

# 11-Year Summary of Selected Financial Data (As of March 31, 2023)

(Millions of yen)

JGAAP*1/IFRS*2	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	
<b>Financial Data</b>												
<b>Consolidated</b>												
For the year	Operating revenues/Net revenue	244,405	247,577	259,076	269,919	278,944	292,183	304,855	311,410	282,625	299,017	322,638
	Selling, general and administrative expenses	187,170	197,852	206,192	221,553	236,661	241,740	220,974	236,910	202,380	222,541	229,322
	Impairment losses on financial assets	-	-	-	-	-	-	34,088	39,376	31,867	24,575	34,611
	Financial costs	14,922	13,388	12,722	11,772	11,069	9,671	9,878	10,471	11,266	11,461	15,257
	Operating income	42,312	36,336	40,161	36,593	31,213	40,771	-	-	-	-	-
	Ordinary income/Business profit	53,214	44,408	43,687	43,802	53,065	56,717	52,233	36,184	48,352	52,336	60,977
	Net income attributable to owners of the parent/ Profit attributable to owners of the parent	32,770	25,552	12,628	26,163	42,253	38,329	30,517	22,863	36,132	35,375	43,599
At year-end	Total equity	394,868	422,829	447,082	418,988	446,882	480,669	491,741	485,476	532,057	563,738	600,041
	Total assets	2,141,802	2,285,943	2,373,299	2,550,990	2,720,051	2,940,022	3,212,465	3,357,229	3,409,247	3,610,778	3,896,105
	Interest-bearing debt	1,359,856	1,468,740	1,557,836	1,729,066	1,857,477	1,957,244	2,203,818	2,413,565	2,429,488	2,569,040	2,805,175
Per share data (yen)	Net income per share/Basic net income per share	178	139	69	147	259	235	187	143	231	226	278
	Equity per share/Equity attributable to owners of the parent per share	2,132	2,283	2,424	2,564	2,725	2,933	3,006	3,102	3,397	3,598	3,827
Key financial ratios (%)	Return on equity (ROE)	8.8	6.3	2.9	6.1	9.8	8.3	6.2	4.7	7.1	6.5	7.5
	Return on assets (ROA)	1.5	1.2	0.5	1.1	1.6	1.4	1.0	0.7	1.1	1.0	1.2
	Equity ratio	18.3	18.3	18.8	16.4	16.4	16.3	15.3	14.4	15.6	15.6	15.4
<b>Non-Consolidated</b>												
For the year	Operating revenues	204,121	205,873	219,336	228,713	238,637	249,865	259,018	268,020	251,307	252,416	266,103
	Selling, general and administrative expenses	149,844	160,927	169,899	186,492	203,038	207,093	215,726	235,794	208,269	219,371	221,512
	Financial costs	16,882	15,119	14,066	12,620	11,282	9,872	9,748	10,535	11,530	11,381	11,923
	Operating income	37,394	29,826	35,370	29,599	24,316	32,900	33,543	21,690	31,507	21,663	32,668
	Ordinary income	41,529	34,872	38,449	32,614	28,210	38,871	39,634	28,348	38,026	30,421	43,424
	Net income	24,147	18,637	11,315	25,570	21,045	22,190	25,875	33,391	29,931	21,909	34,220
At year-end	Total equity	349,202	367,808	388,470	359,428	374,477	396,831	407,533	404,809	441,683	456,739	483,683
	Total assets	2,051,908	2,200,459	2,287,986	2,468,797	2,623,644	2,831,296	3,107,284	3,210,925	3,280,302	3,444,915	3,665,162
	Interest-bearing debt	1,337,201	1,457,001	1,551,189	1,725,891	1,852,551	1,953,740	2,202,839	2,378,701	2,413,154	2,536,247	2,713,246
Key financial ratios (%)	Return on equity (ROE)	7.2	5.2	3.0	6.8	5.7	5.8	6.4	8.2	7.1	4.9	7.3
	Return on assets (ROA)	1.2	0.9	0.5	1.1	0.8	0.8	0.9	1.1	0.9	0.7	1.0
	Equity ratio	17.0	16.7	17.0	14.6	14.3	14.0	13.1	12.6	13.5	13.3	13.2
Transaction volume*3	Credit card business	3,547,050	3,852,980	4,089,389	4,258,284	4,476,608	4,683,038	4,788,537	4,946,908	4,500,366	4,823,174	5,287,073
	Credit card cash advance	260,089	264,092	277,025	267,723	253,837	248,156	242,980	237,555	155,004	160,622	164,720
	Business agency	2,166,062	2,303,998	2,434,824	2,522,242	2,671,710	2,873,183	3,014,831	2,985,255	2,609,412	2,737,512	2,894,900
	Lease business total	105,356	114,694	106,801	106,000	108,101	114,569	115,589	127,178	114,885	113,159	126,631
	Credit guarantee	115,297	126,281	137,335	150,101	159,914	131,922	114,277	101,510	70,283	84,586	98,914
	Real estate mortgage loans	11,571	46,780	50,459	82,420	125,629	160,762	207,779	175,621	141,698	124,417	122,539
	Other (Finance Business)	48,201	75,969	80,633	114,043	180,286	241,949	287,830	341,131	322,366	252,894	218,676
	Other	28,040	33,633	37,737	37,907	35,883	32,119	27,351	30,260	26,696	106,075	152,840
	Total volume of new contracts	6,281,666	6,818,427	7,214,203	7,538,720	8,011,968	8,485,698	8,799,174	8,945,420	7,940,715	8,402,442	9,066,297

