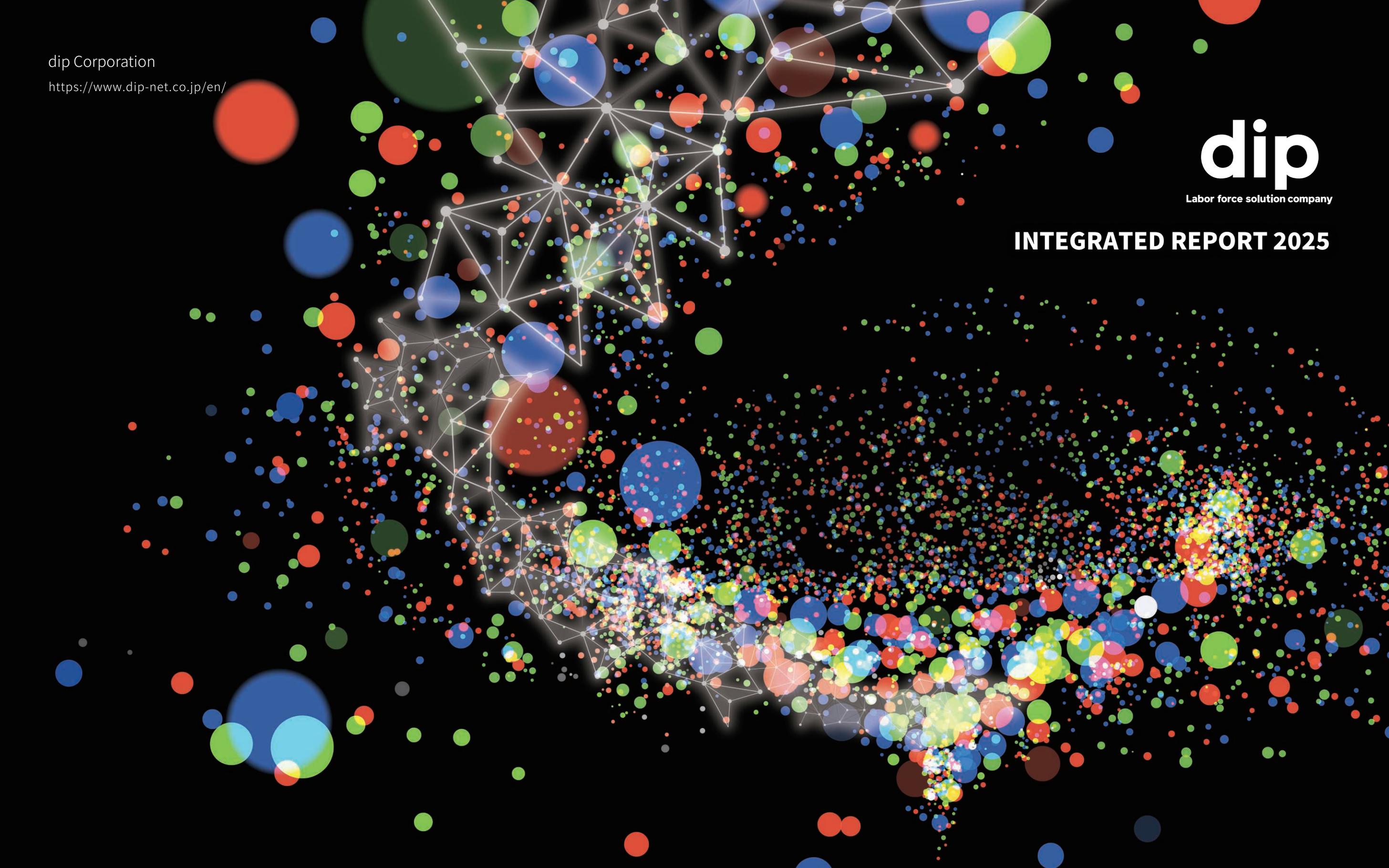


dip Corporation
<https://www.dip-net.co.jp/en/>

dip

Labor force solution company

INTEGRATED REPORT 2025





dip

The three essences embodied in our company name —
“dream, idea, and passion,” are what drive us.

With dreams, ideas, and passion as our driving force,
we have overcome numerous hardships and achieved tremendous growth.

With advances in technologies such as AI,
the labor market is undergoing a major transformation.
That is why it is important to continue to pursue the unchanging “user-first”
philosophy that we have maintained since our founding. While embracing AI,
we will create value that AI alone cannot deliver and take on the challenge of
“realizing a society in which everyone can experience
the joy and happiness of work.”

“Working for The People Who Work”—this is dip’s mission.

CONTENTS

01

P.05

Message from Top Management

- 05 CEO MESSAGE
Creating a New Era with Dreams, Ideas, and Passion
—To Realize a Society in Which Everyone Can Experience the Joy and Happiness of Work—
- 11 COO MESSAGE
“Working for The People Who Work”
—Hoping to Make Japan Happy by Increasing Happiness at Work
—As COO, Standing at the Forefront of Innovation and Execution—



02

P.15

Value Creation Model

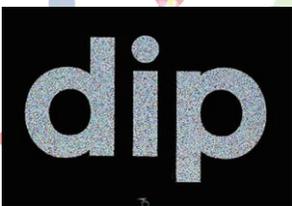
- 17 Philosophy-Based Management
- 19 Business Outline
- 21 History of Value Creation
- 23 Value Creation Process
- 27 Value Creation Through Embodiment of the Philosophy
- 31 Materiality

03

P.37

Value Creation Strategy

- 39 CFO MESSAGE (Financial Strategy)
Growth-Oriented Financial Strategy to Maximize Equity Spread
- 45 Will the Number of Fixed-term Employees in Japan Decrease?
—Looking Ahead at the Labor Market in 2040
- 49 Overview of the Medium-Term Management Plan and Growth Strategy
- 57 Business Strategies
(Personnel Recruiting Services Business and DX Business)
- 65 Initiatives for Local Communities/dip-NPO Collaborative Program
- 67 Initiatives for Climate Crisis



The dip logo is an interactive design. When it is traced with a finger or mouse on smartphone or PC screen, sparkling lights dance around the screen before settling back into the original shape of the logo. The logo's white color is created by the blending together of blue, green, and red, which are the three primary colors used to produce light in digital media. Blue represents our dreams, green our ideas, and red our passion, and the multitudes of light particles and colors symbolize our abundantly diverse employees and their dynamism. The ability to move those pinpoint points of light around and change them into different shapes signifies the strength of dip's adaptability to change. The logo was designed by world-famous ultra-technologist collective, teamLab.

04

P.69

Foundation that Supports Value Creation

- 71 Human Capital Strategy
- 78 Human Rights Initiatives
- 79 Corporate Governance
—Outside Officers Message—
- 91 Compliance and Risk Management Initiatives

05

P.95

Data Section

- 95 Financial and Non-Financial Data
- 97 Evaluations from outside the Company/External Certificates Received and Participation in Initiatives/Corporate Information/Stock Information

Publication of the Integrated Report 2025

This report is structured around dip's journey since its foundation, driven by the “dreams, ideas, and passion” embodied in the name of the Company, and the “philosophy” that is the foundation of value creation and has been consistent throughout its transformations. It depicts how we create new value through capabilities only humans can provide, while embracing the evolution of AI and technology, alongside the mission embodied in the CEO's message: “Working for the people who work.” Based on philosophy-based management, we pursue both social and economic value through growth enabled by technology and human capital, aiming to realize a society in which everyone can experience the joy and happiness of work. Our editorial policy is to systematically organize these initiatives from both financial and non-financial perspectives and clearly communicate our value creation story.

Information Disclosure System

In addition to complying with disclosure requirements under laws and regulations, we actively disseminate information to ensure transparency and fairness in decision-making and to promote effective corporate governance.

Our website
<https://www.dip-net.co.jp/en/>



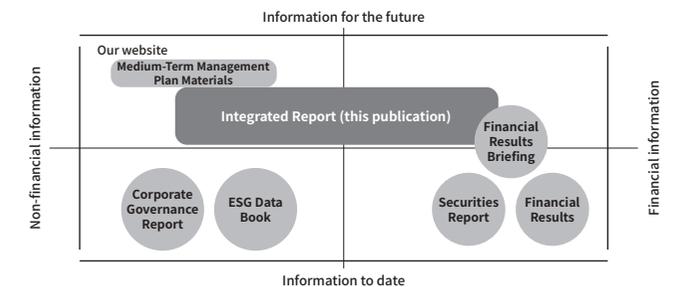
Investor relations
<https://www.dip-net.co.jp/en/ir>



Medium-Term Management Plan
<https://www.dip-net.co.jp/en/ir/G006>



Sustainability
<https://www.dip-net.co.jp/en/esg>



Disclaimer Regarding Forward-Looking Statements

The results forecasts and forward-looking statements in this report represent our assumptions based on information available at the time of disclosure. Actual business performance may differ significantly from forecasts due to future social and economic conditions and other factors.

CEO MESSAGE

Hideki Tomita

Representative Director,
President and Chief Executive Officer



**Creating a New Era with
Dreams, Ideas, and Passion**

**—To Realize a Society in Which Everyone Can Experience the
Joy and Happiness of Work—**

Philosophy-Based Management —The Heart of Value Creation

The three essences incorporated in our company name — “dream, idea, and passion” — are what drive us. Under our Corporate Philosophy of “Here at dip, we want to tap into dreams, ideas and passion to create a better society,” we have confronted the challenges of the labor market head on. That journey has been supported by our philosophy. Nurtured by the history of dip’s various challenges and born in the course of overcoming various hardships, dip’s philosophy forms the foundation of our management strategy. This philosophy, which is the starting point to which executives and employees always return, lies at the heart of dip’s value creation. Leveraging our human capital that is firmly connected with our philosophy, we create economic and social value through our combined capabilities of sales, service development, and promotions. Data and technology are accelerating the speed of that process.

Now that we have grown to a workforce of 3,000, having all employees share the philosophy takes on even greater significance. The fusion of the organization’s sense of unity and the diverse capabilities of each individual has become the driving force for further growth. As the company’s founder, I see my own mission as being the dissemination of the philosophy. I am committed to speaking to every one of our employees and listening to their thoughts directly on occasions such as the General Meeting of Employees, which brings together our people from all over Japan, presentations on new services and promotions, closing meetings held at the end of each quarter, messages sent on internal social media, and dinner events with employees. Through such two-way communication, the philosophy will become more deeply rooted in each and every employee’s daily actions. I believe that this will generate incredible power to create and realize innovation, and enable sustainable, high-level corporate growth.

☐ | Philosophy-Based Management ▶ P17-P18

☐ | Value Creation Through Embodiment of Philosophy ▶ P27-P28

A History of Challenge and Evolution —Transforming Changes in the Times into the Evolution of the Company

In 1997, at the dawn of the IT age, when the Internet had a low penetration rate of 18%, I had the idea of creating innovation through online job information services, which prompted me to found dip. At a time when paper was the mainstream medium, and there were limits to the quantity and quality of information available, I launched the recruitment advertising industry’s first-ever portal site. That site has since grown into one of Japan’s largest online recruitment information websites, but the journey to that point was by no means smooth sailing. We faced headwinds at every turn, including the cancellation of a partnership immediately before our listing on the stock exchange and the global financial crisis. Nevertheless, viewing these crises as opportunities, we turned adversity into opportunity and transformed it into dip’s evolution.

In 2019, we declared our vision of becoming a “Labor force solution company.” In addition to personnel recruiting services, we are helping companies to improve their operational efficiency through DX services. Entrusting people with work that will allow them to demonstrate their abilities is more likely to invigorate the workers, resulting in improved productivity and strengthening corporate competitiveness. However, Japan’s mid-tier enterprises and SMEs have fallen far behind in the adoption of DX, and shortages of specialist personnel and the burden of integrating tools have become a barrier. In response, we developed and began offering KOBOT, a DX service that makes it easier for mid-tier enterprises and SMEs to adopt and keep using DX tools. This service has grown to the extent that we now provide it to over 13,000 companies, with the business recording sales of ¥6.7 billion (approximately 12% of the company’s total) and segment profit of ¥3.4 billion in the fiscal year ended February 2025.

In addition, since the release of ChatGPT in November 2022, generative AI has seen explosive growth. Here at dip, we formed a project team in the AI area in 2015 and have been proceeding with relevant initiatives since then. As a result, not long after the release of ChatGPT, we began development of “dip AI Agent” (now dip AI) in April 2023. Further, in the following month, we established the dip

Technology Institute for the pursuit of research and real-world implementation of the most advanced technologies. This was followed in May 2024 by the launch of dip AI, our interactive job search service. Additionally, to accelerate the use of AI within the company, we launched the company-wide “dip AI Force” in August 2023, realizing operational efficiency improvements that enabled us to create approximately 500,000 hours of time for sales activities annually in the fiscal year ended February 2025.

In such ways, we have brought constant evolution to the value that we provide in line with changes in the times. What is important is not to simply wait for changes in technology and the environment, but to identify those changes accurately and create new value ourselves.

History of Value Creation ▶ P21-P22

Materiality for the Realization of Our Vision —Challenges Faced by Japan’s Labor Market

A significant population decline due to a falling birthrate and aging population has left Japan facing the issue of a structural labor shortage. Moreover, average wages remain lower than in other major developed countries in the OECD^(*), and the issues of inequality and poverty have become increasingly serious.

To resolve these labor market issues, we are working to create diverse employment opportunities and promote the resolution of employment mismatches. We are also supporting companies in enhancing their economic productivity by leveraging technology to boost engagement and skills after recruitment. It is also important to respect diversity, including that of age, gender, and nationality, and to create an environment where everyone can work with vigor and enthusiasm. We have included these in our materiality, and we are working hard to realize a society in which everyone can experience the joy and happiness of working.

At the same time, we will also sustain our focus on “response to the climate crisis.” In the fiscal year ended February 2025, we achieved carbon neutrality (Scope 1 & 2). While continuing these efforts, we are now discussing ways of achieving net zero that includes Scope 3.

Materiality ▶ P31-P36

Progress in the Medium-Term Management Plan and Growth Strategy —Reacceleration of Growth Through Growth Investments

In October 2024, we undertook a review of our medium-term management plan (final year: the fiscal year ending February 2027). We will make strategic investments in new services, and, expanding our market share by strengthening our competitiveness, we will accelerate the medium- to long-term growth of sales.

The evolution of technology, centered on AI, presents major opportunities to address social issues that were previously difficult to solve. However, our competitors also have the same opportunities, so any delay in execution could mean the loss of competitive advantage. No matter how outstanding our ideas or technological capabilities may be, if we miss the right timing, the opportunity for growth will be lost. For this very reason, we will invest in the necessary domains at the right time, realize high sales and profit growth, and enhance the social value that we create.

In the previous fiscal year (fiscal year ended February 2025), we began a new challenge that we positioned as our “second foundation,” revolving around dip AI and Spot Baitoru. Our business results were sales of ¥56.3 billion (up 4.8% year on year) and operating income of ¥13.4 billion (up 5.0% year on year).

We have approximately tripled our sales in the past ten years and achieved growth in CAGR of approximately 11%. I want to take advantage of our superior position and, turning the dramatic evolution of AI into an opportunity, quickly realize double-digit growth every fiscal year. At the heart of our growth strategy to that end are (1) dip AI, (2) Spot Baitoru, and (3) evolution toward a solution-based sales organization. I will describe the main points of that strategy and our progress below.

① dip AI — From “search” to “dialogue.” And evolving into “remaining connected.”

Whereas Baitoru is centered on a search model, dip AI is an interactive service that uses dialogue to propose jobs that match the potential needs, future dreams, personality, and special skills of each individual applicant. I am confident that dip AI will bring about a major revolution in the future labor market. Allow me to explain my reasons for this.

The first is that the accuracy of matching will be greatly improved. To improve accuracy, it is imperative to collect the most up-to-date and detailed information about users and client companies. We have 1.27 million or more job postings, the largest number in the industry, and our approximately 2,000 sales staff collect and accumulate accurate, abundant company-side data on a daily basis. We also use workplace information collected by sales employees that is not included in job ads to match jobseekers to employers. In addition, we possess an abundance of high-quality data on users who search for jobs through our recruiting media. Leveraging this proprietary data, dip AI will not only support users in selecting job offerings, but it will also provide proposals and advice about the jobs and work-styles that best suit each individual. This will improve employment rates through higher matching accuracy, leading to the expansion of earning opportunities.

The second is that we will be a presence that remains connected to users and client companies. Going beyond the temporary connection of “job selection” as seen in the past, dip AI will remain close to and support users for the entire process from application to interview and employment, including preparation of CVs and scheduling of interviews.

The very thing that this will realize is “users and client companies remaining connected with our services,” which is what dip’s proprietary AI platform is all about. Going forward, we will use data to integrate services that had previously been

managed individually and simultaneously improve convenience for client companies and expand employment opportunities for users.

② Spot Baitoru — Based on trust, achieving a “triple win” for all three parties by making the people who work, the companies, and society happy

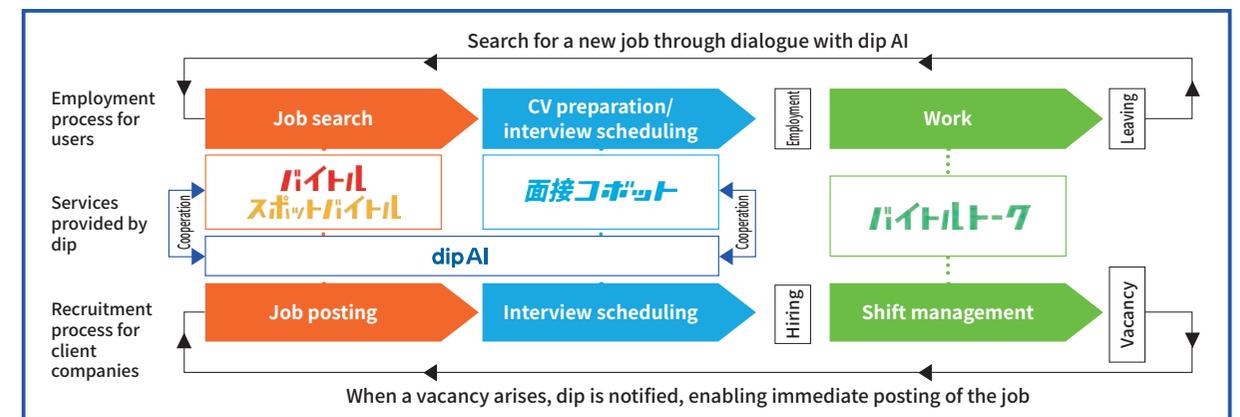
In October 2024, we launched Spot Baitoru, a job-matching service that connects people seeking spot work with employers in need of spot workers.

In the spot work industry, society’s attention is currently focused on the issues of employer-initiated cancellations and unpaid wages in spot work arrangements. This is in reference to cases where, at major spot work intermediaries, workers were not being paid the equivalent of their wages even when the job was unilaterally canceled by the employer just before the work was scheduled to begin. In principle, the statute of limitations on wages claims including employer-initiated leave allowances is three years.

This is a topic that we must address with the utmost seriousness. Employment, even before being a corporate mechanism, is fundamentally a matter of people’s livelihoods. No matter how convenient a platform may be, any structure that would disadvantage workers should not be permitted to remain in place.

Since March 2025, when we became aware of this problem, we have been billing the employers for 100% of the equivalent wage amounts and paying them to the users. Prior to that, if users lost the opportunity to work for a similar reason, we paid

dip’s Proprietary AI Platform



them the equivalent wage amounts at our own expense. In June 2025, we published an opinion ad stating, “We want to make spot work more user-first,” clearly indicating our stance on this issue. Subsequently, in July, the Ministry of Health, Labour and Welfare clarified in a leaflet that “in first-come-first-served matching in spot work, employment agreements are established at the point of application.”

What we have always valued above all else is our relationships of trust with users and client companies. Without those relationships, no technology would have any meaning. Right now, the very essence of that trust is being tested. Of course, compliance with laws and regulations is important. However, compliance on its own is not enough. What matters is corporate ethics. As a company that employs people and connects people to companies, we must always think from the perspective of the people who work. This stance is our starting point and our foundation for earning the trust of society. From the three perspectives of compliance, governance, and reputation, we will protect both workers and companies and improve society in a sound manner. In this way, we aim to achieve a “triple win” for all parties by making the people who work, the companies, and society happy. Based on this approach, we will build long-term relationships of trust with the people who work and the companies.

Spot Baitoru has three other strengths in addition to the above. The first is the diverse and extensive user base of existing services cultivated and built over the 29 years of business operations since our founding, a customer base of approximately 150,000 companies, and the expertise and teamwork of over 2,000 direct sales employees. The second is that we are the only provider of both shift and spot employment services. This enables us to meet the needs of users with diverse intentions, and client companies are able to increase their recruitment power by using both services. The third is our unique “Good Job Bonus” feature. At the end of every shift, the employer (company) evaluates the worker’s performance. To workers with a “Good” rating, dip pays a bonus in addition to their hourly wages. In this way, we are working to improve the treatment and status of part-time workers based on the “user first” principle, which is part of our philosophy.

In addition, in February 2025, we released “Baitoru Talk,” a communication app for part-time workers

and store managers that is equipped with features for the collection of shift requests and coordination of shift swaps. The number of stores adopting the app and the number of users are both steadily expanding. Users can complete shift adjustments on the app, and store managers can post jobs for shift and spot hires with a single click. In future, we plan to also link our Baitoru service for shift hiring to the app.

While taking advantage of these strengths, based on long-term relationships of trust, we will achieve a “triple win” for all three parties by making the people who work, the companies, and society happy. In doing so, we will expand our share of the spot work market and become No. 1 in the industry.

③ Evolution toward a solution-based sales organization — To become a “Labor force solution company”

In June 2025, we underwent the largest organizational reform in our 29-year history, reorganizing our sales structure from one based on customer sizes and geographical areas to one based on industrial sectors. This reform was a significant decision for the full-scale realization of our vision of becoming a “Labor force solution company.” Although we have only just begun this journey, we aim to become a presence that will help resolve society’s fundamental challenge of labor shortages by combining the strengths of people, AI, and DX alongside our client companies. The “solution company” we aspire to be is one that collaborates with client companies to solve their challenges while also standing alongside the people who work there. We will place even greater importance on the principle of “user first.” By embracing all manner of issues related to people and companies in recruitment, personnel, labor, and DX, we will evolve into a company that functions as a member of our client companies’ personnel departments. Rather than viewing issues as isolated points, we will consider them in a more comprehensive light and use the power of data and AI to evolve corporate management itself. This is precisely the new shape of dip. Our client companies have already told us of their expectations, telling us how much they appreciate how we share industry examples and expressing their desire to consult with us on issues other than recruitment as industry professionals. I hope your expectations for the evolution of dip are as high as ours.

▣ | Medium-Term Management Plan and Growth Strategy ▶ P49-P53

Human Capital Initiatives

—Our Belief That “People Are Everything, People Are Assets”

The greatest source of support for our growth is our people. No matter how much technology evolves, ultimately, it is the power of people that creates value, and the belief that “people are everything, people are assets” lies at the heart of our management. The philosophy is the foundation of that belief, and it is every one of our employees who creates value.

In the fiscal year ended February 2025, our staff turnover rate was 19.9%. Factors behind this result included the impact of workstyle changes in March 2024 that made working in the office the general rule, as well as the high rate of resignations by the generation that has spent the majority of their university and working lives online due to the COVID-19 pandemic. Also, amid the growing diversification of values, some employees felt anxiety about skill development and their careers. The management team is taking this high turnover rate seriously, and we are taking steps to develop an environment where our people can feel both a sense of fulfillment in their current work and hope for their future, and where they can feel reassured while demonstrating their skills to the full.

One such step is our transition to a solution-based sales organization. In addition to what I have described above, we have one more key objective in this transformation. That is to enhance the value of each and every one of our employees. By refining our industry knowledge, expertise in recruitment, understanding of laws and regulations, and DX insights, we will build a group of professionals in the solution of labor force issues. Employees will grow, companies will gain trust, and society will develop with soundness. Creating this virtuous circle is the essence of a “Labor force solution company.”

Furthermore, we revised our personnel system to ensure that not only results but also effort are properly evaluated, and implemented a structure where compensation is determined according to the level of responsibility assumed. We have also introduced a method of evaluating actions based on the Founder’s Spirit, which is the core of our philosophy. This initiative truly exemplifies the manifestation of philosophy as an organizational practice. In addition, progress is being made in the revitalization of

communication among employees through the consolidation of our offices and in productivity improvements through operational reforms with the use of AI.

These efforts are steadily showing results, with the engagement index rising to 3.73 (December of the previous fiscal year: 3.59 out of 5 points). The turnover rate has decreased.

By embodying the philosophy, dip’s employees are gaining a sense of fulfillment and happiness by feeling that they are contributing to our users and client companies, and they are engaging in their day-to-day duties with high motivation. With progress being made in strengthening the foundations of human capital, we anticipate hiring 1,000 new graduates in the fiscal year ending February 2027. We will vigorously pursue our growth strategy with the power of our people and aim to maximize the value we provide to society, as well as realizing high, sustainable growth.

▣ | Human Capital Strategy ▶ P71-P77

Paving the Way to the Future and Creating a New Era —“Working for The People Who Work”

“Working for The People Who Work.” This is dip’s mission. For many people, work is the center of their life, and when working makes them happy, it elevates the happiness of their entire life. We have a corporate philosophy of closely supporting people who work through the provision of user-first services and continuing to be a presence that improves society. Executing strategies based on the dip philosophy, is the source of corporate growth. By realizing high growth through philosophy-based management and enhancing corporate value, we will meet the expectations of not only the people who work and the companies that employ them, but also our shareholders and investors. We humbly ask for your continued support.

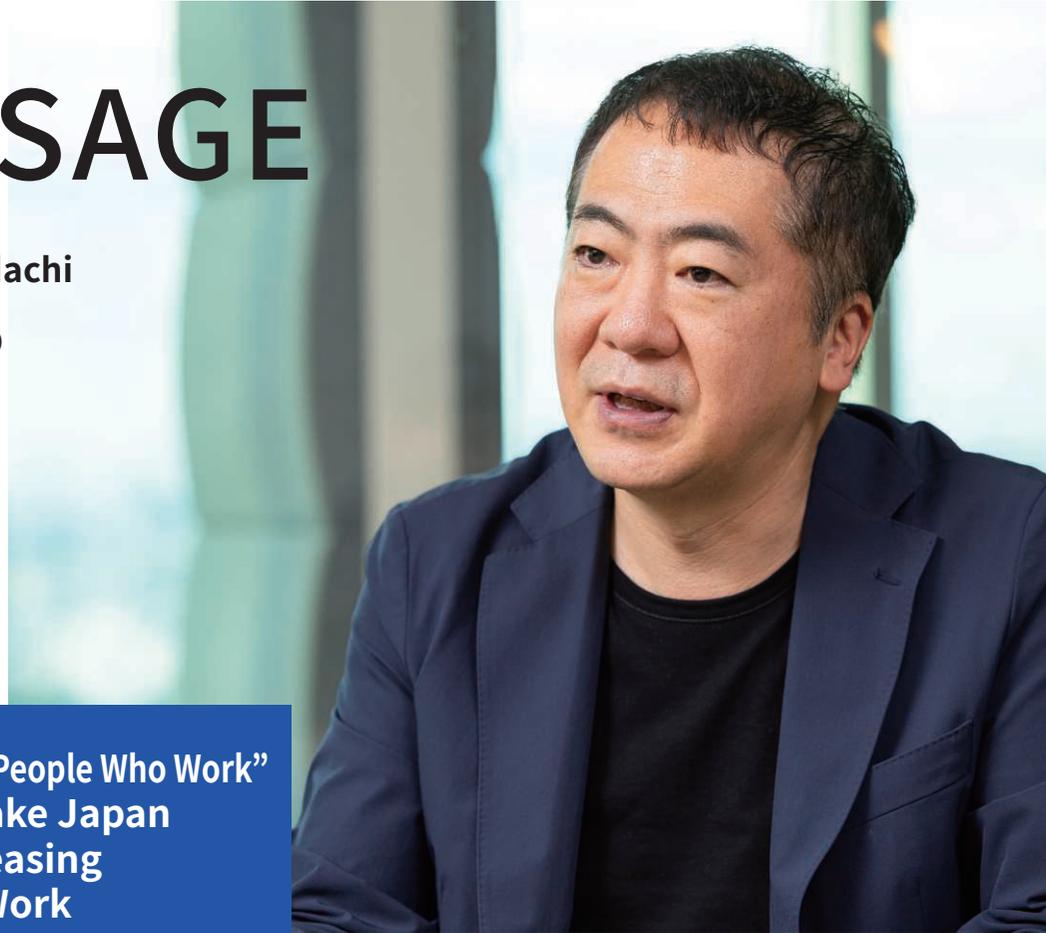
富田英揮

dip Corporation Representative Director, President and CEO

COO MESSAGE

Masatsugu Shidachi

Representative Director,
Chief Operating Officer (COO)



**“Working for The People Who Work”
—Hoping to Make Japan
Happy by Increasing
Happiness at Work**

—As COO, Standing at the Forefront of
Innovation and Execution—

My Role as COO and Where I Am Now in My 6th Year in the Position

After first becoming involved with dip as an Independent Outside Board Director in 2019, I was appointed COO in 2020 and am now entering my sixth term this year. Before my appointment, I was worked in internet services development at Yahoo Japan Corporation (currently LY Corporation). In 2012, I became an executive officer of the

company, after which I fulfilled a variety of roles, including as the officer responsible for the advertising and media business and the data division, general manager of the President’s Office, and Corporate Group CIO. In my involvement across a wide range of domains, including management and business promotion, data utilization, and governance, I dedicated myself to improving society through data technologies. I am now leveraging these experiences and insights to promote dip’s management and businesses.

My role at dip is to chart a course toward the realization of the company’s vision and to evolve its businesses through the power of technology. I have led the formulation and execution of the sustainability strategy and the medium-term management strategies, “dip 2025” and “dip 30th,” and I have also been a driving force in company-wide business operations as the person responsible for execution of strategy.

The first task I took on after assuming this position was DX and AI utilization within the company. I set up the “Multiplication Project” to promote in-house DX in 2020, introduced Slack, Box, and Zscaler, and integrated information distribution by linking Box and Slack. In 2023, I launched the company-wide “dip AI Force,” and by appointing AI ambassadors to each department, I succeeded in establishing a culture in which the frontlines utilize AI themselves. Further, I led the AI-Agent business that we launched in 2023, as well as the release of dip AI in May 2024. In addition to internal reforms, we have been quick to utilize AI in business development, positioning “AI utilization capabilities” at the core of the company’s competitiveness.

Through this series of innovations, the speed at which we are able to execute strategies across the entire organization has increased exponentially.

We have reached the halfway point of our mid-term management plan, and in the pursuit of realizing our vision, and we will continue to challenge ourselves to create exponential value through the use of AI.

Evolution of Product Development and Utilization of AI

We are currently working on the construction of dip’s proprietary AI platform, where users and client companies will remain connected with our services. Our plan is to develop our individual products, including dip AI, Baitoru, Spot Baitoru, Interview Scheduling KOBOT, and Baitoru Talk, into such a “platform for continued connection.”

In this product development, a framework that enables rapid repetition of improvements through the integration of services and data is essential. Rather than delaying releases in pursuit of perfection, we deliver services in the smallest possible increments and iteratively improve based on feedback from users and client companies. To instill this mindset, we have adopted an agile development*1 framework using scrum teams*2 and an integrated manufacturing and sales system. A culture has started to take root in the company in which our developers engage directly with clients to rapidly test and refine hypotheses. Moreover, the use of AI in product development has significantly reduced development work-hours and development costs. As a result, we have been able to keep software investments down to the same level as the previous year, while investing in new services.

In addition, to ensure that our AI platform allows users and client companies to continue connecting with our services, governance that enables the safe and responsible implementation of AI in society is essential. We will increase the speed of development, while reducing risks and establishing ethics at the same time. The use of AI technology raises numerous issues internationally, and it is essential to address them with social responsibility in mind. Here at dip, we have continued to consider how we can reduce the risks that are specific to business domains related to human resources and how to secure trust. As a core part of those deliberations, we established the AI External Advisory Committee, comprising external experts, in August 2024. This committee makes recommendations from standpoints that do not belong to any specific organization within the company, and the Board of Directors bases its decisions on those recommendations. Based on the committee’s discussions, we formulated the AI Utilization Policy in September 2025.

We have also significantly accelerated our use of AI in-house. This use of AI within the company is directly linked to the improvement of productivity. In the fiscal year ended February 2025, we achieved a reduction of approximately 500,000

hours of operations through the use of AI. Notably, the time saved on sales administration tasks was redirected toward sales meetings with clients. With the introduction of a job posting creation and editing tool, we reduced the cost of outsourcing advertisement production by approximately ¥300 million per year compared with the fiscal year ended February 2023. In the fiscal year ending February 2026, we aim to achieve a year-on-year productivity improvement of 10% or more through AI analysis of business discussion content and streamlining of preparatory work.

Advances in technology also lead to the strengthening of human capital. The establishment of a competitive advantage for our products and the improvement of productivity through technology will boost the confidence of sales staff when making proposals to clients and lead directly to the maximization of results. As a result, I am confident that employees' sense of contribution and self-efficacy will increase, leading to an improvement in retention rates and enhanced compensation.

Review of Medium-Term Management Plan and Issues

In October 2024, we undertook a review of our medium-term management plan (final year: the fiscal year ending February 2027). Changes in the market environment were behind this review. When we first formulated the plan (announced in November 2023), we assumed a moderate market expansion, but actual market growth was weaker than anticipated. In addition, we have decided on a policy of accelerating the expansion of market share by proactively investing in Spot Baitoru, which is currently undergoing upfront investment, with the aim of strengthening competitiveness. Reflecting this policy, in April 2025, we reviewed the numerical plans for the final year of the medium-term management plan (the fiscal year ending February 2027). We revised the initial sales target of ¥78.0-85.0 billion to ¥65.0 billion and the operating income target of ¥20.0-25.0 billion to ¥17.0 billion.

On the other hand, even in an environment where the new-job-to-applicant rate (Ministry of Health, Labour and Welfare "Employment Referrals for General Workers") declined compared to the previous fiscal year, our human resources services grew by 3.9% year on year, and we have steadily expanded our market share.

Also, as described in last year's Integrated Report, in light of the downgrading of our full-year performance forecast for the fiscal year ended February 2024, we clarified anew the roles and strategies of new and existing businesses. We proceeded with the streamlining of the profit structures of existing businesses, and made investments to ensure new businesses grow as quickly as possible into businesses that are drivers of sales companywide. As a result of these efforts, operating income in the fiscal year ended February 2025 was ¥13.4 billion. If we exclude the ¥3.6 billion negative impact on profit of upfront investments for growth, operating income exceeded ¥17.0 billion (operating income margin of 30.2%), surpassing the pre-COVID operating income of ¥14.3 billion (the fiscal year ended February, 2020). This indicates that our inherent earning power has not weakened compared to before the COVID-19 pandemic.

To achieve the mid-term management plan targets and realize sustained high growth, it is essential to accurately and swiftly grasp changes in the labor market. Furthermore, assuming the advancement of technologies including AI, the ability to respond flexibly to intensifying competition is crucial. Instead of relying on a single vision of the future, we assume multiple scenarios as we assess the impact on our medium- to long-term strategies by continuously examining the external environment, including market trends, competitive conditions, and changes in policies and regulations. We will deepen our discussions at both the execution level on the frontlines and in the Board of Directors, and through management decisions that anticipate change, we will enhance our potential for sustainable growth and increase the probability of achieving our management targets.

Bringing profitability to the new businesses in which we are making upfront investments is another of the most important challenges for the

company. Establishing a competitive edge in both customer experience and data utilization is key to unlocking the next stage of growth, as we aim to rapidly realize our proprietary AI platform that "maintains continuous connection with users and customers."

We have approximately tripled our sales in the past ten years and achieved growth in CAGR of approximately 11%. Leveraging the power of technology to support our business, we will work to improve the medium- to long-term growth rate to realize double-digit growth every fiscal year at an early stage.

Leading the Way in Executing Transformation

Changes in the market and technologies are progressing at a faster pace than anticipated. It is for this very reason that we must transform a sense of crisis into a driving force for growth and continue to evolve together with our employees. While securing the earning power of our existing businesses, we will make appropriate growth investments for the future and steady investments in our people, including new personnel systems and evaluation systems. With this determination in my heart, I will continue to embrace challenges without fear of change.

