

11-Year Summary of Selected Financial Data

(Millions of yen)

JGAAP ^{*1} /IFRS ^{*2}		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Financial Data												
Consolidated												
For the year	Operating revenues/Net revenue	244,009	244,405	247,577	259,076	269,919	278,944	292,183	304,855	311,410	282,625	299,017
	Selling, general and administrative expenses	192,184	187,170	197,852	206,192	221,553	236,661	241,740	220,974	236,910	202,380	222,541
	Impairment losses on financial assets	—	—	—	—	—	—	—	34,088	39,376	31,867	24,575
	Financial costs	19,958	14,922	13,388	12,722	11,772	11,069	9,671	9,878	10,471	11,266	11,461
	Operating income	31,865	42,312	36,336	40,161	36,593	31,213	40,771	—	—	—	—
	Ordinary income/Business profit	38,590	53,214	44,408	43,687	43,802	53,065	56,717	52,233	36,184	48,352	52,336
	Net income attributable to owners of the parent/ Profit attributable to owners of the parent	9,453	32,770	25,552	12,628	26,163	42,253	38,329	30,517	22,863	36,132	35,375
At year-end	Total equity	355,727	394,868	422,829	447,082	418,988	446,882	480,669	491,741	485,476	532,057	563,738
	Total assets	2,155,906	2,141,802	2,285,943	2,373,299	2,550,990	2,720,051	2,940,022	3,212,465	3,357,229	3,409,247	3,610,778
	Interest-bearing debt	1,409,802	1,359,856	1,468,740	1,557,836	1,729,066	1,857,477	1,957,244	2,203,818	2,413,565	2,429,488	2,569,040
Per share data (yen)	Net income per share/Basic net income per share	51	178	139	69	147	259	235	187	143	231	226
	Equity per share/Equity attributable to owners of the parent per share	1,921	2,132	2,283	2,424	2,564	2,725	2,933	3,006	3,102	3,397	3,598
Key financial ratios (%)	Return on equity (ROE)	2.7	8.8	6.3	2.9	6.1	9.8	8.3	6.2	4.7	7.1	6.5
	Return on assets (ROA)	0.4	1.5	1.2	0.5	1.1	1.6	1.4	1.0	0.7	1.1	1.0
	Equity ratio	16.4	18.3	18.3	18.8	16.4	16.4	16.3	15.3	14.4	15.6	15.6
Non-Consolidated												
For the year	Operating revenues	210,207	204,121	205,873	219,336	228,713	238,637	249,865	259,018	268,020	251,307	252,416
	Selling, general and administrative expenses	153,505	149,844	160,927	169,899	186,492	203,038	207,093	215,726	235,794	208,269	219,371
	Financial costs	18,809	16,882	15,119	14,066	12,620	11,282	9,872	9,748	10,535	11,530	11,381
	Operating income	37,893	37,394	29,826	35,370	29,599	24,316	32,900	33,543	21,690	31,507	21,663
	Ordinary income	41,001	41,529	34,872	38,449	32,614	28,210	38,871	39,634	28,348	38,026	30,421
	Net income	5,613	24,147	18,637	11,315	25,570	21,045	22,190	25,875	33,391	29,931	21,909
At year-end	Total equity	322,502	349,202	367,808	388,470	359,428	374,477	396,831	407,533	404,809	441,683	456,739
	Total assets	2,059,435	2,051,908	2,200,459	2,287,986	2,468,797	2,623,644	2,831,296	3,107,284	3,210,925	3,280,302	3,444,915
	Interest-bearing debt	1,368,154	1,337,201	1,457,001	1,551,189	1,725,891	1,852,551	1,953,740	2,202,839	2,378,701	2,413,154	2,536,247
Key financial ratios (%)	Return on equity (ROE)	1.8	7.2	5.2	3.0	6.8	5.7	5.8	6.4	8.2	7.1	4.9
	Return on assets (ROA)	0.3	1.2	0.9	0.5	1.1	0.8	0.8	0.9	1.1	0.9	0.7
	Equity ratio	15.7	17.0	16.7	17.0	14.6	14.3	14.0	13.1	12.6	13.5	13.3
Transaction volume	Credit card business	3,402,494	3,547,050	3,852,980	4,089,389	4,258,284	4,476,608	4,683,038	4,788,537	4,946,908	4,500,366	4,823,174
	Credit card cash advance	266,904	260,089	264,092	277,025	267,723	253,837	248,156	242,980	237,555	155,004	160,622
	Business agency	2,112,431	2,166,062	2,303,998	2,434,824	2,522,242	2,671,710	2,873,183	3,014,831	2,985,255	2,609,412	2,737,512
	Lease business total	96,852	105,356	114,694	106,801	106,000	108,101	114,569	115,589	127,178	114,885	113,159
	Credit guarantee	92,837	115,297	126,281	137,335	150,101	159,914	131,922	114,277	101,510	70,283	84,586
	Real estate mortgage loans	11,144	11,571	46,780	50,459	82,420	125,629	160,762	207,779	175,621	141,698	124,417
	Other (finance business)	49,604	48,201	75,969	80,633	114,043	180,286	241,949	287,830	341,131	322,366	332,180
	Other	27,625	28,040	33,633	37,737	37,907	35,883	32,119	27,351	30,260	26,696	26,788
	Total volume of new contracts	6,059,891	6,281,666	6,818,427	7,214,203	7,538,720	8,011,968	8,485,698	8,799,174	8,945,420	7,940,715	8,402,442

