

Financial Results Briefing of FY2025

May 15, 2026

Tokyo Stock Exchange Prime Market, Securities Code: 8253

AGENDA

01 Strategic Direction for Long-Term Growth

02 Main Business Strategies

Global Business

Payment Business

Finance Business

CSAX (Credit Saison AI Transformation) and Human Capital

03 FY25 Full-Year Financial Results

04 FY26 Earnings Forecast

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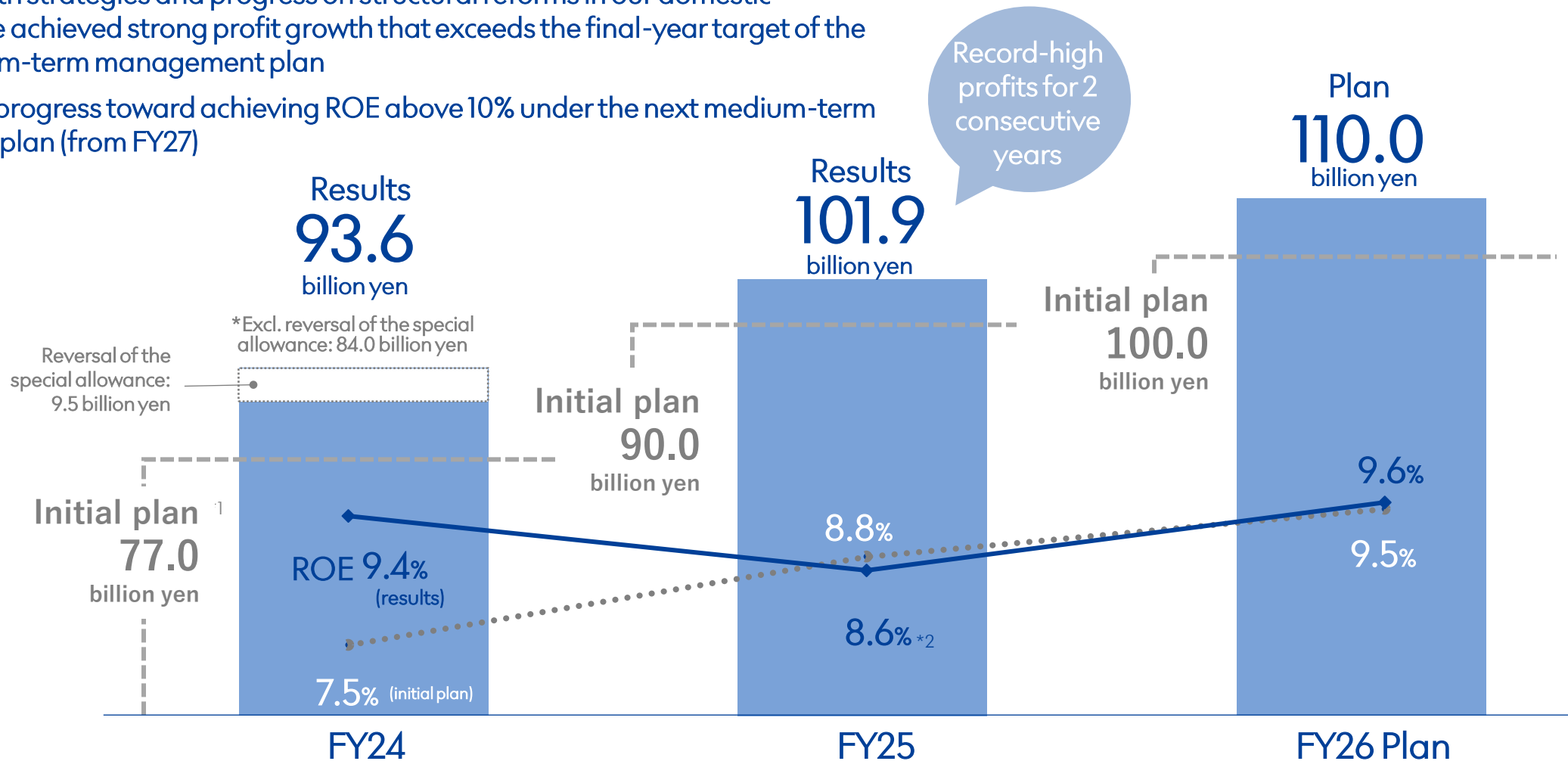
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Achieved 100.0 billion yen in consolidated business profit 1 year ahead of schedule, and planning for 110.0 billion yen in FY26

- ✓ Through growth strategies and progress on structural reforms in our domestic businesses, we achieved strong profit growth that exceeds the final-year target of the current medium-term management plan
- ✓ Made steady progress toward achieving ROE above 10% under the next medium-term management plan (from FY27)



*1: Initial plan is the planned value as of the announcement in May 2024

*2: Loss related to the sale of shares of affiliated companies and the impact of losses associated with the withdrawal from the amusement business of Concerto Inc.

Against the Backdrop of an Established Earnings Base, Balancing the Creation of Results with Growth Investment

- ✓ In FY26, the final year of the current medium-term management plan, while committing to creating results, we will also work to sow the seeds for long-term growth

FY24-25

Strengthening the earnings base and reducing uncertainty

- Strengthening the foundation of our domestic businesses
- Returning overseas businesses (India) to a growth trajectory
- Reviewing our business portfolio:
Withdrawal from the amusement business and from the Thailand business, and in Indonesia, discussions are ongoing with local authorities on an exit

FY26

Balancing the creation of results with growth investment

- ✓ Stable growth in domestic businesses and acceleration of overseas businesses
- ✓ Promote efforts toward achieving the plan under the 5-segment structure

Payment

Lease

Finance

Real estate
related

Global

+

- ✓ Pursuing investment opportunities for long-term growth

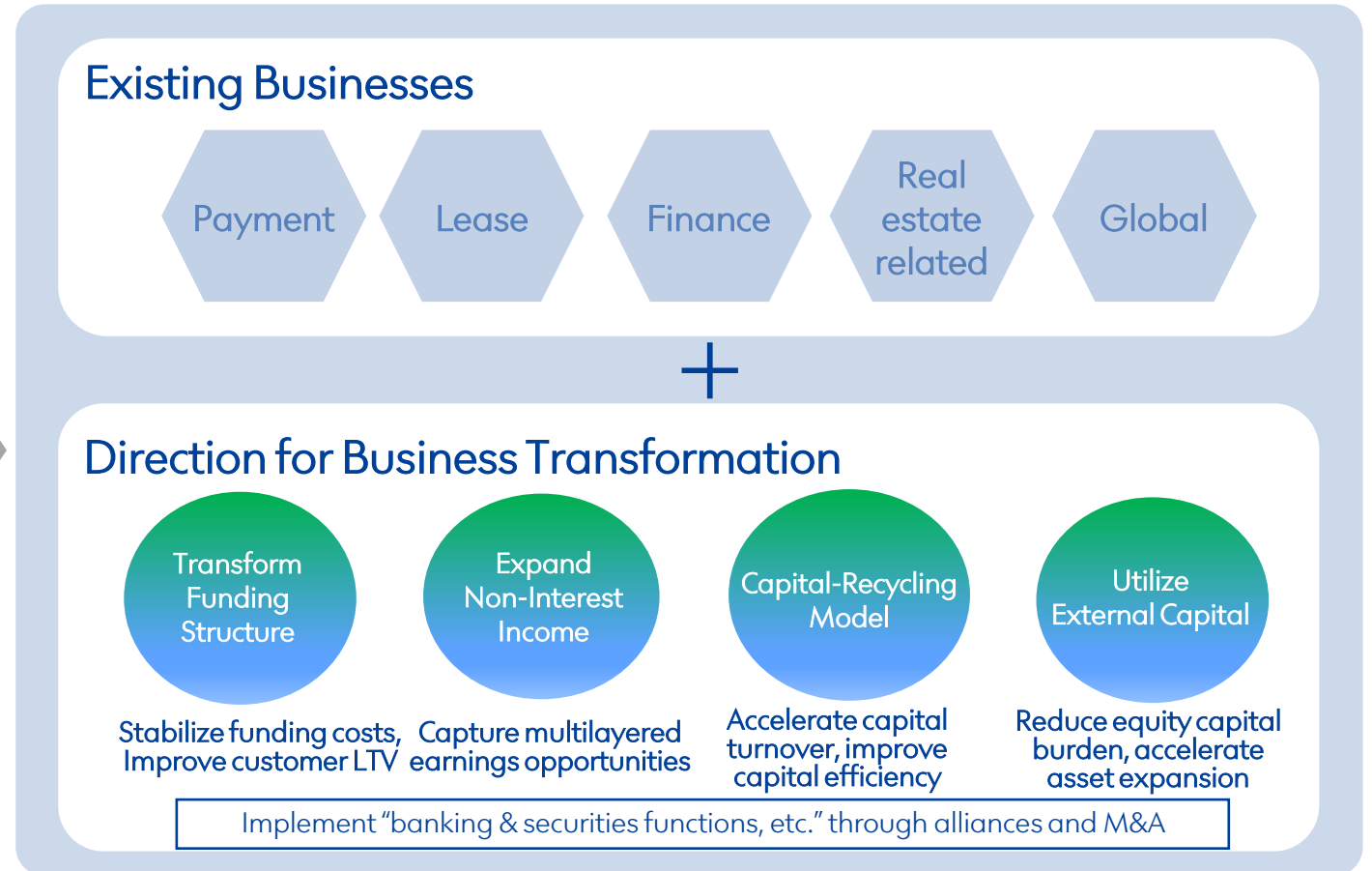
Strategic Direction for Long-Term Growth Based on Changes in the Environment

CREDIT SAISON

- ✓ Using changes in the interest rate environment as an opportunity, we will evolve our earnings structure and capital utilization, and accelerate sustainable growth



Strategic Background



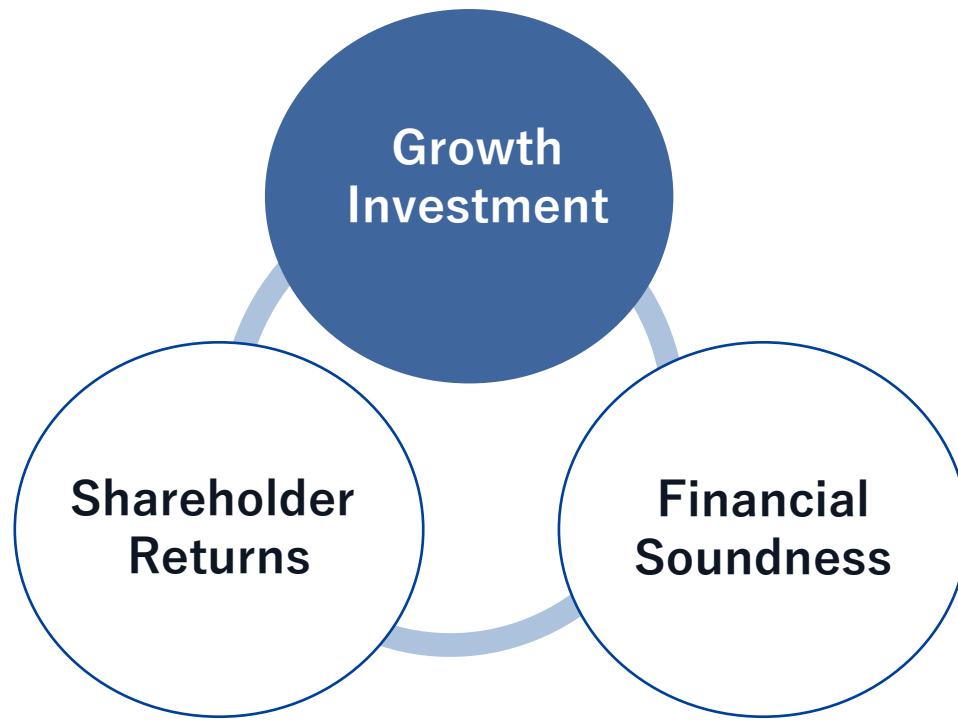
Strategic Direction

Approach to Capital Policy in FY26

for Long-Term Growth Based on Changes in the Environment

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- ✓ We will give priority to pursuing potential investment opportunities that contribute to long-term growth and will flexibly consider them based on their progress



Pursue investment opportunities that contribute to growth

Build a foundation for the next stage of profit creation through strategic investments in new businesses and in existing businesses via alliances and M&A

Shareholder Returns

- While maintaining a stable and continuous dividend policy, the FY26 dividend is expected to be 160 yen (dividend payout ratio of 30.4%)
- Treasury shares held will be reduced to around 10% of the total number of shares, and any excess portion will, in principle, be canceled
→ May 2026: Decided to cancel 13.1% of the total number of issued shares before cancellation
- Going forward, we will continue to consider share buybacks based on the balance with growth investment

Financial Soundness

“Maintain funding stability” and “pursue a balance in financing costs”
Maintain and improve ratings (R&I A+, JCR AA-)

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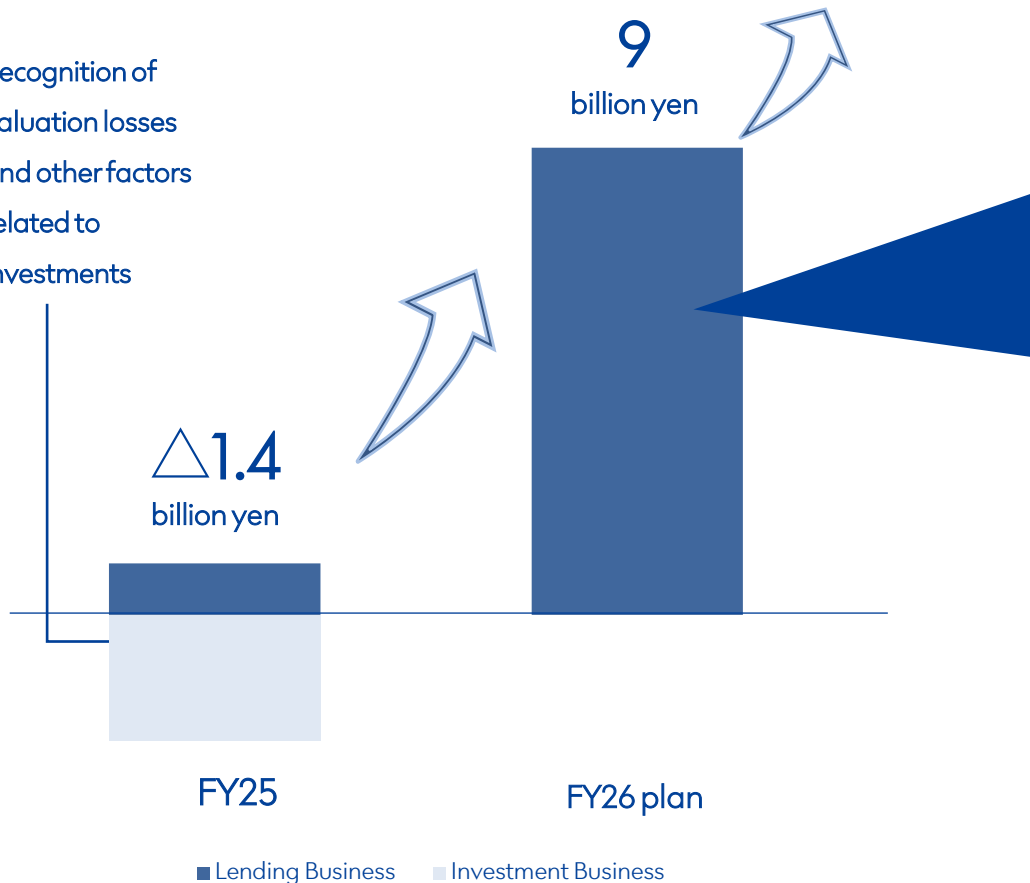
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Growth of the Global Business Driven by India

