Financial Results Briefing of FY2021

May 13, 2022

Credit Saison Co., Ltd.



AGENDA

♦ Financial Results of FY2021/ Business Results Forecast for FY2022 Financial Policy & Capital Policy

Managing Executive Officer, CFO Shingo Baba

Mid-term Management Plan

Representative, Executive President and COO Katsumi Mizuno

Sustainability-related information

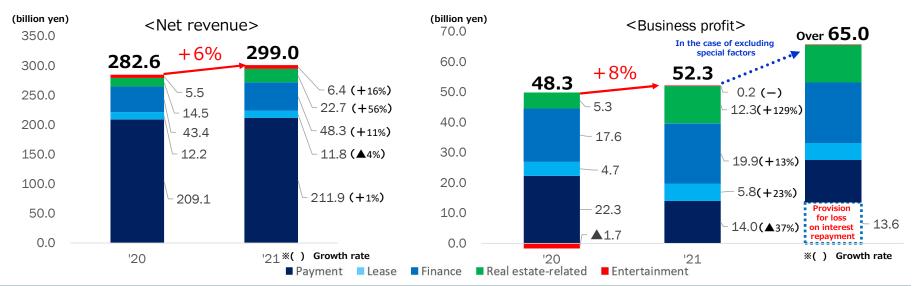
This report contains forward-looking statements that reflect our plans and expectation. These forward-looking statements are not guarantees of future performance and known and unknown risks, uncertainties and other factors that may cause our actual results, performance, achievements or financial position to be materially different from any future results, performance, achievements or financial position expressed or implied by these forward-looking statements.

Financial Results of FY2021/ Business Results Forecast for FY2022 Financial Policy & Capital Policy

Financial Results Digest

- Although the COVID-19 pandemic had an impact, real estate-related business grew significantly in response to factors such as the contracture of the previous fiscal year. However, provision for loss on interest repayment was increased by 13.6 billion yen in consideration for the future, resulting in increase in revenue and business sales but decrease in final income.
- In our payment business, although performance is recovering following the impact of measures carried out for preventing the spread of the disease such as shortened business hours and requests to refrain from going out unless necessary, there are certain prospects for diversification such as solid growth of our finance business and projected expanding income contributions of our global business as 2nd and 3rd pillars.
- With the added allocation of provision for loss on interest repayments excluded, actual business income is over 65 billion yen. Increased dividends are planned in light of having achieved the business income goal for the final year of the previous medium-term management plan, which was 60 billion yen, and the prospect of stepping up in this goal for the new medium-term management plan, which raises it to 70 billion yen.

Financial Results ① ~ Results by Business Segment(IFRS) ~



Payment business

• Although performance is recovering following the impact of measures carried out for preventing the spread of the disease such as shortened business hours and requests to refrain from going out unless necessary, based on future trend forecasts for interest repayment bills, 13.6 billion yen was added to provision for loss on interest repayment, and as a result revenue increased while income decreased.

Lease business

• In addition to initiatives for strengthening relationships of trust such as carrying out joint campaigns with existing major dealers, revenue decreased and income increased due to suppression of bad-debt costs alongside improvements to receivables quality.

Finance business

• Both revenue and income increased due to expansion of financing balance through products such as Flat 35, Asset Formation Loan, and rent guarantee service.

Real estate-related business

· Both revenue and income increased due to rebound from business contraction, etc., in the previous fiscal year.

Entertainment business

• Both revenue and income increased due to rebound from cancelled live performances and facility closures, etc. in the previous fiscal year.

Financial Results 2

~ Main Increases/Decreases in Business Profit & Contribution by consolidated companies(IFRS) ~ *() = Year-on-year difference

Non-Consolidated Ordinary income	Consolidated Business profit	Difference
¥30.4billion (▲¥7.60billion)	¥52.3billion (+¥3.98billion)	¥21.9billion (+¥11.58billion)

<MAIN INCREASES/DECREASES IN BUSINESS PROFIT>

<Contribution by consolidated companies(IFRS)>

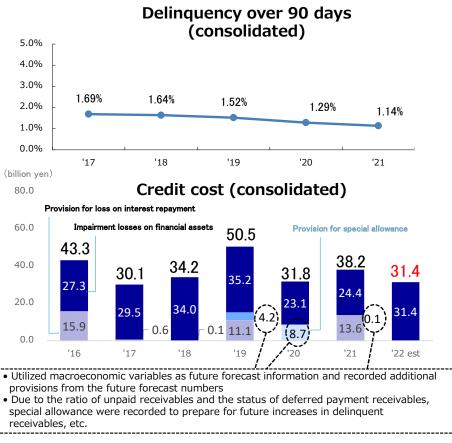
Non-consolidated 38.0 1.1 12.7	(billion yen)	
Increased operating	8.1 2.6 Non-	
Provision for loss on interest repayment Consolidated 48.3	Reduction of special allowance in preparation for future bad-debt increases	ed
		Consolidated
Consolidated		Contribution 21.9
Contribution 10.3		21.3
FY2020 Results	FY2021 Results	

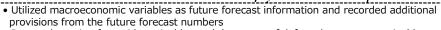
Major consolidated subsidiaries	contribution to business profit
Atrium Group (real estate liquidation business, servicing business)	¥8.66billion (+¥7.00billion)
Saison Fundex Corporation (Loans, real estate, credit guarantees)	¥5.27billion (+¥0.77billion)
Saison Capital Pte. Ltd. (Financing of and investment in overseas startups)	¥1.93billion (+¥2.11billion)
Concerto CO.,LTD. (entertainment business, real estate rental business)	¥1.13billion (+¥0.40billion)
Major equity method affiliates	contribution to business profit
HD SAISON Finance Co., Ltd. (Finance business in Vietnam)	¥1.19billion (▲¥0.12billion)
Saison Information Systems Co., Ltd. (Information processing services)	¥1.13billion (▲¥0.20billion)
Seven CS Card Service CO., LTD. (credit card business)	¥0.93billion (+¥0.02billion)
Takashimaya Financial Partners Co., Ltd. (credit card business)	¥0.83billion (▲¥0.09billion)

