



1H FY03/2026

FINANCIAL RESULTS BRIEFING PRESENTATION

November 5, 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 continues to increase performance steadily toward sustained growth

1H FY03/2026 Results

Sales: JPY3.69bn, Operating profit: JPY0.76bn, Net income: JPY0.73bn

Business Producing

Sales: JPY2.89bn (+31% YoY), Operating Profit: JPY0.31bn (+ JPY0.82bn YoY)

- Comprehensive support, including transformation of existing businesses, is moving forward with conventional new business development
- Recruited personnel are also becoming productive

Incubation (Venture Capital)

Sales: JPY0.79bn, Operating Profit: JPY0.45bn

- Activities during Q1 (divestment of one company and recognition of income from invested funds) plus impairment charges on invested funds

No changes to the previously disclosed full-year plan or dividend forecast

- Business Producing is on track to achieve its target in the plan (Sales: JPY6.2bn or more, Operating profit: JPY0.3bn or more)

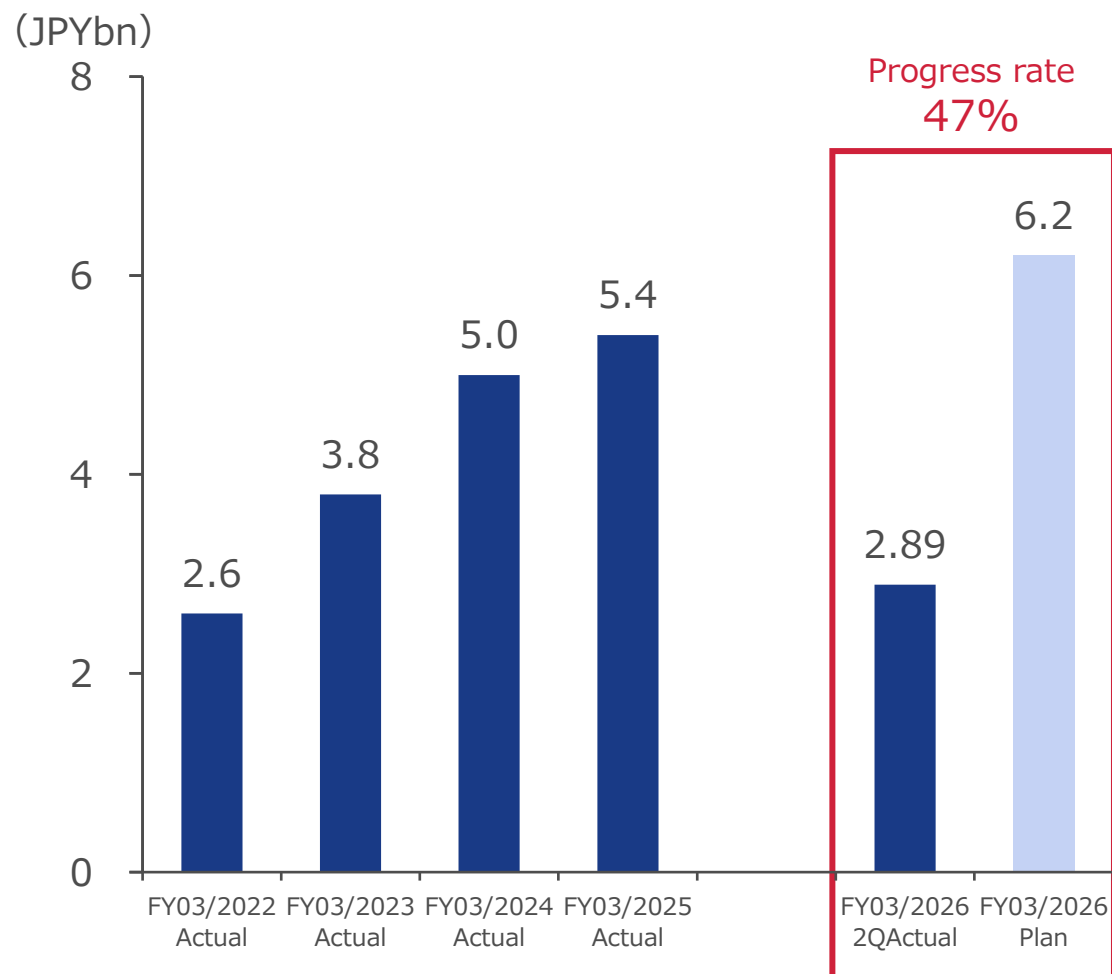
1 H FY03/2026 CONSOLIDATED P&L

	1H FY03/2025 (JPYbn)	1H FY03/2026 (JPYbn)	YoY change (%)
Sales	2.83	3.69	+ 30
• Business Producing	2.21	2.89	+ 31
• Venture Capital	0.62	0.79	+ 27
Operating profit	▲ 0.08	0.76	—
• Business Producing*	▲ 0.51	0.31	—
• Venture Capital*	0.42	0.45	+ 7
Recurring profit	▲ 0.08	0.81	—
Net income	▲ 0.17	0.73	—

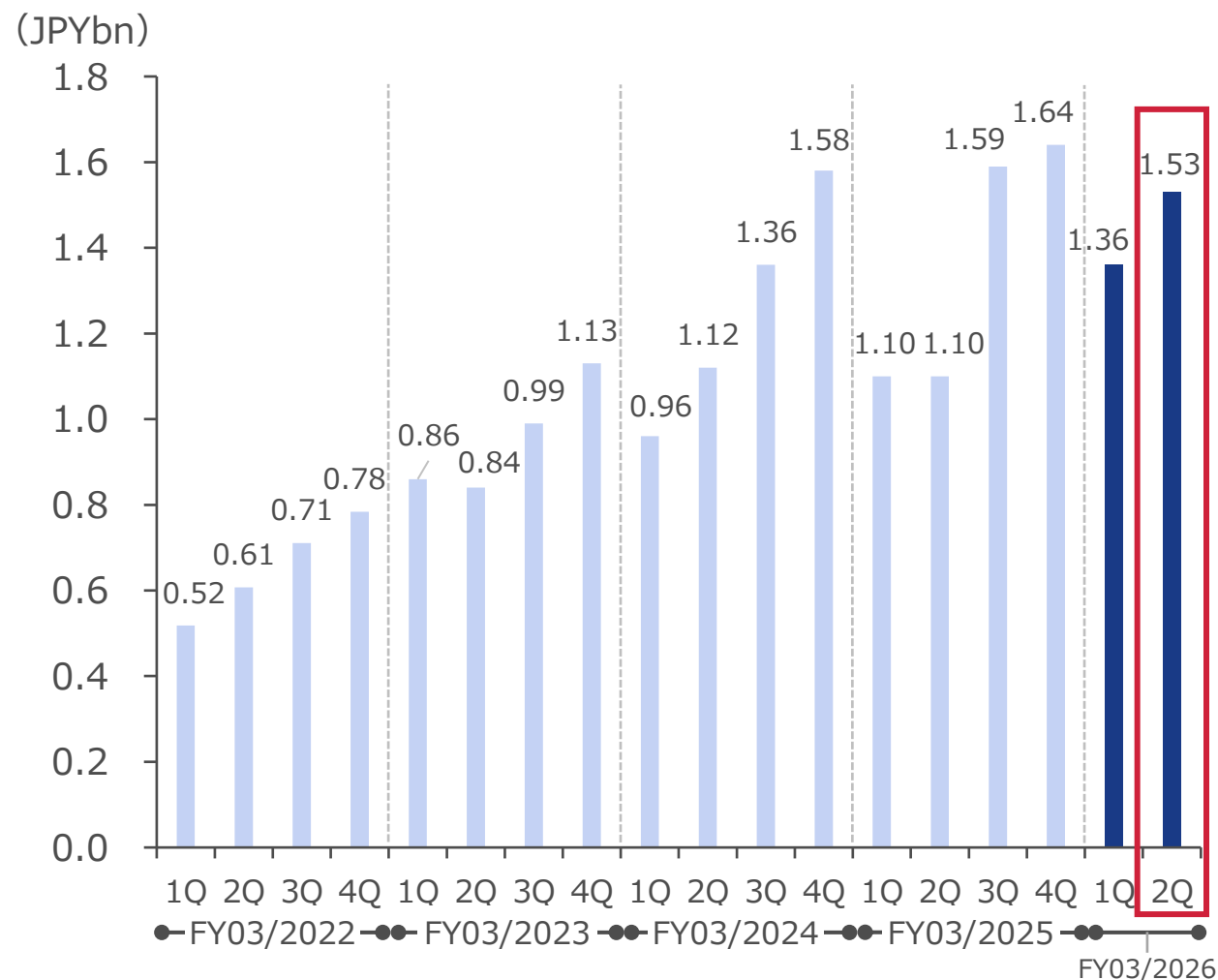
* Segment operating profit = segment profit – companywide expenses

