



72nd

Business Report

CREDIT SAISON CO., LTD. Business Report
72nd Fiscal Year (April 1, 2021 – March 31, 2022)

Transforming ourselves into a comprehensive life services group

CREDIT
SAISON

Dear Shareholders:

I would like to express my appreciation for your continued support and patronage.

Let me report on the business results for the 72nd fiscal year (April 1, 2021 – March 31, 2022).

In addition to developments in the coronavirus disease (COVID-19) pandemic, the social environment remains severe due to the impact of the situation in Ukraine, the rising cost of living, and other factors. Our company also has been forced to transform its existing business model centered on physical locations, which has been our strength until now. On the other hand, I believe that now, when our lifestyles and values are undergoing such major changes, is precisely the right time for us to turn crisis into opportunity and to shift to more aggressive business management.

Based on the three concepts of “Innovative,” “Digital,” and “Global,” with our new management vision of “transforming ourselves into a comprehensive life services group,” we are accelerating our various initiatives aimed at new growth strategies and structural reforms in the payment business and the formulation and realization of CSDX strategy and global strategy, and engaging in ongoing challenges in new business.

We established the Sustainability Promotion Committee in August 2021 to practice management that is conscious of the Environment, Social, and Governance, and announced our endorsement of the Task Force on Climate-related Financial Disclosures (TCFD). We are also promoting diversity, equity, and inclusion, including the active participation of women.

With the aim of providing assistance in the serious humanitarian crisis unfolding in Ukraine, we have started accepting donations through our “Eikyufumetsu Points” program and at the point of credit card payment.

To contribute to the realization of a more convenient and enriched society, we will establish new strategies that aim to respond to both business and social/environmental issues and achieve sustainable improvement of our corporate value.

Lastly, I would like to ask for shareholders' continued support and encouragement for Credit Saison.

June 2022

Representative, Executive President and COO



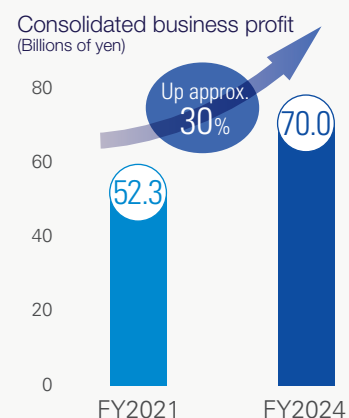
Katsumi Mizuno

Medium-term Management Vision

Transforming ourselves into a comprehensive life services group

— Realizing customer success through the fusion of real-world and digital services —

With “Innovative,” “Digital,” and “Global” as our basic concepts, the Credit Saison Group will strive to realize its transformation into a comprehensive life services group that aims to realize customer success through the fusion of real-world and digital services. To transform into a comprehensive life services group, we will focus our efforts on the establishment of a “Saison Partner Economic Zone” together with the Group and our business partners and take on the challenge of creating value not found in any other company, with the aim of achieving consolidated business profit of 70 billion yen in FY2024.



Transforming ourselves into a comprehensive life services group

In the 72nd fiscal year, the Credit Saison Group took on the challenge of “transforming into a comprehensive life services group” that aims to realize customer success through the fusion of real-world and digital services, with “Innovative,” “Digital,” and “Global” as the basic concepts of our management strategy. We have also formulated a digital transformation strategy (CSDX Strategy) and are using digital technology to transform/convert businesses and provide new customer experiences through our services, with the aim of becoming a digital leader that provides thrilling experiences that exceed customer expectations.

Innovative

Creation of new customer experiences Motionpicture CO., Ltd.

In October 2021, Motionpicture CO., Ltd., a company that develops and provides SaaS services for online ticket bookings and sales at customer-attracting facilities such as cinemas and aquariums, became a subsidiary of the Credit Saison Group. In February 2022, Motionpicture concluded a capital and business alliance with Sony Payment Services Inc., a provider of various payment services. Through this collaboration between Motionpicture, which develops and provides its own highly competitive online bookings and sales services with advanced technologies, and Sony Payment Services, which offers diverse, payment solutions, from online to offline, with its own network and high level of security, we will build digital infrastructure to provide one-stop services from everything from bookings to payment and marketing, creating new customer experiences that are a fusion of real-world and digital services in the area of experiential consumption.



