Fiscal Year Ending March 31, 2027
First Quarter

Results Briefing Information Materials

Entrust Inc.

Securities Code: 7191

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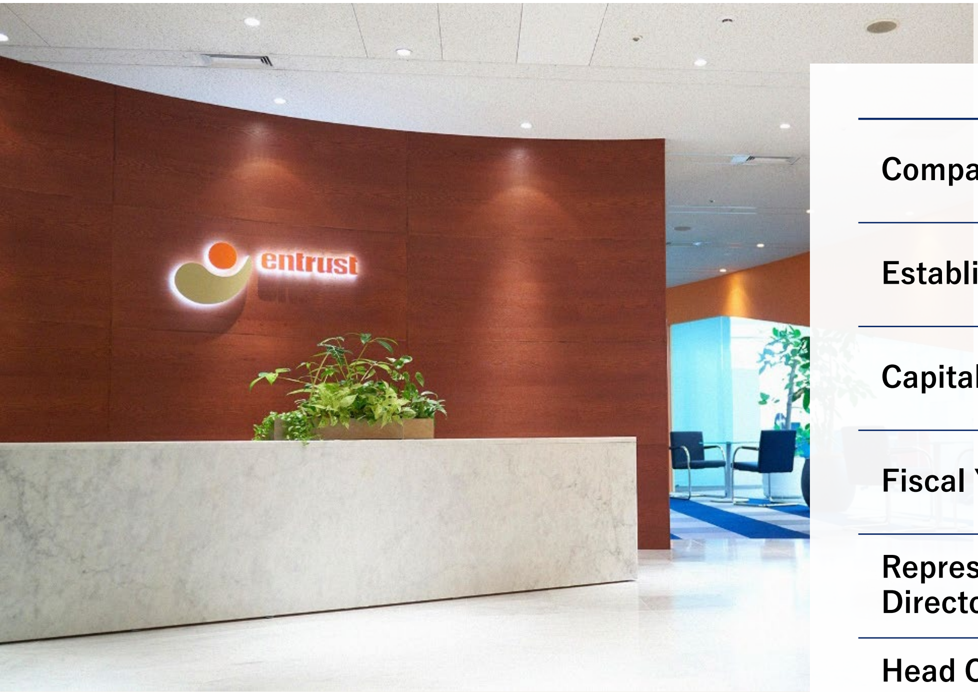
Company Profile (As of June 30, 2026)



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: 452 Non-consolidated: 350 (Including part-time workers)
Business Lines	Guarantee business and solution business

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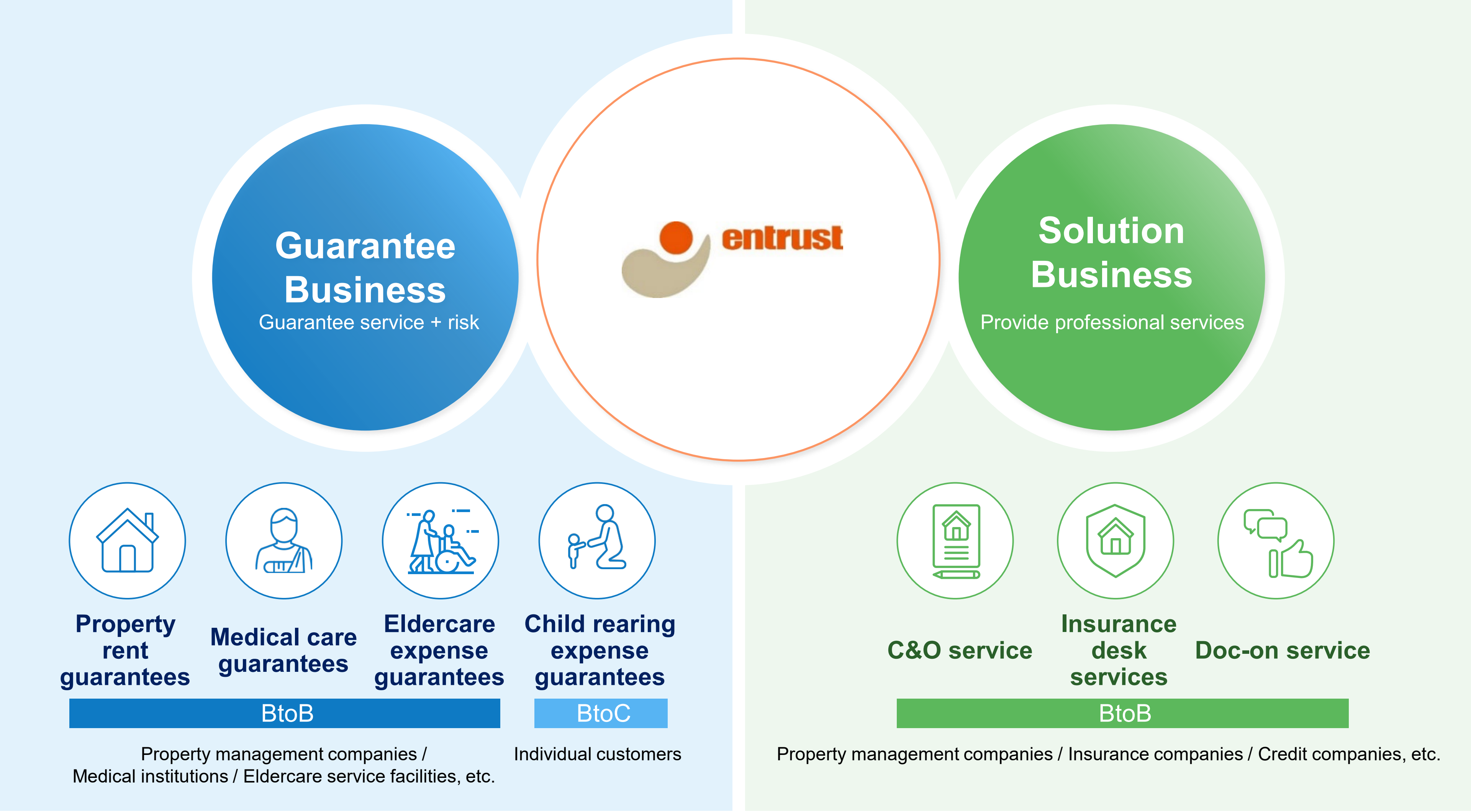
Business Lines

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



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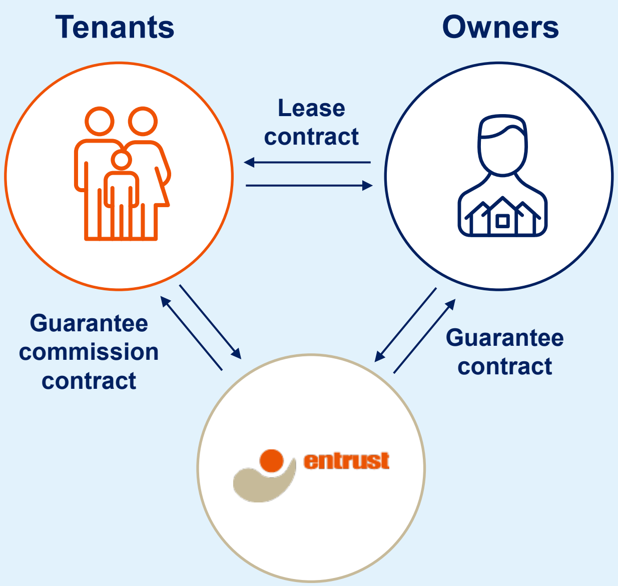
Guarantee Business

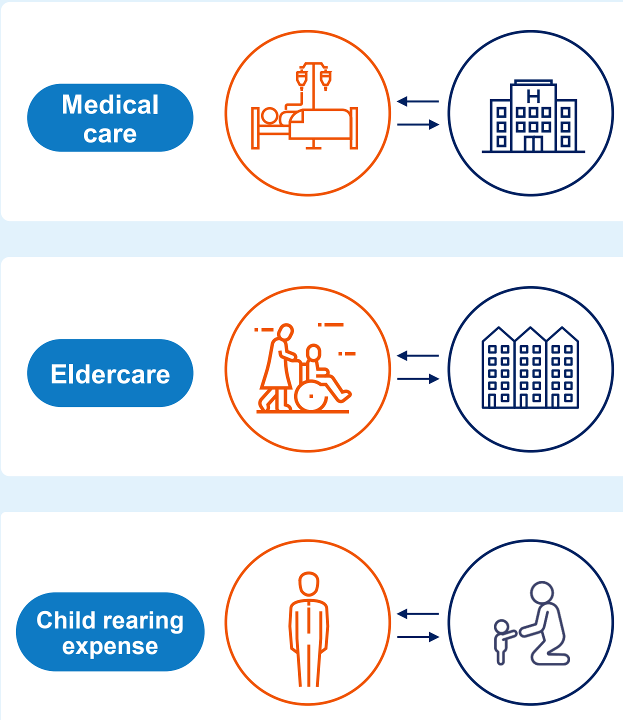
Covers debt delinquency risk through joint guarantee on financial contracts
Makes subrogation payments to creditors and collects from debtors for outstanding payments

For example,

Property rent guarantees



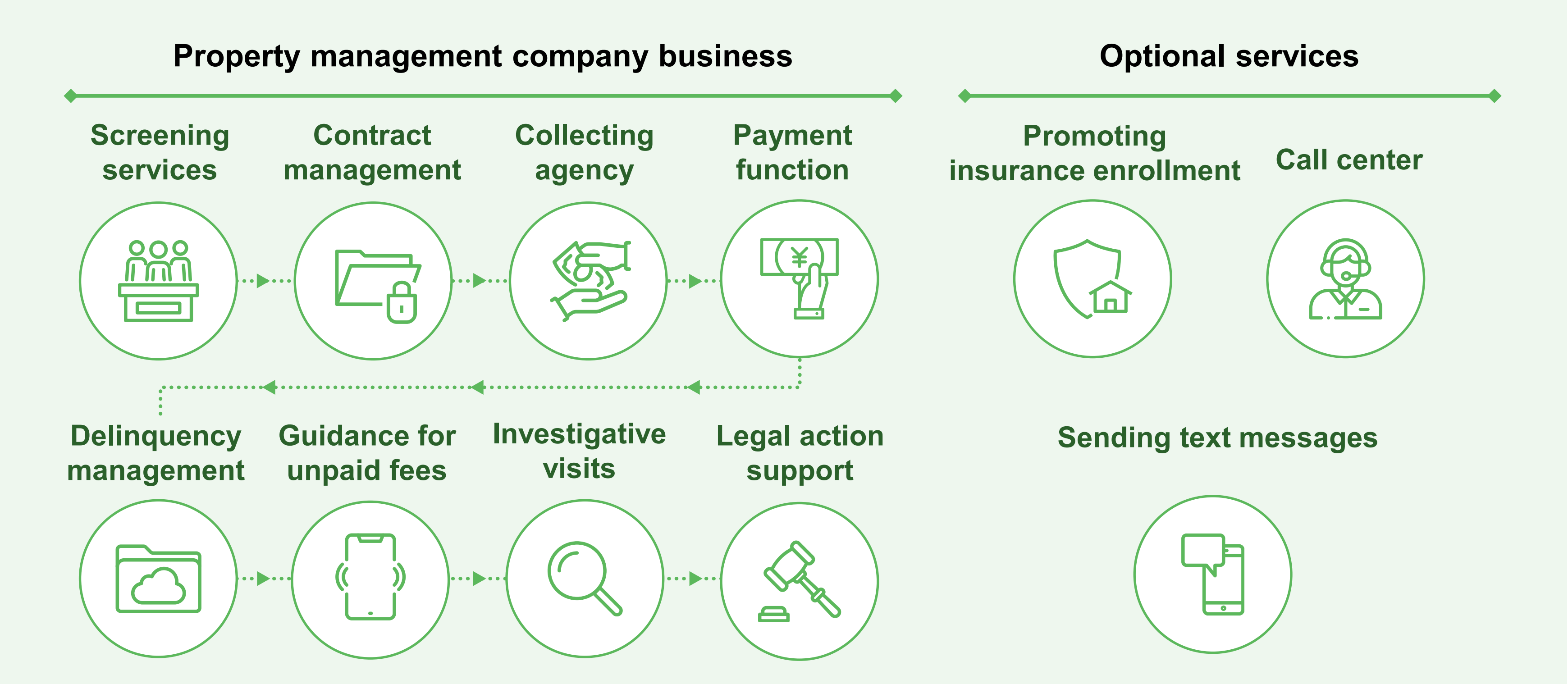
Rollout to other businesses



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 growth of the property rent guarantee business, medical care and eldercare expense guarantees made remarkable strides. The IT business at Carol System Inc. also contributed, with net sales reaching 119.9% year-on-year.**
- **Effective collection operations and optimized screening criteria reduced bad debt costs. Operating profit reached 117.1% year-on-year.**

(Million yen)

	2025/6 Actual	2026/6 Actual	Year-on-year
Net sales	2,882	**3,455**	119.9%
Operating profit	660	**772**	117.1%
(Margin)	22.9%	**22.4%**	-
Ordinary profit	662	**772**	116.6%
(Margin)	23.0%	**22.4%**	-
Net income	386	**457**	118.2%
(Margin)	13.4%	**13.2%**	-

Strong results with net sales at 119.9% year-on-year

- Growth in property rent guarantees, driven by the increase in renewal guarantee fees
- New client acquisitions for medical care and eldercare expense guarantees continued to increase, entering a growth phase
- Contract services and SES at the newly acquired subsidiary Carol System Inc. ("CAS") exceeded projections

Strong operating profit at 117.1% year-on-year growth

- Despite higher business costs associated with the growth of property rent guarantees, increased profits were achieved, supported by reduced bad debt costs through effective collection activities and optimized screening criteria
- Subsidiary Premier Life also contributed to increased profits

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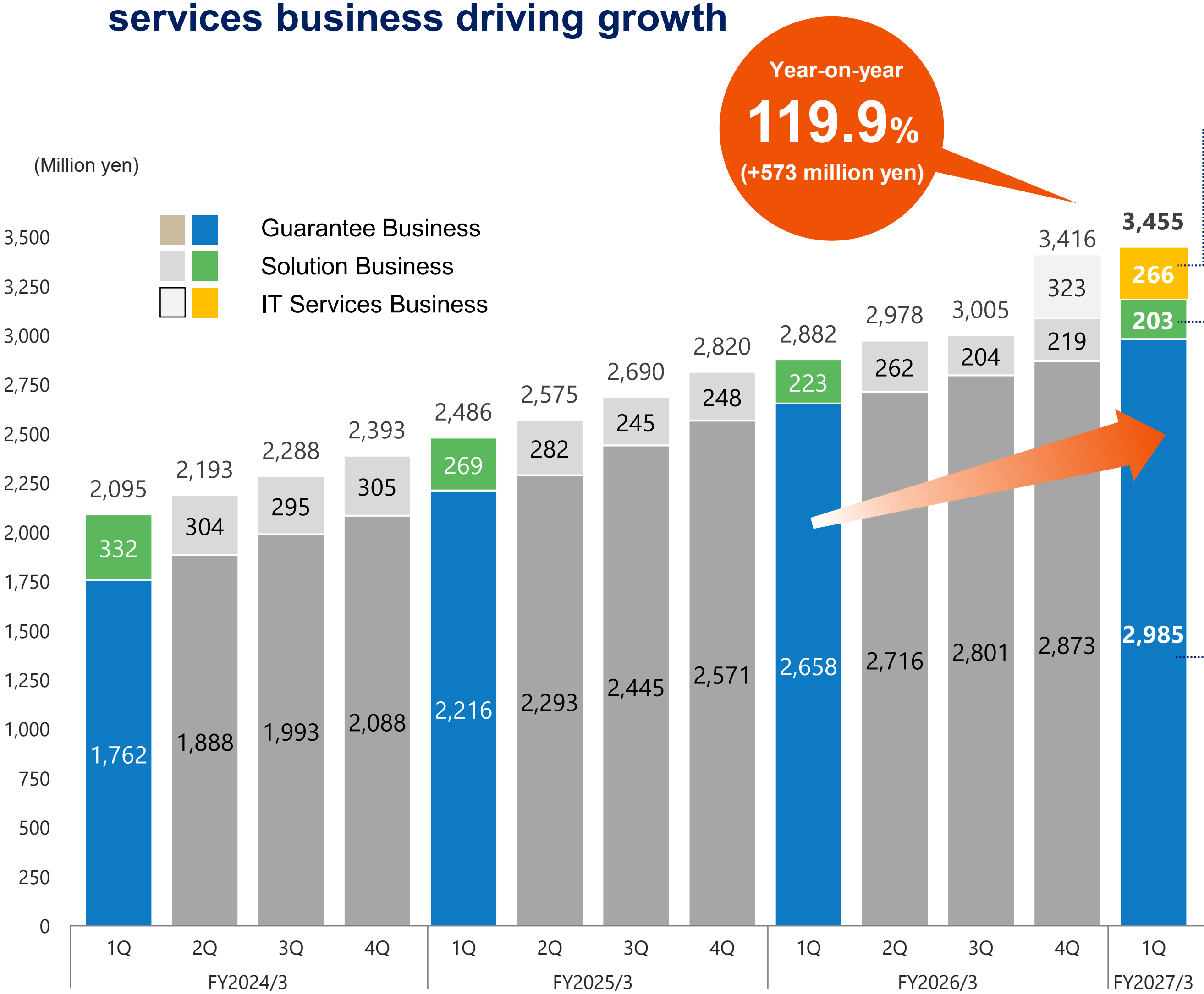
Net Sales by Quarter

■ **The guarantee business continued to perform well, with the newly acquired IT services business driving growth**



IT Services Business

Operated through CAS. Contract services and SES operations exceeded projections.

Solution Business

91.1% year-on-year (-19 million yen)

Ongoing shift from C&O services to guarantee products.

Rent Guarantee System Regional Bank Model* in operation at three regional banks.

Guarantee Business

112.3% year-on-year (+326 million yen)

Property rent guarantees increased **108.7**% year-on-year (+217 million yen), driven by higher renewal guarantee fees.

Medical care guarantees continued to grow at **142.6%** year-on-year (+46 million yen).

Eldercare expense guarantees grew significantly, increasing **241.3%** year-on-year (+59 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

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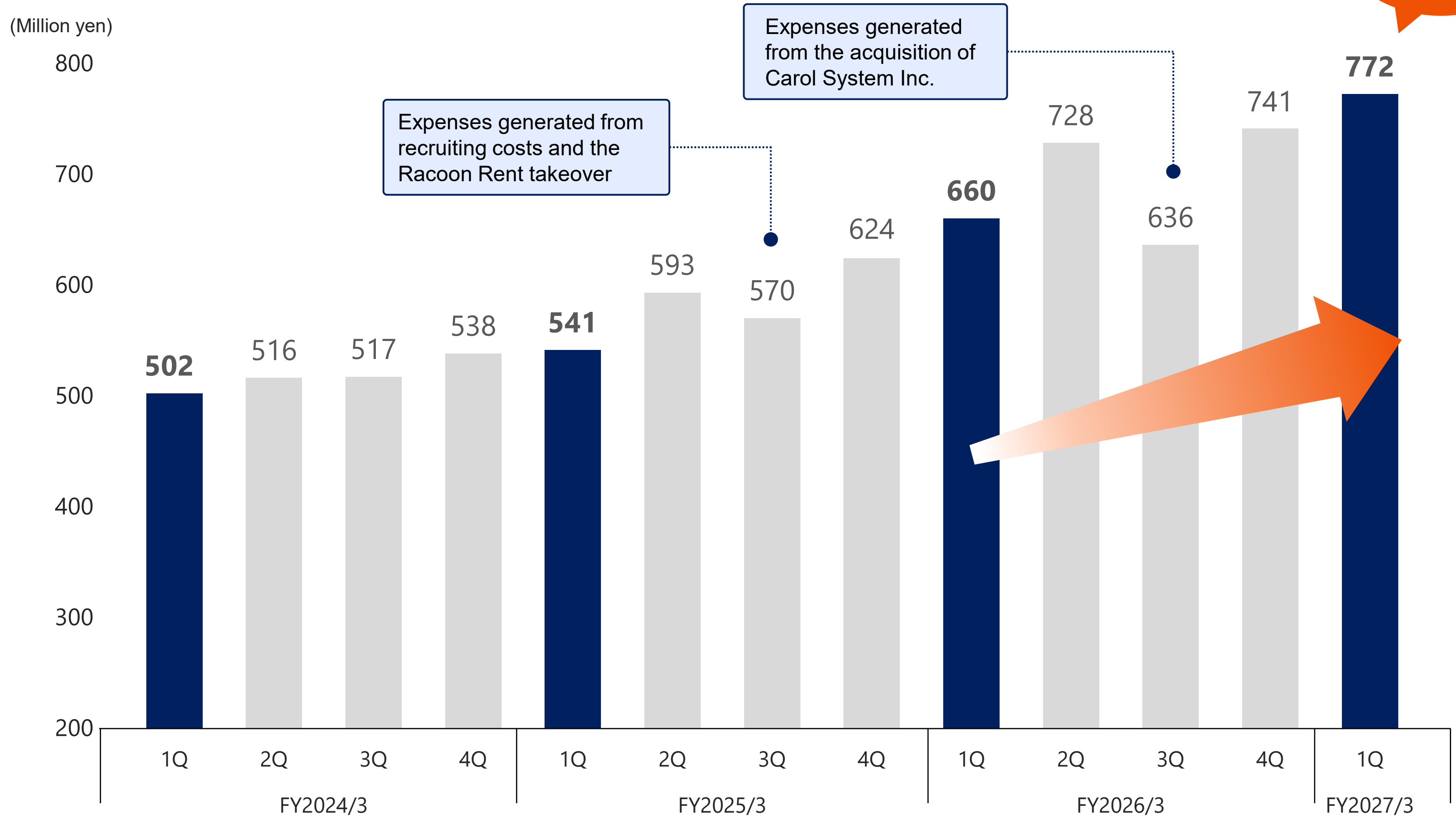
Operating Profit by Quarter

■ Operating profit increased to 117.1% year-on-year

Despite increased outsourcing and direct debit processing fees from the growth of the guarantee business, as well as higher subcontracting costs and personnel expenses at Carol System Inc., bad debt costs were effectively managed. This was achieved through continuous improvements in screening and collections, together with a strengthened debt collection system at PRL. As a result, operating profit increased.

Year-on-year
+117.1%
(+ 112 million yen)



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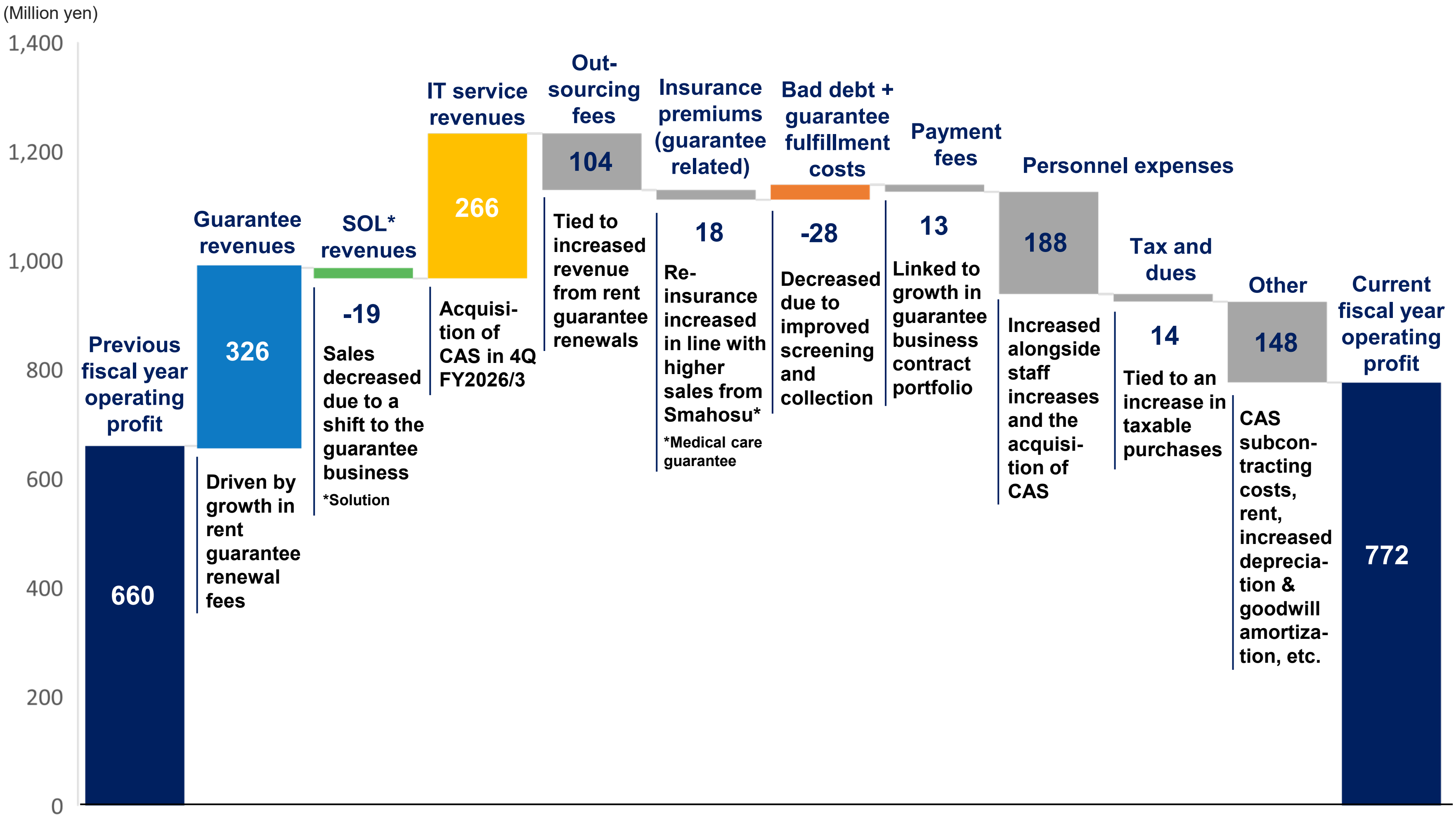
Analysis of Changes in Operating Profit

■ Higher revenues from guarantee and IT services contributed to profit growth

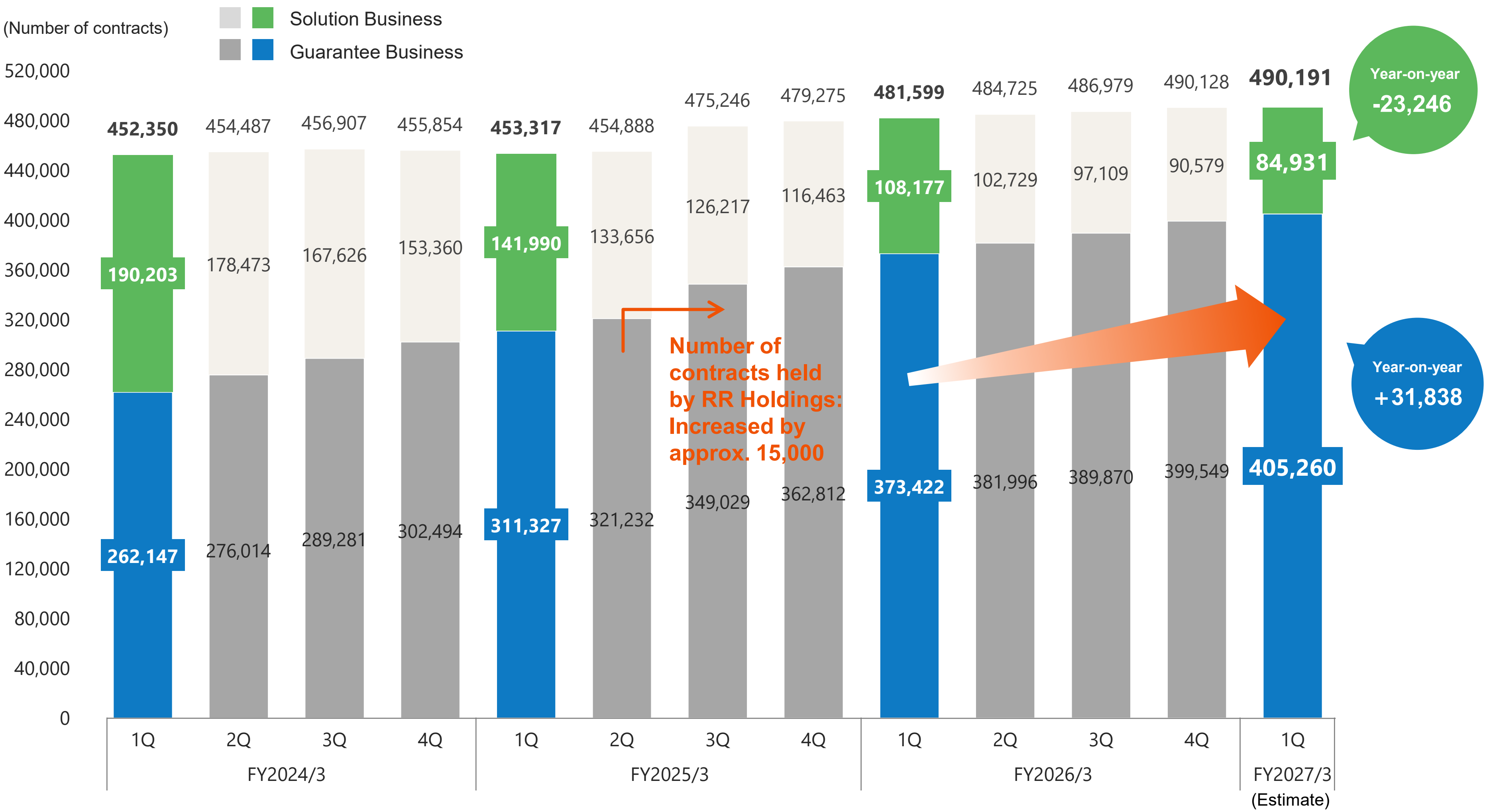
Profit increased despite higher sales-linked expenses (business outsourcing fees and settlement fees) and labor costs, as bad debt costs fell below the same period last year.



Property Rent Area: Number of Property Contracts by Quarter

■ Guarantee business led growth

The shift from solution products automatically bundled with all lease agreements to optional guarantee products continued, resulting in a growing share of guarantees.



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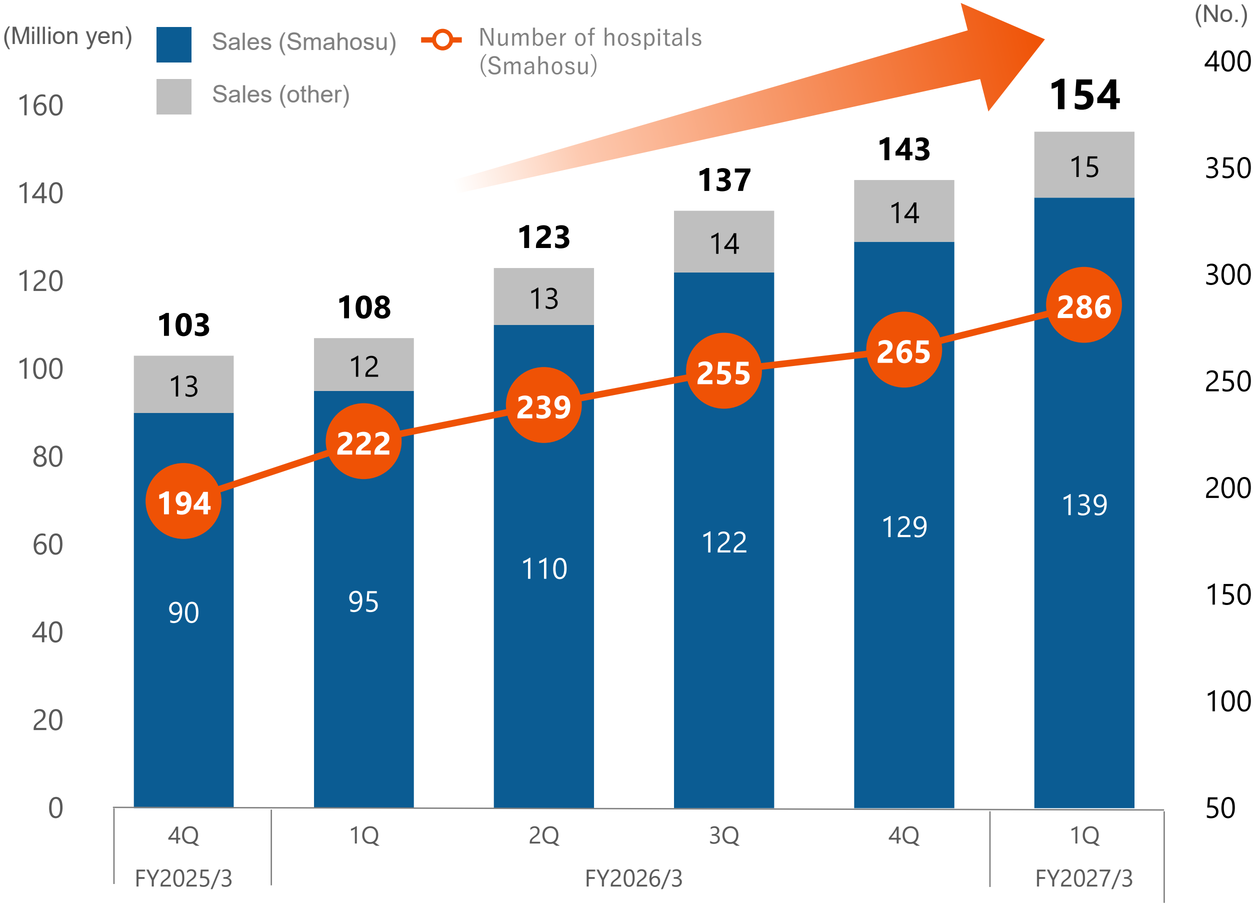
New Area: Medical Care Guarantee Sales by Quarter

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

- Contracts increased as partnerships with insurance companies and outreach to hospital associations paid off. Inquiries from medical institutions increased, indicating growing market recognition. The growth trend is expected to continue.
- The number of contracts increased, contributing to higher sales after overcoming the challenge of declining guarantee fees from the second year onward.



Year-on-year **142.6%** in medical care sales

- **Co-signer agent system and Smahosu continued to grow**

  286 medical facilities
  (+64 from year-on-year)

  67,536 hospital beds
  (+16,700 year-on-year)

- **Hospitalization set with medical care guarantee and other products**

  22 medical facilities
  (-6 year-on-year)

  5,367 hospital beds
  (-302 year-on-year)

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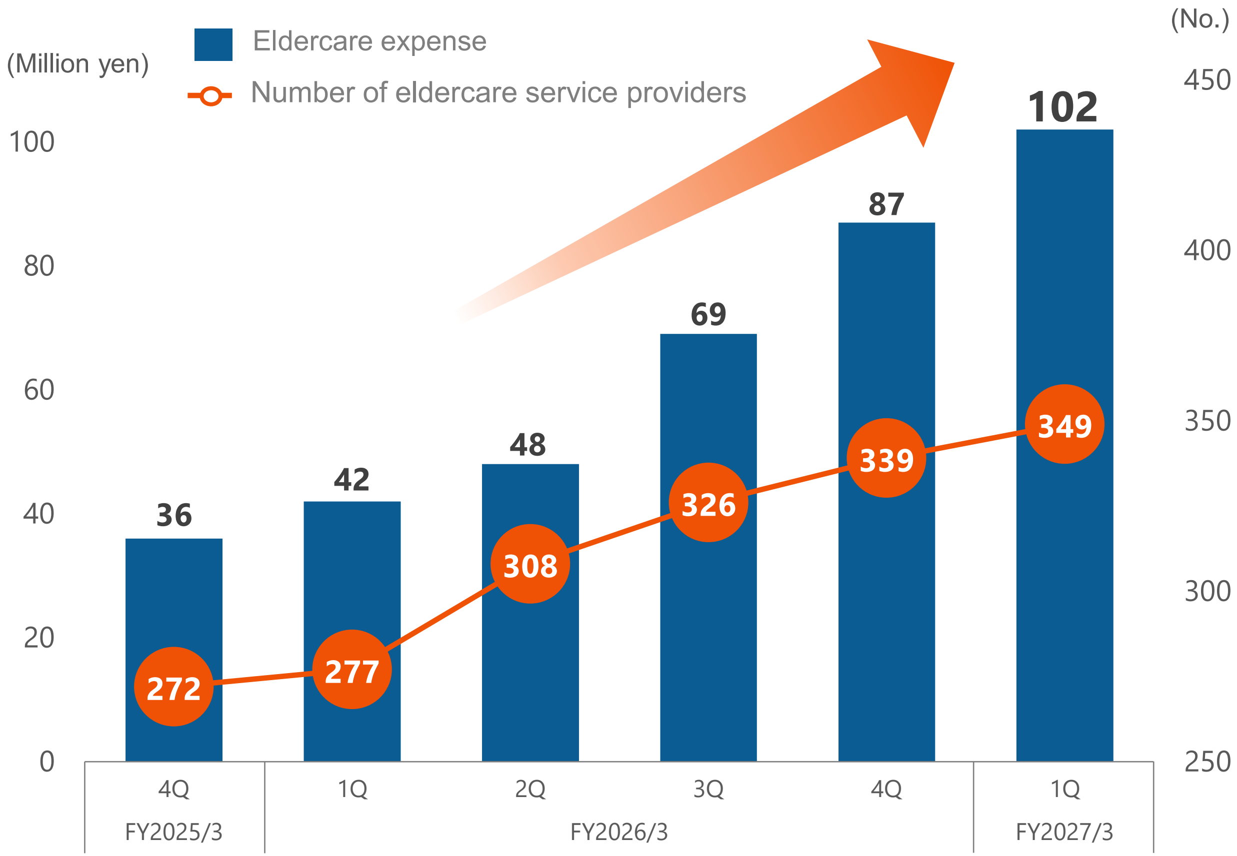
New Area: Eldercare Expense Guarantee Sales by Quarter

■ Eldercare: Eldercare expense guarantees with accident insurance remained strong

- 6 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. Enhancements to the sales system accelerated business growth.



Year-on-year **241.3%** in eldercare sales

- **Continued growth of eldercare expense guarantees with accident insurance**

  151 eldercare service providers (+66 year-on-year)

  8,414 contracts (+6,357 year-on-year)

- **Other products**

  198 eldercare service providers (+6 year-on-year)

  6,920 contracts (+2,967 year-on-year)

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Other Financial Data (Balance Sheet)

(Million yen)

	2025/6 (Previous fiscal year)	2026/6 (Current fiscal year)	Change in amount
Current assets	**10,167**	**11,140**	973
Cash and deposits	6,909	**7,322**	412
Accounts receivable - trade	147	**284**	137
Advances paid	5,257	**6,209**	951
Other	609	**821**	211
Allowance for doubtful accounts	-2,756	**-3,496**	-740
Non-current assets	1,202	**1,682**	479
Property, plant, and equipment	178	**218**	40
Intangible assets	289	**686**	396
Investments and other assets	734	**777**	43
Current liabilities	4,100	**4,500**	399
(Unearned revenues)	2,510	**2,686**	175
(Reserve for fulfillment of guarantees)	870	**864**	-5
Non-current liabilities	189	**222**	32
Net assets	7,080	**8,100**	1,020
Total assets	11,370	**12,823**	1,453

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
*107% year-on-year

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Summary and Progress of the Plan for the Entire Fiscal Year

- Progress is on track to meet the targets of 14.2 billion yen in sales and 3 billion yen in operating profit
- A foundation for medium- to long-term growth being built, with steady progress toward re-listing on the Prime Market

(Million yen)

	2026/3 Actual	2027/3 Plan	2026/6 Actual	Progress rate	
				H1	Annual
Net sales	12,283	14,200	3,455	50.5%	24.3%
Operating profit	2,766	3,000	772	54.8%	25.8%
(Margin)	22.5%	21.1%	22.4%	-	-
Ordinary profit	2,797	3,020	772	54.4%	25.6%
(Margin)	22.8%	21.3%	22.4%	-	-
Net income	1,744	1,840	457	51.4%	24.9%
(Margin)	14.2%	13.0%	13.2%	-	-

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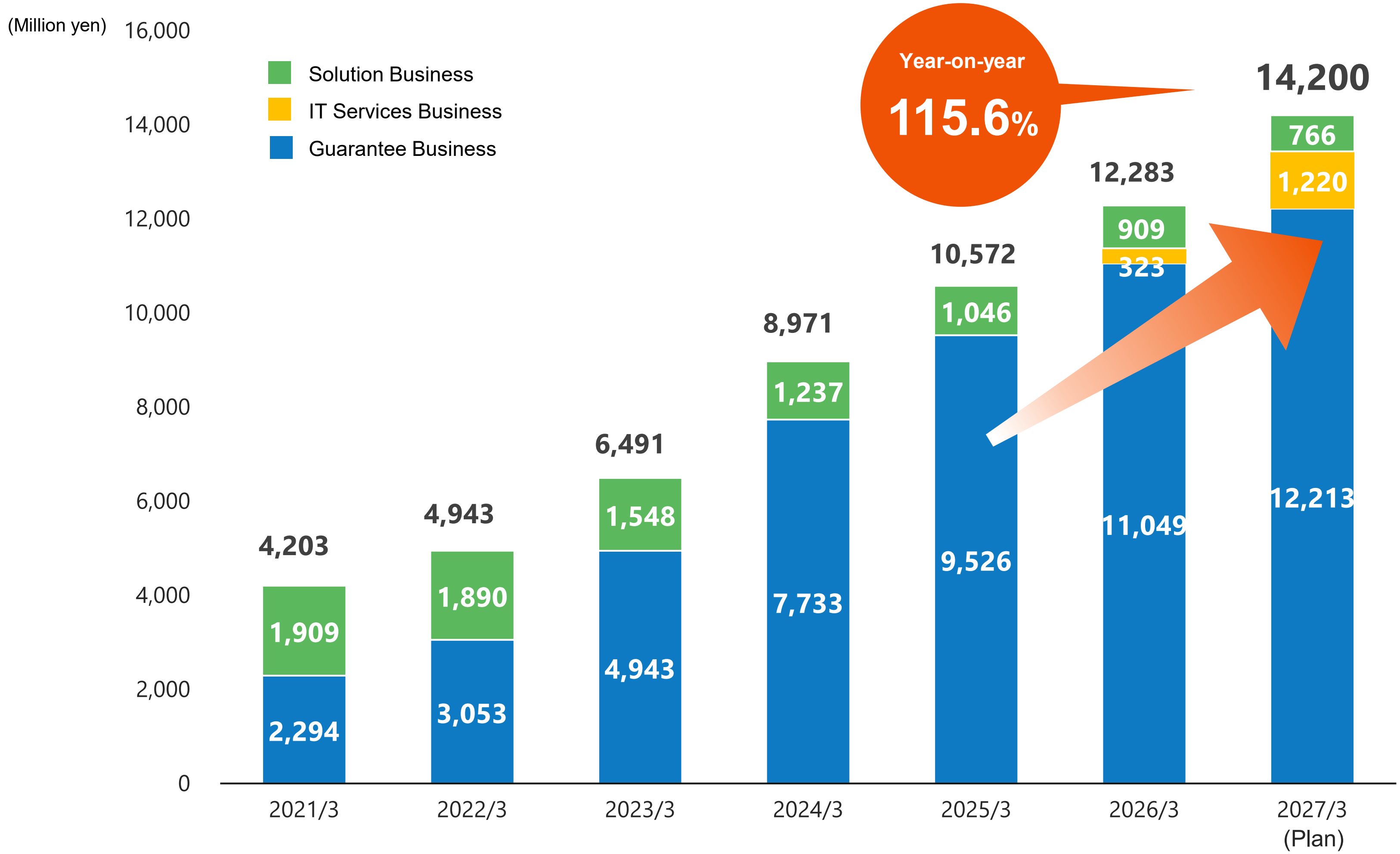
Net Sales by Year and Plan

- For property rent guarantees, promote sales expansion in residential and commercial products to build a foundation for sales
- For medical care, eldercare, and child rearing expense guarantees, strengthen sales activities toward gaining more new contracts
- Subsidiary Carol System contributed to sales in IT services



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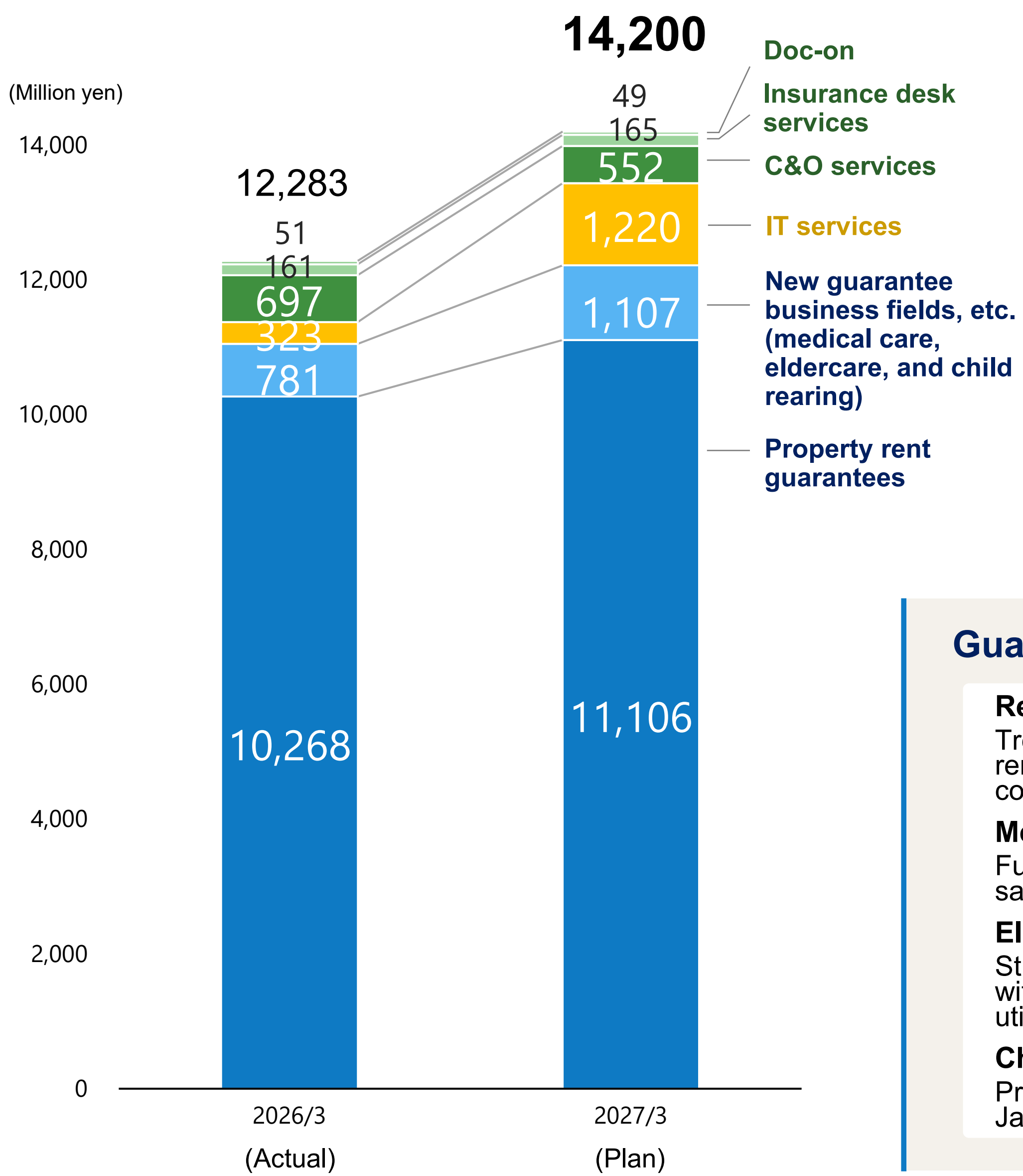
Annual Targets for Net Sales (Details)



Solution Business

Doc-on and insurance desk services
Continue to expand sales

C&O services
Reduced due to continued shift to rent liability guarantees

IT Service Business

Carol System
Drive orders for website planning, cloud infrastructure development, business system development, digital transformation support, and engineering solutions

Guarantee Business

Rent liability guarantees
Trend toward increases in new contracts continues, and renewal guarantee fees also increase 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 and improve the guarantee utilization rate

Child rearing expense guarantees
Promote commercialization in local governments across Japan

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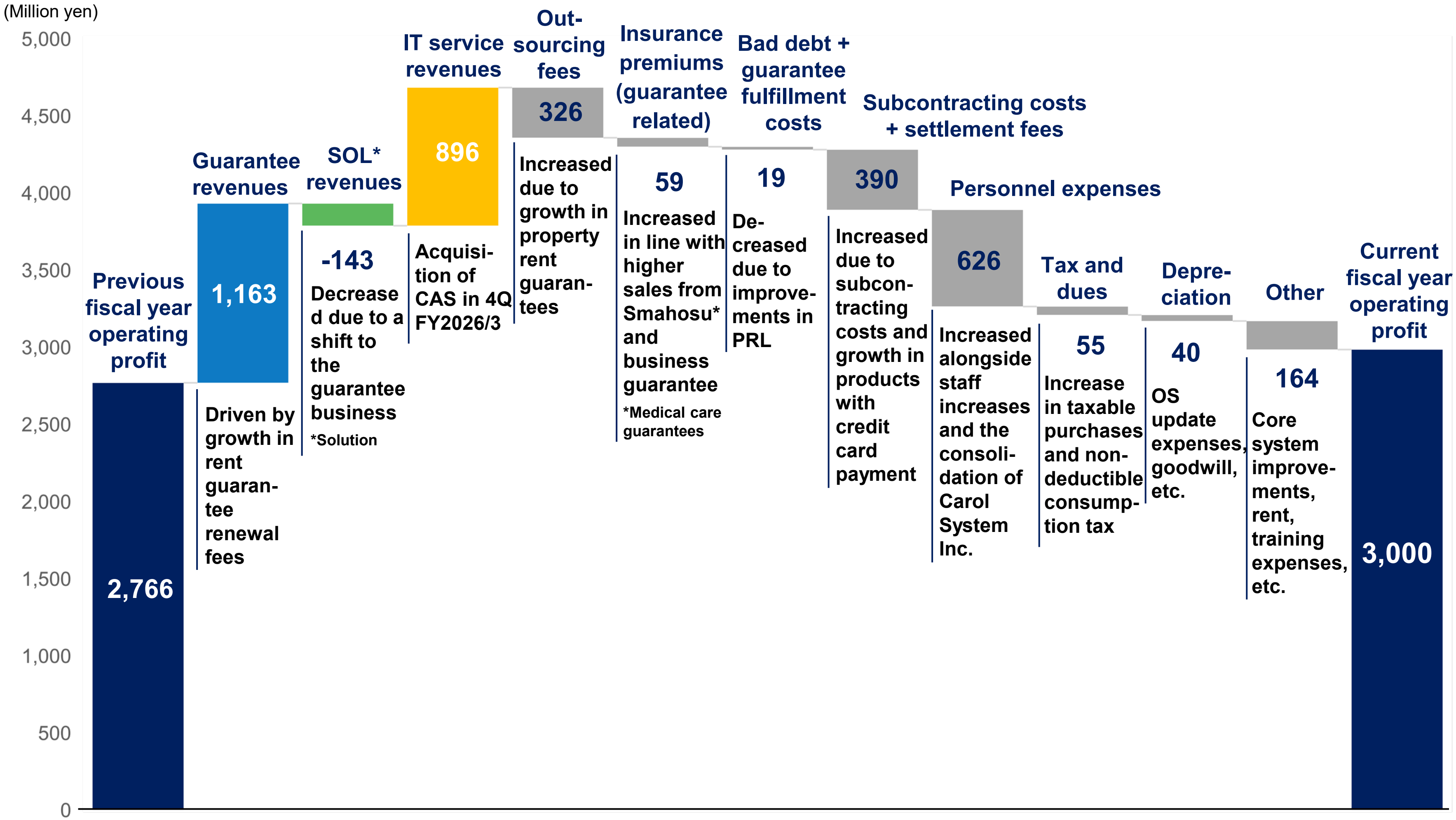
Analysis of Changes in Operating Profit (Plan)

