

CREDIT SAISON

# INTEGRATED REPORT 2021



# It has always been the case.

A disadvantaged business environment,  
a variety of constraints, adversity, crises



Saison Group founder  
Seiji Tsutsumi

Staying ahead of the times

Response to change

Creative destruction

Innovation

Surpass our competition

No. 1 in the industry in terms of  
four card indicators

Humanism

Diverse human resources

Equal pay for equal work

Management  
Philosophy

We will fulfill our corporate social responsibility by striving to meet the expectations of all of 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.

Credit Saison has developed innovative services in the credit card industry, such as Japan's first signature-less payments and Eikyufumetsu Points. We are living in an era of rapid change in which everything changes in 30 years. Conversely, we do not know where the potential lies. It is necessary to have an attitude of dreaming big and taking on challenges. Companies that are unable to continue to innovate will stop growing and eventually decline. We have continued to grow, to the point we can now rely on 36 million cardholders, due to the thorough pursuit of customer convenience and convention-shattering innovation.



Representative, Chairman and CEO  
Hiroshi Rinno

## And Now, Ushering in Our Second Foundation

# Transforming Ourselves into a Comprehensive Life Service Corporate Group

The impact of the COVID-19 pandemic on society has been severe, but, looking at the current situation from a management perspective, we see a great opportunity to introduce big changes. All our current practices and ideas are rooted in the past, and organizations that are unable to reinvent themselves are doomed to a fast decline. It is because these are difficult times that the switch to aggressive business management must come soon. Companies with a single business model tend to have a weak management base. To diversify our business models to overcome the current situation, we are targeting our own transformation from a corporate entity centered on the payment business to a comprehensive life services corporate group by leveraging the strengths of the entire group.

Representative, Executive President and COO  
Head of Public Relations Office,  
Branding Strategy Dept.,  
Payment Business Division,  
Sales Development Division,  
General Manager, Payment Business Division  
Katsumi Mizuno



## Digital



**Promoting digitalization, while valuing the real services that are our strength; achieving customer success by providing services that are close to the customer.**

Director,  
Senior Managing Executive Officer and CTO, CIO  
Company-wide promotions of DX strategies  
Head of Digital Innovation Division,  
In charge of IT Strategy Dept., Strategic Planning Dept.,  
General Manager, IT Strategy Dept., Technology Center  
Kazutoshi Ono

## Global

**Under the themes of FinTech and financial inclusion, we will accelerate business development from Southeast and South Asia to other parts of the world.**

Senior Managing Executive Officer  
Head of Global Business Division,  
General Manager, Global Business Division,  
In charge of India business,  
being assigned to Credit Saison Asia Pacific Pte. Ltd.  
Kosuke Mori



## Innovative

# Neo Finance Company in Asia

Creating new value through innovation

## 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

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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 2021 contains non-financial information that covers a wide range of environmental, social, and governance (ESG), as well as 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.
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 2020 fiscal year (FY2020: April 1, 2020, to March 31, 2021). Some activities in FY2021 are described as well.

# A History of Reforms and Challenges

Since its establishment as a department store that sold products on a monthly installment basis, Credit Saison has provided a variety of services tailored to the changing times while expanding its business.

## Operating revenues

(Billions of yen)

