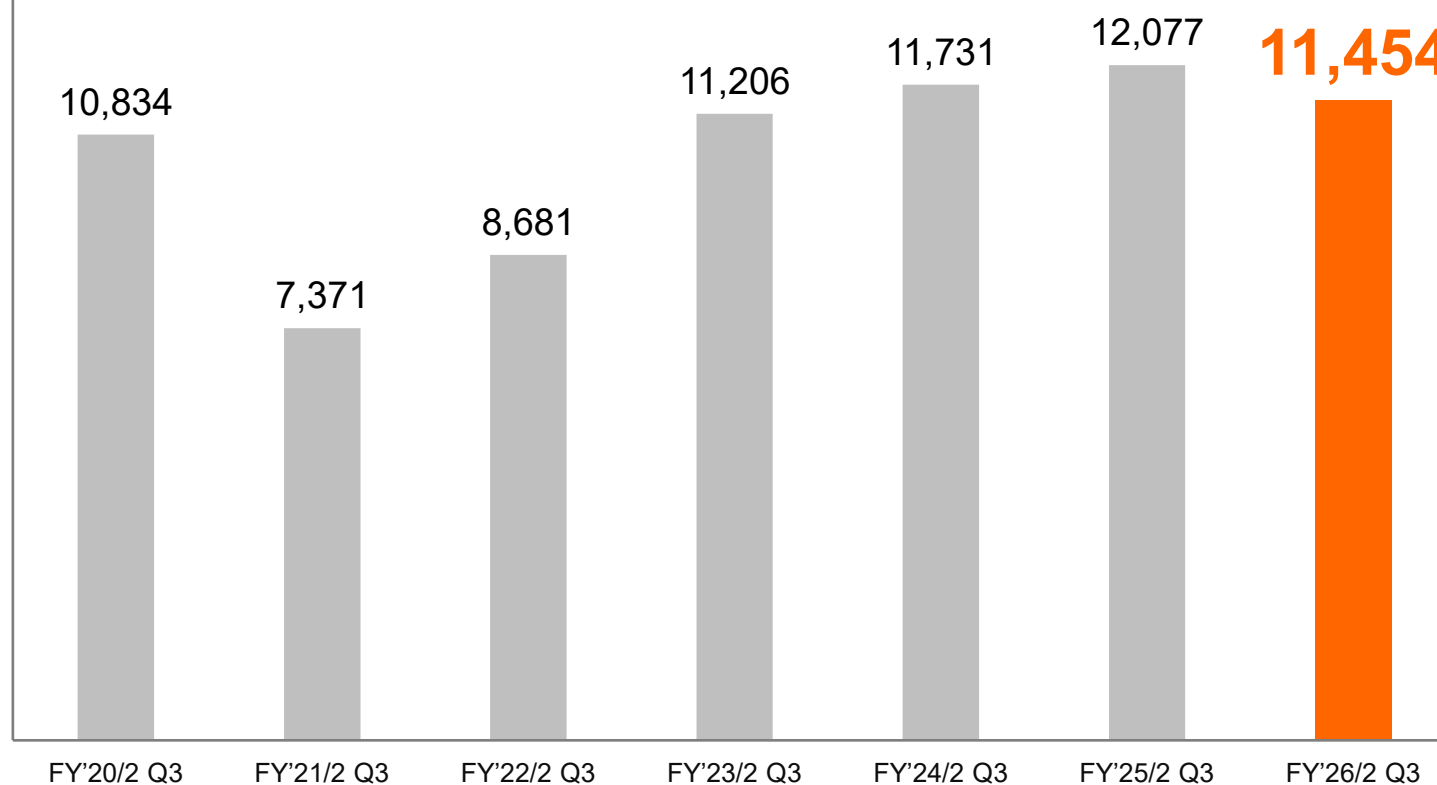
Progress in the Personnel Recruiting Services Business

1. FY'26/2 Q3 Results
2. FY'26/2 Business Plan

■ Media Services* sales trends

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

(Million Yen)



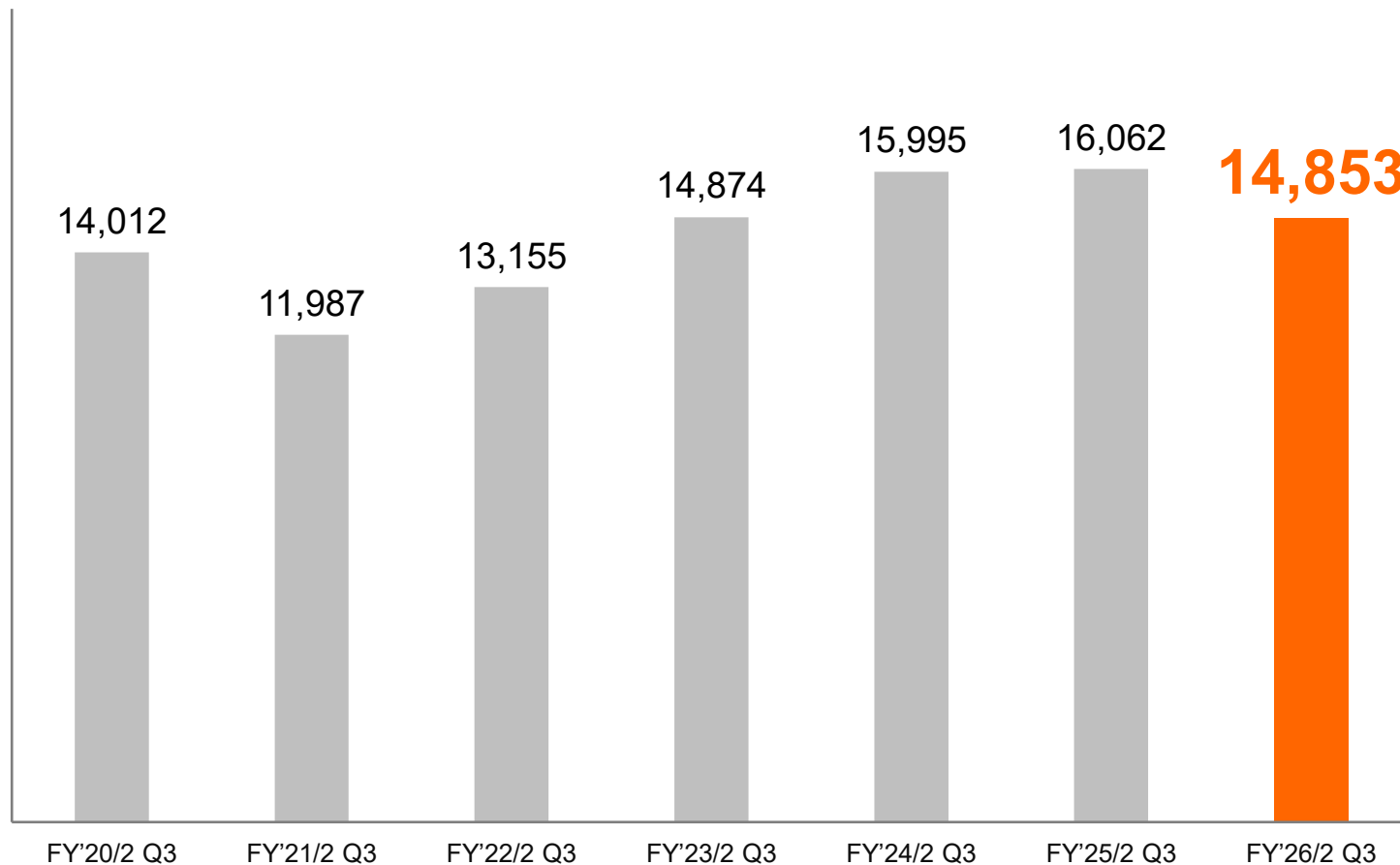
Year-on-year decrease of
5.2%
(-620 million yen)

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

**Due to increased handover*¹ tasks,
contract acquisition for new customers and past clients has slowed**

■ **Media Services number of contracted companies (Unique*²)**

(Companies)



**Year-on-year decrease of
7.5%
(-1,209 companies)**

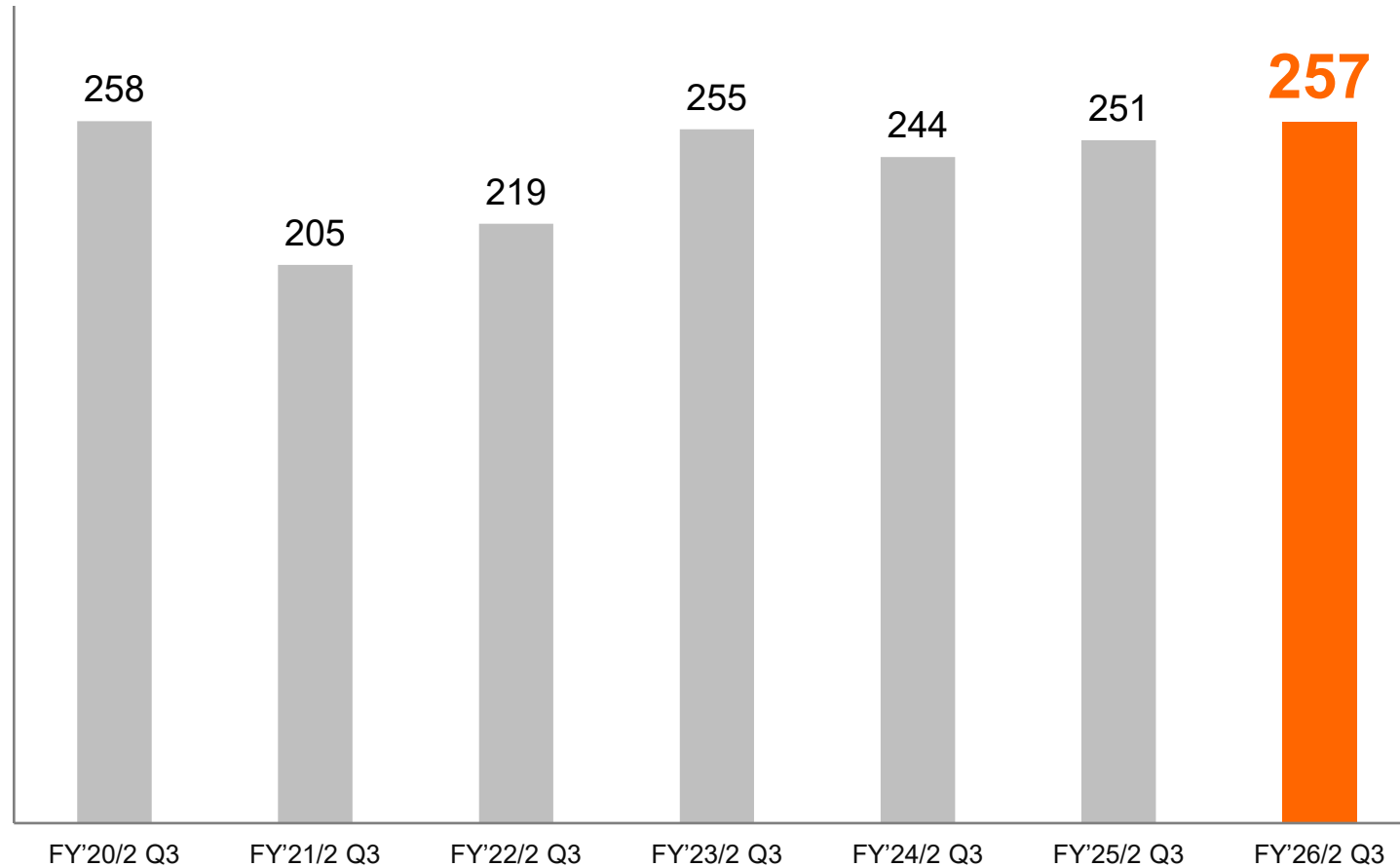
*1 'Handover procedures' refers to the re-distribution of clients within our sales teams as dip transitions to a Solution Organization

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

**Market share is expanding, mainly among human resources companies,
leading to an increase in unit prices**

■ Media Services contract unit price trends (Unique*)

(Thousand yen)