- **Promote increase in revenue through growth in guarantee business. Expand operating profit at a rate exceeding the rise in procurement costs accompanying growth in each business.**
- **Strengthen staffing, improve core systems, and provide employee training programs.**



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Dividends by Year and Plan

■ Increase in dividends for 11 consecutive fiscal years planned to promote further shareholder returns

- Dividends of **49.5 yen**, a **11.5-yen** increase from the previous fiscal year, planned
- Achieve dividend payout ratio of **60.2%**

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Key KPIs and Financial Structure of the Guarantee Business

Key KPIs

Guarantee rent, elderly care, and child rearing expenses

Number of new contracts
- New move-ins
- New contracts

×

Initial guarantee fee
- XX% of rent
- XX% of child rearing expense

+

Number of existing customers

×

Renewal guarantee fee

=

Guarantee fee revenues

*Prorated over guarantee period

Medical care guarantees

Number of hospital contracts in the 1st year

Guarantee fee in the 1st year
Average 3 million yen / hospital

+

Number of hospital contracts from 2nd year onward
Contract renewal rate: 93.6% or higher

×

Renewal guarantee fee

=

Guarantee fee revenues

Smahosu

*Prorated over guarantee period

Financial structure

Corporate revenues
Guarantee fee revenues

−

Cost of outsourcing fees, etc.

=

Total gross profit
Gross profit from guarantee fees

−

Bad debt + reserve for fulfillment of guarantees and other SG&A

=

Operating profit

*Operating profit margin: 22.5% for the full fiscal year ending March 31, 2026

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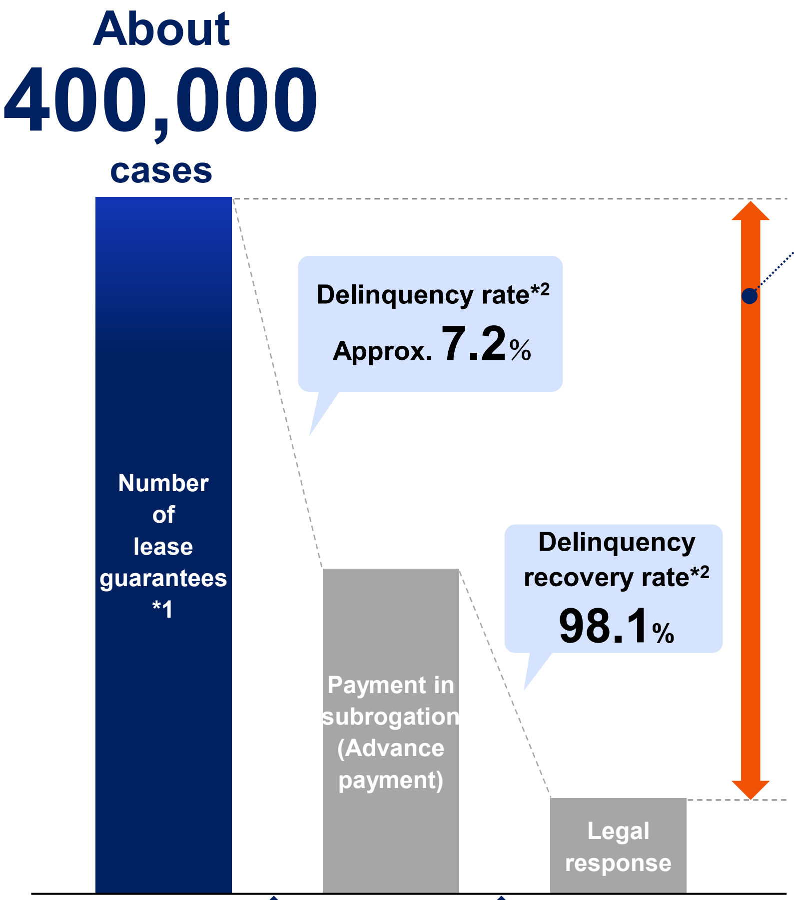
Profit structure for the Guarantee Business



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

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

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, 2026
*2 Calculated based on moving averages for the past 12 months

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Market Environment (Medical Care & Eldercare Expense Guarantees)

Medical care guarantees

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

Average account receivable per hospital

Approx. **4.3** million yen*

*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** facilities

Number of hospitals nationwide

Approx. **8,000** facilities

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

Smahosu results

286

Entrust Inc. target

Eldercare expense guarantees

Increasing inquiries from eldercare facilities

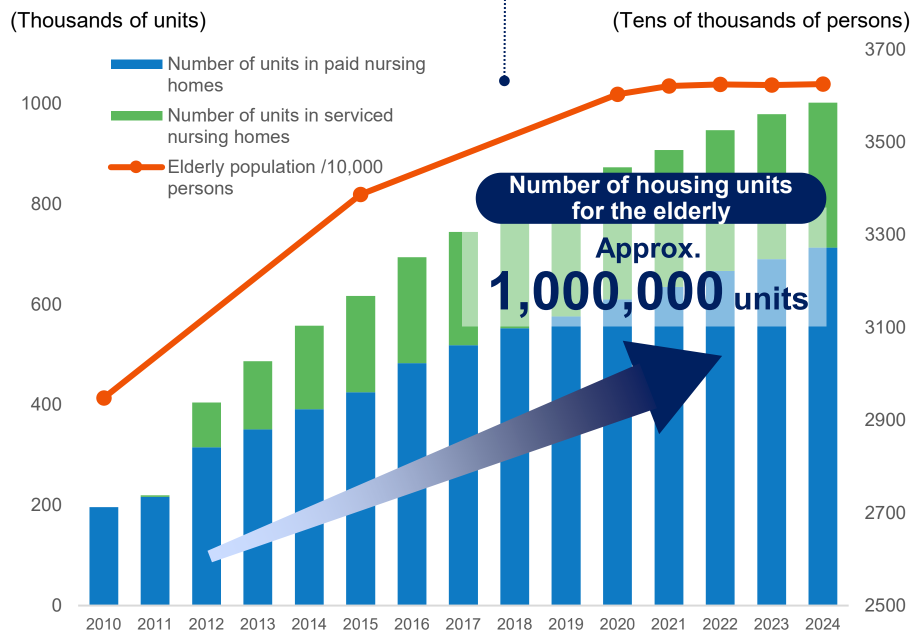
Accelerate business in cooperation with a major non-life insurance company

Average facility usage fee

Approx. **170,000** yen/month*

External factors for expanding demand

- Increase in the number of housing units for the elderly as the population ages
- Revision of Civil Code



(Reference) Trends in the Number of Units in Serviced Nursing Homes | Senior Housing Association
Summary of Results from the Survey of Social Welfare Institutions | Ministry of Health, Labour and Welfare
Japan's Elderly Population in Statistics | Statistics Bureau, Ministry of Internal Affairs and Communications

Source of Growth Potential

Creating a society where guarantee companies guarantee individual credit, previously guaranteed by community ties 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

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

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

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
- 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

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Third Medium-Term Management Plan Targets

Hop	Step	Jump
First Medium-Term Management Plan (2019 - 3/2021)	Second Medium-Term Management Plan (2022 - 3/2024)	**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

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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.

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