CREDIT SAISON

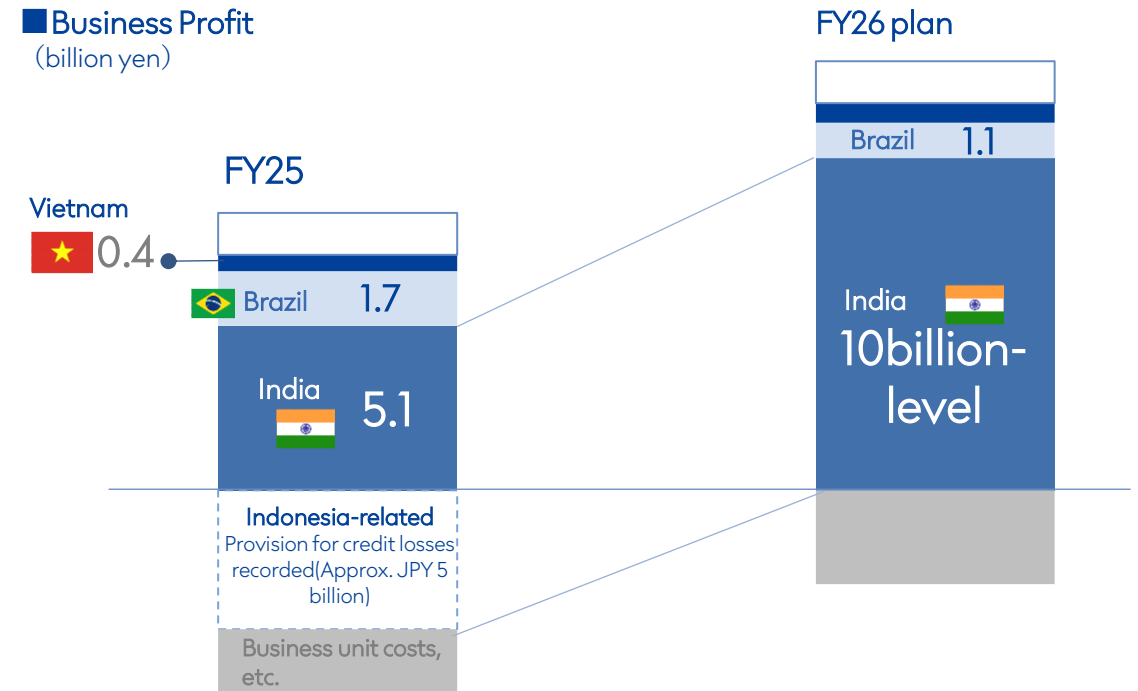
Segment business profit

Recognition of
valuation losses
and other factors
related to
investments



Lending Business Breakdown

Business Profit
(billion yen)



* Business unit costs: costs associated with global business operations, including personnel expenses, etc.

Enhancing certainty of sustainable growth

- ✓ Thailand: Exit from the business in December 2025
- ✓ Indonesia: Discussions are ongoing with local authorities on an exit

* Refer to the FY26 Global Business Profit Plan disclosed in May 2024



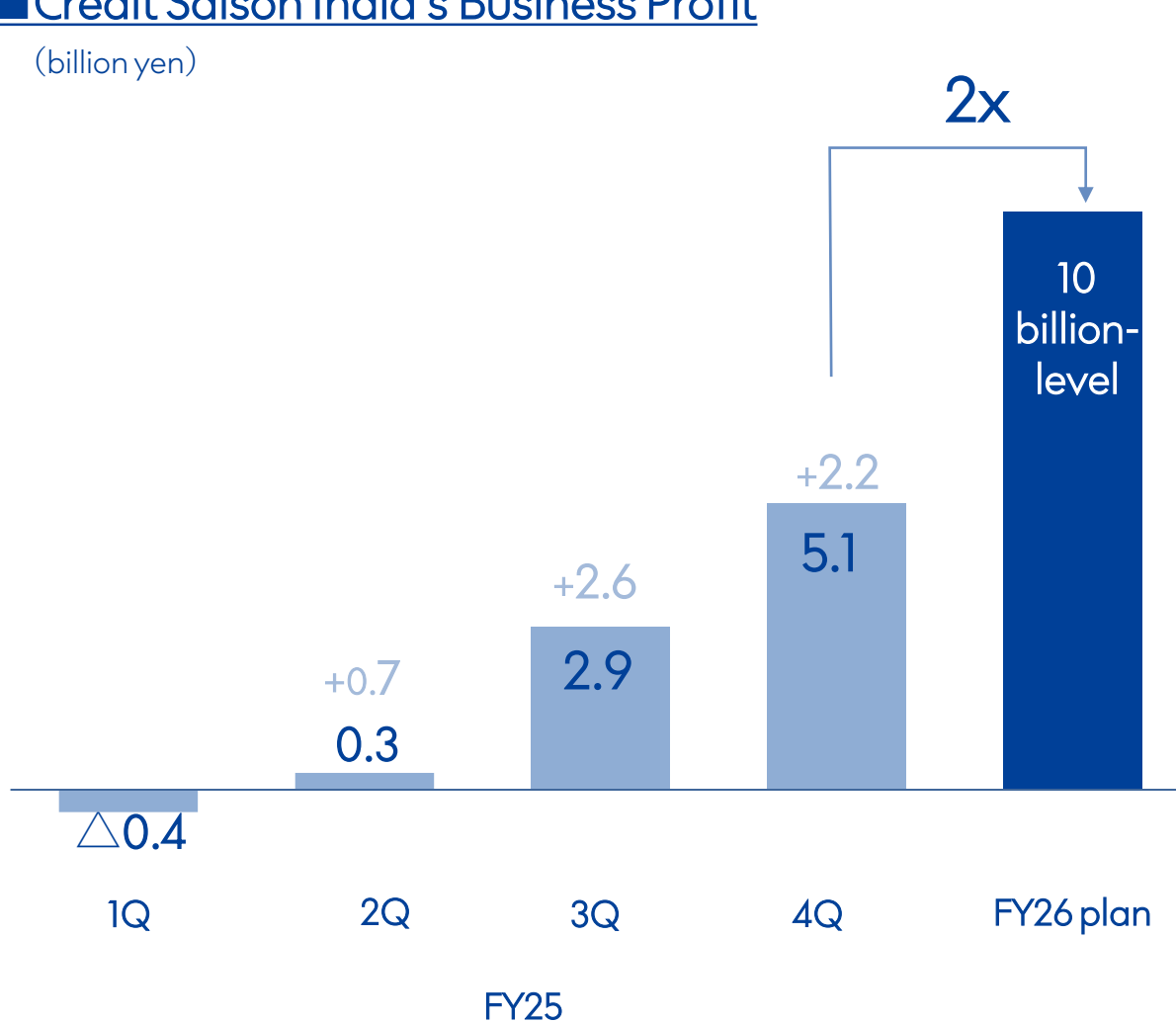
Credit Saison India : Transition from Profit Recovery to Growth Acceleration

*Kisetsu Saison Finance (India) Pvt. Ltd.



Credit Saison India's Business Profit

(billion yen)



FY25

Accelerating Growth Following a Period of Adjustment

- Credit costs increased in the first half due to special factors, etc.
- Shifted to a recovery trend in the second half due to a review of product strategy

(Disbursement for the relevant products have been suspended following the government guarantee system, and secured assets have been strengthened)

Full-year business profit reached JPY 5.1 billion, exceeding the planned target (JPY 4.7 billion)

FY26

Toward JPY 10 billion-level profit for the first time

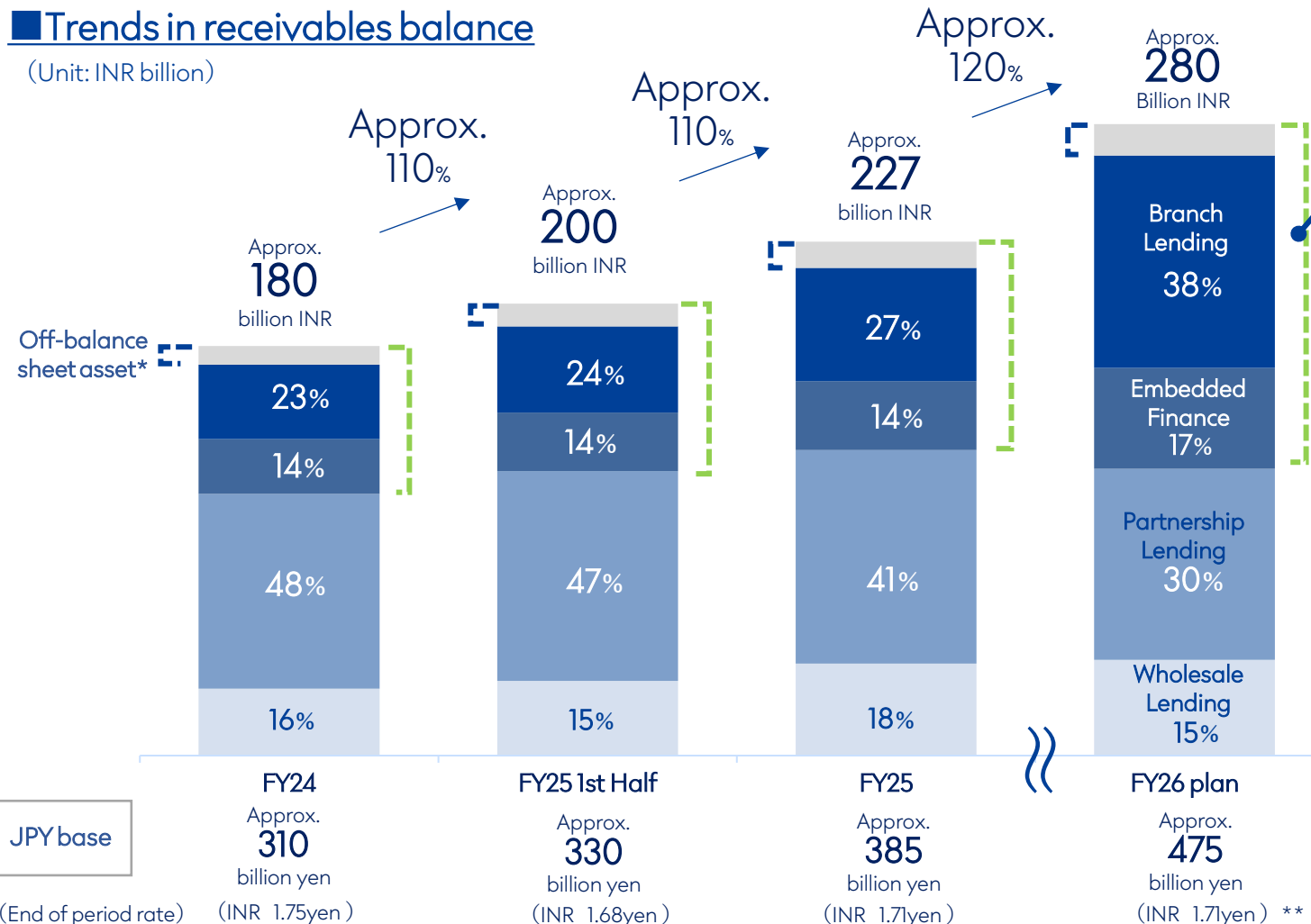
- Expansion of secured assets driving both portfolio quality improvement and balanced growth
- Suppression of credit costs through stricter underwriting and strengthening collections
- Diversification of funding sources and optimization of funding costs

Credit Saison India : Steadily Expanding a High-Quality Portfolio

- ✓ Continued focus on direct lending, promoting portfolio optimization while strengthening risk management
- ✓ In FY26, to accelerate balance sheet growth by expanding receivables, primarily in secured assets, while further enhancing risk management

Trends in receivables balance

(Unit: INR billion)

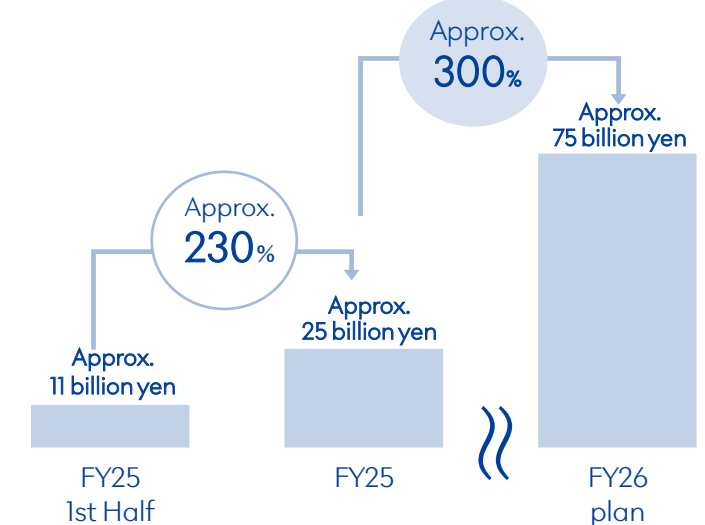


Branch Lending

- ✓ Achieve both profitability and risk management through enhanced KPI management
- ✓ Improve portfolio stability through the expansion of secured assets

Secured loans Receivables balance

- ✓ Monthly lending volume expanded, driving further scale
- ✓ Aim to accelerate growth while maintaining risk control



* Off-balance sheet asset : Credit Saison India sells loan receivables to financial institutions such as banks to improve asset and capital efficiency.

