

**sansan**

Turning encounters  
into innovation



**Presentation Materials  
for FY2022**

Sansan, Inc. July 13, 2023

# Disclaimer

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**3** Full-Year Forecasts

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

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## **1** Consolidated Financial Results for FY2022

## **2** Growth Strategy

## **3** Full-Year Forecasts

## Highlights of FY2022 Results

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### **| Solid progress in consolidated net sales and adjusted consolidated operating profit <sup>(1)</sup>**

Consolidated net sales up 24.9% YoY, adjusted consolidated operating profit up 28.9% YoY.  
ARR <sup>(2)</sup> up 28.3%, to ¥25,412 million.

### **| Solid sales growth in Sansan, the sales DX solution, owing to product renewal, etc.**

Sansan net sales up 15.0% YoY, to ¥19,793 million. (Over ¥20 billion ARR as of June 2023.)  
Implemented product renewal from FY2022 Q1 and enhanced sales structure.

### **| ARR May 2023 for Bill One, the cloud-based invoice management solution, significantly exceeded the target ARR**

Bill One net sales up 192.2% YoY, to ¥2,414 million.  
Bill One ARR for May 2023 was ¥3,798 million, considerably over the target of ¥3,000 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

## Overview of Consolidated Financial Results

Net sales up 24.9% YoY, accelerating growth from Q3, adjusted operating profit up 28.9%.

Ordinary profit decreased owing to share-based payment expenses, etc., while profit attributable to owners of parent recorded deficit owing to extraordinary losses, etc.

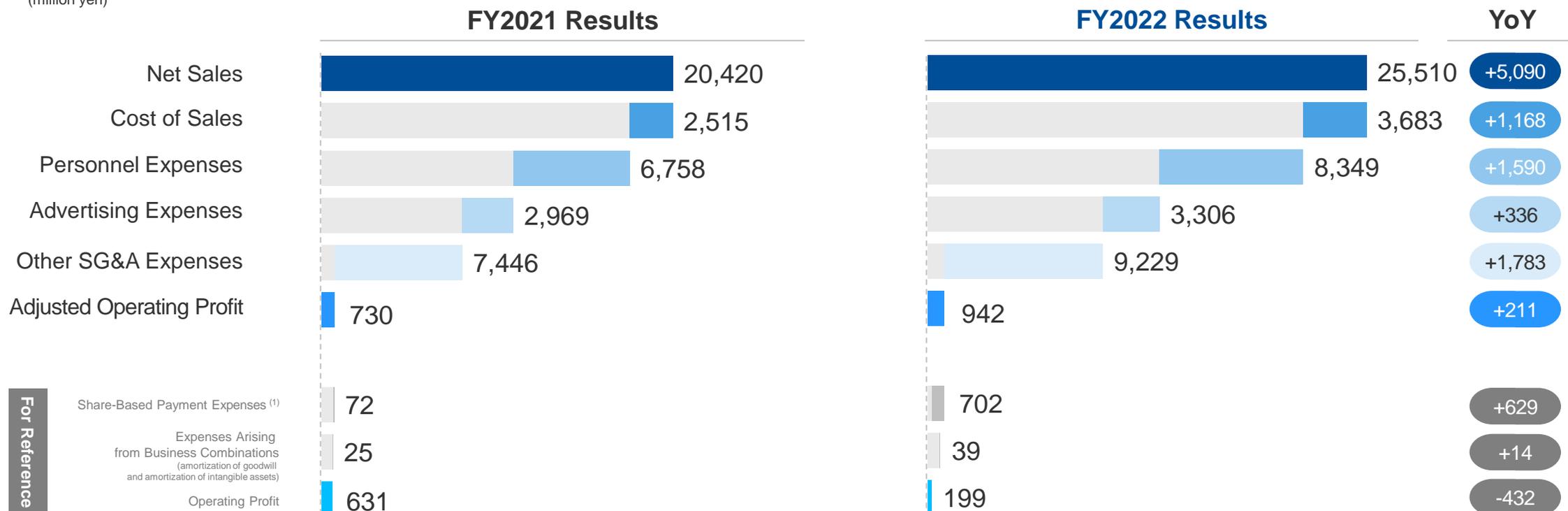
		FY2021	FY2022		(For Reference) FY2022	
		Full-Year Results	Full-Year Results	YoY	Q4 Results	YoY
(millions of yen)						
Consolidated Results	Net Sales	20,420	25,510	+24.9%	7,341	+28.3%
	Gross Profit	17,904	21,827	+21.9%	6,081	+23.3%
	Gross Profit Margin	87.7%	85.6%	-2.1 pt.	82.9%	-3.4 pt.
	Adjusted Operating Profit	730	942	+28.9%	182	-57.1%
	Adjusted Operating Profit Margin	3.6%	3.7%	+0.1 pt.	2.5%	-4.9 pt.
	Ordinary Profit	968	122	-87.4%	-379	—
	Profit Attributable to Owners of Parent	857	-141	—	-880	—
	EPS	6.87 yen	-1.13 yen	—	-7.02 yen	—

# Factors Contributing to Changes in Adjusted Consolidated Operating Profit

Personnel expenses up ¥1,590 million (23.5%) YoY because of stronger personnel recruiting.  
Advertising expenses were up ¥336 million (11.3%) YoY.

## Status of Consolidated Net Sales/Adjusted Operating Profit

(million yen)



For Reference

(1) Includes expenses of compensation in cash or alternative salaries, etc. to the Group employees, etc. regarding trust-type stock options.

## Regarding Trust-Type Stock Options (“trust SO”)

In FY2022 results, record ¥499 million SG&A as the expense associated with trust SO.

As this marks the conclusion of the Company’s response at this time, this expense is temporary and will have no impact on the Group’s essential business growth.

### Background

In "Taxation on Stock Options (Q&A)," which the National Tax Agency published on May 30, 2023, the Agency announced its opinion (“National Tax Agency's opinion”) that when an employee and others acquires shares by exercising trust SO rights, these are regarded as a substantial salary from a company. At the same time, the Agency requested that companies pay the withholding income tax on trust SO rights that had been exercised in the past.

### Status to Date

- The Company had previously not applied withholding tax to the trust SO rights that had been exercised since the Company did not treat the stock as salary income when the employees exercised their rights and acquired the stock.

### Major Actions

- The Company will retroactively apply withholding tax pertaining to trust SO rights that have been exercised.
- The Company will, under certain preconditions and rules, provide compensation in cash or alternative salaries, etc. for part of the additional burden increase.

### Impact on Results

- Impact on results for FY2022 : ¥499 million (recorded as SG&A)
- Impact on results for FY2023 and beyond: Record expenses regarding compensation in cash etc. to the Directors.

### (Reference) Status of Trust SOs Introduced by the Company <sup>(1)</sup>

Number of trust SO shares issued/granted	2,138,444 (1.71%)
Of which number of shares that had been exercised as of end of May 2023	323,120 (0.26%)
Of which number of shares that remained unexercised as of end of May 2023	1,612,324 (1.29%)

(1) The difference between the number of issued/granted shares and the number of exercised/unexercised shares is the number of lapsed shares. In addition, the ratio indicates the ratio to the total number of shares issued as of the end of the fiscal year ended May 2023.

## Results by Segment

Increased net sales and adjusted operating profit (reduced deficit) in both Sansan/Bill One and Eight Businesses.  
Adjustment amount (adjusted operating profit) expanded by ¥1,212 million in negative because of increased headcount, etc.

		FY2021	FY2022		(For Reference) FY2022	
		Full-Year Results	Full-Year Results	YoY	Q4 Results	YoY
		(millions of yen)				
Net Sales	Consolidated	20,420	25,510	+24.9%	7,333	+28.3%
	Sansan/Bill One Business	18,105	22,516	+24.4%	6,284	+28.1%
	Eight Business	2,213	2,867	+29.5%	1,018	+30.0%
	Others	126	198	+57.3%	53	+16.0%
	Adjustments	-25	-72	—	-23	—
Adjusted Operating Profit	Consolidated	730	942	+28.9%	182	-57.1%
	Sansan/Bill One Business	5,752	7,005	+21.8%	1,808	+6.2%
	Eight Business	-355	-170	—	36	+88.2%
	Others	-22	-36	—	-8	—
	Adjustments	-4,643	-5,856	—	-1,653	—

