

sansan

Turning encounters
into innovation



Presentation Materials for Q1 FY2026

Sansan, Inc., October 9, 2026

Disclaimer

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In addition, the Company has no obligation to revise or publish the future prospects contained in these materials.

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Highlights of Q1 FY2026 Results

| Sales grew steadily

Net sales up 20.1% YoY.

ARR ⁽¹⁾ up 19.2% YoY to ¥52,193 million.

| Adjusted operating profit ⁽²⁾ increased substantially

Adjusted operating profit up 328.3% YoY and adjusted operating profit margin up 12.1 pts. YoY.

Profit generation has further progressed and performance is progressing steadily against the full-year forecasts.

| Continued high growth of Bill One accounting AX ⁽³⁾ solution

Bill One net sales up 34.4% YoY.

ARR up 33.0% YoY to ¥15,732 million.

(1) Annual Recurring Revenue

(2) Operating profit + share-based payment expenses + expenses arising from business combinations (amortization of goodwill and amortization of intangible assets)

(3) AI Transformation

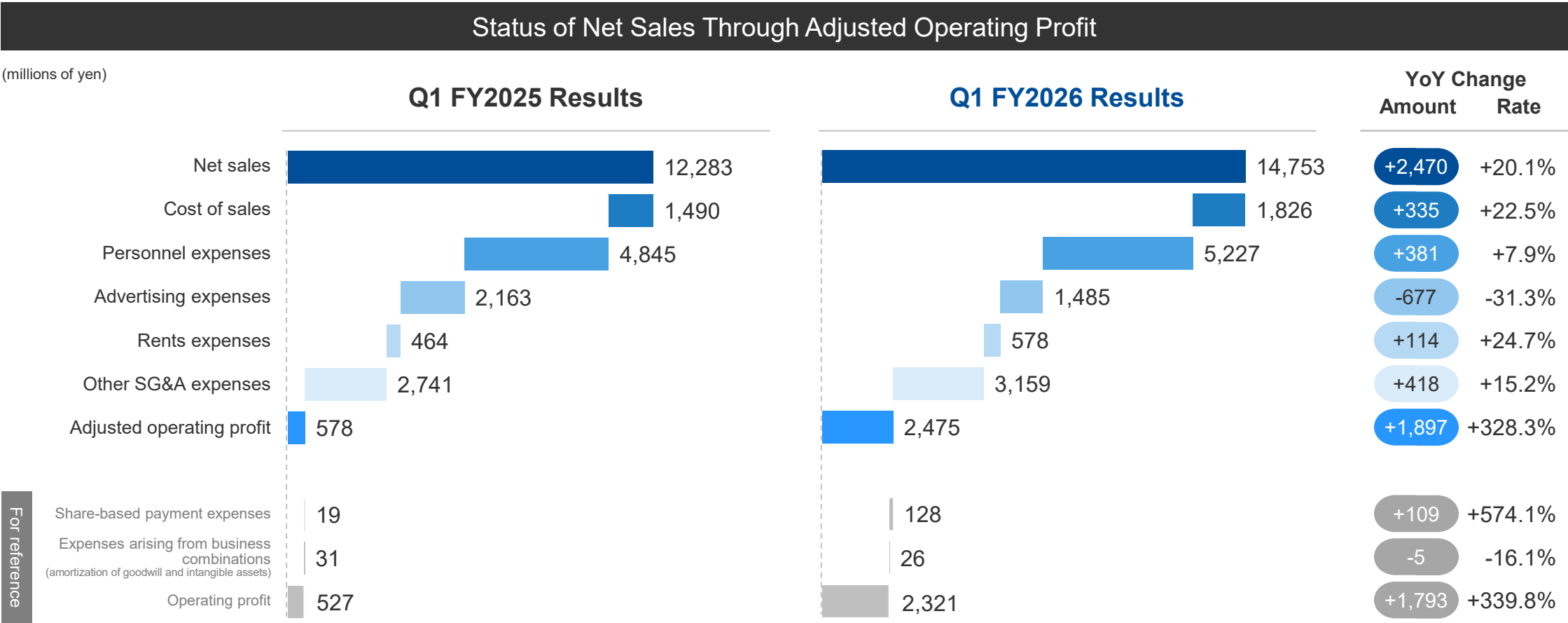
Overview of Financial Results

Net sales up 20.1% YoY. Adjusted operating profit increased considerably, by 328.3% YoY, driven by solid sales growth and improvements in the SG&A ratio.

		FY2025	FY2026	
		Q1 Results	Q1 Results	YoY
Financial Results	(millions of yen)			
	Net sales	12,283	14,753	+20.1%
	Gross profit	10,792	12,926	+19.8%
	Gross profit margin	87.9%	87.6%	-0.3 pts.
	Adjusted operating profit	578	2,475	+328.3%
	Adjusted operating profit margin	4.7%	16.8%	+12.1 pts.
	Ordinary profit	528	2,365	+347.7%
	Profit attributable to owners of parent	298	1,545	+418.4%
	EPS	¥2.36	¥12.32	—

Contributors to Changes in Adjusted Operating Profit

Ratio of personnel expenses to net sales down 4.0 pts., ratio of advertising expenses to net sales down 7.5 pts., and ratio of other SG&A expenses to net sales down 0.9 pts., all showing improvement.
While making sufficient growth investments, the adjusted SG&A-to-sales ratio was down 12.4 pts. YoY.



Results by Segment

Net sales for the Sansan/Bill One Business continued to grow steadily and adjusted operating profit rose substantially, driven largely by Bill One’s profitability.
Net sales for the Eight Business grew strongly, while adjusted operating profit remained in the red because of growth investments.

		FY2025	FY2026	
		Q1 Results	Q1 Results	YoY
(millions of yen)				
Net Sales	Consolidated	12,283	14,753	+20.1%
	Sansan/Bill One Business	10,935	12,953	+18.4%
	Eight Business	1,296	1,719	+32.6%
	Others	109	140	+28.9%
	Adjustments	-58	-60	—
Adjusted Operating Profit	Consolidated	578	2,475	+328.3%
	Sansan/Bill One Business	673	2,734	+306.3%
	Eight Business	-57	-166	—
	Others	-37	-92	—

Sansan/Bill One Business Overview

Net sales up 18.4% YoY, owing to Bill One's continued high growth.

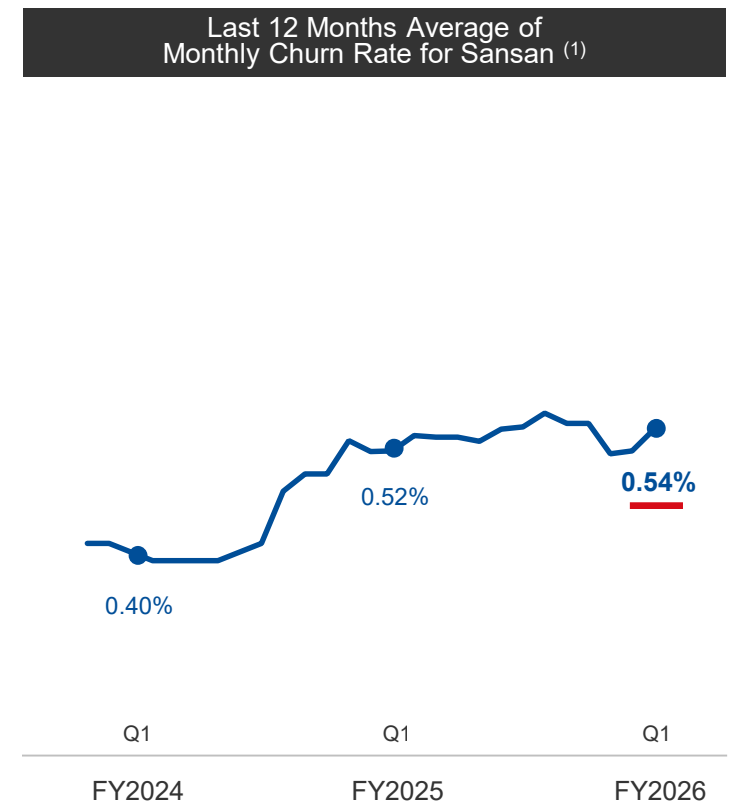
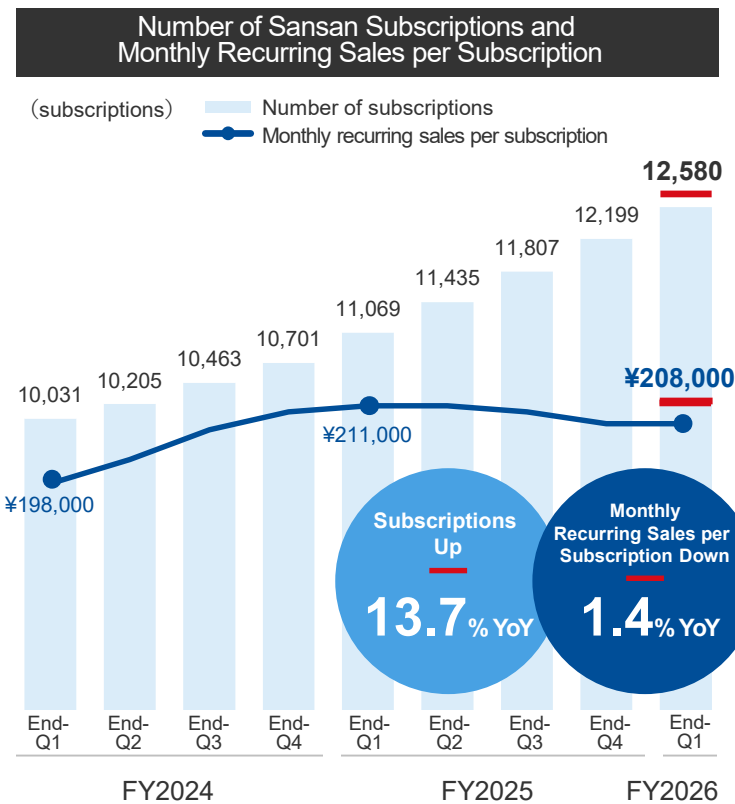
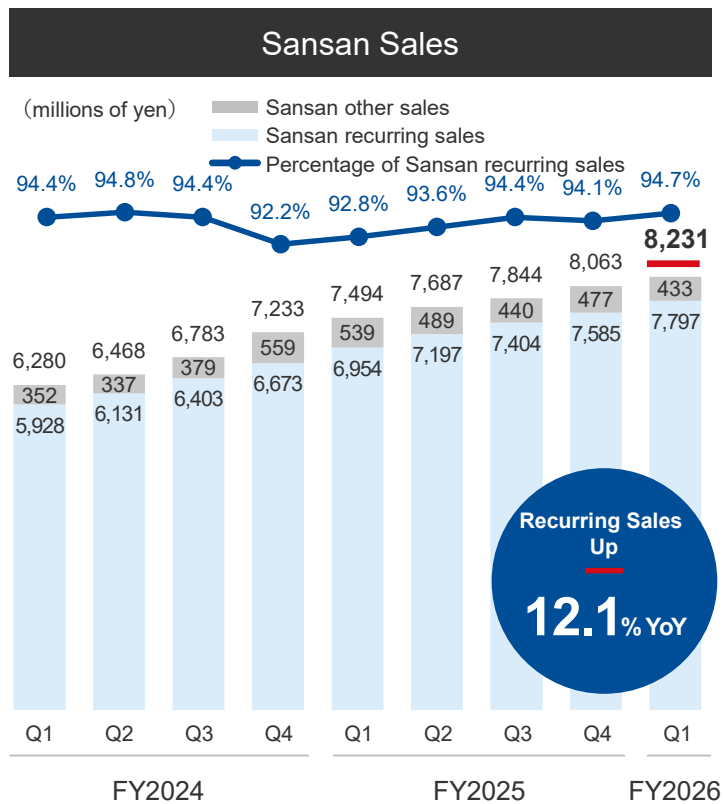
Adjusted operating profit rose considerably, by 306.3% YoY, driven by improved profit margins in Sansan and Bill One becoming profitable.

		FY2025	FY2026	
(millions of yen)		Q1 Results	Q1 Results	YoY
Sansan/ Bill One Business	Net sales	10,935	12,953	+18.4%
	Sansan	7,494	8,231	+9.8%
	Sansan recurring sales	6,954	7,797	+12.1%
	Sansan other sales	539	433	-19.8%
	Bill One	3,025	4,067	+34.4%
	Others	415	654	+57.6%
	Adjusted operating profit	673	2,734	+306.3%
	Adjusted operating profit margin	6.2%	21.1%	+14.9 pts.

Sansan: Status of Key Indicators

sansan

New contract acquisition among small- and medium-sized enterprises progressed. Recurring sales grew 12.1% YoY and number of subscriptions grew 13.7% YoY. Churn rate was 0.54%, maintaining a low level of less than 1%.