*1 Japanese standards were applied until FY2017.

*2 International Financial Reporting Standards (IFRS) are applied from FY2018 onward.

Segment Highlights/5-Year Non-financial Data (As of March 31, 2022)

JGAAP ^{*1} /IFRS ^{*2+3}	FY2017	FY2018	FY2019	FY2020	FY2021
Operating revenues/Net revenue					
Payment Segment	220,320	228,518	232,441	209,130	211,979
Lease Segment	12,885	12,586	12,269	12,290	11,837
Finance Segment	35,417	39,231	43,112	43,412	48,313
Real Estate-related Business Segment	15,472	18,113	17,227	14,595	22,704
Entertainment Business Segment	9,288	8,761	8,822	5,536	6,407
Adjustment	(1,200)	(2,357)	(2,462)	(2,340)	(2,224)
Total net revenue	292,183	304,855	311,410	282,625	299,017
Operating income/Business profit					
Payment Segment	12,719	16,915	6,297	22,332	14,016
Lease Segment	4,349	5,720	2,951	4,706	5,805
Finance Segment	16,213	19,209	18,004	17,664	19,922
Real Estate-related Business Segment	6,401	8,305	6,957	5,390	12,350
Entertainment Business Segment	1,082	2,078	1,969	(1,745)	237
Adjustment	3	3	3	3	3
Total business profit	40,771	52,233	36,184	48,352	52,336
Breakdown of income from payment business segment					
Card shopping	131,827	136,464	140,579	131,029	132,081
Cash advances	34,745	33,084	32,932	28,882	26,106
Loans on deeds	1,329	1,071	844	654	517
Processing/transactions handled on behalf of other companies' cards	27,034	28,227	31,014	27,402	27,437
Agency services	15,045	15,896	12,491	5,069	5,061
Payment-related income	8,969	11,507	12,297	13,684	18,403
Finance income	208	852	767	1,024	987
Intersegment revenue or transfers	1,158	1,415	1,512	1,384	1,383
Total credit service business income	220,320	228,518	232,441	209,130	211,979
Main card indices (non-consolidated)					
New cards issued (thousands)	2,440	2,110	1,800	1,250	1,520
Total membership (thousands of members)	26,950	26,790	26,390	25,700	25,400
Active membership (thousands of members)	14,980	14,900	14,960	13,950	13,890
Transaction volume (billions of yen)	4,931.1	5,031.5	5,184.4	4,655.3	4,983.7
Shopping	4,683.0	4,788.5	4,946.9	4,500.3	4,823.1
Cashing	248.1	242.9	237.5	155.0	160.6
Balance (billions of yen)	631.3	640.5	645.7	573.0	557.3
Card shopping revolving credit balance	414.2	422.5	426.8	388.8	383.3
Cashing	217.1	218.0	218.8	1,842	173.9

*1 Japanese standards were applied until FY2017.

