

The Credit Saison Group's businesses carry with them several risks, including risks related to the external environment as well as financial and business aspects. In this context, in addition to continuing to strengthen our response to the risks common to the industry that we have been dealing with so far, there remains the necessity to evaluate any risks that have emerged due to changes in the external environment from a medium- to long-term perspective and to take countermeasures. Some of the risks that could significantly influence investor decisions are listed below. The forward-looking statements contained herein are based on the Credit Saison Group's judgment as of the date of submission of its Securities Report (June 23, 2021).

Risks common to the industry

Risk	Details	Responses
Economic Conditions	Decrease in transaction volumes of credit cards, loans, credit guarantees, and real estate mortgage loans provided by the Group, and decline in the loan collection rate due to deterioration of the domestic and overseas economic environment (employment environment, household disposable income, personal consumption, etc., due to recession)	Calculation by risk capital management (RCM) of the risk capital required by business to maintain ratings and maximization of returns within the scope of the risk capital surplus
Fund Procurement	Among fund procurement methods, such as borrowing from financial institutions and the issuing of corporate bonds and CP, liquidity risk due to the considerable amount of funding with a procurement period of less than one year	In fund procurement, maintaining a certain percentage of long-term and fixed financing; the setting of liquidity enhancement limits, such as commitment lines; the reduction of liquidity risk by promoting diversification by executing direct procurement, such as corporate bonds and liquidation of receivables
Market Risk	<ul style="list-style-type: none"> • Risk of falling prices of investment assets, such as stocks of listed and unlisted companies, venture investment funds, bonds, real estate, and real estate funds • Rise in funding interest rates when interest rates rise 	Appropriate management of market risk by introduction and utilization of RCM and ALM
Impairment of Financial Instruments (Allowance for Doubtful Accounts)	Risk of non-repayment of receivables by large numbers of customers due to changes in the domestic and overseas economic environment (employment environment, household disposable income, personal consumption, etc., due to recession)	Ongoing soundness of claims and appropriate allowance for doubtful accounts by strengthening credit management systems, such as establishment and operation of credit management systems relating to credit limits, credit information management, and internal ratings, as well as monitoring of credit status
Various Regulatory and Legal System Changes	<ul style="list-style-type: none"> • Risk of increase in the amount of reimbursement claims from customers regarding the portion of interest that was higher than the interest rate ceiling set by the Interest Rate Restriction Act, interest that within the Group in Japan was repaid before the revision of the Act • Risk of having to cease certain services due to regulatory changes, etc. 	<ul style="list-style-type: none"> • The amount of allowance required at the present time is recorded in consideration of the reimbursement record and trends in interest reimbursement claims • While complying with laws and regulations, prompt responses to service developments in accordance with new regulations

Risks and opportunities that need to be addressed over the medium to long term

Risk		Details	Responses
Occurrences of Large-Scale Disasters due to Climate Change	Risks	Collateral damage to owned assets and physical injury to employees resulting from more frequent natural disasters and abnormal weather due to climate change	<ul style="list-style-type: none"> Formulating a BCP plan and regularly confirming its effectiveness, implementing BCP education and training Improving the credit card usage environment by decentralizing authorization systems to the Kanto and Kansai regions Establishing a new Sustainability Promotion Committee in August 2021 chaired by the Representative and Executive President, and enhancing the response to climate change and other issues <p style="text-align: right;">▶ P41 Credit Saison's ESG Management</p>
	Opportunities	Earning the trust of customers, business partners, and employees through BCP (Business Continuity Plan) formulation and education while increasing corporate value	
Impact of the COVID-19 Pandemic	Risks	Risk of economic downturn, corporate bankruptcies, declines in consumer spending, and repeated issuance and extensions of state- of -emergency declarations resulting from a failure to curtail the COVID-19 pandemic	<ul style="list-style-type: none"> Thoroughly implement employee health management and infection countermeasures, and expand services targeting new customer segments by building new remote-type member capture models using SAISON Card Digital <p style="text-align: right;">▶ P20 Progress of the Medium-term Management Plans ▶ P44 Health management</p>
	Opportunities	Initiated business structure transformation based on changes in customer psychology and behavior caused by the COVID-19 pandemic	
Competitive Environment	Risks	Intensifying competition due to new entrants into the payment industry from other industries brought about by deregulation and technological advances	<ul style="list-style-type: none"> In addition to issuing credit cards, prepaid cards, and other plastic cards, working to provide a wide variety of payment platforms aimed at improving customer convenience in a bid to realize a cashless society, including smartphone payments, QR code payments linked to partner apps, and SAISON CARD Digital <p style="text-align: right;">▶ P27 Customer Strategy</p>
	Opportunities	Development of new business fields and new products/services through collaborations with other industries	
Relationships with Major Partners	Risks	Deterioration of business performance of business alliances that form important strategies and business partners with whom we have a capital relationship, changes of business alliance conditions, and cancellation of alliances with partners	<ul style="list-style-type: none"> Strengthening relationships with existing partners Building a business model that does not depend on a specific partner by promoting new alliances with partners in diverse industries and sectors
	Opportunities	Business development utilizing the acquisition of memberships through alliances with partner companies and organizations, expansion and diversification of services, product sales channels, and customer bases of both parties	
Overseas Business Development	Risks	Market trends in the countries in which the Company develops its business, the presence of competitors, politics, economy, law, culture, religion, customs, foreign exchange rates, and various other country risks	<ul style="list-style-type: none"> Dispersion of country risk by expanding into multiple countries/regions, risk mitigation through regular risk analyses and monitoring of countries in which the Company maintains a presence <p style="text-align: right;">▶ P28 Global Strategy</p>
	Opportunities	Development of existing and new services in countries/regions where there are many people who do not possess a bank account and are unable to receive financial services	
System Risk and Cyberattack Risk	Risks	<ul style="list-style-type: none"> System failures due to malfunction of computer systems, communication line disruptions, etc. Decreased trust due to leakage or unauthorized use of, for example, personal information (membership information) and confidential information due to cyberattack, etc. 	<ul style="list-style-type: none"> Development of contingency plans, such as ensuring the backup of important systems Development of measures to counter cyberattacks, such as raising employee information security awareness and minimizing damage Appropriate protection measures and system development of personal information, as stipulated under the Personal Information Protection Law, acquisition of Privacy Mark
	Opportunities	<ul style="list-style-type: none"> External sales of core systems in which the Company has been accumulating know-how for many years In collaboration with external partners, external sales of secure payment systems in which use is made of fraud prevention technology 	
Actualization of Administrative Risks	Risks	Risk of negligence and inappropriate handling of administrative tasks due to a large amount of manual paperwork	<ul style="list-style-type: none"> Creating an administrative work manual, regular inspection of administrative work status, prevention of employee errors and fraud, development and operation of a whistleblowing system for early detection of any illegal activity Promoting automation of administrative work by the systematization and introduction of robotic process automation (RPA) <p style="text-align: right;">▶ P22 Business Strategy</p>
	Opportunities	Expanding demand for administrative process agencies at affiliated cards and partners	
Development and Securing of Human Resources	Risks	Risk of being unable to secure diverse, talented human resources to provide high-level services to customers and develop advanced products and services	<ul style="list-style-type: none"> Providing equal opportunities by developing work systems and common employment patterns that meet employees' needs, the securing of excellent human resources by adopting personnel systems that can utilize the abilities and characteristics of employees, such as the executive officer and specialist/expert systems Introducing support systems, such as voluntary elective training programs and age-based career development seminars, and creating a challenge-oriented culture through the establishment of an environment that works to offer long-term, multifaceted education and career development <p style="text-align: right;">▶ P33 Human Resource Strategy</p>
	Opportunities	New service/product development by securing talent with expertise in digital technology	

Basic Approach to ESG Management

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

Value Co-Creation with Stakeholders

To remain as a company on which society depends, it is important to understand what stakeholders demand and to reflect these demands in business activities. Credit Saison will always place the utmost importance on the expectations and harsh opinions of its stakeholders. Every effort will be made to channel this feedback into further improving the Company's corporate value and ensuring its sustained growth.

SDG Initiatives

Contributing to the SDGs is one of the major goals of Credit Saison. Meanwhile, simultaneously creating "Social Value" and "Economic Value" is one of the obligations placed on companies engaged in global business. To fulfill these goals and obligations, we are steadily advancing ESG management. In promoting ESG management, we are addressing social and environmental issues from the perspective of the "Five Ps" in a bid to achieve inclusion in the SDGs.



Establishing the new Sustainability Promotion Committee

In August 2021, Credit Saison established the Sustainability Promotion Committee as an advisory body to the Representative Director in relation to sustainability activities. This Committee will enhance initiatives to resolve social and environmental problems through business Group-wide with the aim of achieving a sustainable society. It will also serve to link activities targeting social and environmental problems that had conventionally been carried out independently in a way that allows us to pursue initiatives in a more integrated, three-dimensional, and concrete manner.

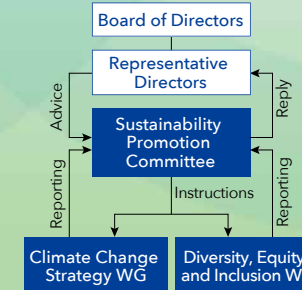
We have established two task forces under the Committee, namely the Climate Change Strategy WG and the Diversity, Equity, and Inclusion WG, for the purpose of promoting decisions made by the Committee and of reporting and making proposals to it. Along with endorsing the TCFD recommendations, the Committee will promote diversity, equity, and inclusion, such as the advancement of women.

With the Representative, Executive President and COO serving as its chair, the Committee comprises globally minded male and female members who hail from within and outside the Company and are thus able to promote the exchange of various opinions.

About committee activities during FY2021

During FY2021, the first fiscal year in which it was active, the Sustainability Promotion Committee met each month to reflect the Sustainability Strategy within the next Medium-term Management Plan.

Structure of Sustainability Promotion Committee



Sustainability Promotion Committee Members	
Chairperson	Representative, Executive President and COO Katsumi Mizuno
Vice-chair	Managing Executive Officer and CFO Shingo Baba
Members	Senior Managing Executive Officer Kosuke Mori
	Managing Executive Officer Kazue Yasumori
	Executive Officer Kaori Shimada
	Outside Director Nana Otsuki
Advisory member	
	Makoto Hayama (Fellow at the Institute for Global Environmental Strategies)



To accelerate reforms led by innovative human resources, Credit Saison has established systems that allow employees with different genders, educational histories, nationalities, and backgrounds to independently build their own careers while leveraging their individuality.

Reforming work styles to realize the streamlining of operations and enable employees to work more resourcefully

- Realizing the "office leading to the future" concept
- Reforming awareness of work styles

Productivity Management Organization for 2021



Working on sustainable growth as a "leading-edge service company"

Having abolished company employee classifications, decided to adopt an employee role-based system (Equal pay for equal work)

Establishing a system that allows employees to make learning a habit and form their own careers

- Career development sheet
- One-on-one meetings
- Open challenge
- Choice-based training

Fostering a corporate culture in which every person can continue to take on challenge

- CS Style
- SWITCH SAISON
- SAISON CONFERENCE
- Make New SAISON 2.0
- CS Style Chips

Creating an environment in which employees can autonomously aim for greater productivity, such as via a flextime system and working from home

Reforming the personnel system for sustainable growth: Pursuing the advancement of all employees

With the aim of "creating an environment and corporate culture that bolsters the potential of each and every employee," in 2017 we abolished the existing employee classifications, which included specialist workers and specific-category employees (part-timers). Except for some types of part-time employees, all employees are now designated as full-time employees who are indefinitely employed and treated according to their respective functional roles of responsibility (with equal pay for equal work).

