



DIP Corporation
First Section of the Tokyo Stock Exchange (Code: 2379)
**FY2021 Q4 and Full Year
Financial Results**

April 7, 2021

1	FY2021 Financial Results/FY2021 Q4 Financial Results	P	2
2	FY2022 Business Policies	P	7
3	FY2022 Full-year Forecasts	P	9
4	Progress in the DX Business and Business Strategies	P	15
5	Progress in the Personnel Recruiting Services Business and Business Strategies	P	22
6	Medium-term Management Strategy DIP2025	P	32
7	New Management Structure	P	44
8	Shareholder Return	P	48
9	Initiatives to Improve Corporate Value	P	51
10	Appendix	P	55

1

FY2021 Financial Results/FY2021 Q4 Financial Results

1. FY2021 Financial Results
2. FY2021 Q4 Financial Results

DIP has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.
The AI/RPA business has been renamed DX business, effective April 1, 2021.

1. FY2021 Financial Results (Consolidated) ①

		FY2020*	FY2021	YoY	(Reference) Forecast <small>Released on January 13, 2021</small>
		(Million Yen)	(Million Yen)		
Entire	Sales	46,415	32,494	(30.0%)	31,850 ~33,100
	Operating income	14,356	7,312	(49.1%)	6,400 ~7,400
	Ordinary income	14,393	6,501	(54.8%)	5,600 ~6,600
	Net income attributable to owners of parent	10,012	607	(93.9%)	250 ~1,000
DX Business	Sales	46	823	+ 1,687.9%	-
	Segment Profit	(535)	(541)	-	-

*DIP has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.
Figures for the fiscal year ended February 2020 (FY2020) are non-consolidated and for reference purposes.

- In March 2020, DIP purchased investment securities as a financial hedge against an economic downturn to protect employees' jobs.
- DIP sold the investment securities in Q4 due to factors including the mitigation of economic uncertainty compared to when the securities were purchased.

* The entire loss on valuation of investment securities posted in Q3 was reversed and a 5.7 billion yen loss on sale of investment securities was posted.

The impact on net income for FY2021 is -4.0 billion yen

(A ¥1.7 billion impact of income taxes has been added)

- DIP does not intend to engage in similar investments in the future.

For details, please see “Notice of Reversal of Loss on Valuation of Investment Securities and Posting of Loss on Sale of Investment Securities” released on January 27, 2021.

<https://pdf.irpocket.com/C2379/HTFv/k82L/T3Rz.pdf>

2. FY2021 Q4 Financial Results (Consolidated) ①

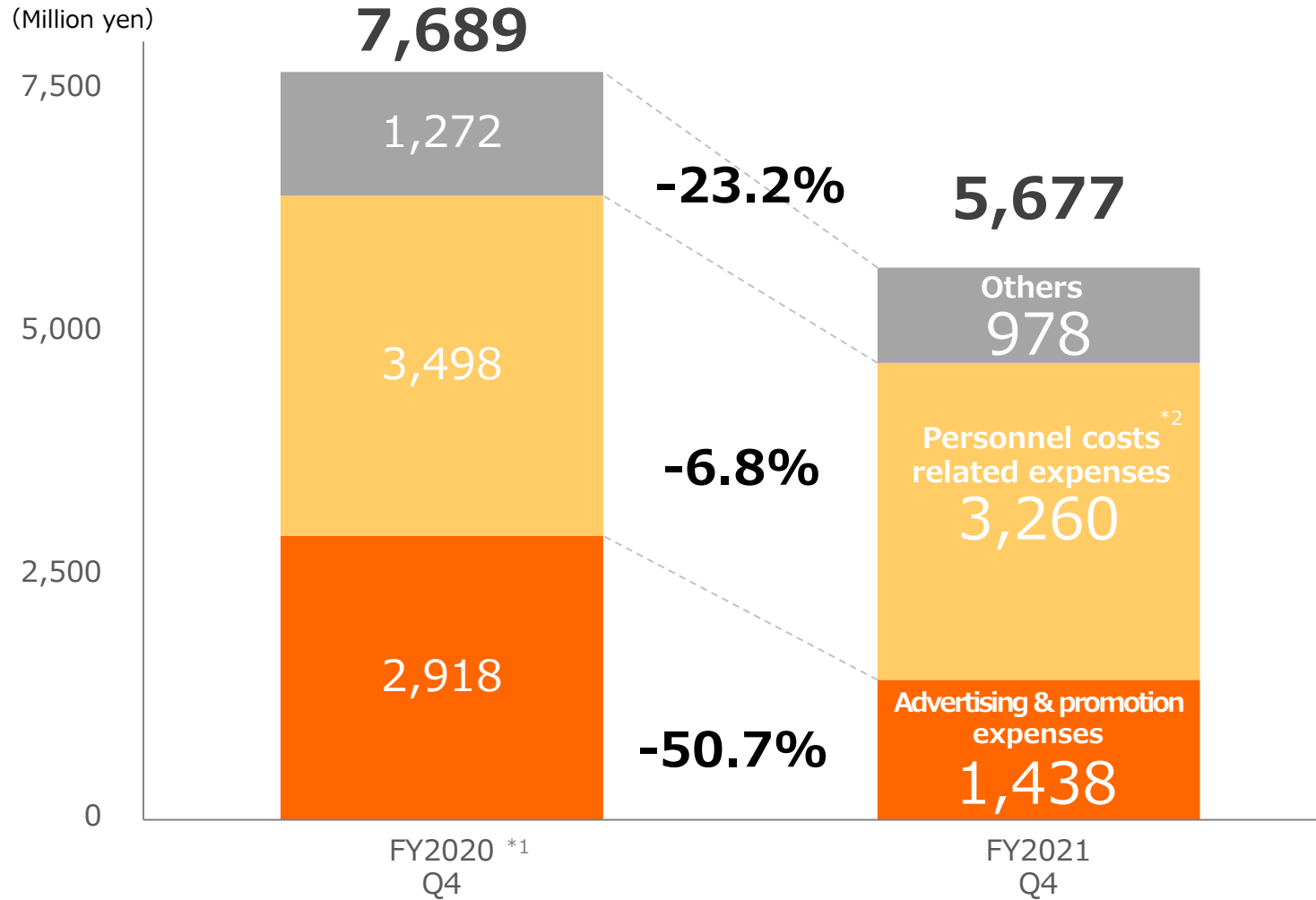
		FY2020 Q4*	FY2021 Q4	YoY
		(Million Yen)	(Million Yen)	
Entire	Sales	11,664	7,960	(31.8%)
	Operating income	3,181	1,373	(56.8%)
	Ordinary income	3,185	1,296	(59.3%)
	Net income attributable to owners of parent	2,370	509	(78.5%)
DX Business	Sales	38	345	+807.6%
	Segment Profit	(215)	(56)	-

*DIP has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.
Figures for FY2020 Q4 are non-consolidated and for reference purposes.

2. FY2020 Q4 Financial Results (Consolidated) ②

A significant reduction in SG&A was realized through cuts in advertising spending

■ Breakdown and YoY change in SG&A



- We continued to make significant reductions in advertising expenses mainly in TV commercials (spot ads) and web ads.
- Bonuses and personnel costs decreased.
- Other costs decreased due to a reduction in travel and transportation expenses.

*1 DIP has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.
Figures for FY2020 Q4 are non-consolidated and for reference purposes.

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



FY2022 Business Policies

DX Business

Maintain strong sales growth and aim for full-year sales of more than ¥2.3 bn, three times the level of FY2021

- Sales in FY2021 Q4 **grew strongly by 9 times** the growth rate of FY2020 Q4.
- In FY2022 we aim to achieve **sales of ¥0.4 bn for the last month of the fiscal period.** (=¥4.8 bn in annual terms)
- We will aim to **achieve monthly profits** while making investments for business growth (in human resources, R&D, etc.).

Personnel Recruiting Services Business

Further strengthen competitive edge through aggressive investments in new services and promotion

- We plan to achieve **greater sales than before COVID-19** during this fiscal term through productivity improvements.
- We aim to dominate the specialized jobs segment with **Baitoru PRO, a comprehensive job information site for specialized jobs.**
- We will further expand our user and customer bases with **video contest Baitoru Championship.**

We will turn the **DX business into a driver of growth**, as well as achieving growth in sales of the personnel recruiting services business.



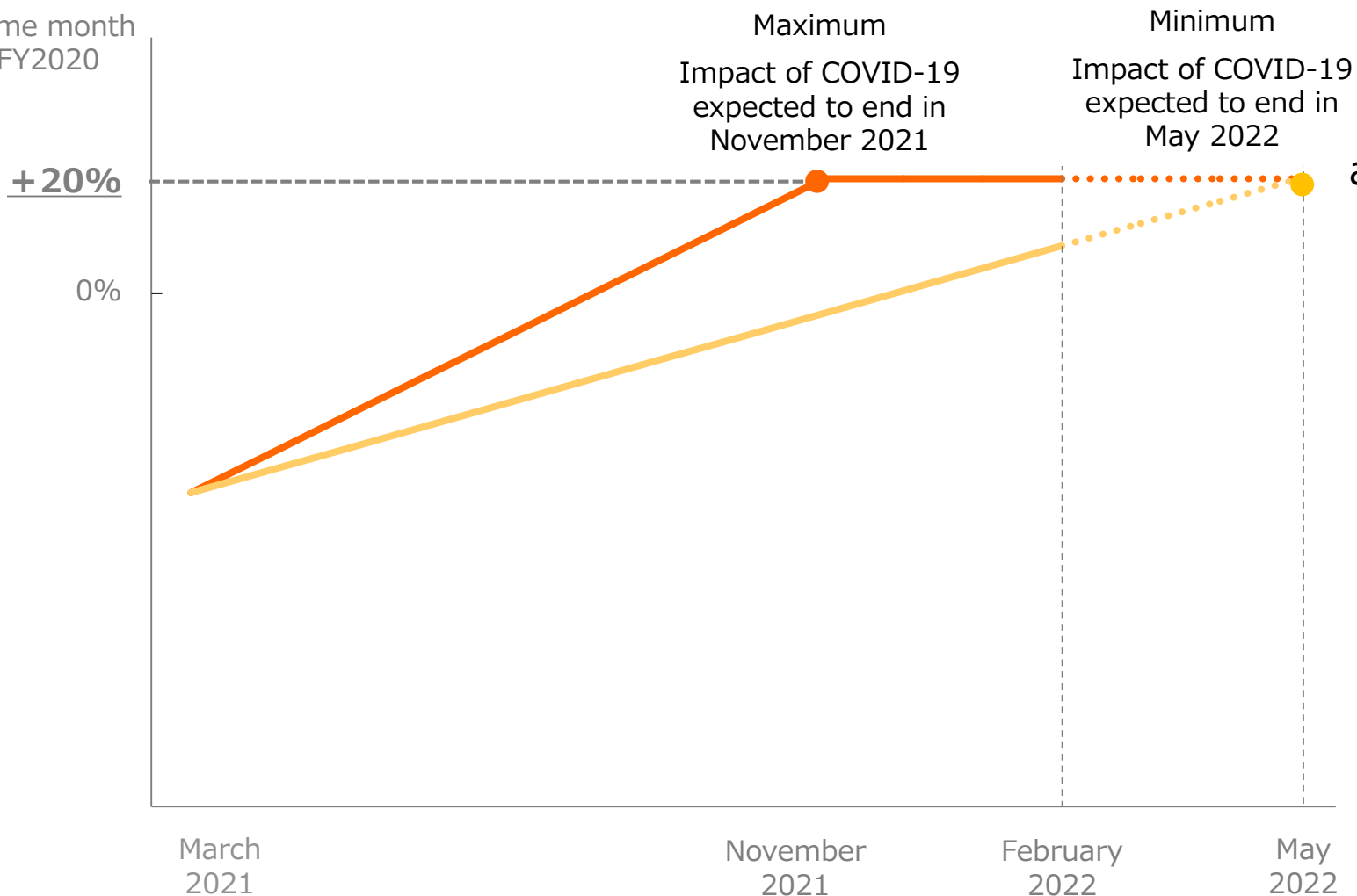
FY2022 Full-year Forecasts

FY2022 Full-year Forecasts ①

Consolidated operating results forecast

		FY2021 Result	FY2022 Forecast	YoY
		(Million Yen)	(Million Yen)	
Entire	Sales	32,494	42,800 ~ 49,000	+31.7% ~ +50.8%
	Operating income	7,312	7,700 ~ 11,800	+5.3% ~ +61.4%
	Ordinary income	6,501	7,300 ~ 11,400	+12.3% ~ +75.4%
	Net income attributable to owners of parent	607	4,950 ~ 7,800	+714.6% ~ +1,183.6%
DX Business	Sales	823	2,300 ~ 2,600	+179.4% ~ +215.8%
	Segment Profit	(541)	(400) ~ (100)	-

■ Forecasts of monthly sales in FY2022

vs same month
of FY2020

With no impact of COVID-19, sales are expected to increase approx. 20% vs same month of FY2020

[Main factors]

- Increase in number of sales reps
- Rise in ratio of high productivity sales reps with three years' experience or more
- Successful productivity improvement measures

We have set maximum and minimum sales forecasts depending on the timing of the end of the impact of COVID-19

カケザン
Xプロジェクト

Reductions achieved
in FY2021

110,000
hours

Facilitates smooth and
quick communication



Reductions targeted
in FY2022

700,000
hours

Enhances data utilization
by storing data in the cloud



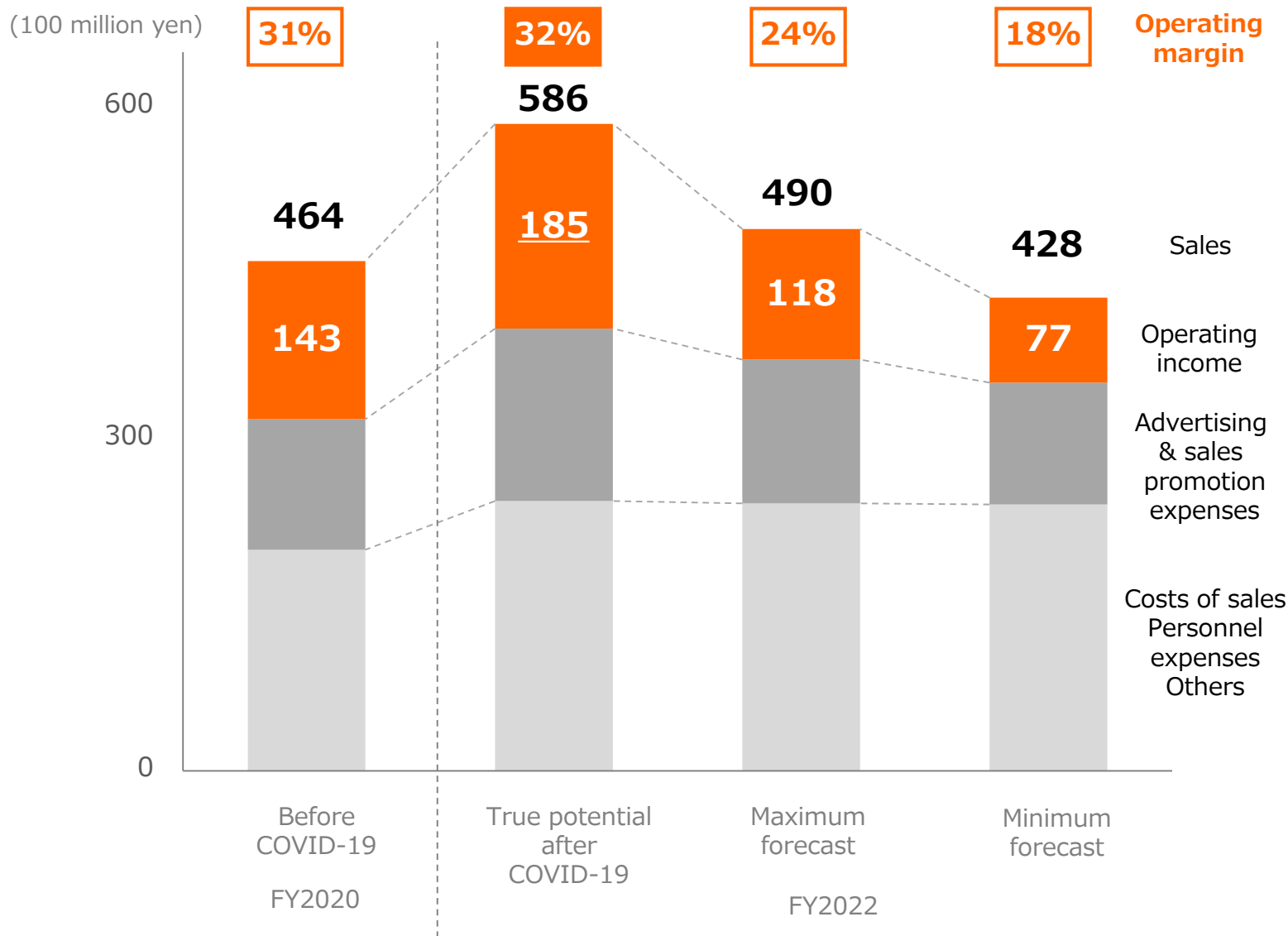
Establishes a secure and fast
internet environment



We will improve productivity and creativity by reducing hours spent on clerical work through better quality and speed of communication.

(Equivalent to an increase of 350 employees)

■ Forecasts of cost structure and operating income



A greater operating margin than before COVID-19 can be achieved post pandemic.

We will accelerate sales and profit growth in and after FY2022 through growth investment in Baitoru PRO.

