



Transforming into a Comprehensive Lifestyle Services Group

Medium-term management plan
FY2022-2024



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1. Medium-term Management Vision

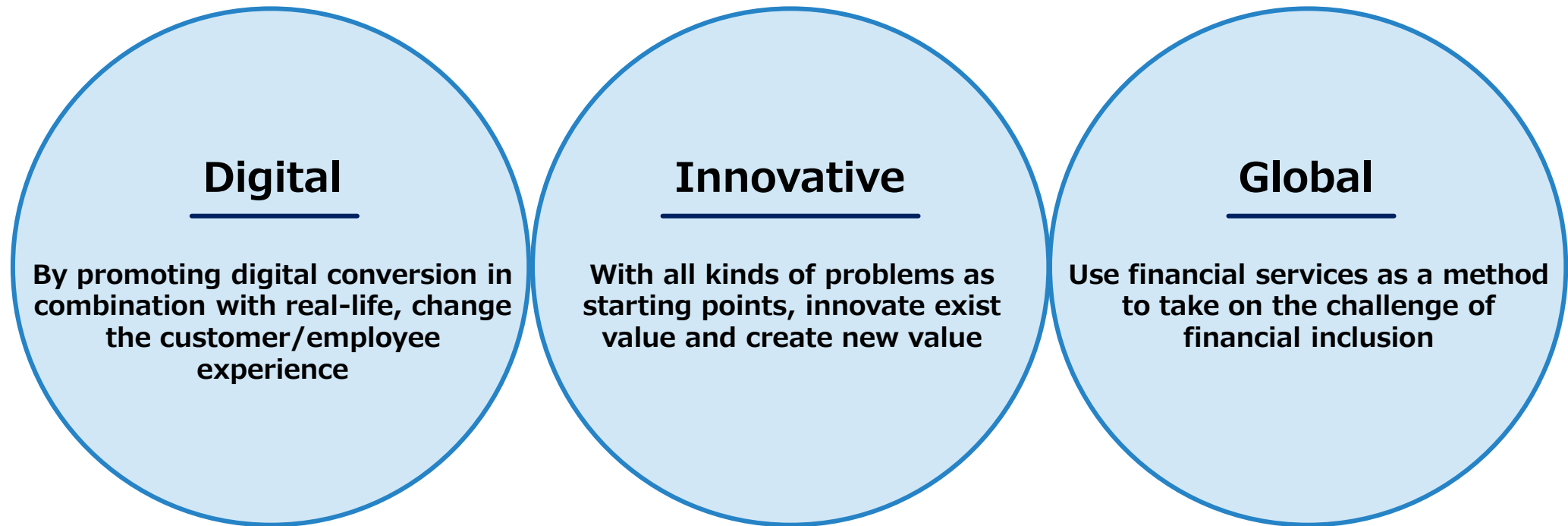
Medium-term Management Vision

『Transforming into a Comprehensive Lifestyle Services Group』

~Achieving Customer Success through the Fusion of Real Life and Digital Technology~

Core Concepts

Continue with the three concepts up until now, accelerating their penetration and drive within each business.





2. Growth Strategy / Reinforcement of Business Foundation

Growth Strategy Framework

- ① Establishment of the “Saison Partner Economic Zone” and reinforcement of business coordination among the Group
- ② Revitalization of payment business
- ③ Promotion of healthy growth and expansion into new fields for finance business
- ④ Acceleration of global business expansion

Approach Policy for Target Customer Demographics

Individuals

In addition to stable income in the medium-term, individuals should secure a long-term source of income and think of the important demographics in terms of how to leverage existing customers and brand power with awareness for future customer acquisition.

| Target | Approach |
|---------------------|---|
| Elderly segment | Senior-marketed services not limited to payments |
| Affluent segment | Provision of value multiplied by brand power |
| Female segment | Usage ranging from everyday life to active situations |
| Generation Z segmen | Customer success experience targeting long-term LTV formation |

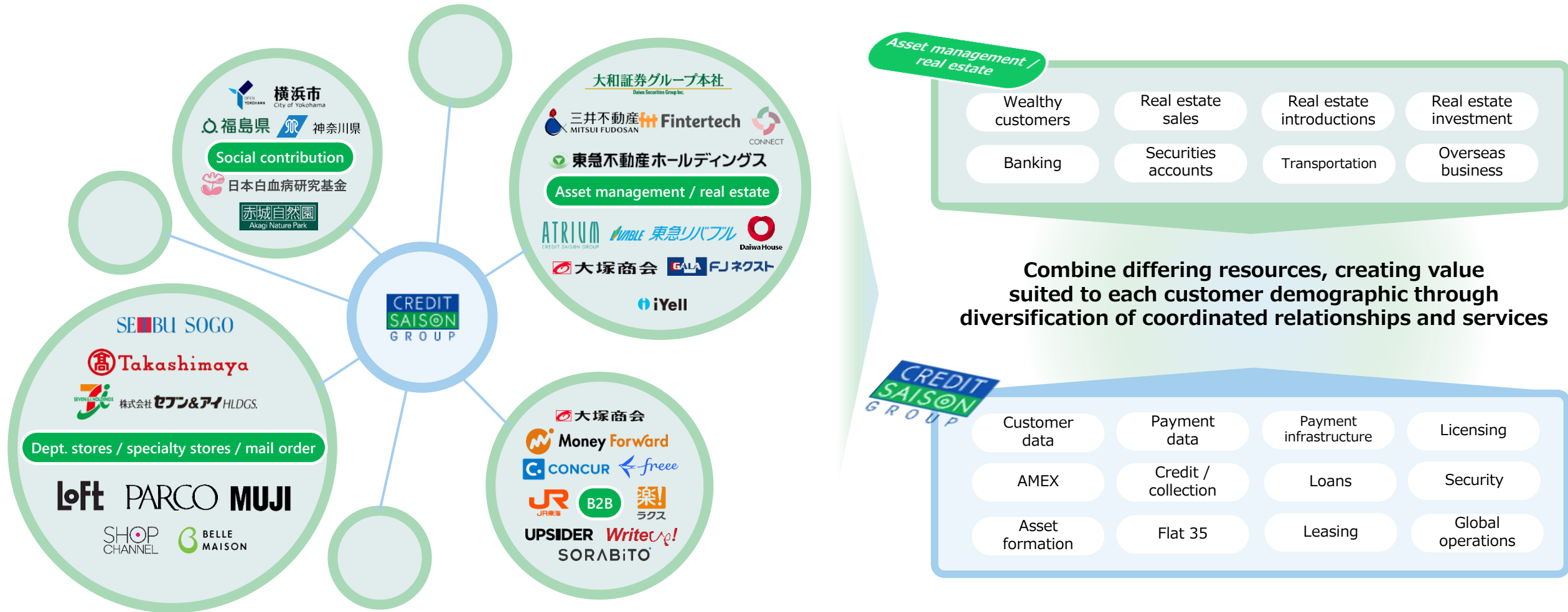
SME[※] / Corporations

In comparison to individuals, there is much more room for cashless transaction growth in the BtoB market. In order secure a share, utilize existing channels and AMEX products while continuing to create corporation-marketed solutions.

| Target | Approach |
|--------------|---|
| SME | Raise awareness among SME by introducing cards with no annual fee. Devote resources to platinum cards as the core business card products. |
| Corporations | Expand sales and carry out new product development for non-card products. |

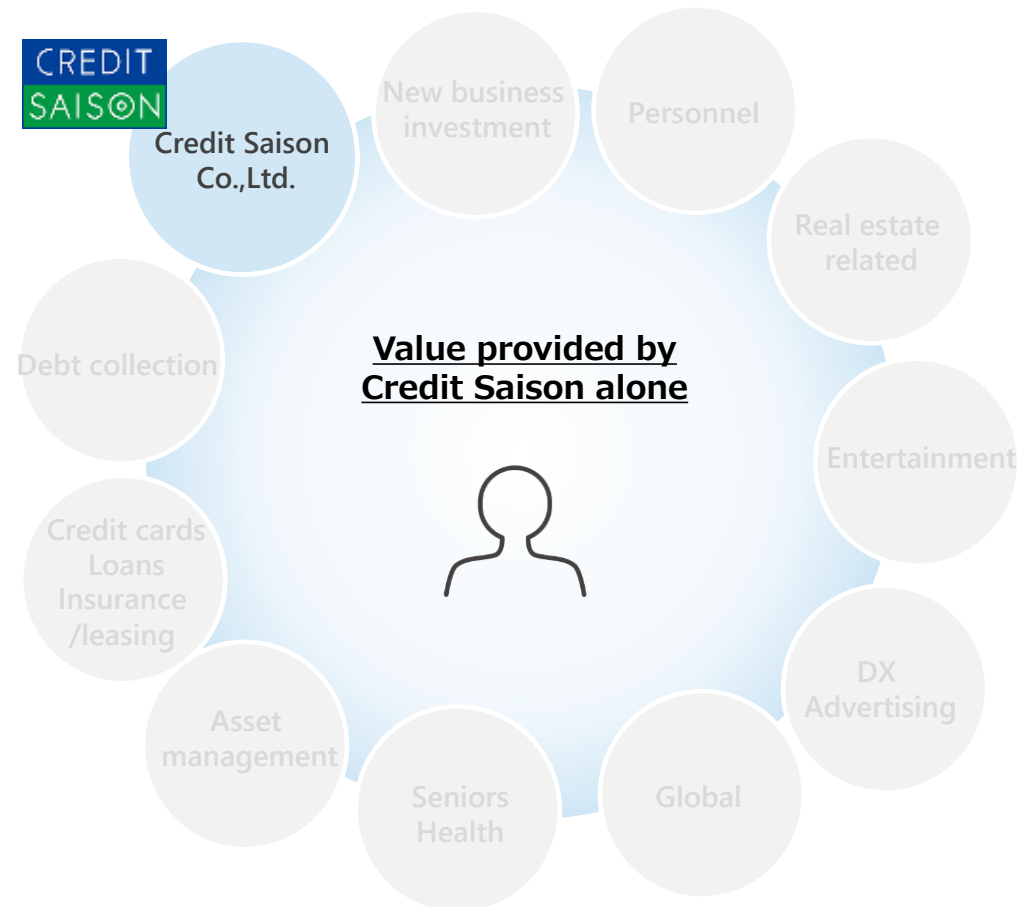
※SME:Small and Medium Enterprise

Growth Strategy① Establishment of the “Saison Partner Economic Zone” and reinforcement of business coordination among the Group