*2 International Financial Reporting Standards (IFRS) are applied from FY2018 onward.

(Millions of yen)

	FY2017	FY2018	FY2019	FY2020	FY2021
E: Environment					
Total CO ₂ emissions (tons of CO ₂)					
Subtotal of Scope 1 + Scope 2 (market base)	—	—	—	18,563	Currently being calculated
Subtotal of Scope 1 + Scope 2 (location base)	—	—	—	18,879	Currently being calculated
Scope 3	—	—	—	730,645	Currently being calculated
Energy usage amount (power consumption) (kwh)	—	—	8,807,000	8,557,000	8,296,000
Paper usage (CSDX Strategy Index)	—	—	—	160,368,120	138,400,569
S: Society					
Number of employees (persons)	3,297	3,239	2,981	4,319	4,084
(number of women)	2,483	2,424	2,169	3,250	3,058
(number of men)	814	815	812	1,069	1,026
Ratio of female managers (%; department head positions)	21.2	20.8	21.0	24.3	24.5
Number of overseas employees ^{*4}	11	39	89	126	272
Employment ratio of persons with disabilities	1.71	2.04	2.16	2.33	2.31
Average length of service (years, total of men and women)	10.4	10.9	11.8	12.4	13.3
(length of service by women)	10.0	10.6	11.6	12.1	13.1
(length of service by men)	11.6	11.7	12.2	13.4	14.0
Ratio of men taking childcare leave (%)	0.0	3.0	0.0	4.9	10.3
Number of people taking long-term care leave (persons, total of men and women)	5	27	24	36	26
(number of women taking long-term care leave)	5	26	23	35	23
(number of men taking long-term care leave)	0	1	1	1	3
Average annual salary (thousand of yen, total)	5,040	5,180	5,340	5,170	5,190
(for managers)	1054	1056	1051	1026	1016
(for non-managers)	475	481	487	472	477
(for women)	440	457	467	457	458
(for men)	711	722	728	709	707
Monthly average overtime working hours (hours)	11.1	10.2	10.8	9.3	10.1
Amount invested in human resource development (thousand of yen)	—	460,610	445,560	483,300	514,130
Training/challenge system					
LGBT Manners Training	Number of people/number of times	—	—	12/4	19/4
Universal Manners Training	Number of people/number of times	—	13/4	26/7	25/5
SWITCH SAISON	Number of projects	—	308	489	182
Dementia Supporter Training Workshop	Number of people/number of times	—	—	496/15	307/14
Average days of paid leave taken (days)	10.0	13.4	15.0	13.1	14.0
Acquisition rate (%)	56.8	75.7	82.5	72.4	73.5
Turnover (%)	4.1	7.6	3.3	3.6	7.8
(by women)	4.4	8.0	5.6	4.4	7.4
(by men)	3.0	6.4	5.9	3.3	6.6
Number of visitors to Akagi Nature Park (persons)	73,368	89,780	70,345	59,173	74,161
Total amount of point donations (thousand yen)	20,543	57,523	37,312	37,782	17,889
G: Governance					
Number of meetings of the Board of Directors	21	18	19	19	19
Attendance rate of outside directors (%)	82.3	90.7	98.2	100.0	100.0
Number of directors	16	15	9	9	9
(number/ratio of outside directors)	3/18.8	3/20.0	3/33.3	3/33.3	3/33.3
(number/ratio of independent outside directors)	2/12.5	3/20.0	3/33.3	3/33.3	3/33.3
(number/ratio of female directors)	1/6.3	2/13.3	1/11.1	1/11.1	1/11.1
Number of executive officers	—	—	10	10	11
(number/ratio of female executive officers)	—	—	2/20.0	2/20.0	2/18.2
Number of Audit & Supervisory Board members	3	4	4	4	4
(number/ratio of female Audit & Supervisory Board members)	1/33.3	1/25.0	1/25.0	1/25.0	1/25.0
Number of serious legal violations	0	0	0	0	0
Expenditures for preventing corruption	0	0	0	0	0

*3 Figures for net revenue and business profit represent the amounts before appropriation of inter-segment transactions.

