sansan

Turning encounters
into innovation



The 19th Annual General Meeting of Shareholders

Sansan, Inc., August 20, 2026

Business Report for the 19th Term

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Overview of Consolidated Financial Results

(millions of yen)	18th	19th	
	Full-Year Results	Full-Year Results	YoY
Net sales	43,202	53,761	+24.4%
Adjusted operating profit (1)	3,555	8,427	+137.0%
Ordinary profit	2,743	8,170	+197.8%
Profit attributable to owners of parent	424	6,778	+1,497.7%
EPS	¥3.36	¥53.58	+1,492.5%

(1) operating profit + share-based payment expenses + expenses that arise from business combinations (amortization of goodwill and amortization of intangible assets)

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Overview of Businesses and Services (1)

Sansan/Bill One Business

Sansan	sansan The sales AX solution	Sansan Data Intelligence The data quality management solution
Bill One	Bill One powered by Sansan The accounting AX solution	
Others	Contract One powered by Sansan The contract management AX solution	Ask One powered by Sansan AI interface

Eight Business

B2C Services	eight B2C business card management
B2B Services	eight B2B business card management Business events Recruiting platform

(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.”

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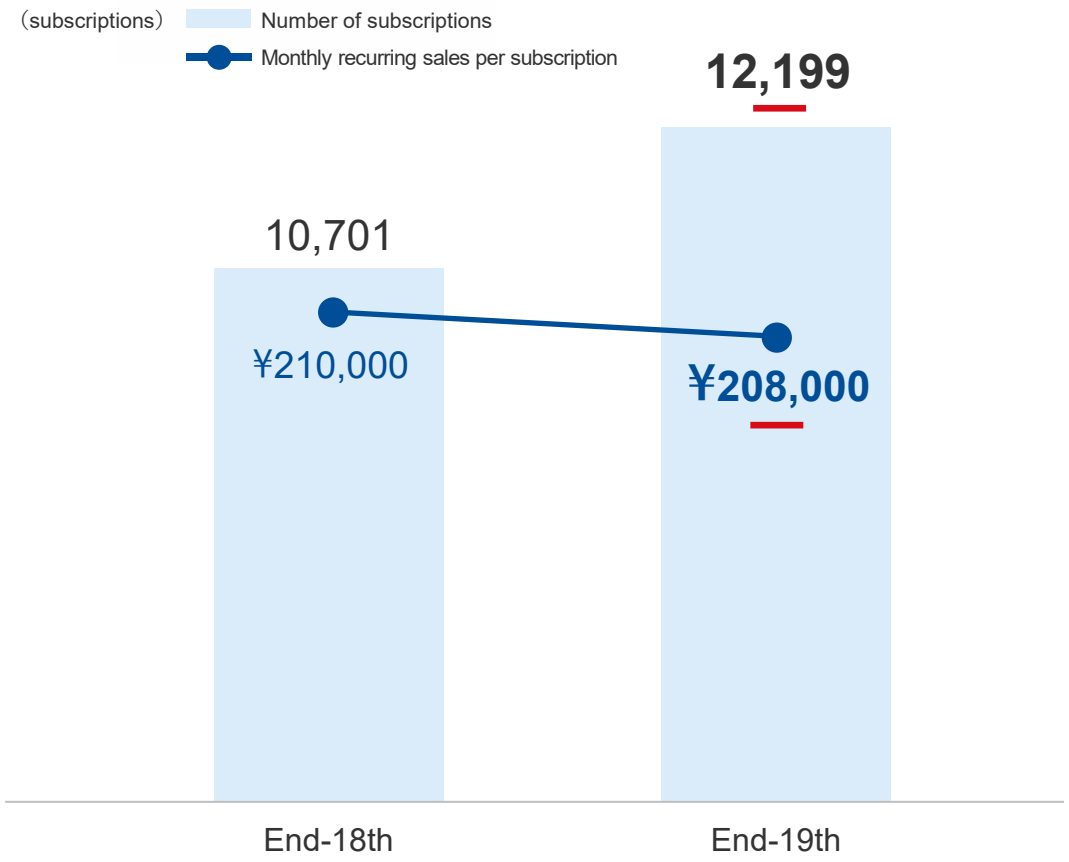
Overview of Segment Results

(millions of yen)	18th	19th	
	Full-Year Results	Full-Year Results	YoY
Net sales	37,785	46,847	+24.0%
Segment profit (Adjusted operating profit)	3,581	8,340	+132.9%