System before reforms (up to September 2017)

General work employees		Professional employees	
Indefinite-term employment		Indefinite-term employment	
Monthly salary	Bonus	Monthly salary	Bonus
Defined contribution pension plan			
Temporary employees		Mate employees (part-time employees)	
Fixed-term employment	Monthly salary	Fixed-term employment	Hourly wage

Currently (from September 16, 2017)

Full-time employees			
Indefinite-term employment	Monthly salary	Bonus	Defined-contribution pension plan
<ul style="list-style-type: none"> • 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 			

Programs and initiatives to support diversity, equity and inclusion

Realization of diverse work styles

Program	Content
Telework	We promote effective utilization of commuting or moving time by working at home and mobile work to increase productivity and promote activity.
Flextime	Employees can determine their working hours of the working day at their own discretion within the range of total monthly working hours each month to realize their optimum work style according to the operational circumstances of their department.
Hourly paid leaves	In addition to day and half-day paid leaves, employees can now take hourly leaves for various purposes. (Maximum 5 workdays per year)
Reduced workdays or working hours	Employees can have reduced workdays or working hours not only for childcare or nursing care, but also for developing skills after work. (Maximum 168 days per year, reduced hours of up to 2 hours daily in units of 30 minutes)
Second job	Employees who meet the requirements can take on a sideline. We support any arrangement which can lead to career advancement and where the experience gained externally can benefit the main work in the company.

Supporting balance with home

Program	Content
Childcare leave	It is possible to take childcare leave until March 31 of the fiscal year the child turns three years old. We can provide a strong system for balancing work and childcare by not limiting the period of childcare leave to one year. During this time, the person can spend the time in a way that suits them, such as working hard to improve their career through self-development, allowing for a smooth return to work.
Spouse childbirth leave	Employees may take 5 days of paid leave within 30 days before or after the day of birth to their spouse.
Morning sickness leave, hospital visit leave	Female employees who are pregnant and have difficulty working due to morning sickness or after childbirth, or female employees who are pregnant or are within one year after childbirth and need to go to the hospital for checkups can take the necessary number of days off.
Child nursing leave	Employees who take care of children who are under elementary school age can take 5 days off per year (with pay) if they have only one child, or 10 days per year (without pay from the 6th day) if they have two or more children, in increments of one day, half a day, or hours in order to provide care to sick or injured children or to receive vaccinations or medical checkups for their children.
Nursing care leave	During the period of time that nursing care is necessary, employees can take five days per year if you have one family member to care for, or tendays per year if you have two or more family members to care for, in increments of one day, half a day, or hours.

■ Supporting employee growth

We are developing the means and environment for each individual to proactively consider and work on his or her career. In addition, we aim for the growth of our employees and the organization by providing opportunities to take on challenges and a system to support those challenges.

Career Development Sheet	Declaration of past experience and orientation and future career and growth plans. Thinking about the future direction of career will lead our employees to take active action in making it a reality. The contents of the declaration will be used as a reference for human resource development planning and optimal job placement.
Career Design Program	We provide support to our employees in considering their autonomous career according to the expected roles by age and issues in their personal career development.
Human Resource Development Meeting	Once a year, supervisors get together to talk about employee development plans. Development approaches that suit each employee are nailed down not only based on the wishes of the individual but also from multiple perspectives to support the employee's growth.
One-on-One Meetings	This type of meeting creates an environment where supervisors and subordinates can communicate in both directions and feel safe to challenge each other.
Dream challenge	Once a year, employees can apply for a transfer to their desired department. This system allows employees with a clear image of their own career path and potential contribution to the company to directly contact the Strategic Human Resources Dept.
Open challenge	This system allows employees to apply for positions, such as when a new business or new department is being set up, without having to go through their superiors.
Job competition	Employees at the section manager level or above can declare their desired position once a year. It is also possible for them to submit a request to start a new company, and all declarations will be looked over by management and used as a reference for organizational and personnel changes.
Choice-based training	Credit Saison has prepared a program that allows employees to choose the learning they need for their own training and career development in line with their own goals.

In addition, we provide training to managers on basic knowledge (education on systems, performance evaluation, etc.), management, communication, mental health, and harassment.

■ Supporting the advancement of diverse human resources

■ Promotion of the advancement of women

With women accounting for approximately 70% of all employees, Credit Saison listens to the feedback of our employees as we work to expand those systems that allow all employees to continue working in a highly motivated manner and that ensure female employees do not have to quit their jobs or abandon their careers due to major life events. In recognition of these activities, we have been selected as a constituent of the MSCI Japan Women's Empowering Index for four consecutive years. Currently, our ratio of female managers (general managers, section chiefs, department managers) stands at 52.0%.

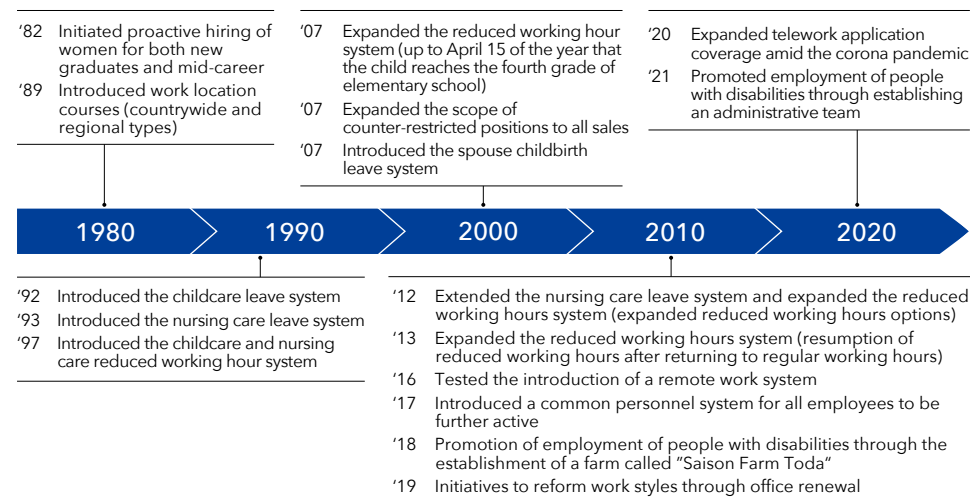
2021 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

■ Support for the promotion and retention of employment of people with disabilities

We recruit both new graduates and mid-career workers throughout the year. To support the retention of employees, we introduce tools to support their employment, provide training, and conduct regular interviews. In addition, in order to create new employment opportunities, we have opened the "Saison Farm Toda," which grows herbs indoors, and the "Ubiquitous Office Team," which consolidates internal office work, to further promote employment.



History of support for diverse human resources



Health management

Health management declaration

To continue to create new value as a “leading-edge service company,” we aim to ensure each employee is always in their best condition so they can perform at the height of their potential, the happiness of our employees and their families, and the provision of good services to our customers and partners.

Basic Principles

Ensuring health and safety is a critical requirement for all operations. Our basic views concerning health are as follows.

1. For employees, health is necessary for realizing their life design plans.
2. For companies, employees need to be healthy to harness their capabilities sufficiently to contribute to the business activities and social activities.
3. Employees should look after their own health but companies ought to support such activities.

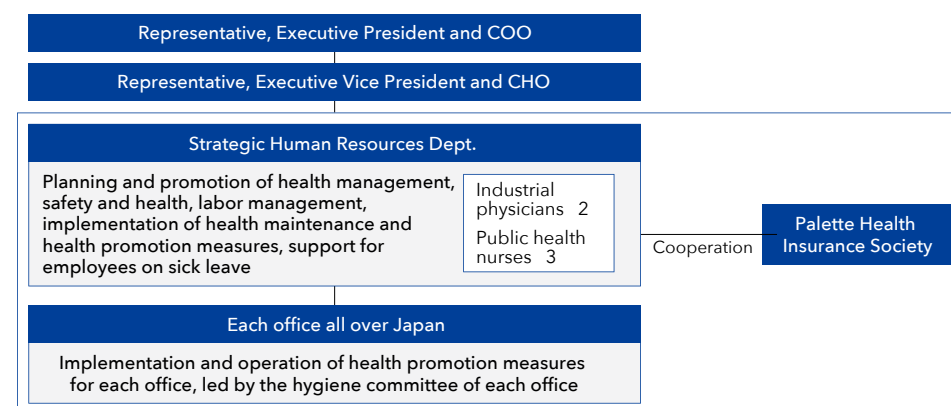
Policies

- Companies comply with mandatory safety considerations.
- Companies maintain the necessary systems for safety management. Specifically, companies promote systems for task environments, work environment management, and health management while providing education on occupational safety and health to supervisors and managers as well as employees.
- Employees take steps on their own to ensure their safety and improve their health.
 1. Employees actively participate in activities to promote health that companies implement.
 2. Employees are responsible for managing their own health so they can do their work enthusiastically.

Health management promotion system

The health promotion team within the Strategic Human Resources Dept. play a central role in promoting activities for maintaining and improving employees’ health.

A system has been set up that allows employees to easily consult regarding their mental and physical wellbeing.



Specific Activities

Creating healthy mind and body

- Activities on women’s health
- Cancer control
- Measures against lifestyle-related diseases and smoking

Creating a workplace where anyone can continue to work

- Activities for ensuring appropriate working hours and having employees balance work and family life
- Helping employees to continue working while receiving treatment

For more detailed information, please check our website: <https://corporate.saisoncard.co.jp/en/sustainability/diversity/health/>

External evaluation



We have been recognized as an Excellent Health Management Corporation 2021.



We were awarded “Gold” in the “Gan Ally Award”



In 2020, we were recognized as a company with excellent performance in the promotion of cancer control in the corporate action for promoting cancer control.



In July 2021, we acquired the Silver certification, recognized as a company with excellent health management initiatives.

About the 53rd floor "Camp" freely usable space and introduction of SCANDIA MOSS for the 52nd floor breakroom

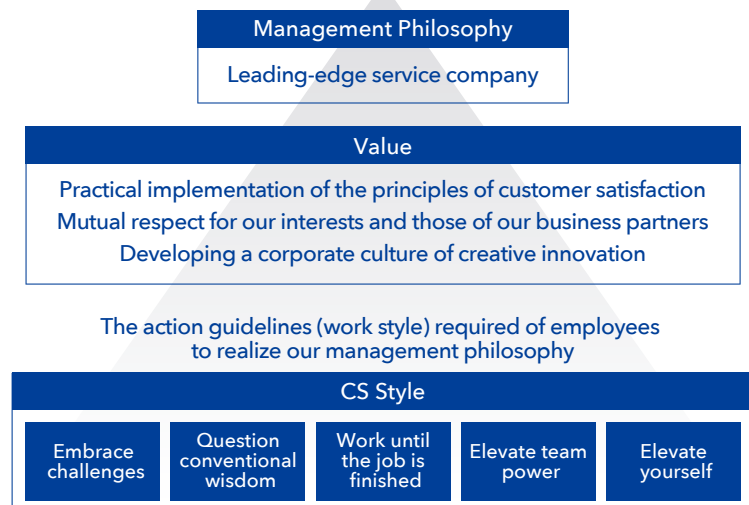
In the spring of 2021, Credit Saison opened "Camp," a freely usable space on the 53rd floor of Sunshine City, and renovated the breakroom on the 52nd floor. SCANDIA MOSS is an environmentally friendly, natural material that was born from the wilds of Scandinavia. Installing SCANDIA MOSS along part of the walls serves to purify the room of airborne ammonia, acetaldehyde, acetic acid, and other toxic substances, thereby helping to create an environmentally friendly space.

We will continue to use environmentally friendly products when designing office spaces in an ongoing effort to improve the environment.



CS Style

To ensure every employee embodies the uniqueness of Credit Saison, the Company formulated an employee conduct policy called "CS Style" that is shared by all employees. As a conduct policy that leads to the realization of the Company's "leading-edge service company" management philosophy, every employee works daily to put CS Style into practice.



