sansan

Turning encounters
into innovation

Presentation Materials
for FY2025 Q1

Sansan, Inc., October 10, 2025

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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.

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Highlights of FY2025 Q1 Results

Sales grew steadily, with the growth rate accelerating from FY2024 Q4

Net sales up 28.2% YoY; ARR (1) up 24.6% YoY to ¥43,765 million.
Sansan/Bill One business and Eight business recorded faster growth rates from FY2024 Q4.

Adjusted operating profit (2) increased substantially, progressing well toward future outlook

Adjusted operating profit up 178.8% YoY; adjusted operating profit margin improved by 2.5 pts. YoY.
Even after executing growth investments mainly in advertising for the future, profit generation further advanced.

Growth rate of the Sansan business database accelerated

Sansan net sales up 19.3% YoY.
Both subscriptions and monthly recurring sales per subscription continued steadily at a high level.

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

Overview of Financial Results

Net sales were up 28.2% YoY, with adjusted operating profit increasing by 178.8%.
Compared with FY2024 Q1, when considerable share-based payment expenses were recorded, ordinary profit and other line-item profit also increased substantially.

	(millions of yen)	FY2024 Q1 Results	FY2025 Q1 Results	FY2025 YoY
Financial Results	Net sales	9,584	12,283	+28.2%
	Gross profit	8,313	10,792	+29.8%
	Gross profit margin	86.7%	87.9%	+1.2 pts.
	Adjusted operating profit	207	578	+178.8%
	Adjusted operating profit margin	2.2%	4.7%	+2.5 pts.
	Ordinary profit	-329	528	–
	Profit attributable to owners of parent	-372	298	–
	EPS	-¥2.96	¥2.36	–

Contributors to Changes in Adjusted Operating Profit

Ratio of advertising expenses to net sales up 6.3 pts. YoY due to large-scale promotional activities. Meanwhile, ratios of cost of sales, personnel expenses, and rent and relocation expenses to net sales down 1.2 pts, 2.5 pts, and 3.7 pts, respectively, YoY.

Status of Net Sales Through Adjusted Operating Profit

(millions of yen)

	FY2024 Q1 Results	FY2025 Q1 Results	YoY Change Amount	YoY Change Rate
Net sales	9,584	12,283	+2,698	+28.2%
Cost of sales	1,270	1,490	+219	+17.3%
Personnel expenses	4,013	4,845	+832	+20.7%
Advertising expenses	1,081	2,163	+1,081	+100.0%
Rents and relocation expenses	722	464	-258	-35.8%
Other SG&A expenses	2,289	2,741	+451	+19.7%
Adjusted operating profit	207	578	+370	+178.8%
For reference				
Share-based payment expenses	500	19	-481	-96.2%
Expenses arising from business combinations (amortization of goodwill and intangible assets)	32	31	-1	-5.3%
Operating profit	-325	527	+853	—

Results by Segment

Sansan/Bill One business increased net sales steadily, with adjusted operating profit increasing substantially.
Eight business substantially increased net sales, while its adjusted operating profit reduced loss.

	(millions of yen)	FY2024	FY2025	
		Q1 Results	Q1 Results	YoY
Net Sales	Consolidated	9,584	12,283	+28.2%
	Sansan/Bill One Business	8,653	10,935	+26.4%
	Eight Business	851	1,296	+52.4%
	Others	110	109	-1.1%
	Adjustments	-30	-58	–
Adjusted Operating Profit	Consolidated	207	578	+178.8%
	Sansan/Bill One Business	404	673	+66.4%
	Eight Business	-159	-57	–
	Others	-37	-37	–

Sansan/Bill One Business Overview

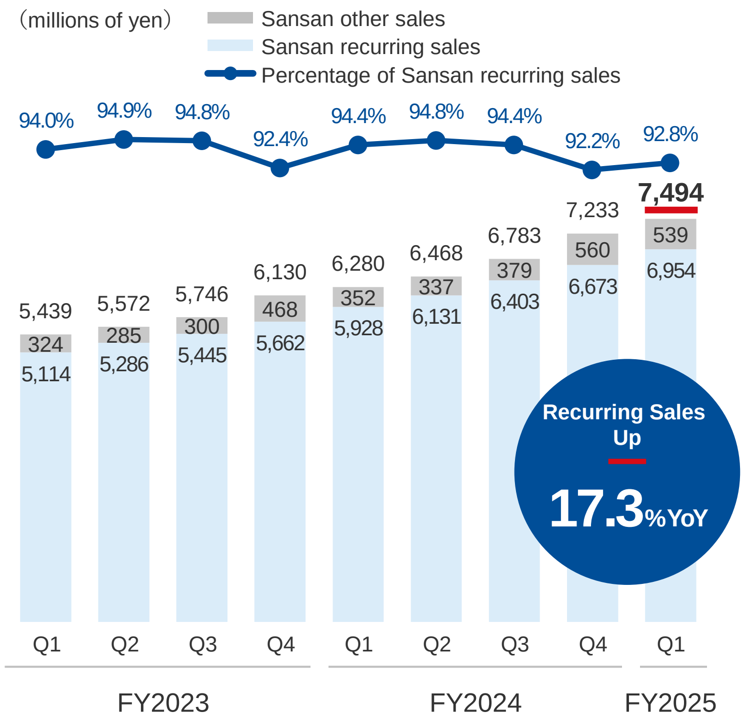
Sansan showed accelerated growth and Bill One continued a high-growth trend, resulting in segment sales rising 26.4% YoY. Adjusted operating profit was up 66.4% YoY, outpacing sales growth rate, despite continued growth investments.

		FY2024	FY2025	
	(millions of yen)	Q1 Results	Q1 Results	YoY
Sansan/ Bill One Business	Net sales	8,653	10,935	+26.4%
	Sansan	6,280	7,494	+19.3%
	Sansan recurring sales	5,928	6,954	+17.3%
	Sansan other sales	352	539	+53.4%
	Bill One	2,122	3,025	+42.6%
	Others	251	415	+65.4%
	Adjusted operating profit	404	673	+66.4%
	Adjusted operating profit margin	4.7%	6.2%	+1.5 pts.

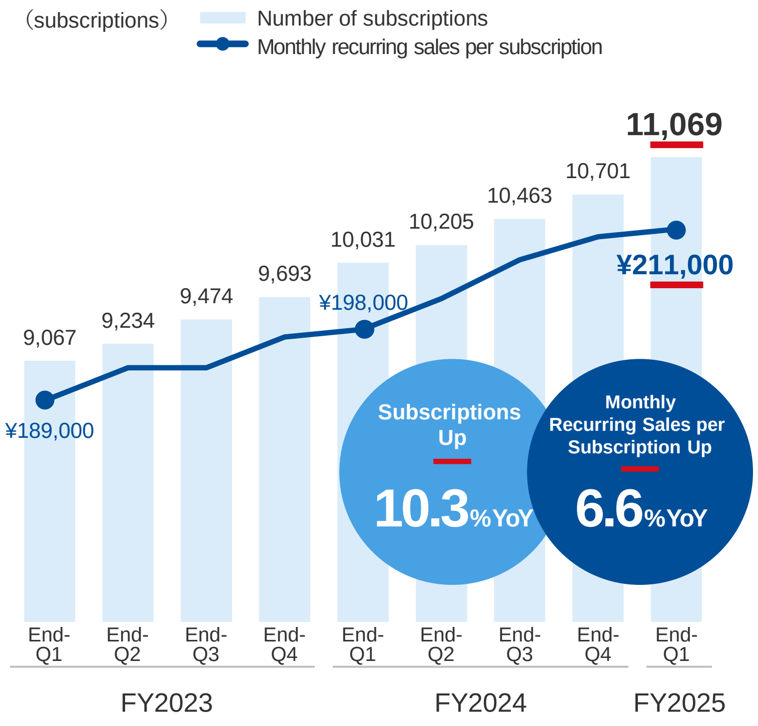
Sansan: Status of Key Indicators

Steady growth in subscriptions and monthly recurring sales per subscription owing to the strengthened sales structure. Churn rate was up 0.12 pts. YoY to 0.52%, maintaining a rate below 1%.

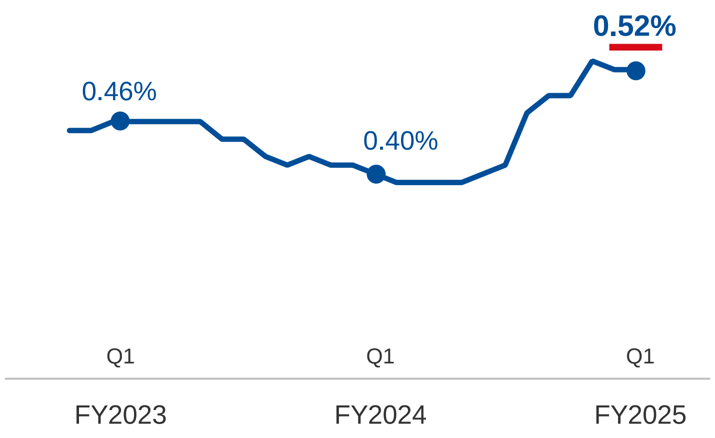
Sansan Sales



Number of Sansan Subscriptions and Monthly Recurring Sales per Subscription



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

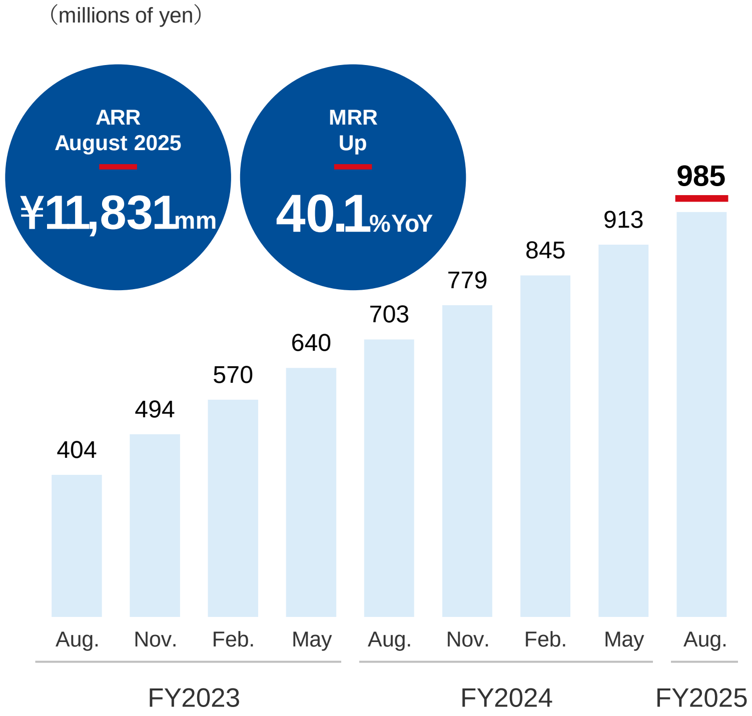


(1) Ratio of decrease in MRR associated with subscription cancellations to total MRR for existing subscriptions for Sansan contracts

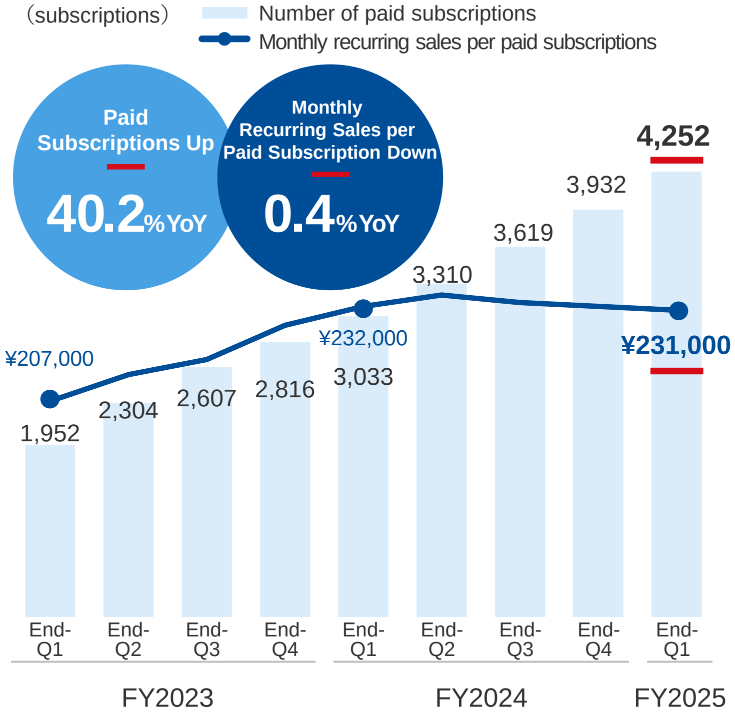
Bill One: Status of Key Indicators

ARR reached ¥11,831 million as of August 31, 2025, up 40.1% YoY, with net increase QoQ expanding for third consecutive quarter. Strong growth in paid subscriptions, while monthly recurring sales per paid subscription and churn rate remained stable.

