

---

**dip**

**Labor force solution company**

**dip Corporation**

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

\* If there is any inconsistency between the English language documents and the Japanese language documents,  
the Japanese language documents will prevail.

## Company Profile

Company name	dip Corporation
Established	March 1997
Representative	Hideki Tomita, Representative Director, President & CEO
Main Business	Provision of online job information to <b>fixed-term employees</b> and DX services
Corporate Philosophy	“Here at dip, we want to tap into dreams, ideas and passion to create a better society.”
Employees	2,964 (Full-time employees as of April 1, 2024)
Market	Prime Market of the Tokyo Stock Exchange (code: 2379)

## Definition of Fixed term employees

= part time workers, contract workers and  
dispatch workers

### Definition

There is a set period of employment  
(contrast with full-time employment which is open-ended)

### Difference between Part-time worker and Temporary Employment :

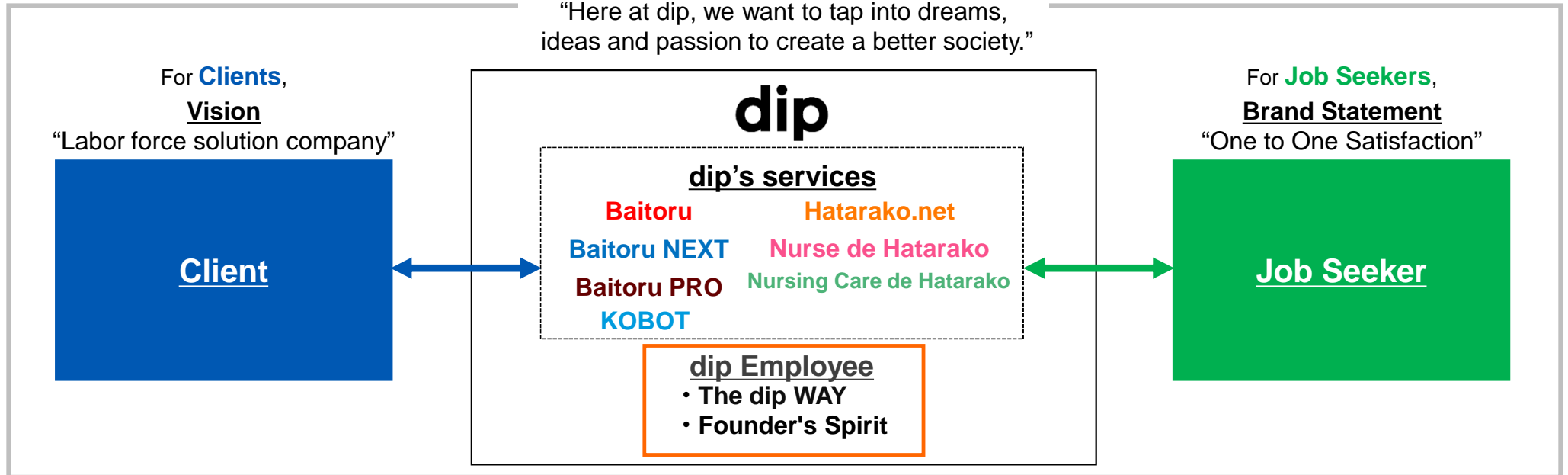
Part time workers are employed by the business directly,  
temp workers are employed by a Temporary Staffing Agency

### Feature

- Diverse work style.
  - Contributing to the expansion of employment opportunities  
for women, seniors, and foreigners.
- On the other hand, the job security is low and  
the salary level is also low.

