



Fiscal Year Ended March 31, 2025

Results Briefing Information Materials

Entrust Inc.

Securities Code: 7191

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Ending March 31, 2026

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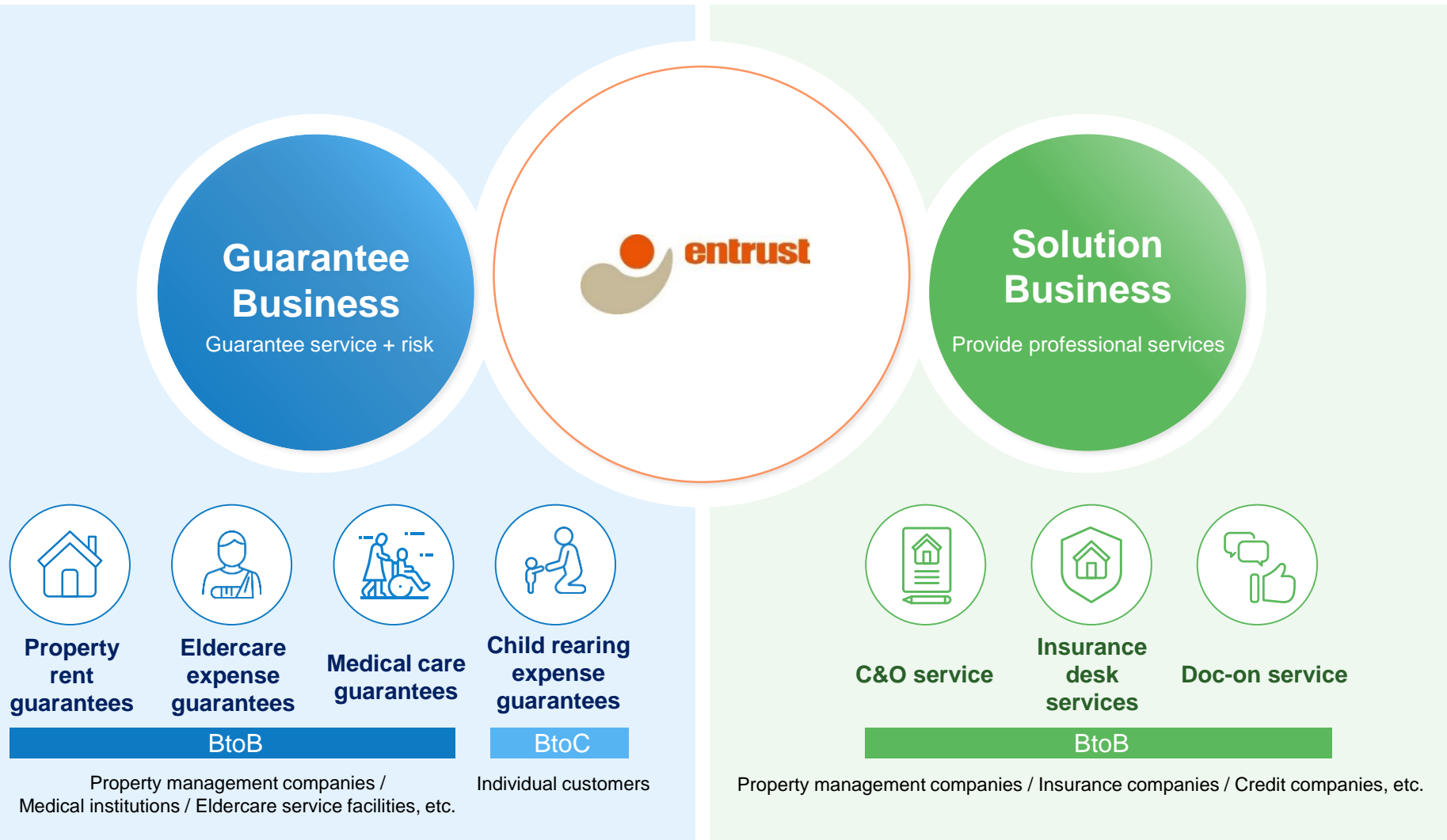
Company Profile (As of March 31, 2025)



Company Name	Entrust Inc.
Established	March 2006
Capital	1,049 million yen
Fiscal Year	12 months to March
Representative Director	Yutaka Kuwabara
Head Office Location	1-4 Kojimachi, Chiyoda-ku, Tokyo
Major Branch Offices	Akita, Sendai, Toyama, Nagoya, Osaka, Fukuoka, Tokyo Head Office Annex, Osaka Kawaramachi Annex, Hamamatsu Solution Center
Number of Employees	Consolidated: 330 Non-consolidated: 308 (Including part-time workers)
Business Lines	Guarantee business and solution business

Business Lines

Developing the guarantee business to take on risks and the solution business to meet needs



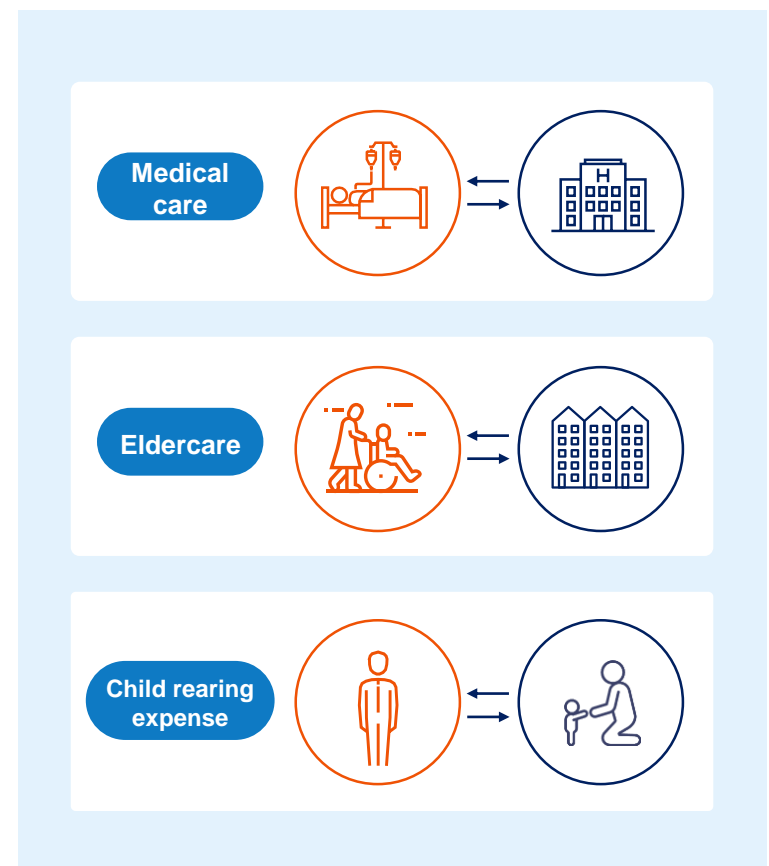
Business Lines

Guarantee Business

Assume debt delinquency risk and provide various services pertaining to guarantees



