

Ticker code: 7196

Casa Inc.

Fiscal Year ending January 2026

Briefing Material
for the third quarter financial results



Casa

Based on the spirit of "*Sampo-yoshi* (Win-Win-Win)," we provide services that are valuable to all people involved with us.

Customers



Customer-oriented hospitality
Providing trust and peace of mind
Expectations for new services

Landlord
/real estate



Towards a society where everyone can live in peace.
Eliminating housing concerns and supporting the future of the region.

Society



Infrastructure that contributes to daily life
Building happy relationships with society
Contributing to society through "living"

Employee



An environment that fosters sincere talent
Innovative and challenging
A rewarding work environment

Towards a society where everyone can live in peace

◆ Sales data

Sales **JPY 12.1 billion** 


Number of agents **14,000** 

No. of applications per year **200,000** 

Number of contracts in force **640,000** 

◆ Financial data


Total assets **JPY 15.7 billion** 

Equity ratio **47.6%** 


EBITDA **JPY 2.1 billion** 

Total guarantee amount **JPY 57.5 billion** 

◆ Employee data

Number of employees (group total) **441** 
Including temporary employees

Number of business sites **17** 

Years of service **9.7 years** 

Average age **43.2 years old** 

◆ ESG data

Female leader



31.7%

Childcare leave acquisition rate



100%

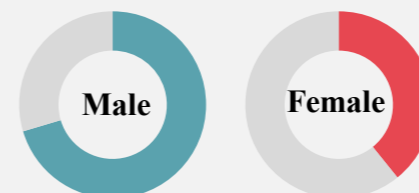
Annual paid leave utilization rate



65.6%

94.4%

Employment ratio by gender



59.8%

40.2%



Women are active!

Obtained "Eruboshi" certification from the Ministry of Health, Labor and Welfare as a company that promotes women's participation in the workforce

(JPY million)	3Q of FY 2024 FY ended Jan. 2025	3Q of FY 2025 FY ending Jan. 2026	Compared to previous period	4Q plan
Sales	9,050	9,539	105%	12,768
Initial guarantee fee	4,536	4,590	101%	—
Continuation guarantee fee	4,387	4,682	107%	—
Cost of sales	4,630	5,074	110%	6,669
Referral fee	1,118	1,180	106%	—
Provision for doubtful accounts	2,575	2,672	104%	—
Litigation and disposition costs	891	1,046	117%	—
Operating profit	△95	△197	-%	△298
Ordinary profit	121	△124	-%	△220
Special profit	2	198	9453%	—
Net profit attributable to owners of parent	△364	2	-%	△90
EBITDA	602	252	42%	308

【 3Q results】

Sales increased 5% year-on-year to JPY 9,539 million due to growth in our core business of rent guarantee services. Thanks to the acquisition of new agents and increased activity at existing agents, the number of new contracts remained steady at 106,254 (increased by 0.5% from the same period of last year), contributing to the expansion of our revenue base.