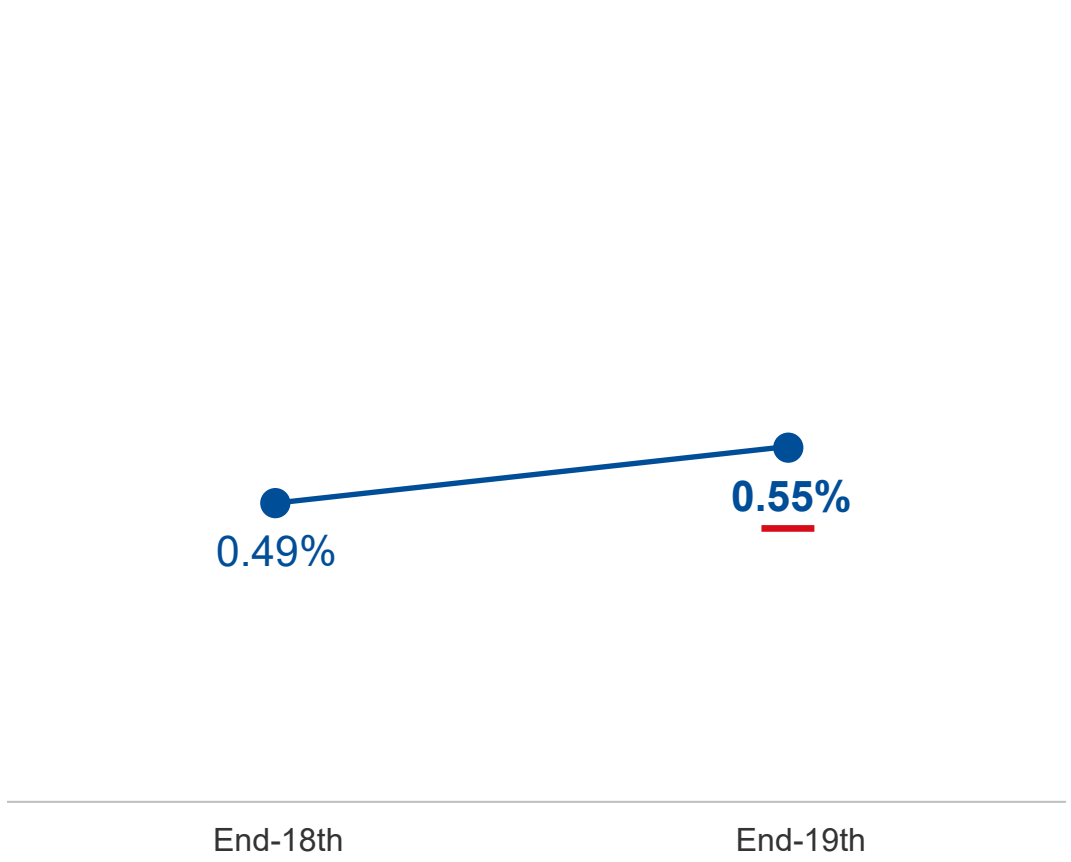
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Overview of Segment Results

Number of Sansan Subscriptions and Monthly Recurring Sales per Subscription



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

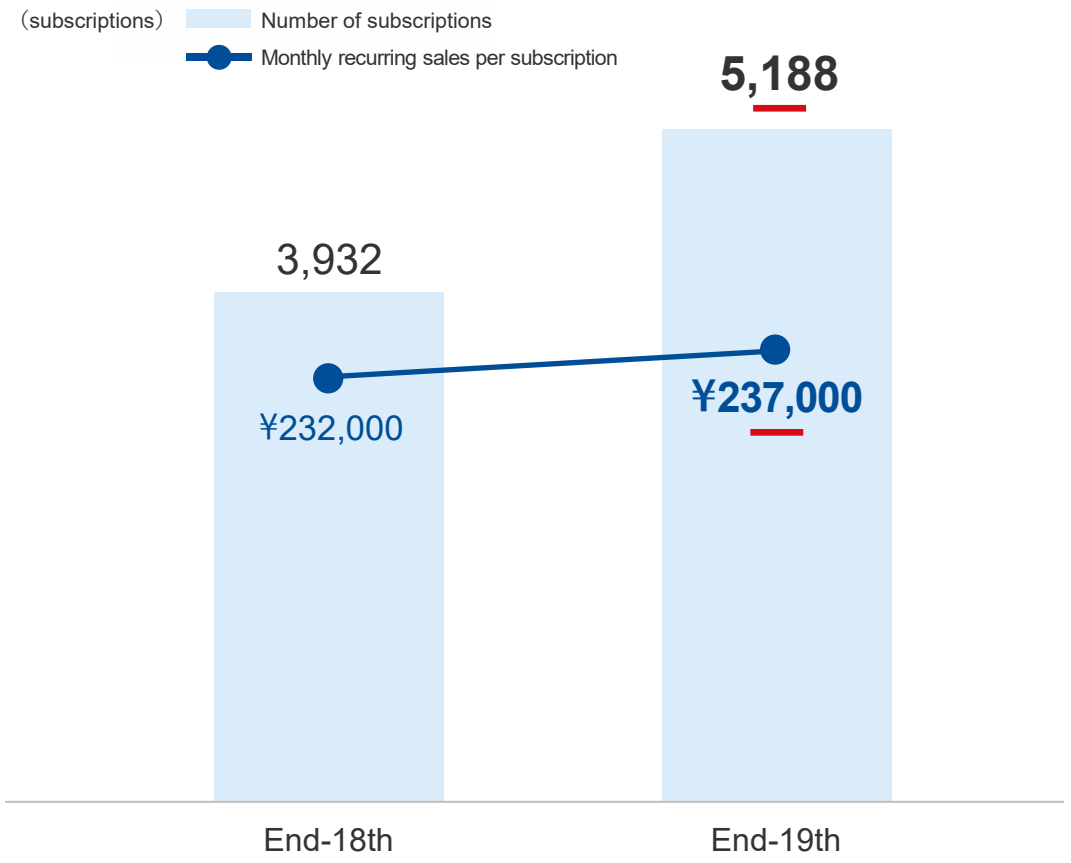


(1) Ratio of decreased MRR associated with contract cancellations to total MRR for existing Sansan contracts.