Peer-to-peer bonus system (CS Style Chips)

Credit Saison is introducing a new version of its peer-to-peer bonus system that allows employees to send incentives to each other for the results and contributions of those jobs that are not easily recognized on a day-to-day basis. The giving of chips with words of gratitude and praise among employees for actions and initiatives aligned with CS Style is leading to the stimulation of communication that crosses between locations and departments, improvement of motivation, and promotion of CS Style practices.

Great that you successfully used Zoom to hold an online seminar for customers!
I was under the impression that "you can't succeed without visiting the customer," but I was able to make contact with many people at once, so it was a win-win situation without any effort on the customer's part!
I'd like to follow your example!
#Embrace challenges
#Question conventional wisdom

SWITCH SAISON in-house venture program

As of October 2021, we have held the SWITCH SAISON in-house venture program, which aims to rapidly transform our employees' ideas into part of the business, five times. Thus far, we have adopted several business proposals from among the nearly 900 total submissions. The program attracts employee ideas from across all age groups and offers support through a commercialization mentor program. At the same time, the program allows for flexible personnel changes for those who have made successful proposals.

Holding the SAISON CONFERENCE and Make New SAISON 2.0 events

We are advancing these efforts to raise employee motivation and foster a sense of unity among the Group. As part of Make New SAISON 2.0, an executive version of SWITCH SAISON, our executives propose new businesses. Moreover, we held the SAISON CONFERENCE, which aims to have the CEO and executives share our vision and strategies, to deepen the understanding of our current situation and management strategies, as well as to create a corporate culture that undertakes challenges without fearing failure.



Special feature

SWITCH SAISON in-house ventures

Launched for the purpose of fostering a corporate culture in which employees generate ideas and of creating new services that address the changes in society's needs and markets, SWITCH SAISON also connects to in-house education activities intended to achieve diversity, equity, and inclusion.

Proposals transformed into part of the business

SAISON KAZUYA YouTube Channel

Due in part to the difficulty of conducting face-to-face sales because of COVID-19, I realized that we could use YouTube to steadfastly convey and disseminate information 365 days a year, 24 hours a day without rest. I hope that this approach to YouTube-based sales activities eventually serves as an opportunity to foster a corporate culture that allows us to enjoy our work while undertaking challenges without becoming stuck in convention. I would be pleased if those of different age groups find this idea interesting, including customers coming to see us as a company that can undertake different challenges and those looking for work choosing us as a place to apply. Although this idea necessarily aims to contribute to higher profits through greater awareness, I also hope viewers see us as the most interesting credit card company in Japan.



Kazuya Ito
Digital Marketing
Dept.



School Visit: SAISON TEACHER

This project got its start as part of the first batch of SWITCH SAISON submissions. As of March 2021, approximately 4,000 students have attended 90 events. This project offers classes grounded in reality as its employee lecturers can apply knowledge acquired through actual work. The program has also begun offering online classes designed with an awareness of two-way communication.

Once the age of adulthood is lowered under a revision to Japan's Civil Code slated for April 2022, Japan might well see an increasing number of financial problems among younger age groups. We therefore hope that this program will provide younger people with accurate financial knowledge as a means of preventing these problems. We will pursue classes in a way that helps attendees become independent consumers with the ability to choose and use the appropriate payment method.



In-house awareness activities

Femtech seminar and exhibition

As a company with a high number of female employees and customers, and that has fostered a sense of safety and trust among women, I felt that offering products and services under the concept of Femtech, which aims to solve the health problems of women through technology, could connect to new customers and create comfortable working environments for employees. When we held in-house Femtech seminars and exhibitions, we were able to draw out many new revelations. Going forward, we will identify more needs and study their feasibility and aim to evolve this program into an activity that addresses the unique emotional and physical symptoms and demands of women, including the desire to feel at ease or to consult with specialists.



Tomoko Seki
Digital Marketing
Dept.



Initiatives for universal manners and manners toward LGBT

We encourage employees to take the Universal Manner Test*1 to learn the "mindset" and "actions" that enable them to act from the perspective of someone different from themselves, such as an elderly person or a person with a disability. We also participate in LGBT*2 manner training*3, where we learn about the concerns and anxieties of the LGBT community, and learn specific knowledge and ways of dealing with the community in order to provide support.

*1 The Universal Manners Test is organized by the Universal Manners Association of Japan, and is a certification test for systematically learning and acquiring the "mindset" and "actions" needed to deal with diverse people, including the elderly and people with disabilities.

*2 LGBT is a general term for sexual minorities and is an acronym for [L] lesbian (female homosexual), [G] gay (male homosexual), [B] bisexual, and [T] transgender (a person who lives or wants to live a gender different from the one assigned at birth).

*3 LGBT Manners Training" is sponsored by the Japan Universal Manners Association, and provides specific knowledge and ways to deal with the concerns and anxieties that the LGBT community tend to have, as well as points that can be taken into consideration and ways to provide casual support in the workplace and in services.



Credit Saison implements environmental efforts on an ongoing basis regarding regular operations within the Company, including the full-on promotion of paperless operations. We also pursue environmental conservation activities together with local communities through the management of Akagi Nature Park.

Paperless initiatives

Eliminating paper applications by promoting SAISON CARD Digital

Credit Saison is working to reduce paper consumption and CO₂ emissions by promoting the use of online card statements and applications.

Reducing paper consumption will help to lower CO₂ emissions, while digitalization is expected to reduce CO₂ emissions by 500 g per card statement envelope. Through the expansion of digitalization, we will continue to both improve customer convenience while promoting initiatives to manage environmental issues.

Moreover, we are promoting the digitalization of Saison Counters, as well as the transition to paperless procedures and labor-saving operations.

Contributing to society through the management of the Akagi Nature Park

Under the theme of “Coexistence of Humanity and Nature,” the Akagi Nature Park (Shibukawa City, Gunma Prefecture) provides an environment that aims to create a beautiful forest in which animals and plants can grow with vitality, and where visitors can feel the comforting presence of nature. The Park got its start in the 1980s under the leadership of Seiji Tsutsumi of the Seibu Saison Group, who undertook the 21st century challenge of creating a “harmonious coexistence between human activity and nature,” and developed the Park by replacing the vegetation in what was once a man-made forest. Credit Saison has managed the park since 2010 with the assistance of many individuals, companies, and organizations that have endorsed the Park’s goal of passing on a rich nature to the children who will support the future.

As a place of environmental education that conveys the wonder of nature, a cultural forest of uncompromising “beauty,” and a location of recreation and relaxation that allows one to feel the comforting presence of nature, the Park welcomes regular visitors and has developed various programs. One of the newer programs offered by the Park is “Parents and Children Exercise and Play Classrooms,” which allows participants to enjoy therapeutic walks in the forest while exercising their bodies. As a result of avoiding outings to prevent the spread of COVID-19, secondary health issues arising from factors such as a lack of exercise have become a recent problem. Forests, however, are relaxing and can strengthen the immune system, among other effects. Using its standing as a “Forest Therapy Site” for which these effects have been proven through physiological and psychological experiments, the Park has contributed to the greater health of those in the community.



Paperless operations using a document management application

Credit Saison is working to reduce paper consumption by promoting the digitalization of paper documents, particularly by using paperless faxes and document management applications. Along with improving operational efficiency by shortening the time spent searching for and filing documents, digitalization helps reduce document storage space and the volume of discarded documents, which contributes to reduced CO₂ emissions and other environmental impacts.

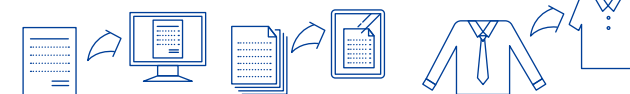


Ami Miyauchi
General Affairs Dept.

For example, the Credit Saison Finance Business Rent Guarantee Group introduced a document management application for customer rent guarantee service operations in September 2020 to transition some of the operational flow to paperless operations. One year after introduction, the Group has reduced paper consumption approximately 10% despite a roughly 180% increase in the number of applications compared with the previous year.

We will further promote the shift to paperless operations and continue efforts targeting environmental problems.

- Reduction of paper consumption through online statements (500 g of CO₂ reduction per envelope)
- Paperless board meetings by using tablet devices for meeting materials
- Active use of conference calls and video conferencing
- Reduction of electricity consumption by shutting down PCs when away from the desk or not in use
- Casual office attire (Cool Biz, Warm Biz)
Note: Adopted year-round from May 2018



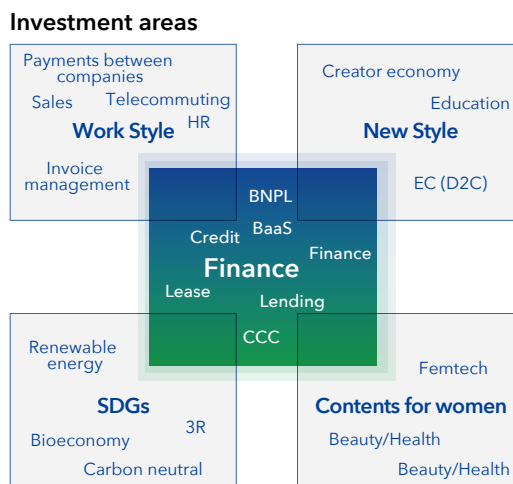


By leveraging our strengths to support the development of solutions that combine the technologies, ideas, and services of other companies, and to support start-up companies, Credit Saison is working to develop new services and business collaborations with various companies.

Investment-related approaches and activities

In response to social issues and changes in the environment, Credit Saison invests along the two axes of “solution development with a focus on finance” and “support for start-up companies undertaking the challenge of innovation.”

In 2012, we began participating in limited partnerships (LPs) for the purpose of collecting overseas information and launched collaborations with start-up companies in Japan. We have established a certain degree of presence by executing direct investments in companies that possess the potential for business synergy. In 2015, we began principal investments with the establishment of Saison Ventures Co., Ltd., which provides corporate venture capital (CVC) for companies in Japan.



Investing in Grace Group Inc. as a provider of egg freezing services

In October 2021, we invested in Grace Group, a company that provides egg freezing services for the purpose of tackling social issues, including promoting the advancement of women and addressing declining birthrates. We engaged in advertising activities intended to increase awareness of the Grace Group’s services and developed optimal financial products to actively support the careers and life plans of a diverse range of women. Going forward, we will go beyond investing in egg freezing services to tackle overall women’s healthcare as a means of expanding the Femtech market, which covers a wide range of fields that address each life stage.



Grace Bank

Making Wine&Wine Culture Co., Ltd., and the Wine and Spirits Culture Association, which administer the TANABE YUMI WINE SCHOOL and SAKURA Japan Women’s Wine Awards (SAKURA Awards), into fully owned subsidiaries

Q Please tell us about the background to this project.

This initiative has been ongoing for the past 30 years along the lines of wine, “Sommelier Training,” and “Wine Culture Promotion” as led by Yumi Tanabe, a leading wine expert and educator in Japan. The SAKURA Awards, which began in 2014, was the first to adopt an international wine judging committee to be led by women working in the wine industry. Having been involved for many years in promoting the advancement of women, this initiative echoed with us and led us to become more interested in helping to develop the initiative and make it part of our business. (Aikawa)



Toshihisa Aikawa
Wine&Wine Culture Co., Ltd. Director
Credit Saison Co., Ltd., Corporate Planning Dept.
Strategic M&A Office General Manager

Q What are you trying to achieve through this project?