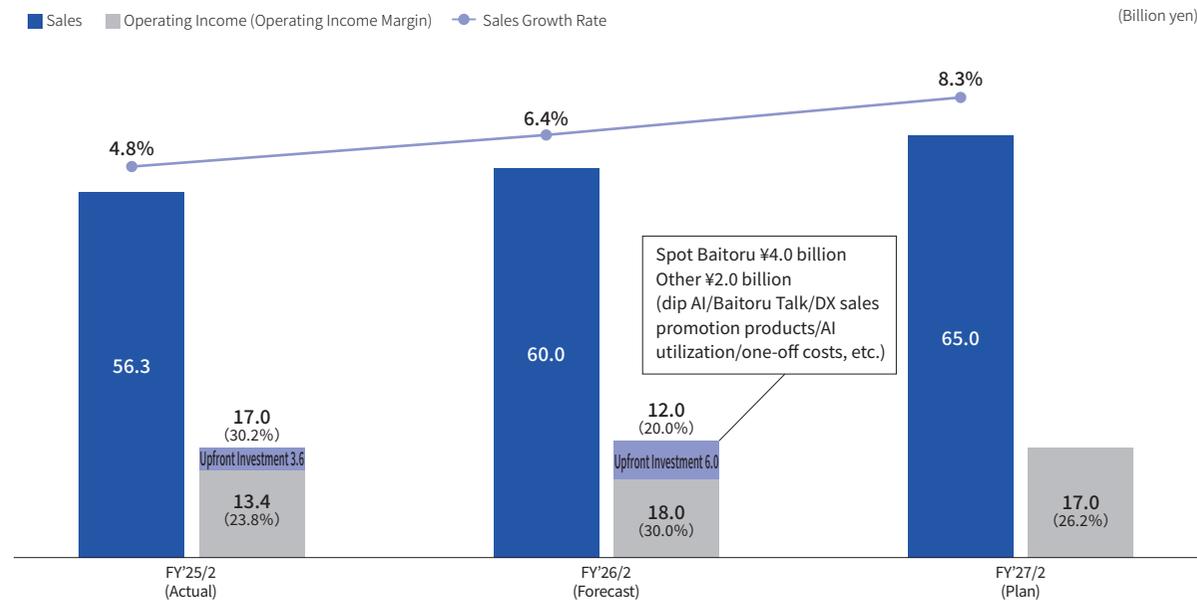
Amid the rapid evolution of technologies such as AI, solutions to social issues that have previously been difficult to solve are starting to emerge. "Working for people who work"—We will never stop moving forward to realize a society in which everyone can experience the joy and happiness of work.

We will aim to achieve sustainable growth while moving forward together with all our stakeholders, including shareholders and investors. We sincerely ask for your continued support.

*1 Agile development: A method of delivering value quickly through short iterations and refining designs while learning
 *2 Scrum teams: Small, self-managed, and cross-functional teams consisting of a product owner, scrum master, and development members

Masatsugu Shidachi
 dip Corporation
 Representative Director and COO

Progress of Medium-Term Management Plan



Chapter

02

Value Creation Model

With the aim of realizing a “society we aim for,” we have made human capital connected with the Philosophy the foundation of value creation. Starting from initiatives to instill the Philosophy, we will explain our mission to be fulfilled, specific actions to be taken, and the model of value creation generated through our efforts to solve social issues.

- 17 Philosophy-Based Management
- 19 Business Outline
- 21 History of Value Creation
- 23 Value Creation Process
- 27 Value Creation Through Embodiment of the Philosophy
- 31 Materiality



Message from Top Management

Value Creation Model

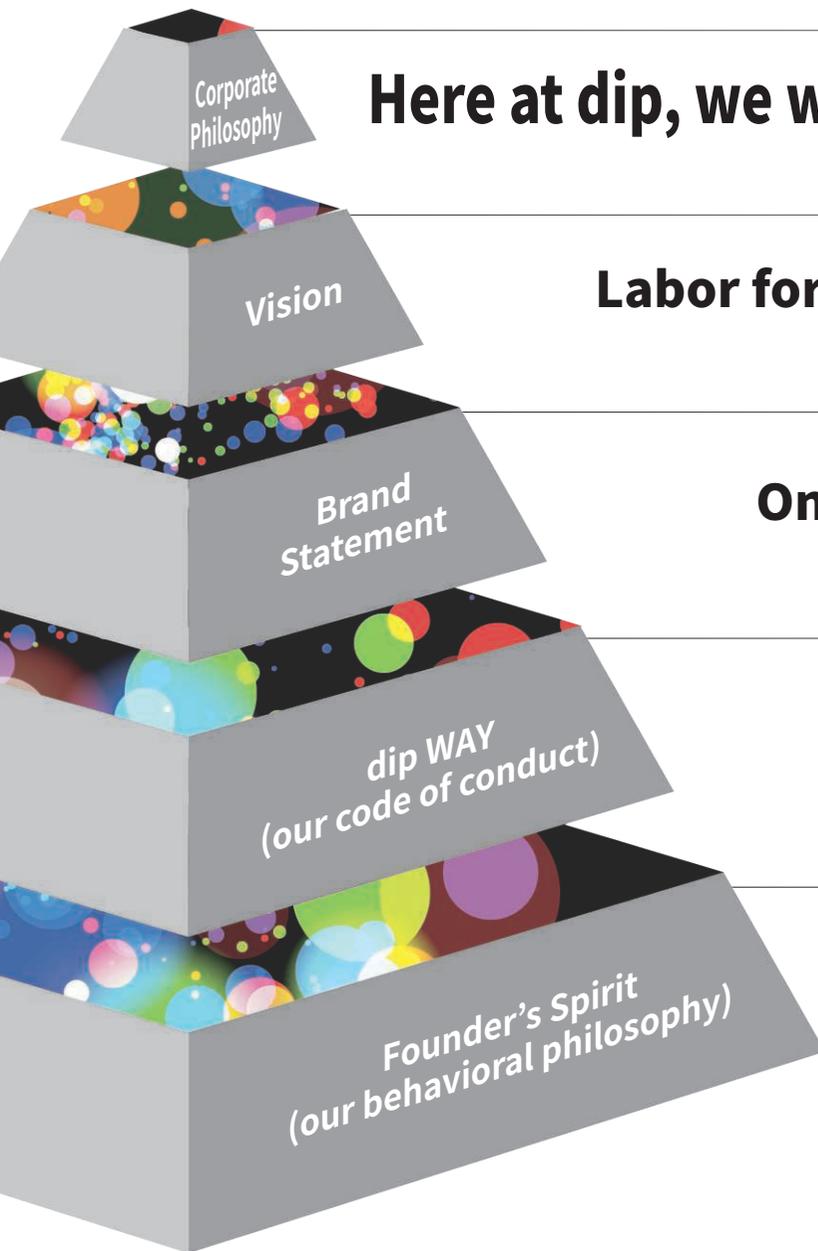
Value Creation Strategy

Foundation that Supports Value Creation

Data Section

Philosophy-Based Management

Nurtured by the history of dip's various challenges and born over the course of overcoming various hardships, the Philosophy forms the foundation of our management strategy and the starting point to which our executives and employees constantly return. The Philosophy provides the driving force for dip's rapid growth and has been the impetus for a range of innovations.



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

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.

One to One Satisfaction

We pursue 'user-first' services that are accessible to each and every one of our customers. We will achieve 'No. 1 satisfaction' for everyone involved in our business. Based on the belief that 'people are everything and people are assets,' we aim to be 'No. 1 in employee well-being.'

dream

We have our own dreams. We talk about our dreams. We strive to make our dreams come true. We never give up along the way.

idea

Ideas are the source of growth and development. We will create a free and vigorous corporate culture overflowing with diversity and as innovators in the field, we will pursue the creation of valuable services.

passion

Being passionate about our work encourages the people around us to be passionate. Praise one another generously, celebrate joy, recognize worry, encourage each other and discuss everything. Maintaining unity, we continue to win the victory through our teamwork and leadership.

01 See tough situations as opportunities.

Turn difficulties into opportunities through a change in mindset. Under every circumstance, be vigilant; don't let your guard down. Take a bird's-eye view of things from every angle and then pioneer your own way.

03 Never give up.

With a strong will and dedicated action, keep going. Never give up. If you fail, learn. Complete greater achievements.

05 Enjoy your work, enjoy your life.

It is our goal that every employee enjoys both work and private life, and leads a happy life, fulfilled both physically and mentally.

02 Continue to take on new challenges.

No matter the situation, do not be afraid of failure; persevere boldly. Solve social issues as an innovator with the spirit of a pioneer.

04 Go beyond expectations.

Do not just accept, think and drive value from your own ideas. Exceed expectations. Propel your own growth.

06 Each employee has a role to play in creating dip.

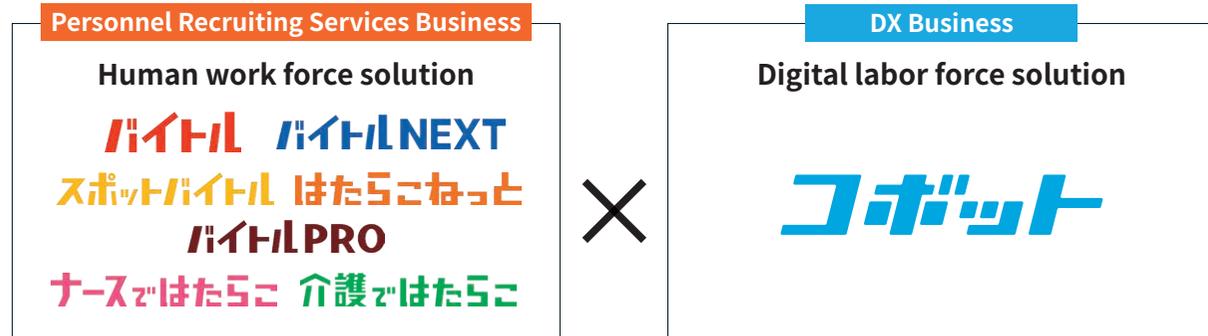
Cultivate your individuality in the philosophy we share. Make your mark in building our future.

Business Outline

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.

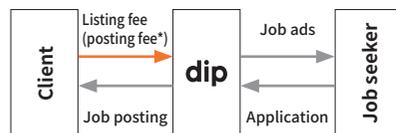


We support the recruitment and utilization of human resources that underpin core corporate activities through the provision of job advertisements and recruiting services.

To contribute to the greater adoption of DX among mid-tier enterprises and SMEs, we offer “KOBOT,” a DX product utilizing software-as-a-service (SaaS), which is easy to introduce with simple functions.

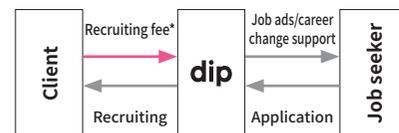
Business Models of Major Services

Media Service (Baitoru, Baitoru NEXT, and Hatarako.net)



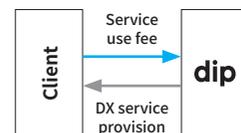
* A model in which a job posting fee is paid based on the length of time a position is posted on our website.

Permanent Placement Service (Nurse de Hatarako and Nursing Care de Hatarako)

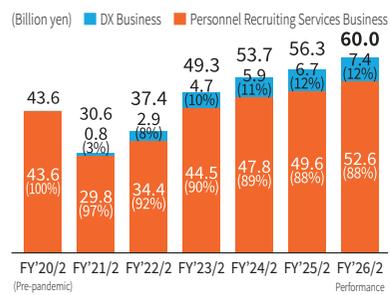


* A model in which a commission is paid at the time of employment after the employment decision is made through our staffing service.

DX Service (KOBOT)

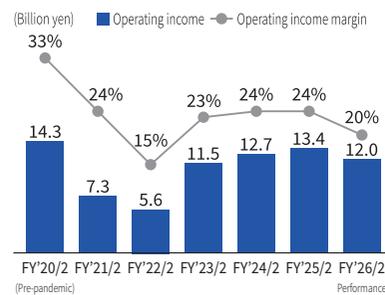


Sales



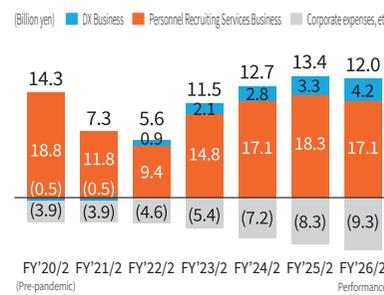
For FY'26/2, we expect sales of 60.0 billion yen as we promote dip AI and evolution toward a solution-based sales organization, including Spot Baitoru.

Operating Income/Operating Income Margin



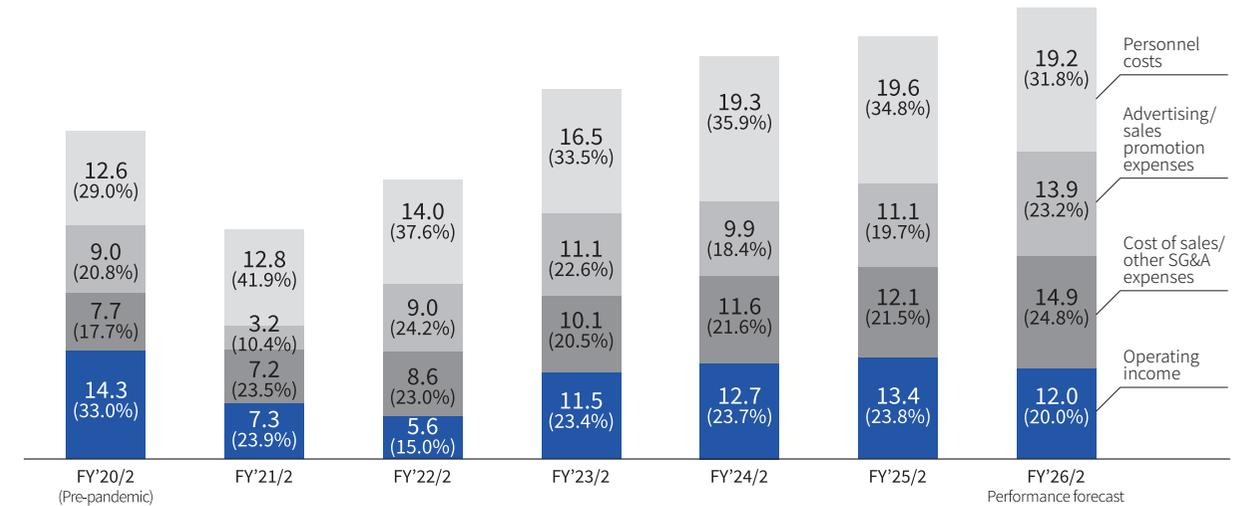
For FY'26/2, we plan to invest a total of 4.0 billion yen, mainly in advertising expenses and human resources and development expenses, as upfront investment in Spot Baitoru, and as a result, operating income is expected to decrease year on year.

Segment Operating Income



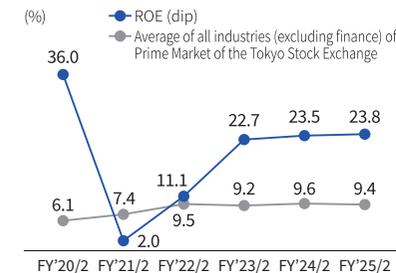
Cost Structure and Sales Ratio

(Billion yen)

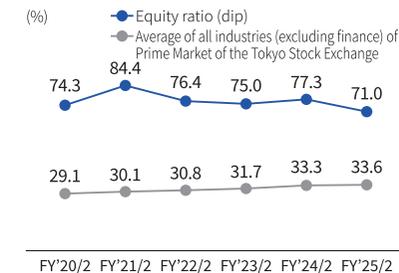


Note: The figures for periods prior to FY'22/2 are estimates based on the revenue recognition standard.

ROE

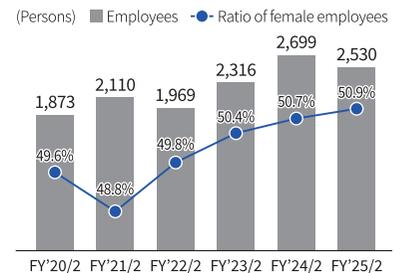


Equity Ratio



Employees

(including temporary and part-time employees)



Assessment of ESG Management

Selected as a constituent of all indexes linked to ESG investment that are adopted by the Government Pension Investment Fund (GPIF)





History of Value Creation

Dreams, ideas and passion. dip began with the desire to work for the benefit of workers and to make society a better place by harnessing these three driving forces.

Since then, through the provision of job listings via the internet, dip has supported the recruitment and use of human resources by client companies, and engaged in business with the aim of creating a society where every job seeker can work with vitality. Now dip's business also supports corporate DX to enrich people's work.

1997 Foundation 2001 Development 2009 Revolution 2013 Expansion 2019 Evolution 2024 Innovation

At a time when job information was provided mostly through print media, the Company launched internet-based job information services to deliver the quantity and type of postings required by job seekers ahead of others.

► Overcoming difficulties in raising funds

1997 dip Corporation founded
Chancing to see a program on Japan Incubation Capital, a fund established by Mr. Nambu from Pasona Group and Mr. Son from Softbank to assist young entrepreneurs, dip CEO Hideki Tomita submitted his business plan. It was approved and he was able to secure funding and a workspace at Pasona's office from which, at last, he was able to establish dip Corporation.



Pasona Group CEO Mr. Nambu (Right) and dip President & CEO Tomita (Left)

On the back of growing number of mobile internet users, we requested all mobile carriers to post Baitoru and Hatarako.net on their official sites, which made job selection process more efficient.

► Realizing the necessity of independent business model

Dec. 2003 Received notification of cancellation of partnership with Yahoo Japan Corporation
Three days before the scheduled listing on TSE Mothers, Yahoo Japan abruptly informed dip of the termination of their partnership. Although becoming a listed company had been a long-cherished goal, given the circumstances, the extremely difficult decision was taken to postpone the IPO. We had originally planned to hold a party onboard a yacht to celebrate the IPO. Instead, the party was held as a graduation party from Yahoo Japan, and together all the employees renewed their determination to grow the business without further assistance from Yahoo Japan.

► Creating a unique corporate culture

Apr. 2006 Started large-scale recruiting of new graduates
In the ten years since being established, dip had become a listed company and developed a sound and independent business model. During this time we had placed the focus on the development of sales know-how. But at this point we started large-scale recruiting of new graduates in order to hire and train staff who would create a unique corporate culture. Approximately 200 new graduates were hired against a little more than 350 existing employees. These employees who would inherit the corporate DNA were the most critical assets that would drive the fantastic path of growth on which we were about to embark.

We launched a site specializing in job change information for nurses to address the labor shortage in medical and nursing fields, where social needs continued to grow.

► Facing the global financial crisis with the power of all employees

2008-2009 Faced the most critical challenge in the Subprime Crisis
As one by one our competitors underwent massive restructuring in the aftermath of the Subprime Crisis, we continued to hold fast in the belief that the best way to overcome difficulties was through the combined effort of our most important assets, the employees. Companywide cost-cutting measures were implemented, and with great reluctance, we also reduced the salaries of managers and transferred some employees. We broadcast TV commercials to encourage the dispatch agencies and dispatch employee community that had been painted in a negative light due to extreme media coverage of the "Haken Mura." Our market share increased, and through the concerted effort of all of our staff, we were able to turn difficulties into opportunities.

Rebranded Baitoru Employee as Baitoru NEXT to encourage part-timers to try moving on to the next stage

► Committing to move forward as an entity that strives to create a better society

Dec. 2013 Listed on the TSE First Section
With the combined effort of all of our staff members, we were able to see off the Subprime Crisis, and reach the long-cherished goal of listing on the TSE First Section. We made a new start with a message from President Tomita. 'I think this is a valuable stage on which we must aspire not only to generate large sales and profits but also to create a better society.'



2013.05 Launched Raise the Salary Campaign

Against the backdrop of a serious labor shortage, we launched DX services, in addition to recruiting support services, in our effort to contribute to solving various issues facing the labor market.

► Solving various problems in the labor market with human resource services and DX services

Apr. 2019 Launched DX business
We took the decision to expand beyond the job advertisement media business, which supports personnel recruiting through job ads, and launched a new business to develop and provide services leveraging DX. We leveraged DX technology to evolve into a 'Labor force solution company' that was able to offer new ways for our clients to meet their challenges and innovate solutions to the societal problems facing Japan today and tomorrow in the labor market.



2020.03 Launched financial assistance for fixed-term workers during closures due to COVID-19



2021.07 Launched Vaccine Incentive Project

In view of the fact that only a few percent of job seekers who visit job search sites are successfully hired, we aim to drastically increase the hire rate with dip AI, a service that utilizes generative AI.

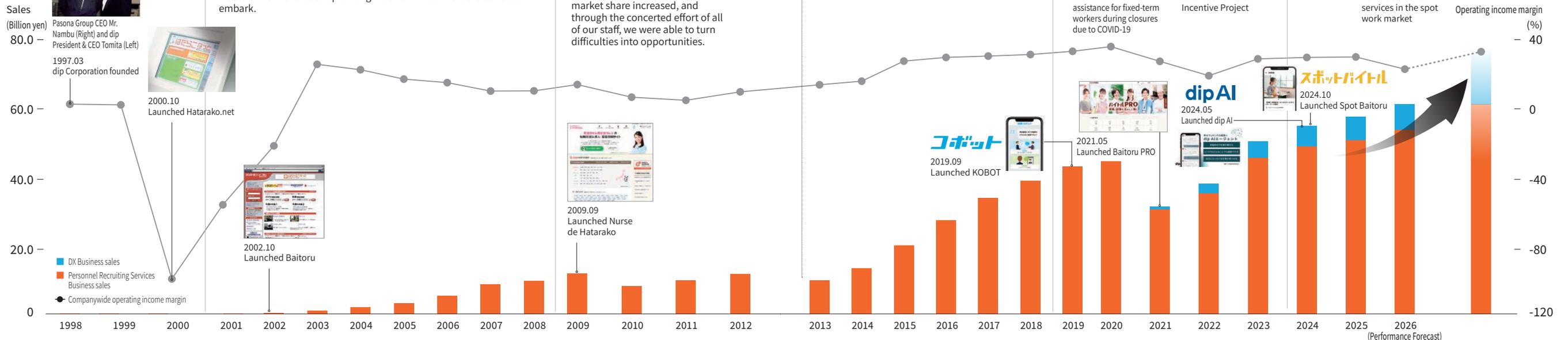
► Further advancing services and businesses by leveraging AI and technology

May 2024 Released dip AI
We took advantage of the rapid development of AI technology and launched dip AI, Japan's first interactive job search service that utilizes generative AI.

Oct. 2024 Launched Spot Baitoru
We launched a new service in the spot work market by leveraging the experience and know-how we have cultivated in the part-time job recruiting space over many years.



2026.06 Pursue user-first services in the spot work market



Value Creation Process

At the heart of dip's value creation is the Philosophy. With the Philosophy as our axis, we strategically invest in the six materialities that lead to sustainable improvement in corporate value while solving social issues to realize our vision. These are the issues that we focus on while conducting our business activities. Leveraging our strength in human capital connected with the Philosophy, our business activities create value through our combined capabilities of service development, promotions, and sales. The power of data and technology accelerate our progress and help continue to create high social and economic value.



Materiality ▶ P. 31

Business Materiality

- Creation of diverse employment opportunities
Elimination of employment mismatches
- Enhancing human capital and economic productivity
Creating rewarding workplaces
- Promotion of DEI
Respect for human rights
- Response to the climate crisis

Management Foundation Materiality

- Strengthening human capital connected with the Philosophy
- Strengthening governance

Source of Value Creation (FY'25/2)

Financial capital	Robust financial base
	Total assets ¥50.5 bn
	Equity ratio 71.0%
Human capital	Human capital connected with the Philosophy
	Employees 2,530
	New graduate hires 315
	Mid-career hires 56
Social and related capital	Diverse user base Customer base supported by strong relationships External partners that foster collaborative creation
	Customer base 150,000 companies
	Companies in which we have invested 22
Intellectual capital	Sales know-how/expertise in developing original services and functions
	Number of patents (including pending applications) 17

Business Activities ▶ P. 25

Value creation system

Human capital connected with the Philosophy
dream idea passion

Personal recruiting services business | DX business | New businesses

Value to Be Created

Social value

- Increase the number of employment opportunities for diverse human resources by expanding the options for work styles and careers
- Increase the number of workers who can demonstrate their capabilities and work with a sense of reward and a high degree of well-being
- Strengthen human resources through worker engagement and skill building
- Improve working conditions of employees and create job satisfaction by improving corporate productivity
- Promote operational efficiency and facilitate innovation through the use of AI and DX
- Promote gender equality and increase employment rates for people with disabilities and senior citizens
- Reduce the number of workers whose human rights have been violated
- Contain the climate crisis and expand the share of renewable energy
- Reduce the loss of employment opportunities for people who have been affected by the climate crisis

Economic value (FY'27/2)

Sales	¥65.0 bn
Operating Income	¥17.0 bn
ROE	30%

dip Philosophy, Which Lies at the Heart of Value Creation

Corporate Philosophy Here at dip, we want to tap into **dreams, ideas and passion** to create a better society.

The subject of our Corporate Philosophy is not simply “dip” but rather “we at dip.” Our strength lies in the fact that individual employees channel their dreams, ideas, and passion into making our vision a reality and achieving the ultimate goal of creating a better society. The vision inspires a sense of enthusiasm among employees and is the foundation for the creation of various new business and service ideas. Likewise, our willingness to tackle social issues head-on has earned us trust and support from our users and clients, creating the basis for long-term loyalty. Furthermore, a corporate culture that places importance on its social mandate attracts talented people and improves employee retention. Here at dip, we will continue to provide businesses and services that are beneficial to society, remaining true to our Corporate Philosophy and vision while adapting flexibly to changes in technology and society.

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.

Society undergoes constant change as technology advances at a rapid pace. In such a dynamic business environment, if companies simply repeat what went well in the past following the plan-do-check-act cycle, they will have difficulty seizing future opportunities. Swiftly responding to this change, we have created businesses and services that transcend traditional boundaries. At dip, our approach is to pursue new possibilities by tapping into dreams, ideas, and passion. For example, we entered the digital transformation (DX) business in 2019 by expanding the scope of the existing personnel recruiting services business. Anticipating significant labor shortages in the future, we set a new vision of being a “Labor force solution company,” and launched our new DX business in addition to our traditional personnel business. We launched the new business to provide services that automate manual processes.

Brand Statement **One to One Satisfaction**

We pursue ‘user-first’ services that are accessible to each and every one of our customers. We will achieve ‘No. 1 satisfaction’ for everyone involved in our business. Based on the belief that ‘people are everything and people are assets,’ we aim to be ‘No. 1 in employee well-being.’

The process begins with us having a deep understanding of, and empathy for, problems in the labor market through conversations with users and sales people, and identifying important problems for which society demands solutions, as dictated by our Brand Statement: One to One Satisfaction. With that firsthand knowledge, we then refine the concept of a new business or service from a user-first perspective and work together with clients to develop businesses and services that are highly valuable to users. This attracts users and clients, creating a virtuous cycle and generating the expansion of sales from fees (economic value) and resolution of social issues (social value) at the same time. For the embodiment of the Corporate Philosophy, we aim to achieve “No. 1 satisfaction” for users, clients, and society. For employees, we aim to be “No. 1 in employee well-being,” guided by the belief that people are everything and people are assets. That is exactly why we have been achieving success.

Nurtured by the history of our various challenges and born in the course of overcoming various hardships, the Philosophy at the heart of our value creation forms the foundation of our management strategy and the starting point to which our officers and employees will return at all times. This page explains how the Philosophy works in our value creation process.

dip WAY **dream**

We have our own dreams. We talk about our dreams. We strive to make our dreams come true. We never give up along the way.

idea

Ideas are the source of growth and development.

We will create a free and vigorous corporate culture overflowing with diversity and as innovators in the field, we will pursue the creation of valuable services.

passion

Being passionate about our work encourages the people around us to be passionate. Praise one another generously, celebrate joy, recognize worry, encourage each other and discuss everything.

Maintaining unity, we continue to win the victory through our teamwork and leadership.

Founder’s Spirit

1. See tough situations as opportunities.

Turn difficulties into opportunities through a change in mindset. Under every circumstance, be vigilant; don’t let your guard down. Take a bird’s-eye view of things from every angle and then pioneer your own way.

2. Continue to take on new challenges.

No matter the situation, do not be afraid of failure; persevere boldly. Solve social issues as an innovator with the spirit of a pioneer.

3. Never give up.

With a strong will and dedicated action, keep going. Never give up. If you fail, learn. Complete greater achievements.

4. Go beyond expectations.

Do not just accept, think and drive value from your own ideas. Exceed expectations. Propel your own growth.

5. Enjoy your work, enjoy your life.

It is our goal that every employee enjoys both work and private life, and leads a happy life, fulfilled both physically and mentally.

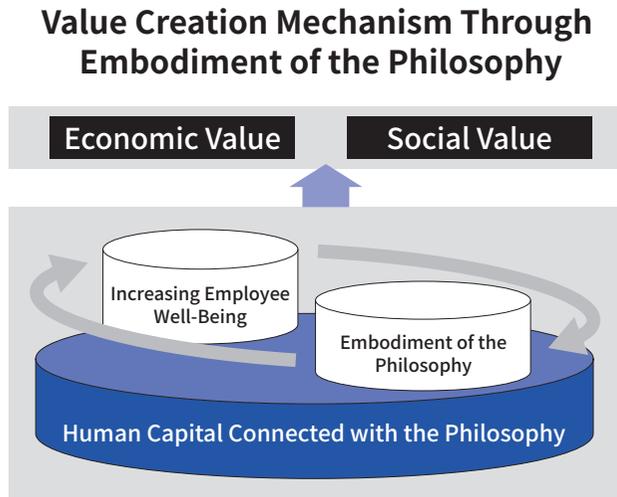
6. Each employee has a role to play in creating dip.

Cultivate your individuality in the philosophy we share. Make your mark in building our future.

The dip WAY and Founder’s Spirit serve as a code of conduct and a philosophy of action that have been cultivated by our founder Hideki Tomita and his employees as they have overcome various difficulties since the company’s founding. To create and maintain valuable businesses and services, we must squarely face difficulties, small or large, and overcome them by repeatedly trying, failing, and reflecting. Over the years, we have successfully overcome many difficulties. What has made it possible is that the dip WAY and the Founder’s Spirit have firmly taken root throughout the Company. The code of conduct and behavioral philosophy have been shared, helping not only individual employees but also the entire Company to evolve and grow. As such, they have played the essential role in our continued development. The dip WAY and the Founder’s Spirit have guided, and will continue to guide, employees to the next level as they take on new challenges every day.

Value Creation Through Embodiment of the Philosophy

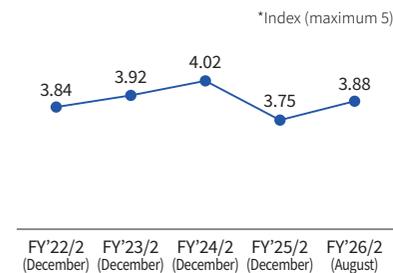
The Philosophy is our management philosophy developed by our founder Hideki Tomita through working with employees to overcome many years of difficulties and challenges. It also serves as the code of conduct for employees. Social and economic value is created by our employees embodying the Philosophy in the execution of their daily duties. Further, through that embodiment, employees feel the joy of work and a sense of their own personal growth and contribution to society. This enhances their sense of happiness and further promotes the implementation of the Philosophy. This cycle accelerates the embodiment of the Philosophy. As economic value expands further and investment in human capital progresses, the foundation of our organization is steadily strengthened.



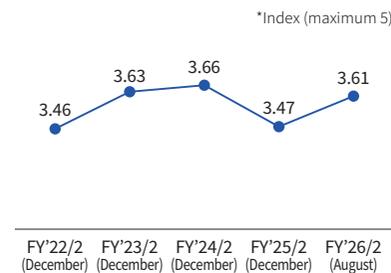
Initiatives to Promote the Embodiment of the Philosophy

Despite being an organization of approximately 3,000 people, it is precisely because the Philosophy lives in the hearts of each and every employee that we have been able to respond swiftly to change and continue to create social and economic value. We are working from three different angles to promote the embodiment of the Philosophy: recruitment, education, and dissemination. In these initiatives, our founder, Representative Director, President and CEO Hideki Tomita, places great importance on engaging directly with individual employees and continuing to talk to them about the Philosophy in his own words.

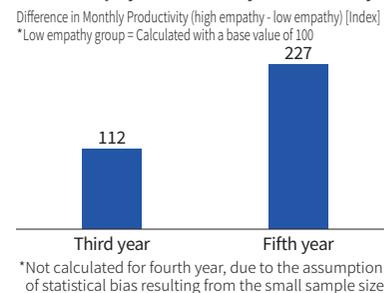
Trends in Empathy for the Philosophy



Trends in Employee Well-Being



Relationship Between Empathy for the Philosophy and Monthly Productivity



Philosophy-Based Recruitment

Hiring people who empathize with the Philosophy through a selection process that emphasizes the shared philosophy and aligned values

Since our founding, we have focused on hiring people who empathize with the Philosophy and valued an approach of “sparing no time and effort.” Many of our employees are actively involved in the recruitment process. They speak frankly to the applicants about the reality of their work in an effort to share their values and promote mutual understanding.



▲ Scene from the job offer ceremony

We have now built a framework in which the management team that leads each business plays a central role in identifying and continuously reaching out to the personnel who are essential to us. This is because we believe that the key to dip's further growth lies in the management team themselves welcoming colleagues who will work with us to create the future.

Another significant characteristic is that all our employees are aware that “each employee has a role to play in creating dip,” and they are sincerely engaged in recruitment activities. For our senior colleagues in particular, engaging in recruitment gives them an opportunity to reexamine what it means to work at dip and what the Philosophy is, which leads to their own growth.

Philosophy Training

Helping employees understand the principles and put them into practice (Training for new graduates, mid-career recruits, new managers, etc.)

As part of our human resources development based on the Philosophy, we place particular emphasis on the one-week orientation training for new employees held shortly after they join the company. In the training sessions, led by Representative Director, President and CEO Hideki Tomita, Board Directors and Executive Officers take the podium directly to talk about the history of the company and the future it aims to achieve. Our new employees deepen their understanding of the Philosophy by listening to the lectures and engaging in dialogue with their peers.



▲ President's lecture at new graduate training

It is the presence of those in managerial positions that supports a strong organization connected by the Philosophy. We place particular efforts on new manager education. We have put in place programs that systematically and meticulously develop the skills and approaches needed to practice management based on the Philosophy. The average age of section managers at dip is just 30.3 years, reflecting our deep-rooted culture of young people taking the initiative to lead the organization. Newly appointed managers take time to learn the ideal of management based on the Philosophy, and they grow as they put it into practice in the field.

Dissemination of the Philosophy

Reinforcing behavior and fostering the culture through opportunities to share and celebrate the embodiment of the Philosophy (General Meeting of Employees and Philosophy Contest)

The General Meeting of Employees is a key opportunity for employees from all over Japan to gather and share their progress over the past year and look to the future of the company. At the General Meeting, Representative Director, President and CEO Hideki Tomita goes over the activities and results of the past year and announces goals and management policies for the new fiscal year based on the Philosophy. Over the approximately five hours of the General Meeting, a variety of creative performances and passionate presentations are given, captivating and inspiring the employees in attendance. The final presentations of the philosophy contest, which honors the practice of the Philosophy, are also given at this event, with selection of the Grand Prize winner helping to increase motivation for the embodiment of the Philosophy.



▲ Scene from the General Meeting of Employees

With surprise appearances of celebrities who appear in our TV commercials and unexpected announcements, the venue is filled with cheers and enthusiasm, creating a sense of unity that is a true reflection of dip. The themes and policies announced at the General Meeting are immediately translated into specific strategies for each Group and business division and shared with all employees through videos, leading to their company-wide implementation.

Chain of Value Creation Through Embodiment of the Philosophy

Philosophy contest in-house award initiative

—1,066 entries in FY2025—

The philosophy contest was established as a stage for individual reflection, sharing, and mutual admiration of the work that embodies our philosophy. Each contestant will present how their dreams, ideas, and passion have been specifically reflected in their work and how they have benefited users, customers, and society as a whole. This contest is more than just a presentation event; it is an opportunity for each individual to speak proudly of their initiatives and to celebrate the achievements of their colleagues. Top performers are rewarded with an incentive trip to Hawaii.

Outline of Philosophy Contest

Purpose: To manifest the dreams, ideas, and passion of every employee, share and admire the excellent work that has been created through their embodiment, and spread those ideas throughout and beyond the Company

Eligibility: All employees (excluding General Managers)

Evaluation criteria: (1) Dramatic quality, (2) Practical application, (3) Results

Selection: After applications are made via online entry form, a selection process consisting of a 1st round (section level), 2nd round (department level), 3rd round (group level), and 4th round (executive adjudication of video presentation) takes place to select the three finalists. In the final adjudication, the finalists deliver a presentation at the General Meeting of Employees, and the first prize winner is decided by a vote of all employees.