(1) Ratio of decrease in MRR associated with subscription cancellations to total MRR for existing subscriptions for Sansan contracts

Bill One: Status of Key Indicators

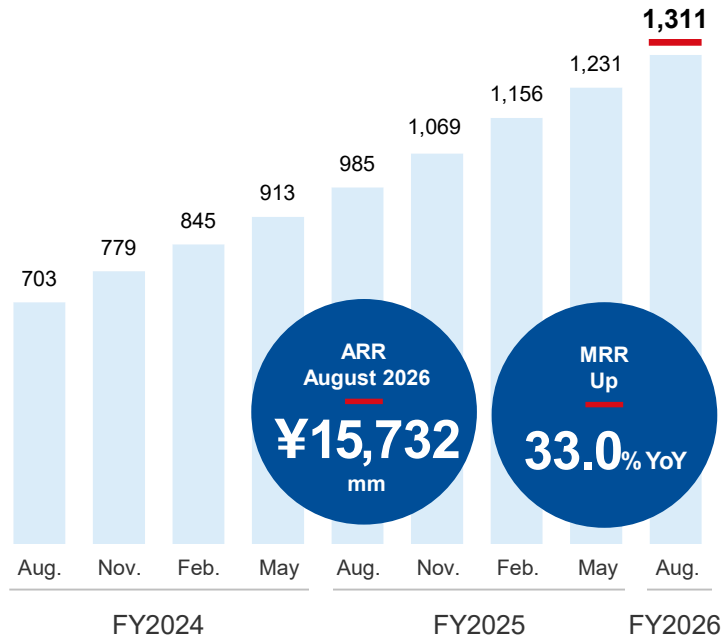


ARR as of August 31, 2026, was ¥15,732 million, up 33.0% YoY, maintaining high growth.

Number of paid subscriptions and monthly recurring sales per paid subscription grew steadily, and the churn rate remained at the same level as the same period of the previous year.

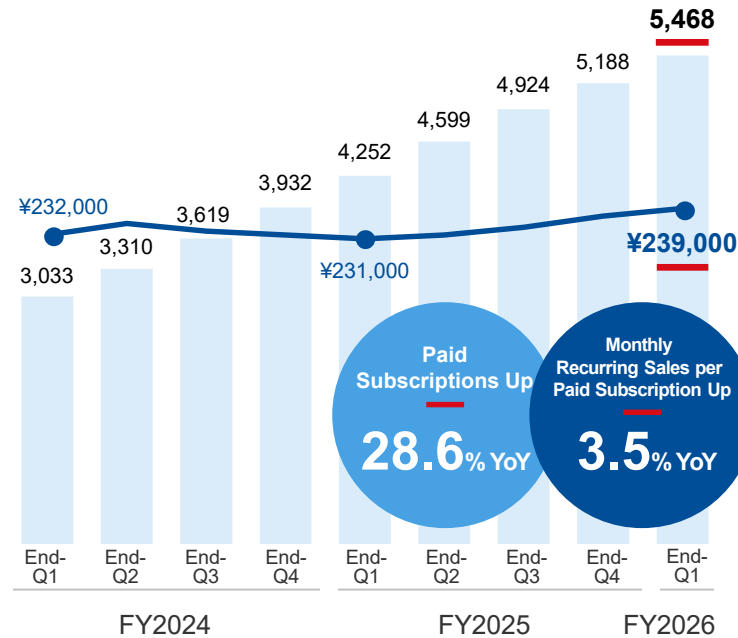
Bill One MRR ⁽¹⁾

(millions of yen)

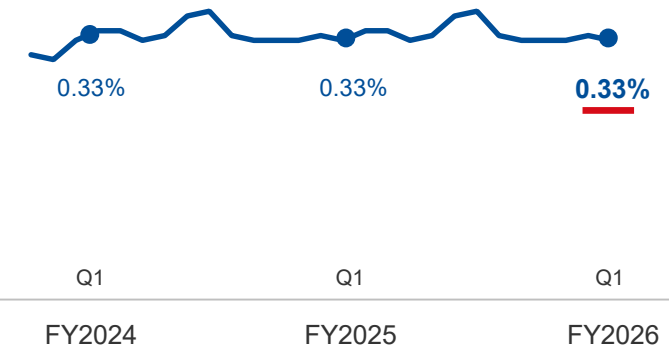


Number of Bill One Paid Subscriptions and Monthly Recurring Sales per Paid Subscription

(subscriptions)
 Number of paid subscriptions
 Monthly recurring sales per paid subscriptions



Last 12 Months Average of Monthly Churn Rate for Bill One ⁽²⁾



(1) Monthly recurring revenue

(2) Ratio of decrease in MRR associated with subscription cancellations to total MRR for existing subscriptions for Bill One contracts

Eight Business Overview



Net sales up 32.6% YoY, driven by strong growth in B2B services.
Adjusted operating profit recorded a loss due to the strengthening of the organizational structure for growth, while we expect to be profitable for the full fiscal year.

		FY2025	FY2026	
(millions of yen)		Q1 Results	Q1 Results	YoY
Eight Business	Net sales	1,296	1,719	+32.6%
	B2C services	107	116	+8.1%
	B2B services	1,189	1,602	+34.8%
	Adjusted operating profit	-57	-166	—
	Number of Eight Team subscriptions	5,690 subscriptions	6,246 subscriptions	+9.8%

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1 Financial Results for Q1 FY2026

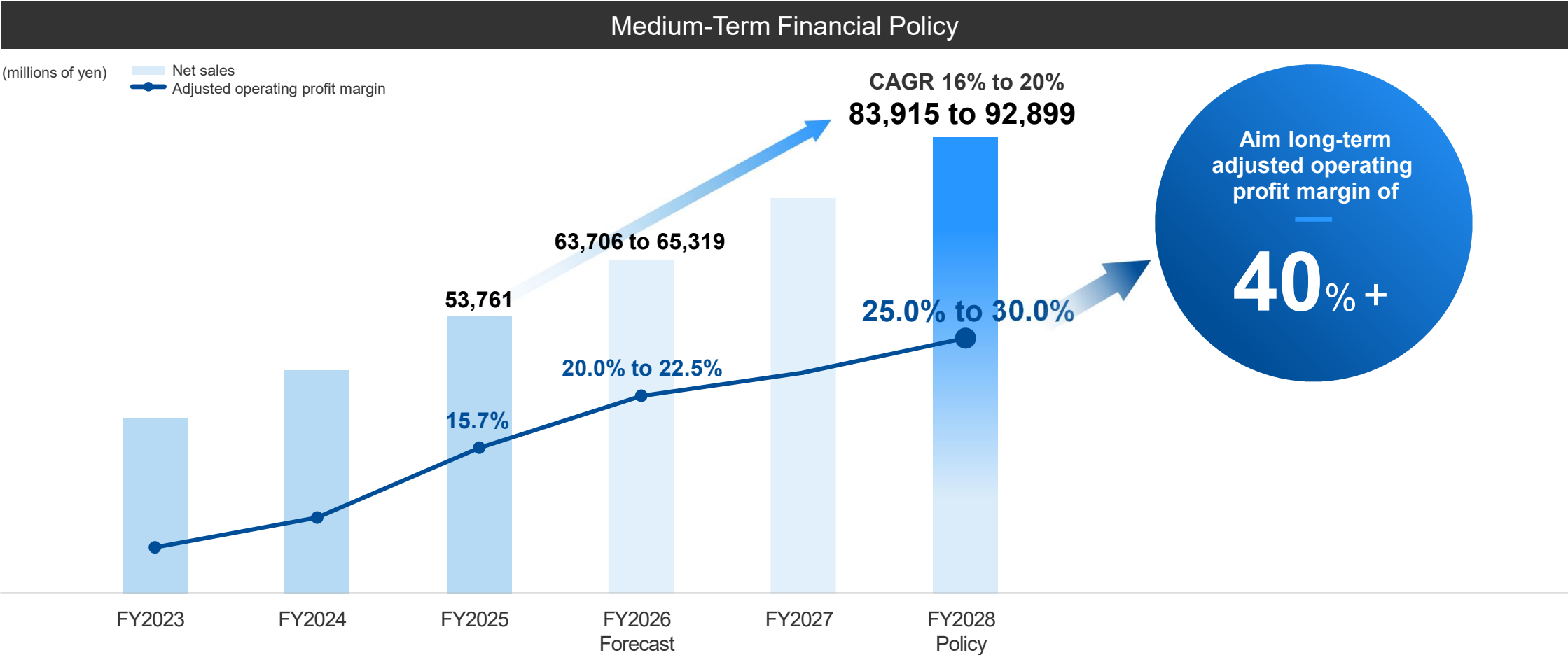
2 Full-Year Forecasts for FY2026

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Sansan Group Overview, Sansan/Bill One Business, Eight Business, Initiatives for Sustainability

Medium-Term Financial Policy

The policy for the compound annual growth rate (CAGR) of net sales for the three years from FY2026 to FY2028 is 16% to 20%.
The policy for the adjusted operating profit margin in FY2028 is 25% to 30%.



Full-Year Forecasts

Q1 results for both net sales and adjusted operating profit progressed steadily against the full-year forecast. The full-year forecasts remain unchanged from what was initially announced.

		FY2025		FY2026	
(millions of yen)		Full-Year Results	YoY	Full-Year Forecasts	YoY
Forecasts	Net sales	53,761	+24.4%	63,706 to 65,319	+18.5% to +21.5%
	Sansan/Bill One Business	46,847	+24.0%	54,811 to 56,217	+17.0% to +20.0%
	Sansan	31,089	+16.2%	34,198 to 34,820	+10.0% to +12.0%
	Bill One	13,679	+39.7%	17,510 to 18,057	+28.0% to +32.0%
	Eight Business	6,720	+33.0%	8,266 to 8,534	+23.0% to +27.0%
	Adjusted operating profit	8,427	+137.0%	12,741 to 14,696	+51.2% to +74.4%
	Adjusted operating profit margin	15.7%	+7.5 pts.	20.0% to 22.5%	+4.3 pts. to +6.8 pts.
	Profit attributable to owners of parent	6,778	+1,497.7%	8,376 to 10,221	+23.6% to +50.8%
	EPS	¥53.58	—	¥66.41 to ¥81.04	—
	Dividends per share	¥2.5	—	¥5.0	—

