

– Management Resources and the Results We Deliver

Solving social issues is one of our key themes. To that end, we invest an array of capital in our business models, such as highly diverse and talented staff and technologies to digitize analog information, which are a source of value creation. These efforts have produced many benefits – expanding the value of our service offerings, making us a leading SaaS organization in Japan, and providing a solid competitive advantage.



Input Management Resource

Management Resources^{*1}	Financial Capital Sound Financial Structure Total assets: 26,292 million yen Cash and deposits: 15,432 million yen Shareholder capital: 11,832 million yen	To maximize sales growth, we are building a sturdy financial structure suited to our current business phase that requires agile and proactive investment to capture growth opportunities. We are executing suitable investment strategies while maintaining a stable balance between business growth and financial soundness.
Social Capital	Recognition and Credibility of Services Strong Brand Recognition of Sansan Credibility of Our Services	Our ongoing TV advertising since 2013 has secured a high level of recognition for Sansan among B2B services in Japan. Meanwhile, our services' operational performance has earned us a high degree of trust from the companies using these services.
Human Capital	Diverse, Talented Workforce Employees ^{*2} : 1,205 Employees in STEM divisions ^{*2} : 404 Ratio of Female Employees ^{*3} : 33.6% Ratio of Non-Japanese Employees ^{*3} : 2.6% Initiatives for Raising Security Awareness	Human resources are vital for value creation. As a key growth strategy, we are striving to strengthen our recruitment of engineering and other highly diverse and talented staff. Our services involve handling highly confidential information; therefore, we promote efforts to have all employees acquire certification in Protection of Individual Information Person qualifications.
Intellectual Capital	Technology for Digitizing Analog Information Digitization that Achieves 99.9% Accuracy AI and Image Recognition Technology	Our technology for rapidly digitizing analog information at 99.9% accuracy is a shared strength of the services that support our business model. We are further improving our digitization structures by developing and refining the AI and image recognition technologies they are based on. We can then apply this strength to various business fields, helping to further diversify our services.
Natural Capital	Conservation of Natural Environment through Business Activities Total Energy Consumption ^{*4} : 14,193GJ Water Withdrawn ^{*5} : 4,093m ³ "Scan for Trees" Tree-planting Activities	Reducing our environmental impact is vital for achieving stable economic development and sustainable corporate growth. Under our sustainability policy, we work to address issues such as climate change and efficient use of natural capital.

Output Results We Deliver

Management Resources^{*1}	Increased Economic Value Net Sales: 20,420 million yen Compound Annual Growth Rate for Net Sales Over 5 Years: 33.4% Gross Profit Margin: 87.7%	Our consolidated net sales reached record highs owing to solid growth from Sansan and high growth from Bill One, resulting in a five-year average annual growth rate of 33.4%. Meanwhile, our gross profit margin reached a high of 87.7% owing to cost reductions achieved through innovations in business operations and related actions.
Social Capital	Increasing the Value Our Services Total Subscriptions ^{*6} : approx. 12,000 Sansan has the Top Market Share ^{*7} approx. 41,000 Companies Participating in the Bill One Invoice Network Bill One has the Top Market Share ^{*8} Eight Users: 3.10 million	We provide digital transformation services that reshapes how people work in a variety of fields, and as a result of our efforts to enhance the functions of each services and expand sales, the number of total subscriptions reached approx. 12,000. Both Sansan and Bill One have acquired the top market share in Japan.
Human Capital	An Organization with a Diverse Workforce One of the Top SaaS Sales and Marketing Staff in Japan ^{*3} : 479 Protection of Individual Information Person qualifications: 900 Ratio of women in management positions ^{*3} : 16.5%	By continuously strengthening our recruitment and training of diverse staff members, we have built an organization with a high level of expertise in SaaS sales and marketing activities. Additionally, our efforts to create an environment and structure in which all employees can play an active role have resulted in a ratio of women in management positions of 16.5%.
Intellectual Capital	Unrivaled Competitive Advantages Rate of Automatic Digitization of Analog Information Patents: 9 (27 pending)	Our efforts to research and develop the technologies that support our digitization structures let us improve our automation rates, achieving 99.9% accuracy through technology alone. We are also engaged in research and development related to using a range of business data, which has led to our acquisition of various patents that enhance our services' competitive advantages.
Natural Capital	Environmental Contributions Total Trees Planted: 11,759 (as of September 2022)	We are working to enrich the natural environment, such as forests and water, by planting trees in disaster-hit areas in Japan in line with the total number of business cards and documents digitized through Sansan, Bill One, and Contract One.

^{*1} Consolidated results for the fiscal year ended May 31, 2022 ^{*2} Results for the fiscal year ended May 31, 2022 (calculated for engineering, R&D, and creator positions for regular employees and contract employees of Sansan, Inc. and Sansan Global Pte. Ltd.) ^{*3} Results for fiscal years ended in May (calculated for regular employees and contract employees of Sansan, Inc. and Sansan Global Pte. Ltd.) ^{*4} Calculated based on total consumption of electricity and gas (in gigajoules [GJ]) after using a calculation method based on the Energy Saving Act. ^{*5} Gas consumption is calculated via consumption per office area using actual consumption in offices where consumption can be determined. This figure is then multiplied by the total area of all

offices where gas is available. ^{*6} Calculated based on the amount of water used. Water used per employee is calculated using actual consumption at our head office, where usage statistics are available. This figure is then multiplied by the total number of employees. ^{*7} Total number of paid subscriptions for Sansan, Bill One, and Eight Team ^{*8} Latest Trends in Business Card Management Services in Sales Support DX 2022 (December 2021, Seed Planning, Inc. survey, in Japanese) ^{*8} Deloitte Tohmatsu MIC Research Institute, "The Present and Future of the Market of Online Invoice Receiving Solution Expected to Grow at a Staggering Rate" (MIC IT Report, July 2022)