

FY03/2026

FINANCIAL RESULTS BRIEFING PRESENTATION

May 15, 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.

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

DI

SUMMARY

Business Producing continues to increase performance steadily toward sustained growth

FY03/2026 Results — Sales: JPY8.69bn, Operating profit: JPY1.79bn, Net income: JPY1.59bn

- Business Producing
Sales: JPY6.78bn (+24% YoY), Operating Profit: JPY0.81bn
 - Recruited personnel are becoming productive, with sales plan progress reaching 109%
 - Progress has been made large-scale clients and long-term projects centered on digital and IT themes
- Incubation (Venture Capital)
Sales: JPY1.90bn, Operating Profit: JPY0.97bn
 - Divestment of three companies, Recognition of one impairment charge, and recognition of income from invested funds plus impairment charges on invested funds

FY03/2027 Plan

- Business Producing
Sales: JPY7.50bn or more, Operating Profit: JPY0.50bn or more
 - On track toward the five-year goal
 - We aim to achieve sustained future growth by pursuing both “sustained sales expansion” and “increased investment in human capital” in tandem.
- Incubation: Not disclosed

Shareholder return

- FY03/2026 year-end dividend actual: JPY137/share (the initial forecast: JPY106/share)
- FY03/2027 year-end dividend forecast: JPY137/share



