



Q1 FY03/2026

Supplementary Materials for Consolidated Financial Results

August 1, 2025

Dream Incubator Inc. (stock code: 4310)

Note : This document has been translated from a part of 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.



SUMMARY

Business Producing has made a solid start toward sustained growth

Q1 FY03/2026 results

Sales: JPY2.15bn, Operating profit: JPY0.72bn, Net income: JPY0.66bn

Business Producing

Sales: JPY1.36bn (+24% YoY), Operating Profit: JPY0.05bn (+ JPY0.37bn YoY)

- A solid start toward the plan (Sales: JPY6.2bn or more, Operating profit: JPY0.3bn or more)
 - Continuous orders from existing customers remain strong
 - In addition to our conventional new business development, projects supporting transformation of existing businesses are also accumulating, contributing to sales growth

Incubation (Venture Capital)

Sales: JPY0.79bn, Operating Profit: JPY0.67bn

- divestment of one company
- Recognition of income from invested funds

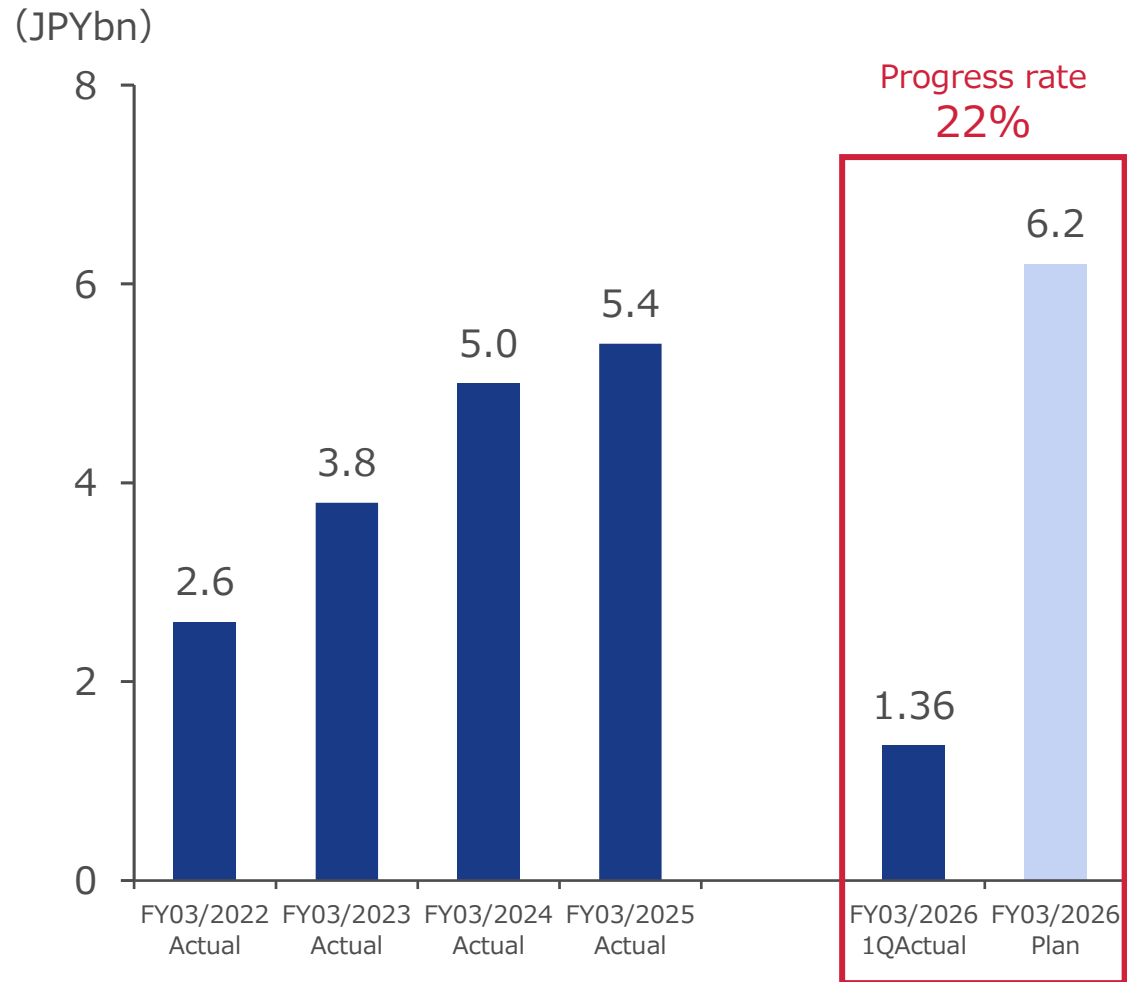
■ Q 1 FY03/2026 CONSOLIDATED P&L

	Q1 FY03/2025 (JPYbn)	Q1 FY03/2026 (JPYbn)	YoY change (%)
Sales	1.62	2.15	+ 33
• Business Producing	1.10	1.36	+ 24
• Venture Capital	0.52	0.79	+ 52
Operating profit	0.04	0.72	+1398
• Business Producing*	-0.32	0.05	—
• Venture Capital*	0.37	0.67	+78
Recurring profit	0.05	0.76	+1239
Net income	-0.07	0.66	—

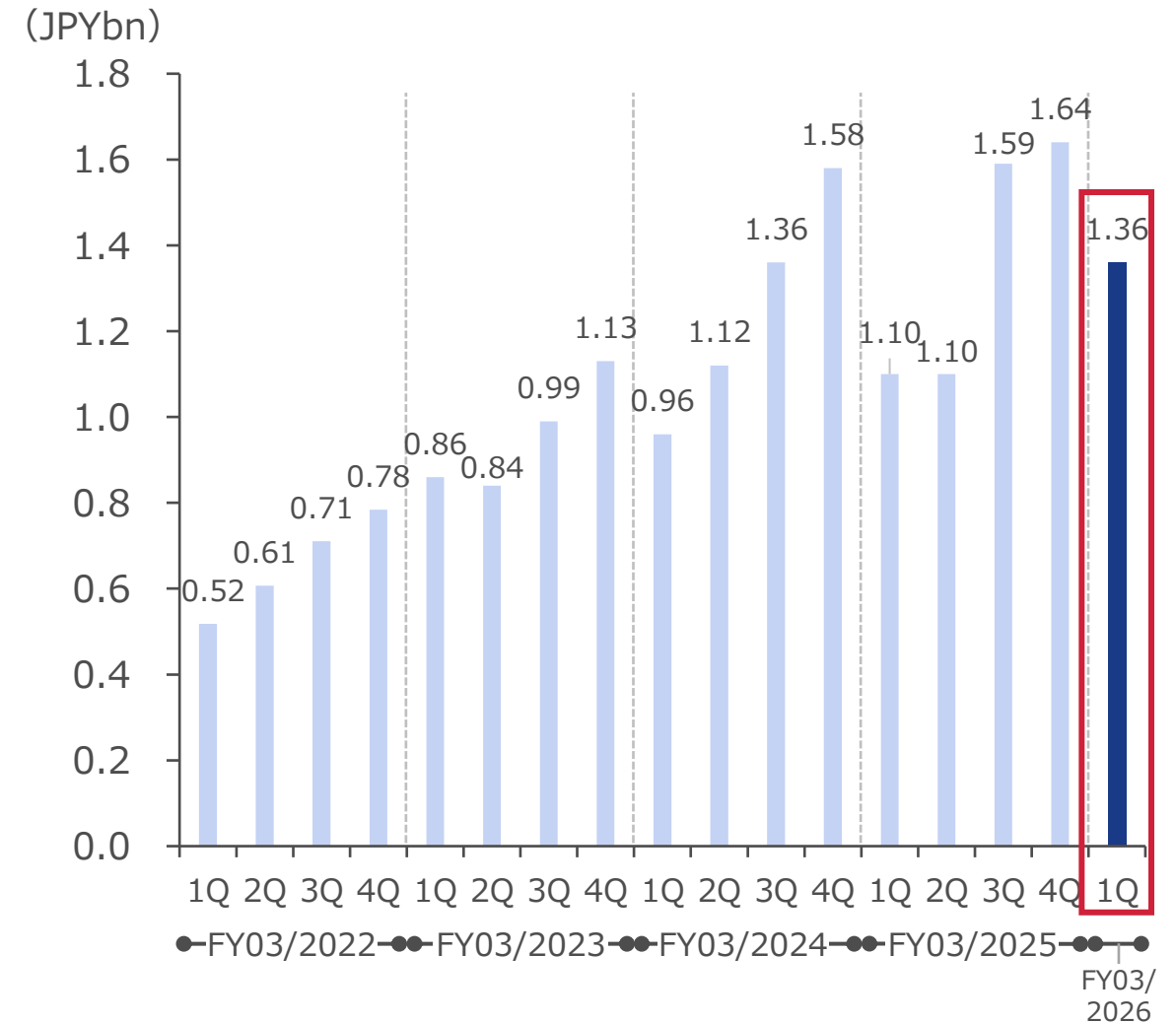
* Segment operating profit = segment profit – companywide expenses

