



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

1	FY'22/2 Q1 Financial Results	P	2
2	FY'22/2 Forecasts	P	5
3	Business Strategies and Progress in the DX Business	P	7
4	Progress and Topics in the Personnel Recruiting Services Business	P	16
5	Future Growth Strategies	P	26
6	Initiatives to Improve Corporate Value	P	32
7	Shareholder Return	P	36
8	Appendix	P	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'21/2 Q1*	FY'22/2 Q1	YoY
	(Million Yen)	(Million Yen)	
Entire	Sales	9,168	+0.6%
	Operating income	2,803	(33.8)%
	Ordinary income	2,811	(36.5)%
	Net income attributable to owners of parent	1,930	(37.6)%
DX Business* <sup>2</sup>	Sales	60	+736.1%
	Segment Profit	(194)	-

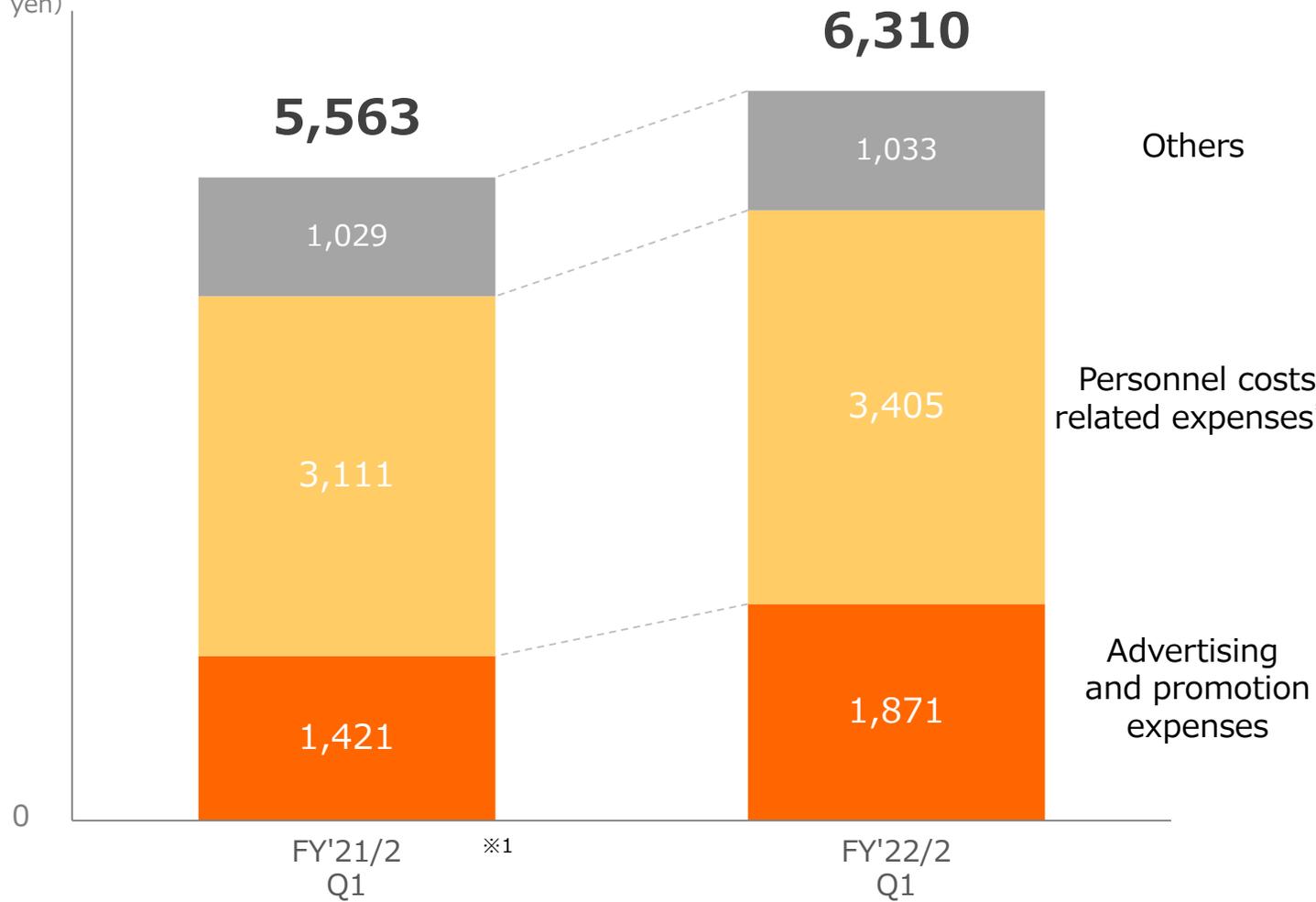
\*1 Dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.

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.

■ Breakdown and YoY change in SG&A

(Million yen)



As planned at the start of the term, we made aggressive investments in anticipation of a rapid recovery of the job market following the acceleration of vaccine rollout

- Personnel costs (Increase in DX business personnel, hiring of 95 new graduate employees)
- Advertising expenses (Reinforcement of user and customer bases)

\*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.



## FY'22/2 Forecasts

	FY'21/2	FY'22/2		YoY	
	Full year	1 <sup>st</sup> Half	Full year	Full year	
	(Million Yen)	(Million Yen)	(Million Yen)		
Entire	Sales	32,494	<b>18,050</b> ~20,000	<b>42,800</b> ~49,000	<b>+31.7%</b> ~+50.8%
	Operating income	7,312	<b>2,000</b> ~3,150	<b>7,700</b> ~11,800	<b>+5.3%</b> ~+61.4%
	Ordinary income	6,501	<b>1,800</b> ~2,950	<b>7,300</b> ~11,400	<b>+12.3%</b> ~+75.4%
	Net income attributable to owners of parent	607	<b>1,200</b> ~2,050	<b>4,950</b> ~7,800	<b>+714.6%</b> ~+1,183.6%
DX Business	Sales	823	-	<b>2,300</b> ~2,600	<b>+179.4%</b> ~+215.8%
	Segment Profit	(541)	-	<b>(400)</b> ~(100)	-

3

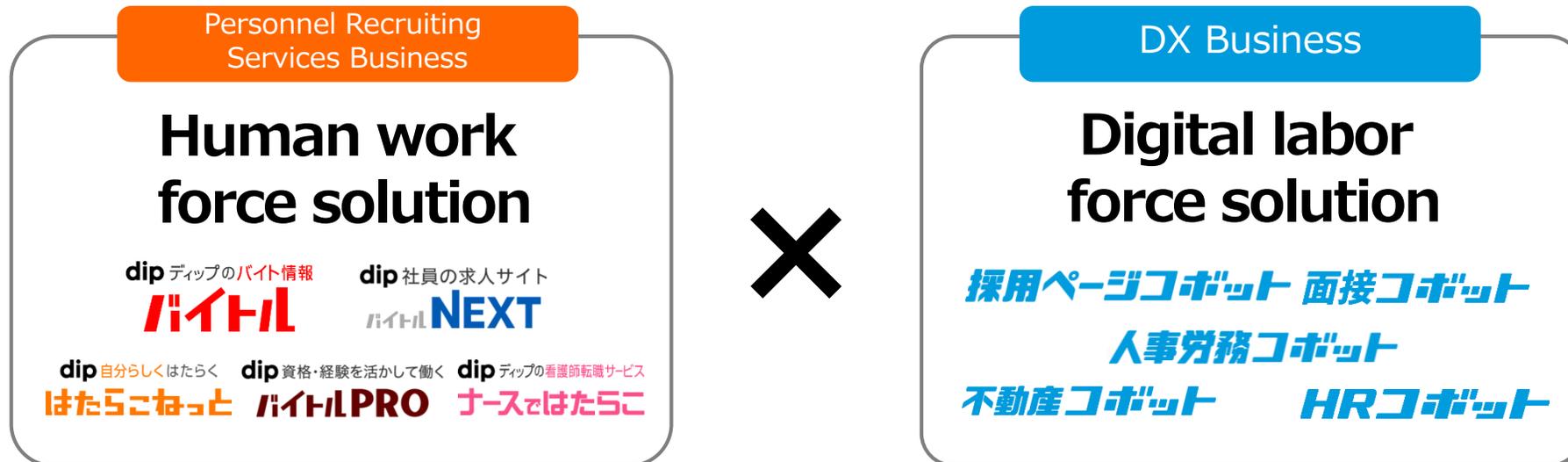
## **Business Strategies and Progress in the DX Business**

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

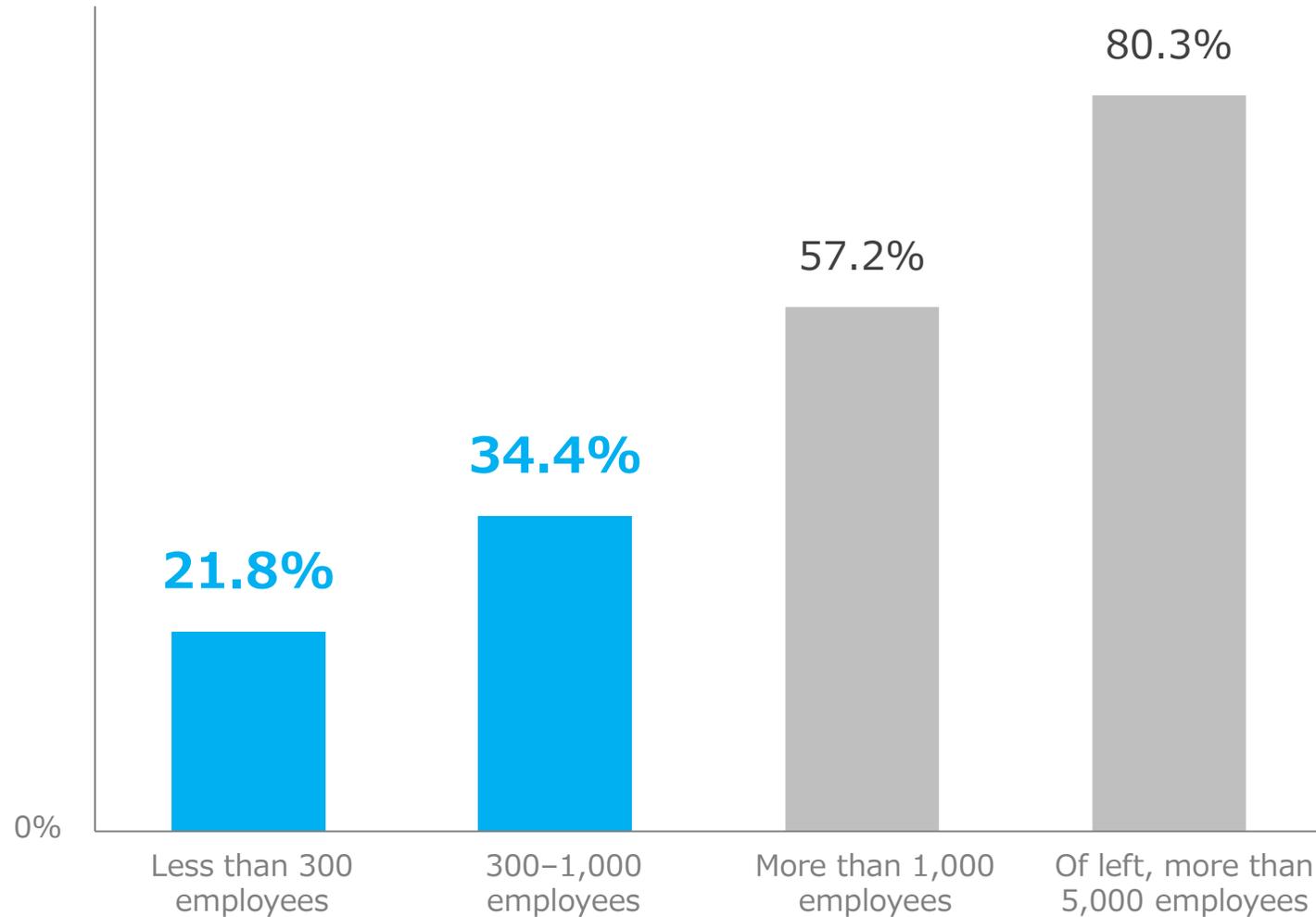
## Vision

# '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

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



Reasons for slower adoption of DX by SMEs:

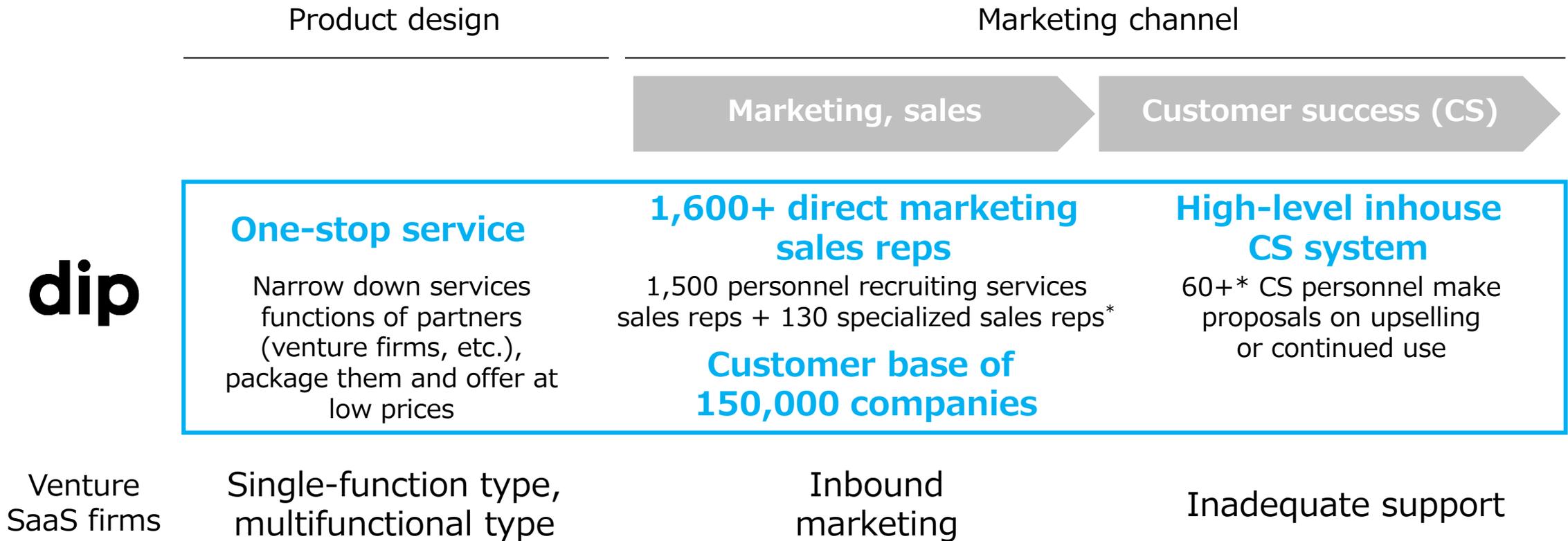
- Lack of awareness of which operations can be streamlined
- The cost and trouble associated with introducing DX
- Inability to fully utilize the functions after deploying the tools

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

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



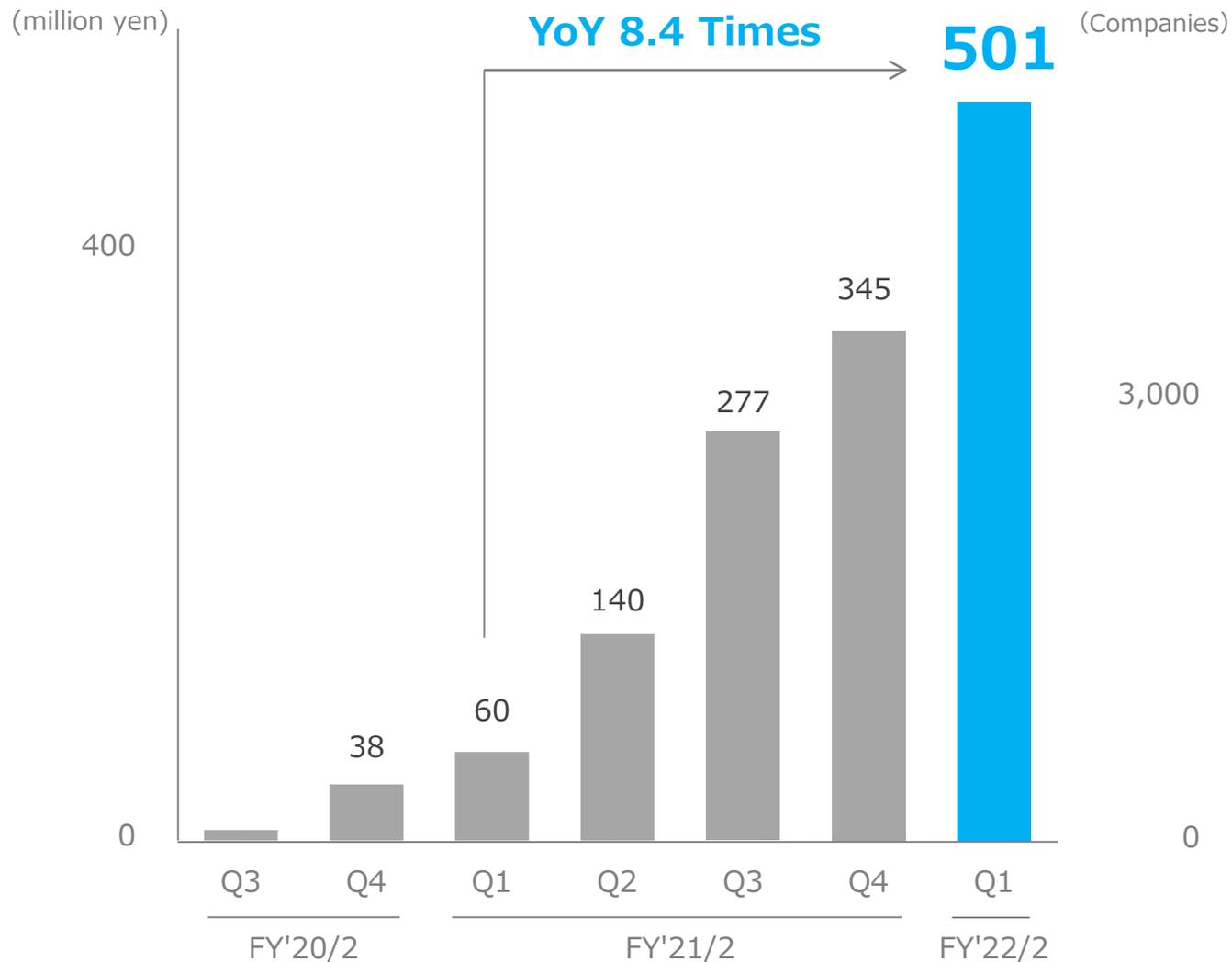
\* February 2022 estimate

## 2. FY'22/2 Q1 Segment Results ①

Sales and subscriber companies increased substantially

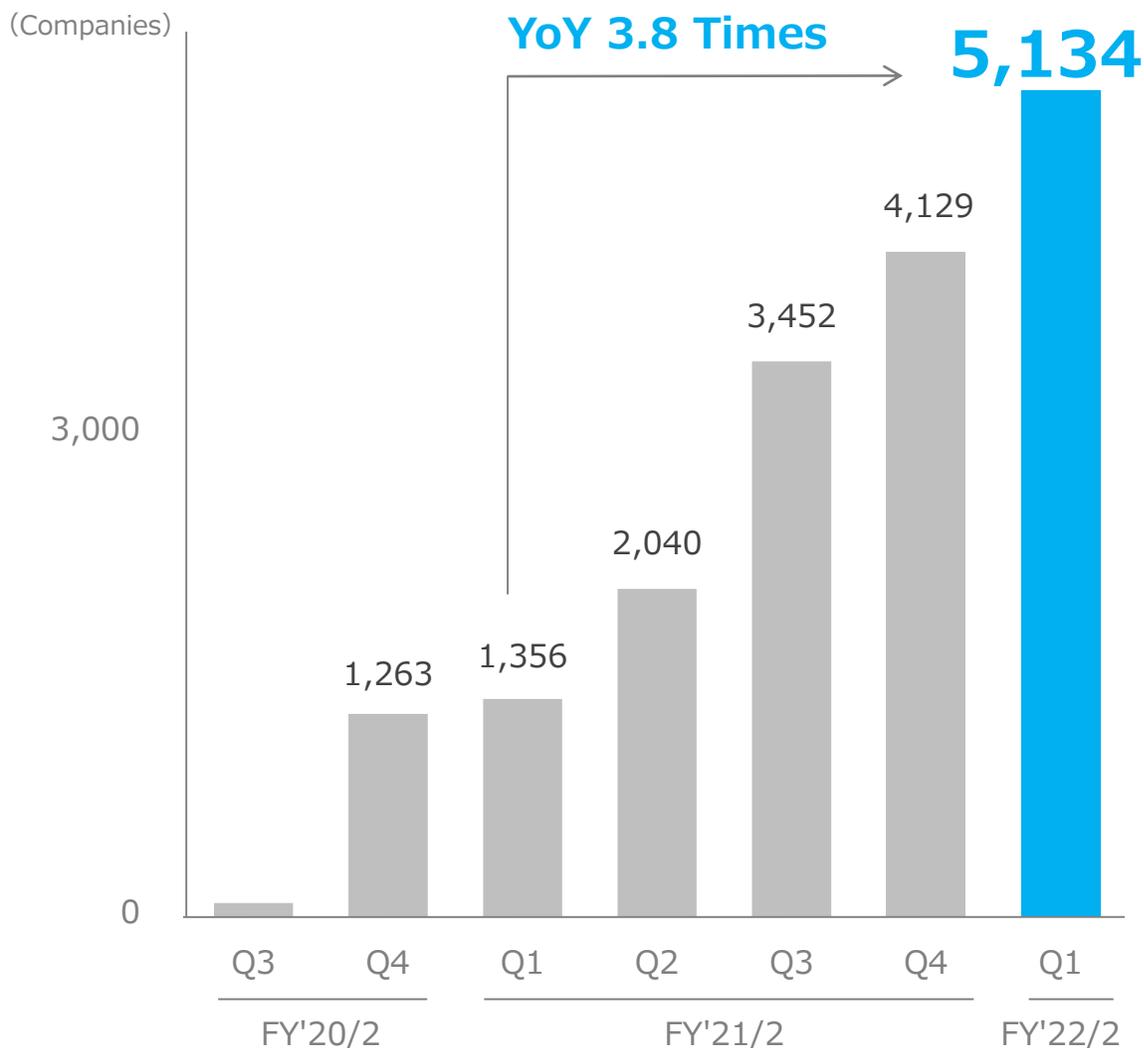
### ■ Sales\*1

(million yen)



### ■ No. of companies subject to monthly payment\*1,2

(Companies)

