



Presentation Materials for Sansan, Inc.

February 2024

Mission and Vision

Mission

**Turning encounters
into innovation**

Vision

**Become business
infrastructure**



Digitally Transform How You Work

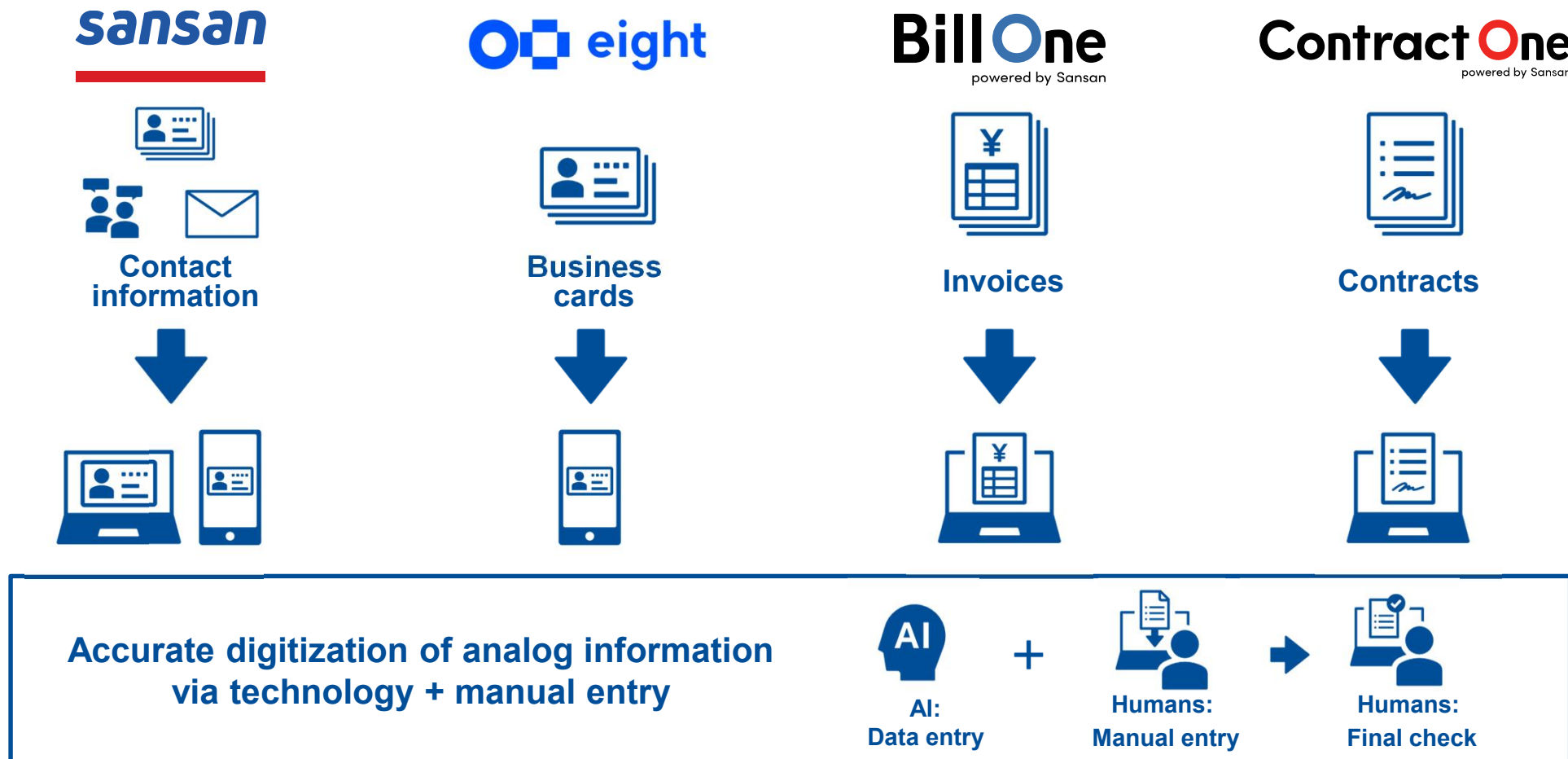
Offering a business database that reshapes how people work and connects encounters with people and companies to business opportunities.



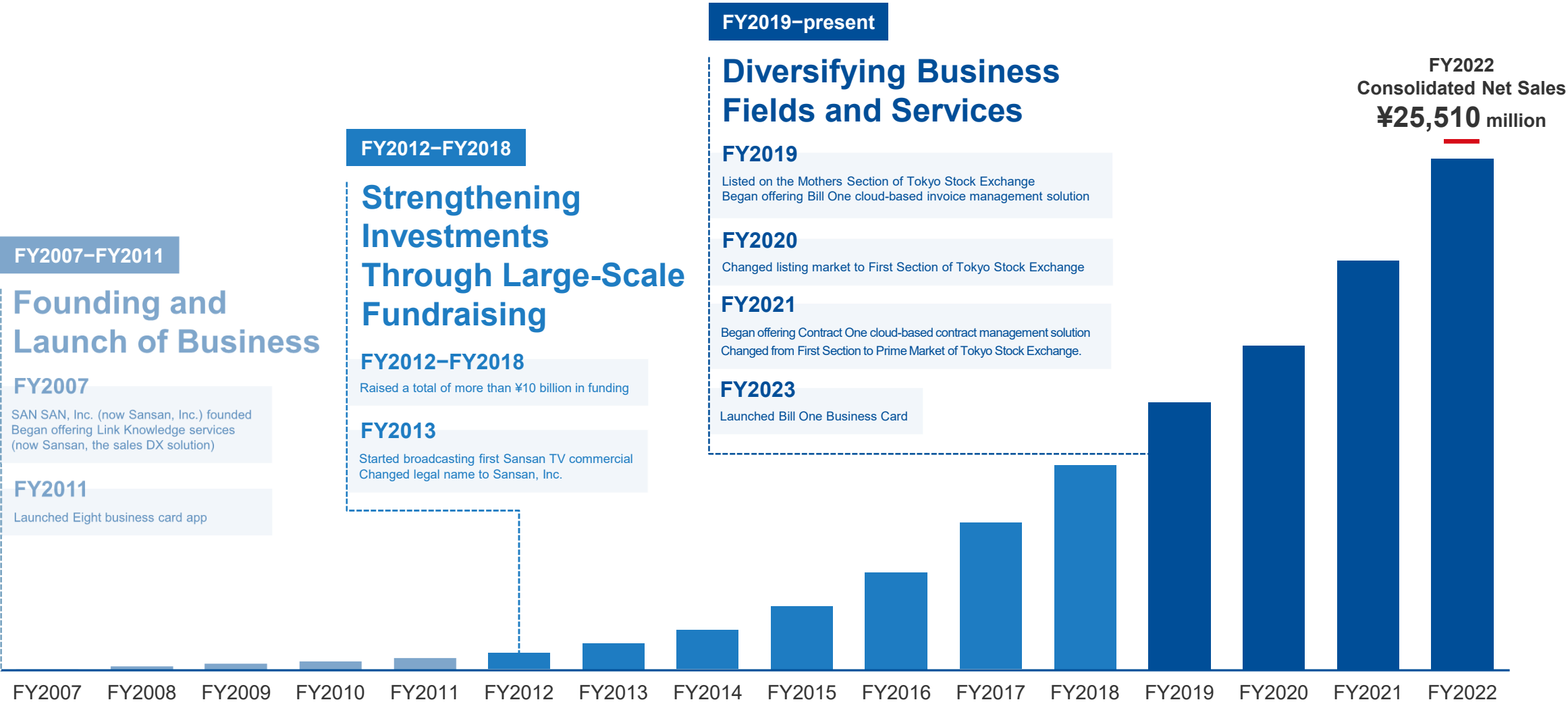
SaaS Focused on Analog-to-Digital

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

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



History ⁽¹⁾

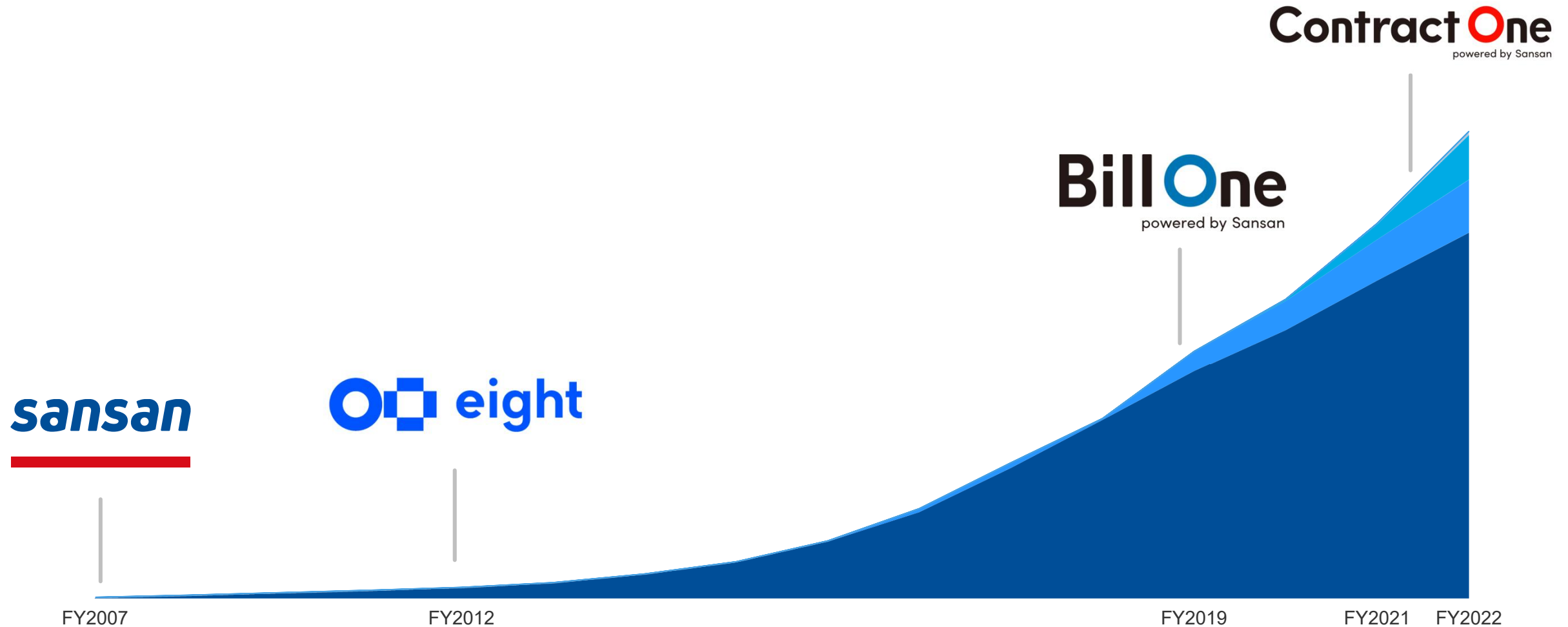


(1) The graph indicates net sales for fiscal years ended in May (figures prior to the year ended May 2016 are non-consolidated, while subsequent figures are consolidated).

Launch of Main Solutions

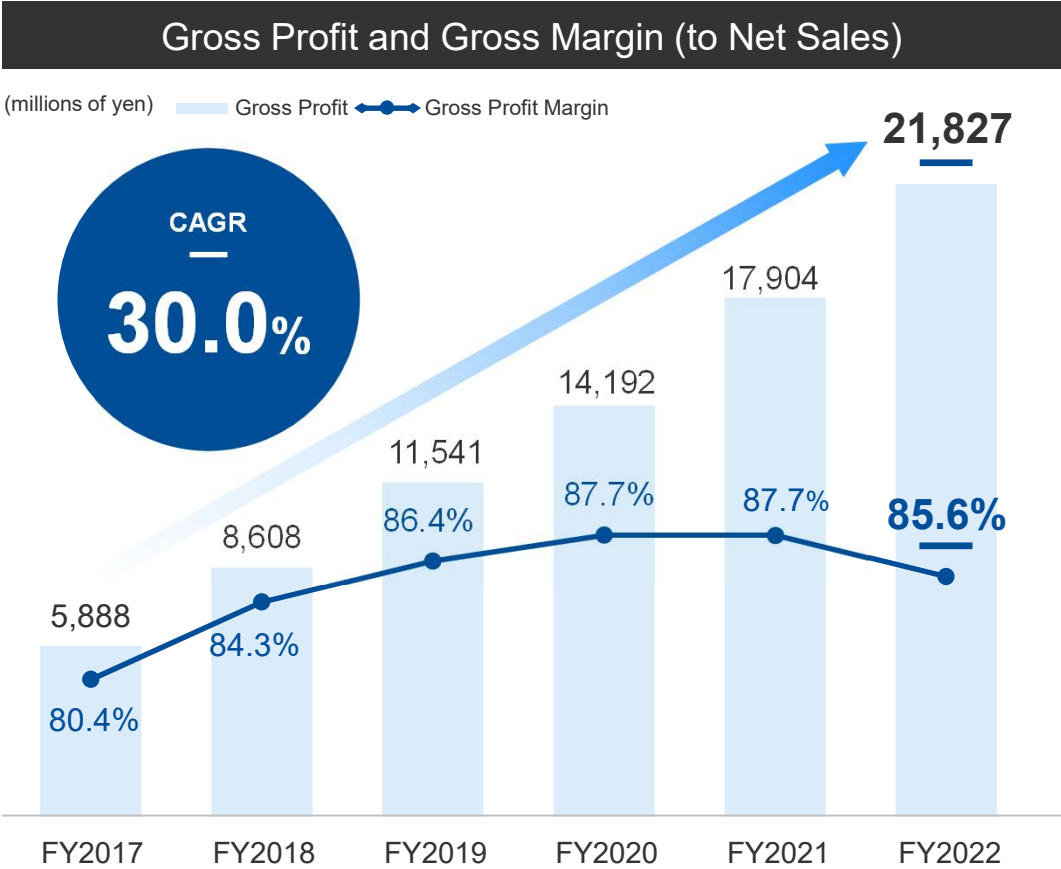
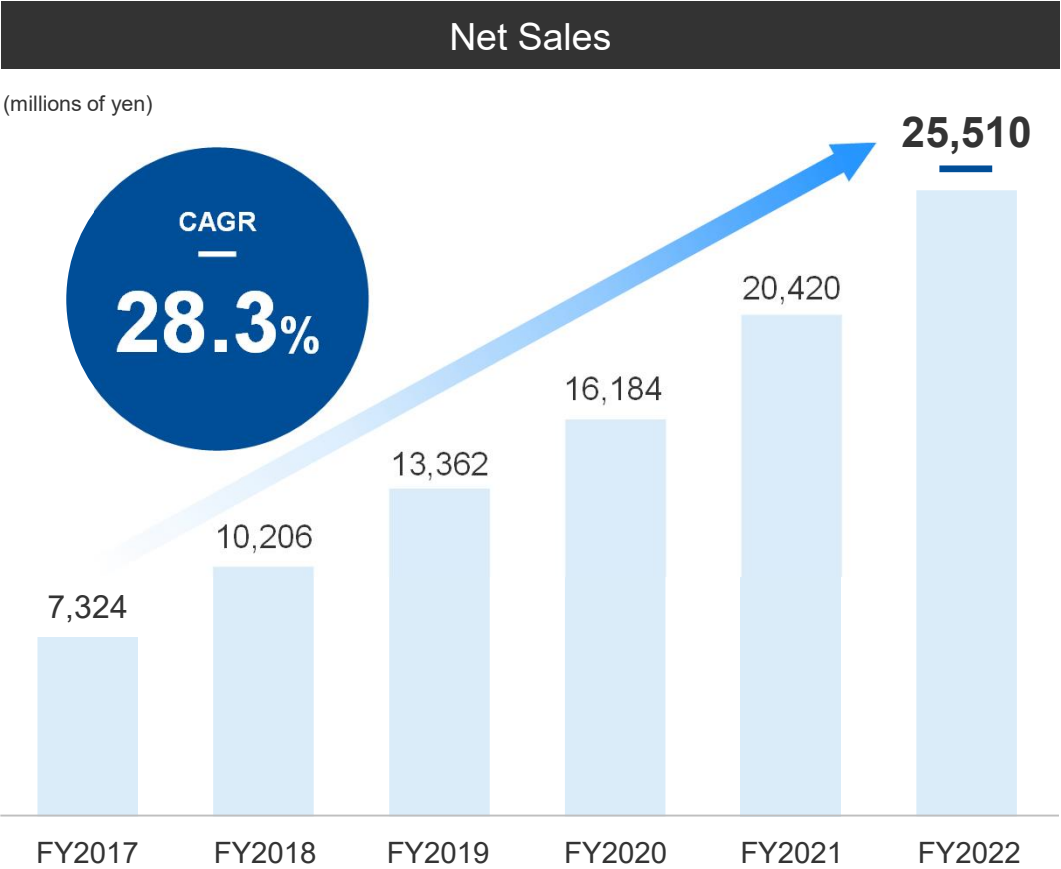
Founded in FY2007 and started offering Sansan.