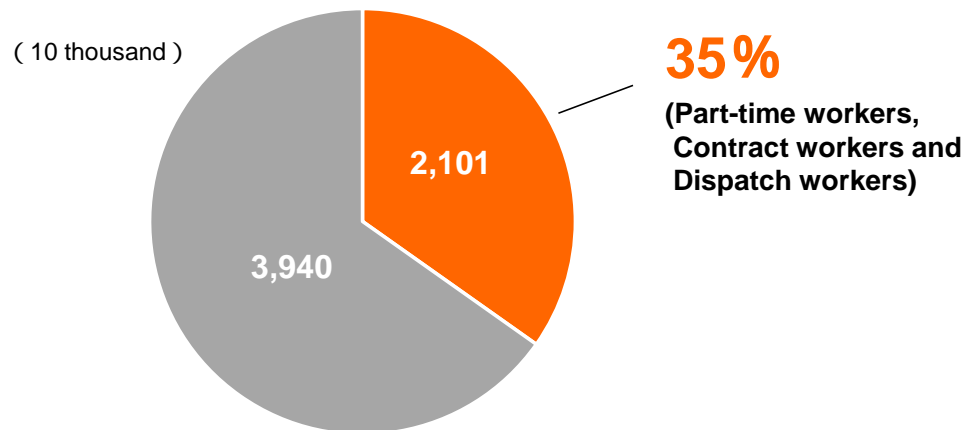
## Corporate Philosophy

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

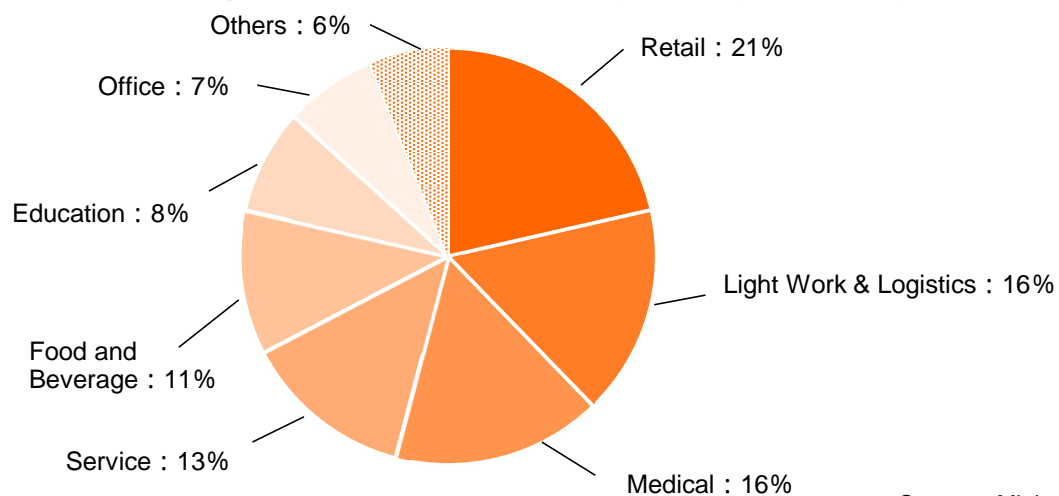


<p><b>Employees</b> have,</p> <p><b>The dip WAY</b></p> <p><b>dream</b> We have our own dreams. We talk about our dreams. We strive to make our dreams come true. We never give up along the way.</p> <p><b>idea</b> Ideas are the source of growth and development. We will create a free and vigorous corporate culture overflowing with diversity and as innovators in the field, we will pursue the creation of valuable services.</p>	<p><b>passion</b> 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.</p>	<p><b>Founder's Spirit</b></p> <ol style="list-style-type: none"> <li>1. See tough situations as opportunities.</li> <li>2. Continue to take on new challenges.</li> <li>3. Never give up.</li> <li>4. Go beyond expectations.</li> <li>5. Enjoy your work, enjoy your life.</li> <li>6. Each employee has a role to play in creating dip.</li> </ol>
--	--	---

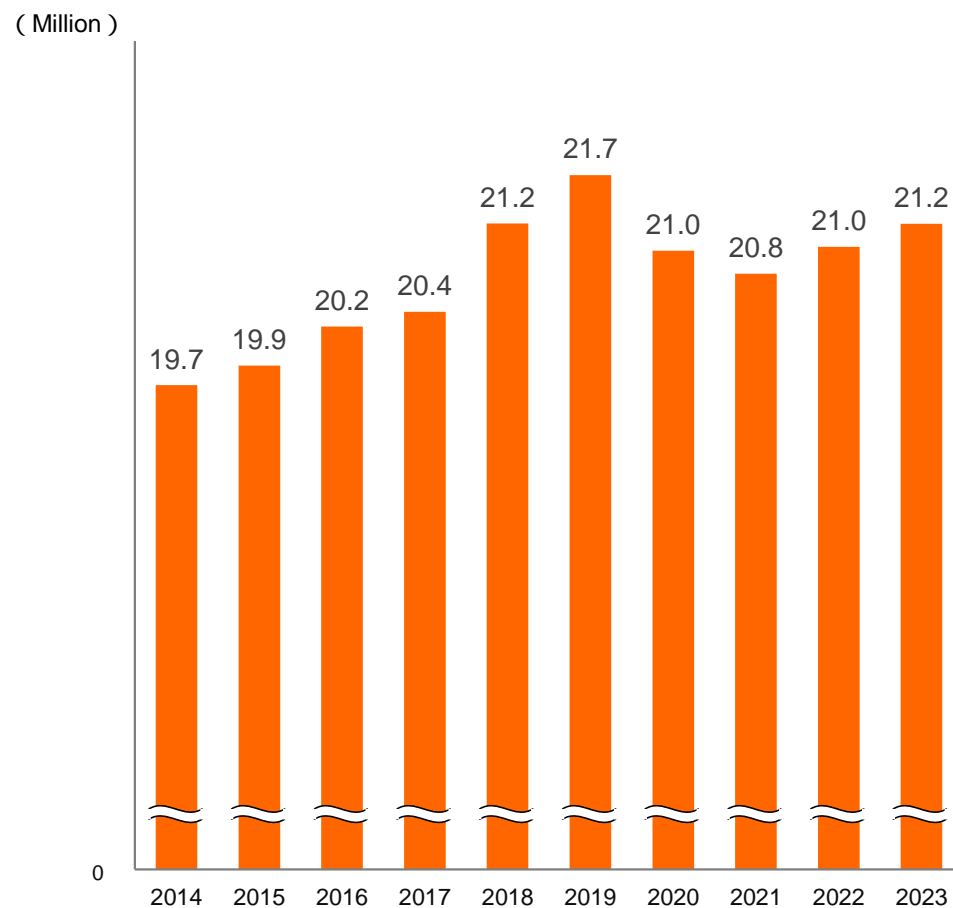
### Percentage of fixed-term employees in Japan