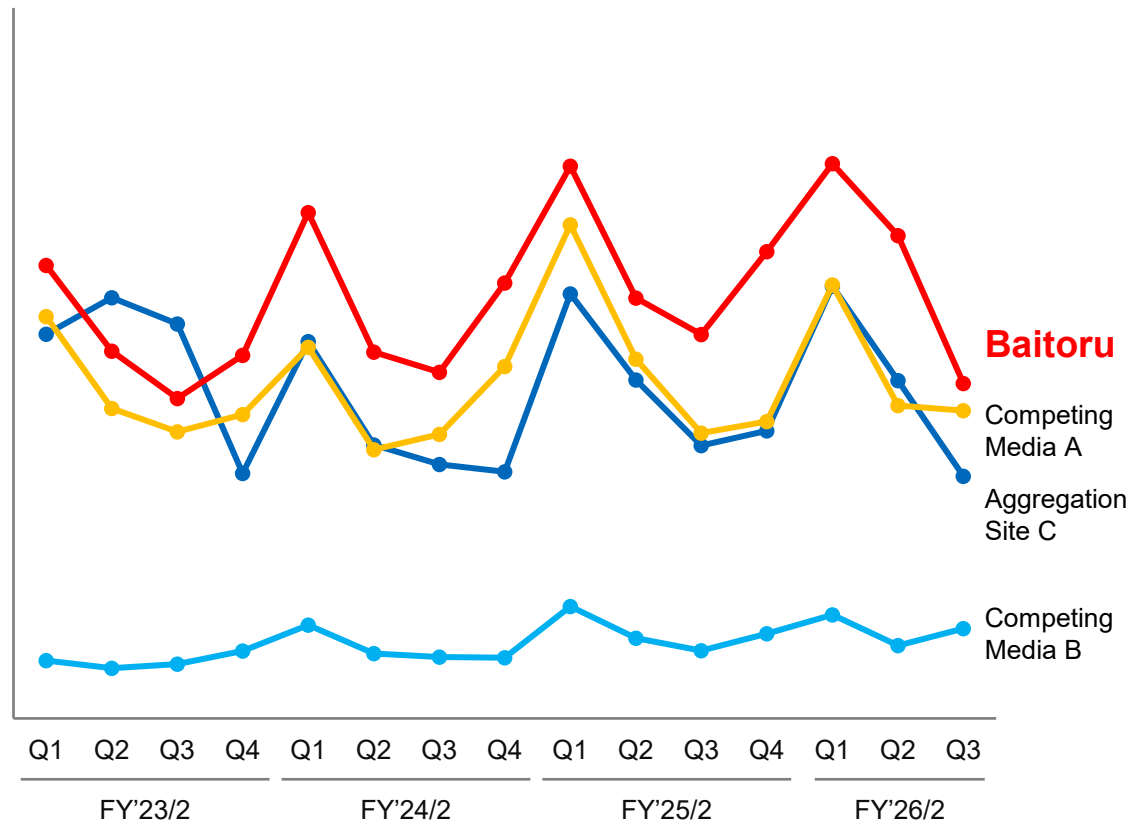
**Year-on-year increase of
2.4%
(+6,000 yen)**

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

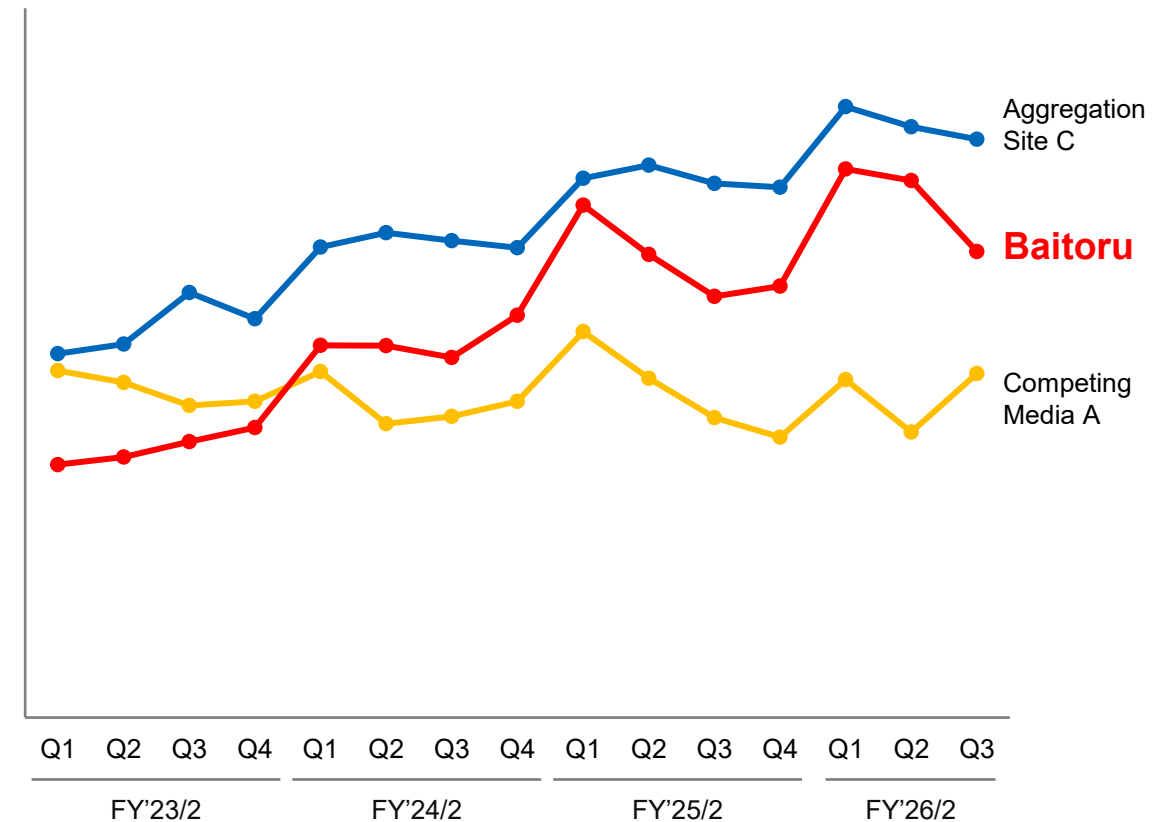
Continued to be “No. 1”^{*1} in number of app downloads

MAU^{*2} is steadily increasing. Aiming for early achievement of “No.1” status

■ Number of app downloads



■ Trends in MAU



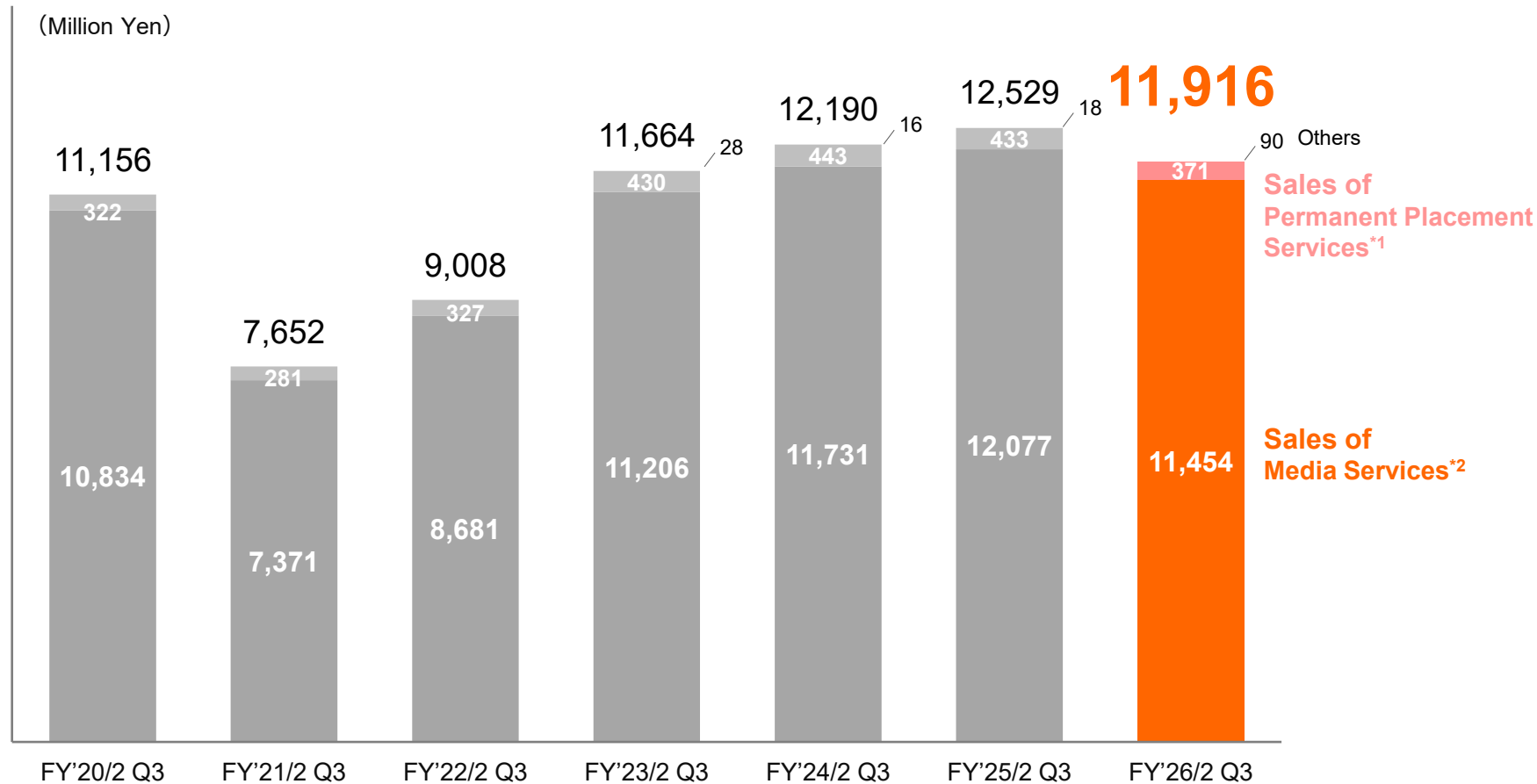
Note: Based on data extracted from data.ai by Sensor Tower and compiled by our company
*1 Part-time job search app download No.1 from the Q4 of the FY ended February 2023 onwards

Note: Based on data extracted from data.ai by Sensor Tower regarding app user numbers, compiled by our company
*2 Monthly Active Users

■ Personnel Recruiting Services Business sales trends

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

*2 Media Services: Baitoru, Baitoru NEXT, Baitoru PRO, Hatarako.net



**Year-on-year
decrease of
4.9%
(-610 million yen)**

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

2. FY'26/2 Business Plan ① Progress in Q3 and Topics for Q4

Strategy for the current fiscal year

Progress in Q3 and Topics for Q4

1

Sell existing media in conjunction with Spot Baitoru and DX products.
Increase recruitment numbers to promote an increase in the number of client companies and in the unit price per customer

Maximize the number of users hired by providing shift work via Spot Baitoru and recruitment support using DX products. We aim to increase our share of major client companies, expand the number of small and medium-sized companies and increase unit prices.

(Progress in Q3)

- The number of job postings and workers on Spot Baitoru is steadily increasing.
- Starting in November, a new commercial will air in conjunction with Baitoru

(Topics for Q4)

- Othello project launched. Bolstered bundled sales with Baitoru.

2

Improve productivity by evolving into a Solution Organization

Converted to an industry focused sales organization from a regional focus. Sales staff with industry expertise provide the best possible proposals from all of dip's services in response to the issues faced by client companies. Increase the value provided to client companies, improve take of clients' recruiting budget (wallet share), and significantly increase productivity.

(Progress in Q3)

- Handover of assigned companies conducted between all sales teams

(Topics for Q4)

- Strengthen acquisition of new customers and customers with whom we have previously conducted business

3

Expand the sales base through reinforcement of new graduate and mid-career hiring and build a high-productivity sales organization through the use of AI

We plan to hire 100 mid-career employees as immediate contributors, and active recruitment of new graduate sales in 2026 is planned. We will prevent staff turnover by building a detailed training system and revisiting the compensation system. Further utilize AI to improve the order rate and increase the amount of activity.

(Progress in Q3)

- Mid-career recruitment (100 hires) on track.
- Promoting operational reforms through the use of AI.

(Topics for Q4)

- Strengthen recruitment and development of mid-career hires
- Continue to drive business transformation utilizing AI

4

Expand sales through agencies

Expand sales through agency channels by leveraging the agency network established and strengthened in the previous FY and accelerating cross-selling of products such as Baitoru, Spot Baitoru, and DX products.

(Progress in Q3)

- Utilizing our agency network to strengthen presence in suburban and rural areas.

(Topics for Q4)

- Continue the initiatives from Q2

5

Monetize Permanent Placement Services

While working to improve the productivity of career advisors, we will expand our share of the recruitment budget in the medical and nursing care fields by combining media, personnel recruitment, and DX products. We are preparing to incorporate dip AI AGENT into our business and use it to improve productivity.