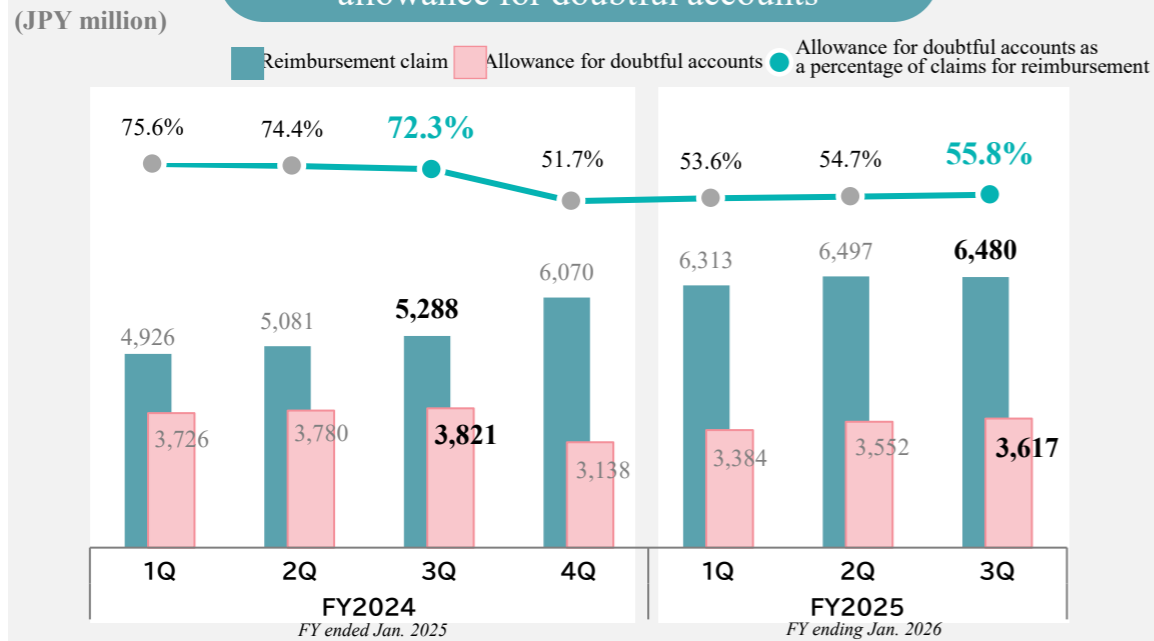
Cost of sales temporarily increased due to litigation and disposal expenses associated with the liquidation of unresolved cases that began last year. Although the provision for doubtful accounts increased, it has improved gradually compared to the first half of the fiscal year due to improved recovery of advances and strengthened management of past year receivables.

Net income for the current period was JPY 2 million, due to the recording of a special profit of JPY 198 million from the transfer of shares in a consolidated subsidiary.

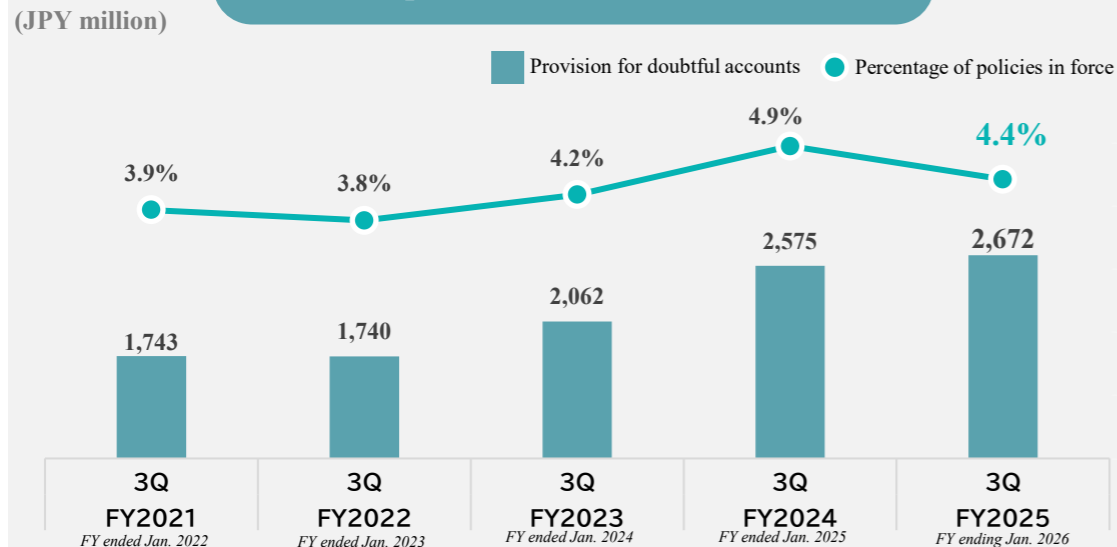
※ Special profits included a gain on the sale of subsidiary shares of JPY 198 million.

