



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

## Financial results for FY'24/2 Q1 (The fiscal year ending February 29, 2024)

July 14, 2023

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## Toward Enhancing Corporate Value

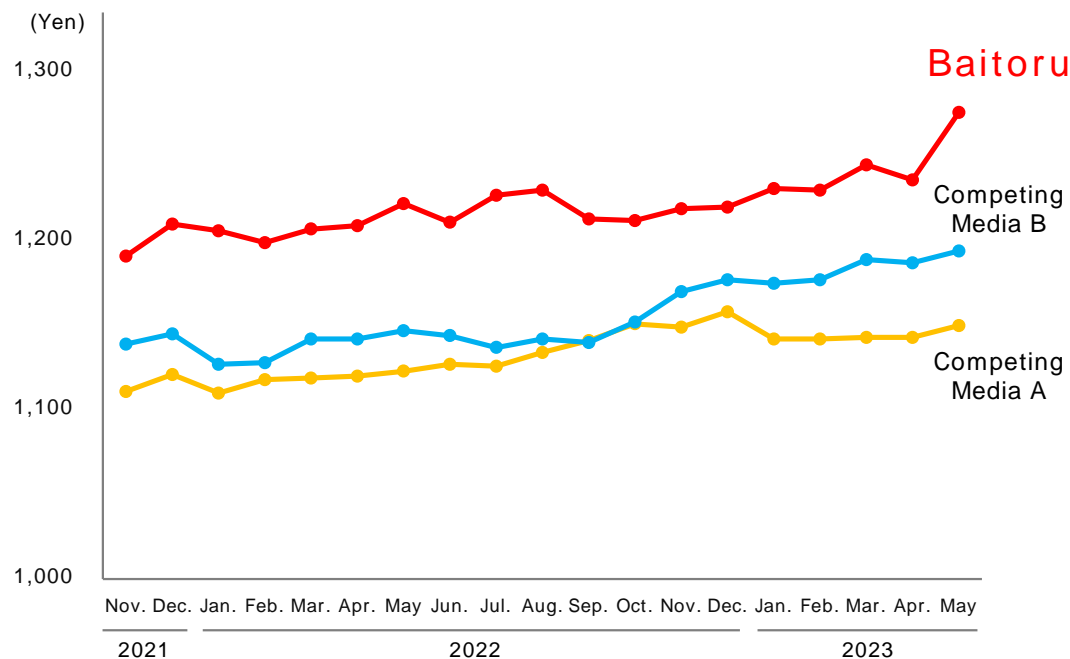
1. Themes and Initiatives for the Current Term
2. Progress in the AI Agent Business
3. Expanding Human Capital

## 1. Themes and Initiatives for the Current Term Media Service (job advertisement)

Accelerate the 'dip Incentive Project' to widen our market share as 'No. 1'

Strengthening efforts to improve the treatment of fixed-term employees and realize a society free of age discrimination

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



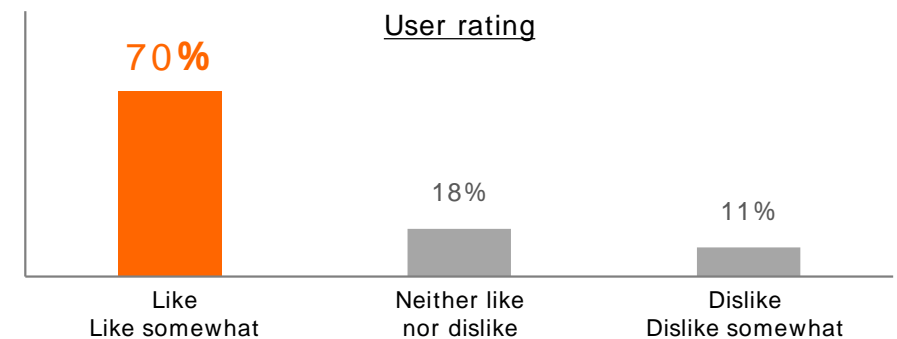
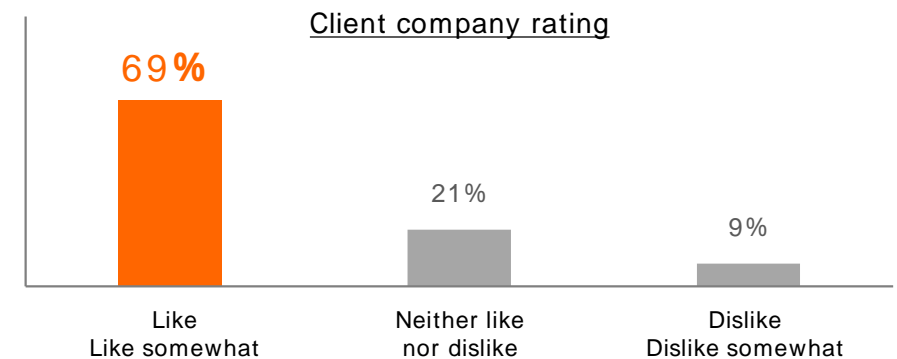
Source : Average wage report for each company

\* Area surveyed : Baitoru: National average

Competing Media A: Average of three metropolitan areas (Tokyo, Tokai, Kansai)

Competing Media B: National average

Highly evaluated by both users and clients  
(Questionnaire on the DIP Incentive Project - Implemented in 2022)



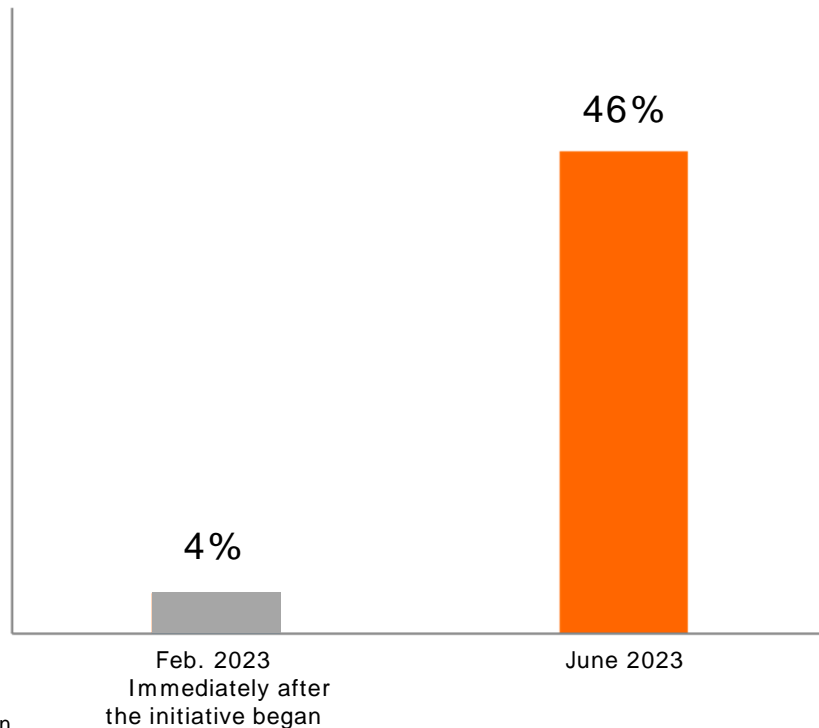
Source: Result of survey using INTERNET RESEARCH

# 1. Themes and Initiatives for the Current Term Media Service (job advertisement)

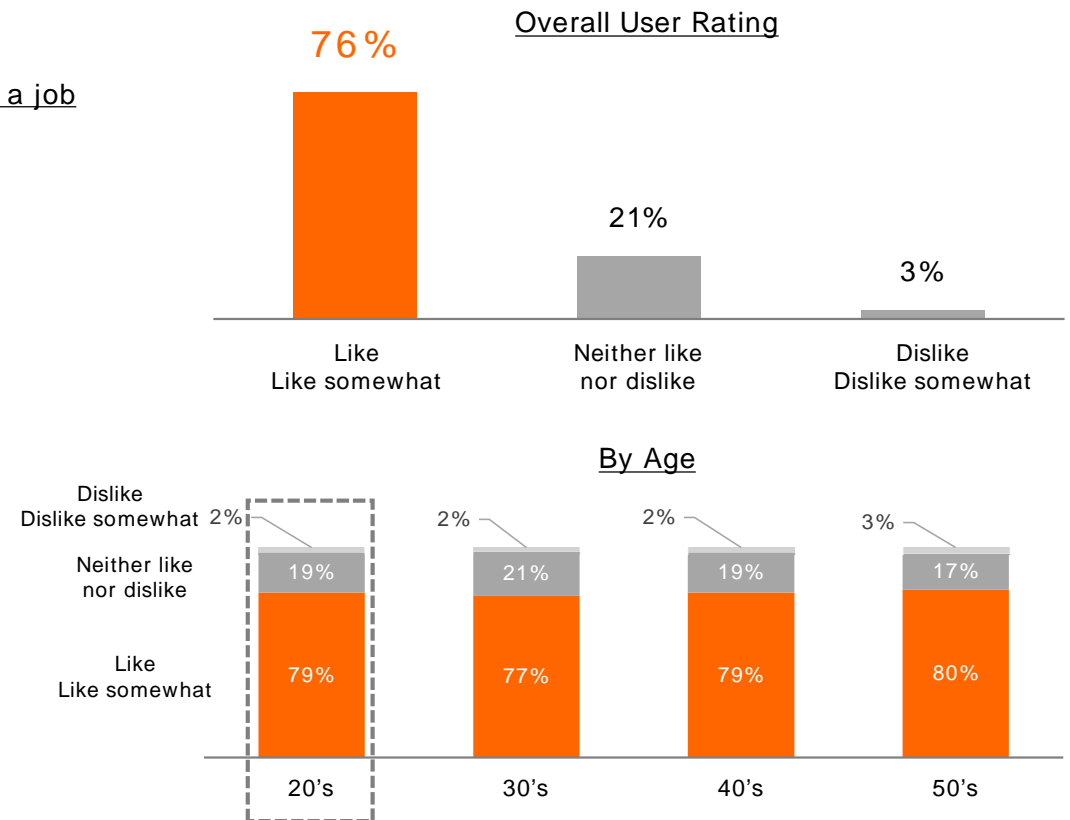
## Strengthening efforts to realize a society free of age discrimination

By working with our client companies, we were able to significantly increase the percentage of companies hiring without age restrictions

Percentage of companies that make age optional when applying for a job



Strong support from users in their 20s



Source: Result of survey using INTERNET RESEARCH

# 1. Themes and Initiatives for the Current Term Media Service (job advertisement)

## Implementation of large-scale hybrid promotions\*

\* Optimal use of various channels such as digital advertising (SNS, web, SEO, etc.) and mass advertising (TV commercials, traffic ads)

Created a song with popular artists to support users' new lives and conducted a user-participation campaign on SNS.



YouTube

6 million views  
in 2 weeks



TikTok

10 million views  
in 3 days

### ~ New Life Support Project ~

Increase motivation among young people to use Baitoru.  
Tie-up with popular artist "meiyo" on YouTube. Release "Baitoru!", a song to cheer up first-time part-timers.  
Hashtag challenge on TikTok.

Commercials to begin airing in July on Kansai's largest 3D signage "dip Vision" installed in Umeda, Osaka.



Increase sponsorship of sporting and live events



J.League World Challenge 2023

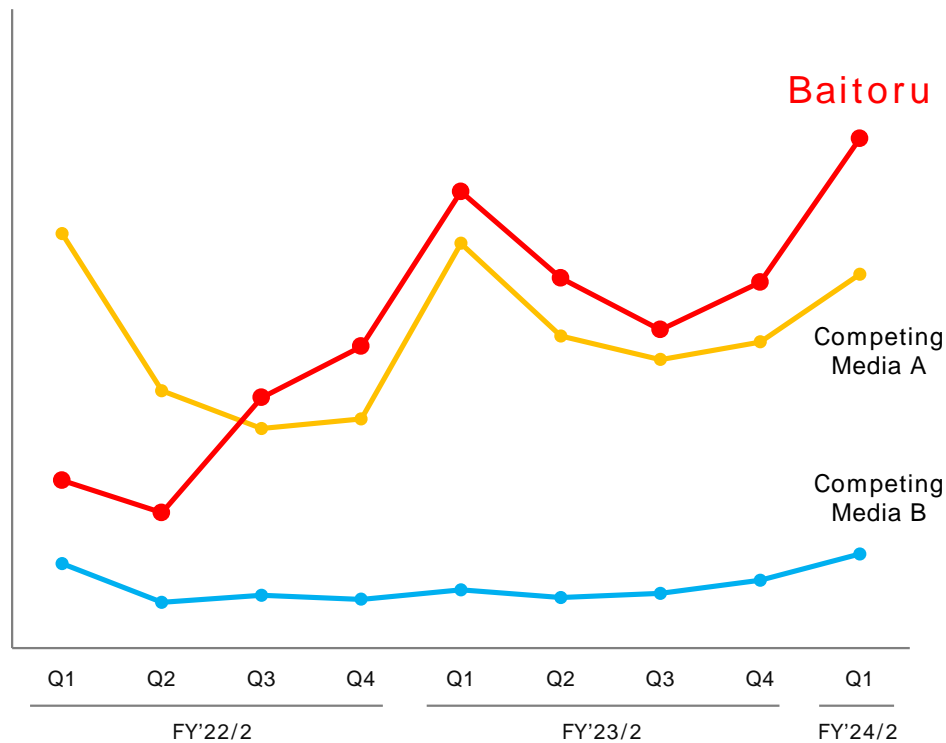


Kobukuro Live Tour 2023 "Envelop"

# 1. Themes and Initiatives for the Current Term    Media Service (job advertisement)

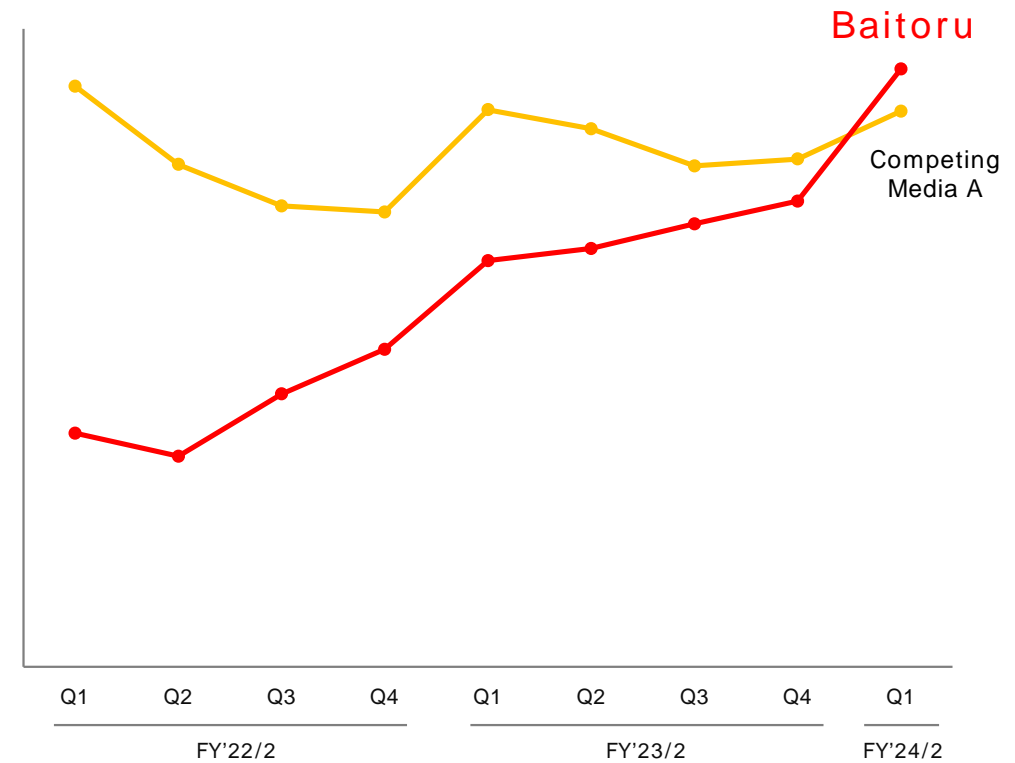
Continued to be 'No. 1' in number of app downloads  
Achieved 'No.1' in MAU for the first time

