

sansan

Turning encounters
into innovation



Presentation Materials for Q2 FY2025

Sansan, Inc., January 14, 2026

Disclaimer

In preparing these materials, Sansan, Inc. (the “Company,” “we,” “us,” or “our”) relies upon and assumes the accuracy and completeness of all information available to us. However, the Company makes no representations or warranties of any kind, expresses or implies, about the completeness and accuracy. This presentation may contain future assumptions, prospects and forecasts based on planning, but these forward-looking statements are based on the information that is currently available to us, and on certain assumptions that we assume to be reasonable, but the Company does not promise to achieve these. The actual performance may differ significantly from the forecast due to changes in economic conditions, consumer needs and user preferences; competition with other companies; changes in laws and regulations; and a number of other future factors.

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

Contents

1 Financial Results for Q2 FY2025

2 Full-Year Forecasts for FY2025

3 Growth Strategies in Generative AI Era

Appendix

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

Contents

1 Financial Results for Q2 FY2025

2 Full-Year Forecasts for FY2025

3 Growth Strategies in Generative AI Era

Appendix

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

Highlights of Q2 FY2025 YTD Results

| Sales grew steadily

Net sales up 26.5% YoY.

ARR ⁽¹⁾ up 23.4% YoY to ¥45,912 million.

| Adjusted operating profit ⁽²⁾ increased substantially, marking a record high for the first half

Adjusted operating profit up 265.2% YoY.

Adjusted operating profit for the three months of the second quarter reached a record-high level of 18.7% for any single quarter.

| Continued high sales growth in Bill One, the accounting AX ⁽³⁾ solution

Bill One net sales up 41.3% YoY.

Quarterly net increase in MRR ⁽⁴⁾ has continually grown since bottoming out in Q3 of the previous fiscal year, and new order value over the 3 months of Q2 reached an all-time high.

(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

(4) Monthly Recurring Revenue

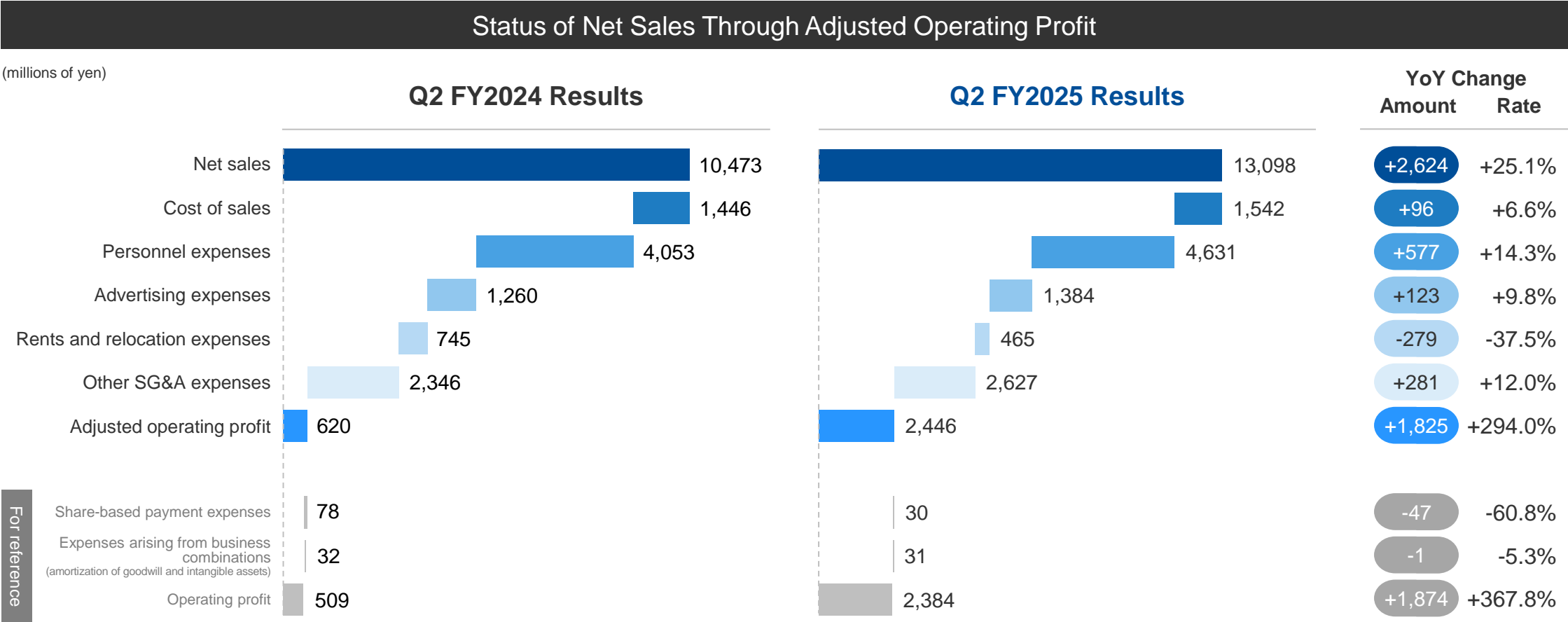
Overview of Financial Results

Net sales were up 25.1% YoY, with adjusted operating profit substantially increased, by 294.0%. Ordinary profit and other line-item profit also increased substantially.

		FY2024	FY2025		(For Reference) FY2025	
		Q2 Results	Q2 Results	YoY	Q2YTD Results	YoY
Financial Results	Net sales	10,473	13,098	+25.1%	25,381	+26.5%
	Gross profit	9,027	11,555	+28.0%	22,348	+28.9%
	Gross profit margin	86.2%	88.2%	+2.0 pts.	88.0%	+1.5 pts.
	Adjusted operating profit	620	2,446	+294.0%	3,024	+265.2%
	Adjusted operating profit margin	5.9%	18.7%	+12.8 pts.	11.9%	+7.8 pts.
	Ordinary profit	468	2,357	+402.8%	2,885	+1,974.6%
	Profit attributable to owners of parent	692	1,661	+139.8%	1,959	+512.4%
	EPS	¥5.38	¥13.14	+144.2%	¥15.50	+510.0%

Contributors to Changes in Adjusted Operating Profit

Adjusted operating profit increased substantially due to a decline in the percentage of each expense category to net sales. Ratios of cost of sales, personnel expenses, advertising expenses, and rents and relocation expenses to net sales decreased by 2.0 pts, 3.3 pts, 1.4 pts, and 3.5 pts, respectively, YoY.



Results by Segment

Both segments reported steady net sales and a significant increase in adjusted operating profit.

		FY2024	FY2025		(For Reference) FY2025	
		Q2 Results	Q2 Results	YoY	Q2YTD Results	YoY
(millions of yen)						
Net Sales	Consolidated	10,473	13,098	+25.1%	25,381	+26.5%
	Sansan/Bill One Business	9,089	11,435	+25.8%	22,371	+26.1%
	Eight Business	1,284	1,624	+26.5%	2,921	+36.8%
	Others	131	99	-24.6%	208	-13.8%
	Adjustments	-32	-60	—	-119	—
Adjusted Operating Profit	Consolidated	620	2,446	+294.0%	3,024	+265.2%
	Sansan/Bill One Business	592	2,294	+287.4%	2,968	+197.7%
	Eight Business	44	193	+336.9%	136	—
	Others	-16	-42	—	-80	—

Sansan/Bill One Business Overview

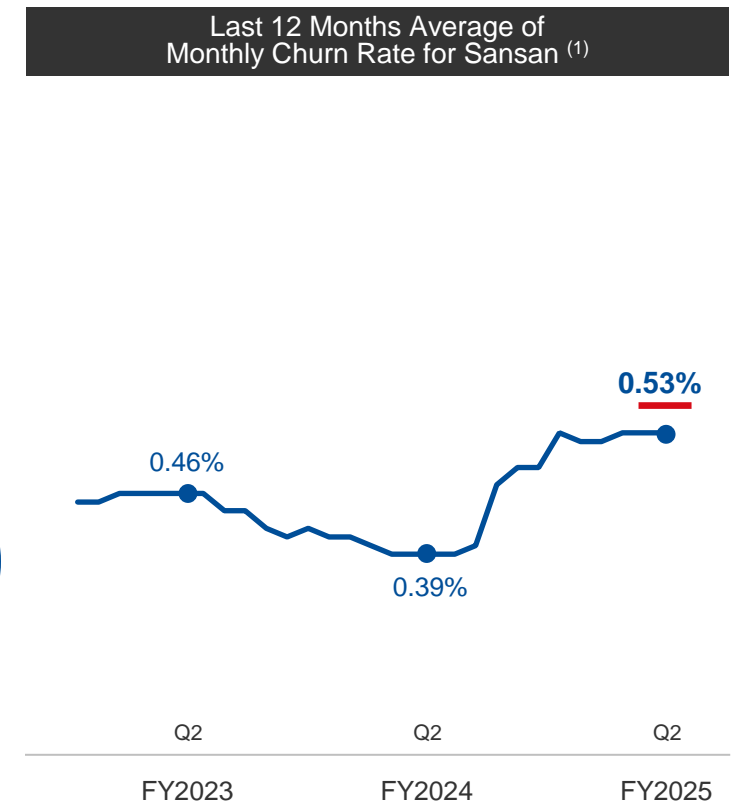
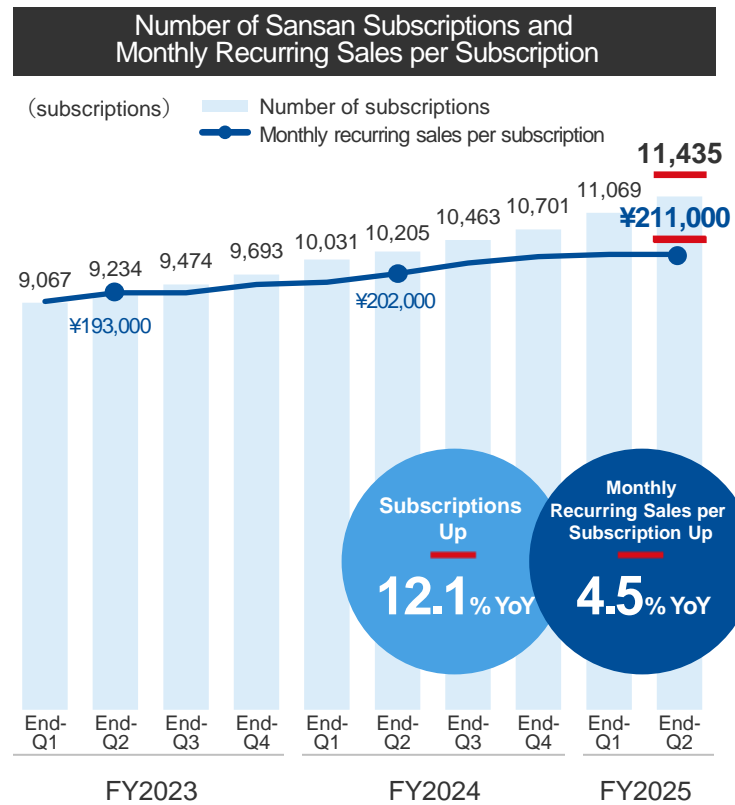
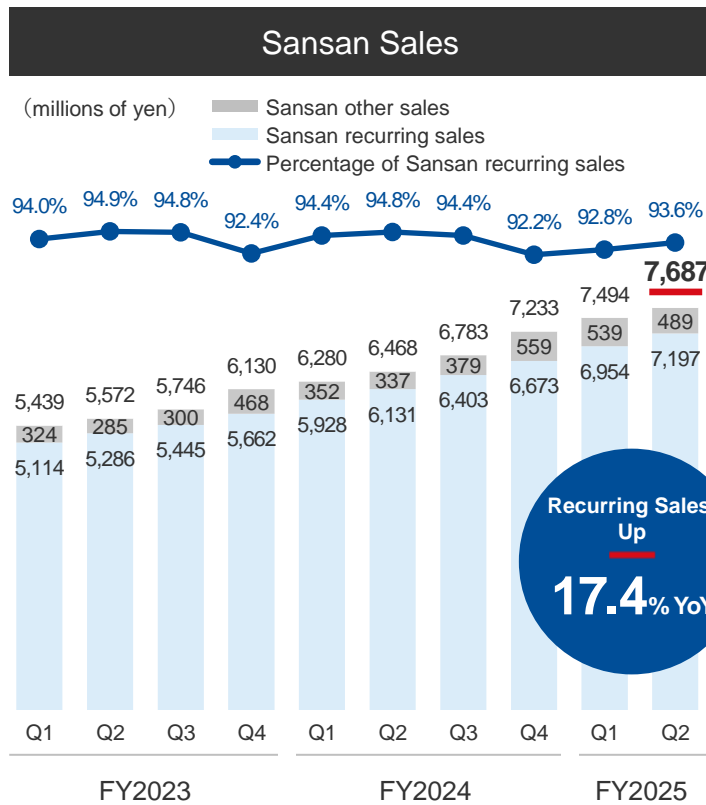
Sansan showed steady growth and Bill One continued a high-growth trend, resulting in segment sales rising 25.8% YoY. Adjusted operating profit reached a record-high quarterly adjusted operating profit margin of 20.1%, reflecting a significant reduction in the loss of Bill One.

		FY2024	FY2025		(For Reference) FY2025	
(millions of yen)		Q2 Results	Q2 Results	YoY	Q2YTD Results	YoY
Sansan/ Bill One Business	Net sales	9,089	11,435	+25.8%	22,371	+26.1%
	Sansan	6,468	7,687	+18.8%	15,181	+19.1%
	Sansan recurring sales	6,131	7,197	+17.4%	14,151	+17.3%
	Sansan other sales	337	489	+45.3%	1,029	+49.4%
	Bill One	2,333	3,269	+40.1%	6,295	+41.3%
	Others	287	467	+62.4%	882	+63.8%
	Adjusted operating profit	592	2,294	+287.4%	2,968	+197.7%
	Adjusted operating profit margin	6.5%	20.1%	+13.6 pts.	13.3%	+7.7 pts.

Sansan: Status of Key Indicators

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Subscriptions and monthly recurring sales per subscription steadily grew owing to the strengthened sales structure. Churn rate increased by 0.14 pts. YoY to 0.53%, maintaining a rate below 1%.



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

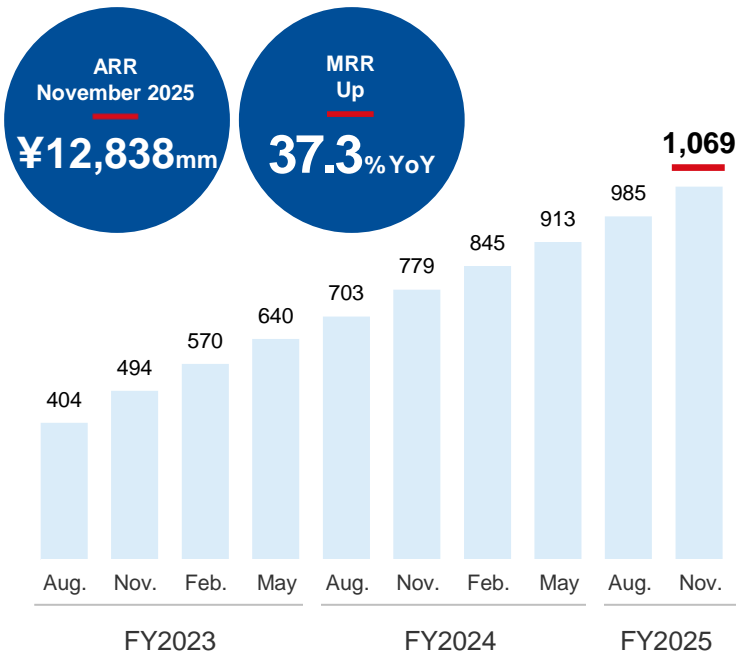
Bill One: Status of Key Indicators



ARR reached ¥12,838 million as of November 30, 2025, up 37.3% YoY, MRR quarterly net increase has continually grown since bottoming out in Q3 of the previous fiscal year.
Strong growth in paid subscriptions, while monthly recurring sales per paid subscription and churn rate remained flat YoY.