Motion Picture

Investment in egg freezing and storage service provider, Grace Group, Inc.

In October 2021, we invested in and began working with Grace Group, Inc., which provides the egg freezing and storage service, Grace Bank. By working to expand recognition of egg freezing services and developing optimal financial products to actively support women in realizing diverse career paths and life plans, we will help to solve social issues such as the serious decline in the birth rate and the lack of progress in women's advancement in society.



Launch of 2-minute rental guarantee screening service

In January 2022, we launched Saison Rent Guarantee Rent Quick, a rental guarantee service that uses credit card screening. When a prospective customer of Saison Rent Guarantee Rent Quick uses a smartphone to access a dedicated website and apply for a Saison Card, they can undergo credit card screening and tenancy screening at the same time and receive the results of their rental guarantee screening in as little as two minutes, one of the fastest in the industry. Moreover, because rent, bonds, and other payments can be automatically set up with the issued Saison Card, the entire process from application to payment of rent can be completed seamlessly. This significantly reduces the time required for rental contract procedures, providing greater convenience and ease of administration for customers, landlords, and real estate agents alike.

Provision of Saison Senior Support

In March 2022, we launched Saison Senior Support, a service whereby members aged 65 years and over can have representatives act on their behalf with credit card inquiries and other various procedures. With the rapid aging of the population, we are entering an era in which many people will live to 100 years of age. Making it easier for representatives to act on behalf of older customers will provide them with greater security, safety, and convenience.



Digital

「SAISON CARD Digital」、 SAISON CARD Digital receives Award for Excellence in 2021 Nikkei Superior Products and Services Awards

In January 2022, Credit Saison's numberless credit card SAISON CARD Digital, received an Award for Excellence in the 2021 Nikkei Superior Products and Services Awards, sponsored by Nikkei Inc. Taking advantage of this service's features, namely the ability to do everything on the smartphone, use it immediately, and its convenience and security, we are introducing the service to many more companies in response to customers' and collaborative partners' needs (as of March 2022, 170 companies have introduced SAISON CARD Digital).



In-house development of customer service knowledge system

In January 2022, we completed the in-house development of COMPASS, a customer service knowledge management system, at our Information Center. We are using it to respond to customer inquiries. As part of our ongoing CSDX Strategy, our digital division and Information Center are working as a united force on problem-solving to improve both employee experience (EX) and customer experience (CX). In February 2022, we obtained the status of DX-certified operators under the DX Certification established by the Ministry of Economy, Trade and Industry. We will continue to expand our organization in the DX area and strengthen our company-wide initiatives going forward.



Global

Expansion of lending business in Asia

We are working to establish a business base to position the global business as a major pillar of our business. Kisetu Saison Finance (India) Pvt. Ltd. in India has partnered with Fintech businesses to expand its lending balance and revenue, with a focus on digital lending. PT. Saison Modern Finance in Indonesia is developing a lending business targeting small businesses and individuals in partnerships with Fintech players, and HD SAISON Finance Company Ltd. in Vietnam is operating a credit card business alongside its existing installment credit and loan businesses.



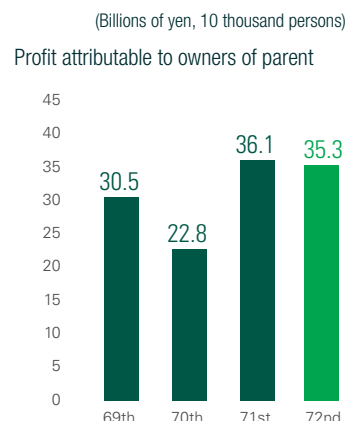
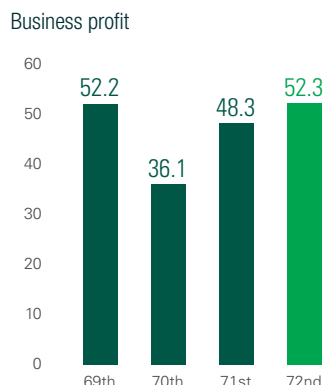
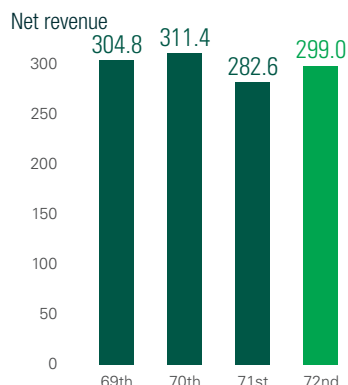
Investment and lending business overseas

