sansan

Turning encounters
into innovation



Presentation Materials
for FY2023

Sansan, Inc., July 11, 2024

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Appendix

Sansan Group Overview, Sansan/Bill One Business, Eight Business, Initiatives for Sustainability

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Highlights of FY2023 Results

Solid performance continued in both sales and adjusted operating profit (1)

Net sales increased by 32.8% YoY, adjusted operating profit by 81.5% YoY, and ARR (2) by 30.9% YoY to ¥33,270 million.
Net sale exceeded the upper end of the disclosed range in the full-year earnings forecast.

Sansan, the sales DX solution, experienced continued solid growth

Sansan net sales up 15.6% YoY.
Strengthened sales structure contributed to accelerated growth in new subscriptions.

Bill One, the cloud-based invoice management solution, continued a high-growth trend

Bill One net sales up 155.5% YoY.

Bill One ARR came in at ¥7,680 million, surpassing the target of ¥7,500 million.

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

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Overview of Financial Results

The Sansan Group continued its high-growth trend, with net sales up 32.8% YoY and adjusted operating profit up 81.5% YoY. The line-item profits below ordinary profit significantly increased year on year due to the absence of one-off expenses related to trust-type stock options recorded in the previous fiscal year.

(millions of yen)	FY2022 Full-Year Results	FY2023 Full-Year Results	FY2023 YoY	(Reference) FY2023 Q4 Results	(Reference) FY2023 YoY
Financial Results					
Net sales	25,510	33,878	+32.8%	9,644	+31.5%
Gross profit	21,827	28,814	+32.0%	8,165	+34.3%
Gross profit margin	85.6%	85.1%	-0.5 pts.	84.7%	+1.8 pts.
Adjusted operating profit	942	1,709	+81.5%	595	+227.3%
Adjusted operating profit margin	3.7%	5.0%	+1.3 pts.	6.2%	+3.7 pts.
Ordinary profit	122	1,224	+903.3%	546	–
Profit attributable to owners of parent	-141	953	–	413	–
EPS	-¥1.13	¥7.59	–	¥3.29	–

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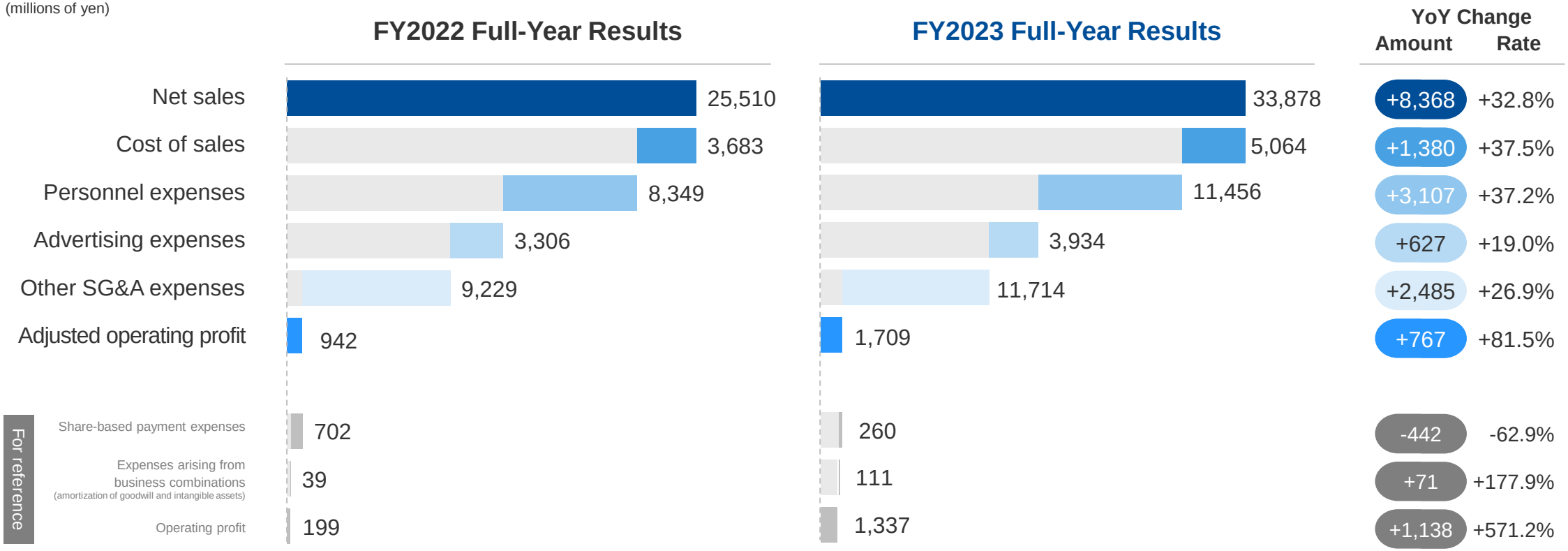
Contributors to Changes in Adjusted Operating Profit

Advertising expenses and personnel expenses increased YoY by ¥627 million and ¥3,107 million, respectively, resulting from the execution of growth strategies. Nevertheless, adjusted operating profit increased by ¥767 million owing to robust sales growth and a lower advertising expenses ratio.

Status of Net Sales Through Adjusted Operating Profit

(millions of yen)



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Results by Segment

The Sansan/Bill One and Eight businesses increased both net sales and adjusted operating profit YoY, with the Eight business turning to black on a full-year basis. The negative YoY increase in adjustments for adjusted operating profit mainly reflects an increased headcount resulting from the execution of growth strategies.

	(millions of yen)	FY2022 Full-Year Results	FY2023 Full-Year Results	FY2023 YoY	(Reference) FY2023 Q4 Results	(Reference) FY2023 YoY
Net Sales	Consolidated	25,510	33,878	+32.8%	9,644	+31.5%
	Sansan/Bill One Business	22,516	29,948	+33.0%	8,278	+31.7%
	Eight Business	2,867	3,548	+23.8%	1,267	+24.5%
	Others	198	519	+161.3%	140	+163.3%
	Adjustments	-72	-137	–	-42	–
Adjusted Operating Profit	Consolidated	942	1,709	+81.5%	595	+227.3%
	Sansan/Bill One Business	7,005	8,675	+23.8%	2,386	+32.0%
	Eight Business	-170	314	–	321	+792.1%
	Others	-36	-79	–	-17	–
	Adjustments	-5,856	-7,201	–	-2,095	–

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Sansan/Bill One Business Overview

Sansan showed solid growth, and Bill One continued a high-growth trend, with the segment sales up 33.0% YoY. Adjusted operating profit increased by 23.8% YoY despite a lower profit margin due to recruiting sales personnel and strengthening marketing activities.

(millions of yen)		FY2022	FY2023		(Reference) FY2023	
		Full-Year Results	Full-Year Results	YoY	Q4 Results	YoY
Sansan/ Bill One Business	Net sales	22,516	29,948	+33.0%	8,278	+31.7%
	Sansan	19,793	22,889	+15.6%	6,130	+16.9%
	Sansan recurring sales	18,688	21,509	+15.1%	5,662	+15.4%
	Sansan other sales	1,104	1,379	+24.9%	468	+38.3%
	Bill One	2,414	6,168	+155.5%	1,898	+118.1%
	Others	308	889	+188.1%	248	+47.4%
	Adjusted operating profit	7,005	8,675	+23.8%	2,386	+32.0%
	Adjusted operating profit margin	31.1%	29.0%	-2.1 pts.	28.8%	–

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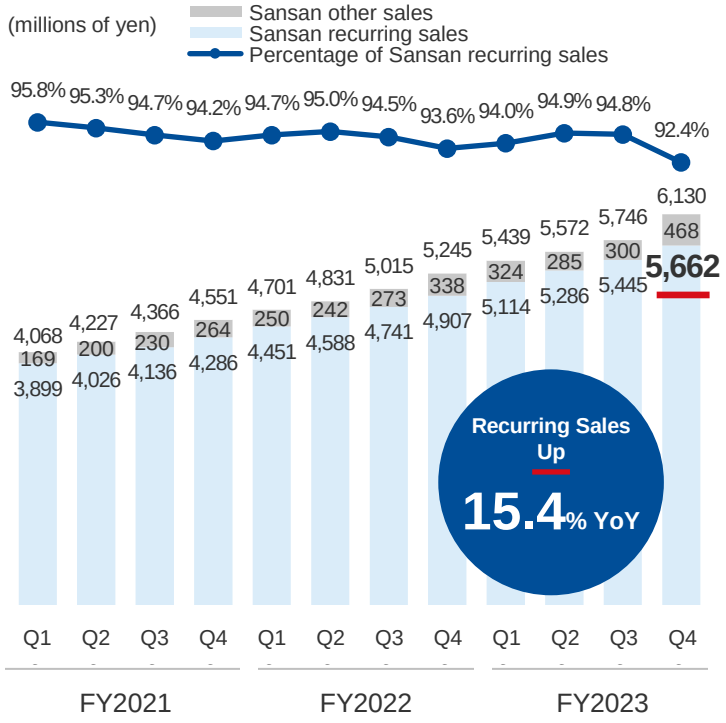
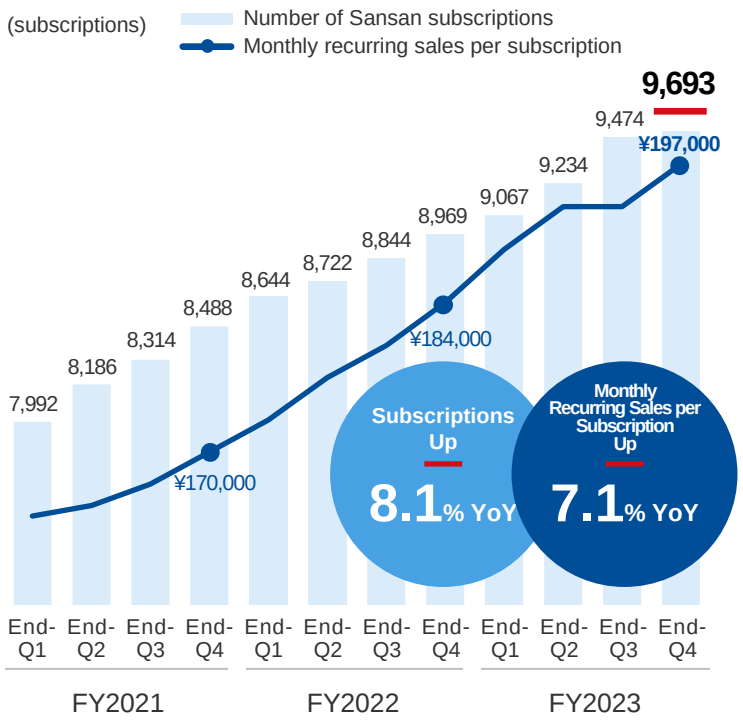
Sansan: Status of Key Indicators

Steady growth in subscriptions and monthly recurring sales per subscription owing to the strengthened sales structure.
Churn rate down 0.02 pts. YoY to 0.42%, maintaining a rate as low as below 1%.

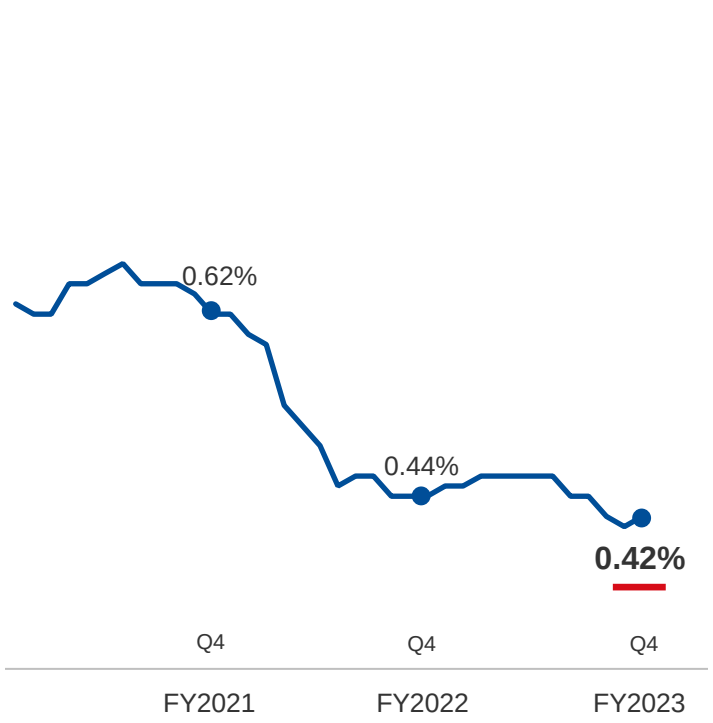
Sansan Sales



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 Bill One contracts.

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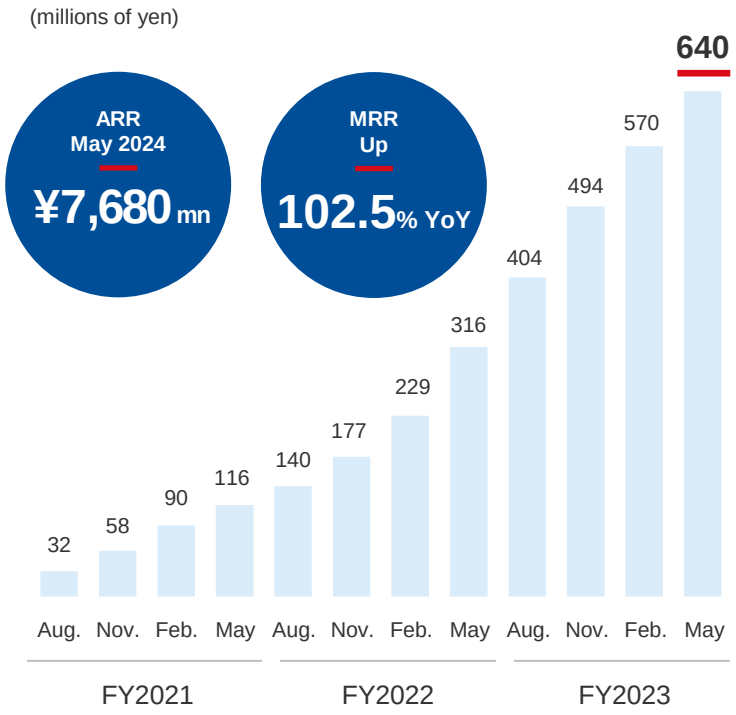
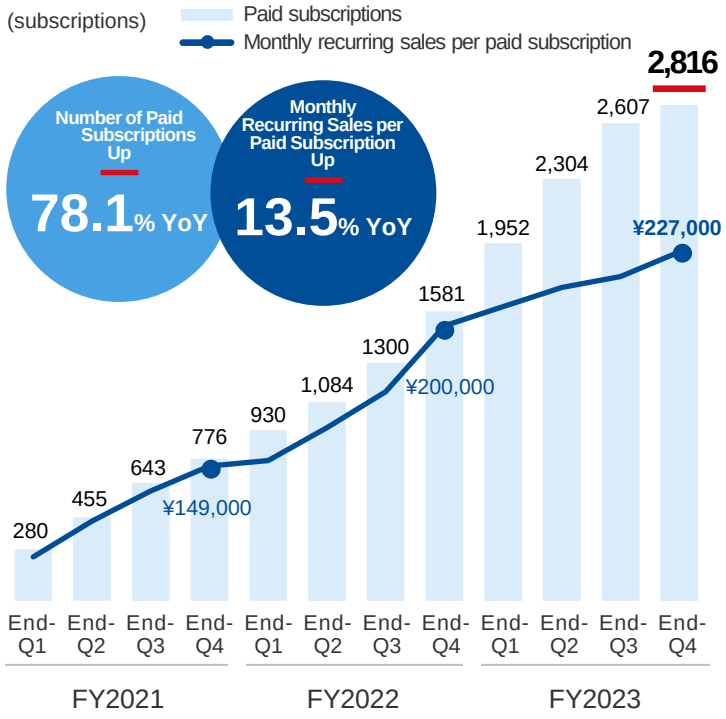
Bill One: Status of Key Indicators

ARR exceeded ¥7.6 billion as of May 31, 2024, achieving the fiscal year-end target of ¥7.5 billion. Steady growth in paid subscriptions and monthly recurring sales per paid subscription was primarily owing to the strengthened sales structure.