## Sansan/Bill One Business Overview

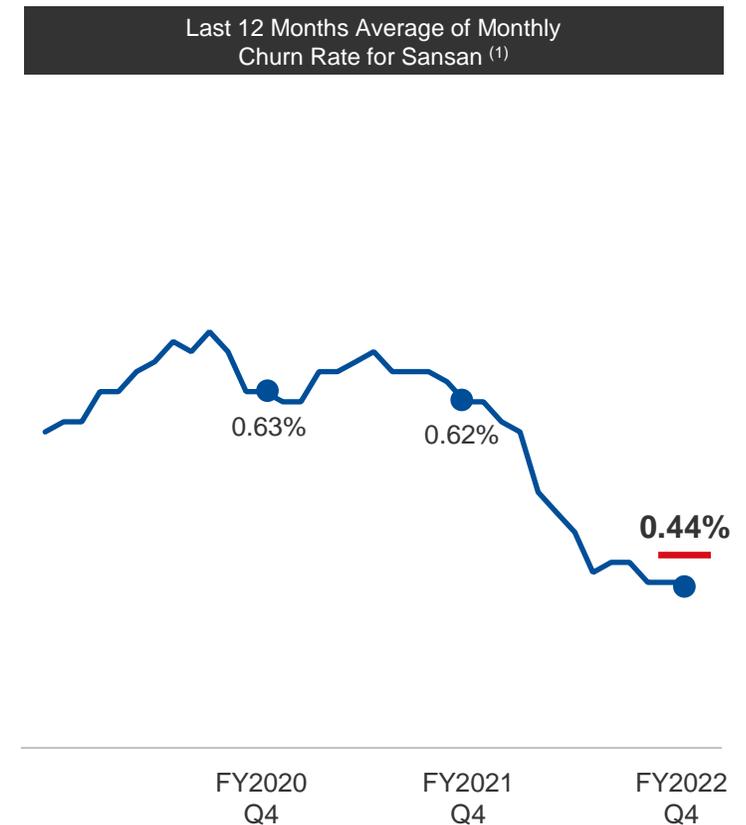
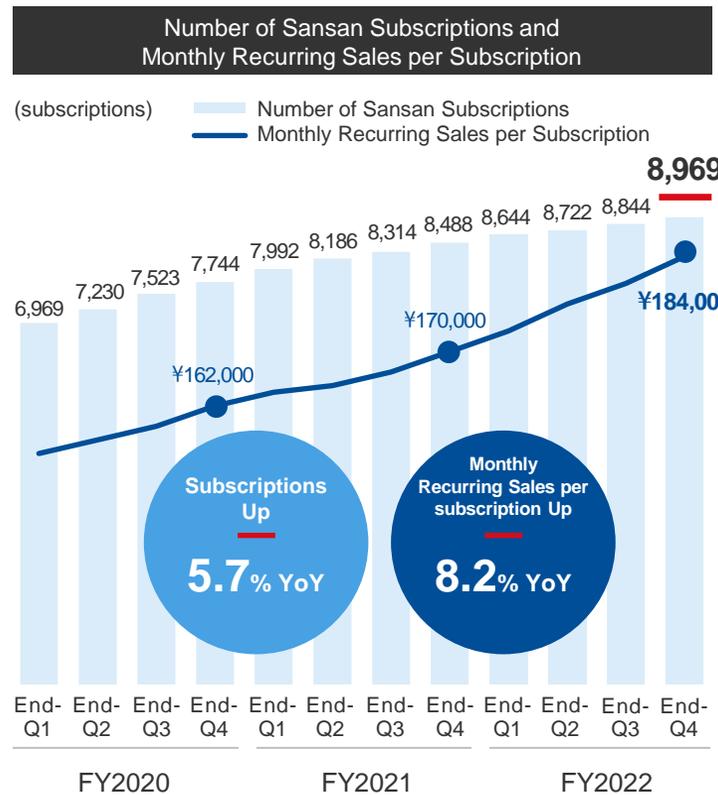
Net sales increased by 24.4% YoY, owing to solid progress for Sansan and high growth for Bill One.

Adjusted operating profit up 21.8% YoY owing to net sales growth, etc. while enhancing marketing and advertising activities.

		FY2021	FY2022		(For Reference) FY2022	
		Full-Year Results	Full-Year Results	YoY	Q4 Results	YoY
		(millions of yen)				
Sansan/ Bill One Business	Net Sales	18,105	22,516	+24.4%	6,284	+28.1%
	Sansan	17,214	19,793	+15.0%	5,245	+15.2%
	Sansan Recurring Sales	16,349	18,688	+14.3%	4,907	+14.5%
	Sansan Other Sales	865	1,104	+27.7%	338	+27.8%
	Bill One	826	2,414	+192.2%	870	+165.8%
	Others	64	308	+379.7%	168	+547.4%
	Adjusted Operating Profit	5,752	7,005	+21.8%	1,808	+6.2%
	Adjusted Operating Profit Margin	31.8%	31.1%	-0.7 pt.	28.8%	-5.9 pt.

# Sansan/Bill One Business: Sansan Recurring Sales, Subscriptions and Monthly Recurring Sales per Subscriptions, Last 12 Months' Average of Monthly Churn Rate

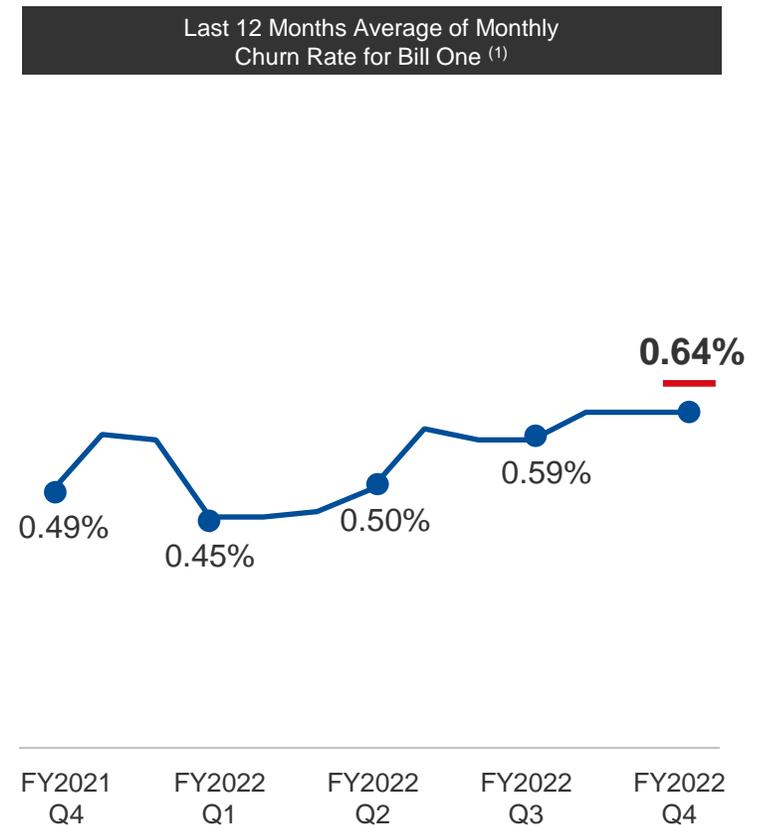
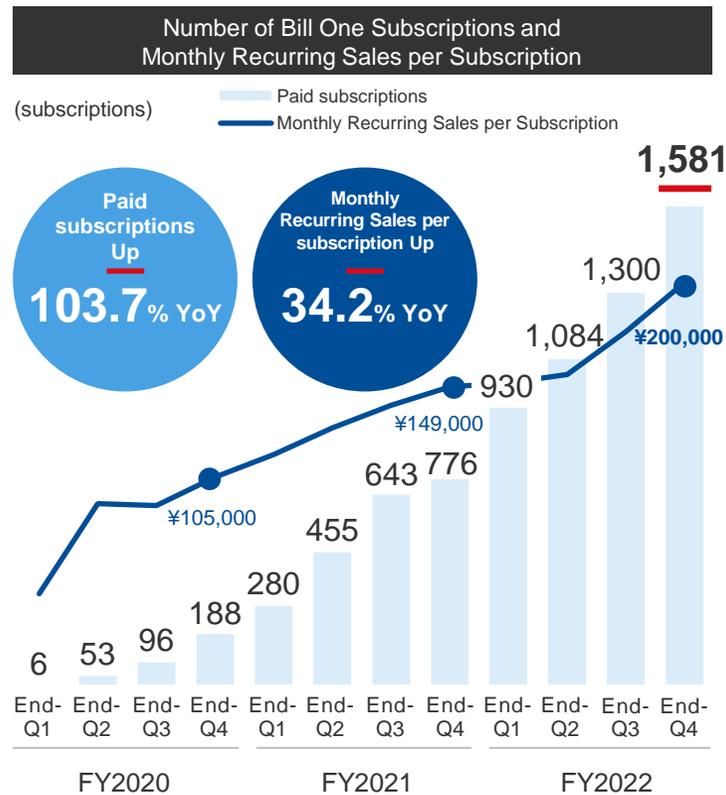
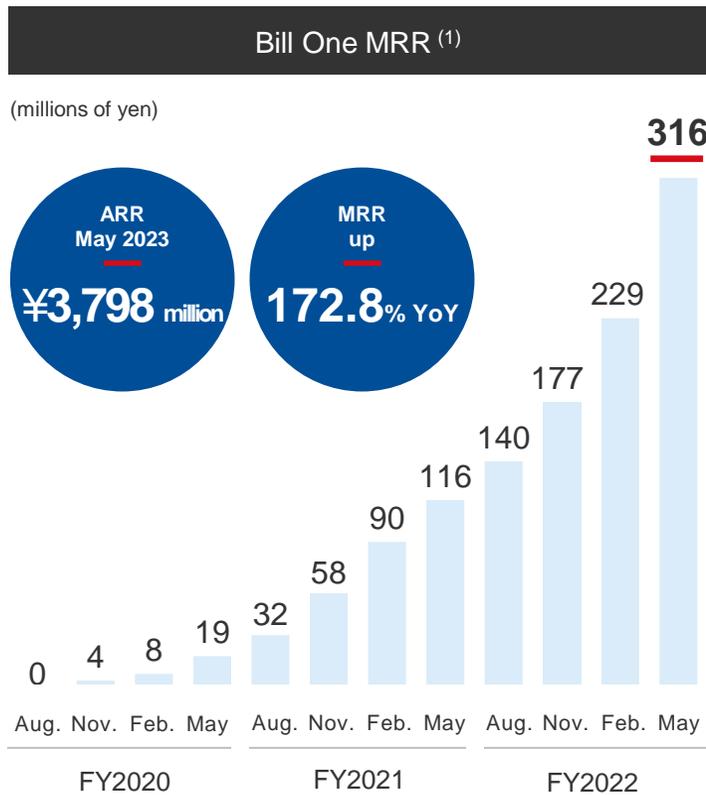
Monthly recurring sales per subscription accelerated owing to strengthening of sales to medium- and large-sized enterprises etc. The churn rate down 0.18 points YoY to 0.44%, maintaining a low churn rate of less than 1%.