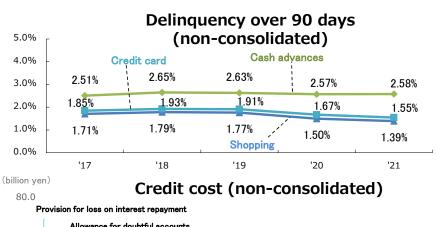
Credit Risk

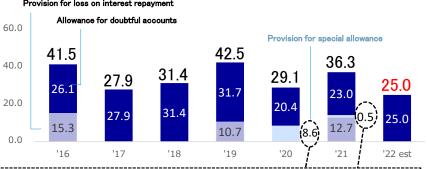
Delinquency over 90 days remained at a low level.

Allocation of additional provision for loss on interest repayment with the future in mind. (Consolidated:¥13.6billion / non-consolidated:¥12.7billion)









Due to the ratio of unpaid receivables and the status of deferred payment receivables, special allowance were recorded to prepare for future increases in delinquent receivables, etc.

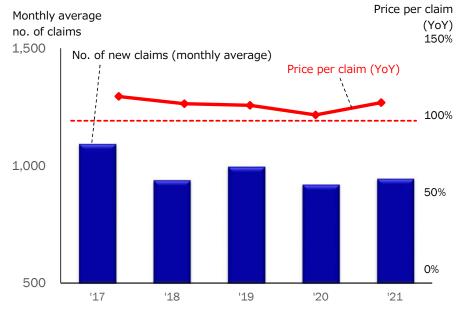
Interest Repayment Claims

The number of new overpayment items and the total amount exceeded levels in the previous year, diverging from the initial forecast.

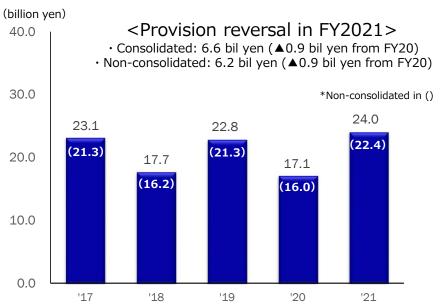
Similar trends are now expected to continue for the foreseeable future.

Looking ahead to the future, provision for loss on interest repayment has been increased (consolidated: 13.6 billion yen, single year: 12.7 billion yen).

■ No. of new claims and price per claim (monthly average)



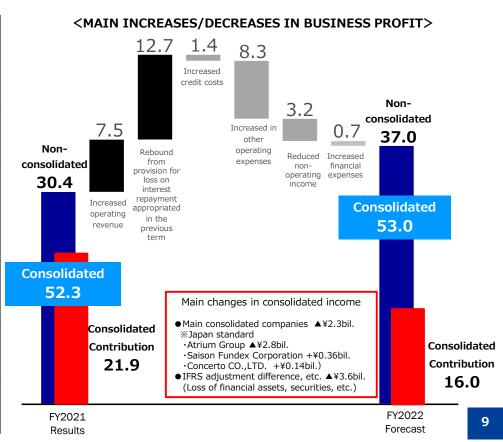
■ Trend of provision balance due to interest repayment losses



Business Results Forecast for FY2022

Increased revenue and income expected for both consolidated and single-year figures.

				(billion yen)
		Fiscal 21 Actual (A)	Fiscal 22 Estimate (B)	Differences (B-A)
ated	Net revenue	299.0	312.0	+12.9
Consolidate	Business profit	52.3	53.0	+0.6
Cons	Profit attributable to owners of parent	35.3	35.5	+0.1
ted	Operating revenue	252.4	260.0	+7.5
Non- Consolidated	Ordinary income	30.4	37.0	+6.5
Cor	Net income	21.9	24.0	+2.0

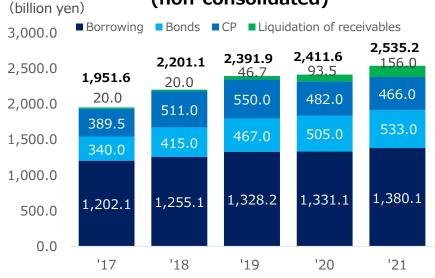


Financial Policy (Structure of Interest-bearing Debt)

■ About a sound financial base

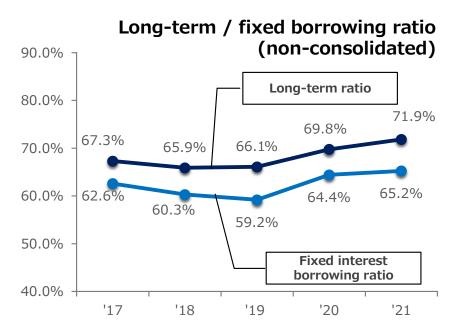
- Credit Rating
 R&I A+
- Issuance of 20 years bonds, first in card companies
 June 2017 10billion yen, April 2018 15billion yen
 April 2019 12billion yen, January 2021 8billion yen
 October 2021 13billion yen

Balance of interest-bearing debt (non-consolidated)



■ Regarding structure of interest-bearing debt

- Almost 70% of the interest-bearing debt is composed of long-term funds
- Fixed interest rate procurement accounts for about
 60% of the total
- Committed credit line and etc. of 480 billion yen is secured in terms of liquidity facility