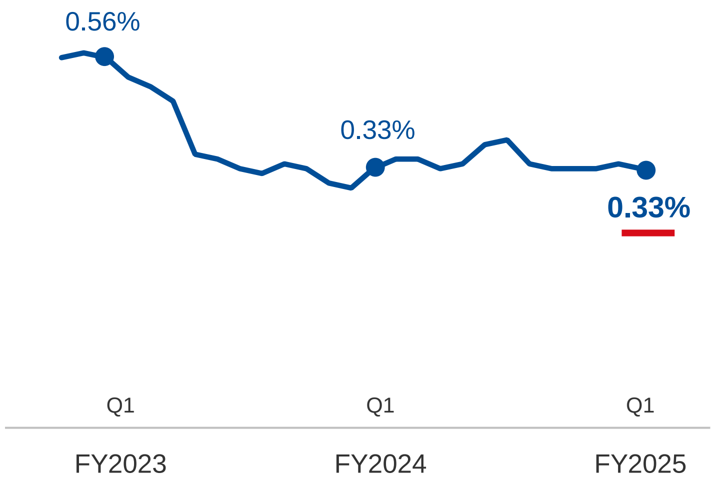
Bill One MRR (1)



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



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



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

Eight Business Overview

eight

Net sales up 52.4% YoY, driven by strong performance in B2B services and steady contribution from B2C services. Along with net sales growth, adjusted operating profit reduced loss by ¥102 million YoY.

	(millions of yen)	FY2024 Q1 Results	FY2025 Q1 Results	FY2025 YoY
Eight Business	Net sales	851	1,296	+52.4%
	B2C services	95	107	+12.9%
	B2B services	755	1,189	+57.4%
	Adjusted operating profit	-159	-57	—
	Number of Eight Team subscriptions	4,812 subscriptions	5,690 subscriptions	+18.2%

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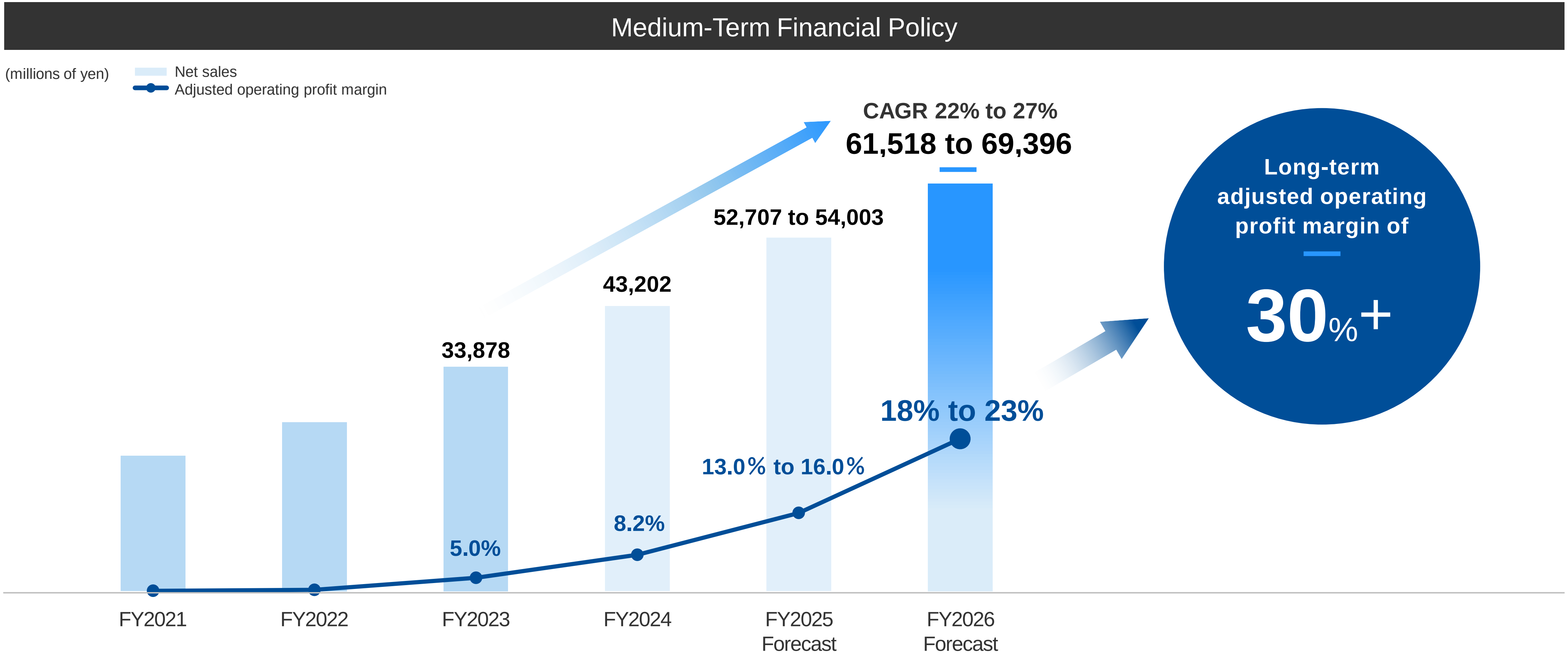
Medium-Term Financial Policy

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%.



Full-Year Forecasts

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

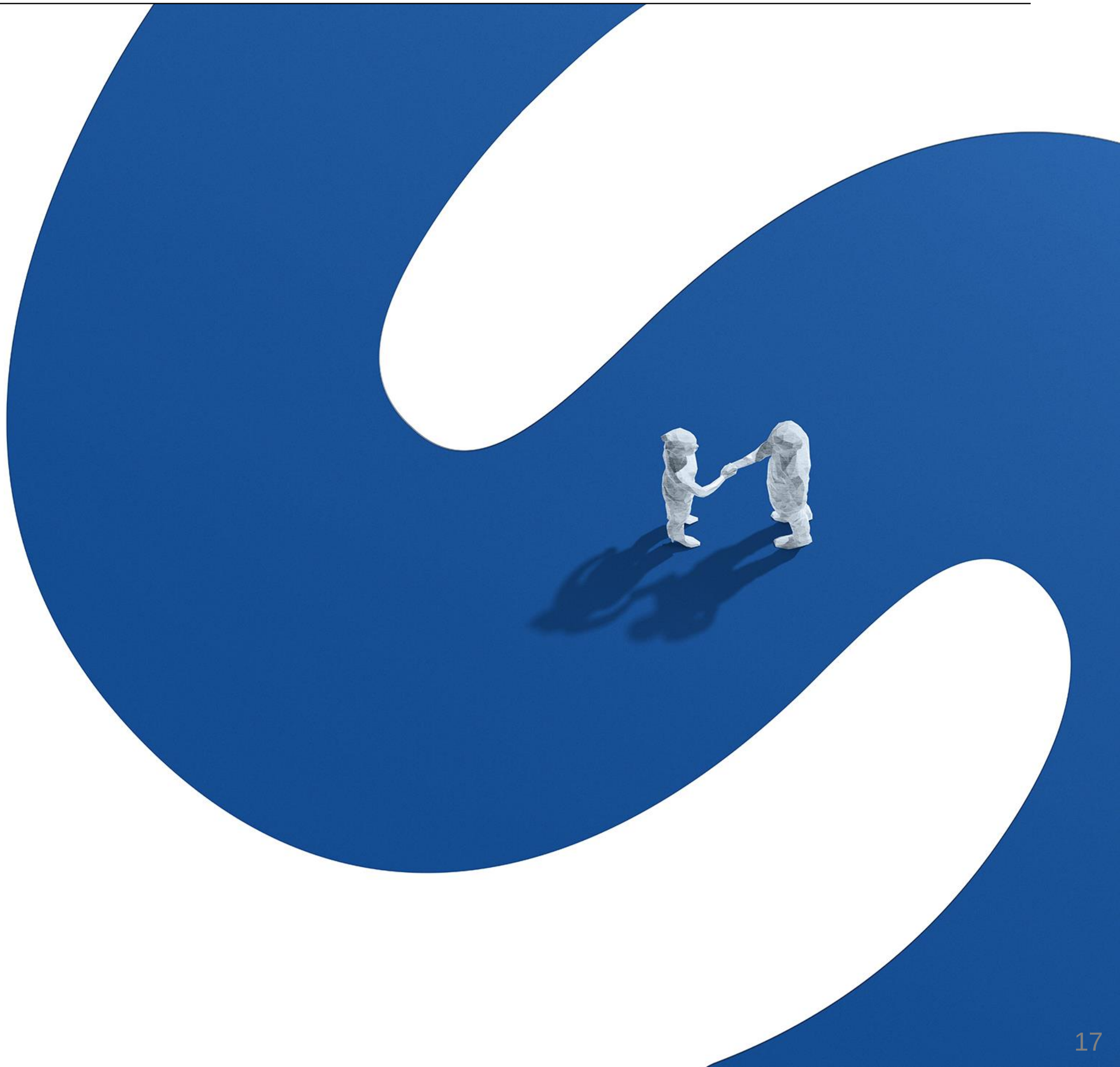
Earnings Forecasts (millions of yen)	FY2024		FY2025 (1)	
	Full-Year Results	YoY	Full-Year Forecasts	YoY
Net sales	43,202	+27.5%	52,707 to 54,003	+22.0% to +25.0%
Sansan/Bill One Business	37,785	+26.2%	45,720 to 47,232	+21.0% to +25.0%
Sansan	26,766	+16.9%	30,781 to 31,316	+15.0% to +17.0%
Bill One	9,790	+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.

Appendix

Sansan Group Overview

Mission and Vision



Mission

Turning encounters into innovation

Vision

Become business infrastructure

History (1)

FY2007−FY2011

Founding and Launch of Business

FY2007

SAN SAN, Inc. (now Sansan, Inc.) founded
Began offering Link Knowledge services
(now Sansan, the business database solution)

FY2011

Launched Eight business card app

FY2012−FY2018

Strengthening investments through large-scale fundraising

FY2012−FY2018

Raised a total of more than ¥10 billion in funding

FY2013

Started broadcasting first Sansan TV commercial
Changed legal name to Sansan, Inc.

FY2019−

Expanding business fields

FY2019

Listed on Mothers Section of Tokyo Stock Exchange
Began offering Bill One

FY2020

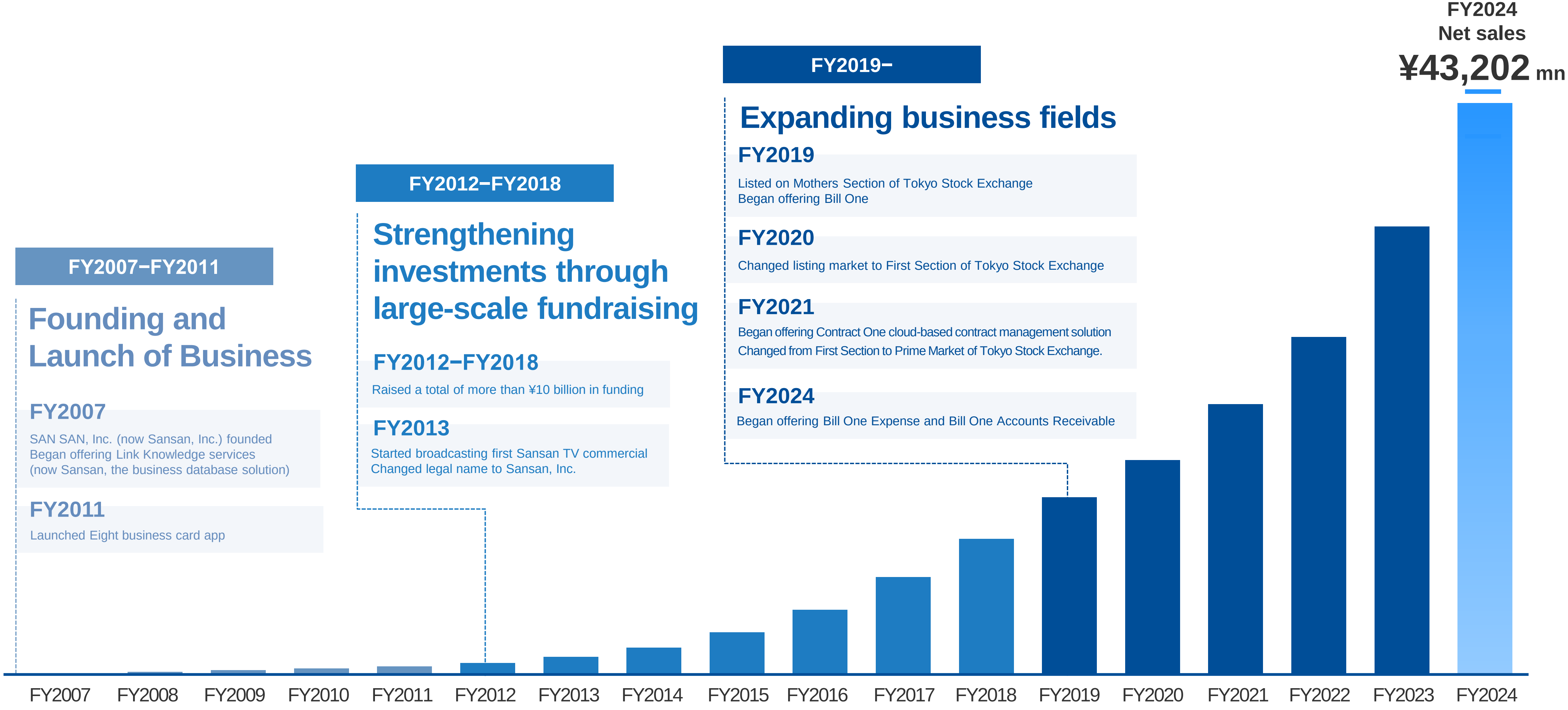
Changed listing market to First Section of Tokyo Stock Exchange

FY2021

Began offering Contract One cloud-based contract management solution
Changed from First Section to Prime Market of Tokyo Stock Exchange.