\*1 Japanese standards were applied until FY2017.

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

\*3 Certain Other (Finance Business) and Other transaction volumes for FY2021 have been reclassified owing to a change in the rent guarantee business from the Finance Business to the Payment Business in the third quarter of FY2022.

# Segment Highlights/5-Year Non-financial Data (As of March 31, 2023)

(Millions of yen)

IFRS*1*2	FY2018	FY2019	FY2020	FY2021	FY2022
<b>Net revenue</b>					
Payment Segment*3	228,518	232,441	209,130	213,148	231,590
Lease Segment	12,586	12,269	12,290	11,837	12,049
Finance Segment*3	39,231	43,112	43,412	47,144	50,754
Real Estate-related Business Segment	18,113	17,227	14,595	22,704	24,177
Entertainment Business Segment	8,761	8,822	5,536	6,407	6,214
Adjustment	(2,357)	(2,462)	(2,340)	(2,224)	(2,148)
Total net revenue	304,855	311,410	282,625	299,017	322,638
<b>Business profit</b>					
Payment Segment*3	16,915	6,297	22,332	14,166	19,969
Lease Segment	5,720	2,951	4,706	5,800	5,018
Finance Segment*3	19,209	18,004	17,664	19,777	22,056
Real Estate-related Business Segment	8,305	6,957	5,390	12,350	12,595
Entertainment Business Segment	2,078	1,969	(1,745)	237	719
Adjustment	3	3	3	3	618
Total business profit	52,233	36,184	48,352	52,336	60,977
<b>Breakdown of income from payment business segment</b>					
Card shopping	136,464	140,579	131,029	132,081	143,024
Cash advances	33,084	32,932	28,882	26,106	24,741
Loans on deeds	1,071	844	654	517	412
Processing/transactions handled on behalf of other companies' cards	28,227	31,014	27,402	27,437	27,213
Agency services	15,896	12,491	5,069	5,061	5,306
Payment-related income*3	11,507	12,297	13,684	19,573	28,638
Finance income	852	767	1,024	987	876
Intersegment revenue or transfers	1,415	1,512	1,384	1,383	1,377
Total credit service business income*3	228,518	232,441	209,130	213,148	231,590
<b>Main card indices (non-consolidated)</b>					
New cards issued (thousands)	211	180	125	152	170
Total membership (thousands of members)	2,679	2,639	2,570	2,540	2,503
Active membership (thousands of members)	1,490	1,496	1,395	1,389	1,381
Transaction volume (100 million yen)	50,315	51,844	46,553	49,837	54,517
Shopping	47,885	49,469	45,003	48,231	52,870
Cashing	2,429	2,375	1,550	1,606	1,647
Balance (100 million yen)	6,405	6,457	5,730	5,573	5,818
Card shopping revolving credit balance	4,225	4,268	3,888	3,833	4,090
Cashing	2,180	2,188	1,842	1,739	1,728

