



dip Corporation

First Section of the Tokyo Stock Exchange (Code: 2379)

Financial results for FY'22/2 Q1 (The fiscal year ending February 28, 2022)

July 7, 2021

CONTENTS



1	FY'22/2 Q1 Financial Results	Р	2
2	FY'22/2 Forecasts	Р	5
3	Business Strategies and Progress in the DX Business	Р	7
4	Progress and Topics in the Personnel Recruiting Services Business	Р	16
5	Future Growth Strategies	Р	26
6	Initiatives to Improve Corporate Value	Р	32
7	Shareholder Return	Р	36
8	Appendix	Р	39



1

FY'22/2 Q1 Financial Results

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

The AI/RPA business has been renamed DX business, effective April 1, 2021.

FY'22/2 Q1 Financial Results (Consolidated)



		FY'21/2 Q1*	FY'22/2 Q1	YoY
		(Million Yen)	(Million Yen)	
	Sales	9,168	9,226	+0.6 %
Entire	Operating income	2,803	1,856	(33.8) %
2111113	Ordinary income	2,811	1,784	(36.5) %
	Net income attributable to owners of parent	1,930	1,204	(37.6) %
DX		60	501	+ 736.1 %
Business*2	Segment Profit	(194)	48	-

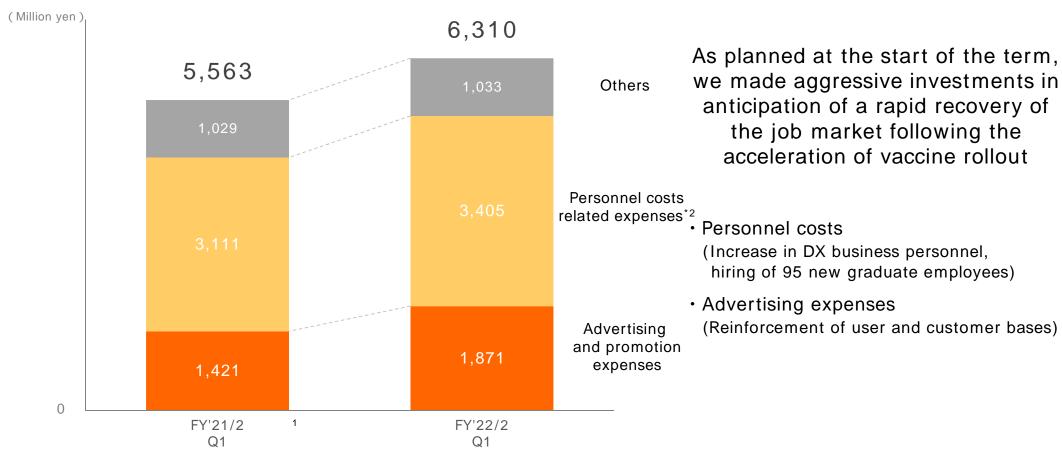
^{*1} Dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021. Figures for FY'21/2 Q1 are non-consolidated and for reference purposes.

^{*2} Certain services including Recruiting Page KOBOT (previous Baitoru RHP) were transferred from the personnel recruiting services business to the DX business, effective FY'22/2.

FY'22/2 Q1 Financial Results (Consolidated)



Breakdown and YoY change in SG&A



^{*1} Dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021. Figures for FY'21/2 Q1 are non-consolidated and for reference purposes.

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



2

FY'22/2 Forecasts

FY'22/2 Forecasts No changes to either 1st half or full year forecasts



		FY'21/2	FY'2	2/2	YoY
		Full year	1 st Half	Full year	Full year
	ı	(Million Yen)	(Million Yen)	(Million Yen)	
	Sales 32.	22 404	18,050	42,800	+31.7%
	Sales	32,494	~20,000	~49,000	~ +50.8%
	Operating	7 212	2,000	7,700	+5.3%
Entiro	income	7,312	~3,150	~11,800	~ +61.4%
Entire	Onding on the control	C F04	1,800	7,300	+12.3%
	Ordinary income	6,501	~2,950	~11,400	~ +75.4%
	Net income	007	1,200	4,950	+714.6%
	attributable to owners of parent	607	~2,050	~7,800	~+1,183.6%
				2,300	+179.4 %
DV D	Sales 823	-	~2,600	~ +215.8%	
DX Business		(5.44)		(400)	
	Segment Profit	(541)	-	~ (100)	-

3

Business Strategies and Progress in the DX Business

- 1. Growth Strategy for the DX Business
- 2. FY'22/2 Q1 Segment Results
- 3. FY'22/2 Q2 Priority Measures
- 4. Initiatives in FY'22/2 Q2



We will support the growth of client companies through personnel recruiting services and DX services, which will supplement manual labor through the evolution of technology

Vision

'Labor force solution company'







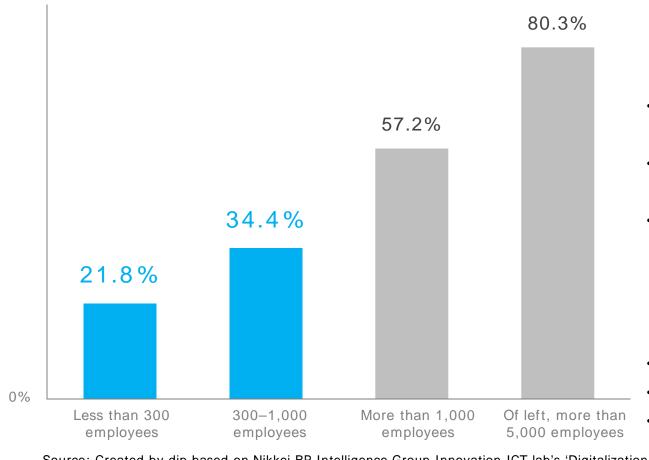
AI/RPA business was renamed DX business (Apr. 2021) The business aims to support the DX of SMEs by offering DX tools that enhance work efficiency and assist sales activities using the latest technologies under a one-stop SaaS model

© dip Corporation.