※ EBITDA = Operating profit + Depreciation, etc. + Amortization of goodwill + Deferred consumption tax, etc. + Gain on recovery of written-off receivables

Trends in reimbursement claims and allowance for doubtful accounts



Trends in provisions for doubtful accounts



【 3Q results】

- ✓ The ratio of loan loss reserves to reimbursement claims was 55.8% (-16.4 points), and the loan loss reserve provision to the amount held was 4.4% (-0.5 points), so the provision ratio has decreased.
- ✓ Regarding the loss forecast error, we re-estimate based on the progress of the current fiscal year, classify potential losses by the number of months that have passed, and verify them every month (mid-month and at the end of the month). As a result, accuracy has steadily improved, and the discrepancy between forecast values and actual values is gradually narrowing.
- ✓ In order to improve the accuracy of collection trend forecasts, we classify receivables by period and continuously monitor the results during and at the end of each month.

【 Future actions】

Going forward, we will transition to an operating structure that emphasizes collection results by visualizing the amount of collection required and standardizing successful patterns, thereby optimizing loan loss reserves and improving profitability.

- ✓ The required recovery amount was clarified and a system was established to manage progress on a weekly basis.
- ✓ We will spread effective collection methods and success stories across all bases and build an operational system that can produce stable results.
- ✓ Prioritize projects with a large impact on recovery and clarify the concentrated investment of management resources.
- ✓ We set response policies according to the characteristics and difficulty of each project, and thoroughly manage the progress of each project.

Improving collection power

Visualizing the collection process, eliminating causes of delays, and strengthening the system

Accelerating processing response (improving processing speed)

Strengthening cooperation with lawyers to speed up legal responses



Improve operational efficiency

Increase in the number of calls, SMS, etc. handled by utilizing business systems

Diversification of payment methods through the introduction of barcode payments

Improve efficiency of data entry work and list creation using RPA



Developing and strengthening human resources

Strengthening collection systems in key areas by optimizing personnel allocation

Promoting the development of young employees through AI-based training and the standardization of business processes

Strengthening the expertise of mid-level employees and promoting improvements in business response capabilities



【 3Q review】

- ✓ We will develop a training system to strengthen our organizational capabilities by using AI to develop young employees and train managers.
- ✓ By increasing the number of actions such as phone calls and SMS, we expanded contact opportunities for debt collection and increased the chances of collection.
- ✓ Establish a management system directly linked to the workplace and work to improve business execution capabilities

【 4Q measures】

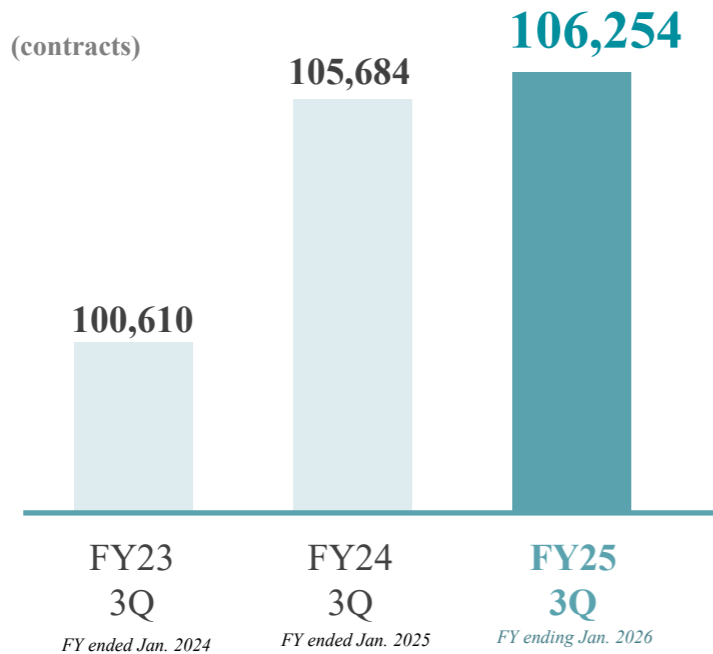
- ✓ Improve collection productivity in terms of both the number of cases handled and processing efficiency
- ✓ Clarifying the factors behind results through verification of the effectiveness of each measure, and promoting improvements in collection capabilities
- ✓ The introduction of barcode payment will increase payment convenience and improve collection efficiency.

