Roundtable Discussion among Outside Directors

We will continue to pursue what makes Credit Saison unique and contribute to the enhancement of corporate value from a more long-term perspective.

Formulating a New Medium-term Management Plan that is both persuasive and easy to understand

Togashi: For the New Medium-term Management Plan, we placed particular emphasis on the theme of "growth beyond what we have previously achieved." In Japan, "making structural reforms to the Payment Business," "enhancing cross-selling of the main unit and subsidiary companies," and "growing our business in overseas markets, particularly in India," have become the three pillars of those efforts. With these pillars, it was important for us to aim for growth of a different dimension and to disclose information in a way that was more transparent and easier to understand. As an outside director, I think this is very meaningful for earning shareholders' trust and getting them to have positive expectations of the Company.

We had many discussions at management meetings and Board meetings before arriving at this "statement of unprecedented growth." Notably, I reviewed the commitments, risks, and resources required by each department in detail, and offered my own input based on my experience in the financial industry. Ultimately, I believe that the strong wills of the CEO and COO were essential to the development of the New Medium-term Plan.

Yokokura: At the Board of Directors, we have had discussions about IR activities and the appeal of our business strategy to investors. We also spent an ample amount of time studying the New Medium-term Plan at Board meetings and management meetings, and the process was very much a Company-wide effort. In particular, we sought to make this plan persuasive and easy to understand, and I think it has been well-received by the market.

Drawing on my expertise as a lawyer and CPA, I have always been aware of the relevance of facts, logic, and process ethics, which are prerequisites for making decisions. As a result, we were able to produce a Medium-term Plan that is both specific and clear, and successfully disclosed information in an easily understood way. I feel that this result was brought about by discussions by the Board of Directors and the leadership of the COO.

Sakaguchi: Although this is my first year as an outside director, I took particular care to keep "understanding the business" and "asking questions about factors I felt uncomfortable with" in mind. One thing that particularly struck me was the current state of our company's stock price, which has been left undervalued. When formulating the Medium-term Plan, we spent a great deal of time establishing our ROE target and the time axis for achieving it.

All directors shared the need to take steps to improve the stock price, and this easily understood disclosure is the result. I think that we need to continue to work to make our disclosure even better. I am also grateful to the COO, Mr. Mizuno, for his careful coordination with each department to create a meticulous Medium-term Plan.

From logical discussions with each backbone as context

Yokokura: In the New Medium-term Plan, we are aiming to achieve business profit of ¥100.0 billion and an ROE of 9.5% in three years. This is an extremely challenging goal:

to simultaneously grow in scale while improving profitability and capital efficiency. Our discussions centered on how to strike a balance between growth and efficiency, and how to communicate our strategy, as a vague strategy could cause confusion both internally and externally.

In this Medium-term Plan, we clearly lay out which areas will emphasize growth and which areas will emphasize efficiency. As an example, for the Payment Business, our strategy is to increase profitability for the premium segment and small and medium-sized businesses, while growing in scale with services such as revolving payments. For the Finance Business, we plan to aim for growth through collaboration with Suruga Bank Ltd. while boosting capital efficiency for the credit guarantee business. These specific paths have been properly laid out, and the Board of Directors discussed these points extensively.

Sakaguchi: I was particularly conscious of "discipline." It was important to find a way to deliver a balanced message to our stakeholders: our customers, shareholders, and employees. We placed a particular emphasis on increasing corporate value and employee productivity, and although we cannot directly control our stock price, we constantly questioned the rationality of setting goals for enhancing corporate value and the plans of each business unit that supported these goals. On reflection, I feel that I still do not have a sufficient understanding of our business and that I did not say enough from the standpoint of our customers. However, I think that overall we have achieved a well-balanced plan.

Togashi: The keys to achieving the New Medium-term Plan are "making structural reforms to the Payment Business" and "growing the Global Business." In the Payment Business, in particular, DX promotion is indispensable. The fact that externally hired digitally savvy personnel have chosen to stay with the Company and are committed to DX promotion leads me to believe that structural reforms are progressing appropriately.

For the Global Business, I provided opinions on many issues, such as legal and regulatory risks in each country and liquidity risks in fund procurement, and shared my awareness with the Global Business Division. Cooperation between local branches and the Head Office is also key, and we will continue to have discussions and monitor progress.

Discussing various unpredictable situations centered on the Global Business

Sakaguchi: I felt that it was difficult for me to understand the Global Business, in part because this is my first year as an outside director. The challenge is how to think about the returns and risks of the markets in the Global South, especially India. While the field has great growth potential, I feel we still have much to learn in terms of risk management. We are in the process of learning as we get market information through our network of friends.

Our core Payment Business is also facing a tough competitive environment, and it will be key for us to find ways to improve capital and labor efficiency. The New Medium-term Plan asks how we should effectively allocate limited capital to domestic and overseas operations. I believe that flexibility in this area is key to achieving our growth strategy.