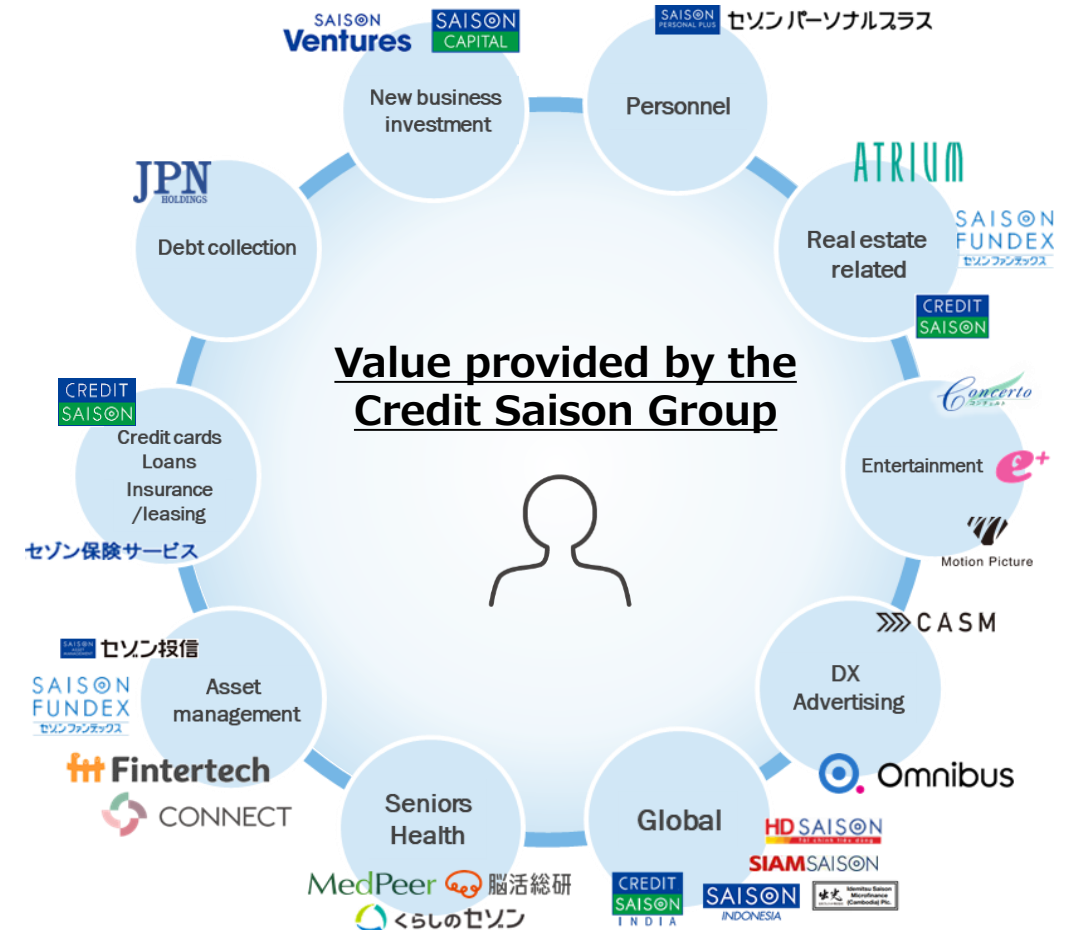


Provision of Comprehensive Value Through Enhanced Business Coordination Within the Group

Value provided up until now



Value provided from now on

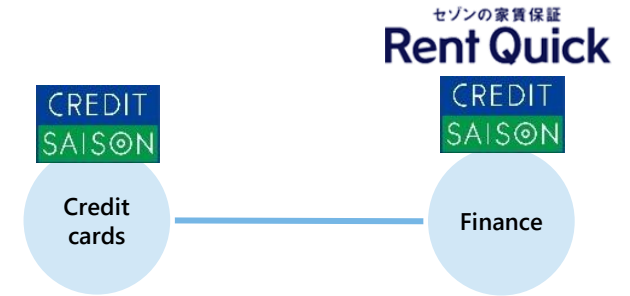
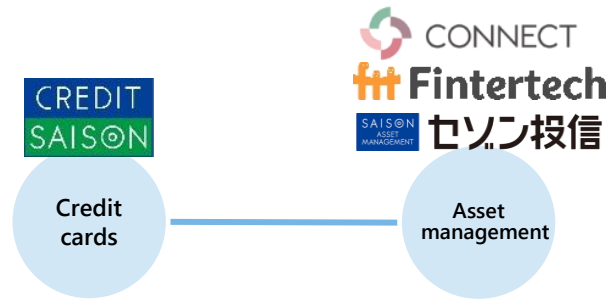


Creating Value Through Synergy of Group Companies and Different Internal Businesses

Synergy of Group Companies

Synergy of Different Internal Businesses

Combination



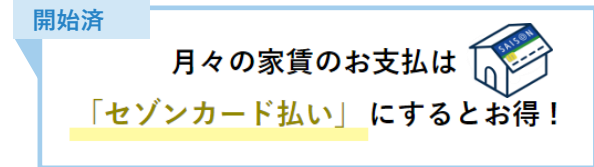
Services Provided



Media that delivers information related to daily life for people in their 50s and older, with a focus on the categories of “money,” “health,” and “family.”



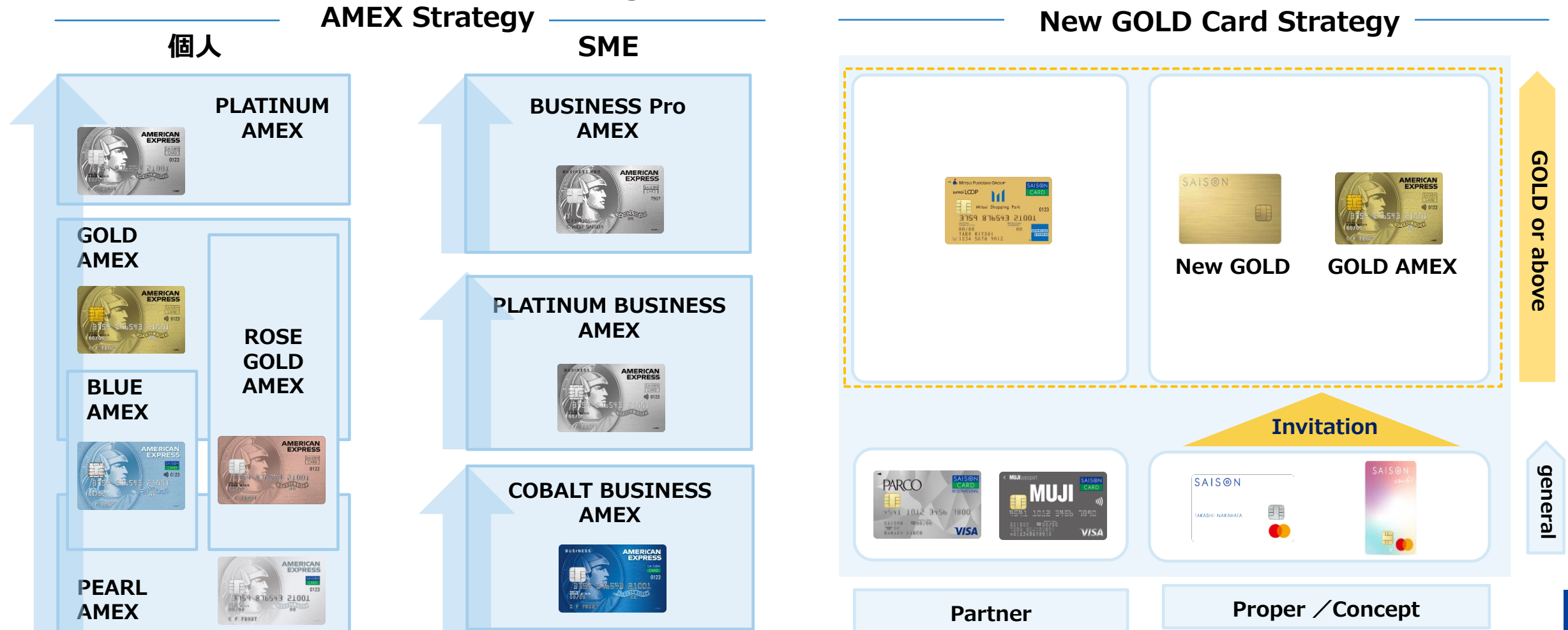
Proposing a richer lifestyle through card shopping and asset creation.



By paying their monthly rent with a Saison Card, users can earn points that can be used for payments such as rent and security deposits with this service.

Growth Strategy② Revitalization of payment business – AMEX Strategy

Creating a new model with “AMEX Strategy” that aims to establish the new image and products of cards with higher status called SAISON AMEX and “New GOLD Card Strategy” that promotes their usage as main cards at the core.

