

## Global Business

### Realizing financial inclusion in the spirit of equal partnership with local companies

Those who are unable to access bank financial services (the unbanked segment) account for the majority of the Asian population. Focusing on the financial services needs of such people, the Credit Saison Group collaborates with local companies while providing finance services and financial solutions. We will contribute to regional economic development in the future by providing financial business tailored to each country.

#### Status of overseas business development



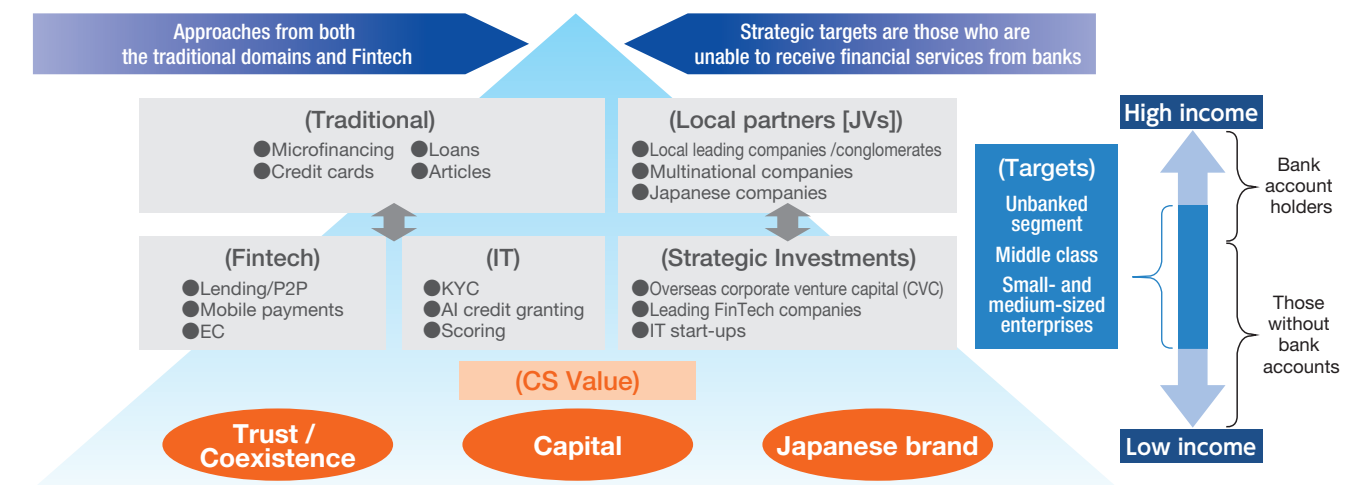
Credit Saison's global business dates back to 2005, when the Company entered the market in Shanghai, China. In 2011, we started market research in Southeast Asia, which is forming the core of our current business, and as of 2019 have entered nine countries, including affiliated companies and investment destinations as well as those yet to be unannounced. It is thought that the rapidly growing, middle-class unbanked segment in Asian countries will utilize state-of-the-art financial services centered on smartphones in using easier and more seamless services. Irrespective of the format, the Company will work with a variety of local partners to develop business to understand the markets, culture and business practices of those countries.

**Katsumi Mizuno**  
Managing Director, Managing Executive Officer Head of Global Business Division

#### Business strategies

Amid expectations for an ongoing expansion in both population and GDP, we expect significant growth in Asia moving forward, although the fact that relatively few people in the region have bank accounts indicates that the current level of financial services being offer may not be sufficient to meet the needs of all the people. Given these conditions, the leapfrog effect brought on by the spread of smartphones and rapid progress of digitalization is contributing to new services being developed using the latest in cutting-edge technologies.

In response to rapid changes in the environment as well as growth in many Asian countries, we are taking on the challenge of developing new business models in addition to our operations in more traditional business domains. Maintaining our commitment to trust and cooperation with our partners as well as a "customer-first" attitude, we aim to provide financing services that meet the local needs of the unbanked segment by investing in and collaborating with local companies, including those operating in the FinTech domain.



#### Key issues and solutions

##### The duplication and diversification of businesses

In addition to a steady expansion in our businesses, centered mainly on existing businesses in the nine countries in which we already operate, we are advancing initiatives such as collaboration with multinational companies as well as the development of networks, mobile payment systems, AI credit granting, and digital scoring operations in order to further complement the strengthening of our businesses in each country.

##### Strengthening the corporate governance system

Expanding our business and moving into new countries requires a robust support system. In addition to upgrading the management system for each operating company, we are creating a mutual checking system involving business supervision and monitoring from the Tokyo headquarters as well as the Singapore subsidiary in its capacity as a regional headquarters.

#### Medium- to long-term initiatives

##### Business model diversification

In addition to direct investment, we are also developing a variety of business and collaborative models, including those focused on corporate venture capital investment and business support through the creation of financing schemes.

##### Expanding the geographic scope of our business

We are focused on expanding the geographic scope of our operations, and are considering adding businesses in Africa and South America to those already in place in Southeast Asia and South Asia.

##### Globalization in human resources

We believe a diversity of values to be indispensable to the development of our business in areas with different cultures and business practices. In addition to the active recruitment of local employees, we will continue to promote the appointment of executive candidates regardless of whether or not they are Japanese.