Togashi: Our growth target for the Global Business in the New Medium-term Plan drew particular attention. Amid the lively discussions we had about setting the target, I was able to agree with the growth target by directly hearing the opinions of the CEOs of local corporations and the COO, who is in charge of risk management. As many examples of failure in overseas businesses can be attributed to a lack of communication with local management and inconsistencies in strategy, I believe it was very significant for us to confirm the commitment of local management.

However, there are always unpredictable situations overseas, such as the risk of sudden changes to laws and regulations or problems with fund liquidity. We need to improve our readiness for dealing with these risks and continue to have more in-depth discussions and make recommendations on how to respond to sudden changes.

Yokokura: Our discussions centered on the fact that the business environment is undergoing dramatic changes. The challenge is how to respond to these changes, especially in the post-COVID era, amid the changing interest rate environment and the TSE's emphasis on the importance of capital efficiency. The Board of Directors discussed how to allocate and procure our limited management resources in order to improve growth, profitability, and efficiency.

The ALM Committee held in-depth discussions on the allocation of risk capital, and the Board of Directors was always aware of how to allocate resources to support the growth strategy. We need to continue to promote our plans around this perspective.

Regular meetings with directors and each executive director, centered on COO Mizuno

Togashi: In addition to discussions with the Indian management team, I have one-on-one meetings with executives from each division to discuss strategies and issues on a regular basis. I feel that this daily exchange of ideas has been very helpful in the formulation of the New Medium-term Plan. In particular, I had in-depth one-on-one discussions with the Corporate Planning and Finance departments about fundraising strategies and capital policy to support dramatic growth. These successive discussions played an important role in our recent decisions about share buybacks and our dividend policy.

Yokokura: The flow of the discussions themselves were not a notable turning point. Rather, they were an extension of "normal" discussions at our company. It has been four years since I became an outside director. The discussions at the Board of Directors meetings have become increasingly specific and logical, and the seriousness with which we aim to manage the Group as a whole is reflected in the current Medium-term Plan. Examples include cross-selling between the Payment Business and the Finance Business, and the development of our CSDX strategy. These are the results of the leadership of COO Mizuno and each of the executive directors, and I believe we were able to send a good message to investors.

Sakaguchi: When the business profit target of ¥100.0 billion for the Medium-term Plan was presented, I was honestly surprised that our ROE target was below 10%. In the capital allocation discussions that followed, because of my strong commitment to achieving a 10% ROE, I expressed many opinions on the scope of share buybacks and our strategy for handling them.

Enhancing our key governance structure for executing the Medium-term Management Plan

Yokokura: During my term as outside director over these past four years, the composition of the Board of Directors and the content of discussions have made major strides. Leaders from core areas—Payment, Finance, Global, and Digital—have assembled on the Board of Directors, and with the additions of Mr. Sakaguchi and Mr. Kato last year, discussions have become more in-depth with the addition of diverse perspectives. In addition, the effectiveness of the Board of Directors is being evaluated, and initiatives to resolve issues are being carefully promoted. In particular, I feel that we have made progress with greater transparency in the decision-making process, and we can now see how opinions were reflected in those decisions, which should be commended.

In addition, with regard to organizational restructuring this fiscal year, we have enhanced the Risk Management Department and the Audit Department, and strengthened the reporting line to the Board of Directors. This contributes to enhanced governance and is a key element in the implementation of this Medium-term Plan. I will continue to focus on these efforts to enhance governance and fulfill my responsibilities as an outside director.

Sakaguchi: From my perspective as a manager, I raised many questions about employee productivity and risks in emerging markets. For example, how are we measuring the effectiveness of DX, and has awareness of the cost of capital spread to the level of our subsidiaries? I am grateful for the seriousness with which the Board of Directors and the management team responded to my candid questions.

However, there were some areas where we did not have sufficient discussions and relied on consensus, saying "This board member is in charge, so things should be fine." In the future, I believe that the Board of Directors should be able to devote more time to discussing services and strategies, pursuing what makes Credit Saison unique from a more long-term perspective. Notably, securing human resources and improving diversity will be challenges for us going forward.

Togashi: Discussions at Board of Directors meetings, ALM Committee meetings, and expanded management meetings have become more active each year. As the Company

moves beyond just the Payment Business on the path to becoming a new business structure—a GLOBAL NEO FINANCE COMPANY—our discussions are enlivened by the in-depth expertise we each bring to the table in our capacity as outside directors who are involved in the transformation process.

With the expansion of the Finance Business and Global Business, we also urgently need to improve the governance structure. The internal audit system is being strengthened but needs to be further developed. I have initiated one-on-one meetings with the General Manager of the Internal Audit Department and plan to continue having more in-depth discussions outside of Board meetings. As an outside director, I will lead the Board of Directors' deliberations on particularly pressing issues and continue to offer my opinions as necessary.

Greeting from the Newly Appointed Outside Director

Yumiko Hoshiba

Outside Director (Independent)

In my 20s, the first credit card I ever had in my own name was a Saison card. When it was the norm for women to have family credit cards, Saison Card allowed me to have a card in my own name, with the privilege of discount refunds. Before I knew it, the Saison mark was on the card I used for all kinds of payments, from withdrawing the management fee for my apartment to paying my cell phone bill.