*4 Total of six consolidated subsidiaries

List of Affiliated Companies (As of October 1, 2022) Note: In the order of the Japanese syllabary

Main consolidated subsidiaries

	Atrium Co., Ltd.	Comprehensive real estate business, servicing business
	Omnibus K.K.	Internet advertisement agency business, marketing consulting business
	CASALAGO CO., LTD.	Import and sales of lifestyle goods
	KURASHINO SAISON Co.,Ltd.	Cleaning, security, property maintenance services
	Concerto Inc.	Amusement services, amusement business, real estate rental business
	SAISON ASSET MANAGEMENT CO., LTD.	Asset management
	Saison Personalplus Co., Ltd.	Temporary staffing business and contracting business
	SAISON PARTNERS CO.,LTD. Major operating companies: JPN COLLECTION SERVICE CO.,LTD.	Management of subsidiaries such as debt collection agencies, and other related operations
	Saison Fundex Corporation	Real estate financing business, credit guarantee business, and personal loan business
	Saison Ventures Co., Ltd.	Identification and investment in startups
	Saison Insurance Service Inc.	Life/non-life insurance agency business
	Research Institute of Brain Activation	Development and provision of the Brain Assessment
	Motionpicture Co.,Ltd.	Provision of online ticket system and payment services associated with the system
	Wine&Wine Culture Co.,Ltd.	Operation of the SAKURA Japan Women's Wine Awards and provision of training for popularizing wine
	Kisetsu Saison Finance (India) Pvt. Ltd.	Digital lending operations in India
	PT. Saison Modern Finance	Digital lending and lease business in Indonesia
	Saison Capital Pte. Ltd.	Financing of and investment in overseas startups
	Saison International Pte. Ltd.	Overseas business development and regional headquarters
	Saison Investment Management Pte. Ltd.	Impact investment business overseas

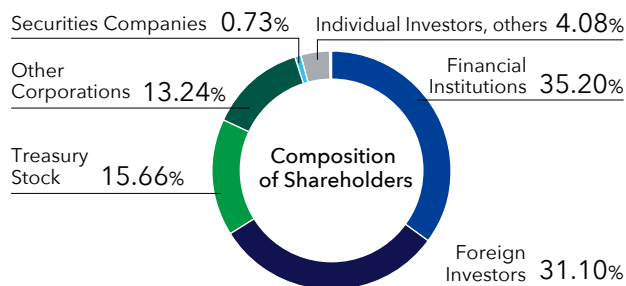
Major equity-method affiliates

	Eplus Inc.	Tickets sale
	Idemitsu Credit Co., Ltd.	Credit card business, prepaid card business, finance business
	Shizugin Saison Card Co., Ltd.	Credit cards and credit guarantees, prepaid card business
	Saison Information Systems Co., Ltd.	Information processing services
	Saison Business Support, Inc.	Sales agent for payment and finance products and sale of information security and office disaster prevention related services, etc.
	Seven CS Card Service Co., LTD.	Credit card business
	Daiwa House Financial Co., Ltd.	Credit card business, loaning business, and cashless payments promotion business
	Takashimaya Financial Partners Co., Ltd.	Credit card business, insurance business, investment trust business, and trust business
	Yamada Financial Co., Ltd.	Credit card business
	ReSAISON Co., Ltd.	Recirculation and recycling through repatriation and sale of assets and material recycling
	Resona Card Co., Ltd.	Credit cards and credit guarantees
	CASM, Inc.	Marketing business utilizing credit card payment data, etc.
	Fintertech Co.,Ltd.	Loaning business (crypto-assets and mortgage collateral), cloud funding business, and Nagesen (online tipping) SaaS business
	STOCK POINT, Inc.	System development and services related to stock-price-linked bonus point management
	HD SAISON Finance Company Ltd.	Finance business in Vietnam
	Siam Saison Co., Ltd.	Provision of digital credit and settlement services in Thailand

