



Fiscal Year Ending March 31, 2026 Third Quarter

Results Briefing

Information Materials

Entrust Inc.

Securities Code: 7191

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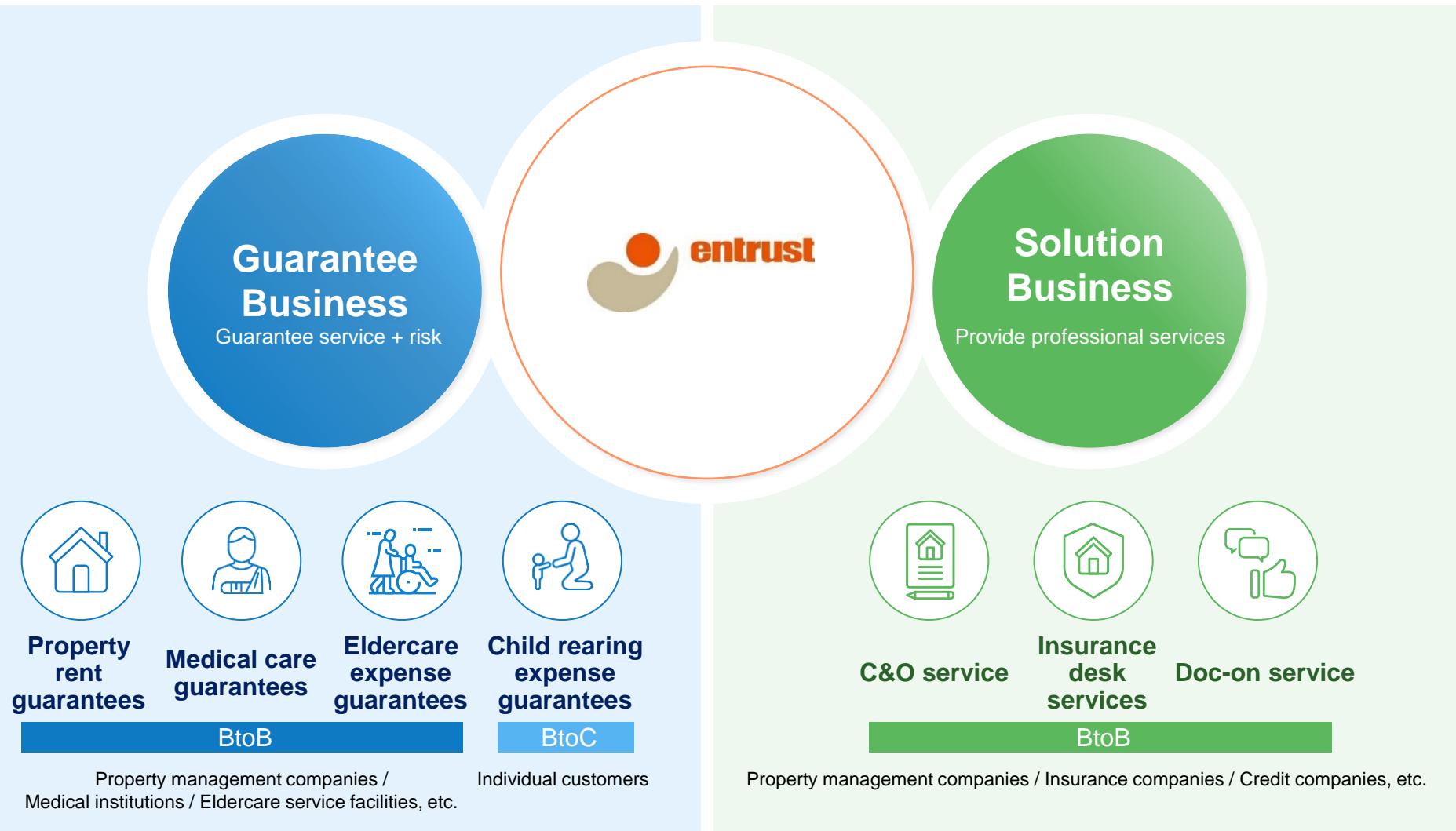
Company Profile (As of December 31, 2025)



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: 353 Non-consolidated: 335 (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



Guarantee Business

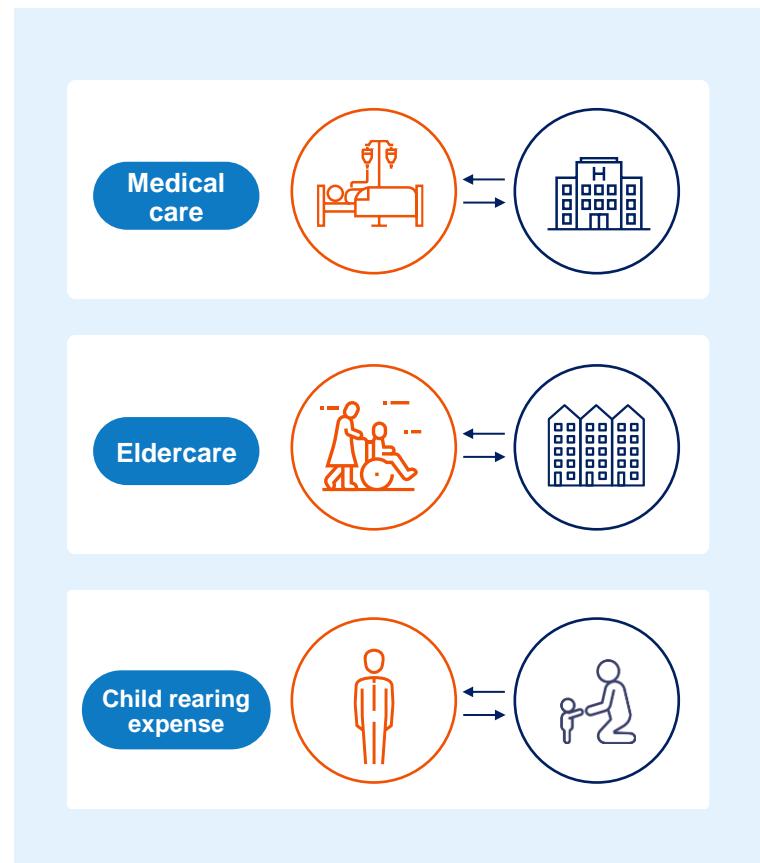
Covers debt delinquency risk through joint guarantee on financial contracts
Makes subrogation payments to creditors and collects from debtors for outstanding payments