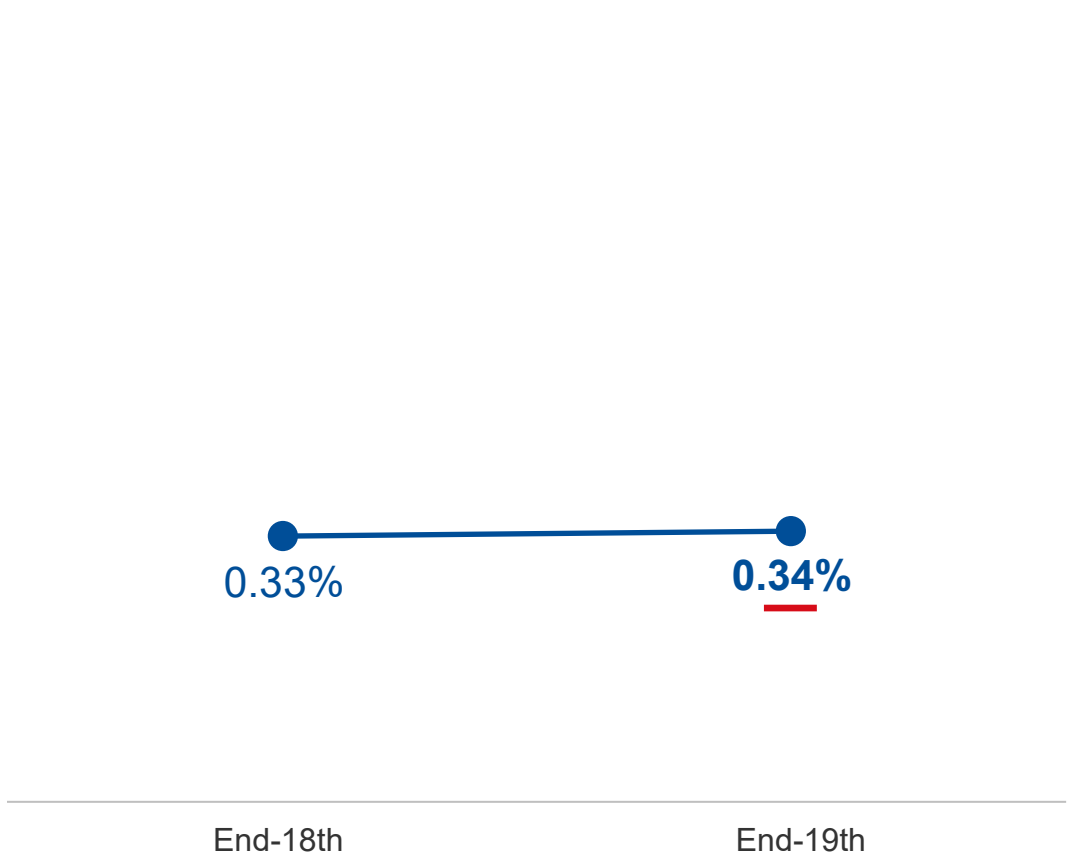
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Eight Business

Overview of Segment Results

(millions of yen)	18th	19th	
	Full-Year Results	Full-Year Results	YoY
Net sales	5,051	6,720	+33.0%
Segment profit (Adjusted operating profit)	63	237	+273.2%

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Overview of Consolidated Balance Sheet

(millions of yen)	18th Full-Year Results	19th Full-Year Results	19th YoY
Current assets	35,392	44,088	+8,696
Non-current assets	12,591	10,869	-1,722
Total assets	47,984	54,958	+6,973
Current liabilities	27,792	31,831	+4,038
Non-current liabilities	4,150	2,032	-2,118
Total liabilities	31,943	33,864	+1,920
Total net assets	16,040	21,094	+5,053
Total liabilities and net assets	47,984	54,958	+6,973

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Results of Shareholder Returns

Acquisition of treasury stock

- From the end of 19th to the beginning of 20th
  Implemented share buybacks (May 20 to June 18, 2026)
- Total number of shares acquired: approx. 1.33 million shares,
  Total acquisition cost: approx. ¥2 billion

Dividends

- Implemented a year-end dividend of ¥2.5 as the initial dividend in 19th

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Issues to Be Addressed
(Growth Strategies)

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20th Full-Year Forecasts

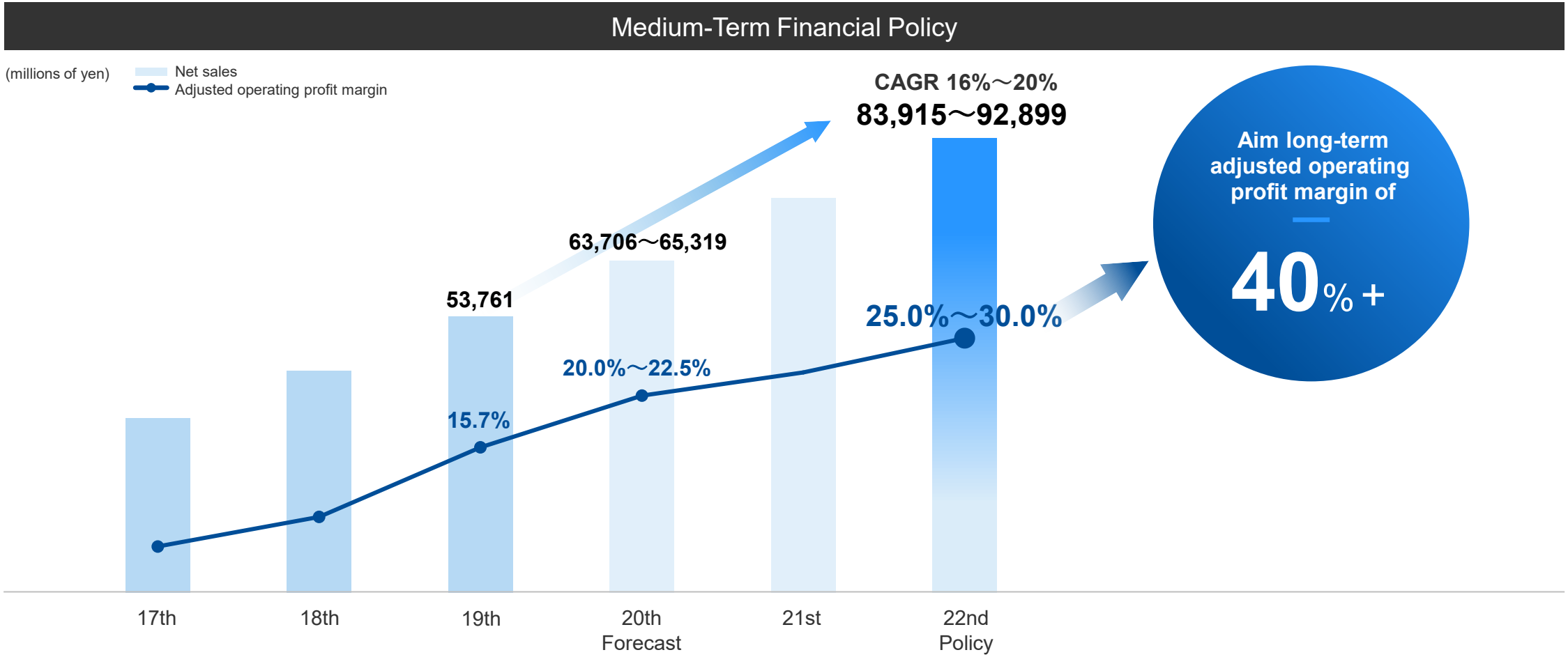
Aim for a 18.5% to 21.5% YoY increase in net sales
Adjusted operating profit is expected to increase by 51.2% to 74.4% YoY, owing to factors such as Bill One's expected achievement of full-year profitability, and the adjusted operating profit margin is expected to be 20.0% to 22.5%.

