



Fiscal Year Ending March 31, 2026 First Quarter

Results Briefing Information Materials

Entrust Inc.

Securities Code: 7191

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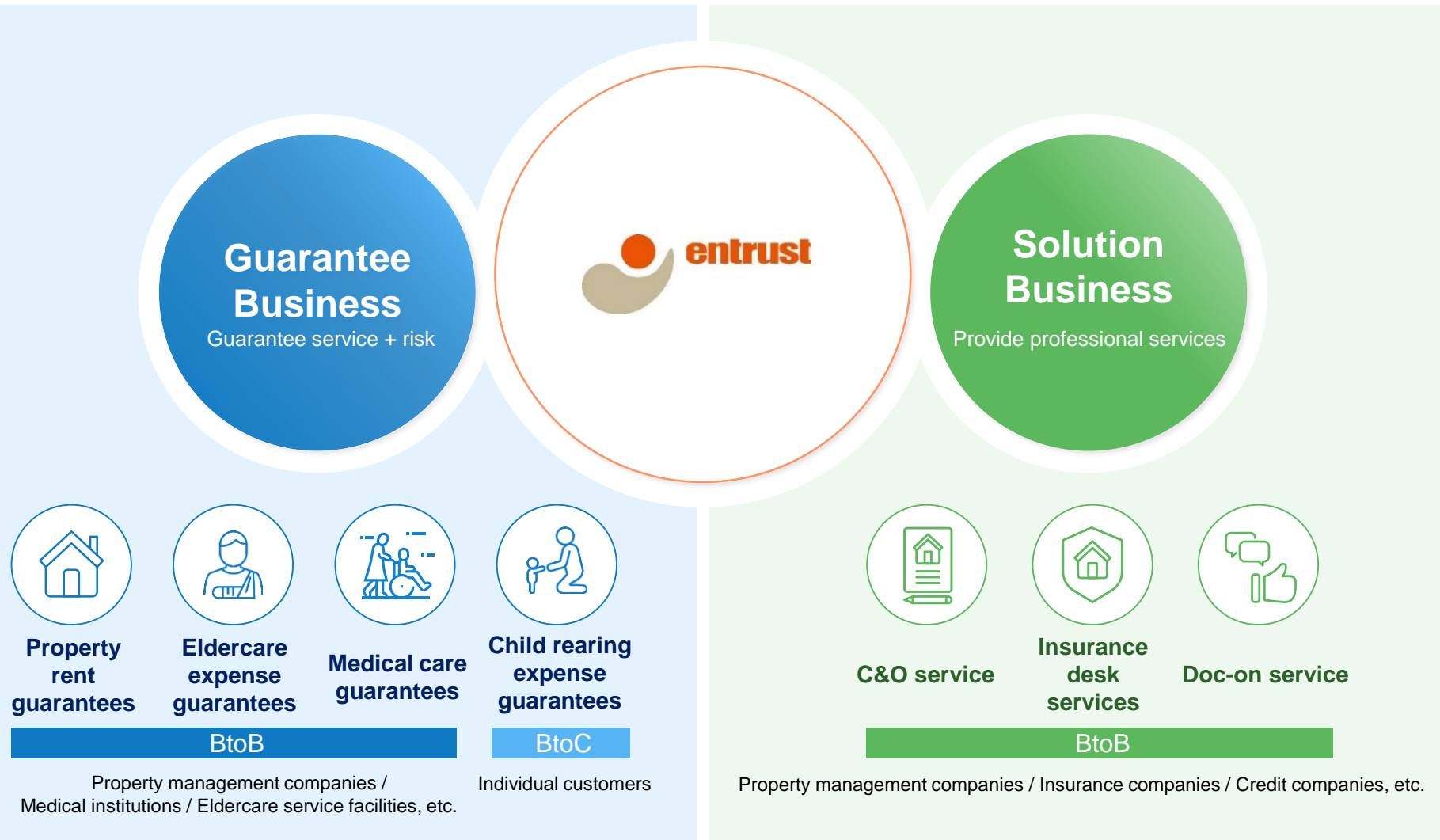
Company Profile (As of June 30, 2025)



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: 339 Non-consolidated: 319 (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



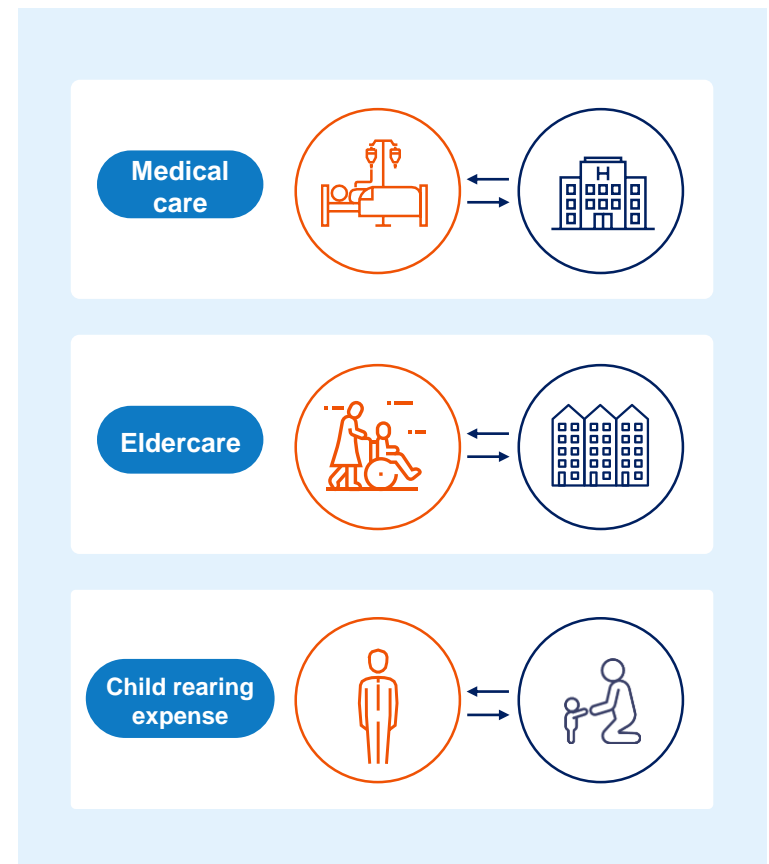
Business Lines

Guarantee Business

Assume debt delinquency risk and provide various services pertaining to guarantees