For example,

Property rent guarantees



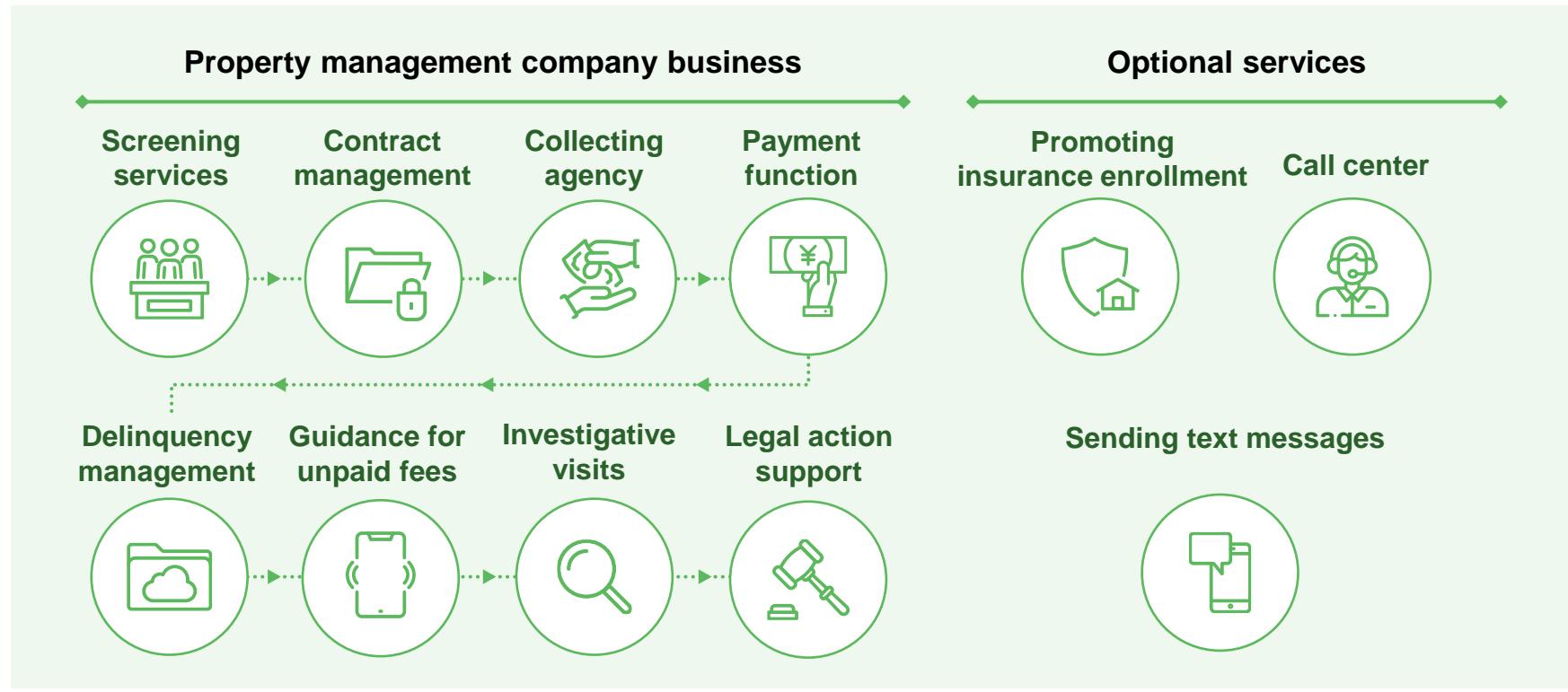
Rollout to
other
businesses
▶▶▶



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 progress, driving overall sales growth.
- Bad debt costs remain stable. Operating profit increased 118.8% year-on-year, driven by steady profit contributions from subsidiaries.
- Completed the acquisition of Carol System Inc.'s shares, the results of which are expected to be consolidated from the fourth quarter.

(Million yen)

	2024/12 Actual	2025/12 Actual	Year-on-year
Net sales	7,752	8,866	114.4%
Operating profit	1,705	2,025	118.8%
(Margin)	22.0%	22.8%	-
Ordinary profit	1,713	2,041	119.1%
(Margin)	22.1%	23.0%	-
Net income	966	1,254	129.8%
(Margin)	12.5%	14.1%	-

Strong results with net sales at 114.4% year-on-year

- Growth in property rent guarantees contributed to results. Both initial and renewal guarantee fees increased.
- Sales and new client acquisitions for medical care and eldercare expense guarantees continued to increase, entering a growth phase.
- Premier Life ("PRL"), which acquired Racoon Rent, continued to increase profits.

Strong operating profit at 118.8% year-on-year growth

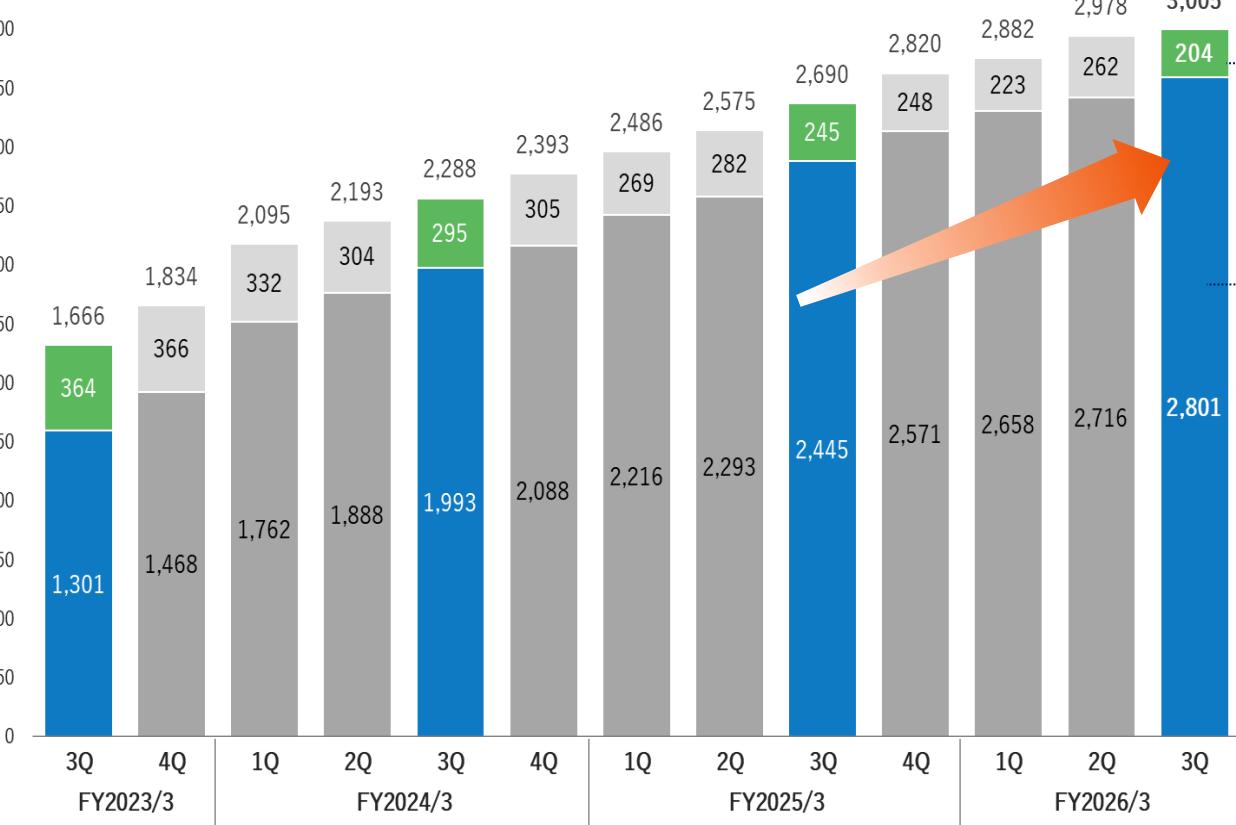
- Despite higher business costs associated with the growth of property rent guarantees, profits continued to increase, supported by restrained growth in bad debt costs due to efficient collection activities.
- Recognized a gain of ¥29 million on the sale of shares in Prime Strategy Co., Ltd.