(1) Ratio of decreased monthly fees associated with contract cancellations to total monthly fees for existing contracts

# Sansan/Bill One Business: Bill One MRR, Paid Subscriptions and Monthly Recurring Sales per Paid Subscription, Last 12 Months Average of Monthly Churn Rate

**MRR up 172.4% YoY, and ARR hit ¥3,798 million as of May 2023.**  
**Net increase in paid subscriptions up 103.7% accelerated vs. Q3.**



(1) Monthly Recurring Revenue  
 (2) Ratio of decreased monthly fees associated with contract cancellations to total monthly fees for existing contracts

## Eight Business Overview

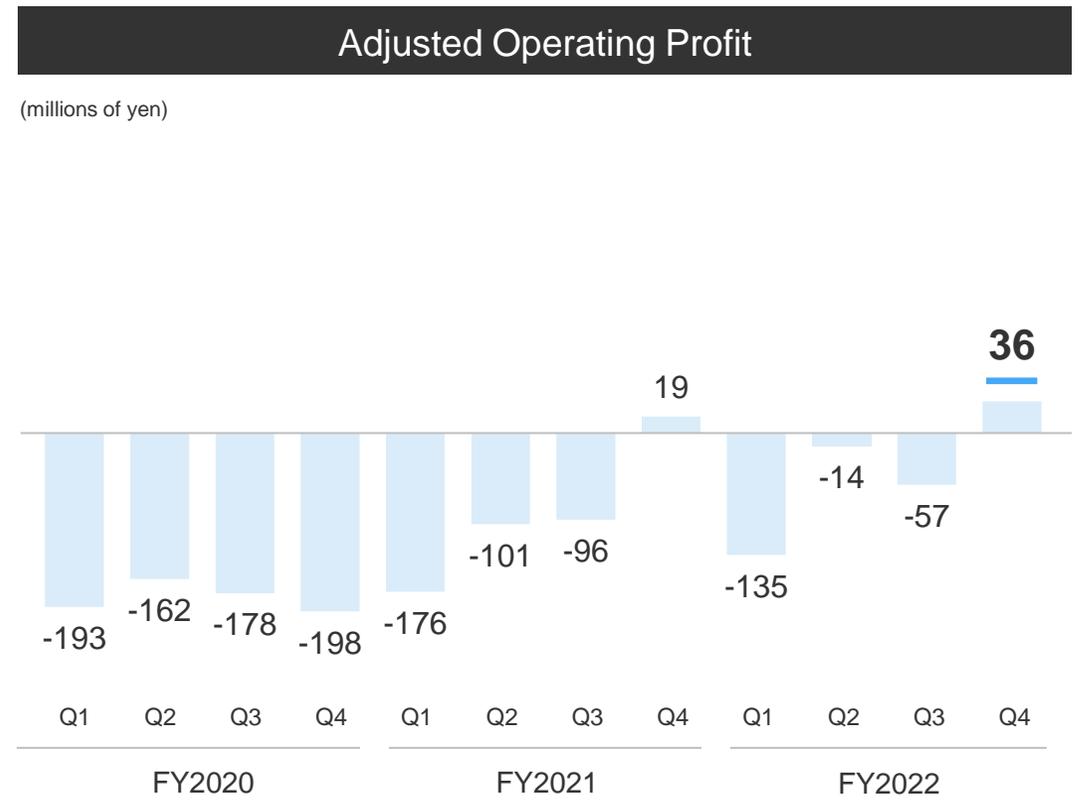
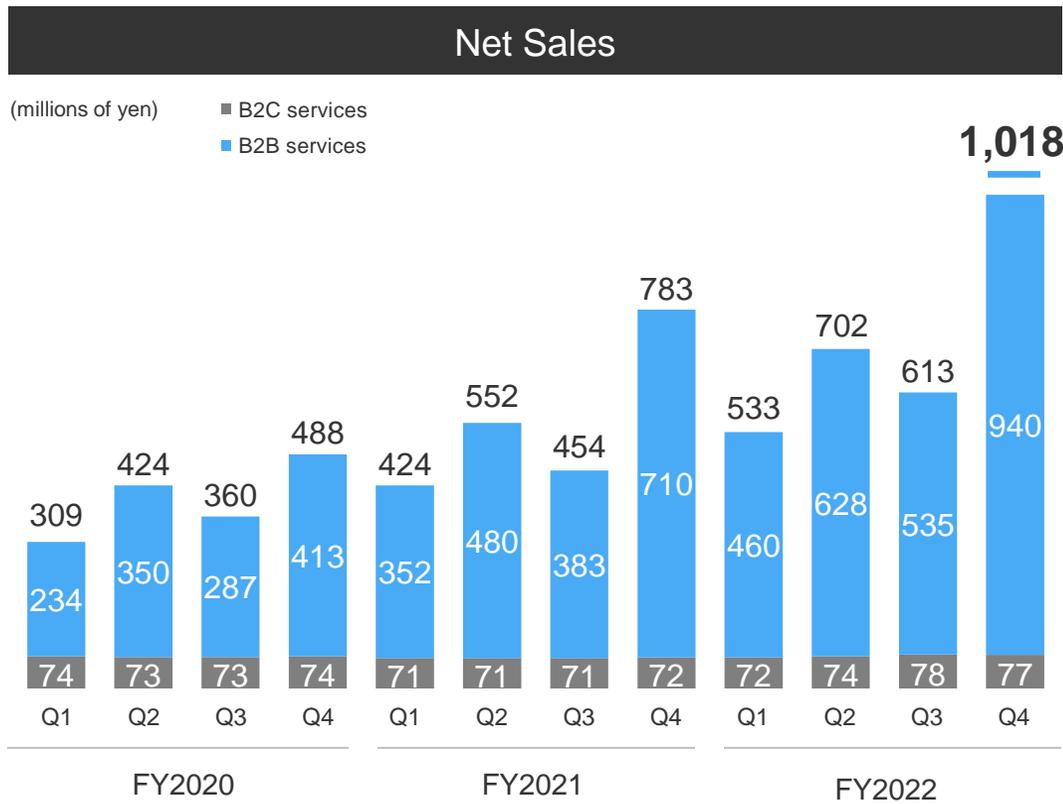
Net sales up 29.5% YoY owing to B2B service sales growth.

		FY2021	FY2022		(For Reference) FY2022	
		Full-Year Results	Full-Year Results	YoY	Q4 Results	YoY
(millions of yen)						
Eight Business	Net Sales	2,213	2,867	+29.5%	1,018	+30.0%
	B2C Services	286	303	+6.0%	77	+7.3%
	B2B Services	1,927	2,563	+33.0%	940	+32.4%
	Adjusted Operating Profit	-355	-170	—	36	+88.2%
	Number of Eight Users <sup>(1)</sup>	3.10 million people	3.31 million people	+0.20 million people		
	Number of Eight Team Subscriptions	2,819	3,703	+31.4%		

(1) Confirmed users who registered their business card in their profile after downloading the app.

# Eight Business: Net Sales, Adjusted Operating Profit

B2B net sales up vs. Q3 owing to holding a large-scale business event.  
Adjusted operating profit up owing to sales growth, recorded profit in Q4.



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## Highlights of Full-Year Forecasts

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**Net sales: 28% to 32% growth,  
accelerating from FY2022**

- Net sales forecast for FY2023 is ¥32,653 million to ¥33,674 million
- Aim for accelerating net sales growth rate by 3.1 pt. to 7.1 pt. YoY

**Adjusted operating profit margin:  
3.8% to 5.5%**

- Adjusted operating profit is forecasted ¥1,240 million to ¥1,852 million.
- Even while implementing various investments for accelerating growth in net sales, aiming for improvement for 0.1pt. to 1.8pt. profit margin.

**Bill One: Upward revision of  
ARR target to ¥7 billion+**

- Backed by the strong growth of Bill One, we revised ARR target at the end of FY2023 from over ¥6 billion to ¥7 billion.

## Strategies for Accelerating Net Sales Growth Rate and Solid Profit Growth

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## Strategies for Accelerating Net Sales Growth Rate and Solid Profit Growth

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# Reorganization of Sales Structure for Net Sales Maximization

During the pandemic, adopted a shared sales structure was adopted across services, aimed at resource allocation optimization. However, considering the improvements in order status and other factors, transition was made to an independent sales structure for each service, focusing on maximizing revenue.

Previous Sales Structure



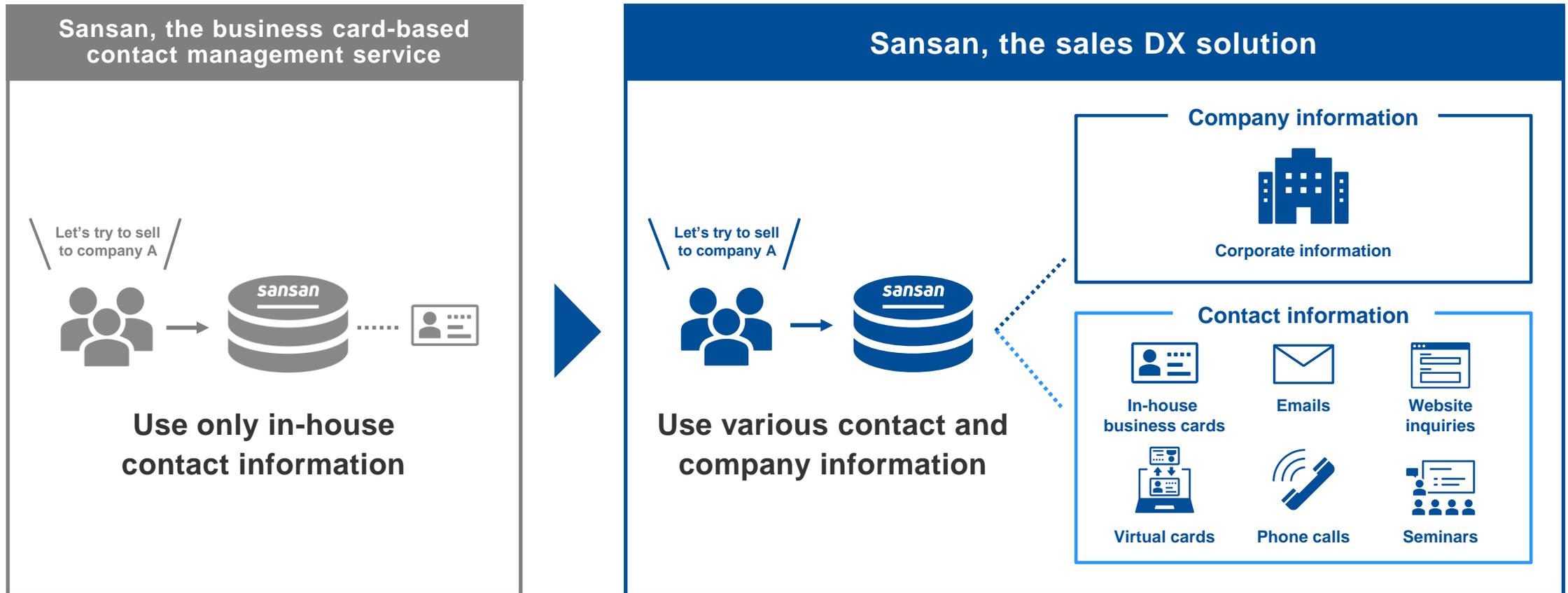
New Sales Structure



# Sansan: Evolution of “Database to Power Sales”

In response to changes in the environment caused by the COVID-19 pandemic, Sansan was renewed from a business card-based contact management service to the sales DX solution in June 2022.