BUSINESS PRODUCING: SALES

Sales progress* vs. plan



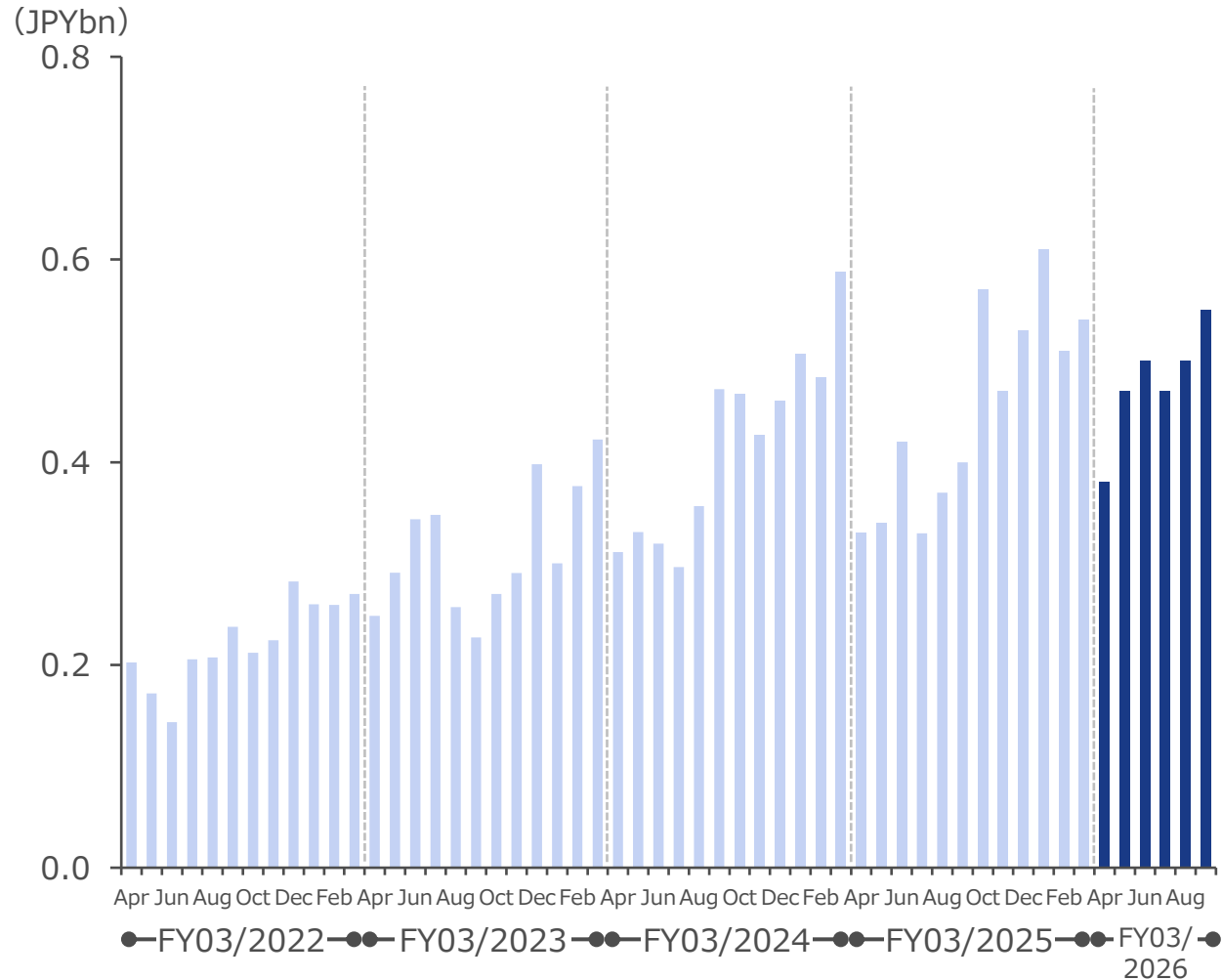
Quarterly sales*



