



Data

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ESG Data

- Environment *1

	Unit	FY2020	FY2021	FY2022
Energy consumed				
Electricity	MWh	728	1,044	1,399
Gas *2	thousand Nm ³	68	84	107
Total energy consumed *3	GJ	10,361	14,193	18,643
Water usage *4				
Total water withdrawn	m ³	2,329	4,096	6,425
Municipal potable water	m ³	237	290	461
Grey water	m ³	2,091	3,805	5,963
GHG emissions *5				
Scope 1	t-CO ₂	0	0	0
Scope 2 (location-based)	t-CO ₂	477	639	840
Scope 2 (market-based)	t-CO ₂	525	668	851
Scope 1 and 2 (market-based)	t-CO ₂	525	668	851
Scope 3	t-CO ₂	-	15,679	18,638
Category 1: Purchased goods and services	t-CO ₂	-	12,270	15,147
Category 2: Capital goods	t-CO ₂	-	2,098	1,631
Category 3: Fuel- and energy-related activities not included in scope 1 or scope 2	t-CO ₂	-	133	175
Category 4: Upstream transportation and distribution	t-CO ₂	-	107	141
Category 5: Waste generated in operations	t-CO ₂	-	13	16
Category 6: Business travel	t-CO ₂	-	85	310
Category 7: Employee commuting	t-CO ₂	-	165	330
Category 8: Upstream leased assets	t-CO ₂	-	-	-
Category 9: Downstream transportation and distribution	t-CO ₂	-	-	-
Category 10: Processing of sold products	t-CO ₂	-	-	-
Category 11: Use of sold products	t-CO ₂	-	-	-
Category 12: End-of-life treatment of sold products	t-CO ₂	-	0	0
Category 13: Downstream leased assets	t-CO ₂	-	805	884
Category 14: Franchises	t-CO ₂	-	-	-
Category 15: Investments	t-CO ₂	-	-	-
Others	t-CO ₂	-	-	-
Scope 1, 2 and 3 (market-based)	t-CO ₂	-	16,347	19,489
Scope 1,2 and 3 emissions intensity (per net sales)	t-CO ₂ /hundred million yen	-	81.7	78.2

*1 The table above shows calculations for the Company's non-consolidated results and covers 97.7% (percentage of non-consolidated net sales to consolidated net sales) of our business scope as of FY2022.
*2 After calculating the consumption per office area using the actual results in certain offices where the consumption can be determined, gas consumption is calculated by multiplying this value by the total area of all offices where gas can be used.

*3 Using the calculation method based on the Energy Conservation Law, total energy consumed is calculated based on the total values of electricity and gas consumption.

*4 Total water withdrawn is calculated based on the amount of water used per employee is calculated using the actual results at Sansan offices where the amount of usage per person can be determined, and the value is then multiplied by the total number of employees. In addition, due to the refinement of the aggregation method, the results prior to fiscal year ended May 31, 2022 have been recalculated.

*5 Scope 1 is calculated by aggregating direct GHG emissions from the offices and facilities owned by the Company. Scope 2 is calculated by aggregating by indirect GHG emissions from the use of purchased electricity and thermal energy in each office. Scope 3 is calculated by aggregating the GHG emissions of the entire value chain (Categories 1 through 15), excluding Scope 1 and Scope 2. In addition, due to the refinement of the aggregation method, the results prior to FY2021 have been recalculated.

- Society *6

	Unit	FY2020	FY2021	FY2022
Composition of employees				
Number of employees	persons	934	1,172	1,326
Percentage of female	%	34.2	33.6	35.2
Percentage of foreign nationals	%	3.0	2.6	2.6
Percentage of employees located offshore *7	%	1.0	0.8	0.7
Percentage of employees with disabilities *8*9	%	1.6	2.4	2.6
Number of employees in STEM divisions *10	persons	313	404	420
Percentage of female	%	12.1	13.1	13.1
Percentage of female creators	%	46.9	53.8	55.6
Number of employees in Business division *11	persons	614	766	897
Percentage of female	%	45.1	44.5	45.0
Number of managers	persons	145	182	202
Percentage of female	%	14.5	16.5	17.8
Recruitment				
Number of new graduates	persons	34	70	74
Percentage of female	%	23.5	28.6	25.7
Number of mid-career	persons	231	260	232
Percentage of female	%	31.2	34.0	41.4
Percentage of recruitment through referrals	%	–	–	12.0
Other human resources related *12				
Average length of service	years	2.6	2.8	3.1
Male	years	2.7	2.8	3.1
Female	years	2.6	2.9	3.2
Average annual salary	yen	6,275,941	6,661,892	7,063,337
Male	yen	6,580,904	6,988,923	7,431,655
Female	yen	5,549,397	5,896,162	6,244,215
Average age	years old	33.6	32.4	32.4
Male	years old	33.8	32.6	32.7
Female	years old	33.1	32.0	32.0