Under the theme of “Women and Wine,” we are leveraging our network to utilize this initiative as a promotion and event activity for Saison Card members, and are considering offering wine schools, proposals that marry wine and food, and a SAKURA Awards wine party. With a target of women who enjoy both their work and private lives, we will rapidly deploy membership services under the theme of wine, for which there is a high demand among our customers, regarding the Saison Rose Gold American Express® Card that we began issuing in November 2020. (Aikawa)



Yumi Tanabe
Wine&Wine Culture Co., Ltd. Representative Director
Wine and Spirits Culture Association Chairperson
TANABE YUMI WINE SCHOOL President
SAKURA Awards Chairperson and Judging Committee Manager

Q Please discuss your vision in working together with Credit Saison.

By leveraging our more than 30 years of experience in the wine industry and working alongside Credit Saison with its nearly 36 million Saison Card members, we believe we can disseminate wine culture beyond where it stands today and help to expand consumption. We will convey the joy of wine to an even greater number of people through STOREE SAISON and the “Tento-mushi (ladybug)” card member magazine. (Tanabe)

Establishing CASM, Inc. together with CyberAgent, Inc., as a marketing company that leverages card payment data

In June 2021, we established CASM, Inc. together with CyberAgent, Inc., a leader in the digital marketing industry, as new companies that will provide marketing solutions leveraging card payment data. CyberAgent, Inc., also owns "AI Lab," an AI technology research-and-development organization.

AI Lab has been involved in the research of alternative data applications for the purpose of ascertaining real-time economic conditions at the refined granularity required for research into recommendation information optimization and for decision-making by companies and governments. AI technology enables comprehensive alternative data analysis, including high-precision payment data analysis, as well as insights into consumption behavior and customers.

This project aims to utilize our payment data more effectively, as well as to create new businesses and value.



Q Please tell us about the background to this project.

Credit card payment data allow users to rapidly ascertain consumption trends from the level of accuracy based on identity verification and the promptness of payments. Because the need to utilize these data as "alternative data" is expected to increase amid the major changes in purchasing behavior due to the new lifestyles resulting from the COVID-19 pandemic, we felt that we could transform these data into new value creation and businesses by combining them with the know-how in Internet advertising and marketing held by CyberAgent, Inc. This understanding led us to establish a joint venture with this partner. (Kawahara)

Q What are you trying to achieve through this project?

By combining Internet technology with card payment data, we can optimize and diversify recommendation information for card members in a way that makes them realize they want a specific product, for example, or provide marketing solutions for manufacturers and retailers that utilize payment data in a way that promotes changes in customer behavior and leads to increased sales. We will also attempt to create new businesses that combine the business fields and know-how of both companies. (Kawahara)

Q Please discuss the reasons you chose Credit Saison and how you feel about our corporate culture on a daily basis.

I felt that because Credit Saison holds the payment data for nearly 36 million people and is actively working to create new businesses that utilize and expand on such data it was a match for the AI knowledge and development technologies held by CyberAgent, Inc. Those involved in the project are steadily moving forward with confidence in the potential held by data and are strongly bolstered by Credit Saison's stance of constantly challenging new fields. (Shimoda)



Kazutomo Kawahara
Credit Saison Co., Ltd.
Executive Officer
Digital Innovation
Division and Digital
Marketing Dept.
General Manager

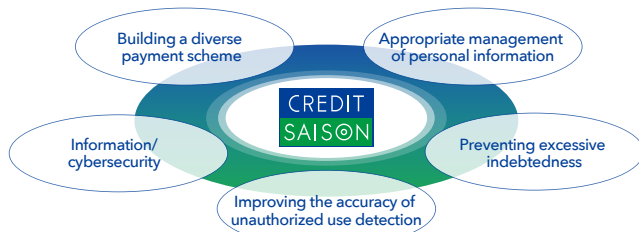


Mitsuru Shimoda
CASM.inc
Representative Director



Contributing to regional economic development and problem solving in Japan and overseas through financial services while creating a convenient and plentiful society.

Achieving a Safe, Secure, and Convenient Cashless Society



Visit our website for details.
<https://corporate.saisoncard.co.jp/en/sustainability>

Partnership agreements with local governments

Credit Saison concluded a partnership agreement on disaster prevention and education with Yokohama City and set up the Bosai Café to educate people about how to prevent and mitigate disasters. As part of this program, we make donations to Yokohama City's disaster awareness program and to hold disaster prevention workshops. We also signed a partnership agreement on health promotion with Fukushima Prefecture and in addition to supporting activities that promote people's health, we also make donations to the prefecture's animal welfare center.



Yokohama City disaster prevention and mitigation workshop



Donating to the Fukushima Prefecture Animal Welfare Center

Also, we have also signed a comprehensive agreement on cooperation with Kanagawa Prefecture and are working together to revitalize the local community and solve social issues using Eikyufumetsu Points.

Note: Donations can be made to any of these programs with Eikyufumetsu Points.

Note: All photos are for representation purposes only.

Providing financial services in Asia

In the rapidly growing Asian region, Credit Saison is developing retail financial businesses tailored to each country and aiming to realize financial inclusion for their emerging middle classes. To contribute to the expansion of the finance business and the development of the regional economy, we are promoting the foundation of medium- to long-term overseas strategies and business development along two axes: business alliances with strategic partners in each country and investment in and the financing of promising companies.

- In Vietnam, in addition to launching a new credit card business, by developing the individual installment business for motorcycles and home appliances
- In Indonesia, by developing the digital lending business
- In Thailand, by providing BtoB financial services
- In India, by developing the digital lending business

Underserved segment that is unable to receive sufficient financial services from banks, etc.

Providing financial products and financial solutions in collaboration with local companies

Achieving financial inclusion and contributing to the economic development of the countries in which Credit Saison operates

Akagi Nature Park initiatives with special-needs schools

Under the management philosophy of "Preserving a Lush Forest for the Children of the Future," the Akagi Nature Park engages in activities that contribute to the community in a way that creates a sustainable society together with local companies and schools.

In 2021, the Park began selling products made by students at the Gunma Prefectural Shibukawa Special-needs School as part of their occupational training program. Experiencing how the products they make are sold and delivered to customers helps the students to learn more broadly about society's systems. This initiative thereby aims to help students imagine themselves working and to fill in gaps wherever possible between school and work to ensure the students become human resources who can excel in the future. In addition, by acknowledging human resources in a diverse range of situations and with different values, we discover hints to improve the comfort of all Park visitors and to incorporate the concept of diversity into the Park.





In working to realize a sustainable society that is even more convenient and prosperous than it is today, we will go beyond simply using our assets, and merge these with the technologies, ideas, and services of our stakeholders as we drive forward initiatives to resolve problems.

■ Launching the “YoriSoi Care” hospital discharge support service as a joint project with MedPeer, Inc., in the field of home healthcare

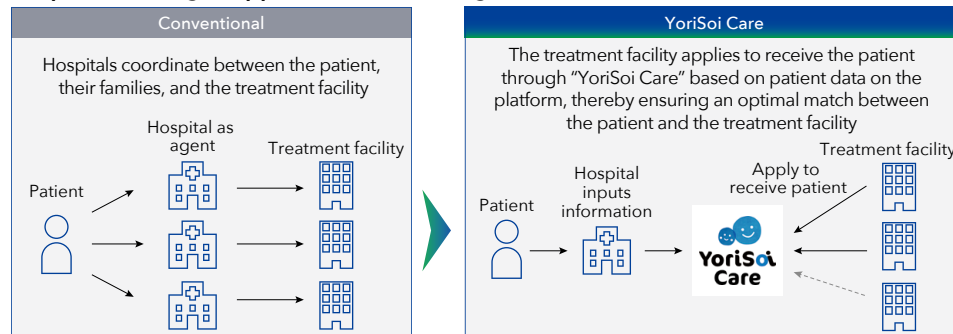


With its aging society, Japan is faced with the urgent challenge of enabling the elderly to receive the medical and nursing care services they require in the communities in which they have always lived, while maintaining a lifestyle that stays true to themselves. Home healthcare and nursing care, however, rely on collaboration between many related organizations, including hospitals and nursing care facilities.

In cooperation with MedPeer, which operates the “Primary Care Platform” as a link between medical institutions and patients, we launched the “YoriSoi Care” hospital discharge support service as a joint business venture in the home healthcare field. This project leveraged the platform building know-how MedPeer possesses as part of its healthcare business together with our know-how and networks in the Finance Business. Along with improving the efficiency of hospital discharge coordination operations, this effort aims to create a “Hospital Discharge Support Platform” that expands options for patients and allows them to easily find a treatment facility that meets their needs.

Through this business, we will provide new value in home healthcare and will work to expand services in the healthcare business and solutions in the BtoB area.

Conventional hospital discharge coordination operations (left) and “YoriSoi Care” hospital discharge support service flow (right)



■ “KASSAI” fundraising service



To create “the future of finance,” in 2020 we executed a capital participation in Fintertech Co., Ltd., a subsidiary of Daiwa Securities Group. This move is intended to develop and provide “next-generation financial services,” such as cryptocurrency-backed loans and loan-type crowdfunding.

Due to the significant impact of COVID-19, the continued existence of the travel, sports, restaurant, music, theater, and many other industries has been threatened. There is nothing more unfortunate than losing an entire industry or organization even though there are those who want it to continue and want to support it, feeling that they must not lose something so important to themselves. To improve the sustainability of these industries in whatever way we can, we believe systems are needed to deliver the thoughts of their supporters in a concrete form so that they can be made a reality, which is why we manage the “KASSAI” fundraising service. “Gold Ribbon Walking,” an activity supported by Aflac Life Insurance Japan Ltd. that seeks to improve recovery rates among and promote an understanding of children battling childhood cancer, and the Kansai Philharmonic Orchestra, which canceled or reduced the scale of many of its performances, are two examples that have used this service.



■ Support for sporting and cultural activities

With the desire to continue to grow alongside Japan’s national soccer team, we have been a supporting company to the team since 2001 and through a sponsorship agreement with the Asian Football Confederation (AFC) have supported the soccer community in Asia since 2014. We are also committed to supporting the dreams of children by providing valuable opportunities that fall outside the realm of normal daily activities, including as part of our “High Touch Kids” program, which is held under our philosophy of having children visit sports stadiums to see Japan’s representatives strive toward victory in person.

Credit Saison has also been a sponsor of performances in Japan by José Carreras of Spain, one of the members of the world-renowned The Three Tenors, since 1999. We support José Carreras’ activities in a variety of ways, including through the donation of funds obtained from commemorative goods prepared for his annual recitals to the International José Carreras Leukaemia Foundation, which was founded after his successful battle with leukemia.



Incorporation of External Opinions and Knowledge to Improve Governance

Creating a Future



Naoki Togashi

Outside Director (Independent)
Director, NAGAHORI CORPORATION
Trustee, Japan Association of
Corporate Executives

Nana Otsuki

Outside Director (Independent)
Expert Director, Monex, Inc.
Professor, Nagoya University of Commerce and
Business Graduate School
Trustee, Nishogakusha University
Audit & Supervisory Board Member, Tokio Marine
Holdings, Inc.
Outside Director, Mochida Pharmaceutical Co., Ltd.

Hitoshi Yokokura

Outside Director (Independent)
Partner, Waseda Legal Commons, LPC
Auditor, Minori Audit Corporation
Outside Audit & Supervisory Board
Member, ITO EN, LTD.

Outside Director Roundtable Discussion

We will deepen discussions at Board of Directors' meetings with the aim of "transforming ourselves into a comprehensive life service corporate group" while utilizing external knowledge and perspectives.

Q In 2021, Credit Saison set forth a new management strategy for "transforming into a comprehensive life service corporate group." What must the Company do to achieve this goal, and how do you approach the executive side as an outside director?