### Percentage of fixed-term employees by industry

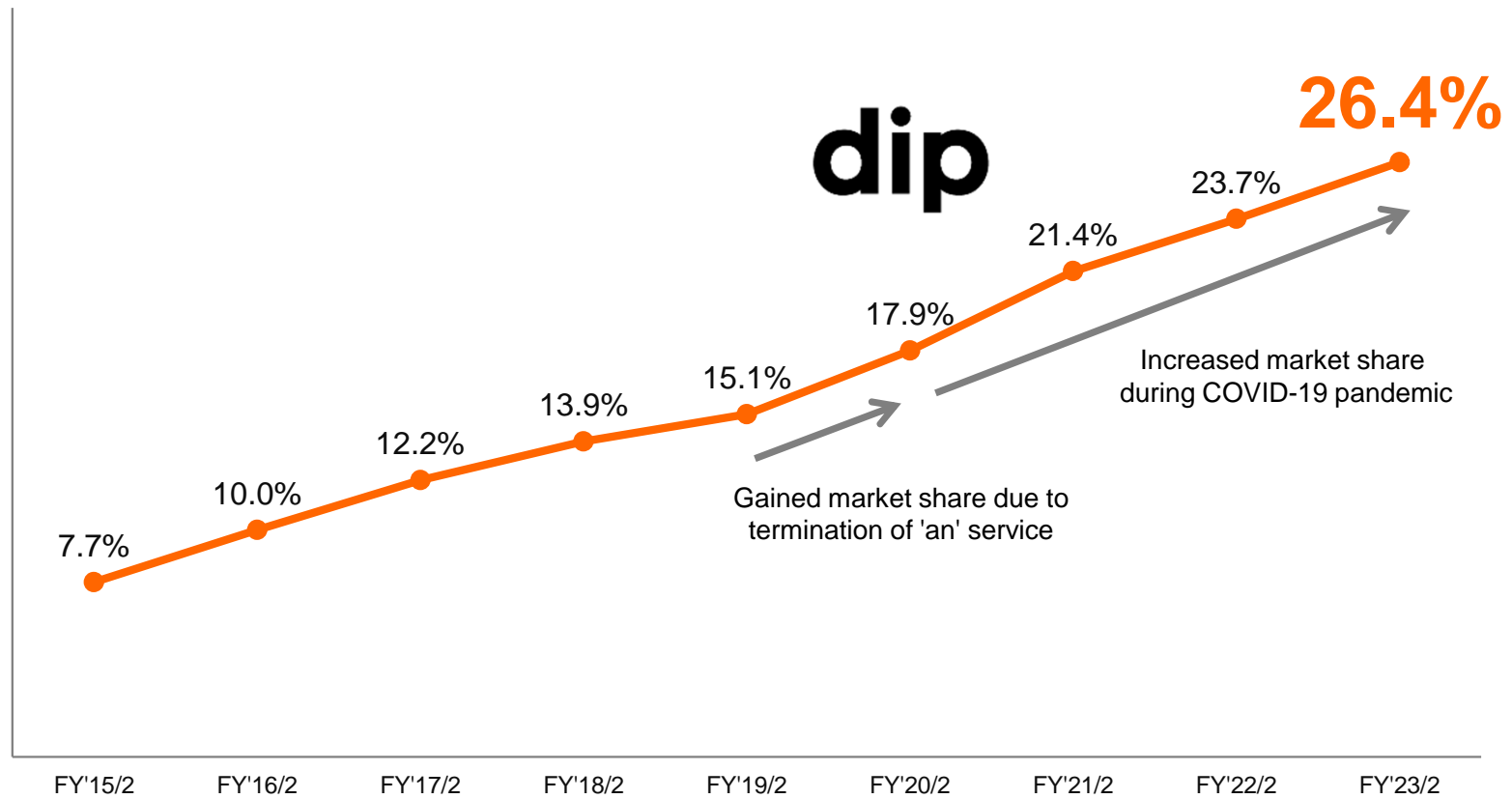


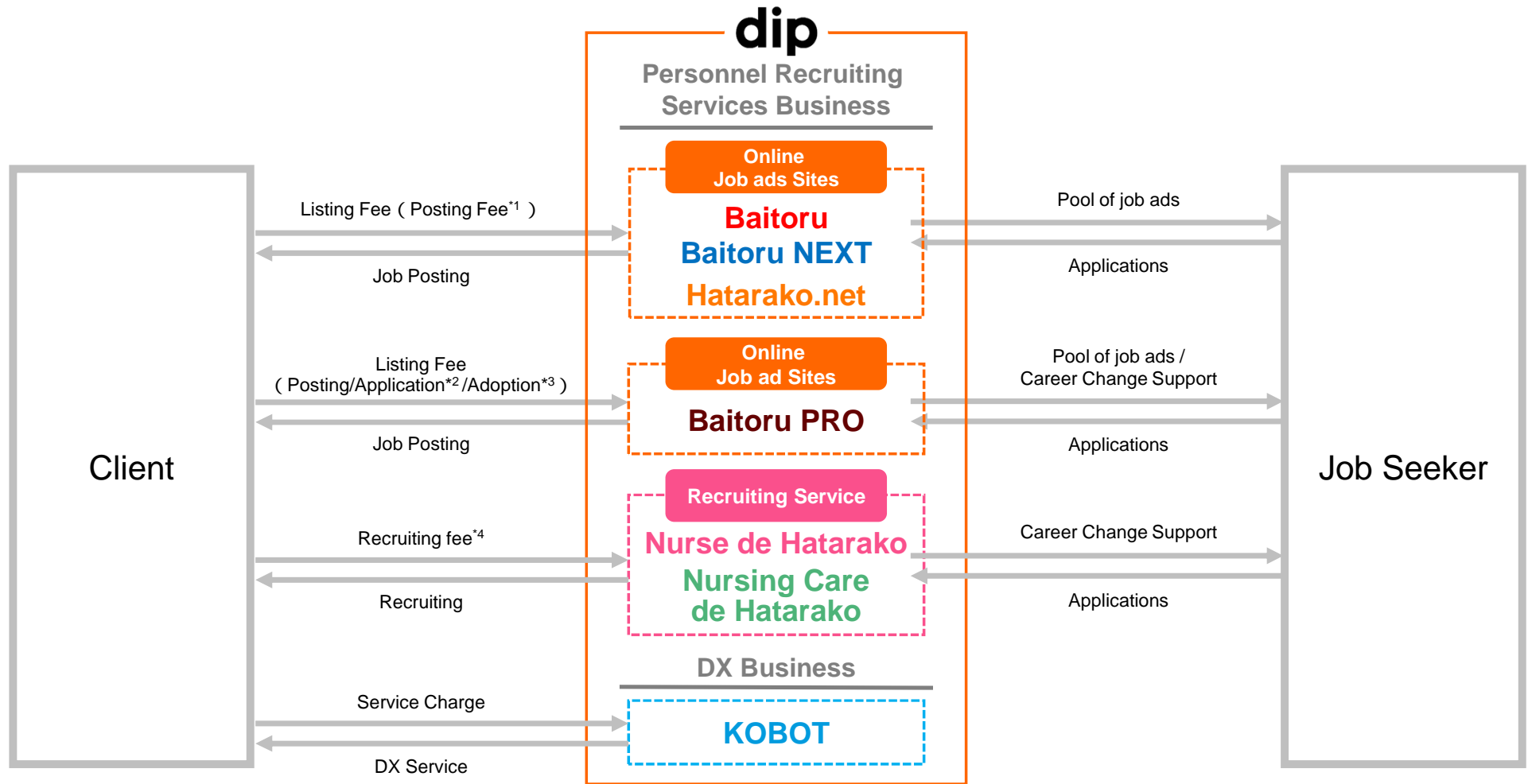
### Yearly changes in number of fixed-term employees