Net Sales by Quarter

- Revenue increased steadily due to sales driven by the guarantee business 111.7% (+315 million yen) year-on-year

(Million yen)

Solution Business
Guarantee Business



Year-on-year
111.7%
(+315 million yen)

Solution Business

83.5% year-on-year (-40 million yen)

Ongoing shift from C&O services to guarantee products. Rent Guarantee System Regional Bank Model* in operation at four regional banks.

Guarantee Business

114.5% year-on-year (+356 million yen)

Property rent guarantees increased **111.9%** year-on-year (+275 million yen), driven by higher renewal guarantee fees. Medical care guarantees continued to grow at **145.0%** year-on-year (+42 million yen). Eldercare expense guarantees grew significantly, increasing **205.2%** year-on-year (+35 million yen).

***Rent Guarantee System Regional Bank Model**

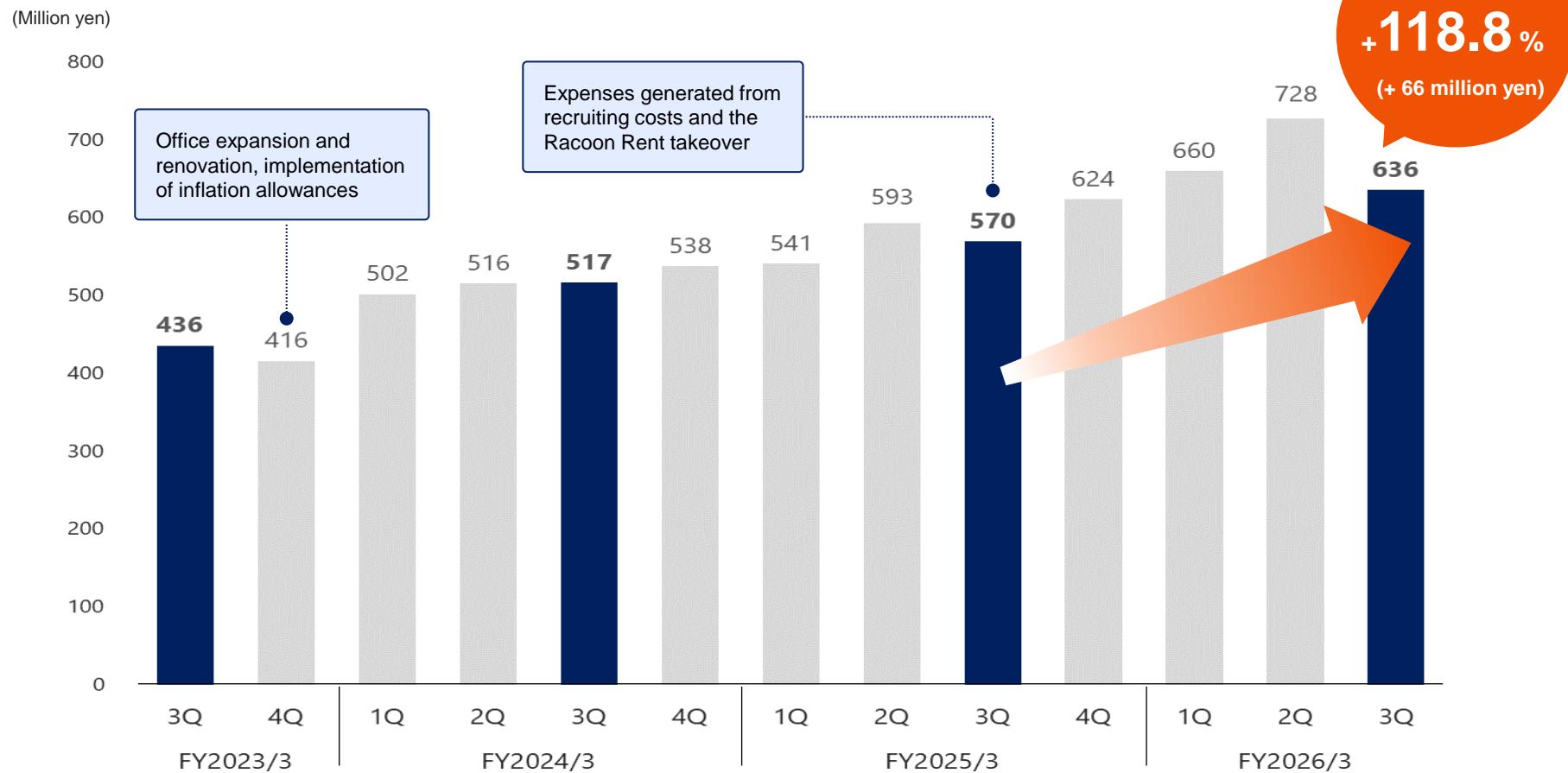
A service that provides Entrust's systems, know-how, and operations to regional banks to support the development and operation of their guarantee businesses.

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

Operating Profit by Quarter

■ Operating profit increased to 118.8% year-on-year

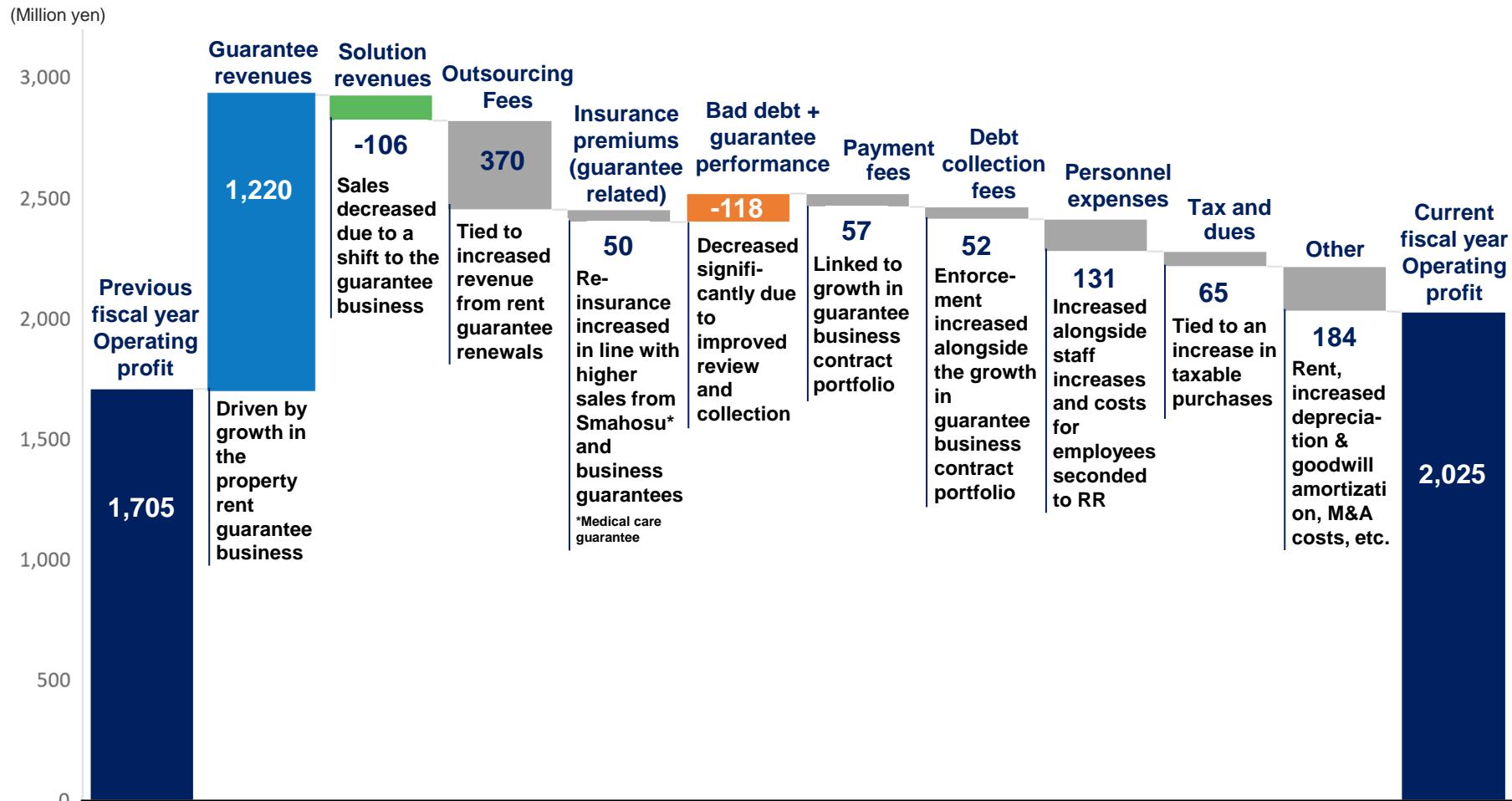
Outsourcing and direct debit processing fees increased due to growth in the number of contracts in the guarantee business. Expenses related to the acquisition of Carol System Inc. were also incurred. Operating profit also increased, driven by continued improvements in review and collection operations together with a stronger debt collection system at PRL.



