



**Labor force solution company**

dip Corporation

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

## **Mid-term Management Plan “dip30th”**

**(FY'25/2 ~ FY'27/2)**

December 8, 2023

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## Formulating the “dip30th” Plan

# New Mid-term Management Plan, “dip30th” Charts a Course for the Future



Integrated Report Cover

In our mid-term business strategy “dip2025” formulated in 2020, we laid out a roadmap to realize our vision of becoming a “Labor force solution company” and set our aspirations for the fiscal year ending February 28, 2025 at 100 billion yen in net sales and 30 billion yen in operating income.

By steadily implementing the strategies and tactics of “dip2025” we have turned the crisis of the COVID-19 pandemic into an opportunity, expanded our user and client base through unique initiatives such as the dip Incentive Project, and significantly increased our share of the part-time and temporary job advertising market. The DX business, launched in 2019, has achieved high growth by accelerating product development and promoting upselling in conjunction with job ad sales.

On the other hand, the effects of the COVID-19 pandemic lasted longer than expected and the job ad market has not yet recovered to pre-pandemic levels, making the sales and profits set as aspirations difficult to achieve.

In light of the conclusion of the COVID-19 pandemic, the impact of rapidly evolving AI, and changes in the market and competitive environment, we have decided to formulate a new medium-term management plan, “dip30th”, which will end in February 2027, the 30th anniversary of our founding.

With the advancement of new technologies such as AI, solutions are beginning to emerge for issues that previously seemed intractable. We are committed to confronting structural labor shortage problems head on and being a pioneer in solving these issues for the well-being of the workers through the use of AI. Just as dip greatly expanded its business in the past by taking advantage of the widespread use of the Internet, we will push forward with the “dip30th” and turn the dramatic evolution of AI into a business opportunity.

We will continue to pursue the simultaneous realization of social and economic value and do our utmost to realize a sustainable society. We would like to thank all of our stakeholders for their continued support.

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## **Value Creation Process**

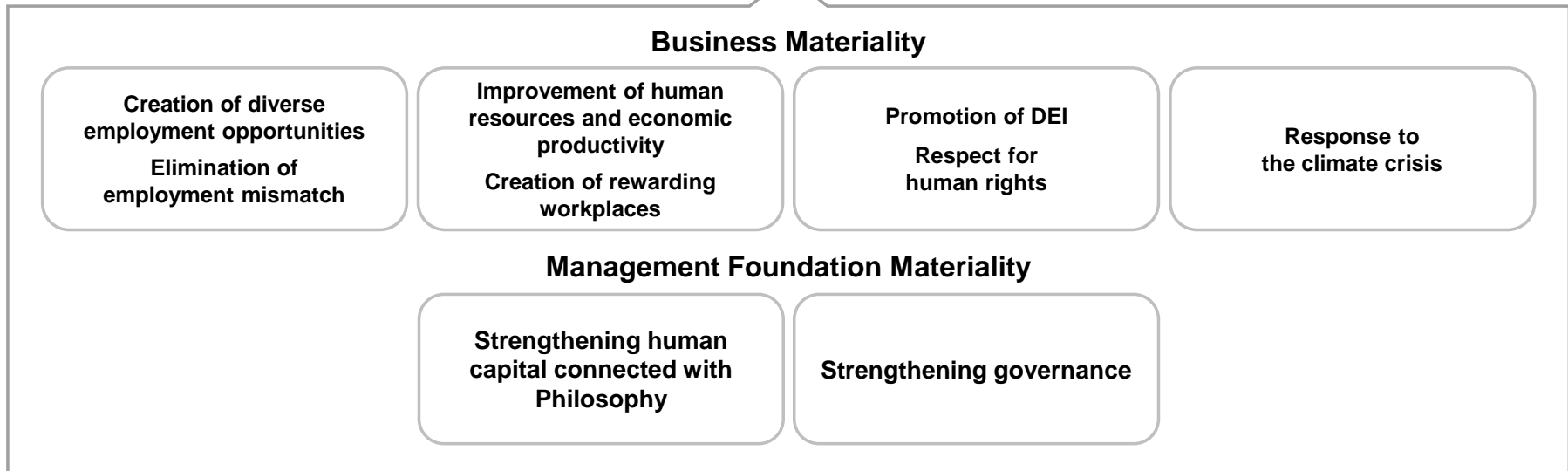
1. Materiality
2. Value Creation Process

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

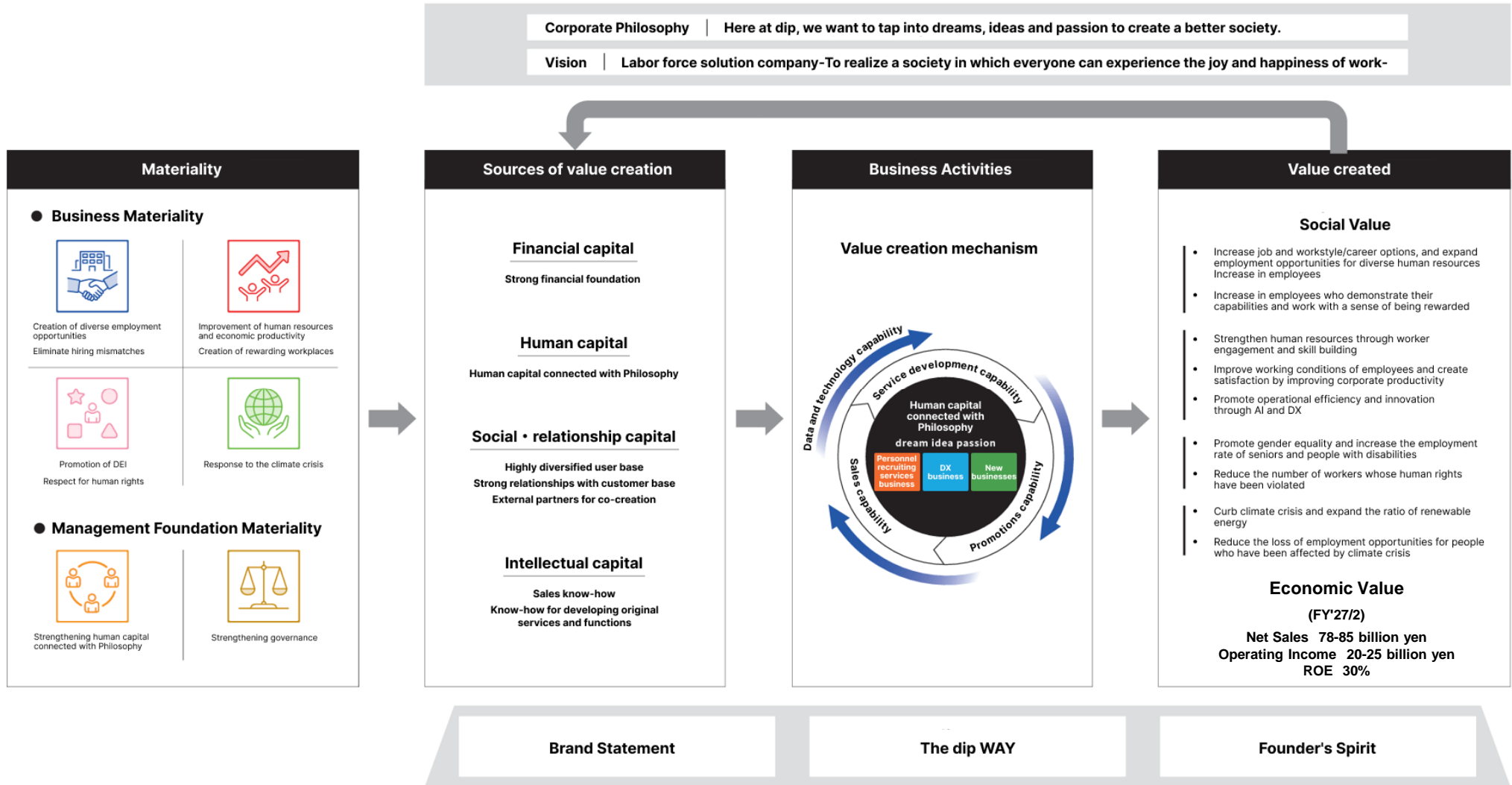
Identifying materiality in light of changes such as the rapid evolution of generative AI