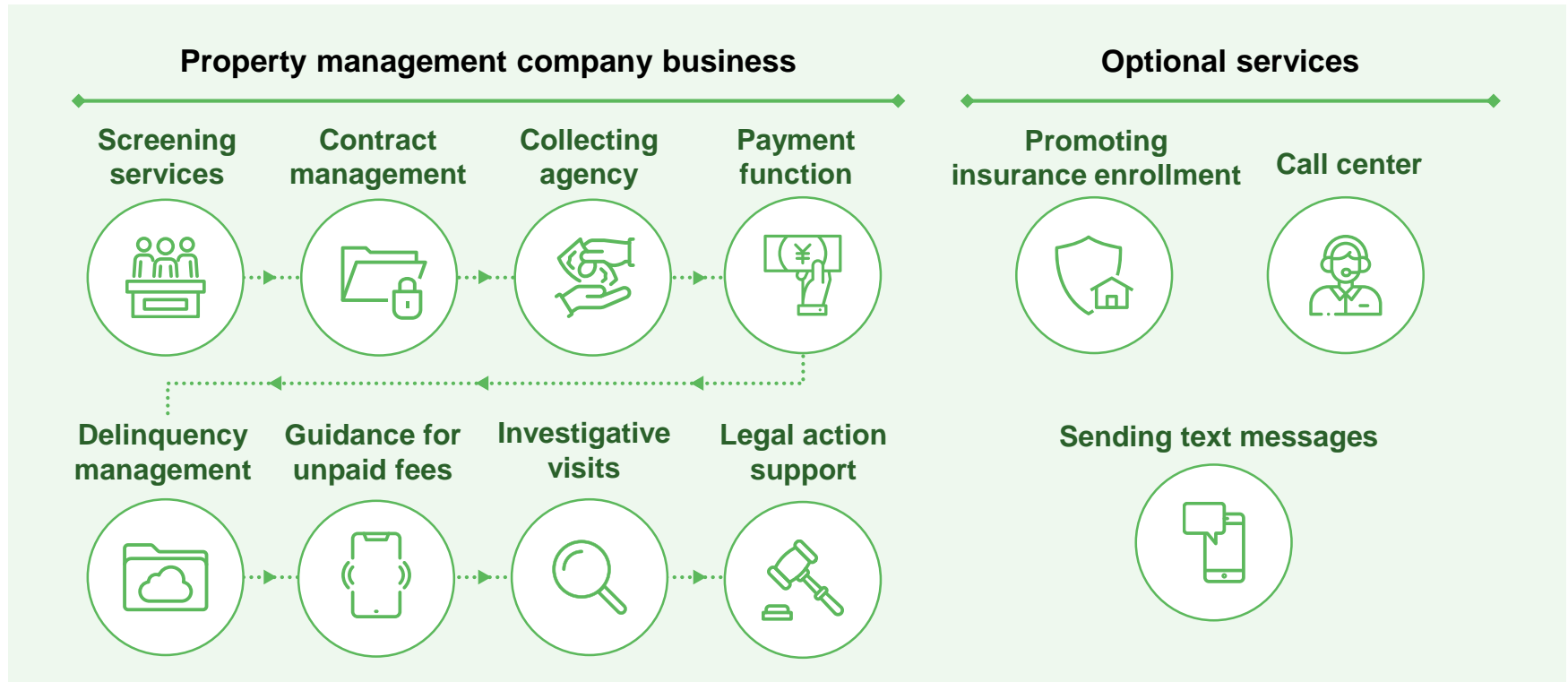
Rollout to
other
businesses
▶▶▶



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 Overview

- Building on the steady growth of the property rent guarantee business, medical care and eldercare expense guarantees also showed remarkable progress, driving overall sales growth. Achieved a **122% year-on-year profit increase** by effectively absorbing costs associated with the expansion of the guarantee business.

(Million yen)

	2024/6 Actual	2025/6 Actual	Year-on-year
Net sales	2,486	2,882	115.9%
Operating profit	541	660	122.0%
(Margin)	21.8%	22.9%	-
Ordinary profit	544	662	121.6%
(Margin)	21.9%	23.0%	-
Net income	281	386	137.4%
(Margin)	11.3%	13.4%	-

Strong results with net sales at **115.9%** year-on-year

- Property rent guarantee growth has contributed, with growth in both initial and renewal guarantee fees
- Sales and new client acquisitions for medical care and eldercare expense guarantees increased steadily, entering a growth phase
- Acquisition of Racoon Rent, Co., Ltd. ("RR") also contributed to increased revenue

Strong operating profit at **122%** year-on-year growth

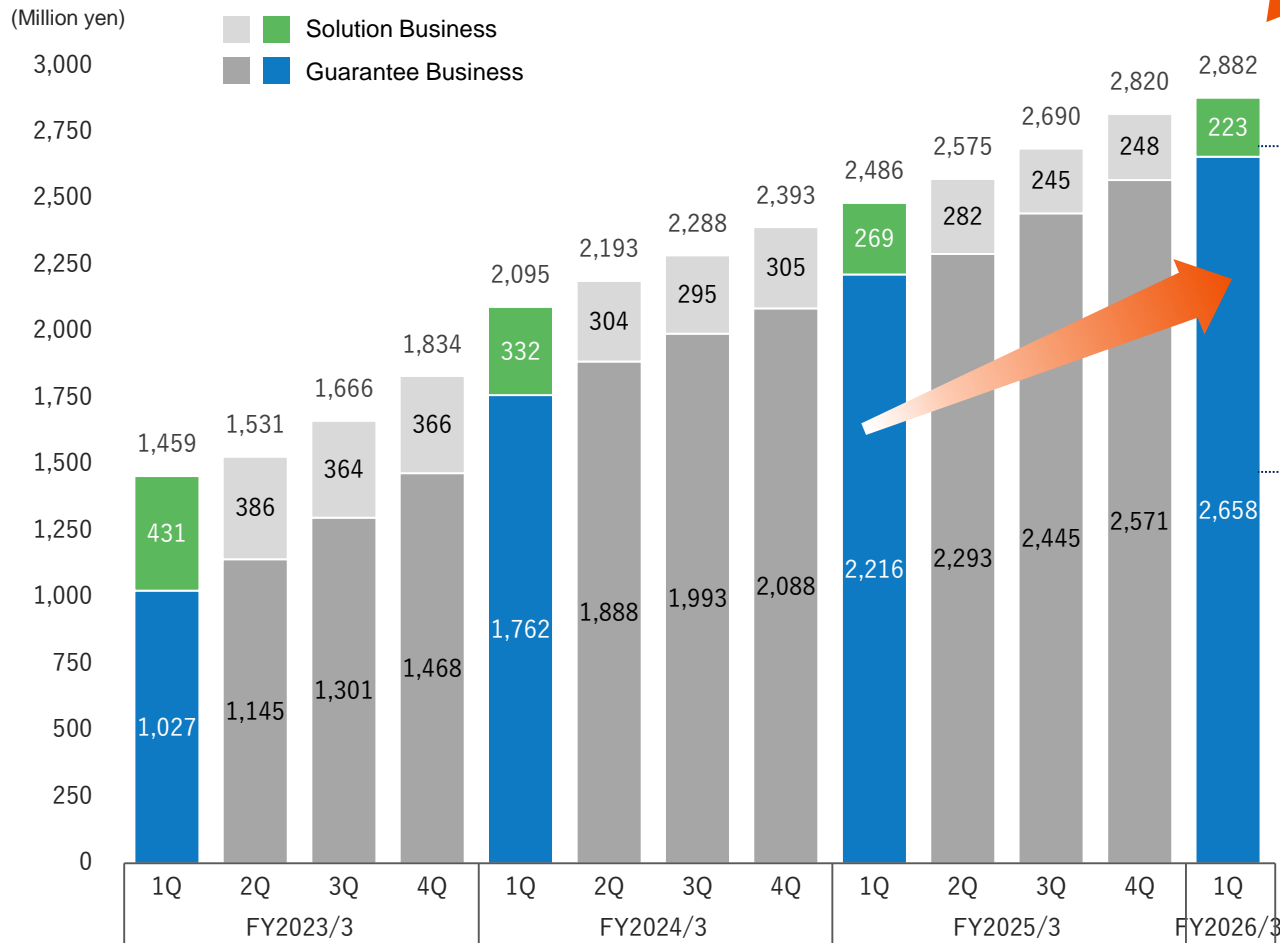
- Profit increased despite increasing business outsourcing fees and rent collection payment costs associated with the growth of the property rent guarantee business
- Bad debt expenses decreased due to improvements at Premier Life Inc. ("PRL") and other factors

Net Sales by Quarter

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

115.9% (+395 million yen) year-on-year

Year-on-year
115.9%
(+395 million yen)