** FY25 year-end rate of INR 1.71 used

Business in Brazil: Further Growth and Evolution of the Business Model

- ✓ Expanding through the B2B2C lending model in partnership with local fintech companies, with loan balances steadily increasing
- ✓ Aiming to obtain an SCFI* license for the next stage of growth, while making upfront investments to drive revenue expansion

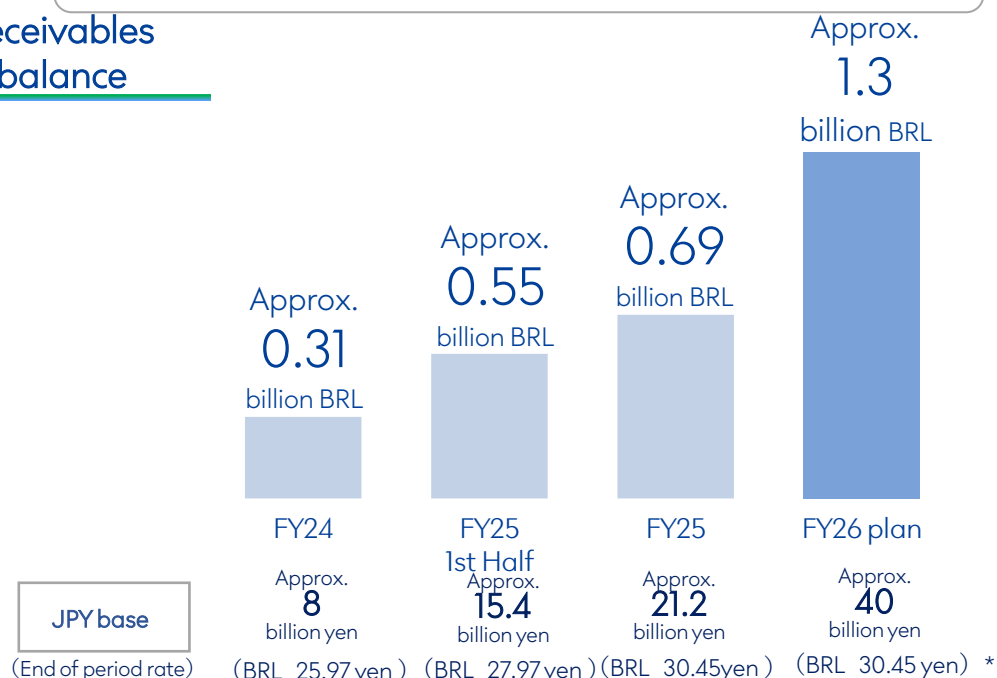
*SCFI : A non-banking financial institution license unique to Brazil

Contribution to business profit

FY25 **1.73** billion yen (YoY difference 0.45 billion) ▶ FY26 Plan **1.1** billion yen

FY26 plan reflects higher funding costs from AUM growth and upfront investments for obtaining a new license

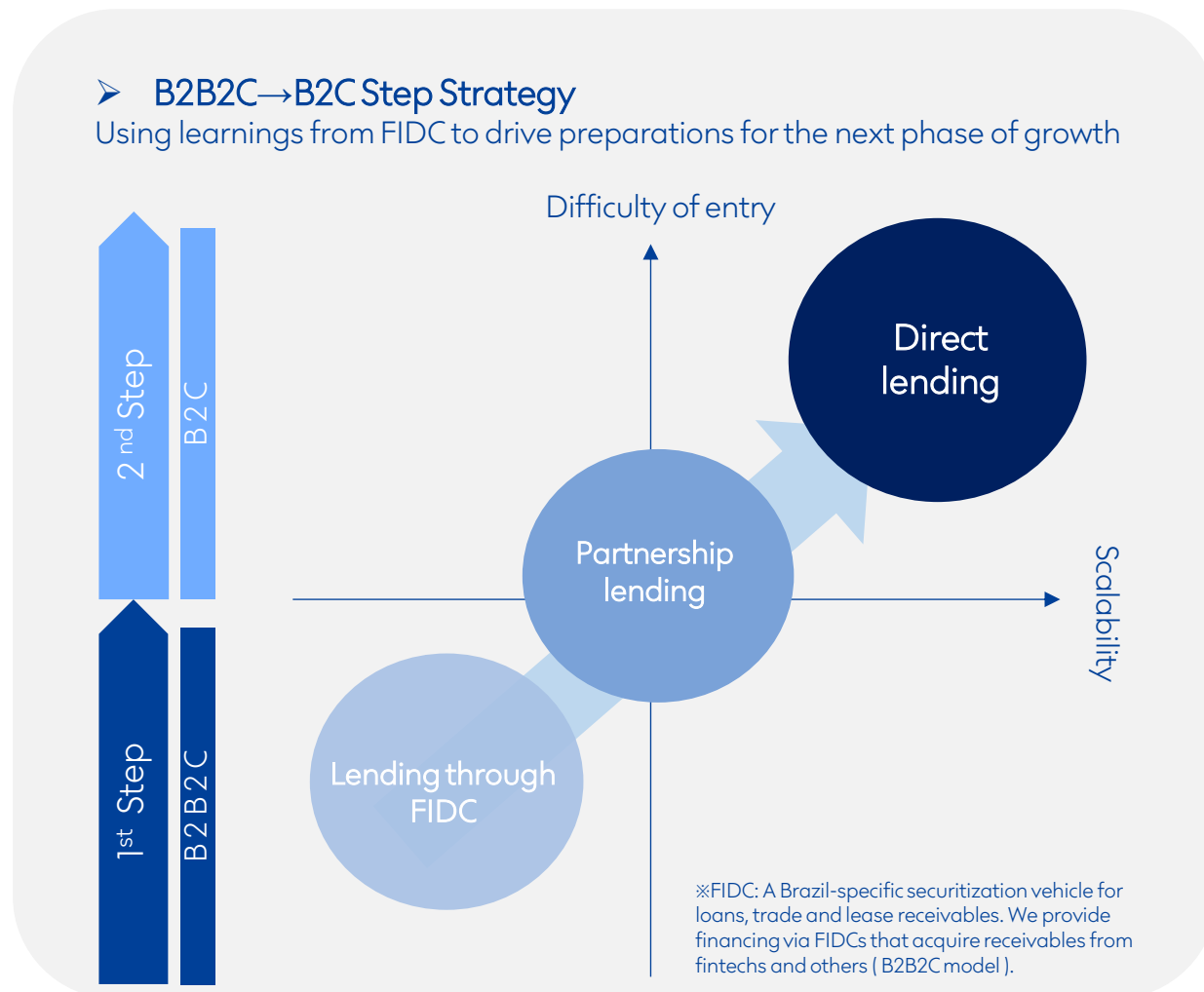
Receivables balance



* FY25 year-end rate of BRL 30.45 used

➤ B2B2C→B2C Step Strategy

Using learnings from FIDC to drive preparations for the next phase of growth



Business in Vietnam: Sustained Growth Driven by Lending Expansion

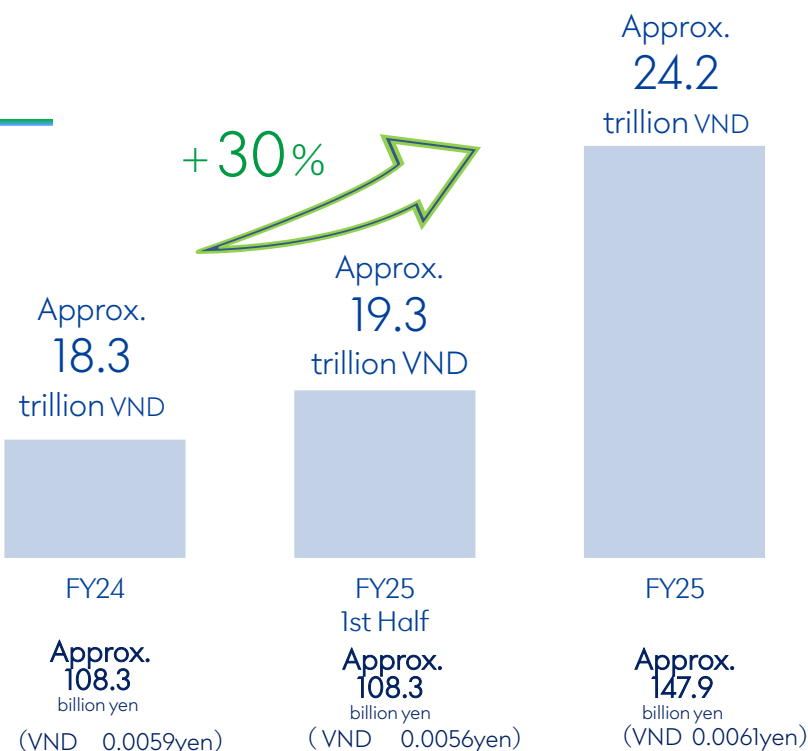
- ✓ Digitalization drove improved execution speed, with solid new lending and strong growth in loan receivable
- ✓ While business profit grew steadily under local accounting standards, IFRS shows a YoY decline due to increase in ECL

Contribution to
business profit

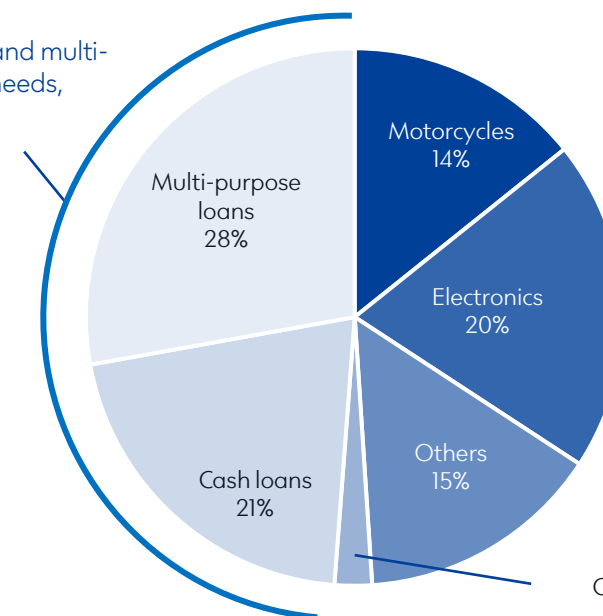
0.49 billion yen (YoY difference: – 2.74 billion)

Increase in ECL is mainly driven by AUM growth,
while asset quality remains stable

Receivables
balance



High-margin cash loans and multi-purpose loans (for living needs, etc.) grew strongly.







Credit cards
2%



【Appendix】 Credit Saison India: Business Model

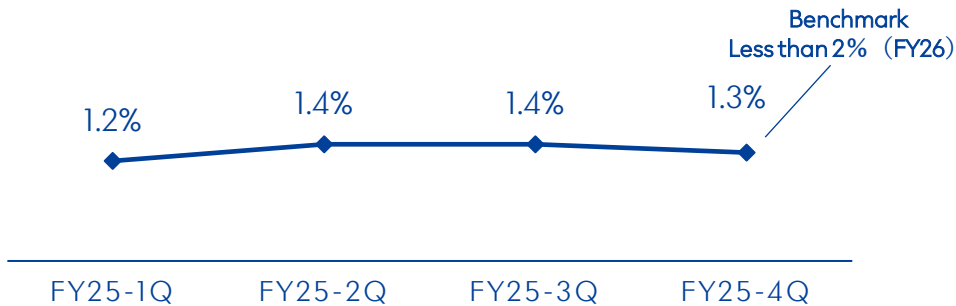


Business Model	 Wholesale Lending	 Partnership Lending	 Embedded Finance	 Branch Lending	
					Unsecured : Secured
Overview	Loans to Local NBFCs	Loans through tech enables alliances with fintech partners	Loans through tech enables alliances with non-financial companies	Lending utilizing branches and sales agents	
Target Customers	Local NBFCs	Consumers/MSMEs originated by fintech partners	Consumer	MSMEs	MSMEs/Consumer
Average lending interest rate	~12%	Varies based on type of Partner	~21%	~17%	11–17%
Average ticket size per customer	200–500 million INR	Varies depends on Partner	50,000 - 500,000 INR	0.5 – 7.5 million INR	1 – 50 million INR
Average loan tenure	12 - 24 months	3 - 36 months	18 - 36 months	Approx. 30 months	Approx. 160 months
Number of Partners (incl. past transactions)	75 ⁺	15 ⁺	14	103 *locations	
GNPA (Gross Non-Performing Asset Ratio, as of the end of March 2026)	0.9%	0.7%	0.5%	4.0%	1.0%
Collateral acquisition, etc.	Set receivables as collateral	Guarantees obtained from some partners	—	• Government guarantee systems • Secured loans collateralized by residential and commercial real estate	

【Appendix】 Credit Saison India : Risk Management

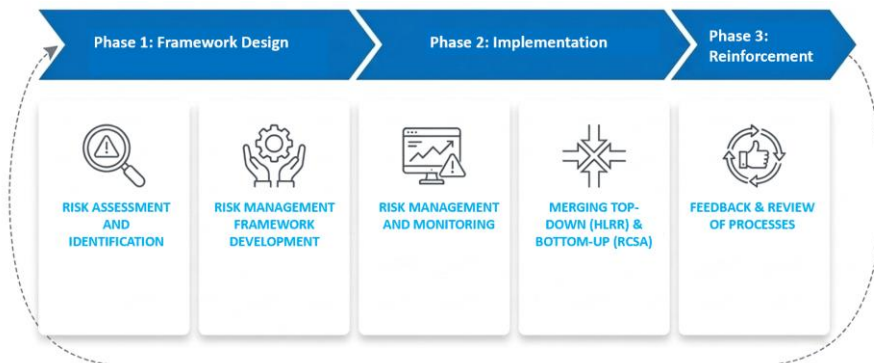
■ GNPA ratio remains at a low level

- ✓ **GNPA improved to 1.3%**, driven by AUM growth and an increased share of secured loan.
- ✓ Collection performance improved throughout the year, mainly in branch and embedded finance



■ An enterprise-wide risk management (ERM) framework

- ✓ Implementation is progressing as planned, with enhancing key risk management and monitoring using RCSA (Risk and Control Self-Assessment)



■ Secured Loan : Collateral Evaluation

- ✓ LTV caps are defined by property type
- ✓ For property valuation, at least two independent external valuation reports are obtained.

Collateral	Residential (self-occupied / rented)
	Commercial (office, retail, warehouse, medical center, etc.)
	Industrial (factory, warehouse, etc.)

■ Secured Loan : Long-Term Delinquency Management (SARFAESI* Process)

*SARFAESI: An Indian law allowing lenders to enforce and dispose of collateral for NPAs without court proceedings

Upon 90+ DPD, a demand notice is issued formally notifying default and providing a 60-day cure period.

After 60 days, a notice will be issued to initiate collateral possession proceedings.

Subsequent Steps

- ✓ Possession of the secured asset is enforced due to District Magistrate order
- ✓ After court proceedings are completed, the collateral is put up for auction

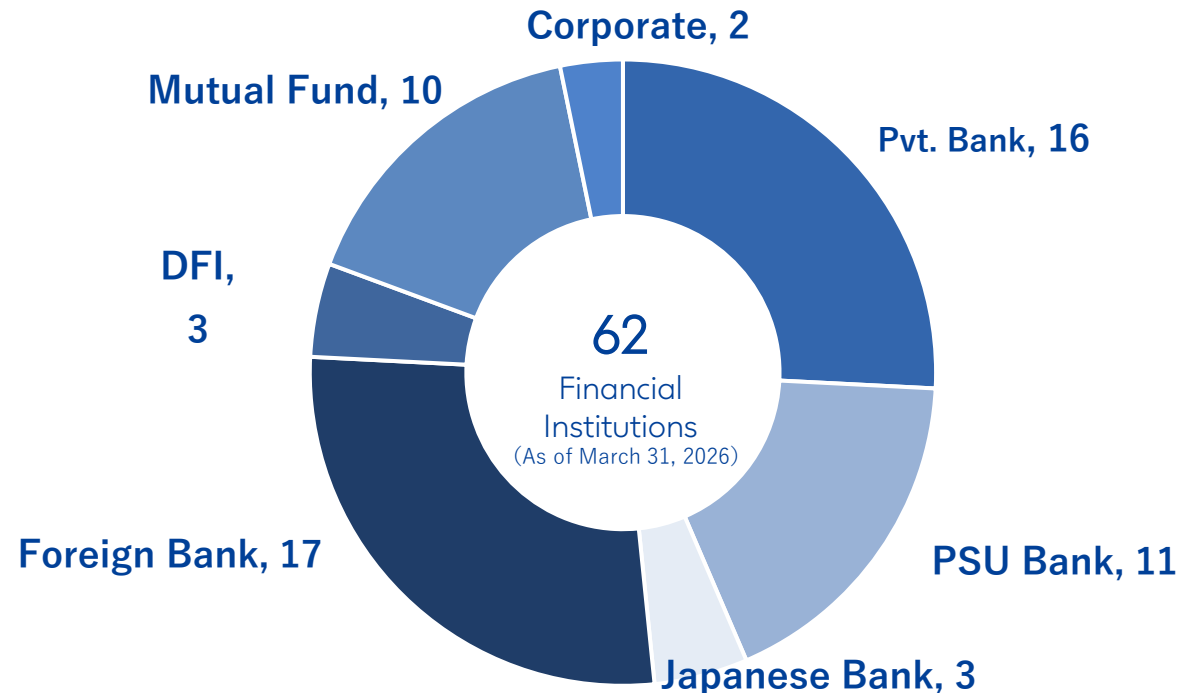
After NPA classification, approximately **80%*** of cases are resolved through recovery or settlement within about 9 months (*resolution trends as evidenced in the market - Estimates)