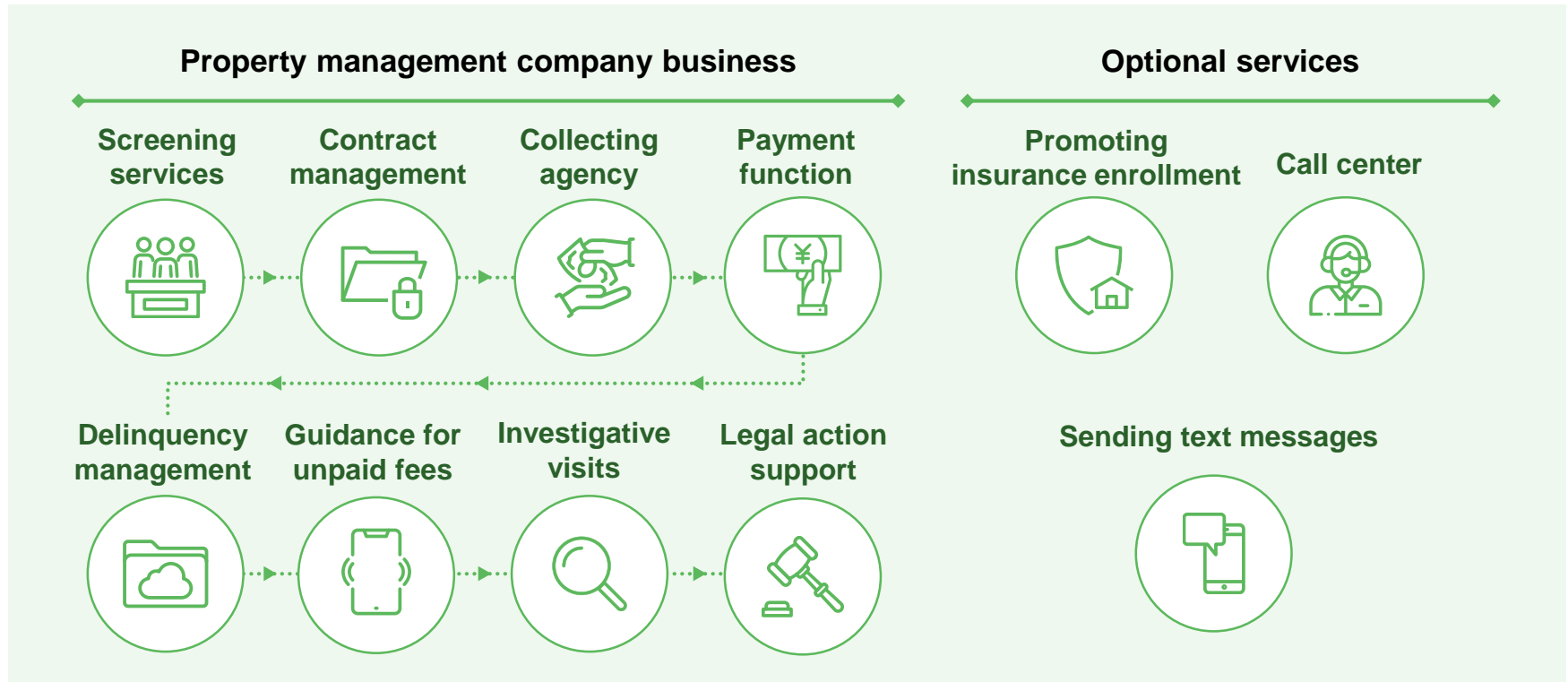
Rollout to
other
businesses
▶▶▶



Business Lines

Solution Business

Providing unique business support service based on expertise cultivated in the field of property rent guarantees



Solving unique customer needs with professional services

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Performance Highlights

- Net sales, operating profit, and net profit reached record highs
- Net sales were **117.9%** year-on-year, while operating profit was **112.3%** year-on-year
- Yearly dividend of **25.0 yen** (+7.0 yen) achieved with a dividend payout ratio of 41.1%, marking the **9th consecutive year of dividend growth**

Net sales

10,572 million yen
(117.9% year-on-year)

Operating profit

2,329 million yen
(112.3% year-on-year)

Profit

1,360 million yen
(110.8% year-on-year)

Dividend

25.0 yen
(+7.0 yen year-on-year)

Market capitalization value

17.4 billion yen
(Based on the closing price at the end of March)

EPS

60.8 yen
(+5.9 yen year-on-year)

ROE

20.85 %
(20.16% in previous fiscal year)

Performance Overview

- Net sales in the guarantee business recorded **double-digit growth** across all segments: property rent, medical care, and eldercare
- Operating profit achieved **double-digit growth** by absorbing increases in outsourcing fees and bad debt-related costs associated with the expansion of the guarantee business

(Million yen)

	2024/3 Actual	2025/3 Actual	Year-on-year
Net sales	8,971	10,572	117.9%
Operating profit	2,073	2,329	112.3%
(Margin)	23.1%	22.0%	-
Ordinary profit	2,070	2,345	113.3%
(Margin)	23.1%	22.2%	-
Net income	1,227	1,360	110.8%
(Margin)	13.7%	12.9%	-

Strong results with net sales at **117.9%** year-on-year

- Property rent guarantee growth has contributed, with growth in both initial and renewal guarantee fees
- Steady increase in adoption of medical care and eldercare expense guarantees, entering a growth phase
- Acquisition of Racoon Rent, Co., Ltd. (hereafter “RR”) also contributed to increased revenue

Operating profit at **112.3%** year-on-year

- Increase in revenue despite increasing business outsourcing fees, rent collection payment costs, and bad debt costs accompanying growth in property rent guarantees

First-Year Action Plan for Achieving the Third Medium-Term Management Plan

- New initiatives launched based on our expertise accumulated in the guarantee business, establishing a foundation for the second year and beyond through ongoing M&A evaluations, new product releases, existing business enhancement, and more

M&A

- **RR share acquisition**

We completed a share acquisition with industry peer RR, merging it into our subsidiary, Premier Life Inc. (hereafter “PRL”).

- **Ongoing M&A evaluations**

We proactively pursue M&A opportunities with companies both within our industry and in other sectors where we see potential for business synergy. Multiple candidate companies have already progressed to the interview stage.

New product releases

- **Car Up Support Guarantee**

In partnership with Global Mobility Service Inc. and Mitsui Sumitomo Insurance Co., Ltd., we have launched a guarantee service for in-house installment sales of used vehicles. This initiative aims to create a new market within the used car sales industry.

- **Educational loan guarantee for Certified Care Workers**

In partnership with the Japan Association of Training Institutions for Certified Care Workers and Mitsui Sumitomo Insurance Co., Ltd., we have launched an institutional guarantee service for educational loan programs targeting Certified Care Workers and related professionals. This service aims to promote loan accessibility as well as develop and secure an eldercare workforce, helping to address social challenges.

Promoting existing businesses

- **Launch of child rearing expense guarantees for local governments in Miyazaki City, Miyazaki Prefecture**

We have entered into the Agreement on Child Rearing Expense Assurance Services with Miyazaki City, the first of its kind in Japan, to provide a scheme that reduces financial and procedural burden among users. We intend to expand this initiative to local governments across Japan.

Net Sales by Quarter

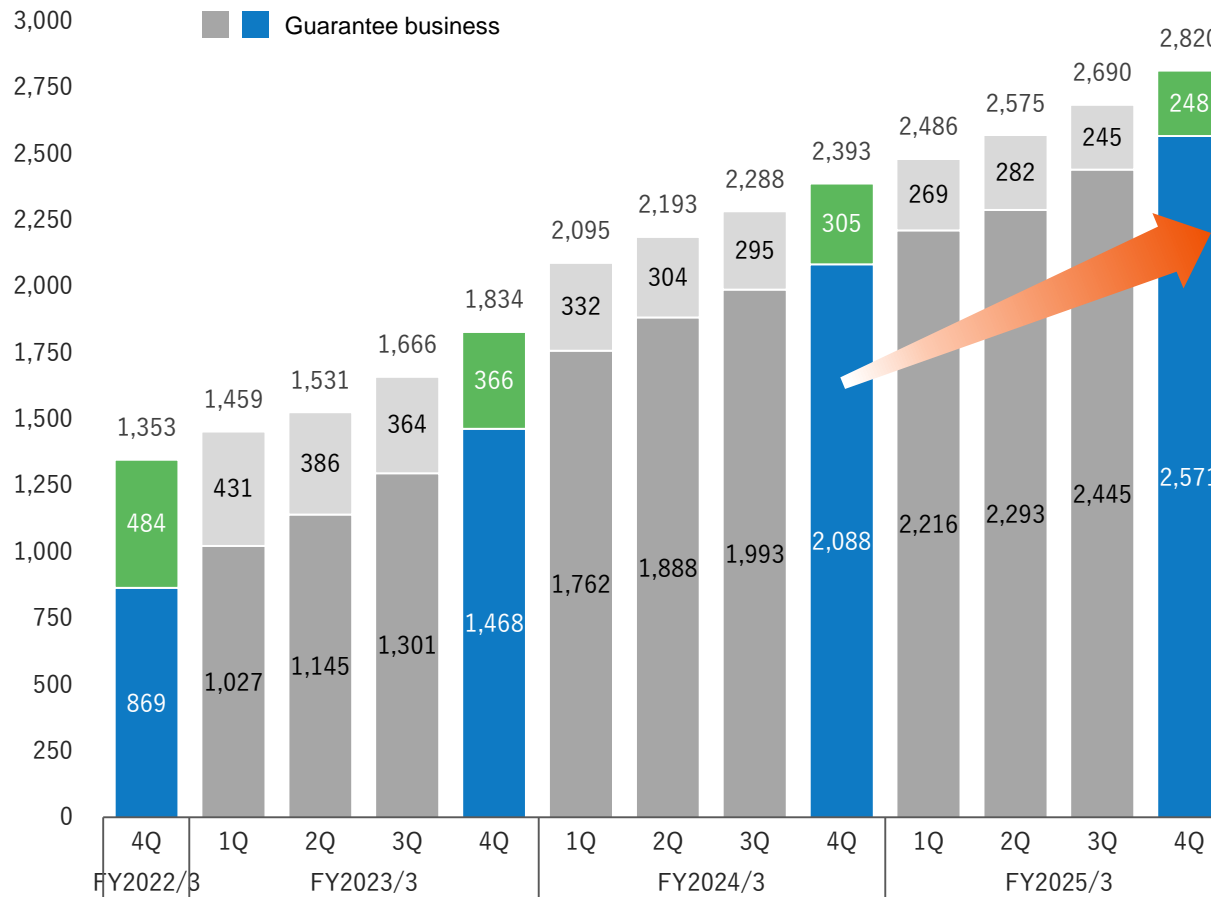
- Revenue increased steadily due to sales driven by the guarantee business