1. Growth Strategy for the DX Business Business Environment There is substantial room for 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 points for SMEs to deploy DX:

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

Source: Created by dip based on Nikkei BP Intelligence Group Innovation ICT lab's 'Digitalization Survey' in November 2019

1. Growth Strategy for the DX Business The Strengths of dip "One-stop service" x "1,600+ direct marketing sales reps and customer base of 150,000 companies"



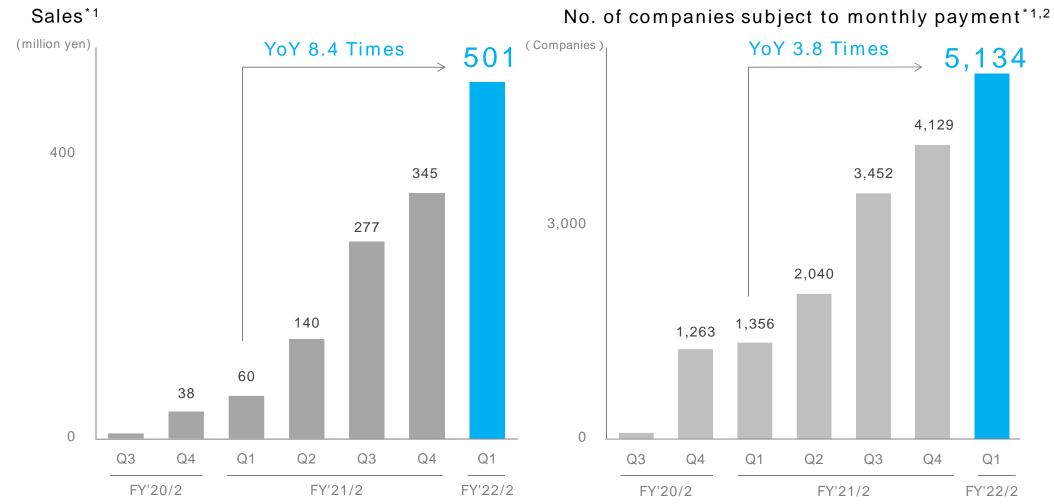
We will create a DX market among SMEs based on our unique advantages

	Product design	Marketing channel		
		Marketing, sales	Customer success (CS)	
	One-stop service	1,600+ direct marketing sales reps	High-level inhouse CS system	
dip	Narrow down services functions of partners (venture firms, etc.), package them and offer at low prices	1,500 personnel recruiting services sales reps + 130 specialized sales reps*	60+* CS personnel make proposals on upselling	
		Customer base of 150,000 companies	or continued use	
Venture SaaS firms	Single-function type, multifunctional type	Inbound marketing	Inadequate support	

^{*} February 2022 estimate

2. FY'22/2 Q1 Segment Results Sales and subscriber companies increased substantially



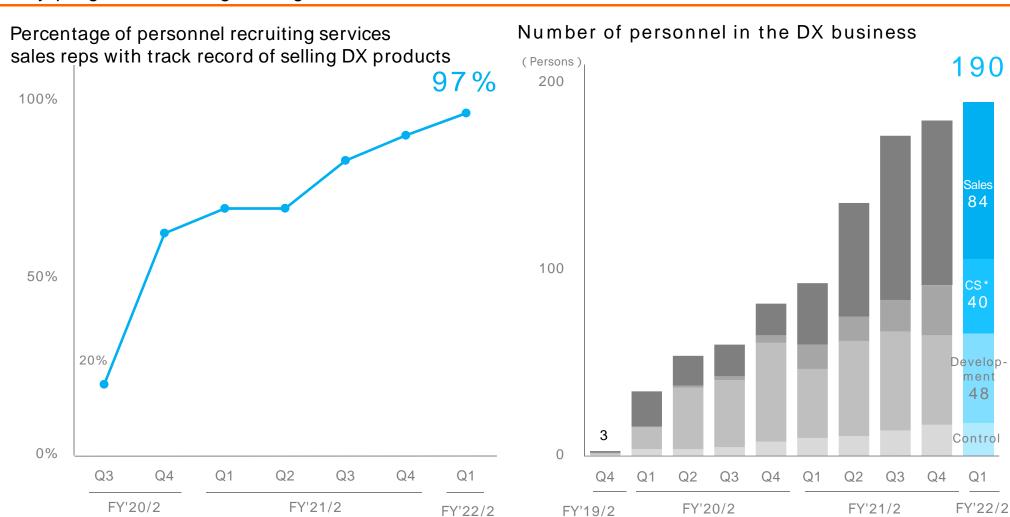


^{*1} Certain services including Recruiting Page KOBOT (previous Baitoru RHP) were transferred from the personnel recruiting services business to the DX business, effective FY'22/2.

^{*2} No. of companies subject to monthly payment: No. of unique companies including pay-per-use products

2. FY'22/2 Q1 Segment Results Established a marketing system by 1,500 personnel recruiting services sales reps Steady progress in strengthening customer success





2. FY'22/2 Q1 Segment Results Major KPIs also saw progress as expected



	Feb. 2021 ^{*1} (Actual)	May 2021 (Actual)	Feb. 2022 (Target)
Monthly sales (vs Feb. 2021)	¥0.13 bn	¥0.16 bn (+approx.¥0.03 bn)	¥0.4 bn (+ approx.¥0.27 bn)
No. of companies subject to monthly payment (vs Feb. 2021)	Approx. 4,700	Approx. 4,800 (+approx.3%)	Approx. 13,000 (+approx.176%)
ARPU ^{*2} (vs Feb. 2021)	Approx. ¥29,000	Approx. ¥33,000 (+approx.15%)	Approx. ¥30,000 (+approx.2%)
Subscription-based sales ratio (vs Feb. 2021)	34%	36 % (+approx.2pts)	43% (+approx. 9pts)

^{*1} Certain services including Recruiting Page KOBOT (previous Baitoru RHP) were transferred from the personnel recruiting services business to the DX business, effective FY'22/2. Figures for Feb. 2021 include Recruiting Page KOBOT and are for reference purposes.

^{*2} ARPU: Monthly sales divided by the number of paid client companies

^{*3} Subscription-based sales ratio: Subscription-based sales (automatic renewal or long-term contract) divided by total sales

3. FY'22/2 Q2 Priority Measures



FY2022 Q2

- 1 Expand customer base
- Appoint DX product sales manager within the personnel recruiting services business
- Aim for surge in bundled sales of DX products to coincide with the rapid recovery of job ad demand going forward

- Enhance product lineup
- Launch subscription-based products such as Personnel Administration KOBOT
- Offer one-stop proposals for product packages that suit the workflows of our customers

- Strengthen "customer success" system
- Substantially increase customer success personnel
- Strengthen proposals for upselling or continued use after service introduction

14

4. Initiatives in FY'22/2 Q2 Strengthen subscription-based sales by combining job ads and DX products. Enhance synergy with job ads



In addition to Interview KOBOT, we will offer the subscription-based products Recruiting Page KOBOT and Personnel Administration KOBOT as a one-stop services

> Maintain contact with client companies through DX products to increase opportunities for job ad service proposals

Recruiting

Creating recruiting websites

Interviewing

Hiring, employment

Work shifts, attendance mgm



- Job information site

探用ページコポット

websites



- Automatic setting of interview date

- Online interview tool

NEW 人事劳移コポット

- Paperless employment process and employment contract

Scheduled for launch









^{*} Recruiting Page KOBOT (previous Baitoru RHP) was transferred from the personnel recruiting services business to the DX business, effective FY 22/2.