FY2024

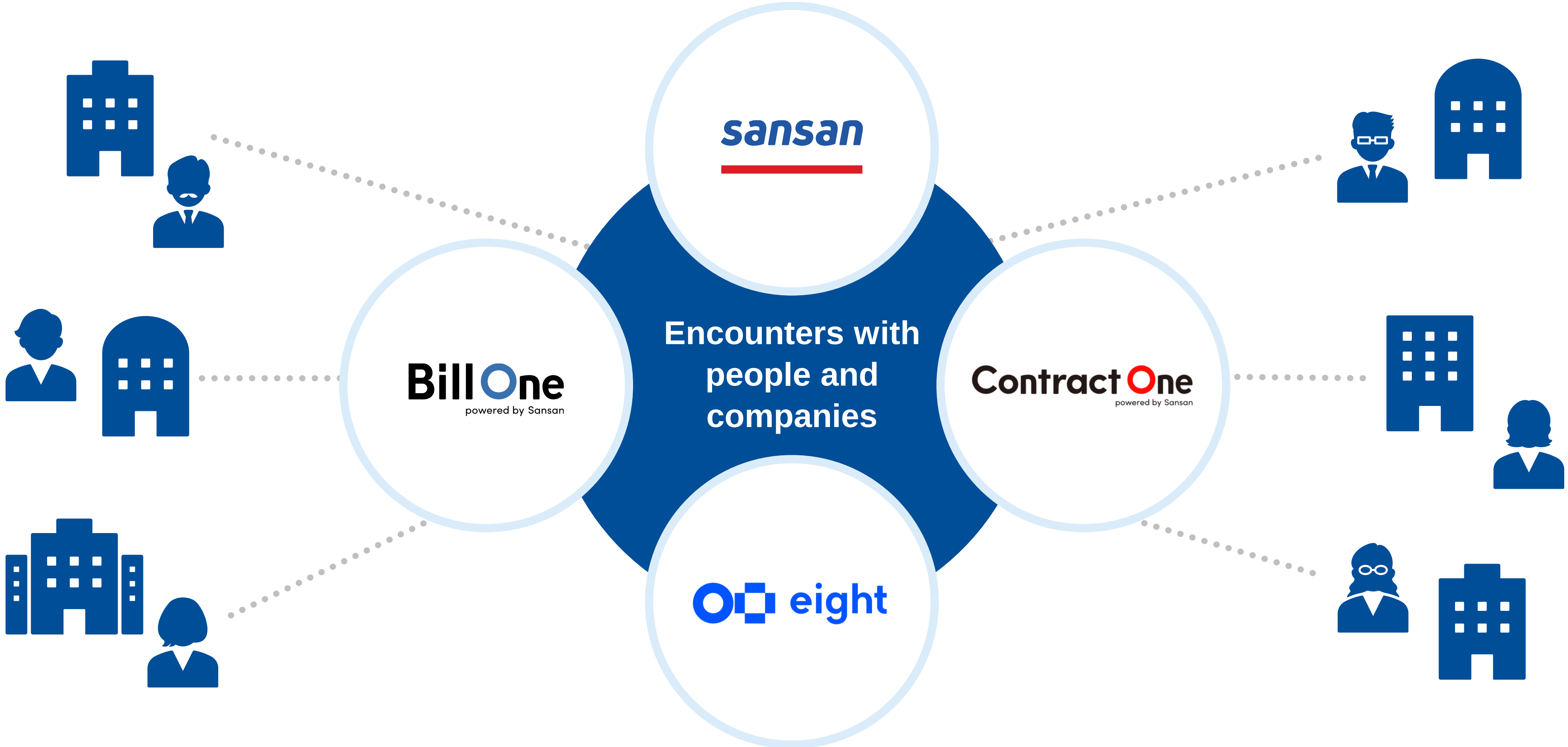
Began offering Bill One Expense and Bill One Accounts Receivable



(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).