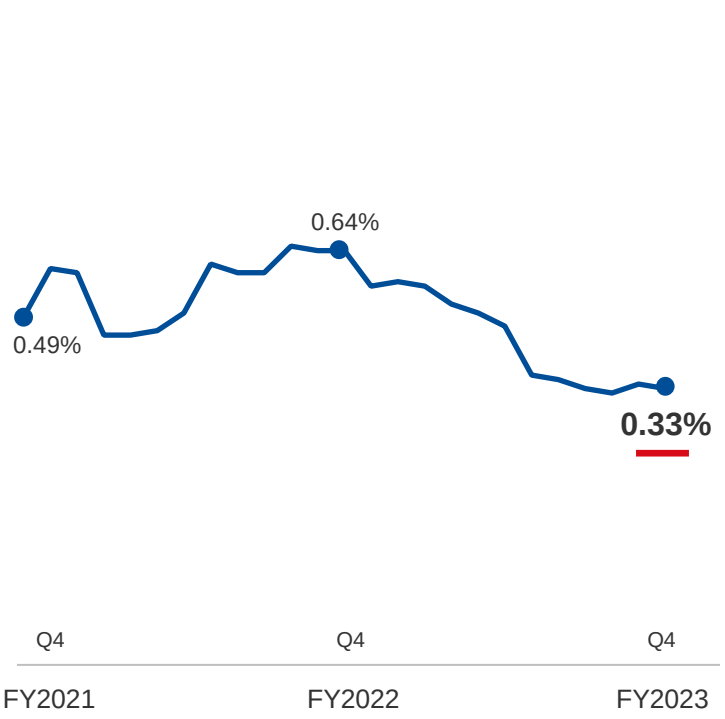
Bill One MRR



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



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



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

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Eight Business Overview

Net sales of the Eight Business was up 23.8% YoY, owing to steady growth of B2B services and solid growth of B2C services. The Group achieved profitability for the first time on a full-year basis due to profitability-focused operations on top of an increase in net sales.

	(millions of yen)	FY2022 Full-Year Results	FY2023 Full-Year Results	FY2023 YoY	(Reference) FY2023 Q4 Results	(Reference) FY2023 YoY
Eight Business	Net sales	2,867	3,548	+23.8%	1,267	+24.5%
	B2C services	303	347	+14.7%	92	+18.9%
	B2B services	2,563	3,200	+24.8%	1,175	+25.0%
	Adjusted operating profit	-170	314	–	321	+792.1%
	Number of Eight users (1)	3.31 million	3.72 Million	+0.41 Million		
	Number of Eight Team subscriptions	3,703 subscriptions	4,608 subscriptions	+24.4%		

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

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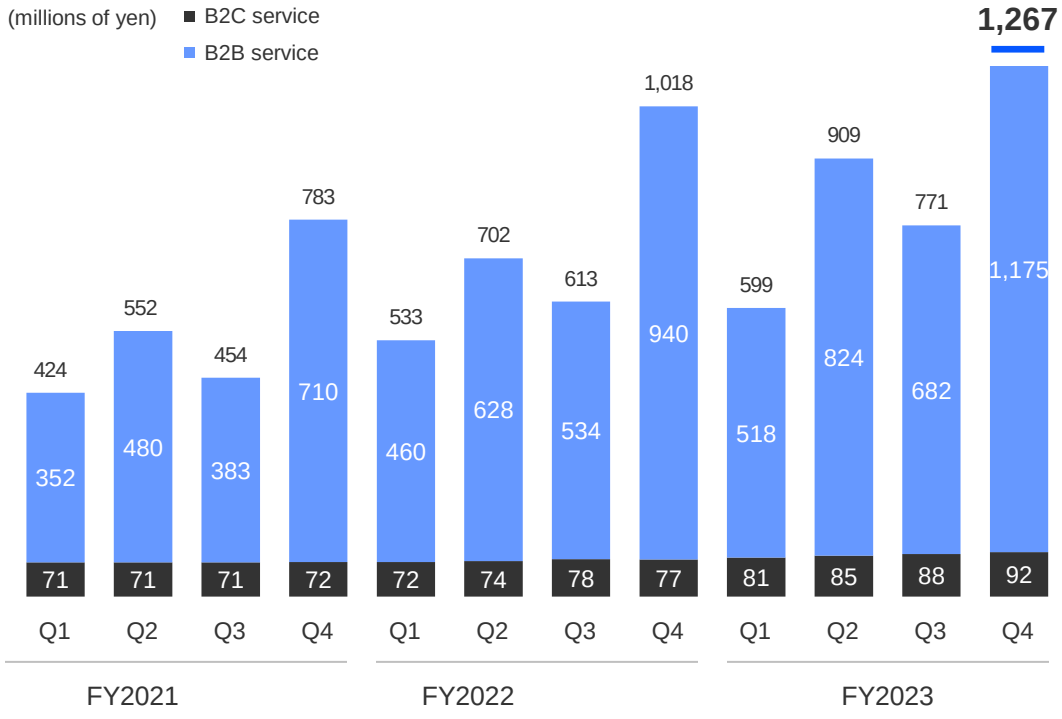
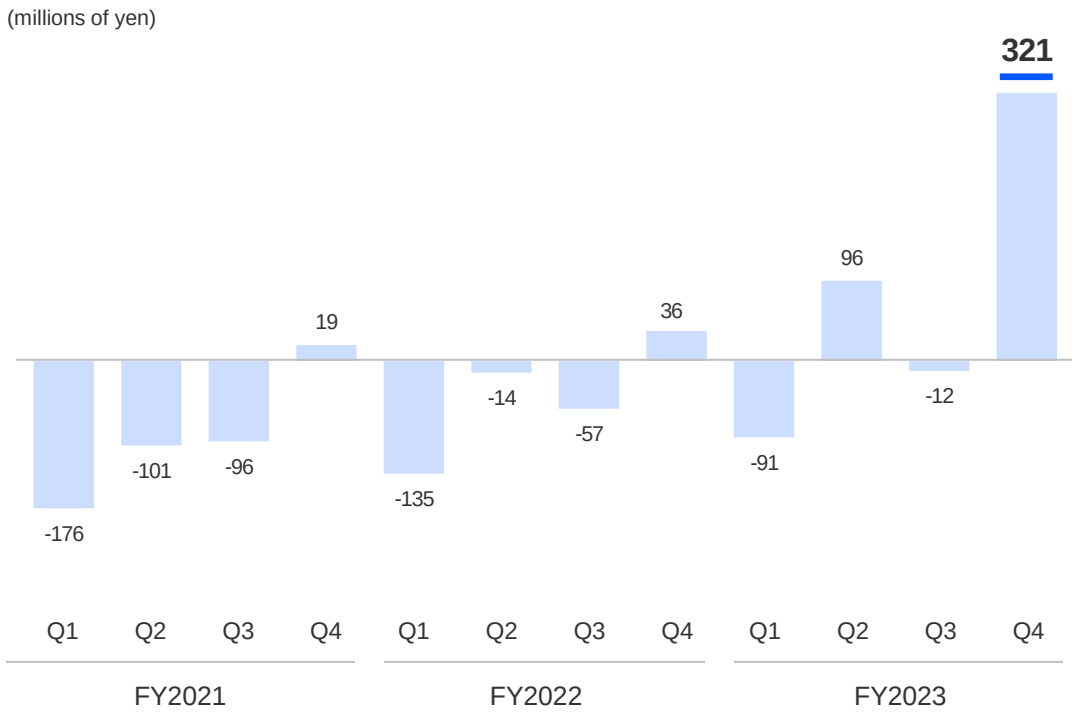
Eight Business: Net Sales and Adjusted Operating Profit

Sales tend to be higher in Q2 and Q4, when we hold large business events.
Profitability greatly improved in FY2023 Q4, driven by the steady growth of large business events.

Net Sales



Adjusted Operating Profit



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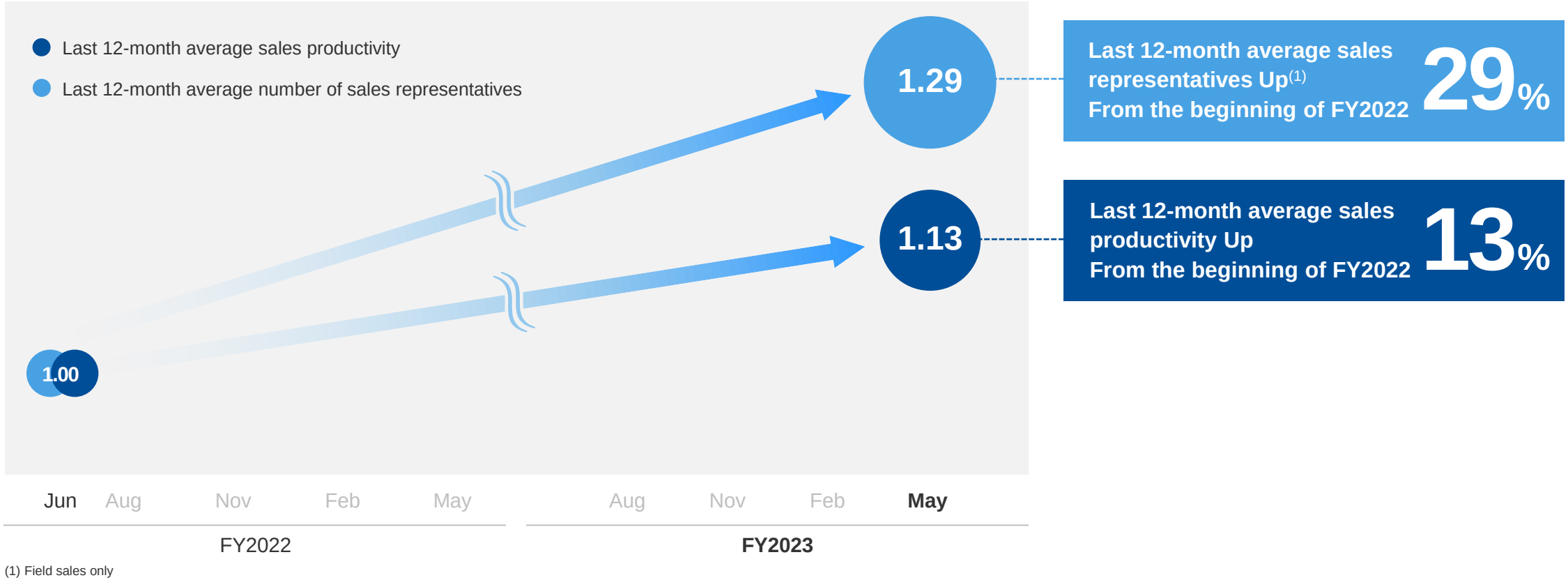
Sansan: Improvement in Sales Productivity

Sales productivity (order per field sales representative) improved ~13% from the beginning of FY2022. We recently strengthened the sales structure for sustainable sales growth, backed by the continuous improvement in sales productivity.

Last 12-Month Average Sales Productivity (Order per Sales Representative)



Last 12-month average sales representatives Up(1) From the beginning of FY2022 29%

Last 12-month average sales productivity Up From the beginning of FY2022 13%

(1) Field sales only

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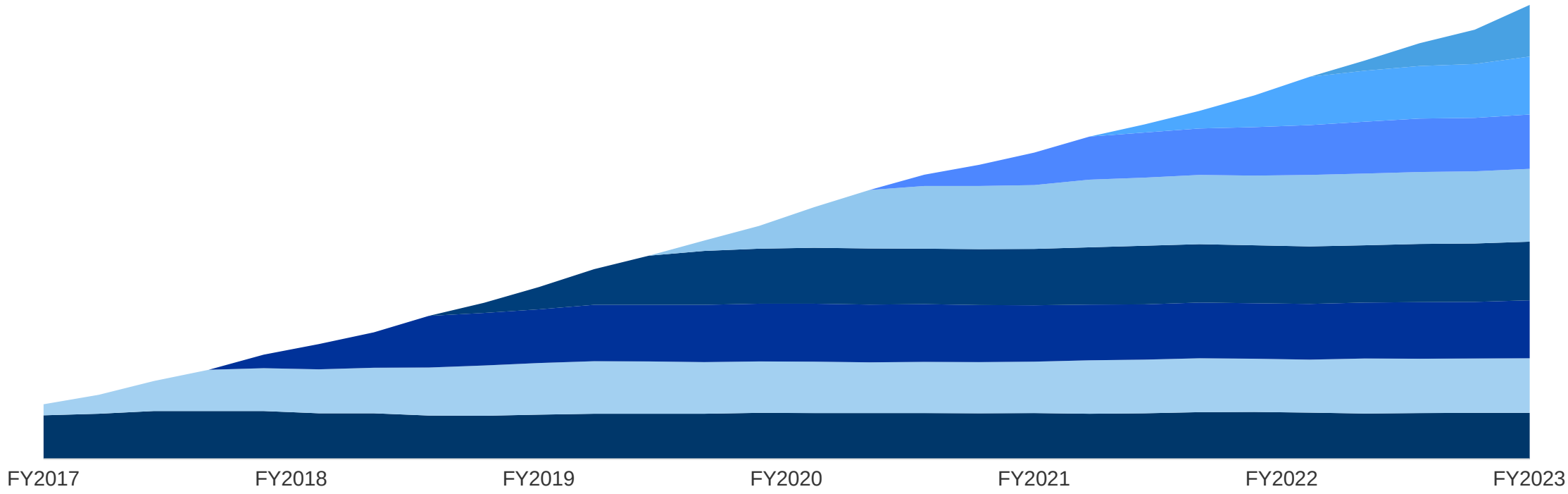
Sansan: Net Revenue Retention

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).

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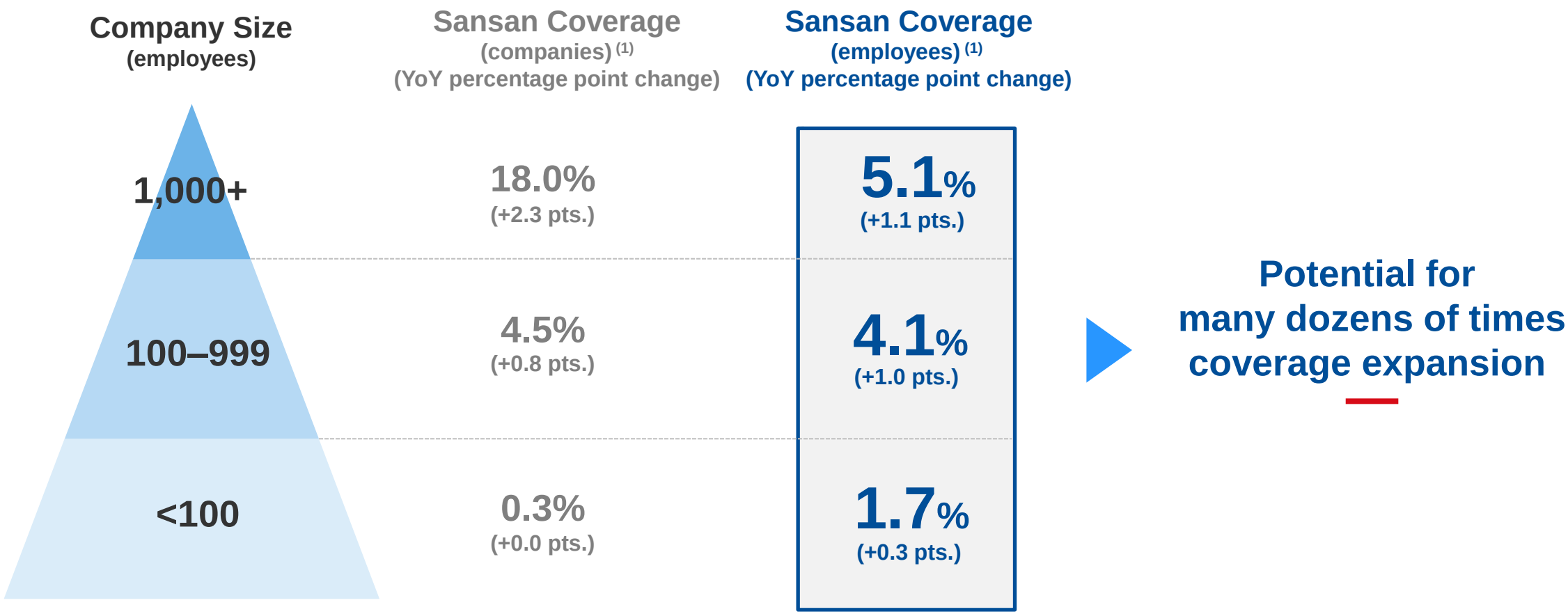
Sansan: Potential Market Size in Japan (TAM)

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



(1) Sansan coverage is calculated with the number of subscriptions and total number of IDs in Sansan for FY2022 Q4 end as the numerator and the number based on Economic Census for Business Activity in 2021 issued by the Statistics Bureau as the denominator.

