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Securities Code: 8253

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To Our Shareholders with Voting Rights

Katsumi Mizuno
Representative, Executive President and COO
Credit Saison Co., Ltd.
1-1, Higashi-Ikebukuro 3-chome, Toshima-ku, Tokyo

NOTICE OF THE 76TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

You are cordially invited to attend the 76th Ordinary General Meeting of Shareholders of Credit Saison Co., Ltd. (the “Company”) to be held as stated below.

In convening this General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and has posted the information on each of the following websites. Please access any of the websites to view the information.

The Company’s website:

<https://corporate.saisoncard.co.jp/ir/meeting/> (in Japanese)

Website for posted informational materials for the general meeting of shareholders:

<https://d.sokai.jp/8253/teiji/> (in Japanese)

TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

Access the TSE website by using the Internet address shown above, enter “Credit Saison” in “Issue name (company name)” or the Company’s securities code “8253” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”

If you are unable to attend the meeting, you can exercise your voting rights either via the Internet or in writing (by postal mail). Please exercise your voting rights by 5 p.m. on Tuesday, June 16, 2026 (JST) after considering the “REFERENCE DOCUMENTS FOR THE GENERAL MEETING OF SHAREHOLDERS.”

1. Date and Time: Wednesday, June 17, 2026 at 10 a.m. (JST)

2. Place: Providence Hall, 2nd Floor, Tokyo Prince Hotel
3-1, Shiba-Koen 3-chome, Minato-ku, Tokyo

* Please note that the venue is different from that of last year's meeting.

3. Agenda of the Meeting:

Matters for reporting:

1. Business Report, Consolidated Financial Statements, and results of audits by Accounting Auditor and the Audit & Supervisory Board on the Consolidated Financial Statements for the 76th Fiscal Year (from April 1, 2025 to March 31, 2026)
2. Non-consolidated Financial Statements for the 76th Fiscal Year (from April 1, 2025 to March 31, 2026)

Matters for resolution:

Proposal No. 1: Appropriation of Surplus

Proposal No. 2: Election of Twelve (12) Directors

Proposal No. 3: Election of One (1) Substitute Audit & Supervisory Board Member

Proposal No. 4: Revision of Director Remuneration

4. Matters Related to the Exercise of Voting Rights

- (1) If you exercise your voting rights both via the Internet and in writing (by postal mail), only the vote via the Internet will be counted as valid.
- (2) If you exercise your voting rights via the Internet multiple times, only the final vote will be counted as valid.
- (3) If you do not indicate “Approval,” “Disapproval” or “Abstention” for each of the proposals when exercising your voting rights in advance in writing (by postal mail), you will be deemed to have approved the proposal.
- (4) If you wish to exercise your voting rights by proxy at the meeting, another one (1) shareholder of the Company with voting rights in the meeting can attend the meeting as a proxy upon the submission of a document certifying the right of proxy.

5. Other Matters Related to This Notice:

- On the day of attendance, please submit the Voting Rights Exercise Form at the venue reception desk. Furthermore, at the meeting, paper-based documents printed the matters for which measures for providing information in electronic format are to be taken will not be provided. Therefore, shareholders who need such documents during the meeting are asked to print the matters for which measures for providing information in electronic format are to be taken from either of the aforementioned websites.

- In the event of any modification to the matters for which measures for providing information in electronic format are to be taken, a notice will be posted on each of the aforementioned websites, wherein the matters both before and after the modification are stated.

- Paper-based documents stating matters for which measures for providing information in electronic format are to be taken are sent to shareholders who have requested the delivery of paper-based documents, however, those documents do not include the following matters in accordance with the provisions of laws and regulations and of the Company’s Articles of Incorporation.

- (1) “The Systems to Ensure Appropriate Operations” and “Outline of the Situation Concerning the Operation of the Systems to Ensure Appropriate Operations” from the Business Report
- (2) “Consolidated Statement of Changes in Equity” and “Notes to Consolidated Financial Statements” from the Consolidated Financial Statements
- (3) “Non-consolidated Statement of Changes in Equity” and “Notes to Non-consolidated Financial Statements” from the Non-consolidated Financial Statements

The Audit & Supervisory Board Members and Accounting Auditor audited the materials for audit, including the abovementioned items.

The Notice of Resolutions for this General Meeting of Shareholders will be posted on the Company’s website (<https://corporate.saisoncard.co.jp/ir/meeting/>) (in Japanese).

Proposal No. 2: Election of Twelve (12) Directors

The terms of office of all twelve (12) Directors will expire at the conclusion of this meeting. Therefore, the Company proposes the election of twelve (12) Directors including four (4) Outside Directors (four (4) Independent Outside Directors).

The Nomination & Remuneration Committee, of which Independent Outside Directors constitute the majority, deliberates on the selection of candidates for Directors, and the Board of Directors makes the decision.

The candidates for Director are as follows:

| No. | Name | Gender | Title | Area of Responsibility | Candidate Attributes | Number of Board of Directors Meetings Attended during the Current Fiscal Year |
|-----|------------------|--------|--|---|-----------------------------------|---|
| 1 | Hiroshi Rinno | Male | Representative, Chairman and CEO | Corporate strategy, branding, comprehensive life services group strategy | Reelection | 20 / 20 |
| 2 | Katsumi Mizuno | Male | Representative, Executive President and COO | Overall management execution, global strategy | Reelection | 20 / 20 |
| 3 | Naoki Takahashi | Male | Representative, Executive Vice President and CHO | Special assignments, finance group strategy Head of Audit Dept. | Reelection | 20 / 20 |
| 4 | Kazutoshi Ono | Male | Director, Senior Managing Executive Officer and CDO, CTO | Group-wide DX strategy Head of CSDX Development Dept., Information Security Management Dept., Processing Business Division, Saison AMEX Division | Reelection | 19 / 20 |
| 5 | Kosuke Mori | Male | Director, Senior Managing Executive Officer | Overall Global Business execution Head of Global Business Division, Sustainability Dept., General Manager, Global Business Division | Reelection | 20 / 20 |
| 6 | Naoki Nakayama | Male | Director, Managing Executive Officer | Head of Finance Division, General Manager, Finance Division | Reelection | 20 / 20 |
| 7 | Shunji Ashikaga | Male | Director, Managing Executive Officer | Company-wide Corporate Sales strategy Head of Branding Strategy Dept., General Manager, Saison AMEX Division | Reelection | 20 / 20 |
| 8 | Kosuke Kato | Male | Director (part-time) | – | Reelection | 19 / 20 |
| 9 | Hitoshi Yokokura | Male | Director | – | Reelection Outside Independent | 19 / 20 |

| No. | Name | Gender | Title | Area of Responsibility | Candidate Attributes | Number of Board of Directors Meetings Attended during the Current Fiscal Year |
|-----|----------------|--------|----------|------------------------|--|---|
| 10 | Yumiko Hoshiba | Female | Director | – | Reelection Outside Independent | 20 / 20 |
| 11 | Kozo Makiyama | Male | Director | – | Reelection Outside Independent | 15 / 16 |
| 12 | Nobuyuki Fujii | Male | – | – | New candidate Outside Independent | – |



Candidate for Director to be reelected (Reelection)


Candidate for Director to be newly elected (New candidate)


Candidate for Outside Director (Outside)


Independent officer as defined by the securities exchange, etc. (Independent)


(Note) Since Kozo Makiyama was newly elected as Director at the 75th Ordinary General Meeting of Shareholders held on June 25, 2025, his attendance numbers are different from those of other Director candidates.

| No. | Name (Date of birth) | Career summary, title and area of responsibility in the Company and significant concurrent positions outside the Company (The asterisk (*) refers to current position) | Number of shares of the Company owned |
|---|--|---|---------------------------------------|
| 1 |  <p>Hiroshi Rinno (August 5, 1942) (83 years old)</p> <p>Reelection</p> | <p>Apr. 1965 Joined The Seibu Department Stores, Ltd. (Present Sogo & Seibu Co., Ltd.)</p> <p>Mar. 1982 Joined Credit Saison Co., Ltd., General Manager, Credit Business Planning Dept.</p> <p>Apr. 1983 Director</p> <p>Apr. 1985 Managing Director</p> <p>June 1995 Senior Managing Director</p> <p>June 1999 Representative, Senior Managing Director</p> <p>June 2000 President and CEO</p> <p>June 2003 Outside Director, Resona Bank, Ltd. Outside Director, Resona Holdings, Inc.</p> <p>Mar. 2019 Representative, Chairman and CEO*</p> | 118,088 |
| <p>[Reason for selection as a candidate for Director] He was instrumental in the rebuilding following the conversion of Midoriya, a department store that sold products on a monthly installment basis, and successfully created the Company's payment business. In addition, he has been President and CEO since 2000 and has shown strong leadership under the corporate philosophy of a "leading-edge service company," contributing to the growth of the Company. He also has a track record of implementing a number of innovative products and services, leading strategic planning and branding. The Company believes that he is an appropriate person to help transform itself into a comprehensive life services group and enhance its corporate value sustainably, and has selected him on goingly as a candidate for Director.</p> | | | |
| 2 |  <p>Katsumi Mizuno (August 15, 1969) (56 years old)</p> <p>Reelection</p> | <p>Apr. 1992 Joined Credit Saison Co., Ltd.</p> <p>Mar. 2005 General Manager, Saison Card Dept.</p> <p>Sept. 2007 General Manager, UC Card Dept.</p> <p>Mar. 2010 General Manager, Solution Dept. No. 2</p> <p>Oct. 2012 General Manager, Business Planning Dept. and Product & Service Development Group</p> <p>Mar. 2013 General Manager, Credit Card Division, General Manager, Overseas Business Division and General Manager, Overseas Business Strategy Dept.</p> <p>June 2013 Director General Manager, Overseas Business Division and General Manager, Overseas Business Strategy Dept.</p> <p>Mar. 2015 General Manager, Overseas Business Division</p> <p>Mar. 2016 Managing Director</p> <p>Mar. 2019 General Manager, Payment Business Division</p> <p>Mar. 2020 Managing Director, Managing Executive Officer</p> <p>June 2020 Director, Senior Managing Executive Officer</p> <p>Mar. 2021 Representative, Executive President and COO* General Manager, Payment Business Division</p> | 34,641 |
| <p>[Reason for selection as a candidate for Director] He has been involved in the sales planning of the Company's payment business over many years, accumulating extensive experience in and broad insight into sales and marketing. He has contributed to the expansion of new business domains through the fusion of real-world and digital services and to the growth of the global business, leading the Company to achieve record-high profits. With his track record of demonstrating management executive skills, the Company believes that he is an appropriate person to help transform itself into a comprehensive life services group and enhance its corporate value sustainably, and has selected him on goingly as a candidate for Director.</p> | | | |


