

1H FY03/2027

FINANCIAL RESULTS BRIEFING PRESENTATION

Nov 5, 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

1H FY03/2027 results

Sales: JPY3.73bn, Operating profit: JPY0.56bn, Net income: JPY0.67bn

Business Producing

Sales: JPY3.48bn (+20% YoY), Operating Profit: JPY0.42bn (+37% YoY)

- Continued revenue and profit growth by capturing demand for corporate transformation and DX
  - Expansion of Long-term projects and growth in repeat clients
  - Steady Growth in the Technology & Amplify (T&A) domain

Incubation (Venture Capital)

Sales: JPY0.24bn, Operating Loss: JPY0.14bn

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

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1 H FY03/2027 CONSOLIDATED P&L

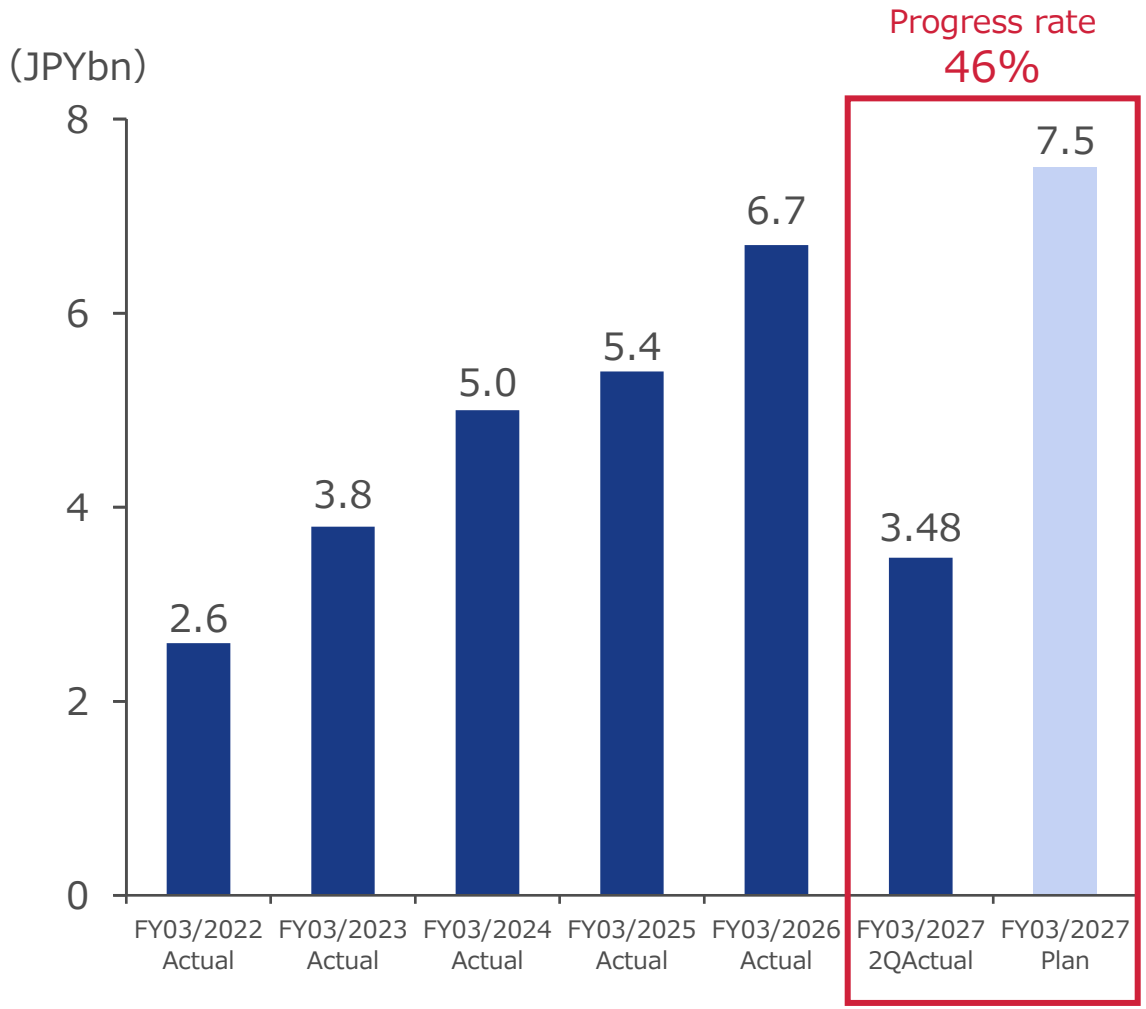
	1H FY03/2026 (JPYbn)	1H FY03/2027 (JPYbn)	YoY change (%)
Sales	3.69	3.73	+1
• Business Producing	2.89	3.48	+20
• Venture Capital	0.79	0.24	▲ 69
Operating profit	0.76	0.56	▲ 26
• Business Producing*	0.30	0.42	+37
- Operating profit margin	10.7%	12.2%	–
• Venture Capital*	0.45	0.14	▲ 69
Recurring profit	0.81	0.67	▲ 18
Net income	0.73	0.67	▲ 8

