

# Value Creation Process

In the Group, the process of revisiting our corporate philosophy builds our culture and informs strategies that address social issues and external environment. Building on our continually evolving philosophy, we channel diverse management capital into our business model to create solutions, then reinvest the outcomes to strengthen our capital base. This cycle delivers sustainable growth and increases corporate value.

Continually evolving corporate philosophy

Mission

Vision

Values

Premise

**P.017**  
External Environment Analysis  
**Social Issues/  
External Environment**

- Complex information collection and management operations
- Low productivity in sales activities due to insufficient data utilization
- New operational burdens arising from legal revisions and new regulatory systems
- Analog workflows hindering the realization of diverse work styles
- Emerging technologies, such as cloud services and AI
- Changes in laws and regulations in Japan and overseas

**P.019**  
Analysis of Inputs and Outcomes  
**Input**  
Management Capital

**Financial Capital**  
Sound Financial Structure

**Social and Relationship Capital**  
Recognition and Credibility of Solutions

**Human Capital**  
Diverse, Talented Workforce

**Intellectual Capital**  
Technology for Digitizing Analog Information

**Natural Capital**  
Initiatives to Conserve the Natural Environment

**P.018**  
Business Model  
**Business Model**

**Encounters**  
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**Analog to Digital**

**Management Structure**  
P.075 Information Security  
P.081 Risk Management  
P.083 Compliance  
P.085 Corporate Governance

**P.036**  
Business Strategies by Segment  
**Output**

Cloud-based solutions that promote AI transformation and reshape how we work

**sansan**

**BillOne**  
powered by Sansan

**ContractOne**  
powered by Sansan

**AskOne**  
powered by Sansan

**eight**

**logmi**

**P.019**  
Analysis of Inputs and Outcomes  
**Outcome**  
Results We Deliver

**Financial Capital**  
Increased Economic Value

**Social and Relationship Capital**  
Expanding the Value Delivered Through Our Solutions

**Human Capital**  
Organization with a Diverse Workforce

**Intellectual Capital**  
Unrivaled Competitive Advantages

**Natural Capital**  
Environmental Contributions

**P.027**  
Social Value Created by Our Solutions  
**Impact**

**Achieving a sustainable society**

**Improving corporate value**

**P.071**  
Sustainability Initiatives  
**Material Issues**

- Balancing Security and Convenience
- Transforming Work Through Innovative AI Transformation Solutions
- Respecting Employee Diversity and Producing Innovation
- Establishing a Firm Management Structure to Support Rapid Business Growth
- Conserving the Environment Through Business

**P.074** Stakeholder Engagement  
**Providing value to stakeholders**

Local Community Customers and NPOs

Shareholders and Investors

Employees

Business Partners

Customers