Corporate Information/Investor Relations Information (As of September 30, 2022)

Stock information

Common Stock Authorized	300,000 thousand shares
Common Stock Outstanding	185,444 thousand shares
Number of Shareholders	19,039



Major shareholders (Top 10)

Institution	Equity stake	
	Number of shares (thousands)	Ownership percentage (%)
The Master Trust Bank of Japan Ltd. (trust account)	37,555	24.01
Custody Bank of Japan, Ltd. (trust account)	18,071	11.55
Daiwa Securities Group Inc.	8,050	5.15
City Index Eleventh Co., Ltd.	7,543	4.82
HSBC BANK PLC A/C M AND G (ACS)	6,679	4.27
BNYMSANV AS AGENT/CLIENTS LUX UCITS NON TREATY 1	6,381	4.08
Mizuho Bank, Ltd.	3,000	1.92
STATE STREET BANK AND TRUST COMPANY 505103	2,514	1.61
JP MORGAN CHASE BANK 385781	2,069	1.32
Seven & i Holdings Co., Ltd.	2,050	1.31

Notes: 1.The 29,037,748 treasury shares held by Credit Saison are not included in the above list of major shareholders.

2.Ownership percentages are based on the number of outstanding shares excluding treasury shares.

Shareholders memo

Fiscal Year	Period beginning on April 1 and ending on March 31 of the following year
Ordinary General Meeting of Shareholders	Convened each year in June
Record Date	Ordinary general meeting of shareholders and year-end dividend payments - March 31 Should any other record date be required, a public notice will be issued in advance.
Transfer Agent and Administrator of Special Accounts	Sumitomo Mitsui Trust Bank Limited, 1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan
Administrative Office of Transfer Agent	Stock Transfer Agency Business Department, Sumitomo Mitsui Trust Bank Limited, 1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan
Mailing Address	Stock Transfer Agency Business Department, Sumitomo Mitsui Trust Bank Limited, 2-8-4, Izumi, Suginami-ku, Tokyo 168-0063, Japan
Telephone Inquiries	(9:00-17:00 excluding weekends and holidays)
URL	https://www.smtb.jp/personal/procedure/agency/
Method of Public Notice	Electronic notice (Credit Saison website) https://corporate.saisoncard.co.jp/en/public_announcement/
Stock Listing	Tokyo Stock Exchange (Prime)
Securities Code	8253

[Notice of Address Change, etc., and Inquiries Relating to Shares] Shareholders who have an account with a securities company are asked to contact the relevant securities company regarding address change and other notices, as well as inquiries. Shareholders who do not have an account with a securities company are asked to call the number indicated above for telephone inquiries.

[Special Accounts] For shareholders who were not using the "Hofuri" system (Japan Securities Depository Center, Inc.) prior to the introduction of the electronic share certificate system, an account (special account) has been opened at Sumitomo Mitsui Trust Bank Limited above as the transfer agent. Inquiries on special accounts should be directed to the transfer agent at the number indicated above for telephone inquiries.

[Information on Additional Purchase System/Buy Back System for Shares Less Than One Unit] Our Company has established a system in which shareholders who own shares less than one unit (100 shares) can purchase additional shares at the market price (Additional Purchase System) and a system in which shareholders can sell shares less than one unit back to our Company (Buy Back System). For shares less than one unit recorded in a special account, please contact the telephone inquiry number listed above. For shares less than one unit deposited with a financial securities firm, please contact the financial securities firm where you have an account.