* Segment operating profit = segment profit – companywide expenses

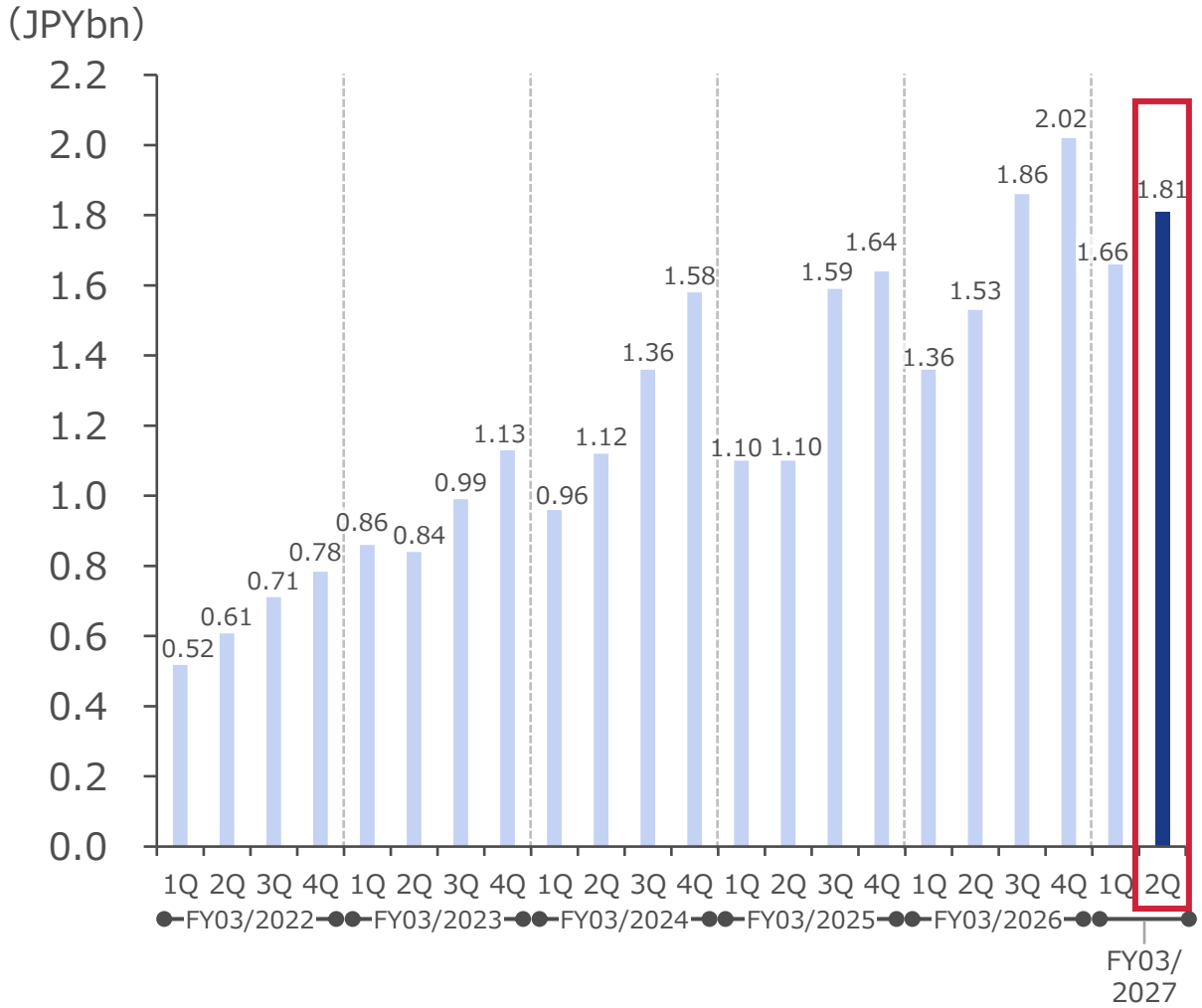
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BUSINESS PRODUCING: SALES