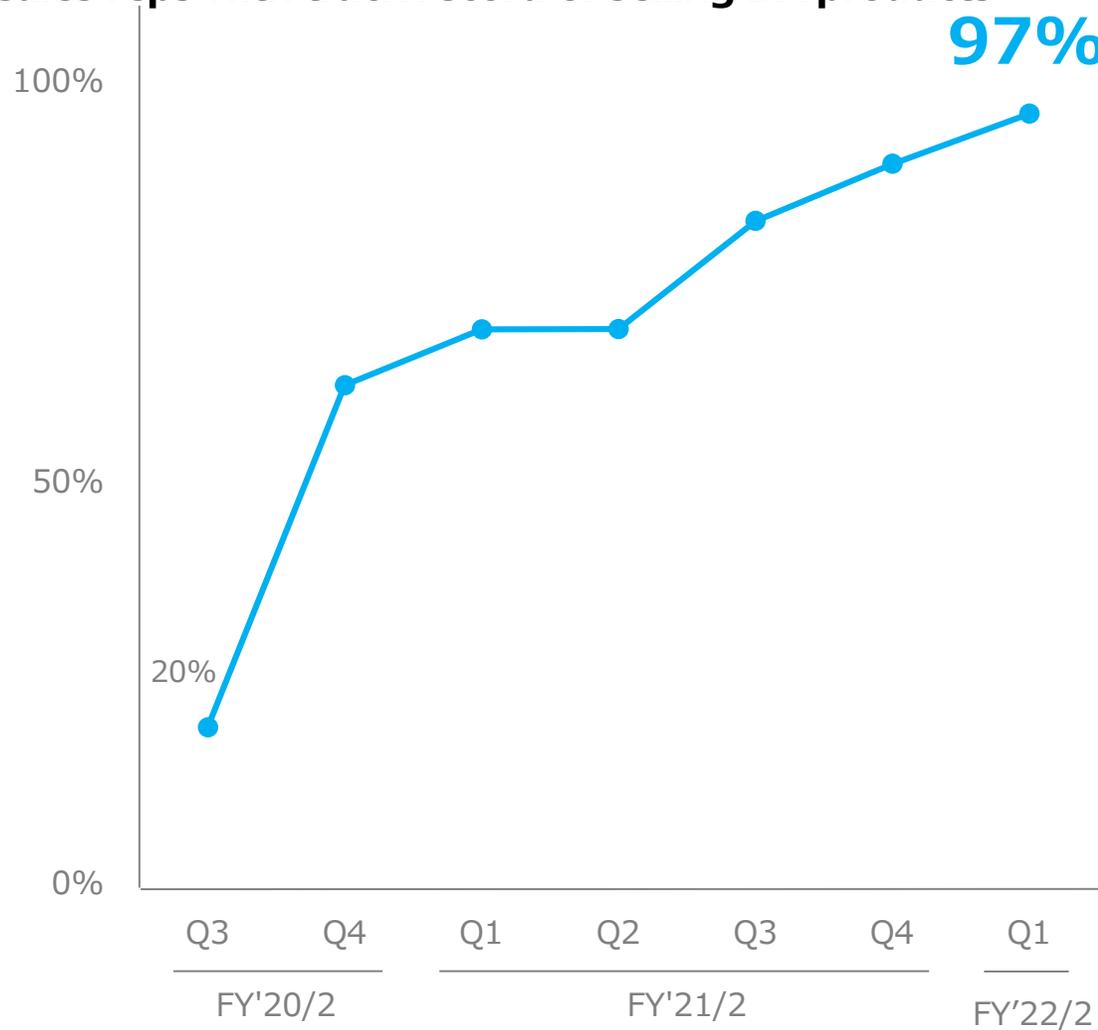


\*1 Certain services including Recruiting Page KOBOT (previous Baitoru RHP) were transferred from the personnel recruiting services business to the DX business, effective FY'22/2.

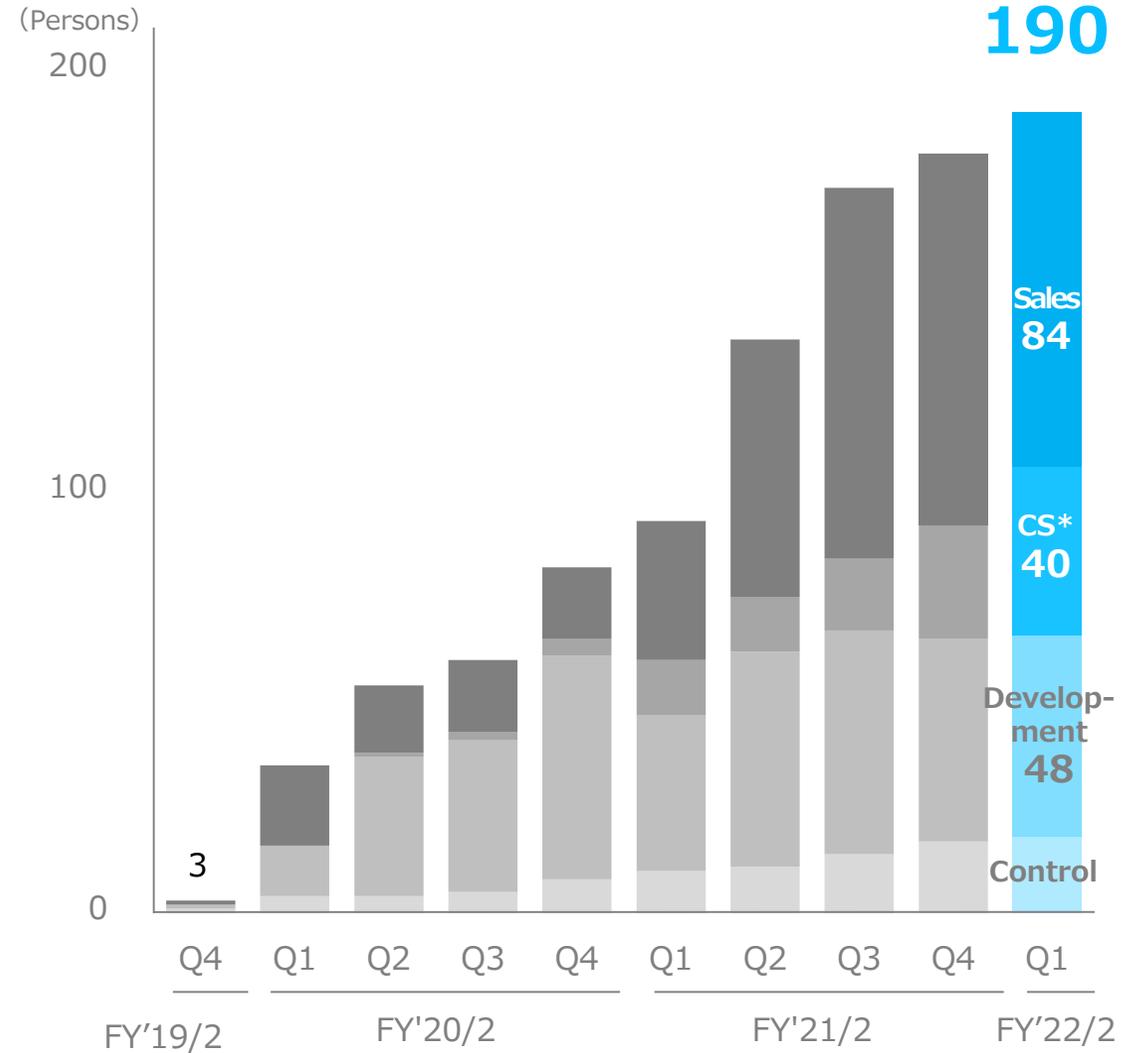
\*2 No. of companies subject to monthly payment: No. of unique companies including pay-per-use products

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

■ Percentage of personnel recruiting services sales reps with track record of selling DX products



■ Number of personnel in the DX business



## 2. FY'22/2 Q1 Segment Results ③

Major KPIs also saw progress as expected

	Feb. 2021 <sup>*1</sup> (Actual)	May 2021 (Actual)	Feb. 2022 (Target)
<b>Monthly sales</b> (vs Feb. 2021)	¥130 mn -	<b>¥160 mn</b> (+approx.¥30 mn)	<b>¥400 mn</b> (+ approx.¥270 mn)
<b>No. of companies subject to monthly payment</b> (vs Feb. 2021)	Approx. 4,700 -	<b>Approx. 4,800</b> (+approx.3%)	<b>Approx. 13,000</b> (+approx.176%)
<b>ARPU<sup>*2</sup></b> (vs Feb. 2021)	Approx. ¥29,000 -	<b>Approx. ¥33,000</b> (+approx.15%)	<b>Approx. ¥30,000</b> (+approx.2%)
<b>Subscription-based sales ratio<sup>*3</sup></b> (vs Feb. 2021)	34% -	<b>36%</b> (+approx.2pts)	<b>43%</b> (+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

## 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

### 2 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

### 3 Strengthen “customer success” system

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

# 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



## バイトル

- Job information site

## 採用ページコボット\*

- Create recruiting websites

## 面接コボット

- Automatic setting of interview date  
- Online interview tool

NEW

## 人事労務コボット

- 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 ① Baitoru

## ■ Sales

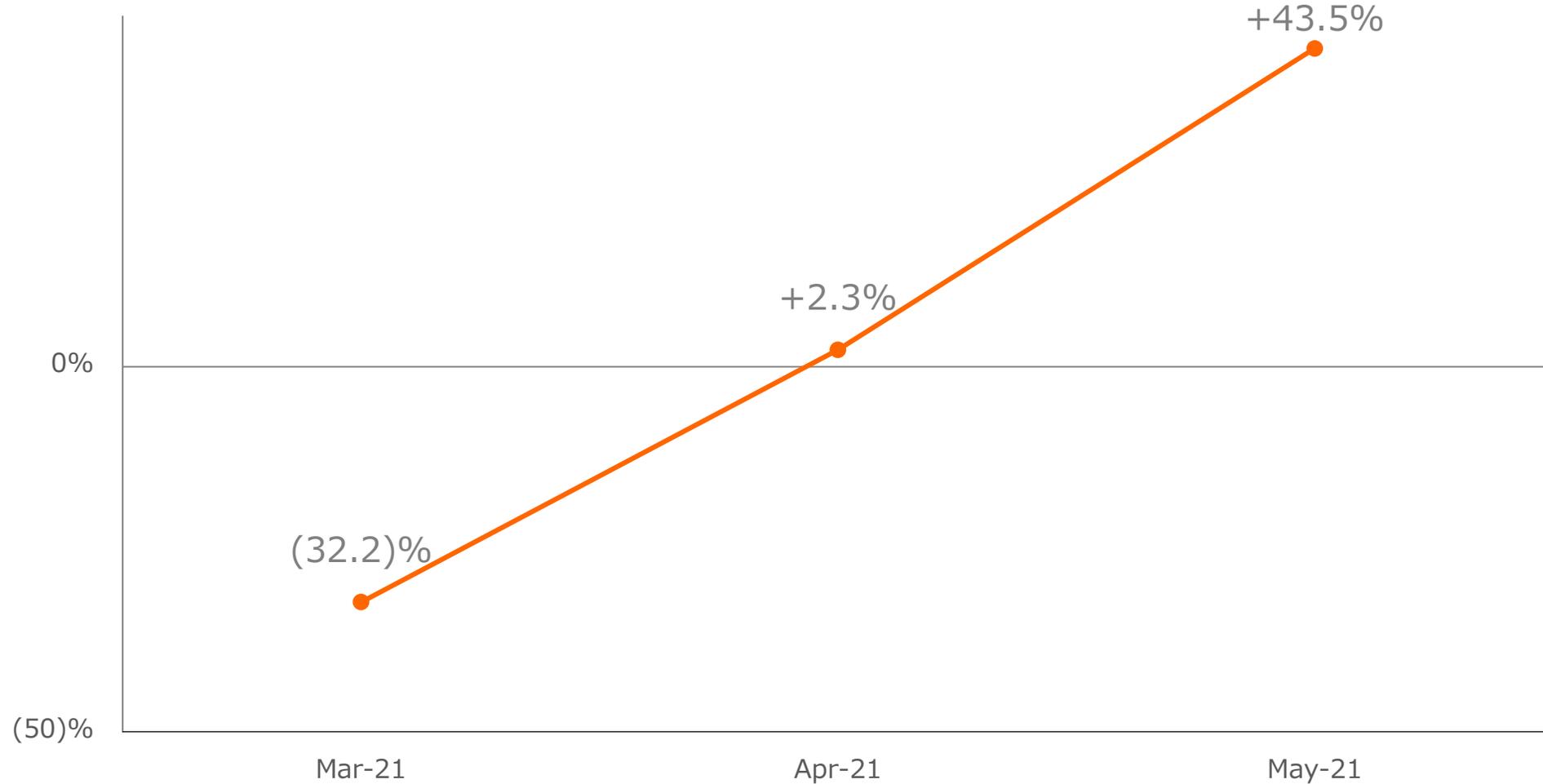
(Million Yen)