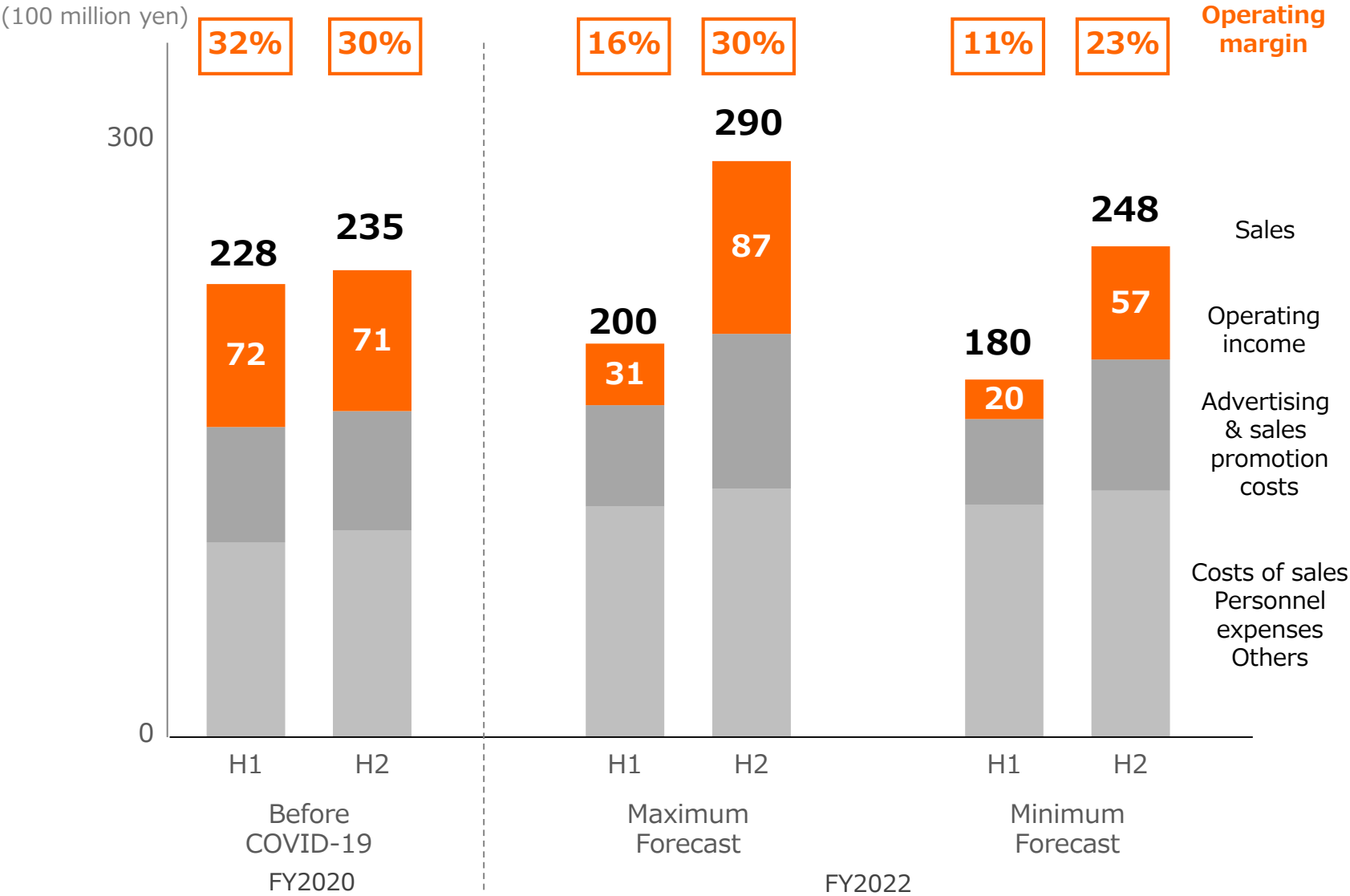
Including advertising expense ¥1.5~2.5bn to promote Baitoru PRO. Keep total costs at the same level as FY2020 as a percentage of sales by improving the efficiency of advertising spending.

Investment in human resources

- Hiring of new graduates (399 in Apr. 2020; 95 in Apr. 2021)
- Costs related to restricted shares

Increase in systems investment, cost of DX business, etc.

■ Forecasts of H1 and H2 consolidated sales and operating income



Operating margin will remain small in H1 during the sales recovery phase but will approach the true potential in H2.

4

Progress in the AI/RPA Business and Business Strategies

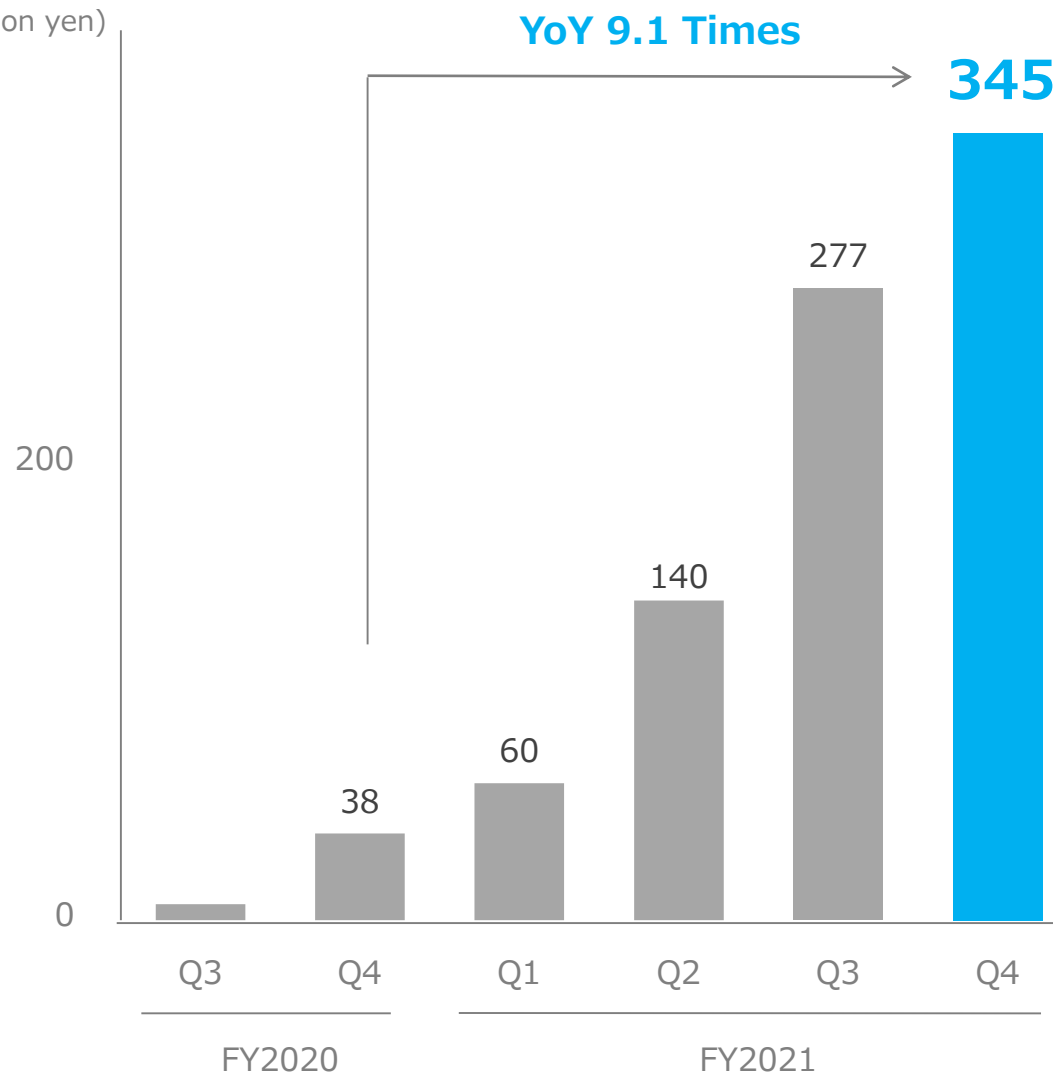
1. FY2021 Q4 Segment Results
2. FY2022 Business Strategies

1. FY2021 Q4 Segment Results ①

Sales and subscriber companies increased substantially

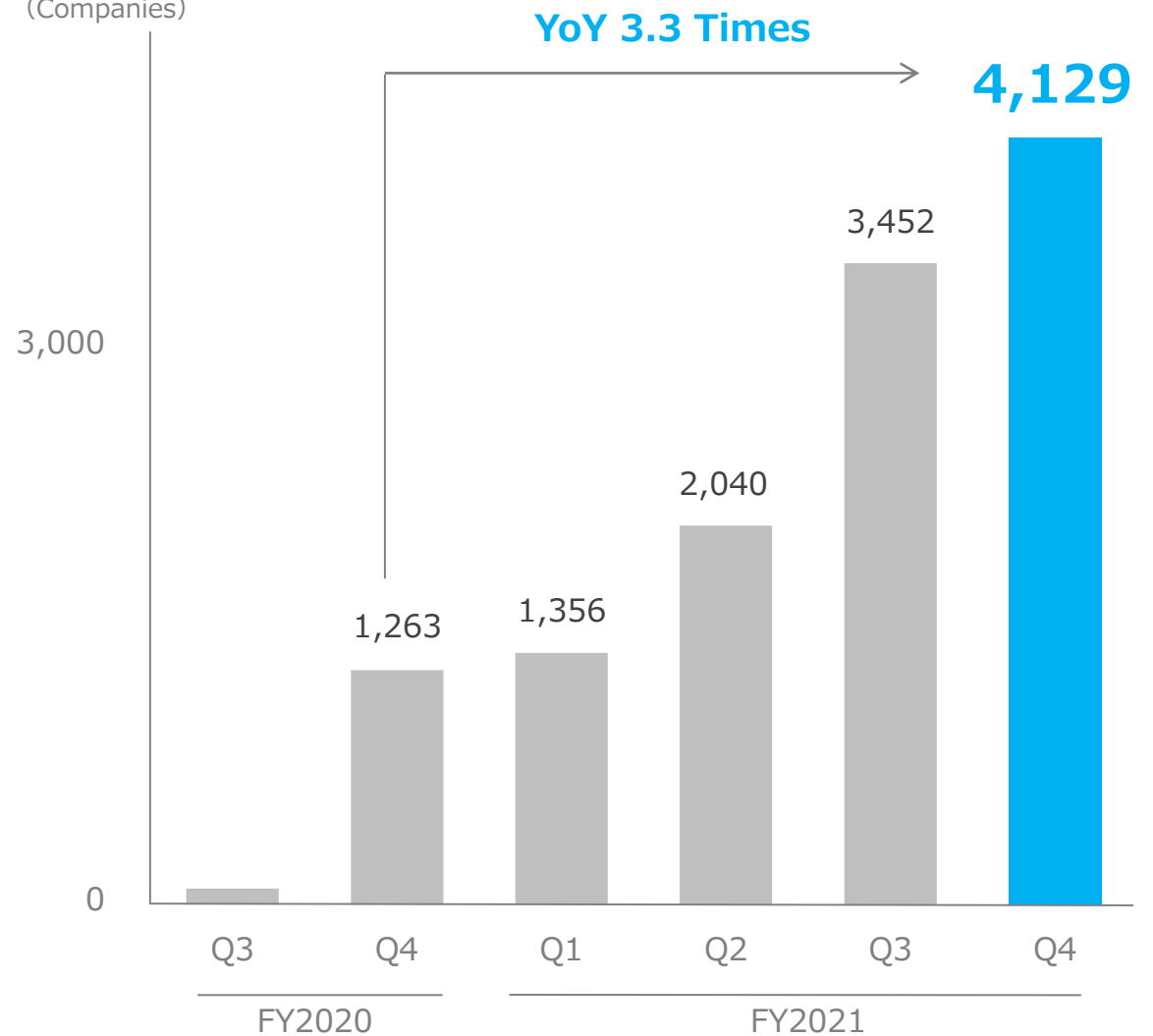
■ Sales

(million yen)



■ No. of companies subject to monthly payment*

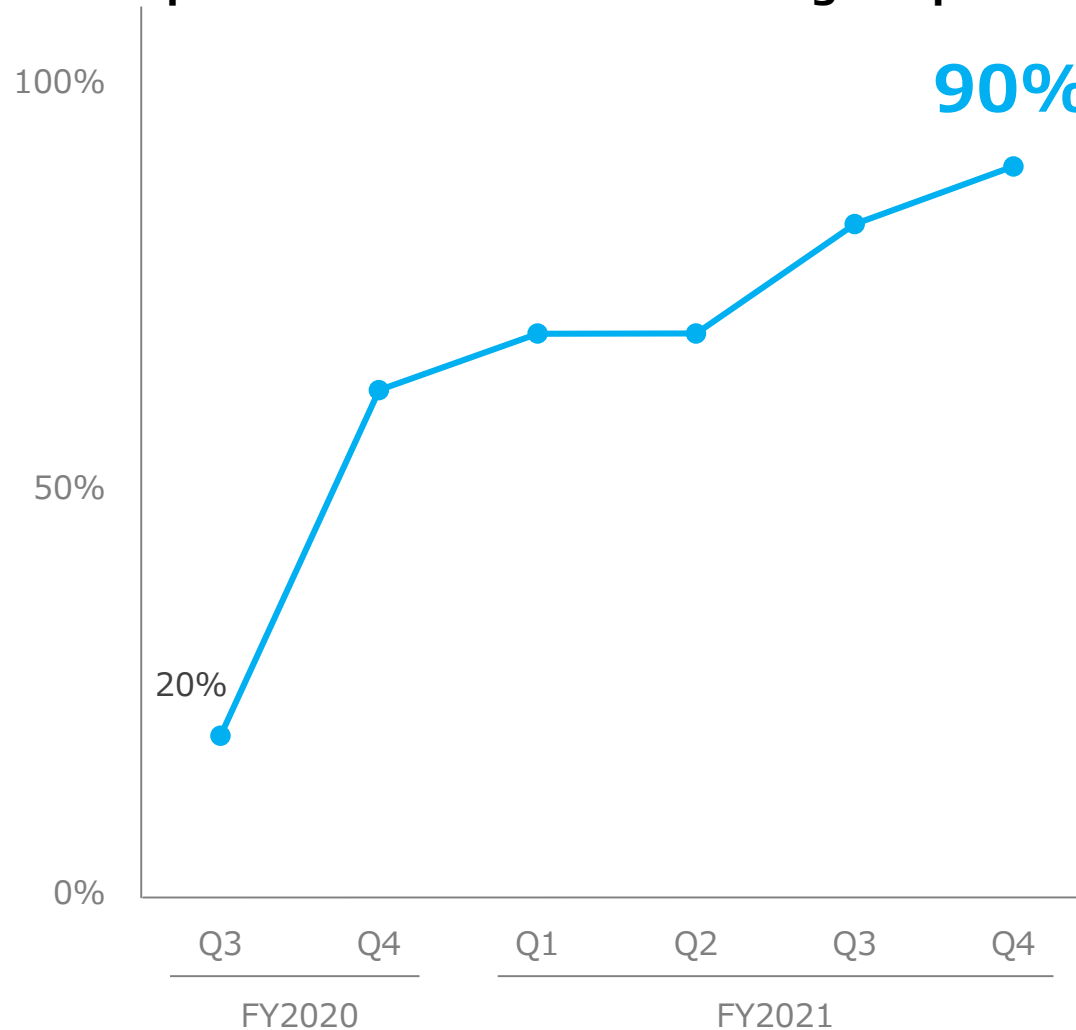
(Companies)



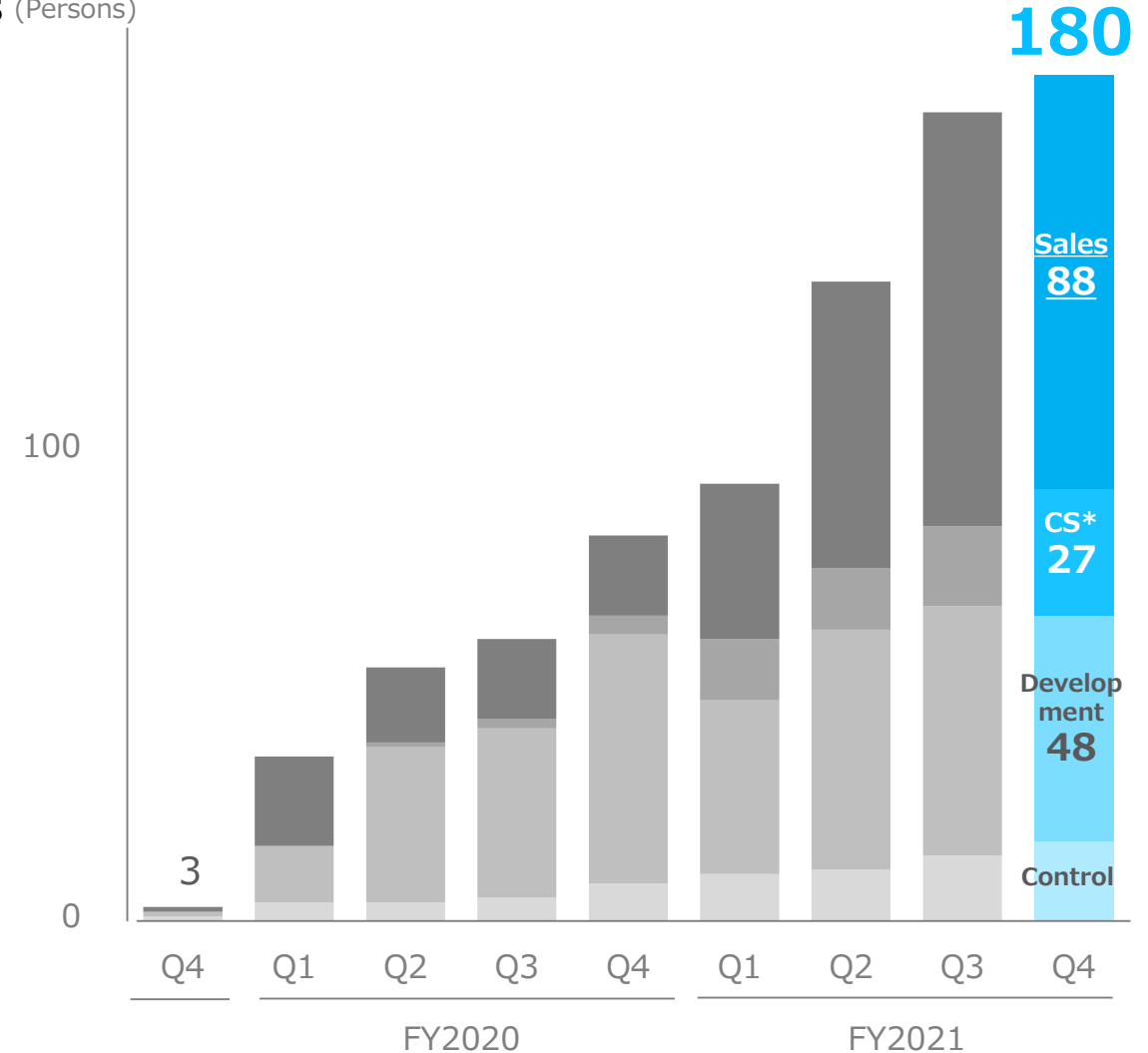
1. FY2021 Q4 Segment Results ②

Personnel recruiting services business has an established sales force of 1500.
Number of specialized sales reps were also increased.

