



# Presentation Materials for Q2 FY2025

# 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 Q2 FY2025 YTD Results

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### **Sales grew steadily**

Net sales up 26.5% YoY.

ARR <sup>(1)</sup> up 23.4% YoY to ¥45,912 million.

### **Adjusted operating profit <sup>(2)</sup> 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 <sup>(3)</sup> solution**

Bill One net sales up 41.3% YoY.

Quarterly net increase in MRR <sup>(4)</sup> 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

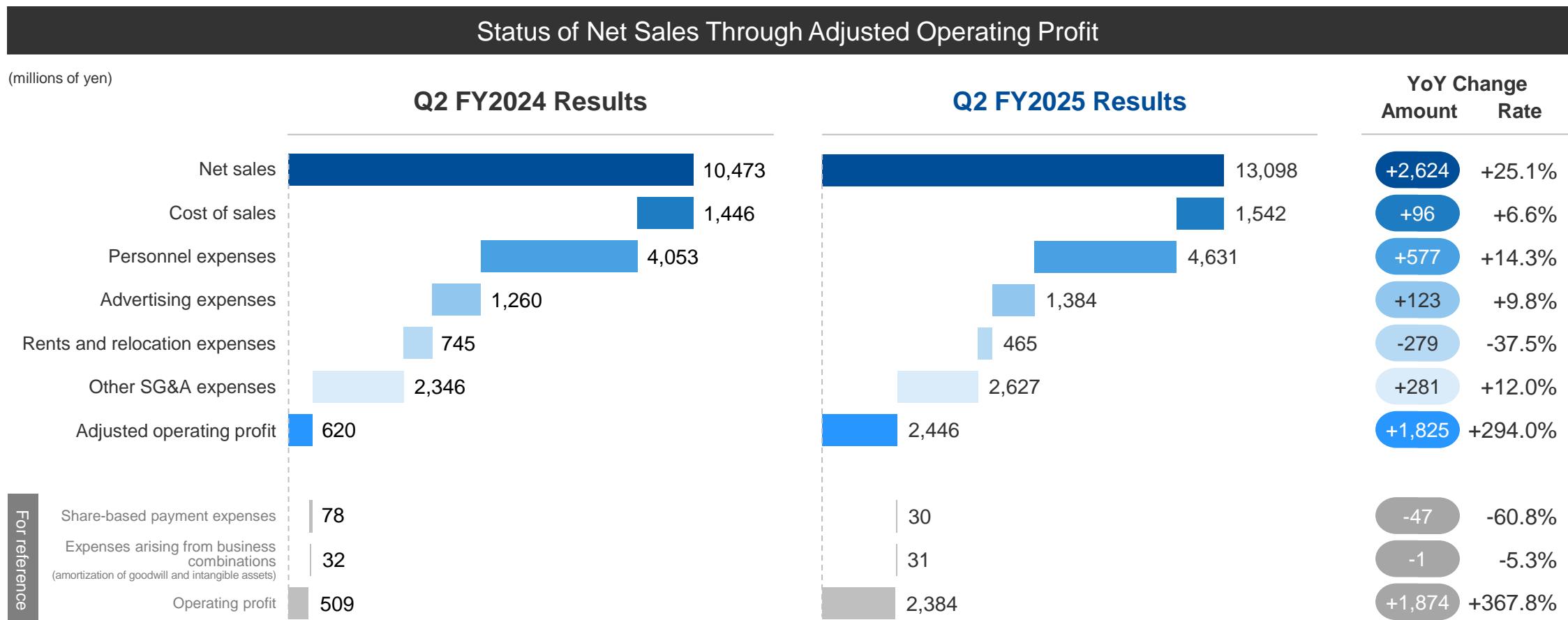
# Overview of Financial Results

**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.**

	(millions of yen)	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.

	(millions of yen)	FY2024		FY2025		(For Reference) FY2025	
		Q2 Results	Q2 Results	YoY	Q2YTD Results	YoY	
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

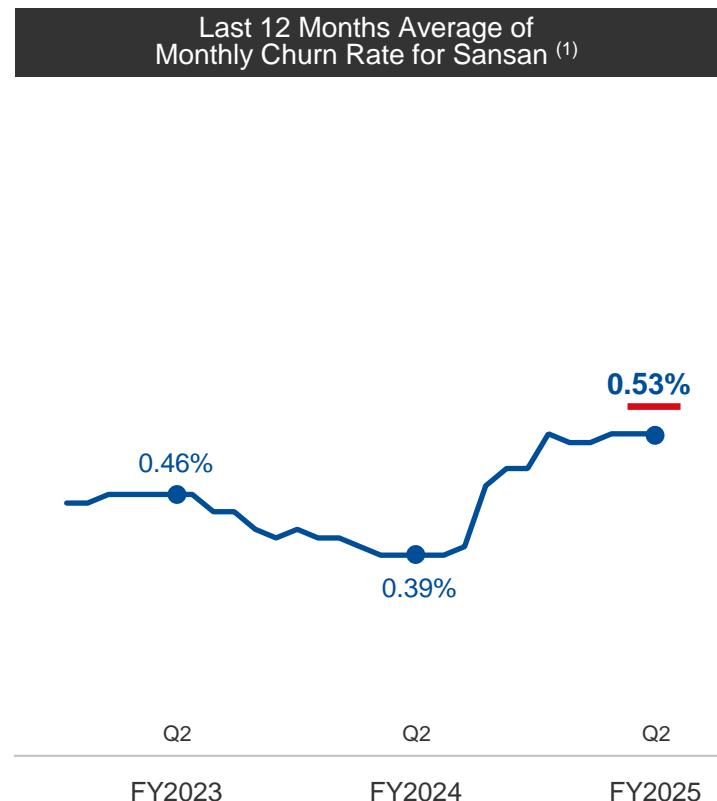
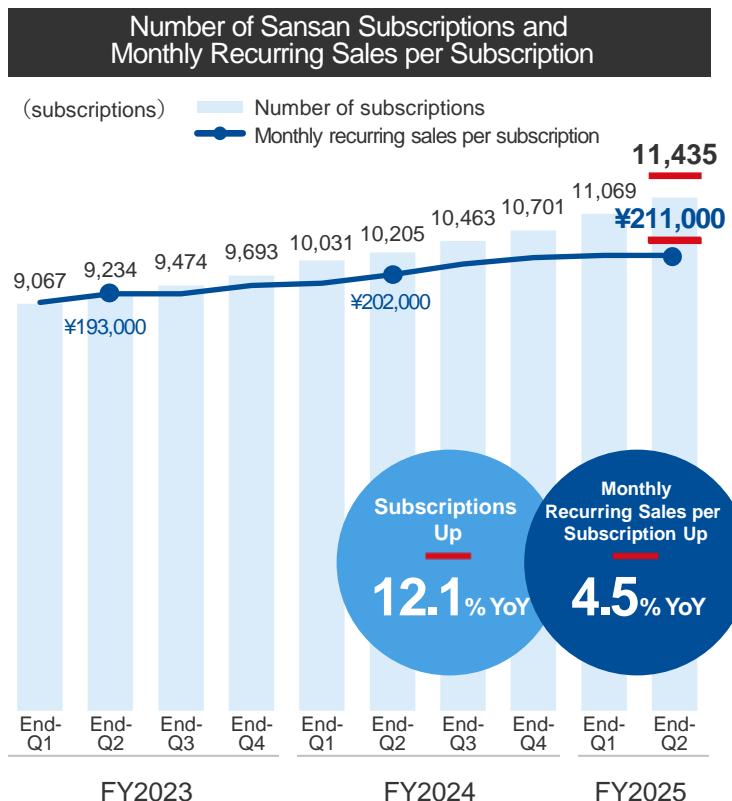
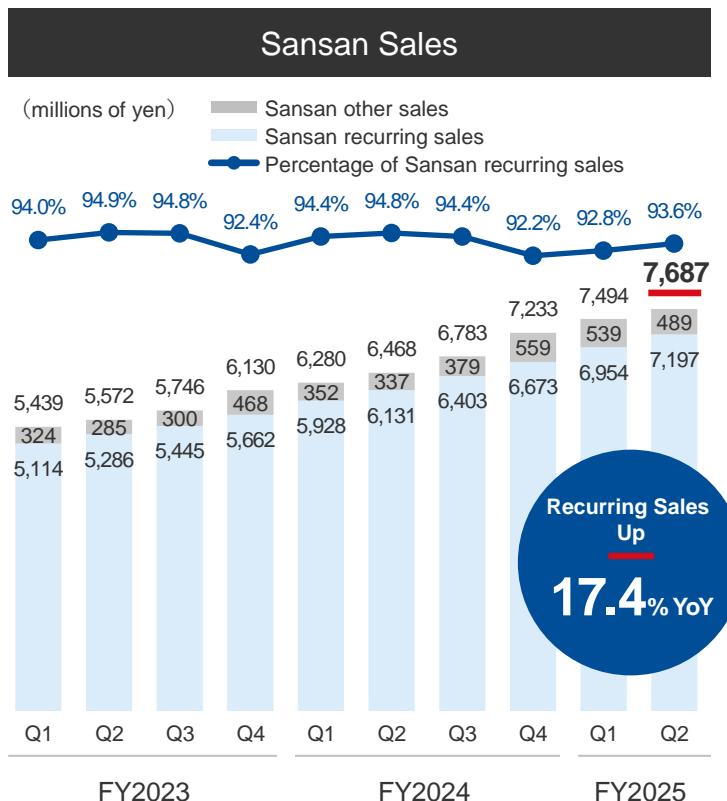
**Sansan showed steady growth and Bill One continued a high-growth trend, resulting in segment sales rising 25.8% YoY. Adjusted operating profit reached a record-high quarterly adjusted operating profit margin of 20.1%, reflecting a significant reduction in the loss of Bill One.**

	(millions of yen)	FY2024		FY2025		(For Reference) FY2025	
		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



**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%.**

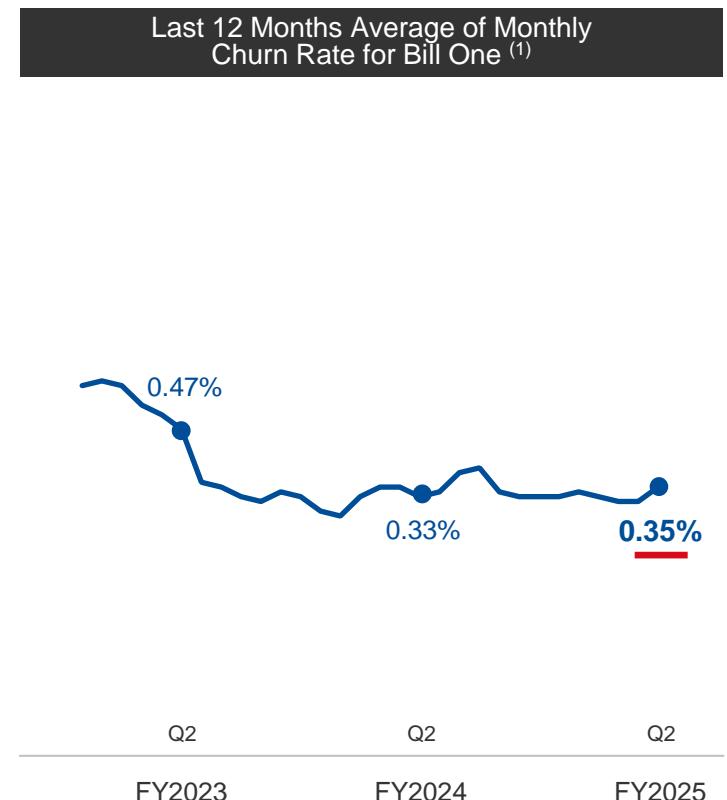
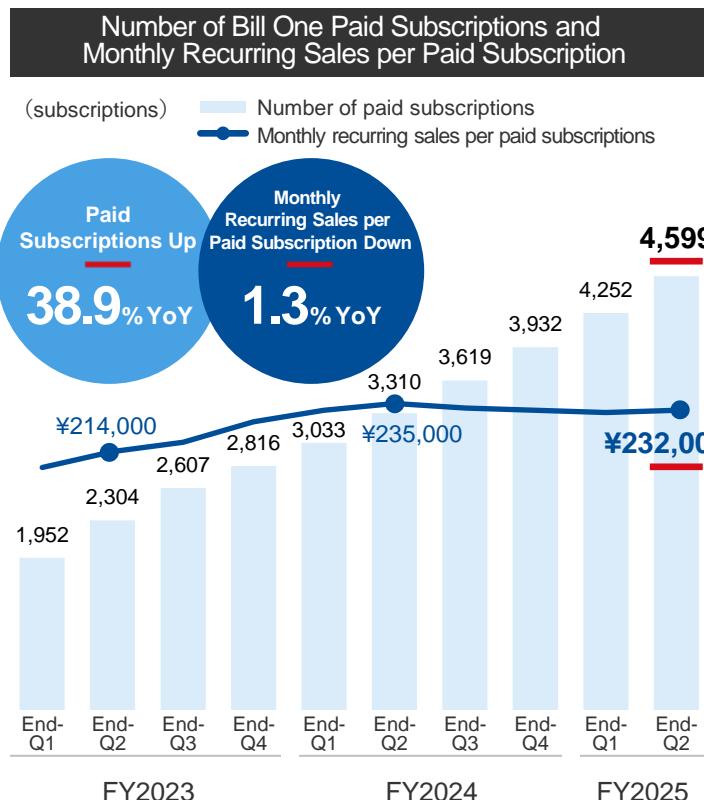
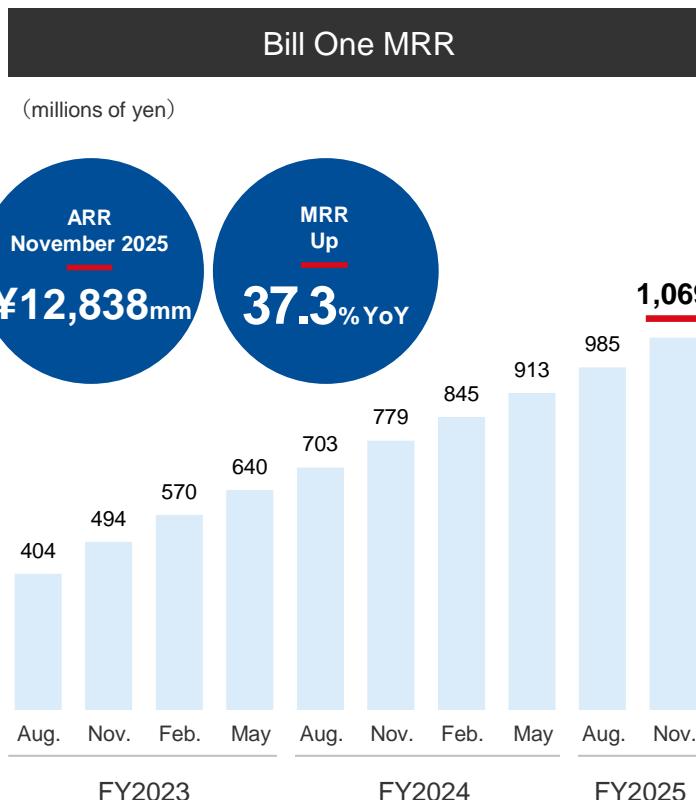