(Progress in Q3)

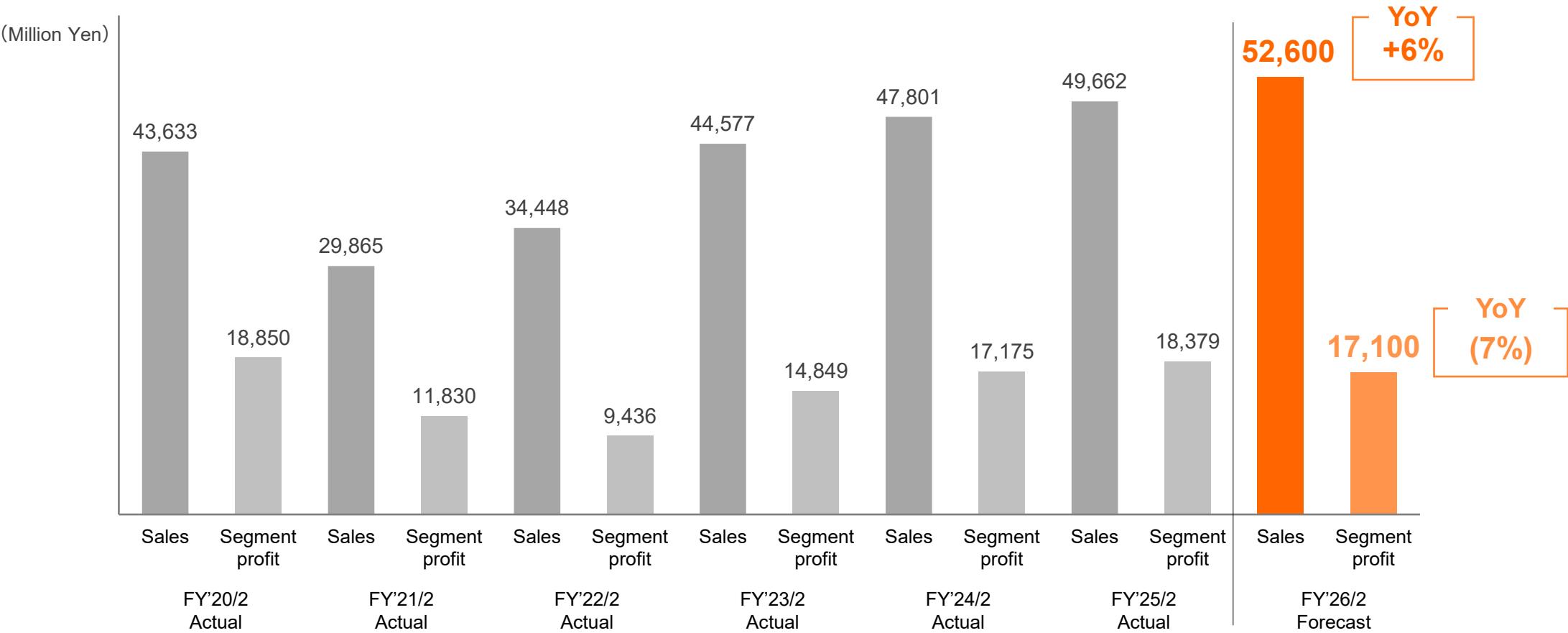
- Shift to a structure that combines Media services, and DX products for proposals

(Topics for Q4)

- Continue the initiatives from Q3

A planned sales growth rate of 6%
Forecast of reduced profits due to upfront investment in Spot Baitoru

■ The business plan for the 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



Business Overview and Progress in the DX Business

1. Product Lineup for DX Business
2. FY'26/2 Q3 Results
3. FY'26/2 Business Plan

Workflow Solution

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

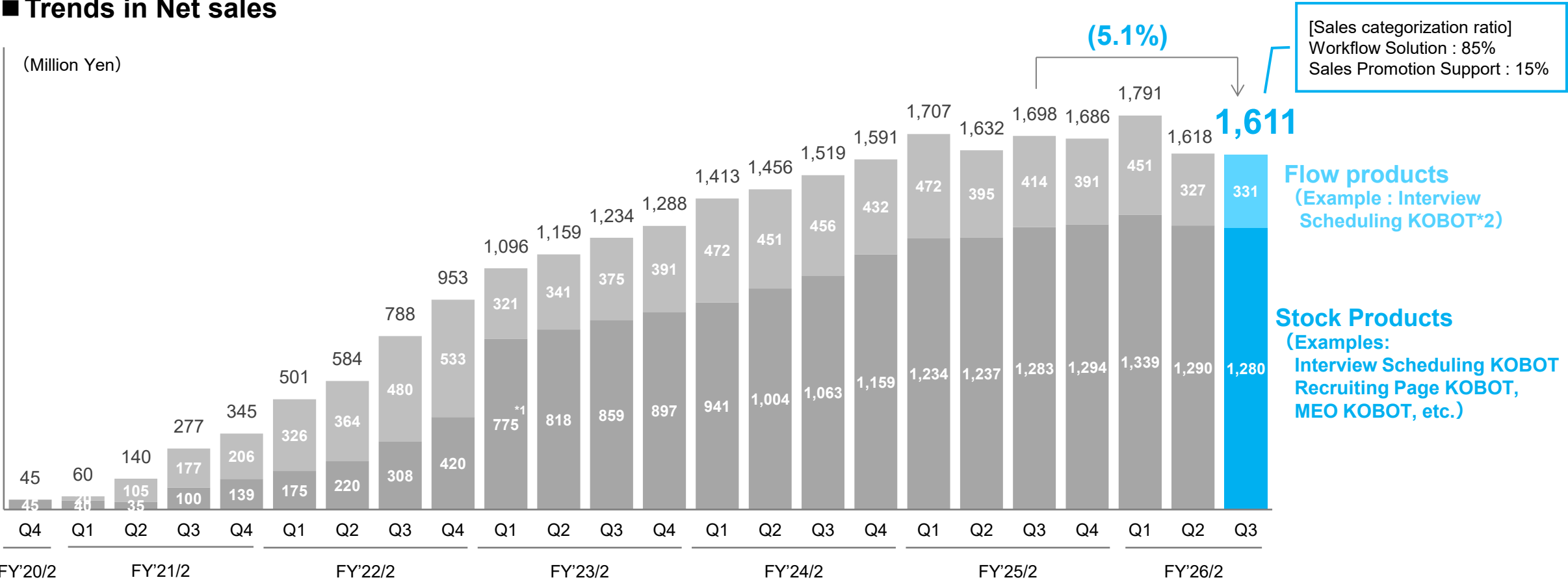
Launched in Oct. 2023
From ¥20,000/month

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

Media service subscriptions declined, slowing growth in flow products
Stock products saw increased demand in the sales promotion sector,
but customer acquisition in recruitment and HR efficiency areas stalled, leading to a decrease

The Sales Promotion Support sector has grown to around 1 billion yen in ARR

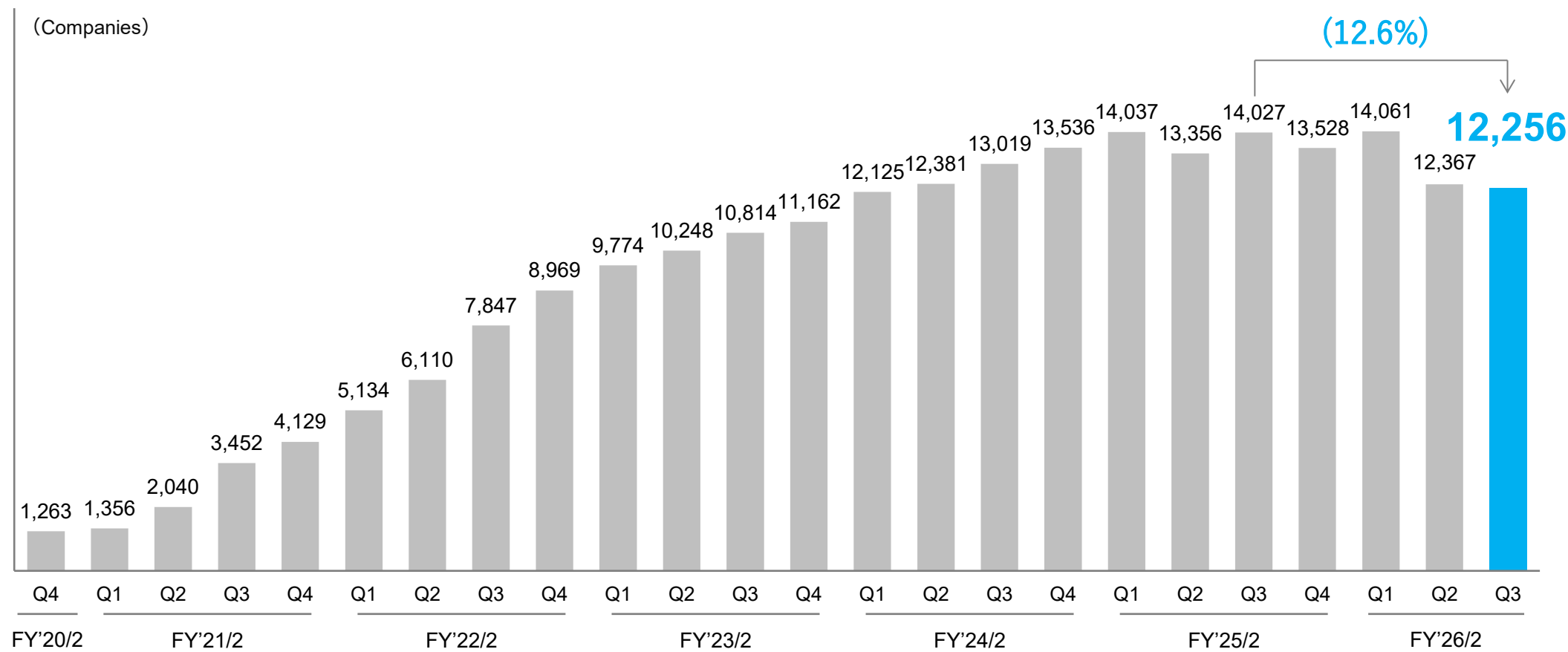
■ Trends in Net sales



*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 decreased
as the number of Media Services contract holders declined

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



* Number of companies using paid services (number of unique counted companies)

ARPU increased due to an expansion in the number of locations per company utilizing MEO KOBOT

	FY'25/2 Q4 Actual	FY'26/2 Q1 Actual	FY'26/2 Q2 Actual	FY'26/2 Q3 Actual
Net sales quarterly average	¥ 560mn	¥ 590mn	¥ 540mn	¥ 540mn
Quarterly average billing number of companies	13,528	14,061	12,367	12,256
Quarterly average ^{*1} ARPU	¥ 41,000	¥ 42,000	¥ 44,000	¥ 44,000
Stock sales ratio ^{*2}	77%	75%	80%	79%

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

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

Strategy for the current fiscal year

Progress in Q3 and Topics for Q4

1

【Workflow Solution】

Build an environment for continued connections with user and client companies, promoting the expansion of contracted companies

- dip AI is equipped with an “interview setting function”. dip AI AGENT and Baitoru Talk support the entire employment process from helping users choose jobs to arranging interview schedules and creating resumes.
Building an environment that continues to connect with users.
- The "Spot Job Advertisement Posting Feature" will be added to Baitoru Talk.
Client companies can immediately post job advertisements based on shift information available on Baitoru Talk. This will help meet the needs for shift / spot recruitment.

(Progress in Q3)

- In September a “Spot Baitoru Job Posting Function” was added to the Baitoru Talk management screen.

(Topics for Q4)

- Accelerate growth in the number of companies and users of Baitoru Talk.
- Considering partial monetization of “dip AI AGENT” within next fiscal year.

2

【Sales Promotion Support】

The increase in the number of contracted companies for sales promotion support products is driving the revenue growth of the DX Business

- By selling a set of the Customer Acquisition / Patronage KOBOT / SNS Booster KOBOT, we support “acquiring new customers and turning them into regular customers”, and aim to reduce the cancellation rate
- By improving the quality of the MEO KOBOT, we will promote sales to major customers

(Progress in Q3)

- The number of companies using MEO KOBOT is steadily increasing. In addition, the number of locations per company is expanding, and ARPU is improving

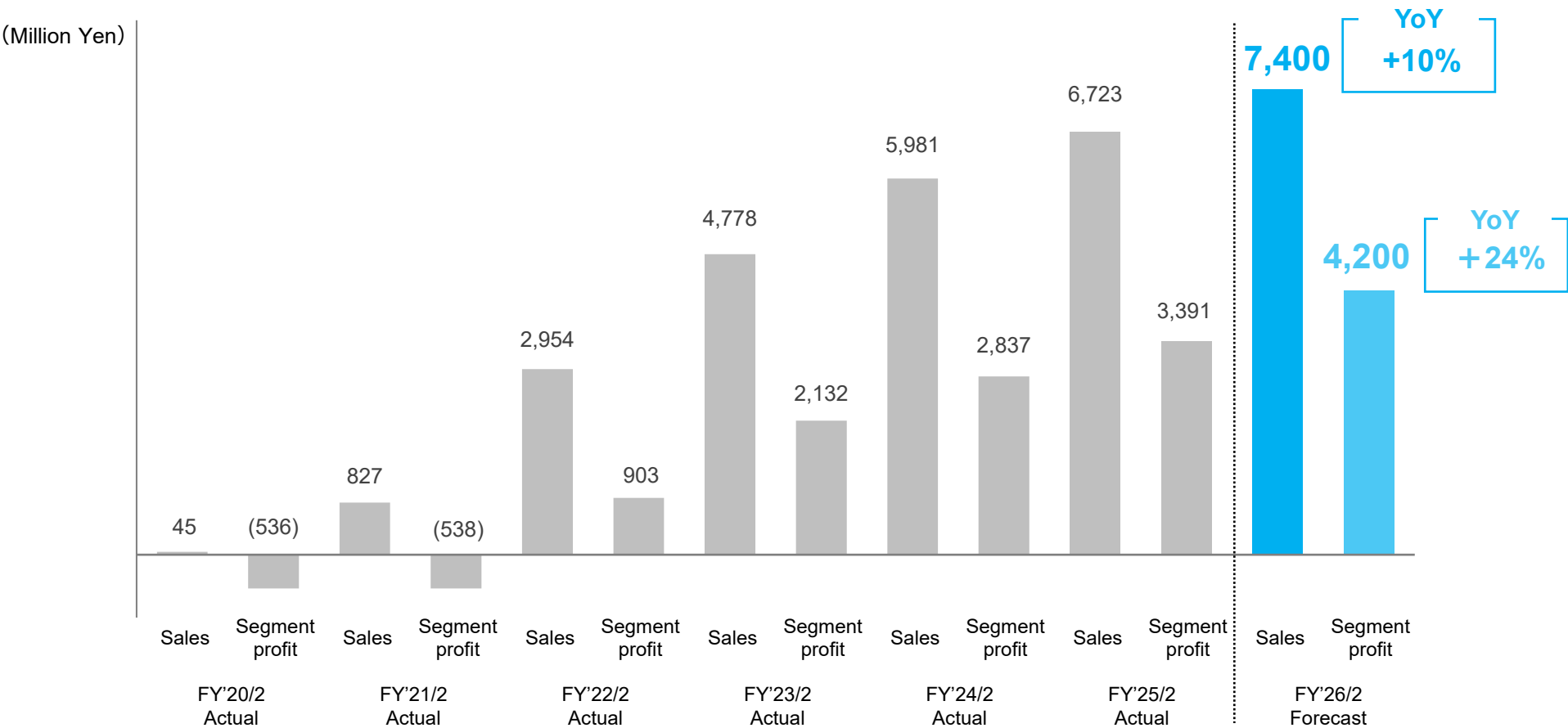
(Topics for Q4)