4

Progress and Topics in the Personnel Recruiting Services Business

- 1. FY'22/2 Q1 Segment Results
- 2. FY'22/2 Q1 Topics

1. FY'22/2 Q1 Segment Results Baitoru



Sales

(Million Yen)

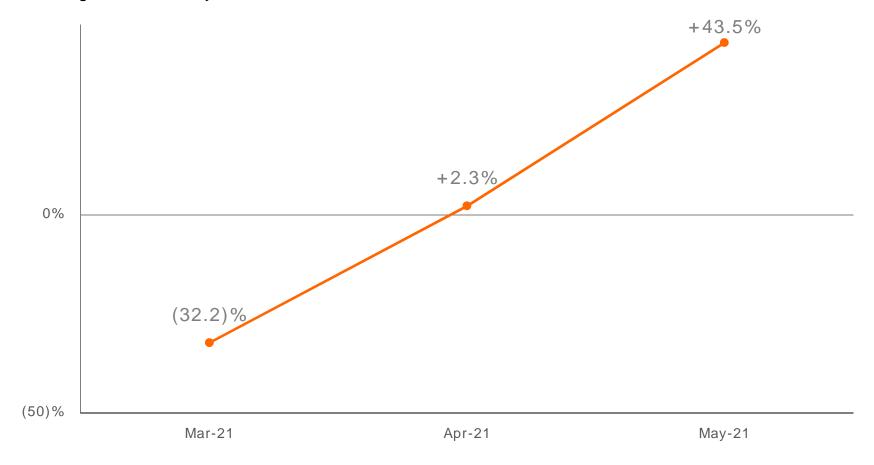
	FY'21/2	FY'22/2	YoY Change	
	Q1	Q1		
	Result	Result	Amount	% change
Baitoru	6,891	6,402	(488)	(7.1) %
Baitoru NEXT	1,156	1,122	(33)	(2.9) %

^{*} Includes sales from Baitoru NEXT

1. FY'22/2 Q1 Segment Results Baitoru Impact of COVID-19 was small in March 2020, while sales decreased in March 2021. Meanwhile, sales increased in April and May 2021 (YoY).



YoY change of monthly sales *Includes sales from Baitoru NEXT



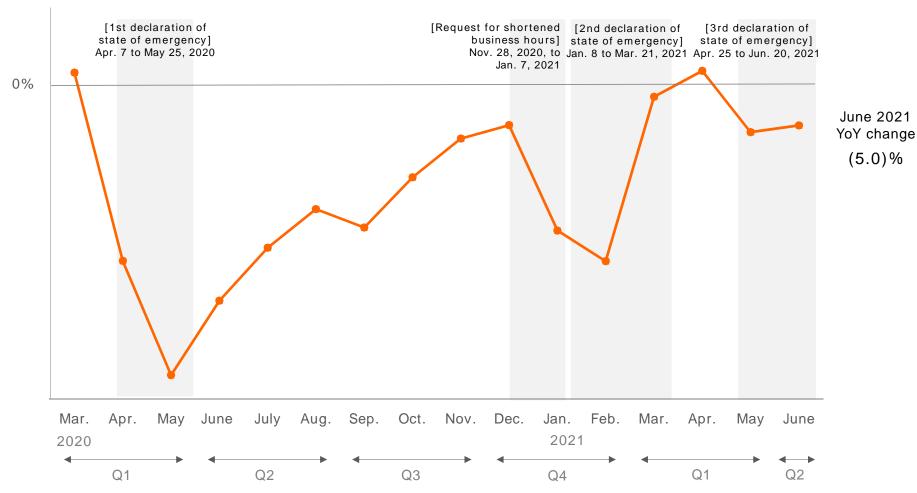
^{*} Includes sales from Baitoru NEXT

(Reference)

Impact of the third state of emergency declaration is limited. Number of contracted companies trending toward recovery after bottoming out in May 2021.



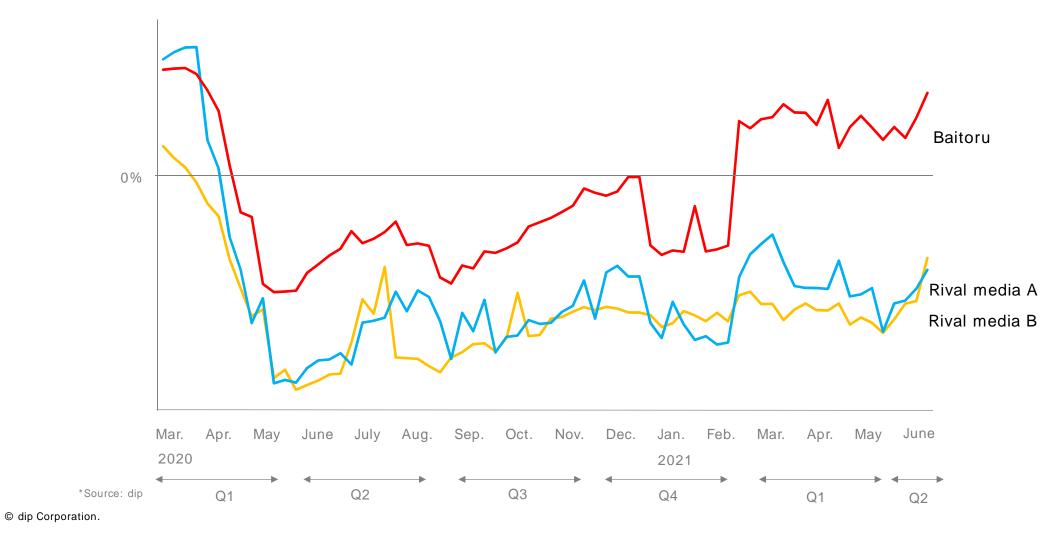
Baitoru monthly number of subscriber companies (compared to the same month of FY'20/2)



(Reference) Share of job postings continued to grow



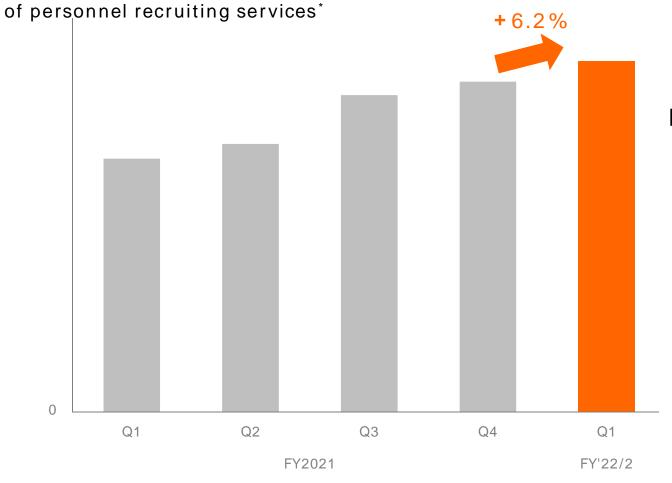
Number of job advertisement postings in various media (compared to the same month of FY'20/2) *



(Reference) Efficient proposals using sales tools developed internally led to a steady rise in the number of proposals



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



We will seek to retain client companies by strengthening proposals for long-term contracts

* Excludes Nurse de Hatarako

1. FY'22/2 Q1 Segment Results Hatarako.net



Sales

(Million Yen)

	FY'21/2 Q1	FY'22/2 Q1	YoY Change	
	Result	Result	Amount	% change
Hatarako.net	1,616	1,651	+35	+2.2%
Dispatch Agencies	1,351	1,424	+73	+5.4%
Direct employment	264	226	(38)	(14.4)%

• Dispatch company sales continued to recover mainly in the clerical work sector.