Source : Ministry of Health, Labor and Welfare

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





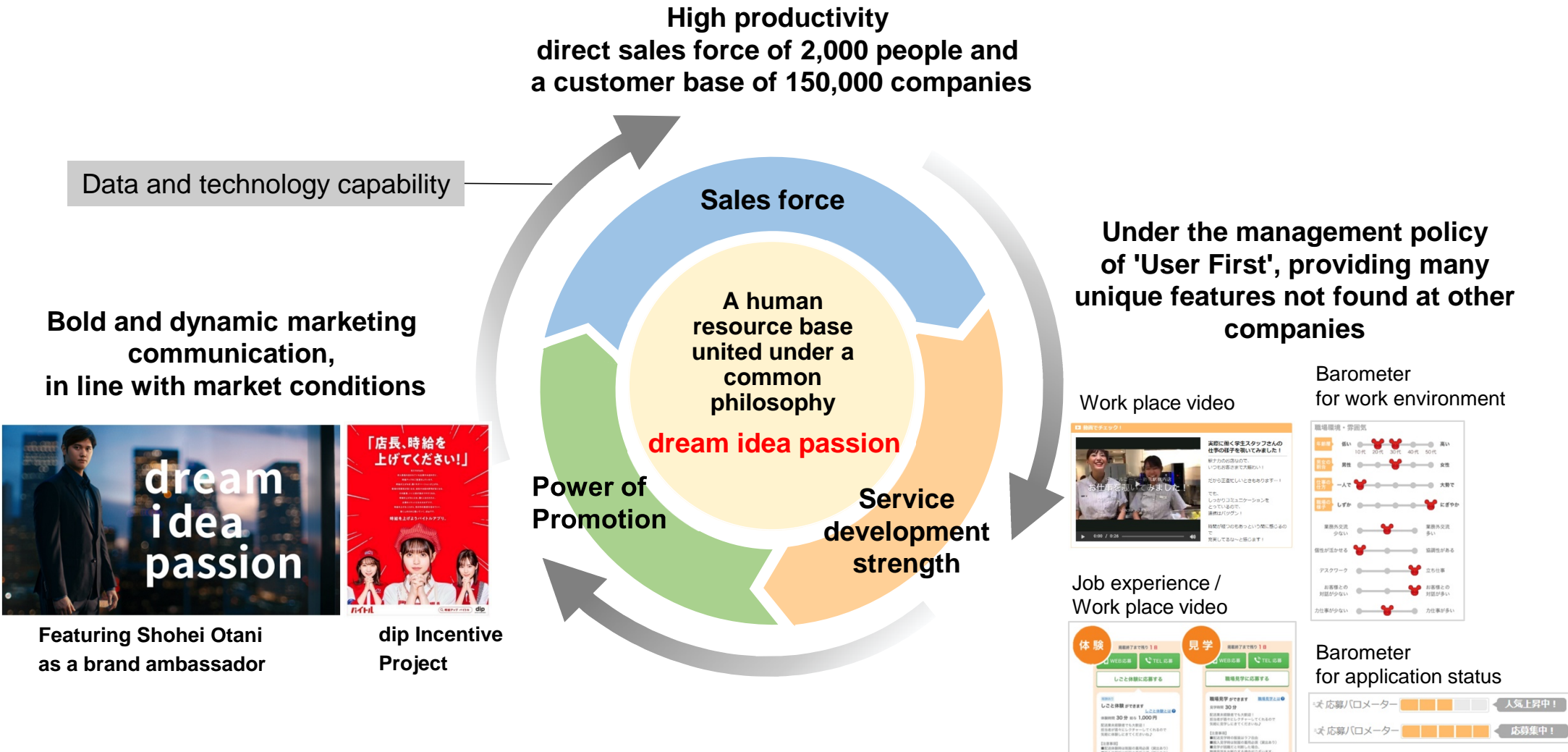
\*1 Posting Fee : A model in which a job posting fee is paid based on the length of time a position is posted on our website.

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

\*3 Adoption fee : A model in which job postings to our website are free and fees are paid when a candidate is hired.

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

Three strengths: 'Sales force' 'Service development' and 'Power of Promotion'