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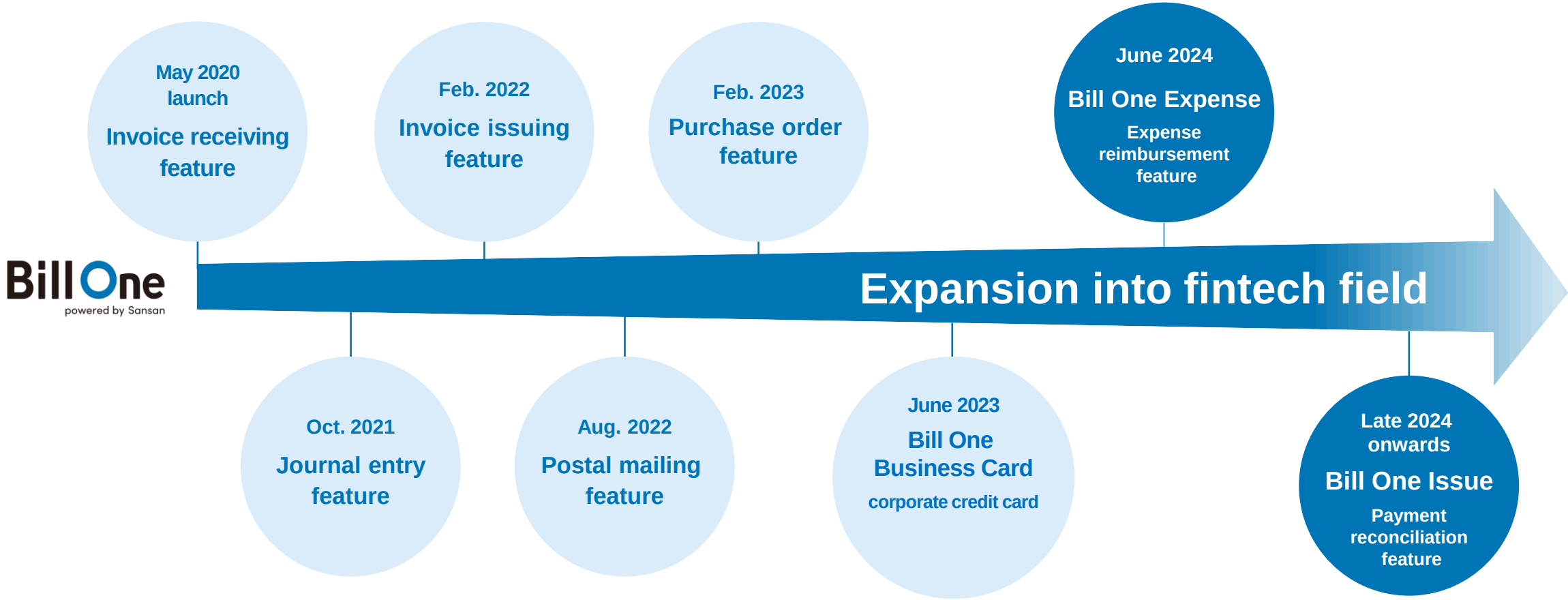
Bill One: Entry into New Business Field with Enhanced Features

To seek further business growth, we launched Bill One Issue, which can complete all the processes from invoice issuing to payment reconciliation, and Bill One Expense, which aims to eliminate reimbursed expenses through use of the Bill One Business Card



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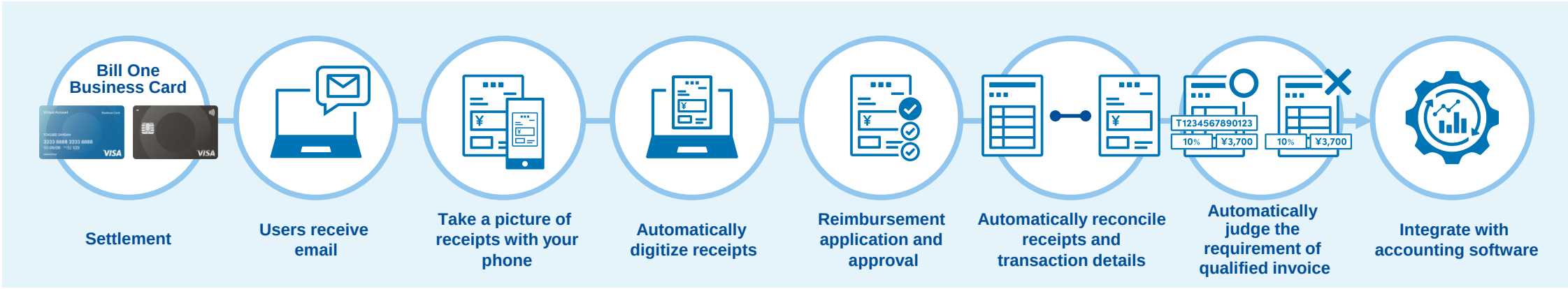
Bill One: Bill One Expense Outline

The introduction of the Bill One Business Card solves issues associated with expenses for reimbursement. It will reduce employees' financial burdens while achieving high efficiency in expense reimbursement operations and cost reduction. (1)

Expense reimbursement process

Credit card transactions → Receipt submission → Reimbursement input → Payment approval → Journal entry → Direct deposit



(i) Elimination or reduction of reimbursed expenses

It reduces various costs associated with cash usage, eliminates individual financial burdens, including cash advances, and mitigates the risk of improper expense utilization.

(ii) Online completion

It can complete all the required expense reimbursement processes, from receipt submission, payment approval, journal entry, to receipt storage.

(iii) Automation of compliance operations

It can automate the operations to comply with the Electronic Bookkeeping Act and the Invoicing system.

(1) Expense reimbursements can be handled in the same way as credit card payments.

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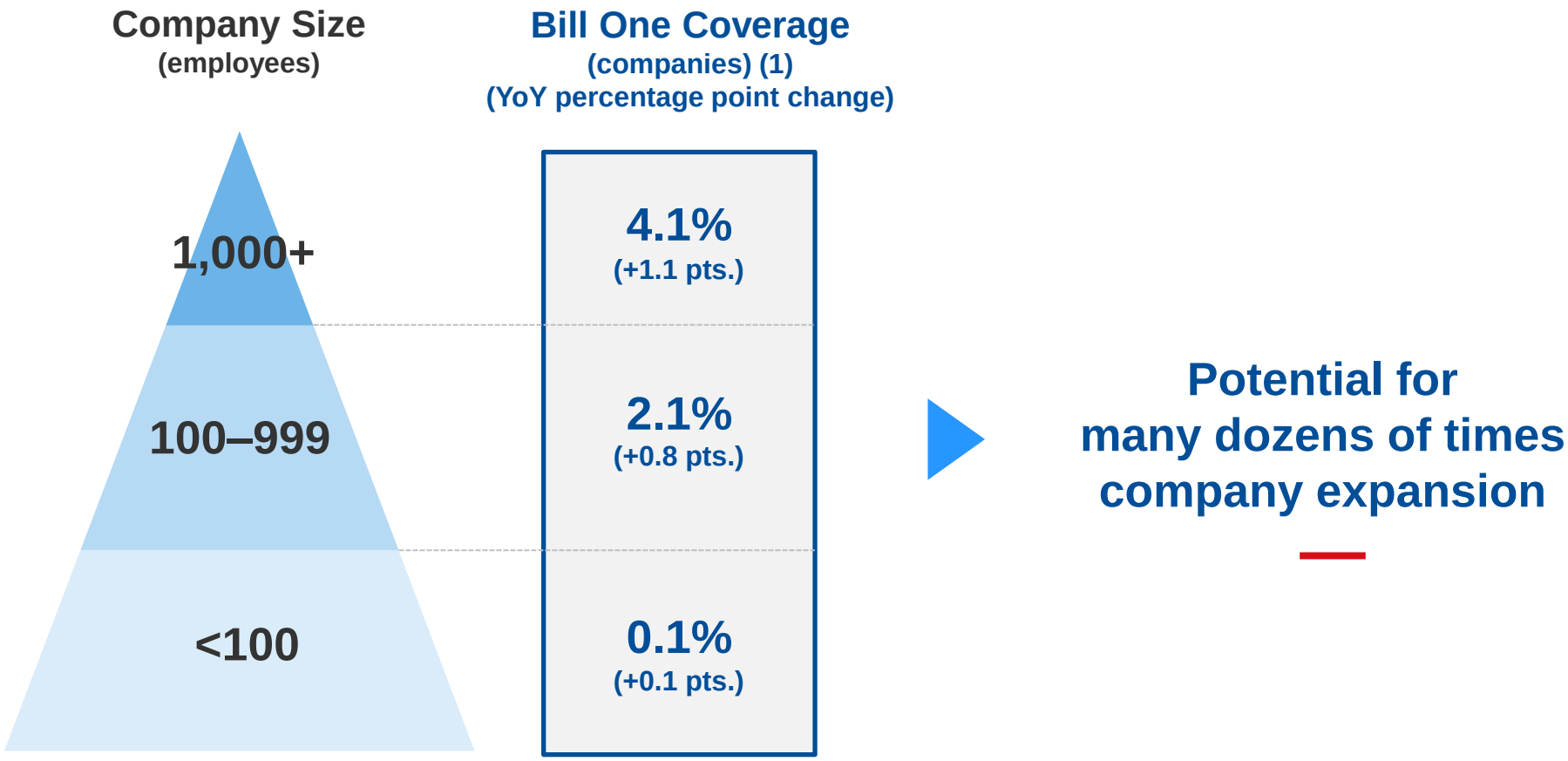
Bill One: Potential Market Size in Japan (TAM)

There is a large potential market, even in Japan. Aiming for sustainable high growth, centered on Bill One Receive while enhancing the service's value proposition.



Potential for many dozens of times company expansion

(1) Sansan coverage is calculated with the number of subscriptions and total number of IDs in Sansan for FY2022 Q4 end as the numerator and the number based on Economic Census for Business Activity in 2021 issued by the Statistics Bureau as the denominator.

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Full-Year Forecasts

Aim for the sales growth rate of 27.0%–30.0%.
Adjusted operating profit margin is expected to improve 2.0–5.0 pts YoY, with accelerating the pace of profit improvement.

	(millions of yen)	FY2023 Full-Year Results	FY2023 YoY	FY2024 (1) Full-Year Forecasts	FY2024 (1) YoY
Earnings Forecasts	Net Sales	33,878	+32.8%	43,026 to 44,042	+27.0% to +30.0%
	Sansan/Bill One Business	29,948	+33.0%	37,734 to 38,483	+26.0% to +28.5%
	Sansan	22,889	+15.6%	26,552 to 26,781	+16.0% to +17.0%
	Bill One	6,168	+155.5%	9,870 to 10,486	+60.0% to +70.0%
	Eight Business	3,548	+23.8%	4,683 to 4,896	+32.0% to +38.0%
	Adjusted Operating Profit	1,709	+81.5%	3,012 to 4,404	+76.2% to +157.6%
	Adjusted Operating Profit Margin	5.0%	+1.3 pts.	7.0% to 10.0%	+2.0 pts. to +5.0 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.

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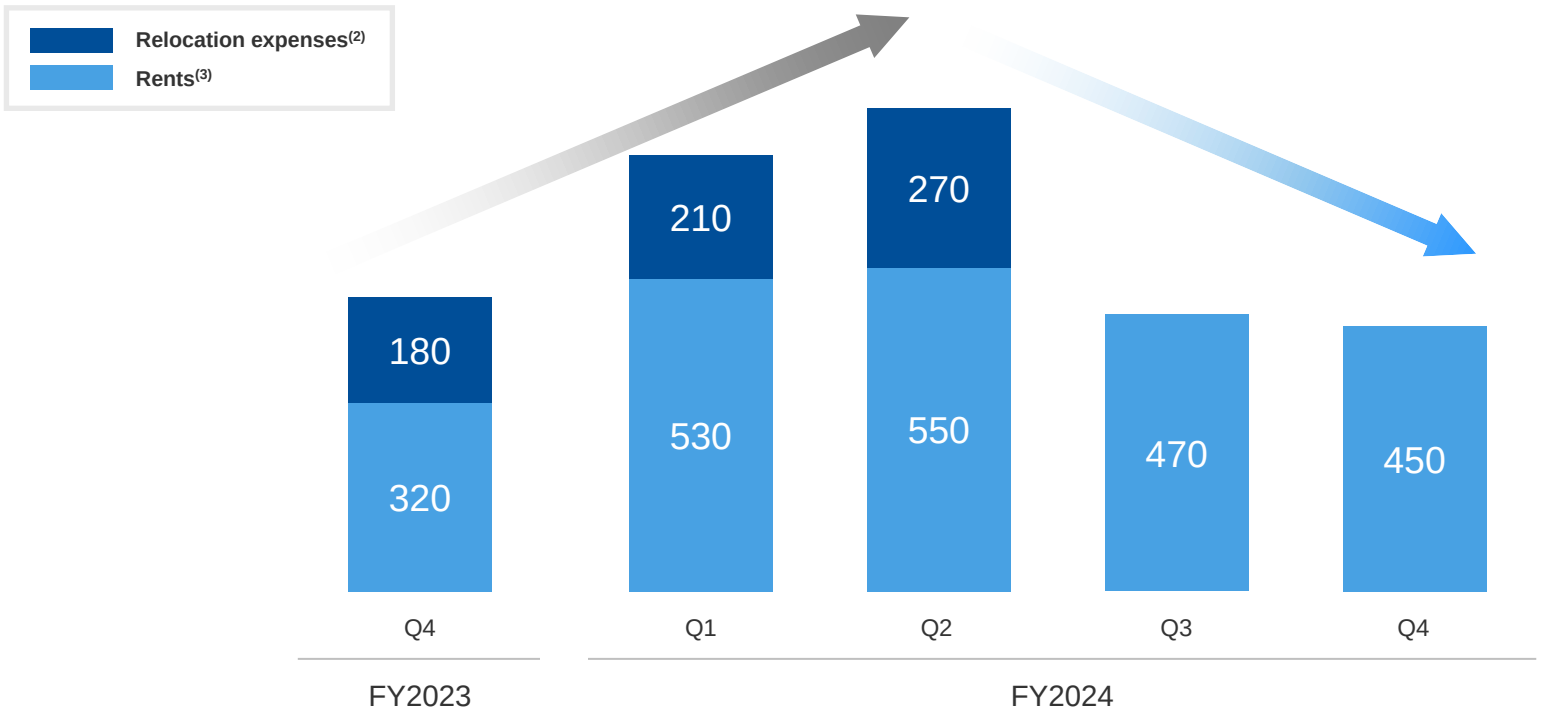
Major Cost Forecasts

We estimate increases in personnel expenses (1) and advertising expenses as two major SG&A items by 29% and 16%, respectively, in addition to a rise in rents and one-off relocation expenses due to the head office relocation.

Rents and Relocation Expenses

(millions of yen)



(1) Combined cost of employee salaries, benefits, and legal welfare expenses
(2) One-off expenses for relocating the head office (consisting of accelerated depreciation expense, repair expense, etc., at the current head office).
(3) Rent for all offices.