	Unit	FY2020	FY2021	FY2022
Turnover rate	%	6.3	9.8	12.9
Male	%	7.2	10.2	13.8
Female	%	4.2	8.8	10.7
Percentage of paid holidays taken *9	%	60.6	68.6	75.1
Percentage of parental leave taken	%	58.5	74.5	73.2
Male	%	39.3	61.8	64.8
Female	%	100.0	100.0	100.0
Percentage of employees returning to work after parental leave	%	100.0	100.0	100.0
Male	%	100.0	100.0	100.0
Female	%	100.0	100.0	100.0
Unipos posting rate *13	%	59.4	62.3	59.6
Number of appreciation posts in Unipos *13	subscriptions	Approx. 36,000	Approx. 49,000	Approx. 45,000
Percentage of employees praised in Unipos *13	%	83.3	86.0	84.7
Average response rate for engagement survey	%	87.6	85.8	82.6
Average response rate for stress checks	%	80.1	71.7	77.9
Training related				
Total participation time for Katachi-related training *14	hours	–	–	Approx. 5,600
Investments in Geek Seek *15	million yen	25	39	43
Investments in measures for interaction among employees	million yen	3	5	12
Total number of participants in internal coaching	persons	–	–	Approx. 800
Information security related				
Proportion of those qualified as Protection of Individual Information Person	%	81.8	82.3	88.0
Number of major incidents	cases	0	0	0

*6 In principle, the table above shows calculations for regular employees and contract employees of the Company and its subsidiary, Sansan Global Pte. Ltd. In addition, the number of employees and ratios are calculated based on actual results as of the end of each fiscal year.

*7 As of the end of May 2023, we have employees from 19 nations including Japan.

*8 Calculated for regular employees, contract employees and part-timers of the Company.

*9 Once the necessary changes have been made, calculated on the fiscal year ending in March (April to March of the following year).

*10 Number of employees in STEM divisions are calculated for engineers, R&D, and creators.

*11 Number of employees in Business divisions are calculated for regular employees and contract employees outside of the STEM divisions.

*12 Calculated for regular employees.

*13 We are utilizing a peer bonus-centered, all-employee participation platform service provided by Unipos Inc.

*14 Total time spent by all employees participating in opportunities to discuss our philosophy, etc.

*15 We aggregate the amount of subsidies for STEM Division employees to purchase books and tools and to participate in events.

- Governance *16

	Unit	FY2020	FY2021	FY2022
Board of Directors *17				
Number of Directors	persons	10	9	9
Percentage of female	%	10.0	22.2	22.2
Percentage of outside	%	40.0	44.4	44.4
Percentage of independent	%	20.0	33.3	44.4
Number of Board of Directors' meetings	meetings	17	17	17
Percentage of attendance	%	100.0	99.4	100.0
Audit & Supervisory Committee				
Number of Directors serving on the Audit & Supervisory Committee	persons	4	4	4
Percentage of female	%	25.0	50.0	50.0
Percentage of outside	%	100.0	100.0	100.0
Percentage of independent	%	50.0	75.0	100.0
Number of Audit & Supervisory Committee meetings	meetings	13	12	13
Percentage of attendance	%	100.0	100.0	100.0
Others				
Number of whistle-blowing reports	cases	9	11	14
Number of significant compliance violations	cases	0	0	0
Proportion of employees receiving compliance-related training	%	100.0	100.0	100.0
Percentage of participants taking insider trading regulation training	%	100.0	100.0	100.0
Percentage of participants taking harassment prevention training	%	100.0	-	100.0
Percentage of participants taking training on joining the company	%	100.0	100.0	100.0

*16 The table above shows calculations for the Company's non-consolidated results. In addition, the number of directors and ratios are calculated based on actual results as of the end of each fiscal year.
*17 Calculated including Directors serving on the Audit & Supervisory Committee.