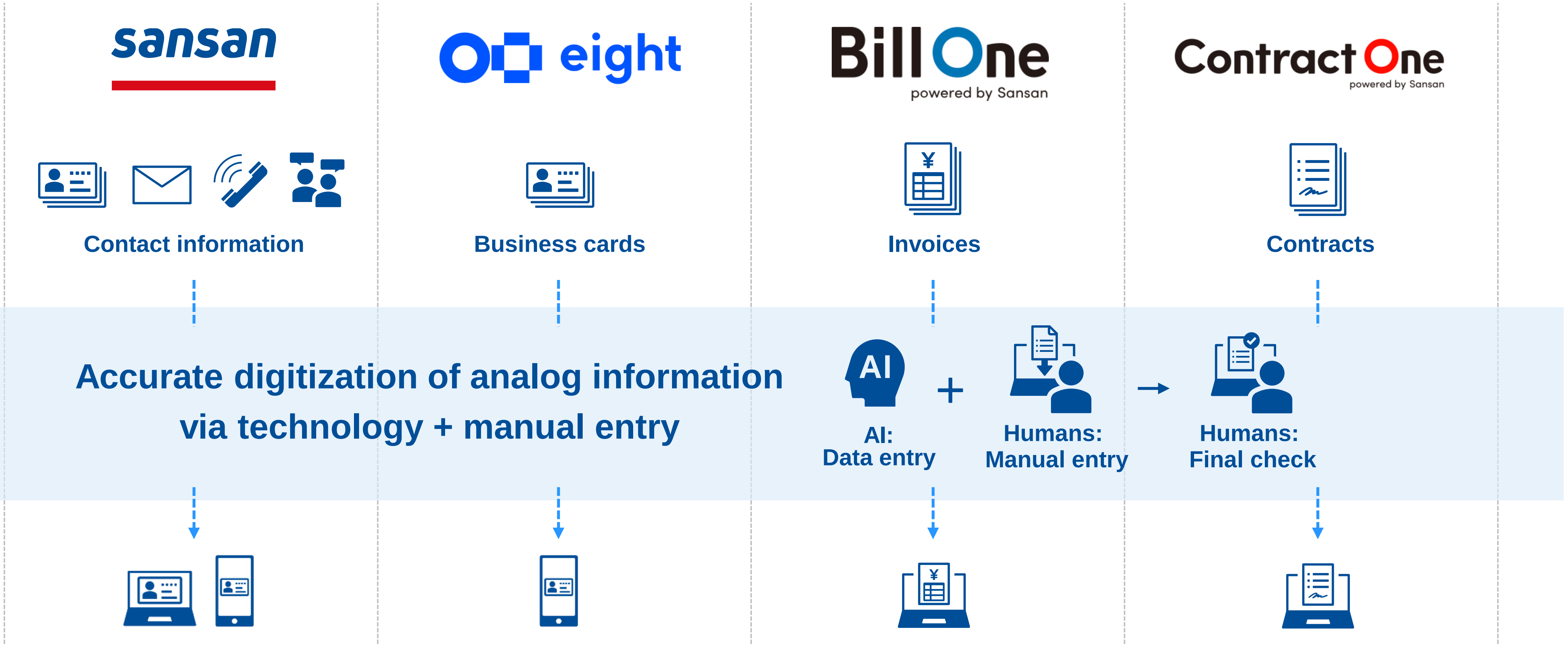
Digitally Transform How You Work

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



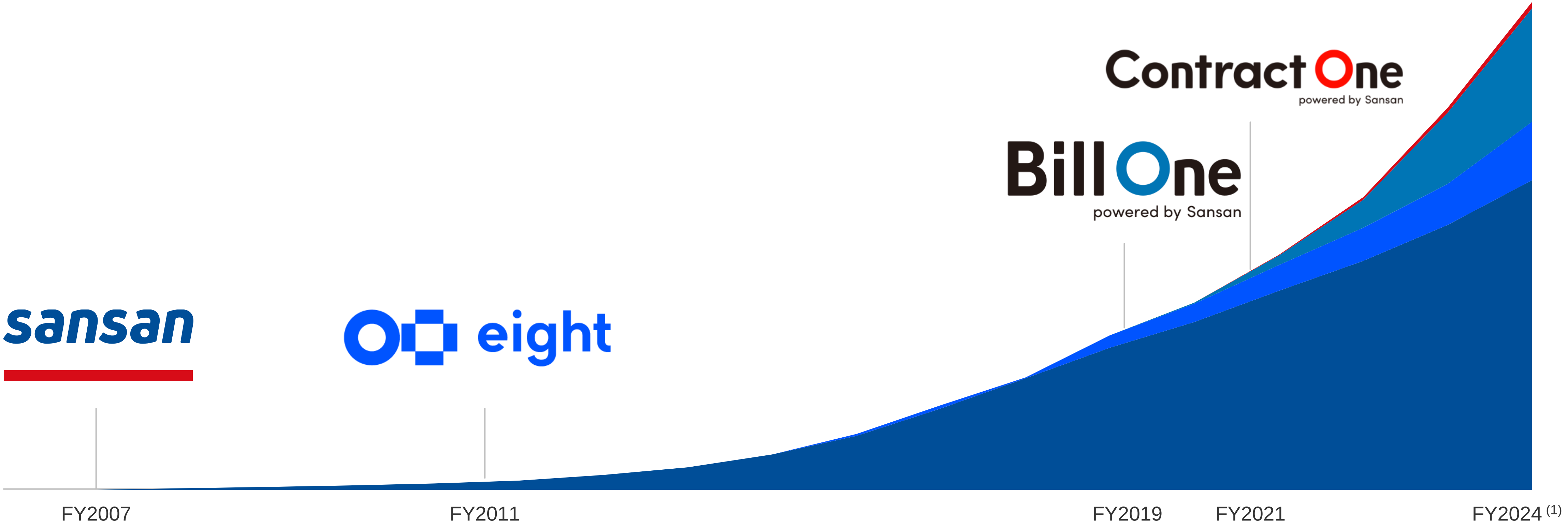
SaaS Focused on Analog-to-Digital

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

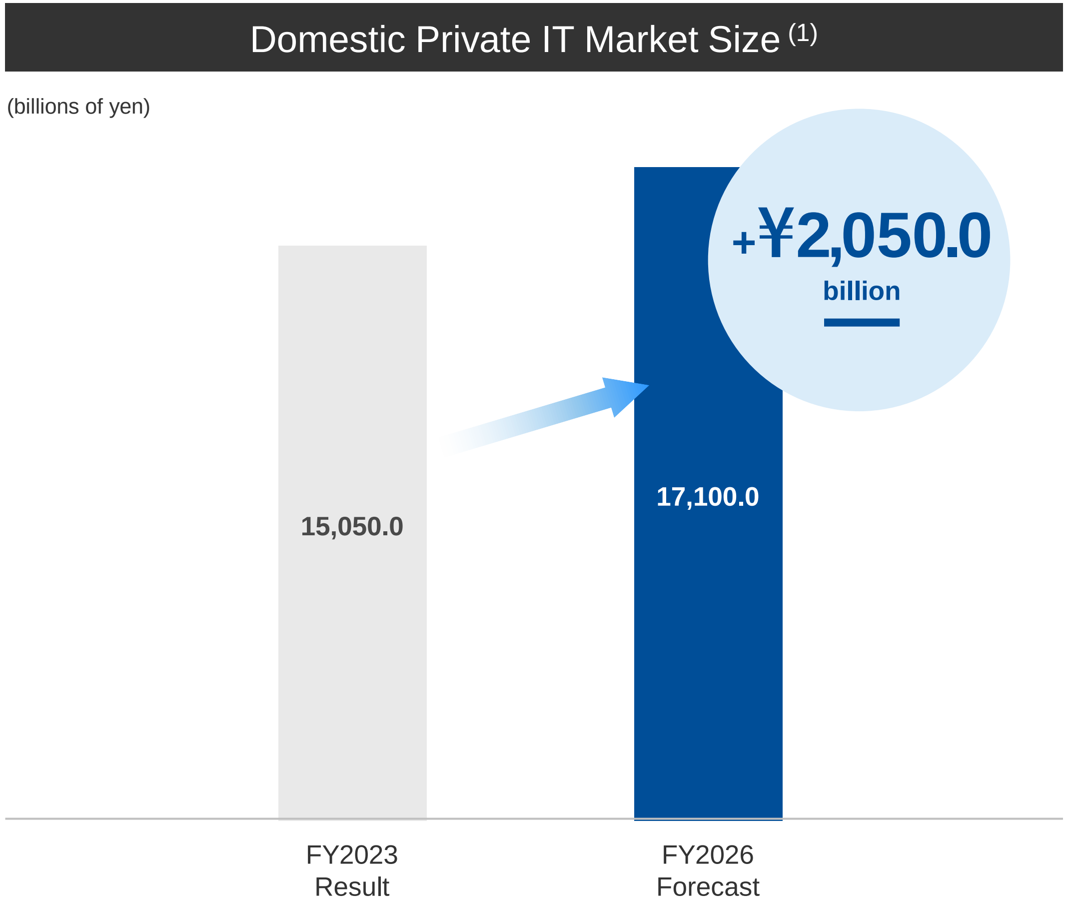
The Sansan Group comprises two reportable segments (1) .

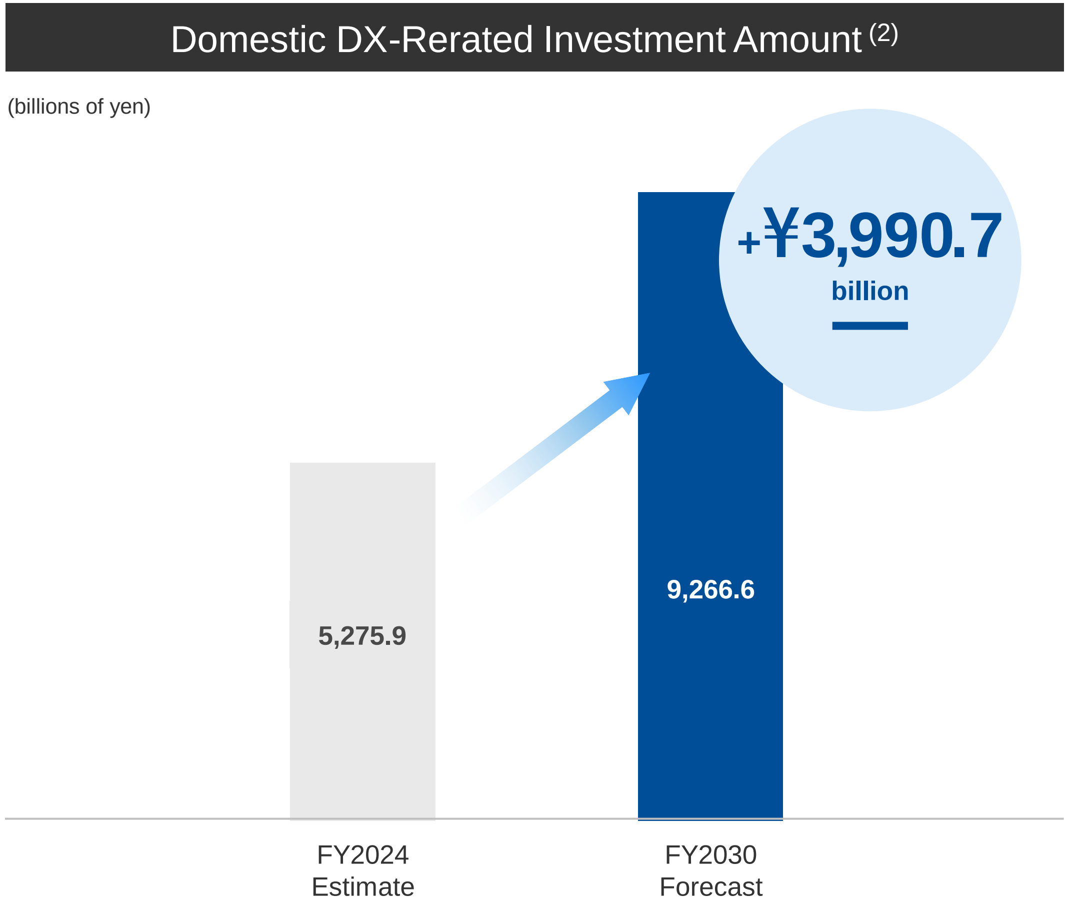
Segment	Percentage of consolidated net sales (2)		Main services			
Sansan/ Bill One Business	Sansan	61%	Sansan	The business database		
	Bill One	25%	Bill One	The accounting DX solution		
	Others	3%	Contract One	The AI-driven contract database	Ask One	AI interface
Eight Business	B2C solutions	1%	eight	B2C business card management		
	B2B solutions	10%	eight	B2B business card management Business events Recruiting platform	logmi	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) FY2025 Q1 results

Market Environment as a Tailwind

Digital transformation is boosting the need for cloud-based solutions





(1) Based on 2024 IT Investment by Japanese Companies: Facts and Forecasts, Yano Research Institute Ltd.
(2) Based on Market Edition of 2025 Outlook of the Digital Transformation Market by Fuji Chimera Research Institute.

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	2,295
Share capital	¥7,244 million
Net sales	¥43,202 million (FY2024)
Classification by shareholder type	Individuals and others: 19.09%; Foreign financial institutions and others: 40.82%; Domestic financial institutions: 11.38%; Other domestic corporations: 26.06%; Securities firms: 2.53%; Treasury stock: 0.11% (As of May 31,2025)


Head Office

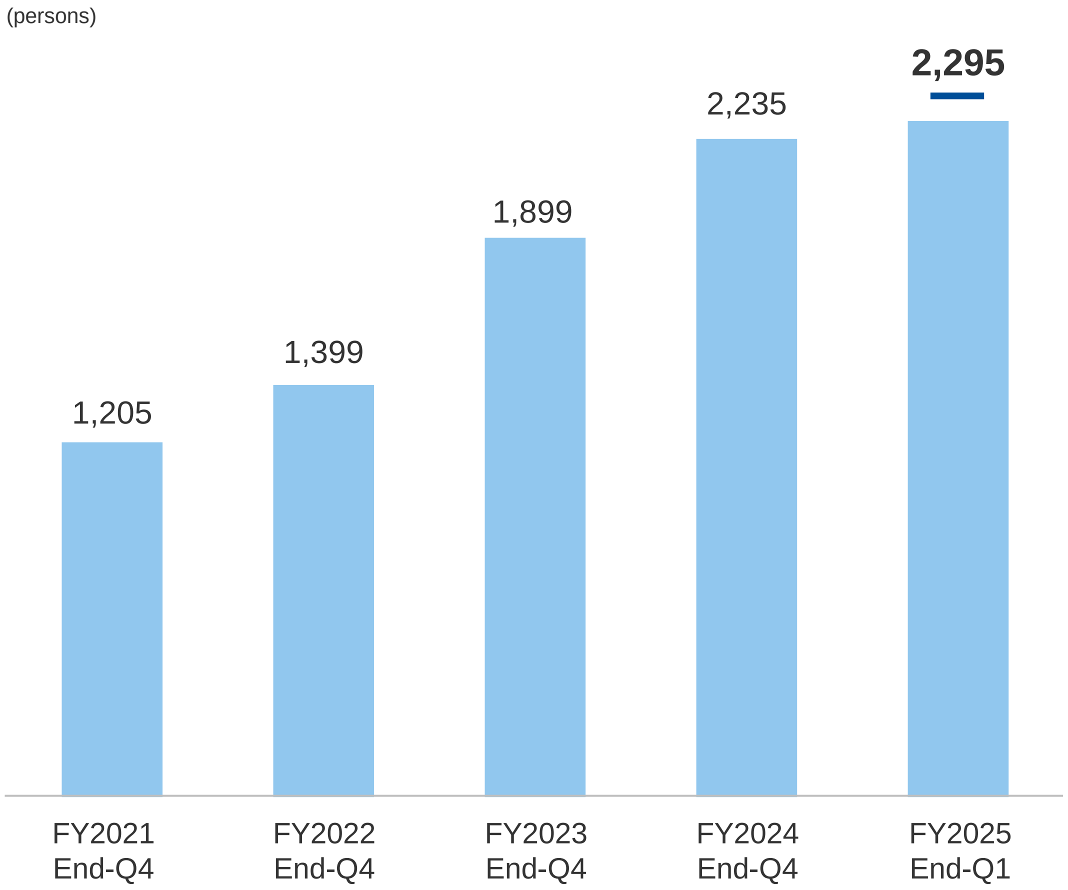

Kamiyama Lab, Tokushima


Sansan Innovation Lab, Kyoto

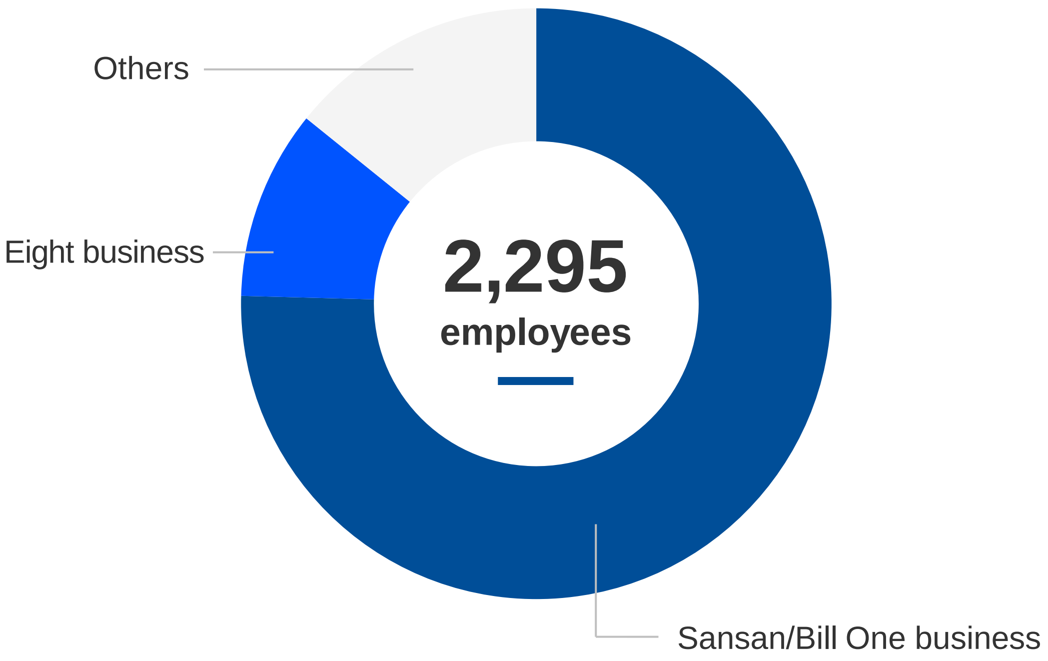
(1) As of August 31, 2025

About Employees

Employees (Consolidated)



Breakdown by Organization (1)