Appendix

Sansan Group Overview

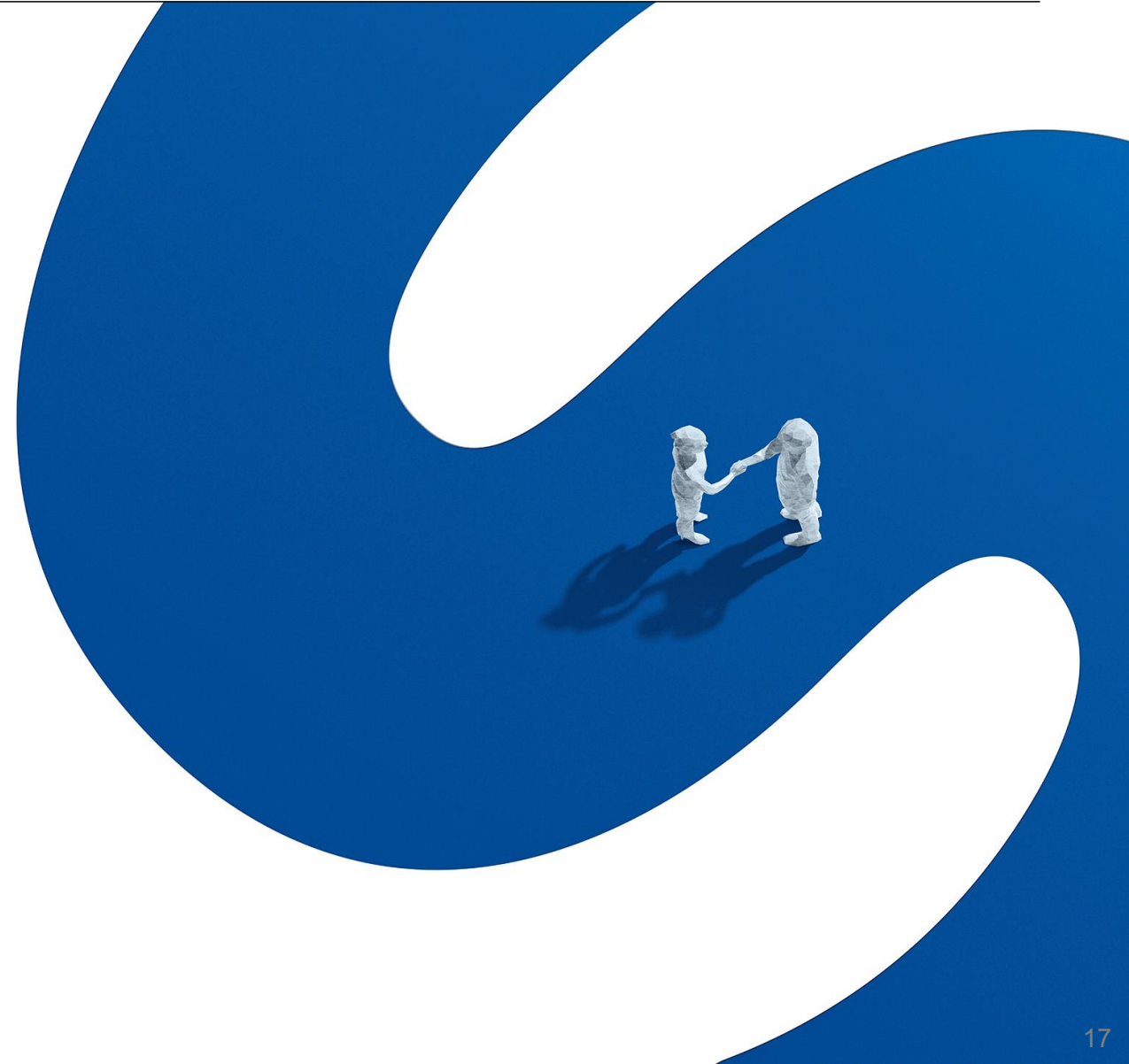
Mission and Vision

Mission

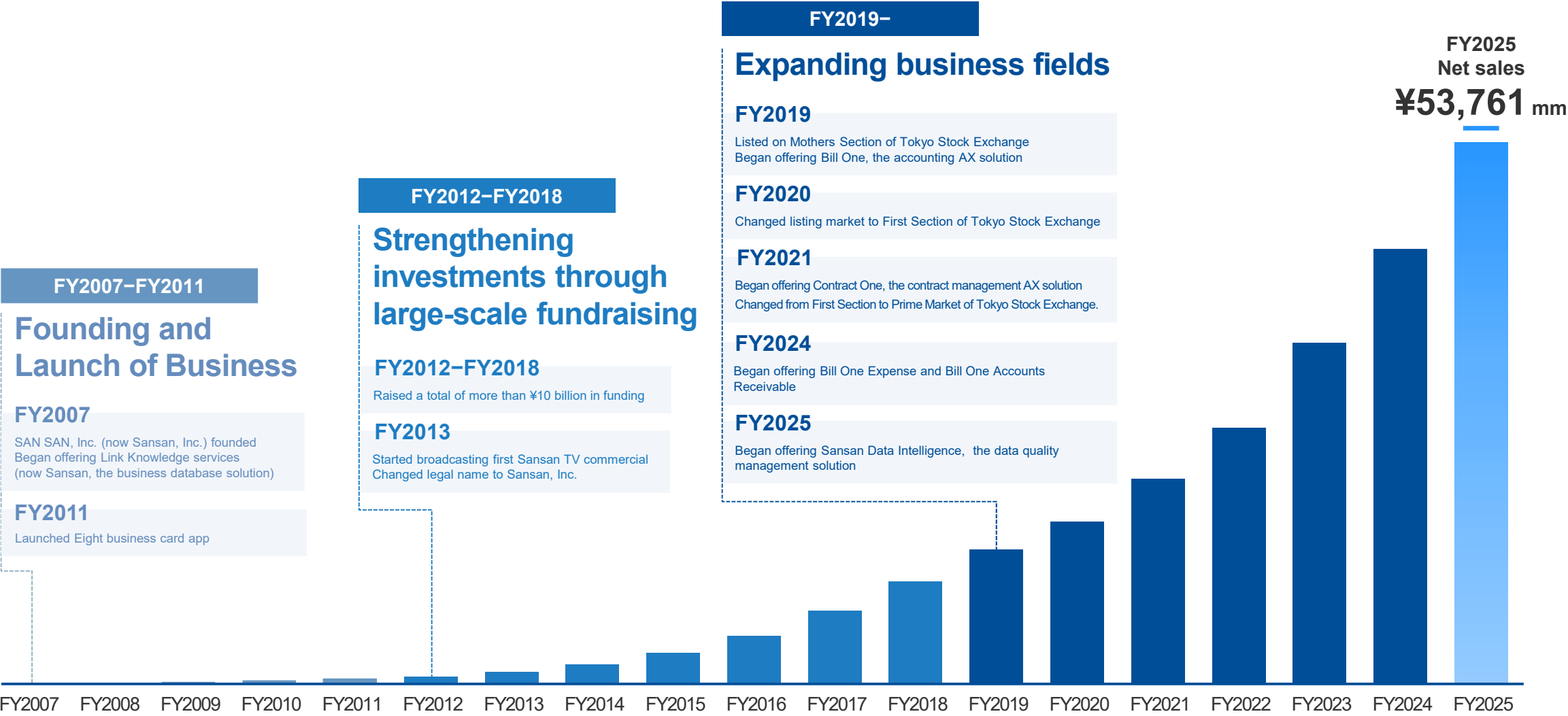
**Turning encounters
into innovation**

Vision

**Become business
infrastructure**



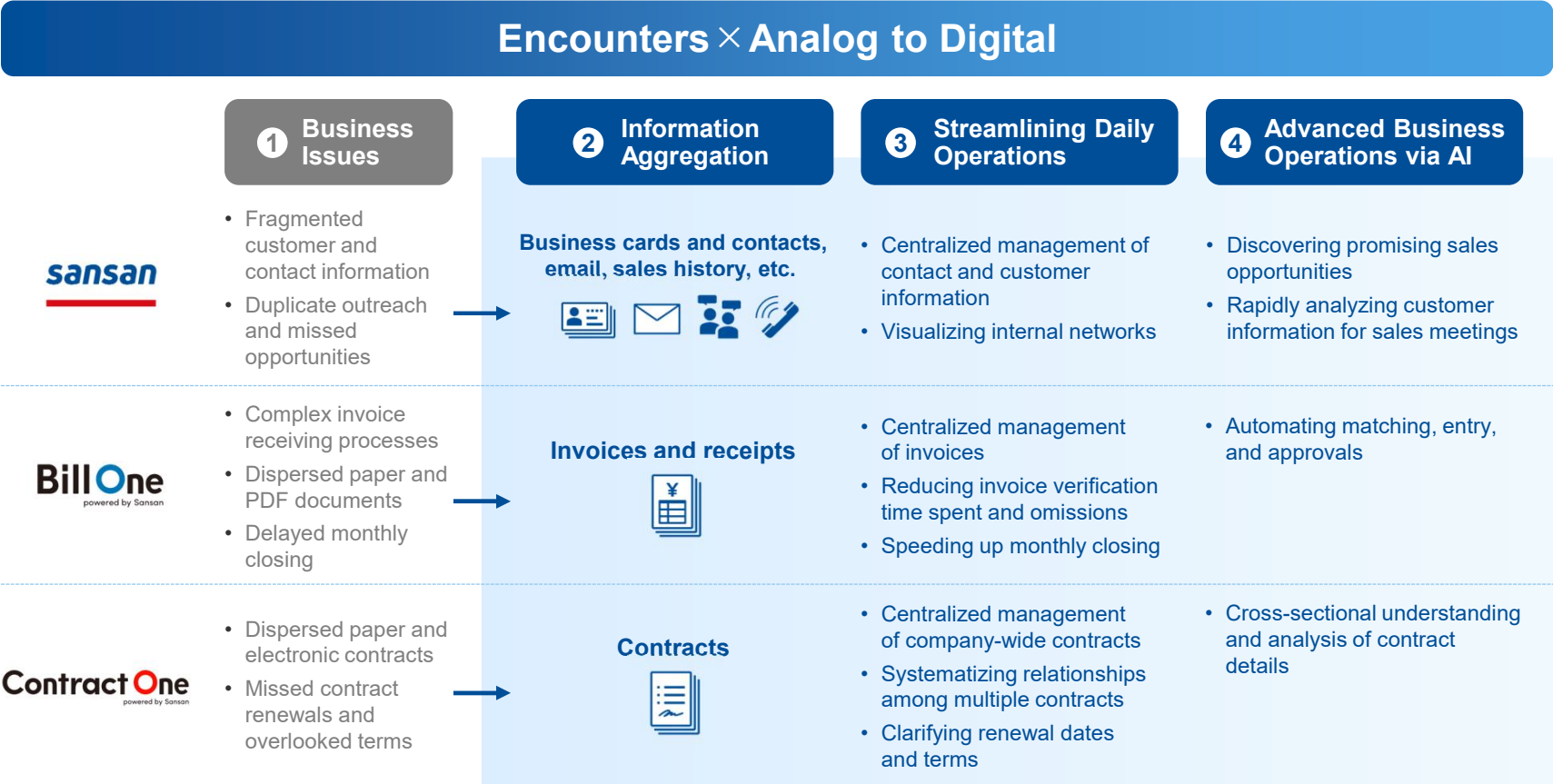
History⁽¹⁾



(1) The graph indicates net sales for fiscal years ended May 31 (figures before the fiscal year ended May 31, 2016, are non-consolidated, while subsequent figures are consolidated).

Value Provided by Our Solutions

Digitizing analog information generated from encounters among people and companies, and turning it into assets that are actionable in business



Continued use naturally accumulates company-specific business data, enabling more advanced operations through AI

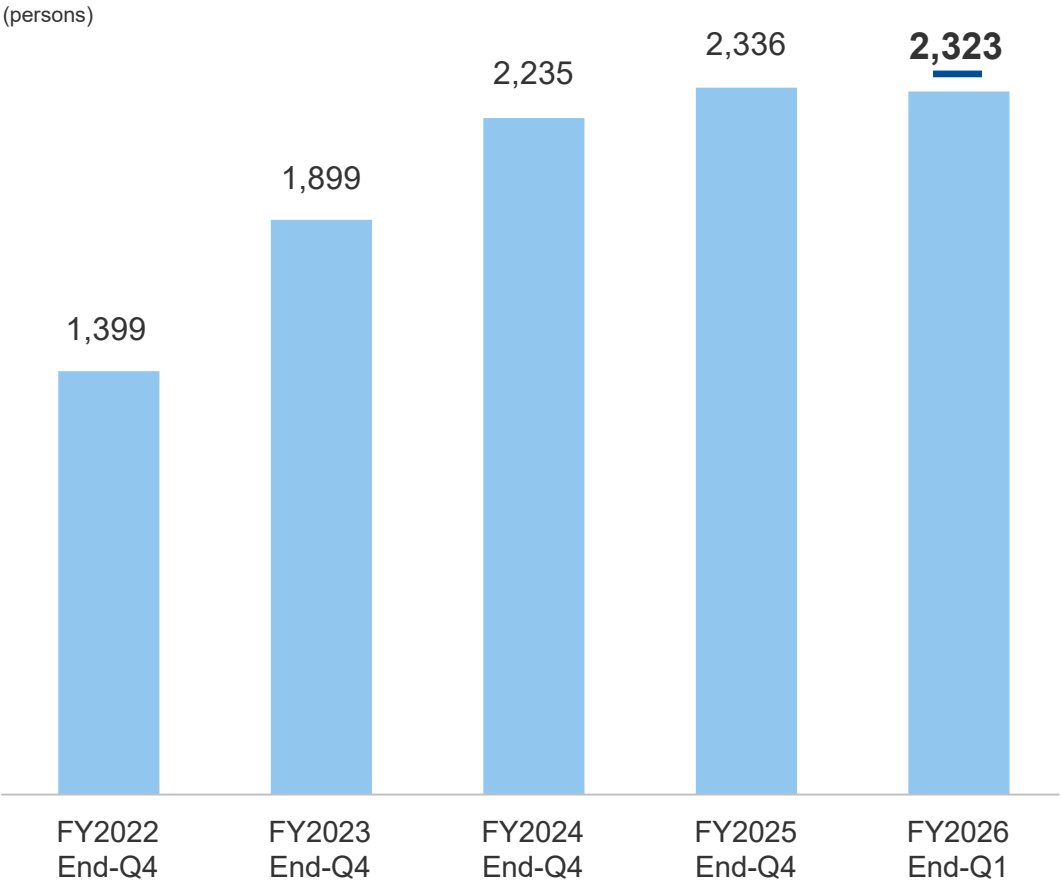
Company Overview (1)

Company name	Sansan, Inc.	 Head Office
Founded	June 11, 2007	
Head office	Shibuya Sakura Stage 28F, 1-1 Sakuragaoka-cho, Shibuya-ku, Tokyo, Japan	
Other locations	Branch offices: Osaka, Fukuoka, Aichi Satellite offices: Tokushima, Kyoto, Niigata	
Principal group companies	Sansan Global Pte. Ltd. (Singapore) Sansan Global Development Center, Inc. (Philippines) Sansan Global (Thailand) Co., Ltd. (Thailand) Ninout, Inc. Institute of Language Understanding Inc. Eight Career, Inc.	
Representative	Chika Terada	 Sansan Innovation Lab, Kyoto
Employees	2,323	
Share capital	¥7,427 million	
Net sales	¥53,761 million (FY2025)	
Classification by shareholder type	Individuals and others: 22.18%; Foreign financial institutions and others: 38.36%; Domestic financial institutions: 8.14%; Other domestic corporations: 26.48%; Securities firms: 4.32%; Treasury stock: 0.52% (As of May 31, 2026)	