I am overjoyed to have this opportunity to work with Credit Saison, which I have been fond of for many years. In addition, during my time at the publisher Discover 21, Inc., I was interviewed by various media outlets that used the term "convention-defying." Although it might be presumptuous to say so, I feel highly familiar with your company's corporate culture of unrestricted change.

Though I do not come from the finance field, I have heard that Credit Saison is in the process of "transforming itself into a comprehensive life services group centered on financial services." I am one of the few female presidents in the publishing industry, with 35 years of experience in overall management since our general business book publishing company was founded, and I am confident that I will be able to contribute to the further development of Credit Saison from the perspective of a customer who loves Saison above all. Thank you for your continued support.

Corporate Governance

Achieving sustainable growth and improving corporate value through sound corporate management

Creating human resources and an organization where each person can fulfill an active role in their own way

Enriching our customers' lives and enabling them to live happily and true to themselves

Creating a better society through co-creation with partners

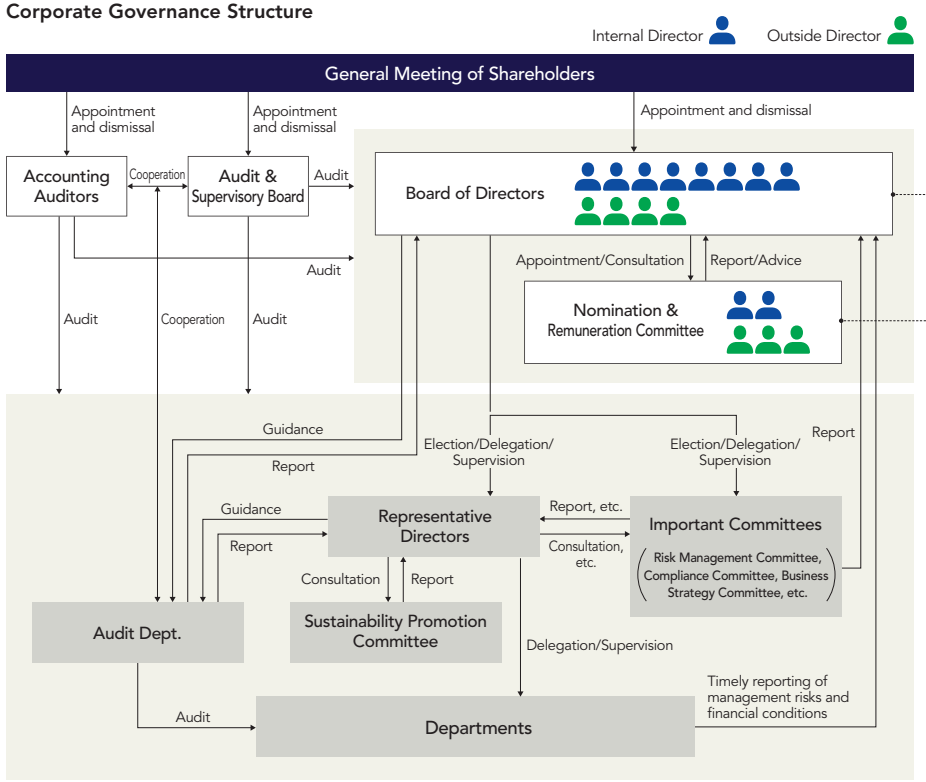
Protecting the rich natural environment and culture that enriches life, and energizing people in the region and community

Our basic view on corporate governance, as well as organizational design and structure

Basic approach

To realize our basic management policy of obtaining the understanding and approval of our stakeholders such as our customers, business partners, employees, shareholders and society by continuously improving corporate value over time and creating innovative services, the Company is implementing a variety of initiatives to improve and strengthen our corporate governance in recognition of the enormous importance of enhancing management transparency and bolstering management supervisory functions to attain business objectives.

Corporate Governance Structure



➤ Corporate Governance Report
https://corporate.saisoncard.co.jp/en/sustainability/governance/

Board of Directors

The Board of Directors, consisting of 12 directors (including four outside independent directors), makes decisions about business execution for important management matters and supervises the execution of duties by directors.

Year ended March 31, 2024, Board of Directors

19 meetings 95 discussion items

Major discussion topics/Number of discussion items (Number)

Management strategies and management planning	13
Financial results and financial standing	8
Internal control and compliance	17
Human resources	20 (1*)
Subsidiary, associate, and Group governance	19
Other individual matters	18

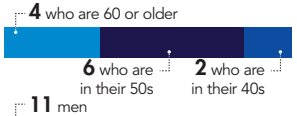
* The number in parentheses is the number of sustainability-related items among human resource–related items

Composition of the directors (As of June 19, 2024)

The Board of Directors consists of members, some of whom were hired through periodic recruitment and others through mid-career recruitment, from a wide range of career backgrounds, including finance, retail, real estate, and digital technology.