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

\* Includes sales from Baitoru NEXT

1. FY'22/2 Q1 Segment Results ② 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

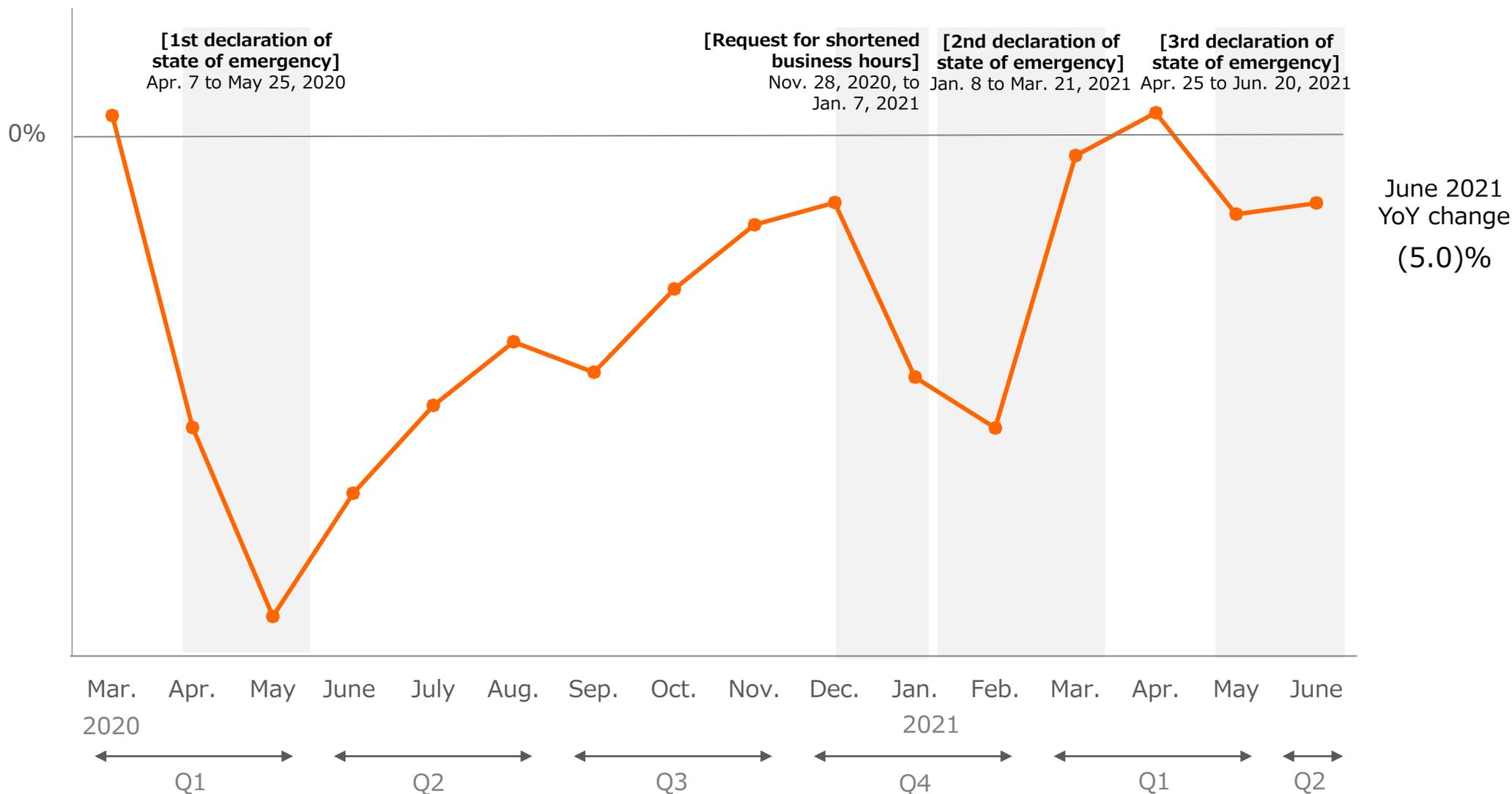


\* Includes sales from Baitoru NEXT

(Reference)

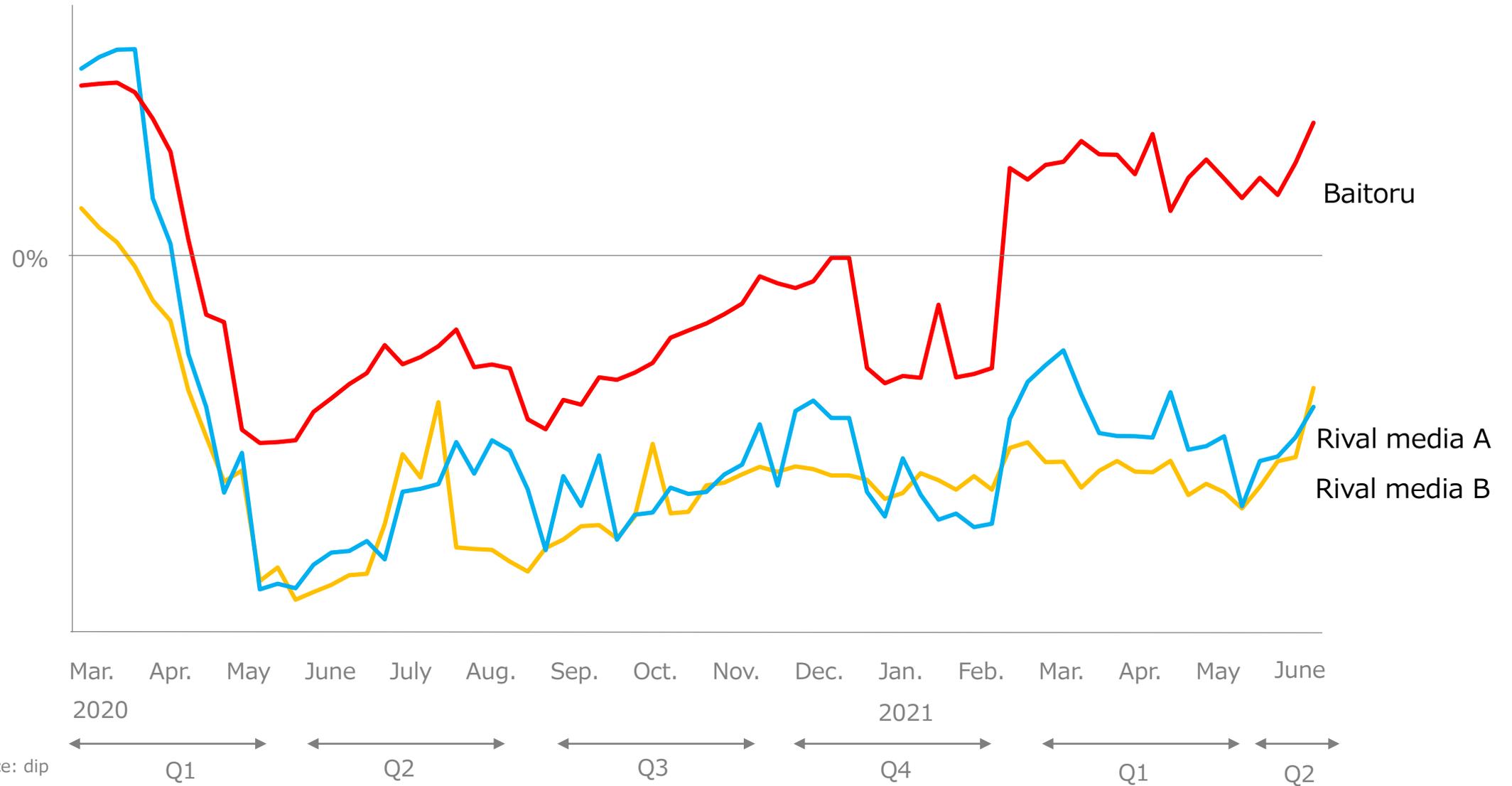
Impact of the third state of emergency declaration is limited. Number of contracted companies trending toward recovery after bottoming out in May 2021.

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



\* Includes companies with Baitoru NEXT and Recruiting Page KOBOT contracts

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



\*Source: dip

■ **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

## ■ Sales

(Million Yen)

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

- 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 ①

### 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](https://www.youtube.com/channel/UCPDamdPpvBfQH_tGZWByHKA)

[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



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

dip 自分らしくはたらく  
はたらこねっと



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

1

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

2

With a new service Baitoru PRO, we will seize the specialized jobs sector that faces a serious labor shortage

# バイトPRO

資格・経験を活かして働く

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



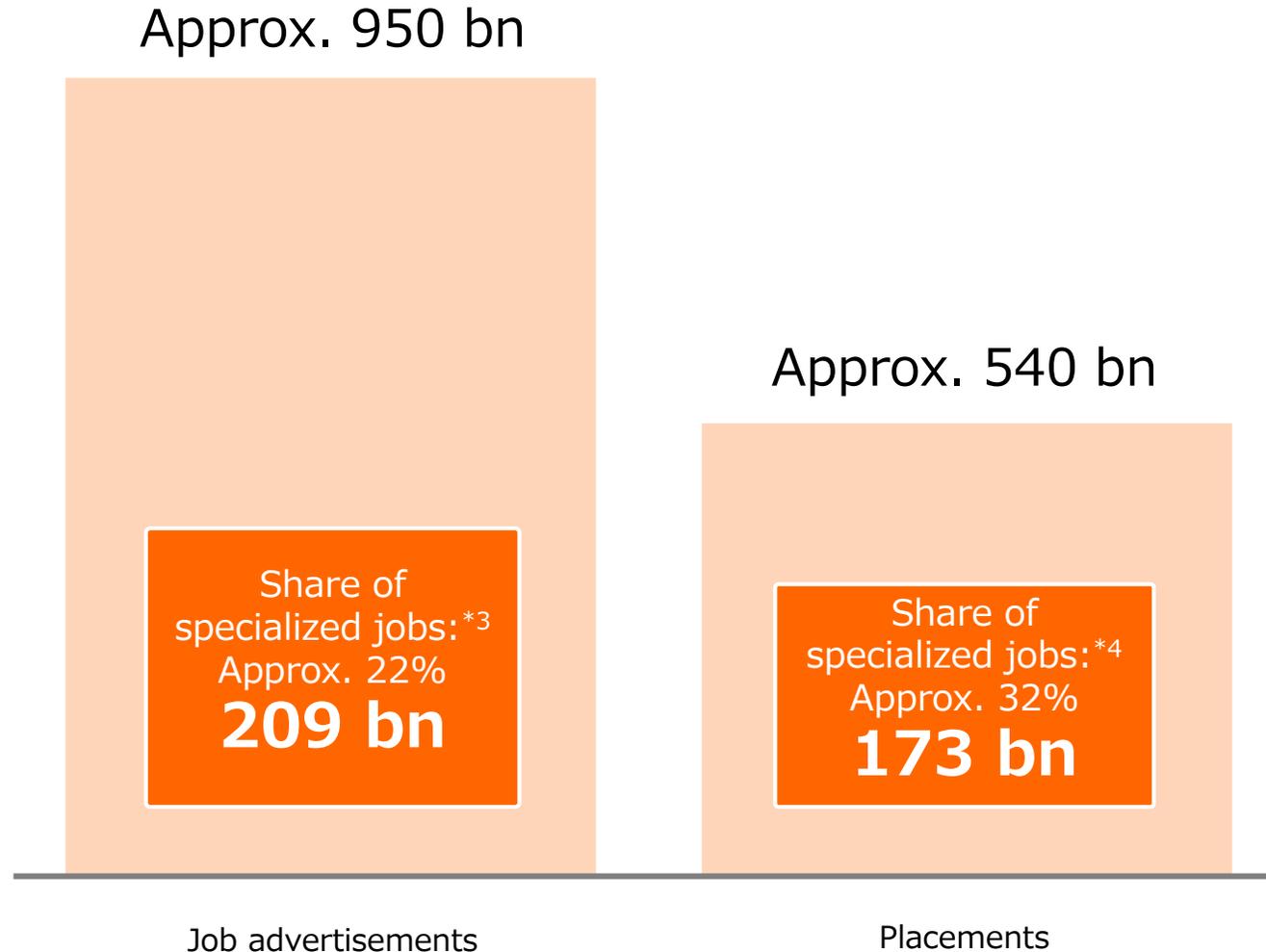
A comprehensive job information site for specialized jobs in industries that face serious labor shortage  
(Launched on May 19, 2021)

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

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

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

(Yen)



Market size of specialized jobs\*2

# ¥382 bn

(Estimate)

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

## 2. New Service: Baitoru PRO ②

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.