117.8% (+426 million yen) year-on-year

Year-on-year
117.8%
(+426 million yen)

(Million yen)

■ Solution business
■ Guarantee business



Solution Business

Ongoing shift from C&O services to guarantee products
81.5% year-on-year (-56 million yen)

Guarantee Business

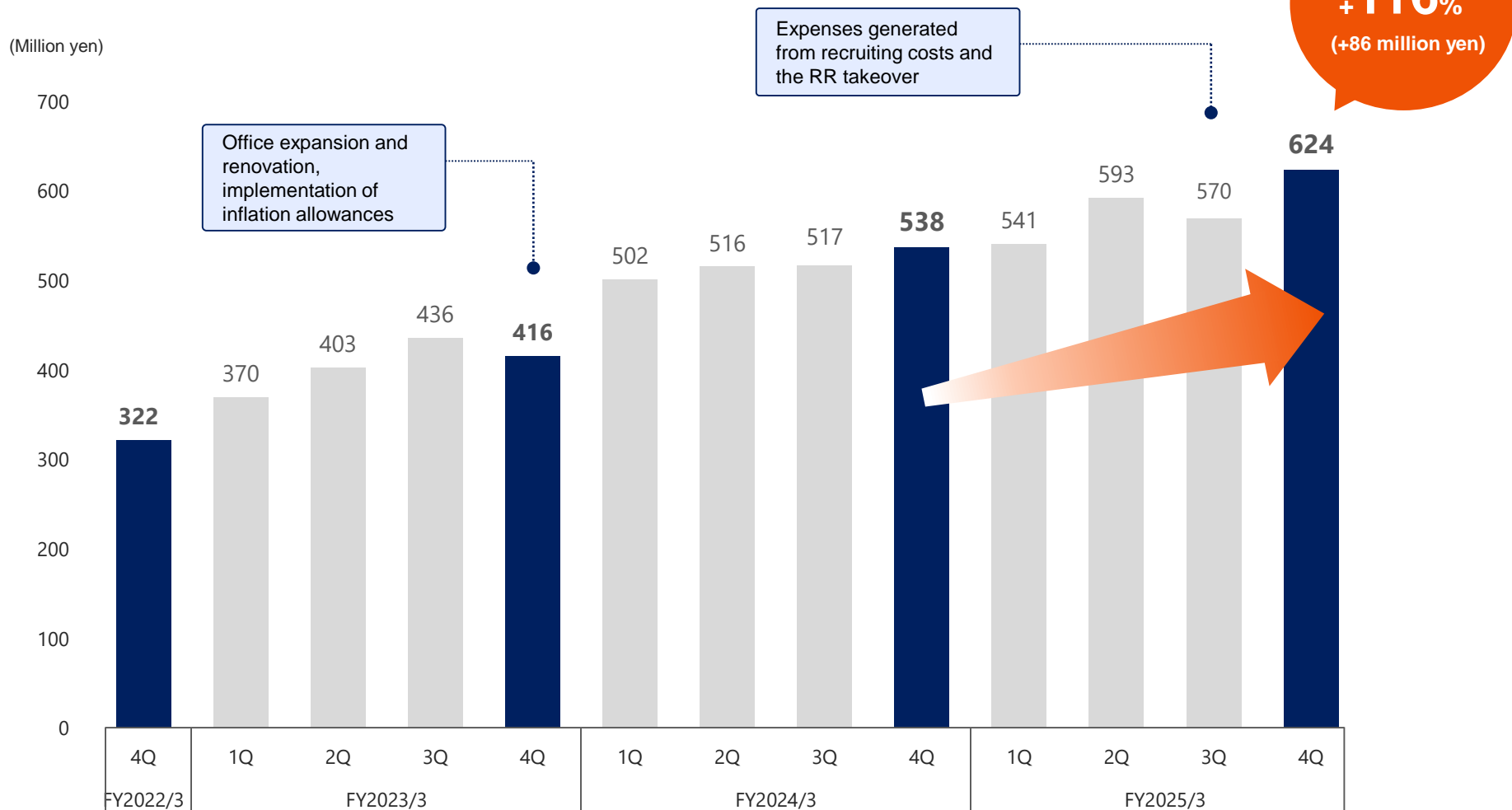
Ongoing growth due to new property rent guarantee contracts and increased renewal guarantee fees
123.1% year-on-year (+483 million yen)

***Figures for the fiscal year ended March 31, 2024 and thereafter are consolidated figures.**

Operating Profit by Quarter

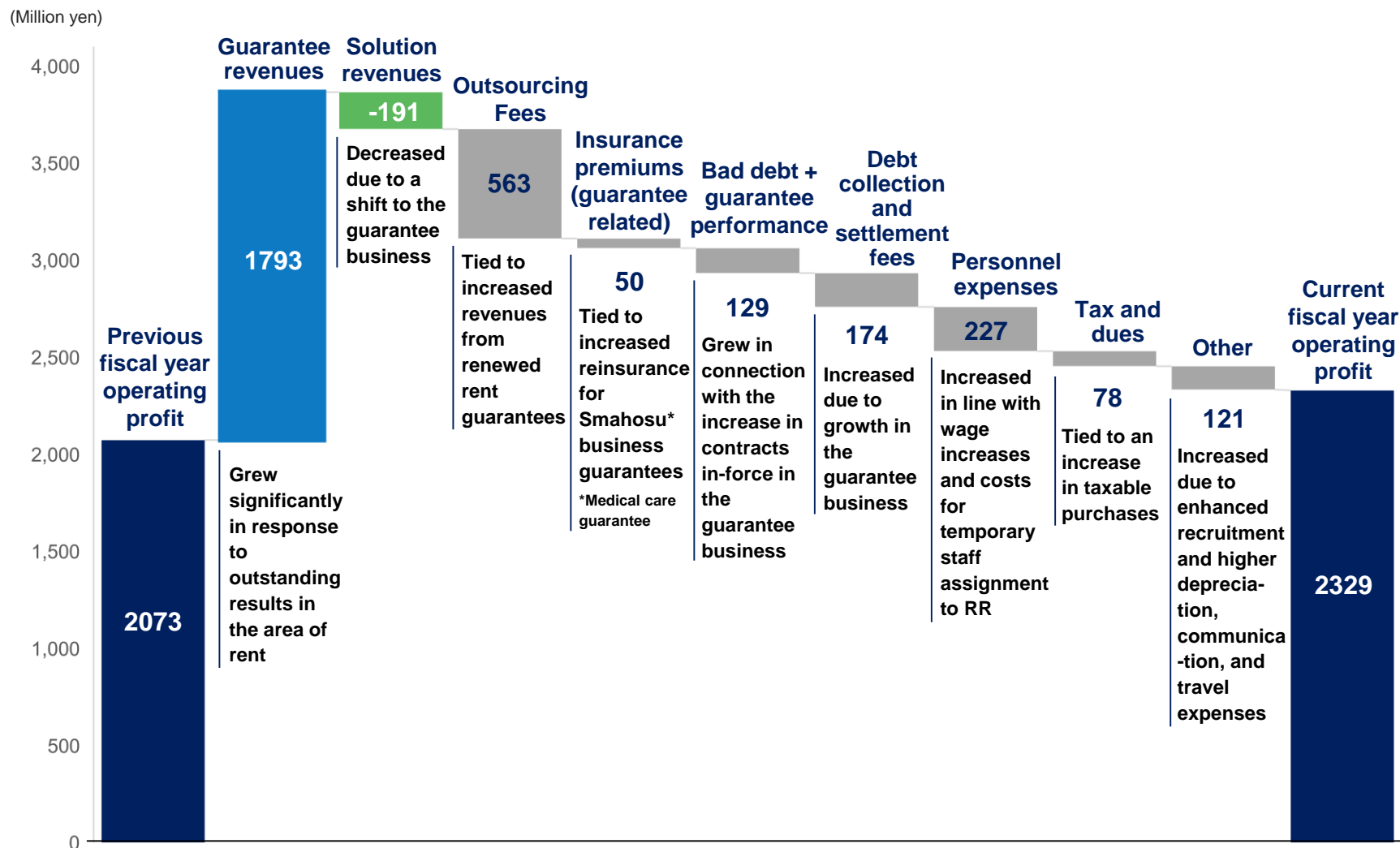
■ Operating profit rose to 116% year-on-year

*Figures for the fiscal year ended March 31, 2024 and thereafter are consolidated figures