Consolidated Financial Statements

- Consolidated B/S

(millions of yen)

Assets	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Assets							
Cash and Deposits	2,004	3,546	5,627	12,815	12,389	15,432	21,114
Accounts Receivable - Trade	165	207	318	441	571	756	1,180
Prepaid Expenses	460	255	322	410	469	478	604
Allowance for Doubtful Accounts	-5	-4	-2	-3	-4	-3	-32
Others	38	157	30	176	117	194	341
Total Current Assets	2,668	4,166	6,298	13,840	13,542	16,856	23,207
Non-Current Assets							
Total Property, Plant and Equipment	113	164	406	414	504	806	770
Total Intangible Assets	498	602	835	926	1,209	1,147	1,533
Software	497	601	834	925	1,023	917	827
Goodwill	-	-	-	-	185	229	706
Total Investments and Others Assets	208	365	1,538	7,639	9,053	7,481	5,689
Investment Securities	-	-	1,093	6,941	8,344	6,262	3,705
Deferred Tax Assets	-	-	-	145	-	416	595
Others	-	365	444	697	708	803	1,388
Total Non-Current Assets	820	1,132	2,780	8,979	10,768	9,435	7,993
Total Assets	3,489	5,299	9,079	22,819	24,310	26,292	31,200

(millions of yen)

Liabilities	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Liabilities							
Short-Term Borrowings	296	13	18	20	200	-	-
Current Portion of Long-Term Borrowings	113	94	133	1,267	1,085	477	558
Advances Received	2,100	2,798	3,923	5,289	6,719	8,199	10,729
Accounts Payable -Other	320	654	770	596	1,175	1,081	1,929
Others	278	259	584	1,161	1,062	1,749	1,764
Total Current Liabilities	3,109	3,819	5,428	8,335	10,243	11,507	14,982
Non-Current Liabilities							
Long-Term Borrowings	190	127	233	3,892	879	2,547	2,838
Deferred Tax Liabilities	-	-	-	-	571	-	-
Others	16	39	43	38	31	144	188
Total Non-Current Liabilities	207	166	277	3,931	1,482	2,691	3,027
Total Liabilities	3,316	3,986	5,706	12,267	11,725	14,199	18,009
Net Assets							
Total Shareholders' Equity	179	1,315	3,369	10,557	10,892	11,832	12,454
Accumulated Other Comprehensive Income	-6	-2	-7	-15	1,623	112	206
Share Acquisition Rights	-	-	10	10	65	142	457
Non-Controlling Interests	-	-	-	-	2	5	72
Total Net Assets	172	1,312	3,372	10,552	12,584	12,093	13,190
Total Liabilities and Net Assets	3,489	5,299	9,079	22,819	24,310	26,292	31,200

- Consolidated P/L

(millions of yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Net Sales	4,839	7,324	10,206	13,362	16,184	20,420	25,510
Cost of Sales	1,026	1,435	1,597	1,821	1,992	2,515	3,683
Gross Profit	3,812	5,888	8,608	11,541	14,192	17,904	21,827
Gross Profit Margin	78.8%	80.4%	84.3%	86.4%	87.7%	87.7%	85.6%
SG&A	4,590	8,950	9,458	10,783	13,455	17,272	21,627
Adjusted Operating Profit ^{*18}	-778	-3,061	-849	757	785	730	942
Adjusted Operating Profit Margin	-	-	-	5.7%	4.9%	3.6%	3.7%
Operating Profit	-778	-3,061	-849	757	736	631	199
Operating Profit Margin	-	-	-	5.7%	4.6%	3.1%	0.8%
Non-Operating Income	9	10	16	8	106	1,042	328
Non-Operating Expenses	11	26	58	330	468	705	405
Ordinary Profit	-780	-3,077	-891	435	375	968	122
Extraordinary Income	-	-	4	-	0	105	817
Extraordinary Losses	3	1	50	100	4	165	1,035
Profit (Loss) Before Income Taxes	-784	-3,078	-937	335	370	908	-96
Total Income Taxes	6	7	7	-4	189	56	60
Profit (Loss) Attributable to Owners of Parent	-790	-3,085	-945	339	182	857	-141
Profit (Loss) Attributable to Owners of Parent Margin	-	-	-	2.5%	1.1%	4.2%	-
EPS (yen) ^{*19}	-11.79	-42.11	-10.10	2.75	1.47	6.87	-1.13
SG&A	4,590	8,950	9,458	10,783	13,455	17,272	21,627
Advertising Expenses	1,573	4,478	2,831	2,022	2,824	2,969	3,306
Personnel Expenses	1,282	1,689	2,411	3,701	4,745	6,758	8,349
Server/PC-Related Expenses	303	513	735	844	1,008	1,285	1,719
Rents	235	308	523	693	810	921	1,059
Recruiting Expenses	107	182	338	443	489	678	636
Share-Based Payment Expenses	-	-	-	-	33	72	702
Expenses Arising from Business Combinations (Amortization of Goodwill and Amortization of Intangible Assets)	-	-	-	-	15	25	39
Others	1,088	1,777	2,618	3,079	3,577	4,560	5,814