(millions of yen)	19th		20th	
	Full-Year Results	YoY	Full-Year Forecasts	YoY
Net sales	53,761	+24.4%	63,706～65,319	+18.5%～+21.5%
Adjusted operating profit	8,427	+137.0%	12,741～14,696	+51.2%～+74.4%
Adjusted operating profit margin	15.7%	+7.5 pts.	20.0%～22.5%	+4.3 pts.～+6.8 pts.
Profit attributable to owners of parent	6,778	+1,497.7%	8,376～10,221	+23.6%～+50.8%
EPS	¥53.58	+1,492.5%	¥66.41～¥81.04	+23.9%～+51.2%
Dividend per share	¥2.5	–	¥5.0	–

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Medium-Term Financial Policy

The policy for the compound annual growth rate (CAGR) of net sales for the three years from 20th to 22nd is 16% to 20%.
The policy for the adjusted operating profit margin in 22nd is 25% to 30%.



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Basic Policy on Capital Allocation

While ensuring financial flexibility to respond quickly to growth opportunities…

Continuously balance growth investment and shareholder returns

Growth Investment

- **Investment in existing and new business**
  - Sales and marketing investment
  - Investment in AI and R&D
  - Human resources investment
- **Execution of strategic M&A**
  - Areas where direct synergies with existing businesses can be expected
  - Peripheral areas where the strengths of existing businesses can be leveraged
  - New areas with high future growth potential

+

Shareholder Returns

- **Acquisition of treasury stock**
  - Implement flexibly, taking into account stock price levels, market environment, and financial condition
- **Dividends**
  - Aim for dividend increases in line with profit growth

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Increasing Value of Our Services in the Generative AI Era

Company-specific data is extremely important for leveraging the value of generative AI in business settings.
By using our services, it is possible to create and accumulate high-quality business data while improving operational efficiency.



Corporate Brand CM

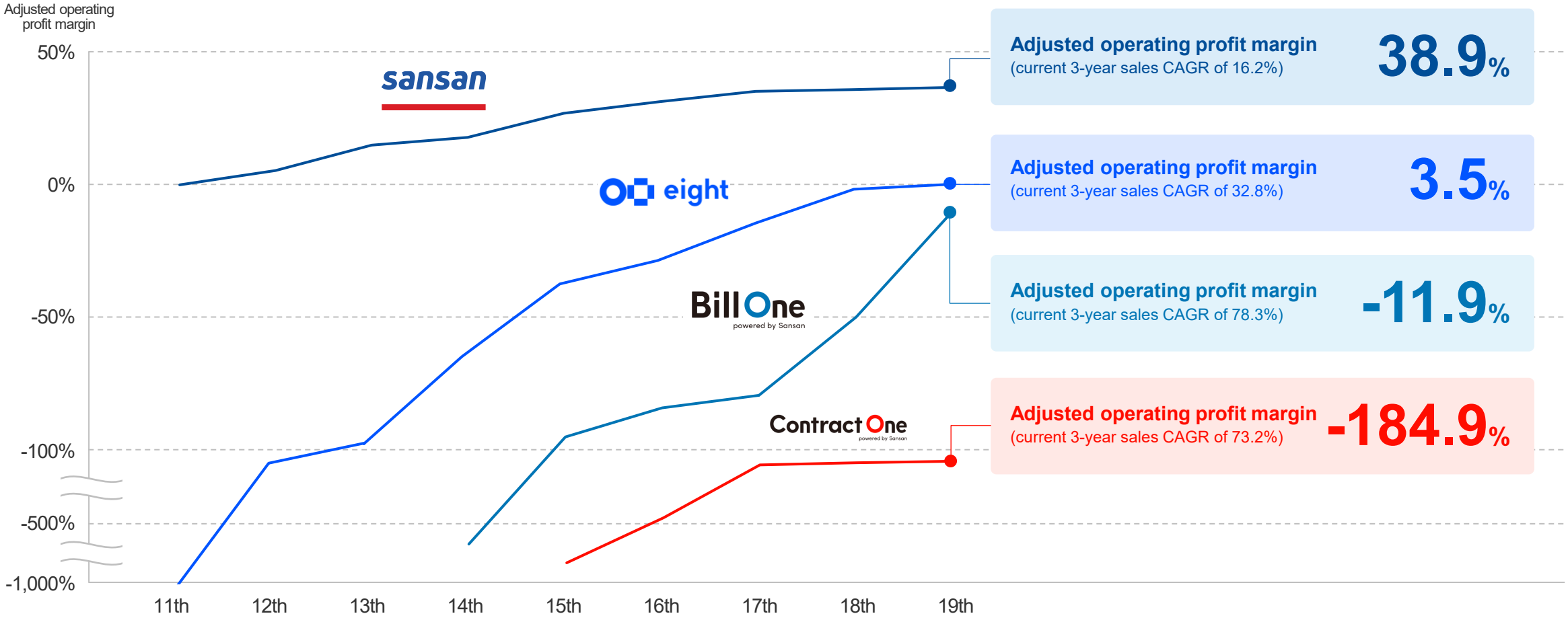
“CEO & AI & ...” Version

Click here for the CM video

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Profitability Management According to Growth Phase

The most advanced solution, Sansan, achieved high profitability alongside stable sales growth.
Building a business portfolio that balances growth and profitability by reinvesting generated cash into high-growth businesses.