(1) Ratio of decrease in MRR associated with subscription cancellations to total MRR for existing subscriptions for Sansan contracts

# 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.



(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.**

	(millions of yen)	FY2024		FY2025		(For Reference) FY2025	
		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%			

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## Full-Year Forecasts

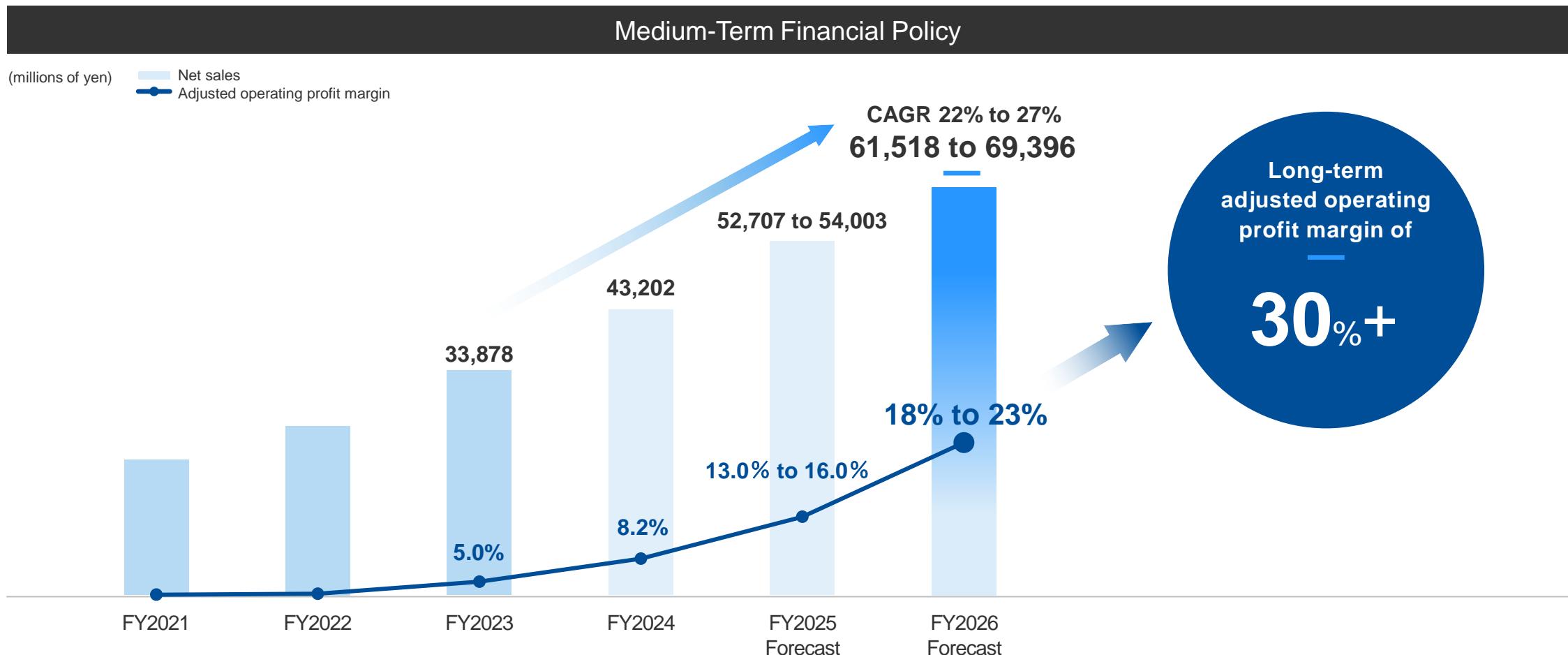
**Both net sales and adjusted operating profit through Q2 progressed in line with the full-year forecasts. The full-year forecasts remain unchanged from what was initially announced.**

	(millions of yen)	FY2024		FY2025 <sup>(1)</sup>	
		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%.



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**2** Full-Year Forecasts for FY2026

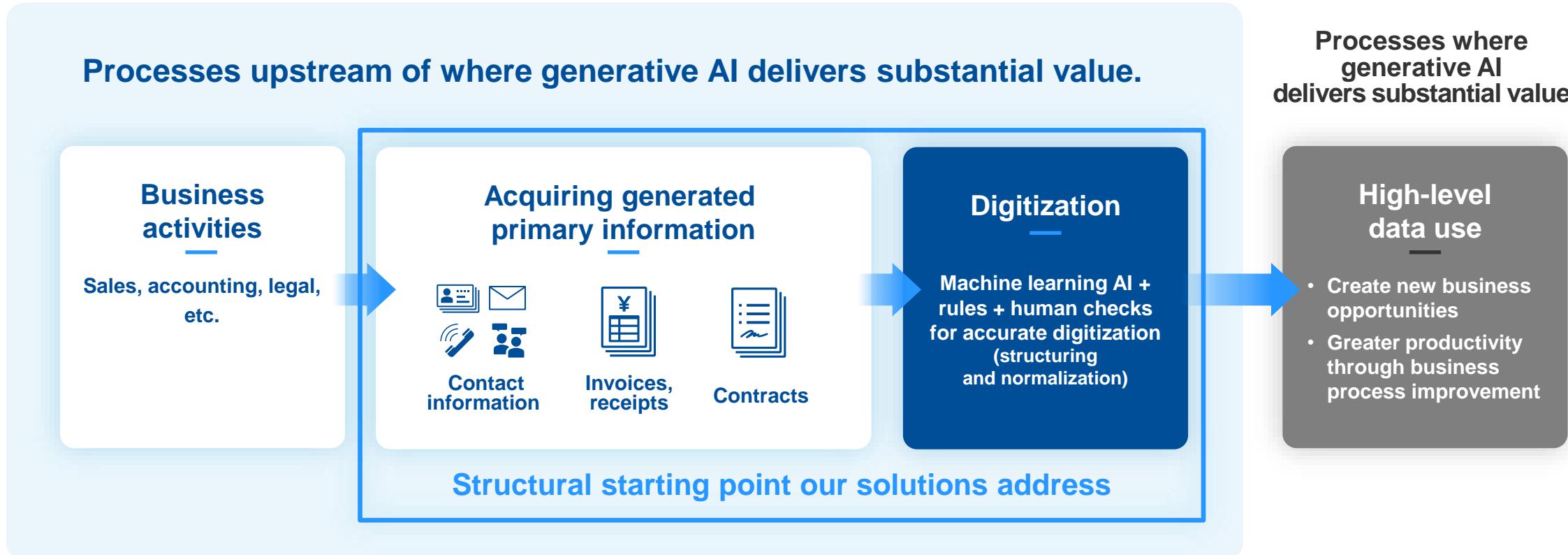
**3** Growth Strategies in Generative AI Era

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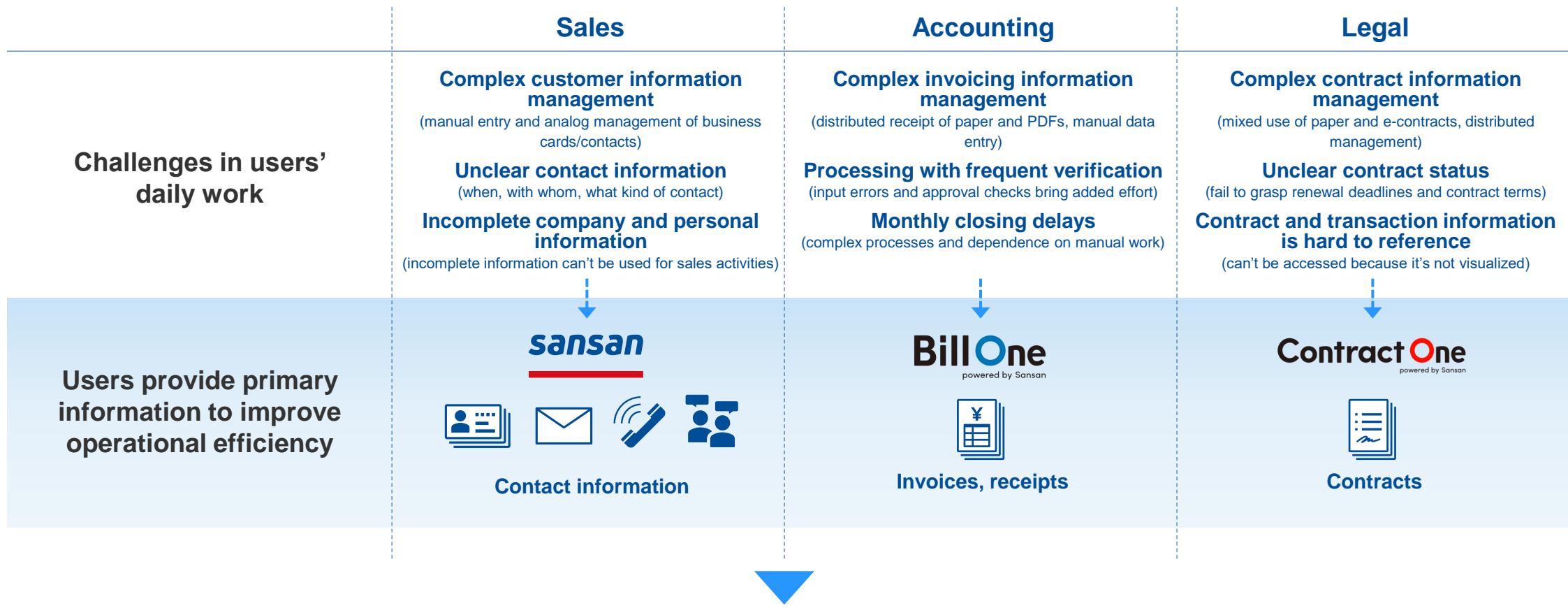
## Our Structural Competitive Advantage in the Generative AI Era

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

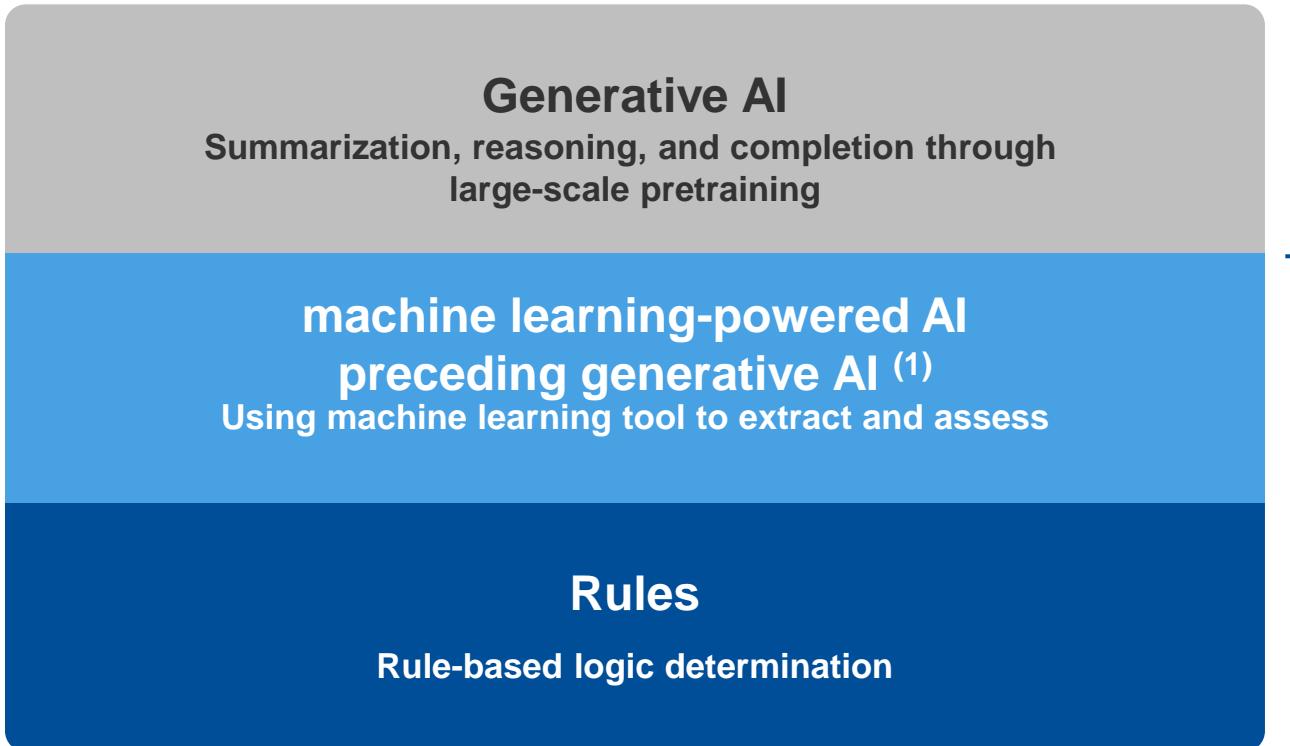
Users adopt our solutions to resolve issues and inefficiencies that arise in day-to-day work. Our solutions embed deeply into those operational efficiency processes, which allows them to inherently and continuously acquire primary information.