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

Analysis of Changes in Operating Profit

- Higher guarantee revenue contributed to profit. Profit increased despite an increase in sales-linked expenses (business outsourcing fees, settlement fees, and labor costs), as bad debt costs came in below projections.



Property Rent Area: Number of Property Contracts by Quarter

■ Guarantee business led the growth

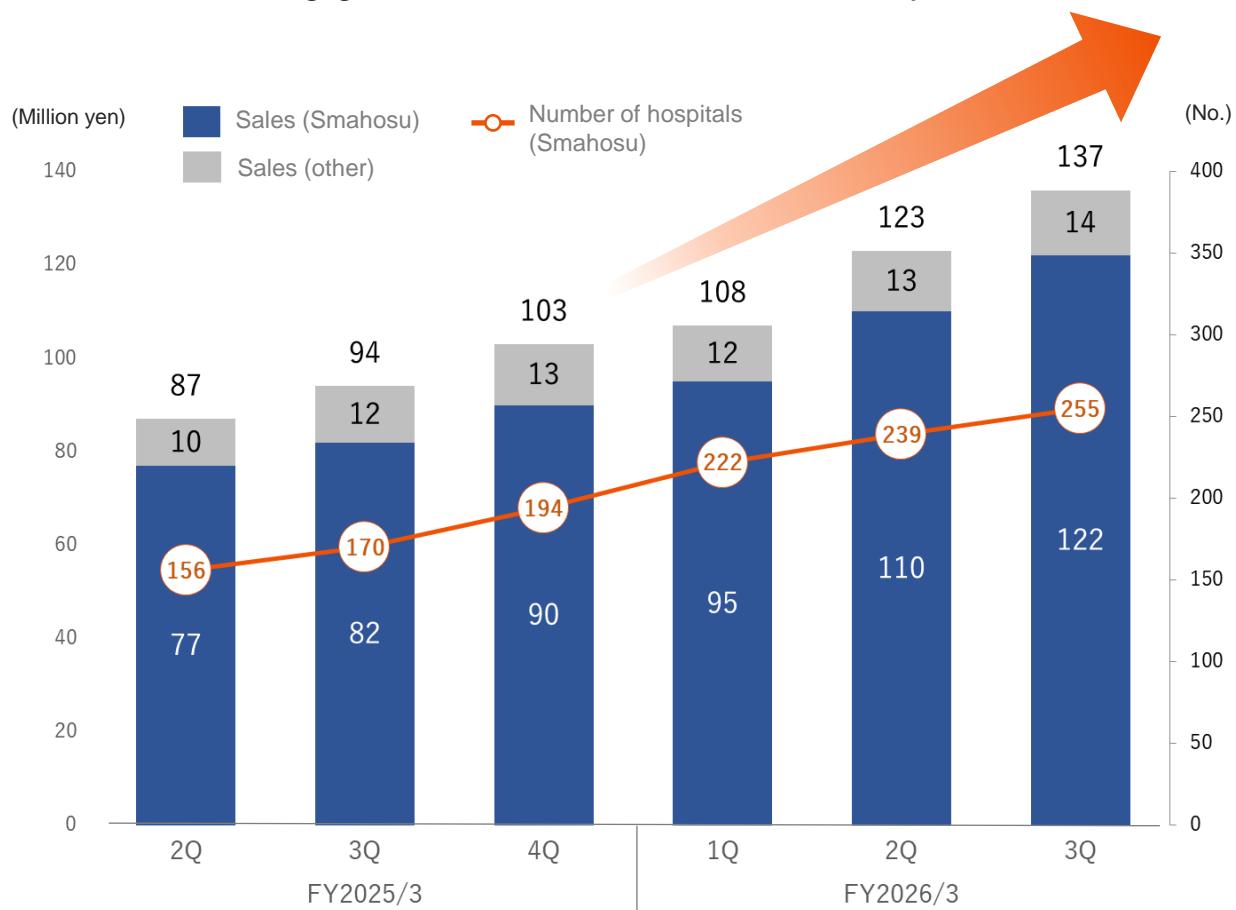
The transition from solution products automatically included in all lease agreements to optional guarantee products continued. The total number of contracts also continued to grow, with an increasing share of guarantees.



New Area: Medical Care Guarantee Sales by Quarter

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

- Contracts increased through partnerships with insurance companies. Growing market recognition led to more inquiries, with continued growth.
- The number of contracts increased, contributing to higher sales after overcoming declining guarantee fees from the second year onward.