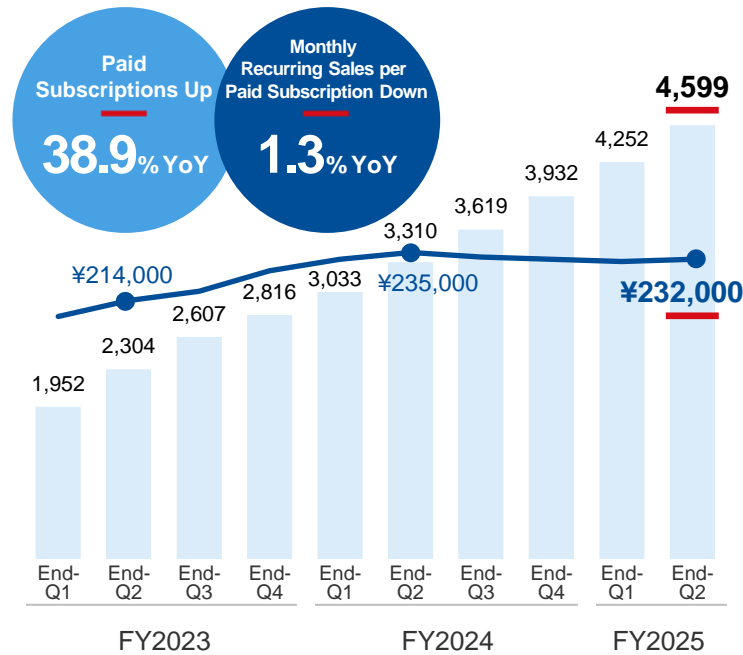
Bill One MRR

(millions of yen)

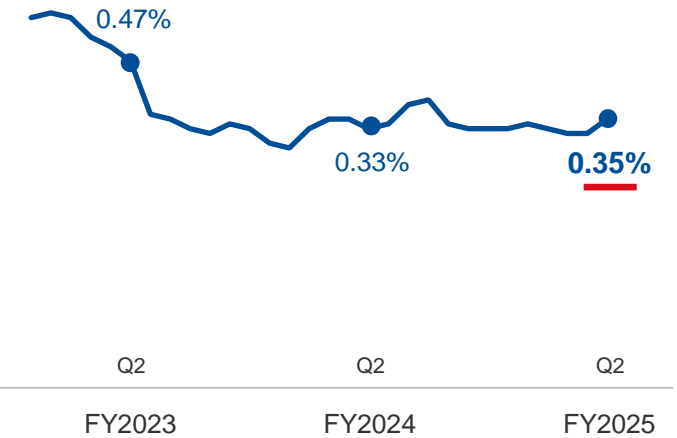


Number of Bill One Paid Subscriptions and Monthly Recurring Sales per Paid Subscription

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



Last 12 Months Average of Monthly Churn Rate for Bill One ⁽¹⁾



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

Eight Business Overview



Net sales increased by 26.5% YoY, driven by steady growth in B2B services.
Adjusted operating profit increased significantly by 336.9% YoY.

		FY2024	FY2025		(For Reference) FY2025	
(millions of yen)		Q2 Results	Q2 Results	YoY	Q2YTD Results	YoY
Eight Business	Net sales	1,284	1,624	+26.5%	2,921	+36.8%
	B2C services	98	110	+11.6%	218	+12.2%
	B2B services	1,185	1,514	+27.7%	2,703	+39.3%
	Adjusted operating profit	44	193	+336.9%	136	—
	Adjusted operating profit margin	3.5%	11.9%	+8.4 pts.	4.7%	—
	Number of Eight Team subscriptions	5,026 subscriptions	5,814 subscriptions	+15.7%		

Contents

1 Financial Results for Q2 FY2025

 **2** Full-Year Forecasts for FY2025

3 Growth Strategies in Generative AI Era

Appendix

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

Full-Year Forecasts

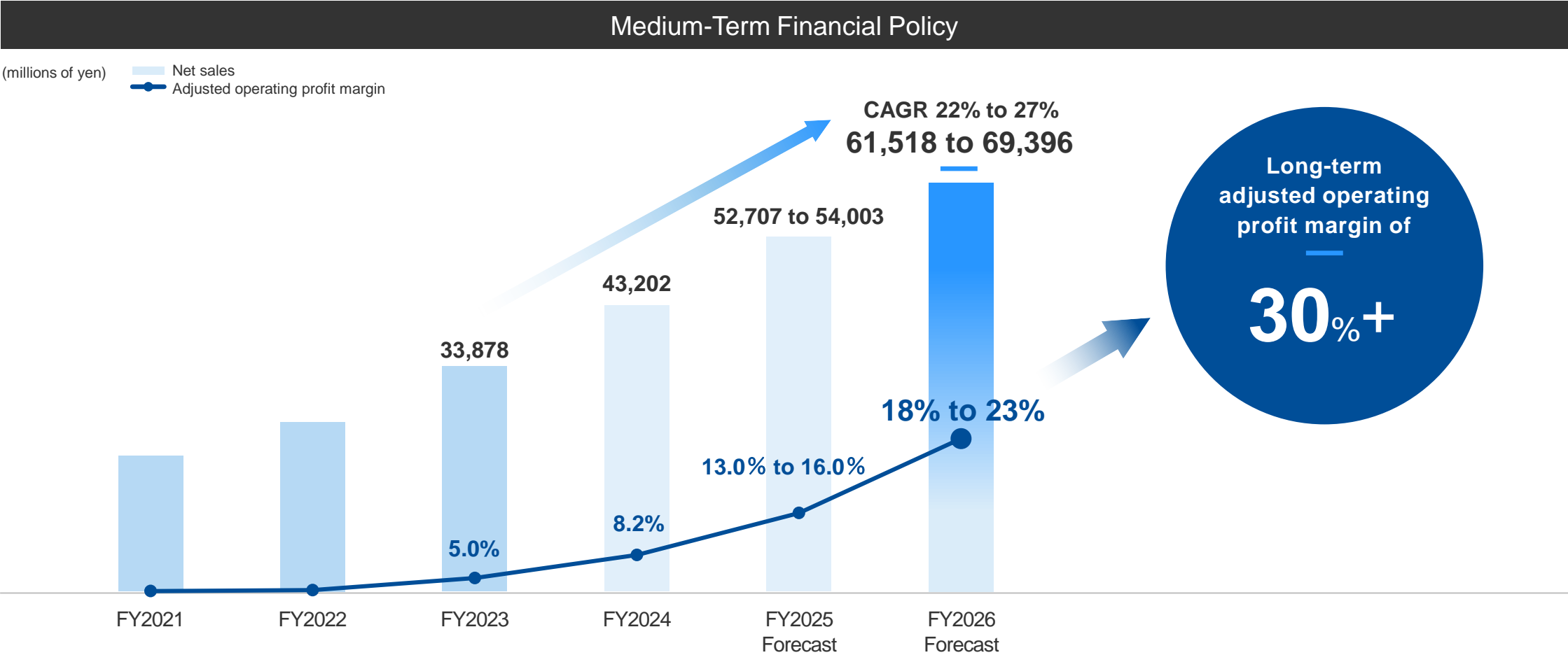
Both net sales and adjusted operating profit through Q2 progressed in line with the full-year forecasts. The full-year forecasts remain unchanged from what was initially announced.

		FY2024		FY2025 ⁽¹⁾	
(millions of yen)		Full-Year Results	YoY	Full-Year Forecasts	YoY
Earnings Forecasts	Net sales	43,202	+27.5%	52,707 to 54,003	+22.0% to +25.0%
	Sansan/Bill One Business	37,785	+26.2%	45,720 to 47,232	+21.0% to +25.0%
	Sansan	26,766	+16.9%	30,781 to 31,316	+15.0% to +17.0%
	Bill One	9,790	+58.7%	13,217 to 13,706	+35.0% to +40.0%
	Eight Business	5,051	+42.4%	6,415 to 6,718	+27.0% to +33.0%
	Adjusted operating profit	3,555	+108.0%	6,851 to 8,640	+92.7% to +143.0%
	Adjusted operating profit margin	8.2%	+3.2 pts.	13.0% to 16.0%	+4.8 pts. to +7.8 pts.

(1) We do not disclose specific forecast figures for operating profit (loss) and the other line-item profits (losses) below as it is difficult to make a reasonable estimate of expenses related to share-based payment expenses, which may vary significantly depending on the level of our stock price, and certain non-operating income or expenses and other items.

Medium-Term Financial Policy

Aim for a three-year compound annual growth rate (CAGR) of net sales to be 22% to 27% through FY2026.
Adjusted operating profit margin for FY2026 is expected to be 18% to 23%.



Contents

1 Financial Results for Q2 FY2026

2 Full-Year Forecasts for FY2026

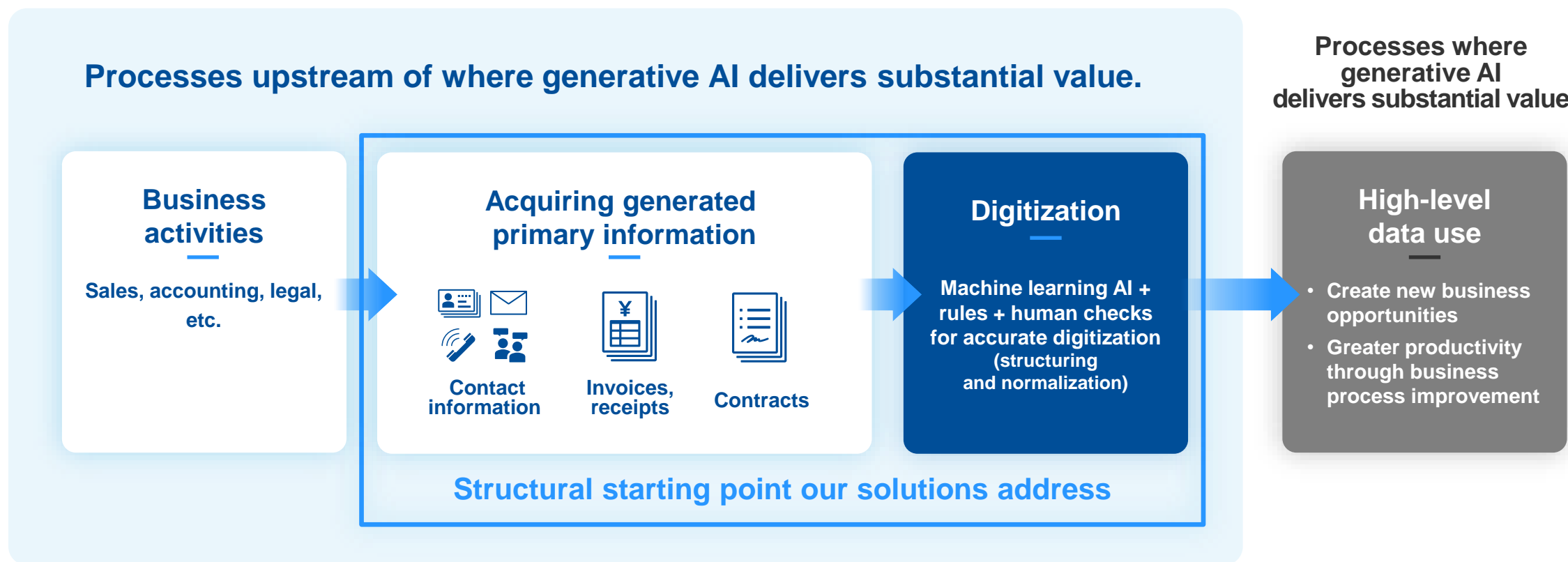
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Appendix

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

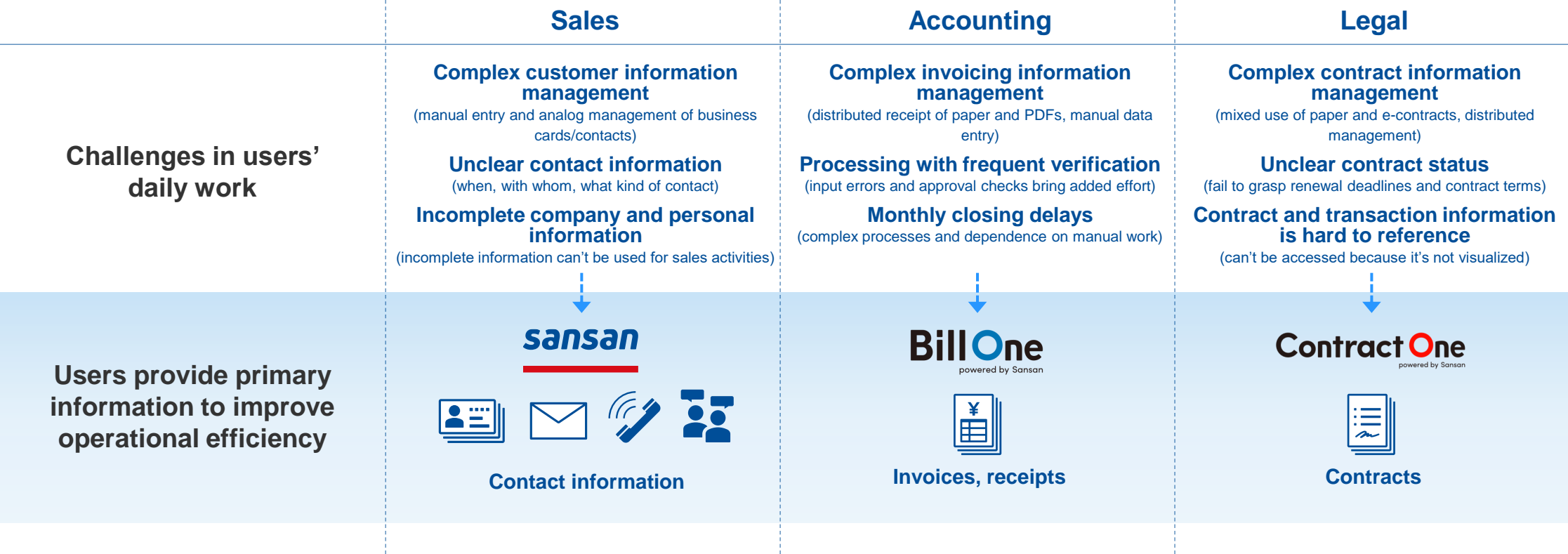
Our Structural Competitive Advantage in the Generative AI Era

In business context, Generative AI only delivers substantial value when primary information ties with business activities. Our solutions have a structure that handles this primary information, which is upstream from where generative AI delivers substantial value.



Why Our Services Can Inevitably Acquire Primary Information

Users adopt our solutions to resolve issues and inefficiencies that arise in day-to-day work. Our solutions embed deeply into those operational efficiency processes, which allows them to inherently and continuously acquire primary information.