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

2. FY'22/2 Q1 Topics Video contest "Baitoru de ¥10 Million Championship"





Award ceremony held on July 3, 2021

- The contest attracted a large number of high-quality videos.
- Large-scale, social media promotional campaigns engaging users and workers helped gain a broad reach.

[Aims of the project]

- To enhance Baitoru's advantage by drawing attention to its unique workplace introduction video feature.
- To further expand user base and increase customer loyalty.

The 12 award-winning videos can be viewed on Baitoru's official Youtube channel. https://www.youtube.com/channel/UCPDamdPpvBfQH_tGZWByHKA

2. FY'22/2 Q1 Topics Redesign of the Baitoru app



[Image of work detail screen] Before After





Efforts to strengthen user retention through increased app use led to a rise in the application conversion rate*1

No. of applications

+28%

Rate of applications via the app*2

30%+

[Key points of the redesign]

- Workplace introduction video moved to upper part of screen
- Larger photos
- Improved visibility of information
- *1 Application conversion rate: No. of applications via the app divided by the no. of app startings
- *2 Rate of applications via app: No. of applications via the app divided by the total no. of applications

2. FY'22/2 Q1 Topics Hatarako.net ranked top in customer satisfaction





2021 ORICON Customer Satisfaction Survey No. 1 in worker dispatch information website



Hatarako.net ranked No. 1 overall as a result of being rated the best in three of four evaluation criteria - "ease of use of app/website", "ease of job search" and "ease of application"

Note: The 2021 Ranking of Worker Dispatch Information Websites is based on a survey of 786 workers nationwide aged between 20 and 69 who gained employment within the last three years based on information on websites featuring job information for dispatch workers and whose form of employment at the time of employment was dispatch employee.



5

Future Growth Strategies

- 1. Key Points of the Growth Strategy
- 2. New Service: Baitoru PRO

26

1. Key Points of the Growth Strategy



- We will boost sales of existing job ad services by proposing differentiation through DX products in anticipation of a rapid recovery of the job market as the vaccine is rolled out
- With a new service Baitoru PRO, we will seize the specialized jobs sector that faces a serious labor shortage

2. New Service: Baitoru PRO

Concept





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

Healthcare 3.38

Nursing care

Childcare

5.49

4.18

Beauty care

7.66

WEB/IT

3.58

Restaurant (Cooks)

4.08

A comprehensive job information site for specialized jobs in industries that face serious labor shortage (Launched on May 19, 2021)

The service encourages movement in the labor force by supporting professionals as well as individuals aiming to become professionals

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

(Reference/Recap) Market size of specialized jobs segment



Market size of job advertisements and placements*1

(Yen)

Approx. 950 bn

Market size of specialized jobs*2

¥382 bn

(Estimate)

Share of specialized jobs:*3 Approx. 22% 209 bn

Share of specialized jobs:*4 Approx. 32%

Approx. 540 bn

Placements: "Results of Aggregation of Business Reports of Employment Placement Businesses" by the Ministry of Health, Labour and Welfare *2 The following six industries: Nursing care, healthcare, childcare, beauty care, IT, and restaurant

*3 Estimated by DIP based on "Results of Aggregation of Number of Job Advertisements Posted" by the Association of Job Information of Japan

*1 Job advertisements: "Results of Job Information Service Market Size

Survey" by the Association of Job Information of Japan

*4 Estimated by DIP based on "Results of Aggregation of Business Reports of Employment Placement Businesses" by the Ministry of Health, Labour and Welfare

Job advertisements

Placements

2. New Service: Baitoru PRO

The number of job postings is increasing steadily by leveraging dip's sales reps and customer base.



Already achieved approx. 180,000 job postings

Leveraging approx. 1,500 sales reps and a customer base of more than 150,000 companies, we will aim to become No.1 in the number of job postings in the specialized job sector, which faces structural labor shortages.



2. New Service: Baitoru PRO Large-scale promotional campaign



A mass promotional campaign will be rolled out in July 2021

We will draw on all of our know-how and seek to increase recognition and attract users through a media mix





The commercial can be viewed at the following link https://www.youtube.com/channel/UCPDamdPpvBfQH_tGZWByHKA



6

Initiatives to Improve Corporate Value

- 1. Improve Corporate Value
- 2. Initiatives against COVID-19

32

1. Improve Corporate Value Participation in D.LEAGUE, the world's first professional dance league



Kick-off of "dip BATTLES"

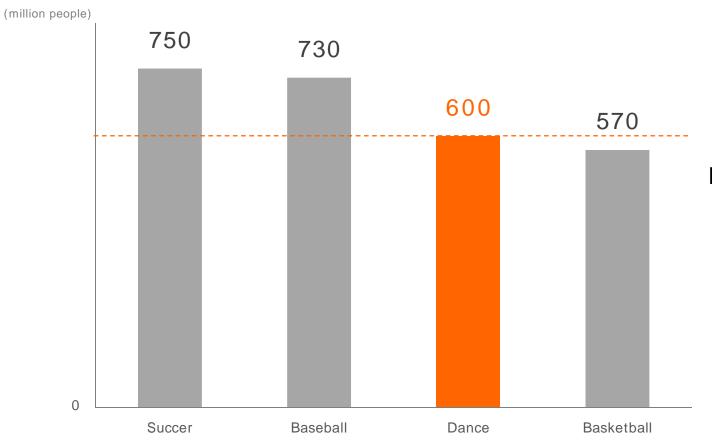
Based on our corporate philosophy, we will support individuals who direct their passion toward achieving their dreams and goals.



(Reference) Potential population of competitive dancers



Potential participant population by sport



The potential population for competitive dance is six million, just behind soccer and baseball.

Expected to grow in the future.