FY03/2026 Financial Results

FY03/2027 Plan

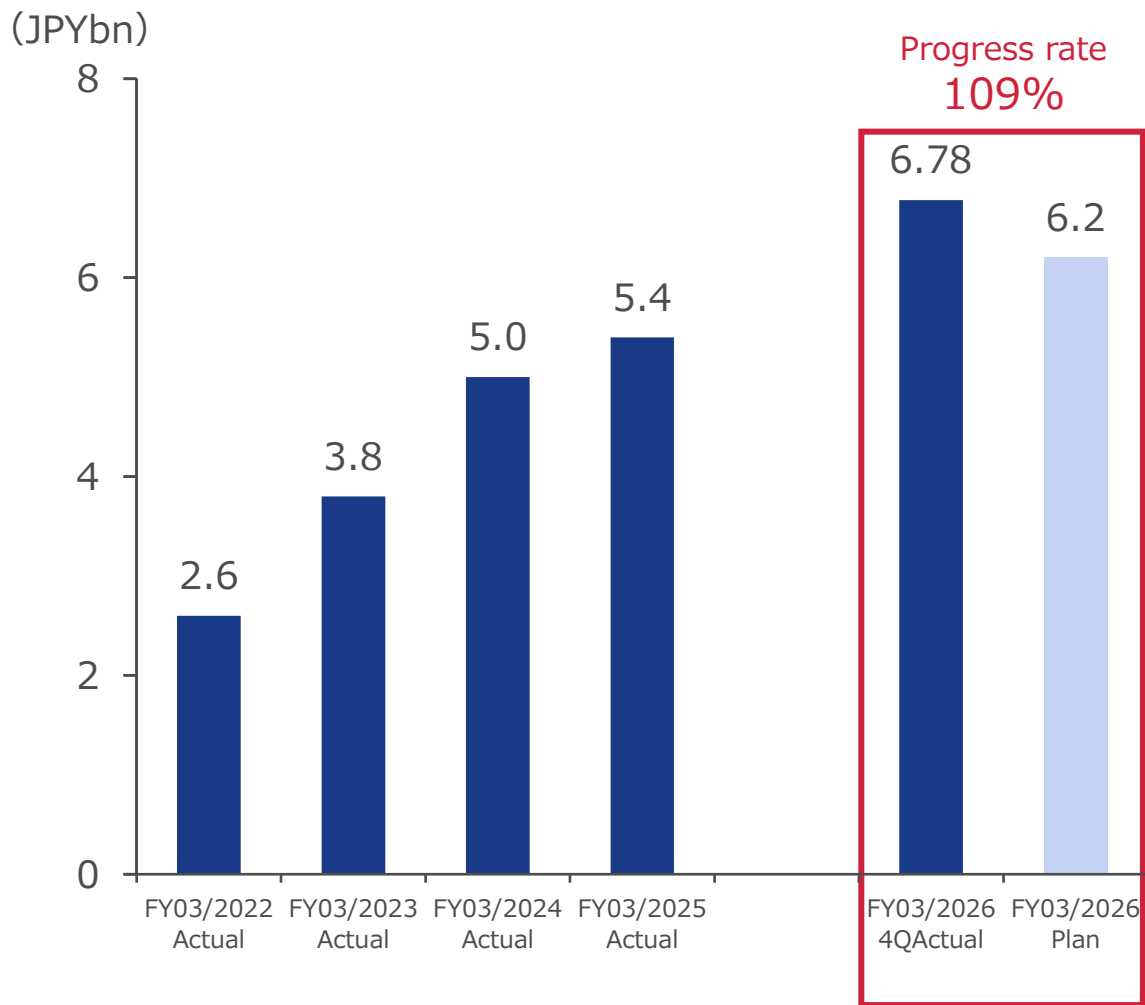
FY03/2026 CONSOLIDATED P&L

	FY03/2025 <u>(JPYbn)</u>	FY03/2026 <u>(JPYbn)</u>	YoY change <u>(%)</u>
Sales	6.18	8.69	+ 40
• Business Producing	5.45	6.78	+ 24
• Venture Capital	0.72	1.90	+ 161