Analysis of Changes in Operating Profit

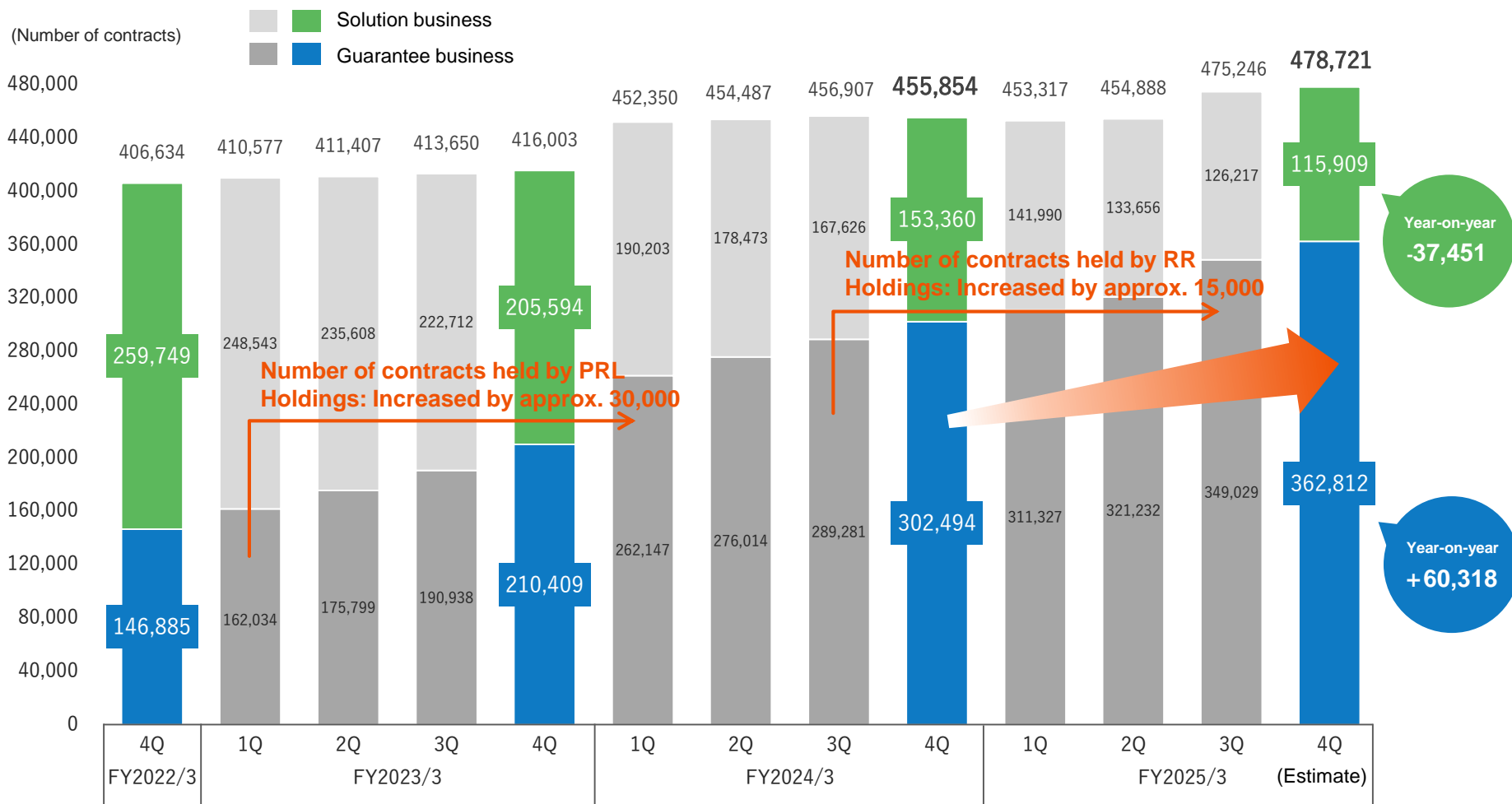
- Profit increased despite an increase in related expenses (business outsourcing fees, settlement fees, and bad debt-related costs) in line with growth in guarantee sales



Property Rent Area: Number of Property Contracts by Quarter

■ Guarantee business led the growth

The overall number of contracts in-force increased slightly as a result of switching from solution products automatically attached to properties managed by clients to optional guarantee products. Guarantee products with high unit prices have grown steadily, resulting in increased sales.

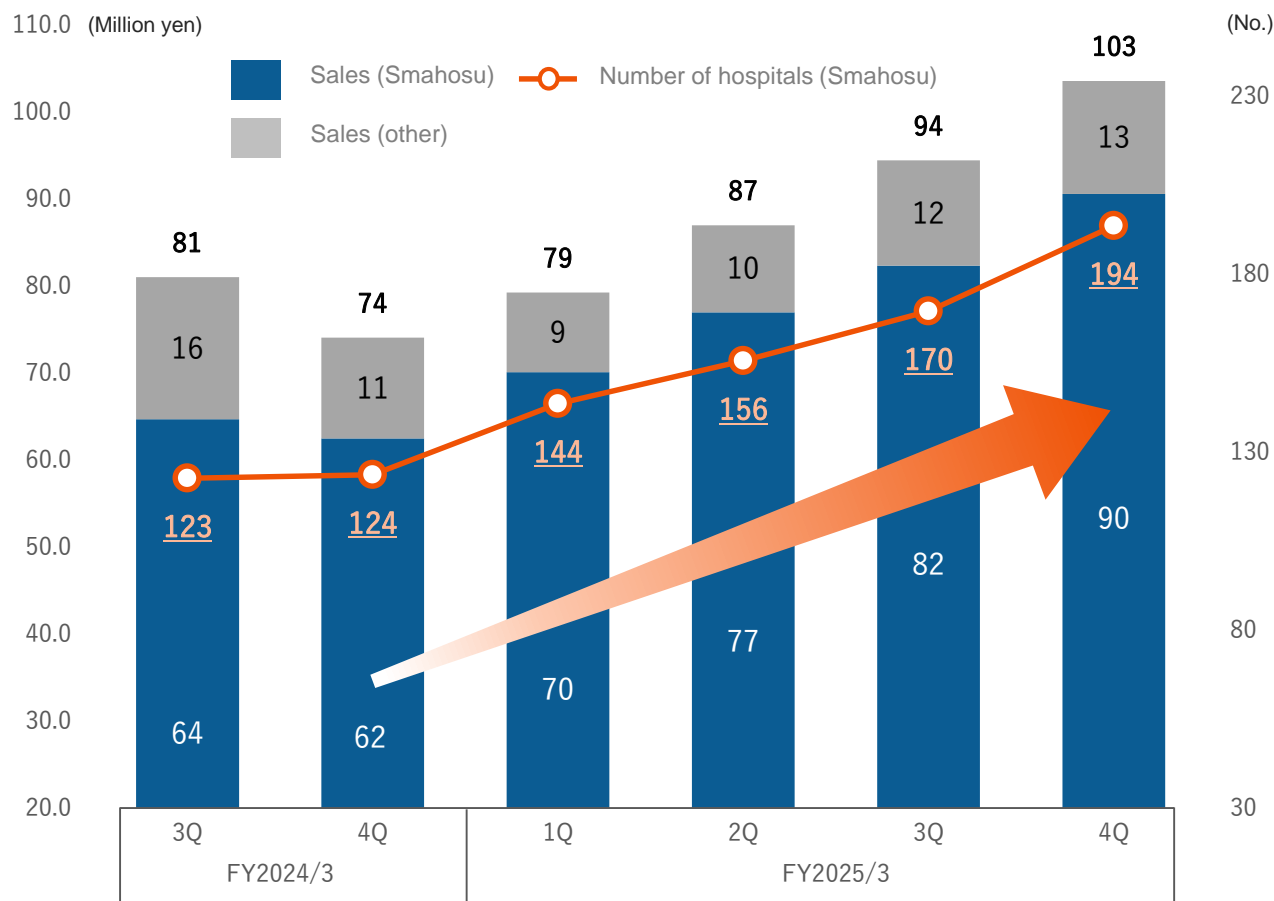


New Area: Medical Care Guarantee Sales by Quarter

■ Sumahosu sales activities strengthened to steadily expand the number of medical institution clients and drive growth

- Inquiries have increased through partnerships with insurance companies and hospital associations, with further growth expected.
- Stable guarantee unit prices have been maintained by offsetting second-year fee reductions with new contract acquisitions.