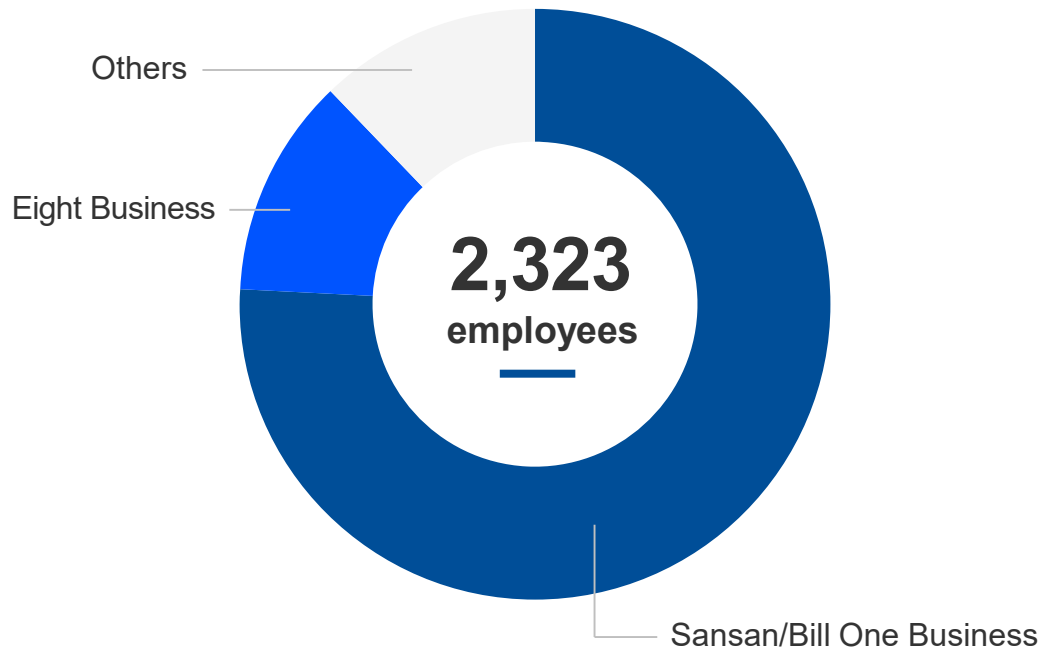
(1) As of August 31, 2026

About Employees

Employees (Consolidated)



Breakdown by Organization ⁽¹⁾



(1) As of August 31, 2026

Unexpensed Granted Stock Options

Exercise Period, Share Price Condition and Number of Shares

	Issued stock options	Exercise period	Share price condition ⁽¹⁾	Number of shares ⁽²⁾	Status of expensing options
Issued 2023	Stock options with share price condition (Series 10)	July 14, 2025 - July 13, 2033	¥3,987	85,100 shares	Being expensed (from Q1 FY2023)
	Stock options with share price condition (Series 12)	August 30, 2026 - August 29, 2033	¥2,344	144,800 shares	Being expensed (from Q1 FY2023)
Issued 2024	Stock options with share price condition (Series 13)	July 12, 2026 - July 11, 2034	¥3,987	185,000 shares	Being expensed (from Q1 FY2024)
	Stock options with share price condition (Series 15)	September 18, 2026 - September 17, 2034	¥3,987	22,800 shares	Being expensed (from Q2 FY2024)
	Stock options with share price condition (Series 16)	November 20, 2026 - November 19, 2034	¥3,987	15,900 shares	Being expensed (from Q3 FY2024)
Issued 2025	Stock options with share price condition (Series 17)	July 15, 2027 - July 14, 2035	¥3,987	554,300 shares	Being expensed (from Q2 FY2025)
	Stock options with share price condition (Series 18)	August 27, 2027 - August 26, 2035	¥3,987	194,000 Shares	Being expensed (from Q2 FY2025)
	Performance target-linked stock options (Series 19)	September 17, 2027 - August 26, 2035	¥3,987	114,700 shares	Being expensed (from Q2 FY2025)
Issued 2026	Stock options with share price condition (Series 20)	July 14, 2028 - July 13, 2036	¥3,987	212,800 shares	To be expensed (from Q2 FY2026)

(1) Stock acquisition rights can be exercised if the closing share price of the Company's common stock in ordinary transactions on the Tokyo Stock Exchange on a specific day during the period leading up to the end of the exercise period exceeds such price.

(2) For series 10–19, the number of unexercised shares is shown as of the end of August 2026. For series 20, the number of unexercised shares is shown as of October 1, 2026.

Overview of Reportable Segments

The Sansan Group comprises two reportable segments ⁽¹⁾.

	Percentage of consolidated net sales ⁽²⁾		Main services	
Sansan/ Bill One Business	 Sansan	56%	 The sales AX solution	 The data quality management solution
	 Bill One	28%	 The accounting AX solution	
	 Others	4%	 The contract management AX solution	 AI interface
Eight Business	 B2C services	1%	 B2C business card management	
	 B2B services	11%	 B2B business card management Business events Recruiting platform	

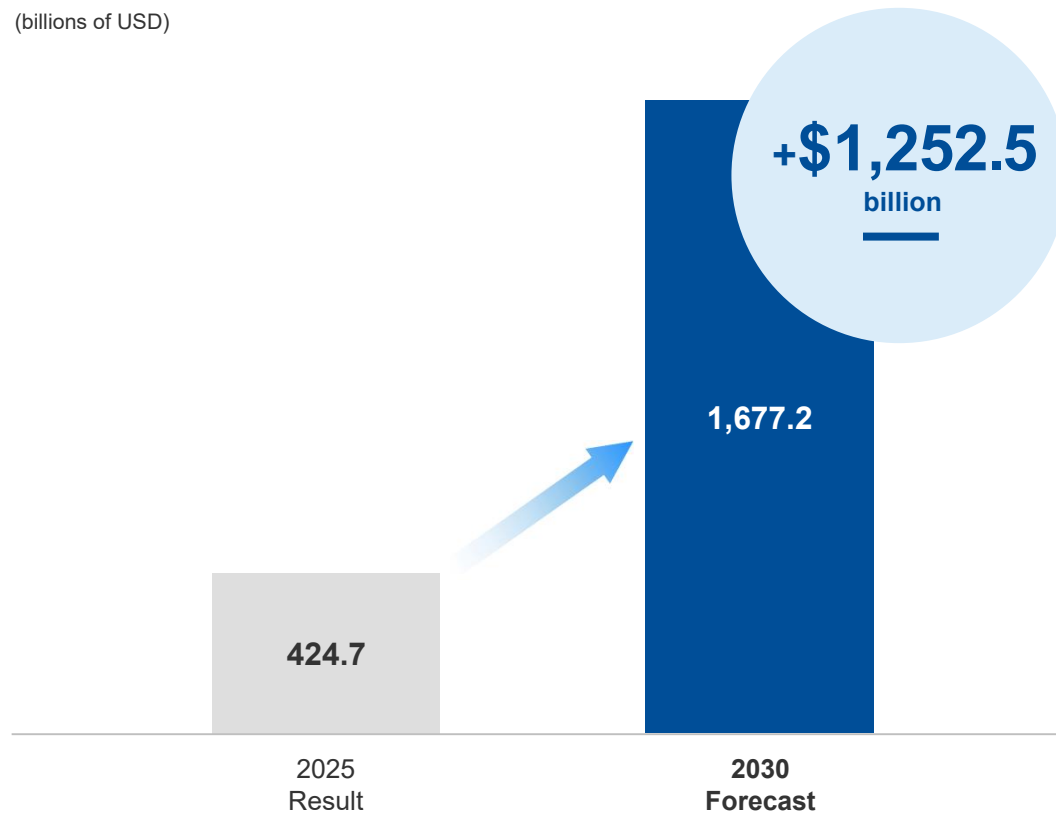
(1) The few other solutions not included in reportable segments are recorded in "Others," while elimination of intra-company transactions (sales) is recorded in "Adjustments."
(2) Q1 FY2026 results.

Market Environment as a Tailwind

Rapid growth is expected for the AI/AI-related market.

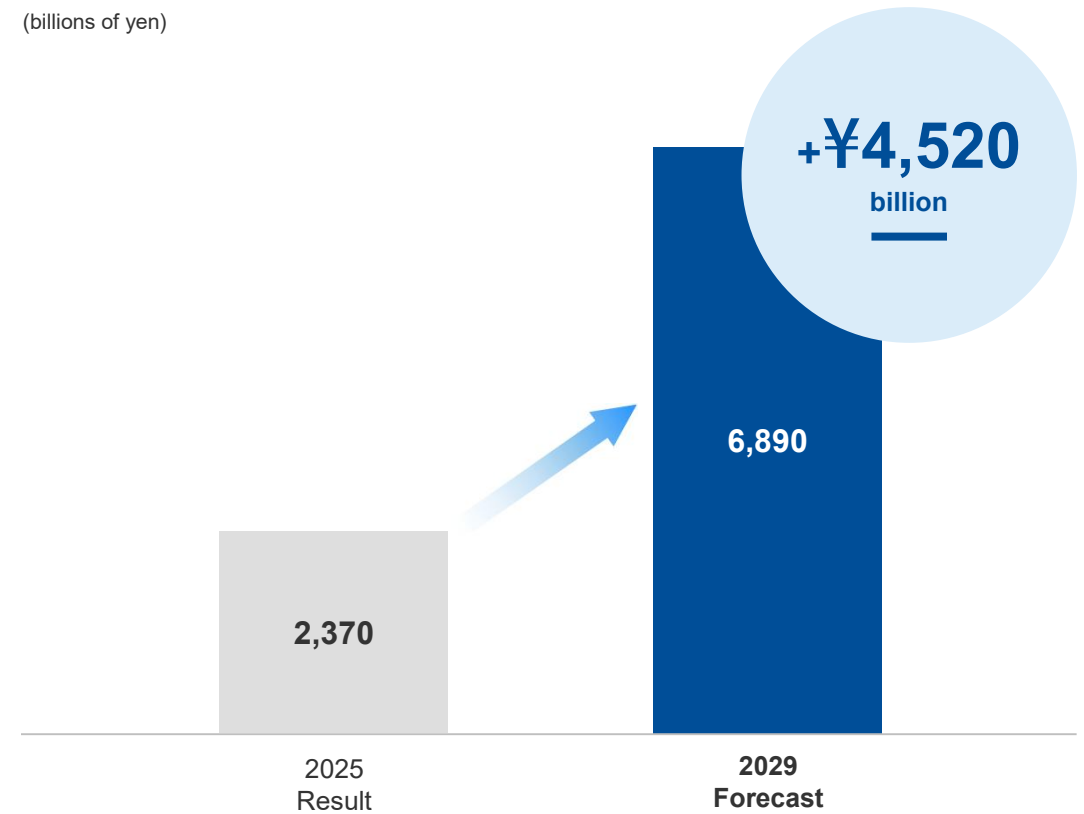
Global AX Market Size ⁽¹⁾

(billions of USD)



