



Q3 FY03/2026

# Supplementary Materials for Consolidated Financial Results

February 3, 2026

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

## Q3 FY03/2026 Results

**Sales: JPY5.55bn, Operating profit: JPY0.95bn, Net income: JPY0.86bn**

- Business Producing profit increased

## Business Producing

**Sales: JPY4.76bn (+25% YoY), Operating Profit: JPY0.57bn**

- Recruited personnel are becoming productive, with sales plan progress reaching 77%
- Progress has been made large-scale clients and long-term projects centered on T&A\* themes

## Incubation (Venture Capital)

**Sales: JPY0.79bn, Operating Profit: JPY0.37bn**

- Through 1H: Divestment of one company and recognition of income from invested funds plus impairment charges on invested funds
- Q3: Recognition of one impairment charge

**FY03/2026 year-end dividend (forecast): Revised upward to JPY1.3bn total (JPY137/share)**

- Increased by JPY0.3bn from the previously disclosed JPY1.0bn (JPY106/share)

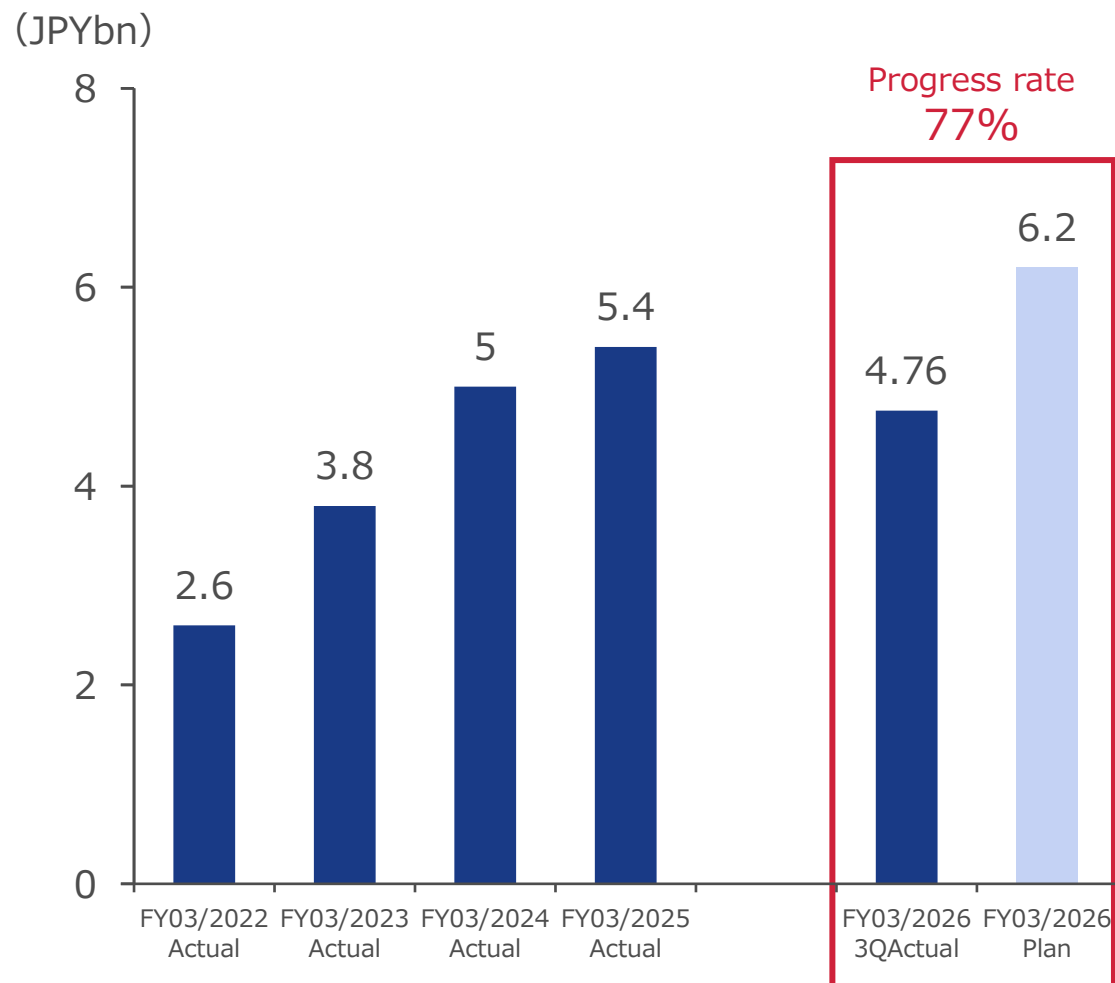
## Q3 FY03/2026 CONSOLIDATED P&L

	3Q FY03/2025 (JPYbn)	3Q FY03/2026 (JPYbn)	YoY change (%)
Sales	4.53	5.55	+ 23
• Business Producing	3.80	4.76	+ 25
• Venture Capital	0.72	0.79	+ 9
Operating profit	0.17	0.95	+450
• Business Producing*	▲ 0.22	0.57	—
• Venture Capital*	0.40	0.37	▲ 7
Recurring profit	0.20	1.01	+402
Net income	0.09	0.86	+792

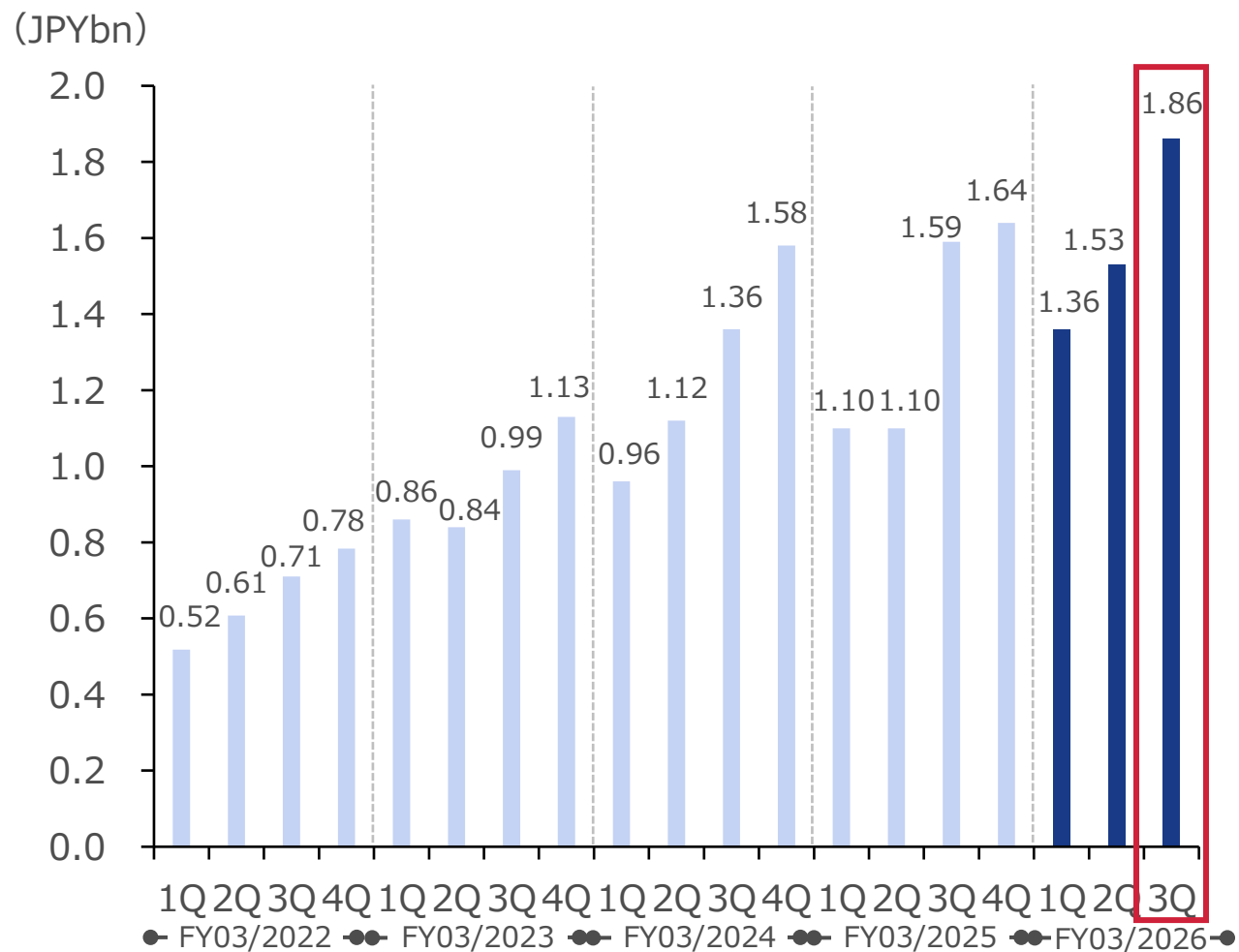
\* Segment operating profit = segment profit – companywide expenses