Sansan brings in 1 million+ corporate data items and progressively expands functions to facilitate DX in sales.



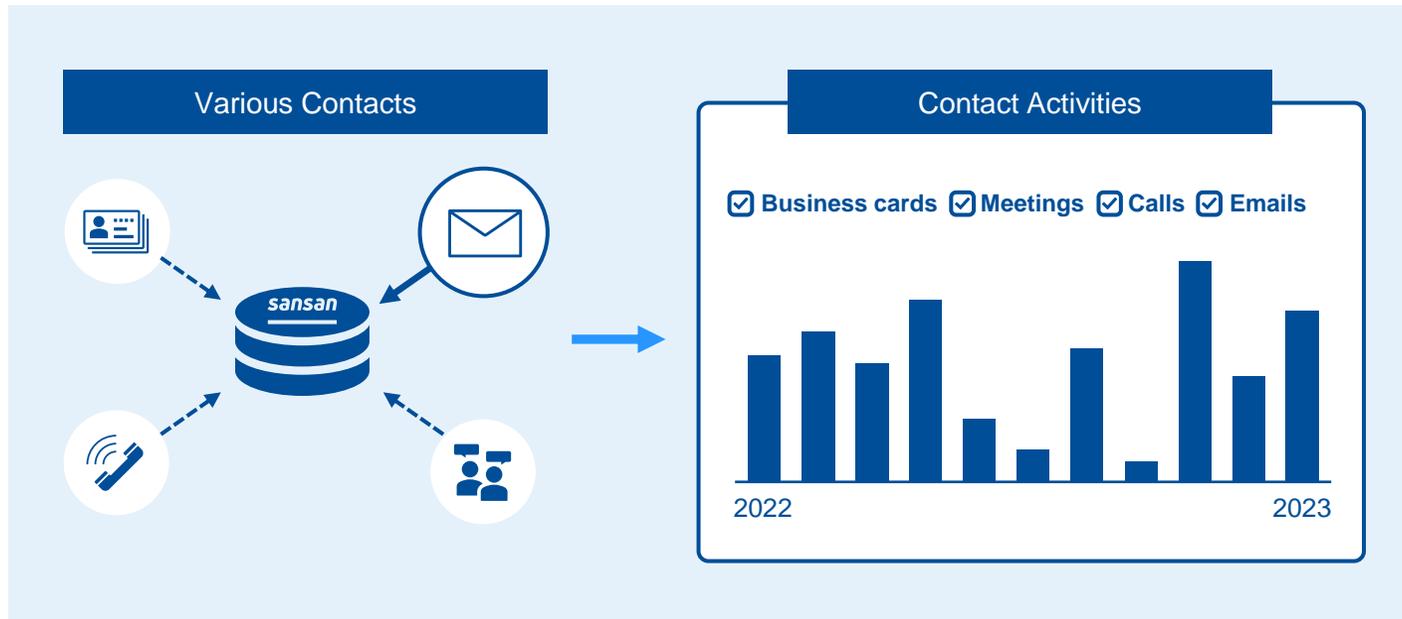
## Sansan: Contact Information Functions

In June 2023, two new functions were added:

**Smart Contact Management:** Automatic storage of customer email interactions on the Sansan platform

**Contact Visualization:** Visualize types and quantities of contracts in chronological order

### Smart Contact Management



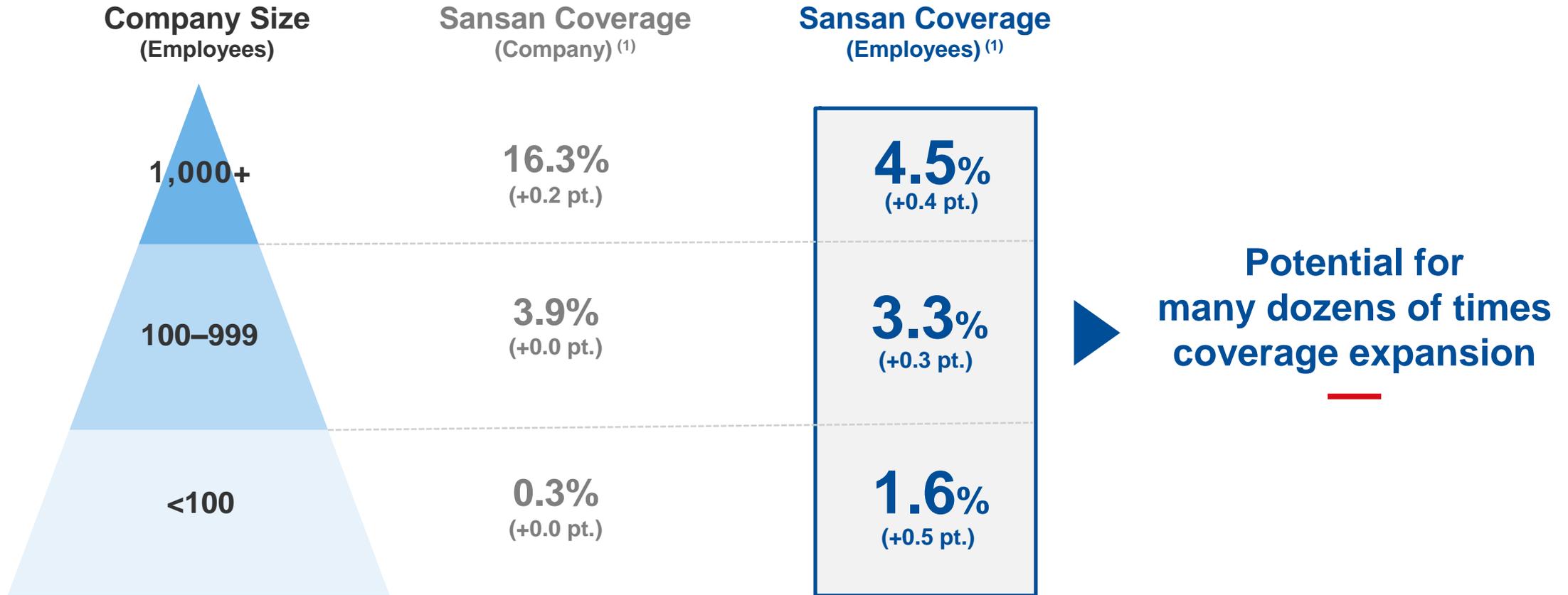
By linking with mail servers such as Gmail™ (1) / Microsoft Outlook (2), e-mail exchanges are automatically stored on Sansan and the amount of daily e-mail exchanges is displayed as the number of contacts in the client's company information and organization tree.

(1) Gmail, Google Workspace, and Google Calendar are trademarks of Google LLC.

(2) Microsoft Teams, Teams, and Microsoft Outlook are registered trademarks or trademarks of Microsoft Corporation in the United States and other countries.

# 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. Aiming for 14.5% to 15.5% Sansan net sales growth in FY2023.

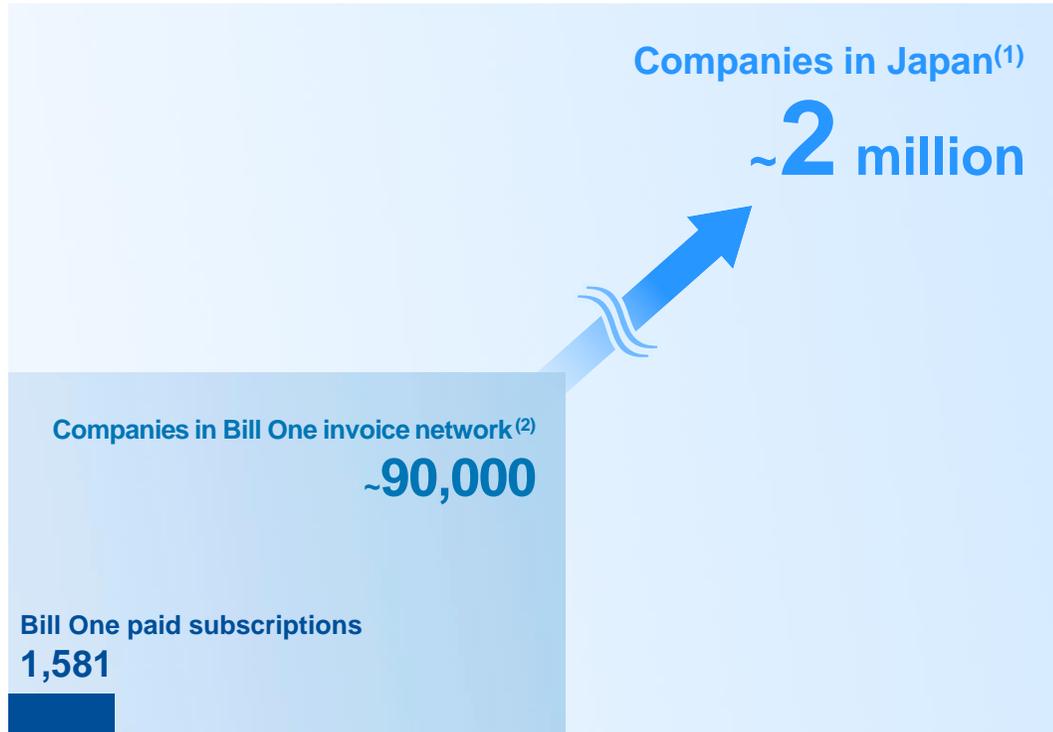


(1) Sansan coverage is calculated with the number of subscriptions and total number of IDs in Sansan for FY2022 Q4 end as the numerator and the number based on Economic Census for Business Activity in 2021 issued by the Statistics Bureau as the denominator.