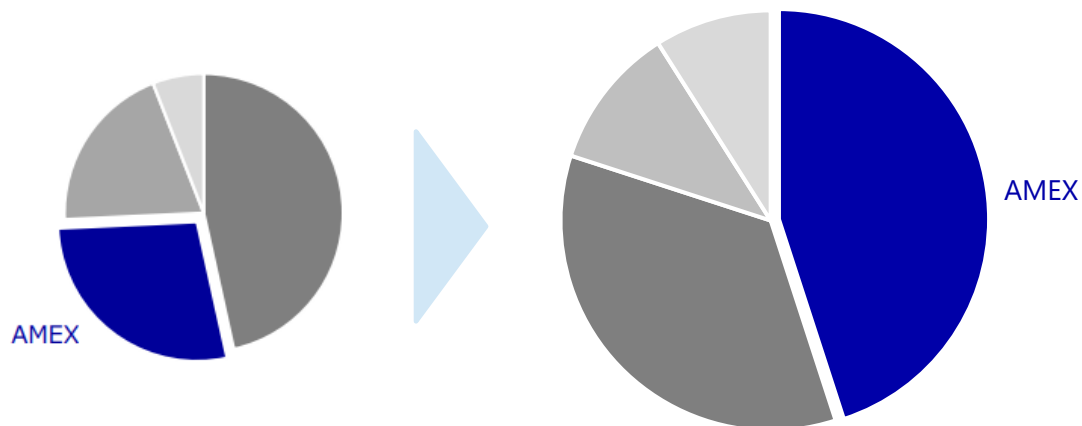


Promote AMEX strategy, aiming for total shopping transaction value of 3 trillion yen for Credit Saison's proprietary AMEX brand

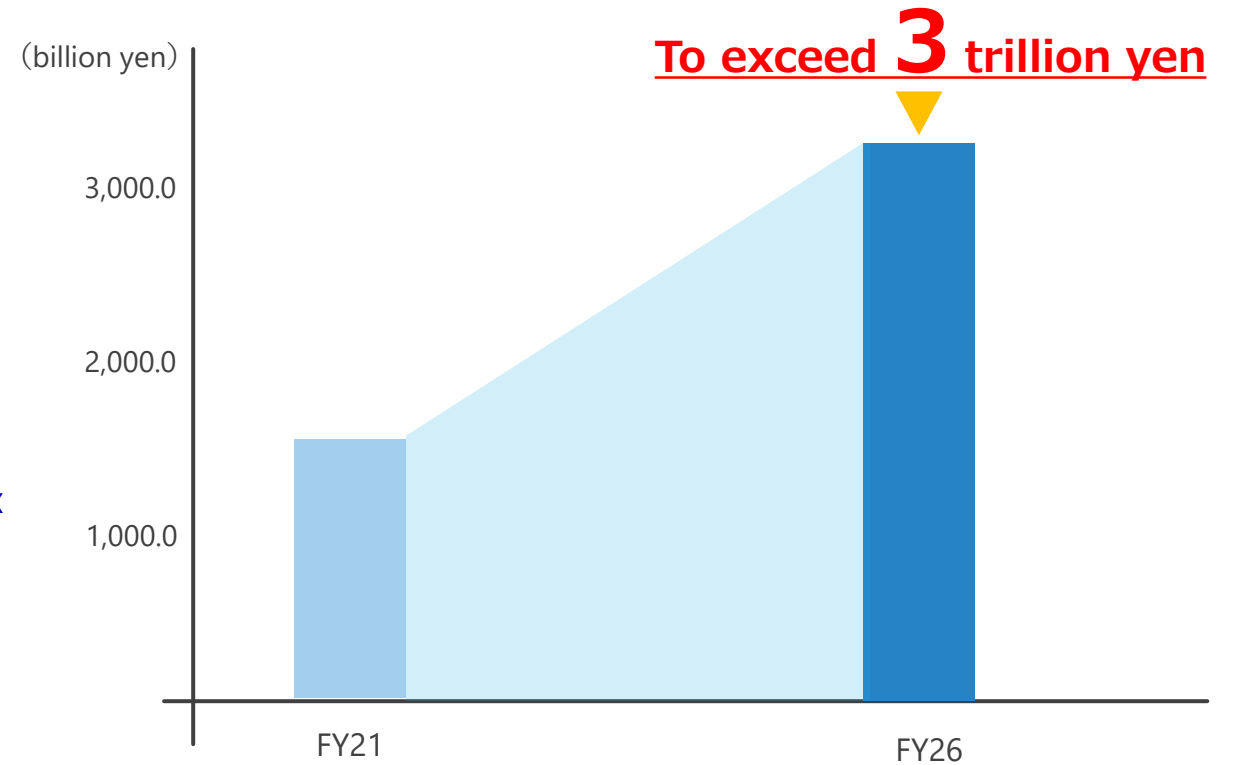
Share of the Company's shopping transaction value by brand

AMEX brand became **NO.1** in monthly transaction volume
Promote penetration of "SAISON = AMEX"
as people's perception of the brand

<Share of shopping transaction value by brand>



Planned transaction volume for Credit Saison AMEX brand shopping



Growth Strategy② Revitalization of payment business – New GOLD Card Strategy

Future development that "New Royalty Service" was added to our strength, wide-ranging alliances

The Company Strength



SAISON CARD Digital

Creating contact points and cues for customers



Promoting everyday usage (Increase of operating unit price)

Why SAISON ?

Unified royalty services for
Saison Card members

The card to be used as a main card

(Customers will get more benefits as they use it ,so they will
think "I'm glad I picked Saison!")



New GOLD Card Strategy

Promote cards to be used as a main card with the new royalty service “New GOLD Card”

The future of Credit Saison

Combining the special feeling of gold + benefits that make you want to use it day-to-day to create a product customers will choose for their main card.

SAISON GOLD Premium



First card in Japan to use
“METALSURFACE CARD™”
materials

Main benefits

- 1,000 yen movie tickets (tax included)
- Maximum 5% refunds on convenience store and café purchases
- Abundant travel support such as airport lounge services and travel accident insurance
- Point rates double when used for 500,000 yen or more in purchases per year

※Note: Services content is subject to change.

[Reference] Achievements of enrollment measures of GOLD AMEX card with annual fee discounts for good customers

Customer spending increase **+65%**
compared to standard membership



General Card

GOLD Card

Invitation = Making customers feel special

Credit Saison up until now

Approach wide-ranging customer demographics through various alliances

Concept Card



Proper Card




Partner Card



Growth Strategy② Revitalization of payment business

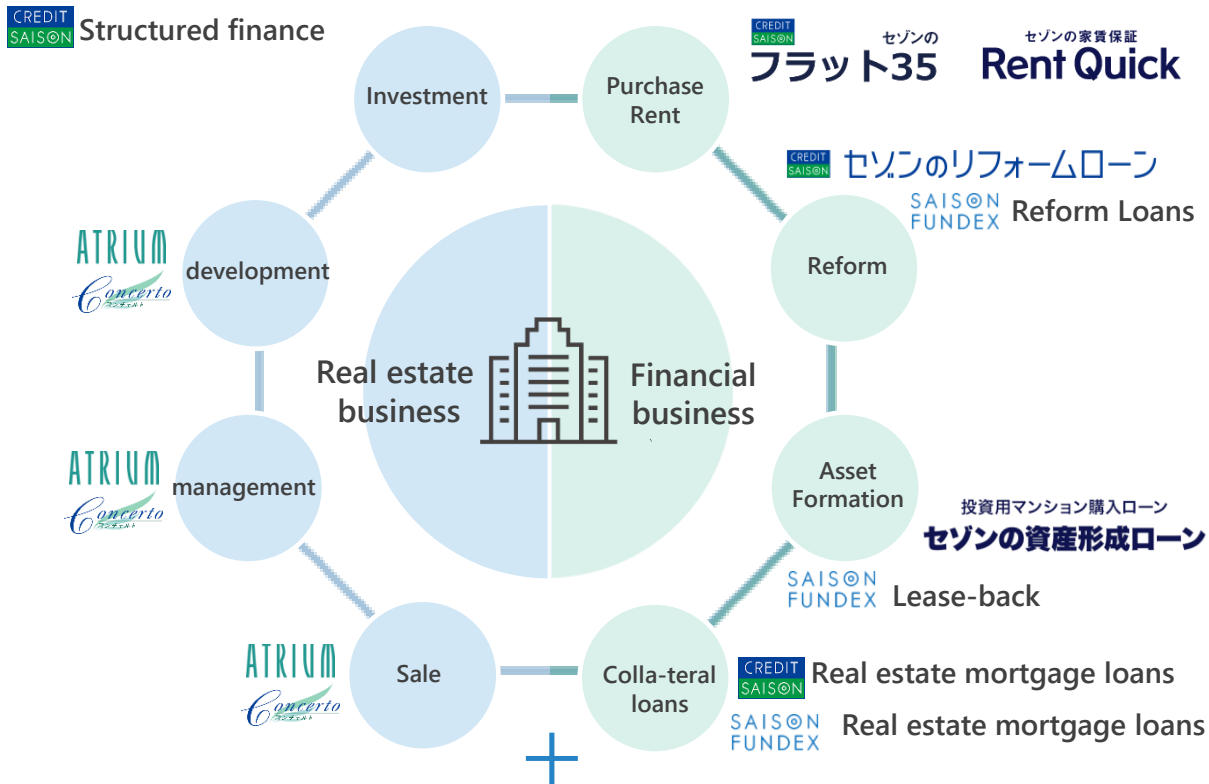
— Expansion of Business in the BtoB Field

Invest in the BtoB field with a focus on “non-card payment,” “SME channel strengthening,” and “enhancement of customer communication” themes, striving for expanded market share.

| Product | Channel | Sales |
|---|---|--|
| <p>[Entry into the non-card payment field]</p> <div><p>SAISON INVOICE</p></div> <p>Business card and commercial product cross-sales</p> | <p>[Expansion of alliance businesses and strengthening of coordination]</p> <div></div> <p>Expansion of sales channels through alliance businesses</p> | <p>[Enhancement of customer communication]</p> <div></div> <ul style="list-style-type: none">• Inside SalesTeams strengthening• CustomerSuccess strengthening• WEB、Marketing strengthening |

Growth Strategy③ Promotion of healthy growth and expansion into new fields for finance business

Using division of roles which leverages the strengths of Group companies with real estate related businesses, cover the market. Active promotion of a balance of “opportunity” and “risk” in real estate financing



5 Major Layers of Structural Reform

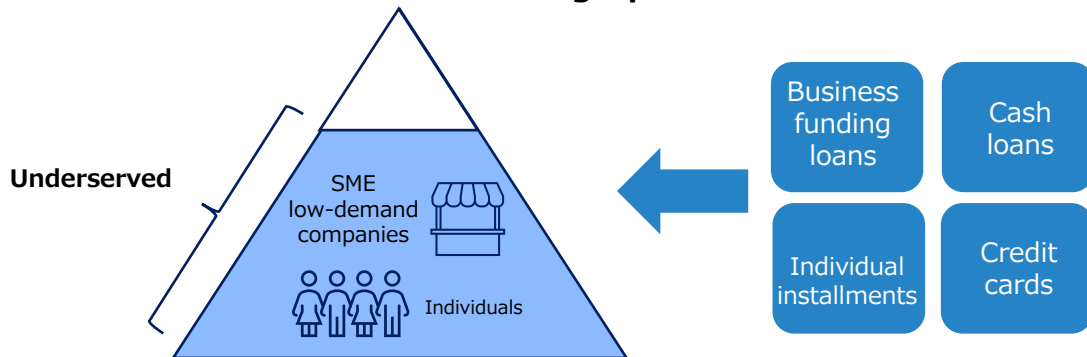
- 1 Improving investment efficiency:**
Taking on the challenge of selling asset formation loans bonds and launching business targeting wealthy demographics
- 2 Strengthening corporate sales ability:**
Sales promotion at over 300,000 lessees
- 3 Strengthening structured finance**
- 4 Promoting digital transformation:**
Reduced costs and improved productivity
- 5 Developing new products targeting wealthy demographics:**
Initiatives based around real estate investment

Growth Strategy④ Acceleration of global business expansion

Aim to achieve financial inclusion through lending business targeting underserved demographics, with investment projects for promising startups all over the world as the core

Lending Business

Provide digital, localized finance service targeting underserved demographics



Project companies



Kisetsu Saison Finance (India)



Saison Modern Finance (Indonesia)



HD Saison Finance (Vietnam)



Siam Saison (Thailand)

Investment Business

Approach unentered industries and regions through investment in promising companies

Corporate venture capital

Invest in promising startups particularly in Southeast Asia and India from Singapore

Strategic investment

Invest in promising companies and funds with the goal of promoting synergy with existing businesses

Acquire returns on investments of the investment targets through IPO, M&A, etc.