*18 Operating Profit + Share-Based Payment Expenses + Expenses Arising from Business Combinations (amortization of Goodwill and amortization of Intangible Assets)

*19 As the Company conducted a four-for-one common stock split effective December 1, 2021, EPS were calculated on the assumption that the stock was split at the beginning of FY2016.

- Consolidated C/F

(millions of yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Cash Flows from Operating Activities							
Profit (Loss) before Income Taxes	-784	-3,078	-937	335	370	908	-96
Depreciation	236	366	459	615	691	768	898
Loss (Gain) on Sale of Investment Securities	-	-	-	-	-32	-979	-291
Share of Loss (Profit) of Entities Accounted for Using Equity Method	-	-	-	51	285	609	287
Decrease (Increase) in Notes and Accounts Receivable - Trade	-60	-41	-111	-118	-121	-183	-391
Decrease (Increase) in Prepaid Expenses	-100	204	-67	-84	-50	12	-101
Increase (Decrease) in Accounts Payable - Other	-122	333	50	-108	620	-90	780
Increase (Decrease) in Advances Received	896	697	1,125	1,366	1,401	1,479	2,423
Income Taxes Paid	-3	-6	-7	-7	-246	-144	-471
Others	137	-85	560	824	346	743	810
Cash Flows from Operating Activities	198	-1,609	1,072	2,822	3,011	3,123	3,848
Cash Flows from Investing Activities							
Purchase of Property, Plant and Equipment	-91	-72	-316	-260	-273	-468	-200
Purchase of Intangible Assets	-250	-408	-574	-535	-636	-453	-480
Purchase of Investment Securities	-	-	-1,093	-5,901	-336	-2,555	-359
Proceeds from Sales of Investment Securities	-	-	-	-	1,680	3,224	1,406
Others	-34	-198	-298	-491	-985	-760	998
Cash Flows from Investing Activities	-376	-679	-2,282	-7,189	-551	-1,014	1,364
Cash Flows from Financing Activities							
Net Increase (Decrease) in Short-Term Borrowings	89	-283	4	2	173	-200	-
Proceeds from Long-Term Borrowings	200	50	290	5,460	-	3,250	900
Repayments of Long-Term Borrowings	-130	-131	-145	-686	-3,220	-2,190	-527
Proceeds from Issuance of Shares	-	4,206	2,989	6,820	152	209	307
Others	-7	-15	-6	-32	-7	-159	-17
Cash Flows from Financing Activities	151	3,826	3,132	11,563	-2,902	909	523
Effect of Exchange Rate Change on Cash and Cash Equivalents	-3	4	0	-1	2	3	4
Net Increase (Decrease) in Cash and Cash Equivalents	-29	1,541	1,922	7,194	-440	3,021	5,739
Cash and Cash Equivalents at the Beginning of Period	2,033	2,004	3,546	5,468	12,663	12,223	15,245
Cash and Cash Equivalents at the End of Period	2,004	3,546	5,468	12,663	12,223	15,245	20,985

Results by Segment

- P/L by Business Segment

(millions of yen)

	FY2020	FY2021	FY2022
Net Sales (Total)	16,184	20,420	25,510
Sansan/Bill One Business	14,605	18,105	22,516
Sansan	14,519	17,214	19,793
Sansan Recurring Sales ^{*20}	13,811	16,349	18,688
Sansan Other Sales	707	865	1,104
Bill One	84	826	2,414
Others	1	64	308
Eight Business	1,582	2,213	2,867
B2C Services	296	286	303
B2B Services	1,286	1,927	2,563
Others	-	126	198
Adjustments	-3	-25	-72
Adjusted Operating Profit (Total)	785	730	942
Sansan/Bill One Business	5,290	5,752	7,005
Eight Business	-732	-355	-170
Others	-	-22	-36
Adjustments	-3,772	-4,643	-5,856
Adjusted Operating Profit Margin	4.9%	3.6%	3.7%
Sansan/Bill One Business	36.2%	31.8%	31.1%
Eight Business	-	-	-
Others	-	-	-