## VISION

To realize a society in which everyone can experience the joy and happiness of work  
Labor force solution company



# 2. Value Creation Process



3

## Overview of the “dip30th” Mid-term Management Plan

1. Overview
2. Creating Social Value (Non-financial KPI)
3. Creating Economic Value (Financial targets)
4. Pillars of the Growth Strategy: Initiatives for a ‘New Era’



# 1. Overview

<b>Materiality to realize our vision</b>		<b>Creating diverse employment opportunities</b> <b>Eliminating employment mismatches</b>	<b>Improving human resources, economic productivity, and creating a rewarding workplace</b>	<b>Promoting DEI</b> <b>Respect for Human Rights</b>	<b>Responding to the Climate Crisis</b>	
		<ul style="list-style-type: none"> <li>Posting 1.68 million high quality job offers to meet the needs of various industries, occupations and work styles. Optimal matching creates the industry's largest number of jobs in the field of fixed-term employment.</li> <li>&lt; Focus Areas &gt;</li> <li>450 thousand jobs for seniors</li> <li>800 thousand jobs with flexibility to allow for raising children or caring for family members</li> <li>300 thousand jobs for foreign workers and international students</li> <li>150 thousand jobs for high school students</li> </ul> <ul style="list-style-type: none"> <li>Eliminate mismatches in hiring and address the shortage of human resources in the medical and social welfare fields, which is becoming more serious due to the declining birthrate and aging population.</li> <li>&lt; Job Created &gt;</li> <li>Medical · Nursing care workers : 25 thousand per year</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of companies utilizing DX services to 30,000 for DX services in the areas of recruiting, human resources, and sales promotion to improve labor productivity at small and midsize companies.</li> <li>Support workers to obtain qualifications by providing reskilling opportunities and promote regional revitalization and industrial stimulation through labor mobility.</li> <li>Promote the improvement of working conditions by posting 1.25 million jobs with improved compensation (higher hourly wages).</li> <li>Introduced dip Workplace Diagnostics* to improve the workplace environment. Support for retention and achievement after employment.</li> </ul> <p>*Service that identifies workplace attractions and challenges and provides proposals for improvement</p>	<ul style="list-style-type: none"> <li>Increase the number of job openings without age bias at the time of hiring to 650 thousand. Expand employment opportunities for a diverse workforce, including middle-aged and senior workers.</li> <li>Support the employment of people with disabilities through a year-round campaign (sponsored by the Ministry of Health, Labor and Welfare) to help people with disabilities take on the challenge of employment.</li> <li>Promote a workplace environment that respects diversity by posting LGBTQ+ friendly jobs.</li> <li>Prohibit the posting of jobs that are in violation of laws and regulations or risk human rights violations. Educate companies on how to create a workplace environment free of human rights violations.</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the realization of a carbon neutral society by reducing Scope 1 and 2 GHG emissions to net zero by FY2025.</li> <li>Utilize our nationwide network of sales offices to collaborate with local governments immediately after any major disaster. A special page for recruiting disaster relief volunteers has been set up on the company's website to provide prompt and effective support for hard hit areas.</li> <li>Collect and post job information on each site to meet the diverse employment needs of those who have lost their jobs due to disasters caused by the climate crisis. Provide job opportunities to help workers overcome economic hardship, and contribute to the economic recovery of affected areas.</li> </ul>	
<b>Mid-term Management Plan "dip30th"</b>	<b>Value Created</b>	<b>Social value</b>				
	<b>Management Strategies</b>	<b>Economic value</b>				
		<b>Business strategies</b>		<b>Business strategies</b>		
		<b>Strengthening the Management Foundation</b>		<b>Business strategies</b>		
		<b>Personnel recruiting services business</b> <b>First choice · Best result</b>		<b>DX business</b> <b>DX for everyone, all the time</b>		
		<b>Sales Force</b> Promote hybrid sales to accelerate improved productivity	<b>Service Development Strength</b> Set up an elite 400-person scrum team to maximize the value provided	<b>Promotion Strength</b> Establish the No. 1 'user-first' brand	<b>Data · Technology Strength</b> Develop a data infrastructure that supports all aspects of strategy execution	<b>Business Development Strength</b> Strengthen mechanisms for generating innovation
		<b>Human capital connected with Philosophy</b> Develop measures to maximize the potential of human resources		<b>Governance</b> Improve management effectiveness through dialogue with stakeholders		

## 2. Creating Social Value (Non-financial KPI)

### Set KPI for each materiality

This year, 6 items were added, expanding the total to 32

Materiality	KPI	Results	Targets	
		FY'23/2	FY'25/2	FY'27/2
<b>Create of diverse employment opportunities</b>	High-quality jobs that meet the needs of diverse occupations, job types and work styles <sup>1</sup>	1.33 million *1	Maintain No. 1 in the market	1.68 million *1
	Number of jobs welcoming seniors	310,000*1	-	450,000 *1
	Number of jobs that allow flexibility for childcare/nursing care	510,000*1	-	800,000 *1
	Number of jobs available to foreigner workers/foreign students	140,000*1	-	300,000 *1
	Number of jobs accepting high school students	150,000*1	-	150,000 *1
	Number of workers in the medical, nursing care, and social-welfare industries <sup>2</sup>	10,000 people	-	25,000 people
<b>Eliminating employment mismatches</b>	Number of companies that have introduced DX and are subject to billing in the areas of recruiting, human resources, and sales promotion	12,000 companies *1	-	30,000 companies *1
	Number of jobs for which hourly wage increases or other improvements have been realized <sup>3</sup>	990,000 *1	1 million *1	1.25 million *1

Materiality	KPI	Results	Targets	
		FY'23/2	FY'25/2	FY'27/2
<b>Promoting DEI</b>	Jobs without age bias in hiring (number of jobs with optional age input)	130,000*1	-	650,000 *1
	Employment Opportunities for People with Disabilities	One-off campaign	Year-round campaign	Year-round campaign
	Certified as a provider of excellent recruitment information	Acquired	Acquired and extended	Acquired and extended
	Number of cases violating labor laws and regulations	0	Maintain 0	Maintain 0
	Prohibit all postings that may be considered human rights violations	Already implemented	Continue to implement	Continue to implement
<b>Responding to the Climate Crisis</b>	GHG emissions from all offices and data centers	49 % reduction in Scope 1 + 2 (February 2020 comparison)	Scope1+2 and data center virtually zero *2	Scope1+2 and data center virtually zero*2

1: Includes videos, work experience functions, and messages from "dip san".

2: Total number of people determined by agency services and the number of workers from media services (in-house estimate).

3: Hourly wage increases, continuous service bonuses and celebratory gifts for new hires.