Number of app downloads



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

Trends in MAU\*

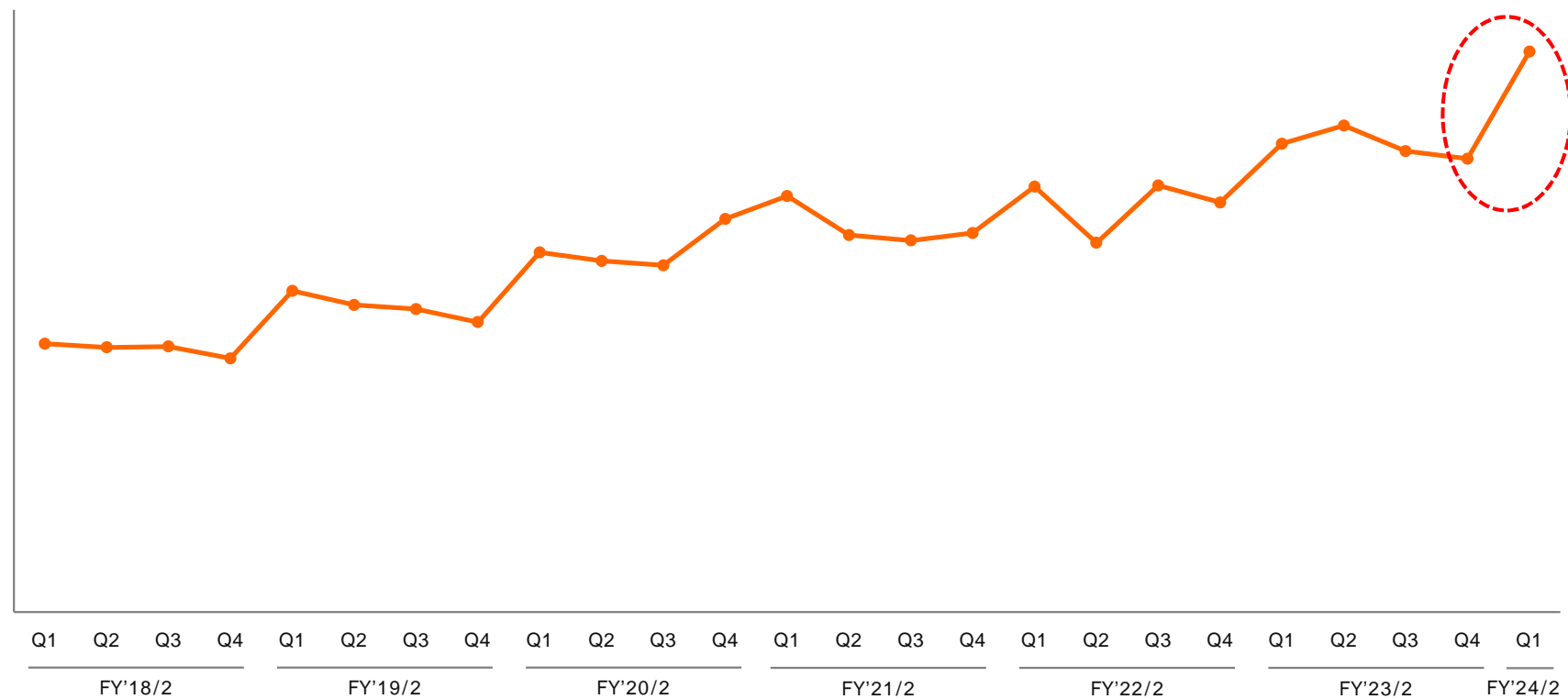


Note: Created by the Company based on the number of app users extracted from the day.ai.  
\* Monthly Active Users

## 1. Themes and Initiatives for the Current Term Media Service (job advertisement)

### Record number of applications received

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





## 1. Themes and Initiatives for the Current Term Media Service (job advertisement)

Hatarako.net ranked No.1 in customer satisfaction by Oricon (among temp staffing recruiting sites)

Provide user-first services and create more employment opportunities



2023 Oricon Customer Satisfaction® Survey: Temp Recruiting Site No. 1



Assessment criteria

(1) Ease of use of app and website

(2) Ease of search

(3) Job postings

(4) Ease of applying

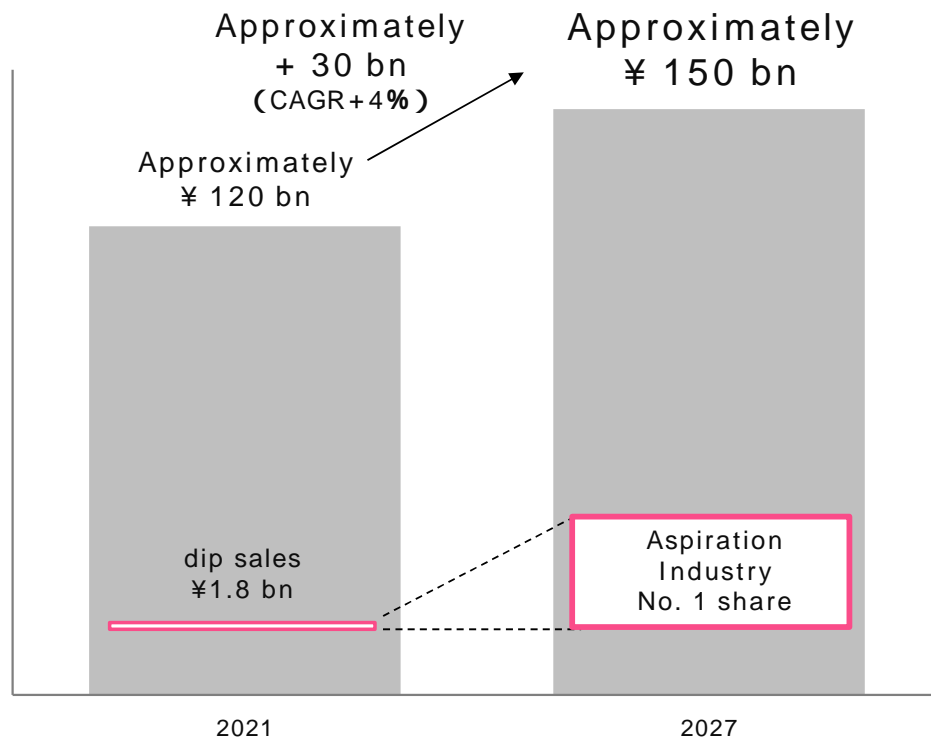
Note: The Oricon Customer Satisfaction ® Survey conducts an annual questionnaire survey targeting only users who actually used the service or product under the theme of "turning satisfaction into information."

# 1. Themes and Initiatives for the Current Term Permanent Placement Service

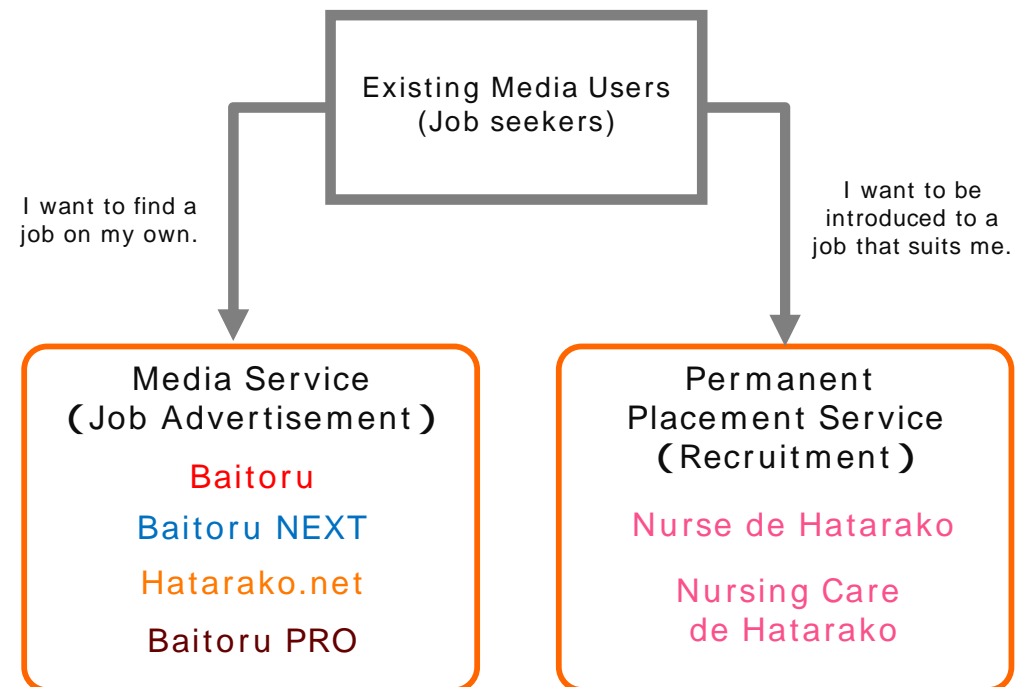
Aiming to be No. 1 in the industry in the medium term

By redirecting customers from existing media, the cost of attracting customers can be reduced, and high profitability can be realized

Size of the medical and nursing care recruitment market\* and aspirations



Propose the optimal combination of job advertisements and recruitment services to site users



## 1. Themes and Initiatives for the Current Term DX Business

Expect to accelerate growth by enhancing functions at existing services and introducing new services in the area of sales promotion

New sales promotion service "Customer attraction KOBOT for SNS booster" scheduled to be launched this fall

Concluded an OEM agreement with Bespo, which develops and sells reservation and customer attraction tools for restaurants.

**Bespo**

Company name : Bespo Inc.  
Representative : Fuminori Takatake  
Established : January 2018  
Business Outline : Provision of web services for restaurants

### Service Overview

- **TABLE REQUEST**  
Reservation service specializing in various SNS  
Check the availability of restaurants on LINE, Instagram, etc.,  
Instant booking possible
- **BOOK@TABLE REQUEST**  
Simple and easy-to-use booking management service

### Partnership Details

Launch new KOBOT products in the sales promotion area

Utilize direct sales force and existing customer base to sell as a set with other products

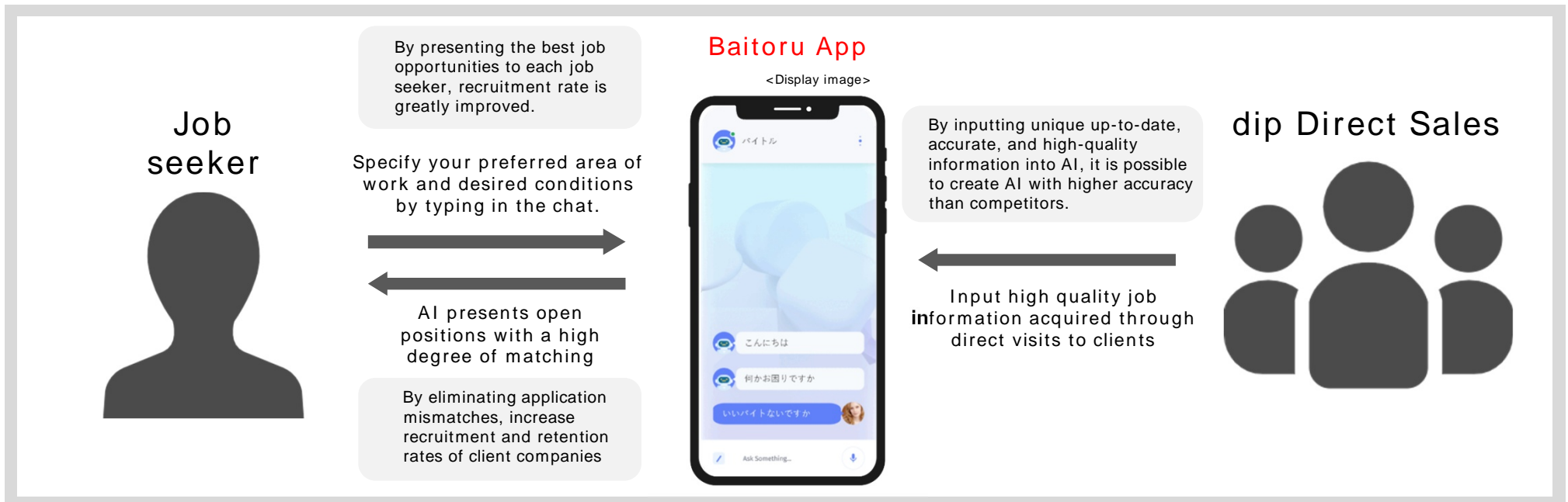
## 2. Progress in the AI Agent Business

In collaboration with Matsuo Laboratory, we plan to release a prototype by the end of this year.

Aim to improve application and hiring rates by incorporating it into existing media

Generative AI  $\times$  Baitoru Baitoru NEXT  
(example: ChatGPT, etc.) Hatarako.net Baitoru PRO  
Nurse de Hatarako Nursing Care de Hatarako

### < 'AI Agent' Business Model >



### 3. Expanding Human Capital

#### Company-wide project to utilize AI to improve productivity

Approximately 350 new graduates are expected to be hired in the next fiscal year.  
Future hiring plans will be considered based on progress in productivity improvement.

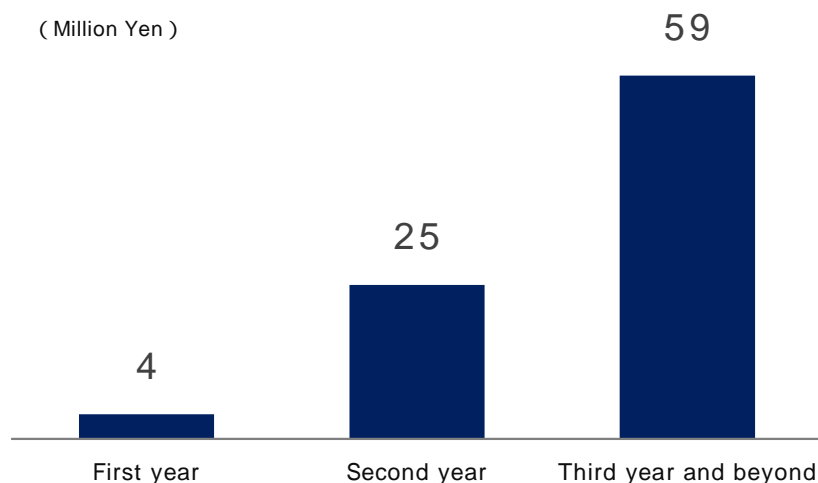
#### 【 Media Sales Case Study 】

By FY'27/2, we aim to increase the sales productivity of media sales employees by 1.8 times (Compared to FY'23/2)

Further increase the productivity of sales employees  
on an annual basis

Salesperson productivity by year (Annual Sales)\*

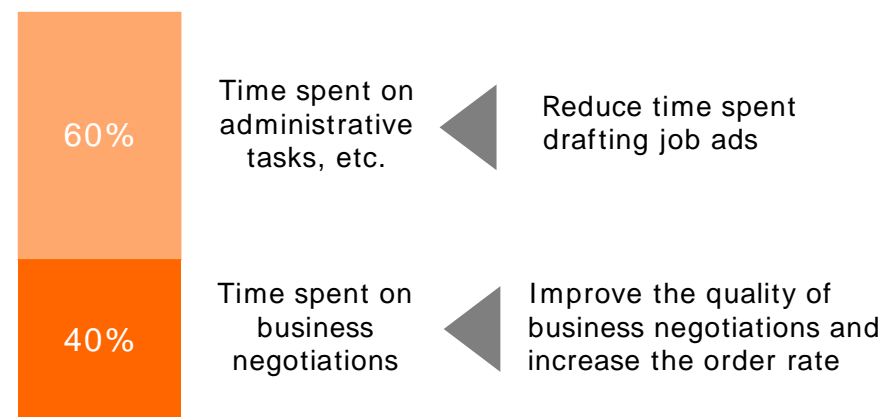
( Million Yen )



Use AI to increase the time that sales employees  
can devote to business negotiations

Increase the number of business negotiations per person and  
increase the order rate

Current work ratio of media sales employees



### 3. Expanding Human Capital

Personnel with extensive business experience in the AI domain  
to serve as head of dip's Technology Research Institute

Director's mandate to accelerate system development for AI Agent Business

## Chikashi Okamoto



Mr. Okamoto has long served as a senior researcher at Hitachi, Ltd. and has been responsible for various business units, developing and providing solutions utilizing cutting-edge technologies. He has also served as the head of technology and business at various start-up companies, leading R&D and business promotion in AI areas such as face recognition and generative AI.

#### 【Short CV】

Apr. 1998	Joined Hitachi, Ltd.
Oct. 2010	Appointed as an engineer/researcher at the Consumer Products Research Laboratory, Hitachi, Ltd.
Oct. 2014	Hitachi India Pvt. Ltd., Research & Development Centre, Deputy General Manager
Apr. 2016	Appointed as Senior Manager of Financial Production Technology Department, Production Technology Division
Oct. 2018	Appointed as General Manager, Financial Digital Innovation Division 3
Jun. 2020	Joined Nippon Computer Vision Inc. as General Manager of Technology Division
Sep. 2020	Appointed as General Manager, Technology Division
Mar. 2023	Joined STANDARD Corporation General Manager, Product Division, Product & Service Headquarters
Jul. 2023	Joined dip Corporation, General Manager of dip Technology Institute and General Manager of CTO Office (Scheduled to join the company on 7/16)

2

## FY'24/2 Q1 Financial Results

## Highlights

### Overall

- Both sales and profits are in line with the projections at the beginning of the period
- High growth in DX business and steady sales expansion in personnel recruiting services business  
Net sales increased 13.6% YoY to 14.02 billion yen
- While the ratio of advertising and sales promotion expenses declined, the personnel cost ratio increased.  
In the first half of the year, the operating profit margin was low due to the small contribution to sales from new graduates and the large number of man-hours required to train new graduates by existing employees, but it is expected to increase to 30% in the second half of the year.

### DX Business

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

### Personnel Recruiting Service Business

- Steady growth in sales
- Segment profit margin is expected to improve in the second half of the fiscal year  
as new graduates begin to contribute to sales and the labor cost ratio declines.