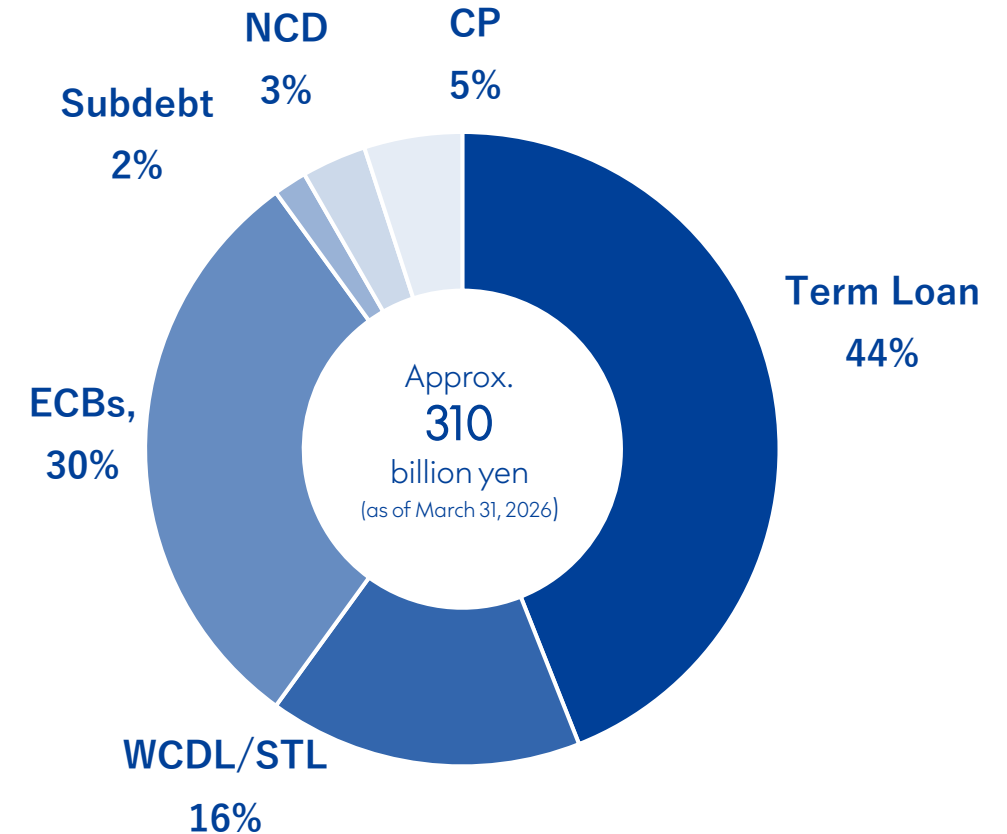
【Appendix】 Credit Saison India : Diversification of Funding Sources

- ✓ Promote diversification across both funding sources and instruments to strengthen the funding foundation

Number of financial institutions (by sector)







Breakdown of outstanding borrowing (by debt type)



【Appendix】 Credit Saison India : Differences Between India Local and Consolidated Financial Statements

- ✓ FY25-4Q: In the India local financial statement, reversal of provisions was recorded following a revision to the Reserve Bank of India (RBI)'s guidelines on provisioning.
- ✓ In the consolidated financial statements, the impact of this RBI's guidelines on provisioning had already been addressed, and therefore, there is no impact on consolidated results.

		Guidelines revision				Guidelines re-revised
(Unit : JPY billion)		FY24-4Q (25/1-3)	FY25-1Q (25/4-6)	FY25-2Q (25/7-9)	FY25-3Q (25/10-12)	FY25-4Q (26/1-3)
	India local statutory accounts ※Profit before tax*	△1.3	△0.9	0.0	2.8	5.8
	Consolidated ※Business profit	1.2	△0.4	0.7	2.6	2.2
Difference		Approx. +2.5 billion	Approx. +0.6 billion	Approx. +0.7 billion	—	Approx. -3.5 billion
	India Action*	<div>Recorded provisions</div> <div> <div>Approx. 2.5 billion</div> <div>Approx. 0.6 billion</div> <div>Approx. 0.7 billion</div> </div>				<div>Provisions were reversed.</div> <div>Approx. 3.5 billion</div>
	Consolidated Action	No increase in credit risk; no impact on consolidated financials.				No Impact

*Prepared in simplified form based on Credit Saison India's disclosure materials

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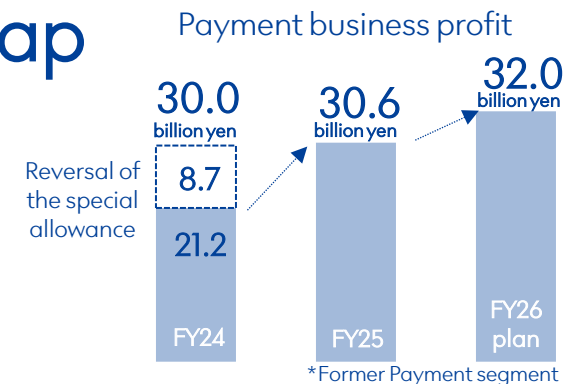
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Growth Development and Structural Reform Roadmap for Medium- to Long-Term Growth

- ✓ FY24-25: Profit creation phase through strengthening our earnings base centered around the premium strategy and structural reforms
- ✓ FY26: Preparation and expansion phase for sustainable growth with a view to the next medium-term management plan and beyond



Growth Development Maximizing Service Value and Customer Base

Structural Reforms Optimizing our Earnings Base and Promoting DX



Enhance Service Appeal

2024-2025

- ✓ Create new products and new areas
Post-purchase revolving payments, Sugukari
- ✓ Review product features in response to needs
Platinum AMEX / Platinum Business AMEX
- ✓ Provide special value for members
Saison Thursdays (benefit for all Saison members)
Saison Smart Real Estate Investment



Strengthen Customer Base

2026

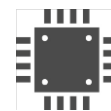
- ✓ Deepen the premium strategy
by expanding high value-added experiences
- ✓ Expand access to services in new areas,
create opportunities to access crypto assets

Accelerate usage expansion by
expanding high value-added services

- ✓ Strengthen customer approaches in
both the individual and corporate fields
Beisia Group, Suruga Bank
- ✓ Expand customer touchpoints through
digital-based alliances
DMM

- ✓ Expansion in fandom activities and IP fields
- ✓ Deepen collaboration with existing partners
TOHO Card renewal
Tokyo Dome (Mitsui Fudosan Group)

Continuously create inflows of new
customers by expanding access to
partners' customer bases



Utilize DX and AI

- ✓ Pursue a smooth customer experience
Credit card screening in as little as 0 seconds
Launch of the Priority Pass App
- ✓ Improve business efficiency and optimize
resources

- ✓ Advanced receivables collection by using AI
- ✓ Aggregate customer touchpoints into the app
- ✓ Enhance our organization through the use of
AI

Strengthen our growth base by enhancing
the customer experience and improving
business efficiency



Review Fee Structure

- ✓ Review annual membership fees together
with product revisions
Platinum AMEX / Platinum Business AMEX
- ✓ Optimize fees based on market conditions
Increase in revolving credit fees,
introduction of card service fees for inactive
members

- ✓ Continue fee design in consideration of the
market environment and customer trends

(There is room to adjust revolving credit fee rates
within the scope of laws and regulations)

Promote profitability stabilization via
optimizations in accordance with the
market environment

Reinforcing General Cards Based on the Earnings Base Built through our Premium Strategy

Next

Strengthening general cards in parallel with our premium strategy

Future premium segment

Reinforcing general cards

Based on a target of 1.50 million new issuances (planned), we are driving the expansion of new issuances with the aim of reaching levels last seen in 2019 (around 1.8 million), and are currently off to a strong start

Now

Earnings base established through our premium strategy

High spend

Shopping spend per user

Approx. **850,000** yen
*Difference vs. general cards: +550,000 yen

High activity

Shopping usage rate

75%
*Difference vs. general cards: +15 pt

Expanded revolving balances

Shopping revolving balance

Approx. **750,000** yen
*Difference vs. general cards: +300,000 yen

Steady improvement in earning power

FY23 ► FY26 plan
Revenue per user

+50%

*Calculated as card business revenue ÷ total number of users

Two Areas Supporting Growth Development

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- ✓ By expanding the general card segment, we will accumulate prospective premium customers and increase our premium ratio over the medium to long term through phased migration

Convert to Premium

- Invitation appeals tailored to usage history (using CSDX)
- Personalized offers using apps, etc.
- Improve customer loyalty by enhancing appeal of services

General Card Segment

Expanding customer base

- ✓ Customer acquisition from digital starting points
- ✓ Highly convenient and immediate services
- ✓ Development using partner media and content

Strategy

- ▶ Customer expansion by capturing the fandom activities and IP fields (digital × real)
- Strengthening acquisition through the utilization of the customer base of existing partners and proactive allocation of sales resources

Premium Card Segment

Improving profitability

*Gold cards and above for individuals, SMEs, and sole proprietors

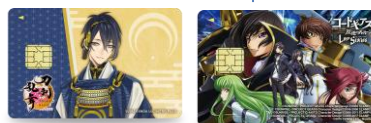
- ✓ High profitability through high spend and high activity
- ✓ Provides status, added value, and consulting
- ✓ Development leveraging strengths in face-to-face × digital

Strategy

- ▶ Further strengthen special experiential value and service expansion
- Maximize LTV by promoting multiple use by individuals × corporations



DMM (launched in September 2025)



Acquiring young and digital customers by starting from entertainment touchpoints

Tokyo Dome
(Mitsui Fudosan Group)
(Recruitment scheduled to begin in late June 2026)



Expanding real-world customer touchpoints, such as sports, commercial facilities, and movies

TOHO Group
(began in March 2026)



The ratio of new customers among new issuances has risen by 10 pt, and our foundation for future earnings opportunities is steadily expanding

*FY23→FY25 results

*Ratio of new customers:

Ratio of customers who hold our issued cards for the first time

Starting from Installments, Expanding Customer Touchpoints and Balances

Before

Customers who primarily use lump-sum payments



Shift to using installments: +60%

*FY24→FY25 Number of installment users (transaction volume basis)

After

Starting from installments, expand earnings opportunities through the use of diverse payment methods such as revolving credit



Installments:

Flexible payment by transaction unit (entry point)
"Pay for only this purchase in installments"

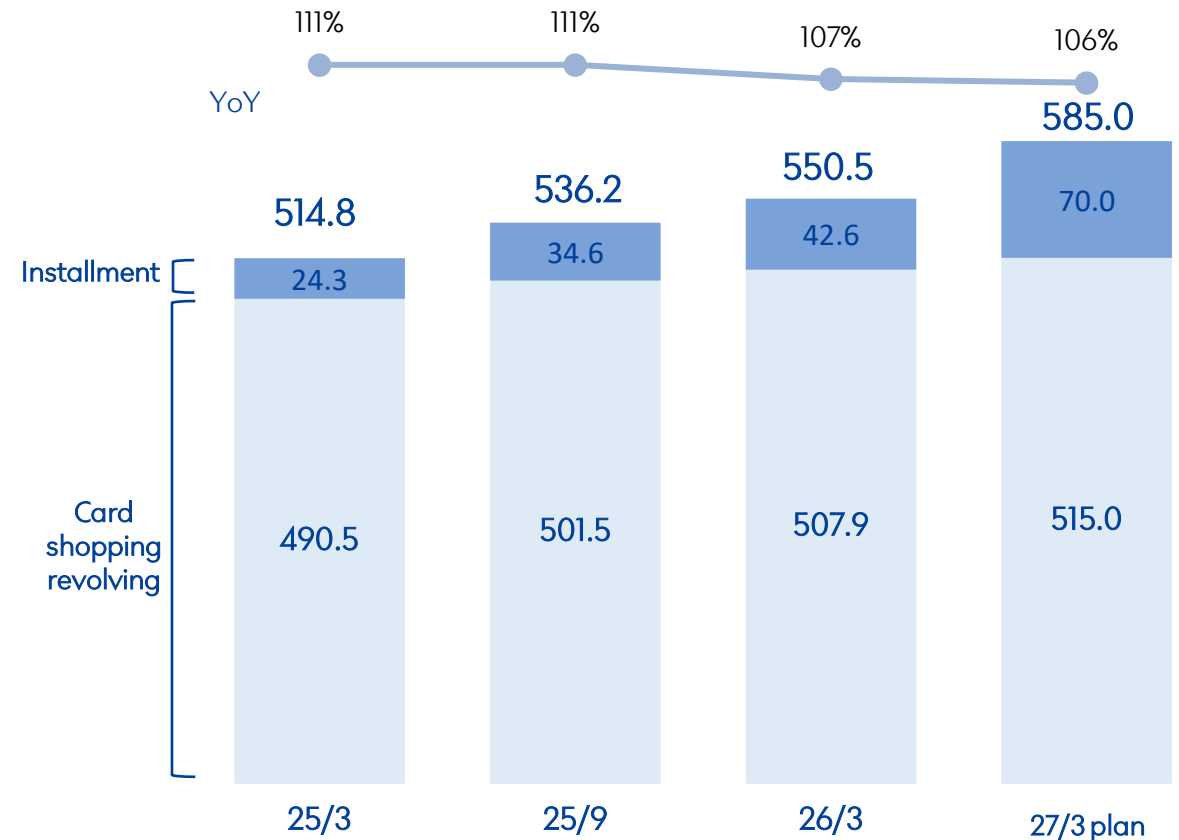


Revolving credit:

Leveling payments (continuous use)
"Keep monthly payments constant"

Expand balances through a shift in usage from lump-sum payment to installments and revolving credit

Shopping revolving credit and installment balances (billion yen)



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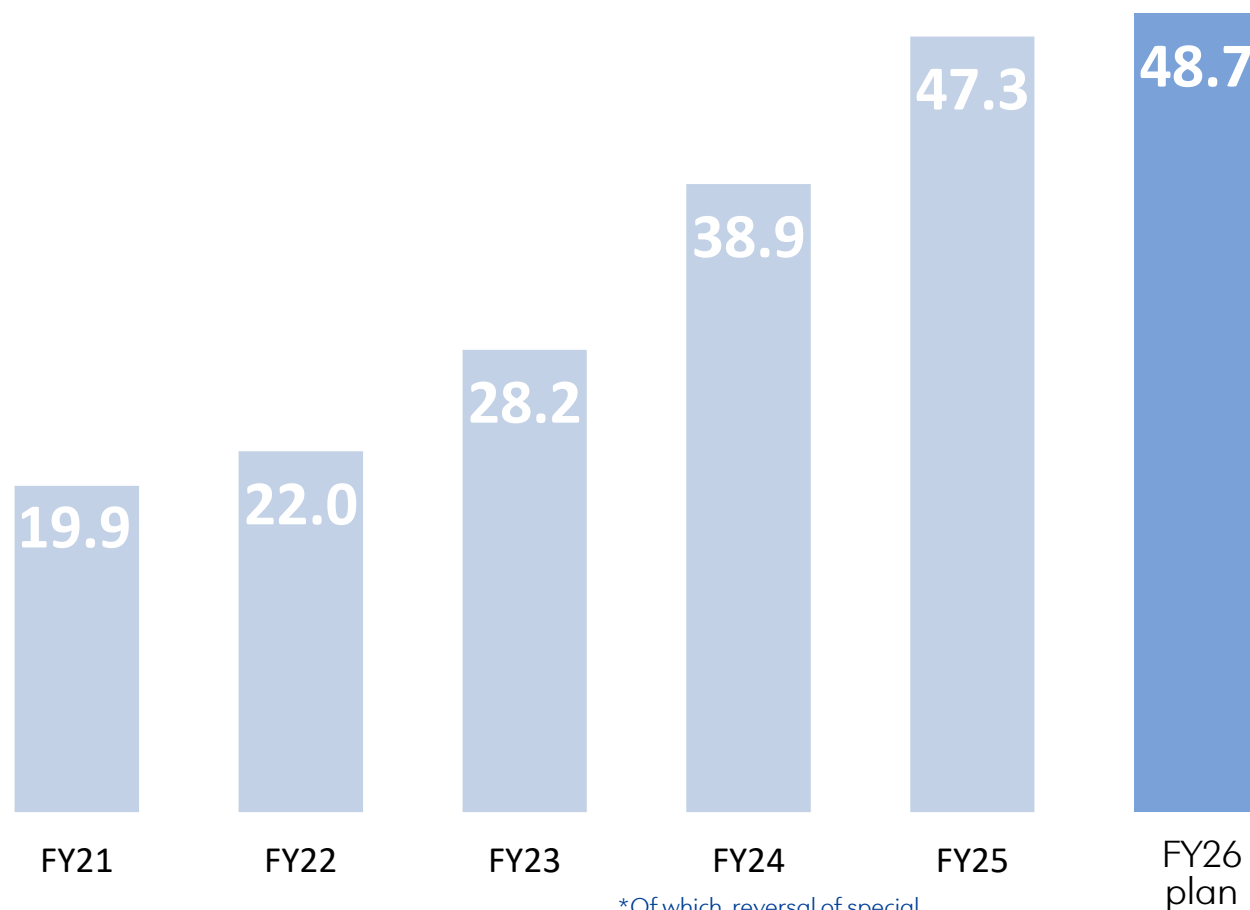
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Stable Profit Growth