Create new business utilizing the networks and connections of the investment targets

Project companies



SAISON Capital (Singapore)

In addition to promoting profitability through proactive investment in core business, Credit Saison established an international headquarters (IHQ) in Singapore as a foundation for supporting business expansion, creating an organization and framework for competitive global operations.

Expanding lending business profitability

■ Maximizing profitability of India business



Kisetsu Saison Finance

In addition to existing wholesale and affiliated lending, expand direct lending by the Company

■ Diversification of Vietnam business

(Full-scale development of credit card business)



HD Saison Finance

With individual items and small loan customers as a base, get into growth trajectory for credit card business

■ Profitability for Indonesian business



Saison Modern Finance



JULO Holdings

In addition to SME-targeted lending, strengthen consumer-targeted finance products at Saison Modern Finance

Accelerating new investment

■ Accelerating Saison Capital investment projects



SAISON Capital

With a focus on Fintech, expand invest fields into Web 3.0 and other mega trends, creating project synergy with investment return acquisition and innovative business models

■ Consider entry into new markets through M&A

Expand into new business markets through measures such as M&A with businesses which contribute to expansion such as digital banking



Establishing an IHQ company

■ International Headquarters (IHQ)



Saison International

Established an international headquarters (IHQ) in Singapore in April 2022 as a foundation for business expansion.

Creating an organization and framework to be competitive globally

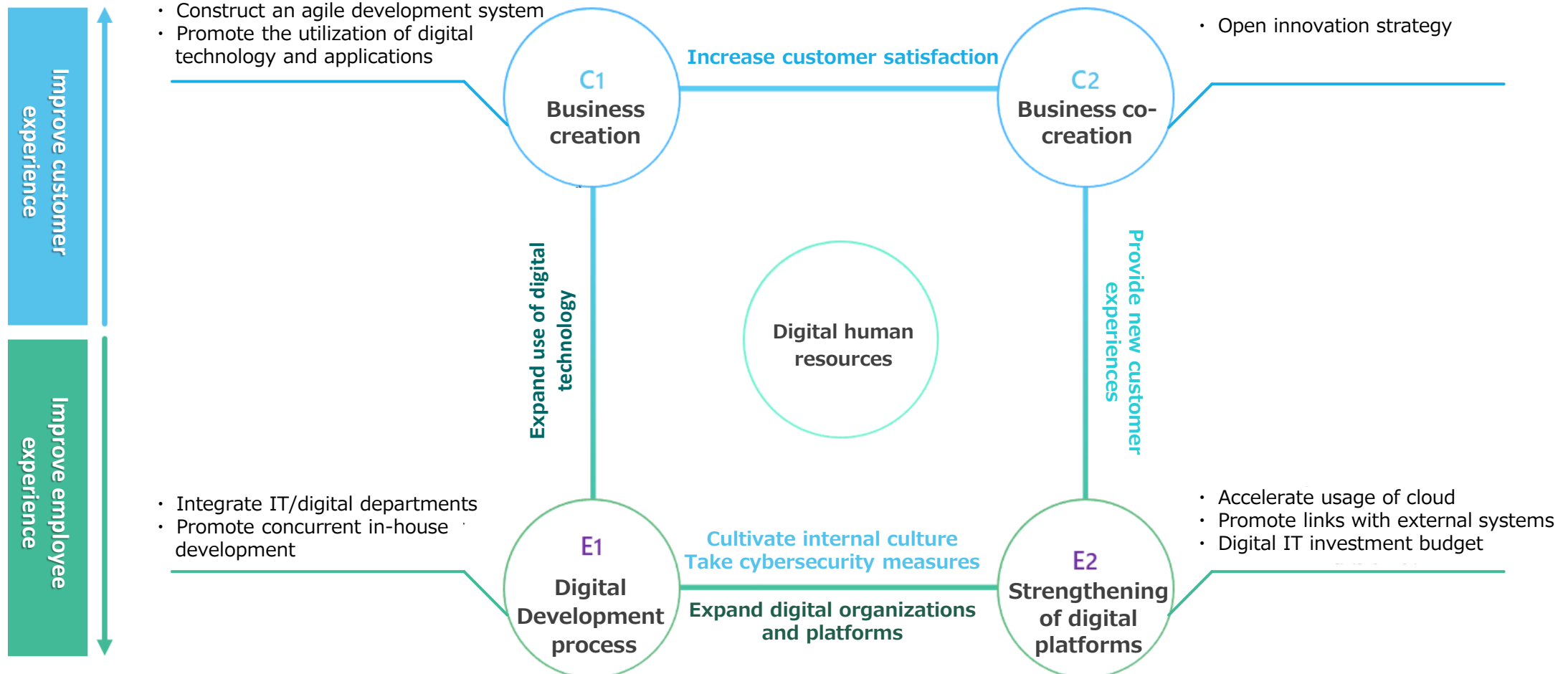
Strengthening overseas governance

Carrying out speedy decision-making

Reinforcement of Business Foundation① Digital Strategy 「CSDX」



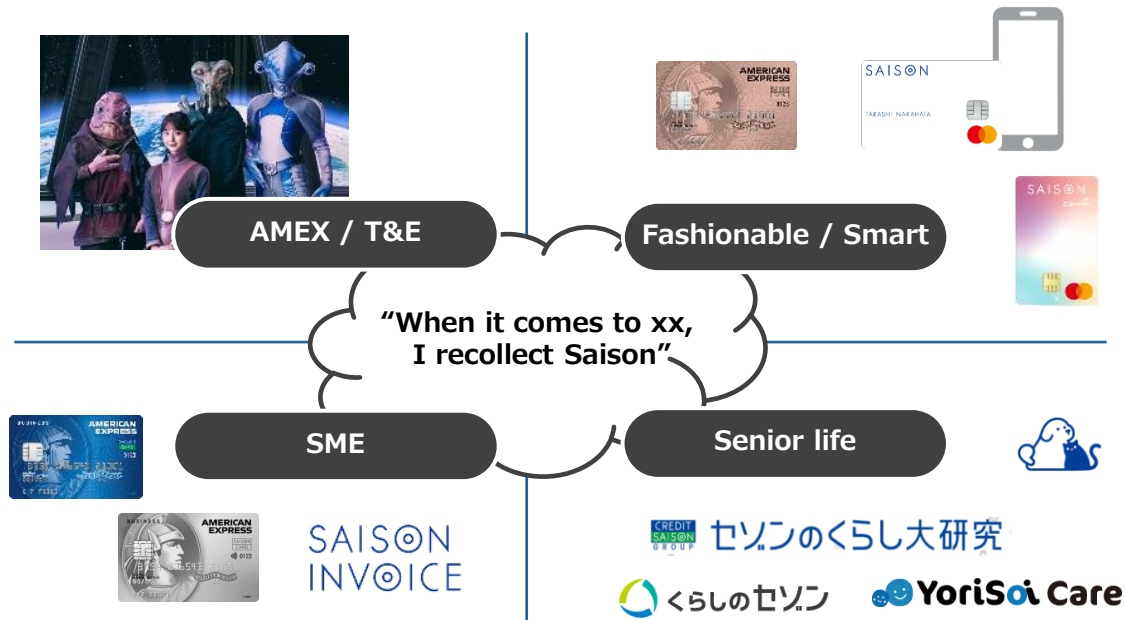
Digital Transformation (DX) to Improve CX (Customer Experience) and EX (Employee Experience)
Constructing a dynamic development framework through area division insourcing using bimodal strategy and increased numbers of employees with digital expertise



Reinforcement of Business Foundation② Branding strategy

By raising customer recollection rates, promote mutual use of Group company services among customers

Creating impressions:
“When it comes to xx, I recollect Saison”



Unify the “Saison · Marketing” world in the Group as a whole

– Saison · Marketing –

Consider things people don't do

Give concepts priority

Appeal to benefits



Link and unify advertising, promotion, public relations, and PR projects as coordinated marketing activities and branding within the Group

