

FY03/2027

Management Plan

May 15, 2026

Dream Incubator Inc. (stock code: 4310)

Note : This document has been translated from the Japanese original for reference purposes only.
In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

The logo consists of the letters 'DI' in a white, serif font, centered within a dark blue square background.

DI

FY03/2027 PLAN: SUMMARY

Business Producing Plan

Sales: JPY7.50bn or more, Operating Profit: JPY0.50bn or more

- On track toward the five-year goal
- Continue to **steadily advance our four Business Producing domains** to achieve sustained sales growth

In particular, we will continue to invest in building a structure for sustained high profitability

- **Strengthen recruitment and training** and plan to have 190 Business Producers by the end of FY03/2027 (an increase of 32 from the end of FY03/2026)
- In light of the rapid evolution of AI, we will expand investment in training and development to enhance the value we provide and the skills required of our personnel, and establish a support system

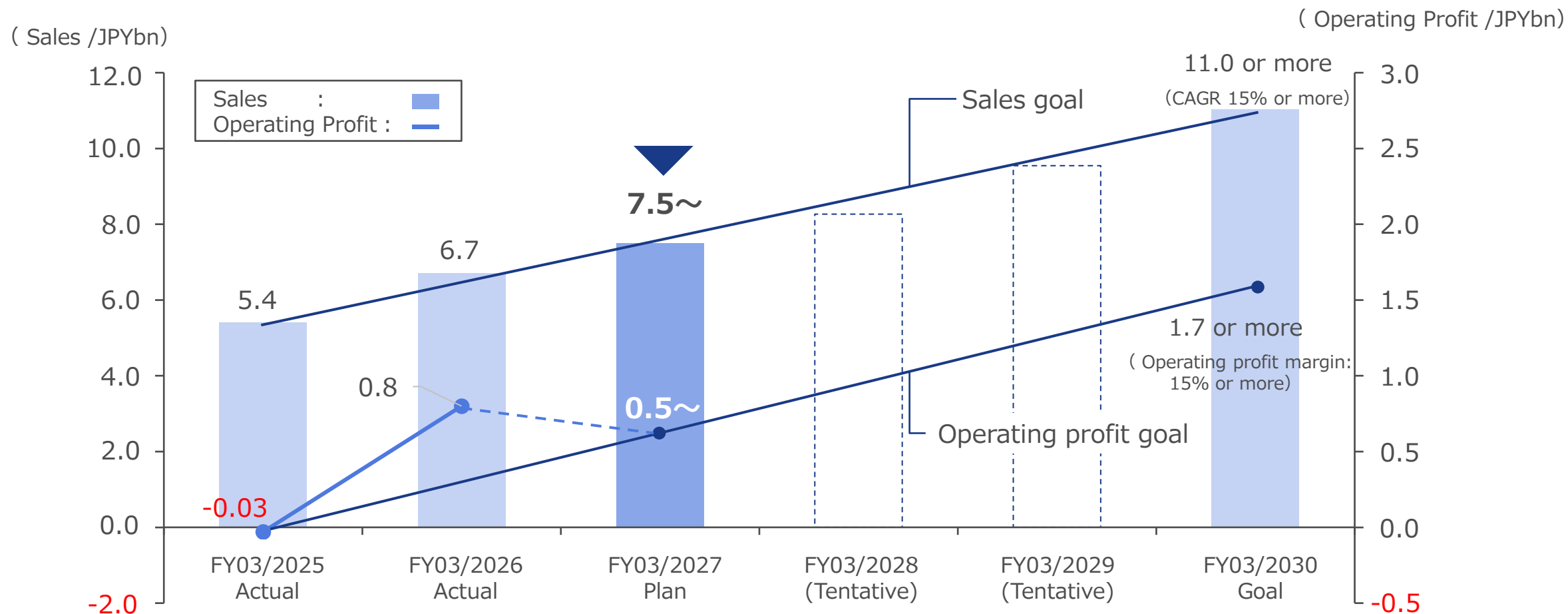
In the incubation business, we will continue to realize gains appropriately (plan is not disclosed)

We will **maintain our current shareholder return policy**

- Promote a leaner balance sheet through continuous and stable shareholder returns
- Year-end dividend forecast is JPY137/share, the same as FY03/2026, and we will consider additional dividend payments based on the progress of building the earnings base

FY03/2027 BUSINESS PRODUCING PLAN: ON TRACK TOWARD THE FIVE-YEAR GOAL

Sales JPY7.5bn or more / Operating profit JPY0.5bn or more



WILL CONTINUE TO STEADILY PROMOTE THE FOUR BUSINESS PRODUCING DOMAINS AND ESTABLISH A STRONG EARNINGS BASE

Value provided

Focus initiatives

Industry Production & Business Producing (BP)