(1) As of August 31, 2025

Unexpensed Granted Stock Options

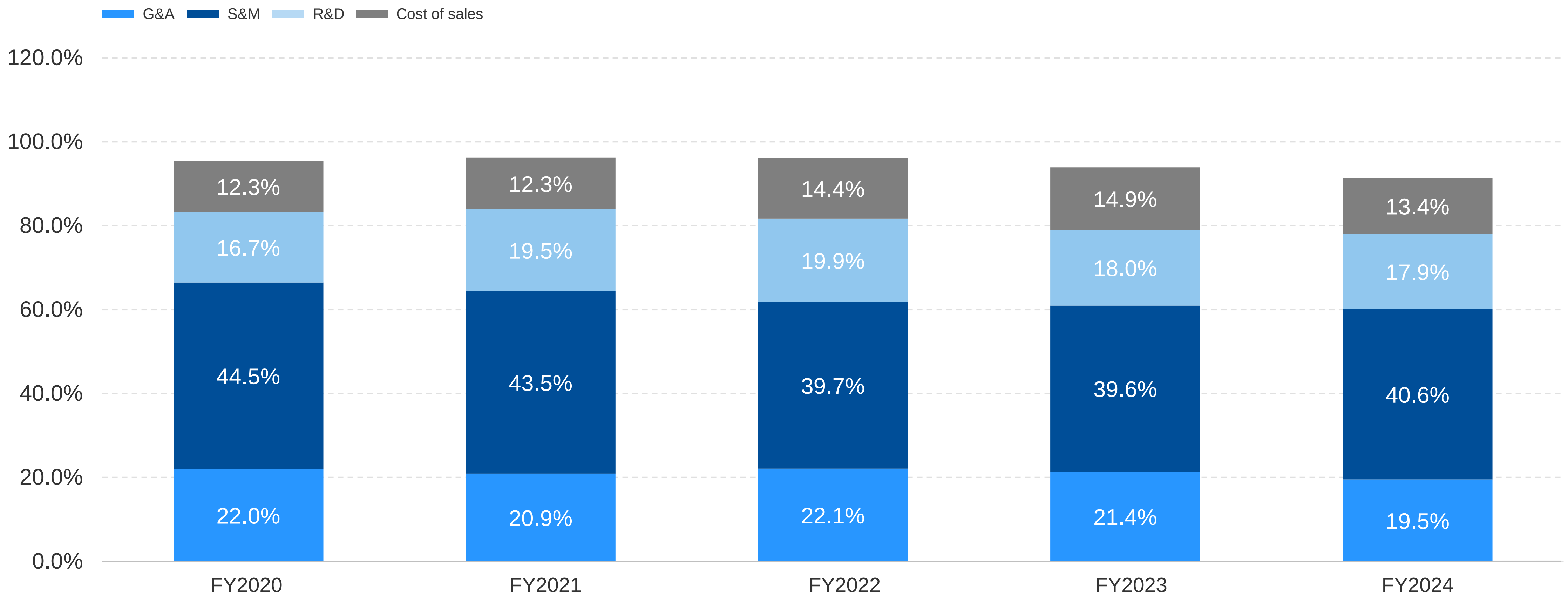
Exercise Period, Share Price Condition and Number of Shares

	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 FY2023 Q1)
	Stock options with share price condition (Series 12)	August 30, 2026 - August 29, 2033	¥2,344	144,800 shares	Being expensed (from FY2023 Q1)
Issued 2024	Stock options with share price condition (Series 13)	July 12, 2026 - July 11, 2034	¥3,987	210,900 shares	Being expensed (from FY2024 Q1)
	Stock options with share price condition (Series 15)	September 18, 2026 - September 17, 2034	¥3,987	22,800 shares	Being expensed (from FY2024 Q2)
	Stock options with share price condition (Series 16)	November 20, 2026 - November 19, 2034	¥3,987	15,900 shares	Being expensed (from FY2024 Q3)
Issued 2025	Stock options with share price condition (Series 17)	July 15, 2027 - July 14, 2035	¥3,987	569,400 Shares	To be expensed (from FY2025 Q2)
	Stock options with share price condition (Series 18)	August 27, 2027 - August 26, 2035	¥3,987	194,000 Shares	To be expensed (from FY2025 Q2)
	Performance target-linked stock options (Series 19)	September 17, 2027 - August 26, 2035	¥3,987	114,700 shares	To be expensed (from FY2025 Q2)

(1) Stock acquisition rights can be exercised if the closing share price of the Company's common stock in ordinary transactions on the Tokyo Stock Exchange on a specific day during the period leading up to the end of the exercise period exceeds such price.
(2) For series 10–16, the number of unexercised shares is shown as of the end of August 2025. For series 17, 18, and 19, the number of unexercised shares is shown as of October 1, 2025.

Percentage of Each Expense Category to Net Sales

Percentage of Each Expense Category to Net Sales (1) (Cost of Sales/R＆D (2), S&M (3), G&A (4))

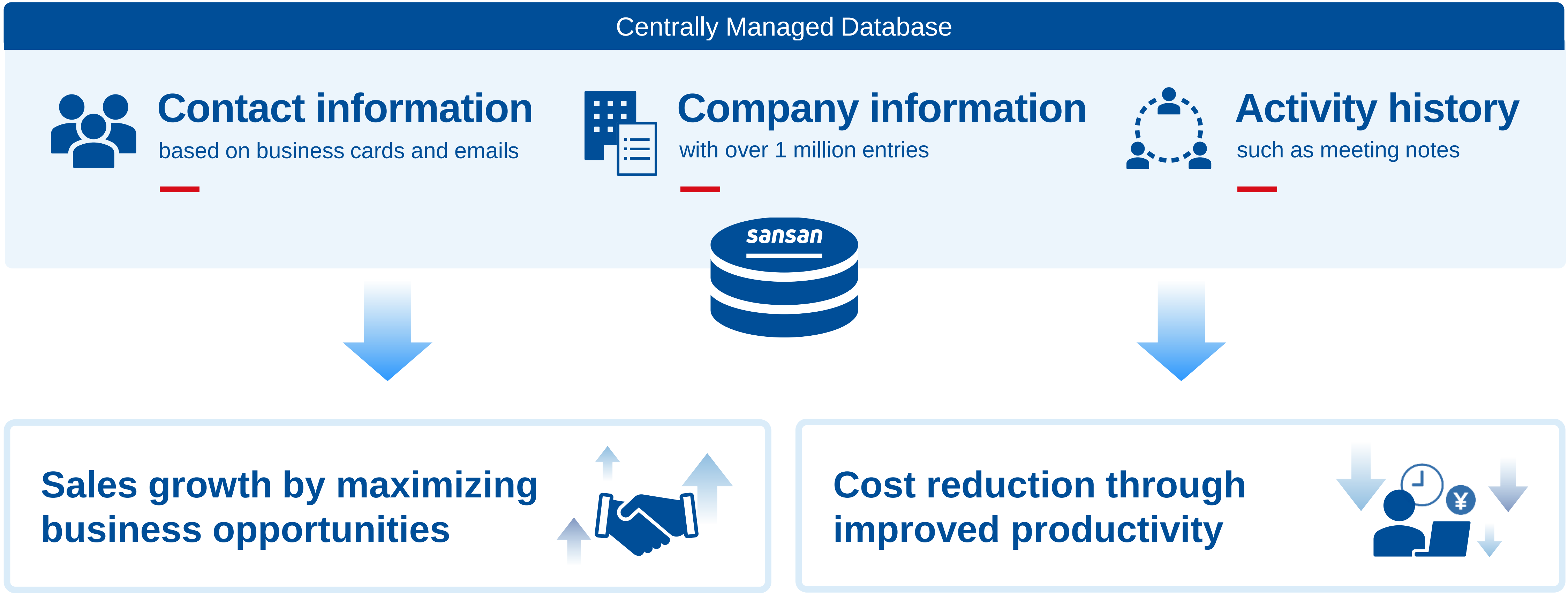


(1) Unaudited
(2) Research and development (total personnel costs, server costs, common costs, etc., related to research and development)
(3) Sales and marketing (total advertising costs and personnel costs, common costs related to advertising and sales promotion)
(4) General and administrative (total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

Sansan/Bill One Business

Sansan Solution Overview

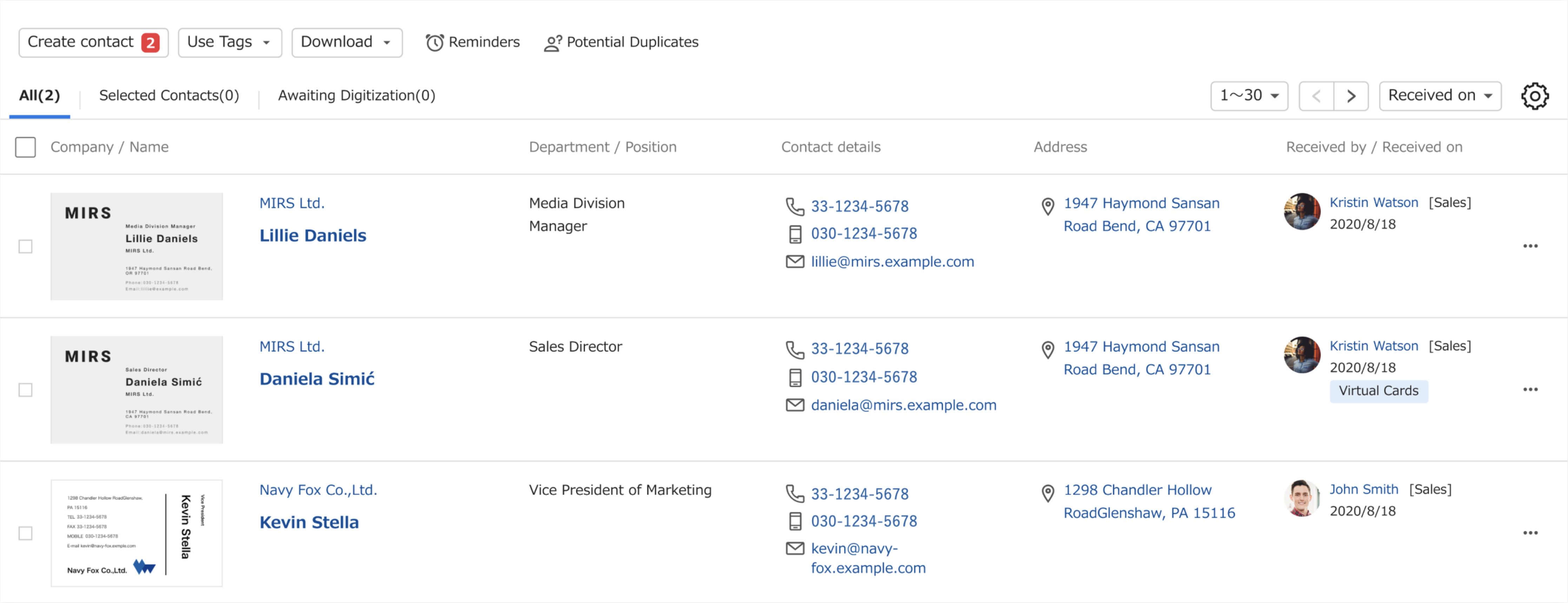
Builds a company-wide database of information on people, companies, and activity.
Leveraging Sansan drives sales growth and cost reduction.