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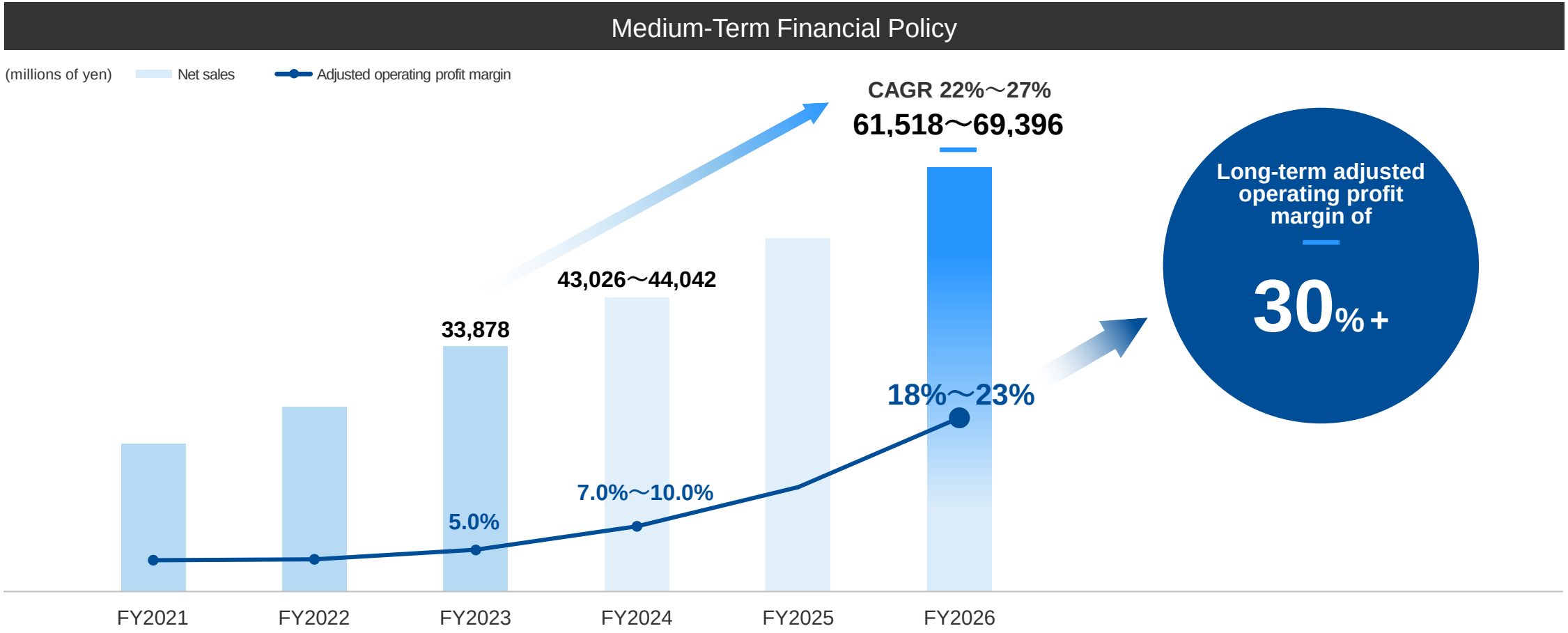
Medium-Term Financial Policy

Aim for a three-year compound annual growth rate (CAGR) of consolidated net sales to be 22% to 27% through FY2026.
Adjusted operating profit margin for FY2026 is expected to be 18% to 23%.



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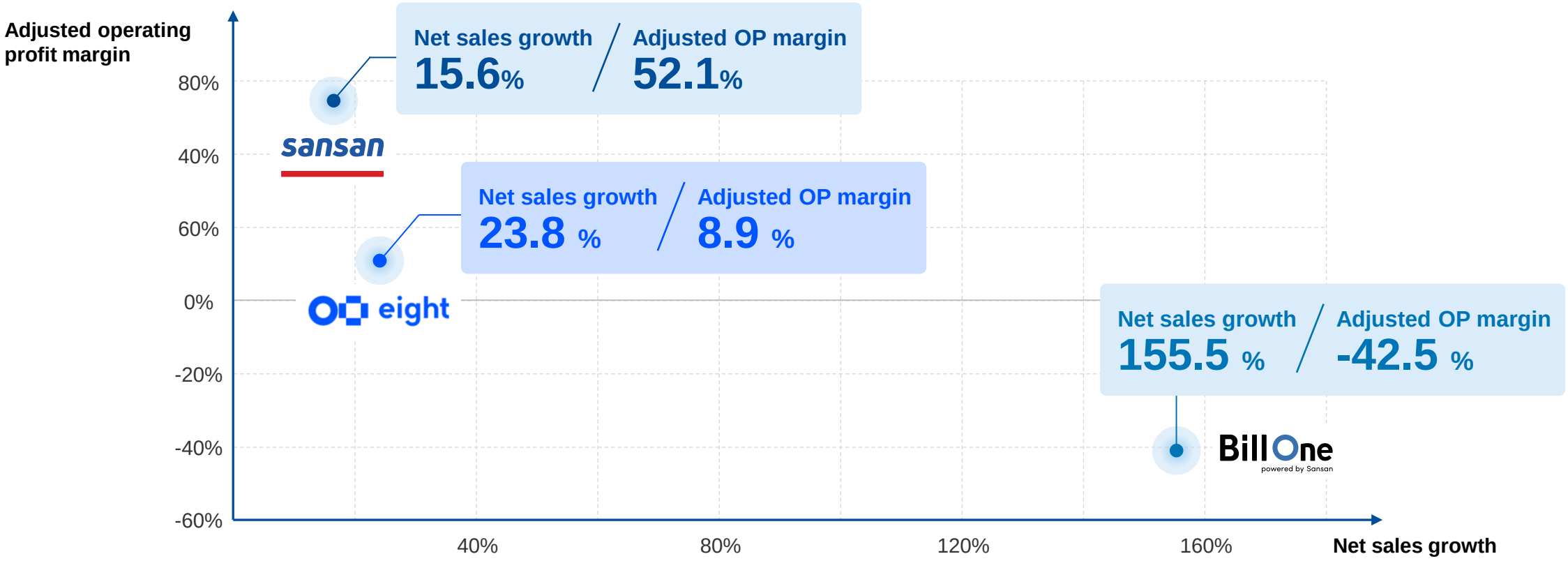
Current Business Portfolio

As the current business portfolio comprises businesses in different development phases in terms of net sales growth and adjusted operating profit margin, we allocate a portion of cash generated stably by Sansan to Bill One, a high-growth business.

Net Sales Growth and Adjusted Operating Profit Margin (1)



(1) Financial Results for FY2023. Adjusted operating profit is before allocation of corporate expenses.

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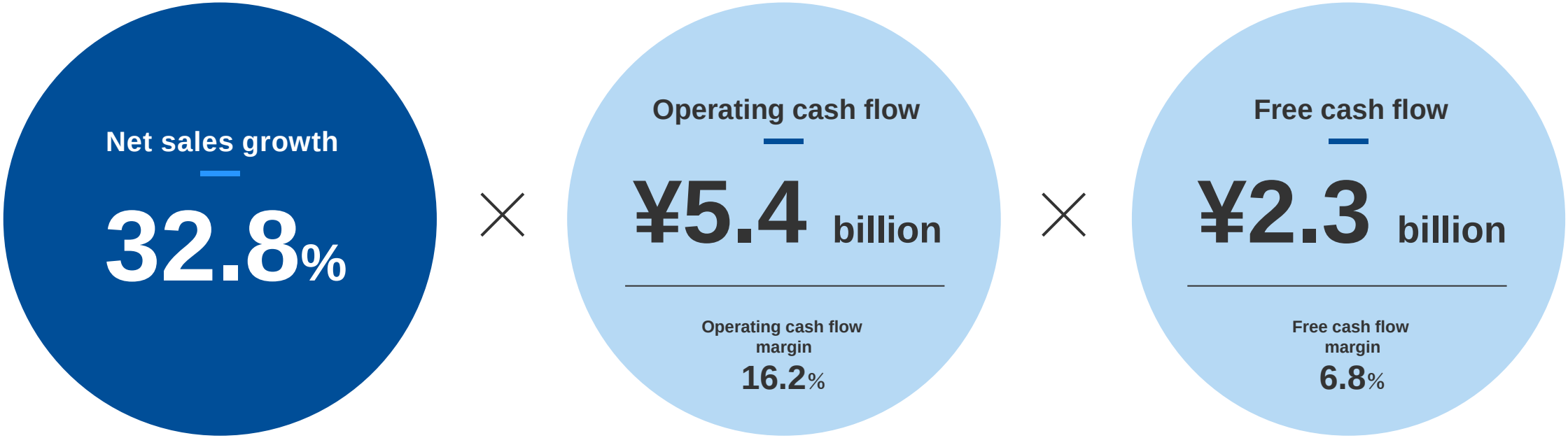
Generation of Cash Flows

In FY2024, we generated significant cash flow while accelerating the sales growth rate.
Going forward, we expect to secure stable cash flow in line with the medium-term financial policy.



Excluding the expenditure for security deposit for the head office relocation, free cash flow was ¥4.2 billion

(Free cash flow margin : 12.6%)

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Acquisition of Treasury Shares

Resolved to purchase treasury shares as part of shareholder returns, considering financial conditions, stock price trends, and the share dilution rate through the exercise of stock options.
Plans to continue considering flexible share buybacks, with stock market trends and financial conditions in mind.

Overview of Treasury Share Repurchase	
Reason for repurchase	Implemented as part of shareholder returns, considering current financial conditions, medium- to long-term financial policy, recent stock price trends, and rate of share dilution resulting from stock options.
Class of stock subject to repurchase	Common shares of the Company
Type of shares to be repurchased	200,000 shares (upper limit) (ratio to the total number of shares issued [excl. treasury shares]: 0.16%)
Total repurchase cost	¥300 million (upper limit)
Repurchase period	July 12, 2024 to August 31, 2024
Repurchase method	Open market purchase on the Tokyo Stock Exchange

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Appendix

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Sansan Group Overview

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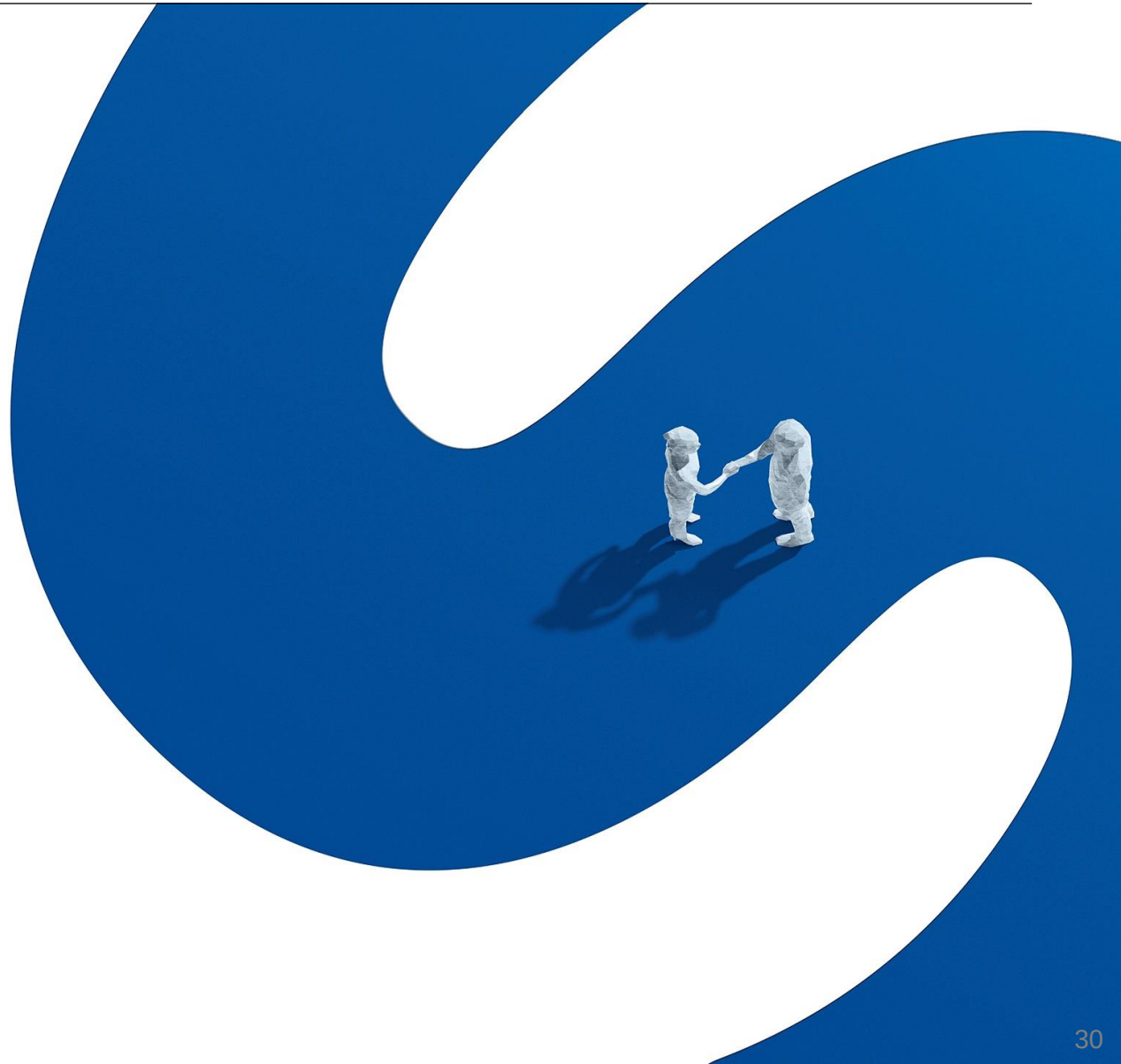
Mission and Vision



Mission

Turning encounters into innovation

Vision

Become business infrastructure

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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 sales DX 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–present

Diversifying Business Fields and Services

FY2019

Listed on Mothers Section of Tokyo Stock Exchange
Began offering Bill One cloud-based invoice management solution

FY2020

Changed listing market to First Section of Tokyo Stock Exchange

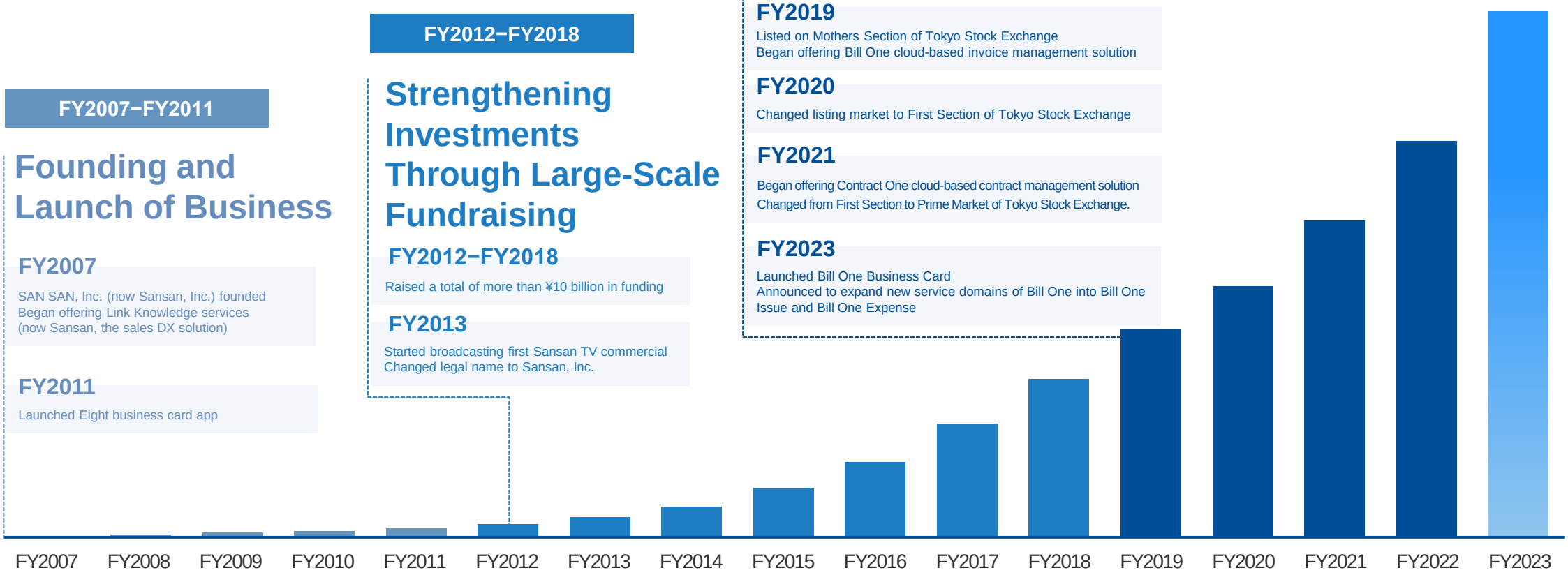
FY2021

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

FY2023

Launched Bill One Business Card
Announced to expand new service domains of Bill One into Bill One Issue and Bill One Expense

FY2023 Net sales ¥33,878 mn



(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).