# BUSINESS PRODUCING: SALES

## Sales progress\* vs. plan



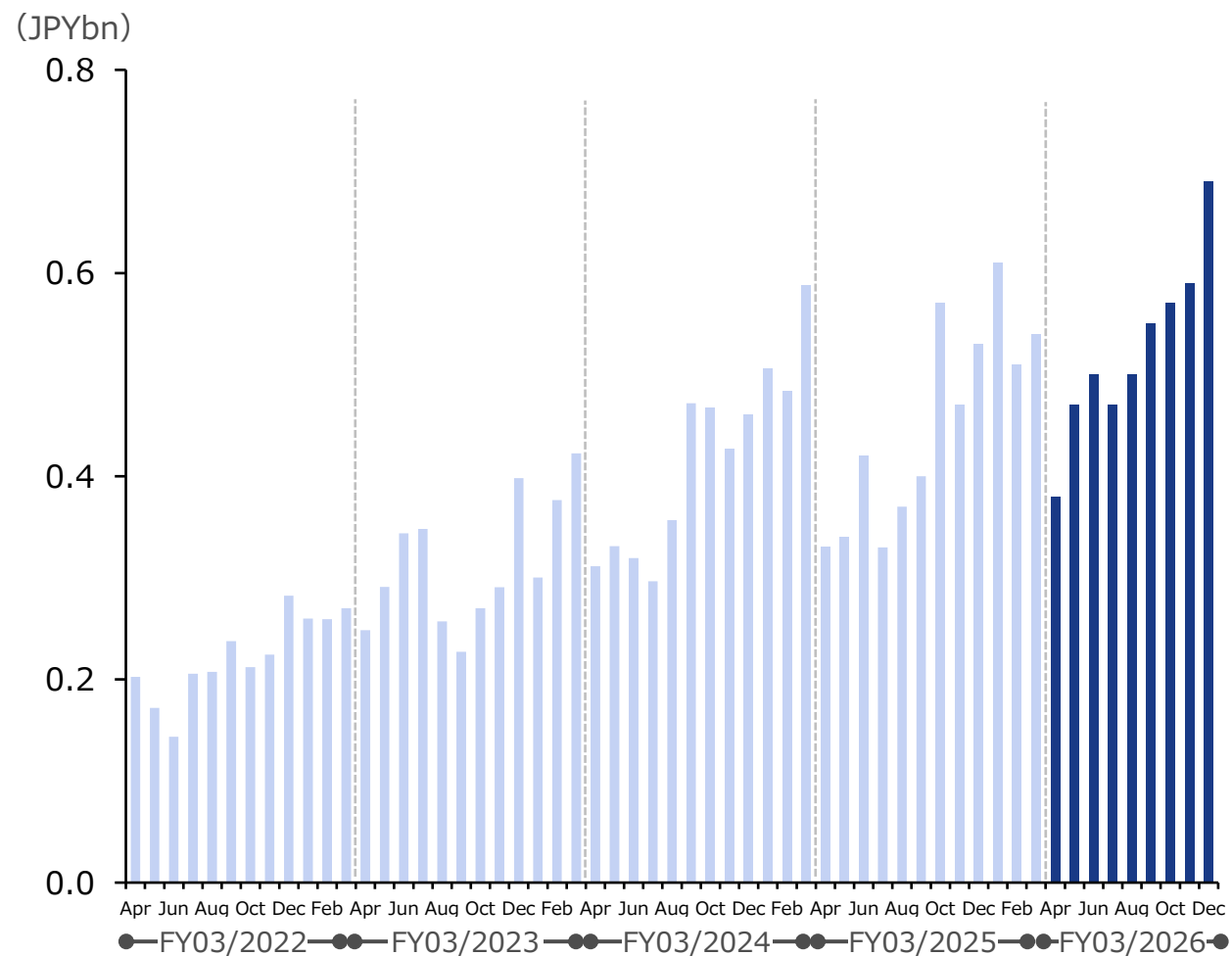