Togashi: As for the Company's goal of "transforming ourselves into a comprehensive life service corporate group," I see this as a grand experiment that no other credit card company, or even more specifically, no Japanese business company, has ever attempted before. There are few successful examples of financial groups entering the non-financial arena. Against this backdrop, Credit Saison, as a so-called independent credit card company, is entering non-financial fields as a core business, which is extremely challenging because this is not simply a matter of starting a physical or online retail distribution business. This move reflects the fact that we have reached a major turning point in this era, so the realization of this ambitious objective cannot be seen as an extension of the past. It will be important for the Company to ensure that the various steps it takes reflect the world it is truly aiming for. I find examining the individual proposals toward reaching this goal to be motivating. In this sense, my role is to foster a deeper discussion about the perspective from which we should move forward. I always try to think deeply about various future-oriented businesses with an eye to going beyond simply "breaking out of the industry mold" to "create something unimaginable."

Yokokura: Materials detailing specific agenda items at recent Board of Directors' meetings provide a conceptual outline for the Company's goal of "transforming into a comprehensive life service corporate group," while each agenda item has been designed with an awareness of

how it relates to this goal. As I mentioned in the Integrated Report 2020, I still feel that the ultimate role of outside directors, who are in a position to supervise business execution, is to step on the final emergency brake. In addition, I think it is important to focus on the Company's policy-making process from the perspective of supporting appropriate risk-taking and to deepen discussions by constantly checking, for example, on the consistency of decision-making as it is positioned within this overarching strategy and how it stands in relation to the strategic goal. It is difficult for part-time outside directors to gain a thorough knowledge of the finer points of a company. As an unbiased and detached outside director, however, I try to deepen discussions with the executive side by using my expertise, such as my way of thinking as a lawyer and my perspective as an accountant.

Otsuki: For a company that has so far operated in a stable manner to endeavor to "transform itself" is



easier said than done. In addition, with the business environment drastically changing, not only Credit Saison but also its competitors are broadening various initiatives to further expand their operations. Accordingly, I think "speed," "boldness," and "communication" will be especially important for the Company going forward. Although "speed" is of course important, "boldness" is needed for making decisions without being too risk-averse, though this requires enhanced follow-up and monitoring to detect and correct any mistakes as soon as possible. As for "communication," I think it is necessary to enhance the disclosure of not only financial but also non-financial information, such as environmental initiatives, and to disseminate such information both internally and externally.

Togashi: Regarding financial information, the matters of each business unit discussed mainly at the Board of Directors meetings are only one aspect of the overall picture. Yet, the Company's corporate value is formed by accumulating such data, so I think one of our roles is to speak out about how each business unit is currently positioned from the overall perspective of financial strength, capital strength, and corporate value.

Otsuki: I completely agree. It is important for all companies, not just Credit Saison, to try new things that have never been done before. In this context, decisions are made by examining the business activities and risks of individual departments from an overall perspective. We as outside directors play a critical role in helping to maintain this sense of balance.



How do you think the Board of Directors should evolve?

Otsuki: The role of directors, whether internal or external, is to supervise the executive side, and this will not change even as the Board of Directors evolves. On the other hand, I feel that as the direction of the Company changes, directors and outside directors will in turn be required to add more value. Some studies have shown that Japanese companies, in particular, tend to demand that their outside directors have more advisory functions than American companies do. I feel that there are needs and expectations for such advisory functions for outside directors at Credit Saison as well.

Togashi: In the case of American companies, for example, when an IT committee is established, half of the members are outside directors with IT experience, or if the firm is a financial institution, they have IT experience in a financial institution. The Nomination & Remuneration Committee also includes experts, such as individuals with experience in HR and those who have been involved in HR matters. The mission of outside directors is to supervise corporate management, but with the increasing need for specialized business discussions, they are expected to provide third-party opinions based on the knowledge and experience they have acquired in their careers, even when this experience is in a different field, while a deep understanding of the business is becoming essential. I therefore feel that we are in an age when it is difficult to serve as an outside director unless you have expertise connected to that business. Accordingly, we as outside directors need to become more sophisticated to help the Board of Directors evolve. In addition, even though our function is to supervise and monitor, we make decisions on equity and investment

proposals that come before the Board of Directors, so I believe that we have moved beyond supervision to performing a risk-taking role.

Yokokura: The composition of Credit Saison's outside directors shows that we are not a homogeneous group of people, and thus we all have perspectives that are completely different from one another. I think the Board of Directors functions well in that the three of us each ask questions from different angles and delve deeper into discussions.

Togashi: The skills matrix of outside directors shows real differences.

Yokokura: I think the characteristics of Board members are a result of the Company's earnest approach to corporate governance.

Togashi: Yes indeed. On the other hand, when I think about the issues facing the Board of Directors today, one



thing that must be addressed is the need to strengthen the administration of the financial management system to include more crisis scenarios, given the fact that the number of investment and equity proposals is increasing in Japan and overseas. Funding is necessary to open up new frontiers, but it is not inexhaustible. How much corporate value is being generated with current capital? What is the debt ratio? How much procurement capacity is available? These financial considerations have an important role to play, and while a crisis management system is currently in place, it needs to be deepened to promote management based on various scenarios. It is also important to more urgently and immediately inform management and the Board of Directors of issues that arrive when pursuing investment and equity activities in order to contain them. Furthermore, looking beyond the successes of large investment or equity proposals, it is important to be able to not only make quantitative judgments such as good revenue and financial position but also to fully consider and evaluate qualitative aspects—both defensively and offensively (including risks)—such as the qualifications of the management personnel of the acquired company, their commitment to the business, the relationship of trust between the management and mid-level employees, and the corporate culture.

Otsuki: I mentioned earlier that Credit Saison's three challenges are "speed," "boldness," and "communication." For "communication," I think that effectively conveying to the capital markets what the Company is already doing, both financially and non-financially, will positively impact financial strength and the Company's ability to raise funds, which are a limited resource as Mr. Togashi mentioned. As for changes in the governance structure, the Company newly established in August 2021 the Sustainability Promotion Committee,



on which I serve as a member. I have been amazed at the extremely high level of awareness among its members since the very first meeting. Beyond simply holding meetings, the committee has been active in sharing what they have learned about sustainability on a daily basis. Each member is taking a leadership role while making sustainability a personal matter, and I'm very much looking forward to seeing how these members with an extremely high level of awareness will get the entire company involved.

Yokokura: Looking at the further evolution of the Board of Directors, Board meetings should discuss not only individual agenda items but also major policies and ideas such as how to steer the entire company and address risks when they arise. We need to discuss opportunities and risks from a micro perspective to transform Credit Saison into a "comprehensive life service corporate group." In addition, however, it would be good if the Board of Directors could delve deeper into the overall vision for the Company from a macro perspective that is

not limited to specific proposals. Directors in charge have a direct stake in each specific agenda item, but there needs to be a forum for discussing what the Company as a whole should be like, separate from the businesses each director represents.

Togashi: Executive officer meeting materials provide an avenue for better understanding of the pros/cons and opinions expressed prior to Board meetings. I think this has enabled the Board to operate more effectively and efficiently than before. As Mr. Yokokura mentioned, though, it would be good to have an off-site meeting where major themes can be decided.

Otsuki: Materials from the executive board meetings are certainly shared, making it easier to keep track of internal discussions. Still, there is room to improve the efficiency of the Board of Directors by devising ways to discuss all the items on the agenda.



In closing, what message do you have for stakeholders?

Togashi: Many people, including investors, probably still think of Credit Saison as a credit card company. A look at the actual business shows that the finance business is growing and, in turn, Credit Saison has expanded beyond being a credit card firm. And now, for the first time in the industry, the Company is working on “transforming into a comprehensive life service corporate group.” I’m sure some people view this challenging “transformation” as a cause for concern. In a time of drastic change, however, it looks to me that Credit Saison is taking the initiative with an eye to 5-10 years down the road. Looking back, the Seibu Group leveraged its credit card business to transform its installment payment subsidiary into a credit card company, which has subsequently expanded its financial business and is now poised to enter the non-financial field

in a unique manner. I view this as the evolution of Credit Saison, and looking back five years from now, this will likely be seen as “revolutionary.” To this end, we as outside directors will do our utmost to work together with executive management, and I hope that all stakeholders have high expectations for the future growth of the Company.

Otsuki: As Mr. Togashi said, we are now doing our best to achieve dynamic growth that is unprecedented. As of today, most of what we can share with you, including capital markets, is about past efforts. Going forward, however, the Company will provide a vision that is a clean break from the past. Credit Saison will continue to make every effort to communicate with stakeholders to ensure that they understand this point. In addition, the Company is taking on the challenge of various new initiatives led by young employees. We will continue to discuss such initiatives from the perspective of outside directors as we pursue these initiatives together. Many of these initiatives are new to us though, so we are bound to make some mistakes. However, we are “not afraid of failure” and see that “small mistakes are common,” so we hope you will understand this as well.

Yokokura: As I mentioned last year, history has proven that it is not those who are strongest at the time but those who can adapt to change that survive. This is true of the dinosaurs that died out while mammals endured. Credit Saison is now taking on the challenge of maintaining its position while continuing to grow as a “comprehensive life service corporate group.” At Board meetings, discussions are held with a firm focus on the Company’s goals, and there is always an attempt to further promote and deepen these discussions, which I view as a healthy and earnest approach to “adapting to change.” I hope that all our stakeholders will continue to keep a close eye on this healthy growth.



Our basic view on corporate governance

To realize our basic management policy of obtaining the understanding and consent of our shareholders by continuously improving corporate value over time and creating innovative services, the Credit Saison Group is implementing a variety of initiatives to improve and strengthen our corporate governance in recognition of the enormous importance of bolstering management supervisory functions to attain business objectives and enhance management transparency.

► For details, please see our Corporate Governance Report.

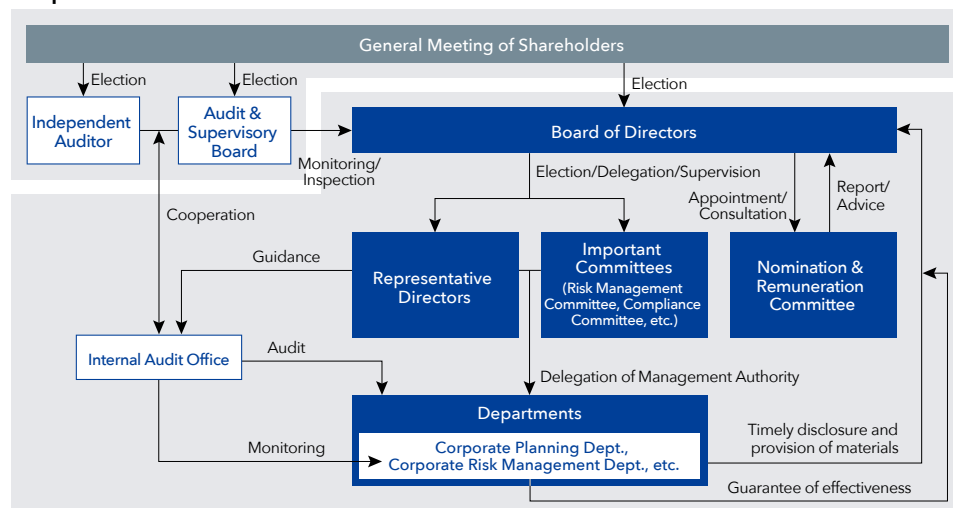
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Matters concerning composition of governing bodies and organization management

Governance System	Company with Audit & Supervisory Board Members
Number of directors stipulated by the Articles	25
Term of office for directors stipulated by the Articles	1 year
Chairman of the Board of Directors	President
Number of directors (of which are outside Directors)	9 (3)
Outside directors on the Board	Appointed
Of outside directors, the number who are "independent directors"	3
Number of Audit & Supervisory Board members stipulated by the Articles	5
Number of Audit & Supervisory Board members (of which are outside Audit & Supervisory Board members)	4 (3)
Number of outside Audit & Supervisory Board members who are "independent directors"	3