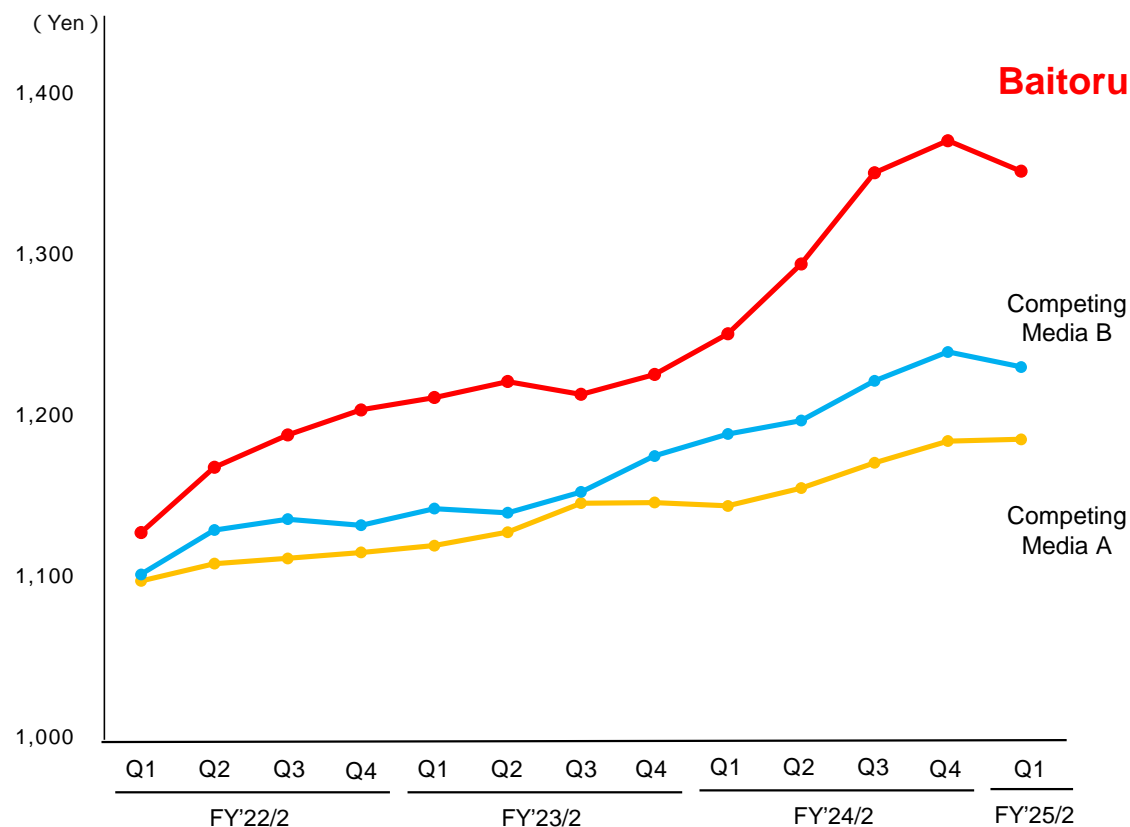
### dip Incentive Project (one of our examples)

We have implemented the 'dip incentive project' in which our sales employees negotiate with client companies to increase hourly wages for jobs posted on our sites.

**From November 2021  
dip Incentive Project**



### Average hourly wage trend for listed jobs\*1



Source : Average wage report for each company

\*1 Baitoru: National average  
 Media A: Average of three metropolitan areas (Tokyo, Tokai, Kansai)  
 Media B: National average



Vision

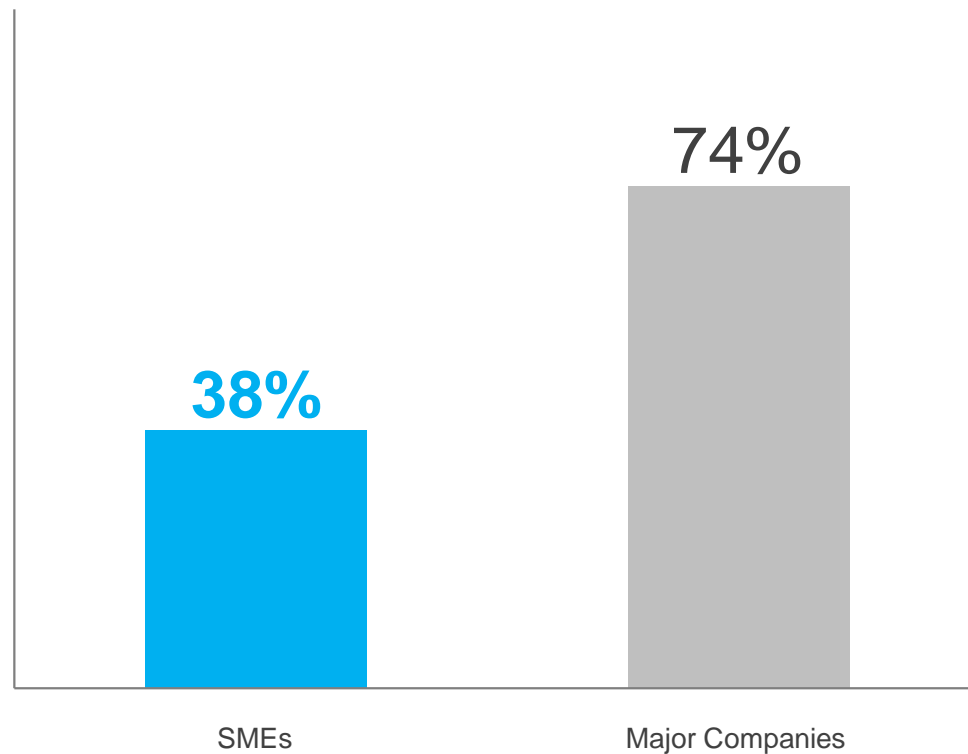
# ‘Labor force solution company’

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



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

### Percentage of companies (by number of employees) deploying DX



#### Reasons for slower adoption of DX by SMEs:

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

#### Key factors in SMEs decision to deploy DX:

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

Source : dip, based on "Annual Report on National Accounts for 2021" by Ministry of Economy, Trade and Industry

## Creation of DX market for small and midsize companies

Strengths of dip

**Products designed specifically for SMEs**



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

Combining our own in-house products with those of our partners (start-ups) to develop attractive packaged products offered at low cost with excellent UI/UX

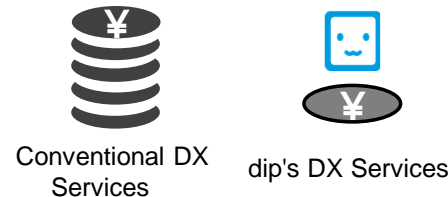
1,900 personnel recruiting services sales reps + 140 dedicated sales reps\*