New contract

106,254 contracts

Applications increased 7% year-on-year due to increased use at agencies and the acquisition of agencies, but approvals are being held back by expanded financial screening.

YoY **101%**

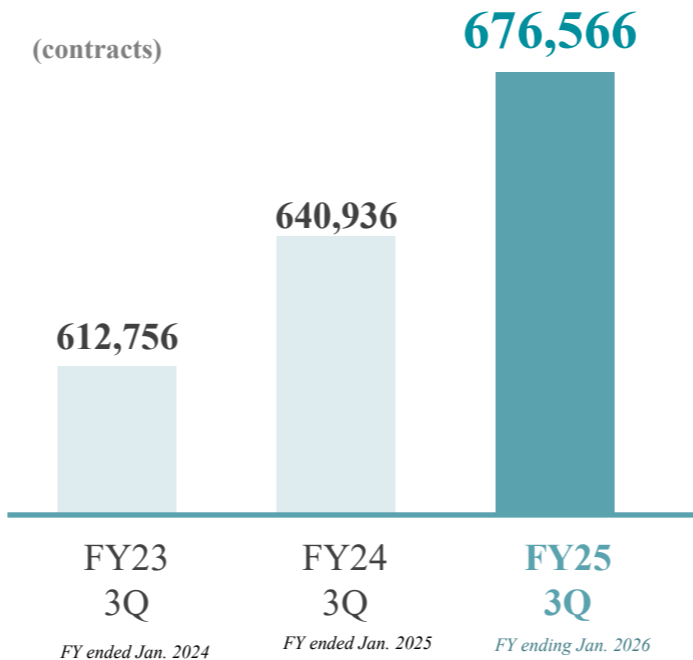


Contracts in force

676,566 contracts

As new contracts increase, the number of contracts in force is steadily increasing, and the recurring revenue base is steadily expanding.

YoY **106%**

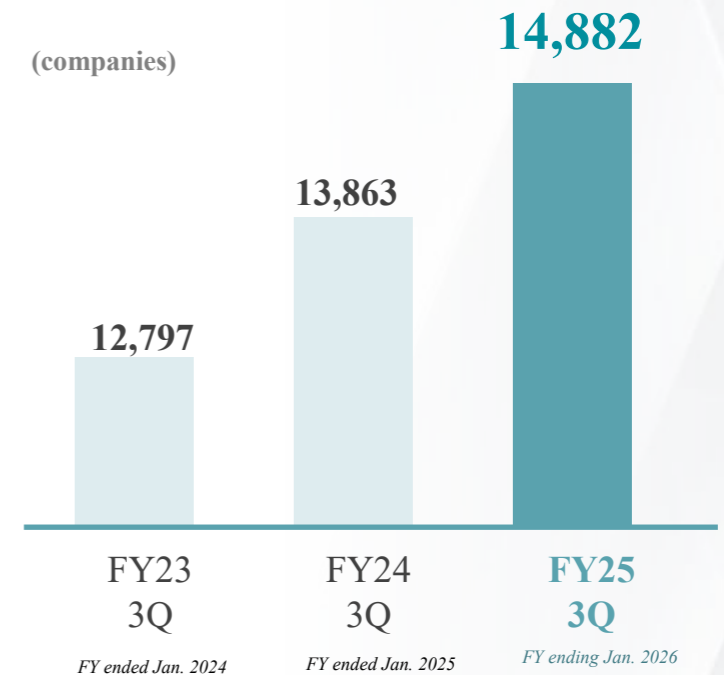


Obtained agency contract

14,882 companies

By strengthening our sales strategies targeting small and medium-sized property management companies, we are steadily gaining new agents.