Utilizing Results: After the awards, interviews are conducted with the finalists and shared in the company newsletter. By delving deeply into the background and methodology of their outcomes and extending them throughout the entire company as practical, reproducible knowledge, they contribute to further value creation.



Philosophy Contest award ceremony

Episode 2

Never Give Up. The Chain of Smiles Created by the First Step Toward Dialogue

—Case of changing recruitment conditions and workplace environment by acting as a bridge to deliver frontline voices to management—



Finalist of the 3rd Philosophy Contest

Mizuka Okuyama
Media Sales Group

I want to make working hours, which account for so much of our lives, enjoyable and fulfilling for everyone, and connect them to happiness. A staff member of a certain temporary agency said to me, “It is difficult to obtain positions for clients unless the applicants are young,” and they seemed to be somehow giving up. To confirm whether this was the case, I went on a plant tour under the blazing sun and had conversations with many of the workers. What became clear in that process was **the significant gap between the type of people sought by the frontlines and the expectations of management.** I was able to speak on their behalf and succeeded in securing the relaxation of age requirements and the improvement of hourly wages. As a result, **new employment opportunities were created, and employees smiled more, and it even led to corporate growth.** What is important is to look beyond superficial requests and understand what customers really value. I hope to continue to expand the possibilities for people and society and to create a chain of happiness.

To that end, I will enjoy my work and my life at full power!

70%

Have given up applying or hesitated to apply for a job due to concern about age

64%

Would be more motivated to apply to a company that hires without regard to applicants' age

Source: Results of Survey on Recruitment Without Regard to Age, Baitoru magazine <https://www.baitoru.com/contents/list/detail/id=3455> (in Japanese only)

Episode 1

Delivering Hope to the Overlooked Voices of Single Parents! Creating a Brighter Future for Everyone

—Cases of single parents who were able to maintain stable employment while preserving time with their children—



Winner of the first prize in the 3rd Philosophy Contest
Miki Iwatake
Media Sales Group

While the rate of employment of single-parent households in Japan is as high as 86.3% to 88.1%, their relative poverty rate is 44.5% (OECD 31.1%). Many single parents struggle to balance the triple hardships of daily living, childcare, and income, leaving them anxious about the future. My friend was one such person. I wanted to make a difference, so I **proposed hiring single mothers to 80 companies**, but almost all of them turned me away. Along the way, I encountered a taxi company that agreed, saying that they wanted to hire more women. I asked them to understand the difficulties faced by single parents and asked that the president personally speak to them when they return to work after having to take unavoidable leave, such as to take care of a sick child. I also worked creatively on the job posting. **These efforts resulted in three single mothers and one single father being hired.** One of the mothers told me, “I was anxious every time I had to take time off because my child had a fever. Now, I am smiling more often, and I can afford to buy chocolates.” This is just one example. If understanding of single parents grows, and more companies actively hire them, people who have endured hardship will be helped, and their children will have more reasons to smile as they grow.

I want to create a society where as many single parents as possible can find jobs that make their dreams come true!



Employment Rate of Single-Mother Households

86.3%



Employment Rate of Single-Father Households

88.1%

Relative poverty rate: Approx.

44.5%

(OECD average: 31.1%)

Sources: Current State of Measures for Childhood's Poverty and Support for Single-Parent Households, FY2021 Nationwide Survey on Single-Parent Household, Children and Families Agency; OECD Family Database

Episode 3

“Baitoru Talk” Created After Many On-site Visits—Realizing Both Burden Reduction and Job Satisfaction

—Case of solving communication issues that troubled store managers—



Finalist of the 3rd Philosophy Contest

Shuto Hamazumi
Solutions Business Group

According to the “Survey on Part-Time Staff Shift Coordination” by dip Research Institute, 70% of store managers have trouble coordinating shifts, and **in the restaurant business, nearly half of managers are kept busy dealing with adjustments (communicating) after shifts have been confirmed.** Despite the existence of many shift-scheduling tools on the market, they have not eased the burden on frontline staff. To find a solution to this problem, I visited the frontlines many times and listened carefully to the voices of the managers and staff. This reconfirmed for me that the real challenge was not the scheduling of shifts, but **the communication involved, such as reminding staff to submit their shift requests on time and calling for staff to work extra shifts to cover shortages.** This is how Baitoru Talk was born. With features that enable easy reminders to staff who have not yet submitted their shift requests and a survey function that allows employees to enter their availability when there are staffing shortages, **this service has resolved issues on the frontlines that had been neglected for many years.** Moreover, it also provides support for post-hiring by accumulating part-time staff trends.

Never setting limits or stopping our pursuit of new challenges, we will shape dip ourselves and continue to change society!

Major Stress Factors Related to Shift Coordination

No. 1 Individual shift notifications

Total 28.3%

Restaurant business 33.8%

No. 2 Contact on staff's days off

Total 25.8%

Restaurant business 36.1%

No. 3 Slow replies

Total 21.2%

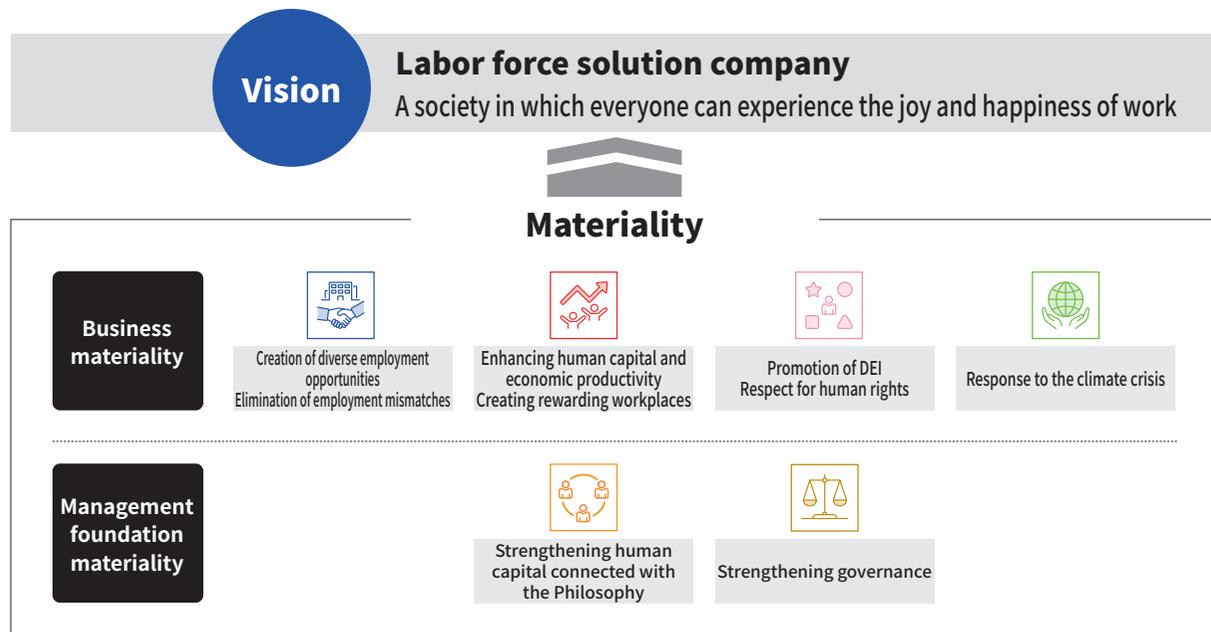
Restaurant business 35.3%

Source: Survey on Part-Time Staff Shift Coordination, dip Research Institute and iRidge, Inc. https://www.dip-net.co.jp/news/2026?utm_source=chatgpt (in Japanese only)

Materiality

Materiality

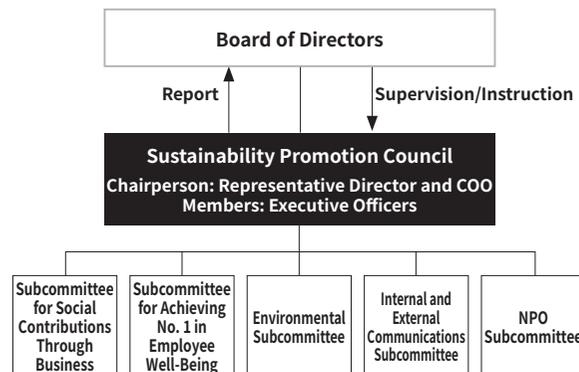
We have identified our materiality as important matters that are linked to sustained enhancement of corporate value while solving social issues toward the realization of our vision in keeping with the Philosophy. Based on the Philosophy, all employees work together on the materiality, thereby creating high social and economic value, and aim to achieve sustained enhancement of corporate value.



Sustainability Promotion System

We have established the Sustainability Promotion Council, chaired by the Representative Director and COO and consisting of all Executive Officers, to engage in efforts toward the realization of a sustainable society.

The Sustainability Promotion Council, which conducts quarterly reviews of its progress, formulates strategies and measures based on the sustainability policy and important matters decided by the Board of Directors. In addition, the Board of Directors regularly receives reports from the Sustainability Promotion Council on the content of its discussions and the progress of measures, supervises the progress towards the goals, and gives instructions as necessary.



Process for Identifying and Reviewing Materiality

We identified our materiality in the fiscal year ended February 2023, and have been continuously reviewing it based on trends in the international community and feedback from stakeholders. During the fiscal year ended February 2024, we took up the impact of advances in AI and other technologies on the labor market in Japan as an important issue and reviewed our materiality. In the discussion, we examined the impact of advances in AI on the changes in the structure of labor markets, the creation and loss of job opportunities, the changes in behavior of job seekers and companies, and our business operations and the value we provide, and other issues. As a result, we have not changed the materiality items themselves, but we redefined the details of existing items and incorporated them into our medium-term management plan ‘dip30th.’

Step 1

▶ **Selection of social issues**
We compiled a list of social issues by reference to international guidelines, macro trends in specialized fields, requests from the ESG evaluation organization, the Philosophy, opinions from experts and so forth; then analyzed risks and opportunities based thereon.

Step 2

▶ **Assessment and identification of issues**
We prepared a draft (amendments to) materiality in keeping with the Philosophy by assessing the level of importance of each item from two perspectives— importance from the perspective of social sustainability and importance from the perspective of dip’s sustainability (in terms of finance)—and taking stakeholders’ views into account.
However, we decided to leave “climate change,” which currently has limited importance from the perspective of dip’s sustainability (in terms of finance) but is highly important from the perspective of social sustainability, on the draft materiality list.

Step 3

▶ **Dialogue with experts**
We held dialogue with experts regarding the draft (amendments to) materiality and confirmed its validity.

Step 4

▶ **Resolution of the Board of Directors**
We reflected the draft (amendments to) materiality in our medium-term management plan and finalized materiality after deliberation at the Sustainability Promotion Council meeting and with a resolution of the Board of Directors.

The scatter plot shows 'Importance from the perspective of social sustainability' on the y-axis (Low to High) and 'Importance from the perspective of dip's sustainability (in terms of finance)' on the x-axis (Low to High). A shaded box labeled 'Materiality' contains several blue dots in the upper-right quadrant, indicating high importance from both perspectives. One dot is located in the upper-left quadrant, representing 'climate change'.

comment

Takeshi Kawai
CEO and Sustainability Management Designer, Jizokukano, LLC.

Comments from external experts

A distinctive feature of dip’s materiality is that it includes DEI, human rights, and climate crisis in business materiality, which it addresses through its main business. Normally, such themes are tackled as management foundation materiality, which has a strong protective element, but dip deliberately positions them as business materiality with a strong offensive element, aiming to connect them to the creation of economic value and the enhancement of corporate value in the medium to long term. I would say this is an extremely ambitious materiality selection concept.

Description of Materiality

Aiming to achieve the vision of becoming a “Labor force solution company—to realize a society in which everyone can experience the joy and happiness of work,” we will address the four items under business materiality and the two items under the management foundation materiality.

Materiality	Description of materiality	Opportunities	Risks	Examples of initiatives	Relevant Sustainable Development Goals (SDGs)
 <p>Creation of diverse employment opportunities Elimination of employment mismatches</p>	<p>Creating a diverse workforce and a variety of work styles by means of AI and other technologies, we will increase the mobility of human resources while eliminating mismatches in hiring. In this way, we will allow each individual to demonstrate their strengths to the fullest and enjoy better working conditions, thus increasing the number of employees who experience the joy and happiness of work.</p>	<ul style="list-style-type: none"> • An increase in the labor force participation rate (by helping create new occupations and job types, diversify work styles, etc.) • Career development and skill building by workers, and expansion of safety nets for workers 	<ul style="list-style-type: none"> • Greater risks associated with data management owing to enormous amounts of personal information being gathered • Disruption of the existing business models 	<ul style="list-style-type: none"> • Post high-quality job offerings that meet the needs of diverse human resources and work styles ▶ P58 • Support for changing jobs that meet the needs of individual job seekers ▶ P59 	 
 <p>Enhancing human capital and economic productivity Creating rewarding workplaces</p>	<p>Utilizing technology to increase the engagement and skills of hired personnel and raise their productivity and capacity for innovation, we will help companies increase their profitability, improve the compensation of their workers, and create a workplace that is full of job satisfaction.</p>	<ul style="list-style-type: none"> • Acceleration of efforts by companies to raise economic productivity • Growing need to improve compensation and working conditions and ensure occupational health and safety • Increased job satisfaction and productivities thanks to AI and robotics 	<ul style="list-style-type: none"> • A deterioration in competitiveness and profitability due to delays in human resource development and productivity improvement • Increased difficulty in maintaining organizational management and engagement • A widening gap in competitiveness reflecting a varied degree of data utilization and technology adoption 	<ul style="list-style-type: none"> • Provide DX services to contribute to DX adoption by mid-tier enterprises and SMEs ▶ P63 • dip Incentive Project (proposals such as increasing hourly wages) ▶ P59 	  
 <p>Promotion of DEI Respect for human rights</p>	<p>We will strive to create workplaces and environments where people with different personalities respect each other, work together, and conduct business activities where the human rights of all those involved, including users and client companies, are respected. We will prevent the misuse of data associated with the utilization of AI and promote matching that is fair and respects diversity.</p>	<ul style="list-style-type: none"> • Increase diverse employment opportunities • Create working environments where human rights are respected 	<ul style="list-style-type: none"> • A deterioration in corporate competitiveness and profitability due to delayed efforts • Lower productivity and higher staff turnover in workplaces where human rights are not respected 	<ul style="list-style-type: none"> • dip DEI Project ▶ P60 • Eliminate age bias and promote recruitment based on skills and aptitudes ▶ P60 • Implement human rights due diligence ▶ P78 	 
 <p>Response to the climate crisis</p>	<p>We will make efforts to reduce CO₂ emissions throughout our supply chain in order to curb the climate crisis. We will provide employment support for people who have been affected by disasters and accidents resulting from the climate crisis.</p>	<ul style="list-style-type: none"> • Contribute to the creation of a decarbonized society • Provide employment opportunities for people who have been affected by climate crisis 	<ul style="list-style-type: none"> • Damage to business from disasters and extreme weather events • Loss of trust due to delay in addressing climate crisis • Cost increases due to stronger carbon taxes and regulations • Loss of opportunities due to delay in addressing decarbonization 	<ul style="list-style-type: none"> • Provide job ads and DX services that do not use paper resources ▶ P68 • Support for securing labor in primary industries facing labor shortages, such as forestry ▶ P67 • Achieve carbon neutrality ▶ P67 	 
 <p>Strengthening human capital connected with the Philosophy</p>	<p>We will leverage technology to hire, train, and manage people who empathize with the Philosophy, and strive for each person’s strengths to be fully demonstrated by increasing their engagement, loyalty, and level of happiness.</p>	<ul style="list-style-type: none"> • Strengthening human capital by hiring and developing talent • Raise productivity and motivation • Advancing the ability to adapt to changes and create opportunities 	<ul style="list-style-type: none"> • A loss of talent, stagnant or lower employee engagement, and diminished workforce productivity as a result of not taking sufficient measures • Lack of human resources capable of innovating 	<ul style="list-style-type: none"> • Promote embodiment of the Philosophy ▶ P27 • Implement human capital strategy focused on “human resource acquisition,” “organizational and environmental development,” “human resource development,” and “diversity” ▶ P72 	
 <p>Strengthening governance</p>	<p>We will secure management transparency and soundness, while working to speed up decision-making and business execution in order to create social and economic value and continue sustained high growth. In particular, we will endeavor to enhance compliance and risk management by accurately identifying risks involved in using AI and other cutting-edge technologies in business operations.</p>	<ul style="list-style-type: none"> • Gain trust from the capital market and the wider society • Adapt appropriately to change and build a solid foundation for growth • Ensure sound and transparent decision-making, and speed up decision-making and business execution 	<ul style="list-style-type: none"> • Face business continuity risk due to dysfunctional corporate governance • Damage (lose) trust from the capital market and the wider society, and damage trust (reputation) 	<ul style="list-style-type: none"> • Transition to a company with an audit and supervisory committee (May 2023) ▶ P79 • Independent Outside Board Directors accounting for more than two-thirds of the Board Directors (May 2023) ▶ P88 • Conduct an evaluation of Board of Directors’ effectiveness ▶ P81 	

Materiality KPIs and progress related to the social value created by the medium-term management plan ‘dip30th’

For each materiality, we have established the social value to be created during the mid-term management plan period, along with the corresponding materiality KPIs and targets. Progress is evaluated and verified on a quarterly basis, and measures are implemented while making improvements as necessary.

Materiality	KPIs	Actual				Target		
		FY'22/2	FY'23/2	FY'24/2	FY'25/2	FY'25/2	FY'27/2	
 Creation of diverse employment opportunities Elimination of employment mismatches	Number of high-quality job offerings that meet the needs of diverse occupations, job types, and work styles ^{†1}	1.16 million offerings ^{†1}	1.33 million offerings ^{†1}	1.39 million offerings ^{†1}	1.27 million ^{†1}	Remain No. 1 in the industry	1.68 million ^{†1}	
	Number of job offerings that welcome senior citizens	0.21 million ^{†1}	0.31 million ^{†1}	0.38 million ^{†1}	0.37 million ^{†1}	0.40 million ^{†1}	0.45 million ^{†1}	
	Number of job offerings that allow flexibility for childcare/nursing care	—	0.51 million ^{†1}	0.61 million ^{†1}	0.64 million ^{†1}	—	0.80 million ^{†1}	
	Number of job offerings available to foreign workers/foreign students	—	0.14 million ^{†1}	0.17 million ^{†1}	0.16 million ^{†1}	—	0.30 million ^{†1}	
	Number of job offerings accepting high school students	—	0.09 million ^{†1}	0.13 million ^{†1}	0.13 million ^{†1}	—	0.15 million ^{†1}	
	Number of workers in the healthcare and welfare industry ^{†2}	—	10,000	23,000	22,000 ^{†1}	—	25,000	
 Enhancing human capital and economic productivity Creating rewarding workplaces	Number of companies where we introduce and charge for DX in the areas of recruitment, human resources, and sales promotion	—	12,000 ^{†1}	14,000 ^{†1}	14,000 ^{†1}	—	30,000 ^{†1}	
	Number of job offerings that have realized improved working conditions, including increased hourly wages ^{†3}	0.85 million ^{†1}	0.99 million ^{†1}	1.09 million ^{†1}	0.93 million ^{†1}	1.00 million ^{†1}	1.25 million ^{†1}	
 Promotion of DEI Respect for human rights	Number of job offerings without age bias in hiring (number of job offerings with optional age input)	—	0.13 million ^{†1}	0.41 million ^{†1}	0.42 million ^{†1}	—	0.65 million ^{†1}	
	Employment opportunities for people with disabilities	One-off campaign	One-off campaign	One-off campaign	Long-term campaign	Year-round campaign	Year-round campaign	
	Certificate of Good Recruitment/Candidate Information Provider	Prior to the start of the system	Certificate received	Maintained	Maintained	Certificate received/maintained	Certificate received/maintained	
	Number of incidents violating labor laws and regulations	0	0	0	0	Maintain 0	Maintain 0	
	Prohibition of the posting of offerings that are thought to be in violation of human rights	Implemented	Implemented	Implemented	Implemented	Continue implementation	Continue implementation	
 Response to the climate crisis	GHG emissions of all offices and data centers	567.7t-CO ₂ e/year	334.2t-CO ₂ e/year	175.3t-CO ₂ e/year	— (Achieve carbon neutrality)	Scope 1+2 and data centers: Effectively 0 ^{†2}	Scope 1+2 and data centers: Effectively 0 ^{†2}	
	Engagement indexes ^{†4}	3.82	3.84	3.96	3.59	4.0	4.2	
 Strengthening human capital connected with the Philosophy	Percentage of women among new graduate employees promoted to managerial positions	41.3%	43.5%	45.2%	43.6%	50%	50%	
	Percentage of female managers	33.2%	34.4%	36.2%	36.8%	40%	40%	
	Percentage of women who take childcare leave	100%	98.2%	100%	100%	100%	100%	
	Percentage of women who return to work after childcare leave	100%	100%	98.0%	100%	100%	100%	
	Percentage of men who take childcare leave ^{†3}	61.1%	92.5%	100%	100%	100%	100%	
	Percentage of people with disabilities employed	2.6% ^{†4}	3.0% ^{†4}	2.2% ^{†4}	2.7%	Statutory employment rate ^{†4} or higher	Statutory employment rate ^{†4} or higher	
	Percentage of paid holidays taken	56.6%	59.4%	72.5%	80.7%	80%	80%	
	Turnover rate	15.2%	12.6%	13.7%	19.9%	10%	10%	
	Training time	New graduate training	326 hours	326 hours	326 hours	515 hours	Continue to expand	Continue to expand
		New manager training	36 hours	52 hours	52 hours	52 hours		
Development Training for next generation leaders		143 hours	143 hours	150 hours	150 hours			
 Strengthening governance	Percentage of independent officers	50% ^{†5}	2/3 ^{†6}	2/3 ^{†7}	2/3 ^{†8}	Aim for 2/3	Aim for 2/3	
	Percentage of female Board Directors	1/3 ^{†5}	55.6% ^{†6}	55.6% ^{†7}	33.3% ^{†8}	50%	50%	
	Number of serious violations of laws and regulations	0	0	0	0	Maintain 0	Maintain 0	
	Percentage of employees who completed compliance training and testing	100%	100%	100%	100%	Maintain 100%	Maintain 100%	
	Number of investor interviews	245/year	367/year	393/year	377/year	500/year	550/year	

†1: Videos, work experience functions, posting of “Message from dip-san,” etc. Measures will be taken to further increase quality
 †2: Total number of workers who obtained a job by Permanent Placement Service and the number of workers by Media Service (in-house estimate)
 †3: Increased hourly wages, bonus for continued service, incentive payments upon employment
 †4: Indexes in our ES (Employee Satisfaction) surveys (Maximum 5)

†1: As of end of February
 †2: Scope 1 and Scope 2 (city gas and electricity in all offices. Recreation facilities and data centers are included in the scope of calculation for Scope 1 and 2 from the FY'23/2.)
 †3: The percentage of employees taking childcare leave, etc. and leave for childcare purposes is calculated as stipulated in Article 71-6, Item 2 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members.

†4: As of June 1 (time of the Ministry of Health, Labour and Welfare's report on the status of employment of people with disabilities).
 The statutory employment rate for private companies is 2.5% (revised in April 2024)
 †5: As of May 31, 2022
 †6: As of May 31, 2023
 †7: As of May 31, 2024
 †8: As of May 31, 2025



Value Creation Strategy

We will explain our growth strategies, business strategies, and financial strategy in the medium-term management plan, which aims to achieve high growth centered on sustainable value creation in view of major changes in the labor market.

- 39 CFO MESSAGE (Financial Strategy)
Growth-Oriented Financial Strategy to Maximize Equity Spread
- 45 Will the Number of Fixed-term Employees in Japan Decrease?
—Looking Ahead to the Labor Market in 2040
- 49 Overview of the Medium-Term Management Plan and Growth Strategy
- 57 Business Strategies
(Personnel Recruiting Services Business and DX Business)
- 65 Initiatives for Local Communities/dip-NPO Collaborative Program
- 67 Initiatives for Climate Crisis

Chapter

03



Message from Top Management

Value Creation Model

Value Creation Strategy

Foundation that Supports Value Creation

Data Section

CFO MESSAGE

Haruhiko Arai

Managing Executive Officer,
CFO (Chief Financial Officer) and
Head of Corporate Management Group



Growth-Oriented Financial Strategy to Maximize Equity Spread

Review of Previous Fiscal Year (Fiscal Year Ended February 2025) and Outlook for Current and Next Fiscal Year

In the fiscal year ended February 2025, in addition to streamlining the profit structures of existing services, we launched our new Spot Baitoru and dip AI services and steadily implemented initiatives for business expansion over the medium term.

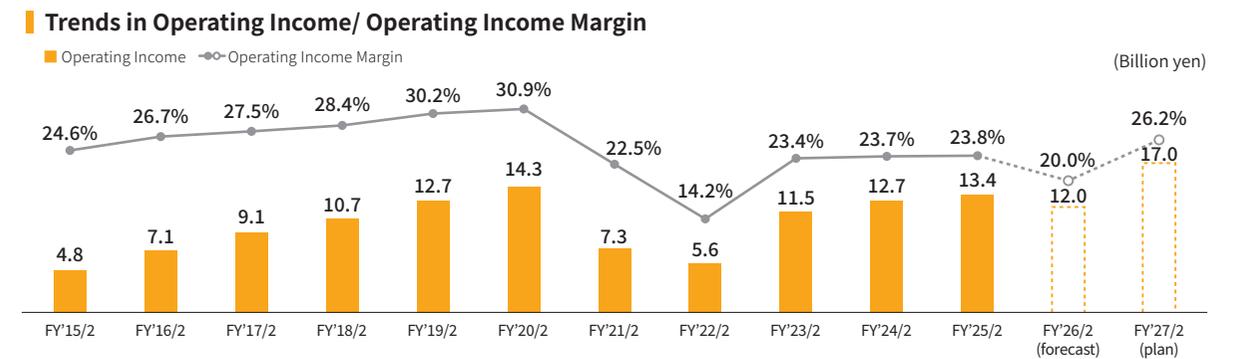
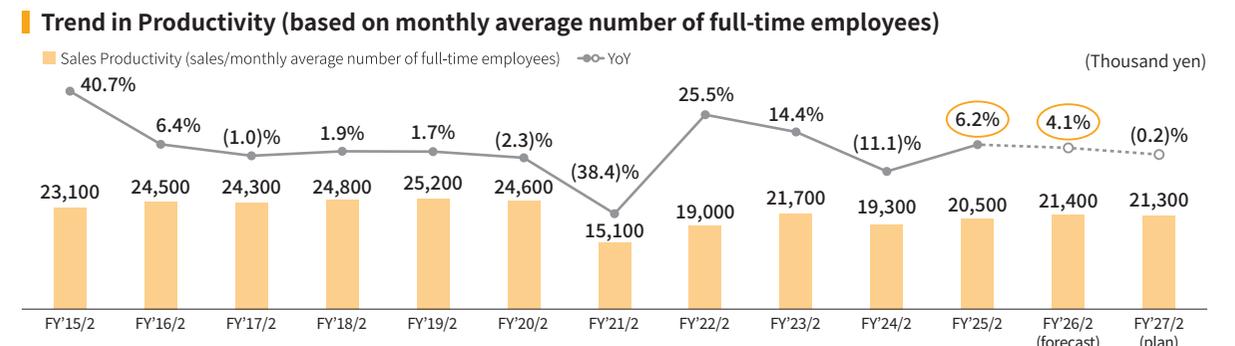
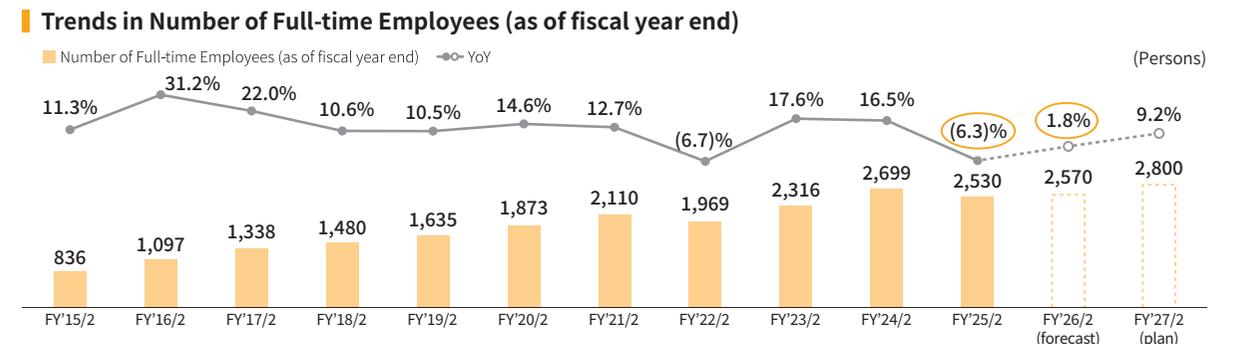
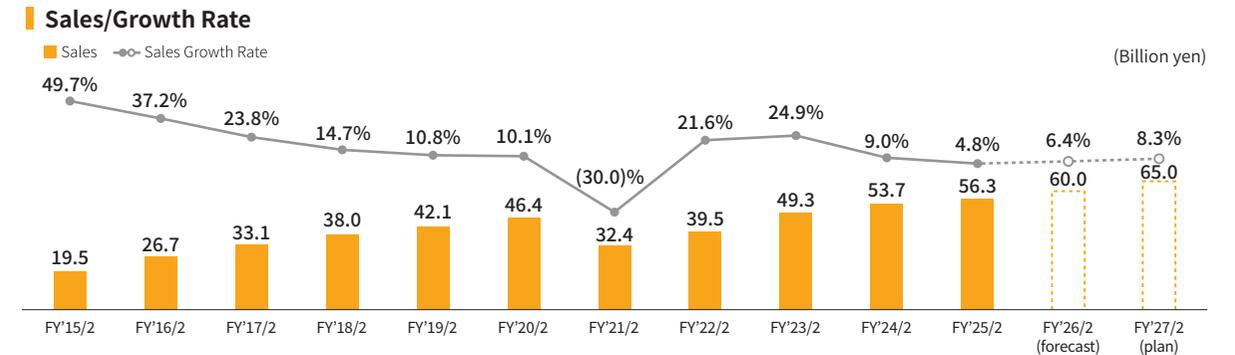
If we break down the sales growth rate for the fiscal year ended February 2025, with a 6.3% year-on-year decline in the number of full-time employees at the end of the fiscal year, sales per full-time employee (productivity based on the monthly average number of full-time employees) increased by 6.2%. While on the one hand, our staff numbers fell due to a reduction in the number of new graduates hired (from 600 in 2023 to 296 in 2024) and a spike in the turnover rate (from 13% in 2023 to 20% in 2024), we were able to increase productivity significantly by improving the operational efficiency in sales administration work through the use of generative AI (see P75). As

we now have the structure for high productivity, our strategy going forward is to shift toward active hiring and further increase our sales growth rate.

Although our operating income margin does not appear to have changed year on year, this is due to the impact of advertising for the new services mentioned above and upfront investments in system development. If we exclude these impacts, our operating income margin is 30.2%*. The profitability of our existing services has improved, and our fundamental earning power has been strengthened.

In the fiscal year ending February 2026, as well as aiming for a net increase in the number of employees by reducing the turnover rate and strengthening mid-career recruitment of sales staff, we are making further progress in the use of AI to increase productivity in our efforts to accelerate the sales growth rate.

On the other hand, we are monitoring the impact of the temporary decline in productivity caused by the increase in the work of handing over client accounts resulting from the transition to the solution organization previously mentioned. However, this impact is only temporary,



and the foundation of our strong sales organization remains unchanged. In terms of profits, while anticipating a decrease in profit for the fiscal year due to the implementation of more upfront investments than in the previous fiscal year (impact on operating income: -¥6.0 billion*), we are focusing our efforts on the early realization of those upfront investments' contribution to sales and profits.

In the fiscal year ending February 2027, while continuing to invest in new services, we expect our current upfront investments to make contributions to sales. At the same time, we plan to accelerate the sales growth rate by further reducing the staff turnover rate, which has already peaked, and improving productivity through the solution organization. Given our marginal profit rate of around 70%, we project operating income of ¥17.0 billion, a year-on-year increase of ¥5.0 billion, due mainly to an increase in marginal profit resulting from increased sales.

* Reference: COO MESSAGE P13 "Progress of Medium-Term Management Plan"

Enhancement of Corporate Value and Shareholder Value Through Maximization of Equity Spread

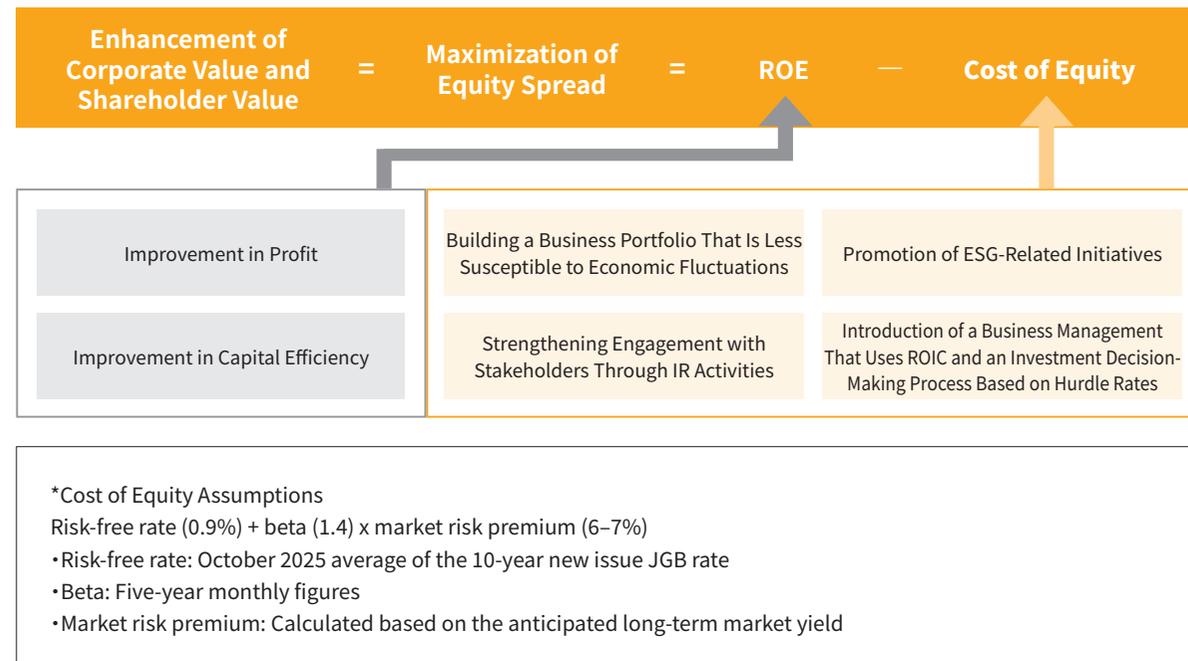
We are working to improve ROE and reduce cost of equity to create and expand returns that exceed

cost of equity (10-11%*) and maximize equity spread.

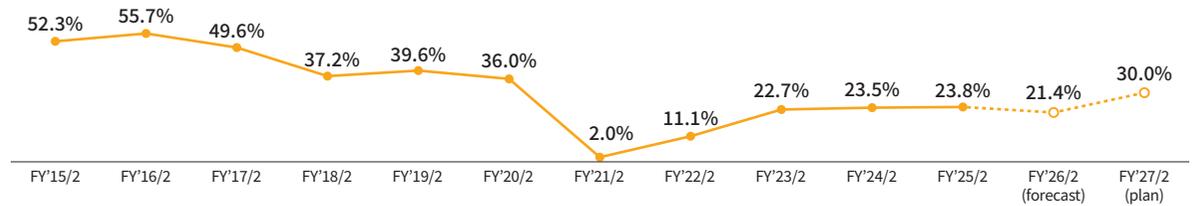
Aiming for ROE of 30% Next Fiscal Year Through Profit Expansion and Enhanced Capital Efficiency

In addition to increasing sales and operating income, we will work to maximize future cash flows through disciplined use of cash.