Characteristics of KOBOT Series

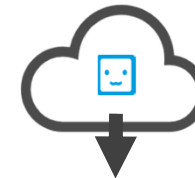
**Simple functionality**



**Priced for small and midsize companies**



**Easy to introduce**



**One-stop service including installation, operation and maintenance**

## Overview of the DX Business : Product lineup

### Streamlining of recruiting and personnel administration

Stock Product

#### 採用ページロボット

Launched in Jun. 2021  
From ¥20,000/month

##### Corporate Recruiting Page KOBOT

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

Stock Product

#### 面接ロボット

Launched in Nov. 2019  
From ¥30,000/month

##### Interview Scheduling KOBOT

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

Flow product

Stock Product

#### 人事労務ロボット

Launched in Jul. 2021  
From ¥24,000/month

##### Personnel Administration KOBOT

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

### Sales support

Stock Product

#### HRロボット

Launched in Sep. 2019  
From ¥40,000/month

##### Temp Agency KOBOT

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

### Sales promotion support

Stock Product

#### 常連ロボット for LINE

Launched in Dec. 2021  
From ¥9,800/month

##### Patronage KOBOT

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

Stock Product

#### 集客ロボット for MEO

Launched in Mar. 2023  
From ¥30,000/month

##### MEO KOBOT

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

\*Map Engine Optimization :  
For the Google Maps engine, take various measures to ensure that search results are displayed at the top of the list.