## 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



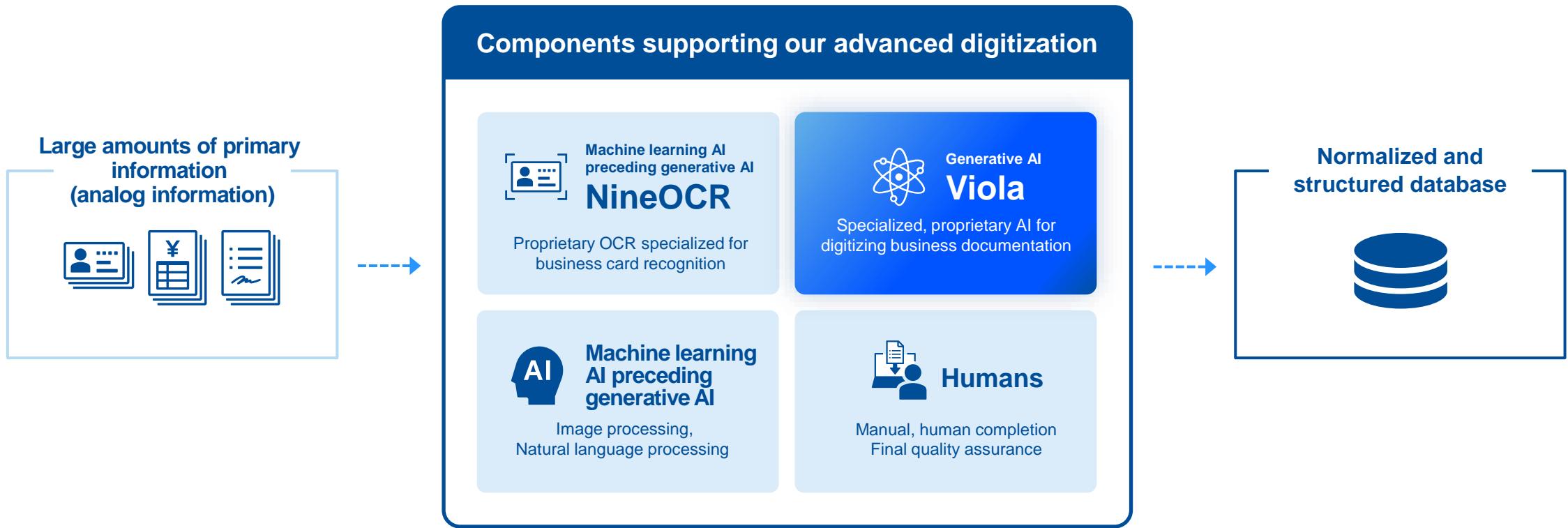
Supporting technologies that enable greater efficiency in the digitization process when combined

Technologies essential for accurate digitization

(1) Image processing, natural language processing

## Our Technologies for Digitizing Primary Information (Analog Information)

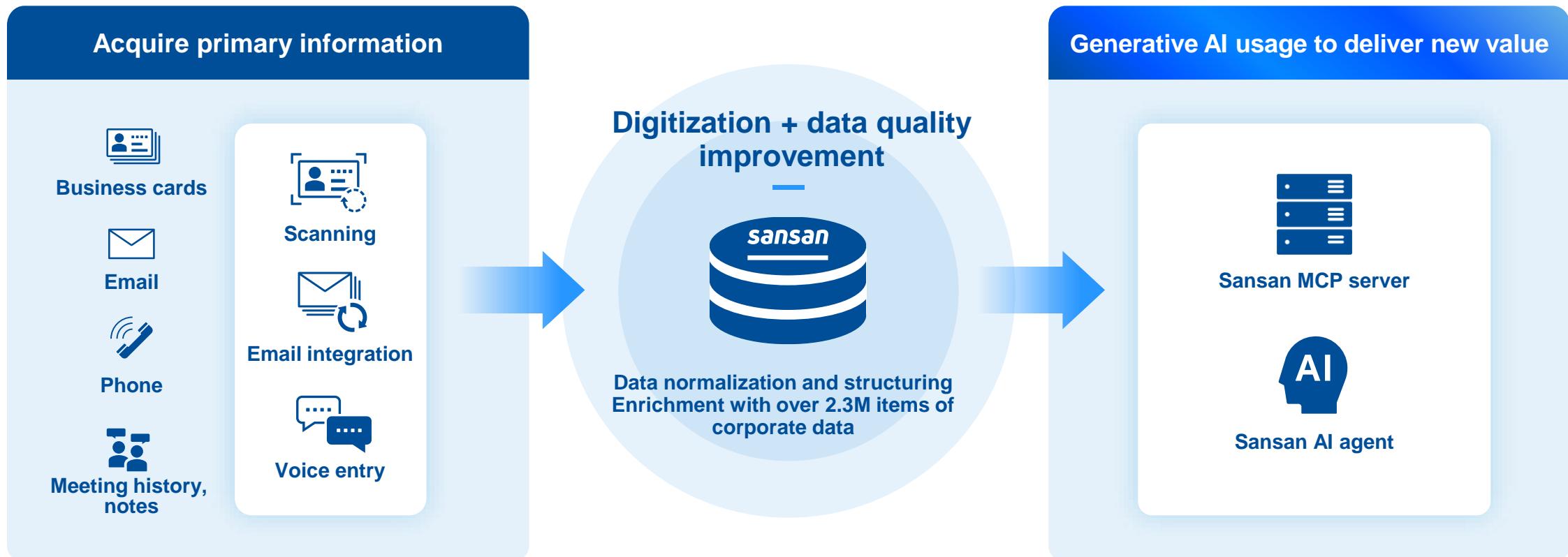
Our proprietary digitization process combines machine learning-powered AI and human review to ensure accuracy and speed. We have developed our own generative AI to further improve process efficiency, building on technologies and expertise refined through years of operation.



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

## Evolution of Sansan Business Database

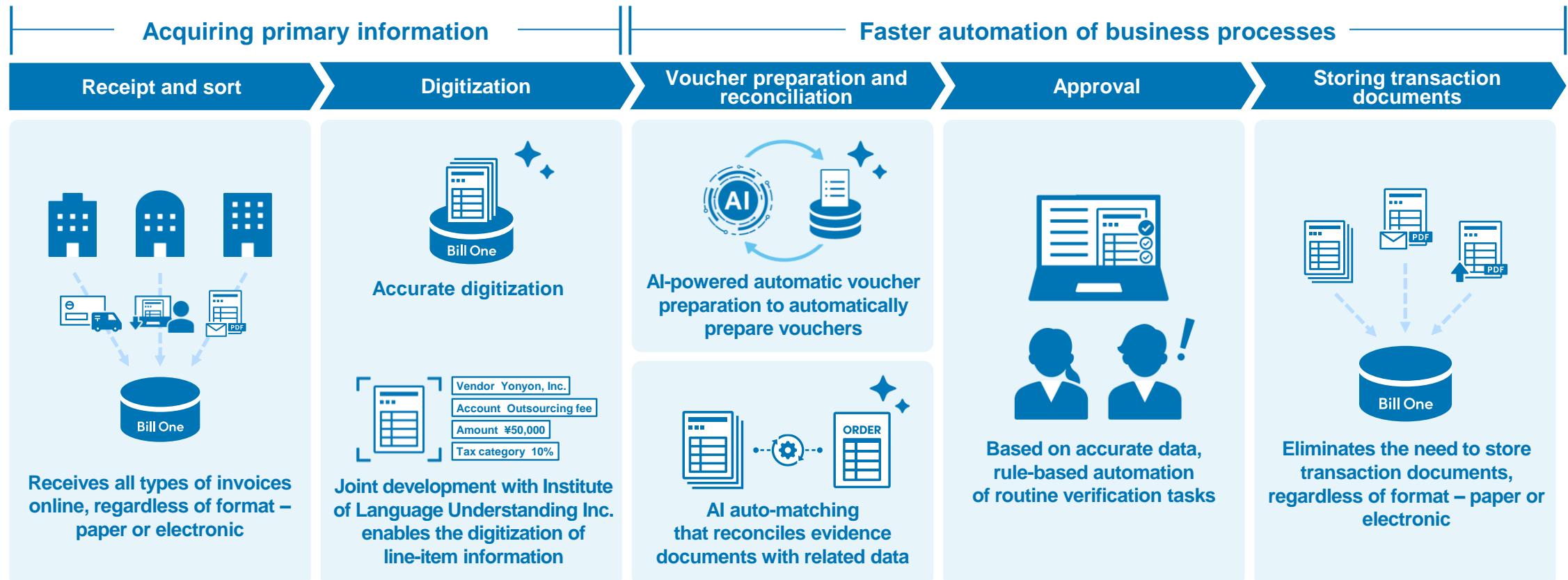
Sansan acquires not only various external contact information but also the context of sales activities themselves as primary information. It continually refine the quality and quantity of primary information, while providing greater value in use that combines generative AI leverage.



## Evolution of Bill One Accounting AX Solution

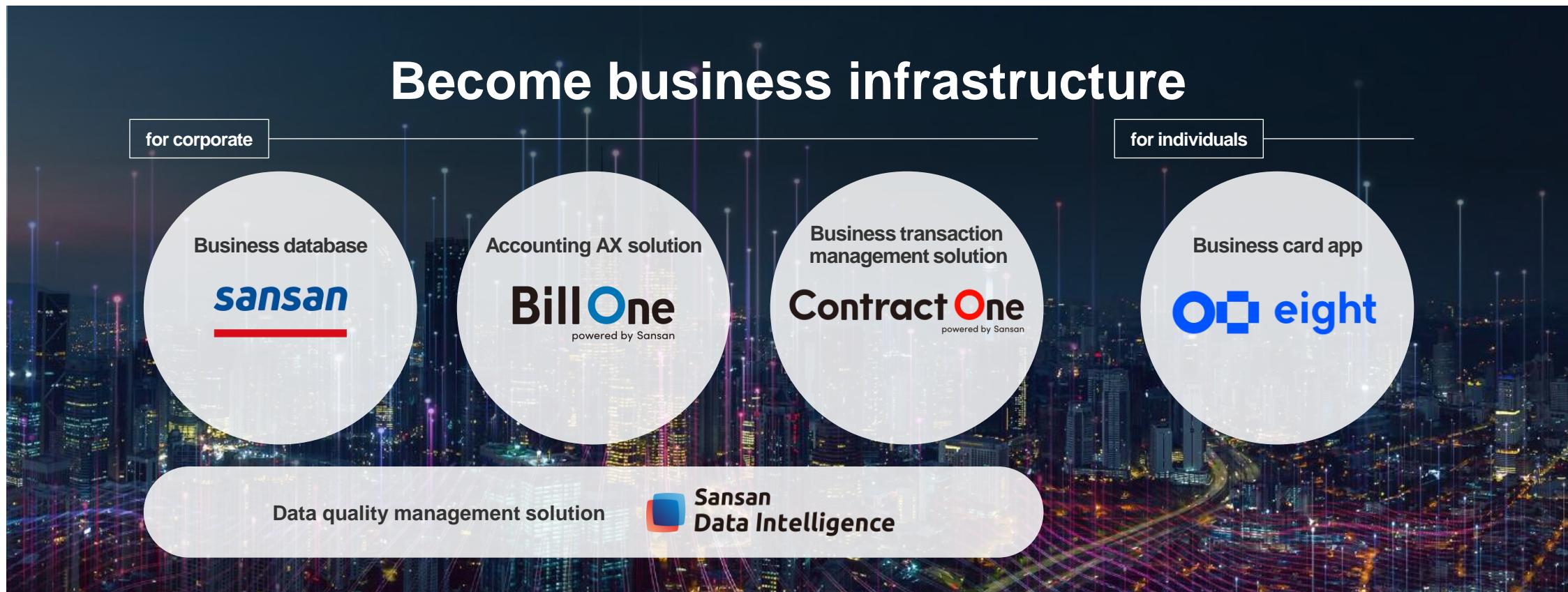
Bill One acquires primary information generated at the very start of accounting work, such as invoices, and uses advanced digitization of that information as a foundation to actively apply AI and accelerate automation across all accounting processes.

### 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

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# Sansan Group Overview

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# Mission and Vision

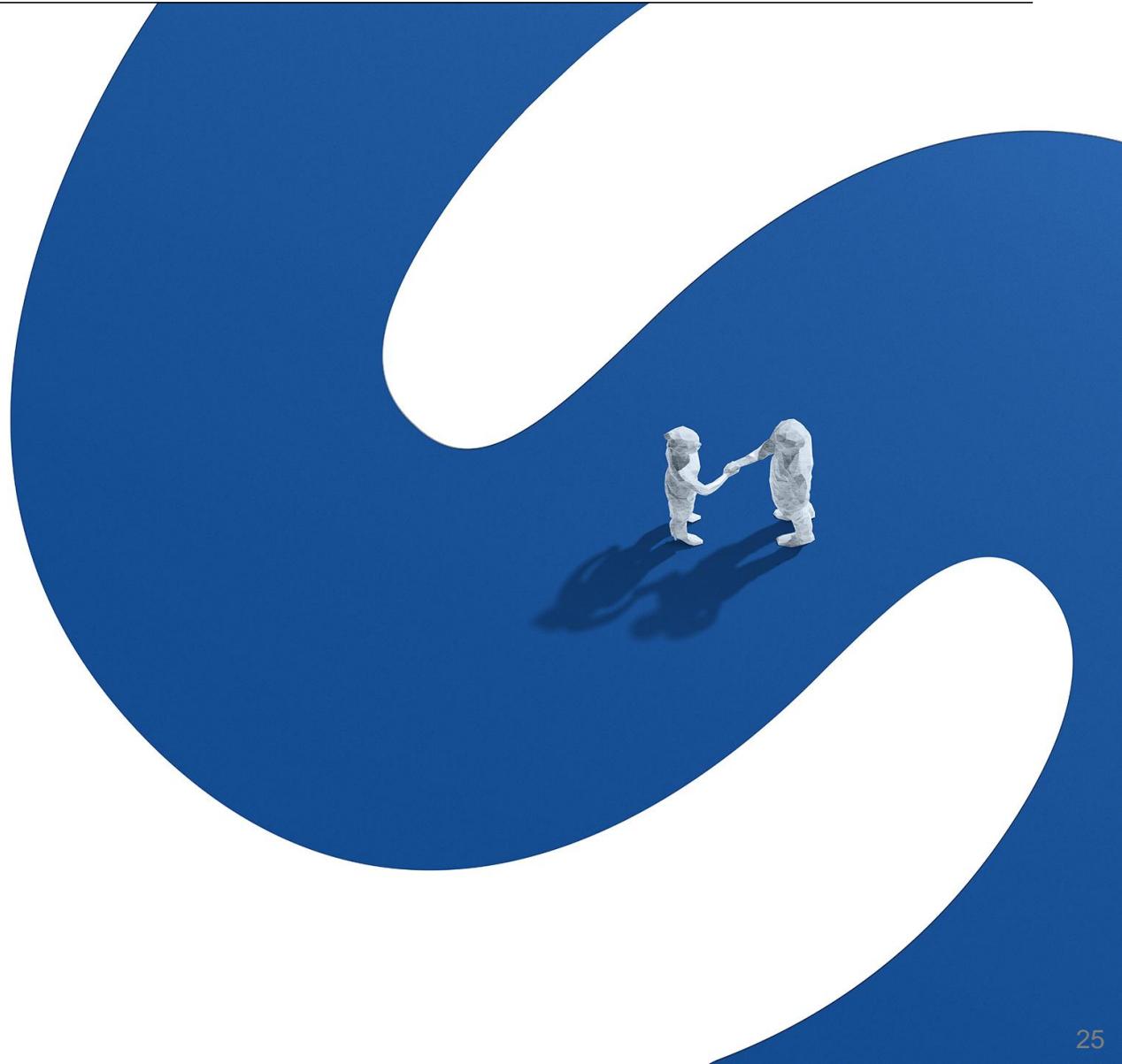
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## Mission

