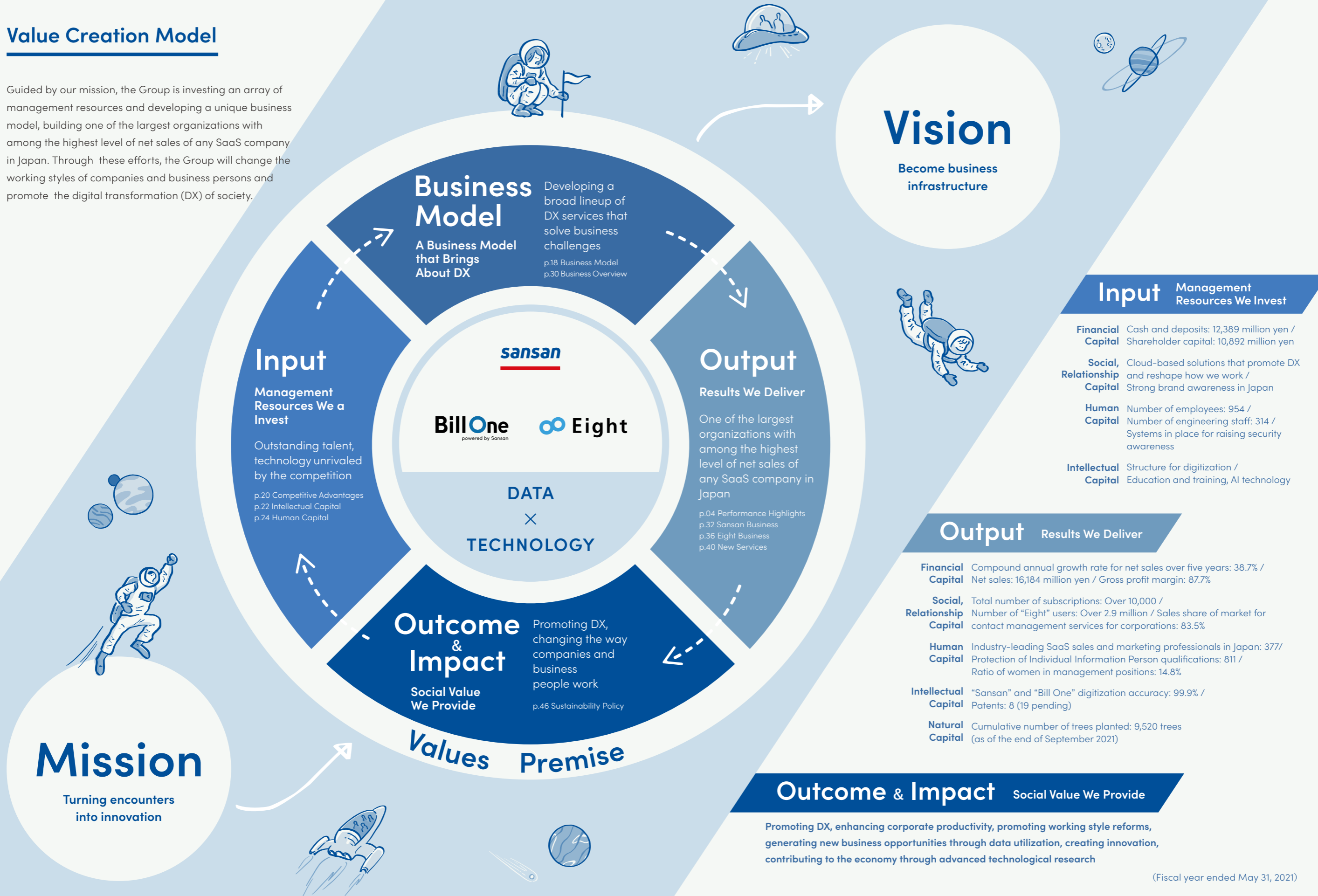


Value Creation Model

Guided by our mission, the Group is investing an array of management resources and developing a unique business model, building one of the largest organizations with among the highest level of net sales of any SaaS company in Japan. Through these efforts, the Group will change the working styles of companies and business persons and promote the digital transformation (DX) of society.



Mission

Turning encounters into innovation

Vision

Become business infrastructure

Input

Management Resources We Invest

Outstanding talent, technology unrivaled by the competition

p.20 Competitive Advantages
p.22 Intellectual Capital
p.24 Human Capital

Business Model

A Business Model that Brings About DX

Developing a broad lineup of DX services that solve business challenges

p.18 Business Model
p.30 Business Overview

Output

Results We Deliver

One of the largest organizations with among the highest level of net sales of any SaaS company in Japan

p.04 Performance Highlights
p.32 Sansan Business
p.36 Eight Business
p.40 New Services

Outcome & Impact

Social Value We Provide

Promoting DX, changing the way companies and business people work

p.46 Sustainability Policy

Input Management Resources We Invest

- Financial Capital** Cash and deposits: 12,389 million yen / Shareholder capital: 10,892 million yen
- Social, Relationship Capital** Cloud-based solutions that promote DX and reshape how we work / Strong brand awareness in Japan
- Human Capital** Number of employees: 954 / Number of engineering staff: 314 / Systems in place for raising security awareness
- Intellectual Capital** Structure for digitization / Education and training, AI technology

Output Results We Deliver

- Financial Capital** Compound annual growth rate for net sales over five years: 38.7% / Net sales: 16,184 million yen / Gross profit margin: 87.7%
- Social, Relationship Capital** Total number of subscriptions: Over 10,000 / Number of "Eight" users: Over 2.9 million / Sales share of market for contact management services for corporations: 83.5%
- Human Capital** Industry-leading SaaS sales and marketing professionals in Japan: 377 / Protection of Individual Information Person qualifications: 811 / Ratio of women in management positions: 14.8%
- Intellectual Capital** "Sansan" and "Bill One" digitization accuracy: 99.9% / Patents: 8 (19 pending)
- Natural Capital** Cumulative number of trees planted: 9,520 trees (as of the end of September 2021)

Outcome & Impact Social Value We Provide

Promoting DX, enhancing corporate productivity, promoting working style reforms, generating new business opportunities through data utilization, creating innovation, contributing to the economy through advanced technological research

(Fiscal year ended May 31, 2021)