**バイトILPRO**

経験・スキル・資格を活かして働く

美容

Beauty care

保育

Childcare

医療

Healthcare

介護

Nursing care

Web/IT

WEB/IT

飲食

Restaurant

## 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](https://www.youtube.com/channel/UCPDamdPpvBfQH_tGZWByHKA)

6

## **Initiatives to Improve Corporate Value**

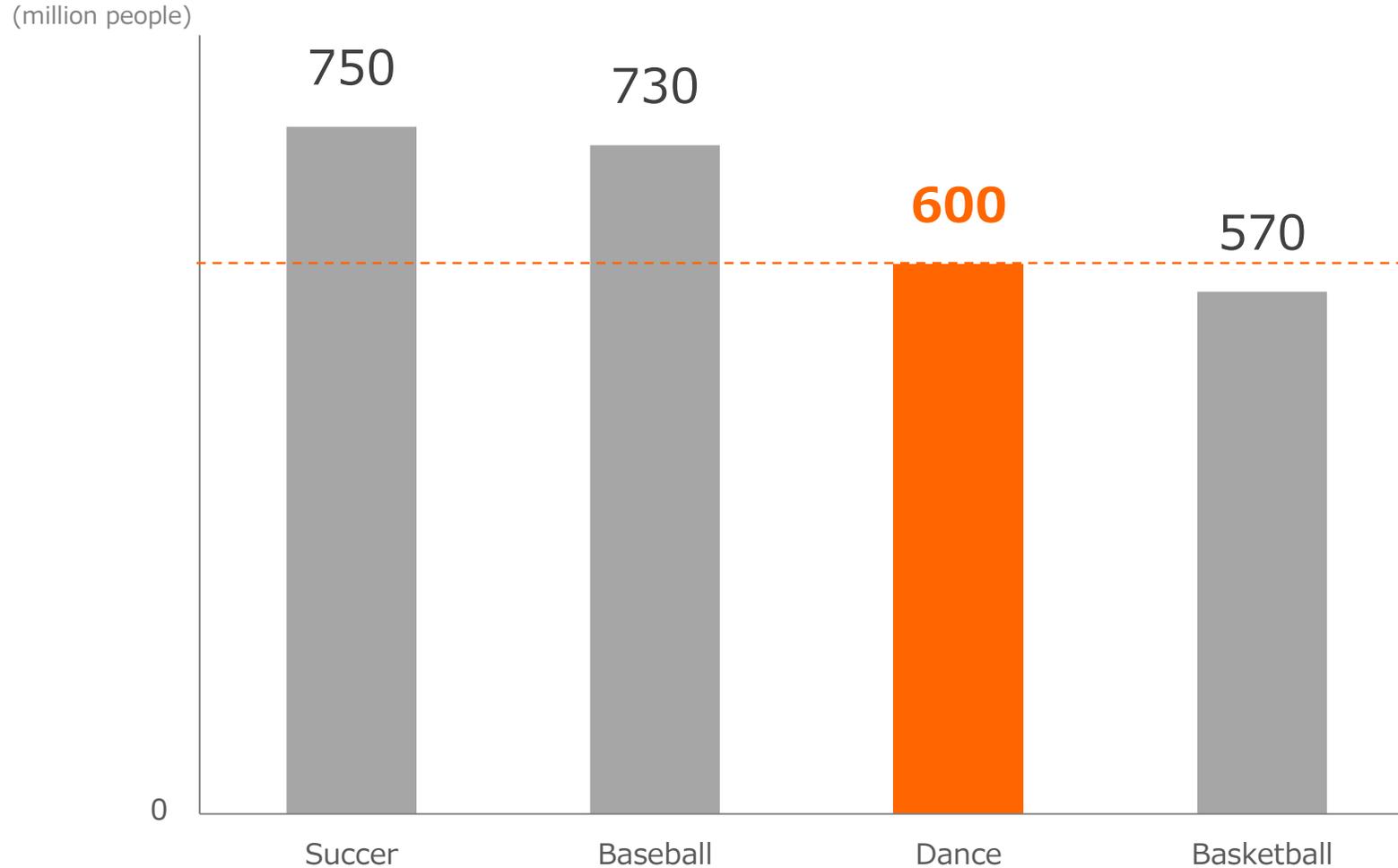
1. Improve Corporate Value
2. Initiatives against COVID-19

## Kick-off of “dip BATTLES”

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



### ■ 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.

## 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





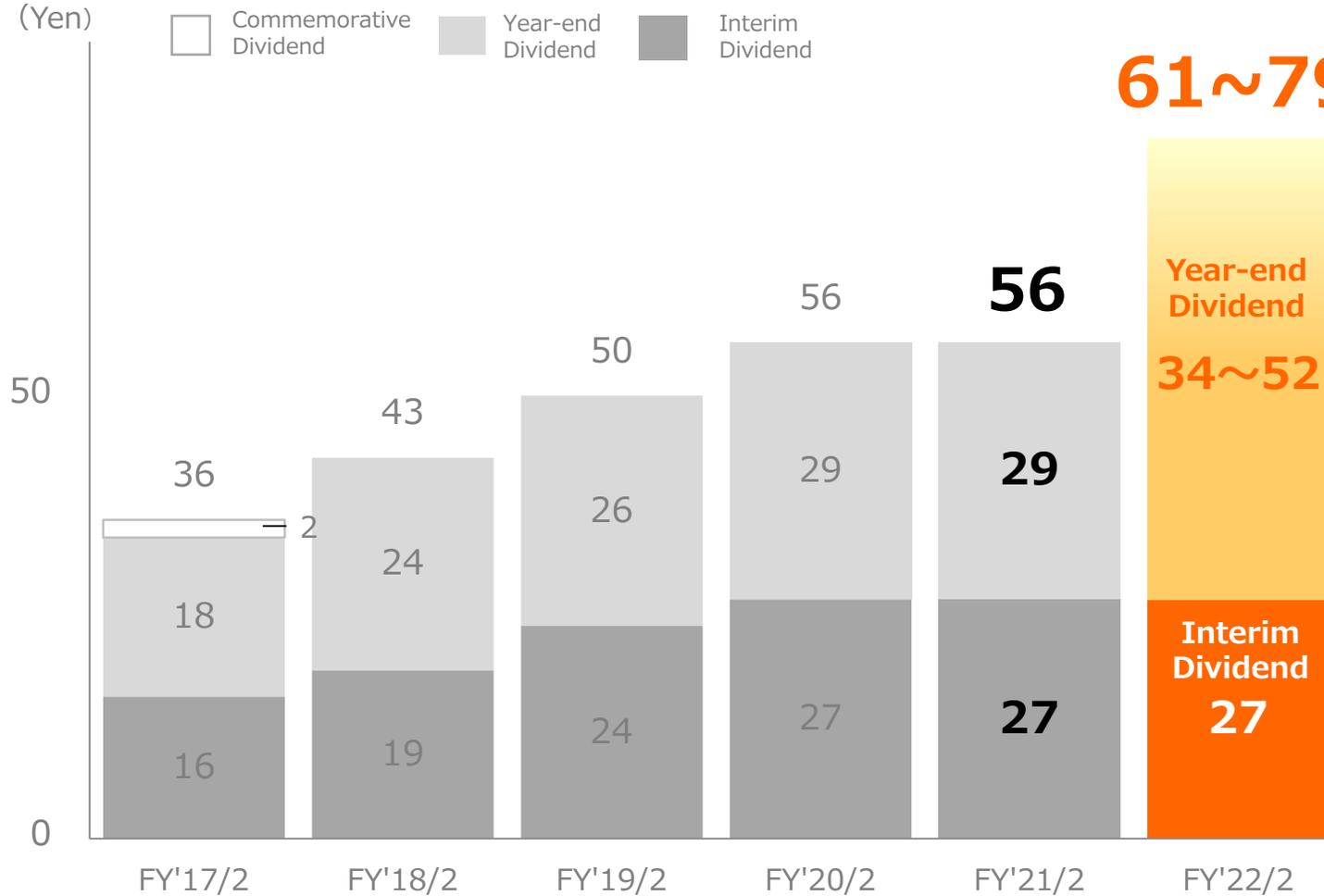
## Shareholder Return

## dip's dividend policy

# The dividend payout ratio : 50%

- dip will continue to pay dividends twice a year (interim and year-end) while maintaining the internal reserves necessary to make investments for future corporate growth.
- Starting from the interim dividend of 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.

■ Dividend per share



- **Interim: ¥27 (forecast)**  
The same amount as the interim dividend in FY'20/2.
- **Year-end: ¥34~52 (forecast)**  
A payout ratio of 50%



## Appendix

Company name	dip Corporation
Established	March 1997
Representative	Hideki Tomita, Executive President & CEO
Location	3-2-1 Roppongi, Minato-ku, Tokyo
Capital	¥1,085 million (As of end of February 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 ①

### 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 ②

### Balance sheet

(Million yen)

	FY'21/2 (As of February 28,2021)	FY'22/2 Q1 (As of May 28, 2021)	Comparison to the previous year
<b>Assets</b>	<b>35,869</b>	<b>37,266</b>	<b>+1,397</b>
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)
<b>Liabilities</b>	<b>4,691</b>	<b>6,424</b>	<b>+1,733</b>
Current liabilities	3,576	5,248	+1,672
Non-current liabilities	1,114	1,175	+61
<b>Net Assets</b>	<b>31,178</b>	<b>30,841</b>	<b>(336)</b>
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)

## 2. FY'22/2 Q1 Financial Results ③

### Statement of cash flows

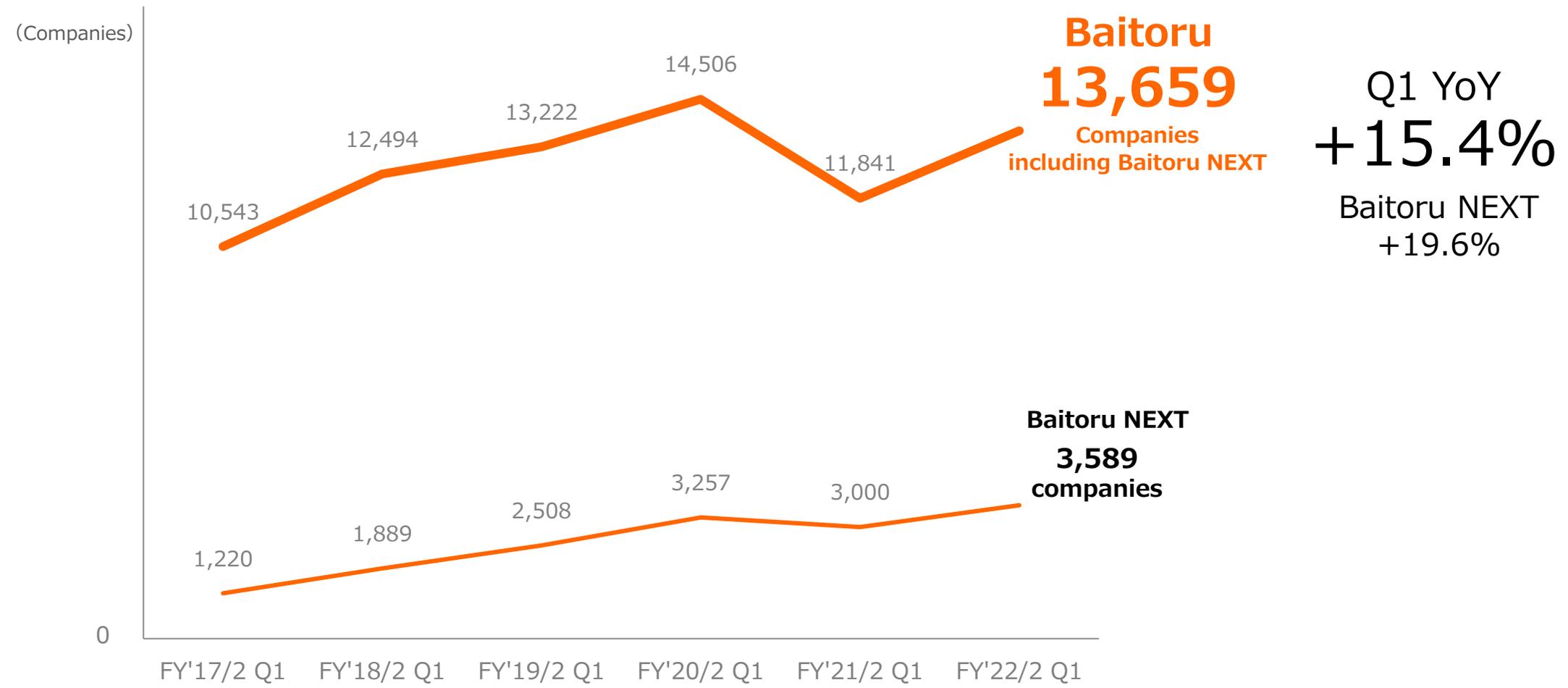
(Million yen)