■ **Percentage of personnel recruiting services sales reps with track record of selling DX products** (Persons)

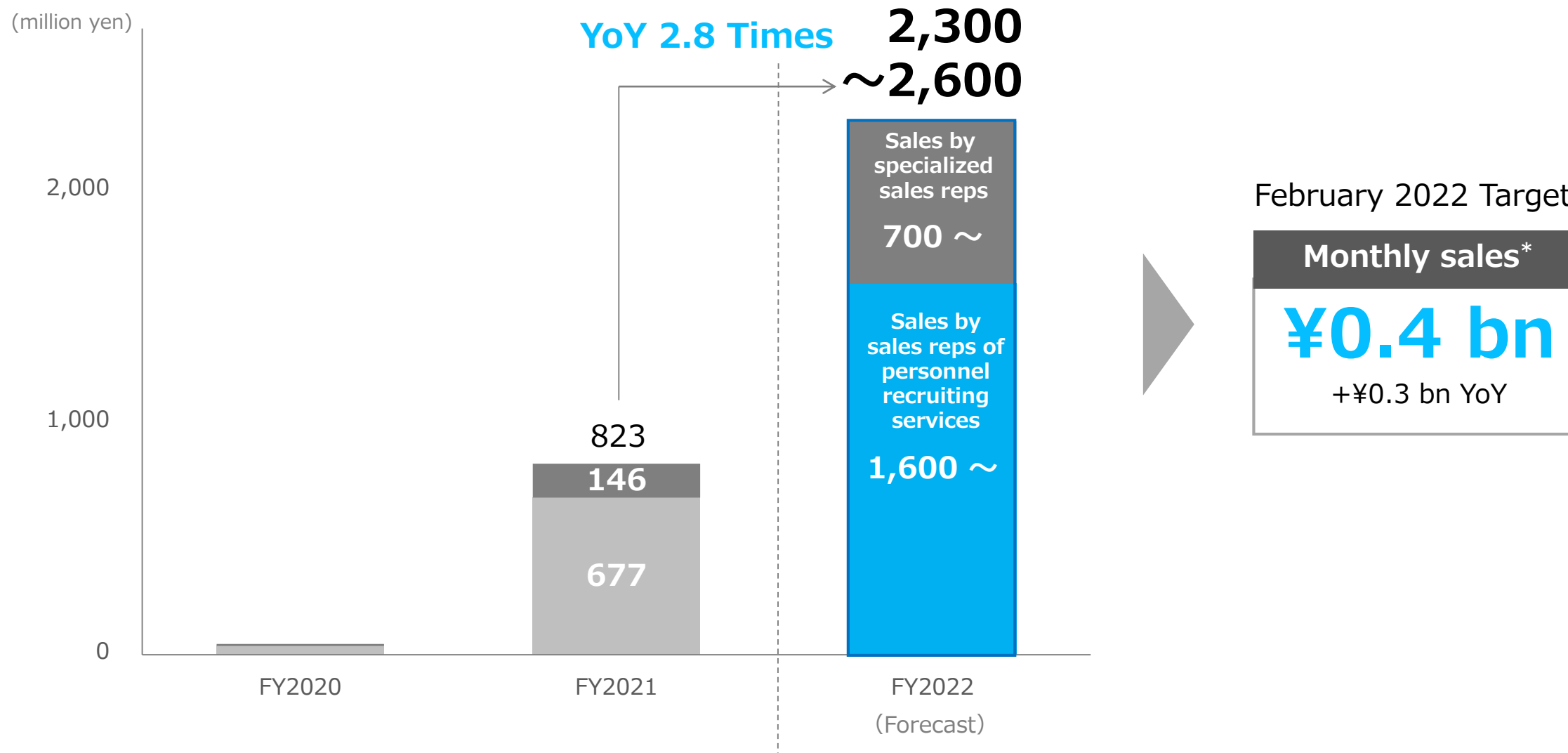


■ **Number of personnel in the DX business**



* Customer success

■ Sales forecast for the DX business



* Monthly sales: Total revenues related to the number of paid client companies

Feb. 2020 Target KPIs

No. of companies subject to monthly payment

Approx.
13,000
+200% YoY

Monthly sales

¥0.4 bn
+¥0.3 bn YoY

ARPU ^{*1}

Approx.
¥30,000
+10% YoY

Subscription-based sales ratio ^{*2}

43%
+20pts YoY

Main initiatives

1 Expand customer base

- Increase number of specialized sales reps
- Establish an efficient sales framework for diverse products
- Expand agency network in new areas (e.g., core system companies)

2 Enhance product lineup

- Increase subscription-based products packaged for each workflow of the customer that can be introduced easily and continue to be used for an extended period
- Accelerate product development by partnering with venture firms that have good products

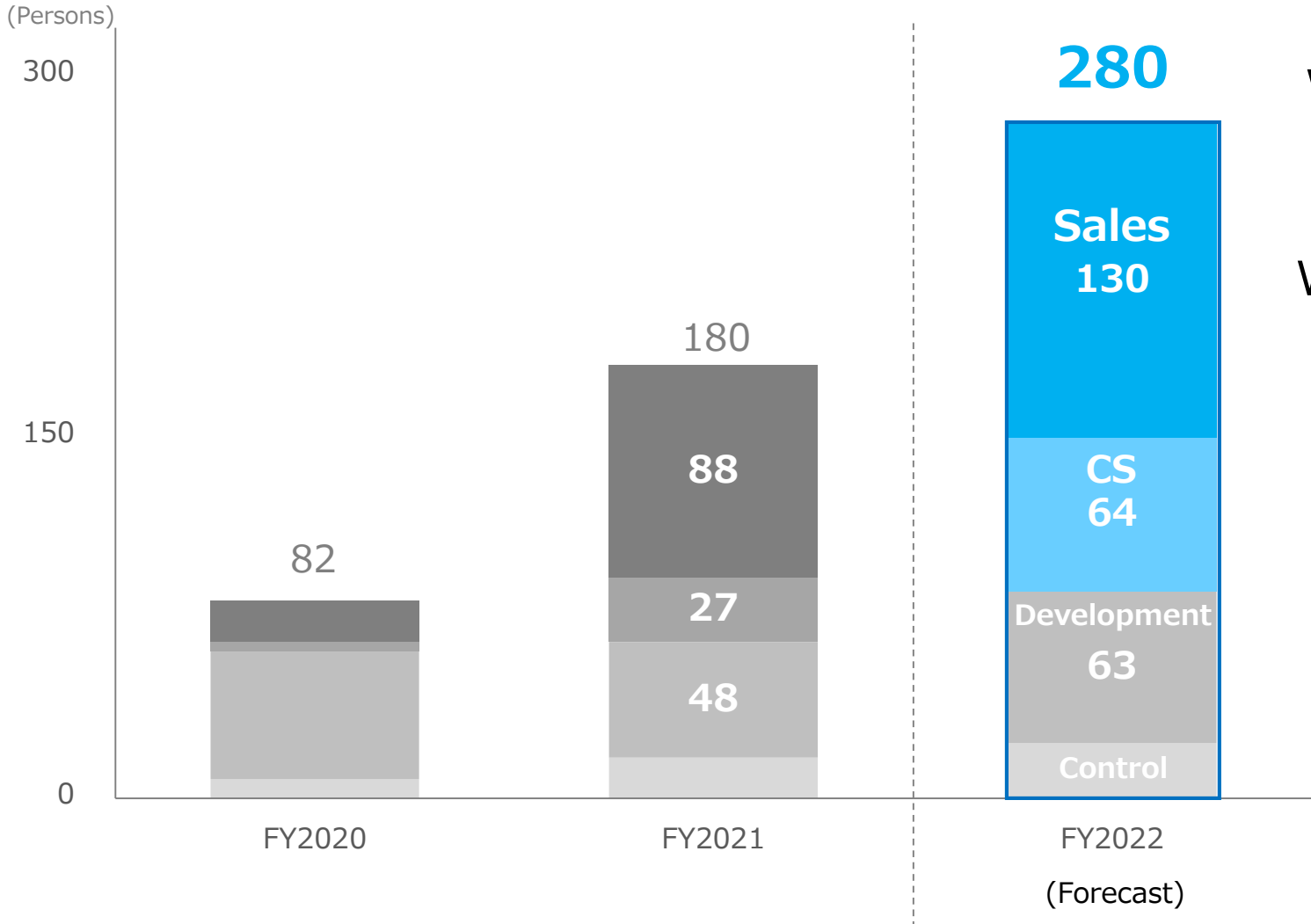
3 Strengthen "customer success"

- Increase personnel engaged in "customer success"
- Strengthen proposals for upselling or continued use after service introduction

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

*2 Subscription-based sales ratio: Subscription-based sales (automatic renewal or long-term contract) divided by total sales

■ Number of personnel in the DX business



We will increase the number of specialized sales and CS personnel.

We will further strengthen sales by sales reps of the personnel recruiting services business.

FY2022 Q1

1 Expand customer base

- Start full-scale sales expansion of DX products through agencies of the personnel recruitment services business
- Cultivate or partner with OEM sellers in the real estate segment

2 Enhance product lineup

- Enhance services for dispatch companies (HR KOBOT)
- Develop new products in the real estate and labor management segments

3 Strengthen “customer success” system

- Increase the number of personnel engaged in “customer success”
- Establish an operational flow framework based on customers’ operation status

5

Progress in the Personnel Recruiting Services Business and Business Strategy

1. FY2021 Q4 Segment Results
2. FY2022 Business Strategy

1. FY2021 Q4 Segment Results ① Baitoru

Year-on-year change dropped due to the second declaration of a state of emergency

■ Sales *Includes sales from Baitoru NEXT

(YoY : Q3 -31.8%→Q4 -38.5%)

(Million Yen)

	FY2020 Q4 Result	FY2021 Q4 Result	YoY Change	
			Amount	% change
Baitoru	9,353	5,753	(3,600)	(38.5%)
Baitoru NEXT	1,479	1,035	(444)	(30.0%)

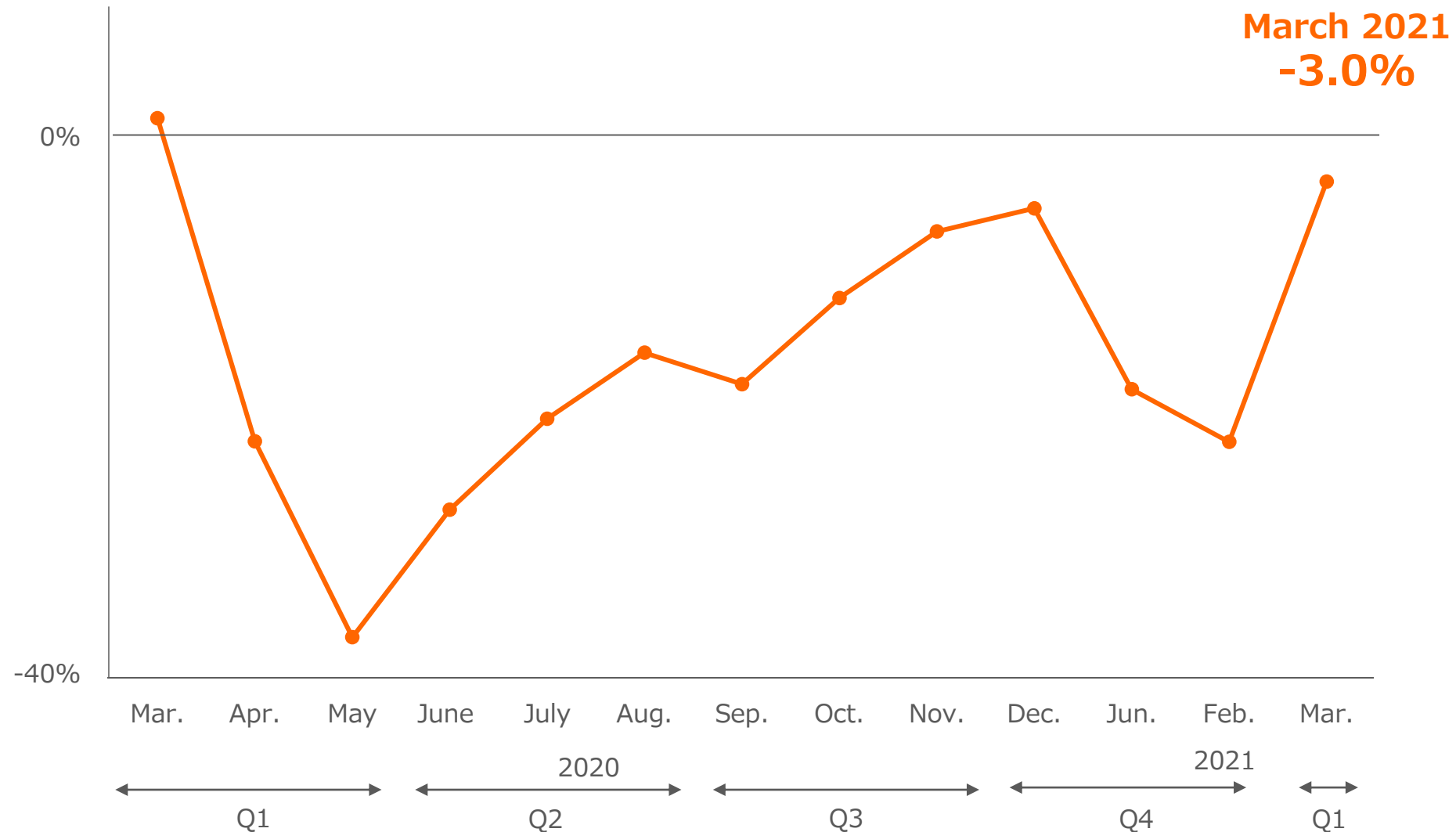
- Job advertisements by client companies decreased, mainly in the restaurant sector, due to the second declaration of a state of emergency.
- Sales bottomed in February 2021 before recovering in March.

1. FY2021 Q4 Segment Results ② Baitoru

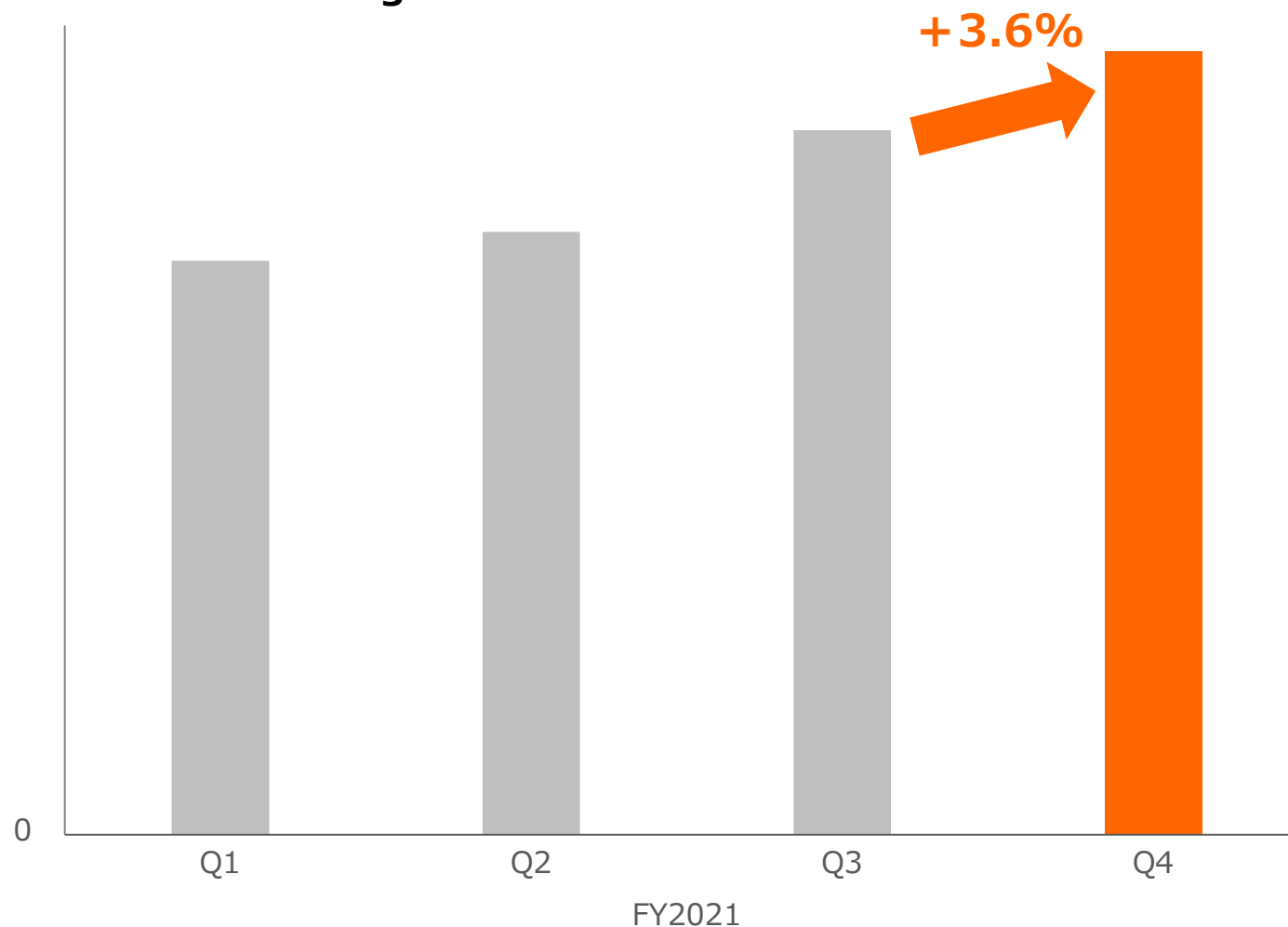
Monthly number of subscriber companies is recovering again after bottoming in Feb. 2021

■ YoY change in monthly number of subscriber companies

*Includes companies with Baitoru NEXT contracts



■ **Number of proposals per sales rep in charge of small/medium clients of personnel recruiting services***

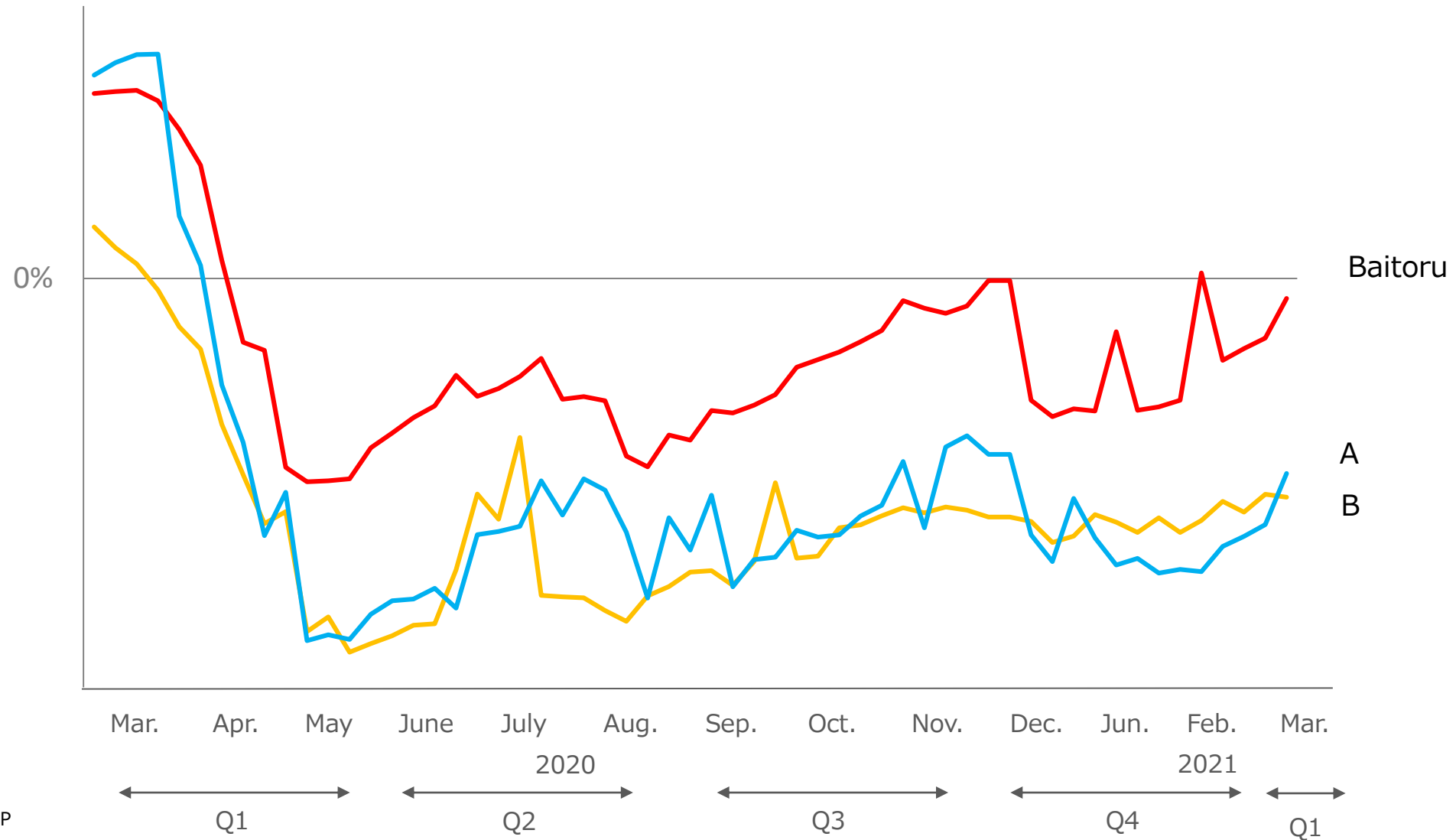


The number of subscriber companies recovered again in March 2021 due to more efficient proposals using sales tools developed internally.