BUSINESS PRODUCING: SALES

Sales progress vs. plan



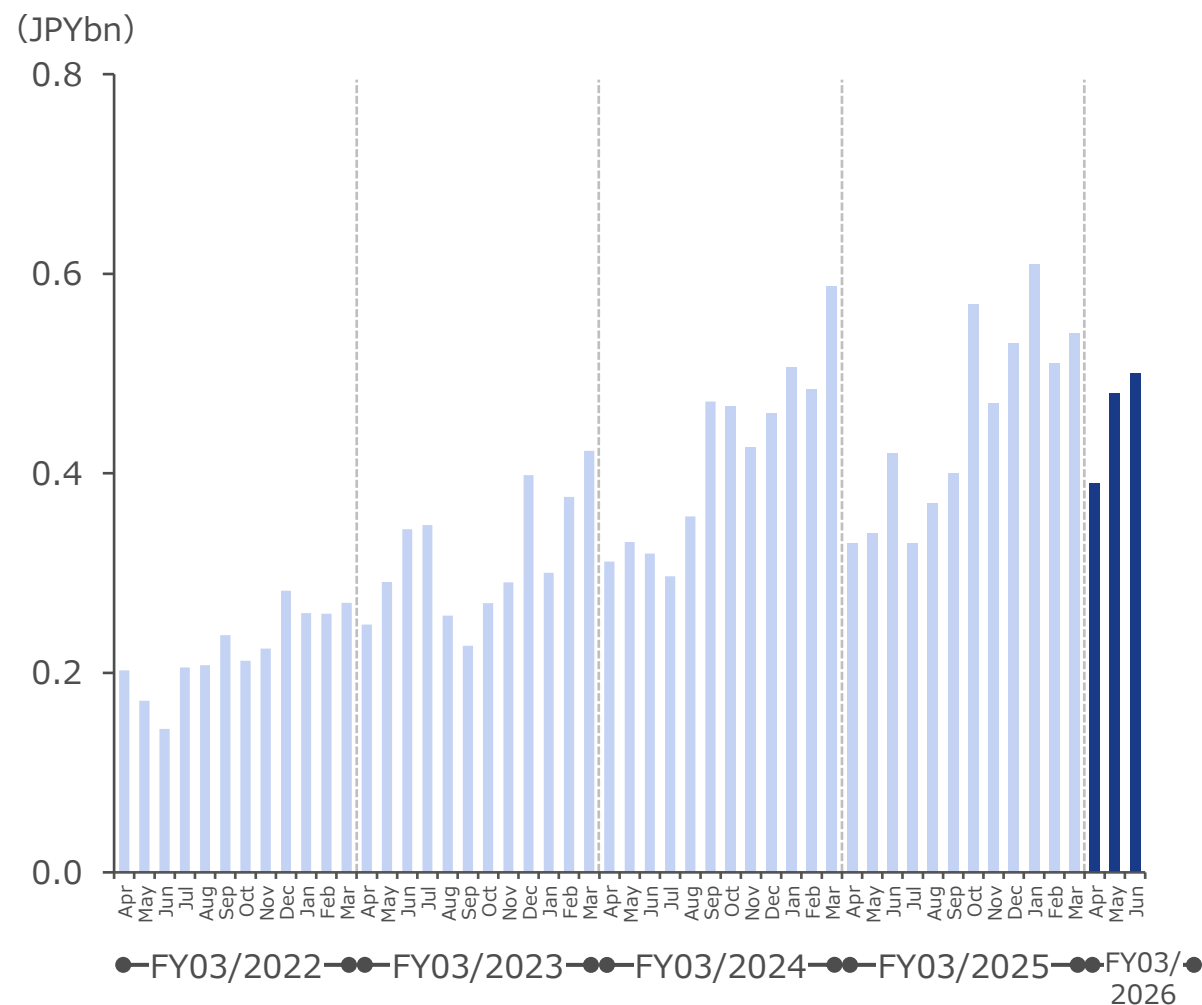
Quarterly sales*



