



Q1 FY03/2027

Supplementary Materials for Consolidated Financial Results

Aug 4, 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

Steadily expanding Business Producing performance toward sustained growth

Q1 FY03/2027 results

Sales: JPY1.77bn, Operating profit: JPY0.06bn, Net income: JPY0.13bn

Business Producing

Sales: JPY1.66bn (+22% YoY), Operating Profit: JPY0.09bn (+88% YoY)

- Maintaining performance by capturing demand for corporate transformation and DX
 - Long-term projects have continued to progress smoothly since last year
 - Growth in the Technology & Amplify (T&A) domain

Incubation (Venture Capital)

Sales: JPY0.10bn, Operating Loss: JPY0.03bn

- Partial Sale of shares in an Indian portfolio company through its IPO, and recognition of impairment charges on invested funds

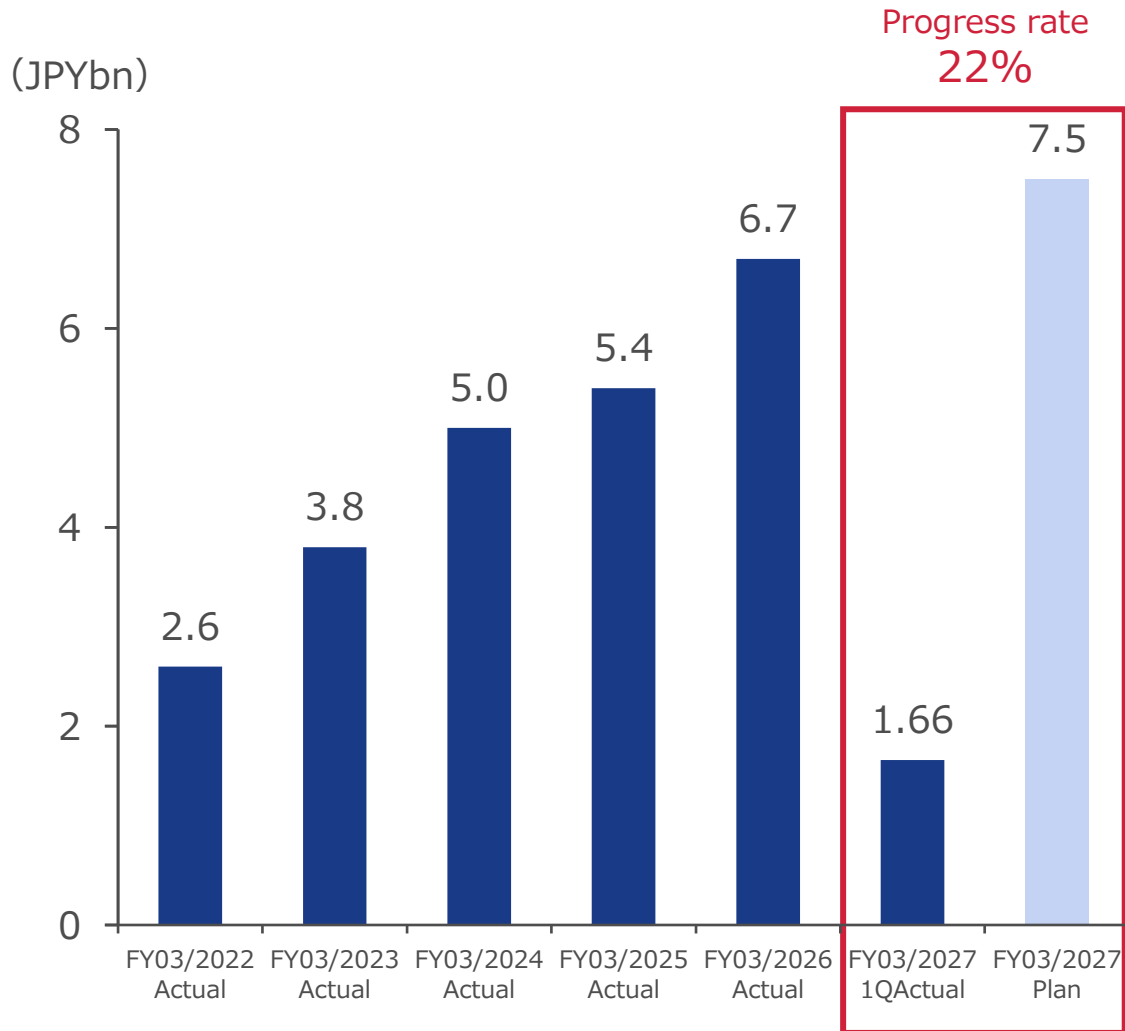
■ Q1 FY03/2027 CONSOLIDATED P&L

	Q1 FY03/2026 (JPYbn)	Q1 FY03/2027 (JPYbn)	YoY change (%)
Sales	2.15	1.77	▲18
• Business Producing	1.36	1.66	+22
• Venture Capital	0.79	0.10	▲87
Operating profit	0.72	0.06	▲91
• Business Producing*	0.05	0.09	+88
- Operating profit margin	3.8%	5.9%	—
• Venture Capital*	0.67	▲0.03	—
Recurring profit	0.76	0.15	▲79
Net income	0.66	0.13	▲80

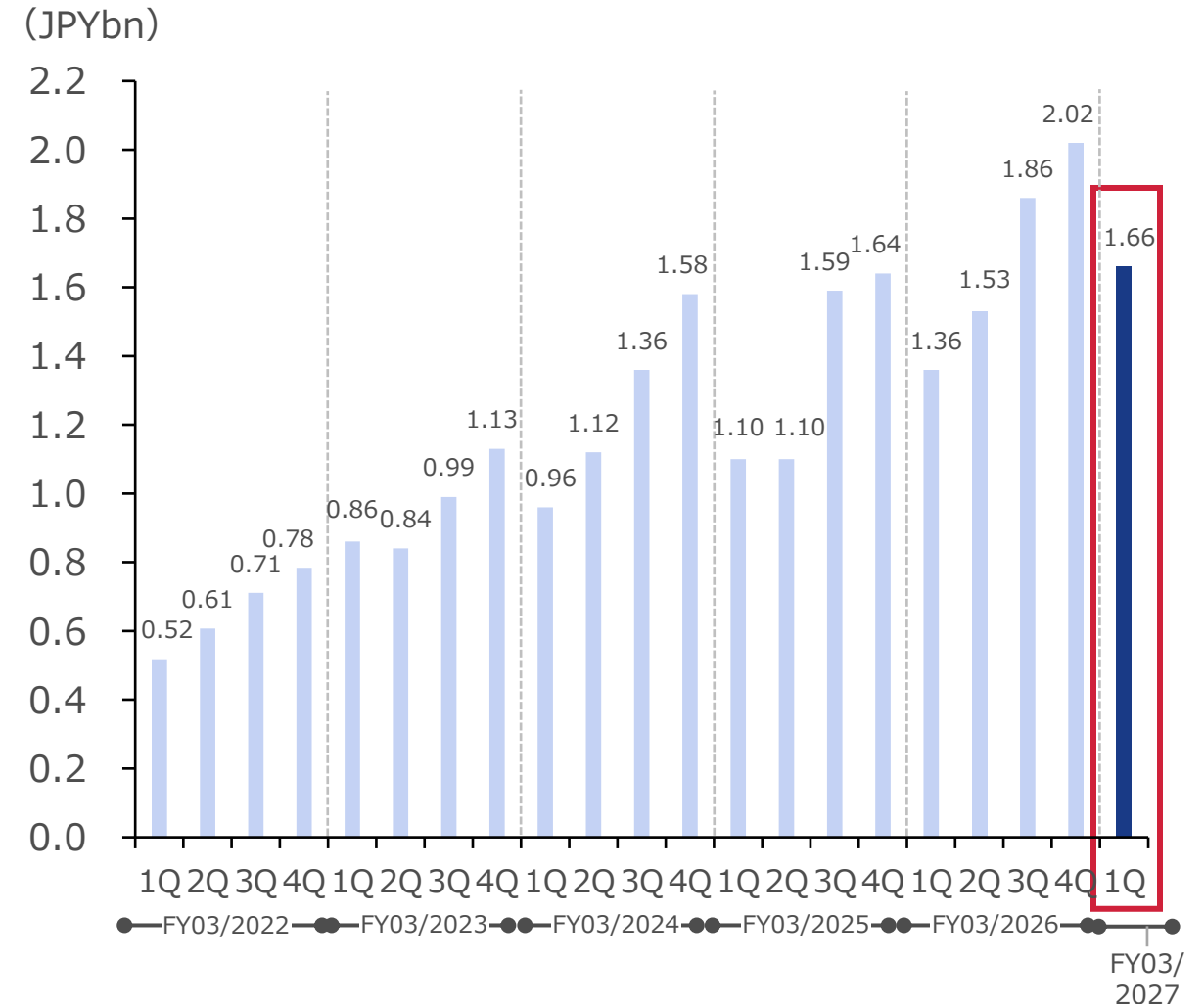
* Segment operating profit = segment profit – companywide expenses