| No. | Name (Date of birth) | Career summary, title and area of responsibility in the Company and significant concurrent positions outside the Company (The asterisk (*) refers to current position) | Number of shares of the Company owned |
|--|--|--|---------------------------------------|
| 3 |  <p>Naoki Takahashi (August 5, 1950) (75 years old)</p> <p>Reelection</p> | <p>Apr. 1974 Joined The Fuji Bank, Limited (Present Mizuho Bank, Ltd.)</p> <p>Apr. 2003 Executive Officer, General Manager, Osaka Corporate Banking Division No. 2 of Mizuho Corporate Bank, Ltd. (Present Mizuho Bank, Ltd.)</p> <p>Apr. 2004 Managing Executive Officer, Business Executive Officer of Mizuho Corporate Bank, Ltd.</p> <p>Apr. 2005 Joined Credit Saison Co., Ltd. as Advisor</p> <p>June 2005 Managing Director</p> <p>Mar. 2007 General Manager, Business Strategy Division</p> <p>Mar. 2010 Senior Managing Director</p> <p>Mar. 2011 Representative, Senior Managing Director</p> <p>Mar. 2012 General Manager, Credit Division</p> <p>Mar. 2016 Representative, Executive Vice President</p> <p>Mar. 2020 Representative, Executive Vice President and CHO*</p> <p><Significant concurrent positions outside the Company> Chairman of SAISON ASSET MANAGEMENT CO.,LTD. Outside Director of Broad-Minded Co., Ltd. Director (non-executive) of Suruga Bank Ltd.</p> | 44,216 |
| <p>[Reason for selection as a candidate for Director]</p> <p>He has been head of the Company's corporate departments, possessing broad insight into and extensive experience in the promotion of the strategies of the Group as a whole. He has promoted a capital and business alliance with Suruga Bank Ltd. and has a track record of contributing to the realization of synergies, including the creation of new financial services leveraging the resources of both companies. The Company believes that he is an appropriate person to help transform itself into a comprehensive life services group and enhance its corporate value sustainably, and has selected him ongoingly as a candidate for Director.</p> | | | |


| No. | Name (Date of birth) | Career summary, title and area of responsibility in the Company and significant concurrent positions outside the Company (The asterisk (*) refers to current position) | Number of shares of the Company owned |
|---|---|--|---------------------------------------|
| 4 |  <p data-bbox="384 936 557 1014">Kazutoshi Ono (August 6, 1976) (49 years old)</p> <p data-bbox="416 1043 525 1070">Reelection</p> | <p data-bbox="632 315 1187 371">Apr. 1999 Joined Sun Microsystems (Present Oracle Corporation)</p> <p data-bbox="632 378 1187 434">Oct. 2000 President, APPRESSO Co., Ltd. (Present Saison Technology Co., Ltd.)</p> <p data-bbox="632 441 1187 470">Dec. 2003 Representative, Executive Vice President</p> <p data-bbox="632 477 1198 533">July 2013 Adviser, Saison Information Systems Co., Ltd. (Present Saison Technology Co., Ltd.)</p> <p data-bbox="632 539 1187 595">Sept. 2013 President, APPRESSO Co., Ltd. (Present Saison Technology Co., Ltd.)</p> <p data-bbox="632 602 1187 692">June 2015 Member of the Board, Saison Information Systems Co., Ltd. (Present Saison Technology Co., Ltd.)</p> <p data-bbox="632 698 1166 754">Apr. 2016 Managing Director, General Manager, Technovation Center</p> <p data-bbox="632 761 1166 817">Apr. 2018 General Manager, Product Development Center</p> <p data-bbox="632 824 1155 880">Mar. 2019 Joined Credit Saison Co., Ltd. as CTO, General Manager, Technology Center</p> <p data-bbox="632 887 863 916">June 2019 Director</p> <p data-bbox="632 922 1203 1034">Mar. 2020 Director, Managing Executive Officer CTO, General Manager, Digital Innovation Division and General Manager, Technology Center</p> <p data-bbox="632 1041 1054 1070">June 2020 Managing Executive Officer</p> <p data-bbox="632 1077 1166 1223">Mar. 2021 Senior Managing Executive Officer and CTO, CIO General Manager, Digital Innovation Division, General Manager, IT Strategy Dept., Technology Center</p> <p data-bbox="632 1229 1219 1285">June 2021 Director, Senior Managing Executive Officer and CTO, CIO</p> <p data-bbox="632 1292 1155 1348">Mar. 2022 General Manager, CSDX Development Dept., Technology Center</p> <p data-bbox="632 1355 1219 1411">Mar. 2023 Director, Senior Managing Executive Officer and CDO, CTO*</p> <p data-bbox="632 1417 1171 1496"><Significant concurrent positions outside the Company> Director of Motionpicture Co., Ltd. Director of Saison Technology Co., Ltd.</p> | 15,295 |
| <p data-bbox="328 1514 799 1543">[Reason for selection as a candidate for Director]</p> <p data-bbox="328 1550 1378 1753">He has promoted the digital transformation strategy (CSDX strategy) as the CDO and CTO at the Company, backed by his extensive experience in IT management, and has contributed to the development of the Company's business, such as being selected as a DX Stock for four consecutive years in April 2026. He has also launched the "CSAX strategy," which aims to transform all employees into AI workers, and currently oversees the payment business, directly applying digital and AI expertise to the Company's core businesses. The Company believes that he is an appropriate person to help transform itself into a comprehensive life services group and enhance its corporate value sustainably, and has selected him on goingly as a candidate for Director.</p> | | | |

| No. | Name (Date of birth) | Career summary, title and area of responsibility in the Company and significant concurrent positions outside the Company (The asterisk (*) refers to current position) | Number of shares of the Company owned |
|--|--|---|---------------------------------------|
| 5 |  <p data-bbox="395 685 547 763">Kosuke Mori (May 30, 1977) (49 years old)</p> <p data-bbox="416 792 526 817">Reelection</p> | <p data-bbox="630 315 1224 371">Apr. 2000 Joined The Industrial Bank of Japan, Limited (Present Mizuho Bank, Ltd.)</p> <p data-bbox="630 380 1110 405">Nov. 2006 President, Fillmore Advisory, Inc.</p> <p data-bbox="630 414 1070 439">July 2013 Joined Credit Saison Co., Ltd.</p> <p data-bbox="630 448 1216 562">Mar. 2020 Executive Officer General Manager, Global Business Division, General Manager with Global Business Division (in charge of India business)</p> <p data-bbox="630 571 1058 595">June 2020 Managing Executive Officer</p> <p data-bbox="630 604 1212 660">Mar. 2021 Senior Managing Executive Officer General Manager, Global Business Division</p> <p data-bbox="630 669 1216 748">Aug. 2021 General Manager, Global Business Division, General Manager, Global Business Division (in charge of India business)</p> <p data-bbox="630 757 1145 813">June 2022 Director, Senior Managing Executive Officer*</p> <p data-bbox="630 822 1224 855">Apr. 2025 General Manager, Global Business Division*</p> <p data-bbox="630 864 1219 994"><Significant concurrent positions outside the Company> Director of Kisetsu Saison Finance (India) Pvt. Ltd. Managing Director, CEO of Saison International Pte. Ltd. Chairman of the Members' Council of HD SAISON Finance Co., Ltd.</p> | 1,532 |
| <p data-bbox="325 1010 802 1034">[Reason for selection as a candidate for Director]</p> <p data-bbox="325 1037 1406 1254">He has experience as an entrepreneur in the field of financial research and has developed growth markets at the Company, mainly in Asian countries, and has demonstrated management executive skills in laying the foundation for medium- to long-term global strategies and expanding business areas. As a result, he has increased the likelihood of profit generation for the global business, which is striving to achieve financial inclusion, and has led the evolution toward an organic business structure through synergies among businesses by horizontally expanding the business model of the India business to Brazil and other markets. The Company believes that he is an appropriate person to help transform itself into a comprehensive life services group and enhance its corporate value sustainably, and has selected him ongoingly as a candidate for Director.</p> | | | |

| No. | Name (Date of birth) | Career summary, title and area of responsibility in the Company and significant concurrent positions outside the Company (The asterisk (*) refers to current position) | Number of shares of the Company owned |
|---|--|--|---------------------------------------|
| 6 |  <p>Naoki Nakayama (June 13, 1965) (60 years old)</p> <p>Reelection</p> | <p>Apr. 1989 Joined SHIMIZU CORPORATION</p> <p>Oct. 2002 Joined Morgan Stanley Properties Japan, K.K. (Present Morgan Stanley Capital K.K.)</p> <p>Jan. 2007 Vice President, Morgan Stanley Japan Securities (Present Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.)</p> <p>Feb. 2012 Managing Director, Octave Japan Co., Ltd.</p> <p>Oct. 2014 Joined Credit Saison Co., Ltd.</p> <p>Mar. 2016 General Manager, Finance Planning Dept.</p> <p>Mar. 2018 General Manager, Rent Guarantee Group, Finance Business Dept.</p> <p>Mar. 2019 General Manager, Finance Business Dept. and General Manager, Structured Finance Group, Finance Business Dept.</p> <p>Mar. 2020 Executive Officer</p> <p>Mar. 2021 Managing Executive Officer General Manager, Finance Business Dept.</p> <p>Mar. 2022 General Manager, Finance Division, General Manager, Structured Finance Dept., and General Manager, Wealth Management Group, Finance Planning Dept.</p> <p>June 2022 General Manager, Finance Division*</p> <p>June 2023 Director, Managing Executive Officer*</p> <p><Significant concurrent positions outside the Company> Director of SAISON FUNDEX CORPORATION</p> | 7,356 |
| <p>[Reason for selection as a candidate for Director]</p> <p>Based on his extensive experience in and broad insight into finance, he has promoted the strengthening of corporate sales capabilities and structured finance as General Manager of the Company's Finance Division. He has also developed new product channels for high net worth individuals based on real estate financing, and provided new products to enable small-lot investments by issuing real estate security tokens to the Company's credit card members. Therefore, the Company believes that he is an appropriate person to help transform itself into a comprehensive life services group and enhance its corporate value sustainably, and has selected him ongoingly as a candidate for Director.</p> | | | |

| No. | Name (Date of birth) | Career summary, title and area of responsibility in the Company and significant concurrent positions outside the Company (The asterisk (*) refers to current position) | Number of shares of the Company owned |
|--|--|---|---------------------------------------|
| 7 |  <p>Shunji Ashikaga (May 24, 1971) (55 years old)</p> <p>Reelection</p> | <p>Apr. 1994 Joined UC Card Co., Ltd.</p> <p>Jan. 2006 Joined Credit Saison Co., Ltd. following an absorption merger with UC Card Co., Ltd. (card issuance business)</p> <p>Oct. 2008 General Manager, LABI Card Dept.</p> <p>Mar. 2010 General Manager, UC & LABI Card Dept.</p> <p>Mar. 2011 General Manager, AMEX Strategy Group</p> <p>Mar. 2013 General Manager, AMEX Development Dept.</p> <p>June 2018 Director</p> <p>Mar. 2020 Director, Executive Officer</p> <p>June 2020 Managing Executive Officer</p> <p>Oct. 2020 General Manager, Saison AMEX Division*</p> <p>June 2024 Director, Managing Executive Officer*</p> <p><Significant concurrent positions outside the Company> Representative Director and President of Saison Ventures Co., Ltd. Director of Fintertech Co., Ltd.</p> | 14,165 |
| <p>[Reason for selection as a candidate for Director] He has been involved mainly in the business of the Company's affiliated cards with client companies and the Saison American Express® Card over many years, accumulating extensive experience in and broad insight into the payment business. He has also made remarkable developments in corporate transactions through strategic partnerships with partner companies, and in recent years has driven profit growth in the payment business by promoting premium strategies and structural reforms. The Company believes that he is an appropriate person to help transform itself into a comprehensive life services group and enhance its corporate value sustainably, and has selected him ongoingly as a candidate for Director.</p> | | | |
| 8 |  <p>Kosuke Kato (March 15, 1966) (60 years old)</p> <p>Reelection</p> | <p>Apr. 1989 Joined Nippon Life Insurance Company</p> <p>Mar. 1997 Joined Boston Consulting Group</p> <p>July 2003 Partner</p> <p>Jan. 2010 Senior Partner & Managing Director</p> <p>Oct. 2013 Vice President, American Family Life Assurance Company of Columbus (Present Aflac Life Insurance Japan Ltd.)</p> <p>Jan. 2016 Senior Vice President</p> <p>Aug. 2018 Chief Executive Officer, AEGON Sony Life Insurance Co., Ltd. (Present Sony Life Insurance Co., Ltd.)</p> <p>June 2020 Representative Director and Vice President, Suruga Bank Ltd.</p> <p>June 2023 Representative Director and President*</p> <p>July 2023 Director (part-time), Credit Saison Co., Ltd.*</p> <p><Significant concurrent positions outside the Company> Representative Director and President of Suruga Bank Ltd.</p> | 0 |
| <p>[Reason for selection as a candidate for Director] As a person with experience of the operations of Suruga Bank Ltd. and as a director of a listed company, he has extensive experience in and broad insight into corporate management. As Representative Director and President of Suruga Bank Ltd., with which the Company entered into a capital and business alliance on May 18, 2023, he has also contributed to enhancing collaboration between the two parties, the creation of new financial services, and expansion of outstanding balances of collaboration loan and housing loan guarantees, etc. in the two parties. The Company believes that he is an appropriate person to help transform itself into a comprehensive life services group and enhance its corporate value sustainably, and has selected him ongoingly as a candidate for Director.</p> | | | |