## Quarterly sales\*



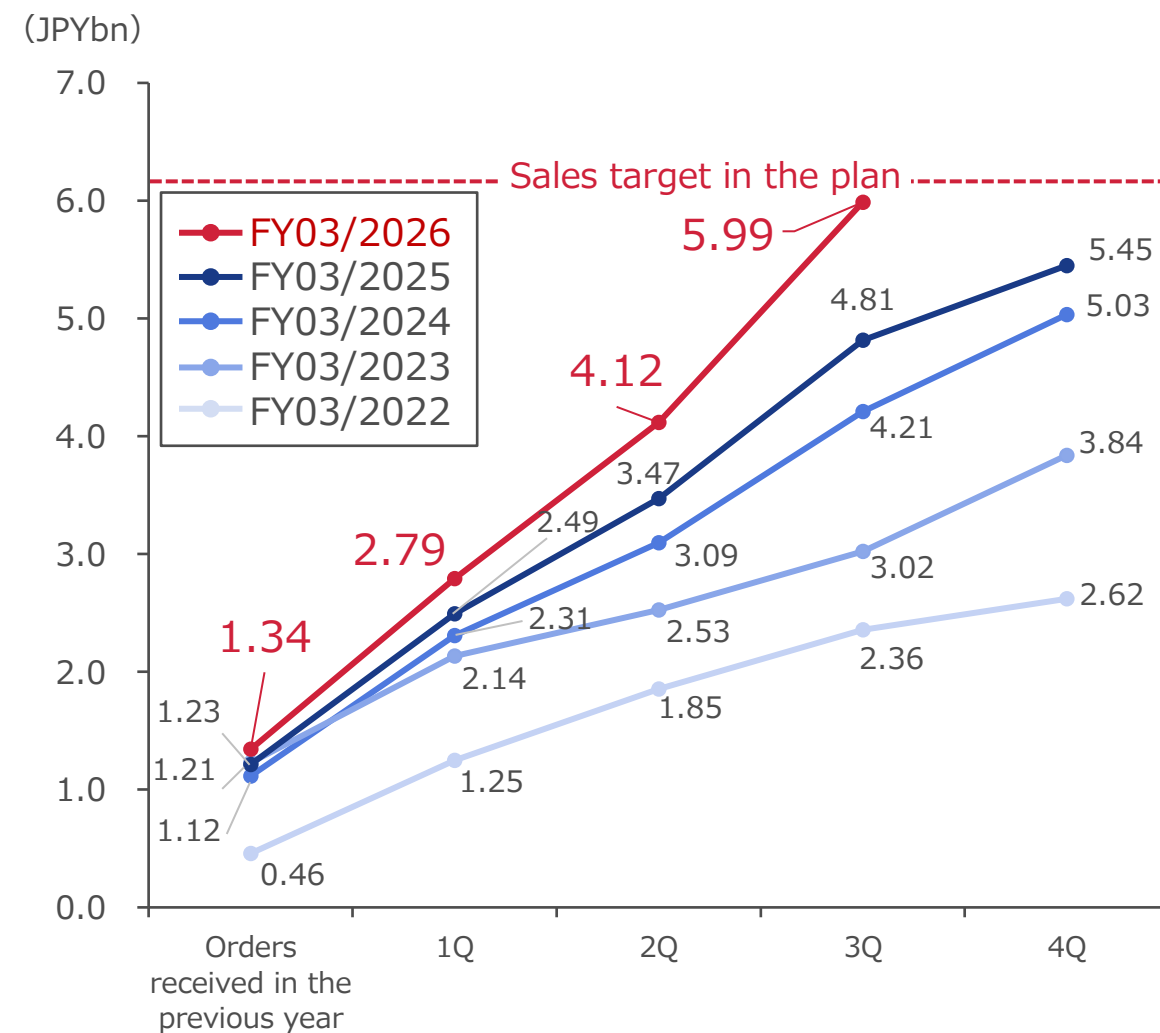
\* FY03/2022 figures exclude sales of transferred businesses.