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■ Finance Segment Business Profit

(billion yen)



*Of which, reversal of special allowance:
approx. 0.6 billion yen

*FY21-23 figures are based on the segment classifications as disclosed at the time of each period



Further generating synergies through collaborations with Group companies
Improve profitability by accelerating the use of DX and AI

Driving balance growth by responding to diverse funding needs through leveraging our expertise in real estate × finance and credit capabilities

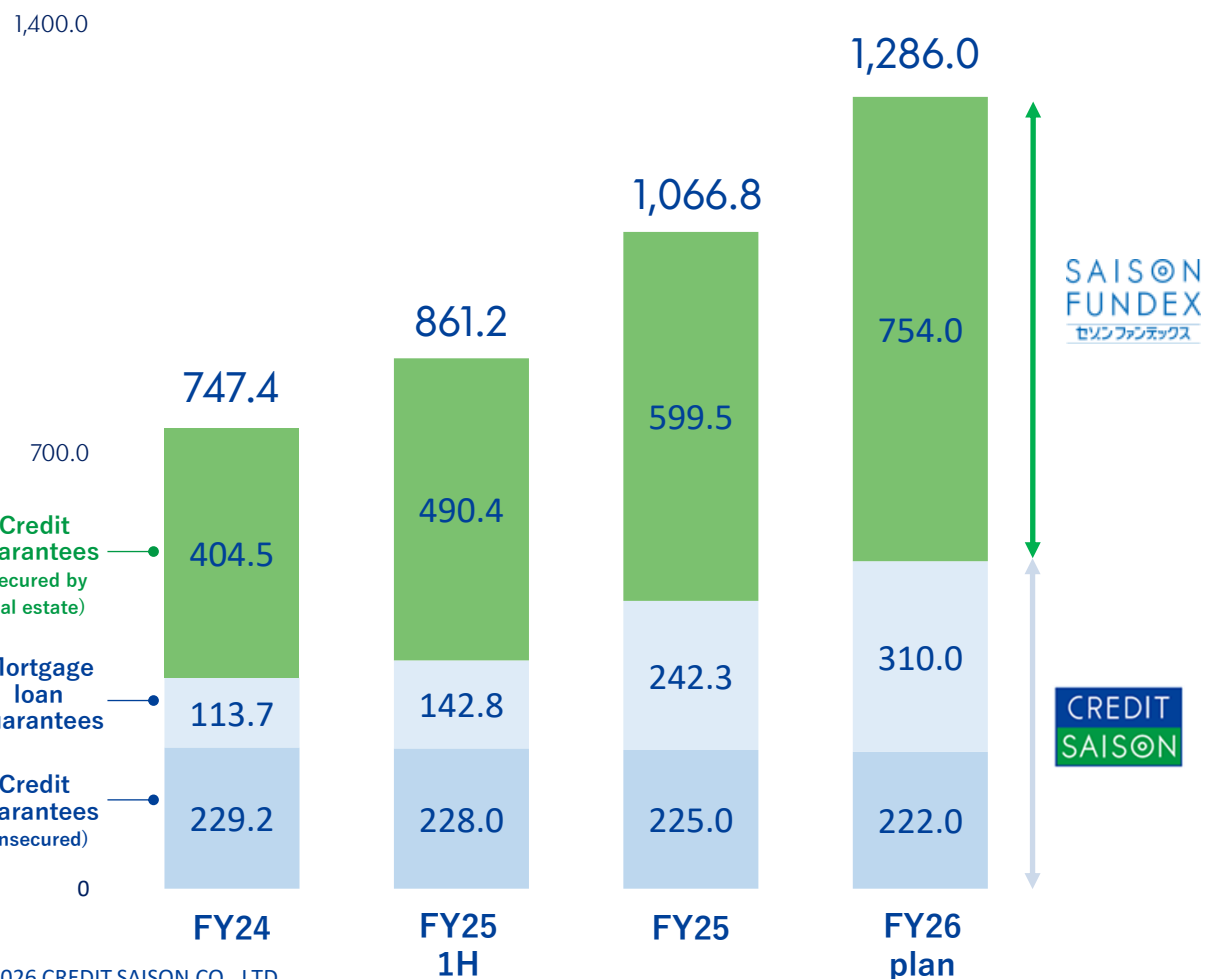


Anticipating stable profit contribution by leveraging the strengths of both banks and non-banks and functional complementarity

Guarantee Business

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Guarantee business balance (billion yen)



SAISON
FUNDEX
セゾンファンデックス

Credit Guarantees (Real Estate Secured Loans)

(for SMEs, small-scale business, and individuals)

- ✓ Promoting and strengthening sales activities in major regional metropolitan areas
Expanding partner financial institutions with financial institutions throughout Japan
(54 partners as of March 2026 *FY25 +6 partners)
- ✓ **Capturing diverse funding needs** through finely tuned guarantee design
- ✓ **Promoting composite sales** to financial institutions, starting with the guarantee business

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Credit Guarantees (Unsecured) / Mortgage Loan Guarantees

(for individuals and sole proprietors)

Credit
guarantees
(unsecured)

- ✓ Realizing more advanced and faster screening through the **introduction of an AI screening model** (as fast as 30 seconds)
Expanding opportunities to capture customer needs

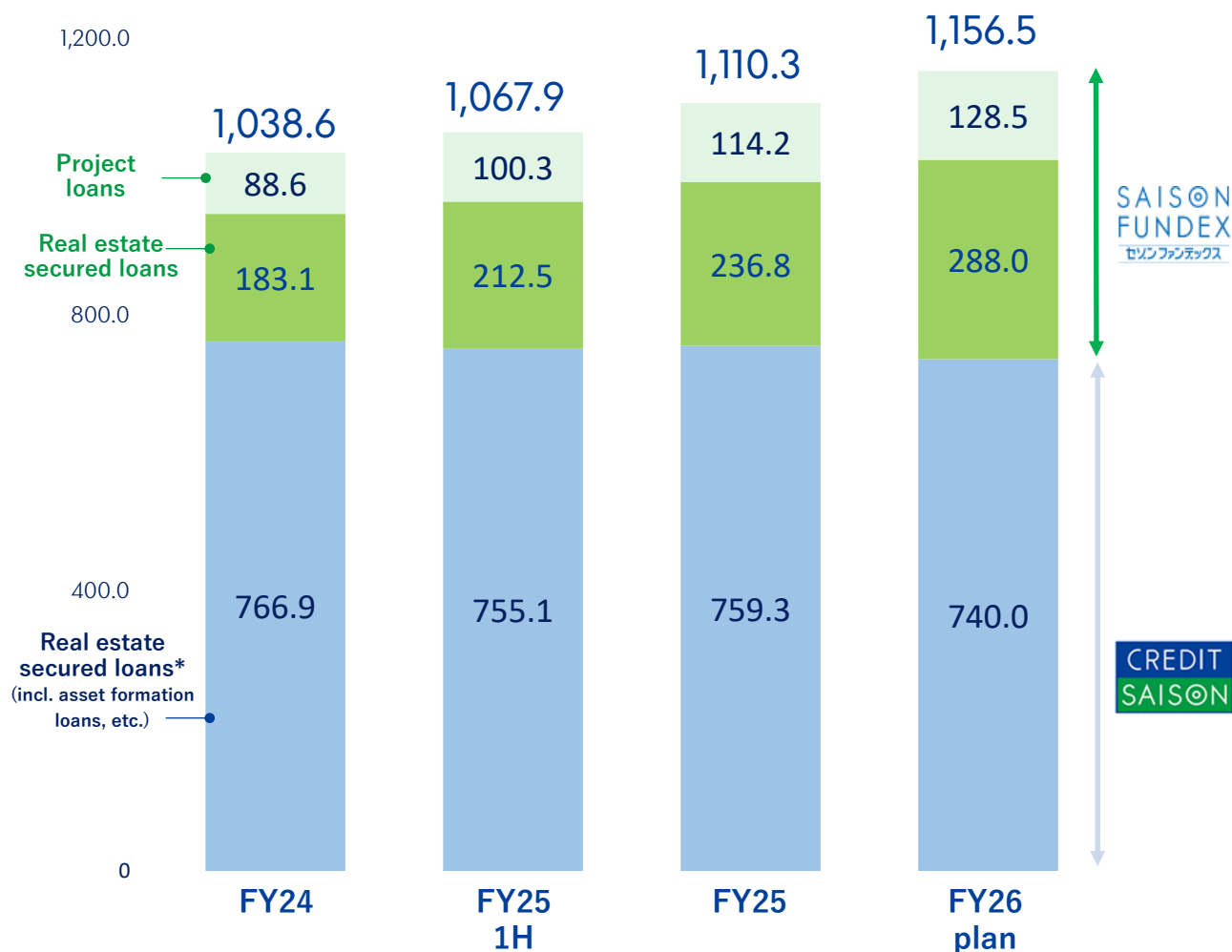
Mortgage
loan
guarantees

- ✓ **Expanding partner financial institutions**
(41 partners as of March 2026 *FY25 +5 partners)
- ✓ Promoting total sales together with credit guarantees (unsecured)

Real Estate Finance Business

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Real estate finance business balance (billion yen)



SAISON FUNDEX
セゾンファンデックス

Real Estate Secured Loans / Project Loans

- Loans for SMEs, small-scale businesses, and individuals, with flexible usage such as real estate investment and funding
- Purchase funds for real estate businesses

- ✓ Strengthening competitiveness through product expansion that captures customer needs and market trends
- ✓ Promotions centered around the Web, and strengthening relationships with partners

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Real Estate Secured Loans

- ✓ Developing services that meet diverse needs

CREDIT SAISON セゾンの資産形成ローン

For individuals /
loans for purchasing investment condominiums

CREDIT SAISON セゾンの不動産担保ローン

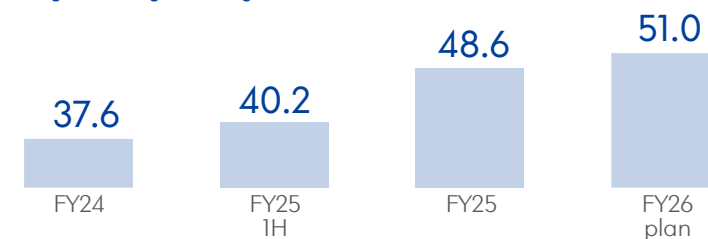
For real estate business operators /
loans for procuring funds related to real estate projects

- Expanding revenue due to an increase in applied interest rates for floating-rate products accompanying rising interest rates

- Strengthening relationships with existing partners and expanding new partners

<Balance of Collaboration Loans with Suruga Bank> (billion yen)

* Joint offerings with Suruga Bank began in November 2023



* This page shows real estate-secured loans, including loans to corporations and high-net-worth individuals other than asset formation loans.

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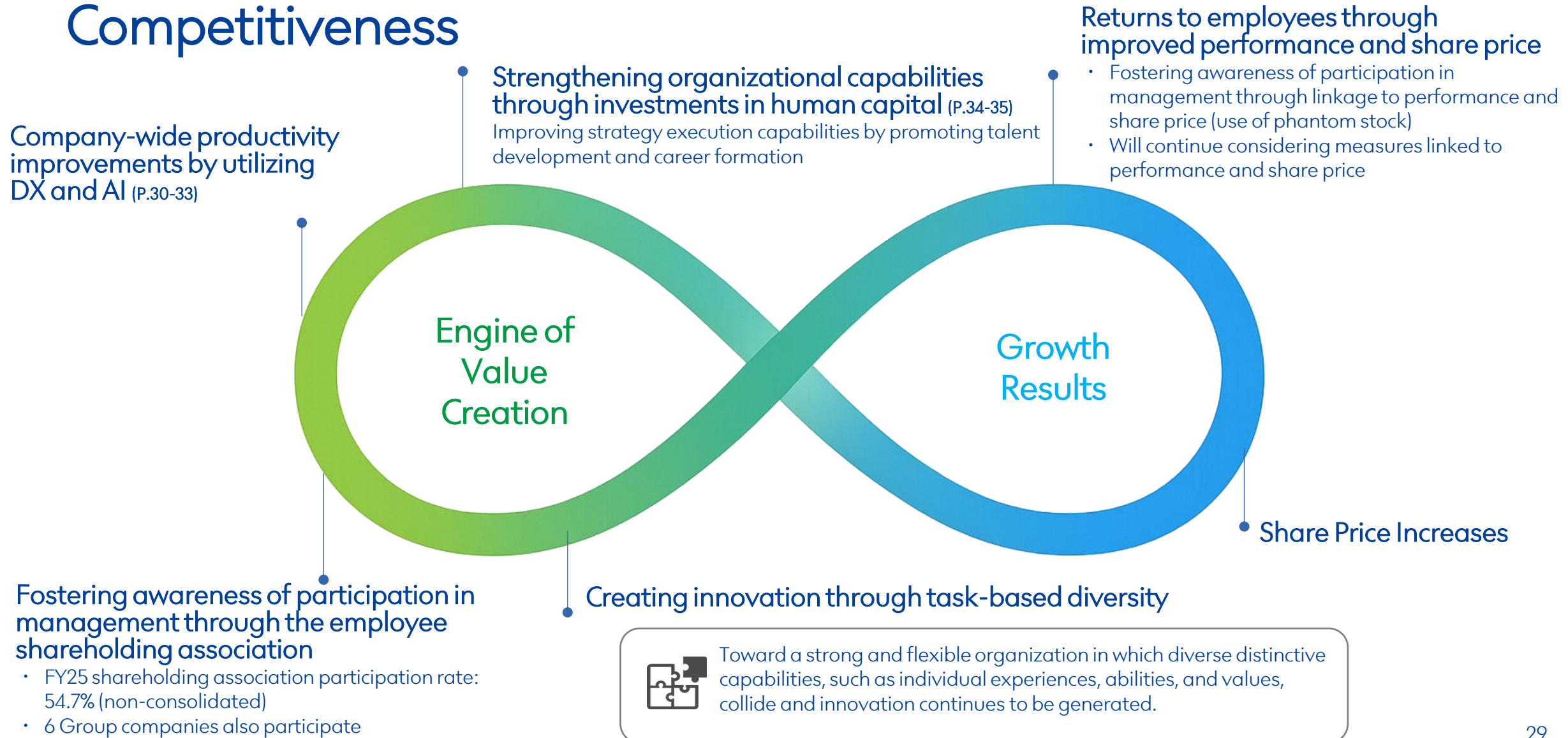
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Creating an Organization that Generates a Virtuous Cycle of Growth and Enhances Competitiveness