Corporate Governance Structure



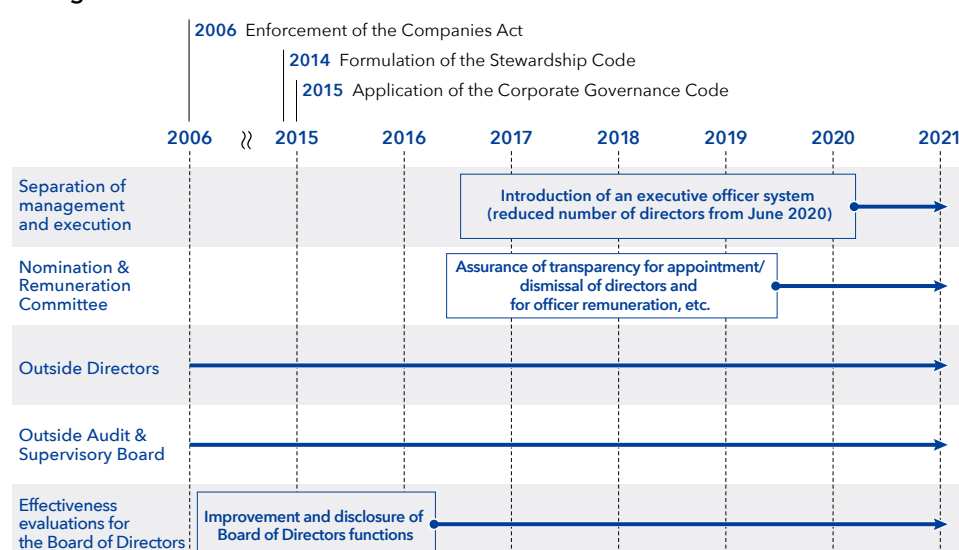
Management/executive system

Credit Saison (the Company) has adopted the Audit & Supervisory Board (ASB) model, with ASB members, for its corporate governance system. To ensure that we retain the confidence of our shareholders and other investors, we strive to improve and strengthen corporate governance by nominating outside directors and outside ASB members. The Board of Directors and Nomination & Remuneration Committee receive advice and recommendations from outside directors to ensure the appropriateness of business decision-making. This enables directors, who are well versed in business matters, to maintain and improve management efficiency.

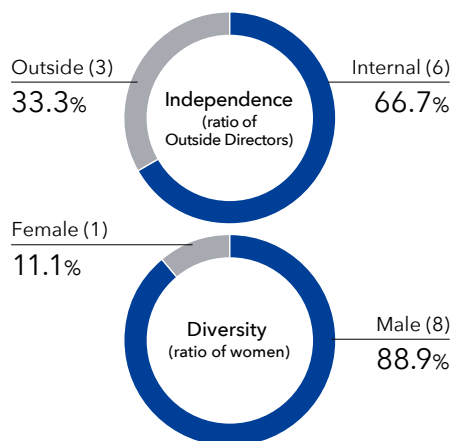
In addition, the ASB is strengthening its management oversight function by coordinating with directors, executive officers, and others from the Internal Audit Office and the unit responsible for supervision of internal controls.

Since March 2020, we have reviewed the director composition of our Board of Directors and introduced our executive officer system, in order to strengthen our corporate governance system through separation between operational execution and management supervision. With these changes, we aim to exercise more appropriate management supervision functions while developing an efficient business execution system.

Changes in the Governance Structure



■ Composition of the Directors



■ Nomination & Remuneration Committee

As an advisory body to the Board of Directors, the Nomination & Remuneration Committee has five members, the majority of whom are outside directors. The Committee is chaired by the Company's Representative Chairman and CEO, and its members are appointed by resolution of the Board of Directors. The Committee consults with the Board of Directors about matters related to the appointment and dismissal of directors and the formulation of remuneration policies for directors, deliberates them, and submits reports about such matters to the Board of Directors.

■ The effectiveness of the Board of Directors

Implementation Summary	With the goal of improving the effectiveness of the Board of Directors, the Company implements a self-evaluation-based annual assessment and analysis for all directors and Audit & Supervisory Board members (including retirees before the expiration of their term of office) elected in the previous year. A questionnaire is given to each director and Audit & Supervisory Board member covering the following items, with the Board of Directors conducting discussions based on feedback from the results.
Assessment Items	(1) Composition of the Board of Directors (2) Management of the Board of Directors (3) Roles and Responsibilities of the Board of Directors
Summary of Assessment Results	We have confirmed that the Board of Directors is operating at a generally proper level and that the effectiveness of the Board of Directors as a whole has been secured. With the introduction of the executive officer system in March 2020, the composition of the Board of Directors has become appropriate. Furthermore, the establishment of the Committee of Executive Officers to deliberate and report on progress of important matters related to general management and matters to be resolved by the Board of Directors in advance has created an environment for deeper discussion. As a result, the Committee of Executive Officers has had the effect of encouraging intensive reporting on the progress of important issues related to business execution and the exchange of diverse opinions and clarification of deliberations through preliminary discussion on matters to be resolved by the Board of Directors. Based on the recognition of issues to further revitalize discussions at Board of Directors meetings aimed at enhancing corporate value, the Company will continue to improve operations to further improve the effectiveness of the Board of Directors.

■ Status of compliance with the Corporate Governance Code

The Credit Saison Group follows all the principles stipulated in the Tokyo Stock Exchange's Corporate Governance Code with the exception of the following:

■ Supplementary Principles 4.1 (3) Roles and Responsibilities of the Board (1)

The business environment in which the Company operates has been significantly affected by advancements in digital technologies, including FinTech, and given the expansion in businesses requiring fresh perspectives, including the establishment of overseas operations, it might not always be appropriate to establish set standards based on one-time discussions for the knowledge, experience, and ability required for the Chief Executive Officer (CEO). The Company at present has not formulated specific succession plans for the CEO or conducted oversight regarding such at the Board of Directors. The Credit Saison Group intends to review how the Board of Directors can effectively oversee succession plans, including through discussions by the Nomination & Remuneration Committee over succession plan guidelines in line with the Company's medium- to long-term strategies.

■ Supplementary Principle 4.3 (2) Roles and Responsibilities of the Board (3)

The business environment in which the Company operates has been significantly affected by advancements in digital technologies, including FinTech, and given the expansion in businesses requiring fresh perspectives, including the establishment of overseas operations, it might not always be appropriate to establish set standards based on one-time discussions for the knowledge, experience, and ability required by the Chief Executive Officer (CEO). The Company at present has not established special procedures or evaluation criteria for appointing its CEO. The Credit Saison Group intends to review procedures for properly appointing qualified CEOs, including through discussions by the Nomination & Remuneration Committee over succession plan guidelines in line with the Company's medium- to long-term strategies.

■ Supplementary Principle 4.3 (3) Roles and Responsibilities of the Board (3)

The Company at this time has not established special procedures or evaluation criteria for the dismissal of the CEO. However, if a CEO, etc., causes significant damage to the Group, or violates laws, regulations, or the Articles of Incorporation in a manner that merits dismissal, the Board of Directors with the participation of outside directors will deliberate the matter thoroughly before moving to dismiss.

■ Principle 4.11 Preconditions for Board and Audit & Supervisory Board Effectiveness

In a rapidly changing business environment, the Credit Saison Group believes it is important to improve the value-creation function of the Company by ensuring that the Board of Directors is well balanced in terms of experience, knowledge, and special abilities, and not just in terms of gender or nationality. We have appointed directors with a sufficient level of diversity that are able to effectively respond to business format changes while leveraging our strengths in line with our medium- to long-term strategies. At present, the structure of the Board of Directors does not sufficiently take gender and nationality into account. With the Company's medium- to long-term strategies in mind, we strive to appoint a diverse range of directors, including consideration of gender and nationality. The Company's independent outside directors are appointed based on the need for human resources with the knowledge necessary to effectively contribute to sustainable growth and the enhancement of corporate value over the medium to long term, including in financial matters such as capital efficiency. Our Audit & Supervisory Board members are appointed based on their experience, abilities, and knowledge in finance, accounting, and legal affairs.

■ About Director Remuneration

■ About Director Remuneration

As the Credit Saison policy for determining the amount for director remuneration, etc., and the calculation method thereof, at its meeting on February 25, 2021, the Board of Directors deliberated the policy for determining the content of Individual Directors' Compensation following consultation and a report by the Nomination & Remuneration Committee regarding the details to be deliberated in advance. This policy is intended to ensure that remuneration sufficiently functions as an incentive for Directors to sustainably improve corporate value and to build a remuneration structure that is linked to shareholder profits.

As the basic policy for determining the content of remuneration for Individual Directors' Compensation, the Company considers the balance between the level of remuneration at other companies and industries of similar size with employee salaries, regarding the director remuneration structure and individual remuneration, and has set a level of remuneration for Directors in accordance with their position and existence of representative rights, etc. The remuneration for inside Directors consists of basic remuneration, performance-based remuneration (bonus), and Restricted Stock Compensation. The remuneration for outside Directors consists of basic remuneration only.

The basic remuneration is a fixed monthly remuneration, and the annual remuneration level by position is set and the amount is calculated after taking into account the existence of representative rights, etc. The performance-based remuneration (bonus) is calculated by multiplying the amount of the basic bonus by position, etc., taking into account the retention rate, etc., by the performance-based coefficient for quantitative indicators (based on a 50:50 weighting of the growth rate of quantitative performance indicators and the achievement rate of plans, respectively, and comprehensively taking into account the occurrence of large-scale disasters, pandemics, etc.) and the performance-based coefficient for qualitative evaluation, and will be paid at a certain time each year. The performance indicators for the performance-based remuneration (bonus) are the growth rate of non-consolidated ordinary income (excluding one-time factors, etc.) and the achievement rate of plans to enhance corporate value. In addition, the Company uses as qualitative performance indicators the results of evaluation of each Director by all Directors, including such Director, regarding each director's contribution to the Company's performance and enhancement in corporate value.

In calculating the planned amount of performance-based remuneration (bonus) for FY2020, the impact of the COVID-19 pandemic will be taken into consideration, where the performance-based coefficient for quantitative indicators is expected to be 80% and the performance-based coefficient for qualitative indicators is expected to range from 80% to 120% for each Director.

Non-monetary remuneration shall be paid at a certain time each year as Restricted Stock Compensation, with the annual remuneration level set by position and the amount calculated by taking into consideration such factors as the existence of representative rights. The following conditions have been set for the Restricted Stock Compensation.