In-house research

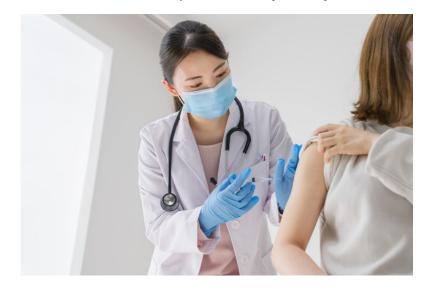


Began COVID-19 vaccinations

Dip supports the vaccination of approximately 4,000 persons, which include agencies, companies in which dip invests, client companies, and their families, in addition to its own employees and their families (from June 29, 2021)

The first round of vaccinations is scheduled to be completed by July 14, 2021







7

Shareholder Return

36



dip's dividend policy

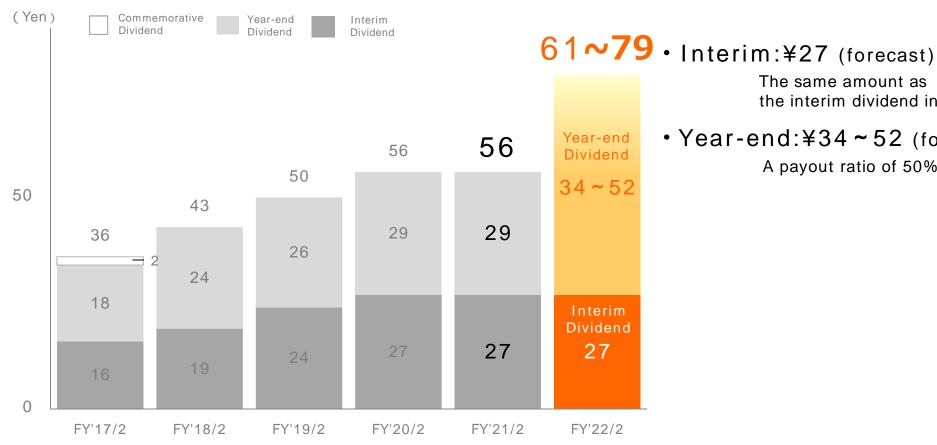
The dividend payout ratio: 50%

- dip will continue to pay dividends twice a year (interim and year-end) while maintaining the internal reserves necessary to make investments for future corporate growth.
- Starting from the interim dividend of FY'21/2, dip will pay dividends based on a payout ratio of 50%, while simultaneously taking into consideration the dividend amount of the previous period.

Shareholder Return No changes to interim or year-end dividends



Dividend per share



The same amount as

the interim dividend in FY'20/2.

Year-end:¥34~52 (forecast) A payout ratio of 50%



8 Appendix

39

1. Corporate Profile



Company name dip Corporation

Established March 1997

Representative Hideki Tomita, Executive President & CEO

Location 3-2-1 Roppongi, Minato-ku, Tokyo

Capital ¥1,085 million

(As of end of February 2021)

Sales ¥32,494 million

(For the fiscal year ended February 2021)

Employees 2,134

(Full-time employees as of May 31, 2021)

Main Business Provision of online job information and DX services

Market First Section of the Tokyo Stock Exchange (code: 2379)

2. FY'22/2 Q1 Financial Results Income statement



(Million yen)

	FY'20/2			FY'21/2			FY'22/2		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Sales	12,011	10,813	11,925	11,664	9,168	6,906	8,459	7,960	9,226
Cost of sales	746	737	759	793	801	756	835	909	1,060
Gross income	11,264	10,076	11,166	10,870	8,366	6,149	7,623	7,051	8,166
Selling, general & administrative expenses	7,507	6,602	7,222	7,689	5,563	5,210	5,410	5,677	6,310
Personnel Expenses*	3,143	3,009	3,015	3,498	3,111	3,271	3,212	3,260	3,405
Advertising and sales promotion costs	3,213	2,626	3,097	2,918	1,421	956	1,164	1,438	1,871
Land & Office Rental	265	264	264	280	292	290	288	288	286
Others	884	702	844	992	737	693	744	689	746
Operating Income	3,757	3,473	3,944	3,181	2,803	938	2,213	1,373	1,856
Ordinary Income	3,774	3,481	3,951	3,185	2,811	937	1,733	1,296	1,784
Net Income attributable to owners of parent	2,599	2,328	2,713	2,370	1,930	829	(2,424)	509	1,204

^{*} Personnel related costs include salaries and welfare benefits as well as recruitment related expenses and educational expenses.

⁽Note) Dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021. Figures for FY'20/2, FY'21/2 Q1 and Q2 are non-consolidated and for reference purposes.

2. FY'22/2 Q1 Financial Results Balance sheet



42

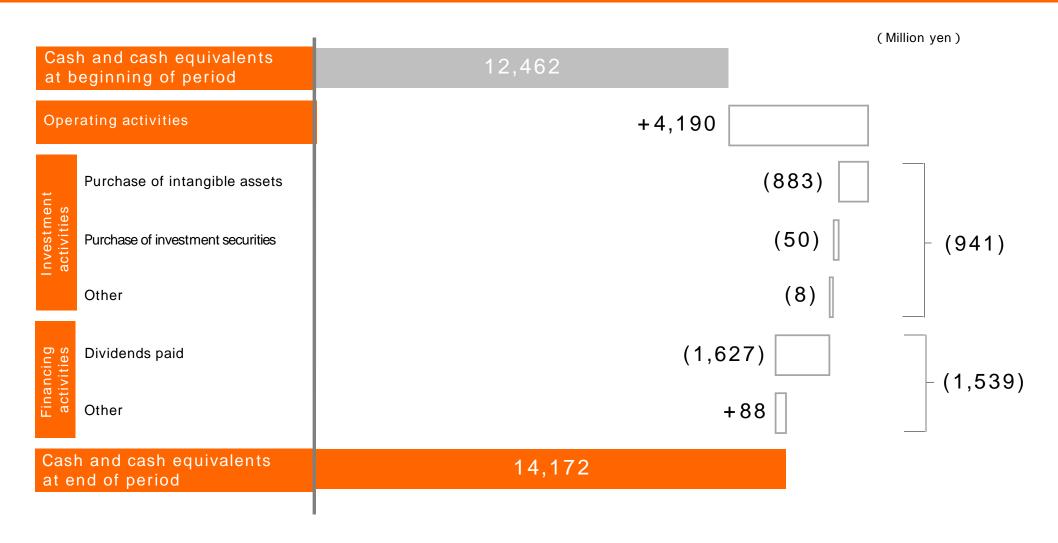
(Million yen)

	FY'21/2	FY'22/2 Q1	Comparison to	
	(As of February 28,2021)	(As of May 28, 2021)	the previous year	
Assets	35,869	37,266	+1,397	
Current assets	17,782	19,026	+1,244	
Non-current assets	18,087	18,240	+152	
Property, plants and equipment	1,698	1,641	(56)	
Intangible assets	6,831	7,094	+262	
Investments and other assets	9,557	9,504	(52)	
Liabilities	4,691	6,424	+1,733	
Current liabilities	3,576	5,248	+1,672	
Non-current liabilities	1,114	1,175	+61	
Net Assets	31,178	30,841	(336)	
Shareholders' equity	30,302	29,957	(345)	
Total accumulated other comprehensive income	(33)	(16)	+16	
Share acquisition rights	892	884	(7)	
Non-controlling interests	16	15	(0)	

© dip Corporation.