Stock Product

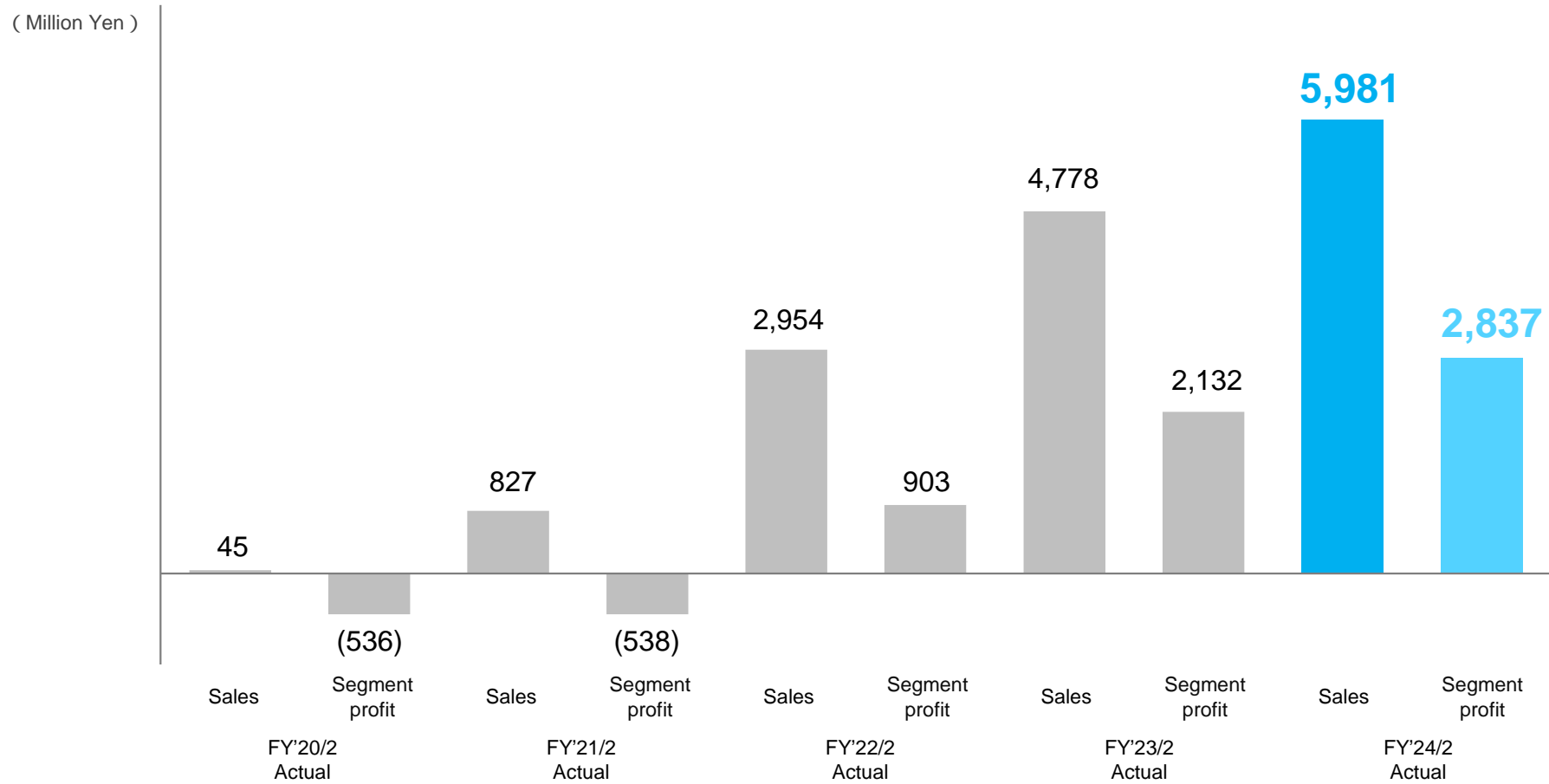
#### 集客ロボット for SNS Booster

##### Social Media Booster KOBOT

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

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

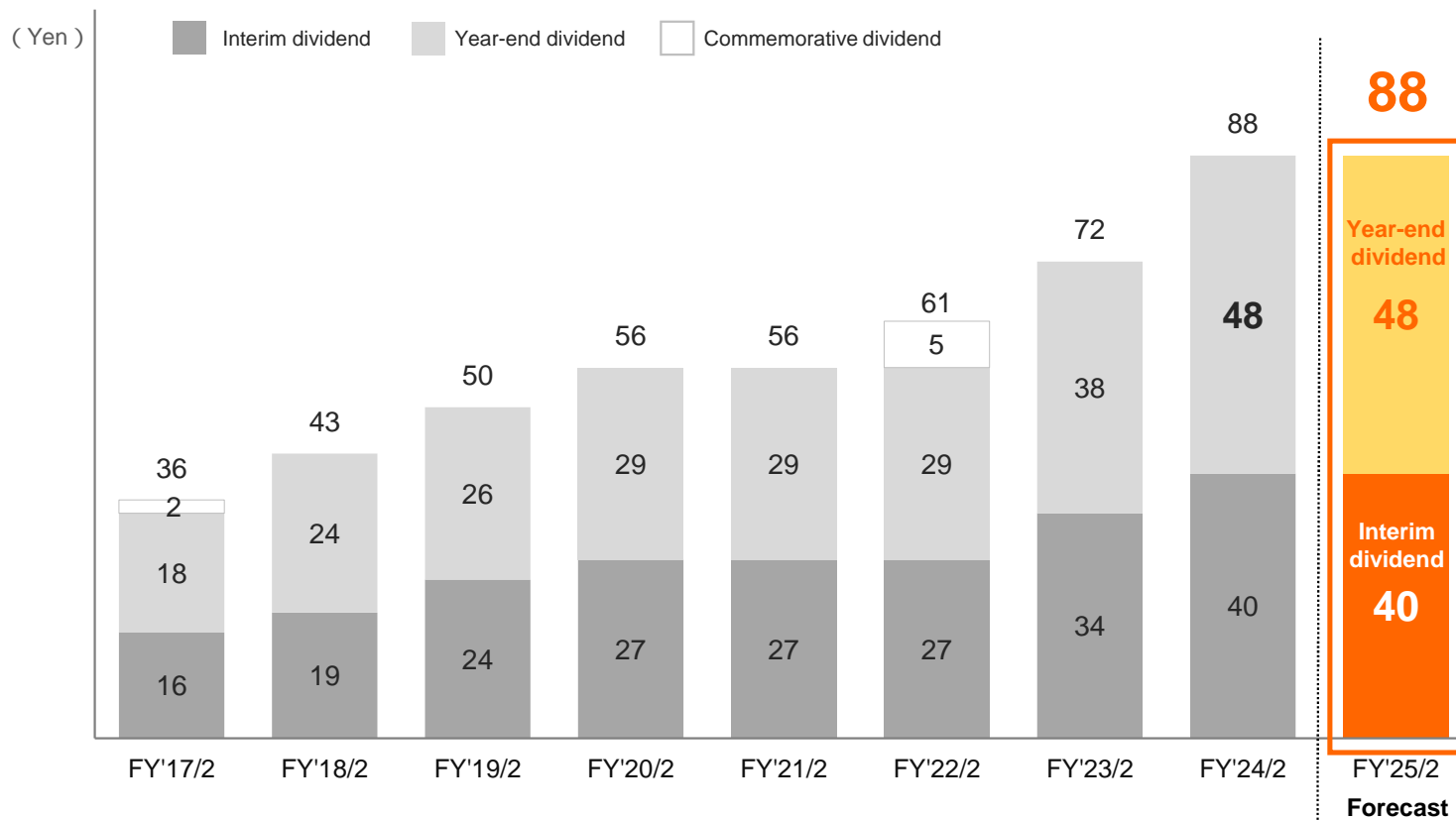
### DX Business Sales & Segment profit



## No change to either interim or year-end dividend forecasts

Combined with share buybacks, total return ratio is expected to be 110%

### Dividend per share



**Dividend forecast for the fiscal year ending February 28, 2025**

For the full year : 88 yen

【 Breakdown 】

Interim : 40 yen

Year-end : 48 yen

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

# Appendix

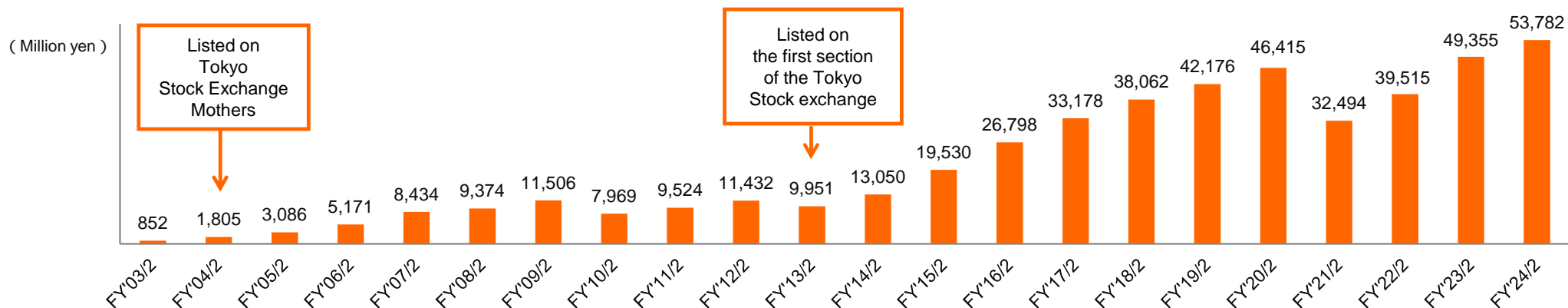
# Service Lineup

Segment		Service	Start	Summary	Target	Sales* (Sales distribution ratio)
Personnel Recruiting Services Business	Media Business	<b>Baitoru</b>	Oct. 2002	Japan's largest portal website for part time employees	Students in their 10s and 20s	¥45,819 million ( 85.2% )
		<b>Baitoru NEXT</b>	Jan. 2009	Job information platform for those with an aim to become regular or contract employees	People in their 20s and 30s who are looking for a full-time position	
		<b>Hatarako.net</b>	Oct. 2000	Job information platform for regular, dispatch and part-time employees	Housewives in their 30s and 40s	
		<b>Baitoru PRO</b>	May 2021	Comprehensive job site for professionals	People with qualifications / experience	
		<b>Baitoru Free</b>	Fall 2024	Job information platform for Spot Work	Those who wish to work on a spot basis	
	Permanent Placement Business	<b>Nurse de Hatarako</b>	Sep. 2009	Job agency website for nurses	Experienced / prospective nurses	¥1,981 million ( 3.7% )
		<b>Nursing Care de Hatarako</b>	May 2023	Job agency website for caregivers	Experienced / prospective caregivers	
DX Business		<b>KOBOT</b>	Sep. 2019	One-stop SaaS products providing unique value, designed specifically for SMEs	Experienced / prospective nurses	¥5,981 million ( 11.1% )