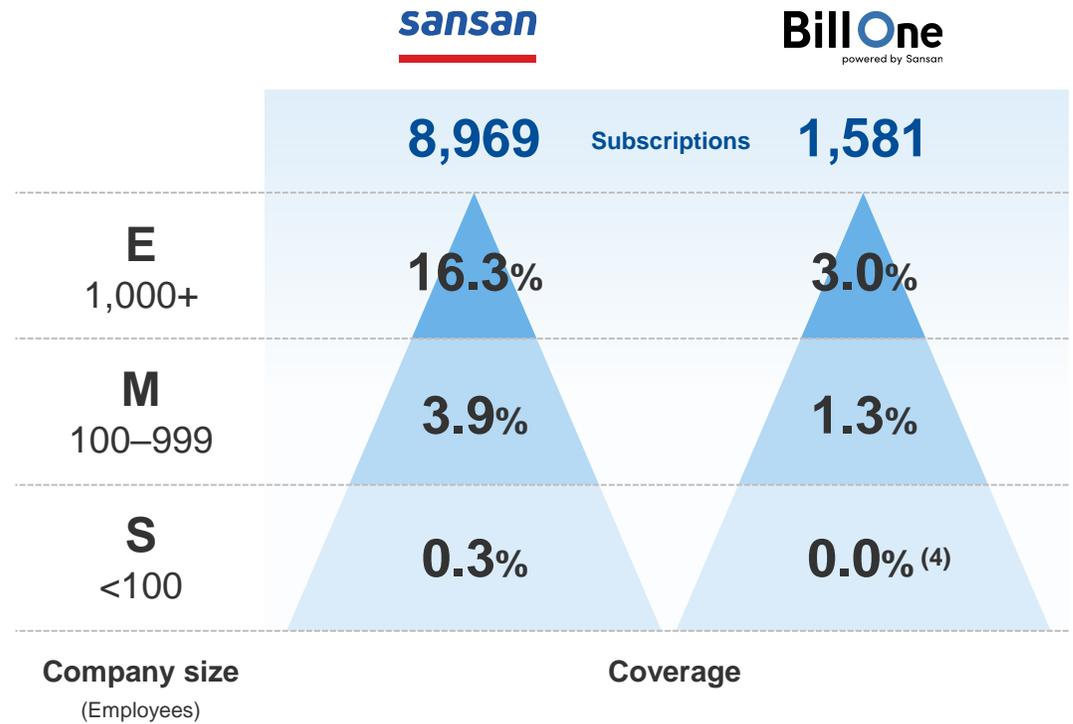
# Bill One: Size of Potential Market in Japan

Since all companies are targeted, regardless of industry or size, vast room for development exists in Japan. There is significant growth potential for Bill One compared with Sansan coverage rate.

## Size of Potential Market for Bill One



## User Company Coverage<sup>(3)</sup>



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

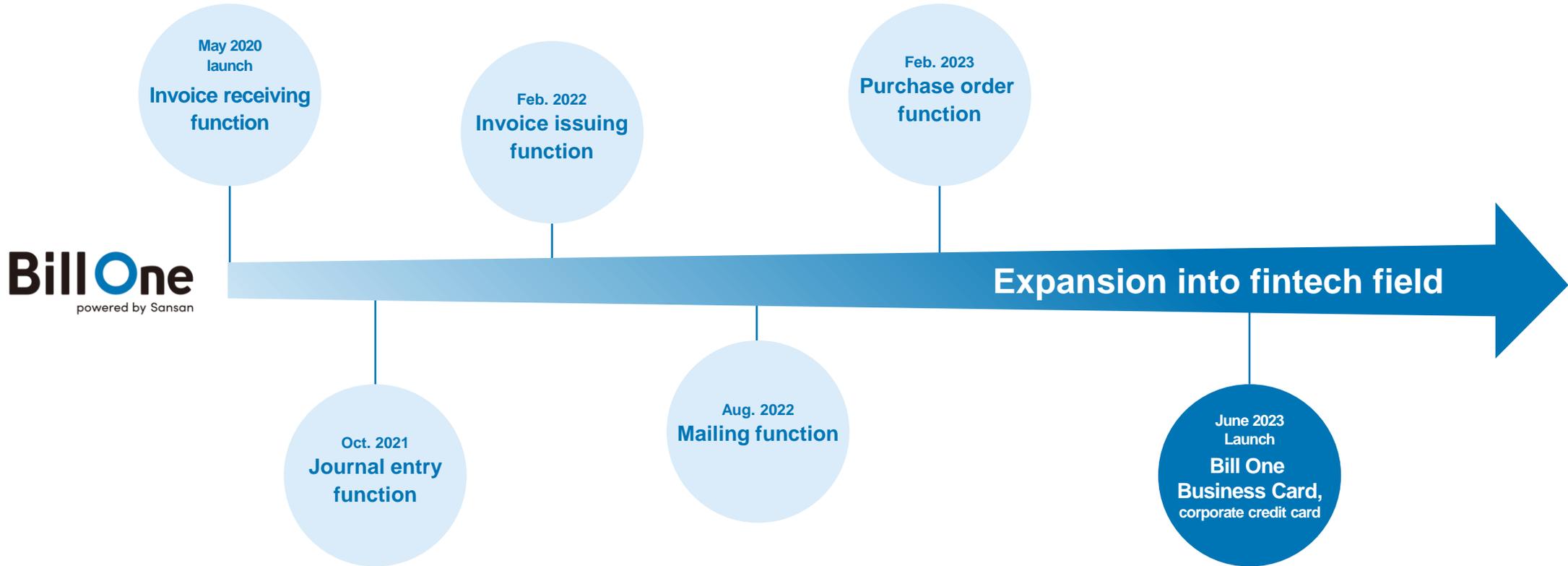
(2) Paid subscriptions + free subscriptions + companies that send invoices to paid and free subscriptions

(3) The coverage is calculated with the number of subscription in each services 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. (4) Paid subscriptions only

# Bill One: Entry into New Business Field

Backed by strong sales growth and the expansion of the invoice network, implementing new functions and venturing into new field.

In June 2023, the launch of the Bill One Business Card, corporate credit card, marked entry into the fintech field.



## Bill One: Bill One Business Card Function Outline

The Bill One Business Card, a corporate credit card that available as an option 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 to lend and manage cards.

### 2. Security measures

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

### 3. Automatic reconciliation of transaction details and receipts.

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

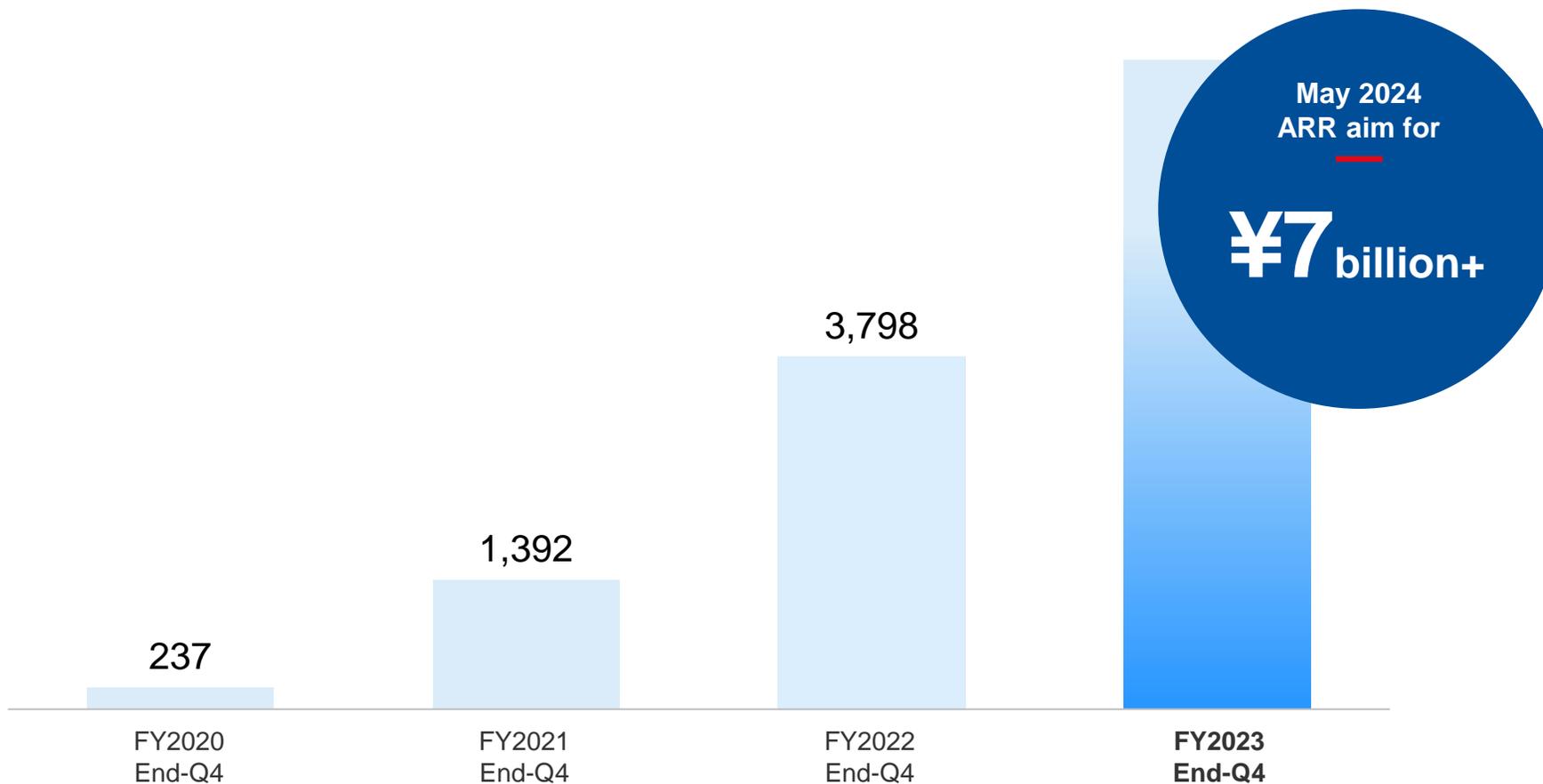
(1) Digitization accuracy when conditions specified by Sansan, Inc. are met.