<b>Cash and cash equivalents at beginning of period</b>		<b>12,462</b>		
<b>Operating activities</b>		<b>+4,190</b>		
<b>Investment activities</b>	Purchase of intangible assets		<b>(883)</b>	<b>(941)</b>
	Purchase of investment securities		<b>(50)</b>	
	Other		<b>(8)</b>	
<b>Financing activities</b>	Dividends paid		<b>(1,627)</b>	<b>(1,539)</b>
	Other		<b>+88</b>	
<b>Cash and cash equivalents at end of period</b>		<b>14,172</b>		

### 3. FY'22/2 Q1 Segment Results ①

#### Number of subscriber companies at Baitoru

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

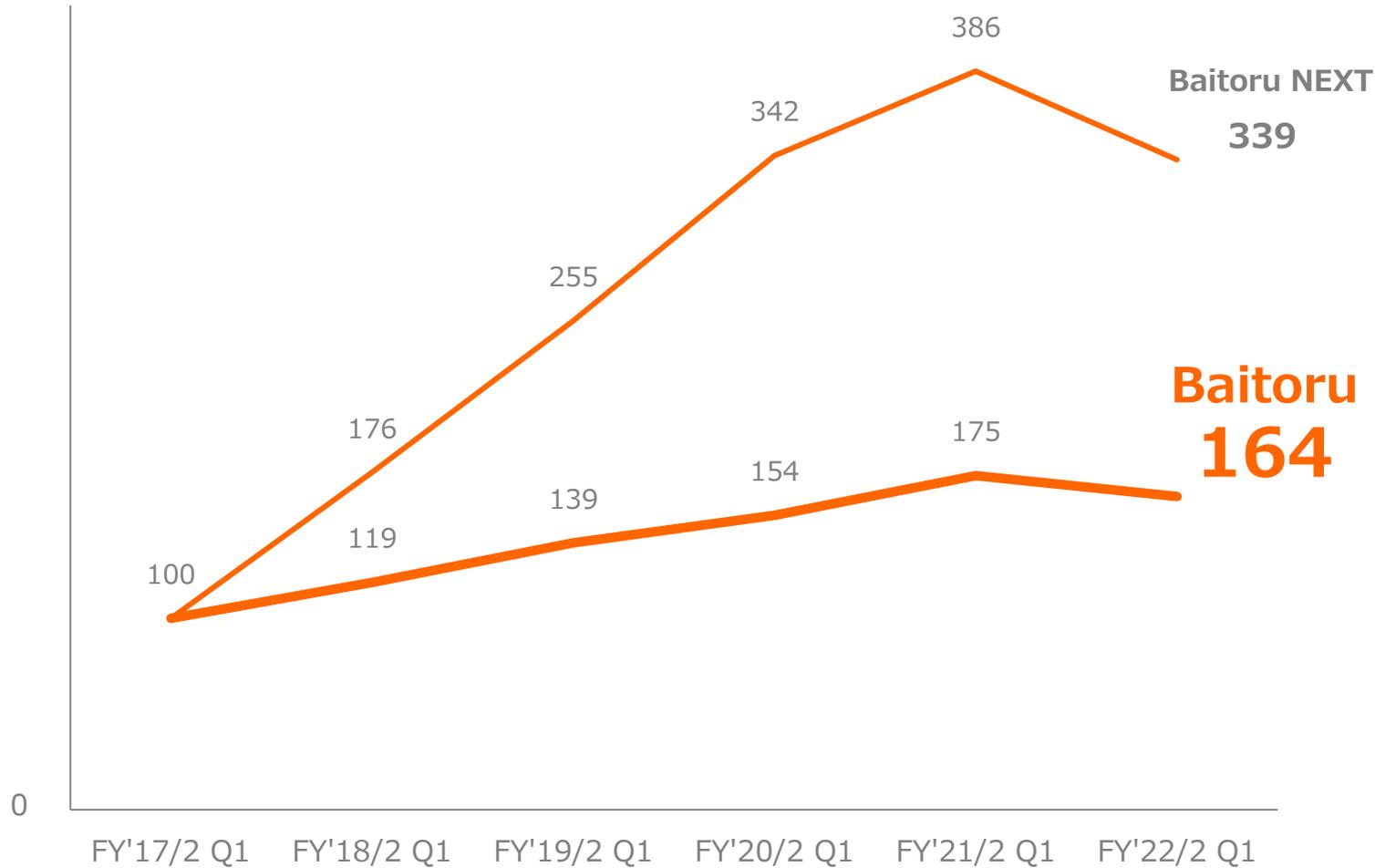


\* Includes companies with Baitoru NEXT and Recruiting Page KOBOT contracts.  
FY'22/2 Q1 doesn't include companies with Recruiting Page KOBOT contracts.