Corporate profile

Name	Credit Saison Co., Ltd.
Incorporated	May 1, 1951
Head Office	52F, Sunshine 60 Bldg., 1-1 Higashi-Ikebukuro 3-chome, Toshima-ku, Tokyo 170-6073, Japan
Representative	Hiroshi Rinno, Representative, Chairman and CEO Katsumi Mizuno, Representative, Executive President and COO Naoki Takahashi, Representative, Executive Vice President and CHO
Business	1. Payment Segment (credit card business, servicing (loan collection agency) business, etc.) 2. Lease Segment (lease business) 3. Finance Segment (credit guarantee business and finance-related business) 4. Real Estate-related Segment (real estate business, real estate leasing business, and servicing (loan collection agency) business, etc.) 5. Entertainment Segment (amusement business, etc.)
Paid-in Capital	¥75,929 million
Number of Regular Employees	4,066

Note: In addition to our regular employees, we employ temporary and part-time employees, with the average number of non-regular employees per term at 1,692 (based on conversion to a 7.5-hour workday).

Responsible Officer's Guarantee/Editor's Postscript

Responsible officer's guarantee

On Publishing the Credit Saison Integrated Report 2022

As a leading-edge service company, the term adopted in our Management Philosophy, the Credit Saison Group is aiming for a sustainable society that is even more convenient and prosperous than today's. We will help to achieve this by leveraging our unique know-how, management resources, and the experience of our employees to contribute to solving social issues through our businesses in ways that only Credit Saison can.

All involved have again worked hard to produce Credit Saison Integrated Report 2022, the fourth we have published since March 2020, in a reader-friendly format. We thus divided the sections in accordance with the elements that we wanted to convey, such as the deeply rooted philosophy in our Group and answering the question "What are Credit Saison's strengths and unique characteristics?"

My hope is that this report will help readers to gain an understanding of the initiatives advanced by the Sustainability Promotion Committee, which was established in August 2021, and the Group's efforts toward its third founding period, as exemplified by the New Medium-term Management Plan that we launched in FY2022.

As the executive officer responsible for editing, I hereby declare that the preparation process was properly carried out and that the details listed herein are accurate.

Despite the impact of COVID-19, global affairs, and other factors, we will continue to value dialogue with our stakeholders, including our shareholders and investors, and would like to devise ways to enhance disclosure and transparency while working on improvements to make the report even better. We would thus definitely appreciate receiving your unreserved opinions.

Finally, I would like to take this opportunity to express my heartfelt gratitude to all the readers who have obtained a copy of this report and to all those persons involved in its production and publication.



Shingo Baba

Managing Executive Officer
and CFO
Financial & capital strategy,
IR, M&A
Head of Public Relations
Office,
Corporate Risk Management
Dept.,
Treasury & Accounting Dept.

Information disclosure tools

Credit Saison discloses various types of information for our shareholders, investors, and all other stakeholders on our website.

Corporate Information

<https://corporate.saisoncard.co.jp/en/company/>



Business

<https://corporate.saisoncard.co.jp/en/business/>



Sustainability

<https://corporate.saisoncard.co.jp/en/sustainability/>



IR Information

<https://corporate.saisoncard.co.jp/en/ir/>



Editor's postscript

Thank you for reading Credit Saison Integrated Report 2022 to the end.

This, the fourth edition of our integrated report, was created with a greater emphasis on two points: our New Medium-term Management Plan and sustainability. Particularly in the case of sustainability, as information disclosure relating to human capital is gaining widespread attention, we expanded non-financial information and content. We also devised ways to communicate the kind of value that we are trying to create.

To further deepen communications with our stakeholders in the years to come, we will continue to appreciate receiving frank opinions from our readers while making further enhancements to the report's content.



Having won awards at the International ARC Awards, an annual report competition in the United States, the Credit Saison Integrated Report 2021 even received high acclaim overseas.



International ARC Awards
Summary/Annual Report Review category/Honors award
PDF Version Annual Report category/Silver award