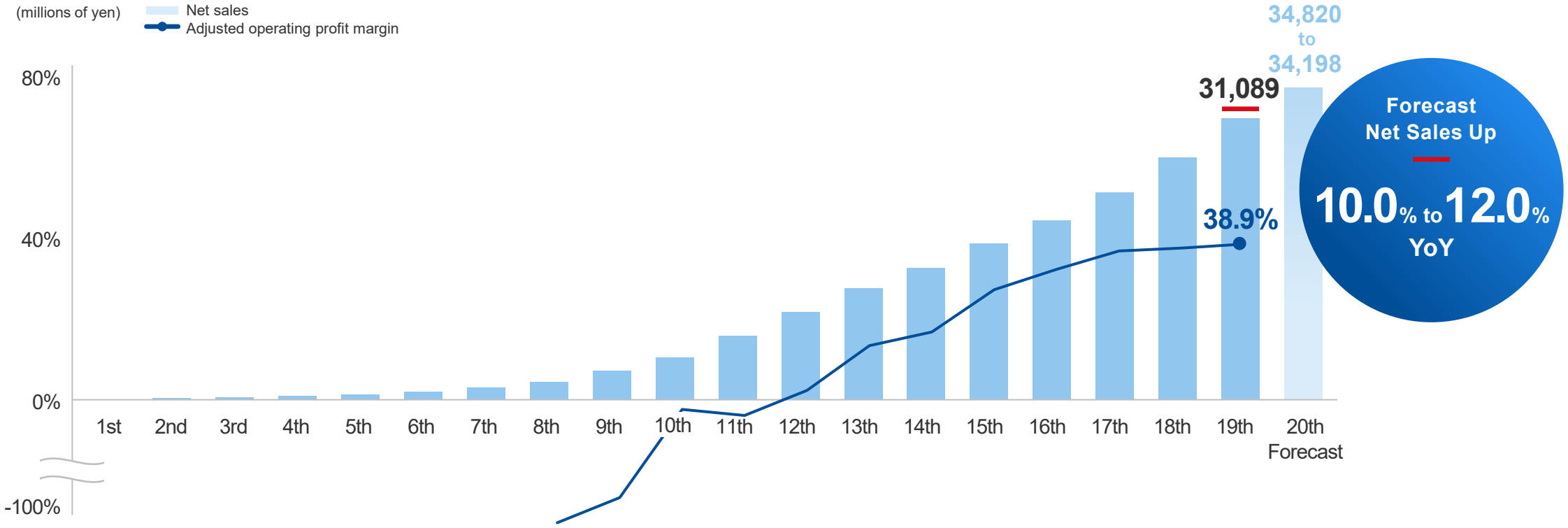


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Sansan: Performance Trends

Since its launch of the solution in 2007, Sansan has undergone continuous evolution and grown into one of Japan's largest SaaS companies in terms of net sales.
While maintaining stable growth, it has evolved into the Group's earning base with high profit-generating abilities.

Sansan Net Sales and Adjusted Operating Profit Margin



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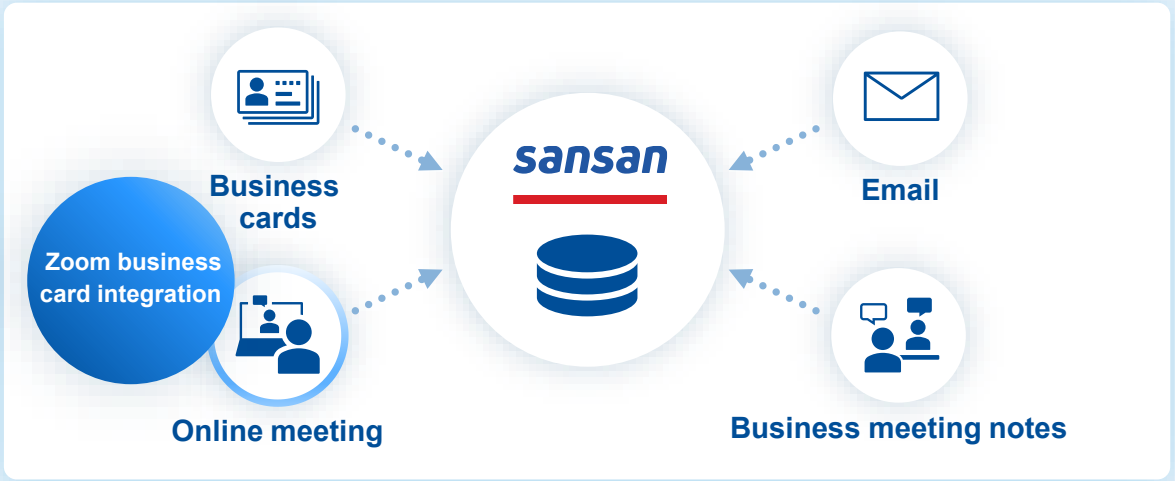
Sansan: Online Meeting Integration

Automatically acquire online business meeting participant information into Sansan via Zoom and Microsoft Teams integration. Accumulate counterparty information regardless of whether it is face-to-face or remote, and turn all contact information into a starting point for AI utilization.