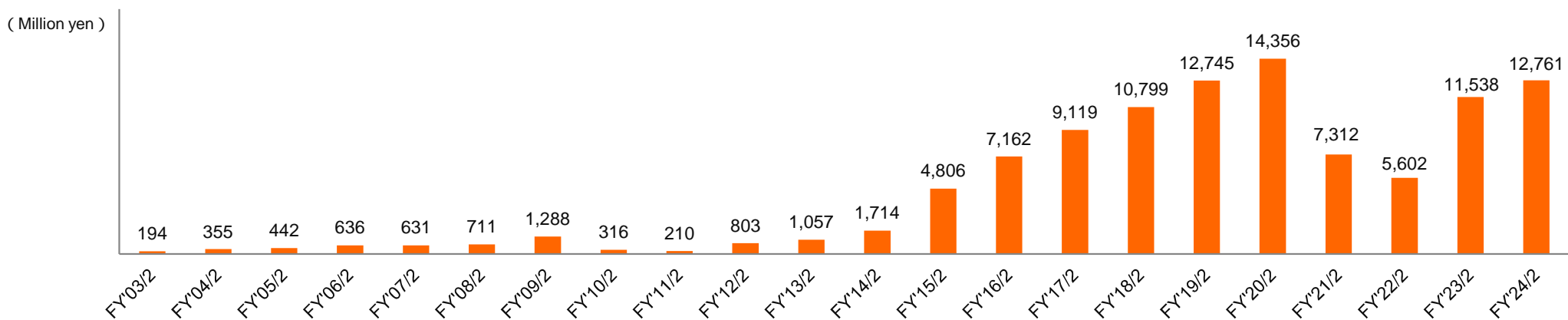


# Sales and Operating Income for the Entire Company

## ■ Sales

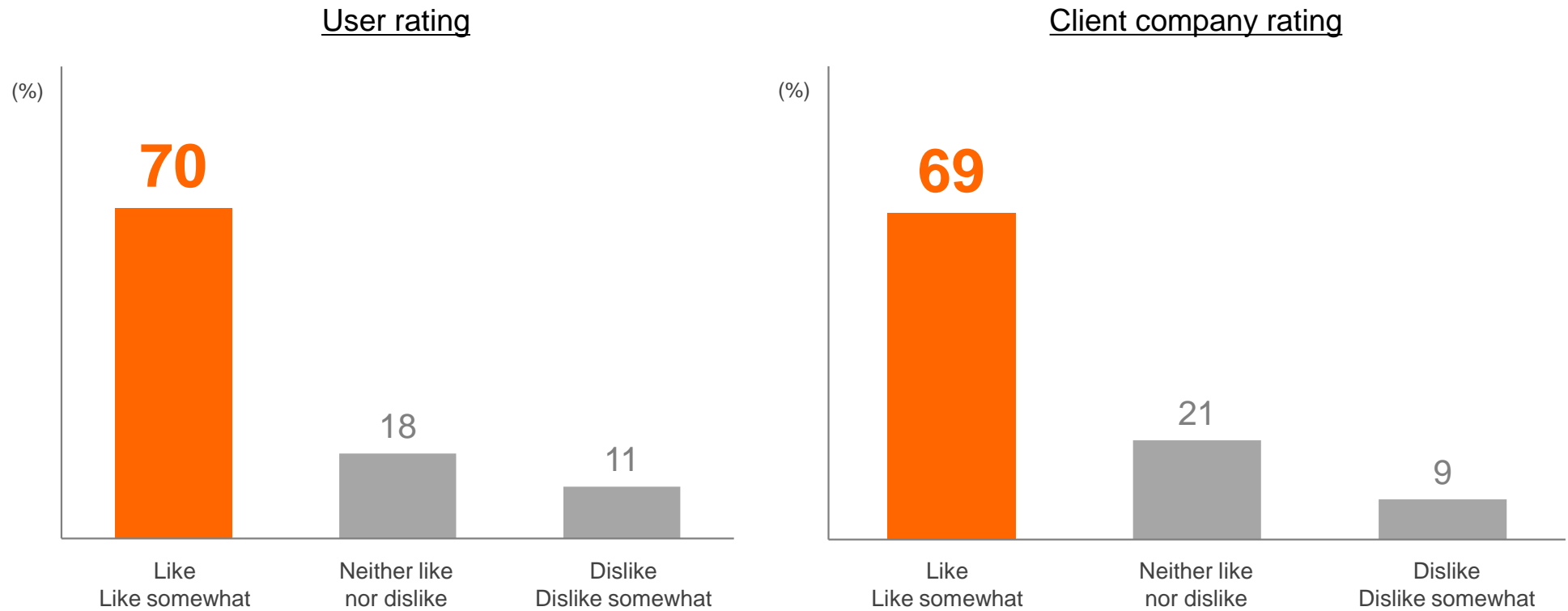


## ■ Operating income



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

### Promotional campaign for dip Incentive Project highly rated by users and clients



Source: Result of survey using INTERNET RESERCH

## Acquisition of Treasury Shares ( As of June 30, 2024 )

Class of shares acquired : Common stock

Total number of shares acquired : 701,500 shares ( Accumulated total )

Total share acquisition price : 1,904,827,300 yen ( Accumulated total )

### **【Details of the resolution at the Board of Directors meeting held on June 3, 2024】**

- Acquisition period : From June 5, 2024 to August 20, 2024
- Total number of shares that may be acquired : 2,000,000 shares ( upper limit )  
( Percentage of total shares outstanding (excluding treasury shares) : 3.56% )
- Total share acquisition price : 5,000,000,000 yen ( upper limit )
- Purpose : Increase shareholder value per share and enhance returns to shareholders  
Improvement of capital efficiency