\*1: End of February

\*2: Scope 1 and Scope 2 (city gas and electricity for all offices; from FY23/2, the scope of calculation includes recreation facilities and data centers)

## 2. Creating Social Value (Non-financial KPI)

	KPI	Results	Targets	
		FY'23/2	FY'25/2	FY'27/2
<b>Strengthening human capital connected with Philosophy</b>	Engagement Index *4	3.84	4.0 (out of maximum 5)	<b>4.2 (out of maximum 5)</b>
	Percentage of female employees hired as new graduates and later promoted to management positions	43.5%	50%	<b>50%</b>
	Percentage of females in management positions	34.4%	40%	<b>40%</b>
	Percentage of female employees taking childcare leave	98.3%	100%	<b>100%</b>
	Percentage of female employees returning to work after childcare leave	100%	100%	<b>100%</b>
	Percentage of male employees taking childcare leave	92.5% *3	100%	<b>100%</b>
	Percentage of employees with disabilities	3.0% *4	Legal employment ratio *4 or higher	<b>Legal employment ratio *4 or higher</b>
	Percentage of paid leave taken	59.4%	80%	<b>80%</b>
	Average overtime work	23.0 hours/month	20 hours or less/month	<b>20 hours or less/month</b>
	Job turnover rate	12.6%	10.0%	<b>10.0%</b>
	New graduate training	326 hours	<b>Continue to expand</b>	<b>Continue to expand</b>
	New management training	52 hours		
	Next generation leader development training	143 hours		

Materiality	KPI	Results	Targets	
		FY'23/2	FY'25/2	FY'27/2
<b>Strengthening governance</b>	Percentage of Independent Directors	2/3 *5	2/3 or more	<b>2/3 or more</b>
	Percentage of female Directors	55.6% *5	50%	<b>50%</b>
	Number of material legal violations	0	Maintain 0	<b>Maintain 0</b>
	Compliance training and testing participation rate	100%	Maintain 100%	<b>Maintain 100%</b>
	Number of investor interviews	367/year	500/year	<b>550/year</b>

4: Index in our ES survey

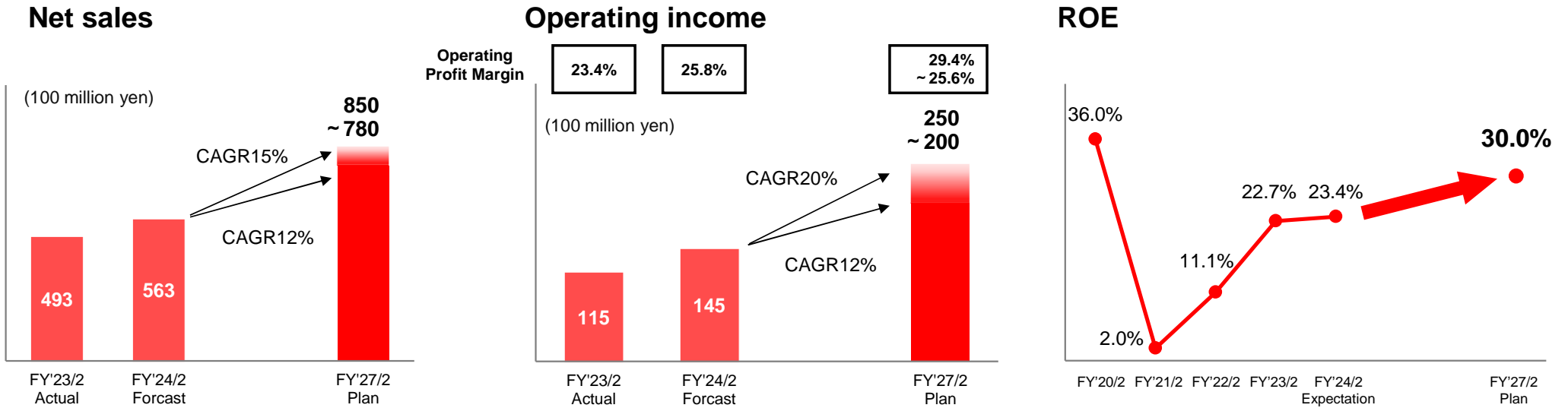
\*3 : Calculated based on the Childcare and Family Care Leave Law, the percentage of employees taking childcare leave, etc. and leave for childcare purposes as stipulated in Article 71-4, Item 2 of the Enforcement Regulations.

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

\*5: As of May 31, 2023

### 3. Creating Economic Value (Financial targets)

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



### (Reference) Assumptions

#### 【 Market Assumptions 】

Assumption of continued moderate economic expansion

#### 【 Investment Plans 】

- Software investment in existing services grows by about 15% annually
- Separately, AI-related investments are expected to total approximately two billion yen over three years
- Assumes capitalization rate will remain at current level

#### 【 Staffing plans 】

- Recruitment of new graduates: 300 in FY24, 340 in FY25, 400 in FY26 ( Breakdown )
    - Media : 215 in FY24, 215 in FY25, 215 in FY26
    - Permanent Placement : 50 in FY24, 15 in FY25, 40 in FY26
    - DX : 20 in FY24, 90 in FY25, 120 in FY26
  - Mid-career\* : 150 in FY24, 130 in FY25, 155 in FY26
- \* 70/year in Engineering, Planning, etc.; 30-50/year in Permanent Placement and DX; Corporate Division only replacing retirements

(Note) These are current assumptions and are subject to change.

## 4. Pillars of the Growth Strategy: Initiatives for a 'New Era'

Focused on the theme 'New Era', we will seize on the rapid evolution of AI as an opportunity to transform our business structure and improve sales productivity through AI-Agent

Upper limits on financial targets are determined by factoring in the upsides of these growth strategies



1

### Transforming the business structure with AI-Agent

- Accelerate growth in existing areas
- Expand business into new areas

2

### Improving sales productivity

- Develop new sales techniques using AI technology and data
- Promote cross-selling of media and DX products

3

### Expanding the business through new services (to be announced in FY2024)

4

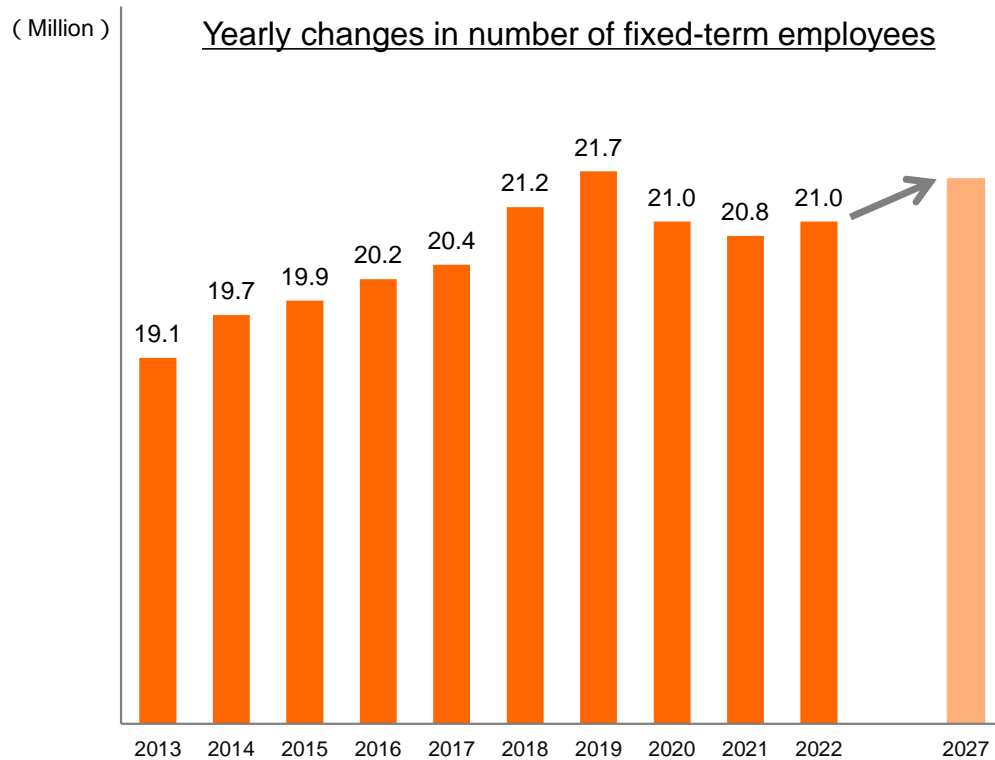
## **“dip30th” Strategic and Financial Targets**