BUSINESS PRODUCING: SALES

Sales progress* vs. plan

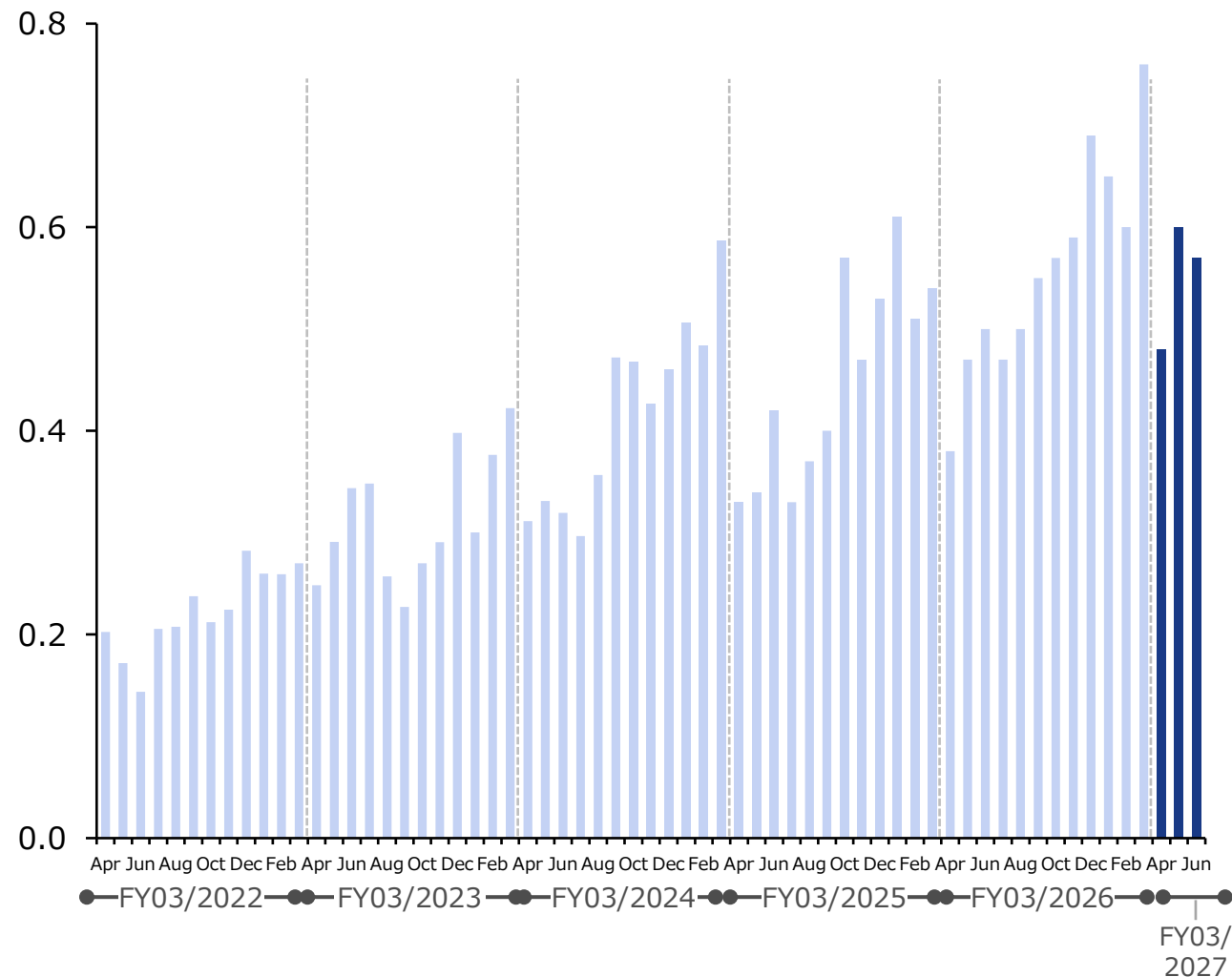


Quarterly sales*