Year-on-year
139.8%
in medical
care sales



• Continued growth for co-signer agent system Smahosu

194 medical facilities
(+70 from the end of the previous fiscal year)

45,823 hospital beds
(+16,155 from the end of the previous fiscal year)

• Hospitalization set with medical care guarantee and other products

30 medical facilities
(-10 year-on-year)

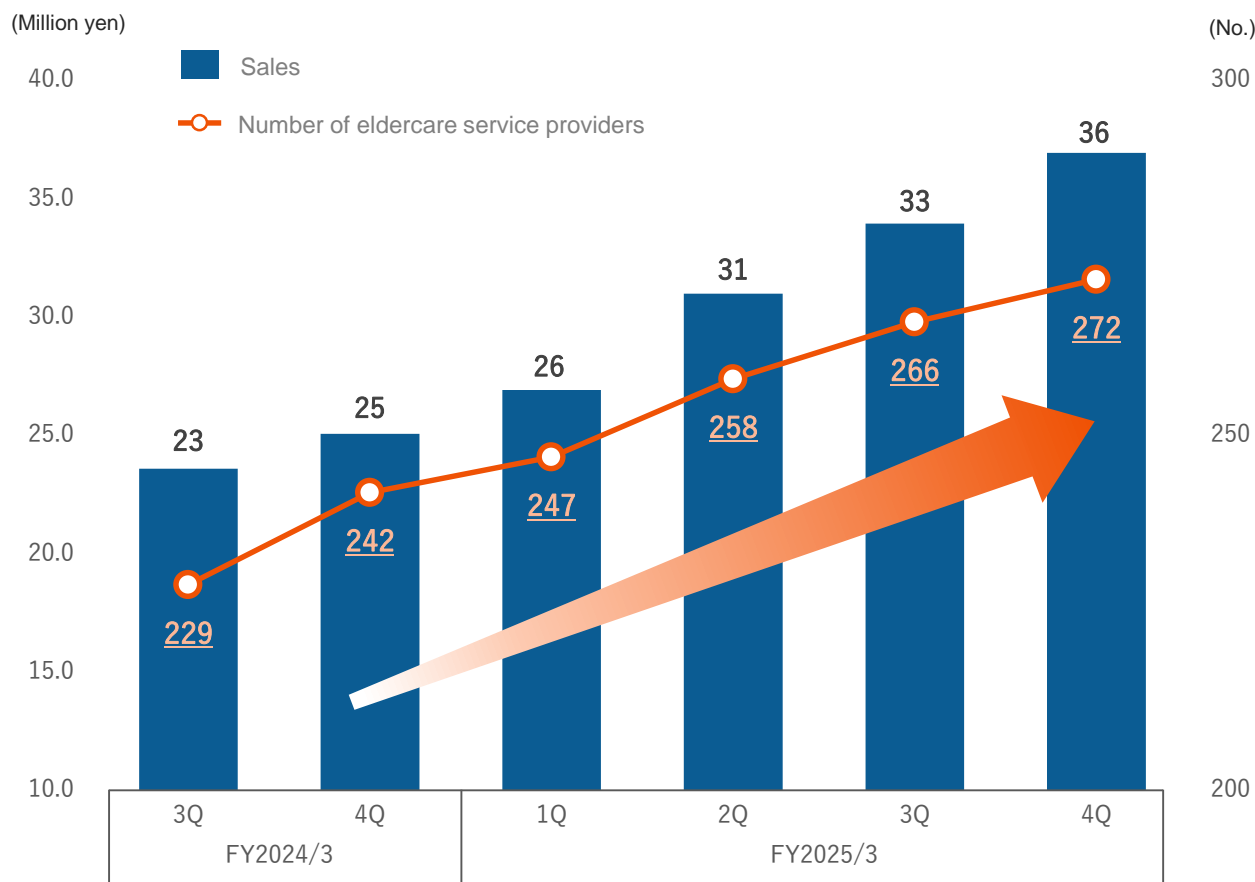
5,920 hospital beds
(-1,323 year-on-year)

New Area: Eldercare Expense Guarantee Sales by Quarter

■ Eldercare: Eldercare expense guarantees with accident insurance remained strong

- 29 service providers newly adopted the service in FY 2025. Products with accident insurance have contributed to improving the guarantee coverage rate, steadily increasing sales and contract volume.
- We will continue to partner with sales support companies and promote sales.

Year-on-year
147.3%
in eldercare
sales



● Continued growth of eldercare expense guarantees with accident insurance

80 eldercare service providers
(+29 from the end of the previous fiscal year)

1,646 contracts
(+853 from the end of the previous fiscal year)

● Other products

192 eldercare service providers
(+1 from the end of the previous fiscal year)

3,725 contracts
(+1,099 from the end of the previous fiscal year)

Other Financial Data (Balance Sheet)

(Million yen)

	2024/3 (Previous fiscal year)	2025/3 (Current fiscal year)	Change in amount
Current assets	8,438	10,004	1,566
Cash and deposits	5,663	6,822	1,159
Accounts receivable - trade	211	206	-4
Advances paid	3,824	4,991	1,166
Other	474	539	65
Allowance for doubtful accounts	-1,735	-2,555	-820
Non-current assets	1,214	1,256	42
Property, plant, and equipment	160	183	23
Intangible assets	222	311	89
Investments and other assets	831	761	-70
Current liabilities	3,393	4,108	715
(Unearned revenues)	1,978	2,239	260
(Reserve for fulfillment of guarantees)	477	826	348
Non-current liabilities	154	182	28
Net assets	6,105	6,970	864
Total assets	9,653	11,261	1,608

Tied to steady growth in the number of guarantee contracts held

Tied to the increase in new contracts for property rent guarantees

Secured deferred revenue that serves as **future income source** at levels on par with the previous year (up 13.2%)

*Moderate growth in the future expected due to an increase in the number of contracts for products involving monthly renewal

Tied to the increase in new contracts for property rent guarantees

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Summary and Progress of the Plan for the Entire Fiscal Year

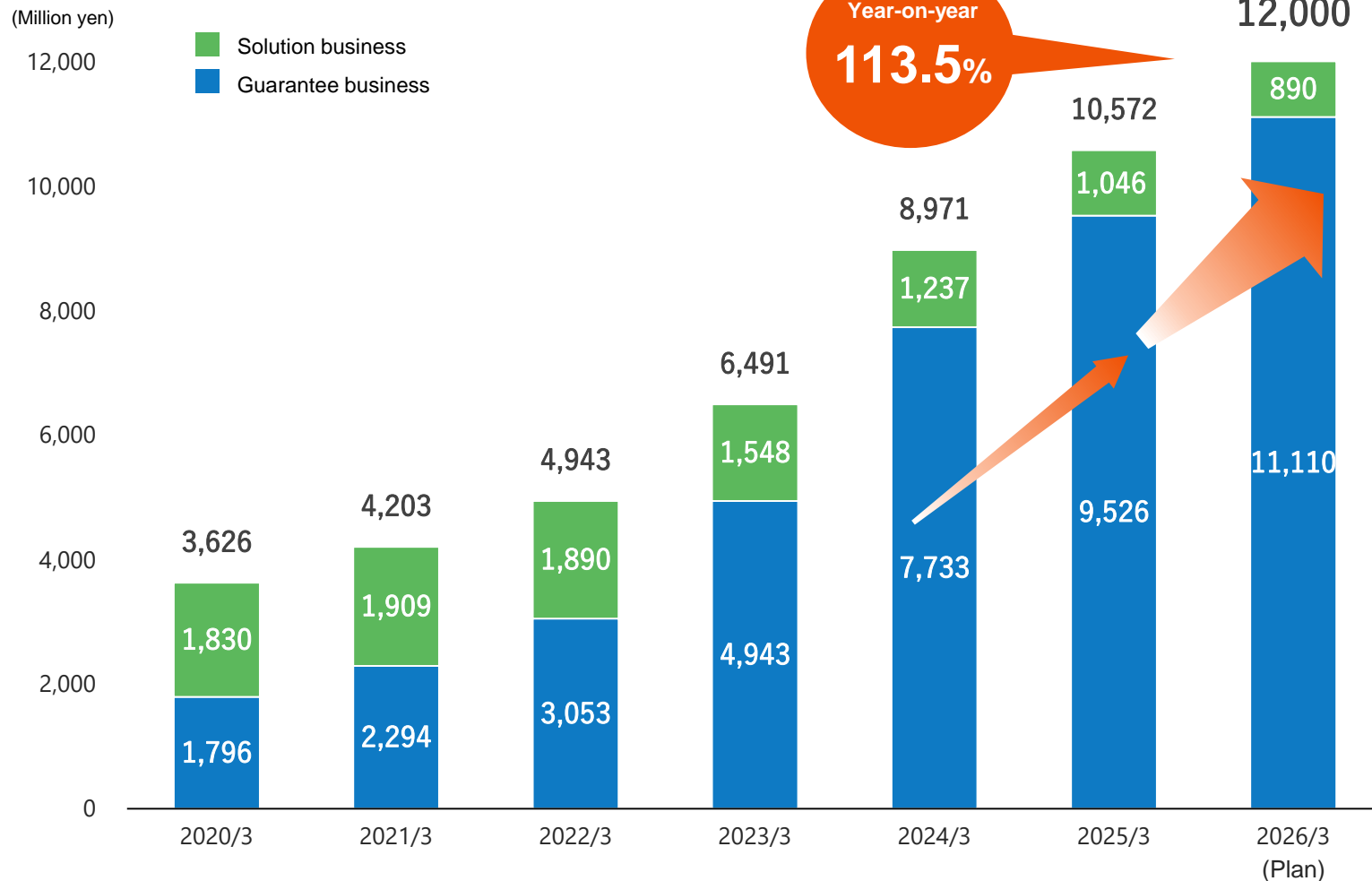
- In the second year of the Third Medium-Term Management Plan, achieve the targets of 12.0 billion yen in sales and 2.6 billion yen in operating profit
- We are steadily progressing toward **re-listing on the Prime Market**