Increase effectiveness and efficiency while creating a distinct brand world

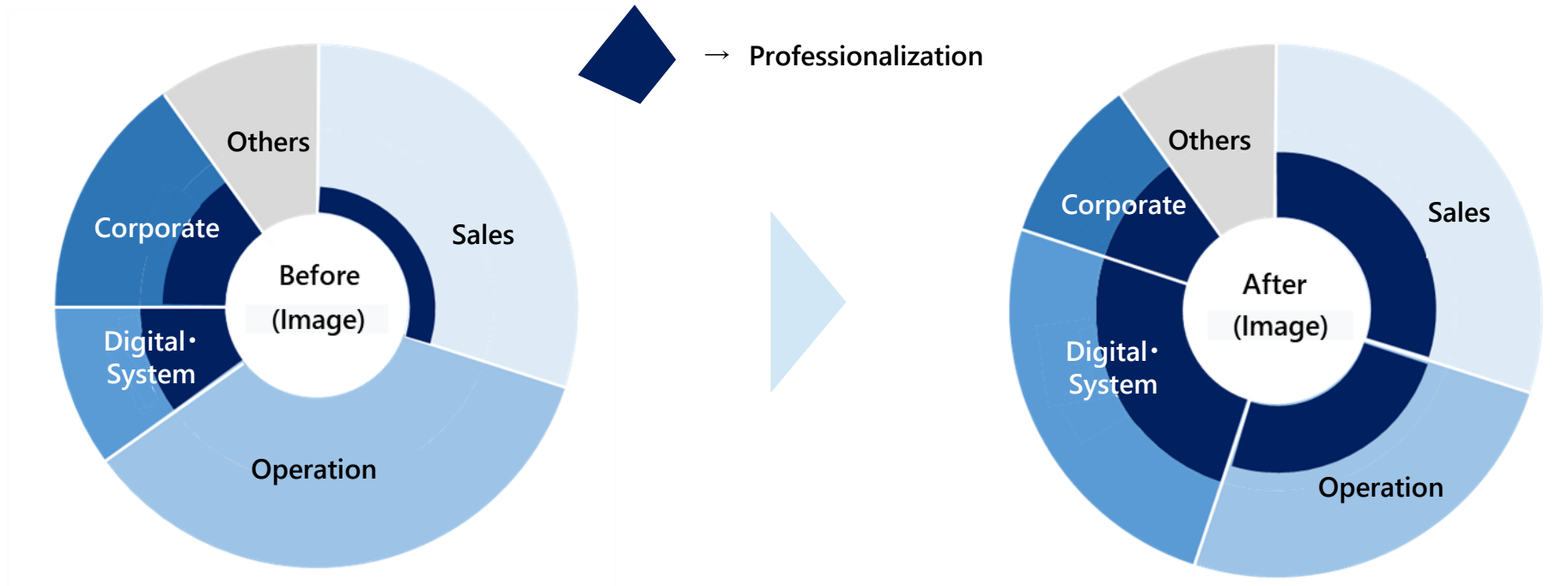
Reinforcement of Business Foundation③

Strengthen Personnel capability to Support Business Growth

Implement personnel system revision and in-house recruitment measures such as professionalization of employees

Professionalization of employees

Promote mid-career hiring and re-skilling to achieve the desired personnel portfolio with strengths in “digital” (DX, web marketing, data science) and “corporate finance”

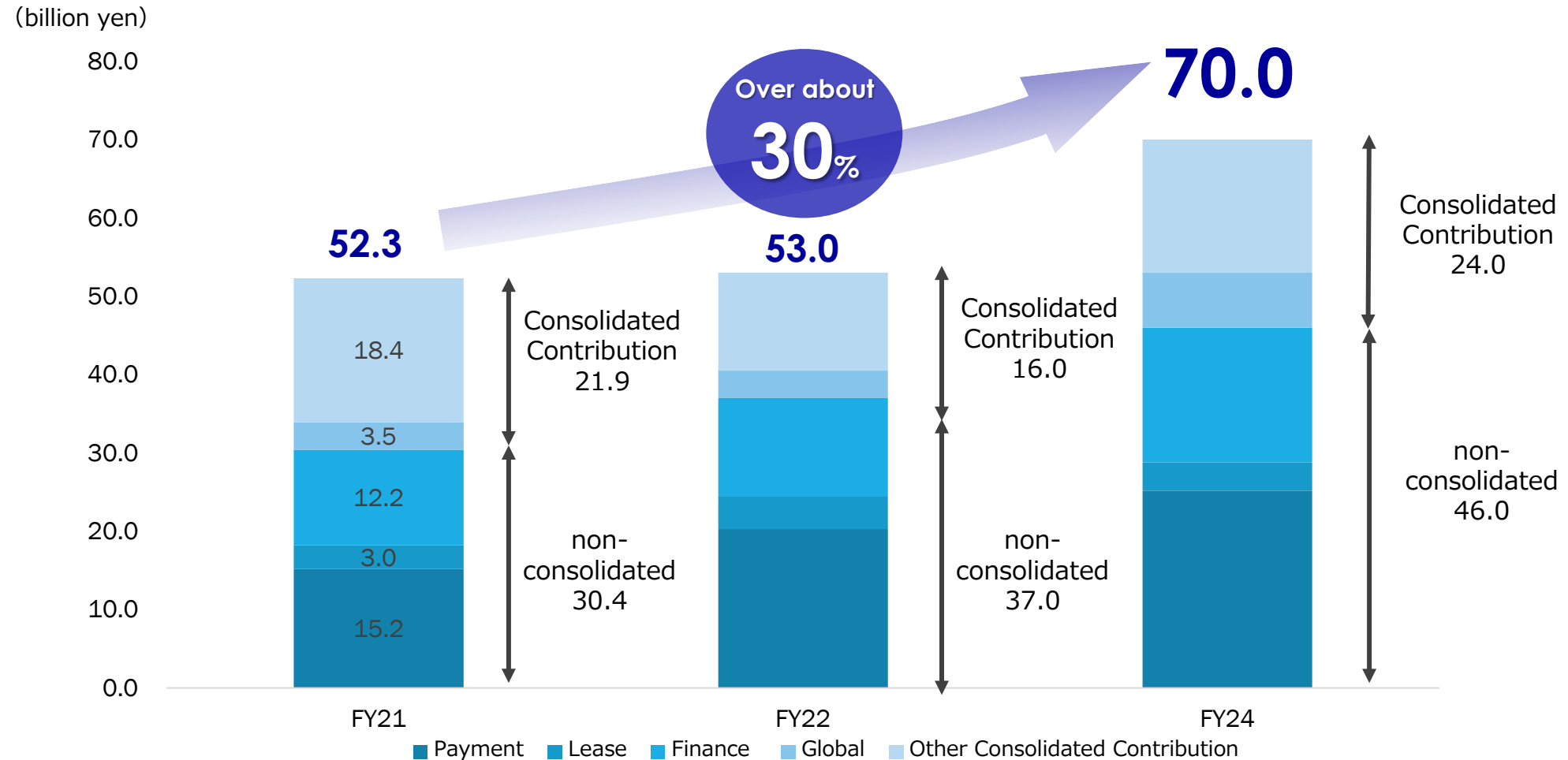




3. Quantitative Goals

Business profit target

< By major business > Business profit target (Approximate value)



* Note: Included in payment business, aside from payment / leasing / finance

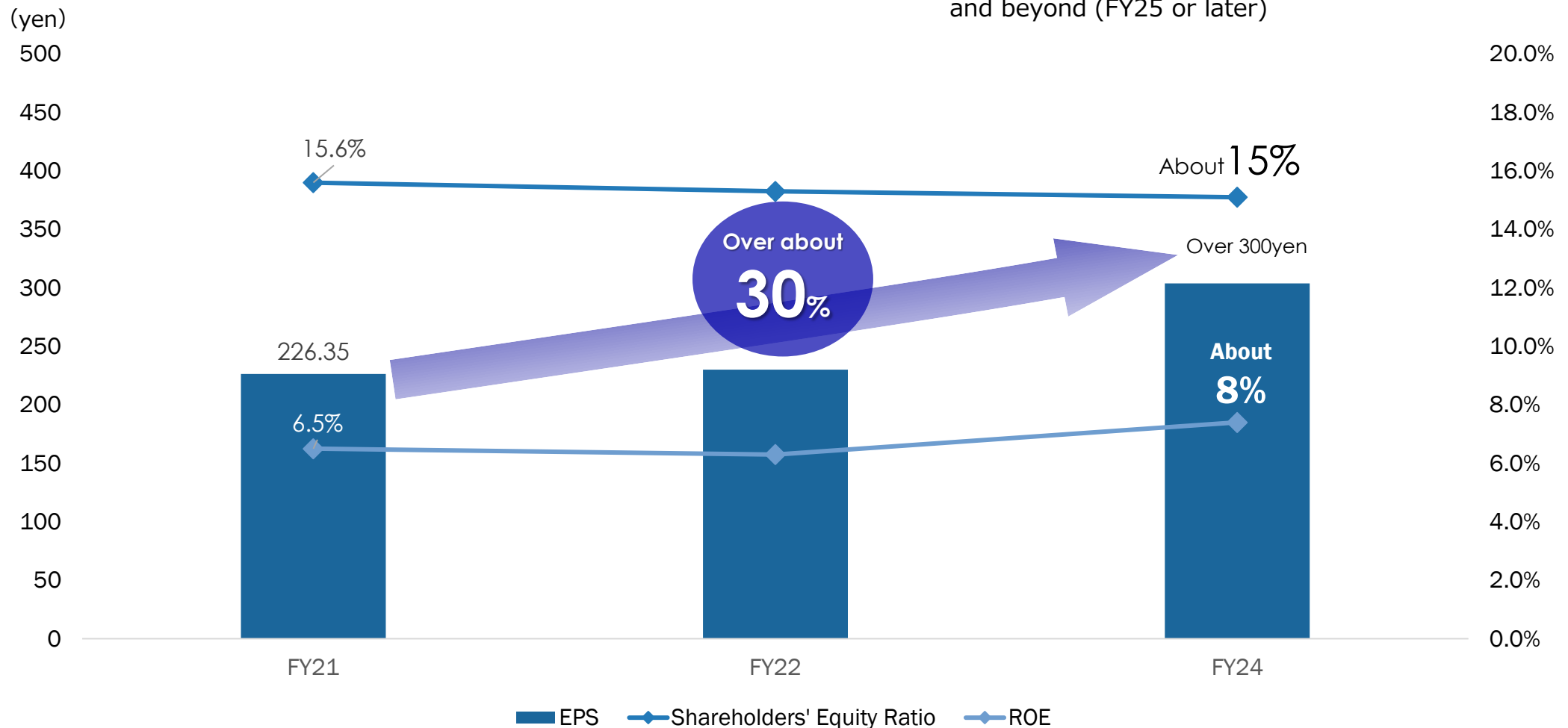
* Note: Non-operating profit and loss included in payment business

Main Indices of Management indicators

(Medium- to long-term management goals)