Ratio of outside directors **33%**

Average age of directors **60.0**



Ratio of female directors **Approx.8%**

Nomination & Remuneration Committee

The Nomination & Remuneration Committee is made up of directors elected by resolution of the Board of Directors and is currently composed of five members, the majority of whom are outside independent directors and which include the Representative Chairman and CEO as the chairperson. The Committee meets at least once a year.

Year ended March 31, 2024, Nomination & Remuneration Committee

6 meetings* 14 discussion items

Major discussion topics/Number of discussion items (Number)

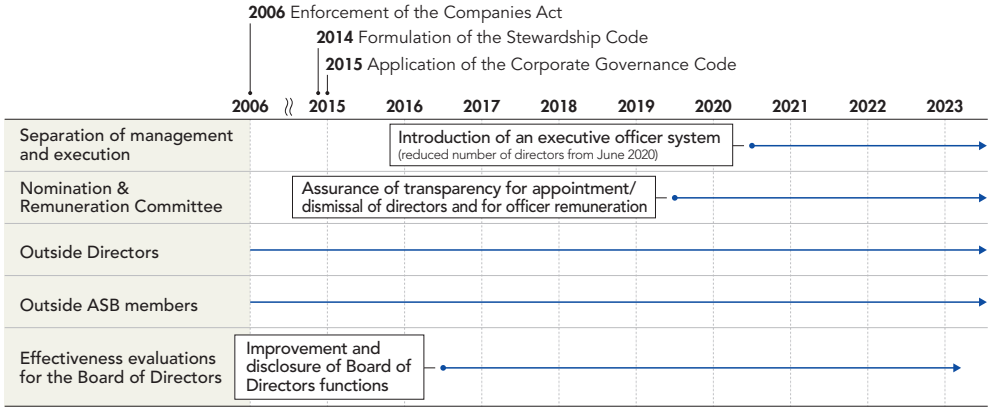
Election and assessment process for directors, etc.	4
General Meeting of Shareholders' election proposal deliberations pertaining to the election of directors, etc.	2
Directors' remuneration system, etc.	4
Skill matrix for directors, etc.	4

* Including two meetings held in writing

Management/Executive system

Credit Saison (the Company) has adopted the Audit & Supervisory Board (ASB) model, with ASB members, for its corporate governance system. To secure the confidence of shareholders, investors, and other stakeholders, the Company appoints outside directors and outside ASB members. At Board of Directors meetings and Nomination & Remuneration Committee meetings, the outside directors provide advice and recommendations to ensure the adequacy and appropriateness of decision-making in management, and directors familiar with the Company's operations act on that advice to maintain and improve management efficiency, thereby enhancing corporate governance. We have introduced an executive officer system to strengthen our corporate governance system through separation between operational execution and management supervision. As of June 19, 2024, the Board of Directors consists of 12 members, four of whom are outside independent directors. The term of office for directors is set at one year to ensure the Board can respond flexibly to changes in the business environment and to ensure that shareholders can have confidence in the Company's management. Going forward, we aim to exercise more appropriate management supervision functions while developing an efficient business execution system.

Changes in the Governance Structure



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 ASB members (including retirees before the expiration of their term of office) elected in the previous year.

Questionnaires were given to each director and ASB 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 has been secured.

The Company has revised the criteria for the agenda of the Board of Directors meetings in order to secure time for the deliberation of important proposals, which was raised as an issue in the evaluation of the effectiveness of the Board of Directors meetings, and some of the authority of the Board of Directors for business execution was delegated to the Business Strategy Committee, directors, or executive officers. As a result, we reduced the number of agenda items for the Board of Directors meetings and successfully secured time for deliberation on core management issues such as management strategy and capital policy for the Company and the Group as a whole.

To further invigorate discussions at Board of Directors meetings to enhance corporate value we will continue to improve operations to further improve the effectiveness of the Board of Directors, based on the recognition of issues we have identified regarding operational issues and roles and responsibilities.

About director remuneration

Basic policy on 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. At the Board of Directors meetings held on June 21, 2023 and May 15, 2024, we revised part of the policy regarding the determination of the content of individual directors' compensation for those directors posted overseas. The basic policy for determining the individual remuneration package of directors, etc., is to consider the level of companies/industries of similar size and the balance with employee remuneration for the system of director remuneration and individual remuneration. At the same time, we set the remuneration level according to position, presence, or absence of representation rights, etc.

Remuneration structure

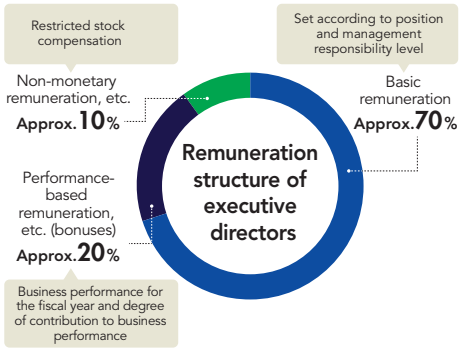
The remuneration structure is composed of basic remuneration, performance-based remuneration (bonus), and restricted stock compensation. For outside directors and ASB members, remuneration is fixed remuneration only. Furthermore, the Nomination & Remuneration Committee considers the ratio of remuneration by type for executive directors based on the remuneration levels of companies, industries, etc., of similar size to Credit Saison.