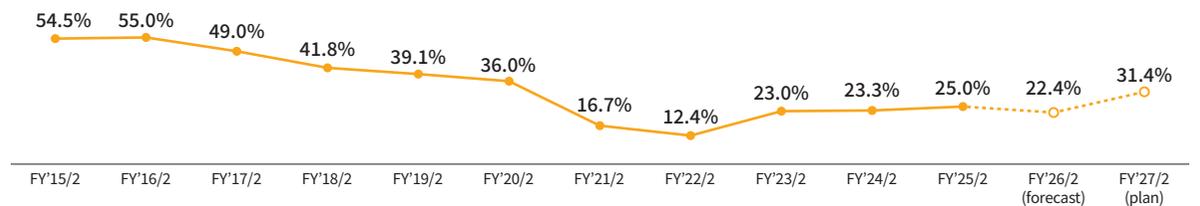
Based on the "cash allocation policy" that we have developed through numerous discussions with many investors, while prioritizing growth investments, in principle, we do not hold cash in excess of the maximum cash amount, instead return it to shareholders. Although ROE will decline in the current fiscal year due to a decrease in profit associated with upfront investment, next fiscal year, in addition to realizing the planned operating income of ¥17.0 billion, if we acquire treasury shares in an amount equivalent to surplus cash of ¥5.0 billion for the current and next fiscal years, we can expect to achieve our ROE targets. For this reason, we will focus all our efforts on expanding profits and steadily executing the above policy.



Trend in ROE



Trend in ROIC

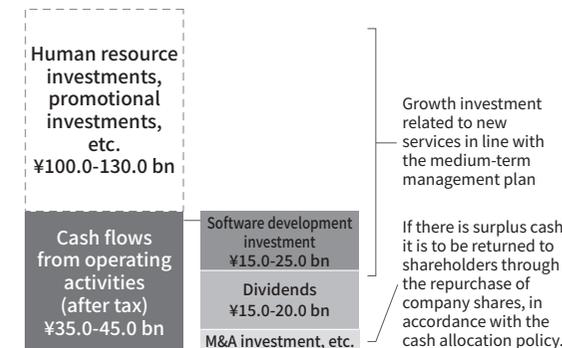


Cash Allocation Policy

Basic policy Cash allocation with an emphasis on growth investment and shareholder returns

- | |
|--|
| Growth investments <ul style="list-style-type: none"> Investments for the growth of existing businesses and the creation of new businesses (human resource investments, system investments, promotional investments, etc.) Investments in research and development related to AI and other advanced technologies and their use in business M&A and other investments to accelerate business growth |
| Shareholder returns <ul style="list-style-type: none"> In principle, the Company will maintain a payout ratio of 50%, with the dividend paid in the previous fiscal year as the lower limit. Dividends are paid twice a year Aim for a total payout ratio of 65%. Consider additional shareholder return measures, taking into account cash position and other BS conditions, prospects for achieving financial targets, stock price levels, and other factors. Maximum Cash concept: Sum of three months of payments. Total amount of tax and dividend payments during this three-month period (Reference) FY'25/2: ¥17.0 bn* (March 2024–May 2024 payments ¥11.0 bn + taxes ¥3.0 bn + dividend payment ¥2.7 bn) |

Cash Allocation Plan for the Medium-term Management Plan Period (Three-year Cumulative Total)

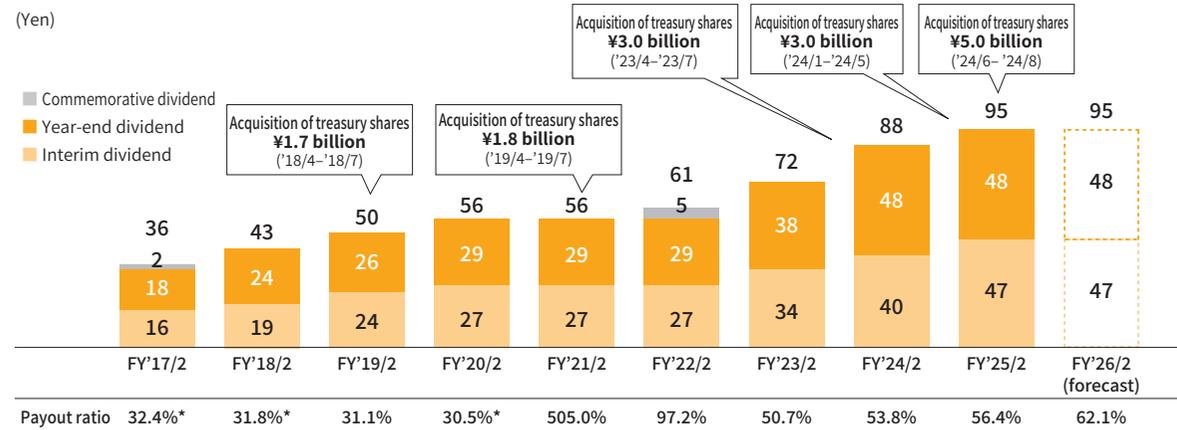


Note: Advances paid for payroll payments for Spot Baitoru are not included in the above, assuming that they will be offset with borrowings.

Growth Investment Details (impact on profit for the current fiscal year: Around -¥6.0 bn)

Human resource investment	We will work to accelerate sales expansion over the medium term by strengthening new-graduate and mid-career recruitment. The pace of annual sales growth for new-graduate recruits is ¥37 million in their third year. Mid-career recruits have a higher rate of growth. We expect to expand sales by increasing the number of employees with three or more years of service. To enhance productivity on an annual basis, we will improve operational efficiency and increase order acceptance rates through the use of AI tools.
Investment in new services	① Human resource investment (sales, customer service, and planning human resources recruitment), development investment, and promotion investment related to products including Spot Baitoru, dip AI, and DX sales promotion area product MEO KOBOT. ② Development and operation of tools related to the AI utilization project (Aredoko dipper-kun (improving sales proposal efficiency), Aipen (automation of job advertisement creation))

Trends in the Payout Ratio and Dividends per Share



*As consolidated accounting was not performed, the figures for that fiscal year are from non-consolidated accounting.
 Note: Treasury shares exclude the number of company shares owned by the ESOP trust account (2,058,320 shares at the end of the current interim consolidated accounting period) and the number of company shares owned by the BIP trust account (73,817 shares at the end of the current interim consolidated accounting period).

Maintaining the Shareholder Return Policy of Progressive Dividends, a Dividend Payout Ratio of 50%, and a Total Payout Ratio of 65%

Although profit is expected to fall in the current fiscal year, based on the above policy, we expect to maintain dividends at the same level as the previous fiscal year, with an expected dividend payout ratio of approximately 62%. We will also consider implementing additional shareholder return measures, taking into account cash position in light of the cash allocation policy, prospects for achieving the ROE target, stock price levels, and other factors. In the medium term, while considering the timely acquisition of treasury shares, we believe that increasing dividends

through sustained profit growth remains the cornerstone of shareholder returns.

Strengthening Initiatives to Reduce Cost of Equity

To maximize equity spreads through “reducing the cost of equity capital,” we assume a cost of equity capital of approximately 10-11%* and will reduce beta (market sensitivity) over the medium term through the following initiatives.

Strengthening Non-Financial Capital Through ESG-Related Initiatives

We will continue to address E and S risks in particular. We will link the promotion of DEI, including consideration of the human rights of fixed-term employees and recruitment that does not require the applicant's age to be entered at the time of application, to our growth strategy and revitalize the labor market. For G, we will maintain a high degree of independence in the composition of the Board of Directors, with Independent Outside Board Directors making up two-thirds of the Board of Directors. We have been selected for all six indexes adopted by the GPIF.

Strengthening Engagement with Stakeholders Through IR Activities

To make the stock market more aware of our sustainable strengths and growth potential, we conducted 377 investor interviews during the year. We held non-deal roadshows in Chicago, Salt Lake City, Paris, and Zurich, in addition to those held in New York, London, and Edinburgh in the previous year. We broadened our contact points with new investors and continued to expand the scope of constructive dialogue.

Review of Business Portfolio Using ROIC

Using ROIC for each business and service, we reviewed our business portfolio and examined their necessity. In May 2025, we conducted a strategic redeployment of personnel in our Permanent Placement Service, and we expect it to return to profitability this fiscal year. We will continue to evolve our portfolio management based on ROIC and steadily generate returns that exceed WACC (10-11%).

Engaging Sincerely with Investors and Promoting Improvement of IR Quality

We engage sincerely with investors and shareholders, and by reporting the opinions and requests received from them in detail to the Board of Directors and the Meeting of Executive Officer on a quarterly basis, put their feedback to use in management. We are also working to enhance information disclosures. We are broadening our discussions, focusing on year-over-year comparisons of market and company growth rates, the content and effectiveness of upfront investments, and new service KPIs. We also refined our information package for new investors, for which we received the “Most Liked!” IR Award (*) in FY2025. We will continue to strengthen engagement by further deepening our dialogues with stakeholders. Our aim in doing so is to further enhance the understanding and trust of capital markets.

(*) Japan Investor Relations Association

and results of each service. In our Media, Permanent Placement, and DX services, we break down the operating profit margin and capital turnover based on the book value of software and implementation improvement measures. We will continue to increase the capital efficiency of our business portfolio, making use of the ROIC tree.

To Our Investors —Enhancing Corporate Value to Meet Shareholder Expectations—

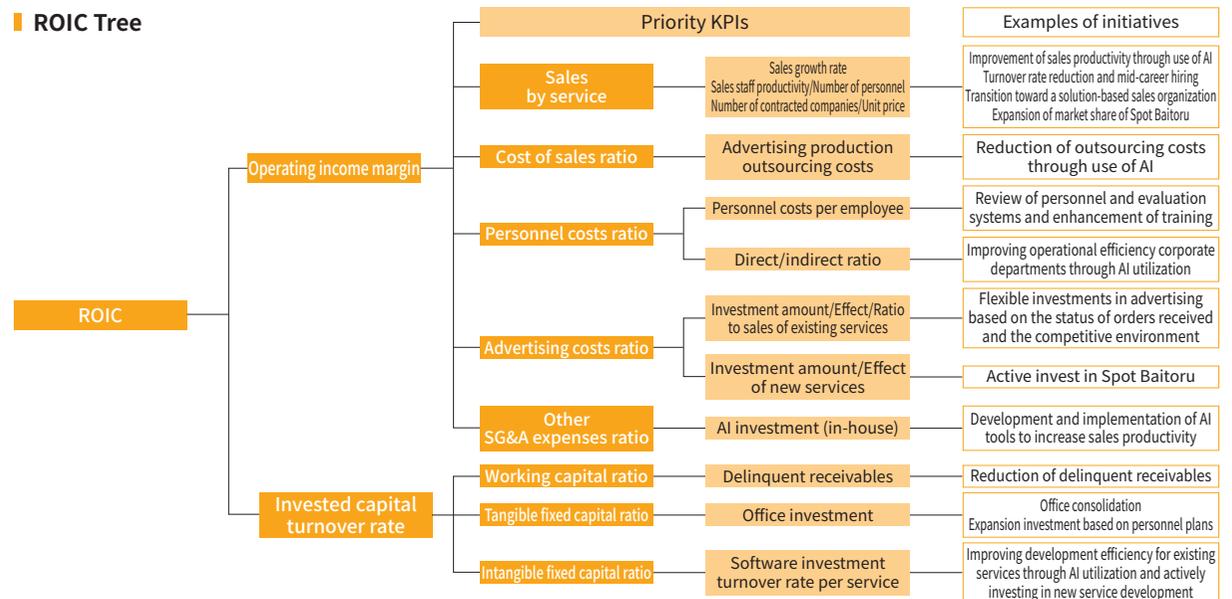
Centered on our cash allocation policy, we will lead from a financial viewpoint to make sure that the growth investments we are currently implementing are ultimately fruitful.

By continuing to provide value that is truly useful to users and client companies, we will expand cash flow and sustainably enhance corporate value, thereby meeting the trust and expectations of shareholders. We humbly ask for your continued support.

Using the ROIC Tree to Improve Invested Capital Turnover Rate, Centered on Software Investment

ROIC is an index that measures soundness from earning power and use of capital. We have positioned it as an index that visualizes the progress

ROIC Tree



Will the Number of Fixed-term Employees in Japan Decrease?

—Looking Ahead to the Labor Market in 2040

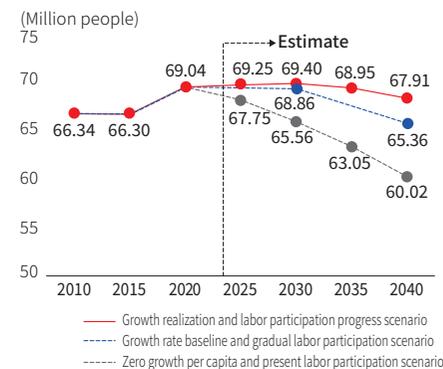
Against the backdrop of a deepening labor shortage, there is a shift toward companies converting workers to full-time employment, along with government initiatives that support such conversions. Under these circumstances, how will the number of fixed-term employees change toward 2040? This section provides an overview of these trends through macroeconomic data and comments from experts. These trends serve as an important fundamental recognition for determining the direction of our growth strategy.

Labor Demand and Supply Estimates (Japan Institute for Labour Policy and Training)

—The labor force population is expected to decrease by approximately one to nine million in 2040 compared with 2022—

The Japan Institute for Labour Policy and Training (JILPT) used a labor force supply and demand model to estimate the labor force population and the number of employed persons by gender and age group, as well as the number of employed persons by industry, up to 2040. The results are as follows.

- Zero growth per capita and present labor participation scenario:** In economic circumstances where growth in the labor force is close to zero per capita, if labor participation remains at the same level as in 2022, the labor force is forecast to fall from 69.02 million in 2022 to 65.56 million in 2030 and 60.02 million in 2040.
- Growth realization and labor participation progress scenario:** By contrast with (1), if economic and employment policies are implemented, market expansion in growth fields progresses, and the labor market participation of women and seniors progresses, the labor force is expected to rise to 69.40 million in 2030, before falling to 67.91 million in 2040. The rate of decline is, however, expected to slow compared with the zero growth per capita and present labor participation scenario.
- Growth rate baseline and gradual labor participation scenario:** If economic growth and the labor market participation of women and seniors progress to a certain extent on the back of economic and employment policies, the labor force is forecast to reach 68.86 million in 2030 and 65.36 million in 2040.



Source: "Labor Demand and Supply Estimates FY2023" by the Japan Institute for Labour Policy and Training

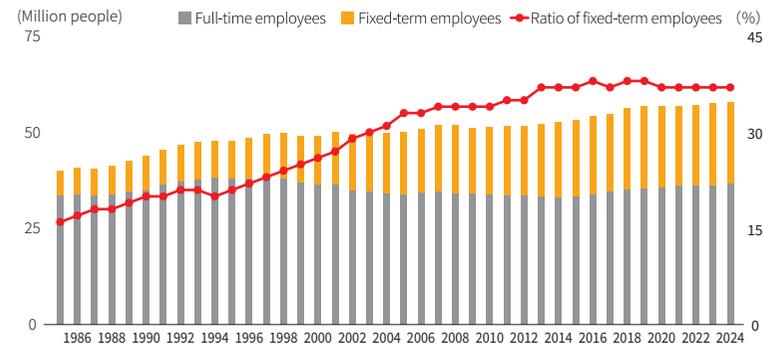
Trends in the Number of Employees by Type of Employment (Ministry of Internal Affairs and Communications)

—The number of fixed-term employees has continued to rise, accounting for approximately 37% of all employees in the latest figures.—

According to "Labour Force Survey" by the Ministry of Internal Affairs and Communications, the number of fixed-term employees* has continued to increase, accounting for one third of all employees since 2007. Most recently, it has hovered around 37%.

*Fixed-term employees: Part-time employees, temporary employees, contract employees, etc.

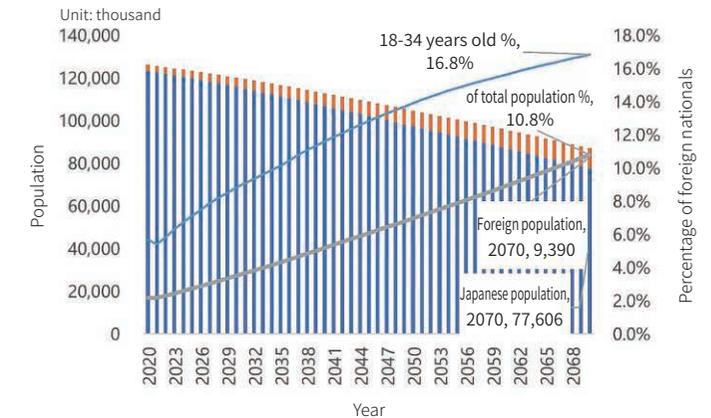
Source: From 2013: "Labour Force Survey" (basic tabulation, annual averages); From 2002 to 2012: "Labour Force Survey" (detailed tabulation, annual averages); Prior to 2001: "Special Survey of the Labour Force Survey" (February). All by Statistics Bureau, Ministry of Internal Affairs and Communications



Trends in Population of Japanese and Foreign Nationals (National Institute of Population and Social Security Research)

—The number of foreign nationals is expected to continue to increase and account for approximately 11% of the total population in 2070.—

According to the latest estimates by the National Institute of Population and Social Security Research (April 2023), the estimate for total population in 2065 increased from the previous estimate to 91.59 million, and the timing of the population falling below 100 million was pushed back by three years to 2056. The birth rate fell from 1.44 to 1.36, and the number of births fell below 800,000, while the net inflow of foreign nationals is increasing. In 2070, foreign nationals will account for approximately 11% of the total population, which is expected to support the shrinking population.



Source: "Trends in Population of Japanese and Foreign Nationals (Future Population Estimates for Japan (2023 Estimates))" by the National Institute of Population and Social Security Research (2023)

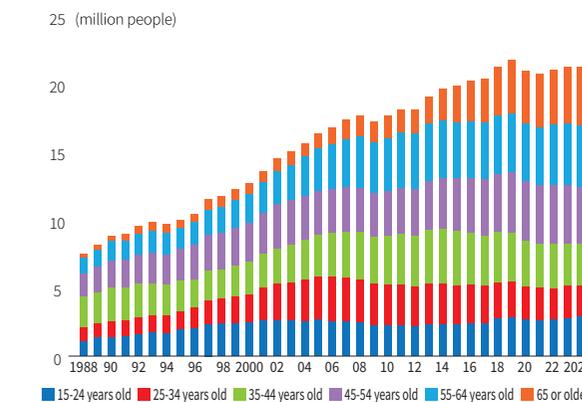
Changes in the number of fixed-term employees by age group* (Ministry of Internal Affairs and Communications)

—Marked increase in the number of fixed-term employees aged 65 or older—

Looking at changes in the number of fixed-term employees by age group*, the increase in the number of employees aged 65 or older was the most remarkable, followed by those aged 55-64 and those aged 15-24.

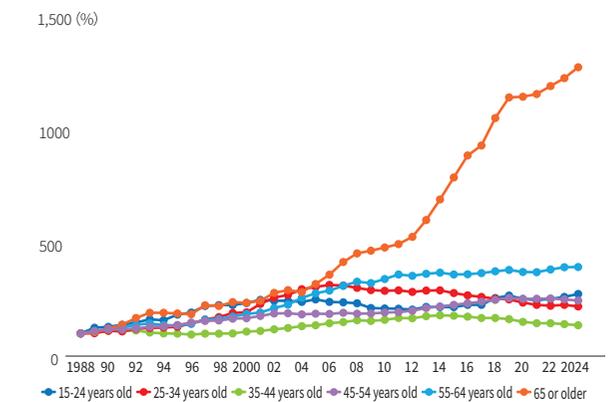
*Fixed-term employees: Part-time employees, temporary employees, contract employees, etc.

Changes in the Number of Fixed-term Employees by Age Group



Source: From 2013: "Labour Force Survey (Basic Tabulation)" (Annual averages); From 2002 to 2012: "Labour Force Survey (Detailed Tabulation)" (Annual averages); Prior to 2001: "Special Survey of the Labour Force Survey" (February). All by Statistics Bureau, Ministry of Internal Affairs and Communications

Changes in the Number of Fixed-term Employees by Age Group (1988 = 100)





What Are the Changes in the Labour Market with a View to 2040?

Future Supply and Demand Trends for Fixed-Term Workers in Japan and the Factors that Govern Them

Human Resources Strategy

Corporate human resource strategy issues and how fixed-term employment should work

Motohiro Morishima, Professor, Faculty of Economics, Gakushuin University

The need for a clear talent portfolio to realize corporate management strategies and the full utilization of all diverse personnel

As the working population declines, corporations are changing their management strategies, and the need for people with the skills and mindset to satisfy these new demands is growing. Meanwhile, the hurdles to changing jobs become lower as the values of working people regarding their careers continue to diversify, and the pace of mobility is accelerating. In this environment, it can be said that companies are required to have a clear human resources portfolio to bring their management strategies to fruition and to fully leverage the diverse human resources of all their employees.

When designing a human resources portfolio, it is important to break work down into tasks and clearly identify who will be responsible for which duties. If there are specialized tasks, for instance, that are not regularly necessary, outsourcing the tasks to fixed-term workers or contractors can heighten productivity. What is important is to eliminate the assumption that certain work can only be performed by full-time employees, and to think about the kind of value each person brings to the company, rather than simply viewing fixed-term workers as an inexpensive labor force.

The first step in uniting a group of people with diverse work styles and values is to clarify the purpose and recruit people who resonate with it. Second, adopt the mindset that there can be a variety of ways to achieve the set goals, and let each field handle its own hiring and management. It is important for personnel to support front-line managers in achieving this.

#AI

What Effect will AI Have on Fixed-term Work?

Isamu Yamamoto, Professor, Faculty of Business and Commerce, Keio University

Importance of “task transformation,” involving a shift to tasks and work that can only be done by humans

Generative AI is versatile and capable of advanced and complex processing. At the same time, it is highly appealing to people thanks to its simple user interface (UI). PC skills are not necessary for voice input and touch panels, and AI backed by a wealth of data can sometimes even surpass experienced professionals. This could present unprecedented new opportunities for fixed-term employees with limited working hours and for experienced seniors who may lack specific skills. From now on, it is important to identify tasks that can be replaced by AI and shift human resources to advanced tasks and complex work — a process called “task transformation.” The new expertise created in this way adds value, and if it becomes “specialized fixed-term employment,” it can also be expected to help correct the disparity in treatment between fixed-term and permanent employment.

Achieving this kind of change requires a transformation in the way people regard fixed-term employment. I would like companies to actively demonstrate the hopeful future that awaits beyond this change in mindset. If companies are able to capitalize on the diversity of fixed-term workers - whose lives, in addition to work, are centered on interests such as art, family, and travel - it is possible that unprecedented ideas will be generated. It can be said that the business transformation brought about by generative AI represents an opportunity to create new possibilities for fixed-term employment.

Young Human Resources

Employment awareness of “minority” 20s

Yuji Genda, Professor, Institute of Social Science, The University of Tokyo

Employed persons in their 20s down from 21.5% in 1980 to 13.5%. Commitment to permanent employment tenuous compared with the preceding generation.

In 1980, people in their 20s accounted for 21.5% of the workforce. Due to the declining birthrate, however, this figure fell to 13.5% in 2020. This trend is expected to continue, and it can be said that those in their twenties are becoming a “minority” presence.

If the working population continues to decline, there will be a labor shortage, and it is thought that employment of young people, a rare minority, as permanent employees—or so-called “regular employees”—will progress. However, the recognition has become widespread that even indefinite employment cannot be considered secure, as the employment environment can be significantly disrupted by unavoidable events such as economic fluctuations like the Lehman Shock, major earthquakes, or M&A. Even among younger people, more and more people are giving priority to their private lives over their work. This is why they take a negative view about being forced to work long hours and are keenly aware that they can change jobs whenever they want. In other words, we could say that their commitment to permanent employment is tenuous compared with the preceding generation. There is an increasing number of young people who enjoy improving themselves day by day and who wish to contribute to society while learning independently. Many of these activities are short-term and project-based, and we believe that the idea of building a career through this way of working will catch on.

Employment of the Elderly

The noteworthy market for “fixed-term employment for people in their 70s”

Yuji Genda, Professor, Institute of Social Science, The University of Tokyo

Hiring of people as permanent employees after the age of 70 is unlikely. Fixed-term employment will play an increasingly important role.

In terms of the future of the labor market, I think that 2040 will be a watershed moment. This is the year that those born in 1975 will reach the mandatory retirement age of 65. This generation, coming on the heels of the second baby boom and representing a peak period when nearly 2 million babies were born in a single year, has faced the “employment ice age” and, compared with the previous bubble generation, has been struggling with real wages that are down by about 15%. Naturally, they also don’t have much in the way of savings. And if they cannot expect to receive a pension, many people who have reached retirement age will be left with no choice but to continue working.

The amendment to the Act on Stabilization of Employment of Elderly Persons in 2021 obliged employers to make efforts to ensure people have the opportunity to work until the age of 70. Therefore, first of all, I believe that this “effort” will become an “obligation” of all businesses by 2040, and it will be a social measure required for people to continue working with peace of mind.

In fact, working beyond the age of 70 is becoming increasingly common. As of 2020, 8.5% of the total number of employed people were aged 70 and older—almost four times the figure for 1980 (“Population Census,” Statistics Bureau, Ministry of Internal Affairs and Communications). Amid a declining population, people in their 70s currently employed—in excess of five million—are becoming an indispensable presence in the labor market.

It is unlikely that, after the age of 70, people will be able to be hired as permanent employees. Going forward, it is believed that more and more people will want to be able to work when it is convenient for them. It can be said that the role of fixed-term employment in the labor market is becoming increasingly important.

Active Participation of Women

Trends in the labor market for women and fixed-term employment

Kazunari Honda, Professor, School of Business Administration, Mukogawa Women’s University

Improvement in disparity in treatment between fixed-term and permanent employees and a correction in the gap between men and women

With an insufficient labor force, it is likely that companies will divide tasks into smaller parts to secure human resources, and to make it easier to incorporate external labor markets such as fixed-term employment and outsourcing. The Japan Federation of Employers’ Associations (Nikkeiren) previously introduced the concept of the “employment portfolio.” This could be interpreted as a move to connect the external labor market directly beneath the internal labor market of companies. As the shortage of human resources continues, we expect to see the combining of the two markets and a “total conversion to fixed-term workers.” Within this trend, the disparity in treatment between fixed-term and permanent employees is expected to be improved, and a correction is also foreseen in the gap between men and women.

Given this situation, it can be said that companies will have an increasing need for fixed-term employment by women. Fixed-term employment is also appealing to women with various time constraints due to childcare and other factors. To stabilize fixed-term employment, it is necessary to consider measures to reinforce social security. Examples include ensuring that even if the workplace changes, the period of employment is still counted as part of the total, and that workers are provided with the appropriate degree of protection.

Meanwhile, in Japan, there is a strong sense of “path dependence” rooted in mechanisms and events determined by past circumstances and history, and improving gender bias has proven to be difficult. Awareness that this continues to be a factor precluding women from working in the same way as men is important.

Foreign Nationals

Foreign worker trends

Yu Korekawa, Director, Department of International Research and Cooperation, National Institute of Population and Social Security Research

Foreign nationals entering Japan increased at an unprecedented pace of 320,000. Focus on resulting expansion of foreign human resources market.

The number of foreigners entering Japan for extended periods is increasing at an unprecedented pace—reaching 320,000 in 2023—and this trend is suppressing issues such as the pension system.

Some people make the argument that the number of foreign workers will decline because the depreciated yen will prevent workers from coming to Japan to make money, but that is not happening. This model may serve as an explanation: “As developing countries advance economically, opportunities to learn increase, which broadens people’s horizons, which in turn makes more people want to leave to go to developed countries, while also increasing the number of people with the economic wherewithal to do so.”

As for Japanese companies that welcome foreign workers, while major firms no longer pay particular attention to foreign workers, SMEs in less populated regions are facing a labor shortage and hiring challenges, and it is becoming more common to employ foreign workers through methods such as the Specified Skilled Worker System.

In terms of trends for foreign workers in the fixed-term employment market in the future, the expansion of the derivative foreign talent market, which includes foreign workers with specific skills who are planning to take an exam as well as accompanying family members of foreign residents under the category of Specified Skilled Worker (ii), will draw attention.

Even if a Japanese company wishes to employ foreign workers on a long-term basis, there is a risk that the workers will change jobs due to ambiguity concerning evaluations and career paths. They are no different from Japanese employees in this regard, and I view this as a major issue in human resource management.

Overview of the Medium-Term Management Plan and Growth Strategy

Medium-Term Management Plan ‘dip30th’ FY’25/2–FY’27/2

We aim to realize our vision of a “Labor force solution company” by working toward the achievement of Materiality KPIs related to social value and targets for economic value.



In light of changes in the market and competitive environment, in the fiscal year ended February 2024, we formulated a medium-term management plan ‘dip30th,’ which will end in the fiscal year ending February 2027, the 30th anniversary of our company’s founding. Advances in AI and other new technologies are beginning to reveal solutions to issues that we previously found hard to solve. We are committed to serving as innovators in the use of AI for workers’ happiness and in addressing the structural issue of the labor shortage head on. Just as we seized on the popularity of the Internet to greatly expand our business, we will transform the dramatic evolution of AI into a business opportunity and create a new era on our own to achieve high growth.

Recognition of Management Environment ▶ P45-P48

Given the growing severity of labor shortages stemming from population decline, we expect the labor market to continue its moderate expansion. In this environment, labor demand is supported by fixed-term employees, primarily housewives, the elderly, and foreign workers, and we believe that demand for fixed-term employees will continue to expand, mainly among these groups. On the other hand, advances in technology will create new opportunities, while at the same time, risks and competition are expected to intensify. For these reasons, we recognize the importance of responding flexibly and strategically to such changes.

Materiality KPI Targets and Progress ▶ P35-P36

For each materiality, KPI targets are set to measure the social value to be created during the period of the medium-term management plan. Progress is evaluated and verified on a quarterly basis, and measures are implemented while making improvements as necessary.

Progress of Medium-Term Management Plan

When we first formulated the medium-term management plan, we assumed a moderate market expansion and expected a recovery through the fiscal year ended February 2025, the first year of the medium-term management plan. However, the actual level of recovery fell short of those expectations. In addition, at the time of the plan’s formulation, we had assumed that services currently receiving upfront investments would become profitable in the fiscal year ending February 2027. However, we have decided to prioritize investment to strengthen our competitiveness and to accelerate market share expansion. In light of that decision, we revised the plan’s numerical targets in April 2025.

	FY’25/2	FY’26/2 Plan	FY’27/2 Plan (Revised)	FY’27/2 (Initial plan)
Sales	¥56.3 bn	¥60.0 bn	¥65.0 bn	¥78.0–85.0 bn
Operating Income	¥13.4 bn	¥12.0 bn	¥17.0 bn	¥20.0–25.0 bn
ROE	23.8%	21.4%	30%	30%

Three Pillars of the Growth Strategies ▶ P51-P53

With the aim of achieving our vision of becoming a “Labor force solution company,” we are working on initiatives with a focus on three growth strategies.

1 Transformation of business structure through Spot Baitoru and dip AI

We are endeavoring to transform our business structure with a focus on remaining connected to users and companies. Providing end-to-end support from job search to employment management, we will realize efficiency improvements and maximize applicant acquisition through integrated management. We will also enhance our problem-solving capabilities through the use of accumulated data.

2 Reinforcement of product development

For us to remain connected to users and companies, the integration of services and data, as well as rapid product development, are essential. We are building a scrum team structure, in which we conduct development in the smallest units and make repeated improvements based on client company feedback to provide value as quickly as possible, and a product development structure based on integrated manufacturing and sales.

3 Evolution Toward a Solution-based Sales Organization

Through our evolution toward a solution-based sales organization that aims to identify and solve issues in each industry, we will support the transformation of recruitment and human resources management and provide comprehensive human resources solutions that address issues together with our clients. To this end, we will focus on training and recruiting personnel with a high level of expertise to strengthen our human capital.

Financial Strategy ▶ P39-P44

To enhance both corporate value and shareholder value, it is important to continuously generate and expand returns that exceed the cost of equity (10-11%). To achieve this, we will work to improve ROE and reduce the cost of equity in our efforts to maximize equity spread.



Cash Allocation Policy

Basic policy Cash allocation with an emphasis on growth investment and shareholder returns

Growth investments

- Investments for the growth of existing businesses and the creation of new businesses (human resource investments, system investments, promotional investments, etc.)
- Investments in research and development related to AI and other advanced technologies and their use in business
- M&A and other investments to accelerate business growth

- In principle, the Company will maintain a payout ratio of 50%, with the dividend paid in the previous fiscal year as the lower limit. Dividends are paid twice a year
- Aim for a total payout ratio of 65%.
- Consider additional shareholder return measures, taking into account cash position and other BS conditions, prospects for achieving financial targets, stock price levels, and other factors.
- Maximum Cash concept: Sum of three months of payments. Total amount of tax and dividend payments during this three-month period (Reference) FY’25/2: ¥17.0 bn* (March 2024–May 2024 payments ¥11.0 bn + taxes ¥3.0 bn + dividend payment ¥2.7 bn)

Human Capital Strategy ▶ P71-P77

We are proceeding with ongoing investments and proactive initiatives in line with the embodiment of our philosophy, which lies at the heart of our human capital strategy. In addition, positioning recruitment of human resources, organizational and environmental development, human resources development, and diversity as our key themes, we will strive to improve the happiness and productivity of each and every employee.

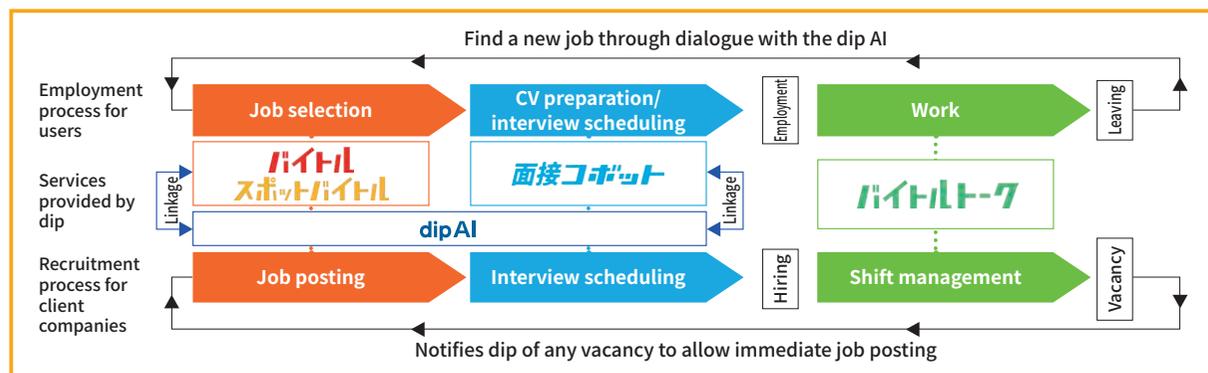
Growth Strategies

Growth Strategies in the AI Era— “Staying Connected with Users and Customers”

We accumulate information through our ongoing relationships with users and corporate clients and use it as a basis to build our proprietary AI platform.

By building the AI platform, users and client companies will stay connected to our services throughout the entire process from job selection and recruitment interviews to post-employment shift management. Enabling client companies to use our various services efficiently on a single integrated management screen will increase the opportunities for them to use the services to accelerate the acquisition of applicants, boost operational efficiency and increase productivity. By leveraging the data, we accumulate to enhance our ability to solve problems, we can improve our ability to provide solutions to the issues faced by users and client companies and, as a result, evolve as a “Labor force solution company.”

dip’s Proprietary AI Platform



Human resource services may be the area where generative AI affects the most significant change

Comments from Mr. Yutaka Matsuo (Professor, Graduate School of Engineering, The University of Tokyo; Chair, AI Strategy Council, Cabinet Office)



I believe that human resource services may be the area where generative AI affects the most significant change. Until now, quantification has been a challenge and there was a reliance on relatively subjective methods, so a very precise matching process was necessary. Given this, the impact of AI utilization is expected to be significant.

As major changes unfold in the future, we must make steady progress from the ground up. Currently, it is important to create many better matches using generative AI technology.

Looking back on this moment 10 or 20 years from now, we will likely realize that it marked the beginning of a new era. In this moment of new beginnings, I am very proud that we will be able to create new services together.