| No. | Name (Date of birth) | Career summary, title and area of responsibility in the Company and significant concurrent positions outside the Company (The asterisk (*) refers to current position) | Number of shares of the Company owned |
|--|---|---|---------------------------------------|
| 9 |  <p data-bbox="384 701 560 786">Hitoshi Yokokura (May 30, 1969) (57 years old)</p> <p data-bbox="411 813 533 893">Reelection Outside Independent</p> | <p data-bbox="630 315 1214 367">Apr. 1992 Joined Asahi Shinwa & Co. (Present KPMG AZSA LLC)</p> <p data-bbox="630 376 1174 405">Mar. 1995 Registered as certified public accountant</p> <p data-bbox="630 414 1114 443">Jan. 2002 Established Yokokura CPA Office</p> <p data-bbox="630 452 1150 504">Dec. 2007 Admitted to Japanese Bar, Tokyo Bar Association</p> <p data-bbox="630 512 1166 564"> Joined Bingham, Sakai Mimura Aizawa (Present Anderson Mori & Tomotsune)</p> <p data-bbox="630 573 1193 624">Apr. 2014 Attorney at law, Waseda Legal Commons, LPC (Partner)*</p> <p data-bbox="630 633 1118 663">July 2017 Auditor, Minori Audit Corporation</p> <p data-bbox="630 672 1190 701">June 2020 Outside Director, Credit Saison Co., Ltd.*</p> <p data-bbox="630 710 1129 761">July 2021 Outside Audit & Supervisory Board Member, Ito En, Ltd.</p> <p data-bbox="630 770 1222 799">Aug. 2022 Retired as Auditor, Minori Audit Corporation</p> <p data-bbox="630 808 1198 860">May 2023 Outside Corporate Auditor, YOSHINOYA HOLDINGS CO., LTD.*</p> <p data-bbox="630 869 1174 920">July 2023 Outside Director (Audit and Supervisory Committee member), Ito En, Ltd.*</p> <p data-bbox="630 929 1206 1039"><Significant concurrent positions outside the Company> Attorney at law of Waseda Legal Commons, LPC (Partner) Outside Corporate Auditor of YOSHINOYA HOLDINGS CO., LTD.</p> <p data-bbox="630 1048 1139 1099">Outside Director (Audit and Supervisory Committee member) of Ito En, Ltd.</p> | 0 |
| <p data-bbox="327 1111 1070 1140">[Reason for selection as a candidate for Outside Director and expected roles]</p> <p data-bbox="327 1140 1394 1379">As a certified public accountant and an attorney, he has a high level of specialized knowledge and extensive experience in financial, accounting and legal affairs. As such, the Company expects him to utilize this insight and provide supervision, advice, etc. from a professional perspective regarding accounting, legal matters, etc. Although he has not been involved in corporate management except as an outside officer of the Company and other companies, based on his expertise and business activities, the Company believes that he can provide useful advice and guidance on its management from his objective and neutral stance, and has selected him ongoingly as a candidate for Outside Director. If he is elected, he will participate in the selection of candidates for Directors of the Company and the formulation of policies for remuneration, etc. for Directors from an objective and neutral stance as a member of the Nomination & Remuneration Committee.</p> <p data-bbox="327 1413 671 1442">[Matters concerning independence]</p> <p data-bbox="327 1442 1402 1736">The Company has submitted notification to Tokyo Stock Exchange that Hitoshi Yokokura has been appointed as an independent director/auditor as stipulated by the aforementioned exchange. If he is reelected and assumes office as Director, the Company will continue his registration as an independent director/auditor. Although there is a corporate credit card issuance transaction between Waseda Legal Commons, LPC, where he serves as an attorney at law (Partner), and the Company, the annual transaction amount is less than 0.1% of the Company's annual consolidated transaction volume. Although there is a corporate credit card issuance transaction, etc. between Ito En, Ltd., where he serves as Outside Director (Audit and Supervisory Committee member), and the Company, the annual transaction amount is less than 0.1% of the Company's annual consolidated transaction volume. Therefore, the Company has judged that his independence is sufficiently secured. He serves as Outside Director of the Company and the term of office will be six (6) years upon the conclusion of this General Meeting of Shareholders.</p> | | | |

| No. | Name (Date of birth) | Career summary, title and area of responsibility in the Company and significant concurrent positions outside the Company (The asterisk (*) refers to current position) | Number of shares of the Company owned |
|---|---|--|---------------------------------------|
| 10 |  <p>Yumiko Hoshiba (March 15, 1955) (71 years old)</p> <p>Reelection Outside Independent</p> | <p>Apr. 1977 Joined Sekaibunka Corporation Apr. 1979 Joined Nihon FC Co., Ltd. Apr. 1985 Representative Director and President, Discover 21 Ltd. (Present Discover 21, Inc.) Aug. 1989 Director and President, Discover 21, Inc. June 2014 Director, Japan Book Publishers Association Jan. 2019 Japan Representative Trustee, International Publishers Association Dec. 2019 Retired as Director and President, Discover 21, Inc. Representative, Yumiko Hoshiba Office* May 2021 Representative Director and President, BOW & PARTNERS Inc.* June 2024 Outside Director, Credit Saison Co., Ltd.* Dec. 2024 Retired as Japan Representative Trustee, International Publishers Association</p> <p><Significant concurrent positions outside the Company> Representative of Yumiko Hoshiba Office Representative Director and President of BOW & PARTNERS Inc.</p> | 0 |
| <p>[Reason for selection as a candidate for Outside Director and expected roles] She has been involved in the establishment of a publishing company and has 35 years of management experience as its Director and President, developing it into an industry-leading publishing company through direct transactions with bookstores. The Company expects her to provide supervision, advice, etc. from a professional perspective mainly with respect to management and branding, through her accumulated experience in branding of the publishing company as a publisher of business books, etc., that are also popular with women, and her active efforts in the global expansion of Japan's publishing industry. Based on her expertise and business activities, the Company believes that she can provide useful advice and guidance on its management from her objective and neutral stance, and has selected her ongoingly as a candidate for Outside Director. If she is elected, she will participate in the selection of candidates for Directors of the Company and the formulation of policies for remuneration, etc. for Directors from an objective and neutral stance as a member of the Nomination & Remuneration Committee.</p> <p>[Matters concerning independence] The Company has submitted notification to Tokyo Stock Exchange that Yumiko Hoshiba has been appointed as an independent director/auditor as stipulated by the aforementioned exchange. If she is reelected and assumes office as Director, the Company will continue her registration as an independent director/auditor. Although she serves as Representative of Yumiko Hoshiba Office and Representative Director and President of BOW & PARTNERS Inc., there is no special relationship between the Company and Yumiko Hoshiba Office or BOW & PARTNERS Inc. Therefore, the Company has judged that her independence is sufficiently secured. She serves as Outside Director of the Company and the term of office will be two (2) years upon the conclusion of this General Meeting of Shareholders.</p> | | | |

| No. | Name (Date of birth) | Career summary, title and area of responsibility in the Company and significant concurrent positions outside the Company (The asterisk (*) refers to current position) | Number of shares of the Company owned |
|-----|--|--|---------------------------------------|
| 11 |  <p data-bbox="379 857 560 936">Kozo Makiyama (August 28, 1958) (67 years old)</p> <p data-bbox="408 965 531 1043">Reelection Outside Independent</p> | <p data-bbox="630 315 1023 342">Apr. 1981 Joined PARCO Co., Ltd.</p> <p data-bbox="630 349 1145 405">Mar. 2004 Executive Officer, Executive General Manager of Store Operation Division</p> <p data-bbox="630 412 1173 468">Mar. 2006 Executive Officer, Executive General Manager of Store Management Division</p> <p data-bbox="630 474 1166 553">Mar. 2007 Managing Executive Officer, Executive General Manager of Store Management Division</p> <p data-bbox="630 560 1201 678">Mar. 2008 Senior Executive Officer, Senior Executive General Manager of Store Operation Headquarters and Executive General Manager of Store Management Division</p> <p data-bbox="630 685 1193 826">May 2008 Director, Senior Executive Officer, Senior Executive General Manager of Store Operation Headquarters and Executive General Manager of Store Management Division</p> <p data-bbox="630 833 1161 889">Mar. 2009 Director, Senior Executive Officer and Supervisor of Store Operation Division</p> <p data-bbox="630 896 1155 952">May 2011 Director, President and Representative Executive Officer</p> <p data-bbox="630 958 1134 985">May 2013 Director, J. Front Retailing Co., Ltd.</p> <p data-bbox="630 992 1185 1019">May 2017 Director and Managing Executive Officer</p> <p data-bbox="630 1025 1179 1144">May 2020 Director and Senior Managing Executive Officer Representative Director, President and Executive Officer, PARCO Co., Ltd.</p> <p data-bbox="630 1151 1182 1229">May 2022 Retired as Director and Senior Managing Executive Officer, J. Front Retailing Co., Ltd.</p> <p data-bbox="630 1236 1219 1323">Mar. 2023 Retired as Representative Director, President and Executive Officer, PARCO Co., Ltd. Executive Officer, PARCO Co., Ltd.</p> <p data-bbox="630 1330 1058 1357">May 2023 Retired as Executive Officer</p> <p data-bbox="630 1364 1190 1391">June 2025 Outside Director, Credit Saison Co., Ltd.*</p> | 0 |