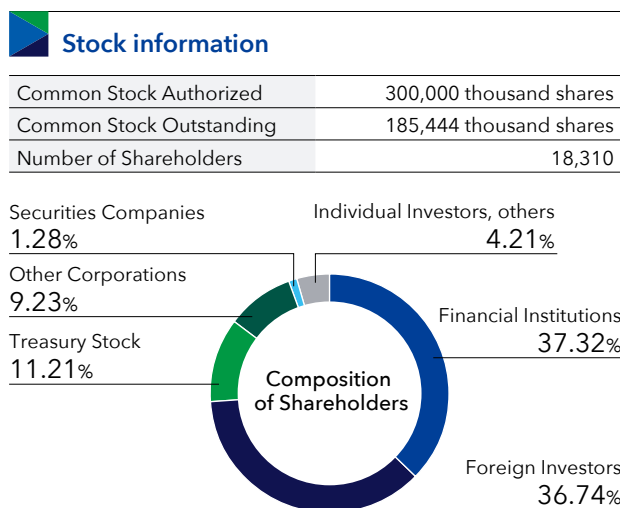
	FY2018	FY2019	FY2020	FY2021	FY2022	
<b>E: Environment</b>						
Total CO2 emissions (tons of CO2)						
Subtotal of Scope 1 + Scope 2 (market base)	-	-	18,563	18,235	Currently being calculated	
Subtotal of Scope 1 + Scope 2 (location base)	-	-	18,879	18,334	Currently being calculated	
Scope 3	-	-	730,645	724,168	Currently being calculated	
Energy usage amount (power consumption) (kWh)	-	8,807,000	8,557,000	8,296,000	7,800,000	
Paper usage (CSDX Strategy Index)	-	-	160,368,120	138,400,569	125,196,720	
Water resource input (for own buildings only) (thousand m <sup>3</sup> )	-	-	38.6	37.1	22.9	
<b>S: Society</b>						
Number of employees (persons)	3,239	2,981	4,319	4,084	3,966	
(number of women)	2,424	2,169	3,250	3,058	2,956	
(number of men)	815	812	1,069	1,026	1,010	
Ratio of female managers (% department head positions)	20.8	21.0	24.3	24.5	24.9	
Number of overseas employees*4	39	89	126	272	563	
Employment ratio of persons with disabilities	2.04	2.16	2.33	2.31	2.32	
Average length of service (years, total of men and women)	10.9	11.8	12.4	13.3	14.0	
(length of service by women)	10.6	11.6	12.1	13.1	13.8	
(length of service by men)	11.7	12.2	13.4	14.0	14.3	
Ratio of men taking childcare leave (%)	3.0	0.0	57.8	48.7	58.5	
Number of people taking long-term care leave (persons, total of men and women)	27	24	36	26	53	
(number of women taking long-term care leave)	26	23	35	23	52	
(number of men taking long-term care leave)	1	1	1	3	1	
Average annual salary (thousands of yen, total)	518	534	517	519	547	
(for managers)	1,056	1,051	1,026	1,016	1,068	
(for non-managers)	481	487	472	477	497	
(for women)	457	467	457	458	484	
(for men)	722	728	709	707	737	
Monthly average overtime working hours (hours)	10.2	10.8	9.3	10.1	11.4	
Amount invested in human resource development (thousands of yen)	46,061	44,556	48,330	51,413	54,128	
<b>Training/challenge system</b>						
LGBT Manners Training	Number of people/number of times	-	-	12/4	19/4	13/3
Universal Manners Training	Number of people/number of times	-	13/4	26/7	25/5	27/5
SWITCH SAISON	Number of projects	-	308	489	182	47
Dementia Supporter Training Workshop	Number of people/number of times	-	-	496/15	307/14	238/16
Average days of paid leave taken (days)	13.4	15.0	13.1	14.0	15.2	
Acquisition rate (%)	75.7	82.5	72.4	73.5	86.3	
Turnover (%)	7.6	3.3	3.6	7.8	6.8	
(by women)	8.0	5.6	4.4	7.4	6.5	
(by men)	6.4	5.9	3.3	6.6	7.0	
Number of visitors to Akagi Nature Park (persons)	89,780	70,345	59,173	74,161	65,748	
Total amount of point donations (thousands of yen)	57,523	37,312	37,782	18,673	61,652	
<b>G: Governance</b>						
Number of meetings of the Board of Directors	18	19	19	19	20	
Attendance rate of outside directors (%)	90.7	98.2	100.0	100.0	100.0	
Number of directors	15	9	9	9	9	
(number/ratio of outside directors)	3/20.0	3/33.3	3/33.3	3/33.3	3/33.3	
(number/ratio of independent outside directors)	3/20.0	3/33.3	3/33.3	3/33.3	3/33.3	
(number/ratio of female directors)	2/13.3	1/11.1	1/11.1	1/11.1	1/11.1	
Number of executive officers	-	10	10	11	11	
(number/ratio of female executive officers)	-	2/20.0	2/20.0	2/18.2	2/18.2	
Number of Audit & Supervisory Board members	4	4	4	4	4	
(number/ratio of female Audit & Supervisory Board members)	1/25.0	1/25.0	1/25.0	1/25.0	1/25.0	
Number of serious legal violations	0	0	0	0	0	
Expenditures for preventing corruption	0	0	0	0	0	