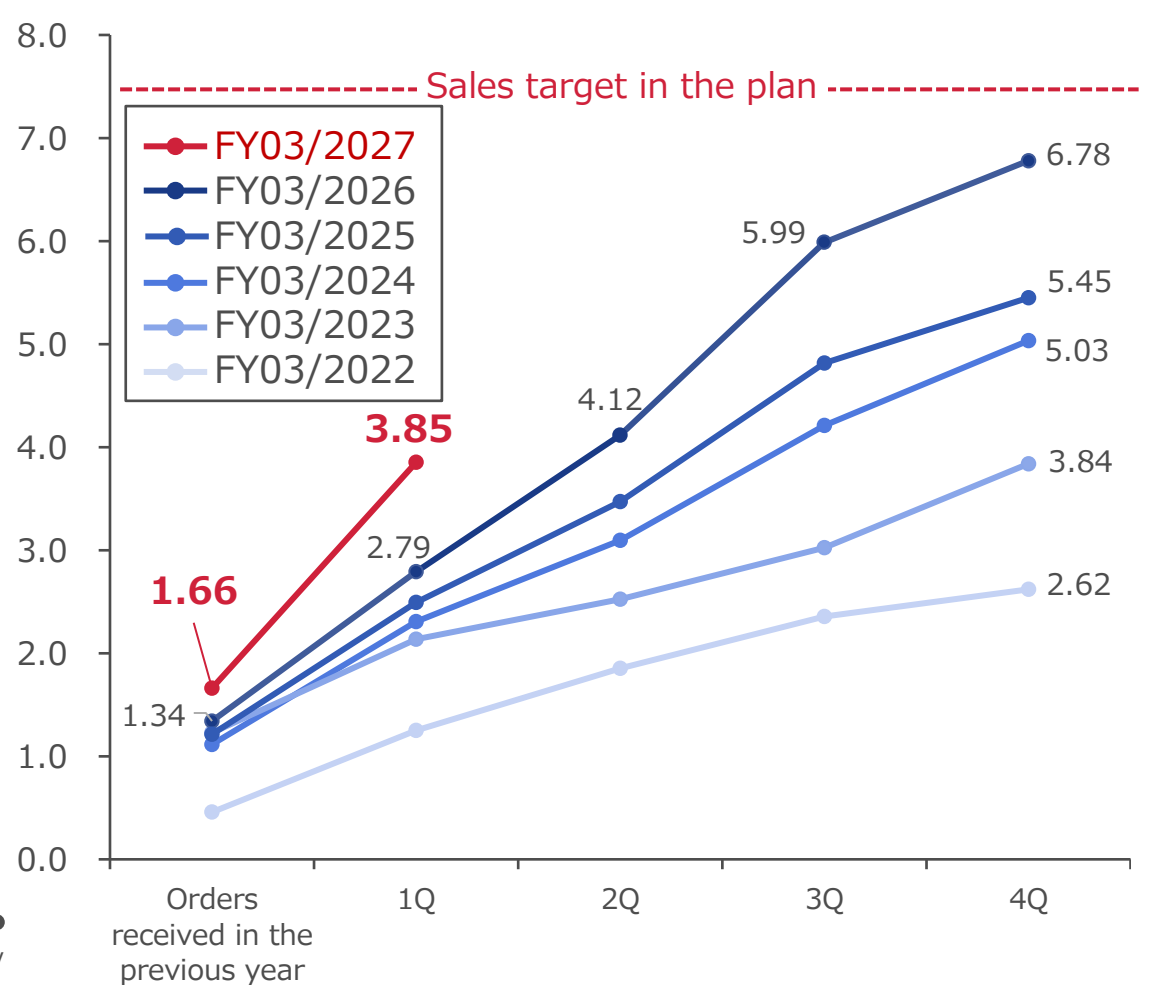


* FY03/2022 figures exclude sales of transferred businesses.