Zoom card/contact integration

Integrate with generative AI without development

Use Sansan's business data with generative AI



Main target	- Companies that have already contracted for Sansan and have a high ratio of online business meetings
Feature overview	- Automatically import information about participants in Zoom and Microsoft Teams online meetings into Sansan with no need for business card exchange - In addition to face-to-face business cards, emails, and business meeting notes, report information from online business meetings can also be centrally managed
Release date	- July 2026
Direction of contribution to performance	- Contribute to unit price increases through edition upgrades for existing users, in addition to promoting the acquisition of new contracts

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Sansan: AI Search

Search and summarize all business data accumulated in Sansan with a single click using AI.
AI Search streamlines internal and external information gathering and summarization tasks, helping improve sales meeting preparation and proposal quality.

New feature

AIサーチ

AI Search

September release scheduled

In addition to information on Sansan, AI summarizes information including online data, streamlines internal and external information gathering and summarization, supporting sales activities such as meeting preparation.

Information that AI Search can collect

- **Contacts, companies, and reports on Sansan**
- **Information online**

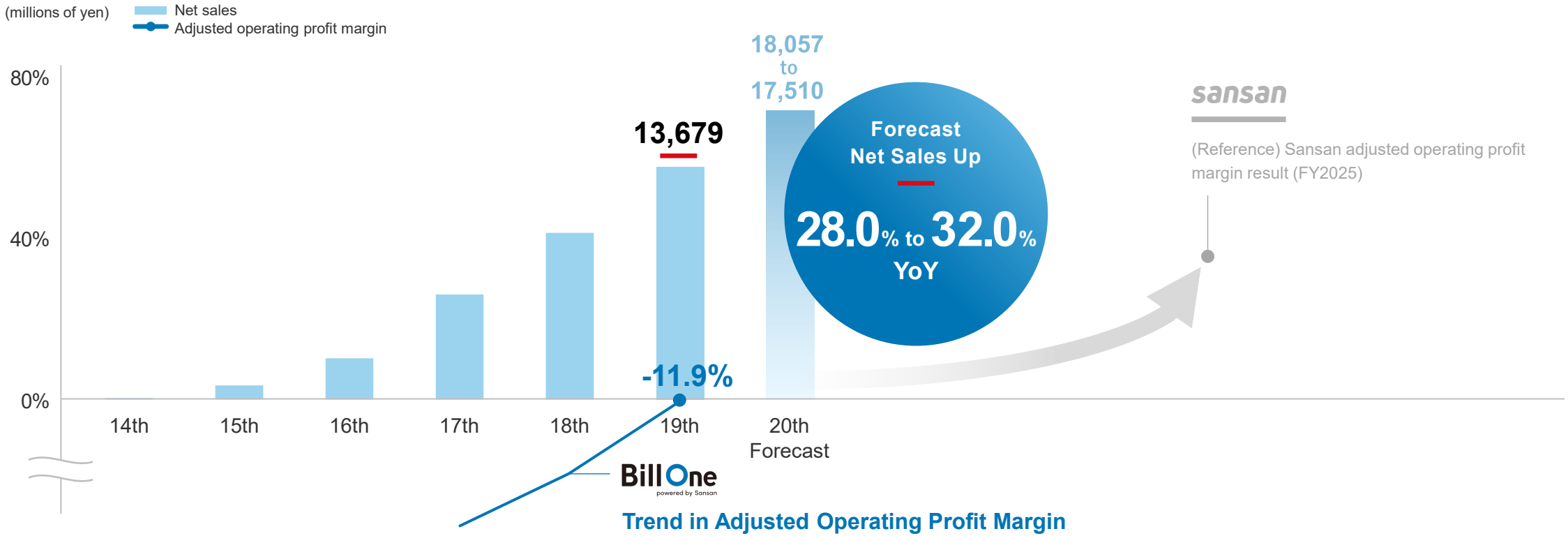
Main target	- Intended for use by companies that have already contracted with “Sansan” and are planning to promote AI utilization from here on
Feature overview	- Capable of comprehensively gathering and summarizing not only business cards and contact information but also related public information on Sansan - Enables advanced information searching regarding companies and individuals in any scenario
Scheduled release date	- Scheduled for release in September 2026
Direction of contribution to performance	- Contribute to unit price increases through edition upgrades for existing users, in addition to promoting the acquisition of new contracts

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Bill One: Performance Trends

Since its launch in May 2020, Bill One's net sales have grown rapidly, and the adjusted operating profit margin has also improved substantially.
Expecting to achieve a full-year profit in 20th, the business is entering a phase that balances net sales growth with earnings contribution.

Bill One Net Sales and Adjusted Operating Profit Margin



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Bill One: AI Auto-Matching

Automating reconciliation/clearing with delivery and acceptance data via high-accuracy invoice digitization + AI. Eliminating high-burden reconciliation work in the post-invoice receipt process, substantially reducing man-hours and costs for invoice processing.

AI auto-matching

Digitize invoice line items and use AI-based matching logic to eliminate reconciliation work with delivery and inspection data.



Main target	- Intended for use by companies with high invoice processing volumes, both existing and new customers
Feature overview	- Automatically reconciles invoices with procurement data such as purchase orders and delivery notes down to the line-item level. - Eliminates manual reconciliation work and enables automation of business processes
Release date	- November 2025
Direction of contribution to performance	- Contributes to promoting new subscriptions with large companies and increasing unit prices through use by existing users.

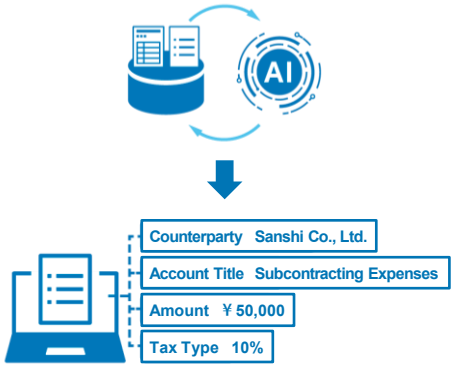
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Bill One: AI Auto-Request and Auto-Approval

Through voucher preparation tasks, AI learns to assess account titles and tax rates, enabling integrated automation from auto-generation of journal entries to the approval process.
Continuously reducing the burden of accounting operations after invoice receipt.