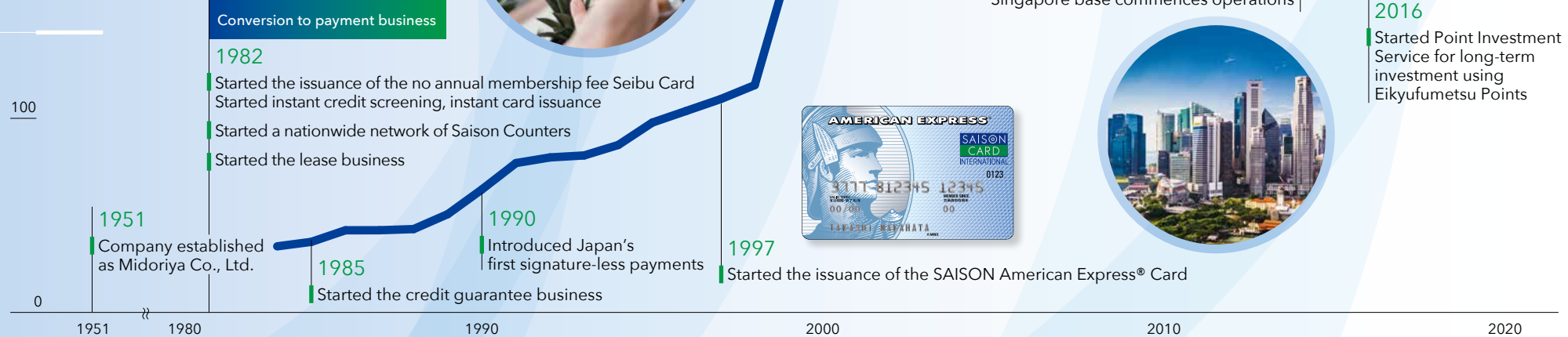
400

300

200

100

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Note: "American Express" is a registered trademark of American Express. Credit Saison Co., Ltd., uses the trademark under license from American Express.

From Establishment to the Early 2000s



**Period of Business Expansion**  
Established membership base

The company that is today Credit Saison was established in May 1951 as Midoriya Co., Ltd., a department store that sold products on a monthly installment basis. Having joined the Seibu Distribution Group (later the Saison Group) due to a deterioration in its management in the 1970s, the Company shifted to being a credit card company. Since changing the company name to Seibu Credit Co., Ltd., in 1980, and later to Credit Saison Co., Ltd., in 1989, the Company has launched a succession of customer-oriented services that have broken with generally accepted industry practices and traditions, including instant credit screening, instant card issuance, signature-less payments, and Eikyufumetsu Points that never expire. In 2002, Credit Saison achieved the top position in the industry in terms of four indicators: the number of cards issued annually, total cardholding membership, the number of cards in operation annually, and annual card transaction volume.

From the Early 2000s to 2010



**Shift in Business Composition**  
Expanded the fee business as a new revenue stream

Since 2002, in accordance with the active reorganization of the credit card industry, we have been aggressively forming strategic alliances, strengthening marketing from both card development and usage activation aspects, and promoting efforts to improve added value for cards. In 2006, the Company merged with UC Card Co., Ltd. (UC member operating company), and maximized the utilization of the management resources cultivated in its card business. In addition to strengthening each business, such as in leasing, credit guarantee, and finance, we worked to expand the fee business as a new revenue stream, for example, by establishing the industry's first card processing company.

From 2011



**Global Business Begun in Earnest**  
Shift to new business model

Aiming to be the No. 1 company in the cashless payment market, we are promoting collaboration management with our own products and services and alliance partners. At the same time, we are positioning the global business as a future revenue base and entering the retail financial business in line with each country, centered on ASEAN. Using these products and services as tools, we have established a complex sales system that turns corporations and individuals into customers. As a non-bank capable of responding to changes, we are shifting to a business model that addresses the various payment and financial needs of companies and provides cashless functions for all individuals and corporations in Japan and elsewhere in Asia.

From 2019



**Intensification to Become a Leading-edge Service Company**  
Facing challenges toward the creation of new value

We are promoting a Medium-term Management Plan that has become a Neo Finance Company in Asia as its management vision. By developing solutions that cover the life cycles of individuals and corporations, we are facing challenges as a finance company advancing with customers for 50 years. By means of 1) a payment business growth strategy and structural reform, 2) further expansion of the finance business as a non-bank, and 3) expansion of our global business revenue base with a view to the future, the Company is working on sustainable growth as a general non-bank.

From a period of high economic growth to the bubble economy ▶

Collapse of the bubble economy/ Heisei era recession ▶

Global financial crisis ▶

Abenomics ▶

Tokyo Olympics ▶

Historical Context