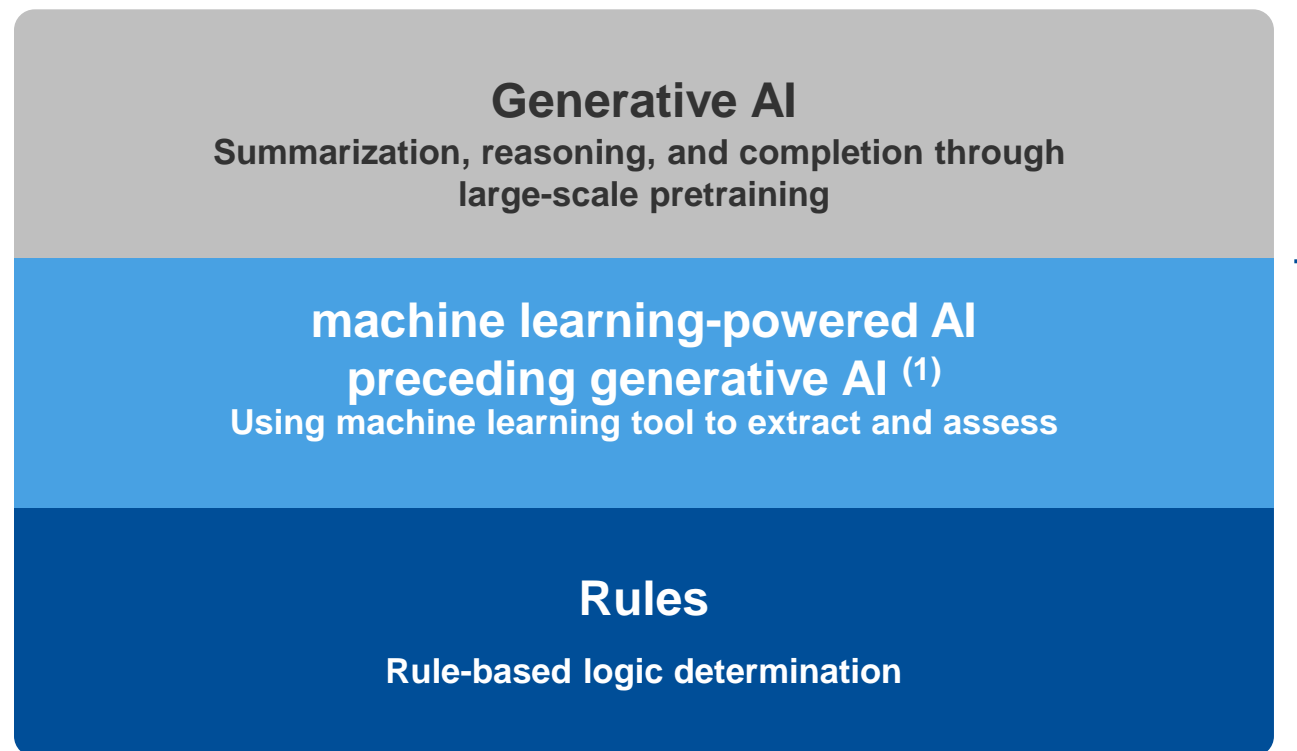


Business challenges resolved, productivity improved

Technologies Required for Digitizing Primary Information (Structuring and Normalization)

In data digitization domains that require accuracy, machine learning-powered AI that strictly follows rules and makes judgments based on correct data plays a central role, achieving the same level of accurate digitization using generative AI alone is structurally difficult.

Digitizing primary information and technology's role



Supporting technologies that enable greater efficiency in the digitization process when combined

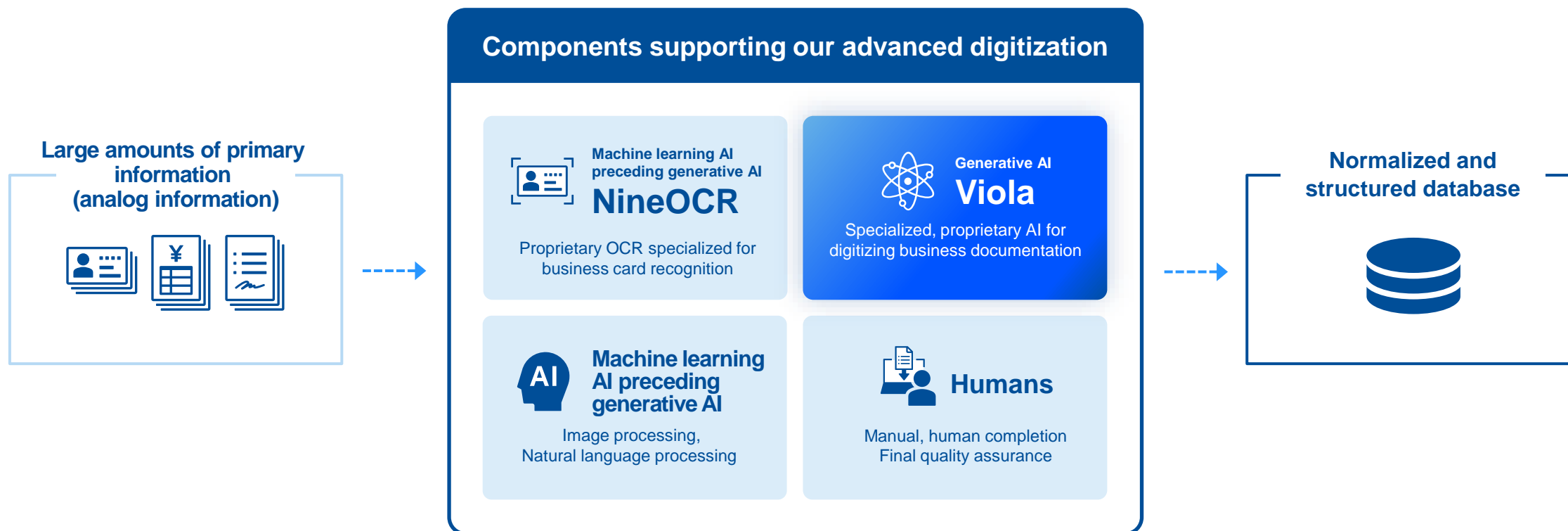


Technologies essential for accurate digitization

(1) Image processing, natural language processing

Our Technologies for Digitizing Primary Information (Analog Information)

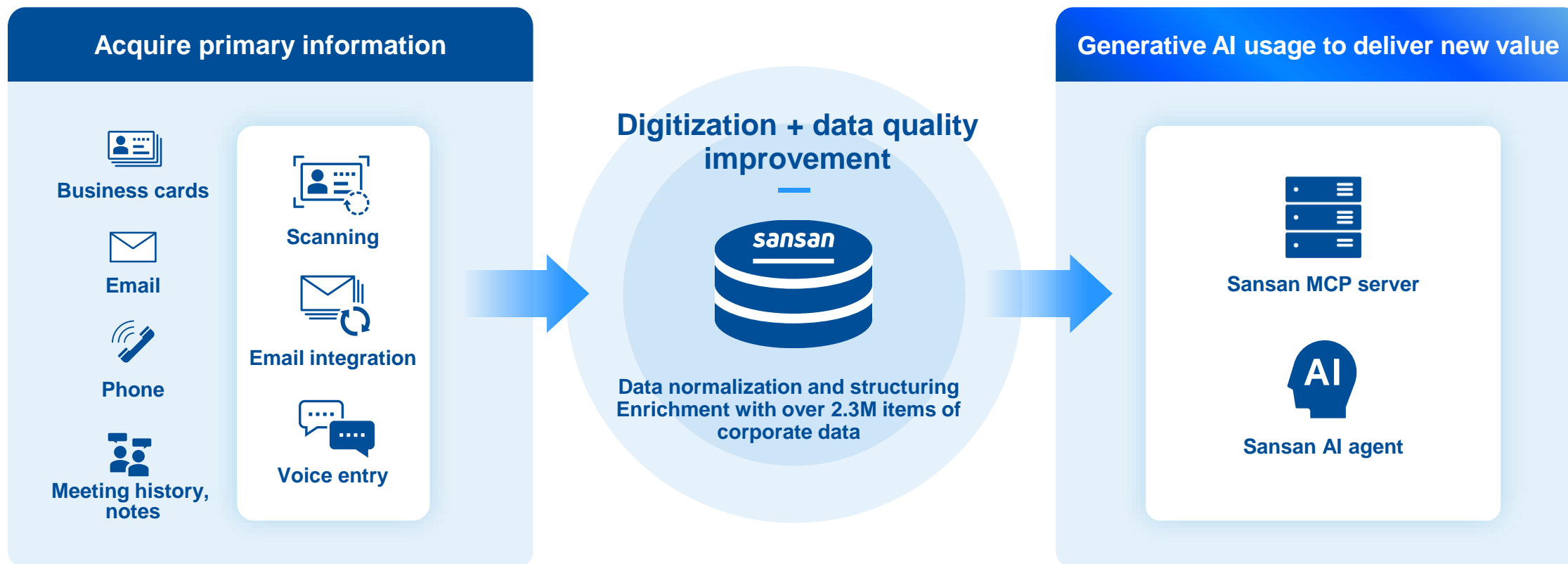
Our proprietary digitization process combines machine learning-powered AI and human review to ensure accuracy and speed. We have developed our own generative AI to further improve process efficiency, building on technologies and expertise refined through years of operation.



Through years of practical application, our expertise has refined the digitization process.

Evolution of Sansan Business Database

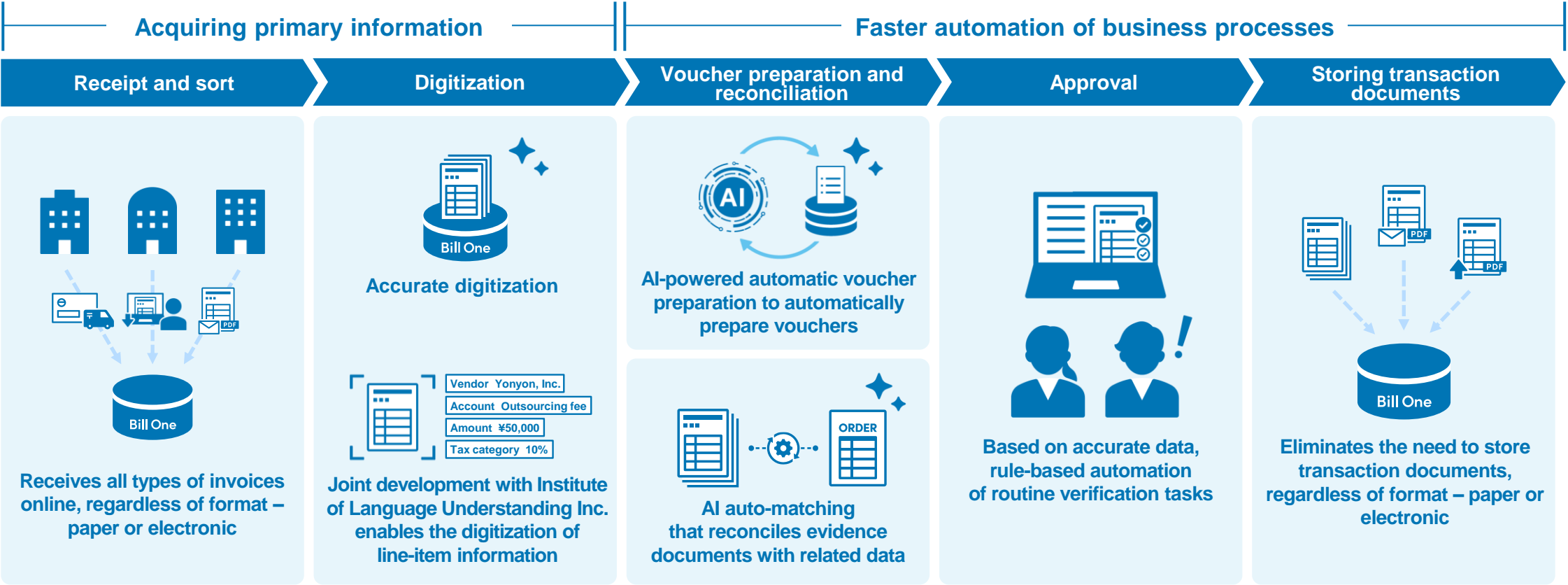
Sansan acquires not only various external contact information but also the context of sales activities themselves as primary information. It continually refine the quality and quantity of primary information, while providing greater value in use that combines generative AI leverage.



Evolution of Bill One Accounting AX Solution

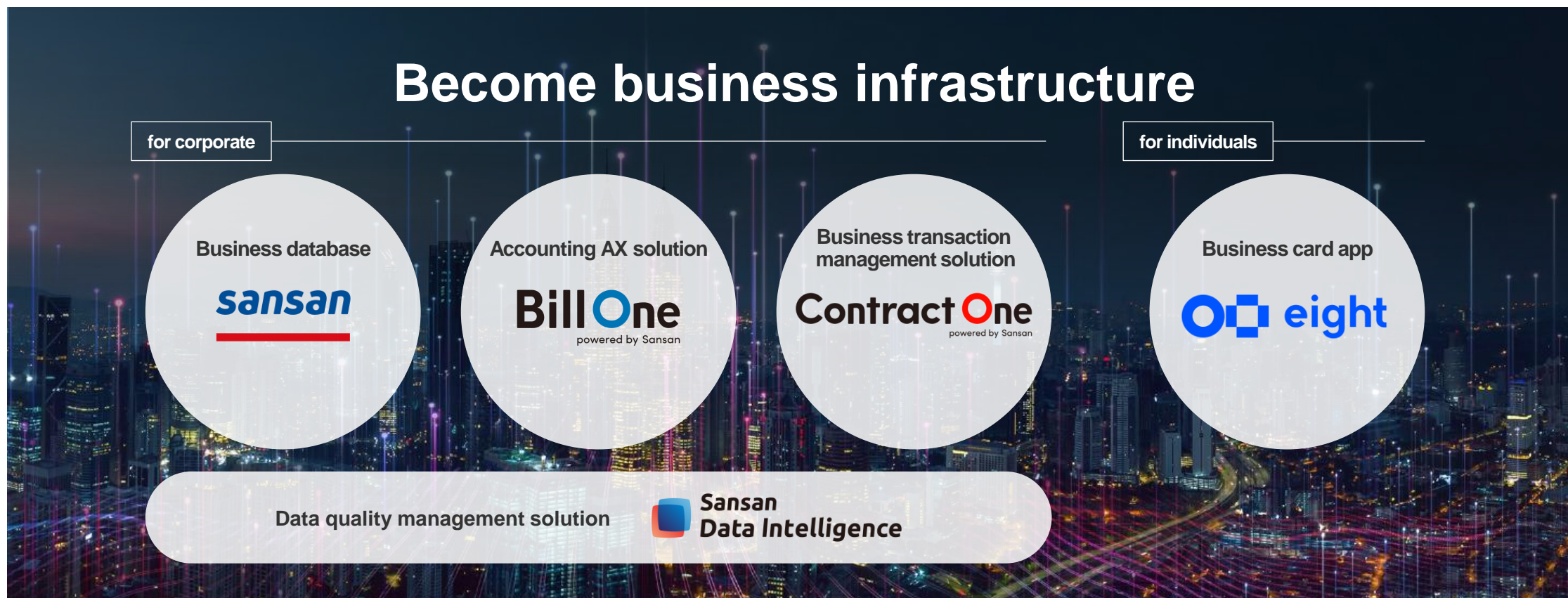
Bill One acquires primary information generated at the very start of accounting work, such as invoices, and uses advanced digitization of that information as a foundation to actively apply AI and accelerate automation across all accounting processes.

When receiving an invoice



Become Business Infrastructure

Establish a strong growth foundation for the generative AI era through acquiring, digitizing, and utilizing primary information. Deepen connections across each solution and aim to become business infrastructure that supports companies from the starting point of operations through to decision-making.