Solution Business

Ongoing shift from C&O services to guarantee products
82.9% year-on-year (-6 million yen)

Guarantee Business

Growth due to continued expansion of new property rent guarantee contracts and increased renewal guarantee fees
120% year-on-year (+442 million yen)
Medical care guarantee:
136.8% year-on-year (+29 million yen)
Eldercare expense guarantee:
157.4% year-on-year (+15 million yen)

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

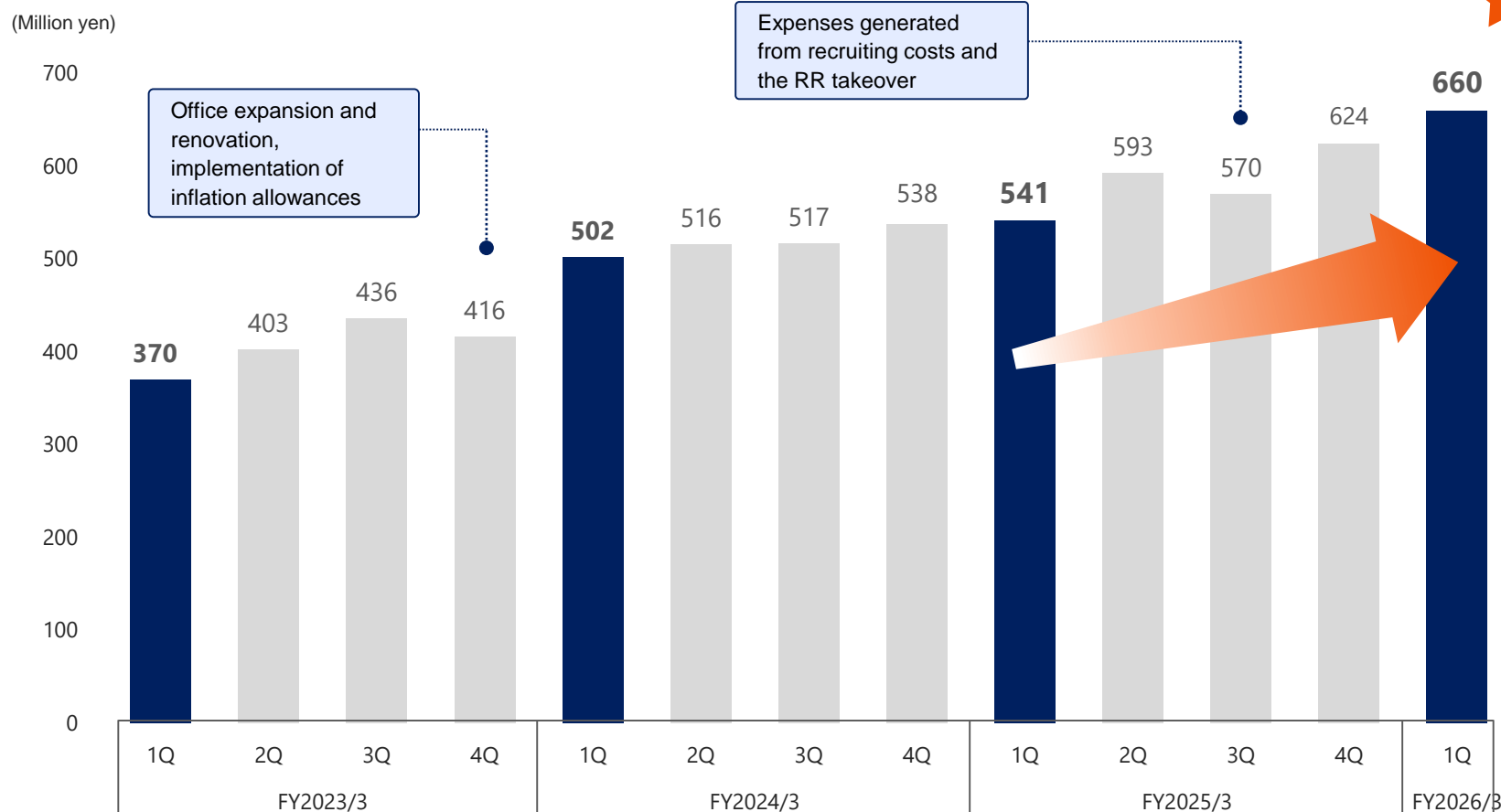
Operating Profit by Quarter

■ Operating profit increased to 122% year-on-year

Achieved higher profit by effectively absorbing rising costs associated with the growth of the property rent guarantee business. Starting to see positive impacts from the acquisition of RR Co., Ltd. and improvements to the debt collection system at PRL Inc.

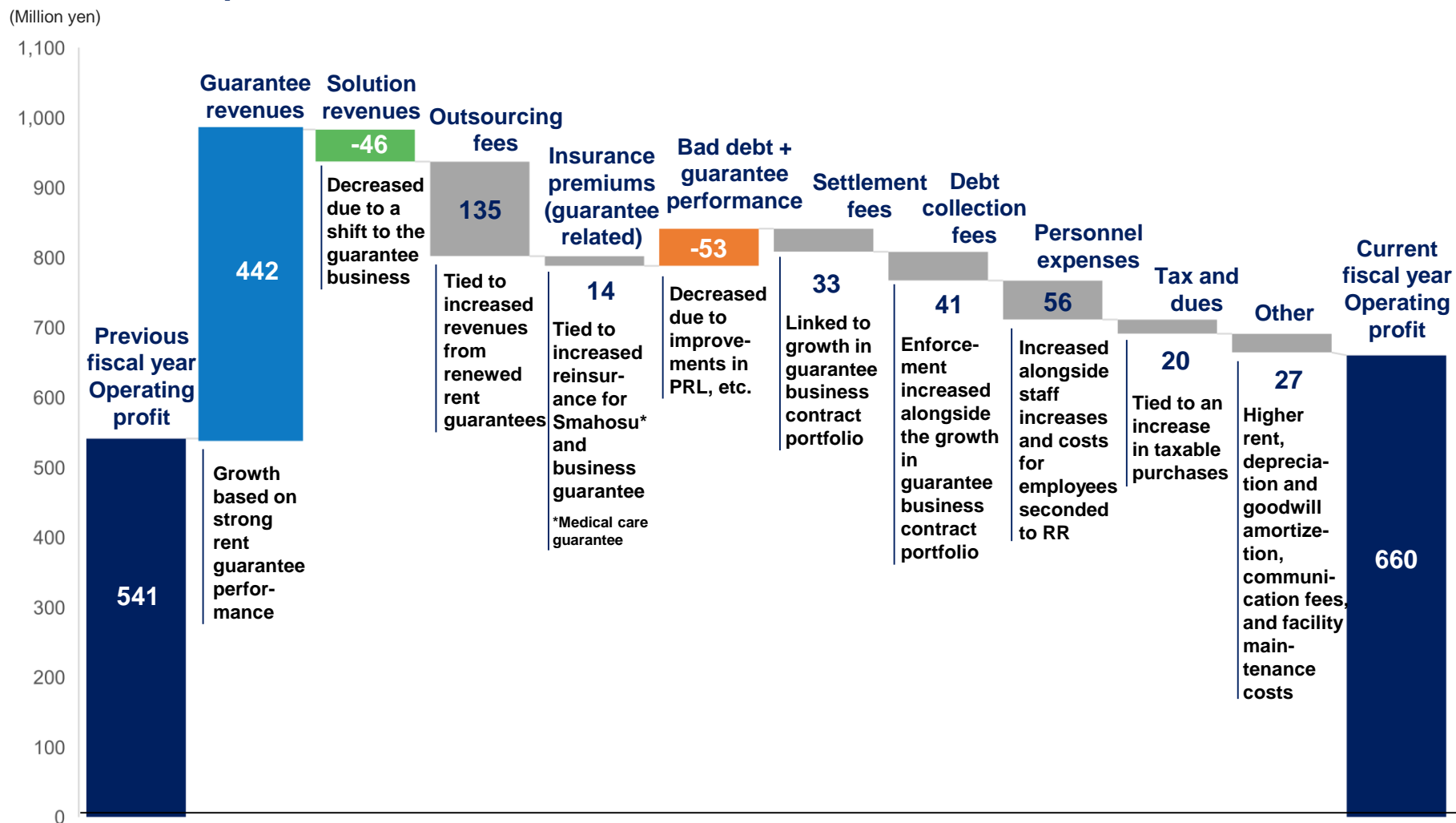
*Figures for the fiscal year ended March 31, 2024 and thereafter are consolidated figures.