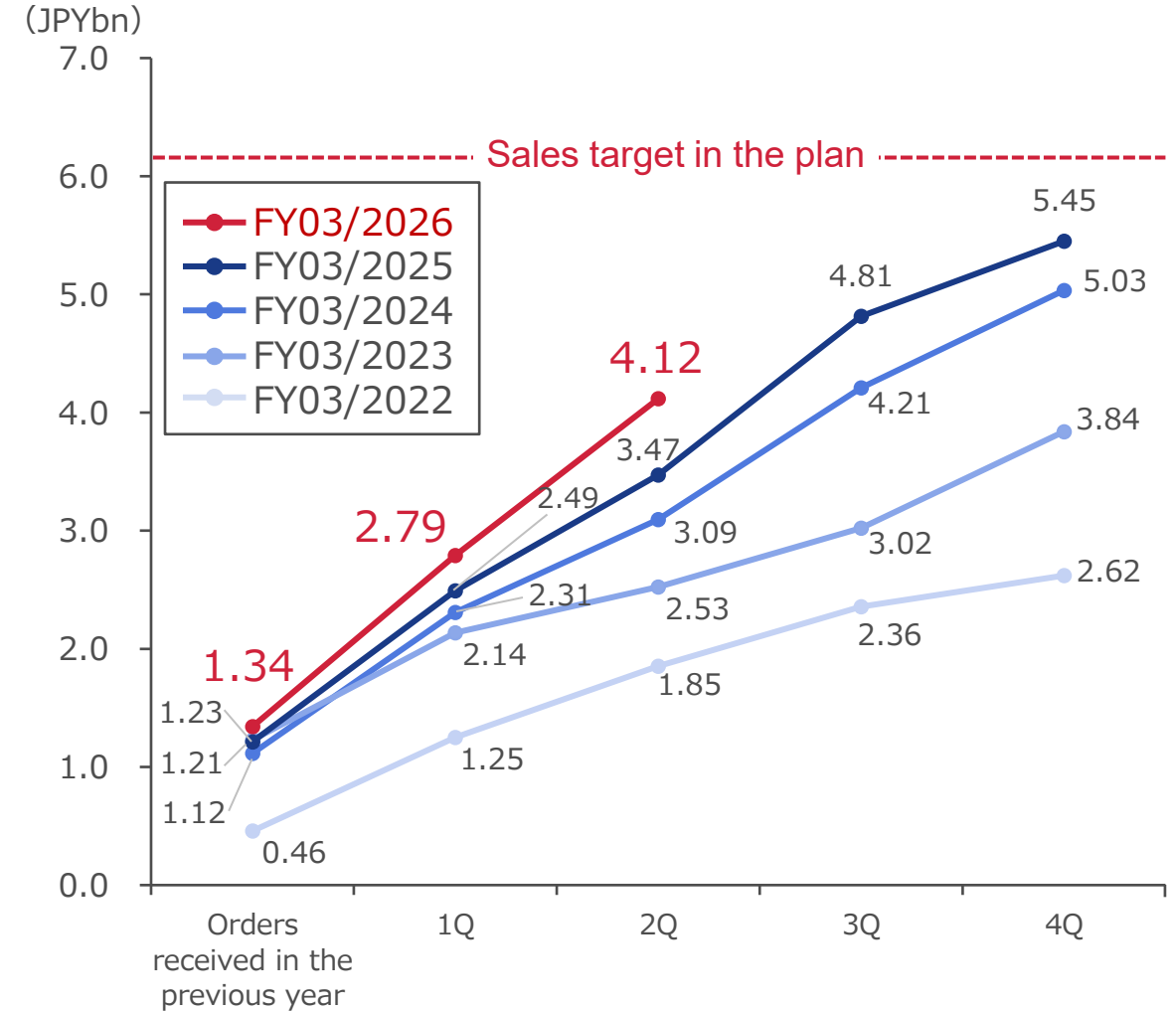
* FY03/2022 figures exclude sales of transferred businesses.