## Bill One: ARR Target

Aiming for ARR of ¥7 billion+ by the end of FY2023.

### Bill One ARR

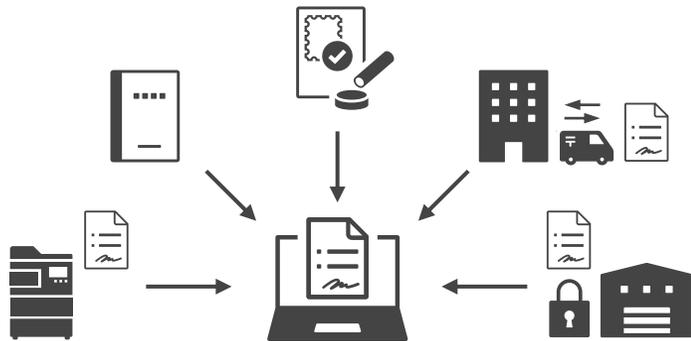
(millions of yen)



## Contract One: Strengthened Function

**Contract One: The contract DX solution that accurately digitizes all contracts and realizes company-wide use. Began offering document search function using GPT and integration function with Sansan.**

### Service Outlines



**Contract One**  
powered by Sansan

The service builds a comprehensive database that accurately digitizes both past and future contracts, letting all employees utilize contract information as a valuable asset in their business operations.

### Contract One AI

**Contract One**  
powered by Sansan

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



Equipped with AI summarizing function using GPT technology

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

## Strategies for Accelerating Net Sales Growth Rate and Solid Profit Growth

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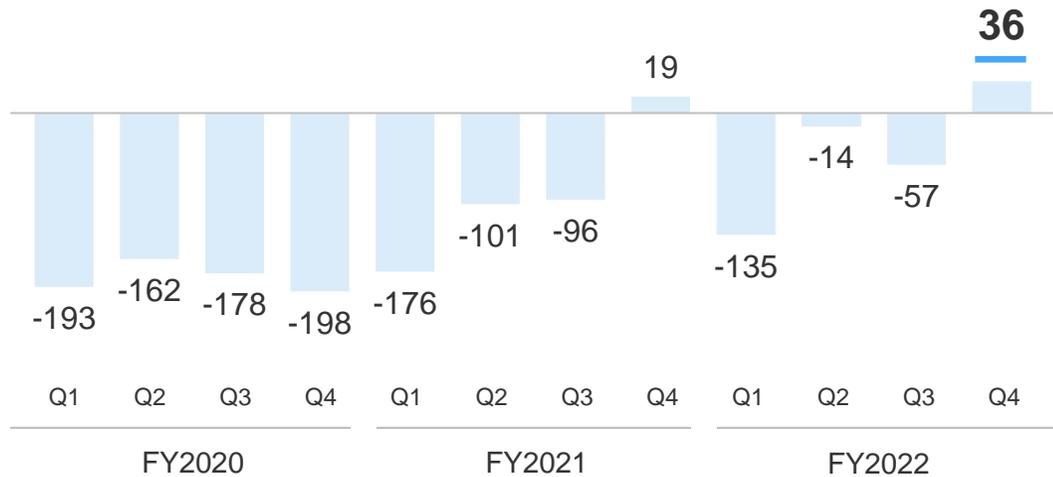
# Eight: Business Operation Policy

Aim net sales growth for 10.0% to 17.0% in FY2023

Under profitability-focused business operations, aiming for return to full-year profitability.

## Adjusted Operating Profit

(millions of yen)



## Major Monetization Plans

### Business events

B2B

Meets / Climbers  
DXCAMP BIS

Fixed fee per event  
(held irregularly)<sup>(1)</sup>

Various business event  
services using Eight's  
business network

### Business card management

B2B

Eight Team

Fixed monthly fee  
(annual subscription)

Users can share  
contact with  
colleagues

B2C

Eight

Fixed monthly fee

Delivers additional  
functions to users,  
such as network data  
download

(1) There are multiple fee settings depending on the type of event held, etc.

## Strategies for Accelerating Net Sales Growth Rate and Solid Profit Growth

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## Track Record of Company Consolidation

To achieve discontinuous growth, promote company consolidation etc.  
CREATIVE SURVEY and ILU were newly incorporated as group companies.

### Track Record of Company Consolidation



logmi, Inc.



August 2020



Diamond Corporate  
Data Services, Inc.



August 2021



CREATIVE SURVEY INC.



March 2023



Institute of Language  
Understanding Inc.



June 2023



## Newly Incorporated Group Companies

**CREATIVE SURVEY** provides a corporate survey system.

**ILU** possesses expertise in knowledge databases and language understanding engine technologies.

### Company Outline: CREATIVE SURVEY INC.



**Beginning date of consolidation**

FY2022 Q4 (March 2023)

**Business segment**

Sansan/Bill One segment (others)

**Service outline**

Provides CREATIVE SURVEY corporate survey system that aggregates customer information from various touchpoints

**Objective of consolidation**

Enhancing CREATIVE SURVEY through integration of our sales and marketing expertise with our proprietary technologies

### Company Outline: Institute of Language Understanding Inc.



**Beginning date of consolidation**

FY2023 Q1 (June 2023)

**Business segment**

Others

**Service outline**

Engaging in outsourced development etc., utilizing large-scale knowledge databases and language understanding engines

**Objective of consolidation**

Enhancing Sansan's natural language processing service development, research and development capabilities, and talent acquisition

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# Full-Year Forecasts

**Aim for consolidated net sales growth of 28.0% to 32.0%, accelerating from FY2022**  
**Adjusted operating profit margin is to improve 0.1 points to 1.8 points YoY.**

		FY2022		FY2023 <sup>(1)</sup>	
		Full-Year Results	YoY	Full-Year Forecasts	YoY
(millions of yen)					
<b>Consolidated Results</b>	Net Sales	25,510	+24.9%	32,653 to 33,674	+28.0% to +32.0%
	Sansan/Bill One Business	22,516	+24.4%	29,046 to 29,835	+29.0% to +32.5%
	Sansan	19,793	+15.0%	22,664 to 22,861	+14.5% to +15.5%
	Bill One	2,414	+192.2%	5,673 to 6,156	+135.0% to +155.0%
	Eight Business	2,867	+29.5%	3,153 to 3,354	+10.0% to +17.0%
	Adjusted Operating Profit	942	+28.9%	1,240 to 1,852	+31.7% to +96.6%
	Adjusted Operating Profit Margin	3.7%	+0.1 pt.	3.8% to 5.5%	+0.1 pt. to +1.8 pt.

(1) We do not disclose specific forecast figures for operating profit (loss) and 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.

## Medium-Term Financial Targets (FY2022–FY2024)

Considering the solid business growth in FY2022, we revised upward the growth rate of consolidated net sales from the 20%+ range to the mid-20%+ range.

Aim to solid sales growth and stable profit growth.

### Important management indicators

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

**Improvement of adjusted consolidated profit margin in each fiscal year**

#### Sansan/Bill One Business

Recording adjusted operating profit of ¥10 billion+ for Sansan and Bill One in FY2024 (excluding Others, such as new services in Sansan/Bill One Business segment)

#### Eight Business

Recording stable adjusted operating profit for full year

# Appendix



# Sansan Group Overview



# Mission and Vision

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## Mission

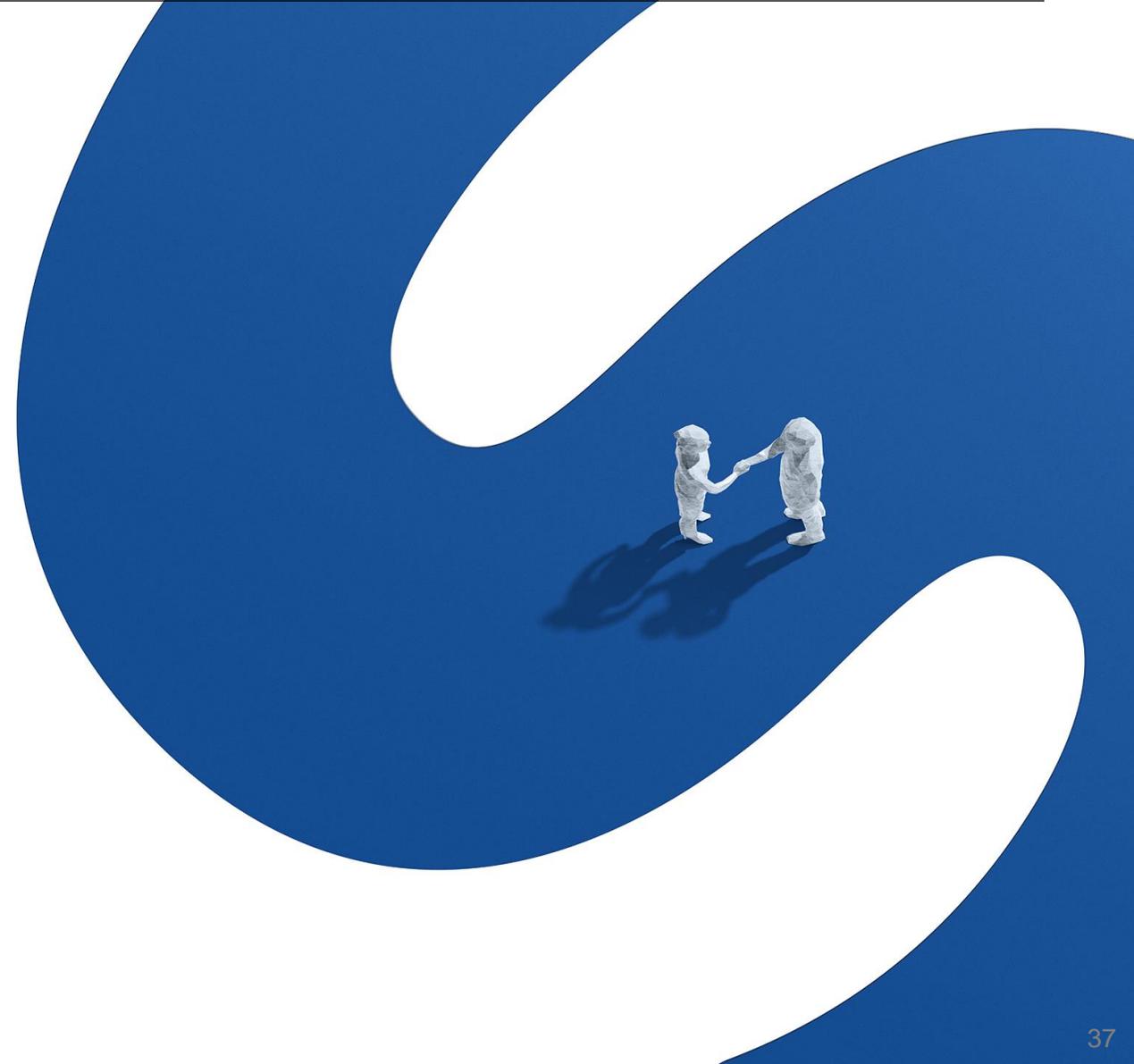
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**Turning encounters  
into innovation**