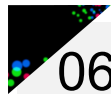
- Continue the initiatives from Q3

Expecting sales growth to be similar to the previous year

Reduction in personnel costs due to transfer to Spot Baitoru. Profit growth rate of 24% planned

■ The business plan for the DX Business sales and segment profit





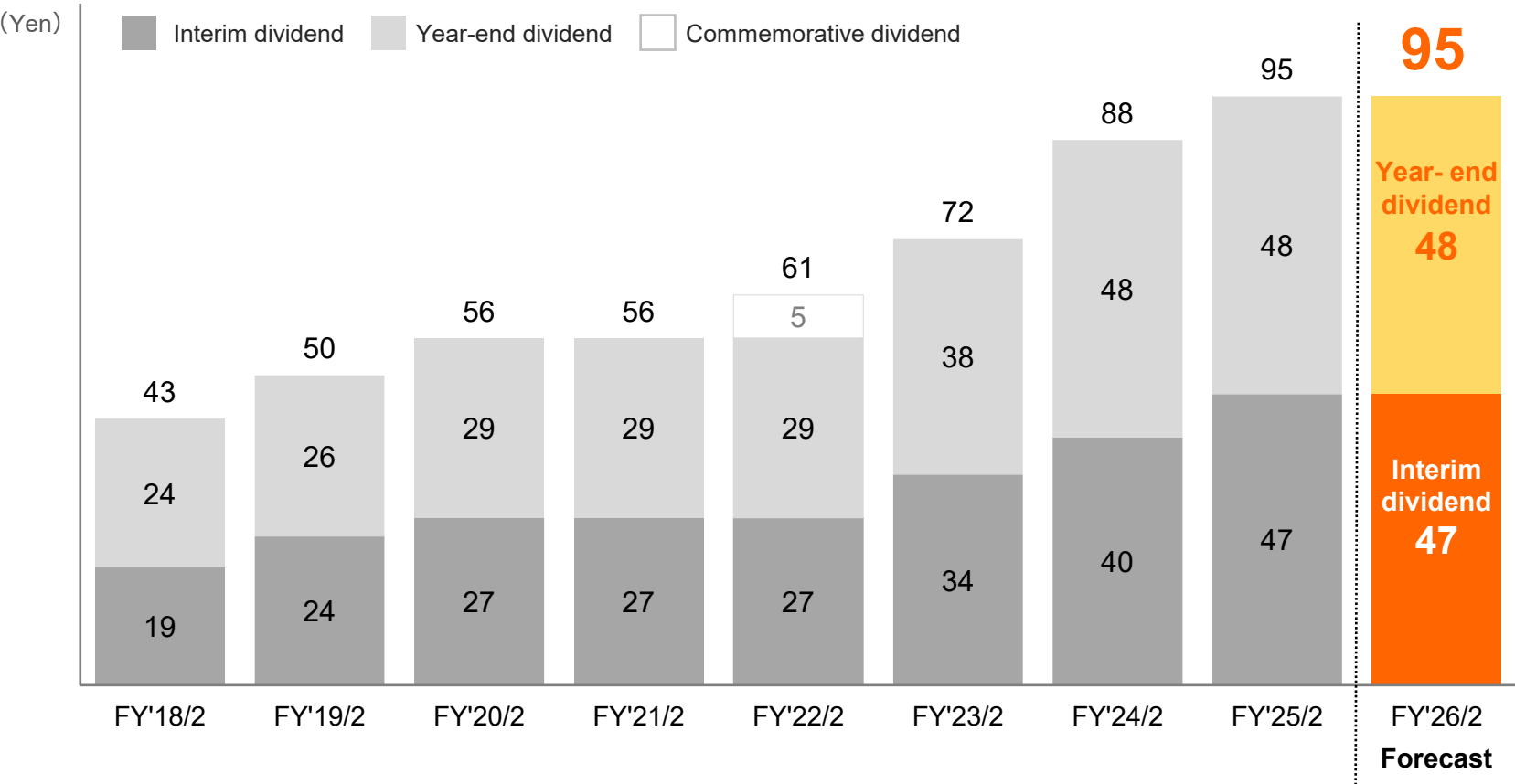
06

Shareholder Returns

No change to year-end dividend forecasts

Despite a plan to reduce profits this term, dividends will be maintained at the same level as the previous term. Total return ratio is planned to be 62% or more

■ Dividend per share



Dividend forecast for FY'26/2
For the full year : 95 yen

【Breakdown】
Interim : 47 yen (Actual)
Year-end : 48 yen (Forecast)

(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 2026), February 25, 2026 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 2024 payments ¥ 11 bn + taxes ¥ 3 bn + dividend payment ¥ 2.7 bn)

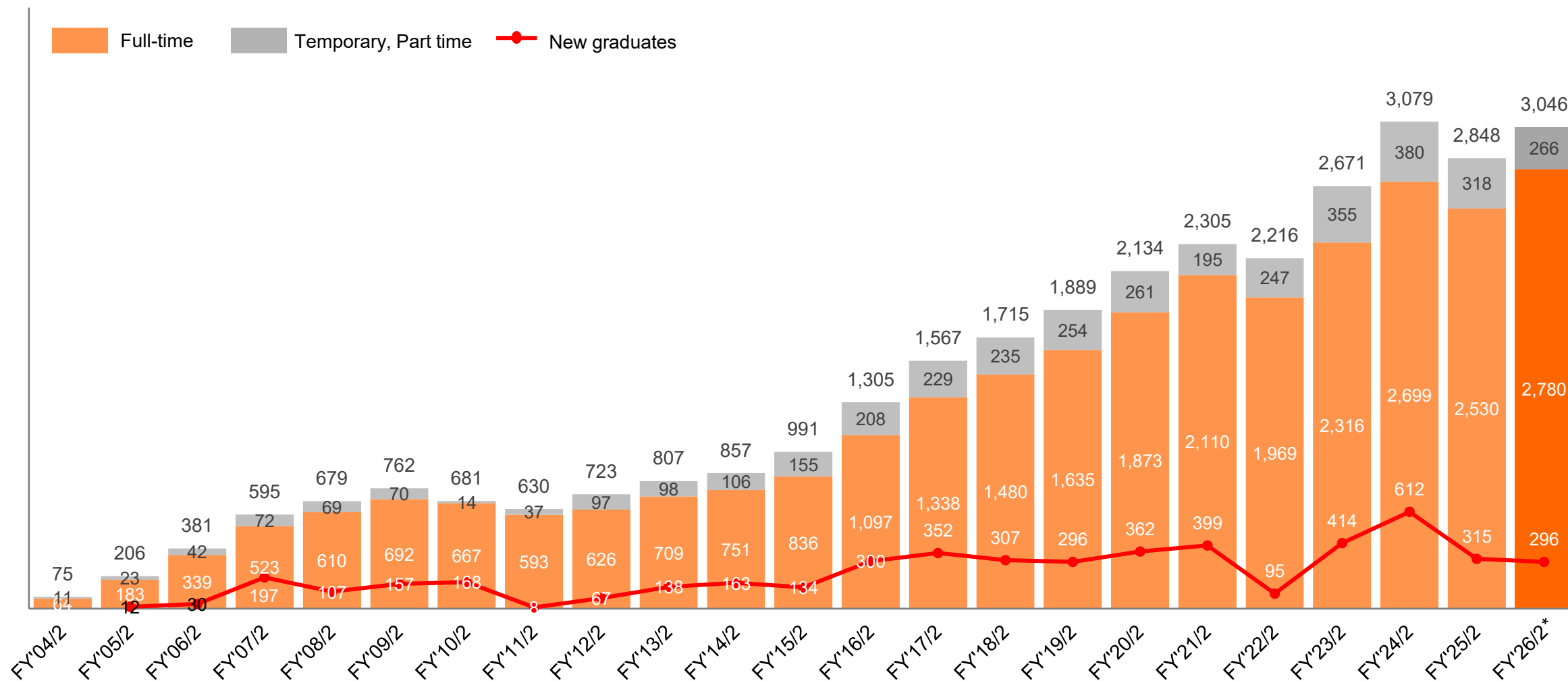


Appendix

1. Company Profile
2. Mid-term Management Plan dip 30th
3. ESG Initiatives

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 2025)
Sales	¥ 56,386 million (For the fiscal year ended February 2025)
Employees	2,780 (Full-time employees as of April 1, 2025)
Main Business	Provision of online job information and DX services
Market	Prime Market of the Tokyo Stock Exchange (code: 2379)

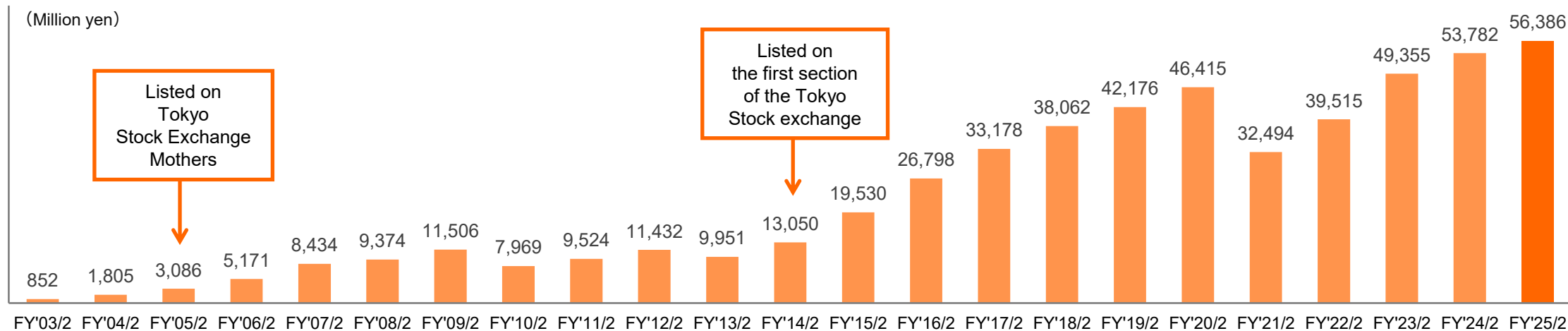
Yearly change in number of employees



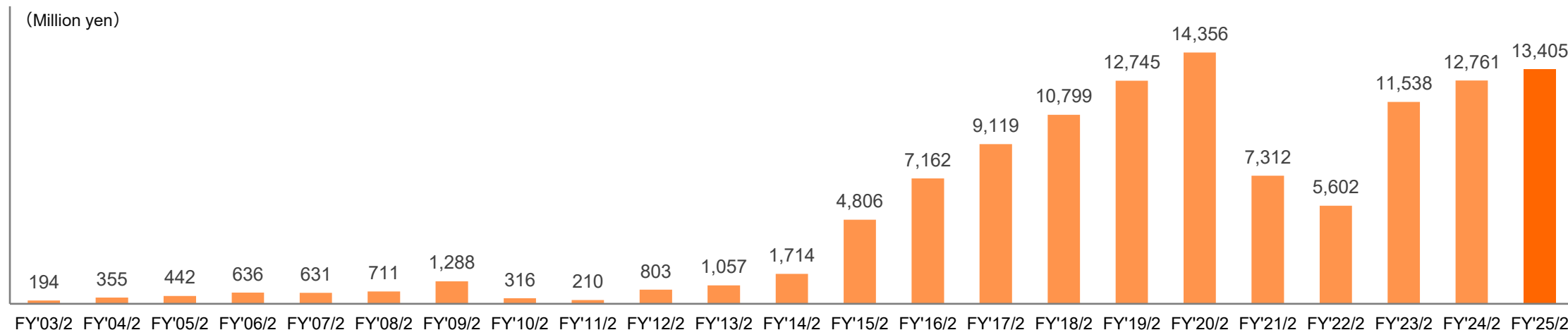
Note : The number of employees is as of the end of the fiscal year.
For FY'26/2 only, the number of employees as of April 1, 2025.