Year-on-year
+122%
(+ 118 million yen)



Analysis of Changes in Operating Profit

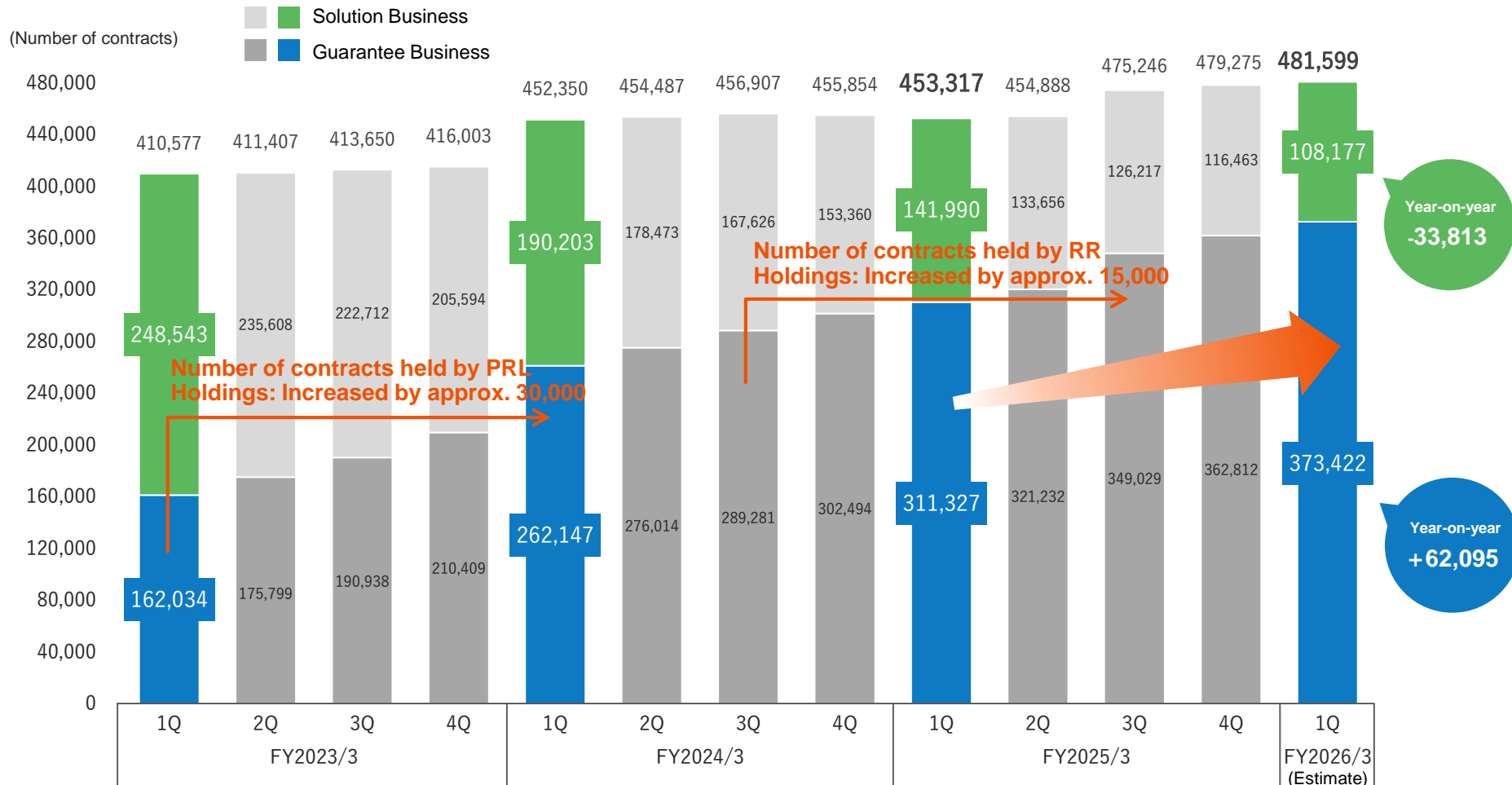
- Profit increased despite higher related expenses (outsourcing and settlement fees) from increased guarantee sales and debt collection expenses from the growing contract portfolio



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

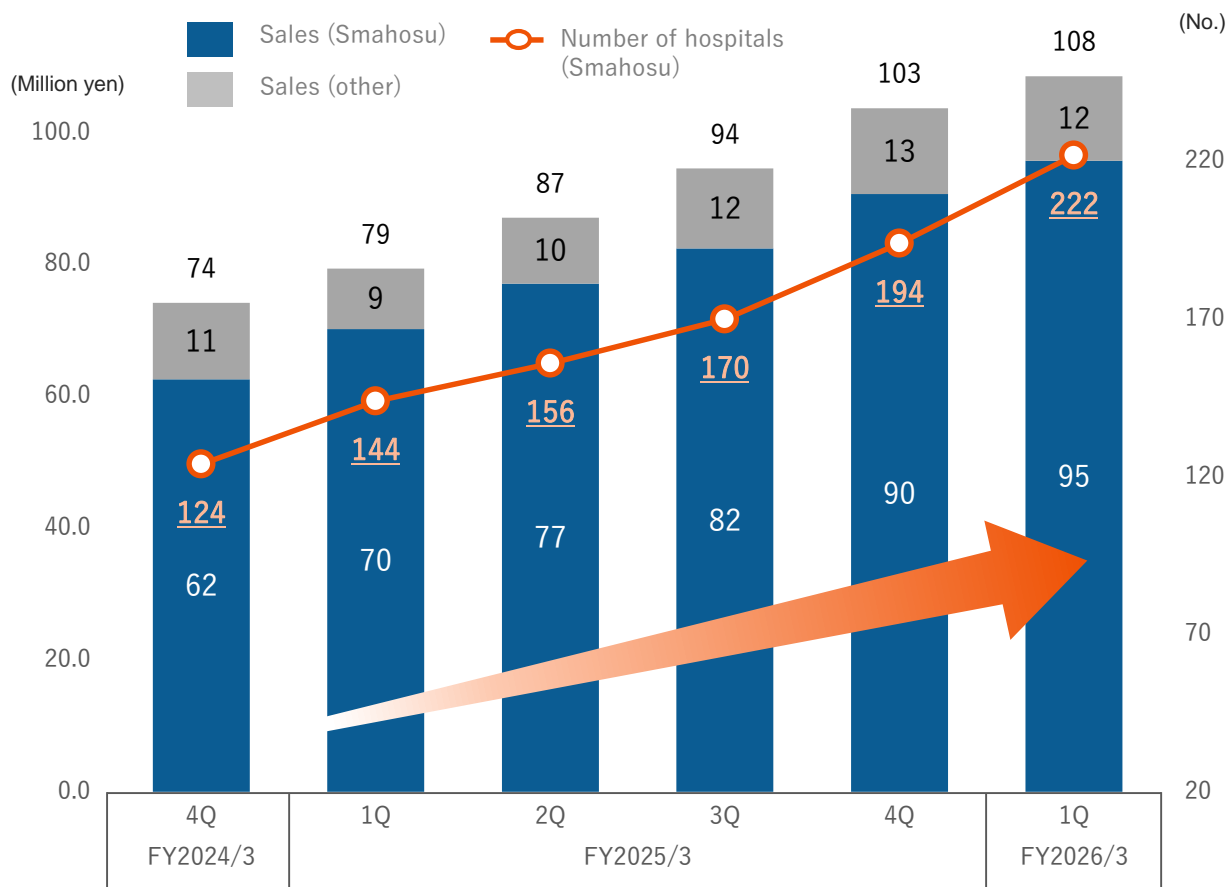
■ Growth driven by stronger Smahosu sales efforts and steady increases in participating medical institutions