Singapore subsidiary Saison Capital Pte. Ltd., which primarily invests in and lends to early stage startups overseas, is accelerating and expanding new investments, while also engaging in an impact investment business for enterprises, extending necessary loans to underbanked unincorporated enterprises and small and medium enterprises mainly in Asia. Through these businesses, we will promote initiatives in financial inclusion and the UN's Sustainable Development Goals (SDGs) and contribute to solutions to global social issues.

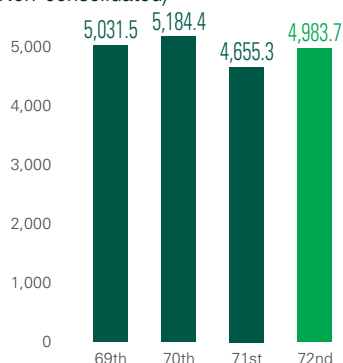


FINANCIAL DATA

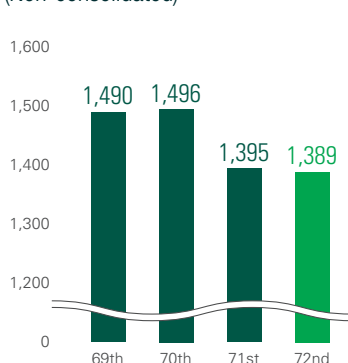
Operating Results



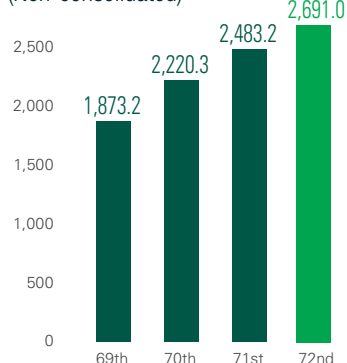
Card transaction volume (Non-consolidated)



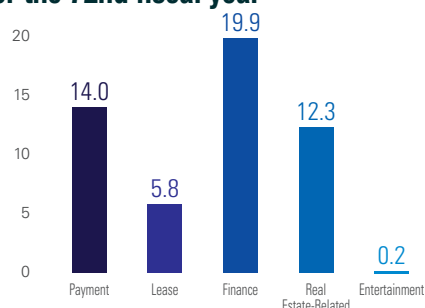
Active card members (Non-consolidated)



Finance-related balance (Non-consolidated)



Business profit by segment for the 72nd fiscal year



Sustainability

Creating a Sustainable Society in the Manner of Credit Saison

We are engaged in initiatives such as using “Eikyufumetsu Points” to support disaster recovery and highly socially conscious activities, implementing a financial education program for junior and high school students called “School Visit: SAISON TEACHER” to support the education of the next generation, and managing Akagi Nature Park as part of our environmental conservation and regional revitalization activities. We are also promoting financial inclusion and SDGs initiatives in emerging markets, especially in Southeast Asia through our global business.

In addition, recognizing that responses to sustainability issues, such as consideration of climate change and other global environmental problems, respect for human rights, and consideration of employee health and working environments, are material management challenges, in August 2021, we established the Sustainability Promotion Committee as a new advisory body on sustainability activities, and we are engaging in efforts to achieve a sustainable society.

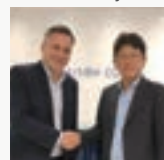


We are conducting social contribution activities through Akagi Nature Park.

Joint Promotion of Credit Card Business toward Carbon Neutrality with DATAFLUCT inc.

In December 2021, we concluded a basic agreement with DATAFLUCT inc., and we are now pursuing the joint development of a credit card business with the goal of realizing a carbon-neutral lifestyle.

Through the mutual leveraging of DATAFLUCT's advanced AI technologies, the technology and know-how in the visualization of CO₂ emissions owned by its partner, Swedish impact tech company, Doconomy, and the Credit Saison Group's management resources in the area of payment business, we will contribute to the promotion of carbon neutrality in Japan and throughout the world.