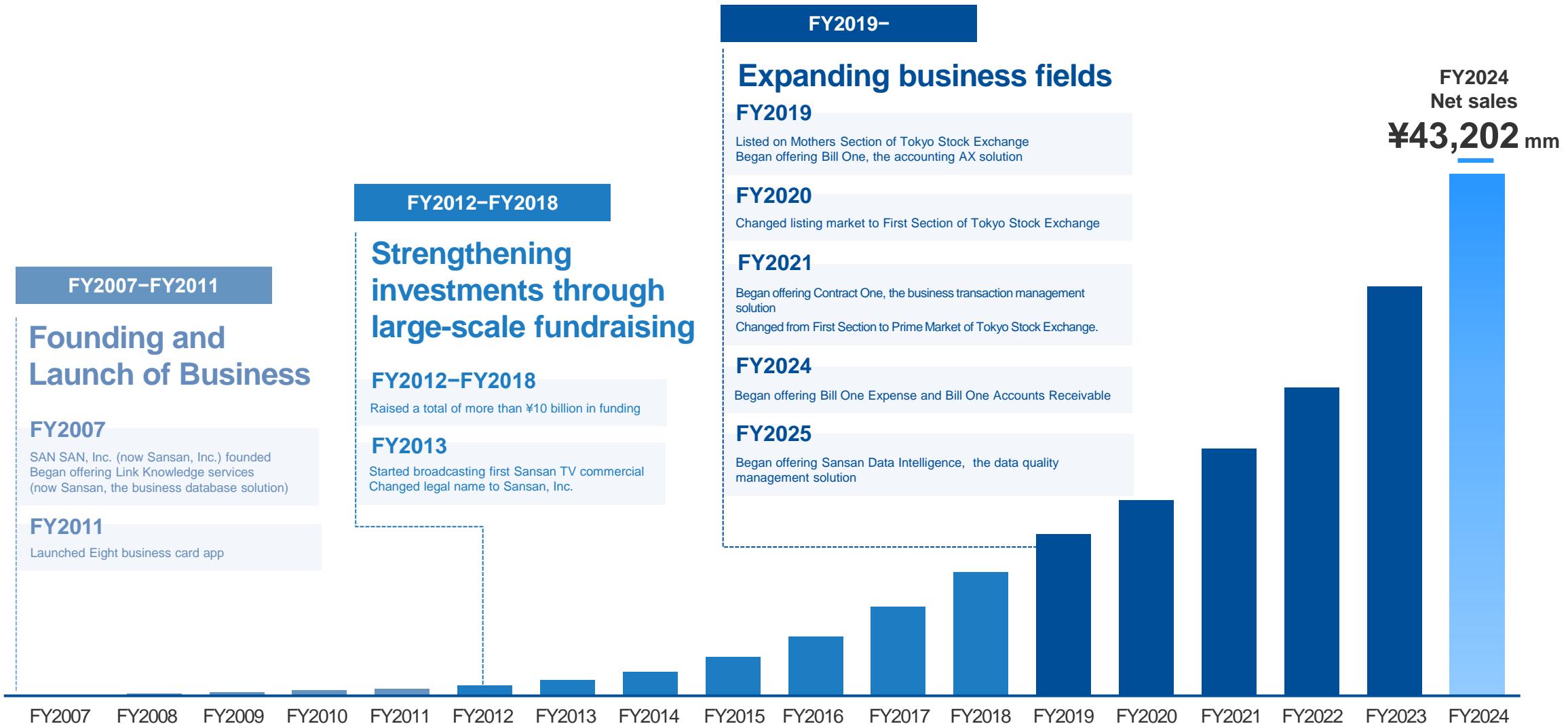
**Turning encounters  
into innovation**

## Vision

**Become business  
infrastructure**



# History<sup>(1)</sup>



(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



Accounting AX solution



for individuals

Business transaction management solution



Business card app

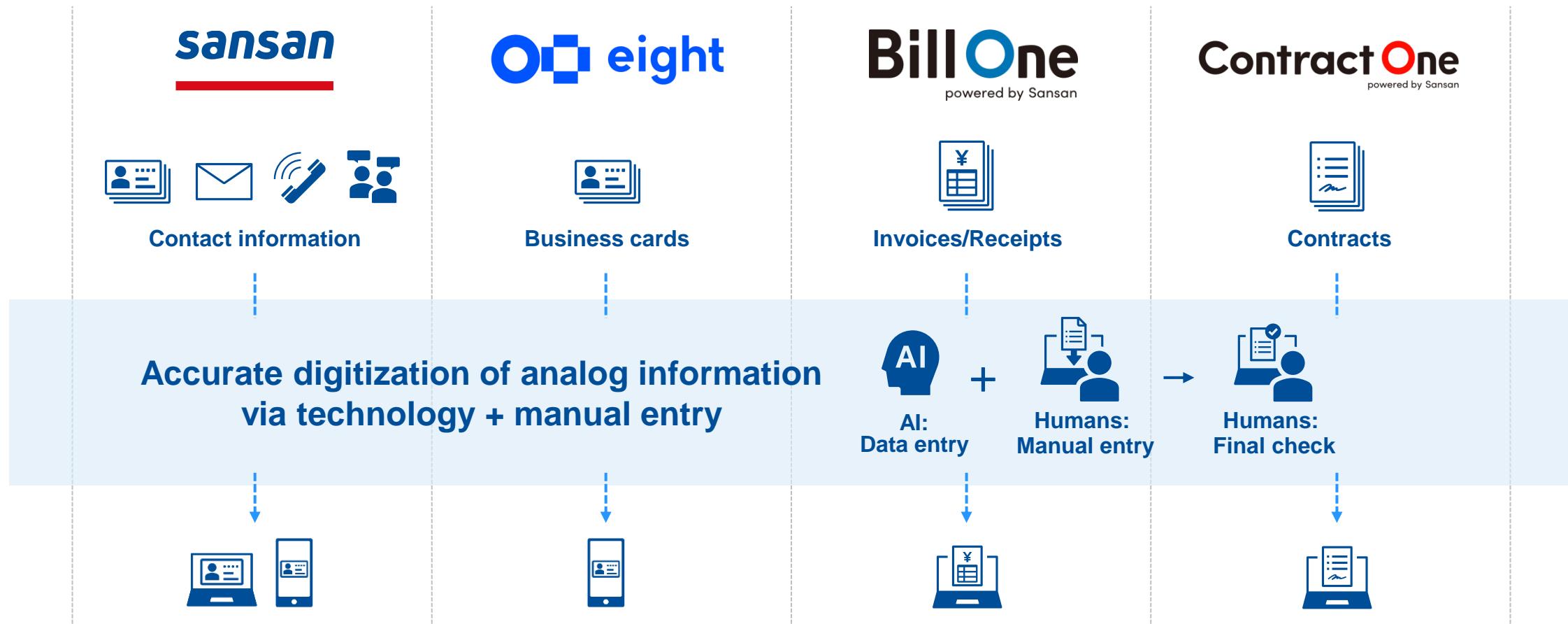


Data quality management solution



## 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<sup>(1)</sup>.

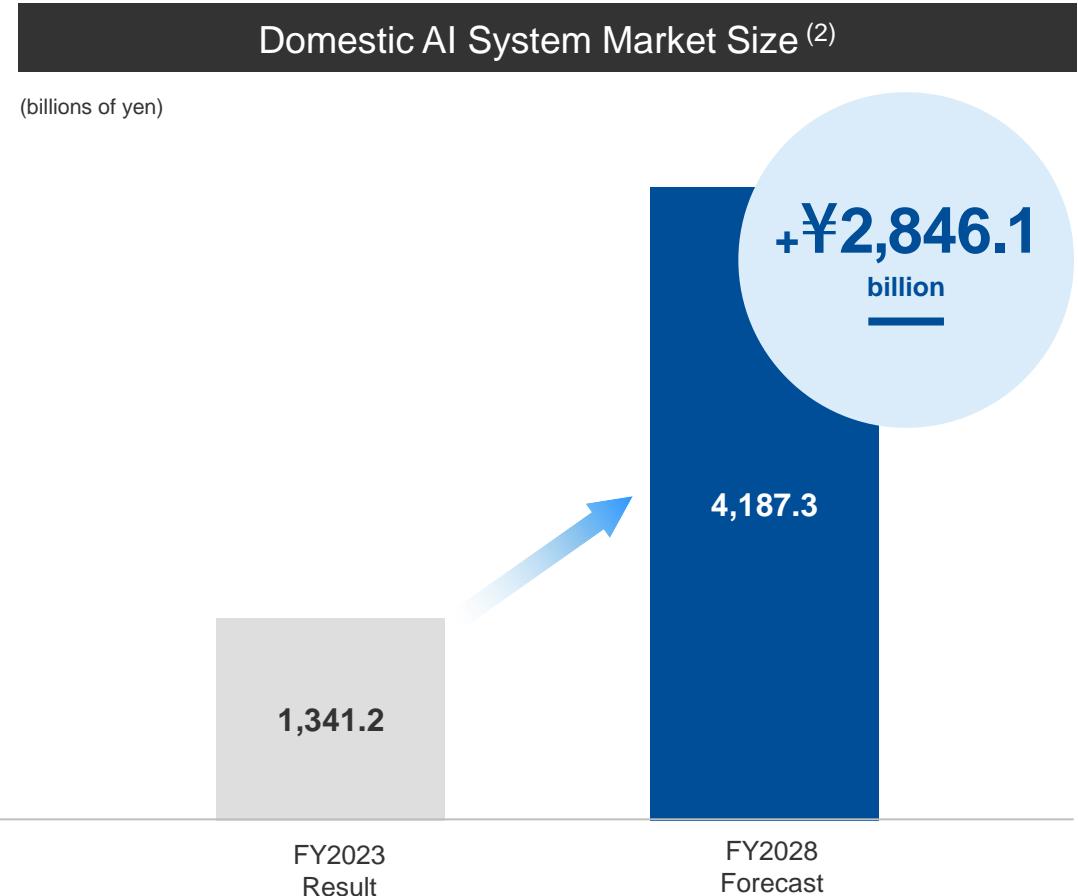
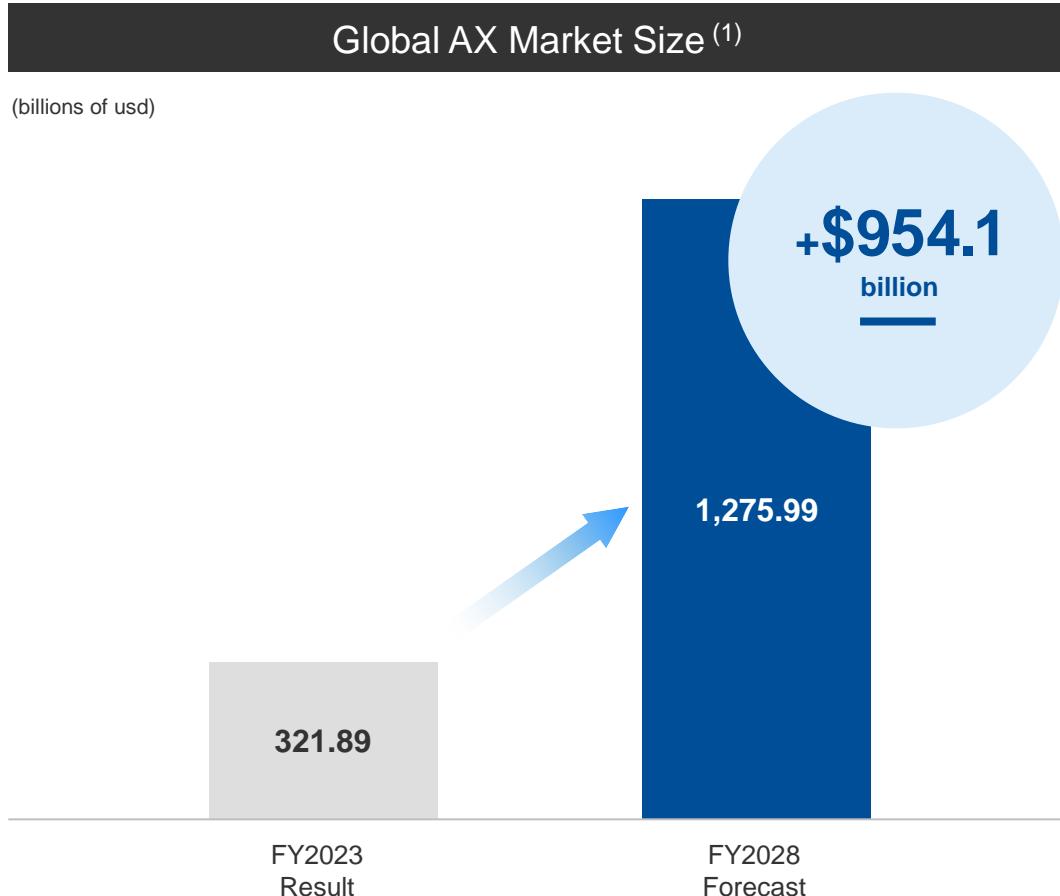
	Percentage of consolidated net sales <sup>(2)</sup>		Main services
Sansan/ Bill One Business		Sansan	<b>60%</b>
		Bill One	<b>25%</b>
		Others	<b>3%</b>
Eight Business		B2C services	<b>1%</b>
		B2B services	<b>11%</b>
		<b>sansan</b> The business database	 Sansan Data Intelligence
		<b>BillOne</b> The accounting AX solution	
		<b>ContractOne</b> The business transaction management solution	 AskOne AI interface
		<b>OO eight</b> B2C business card management	
		<b>OO eight</b> B2B business card management Business events Recruiting platform	 ilogmi 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%