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CSAX Strategy

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- ✓ Redesign the operations of all business divisions and all employees on the premise of AI



April 2026

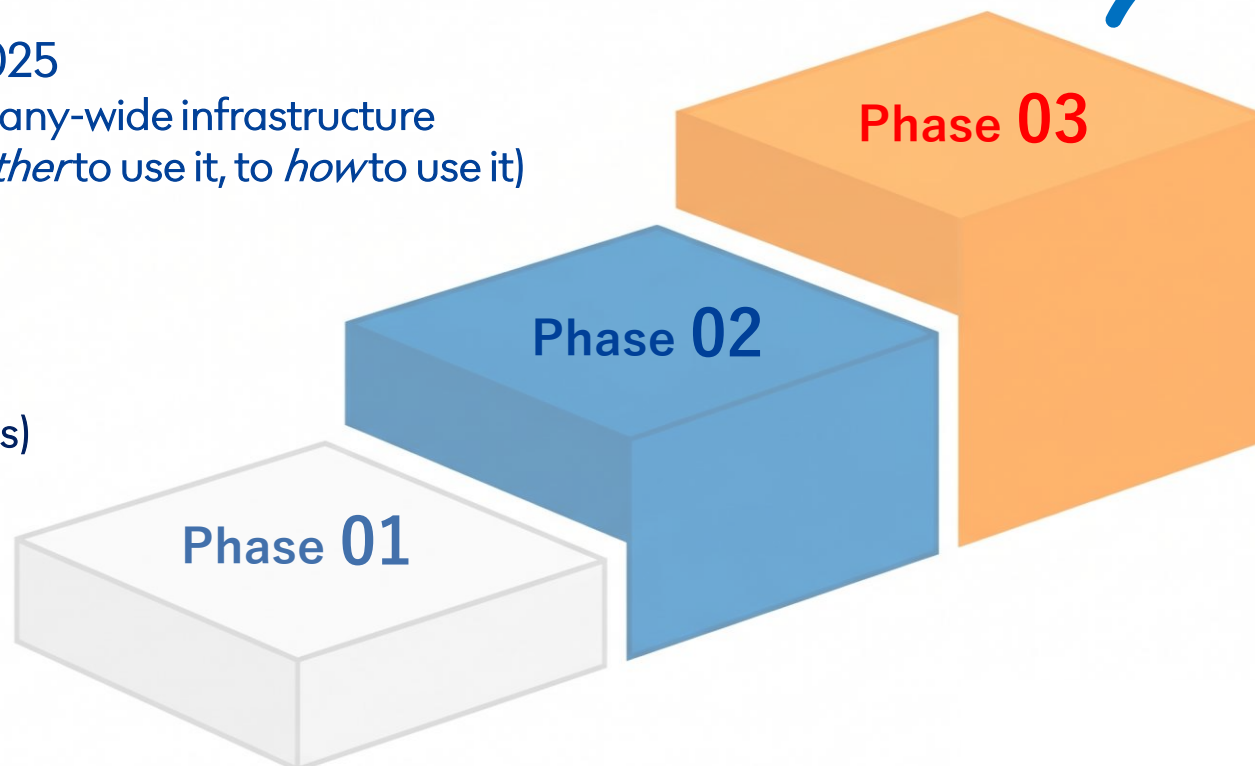
CSAX #3: Reorganize operations and roles
(operations are redesigned on premise of AI)

September 2025

CSAX #2: Company-wide infrastructure
(shift from *whetherto* use it, to *howto* use it)

June 2025

CSAX #1: Initial rollout
(special experimental tools)



Turning AI into a Growth Driver

Phase to Date



Improving practicality and efficiency

Future Phase



Enhancing and monetizing the customer experience



Turning AI utilization into a force for growth, leading to enhanced corporate value

Selected as a DX Brand for 4 consecutive years since 2023

We have been selected as a “Digital Transformation Brand (DX Brand)” for 4 consecutive years.



Evaluation Points for 2026 (Partial Excerpts)



High DX Implementation Capability

As a result of steadily and rapidly building a culture and organizational structure that enhance DX implementation capability since 2019, **our DX implementation capability is so high that it can be evaluated as a technology company operating financial services businesses such as credit cards and lending.** It can be said that we have continuously and practically implemented company-wide initiatives to achieve goals such as the “complete digitalization of business processes,” which is one of the core elements of DX.



Initiatives that Place IT and Digital Technologies at the Core of the Business

IT and digital technologies are positioned at the core of our business. We have moved away from external dependence and have implemented and continued to refine initiatives over 7 years to internalize everything from planning to development and operations by our own employees. **We are balancing Mode 1, the safety and reliability required of the financial industry, with Mode 2, the agility and flexibility of the service industry.**



Digital transformation of the payment business

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- ✓ As a result of continuous app improvements through in-house development, it has contributed to enhanced customer convenience and expanded usage

2025/5

Initiative to expand revolving credit
Changed display term for the payment change button

No. of consolidated revolving credit applications
Approx. **130%**

2025/6

Initiative to expand cash advances
Added a flow line for checking available amount on the bank transfer cash advance screen

No. of applications for credit limit increases
Approx. **111%**

2025/8

UI/UX improvements
Added "See More" to the service list screen



2025/10

UI/UX improvements
Renewed the menu screen



2025/11

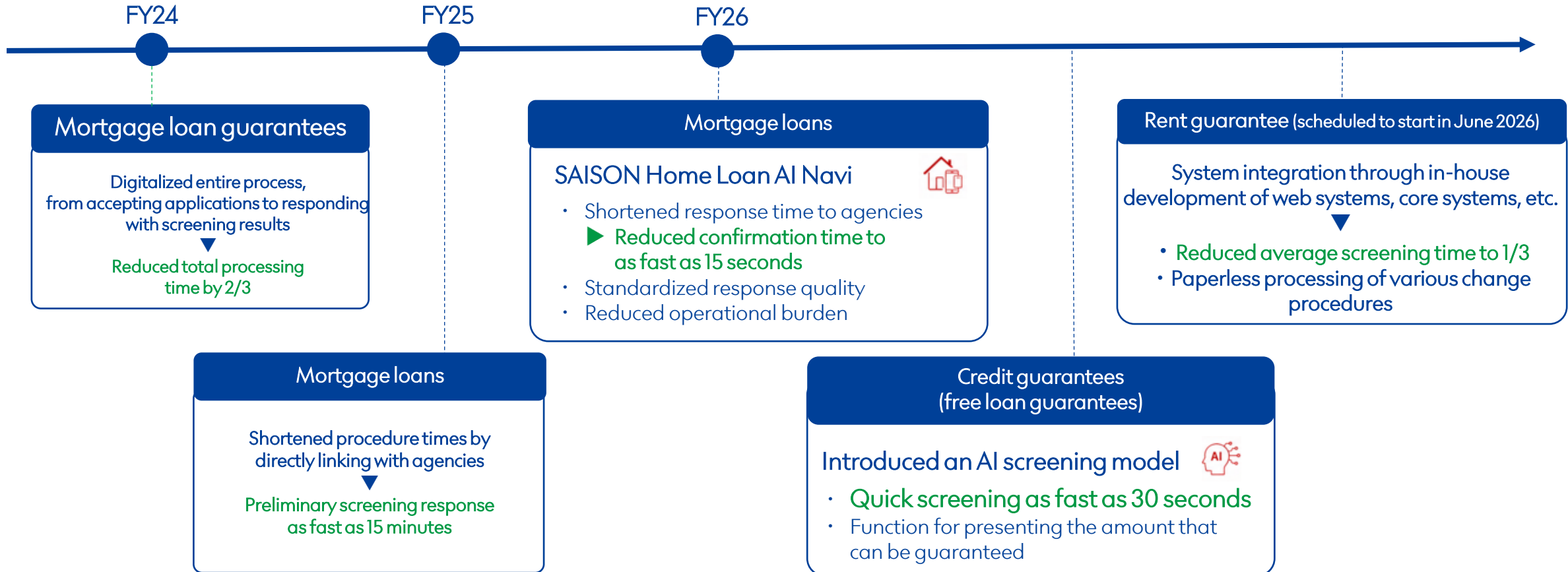
Customer communication
Renewed the inquiry screen



Digital transformation of the finance business

CREDIT SAISON

✓ Promoting digital transformation in the finance domain ahead of the industry to achieve a dramatic improvement in CX/EX



Enhancing Corporate Value through Human Capital Investment

Transforming human capital into a driver of earnings growth, and achieving sustainable profit growth



Implementing a more consistent HR strategy by articulating Credit Saison's unique identity through a clearly defined HR Policy

HR MISSION

Connecting “passionate talent” with the “organization” to realize the business strategy

Creating high value talent
(passionate talent)

Individual



Organization

Enhancing engagement to
maximize organizational
performance

- **Talent investment** is directly linked to strategy
 - Revising systems to properly evaluate challenges and results, and reflecting them in compensation
 - HR development with a learning mindset (autonomy / self-reliance)
- Promoting **autonomous career development**
 - Expanding growth opportunities through the internal job-posting system and challenge-based promotion system

- HR placements **directly linked to business growth (HRBP)**
 - Promoting the growth of each business and affiliated company from a human resources perspective
- **Fostering an organizational culture** that combines strengths
 - Creating innovation through **task-based diversity**

Individual

Creating high value talent (passionate talent)

Investment in
Developing Talent (foundation for
improving productivity)

174
thousand yen per employee
(April 2025 to March 2026)

Internal Job-Posting System
(expansion of challenge opportunities)

Applicants: 88 → 105
(FY2024) (FY2025)

Challenge-Based
Managerial Appointment
(creation of next-generation leaders)

Applicants: 19 →
Successful applicants: 5 (FY2025 results)

No. of Employees Seconded to
Affiliated Companies
(expansion of cross-boundary
opportunities)

506 → 516
(as of March 2024) (as of March 2025)

Organization

Enhancing engagement to maximize organizational performance

Ratio of Female
Managers

26.1%
*Target: Maintain 25.0% or higher
(as of March 2026)

Parental Leave
Utilization Rate

Women: 100.0% Men: 88.9%
*Target: 100.0% (as of March 2026)

Engagement
Survey

Trust in Management
65_{pt} → 67_{pt}
(as of March 2025) (as of March 2026)
Culture of Taking on Challenges
64_{pt} → 66_{pt}
(as of March 2025) (as of March 2026)

*Credit Saison non-consolidated

AGENDA

01 Strategic Direction for Long-Term Growth

02 Main Business Strategies

Global Business

Payment Business

Finance Business

CSAX (Credit Saison AI Transformation) and Human Capital

03 FY25 Full-Year Financial Results

04 FY26 Earnings Forecast

Financial Results Digest

CREDIT SAISON

FY25 Consolidated results

Net revenue	472.7 billion yen	YoY111.8%
Business profit	101.9 billion yen	YoY108.9%
Profit attributable to owners of parent	62.7 billion yen	YoY94.5%

- ✓ Increased revenue and increased business profit due to performance growth at the non-consolidated entity and Group companies

Record-high business profit achieved at the non-consolidated entity and Saison Fundex, etc.

The domestic business performed strongly, centered on the Payment Business and Finance Business

- ✓ While the core business progressed steadily, Profit decreased due to the recognition of losses from one-off factors (*)

* Losses related to the sale of shares of affiliated companies recorded in the first half, as well as losses associated with the withdrawal from the amusement business of Concerto Co., Ltd.



Financial Summary

CREDIT SAISON

(billion yen)

		FY24	FY25	YoY
Consolidated	Net revenue	422.8	472.7	111.8%
	Business profit	93.6	101.9	108.9%
	Profit attributable to owners of parent	66.3	62.7	94.5%
Non-consolidated	Operating revenue	310.0	343.8	110.9%
	Operating profit	47.1	55.5	117.7%
	Ordinary profit	54.7	62.0	113.3%
	Profit	52.6	54.8	104.2%



Overview of Business Results by Segment

CREDIT SAISON

(billion yen)

Net revenue

Business profit or business loss (-)

	FY24	FY25	YoY	FY24	FY25	YoY
Payment	259.4	284.2	109.5%	31.4	33.2	105.5%
Lease	13.3	14.7	110.8%	4.1	4.6	113.6%
Finance	72.5	82.7	114.0%	38.9	47.3	121.5%
Real estate related	28.2	31.2	110.5%	16.2	19.2	118.2%
Global	51.5	62.4	121.2%	3.3	-1.4	—
Total	425.2	475.4	111.8%	94.1	103.0	109.4%
Intersegment transactions	-2.3	-2.6	—	-0.5	-1.0	—
Consolidated	422.8	472.7	111.8%	93.6	101.9	108.9%
[Reference]						
Former Payment Business	252.8	277.2	109.7%	30.0	30.6	101.9%
Former Entertainment Business	6.6	7.0	105.4%	1.4	2.5	182.3%

* From FY25-1Q, due to organizational restructuring implemented in June 2025, the rent guarantee business previously included in the "Payment Business" has been reclassified to the "Finance Business." Accordingly, FY24 figures have been restated based on the revised reporting segment classification. In addition, from FY26, the "Entertainment Business" is scheduled to be abolished and consolidated into the "Payment Business." As a result, FY24-25 are presented on a simplified basis as the new "Payment Business," combining the former Payment Business and former Entertainment Business.

Quarterly Trends and Key Topics

CREDIT SAISON

(billion yen)

	FY24 Full-Year (24/4-25/3)	FY25 Full-Year (25/4-26/3)	1Q (25/4-6)	2Q (25/7-9)	3Q (25/10-12)	4Q (26/1-3)
Payment	31.4	33.2	12.2	6.1	14.0	0.7
Profit increased year-on-year due to growth in shopping transaction volume and card shopping revenue mainly from revolving credit and installment payments, etc., but there were quarterly fluctuations (The January-March period was affected by increased costs including advertising and promotion expenses, personnel expenses, and system-related costs)						
Lease	4.1	4.6	1.0	1.1	1.2	1.1
Profit increased year-on-year due to growth in balances through strengthened sales efforts and the impact of fee-rate revisions.						
Finance	38.9	47.3	9.0	11.3	13.7	13.1
Profit increased year-on-year due to higher applied interest rates on floating-rate products and expanded profit contributions from Saison Fundex and Suruga Bank, etc.						
Real estate related	16.2	19.2	1.8	6.9	7.4	2.9
Profit increased year-on-year, with the recording of higher-than-expected gains on sale of real estate, which contributed to lifting profit (recording of gains on sales of restructured business assets: 2Q-3Q)						
Global	3.3	-1.4	-0.8	-3.8	2.8	0.4
Profit decreased year-on-year due to the allowance for doubtful accounts that was recorded in the Indonesia-related business in 2Q. In 4Q (January-March period), the profit narrowed due to the incorporation of future risks (ECL) in Vietnam on an IFRS basis and the recording of valuation losses in the Investment Business, etc.						
Consolidated	93.6	101.9	22.9	22.0	38.3	18.6
[Reference]						
Former Payment Business	30.0	30.6	11.5	5.5	13.3	0.1
Former Entertainment Business	1.4	2.5	0.7	0.6	0.6	0.6

* From FY25-1Q, due to organizational restructuring implemented in June 2025, the rent guarantee business previously included in the "Payment Business" has been reclassified to the "Finance Business." Accordingly, FY24 figures have been restated based on the revised reporting segment classification. In addition, from FY26, the "Entertainment Business" is scheduled to be abolished and consolidated into the "Payment Business." As a result, FY24-25 are presented on a simplified basis as the new "Payment Business," combining the former Payment Business and former Entertainment Business.