| |
|--|
| <p>[Reason for selection as a candidate for Outside Director and expected roles]</p> <p>As Representative Director, President and Executive Officer of PARCO Co., Ltd., he has extensive experience in and broad insight into corporate management and store operation at said company. The Company expects him to utilize this insight to provide supervision and advice from a professional perspective mainly with respect to management strategies and corporate management. Based on his expertise and business activities, the Company believes that he can provide useful advice and guidance on its management from his objective and neutral stance, and has selected him ongoingly as a candidate for Outside Director. If he is elected, he will participate in the selection of candidates for Directors of the Company and the formulation of policies for remuneration, etc. for Directors from an objective and neutral stance as a member of the Nomination & Remuneration Committee.</p> <p>[Matters concerning independence]</p> <p>The Company has submitted notification to Tokyo Stock Exchange that Kozo Makiyama has been appointed as an independent director/auditor as stipulated by the aforementioned exchange. If he is reelected and assumes office as Director, the Company will continue his registration as an independent director/auditor. He also served as Representative Director, President and Executive Officer of PARCO Co., Ltd. until March 2023, and as Executive Officer of PARCO Co., Ltd. until May 2023. However, he has retired from both positions. The Company and PARCO Co., Ltd. have a business relationship related to affiliated card issuing etc., and the annual transaction amount between the Company and PARCO Co., Ltd. for each of the past three fiscal years excluding the most recent fiscal year was less than 3% of the Company's annual consolidated transaction volume. As a result, according to the Company's standards for independence for outside directors and outside Audit & Supervisory Board members, he is considered a major business partner of the Group or a person who executes business on behalf of such a business partner over the past three years. However, the Company and PARCO Co., Ltd. terminated the affiliated card service in February 2024, the annual transaction amount between the Company and PARCO Co., Ltd. for the most recent fiscal year was less than 1% of the Company's annual consolidated transaction volume, and this percentage is not expected to increase going forward. As such, he does not qualify as a person who can be significantly controlled by or can exert significant control over management. Therefore, the Company has judged that there is no risk of a conflict of interest with general shareholders, and that his independence is sufficiently secured. He serves as Outside Director of the Company and the term of office will be one (1) year upon the conclusion of this General Meeting of Shareholders.</p> |
|--|

| No. | Name (Date of birth) | Career summary, title and area of responsibility in the Company and significant concurrent positions outside the Company (The asterisk (*) refers to current position) | Number of shares of the Company owned |
|---|---|---|---------------------------------------|
| 12 |  <p data-bbox="384 880 555 958">Nobuyuki Fujii (March 10, 1959) (67 years old)</p> <p data-bbox="395 987 544 1066">New candidate Outside Independent</p> | <p data-bbox="628 315 1217 371">Apr. 1982 Joined The Fuji Bank, Limited (Present Mizuho Bank, Ltd.)</p> <p data-bbox="628 378 1217 488">Apr. 2009 Executive Officer, General Manager, Corporate Banking Division No. 11, Mizuho Corporate Bank, Ltd. (Present Mizuho Bank, Ltd.)</p> <p data-bbox="628 495 1190 551">Apr. 2011 Managing Executive Officer, in charge of Corporate Banking</p> <p data-bbox="628 557 1190 636">Apr. 2012 Managing Executive Officer, Deputy in charge of Branch Banking Group, Mizuho Bank, Ltd.</p> <p data-bbox="628 642 1201 698">Apr. 2014 Senior Executive Managing Director, Head of Business Promotion</p> <p data-bbox="628 705 1129 761">Apr. 2016 Deputy President, Head of Business Promotion</p> <p data-bbox="628 768 1198 869">Apr. 2017 Administrative Officer, Mizuho Financial Group, Inc. Administrative Officer, Mizuho Bank, Ltd.</p> <p data-bbox="628 875 1193 976">May 2017 Retired as Administrative Officer, Mizuho Financial Group, Inc. Retired as Administrative Officer, Mizuho Bank, Ltd.</p> <p data-bbox="628 983 1163 1016">May 2017 Advisor, Yasuda Logistics Corporation</p> <p data-bbox="628 1023 1075 1057">June 2017 Director and Deputy President</p> <p data-bbox="628 1064 1134 1097">June 2018 Representative Director & President</p> <p data-bbox="628 1104 1193 1137">June 2020 Representative Director, President & CEO</p> <p data-bbox="628 1144 1161 1178">Apr. 2024 Representative Director & Chairperson</p> <p data-bbox="628 1184 1190 1240">Mar. 2026 Outside Members of Audit & Supervisory Board, Kuraray Co., Ltd.*</p> <p data-bbox="628 1247 1166 1303">Apr. 2026 Representative Director & Chairperson, Yasuda Logistics Corporation*</p> <p data-bbox="628 1310 1209 1435"><Significant concurrent positions outside the Company> Representative Director & Chairperson of Yasuda Logistics Corporation Outside Member of Audit & Supervisory Board of Kuraray Co., Ltd.</p> | 0 |
| <p data-bbox="325 1447 1070 1469">[Reason for selection as a candidate for Outside Director and expected roles]</p> <p data-bbox="325 1476 1407 1666">He has extensive experience in and broad insight into financial business, based on his service in key positions at major financial institutions and his track record of leading corporate management as Representative Director, President & CEO and Representative Director & Chairperson of Yasuda Logistics Corporation. The Company expects him to utilize this insight and provide supervision, advice, etc. from a professional perspective mainly with respect to management strategies and governance. Based on his expertise and business activities, the Company believes that he can provide useful advice and guidance on its management from his objective and neutral stance, and has selected him as a candidate for Outside Director.</p> <p data-bbox="325 1695 671 1718">[Matters concerning independence]</p> <p data-bbox="325 1724 1407 1912">Upon approval of the election of Nobuyuki Fujii, the Company plans to register him as an independent director/auditor with Tokyo Stock Exchange as he satisfies the requirements for an independent director/auditor stipulated by the aforementioned exchange. Although there is a corporate credit card issuance transaction, etc. between Yasuda Logistics Corporation, where he serves as Representative Director & Chairperson, and the Company, the annual transaction amount is less than 0.1% of the Company's annual consolidated transaction volume and less than 0.1% of Yasuda Logistics Corporation's net sales. Therefore, the Company has judged that his independence is sufficiently secured.</p> | | | |

Notes: 1. Special interests between the candidates and the Company
Other than those mentioned above, excluding Kosuke Kato, no special interests exist between the above candidates for Director and the Company. Note that Kosuke Kato serves as Representative Director and President of Suruga Bank Ltd., with which the Company entered into a capital and business alliance and has business relationships

including financing transactions, issuance of affiliated cards, and the guarantee of collaboration loans and housing loans.

2. Hitoshi Yokokura, Yumiko Hoshiba, Kozo Makiyama, and Nobuyuki Fujii are candidates for Outside Director.
3. Pursuant to Article 427, paragraph (1) of the Companies Act, the Company has concluded an agreement with Kosuke Kato, Hitoshi Yokokura, Yumiko Hoshiba, and Kozo Makiyama limiting their liability for damages under Article 423, paragraph (1) of the Act. The maximum amount of liability for damages under this agreement is the amount provided for under Article 425, paragraph (1) of the Act. If their reelection is approved, the Company intends to continue the same liability limitation agreements with them. In addition, if the election of Nobuyuki Fujii is approved, the Company intends to conclude the same liability limitation agreement with him.
4. The Company has concluded a directors and officers liability insurance agreement, as specified by Article 430-3, paragraph (1) of the Companies Act, with all Directors as the insured. If this proposal is approved and adopted in its original form and each candidate is elected to the position of Director, each candidate will be included as the insured under this insurance policy. Such insurance policy will cover damages and legal expenses incurred by the insured as a result of claims for damages arising out of acts committed by the insured in connection with actions related to their duties for the company. However, there are certain reasons for coverage exclusion, such as cases where such actions are carried out with the understanding that their conduct violates laws and regulations. The insurance premiums for the policy and all added special clauses are borne by the Company and no substantial insurance premium is borne by the insured. The insurance policy includes a set deductible amount, and liability up to said deductible amount is not covered. The Company plans to renew the insurance policy with the same content when the next renewal is due.
5. The Company's standards for independence for outside directors and outside Audit & Supervisory Board members have been posted on the Company's website.
(https://corporate.saisoncard.co.jp/sustainability/governance/pdf/Independence_OutsideDirectors_Members.pdf)
(in Japanese)


Proposal No. 3: Election of One (1) Substitute Audit & Supervisory Board Member

The Company proposes the election of one (1) substitute Audit & Supervisory Board Member in case the number of Audit & Supervisory Board Members falls short of the number stipulated by laws and regulations. This election will be effective until the beginning of the next General Meeting of Shareholders.

The substitute Audit & Supervisory Board Member shall assume the office on condition that the number of Audit & Supervisory Board Members falls short of the number stipulated by laws and regulations, and the term of office of the substitute Audit & Supervisory Board Member shall be the remaining term of office of the retired Audit & Supervisory Board Member, according to the Company's Articles of Incorporation.

The Company has obtained approval of this proposal in advance from the Audit & Supervisory Board.

The candidate for substitute Audit & Supervisory Board Member is as follows:

| Name (Date of birth) | Career summary and title in the Company and significant concurrent positions outside the Company (The asterisk (*) refers to current position) | Number of shares of the Company owned |
|---|--|---------------------------------------|
|  <p data-bbox="252 757 466 840">Komei Ito (September 20, 1969) (56 years old)</p> <p data-bbox="300 869 418 922">Outside Independent</p> | <p data-bbox="534 286 1195 318">Nov. 1994 Joined Asahi & Co. (Present KPMG AZSA LLC)</p> <p data-bbox="534 324 1098 356">Apr. 1998 Registered as certified public accountant</p> <p data-bbox="534 362 1134 416">Mar. 2005 Registered as certified public tax accountant (deregistered in January 2016)</p> <p data-bbox="534 423 1043 454">July 2010 CPA (Partner), KPMG AZSA LLC</p> <p data-bbox="534 461 1182 492">Apr. 2012 Comprehensive External Auditor, Funabashi City</p> <p data-bbox="534 499 1126 530">Mar. 2015 Retired as Comprehensive External Auditor</p> <p data-bbox="534 537 951 568">Jan. 2016 Director, Frontier Ito Ltd.</p> <p data-bbox="534 575 1107 607">Aug. 2020 Representative, CPA office of Komei Ito*</p> <p data-bbox="534 613 1166 667">Aug. 2021 Venture Partner, The University of Tokyo Edge Capital Partners, Co., Ltd.*</p> <p data-bbox="534 674 1110 705">Nov. 2021 Representative Director, Frontier Ito Ltd.*</p> <p data-bbox="534 712 1195 766">June 2022 Vice Chairman, The Japanese Institute of Certified Public Accountants, Chiba Chapter*</p> <p data-bbox="703 772 1145 826">Outside Audit & Supervisory Board Member, Intelligent Surfaces, Inc.*</p> <p data-bbox="534 833 1195 864">Apr. 2024 Comprehensive External Auditor, Funabashi City*</p> <p data-bbox="534 871 1150 902">Apr. 2026 Comprehensive External Auditor, Chiba City*</p> <p data-bbox="534 909 1082 940"><Significant concurrent positions outside the Company></p> <p data-bbox="534 947 951 978">Representative of CPA office of Komei Ito</p> <p data-bbox="534 985 1182 1039">Venture Partner of The University of Tokyo Edge Capital Partners, Co., Ltd.</p> <p data-bbox="534 1046 951 1077">Representative Director of Frontier Ito Ltd.</p> <p data-bbox="534 1084 1115 1137">Vice Chairman of The Japanese Institute of Certified Public Accountants, Chiba Chapter</p> <p data-bbox="534 1144 1102 1198">Outside Audit & Supervisory Board Member of Intelligent Surfaces, Inc. Comprehensive External Auditor of Funabashi City Comprehensive External Auditor of Chiba City</p> | 0 |

[Reason for selection as a candidate for substitute Outside Audit & Supervisory Board Member]
As a certified public accountant, he has a high level of specialized knowledge of finance and accounting and experience in auditing operations in various industries, most notably the financial sector. The Company believes that he is an appropriate person to execute audit services for the Company, and selected him as a candidate for substitute Audit & Supervisory Board Member. He has been directly involved in the management of a company, and the Company judges he will appropriately fulfill his duties as an Outside Audit & Supervisory Board Member based on the above reasons.