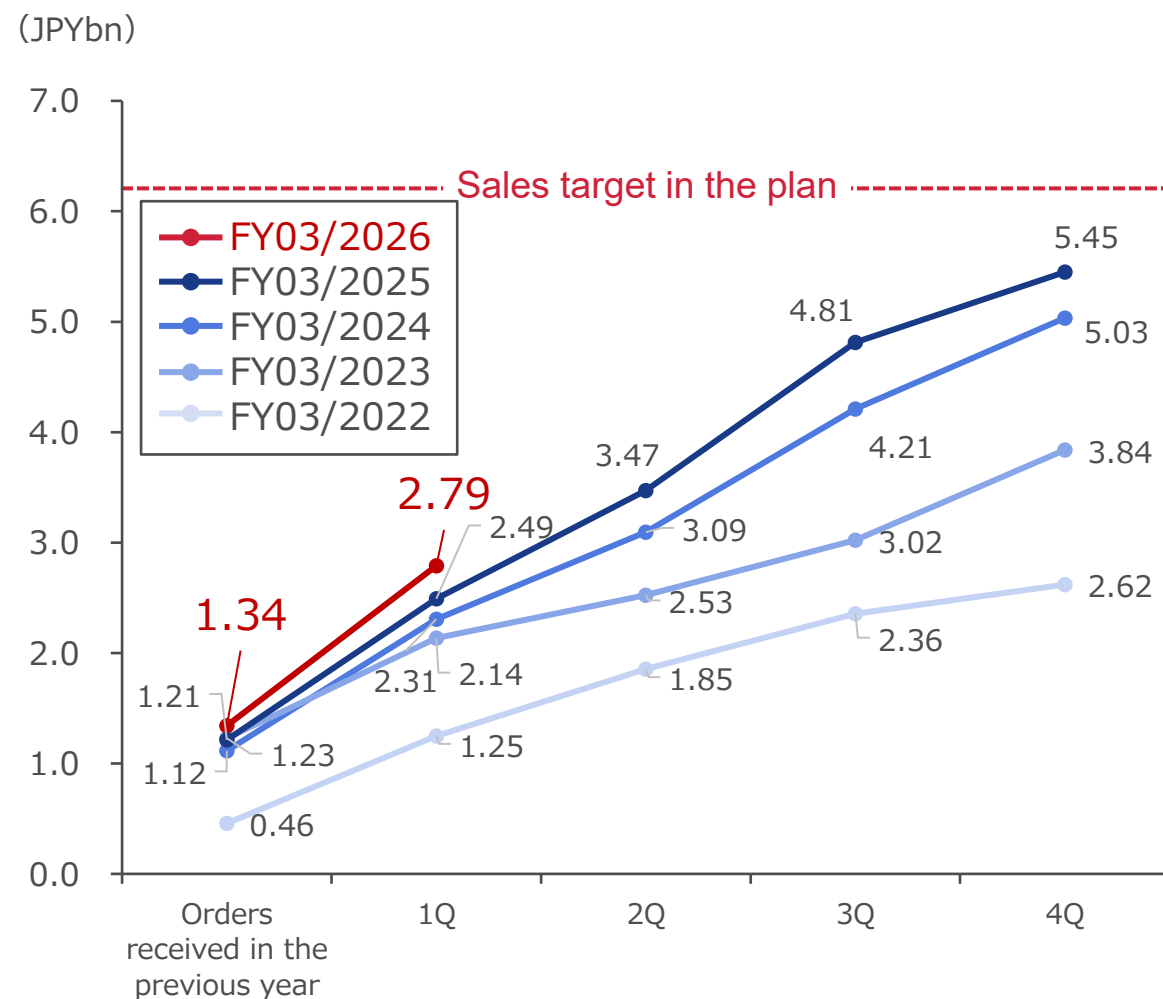
* FY03/2022 figures exclude sales of transferred businesses.