- (1) Eligible Directors shall not transfer, create a security interest on, or otherwise dispose of (hereinafter referred to as "Transfer Restriction") the restricted stock that is allotted as such compensation (hereinafter referred to as "Allotted Shares") during the period from the day when the Eligible Directors are allotted the Allotted Shares up to the day when such Eligible Directors retire or leave any of their position as Director or any other position specified by the Board of Directors (hereinafter referred to as the "Transfer Restriction Period").
- (2) In the event that the Eligible Directors retire or leave any of the positions of (1) above prior to the expiration of the period specified separately by the Company's Board of Directors (hereinafter referred to as the "Period of Service"), excluding in the case of reasons acknowledged as justifiable by the Board of Directors, the Company shall acquire the Allotted Shares rightfully without contribution.
- (3) The Company shall lift the Transfer Restriction on all of the Allotted Shares at the expiration of the Transfer Restriction Period, on the condition that the Eligible Directors have continuously served as Director and in any other position specified by the Company's Board of Directors during the Period of Service. However, in the event that the Eligible Directors retire or leave any of the positions specified in (1) above prior to the expiration of the Period of Service, for the reasons stipulated in (2) above that are acknowledged as justifiable by the Company's Board of Directors, the number of Allotted Shares for which the Transfer Restriction is to be lifted and the timing of lifting the Transfer Restriction shall be reasonably adjusted as necessary.
- (4) Pursuant to the stipulation in (3) above, at the time of expiration of the Transfer Restriction Period, the Company will acquire the Allotted Shares for which the Transfer Restriction has not been lifted, rightfully without contribution.
- (5) Notwithstanding the stipulation in (1) above, in the case where an agreement of a merger with the Company as the disappearing company, share exchange agreement, or share transfer plan through which the Company becomes a wholly-owned subsidiary, or a matter concerning other organizational restructuring, etc., is approved at the Company's General Meeting of Shareholders (or at the Company's Board of Directors meeting in the case where approval of the General Meeting of Shareholders is not required for the said organizational restructuring, etc.) during the Transfer Restriction Period, the Transfer Restriction will be lifted by the resolution of the Company's Board of Directors prior to the effective date of the said organizational restructuring, etc., with regard to the number of the Allotted Shares reasonably set forth in light of the period from the start date of the Transfer Restriction Period to the approval date of the said organizational restructuring, etc.
- (6) In the case prescribed in (5) above, pursuant to the stipulation in (5) above, at the time immediately after the lifting of the Transfer Restriction, the Company will acquire the Allotted Shares for which the Transfer Restriction has not been lifted, rightfully without contribution.

The Nomination & Remuneration Committee considers the ratio of remuneration by type based on the remuneration levels in other companies and industries of similar size to the Company. The approximate ratio of each type of remuneration is as follows: basic remuneration/performance-based remuneration (bonus)/non-monetary remuneration (Restricted Stock Compensation) = 7:2:1.

Credit Saison resolved to establish a Nomination & Remuneration Committee as a voluntary advisory committee at the Board of Directors meeting held on June 7, 2019. Regarding director remuneration, this committee will report on the following matters based on the submission by the Board of Directors.

- Formulation of the remuneration policy and the individual remuneration package of directors
- Other matters which the Board of Directors has discussed with the Nomination & Remuneration Committee
- Formulation, amendment, or abolition of basic policies that are necessary for deliberation of the matters stated above
- Other matters deemed necessary by the committee

The decision authority of the amount of remuneration for each individual Director may be delegated to the Chairman of the Board of Directors based on a resolution of the Board of Directors, and the scope of such authority is the amount of basic remuneration for each Director, the allocation of evaluation of performance-based remuneration (bonus) for each Director, and the allocation of monetary remuneration receivables for the acquisition of restricted stock. As a measure to ensure that such authority is properly exercised by the Chairman of the Board of Directors, the Nomination & Remuneration Committee formulates the criteria for the remuneration to be received by Directors, and the Chairman of the Board of Directors makes decisions based on such criteria and in accordance with the scope delegated by the Board of Directors.

In regard to the total amount of Director remuneration, at the 57th Ordinary General Meeting of Shareholders held on June 23, 2007, it was resolved that the annual amount of remuneration for Directors should be within ¥750 million per year (which includes the amount for Outside Directors of up to ¥50 million per year) and the annual amount of remuneration for Audit & Supervisory Board members should be within ¥150 million (Provided, however, that it does not include the amount of employee salary portion for Directors who concurrently serve as an employee.).

In addition, at the 70th Ordinary General Meeting of Shareholders held on June 18, 2020, it was approved that grant monetary remuneration receivables, which shall be up to ¥150 million per year to the Directors excluding outside Directors as the property to be contributed in-kind, within the scope of the above monetary remuneration limit for Directors, and the total number of the Company's common stock to be issued or disposed of by paying all of the monetary remuneration receivables granted as contribution in kind shall not exceed 250,000 shares per year (in the event of unavoidable grounds that require adjustment of the total number of shares to be issued or disposed of as the restricted stock, such total number of shares may be adjusted within a reasonable range). The remuneration for Audit & Supervisory

Board members is fixed remuneration only, and the amount of remuneration for each Audit & Supervisory Board member is determined by discussion of the Audit & Supervisory Board within the total amount resolved at the General Meeting of Shareholders.

The total amount of remuneration for FY2020 for different classifications of directors and ASB members, along with subtotals for different types of remuneration, is shown below.

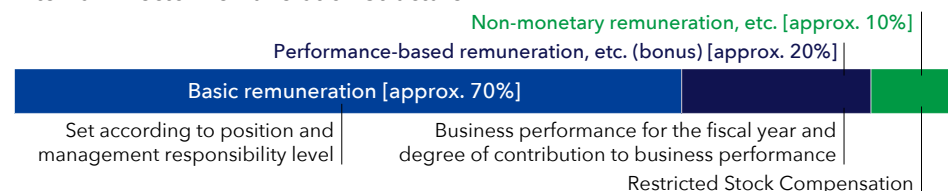
Classification	Total remuneration (Millions of yen)	Total amount of remuneration by type (Millions of yen)			Number of people
		Basic remuneration	Performance-based remuneration, etc.	Non-monetary remuneration, etc.	
Directors (excluding outside directors)	347	257	68	22	12
ASB members (excluding outside ASB members)	16	16	–	–	1
Outside directors	24	24	–	–	4
Outside ASB members	36	36	–	–	3

- Notes: 1. The total amount of remuneration paid to directors does not include employee salaries in the case of employees who serve concurrently as executive directors.
 2. Number of people as described above includes eight retired Directors, including one outside Director.
 3. Performance-based remuneration represents the planned amount of performance-based remuneration (bonus) to be paid for the current fiscal year.
 4. The content of non-monetary remuneration is the Company's common stock, and the conditions, etc., at the time of allotment are as described in (1) - (4) on page 58.
 5. As of the end of FY2020, there were eight Directors and four Audit & Supervisory Board members.

■ Name, classification, total remuneration (consolidated), and total amount of remuneration (consolidated) by type of each director, outside director, and ASB member

We omitted listing individuals as there were no directors, outside directors, or ASB members whose total remuneration exceeded ¥100 million.

Internal Director Remuneration Structure



■ Strengthening the compliance and risk management systems

To keep improving our corporate value, we identify the enhancement of corporate governance as a key management initiative. To this end, we are improving our internal control systems, strengthening our risk management framework, and fully adhering to compliance requirements.

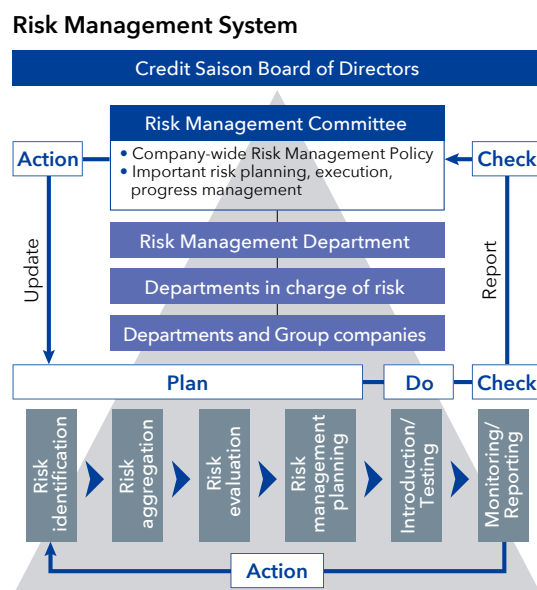
In establishing internal control systems, the Board of Directors decides on basic policies for such, with the aim of building systems that ensure appropriate and efficient operations mainly in the Corporate Planning Department, the unit responsible for overseeing internal controls. As for internal controls on financial reports, the Corporate Risk Management Department leads the way in promoting the proper functioning of internal controls in the Company and at our consolidated Group companies, while the Internal Audit Office carries out independent monitoring.

Regarding risk management, the Risk Management Committee and Corporate Risk Management Department lead the way in preventing risks from materializing and in working to minimize the effects on the Company when they do arise. Accordingly, we strive to maintain our risk management framework by holding regular internal training sessions for employees in accordance with “risk management rules,” “rules concerning loss risk management,” and “crisis management rules.” With respect to various issues within the Group and matters of control that pose serious risks, the Group Strategy Office of the Corporate Planning Dept. leads the way in monitoring business execution at Group companies and sharing information with the management departments of Group companies.

As for our compliance system, we have established a Compliance Committee to ensure legal compliance, fairness, and ethical standards in our corporate activities. In addition to assigning compliance responsibilities to employees in each department, we issued a declaration on how the Company should conduct its activities and organized the ways in which directors, executive officers, and employees should conduct themselves as standards of conduct.

As a further means of strengthening our compliance system, we have disclosed this declaration and code of conduct on the Company’s employee website, inform employees about our compliance help desk, and hold compliance training sessions to ensure rigorous adherence to these.

We will continue to study approaches to management that best suit the Credit Saison Group considering global trends in corporate governance and our basic policies for ensuring the proper functioning of internal controls.



■ Dialogue with shareholders and investors (IR activities)

Credit Saison endeavors to convey corporate information to all shareholders and investors in a prompt, fair, and easy-to-understand manner, and actively discloses business results, financial conditions, strategies, and other matters that the Company believes to be effective in providing a better understanding of the Company. In addition, the Company actively discloses those sustainability-related initiatives intended to achieve a sustainable society that can only be undertaken by Credit Saison. Moreover, the Company actively engages in dialogue with shareholders and investors through financial Results Briefings, securities company organized conferences, individual meetings, and briefings for individual investors. In addition to these efforts, the Company held the General Meeting of Shareholders in a streaming format over the Internet for the first time in 2021 as a measure to prevent the spread of COVID-19. The Company will continue to promote IR activities with an awareness of shareholder and investor needs.

Results of IR Activities in FY2020

Financial Results Briefing	2
Securities company organized conferences	2
Individual meetings with sell-side analysts/institutional investors	176
Investor briefing for individuals	1



Use of Live Internet Streaming at the 71st Ordinary General Meeting of Shareholders

Topics from FY2020

March 2021: “Corporate Website” Renewal

To improve convenience for all users, the most recent website renewal updated the entire design and layout with a focus on more intuitive content placement and easier access to required information. Moreover, the update expands upon content and information included in “IR news,” “Credit Saison in numbers,” “Brand concept,” and “Sustainability” with the aim of creating a website that allows for a straightforward, comprehensive understanding of the Company’s information.



Board of Directors/Audit & Supervisory Board Members/Executive Officers

(As of October 1, 2021)

Creating a Future



Front row (from left): Tatsunari Okamoto, Yoshiaki Miura, Katsumi Mizuno, Hiroshi Rinno, Naoki Takahashi, Kazutoshi Ono Back row (from left): Nana Otsuki, Naoki Togashi, Hitoshi Yokokura

Board of Directors

Hiroshi Rinno

Born in Aug. 1942

Representative, Chairman and CEO
Corporate strategy, global strategy, branding,
Group strategic management

Mar. 1982 Joined Credit Saison Co., Ltd.
General Manager, Credit Business
Planning Dept.
Apr. 1983 Director
June 2000 President and CEO
Mar. 2019 Representative, Chairman and CEO

Tatsunari Okamoto

Born in Apr. 1967

Director, Managing Executive Officer
Head of Finance Division,
General Manager, Finance Division,
In charge of Leasing Business Dept.