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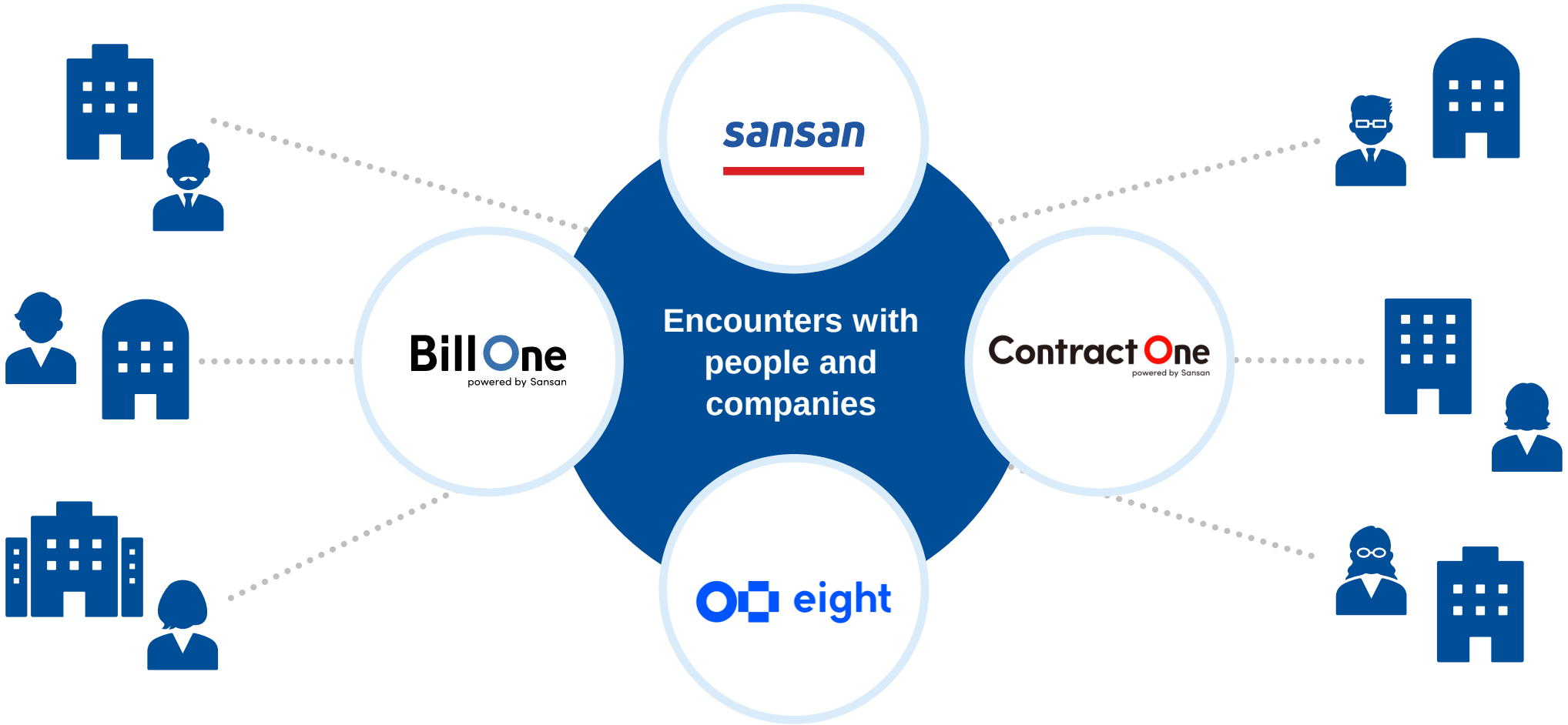
Digitally Transform How You Work

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



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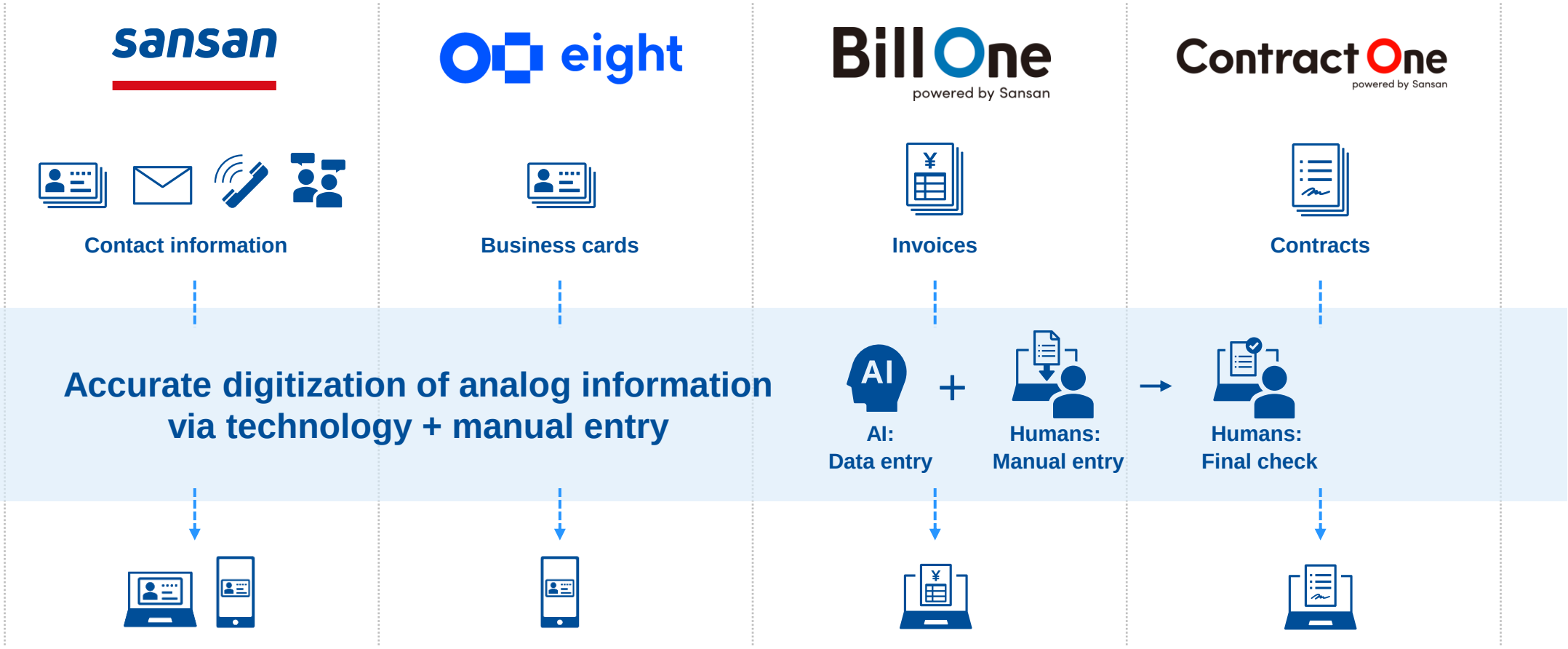
SaaS Focused on Analog-to-Digital

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.



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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, 68%; Bill One, 18%; and Eight: 10%.

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Overview of Reportable Segments

The Sansan Group comprises two reportable segments [1].

		Percentage of consolidated net sales [2]	Main services	
Sansan/ Bill One Business	Sansan	68%	sansan	The sales DX solution
	Bill One	18%	Bill One powered by Sansan	Cloud-based invoice management solution
	Others	3%	Contract One powered by Sansan	The contract database
			CREATIVE SURVEY	Multi-channel form
Eight Business	B2C solutions	1%	eight	B2C business card management
	B2B solutions	9%	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) and costs not allocated to segments are recorded in “Adjustments.”
(2) FY2023 full-year results

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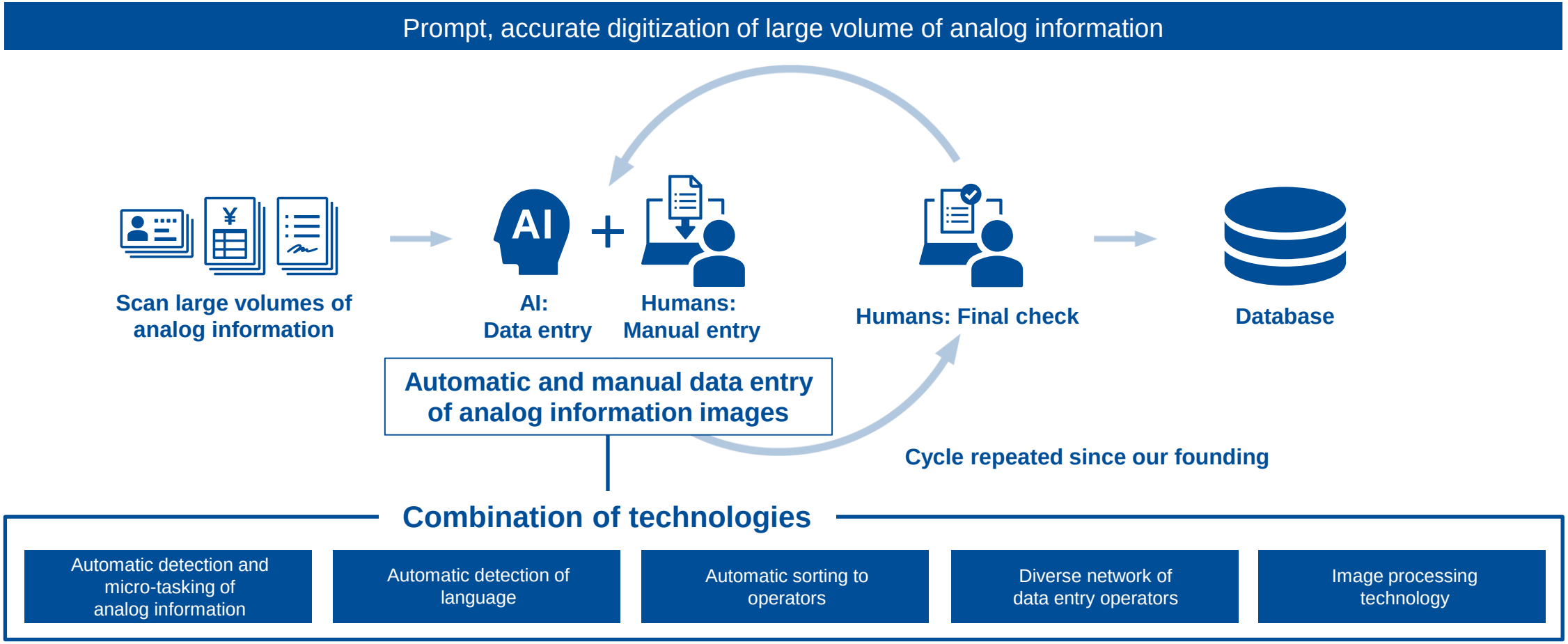
Operation and Technologies for Digitizing Analog Information

Establishment of analog information digitization operation structure unsurpassed by competitors.



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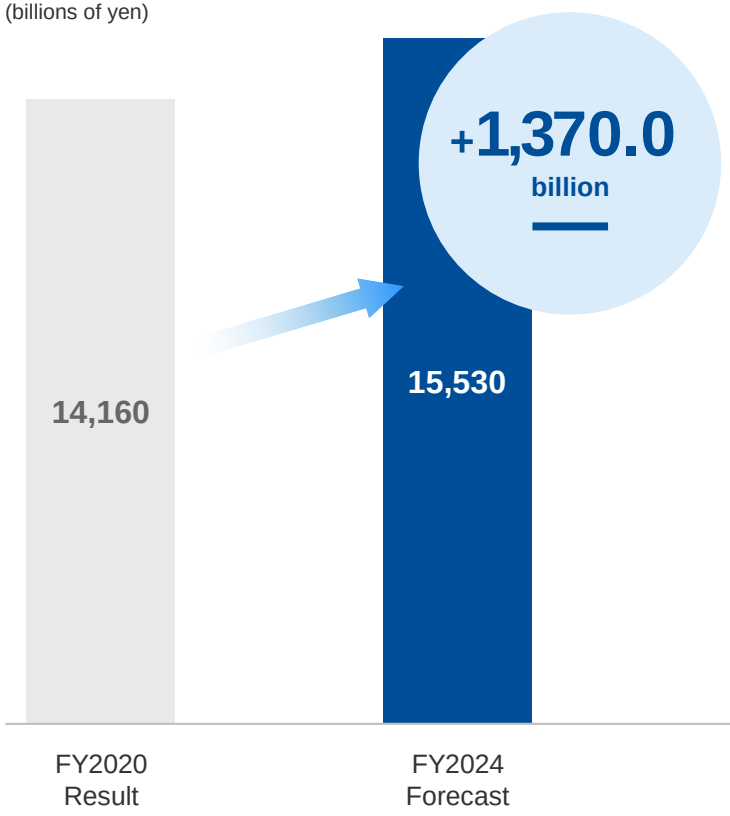
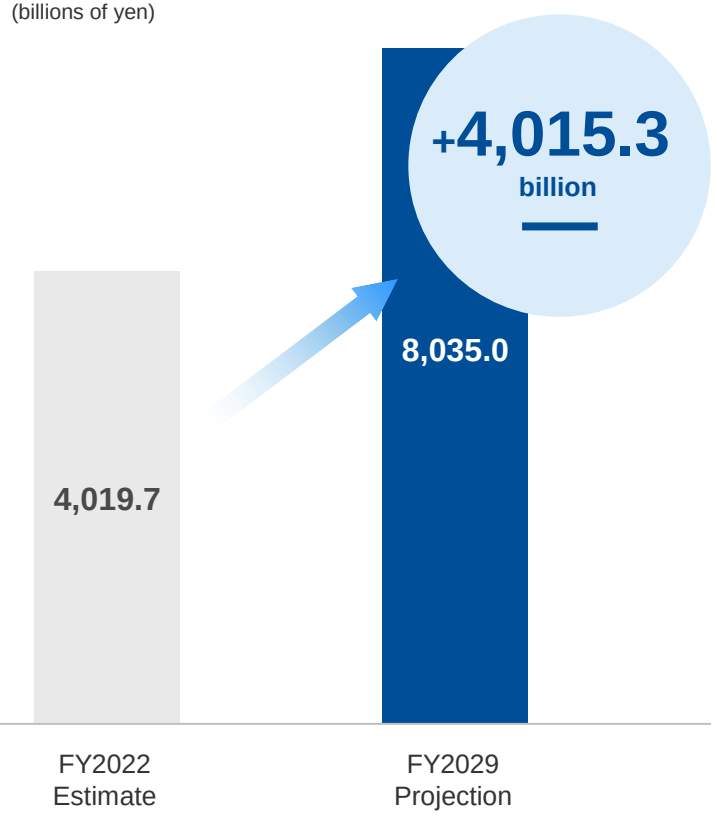
Market Environment as a Tailwind

Digital transformation is boosting the need for cloud-based solutions.