1. Media Services (Job advertisement)
2. Permanent Placement Service
3. AI-Agent Services
4. DX Services

# 1. Media Services (Job advertisement)

## Market for fixed-term employment is expected to continue to grow Leverage competitive advantages to further expand market share

### Market environment

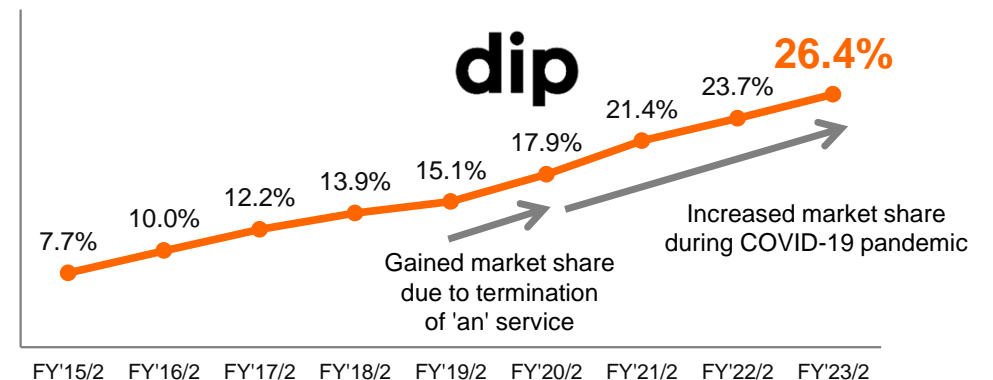


Source : Labor force survey by the Statistics Bureau, Ministry of Internal Affairs and Communications

### Competitive advantages

- Broad user base due to high brand recognition
- Unique services and promotions based on 'user first'
- Consulting sales force united by Philosophy
- Ability to develop services that are in tune with the voices of workers
- Customer base of 150,000 companies and a unique repository of customer information

### ( Reference ) Share of part-time and temporary worker job information market\*



\* Prepared by the Company based on third-party market research

1

## Improve matching accuracy using AI

Improve the accuracy of AI based on dip's proprietary data (employers and job seekers) to significantly improve application and hiring rates and increase the ability to attract users.

2

## Strengthen consulting sales with a user-first focus

In addition to improving the treatment of job seekers, eliminating employer biases related to age, gender, and nationality will increase job opportunities for users and enhance the recruiting power of client companies.

3

## Expand sales force (direct sales and agents) and improve productivity through the use of AI

Improve sales efficiency and closing rates by utilizing AI in sales activities such as creating job ads, listing sales targets, and making proposals to customers.

4

## Unique services based on 'user first' × Promotions

Quickly incorporate user needs into services and promote them in a hybrid manner. Further deepen coordination with sales strategies to implement promotions tailored to each focused customer segment and achieve a high return on investment.

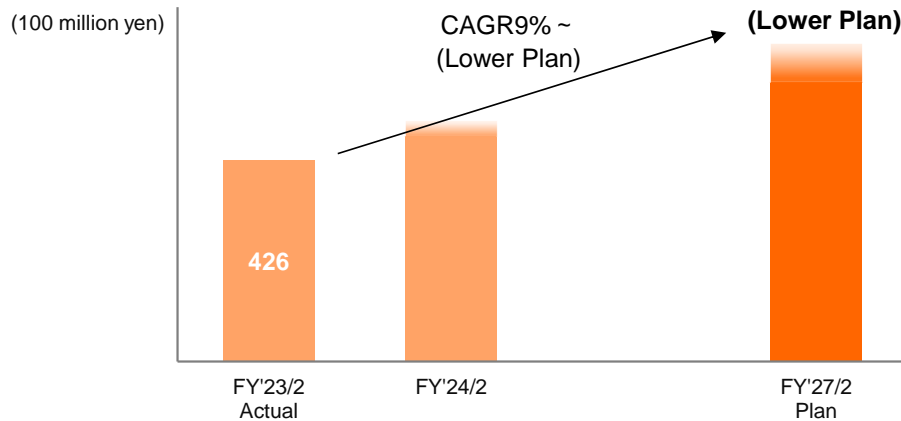


# 1. Media Services (Job advertisement)

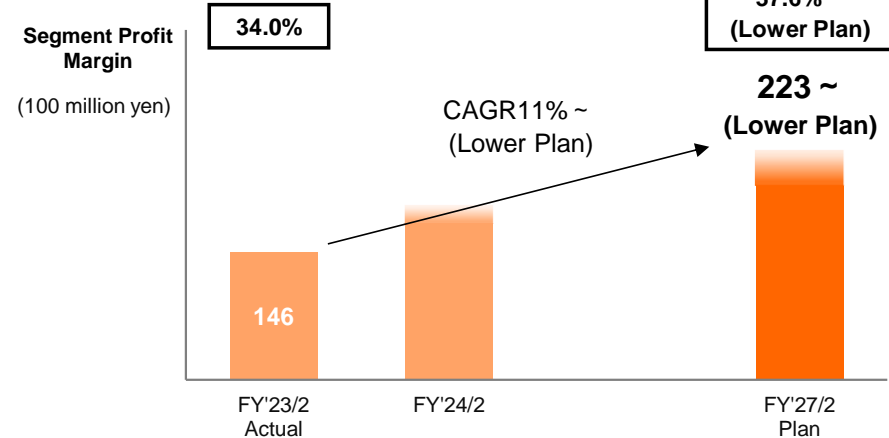
**Aim for sales and profit growth by improving sales productivity through the use of AI and other means**

**Overall productivity is also expected to increase as the ratio of highly productive third-year and above sales employees rises**

## Net sales



## Segment profit

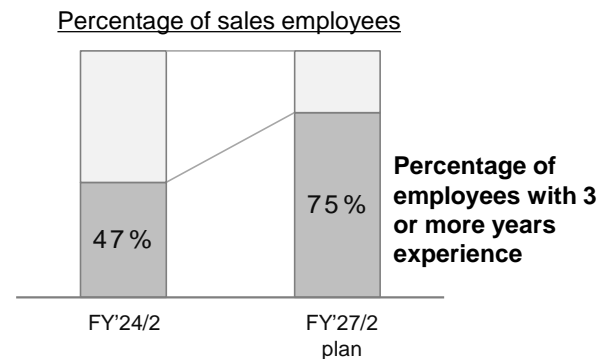


## Key KPI targets

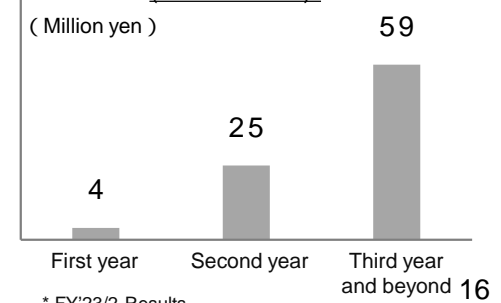
Number of Media Services sales personnel (Excludes management positions) FY'24/2 Forecast **Approx. 1,200** → FY'27/2 Plan **Approx. 1,400**

(Reference)  
Number of new graduates (Media services)  
FY'23/2 : 355    FY'24/2 : 430