*As of April 1, 2025

■ Sales



■ Operating income



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

1. Company Profile ④ Financial Results : Profit and Loss Statement

(Million yen)

	FY'24/2				FY'24/2				FY'26/2		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Sales	14,027	12,518	13,709	13,526	15,279	13,145	14,227	13,733	15,786	13,063	13,527
Cost of sales	1,450	1,422	1,467	1,484	1,532	1,552	1,272	1,523	1,668	1,601	1,519
Gross income	12,577	11,096	12,242	12,041	13,746	11,593	12,954	12,210	14,118	11,462	12,008
Selling, general & administrative expenses	9,234	8,206	8,655	9,098	9,722	8,100	9,589	9,686	10,741	9,398	9,363
Personnel costs and Related expensed*	5,032	4,879	4,745	4,698	5,444	4,463	4,729	4,975	5,176	4,880	4,857
Advertising and sales promotion costs	2,717	1,931	2,505	2,843	2,610	2,113	3,278	3,195	3,778	2,862	2,749
Land & office rental	277	285	281	282	363	353	352	372	410	428	410
Others	1,207	1,109	1,123	1,274	1,303	1,169	1,229	1,141	1,375	1,226	1,345
Operating income	3,342	2,889	3,586	2,943	4,023	3,492	3,365	2,523	3,377	2,064	2,644
Ordinary income	3,276	2,865	3,567	2,908	3,997	3,422	3,363	2,473	3,329	2,067	2,701
Net income attribute to owners of parent	2,153	2,213	2,463	2,220	2,804	2,242	2,314	1,589	2,294	1,420	1,883

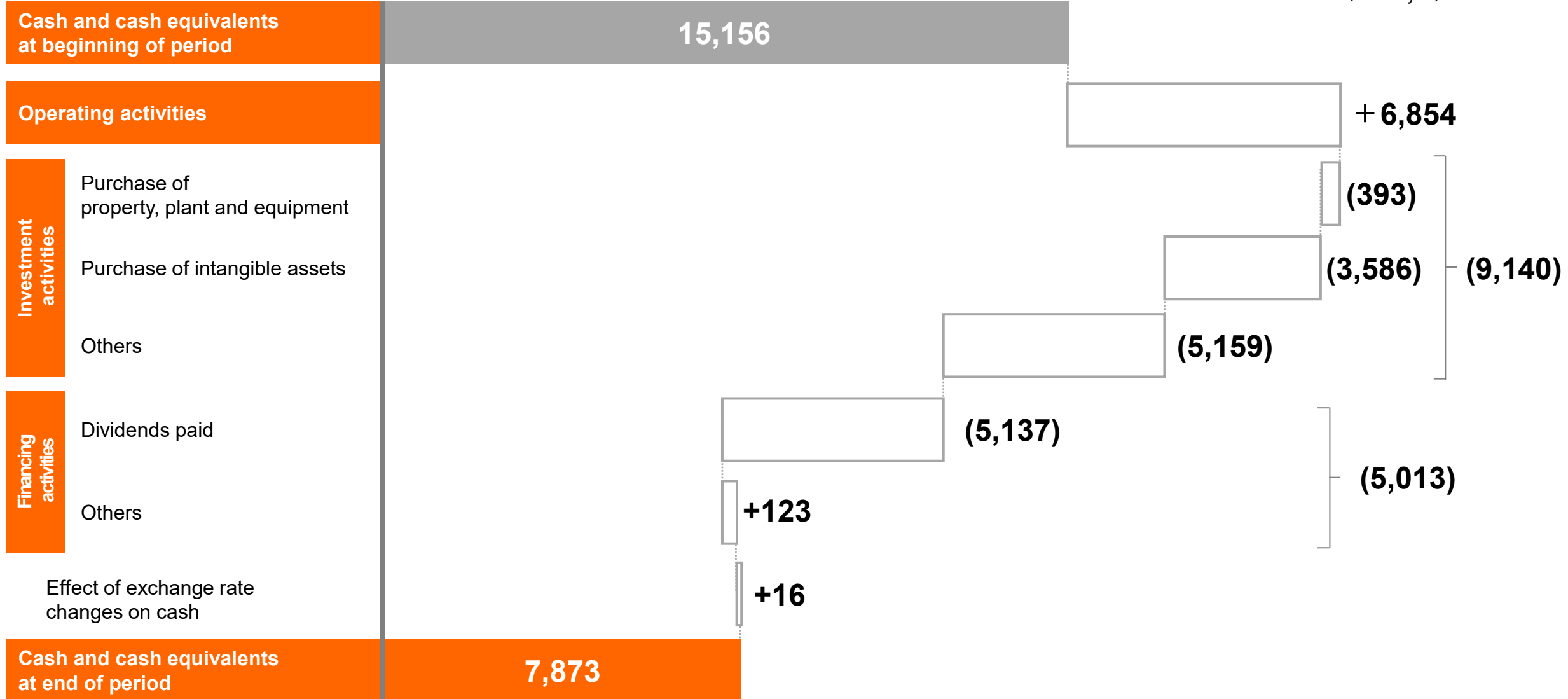
*Personnel costs and related expenses include salaries and welfare benefits as well as recruitment related expenses and educational expenses.

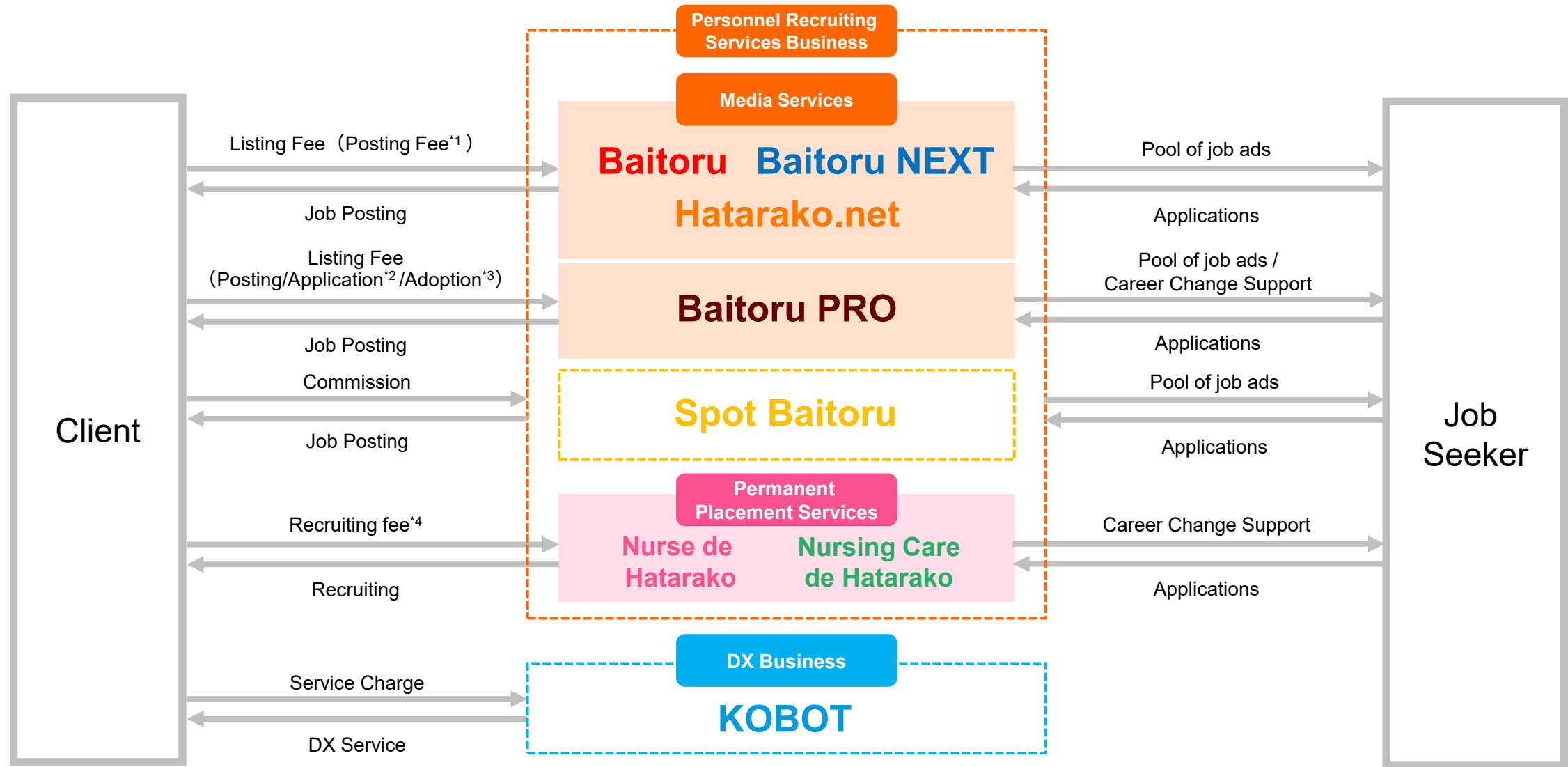
(Million yen)

	FY'25/2 As of February 28, 2025	FY'26/2 Q3 As of November 30, 2025	increase/decrease
Assets	50,506	49,390	(1,116)
Current assets	26,264	24,506	(1,758)
Non-current assets	24,242	24,883	+641
Property, plants and equipment	2,667	2,901	+234
Intangible assets	11,195	12,062	+867
Investments and other assets	10,379	9,920	(459)
Liabilities	14,270	12,535	(1,735)
Current liabilities	11,046	9,185	(1,861)
Non-current liabilities	3,223	3,350	+127
Net Assets	36,235	36,854	+619
Shareholders' equity	35,663	36,259	+596
Total accumulated other comprehensive income	173	222	+49
Share acquisition rights	385	359	(26)
Non-controlling interests	13	12	(1)

■ FY'26/2 Q3

(Million yen)





*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.

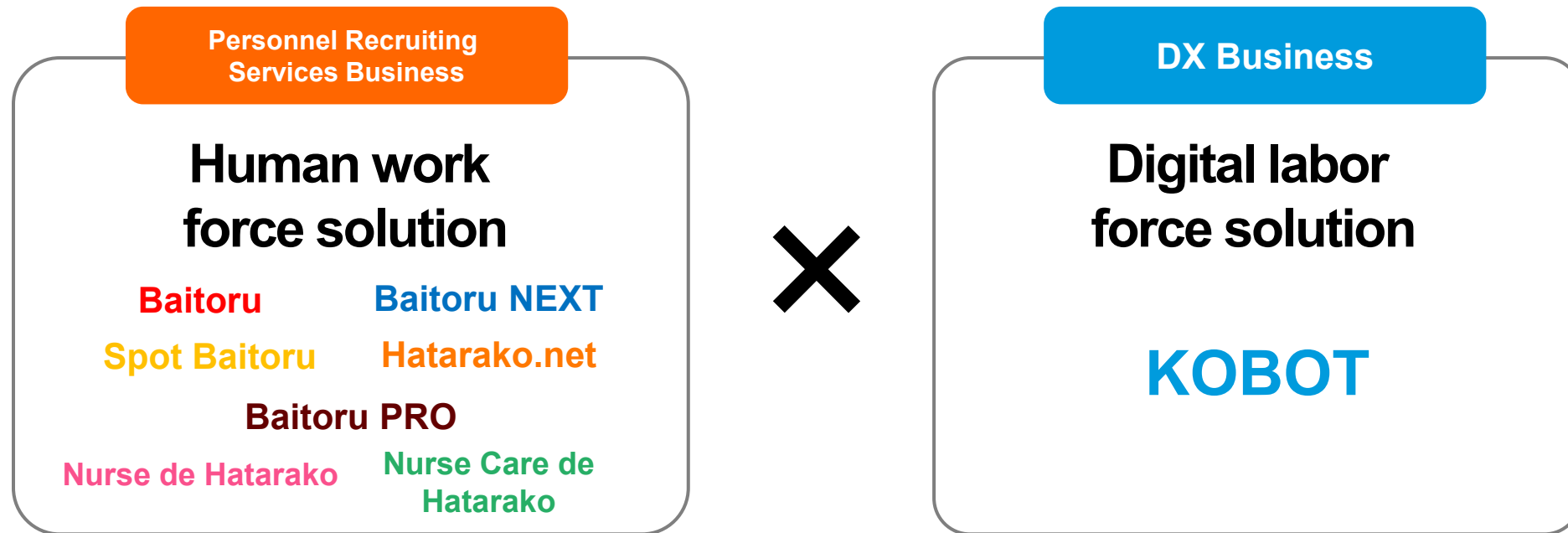
*2 Application Fee : A model in which job postings to our website are free and fees are paid when applications for the position are received.