* Excludes Nurse de Hatarako

■ **YoY change in number of job advertisement postings at various media***

*Includes sales from Baitoru NEXT



*Source: DIP

1. FY2021 Q4 Segment Results ③ Hatarako.net

Sales from Hatarako.net showed steady recovery

■ Sales

(YoY : 3Q -32.2%→4Q -21.2%)

(Million Yen)

	FY2020 Q4 Result	FY2021 Q4 Result	YoY Change	
			Amount	% Change
Hatarako.net	2,000	1,576	(424)	(21.2%)
Dispatch Agencies	1,630	1,367	(263)	(16.1%)
Direct employment	369	208	(160)	(43.5%)

- Dispatch company sales recovered mainly in the clerical work sector.
- Recovery remained steady in March 2021.

(Note) From its inception, Hatarako.net played the role of a go-between for dispatch companies to solicit applications from those applying for dispatched employees. Since 2017, however, it has become a comprehensive website for dispatch companies and general client companies to solicit job applications directly.

1

Further strengthening of direct marketing sales

- Plans to engage in large-scale recruiting with a target of 400 new graduates in April 2022
- Strengthening of face-to-face sales activities that combine physical and online sales, and inside sales activities
- Offering of proposals that differentiate DIP from competitors using a set of DX products

2

Expansion of user and customer bases through new service/promotion

- Launch of Baitoru PRO, a comprehensive job information site for specialized jobs
- Hosting of Baitoru Championship, a video contest for users and workers

バイト/PRO

資格・経験を活かして働く

New job openings-to-applicant ratio by job type
(Before COVID-19 Feb. 2020)

Healthcare

3.38

Nursing care

5.49

Childcare

4.18

Beauty care

7.66

WEB/IT

3.58

Restaurant

(Cooks)

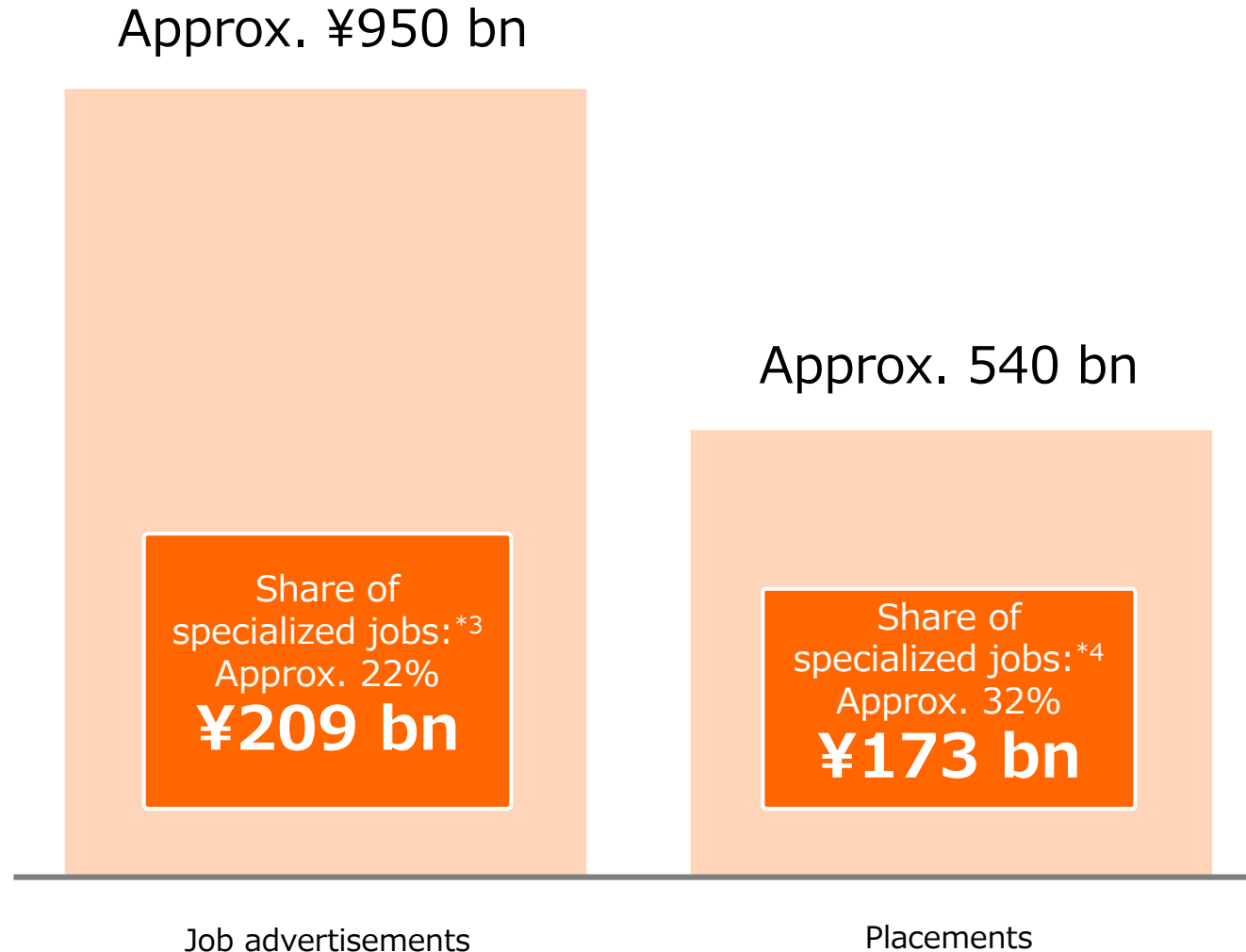
4.08

We will draw on all of DIP'S sales reps, customer base, and mass promotion know-how.

We will dominate the specialized jobs segment, which faces continued structural labor shortage.

Source: "New Job Openings-to-applicant Ratio by Job Type (Regular Employment including Part-Time)" Ministry of Health, Labour and Welfare

■ **Market size of job advertisements and placements*1**



Market size of
specialized jobs*2
¥382 bn
(Estimate)

- *1 Job advertisements: “Results of Job Information Service Market Size Survey” by the Association of Job Information of Japan
Placements: “Results of Aggregation of Business Reports of Employment Placement Businesses” by the Ministry of Health, Labour and Welfare
- *2 The following six industries: Nursing care, healthcare, childcare, beauty care, IT, and restaurant
- *3 Estimated by DIP based on “Results of Aggregation of Business Reports of Employment Placement Businesses” by the Ministry of Health, Labour and Welfare
- *4 Estimated by DIP based on “Results of Aggregation of Number of Job Advertisements Posted” by the Association of Job Information of Japan

2. FY2022 Business Strategies ③

Hosting of Baitoru Championship, a video contest for users and workers (from March 30, 2021)



An advanced version of DIP's original workplace introduction video feature, which drove the rapid growth of Baitoru.

We will aim to further expand our user and customer bases by launching a large-scale, social media promotional campaign engaging users and workers.

- A campaign that taps into mass marketing and social media
- Encourages downloads by requiring entries to be made through the app
- The submitted videos can be posted on the website.
Features enhanced video functions.

The commercial can be viewed at the following link (Japanese Only)
<https://youtu.be/VBocDsUfzHg>

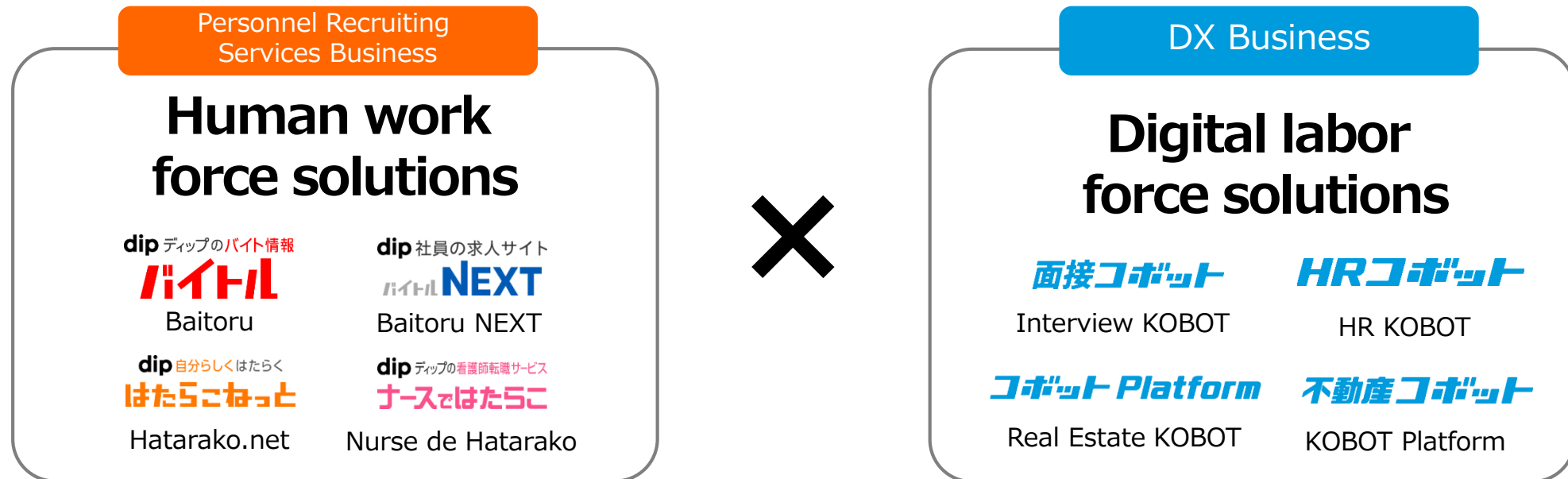
6

Medium-term Management Strategy DIP2025

**Here at DIP,
we want to tap into
dreams, ideas and passion
to create a better society**

Labor force solution company

As a “General Trading Company Dealing in Labor Force”,
DIP provides clients with personnel recruiting services and
DX services to solve diverse labor-related issues



Business strategies

**1 Human
work force**



Matching jobs quicker than
anywhere else

**2 Digital
labor force**



DX for anyone, anywhere

**3 New
businesses**



Societal improvement through
businesses based on SDGs.

4 Sales

Hybrid sales

5 Marketing

No.1 web
recognition

**6 Develop-
ment**

Ongoing
development of
products by a
team of 200

7 Personnel

Firm philosophy,
flexible people
and work

**8 Dialogue
with the
market**

Plain explanations,
correct
understanding

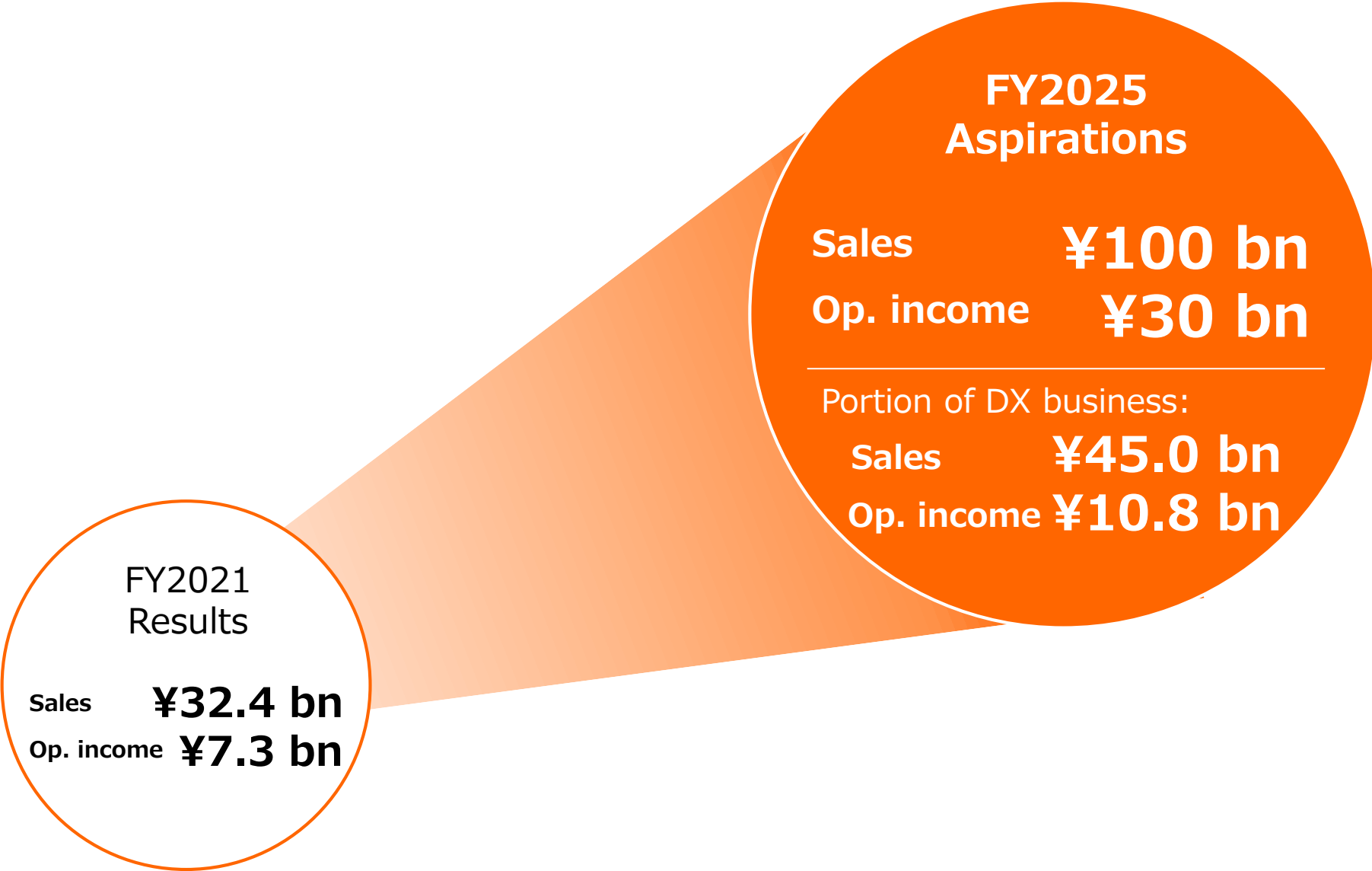
**9 Implemen-
tation**

A medium-term
strategy requiring all
employees to learn,
implement and
change

Business foundations

We will achieve growth of the
personnel recruiting services business
as well as increasing subscription-based
revenues driven by the DX business





1. Human Work Force

“Matching jobs quicker than anywhere else”

High-quality job postings supported by direct marketing sales

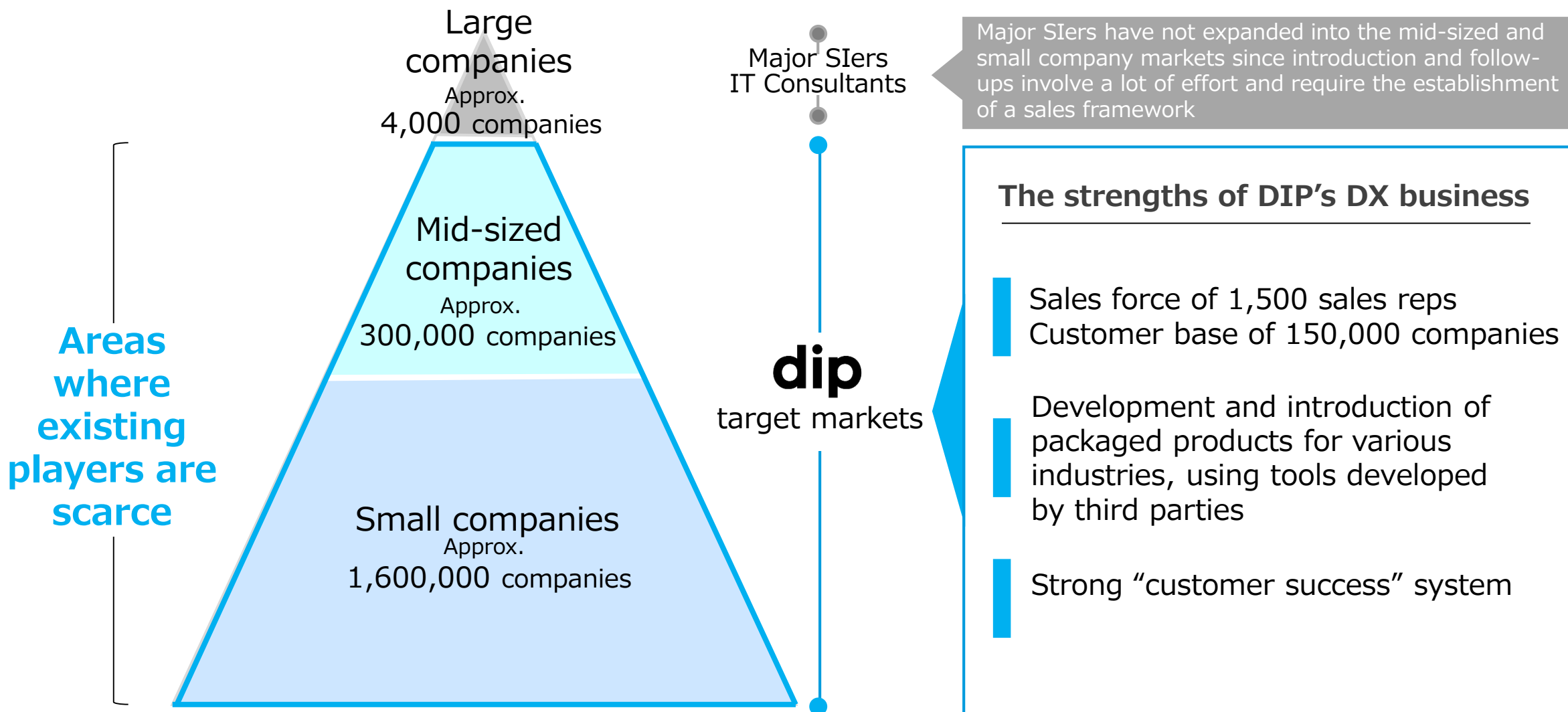
- ✓ Fresh, accurate and high-quality job postings
- ✓ Appealing job information manuscripts leveraging production and editing skills

Job seekers (users) with existing and potential needs

- ✓ High brand recognition
- ✓ Websites and apps with user-friendly UI/UX that makes it easy to search for jobs

**Offers optimal matching
using the power of
technology**

2. Digital Labor Force “DX for anyone, anywhere”



Source: DIP, based on “June 2016 Economic Census for Business Activity” by the Statistics Bureau, Ministry of Internal Affairs and Communications (MIC)
Number of employees of each company segment: Small (1–19); mid (20–1,000); large (more than 1,000)

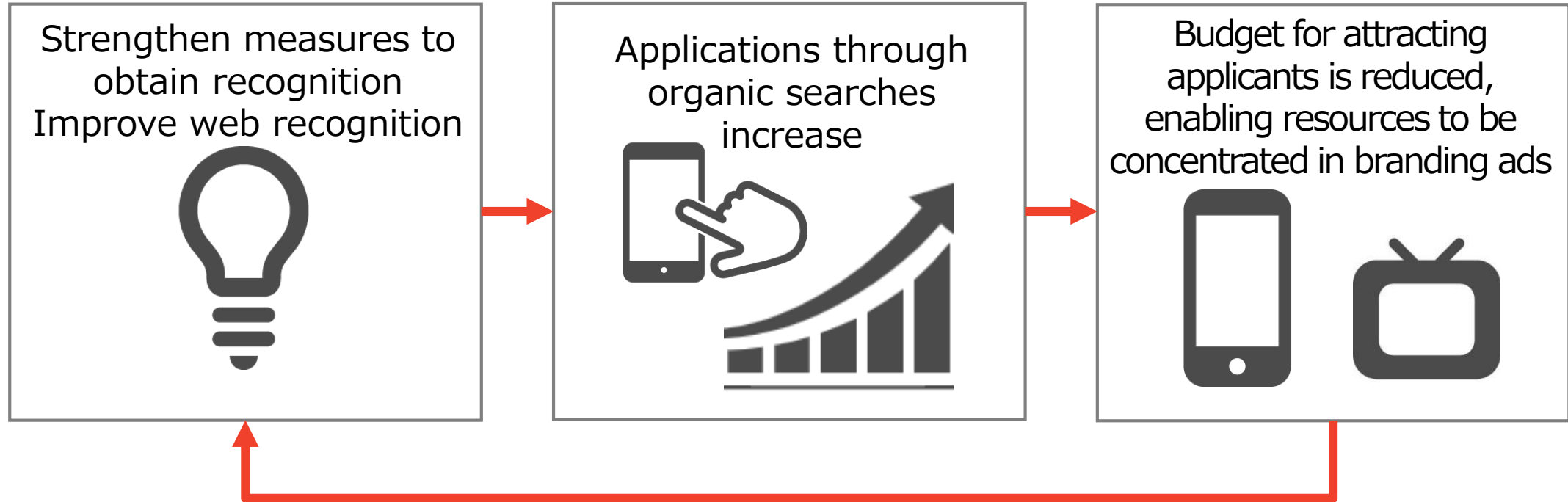
Corporate philosophy

Here at DIP, we want to tap into dreams, ideas and passion to **create a better society**

The SDG market is a potential growth market backed by the United Nations declaration.
We will launch new businesses in this market to achieve continuous growth
and contribute to a sustainable society.