Year-on-year
145.0%
in medical
care sales

- Co-signer agent system and Smahosu continued to grow

255 medical facilities

(85 from year-on-year)

59,923 hospital beds

(19,264 year-on-year)

- Hospitalization set with medical care guarantee and other products

26 medical facilities

(-4 year-on-year)

5,697 hospital beds

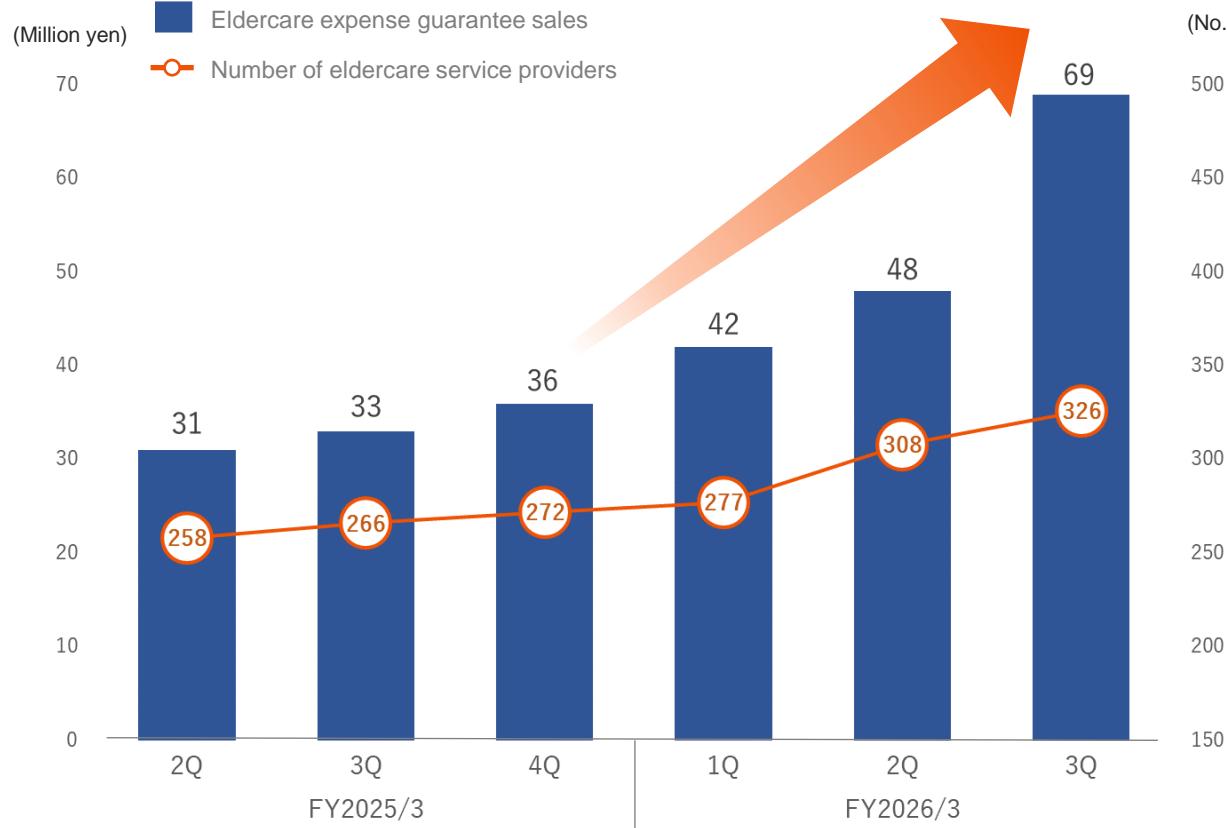
(-19 year-on-year)

New Area: Eldercare Expense Guarantee Sales by Quarter

■ Eldercare: Eldercare expense guarantees with accident insurance remained strong

- 18 new service providers adopted the service in this quarter.
- Products with accident insurance have contributed to higher guarantee coverage rates, steadily increasing sales and contract volume. Enhancements to the sales system accelerated business growth.

Year-on-year
205.2%
in eldercare sales



- Continued growth of eldercare expense guarantees with accident insurance

133 eldercare service providers
(+58 year-on-year)
6,634 contracts
(+5,288 year-on-year)

- Other products

193 eldercare service providers
(+2 year-on-year)
5,013 contracts
(+1,506 year-on-year)

Other Financial Data (Balance Sheet)

			(Million yen)
	2024/12 (Previous fiscal year)	2025/12 (Current fiscal year)	Change in amount
Current assets	9,260	10,562	1,301
Cash and deposits	6,305	7,269	963
Accounts receivable - trade	169	162	-7
Advances paid	4,671	5,602	931
Other	533	570	36
Allowance for doubtful accounts	-2,420	-3,041	-621
Non-current assets	1,143	1,263	119
Property, plant, and equipment	188	217	29
Intangible assets	349	277	-72
Investments and other assets	605	768	162
Current liabilities	3,653	4,017	364
(Unearned revenues)	2,189	2,286	96
(Reserve for fulfillment of guarantees)	707	917	209
Non-current liabilities	179	188	8
Net assets	6,570	7,619	1,048
Total assets	10,403	11,825	1,421

Tied to steady growth
in the number of guarantee
contracts held

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

*104% year-on-year

Tied to increased property rent
guarantee contracts

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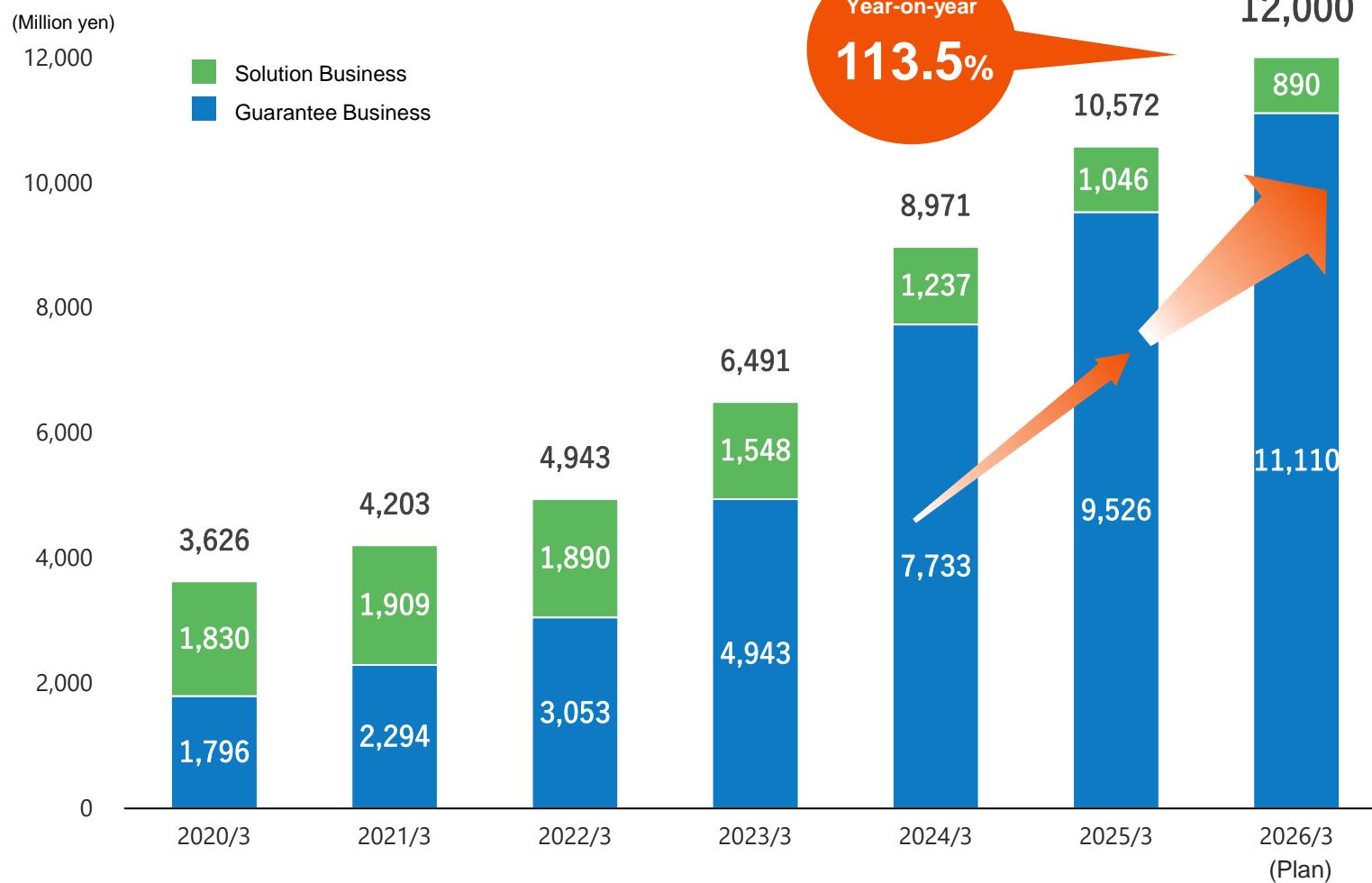
Summary and Progress of the Plan for the Entire Fiscal Year