2. FY'22/2 Q1 Financial Results Statement of cash flows



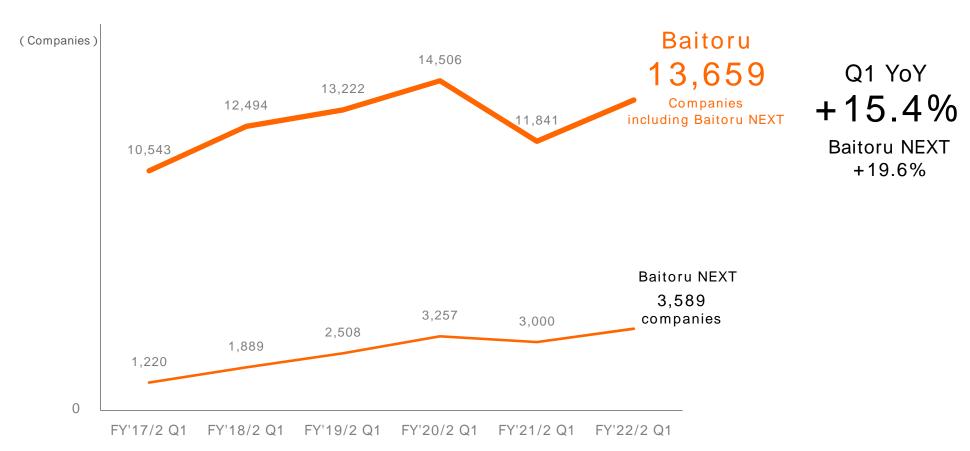


43

3. FY'22/2 Q1 Segment Results Number of subscriber companies at Baitoru



Growth in the monthly number of subscriber companies (Average)

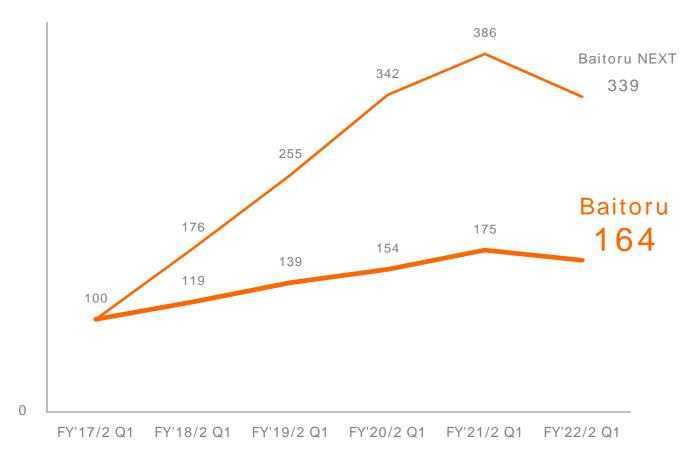


^{*} Includes companies with Baitoru NEXT and Recruiting Page KOBOT contracts. FY'22/2 Q1 doesn't include companies with Recruiting Page KOBOT contracts.

3. FY'22/2 Q1 Segment Results Number of applications at Baitoru



Number of applications (FY'17/2 Q1 referenced as 100)



Q1 YoY
-6.2%

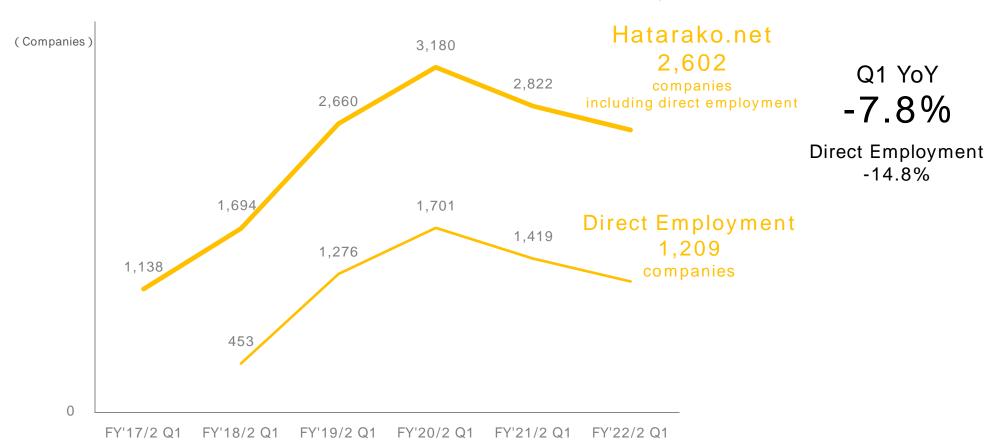
Baitoru NEXT
-12.0%

^{*} Includes applications at Baitoru NEXT

3. FY'22/2 Q1 Segment Results Number of subscriber companies at Hatarako.net



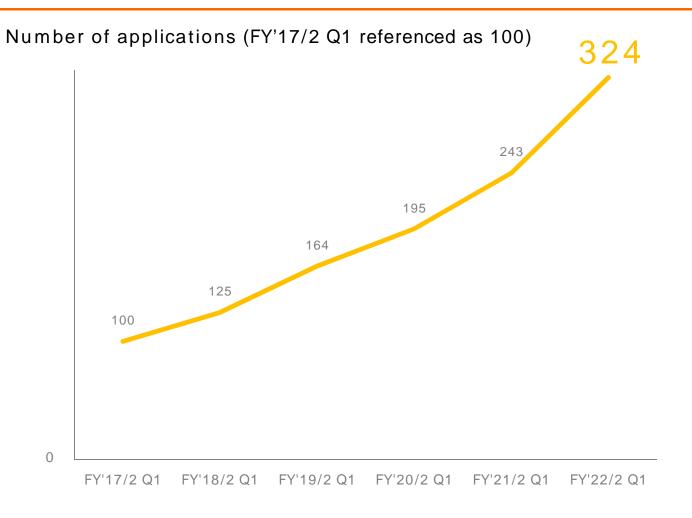
Growth in the monthly number of subscriber companies (Average)



^{*} FY'22/2 Q1 doesn't include Recruiting Page KOBOT contracts.