MONTHLY AND QUARTERLY SALES (CUMULATIVE)

Monthly sales*

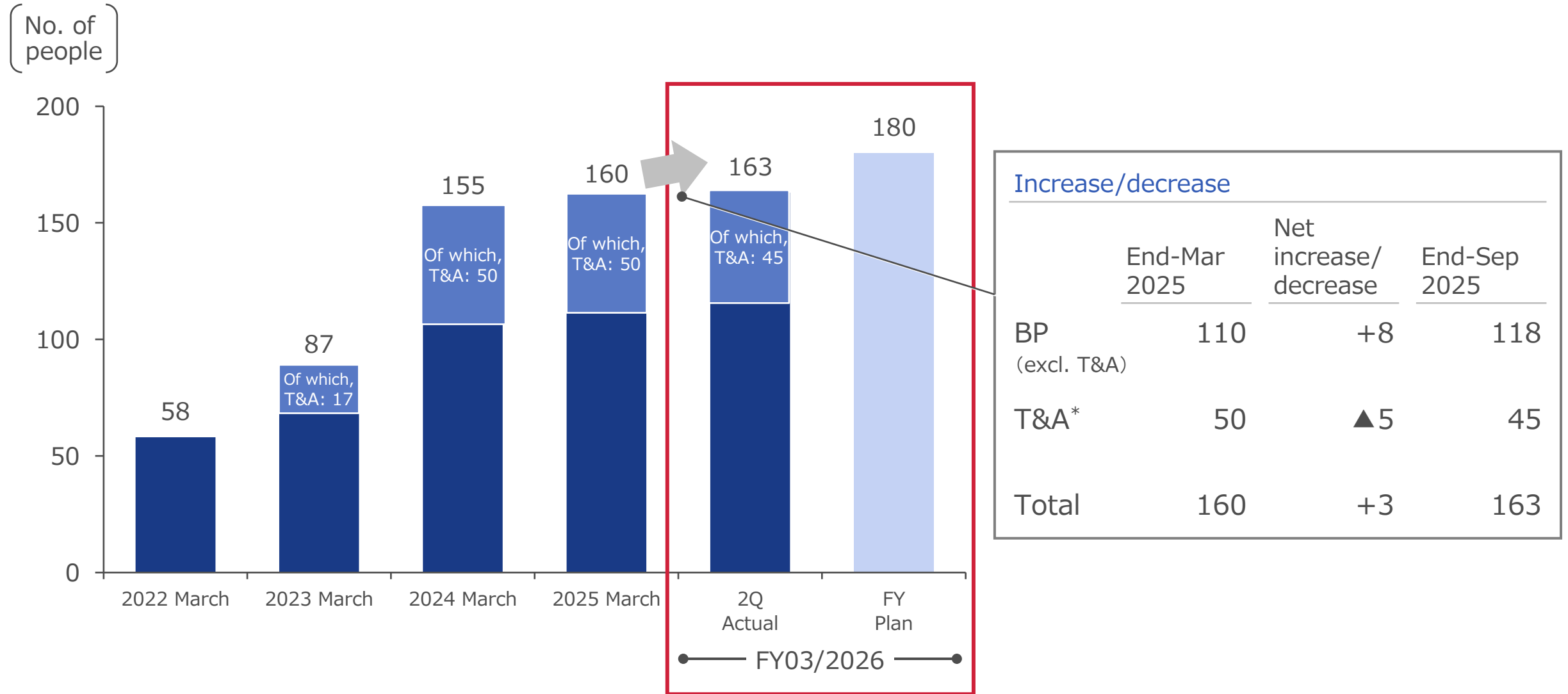


Confirmed portion of full-year sales* (at each point in time)



* 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