- 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**

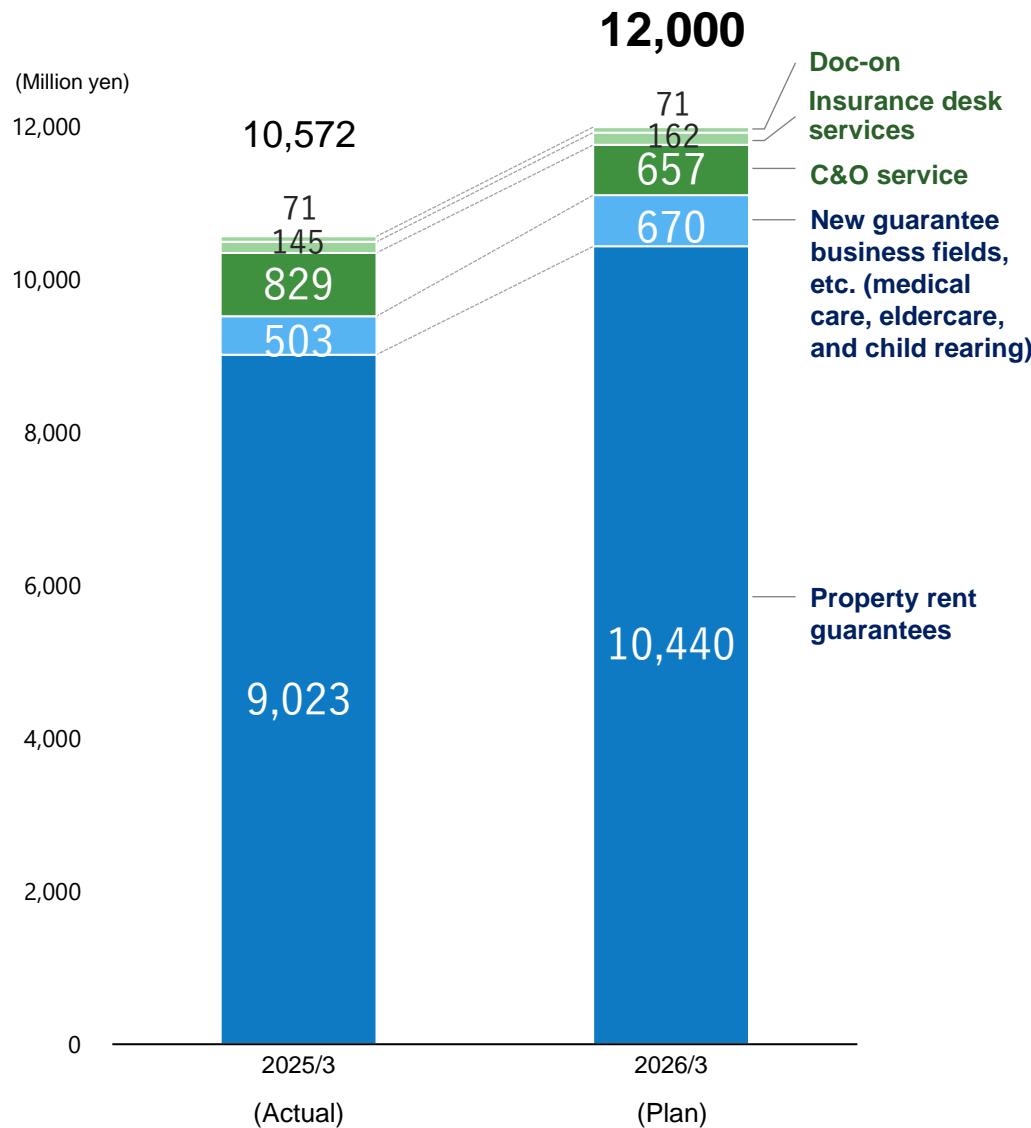
	2025/3 Actual	2026/3 Plan	2025/12 Actual	Progress rate
Net sales	10,572	12,000	8,866	73.9%
Operating profit	2,329	2,600	2,025	77.9%
(Margin)	22.0%	21.7%	22.8%	-
Ordinary profit	2,345	2,600	2,041	78.5%
(Margin)	22.2%	21.7%	23.0%	-
Net income	1,360	1,550	1,254	80.9%
(Margin)	12.9%	12.9%	14.1%	-