Domestic AI Market Size ⁽²⁾

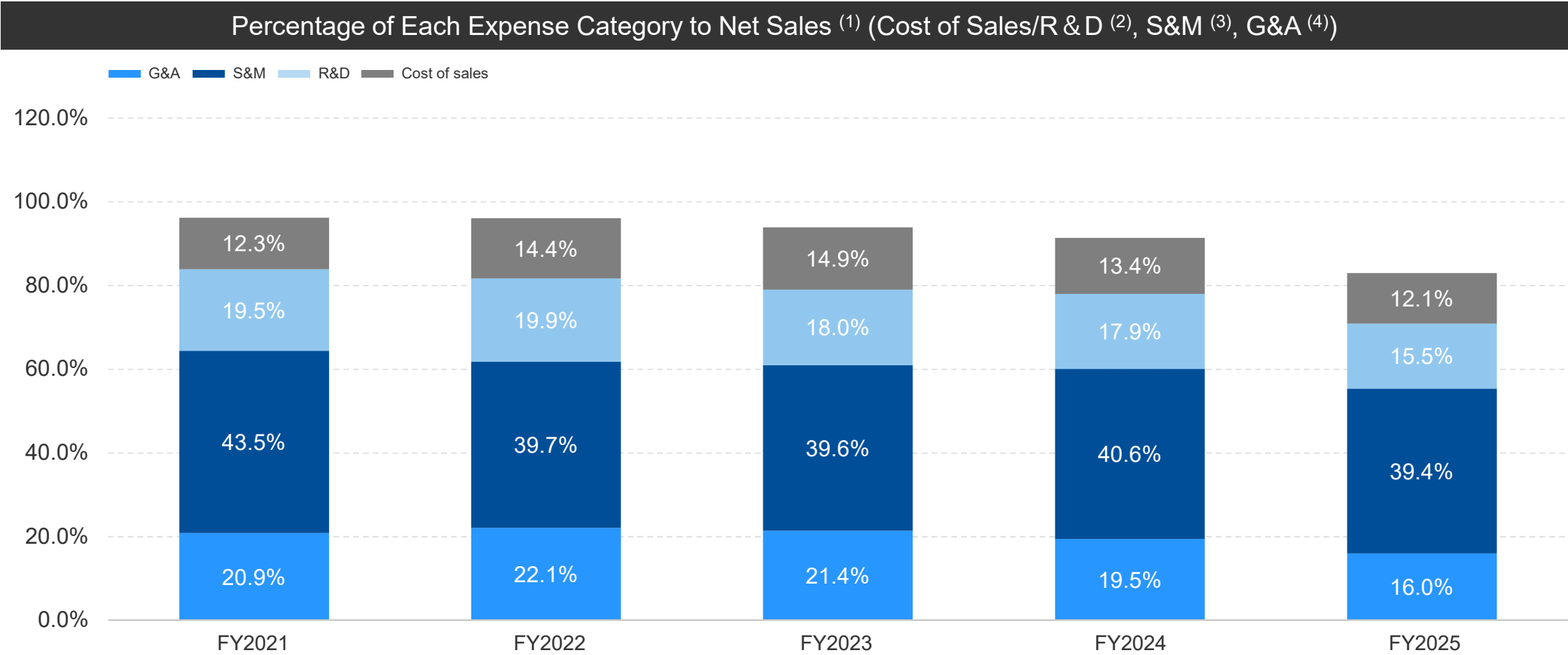
(billions of yen)



(1) Based on Artificial Intelligence (AI) in Digital Transformation Global Market Report 2026 (The Business Research Company).

(2) Based on Japan AI Market Spending Forecast (surveyed by IDC Japan)

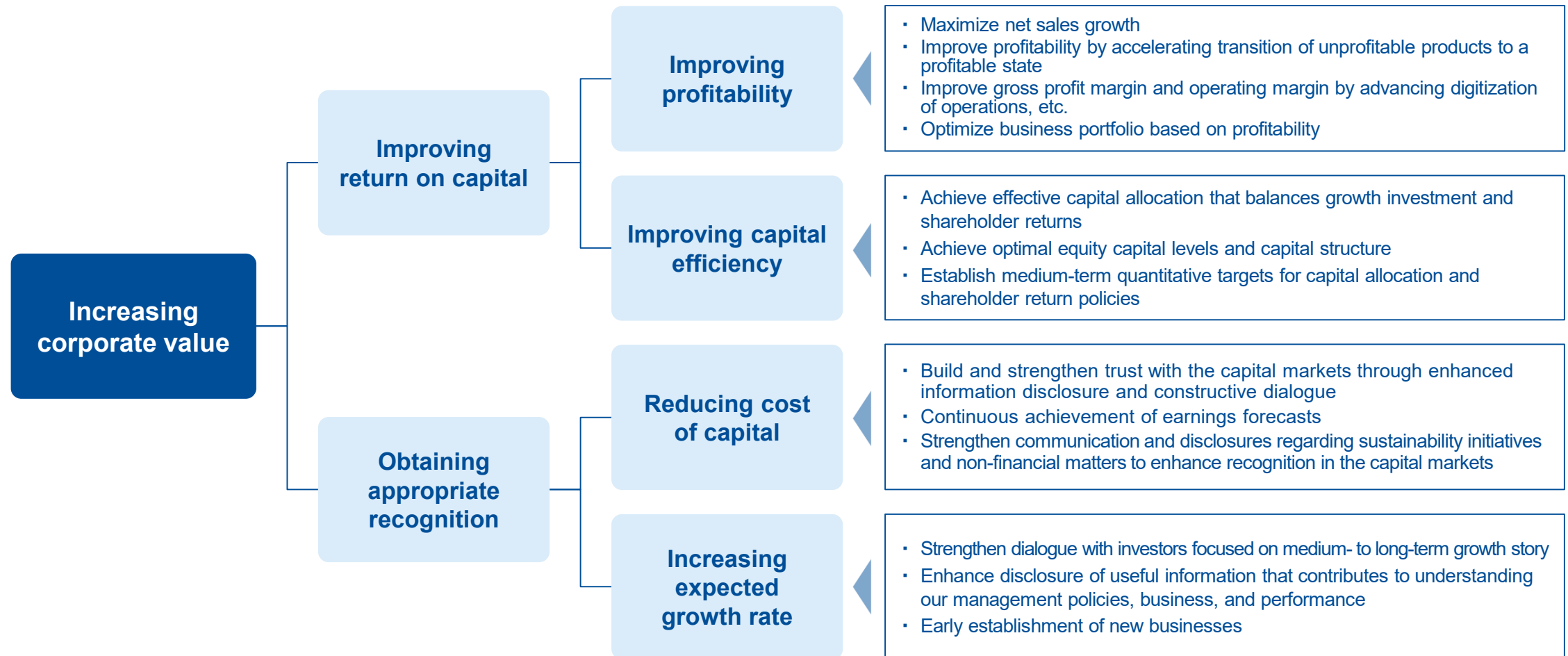
Percentage of Each Expense Category to Net Sales



(1) Unaudited
(2) Research and development (total personnel costs, server costs, common costs, etc., related to research and development)
(3) Sales and marketing (total advertising costs and personnel costs, common costs related to advertising and sales promotion)
(4) General and administrative (total personnel costs and common costs related to corporate departments)

Policy for Realizing Management That Is Conscious of Cost of Capital and Stock Price

Clarify our initiatives that contribute to the sustainable improvement of corporate value and our approach to building constructive relationships with capital markets.



Sansan/Bill One Business

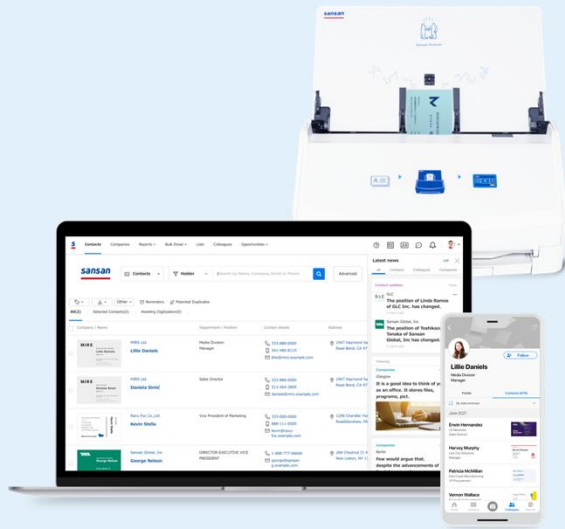


Sansan: Solution Overview

Builds a company-wide database of information on people, companies, and activity.

Leveraging Sansan drives sales growth through maximized business opportunities and cost reduction through improved productivity.

The sales AX solution **sansan**



Sales growth by maximizing business opportunities

- Visualizes connections based on business cards and emails
- Includes information on 3.3 million+ companies
- Accumulates activity history such as meeting notes
- **Visualizes sales opportunities to achieve sales growth**

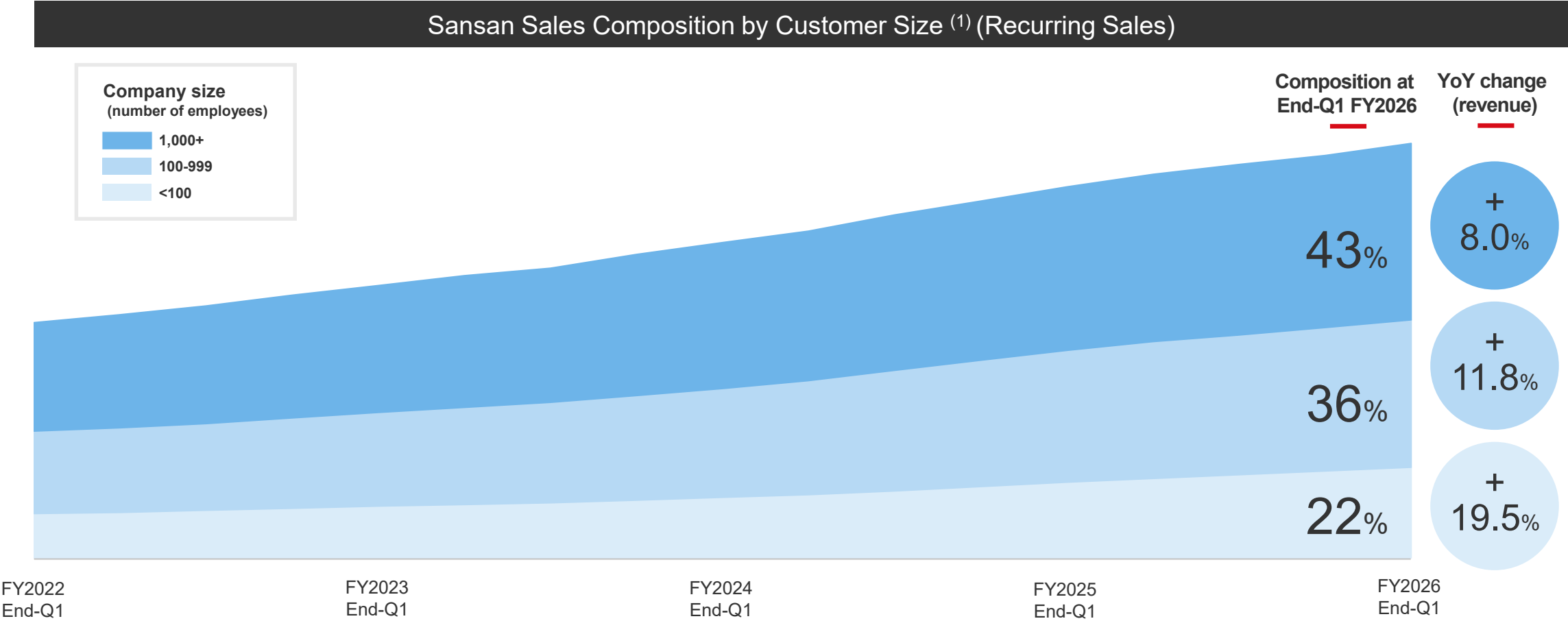


Cost reduction through improved productivity

- Improves company-wide productivity by streamlining business card-related tasks
- Further improves sales organization productivity by streamlining meeting preparation
- **Reduces wasted time across the company and generates reliable cost-effectiveness**

Sansan: Sales Composition by Customer Size (Recurring Sales)

Achieving growth across all company size categories – from small to large

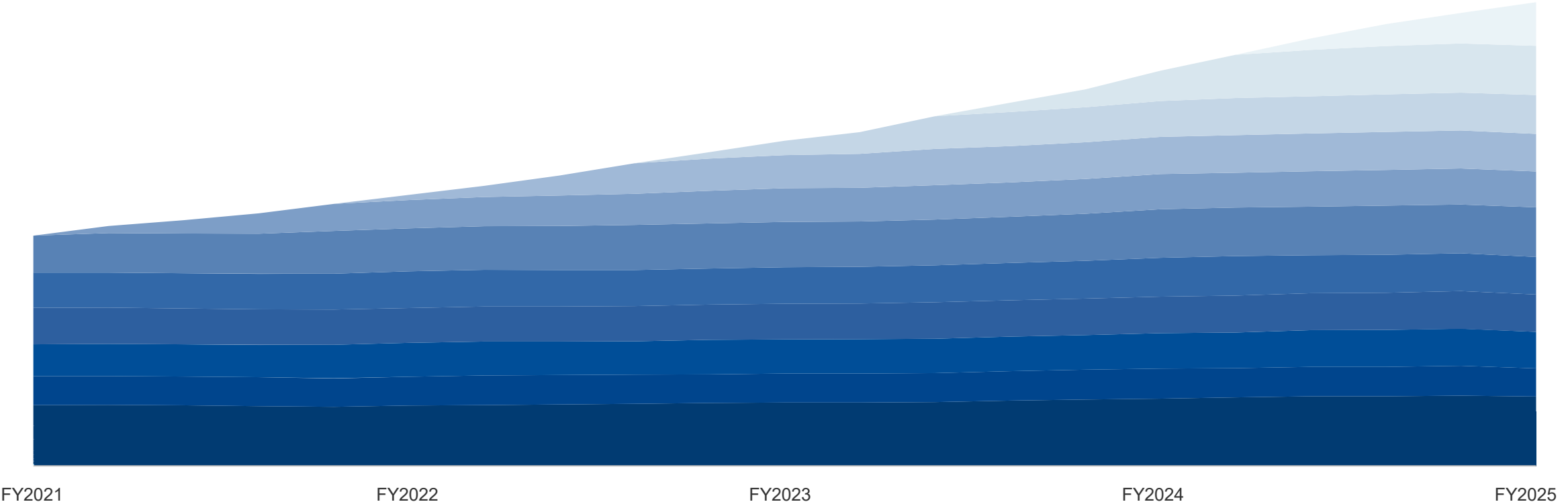


(1) Prepared based on Sansan MRR (unaudited). Company size is based on corporate information as of the most recent quarter end.