Created multiple solutions since then; Bill One, launched in 2020, has achieved rapid growth.



Consolidated Financial Results (FY2017–FY2022)

Achieved high growth rate in both net sales and gross profit.



Overview of Reporting Segments

Comprises two reporting segments ⁽¹⁾.

	Net sales ratio on consolidated basis ⁽²⁾		Main services	
Sansan/ Bill One Business		Sansan 70%		The sales DX solution
		Bill One 16%		Cloud-based invoice management solution
		Others 3%	Contract One	The contract database
Eight Business		B2C Services 1%		B2C business card management
		B2B Services 9%	eight	B2B business card management Business event Recruiting platform
				CREATIVE SURVEY Corporate survey system
				logmi Event transcription service

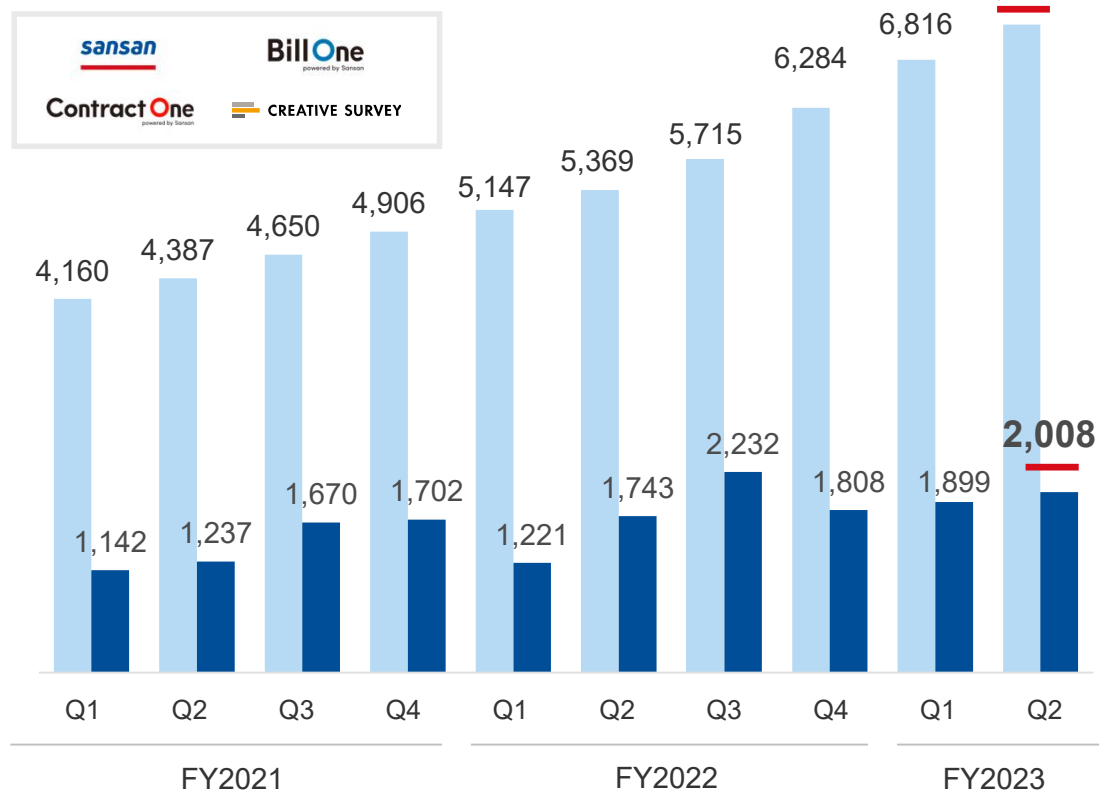
(1) The few other services not included in reportable segments are recorded in "Others," while elimination of intra-company transactions (sales), and costs not allocated to segments are recorded in "Adjustments."
(2) FY2023 Q2 YTD

Results by Segments (FY2021Q1–FY2023Q1)

Steady growth in both Sansan/Bill One and Eight businesses.

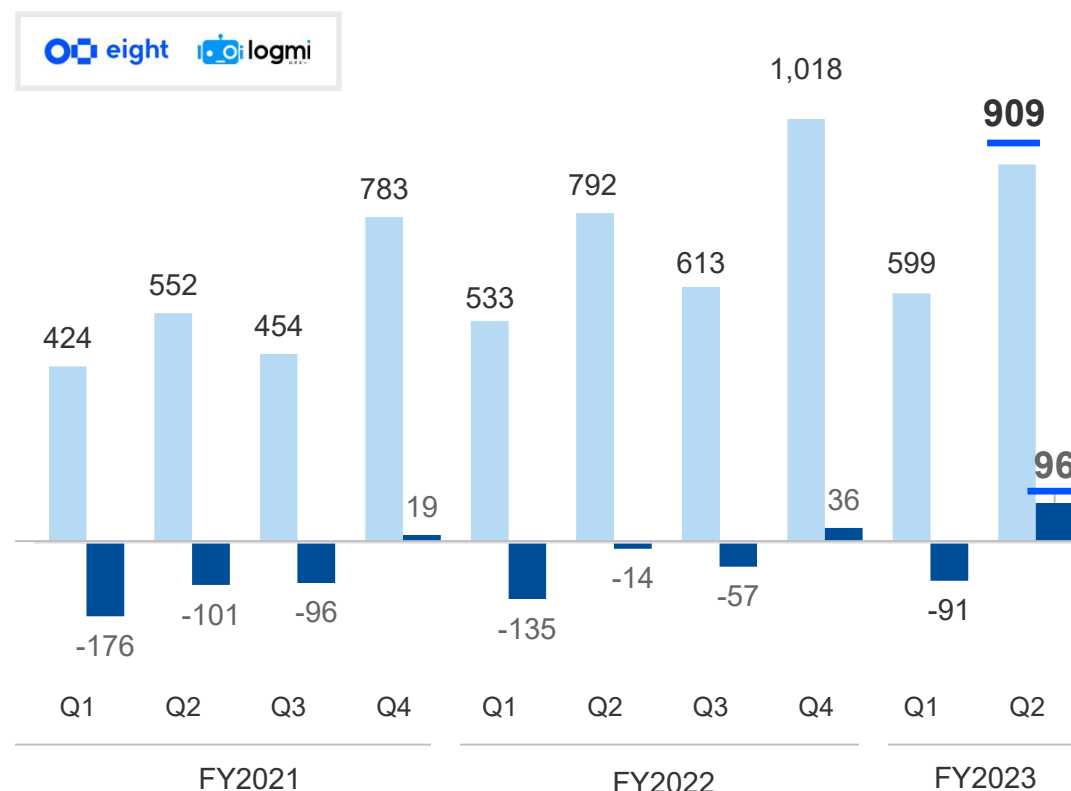
Net Sales and Adjusted Operating Profits ⁽¹⁾ of Sansan/Bill One Business

(millions of yen) Net Sales Adjusted Operating Profits/Losses



Net Sales and Adjusted Operating Profits ⁽¹⁾ of Eight Business

(millions of yen) Net Sales Adjusted Operating Profits/Losses



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

Medium-Term Financial Targets (FY2022–FY2024)

Aim to solid sales growth and stable profit growth.

Important management indicators

Continued consolidated net sales growth of mid-20% range or higher

Improvement of adjusted consolidated profit margin in each fiscal year

Sansan/Bill One Business

Recording adjusted operating profit of ¥10 billion+
for Sansan and Bill One in FY2024
(excluding “Others” in Sansan/Bill One Business
segment)

Eight Business

Recording stable adjusted operating profit for full year

Company Highlights

1

Sansan/Bill One Business

Unique Sansan with Steady Growth and Vast Room for Development



2

Sansan/Bill One Business

Rapidly Expanding Bill One and High Growth Potential



3

Strong Competitive Advantages Common to All Services

4

Further Growth Opportunities Through New Service Developments That Leverage Sophisticated Systems and Technologies

5

Eight Business

Shift to Profitability-Focused Business Operation



Company Highlights

1 Sansan/Bill One Business
Unique Sansan with Steady Growth and Vast Room for Development



2 **Rapidly Expanding Bill One and High Growth Potential**

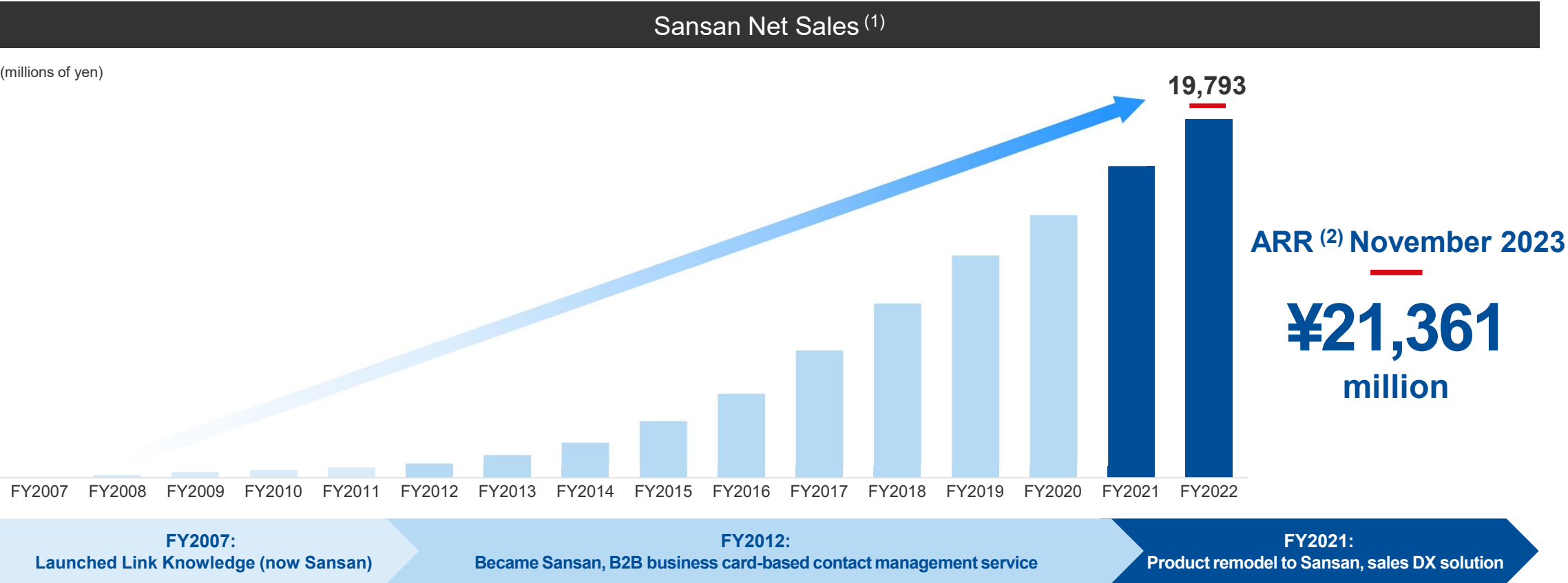
3 **Strong Competitive Advantages Common to All Services**

4 **Further Growth Opportunities Through New Service Developments That Leverage Sophisticated Systems and Technologies**

5 **Shift to Profitability-Focused Business Operation**

Sansan: Net Sales

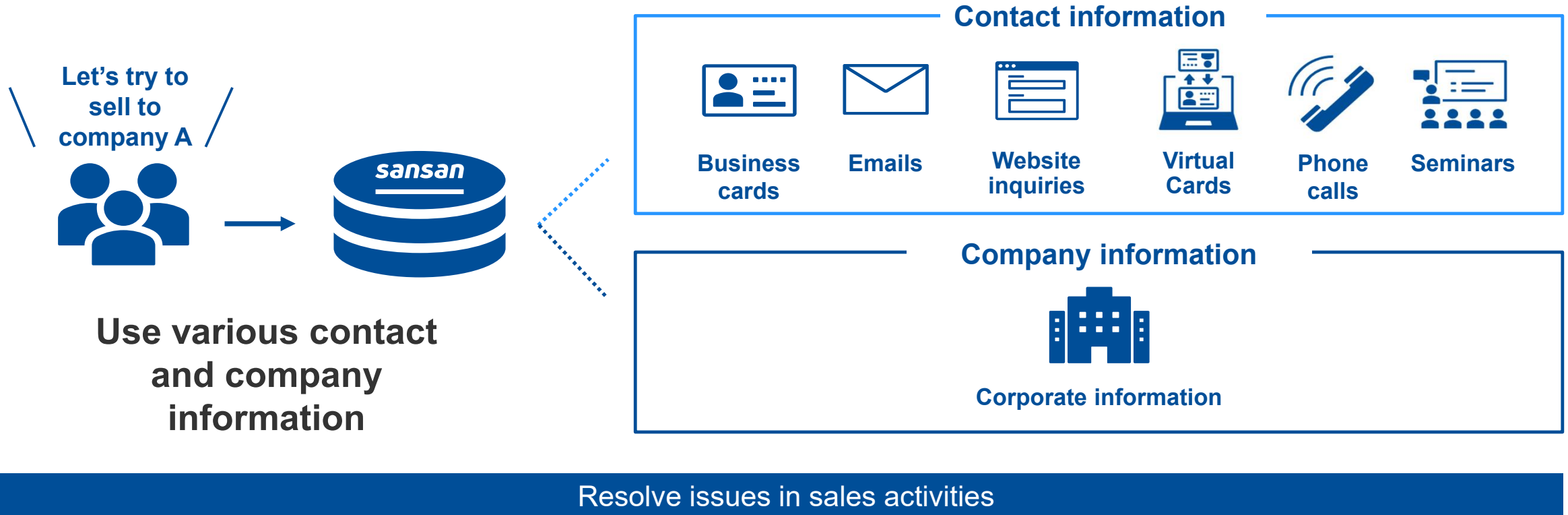
Since service launched in FY2006, it has continually evolved and grown to have the largest SaaS net sales in Japan. We remodeled it from a business card-based contact management service to the sales DX solution in FY2021.