[Matters concerning independence]
Upon approval of the election of Komei Ito and his assumption of office as an Audit & Supervisory Board Member, the Company plans to register him as an independent director/auditor with Tokyo Stock Exchange as he satisfies the requirements for an independent director/auditor as stipulated by the aforementioned exchange. There is no business relationship between the Company, the CPA office of Komei Ito or Frontier Ito Ltd. Moreover, he is not directly involved in the management of The University of Tokyo Edge Capital Partners, Co., Ltd. where he serves as Venture Partner, and although there is a business relationship related to rent guarantee between the Company and that company, the annual transaction amount is less than 0.1% of the Company's annual consolidated business transaction volume. Although there is a corporate credit card issuance transaction, etc. between Funabashi City and Chiba City, where he serves as Comprehensive External Auditor, and the Company, the annual transaction amount for each is less than 0.1% of the Company's annual consolidated transaction volume. Although there is a business relationship related to affiliated card issuing services, etc. between the Company and The Japanese Institute of Certified Public Accountants, whose Chiba Chapter he serves as Vice Chairman, the annual transaction amount is less than 0.1% of the Company's annual consolidated transaction volume. Therefore, the Company has judged that his independence is sufficiently secured.

- Notes:
1. Other than those mentioned above, no special interests exist between the above candidate and the Company.
 2. Komei Ito is a candidate for substitute Outside Audit & Supervisory Board Member.
 3. If Komei Ito assumes office as an Audit & Supervisory Board Member, the Company plans to conclude an agreement with him, limiting his liability for damages under Article 423, paragraph (1) of the Companies Act, pursuant to Article 427, paragraph (1) of the Act. The maximum amount of liability for damages under this agreement is the amount provided for under Article 425, paragraph (1) of the Act.
 4. The Company has concluded a directors and officers liability insurance agreement, as specified by Article 430-3, paragraph (1) of the Companies Act, with all Audit & Supervisory Board Members as the insured. If this proposal

is approved and adopted in its original form, and Komei Ito assumes office as an Audit & Supervisory Board Member, he will be included as the insured under this insurance policy. Such insurance policy will cover damages and legal expenses incurred by the insured as a result of claims for damages arising out of acts committed by the insured in connection with actions related to their duties for the company. However, there are certain reasons for coverage exclusion, such as cases where such actions are carried out with the understanding that their conduct violates laws and regulations. The insurance premiums for the policy and all added special clauses are borne by the Company and no substantial insurance premium is borne by the insured. The insurance policy includes a set deductible amount, and liability up to said deductible amount is not covered. The Company plans to renew the insurance policy with the same content when the next renewal is due.

(Reference) Skills Matrix for Directors and Audit & Supervisory Board Members

If Proposal No. 2 is approved as proposed, the composition of the Directors and Audit & Supervisory Board Members, and the main expertise and experience of each individual are as follows.

| Name | | Corporate management | Global | Finance and accounting | Personnel / Labor affairs | Legal affairs / Risk management | Sales / Marketing |
|-----------------------------------|----------------------|----------------------|--------|------------------------|---------------------------|---------------------------------|-------------------|
| Directors | | | | | | | |
| Hiroshi Rinno | | ● | ● | | ● | | ● |
| Katsumi Mizuno | | ● | ● | | | | ● |
| Naoki Takahashi | | ● | | ● | ● | | |
| Kazutoshi Ono | | ● | ● | | | | |
| Kosuke Mori | | ● | ● | ● | | | |
| Naoki Nakayama | | ● | | ● | | | ● |
| Shunji Ashikaga | | ● | | | | | ● |
| Kosuke Kato | | ● | | ● | | ● | ● |
| Hitoshi Yokokura | Outside, Independent | ● | | ● | | ● | |
| Yumiko Hoshiba | Outside, Independent | ● | ● | | | | ● |
| Kozo Makiyama | Outside, Independent | ● | | | ● | | ● |
| Nobuyuki Fujii | Outside, Independent | ● | ● | ● | ● | ● | ● |
| Audit & Supervisory Board Members | | | | | | | |
| Hideo Suzuki | | ● | | | | | ● |
| Hiroaki Igawa | Outside, Independent | | | ● | | ● | |
| Chie Kasahara | Outside, Independent | | ● | | | ● | ● |

| Name | | Digital / IT | M&A / New business | Real estate | Finance / Loans | ESG |
|-----------------------------------|----------------------|--------------|--------------------------|-------------|--------------------|-----|
| Directors | | | | | | |
| Hiroshi Rinno | | | ● | ● | ● | |
| Katsumi Mizuno | | | ● | ● | ● | ● |
| Naoki Takahashi | | | ● | ● | ● | ● |
| Kazutoshi Ono | | ● | ● | | | |
| Kosuke Mori | | ● | ● | | | ● |
| Naoki Nakayama | | | | ● | ● | |
| Shunji Ashikaga | | | ● | | ● | |
| Kosuke Kato | | ● | ● | | ● | |
| Hitoshi Yokokura | Outside, Independent | | | | | |
| Yumiko Hoshiba | Outside, Independent | | | | | ● |
| Kozo Makiyama | Outside, Independent | ● | | | | ● |
| Nobuyuki Fujii | Outside, Independent | | | | ● | |
| Audit & Supervisory Board Members | | | | | | |
| Hideo Suzuki | | | | | | |
| Hiroaki Igawa | Outside, Independent | | | ● | ● | ● |
| Chie Kasahara | Outside, Independent | ● | ● | | | |

Proposal No. 4: Revision of Director Remuneration

The amount of remuneration, etc. for Directors of the Company was approved at the 57th Ordinary General Meeting of Shareholders held on June 23, 2007, at an annual amount not more than ¥750 million (including not more than ¥50 million for Outside Directors), and has remained unchanged to date.

The Group is promoting a transformation of its business portfolio from a structure centered on the payment business to one with Payments, Finance, and Global as its core pillars, toward the realization of its vision, a GLOBAL NEO FINANCE COMPANY—A global comprehensive life services group with finance as our core—. In Japan, the Group is strengthening synergies not only within individual Group companies but across various businesses, including payment, leasing, and finance. In its global business, the Group is expanding its lending and investment businesses, primarily in growth markets such as India, Brazil, and Vietnam, and is pursuing business expansion by providing financial services tailored to the characteristics of each market.

In line with these developments, the scope of duties and responsibilities of the Company's Directors, regarding their areas of oversight, Group management including overseas subsidiaries, and cross-functional management decision-making, has expanded significantly and become more sophisticated compared to when the current remuneration limit was approved. Taking into account comprehensively these circumstances, as well as remuneration levels in the industry and other factors, the Company proposes to revise the amount of remuneration, etc. for Directors to an annual amount not more than ¥1,100 million (of which the portion for Outside Directors shall not be more than ¥80 million).

In particular, the maximum amount for Outside Directors is set at not more than ¥80 million per year, considering the current structure of four Outside Directors as well as future developments, and reflecting the expansion of their roles and responsibilities, including increased oversight associated with the expansion of global business and diversification of the business portfolio, and the exercise of supervisory functions at the Board of Directors and the Nomination & Remuneration Committee.

In addition, remuneration for Directors will continue to exclude the employee salary portion for Directors who concurrently serve as employees.

The maximum annual amount of monetary remuneration receivables related to restricted stock compensation for Directors of the Company excluding Outside Directors, of not more than ¥150 million, and the maximum number of shares of common stock of not more than 250,000 shares per year, which were approved at the 70th Ordinary General Meeting of Shareholders held on June 18, 2020, will remain unchanged. This proposal seeks only to revise the total amount of remuneration, etc. for Directors, including such limits.

This proposal was determined by the Board of Directors following deliberation by the Nomination & Remuneration Committee, taking into comprehensive consideration factors including the scale of the Company's business, business content, executive remuneration framework, remuneration levels to be granted, the levels in the industry, balance with employee salaries, and the current and expected number of Directors, and is considered appropriate.

The Company's policy for determining remuneration, etc. for individual Directors is as described in the Business Report. However, subject to the approval and adoption of this proposal in its original form, the Company plans to revise part of the remuneration structure and performance-linked remuneration evaluating indicators, the main details of which are provided below for reference.

The Company currently has twelve (12) Directors (including four (4) Outside Directors), and if Proposal No. 2 (election of Directors) is approved and adopted in its original form, the number of Directors will remain unchanged at twelve (12) (including four (4) Outside Directors).

(Reference) Overview of the Revision to the Director Remuneration System to be Implemented Subject to Approval and Adoption of This Proposal

1. Revision of remuneration structure

The Nomination & Remuneration Committee has reviewed the ratio of remuneration by type for executive directors from the perspective of further enhancing incentives for medium- to long-term corporate value enhancement and further promoting shared value with shareholders, and the Company plans to set the target ratio of fixed remuneration, performance-linked remuneration, etc. (bonuses), and non-monetary remuneration, etc. (restricted stock compensation) at 6:2:2. In addition, in light of their roles and responsibilities, remuneration for Outside Directors will continue to consist solely of fixed remuneration.

For Directors assigned overseas, the target ratio by type of remuneration, etc. will be determined based on amounts excluding fringe benefits, and in cases where restricted stock compensation is not granted, the target ratio by type of remuneration, etc. will be fixed remuneration to performance-linked remuneration, etc. (bonuses) of 8:2 (excluding fringe benefits).

2. Addition of ESG indicators

From FY2026, from the perspective of enhancing medium- to long-term corporate value and improving the effectiveness of the Company's Climate Transition Plan, the Company plans to introduce, as an evaluation indicator for a portion of performance-linked remuneration (bonuses) for the Representative, Executive President and COO and the Head of the Sustainability Department, the degree of achievement of reductions in GHG emissions (Scope 1 and Scope 2) based on greenhouse gas reduction targets set toward achieving net zero by 2050.

The specific evaluation criteria, weighting, and operational methods for such climate-related indicators are to be determined following deliberation by the Nomination & Remuneration Committee.

Issues to address

Under the management philosophy of a leading-edge service company, the Company rigorously pursues convenience for its customers and continues to create innovative services with a wide range of alliance partners beyond the bounds of corporate groups and lines of business. The business environment surrounding the Group—specifically, the impact of the situation in the Middle East, shifts in the United States policies on trade, the impact of persistent rising commodity prices on consumer spending, and the impact of changes in financial capital markets—requires monitoring, and competition is expected to intensify, for example as new financial services are created in succession as advanced technology is applied and players from other industries enter the space. Amid these circumstances, the Group set out its vision for 2030 of a GLOBAL NEO FINANCE COMPANY—A global comprehensive life services group with finance as our core—. Guided by the three basic concepts of Innovative, Digital, and Global, the Company aims to accelerate growth in domestic business and create value distinct from competitors by utilizing business synergy with Group companies. The Company also intends to further scale up its global business and establish Saison Partner Economic Zones optimized for each country to exhibit strengths on a global stage.

As of the end of the consolidated fiscal year under review, the Group's business issues to address and measures are as follows.