## (Reference)



## Salesperson productivity by year (Annual Sales)\*

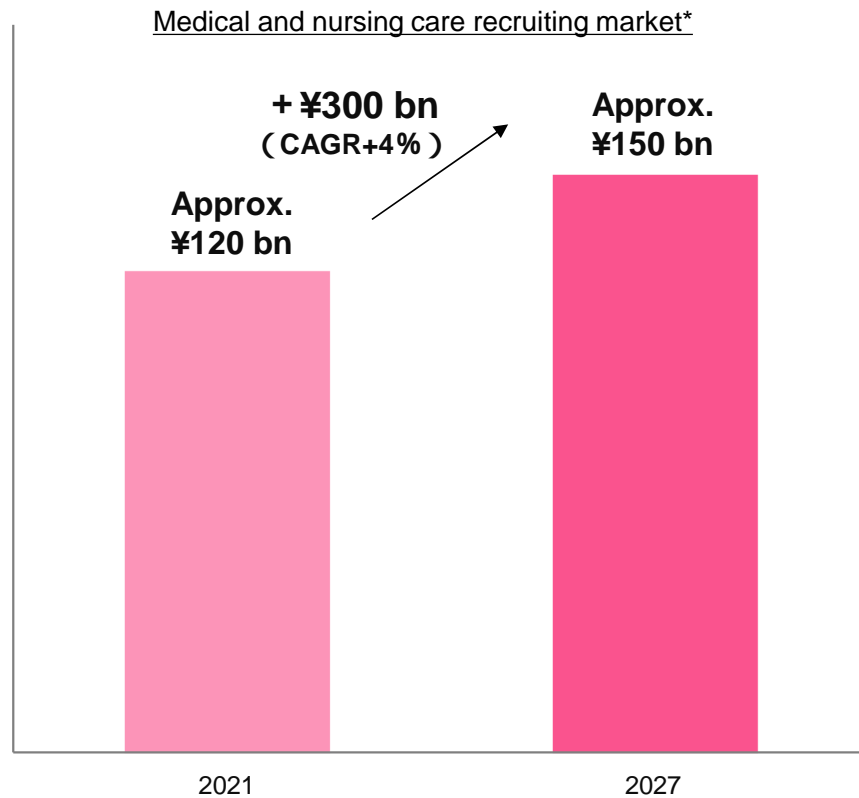


## 2. Permanent Placement Service

**The medical and nursing care placement market is expected to continue to grow at a high rate**

**Leverage the user base of existing media to create new employment opportunities through optimal matching**

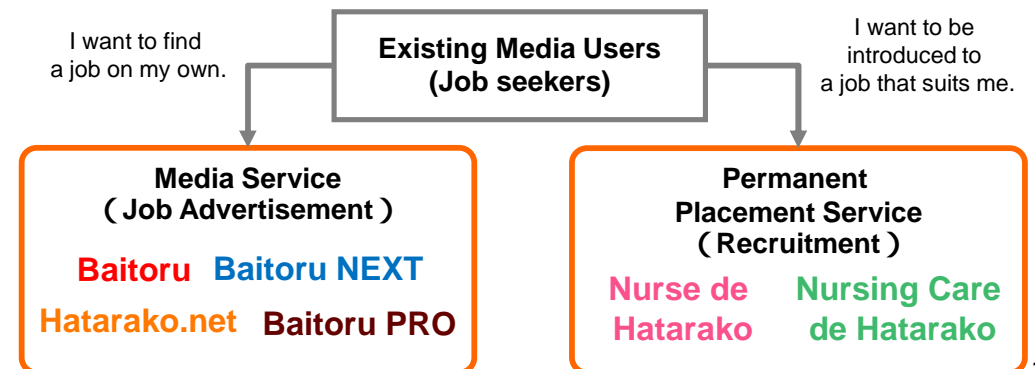
### Market environment



### Competitive advantages

- User base (both actual and potential) for existing media in the medical and nursing care fields
- Client base of medical and nursing care facilities cultivated through media services
- Customer development capability with direct salespeople, including media sales
- Optimal matching using cutting edge AI and other technologies

**(Reference) Propose an optimal combination of job advertisement and recruiting services to site users**



1

### **Create diverse employment opportunities through optimal matching using "people (career advisors) + AI"**

In line with the needs of job seekers, we propose diverse work styles with people + AI. Utilizing AI-agent services to improve matching accuracy, employment rates, and reduce short-term turnover rates.

2

### **Increase the number of registered candidates for recruitment by referring clients from existing media**

Expand the number of full-time registrants by rebranding existing media and promoting employment for inexperienced workers through qualification support services.

3

### **Expand customer base and strengthen relationships with medical and nursing care facilities**

Develop customers through sales that combine media and agent services. Expand sales of DX products for medical and nursing care to increase the number of recruiting establishments and strengthen relationships. Promote the development of sales offices.

4

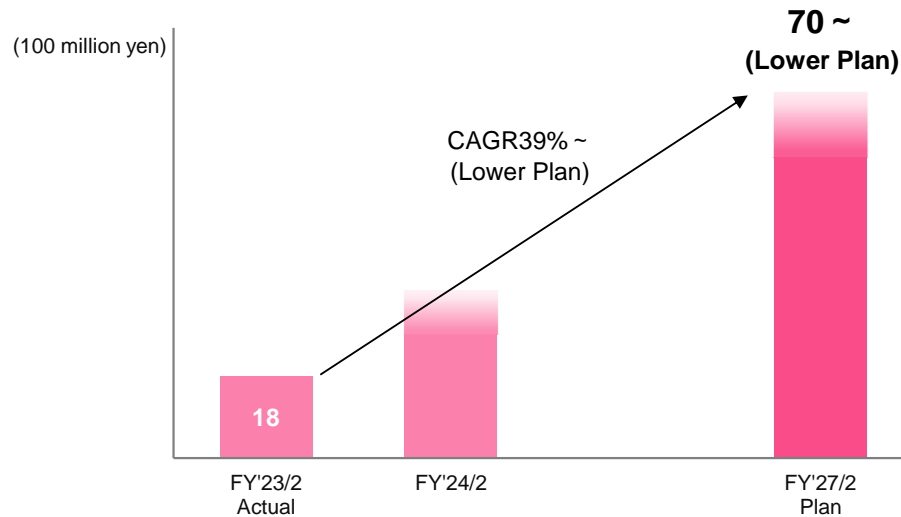
### **Expand career advisor (CA) structure and increase productivity**

Improve productivity by strengthening CA hiring, controlling the attrition rate (continued to be 12%), and continuously improving the workflow through the use of AI / DX.

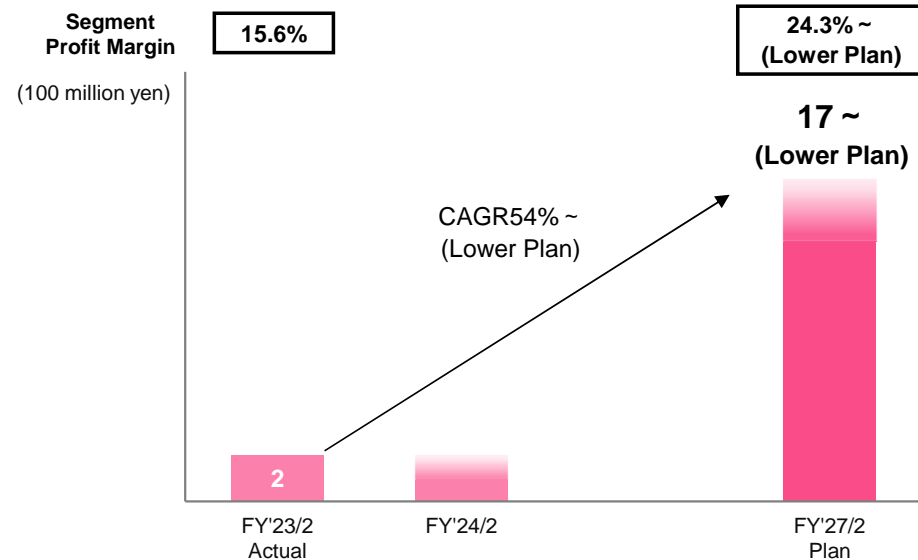
## 2. Permanent Placement Service

**Create new employment opportunities through optimal matching by leveraging the existing media user base. Aim for high sales growth and profitability by strengthening the career advisor workforce and improving productivity.**