- Contracts increased through partnerships with insurance companies. Growing market recognition has led to more inquiries, with continued growth anticipated.
- Stable guarantee unit prices maintained by offsetting second-year and subsequent fee reductions with new contract acquisitions.

Year-on-year

136.8%

in medical care sales



• Continued growth for co-signer agent system Smahosu

222 medical facilities
(+78 from year-on-year)

50,836 hospital beds
(+15,747 year-on-year)

• Hospitalization set with medical care expense guarantee and other products

28 medical facilities
(-3 year-on-year)

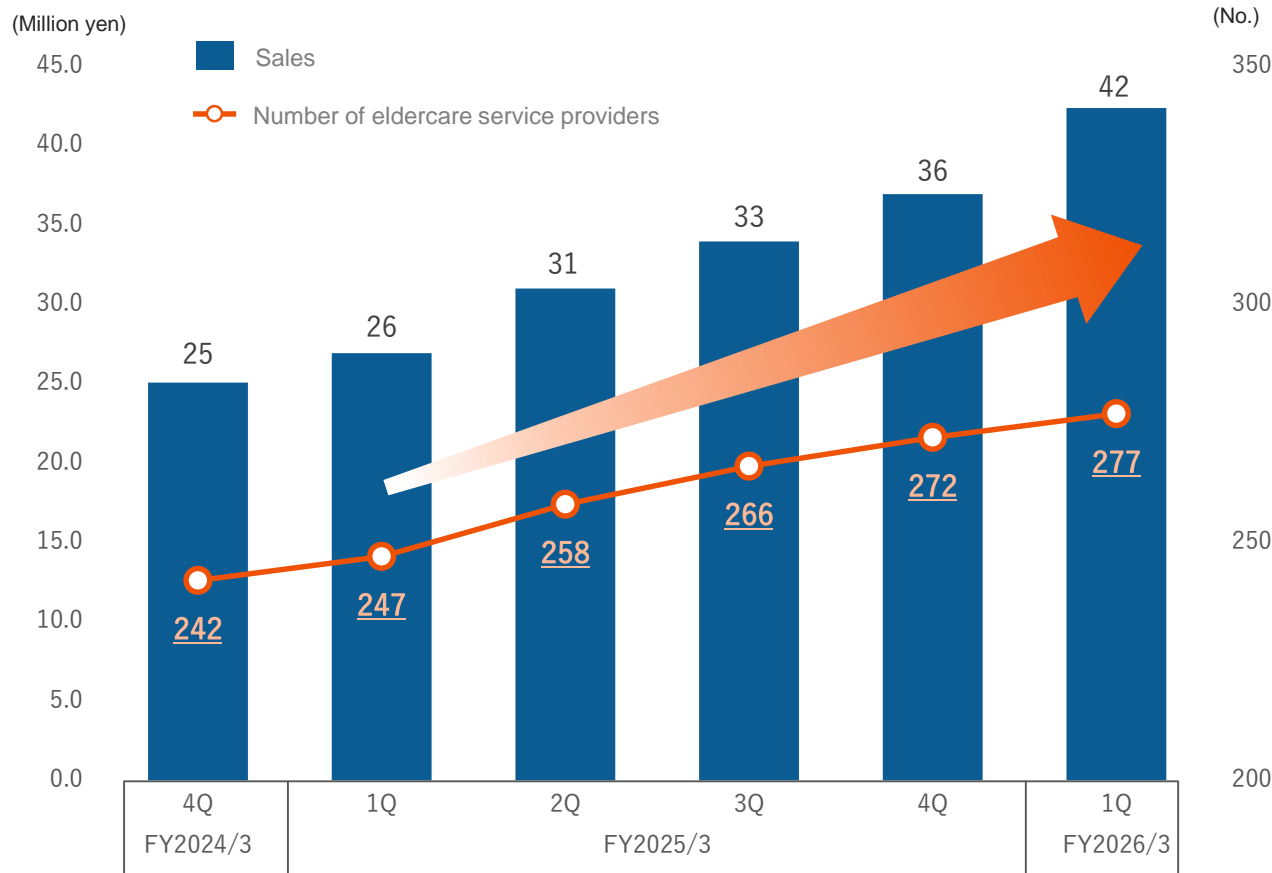
5,669 hospital beds
(+98 year-on-year)

New Area: Eldercare Expense Guarantee Sales by Quarter

■ Eldercare: Eldercare expense guarantees with accident insurance remained strong

- 5 new service providers adopted the service in this quarter. Products with accident insurance have contributed to improving the guarantee coverage rate, steadily increasing sales and contract volume.
- Will enhance sales structure to keep growing sales.

Year-on-year
157.4%
in eldercare
sales



● Continued growth of eldercare expense guarantees with accident insurance

85 eldercare service providers
(+29 year-on-year)

2,057 contracts
(+1,102 year-on-year)

● Other products

192 eldercare service providers
(+1 year-on-year)

3,953 contracts
(+1,159 year-on-year)

Other Financial Data (Balance Sheet)

(Million yen)

	2024/6 (Previous fiscal year)	2025/6 (Current fiscal year)	Change in amount
Current assets	8,543	10,167	1,623
Cash and deposits	5,481	6,909	1,428
Accounts receivable - trade	168	147	-20
Advances paid	4,314	5,257	942
Other	575	609	34
Allowance for doubtful accounts	-1,995	-2,756	-760
Non-current assets	1,154	1,202	47
Property, plant, and equipment	169	178	9
Intangible assets	212	289	77
Investments and other assets	772	734	-38
Current liabilities	3,377	4,100	722
(Unearned revenues)	2,248	2,510	262
(Reserve for fulfillment of guarantees)	514	870	355
Non-current liabilities	164	189	25
Net assets	6,156	7,080	923
Total assets	9,698	11,370	1,671

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 11.7%)

*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

- Committed to achieving sales of 12 billion yen and operating profit of 2.6 billion yen
Steady progress toward **re-listing on the Prime Market**

