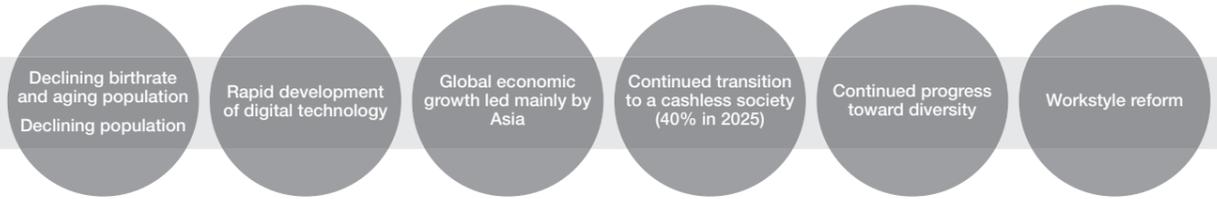


# Credit Saison's Value Creation Process

Contributing to the creation of a sustainable society even more convenient and prosperous than it is today

Social Issues (Environmental Change)



### Credit Saison's Underlying Capital

**Human capital**

- Diverse human resources including female employees who play an active role
- Professional human resources well versed in a variety of fields including credit and finance
- Number of employees ▶ **3,239 (including 2,424 women)**

**Intellectual capital**

- Credit know-how and membership base nurtured over the 69 years since the Company's founding
- Founding ▶ **69 years**
- Customer database of around 37 million (consolidated) members**

**Financial capital**

- Sound financial base
- Credit rating ▶ **R&I A+**
- (Continuously for 23 years) since October 1996**

**Social capital**

- Industry-leading membership and customer base
- Marketing network focusing mainly on Japan and ASEAN
- Total cardholders ▶ **Around 37 million (consolidated)**
- Number of stores/organizations with affiliate cards issued to ▶ **Around 250**
- Branches in Japan ▶ **10**; Overseas branches ▶ **9 countries**
- Number of stores/organizations with corporate card and cards for SMEs issued ▶ **Around 50,000 companies**

### Credit Saison's Strengths

- Scale**: Industry-leading membership and transaction balance
- History**: Founded in 1951
- Diversity**: Revenue base focusing mainly on payment and finance activities
- Innovation**: Business development leveraging independent non-bank activities
- Sustainability**: Adept at increasing members' LTV  
\*LTV: Life Time Value

### Credit Saison's Business Model

Helping individual members lead a vibrant life

Providing business solutions to corporate customers

Operating across six business domains in a bid to improve customer QOL

- Payment** (P14): Payment business
- Solution** (P16): Solution business
- Investment** (P18): Asset management business
- Digital Marketing** (P20): Digital marketing
- Finance** (P22): Finance business
- Global** (P24): Global business

### Framework Underpinning Corporate Value Creation

- Challenging ourselves to be a finance company advancing with customers for 50 years**
- Strengthening engagement between the Company and its employees by promoting diversity**
- Strengthening corporate governance**
- Risk capital management through the optimal allocation of capital**

**Medium-term Management Plan**

**Realizing diversity**

**Corporate governance**

**Financial and capital policies**

### Value Created

**Human capital**

- Creating a comfortable environment by promoting diversity
- Ratio of female employees — **Around 75%**
- Ratio of female managers
  - General manager — **12%**
  - Section chief — **26%**
  - Section head — **69%**
- Average number of paid leave days approved — **13.1 days**
- Ratio of paid leave used — **72.9%**
- Average overtime hours per month — **10.2 hours**

**Intellectual capital**

- 2019 Apr. Earn points with an increase in class rank; launched Saison Classe, a new service that offers user class-based benefits according to usage results
- Jun. Supporting the management of Post Office Club, a nationwide membership service run by JAPAN POST Co., Ltd. Commissioned to undertake various activities including the development of membership management system and administration of call centers
- Jun. In collaboration with Japan's Central Federation of Societies of Commerce and Industry, supported the transition to cashless transactions by small- and medium-sized business operators
- Sep. Entered into a capital and business alliance with Daiwa Securities Group Inc.
- Oct. Issued free Saison Platinum Business American Express® cards; built a credit model using corporate financial and transaction data
- Oct. Began engaging in digital marketing business activities in India
- Nov. Launched Saison Cardless Payment, a smartphone-based instant sign-up and instant use service
- Nov. Started providing Saison Pocket, a smartphone securities service
- Dec. Ideal new business card for small- and medium-sized enterprises and sole-proprietors. Started recruiting Saison Cobalt Business American Express® business cards

**Financial capital**

- Increase Group-wide earnings
- Consolidated business income (IFRS) — **¥52.2 billion**
- Issuance of super long-term (20-year) bond
- Jun. 2017 ¥10.0 billion** (Card company first)
- Apr. 2018 ¥15.0 billion**
- Apr. 2019 ¥12.0 billion**

**Social and Related Capital**

- Donations through Eikyufumetsu Points — **Cumulative total ¥0.6 billion**
- Overseas expansion — **Started digital lending business activities in India through Kisetsu Saison Finance (India) Private Limited in October 2019**