YoY **107%**



Developing and strengthening human resources

Strengthening personnel structure, focusing on major cities

We will prioritize the allocation of human resources to large-scale markets, and will promote market share expansion through agile organizational restructuring and rapid decision-making.

AI-based education and training

We have introduced a training system that utilizes AI to improve learning efficiency and enable employees to quickly acquire sales skills and specialized knowledge.

Expanding training options for young employees

We will strengthen practical role-playing and mentoring systems with senior employees to quickly develop the next generation of employees into productive members and improve retention rates.

Improving the efficiency of agency guarantee operations

Improved convenience through the addition of CasaWEB functions

For agencies (increased usage rate)

Application/contract details

Check the review status and contract details at a glance

Electronic contract

Guarantee contracts and lease contracts can be easily concluded online

Delinquency report

Register and report subrogation claims for delinquent tenants

Remittance details

You can check and download your monthly advance payments.

For internal use (improving work efficiency)

Online application

You can apply directly by linking with an external application system.

Online account transfer

Direct debit registration can be completed online

Change/cancellation report

Information on rental contract holders who have changed or cancelled their contracts can be registered and reported online.

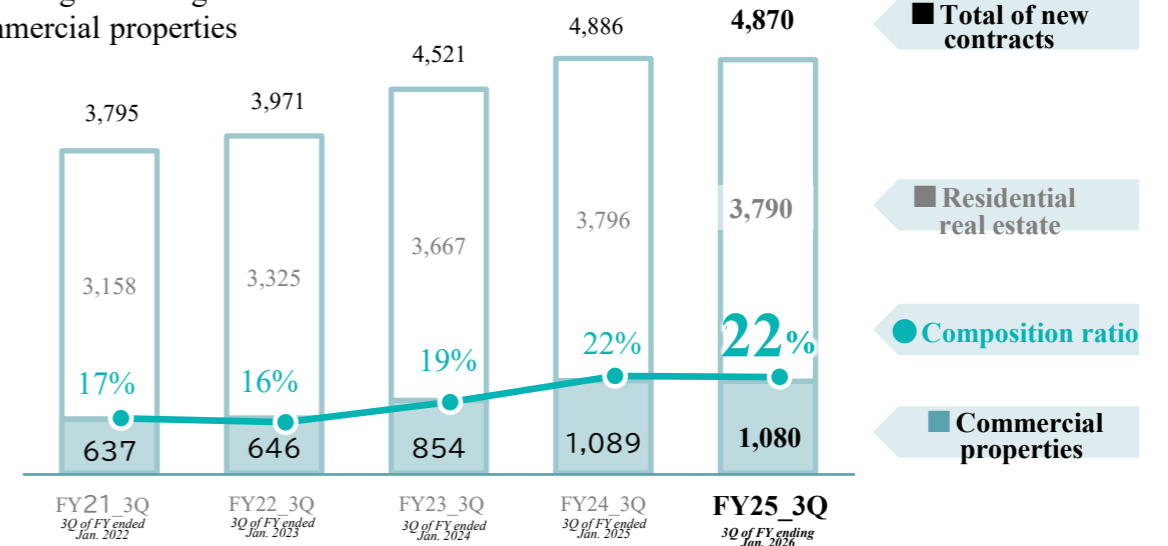
Bulk registration

Able to process data for delinquent registration and cancellation notifications in bulk

Trends in rent guarantees for commercial properties

(JPY million)