(JPYbn)

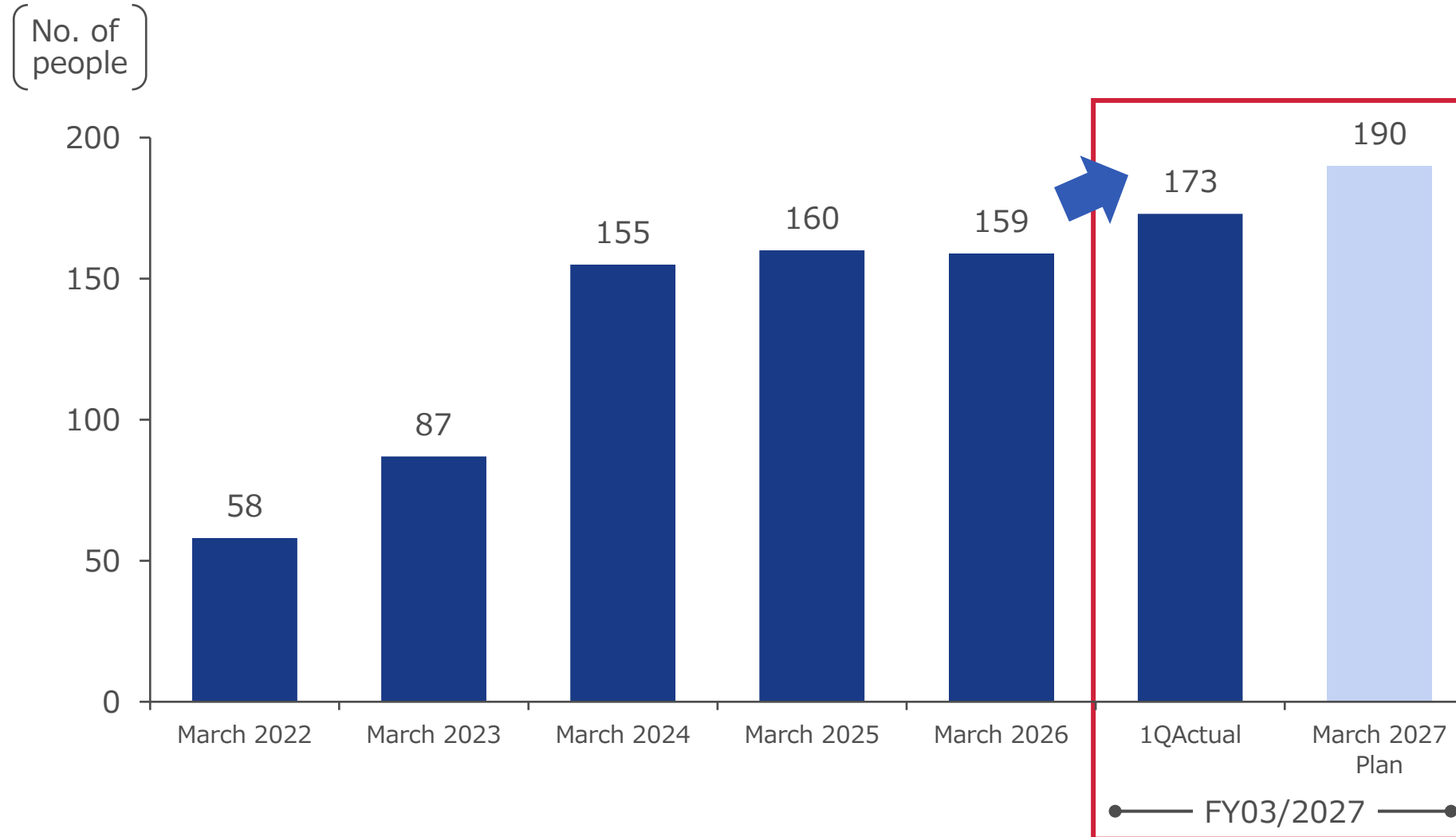


(JPYbn)



THE NUMBER OF BUSINESS PRODUCERS IS ON TRACK TOWARD THE PLAN

NUMBER OF BUSINESS PRODUCERS



DISCLAIMER

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Dream Incubator

The Business Producing Company