Appendix

Sansan Group Overview

Mission and Vision

Mission

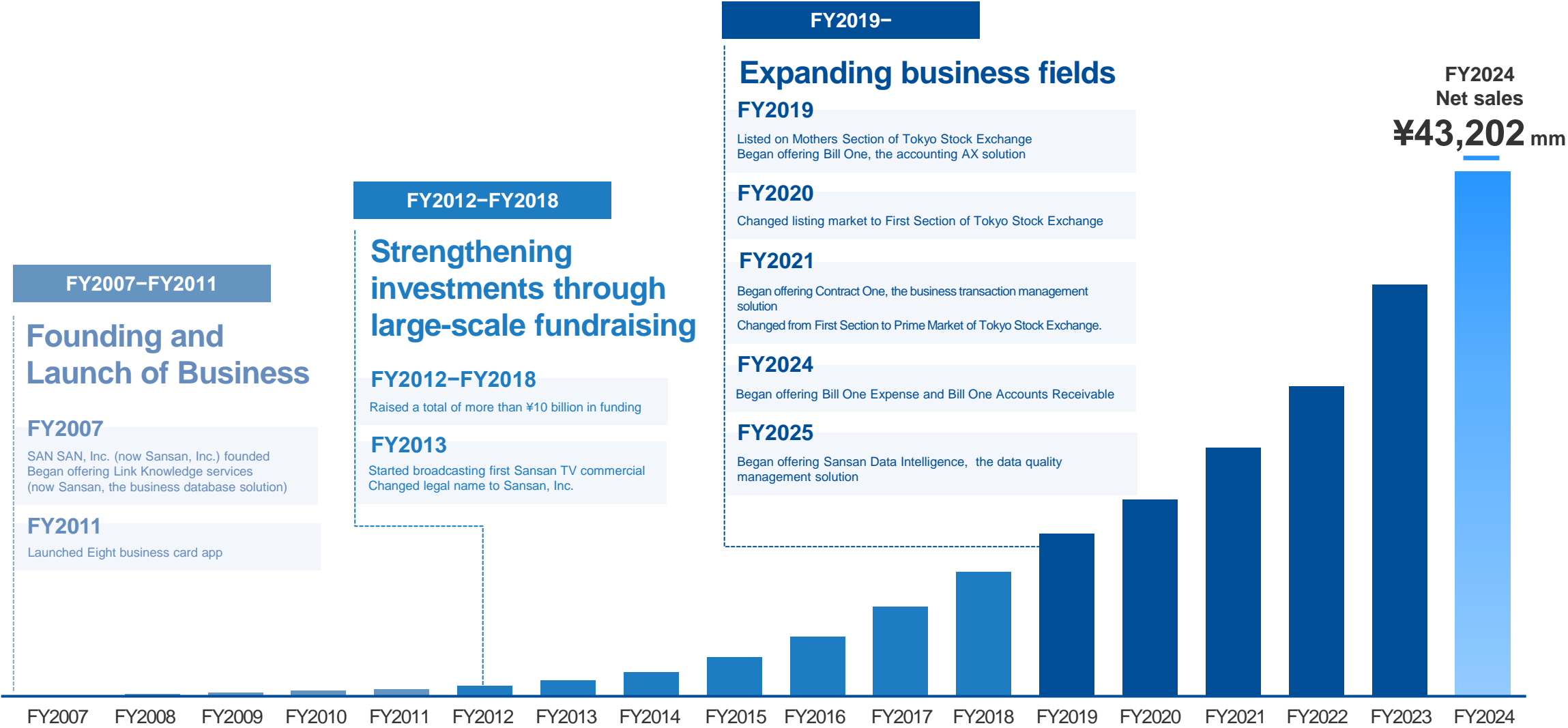
**Turning encounters
into innovation**

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).

Cloud-Based Solutions that Promote AI Transformation and Reshape How We Work

We turn encounters with people and companies into business opportunities, and provide cloud-based solutions that promote AI transformation (AX) and reshape how we work.

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

for corporate

Business database

sansan

Accounting AX solution

BillOne
powered by Sansan

Business transaction
management solution

Contract One
powered by Sansan

for individuals

Business card app

eight

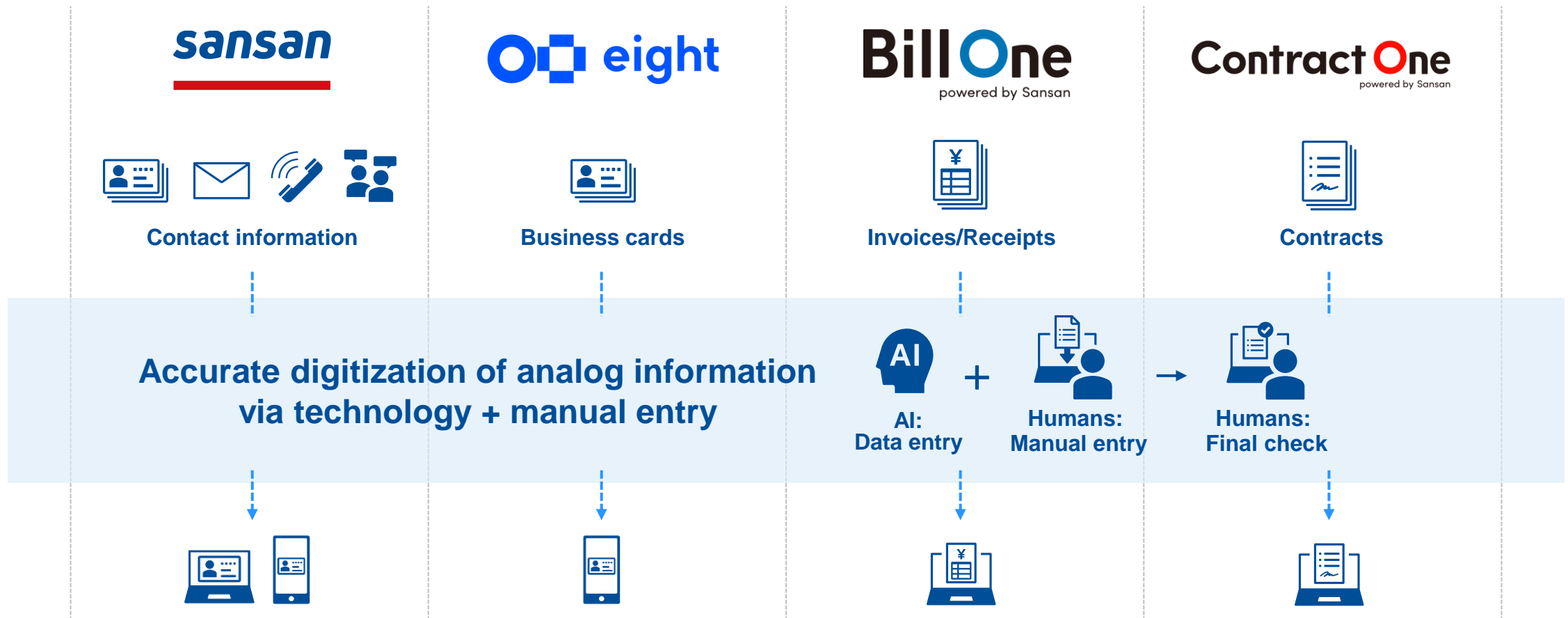
Data quality management solution

 **Sansan
Data Intelligence**

SaaS Focused on Analog-to-Digital

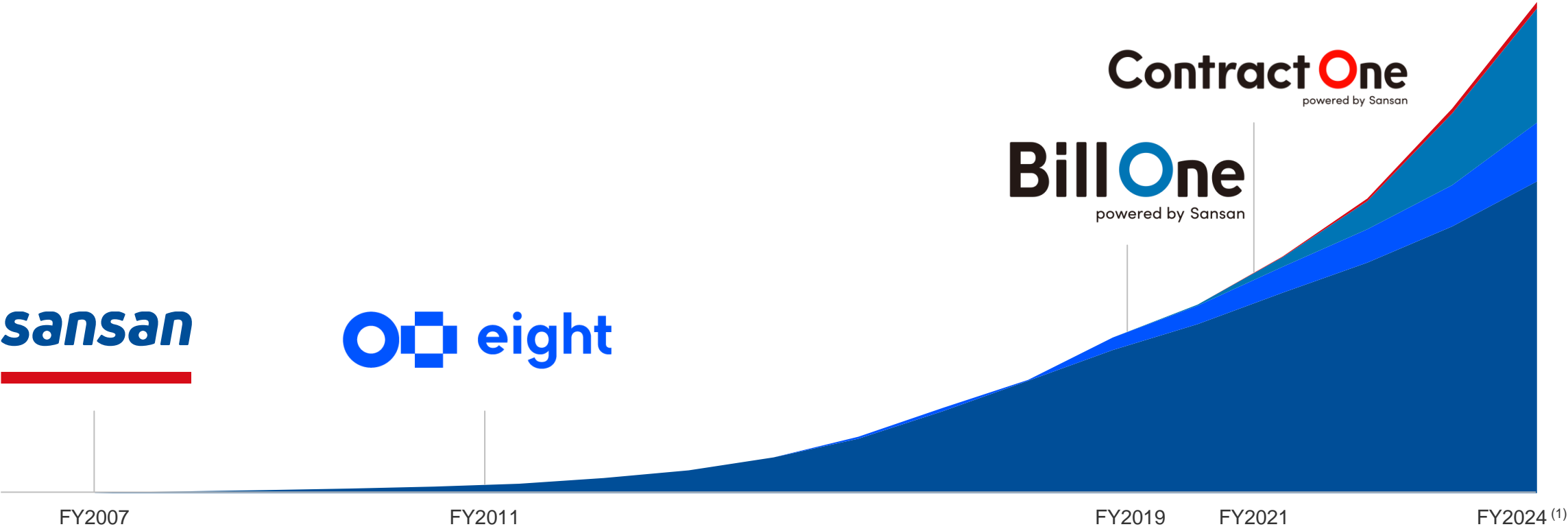
Paper and other analog workflows remain, leaving room for digitization to greatly improve efficiency.

Digitizing analog information quickly and accurately to improve business productivity and provide convenience through data usage.



Launch of Main Solutions














Founded in FY2007 and started offering Sansan.
Created multiple solutions since then; Bill One, launched in 2020, has achieved rapid growth.



(1) The graph shows total net sales of each solution. Sales ratio of main solutions: Sansan, 62%; Bill One, 23%; and Eight: 12%.

Overview of Reportable Segments

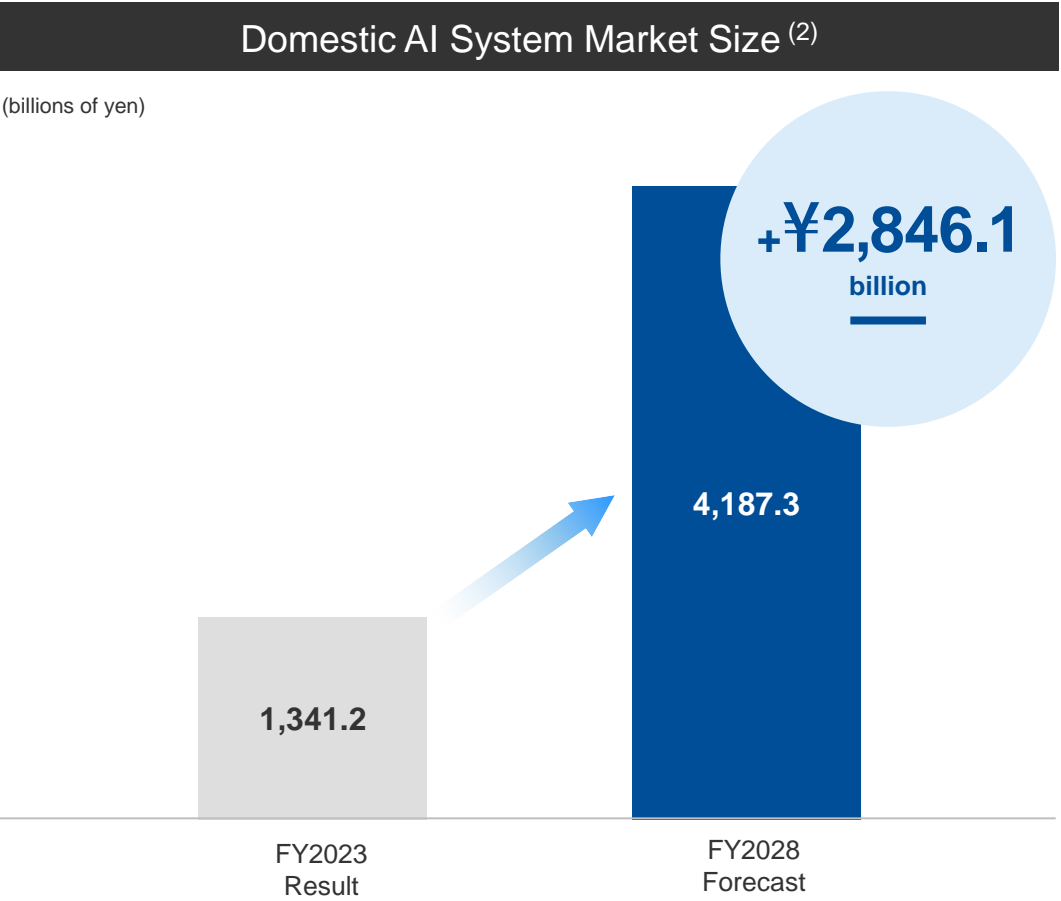
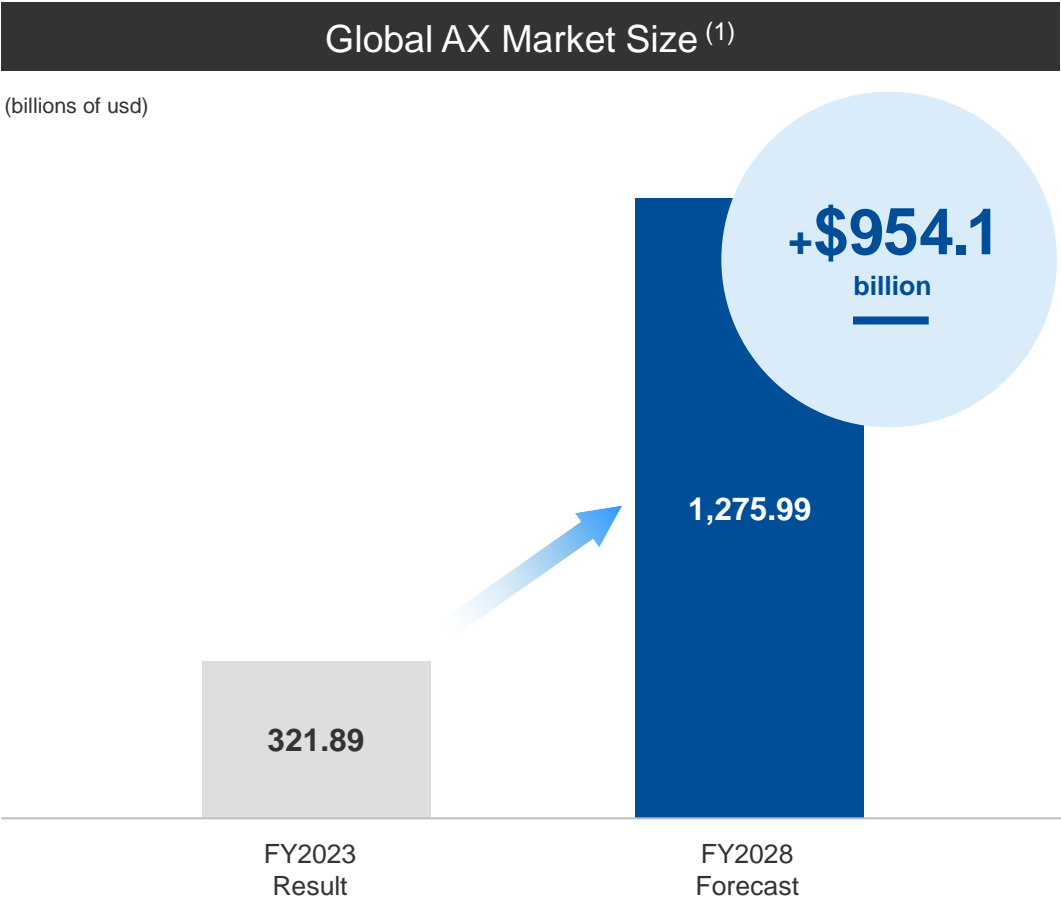
The Sansan Group comprises two reportable segments ⁽¹⁾.

	Percentage of consolidated net sales ⁽²⁾		Main services	
Sansan/ Bill One Business	 Sansan	60%	 The business database	 The data quality management solution
	 Bill One	25%	 The accounting AX solution	
	 Others	3%	 The business transaction management solution	 AI interface
Eight Business	 B2C services	1%	 B2C business card management	
	 B2B services	11%	 B2B business card management Business events Recruiting platform	 Event transcription service

(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) Q2 FY2025 YTD results.



Market Environment as a Tailwind

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



(1) Based on Artificial Intelligence (AI) in Digital Transformation Global Market Report 2025 (The Business Research Company).
(2) Based on Japan AI Systems Forecast (surveyed by IDC Japan).