\*1 International Financial Reporting Standards (IFRS) are applied from FY2018 onward. \*2 Figures for net revenue and business profit represent the amounts before appropriation of inter-segment transactions.

\*3 Segment highlights for FY2021 have been reclassified owing to a change in the rent guarantee business from the Finance Business to the Payment Business in the third quarter of FY2022.

\*4 Total of six consolidated subsidiaries

# Corporate Information/Investor Relations Information (As of September 30, 2023)



## Major shareholders (Top 10)

Institution	Equity stake	
	Number of shares (thousands)	Ownership percentage (%)
The Master Trust Bank of Japan Ltd. (trust account)	36,419	22.12
Custody Bank of Japan, Ltd. (trust account)	15,346	9.32
Suruga Bank Ltd.	8,224	5.00
Daiwa Securities Group Inc.	8,050	4.89
BNYMSANV AS AGENT/CLIENTS LUX UCITS NON TREATY 1	6,911	4.20
HSBC BANK PLC A/C M AND G(ACS) VALUE PARTNERS CHINA EQUITY FUND	6,592	4.00
STATE STREET LONDON CARE OF STATE STREET BANK AND TRUST, BOSTON SSBTC A/C UK LONDON BRANCH CLIENTS- UNITED KINGDOM	4,840	2.94
JP MORGAN CHASE BANK 385632	3,192	1.94
Mizuho Bank, Ltd.	3,000	1.82
SSBTC CLIENT OMNIBUS ACCOUNT	2,802	1.70

Notes: 1. The 20,789,140 treasury shares held by Credit Saison are not included in the above list of major shareholders.

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

**Shareholders memo**

Fiscal Year	Period beginning on April 1 and ending on March 31 of the following year
Ordinary General Meeting of Shareholders	Convened each year in June
Record Date	Ordinary general meeting of shareholders and year-end dividend payments - March 31 Should any other record date be required, a public notice will be issued in advance.
Transfer Agent and Administrator of Special Accounts	Sumitomo Mitsui Trust Bank Limited, 1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan
Administrative Office of Transfer Agent	Stock Transfer Agency Business Department, Sumitomo Mitsui Trust Bank Limited, 1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan
Mailing Address	Stock Transfer Agency Business Department, Sumitomo Mitsui Trust Bank Limited, 2-8-4, Izumi, Suginami-ku, Tokyo 168-0063, Japan
Telephone Inquiries	0120-782-031 (9 a.m.-5 p.m. excluding weekends and holidays)
URL	<a href="https://www.smtb.jp/personal/procedure/agency/">https://www.smtb.jp/personal/procedure/agency/</a>
Method of Public Notice	Electronic notice (Credit Saison website) <a href="https://corporate.saisoncard.co.jp/en/public_announcement/">https://corporate.saisoncard.co.jp/en/public_announcement/</a>
Stock Listing	Tokyo Stock Exchange (Prime)
Securities Code	8253

[Notice of Address Change, etc., and Inquiries Relating to Shares]

Shareholders who have an account with a securities company are asked to contact the relevant securities company regarding address change and other notices, as well as inquiries. Shareholders who do not have an account with a securities company are asked to call the number indicated above for telephone inquiries.