Head Office

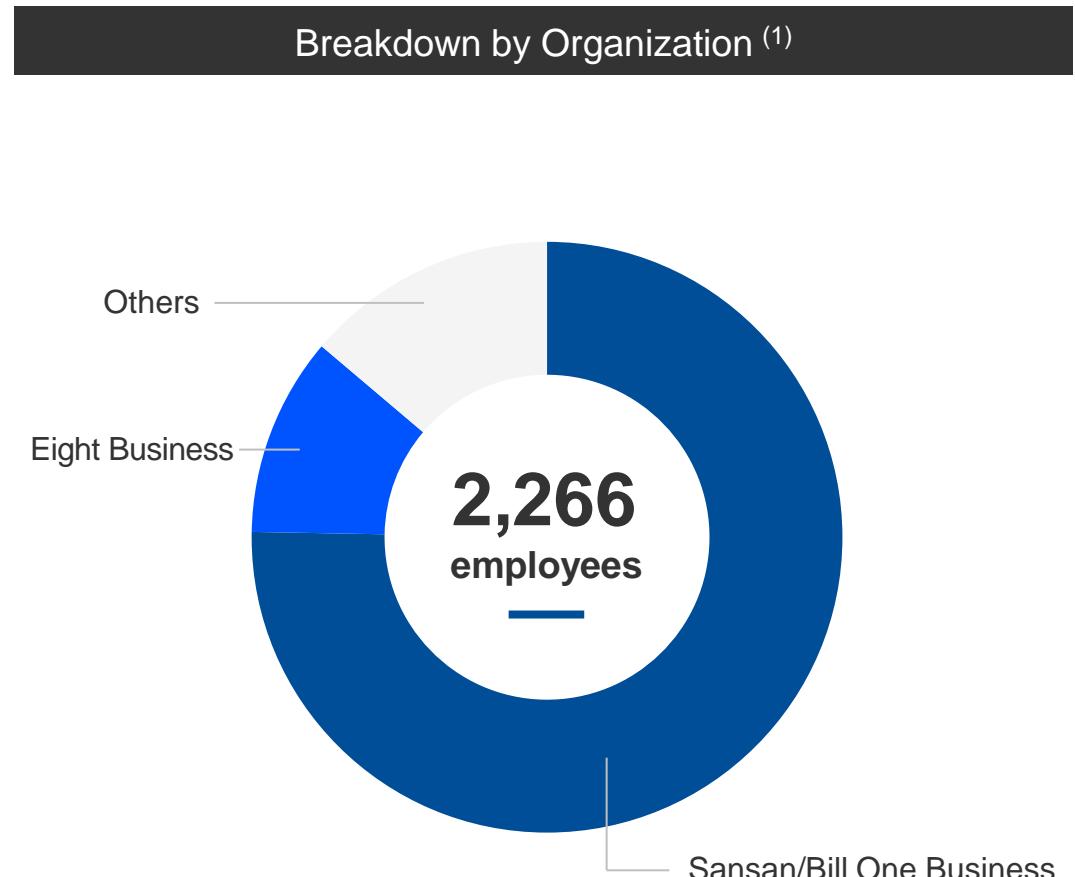
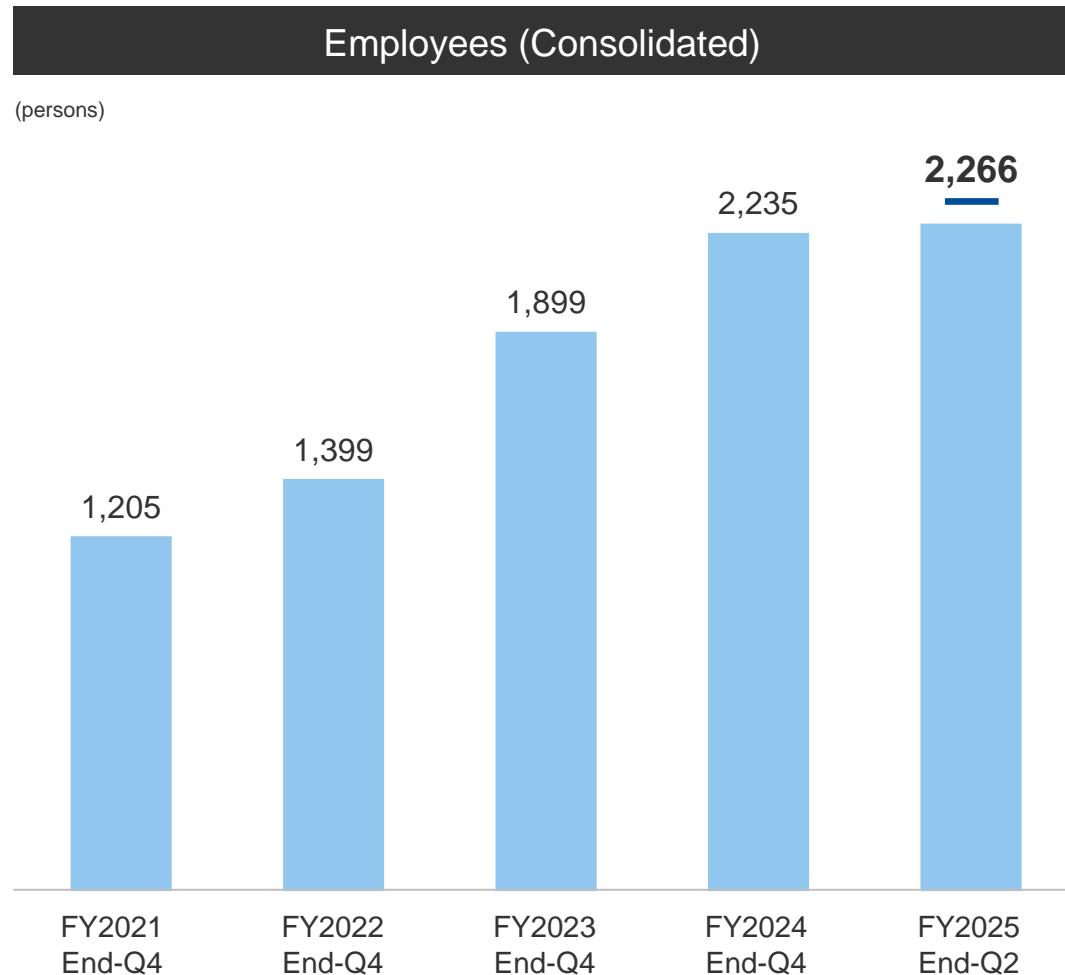


Kamiyama Lab, Tokushima



Sansan Innovation Lab, Kyoto

## About Employees



(1) As of November 30, 2025

# Unexpensed Granted Stock Options

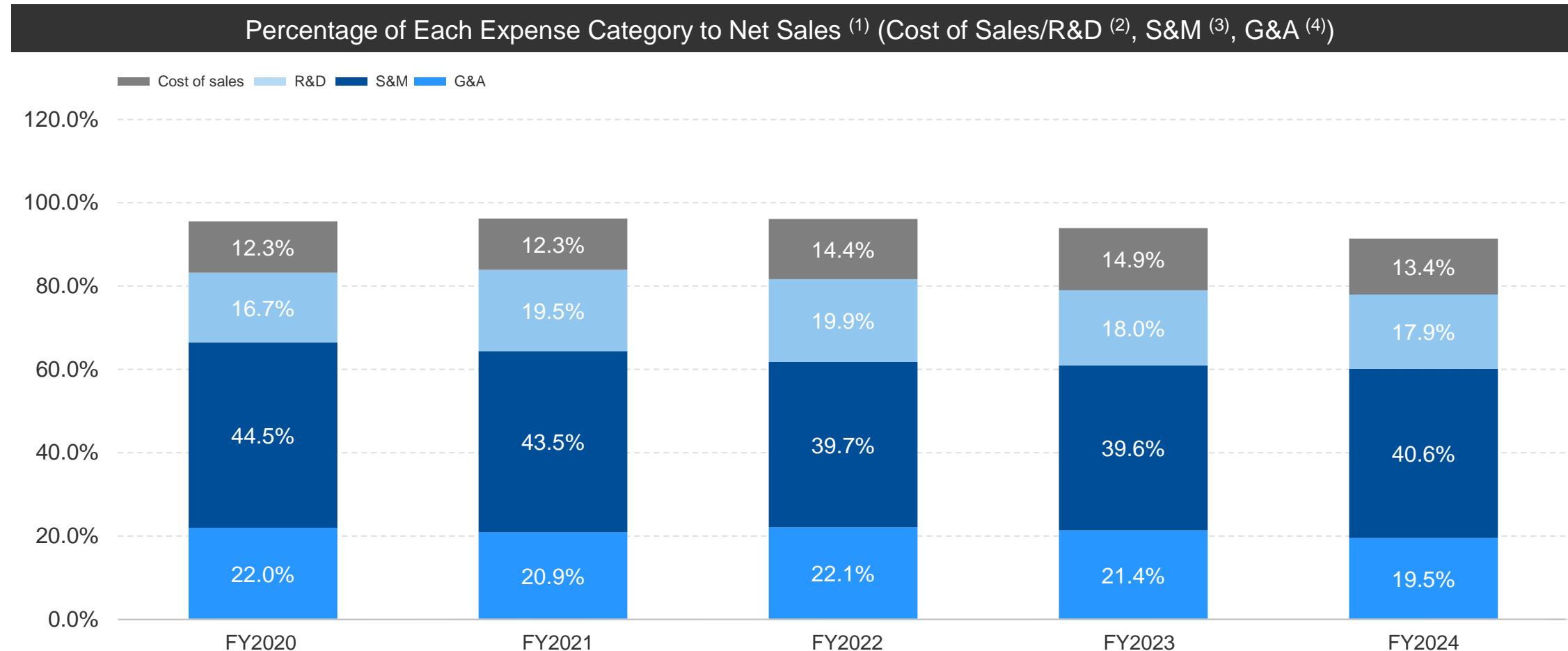
## Exercise Period, Share Price Condition and Number of Shares

	<b>Issued stock options</b>	<b>Exercise period</b>	<b>Share price condition <sup>(1)</sup></b>	<b>Number of shares <sup>(2)</sup></b>	<b>Status of expensing options</b>
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)
Issued 2025	Stock options with share price condition (Series 16)	November 20, 2026 - November 19, 2034	¥3,987	15,900 shares	Being expensed (from Q3 FY2024)
	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)

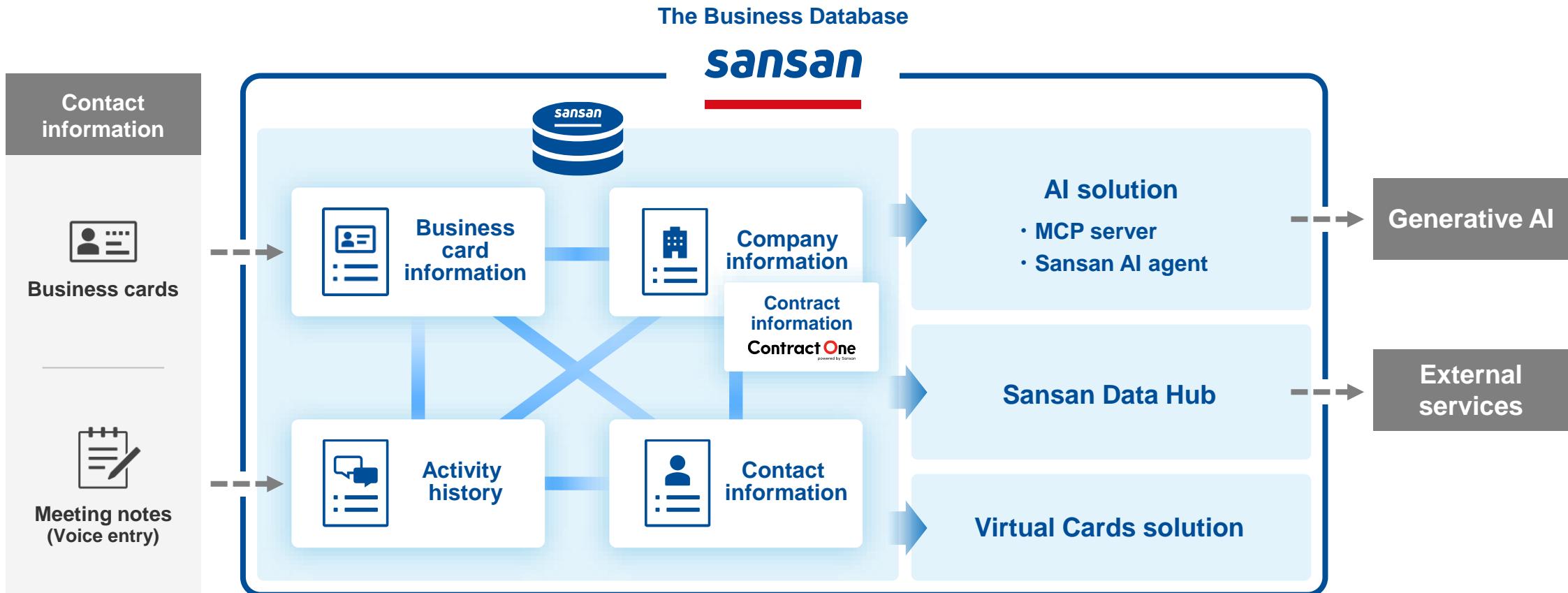
# Sansan/Bill One Business

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# 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 <sup>(1)</sup>