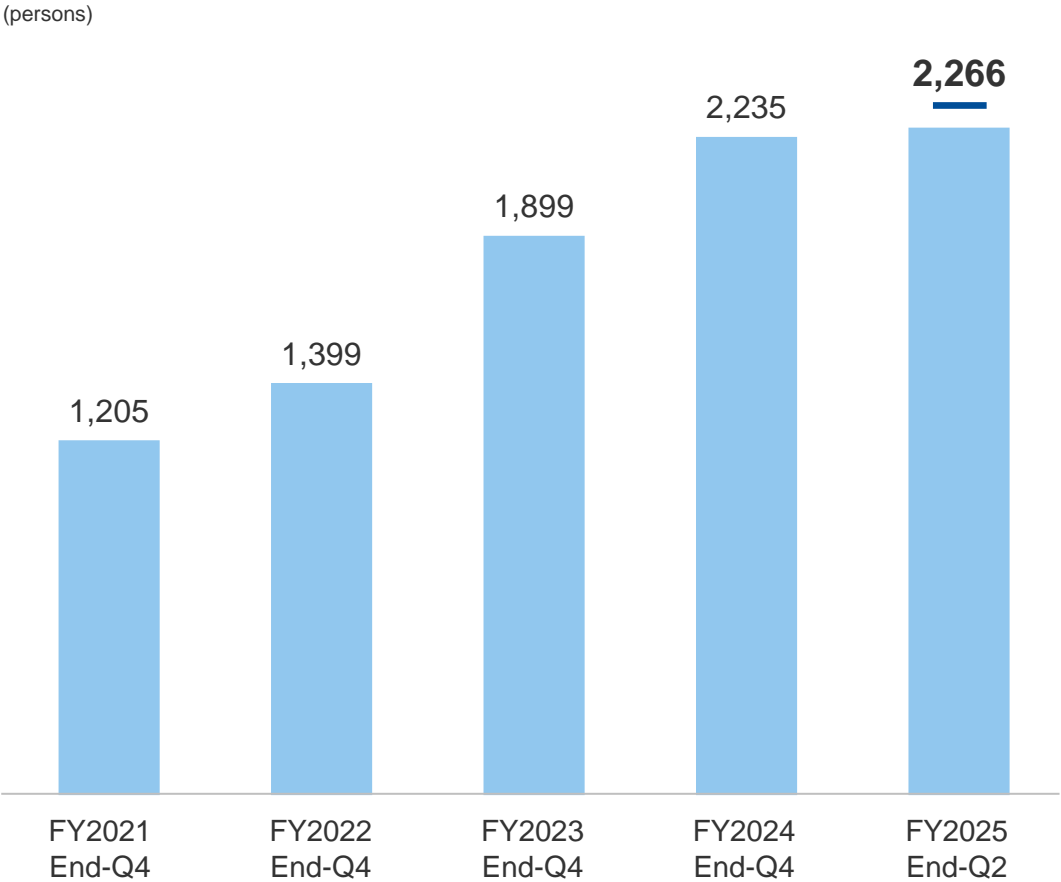
Company Overview (1)

Company name	Sansan, Inc.	
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	
Group companies	Sansan Global Pte. Ltd. (Singapore) Sansan Global Development Center, Inc. (Philippines) Sansan Global (Thailand) Co., Ltd. (Thailand) logmi, Inc. Ninout, Inc. Institute of Language Understanding Inc.	
Representative	Chika Terada	
Employees	2,266	
Share capital	¥7,291 million	
Net sales	¥43,202 million (FY2024)	
Classification by shareholder type	Individuals and others: 19.36%; Foreign financial institutions and others: 41.96%; Domestic financial institutions: 10.75%; Other domestic corporations: 26.01%; Securities firms: 1.81%; Treasury stock: 0.11%	

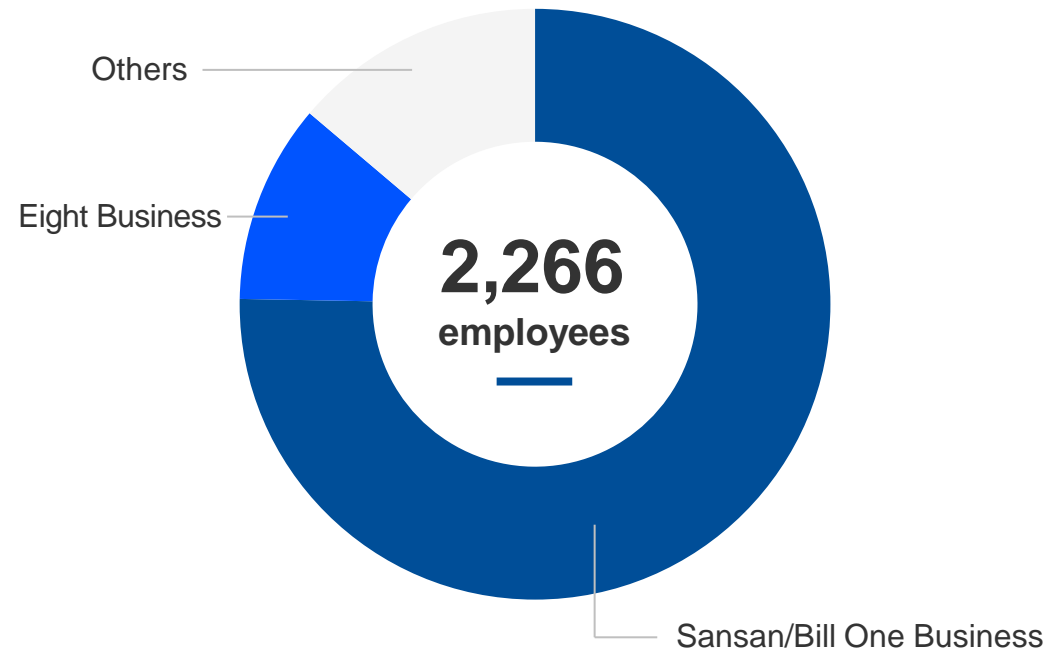
(1) As of November 30, 2025

About Employees

Employees (Consolidated)



Breakdown by Organization ⁽¹⁾



(1) As of November 30, 2025

Unexpensed Granted Stock Options

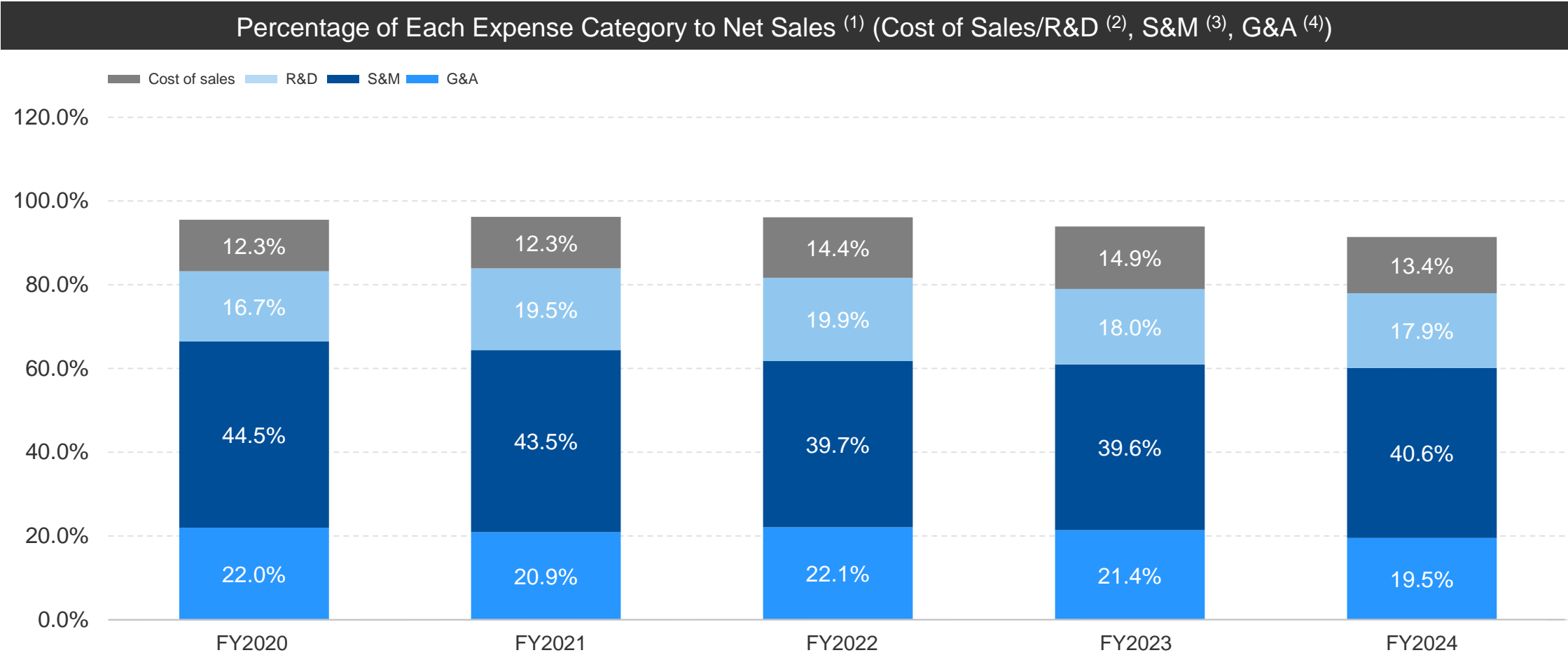
Exercise Period, Share Price Condition and Number of Shares

	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	90,300 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	210,900 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	569,400 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)

(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) As of November 30, 2025.

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)

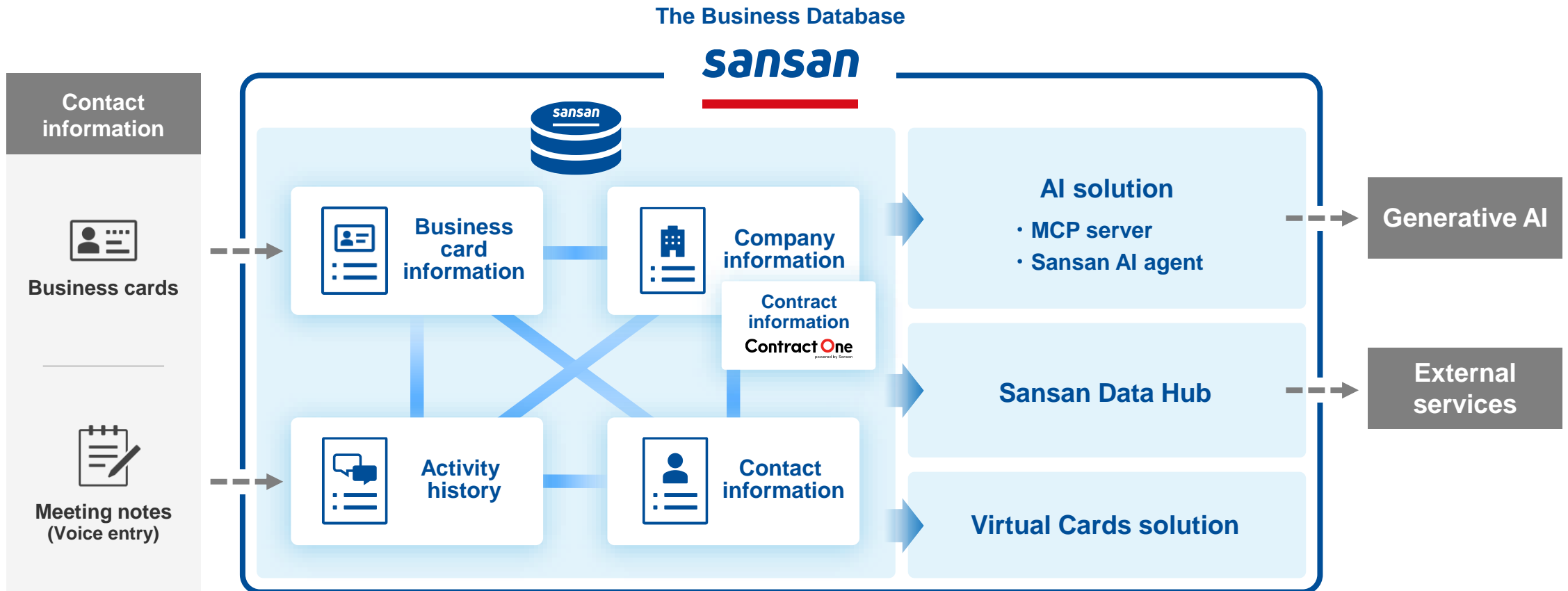
Sansan/Bill One Business



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.



Sansan: Information Loaded in the Sansan Database

Latest company information with over 2.3 million entries.

Loads a variety of information such as business overview, share capital, the number of employees, and net sales.



Company information



Location information

Information on headquarters as well as domestic branches and branch offices



Contract information ⁽¹⁾

The details of contracts entered into with customers



Corporate trends

Information on companies' latest trends and implemented IT services



Executive information

publicly available executive information with 200,000 entries



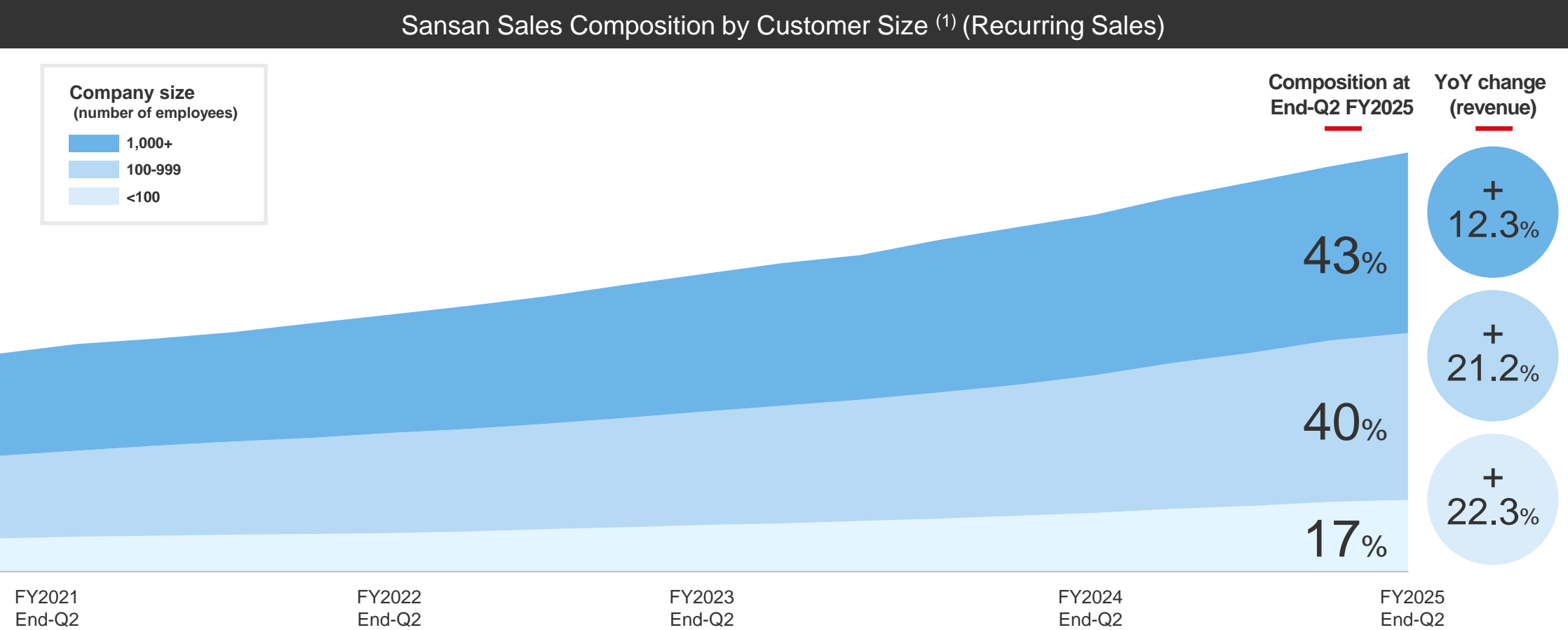
Risk information

Transaction risk information held by integrated external vendors

(1) A separate contract for Contract One is required

Sansan: Sales Composition by Customer Size (Recurring Sales)