Apr. 1990 Joined Credit Saison Co., Ltd.
June 2011 Director
June 2020 Director, Managing Executive Officer

Katsumi Mizuno

Born in Aug. 1969

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

Apr. 1992 Joined Credit Saison Co., Ltd.
June 2013 Director
June 2020 Director, Senior Managing Executive
Officer
Mar. 2021 Representative, Executive President
and COO

Naoki Togashi

Born in Oct. 1960

Outside Director (Independent)

Apr. 2007 Trustee, Japan Association of Corporate
Executives (Present)
June 2014 Director, NAGAHORI CORPORATION (Present)
Apr. 2017 Representative Director, Japan Representative
Partner, Oliver Wyman Group (Present)
June 2017 Outside Director, Credit Saison Co., Ltd. (Present)

Naoki Takahashi

Born in Aug. 1950

Representative, Executive Vice President and CHO
Promotions of strategies, new businesses, Head of
Audit Office, General Affairs Dept., Strategic Human
Resources Dept., IT Strategy Dept.

Apr. 2005 Joined Credit Saison Co., Ltd. Advisor
June 2005 Managing Director
Mar. 2016 Representative, Executive Vice
President
Mar. 2020 Representative, Executive Vice
President and CHO

Nana Otsuki

Born in Sept. 1964

Outside Director (Independent)

June 2017 Outside Director, Credit Saison Co., Ltd. (Present)
Apr. 2018 Professor, Nagoya University of Commerce and Business
Graduate School (Present)
June 2018 Audit & Supervisory Board Member, Tokio Marine Holdings,
Inc. (Present)
Sept. 2019 Trustee, Nishogakusha University (Present)
Mar. 2021 Expert Director, Monex Inc. (Present)
May 2021 Outside Director, Mochida Pharmaceutical Co., Ltd. (Present)

Yoshiaki Miura

Born in Sept. 1966

Director, Senior Managing Executive Officer
Credit card joint ventures affairs
Head of Processing Business Division, Credit Division

Apr. 1990 Joined Credit Saison Co., Ltd.
June 2016 Director
June 2020 Director, Senior Managing Executive
Officer

Kazutoshi Ono

Born in Aug. 1976

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

Mar. 2019 Joined Credit Saison Co., Ltd. as CTO,
General Manager, Technology Center
June 2019 Director
Mar. 2020 Director, Managing Executive Officer
June 2021 Director, Senior Managing Executive
Officer and CTO, CIO

Hitoshi Yokokura

Born in May 1969

Outside Director (Independent)

Mar. 1995 Registered as certified public accountant (Present)
Dec. 2007 Admitted to Japanese Bar, Tokyo Bar Association
Joined Bingham (Present)
Apr. 2014 Partner, Waseda Legal Commons, LPC (Present)
July 2017 Auditor, Minor Audit Corporation (Present)
June 2020 Outside Director, Credit Saison Co., Ltd. (Present)
July 2021 Outside Audit & Supervisory Board Member, ITO EN, LTD.
(Present)

Board of Directors/Audit & Supervisory Board Members/Executive Officers



From left: Hiroaki Igawa, Chie Kasahara, Haruhisa Kaneko, Munehiro Harada

Back row (from left): Masaki Negishi, Kaori Shimada, Yuichi Kawahara, Yasuyuki Isobe, Ryuki Tabata
Front row (from left): Kazue Yasumori, Shunji Ashikaga, Kosuke Mori, Shingo Baba, Naoki Nakayama

Audit & Supervisory Board Members

Haruhisa Kaneko Born in Nov. 1956

Standing Audit & Supervisory Board Member

Jan. 1990 Joined Credit Saison Co., Ltd.
June 2008 Director
Mar. 2010 Managing Director
Mar. 2015 President, Qubitous Co., Ltd. (Merged with Credit Saison Co., Ltd. in April 2020)
June 2019 Standing Audit & Supervisory Board Member of Credit Saison Co., Ltd. (Present)

Munehiro Harada Born in July 1954

Standing Audit & Supervisory Board Member (Outside/Independent)

Apr. 1978 Entered National Police Agency
Apr. 2012 Director General, Kanto Regional Police Bureau
June 2013 Managing Director, Nichidenkyo
June 2019 Standing Audit & Supervisory Board Member of Credit Saison Co., Ltd. (Present)

Hiroaki Igawa Born in Oct. 1958

Standing Audit & Supervisory Board Member (Outside/Independent)

Apr. 1982 Entered Ministry of Finance
June 2013 Director-General, Nagoya Customs
June 2014 Auditor (Regular Employee), East Nippon Expressway Company Limited
June 2019 Standing Audit & Supervisory Board Member of Credit Saison Co., Ltd. (Present)

Chie Kasahara Born in Sept. 1968

Audit & Supervisory Board Member (Outside/Independent)

Apr. 2000 Registered as an attorney at law, Dai-Ichi Tokyo Bar Association (Present)
June 2015 Audit & Supervisory Board Member (Outside), Credit Saison Co., Ltd. (Present)
Jan. 2019 Senior Partner, Atsumi & Partners (Present Atsumi & Sakai) (Present)
June 2019 Audit & Supervisory Board Member of Achilles Corporation (Present)
Dec. 2020 Audit & Supervisory Board Member of MTI Ltd. (Present)

Executive Officers

Kosuke Mori Born in May 1977

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.

Shunji Ashikaga Born in May 1971

Managing Executive Officer
Company-wide Corporate Sales Head of Saison AMEX Division, General Manager, Saison AMEX Division, In charge of Credit Guarantee Dept.

Naoki Nakayama Born in June 1965

Managing Executive Officer
In charge of Finance Planning Dept., Finance Business Dept.
General Manager, Finance Business Dept.

Shingo Baba Born in Jan. 1971

Managing Executive Officer
CFO
M&A, Group company management
Head of Corporate Planning Dept., Corporate Risk Management Dept., Treasury & Accounting Dept.

Kazue Yasumori Born in Nov. 1973

Managing Executive Officer
General Manager, Processing Business Division, In charge of Screening Center, Tokyo Risk Management Center, Osaka Risk Management Center, Strategic Human Resources Dept.

Yasuyuki Isobe Born in Aug. 1969

Executive Officer
Collection & Research Business
General Manager, Credit Division

Masaki Negishi Born in Sept. 1972

Executive Officer
In charge of Corporate Planning Dept., Processing Sales Dept., Processing Planning Dept., New Business Development Dept., Global Strategy Planning Dept.

Yuichi Kawahara Born in Dec. 1975

Executive Officer
General Manager, Digital Innovation Division, Digital Marketing Dept.

Kaori Shimada Born in Oct. 1966

Executive Officer
Head of CS Planning Dept., General Manager, Sales Development Division, General Manager, CS Planning Dept.

Ryuki Tabata Born in June 1967

Executive Officer
In charge of Processing Development Dept., Affinity Business Dept., MF Business Development Dept.

Skills and Signature Strengths of Directors, Audit & Supervisory Board Members, and Executive Officers

Credit Saison decided to visualize the management skills of directors, Audit & Supervisory Board members, and executive officers as a skill matrix and release the results of its "VIA-IS" based strength assessment as strengths that characterize those individuals that are important for flexible management in an age of uncertainty. By leveraging management skills and these strengths, we will continue to undertake greater challenges and contribute to society as a comprehensive life services corporate group into the future.

Introduction of a skill matrix

Position	Name	Corporate management	Global	Financial affairs/Accounting	Human resources/Labor affairs	Legal affairs/Risk management	Sales/Marketing	Digital/IT	M&A/New business	Real estate	Finance/Loans	ESG
Representative, Chairman and CEO	Hiroshi Rinno	●	●		●		●		●			●
Representative, Executive President and COO	Katsumi Mizuno	●	●				●		●			●
Representative, Executive Vice President and CHO	Naoki Takahashi	●		●	●				●		●	●
Director, Senior Managing Executive Officer	Yoshiaki Miura	●					●	●	●			
Director, Senior Managing Executive Officer and CTO, CIO	Kazutoshi Ono	●	●					●	●			
Director, Managing Executive Officer	Tatsunari Okamoto	●					●				●	
Outside Director	Naoki Togashi	●	●				●	●			●	
Outside Director	Nana Otsuki		●	●		●				●		●
Outside Director	Hitoshi Yokokura			●		●						
Standing Audit & Supervisory Board Member	Haruhisa Kaneko	●	●				●		●	●	●	
Standing Audit & Supervisory Board Member	Munehiro Harada	●			●	●						●
Standing Audit & Supervisory Board Member	Hiroaki Igawa			●		●				●	●	●
Audit & Supervisory Board Member	Chie Kasahara		●			●	●	●				
Senior Managing Executive Officer	Kosuke Mori	●	●	●					●			●
Managing Executive Officer and CFO	Shingo Baba			●		●			●		●	●
Managing Executive Officer	Shunji Ashikaga	●					●		●		●	
Managing Executive Officer	Kazue Yasumori				●							●
Managing Executive Officer	Naoki Nakayama						●			●	●	
Executive Officer	Yasuyuki Isobe						●	●			●	
Executive Officer	Kaori Shimada						●				●	●
Executive Officer	Masaki Negishi		●				●		●		●	
Executive Officer	Ryuki Tabata						●				●	
Executive Officer	Yuichi Kawahara						●	●	●			

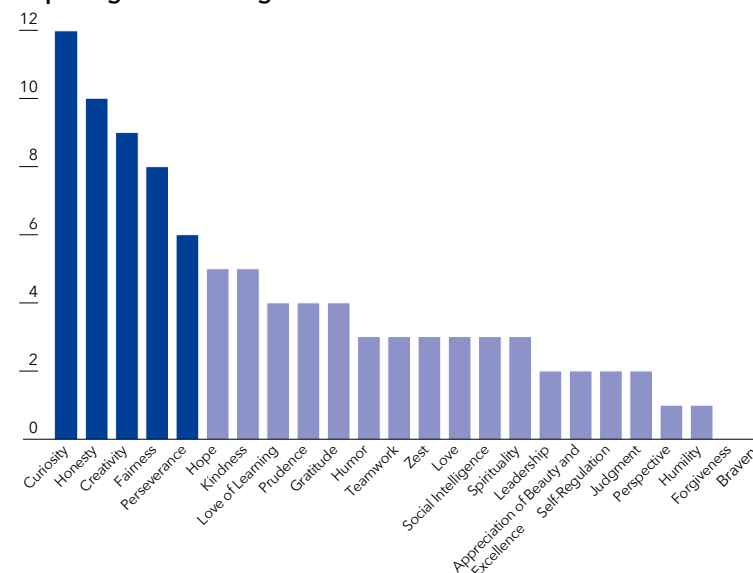
Notes: 1. The data presented in this table do not reflect all the skills possessed by the Board of Directors, Audit & Supervisory Board members, and executive officers. Up to six of the major skills and other attributes are marked.

2. From a business strategy perspective in particular, emphasis is being placed on the Global, Digital/IT, and New Business/M&A skills in a bid to transform ourselves into a comprehensive life service corporate group.

Director and Executive Officer Strengths

Based on the strength assessment results using VIA-IS^{*1}, we found the Credit Saison Board of Directors to be characterized by "Curiosity," "Honesty," "Creativity," "Fairness," and "Perseverance." These characteristics can be considered strengths that also connect to the shared values of "practical implementation of the principles of customer satisfaction," "mutual respect for our interests and those of our business partners," and "developing a corporate culture of creative innovation," which serve as our management philosophy.

Top 5 Signature Strengths*2



*1 "VIA-IS" is an assessment tool developed by Dr. Christopher Peterson and Dr. Martin Seligman, two of the foremost figures in positive psychology. The strengths that characterize individuals are segmented into 24 categories, the top five of which are referred to as "Signature Strengths." <http://www.positivepsych.jp/via.html> Peterson, C., & Seligman, M. E. P. (2004). *Character strengths and virtues: A handbook and classification*. New York: Oxford University Press and Washington, DC: American Psychological Association. www.viacharacter.org

*2 Nine directors and 10 executive officers conducted self-assessments, from which the top five characteristics were aggregated.