The ratio of each type of remuneration, etc., is based on a 7:2:1 ratio of basic remuneration : performance-based remuneration, etc. (bonuses) : non-monetary remuneration, etc. (restricted stock compensation). For directors posted overseas, the ratio for each type of remuneration, etc., is based on remuneration excluding fringe benefits. However, restricted stock compensation might not be paid to directors posted overseas, and in such cases, the approximate ratio of each type of remuneration is as follows: basic remuneration : performance-based remuneration (bonus) = 8:2 (however, excluding fringe benefits).

Eligible officers	Basic remuneration (monetary remuneration)	Performance-based remuneration, etc. (bonuses)	Non-monetary remuneration, etc.
Executive directors	Amount calculated as fixed monthly remuneration after setting annual remuneration levels for each position and considering the presence or absence of representation rights, etc.*1	Amount calculated by multiplying the amount of the basic bonus by position, etc., considering the retention rate, etc., by the performance-based coefficient*3 for quantitative indicators*2 and the performance-based coefficient for qualitative evaluation*4	Amount calculated as restricted stock compensation*5 after setting annual remuneration levels for each position and considering the presence or absence of representation rights, etc.
Outside Directors	Fixed remuneration only	–	–
ASB members*6	Fixed remuneration only	–	–

*1 Fringe benefits such as housing allowance, child allowance, and temporary return allowance, etc., might be paid to directors posted overseas.
*2 Quantitative indicators: Non-consolidated ordinary profit (excluding temporary factors, etc.) growth rate and plan achievement rate.
*3 Performance-based coefficient: Based on a 50:50 ratio between the quantitative performance indicator growth rate and the plan achievement rate, while comprehensively considering the occurrence of large-scale disasters, pandemics, etc.
*4 Qualitative evaluation: This is the result of evaluating each degree of contribution to improving the Company's business performance and corporate value by all directors, including the relevant director.
*5 Restricted stock compensation: Please refer to the Securities Report for details of the conditions.
*6 ASB member remuneration: The amount of remuneration for each ASB member is determined through deliberations by the ASB within the total amount resolved at the General Meeting of Shareholders.

Remuneration structure of executive directors



In calculating the planned amount of performance-based remuneration (bonuses) for FY2023, we set the expected performance-based coefficient for quantitative indicators at 102.5% and the expected performance-based coefficient for qualitative indicators of each director to 80%–120%.

The amount of remuneration for each individual can be entrusted to the Chairman of the Board based on a resolution of the Board of Directors. The scope or remuneration is the amount of basic remuneration for each director, the evaluation allocation of performance-based remuneration (bonuses) for each director, and the allocated amount of monetary remuneration claims related to the acquisition of restricted shares. As a measure for the Chairman of the Board to properly exercise this authority, the Nomination & Remuneration Committee has established standards for the remuneration received by directors. Based on these standards, the Chairman of the Board makes decisions within the scope delegated by the Board of Directors.

In determining the actual issued amount of remuneration for individual directors in FY2023, Representative, Chairman and CEO Hiroshi Rinno will be entrusted with the determination of the amount of basic remuneration for each director and the allocation amount of monetary remuneration claims related to the acquisition of restricted stock. He will also be entrusted with the evaluation allocation of performance-based remuneration (bonuses) for each director.

Total amount of remuneration, etc., for each officer category, total amount of remuneration, etc., by type, and number of eligible officers

The total amount of remuneration, etc., for each officer category of the Company, the total amount of remuneration, etc., by type, and the number of eligible officers in FY2023 are as follows.

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)	402	281	90	30	7
ASB members (excluding outside ASB members)	19	19	–	–	2
Outside Directors	33	33	–	–	4
Outside ASB members	29	29	–	–	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. The number of directors who receive remuneration excludes one unpaid director.
2. Performance-based remuneration, etc., lists the planned payment amount of performance-based remuneration (bonuses) for FY2023.
3. The content of non-monetary remuneration, etc., is the common stock of the Company, and the conditions for allotment are as described in the remuneration structure and calculation section of the Company's 74th business term Securities Report.
4. The table includes one retired director and two retired ASB members (including one outside ASB member).
5. As of the end of FY2023, there were 12 directors and three ASB members.
6. As there are no directors whose total amount of consolidated remuneration exceeds ¥100 million, the names, classifications, total consolidated remuneration, and amount of consolidated remuneration by type for each Director have been omitted.