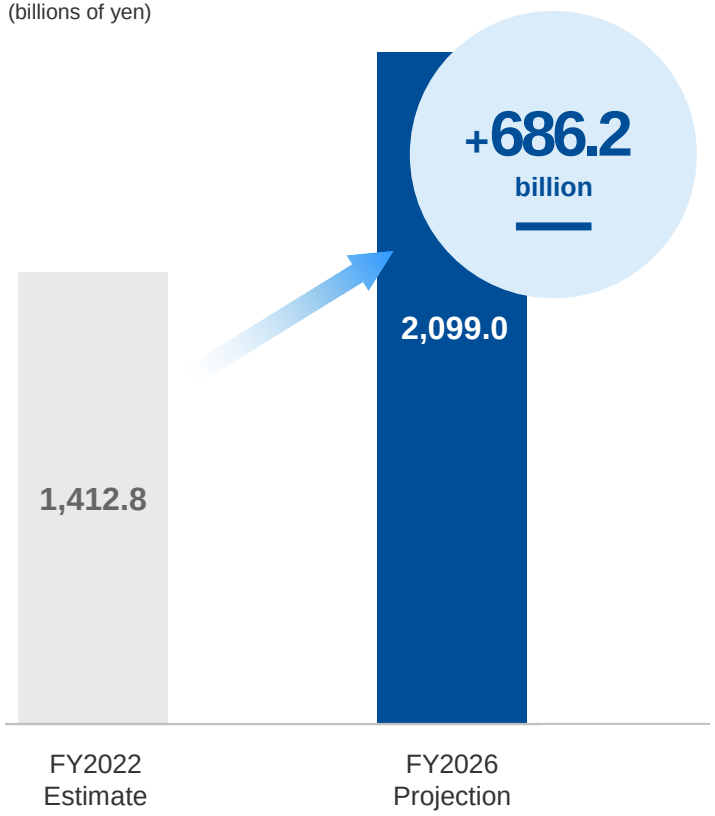
Domestic Private IT Market Size (1)



Digital Transformation Market Size (2)



SaaS Market Size in Japan (3)



(1) Based on 2023 IT Investment by Japanese Companies: Facts and Forecasts, Yano Research Institute Ltd.
(2) Based on Market Edition and Companies Edition of 2024 Outlook of the Digital Transformation Market by Fuji Chimera Research Institute.
(3) Based on 2023 New Software Business Markets by Fuji Chimera Research Institute.

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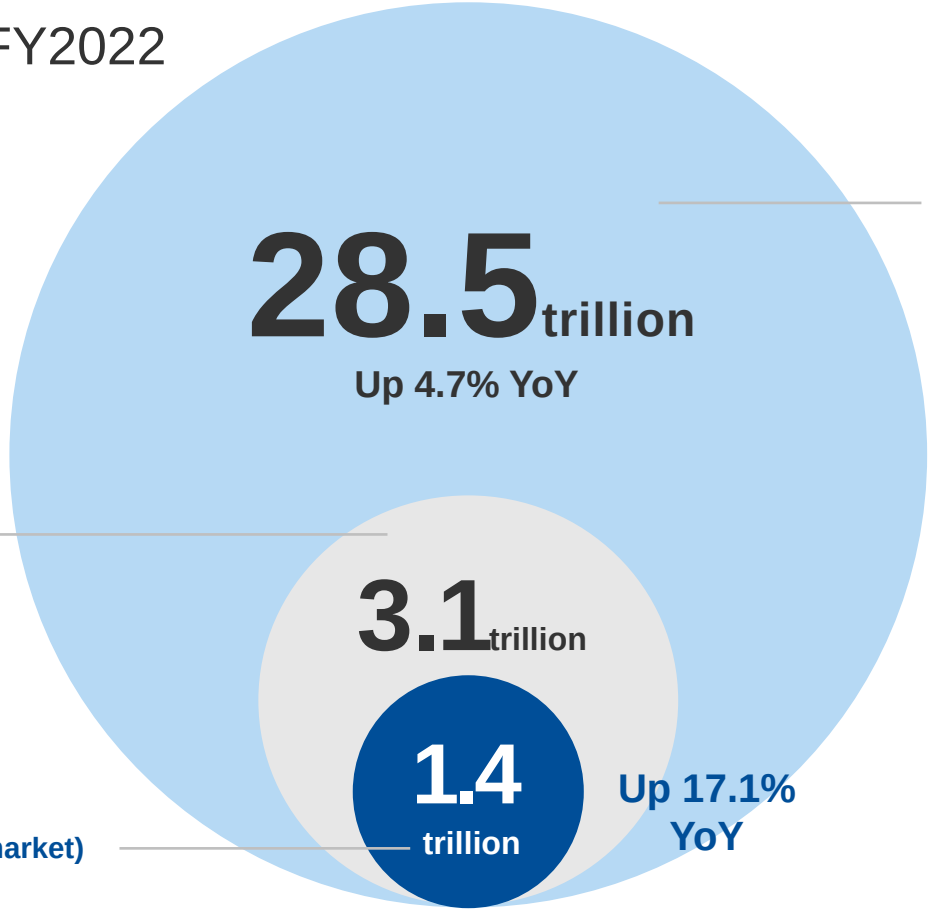
Domestic SaaS Market Potential

Japan's SaaS share of the IT spending market is expected to expand considerably.

Projected market size for FY2022



Japan enterprise IT spending market (1)

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)

(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

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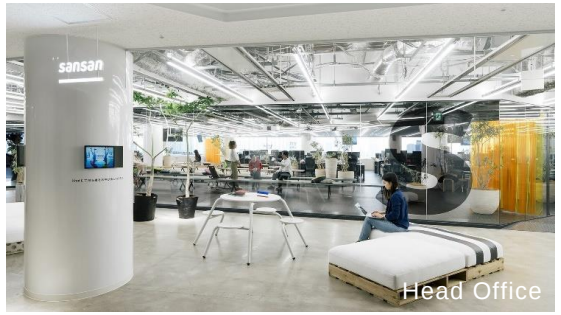
Company Overview (1)

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) Sansan Global (Thailand) Co., Ltd. (Thailand) logmi, Inc. Diamond Corporate Data Services, Inc. CREATIVE SURVEY INC. Institute of Language Understanding Inc.
Representative	Chika Terada
Employees	1,899
Share capital	¥6,774 million
Net sales	¥33,878 million (FY2023)
Classification by shareholder type	Individuals and others: 21.49%; Foreign financial institutions and others: 39.12%; Domestic financial institutions: 12.99%; Other domestic corporations: 26.14%; Securities firms: 0.25% (as of May 31, 2024)



Head Office


Kamiyama Lab, Tokushima

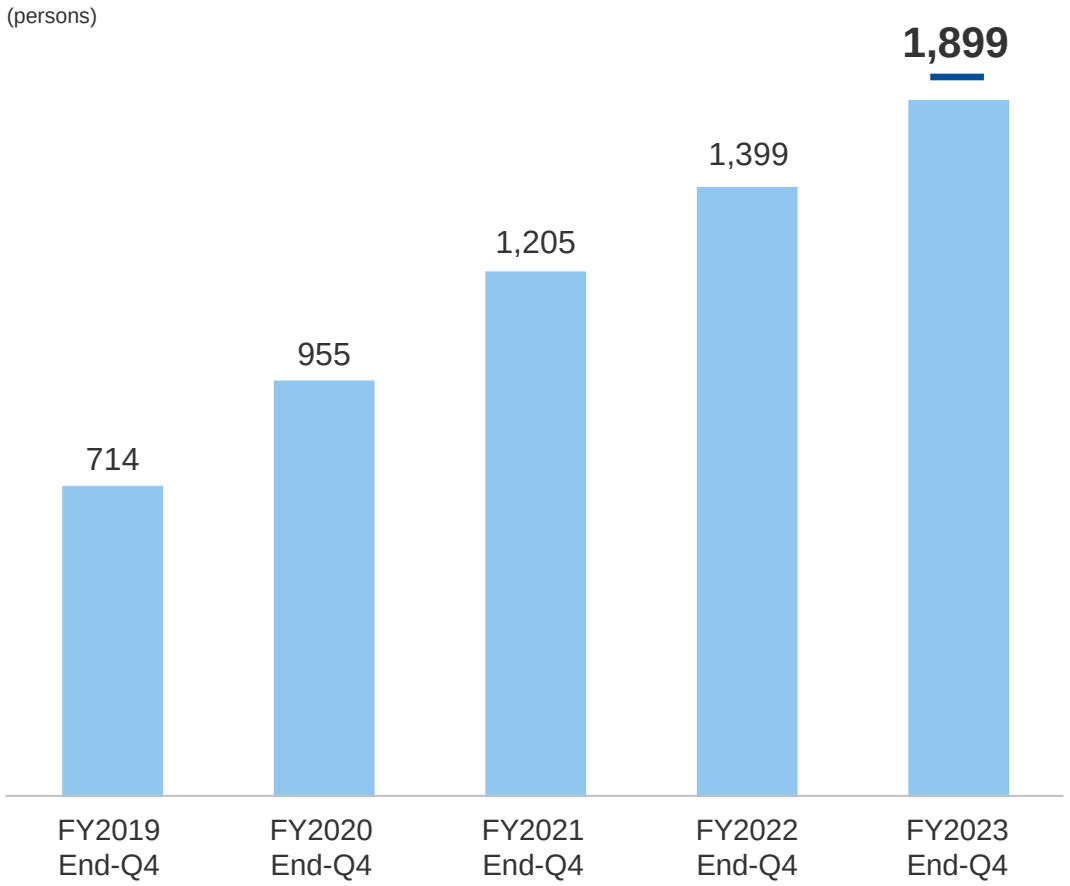

Sansan Innovation Lab, Kyoto

(1) As of May 31, 2024

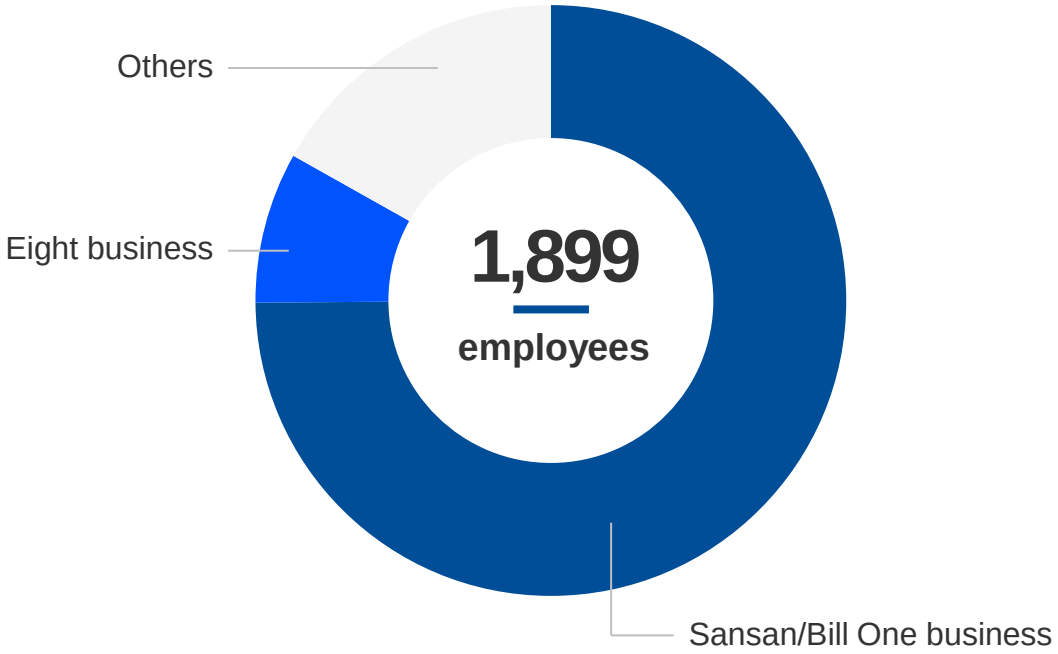
© Sansan, Inc.

About Employees

Employees (Consolidated)



Breakdown by Organization (1)

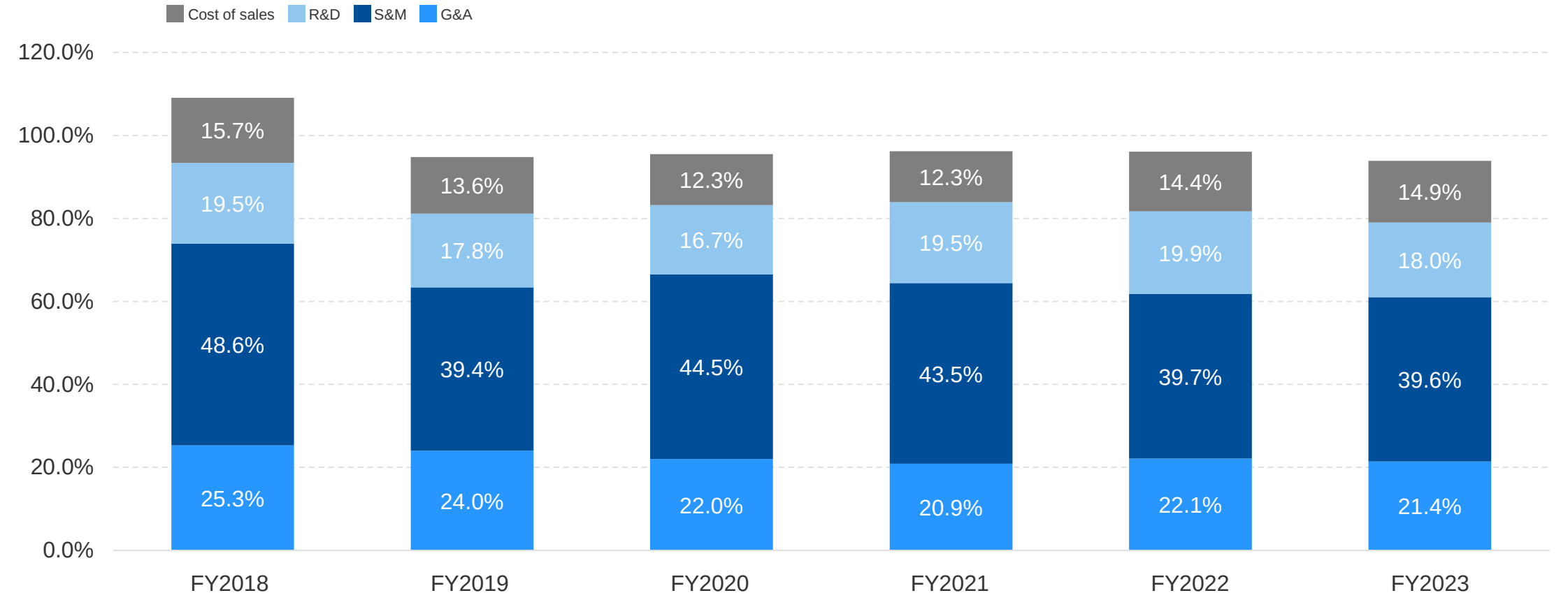


(1) As of February 29, 2024

© Sansan, Inc.

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)

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Breakdown of Expenses in Adjustments (1)

	(millions of yen)	FY2022 Full-Year Results	FY2023 Full-Year Results	FY2023 YoY	(Reference) FY2023 Q4 Results	(Reference) FY2023 YoY
Breakdown of expenses in adjustments	Advertising expenses	70	90	+28.0%	40	+82.1%
	Personnel expenses	1,348	1,816	+34.7%	449	+25.6%
	Server and PC expenses	573	804	+40.2%	248	+50.9%
	Rent	1,004	1,075	+7.1%	308	+15.9%
	Recruiting expenses	267	379	+41.9%	119	+53.7%
	Others	2,591	3,034	+17.1%	929	+21.4%
	Personnel-related expenses	756	986	+30.3%	290	+33.2%
	Office-related expenses	768	829	+7.8%	331	+59.6%
	Others	1,065	1,219	+14.4%	307	-9.5%
	Total	**5,856**	**7,201**	**+23.0%**	**2,095**	**+26.7%**

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

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Change in Method for Calculating Segment Profit

Corporate expenses previously not attributable to each segment will be allocated to each segment from FY2024.

Current

(millions of yen)

Adjusted operating profit	FY2023 Current calculation Full-year result
Consolidated	1,709
Sansan/Bill One Business	8,675
Eight Business	314
Others	-79
Adjustments	**-7,201**

New

Adjusted operating profit	FY2023 (Reference) New calculation Full-year results
Consolidated	1,709
Sansan/Bill One Business	2,552
Eight Business	-464
Others	-79
Adjustments	**0**

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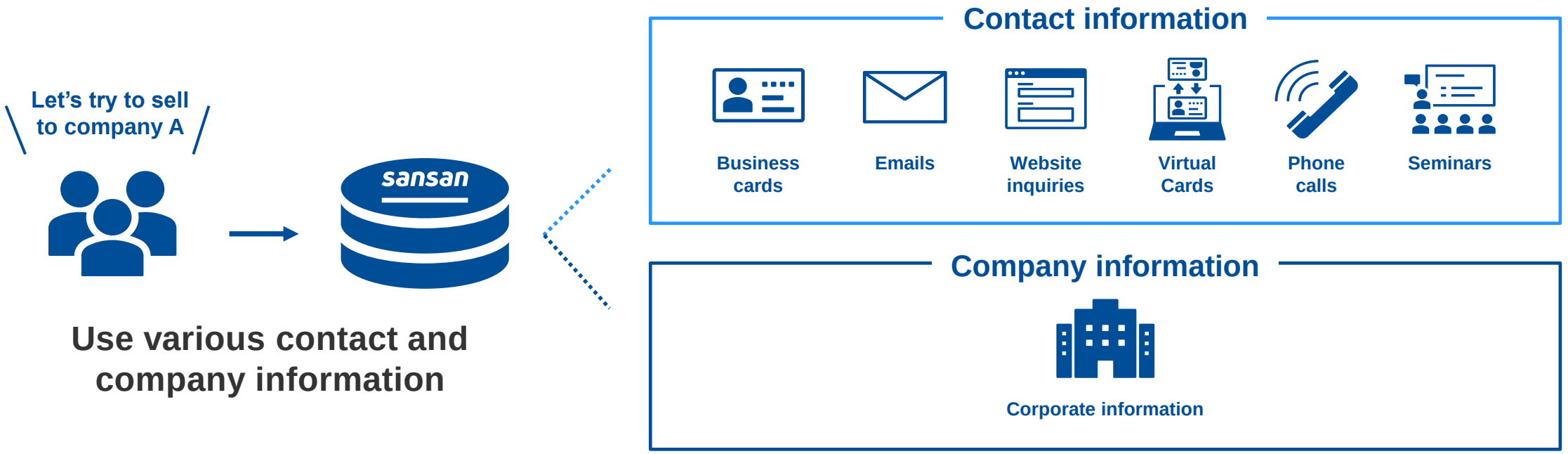
Sansan/Bill One Business

© Sansan, Inc.

Sansan: Service Outline

Improving productivity and strengthening the sales force by using various contact and company information.



Resolve Issues in Sales Activities

Missing sales opportunities because of lack of correct customer information



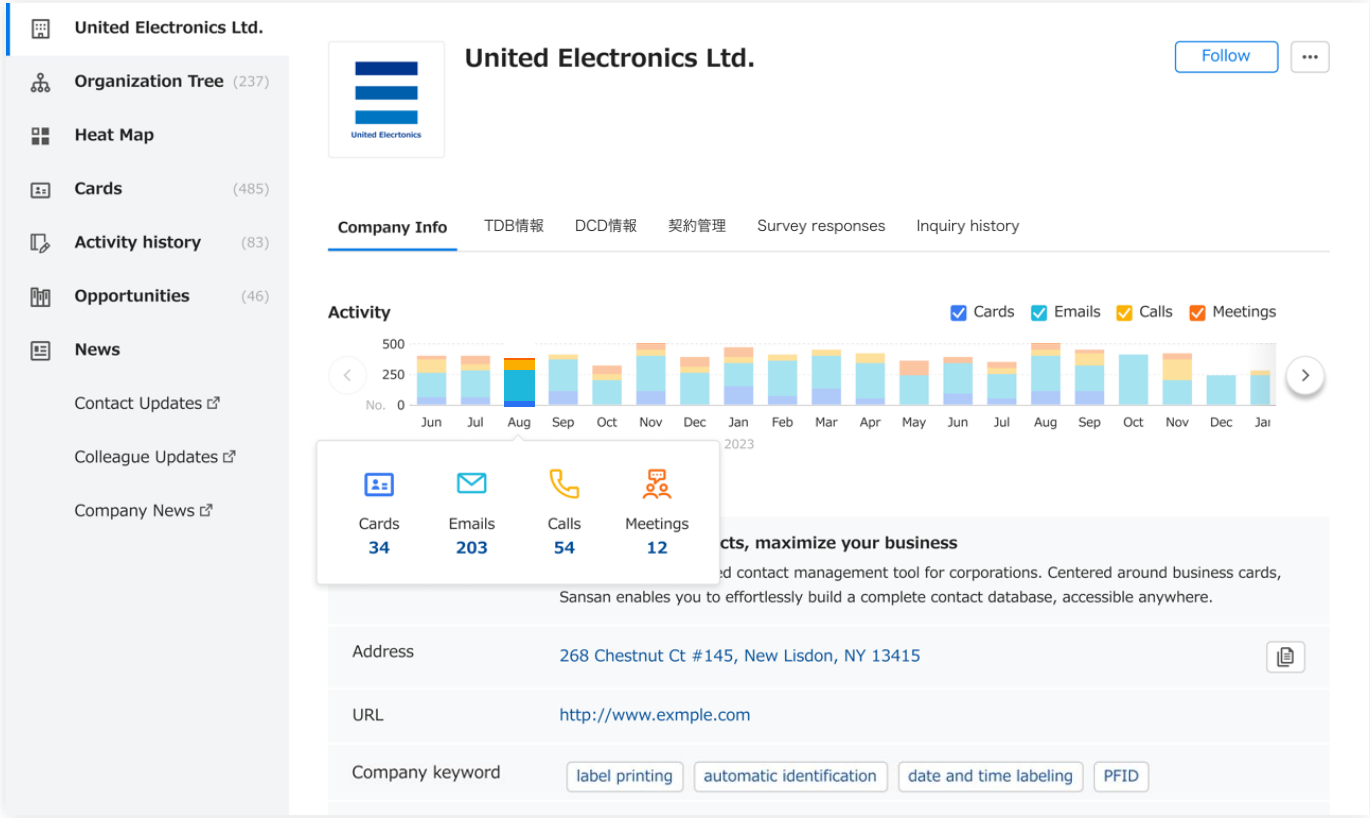
Inefficiencies from analog work



© Sansan, Inc.

Sansan: Integrating a Range of Corporate Data

Company Details

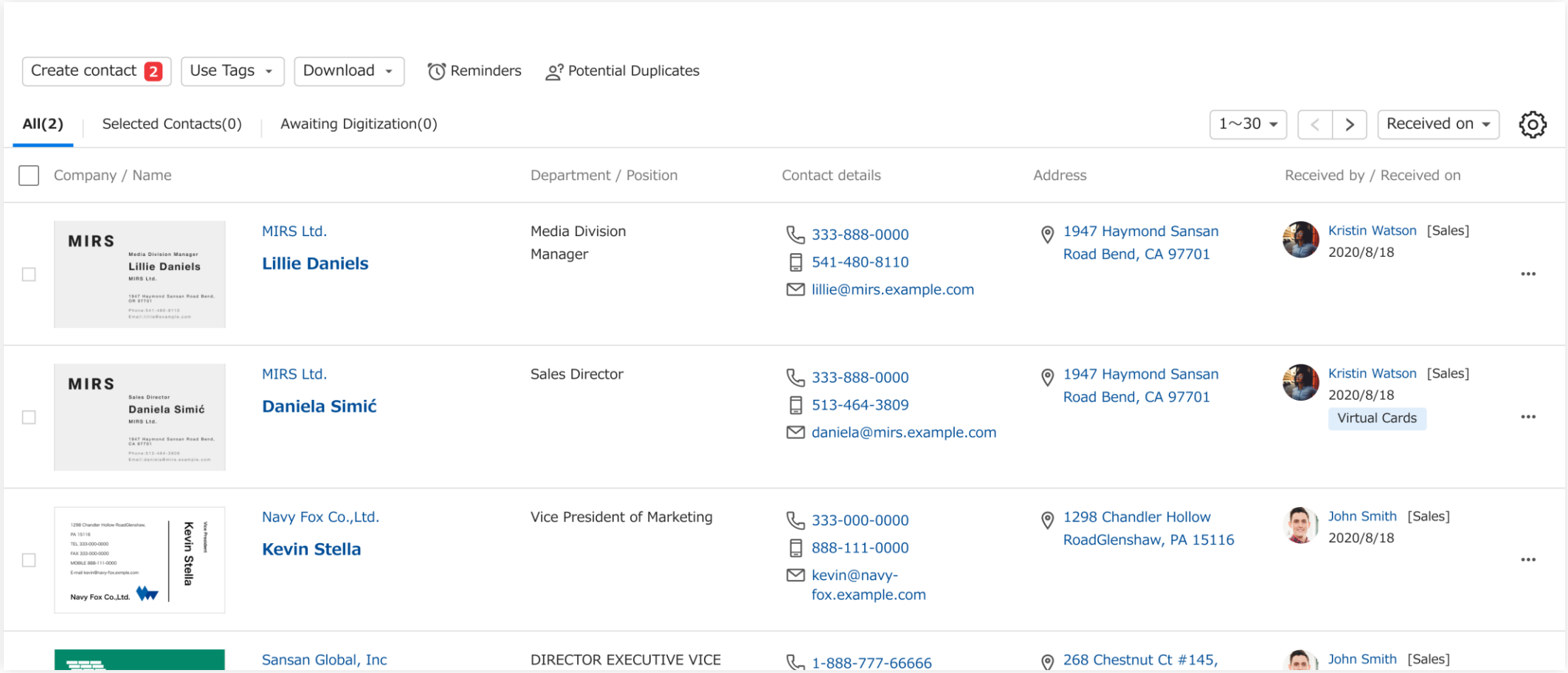


© Sansan, Inc.

Sansan/Bill One Business

Sansan: Digitizing Contact Information to Visualize Internal Human Networks

Contact Management



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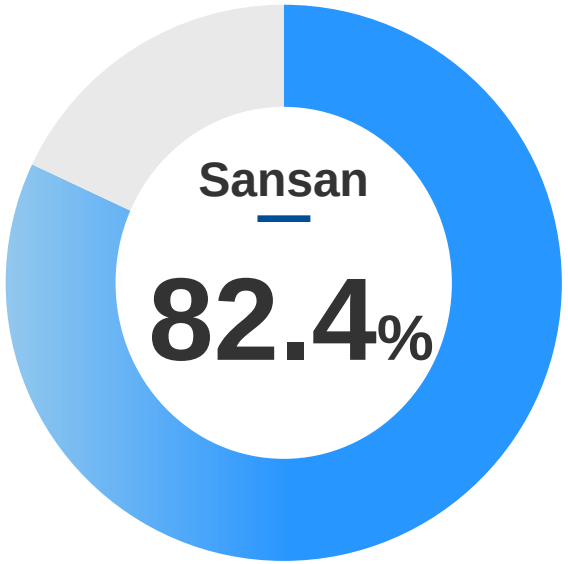
Sansan: Overwhelming Market Share and Solid Customer Base

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 2022 (1)



Strong Sales Organization and Solid Customer Base

SaaS expertise cultivated
over 16 years since our founding

METI (Ministry of Economy, Trade and Industry) / MIZUHO / NOMURA / SBI GROUP
Marubeni / MITSUI & CO. / ITOCHU / NIPPON EXPRESS
TOYOTA / DENSO / Panasonic / AGC
SoftBank / NTT / FUJITSU / NEC (Orchestrating a brighter world)
KIRIN / KOBELCO / TEPCO / dentsu

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

© Sansan, Inc.

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 number of business cards digitized)	At start or renewal of contract

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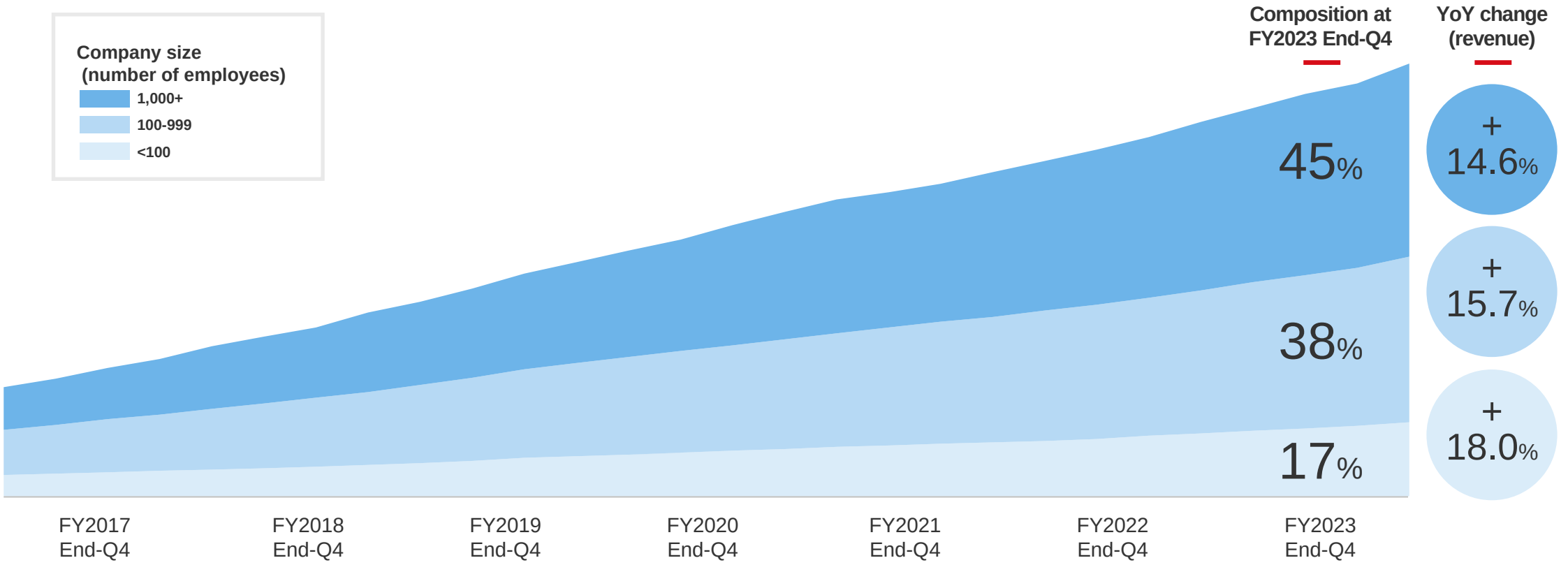
Sansan: Sales Composition by Customer Size (Recurring Sales)

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

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

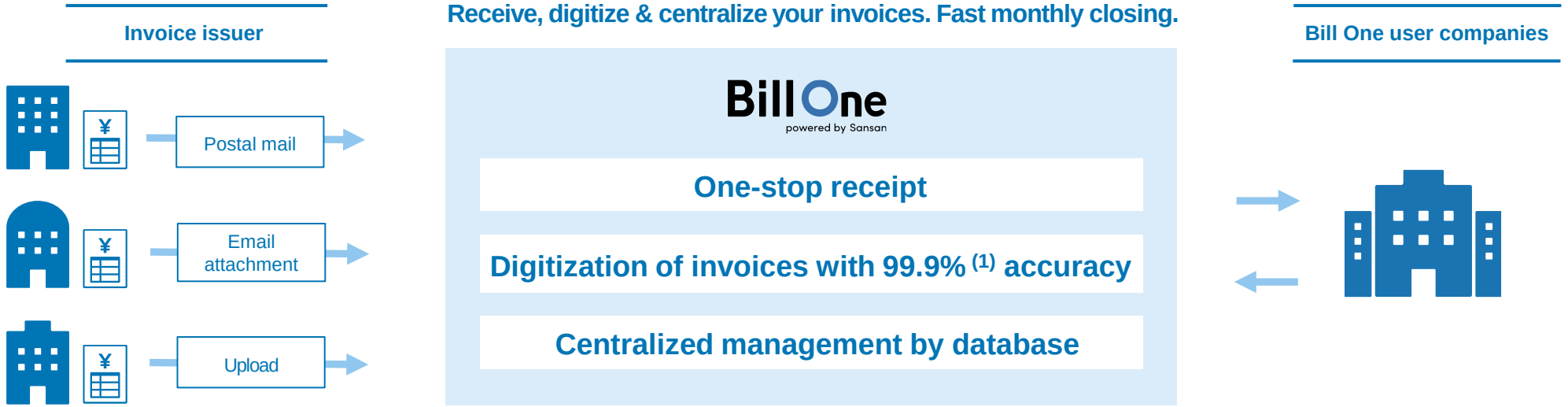


(1) Prepared based on Bill One MRR (unaudited).

© Sansan, Inc.

Bill One: Service Outline

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



Resolves 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

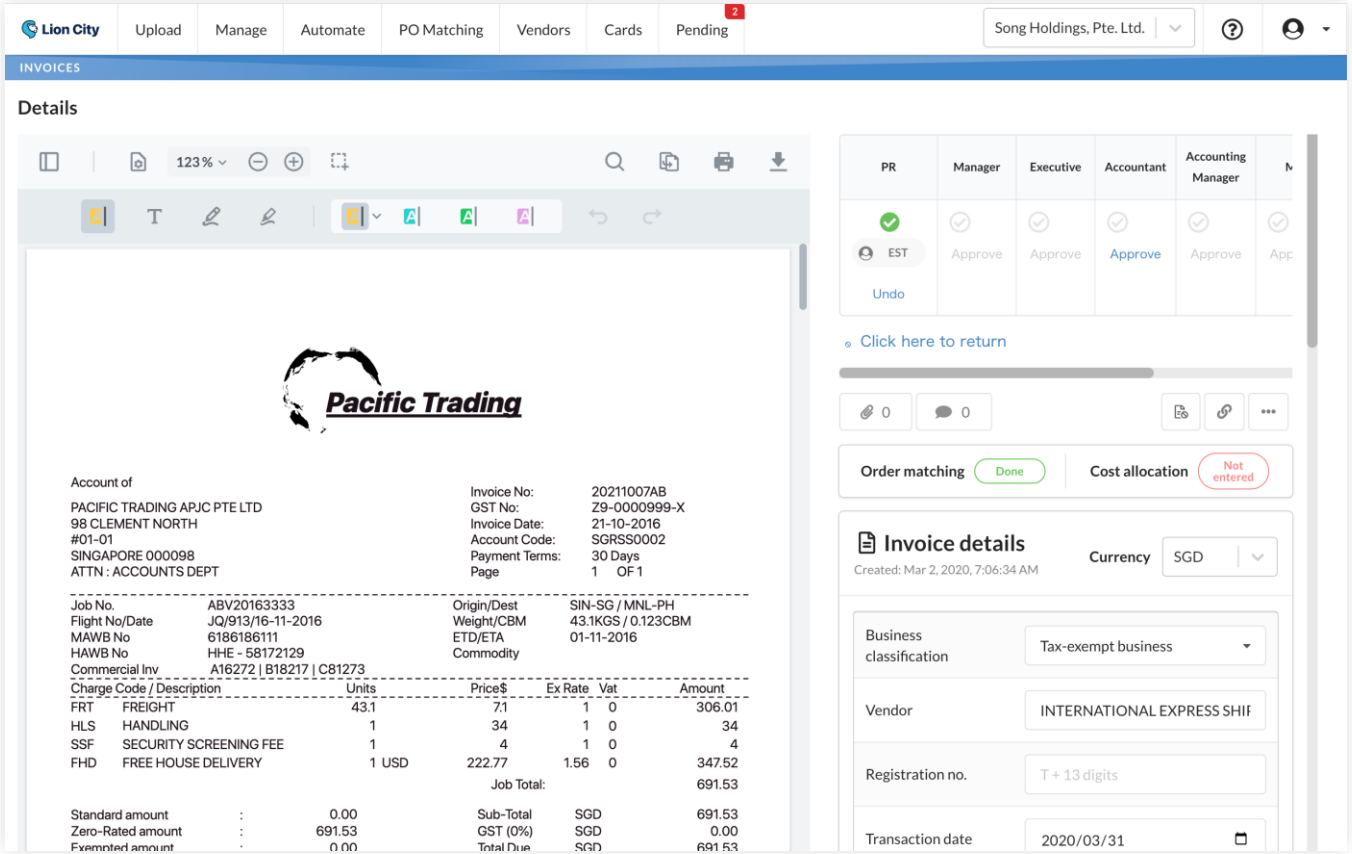


(1) Digitization accuracy when conditions specified by Sansan, Inc., are met.

© Sansan, Inc.

Bill One: Accurately Digitizing Paper, PDF, and Other Invoices

Invoice Information



© Sansan, Inc.

Bill One: Bill One Business Card Feature Overview

The Bill One Business Card, a corporate credit card optionally available with Bill One, boosts efficiency in corporate credit card payments, contributing to even faster monthly 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 for lending and managing cards.

2. Security measures

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

3. Automatic reconciliation of transaction details and receipt

- 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.

© Sansan, Inc.

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)

Bill One powered by Sansan

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

Customers Running Bill One

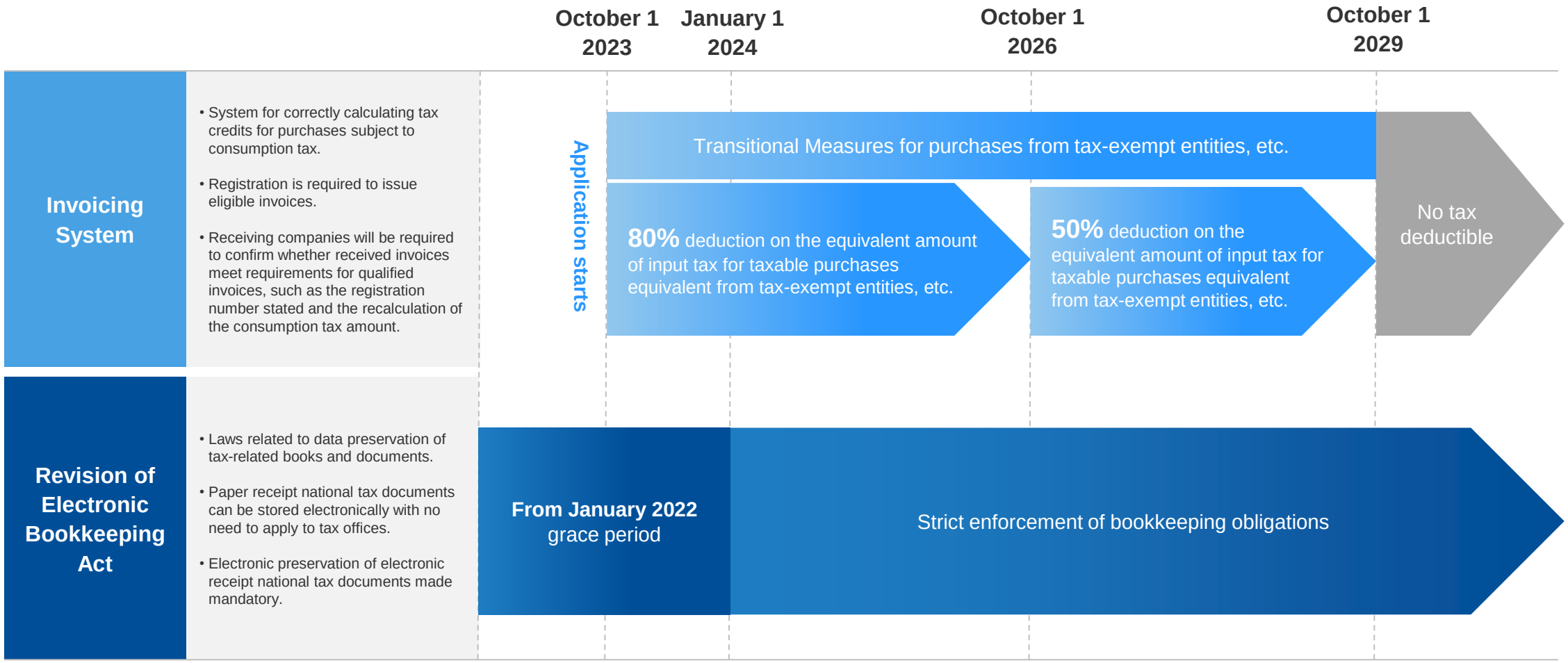
DBJ Development Bank of Japan Inc.
SMBC
MONEX
sojitz New way, New value
Mitsubishi Shokuhin
NOMURA REAL ESTATE HOLDINGS
Mitsubishi Corporation Urban Development
ASAHI FACILITIES
SEGA Fave
Now ideas for wellness meiji
Menicon
SHIMA SEIKI
NIHON CHOUZAI
KYODO NEWS DIGITAL
cookpad
TOEI ANIMATION Since 1956
dip
GEOLIVE

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

© Sansan, Inc.

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.



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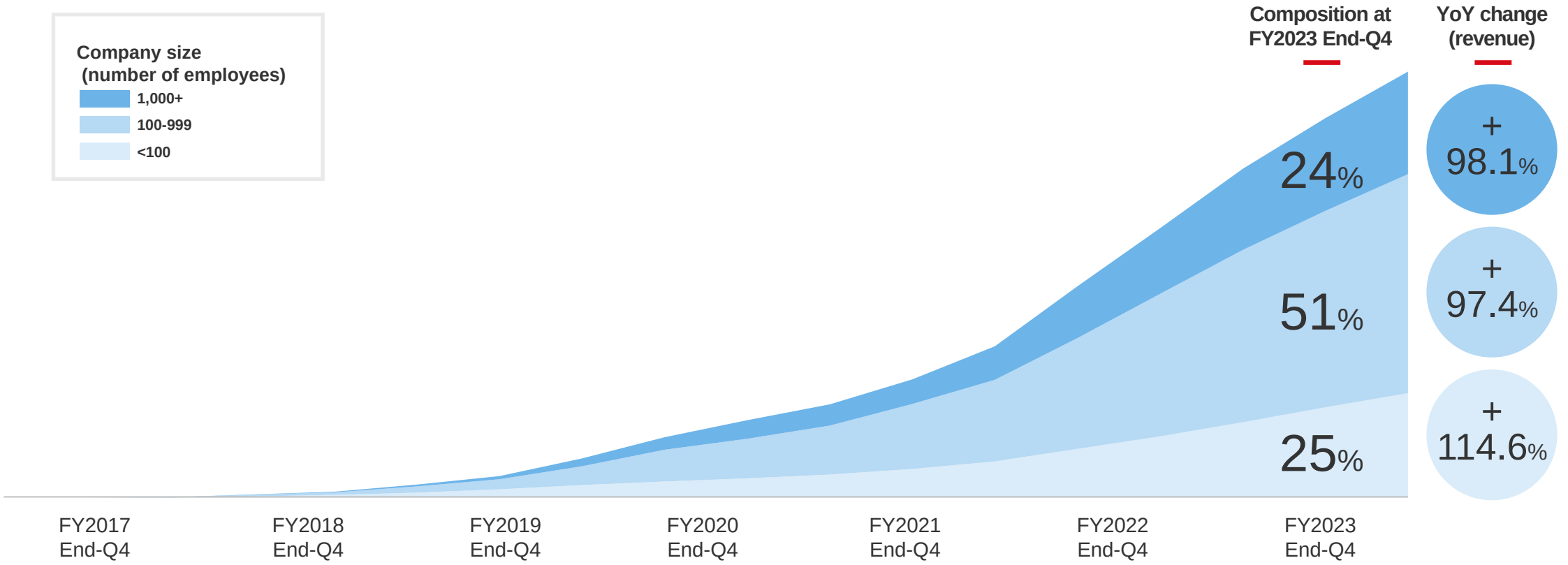
Bill One: Room for Expanded Medium- and Large-Sized Company Coverage

Sales for large-sized companies is largely growing.

Sales Composition by Customer Size (1)



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

© Sansan, Inc.

Eight Business

© Sansan, Inc.

Eight: Service Outline

Business card app used by 3.5 million+ professionals; enables one-touch business card exchange and smart contract management.

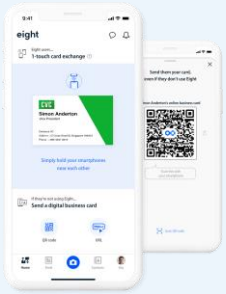
One-touch business card exchange, smart contact management

Eight- Business card app

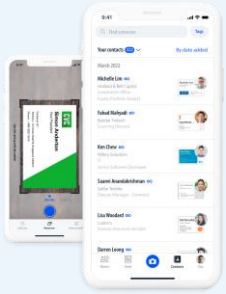
eight

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

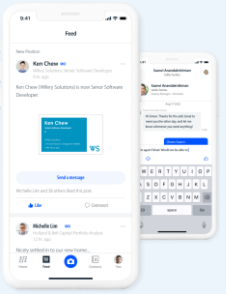
Open the app, and swap cards in an instant



Take a photo and easily manage and search cards



Updates on career moves, like promotions and job changes



Offering apps for potential opportunities though business card exchange and management

© Sansan, Inc.

Eight: Monetization Plans

Monetization by strengthening corporate solutions that leverage network of 3.5 million+ users.

B2C Services | B2B Services (1)

Business card management

B2C

eight

Fixed monthly fee
(annual subscription)

Delivers additional functions to users, such as network data download

B2B

eight team

Fixed monthly fee
(annual subscription)

Users can share contacts with colleagues

Business events

B2B

Meets / Climbers
DX CAMP
BIS

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 Biz, logmi Finance and logmi Tech 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.

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Initiatives for Sustainability

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Material Issues (Priority Issues)

Identified key material issues (priority issues) relating to environment, society, and governance and set long-term quantitative targets. Working to resolve these issues through our core business, we aim to contribute to achieving the SDGs and building a sustainable society.

1 Balance Security and Convenience

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

Metrics	Targets for FY2029 (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

3. Promote DX services that improve productivity
4. 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

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

7. Strengthen corporate governance
8. 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

9. Address climate change issue
10. 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

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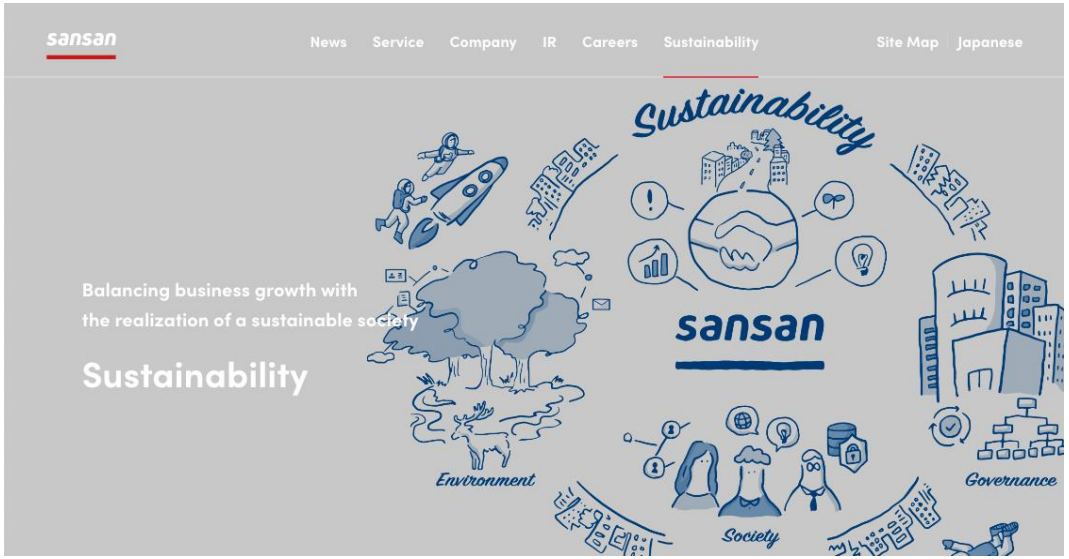
Expansion and Upgrading of Sustainability Information

ESG data expanded on sustainability page of our corporate website.
Published Annual Report 2023, 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

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Others

External Evaluations

Acquired various external evaluations regarding ESG Rating, Annual Report, and IR activities.

ESG Rating/ESG Index

MSCI [1]

MSCI ESG rating of “AA”

FTSE

FTSE Blossom Japan Index

FTSE

FTSE Blossom Japan Sector Relative Index

Annual Report 2023

MerComm, Inc. International ARC Awards

PDF version of Annual Report Bronze

Government Pension Investment Fund

Excellent Integrated Report
Most-Improved Integrated Report

IR Website

Nikko Investor Relations Co., Ltd.

All Markets Ranking in Japan Corporate Websites AAA

Daiwa Investor Relations

Commendation Award 2023 Bronze

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