Fundamental Capital Policy

Soundness

- Use appropriate risk capital management to elevate financial soundness (credit rating A+)
- Revise risk capital allocation model based on factors such as the business environment and progression of new businesses

Growth

- In preparation for shifting to a comprehensive lifestyle service group, carry out investments such as in new partners for each business
- Proactive investment in growth fields inside and outside of Japan

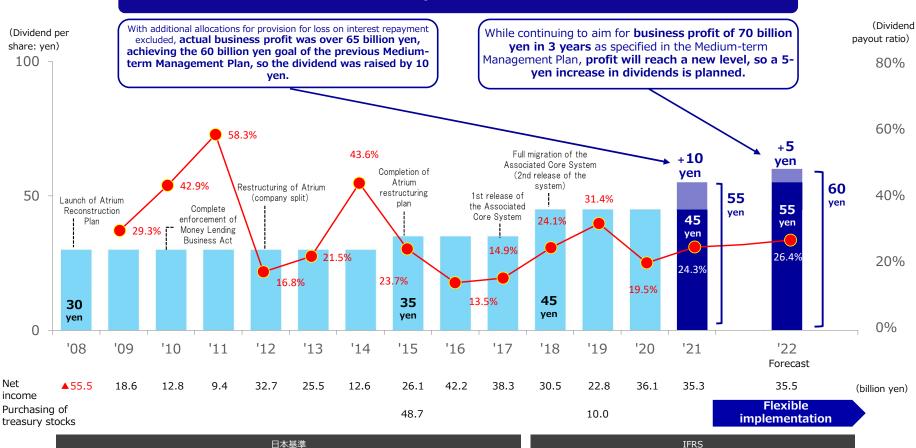
Achieving Increased Corporate Value

Shareholder Returns

- Aim for increased shareholder returns with consideration for balancing soundness and growth, changes in the business environment, and performance trends
- In addition to returns through dividends in line with growth, carry out stock buybacks with awareness of capital efficiency

Shareholder returns policy

<Shareholder Returns Policy> Stable and Continuous Dividends



Transforming into a Comprehensive Lifestyle Services Group

Medium-term management plan FY2022-2024

Table of Contents

- 1. Medium-term Management Vision
- 2. Growth Strategy / Reinforcement of Business Foundation
- 3. Quantitative Goals

1. Medium-term Management Vision

Medium-term Management Vision

Transforming into a Comprehensive Lifestyle Services Group

~Achieving Customer Success through the Fusion of Real Life and Digital Technology~

Core Concepts

Continue with the three concepts up until now, accelerating their penetration and drive within each business.

Digital

By promoting digital conversion in combination with real-life, change the customer/employee experience

Innovative

With all kinds of problems as starting points, innovate exist value and create new value

Global

Use financial services as a method to take on the challenge of financial inclusion

2.	Growth Strategy	/ Reinforcement of Business	Foundation

Growth Strategy Framework

- **1** Establishment of the "Saison Partner Economic Zone" and reinforcement of business coordination among the Group
- ② Revitalization of payment business
- ③ Promotion of healthy growth and expansion into new fields for finance business
- 4 Acceleration of global business expansion

Approach Policy for Target Customer Demographics

Individuals

In addition to stable income in the medium-term, individuals should secure a long-term source of income and think of the important demographics in terms of how to leverage existing customers and brand power with awareness for future customer acquisition.

SME*/ Corporations

In comparison to individuals, there is much more room for cashless transaction growth in the BtoB market. In order secure a share, utilize existing channels and AMEX products while continuing to create corporation-marketed solutions.

Target	Approach		Target	Approach
Elderly segment	Senior-marketed services not limited to payments	SME		Raise awareness among SME by introducing cards with no annual fee. Devote resources to platinum cards as
Affluent segment	Provision of value multiplied by brand power			the core business card products.
Female segment	Usage ranging from everyday life to active situations	Corporations		Expand sales and carry out new product development for non-card
Generation Z segmen	Customer success experience targeting long-term LTV formation			products.

****SME:Small and Medium Enterprise**

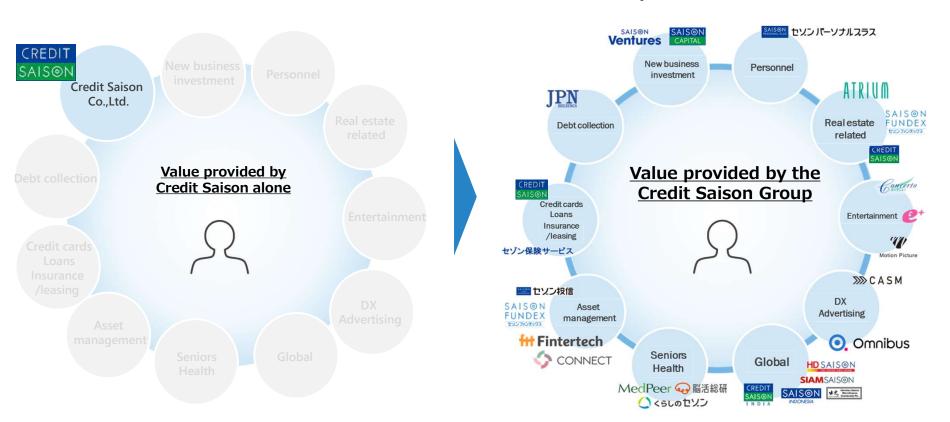
Growth Strategy¹ Establishment of the "Saison Partner Economic Zone" and reinforcement of business coordination among the Group