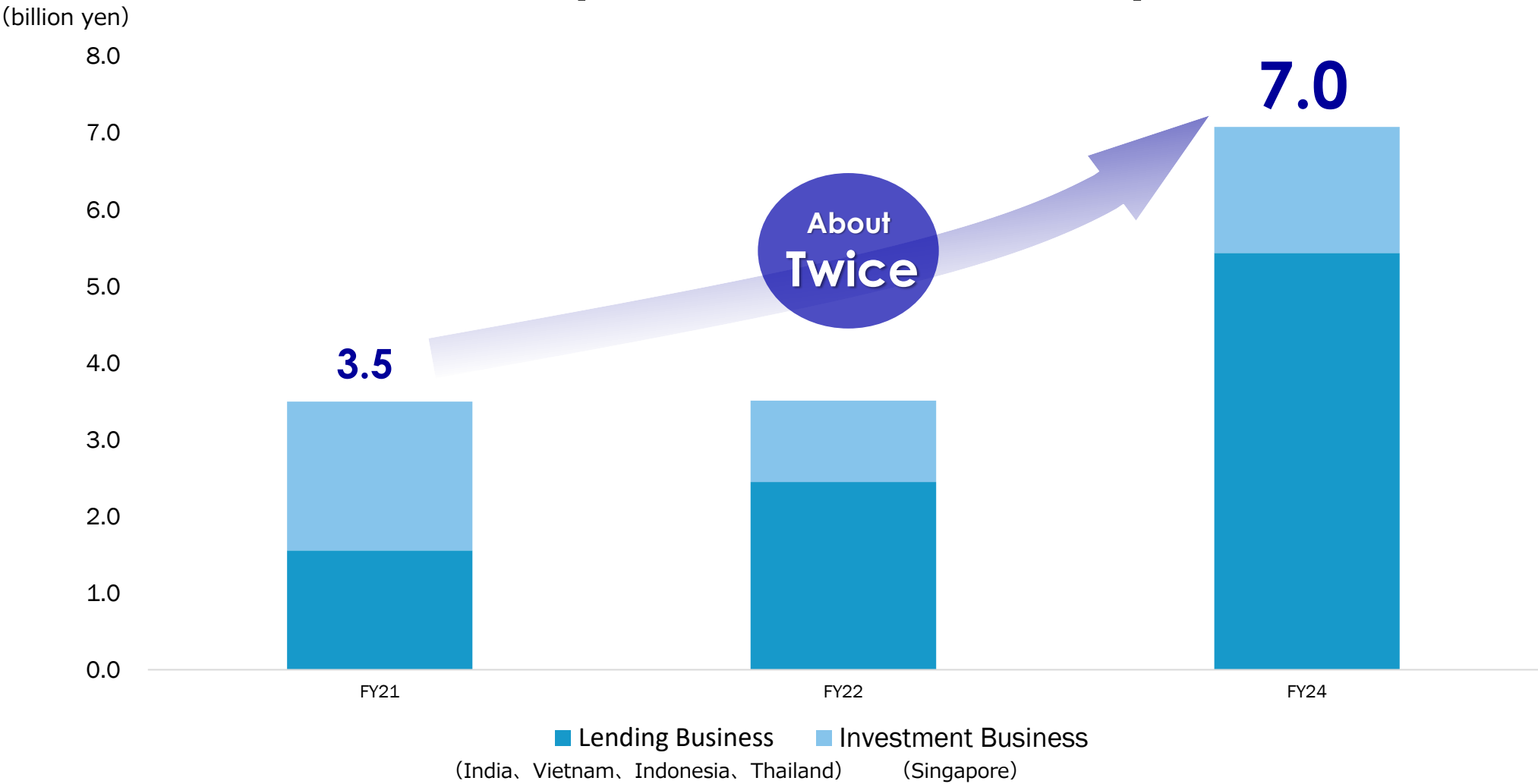
Shareholders' Equity Ratio : About 15% → Progression following indicators

ROE : Over 10% → The goal in this medium-term (up to FY24) is around 8%
We aim for achievement in the next medium-term and beyond (FY25 or later)