Contribution by Consolidated Companies

CREDIT SAISON

Business Profit Difference

(billion yen)

	Consolidated business profit	Non-consolidated ordinary profit	Difference
FY25	101.99	62.06	39.93
(Year-on-year difference)	8.37	7.27	1.09

Contribution by Consolidated Companies

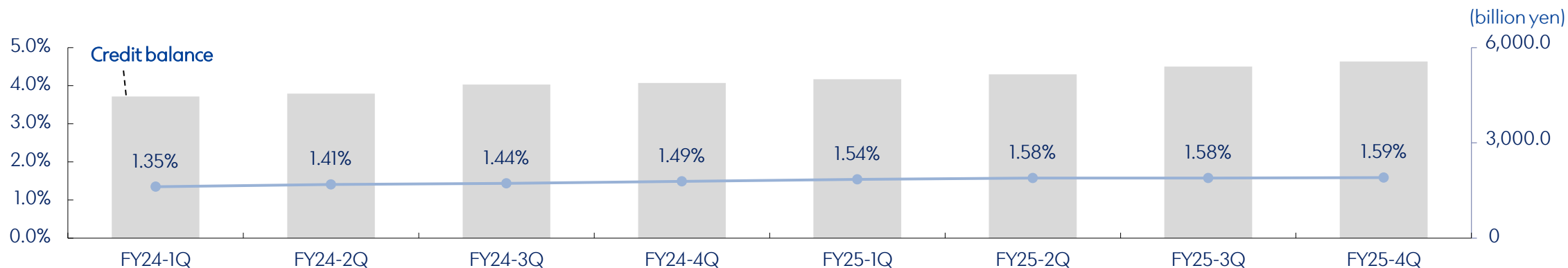
(billion yen)

		Contribution to business profit	Year-on-year difference	Business description
Major consolidated subsidiaries	SAISON FUNDEX CORPORATION	17.76	+4.76	Real estate financing business, credit guarantee business, and personal loan business
	Saison Realty Group	11.44	+2.11	Comprehensive real estate business
	Kisetsu Saison Finance(India)Pvt. Ltd.	5.17	-0.12	Digital lending business in India
	Concerto Inc.	1.97	+1.02	Amusement operations business / real estate leasing business
Major equity method affiliates	Suruga Bank Ltd.	7.34	+1.64	Banking
	Takashimaya Financial Partners Co., Ltd.	1.10	-0.09	Credit card business, insurance business, investment trust business, and trust business
	Seven CS Card Service CO., LTD.	1.05	+0.18	Credit card business
	HD SAISON Finance Co., Ltd.	0.49	-2.74	Retail finance business in Vietnam

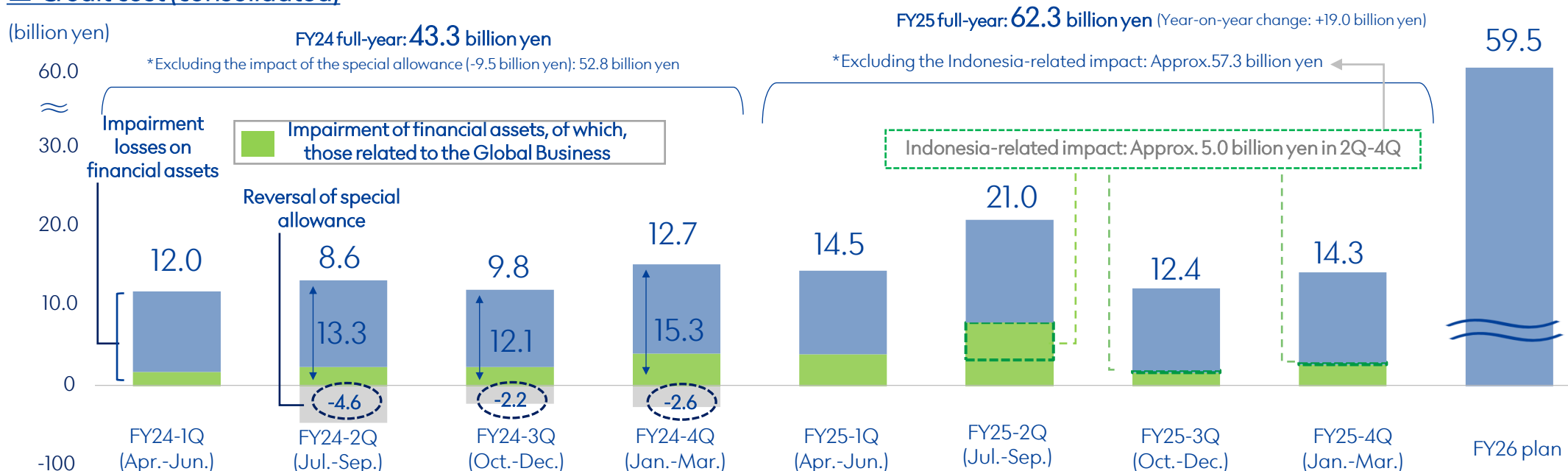
Credit Risk [Consolidated]

CREDIT SAISON

Delinquency over 90 days (consolidated)



Credit cost (consolidated)



Special allowance for future increases in delinquent loans, etc., based on the status of non-payment rates and postponed repayments

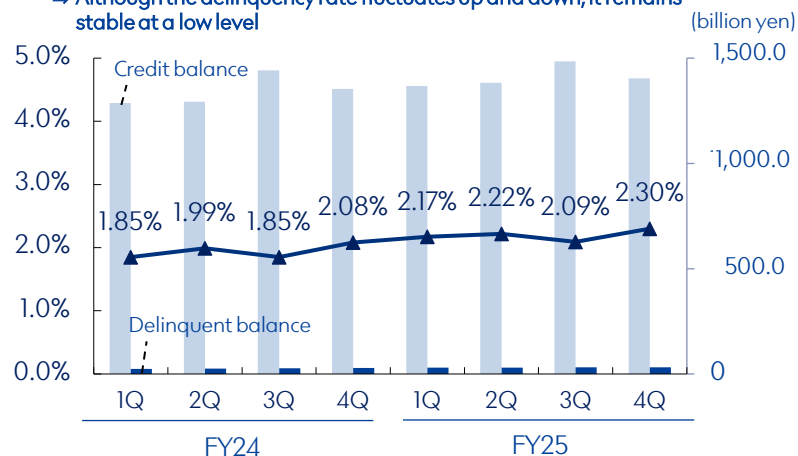
Credit Risk [Non-Consolidated]

CREDIT SAISON

Delinquency over 90 days (non-consolidated)

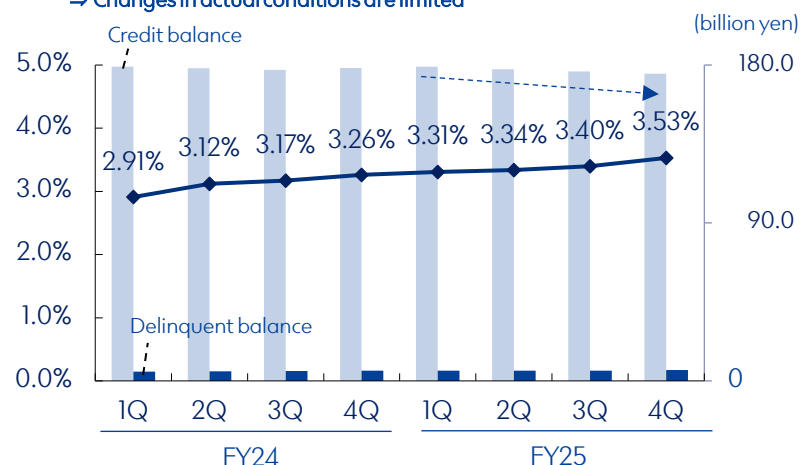
Shopping

- ✓ Credit balance increases and decreases due to quarterly fluctuations, while the delinquent balance remains generally stable
⇒ Although the delinquency rate fluctuates up and down, it remains stable at a low level

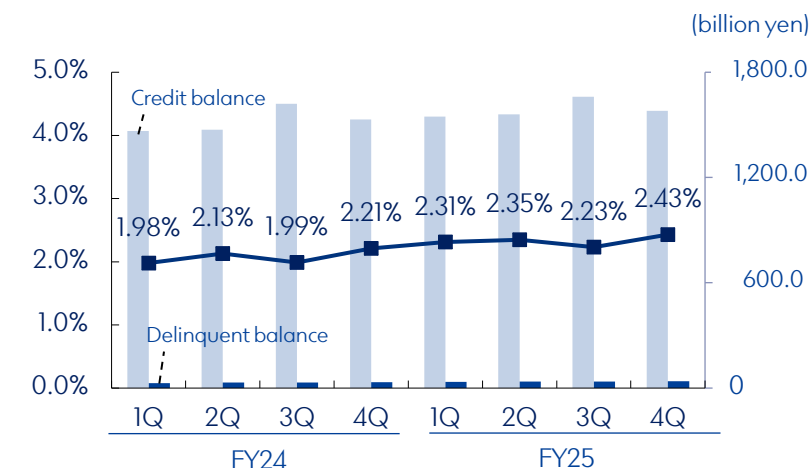


Cash advances

- ✓ While the delinquent balance remains almost flat, the delinquency rate has increased in calculation terms due to the decrease in the credit balance
⇒ Changes in actual conditions are limited



Credit card total



Credit cost (non-consolidated)

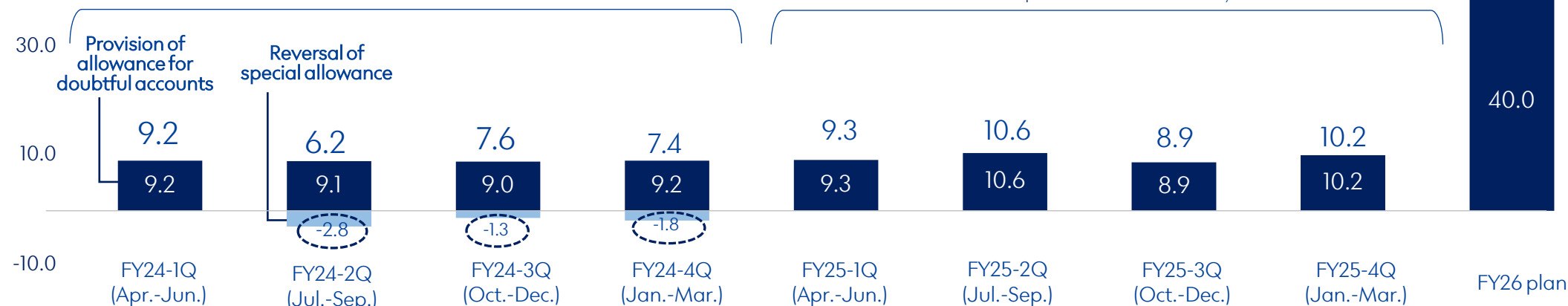
(billion yen) 50.0

FY24 full-year: 30.6 billion yen

Excluding the impact of the special allowance (-6.0 billion yen): 36.7 billion yen

FY25 full-year: 39.1 billion yen (Year-on-year change: +8.5 billion yen)

*Year-on-year change when excluding the impact of the reversal of the special allowance: +2.4 billion yen



Special allowance for future increases in delinquent loans, etc., based on the status of non-payment rates and postponed repayments

Interest Repayment Claims

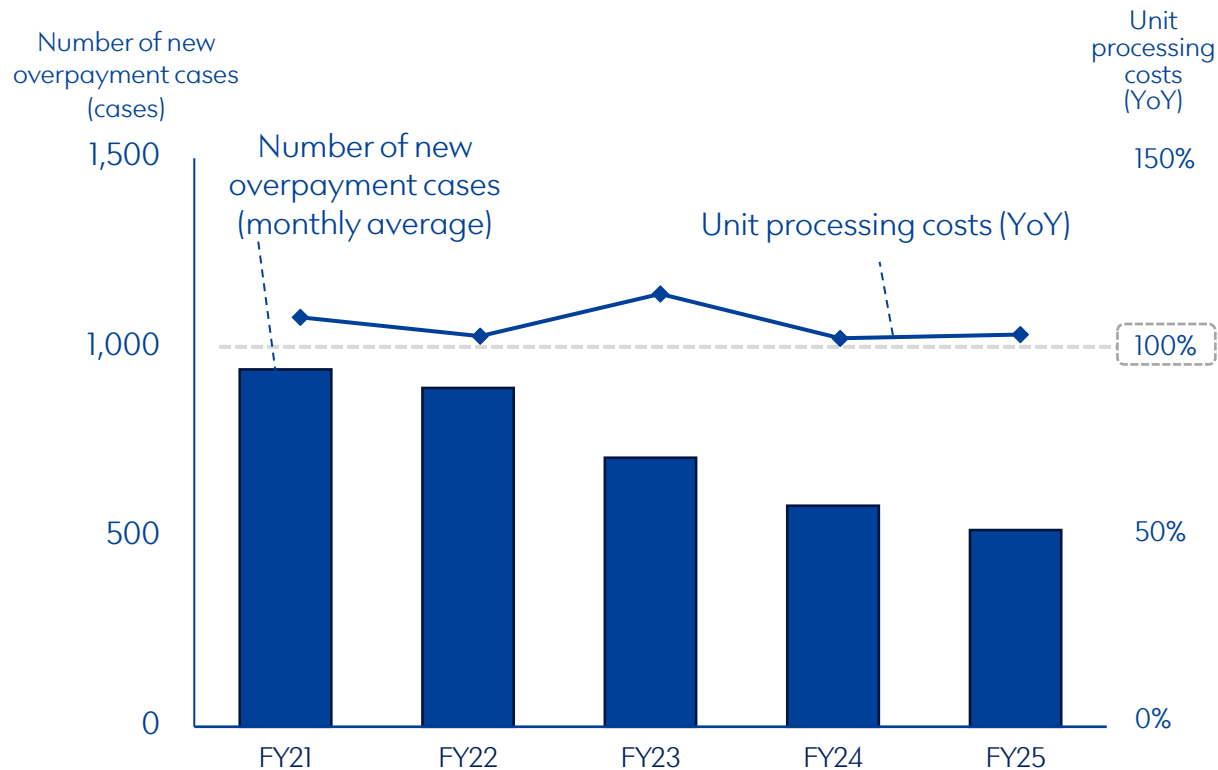
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Although unit processing costs remain above the level of the previous year, the number of new overpayment cases is on a declining trend