Sales progress* vs. plan



Quarterly sales*



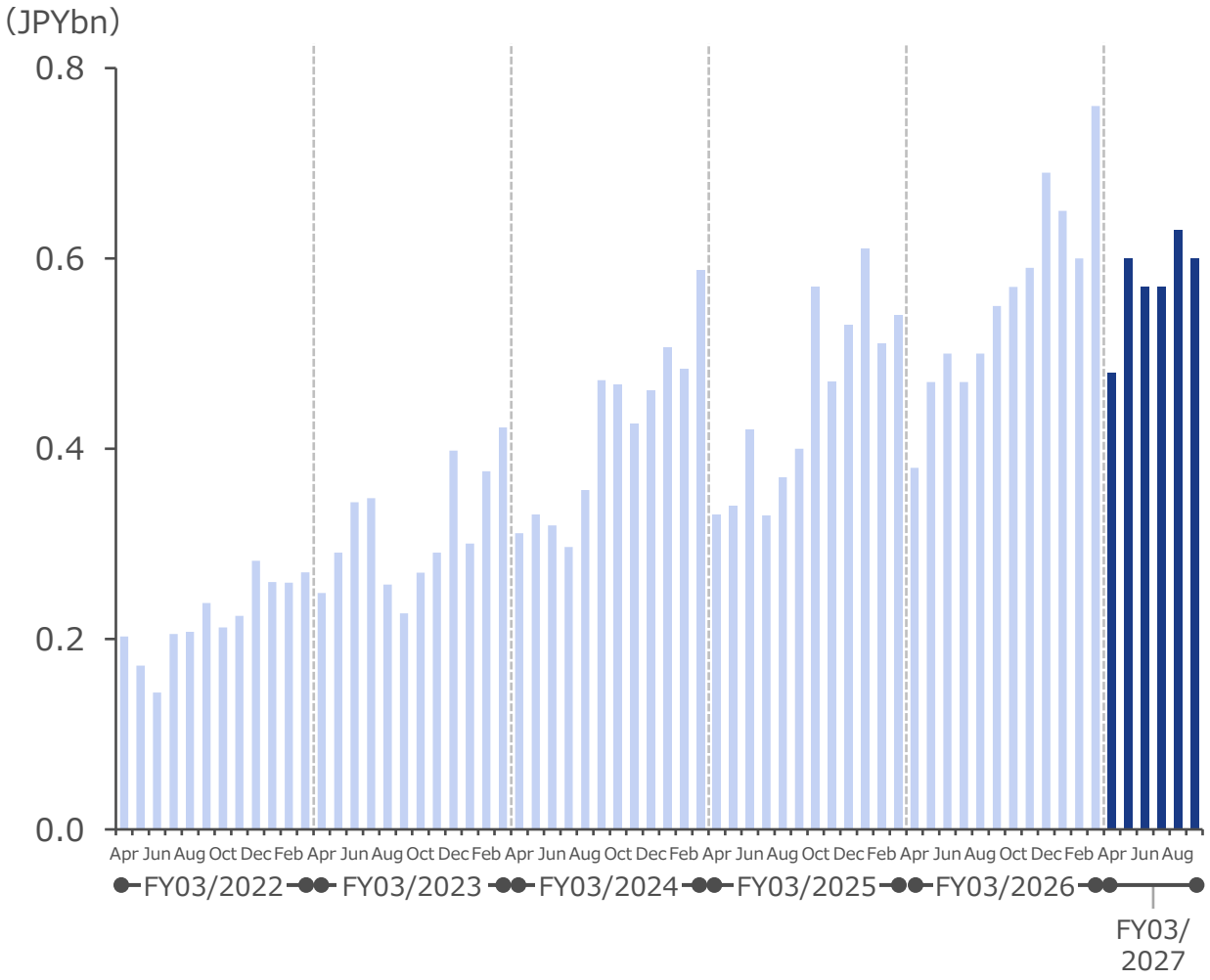
* FY03/2022 figures exclude sales of transferred businesses.

