

Management Philosophy

We will fulfill our corporate social responsibility by striving to meet the expectations of all our customers, shareholders, and business partners.

We will compete successfully in the market by promoting our three shared values: practical implementation of the principles of customer satisfaction as a leading-edge service company; mutual respect for our interests and those of our business partners; and developing a corporate culture of creative innovation.

Declaration of Conduct and Standards of Conduct

To realize Credit Saison's management philosophy, the Declaration of Conduct and the Standards of Conduct have been established.

Declaration of Conduct

Credit Saison has established the Declaration of Conduct to clarify how the Company should conduct its activities in order to realize its management philosophy.

Standards of Conduct

We have established the Standards of Conduct that provide specific guidelines for employees to act in accordance with the Declaration of Conduct. We shall share the Standards of Conduct and act accordingly.

Click here for details of the Declaration of Conduct and Standards of Conduct.
<https://corporate.saisoncard.co.jp/en/company/compliance.html>

The concept behind our logo



About the Company's corporate colors

Saison Blue

Symbolizing people's happiness and aspirations

Saison Green

Symbolizing trust, peace of mind, culture, and innovation

Editorial Policy

Credit Saison works diligently to provide its wide range of stakeholders, including customers, shareholders, and investors, with accurate information in an equitable manner on a timely basis. In addition to an overview of its operating results and financial standing, the Credit Saison Integrated Report 2023 contains non-financial information that covers environmental, social, and governance (ESG), as well as a wide range of other fields. This report is intended to help our many stakeholders to better understand the Company's efforts to create value over the medium and long term and ensure its sustainable growth.

In compiling this report, we have referred to the International Integrated Reporting Framework recommended by the IFRS Foundation and the Guidance for Collaborative Value Creation issued by Japan's Ministry of Economy, Trade, and Industry (METI).



Forward-looking Statements

This report contains information including details of the Company's management plans, projections, strategies, and estimates that are not historical facts. This information reflects the beliefs of management based on currently available information. Projections and forward-looking statements are subject to certain risks and uncertainties. As a result, projections of future performance, the business environment, and other forward-looking estimates might differ materially from actual results.

Reporting Period

This Report covers the 2022 fiscal year (FY2022: April 1, 2022, to March 31, 2023). Some activities in FY2023 are described as well.

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Basic Concept of the Medium-term Management Plan

Innovative

With all kinds of problems as starting points, innovate existing values and create new value.

Internal
Venture Program
➤ P35



DNA of Creative
Destruction
➤ P3



We follow three concepts to drive our businesses and create new value

Digital

By promoting digital conversion in combination with real life, change the customer/employee experience.

Utilizing
Generative AI
➤ P40



Developing DX
Human Resources
➤ P38



Global

Use financial services as a method to take on the challenge of financial inclusion

Expansion into
Latin America
➤ P25



Breakthrough in
the India Business
➤ P24



Credit Saison's History of Continuing to Create New Value

1951

Founding

The dawn of the Saison Group's philosophy and culture

Seiji Tsutsumi, the founder of the Saison Group, foresaw the growth of consumer needs after the needs for food, clothing, and shelter had been satisfied following World War II. Tsutsumi advocated an "integrated lifestyle industry" to promote distribution reform by expanding business to all areas of daily life while leading the consumption culture. "Always paying attention to the customer and providing society with new innovations"—this idea is at the heart of the Saison Group.



1951

Founding of Midoriya Co., Ltd., a department store that sold products on a monthly installment basis



1982

Issued the Seibu Card with no annual fee and started instant credit screening, instant card issuance, and instant use at Saison Card counters



1985

Launched the credit guarantee business



New unconventional services

1988

Developed an international credit card with no annual membership fees through a tie-up with Visa and Mastercard

2002

Started Eikyufumetsu Points, a program for points that never expire



1997

Issued the Saison American Express® Card through a tie-up with American Express

2006

Launched the points exchange website Eikyufumetsu.com (currently Saison Point Mall)

2009

Entered the Flat 35 loans business



Making society more prosperous through innovation

Neo Finance Company

1980

Conversion to the payment business

Creating revolutionary innovations one after another to become the No. 1 credit card company

2000

A change of business structure

Expansion of the credit card business and full-fledged advance into the finance business

2014

Acceleration of the Global Business

Growing from a Japanese non-bank to a finance company distinctive in Asia

2022

Acceleration of digitalization

Transformation into a comprehensive life services group
Fusing real and digital to achieve customer success

Always from the customer's perspective

2010

Issued the world's first Centurion design card with American Express



2017

Started handling Saison Rent Guarantee services

2013

Started handling Saison Asset Formation Loans

2018

Established Kisetsu Saison Finance (India) Pvt. Ltd. in India

2014

Established a subsidiary in Singapore



Providing exhilarating experiences that exceed customer expectations by utilizing digital technologies