Sansan/Bill One Business

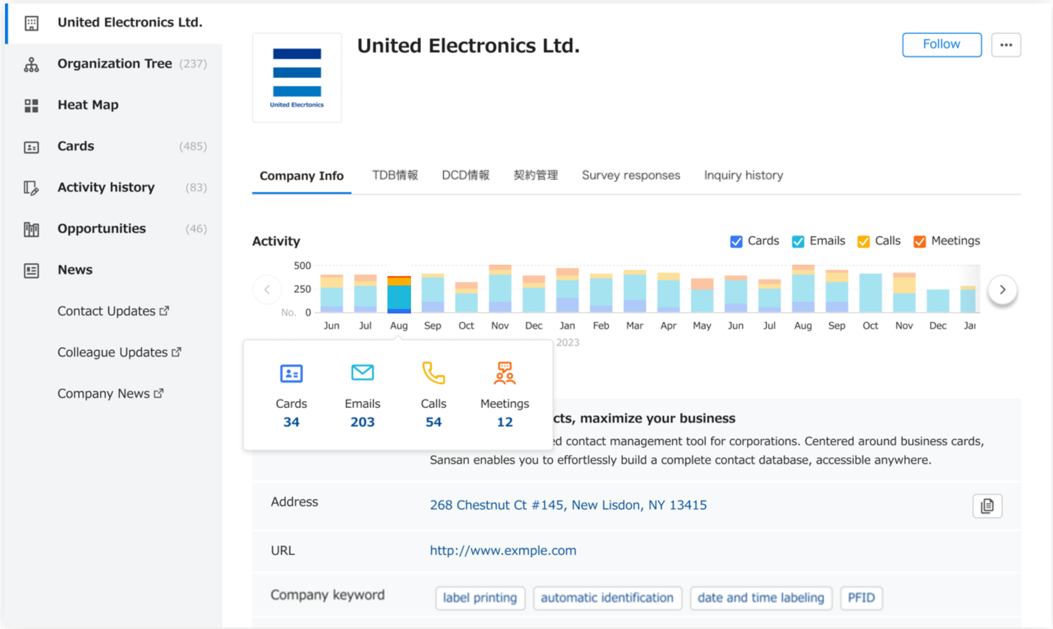
Sansan: Digitizing Contact Information to Visualize Internal Human Networks

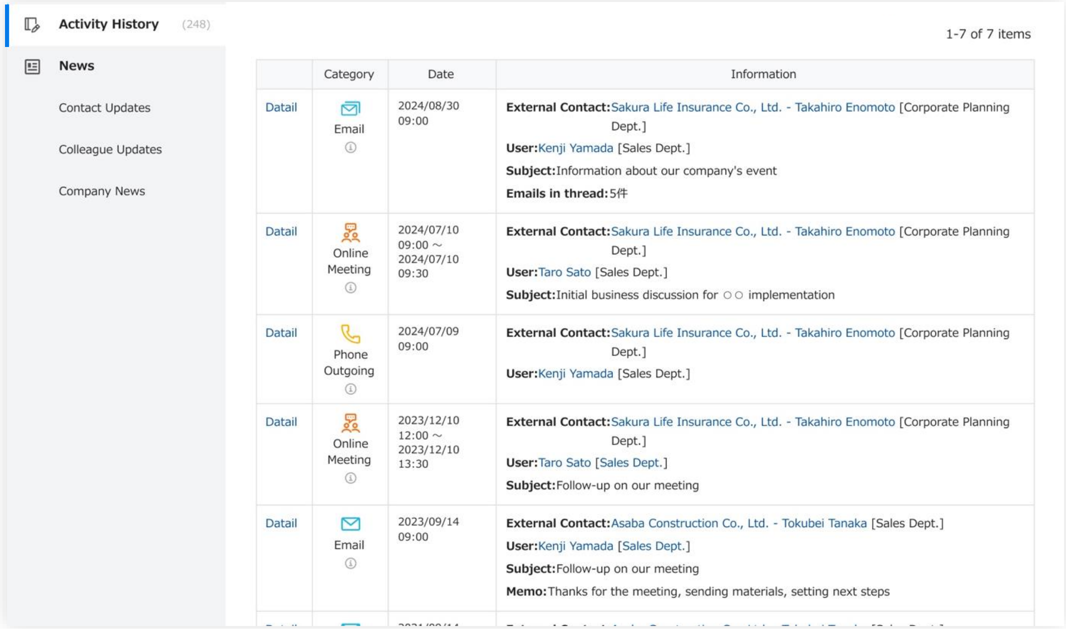
Contact Management



Sansan:Quick Overview of Company and Business Activity

Corporate Information	Activity History

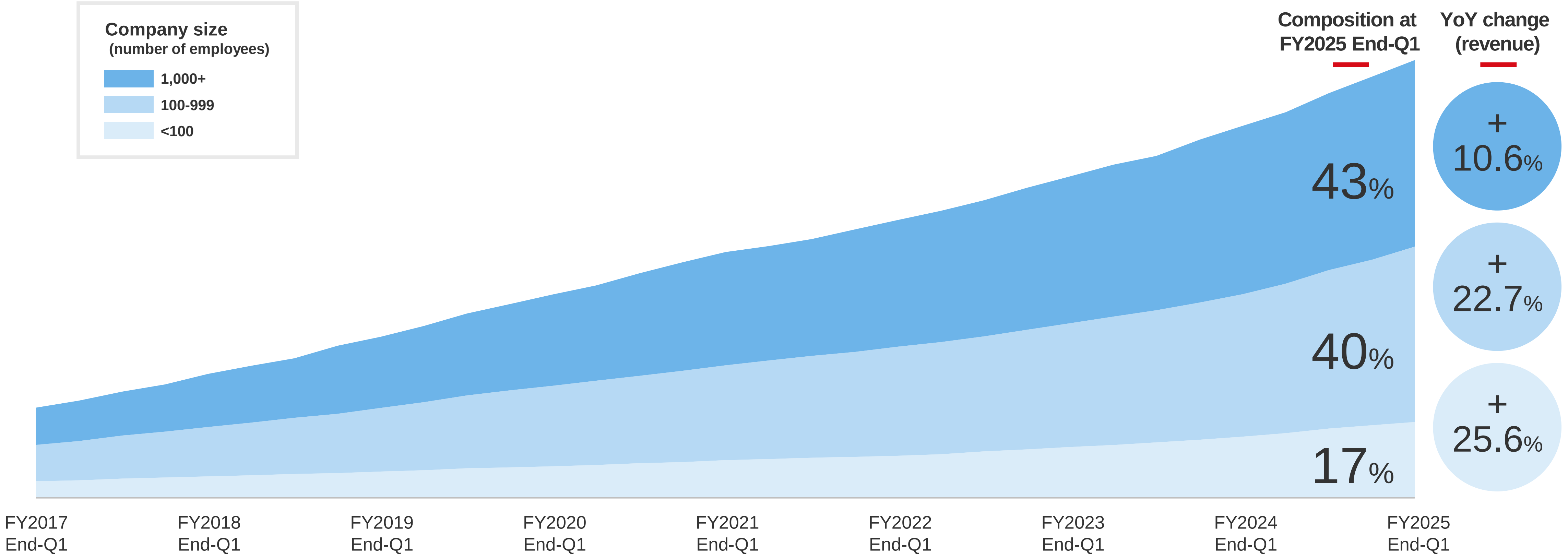




Sansan: Sales Composition by Customer Size (Recurring Sales)

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

Sansan Sales Composition by Customer Size (1) (Recurring Sales)

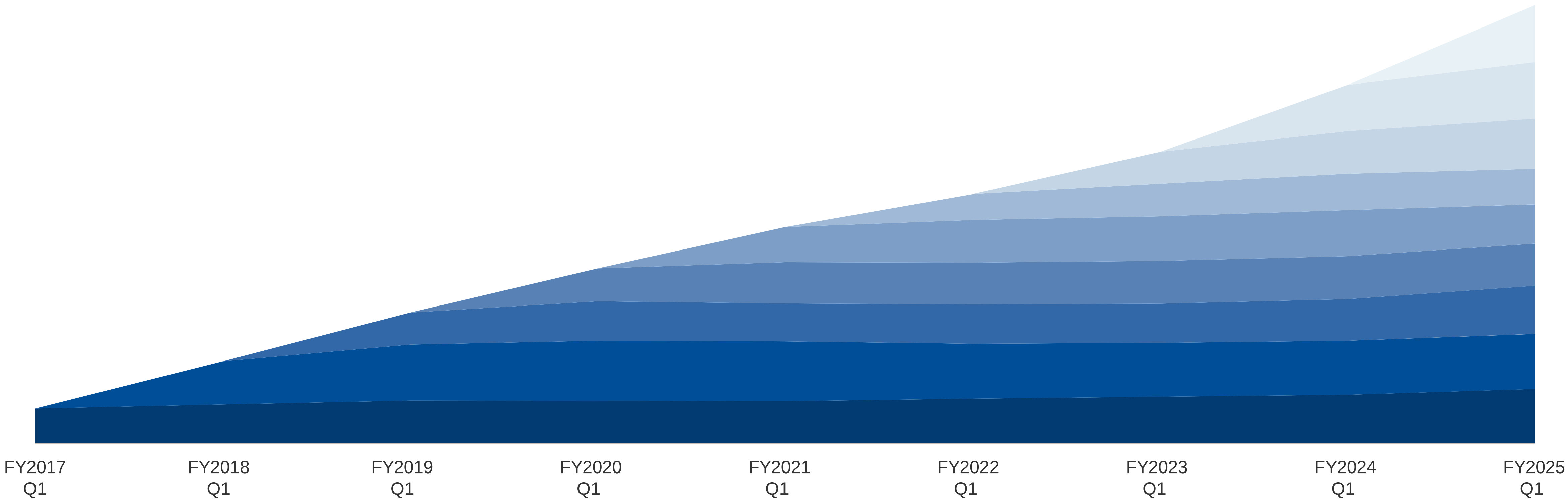


(1) Prepared based on Sansan MRR (unaudited). Company size is based on corporate information as of the most recent quarter end.

Sansan: Net Revenue Retention

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

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



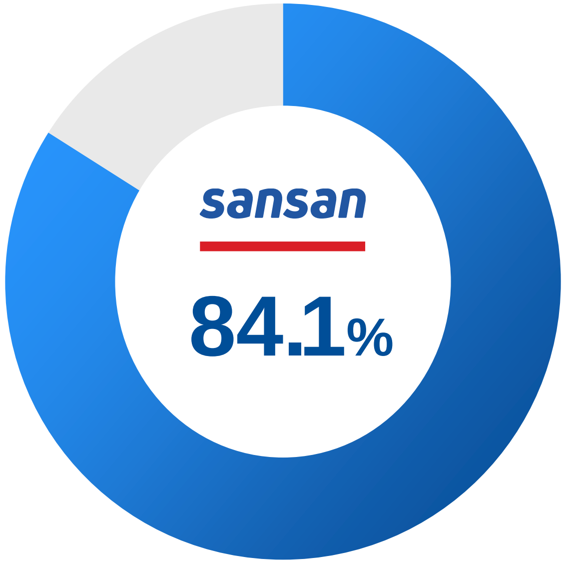
(1) Status where increase of revenue generated by existing subscriptions is greater than revenue reduced resulting from cancellation.
(2) Created based on monthly Sansan license charge (unaudited).

Sansan: Overwhelming 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

Sales share in 2023 (1)



Solid Customer Base

METI Ministry of Economy, Trade and Industry	MIZUHO	NOMURA	SBI GROUP
Marubeni	ITOCHU	NX NIPPON EXPRESS	TOYOTA
DENSO	Panasonic	AGC	kuraray
SoftBank	NTT	FUJITSU	SHISEIDO
KIRIN	KOBELCO	TEPCO	dentsu

(1) Based on Latest Trends in Business Card Management Services in Sales Support DX 2025 (January 2025, survey 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.

Company Size (employees)	Sansan Coverage (companies) (1) (YoY percentage point change)	Sansan Coverage (employees) (1) (YoY percentage point change)
1,000+	20.2% (+2.1 pts.)	6.1% (+0.8 pts.)
100-999	5.3% (+0.6 pts.)	4.8% (+0.6 pts.)
<100	0.3% (-)	2.0% (+0.2 pts.)

Potential for many dozens of times coverage expansion

(1) Sansan coverage is calculated with the number of subscriptions and total number of IDs in Sansan for FY2025 Q1 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 basic company-wide use plan.

	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 ¥15,000/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 number of business cards digitized)	At start or renewal of contract

Bill One: Solution Overview

Enables the digital transformation (DX) of company-wide, voucher-based operations for payables, receivables, and employee expenses.

Bill One
powered by Sansan

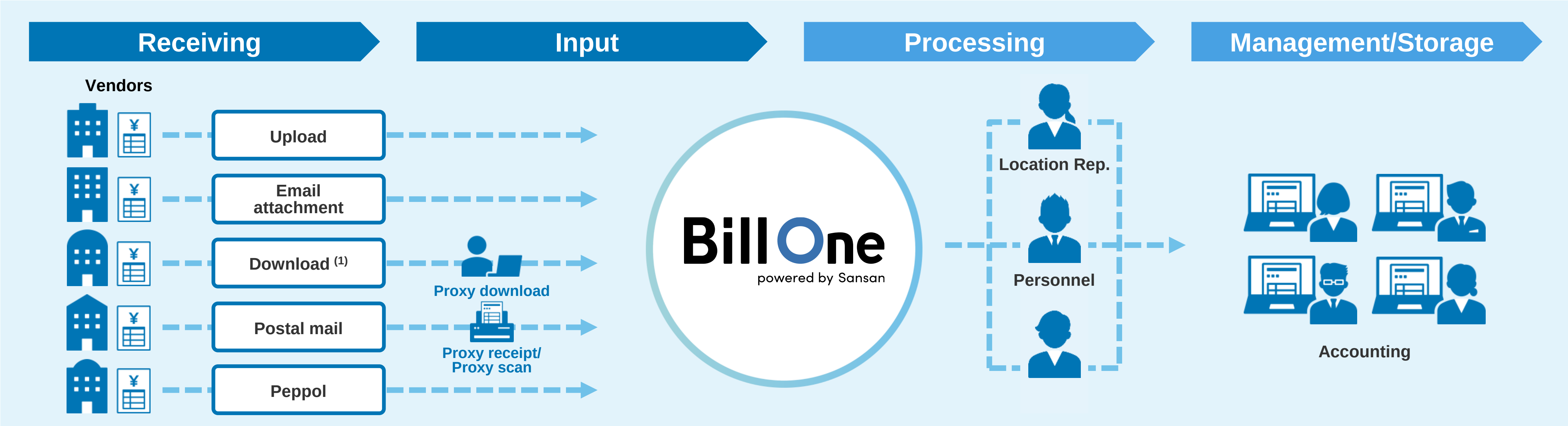
Company-wide Voucher-based Operations

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

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

Bill One: Overview of Bill One Invoice Receive

Promotes DX 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. 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%[2] accuracy by AI and human input, and automatically reconciled with usage statements.