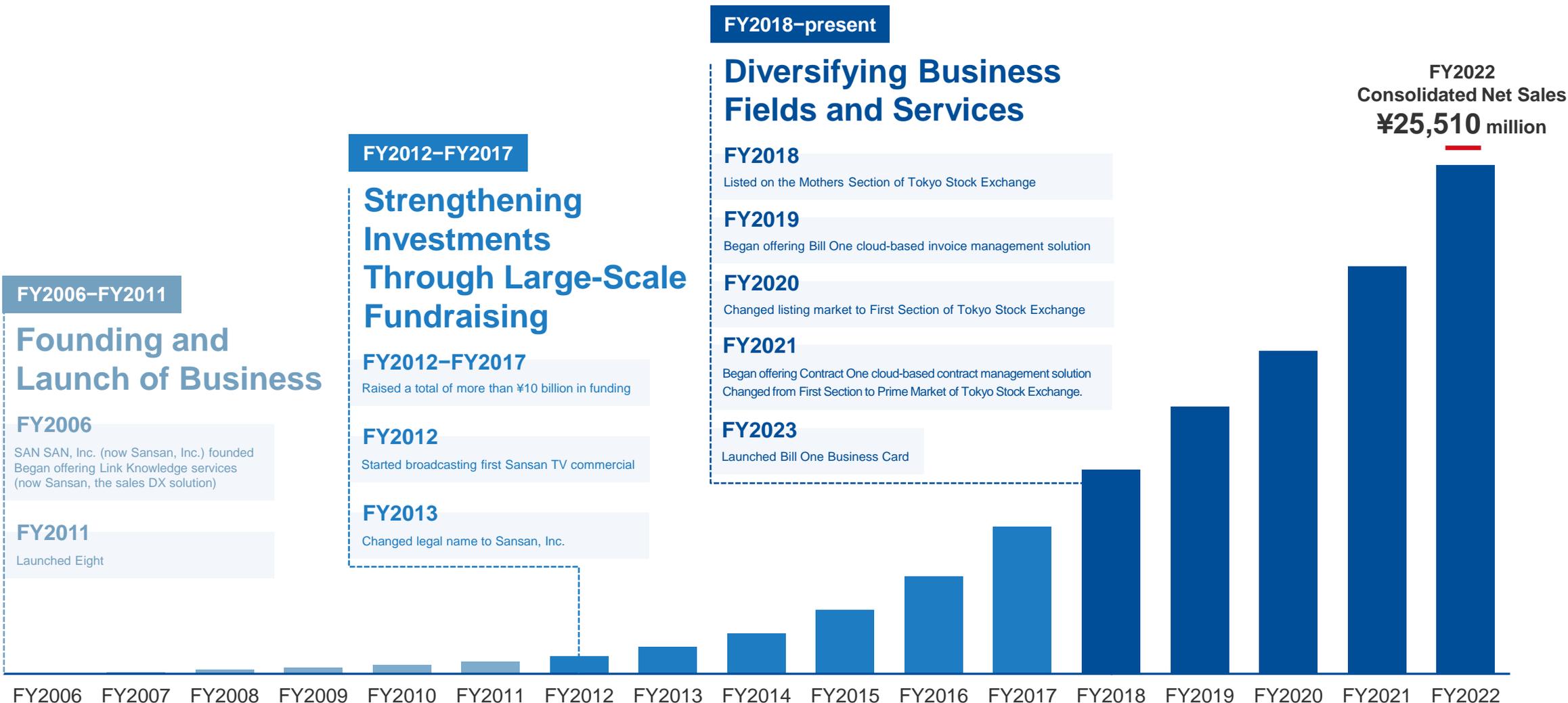
## Vision

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**Become business  
infrastructure**



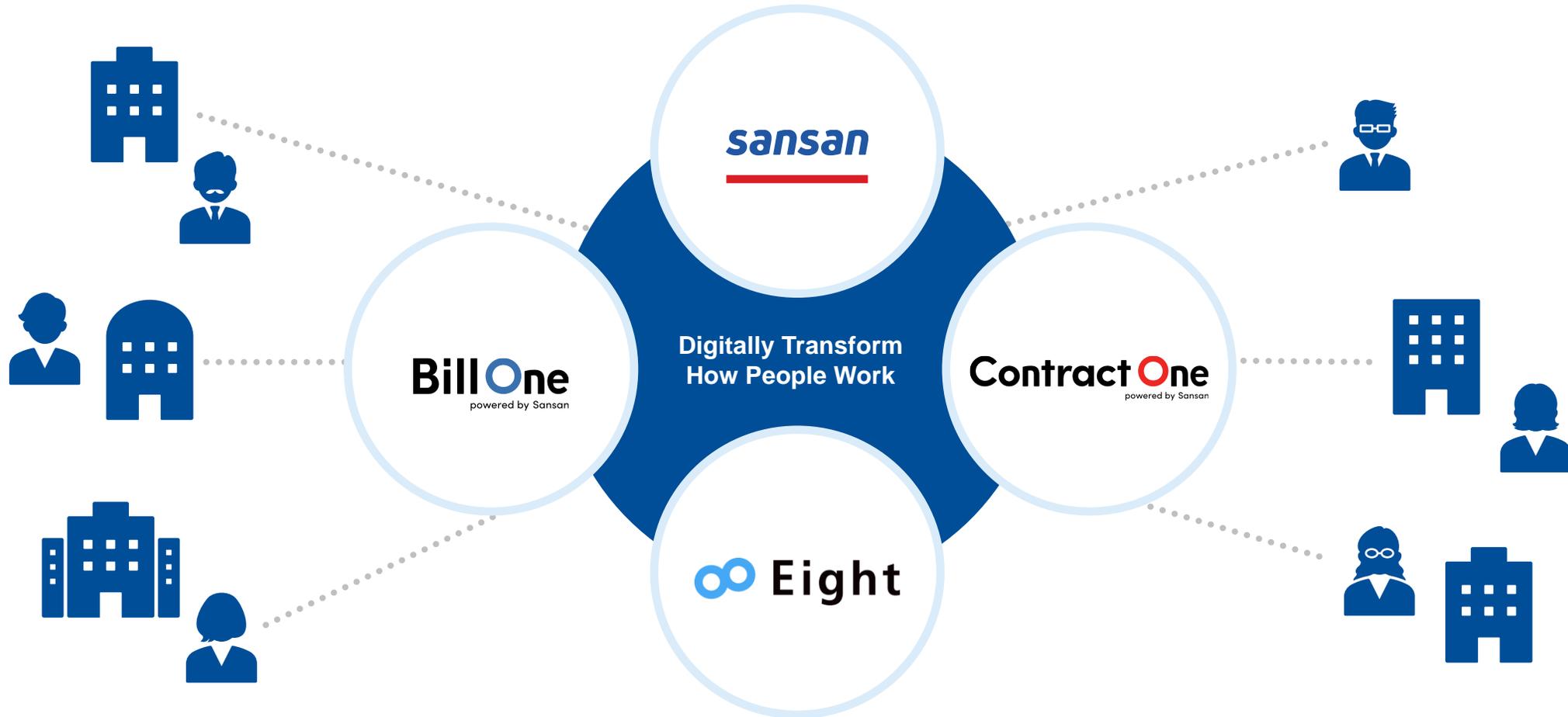
# History (1)