### 3. FY'22/2 Q1 Segment Results ②

#### Number of applications at Baitoru

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



Q1 YoY  
**-6.2%**  
Baitoru NEXT  
-12.0%

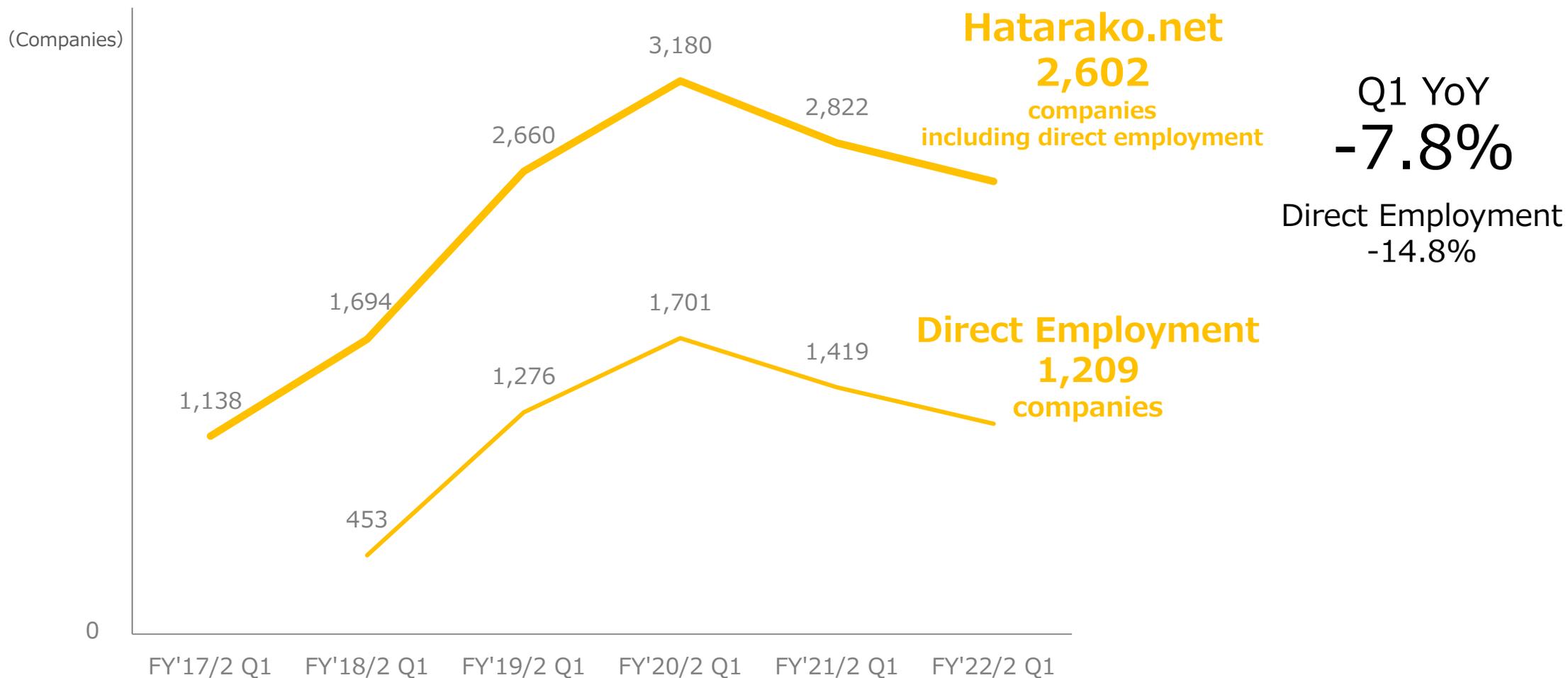
**Baitoru**  
**164**

\* Includes applications at Baitoru NEXT

### 3. FY'22/2 Q1 Segment Results ③

#### Number of subscriber companies at Hatarako.net

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

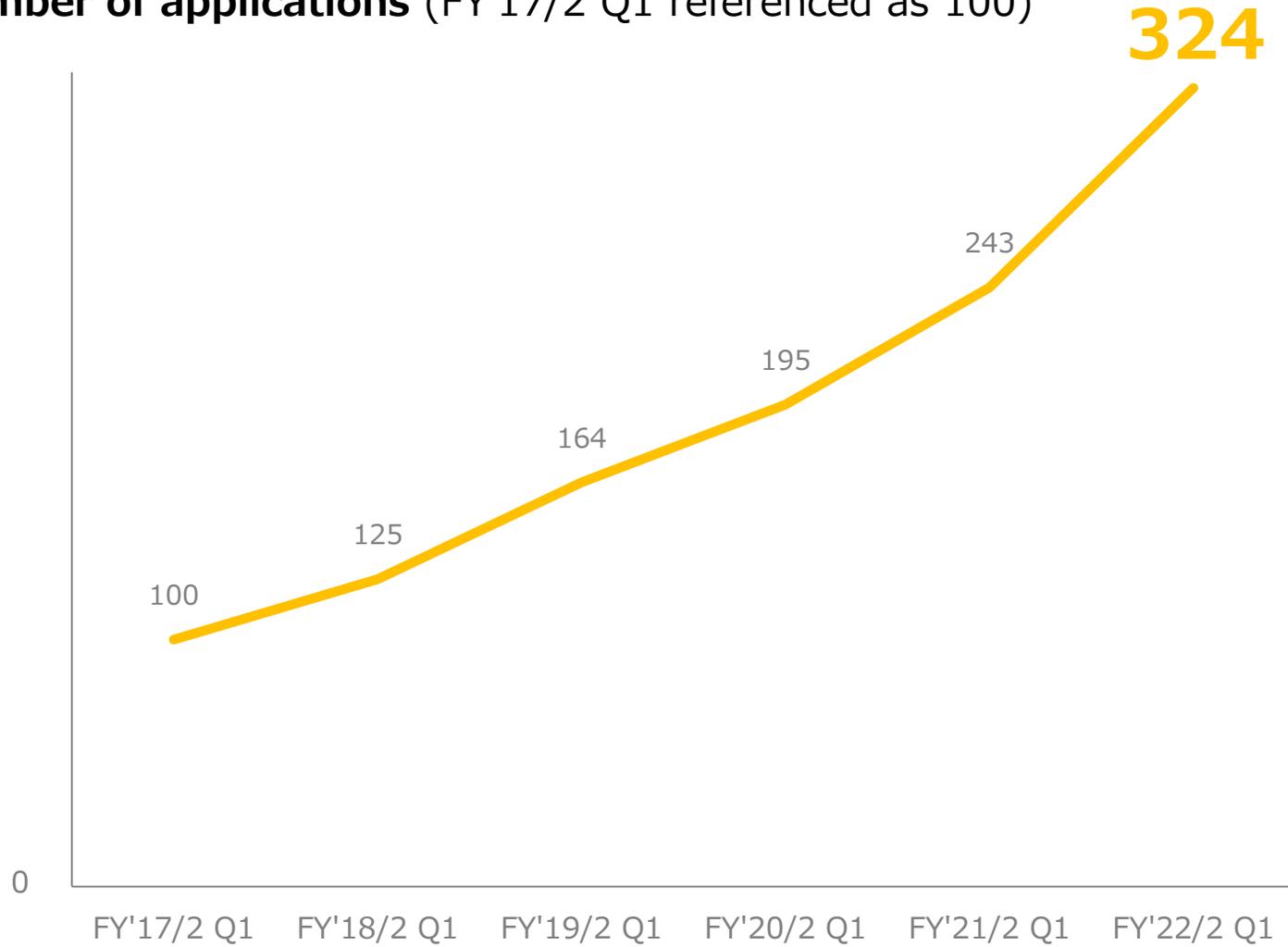


\* FY'22/2 Q1 doesn't include Recruiting Page KOBOT contracts.

### 3. FY'22/2 Q1 Segment Results ④

#### Number of applications at Hatarako.net

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



Q1 YoY  
**+ 33.4%**

### 3. FY'22/2 Q1 Segment Results ⑤

#### Sales at Nurse de Hatarako

#### ■ Sales

(Million yen)

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

### Business strategies

**1 Human work force**



Matching jobs quicker than anywhere else

**2 Digital labor force**



DX for anyone, anywhere

**3 New businesses**



Societal improvement through businesses based on SDGs.

**4 Sales**

Hybrid sales

**5 Marketing**

No.1 web recognition

**6 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**

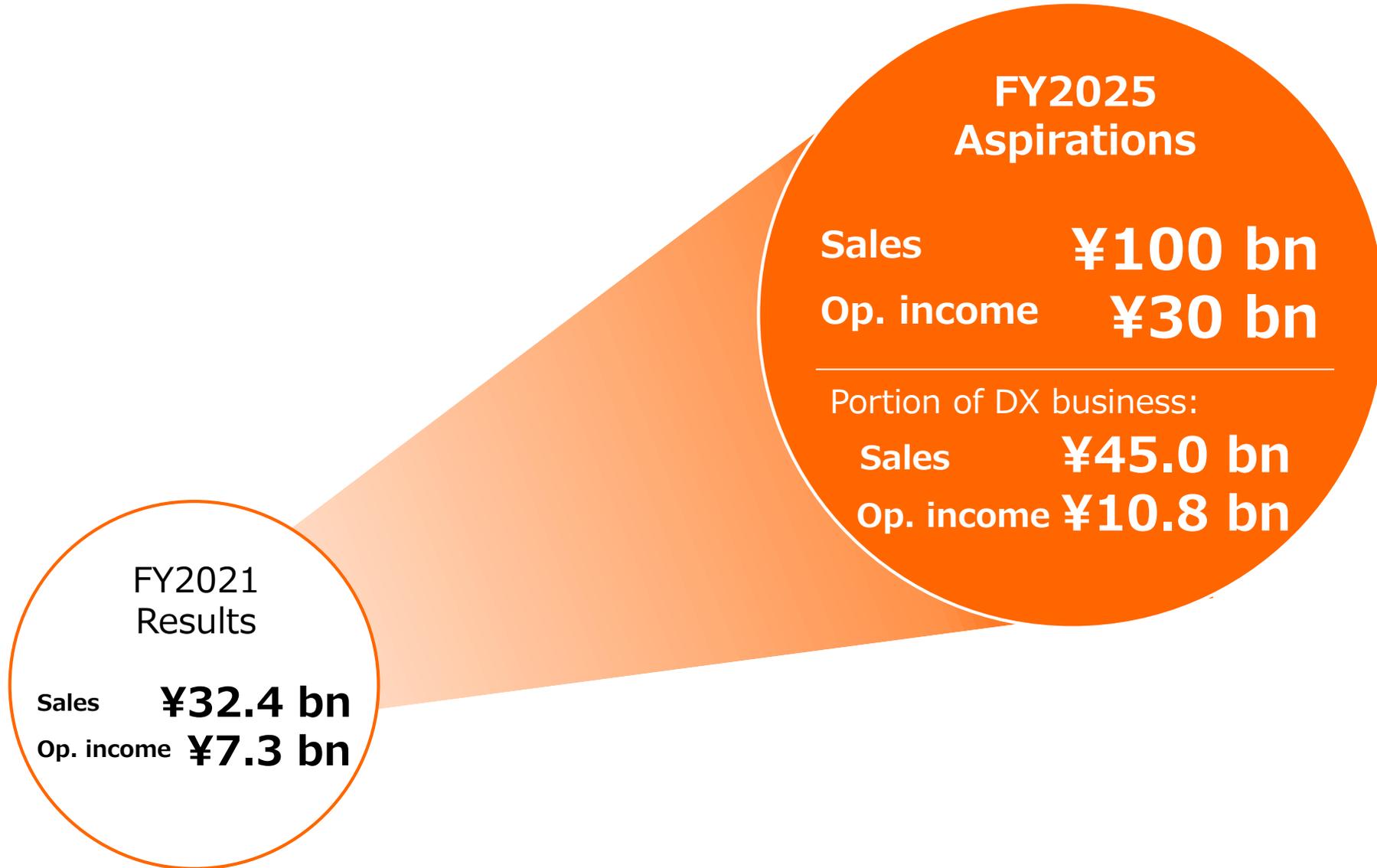
A medium-term strategy requiring all employees to learn, implement and change

### Business foundations

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

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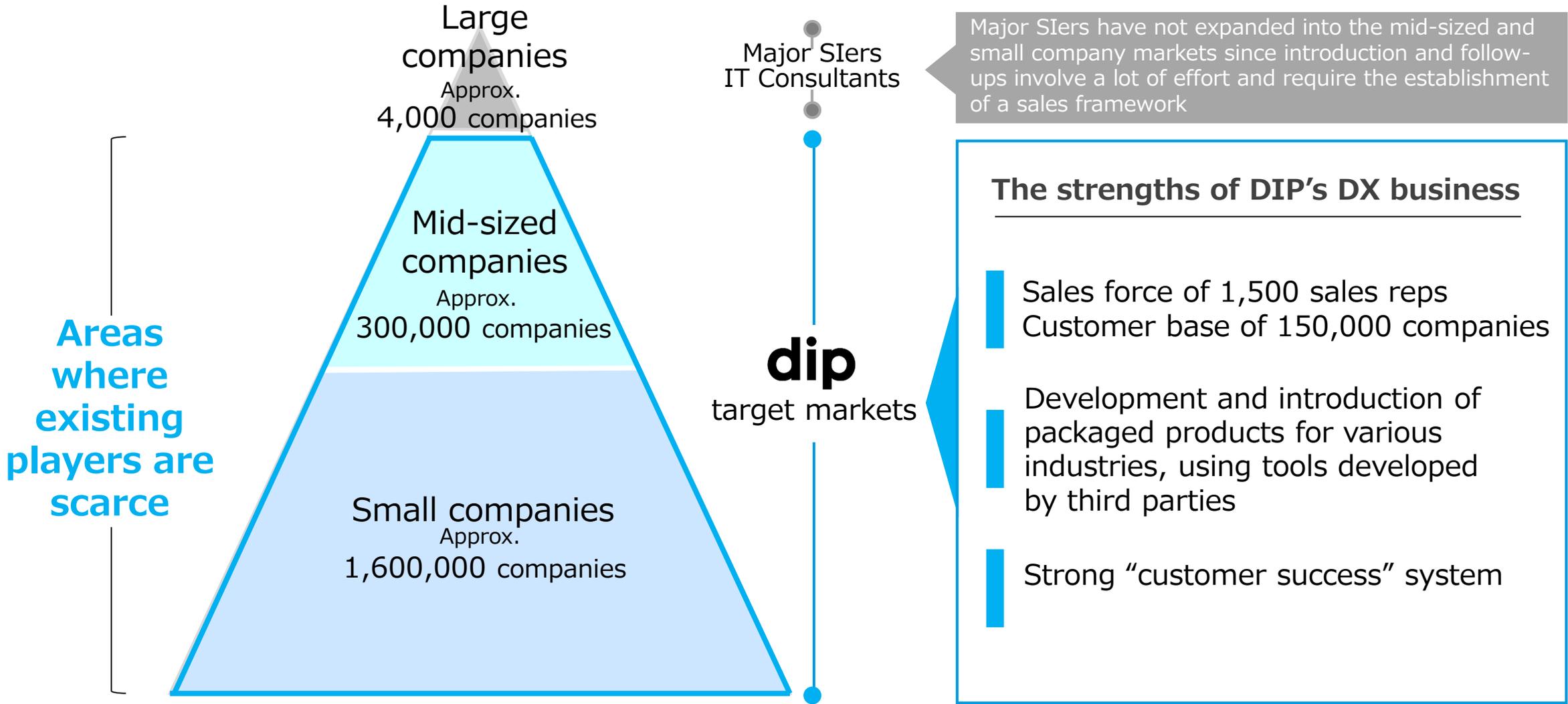
### High-quality job postings supported by direct marketing sales