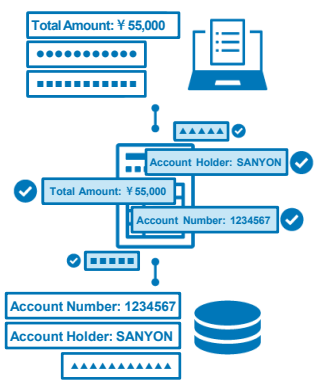
AI auto-request

Digitization of invoice line items and AI learning of voucher preparation data will eliminate voucher preparation work



Auto-approval

High digitization accuracy and linked information will eliminate visual confirmation.



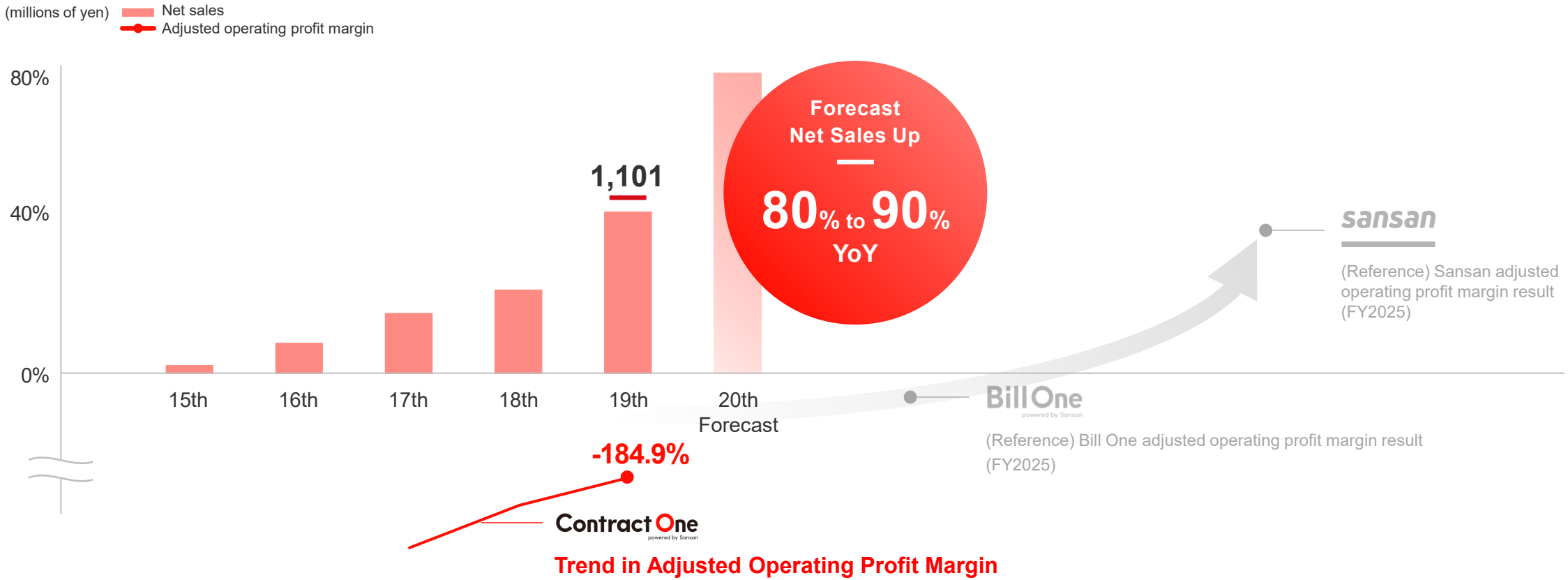
Main target	- Intended for use by companies with high invoice processing volumes, both existing and new customers
Feature overview	- Journal entry information can be automatically generated (voucher preparation) based on invoice data, enabling integrated automation up to the approval process.
Release date	- AI auto-request – June 2026 - Automatic approval – August 2026
Direction of contribution to performance	- Contributes to promoting new subscriptions with large companies and increasing unit prices through use by existing users.

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Contract One : Performance Trends

Since its launch in January 2022, Contract One's net sales have grown steadily.
Aiming to continue high net sales growth by further expanding invested resources.

Contract One Net Sales and Adjusted Operating Profit Margin



Trend in Adjusted Operating Profit Margin

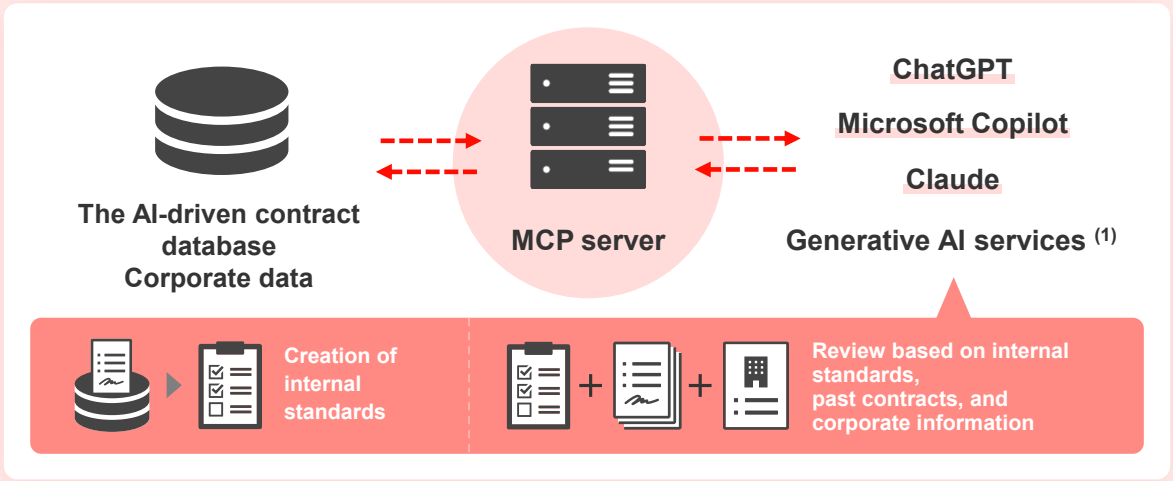
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Contract One : Deployment of Individual Solutions