SUSTAINABLE DEVELOPMENT GOALS

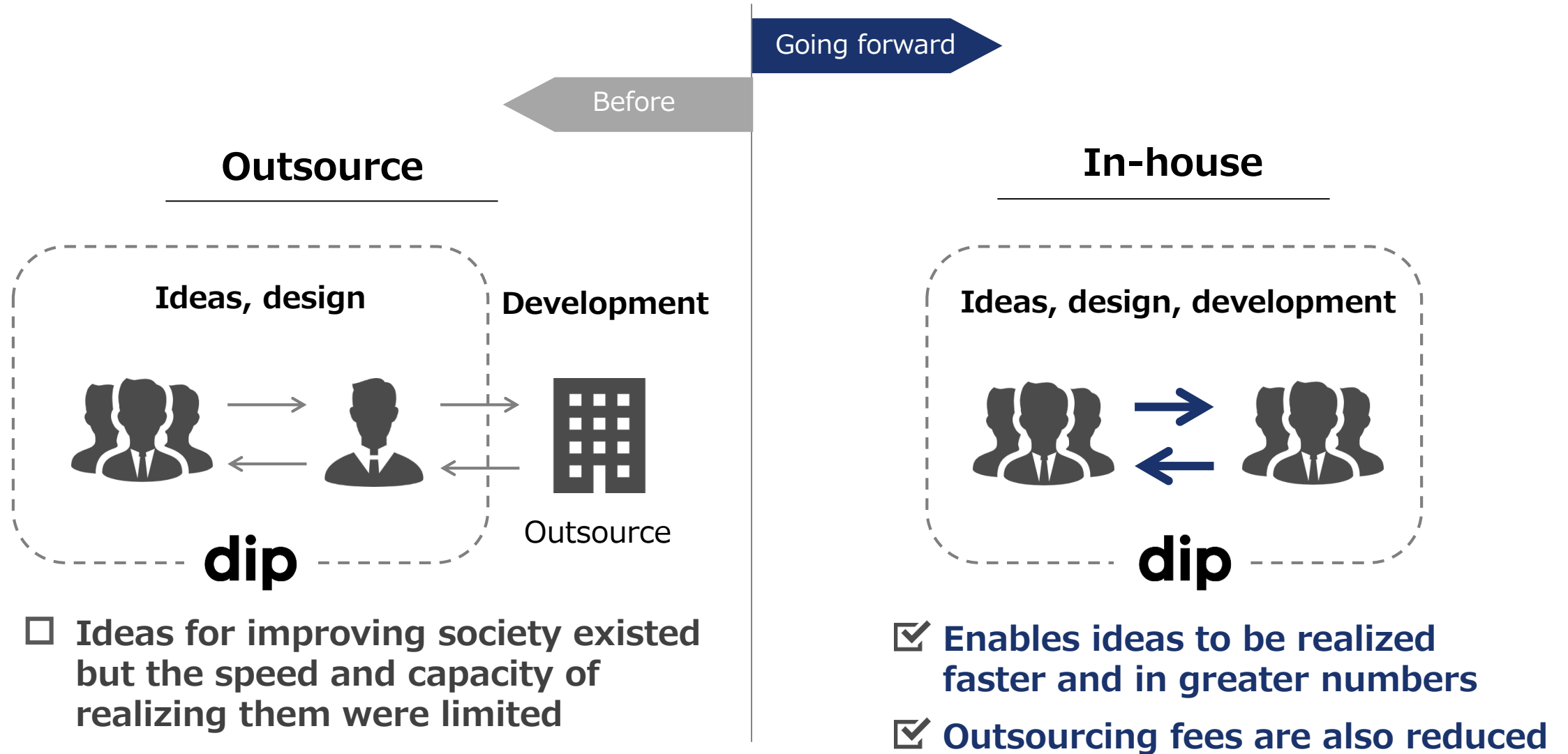




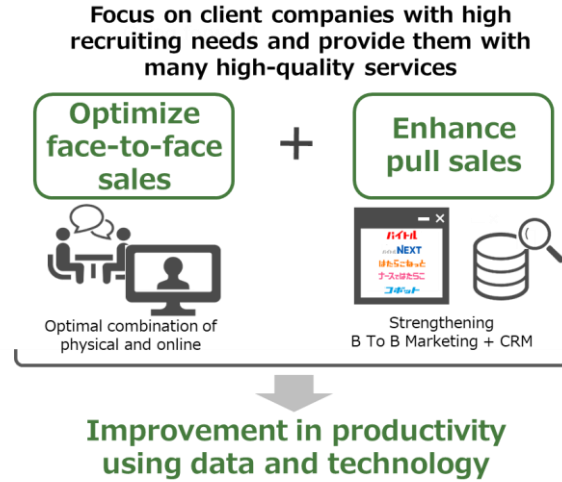
**Virtuous cycle achieves
No.1 web recognition**

6. Development

"Ongoing development of products by a team of 200 people"

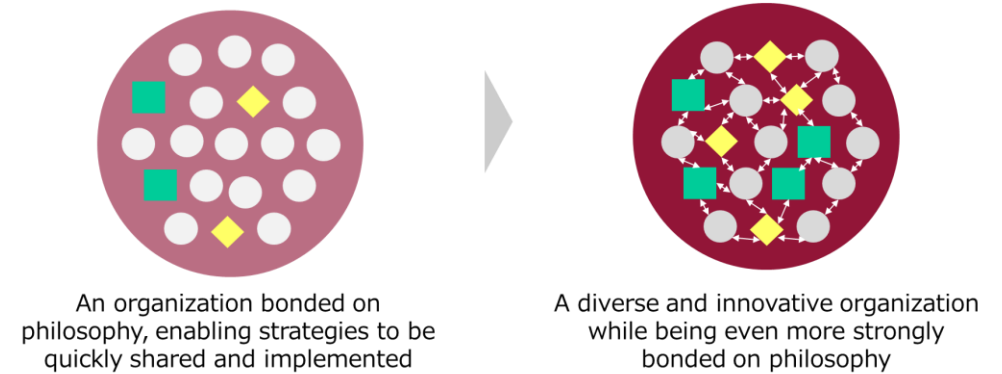


4 Sales "Hybrid sales"



7 Personnel "Firm philosophy, flexible people and work"

Responding to changes flexibly and making innovations while being bonded strongly based on philosophy



8 Dialogue with the market "Plain explanations, correct understanding"

Encourage correct understanding to increase corporate value



9 Implementation "A medium-term strategy requiring all employees to learn, implement and change"





New Management Structure

New Management Structure ①

Executive structure after the annual general meeting of shareholders (Planned)

Name	Position
Hideki Tomita	Representative Director, President and CEO (Chief Executive Officer)
Masatsugu Shidachi	Board Director and COO (Chief Operating Officer)
Kazuhisa Iwata	Board Director and CBO (Chief Business Officer)
Katsumi Ueki	Board Director and CIO (Chief Information Officer)
Eriko Tanabe	External Board Director (Independent Officer)*
Kuniyoshi Mabuchi	External Board Director (Independent Officer)
Tsuneyo Otomo	Full-time Corporate Auditor
Koichi Kobayashi	External Auditor (Independent Officer) ◆ Certified public accountant
Takashi Ejiri	External Auditor ◆ Lawyer
Akihiko Mochizuki	Auditor ◆ Certified public accountant

- The appointment of Board Directors will be proposed to the 24th Annual General Meeting of Shareholders to be held on May 26, 2021.
The roles of Board Directors will be formally confirmed at the Board of Directors' meeting to follow the Annual General Meeting of Shareholders.
 - The Company has established an optional Nomination and Compensation Committee as an advisory body to the Board of Directors.
- *Female Board Director (16.7% of all Board Directors).



Kuniyoshi Mabuchi

[Career summary]

Apr. 1995 Joined Sapient Corporation

June 1998 Representative Director and President of DOE Co., Ltd.

Feb. 2009 Director of DDB Japan

Mar. 2012 Representative Director and President of OgilvyOne Japan

Mar. 2012 Representative Director and President of neo@Ogilvy

Feb. 2016 Joined FleishmanHillard Japan K.K.

July 2018 Director of Facebook Japan K.K.

Member of The Japanese Society for Artificial Intelligence

Supervising editor of:

Learning 'Analytical Skills' from Data Scientists—Seizing Business Opportunities from Big Data. Nikkei BP

The Impact of Blockchain. Nikkei BP

New Management Structure ③

New corporate structure, etc.

Name	Position
Takatsune Inoue	Corporate Officer Head of Regional Sales Group
Tomohiro Kitazato	Corporate Officer Head of HR Sales Group
Jun Sagano	Corporate Officer Head of Business Solutions Sales Group
Suguru Ikeda	Corporate Officer Head of Business Planning Group
Goryu Hada	Corporate Officer Head of Business Promotion Group
Hideki Miura	Corporate Officer Head of DX Business Group
Naokazu Shibasaki	Corporate Officer Head of Marketing Office, Service Development Group
Kei Shinto	Corporate Officer Head of Next-Generation Business Development Division, Service Development Group
Toshiki Miyauchi	Corporate Officer Head of Media Production Division, Service Development Group
Nobuaki Kito	Corporate Officer, CHO (Chief Human Officer) Head of Personnel & General Affairs Group
Haruhiko Arai	Corporate Officer, CFO (Chief Financial Officer) Head of Corporate Management Group
Yoshinobu Toyohama	CTO (Chief Technology Officer) Service Development Group



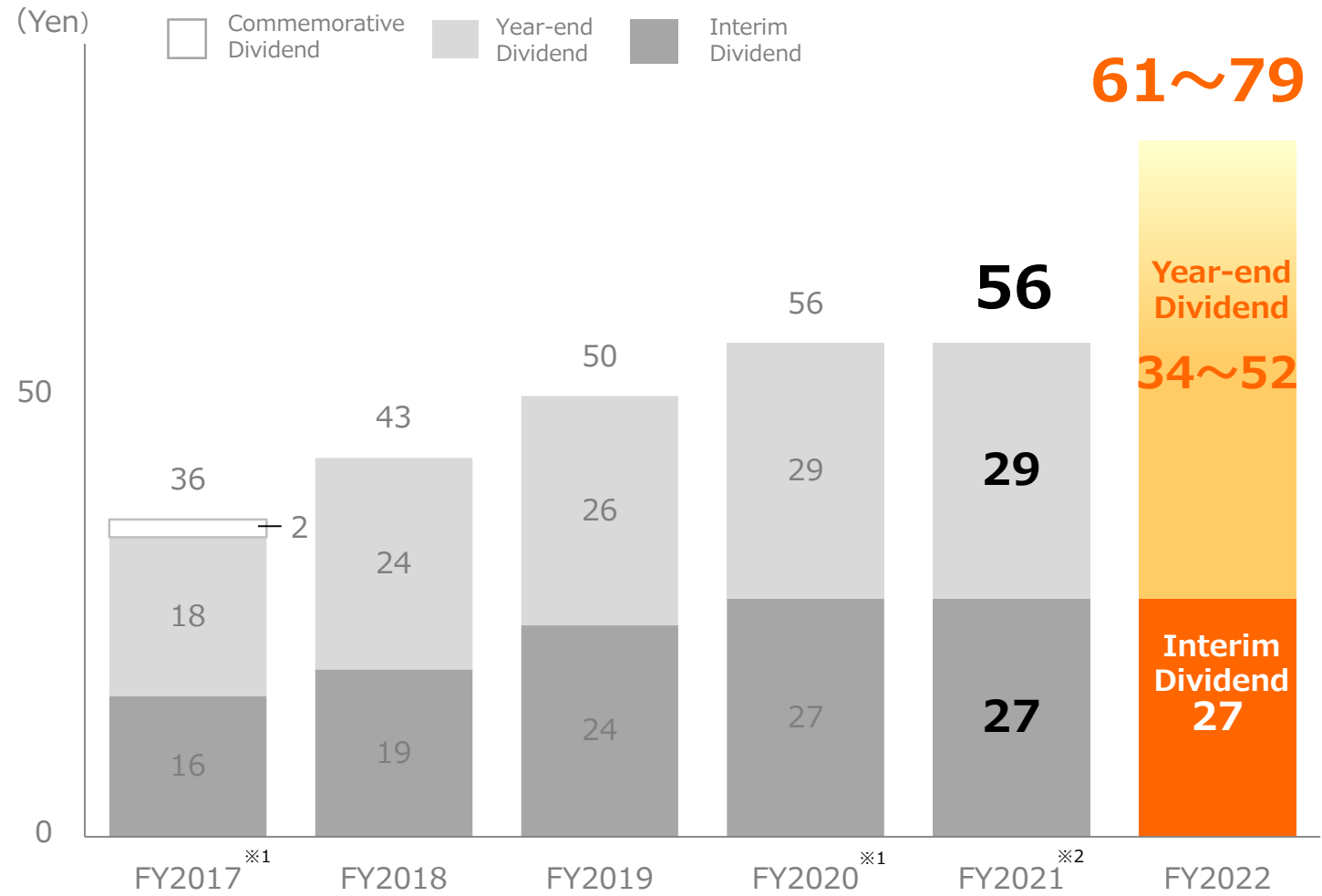
Shareholder Return

DIP's dividend policy

The dividend payout ratio : 50%

- DIP will continue to pay dividends twice a year (interim and year-end) while maintaining the internal reserves necessary to make investments for future corporate growth.
- Starting from the interim dividend of FY2021, DIP will pay dividends based on a payout ratio of 50%, while simultaneously taking into consideration the dividend amount of the previous period.

■ Dividend per share



- **Interim:¥27 (forecast)**
the same amount as
the interim dividend in FY2020.
- **Year-end:¥34~52 (forecast)**
The payout ratio 50%

^{※1} The payout ratios for FY2017 and FY2020 are based on non-consolidated results figures.
^{※2} The payout ratio of the interim dividend for FY2021 is based on non-consolidated results figures

9

Initiatives to Improve Corporate Value

1. ESG Initiatives
2. Improve Corporate Value
3. Holding an Online General Meeting of Employees

1. ESG Initiatives

DIP was selected as a constituent of the FTSE Blossom Japan Index

DIP has been selected from among approx. 4,200 listed companies in Japan as one of the 201 constituents of the FTSE Blossom Japan Index that meet the standards of the index.



The FTSE Blossom Japan Index is created by FTSE Russell, a global index provider, and is designed to measure the performance of Japanese companies that demonstrate strong environmental, social and governance (ESG) practices.

DIP's ESG score

2019

2.8

2020

3.6



* Maximum 5.0

2. Improving Corporate Branding

DIP's corporate ad now airing (from April 1, 2021)



The ad features Suguru Osako, a marathon runner taking on the challenge toward his dream.

- The song used in the ad is "Peter Pan" by popular singer-songwriter Yuri.



The ad can be viewed at the following link (Japanese Only)
<https://youtu.be/QEKuUnyyDws>

3. Holding an Online General Meeting of Employees

A large-scale online general meeting of employees was held to share DIP's management philosophy and strategies (March 23, 2021)



▲ President Tomita making a speech in front of a large screen showing the faces of employees



▲ President Tomita announcing DIP's management philosophy and strategies



▲ COO Shidachi announcing the new medium-term management strategy, DIP2025



▲ The finale of the meeting, bringing together the homes of employees and the venue

An online general meeting of employees was held to realize our vision.

- DIP aims to become a company that can brighten the outlook for users, client companies and society by enabling each employee to shine.
- DIP2025, the new medium-term management strategy, was announced.
- A start-up support program, which invites employees to propose new business ideas, was announced.