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

### Job seekers (users) with existing and potential needs

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

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



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

Corporate philosophy

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

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

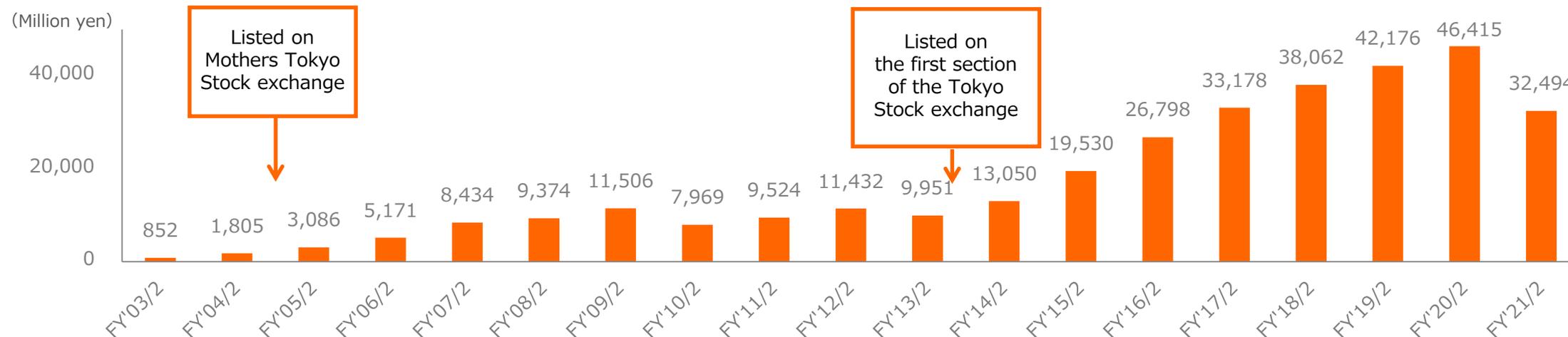
**SUSTAINABLE DEVELOPMENT GOALS**



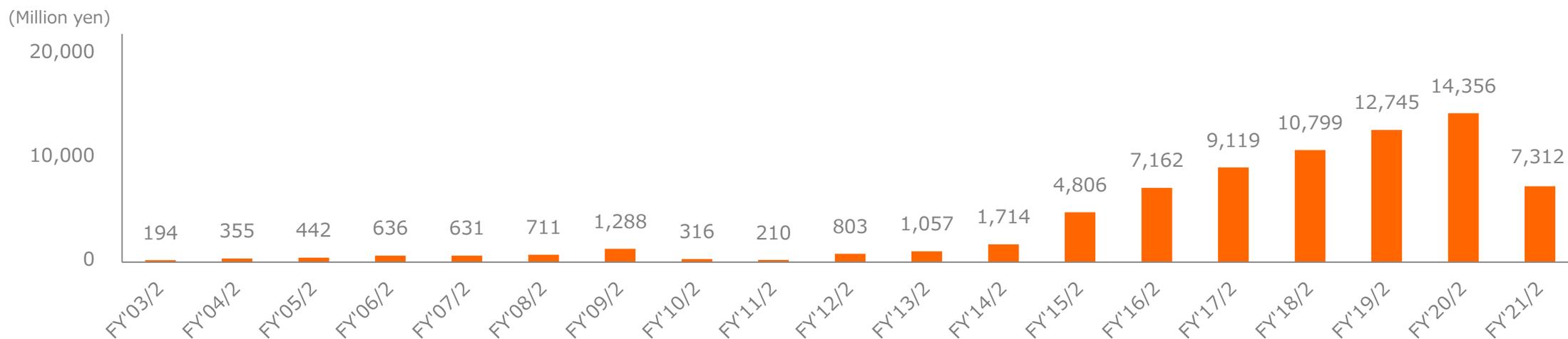
## 5. Financial results ①

### Operating results (Company-wide sales and operating income)

#### ■ Sales



#### ■ Operating income

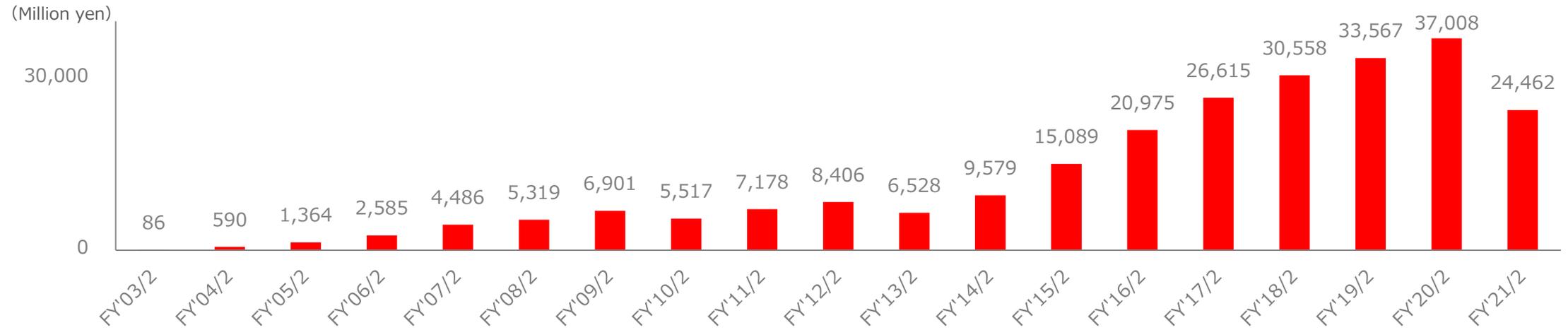


Note: dip has adopted consolidated accounting, starting from the third quarter of the fiscal year ended February 2021.

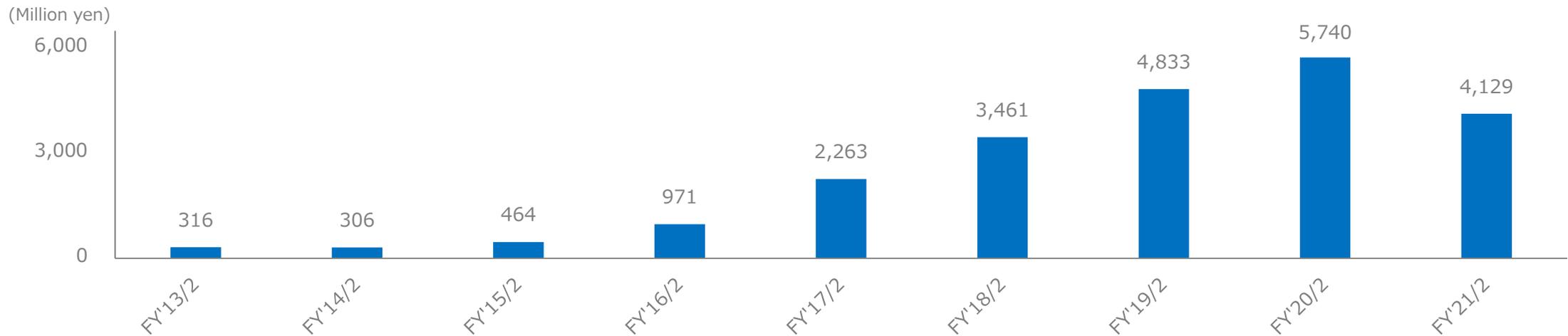
## 5. Financial results ②

### Operating results in the personnel recruiting services business

#### ■ Sales at Baitoru (Includes sales from Baitoru NEXT)



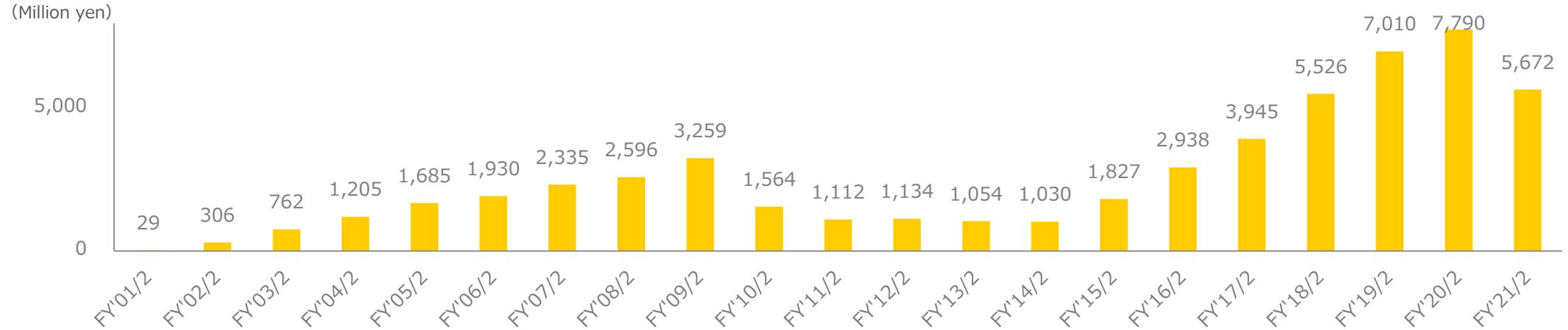
#### ■ Sales at Baitoru NEXT



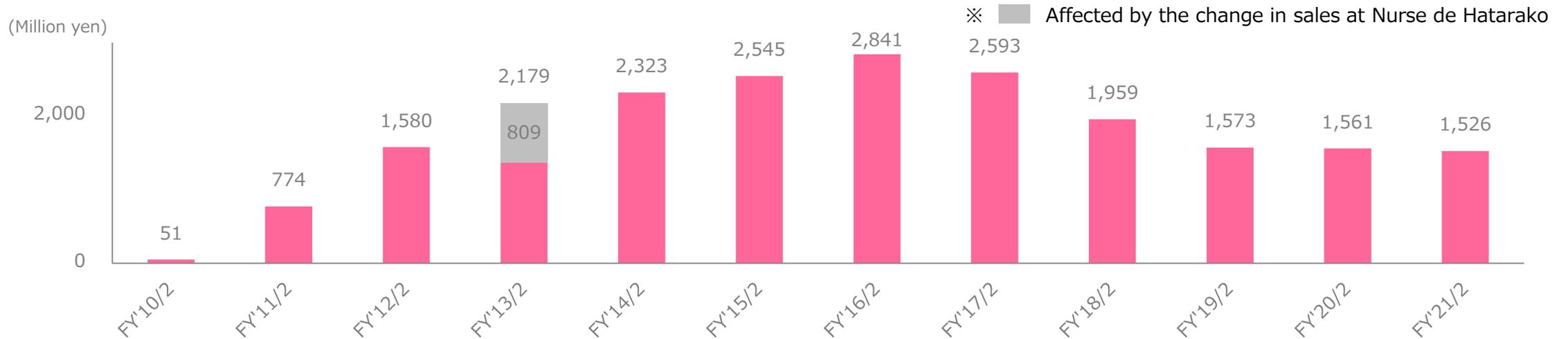
## 5. Financial results ③

### Operating results in the personnel recruiting services business

#### ■ Sales at Hatarako.net



#### ■ Sales at Nurse de Hatarako



Name	Fee	Summary
<b>面接コボット</b> Interview KOBOT	30,000 yen/month ~	<ul style="list-style-type: none"><li>• Automatically handles everything from accepting applications to setting interview dates and times on behalf of the hiring manager</li><li>• Also offers an online interview function</li></ul>
<b>人事労務コボット</b> Personnel Administration KOBOT	20,000 yen/month ~	<ul style="list-style-type: none"><li>• Complete the hiring process by smartphone Smooth recruiting and start of work process</li></ul>
<b>HRコボット</b> HR KOBOT	40,000 yen/month ~	<ul style="list-style-type: none"><li>• Application handling, sales packs, etc. Automation of regular operations for staffing agencies</li></ul>
<b>不動産コボット</b> Real Estate KOBOT	20,000 yen/month ~	<ul style="list-style-type: none"><li>• Automate the process of acquiring property information from brokers and registering it in the core system</li></ul>

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.

## 面接コボット

### Interview KOBOT



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

## 6. DX Business Overview ③

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.

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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

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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.

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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

## DX Business

By work type

"DX for anyone, anywhere"

Sales



Clerical work



Hiring



Marketing



Development



IP management



By industry

Healthcare



Finance



Real estate



Entertainment



## Personnel Recruiting Services Business

"Matching jobs quicker than anywhere else"

Training



Education



## New Businesses (SDGs)

"Societal improvement as a business based on SDGs"

Environment



## 8. Initiatives in the Face of the Spread of COVID-19 ①

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

**dip**

# バイトを守れ。

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

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

ディップ株式会社 代表取締役社長 兼 CEO 富田英揮

バイトル NEXT はたらこねっと

ディップ株式会社 代表取締役社長 兼 CEO 富田英揮

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



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

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

## 8. Initiatives in the Face of the Spread of COVID-19 ②

### Implementing various support measures for users and client companies

#### Free short-term job postings<sup>\*1</sup>

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<sup>\*2</sup>

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



\*1 March 3 ~ April 30, 2020

\*2 June 18, 2020 ~

## 9. Initiatives in ESG ①

### Efforts to promote diversity

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

#### ■ Efforts to increase work opportunities for women



• Female employee ratio\*1  
**46.5 %**

• Female manager ratio\*1\*2  
**32.4 %**

• Childcare/maternity leave/take ratio \*1  
**100.0 %**

• Childcare/maternity return ratio \*1  
**87.2 %**



\*1. FY'21/2

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

## 9. Initiatives in ESG ②

Contributing to enriching society through business activities and social contribution activities

### First Shakatsu! project: Food Bank Project



Hosting a food pantry in cooperation  
with a food bank

### Regional revitalization project: Kurashi Taiken Tours



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

### Career education for children: Baitoru Kids Program



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

## 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

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