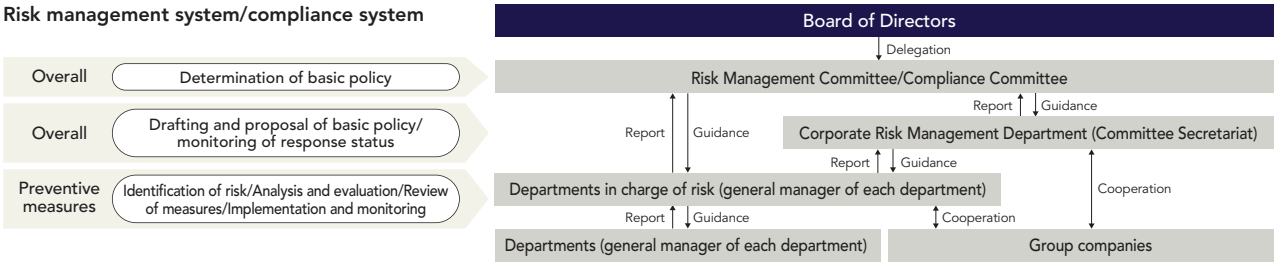
Strengthening the risk management and compliance systems

To achieve sustainable improvement of corporate value, we position the enhancement of corporate governance as a key management initiative. To this end, we are improving internal control systems, strengthening risk management systems, ensuring thorough compliance, and creating mechanisms based on diversity, equity, and inclusion.

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, which is 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 establishment of internal controls in the Company and at our consolidated Group companies, while the Audit Department carries out independent monitoring. Regarding risk management, the Risk Management Committee and the 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." In addition, with regard to matters inherent in our Company Group or control matters that involve serious risks, for domestic subsidiaries, the Group Strategic Management Department establishes and controls the matters, and for overseas subsidiaries, the Global Management Department, which is responsible for overall management of overseas affiliate subsidiaries, gathers information. As such, the Company oversees the status of business execution at each Group company and shares information with the departments in charge of each Group company.

As for our compliance system, we have established the 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 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 standards 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 standards.

Risk management system/compliance system



Internal whistleblowing system

We collect risk information from employees through our internal whistleblowing system, which is useful for detecting misconduct at an early stage and preventing conflict.

Number of compliance violations and whistleblowing incidents

Classification	FY2020	FY2021	FY2022	FY2023
Serious legal violations (number)	0	0	0	0
Expenditures for preventing corruption (yen)	0	0	0	0
Reports to the internal whistleblower hotline (number)	20	23	13	20

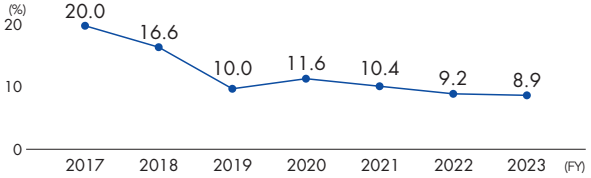
Preventing bribery and corruption

The Company complies with all laws and regulations, and prohibits bribery and improper benefits. We will ensure that all employees are aware through the internal company website and training programs, etc., that entertainment and gifts, etc., to business partners and government agencies are to be provided in moderation. In addition, to prevent insider trading, the Company has established rules and conducts training sessions. We also properly manage the risk of new transactions by conducting periodic compliance education for employees, and have established an internal whistleblowing office to prevent corruption, including the elimination of antisocial forces and prevention of money laundering.

Strategic shareholding

Regarding strategic shareholding, Credit Saison only holds shares of companies that are transaction (investment) partners necessary for our Group's business strategy and that are rational to hold. When verifying the rationality of holdings, we properly ascertain the risks and costs associated with holdings and the returns from holdings, including from a medium- to long-term perspective, and comprehensively verify profitability and other matters at the Board of Directors and the ALM Committee. As a result of verification, while considering factors such as the impact of the market, we promptly sell stocks that are judged to have little rationality to hold.

Consolidated net assets ratio for strategic shareholding



Dialogue with Shareholders and Investors

1. System for promoting dialogue

Credit Saison believes it is important to promote constructive dialogue with shareholders and investors in order to achieve sustainable growth for the Company and to enhance corporate value over the medium to long term.

The Corporate Planning Department, the department in charge of IR, works closely with the Public Relations Office, the Treasury & Accounting Department, and other related departments to ensure that investor relations activities, as well as dialogue with shareholders by management, go smoothly. The Corporate Planning Department and the General Affairs Department also serve as the contact points for meetings with shareholders. Generally, directors (including outside directors), executive officers, and ASB members deal with these matters appropriately within a reasonable scope, based on the purpose of the shareholders' meetings and other factors.

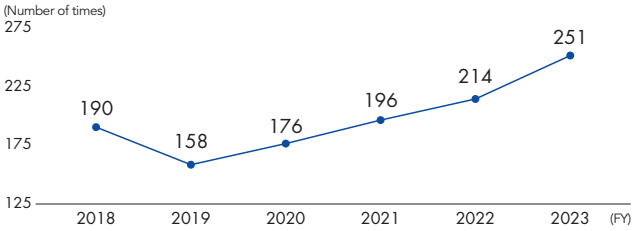
2. Initiatives pertaining to constructive dialogue with shareholders and investors

To enhance dialogue with shareholders and investors in Japan and overseas, in addition to ongoing individual meetings, we are actively engaged in exchanges of opinions, including efforts to increase opportunities for direct dialogue with representative directors and the CFO. For our foreign shareholders, who held approximately 30% of our outstanding shares as of March 31, 2024, we are proactively and continuously building relationships with them through IR activities for investors who live overseas, including interviews at conferences attended by domestic and foreign investors.