MONTHLY AND QUARTERLY SALES (CUMULATIVE)

Monthly sales

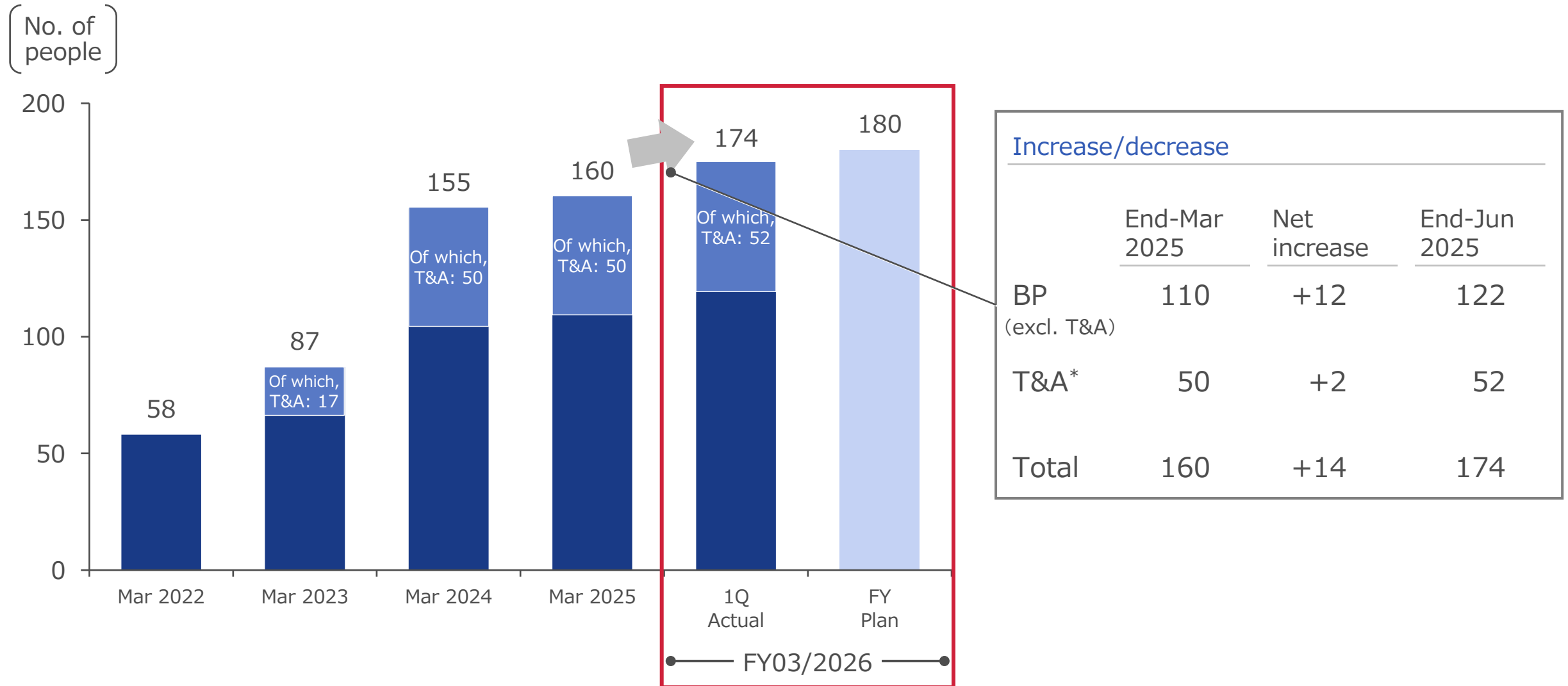


Confirmed portion of full-year sales* (at each point in time)



* Of total orders, orders for which sales are recorded in the current fiscal year. FY03/2022 figures exclude sales of transferred businesses.

NUMBER OF BUSINESS PRODUCERS



DISCLAIMER

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Dream Incubator

The Business Producing Company