Operating profit	0.25	1.79	+595
• Business Producing*	▲ 0.03	0.81	—
- Operating profit margin	- %	12%	—
• Venture Capital*	0.28	0.97	+236
Recurring profit	0.29	1.87	+529
Net income	0.17	1.59	+835

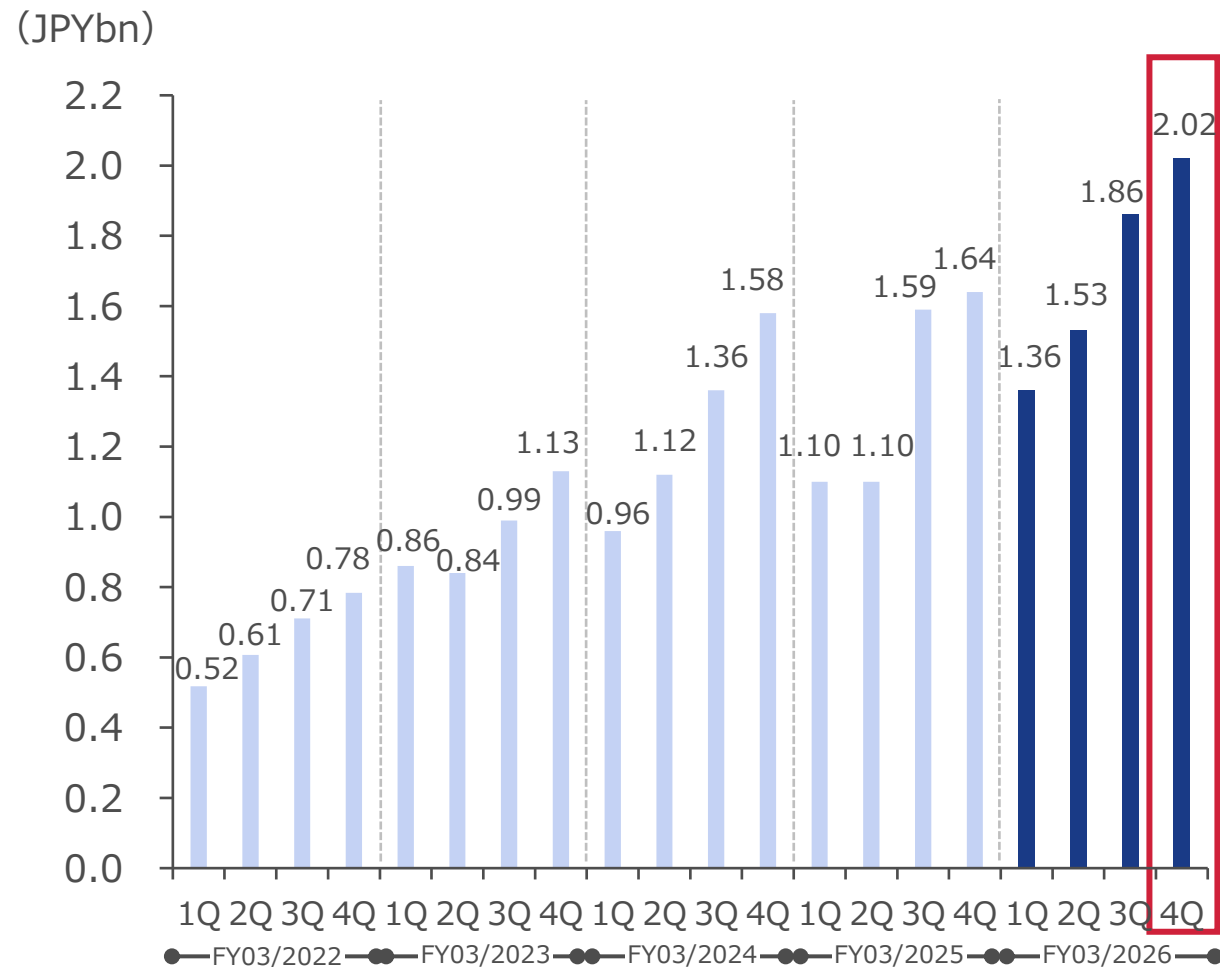
* Segment operating profit = segment profit – companywide expenses