3. Feedback regarding the details of dialogue with shareholders and investors

In regard to the opinions and requests acquired from shareholders and investors through dialogue, and to the analyst reports that are occasionally issued, as the department in charge of investor relations, the Corporate Planning Department takes the lead in appropriately providing feedback as needed to the Company's executives and making reports regarding dialogue at the Board of Directors meetings and management meetings, etc., in order to apply these opinions and requests in discussions for enhancing corporate value.

Individual meetings with sell-side analysts/institutional investors



Opinions from shareholders and investors, and our response to those opinions

Themes	Opinions from shareholders and investors	The Company's response (including the New Medium-term Management Plan announced in May 2024)
Expanding information disclosure	We understand that one of the pillars of your growth strategy is the Global Business, and we would like to see more information disclosure so we can develop a deeper understanding of it	• Held a strategy information session focused on the India business, the core of the Global Business Held a business strategy information session featuring Presha Paragash, CEO of Kisetsu Saison Finance (India) Pvt. Ltd. as a presenter, in addition to Kosuke Mori, General Manager of the Global Business Division/ Director, Senior Managing Executive Officer Global strategy information session https://corporate.saisoncard.co.jp/en/business/global/pdf/globalE_20240607.pdf • Began disclosing information about our business model, yields of major products, risk information, etc., in addition to the conventional credit balance and our profit plans at an information session on the New Medium-term Management Plan and our global strategy June 2024 Global strategy information session
Capital policy	We would like to see disclosure that includes quantitative information, not just qualitative information, such as the Company's basic stance on capital policy	• In the New Medium-term Management Plan announced in May 2024, we announced our approach to achieving management that is conscious of the cost of capital and stock prices • Disclosing information on cash allocation for the first time Press release https://corporate.saisoncard.co.jp/wr_html/news_data_en/avmqks000000ch4s-att/20240515_ReleaseE1.pdf Medium-term Management Plan materials https://corporate.saisoncard.co.jp/wr_html/ir/data/en/avmqks000000cguc-att/avmqks000000cgw4.pdf
Enhancing dialogue	Up to now, financial results briefings have been held twice a year, once for the main financial results (May) and once for the financial results for the first half of the fiscal year (November). Results briefings for Q1 (in August) and Q3 (in February) are held exclusively for sell-side analysts. We would like briefings to be held quarterly so we can understand the results in greater depth	• Beginning with the Q1 results briefing in August 2024, the format will be changed to include institutional investors in addition to sell-side analysts
Expanding sustainability-related information disclosure	We would like sustainability-related information disclosure to be expanded	• Since the Sustainability Committee was established in August 2021, we have expanded information disclosure to include endorsements of the TCFD recommendations; measurement of Scope 1, 2, and 3 greenhouse gas emissions; and obtaining a B rating through our response to CDP, among other items. • In October 2023, we created and published a list of the Company's information disclosure status with reference to the GRI Sustainability Reporting Standards (GRI Standards) • In August 2024, received SBTi validation for our greenhouse gas emission reduction targets for 2030.

Major Endorsed Initiatives and External Awards

Endorsed initiatives

We expressed support for the Task Force on Climate-related Financial Disclosures (TCFD) recommendations in 2022 and are involved in the TCFD consortium, a discussion forum for the companies and financial institutions supporting the recommendations.

➤ Disclosure in Line with TCFD Recommendations https://corporate.saisoncard.co.jp/en/sustainability/environment/tcfd/

Environment-related recognition

CDP DISCLOSER 2024 CORPORATE

Answered the CDP Climate Change Questionnaire for FY2024
Certified as "B Rating" for two years in a row, FY2022 and FY2023

Major external awards

DX認定

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

DX銘柄2024 Digital Transformation — 2 consecutive years

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

SLACK SPOTLIGHT AWARDS 2022

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

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Greenhouse gas emission reduction targets set by companies that are consistent with the standards required by the Paris Agreement

Grand Prix

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

NIKKEI 2022

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

SAISON CARD Digital

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

2024 健康経営優良法人 Health and productivity — 5 consecutive years

Certified as a Health & Productivity Management Outstanding Organization 2024 by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi

GOLD — 6 consecutive years

Won gold at the Cancer Ally Awards 2023, a private project that commends companies committed to addressing issues relating to cancer and employment

健 健康優良企業 — 3 consecutive years

In 2023, acquired the Silver certification under the National Federation of Health Insurance Societies program to recognize companies with excellent health management initiatives