# MONTHLY AND QUARTERLY SALES (CUMULATIVE)

## Monthly sales\*



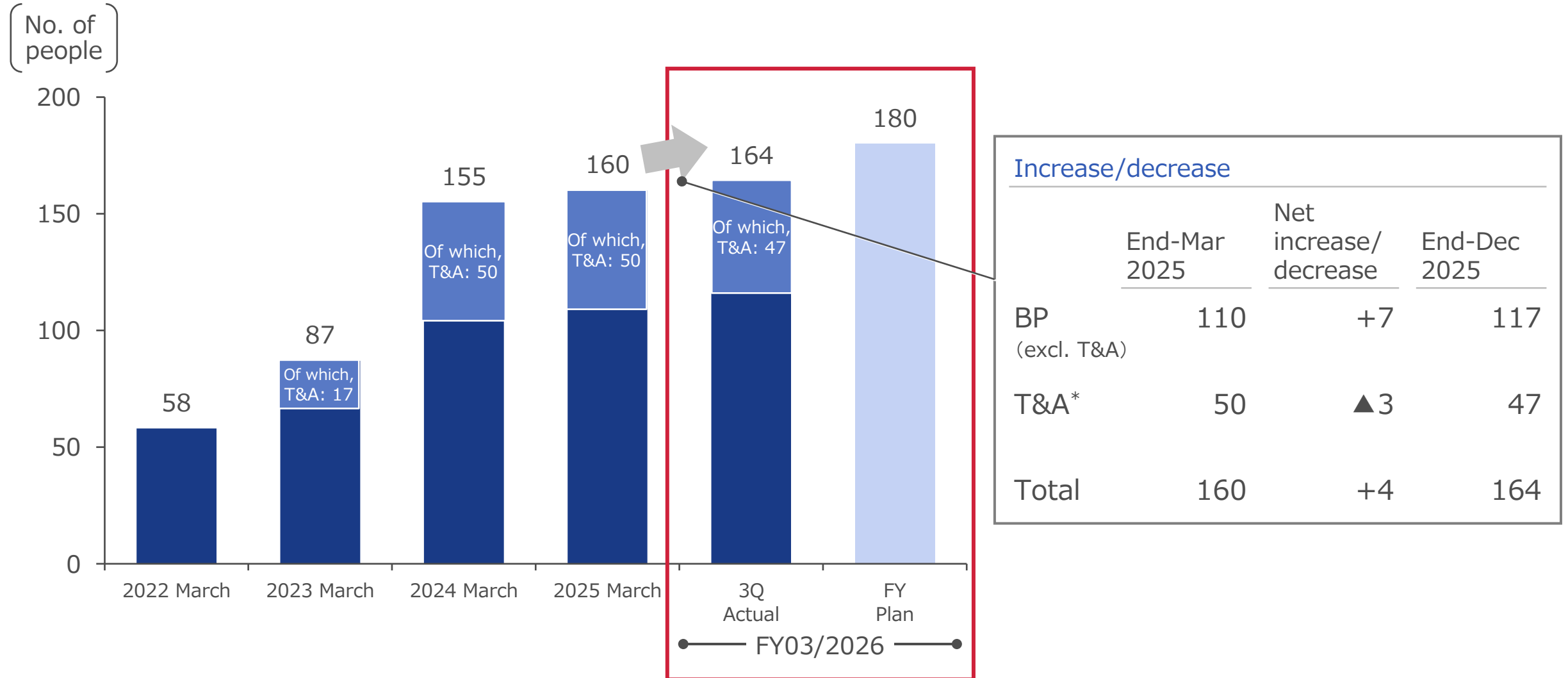
## Contracted portion of full-year sales\* (portion recognized in the current fiscal year)




\* FY03/2022 figures exclude sales of transferred businesses.

# BELOW PLAN THIS FISCAL YEAR, WITH ACCELERATED HIRING IN 2H

## NUMBER OF BUSINESS PRODUCERS



# FY03/2026 FULL-YEAR FORECAST

	<u>FY03/2026 Full-Year Plan</u> (JPYbn)	 <u>FY03/2026 Full-Year Forecast</u> (JPYbn)
Sales		
• Business Producing	6.2~	<b>6.3~6.6</b>
• Venture Capital	Not disclosed	Not disclosed
Operating profit		
• Business Producing	0.3~	<b>0.5~0.8</b>
• Venture Capital	Not disclosed	Not disclosed
Business producers (End-Mar 2026)	Headcount: 180	<b>Headcount: 163</b>
Dividend per Share (Ordinary Dividend)	JPY106	<b>JPY137</b>

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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