Percentage of rent guarantee for commercial properties



Release of new service

Services to create revenue opportunities for real estate companies

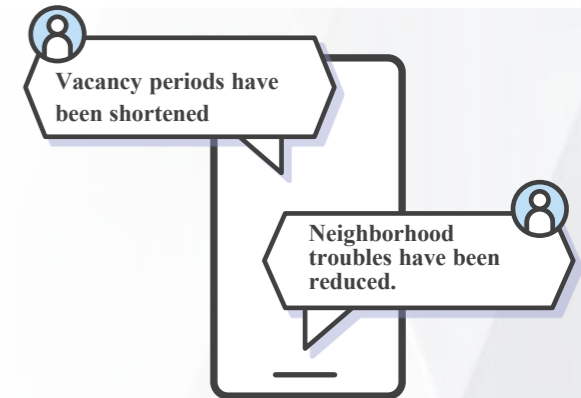
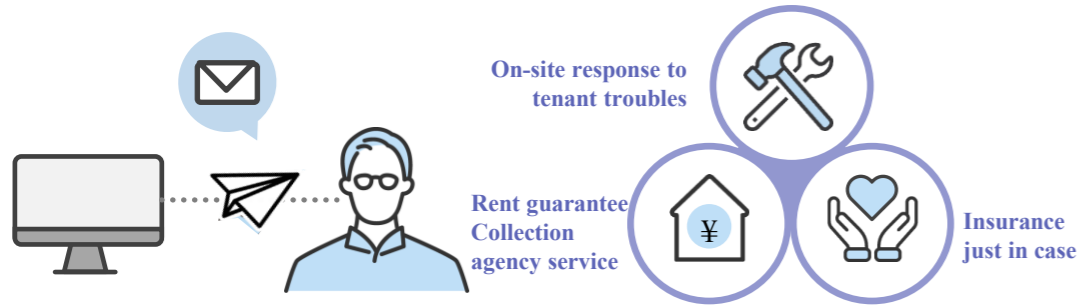
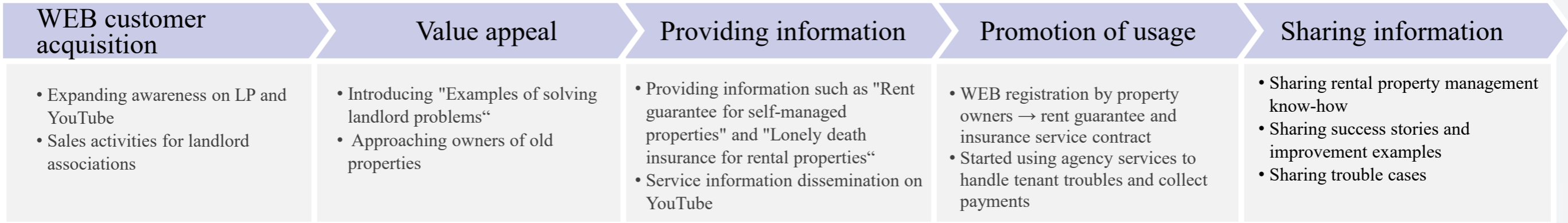