3. FY'22/2 Q1 Segment Results Number of applications at Hatarako.net





Q1 YoY + 33.4%

3. FY'22/2 Q1 Segment Results Sales at Nurse de Hatarako



Sales

(Million yen)

	FY'21/2 Q1	FY'22/2 Q1	YoY Change		
	Results	Results	Amount	% change	
Nurse de Hatarako	598	663	+64	+10.7 %	

4. Medium-Term Management Strategy DIP2025 Nine Themes



Business strategies







4 Sales

Hybrid sales

5 Marketing

No.1 web recognition

6 Development

Ongoing development of products by a team of 200 **7** Personnel

Firm philosophy, flexible people and work 8 Dialogue with the market

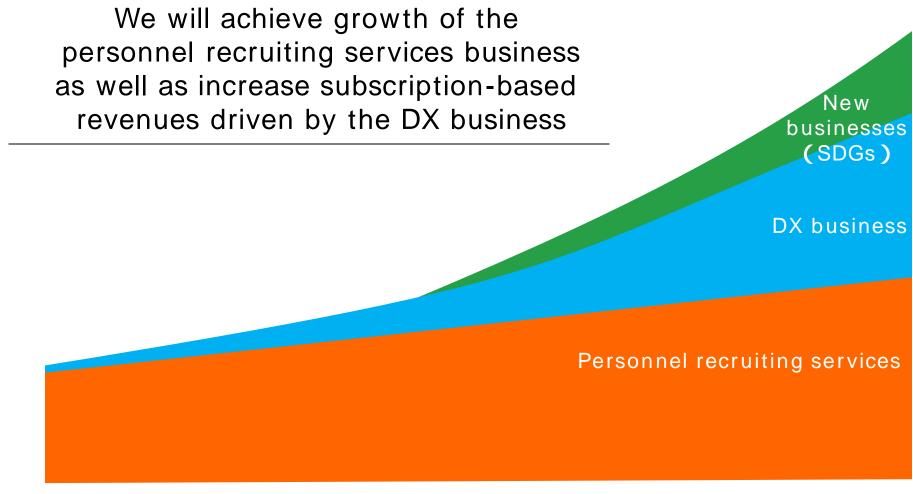
Plain explanations, correct understanding 9 Implementation

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

Business foundations

4. Medium-Term Management Strategy DIP2025 Growth Strategy





4. Medium-Term Management Strategy DIP2025 Aspirations toward FY2025





Sales ¥100 bn
Op. income ¥30 bn

Portion of DX business:

Sales ¥45.0 bn

Op. income ¥10.8 bn





4. Medium-Term Management Strategy DIP2025 Human Work Force "Matching jobs quicker than anywhere else"



High-quality job postings supported by direct marketing sales

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

Job seekers (users)
with existing and
potential needs

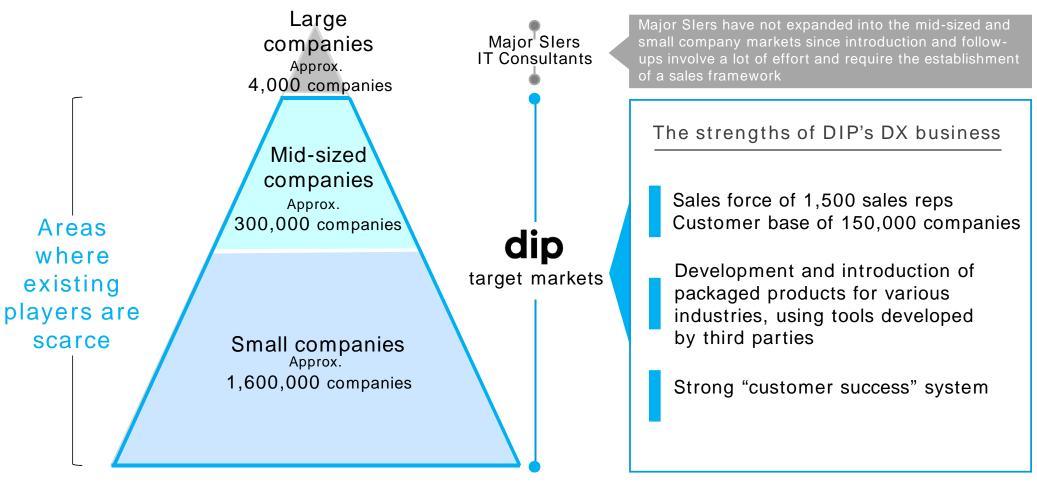
- High brand recognition
- Websites and apps with userfriendly UI/UX that makes it easy to search for jobs

Offers optimal matching using the power of technology



4. Medium-Term Management Strategy DIP2025 Digital Labor Force "DX for anyone, anywhere"





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



4. Medium-Term Management Strategy DIP2025 New Business "Societal improvement through businesses based on SDGs"



Corporate philosophy

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

The SDG market is a potential growth market backed by the United Nations declaration.

We will launch new businesses in this market to achieve continuous growth

and contribute to a sustainable society.

































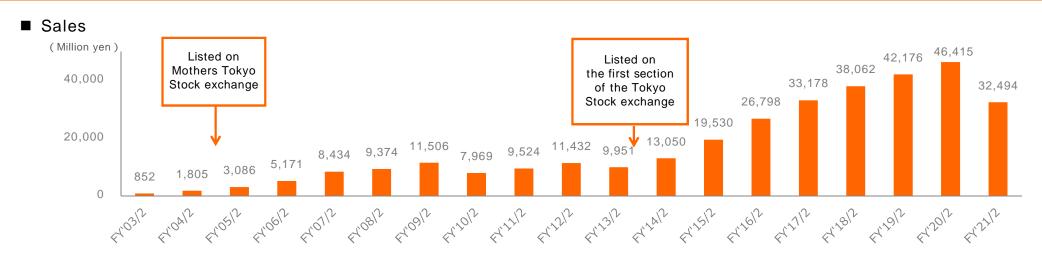






5. Financial results Operating results (Company-wide sales and operating income)





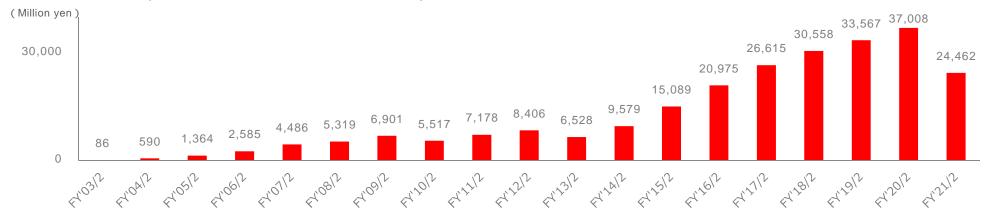
■ Operating income



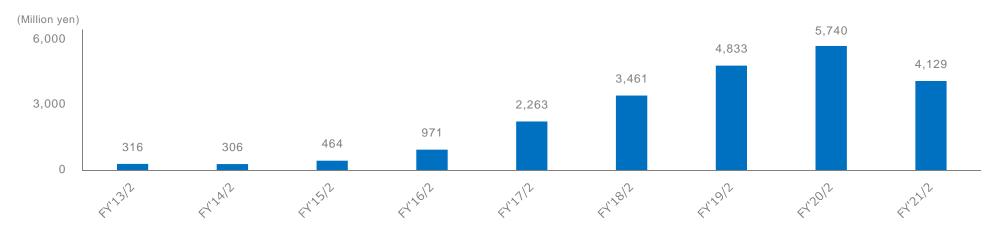
5. Financial results Operating results in the personnel recruiting services business