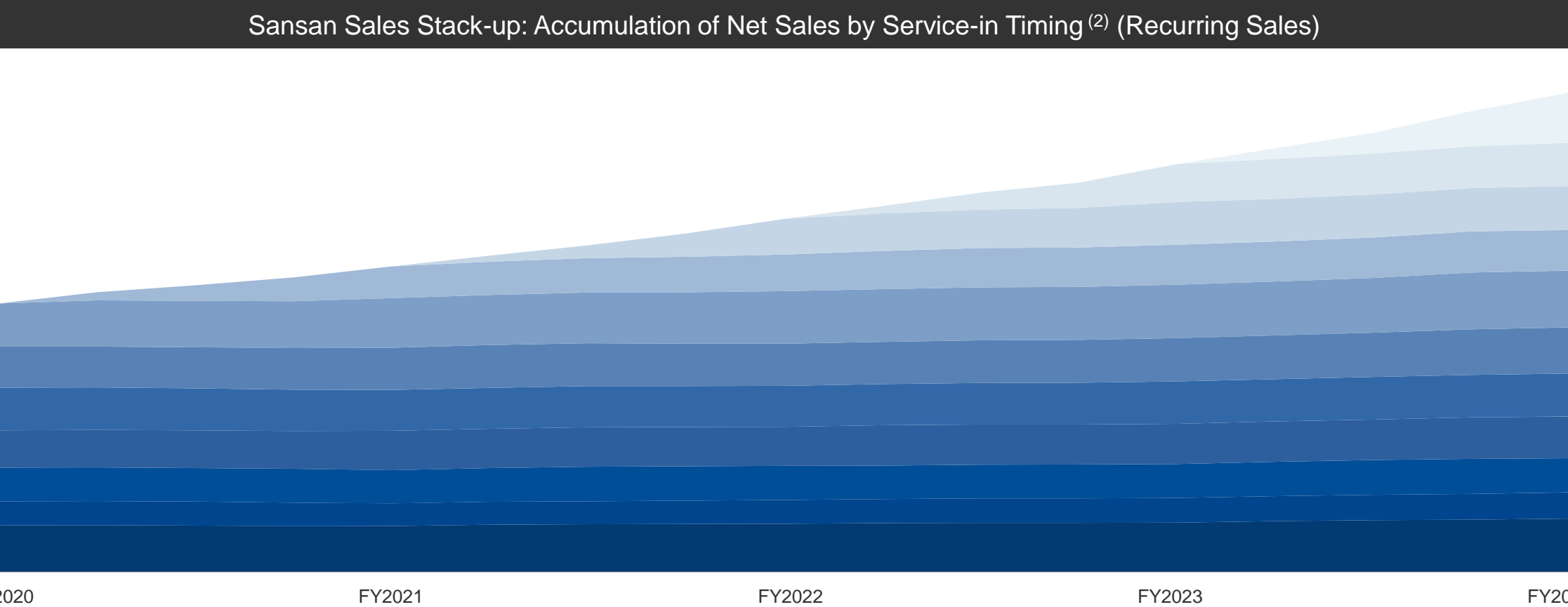
No significant change in the revenue composition ratio by customer size.



(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.

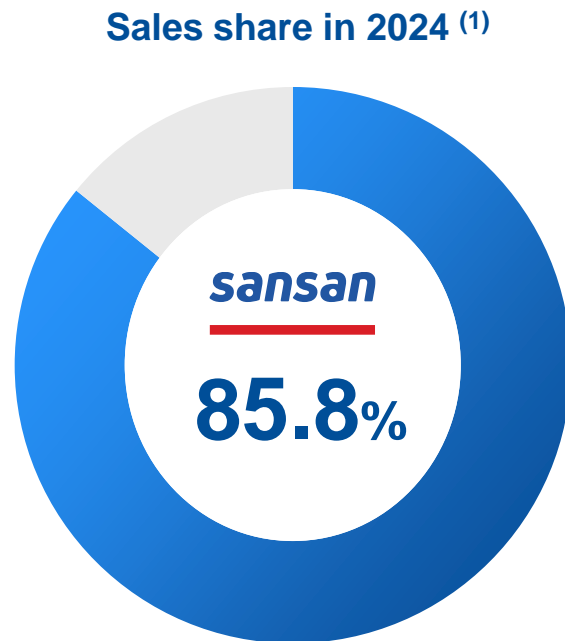


(1) Status where increase of revenue generated by existing subscriptions is greater than revenue reduced resulting from cancellation.
(2) Created based on monthly Sansan license charge (unaudited).

Sansan: Overwhelming Market Share and Solid Customer Base

Has gained high level of brand recognition among B2B services and established an overwhelming market share.
Built a solid customer base backed by Japan's highest level of SaaS management expertise, cultivated since we began.

Overwhelming Brand Recognition and Market Share in B2B



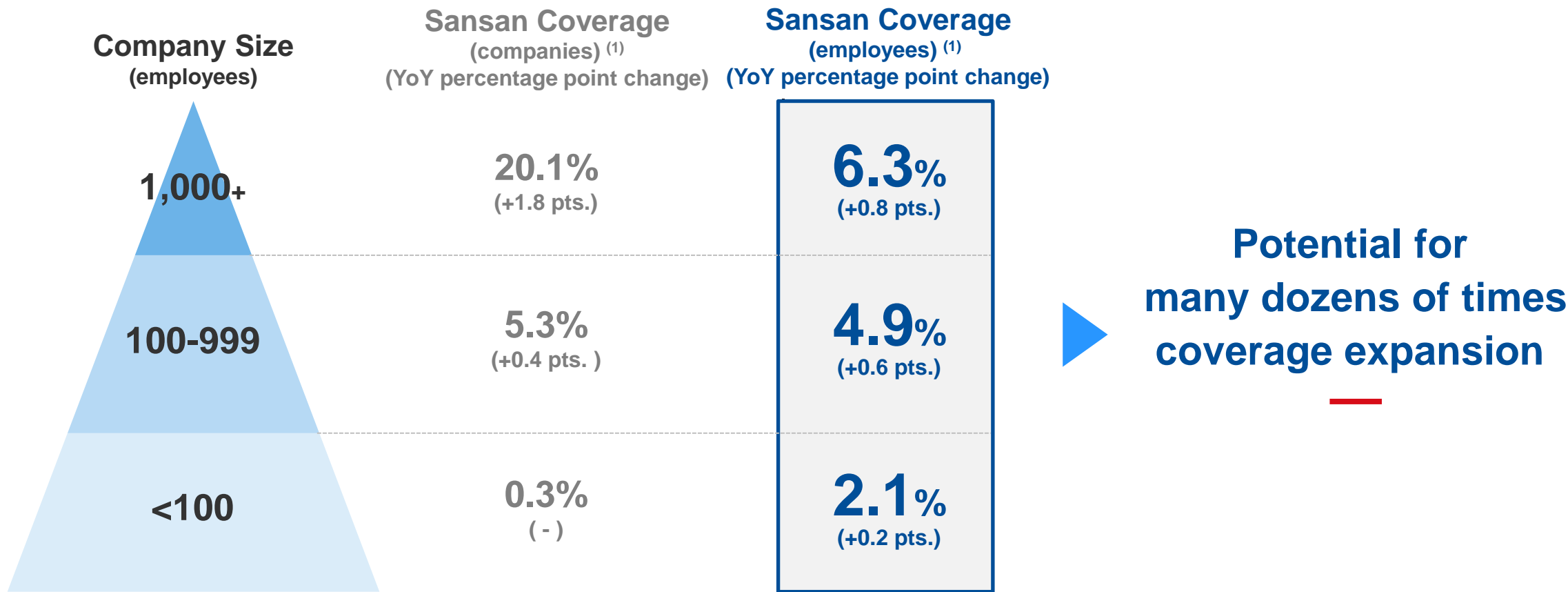
Solid Customer Base



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

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 Q2 FY2025 end 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

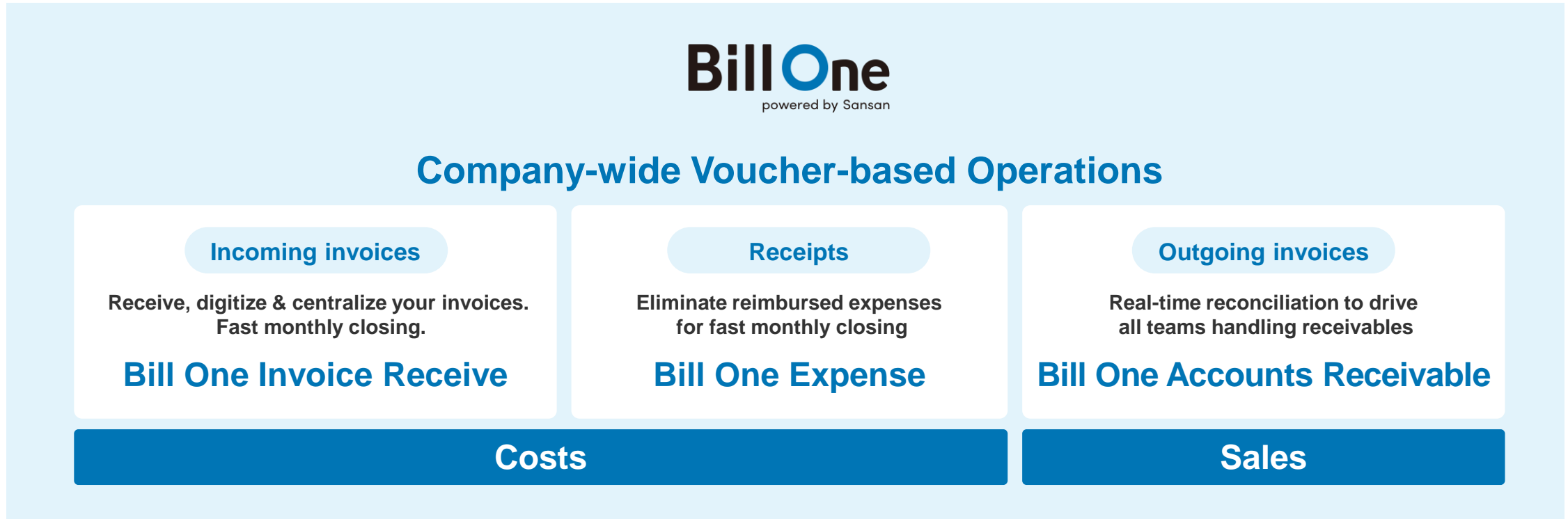
Providing three editions with different features, based on a fixed fee determined by company size (number of employees), etc.

Fixed fees (Recurring sales per Sansan subscription)	Basic features (edition)	Cost by company size, number of employees (or number of contract IDs)		
		Lite	Standard	Enterprise
		Business card management features	Lite + Business database features	Standard + Advanced security features
	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

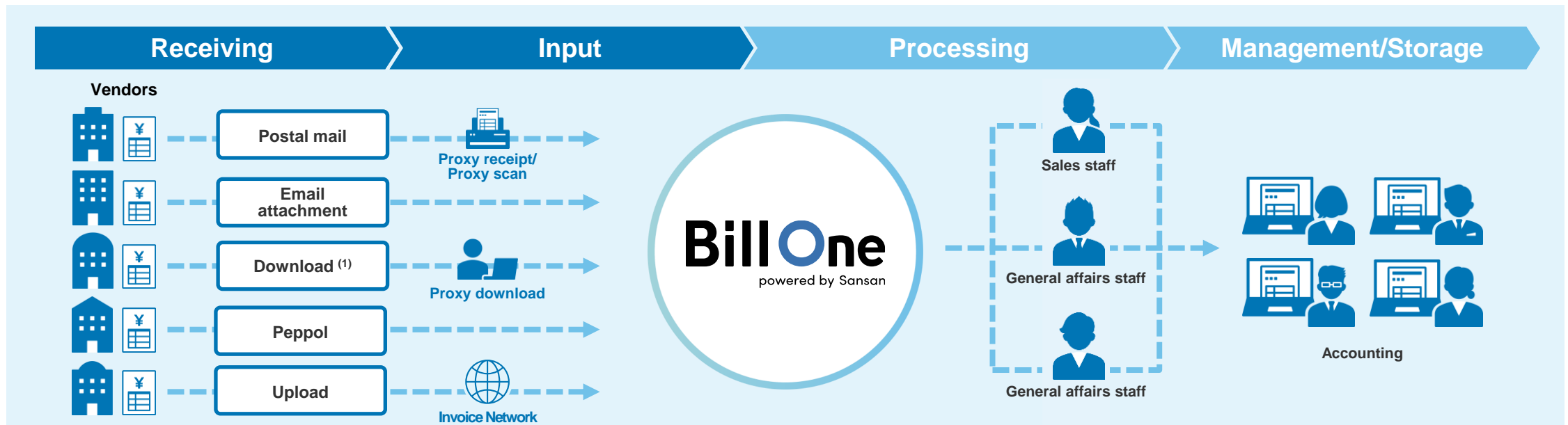
Enables the AI transformation (AX) of company-wide, voucher-based operations for invoices, expenses, and receivables management.



Fundamentally transforms voucher-based business processes to boost productivity across the entire organization

Bill One: Overview of Bill One Invoice Receive

Promotes AX in invoicing by enabling online receipt of all types of invoices and ensuring their accurate digitization. Implementing Bill One enables smoother compliance with legal reforms, while accelerating monthly closing.



1. Centralized invoice collection

Receive all types of invoices online

2. Accurate and fast digitization

Achieves 99.9% ⁽²⁾ accuracy and digitizes invoices regardless of format by the next business day.

3. Transformation of business operations

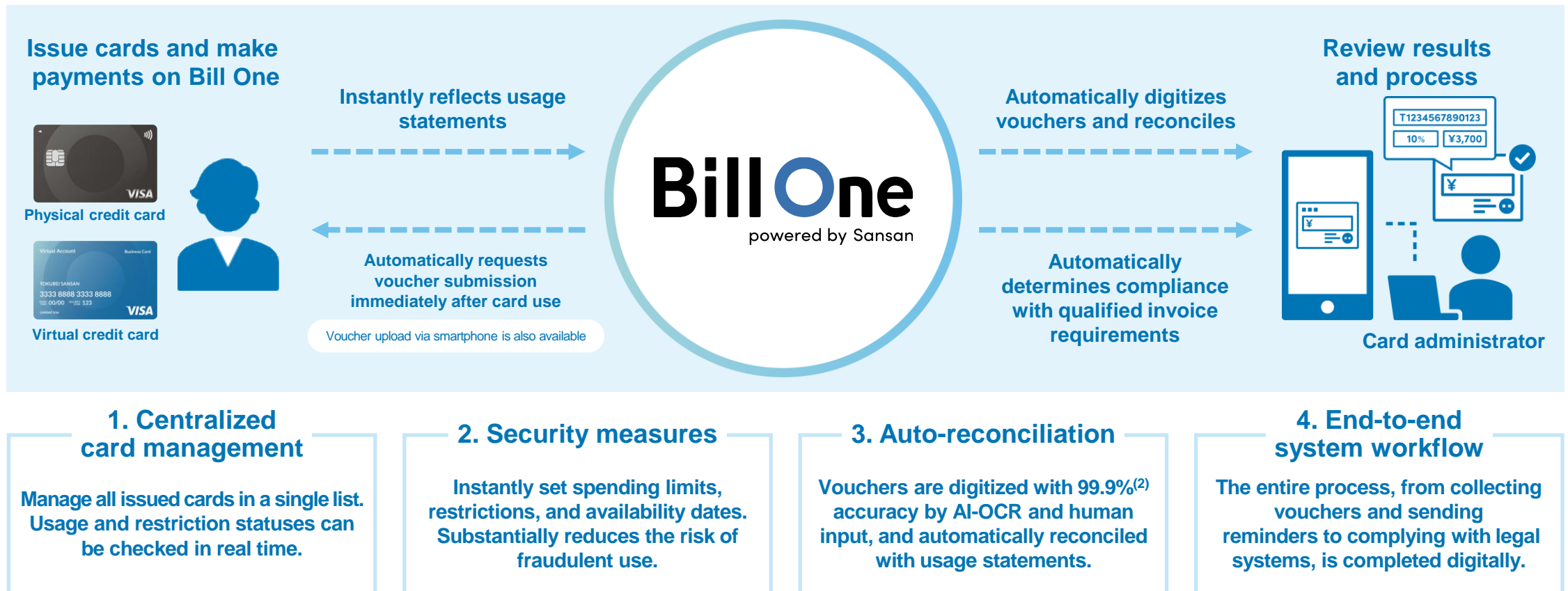
Transform business operations from the ground up, digitizing all workflows.