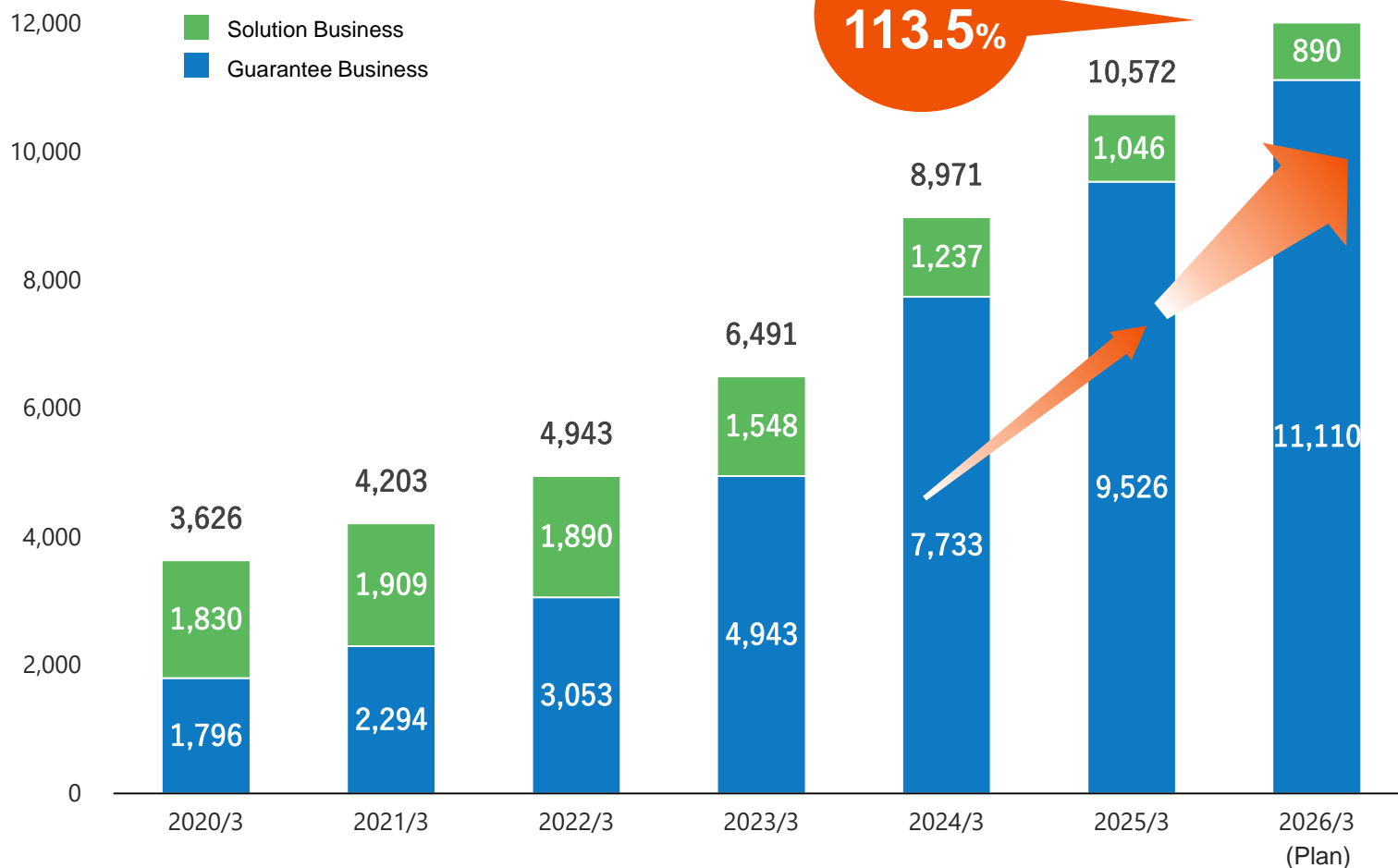
(Million yen)

	2025/3 Actual	2026/3 Plan	2025/6 Actual	Progress rate	
				H1	Annual
Net sales	10,572	12,000	2,882	49.0%	24.0%
Operating profit	2,329	2,600	660	50.8%	25.4%
(Margin)	22.0%	21.7%	22.9%	-	-
Ordinary profit	2,345	2,600	662	51.0%	25.5%
(Margin)	22.2%	21.7%	23.0%	-	-
Net income	1,360	1,550	386	49.6%	25.0%
(Margin)	12.9%	12.9%	13.4%	-	-

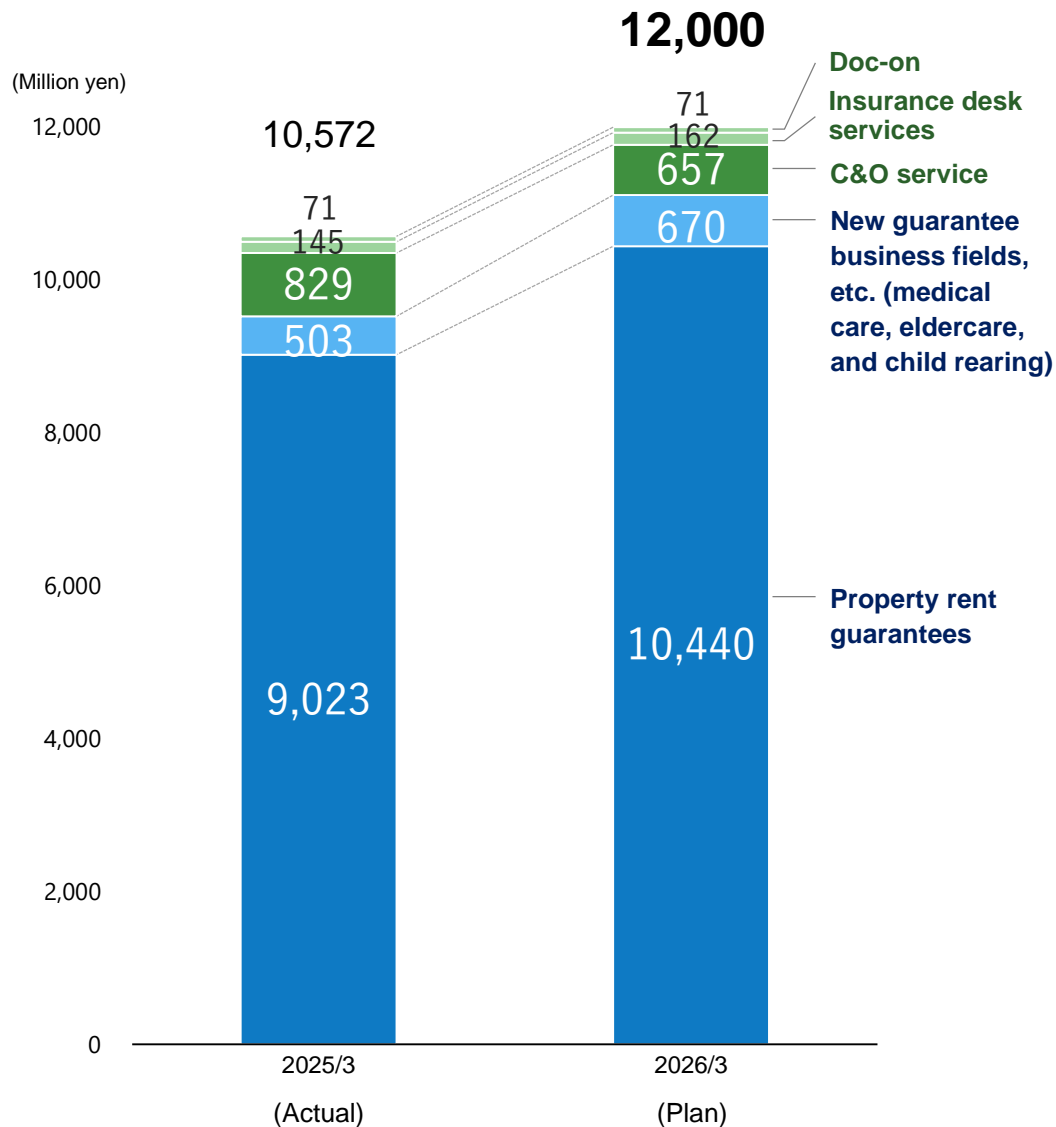
Net Sales by Year and Plan

- 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

(Million yen)



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.