(1) Indicates net sales for fiscal years ended in May. Prior to FY2019, indicates net sales of the former Sansan business segment.
(2) Annual Recurring Revenue

Sansan: Service Outline

Improving productivity and strengthening the sales force through the use of various contact and corporate information



Missing sales opportunities because of lack of correct customer information

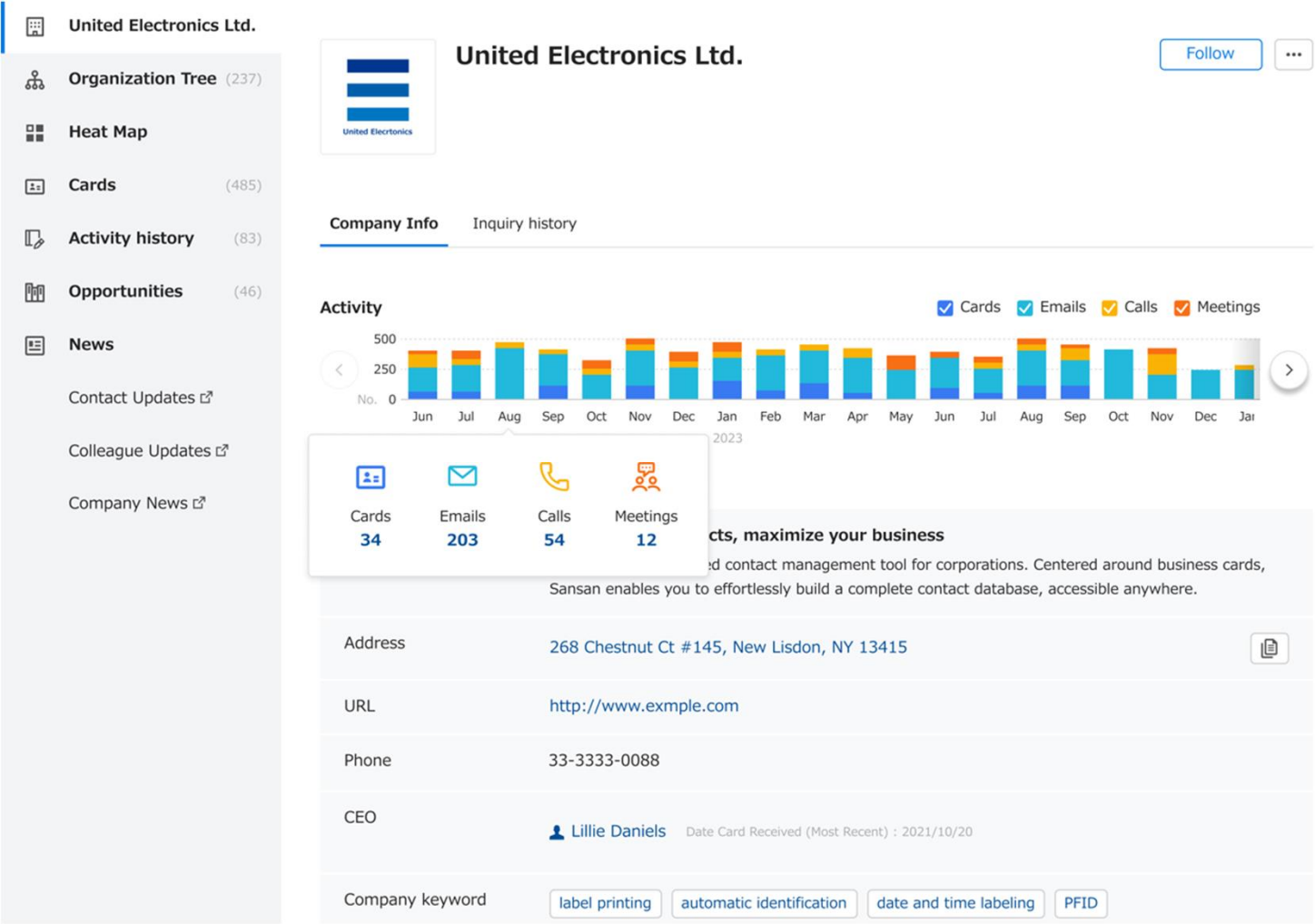


Inefficiencies from analog work



1 Unique Sansan with Steady Growth and Vast Room for Development

Sansan : Integrating a range of corporate data



1 Unique Sansan with Steady Growth and Vast Room for Development

Sansan: Digitizing contact information to visualize internal human networks

Create contact 2Use TagsDownloadRemindersPotential Duplicates

All(2)Selected Contacts(0)Awaiting Digitization(0)1~30Received on

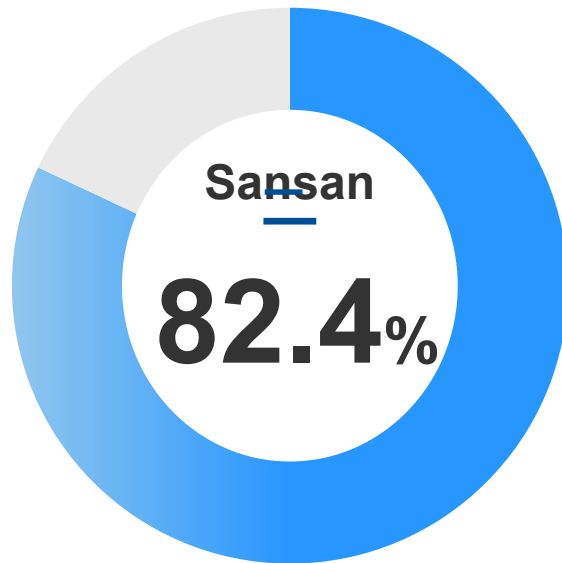
<input type="checkbox"/>	Company / Name	Department / Position	Contact details	Address	Received by / Received on	
<input type="checkbox"/>	<div><div>MIRS</div><div>Media Division Manager Lillie Daniels</div><div>MIRS Ltd.</div><div>1947 Haymond Sansan Road Bend, CA 97701 Phone: 541-480-8110 Email: lillie@example.com</div></div>	MIRS Ltd. Lillie Daniels	Media Division Manager	<div>333-888-0000</div> <div>541-480-8110</div> <div>lillie@mirs.example.com</div>	<div>1947 Haymond Sansan Road Bend, CA 97701</div>	<div>Kristin Watson [Sales]</div> <div>2020/8/18</div> <div></div>
<input type="checkbox"/>	<div><div>MIRS</div><div>Sales Director Daniela Simić</div><div>MIRS Ltd.</div><div>1947 Haymond Sansan Road Bend, CA 97701 Phone: 513-464-3809 Email: daniela@mirs.example.com</div></div>	MIRS Ltd. Daniela Simić	Sales Director	<div>333-888-0000</div> <div>513-464-3809</div> <div>daniela@mirs.example.com</div>	<div>1947 Haymond Sansan Road Bend, CA 97701</div>	<div>Kristin Watson [Sales]</div> <div>2020/8/18</div> <div>Virtual Cards</div>
<input type="checkbox"/>	<div><div>1298 Chandler Hollow RoadGlenshaw, PA 15116 TEL 333-000-0000 FAX 333-000-0000 MOBILE 888-111-0000 Email: kevin@navy-fox.example.com</div><div>Kevin Stella</div><div>Navy Fox Co.,Ltd.</div></div>	Navy Fox Co.,Ltd. Kevin Stella	Vice President of Marketing	<div>333-000-0000</div> <div>888-111-0000</div> <div>kevin@navy-fox.example.com</div>	<div>1298 Chandler Hollow RoadGlenshaw, PA 15116</div>	<div>John Smith [Sales]</div> <div>2020/8/18</div> <div></div>
<input type="checkbox"/>	<div><div></div><div>Sansan Global, Inc</div></div>	Sansan Global, Inc	DIRECTOR EXECUTIVE VICE	<div>1-888-777-66666</div>	<div>268 Chestnut Ct #145,</div> <div>John Smith [Sales]</div>	

Sansan: Overwhelming Market Share and Solid Customer Base

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

Dominant Brand Recognition and Market Share in B2B

Sales share in 2022 ⁽¹⁾



Strong Sales Organization and Solid Customer Base

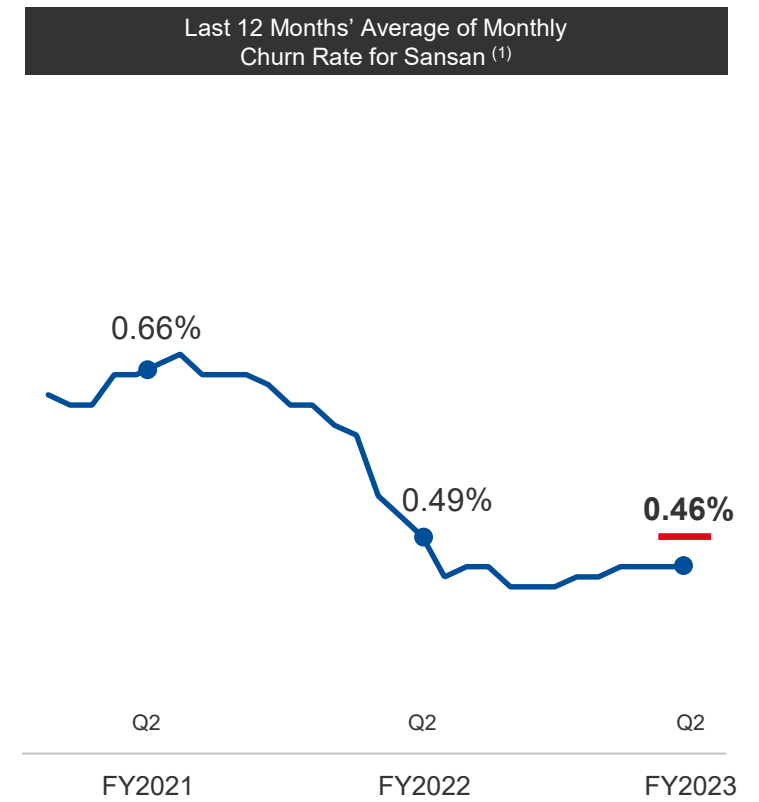
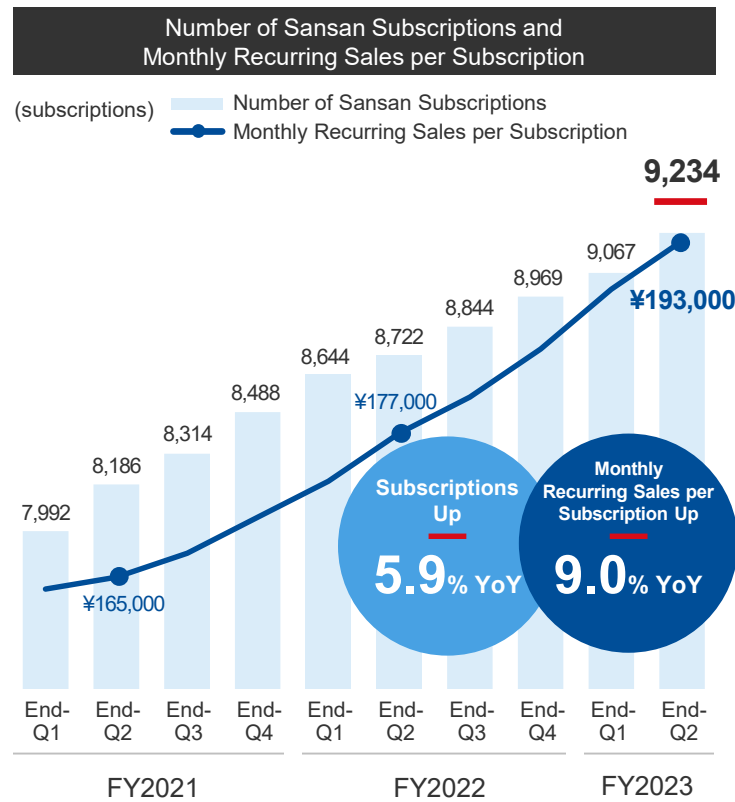
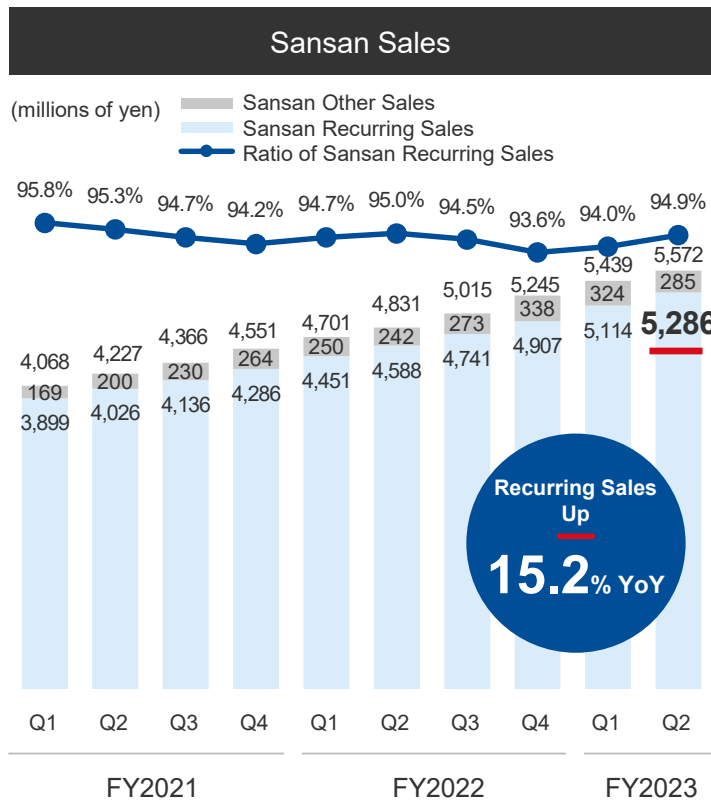
SaaS expertise cultivated
over the 16 years since our founding



(1) Based on Latest Trends in Business Card Management Services in Sales Support DX 2024 (January 2024, survey by Seed Planning, in Japanese)