10

Appendix

Company name	DIP Corporation
Established	March 1997
Representative	Hideki Tomita, Executive President & CEO
Location	3-2-1 Roppongi, Minato-ku, Tokyo
Capital	¥1,085 million (As of end of February 2020)
Sales	¥32,494 million (For the fiscal year ended February 2021)
Employees	2,173 (Full-time employees as of April 1, 2021)
Main Business	Provision of online job information and DX services (Robotic Process Automation)
Market	First Section of the Tokyo Stock Exchange (code: 2379)

2. FY2021 Financial Results ①

Balance sheet

(Million yen)

FY2021 (As of February 28, 2021)	
Assets	35,869
Current assets	17,782
Non-current assets	18,087
Property, plants and equipment	1,698
Intangible assets	6,831
Investments and other assets	9,557
Liabilities	4,691
Current liabilities	3,576
Non-current liabilities	1,114
Net Assets	31,178
Shareholders' equity	30,302
Total accumulated other comprehensive income	(33)
Share acquisition rights	892
Non-controlling interests	16

2. FY2021 Financial Results ②

Income statement

(Million yen)

	FY2021	
	Result	Percentage of sales
Sales	32,494	100.0%
Cost of sales	3,303	10.2%
Gross income	29,191	89.8%
Selling, general & administrative expenses	21,878	67.3%
Personnel Expenses*	12,856	39.6%
Advertising and sales promotion costs	4,981	15.3%
Land & Office Rental	1,159	3.6%
Others	2,881	8.9%
Operating Income	7,312	22.5%
Ordinary Income	6,501	20.0%
Net Income attributable to owners of parent	607	1.9%

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

2. FY2021 Financial Results ③

Statement of cash flows

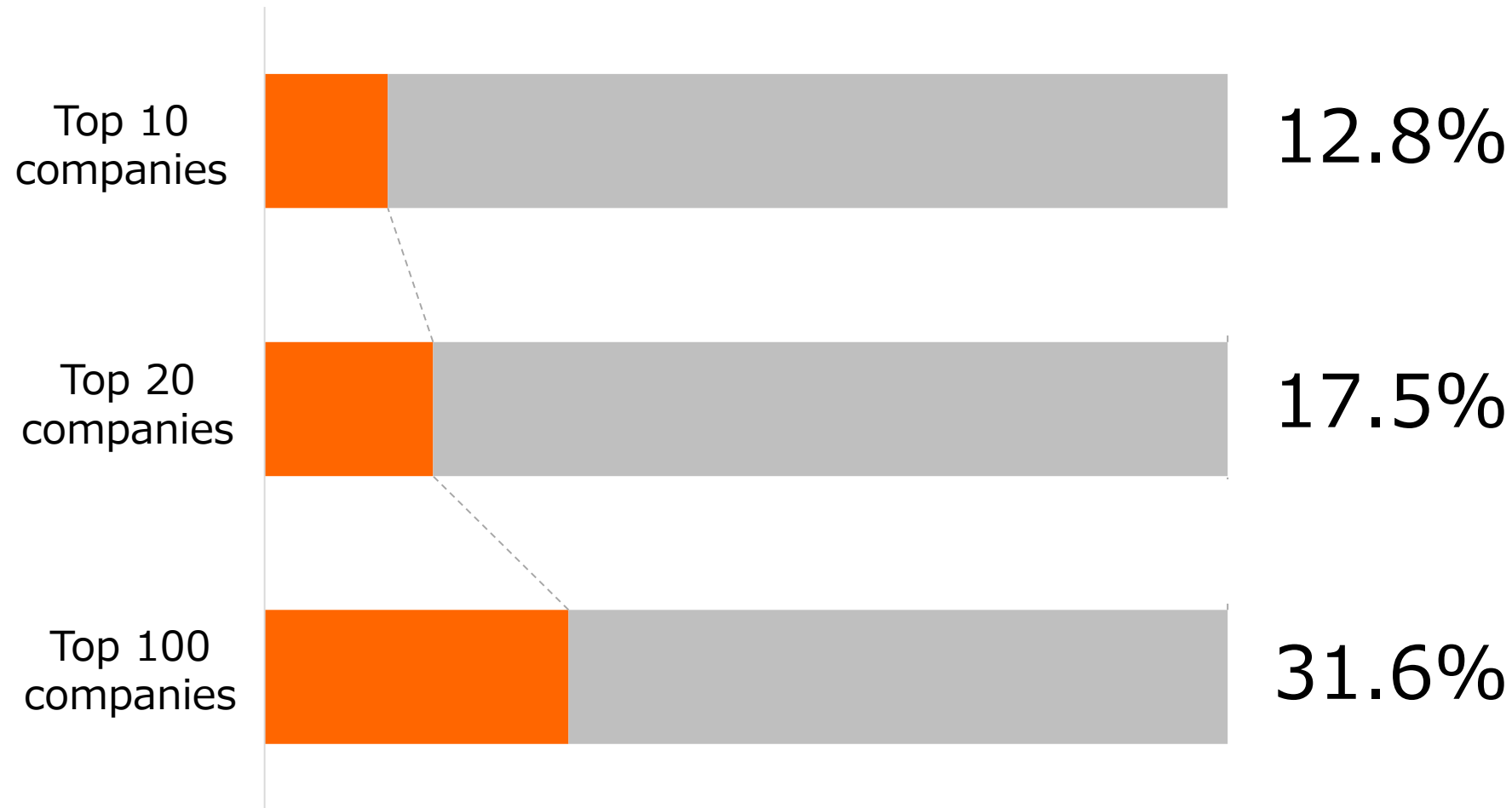
(Million yen)

Cash and cash equivalents at beginning of period		19,241		
Operating activities			+5,905	
Investment activities	Purchase of intangible assets		(3,213)	
	Purchase of investment securities	(9,869)		
	Proceeds from sales of investment securities	+3,593		
	Other	(154)		
				(9,643)
Financing activities	Dividends paid	(3,163)		
	Other	+122		
				(3,041)
Cash and cash equivalents at end of period		12,462		

2. FY2021 Financial Results ④

Dependence of sales on specific customers is low

■ Ratio of sales to highest-ranking customers in gross sales (FY2021 Q4)



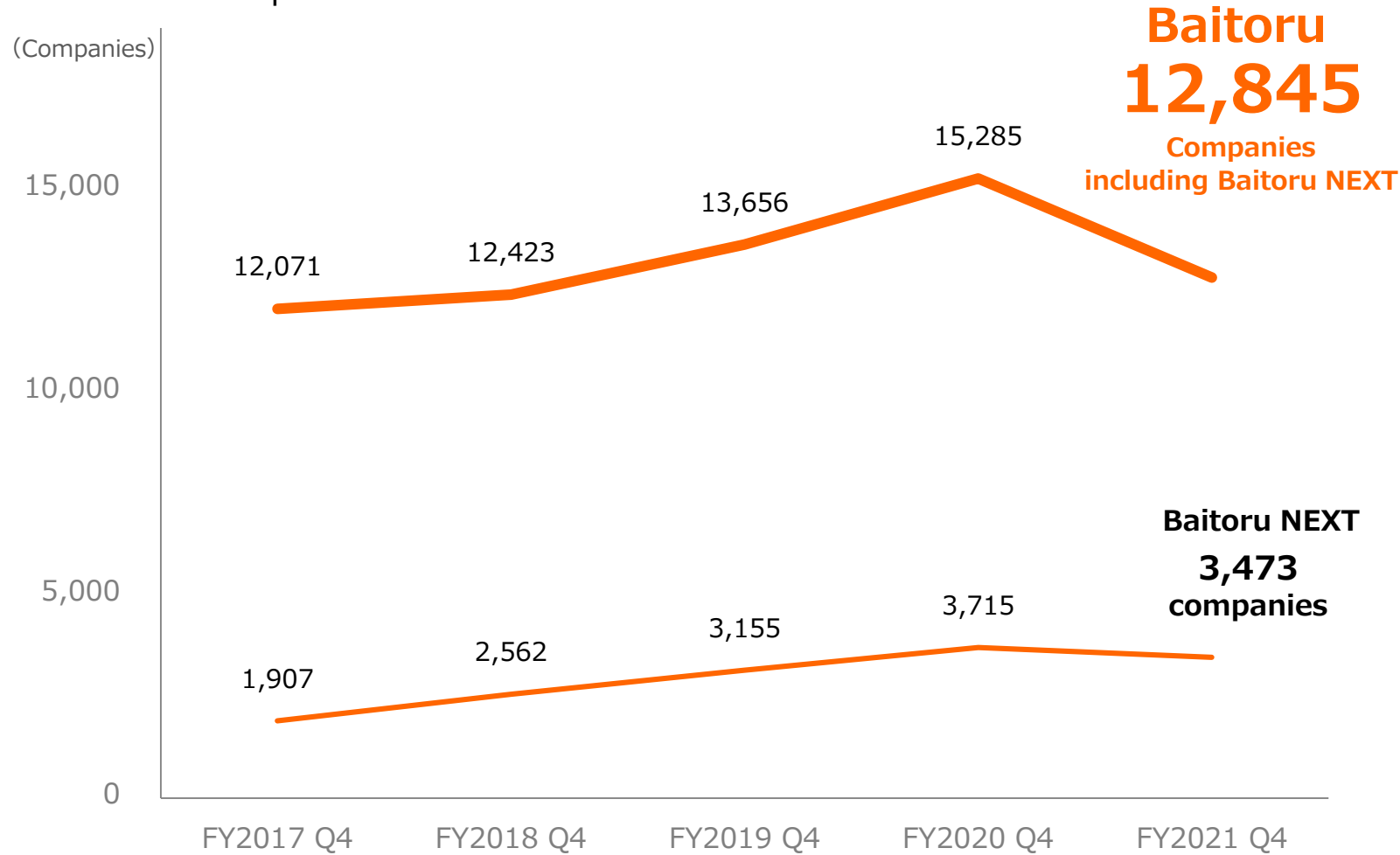
(Note) Sales dependence: Sum of sales to top customers ÷ Sales

3. FY2021 Q4 Business Performance ①

Number of subscriber companies at Baitoru

■ Growth in the monthly number of subscriber companies (Average)

*Includes companies with Baitoru NEXT contracts



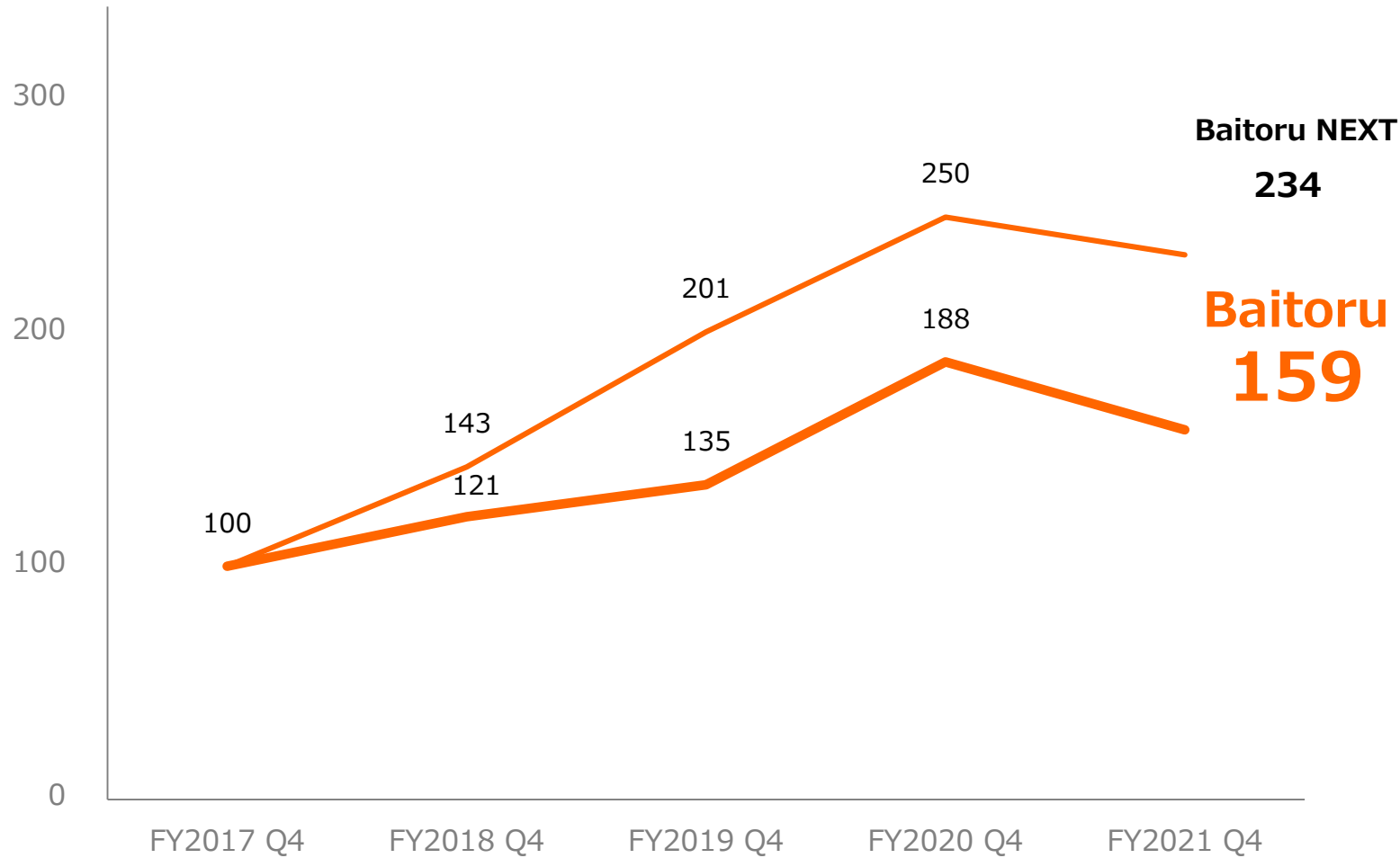
Q4 YoY
-16.0%
Baitoru NEXT
-6.5%

3. FY2021 Q4 Business Performance ②

Number of applications at Baitoru

■ Number of applications (FY2017 Q4 referenced as 100)

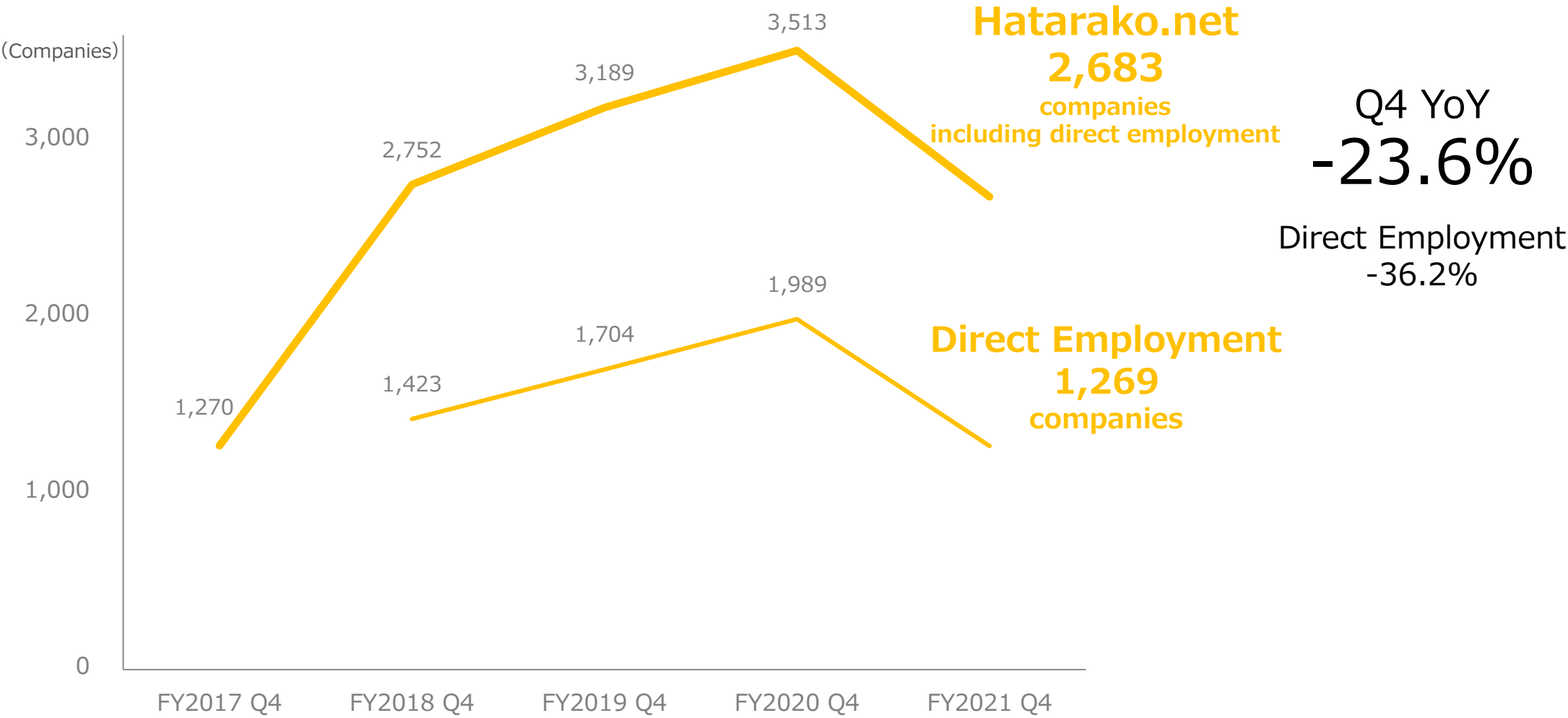
*Includes applications at Baitoru NEXT



Q4 YoY
-15.5%
Baitoru NEXT
-6.6%

3. FY2021 Q4 Business Performance ③
Number of subscriber companies at Hatarako.net

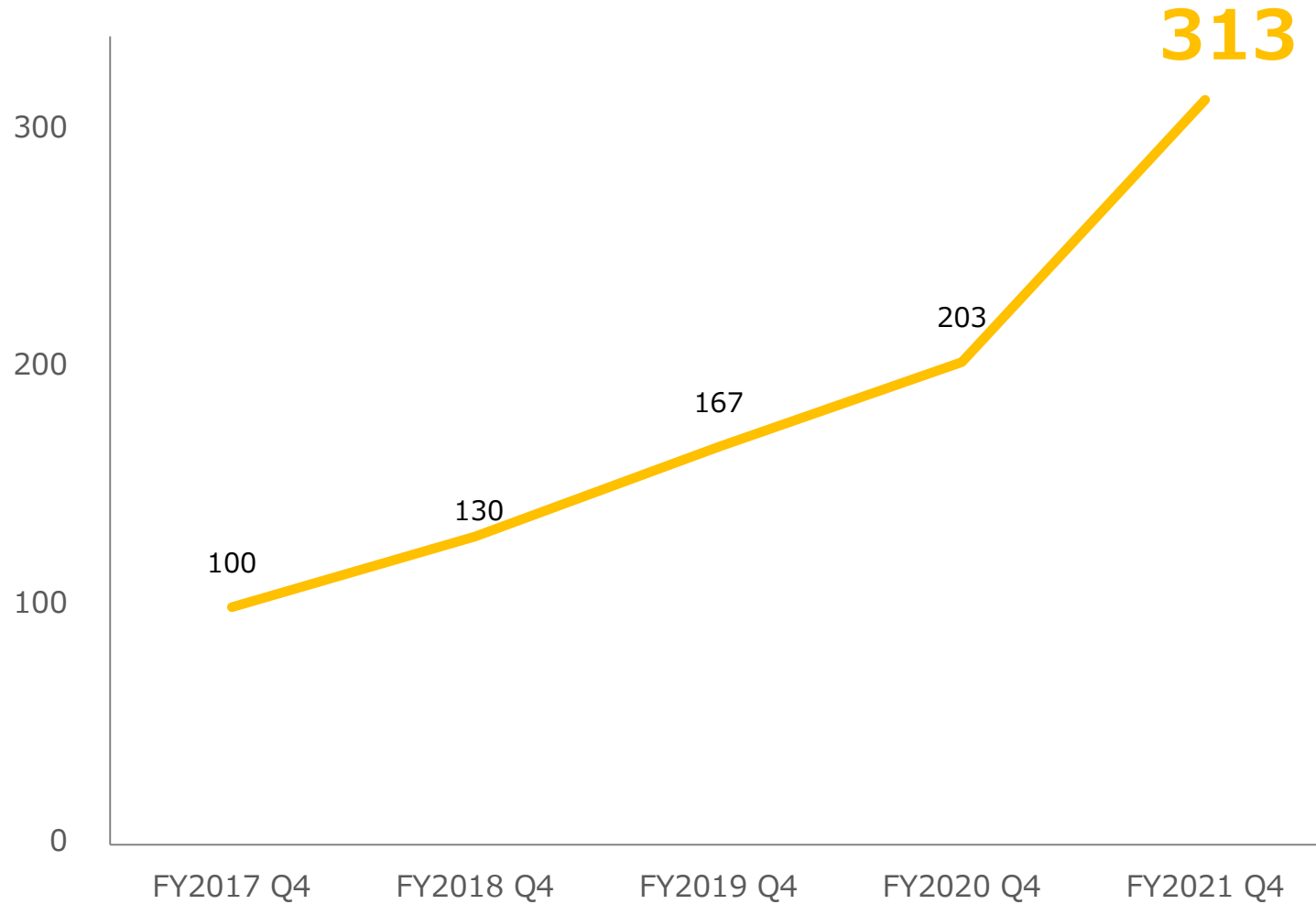
■ Growth in the monthly number of subscriber companies (Average)