(Million yen)

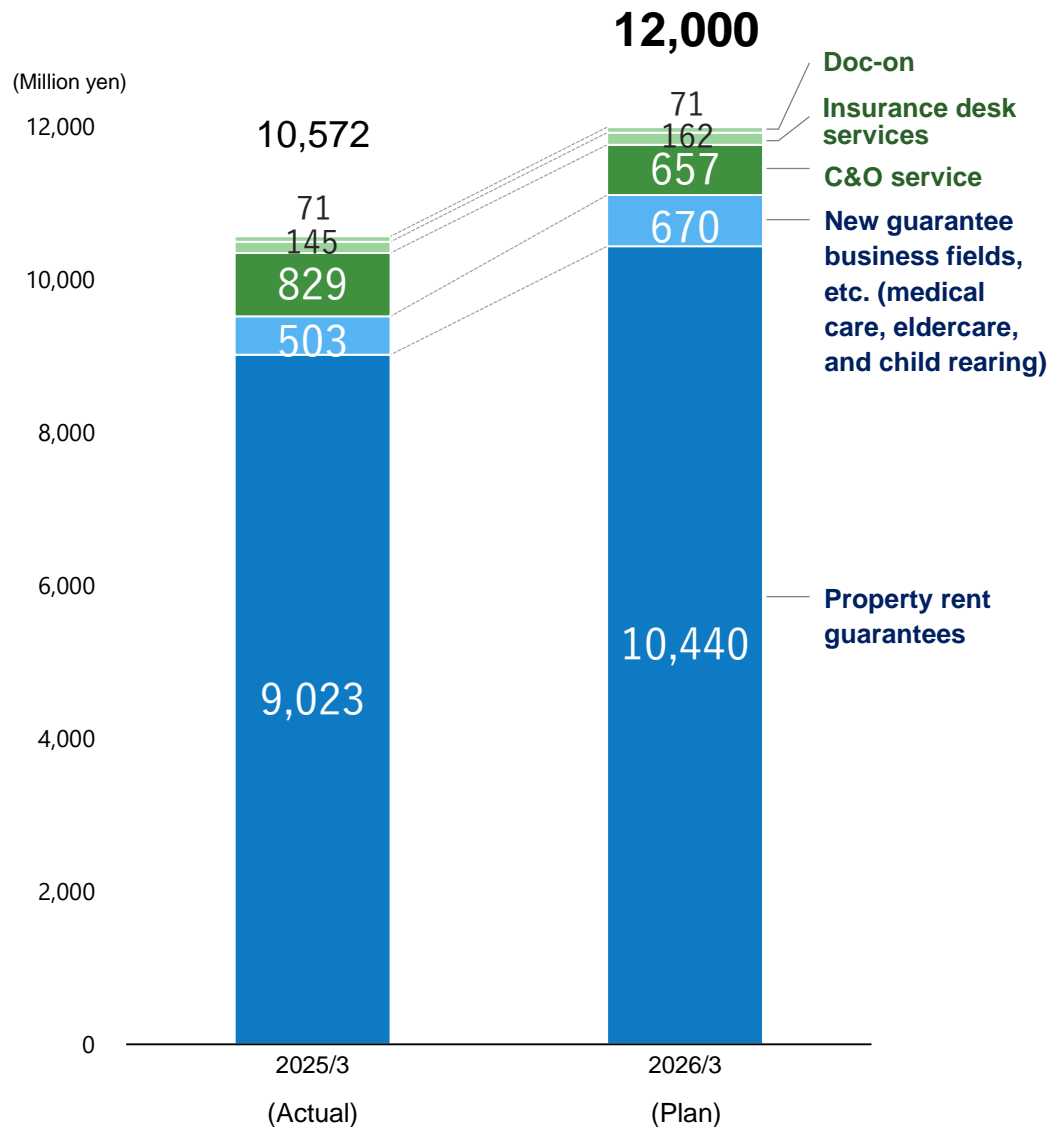
	2025/3 Actual	2026/3 Plan	Year-on-year	H1 plan	Medium-term Management Plan (2027/3)
Net sales	10,572	12,000	113.5%	5,880	15,000
Operating profit	2,329	2,600	111.6%	1,300	3,000
(Margin)	22.0%	21.7%	-	22.1%	20.0%
Ordinary profit	2,345	2,600	110.9%	1,300	-
(Margin)	22.2%	21.7%	-	22.1%	-
Net income	1,360	1,550	114.0%	780	-
(Margin)	12.9%	12.9%	-	13.3%	-

Net Sales by Year and Plan

- For property rent guarantees, promote sales expansion in residential and commercial products to build a foundation for sales
- For medical care and eldercare expense guarantees, strengthen sales activities toward gaining more new contracts



Annual Targets for Net Sales (Details)



Solution Business

Doc-on and insurance desk services

Continue to expand sales

C&O services

Reduced due to continued shift to rent liability guarantees

Guarantee Business

Rent liability guarantees

Trend toward increases in new contracts continues / Renewal guarantee fees also increase significantly due to increased contracts held and monthly contracts

Medical care guarantees

Further expansion of sales expected due to strengthened sales system and products

Eldercare expense guarantees

Strengthen sales structure to expand sales for products with accident insurance / Improve the guarantee utilization rate

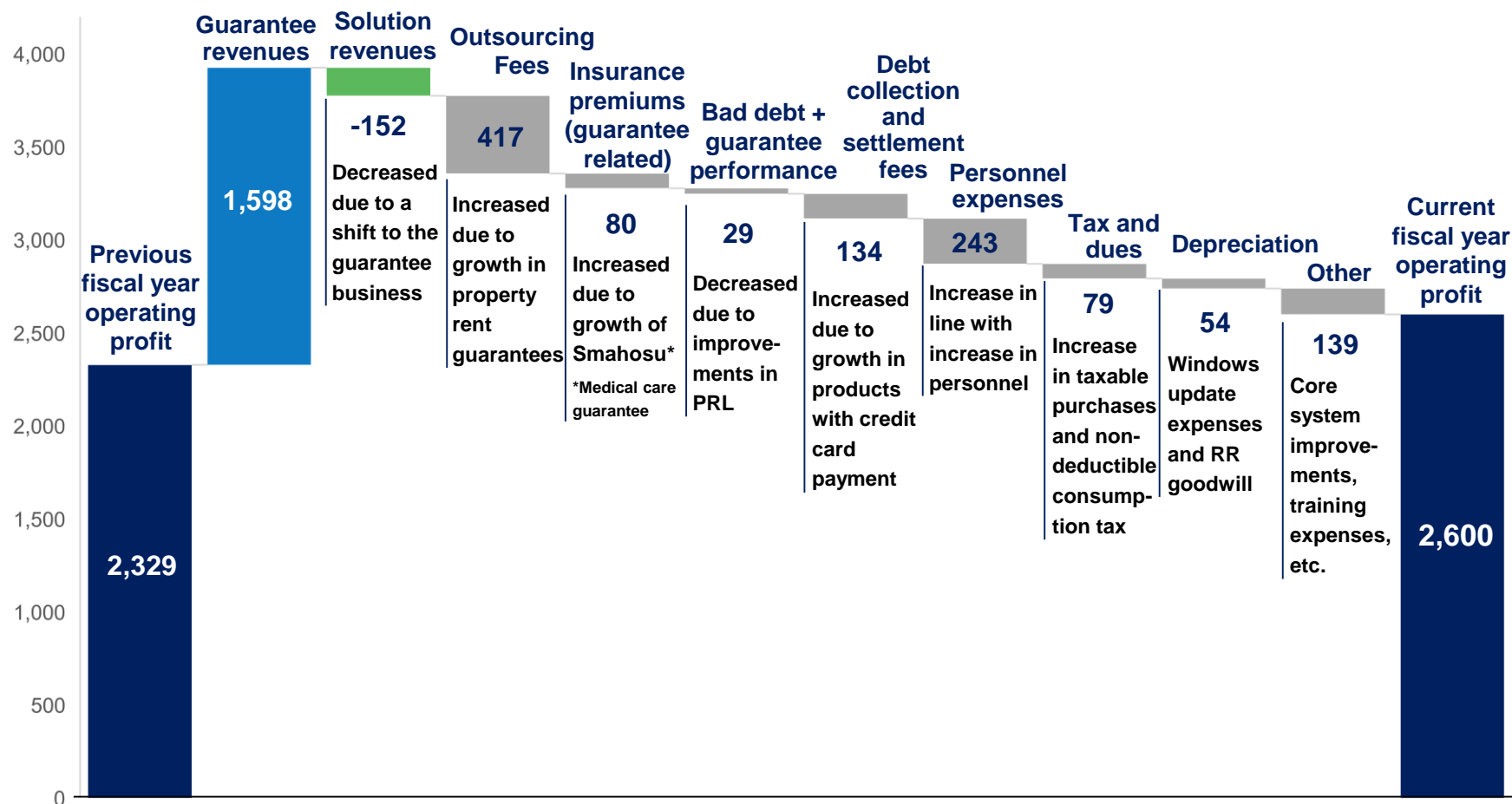
Child rearing expense guarantees

Promote commercialization in local governments across Japan

Analysis of Changes in Operating Profit (Plan)