BUSINESS PRODUCING: SALES

Sales progress* vs. plan



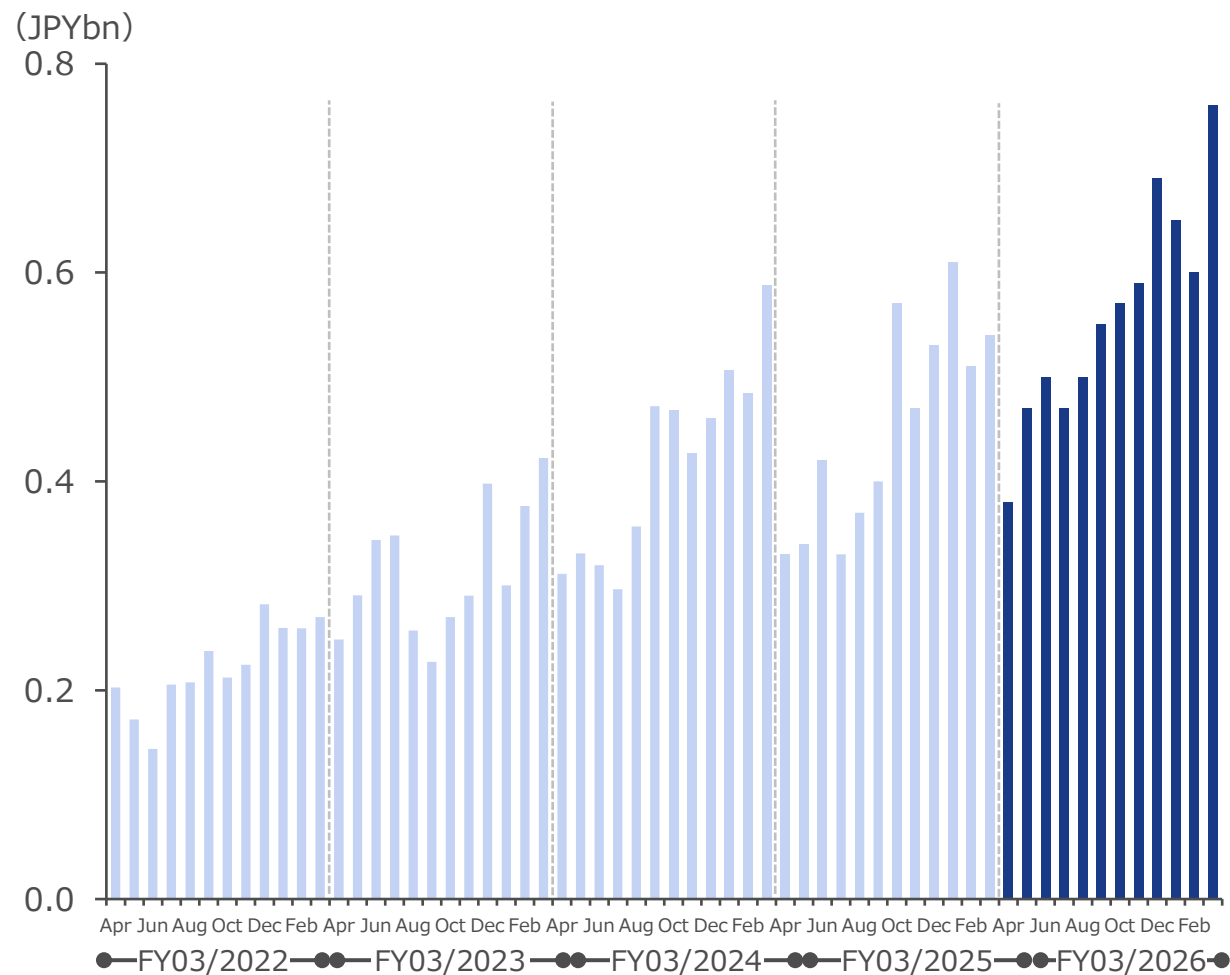
Quarterly sales*



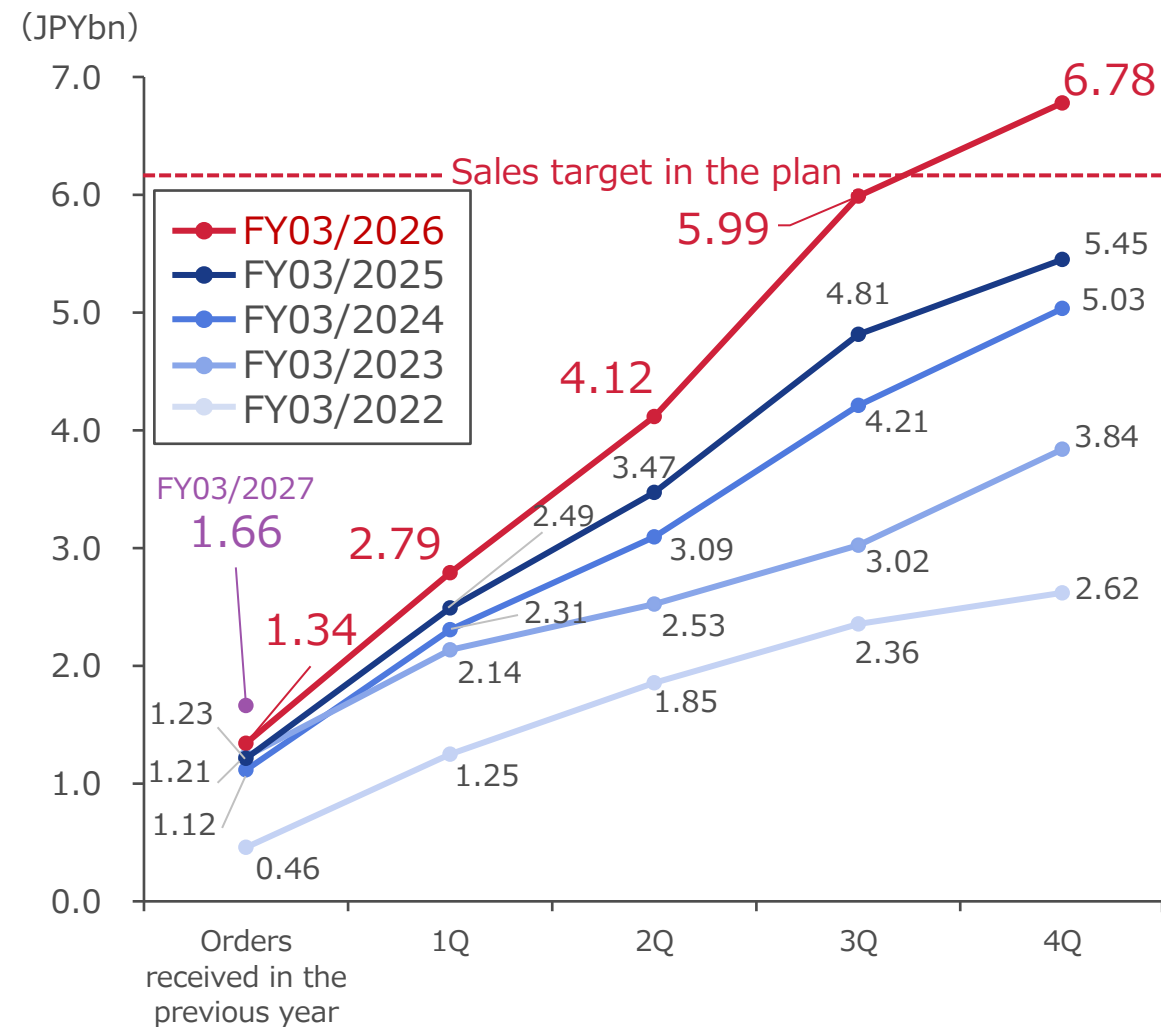
* FY03/2022 figures exclude sales of transferred businesses.

MONTHLY AND QUARTERLY SALES (CUMULATIVE)

Monthly sales*

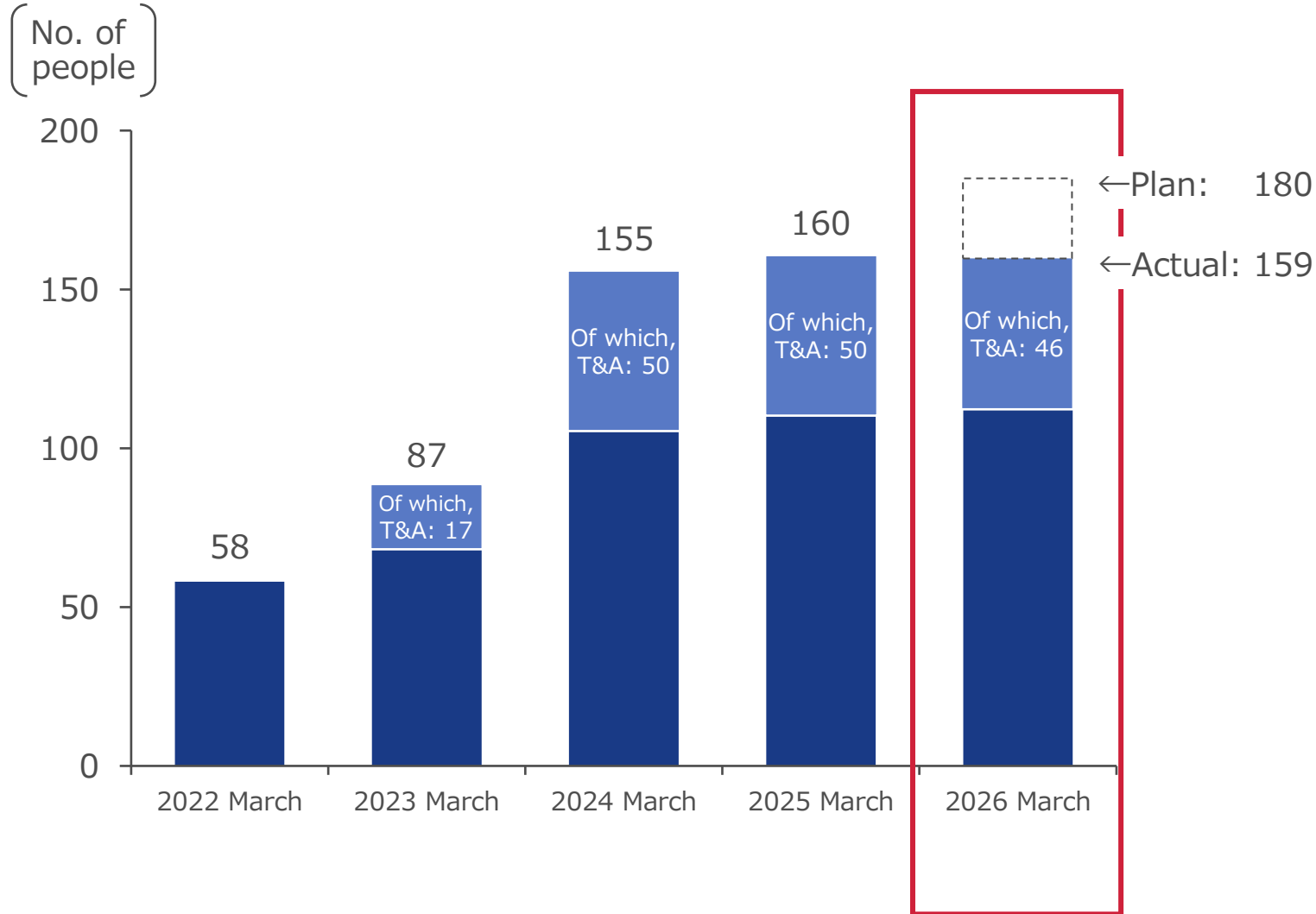


Contracted portion of full-year sales* (portion recognized in the current fiscal year)



* FY03/2022 figures exclude sales of transferred businesses.

THE NUMBER OF BUSINESS PRODUCERS IS BELOW PLAN THIS FISCAL YEAR



	End-Mar 2025	Net increase/decrease	End-Mar 2026
BP (excl. T&A)	110	+3	113
T&A	50	▲4	46
Total	160	▲1	159

FY03/2026 Review

1H: Prioritized productivity of recruited personnel and curbed hiring
 2H: The process moved forward as hiring accelerated; headcount expected to increase in FY03/2027(175 as of the end of April 2026)



FY03/2026 Financial Results

FY03/2027 Plan

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 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

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.

Also, the content of these materials may change without notice. People using these materials are advised to refer also to other sources of information and make decisions based on their own judgement. The Company accepts absolutely no responsibility for losses arising from the use of these materials.

Dream Incubator

The Business Producing Company