- (i) Sustainable growth of the payment business
Amid changes in the business environment, including rising interest rates, and intensifying competition, the Company is improving capital efficiency through selective and focused investment, while promoting both profitability and growth through DX promotion. The Company is also working to fundamentally enhance customer experience through flexible service revisions in response to market conditions and the advancement of UI and UX, while strengthening its revenue base by increasing the use of its card as the main credit card. Furthermore, as future growth areas, the Company will expand financial services and increase cross-selling through stronger collaboration with banks, while accelerating the acquisition of new customers, particularly among younger demographics, to expand its medium- to long-term revenue base. The Company will also maximize customer touchpoints by enhancing call center operations and advancing marketing through the use of AI. In addition, the Company will promote the acquisition of highly loyal customers by creating unique value utilizing domains related to IP contents and fan activities (“oshi-katsu”), while strengthening expansion into the e-commerce business originating from payment services to diversify revenue opportunities and expand business areas.
- (ii) Stable growth of the finance business
The Company is promoting steady growth and diversification of its finance business. In the leasing business, the Company is promoting finance leases primarily for OA communication equipment in response to companies' capital investment plans, as well as leases including maintenance for kitchen equipment. In the credit guarantee business, the Company is strengthening both secured and unsecured segments, working to improve asset efficiency and expand the scale of revenues. The Company is also working with local financial institutions to build a close-knit partnership network, and expanding handling of housing loan guarantees in addition to credit guarantees for free loans. In the housing loan business, the Group handles housing loan products of Suruga Bank Ltd. and au Jibun Bank Corporation as its banking agency services in addition to Flat 35 Loans. The Company intends to further expand by continuing to venture into new markets while providing Flat 35 Loans, Saison Asset Formation Loans, which support the purchase of investment real estate, and more.
- (iii) Strengthening the foundation for sustainable growth in global business
The Company has positioned its global business as the third pillar, joining its payment and finance businesses, and is expanding lending and investment businesses primarily in India, Southeast Asia, and Latin America.
In India—the driving force of the lending business—the Company will continue to position direct lending as a key focus area, steadily growing its credit balance while building a high-

quality credit base, and will focus on risk control to work to achieve sound, sustainable growth while advancing the sophistication of credit risk management. In addition, the Company will strengthen its financial base to withstand interest rate fluctuations and changes in economic conditions through the diversification of funding sources. In Vietnam, the Company is working to both expand credit balance and improve credit quality. In its lending subsidiary in Brazil, the Company is continuing to build a foundation in terms of both business development and organizational structure, anticipating future business expansion, and will work to expand its lending activities while appropriately controlling risk through alliance strategies with local partners. In addition to these initiatives, the Company will work to improve capital efficiency across the entire global business through optimization of its business portfolio and a review of resource allocation.

In the investment business, the Company invests in promising startups and VC funds in fintech, web3 domains, and more through Saison Capital Pte. Ltd. and Saison Crypto Pte. Ltd. in Singapore. Following changes in the market environment, the Company recorded some valuation losses in the current fiscal year. However, going forward, it will carefully select investments and continue to invest with a long-term perspective while keeping a close eye on trends in the VC market.

The Company's efforts in each of these countries can directly contribute to societal issues such as financial inclusion and job creation; the Company has identified creating positive social and environmental impact as the theme of its global business. In this context, in January 2026, the Group published its third Impact Report, which highlights its initiatives in each country not only from quantitative aspects, such as how many people have been provided with financial services, but also from qualitative aspects, including what kind of changes have been brought about in society and people's lives as a result, demonstrating how the Group's efforts are helping to improve local living standards and drive economic development. The Group will continue to enhance this report and promote financial inclusion and the Sustainable Development Goals (SDGs) set out by the United Nations in an effort to contribute to resolving worldwide societal issues.

- (iv) Restore the soundness of receivables by strengthening credit management and collection systems, and increase productivity by streamlining operations

The Company is streamlining operations through DX promotion, and in credit screening and monitoring, is implementing appropriate credit commensurate with the internal and external environments and customer circumstances, while limiting the risk of delinquency by strengthening monitoring. In debt collection, the Company prevents delinquency by urging customers to pay in advance of the due dates, while protecting receivables by strengthening contact with and counseling for customers in arrears. Additionally, regarding fraud, the Company has introduced AI into its fraud detection system to improve the accuracy thereof, and aims to improve customer satisfaction by providing safe, secure payment environments and highly convenient services to its customers.

Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Consolidated Statement of Financial Position
(As of March 31, 2026)

(Millions of yen)

| Assets | | Liabilities and Equity | |
|---|------------------|---|------------------|
| Account item | Amount | Account item | Amount |
| Assets | | Liabilities | |
| Cash and cash equivalents | 113,654 | Trade and other payables | 289,427 |
| Trade and other receivables | 3,865,302 | Financial guarantee liabilities | 8,554 |
| Inventories | 176,379 | Bonds and borrowings | 3,582,846 |
| Operational investment securities | 102,246 | Other financial liabilities | 44,151 |
| Investment securities | 58,643 | Income taxes payable | 14,370 |
| Other financial assets | 82,076 | Provision for point card certificates | 137,157 |
| Property, plant and equipment | 25,055 | Provision for loss on interest repayment | 8,986 |
| Right-of-use assets | 6,636 | Other provisions | 929 |
| Intangible assets | 114,657 | Deferred tax liabilities | 1,262 |
| Investment property | 193,593 | Other liabilities | 77,818 |
| Investments accounted for using equity method | 143,658 | Liabilities directly associated with assets held for sale | 11,135 |
| Deferred tax assets | 35,285 | Total liabilities | 4,176,640 |
| Other assets | 22,248 | Equity | |
| Assets held for sale | 13,766 | Equity attributable to owners of parent | 761,657 |
| Total assets | 4,953,204 | Share capital | 75,929 |
| | | Capital surplus | 92,607 |
| | | Retained earnings | 654,000 |
| | | Treasury shares | (117,285) |
| | | Other components of equity | 56,405 |
| | | Non-controlling interests | 14,906 |
| | | Total equity | 776,564 |
| | | Total liabilities and equity | 4,953,204 |

Note: Amounts of less than one million yen are omitted.

Consolidated Statement of Profit or Loss

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

| Account item | Amount | |
|--|---------|-----------|
| Revenue | | |
| Income from the payment business | 270,726 | |
| Income from the lease business | 14,780 | |
| Income from the finance business | 84,458 | |
| Revenue from the real estate-related business | 70,987 | |
| Revenue from the global business | 59,611 | |
| Revenue from the entertainment business | 38,623 | |
| Finance income | 7,084 | |
| Total | | 546,271 |
| [Of which, interest income] | | [215,841] |
| Cost of sales | | |
| Cost of sales for the finance business | 1,774 | |
| Cost of sales for the real estate-related business | 40,129 | |
| Cost of sales for the entertainment business | 31,597 | |
| Total | | 73,501 |
| Net revenue | | 472,770 |
| Selling, general and administrative expenses | | 274,260 |
| Impairment losses on financial assets | | 62,424 |
| Finance costs | | 51,090 |
| Gain arising from the derecognition of financial assets measured at amortized cost | | 811 |
| Share of profit of investments accounted for using equity method | | 12,768 |
| Other income | | 5,210 |
| Other expenses | | 12,595 |
| Profit before tax | | 91,190 |
| Income tax expense | | 27,595 |
| Profit | | 63,595 |

Profit attributable to

| | |
|---------------------------|--------|
| Owners of parent | 62,751 |
| Non-controlling interests | 844 |
| Profit | 63,595 |

Reconciliation from profit before tax to business profit

| | |
|--|---------|
| Profit before tax | 91,190 |
| Reconciliations (Share of profit of investments accounted for using equity method) | (126) |
| Reconciliations (Other income) | (1,780) |
| Reconciliations (Other expenses) | 11,099 |
| Adjustments for the application of the effective interest method to financial assets | 1,615 |
| Subtotal | 10,808 |
| Business profit | 101,999 |

Note: Amounts of less than one million yen are omitted.

Consolidated Statements of Changes in Equity
(From April 1, 2025 to March 31, 2026)

(Millions of yen)

| | Equity attributable to owners of parent | | | | | | Non-controlling interests | Total |
|---|---|-----------------|-------------------|-----------------|----------------------------|----------|---------------------------|----------|
| | Share capital | Capital surplus | Retained earnings | Treasury shares | Other components of equity | Total | | |
| Balance as of April 1, 2025 | 75,929 | 93,947 | 602,903 | (96,356) | 29,254 | 705,678 | 13,350 | 719,028 |
| Profit | | | 62,751 | | | 62,751 | 844 | 63,595 |
| Other comprehensive income | | | | | 33,564 | 33,564 | (139) | 33,425 |
| Comprehensive income | - | - | 62,751 | - | 33,564 | 96,315 | 705 | 97,020 |
| Purchase of treasury shares | | | | (21,589) | | (21,589) | | (21,589) |
| Disposal of treasury shares | | 157 | | 604 | | 762 | | 762 |
| Share-based payment transactions | | 554 | | 56 | | 611 | | 611 |
| Dividends | | | (18,062) | | | (18,062) | (145) | (18,207) |
| Transfer from other components of equity to retained earnings | | | 6,408 | | (6,408) | - | | - |
| Changes in ownership interest in subsidiaries | | (2,019) | | | (4) | (2,024) | 997 | (1,026) |
| Other | | (33) | | | | (33) | | (33) |
| Total transactions with owners | - | (1,339) | (11,653) | (20,928) | (6,413) | (40,335) | 851 | (39,484) |
| Balance as of March 31, 2026 | 75,929 | 92,607 | 654,000 | (117,285) | 56,405 | 761,657 | 14,906 | 776,564 |

Note: Amounts of less than one million yen are omitted.

Non-consolidated Balance Sheets
(As of March 31, 2026)

(Millions of yen)

| Assets | | Liabilities and Net assets | |
|--|-----------|--|-----------|
| Account item | Amount | Account item | Amount |
| Current assets | 3,783,977 | Current liabilities | 1,277,390 |
| Cash and deposits | 61,441 | Accounts payable – trade | 289,760 |
| Accounts receivable – installment | 1,496,165 | Short-term borrowings | 275,270 |
| Operating loans | 1,149,641 | Short-term borrowings from subsidiaries and associates | 10,983 |
| Investments in leases | 330,101 | Current portion of long-term borrowings | 141,779 |
| Operational investment securities | 80,346 | Current portion of bonds payable | 130,000 |
| Merchandise | 3,909 | Commercial papers | 315,000 |
| Supplies | 1,959 | Current portion of long-term loans payable under securitized borrowings | 24,658 |
| Prepaid expenses | 3,196 | Lease liabilities | 5 |
| Short-term loans receivable from subsidiaries and associates | 636,785 | Accounts payable – other | 4,453 |
| Current portion of long-term loans receivable | 76 | Accrued expenses | 28,828 |
| Current portion of long-term loans receivable from subsidiaries and associates | 3,582 | Income taxes payable | 7,290 |
| Accounts receivable – other | 47,829 | Contract liabilities | 7,985 |
| Other | 13,254 | Deposits received | 21,296 |
| Allowance for doubtful accounts | (44,312) | Unearned revenue | 5,665 |
| Non-current assets | 436,789 | Provision for bonuses | 6,608 |
| Property, plant and equipment | 14,041 | Provision for bonuses for directors (and other officers) | 128 |
| Buildings, net | 5,443 | Provision for loss on interest repayment | 2,059 |
| Vehicles, net | 0 | Provision for loss on collecting gift tickets | 124 |
| Equipment, net | 1,625 | Other | 5,493 |
| Land | 6,641 | Non-current liabilities | 2,417,466 |
| Leased assets, net | 4 | Bonds payable | 607,195 |
| Construction in progress | 326 | Long-term borrowings | 1,404,850 |
| Intangible assets | 101,430 | Long-term loans payable under securitized borrowings | 219,922 |
| Software | 96,457 | Long-term borrowings from subsidiaries and associates under securitized borrowings | 25,000 |
| Software in progress | 4,689 | Lease liabilities | 0 |
| Other | 283 | Provision for loss on guarantees | 8,094 |
| Investments and other assets | 321,317 | Provision for point card certificates | 137,157 |
| Investment securities | 53,663 | Provision for loss on interest repayment | 6,430 |
| Shares of subsidiaries and associates | 182,643 | Guarantee deposits received | 8,606 |
| Investments in other securities of subsidiaries and associates | 2,578 | Other | 211 |
| Investments in capital | 0 | Total liabilities | 3,694,857 |
| Investments in capital of subsidiaries and associates | 9,427 | Net assets | |
| Long-term loans receivable | 10,000 | Shareholders' equity | 503,183 |
| Long-term loans receivable from subsidiaries and associates | 5,750 | Share capital | 75,929 |
| Long-term prepaid expenses | 7,250 | Capital surplus | 82,531 |
| Guarantee deposits | 1,101 | Legal capital surplus | 82,497 |
| Deferred tax assets | 39,704 | Other capital surplus | 34 |
| Other | 9,206 | Retained earnings | 459,293 |
| Allowance for doubtful accounts | (9) | Legal retained earnings | 3,020 |
| Deferred assets | 2,701 | Other retained earnings | 456,273 |
| Bond issuance costs | 2,701 | General reserve | 364,455 |
| | | Retained earnings brought forward | 91,818 |
| | | Treasury shares | (114,570) |
| | | Valuation and translation adjustments | 25,427 |
| | | Valuation difference on available-for-sale securities | 21,642 |
| | | Deferred gains or losses on hedges | 3,785 |
| | | Total net assets | 528,611 |
| Total assets | 4,223,468 | Total liabilities and net assets | 4,223,468 |

Note: Amounts of less than one million yen are omitted.