- KPI by Business Segment

(millions of yen)

	FY2020	FY2021	FY2022
Sansan/Bill One Business			
Number of Sansan Subscriptions (Subscriptions)	7,744	8,488	8,969
Monthly Recurring Sales per Sansan Subscription (Thousands of yen)	162	170	184
Last 12 Months Average of Monthly Churn Rate for Sansan ^{*21}	0.63%	0.62%	0.44%
Bill One MRR ^{*22}	19	116	316
Number of Bill One Paid Subscriptions (Subscriptions)	188	776	1,581
Monthly Recurring Sales per Bill One Paid Subscription (Thousands of yen)	105	149	200
Last 12 Months Average of Monthly Churn Rate for Bill One ^{*21}	-	0.49%	0.64%
Eight Business			
Number of Eight Users ^{*23} (Tens thousands of persons)	292	310	331
Number of Eight Team Subscriptions (Subscriptions)	2,253	2,819	3,703

*20 Fixed revenue with regard to Sansan (unaudited)

*21 Ratio of decrease in monthly fees associated with contract cancellations to total monthly fees for existing contracts

*22 Monthly Recurring Revenue

*23 Number of users that downloaded the application and registered their own business cards

Company and Stock Information

Company Information ^{*1}

Company Name	Sansan, Inc.
Head Office	Aoyama Oval Building 13F, 5-52-2 Jingumae, Shibuya-ku, Tokyo 150-0001, Japan
Group Companies	Sansan Global Pte. Ltd. (Singapore) Sansan Global Development Center, Inc. (Philippines) logmi, Inc. Diamond Corporate Data Services, Inc. CREATIVE SURVEY INC. Institute of Language Understanding Inc.
Founded on	June 11, 2007
Capital	6,633 million yen (as of August 31, 2023)

Stock Information ^{*2}

Stock Code	4443
Stock Exchange Registration	Tokyo Stock Exchange, Prime Market
Fiscal Year	June 1 – May 31
Shareholder Registry Administrator	Tokyo Securities Transfer Agent Co., Ltd.
Number of Shares Constituting One Trading Unit	100
Total Number of Issued Shares	125,410,584
Number of Shareholders	8,050

Distribution of Shares by Shareholder Type



*1 As of October 31, 2023

*2 As of May 31, 2023

Main Shareholders

Name	Number of shares	Shareholding ratio
Chikahiro Terada	41,432,920	33.04%
The Master Trust Bank of Japan ,Ltd. (Trust Account)	17,183,400	13.70%
Custody Bank of Japan, Ltd. (Trust Account)	6,486,100	5.17%
Kei Tomioka	4,160,000	3.32%
MSIP CLIENT SECURITIES	3,484,900	2.78%
DCM Ventures China Fund (DCM VII), L. P.	3,314,000	2.64%
MLI FOR CLIENT GENERAL OMNI NON COLLATERAL NON TREATY-PB	2,412,276	1.92%
Kenji Shiomi	2,320,000	1.85%
STATE STREET BANK AND TRUST COMPANY 505303	2,200,200	1.75%
CNK, Inc.	2,047,080	1.63%

External Evaluation

- ESG

We received an "A" rating in the MSCI ESG Rating provided by MSCI. We have also been selected as a constituent of the "FTSE Blossom Japan Sector Relative

Index," an index designed by FTSE to measure the performance of Japanese companies with high ESG (environmental, social, governance) ratings.

- Annual Report

The Government Pension Investment Fund (GPIF) selected Sansan, Inc.'s Annual Report for 2022 as an "excellent integrated report" and a "most-improved integrated report."

We also received a Bronze Award in the PDF Version of Annual Reports category at the International ARC Awards, hosted by MerComm, Inc., an independent awards organization in the U.S.

- Corporate Website

Our corporate website was selected as an "Excellent Site," an overall award given as part of the "FY2022 Corporate Website Quality Ranking Survey of All Japanese Listed Companies." The survey is published by

Nikko Investor Relations Co., Ltd., which conducts surveys and evaluations of the quality of the websites of all listed companies from an independent perspective. Surveys are published annually.

Website Information

- Corporate Website
- Investor Relations
- Sustainability site

<https://www.corp-sansan.com/>
<https://ir.corp-sansan.com/en/ir.html>
<https://www.corp-sansan.com/sustainability/>