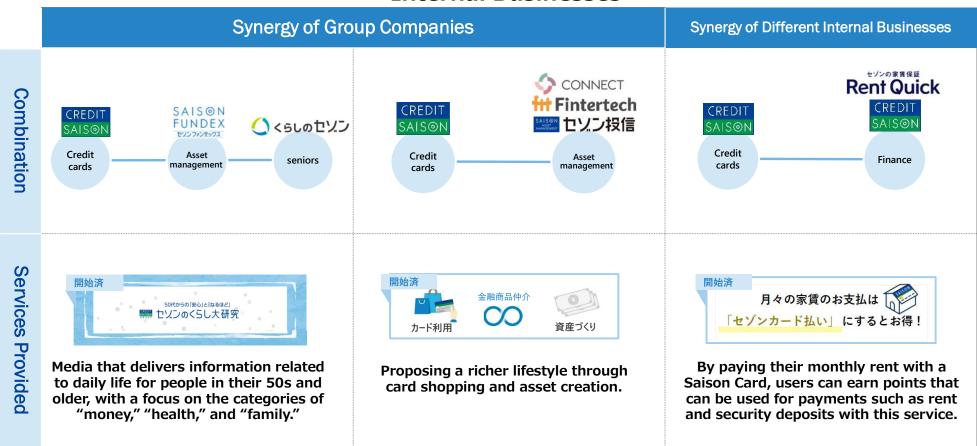
Provision of Comprehensive Value Through Enhanced Business Coordination Within the Group

Value provided up until now

Value provided from now on

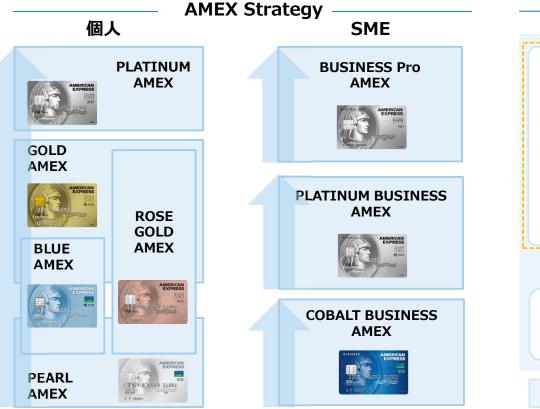


Creating Value Through Synergy of Group Companies and Different Internal Businesses



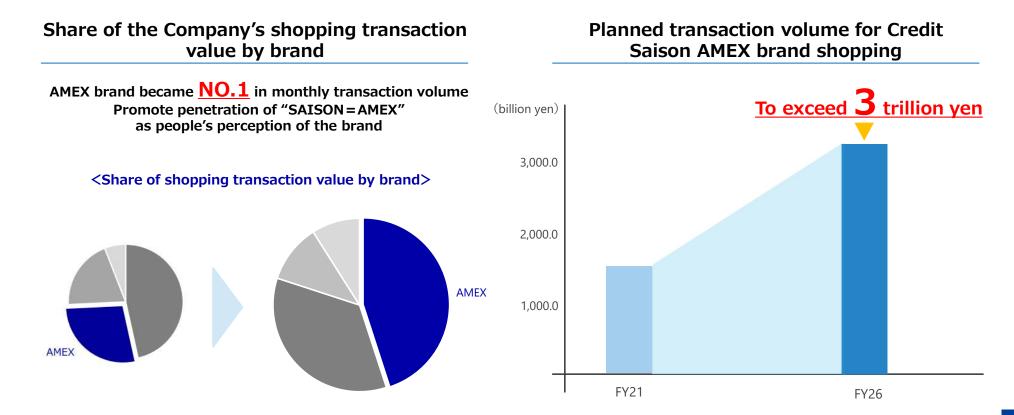
Growth Strategy 2 Revitalization of payment business - AMEX Strategy

Creating a new model with "AMEX Strategy" that aims to establish the new image and products of cards with higher status called SAISON AMEX and "New GOLD Card Strategy" that promotes their usage as main cards at the core.





Promote AMEX strategy, aiming for total shopping transaction value of 3 trillion yen for Credit Saison's proprietary AMEX brand



Growth Strategy 2 Revitalization of payment business-New GOLD Card Strategy

Future development that "New Royalty Service" was added to our strength, wide-ranging alliances





Promoting everyday usage (Increase of operating unit price)

Why SAISON?

Unified royalty services for Saison Card members

The card to be used as a main card

(Customers will get more benefits as they use it ,so they will

think "I'm glad I picked Saison!")

New GOLD Card Strategy

Promote cards to be used as a main card with the new royalty service "New GOLD Card"

The future of Credit Saison

Combining the special feeling of gold + benefits that make you want to use it day-to-day to create a product customers will choose for their main card.

SAISON GOLD Premium



First card in Japan to use "METALSURFACE CARD™" materials

Main benefits

- 1,000 yen movie tickets (tax included)
- Maximum 5% refunds on convenience store and café purchases
- Abundant travel support such as airport lounge services and travel accident insurance
- Point rates double when used for 500,000 yen or more in purchases per year

%Note: Services content is subject to change.

[Reference] Achievements of enrollment measures of GOLD AMEX card with annual fee discounts for good customers

Customer spending increase +65% compared to standard membership



GOLD Card

Credit Saison up until now

Invitation = Making customers feel special

Approach wide-ranging customer demographics through various alliances

Concept Card





Proper Card



Partner Card





Growth Strategy² Revitalization of payment business

Expansion of Business in the BtoB Field

Invest in the BtoB field with a focus on "non-card payment," "SME channel strengthening," and "enhancement of customer communication" themes, striving for expanded market share.