### Net sales



### Segment profit



### Key KPI targets

Number of career advisors

FY'24/2 Forecast

Approx. 140



FY'27/2 Plan

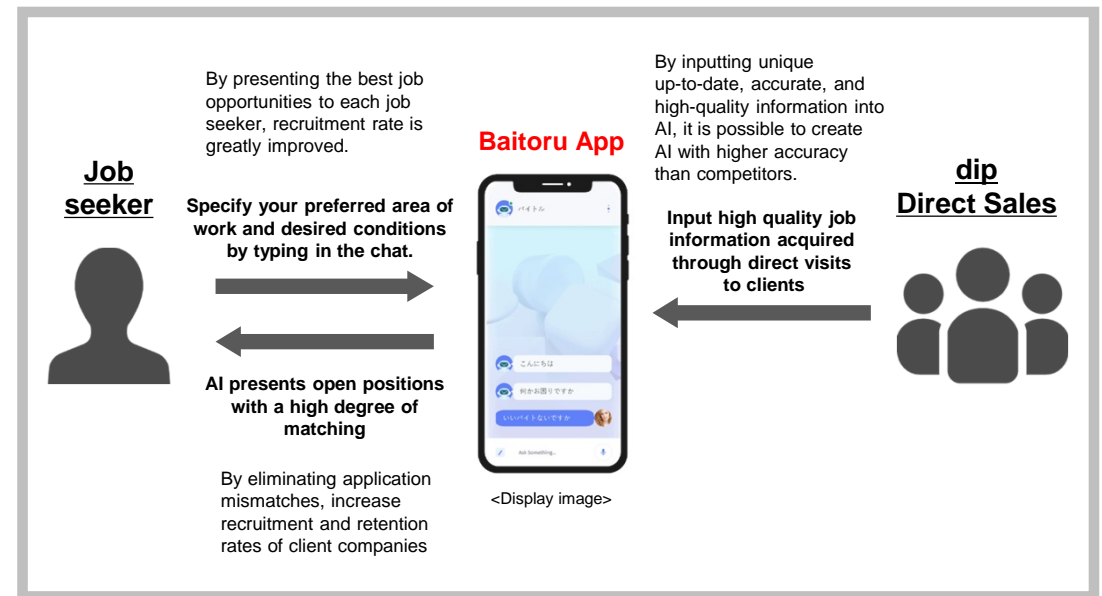
**Approx. 240 ~**

## Creating new job opportunities by shifting from 'search-based' to 'interactive' job selection

### Background of business launch

- We believe that we can create a new business in the fixed-term employment field through the use of AI and have begun developing AI-Agent business. We hope to accelerate the launch of the business and create new employment opportunities by shifting from the conventional 'search-based' to an 'interactive' job selection process.
- Generally, a low percentage of job seekers find employment after accessing a website, so increasing the accuracy of matching and improving the employment rate with AI-Agent will create a significant revenue opportunity.
- dip's strengths are the latest, accurate, and high-quality job information gathered by our sales staff and our extensive user base. We believe that we can leverage these strength, which none of our competitors have, to create a highly accurate AI engine, and in April 2023, we began development of an AI-Agent business utilizing cutting-edge AI technology.
- We will turn the dramatic evolution of AI into business opportunities, just as we have greatly expanded our business by capturing the spread of the Internet.

### AI-Agent Services business model



## Differentiating the performance of AI with unique information gathered by sales employees and advanced development capabilities

### Competitive advantages

- Broad and diverse user base
- Wealth of proprietary information collected by direct sales staff in close contact with customers
- Strong technological capabilities/AI development system through collaboration with Matsuo Laboratory
- Superior development capabilities with 400 engineers
- Deep insight into the AI domain cultivated through the operation of 「AI now」 one of Japan's largest AI information websites

### Direction of business development

Installed as one of the functions of the existing site to improve the recruitment/employment rate of job seekers. By increasing the number of applications, we will achieve an increase in sales and a reduction in the cost of acquiring applications.

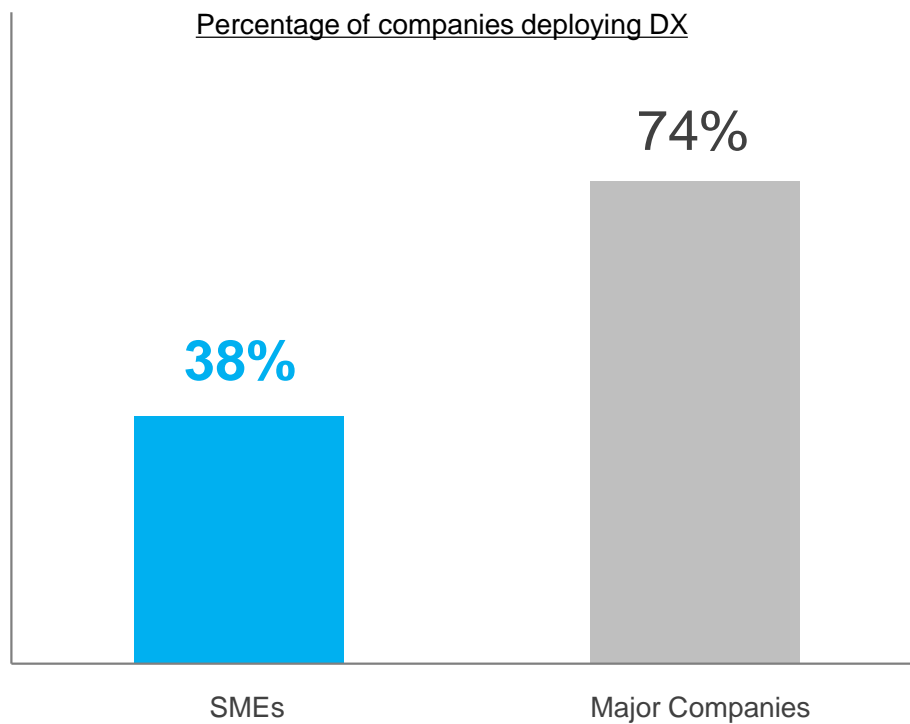
After improving the accuracy of matching, a recruitment billing model will be introduced. By introducing highly matched personnel, the recruitment and employment rates are increased, and the retention rate is also improved.

Expand the implementation area

**Media sales employees expand sales of simple, easy-to-introduce DX products specialized for small and midsize companies**

**Significant room remains for DX adoption among small and midsize companies in Japan; this will drive market expansion**

### Market environment



### Competitive advantages

- Simple, easy-to-implement product designed specifically for small and midsize companies
- Package our own products and those of our partners (startups) and provide them at low cost with excellent UI/UX.
- A customer base of 150,000 companies built up through more than 20 years of media operations
- 2000\* direct salespeople, including media sales and dedicated sales

\* Total sales employees in Personnel Recruiting Services and DX Business

### ( Reference ) Characteristics of KOBOT Series

<p><b>Simple functionality</b></p>	<p><b>Priced for small and midsize companies</b></p>	<p><b>Easy to introduce</b></p>
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**1**

### **Accelerate service development in the areas of human resources, recruitment, and marketing support**

Improve quality of existing products and develop new products in each area

**2**

### **Promote product development in new areas**

Expand product lineup to include business communications, nursing care DX, robotics and other domains

**3**

### **Strengthen collaboration with media sales and expand DX- dedicated sales force**

Increase the order rate and reduce the churn rate by improving media sales proposals.  
Focus on developing new clients.