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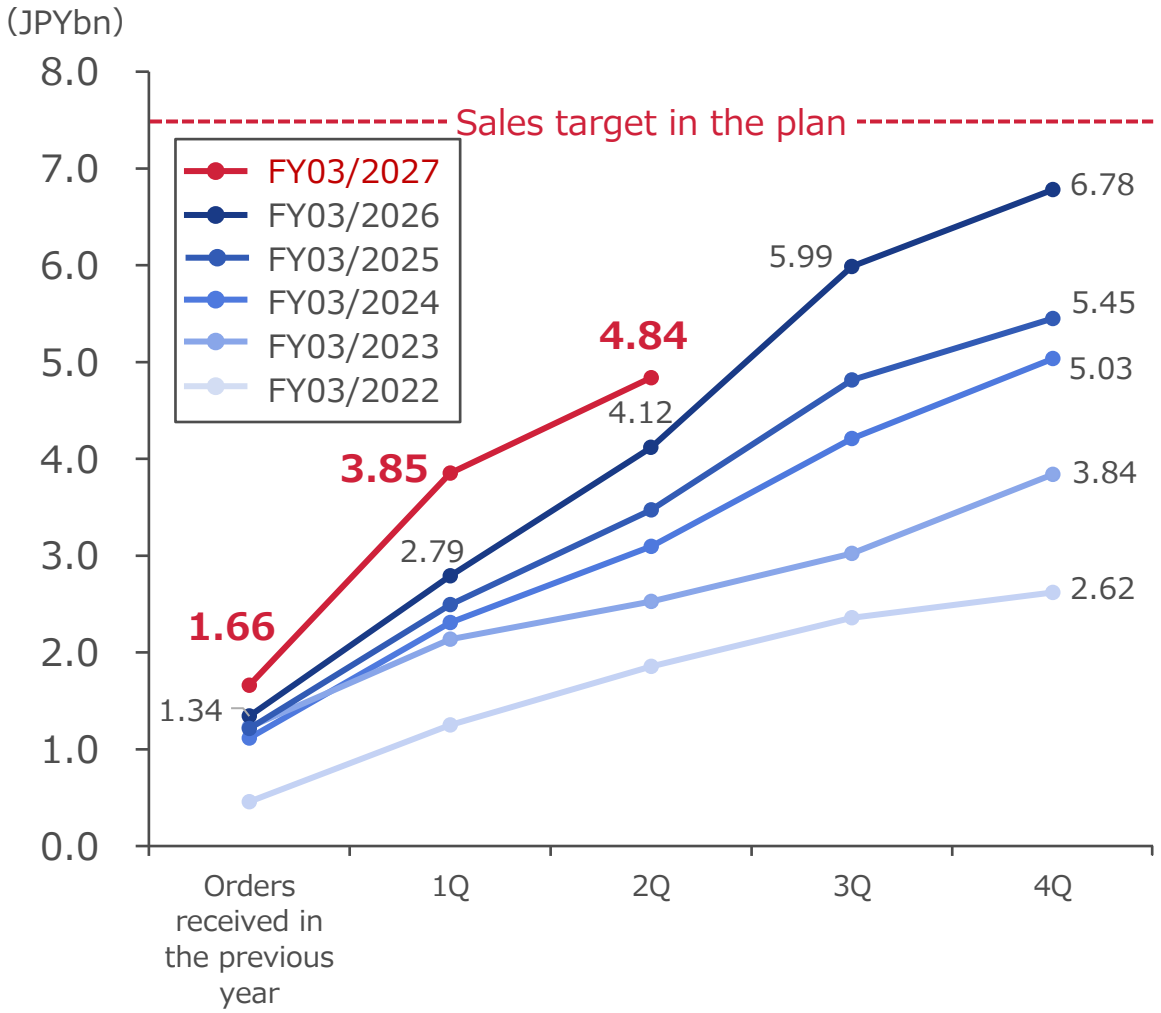
Reference