(1) Invoice receipt sometimes may not be possible because of use, changes, or maintenance involving the invoice download site.

(2) Digitization accuracy when conditions specified by Sansan, Inc. are met

Bill One: Overview of Bill One Expense

Uses the Bill One Business Card to solves issues related to expenses.
Streamlines expense reimbursement and reduces costs, while lowering the financial burden on employees ⁽¹⁾.

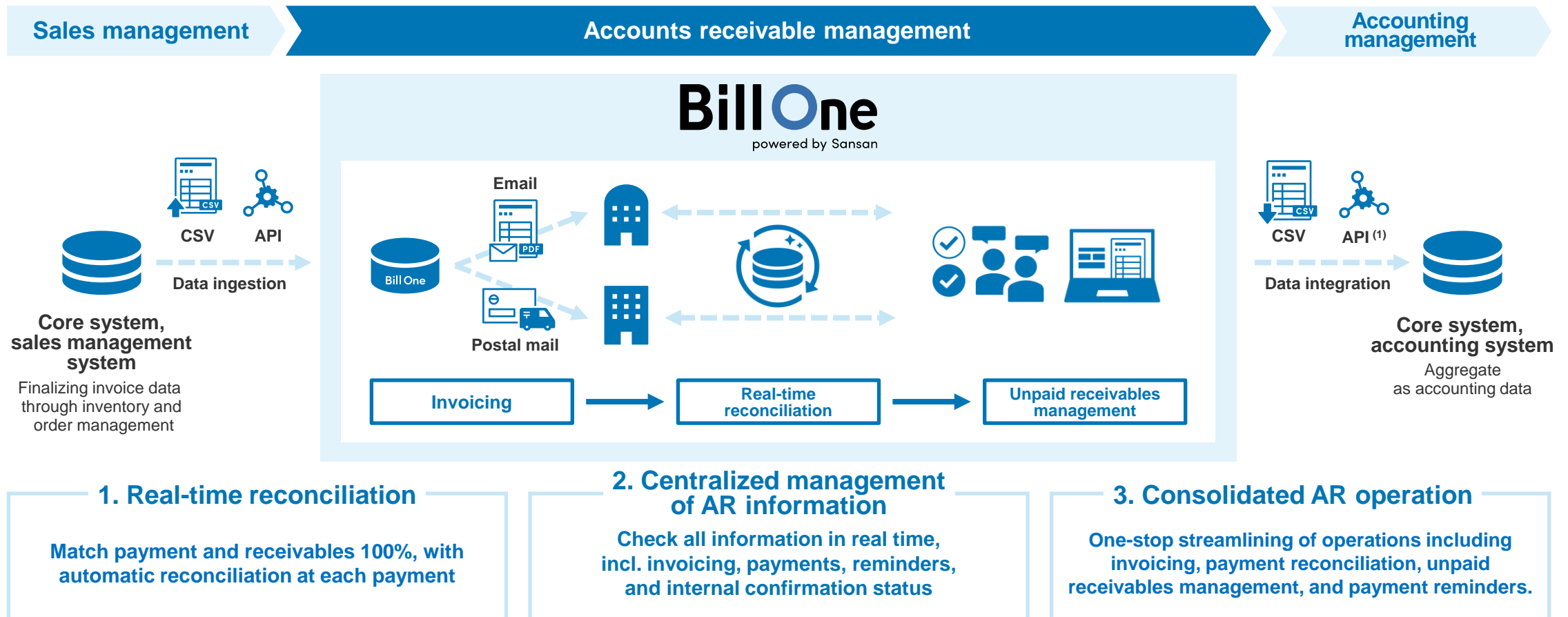


(1) Out-of-pocket expenses can be processed in the same way as card payments.

(2) Digitization accuracy when conditions specified by Sansan, Inc. are met.

Bill One: Overview of Bill One Accounts Receivable

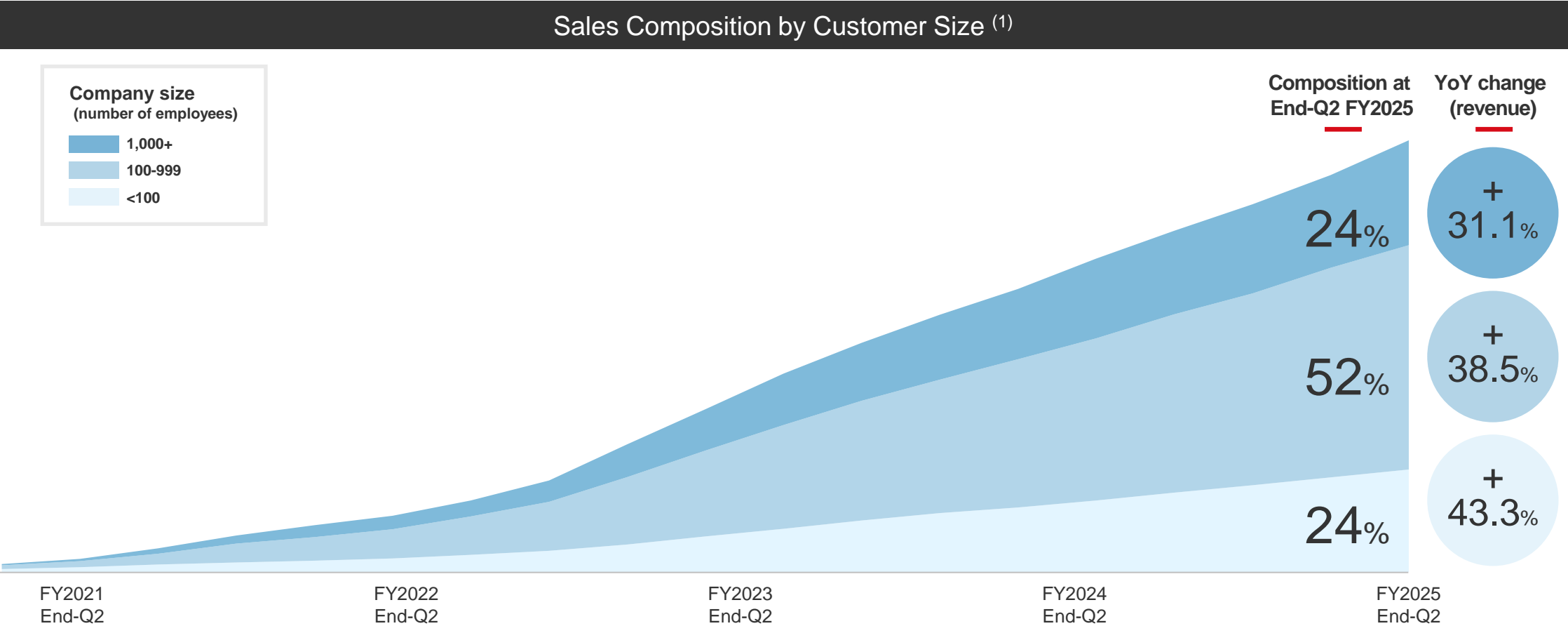
Visualizes invoice data in real time and centralizes the accounts receivable process.
Solves core issues by matching payment and receivables data 100%.



(1) Under development

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

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

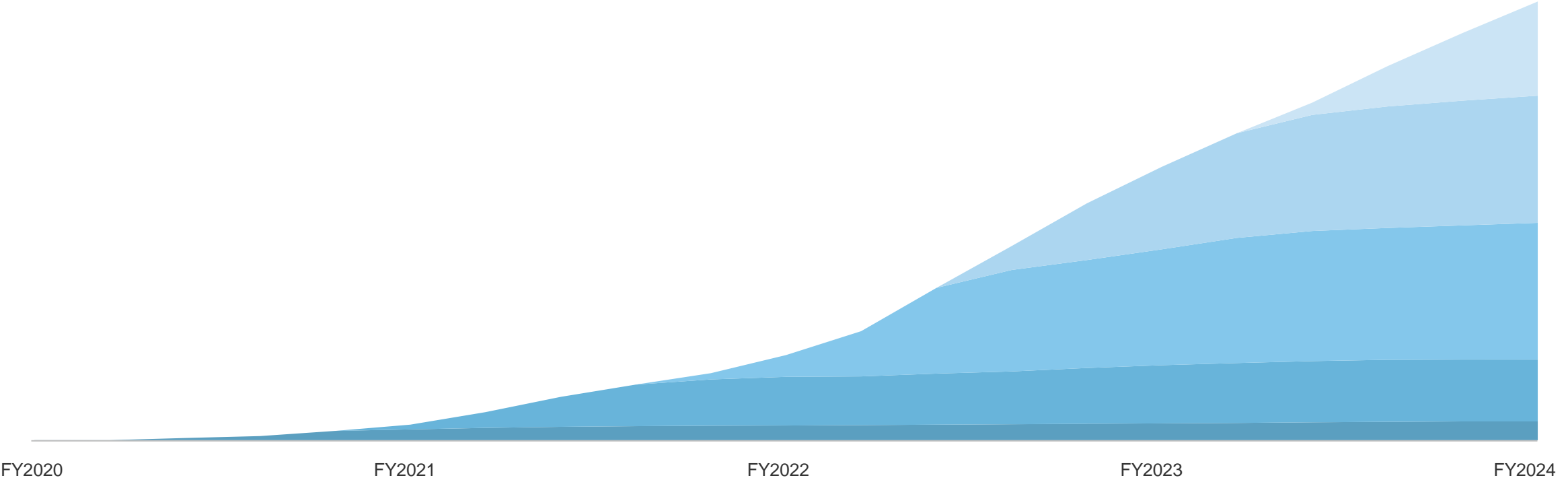


(1) Prepared based on Bill One MRR (unaudited).

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)

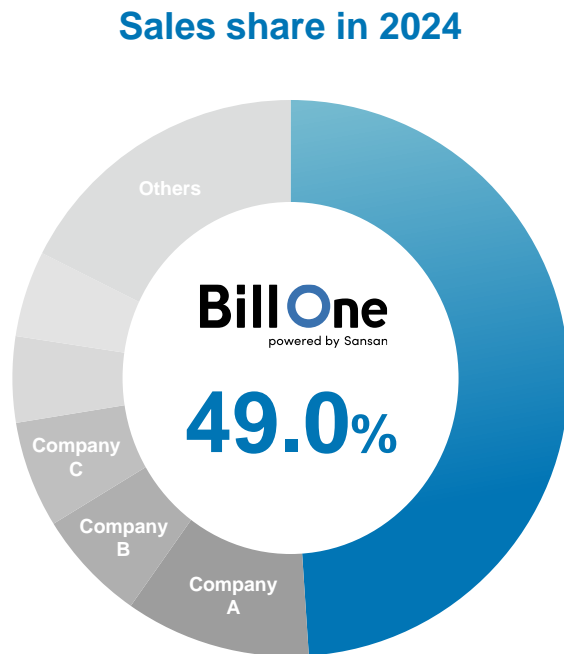


(1) Created based on Bill One Monthly Recurring Revenue(unaudited).

Bill One: Customer Base and Positioning

Regardless of industry or business type, acquiring various customers.
Achieved #1 sales in cloud invoice receiving service market.

Market Share in Cloud Invoice Receiving Services ⁽¹⁾



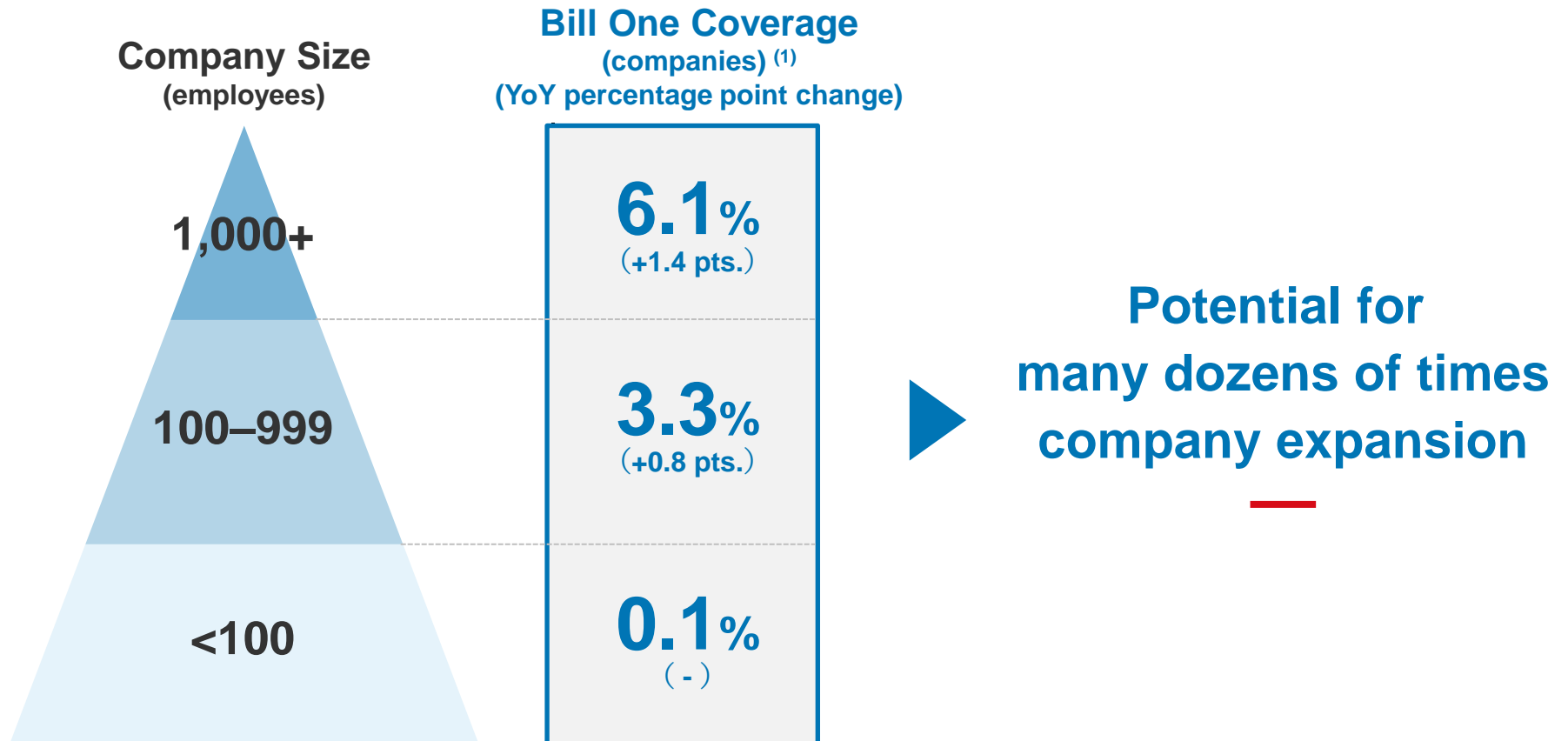
Solid Customer Base



(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 subscriptions for Q2 FY2025 end 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. 248,000 companies in the Bill One invoice network as the end of November 2025.
Total invoices in invoice network accounts for ¥75 trillion annualized as of November 2025.