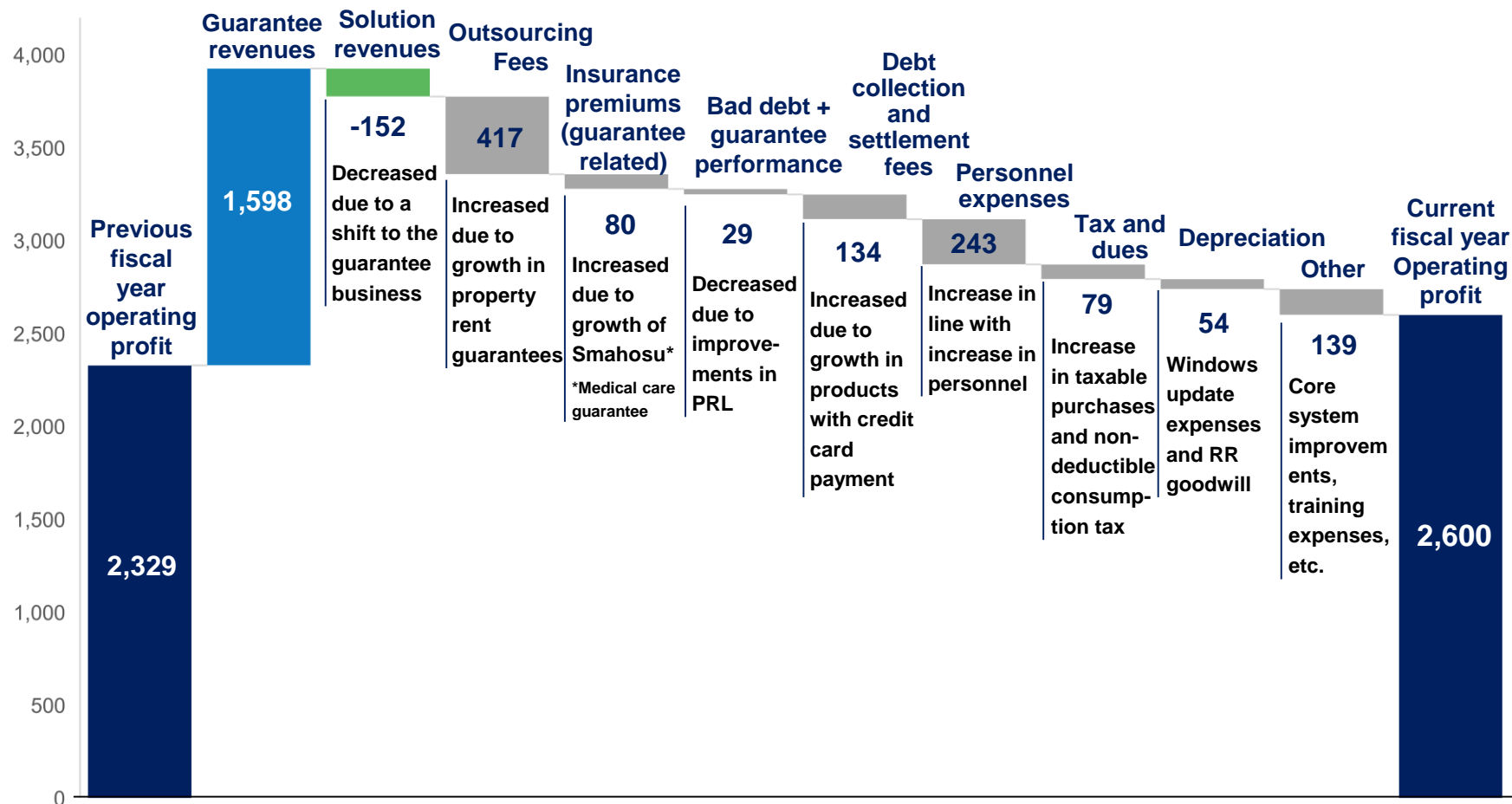
Child rearing expense guarantees

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)