MONTHLY AND QUARTERLY SALES (CUMULATIVE)

Monthly sales*



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

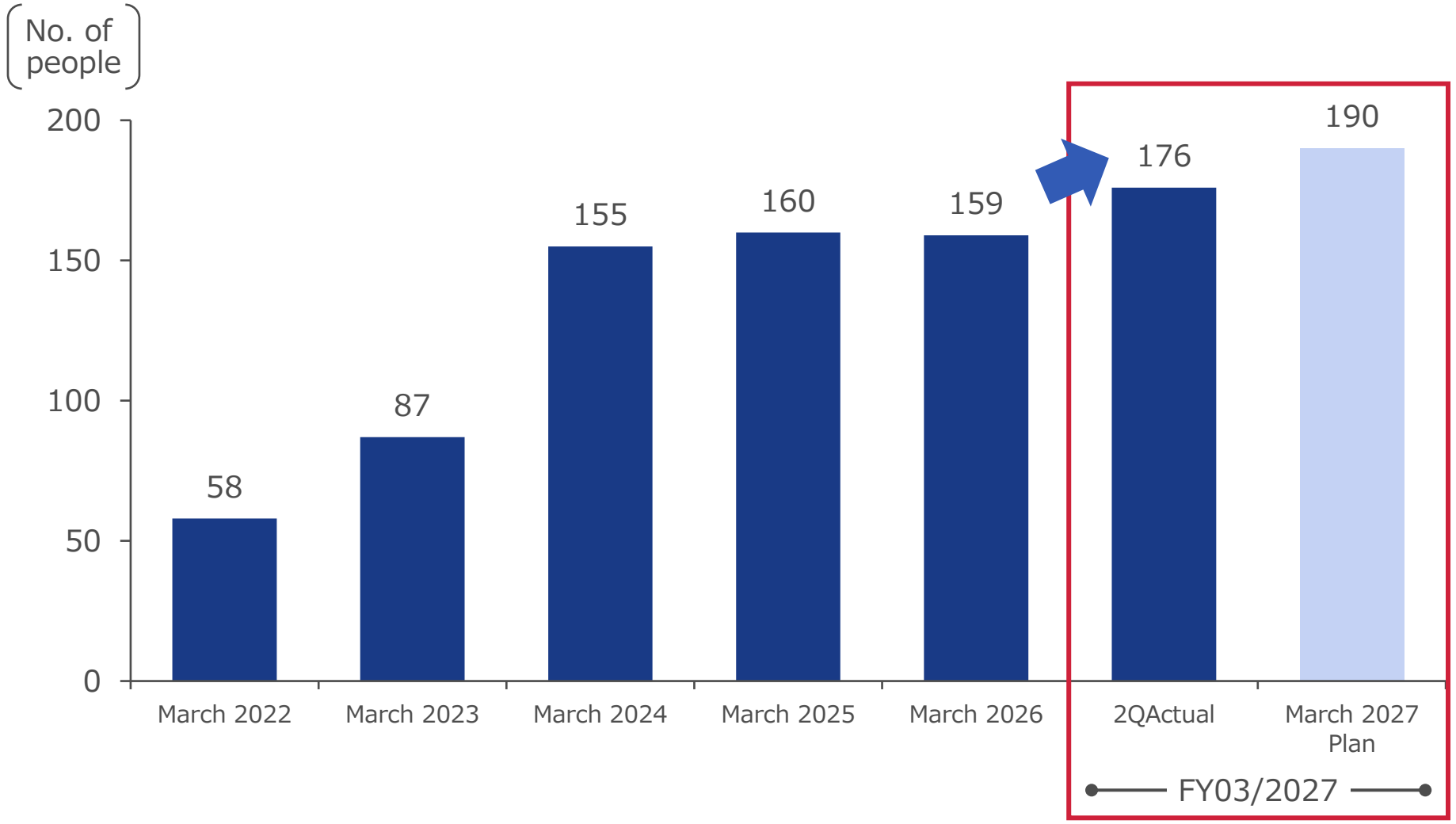


* FY03/2022 figures exclude sales of transferred businesses.

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BUSINESS PRODUCER HEADCOUNT INCREASED BY 17 FROM MARCH 2026

NUMBER OF BUSINESS PRODUCERS



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Dream Incubator

The Business Producing Company