*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 ⑨ Growth Strategies (1)

1. Expand sales of Baitoru using Spot Baitoru as a hook

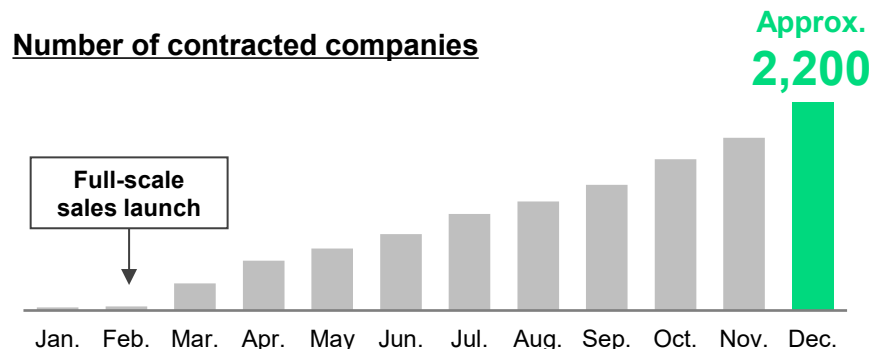
Starting in December 2024, we will begin offering the spot job service “Spot Baitoru.” The unique feature “Good Job Bonus” has been well-received. We are currently running a campaign allowing Baitoru's contracted customers to use Spot Baitoru at a 10% commission rate. Utilize the high effectiveness of Spot Baitoru in attracting job seekers to improve our client companies' recruitment capabilities and increase customer unit prices. Aiming to expand Baitoru sales by leveraging Spot Baitoru as a hook. At the same time, we are expanding the number of customers who use Spot Baitoru alone, which is subject to a 30% service fee.

【Example of recruiting food and beverage staff】

$$\begin{array}{c} \text{Baitoru} \\ 5 \text{ recruitment} \end{array} + \begin{array}{c} \text{Spot Baitoru} \\ 5 \text{ recruitment} \end{array} = 10 \text{ recruitment}$$

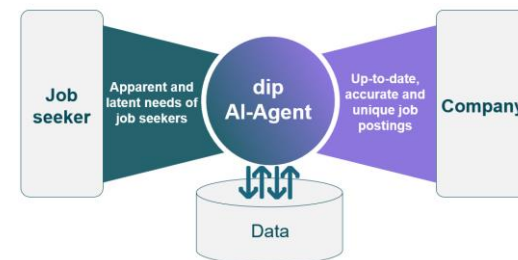
3. Promote expansion of “Baitoru Talk”

A workplace communication app that enables shift collection and management. Based on shift information, dip sales representatives immediately identify customer companies' job posting needs and propose job postings. This summer, customer companies will be able to post job openings with a single click. With an increase in the number of contracted companies, we are considering product strategies for monetization in the next fiscal year.



2. Improve matching accuracy and add features in preparation for the launch of “dip AI AGENT” paid services

A “conversational” job-matching service leveraging generative AI. Utilizing the latest, most accurate, and unique job listings collected by 2,000 direct sales representatives, along with extensive user conversation history, to expand users' employment opportunities. This quarter, we aim to improve matching accuracy while adding new features such as interview scheduling and resume creation. We are accelerating development with the goal of launching paid services by the end of this fiscal year.



4. Accelerate business reform through AI

Last fiscal year, through the use of AI tools, we freed up 500,000 hours/year* which created more time for sales meetings and resulted in other operational efficiency improvements. “Job posting creation and editing tool” reduced advertising production outsourcing costs by 300 million yen per year. (compared to the February 2023 fiscal year). *Annualized number of hours This fiscal year, we aim to achieve a total productivity improvement of 10% or more through AI analysis of sales meeting content and streamlining of preparatory work.

<KPI targets for the FY'26/2>

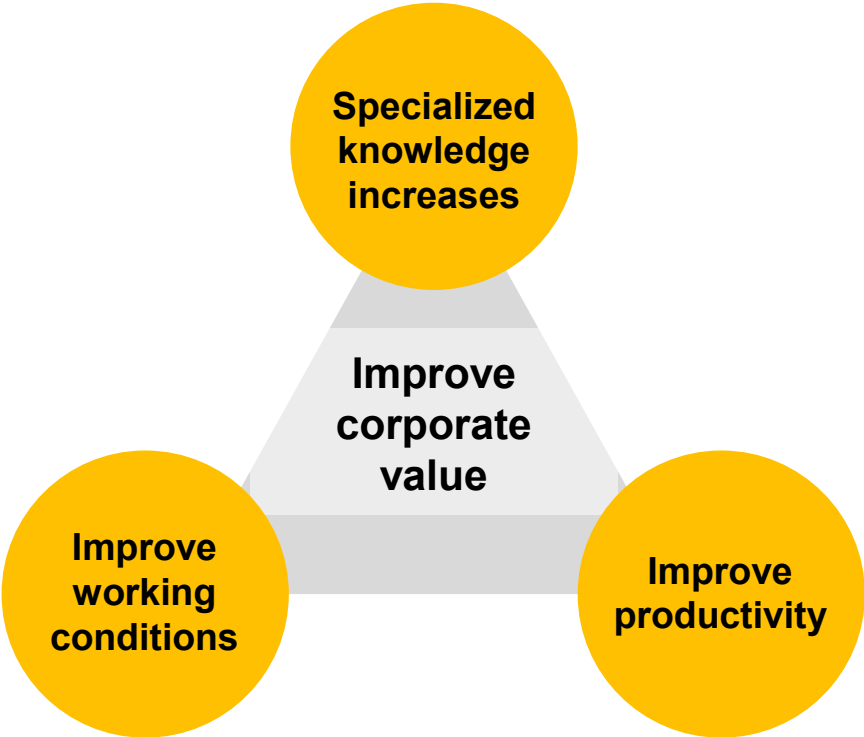
▶ Number of sales presentations	104 %
▶ Order success rate	104 %
▶ Unit price per order	104 %

(Note) Year-on-year comparison during the busy season

Change to Solution Organization effective June 1

Sales representatives feel a greater sense of personal growth.
Client companies have high expectations for expanded value

- By improving the expertise of our sales staff, we aim to increase the value we provide to our corporate clients and significantly improve productivity. Improving employee retention through a sense of contribution and increased self-efficacy
- 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



	Sales Divisions			
	Food and beverage	Logistics	Medical Nursing Care Welfare	...
Media Services				
DX Services				
Placement Services				

1. Company Profile ⑪ Personnel Recruiting Services Business KPI

		FY'24/2				FY'25/2				FY'26/2		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Sales (Personnel Recruiting Services Business)		12,614	11,062	12,190	11,934	13,572	11,513	12,529	12,047	13,995	11,445	11,916
	<YoY>	+12.2%	+ 7.2%	+4.5%	+5.2%	+7.6%	+4.1%	+2.8%	+0.9%	+3.1%	(0.6%)	(4.9%)
	Sales (Media Services)	11,913	10,635	11,731	11,467	12,772	11,021	12,077	11,567	13,204	10,969	11,454
	<YoY>	+12.5%	+ 7.6%	+4.7%	+4.9%	+7.2%	+3.6%	+2.9%	+0.9%	+3.4%	(0.5%)	(5.2%)
	Number of subscriber companies (Media Services)	15,965	14,809	15,995	16,114	17,278	15,399	16,062	15,695	16,818	14,227	14,853
	<YoY>	+10.2%	+ 5.3%	+7.5%	+8.1%	+8.2%	+4.0%	+0.4%	(2.6%)	(2.7%)	(7.6%)	(7.5%)
	Sales (Permanent Placement Services)	689	406	443	441	774	477	433	435	731	411	371
	<YoY>	+7.0%	(0.5%)	+3.0%	+13.7%	+12.3%	+17.5%	(2.3%)	(1.4%)	(5.6%)	(13.8%)	(14.3%)

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

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

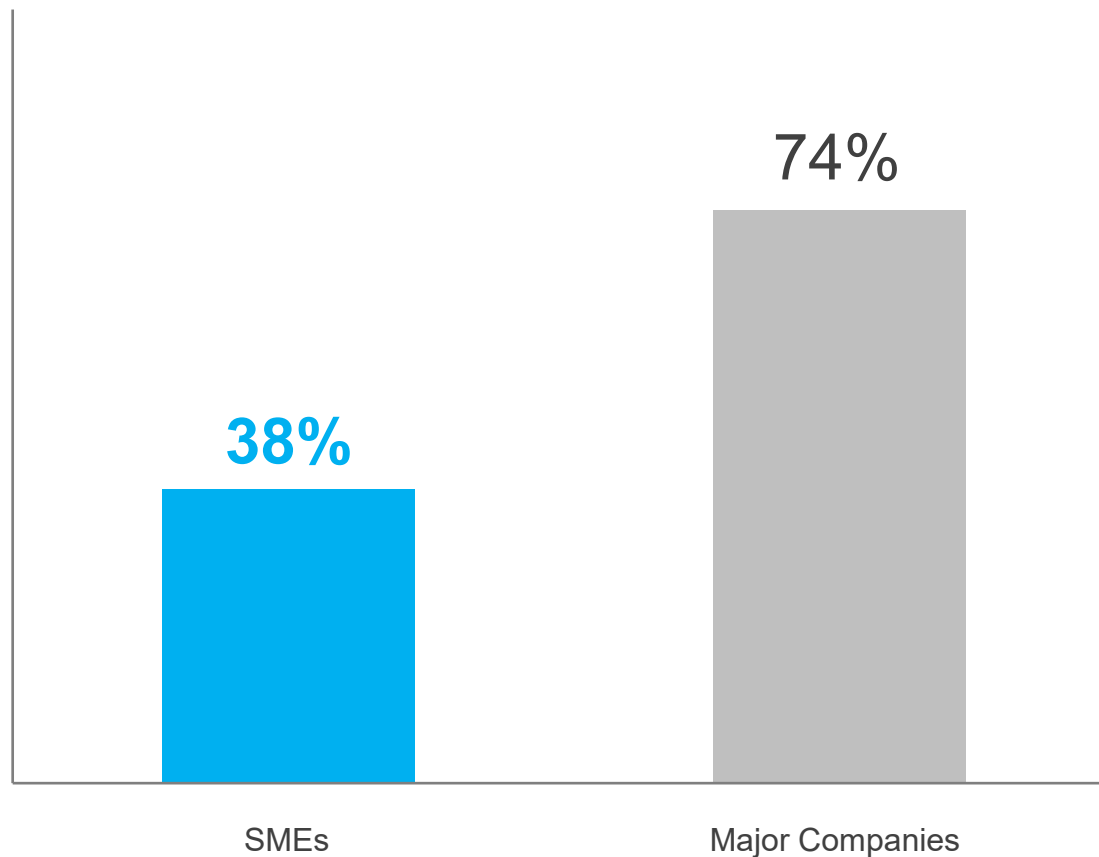
*1Third party market size study (FY2023)

*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

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 sales reps and customer base of 150,000 companies

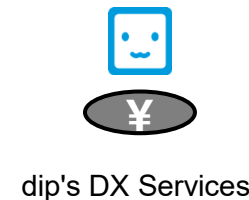
1,900 personnel recruiting services sales reps
+ 120 dedicated sales reps*

Characteristics of KOBOT Series

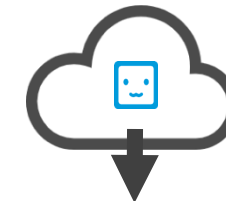
Simple functionality



Priced for small and medium enterprises



Easy to introduce



One-stop service including installation, operation and maintenance

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

Workers who receive a “Good” rating will receive a bonus each time

Spot Baitoru



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 in addition to their hourly wage. Companies can secure superior workers and improve repeat rates.