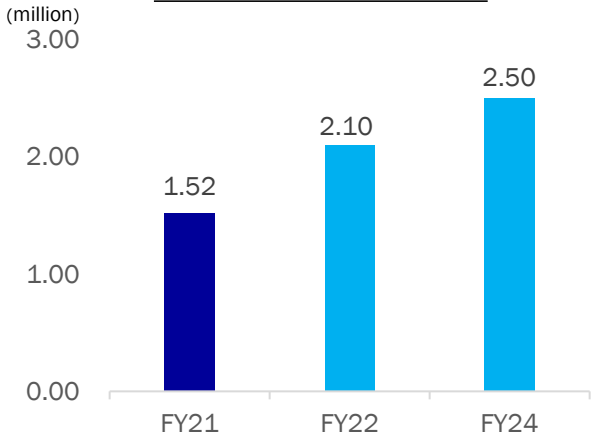
Global business Business profit target

Accumulated profit for each country's business

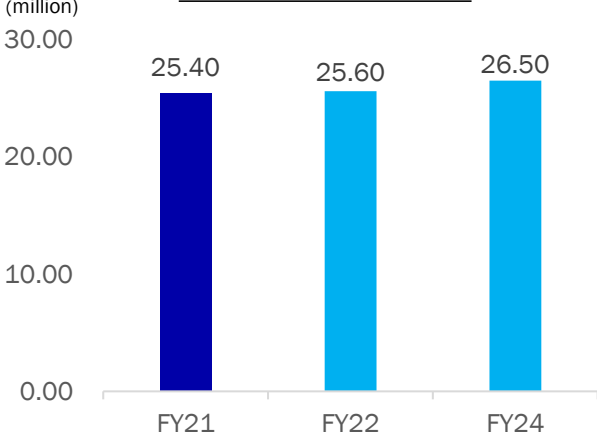


Main Indices of Payment Business

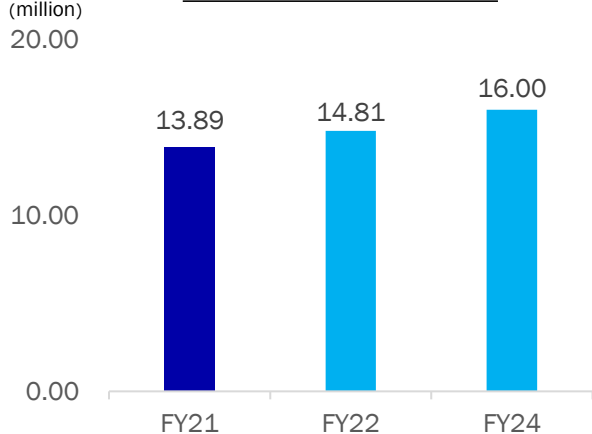
New card issuances



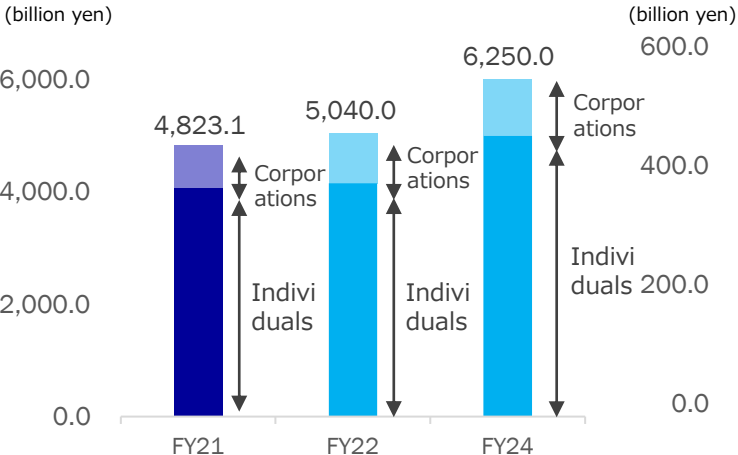
Total cardholders



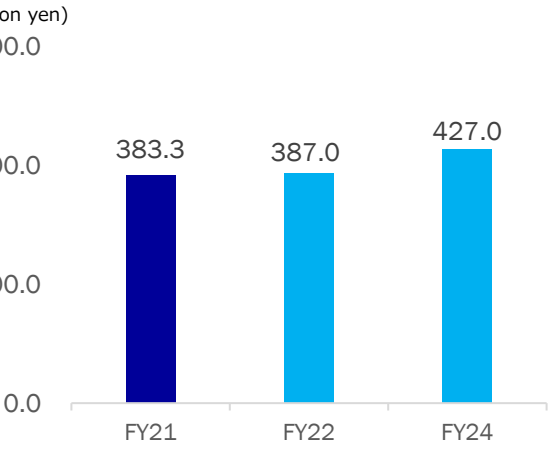
Active cardholders



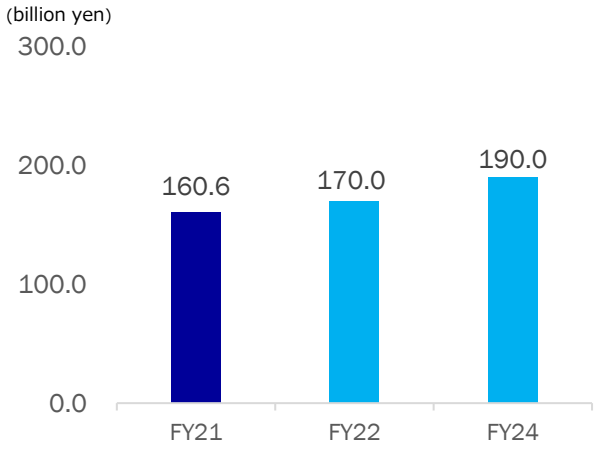
Card shopping transaction volume



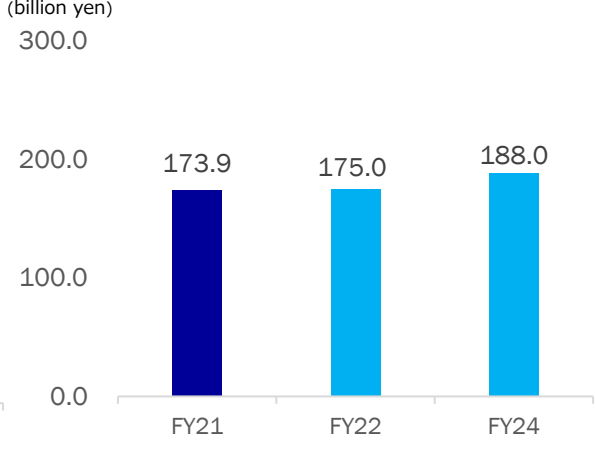
Card shopping Revolving balance



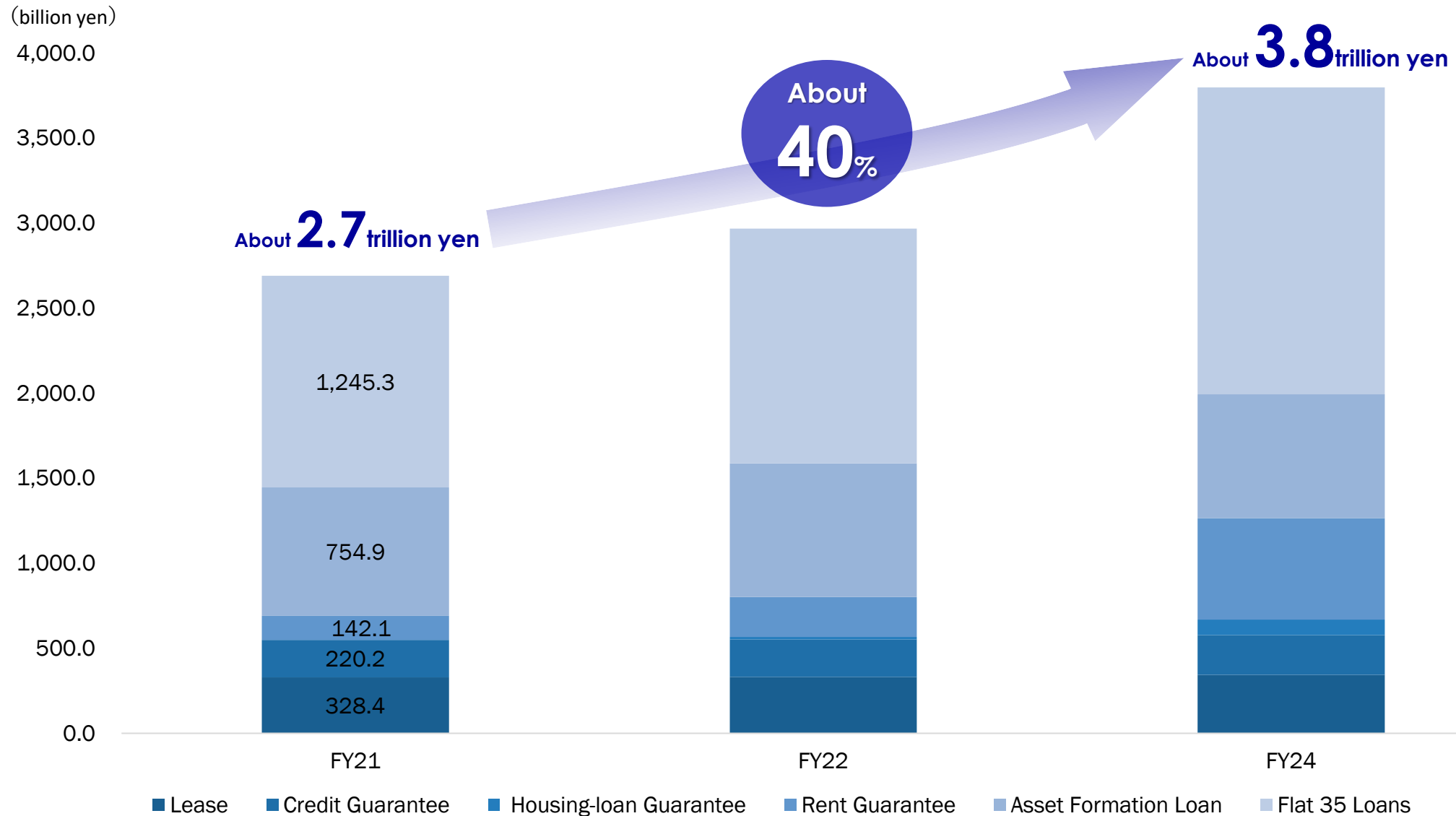
Cash advance transaction volume



Cash advance balance



Lease / Finance Related business Product balance Target



Main Indices of Global business

Kisetsu Saison Finance (India)

Outstanding loans

(billion yen)

200.0

100.0

0

FY21

FY22

FY24

HD Saison Finance (Vietnam)

Outstanding loans

(billion yen)

100.0

50.0

-

FY21

FY22

FY24

Saison Modern Finance (Indonesia)

Outstanding loans

(billion yen)

20.0

10.0

-

FY21

FY22

FY24



Sustainability related information



Basic approach to Sustainability

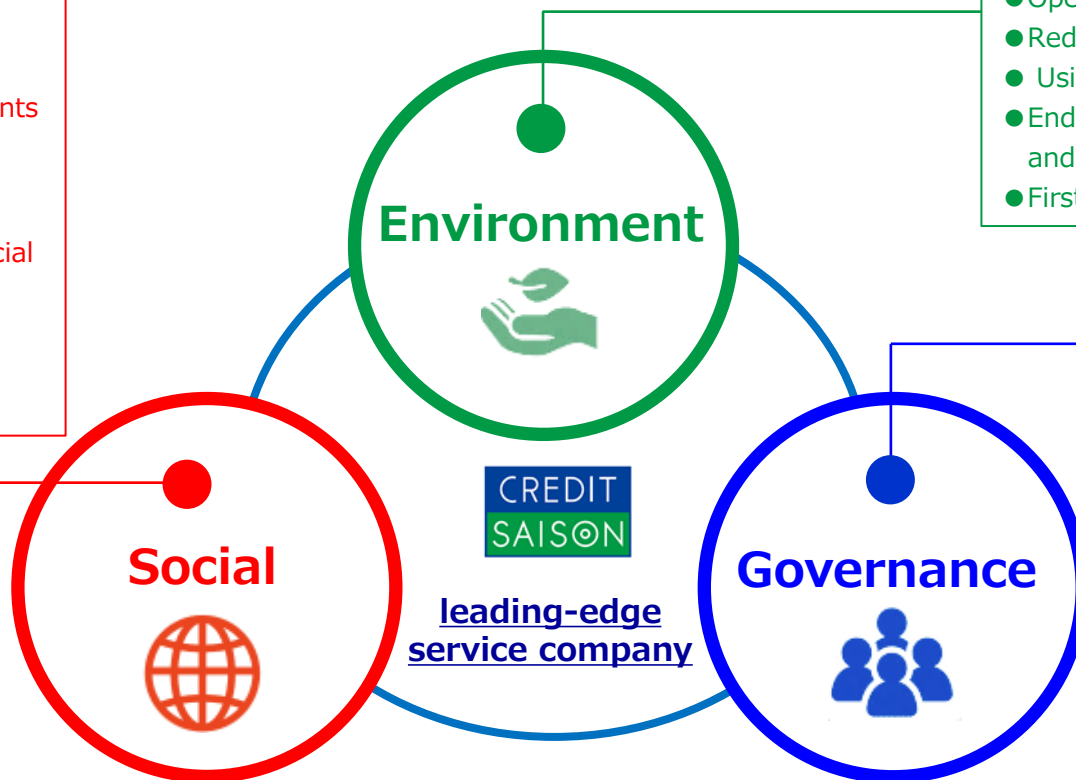
Based on our “leading-edge service company” management philosophy, we contribute through the everyday operation of our businesses to resolving problems and move society forward in ways only Credit Saison can by leveraging our unique knowhow, management resources, and the experiences of each of our employees. We will create a sustainable society that is even more convenient and prosperous than today’s.

SUSTAINABLE DEVELOPMENT GOALS

- Realization of a safe, secure and convenient cashless society
- Donation by exchanging points and card payments
- Education for the Next-Generation and Financial Education
- Supporting Sports and Cultural Activities
- Support SEA's economic development via financial services
- Realization of Diversity, Equity, & Inclusion
- Reform Working style
- New HR system NEW

- Operate the Akagi Nature Park
- Reduction in paper consumption/CO2 emissions
- Using environment-friendly materials
- Endorsement of the TCFD and information disclosure
- First endorsement of EARTH HOUR 2022

NEW

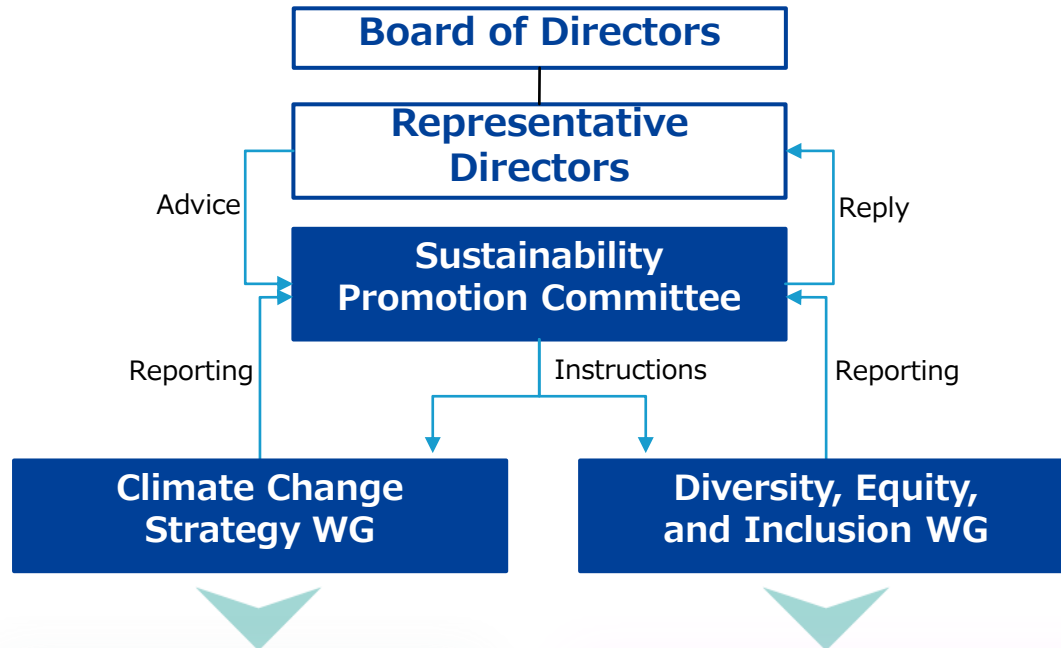


- Establishment of nomination and remuneration committee (2019.6~)
- Introduction of executive officers system (2020.3~)
- Maintain diversity in terms of women participation