Video of a tripartite discussion with CEO Tomita, COO Shidachi, and Professor Yutaka Matsuo: <https://youtu.be/swyPcg3uPIY>

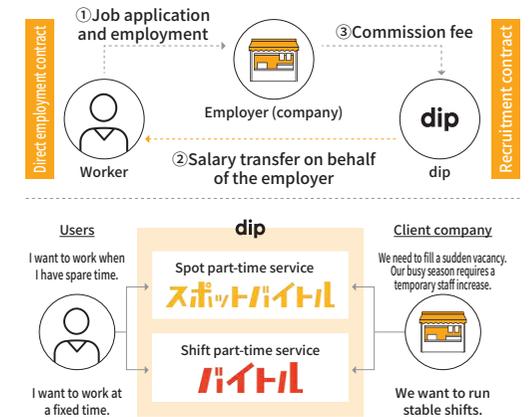
スポットバイトル

Service Overview

Spot Baitoru is a job-matching service that connects people seeking spot work with employers in need of spot workers. (1) dip and the employer enter into a recruitment contract, and dip introduces workers who meet the employer’s requirements through Spot Baitoru. (2) The employer and the worker enter into a direct employment contract. (3) dip handles salary payments to workers via wire transfer on behalf of the employer. This is a model in which the employer is then billed for the advance payment and service fees in a lump sum.

Providing Both Shift and Spot Services to Job Seekers and Client Companies

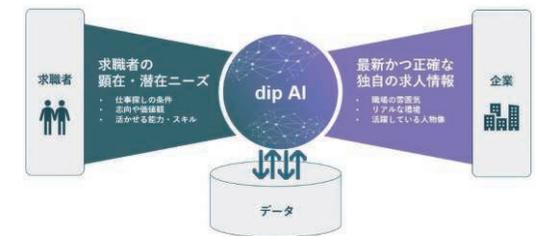
Job seekers can now choose from both shift and spot part-time jobs, allowing us to offer optimal work styles for users with different preferences.



dipAI

Service Overview

With this new service using generative AI, we aim to evolve job selection from the traditional search-and-select model involving a large volume of job information to an interactive model using AI to find the most suitable job. Through this change we intend to significantly improve recruitment rates. Not only does dip AI introduce jobs to job seekers, but it also gently supports them as if they were close friends. It helps them uncover job preferences they were unaware of, assists with the application and interview process, and even offers casual conversation when job hunting feels overwhelming. It now includes a resume generating feature. Going forward, we will accelerate our development efforts to allow users to add information and improve matching accuracy in preparation for the launch of paid services.



面接コボット

Service Overview

This service automatically schedules recruitment interviews with applicants (automatic response by chatbots). On behalf of the busy staff, Interview Scheduling KOBOT automatically arranges interview schedules with applicants 24 hours a day, 365 days a year.



バイトルトーク

Service Overview

Baitoru Talk is a workplace communication app with shift request collection and shift management capabilities that improves communication between part-time employees and store managers. It provides a platform for safe, secure and stress-free communication and shift coordination with part-time employees.

It also enables dip’s sales staff to immediately learn about the hiring needs of client companies based on shift information and promptly make optimal proposals for job posting, to support efficient recruitment activities leading to better results.

Issues involved in the use of personal social media accounts from store management viewpoint

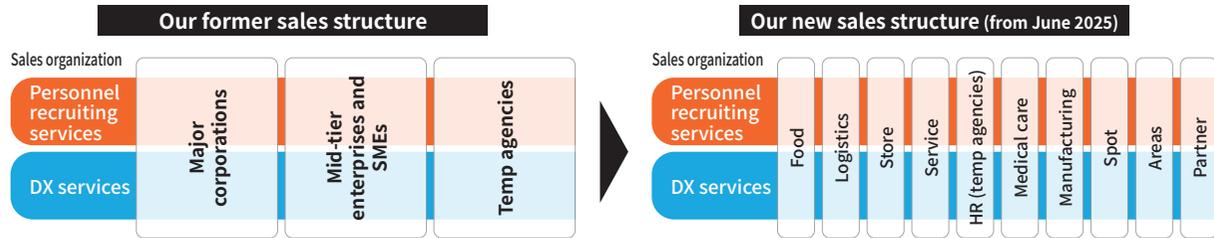


Baitoru Talk helps processes from shift management to job posting



Evolution Toward a Solution-based Sales Organization

In June 2025, we reorganized our sales structure from one based on customer sizes and geographical areas to one based on industrial sectors. Through this, we will further develop the expertise of our sales staff, increase the value we provide to client companies, and dramatically improve productivity. By enhancing employees' sense of contribution and self-efficacy, we hope this will also help improve the employee retention rate.



Through an organizational structure based on client sizes and geographical areas, we proposed solutions to issues in and around recruitment centered on services

Based on the new industry-specific organizational structure, our sales representatives cultivate specialized knowledge in each field to deeply understand the challenges facing client companies and propose the optimal combination of services from dip's full portfolio.

Total Solutions for Labor Issues from Recruitment to Retention

From recruitment, career development and retention of human resources to productivity improvement - we provide comprehensive support for labor issues faced by companies.



Voice of employees

- I have to learn many things every day, but I feel it will lead to my growth, so I want to develop my career under this system.
- When I tell clients that I am specialized in the construction industry, many ask me for information on market situations. I feel that clients now have greater confidence in me.
- When I tell clients that I now specialize in the restaurant industry, they often share with me the problems faced by the industry as a whole. It appears that my specializing in the industry has changed the nature of issues they consult me about.
- As a sales representative specialized in the temporary staffing industry, I can propose essential solutions to clients' issues leveraging my previous experience from working with a temporary staffing agency. This has enhanced my motivation.
- At dip, we've traditionally focused on staffing solutions to address challenges in the healthcare and nursing care industries. We're excited that we can now solve our clients' problems through various approaches, including job advertising.

Voice of clients

- Until now, I refrained from discussing topics specific to the logistics industry, thinking it would be difficult to convey them clearly, but from now on, we will consult with you as a professional service for the industry.
- We learned about the cases of successfully solving issues in the industry, so we expect your service to be quite reliable.
- Soon after the organizational change, your sales representative came to us with a proposal on issues for our industry. We can see your seriousness from the organizational change.
- Specializing in the industry will help your sales staff gain more extensive knowledge about it. Now we expect you to bring broader range of proposals inspired by the cases of other companies in the industry.
- We hope you will bring us information about competitors in a timely manner.
- With your sales staff specialized in the industry, we hope we can also consult on issues other than recruitment.

Practicing User First



In order to solve issues in the labor market, we continue to develop services and features always from the user's perspective to create values available from no one else.

Declaring Commitment to Providing User-First Services

When a company posting jobs cancelled employment unilaterally shortly before the scheduled start date, major spot work agencies sometimes informed the company posting the jobs that the company was not required to pay the equivalent amount of wages based on their own interpretation that no employment contract had been established. In response to this, the Ministry of Health, Labour and Welfare clarified its view in July 2025 that in the case of a job opening posted on a first-come, first-served basis, an employment contract is established upon application by the job seeker and the company posting the jobs is required to pay the full amount of wage, while simultaneously requiring agencies to establish proper labor management systems. In April 2025, in advance of the announcement of the policy, dip began to pay 100% of the amounts of lost wages to users by claiming them from the would-be employers. For similar cases prior to that date, we paid the same amounts at our own expense. In June 2025, we also posted an advocacy advertisement declaring our commitment to providing user-first services.

A Newspaper Ad Declaring Our Commitment *(posted on June 19, 2025)



Our Response (April 10, 2025)

- We will claim an amount equivalent to 100% of the wages for the scheduled working hours from the would-be employer and pay it to the user
- We will pay amounts equivalent to the lost wages at our expense to those users who lost the opportunity to work for the same reason before April 2025.

Press release: <https://www.dip-net.co.jp/files/2124> (in Japanese only)

"Labor Management for Spot Work" Ministry of Health, Labour and Welfare (July 4, 2025)



Ministry of Health, Labour and Welfare URL: https://www.mhlw.go.jp/stf/newpage_59197.html (in Japanese only)

Japan's First* Unique Feature "Good Job Bonus" to Improve the Treatment and Status of Part-Time Workers *Based on our research

Upon the end of the shift, the employer (company) evaluates the worker's performance. To workers with a "Good" rating, dip pays a bonus in addition to their hourly wages.

Benefit for workers

- Getting fairly rewarded for a good job boosts motivation
- Improves the treatment and status of fixed-term workers

Benefit for employers (companies)

- Employers can secure high-quality human resources with no additional cost
- Improvement in the quality of work by heightening worker motivation
- Increase in repeat rates (re-application/contract renewal rates)

Good Job Bonus (patent pending)

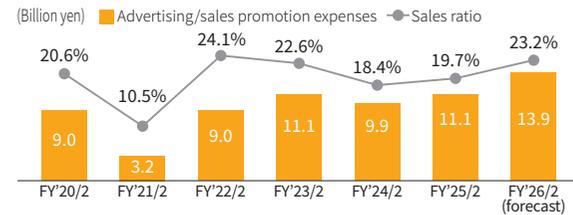
Good Job Bonus payment example:
For 5-hour work at an hourly wage ¥1,400

Salary (¥7,000) + Good Job Bonus (¥700) Total: ¥7,700 <small>(Payment by dip on behalf of the employer)</small>	Salary (¥7,000) + Basic fee (20%) + Good Job fee (10%)* Total: ¥9,100
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*Good Job charge is a charge borne by employers that agree to improve the working conditions of fixed-term employees.

Multifaceted Promotional Activities

We conduct large-scale promotions in a hybrid mix that optimally combines “digital advertising” based on social media, web, SEO and other tools with “mass advertising” based on television commercials, transit advertising, etc. We aim to maximize opportunities for our service to be chosen through gaining recognition among both users and companies, while continuously optimizing the effectiveness of our advertising investments based on data analytics.



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

Shohei Ohtani Became the Brand Ambassador in December 2023

Our brand ambassador Shohei Ohtani embodies the very essence of “dream, idea, and passion,” the origin of our company name. With a big dream of becoming the world’s greatest professional baseball player, his idea to become a two-way player captivated the baseball community, and his passion has inspired people all over the world.

Sharing our philosophy and corporate stance, he became our brand ambassador in December 2023. Since then, we have conducted promotions through various media and methods aiming to increase the public recognition of the dip brand and the company and enhance the corporate value.



Conducted in January 2024

dip Named the Main Sponsor of the 2026 World Baseball Classic® Tokyo Pool

dip has become a main sponsor of the 2026 World Baseball Classic® Tokyo Pool. Accordingly, the tournament will be held as “2026 World Baseball Classic® Tokyo Pool Presented by dip.” As the main sponsor of the tournament, we will conduct various campaigns that will inspire dreams and emotions in people and help people realize their dreams as a company that supports people taking on challenges.



(From left) WBC 2023 Head Coach Mr. Kazuyuki Shirai, President Tomita, WBC President Mr. Jim Small, and 2006 catcher Mr. Tomoya Satozaki

Tatsuya Fukazawa, Daisuke Sakuma and Koji Mukai (Snow Man) Appointed as Spot Baitoru’s Commercial Characters Broadcasted nationwide from March 15, 2025

We have aired a TV commercial series featuring Tatsuya Fukazawa, Daisuke Sakuma and Koji Mukai from Snow Man with the keyword “Spoba,” an abbreviation for Spot Baitoru. The ad playfully highlights the benefits of experiencing various part-time jobs and receiving a “Good Job Bonus” worth 10% of your earnings, all set to a catchy, well-known melody. It conveys the information in a friendly and impressive manner to increase brand recognition and promote the use of our services.

Business Conference on the Future of Work Style Innovation through AI and DEI “Labor force solution Conference dip 2024”

“The world is changing dramatically now, and people’s lives are changing significantly,” said Tomita at the outset. “When I founded the company 27 years ago, personal computers were not yet as common as to be adopted by most companies. Since then the Internet, mobile phones, and smartphones have spread, and people’s lives have changed so much that they can no longer live without them. Now it is said AI will bring about even greater changes in the future. In a few more years, people may no longer be sure how they could live without using AI.” He wrapped up his opening talk by saying “I hope this conference will be an opportunity to ponder upon how your lives and working styles will change as AI evolves.”



Click here for the video archive ▶ <https://youtu.be/Z8TZBbkeSUI>



[Content for the day]

- Keynote Session: Exploring the present and future of evolving AI
- Talk Session: How Happiness Matching enhances job satisfaction, as revealed through a survey of 10,000 people
- Presentation Session: dip’s new service to promote work style diversity

Initiatives for Commercialization of Sports and Entertainment

“Here at dip, we want to tap into dreams, ideas and passion to create a better society” — under this corporate philosophy, we engage in various initiatives and activities to support people who dedicate their passion to their dreams and goals. Through the activities of the teams we support, we also aim to enhance our corporate brand value.

Formed dip BATTLES, a Professional Dancing Team

In 2021, we created dip BATTLES, a professional dance team, hoping that it would become a team that “inspires dreams” in people through powerful and passionate dancing. The team competes in D.LEAGUE, Japan’s professional dance league, in its effort to touch the hearts of the audience and inspire vigor and courage in them through its dancing. In 2024-2025 season, the team made it to the championship.

In addition, dip BATTLES plays a role in creating a rewording workplace, including by performing at client companies’ employee meetings and events, with the aim of achieving our corporate philosophy of creating a better society.

From the perspective of sports marketing, the team’s activities have also increased the recognition of the corporate brand, strengthened engagement with fans, and made our social contribution visible, contributing to the improvement of the company’s social value and economic value.



Professional Basketball Team THE SAITAMA BRONCOS

In June 2025, dip became the owner of THE SAITAMA BRONCOS, a professional basketball team. In Japan, basketball is the second most popular sport in terms of player population, with approximately 5.04 million participants, following soccer at 5.9 million. Notably, participation among teenagers is on the rise. Based on the philosophy of enhancing the value of basketball through community-based clubs and contributing to the creation of a prosperous society through sports, B.LEAGUE is continuing to expand the market by strengthening engagement with fans. THE SAITAMA BRONCOS has set a new goal of being promoted to the B. LEAGUE PREMIER as they embark on a new chapter under a re-vamped management structure.

At the same time, by deepening relationships with local communities and expanding the fan base through sports marketing, we aim to increase the brand value of the team, the local communities, and the company while contributing to society.



Announcement of the new ownership of THE SAITAMA BRONCOS in June 2025

Business Strategies

Personnel Recruiting Services Business

In the personnel recruiting services business, we support the recruitment and utilization of human resources that underpin core corporate activities through the provision of job advertisements and recruiting services. Based on our “user-first” management policy, we have developed a variety of unique, industry-first functions to respond to the job selection needs of job seekers, and we help client companies to match with potential employees with an emphasis on ensuring the retention and active participation of those new employees after they are hired. In this way, we are pursuing solutions to the labor shortage issues that companies face and contributing to the creation of an environment in which each and every employee can work with vitality.

>> Services

	Launched in October 2002	Quickly connects job seekers and client companies with the kind of freshness of information and rich variety of content that only the internet can offer. Japan's largest portal websites for part-time employees
	Launched in October 2024	Supporting diverse work styles Spot work job site
	Launched in January 2009	Assists job seekers in advancing to the next stage in their careers by helping them maximize experience gained in part-time jobs. Job site for full-time and contract workers seeking a career change
	Launched in October 2000	Connects client companies with job seekers who are looking for full-time, temporary or part-time work. Japan's largest comprehensive job information platform
	Launched in May 2021	A site for qualified personnel and industry professionals in the fields of medicine, nursing, beauty, child-care, as well as those aiming to become professionals Comprehensive job information site for specialized jobs
	Launched in September 2009	Career advisors assist job seekers with career moves and changes by providing them with job information that matches their individual preferences. Dedicated recruiting services for nurses
	Launched in September 2022	Recruiting services specialized in nursing care workers

Post High-quality Job Offerings that Meet the Needs of Diverse Human Resources and Work Styles

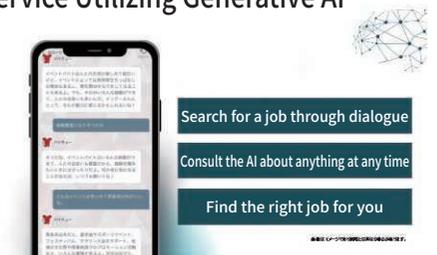


Creation of diverse employment opportunities
Elimination of employment mismatches

We have increased the number of job offerings with an abundance of fresh information, to give diverse people more options for a variety of work styles. We also provide unique features and services such as workplace introduction videos and an application barometer to eliminate mismatches at the time of employment. Workstyle values are becoming increasingly diverse. The kind of society that dip aims to realize is one in which everyone can do the work that they want to do whenever they want to. It is a society in which everyone can pursue the challenge of their desired career and, by fully demonstrating their own abilities and receiving better conditions, feel rewarded and experience the joy and happiness of work. We will continue to work on increasing the number of job listings, developing user-first features, and improving matching accuracy.

Launched dip AI as an Interactive Part-time Job-searching Service Utilizing Generative AI

dip AI represents a major shift from traditional job selection, “search-and-select model involving a large volume of job information.” This AI service works alongside job seekers and supports them in finding jobs that match the potential needs, future dreams, special skills, and personalities of individual job seekers through dialogue.



Workplace Introduction Videos

These videos present, in an easy-to-understand way, the atmosphere of workplaces and the content of the work performed there, aspects that are difficult to convey with text or photos alone. Videos posted on job listings help to increase the accuracy of matching users with the right jobs.



“Message from dip-san”

Our sales staff post messages which convey the appealing points and factual information about the job and workplace from an objective perspective. The service aims to help job seekers make better job selections, eliminate mismatches, and prevent early turnover.



Job Experience/Workplace Visit Function

Gives users a real sense of the workplace through hands-on job experience prior to application. This is effective in the prevention of mismatching.



Workplace Ambience Barometer

The system reduces mismatches by providing specifications that allow users to see at a glance not only the age range and gender ratio, but also get a sense of more ambiguous factors such as the nature of the workplace environment and atmosphere.



Supporting Career Change Matching Individual Preferences

Creation of diverse employment opportunities
Elimination of employment mismatches

Career advisors specialized in the nursing and nursing care sectors assist job seekers with career moves and changes by providing them with job information that matches their individual preferences. They gently support job seekers to find the best matching for ideal career development over a long term.



Certified as an approved provider of paid employment placement services in the fields of medical care, nursing care, and childcare

Dedicated Recruiting Services for Nurses

01 日本最大級の看護師求人情報
看護業界の専任キャリア・アドバイザーが求職者一人ひとりの希望に合った求人情報を紹介し、転職を支援。豊富な非公開求人からの紹介から入職後のフォローまで、丁寧なサポートにご評価を頂いております。

02 効率的・柔軟な採用活動をサポート
「ナースではたらこ」に掲載するだけでなく、他の各種媒体にも掲載されるので、効率的に看護師さんを募集できます。また、多くの看護師さんが登録していますので、急な欠員時のご相談もお任せください。

Recruiting Services Specialized in Nursing Care Workers

01 最適なマッチングを実現
介護業界の専任キャリア・アドバイザーが求職者が支援いたします。ご希望にあった職場の提案や情報提供、面接対策、入職後のフォローなど、手厚いサポートに評価をいただいております。

02 キャリア・アドバイザーの独自情報
上場企業ならではの安心感と、魅力的なサービスにより、多くの介護職の方から支持を集めています。職場理解と勤務づけを丁寧に行ううえでご紹介することで、高い定着率を実現。

* As of September 2025, 40 companies in the medical field, 25 companies in the nursing care field, and 16 companies in the childcare field (including those certified in multiple fields) have been approved under the certification system as fee-charging employment placement business providers in medical care, nursing care, and childcare fields. Nurse de Hatarako has been certified in the medical care, nursing care, and childcare fields, and Nursing Care de Hatarako has been certified in the medical and nursing care fields.

Improving Working Conditions for Fixed-term Workers

Enhancing human capital and economic productivity
Creating rewarding workplaces

We have implemented a number of measures, including offering financial assistance for users who were absent from work due to COVID-19 infection, and a project to encourage client companies to raise hourly wages and provide vaccine allowances for vaccinated users. We will continue to help companies increase their profitability through improved productivity, further improve the compensation of their workers, and create a workplace that is full of job satisfaction.

dip Incentive Project

In November 2021, we launched the “dip Incentive Project,” in which proposals from our sales staff to client companies, such as increasing hourly wages and providing incentive payments upon employment, are posted on our job site. The project has gained the support of many of our clients who felt that it would lead to strengthened recruitment capabilities and retention of personnel in the face of significant labor shortages due to the declining working population caused by the falling birthrate and aging population.



Realizing a Society Where Diverse Human Resources Can Work and Play an Active Role in Their Own Way

Promotion of DEI
Respect for human rights

With the aim of creating a society where diverse talents can work and thrive in their own way, we promote various initiatives, including the dip DEI (Diversity, Equity & Inclusion) project. We work with client companies to establish workplaces where women, senior citizens, and people with disabilities can participate more actively. In doing so, we are aiming to promote stability and security in employment.

dip DEI Project

—Supporting the creation of a diverse workplace where possibilities are not denied because of prejudice—

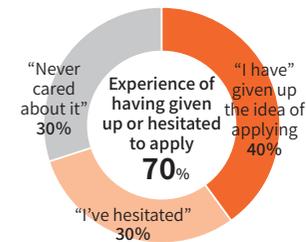
We aim to create a society where people with different personalities can work in a way that reflects their individuality by expanding their options for work styles. We believe that by eliminating the biases of age, gender, nationality, and other traits based on prejudice and increasing a wide variety of employment opportunities, we can realize a society in which both companies and workers can stay lively. We will continue our activities with the idea of “working for the people who work.”



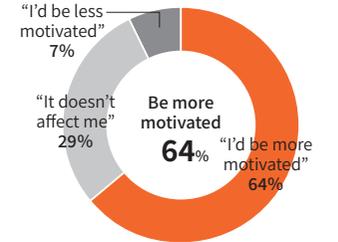
Elimination of Age Discrimination

To address labor shortages, it is also crucial to diversify employment and work styles by revising hiring conditions and reviewing compensation packages. Toward this end we are advancing efforts to eliminate age discrimination in recruiting and promoting hiring based on individual skills and aptitude. As part of such efforts, we allow client companies to choose whether to make the entry of “age” (date of birth) at the time of application mandatory or optional when posting job information on our job site.

Have you ever not applied for a job because of your “age?”



Would you be more motivated to apply to a company that hires without regard to applicants' age?

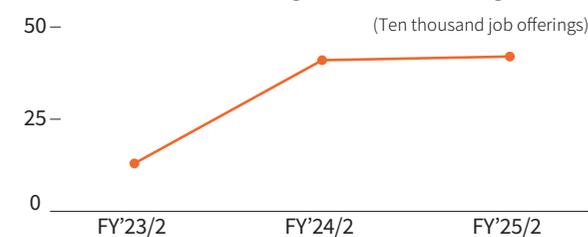


Voice of users

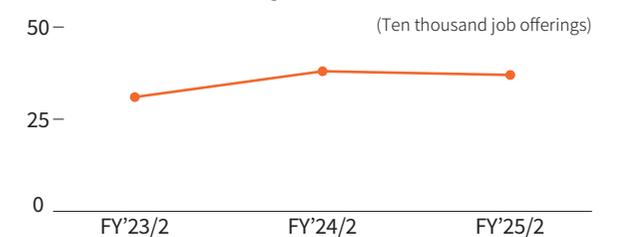
- I am able to work long-term and enjoy stability in a workplace that welcomes seniors. (Female in 60s, Tokyo)
- Thanks to a job with optional age input, I have found a comfortable workplace where age is not a barrier. (Gender not disclosed, in 50s, Kanagawa Prefecture)
- I enjoy working energetically in an unrestrained workplace where people of a wide range of ages work together. (Male in 20s, Tokyo)

*Comments are quoted from interviews with people who were hired through Baitoru, Baitoru NEXT, Baitoru PRO, and Hatarako.net (May to August 2023).

Number of Job Offerings with Optional Age Input



Number of Job Offerings that Welcome Senior Citizens



» Market Share

As a result of efforts to improve society by providing services and conducting promotions tailored to users and client companies, our market share has been expanding.

» Trends in Our Share of the Part-Time and Temporary Worker Job Information Market*



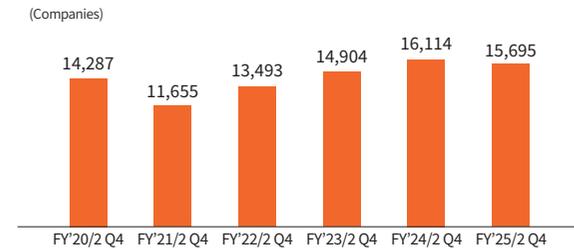
*Prepared by dip based on independent market size survey

» Competitive Advantages

Intellectual capital	Social and related capital	Human capital
<ul style="list-style-type: none"> Service development capability in tune with the voices of workers gathered through direct marketing sales 	<ul style="list-style-type: none"> Broad user base due to high brand recognition Customer base of 150,000 companies and a unique repository of customer information 	<ul style="list-style-type: none"> Unique services and promotions based on "user first" Consulting and sales capabilities of direct sales force connected by philosophy

» Media Service Number of Contracted Companies*

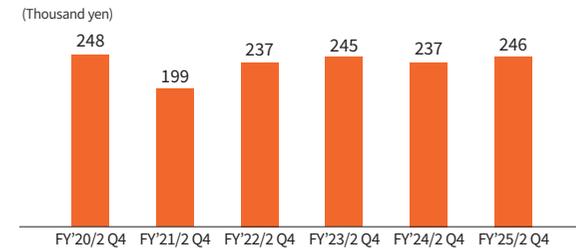
The number of contracted companies decreased from the previous fiscal year as a result of assigning some of the media sales staff to work exclusively on Spot Baitoru.



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

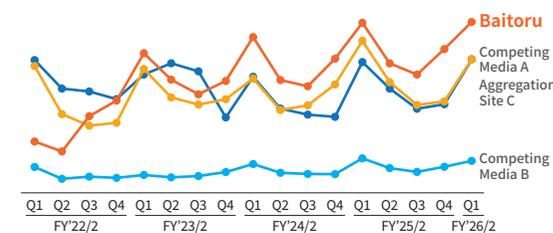
» Media Service Contract Unit Price*

Contract unit prices rose, particularly for major client companies and human resources companies



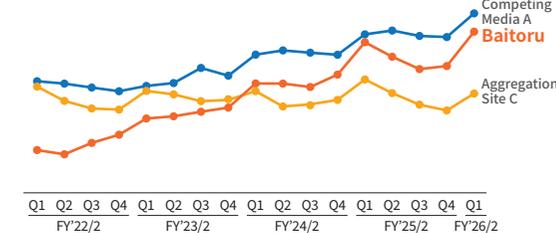
» Number of App Downloads

We have maintained "No. 1" in number of app downloads while steadily expanding our user base through unique promotions.



» MAU (Monthly Active Users)

MAU is steadily increasing, and we are advancing initiatives for early achievement of "No.1" status in industry.



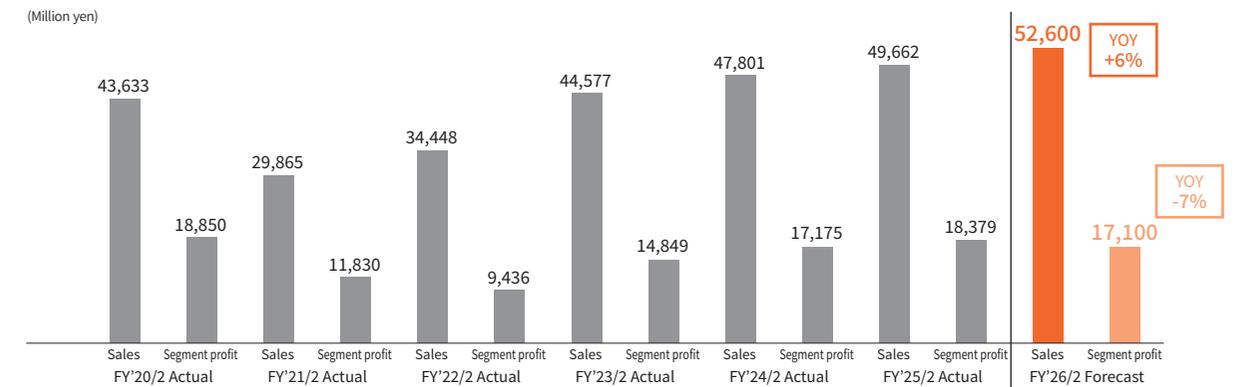
» Business Strategies

- Sell existing media in conjunction with Spot Baitoru and DX products. Increase recruitment numbers to promote an increase in the number of client companies and in the unit price per customer**
 - Maximize the number of users hired by providing shift work via Spot Baitoru and recruitment support using DX products. We aim to increase our share of major client companies, expand the number of small and medium-sized companies and increase unit prices.
- Improve productivity by evolving toward a solution-based sales Organization**
 - Converted to an industry focused sales organization from a regional focus. Sales staff with industry expertise provide the best possible proposals from all of dip's services in response to the issues faced by client companies. Enhance the value provided to client companies, increase wallet share, and aim for a significant boost in sales personnel productivity.
- Expand the sales base through reinforcement of new graduate and mid-career hiring and build a high-productivity sales organization through the use of AI**
 - We plan to hire 100 mid-career employees as immediate contributors, and active recruitment of new graduate sales in 2026 is planned. We will curtail staff turnover by building a detailed training system and revisiting the compensation system. Further utilize AI to improve the order rate and increase the amount of activity.
- Expand sales through agencies**
 - Expand sales through agency channels by leveraging the agency network established and strengthened in the previous fiscal year and accelerating cross-selling of products such as Baitoru, Spot Baitoru, and DX products.
- Monetize Permanent Placement Services**
 - While working to improve the productivity of career advisors, we will expand our share of the recruitment budget in the medical and nursing care fields by combining media, personnel recruitment, and DX products. We are preparing to incorporate dip AI into our business and use it to improve productivity.

» Progress in Sales and Segment Profit and FY'26/2 Plan

In the fiscal year ended February 2025, sales increased 3.9% from the previous fiscal year due to an increase in contract unit price, despite sluggish growth in the number of contracted companies. For the fiscal year ending February 2026, we expect sales to continue to grow at a rate of 6.0%. On the other hand, profit is expected to decrease due to investment in Spot Baitoru.

» Personnel Recruiting Services Business* Progress in Sales and Segment Profit and FY'26/2 Plan



Note: The figures for periods prior to FY'22/2 are estimates based on the revenue recognition standard.
* Baitoru, Baitoru NEXT, Baitoru PRO, Hatarako.net, Nurse de Hatarako, Nursing Care de Hatarako

DX Business



To contribute to the greater adoption of DX among mid-tier enterprises and SMEs, we launched KOBOT, a packaged DX service designed with selected functions that makes it easier to introduce and use on an ongoing basis. The automation of tasks that do not require human hands will help our clients to improve their productivity and simultaneously empower people to take on work where they can fully utilize their abilities, enhancing job satisfaction. This is part of our aim to realize a society in which everyone can experience the joy and happiness of work.

» KOBOT Series Product Lineup

Streamlines recruiting and personnel administration

採用ページロボット

Stock products

Quickly creates original recruiting content featuring Baitoru's unique functions, such as workplace introduction videos, eliminating the need to create webpages in-house. Launched in June 2021 From ¥20,000/month

面接ロボット

Stock products

Flow products

Automatically schedules recruitment interviews with applicants. (Automatic response by chatbots) Launched in November 2019 From ¥30,000/month

人事労務ロボット

Stock products

Provides paperless solutions for part-time worker onboarding and labor management. Launched in July 2021 From ¥24,000/month

Marketing support

HRロボット

Stock products

Services such as automatic generation of client lists for staffing agencies and call outsourcing services to clients. Launched in September 2019 From ¥40,000/month

Sales promotion support

景運ロボット for LINE

Stock products

Issues membership certificates on LINE app, offers store visit reward points and coupons. Supports sales activities by restaurants and retailers. Launched in December 2021 From ¥9,800/month

集客ロボット for MEO

Stock products

Provides map engine optimization (MEO) services to boost ranking in map searches, supporting customer acquisition. Launched in March 2023 From ¥30,000/month

集客ロボット for SNS Booster

Stock products

Reservations can be made from social media accounts. A reservation log function helps restaurants manage their bookings. Launched in October 2023 From ¥20,000/month

» Competitive Advantages

Intellectual capital

- Simple, easy-to-implement product designed specifically for mid-tier enterprises and SMEs
- Packaged products developed in-house and with partner companies (e.g., start-ups) are provided at low cost with excellent UI/UX.

Social and related capital

- A customer base of 150,000 companies built up through more than 20 years of media operations

Human capital

- Sales structure with 2,000* sales staff

*Total sales staff of personnel recruiting services and DX businesses

» Number of Companies Subject to Monthly Billing

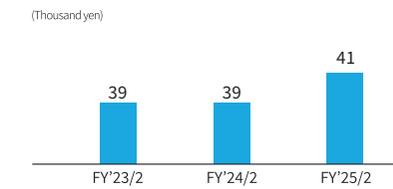
The number of companies subject to monthly billing remained at the same level as the previous fiscal year.



*Quarterly average for Q4 of the fiscal year

» ARPU

ARPU increased due to an increase in the number of locations per company using the sales promotion support service.



*Quarterly average for Q4 of the fiscal year

» Stock Ratio

Sales promotion services for stock-type products are also expanding steadily, with the stock sales ratio continuing to progress while maintaining a level in the 70% range.



*Ratio calculated by dividing sales of stock products by total sales for Q4 of the fiscal year

» Business Strategies

1. Recruitment and Human Resource: Build an environment that keeps us connected with users and client companies to increase the number of contracted companies

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

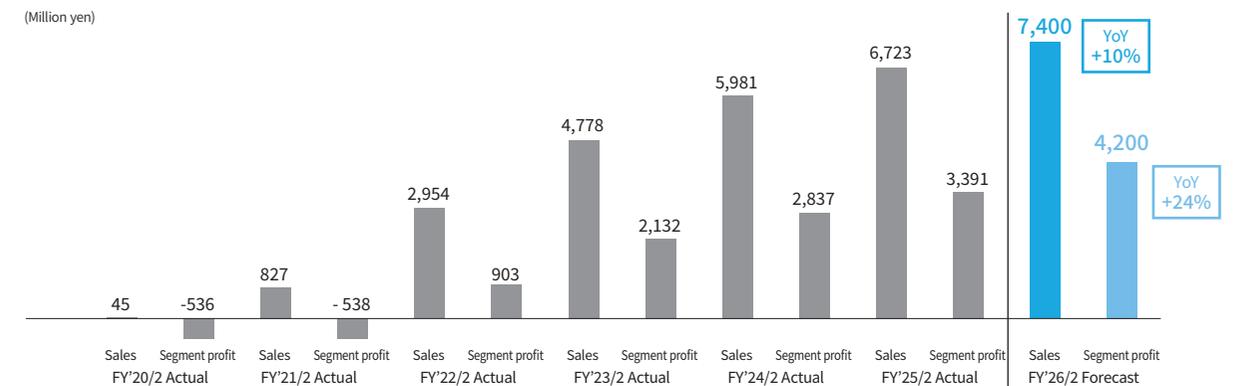
2. Sales Promotion Support Domain: The increase in the number of contracted companies for sales promotion support products is driving the revenue growth of the DX Business

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

» Progress in Sales and Segment Profit and FY'26/2 Plan

In the fiscal year ended February 2025, sales increased due to increases in the number of companies subject to monthly billing as well as ARPU. For the fiscal year ending February 2026, we expect sales to grow by 10% year on year with further expansion in the number of contracted companies, and operating income to grow by 24% year on year by reducing personnel costs through transfer to Spot Baitoru.

DX Business Progress in Sales and Segment Profit and FY'26/2 Plan



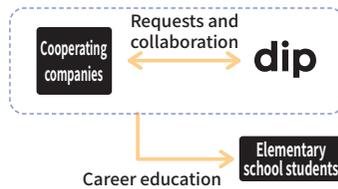
Note: The figures for periods prior to FY'22/2 are estimates based on the revenue recognition standard.

Initiatives for Local Communities/dip-NPO Collaborative Program

Initiatives for Local Communities

Career Education Support for Elementary School Children “Baitoru Kids Program”

Utilizing the know-how on work gained through personnel recruiting services business, we provide opportunities for the next generations to think about their future work and to learn the meaning and value of working. This career education support program called the “Baitoru Kids Program” will help elementary school children create a hopeful future and pursue the challenge of their desired career. During the program, employees of dip and cooperating companies communicate the characteristics, social roles, and sense of fulfillment in their jobs. In doing so, we aim to give children opportunities to learn about different work styles and help them develop work-related attitudes and values.

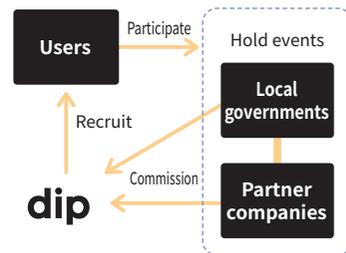


Comment from an elementary school teacher

My strongest impression was “The program was very fruitful.” It was refreshing that I could listen to the stories of those who were actually working, and the children also enjoyed participating. They were also taught about occupations they didn’t know, which broadened their horizons. It is difficult for the school to arrange everything for the same program. The dip side coordinated everything, which was very helpful. The content was easy to understand, and the documents such as the progress schedule were also very easy to understand.