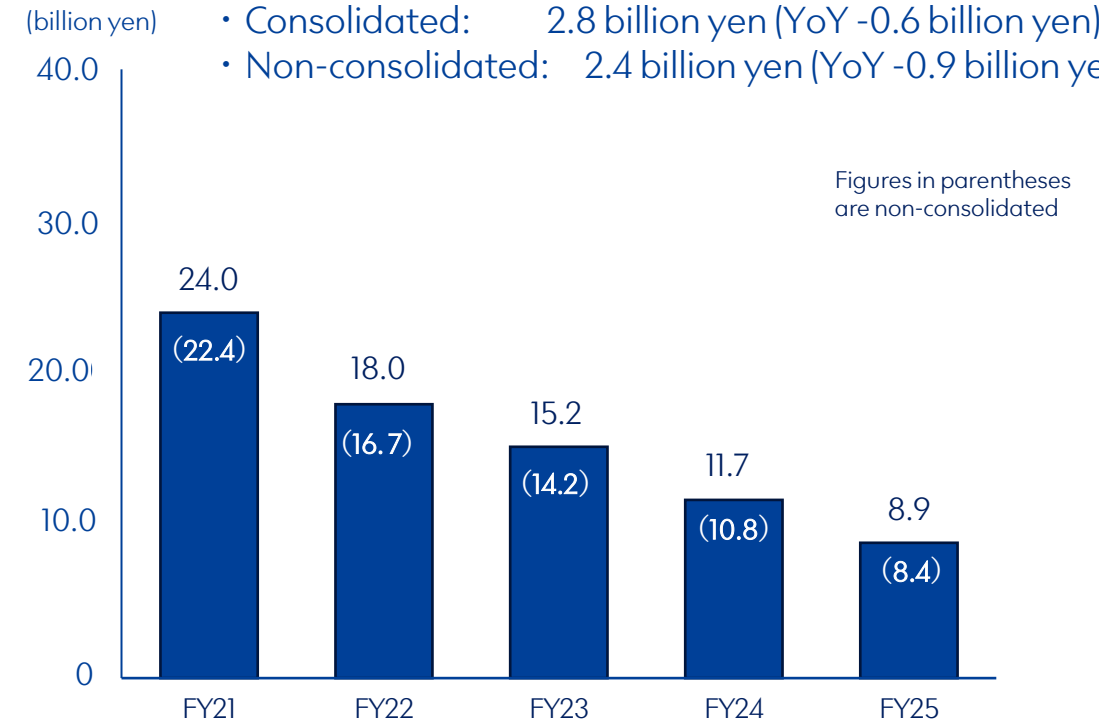
The reversal amount of the allowance for interest repayment losses continues to be below that of the previous year

■ Trends in the Number of New Overpayment Cases and Processing Costs (monthly averages)



■ Trends in Provision Balance for Interest Repayment Losses

- <FY25 Reversal Amounts>
- Consolidated: 2.8 billion yen (YoY -0.6 billion yen)
 - Non-consolidated: 2.4 billion yen (YoY -0.9 billion yen)



Figures in parentheses are non-consolidated

Financial Policy

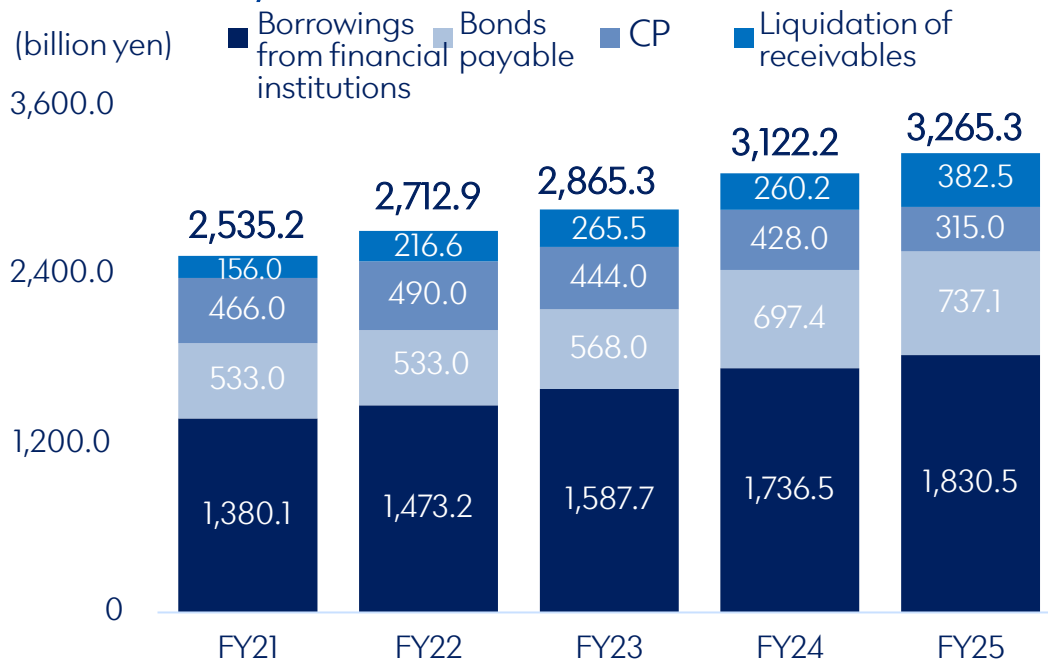
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■ Sound financial base

Credit ratings

- R & I A+ Have maintained an A+ rating for over 25 years since October 1996
- JCR AA- *Newly obtained in January 2025

Balance of interest-bearing debt (non-consolidated)

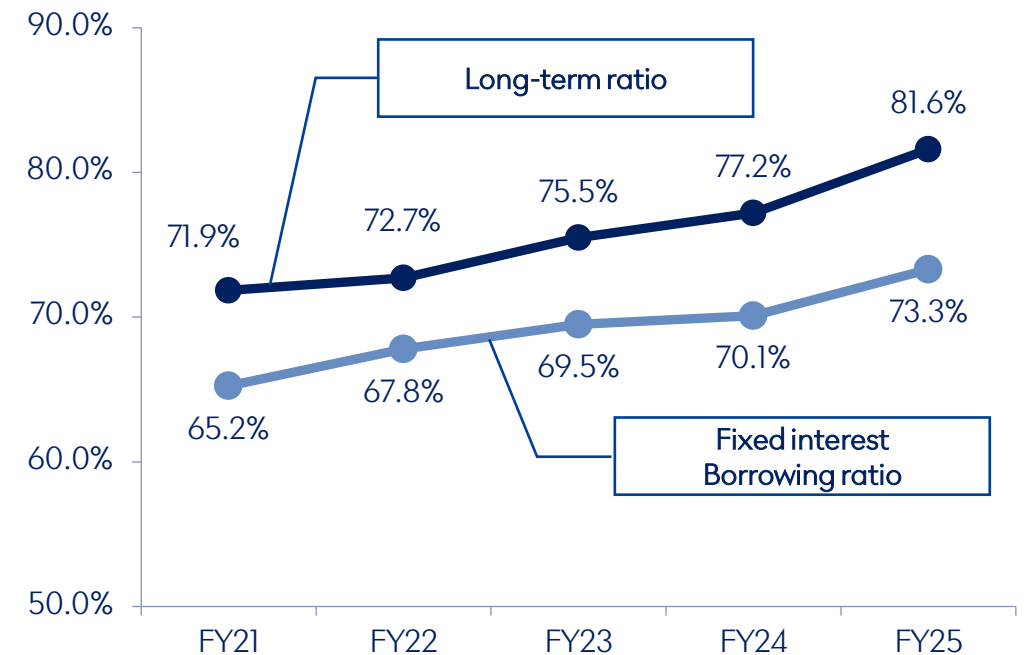


FY26 plan: Incorporates 2 policy rate hikes for the year: April 2026: 1.00%, October 2026: 1.25%

■ Structure of interest-bearing debt

- Almost **80%** of the interest-bearing debt is composed of long-term funds
- Fixed interest rate procurement accounts for about **70%** of the total
- Committed credit line, etc. of 650.0 billion yen is secured in terms of liquidity facility

Long-term/fixed borrowing ratio (non-consolidated)



AGENDA

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CSAX (Credit Saison AI Transformation) and Human Capital

03 FY25 Full-Year Financial Results

04 FY26 Earnings Forecast



FY26 Earnings Forecast

CREDIT SAISON

(billion yen)

		FY25 Results (A)	FY26 Forecast (B)	Difference (B-A)	YoY	Key factors for YoY change
Consolidated	Net revenue	472.7	507.5	34.7	107.3%	
	Business profit	101.9	110.0	8.0	107.8%	
	Profit attributable to owners of parent	62.7	75.5	12.7	120.3%	• Rebound from FY25 losses related to the sale of shares of affiliated companies (2.6 billion yen) and losses associated with the withdrawal from the amusement business of Concerto Co., Ltd. (5.1 billion yen)*
Non- consolidated	Operating revenue	343.8	364.5	20.6	106.0%	
	Operating profit	55.5	59.5	3.9	107.1%	
	Ordinary profit	62.0	66.0	3.9	106.3%	
	Profit	54.8	44.0	-10.8	80.3%	• Rebound from recording FY25 extraordinary income (gains on sales of shares, etc.) (14.5 billion yen) • Expected to be recorded in FY26: losses associated with withdrawal from the amusement business (approx. 2.5 billion yen)*

* The timing of recognition of losses associated with withdrawal from the amusement business differs between consolidated and non-consolidated financial statements due to differences in applicable accounting standards. In the consolidated financial statements (IFRS: International Financial Reporting Standards), they have been recorded based on the fact of the decision to sell (dated 2025.12.19), and in the non-consolidated financial statements (JGAAP: Japanese GAAP), they are scheduled to be recorded based on the completion of the sale (dated 2026.4.1).



Forecasts by Segment

CREDIT SAISON

(billion yen)

Net revenue

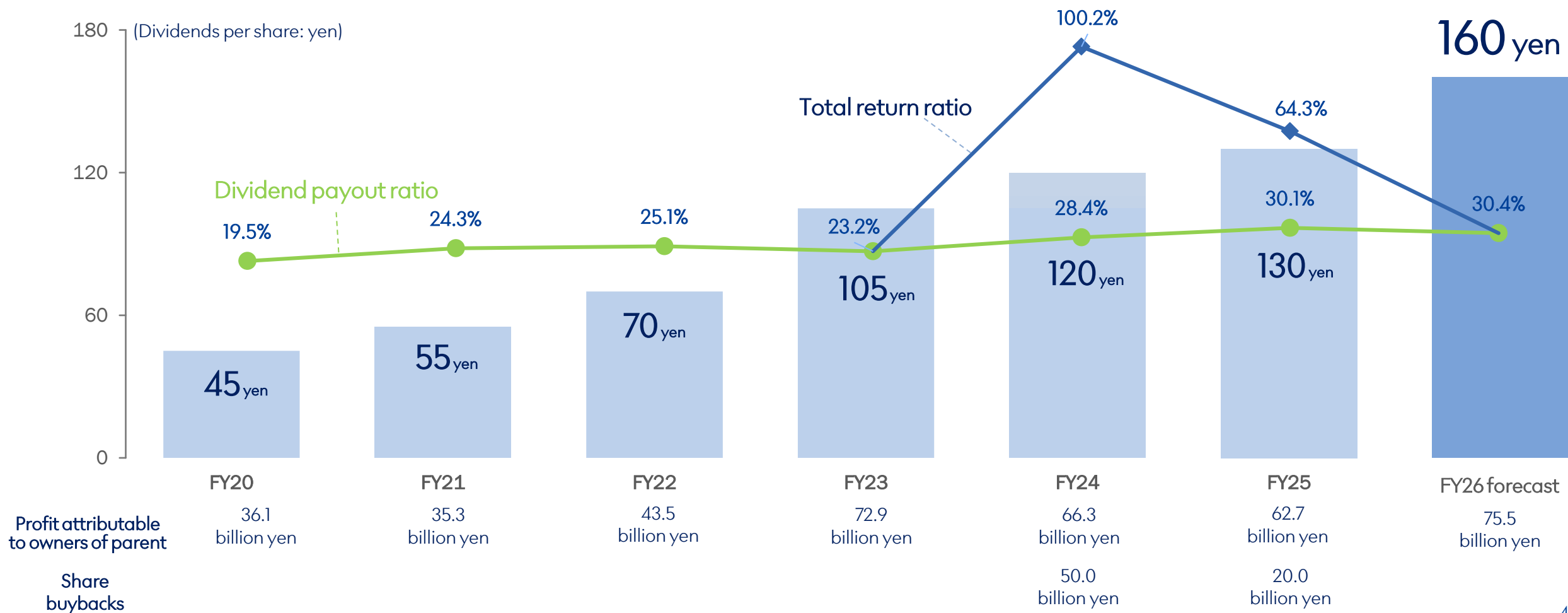
Business profit

	FY25 Results	FY26 Forecast	YoY	FY25 Results	FY26 Forecast	YoY	Key factors for YoY change
Payment	284.2	287.4	101.1%	33.2	33.5	100.9%	
Lease	14.7	16.2	109.6%	4.6	4.8	102.8%	
Finance	82.7	94.5	114.2%	47.3	48.7	102.9%	
Real estate related	31.2	30.0	96.0%	19.2	14.0	72.8%	FY25 Rebound from gains on the sale of restructured business assets
Global	62.4	80.6	129.1%	-1.4	9.0	—	Rebound from recording allowance for doubtful accounts for the Indonesia-related businesses in FY25, and growth in the India Business in FY26
Consolidated	472.7	507.5	107.3%	101.9	110.0	107.8%	
[Reference]							
Former Payment Business	277.2	287.4	103.7%	30.6	32.0	104.5%	
Former Entertainment Business	7.0	—	—	2.5	1.5	57.9%	

* From FY25-1Q, due to organizational restructuring implemented in June 2025, the rent guarantee business previously included in the "Payment Business" has been reclassified to the "Finance Business." Accordingly, FY24 figures have been restated based on the revised reporting segment classification. In addition, from FY26, the "Entertainment Business" is scheduled to be abolished and consolidated into the "Payment Business." As a result, FY24-25 are presented on a simplified basis as the new "Payment Business," combining the former Payment Business and former Entertainment Business.

Shareholder Returns

- ✓ FY25: Expecting 130 yen per share, which marks a 5th consecutive year of dividend increases (in line with initial forecast)
- ✓ FY26 forecast: Expecting increased sales and profit, year-end dividend is expected to be 160 yen per share, an increase for the sixth consecutive year





[Appendix] Progress on Capital Policy

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Details Announced in May 2024

Share Buybacks

Planned 70.0 billion yen of share buybacks in the medium-term management period (FY24-26)



- Completed share buybacks totaling 70.0 billion yen of by October 1, 2025.
(50.0 billion yen of which was completed by April 7, 2025)

*For details, see P.7 “Approach to Capital Policy”

Reduce Cross-Shareholdings

Reduction equivalent to 70% of cross-shareholdings in the medium-term management period (FY24-26)



- Progress rate on reductions: **72.3%**
- Continue negotiations toward achieving the reduction target during the medium-term management period.

* As of March 31, 2026. Progress rate is calculated based on market value as of March 31, 2024.

* In the consolidated financial statements, these are accounted for as other comprehensive income, and therefore do not affect net income attributable to owners of the parent company.

External Recognition (Examples)

CREDIT SAISON

■ ESG recognitions

Selected as a constituent for
5 out of the 6 ESG indices adopted by GPIF




**FTSE JPX Blossom
Japan Sector
Relative Index**



2026 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

2026 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

Initiatives Related to Climate Change 
Toward achieving **net-zero** greenhouse gas emissions
by FY2050, **we formulated a Climate Transition Plan**
in July 2025 and strengthened our initiatives.

■ IR website recognitions

Received both the Grand Prize and Silver Prize
in two major site rankings



■ DX recognitions

Recognized for achievements in promoting DX, and
selected as a DX Brand for the fourth consecutive year



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Integrated Report 2025

https://corporate.saisoncard.co.jp/en/ir/integrated_report/

- This report uses "FY" to indicate fiscal years. For example, "FY24" refers to the fiscal year ended March 2025 (April 2024 to March 2025), and other fiscal years are indicated similarly.
- 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.