* Call center of Casa Group

COMPASS

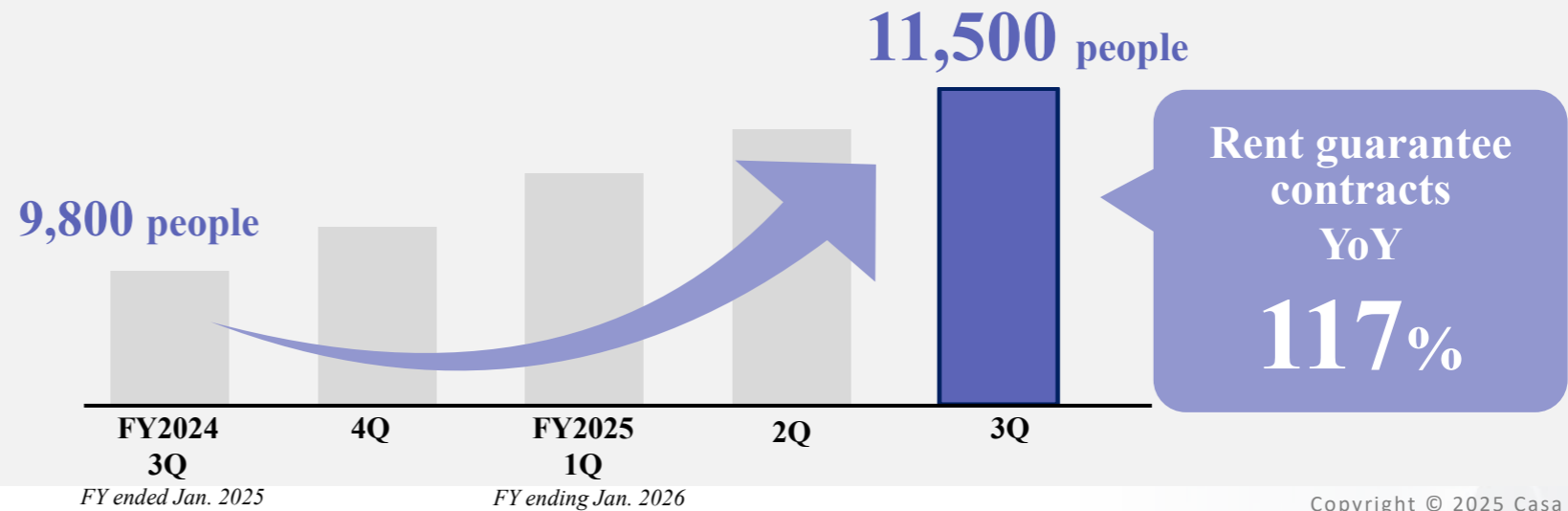
Casa group





Number of landlords registered to use OwnerWEB

Exceeded 11,000 people!





YouTube channel



A tax accountant specializing in landlords explains! Tax planning just before tax returns!



Now is the time to reconsider the true value of self-management of properties.



Eye-opening! The truth about rent guarantee companies you need to know



The busy season is just around the corner! The biggest risk reduction secret in rental property management



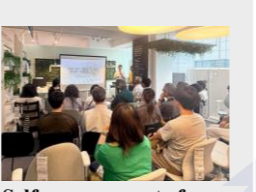
Peace of mind for the elderly! Important risk hedging for rental property management



Why self-management now? The secret to maximizing your savings



Real estate strategies to adopt "now" based on asset size



Self-management of properties x Asset Improvement Joint seminar with IKEA and Broad Enterprises

- ✓ Holding seminars
- ✓ Events for self-managed landlords
- ✓ Hosting seminars with businesses such as IKEA, etc.

Main age group

Digital native generation
30s~50s

Property owned

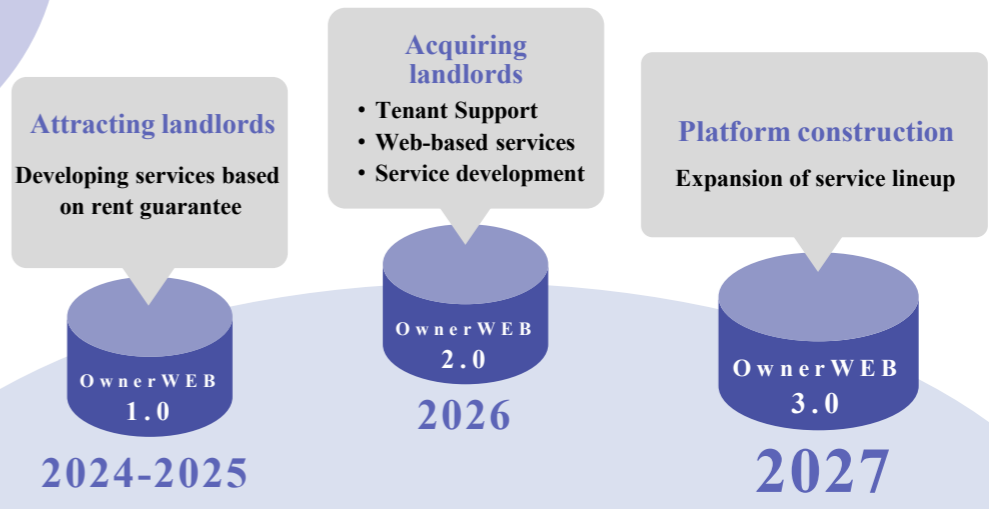
Owning one building	Sectional ownership	Owning a detached house
39%	28%	33%