## FY'24/2 Q1 Financial Results

Sales and operating income both progressed as expected

In the first half, the contribution of new graduates to sales was small, and existing employees had to spend many man-hours training new graduates. Consequently, operating profit margin is low for the first half, but is expected to increase to 30% in the second half.

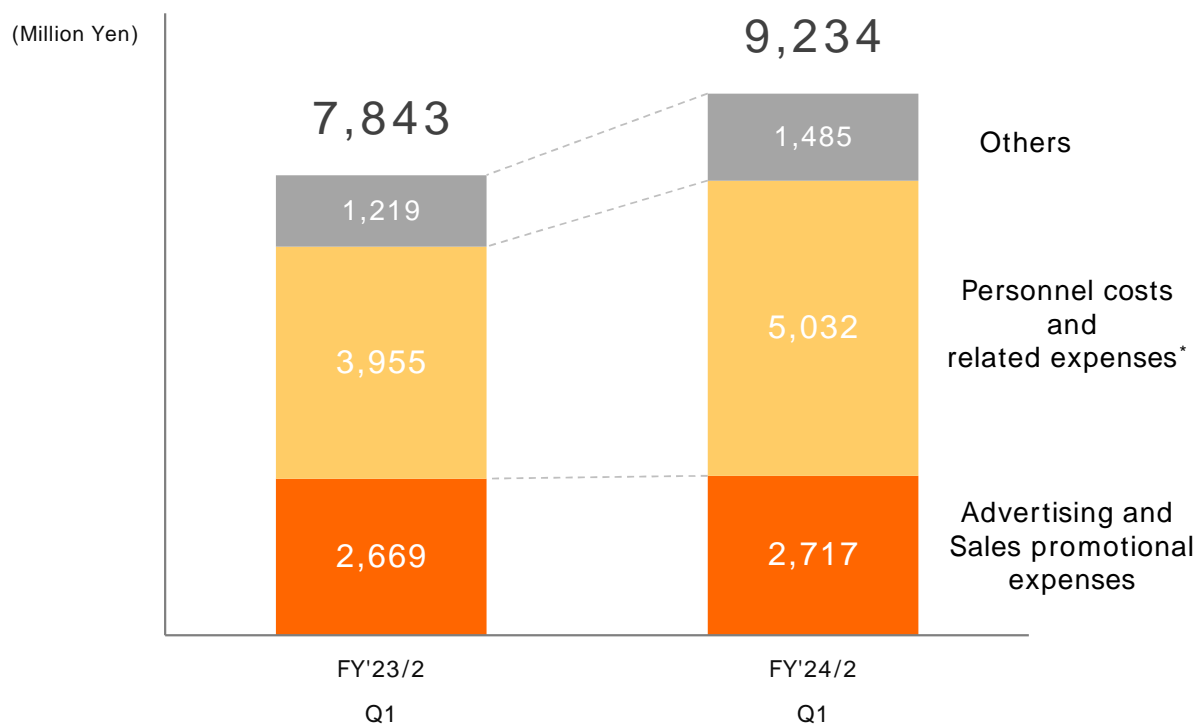
		FY'23/2 Q1 Results ( Million Yen )	FY'24 / 2 Q1 Results ( Million Yen )	YoY
Entire Company	Sales	12,342	14,027	+13.6%
	Operating income	3,158	3,342	+5.8%
	Ordinary income	3,090	3,276	+6.0%
	Net income attributable to owners of parent	2,006	2,153	+7.3%
DX Business	Sales	1,096	1,413	+29.0%
	Segment Profit	489	640	+30.9%
Personnel Recruiting Services Business	Sales	11,246	12,614	+12.2%
	Segment Profit	4,145	4,436	+7.0%

## FY'24/2 Q1 Financial Results

Advertising and sales promotion expense ratio declines while the personnel cost ratio is expected to rise. However, in the second half of the year the personnel cost ratio is expected to decline to 32-33% as new graduates begin to contribute to sales.

In the fiscal year ending February 2026 (the year after next), sales generated by new graduates (joining the company this year) is expected to exceed 10 billion yen per year.

### Breakdown in SG&A



**< Advertising Expenses >**  
Advertising / Sales promotion expenses increased in efficiency. Ratio to sales decreased by 2.2%

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

3

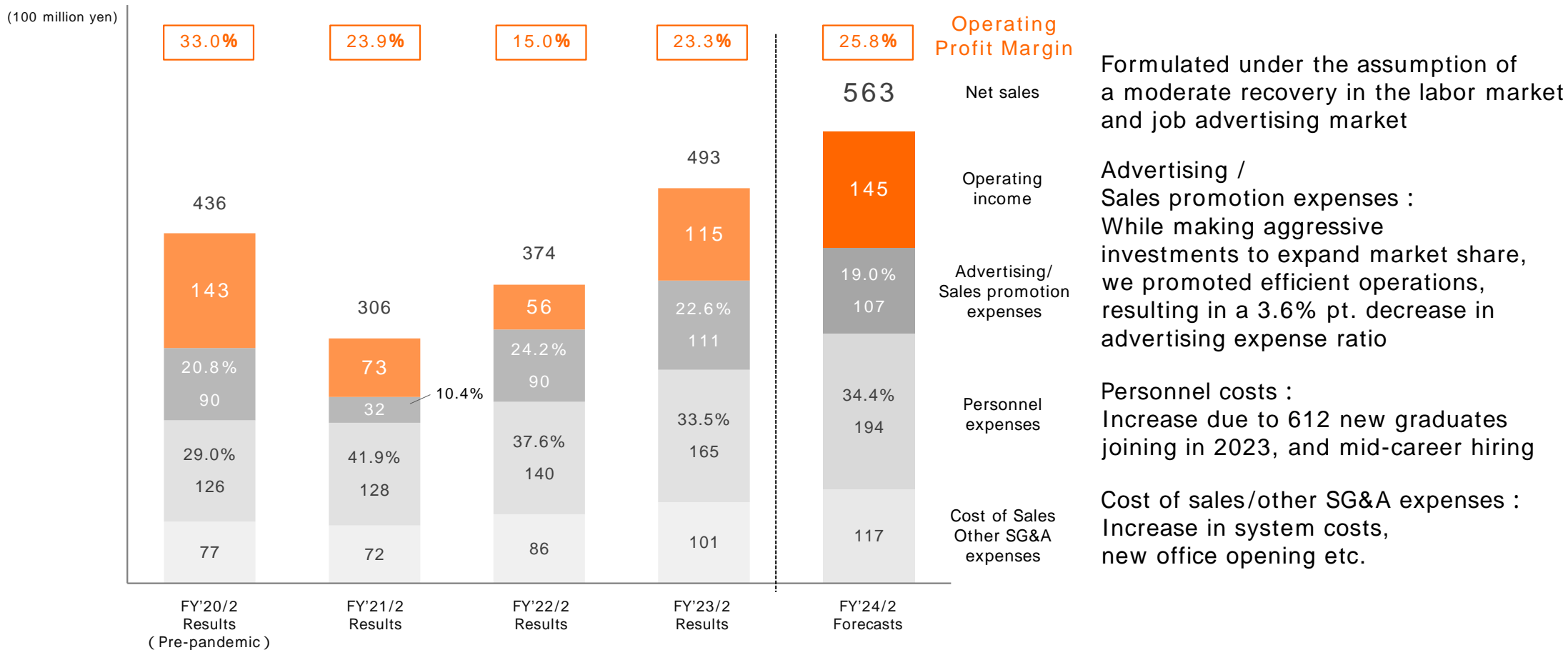
## FY'24/2 Full-year Forecasts

## Record sales and operating income forecast ( No Change )

		FY'23/2 Results	FY'24/2 Forecast	YoY
		( Million Yen )	( Million Yen )	
Entire Company	Sales	49,355	56,300	+14.1%
	Operating income	11,538	14,500	+25.7%
	Ordinary income	11,599	14,100	+21.6%
	Net income attributable to owners of parent	7,935	9,400	+18.5%
DX Business	Sales	4,778	5,700	+19.3%
	Segment Profit	2,132	2,300	+7.9%
Personnel Recruiting Services Business	Sales	44,577	50,600	+13.5%
	Segment Profit	14,849	18,100	+21.9%

## FY'24/2 Full-year Forecasts

### Approach to consolidated net sales and operating income forecast ( Reprint )



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## Business Overview and Progress in the DX Business

1. Overview of the DX Business
2. FY'24/2 Q1 Results
3. FY'24/2 Business Plan

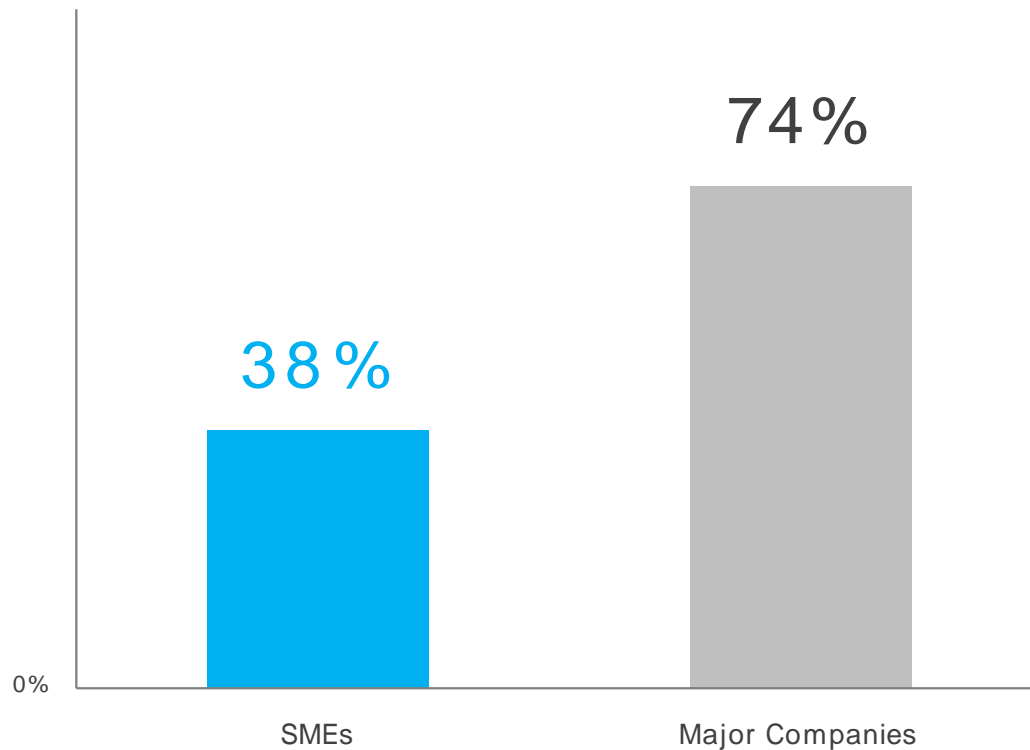
Vision  
‘Labor force solution company’

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



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

Percentage of companies (by number of employees) deploying DX



Reasons for slower adoption of DX by SMEs:

- Lack of awareness of which operations can be streamlined
- The cost and trouble associated with introducing DX
- Inability to fully utilize the functions after deploying the tools

Key factors in SMEs decision to deploy DX:

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

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 midsize companies

### Strengths of dip

Products designed specifically for SMEs



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

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

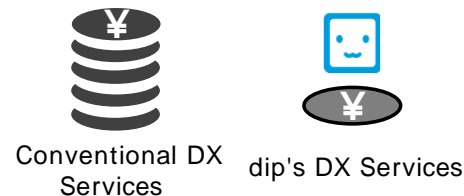
1,900 personnel recruiting services sales reps  
+ 140 dedicated sales reps\*

### Characteristics of KOBOT Series

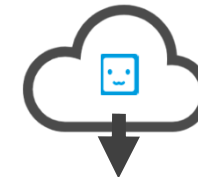
Simple functionality



Priced for small and midsize companies



Easy to introduce



One-stop service including installation, operation and maintenance

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

### Streamlining of recruiting and personnel administration

Stock Product

**採用ページコボット** Launched in Jun. 2021  
From ¥20,000/month

Corporate Recruiting Page KOBOT

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

Stock Product

**面接コボット** Launched in Nov. 2019  
From ¥30,000/month

Interview Scheduling KOBOT

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

Flow product

Stock Product

**人事労務コボット** Launched in Jul. 2021  
From ¥20,000/month

Personnel Administration KOBOT

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

### Sales support

Stock Product

**HRコボット** Launched in Sep. 2019  
From ¥40,000/month

Temp Agency KOBOT

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

### Marketing support

Stock Product

**常連コボット for LINE** Launched in Dec. 2021  
From ¥9,800/month

Patronage KOBOT

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

Stock Product

**集客コボット for MEO** Launched in Mar. 2023  
From ¥30,000/month

MEO KOBOT

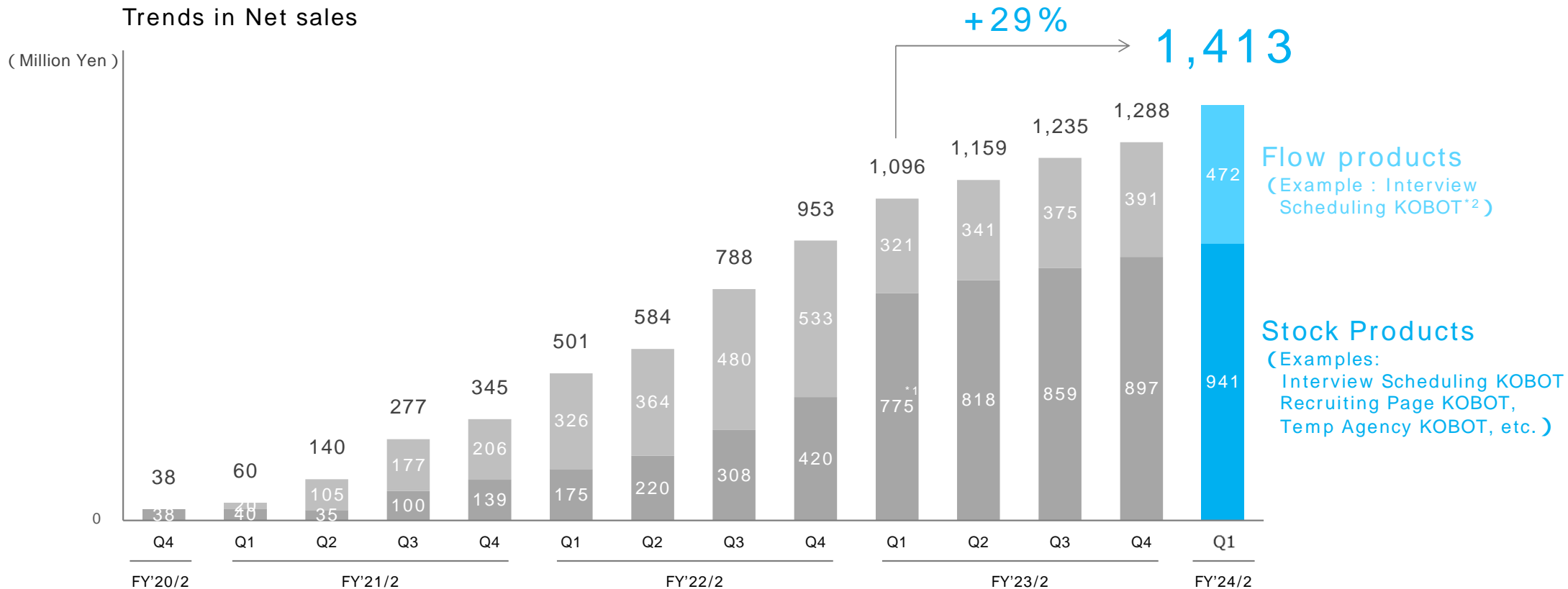
Taking necessary measures for MEO\* on behalf of our clients  
Improved store display in map search

\*Map Engine Optimization :

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

## 2. FY'24/2 Q1 Results

Continued high growth of +29% YoY



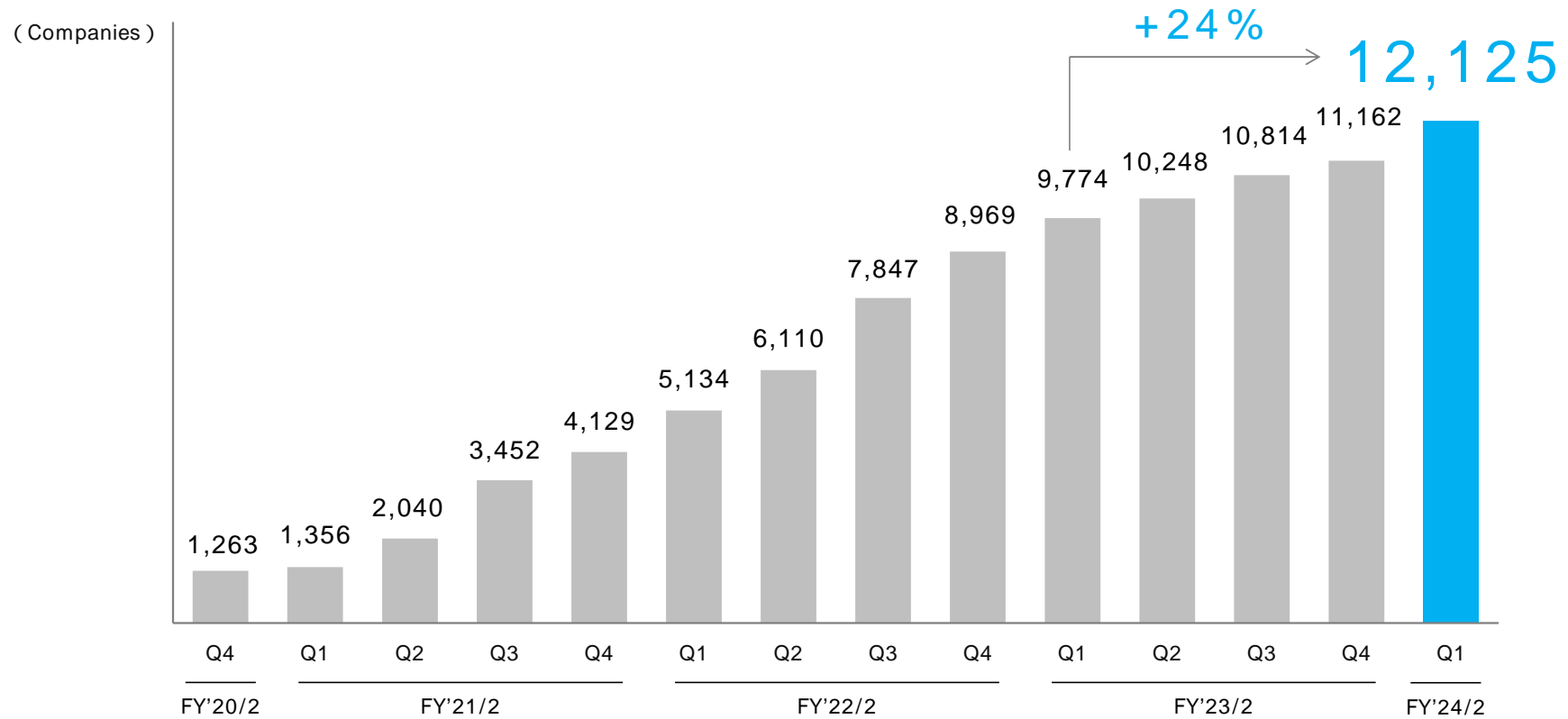
\*1 From FY'23/2, "Temp Agency KOBOT for Interview Scheduling" and "Interview Scheduling KOBOT" being sold with a contract term of one year or longer will be included in the "stock sales" category since the churn rate has improved.