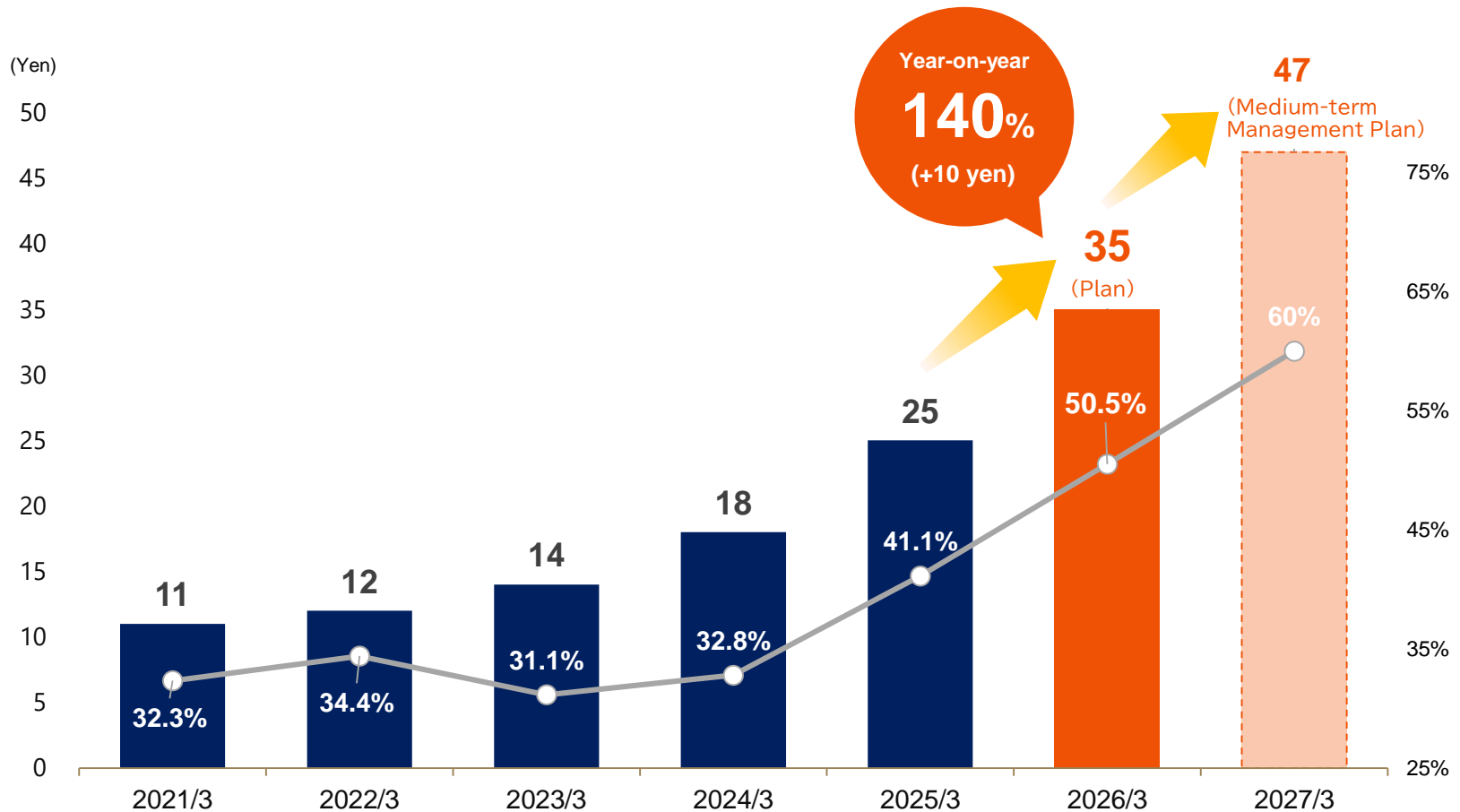
- Promote increase in revenue through growth in guarantee business
- Conduct Windows updates, improve core systems, and provide employee training programs / Expand operating profit beyond the increase in expenses

(Million yen)



Dividends by Year and Plan

- Increase in dividends for 10 consecutive fiscal years planned to promote further shareholder returns
 - Dividends of **35 yen**, a **10-yen** increase from the previous fiscal year, planned
 - Achieve dividend payout ratio of **50.5%**
- Achieve a dividend payout ratio of **60%** in the final year of the medium-term plan



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Key KPIs and Financial Structure of the Guarantee Business