**4**

### **Provide optimal solutions with acquired data and AI technology**

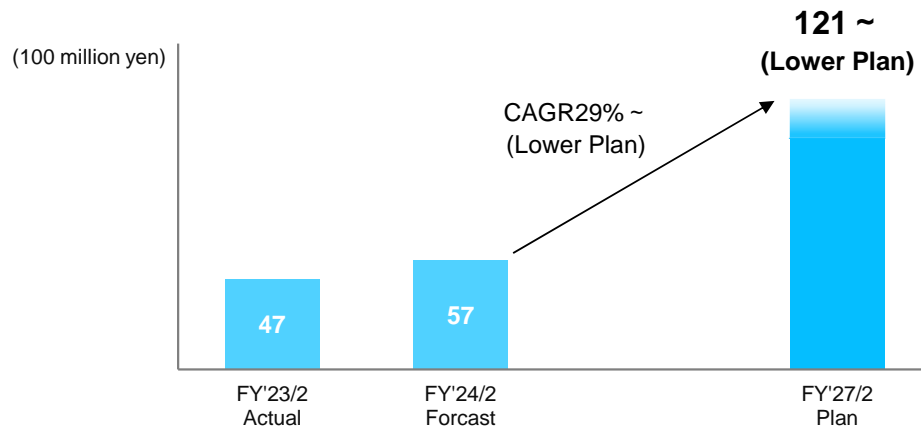
Provide the best solutions in a timely manner based on data collected by AI-embedded products.  
Contribute to expanding sales of personnel recruiting services by constantly connecting with customers.



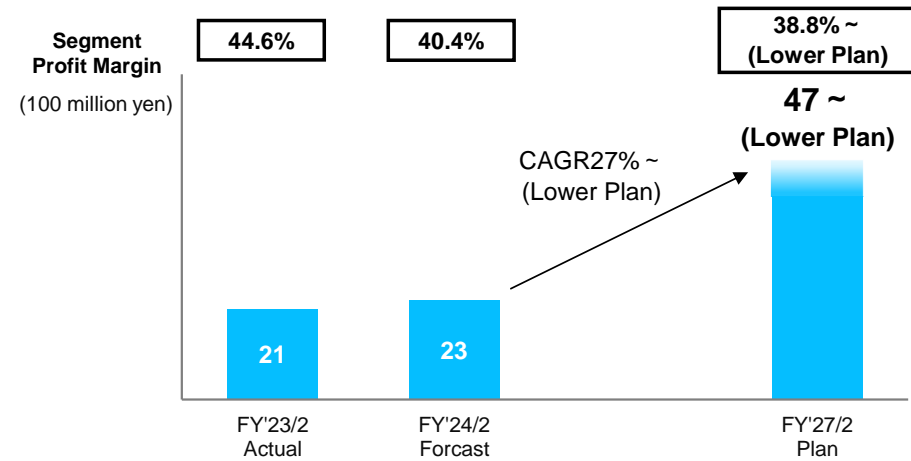
## 4. DX Services

With a sales organization dedicated to DX, we will expand sales of products in the sales promotion area, cultivate sales in new areas, and strengthen our solution capabilities through the use of AI and data.

### Net sales



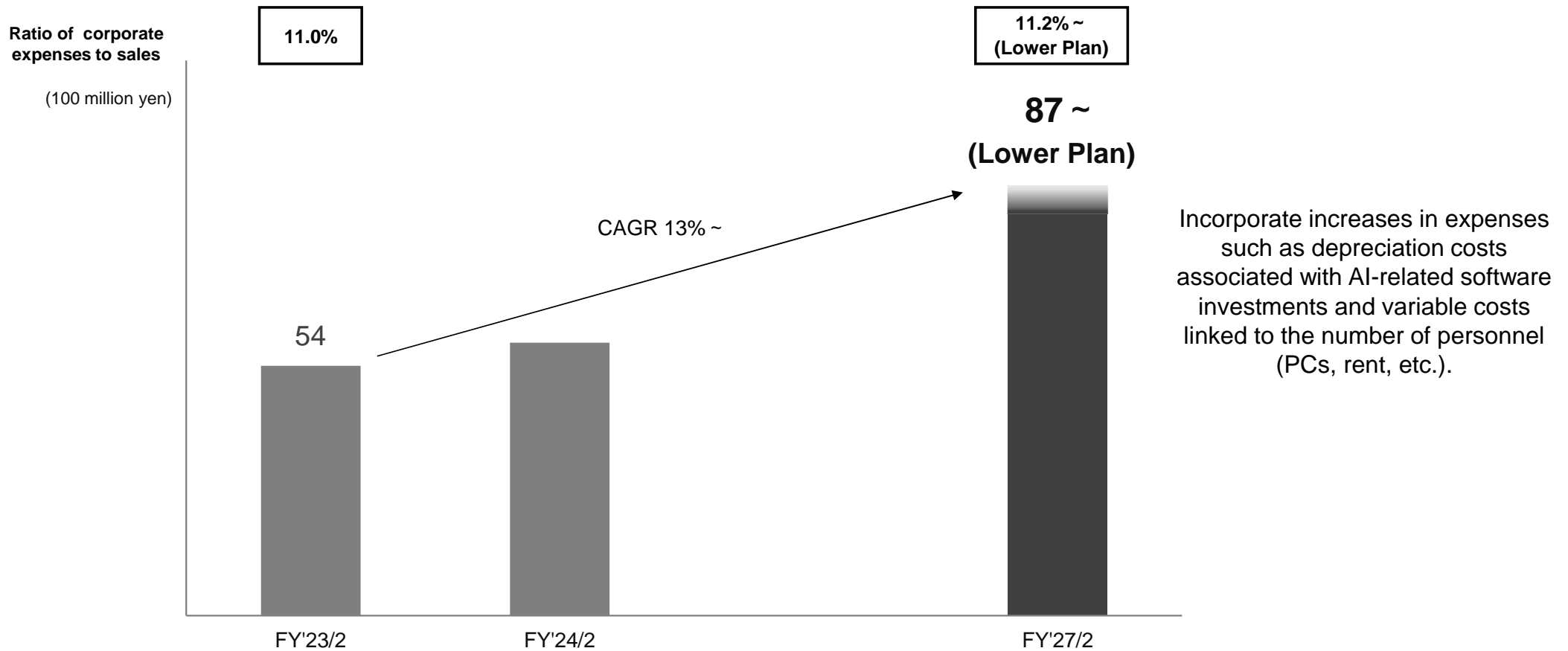
### Segment profit



### Key KPI targets

<u>Number of companies</u>	FY'24/2 Forecast 14,000	▶	FY'27/2 Plan <b>30,000</b>
<u>ARPU</u>	FY'24/2 Forecast ¥ 43,000	▶	FY'27/2 Plan <b>¥ 40,000</b>
<u>Stock sales ratio</u>	FY'24/2 Forecast 68%	▶	FY'27/2 Plan <b>Maintain 70%</b>

( Reference ) Adjustment ( Corporate expenses ) \*



\* Corporate expenses primarily consist of general and administrative expenses not attributed to reporting segments; the Personnel Recruiting Services Business and DX Business