Sansan: Recent Business Performance

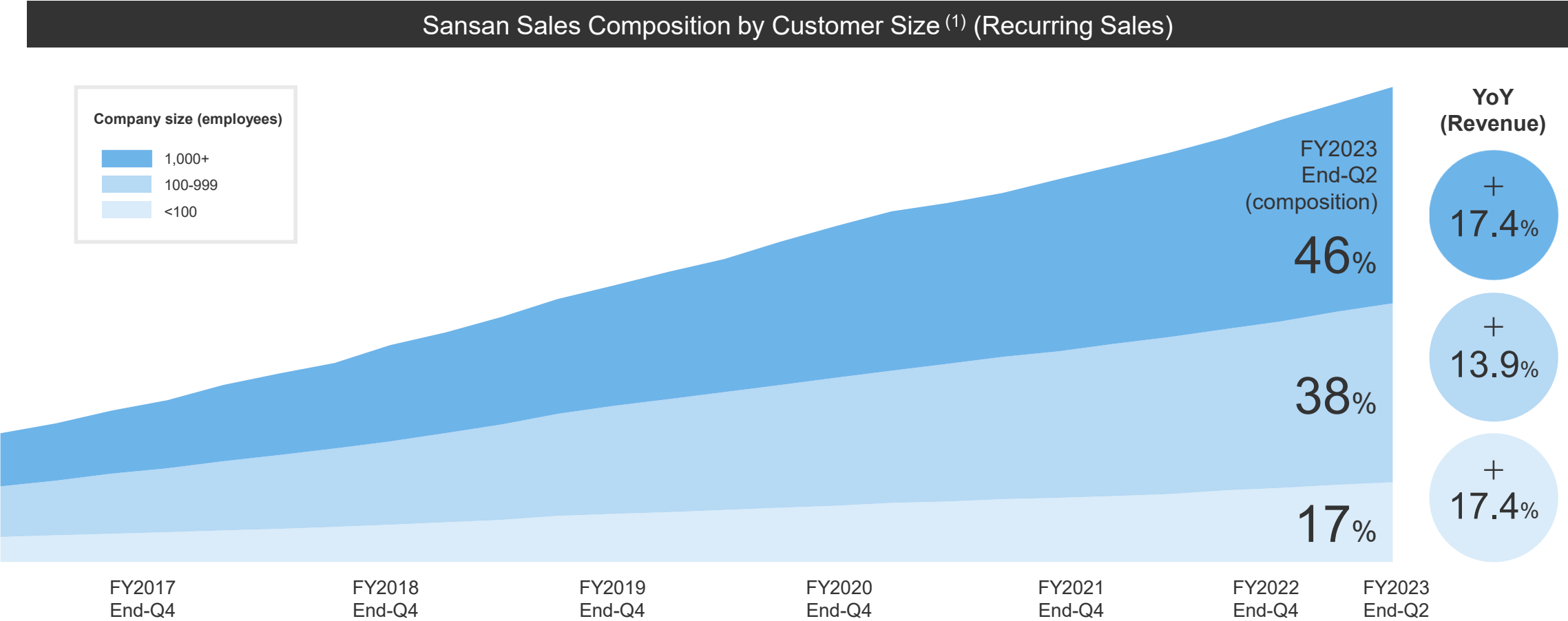
Continuous growth in recurring sales, number of subscriptions and monthly recurring sales per subscription. Last 12 months average of monthly churn rate has remained low, at 1% or less.



(1) Ratio of decreased MRR associated with contract cancellations to total MRR for existing contracts of Sansan

Sansan: Sales Composition by Customer Size (Recurring Sales)

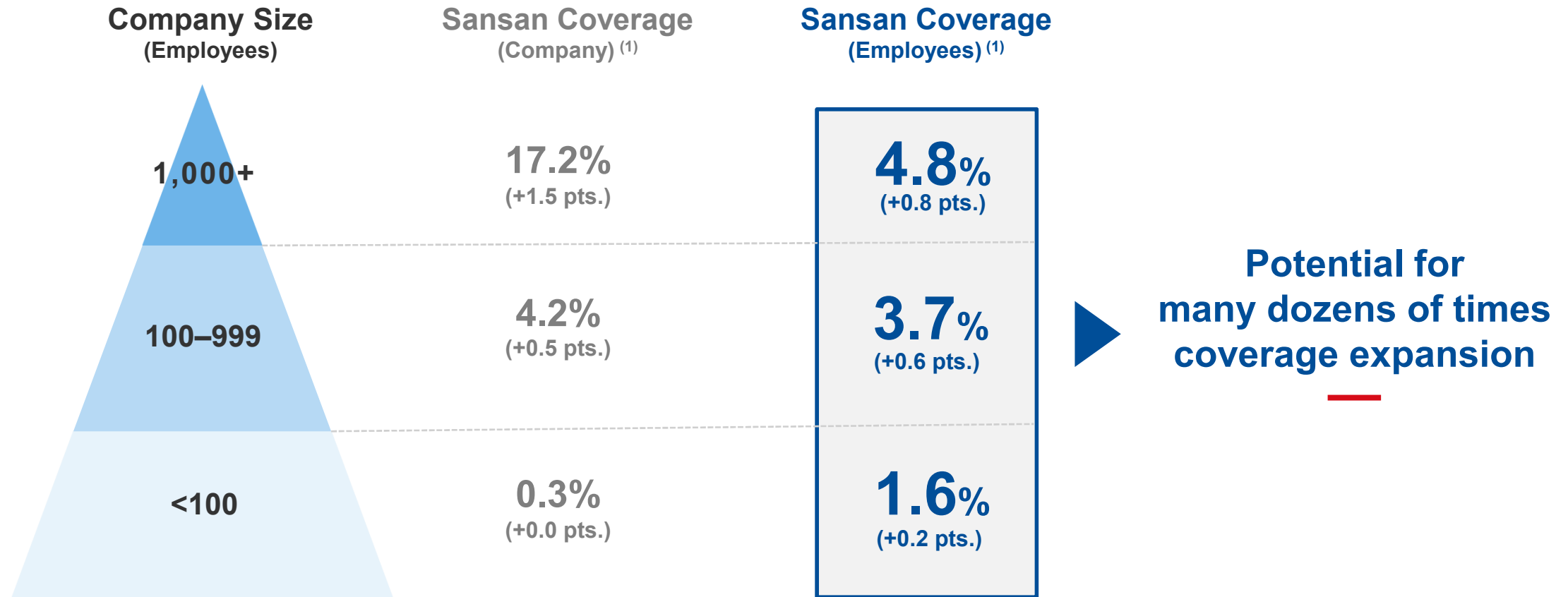
Companies with more than 1,000 employees drive overall growth and have the highest sales ratio.



(1) Created based on Sansan monthly fee amounts (unaudited), values from graphs up to and including FY2023 Q2 end changed following review of calculation method.

Sansan: Potential Market Size of Sansan in Japan (TAM)

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



(1) Sansan coverage is calculated with the number of subscriptions and total number of IDs in Sansan for FY2023 Q2 end as the numerator and the number based on Economic Census for Business Activity in 2021 issued by the Statistics Bureau as the denominator.

Company Highlights

1 Unique Sansan with Steady Growth and Vast Room for Development

2 Sansan/Bill One Business
Rapidly Expanding Bill One and High Growth Potential



3 Strong Competitive Advantages Common to All Services

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5 Shift to Profitability-Focused Business Operation

Bill One: Net Sales

Rapid growth in net sales since May 2020 service launch, exceeding T2D3 trajectory.
ARR exceeded ¥5.9 billion, as of November 2023.

Bill One Net Sales

(millions of yen)



Bill One: Service Outline

Making all forms of invoices receivable online, while promoting DX of invoice operations through accurate digitization. Following the introduction of Bill One, customers can smoothly handle various legal amendments and fast monthly closing of financial accounts.



Resolve Issues in Invoicing Work

Receiving and managing paper invoices is time-consuming and labor-intensive



Personnel forced to come to the workplace to process paper invoices



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

Bill One: Background of Service Launch

Applying Sansan's technology and operational expertise to solve challenges in Invoicing work.

Issues of Analog Operations

Issues in Sales Activities



- Burden of paper-based business card management
- Fragmented contact information across different touchpoints
- Low productivity

sansan

Resolving issues through digitalization
and visualization of contact information

Issues in Invoicing Work



- Burden of paper-based invoicing work
- Compliance with various legal regulations
- Low productivity

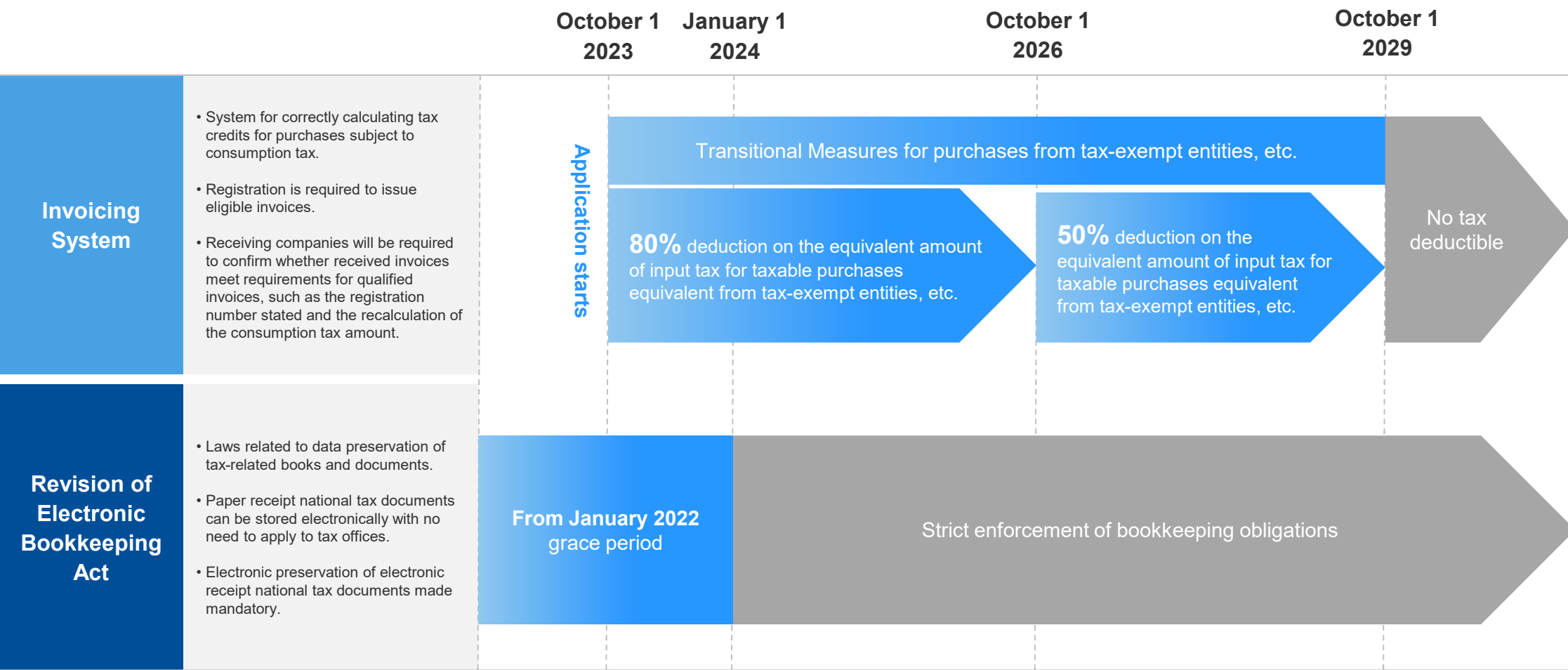
BillOne
powered by Sansan

Resolving issues through digitized invoices receipt

Applied Sansan's analog information digitization technology to Bill One.

Bill One: External Environment in Invoicing Arena

Japan’s invoicing System entered into effect in October 2023 and the grace period for the Electronic Bookkeeping Act concluded in the end of December 2024. Various changes are expected to occur in the environment surrounding invoices, such as end of transitional measures of Invoicing System.



Bill One: Market Share and Customers

Achieved #1 share of sales in the cloud invoice receiving service market.
Regardless of company size, acquiring customers from various types of businesses.