Sansan: Net Revenue Retention

We achieved a stable negative churn rate ⁽¹⁾ thanks to the solid upselling for the existing customers.

Sansan Sales Stack-Up: Accumulation of Net Sales by Service-in Timing ⁽²⁾ (Recurring Sales)

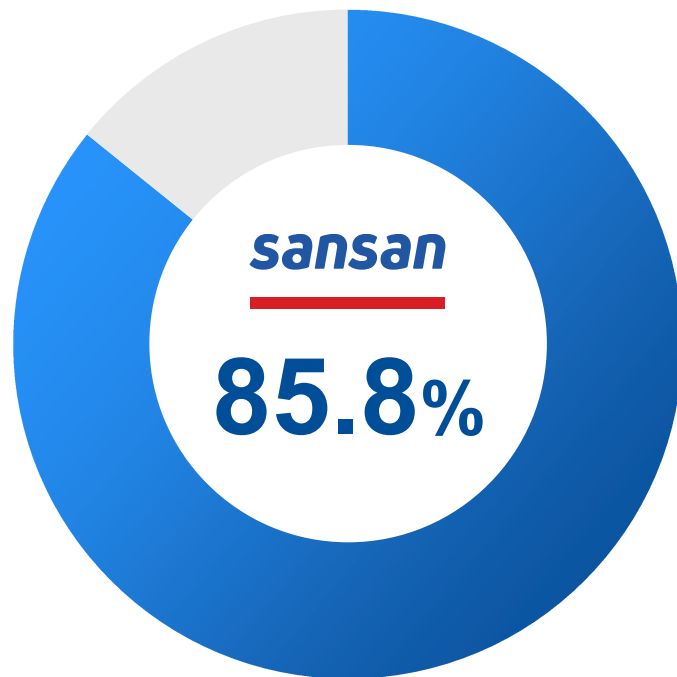


(1) Status where increase of revenue generated by existing subscriptions is greater than revenue reduced resulting from cancellation.
(2) Created based on monthly Sansan license charge (unaudited).

Sansan: Overwhelming Brand Recognition and Market Share

Gained high level of brand recognition among B2B services and established an overwhelming market share.
Ranked No. 1 in the B2B business card management service market for 13 consecutive years.

Sales share in 2024 ⁽¹⁾



The B2B business card management service market has expanded by approximately 21x compared with 2013, and is expected to grow to approximately ¥35.5 billion by 2026.

The market for paid B2B business card management services is expected to expand further due to the spread of sales DX using business card data, integration with other solutions such as SFA ⁽²⁾ and CRM ⁽³⁾, and the addition of new functions.

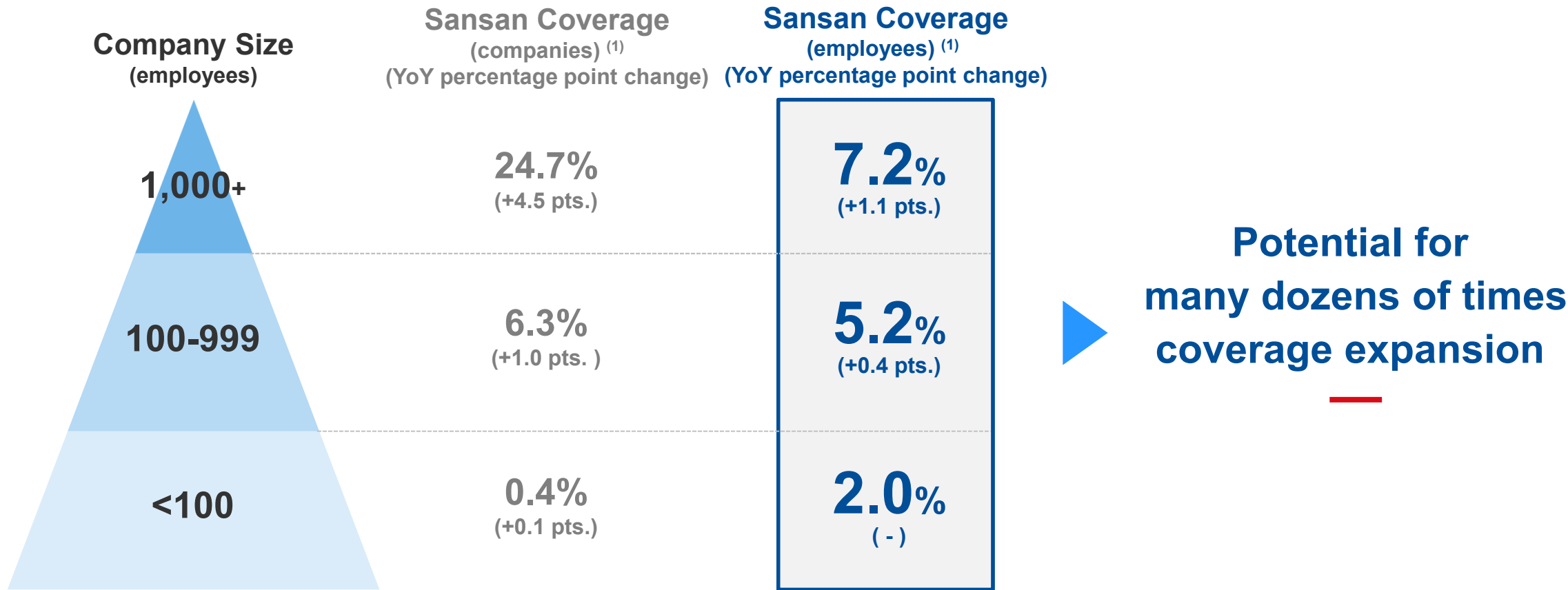
(1) Based on Latest Trends in Business Card Management Services in Sales Support DX 2026 (January 2026, surveyed by Seed Planning, in Japanese)

(2) Sales support system

(3) Customer management system

Sansan: Potential Market Size in Japan (TAM)

The number of users within current customers is limited, and there is room for many dozens of times more coverage expansion in Japan.



(1) Sansan coverage is calculated with the number of subscriptions and total number of IDs in Sansan for Q1-end FY2026 as the numerator and the number based on Economic Census for Business Activity in 2021 issued by the Statistics Bureau as the denominator.

Sansan: Service Plans

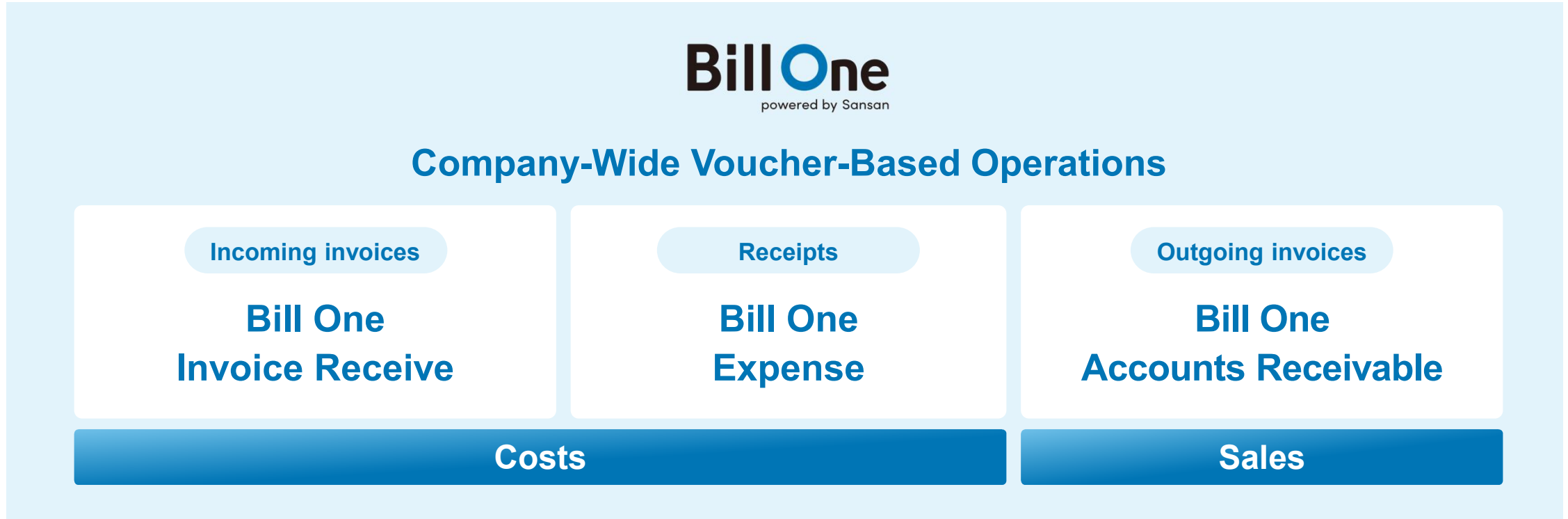
Providing three editions with different features, based on a fixed fee determined by company size (number of employees), etc.

Fixed fees (Recurring sales per Sansan subscription)	Basic features (edition)	Cost by company size, number of employees (or number of contract IDs)		
		Lite	Standard	Advanced
		Business card management features	Lite + Business database features AI features	Standard + Virtual Cards solution
	Optional features	Expenses for optional features, etc. that enable advanced data utilization		
Other fees (Sansan other sales ⁽¹⁾)	Initial implementation	12 months' license cost (or cost by number of contract IDs)		
	Customer success plan	Offers individual quotations for implementation support plans		

(1) Other sales of Sansan include initial costs and customer success expenses, as well as usage-based revenue incurred when the number of digitization exceeds the upper limit, among others.

Bill One: Solution Overview

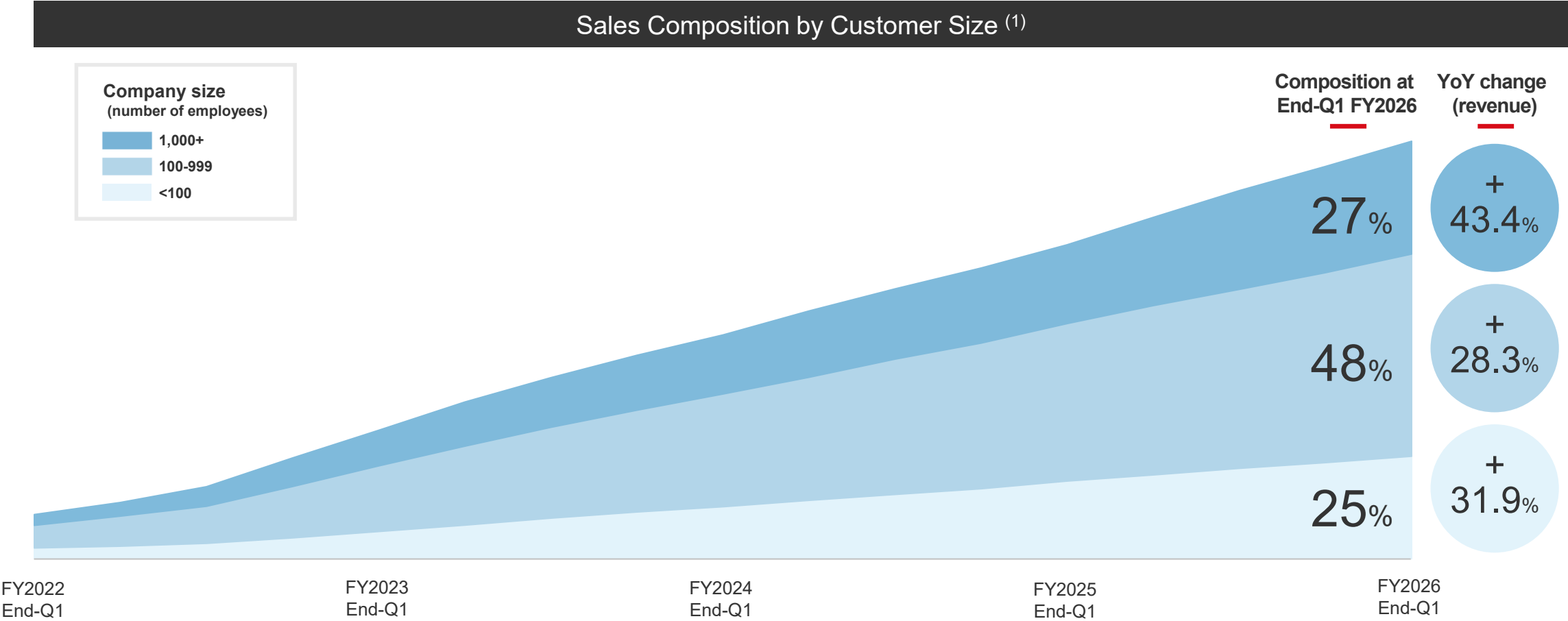
Enables the AI transformation (AX) of company-wide, voucher-based operations for invoices, expenses, and receivables management.