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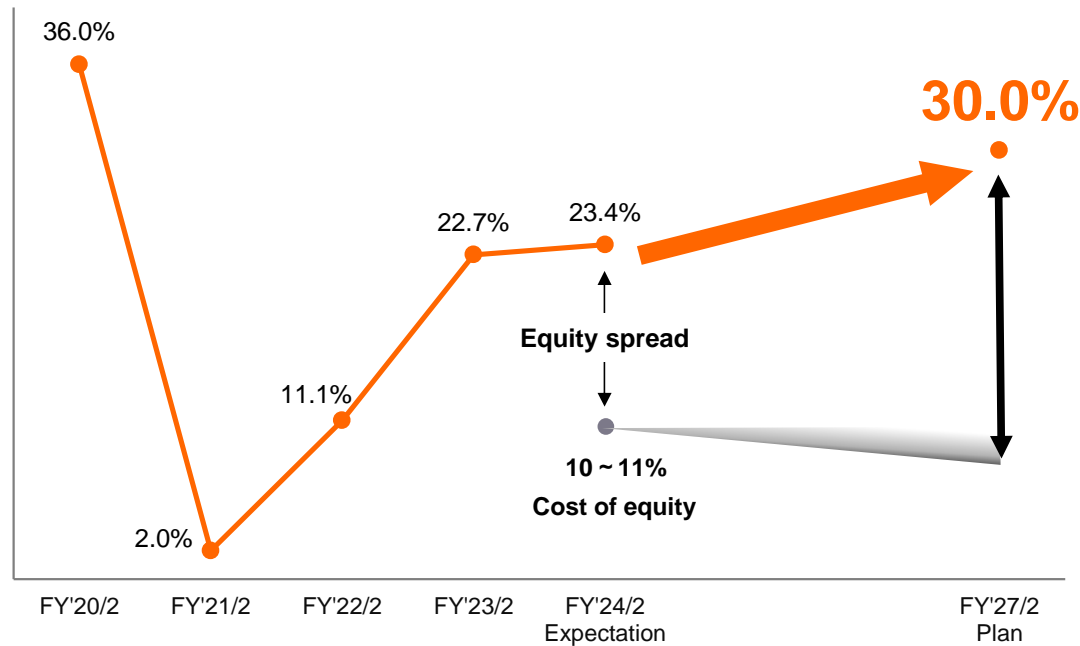
## **“dip30th” Financial Strategies**

1. Financial Targets
2. Cash Allocation

# 1. Financial Targets

**Maximize equity spread to increase corporate and shareholder value**  
**Achieve ROE of 30% in the final year of the medium-term management plan**  
**by growing profits and improving capital efficiency**

**ROE target**



**Cost of Equity Assumptions**

- Cost of equity (approximately 10-11%) = risk-free rate (0.8%) + Beta (1.5) x risk premium (6-7%)
- Risk-free rate: October 2023 average of the 10-year new issue JGB rate
- Beta: Calculated on a 5-year monthly basis based on the rate of change between TOPIX and our stock price
- Market risk premium: Based on the long-term expected market yield calculated by our company, we assume a market risk premium of 6-7%.

## 2. Cash Allocation

**In addition to the dividend payout ratio of 50%, a new total return ratio of 65% has been established**

**After making growth investments, cash and cash equivalents in excess of 'Maximum Cash' are returned to shareholders**

### **Basic policy “Cash allocation with an emphasis on growth investment and shareholder returns”**

#### **Growth investments**

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

#### **Shareholder returns**

- In principle, the Company will maintain a **dividend payout ratio of 50%**, based on the minimum dividend paid in the previous fiscal year. Dividends are paid twice a year.
- **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 level, and other factors
  - **The management of funds necessary for business operations is called Maximum Cash\*, and in principle, excessive cash and deposits beyond that limit are not held.** However, we do not make decisions based on a single fiscal year, but carefully assess medium-term investment opportunities, and if there is excess cash and deposits, we return them to shareholders.
  - In a situation where it may be difficult to achieve the medium-term profit target, we will consider additional shareholder returns to bring ROE closer to the target, taking into account the BS situation, stock price level, and other factors.

#### **\* Maximum Cash Concept**

The sum of 3 months of payments, plus tax and dividend payments

( Reference ) FY'24/2 : ¥ 18bn ( = March-May in 2023 payments ¥ 12 bn + taxes ¥ 4 bn + dividend payment ¥ 2 bn )



## Appendix

# 1. Functional Strategies

## Sales Force



**Promoting hybrid sales to accelerate improved productivity**

### Improving sales productivity through the use of AI

Full use of AI in a series of sales activities, including drafting of manuscripts for media sales, listing of sales targets, proposing work to customers, picking up job offers and role-playing practice for registered career advisors of agent services. Core system replacement and CRM system construction were also implemented to improve sales efficiency and closing rates.

### Developing new sales techniques using technology and data

In addition to promoting inbound sales using B-to-B marketing, we have established a lead acquisition model that can efficiently approach customers with a high probability of receiving orders.

## Service Development Strength



**Set up an elite 400-person scrum team to maximize the value provided**

### Establish a 400-person scrum team

Developed with seamless cooperation by 400 people from multiple professions including engineering, planning, design, CRM, data, marketers

### Hire 200 engineers during the mid-term plan period

Continue to strengthen recruitment of engineers. Constantly innovate services and continue to provide the highest quality.

### Increased the ratio of in-house production to 50% or more

Aiming for efficient product development by building a development system with partners and assigning the right people to the right projects through an optimal combination of in-house and outsourced production.

### Significantly shorten the development process through AI/automation

AI development tools, including GitHubCopilot, have already been implemented. The process has been greatly streamlined and fast development.

### Updating the development infrastructure

We have renewed our legacy development infrastructure and built a new infrastructure to increase development efficiency. Significantly improved development quality, cost, and delivery (QCD).

## Promotion Strength



**Establish the No. 1 'user-first' brand**

### Integrated marketing products that create a user-first approach

By developing hybrid promotions that integrate mass, digital, and SNS, we are developing user-first projects and contributing to the creation of services.

### AI/Automation for improved effectiveness

Already implemented AI tools for ad content creation and forecasting effectiveness. Delivering high quality and immediate value by significantly streamlining the marketing process.

### Data-Driven Marketing

Utilize marketing mix modeling to build a model that can predict/learn tactics, budget allocation, etc. to match strategy. Maximize quality of awareness and sales efficiency

### Improve customer satisfaction through effective site management

We analyze the factors that affect customer lifetime value (Life Time Value) and operate a job advertisement site with high accuracy in matching users with job advertisements. Improve customer satisfaction and reduce advertising costs

# 1. Functional Strategies

## Data • Technology Strength



### Develop a data infrastructure that supports all aspects of strategy execution

Build a data infrastructure that connects the entire company  
 Establish a “Labor force solution platform” to connect company-wide data in a secure environment to shorten lead time, reduce costs, and improve service quality  
 Proactive adoption of AI/automation tools  
 Through the activities of the company-wide AI utilization project team "AI Force", we are actively introducing AI / automation tools and significantly streamlining our business processes  
 Automate portions of business operations  
 AI has already been introduced throughout the company. AI has partially replaced and automated some of the clerical work of sales. Contributed to reduction of sales man-hours and improvement of productivity.  
 Increase number of job ad applications through AI-Agent  
 Develop AI-Agent to improve the accuracy of matching users and job ads. Increase the number of applications to job advertisements, thereby increasing sales and reducing costs.

## Business Development Strength



### Strengthen mechanisms for generating innovation

**Create new social and economic value with the “dip Innovation Engines” that generates new businesses and services**  
 We will develop a mechanism for innovation that creates business. Internally, the Dream Conference was newly established with the participation of all internal directors and corporate officers. We are also working to create new businesses through the dip Accelerator, which allows any employee to propose a business idea. In collaboration with external parties, we are investing in startup companies through CVC to search for new businesses and technologies, and we are also promoting collaborative creation with academia at the dip Technology Institute and the dip Research Institute.  
 These four functions are positioned as the "dip Innovation Engines" and are designed to enhance our innovation capabilities and build the foundation for business creation.

#### Four functions that promote business creation