Market Share in Cloud Invoice Receiving Services ⁽¹⁾

BillOne
powered by Sansan

Share of Sales
in Cloud Invoice
Receiving Service Market
—
#1

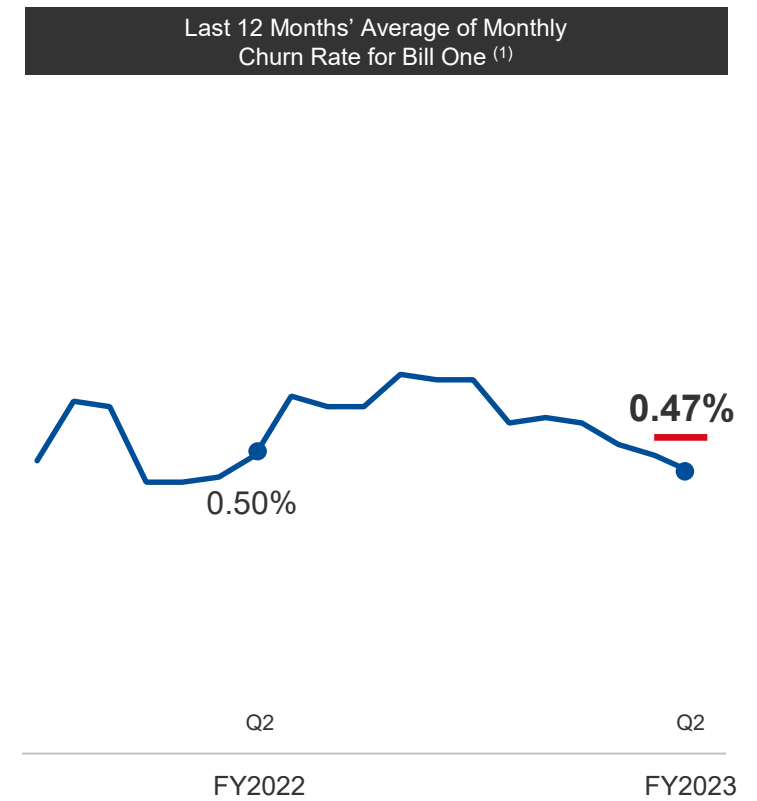
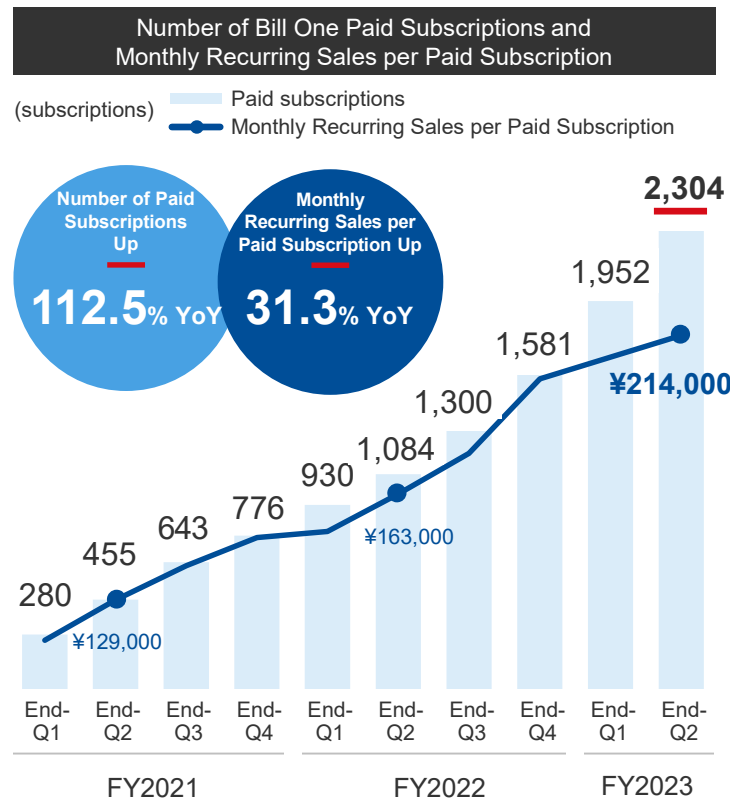
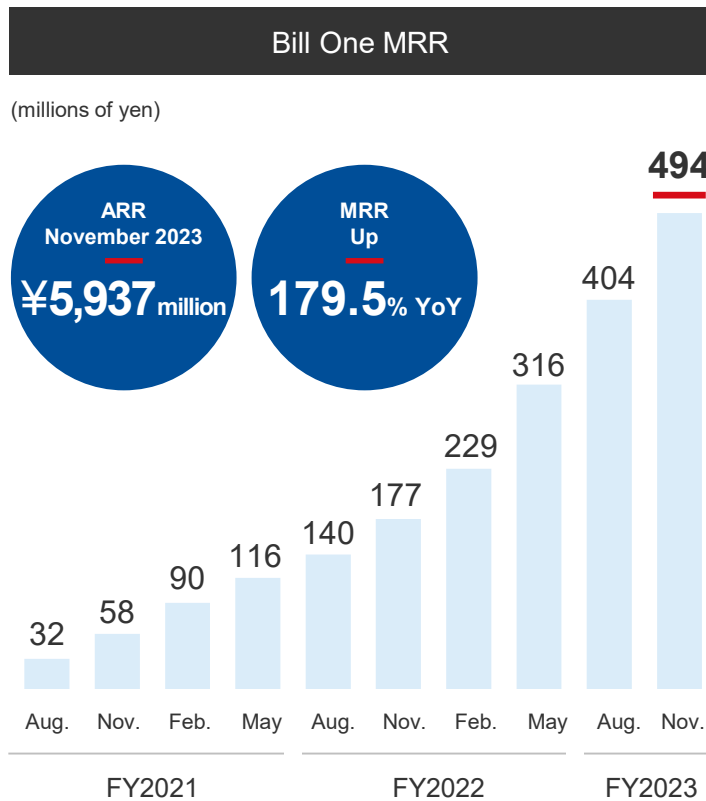
Customers Running Bill One



(1) Deloitte Tohmatsu MIC Economic Research Institute, "The Market of Online Invoice Receiving Solution Continues to Grow at a Staggering Rate" (MIC IT Report, November 2023).

Bill One: Recent Business Performance

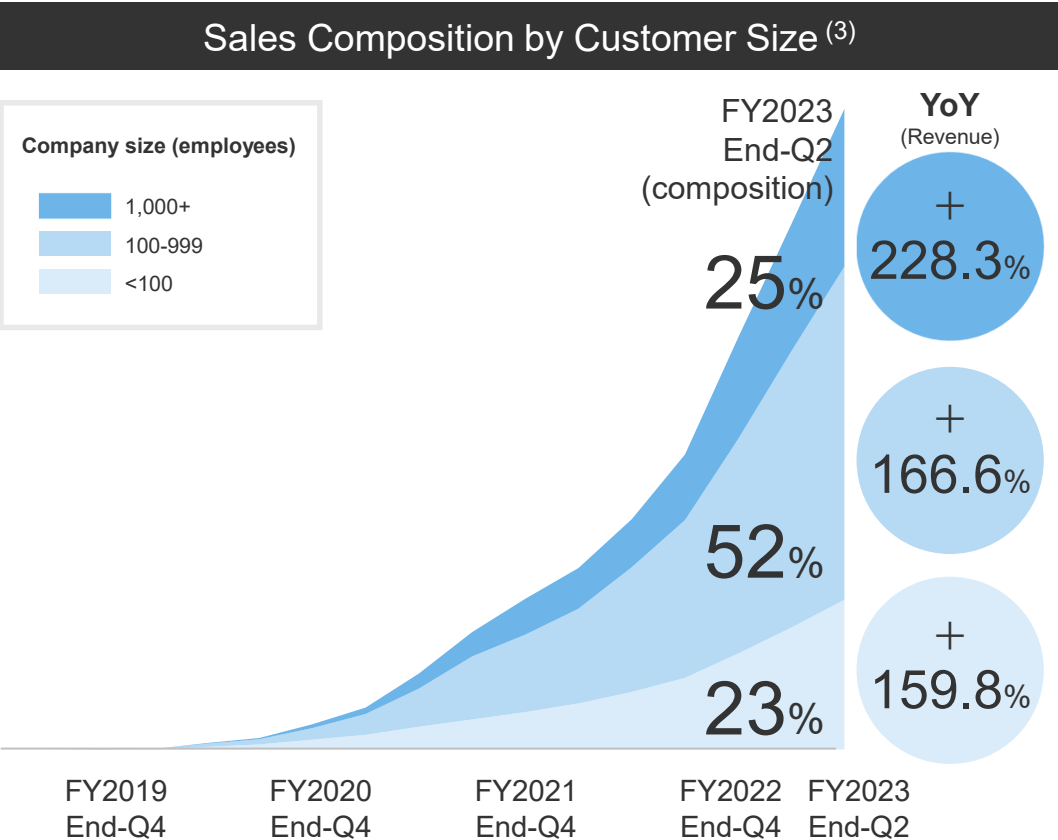
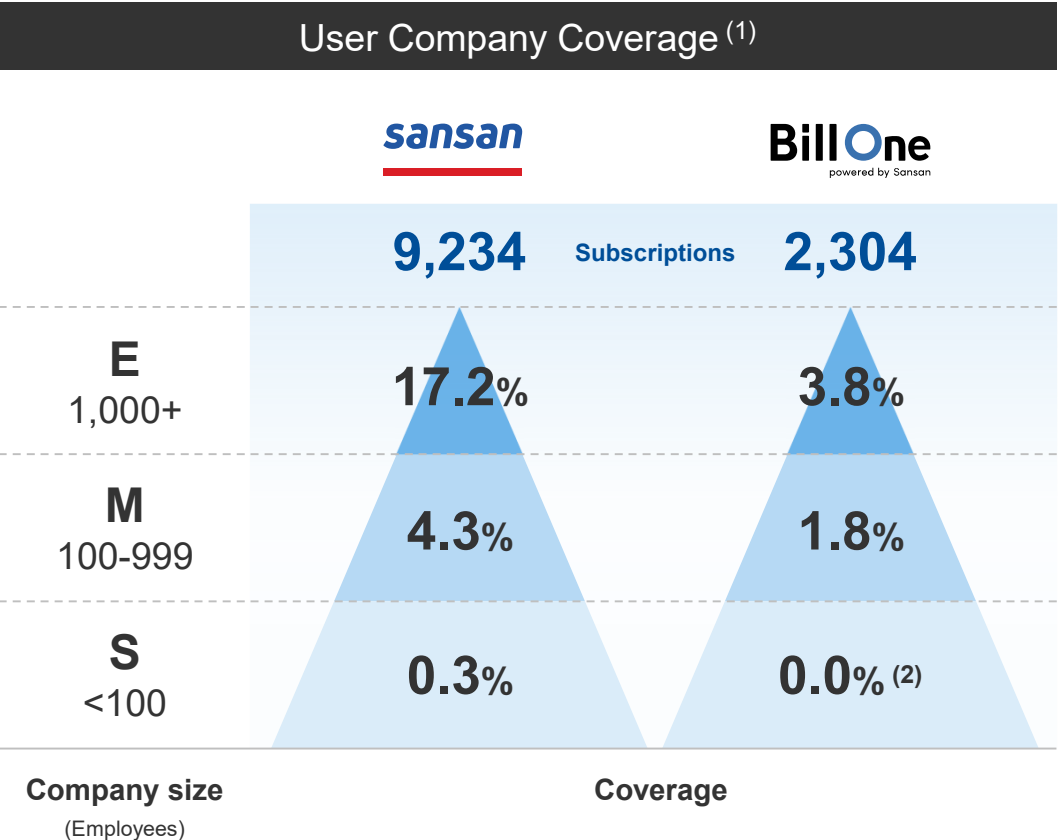
ARR as of August 2023 was ¥4,859 million, Continuous growth in both number of paid subscriptions/monthly recurring sales per paid subscription. Last 12 months average of monthly churn rate has remained low, at 1% or less.



(1) Ratio of decreased MRR associated with contract cancellations to total MRR for existing contracts of Bill One

Bill One: Room for Expanded Medium- and Large-Sized Company Coverage

High sales growth in all company sizes.
Penetration for large companies is still low compared to Sansan, and there is vast room for growth.

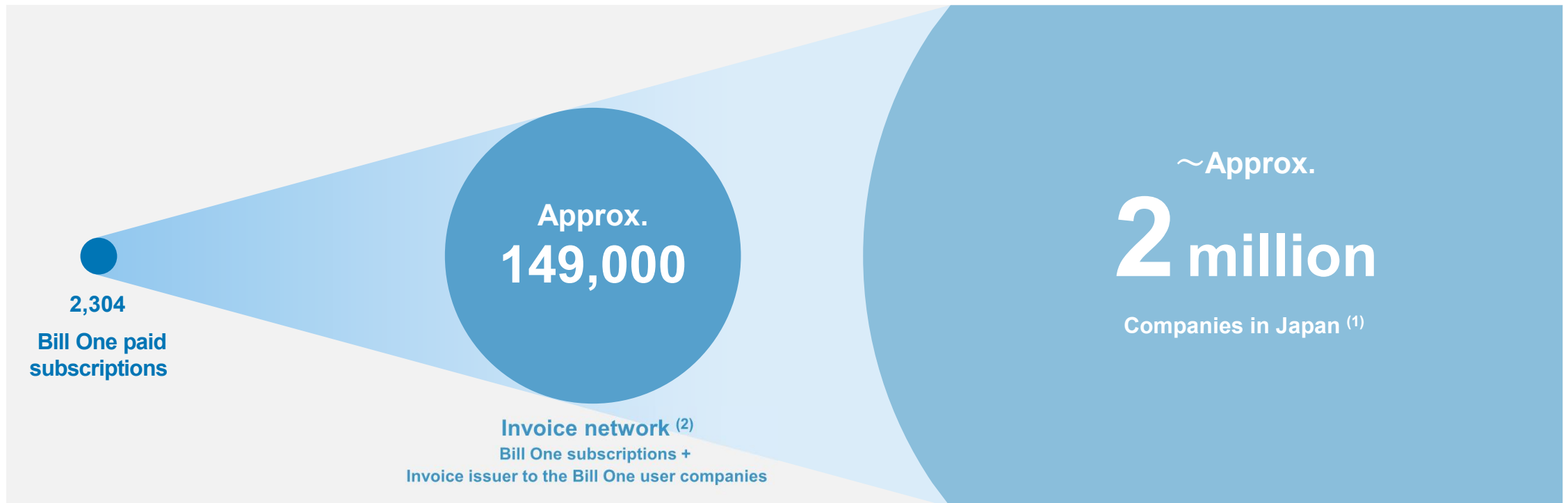


(1) The coverage is calculated with the number of subscription in each services for FY2023 Q2 end as the numerator and the number based on Economic Census for Business Activity in 2021 issued by the Statistics Bureau as the denominator.
(2) Paid subscriptions only
(3) Created based on Bill One MRR

Bill One: Potential Market Size of Bill One in Japan (TAM)

Since all companies are targeted, regardless of industry or size, vast room for development exists in Japan.

Potential Market Size of Bill One



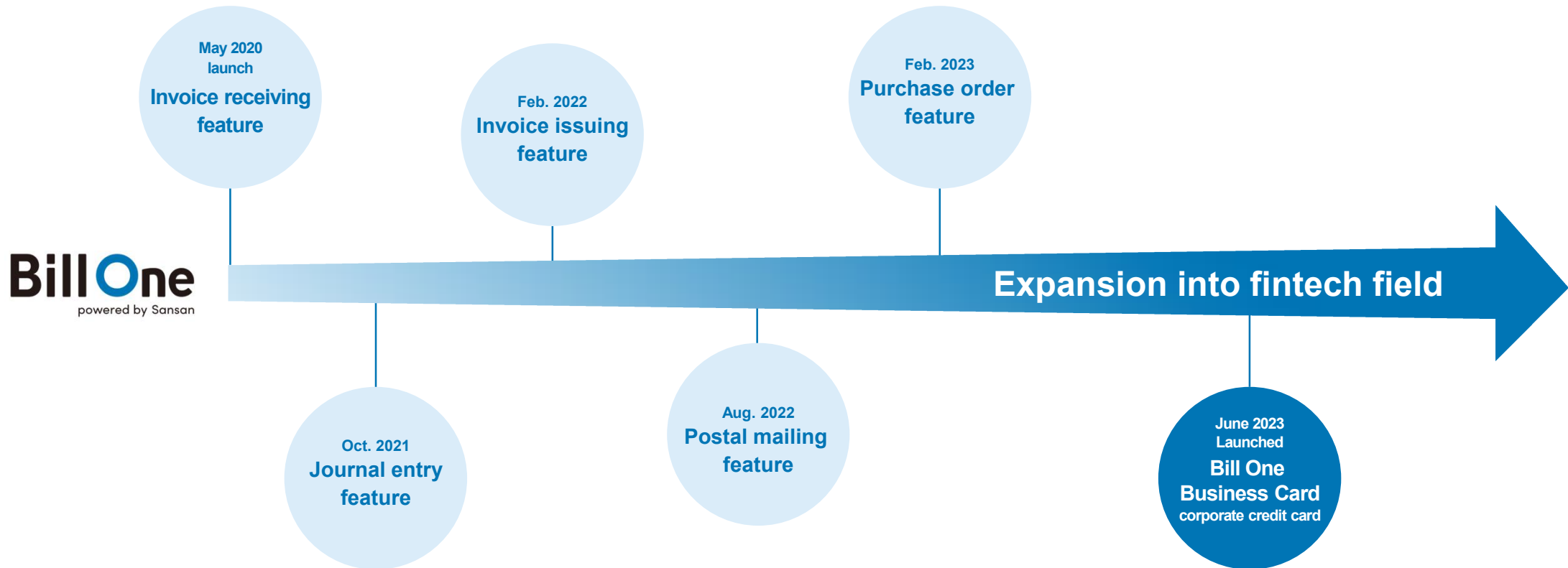
(1) Based on Economic Census for Business Activity in 2021 issued by the Statistics Bureau

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

Bill One: Entry into New Business Field

Added features, such as invoice issuing, after service launch in May 2020.