3. FY2021 Q4 Business Performance ④

Number of applications at Hatarako.net

■ Number of applications (FY2017 Q4 referenced as 100)



Q4 YoY
+ 54.3%

3. FY2021 Q4 Business Performance ⑤

Sales Growth by Region

■ Size of job ad media market,^{*1} DIP's share and sales trends

	Market size/ DIP's share	FY2021 Q4 YoY sales ^{*2}
Centers of 3 major urban areas	Approx. ¥105 bn More than 20%	-38.3%
Suburbs of 3 major urban areas	Approx. ¥100 bn 10-20%	-32.6%
Regional areas	Approx. ¥60 bn Less than 10%	-25.7%

*1 DIP estimate (before COVID-19 pandemic)

*2 For the entire Personnel Recruiting Services Business

- Centers of 3 major urban areas: 23 wards of Tokyo, Nagoya City, Osaka City
- Suburbs of 3 major urban areas: 7 Greater Tokyo prefectures, 3 Tokai area prefectures, 6 Kinki area prefectures. Excludes areas included in 'urban centers'
- Regional areas: Excludes areas included in 'urban centers' and 'suburbs'

■ Sales

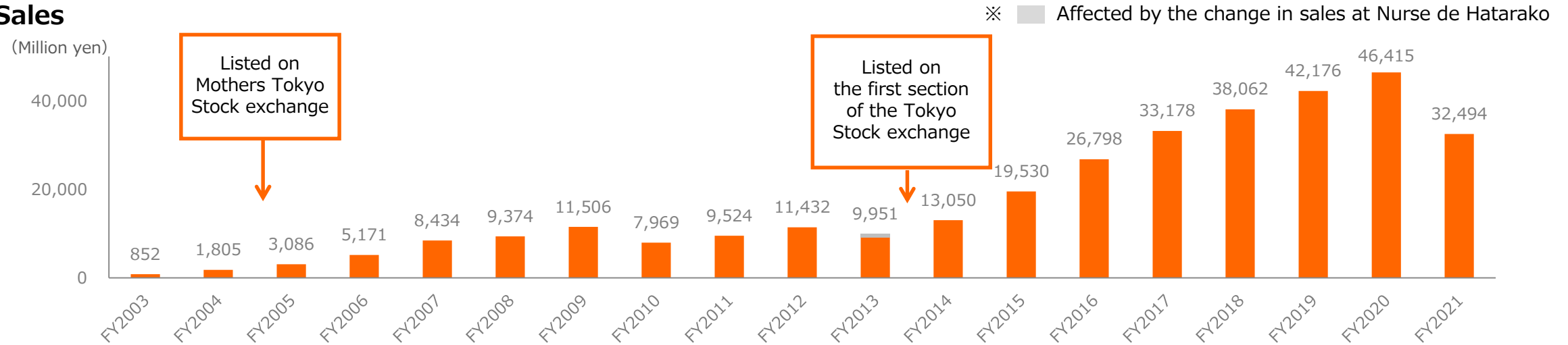
(Million yen)

	FY2020 Q4	FY2021 Q4	YoY Change	
	Results	Results	Amount	% change
Nurse de Hatarako	269	283	+ 13	+ 5.0%

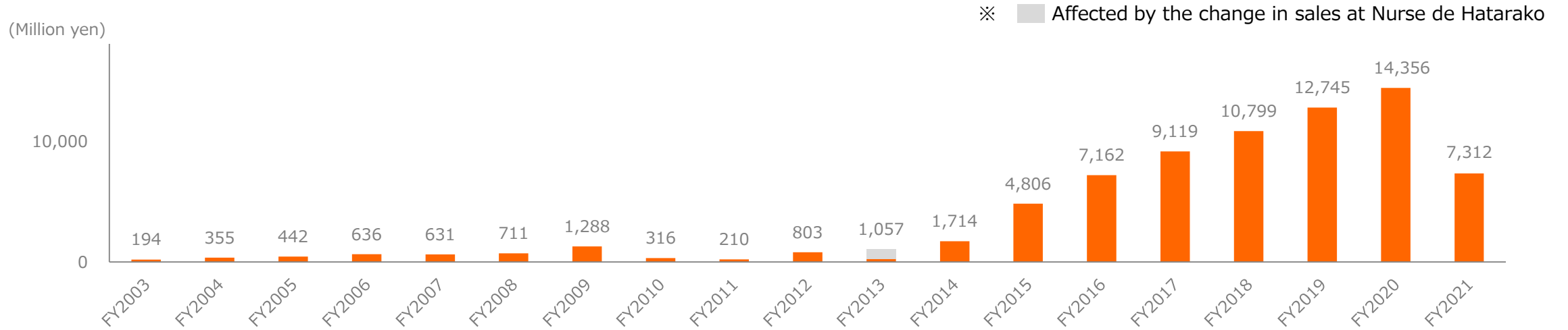
4. Financial results ①

Operating results (Company-wide sales and operating income)

■ Sales



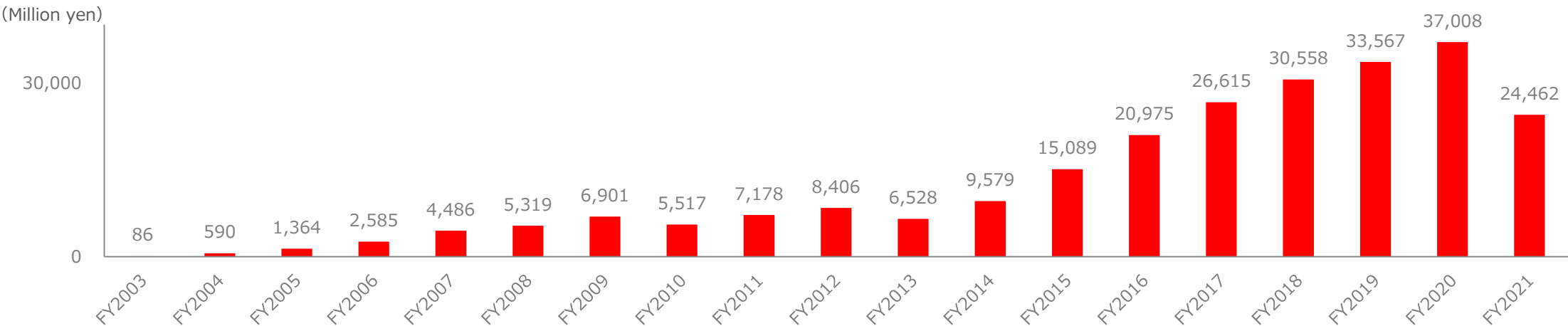
■ Operating income



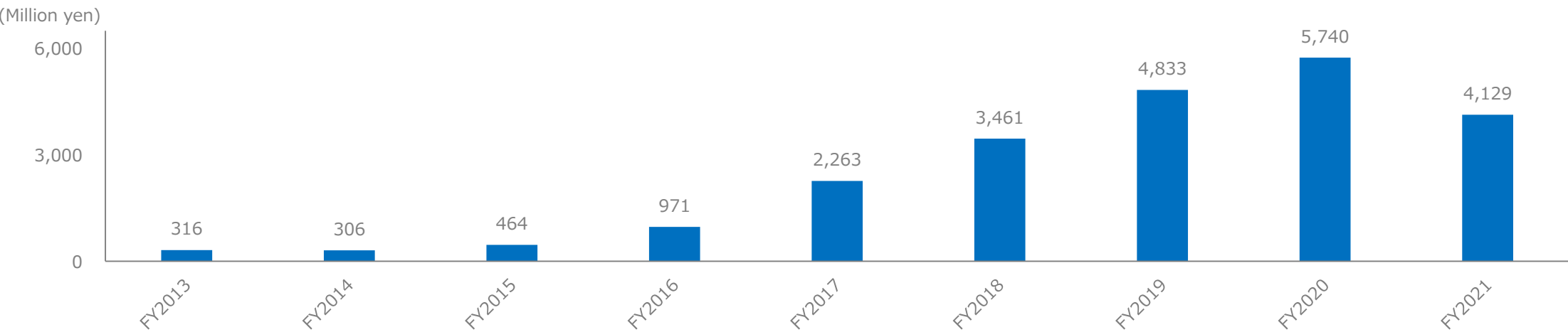
Note: DIP has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.

4. Financial results ②
Operating results in the personnel recruiting services business

■ Sales at Baitoru (Includes sales from Baitoru NEXT)



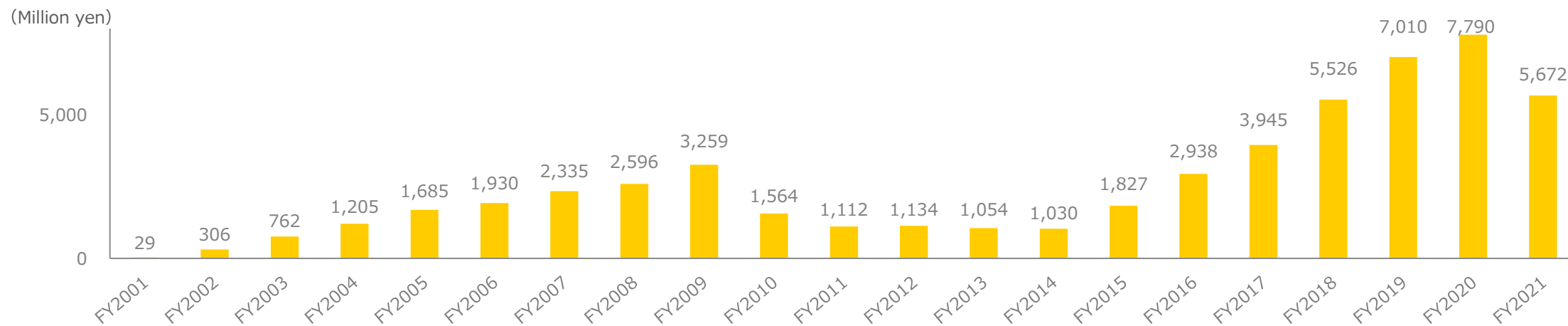
■ Sales at Baitoru NEXT



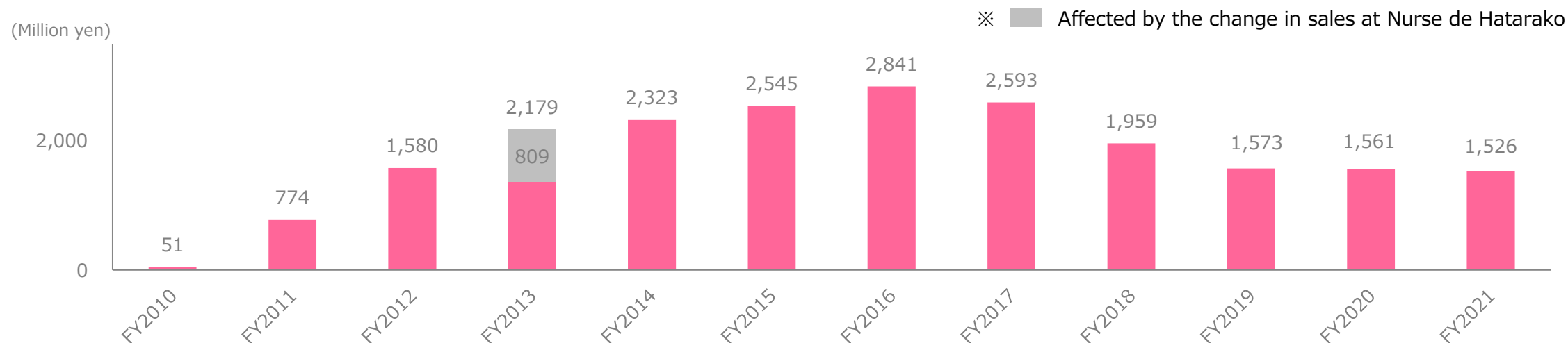
4. Financial results ③

Operating results in the personnel recruiting services business

■ Sales at Hatarako.net

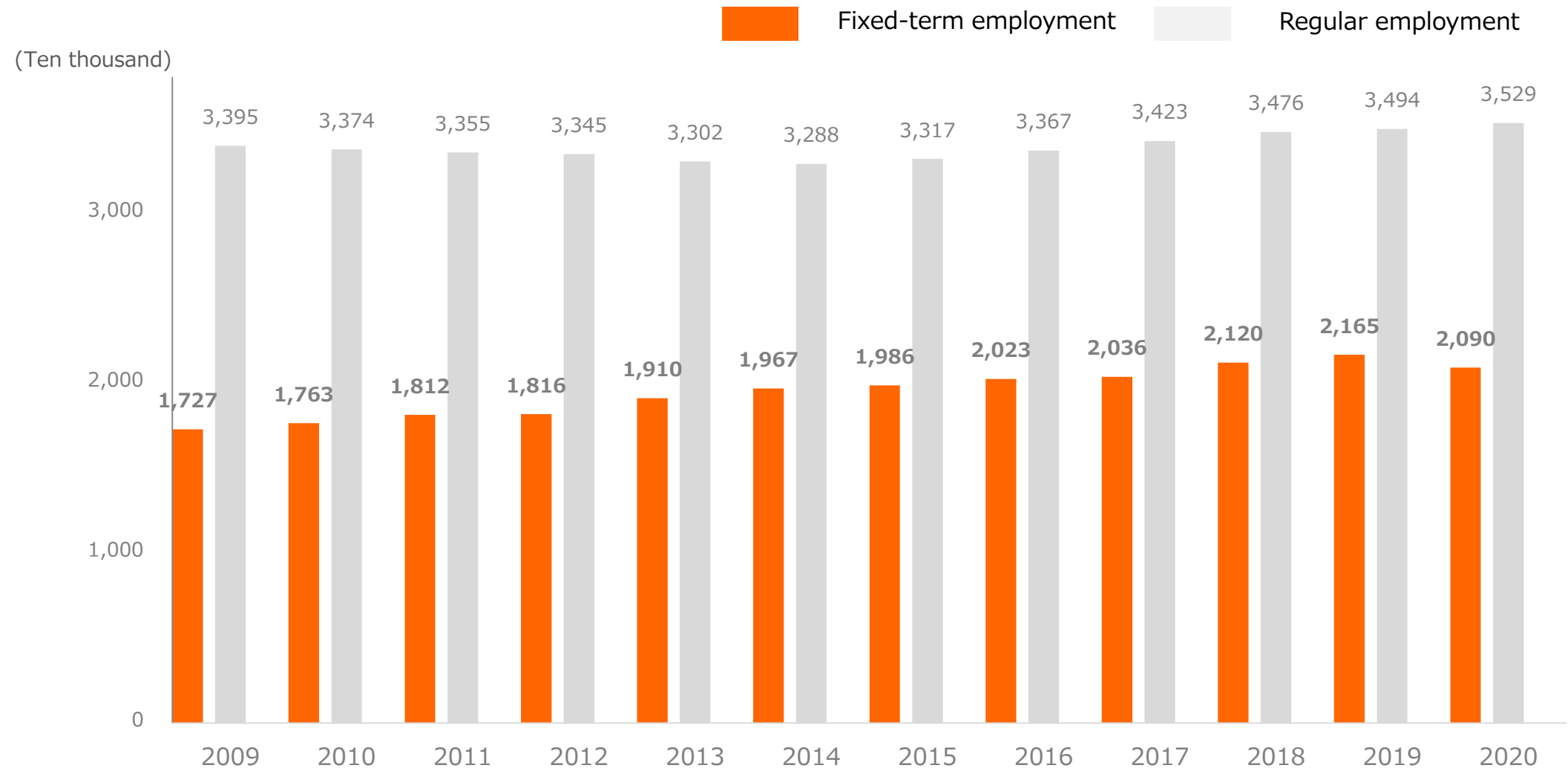


■ Sales at Nurse de Hatarako



5. Market Environment ①

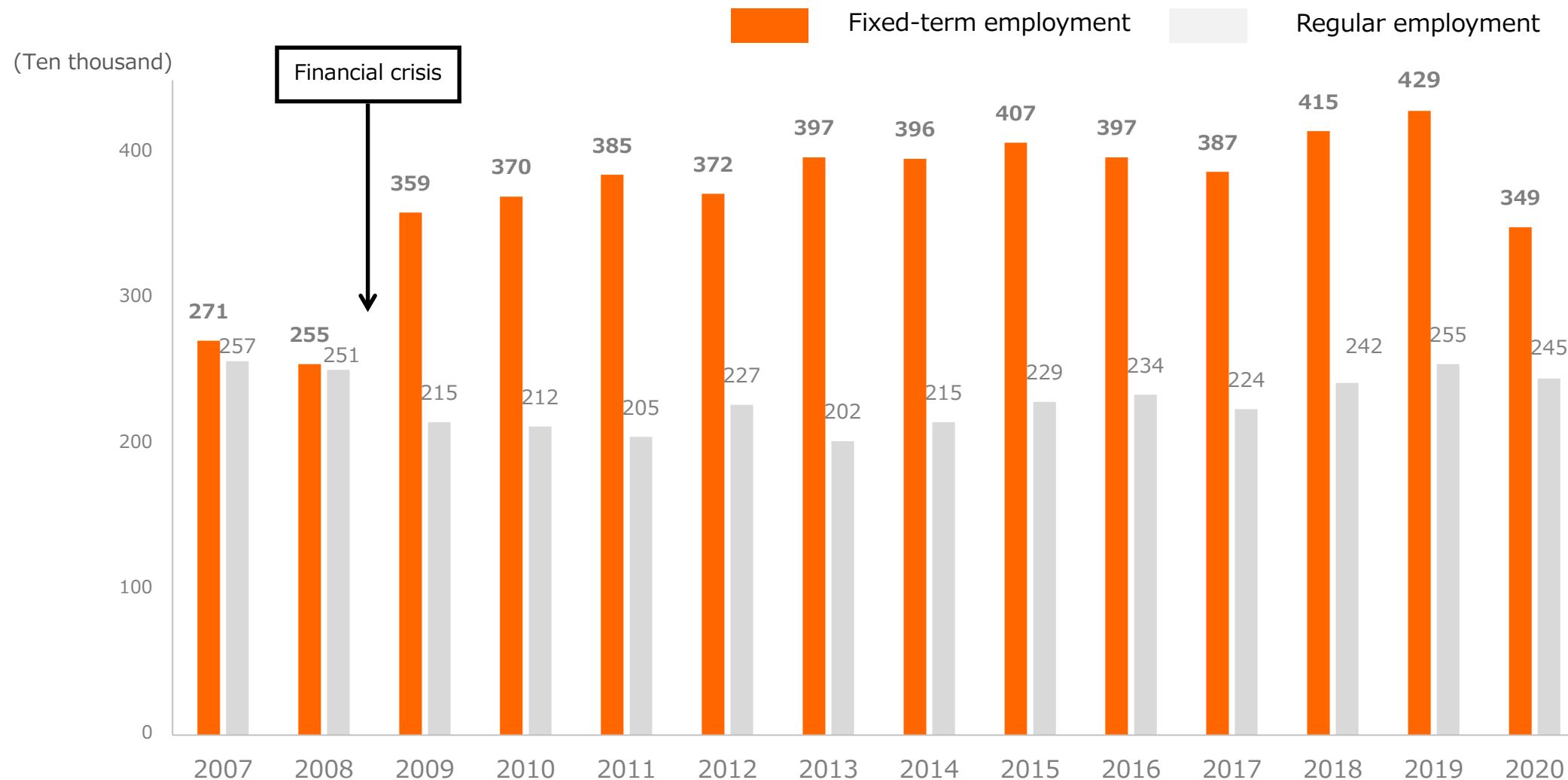
Number of workers



Source: DIP, based on “Labour Force Survey” by the Statistics Bureau, Ministry of Internal Affairs and Communications (MIC)

5. Market Environment ②

Number of newly recruited workers and workers who changed jobs



Source: DIP, based on "Labour Force Survey" by the Statistics Bureau, MIC

*Workers who changed jobs: Workers who have left their previous job within the past year
Newly recruited workers: Workers who took a new job within the past year

6. List of Companies DIP Invests in

Investments are made based on DIP's management philosophy and vision

DX Business

By work type

"DX for anyone, anywhere"

Sales



Clerical work



Hiring



Marketing



Development



IP management



Personnel Recruiting Services Business

"Matching jobs quicker than anywhere else"

Training



Education



New Businesses (SDGs)

"Societal improvement as a business based on SDGs"

Environment



By industry

Healthcare



Finance



Entertainment



6. Initiatives in the Face of the Spread of COVID-19 ①

Provided compensation for absence from work as an emergency relief program for users

dip

バイトを守れ。

「バイトル」「バイトルNEXT」「はたらこねっと」を通して
アルバイト、パート、派遣社員、契約社員など
有期雇用の仕事に就いて働いている方が、
新型コロナウイルスに感染した場合、
治療期間として必要と言われる半月分の収入相当額を支給します。

新型コロナウイルスに感染した場合、正社員には様々な支援がありますが、
アルバイト、パート、派遣社員、契約社員にはあまりないようです。
待遇にはまだまだ格差があります。
私たちは、有期雇用で働くみなさんが抱える、
感染への不安と感染した場合の生活不安を知っています。
たとえ感染したとしても、また元気に戻って欲しいから、
今、できる限りの支援をしたいと思います。

ディップ株式会社 代表取締役社長 兼 CEO 富田英揮

バイトル next はたらこねっと

QRコード

Part-time and contracted workers
do not generally enjoy the benefits of
paid absence or leave allowance
that protect regular employees.