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

## 2. FY'24/2 Q1 Results

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

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



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

## 2. FY'24/2 Q1 Results

### Revised KPI targets upward

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

	FY'23/2 Q4 Actual	FY'24/2 Q1 Actual	FY'24/2 Q4 Initial Target	FY'24/2 Q4 Revised Target
Net Sales Quarterly Average	¥ 420mn	¥ 470 mn	¥ 520mn	¥ 580mn
Quarterly Average Billing Number of Companies	11,162	12,125	13,400	14,000
<sup>1</sup> Quarterly Average ARPU	¥ 38,000	¥ 38,000	¥ 38,000	¥ 42,000
<sup>2</sup> Stock Sales Ratio	70%	67%	(all year) Maintain approx. 65%	(all year) Maintain approx. 65%

Note : Since the sales and KPIs of the flow product, Interview Scheduling KOBOT, are affected by seasonal fluctuations in job advertisements, we will change the figures on this page from "quarter-ending month (single month)" to "quarterly average" starting this fiscal year, in order to more accurately reflect the trend of each KPI for the DX business.

<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

1

#### Improve quality and expand function of existing products

Strengthen the system for product development and planning that contributes to improving labor productivity for clients. Promote up-selling and cross-selling by issuing effective reports, etc.

2

#### Strengthen product lineup

Strengthen development of new products in line with growing need for promotional and industry specific products.

3

#### Improve sales efficiency

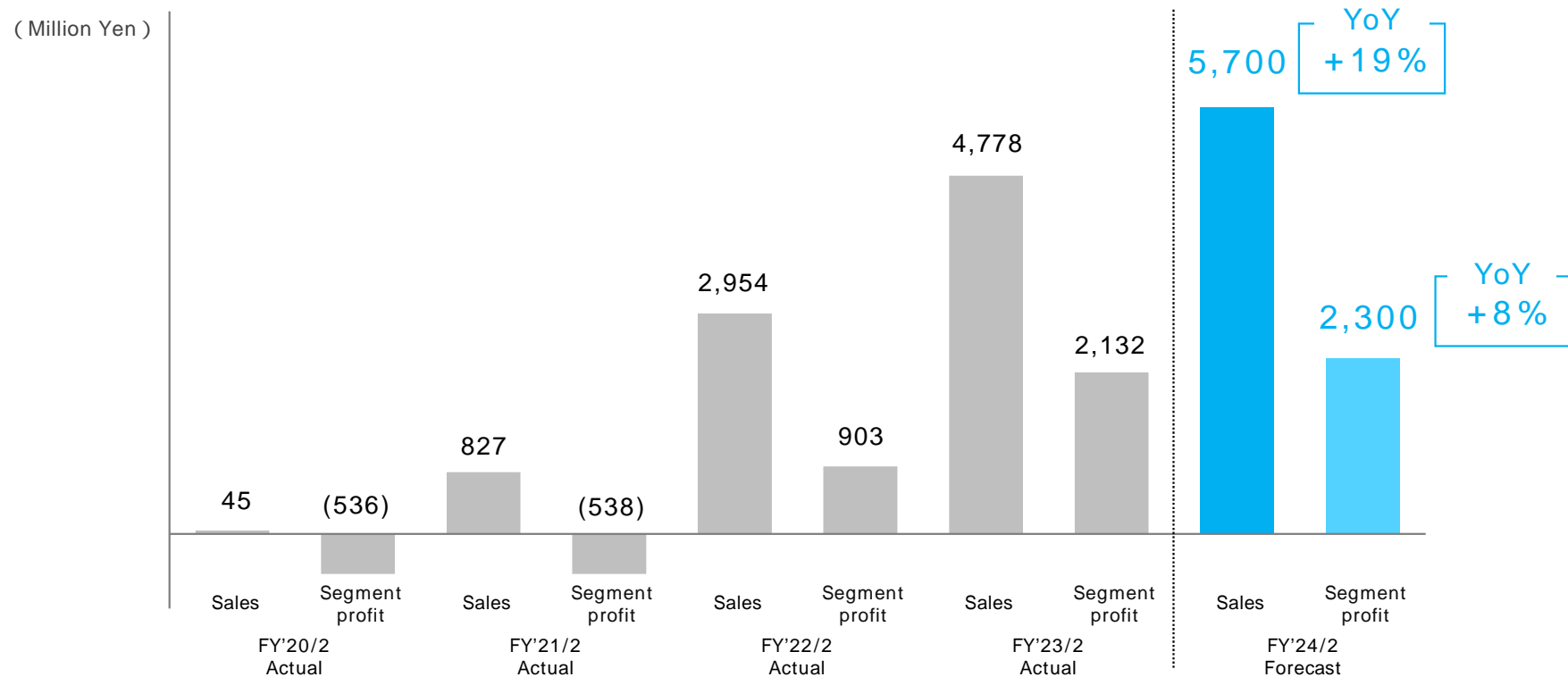
Shorten the time required to start using the service by simplifying the introduction and management screen setup process by sales staff. Improve efficiency of sales staff in dealing with customers by utilizing AI chatbots.

### 3. FY'24/2 Business Plan

No change in net sales or segment income

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

#### DX Business Sales & Segment profit



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

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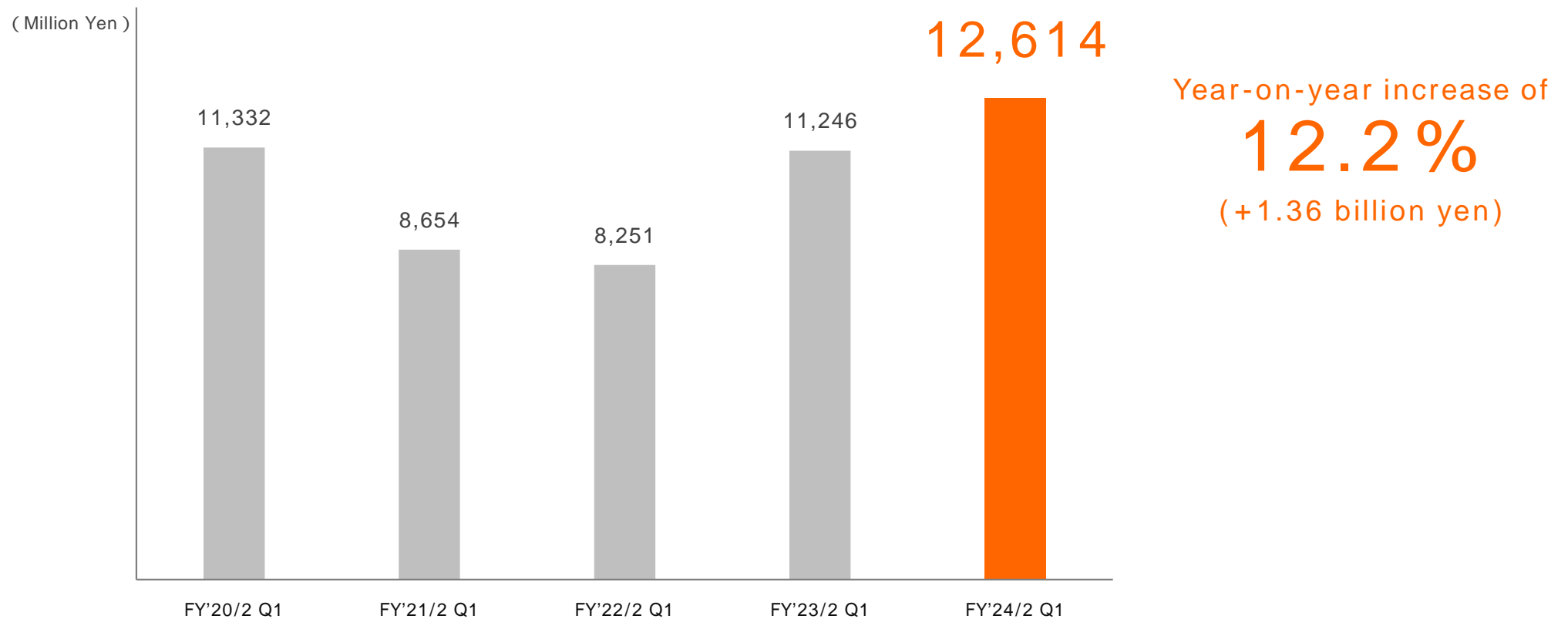
## Progress in the Personnel Recruiting Services Business

1. FY'24/2 Q1 Results
2. Media Service
3. Permanent Placement Service
4. FY'24/2 Business Plan



## 1. FY'24/2 Q1 Results

### Personnel Recruiting Services Business sales trends



## 1. FY'24/2 Q1 Results Breakdown in sales

( Million yen )

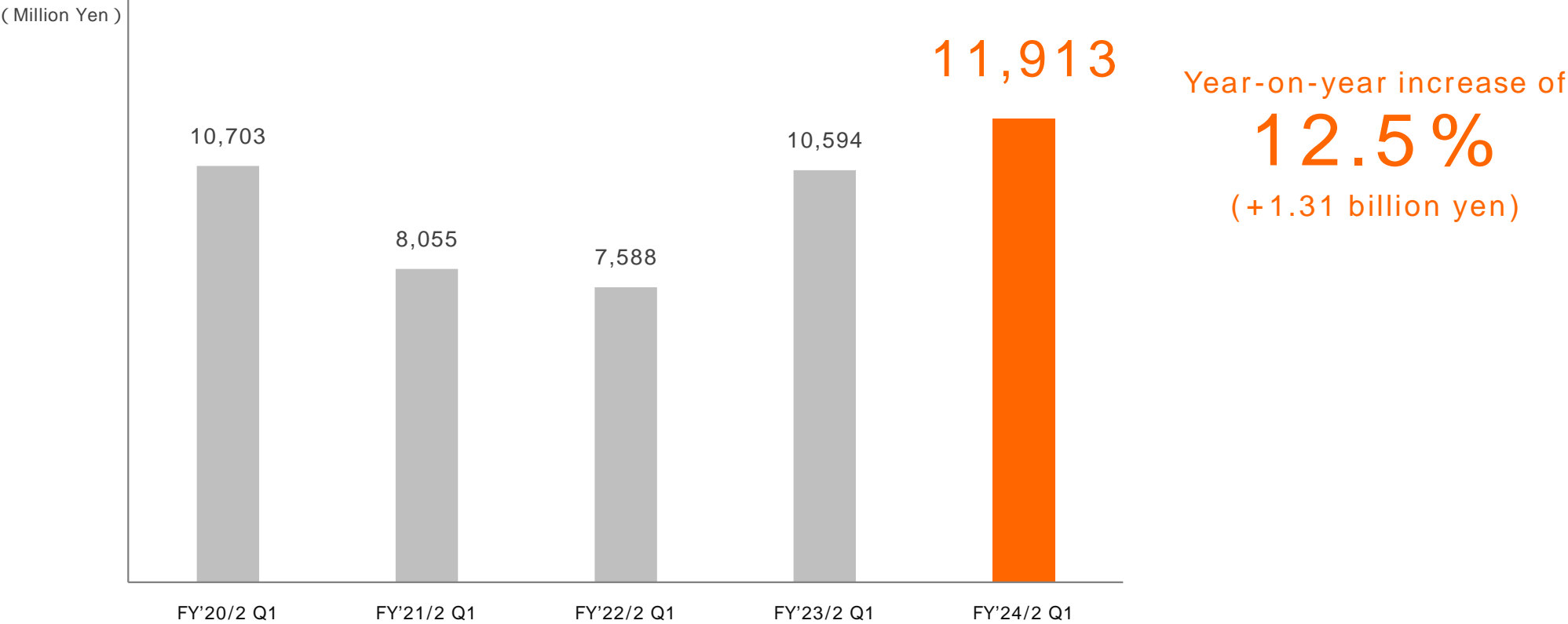
	FY'23/2 Q1 Actual	FY'24/2 Q1 Actual	Compared to the same quarter of the previous year	
			Increase / decrease	% change
Media Service (job advertisement)	10,594	11,913	+ 1,319	+ 12.5%
Permanent Placement Service	644	689	+ 45	+ 7.0%

The new revenue recognition standard was applied from the previous period, and the discount rates for goods sold at the same time were uniformly applied and accounted for. In light of this, in the first quarter of the current fiscal year, we revised our sales management categories from product units to categories based on the type of service consistent with our sales policies and changed the presentation of service types to Media (job advertising) Services, Agent (recruiting) Services.\*  
For these reasons, individual sales and KPIs for each job site will not be disclosed in the future.

\*Media services: Baitoru, Baitoru NEXT, Baitoru PRO, Hatarako.net  
Agent services: Nurse de Hatarako, Nursing Care de Hatarako

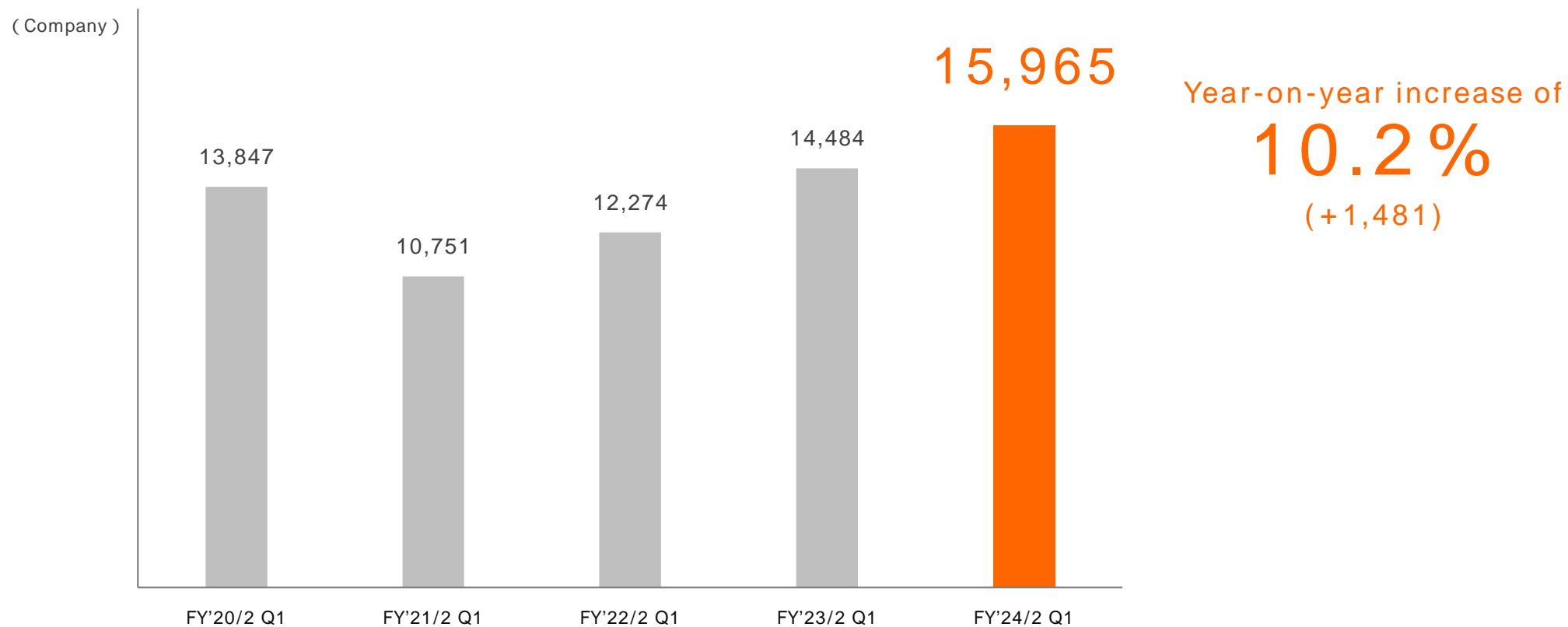
Note : Net sales of the personnel recruiting services business include net sales of other services (11 million yen) in addition to the above two services.

Media Service sales trends

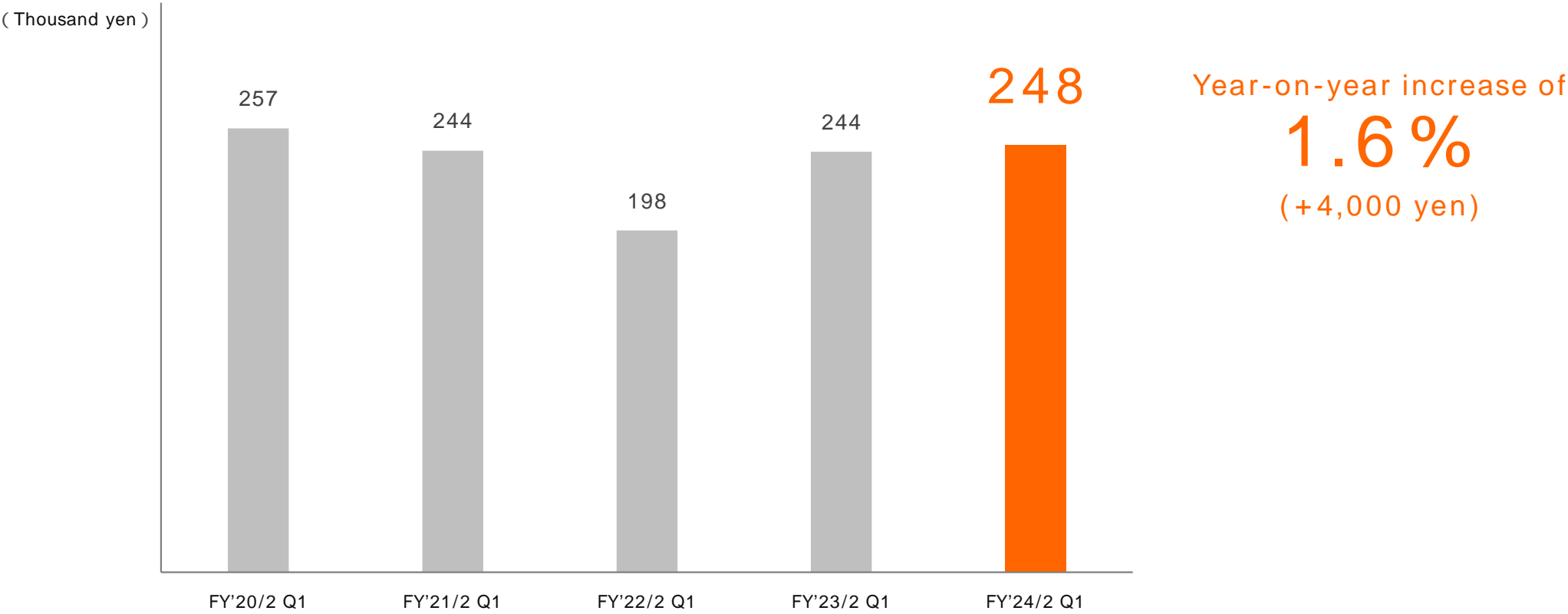


Note : Figures for periods prior to FY'22/2 are estimates based on the revenue recognition standard.

### Media Services Number of Contracted Companies (Unique\*)



Media Services Contract Unit Price Trends (Unique\*)



## FY'24/2 Q2

1

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

Increase the value provided to  
users/clients by promoting higher  
hourly wage rates and eliminating  
age discrimination.

Create job ad copy using AI to  
improve matching accuracy and  
expand user base

2

Improve sales productivity

Promote sales efficiency  
through the use of internally  
developed tools

Promote cross-selling of  
4 media\* to meet customer needs

3

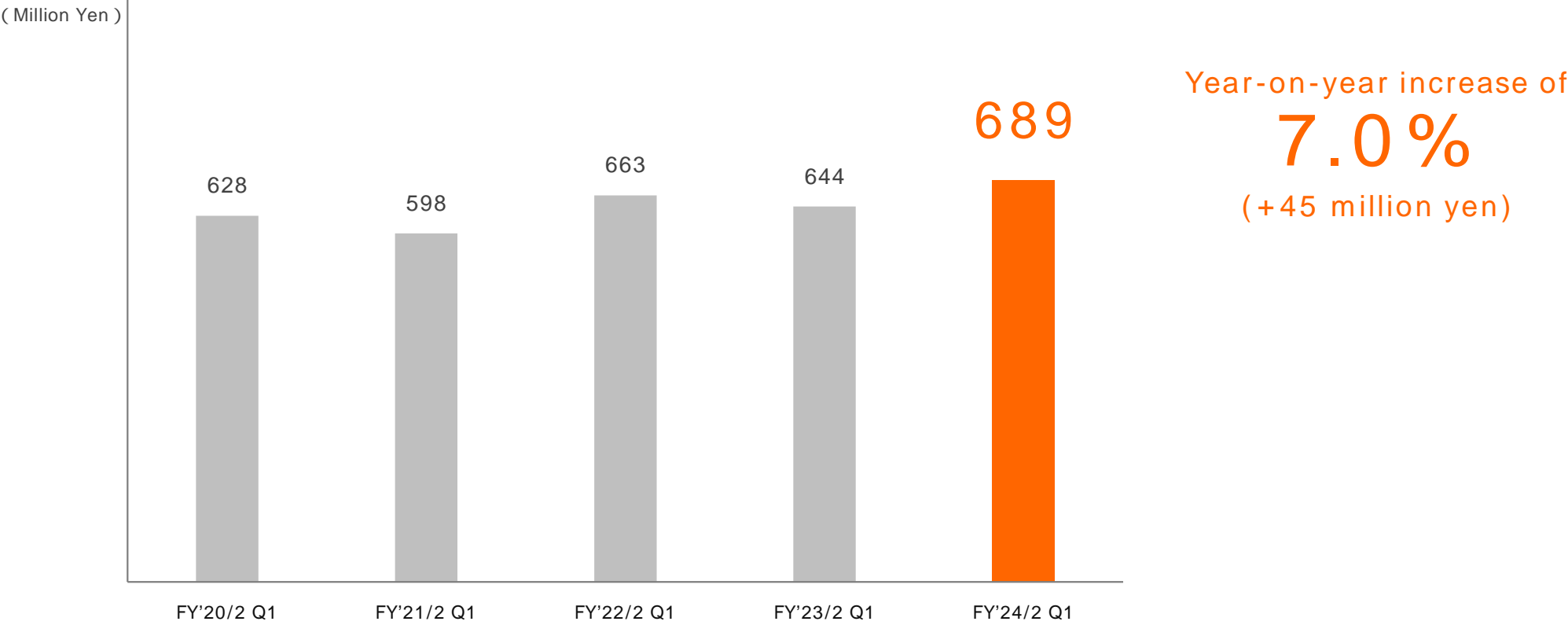
Optimize promotions by job  
type and area

Increase acquisition of  
applications for each type of job

Conduct intensive real/digital  
hybrid promotions in priority areas

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

Permanent Placement Service sales trends



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

#### FY'24/2 Q2

1

Significantly increase the number of career advisors

87 new graduates started full-scale operations in July, expanding the service area nationwide and providing value to more users and clients

Boost productivity of career advisors by improving workflow using DX

2

Strengthen customer attraction from existing media in the medical and nursing care fields

Strengthen ties with all existing media to increase the number of subscribers

Promoting the services of "Nursing Care de Hatarako".

3

Improve the quality of service

Improve matching accuracy and employment rate through the use of AI

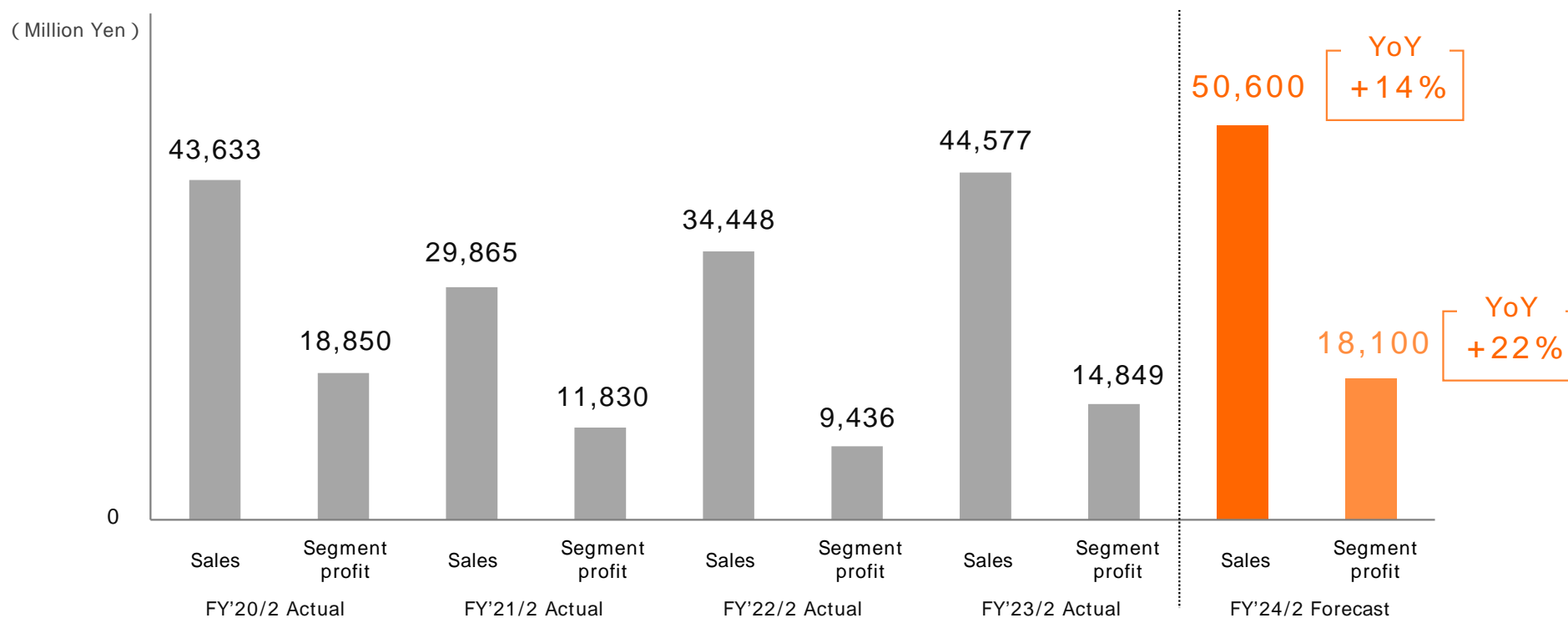


## 4. FY'24/2 Business Plan

Planned +14% revenue growth and +22% segment profit

Contribution to sales by new graduates is expected to increase sales growth in the second half compared to the first half

Personnel recruiting services business\* sales and segment profit



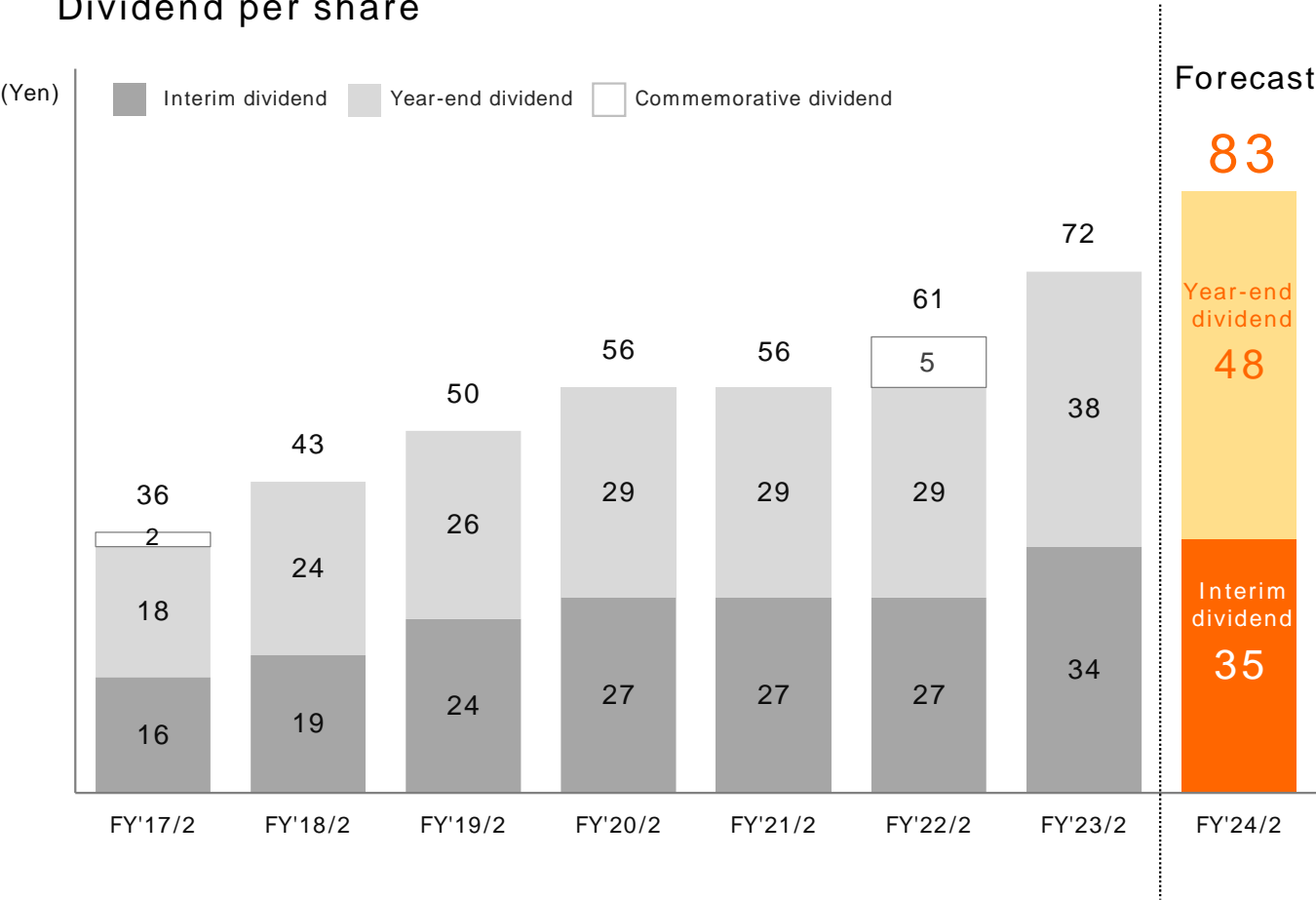
Note : Figures for periods prior to FY'22/2 are estimates based on the revenue recognition standard.

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

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## Shareholder Returns

Dividend per share



Interim and year-end dividends.  
No change from the initial forecast

Interim : 35 yen  
Year-end : 48 yen

(Reference) Dividend policy  
Targeted dividend payout ratio of 50%, considering the minimum payout from the previous fiscal year

Acquisition of Treasury Shares ( As of June 30, 2023 )

Class of shares acquired : Common stock

Total number of shares acquired : 648,500 shares ( Accumulated total )

Total share acquisition price : 2,255,161,000 yen ( Accumulated total )

**【Details of the resolution at the Board of Directors meeting held on April 26, 2023】**

- Acquisition period : From April 27, 2023 to July 31, 2023
- Total number of shares that may be acquired : 900,000 shares (upper limit)  
(Percentage of total shares outstanding (excluding treasury shares): 1.57%)
- Total share acquisition price : 3,000,000,000 yen (upper limit)
- Purpose :      Increase shareholder value per share and enhance returns to shareholders  
                 Improvement of capital efficiency

7

## Appendix

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

## 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 2023)
Sales	¥49,355 million (For the fiscal year ended February 2023)
Employees	2,925 (Full-time employees as of April 1, 2023)
Main Business	Provision of online job information and DX services
Market	Prime Market of the Tokyo Stock Exchange (code: 2379)

## 1. Company Profile      Corporate Governance ( Audit and Supervisory Committee )

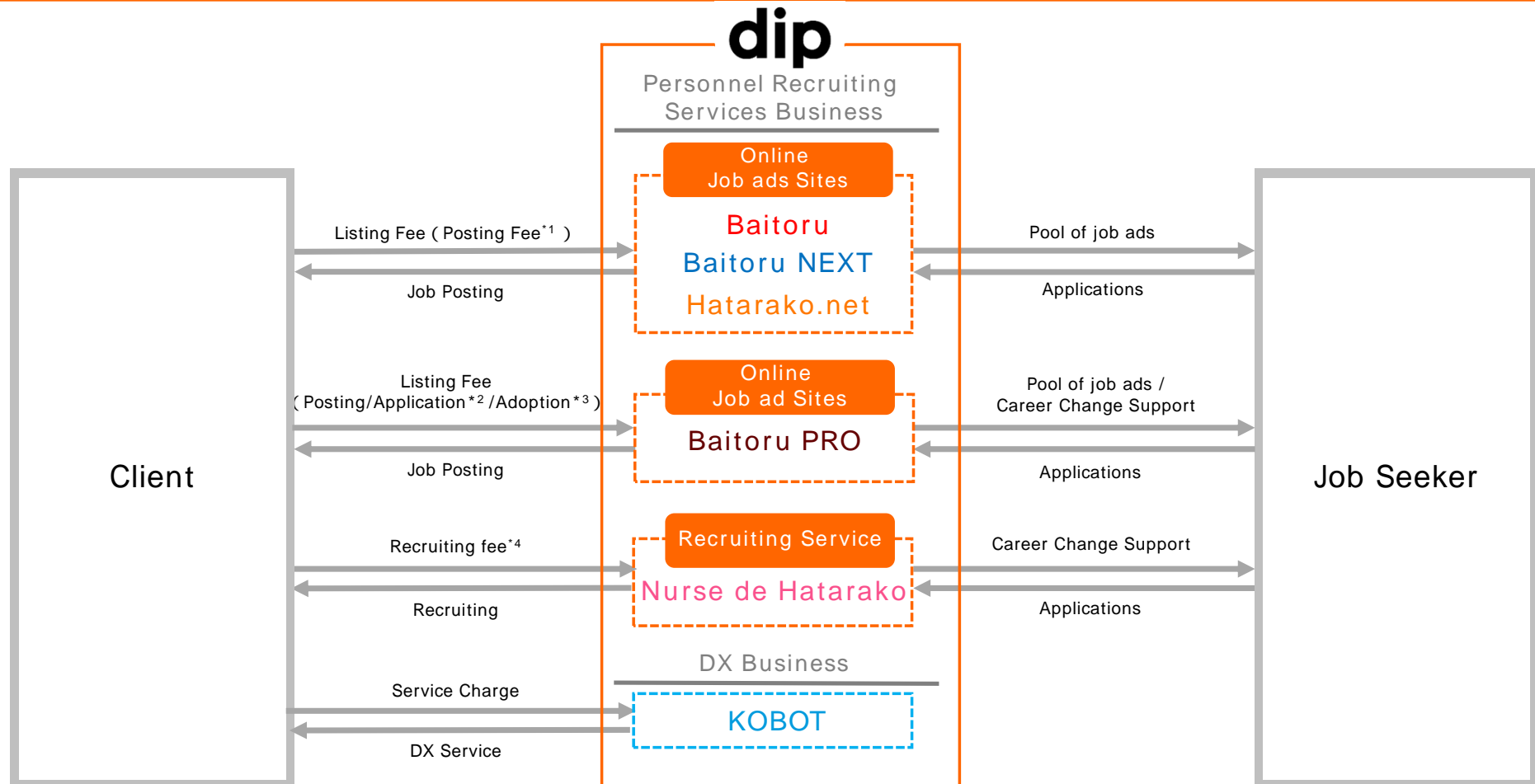
Name	Official position(s)
Hideki Tomita	Representative Director, President and Chief Executive Officer (CEO)
Masatsugu Shidachi	Representative Director, Chief Operating Officer ( COO )
Kuniyoshi Mabuchi	Outside Director ( Independent Director )
Kanae Takeuchi*	Outside Director ( Independent Director )
Yuka Shimada*	Outside Director ( Independent Director )
Tsuneyo Otomo	Full-time Director ( Audit & Supervisory Committee Member )
Eriko Tanabe*	Outside Director ( Independent Director / Audit & Supervisory Committee Member )
Yukiko Imazu*	Outside Director ( Independent Director / Audit & Supervisory Committee Member )      Lawyer
Misae Maruyama*	Outside Director ( Independent Director / Audit & Supervisory Committee Member ) Certified Public Accountant

Two-thirds (6 out of 9) independent external directors and a majority (5 out of 9) female directors

\*Female

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

## 1. Company Profile Business model



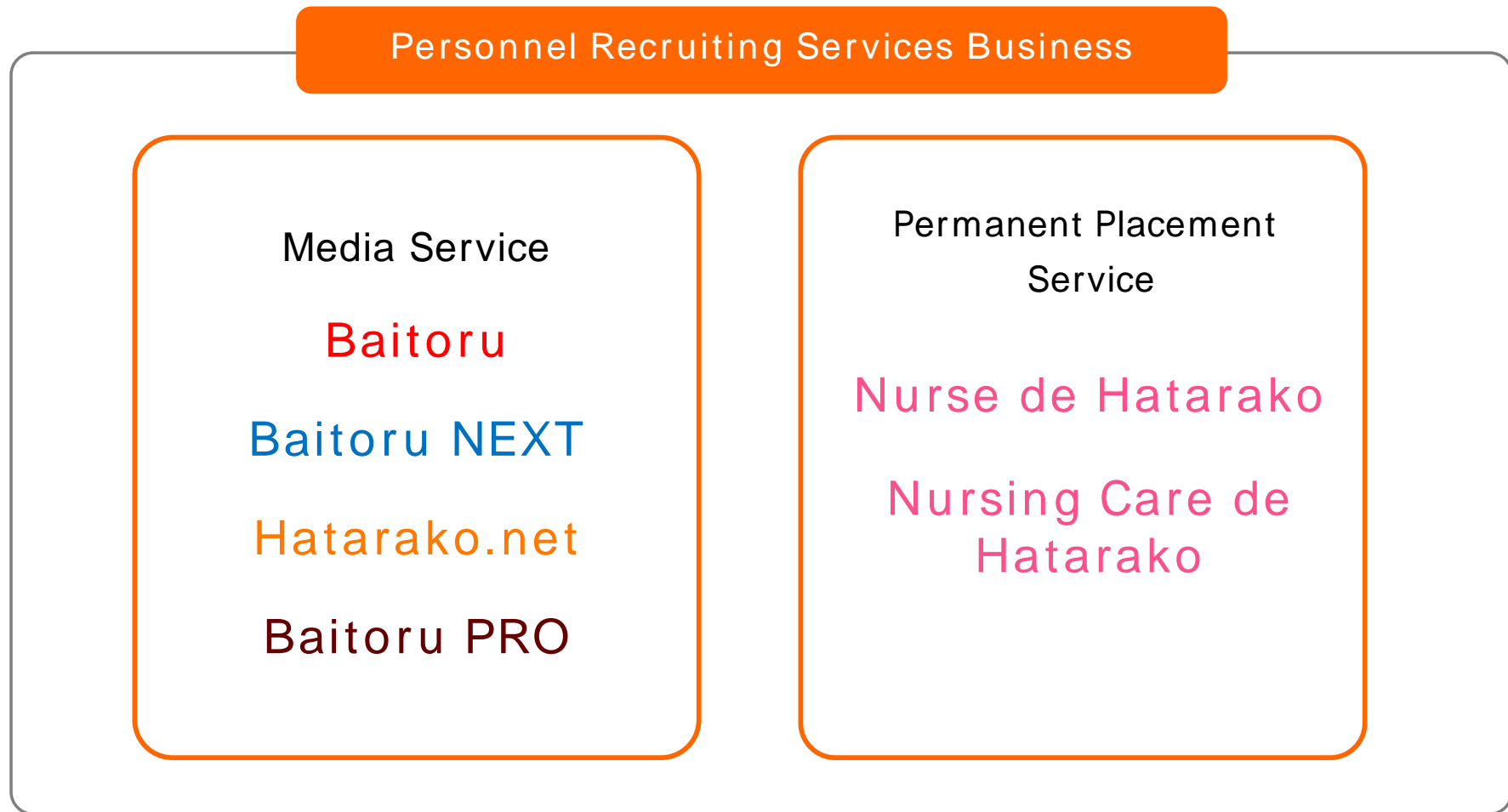
\*1 Posting Fee : A model in which a job posting fee is paid based on the length of time a position is posted on our website.

\*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.

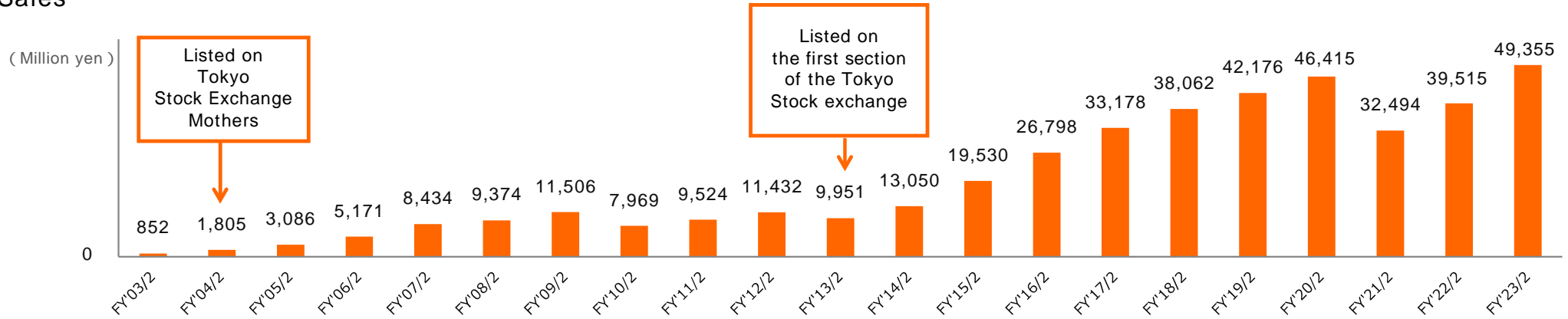
\*4 Recruiting fee : A model in which a commission is paid at the appropriate time when the employment decision is made through our staffing service.



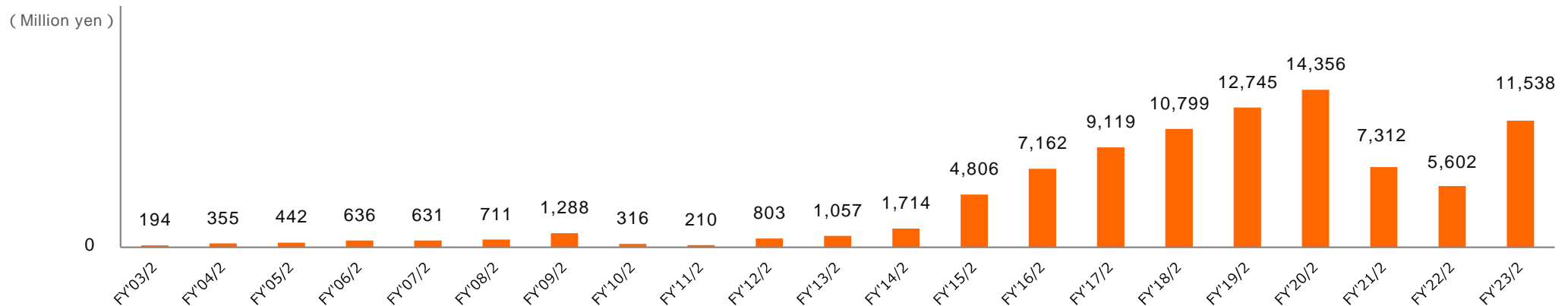


## 2. Financial results    Operating results (Sales and operating income for entire company)

### ■ Sales



### ■ Operating income



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

## 2. Financial results      Income statement

( Million yen )

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

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

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

Figures before FY'21/2 Q2 are non-consolidated and for reference purposes.

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

## 2. Financial results      Balance sheet

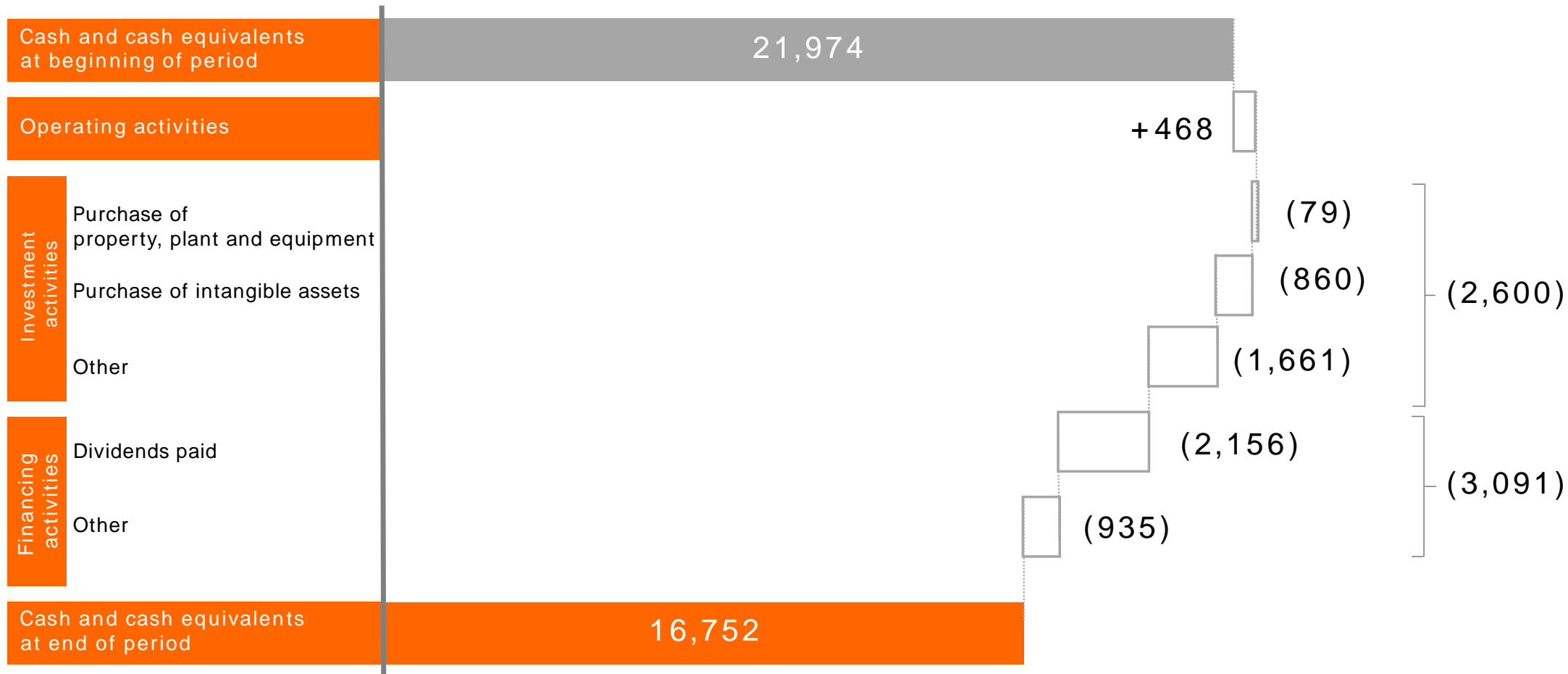
( Million yen )

	FY'23/2 ( As of February 28, 2023 )	FY'24/2 Q1 ( As of May 31, 2023 )	Comparison to the previous quarter
Assets	50,167	46,812	(3,355)
Current assets	28,816	25,991	(2,825)
Non-current assets	21,351	20,820	(531)
Property, plants and equipment	1,882	1,999	+ 117
Intangible assets	8,529	8,679	+ 150
Investments and other assets	10,939	10,142	(797)
Liabilities	11,924	9,629	(2,295)
Current liabilities	10,476	8,076	(2,400)
Non-current liabilities	1,448	1,553	+ 105
Net Assets	38,242	37,183	(1,059)
Shareholders' equity	37,125	36,131	(994)
Total accumulated other comprehensive income	497	441	(56)
Share acquisition rights	601	593	(8)
Non-controlling interests	17	16	(1)

## 2. Financial results      Statement of cash flows

FY'24/2 Q1

( Million yen )