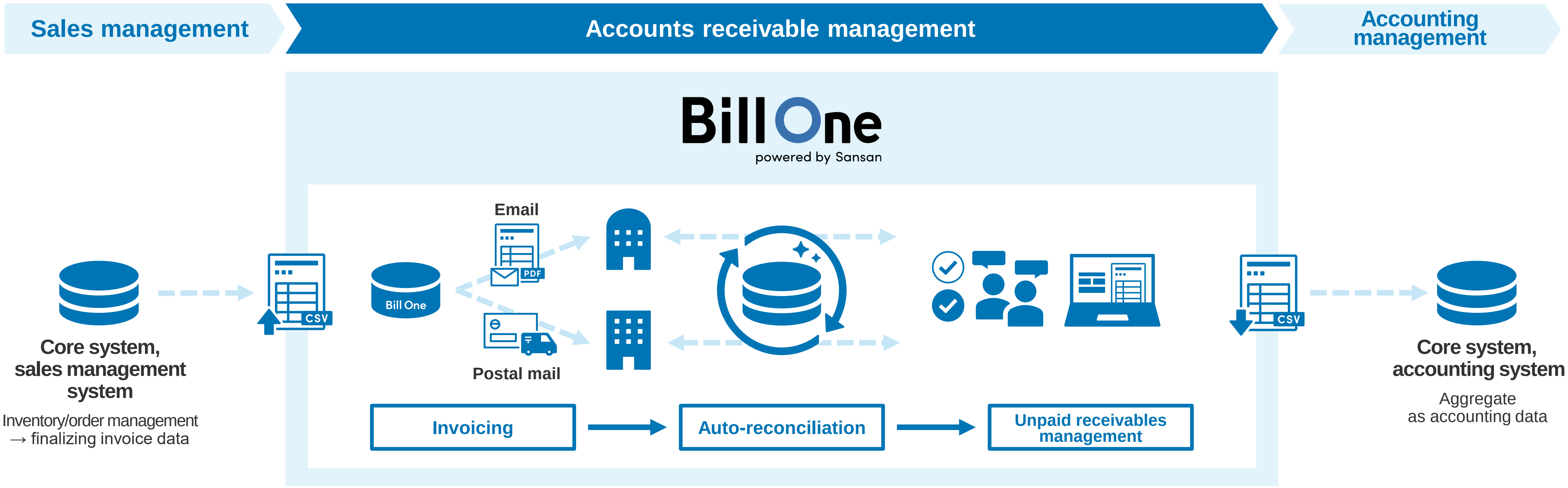
4. End-to-end system workflow

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. Real-time reconciliation

Match payment and receivables 100%, with automatic reconciliation at each payment

2. Centralized management of AR information

Check all information in real time, incl. invoicing, payments, reminders, and internal confirmation status

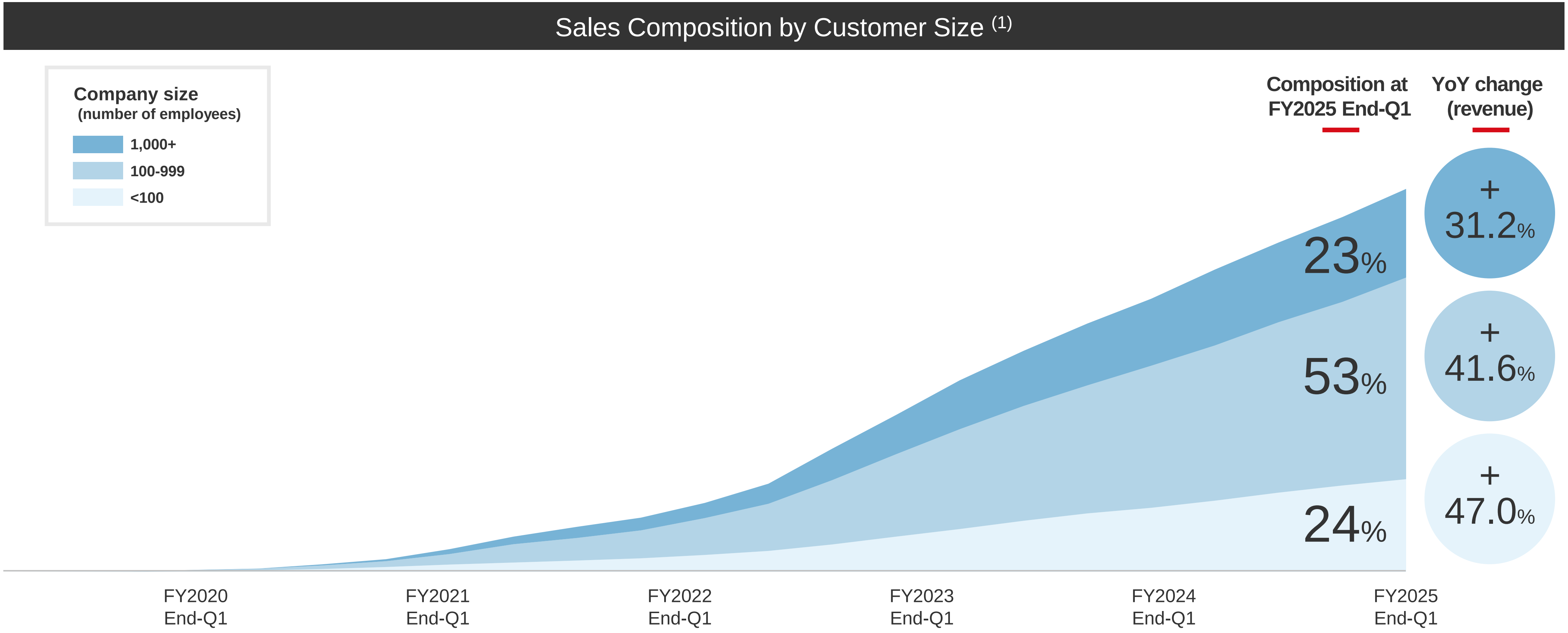
3. Consolidated AR operation

One-stop streamlining of operations including invoicing, payment reconciliation, unpaid receivables management, and payment reminders.

Sansan/Bill One Business

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

Sales for large-sized companies are largely growing.

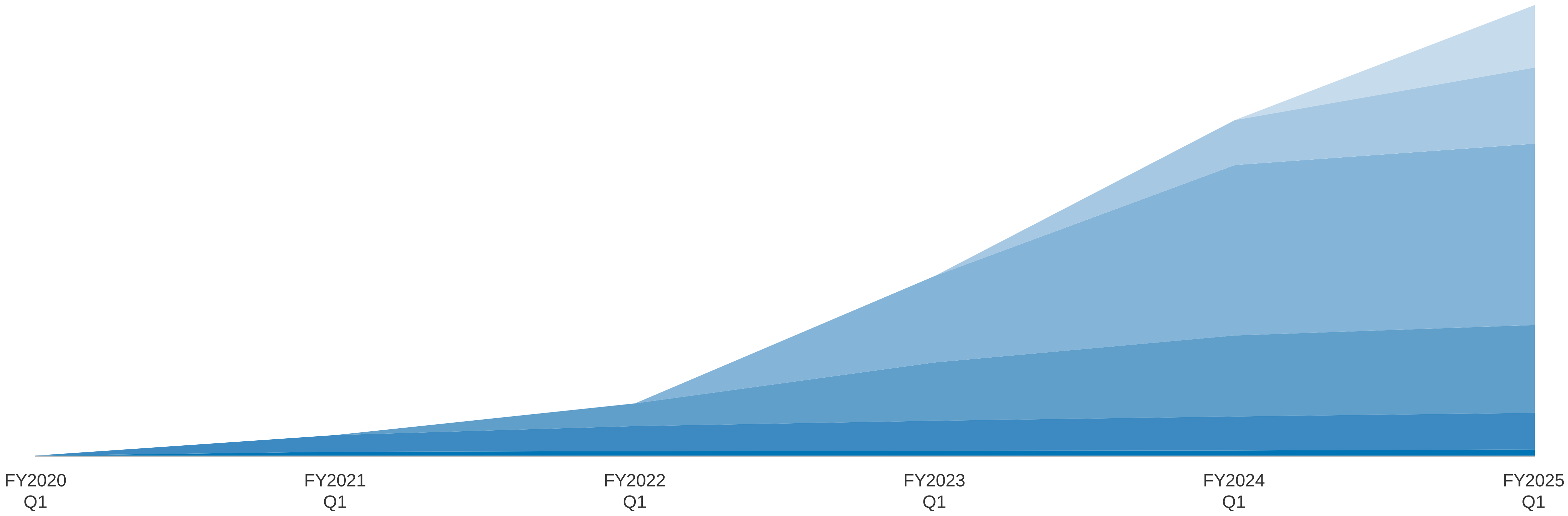


(1) Prepared based on Bill One MRR (unaudited).

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)



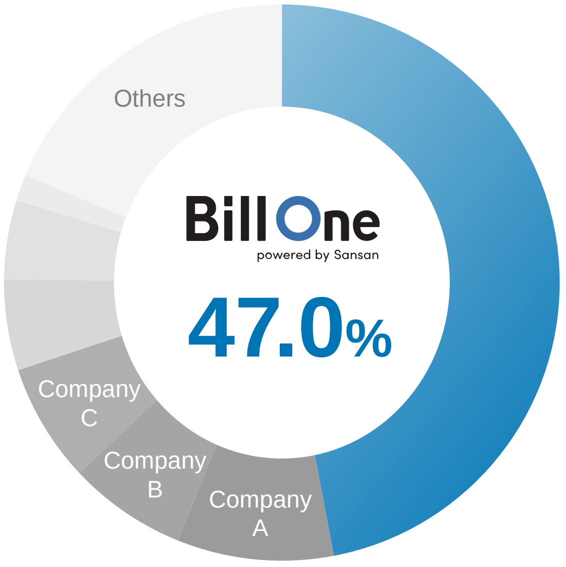
(1) Created based on Bill One Monthly Recurring Revenue(unaudited).

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)

Sales share in 2023



Customers Running Bill One

DBJ Development Bank of Japan Inc.	SMBC	MONEX	sojitz New way, New value
Mitsubishi Shokuhin	Now ideas for wellness meiji	MARUHA NICHIRO	For the People YOSHINOYA HOLDINGS
NOMURA REAL ESTATE HOLDINGS	TAKENAKA	Panasonic Homes	Mitsubishi Corporation Urban Development
welcia	NIHON CHOUZAI	Takashimaya	KOMERI
Menicon	SHIMA SEIKI	TEIJIN TEIJIN FRONTIER CO., LTD.	SEGA Fave
LY	湖山医療福祉グループ	Shizu tetsu	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 2024).

Bill One: Potential Market Size in Japan (TAM)

There is a large potential market, even in Japan.