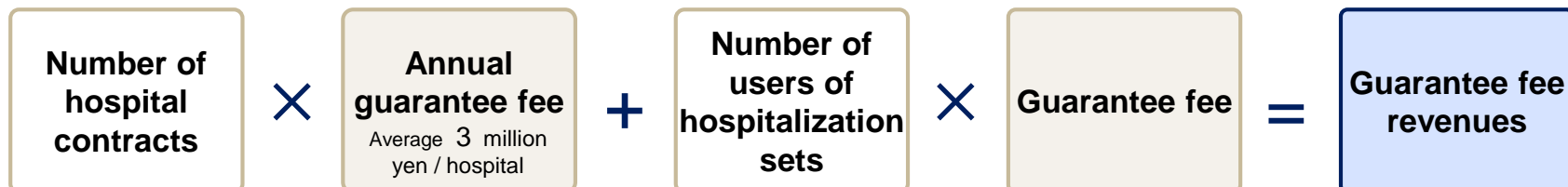
Key KPIs

Guarantee rent, elderly care, and child rearing expenses



* Prorated over warranty period

Medical care guarantees

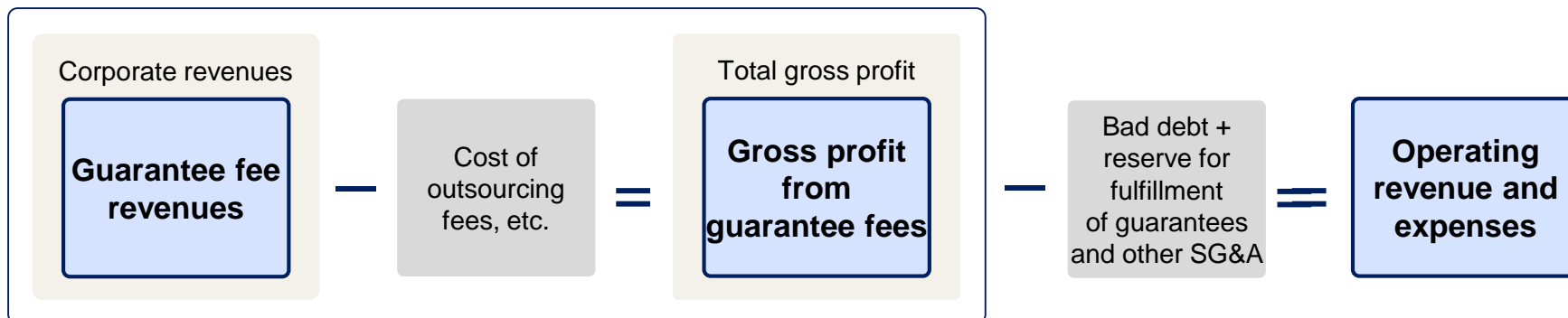


..... Smahosu

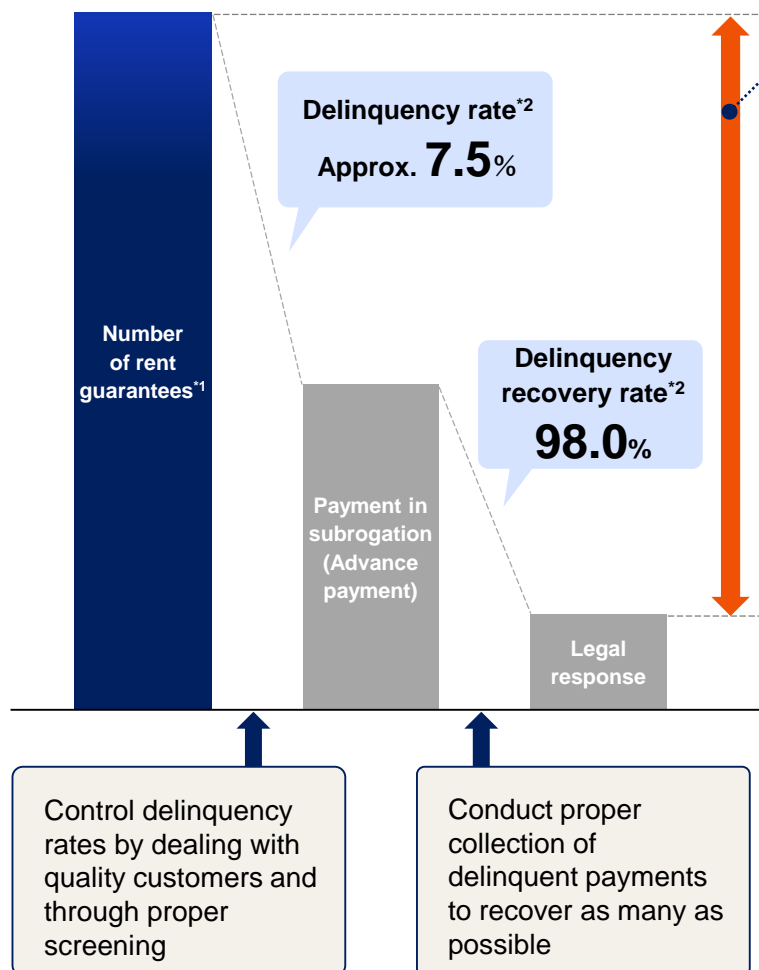
..... Hospitalization set product that comes with the guarantee

* Prorated over warranty period

Financial structure



About
310,000
cases



This gap is a source of profit

— 3 key factors that generate profits —

Assessment

- Precise management through accurate risk assessment
- Improved finances (high profit margins) by selecting quality lenders/borrowers rather than reckless expansion
- Create a virtuous cycle to expand our customer base

Collection

- Compliance-driven collection (Certified by the strict screening for the listing)
- Steadily carry out legitimate legal procedures
- Efficient recovery schemes by professional staff and IT/infrastructure to support them

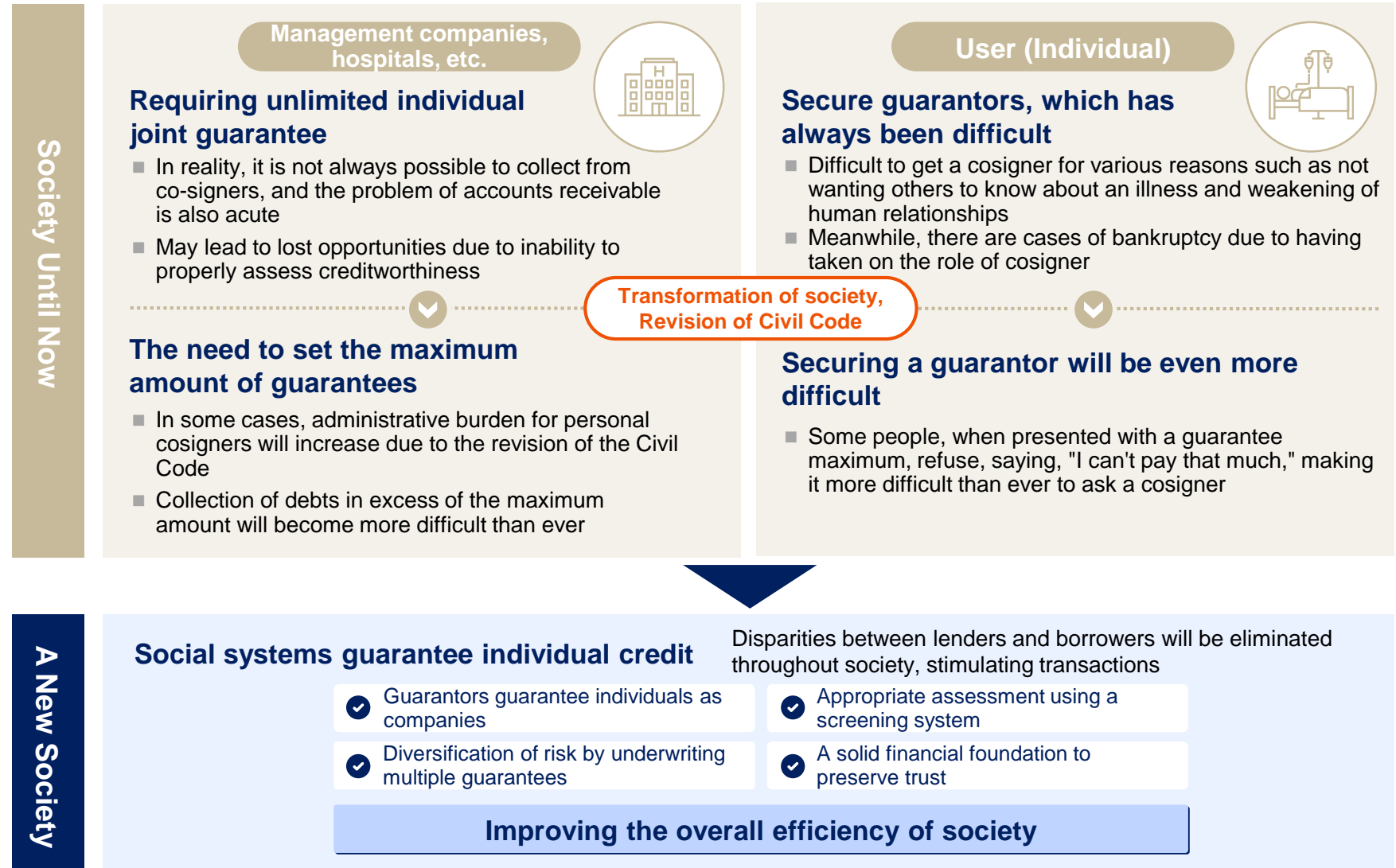
Expertise

- Build up screening and collection expertise
- Free client (property management companies, hospitals, etc.) staff from tasks they are not familiar with
- Resolve needs by proposing solutions

*1 The number of rent guarantee contracts as of March 31, 2025

*2 Calculated based on moving averages for the past 12 months.

Creating a society where guarantee companies guarantee individual credit, previously guaranteed by regional bonds and kinship



The Medical Cost Guarantee Market Shows Expanding Demand

Guarantee Business

Accelerate implementations in hospitals in cooperation with a major non-life insurance company

Average account
receivable per hospital

Approx.
4.5
million yen/year *

*In-house research

External factors
for expanding demand

- ✓ Revision of Civil Code
- ✓ Increase in the number of foreign visitors to Japan
- ✓ Increase in out-of-pocket medical costs

Total number of
medical facilities

Approx. **180,000**

Number of hospitals
nationwide

Approx. **8,300**

Our results

224

Entrust Inc. target

Third Medium-Term Management Plan Targets

Hop
First Medium-Term
Management Plan
(2019 - 3/2021)

Step
Second Medium-Term
Management Plan
(2022 - 3/2024)

Jump
Third Medium-Term
Management Plan
(2025 - 3/2027)

Zero to One

Always go “from zero to one”

Road to the higher

Draw 10 billion yen in sales within reach

Change the Stage

Make great strides toward the next growth stage

(Million yen)

	Start in fiscal year ending March 2024	Goal in fiscal year ending March 2027	Growth rate for the period
Net sales	8,971	15,000	1.7 x
Operating profit	2,073	3,000	1.4 x
Operating profit margin	23.1%	20.0%	-
Payout ratio (dividends)	32.8% (18 yen)	40 - 60% (47 yen)	Aim for 60% in the final year
ROE	20.16%	20% or more	-

Third Medium-Term Management Plan measures

- **Extend the consecutive record of increased revenue and profit while focusing on sales growth rather than operating profit margin**
 - ▷ Develop **medical care** and **eldercare expense guarantees** as the next major revenue pillar following property rent guarantees
 - ▷ Maintain operating profit margin at **20%**, using it as a resource for growth investments
 - ▷ **Invest** in growth
 - Make upfront investments in medical and eldercare expense guarantees
 - Prepare for post-merger integration of M&A (temporary profit margin reduction)
 - Invest in digital transformation and pursue new business creation initiatives
- **Level up shareholder returns**
 - ▷ Increase dividend payout ratio to **40-60%**
 - ▷ Aim for **60%** in final year

The statements concerning business results projections stated in these materials are based on judgments derived from information available at that time; actual results may differ materially from those projected, depending on a variety of factors. Factors that have the potential to affect actual business results include a deterioration in the business environment or economic conditions, trends surrounding laws, regulations, and related rules, and unfavorable rulings in litigation.

Please direct any comments or questions regarding these materials or any other IR-related matters to the contact point for inquiries below.

Contact for inquiries: Entrust Inc. IR
Email: ent-ir@entrust-inc.jp

Please visit our Investor Relations
website here:

