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To whom it may concern:

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Sansan, Inc. Releases ANNUAL REPORT 2025

Sansan, Inc. (TSE Prime: 4443; headquarters: Shibuya, Tokyo; Representative Director, CEO, CPO: Chika Terada), which provides digital transformation solutions that reshape how we work, announces the publication of its ANNUAL REPORT 2025. The report aims to communicate a clear overall picture of the Sansan Group's long-term value creation.







■ANNUAL REPORT 2025

<https://ir.corp-sansan.com/en/ir/library/report.html>



■About ANNUAL REPORT 2025

The Group aims to raise sustainable corporate value and proactively discloses information to shareholders and a wide range of other stakeholders. This approach has led to receiving a wide range of positive external evaluations on ESG, sustainability, and IR activities from third-party organizations in Japan and overseas.

ESG Rating/ESG Index	Annual Report
<p>MSCI⁽¹⁾</p> <p>MSCI ESG rating of “A”</p> 	<p>MerComm, Inc. International ARC Awards⁽²⁾</p> <p>PDF Version of Annual Report Silver</p> 
<p>FTSE</p> <p>FTSE Blossom Japan Index</p>  <p>FTSE Blossom Japan Index</p>	<p>Nikkei Inc.⁽³⁾</p> <p>Award for Excellence at the 4th NIKKEI Integrated Report Award</p> 
<p>FTSE</p> <p>FTSE Blossom Japan Sector Relative Index</p>  <p>FTSE Blossom Japan Sector Relative Index</p>	
<p>Gomez ESG Site ranking 2025</p> <p>ESG Site Ranking Silver</p> 	

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(2) Awarded to Annual Report 2024 in August 2025

(3) Awarded to Annual Report 2024 in February 2025

This annual comprehensive report has been published since 2020, serving as an important communication tool for sharing information on corporate value, from financial and non-financial perspectives.

The new ANNUAL REPORT 2025 aims to present a clear overall picture of the Group’s long-term value creation through a structured layout. Starting from the corporate philosophy, it explains the Group’s approach to value creation, how it views financial and non-financial capital, and how it connects these to future corporate value. The narrative is organized into three chapters: “Increasing Corporate Value,” “Improving Profitability,” and “Optimizing Capital Efficiency and Cost of Capital”

Chapter 1 sets out the journey since the company’s founding, along with current business activities, and the future outlook using international frameworks and other references. Chapter 2 introduces initiatives for sustainable growth, including strategies for business, human resources strategy, and research and development. Chapter 3 outlines initiatives that lead to lower cost of capital through appropriate capital allocation, governance, and sustainability activities.

The report also emphasizes the evolution of the corporate philosophy and how it’s implemented through culture and strategy, expressing what Sansan-like qualities are via employee roundtables and columns.

In-house talent produced all the creative work in this report. The cover portrays the corporate philosophy as a single tree whose branches and leaves grow, change form, and spread. Solutions and culture reside in the foliage, delivering new value to people in the city along the paths that extend from it. Encounters are always at the center – sparking new questions, deepening the philosophy, and nurturing the next branches and leaves. This image depicts business activities grounded in an evolving philosophy that take root in people's lives and bring value to society.

Sansan will continue to strengthen communications to share the Group's initiatives that contribute to sustainable corporate value creation and the resolution of social issues with all stakeholders.