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



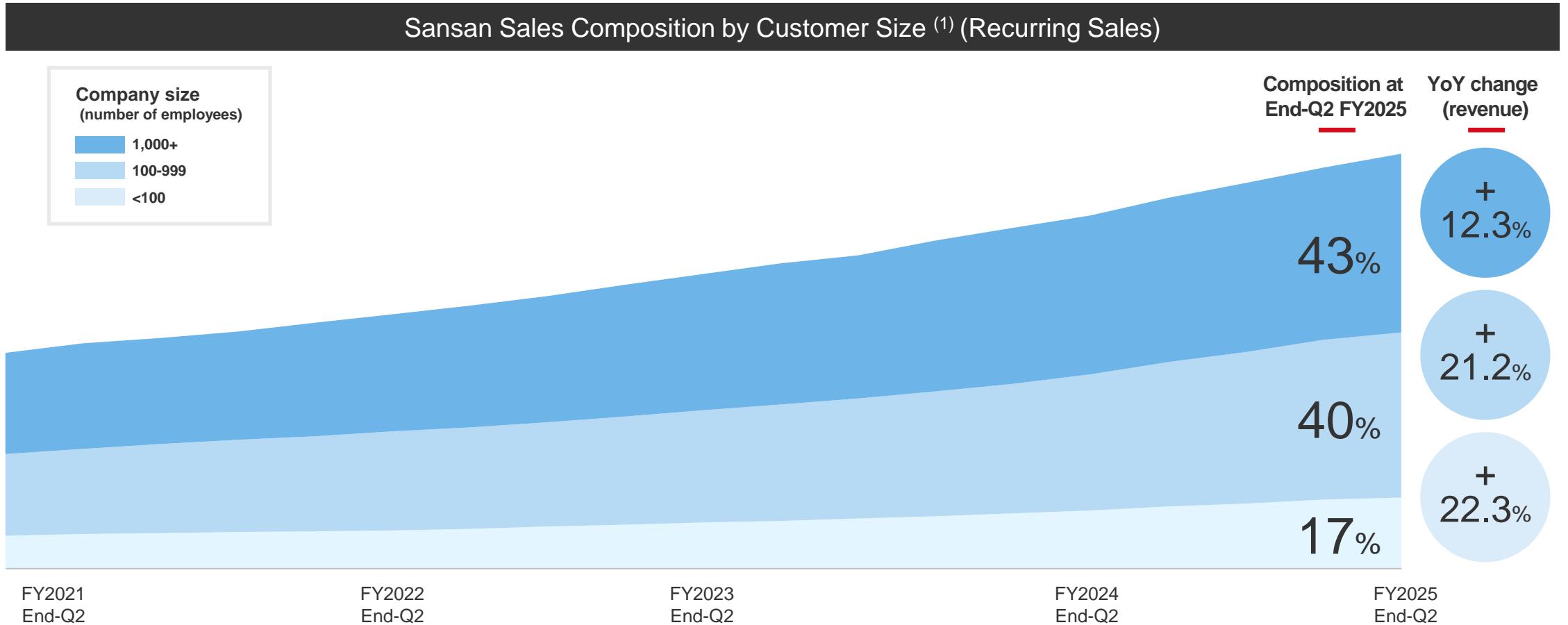
## Risk information

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)

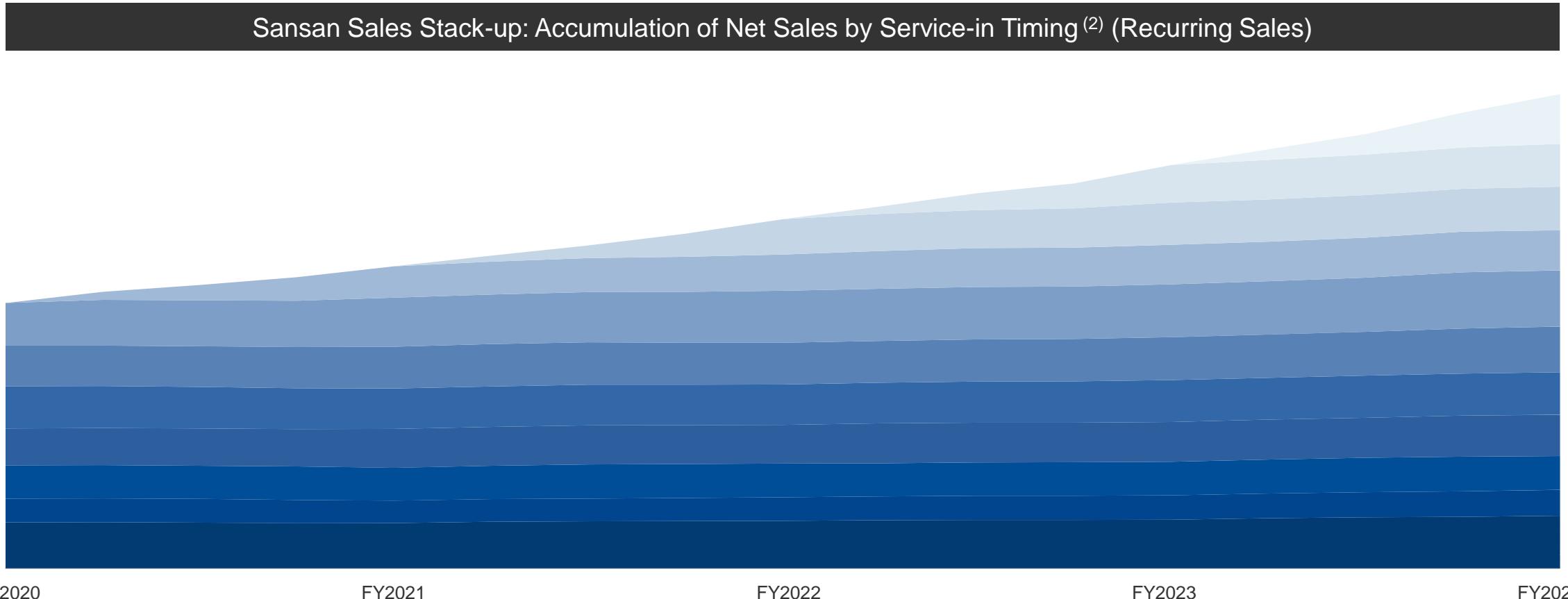
No significant change in the revenue composition ratio by customer size.



(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 <sup>(1)</sup> thanks to the solid upselling for the existing customers.



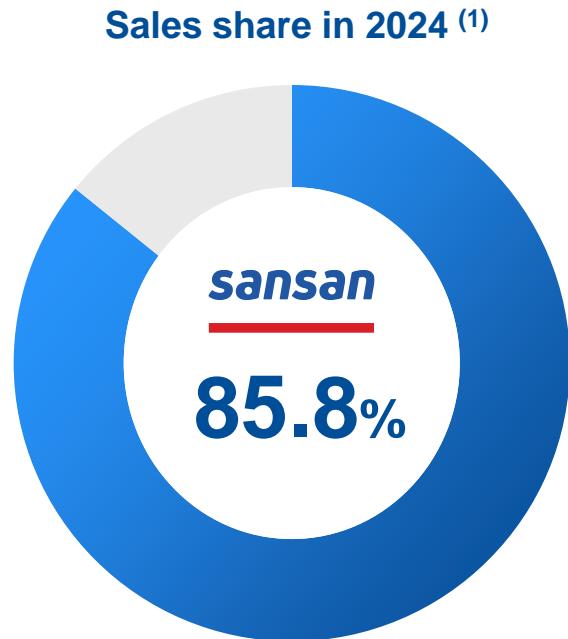
(1) Status where increase of revenue generated by existing subscriptions is greater than revenue reduced resulting from cancellation.

(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



**Marubeni**

**DENSO**

**KAO**

**JR**  
JR九州



**Panasonic**



**KOBELCO**



**AGC**  
Your Dreams, Our Challenge

Have a good Cashless.  
**SMBC** 三井住友カード

**TEPCO**



**kuraray**

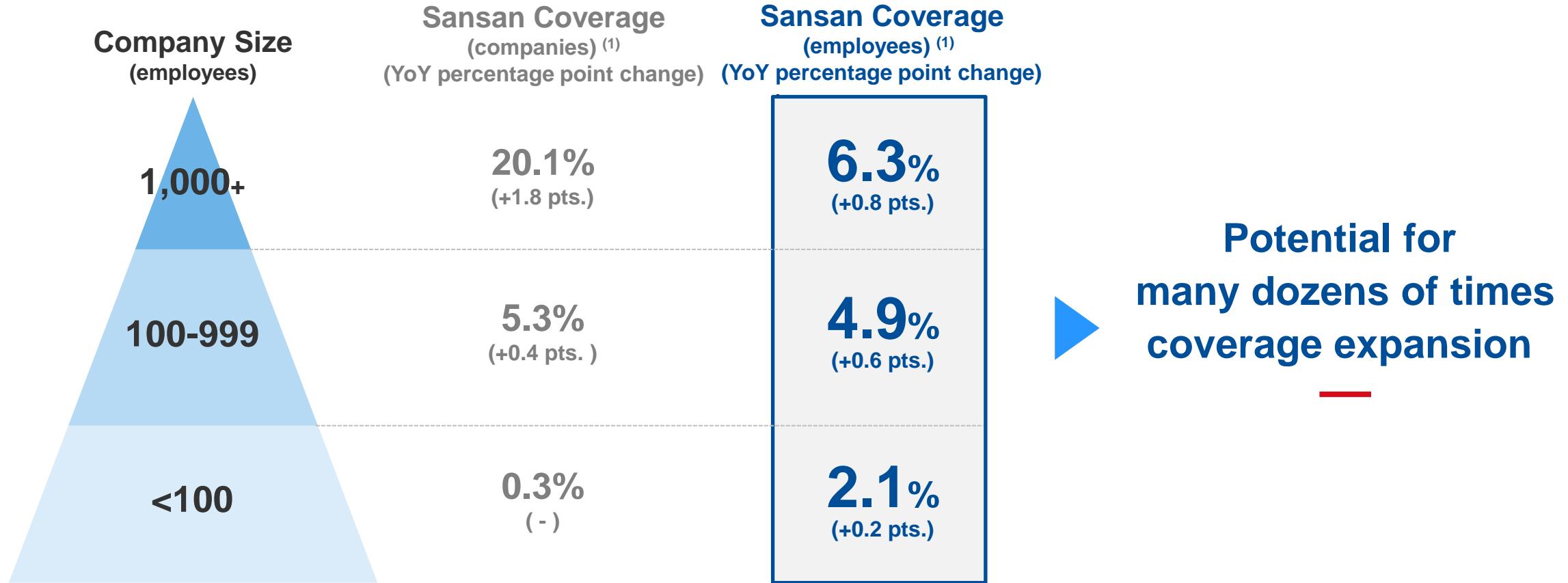


**dentsu**

(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)		
	Optional features	Lite	Standard	Enterprise
		Business card management features	Lite + Business database features	Standard + Advanced security features
		Expenses for optional features, etc. that enable advanced data utilization		
Other fees (Sansan other sales <sup>(1)</sup> )	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.



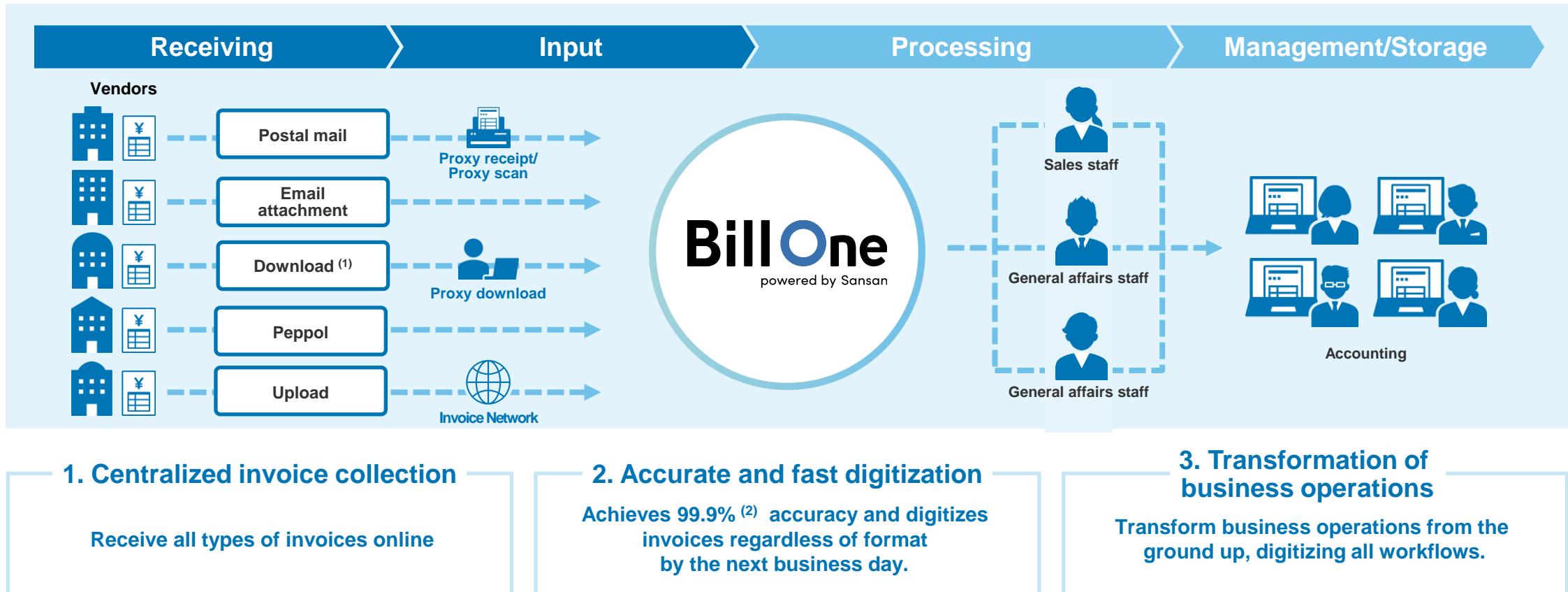
## Company-wide Voucher-based Operations

<b>Incoming invoices</b> Receive, digitize & centralize your invoices. Fast monthly closing. <b>Bill One Invoice Receive</b>	<b>Receipts</b> Eliminate reimbursed expenses for fast monthly closing <b>Bill One Expense</b>	<b>Outgoing invoices</b> Real-time reconciliation to drive all teams handling receivables <b>Bill One Accounts Receivable</b>
<b>Costs</b>		<b>Sales</b>

**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) 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<sup>(1)</sup>.



## 1. Centralized card management

Manage all issued cards in a single list. Usage and restriction statuses can be checked in real time.

## 2. Security measures

Instantly set spending limits, restrictions, and availability dates. Substantially reduces the risk of fraudulent use.

## 3. Auto-reconciliation

Vouchers are digitized with 99.9%<sup>(2)</sup> accuracy by AI-OCR and human input, and automatically reconciled with usage statements.

## 4. End-to-end system workflow

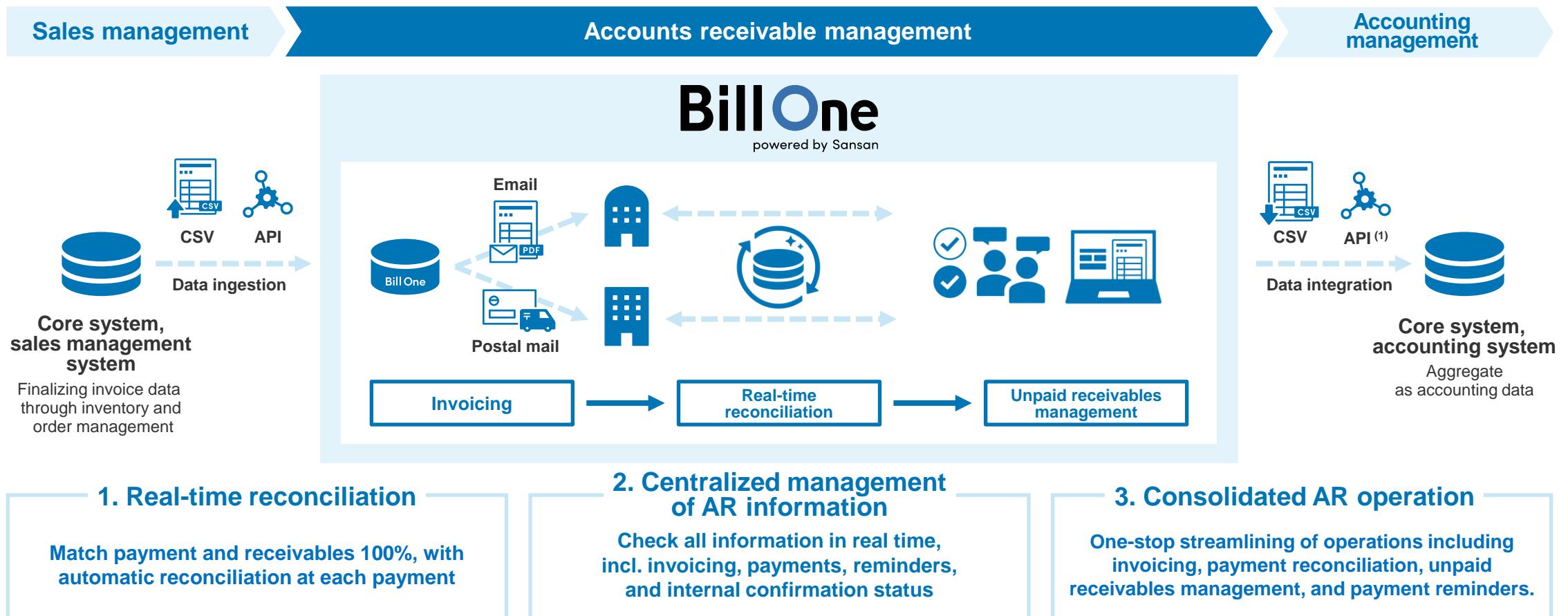
The entire process, from collecting vouchers and sending reminders to complying with legal systems, is completed digitally.

(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

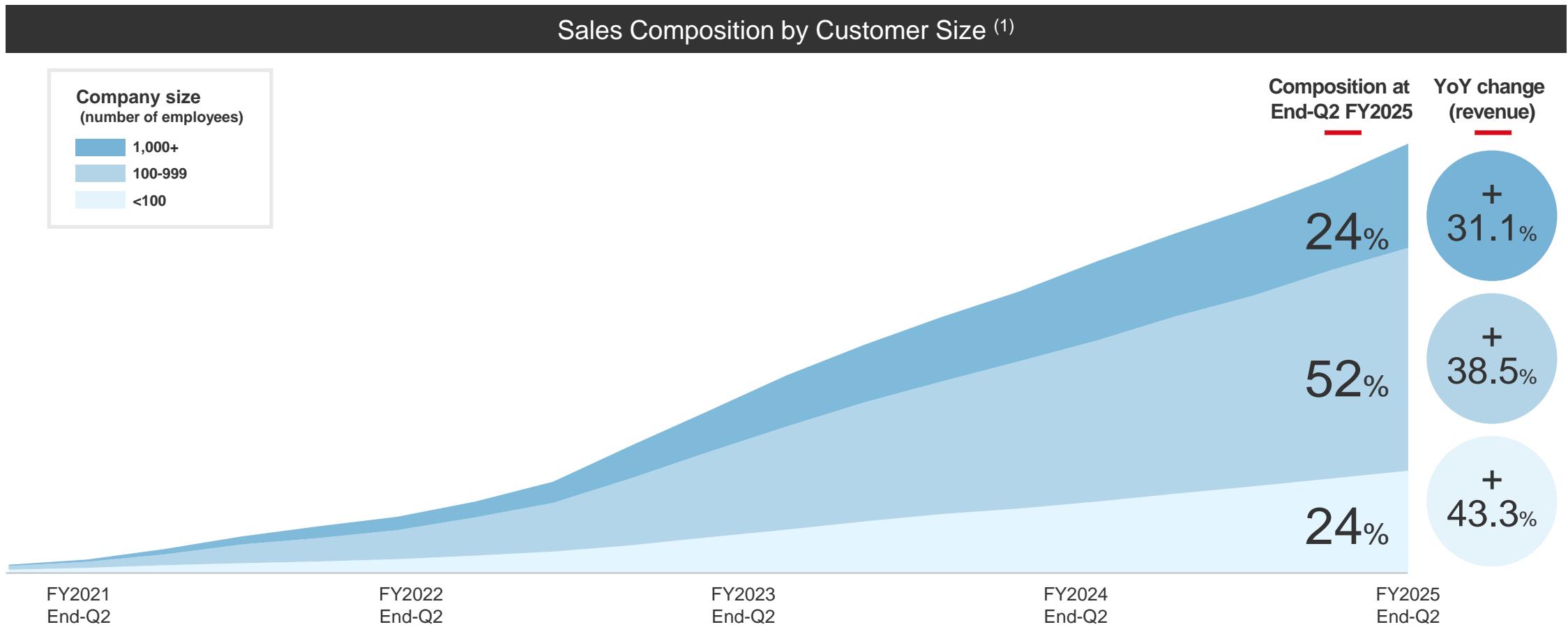
Visualizes invoice data in real time and centralizes the accounts receivable process.  
Solves core issues by matching payment and receivables data 100%.



(1) Under development

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

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

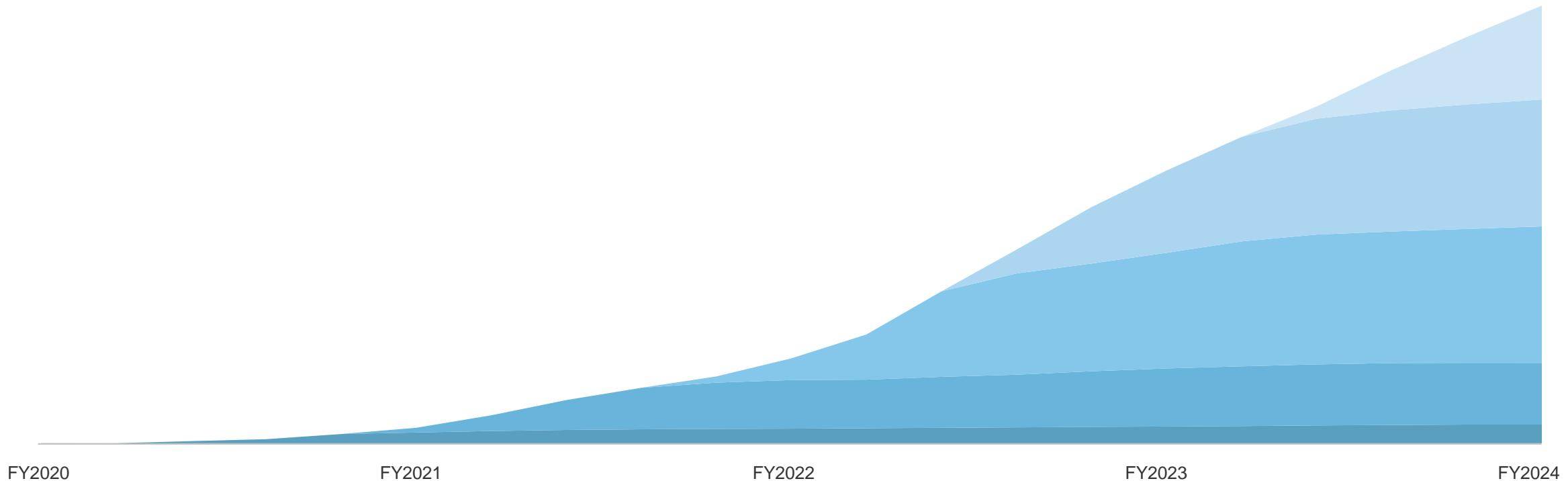


(1) Prepared based on Bill One MRR (unaudited).

## 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<sup>(1)</sup> (Recurring Sales)



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

# Bill One: Customer Base and Positioning

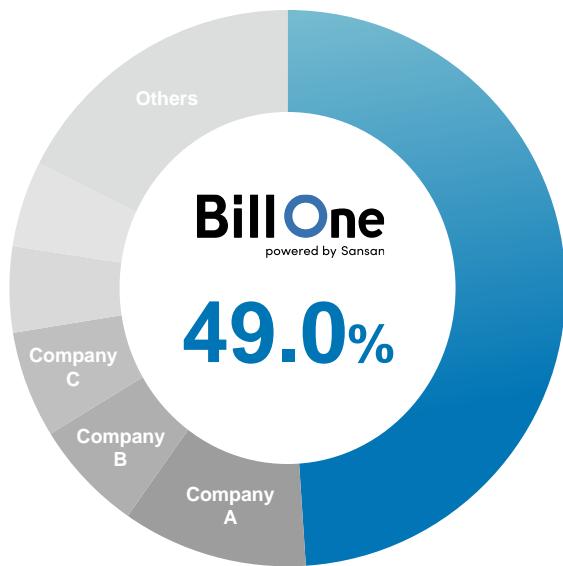
Regardless of industry or business type, acquiring various customers.

Achieved #1 sales in cloud invoice receiving service market.

Market Share in Cloud Invoice Receiving Services <sup>(1)</sup>

Solid Customer Base

## Sales share in 2024



Development Bank of Japan Inc.



Mitsubishi Shokuhin



Mitsubishi UFJ Trust and Banking



New way, New value

Panasonic Homes

**TEIJIN**  
TEIJIN FRONTIER CO., LTD.

NOMURA REAL ESTATE HOLDINGS

**TAKENAKA**



Now ideas for wellness  
**meiji**

**TOYOBO**

Meeting society's needs with nature's blessings.  
**AIR WATER INC.**

NIHON CHOUZAI



For the People  
**MARUHA NICHIRO**  
**YOSHINOYA HOLDINGS**



Kyowa Medical and Welfare Group  
**湖山医療福祉グループ**

**SKY**  
SKYMARK AIRLINES

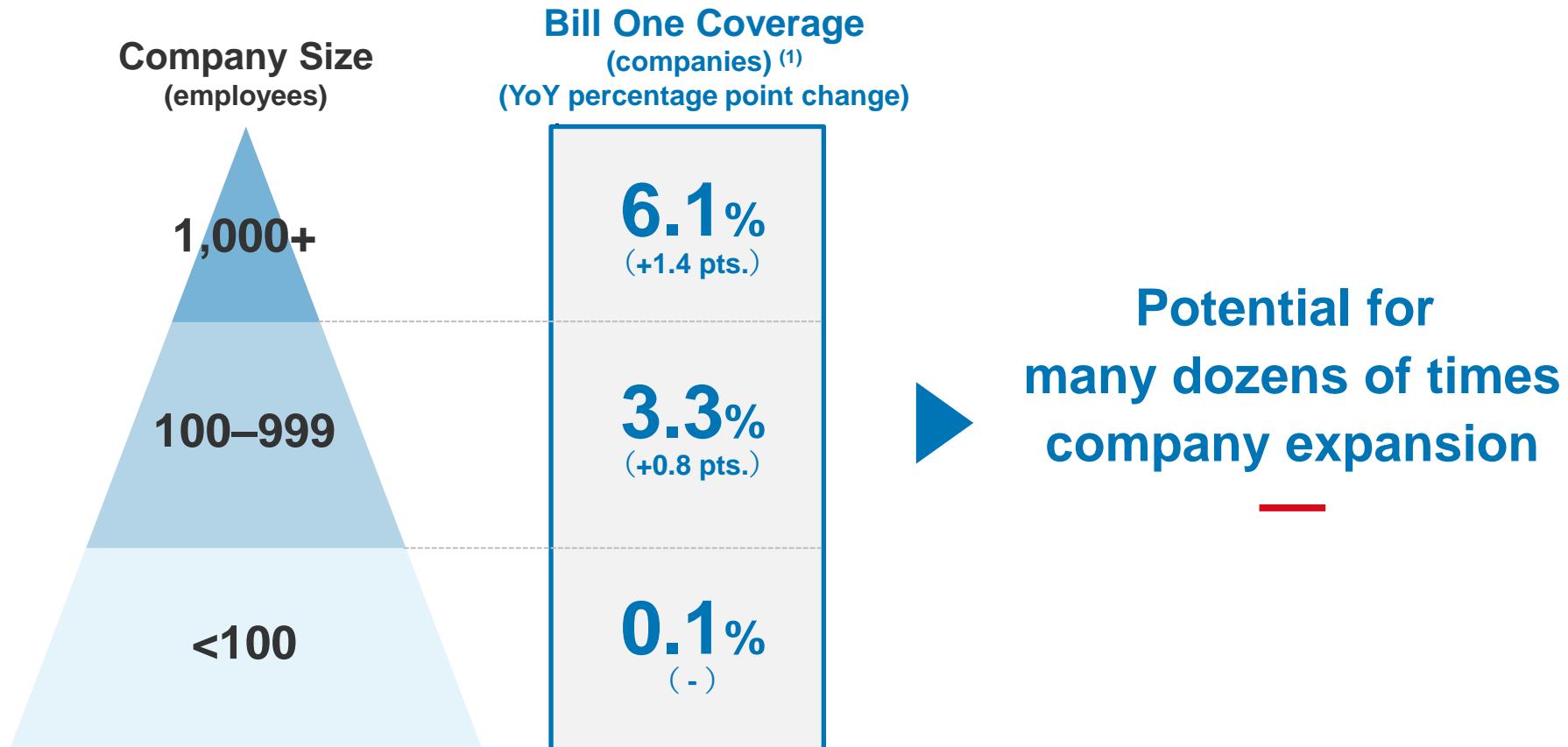
**Takashimaya**

**dip**

(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.



(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

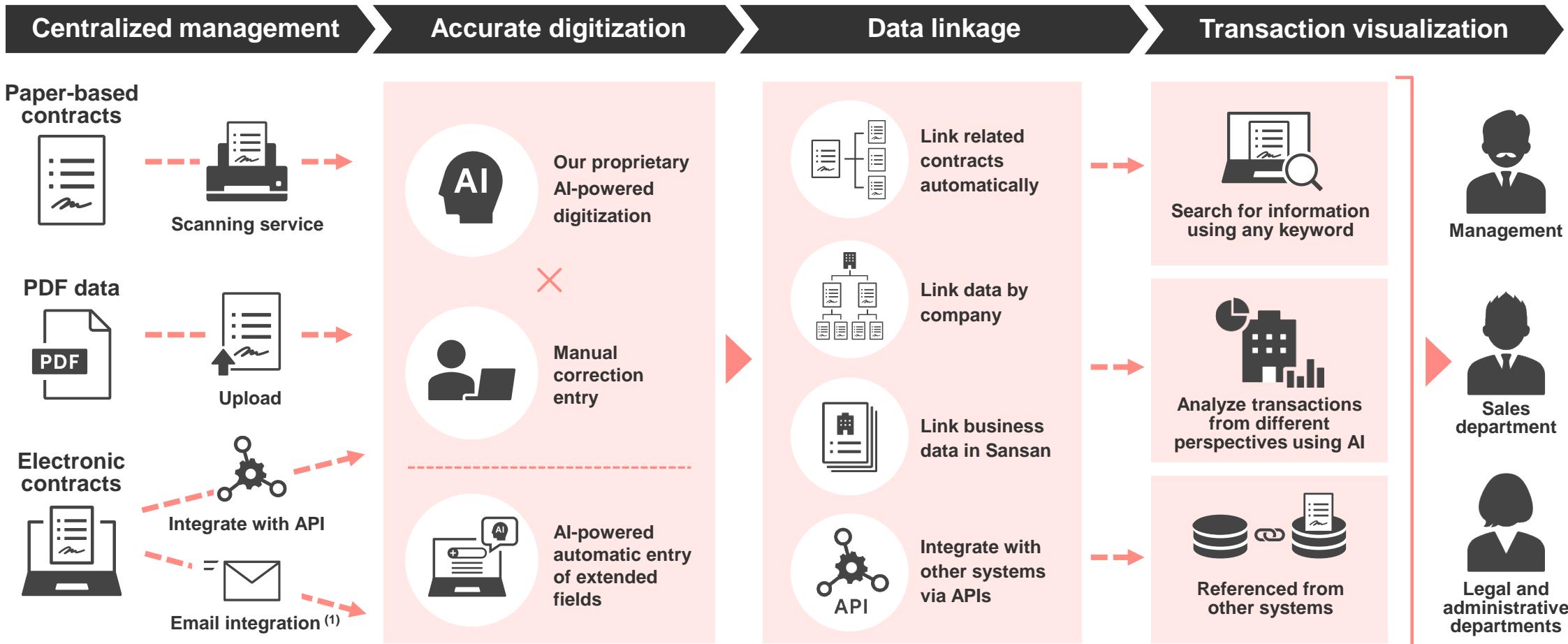
# Bill One: Service Plans

## Pricing models based on the number of digitization

Annual fees	Basic features (Invoice Receive/Expense /Accounts Receivable)	<b>Costs based on the annual number of digitization</b>
	Optional features	<b>Costs related to the use of optional features such as external system integration and advanced security management</b>
Other fees	Initial implementation	<b>Costs related to environment setup and implementation support for systems and scanning centers</b>

# Contract One: Solution Overview

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

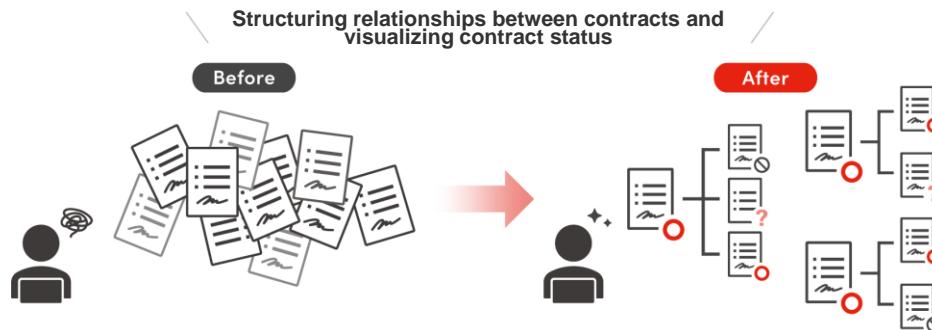


# Contract One: AI-Powered Features

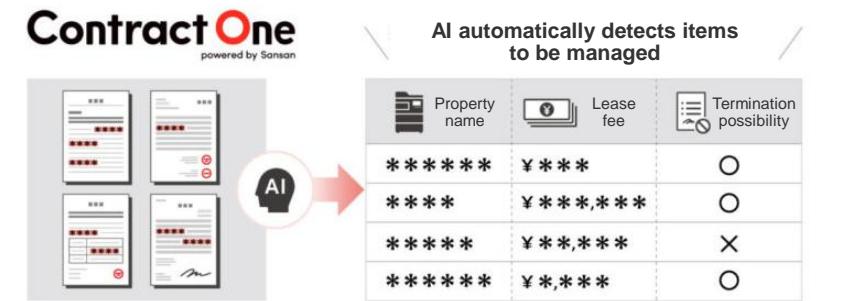
GPT-powered AI summarization features

Leveraging language analysis AI enabling more precise contract content analysis

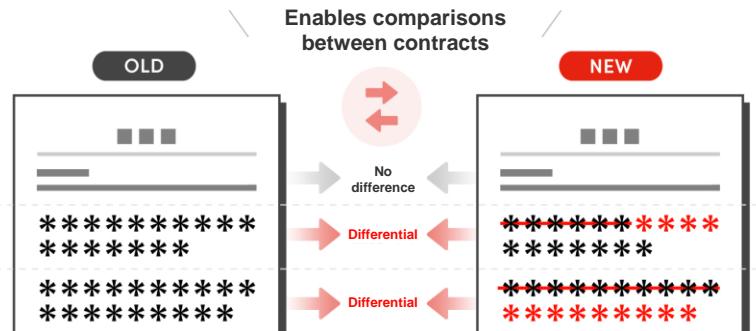
## Contract tree & Contract Status Determination



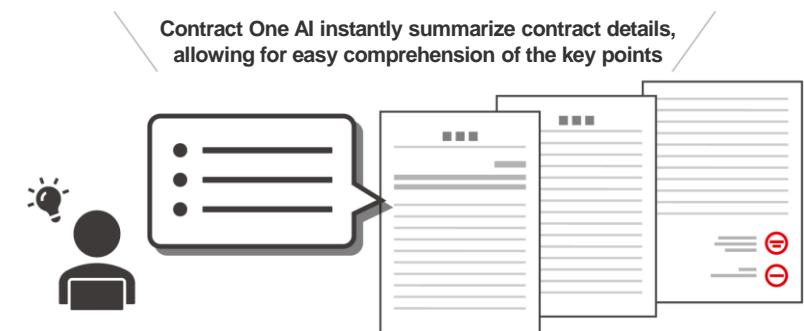
## AI Auto-Fill for Custom Fields



## Document Comparison



## AI Summaries



# Eight Business

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## Eight: Service Outline

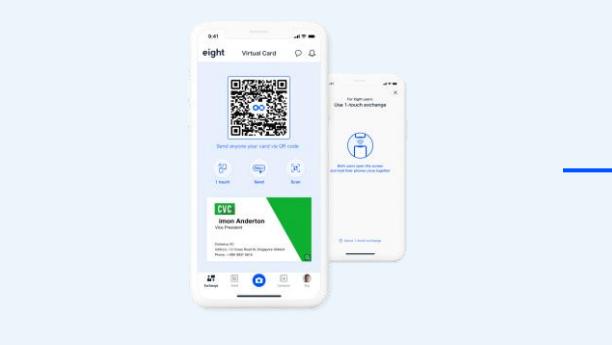
Business card app widely used by professionals; enables Virtual Card Exchange and smart contract management.

Business card app

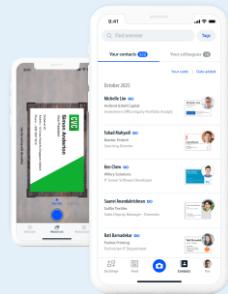


Eight is the business card app that maximizes the value of all your connections.

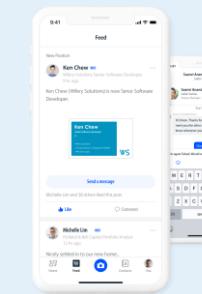
Open the app, and swap cards in an instant



Take a photo and easily manage and search cards



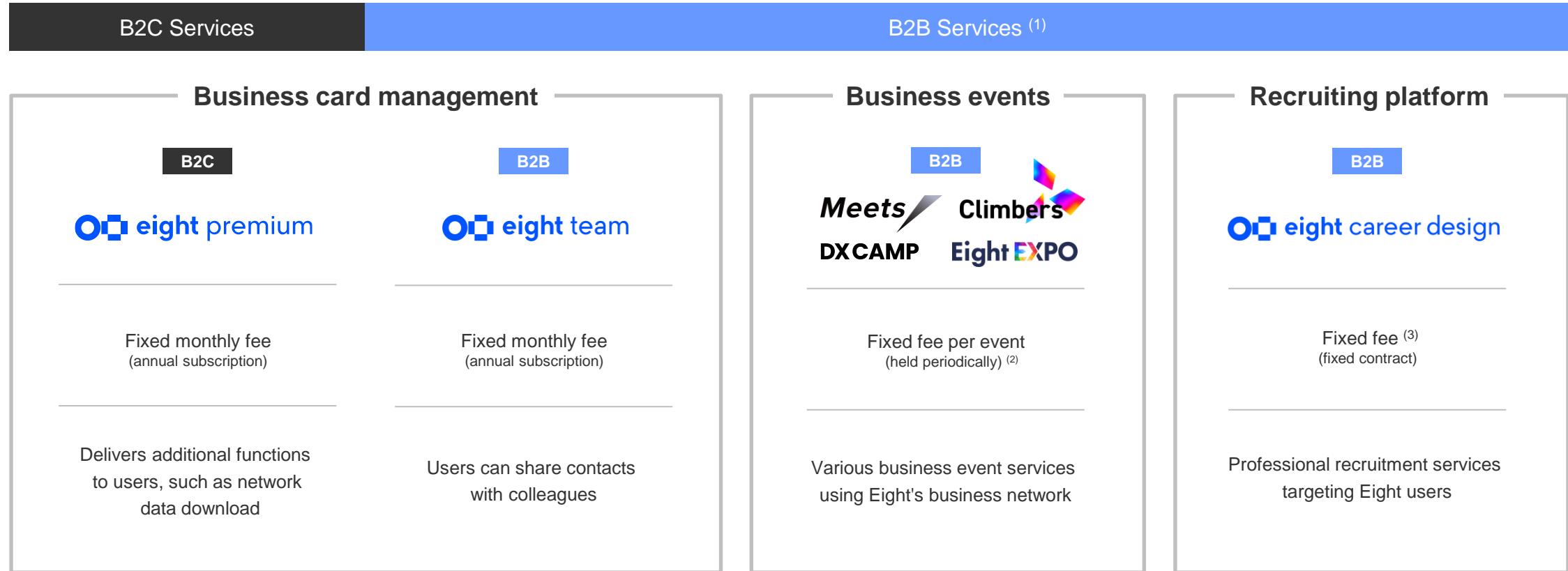
Updates on career moves, like promotions and job changes



Offering apps for potential opportunities through 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

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# 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



1. Provide safe and stable infrastructure services
2. Ensure robust protection of data privacy and information security

Metrics	Targets for FY2029 <sup>(1)</sup>	Results for FY2024 <sup>(1)</sup>
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



3. Promote AX services that improve productivity
4. Create innovative business infrastructure

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

## (3) Respect Employee Diversity and Producing Innovation



5. Promote recruitment, development, and success of human resources
6. Promote diversity, equity, and inclusion

Metrics	Targets for FY2029 <sup>(1)</sup>	Results for FY2024 <sup>(1)</sup>
Proportion of recruitment through referrals	35%	12.1%
Unipos <sup>(3)</sup> (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



7. Strengthen corporate governance
8. Ensure compliance

Metrics	Targets for FY2029 <sup>(1)</sup>	Results for FY2024 <sup>(1)</sup>
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



9. Address climate change issue
10. Use natural capital efficiently

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

(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	 Nikkei Inc. <sup>(1)</sup> <b>NIKKEI Integrated Report Award 2024 Excellence</b>	 MerComm, Inc. [International ARC Awards] <sup>(2)</sup> <b>PDF Version of Annual Report Silver</b>
Web site	 Nikko Investor Relations Co., Ltd. <b>All Markets Ranking in Japan Corporate Websites AAA</b>	 Daiwa Investor Relations <b>Commendation Award 2025 Bronze</b>
ESG Rating/ESG Index	 FTSE <b>FTSE Blossom Japan Index</b>	 Gomez ESG Site ranking 2025 <b>ESG Site Ranking Silver</b>
	 MSCI <sup>(3)</sup> <b>MSCI ESG rating of "A"</b>	 FTSE <b>FTSE Blossom Japan Sector Relative Index</b>
	 MSCI <b>JAPAN EMPOWERING WOMEN (WIN) SELECT INDEX</b>	 MSCI <sup>(4)</sup> <b>Japan Empowering Women Index (WIN)</b>
Recognitions of IR activities	 Japan Investor Relations Association <b>2025 Best IR Award for Encouragement</b>	 S&P/JPX Carbon Efficient Index
		 Japan Investor Relations Association <b>2025 "Most Liked" IR Award</b>

(1) Awarded to Annual Report 2024 in February 2025

(2) Awarded to Annual Report 2024 in August 2025

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**sansan**

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