■ Sales at Baitoru (Includes sales from Baitoru NEXT)



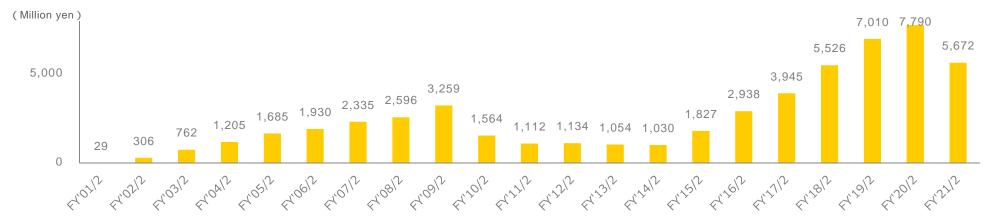
■ Sales at Baitoru NEXT



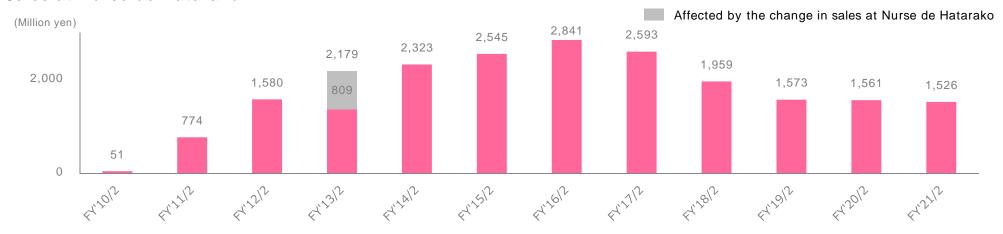
5. Financial results Operating results in the personnel recruiting services business



■ Sales at Hatarako.net



■ Sales at Nurse de Hatarako



6. DX Business Overview Main Products and Rate Plans



Name	Fee	Summary			
直接了ずっ Interview KOBOT	30,000 yen/month ~	 Automatically handles everything from accepting applications to setting interview dates and times on behalf of the hiring manager Also offers an online interview function 			
人事労務コポット Personnel Administration KOBOT	20,000 yen/month ~	 Complete the hiring process by smartphone Smooth recruiting and start of work process 			
HRJatiul- HR KOBOT	40,000 yen/month ~	 Application handling, sales packs, etc. Automation of regular operations for staffing agencies 			
不動産コポット Real Estate KOBOT	20,000 yen/month ~	 Automate the process of acquiring property information from brokers and registering it in the core system 			

58

6. DX Business Overview Interview KOBOT (November 2019 ~)



Chatbots automatically set interview dates and times with applicants. Reduces workload and improves the interview setting rate by responding to applicants on the same day.

面接口神"归上

Interview KOBOT





Service Introduction Video: https://www.youtube.com/watch?v=OWvEg2B2JnQ

6. DX Business Overview Existing products are well received by the companies that use them. Continue to accelerate the development of these products based on customer feedback in order to facilitate long-term use.





Interview KOBOT user School TOMAS Co.

In the past, it took about 10 minutes for each applicant to receive a reminder and conduct schedule adjustment over the phone. Introducing interview KOBOT greatly increased the rate of setting up interviews. It would be easier to use if the number of supported recruiting media could be further increased.



HR KOBOT user Triangle Corporation

Reduced time spent creating sales lists and tripled the number of business negotiations. In addition, by being able to automatically approach the inquiry form with our strengths, we increased the closing rate on new orders.



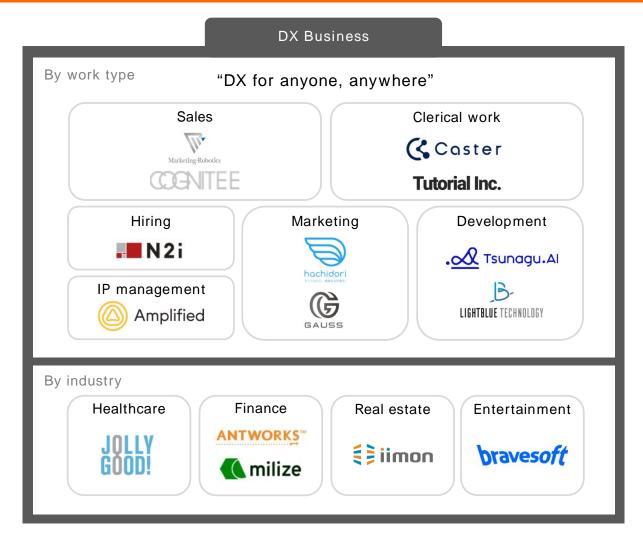
Real estate KOBOT user Rental Smile Co.

By automating the property entry process, the work that used to take two people four hours, has been reduced to 15 minutes, and we have also slashed overtime hours significantly. This is a real contribution to the realization of "work style reform".

I would like to be able to obtain property information from more sites.

7. List of Companies dip Invests in Investments are made based on dip's management philosophy and vision









8. Initiatives in the Face of the Spread of COVID-19 Provided compensation for absence from work as an emergency relief program for users





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

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

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

8. Initiatives in the Face of the Spread of COVID-19 Implementing various support measures for users and client companies



Free short-term job postings*1

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



Jobs that allow web interviews and meetings 2

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



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

9. Initiatives in ESG Efforts to promote diversity



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

Efforts to increase work opportunities for women



- *1. FY'21/2
- *2. The average of all companies is 7.8% (Aug 2020) (source: Teikoku Databank)

• Female employee ratio*1

46.5 %

Female manager ratio*1*2

32.4 %



Childcare/maternity leave/take ratio *1

100.0 %

Childcare / maternity return ratio *1

87.2 %

9. Initiatives in ESG Contributing to enriching society through business activities and social contribution activities



First Shakatsu! project: Food Bank Project



Hosting a food pantry in cooperation with a food bank

Regional revitalization project: Kurashi Taiken Tours



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

Career education for children: Baitoru Kids Program



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

© dip Corporation.

Disclaimer and contact



Disclaimer

- Information contained in this Website may include forward-looking statements with respect to financial conditions, results of operations and various aspects of the businesses of dip. Actual results may differ from the forecast depending on a variety of factors.
- Information contained herein regarding companies other than dip is quoted from public sources and others. dip has neither verified nor is it responsible for the accuracy of such information.
- Any statements made herein are made solely for provision of information and are not an inducement to investment in dip securities. It is recommended to refrain from making investment decisions that are fully dependent on this material.
- English documents are prepared as a courtesy to our shareholders. In the event of any inconsistency between English-language documents and the Japanese-language documents, the Japanese-language documents will prevail.

IR inquiries

IR team, dip Corporation E-mail: finance@dip-net.co.jp

URL: https://www.dip-net.co.jp/en