

## Dentsu and Dream Incubator Launch Business Production Support Program for the ASEAN Market

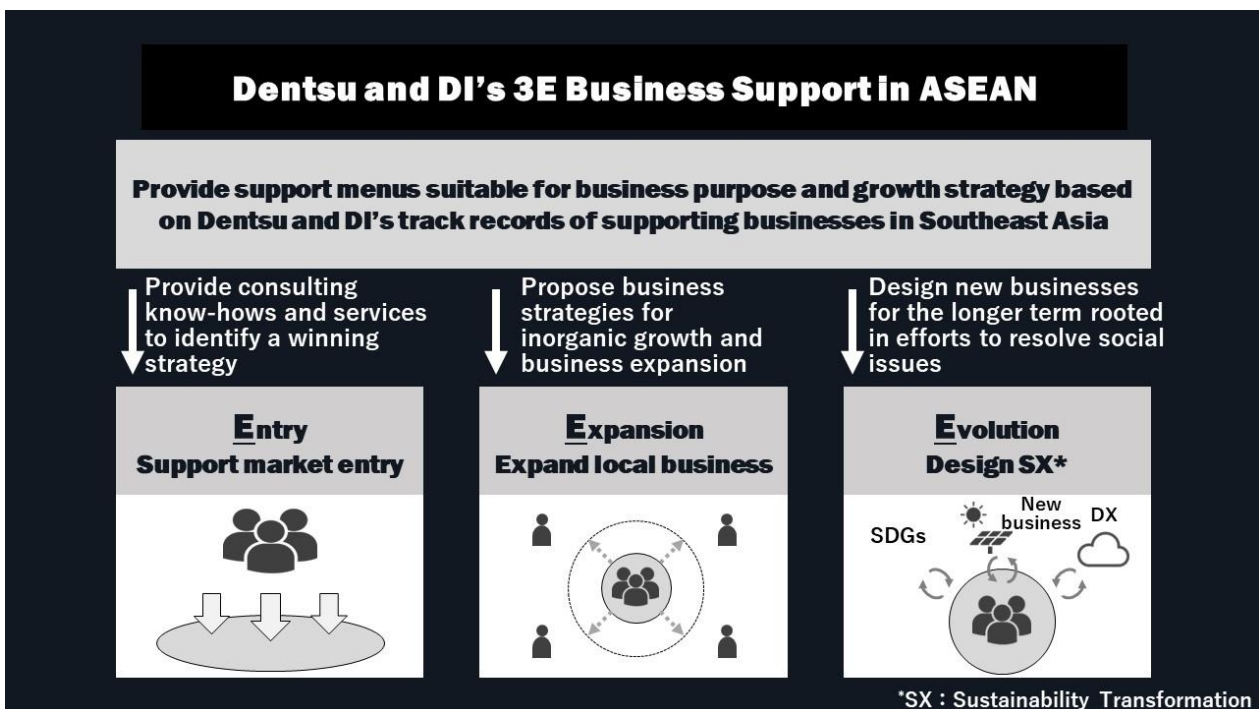
### - Business Transformation Support in Three E's -

Dream Incubator Inc. (headquartered in Chiyoda-ku, Tokyo; Representative Director & COO: Takayuki Miyake; "DI") hereby announces that today it launched Business Production Support Program through which it will provide business transformation support services in the areas of three E's in collaboration with Dentsu Inc. (headquartered in Minato-ku, Tokyo; Representative Director, President and CEO: Norihiro Kuretani, "Dentsu").

As the domestic market struggles to grow, many Japanese companies are looking to the ASEAN market in anticipation of the post-COVID era and economic recovery. Many are making a foray into the ASEAN market or expanding their existing businesses in the region, and are otherwise engaged in innovative business development endeavors. Meanwhile, ASEAN nations are transitioning from being production, processing, and trade bases to promising growth and mature markets, and with this change, they are demanding to see new business strategies and models. Further, the region has already achieved material abundance and convenience resulting from it, and now businesses that can positively affect consumer values in a more intrinsic and emotionally fulfilling way are attracting attention. For this reason, it is important to have an accurate understanding of consumer insights. Further, consumer values in the ASEAN region have also matured, and there is need for measures to address social issues like the ones included in the SDGs. However, addressing these issues in itself has many challenges.

Under these circumstances, DI and Dentsu decided to jointly launch the Business Production Support Program, a business transformation support solution that combines each company's different but complementary strengths. The program will combine DI's capabilities to discern social, industrial, and corporate issues and create new businesses that can address the issues, including through public-private partnerships, in ways not bounded by societal norms and expectations, and Dentsu's global networking, creative value-creation, and execution capabilities. The two companies will provide business transformation support from the upstream to downstream of businesses, and also from the B2B, B2C realms to the B2B2S (Business to Business to Society) space, in the areas of three E's—Entry, Expansion, and Evolution. As the first project of the program, DI and Dentsu will begin offering support services in the ASEAN market where business transformation need is high among Japanese companies, and gradually expand to other areas.

### Business Production Support Program



## Three E's of Business Production Support Program

### 1) Entry (support market entry)

With the goal of identifying the “true winning strategy,” the program will provide Dentsu’s customer insight perspective and business development capabilities from the branding perspective, and DI’s consulting know-hows and services.

### 2) Expansion (expand local business)

Toward achieving inorganic growth and business expansion driven by new perspectives and methods, the program will propose business strategies based on Dentsu’s business development expertise rooted in experience-based and creative ideas, as well as its know-hows for collaborating with fundamentally different parties.

### 3) Evolution (design SX [Sustainability Transformation] )

Utilizing Dentsu’s expertise, the program will help companies to reverse calculate their corporate value from their envisioned future for a country and provide solutions that combine technologies with ideas; design new businesses for the longer term based on efforts to resolve social issues; and support companies’ business transformation efforts.

\*Target countries include six key nations of the region, namely Vietnam, Indonesia, Thailand, Malaysia, the Philippines, and Singapore.

In May 2021, DI and Dentsu entered into a capital and business alliance. Since then, the two companies have collaborated to promote transformation of customer companies. DI will continue working with Dentsu to provide services that will lead to business transformation and value creation for customer companies in the global market, including in the ASEAN region.

#### ■ About Dentsu Inc. (<https://www.dentsu.co.jp/en/>)

Location: 1-8-1 Higashi-shimbashi, Minato-ku, Tokyo  
Established: July 1, 1901  
Capital: 10,000.00 million yen  
Representative: Representative Director, President and CEO, Norihiro Kuretani  
Business: In addition to providing various solutions for overall client marketing, Dentsu promotes the development of efficient advertising in response to changes in the digital age; designs optimal customer experiences; innovates marketing infrastructure; and transforms client business.  
We also integrate diverse capabilities that have evolved beyond the marketing domain to provide integrated solutions, which contribute to the sustainable growth of clients and society.

#### ■ About Dream Incubator Inc. (<https://www.dreamincubator.co.jp/en/>)

Dream Incubator, Inc., with a mission to “create businesses that change society,” is “The Business Producing Company” that supports the creation and growth of new businesses and industries, by combining the most universal and useful strategic consulting skills in business with the real, hands-on management skills cultivated through incubation.

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