Non-consolidated Statements of Income
(From April 1, 2025 to March 31, 2026)

(Millions of yen)

| Account item | Amount | |
|--|---------|---------|
| Operating revenue | | |
| Income from the payment business | | |
| Revenue from credit card business | 178,791 | |
| Revenue from credit card cash advance | 24,172 | |
| Revenue from term loans | 151 | |
| Revenue from business agency | 32,149 | |
| Revenue from the payment-related business | 19,861 | 255,126 |
| Income from the lease business | | 14,884 |
| Income from the finance business | | |
| Revenue from credit guarantee | 15,639 | |
| Revenue from the finance-related business | 41,449 | |
| Revenue from the finance business | 57,088 | |
| Cost of sales for the finance-related business | 0 | |
| Cost of sales for the finance business | 0 | 57,087 |
| Income from the real estate-related business | | |
| Revenue from the real estate-related business | 34 | |
| Cost of sales for the real estate-related business | 0 | 33 |
| Financial revenue | | 16,725 |
| Total operating revenue | | 343,857 |
| Operating expenses | | |
| Selling, general and administrative expenses | | 259,284 |
| Financial expenses | | |
| Interest expenses | 26,484 | |
| Other | 2,552 | 29,037 |
| Total operating expenses | | 288,321 |
| Operating profit | | 55,536 |
| Non-operating income | | 7,095 |
| Non-operating expenses | | 569 |
| Ordinary profit | | 62,061 |
| Extraordinary income | | |
| Gain on sale of investment securities | 10,565 | |
| Gain on sale of shares of subsidiaries and associates | 3,949 | |
| Gain on liquidation of subsidiaries and associates | 1 | |
| Gain on sale of non-current assets | 0 | 14,517 |
| Extraordinary losses | | |
| Loss on valuation of shares of subsidiaries and associates | 1,448 | |
| Loss on liquidation of subsidiaries and associates | 600 | |
| Loss on valuation of investment securities | 461 | |
| Loss on sale of investment securities | 193 | |
| Loss on disposal of non-current assets | 11 | |
| Loss on sale of non-current assets | 0 | |
| Loss on sale of shares of subsidiaries and associates | 0 | 2,716 |
| Profit before income taxes | | 73,862 |
| Income taxes – current | 20,318 | |
| Income taxes – deferred | (1,266) | 19,051 |
| Profit | | 54,811 |

Note: Amounts of less than one million yen are omitted.

Non-consolidated Statements of Changes in Equity
(From April 1, 2025 to March 31, 2026)

(Millions of yen)

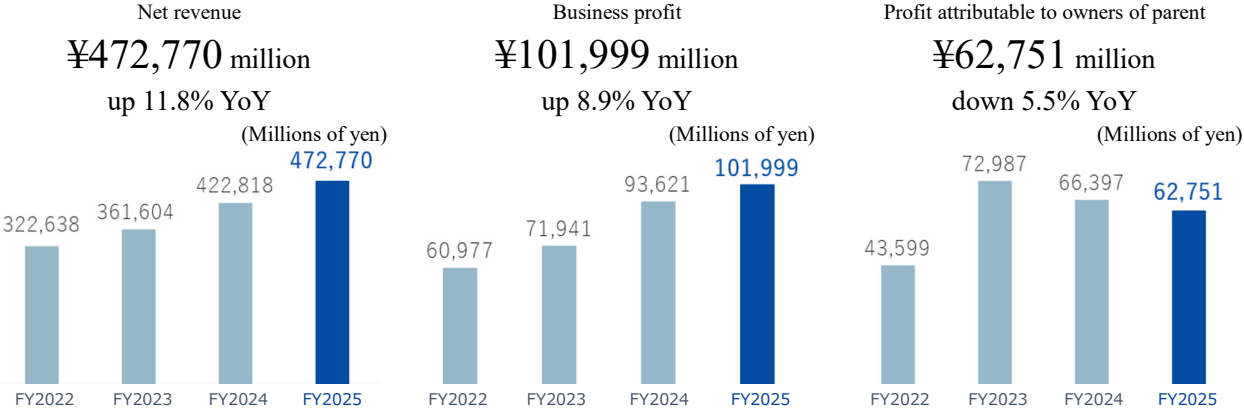
| | Shareholders' equity | | | | | | | | | |
|--|----------------------|-----------------------|-----------------------|-----------------------|-------------------------|-------------------------|-----------------------------------|-------------------------|-----------------|----------------------------|
| | Share capital | Capital surplus | | | Legal retained earnings | Retained earnings | | | Treasury shares | Total shareholders' equity |
| | | Legal capital surplus | Other capital surplus | Total capital surplus | | Other retained earnings | | Total retained earnings | | |
| | | | | | | General reserve | Retained earnings brought forward | | | |
| Balance as of April 1, 2025 | 75,929 | 82,497 | 17 | 82,514 | 3,020 | 331,455 | 88,070 | 422,545 | (93,115) | 487,873 |
| Changes during period | | | | | | | | | | |
| Provision of general reserve | | | | | | 33,000 | (33,000) | - | | - |
| Dividends of surplus | | | | | | | (18,062) | (18,062) | | (18,062) |
| Profit | | | | | | | 54,811 | 54,811 | | 54,811 |
| Purchase of treasury shares | | | | | | | | | (21,511) | (21,511) |
| Disposal of treasury shares | | | 17 | 17 | | | | | 56 | 73 |
| Net changes in items other than shareholders' equity | | | | | | | | | | - |
| Total changes during period | - | - | 17 | 17 | - | 33,000 | 3,748 | 36,748 | (21,455) | 15,310 |
| Balance as of March 31, 2026 | 75,929 | 82,497 | 34 | 82,531 | 3,020 | 364,455 | 91,818 | 459,293 | (114,570) | 503,183 |

| | Valuation and translation adjustments | | | Total net assets |
|--|---|------------------------------------|---|------------------|
| | Valuation difference on available-for-sale securities | Deferred gains or losses on hedges | Total valuation and translation adjustments | |
| Balance as of April 1, 2025 | 18,919 | 747 | 19,666 | 507,540 |
| Changes during period | | | | |
| Provision of general reserve | | | | - |
| Dividends of surplus | | | | (18,062) |
| Profit | | | | 54,811 |
| Purchase of treasury shares | | | | (21,511) |
| Disposal of treasury shares | | | | 73 |
| Net changes in items other than shareholders' equity | 2,722 | 3,038 | 5,760 | 5,760 |
| Total changes during period | 2,722 | 3,038 | 5,760 | 21,070 |
| Balance as of March 31, 2026 | 21,642 | 3,785 | 25,427 | 528,611 |

Note: Amounts of less than one million yen are omitted.

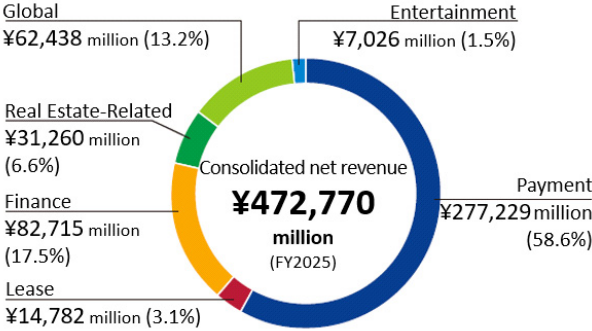
(Reference) Financial Results Summary

Financial results highlights



Net revenue by segment

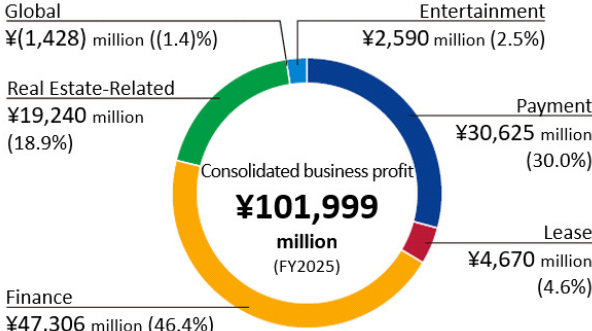
Adjustments: ¥(2,682) million



Note: Figures inside parentheses indicate percentage of total.

Business profit by segment

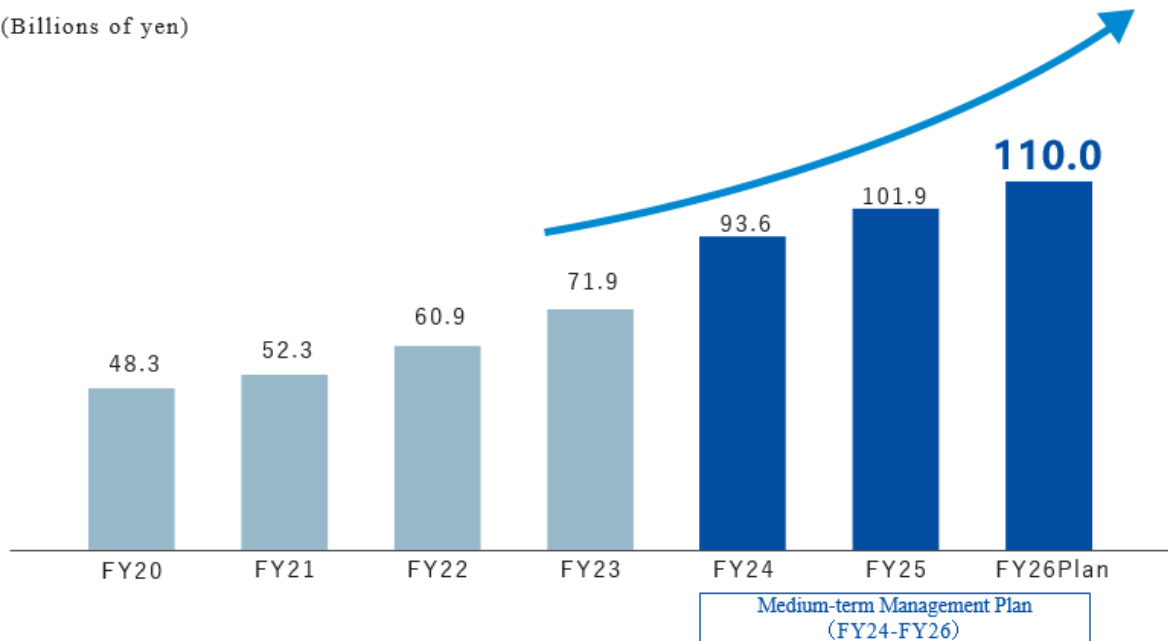
Adjustments: ¥(1,006) million



Consolidated business profit

Achieved record-high profits for two consecutive years (FY2024 to FY2025) through improved earning power.