[Special Accounts]

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

[Information on Additional Purchase System/Buy Back System for Shares Less Than One Unit]

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

**Corporate profile**

Name	Credit Saison Co., Ltd.
Incorporated	May 1, 1951
Head Office	52F, Sunshine 60 Bldg., 1-1 Higashi-Ikebukuro 3-chome, Toshima-ku, Tokyo 170-6073, Japan
Representative	Hiroshi Rinno, Representative, Chairman and CEO Katsumi Mizuno, Representative, Executive President and COO Naoki Takahashi, Representative, Executive Vice President and CHO
Business	1. Payment Business 2. Lease Business 3. Finance Business 4. Real Estate-related Business 5. Global Business 6. Entertainment Business
Paid-in Capital	¥75,929 million
Number of Regular Employees	3,957

Note: In addition to our regular employees, we employ temporary and part-time employees, with the average number of non-regular employees per term at 1,733 (based on conversion to a 7.5-hour workday).

# Major External Awards/Editor's Postscript

## Major external awards

### Status of ESG Index incorporation



**FTSE Blossom Japan Sector Relative Index**

ESG index adopted by the GPIF consisting of Japanese companies that excel in ESG responses in each sector.

**2022 CONSTITUENT MSCI日本株女性活躍指数 (WIN)**

ESG index used by GPIF that selects companies that excel in terms of gender diversity



ESG index used by GPIF that evaluates companies' commitment to gender equality



ESG index used by GPIF based on companies' disclosure of environmental information and carbon efficiency

### Environment-related assessments



CDP Climate Change Questionnaire 2022 Certified as "B Rating"

### DX-related assessments



SLACK SPOTLIGHT AWARDS 2022 Won the Digital HQ Excellent award by country (Japan)



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



**DX銘柄2023 Digital Transformation**

Selects companies that develop internal mechanisms for promoting DX that lead to the enhancement of corporate value and an excellent track record in the use of digital technology.

### Product- and service-related assessments



SAISON CARD Digital won the highest award Nikkei Excellent Products and Service Awards 2021 Organized by Nikkei Inc.



The SAISON CARD Digital for becoz won the grand prize Project category, NIKKEI Decarbonization Awards 2022



The SAISON CARD Digital for becoz won the grand prize Japan Financial Innovation Award 2023 Organized by FINOLAB Inc.

### DE&I and health management-related assessments



Certified as Health & Productivity Management Outstanding Organization 2023 by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.



We won gold at the Cancer Ally Awards 2023, a private project that commends companies committed to addressing the cancer and employment issue.



In 2022, we acquired the Silver certification under the National Federation of Health Insurance Societies program to recognize companies with excellent health management initiatives.

## Information disclosure tools

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

#### Corporate Information

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



#### Business

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



#### Sustainability

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



#### IR Information

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



## Editor's postscript

Thank you for reading Credit Saison Integrated Report 2023 to the end.

This, the fifth edition of our integrated report, summarizes the future growth potential of the Group in its efforts to advance new initiatives as a comprehensive life services group in an easy-to-understand manner. Specifically, along with outlining the Credit Saison Growth Story published in the Financial Results Briefing for the First Half of FY2023 (November 2023), it describes the approach to achieving ¥70 billion in consolidated business profit as the target for the final fiscal year of the current Medium-term Management Plan (FY2022-FY2024) one year earlier than planned, the capital and business alliance with Suruga Bank Ltd., and other changes in the business model and business portfolio. Moreover, this report maintains an awareness and uses language that focuses on the associations between materialities for sustainability and business strategies, and on how each business connects to value delivery. The Public Relations Office has taken the lead in cooperating with a wide range of related departments at Credit Saison to prepare this report. To further deepen communications with our stakeholders in the years to come, we will continue to accept frank opinions from our readers, strive to disclose information in an appropriate manner, and commit to further enhancements to the report's content.



Public Relations Office Production Team Members

**Credit Saison Co., Ltd.**

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