2021

CSDX Strategy announced



Launched Saison's Lifestyle Research website toward transformation into a comprehensive life services group

2023

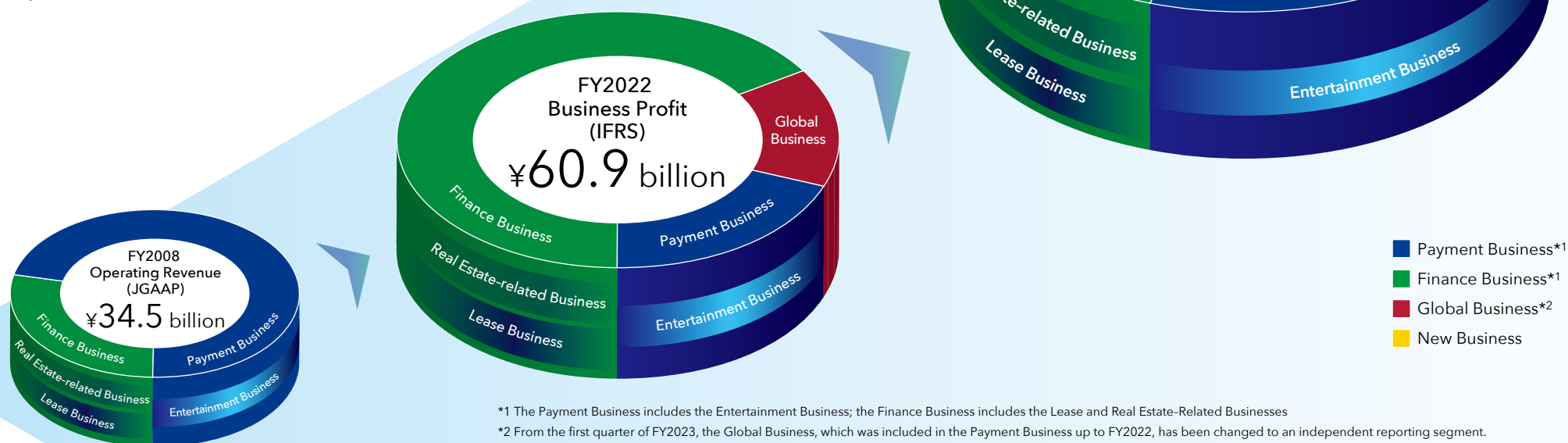
Brazil/Mexico market entries

Transforming the Business Portfolio

Construct a business model without relying on the Payment (Credit) Business

Credit Saison has continued to transform its business portfolio with a view to securing medium- to long-term growth while responding to changes in the environment, including the launch of payment services by other industries, enforcement of the revised Money Lending Business Act (2010), and the global spread of COVID-19. In particular, we are working to strengthen other existing businesses and create new businesses with the aim of constructing a business model without relying on our longstanding mainstay Payment Business.

In terms of the balance for the medium- to long-term business portfolio, we envision a 3:3:3:1 ratio structure for the Payment, Finance, global, and new businesses, respectively. We are steadily approaching this 3:3:3:1 ratio by expanding the Global Business and bolstering the Payment Business structure.



Changes in mainstay businesses

1980

2010

2014

Payment Business

Finance Business

Global Business

2023 (FY)

The Six Businesses

We offer a variety of payment services, including credit cards and smartphone-based payments, with an eye to bringing about a cashless society. We also engage in rent guarantee business activities that are closely aligned to our credit card business. Moreover, we undertake back-office processing operations on a contract basis on behalf of credit card and other companies.



Including the credit guarantee and finance businesses, we fulfill a variety of financial functions that address market needs, while providing such products and services as credit guarantees for free loans that can also be used for business funds, Flat 35 with preferential benefits for card members, and Saison Asset Formation Loans to assist in the acquisition of investment real estate.

We undertake concert and other ticket sales and engage in related activities that encompass the amusement business, among others.



We conduct the real estate business, real estate leasing business, and servicing (loan collection agency) business, among others.

Driven largely by the lending and investment businesses, we promote business development not only in Asia but also globally. We aim to achieve financial inclusion by offering digitalized and localized financial services to people (underserved people) and small businesses that are unable to receive sufficient or adequate financial services.



We offer "finance leases" and "business-use installment sales" based on office automation (OA) communication equipment tailored to the capital investment plans of business operators.

Besides supporting business trends such as the POS cash register peripherals market, which facilitates cashless payments, we take on challenges in growth fields such as environmental products.