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

Payroll processing services
Salary (7,000 yen)
+ Good Job Bonus (700 yen)
Total : 7,700 yen

Salary (7,000 yen) +
Basic usage fee (20%) +
Good Job fee (10%)*2
Total : 9,100 yen



*1 Based on our own research

*2 Good Job fee is paid by companies that support improvements in the treatment of fixed-term employees

スポットワークをもっと ユーザーファーストにしたい。

私たちディップは、昨年10月1日より新しいスポットのバイトサービス「スポットバイトル」を立ち上げました。「誰もが、好きなときに、好きな場所で働ける社会をつくりたい。」そんな未来を願って始めたサービスです。多様な働き方が求められる今、スポットワークは柔軟な雇用のあり方として注目されています。企業にとっても、働く人にとっても、もっと自由で、もっと公正な“働く”の形を実現できるはずだと、私たちは信じています。その一方で、サービス開始後すぐに明らかになったのは、これまでの業界慣習が、ユーザーファーストではないという事実です。スポットワークの現場では、働く意思を持って応募し、採用されたにもかかわらず、企業側の一方的な都合によって、直前でキャンセルされるというケースが多数存在していました。その結果、ワーカーは予定していた収入を失い、経済的な損失を被る事態が多くあり、それが適切に対処されていませんでした。本来、その責任は事業主側とプラットフォーム側にあるべきです。しかし、これまでは、こうしたリスクへの対応が不十分でした。私たちは、旧来の慣習を見直し、ワーカーを守る新たな仕組みを構築すべく、次の対策を講じました。まず、キャンセル規定を緊急に整備。採用後の一方的な直前キャンセルが労働契約上の債務不履行に該当しうること、そしてワーカーには最大3年間の未払い賃金請求権があることを、法的リスクとしてクライアントである事業主側に具体的に説明し、責任ある行動を促してまいりました。また、2024年10月1日～2025年4月10日までの期間に発生していた事業主都合のキャンセルによる未払い賃金については、当社が負担し、該当する「スポットバイトル」のユーザーへお支払いいたしました。加えて、それ以降は事業主側が支払い責任を負うことを、明確に制度化しています。これにより、スポットワークの現場に「働く人を守る」仕組みを定着させるべく、業界の構造自体を変えていく第一歩を踏み出しました。さらに私たちは、もう一歩先の取り組みも始めています。それは、「スポットワーカーの賃上げ」を本気で実現する仕組みです。スポットバイトルでは、まじめに一生懸命に働くユーザーに報いるため、掲載手数料を引き下げ、その分を企業からユーザーに還元する「Good Job ボーナス」を導入しました。企業にとっては、優れた人材を正当に評価し報いることができ、ユーザーにとっては、努力がボーナスという形で返ってくる仕組みです。これは、ユーザー・企業・プラットフォーム側の三者にとって健全で、透明性と納得感のあるエコシステムであり、私たちが目指す“新しい労働市場”の象徴だと考えています。ユーザーファースト。それは、私たちディップが創業以来、大切にしてきた企業哲学です。「働く人のために、働いていく。」この言葉を、理念だけでなく、行動で示していきます。これからもディップは、設計・開発・運用すべてにおいて、ユーザーファーストを追求し続けます。スポットワークを社会に根づかせ、安心して働ける世界を、夢と、アイデアと、情熱でつくっていきます。働く人のために、働いていく。

ディップ株式会社 代表取締役社長 兼 CEO
富田 英揮

スポットバイトル

dip
Labor force solution company

バイトル バイトルNEXT はたらこねっと バイトルPRO ナースはたらこ 介護はたらこ

【Full text of public statement】

We want to make spot work more user-first.

On October 1st of last year, dip launched a new spot work service called “Spot Baitoru.” This service was born out of our vision: “We want to create a society where anyone can work whenever and wherever they want.”

In today's world, where diverse work styles are increasingly in demand, spot work is gaining attention as a more flexible form of employment. We believe that a freer, fairer way of working can and should be realized—for both companies and workers alike. However, immediately after the service launch, a critical issue became clear -: the prevailing industry customs were not aligned with a user-first approach. In the field of spot work, we found numerous cases where individuals who had applied with the intent to work and had been accepted were subsequently canceled at the last minute due to unilateral decisions by the employer.

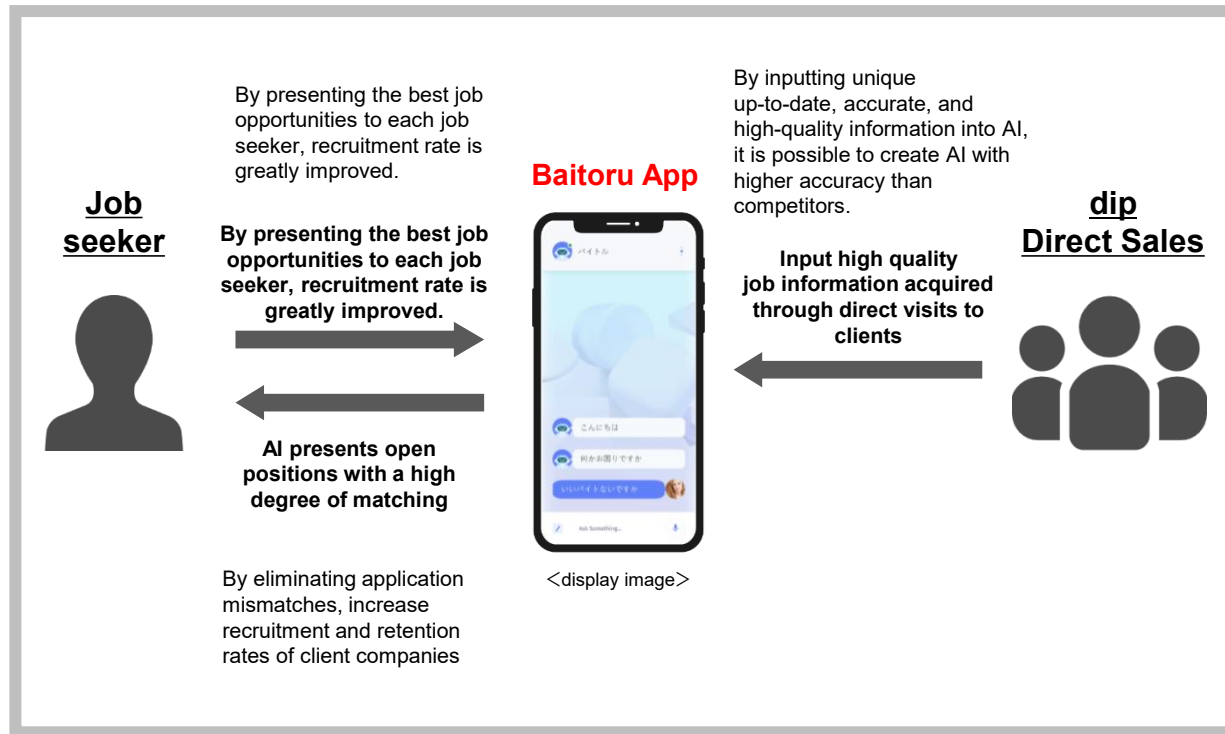
As a result, many workers lost their expected income, incurring economic loss - yet these situations were not being adequately addressed. Responsibility for such outcomes should rest with the employer and the platform. However, industry responses to these risks have historically been insufficient. To change that, we have taken concrete steps to reform outdated practices and build a new system that protects workers.

First, we urgently established a cancellation policy. We clearly communicated to our clients (employers) that unilaterally canceling after hiring may constitute a breach of labor contract obligations, and that workers have the right to claim unpaid wages for up to three years. This was explained in legal terms to promote responsible behavior. Furthermore, for unpaid wages arising from employer-driven cancellations between October 1, 2024, and April 10, 2025, dip has taken responsibility and directly compensated the affected Spot Baitoru users. From that point forward, we have systematized the obligation so that employers bear responsibility for such payments. This marks our first step toward changing the industry structure itself by embedding a mechanism that protects workers within the spot work environment. We are also embarking on a further initiative: to realize wage increases for spot workers. To reward users who work diligently and sincerely, Spot Baitoru has introduced the “Good Job Bonus” - a system that lowers posting fees for companies and redistributes that value directly to workers in the form of bonuses. This system allows companies to fairly evaluate and reward excellent talent, while users benefit from having their efforts recognized in a tangible way. We believe this creates a healthy and transparent ecosystem with a strong sense of fairness - benefiting users, companies, and the platform alike – and serves as a symbol of the new labor market we aim to build. User-first has been a core value of dip since our founding. Our motto, “Working for those who work,” is not just a principle, it's a commitment we act upon. We will continue to pursue a user-first approach in every aspect of design, development, and operations. By embedding spot work into society, we will build a world where people can work with peace of mind - powered by dreams, ideas, and passion. Working for those who work.

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 AGENT service business model



Direction of business development

【Phase①】

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.

【Phase②】

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.

【Phase③】

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



The workplace communication app “Baitoru Talk” equipped with a “spot job posting function Connecting with needs for shift / 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

Shift collection function

日付	提出状況	入力履歴
6/1(土)	1人	10:00~14:00 16:00~22:00 23:00~1:00
6/2(日)	333人	終日
6/3(月)	1人	未入力
6/4(火)	0人	未入力
6/5(水)	6人	10:00~14:00

この内容で提出

Talk function

9:41

追加募集

募集日時:
2024/12/10
15:00~20:00
期限: 2024/11/13
詳細: 希望シフトには無...

回答する

回答済: 3人 未回答: 9人

Need for
spot part-time
staff

Spot
Baitoru

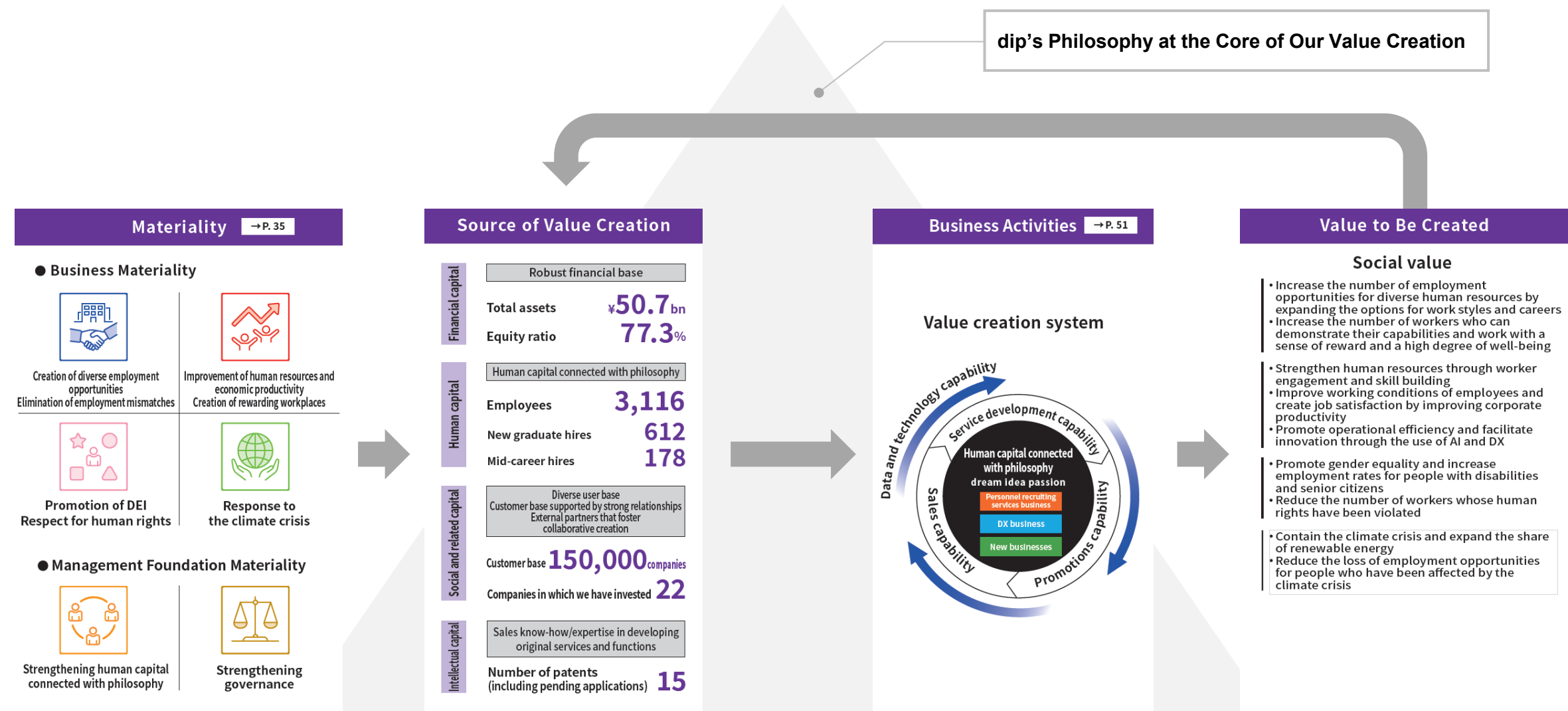
Need for
shift part-time
staff

Baitoru
and other
existing media

< Image of the job posting function >



Recruit for
shift vacancies
immediately on
Spot Baitoru

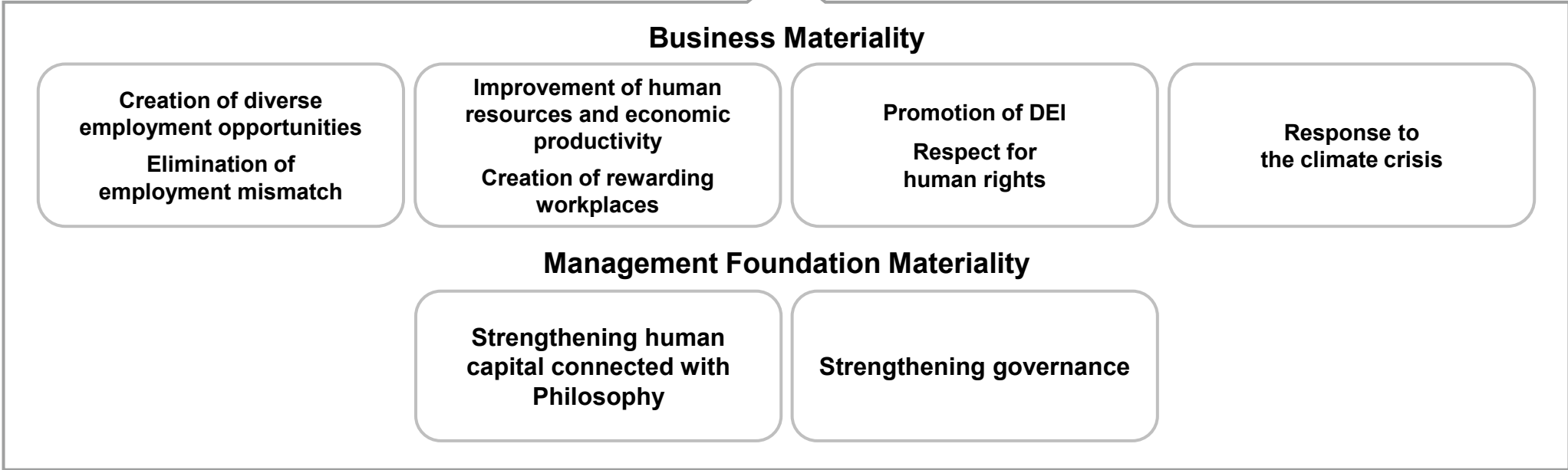


Through materiality initiatives,
we aim to realize "a society where everyone can feel the joy and happiness of work"
