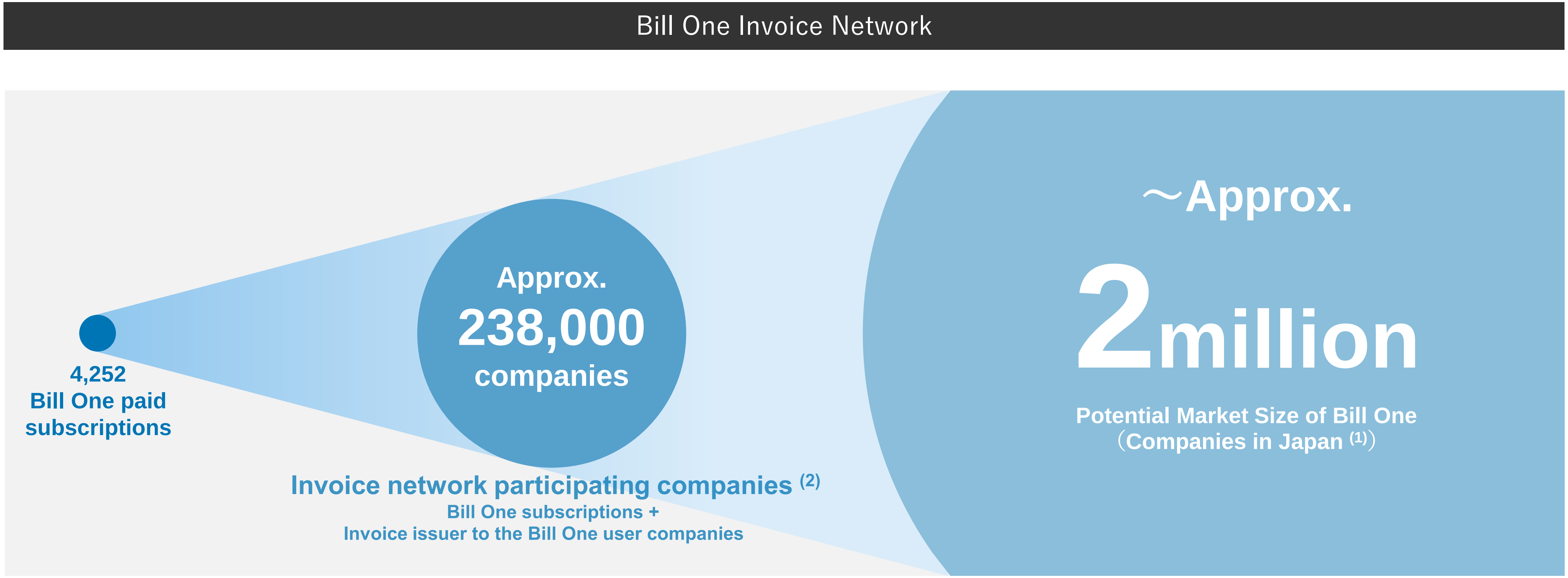
Company Size (employees)	Bill One Coverage (companies) [1] (YoY percentage point change)
1,000+	5.7% (+1.3 pts.)
100–999	3.1% (+0.8 pts.)
<100	0.1% (-)

Potential for many dozens of times company expansion

(1) Bill One coverage is calculated with the number of subscriptions for FY2025 Q1 end as the numerator and the number based on Economic Census for Business Activity in 2021 issued by the Statistics Bureau as the denominator.

Expansion of Bill One Invoice Network

Approx. 238,000 companies in the Bill One invoice network as of August 2025.
Total invoices in invoice network accounts for ¥62 trillion annualized as of August 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: External Environment after Japan’s Invoicing System started

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

October 1 2023 | January 1 2024 | October 1 2026 | October 1 2029

Invoicing System

- System for correctly calculating tax credits for purchases subject to consumption tax.
- Registration is required to issue eligible invoices.
- Receiving companies will be required to confirm whether received invoices meet requirements for qualified invoices, such as the registration number stated and the recalculation of the consumption tax amount.

Application starts

Transitional Measures for purchases from tax-exempt entities, etc.

80% deduction on the equivalent amount of input tax for taxable purchases equivalent from tax-exempt entities, etc.

50% deduction on the equivalent amount of input tax for taxable purchases equivalent from tax-exempt entities, etc.

No tax deductible

Revision of Electronic Bookkeeping Act

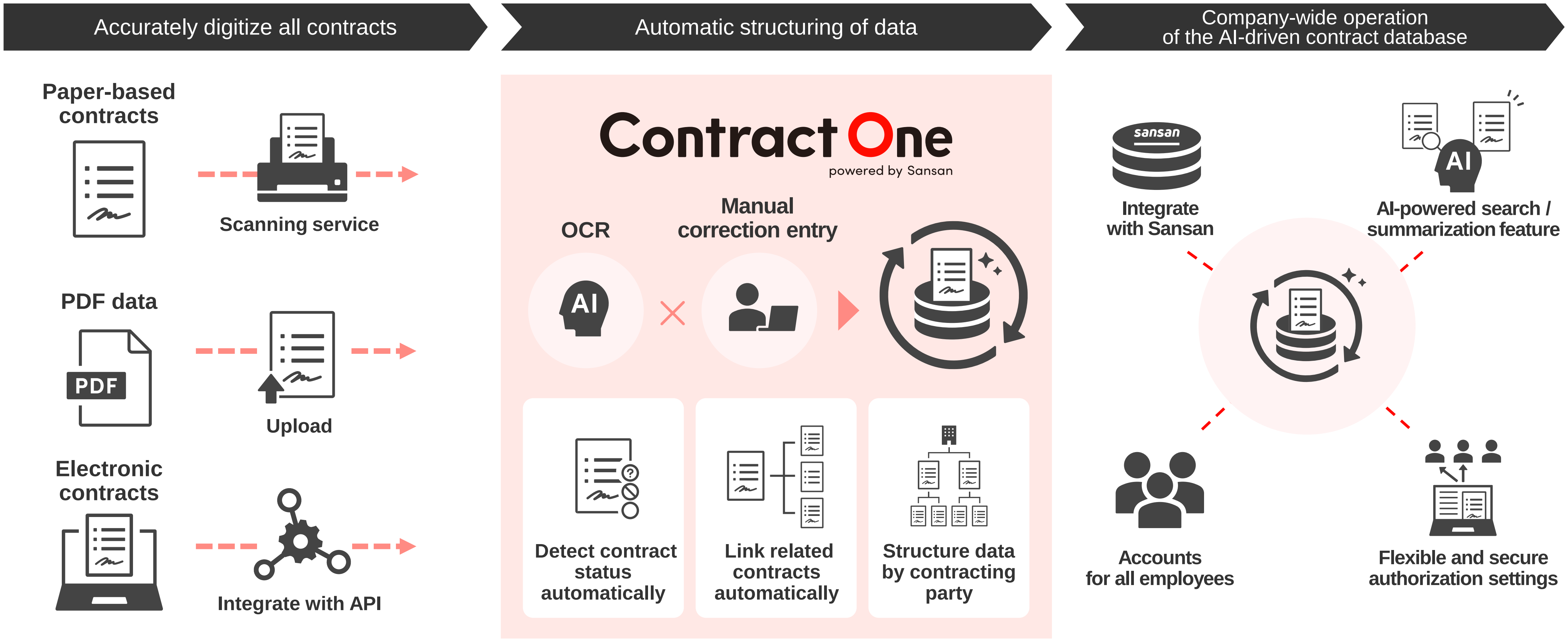
- Laws related to data preservation of tax-related books and documents.
- Paper receipt national tax documents can be stored electronically with no need to apply to tax offices.
- Electronic preservation of electronic receipt national tax documents made mandatory.

From January 2022 grace period

Strict enforcement of bookkeeping obligations

Contract One: Solution Overview

An AI-driven contract database that solves various challenges through accurate digitization and centralization of all contracts

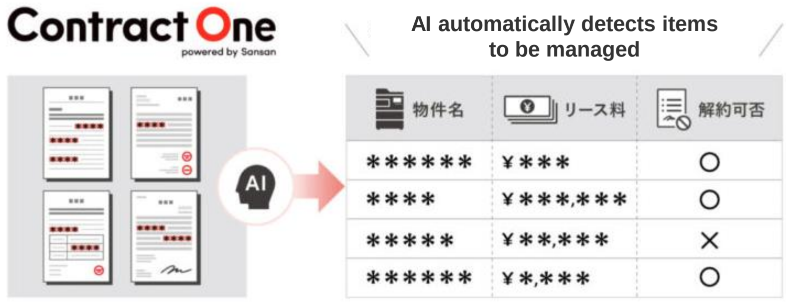


Contract One: AI-Powered Features

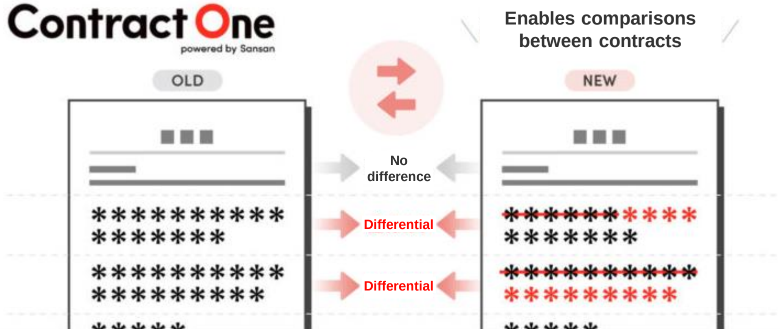
GPT-powered AI summarization features
Leveraging language analysis AI enabling more precise contract content analysis

Contract tree & Contract Status Determination

AI Auto-Fill for Custom Fields



Document Comparison



AI Summaries

Eight Business

Eight: Service Outline

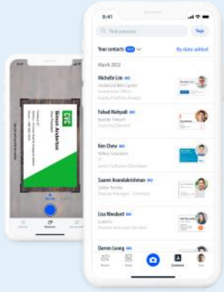
Business card app widely used by professionals; enables Virtual Card Exchange and smart contract management.

Business card app

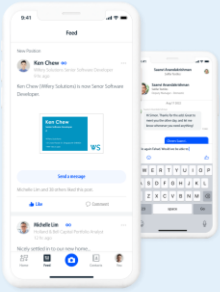
Eight is the business card app that maximizes the value of all your connections.

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

B2C Services	B2B Services (1)		

Business card management

B2C	B2B
eight premium	eight team
Fixed monthly fee (annual subscription)	Fixed monthly fee (annual subscription)
Delivers additional functions to users, such as network data download	Users can share contacts with colleagues

Business events

B2B

Meets / Climbers / DX CAMP / Eight EXPO

Fixed fee per event (held periodically) (2)

Various business event services using Eight's business network

Recruiting platform

B2B

eight career design

Fixed fee (3) (fixed contract)

Professional recruitment services targeting Eight users

(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

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 DX Services

3. Promote DX 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

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

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

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

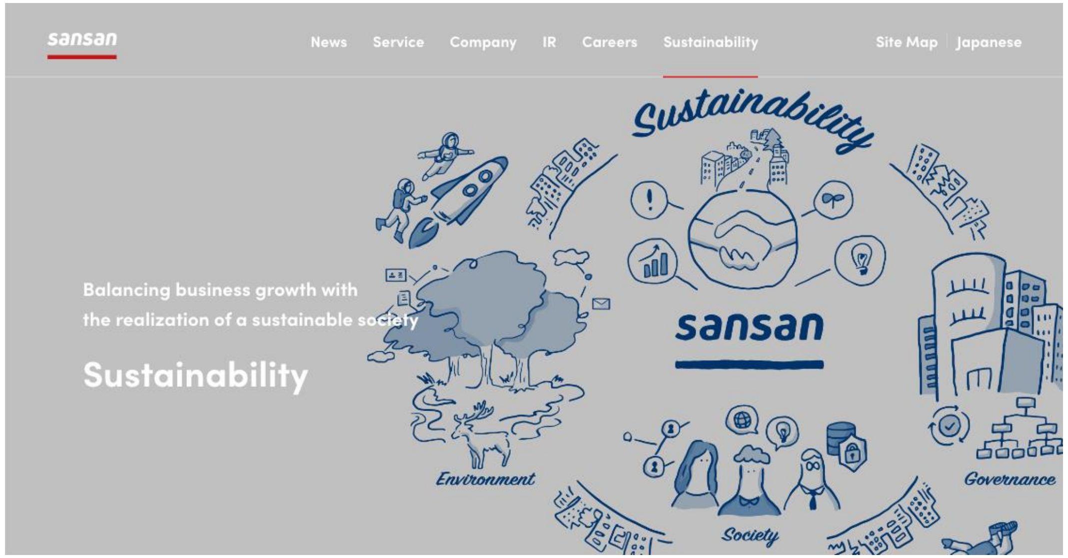
Metrics	Targets for FY2029 (1)	Results for FY2024 (1)
Scope 1+2 (4)	carbon neutral	575t-CO_2
Number of uses of paperless functions in our services	120 million	20 million (2)

(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 2024, 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, Annual Report, and IR activities.

ESG Rating/ESG Index

MSCI (1)

MSCI ESG rating of "A"

FTSE

FTSE Blossom Japan Index

FTSE

FTSE Blossom Japan Sector Relative Index

Gomez ESG Site ranking 2025

ESG Site Ranking Silver

Annual Report

MerComm, Inc. International ARC Awards (2)

PDF Version of Annual Report Silver

Nikkei Inc.(3)

Award for Excellence at the 4th NIKKEI Integrated Report Award

IR Website

Nikko Investor Relations Co., Ltd.

All Markets Ranking in Japan Corporate Websites AAA

Daiwa Investor Relations

Commendation Award 2024 Bronze

Gomez IR Site ranking 2024

IR Site Ranking Bronze

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

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