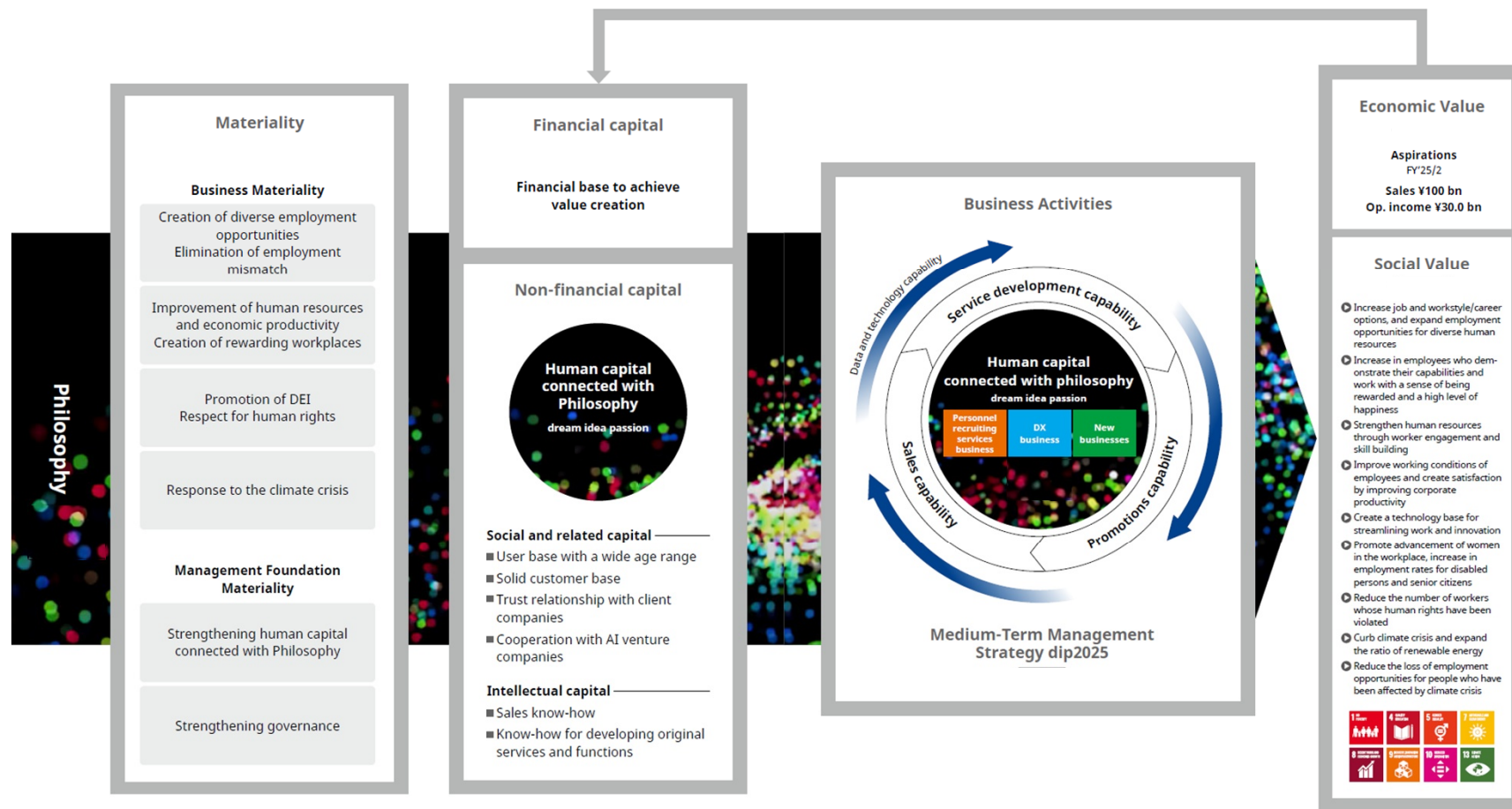


## 2. Financial results      Personnel recruiting services business KPI

	FY2022				FY2023				FY2024
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Sales (Personnel recruiting services business) <YoY>	8,252 (4.7)%	7,297 +15.1%	9,008 +17.7%	9,891 +37.0%	11,246 +36.3%	10,317 +41.4%	11,665 +29.5%	11,348 +14.7%	12,614 +12.2%
Sales (Media Service) <YoY>	7,588 (5.8)%	6,954 +16.3%	8,680 +17.8%	9,608 +38.5%	10,594 +39.6%	9,881 +42.1%	11,206 +29.4%	10,935 +13.8%	11,913 +12.5%
Number of subscriber companies (Media Service) <YoY>	12,274 +14.2%	11,764 +19.3%	11,496 (4.1)%	13,711 +17.6%	14,484 +18.0%	14,063 +19.5%	14,874 +29.4%	14,904 +8.7%	15,965 +10.2%
Number of applications (Media Service) <YoY>	— +2.2%	— (2.1)%	— +14.8%	— +8.0%	— +10.1%	— +31.8%	— +4.9%	— +10.3%	— +16.5%
Sales (Permanent Placement Service) <YoY>	663 +10.9%	342 (5.5)%	327 +16.4%	282 (0.4)%	644 +1.7%	408 +19.3%	430 +34.4%	388 +40.1%	689 +7.0%

## (Excerpts from the Integrated Report) Value Creation Process

Aiming for sustainable enhancement of corporate value through the pursuit of social and economic value based on our philosophy



## (Excerpts from the Integrated Report) Materiality to Realize Our Vision

### 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.



#### - Business Materiality -

Creation of diverse  
employment opportunities  
Elimination of  
employment mismatch

Improvement of human  
resources and economic  
productivity  
Creation of rewarding workplaces

Promotion of DEI  
Respect for  
human rights

Response to  
the climate crisis

#### - Management Foundation Materiality -

Strengthening human capital  
connected with Philosophy

Strengthening governance



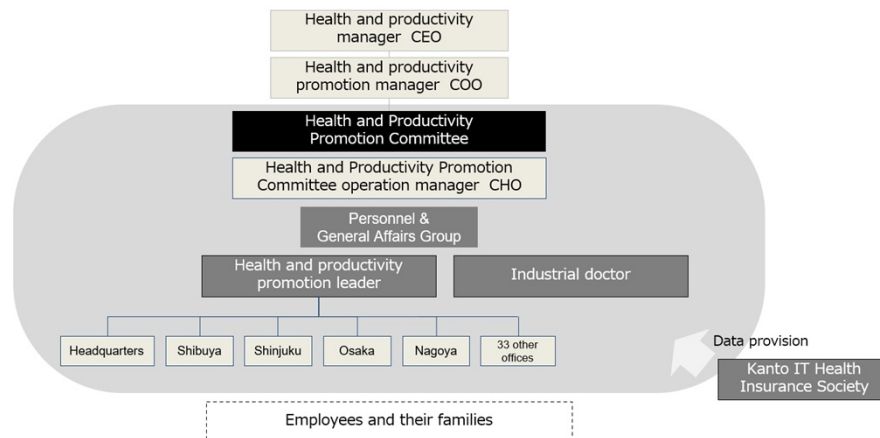
## (Excerpts from the Integrated Report) Materiality KPIs and Targets

Creation of diverse employment opportunities Elimination of employment mismatch	Number of high-quality (*) job offerings that meet the needs of diverse human resources and workstyles (*) Videos, work experience functions, posting of "Message from dip-san." Measures will be taken to further increase quality in the future FY'22/2 <b>1.16 million offerings*</b> <sup>1</sup> (No. 1 in the industry) ▶ FY'25/2 <b>Remain No. 1 in the industry</b>	Strengthening human capital connected with Philosophy	Engagement score (*) (*) Score in our ES (Employee Satisfaction) survey FY'22/2 <b>3.82 (maximum 5)</b> ▶ FY'25/2 <b>4.0 (maximum 5)</b>
	Number of job offerings in the medical, nursing care, and childcare fields that support the social infrastructure FY'22/2 <b>0.5 million*</b> <sup>1</sup> (No. 1 in the industry) ▶ FY'25/2 <b>Remain No. 1 in the industry</b>		Percentage of women among new graduate employees promoted to managerial positions FY'22/2 <b>41.3%</b> ▶ FY'25/2 <b>50%</b>
Improvement of human resources and economic productivity Creation of rewarding workplaces	Number of job offerings that have realized improved working conditions, including increased hourly wages (*) * Increased hourly wages, bonus for continued service, gift payment for joining company, etc. FY'22/2 <b>0.85 million*</b> <sup>1</sup> ▶ FY'25/2 <b>1 million*</b> <sup>1</sup>	Strengthening governance	Percentage of female managers FY'22/2 <b>33.2%</b> ▶ FY'25/2 <b>40%</b>
	Enhancement of "Campaign to Support the Employment of People with Disabilities" FY'22/2 <b>One-time activity</b> ▶ FY'25/2 <b>Year round activity</b>		Percentage of women who take childcare leave and return to work FY'22/2 <b>100%</b> ▶ FY'25/2 <b>100%</b>
Promotion of DEI Respect for human rights	Increase in the number of job offerings that welcome senior citizens (age 60+) FY'22/2 <b>0.21 million*</b> <sup>1</sup> ▶ FY'25/2 <b>0.4 million*</b> <sup>1</sup>	Strengthening governance	Percentage of men who take childcare leave FY'22/2 <b>10.7%</b> ▶ FY'25/2 <b>100%</b>
	Certificate of Good Recruitment/Candidate Information Provider FY'22/2 <b>Prior to the start of the system</b> ▶ FY'25/2 <b>Certificate received/maintained</b>		Percentage of people with disabilities employed FY'22/2 <b>2.6%</b> ▶ FY'25/2 <b>Statutory employment rate*<sup>3</sup> or higher</b>
	Number of incidents violating labor laws and regulations FY'22/2 <b>0</b> ▶ FY'25/2 <b>Maintain 0</b>		Percentage of paid holidays taken FY'22/2 <b>56.6%</b> ▶ FY'25/2 <b>80%</b>
	Prohibition of the posting of offerings that are thought to be violating human rights FY'22/2 <b>Implemented</b> ▶ FY'25/2 <b>Continue implementation</b>		Average extra hours worked FY'22/2 <b>25.4 hours/month</b> ▶ FY'25/2 <b>Not more than 20 hours/month</b>
	GHG emissions of all offices and data centers FY'22/2* <sup>2</sup> <b>567.7t-CO<sub>2</sub>e/year*</b> <sup>2</sup> ▶ FY'25/2 <b>Effectively 0</b>		Turnover rate FY'22/2 <b>15.2%</b> ▶ FY'25/2 <b>10.0%</b>
Response to the climate crisis			Training time FY'22/2 New graduate training: <b>326 hours</b> New manager training: <b>36 hours</b> Next generation leaders development training: <b>143 hours</b> ▶ FY'25/2 <b>Continue to expand</b>
			Percentage of independent directors on the Board of Directors As of May 31, 2022 <b>50%</b> ▶ May 31, 2025 <b>Not less than 2/3</b>
			Percentage of women on the Board of Directors As of May 31, 2022 <b>1/3</b> ▶ May 31, 2025 <b>50%</b>
			Number of serious violation of laws and regulations FY'22/2 <b>0</b> ▶ FY'25/2 <b>Maintain 0</b>
			Percentage of employees who completed compliance training and testing FY'22/2 <b>100%</b> ▶ FY'25/2 <b>Maintain 100%</b>
			Number of investor interviews FY'22/2 <b>245/year</b> ▶ FY'25/2 <b>500/year</b>

### 3. ESG Initiatives      Health and Productivity Management

Promoting health and productivity management based on the concept of ‘conditioning the mind and body’, which directly leads to greater work productivity and employee well-being

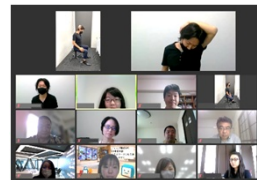
#### Framework for health and productivity management promotion



#### Offering various programs for ‘conditioning the mind and body’

- Launched a ‘quit-smoking’ program
- Launched a column on health and productivity management on the intranet

Other various programs are also being continued.



Stretch program



Walking program

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

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

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



### 3. ESG Initiatives      Efforts to DEI

In 2015 we launched a project to foster autonomous career development among female employees.

In February 2017, we received the “Eruboshi” certification from the Ministry of Health, Labor and Welfare as a company which excels in promoting the participation and advancement of women in the workplace.

#### Efforts to increase work opportunities for women



- Female employee ratio\*<sup>1</sup>

50.4 %

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

34.4 %

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

98.3 %

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

100.0 %



\*1. As of FY'23/2

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



### 3. ESG Initiatives      Community and Society Relations

#### In cooperation with local governments Migration and Work Experience Events

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

September 2022

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

October 2022

Rebun Town Project Online + Real Tour Nagasaki Prefecture Project Online



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

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

#### Work experience learning for children The 4th Baitoru Kids Program

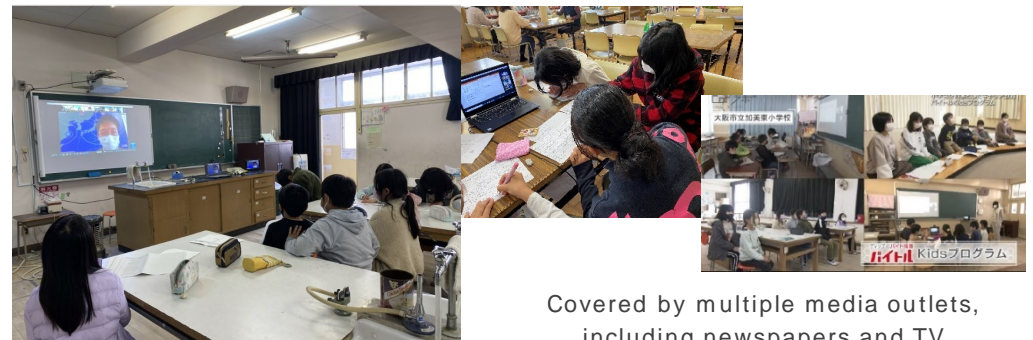
Career education for elementary school students, launched in 2019.

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

Actual number of schools

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

11 school as of FY'22/2



Covered by multiple media outlets,  
including newspapers and TV

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

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

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



#### TCFD

(Task Force on Climate-Related Financial Disclosures)

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

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

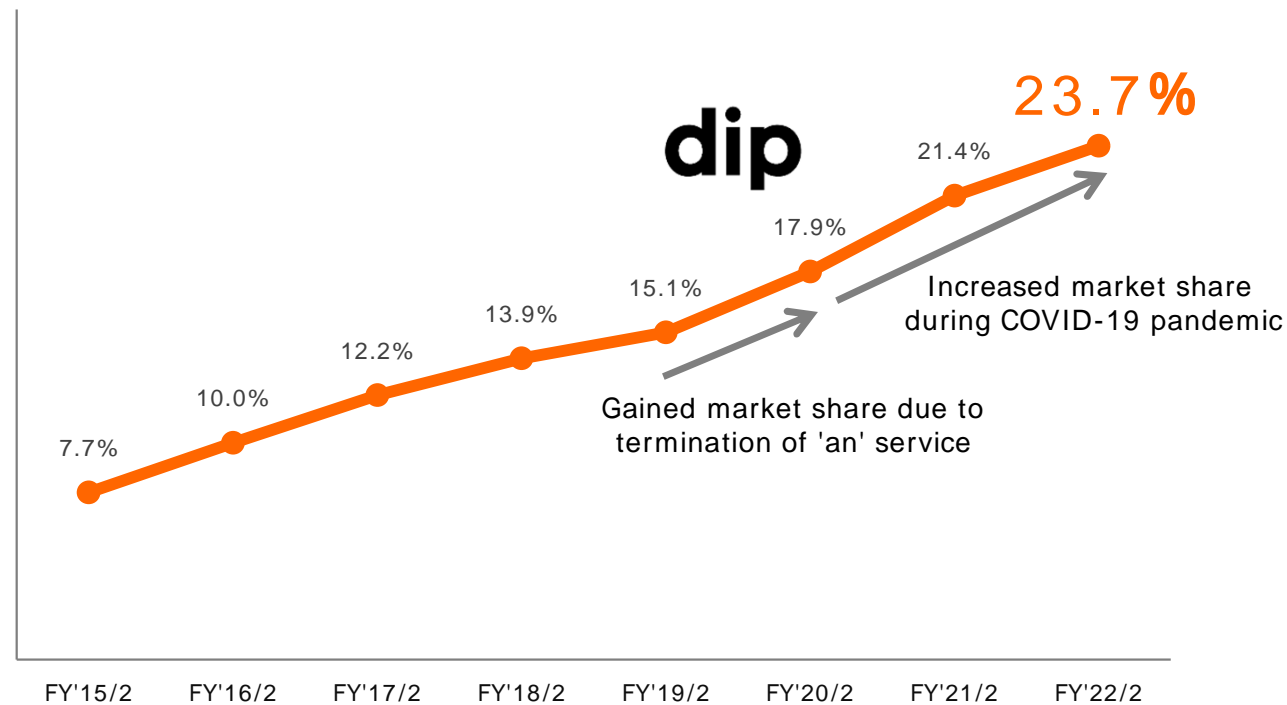
Disclosure in line with TCFD recommendations  
<https://www.dip-net.co.jp/en/esg/environment/E004>

## 4. Other Trends in market share

Third-party organization releases latest market survey results  
Steady increase in market share during COVID pandemic

Gap with the top competitor in the industry narrowed considerably

Share of part-time and temporary worker job information market



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

## 4. Other Market share by region

### 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	¥ 74 bn	More than 25 %
Three major metropolitan areas/Suburbs	¥ 45 bn	More than 20 %
Regional areas	¥ 29 bn	More than 10 %

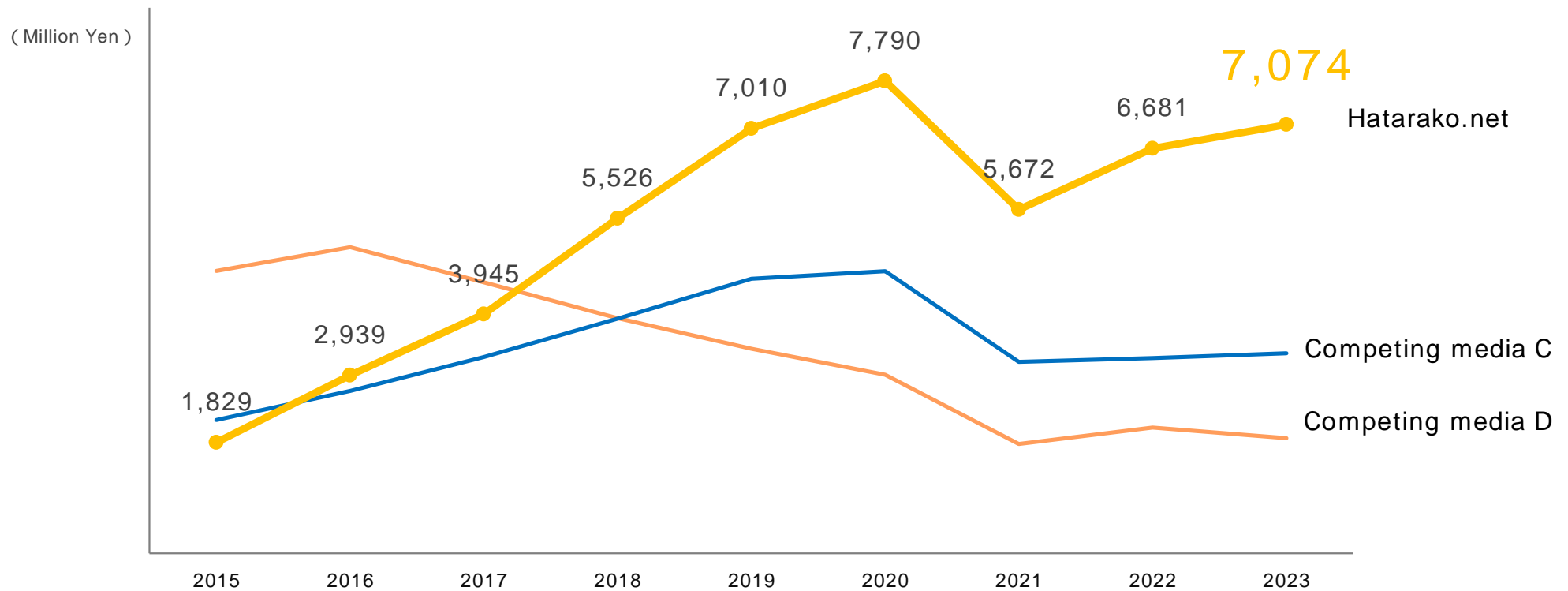
\*1Third party market size study (FY2021)

\*2 Media Business

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

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

Sales trends for each temp staffing job media





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



Tomita presented these ideas  
at the dip30th conference



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

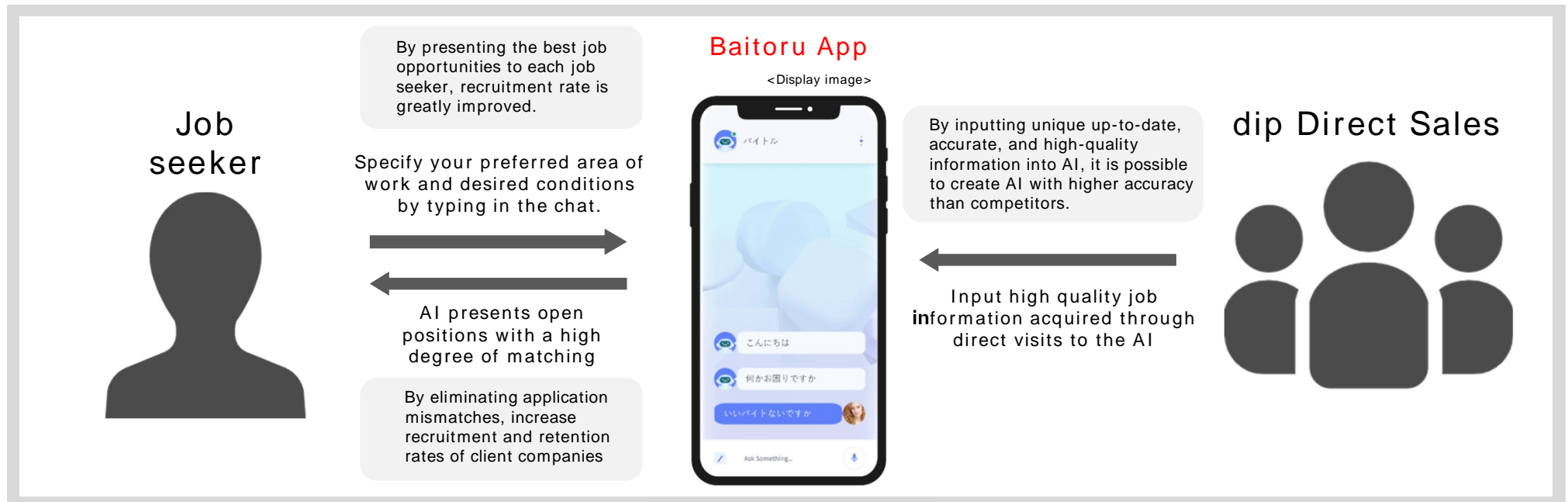
- The job advertisement business is being replaced by the placement and recruiting business, mainly in the area of permanent employment. While this trend has not yet spread to the fixed-term employment field, we believe that we can create a new recruiting business in the fixed-term employment field through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

Aiming to create new jobs through "AI Agent business"

Differentiate AI performance with "the latest, accurate, high-quality job information" collected by sales employees

Generative AI × **バイトル** バイトルNEXT バイトルPRO  
(example: ChatGPT, etc.) はたらこねっと ナスではたらこ

< "AI Agent" Business Model >



## 4. Other AI Agent Business

### Established dip Technology Institute

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

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

#### Yutaka Matsuo

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

#### Kazuto Ataka

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

### Examples of dip's AI initiatives to date

- Development of automatic manuscript creation tool (GENKO)

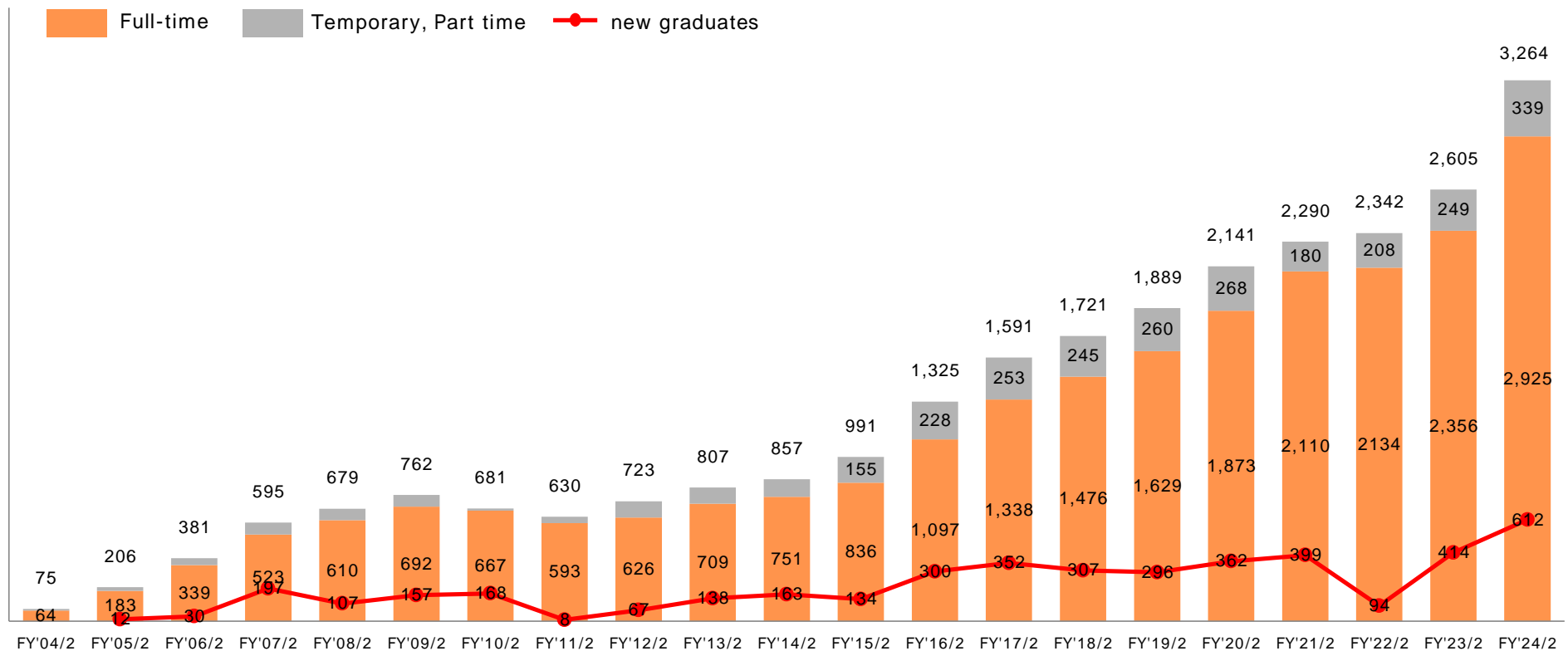


- Operates AINOW, one of Japan's largest media platforms specializing in AI
- Our commitment to AI Accelerator



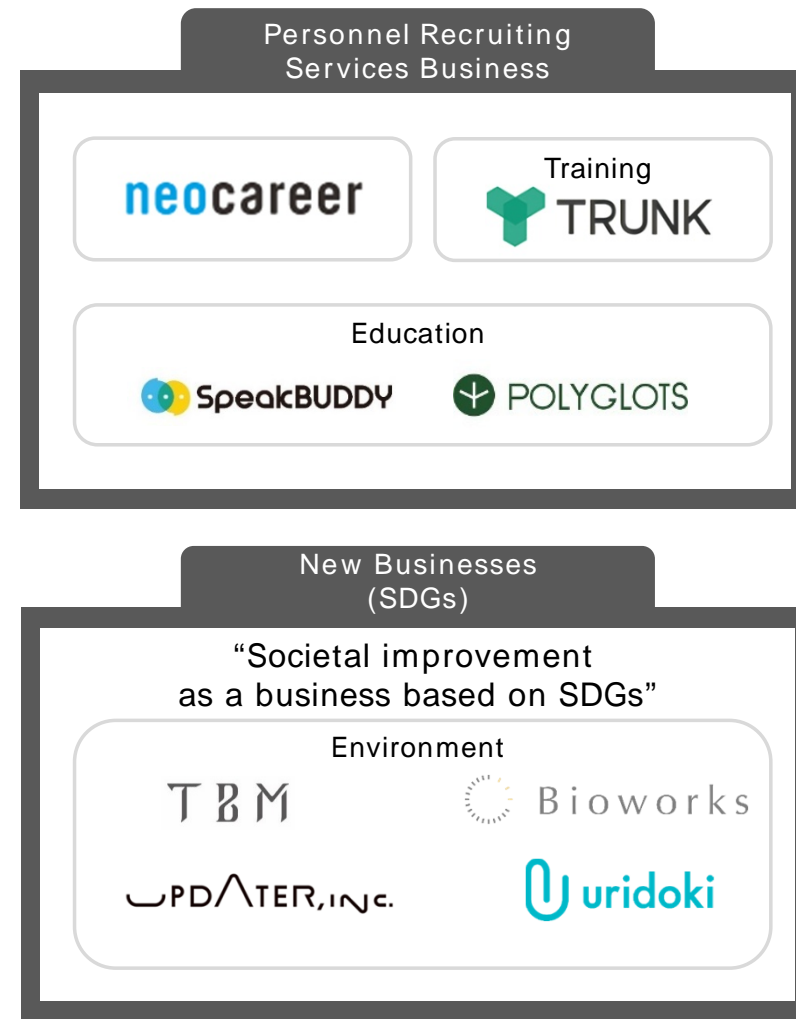
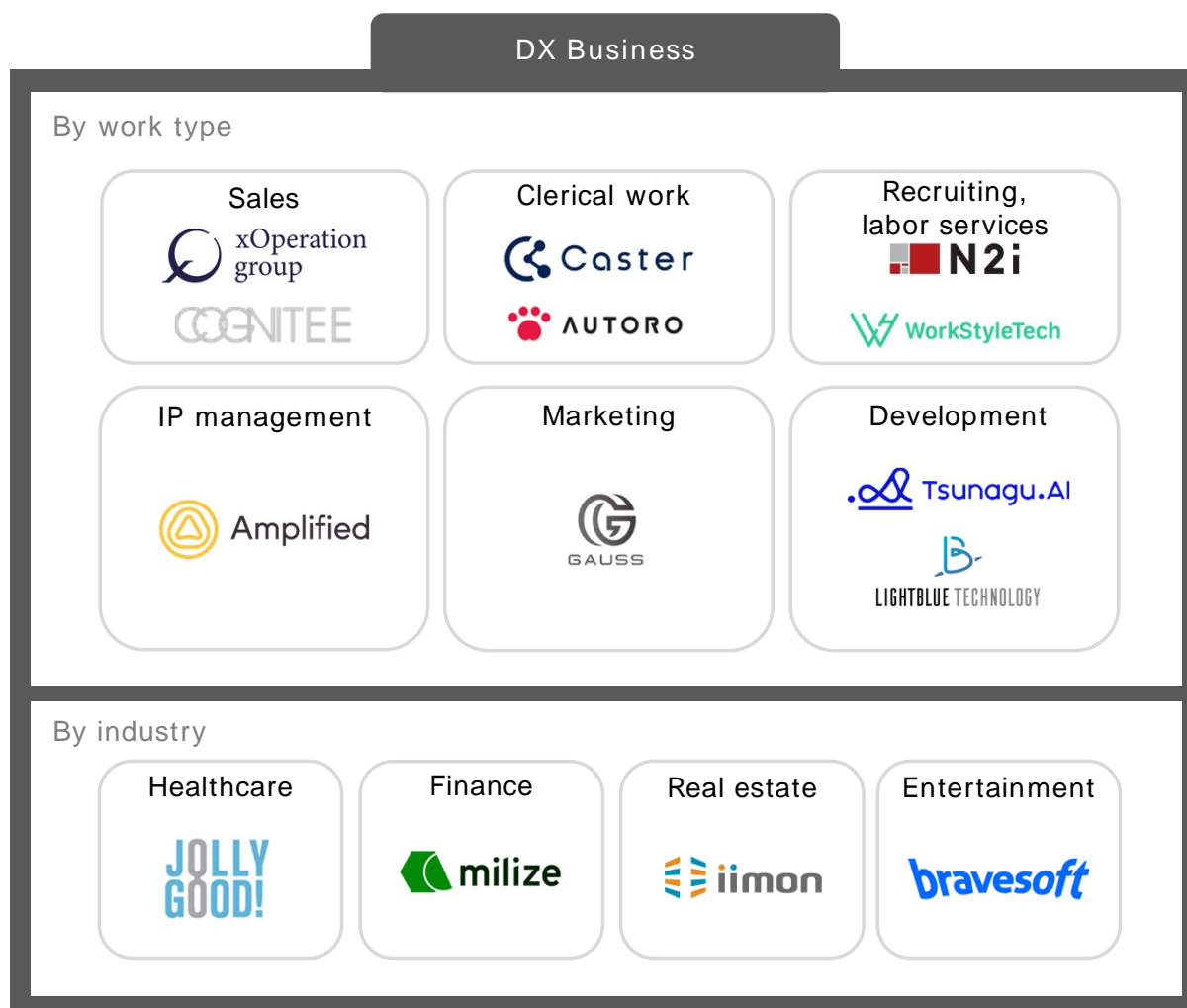
## 4. Other Number of employees

### Yearly change in number of employees



Note: Figures are as of April 1 of each fiscal year.

## 4. Other List of companies in which dip invests



### Disclaimer

- The forward-looking statements contained in this material are recognition, opinion, judgement, and forecast as of the date of preparation of this material, and we do not guarantee their realization. Actual results may differ from the forecast depending on a variety of factors.
- Information contained herein regarding companies other than dip is quoted from public sources and others. dip has neither verified nor is it responsible for the accuracy of such information.
- Any statements made herein are made solely for provision of information and are not an inducement to investment in dip securities. It is recommended to refrain from making investment decisions that are fully dependent on this material.
- English documents are prepared as a courtesy to our shareholders. In the event of any inconsistency between English-language documents and the Japanese-language documents, the Japanese-language documents will prevail.

### IR inquiries

IR team, dip Corporation    E-mail: [finance@dip-net.co.jp](mailto:finance@dip-net.co.jp)  
URL: <https://www.dip-net.co.jp/en>