Characteristics features of landlords

Number of contacts

10,000 contacts/year

Growth story



Survey by questionnaire

Survey on the actual situation of single-parent families

1 Chronic shortages of living expenses and fragile household finances

◆ Percentage of people who answered "financial worries" as a concern about divorce

Before divorce **41.7%**

After divorce **38.5%**



2 Child support arrangements and receipt status

◆ "No Agreement" also exists

Mediation/Trial **42.0%**

Notarized deed **40.7%**

No arrangement **7.4%**



3 Stress from contacting ex-partners and lack of awareness of support systems

◆ Currently, even when payments are unpaid, most cases are handled individually

Contact the other party **37.6%**

Abandon **11.6%**

◆ Awareness of local government support systems

I knew **27.0%**

I didn't know **73.0%**

4 Difficulty in balancing work and family life leads to instability. Barriers to employment and financial independence

◆ Employment status of single parents

● Full-time employee **45.1%**

● Non-regular employee **39.3%**

● Unemployed **7.1%**



5 Daily life, childcare support, isolation, and mental care

◆ The direction of support desired by single parents

Economic stability

Ensuring child support
Tuition and allowances

Employment and career continuation support

Direct support for daily life and child-rearing

Housework, after-school care, etc.

Mental health counseling and community

6 Raising awareness of and promoting the use of child support guarantees

◆ Regarding the Child Support Guarantee Service

Awareness **55.9%**

Acceptable price **less than JPY 1,000 per month**

◆ About the statutory child support system

Agreed **More than 70%**

* Casa survey *367 people surveyed

Event

Participants **443** people
(193 local governments and 19 supporting organizations)

Regarding joint custody and legal child support

Practical online seminar on single parent support

- ✓ Expansion of local government network
- ✓ Building a strong foundation for collaboration with the government
- ✓ ESG evaluation and improving corporate value
- ✓ Creating social impact and strengthening ESG appeal

Based on our strong network with local governments, we will evolve from a "rent guarantee company" to a "social infrastructure company" that supports single parents and their housing needs.

There are many issues that need to be resolved for single parents to become independent.

Current issues

High rate of nonpayment of child support



Child support nonpayment rates remain high

The child support system is not unified and varies



Variations in child support systems and awareness among local governments

Dysfunction of public support



Public support is not functioning in many areas

Participated in "the Japan Single Parent Employment Promotion Council"



Proposal for nationwide expansion of child support guarantee system

National standardization

We will not leave it up to local governments or the private sector, but will lead the national standardization.

Strengthening the subsidy system

We will develop a subsidy system that can be used anywhere in the country.

Building a support system

We will establish an integrated system that includes subsidies for guarantee fees and support for preparing notarized documents.

We aim to eliminate regional disparities and create a society where all single parents have access to the support they need.

- ✓ Supporting the continued provision of child support, which is essential for the stability of single-parent families
- ✓ Leveraging our knowledge of the guarantee business, we contribute to creating a system where child support can be received with peace of mind
- ✓ Promoting and institutionalizing a system for securing child support, and building a foundation for the livelihood of single-parent families

Casa

shall do its utmost effort to maintain safe living environment for people, contribute to improvement of livelihood culture, and realize prosperous society

Creating society where everybody can live with peace of mind



Matters to be noted

- In addition to our business and industry trends, this document also refers to our future prospects based on our current plans, estimates, forecasts or projections.
- These forward-looking statements carry various risks and uncertainties.
- Already known or unknown risks, uncertainties and other factors may or may not lead to different consequences than those contained in the statement of future prospects.
- The Company cannot promise that the statements and forecasts regarding future prospects will be correct, and results may differ materially from future prospects.
- The forward-looking statements in this document were made by the Company based on available information as of December 10, 2025, and does not update or change any forward-looking statements to reflect future events or circumstances.