[Entry into the non-card payment field]





Business card and commercial product cross-sales

Channel

[Expansion of alliance businesses and strengthening of coordination]



SORABITO





Expansion of sales channels through alliance businesses

Sales

[Enhancement of customer communication]



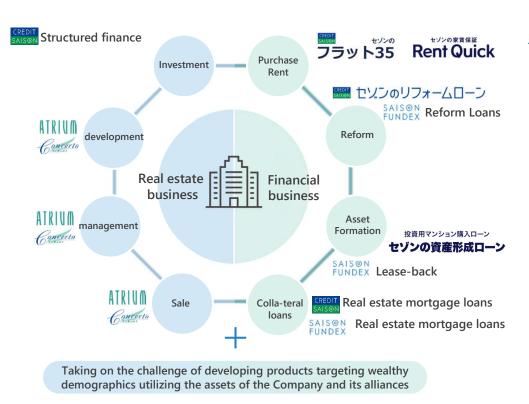




- Inside SalesTeams strengthening
- CustomerSuccess strengthening
- WEB、Marketing strengthening

Growth Strategy³ Promotion of healthy growth and expansion into new fields for finance business

Using division of roles which leverages the strengths of Group companies with real estate related businesses, cover the market. Active promotion of a balance of "opportunity" and "risk" in real estate financing



5 Major Layers of Structural Reform

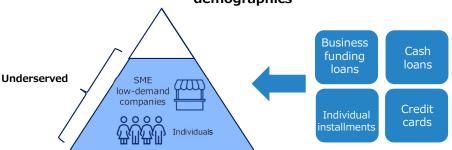
- Improving investment efficiency:
 Taking on the challenge of selling asset formation loans bonds and launching business targeting wealthy demographics
- 2 Strengthening corporate sales ability: Sales promotion at over 300,000 lessees
- 3 Strengthening structured finance
- Promoting digital transformation:
 Reduced costs and improved productivity
- Developing new products targeting wealthy demographics:
 Initiatives based around real estate investment

Growth Strategy 4 Acceleration of global business expansion

Aim to achieve financial inclusion through lending business targeting underserved demographics, with investment projects for promising startups all over the world as the core

Lending Business

Provide digital, localized finance service targeting underserved demographics



Project companies



Kisetsu Saison Finance (India)



Saison Modern Finance (Indonesia)



HD Saison Finance (Vietnam)



Siam Saison (Thailand)

Investment Business

Approach unentered industries and regions through investment in promising companies

Corporate venture capital

Invest in promising startups particulary in Southeast Asia and India from Singapore

Strategic investment

Invest in promising companies and funds with the goal of promoting synergy with existing businesses

Acquire returns on investments of the investment targets through IPO, M&A, etc.

Create new business utilizing the networks and connections of the investment targets





SAISON Capital (Singapore)

In addition to promoting profitability through proactive investment in core business, Credit Saison established an international headquarters (IHQ) in Singapore as a foundation for supporting business expansion, creating an organization and framework for competitive global operations.

Expanding lending business profitability

■ Maximizing profitability of India business



Kisetsu Saison Finance

In addition to existing wholesale and affiliated lending, expand direct lending by the Company

Diversification of Vietnam business(Full-scale development of credit card business)



HD Saison Finance

With individual items and small loan customers as a base, get into growth trajectory for credit card business

Profitability for Indonesian business



Saison Modern Finance



JULO Holdings

In addition to SME-targeted lending, strengthen consumer-targeted finance products at Saison Modern Finance

Accelerating new investment

Accelerating Saison Capital investment projects



SAISON Capital

With a focus on Fintech, expand invest fields into Web 3.0 and other mega trends, creating project synergy with investment return acquisition and innovative business models

■ Consider entry into new markets through M&A

Expand into new business markets through measures such as M&A with businesses which contribute to expansion such as digital banking



Establishing an IHQ company

■ International Headquarters (IHQ)



Saison International

Established an international headquarters (IHQ) in Singapore in April 2022 as a foundation for business expansion.

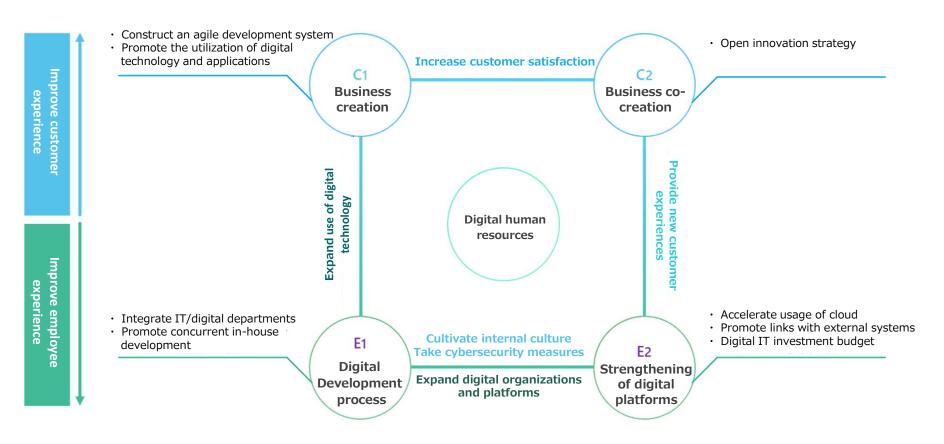
Creating an organization and framework to be competitive globally

Strengthening overseas governance

Carrying out speedy decision-making

Reinforcement of Business Foundation Digital Strategy [SDX]

Digital Transformation (DX) to Improve CX (Customer Experience) and EX (Employee Experience) Constructing a dynamic development framework through area division insourcing using bimodal strategy and increased numbers of employees with digital expertise



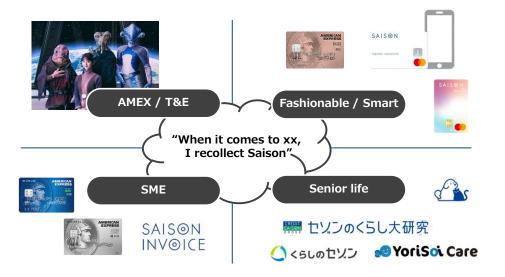
Reinforcement of Business Foundation² Branding strategy

By raising customer recollection rates, promote mutual use of Group company services among customers

Creating impressions: "When it comes to xx, I recollect Saison"

Unify the "Saison · Marketing" world in the Group as a whole

Saison · Marketing –







Link and unify advertising, promotion, public relations, and PR projects as coordinated marketing activities and branding within the Group

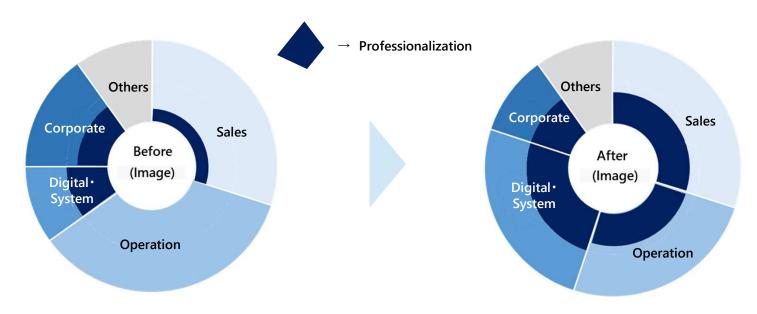
Increase effectiveness and efficiency while creating a distinct brand world

Reinforcement of Business Foundation³ Strengthen Personnel capability to Support Business Growth

Implement personnel system revision and in-house recruitment measures such as professionalization of employees

Professionalization of employees

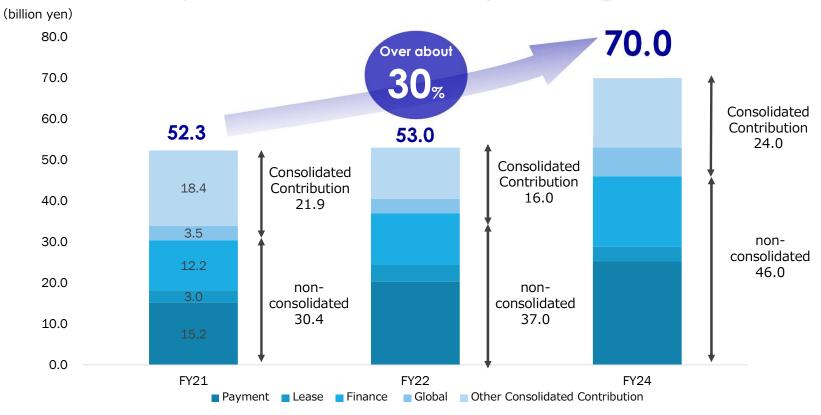
Promote mid-career hiring and re-skilling to achieve the desired personnel portfolio with strengths in "digital" (DX, web marketing, data science) and "corporate finance"



3. Quantitative Goals

Business profit target

< By major business> Business profit target (Approximate value)



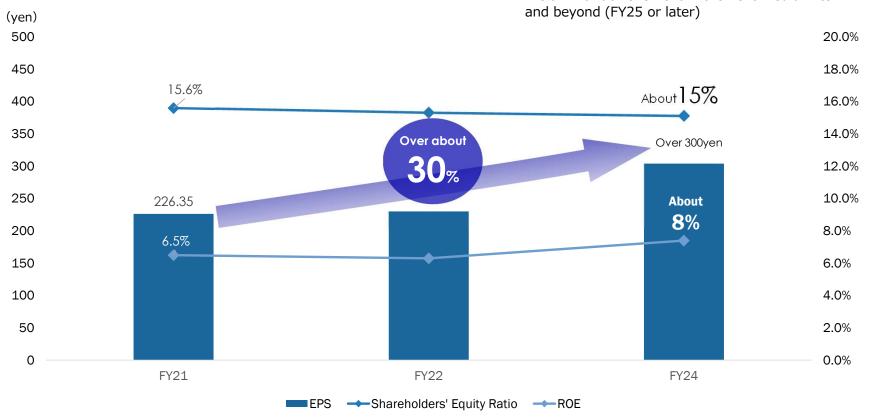
Main Indices of Management indicators

Medium- to long-term management goals

Shareholders' Equity Ratio : About15% \rightarrow Progression following indicators

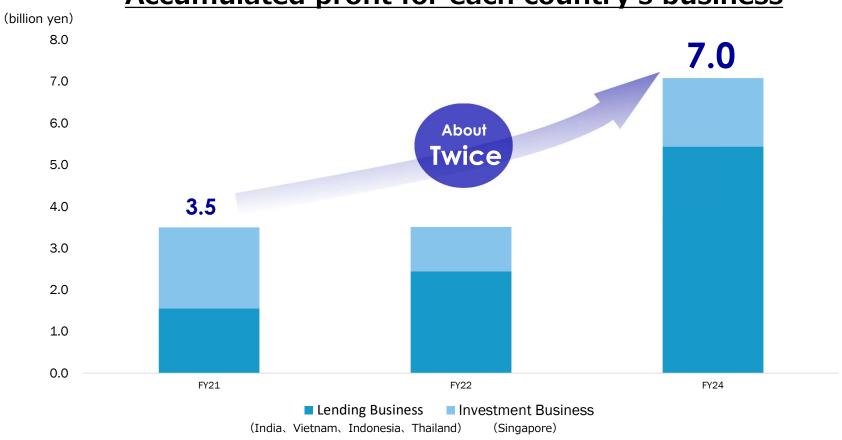
ROE

: Over10% \rightarrow The goal in this medium-term (up to FY24) is around 8% We aim for achievement in the next medium-term and beyond (FY25 or later)

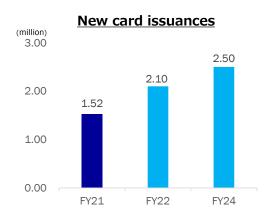


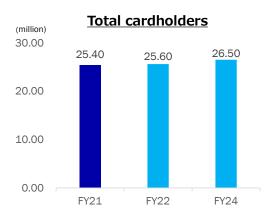
Global business Business profit target

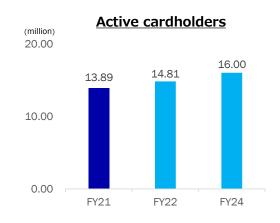
Accumulated profit for each country's business

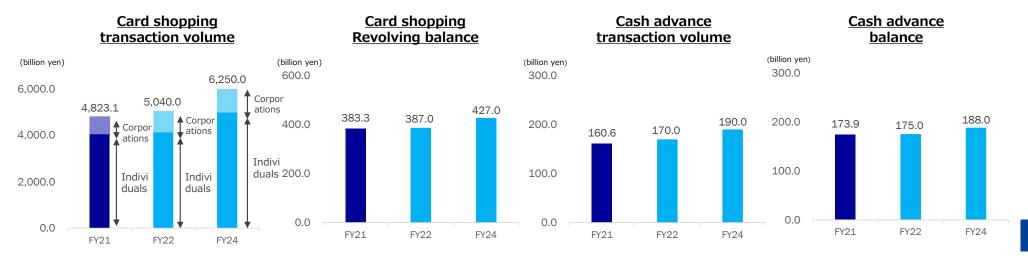


Main Indices of Payment Business

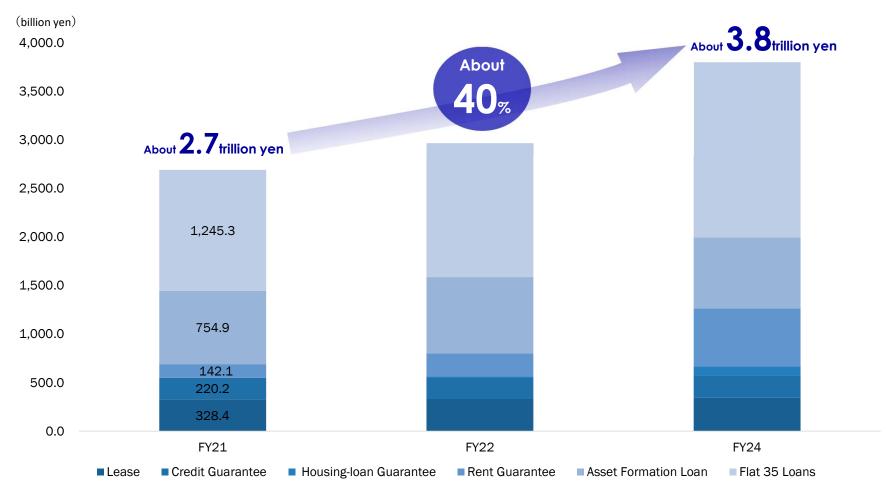




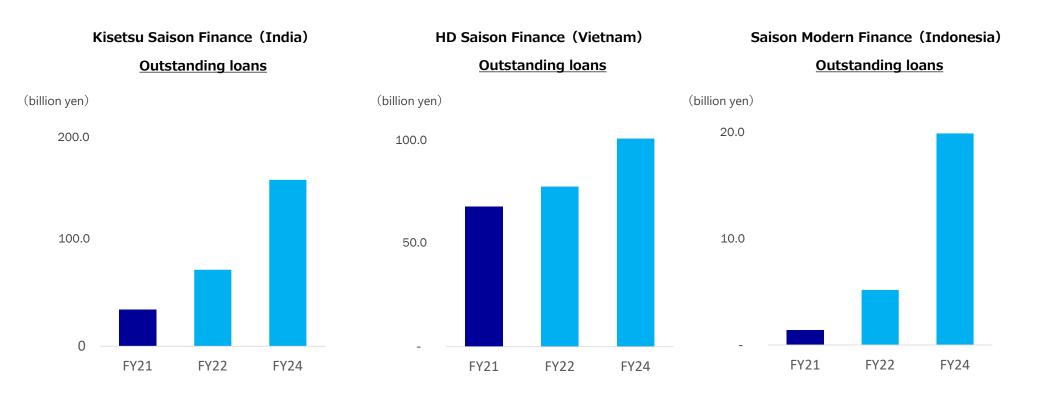




Lease / Finance Related business Product balance Target



Main Indices of Global business



Sustainability related information

Basic approach to Sustainability

Based on our "leading-edge service company" management philosophy, we contribute through the everyday operation of our businesses to resolving problems and move society forward in ways only Credit Saison can by leveraging our unique knowhow, management resources, and the experiences of each of our employees. We will create a sustainable society that is even more convenient and prosperous than today's.