In June 2023, launched Bill One Business Card corporate credit card, backed by increased invoice network participating companies.



Bill One: Bill One Business Card Function Outline

The Bill One Business Card, a corporate credit card that is available as an option with Bill One, boosts efficiency in corporate credit card payments, contributing to even faster monthly financial closing.

Users can effectively adapt to the Invoicing System and Electronic Bookkeeping Act, while reducing fraud risk.



1. Centralized control

- Card issuance is available on Bill One.
- Reduces the workload to lend and manage cards.

2. Security measures

- Limits and restrictions on usage amount and purposes.
- Minimizes fraud risk.

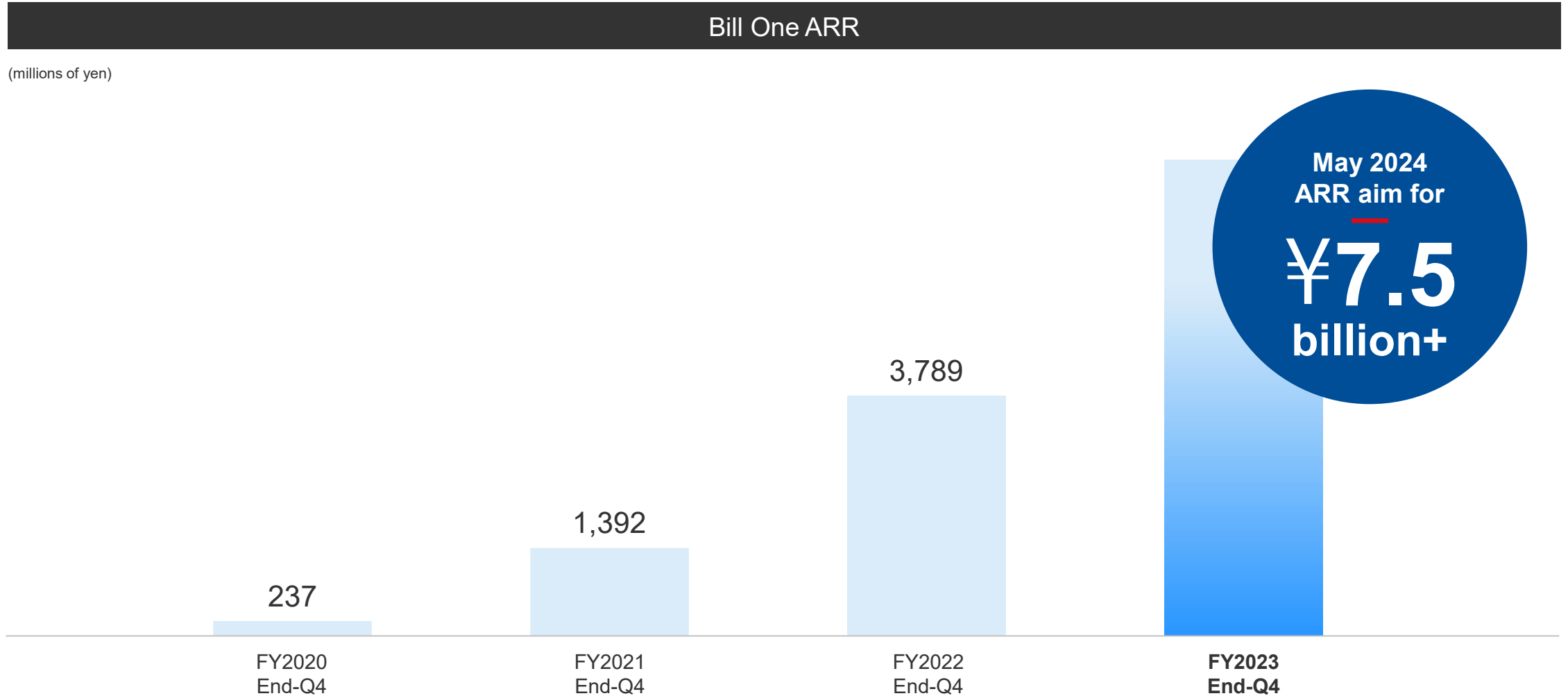
3. Automatic reconciliation of transaction details and receipts.

- Receipts are digitized at 99.9% ⁽¹⁾ accuracy by the end of the next business day.
- Transaction details and receipts are automatically matched.

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

Bill One: ARR Targets for Bill One

Aiming for ARR of ¥7.5 billion+ by the end of FY2023.



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- 2 Rapidly Expanding Bill One and High Growth Potential
- 3 Strong Competitive Advantages Common to All Services**
- 4 Further Growth Opportunities Through New Service Developments That Leverage Sophisticated Systems and Technologies
- 5 Shift to Profitability-Focused Business Operation

Our Strengths

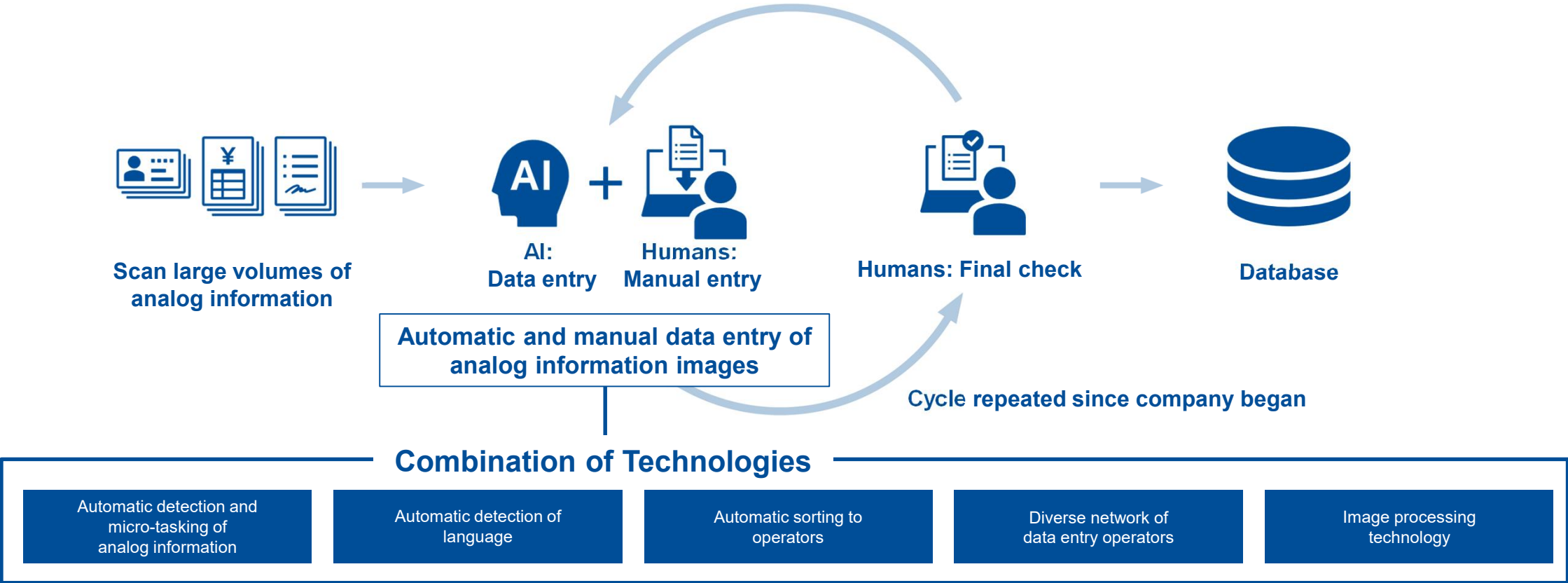
Establishing one of the largest SaaS positions in Japan based on technology for digitizing analog information.



Operation and Technologies for Digitizing Analog Information

Establishment of analog information digitization operation structure unsurpassed by competitors.

Prompt, Accurate Digitization of Large Volume of Business Card Information



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Focal Points in Our Service Development

Under our avowed mission of Turning encounters into innovation, developing B2B services that realize DX for business fields where analog business flows remain.

Point 1

Encounters

Focusing on person-to-person, company-to-company encounters

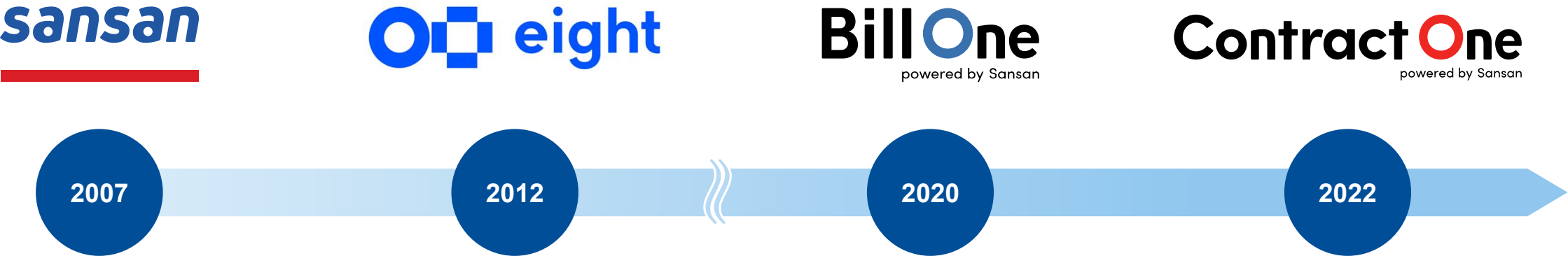
Point 2

From Analog to Digital

Including paper, analog business flows remain,
and thus there is substantial room for optimization through digitization

Service Deployment in Various Business Fields

By horizontally deploying our accumulated technology and know-how,
creating services and building multi-product structures in various business fields.

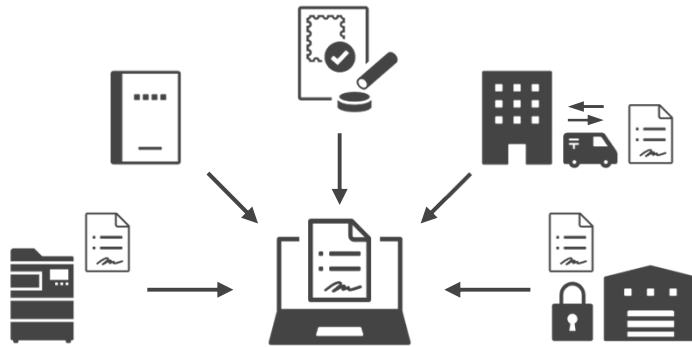


Contract One: Service Outline and Strengthened Function

Contract One accurately digitizes all contracts within a company, building a comprehensive internal contract database and enabling organization-wide use of contract information.

Began offering document search function using GPT and integration function with Sansan.

Service Outlines



Contract One
powered by Sansan

Accurately digitize contracts, which are an integral corporate asset, to create a comprehensive database of transaction terms and conditions. The ability to automatically associate related contracts enables organization-wide management of contracts from a comprehensive perspective, helping to maximize corporate profits.

Contract One AI

Contract One
powered by Sansan

Contract One AI instantly summarize contract details, allowing for easy comprehension of the key points



Equipped with AI summarizing function using GPT technology

Contract One AI leverages the Azure OpenAI Service from Microsoft and offers a feature that instantly summarizes and displays digitized contract information, primarily focusing on areas such as counterparties, overview, and duration.

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Eight Business



Eight: Service Outline

Business card app used by 3.4 million+ professionals; enables one-touch business card exchange and smart contract management.

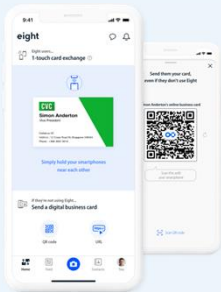
One-touch business card exchange,
smart contact management

Eight- Business card app

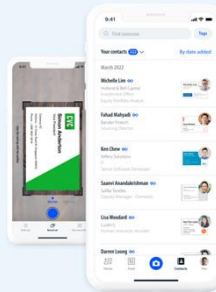


business card app for turning all your encounters
into contacts and opportunities, at a touch

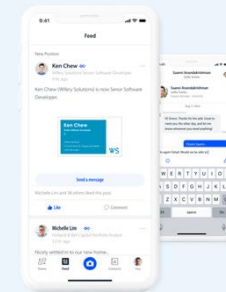
Open the app,
and swap cards in an instant



Take a photo and easily manage
and search cards



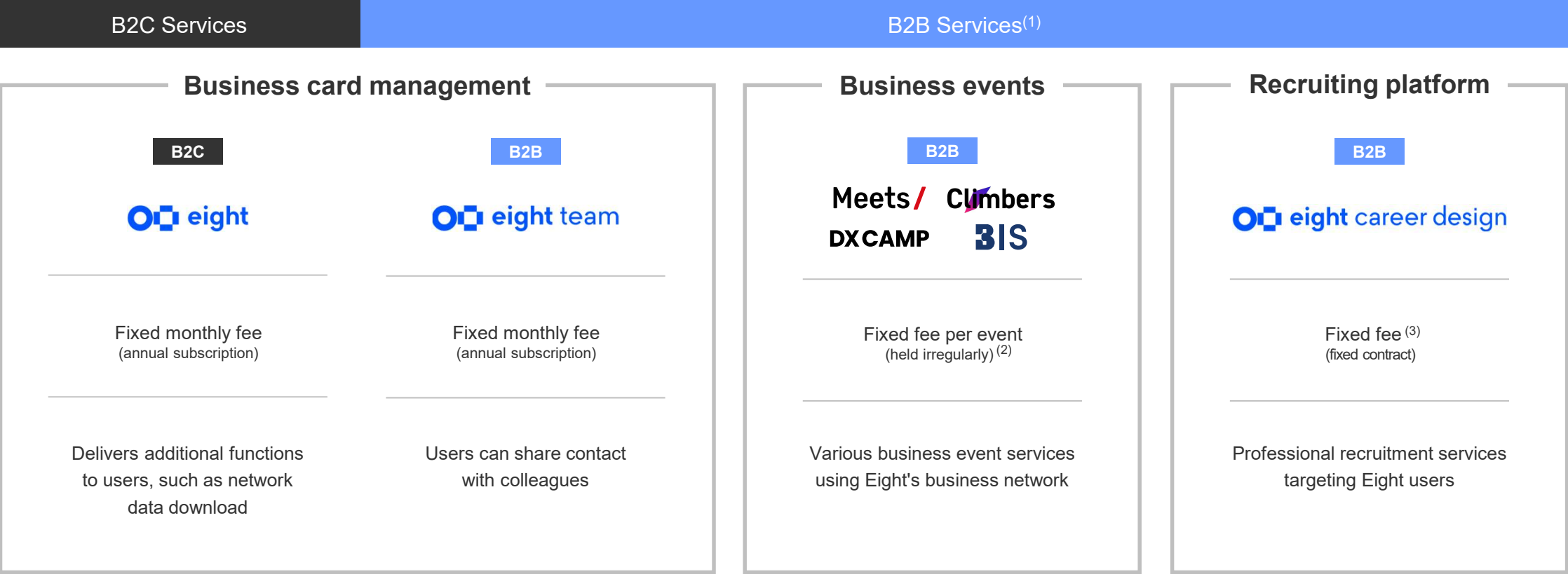
Updates on career moves,
like promotions & job changes