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 ③ Overview

Materiality	Description of materiality	Opportunities associated with materiality	Risks associated with materiality	Social value to be created	Relevant Sustainable Development Goals (SDGs)
 Creation of diverse employment opportunities Elimination of employment mismatches	Creating a diverse workforce and a variety of work styles by means of AI and other technologies, we will increase the mobility of human resources while eliminating mismatches in hiring. In this way, we will allow each individual to demonstrate their strengths to the fullest and enjoy better working conditions, thus increasing the number of employees who experience the joy and happiness of work.	<ul style="list-style-type: none"> ● An increase in the labor force participation rate (by helping create new occupations and job types, diversify work styles, etc.) ● Improvement of matching ● Career development and skill building by workers ● Expansion of safety nets for workers ● Creation of new services 	<ul style="list-style-type: none"> ● Greater risks associated with data management owing to enormous amounts of personal information being gathered ● Disruption of the existing business models 	<ul style="list-style-type: none"> ● Increase options for jobs, work styles, and careers and expand employment opportunities for diverse people ● Increase the number of workers who can demonstrate their capabilities and work with a sense of reward and a high degree of well-being 	 
 Improvement of human resources and economic productivity Creation of rewarding workplaces	Utilizing technology to increase the engagement and skills of hired personnel and raise their productivity and capacity for innovation, we will help companies increase their profitability, improve the compensation of their workers, and create a workplace that is full of job satisfaction.	<ul style="list-style-type: none"> ● Acceleration of companies' efforts to raise economic productivity ● Increased need to improve compensation and working conditions for workers and ensure occupational health and safety ● Increased job satisfaction thanks to AI and robotics 	<ul style="list-style-type: none"> ● A deterioration in corporate competitiveness and profitability due to delayed efforts to improve human resources and productivity ● Increased difficulty in personnel and organizational management and engagement ● A widening gap in corporate competitiveness reflecting a varied degree of use of data and technology 	<ul style="list-style-type: none"> ● Strengthen human resources through worker engagement and skill building ● Improve working conditions of employees and create job satisfaction by improving corporate productivity ● Promote operational efficiency and facilitate innovation through the use of AI and DX 	  
 Promotion of DEI Respect for human rights	We will strive to create workplaces and environments where people with different personalities respect each other and work together, and conduct business activities where the human rights of all those involved, including users and client companies, are respected. We will prevent the misuse of data associated with the utilization of AI and promote matching that is fair and respects diversity.	<ul style="list-style-type: none"> ● Increase diverse employment opportunities ● Create working environments where human rights are respected 	<ul style="list-style-type: none"> ● A deterioration in corporate competitiveness and profitability due to delayed efforts ● Lower productivity and higher staff turnover in workplaces where human rights are not respected 	<ul style="list-style-type: none"> ● Promote gender equality and increase employment rates for people with disabilities and senior citizens ● Reduce the number of workers whose human rights have been violated 	 
 Response to the climate crisis	We will make efforts to reduce CO ₂ emissions throughout our supply chain in order to curb the climate crisis. We will provide employment support for people who have been affected by disasters and accidents resulting from the climate crisis.	<ul style="list-style-type: none"> ● Contribute to the creation of a decarbonized society ● Provide employment opportunities for people who have been affected by climate crisis 	<ul style="list-style-type: none"> ● Physical damage from disasters and extreme weather events caused by climate change ● Reputation harmed by not addressing climate crisis ● Increased costs due to the implementation or change of government policies, laws, and regulations including the introduction of carbon taxes ● Miss business opportunities owing to delay in addressing climate change 	<ul style="list-style-type: none"> ● Contain the climate crisis and expand the share of renewable energy ● Reduce the loss of employment opportunities for people who have been affected by the climate crisis 	 
 Strengthening human capital connected with philosophy	We will leverage technology to hire, train, and manage people who empathize with our philosophy, and strive for each person's strengths to be fully demonstrated by increasing their engagement, loyalty, and level of happiness.	<ul style="list-style-type: none"> ● Enhance human capital by hiring and developing talent ● Create new businesses and services ● Raise labor productivity and motivation ● Strengthen the ability to adapt to change and seize business opportunities 	<ul style="list-style-type: none"> ● A loss of talent, stagnant or lower employee engagement, and diminished workforce productivity as a result of not taking sufficient measures ● Lack of human resources capable of innovating 		
 Strengthening governance	We will secure management transparency and soundness, while working to speed up decision-making and business execution in order to create social and economic value and continue sustained high growth. In particular, we will endeavor to enhance compliance and risk management by accurately identifying risks involved in using AI and other cutting-edge technologies in business operations.	<ul style="list-style-type: none"> ● Gain trust from the capital market and the wider society ● Adapt appropriately to change and build a solid foundation for growth ● Ensure sound and transparent decision-making ● Speed up decision-making and business execution 	<ul style="list-style-type: none"> ● Face business continuity risk due to dysfunctional corporate governance ● Damage (lose) trust from the capital market and the wider society ● Damage trust (reputation) by misusing AI 		

2. Mid-term Management Plan dip 30th ④ Materiality KPIs and Targets (1)

Established KPIs for each materiality

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

Materiality	KPI	Results	Targets		Materiality	KPI	Results	Targets	
		FY'23/2	FY'25/2	FY'27/2			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	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
	Number of jobs welcoming seniors	310,000*1	400,000	450,000 *1		Employment Opportunities for People with Disabilities	One-off campaign	Year-round campaign	Year-round campaign
	Number of jobs that allow flexibility for childcare/nursing care	510,000*1	-	800,000 *1		Certified as a provider of excellent recruitment information	Acquired	Acquired and extended	Acquired and extended
	Number of jobs available to foreigner workers/foreign students	140,000*1	-	300,000 *1		Number of cases violating labor laws and regulations	0	Maintain 0	Maintain 0
	Number of jobs accepting high school students	90,000*1	-	150,000 *1		Prohibit all postings that may be considered human rights violations	Already implemented	Continue to implement	Continue to implement
	Number of workers in the medical, nursing care, and social-welfare industries ※2	10,000 people		25,000 people	Responding to the climate crisis	GHG emissions from all offices and data centers	334.2t-Co2e/year	Scope1+2 and data center virtually zero *2	Scope1+2 and data center virtually zero*2
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					

※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 ④ Materiality KPIs and Targets (2)

	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	98.2%	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

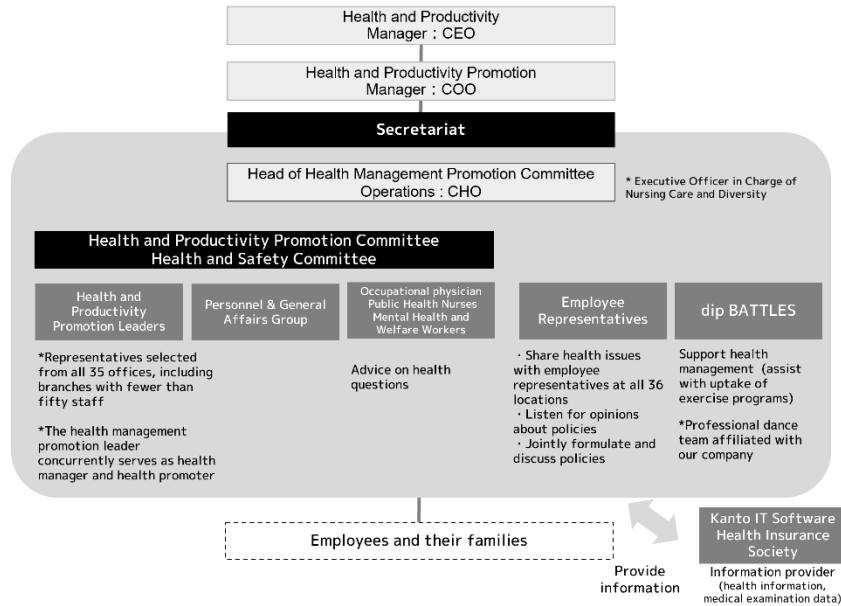
*3 : Calculated based on the Childcare and Family Care Leave Law, the percentage of employees taking childcare leave, etc. and leave for childcare purposes as stipulated in Article 71-4, Item 2 of the Enforcement Regulations.

*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 2.5% (revised in April 2024).

*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."

Our efforts in health management have been recognized, and for the third year in a row we have been certified as a "Health and Productivity Company 2025 White 500" company, which is awarded to only the top 500 companies out of the "Health and Productivity Company 2025" companies selected jointly by the Ministry of Economy, Trade and Industry and the Japan Health Conference.

Offering various programs for 'conditioning the mind and body'

- Walking program
 - Dietary improvement program
 - Intranet column on health management
 - Stretching with dip BATTLES, dance lessons for employees and their children only
- Various other programs also continue



▲Walking program



▲Dance lesson



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'25/2

*2. The average of all companies is 10.9% (Aug. 2024) (source: Teikoku Databank)

• Female employee ratio^{*1}

50.9 %

• Female manager ratio^{*1*2}

36.8 %

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

100.0 %

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

100.0 %

• Childcare/maternity return ratio^{*1}

100.0 %



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'25/2
 - Rebun Town, Hokkaido (Online and in person)
 - Fukushima Prefecture (In person)
 - Higashi Matsushima, Miyagi Prefecture (In person)
 - Fukui Prefecture (Online and in person)
 - Nishinoshima Town, Shimane Prefecture (In person)

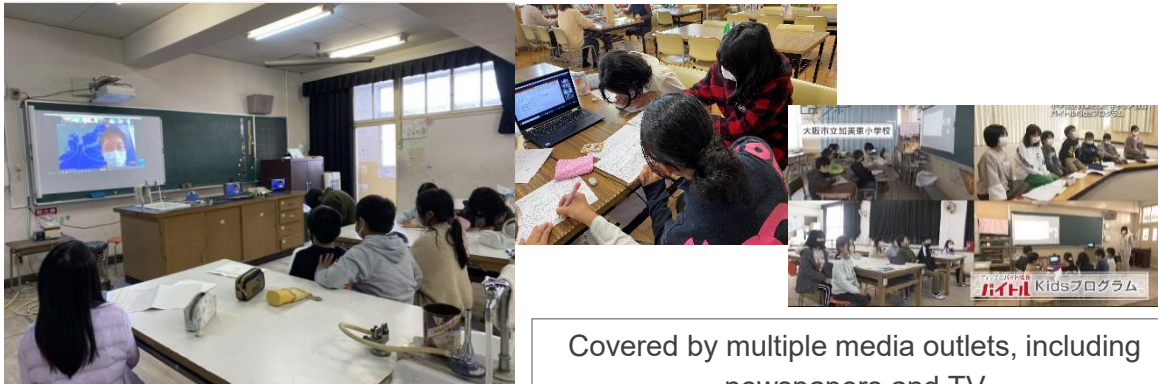


In cooperation with local governments
Contribute to solving urban population concentration and labor shortages in rural areas

Work experience learning for children
“Baitoru Career Education 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, 4,635 elementary school students have experienced the program with the cooperation of more than 45 companies.

- Actual number of schools
 - FY'22/2 : 5 schools FY'23/2 : 11 schools
 - FY'24/2 : 21 schools FY'25/2 : 23 schools



Covered by multiple media outlets, including newspapers and TV

Continues in its 7th year and FY'26/2
Conducted online with 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



2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

MSCI



2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (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 2025

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.
- Information contained herein regarding companies other than dip is quoted from public sources and others. dip has neither verified nor is it responsible for the accuracy of such information.
- Any statements made herein are made solely for provision of information and are not an inducement to investment in dip securities. It is recommended to refrain from making investment decisions that are fully dependent on this material.
- English documents are prepared as a courtesy to our shareholders. In the event of any inconsistency between English-language documents and the Japanese-language documents, the Japanese-language documents will prevail.

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