Advancement of value provided and evolution of profit models centered on business creation

- Create new business models and strategic designs for business creation, which is DI's core competence, through the development of concepts and ideas
- Implement and practice diverse revenue models, incorporating success-based compensation and investment elements in addition to conventional fixed-fee models

Strategy & Installation (S&I)

Strengthen commitment to clients and respond to diverse management needs

- Expand beyond new business areas to address comprehensive management challenges and become a long-term partner
- Provide hands-on, end-to-end support from strategy formulation through execution and realization

Technology & Amplify (T&A)

Expansion into digital and IT domains

- Supply chain transformation support for manufacturers, support for in-house IT development, and digital implementation of Business Producing
- AI and technology implementation accompanying business transformation

Global Strategic Co-Creation (GSC)

Expand the Business Producing concept overseas

- Creating new cross-border businesses and social impact for diverse public and private clients
- In particular, in addition to strengthening the business base in India, we are also expanding global supply chain reform and inbound tourism themes

FURTHER STRENGTHENING INVESTMENT IN HUMAN RESOURCES IN LIGHT OF ENVIRONMENTAL CHANGES

Situational awareness of human resources and organizations

In an increasingly uncertain environment, business producers (BP professionals) with strong business conceptualization and execution skills will become increasingly essential

- Business conceptualization skill: Envisioning beyond existing frameworks and boundaries
- Execution skill: Accompanying challengers and involving internal and external stakeholders

Commit long term to developing BP professionals and growing the BP workforce in order to enhance the impact of Business Producing on society

- Recruitment of highly talented personnel
- Experience in diverse projects
- Long-term career development at DI

The rapid evolution of AI is also accelerating the development of BP professionals

- Greater efficiency in research and analysis operations is creating an environment where intrinsic value can be more fully demonstrated

Initiatives for FY03/2027

Strengthening recruitment

- Greater emphasis on personnel capable of demonstrating business conceptualization and execution skills
- Strengthening branding to further promote the appeal and value of BP professionals

Strengthening development and retention

- Shifting to an evaluation framework that places greater emphasis on business conceptualization and execution skills than on research and analytical skills, premised on the use of AI
- Revamping training programs to further strengthen professional awareness as BP professionals and embed skills
- Strengthening systems to establish an environment and working condition that enable long-term success

Strengthening systems

- Dedicating significant resources from front division executive officers to centrally manage planning, execution, and monitoring for recruitment, development, evaluation, and related functions



Plan to have 190 Business Producers by the end of FY03/2027

FY03/2027 FULL-YEAR PLAN OVERVIEW

	FY03/2026 Full-Year Actual (JPYbn)	▶	FY03/2027 Full-Year Plan (JPYbn)
Sales			
• Business Producing	6.78		7.5 or more
• Venture Capital	1.90		Not disclosed
Operating profit			
• Business Producing	0.81		0.5 or more
• Venture Capital	0.97		Not disclosed
<hr/>			
Business producers at end-FY	Headcount: 159		Headcount: 190
<hr/>			
Dividend per Share (Ordinary Dividend)	JPY137		JPY137

SHAREHOLDER RETURN POLICY

Promote a leaner balance sheet through **continuous and stable shareholder returns**

Implement returns while exploring growth investments including M&A

- consider dividend increase based on the progress of building the earnings base

Advance this initiative alongside sustained profit growth, **continuing to target ROE of 15% or higher* in four years (FY03/2030)**

Year-end dividend actual for
FY03/2026: JPY137/share



Year-end dividend forecast for
FY03/2027: JPY137/share

CORPORATE MISSION

Mission **Create Businesses and Change Societies**

Vision **Become the First Choice of Challengers**

Value **Advance Beyond Boundaries.**

- Envision **Beyond Boundaries** of Areas
- Formulate **Beyond Boundaries** of Customaries
- Partner **Beyond Boundaries** of Organizations
- Challenge **Beyond Boundaries** of Ourselves

DISCLAIMER

These materials contain forward-looking statements pertaining to forecasts and future strategies, which are based on information available to the Company at the time the materials were prepared. These statements are not guarantees that targets and forecasts will be reached, nor an assurance of future operating results. Future performance may vary substantially due to changes in the operating environment, downturns in performance at investee companies, share price fluctuations in the markets for financial products, and other factors.

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Dream Incubator

The Business Producing Company