Using the power of AI and technology, we redefine the unnecessary in voucher-related business processes, driving productivity gains across the entire organization.

Bill One: Sales Composition by Customer Size (Recurring Sales)

Achieving growth across all company size categories – from small to large.

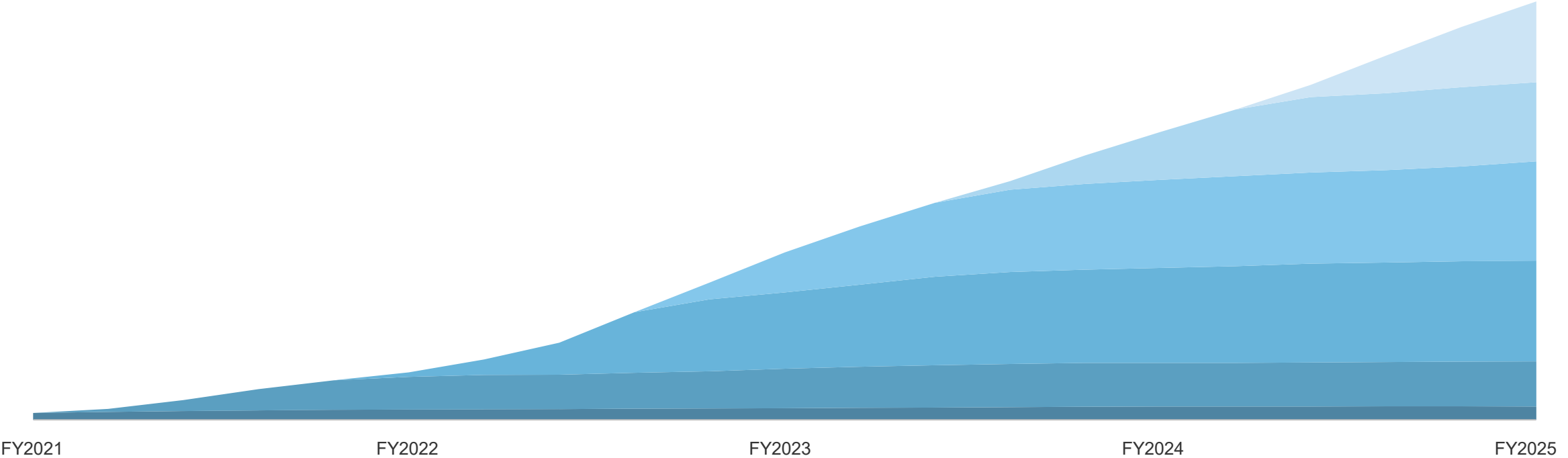


(1) Prepared based on Bill One MRR (unaudited).

Bill One: Net Revenue Retention

We achieved a stable negative churn rate thanks to the solid upselling for the existing customers.

Bill One Sales Stack-Up: Accumulation of Net Sales by Service-in Timing ⁽¹⁾ (Recurring Sales)

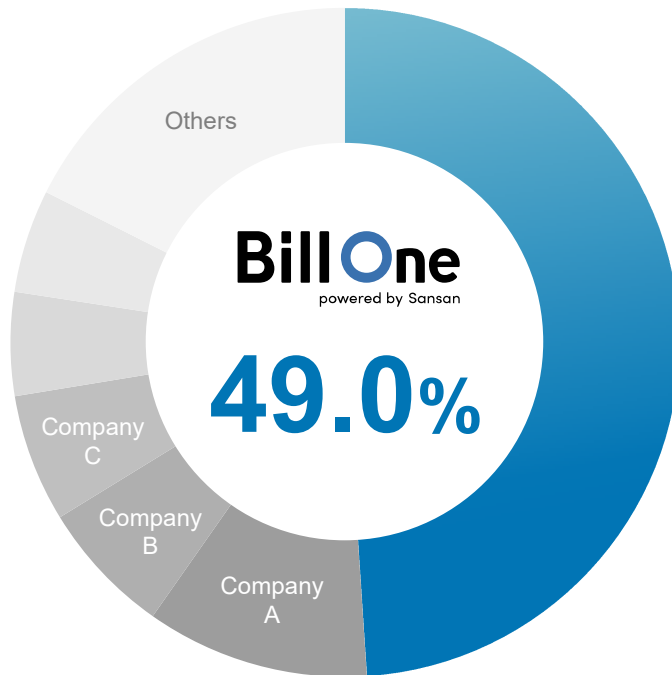


(1) Created based on Bill One Monthly Recurring Revenue(unaudited).

Bill One: Overwhelming Brand Recognition and Market Share

Gained high level of brand recognition among B2B solutions and established an overwhelming market share.
Achieved #1 sales share in the cloud-based invoice receiving service market for four consecutive years.

Sales share in 2024 ⁽¹⁾



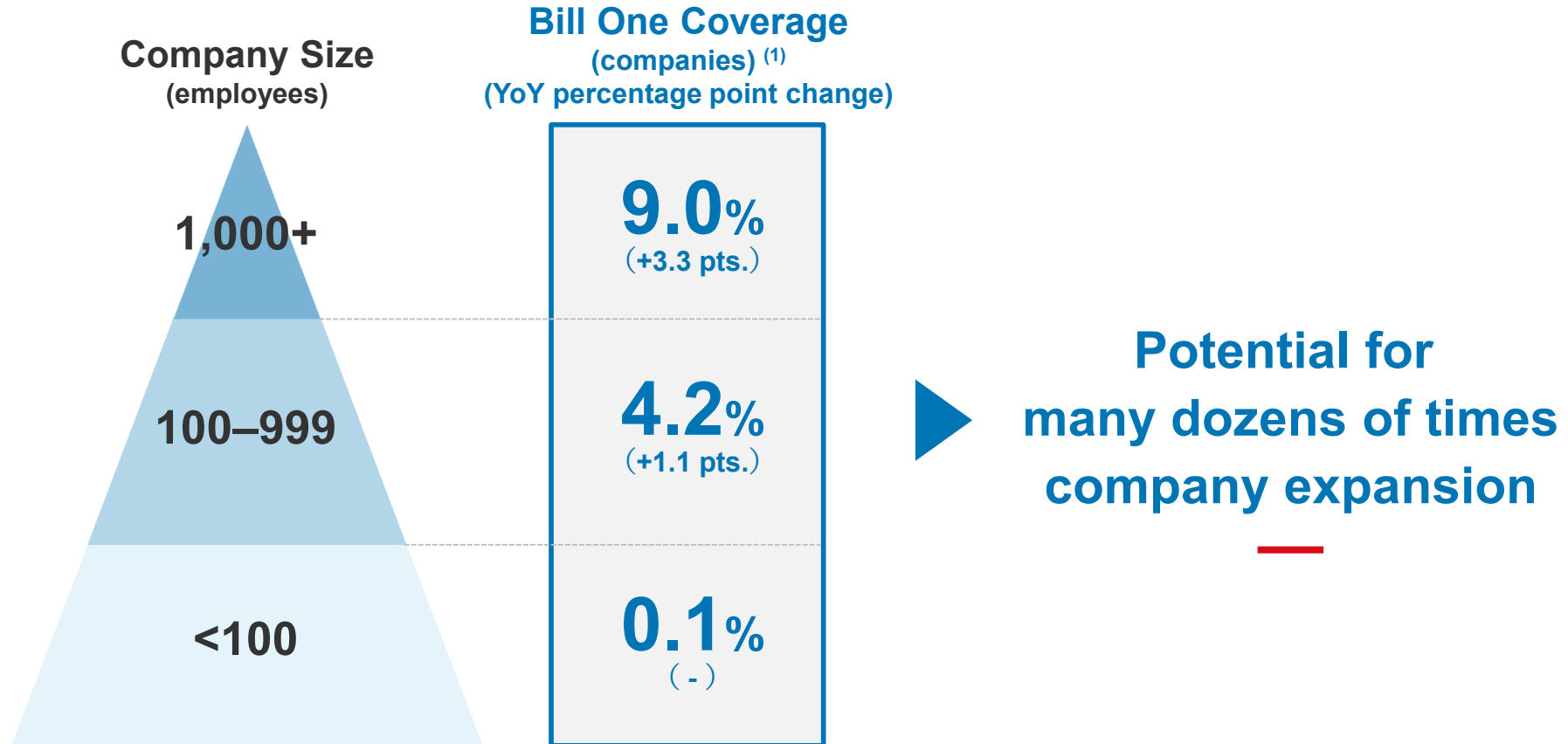
The cloud-based invoice receiving service market is expected to grow at a high annual rate of 29.3%, reaching a scale of ¥74.0 billion by 2029.

The invoice receipt service market is expected to expand further, driven by advances in back-office automation from the spread of AI capabilities, as well as a shift from fragmented, use-case-specific products to consolidated single-vendor solutions.

(1) Deloitte Tohmatsu MIC Research Institute, "The Market of Online Invoice Receiving Solution Continues to Grow at a High Rate" (MIC IT Report, December 2025).

Bill One: Potential Market Size in Japan (TAM)

There is a large potential market, even in Japan.



(1) Bill One coverage is calculated with the number of paid subscriptions for Q1-end FY2026 as the numerator and the number based on Economic Census for Business Activity in 2021 issued by the Statistics Bureau as the denominator.

Bill One: Expansion of Bill One Invoice Network

Approx. 278,000 companies in the Bill One invoice network as the end of August 2026.

As of August 2026, the total invoice amount in the invoice network was approximately ¥75 trillion on an annualized basis, calculated based on the average monthly amount over the last 12 months.

Bill One Invoice Network



(1) Based on Economic Census for Business Activity in 2021 issued by the Statistics Bureau

(2) Paid subscriptions + free subscriptions + companies that send invoices to paid and free subscriptions

Bill One: Service Plans

Pricing models based on the number of digitization

Annual fees	Basic features (Invoice Receive/ Expense/ Accounts Receivable)	Costs based on the annual number of digitization		
	Optional features	Lite Digitization	Standard Lite + AI ⁽¹⁾ /Automation	Advanced Standard + Customization
		Costs related to the use of optional features such as external system integration and advanced security management		
Other fees	Initial implementation	Costs related to environment setup and implementation support for systems and scanning centers		

(1) Feature of Bill One Invoice Receive

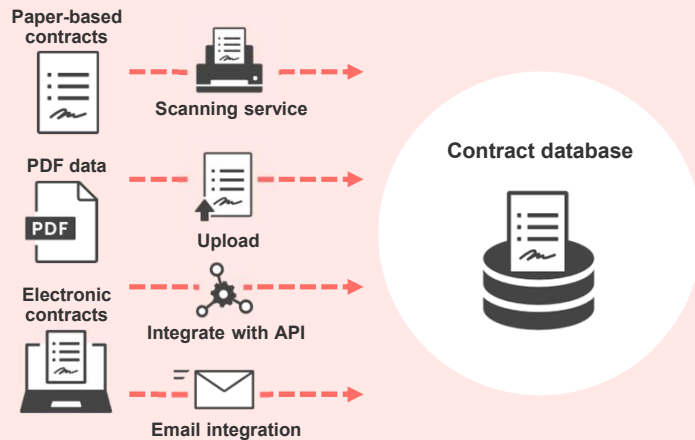
Contract One: Solution Overview

The contract management AX solution that protects corporate profits by digitizing all types of contracts and visualizing transaction terms and changes over time.

Contract One powered by Sansan Company-wide management of contracts

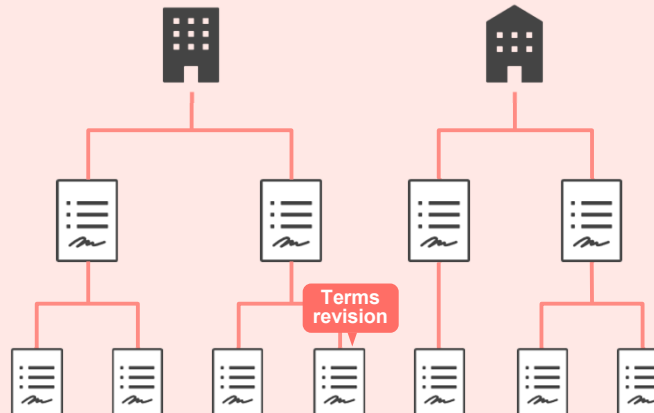
Centralizes company-wide contracts

Digitizes all types of contracts with high accuracy, regardless of format or location, including paper, PDF, and electronic. Builds a company-wide contract database.