Report on the activities of the Sustainability Promotion Committee

Structure of Sustainability Promotion Committee



- Strengthened global warming countermeasure initiatives such as endorsement of TCFD recommendations
- Information disclosure handling in accordance with TCFD recommendations

- Promoting diversity, equity, and inclusion to achieve “a company that provides comfortable and worthwhile work” in which all employees can utilize their abilities to maximum potential

<First Endorsement of the “EARTH HOUR 2022” Environmental Enlightenment Event Hosted by WWF>

- Participated in “60 traveling pandas” (event awareness activity)
Regular release of information on the official social media accounts (period: approximately 1 month)
- In addition to environmental conservation initiatives carried out up until now such as operating Akagi Nature Park and making donations with WWF cards, Credit Saison aims to build awareness of global environmental problems among diverse stakeholders through participation in social educational activities



※Traveling 60 pandas
An example of an image posted on SNS

(From left to right)

- Saison Farm Toda
(A farm utilizing the IBUKI hiring support service for disabled people)
- Akagi Nature Park
- WWF card

Compliance with “TCFD Recommended Information Disclosure Items”

Issued a statement of endorsement for the “Task Force on Climate-Related Financial Disclosures (TCFD) Recommendations”
Joined the “TCFD Consortium,” an organization made up of domestic companies endorsing the recommendations



Information disclosure based on the TCFD recommendations

Governance

Strategy

Risk Management

Metrics & Targets

Proper handling of climate change, contributing to the achievement of a sustainable society

What can a credit card company do for the Earth?

Utilizing a mechanism for visualization of CO2 emissions volume from card payment data, Credit Saison supports customers in achieving a carbon neutral lifestyle

Doconomy®

Åland Index

×

DATAFLUCT



×



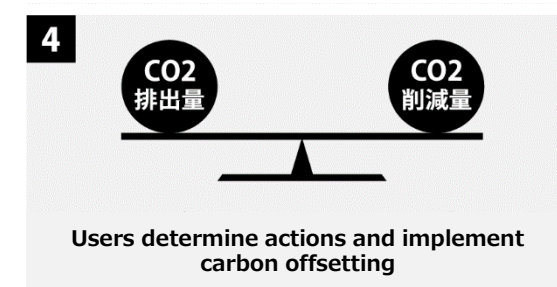
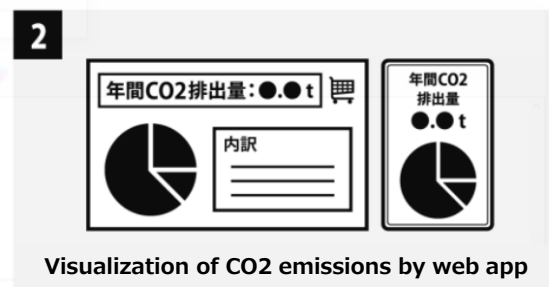
becoz wallet

Scheduled to start service in June 2022

SAISON CARD Digital for becoz

Scheduled to start issuing in June 2022.

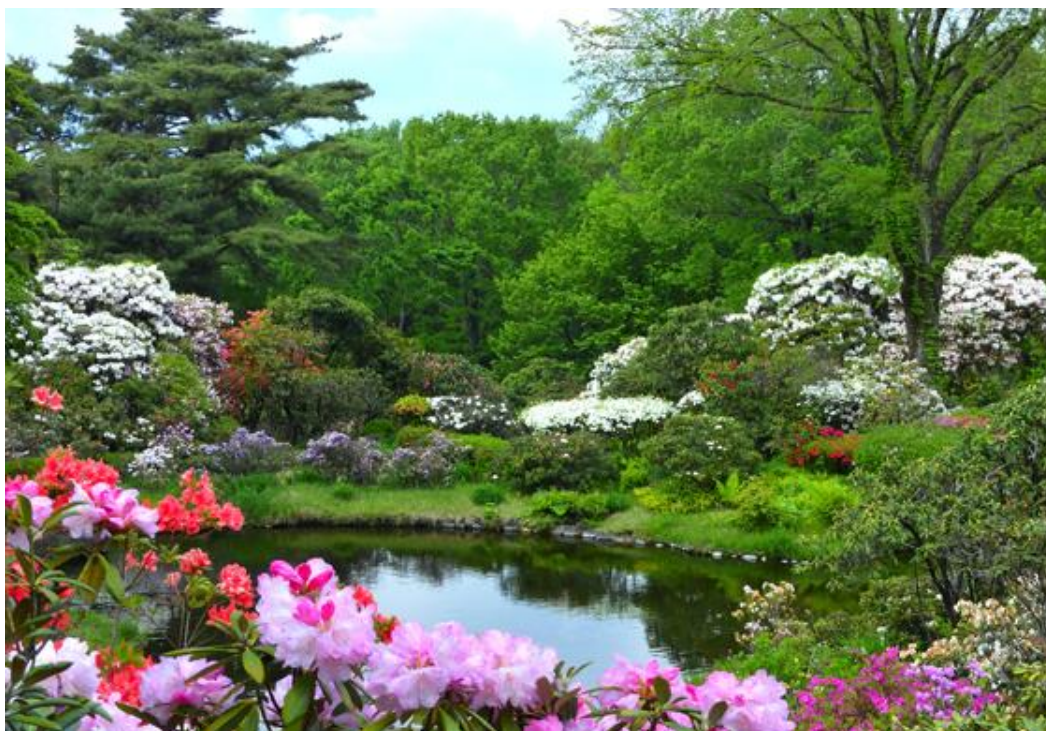
<Customer Experience Diagram>



With the theme of “coexistence of humanity and nature” and the concept of providing lush natural scenery to pass on to future children, Credit Saison has been operating Akagi Nature Park in Gunma Prefecture since 2010. Park entry is free of charge for card holders.



A one-of-a-kind forest unique Japan, a country with four beautiful seasons.



■ Environmental conservation initiatives

“Rather than cultivating flowers, we adjust the environment to assist vegetation in growing naturally.”

Through this policy, Credit Saison renovated a mixed forest of pine and cedar trees into a forest where abundant varieties of trees and flowers grow. This restored forest now provides lush scenery in each of Japan’s four seasons, and its management aims to maintain and continue the ecosystem.

■ Local area invigoration initiatives

As part of the staff training program, Credit Saison launched sales of items created by students at the Gunma Prefectural Shibukawa Special Needs School in 2021.

The Company focused on deepening relationship with the local municipalities, such as the city of Shibukawa, with which the Company executed a collaboration agreement, covering a wide range of fields such as education, welfare, and tourism. Also, the Company implemented activities for learning about the environment and experiencing the lush nature of the area such as forest insect observation and tree planting

■ Health promotion initiatives

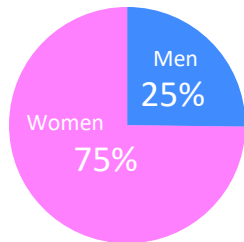
Credit Saison prepared health promotion programs such as forest therapy tours with doctors and forest retreats, leveraging the merits of outdoor facilities and effects of forest therapy, in response to the attention given to immunity recently.

Diversity, Equity, and Inclusion

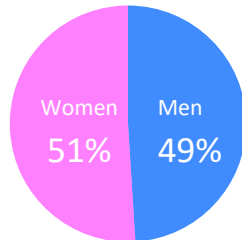
■ New personnel system revisions

Since 1980s, Credit Saison has promoted the proactive hiring, enabled female employees to work in a diverse range of positions and posts, and set various systems in place for helping employees to continue working and avoid giving up their careers in the course of their lives. In addition, we are carrying out further revisions of the personnel system, aiming to make the workplace comfortable and rewarding for all employees.

<Ratio of Women employees>

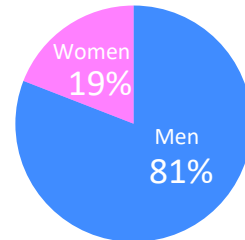


<Women manager ratio>



Total of General directors, managers and section managers

<Ratio of Women officer>



Total of directors, executive officers and audit and supervisory director

※2021 results

Currently (from September, 2017)

Full-time employees

Indefinite-term employment

Monthly salary

Bonus

Defined-contribution pension plan

- Abolished employee classifications and moved all employees to indefinite-term contracts
- Realized equal pay for equal work based on role
- Bonuses provided to all employees twice a year
- Unified all programs, including defined-contribution pension plans and welfare benefit programs

System re-modified (from September, 2022)

objective

Partial revision of the personnel system with the goal of achieving a company (Credit Saison) where each individual employee can utilize their uniqueness and strengths, enabling diverse personnel to thrive, and anyone can take on new challenges without fearing failure (in effect from September 2022).

■ Education for the Next-Generation and Financial Education 「Business trip class ~SAISON TEACHER~」

Hold financial education for children to become independent consumers



<Achievements>

180 events / 8,273 students have attended
Actual results for December 2019 - March 2022

■ Various fundraising activities through Eikyufumetsu Points and card payments

ウクライナ
緊急支援募金

Ukraine emergency assistance fund



Donating to the Fukushima Prefecture Animal Welfare Center

■ Supporting company of Japan's National Soccer Teams



Reference : Information on Corporate/IR Website and Integrated Report

Issuance of integrated report to enhance disclosure of financial and non-financial information

For the first time, received the Bronze Prize,
at the International ARC Awards 2021,

「Credit Saison Integrated Report 2021」
(Issued in November 2021)



Reference : Major External Certifications



GPIF-adopted ESG index for status of information disclosure and carbon efficiency level

4年連続選定

2021 CONSTITUENT MSCI日本株
女性活躍指数 (WIN)

GPIF-adopted ESG index for companies with superb gender diversity



Ministry of Economy, Trade and Industry certification system based on the "Act on Facilitation of Information Processing"



Project sponsored by Nikkei Shimbun



Private sector project recognizing companies carrying out initiatives for the problem of "cancer and employment"



健康経営優良法人
Health and productivity

Certification of the Ministry of Economy, Trade and Industry and the Japan Health Conference



健康優良企業

Certification of the National Federation of Health Insurance Societies