Report on the activities of the Sustainability Promotion Committee

Structure of Sustainability Promotion Committee



Diversity, Equity, and Inclusion WG

 Strengthened global warming countermeasure initiatives such as endorsement of TCFD recommendations

Climate Change

Strategy WG

- Information disclosure handling in accordance with TCFD recommendations
- Promoting diversity, equity, and inclusion to achieve "a company that provides comfortable and worthwhile work" in which all employees can utilize their abilities to maximum potential

<First Endorsement of the "EARTH HOUR 2022" Environmental Enlightenment Event Hosted by WWF>

- Participated in "60 traveling pandas" (event awareness activity)
 Regular release of information on the official social media accounts (period: approximately 1 month)
- In addition to environmental conservation initiatives carried out up until now such as operating Akagi Nature Park and making donations with WWF cards, Credit Saison aims to build awareness of global environmental problems among diverse stakeholders through participation in social educational activities



Saison Farm Toda (A farm utilizing the IBUKI hiring support service for disabled people) Akaqi Nature Park

·WWF card

environment

Compliance with "TCFD Recommended Information Disclosure Items"

Issued a statement of endorsement for the "Task Force on Climate-Related Financial Disclosures (TCFD) Recommendations"

Joined the "TCFD Consortium," an organization made up of domestic companies endorsing the recommendations





Information disclosure based on the TCFD recommendations

Governance

Strategy

Risk Management

Metrics & Targets

Proper handling of climate change, contributing to the achievement of a sustainable society

environment

What can a credit card company do for the Earth?

Utilizing a mechanism for visualization of CO2 emissions volume from card payment data, Credit Saison supports customers in achieving a carbon neutral lifestyle



Åland Index









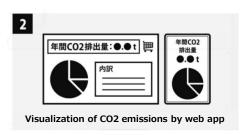
becoz wallet

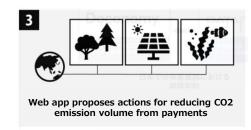
Scheduled to start service in June 2022

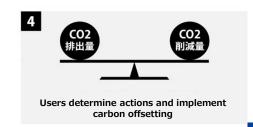
SAISON CARD Digital for becoz Scheduled to start issuing in June 2022.

<Customer Experience Diagram>









environment

Environmental Conservation and Social Initiatives Through the Operation of Akagi Nature Park

With the theme of "coexistence of humanity and nature" and the concept of providing lush natural scenery to pass on to future children, Credit Saison has been operating Akagi Nature Park in Gunma Prefecture since 2010.

Park entry is free of charge for card holders.



A one-of-a-kind forest unique Japan, a country with four beautiful seasons.



■ Environmental conservation initiatives

"Rather than cultivating flowers, we adjust the environment to assist vegetation in growing naturally."

Through this policy, Credit Saison renovated a mixed forest of pine and cedar trees into a forest where abundant varieties of trees and flowers grow. This restored forest now provides lush scenery in each of Japan's four seasons, and its management aims to maintain and continue the ecosystem.

■ Local area invigoration initiatives

As part of the staff training program, Credit Saison launched sales of items created by students at the Gunma Prefectural Shibukawa Special Needs School in 2021.

The Company focused on deepening relationship with the local municipalities, such as the bity of Shibukawa, with which the Company executed a collaboration agreement, covering a wide range of fields such as education, welfare, and tourism. Also, the Company implemented activities for learning about the environment and experiencing the lush nature of the aera such as forest insect observation and tree planting

■ Health promotion initiatives

Credit Saison prepared health promotion programs such as forest therapy tours with doctors and forest retreats, leveraging the merits of outdoor facilities and effects of forest therapy, in response to the attention given to immunity recently.

society

Diversity, Equity, and Inclusion

■ New personnel system revisions

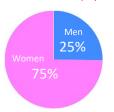
Since 1980s, Credit Saison has promoted the proactive hiring, enabled female employees to work in a diverse range of positions and posts, and set various systems in place for helping employees to continue working and avoid giving up their careers in the course of their lives. In addition, we are carrying out further revisions of the personnel system, aiming to make the workplace comfortable and rewarding for all employees.

Currently (from September, 2017)



- Abolished employee classifications and moved all employees to indefinite-term contracts
- Realized equal pay for equal work based on role
- Bonuses provided to all employees twice a year
- Unified all programs, including defined-contribution pension plans and welfare benefit programs

<Ratio of Women employees>

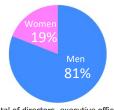


<Women manager ratio>



Total of General directors, managers and section managers

<Ratio of Women officer>



Total of directors, executive officers and audit and supervisory director *20

*2021 results

System re-modifie (from September, 2022)

objective

Partial revision of the personnel system with the goal of achieving a company (Credit Saison) where each individual employee can utilize their uniqueness and strengths, enabling diverse personnel to thrive, and anyone can take on new challenges without fearing failure (in effect from September 2022).

■ Education for the Next-Generation and Financial Education 「Business trip class ~SAISON TEACHER~」

Hold financial education for children to become independent consumers





<Achievements>
180 events / 8,273 students have attended
Actual results for December 2019 - March 2022

■ Various fundraising activities through Eikyufumetsu Points and card payments

ウクライナ 緊急支援募金

Ukraine emergency assistance fund



Donating to the Fukushima Prefecture Animal Welfare Center

■ Supporting company of Japan's National Soccer Teams



Reference: Information on Corporate/IR Website and Integrated Report

Issuance of integrated report to enhance disclosure of financial and non-financial information

For the first time, received the Bronze Prize, at the International ARC Awards 2021,









Reference: Major External Certifications



GPIF-adopted ESG index for status of information disclosure and carbon efficiency level

4年連続選定

2021 CONSTITUENT MSCI日本株 女性活躍指数 (WIN)

GPIF-adopted ESG index for companies with superb gender diversity



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



Project sponsored by Nikkei Shimbun



Private sector project recognizing companies carrying out initiatives for the problem of "cancer and employment"



健康経営優良法人

Health and productivity

Certification of the Ministry of Economy, Trade and Industry and the Japan Health Conference



Certification of the National Federation of Health Insurance Societies