Offering apps for potential opportunities though business card exchange and management

Eight: Strengthening and Promotion of Monetization Plans

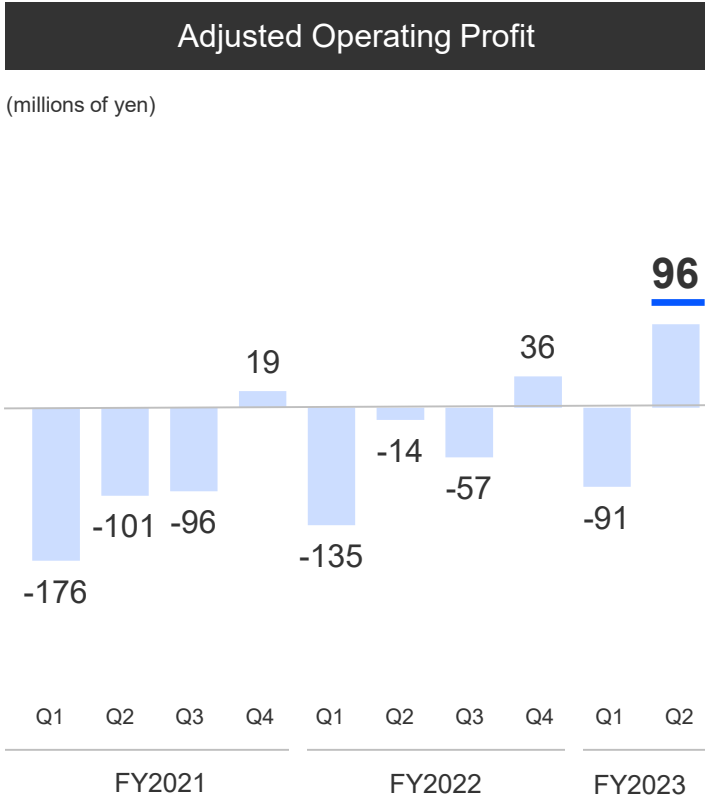
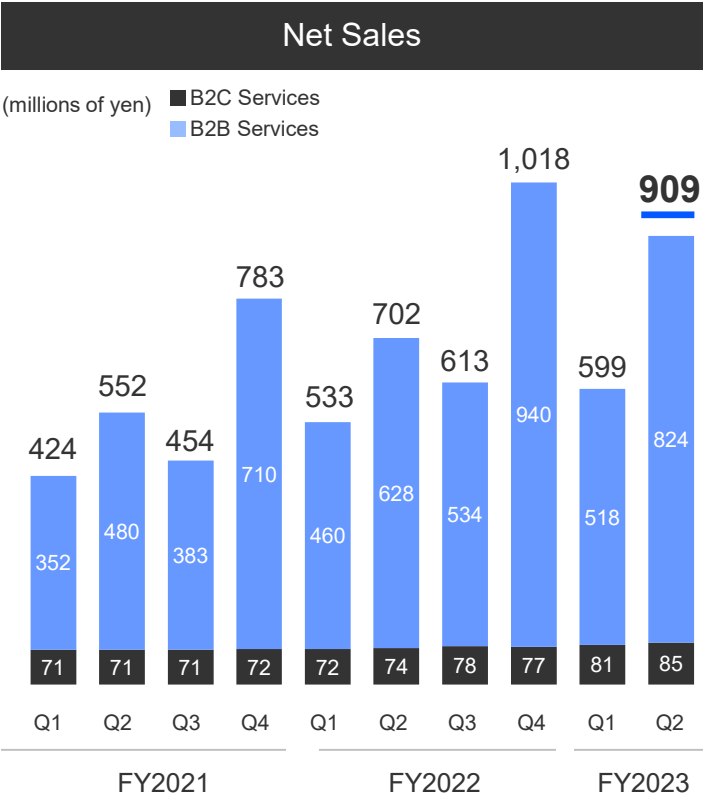
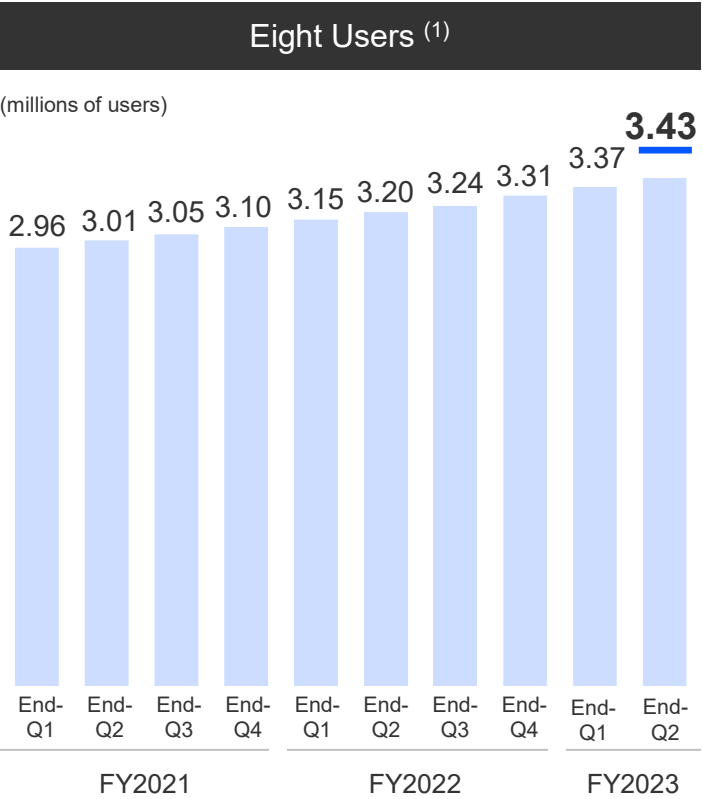
Augmenting and accelerating monetization by strengthening corporate services that leverage network of 3.4 million+ users.



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

Eight: Recent Business Performance

YoY increases in Eight user numbers and net sales continuing.
Shifting to emphasis on boosting profitability, while achieving moderate top-line growth.



(1) Number of confirmed users who registered their business card to their profile after downloading the app.

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Eight Business

Shift to Profitability-Focused Business Operation



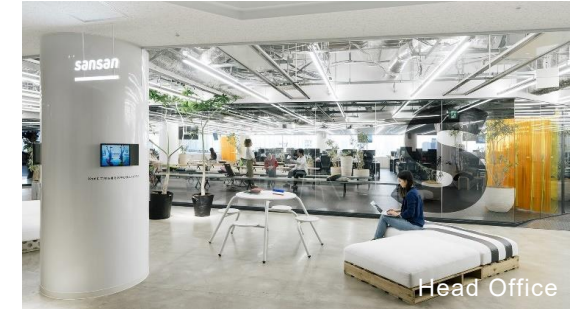
Appendix



Sansan Group Overview

Company Overview (1)

Company name	Sansan, Inc.
Founded	June 11, 2007
Head office	Aoyama Oval Building 13F, 5-52-2 Jingumae, Shibuya-ku, Tokyo, Japan
Other locations	Branch offices: Tokyo, Osaka, Fukuoka, Aichi Satellite offices: Tokushima, Kyoto, Niigata
Group companies	Sansan Global Pte. Ltd. (Singapore) Sansan Global Development Center, Inc. (Philippines) logmi, Inc. Diamond Corporate Data Services, Inc. CREATIVE SURVEY INC. Institute of Language Understanding Inc.
Representative	Chika Terada
Employees	1,598
Capital	¥6,688 million
Net sales	¥25,510 million (FY2022)
Classification by shareholder type	Individuals and others: 43.25%; foreign financial institutions and individuals: 32.84%; domestic financial institutions: 14.86%; other domestic corporations: 6.36%; security firms: 2.69%



Head Office



Kamiyama Lab, Tokushima

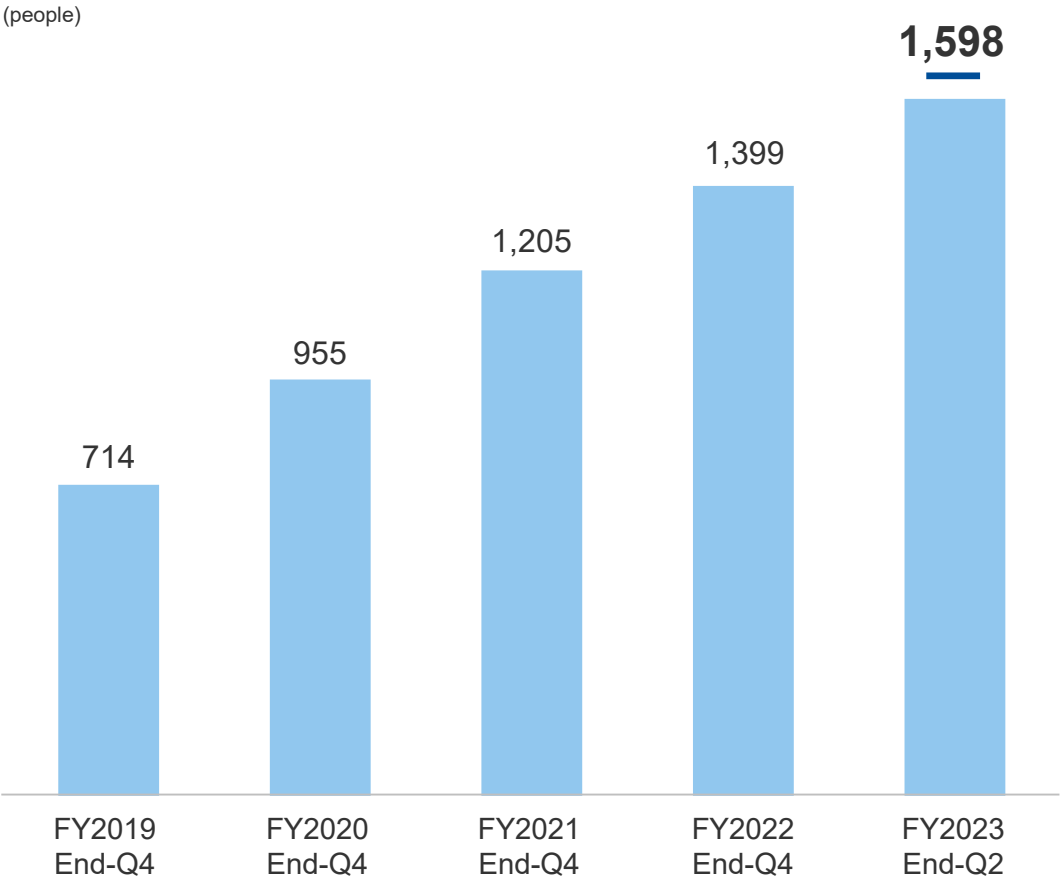


Sansan Innovation Lab, Kyoto

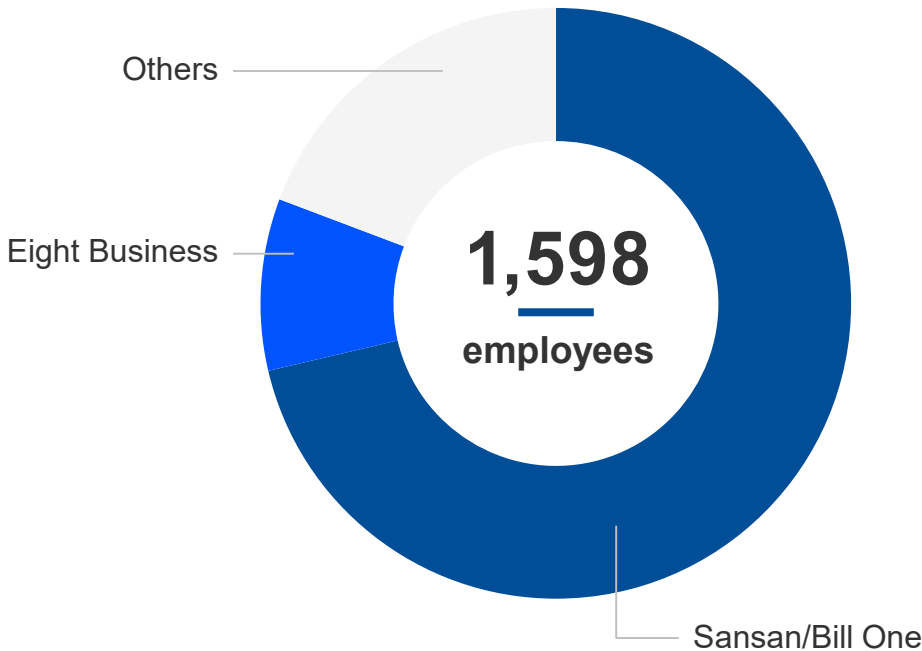
(1) As of November 30, 2023

About Employees

Employees (Consolidated)