**We implemented a relief program for users
who face the anxiety of a drop in income
from being unable to work due to infection.**

- ▲ Published our comment in newspapers with a nationwide circulation of 20 million on March, 2020

6. Initiatives in the Face of the Spread of COVID-19 ②

Implementing various support measures for users and client companies

Free short-term job postings^{*1}

Offered free job postings for a total of 2,182 client companies in urgent need of short-term replacements for their current employees who are required to stay home with children due to the cancellation of all public-school classes and activities as measures to contain the spread of the new coronavirus.



Jobs that allow web interviews and meetings^{*2}

Opened a page featuring job postings that allow web interviews, which enable users to be interviewed at home. A flag is displayed on the job posting to make it easy for users to spot.



^{*1} March 3 ~ April 30, 2020

^{*2} June 18, 2020 ~

7. Initiatives in ESG ①

Efforts to promote diversity

In 2015 we launched a project to foster autonomous career development among female employees. In February 2017, we received the “Eruboshi” certification from the Ministry of Health, Labor and Welfare as a company which excels in promoting the participation and advancement of women in the workplace.

■ Efforts to increase work opportunities for women



- Female employee ratio^{*1}

46.5 %

- Female manager ratio^{*1*2}

32.4 %

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

100.0 %

- Childcare/maternity return ratio ^{*1}

87.2%



*1. FY2021

*2. The average of all companies is 7.8% (Aug 2020) (source: Teikoku Databank)

7. Initiatives in ESG ②

Contributing to enriching society through business activities and social contribution activities

First Shakatsu! project: Food Bank Project



Hosting a food pantry in cooperation
with a food bank

Regional revitalization project: Kurashi Taiken Tours



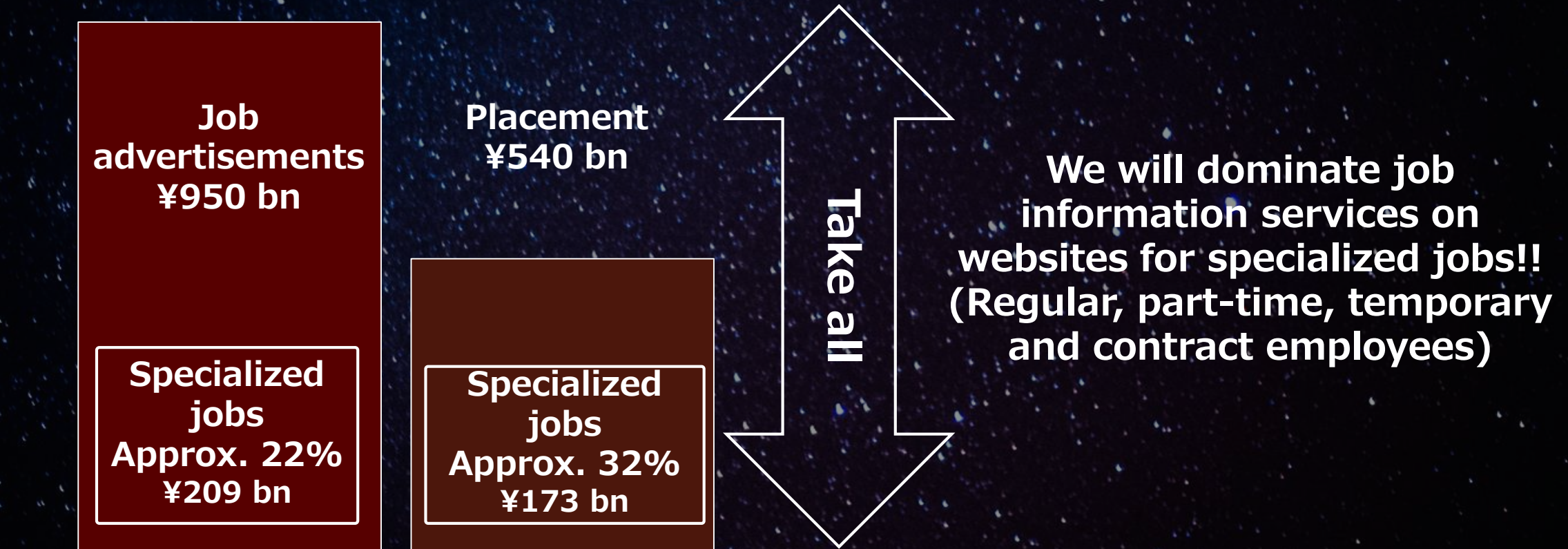
76 events have been held nationwide as of
end of Feb. 2020, contributing to
creating jobs in regional areas

Career education for children: Baitoru Kids Program



Providing opportunities for children to
understand the meaning and value of
working by teaching our
know-how on "work"

The market size of specialized jobs is **¥382 billion!!**



A job information site for
specialized jobs where
job seekers can find jobs
where they can leverage
their **qualifications**
and **experience**



The challenges of industries facing labor shortage

Work satisfaction is high but so is turnover

Unable to work due to time restraints although
having the qualification or experience

The demand is there but few people take on the
challenge

Materials from the general meeting
of employees held March 23, 2021

Skills,
qualification
Expertise

Entry from other
industries

Industry facing
labor shortage

パイト・LPRO

Increase in
workers returning
to work

Reduction in
turnover

Attracts unqualified,
inexperienced people

DX

パイト

NEXT

Degree of
experience

Take advantage of DIP's unique, overwhelming strengths

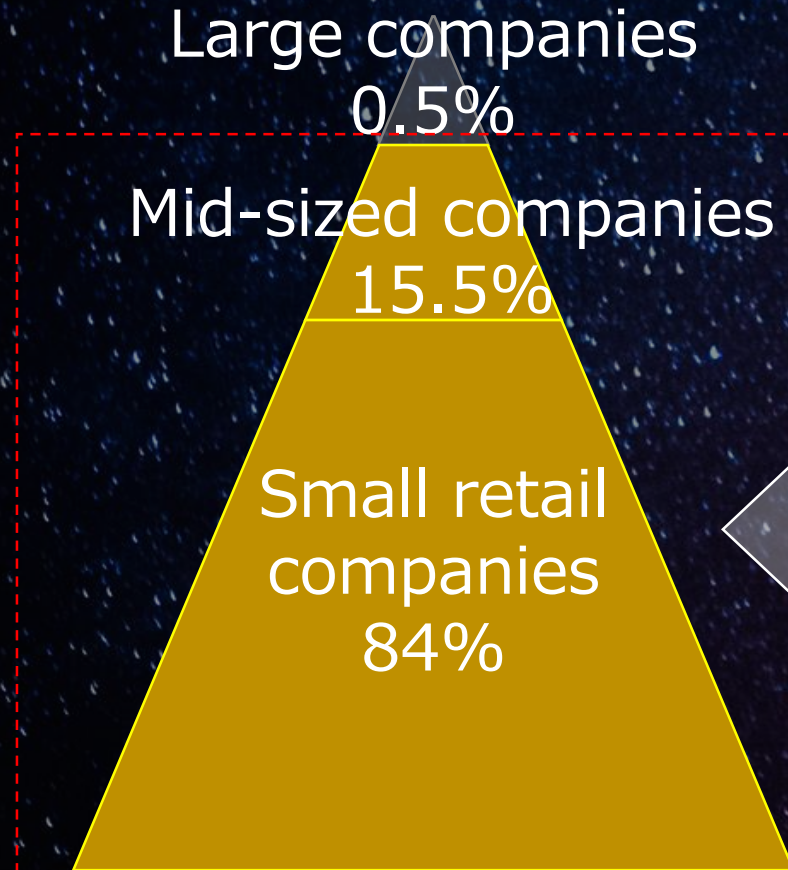


Theme of the 25th Term

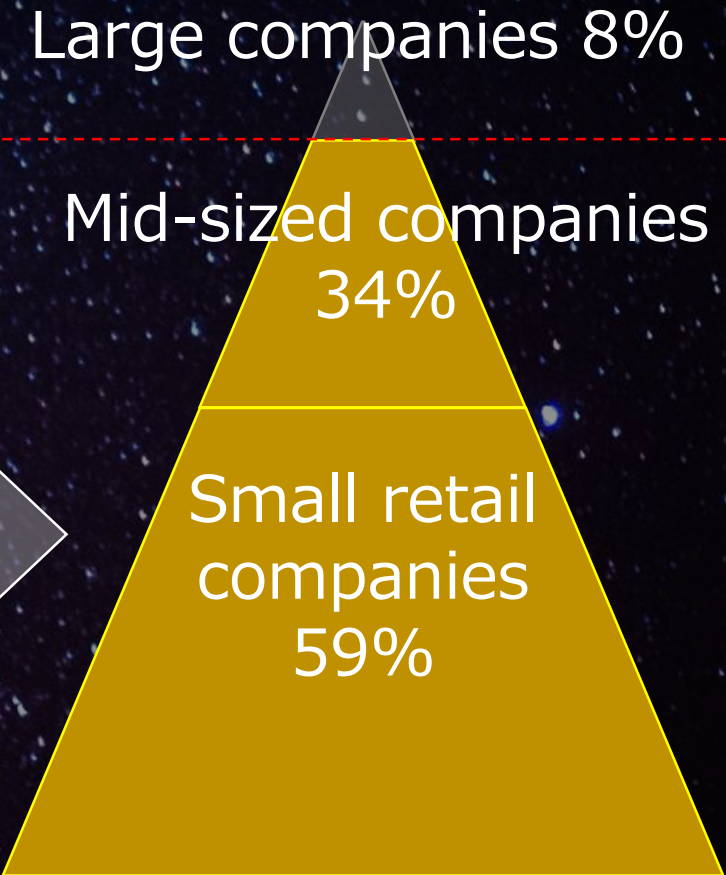
Seriously support small retail companies

～ DX for anyone, anywhere ～

Company distribution in Japan

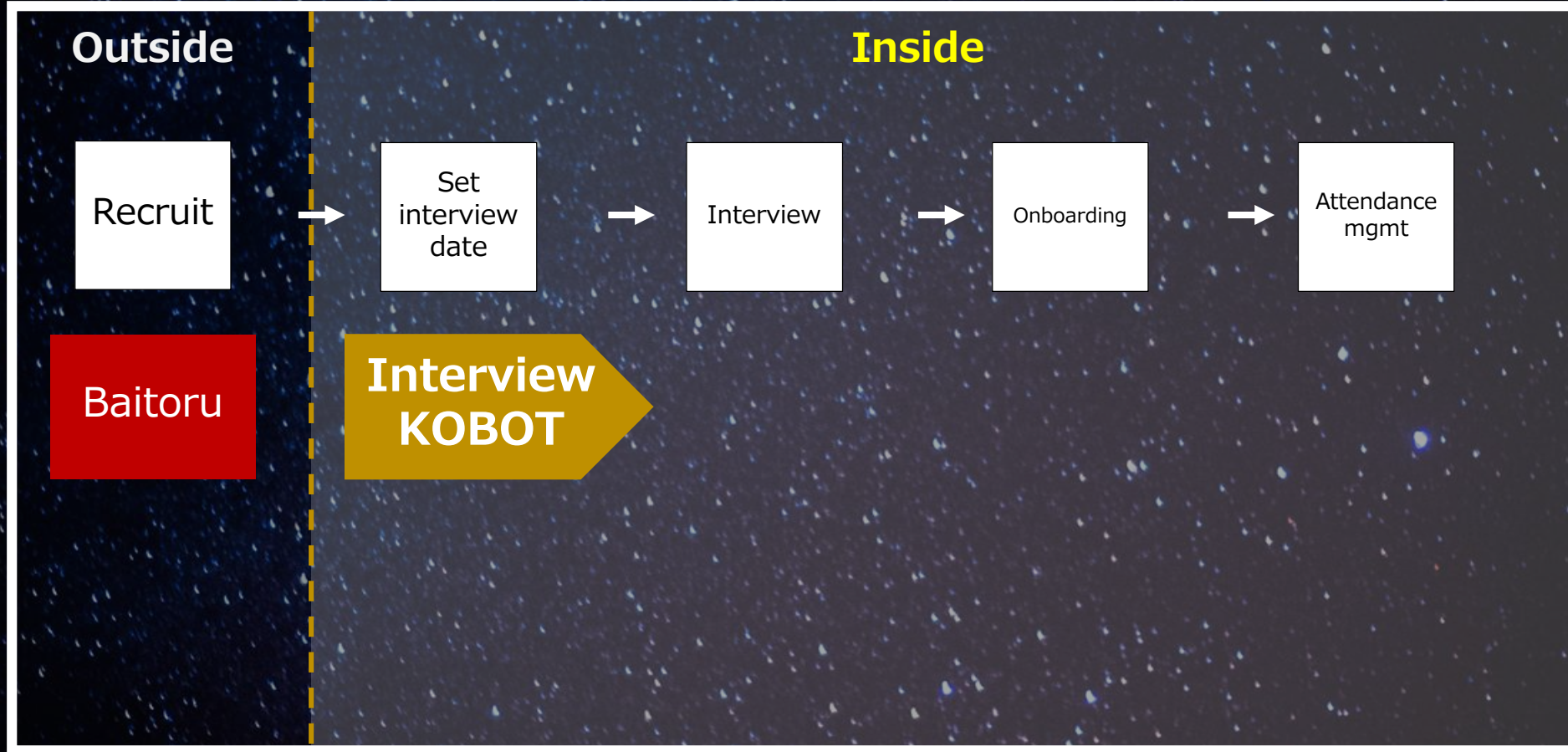


dip's customer distribution

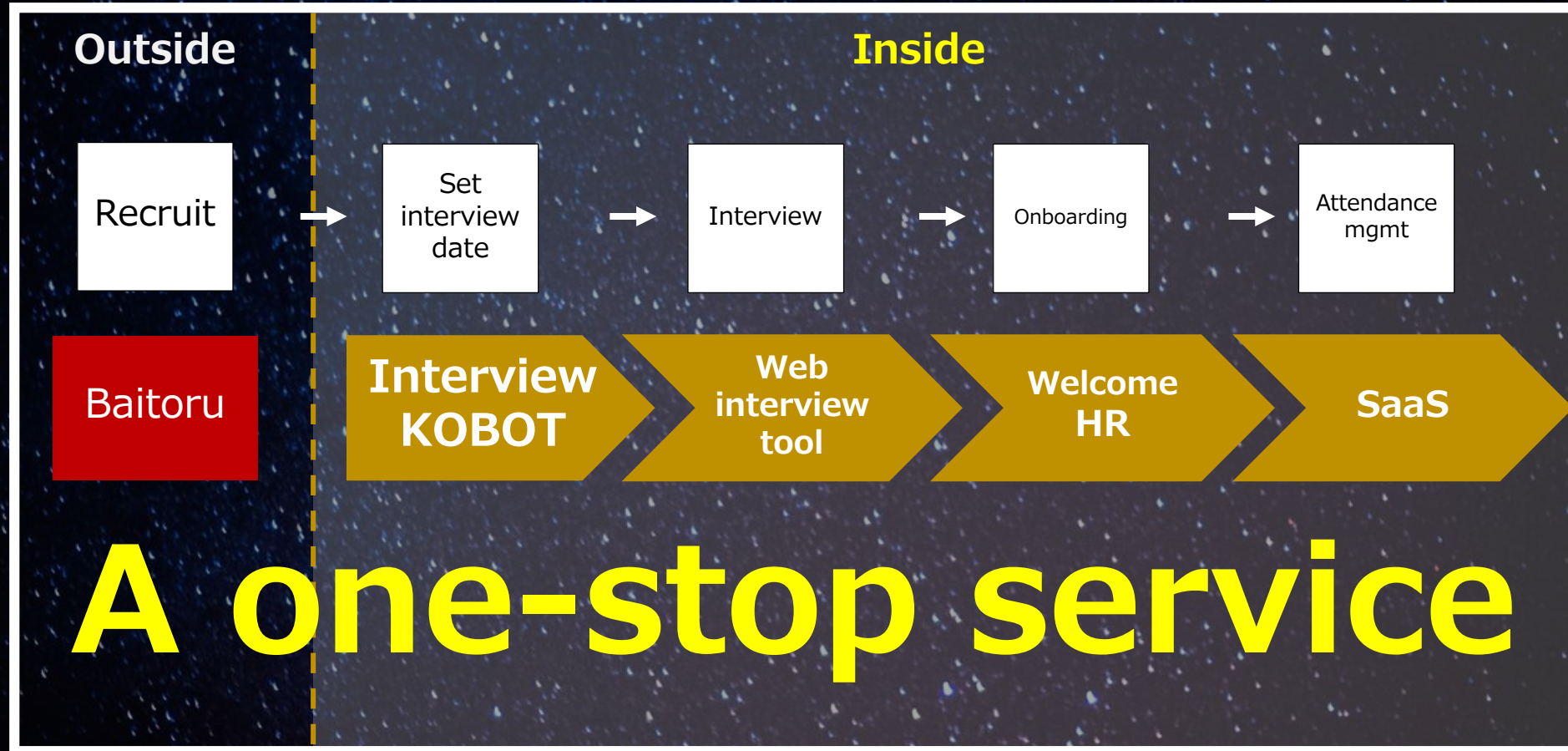


**Roughly
the same
structure**

Past



Future



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- English documents are prepared as a courtesy to our shareholders. In the event of any inconsistency between English-language documents and the Japanese-language documents, the Japanese-language documents will prevail.

IR inquiries

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