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

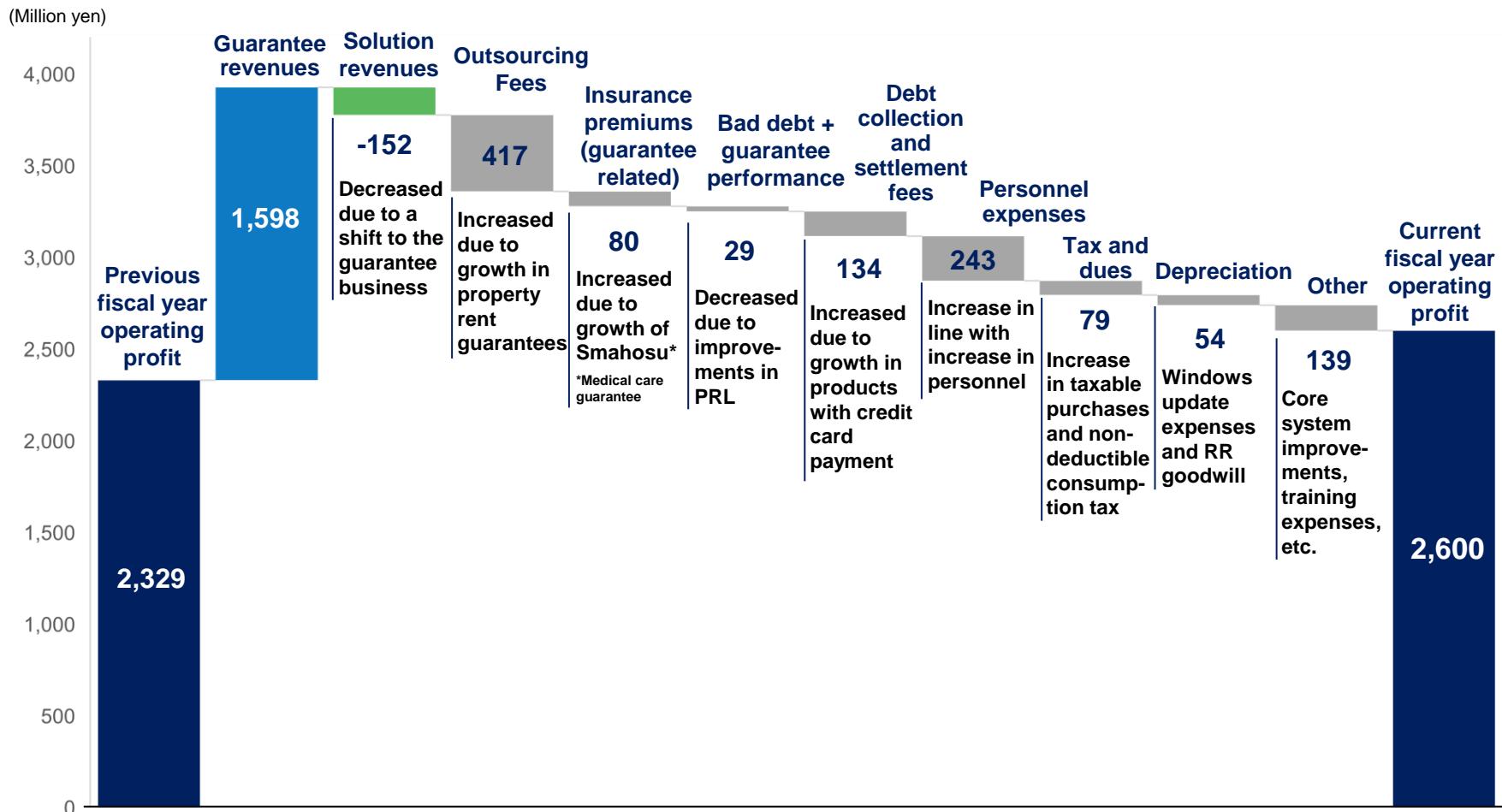
Strengthen sales structure to expand sales for products with accident insurance. Improve the guarantee utilization rate.

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

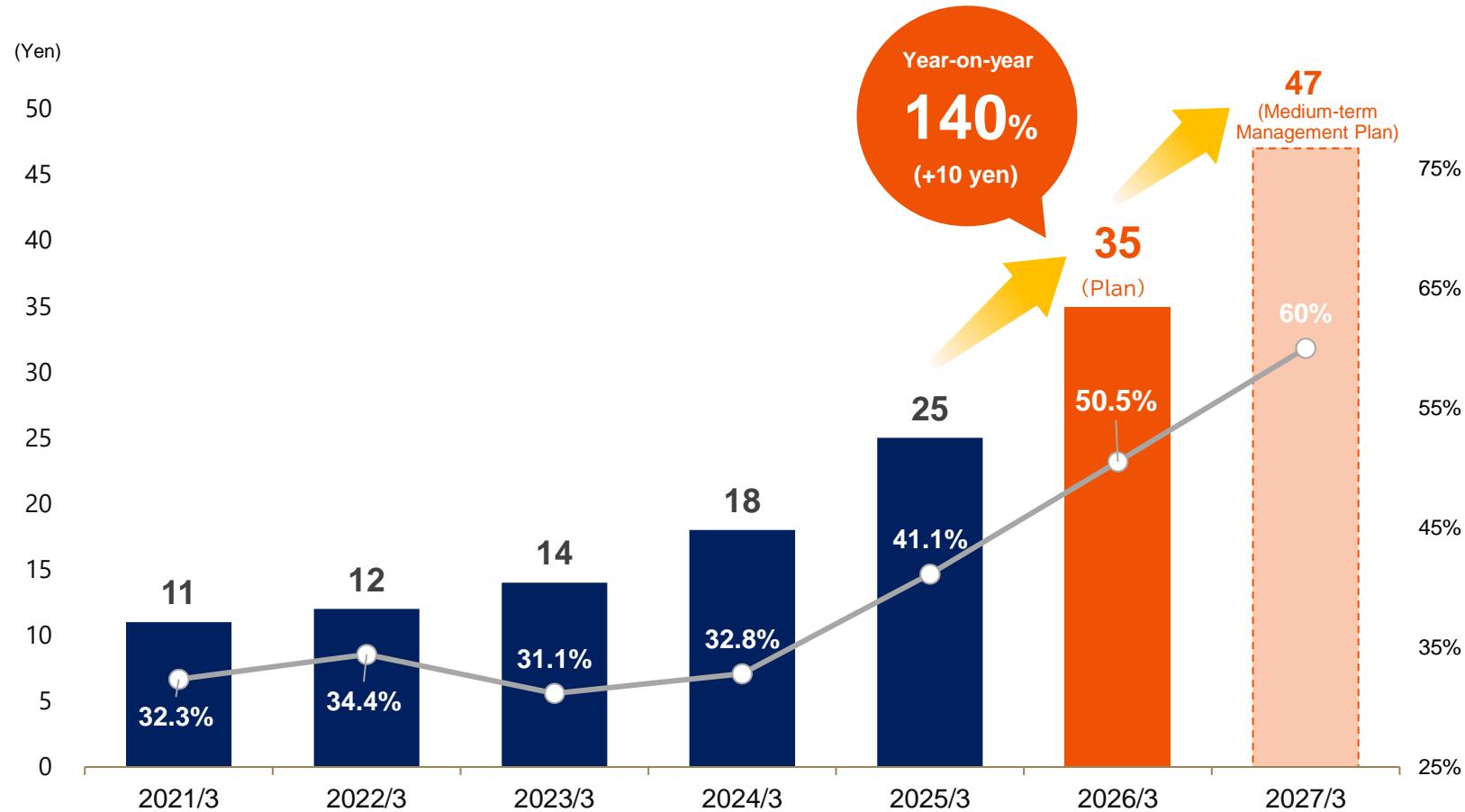


Dividends by Year and Plan

■ 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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Business Lines | Key KPIs and Financial Structure of the Guarantee Business

Guarantee Business

Key KPIs

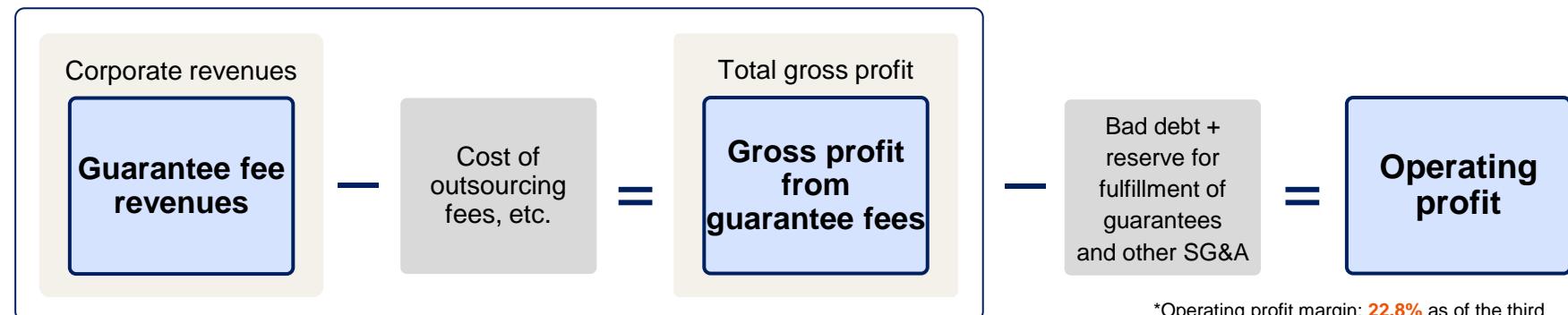
Guarantee rent, elderly care, and child rearing expenses