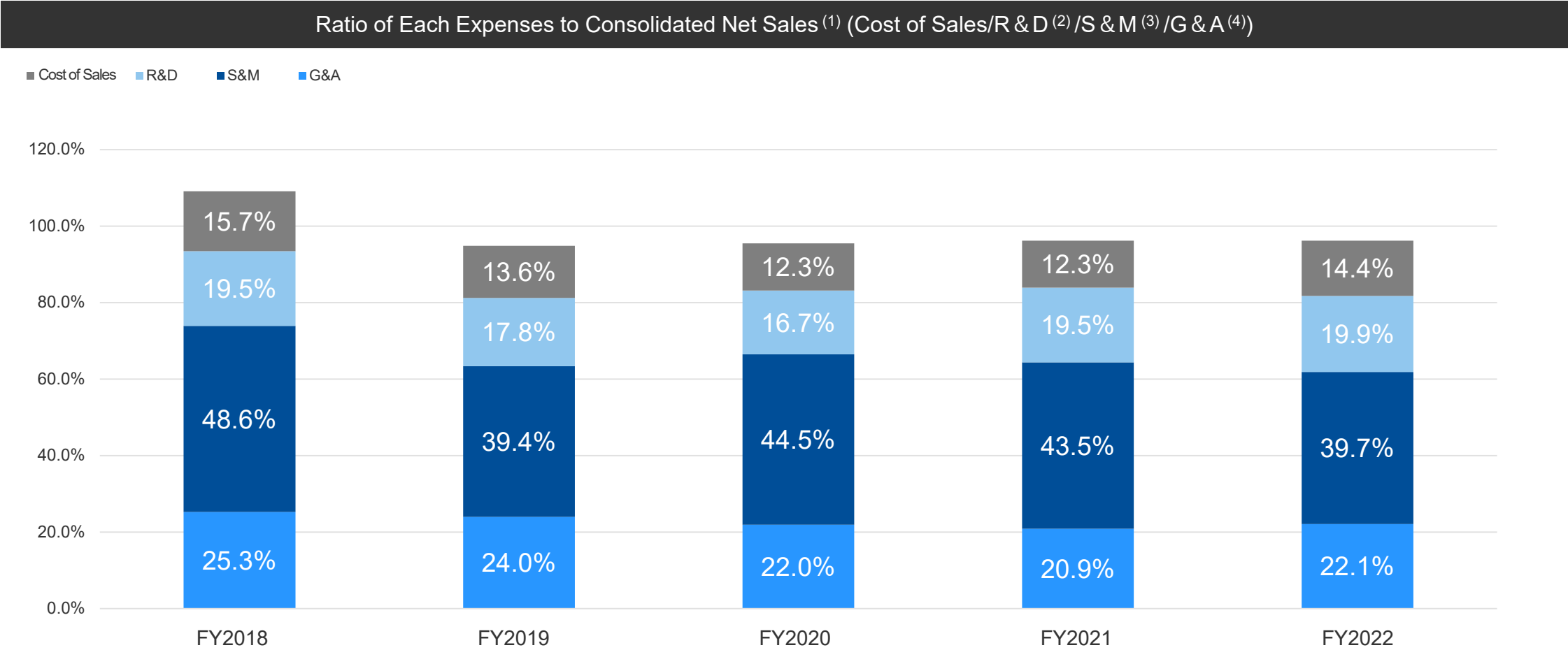


Breakdown by Organization ⁽¹⁾



(1) As of November 30, 2023

Ratio of Net Sales to Each Expenses



(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)

Breakdown of Expenses in Adjustment Amount ⁽¹⁾

		FY2022	FY2023		(For Reference) FY2023	
		Q2 Results	Q2 Results	YoY	Q2YTD Results	YoY
(millions of yen)						
Breakdown of Expenses in Adjustment Amount	Advertising expenses	17	18	+4.5%	30	+4.4%
	Personnel expenses	341	447	+31.2%	876	+32.8%
	Server and PC expenses	138	174	+26.6%	350	+30.1%
	Rent	244	264	+8.2%	500	+4.3%
	Recruiting expenses	69	92	+31.6%	159	+29.8%
	Others	623	717	+15.2%	1,436	+21.9%
	Personnel-related expenses	184	236	+28.5%	461	+26.9%
	Office-related expenses	194	202	+4.1%	378	+8.5%
	Others	244	278	+13.9%	595	+28.0%
	Total	1,434	1,714	+19.5%	3,353	+22.4%

(1) the amounts of corporate expenses not attributable to any reportable segment and mostly consist of general and administrative expenses

Track Record of Company Consolidation

To achieve discontinuous growth, promote company consolidation, etc.



Sansan/Bill One Business



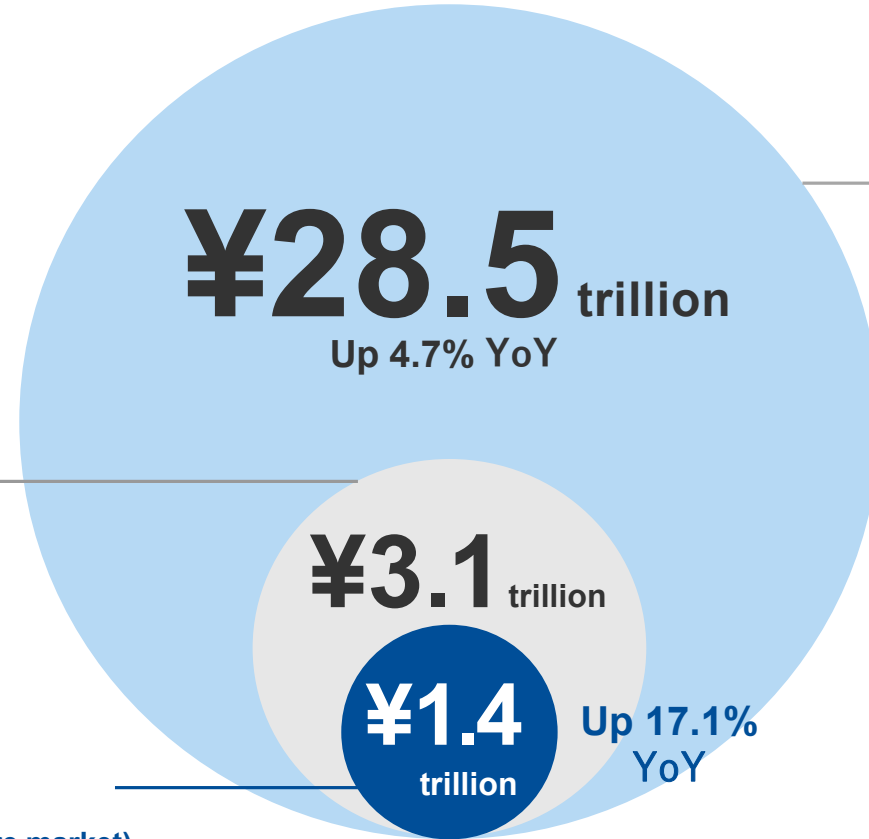
Domestic SaaS Market Potential

Based on US market trends and other factors, the Japanese SaaS market is expected to expand considerably.

Forecast for FY2022

If SaaS share of IT
spending reaches
same level as in the
US (10.9% ⁽²⁾)

Japan SaaS market ⁽³⁾
(5.0% of Japan enterprise IT expenditure market)



**Japan enterprise IT
expenditure market ⁽¹⁾**

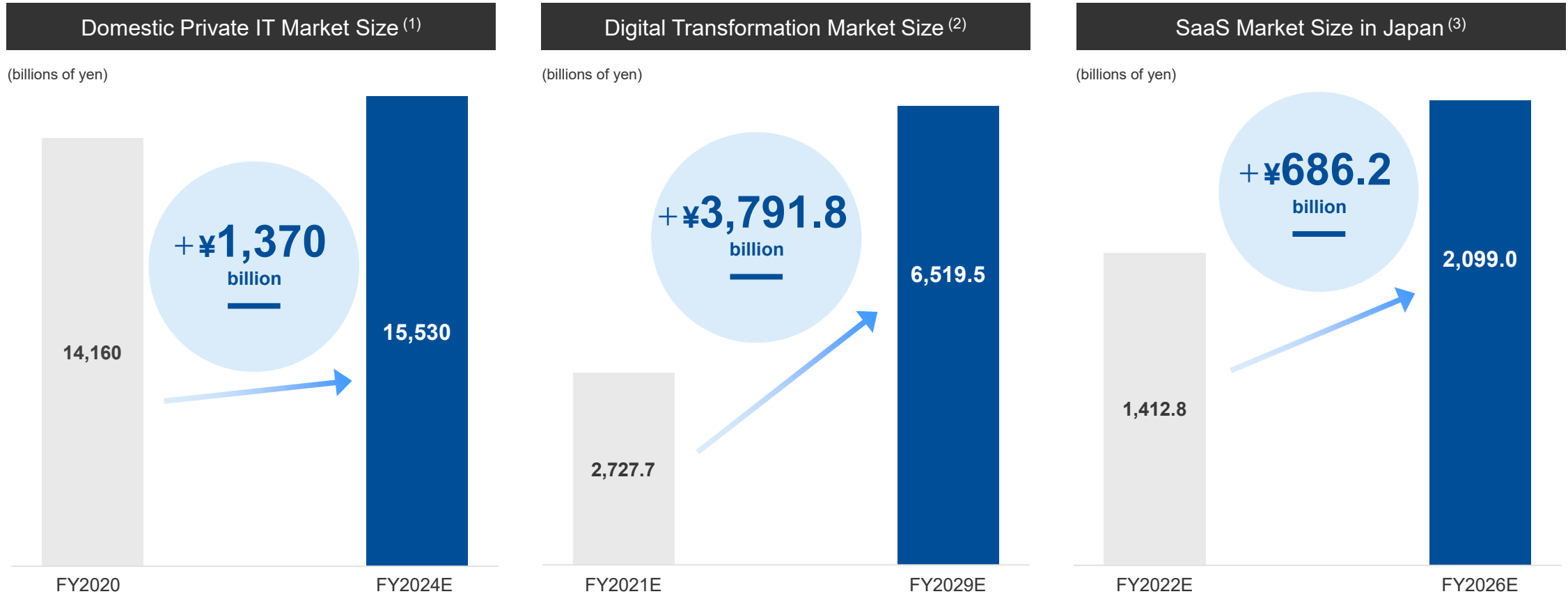
(1) Based on Enterprise IT expenditure forecast by Japanese industry by Gartner Japan

(2) Prepared by Sansan, Inc. from United States IT Spending Market Outlook by EMR and Software as a Service – United States by Statista Market Forecast

(3) Based on 2023 New Software Business Markets by Fuji Chimera Research Institute

Tailwind of Market Environment

Digital transformation is boosting the need for cloud-based solutions



(1) Based on 2023 IT Investment by Japanese Companies: Facts and Forecasts, Yano Research Institute Ltd.

(2) Based on Market Edition and Vendor Strategy Edition of 2023 Outlook of the Digital Transformation Market by Fuji Chimera Research Institute

(3) Based on 2023 New Software Business Markets by Fuji Chimera Research Institute.

Sansan: Service Plans

	A. Basic company-wide use plan	B. Previous plan (ID subscription)	Timing of payment
1 Initial Cost (initial costs)	12 months' license cost Cost for digitizing existing business cards	Cost by number of contract IDs Digitization costs for business cards already held (upper limit placed on number of business cards)	At start of contract
2 Customer Success Plan (initial costs)	Offer introduction support plans with individual quotation Costs for implementation and operational support of Sansan services		At start of contract
3 Scanner (running costs)	Monthly ¥10,000/scanner Rent scanners and tablets to customers based on number of office floors and/or branches		At start or renewal of contract
4 License cost (running costs)	Determined according to company size and usage (annual subscriptions) Tens of thousands to millions of yen per subscription	Setting by number of contract IDs (annual subscriptions) Fixed billing for each ID (upper limit placed on the number of business cards digitized)	At start or renewal of contract

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 INDUSTRY, INNOVATION AND INFRASTRUCTURE

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 FY2022 ⁽¹⁾
Number of major incidents	0	0
Proportion of those qualified as Protection of Individual Information Person	maintained at 80% or higher	88.0%

2

Transform Work Through Innovative DX Services

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

1. Promote DX services that improve productivity
2. Create innovative business infrastructure

Metrics	Targets for FY2029 ⁽¹⁾	Results for FY2022 ⁽¹⁾
Number of items converted from analog to digital information using our services	500 million	190 million ⁽²⁾
Number of users of our services	20 million people	5.73 million people ⁽²⁾

3

Respect Employee Diversity and Producing Innovation

4 QUALITY EDUCATION

5 GENDER EQUALITY

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

Metrics	Targets for FY2029 ⁽¹⁾	Results for FY2022 ⁽¹⁾
Proportion of recruitment through referrals	35%	12.0%
Unipos ⁽³⁾ (peer bonus) posting rate	80%	59.6%
Ratio of female employees in management positions	30% or higher	17.8%
Ratio of female employees	45% or higher	34.9%

4

Establish a Firm Management Structure to Support Rapid Business Growth

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

1. Strengthen corporate governance
2. Ensure compliance

Metrics	Targets for FY2029 ⁽¹⁾	Results for FY2022 ⁽¹⁾
Ratio of female Directors	30% or higher	22.2%
Number of significant compliance violations	0	0
Proportion of employees receiving compliance-related training	100%	100%

5

Conserve the Environment Through Business

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

1. Address climate change issues
2. Use natural capital efficiently

Metrics	Targets for FY2029 ⁽¹⁾	Results for FY2022 ⁽¹⁾
Scope 1+2 ⁽⁴⁾	carbon neutral	851 t-CO ₂
Number of uses of paperless functions in our services	120 million	10 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

Uploaded new sustainability page to our corporate website in October 2022.

Published Annual Report 2023, expanding sustainability information such as identification of materialities and establishment of materiality owners.

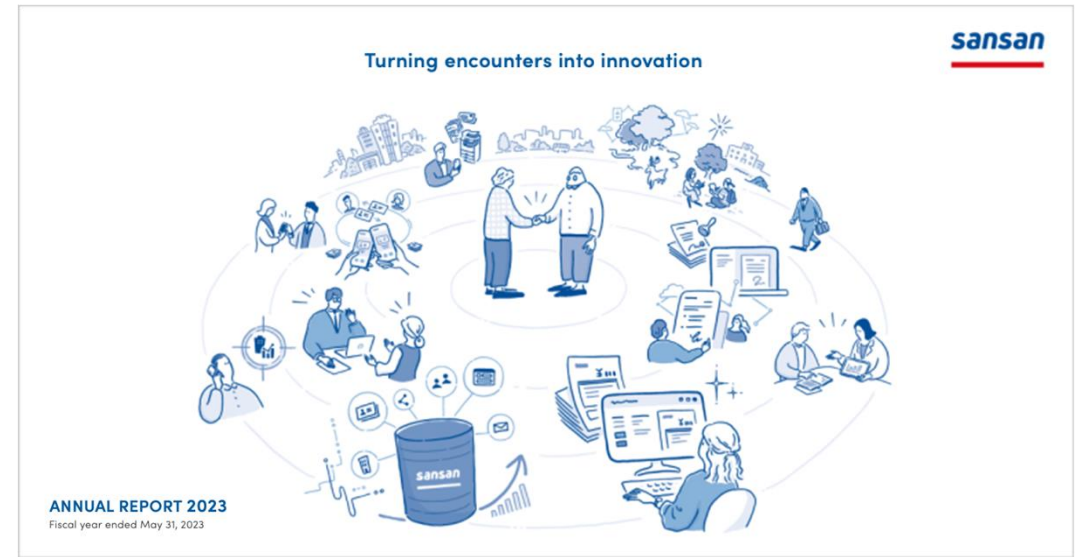
- Sustainability page



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, Annual Report and IR website.

ESG Rating	Annual Report	IR website
<div>MSCI ⁽¹⁾</div> <div>MSCI ESG RATING “A”</div> <div></div>	<div>MerComm, Inc. 「International ARC Awards」</div> <div>PDF Version of Annual Report Bronze</div> <div></div>	<div>Daiwa Investor Relations</div> <div>Commendation Award2023 Bronze</div> <div></div>
<div>FTSE</div> <div>FTSE Blossom Japan Sector Relative Index</div> <div></div>	<div>Government Pension Investment Fund</div> <div>Excellent Integrated Report Most-Improved Integrated Report</div> <div></div>	<div>Nikko Investor Relations Co.,Ltd</div> <div>All Markets Ranking in Japan Corporate Websites AAA</div> <div></div>

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