Status of stock indicator/index incorporation

Status of real-time stock price index incorporation

TOPIX

Representative economic indicators that show trends in the Japanese economy as market benchmarks

JPX-NIKKEI 400

A new stock price index consisting of "highly attractive companies for investors" that fulfill various requirements of global investment standards, such as efficient use of capital and an investor-conscious management perspective

Status of ESG index incorporation

2024 Sompo Sustainability Index

SOMPO Asset Management's proprietary active indexes, used for sustainable management that invests in a wide range of companies with high ESG ratings

2024 CONSTITUENT MSCI日本株女性活躍指数 (WIN) — 7 consecutive years

ESG index used by the GPIF to select companies that excel in terms of gender diversity

2024 CONSTITUENT MSCI日本株ESGセレクト・リーダーズ指数

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

S&P/JPX カーボン エフィシェント 指数

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

MORNINGSTAR GenDi J Japan ex-REIT Gender Diversity Tilt Index

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

FTSE Blossom Japan Sector Relative Index — 2 consecutive years

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

Disclaimer: THE INCLUSION OF Credit Saison Co., Ltd., IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS, OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, OR PROMOTION OF Credit Saison Co., Ltd., BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Board of Directors/Audit & Supervisory Board Members/Executive Officers (as of October 1, 2024)

Credit Saison visualizes the management skills of its directors, Audit & Supervisory Board members, and executive officers as a skill matrix. To conduct flexible management in uncertain times, management composes members with diverse skills and expertise.

	Hiroshi Rinno Representative, Chairman and CEO	Katsumi Mizuno Representative, Executive President and COO	Naoki Takahashi Representative, Executive Vice President and CHO	Kazutoshi Ono Director, Senior Managing Executive Officer and CDO, CTO	Kosuke Mori Director, Senior Managing Executive Officer	Naoki Nakayama Director, Managing Executive Officer	Shunji Ashikaga Newly appointed Director, Managing Executive Officer	Kosuke Kato Director (Non-executive)	Naoki Togashi Director	Hitoshi Yokokura Director	Eiji Sakaguchi Director	Yumiko Hoshiba Newly appointed Director
									Outside/Independent	Outside/Independent	Outside/Independent	Outside/Independent
	Born in 1942	Born in 1969	Born in 1950	Born in 1976	Born in 1977	Born in 1965	Born in 1971	Born in 1966	Born in 1960	Born in 1969	Born in 1966	Born in 1955
Board of Directors ◎ : Chairman ○ : Member	○	◎	○	○	○	○	○	○	○	○	○	○
Nomination & Remuneration Committee ◎ : Chairman ○ : Member	◎	○							○	○		○
Skill matrix												
Corporate management	●	●	●	●	●		●	●	●		●	●
Global	●	●		●	●				●		●	●
Financial affairs/ Accounting			●		●			●		●	●	
Human resources/ Labor affairs	●		●									
Legal affairs/ Risk management								●		●		
Sales/Marketing	●	●				●	●	●	●		●	●
Digital/IT				●	●			●	●			
M&A/ New businesses	●	●	●	●	●		●	●			●	
Real estate	●	●	●			●					●	
Finance/Loans	●	●	●			●	●	●	●		●	
ESG	●	●	●		●							●

* 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 eight of the major skills and other attributes are marked.
* To transform into a comprehensive life services group, we are placing particular focus on global, digital/IT, and M&A/new business skills for our business strategy.

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

	Hideo Suzuki	Hiroaki Igawa	Chie Kasahara	Kazue Yasumori	Masaki Negishi	Ryuki Tabata	Yuichi Kawahara	Naoki Misaka	Hironao Wakamei	Ryo Kihara	Koji Sugahara	Yoshiyuki Kimura	Takehiko Hayashi	Noriyuki Abe
	Standing Audit & Supervisory Board Member	Standing Audit & Supervisory Board Member	Audit & Supervisory Board Member	Managing Executive Officer	Managing Executive Officer and CFO	Managing Executive Officer	Executive Officer	Executive Officer	Executive Officer	Executive Officer	Executive Officer	Executive Officer	Newly appointed Executive Officer	Newly appointed Executive Officer
		Outside/Independent	Outside/Independent											
	Born in 1956	Born in 1958	Born in 1968	Born in 1973	Born in 1972	Born in 1967	Born in 1975	Born in 1975	Born in 1970	Born in 1973	Born in 1979	Born in 1971	Born in 1966	Born in 1967
Audit & Supervisory Board ◎ : Chairman ○ : Member	◎	○	○											
Skill matrix														
Corporate management	●													
Global			●		●						●	●	●	
Financial affairs/ Accounting		●			●							●	●	
Human resources/ Labor affairs				●		●								
Legal affairs/ Risk management		●	●							●			●	
Sales/Marketing	●		●		●	●	●	●	●	●	●		●	●
Digital/IT			●				●							
M&A/ New businesses			●		●		●	●	●		●	●	●	●
Real estate		●								●			●	●
Finance/Loans		●			●	●		●		●		●	●	●
ESG		●		●								●		