Promoting the Matching of Regional Companies and Local Governments with Job Seekers Who Are Willing to Move or Settle into the Regions —Regional revitalization initiatives—

In regional areas, mid-tier enterprises and SMEs are increasingly feeling the pinch of labor shortages, while in large metropolitan areas, many workers, especially young people, are unwillingly employed on fixed-term contracts. Through our services to promote the matching of regional companies and local governments with job seekers who are willing to move or settle into the regions, we offer users a variety of work style and career options and work to resolve the labor shortage in rural areas.



Initiatives with Owase City to Resolve Issues in the Primary Industry

With our support, Mie Prefectural Owase High School, located in Kodono-cho, Owase City, Mie Prefecture, was selected for the Ministry of Education, Culture, Sports, Science and Technology’s “High School DX Acceleration Promotion Project” (FY2024). Under the project, the school has implemented classes on the use of generative AI and drone operations. The initiative aims to utilize IT technology through collaboration between industry, government, and academia to revitalize primary industry in the region. Classes are supported by our employees and external lecturers from Mie University. The ultimate goal is to mechanize the cultivation of “Amanatsu (sweet summer oranges),” a specialty product of Owase City. Students who attended the class shared comments such as “For better or worse, AI surpasses human efforts in a second. That’s precisely why we want to work with it effectively while following the rules.”



Students learning how to use generative AI from dip employees (Hikarigaoka Campus of Owase High School, Hikarigaoka, Owase City)

dip-NPO Collaborative Program

In September 2023, we launched the dip-NPO Collaborative Program as part of our efforts to address social materiality. Mr. Daigo Sato, President of the Japan Center for NPO Evaluation, was invited to serve as an advisor to the Program. Under the program, we selected, from among 43 candidates, one organization that we will collaborate with (Peace Winds Japan (NPO, Nonprofit Organization)), and three other organizations with which we seek ways for collaboration (General Incorporated Association, Local Coop Owase, NPO Chaibora, General Incorporated Association, Kounenki Mature Life Association). We are advancing initiatives to solve new social issues together with these four organizations.



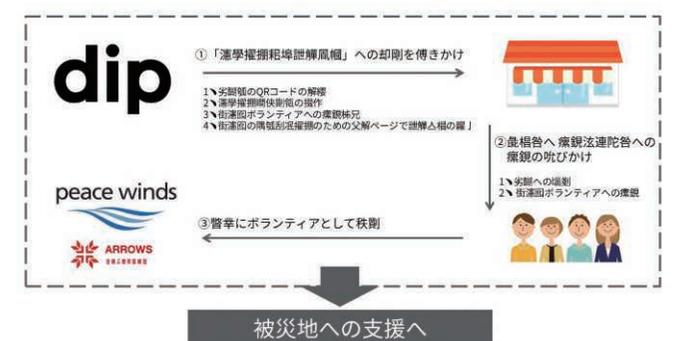
Mr. Daigo Sato, Advisor to the dip-NPO Collaborative Program

Initiatives with Peace Winds Japan (NPO, Nonprofit Organization)

In response to the 2024 Noto Peninsula Earthquake, we made a donation of 10 million yen to Peace Winds Japan, which rushed to the disaster-stricken areas to provide support, and began initiatives to eliminate labor shortages in the disaster-stricken area. In March 2025, we jointly launched the “Disaster Support Workplace Certification Program” to strengthen the support program. This certification program aims to raise awareness during normal times and promote dispatching volunteers in the event of an emergency.



Overview of the “Disaster Support Workplace Certification Program”



Peace Winds Japan (NPO, Nonprofit Organization)  <https://en.peace-winds.org/> 

For more information on the Disaster Support Workplace Certification Program, please visit this page. https://lp.peace-winds.org/dip_and_arrows (in Japanese only)

Initiatives with General Incorporated Association, Local Coop Owase

We participated as a corporate sponsor in the “Nature Positive Action Conference in Owase” (held in November 2024), co-hosted by General Incorporated Association, Local Coop Owase, which advocates the creation of autonomous communities, together with three other organizations. We deepened our understanding of the significance of forest improvement and nature-positive management, as well as engaged in repeated discussions with relevant parties. We also participate as a partner company in the “Nature Positive Consortium in Owase,” which is chaired by Owase City, Paramita Inc., and General Incorporated Association, Local Coop Owase.



Nature Positive Action Conference in Owase

General Incorporated Association, Local Coop Owase  <https://localcoop.io/> 

NPO Chaibora

NPO Chaibora supports the recruitment and retention of personnel specializing in social care homes, including children’s homes. It also operates the information website “Chabo Navi.”

NPO Chaibora  <https://chaibora.org/en/> 

General Incorporated Association, Kounenki Mature Life Association

General Incorporated Association, Kounenki Mature Life Association is undertaking activities to transform the lives of people in the menopausal generation, aiming to resolve the multifaceted challenges they face.

General Incorporated Association, Kounenki Mature Life Association  <https://www.maturelife.org/> 

Initiatives for Climate Crisis

Response to the climate crisis

If climate change causes the frequency and intensity of natural disasters to continue to increase, it will not only threaten the safety and security of workers but also potentially take away their employment opportunities. We consider addressing such climate crisis to be an important management issue and are working to reduce the environmental impact of our business activities while also expanding business opportunities. As part of our efforts, we achieved our target of carbon neutrality for Scope 1 and Scope 2 GHG emissions in the fiscal year ended February 2025. Going forward, we will continue to take measures to prepare for risks associated with the climate crisis and expand business opportunities.

<https://www.dip-net.co.jp/en/esg/environment/E003>

Environmental policy



Initiatives for Climate Crisis Risks and Opportunities (Disclosure Based on TCFD recommendations)



Governance

Our Board of Directors deliberates and makes resolutions on environmental policies and important related matters, including climate change issues. The Sustainability Promotion Council, chaired by the Representative Director and COO and consisting of all Executive Officers, identifies risks and opportunities related to climate change, sets measures and targets, and evaluates the progress. In addition, the Sustainability Promotion Council is responsible for promoting measures related to climate change, and the Board of Directors oversees the implementation of these measures. The Board of Directors receives regular reports on the risks and opportunities related to climate change and the progress of response measures, supervises the progress toward targets, and directs actions as appropriate.

Strategy

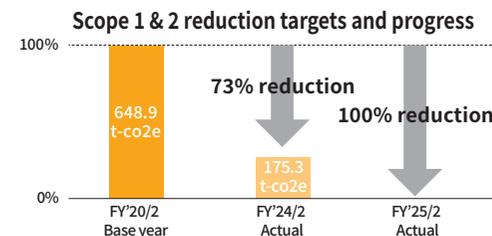
	Assumptions in scenario analysis	Risks	Opportunities
Scenario in which temperature increases are unstoppable	<p><Assumption> An increase of about 4°C compared to preindustrial levels</p> <p><Scenario used for analysis> • RCP8.5 • SSP5 The rise in average temperatures will not be halted, and natural disasters will become more frequent and more severe. Global warming will also increase the risks associated with infectious diseases.</p>	<p><Physical risks> Occurrence of natural disasters Occurrence of system failures Spread of infectious diseases</p>	Provision of employment opportunities for people who have been affected by climate crisis
Scenario in which temperature increases are controlled	<p><Assumption> An increase of less than 2°C compared to preindustrial levels</p> <p><Scenario used for analysis> • RCP2.6 • SSP1 • IPCC “Special Report on Global Warming of 1.5°C” Policies and regulations will be strengthened to control the increase in average temperature. This will keep the average temperature from rising, and the frequency of natural disasters will not increase significantly from the current level.</p>	<p><Policy and legal risks> Strengthen policies to curb GHG emissions</p> <p><Market risks> Transition to a low-carbon society</p> <p><Reputational risks> Occurrence of reputational risks</p>	<ul style="list-style-type: none"> Expanding opportunities to provide human resource services as a result of inter-industry labor migration related to the government’s Green Growth Strategy Increase investment in venture companies related to the above growth strategies Expanding opportunities for the introduction of DX services in line with the promotion of a paperless society due to stricter GHG emission control policies In line with the strengthening of the above policies, the corporate value of venture companies in which we have invested that solve environmental issues will be enhanced

Risk management

At dip, the Sustainability Promotion Council reviews, evaluates and analyzes climate change risks and opportunities. This information is reflected in the annual review of the risk map and is integrated into the company-wide risk management strategy. In addition, the Sustainability Promotion Council examines countermeasures for identified risks and reports to the Board of Directors.

GHG reduction targets and efforts to reduce emissions

We had set a goal of reducing GHG emissions from all offices (Scope 1 and 2) and data centers by 100% by the fiscal year ended February 2025 and had worked to achieve this in various ways such as by utilizing renewable energy sources. As a result, we achieved carbon neutrality for Scope1 and Scope 2 GHG emissions in the fiscal year ended February 2025 and have set the goal of maintaining it in the future. We also continue to calculate and disclose Scope 3 GHG emissions and are engaged in ongoing discussions regarding reduction targets for Scope 3 GHG emissions.



Main Efforts Toward Reducing Our Environmental Impact

Conversion to renewable energy

We proactively use electricity from renewable energy sources while promoting power and energy conservation in all of our offices. As of the fiscal year ended February 2024, approximately 78.7% of the energy consumption (Scope 1+2) associated with our business activities had been converted to renewable energy.

Utilization of forest credit

With regard to GHG emissions in Scope1, we are promoting the use of forest credits that offer co-benefits beyond just CO₂ absorption. In this way, we promote the absorption of CO₂, which accounts for the largest part of greenhouse gas emissions and contribute to the prevention of global warming.

Reduction of paper resource consumption – Going paperless

By operating an online job information service, we promote services that do not use paper resources. We are also promoting the use of electronic applications, invoices, and contract documents, as well as sales activities using tablet PCs, in an effort to reduce paper consumption by promoting paperless operations.

Conservation of water resources – Use of LIMEX

LIMEX, developed, manufactured, and marketed by TBM Co., Ltd., is a material that can substitute for plastic and paper products. We made an investment in TBM and have used LIMEX for our business cards since 2019. Compared to paper business cards, one box (100 cards) of LIMEX business cards can save about 10 liters of water. In addition, LIMEX business cards that are no longer necessary are collected and recycled at TBM to help create a zero-waste society.



LIMEX business cards, made primarily of limestone

Third Party Verification

To ensure the accuracy and reliability of the calculated emissions, we have received third-party verification from the Sustainability Accounting Co., Ltd.

web ▶ <https://www.dip-net.co.jp/files/2185> (in Japanese only)

Biodiversity Initiatives

At dip, we have started discussing policies and initiatives for the conservation of the environment including ecosystems, as well as the maintenance and conservation of biodiversity. Through the donation to Owase City, Mie Prefecture in November 2024, we demonstrated our support for forest conservation activities and played our part in protecting the biodiversity of forests. We are also considering disclosure under the framework of the Task Force on Nature-related Financial Information Disclosure (TNFD).



Response to the Climate Crisis Through Our Business Activities

In 2024, we contributed 10 million yen to Owase City, Mie Prefecture, which aims to achieve carbon neutrality by 2050. The donation is aimed at sustainable forest management and conservation of marine resources and supports the zoning of regions and development of guidelines in order to promote CO₂ absorption, recovery and improvement of biodiversity, utilization of timber (carbon fixation), and utilization of renewable energy.

In April 2025, we further developed this initiative and concluded a partnership agreement with Owase City. At present, labor shortages in the primary industries associated with decreasing population and aging populations are a serious issue in Owase City, and in particular, maintaining forestry has become increasingly difficult. We aim to resolve this issue by supporting the securing of local labor through our job information services Baitoru and Spot Baitoru. Through these initiatives, we aim to balance both resolving regional issues and conservation of the environment. At the same time, we will contribute to the achievement of environmental conservation in a sustainable manner by supporting the securing and retention of human resources who will play a role in regional primary industries.



An on the ground, community-driven sustainable model developed in Owase



Conclusion of a partnership agreement with Owase City in April 2025 (left: Mayor of Owase City Chihaya Kato; right: dip Representative Director, President and CEO Hideki Tomita)

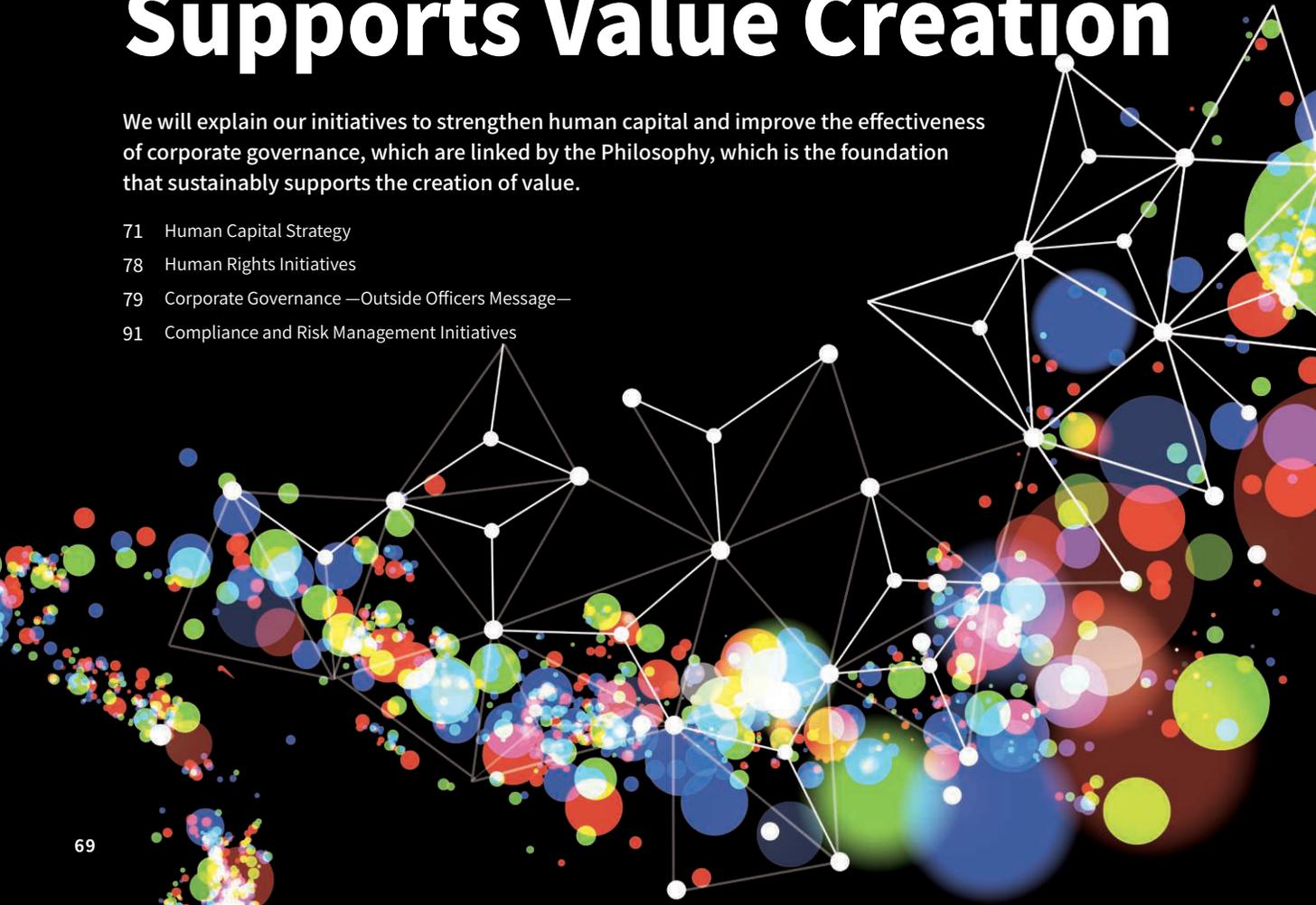
Chapter

04

Foundation that Supports Value Creation

We will explain our initiatives to strengthen human capital and improve the effectiveness of corporate governance, which are linked by the Philosophy, which is the foundation that sustainably supports the creation of value.

- 71 Human Capital Strategy
- 78 Human Rights Initiatives
- 79 Corporate Governance —Outside Officers Message—
- 91 Compliance and Risk Management Initiatives



Message from Top Management

Value Creation Model

Value Creation Strategy

Foundation that Supports Value Creation

Data Section

Human Capital Strategy

Guided by the belief that “people are everything, people are assets,” we have cultivated our employees and refined our workplace environment to create an atmosphere where each individual, with their unique strengths, can perform at their best and achieve greater happiness. In addition, to realize the medium-term management plan ‘dip30th,’ we are making continuous investments and are proactive in the “embodiment of philosophy,” the foundation of our human capital strategy. We are also working on “human resource acquisition,” “organizational and environmental development,” “human resource development,” and “diversity” as the themes of our human capital strategy.

Conversation Between the CFO and CHO: “People are everything and people are assets” — Toward further strengthening human capital

Special Feature



Haruhiko Arai

Managing Executive Officer,
CFO (Chief Financial Officer)
and Head of Corporate
Management Group

Conversation

Toshiki Kanadani

Executive Officer,
CHO (Chief Human Officer) and
Head of Personnel & General
Affairs Group

▶ **Arai:** Human capital is the source of our corporate value and the foundation of our financial strategy. Guided by the belief that “people are everything, people are assets,” we have designed our management and human capital strategies in an integrated manner and proceeded with management in the belief that our employees’ growth is what will lead to the growth of the company. Mr. Kanadani, you have visited all our offices and had numerous dialogues with staff. What is your sense of the actual situation on the ground?

▶ **Kanadani:** I have had the opportunity to talk to many employees on a variety of occasions, and my strongest sense has been that the philosophy has been instilled in each employee, and that each individual is firmly united as a team around the core. It seems to me that a virtuous cycle has been created in which, by increasing their sense of contribution to users and client companies through the embodiment of philosophy, our people are sensing their own growth, which enhances their own well-being, and that this, in turn, is resulting in their spontaneous practice of the philosophy even further.

▶ **Arai:** So, you are saying that value really is being created by the embodiment of philosophy by each employee.

Since I started providing closing briefings for employees every quarter two years ago, I have received a variety of questions from employees. There has certainly been an increase recently in questions from the perspective of how their own day-to-day actions and outcomes contribute to the enhancement of corporate value. My sense is that employees have gained a deeper understanding that it is their day-to-day activities and work embodying the philosophy that leads to the creation of corporate value. On the other hand, in the fiscal year ended February 2025, we faced a rise in turnover rate.

▶ **Kanadani:** My view is that this is related to the impact of the policy shift in March 2024 that made working in the office the general rule, as well as the characteristics of the generation that has spent the majority of their university and working lives online due to the COVID-19 pandemic. Another thing that I noticed from employees’ comments was their anxiety about skill building and their careers amid the diversification of values.

▶ **Arai:** We have been implementing a variety of initiatives to reduce the turnover rate, haven’t we?

▶ **Kanadani:** The biggest initiative is our transition to a solution organization. By acquiring industry expertise and

in-depth knowledge and skills in the human resources field, we will evolve into a group of professionals in the solution of labor force issues. In doing so, we will aim to enhance the value of each individual. Further, in January 2025, we invited Mr. Ryuji Nakatake, an expert in organizational culture transformation, to deliver a training program for all our managers. Subsequently, through multiple follow-up sessions, managers themselves are working independently on the transformation of management themselves.

▶ **Arai:** They are making efforts to develop the working environment, aren’t they?

▶ **Kanadani:** Yes. The working environment is directly connected to employees’ creativity and productivity, so we are working toward a new vision of what our offices should look like with the concept of “creating the future of dip.”

▶ **Arai:** The consolidation of the Nagoya office is a part of that process, isn’t it?

▶ **Kanadani:** That’s right. We have consolidated our four Tokai sites into a new Nagoya Office (Chunichi Building), and we are working on the reinvigoration of communication between employees. The use of AI is also progressing, and my sense is that an environment in which our people can concentrate on higher value-added work is being developed.

▶ **Arai:** As well as the tangible aspects, it is also important that we reexamine intangible aspects, such as personnel systems. Could you explain the concept behind the review of the personnel system?

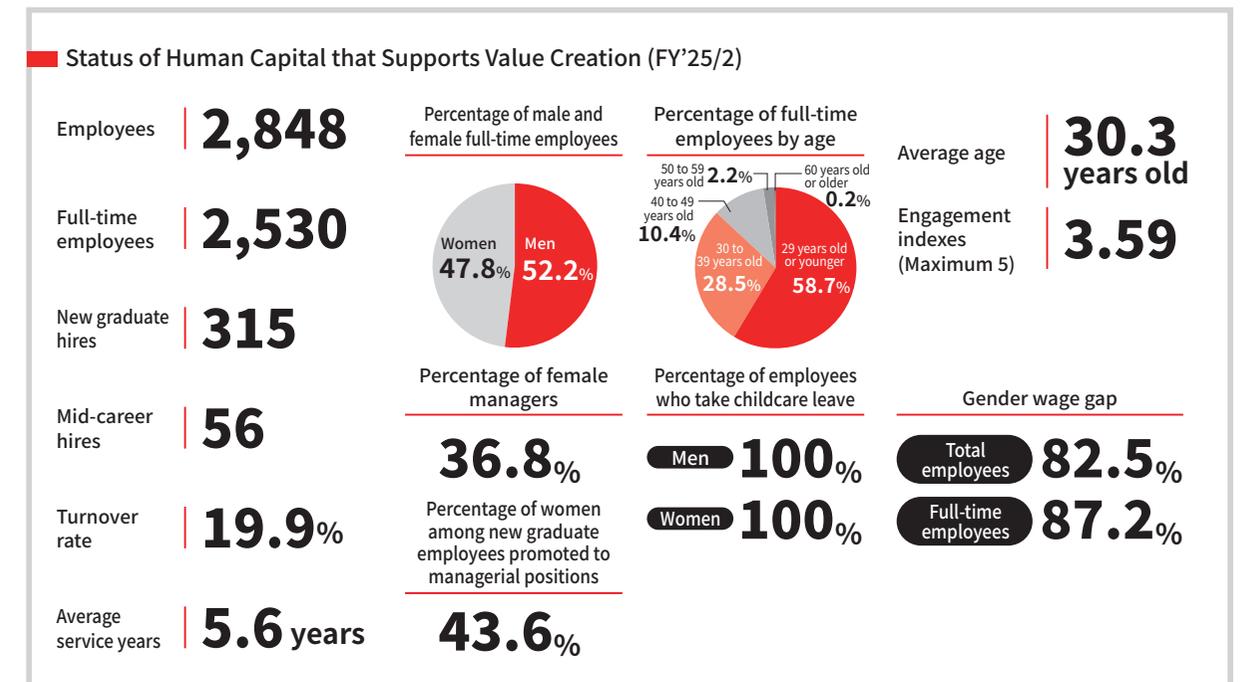
▶ **Kanadani:** The key point in this review is to properly evaluate efforts as well as achievements and to change to a mechanism whereby salaries are determined according to the weight of responsibilities. While we continue to evaluate conduct based on the philosophy, we have changed to a mechanism that is easier to understand. We are concentrating our efforts on developing an environment in which employees can demonstrate their abilities to the maximum extent.

▶ **Arai:** The outcomes of these initiatives are starting to appear in the numbers, aren’t they?

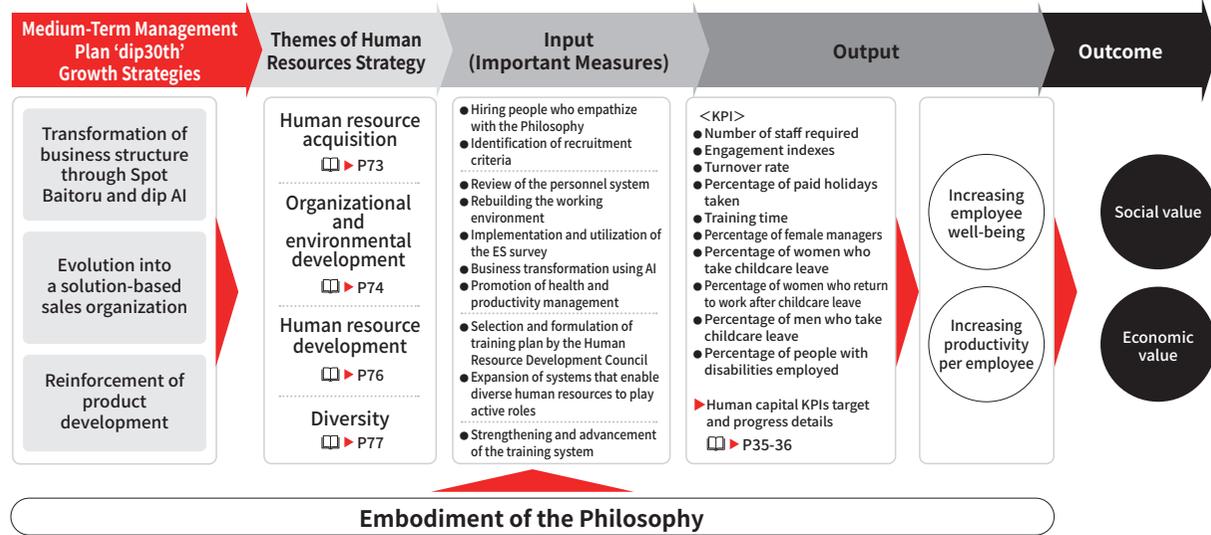
▶ **Kanadani:** Yes. the engagement index conducted in August 2025 improved to 3.73 from 3.59 in the previous fiscal year (December) (on a 5-point scale). The turnover rate has also peaked and started to fall. We have also seen an increase in mid-career sales hires attracted by our solution organization, and we expect to hire over 150 mid-career sales staff this fiscal year.

▶ **Arai:** This means that the number of sales personnel, which had fallen below the previous year’s level last fiscal year, returned to positive growth in October 2025. We have also declared a target of recruiting 1,000 new graduates in April 2027. In addition to the recruitment process, the system for welcoming new recruits is also important, so let’s work together on that as well. The happier our employees become, the more their productivity and creativity will be enhanced, which will lead to corporate value. I hope to make that virtuous cycle even stronger.

▶ **Kanadani:** Yes, we will steadily put initiatives in place that are centered on the well-being and growth of each of our employees.



Overview of Human Capital Strategy

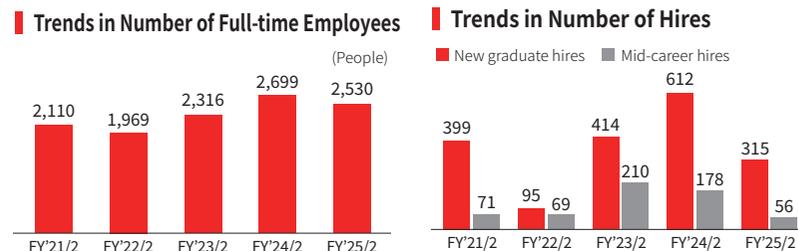


Securing Human Resources that Support Business Growth

In line with management strategies, the approach to sales and product development evolves. To adapt, it is essential not only to secure personnel, but also to hire people with the knowledge and expertise that dip currently lacks as needed. Building on the Philosophy-based recruitment, it is crucial to establish a system that can secure the talent and the number of personnel that meet the requirements of management strategies in a timely and appropriate manner. In so doing, we will create an organization that can adapt flexibly to changes in the business environment.

Philosophy-Based Recruitment

Since its foundation, dip has been committed to hiring people who empathize with the Philosophy, with many employees actively involved in the recruitment process. We will continue this approach of “sparing no time and effort” as we work to establish a system in which the management team that leads each business plays a central role in identifying and continuously reaching out to the personnel who are essential to us. The key to further growth is for the management team to take the lead in acquiring colleagues who will shape the future together.



Identification of Recruitment Criteria

We set empathy for the Philosophy as the most important recruitment criterion. On that basis, we place importance on each person’s characteristics and potential cultivated through his or her learning and experience to date. For new graduates, we value an attitude of continuing to learn without fear of challenges, and for mid-career hires, we value the ability to adapt flexibly while utilizing their experience. By establishing such clear criteria, we identify personnel who can continue to grow autonomously.

Developing Systems and Environments that Enable Employees to Demonstrate Their Abilities to the Fullest

To help employees develop their skills and work with vitality, it is necessary to review the personnel system and foster a working environment that stimulates creativity. By doing so, we aim to maximize the power of the organization and create an environment where employees feel more comfortable and motivated to work.

Policy to Enhance the Working Environment

dip will ensure safety and hygiene in the workplace and protect the mental and physical health of employees so that every single employee can demonstrate their independence and creativity in order to develop an innovative organization full of diversity and strongly connected with the Philosophy. Through our personnel hiring/development, safety and hygiene management system, and health and productivity management initiatives that respect diversity, we strive to create a workplace environment where employees are healthy and feel comfortable and motivated to work. Through the promotion of women’s advancement and diverse working styles, and optimization of working hours, we will promote the establishment of an internal environment in which employees can demonstrate their abilities to the fullest, raise work productivity, and increase work-life balance.

Review of the Personnel System

In line with changes in management and work processes, evaluation and compensation systems also need to evolve. We reviewed our personnel system in FY'26/2 in order to create an environment in which employees can continue to take on challenges over the long term and realize their own growth. In revising the system, we have adopted a mechanism that fairly evaluates not only results but also effort, determining compensation based on initiative and the weight of responsibilities assumed. Furthermore, we have introduced a system to evaluate actions based on the Founder’s Spirit, which is the foundation of the Philosophy. In addition, through the diversification of career paths, we have evolved our personnel system into one that enables each employee to create the future of the organization together while experiencing his or her growth.

Rebuilding the Working Environment

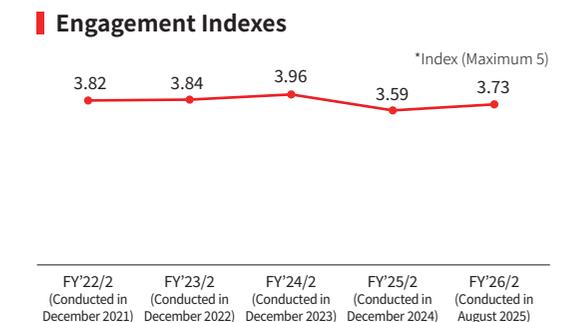
The working environment is directly linked to the creativity and productivity of our employees. We have comprehensively reviewed how the office functions to evolve it into a place where people want to come and work comfortably, based on the concept of “creating the future of dip.” In addition, we have consolidated offices to promote communication among employees.



Four sites in the Tokai area were consolidated into the new Nagoya Office (Chunichi Building).

ES Survey

We continuously conduct ES surveys (employee satisfaction surveys) twice a year (summer and winter) for all employees. The Personnel & General Affairs Group analyzes survey results, identifies factors based on trends over the years, discusses measures and targets with executives, reflects them in human resources measures and other measures, and monitors them on a regular basis. In addition, the results of the ES surveys are shared with all employees, and the head of each organization analyzes the current situation (while considering past trends) and holds discussions with members of the organization for improvement. After discussions, improvement measures are formulated and implemented, and efforts are made to increase employee well-being.



Promotion of Business Transformation Using AI

In FY'24/2, we promoted the improvement in operational efficiency through the use of AI, creating approximately 500,000 hours for business discussions per year. In addition, we reduced advertising production outsourcing costs by 300 million yen per year (compared to the FY'23/2) by introducing a "Job posting creation and editing tool." In FY'25/2, we aim to achieve a total productivity improvement of 10% or more through AI analysis of business discussion content and streamlining preparatory work.

KPI Targets for the FY'26/2
 Number of sales presentations: **104%***
 Order success rate: **104%***
 Unit price per order: **104%***
*Year-on-year comparison during the busy season

Main Initiatives

Streamline the creation of business meeting minutes

AI generated meeting minutes are automatically linked to CRM, eliminating the need for sales staff to manually enter information.

which contributes to reduced administrative work time and increased productivity.

A function that allows AI to analyze meeting minutes and suggest ways to improve on business negotiations to sales staff is planned for future implementation.

Centralize multiple tools used by sales staff (To be released this fiscal year)

Previously, multiple tools were used in a series of sales processes, such as recording telemarketing calls and preparing proposal materials, but these have been consolidated into a single tool.

Customer information registered in each tool is centralized, streamlining customer information management by sales staff.

Promotion of Health and Productivity Management

Health management has a significant impact on productivity and employee well-being. Our goal is not only to prevent illness but also to create an environment where employees can work with vitality and happiness. We have established the Health and Productivity Promotion Committee (Operation Manager: CHO) to promote health and productivity management initiatives, directly under our Representative Director, President, and CEO as the Health and Productivity Manager and our Representative Director and COO as the Health and Productivity Promotion Manager.



dip's Health Management Strategy Map

	The goal	Policy initiatives	Indicators	Final target results	
Raising health awareness	Increase employee health awareness and health literacy	Health consultation by a health nurse	Improvement in stress check examination rate	Less presenteeism	Greater employee well-being
		Provide personalized health information	Improvement in follow-up examination take-up rate		
Improving mental and physical health	Improve lifestyle habits and maintain optimal conditions	Dietary improvement program	Improvement in the percentage of employee eating a healthy diet	Less absenteeism	Greater job satisfaction
		Walking and stretching programs	Increase in the percentage of employees with good exercise habits		
		Sleep improvement program	Increase in the percentage of employees with enough sleep		
		Productivity improvement seminars	Increase in the percentage of employees with enough sleep		
		Smoking cessation program	Drop in the smoking rate		
Improve the condition of women and promote women's activities	Women's health training	Improvement in the training participation rate	Increased productivity		
Improve conditions with mental care	Mindfulness programs	Drop in the percentage of high-stress individuals			
Creating a healthy work environment	Achieve a healthy work environment through communication	Encourage employees to take annual paid holidays	Improvement in the average acquisition rate and number of days		
		Counseling program	Decreased rate of leave among younger employees (1st to 3rd year)		

Health Management Report 2024
<https://www.dip-net.co.jp/files/2116>

Human Resource Development to Foster the Ability to Continuously Adapt to Changes

In implementing growth strategies, acquiring new knowledge and skills becomes essential. Equally important is enhancing creativity to adapt flexibly to uncertainties and find optimal solutions. In the times ahead, we need to constantly take on challenges in a world full of uncertainty and no clear answers. We will support our employees in updating the skills and abilities needed to adapt to change.

Human Resource Development Policy

dip considers its employees to be its most important management capital, and we believe that dip's growth is only possible through employee growth and improving employee well-being. Human resource development for this purpose is based on the Philosophy. dip's education system is structured by defining the stance, knowledge, and skills for each role and level that are necessary for our employees to embody our Corporate Philosophy and to "create a better society" as stated in the Philosophy. Based on this system, we develop and implement a unique training program summarizing our know-how. Employee development is positioned as the most important responsibility for managers. In OJT, it is important for supervisors to teach employees the knowledge and skills necessary for work, and communicate the joy of working with enthusiasm.

Strengthening and Advancement of the Training System

In a rapidly changing market and business environment, the knowledge and skills that employees should possess are constantly evolving. We identify the necessary skills and promote reskilling to help employees acquire them effectively. To adapt to an era of rapid change, we also emphasize the importance of employees learning on their own initiative. Currently, our learning support program assists with self-directed learning, and we will continue to enhance this support while encouraging employees to take initiative in their learning.

Training System

Position	Job type		Required/Elective			Self-education support							
	Sales and staff	Engineers and expert	Onboarding	Role and behavioral development	Knowledge and skills training	Learning support	GLOBIS	SCHOOL	Manabibal	Passion forum			
Managerial position	Division head	M1-7	TE2-5	Introductory training for mid-career employees	Leadership Journey (development training for next generation leaders)						PT training		
	Department manager					New department manager training	Critical reflection training (S4)	PT training					
	Section manager					New manager training							
General positions	S4/S5	TE1	Introductory training for new graduates	Follow-up training for new graduates	Practical training for new graduates	Problem-solving training							
	S3										Critical reflection training (S3)		
	S2												
	S1												

pickup

Mr. Ryuji Nakatake,
 Lecturer
 Representative Director,
 Teambox co., Ltd.
 Service Manager, Japanese
 Olympic Committee (JOC)

To successfully transform into a solution-based sales organization, the evolution of management itself is essential. In January 2025, we invited Mr. Ryuji Nakatake, who has been involved in leadership development at many companies and in the sports world as a practitioner of organizational culture transformation, as a lecturer, and conducted training for all managers under the theme of "Thinking about the Evolution of Management." Three follow-up training sessions were also held. During the training, we reexamined our organizational culture, articulated the current state, recognized the gap between it and our ideal, and discussed necessary actions. Managers have taken the initiative in implementing transformation and broadened shifts in awareness and behavior among all employees.

Promoting Diversity to Boost the Performance of the Entire Organization

The opinions and ideas of employees with different perspectives and experiences are a source of enhanced competitiveness and new value for the company. It is essential to create an environment that allows all employees to demonstrate their abilities to the fullest. We will create an environment that embraces the diversity of each employee and improves the performance of the entire organization.

Selection and Training Plan by the Human Resource Development Council

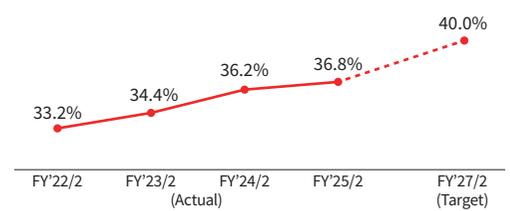
To enable all employees to fully demonstrate their abilities, we promote the Human Resource Development Council, which assesses each employee's characteristics and formulates development plans. Our goal is to create an environment where all employees can actively contribute to the creation of new value.

Systems that Enable Diverse Human Resources to Play Active Roles

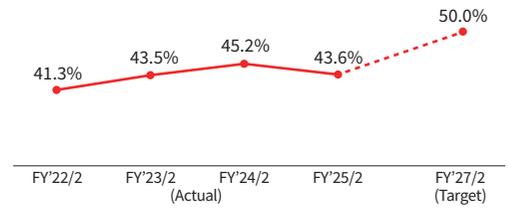
As a result of the implementation of projects and other measures aimed at enabling female employees to autonomously develop their careers, the percentage of female managers has continued to increase. We aim to increase the percentage of women among new graduate employees promoted to managerial positions to 50% and the percentage of female managers to 40% by the FY'27/2 and will continue to strengthen various systems and initiatives related to the promotion of the advancement of women. In addition, we are promoting initiatives such as enhancing the childcare balance system so that employees, regardless of gender, can balance work and family. As a result of our efforts to create an environment that makes it easy to take childcare leave, including making it possible for employees with employment periods of one year or less to take childcare leave, the percentage of employees who take childcare leave in the FY'25/2 was 100%* for both men and women.

* Regarding the percentage of men who take childcare leave, based on the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, the percentage of employees taking childcare leave, etc. and leave for childcare purposes as stipulated in Article 71-6, Item 2 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members is calculated.

Trends and Targets for the Percentage of Female Managers



Trends and Targets for the Percentage of Women among New Graduate Employees Promoted to Managerial Positions



Theme	System
Promotion of active participation of women	Childcare leave, spousal maternity leave, shortened working hours, nursing care leave, baby-sitter subsidy, female manager mentor system, response to health issues and training, dedicated consultation desk, egg freezing subsidy
Promotion of nursing care support	Nursing care leave, time off for nursing care, provision of travel expenses related to nursing care, establishment of consultation desk for nursing care
Promotion of LGBTQ	Partnership plan (providing same-sex partners and common-law partners with the same company benefits and welfare programs as spouses in legal marriages)
Promotion of employment of people with disabilities	Remote employment (where dedicated supporters foster a secure working environment through daily check-ins and consultations)

Family Day for Employees' Family Members and Friends

We hold Family Day as an opportunity to express our appreciation to the families and friends who support our employees on a daily basis, and to further deepen their understanding of the workplace.

Content within the event

The program incorporates career education opportunities for children who will shape the future, featuring activities such as "Distribution of one day employee ID cards and business cards," "Office tours," "President's office tour," and "Work interview stamp rally."



More than 100 people participated in the event held at the Tokyo Head Office in August 2024.



Human Rights Initiatives

Human rights policy
<https://www.dip-net.co.jp/en/esg/society/S006>



Under its Corporate Philosophy of "Here at dip, we want to tap into dreams, ideas and passion to create a better society," the Company remains committed to establishing working environments where people of diverse personalities and backgrounds respect each other and where there are no unreasonable differences in conditions or treatment based on age, gender, race, employment type, or other factors, nor any unconscious or implicit prejudice. We have also established a human rights policy as a guideline for respecting the human rights of all people involved in our business and for fulfilling our responsibilities, making companywide efforts to respect human rights.

Human Rights Awareness Promotion System

The Company has established the Human Rights Promotion Council, chaired by the Representative Director and COO, to deliberate and decide on initiatives relating to human rights in line with its human rights policy. In addition, the Board of Directors regularly receives reports from this Council on the content of its discussions and the progress of initiatives, supervises its activities, and gives instructions as necessary.



Human Rights Due Diligence

We have begun human rights due diligence in partnership with human rights specialists in accordance with the United Nations Guiding Principles on Business and Human Rights. After identifying risks concerning human rights throughout the Company's value chain, and analyzing and evaluating their impact and severity, we will continuously plan, implement, monitor, and make disclosures on prevention and corrective measures. In addition, the Company has established a contact point for internal and external stakeholders to report any actions that violate or may violate the human rights policy.



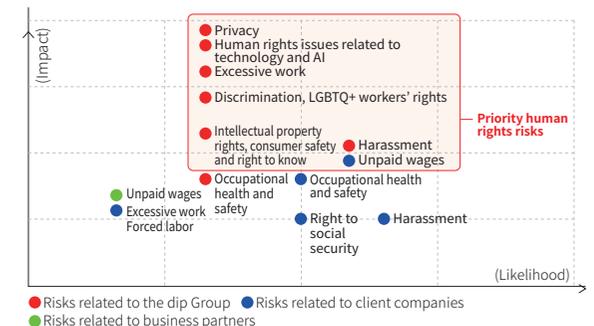
Conducted a Human Rights Survey of Major Business Partners and Affiliated Companies

As part of our efforts to fulfill our social responsibilities, we conducted a human rights survey in January 2024 with the aim of preventing the risk of human rights violation by finding out if our business partners and affiliated companies have respect for human rights and provide appropriate working environments. The survey consisted of four items: (1) basic stance and initiatives toward human rights, (2) working environment, (3) policies regarding harassment, and (4) discrimination. Based on the survey results, we will consider improvement measures and continue to strengthen cooperative relationships with our business partners and affiliated companies.

Human Rights Risk Mapping

We identify human rights issues that may adversely affect our business activities and prioritize them based on their impact and likelihood of occurrence. For high-priority human rights risks, we plan, implement, and monitor mitigation and prevention measures. The Board of Directors regularly receives reports from the Human Rights Promotion Council on the progress of these initiatives and gives instructions as necessary. Mapping items will be reviewed on an ongoing basis.

* Developed based on our risk assessment criteria.



Corporate Governance

Basic Corporate Governance Policy

dip aims to realize a society in which everyone can experience the joy and happiness of work, based on our vision of becoming a “Labor force solution company” by working to solve various problems in the labor market. Ensuring and improving effective corporate governance is essential to realize this vision. Under an appropriate corporate governance system, we aim to increase corporate value over the medium to long term while fulfilling our responsibilities to all stakeholders by enhancing management transparency and conducting efficient business operations.

Overview and Characteristics of the Corporate Governance System

In May 2023, dip transitioned to a company with an audit and supervisory committee. This has strengthened the audit and supervision of Executive Board Directors by including Audit and Supervisory Committee Members as members of the Board of Directors, and increased the effectiveness of our corporate governance system.

dip has been creating and operating a support system for Outside Board Directors and for Outside Board Directors who are Audit and Supervisory Committee Members. The system is designed to enable them to fully play their roles of auditing and supervising management, for example through extensive prior briefings on agenda items for Board of Directors’ meetings.

The Board of Directors has established a system that enables Board Directors to grasp information in real time necessary for decision-making to further vitalize discussions. The Board of Directors obtains and reports opinions from outside professionals as appropriate when deliberating and making important business execution decisions in order to ensure lawful and sound management judgment. The Audit and Supervisory Committee conducts effective audits through cooperation with the Accounting Auditor, the Internal Audit Office, and the department responsible for internal control. dip has also established a voluntary Nomination and Compensation Committee comprised of Independent Outside Board Directors in the majority to increase impartiality and transparency in the process of selecting Board Director candidates and determining individual compensation.

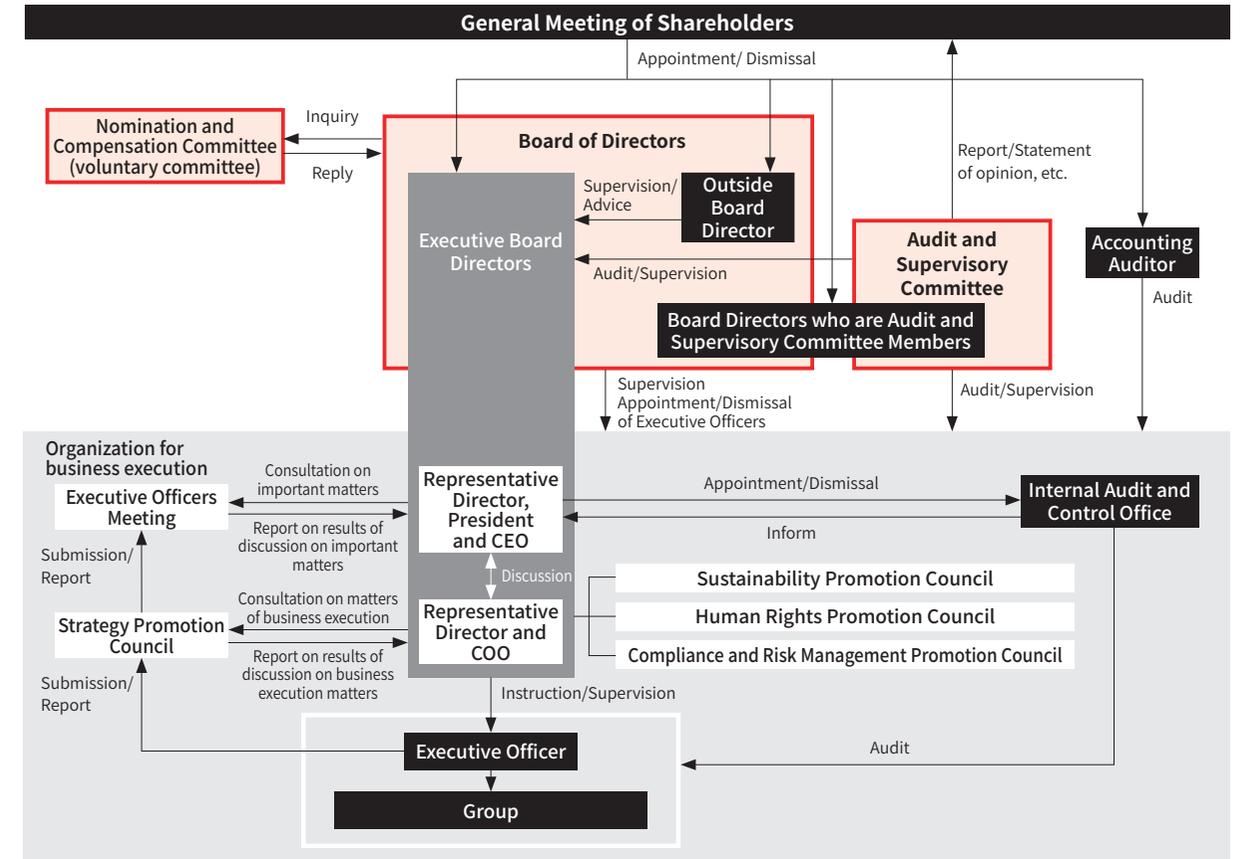
In order to speed up decision-making and execution, dip has introduced an executive officer system and holds Executive Officers Meetings on a weekly basis, as well as Strategy Promotion Council meetings which conduct preliminary deliberations for the Executive Officers Meetings. A Board Director who is a Full-Time Audit and Supervisory Committee Member also attends these meetings as an observer to provide supervisory functions.

Corporate Governance Report 
<https://www.dip-net.co.jp/en/esg/governance/G001>

History of Governance Enhancements

2004	Introduction of the Executive Officer System	2018	The number of Independent Outside Board Directors increased to account for more than one-third of the Board Directors
2006	Introduction of a CEO and COO structure	2020	Creation of the Nomination and Compensation Committee
2016	Establishment of Standards on Independence of Outside Officers Adoption of and disclosure pursuant to Japan’s Corporate Governance Code	2023	Transition to a company with an audit and supervisory committee The number of Independent Outside Board Directors increased to account for more than two-thirds of the Board Directors

dip’s Corporate Governance System Chart



01 | Board of Directors’ Initiatives

The Board of Directors meets monthly in principle, and convenes extraordinary meetings as necessary, to discuss and resolve important management issues. dip specifies in its Board of Directors Regulations which matters must be decided by a resolution of the Board of Directors, and these are decided by a resolution of the Board of Directors.

Broad direction of corporate strategy	Sustainability	Sustainability policies, strategies, measures, and progress and issues concerning non-financial KPIs
	Medium-term management plan	Progress and issues in the growth strategies (transformation of business structure through Spot Baitoru and dip AI, evolution toward a solution-based sales organization, reinforcement of product development), progress and issues in numerical plans, and discussion on the next medium-term management plan
	Single fiscal year plan	Progress and issues with the sales, profit, investment and staffing plans for the current year, and deliberation of the plans for the next year
	Financial strategy	Policies for increasing corporate and shareholder value, cash allocation, initiatives to reduce cost of equity
	Human capital strategy	Recruitment, development of organization and environment, human resource development, diversity, measures to achieve “No. 1 in employee well-being”
Establishment of an environment that supports appropriate risk-taking	Internal control/ Compliance and risk management	Revision of risk maps, amendment of corporate crisis management regulations accompanying company-wide BCP formulation, information security, compliance, establishment of basic policy on customer harassment, establishment of the AI External Advisory Committee
	Matters concerning Board Directors	Appointment of officers
Strengthening supervisory functions	Matters concerning audit and supervision	System of the Audit and Supervisory Committee, audit reports, appointment of the Accounting Auditor, audit fees, internal audit plan, internal audit status report
	Evaluation of Board of Directors’ effectiveness	Measures to improve the effectiveness of the Board of Directors

Evaluation of Board of Directors' Effectiveness

The Company conducts an annual evaluation of the Board of Directors with the objective of further improving its effectiveness. We conducted a survey with all Board Directors, including Board Directors who are Audit and Supervisory Committee Members, and then conducted individual interviews to collect their views on the operation of the Board of Directors and issues. Based on the results of these, we analyzed current issues and formulated actions for improvement, which are being implemented in the operation of the Board of Directors to improve effectiveness.

Implementation Overview

Scope: All Board Directors and Board Directors who are Audit and Supervisory Committee Members

Frequency: Once per year

Evaluation process

Step1	<p>Conduct a survey and individual interviews</p> <p>Conduct a five-point scale survey from multiple viewpoints for all Board Directors. Based on the results, the secretariat conducts individual interviews to delve into candid opinions and latent issues that quantitative evaluation alone cannot capture.</p>
Step2	<p>Identify issues and discuss actions for improvement</p> <p>Aggregate and analyze quantitative data obtained from the survey and qualitative comments obtained from the interviews to identify major issues for the entire Board of Directors. Discuss the identified issues and actions for improvement intensively at the Board of Directors' meetings and prior briefings.</p>
Step3	<p>Implement actions for improvement</p> <p>Formulate an action plan, and after a resolution by the Board of Directors, implement the action plan. The Board of Directors continuously monitors their progress.</p>

Evaluation items

- ① Size and composition of the Board of Directors
- ② Discussions by the Board of Directors and supervisory functions
- ③ Operation of the Board of Directors
- ④ Training for Board Directors
- ⑤ Operation of the Audit and Supervisory Committee
- ⑥ Operation of the Nomination and Compensation Committee
- ⑦ Review of the effectiveness evaluation from the previous fiscal year and improvements achieved

Major Actions in FY'25/2

1 Strengthen monitoring of the medium-term management plan and the single fiscal year budget

We checked the progress with regard to the single fiscal year budget on a monthly basis and discussed the necessity of a review on a quarterly basis. With regard to the medium-term management plan, we discussed the status of profitability of the services in which we made upfront investments and reviewed the planned figures. We also clarified the direction of management with regard to new services and projects by seeking the optimal allocation of resources through deliberations in light of external and internal environments.

2 Enhance discussions on human capital

Toward achieving "No. 1 in employee well-being," we deepened discussions from diverse perspectives, including work-life balance and motivation. Through discussing plans for fostering female managers and human capital KPIs, and advancing human capital management and sustainability integrally with each other, we strengthened the foundation for sustainable value creation as the Board of Directors.

3 Strengthen risk management and the BCP structure

In risk management, in order to respond to changes in the business environment, we reviewed the risk map and examined the risks inherent in new businesses. Going forward, collaborating with the legal affairs and security divisions, we plan to consider information security measures and the scope of insurance coverage. In addition, to prepare for disasters and other emergencies, we developed an initial response manual and conducted a drill. This was intended to help formulate an all-hazard Business Continuity Plan (BCP) and ensure rapid and appropriate initial response in the event of an earthquake. Through these, we strengthened the assurance of our business continuity.

4 Vitalize discussions at the Board of Directors' meetings

Board of Directors' Roundtable meetings and meetings of the Outside Officers Council were held on a regular basis to provide opportunities for a free and open-minded exchange of views. This deepened collaboration between Board Directors and Outside Officers and further stimulated discussions on management issues from diverse perspectives.

Policies for Actions for FY'26/2

1 Enhance discussions on medium- to long-term strategies

We will further deepen discussions on management strategies for medium- to long-term value creation and sustainable business growth. In addition to regular progress checks, we will begin discussions toward formulating the next medium-term management plan. Continue to discuss individual themes such as achieving "No. 1 in employee well-being," fostering female managers, and information security, and further strengthen the supervisory function of the Board of Directors.

2 Deepen discussions at the Board of Directors' meetings

We will deepen discussions at the Board of Directors' meetings based on accurate understanding of changes in the external environment, internal issues, and front-line realities. In addition to specialized lectures on our business, we will provide each Board Director with opportunities to engage in dialogue with employees to increase opportunities to directly listen to the voices of the front line. We will improve the quality of discussions from diverse perspectives to support decision-making in line with real circumstances through these.

3 Optimize the composition of the Board of Directors and enhance its supervisory function

We will review the optimal composition of Inside and Outside Board Directors and revise the policies for operation of the Nomination and Compensation Committees to further enhance the corporate governance structure. Furthermore, we will increase the visibility of management risks by enhancing the content of the internal audit report.

4 Improve the operation of the Board of Directors' meetings

In FY'26/2, we will build upon the initiatives implemented in the previous fiscal year to stimulate discussion and focus on improving operational processes. We will make the Board of Directors' meetings a more efficient and constructive forum of discussion, by considering ways to increase opportunities for speaking and taking into consideration the questions and opinions put out in the preliminary briefings, in addition to enhancing information materials and reporting systems and strengthening the progress management system.

Outside Board Directors Messages

Supporting Sustainable Growth and Sound Management from an External Perspective

Kuniyoshi Mabuchi

Outside Board Director (Chairperson of the Nomination and Compensation Committee / Chairperson of the AI External Advisory Committee)



As a company with an audit and supervisory committee, dip is working continuously to strengthen corporate governance under a monitoring board structure that balances supervision of management with quality of decision-making. Currently, six of the nine Board Directors are Independent Outside Board Directors. Three of those six are women. All Board Directors continue to hold constructive discussions from their specialist perspectives, based on their diverse knowledge and experience.

Outside Board Directors are given opportunities to be briefed on the agenda for Board of Directors' meetings in advance, which puts them in a position to offer effective and constructive supervision and advice. Furthermore, as a new initiative mentioned in last year's Integrated Report, topics to be discussed by the Board of Directors throughout the year have been set in advance from the three perspectives of (1) broad direction of corporate strategy, (2) establishment of an environment that supports appropriate risk-taking, and (3) supervisory functions. This has enabled us to conduct discussions in a planned manner and to systematically organize key issues for sustainable growth.

In Board of Directors meetings during FY'25/2, we strengthened the monitoring of the medium-term management plan and the single fiscal year budget, checked their progress on a monthly and quarterly basis, and revised the plan as necessary to improve the speed and accuracy of management. We also discussed new businesses and upfront investment services in light of the external and internal environment and considered the optimal allocation of management resources. In addition, with regard to human capital, to achieve the priority goal of being "No. 1 in employee well-being," based on human capital KPIs, we discussed human capital from multiple perspectives in light of enhancement of work-life balance, development of female managers, and the rising turnover rate, and promoting human capital in tandem with sustainability initiatives. In doing so, we strengthened the foundation for

sustainable value creation. Further, we also held regular Board of Directors' Roundtable meetings and meetings of the Outside Officers Council, which are voluntary forums to supplement the Board of Directors, thereby deepening the relationships of trust and mutual understanding among officers and stimulating constructive exchanges of opinions from diverse perspectives.

In the current fiscal year (FY'26/2), based on the previous fiscal year's review of the medium-term management plan, we will regularly evaluate the impact of changes in the external environment on medium-to-long-term strategies. At the same time, we will continue to check the progress of the medium-term management plan, in light of current business performance and further deepen our discussions on priority themes such as human capital and information security. We will further increase opportunities for dialogue with frontline employees and gain a more detailed understanding of the actual state of our business in our efforts to enhance supervisory functions.

The AI External Advisory Committee formulated an AI Utilization Policy as a result of its one-year efforts in September 2025. Based on dip's philosophy of "dreams, ideas and passion," we have defined AI as "a partner that expands human potential." We value diversity and fairness and, addressing the limitations and risks of technology, we will aim to create a sustainable society where the next generation can enjoy the joy of working.

Going forward, we will further enhance the diversity and expertise of the Board of Directors and firmly supervise the Board of Directors to ensure sound management that accurately responds to changes. At meetings of the Board of Directors, we, as Outside Board Directors, will endeavor to build a foundation for sustainable growth by engaging in in-depth discussions that leverage our respective experience and perspectives. We would like to ask all of our stakeholders for their continued understanding and support.

02 | Audit and Supervisory Committee's Initiatives

The Audit and Supervisory Committee consists of four members who possess specialized expertise and extensive knowledge backed by a wealth of experience, three of whom are Outside Board Directors as well as Audit and Supervisory Committee Members. The Committee meets monthly in principle and convenes extraordinary meetings as necessary. In accordance with the audit policy it has adopted, the Committee deliberates on matters prescribed by laws, regulations, and the Articles of Incorporation and on important audit work while endeavoring to enhance the audit and supervisory system. Audit and Supervisory Committee Members attend Board of Directors' meetings and other important councils, audit the legality of business execution by Board Directors, and supervise its validity.

Audit and Supervisory Committee Members hold meetings with the Accounting Auditor or the Internal Audit and Control Office on a timely basis to exchange views and share information, as well as request a report from the Accounting Auditor or the Internal Audit and Control Office where necessary. During and after an audit by the Accounting Auditor, Board Directors who are Audit and Supervisory Committee Members receive reports on the audit results. They also monitor and verify the validity of the Accounting Auditor's audit.

The specific matters deliberated by the Audit and Supervisory Committee are as follows:

Resolutions
(13 resolutions)

Audit policies and audit plans, preparation of audit reports, appropriateness of accounting audits, consent to appointment and remuneration of Audit and Supervisory Committee Members, appointment and evaluation of Accounting Auditor, and consent to remuneration of Accounting Auditor

Reports
(81 reports)

Reports on audit activities (including reports on the status of business execution by the human resources, risk management, debt collection, and Internal Audit Office), the status of development and implementation of the internal control system, and the status of discussions on changing the corporate structure

Board Directors' Areas of Experience and Expertise (Skill Matrix)

Areas of Experience and Expertise (Skills) and Definition

Skill Item	Selection Reasons
Corporate Management	In possession of a wealth of experience and knowledge related to all aspects of corporate management in order to achieve innovation towards the vision set forth in the Philosophy and medium-term management plan, even as the business environment undergoes major changes such as structural changes in the labor market and rapid technological advances.
HR Development/Promotion of DEI	In possession of experience and knowledge in the fields of HR development/promotion of DEI because in order to achieve our medium-to long-term vision based on the belief that "people are everything and people are assets," it is important to have strategies that support the securing, training, and utilization of executive management, managers, and members based on the Philosophy, as well as strategies that support the ability of female employees to autonomously develop their careers.
Sales	In possession of experience and knowledge in the sales field, including the ability to develop and execute strategic sales plans based on an understanding of market trends and competitive analysis, understand customer needs, negotiate, and build long-term customer relationships.
Service Development	In possession of the experience and knowledge to develop innovative services that stand out from competitors, based on creativity and a deep understanding of our customers, even as the business environment undergoes major changes such as rapid technological advances.
Marketing/Promotion	In possession of the experience and knowledge to utilize their extensive experience and expertise in marketing, understand the evolution of digital marketing and measures including promotions, and implement personalization strategies that make full use of data analysis, even as the business environment undergoes major changes such as structural changes in the labor market and rapid technological advances.
Technology	In possession of the ability to understand and utilize digital marketing and the latest technologies such as AI, as well as promote innovation to improve operational efficiency and create new businesses. Moreover, in possession of experience and knowledge to formulate appropriate technology strategies while ensuring information security, based on experience in system development and IT infrastructure construction.
Accounting/Finance	In possession of the experience and knowledge necessary to formulate and execute financial strategies in order to build a solid financial foundation that supports sustainable increases in corporate value, promote aggressive growth investments such as CVC investments and M&As, and realize appropriate shareholder returns, etc.
Risk Management	In possession of the experience and knowledge in fields that can accurately address risk factors in a rapidly changing business environment, specifically law, compliance, and risk management, in order to continuously increase corporate value.
Sustainability/ESG	In possession of the experience and knowledge related to long-term business continuity and social contribution through management from a sustainability/ESG perspective in order to increase corporate value and achieve sustainable growth over the medium to long term, based on our sustainability policy and environmental policy.



List of Board Directors (as of May 22, 2025)

Composition of the Board of Directors

The Company is governed by the Board of Directors that consists of two types of members: Executive Board Directors, who promote speedy execution based on their wealth of knowledge in operations; and Independent Outside Board Directors, who draw on their specialized expertise and knowledge. We select Board Directors based on broad experience. In appointing Outside Board Directors, we select individuals who are capable of supervising, advising, and overseeing the conflict of interest, and actively making recommendations on management policies and improvements in order to increase corporate value over the medium to long term. The basic policy for the composition of the Board of Directors is to consider diversity, aiming for **Independent Outside Board Directors to account for two-thirds and female Board Directors to account for one half.**

Hideki Tomita

Representative Director, President and Chief Executive Officer



Years served as a Board Director: **28 years**

Attendance at the Board of Directors' meetings in FY'25/2: **100% (13/13)**

Number of shares held **59,100 shares**

Hideki Tomita, as founder of the company, has led the establishment and operation of all of the businesses, and has extensive experience in business execution at the Company as the person most familiar with the Company's business. Tomita has consistently prioritized user-first services, realizing original services such as enhancing the quality of job information and leveraging video content. In recent years, Tomita has proposed innovative services utilizing AI and digital technology. Furthermore, Tomita has led the Company's high growth by promoting company-wide initiatives addressing social issues such as improving wage levels, promoting diversity, and supporting employee' careers, while linking these efforts to the growth strategy. With a broad range of knowledge in corporate management, HR development, sales and marketing, risk management, and sustainability, Tomita serves as Representative Director, President and CEO, driving the Company's sustainable growth and increase of corporate value.

Corporate management	HR development/promotion of DEI	Sales	Service development	Marketing/promotion	Technology	Accounting/finance	Risk management	Sustainability/ESG
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Masatsugu Shidachi

Representative Director, Chief Operating Officer



Years served as a Board Director: **6 years**

Attendance at the Board of Directors' meetings in FY'25/2: **100% (13/13)**

Number of shares held **116,800 shares**

Having led multiple digital business divisions centered around online advertising and marketing at Yahoo Japan Corporation (currently LY Corporation) Masatsugu Shidachi has extensive knowledge related to the Internet and management experience. Shidachi was appointed Outside Board Director of the Company in 2019, Board Director, COO in 2020, and Representative Director, COO in 2022. As the person responsible for implementing management strategies, Shidachi has led the company-wide business operations. Addressing the labor market challenge of delay in digital adoption, Shidachi has leveraged the latest technology to enhance matching accuracy and promote more efficiency in sales and promotion. Shidachi has tackled a wide range of themes including HR development, promotion of DEI, and sustainability, contributing to the Company's sustainable growth and increase of corporate value.

Corporate management	HR development/promotion of DEI	Sales	Service development	Marketing/promotion	Technology	Accounting/finance	Risk management	Sustainability/ESG
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Kuniyoshi Mabuchi

Outside Board Director **Outside Independent**



Years served as a Board Director: **4 years**

Attendance at the Board of Directors' meetings in FY'25/2: **100% (13/13)**

Number of shares held **0 shares**

Having served as a manager of several businesses, including global companies, Kuniyoshi Mabuchi has a wealth of management experience and extensive knowledge. Mabuchi also has abundant experience in and extensive knowledge of digital marketing and the latest technologies such as AI. Mabuchi has served as an Outside Board Director of the Company since 2021 and has also worked to strengthen the corporate governance system. Currently as Chairperson of the Nomination and Compensation Committee and Chairperson of the AI External Advisory Committee, Mabuchi is promoting management transparency and the utilization of cutting-edge technology. At meetings of the Board of Directors, Mabuchi exercises the oversight and supervisory roles while providing broad-based advice from the perspectives of corporate management, service development, marketing, and technology, thereby contributing to the Company's sustainable growth and increase of corporate value.

Corporate management	HR development/promotion of DEI	Sales	Service development	Marketing/promotion	Technology	Accounting/finance	Risk management	Sustainability/ESG
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Kanae Takeuchi

Outside Board Director **Outside Independent**



Years served as a Board Director: **3 years**

Attendance at the Board of Directors' meetings in FY'25/2: **100% (13/13)**

Number of shares held **0 shares**

Kanae Takeuchi has a broad range of knowledge in social issues, gained through experience in serving as an announcer for news programs and interviewing business executives. In particular, Takeuchi has knowledge in the promotion of women's active participation in the workplace and diverse work styles, and has contributed to HR development and promotion of DEI from a social perspective. Takeuchi has served as an Outside Board Director of the Company since 2022. At meetings of the Board of Directors, Takeuchi provides guidance and suggestions related to compliance and risk management from an objective and independent standpoint, thereby contributing to stimulating discussions. Furthermore, Takeuchi utilizes knowledge related to sustainability and social issues to provide advice that contributes to the sustainable increase of the Company's corporate value. Takeuchi also has experience as an outside director of another company, contributing to the establishment of a sound management system.

Corporate management	HR development/promotion of DEI	Sales	Service development	Marketing/promotion	Technology	Accounting/finance	Risk management	Sustainability/ESG
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Naoto Oohitsu

Outside Board Director **Outside Independent**



Years served as a Board Director: **- years**

Attendance at the Board of Directors' meetings in FY'25/2: **- %**

Number of shares held **0 shares**

Naoto Oohitsu has previously worked in corporate affairs at Mizuho Bank, Ltd., engaged on the front lines of support in funding, business planning, and financial strategy for tech companies and other startups and growing companies. Oohitsu has a wealth of experience in sales, accounting, and finance, as well as extensive knowledge of business models and business strategy using technology. Oohitsu was appointed Outside Board Director of the Company in 2025, and will provide advice on accounting and finance, and recommendations related to developing the long-term growth strategy and maximizing shareholder value in capital policy. Furthermore, from the perspective of sustainability, Oohitsu will undertake the oversight and supervisory roles from an independent and objective standpoint, and contribute to the sustainable increase of the Company's corporate value over the medium to long term.

Corporate management	HR development/promotion of DEI	Sales	Service development	Marketing/promotion	Technology	Accounting/finance	Risk management	Sustainability/ESG
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Kazuhisa Iwata



Board Director
(Full-Time Audit and Supervisory Committee Member)

Years served as a Board Director:
22 years

Years served as an Audit and Supervisory Committee Member **1 year**

Attendance at the Board of Directors' meetings in FY'25/2:
100% (10/10)

Attendance at Audit and Supervisory Committee meetings in FY'25/2:
100% (11/11)

Number of shares held
257,300 shares

Kazuhisa Iwata joined the Company in 2000 and contributed to the expansion of market share and the improvement of business performance in the personnel recruiting services business, which is the Company's core business, and held positions in charge of the said business. Iwata then served as Board Director, CBO (Chief Business Officer). After stepping down as Board Director, Iwata continued to serve as CBO and as Senior Managing Executive Officer. Through many years of experience, Iwata has cultivated knowledge related to sales, service development, human resources development, and risk management. Since appointment as Full-time Audit and Supervisory Committee Member of the Company in 2024, Iwata has utilized his practical management experience to strengthen the decision-making and auditing and supervisory functions of the Board of Directors. Iwata has conducted audits that are both independent and effective from a position that is familiar with overall management, thereby contributing to the Company's sustainable growth and increase of corporate value.

Corporate management | HR development/promotion of DEI | Sales | Service development | Marketing/promotion | Technology | Accounting/finance | Risk management | Sustainability/ESG

Eriko Tanabe



Outside Board Director
(Audit and Supervisory Committee Member) **Outside Independent**

Years served as a Board Director:
6 years

Years served as an Audit and Supervisory Committee Member **2 years**

Attendance at the Board of Directors' meetings in FY'25/2:
100% (13/13)

Attendance at Audit and Supervisory Committee meetings in FY'25/2:
100% (14/14)

Number of shares held
1,700 shares

Having engaged in multiple projects centering on the construction of websites and systems at TEMPSTAFF CO., LTD. (currently PERSOL TEMPSTAFF CO., LTD.), Eriko Tanabe has extensive experience related to management and risk management based on her background in the IT field. Tanabe was appointed Outside Board Director of the Company in 2019 and has served as Audit and Supervisory Committee Member since 2023. Tanabe has provided advice on all aspects of corporate management, including human resources development, the development of female managers, and sales force, as well as recommendations on technology and risk management. Tanabe draws on her knowledge of corporate management, technology, promotion of DEI, and sustainability to strengthen auditing and supervisory functions from an independent standpoint and support the sustainable increase of the Company's corporate value.

Corporate management | HR development/promotion of DEI | Sales | Service development | Marketing/promotion | Technology | Accounting/finance | Risk management | Sustainability/ESG

Misae Maruyama



Outside Board Director
(Audit and Supervisory Committee Member) **Outside Independent**

Years served as a Board Director:
2 years

Years served as an Audit and Supervisory Committee Member **2 years**

Attendance at the Board of Directors' meetings in FY'25/2:
100% (13/13)

Attendance at Audit and Supervisory Committee meetings in FY'25/2:
100% (14/14)

Number of shares held
0 shares

Misae Maruyama has always maintained a fair and unbiased stance as a certified public accountant and has a high level of expertise and practical experience. In addition, Maruyama possesses a deep familiarity with accounting, finance, and taxation obtained while serving as an outside auditor of other companies. Maruyama has served as an Audit and Supervisory Committee Member since 2023. In addition to accounting and finance, Maruyama has provided specific advice on the development of female managers, the promotion of women's active participation in the workplace, and the development of an environment for achieving "No. 1 in employee well-being." In addition to her expertise in accounting and finance, Maruyama draws on her knowledge of DEI and sustainability to support the decision-making and supervisory functions of the Board of Directors. Maruyama contributes to the Company's sustainable growth based on an independent perspective and work experience in management oversight.

Corporate management | HR development/promotion of DEI | Sales | Service development | Marketing/promotion | Technology | Accounting/finance | Risk management | Sustainability/ESG

Tomohiro Takagi



Outside Board Director
(Audit and Supervisory Committee Member) **Outside Independent**

Years served as a Board Director:
- years

Years served as an Audit and Supervisory Committee Member **- years**

Attendance at the Board of Directors' meetings in FY'25/2:
- %

Attendance at Audit and Supervisory Committee meetings in FY'25/2:
- %

Number of shares held
0 shares

As an attorney-at-law, Tomohiro Takagi specializes in corporate legal affairs and risk management and has a wealth of experience and extensive knowledge through a wide range of cases. Takagi also has in-depth knowledge of compliance and governance, as well as experience as an outside auditor of another company, and a track record of assuming management oversight from an independent standpoint. Takagi was appointed Audit and Supervisory Committee Member of the Company in 2025 and will utilize his expertise in legal affairs and risk management to strengthen the decision-making and auditing and supervisory functions of the Board of Directors. Furthermore, Takagi will provide advice from the perspective of sustainability and contribute to the establishment of a sound management foundation and the sustainable increase of corporate value.

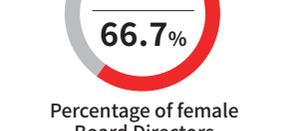
Corporate management | HR development/promotion of DEI | Sales | Service development | Marketing/promotion | Technology | Accounting/finance | Risk management | Sustainability/ESG

Board Directors' Areas of Experience and Expertise (Skill Matrix)

Name	Positions/responsibilities	Areas in which the person has a high level of expertise									
		Corporate management	HR development/promotion of DEI	Sales	Service development	Marketing/promotion	Technology	Accounting/finance	Risk management	Sustainability/ESG	
Hideki Tomita	Representative Director, President and Chief Executive Officer	●	●	●	●	●			●	●	
Masatsugu Shidachi	Representative Director, Chief Operating Officer	●	●		●	●	●	●		●	
Kuniyoshi Mabuchi	Board Director	●			●	●	●				
Kanae Takeuchi	Board Director		●						●	●	
Naoto Oohitsu	Board Director	●		●			●	●		●	
Kazuhisa Iwata	Board Director (Full-Time Audit and Supervisory Committee Member)	●	●	●	●				●		
Eriko Tanabe	Board Director (Audit and Supervisory Committee Member)	●	●				●		●	●	
Misae Maruyama	Board Director (Audit and Supervisory Committee Member)		●					●		●	
Tomohiro Takagi	Board Director (Audit and Supervisory Committee Member)								●	●	

*Ms. Kanae Takeuchi, Ms. Eriko Tanabe, and Ms. Misae Maruyama are female officers.
 *The above list does not show all experience and expertise possessed by each officer.

Composition of Board Directors



Executive Officers

- Takatsune Inoue**
Managing Executive Officer
Head of 1st Solution Sales Group
- Shoji Fujiwara**
Managing Executive Officer
Head of Solution Business Group and General Manager of Cross Product Division
- Kei Shinto**
Executive Officer
Head of BizOps Group and General Manager of Quality Management Division
- Keiichiro Nagashima**
Executive Officer
CTO (Chief Technology Officer), Head of Solution Development Group, General Manager of Media Development Division, and General Manager of Platform Development Division
- Tomohiro Kitazato**
Managing Executive Officer
Head of 2nd Solution Sales Group
- Haruhiko Arai**
Managing Executive Officer
CFO (Chief Financial Officer) and Head of Corporate Management Group
- Takatomo Suzuki**
Executive Officer
CIO (Chief Information Officer) and General Manager of CorpDX Division, BizOps Group
- Toshiki Kanadani**
Executive Officer
CHO (Chief Human Officer) and Head of Personnel & General Affairs Group

03 | Nomination and Compensation Committee's Initiatives

In order to increase corporate value over the medium to long term, the Company has established the Nomination and Compensation Committee as a voluntary advisory body to the Board of Directors, with the aim of ensuring opportunities for Outside Board Directors to participate in and advise on decision-making regarding the nomination and compensation of Board Directors and increasing the fairness, transparency and objectivity of the Board of Directors' decision-making process. The Committee consists of the Representative Director, President and CEO, and Independent Outside Board Directors. To ensure independence, it comprises Independent Outside Board Directors in the majority and is chaired by an Independent Outside Board Director.

Key Matters for Consideration Concerning Nomination

- Determination of draft proposals to the General Meeting of Shareholders for appointment of Board Directors
- Determination of draft proposals for appointment of Representative Directors
- Development for Executive Officers, business division heads, and division heads
- Other inquiries from the Board of Directors concerning nomination of Board Directors

Activity Results and Discussion Topics for FY'25/2

With regard to the system of the Board of Directors, the Committee conducted a comprehensive evaluation of the candidates' eligibility, independence, diversity, and other factors. It deliberated on and considered proposals for the election of Board Directors who can contribute to the sustainable increase in corporate value and the strengthening of the governance system to meet shareholders' trust, and then submitted a draft proposal to the Board of Directors. In addition, the Committee deliberated on and considered candidates for Representative Director for FY'26/2 through fair and transparent procedures and submitted a draft proposal to the Board of Directors.

With regard to the system of the Nomination and Compensation Committee, to ensure transparency and fairness in management and enable contribution to the sustainable increase in corporate value, the Committee submitted a report to the Board of Directors proposing that the majority of its members should be Independent Outside Board Directors and that the chairperson should be an Independent Outside Board Director as well. Subsequently, the Committee resolved to appoint Mabuchi, an Independent Outside Board Director, as its chairperson.

Appointment

With respect to the appointment of Board Directors or Board Directors who are Audit and Supervisory Committee Members, the President and CEO or another Board Director consults with the Board of Directors on candidates after confirming that they meet the basic appointment policy described on page 85, and appointments are provisionally decided by a resolution of the Board of Directors and officially made through a resolution of the General Meeting of Shareholders. The selection of candidates for Board Director takes into account recommendations from the Nomination and Compensation Committee.

Proposals for the appointment of Audit and Supervisory Committee Members are submitted to the General Meeting of Shareholders after consultation and consent of the Audit and Supervisory Committee.

Succession Plan

When selecting a successor to the Representative Director, President and CEO, the incumbent recommends candidates, after which the Board of Directors selects from the candidates a suitable person as a potential successor based on the deliberations and recommendations of the Nomination and Compensation Committee. Based on the succession plan established by the Company in advance, the incumbent recommends individuals who meet certain objective criteria for recommendation, such as management ability, aptitude, and character, and who can realize the Corporate Philosophy of "Here at dip, we want to tap into dreams, ideas and passion to create a better society."

Key Matters for Consideration Concerning Nomination

- Determination of draft proposals for the Board Director compensation policy
- Determination of draft proposals to the General Meeting of Shareholders for Board Director compensation
- Determination of individual Board Director compensation amounts
- Other inquiries from the Board of Directors concerning Board Director compensation

Actions and discussions made in FY'25/2

With the aim of ensuring fairness and transparency and contributing to the increase in corporate value, the Nomination and Compensation Committee deliberated on and examined the amount of individual Board Director compensation, taking into account factors such as their position, responsibilities and peer comparisons, and submitted a draft proposal to the Board of Directors. Subsequently, delegated by the Board of Directors, the Committee resolved the amount of compensation for individual Board Directors (excluding Board Directors who are Audit and Supervisory Committee Members) for FY'26/2.

Officer Compensation System

In regard to the compensation system for management and Board Directors (excluding Outside Board Directors and Outside Board Directors who are Audit and Supervisory Committee Members, as they are expected to fulfill their audit and supervisory duties from an independent perspective), the Company's basic policy is to create a mechanism that helps share value with shareholders, allows for objectivity and transparency ensuring full accountability, considers a sufficient level for employing and retaining talent, encourages sound entrepreneurship, and thereby enables the Company to grow sustainably and increase corporate value over the medium to long term. This determination policy has been decided by a resolution of the Board of Directors based on recommendations from the Nomination and Compensation Committee, an advisory body to the Board of Directors which comprises Independent Outside Board Directors in the majority and is chaired by an Independent Outside Board Director. The policy for determining individual Board Director compensation, etc. has been set based on the above basic policy. An overview of the policy is available on our corporate website.

Officer Compensation Structure

Officer category	Total amount by compensation type		
	Fixed compensation	Performance-linked compensation	
	Cash compensation	Stock based compensation	
	Base compensation	Short-term incentives (BIP trust)	Medium- to long-term incentives (Restricted share compensation)
Executive Board Directors	○	○	○
Non-Executive Board Directors	○	—	—

[BIP trust]

In regard to the BIP trust, eligible individuals who have met the prescribed requirements receive the Company's shares equivalent to 50% of the share delivery points as performance-linked share compensation. The remaining 50% of the share delivery points are converted within the trust and paid in cash in an amount equivalent to the conversion value.

The trust agreement includes a **malus provision**, which stipulates that an eligible person who commits a serious breach of duties, internal rules, or other regulations while in office forfeits their right to receive performance-linked share compensation, etc. It also contains a **claw back provision** that allows the Company to demand the return of the performance-linked share compensation granted if it turns out after the granting thereof that the eligible person committed such a serious breach.

[Restricted share compensation]

Restricted share compensation is subject to tenure and performance-linked conditions until the lifting of the restrictions.

The agreement contains a **claw back provision** that allows the Company to demand the return of the restricted share compensation granted if the eligible person commits a serious breach of duties, internal rules, or other regulations while in office.

Procedures and Details for Determining Executive Compensation

The dates and details of resolutions by General Meetings of Shareholders regarding officer compensation, as well as officer compensation for dip's Board Directors in FY'25/2, are available on our website.

Procedures and details for determining executive compensation 
<https://www.dip-net.co.jp/en/esg/governance/G001>



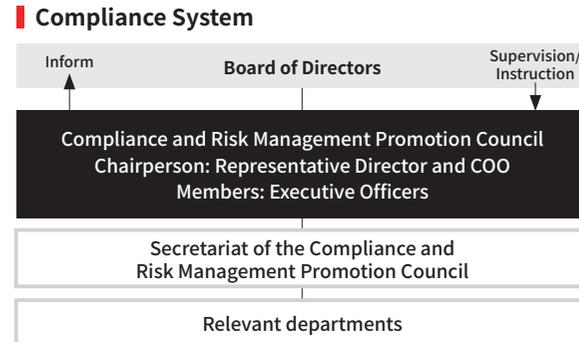
Compliance and Risk Management Initiatives

Compliance and Risk Management System

To enhance compliance and risk management, the Company has created a Compliance and Risk Management Promotion Council, which is chaired by the Representative Director and COO and consists of all Executive Officers. The Council presents and discusses matters related to compliance and risk management, and reports the results to the Board of Directors.

Based on reports from the Council, the Board of Directors obtains and examines compliance violation cases and company-wide risks and then decides what actions to take to prevent recurrence.

Furthermore, we have created a Compliance Section, a unit specializing in compliance and risk management, within the Governance Promotion Department of the Corporate Management Group to reinforce our compliance and risk management system. The Section has built and operates a system whereby, if a problem arises, Executive Board Directors and Executive Officers are swiftly informed.



Promoting Compliance

The Company has established the Basic Policy on Compliance to ensure that Board Directors and employees adhere to laws, regulations, and the Articles of Incorporation, fulfill their social responsibility, and respect corporate ethics in performing their duties. In an effort to instill the Basic Policy, we post it on the internal bulletin board and explain it during training sessions. With regard to compliance education, we provide compliance training programs for new employees and new managers, and all employees have a compliance test once a quarter. In FY'25/2, the Company conducted harassment training for Board Directors and Executive Officers, and risk management training for all managers, and worked to raise compliance awareness according to the attributes and grades of individual employees.

In the compliance test, we gather compliance risks and challenges identified from major departments. Based on this input, we create questions that reflect general compliance, information security, and our regulations and policies. Furthermore, we incorporate topics such as social norms, including common sense and manners, as well as important human rights issues, as appropriate, and provide comprehensive compliance education.

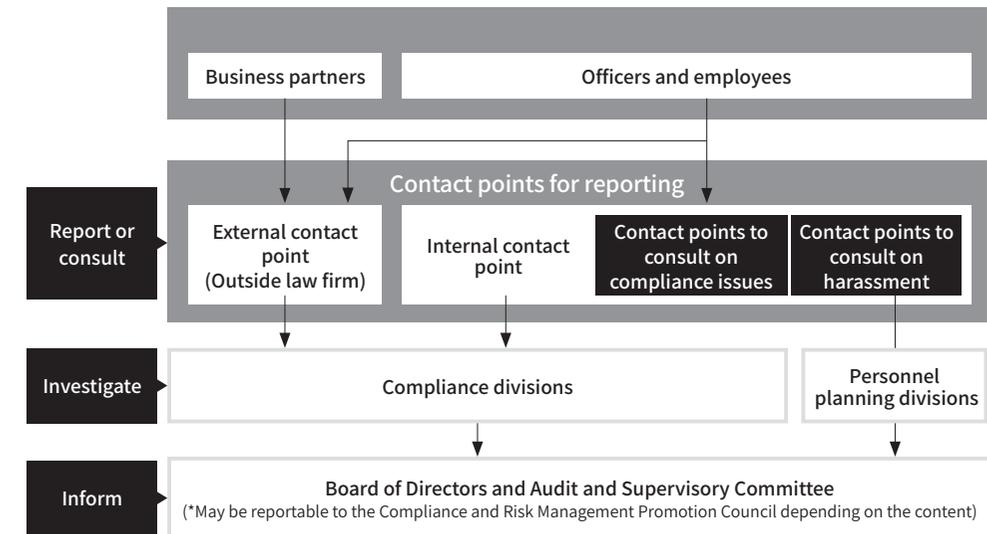
In addition, to solve issues such as the occurrence of compliance violations within the company and employees' lack of understanding, we are strengthening awareness-raising activities based on our "compliance guidelines" to ensure each employee will make, from compliance viewpoints, fair and impartial judgments and act accordingly based on the Philosophy.

Whistleblowing System

The Company has established contact points for whistleblowers for the purpose of early detection and correction of misconduct and improvement of compliance. To familiarize employees with the system, we have included a contact point for whistleblowers linked to an external law firm on our corporate website and created an information page on the internal portal site for reporting and consulting on various issues such as compliance and harassment. We have also provided every employee with a card containing information about the contact points for reporting and consultation.

Consultations are accepted from a wide range of stakeholders, including officers, employees, temporary staff, and business partners. Information that can identify an individual is strictly managed in consideration of the privacy of the whistleblower/consulter. We take due care to protect whistleblowers/consulters from disadvantageous treatment while conducting thorough fact-checking and implementing remedial and other measures. In FY'25/2, we received 11 consultation requests.

Whistleblowing System



Response to Customer Harassment

Abusive customer behavior ("customer harassment"), in which customers make unreasonable demands on company employees, behave in a coercive manner, or treat them unfairly, is on the rise and has become a social issue. There are concerns that such customer harassment could lead to increased stress, decreased motivation, and eventually poor mental health among employees. We have established a Customer Harassment Consultation Desk to protect employees who have experienced customer harassment, creating a system to receive consultations and reports from employees. We respond promptly and appropriately to consultations to ensure an environment where each and every employee can work with peace of mind based on the belief that "people are everything and people are assets."

We will also prevent harassment by our employees to customers by thoroughly informing and educating employees through internal programs.

Strengthening Risk Management

With regard to business and other risks, the Company has established a system for managing such risks in accordance with its regulations. To keep track of the status of risks, each year we update the risk map that visualizes business and other risks and report the results to the Board of Directors. The major risks associated with our business and other activities are listed below. Recognizing the possibility that these risks may materialize, the Company makes every effort to prevent them from materializing and will take appropriate measures if they do.

Risk item	Description	Response
1 Data security and management risks	<ul style="list-style-type: none"> Increase in restoration cost and restoration time caused by system operation suspensions due to cyberattacks, data falsification, unauthorized access, and serious failures and suspensions of business/core systems, decline of social credibility, and impact on business performance. Legal liability, decline in reputation, and impact on business performance due to the leakage of personal/confidential information. 	<ul style="list-style-type: none"> Establish a backup system and implement security measures. Operate monitoring and detection systems and introduce necessary redundancy. Maintain third-party certification (Privacy Mark, ISO/IEC 27001) and conduct compliance audits. Conduct regular information security training.
2 Market risks	<ul style="list-style-type: none"> Decrease in market share and profitability due to intensified competition and delay in response to new entrants Decreased demand and fluctuating sales due to reduced hiring plans and curtailed job advertising resulting from shifts in economic trends and employment conditions. A decline in competitive advantage and profitability resulting from disruption of existing business models due to technological advancement (AI, etc.). 	<ul style="list-style-type: none"> While working to expand existing businesses, including through business partnerships, explore new business areas and markets and continue to consider business plans for the future. Establish a sustainable competitive advantage by proactively adopting advanced technologies and providing solutions to solve issues for customers and users through creating new services and collaborating with other companies.
3 Business strategy risks	<ul style="list-style-type: none"> Vulnerability to market fluctuations due to highly concentrated business portfolio. Delay in or inability to recover invested capital in acquisition of or investment in other companies. A decline in profit efficiency in advertisement due to failure to achieve expected effects from investments. Reputation damage and reduced advertising effectiveness stemming from incidents involving loss of trust in advertising talent or media outlets. An increase in regulatory compliance costs and a decline in reputation resulting from data-bias from the use of AI. 	<ul style="list-style-type: none"> Develop the SaaS-type DX business to establish a stable earnings base. While working to expand existing businesses, including through business partnerships, explore new business areas and markets and continue to consider business plans for the future. Based on the Budget Management Regulations, the Board of Directors analyzes results against budgets every month and manages investment budgets and progress. Continuously predict, measure, and analyze the effects of advertising investments, and constantly monitor brand mentions on social media. Explicitly specify measures to be taken in the event of misconduct by advertising personalities in their contracts to enable prompt action to clarify our stance to the public in order to mitigate damage to the brand image. Promote the development, operation, and social implementation of ethical AI in the human resources field through the AI External Advisory Committee (established in August 2024).
4 Risks related to laws and regulations and intellectual property	<ul style="list-style-type: none"> Business constraints, cost increases, and administrative penalties due to delayed response to legal amendments (laws and regulations related to personal data, labor etc.) and strengthened regulations (the Internet, digital technologies, etc.). Impact on business continuity due to cancellation / non-renewal of license as a provider of paid employment placement services. Decline of competitive advantage due to competitors' patent, design, and trademark registrations, and costs and business delays due to associated disputes. Risks of compensation for damages and injunctive relief arising from conflicts with intellectual property rights held by third parties. Damage to our brand and loss of revenue opportunities due to infringement of our intellectual property rights (imitation and improper use). 	<ul style="list-style-type: none"> Rapidly grasp regulatory trends through industry organizations and strengthen cooperation with experts. Eliminate the risk of intellectual property rights infringement by having regular meetings with legal advisors from the planning stage of new services and new businesses. To ensure permanent compliance with revisions of laws and regulations, appoint a specialist in charge in the Legal Affairs Department, and continuously monitor revision trends and respond to them in the Company's business.

Risk item	Description	Response
5 Risks restated to acquisition of human resources and labor environment	<ul style="list-style-type: none"> Project delays and lower productivity due to insufficiency of human resources from failing to recruit talent necessary for business growth. Enlarging skill gaps and declining productivity due to the slowness of human resource development in line with management strategies. An increase in recruitment and training costs due to an increase in the turnover rate. Administrative guidance and retroactive settlement for long working hours and unpaid overtime in violation of the 36 Agreement. Absence from work and a decrease in productivity due to mental disorders caused by long working hours. A decline in reputation, legal liability, or suspension of business transactions arising from an incident such as discrimination, harassment, or invasion of privacy. 	<ul style="list-style-type: none"> Conduct continuous recruitment activities by developing recruitment systems and utilizing various recruitment channels. Implement position-specific and theme-specific training programs based on the basic policy for employee education and enhance employees' skills by providing self-development programs. Establish hiring criteria and completely standardize interview processes. Review the personnel system (targets and evaluation). Continue to conduct compliance education programs to prevent violations of the 36 Agreement. Detect mental disorders at an early stage and prevent deterioration through stress checks and interviews with industrial physicians. Implement human rights due diligence. Promote the development of frameworks, including the establishment of grievance handling and remedy mechanisms.
6 Disasters and pandemics	<ul style="list-style-type: none"> Damage to business bases and data centers, business suspension, decreased sales, and disruption of supply chains due to earthquakes, tsunamis, typhoons, floods, fires, etc., and the progress of climate change. Illness of employees, quarantine, restrictions on coming to work, restriction on face-to-face sales, and slowdown of business activities due to the spread or resurgence of infections. 	<ul style="list-style-type: none"> Strengthen the Business Continuity Plan (BCP). Complete the cloud migration of internal systems. Take measures to improve availability in the event of a disaster. Strengthen communication systems to understand the situation in the event of a disaster and take responses such as directing employees to stay in offices in the event of a disaster occurring while in offices. Develop an environment to enable telework and establish rules for infection prevention.
7 Risks associated with the climate crisis	<ul style="list-style-type: none"> Damage to business from disasters and extreme weather events caused by the climate crisis. Cost increases due to stronger carbon taxation and regulations. Delay or failure to recover investments due to delay in transition to decarbonization. Decline of reputation due to delays in responding to climate change and impacts on business continuity and social credibility. 	<ul style="list-style-type: none"> Take action aiming to achieve carbon neutrality for Scope 1 and Scope 2 GHG emissions in FY'25/2 and maintain the status in future. Continue studying and working for the reduction of GHG emissions in Scope 3.

Strengthening the Business Continuity Plan (BCP)

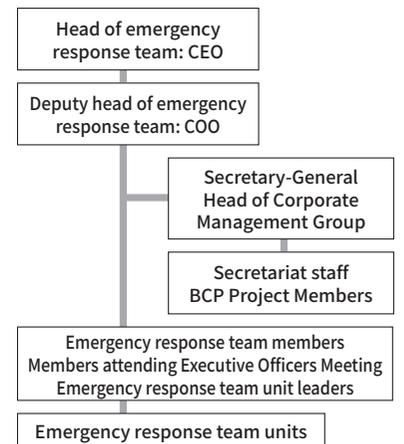
In FY'25/2, the Company developed our Business Continuity Plan (BCP) based on an all-hazards approach, and also revised the corporate crisis management regulations.

Following this, we prepared an initial response manual in anticipation of a Tokyo Inland Earthquake that is likely to have a significant impact on our business continuity. In June 2025, we conducted an initial response drill based on this manual.

In the drill, initial responses in the first five hours after the disaster were simulated, using a scenario assuming events of a high likelihood for our businesses and organizations, such as personal injuries, system failures, damage to office infrastructure, and responses to external parties. The training confirmed the roles of the emergency response team units and how they should cooperate with one another, and also revealed points for further improvement in our initial response.

Going forward, we will continue to strengthen our BCP framework, including updating manuals and enhancing other BCP-related documentation as well as reinforcing infrastructure. In addition, we will conduct regular drills and take action for improvement, thus turning the PDCA cycle to further strengthen our resilience to respond to various risks.

Emergency response team system



Information security initiatives 
<https://www.dip-net.co.jp/en/esg/governance/G005>

Personal information protection initiatives 
<https://www.dip-net.co.jp/en/esg/governance/G006>

Data Section

Financial Data

		Non-consolidated	Non-consolidated	Consolidated	Consolidated	Non-consolidated	Consolidated	Consolidated	Consolidated	Consolidated	Consolidated
		19th fiscal year ^{†1}	20th fiscal year ^{†1}	21st fiscal year	22nd fiscal year	23rd fiscal year ^{†1}	24th fiscal year	25th fiscal year	26th fiscal year	27th fiscal year	28th fiscal year
		FY'16/2	FY'17/2	FY'18/2	FY'19/2	FY'20/2	FY'21/2	FY'22/2	FY'23/2	FY'24/2	FY'25/2
Sales	Million Yen	26,798	33,178	38,062	42,176	46,415	32,494	39,515	49,355	53,782	56,386
Gross profit	Million Yen	24,669	30,886	35,883	39,468	43,378	29,191	34,969	44,082	47,957	50,504
Gross profit margin	%	92.1	93.1	94.3	93.6	93.5	89.8	88.5	89.3	89.2	89.6
Operating Income	Million Yen	7,162	9,119	10,799	12,745	14,356	7,312	5,602	11,538	12,761	13,405
Operating income margin	%	26.7	27.5	28.4	30.2	30.9	22.5	14.2	23.4	23.7	23.8
Ordinary income	Million Yen	7,170	9,141	10,794	12,577	14,393	6,501	5,320	11,599	12,618	13,257
Ordinary income margin	%	26.8	27.6	28.4	29.8	31.0	20.0	13.5	23.5	23.5	23.5
Net income/Net income attributable to owners of parent	Million Yen	4,675	6,167	7,531	8,910	10,012	607	3,487	7,935	9,050	8,951
Net income margin/Margin of net income attributable to owners of parent	%	17.4	18.6	19.8	21.1	21.6	1.9	8.8	16.1	16.8	15.9
Net assets	Million Yen	10,384	15,193	20,990	25,701	31,512	31,178	32,989	38,242	39,708	36,235
Total assets	Million Yen	15,326	21,139	28,016	33,510	41,114	35,869	42,454	50,167	50,772	50,506
Return on assets (ROA)	%	54.4	50.1	38.5	40.9	38.5	18.1	13.6	25.0	25.0	26.2
Return on equity (ROE)	%	55.7	49.6	37.2	39.6	36.0	2.0	11.1	22.7	23.5	23.8
Equity ratio	%	66.4	69.6	72.4	74.0	74.3	84.4	76.4	75.0	77.3	71.0
Cash flows from operating activities	Million Yen	4,991	8,105	9,729	10,926	12,391	5,905	10,482	13,203	9,526	16,453
Cash flows from investing activities	Million Yen	(802)	(2,307)	(4,364)	(6,360)	(3,375)	(9,643)	(3,850)	(4,121)	(7,364)	(5,249)
Cash flows from financing activities	Million Yen	(1,109)	(1,700)	(1,965)	(4,356)	(4,515)	(3,041)	(2,524)	(3,680)	(8,021)	(12,164)
Cash and cash equivalents at end of period	Million Yen	7,219	11,317	14,717	14,927	19,241	12,462	16,569	21,974	16,116	15,156
Net assets per share	Yen	183.76 ^{†2}	264.76	363.47	448.83	563.13	547.13	581.26	673.93	715.64	684.99
Net income per share	Yen	84.44	111.16	135.40	160.86	183.80	11.09	62.77	142.04	163.44	168.41
Payout ratio	%	30.8	32.4	31.8	31.1	30.5	505.0	97.2	50.7	53.8	56.4

†1 As consolidated accounting was not performed for the 19th, 20th and 23rd fiscal years, figures for these fiscal years are from non-consolidated accounting.

†2 Effective September 1, 2015, the Company conducted a 5-for-1 stock split.

Therefore, the amounts of net assets per share and net income per share were calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

†3 Regarding the percentage of men who take childcare leave, based on the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, the percentage of employees taking childcare leave, etc. and leave for childcare purposes as stipulated in Article 71-6, Item 2 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members is calculated.

†4 As of June 1, 2025 (at the time of the Ministry of Health, Labour and Welfare's Report on the Status of Employment of Persons with Disabilities)

†5 No emissions under categories 8 through 15.

Non-Financial Data

			23rd fiscal year	24th fiscal year	25th fiscal year	26th fiscal year	27th fiscal year	28th fiscal year
			FY'20/2	FY'21/2	FY'22/2	FY'23/2	FY'24/2	FY'25/2
Total energy consumption	Total energy consumption	Mwh	1,524.3	1,439.5	1,522.3	1,718.1	2,044.6	2,130.4
	Ratio of renewable energy	%	-	-	12.9	54.8	78.7	100
Total GHG emissions	Emission intensity (Scope 1+2/Sales) *Scope 2: Market based	MWh/ Million Yen	0.0328	0.0443	0.0385	0.0348	0.0380	0.0378
	Scope1	t-CO ₂ e	10.2	8.2	8.6	8.9	3.7	-
	Scope2 *Market based	t-CO ₂ e	638.7	590.4	559.1	325.3	171.6	-
	Scope2 * Location based	t-CO ₂ e	876.1	620.3	638.4	724.2	886.5	890.9
	Scope3 Total ^{†5}	t-CO ₂ e	-	-	-	29,369	28,255	31,157
Total GHG emissions	Category 1: Purchased goods and services	t-CO ₂ e	-	-	-	26,589	24,982	26,808
	Category 2: Capital goods	t-CO ₂ e	-	-	-	1,126	1,294	2,324
	Category 3: Fuel- and energy related activities not included in Scope 1 or Scope 2	t-CO ₂ e	-	-	-	112	138	144
	Category 4: Upstream transportation and distribution	t-CO ₂ e	-	-	-	29	30	32
	Category 5: Waste generated in operations	t-CO ₂ e	-	-	-	1	4	8
	Category 6: Business travel	t-CO ₂ e	-	-	-	969	1,097	1,000
	Category 7: Employee commuting	t-CO ₂ e	-	-	-	544	709	841
Full-time employees	Emission intensity (Scope 1+2/Sales) *Scope 2: Market based	t-CO ₂ e/ Million Yen	0.0100	0.0184	0.0144	0.0068	0.0033	-
	Full-time employees	Persons	1,873	2,110	1,969	2,316	2,699	2,530
Number of hires	Total	Persons	438	470	164	624	790	370
	New graduates	Persons	362	399	95	414	612	315
	Mid-career	Persons	76	71	69	210	178	56
Percentage of female employees	Including temporary and part time employees	%	49.6	48.8	49.8	50.4	50.7	50.9
Percentage of female managers	Total full-time employees	%	31.1	32.4	33.2	34.4	36.2	36.8
Percentage of women among new graduate employees promoted to managerial positions		%	38.4	40.6	41.3	43.5	45.2	43.6
Voluntary turnover rate of full-time employees		%	11.0	10.9	15.2	12.6	13.7	19.9
Average extra hours worked	hour/month		23.1	24.1	25.4	23.0	19.8	18.1
Percentage of paid holidays taken		%	51.8	44.9	56.6	59.4	72.5	80.7
Percentage of employees who take childcare leave ^{†3}	Total	%	83.5	81.7	80.4	95.4	100.0	100.0
	Men	%	69.0	64.3	61.1	92.5	100.0	100.0
	Women	%	100.0	100.0	100.0	98.2	100.0	100.0
Percentage of people with disabilities employed ^{†4}		%	1.9	1.7	2.6	3.0	2.2	2.7
Gender wage gap	Total employees	%	-	-	-	80.4	82.5	82.5
	Total full-time employees	%	-	-	-	85.4	88.0	87.2
	Managers	%	-	-	-	83.4	83.6	85.3
	Employees in general positions	%	-	-	-	97.9	98.7	98.1
	Fixed-term employees	%	-	-	-	116.9	125.4	114.9
Donations	Million Yen		1.5	-	1.3	-	10	10
Board Directors	Persons		6	6	6	6	8	9
Percentage of Independent Outside Board Directors	%		50.0	33.3	33.3	50.0	75.0	66.7
Female Board Directors	Persons		2	2	1	2	5	5
Percentage of female Board Directors	%		33.3	33.3	16.7	33.3	62.5	55.6

Evaluations from outside the Company/ External Certificates Received and Participation in Initiatives



FTSE Blossom Japan Index
Selected for the index for the fifth year in a row. The index is formulated by FTSE Russell, a global index provider, and designed to select Japanese companies that demonstrate strong ESG practices.



FTSE Blossom Japan Sector Relative Index
Selected for the index for the fourth year in a row. The index is designed to measure the performance of Japanese companies demonstrating relatively strong ESG practices in each sector.



S&P/JPX Carbon Efficient Index
Selected for the ESG index, which measures the performance of companies in TOPIX¹, while overweighting or underweighting the companies by looking at their disclosure status of environmental information and level of carbon efficiency².
¹ Tokyo Stock Price Index
² Carbon emissions per unit of revenue

The Nikkei 500 Stock Average

The Nikkei 500 Stock Average
Selected for the index for the seventh year in a row. This price-weighted equity index, comprised of 500 stocks from the Prime Market of the Tokyo Stock Exchange, is calculated with the method under the Dow Jones Industrial Average, the same method used for the Nikkei Stock Average.



CDP
CDP is an international project, asking companies to disclose information such as their strategy for climate change and greenhouse gas emissions, through coordination among institutional investors around the world. Response to the CDP questionnaire on climate change commenced from fiscal 2021.



Kurumin Certification
Under the certification system based on the Act on Advancement of Measures to Support Raising Next-Generation Children, given the certification as a child-rearing support company introducing various measures for child rearing, by the Minister of Health, Labour and Welfare.



Declaration on 100% Childcare Leave Acquisition by Male Employees
Support expressed by dip in July 2022 for the "Declaration on 100% Childcare Leave Acquisition by Male Employees" announced by Work-Life Balance Co., Ltd., in order to promote diverse working styles for men and the creation of an environment in which it is easy to take childcare leave.



DX Certified Operator
Certified by the Ministry of Economy, Trade and Industry for its efforts to promote the adoption of DX among client companies, in addition to the promotion of DX within dip itself.



MSCI Japan ESG Select Leaders Index
Selected for the index for the fourth year in a row. The index is composed by selecting stocks of companies that have high ESG ratings relative to their peers in each sector among the top 700 Japanese stocks by market capitalization.



MSCI Japan Empowering Women Index (WIN)
Selected for the index for the fourth year in a row. The index is composed of stocks of Japanese companies that are leaders within sectors in terms of initiatives on gender diversity among the top 700 Japanese stocks by market capitalization.



Morningstar Japan ex-REIT Gender Diversity Tilt Index
Selected for Group 1, the highest rating in the index for the third year in a row. The index is designed to emphasize companies in the Japanese market that have strong gender diversity policies embedded as their corporate culture and that ensure equal opportunities to employees, irrespective of their gender.



JPX-NIKKEI 400
Selected for the index for the tenth year in a row. This stock index is composed of companies with high appeal for investments, which meet the requirements of global investment standards, such as efficient use of capital and investor-focused management perspectives.



Task Force on Climate-related Financial Disclosures (TCFD)
Support expressed by dip in October 2021 for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which was created by the Financial Stability Board. Joined the "TCFD Consortium," which is established for discussions among companies and financial institutions.



2025 Certified KENKO Investment for Health Outstanding Organizations Recognition Program "White 500" under the Large Enterprise Category
For the third year in a row, recognized as an organization particularly outstanding in conducting health and productivity management, under the large enterprise category of the Certified KENKO Investment for Health Outstanding Organizations Recognition Program organized by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.



Eruboshi Certification
Given a three star rating, the highest ranking under the certification system based on the Act on the Promotion of Women's Active Engagement in Professional Life.



"Most Liked!" IR Award of 2025 IR Award
Selected for the "Most Liked!" IR Award, that aims to share proactive IR activities and realize best practices, in the 2025 IR Award sponsored by Japan Investor Relations Association in recognition of our efforts to develop a new shareholder base.

Corporate Information/Stock Information

Company Profile

Company name	dip Corporation
Founded	March 1997
Representative	Hideki Tomita, Representative Director, President & CEO
Location	3-2-1 Roppongi, Minato-ku, Tokyo
Capital	¥1,085 million (As of end of February 2025)
Sales	¥56,386 million (For the fiscal year ended February 2025)
Employees	2,780 (Full-time employees as of April 1, 2025)
Main business	Online job information provision services Provision of DX services and other services

Listed market	Prime Market of the Tokyo Stock Exchange
URL:	https://www.dip-net.co.jp/en/
Number of offices	31
Consolidated subsidiaries	DIP Labor Force Solution Limited Partnership
Non-consolidated subsidiaries	DIP America, Inc. Broncos 20 Co., Ltd.
Equity-method affiliates	xOperation Group TRUNK inc.

Stock Information

Securities code	2379
Total number of issued shares	60,140,000 shares

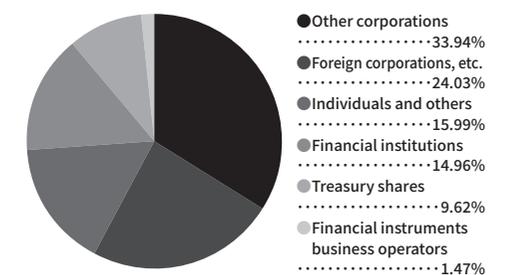
Total number of authorized shares	213,400,000 shares
Number of shareholders	40,562

(As of August 31, 2025)

Stock Price Data



Distribution of Shares by Type of Shareholders



Major Shareholders

Name	Number of shares held (shares)	Percentage of the number of shares held to the total number of issued shares (excluding treasury stock) (%)
Authenticity Co. Ltd.	20,340,000	37.50
The Master Trust Bank of Japan, Ltd. (Trust account)	4,922,300	9.07
STATE STREET BANK AND TRUST COMPANY 505301	3,245,080	5.98
The Master Trust Bank of Japan, Ltd. (Stock Grant ESOP Trust Account 75525)	1,943,235	3.58
The Custody Bank of Japan, Ltd. (Trust account)	1,536,100	2.83

Name	Number of shares held (shares)	Percentage of the number of shares held to the total number of issued shares (excluding treasury stock) (%)
THE BANK OF NEW YORK MELLON 140044	1,061,837	1.95
STATE STREET BANK AND TRUST COMPANY 505025	1,013,106	1.86
STATE STREET BANK AND TRUST COMPANY 505103	829,937	1.53
STATE STREET BANK AND TRUST COMPANY 505044	590,698	1.08
SG/UCITS V/INV	508,800	0.93

(Note 1) Treasury stock of 5,733,319 shares is deducted from the calculation of the voting rights ratio.

(Note 2) Authenticity Co. Ltd. is an asset management company of Hideki Tomita, Representative Director, President and CEO.

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