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

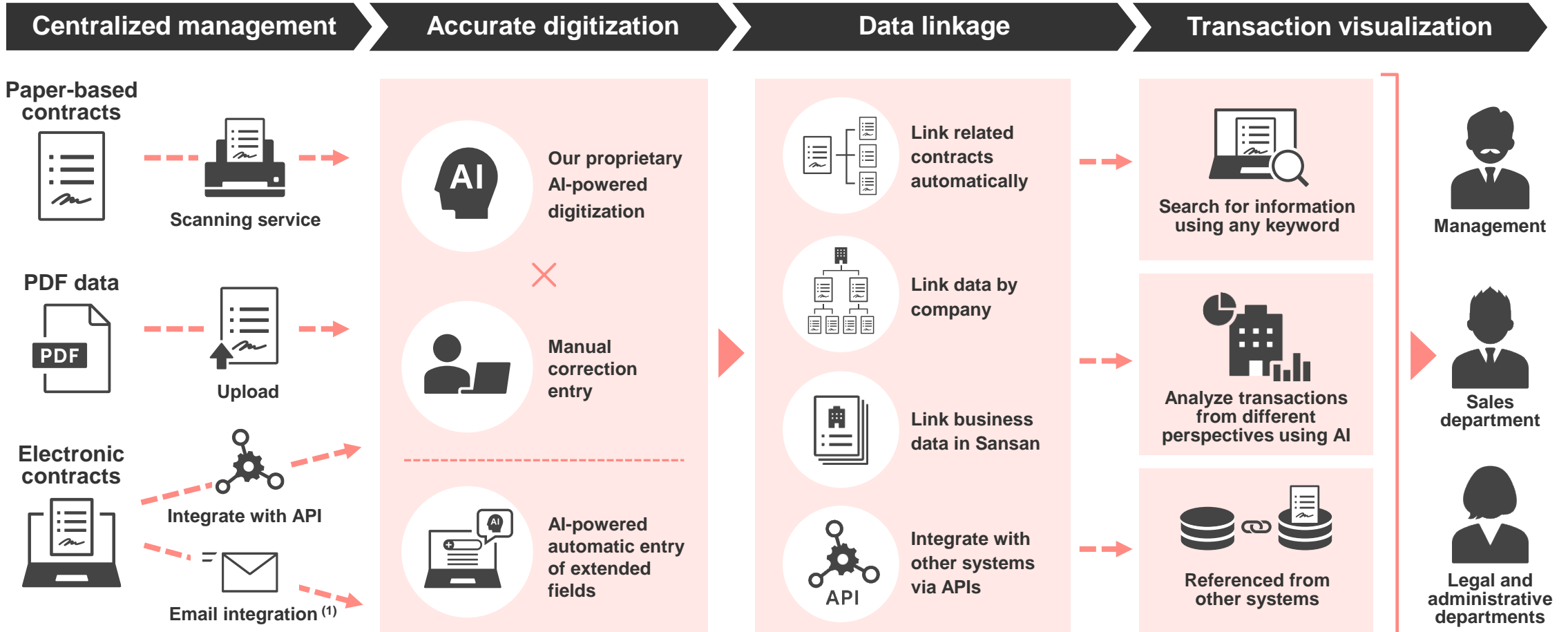
Bill One: Service Plans

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	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

Contract One: Solution Overview

A business transaction management solution that solves various challenges through accurate digitization and centralization of all contracts

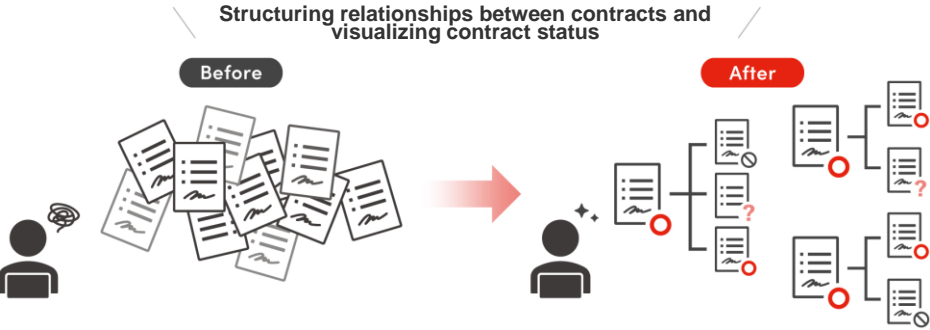


(1) Under development

Contract One: AI-Powered Features

GPT-powered AI summarization features
Leveraging language analysis AI enabling more precise contract content analysis

Contract tree & Contract Status Determination



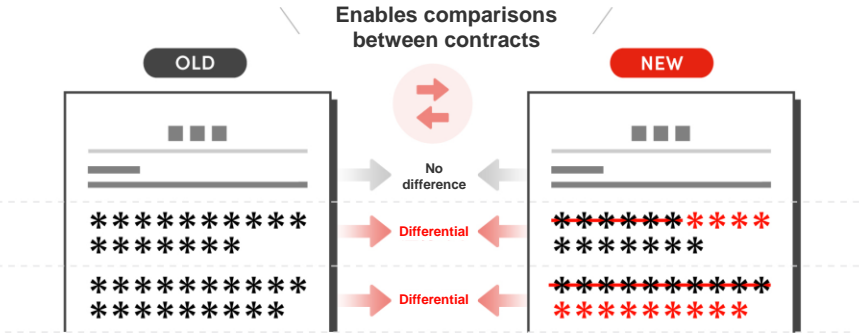
AI Auto-Fill for Custom Fields

Contract One
powered by Sansan

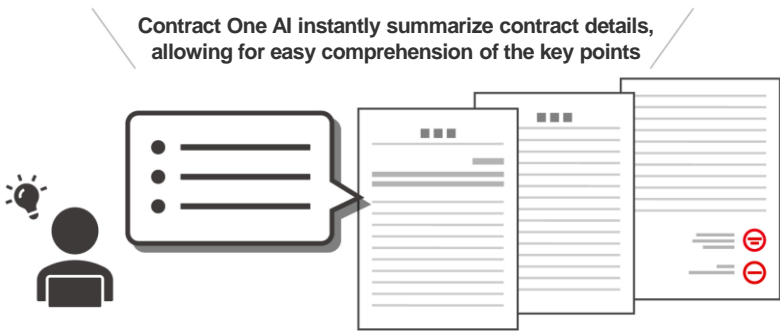
AI automatically detects items to be managed

Property name	Lease fee	Termination possibility
*****	¥****	○
*****	¥****,****	○
*****	¥*****	×
*****	¥*,***	○

Document Comparison



AI Summaries



Eight Business



Eight: Service Outline

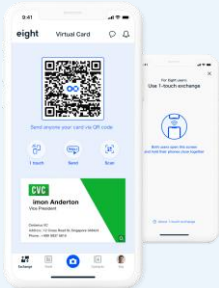
Business card app widely used by professionals; enables Virtual Card Exchange and smart contract management.

Business card app

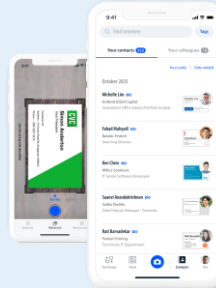


Eight is the business card app that maximizes the value of all your connections.

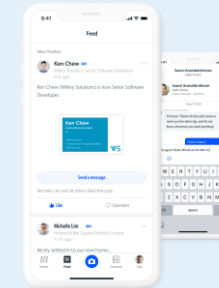
Open the app,
and swap cards in an instant



Take a photo and easily manage
and search cards



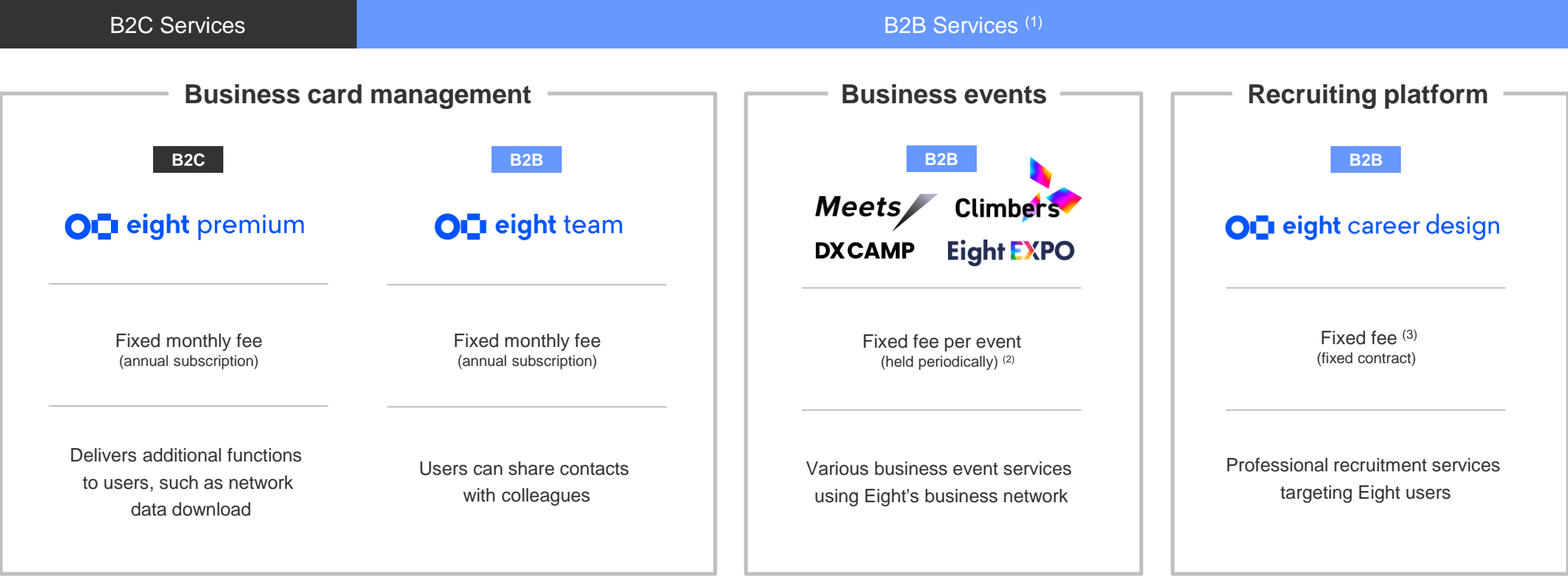
Updates on career moves,
like promotions and job changes



Offering apps for potential opportunities though business card exchange and management

Eight: Monetization Plans

Monetization through corporate solutions leveraging user network



(1) B2B services in the Eight business include event transcription services for the media logmi Business and logmi Finance provided by logmi, Inc.
(2) There are multiple fee settings depending on the type of event held, etc.
(3) There is an additional charge when a decision to hire is made.

Initiatives for Sustainability



Material Issues (Priority Issues)

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.

(1) Balance Security and Convenience

9

9. RESILIENT INFRASTRUCTURE

12

12. RESPONSIBLE CONSUMPTION AND PRODUCTION

1. Provide safe and stable infrastructure services

2. Ensure robust protection of data privacy and Information security

Metrics	Targets for FY2029 ⁽¹⁾	Results for FY2024 ⁽¹⁾
Number of major incidents	0	0
Proportion of those qualified as Protection of Individual Information Person	maintained at 80% or higher	90.6%

(2) Transform Work Through Innovative AX Services

8

8. DECENT WORK AND ECONOMIC GROWTH

9

9. RESILIENT INFRASTRUCTURE

3. Promote AX services that improve productivity

4. Create innovative business infrastructure

Metrics	Targets for FY2029 ⁽¹⁾	Results for FY2024 ⁽¹⁾
Number of items converted from analog to digital information using our services	500 million	270 million ⁽²⁾
Number of users of our services	20 million people	9.80 million people ⁽²⁾

(3) Respect Employee Diversity and Producing Innovation

4

4. QUALITY EDUCATION

5

5. GENDER EQUALITY

10

10. REDUCED INEQUALITIES

17

17. PARTNERSHIPS FOR THE GOALS

5. Promote recruitment, development, and success of human resources

6. Promote diversity, equity, and inclusion

Metrics	Targets for FY2029 ⁽¹⁾	Results for FY2024 ⁽¹⁾
Proportion of recruitment through referrals	35%	12.1%
Unipos ⁽³⁾ (peer bonus) posting rate	80%	59.5%
Ratio of female employees in management positions	30% or higher	20.2%
Ratio of female employees	45% or higher	37.0%

(4) Establish a Firm Management Structure to Support Rapid Business Growth

16

16. PEOPLE, INFRASTRUCTURE AND COMMUNITIES

7. Strengthen corporate governance

8. Ensure compliance

Metrics	Targets for FY2029 ⁽¹⁾	Results for FY2024 ⁽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%

(5) Conserve the Environment Through Business

12

12. RESPONSIBLE CONSUMPTION AND PRODUCTION

13

13. CLIMATE ACTION

15

15. LIFE ON LAND

9. Address climate change issue

10. Use natural capital efficiently

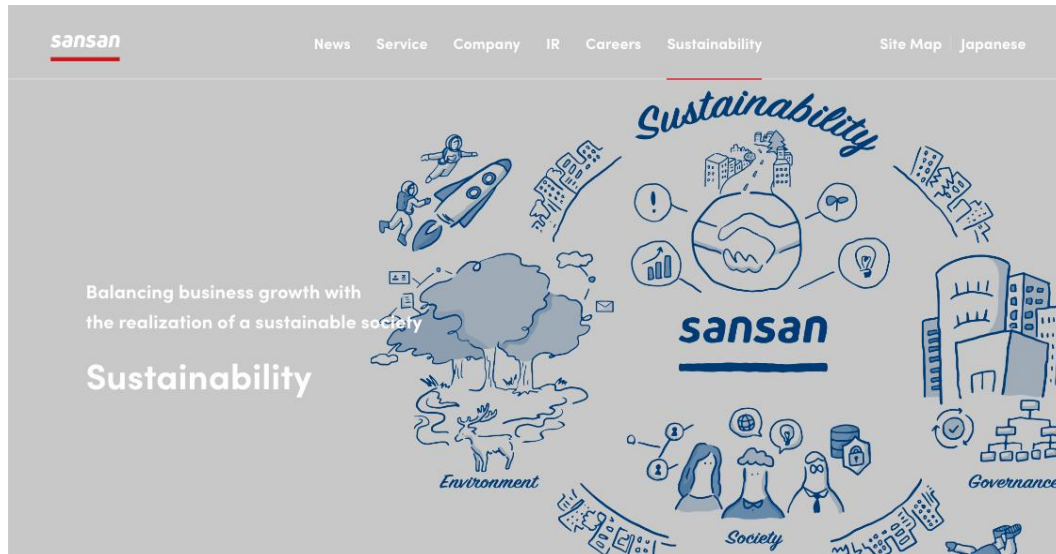
Metrics	Targets for FY2029 ⁽¹⁾	Results for FY2024 ⁽¹⁾
Scope 1+2 ⁽⁴⁾	carbon neutral	575 t-CO ₂
Number of uses of paperless functions in our services	120 million	20 million ⁽²⁾

(1) Results and targets presented here are for the Company on a non-consolidated basis.
(2) Results for the Company's services are aggregated for Sansan, Bill One, Contract One and Eight.
(3) Unipos is a service centered on the peer bonus system provided by Unipos, Inc.
(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	 <div>Nikkei Inc. ⁽¹⁾ NIKKEI Integrated Report Award 2024 Excellence</div>	 <div>MerComm, Inc. 「International ARC Awards」⁽²⁾ PDF Version of Annual Report Silver</div>
Web site	 <div>Nikko Investor Relations Co., Ltd. All Markets Ranking in Japan Corporate Websites AAA</div>	 <div>Daiwa Investor Relations Commendation Award 2025 Bronze</div>
	 <div>Gomez IR Site ranking 2025 IR Site Ranking Silver</div>	 <div>Gomez ESG Site ranking 2025 ESG Site Ranking Silver</div>
ESG Rating/ESG Index	 <div>FTSE FTSE Blossom Japan Index</div>	 <div>FTSE FTSE Blossom Japan Sector Relative Index</div>
	 <div>MSCI ⁽³⁾ MSCI ESG rating of “A”</div>	 <div>MSCI ⁽⁴⁾ Japan Empowering Women Index (WIN)</div>
	 <div>MSCI JAPAN EMPOWERING WOMEN (WIN) SELECT INDEX</div>	 <div>S&P/JPX Carbon Efficient Index</div>
Recognitions of IR activities	 <div>Japan Investor Relations Association 2025 Best IR Award for Encouragement</div>	 <div>Japan Investor Relations Association 2025 "Most Liked" IR Award</div>

(1) Awarded to Annual Report 2024 in February 2025
(2) Awarded to Annual Report 2024 in August 2025
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