Doconomy CEO, Mathias Wikström (left) and Credit Saison Representative, Executive President and COO, Katsumi Mizuno (right)

C O R P O R A T E D A T A

Corporate Information

(As of March 31, 2022)

CREDIT SAISON CO., LTD.

Incorporated: May 1, 1951

Paid-in Capital: ¥75,929 million

Number of Employees: 4,084

In addition, Average Number of Non-regular Employees and Temporary Employees: 1,581 (in 7.5 hours/day equivalent)

Head Office: 52F Sunshine 60 Bldg., 1-1, Higashi-Ikebukuro 3-chome, Toshima-ku, Tokyo 170-6073, Japan

Major Businesses: ① Payment Segment (credit card business, servicing (loan collection) business, etc.)
② Lease Segment (lease business)
③ Finance Segment (credit guarantee business and finance-related business)
④ Real Estate-Related Segment (real estate business, real estate leasing business, servicing (loan collection) business, etc.)
⑤ Entertainment Segment (amusement business, etc.)

Board of Directors and Audit & Supervisory Board Members (As of June 22, 2022)

Representative, Chairman and CEO	Hiroshi Rinno	Director (Outside)	Naoki Togashi
Representative, Executive President and COO	Katsumi Mizuno	Director (Outside)	Nana Otsuki
Representative, Executive Vice President and CHO	Naoki Takahashi	Director (Outside)	Hitoshi Yokokura
Director, Senior Managing Executive Officer	Yoshiaki Miura	Standing Audit & Supervisory Board Member	Haruhisa Kaneko
Director, Senior Managing Executive Officer and CTO, CIO	Kazutoshi Ono	Standing Audit & Supervisory Board Member (Outside)	Munehiro Harada
Director, Senior Managing Executive Officer	Kosuke Mori	Standing Audit & Supervisory Board Member (Outside)	Hiroaki Igawa
		Audit & Supervisory Board Member (Outside)	Chie Kasahara

Stock Information

(As of March 31, 2022)

Authorized Shares: 300,000,000 shares Outstanding Shares: 185,444,772 shares Number of Shareholders: 22,521

Major Shareholders (Top 10)

Name	Equity Stake	
	Number of Shares (thousands)	Ownership Percentage (%)
The Master Trust Bank of Japan Ltd. (trust account)	39,077	24.99
Custody Bank of Japan, Ltd. (trust account)	13,668	8.74
CITY INDEX ELEVENTH CO., Ltd.	8,841	5.65
Daiwa Securities Group Inc.	8,050	5.15
HSBC BANK PLC A/C M AND G (ACS)	6,521	4.17
BNYMSANV AS AGENT/CLIENTS LUX UCITS NON TREATY 1	5,670	3.63
Custody Bank of Japan, Ltd. (securities investment trust account)	4,057	2.59
THE BANK OF NEW YORK 133972	3,145	2.01
Mizuho Bank, Ltd.	3,000	1.92
Seven & i Holdings Co., Ltd.	2,050	1.31

*1. 29,070,353 treasury shares held by Credit Saison are not included in the above list of major shareholders.

*2. The ownership percentage is calculated based on the number of shares outstanding excluding treasury shares.

Shareholders' Notes

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 (9:00-17:00 excluding weekends and holidays)
(URL)	https://www.smtb.jp/personal/procedure/agency/
Method of Public Notice:	Electronic notice (Credit Saison website) https://corporate.saisoncard.co.jp/
Stock Listing:	Tokyo Stock Exchange
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.

[Additional Purchase and Buy-back Schemes for Shareholdings of Less Than One Unit]

Credit Saison has established a scheme to allow shareholders with holdings of less than one share unit (100 shares) to buy enough shares at the market price to make up a share unit (Additional Purchase Scheme) or to sell their shares of less than one share unit back to the Company (Buy-back Scheme). Shareholders with holdings of less than one share unit recorded in the special account who wish to inquire about the scheme should contact the transfer agent at the number indicated above, while shareholders who have deposited their shares with a securities company are asked to contact the relevant securities company.

Credit Saison Co., Ltd.