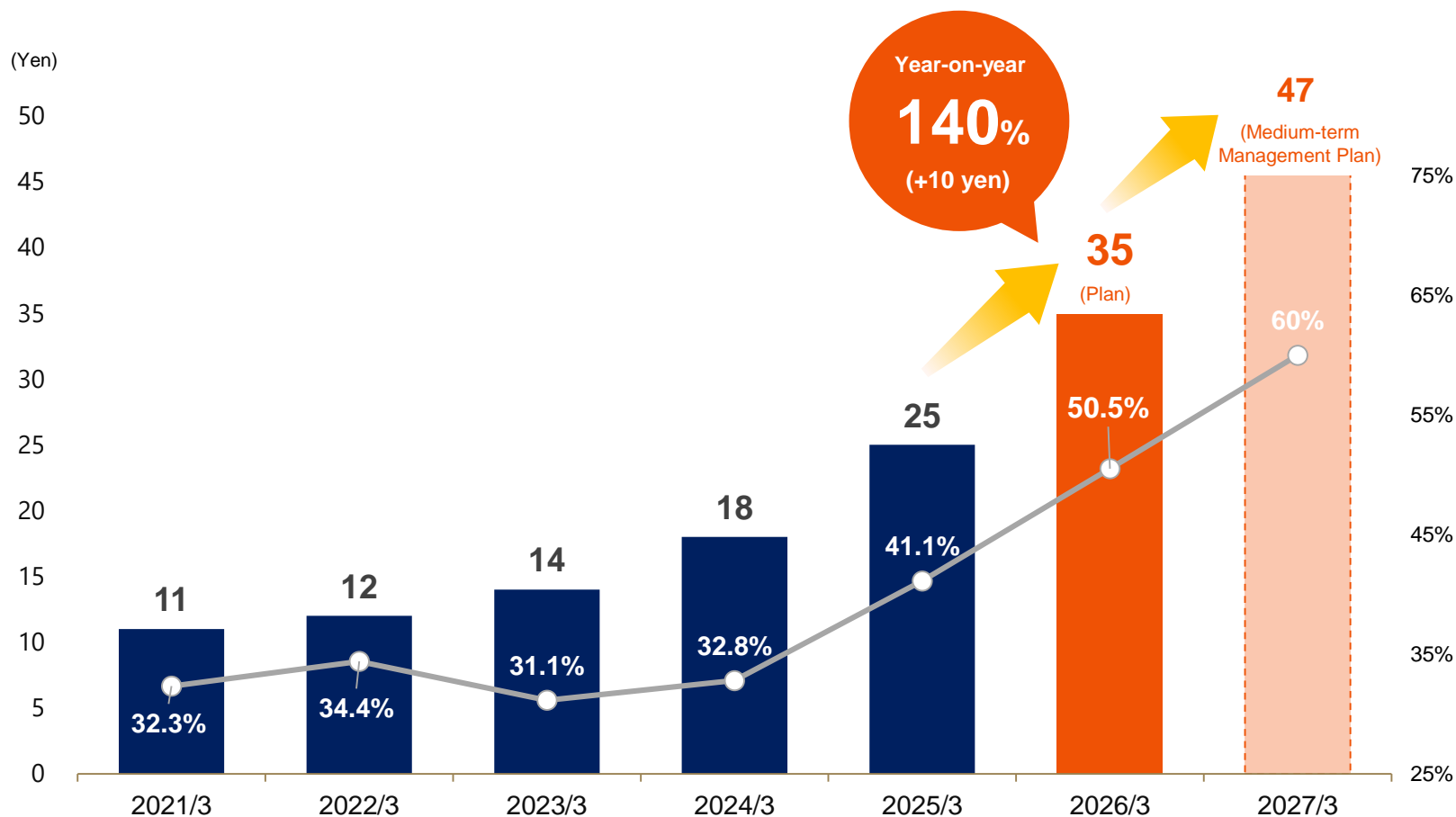


Dividends by Year and Plan

■ 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%**

■ Aim for 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

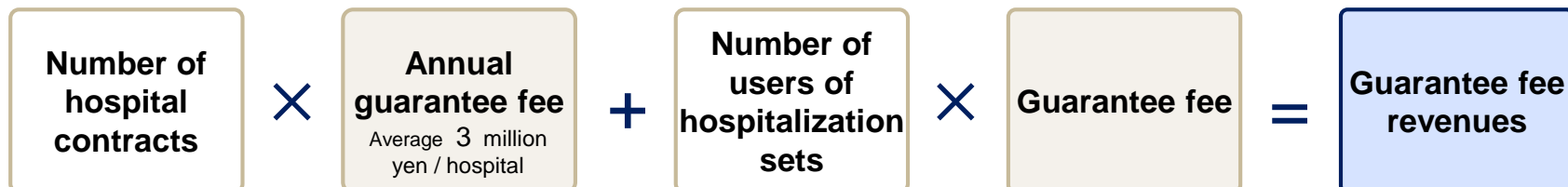
Key KPIs

Guarantee rent, elderly care, and child rearing expenses



* Prorated over warranty period

Medical care guarantees

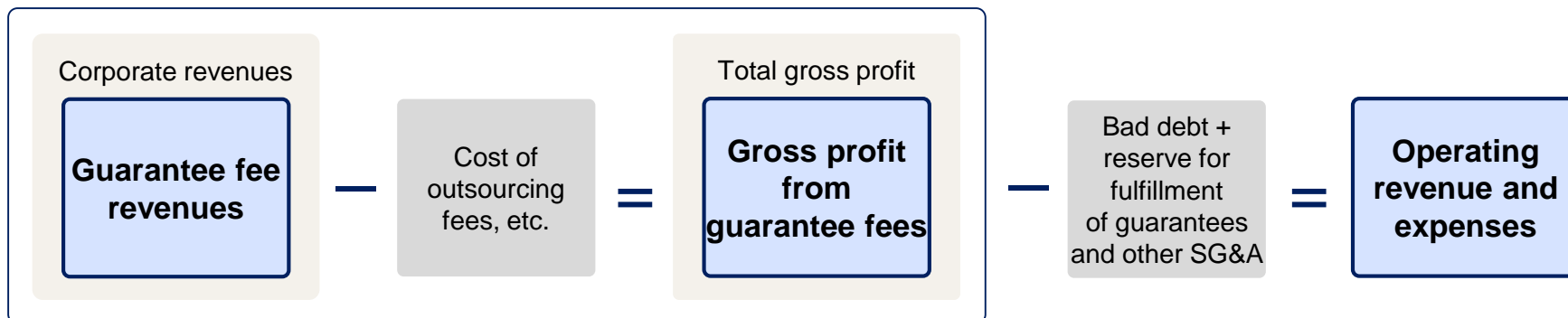


..... Smahosu

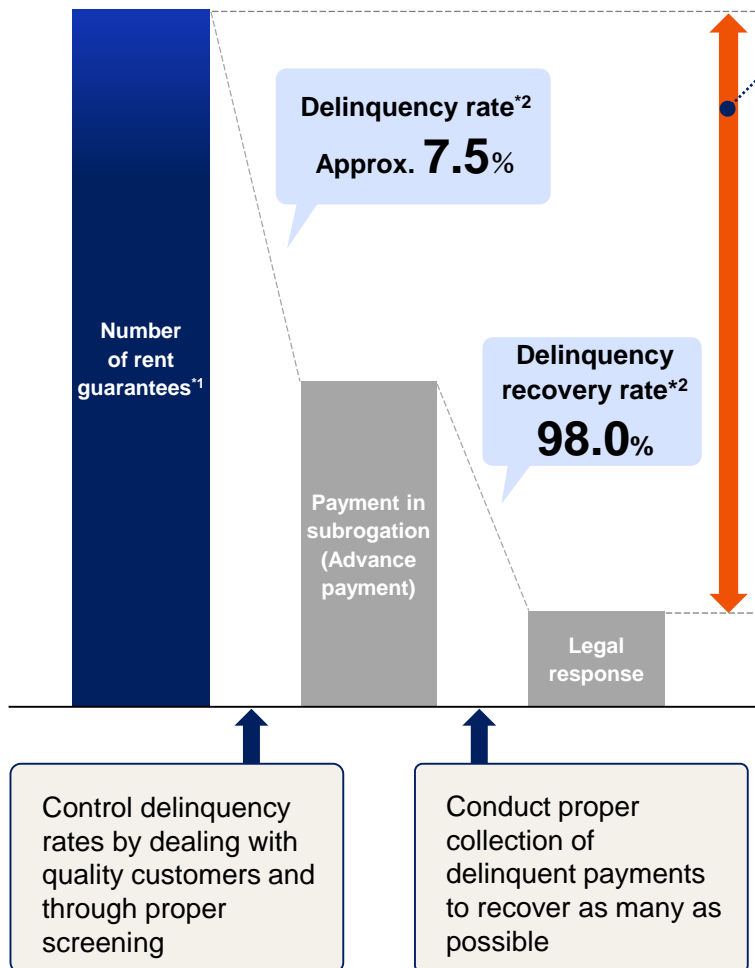
..... Hospitalization set product that comes with the guarantee

* Prorated over warranty period

Financial structure



About
330,000
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 June 30, 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

Society Until Now

Management companies,
hospitals, etc.



Requiring unlimited individual joint guarantee

- In reality, it is not always possible to collect from co-signers, and the problem of accounts receivable is also acute
- May lead to lost opportunities due to inability to properly assess creditworthiness

User (Individual)



Secure guarantors, which has always been difficult

- Difficult to get a cosigner for various reasons such as not wanting others to know about an illness and weakening of human relationships
- Meanwhile, there are cases of bankruptcy due to having taken on the role of cosigner

Transformation of society,
Revision of Civil Code

The need to set the maximum amount of guarantees

- In some cases, administrative burden for personal cosigners will increase due to the revision of the Civil Code
- Collection of debts in excess of the maximum amount will become more difficult than ever

Securing a guarantor will be even more difficult

- Some people, when presented with a guarantee maximum, refuse, saying, "I can't pay that much," making it more difficult than ever to ask a cosigner

A New Society

Social systems guarantee individual credit

Disparities between lenders and borrowers will be eliminated throughout society, stimulating transactions

- ✓ Guarantors guarantee individuals as companies
- ✓ Diversification of risk by underwriting multiple guarantees

- ✓ Appropriate assessment using a screening system
- ✓ A solid financial foundation to preserve trust

Improving the overall efficiency of society

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.
4.3
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. **8,000***

*Dynamic Survey of Medical Institutions
by Ministry of Health, Labour and
Welfare / Preliminary figures as of the
end of March 2024

Our results

250

Entrust Inc. target

Third Medium-Term Management Plan Targets

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

Zero to One
Always go “from zero to one”

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

Road to the higher
Draw 10 billion yen in sales within reach

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

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.

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Company IR website: Company report by
Shared Research Inc.