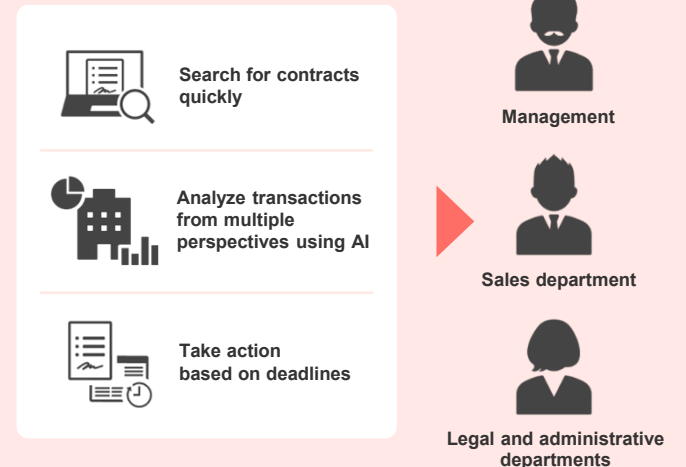
Systematically links transactions

Consolidates all contracts by company and automatically organizes parent-child relationships among master agreements, individual agreements, memoranda, terms and conditions, and other documents. Visualizes changes in transaction terms over time, making the history easy to understand at a glance.



Term management and risk control

In addition to AI-powered contract review, Contract One extracts custom management fields and anti-social forces clauses. Renewal deadline alerts and multidimensional search and analysis of contract terms help control transaction risks.



Contract One: Service Plans

Expand the provision of individual solutions using AI to solve legal compliance and industry-specific challenges.
Accelerate upselling of existing contracts and acquisition of new contracts.

Annual fees	Basic features	Costs based on the annual number of digitization		
		Lite	Standard	Enterprise
		Contract digitization	Lite + Contract database	Standard + Data integration and governance
Other fees	Optional features	Legal AX solution Project and property management solution New lease accounting standard compliance solution Advanced solutions		
	Initial implementation	Costs related to setting up system and scan center environments and providing implementation support		

Eight Business



Eight: Service Outline

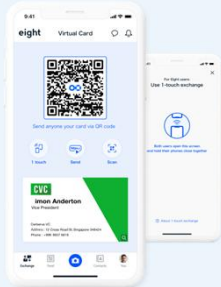
Business card app widely used by professionals; enables Virtual Card Exchange and smart contract management.

Business card app

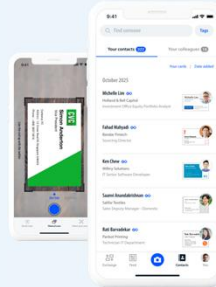


Eight is the business card app that maximizes the value of all your connections.

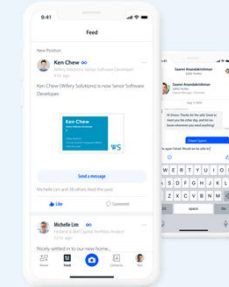
Open the app,
and swap cards in an instant



Take a photo and easily manage
and search cards



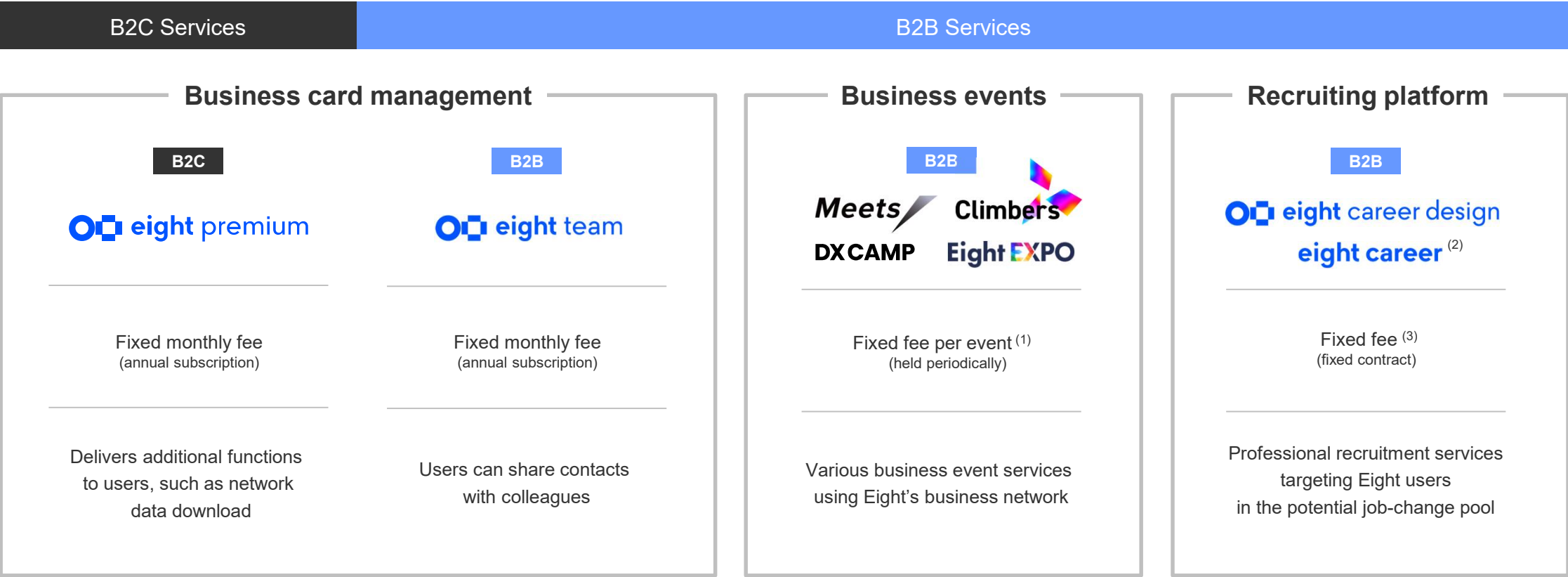
Updates on career moves,
like promotions and job changes



Offering apps for potential opportunities though business card exchange and management

Eight: Monetization Plans

Monetization through corporate solutions leveraging user network



(1) There are multiple fee settings depending on the type of event held, etc.
(2) Eight Career, Inc.: A Group company that develops talent-related businesses, etc. Fee structures vary by service.
(3) Fee structure for Eight Career Design. There is an additional charge when a decision to hire is made.

Initiatives for Sustainability



Identified key material issues (priority issues) relating to environment, society, and governance and set long-term quantitative targets. Working to resolve these issues through our core business, we aim to contribute to achieving the SDGs and building a sustainable society.

- | Metrics | Targets for FY2029 ⁽¹⁾ | Results for FY2025 ⁽¹⁾ |
|--|-----------------------------------|-----------------------------------|
| Number of major incidents | 0 | 0 |
| Proportion of those qualified as Protection of Individual Information Person | maintained at 80% or higher | 87.6% |

8 DECENT WORK AND
ECONOMIC GROWTH

- | Metrics | Targets for FY2029 ⁽¹⁾ | Results for FY2025 ⁽¹⁾ |
|---|-----------------------------------|-------------------------------------|
| Number of items converted from analog to digital information using our services | 500 million | 320 million ⁽²⁾ |
| Number of users of our services | 20 million people | 11.29 million people ⁽²⁾ |

4 QUALITY EDUCATION
5 GENDER EQUALITY
10 REDUCED INEQUALITIES
17 PARTNERSHIPS FOR THE GOALS

- | Metrics | Targets for FY2029 ⁽¹⁾ | Results for FY2025 ⁽¹⁾ |
|---|-----------------------------------|-----------------------------------|
| Proportion of recruitment through referrals | 35% | 10.0% |
| Unipos ⁽³⁾ (peer bonus) posting rate | 80% | 50.9% |
| Ratio of female employees in management positions | 30% or higher | 19.9% |
| Ratio of female employees | 45% or higher | 36.2% |

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

- | Metrics | Targets for FY2029 ⁽¹⁾ | Results for FY2025 ⁽¹⁾ |
|---|-----------------------------------|-----------------------------------|
| Ratio of female Directors | 30% or higher | 20.0% |
| Number of significant compliance violations | 0 | 0 |
| Proportion of employees receiving compliance-related training | 100% | 100% |

Three icons representing Sustainable Development Goals 12, 13, and 15. Goal 12 is 'Responsible Consumption and Production' with a circular arrow icon. Goal 13 is 'Climate Action' with an eye icon containing a globe. Goal 15 is 'Life on Land' with a tree icon.

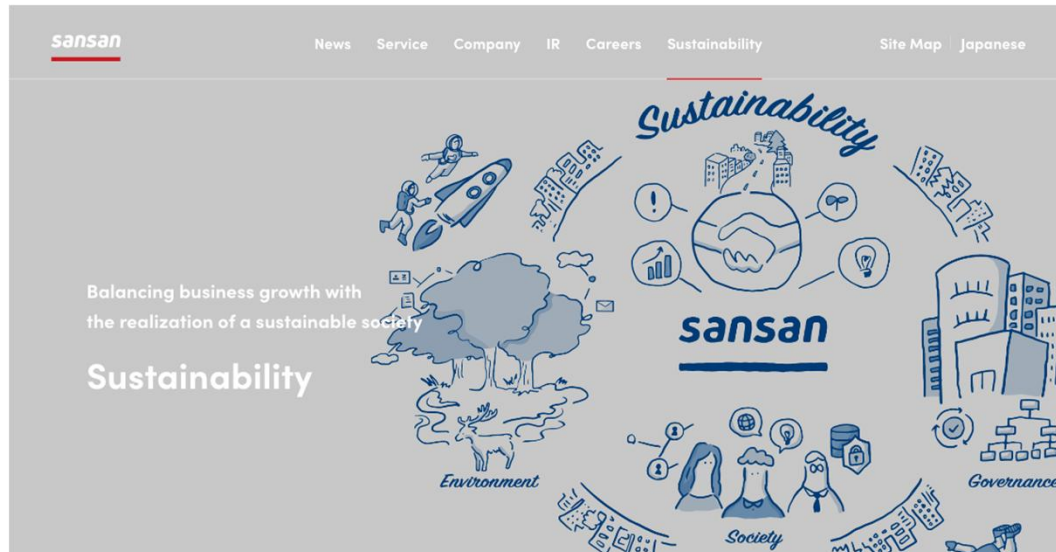
- | Metrics | Targets for FY2029 ⁽¹⁾ | Results for FY2025 ⁽¹⁾ |
|---|-----------------------------------|-----------------------------------|
| Scope 1+2 ⁽⁴⁾ | carbon neutral | 166 t-CO ₂ |
| Number of uses of paperless functions in our services | 120 million | 30 million ⁽²⁾ |

(4) Scope 1 is calculated by aggregating direct GHG emissions from our own offices and facilities. Scope 2 is calculated by aggregating by indirect GHG emissions from the use of purchased electricity and thermal energy in each office.

Expansion and Upgrading of Sustainability Information

ESG data expanded on sustainability page of our corporate website.
Published Annual Report 2025, expanding sustainability information.

- Sustainability page



Japanese: <https://jp.corp-sansan.com/sustainability/>
English: <https://www.corp-sansan.com/sustainability/>

- Annual Report



Japanese: <https://ir.corp-sansan.com/ja/ir/library/report.html>
English: <https://ir.corp-sansan.com/en/ir/library/report.html>

External Evaluations

Acquired various external evaluations regarding ESG Rating, Sustainability, and IR activities.

Category	External Evaluations	
Annual Report	 Nikkei Inc. ⁽¹⁾ NIKKEI Integrated Report Award 2025 Excellence	 MerComm, Inc. "International ARC Awards" ⁽¹⁾ PDF Version of Annual Report Bronze
Web site	 Nikko Investor Relations Co., Ltd. All Markets Ranking in Japan Corporate Websites AAA	 Daiwa Investor Relations Commendation Award 2025 Bronze
	 Gomez IR Site ranking 2025 IR Site Ranking Silver	 Gomez ESG Site ranking 2026 ESG Site Ranking Silver
ESG Rating/ESG Index	 FTSE FTSE JPX Blossom Japan Index	 FTSE FTSE JPX Blossom Japan Sector Relative Index
	 ISS STOXX ISS ESG Corporate Rating (Prime)	 MSCI ⁽²⁾ Japan Empowering Women Index (WIN)
	MSCI JAPAN EMPOWERING WOMEN (WIN) SELECT INDEX	 S&P/JPX Carbon Efficient Index
Recognitions of IR activities	 Japan Investor Relations Association 2025 Best IR Award for Encouragement	 Japan Investor Relations Association 2025 “Most Liked” IR Award

(1) Awarded to Annual Report 2025
(2) THE INCLUSION OF Sansan, Inc. 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 Sansan, Inc. 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.

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