**Launched Legal AX Solution, an individual solution that includes the provision of the MCP server.
Accelerating the deployment of solutions that contribute to solving specific issues, such as the New Lease Accounting Standard Solution.**

MCP server

Enables reviews based on internal standards using past contract data via the “MCP server,” supporting decision-making based on past relationships and contract terms



Other individual solutions

New Lease Accounting Standard Support

Dedicated features compliant with the new lease accounting standard applicable from 2027. Developing specialized proposals for target companies

August 2026 released

Project/Property Management

Visualizes contract groups by project and property. Primarily marketed to the construction and real estate industries

July 2026 released

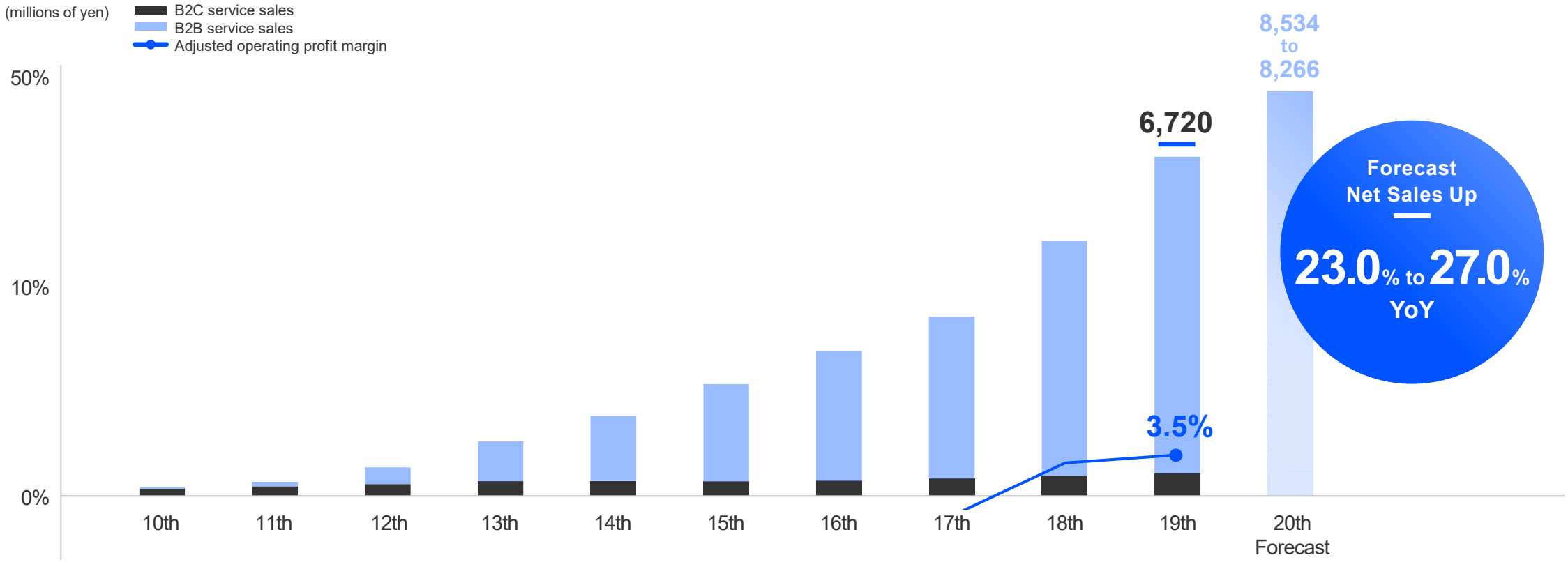
(1) Compatible general-purpose generative AI services are currently under verification

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Eight: Performance Trends

Achieved profitability from 18th under business operations that prioritize profitability.
Aiming to expand net sales with multiple growth drivers, backed by steady growth in B2B services.

Eight Net Sales and Adjusted Operating Profit Margin



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Eight: Development of B2B Services

Providing business events and Eight Team, a business card management service for small and medium-sized enterprises.

Business Event Service



- Business events using the Eight business card app's business network
- Hold multiple events specialized for various industries and business types
- Fixed fee (pay per event) (1)

Eight Team



- Share business cards managed on the Eight business card app among Eight Team users
- Achieve low costs with the minimum necessary functions for business card management
- Fixed fee (annual subscription)

(1) Multiple fee settings are available depending on the event format, etc.

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Eight: Development of B2B Services

Full-scale strengthening of the career business with Eight Career Design at its core, based on the expansion of the Eight business card app's user base.

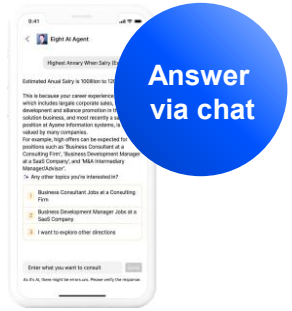
Eight Career Design



- **A direct recruiting service that allows companies to approach candidates based on the registration information and job-change intent they have shared on the Eight business card app**
- **Enables direct approach to outstanding talent active in their current jobs before they enter the job market**
- **Fixed fee (fixed-term contract) (1)**

New feature

Eight AI Agent (beta version)



A feature that allows users to have career consultations with AI in a chat format on the Eight app. Simply answer questions and the AI agent presents estimated annual income, market value, job information, and more, based on the business card and profile information on Eight.

(1) Additional charge applies when a hiring decision is made

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Medium-Term Direction for Each Solution

Building a business portfolio that achieves sales growth and profit generation by evolving each solution according to its stage.



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