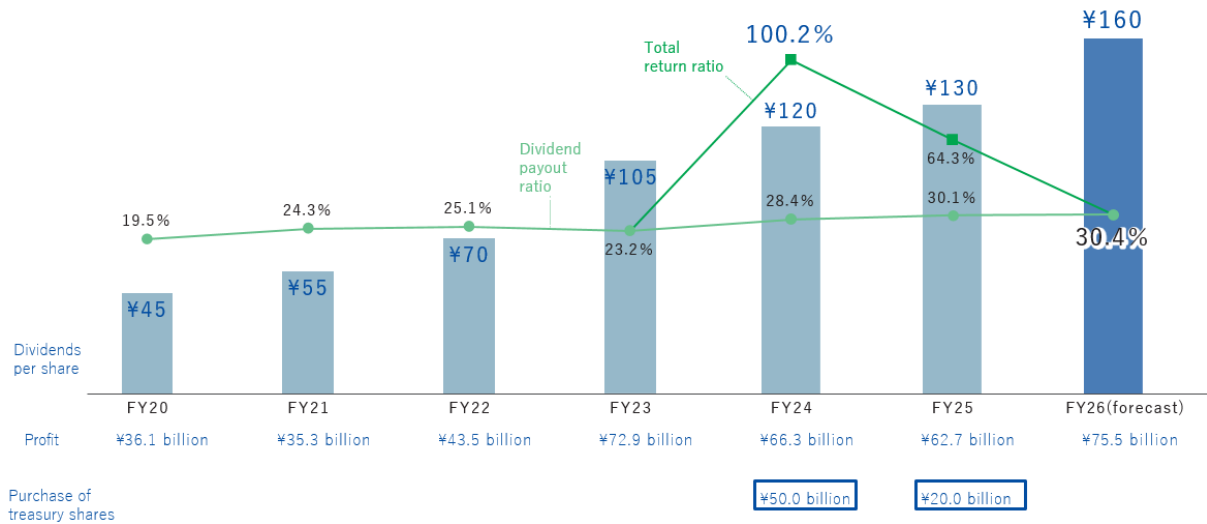
(Billions of yen)



Shareholder returns

FY2025: Expected to increase for the fifth consecutive year to ¥130 per share (as initially forecasted).

FY2026 forecast: An increase in both revenue and profit is anticipated, with the year-end dividend expected to increase for the sixth consecutive year to ¥160 per share.



Sustainability

Basic Approach

Being a “leading-edge service company” as stated in our management philosophy, we will continue to be committed to helping establish a society that is more convenient, prosperous, and sustainable than it is now by leveraging our unique expertise, management resources, and the experience of our employees and by contributing to the development of society and the resolution of problems in a way that only the Credit Saison Group can through its usual business operations.

Value co-creation with stakeholders

In order to continue to be a company that is needed by society, it is important to understand what our stakeholders expect of us and reflect those expectations in our services and corporate activities. We will always listen sincerely to stakeholder feedback and link them to the enhancement of our corporate value and sustainable growth.



Initiatives to turn diversity into strength

NEXT SAISON—A program that enables employees to take on challenges and grow proactively

NEXT SAISON is an internal program that enables each employee to propose ideas for new businesses, services, and business improvements, and to bring these ideas to life. In FY2024, the in-house venture program and the business improvement program were integrated, creating a framework that allows all employees, regardless of age or position, to freely propose new businesses, new services, and business improvements and reforms. Through these initiatives, employees learn to think from a management perspective and take on the challenge of creating value.

Company-wide events to promote DE&I held for the third consecutive year

We held the SAISON DE&I Forum from December 2025 to February 2026. In addition to special lectures by external experts and management, we held programs on a wide range of themes, with a total of approximately 400 participants. Going forward, through our DE&I activities, we will continue to link the insights gained from diverse perspectives to the practice of concrete inclusive actions, and to contribute to employee growth and maximize organizational capabilities, thereby strengthening the management foundation.

<Diverse Workforce>

FY2025 results

| | | |
|--|--|--|
| <p>“NEXT SAISON” results</p> <p>New proposals 4</p> <p>Business improvements/ reforms 46</p> | <p>Ratio of female managers</p> <p>26.1%</p> <p>Target: Maintain 25% or higher</p> | <p>Ratio of employees taking parental leave</p> <p>Female 100.0%</p> <p>Male 88.9%</p> <p>Target: 100%</p> |
|--|--|--|

Please refer to [Integrated Report 2025](#) for further details on our human resource initiatives.

Environmental Initiatives

Operation of Akagi Nature Park

With the aim of passing on a rich natural environment to the children who will lead the next generation, we have operated Akagi Nature Park since 2010 as part of our social contribution activities.

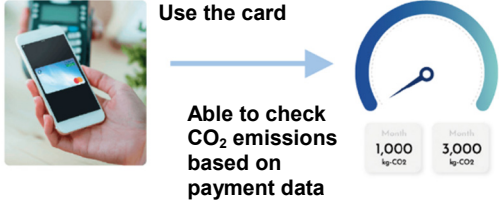
While working to conserve the natural environment to preserve biodiversity, in FY2025, we focused on maintaining the health of the forest mainly through measures against wildlife damage and oak wilt disease. Furthermore, in cooperation with Gunma Prefecture and Shibukawa City, we also promote nature-positive activities and the protection of endangered species.

In addition, by utilizing postage costs saved through the exercise of voting rights via smartphones and other devices, we are also promoting the creation of a natural environment that is enjoyed by visitors and by children who will lead the next generation, including through tree-planting activities.

Issuing a digital card that visualizes CO₂ emissions

We have partnered with DATAFLUCT, Inc., to offer a credit card, “SAISON CARD Digital for becoz,” which can be used to visualize CO₂ emissions based on daily card usage history and apply the information to carbon offsets. This card is issued as a digital card used solely via smartphone and plastic cards are not issued.

<https://www.saisoncard.co.jp/lp/becoz/?cd=14v1&sd=601&mi=1003001> (Available only in Japanese)



Use the card

Able to check CO₂ emissions based on payment data

| | |
|--------------------------|--------------------------|
| Month | Month |
| 1,000 kg-CO ₂ | 3,000 kg-CO ₂ |

Support for Sports and Cultural Activities

Sports sponsorship —Japan national soccer team—

Since 2001, we have entered into a supporting company agreement with the Japan Football Association (JFA) for the Japan national soccer team, supporting a wide range of JFA initiatives, including strengthening the national team, developing the next generation, and promoting the active participation of women. Furthermore, since 2014, we have also entered into a sponsorship agreement with the Asian Football Confederation (AFC), contributing to the promotion and development of soccer not only in Japan but across Asia.

Sponsoring Josep Carreras

Since 1999, we have supported the activities of Josep Carreras, one of the Three Tenors, by sponsoring his performances in Japan and making donations to the Josep Carreras International Leukemia Foundation. This initiative carries on the tradition of cultural and artistic support promoted by the Saison Group since the 1980s and provides opportunities for many people to experience authentic music.

Initiatives to solve social issues

Taking impact investments and loans to the “next phase” —From quantity to quality of change—

Through our international headquarters in Singapore, Saison International, we have been working to realize cross-border financial inclusion by providing financial services to underserved people and companies who lack access to adequate financial services.

In the [Impact Report 2025](#), now in its third year of publication, we introduce how the Group is striving to create sustainable change based on an approach rooted in the belief that financial services can only bring happiness to people when delivered with compassion.

The report includes interviews with end customers who have actually received loans and taken steps toward a new future, as well as the Company’s initiatives for impact investments and loans in Mexico and examples of technical assistance provided in various countries, offering insight into what is actually happening on the ground. We encourage you to read the report, which conveys a sense of connection to the actual lives of people around the world who are impacted by our work.

| | | | | | |
|---------------------------------|---|--------------------------------------|---------------------------------------|--|---|
| Direct loans executed in FY2024 | Number of loans executed 3,700,000 +51% YoY | Amount ¥495.0 billion +31% YoY | Active portfolio as of March 31, 2025 | Loan balance ¥343.0 billion +41% YoY | Countries with loans executed 19 countries +12% YoY |
|---------------------------------|---|--------------------------------------|---------------------------------------|--|---|

Initiatives to realize a safe, secure, and convenient society

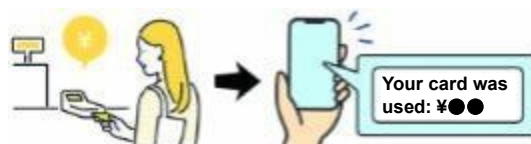
Improving the accuracy of fraud detection using AI

To realize a safe and secure cashless society, we position security measures as a key initiative and promote the use of AI and DX. In response to increasingly sophisticated fraud, we have introduced an advanced AI-based fraud detection system to quickly prevent losses before they occur.

We have also established a system that notifies customers of their credit card usage almost in real time through a portal app and other channels, enabling them to detect any fraud at an early stage.

Moreover, mainly in cooperation with other credit card companies, we are promoting cross-industry initiatives to jointly take down phishing websites.

Going forward, we will continue to leverage the latest technologies to maintain and operate essential payment infrastructure for society.



Selected as a component of the ESG Investment Indices



SOMPO Asset Management's proprietary active indexes, used for sustainable management that invests in a wide range of companies with high ESG ratings



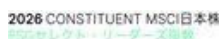
ESG index used by the GPIF based on companies' disclosure of environmental information and carbon efficiency



ESG index used by the GPIF to select companies that excel in terms of gender diversity



ESG index used by the GPIF that evaluates companies' commitment to gender equality



ESG index adopted by the GPIF, consisting of Japanese companies that excel in ESG practices in each sector



ESG index adopted by the GPIF, consisting of Japanese companies that excel in ESG responses in each sector

Disclaimer: The inclusion of Credit Saison Co., Ltd. in any MSCI index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of Credit Saison Co., Ltd. by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

Websites operated by the Company

セゾンの未来会議

SAISON no mirai kaigi

Based on the concept of "a forum to think about the happy future that lies ahead," it serves as a media outlet for openly communicating the thoughts and ideas behind our sustainability activities from the perspectives of the past, present, and future.
<https://note.saisoncard.co.jp/> (Available only in Japanese)

CREDIT SAISON セゾンマネーレシピ

An insurance and investment information website that provides useful financial information, such as on first-time asset formation and insurance reviews
<https://okane-recipe.saisoncard.co.jp/> (Available only in Japanese)

CREDIT SAISON Our official social media accounts

We post a variety of content through our social media accounts! Please follow and check them out!
https://www.saisoncard.co.jp/topic/entry/lp_sns-account_list/ (Available only in Japanese)

Dedicated sustainability website

Launched in March 2026!
 The website communicates Credit Saison's approach to sustainability and its related initiatives in a clear and easy-to-understand manner.
<https://corporate.saisoncard.co.jp/sustainability/thoughts/>
 (Available only in Japanese)