Medical care guarantees

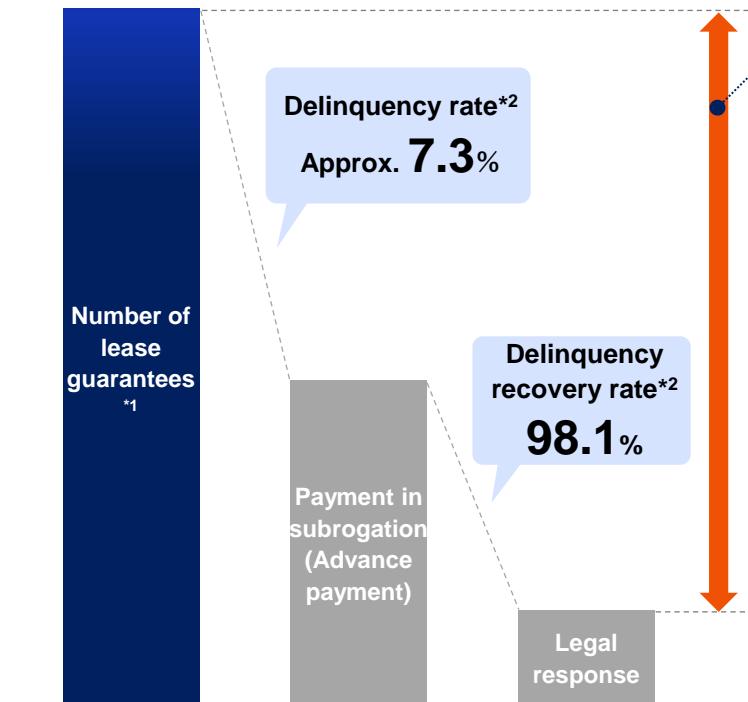


Financial structure



*Operating profit margin: **22.8%** as of the third quarter in fiscal year ending March 31, 2026

About
380,000
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

Control delinquency rates by dealing with quality customers and through proper screening

Conduct proper collection of delinquent payments to recover as many as possible

*1 The number of rent guarantee contracts as of December 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

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



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

Transformation of society,
Revision of Civil Code



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

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

Social systems guarantee individual credit

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

Guarantors guarantee individuals as companies

Appropriate assessment using a screening system

Diversification of risk by underwriting multiple guarantees

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***

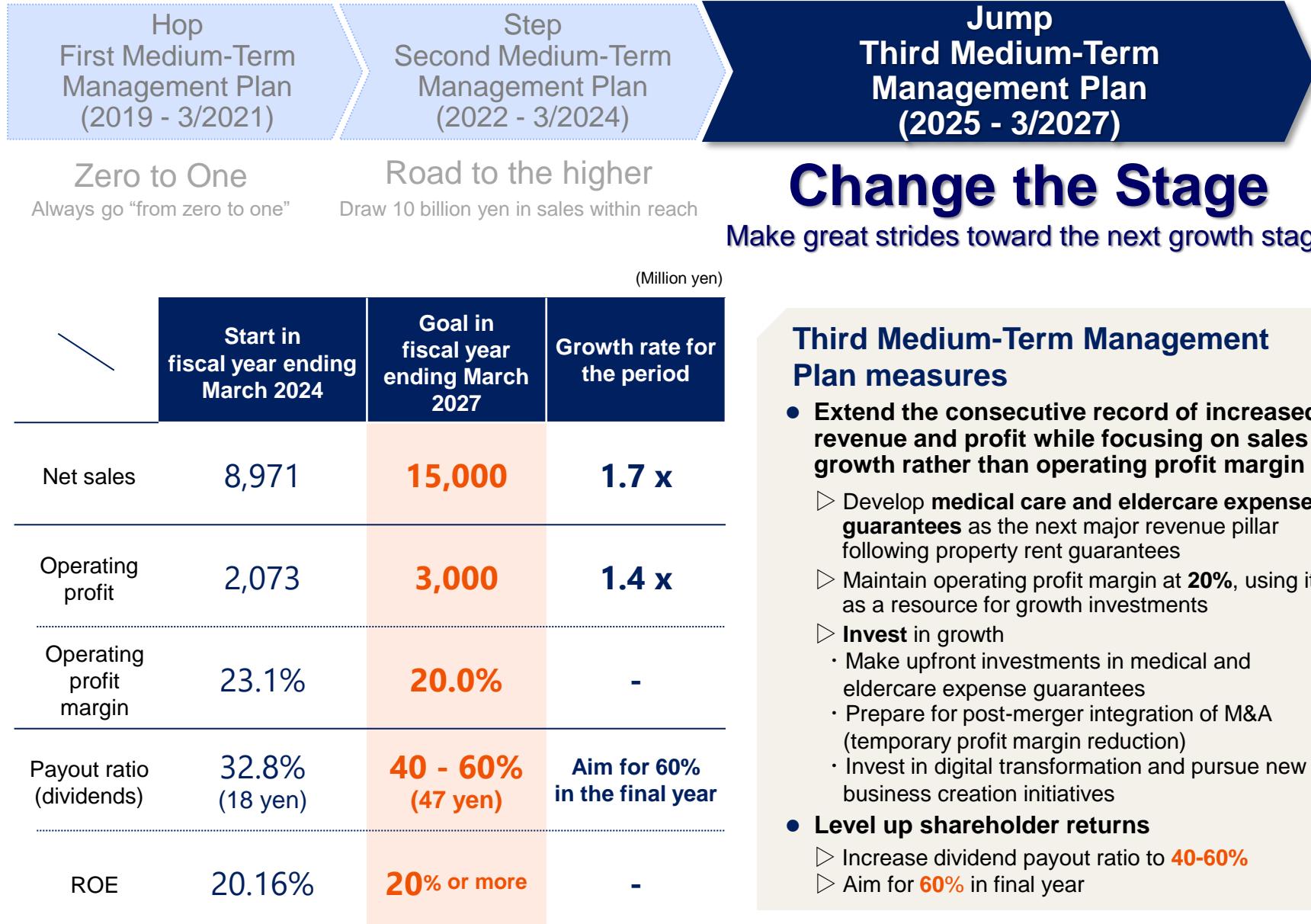
*Dynamic Survey of Medical Institutions by Ministry of Health, Labour and Welfare / Preliminary figures as of the end of March 2024

Smahosu results

255

Entrust Inc. target

Third Medium-Term Management Plan Targets



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:



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Company research report by
Shared Research Inc.