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

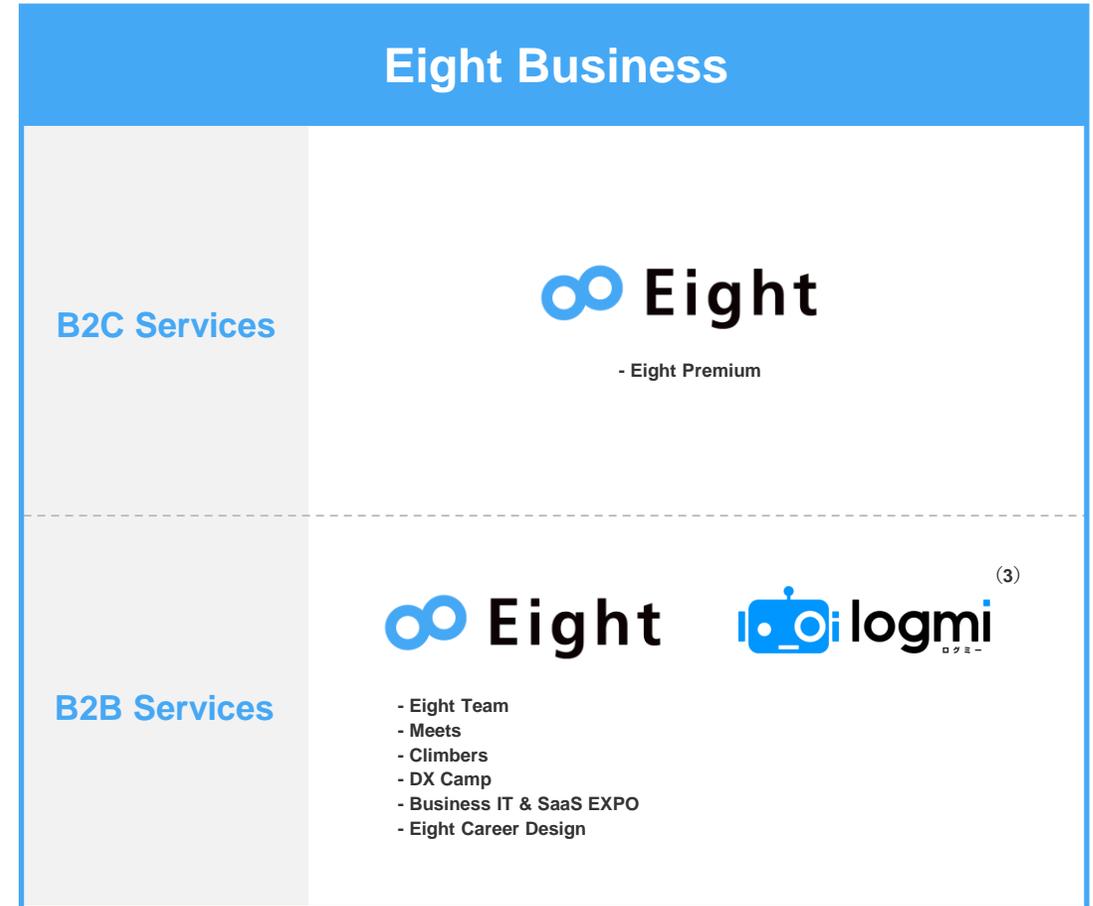
# Digitally Transform How People Work

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



# Overview of Reporting Segments

Comprises two reporting segments, the Sansan/Bill One Business and Eight Business. <sup>(1)</sup>



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

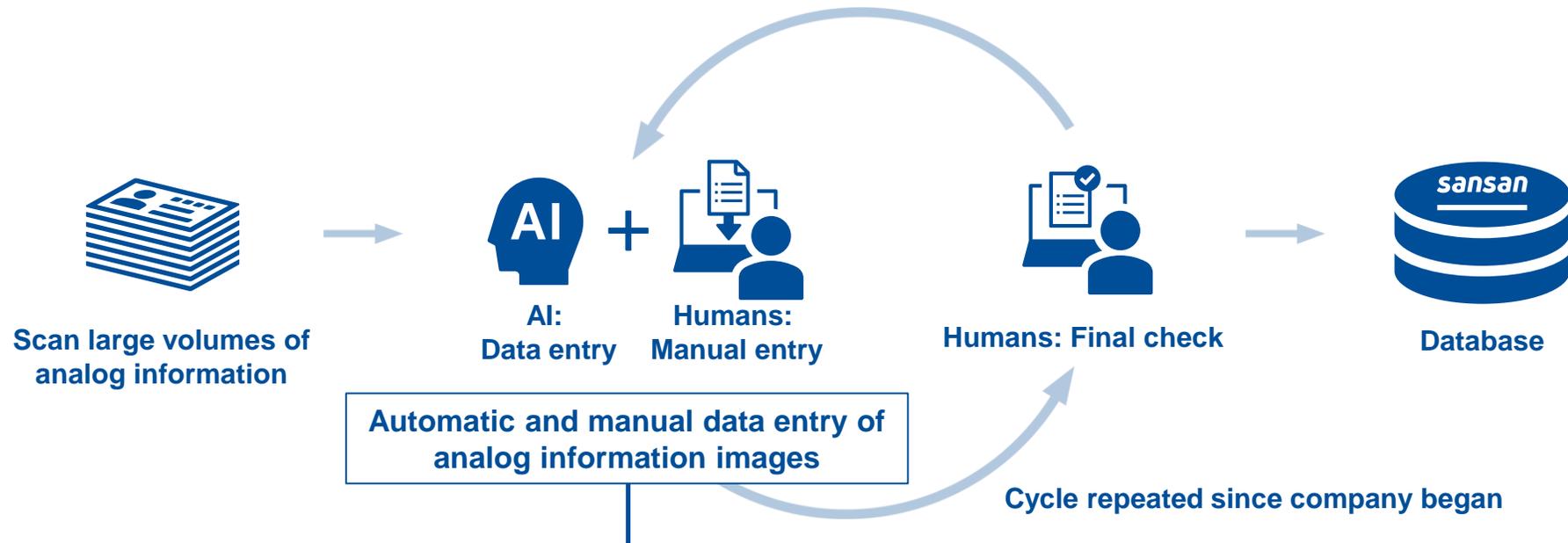
(2) Services provided by CREATIVE SURVEY INC., a consolidated subsidiary

(3) Services provided by logmi, Inc., a consolidated subsidiary

# Operation and Technologies for Digitizing Analog Information

Establishment of analog information digitization operation structure unsurpassed by competitors.

Prompt, accurate digitization of large volume of business card information



## Combination of Technologies

Automatic detection and micro-tasking of analog information

Automatic detection of language

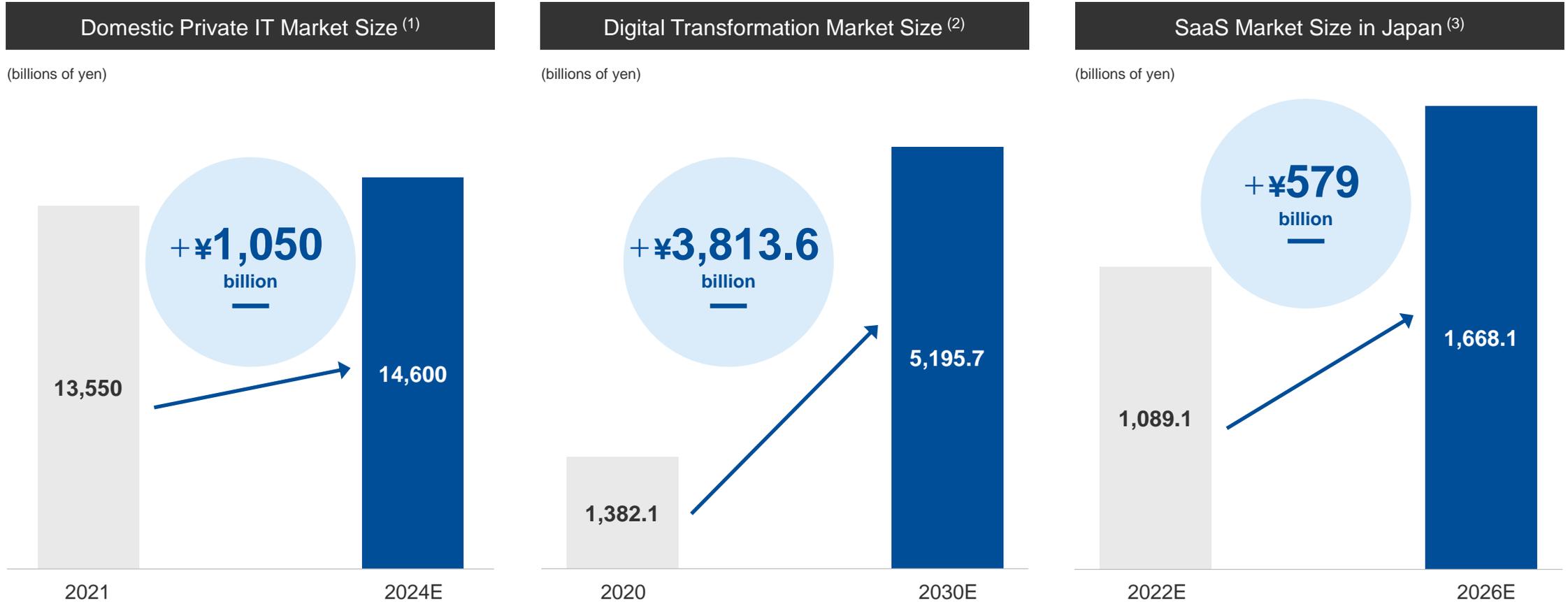
Automatic sorting to operators

Diverse network of data entry operators

Image processing technology

# Tailwind of Market Environment

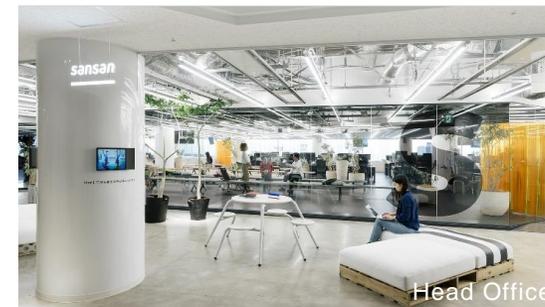
Digital transformation is boosting the need for cloud-based solutions



(1) Based on 2022 IT Investment by Japanese Companies: Facts and Forecasts, Yano Research Institute Ltd.  
(2) Based on Market Edition and Vendor Strategy Edition of 2022 Outlook of the Digital Transformation Market by Fuji Chimera Research Institute.  
(3) Based on 2022 New Software Business Markets by Fuji Chimera Research Institute.

# 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 Corporation (United States) logmi, Inc. Diamond Corporate Data Services, Inc. CREATIVE SURVEY INC. Institute of Language Understanding Inc.(From June 2023)
Representative	Chika Terada
Employees	1,399
Capital	¥6,582 million
Net sales	¥25,510 million (FY2022)
Classification by shareholder type	Individuals and others: 47.33%; foreign financial institutions and individuals: 28.98%; domestic financial institutions: 20.71%; other domestic corporations: 1.71%; security firms: 1.28%



Head Office



Kamiyama Lab, Tokushima



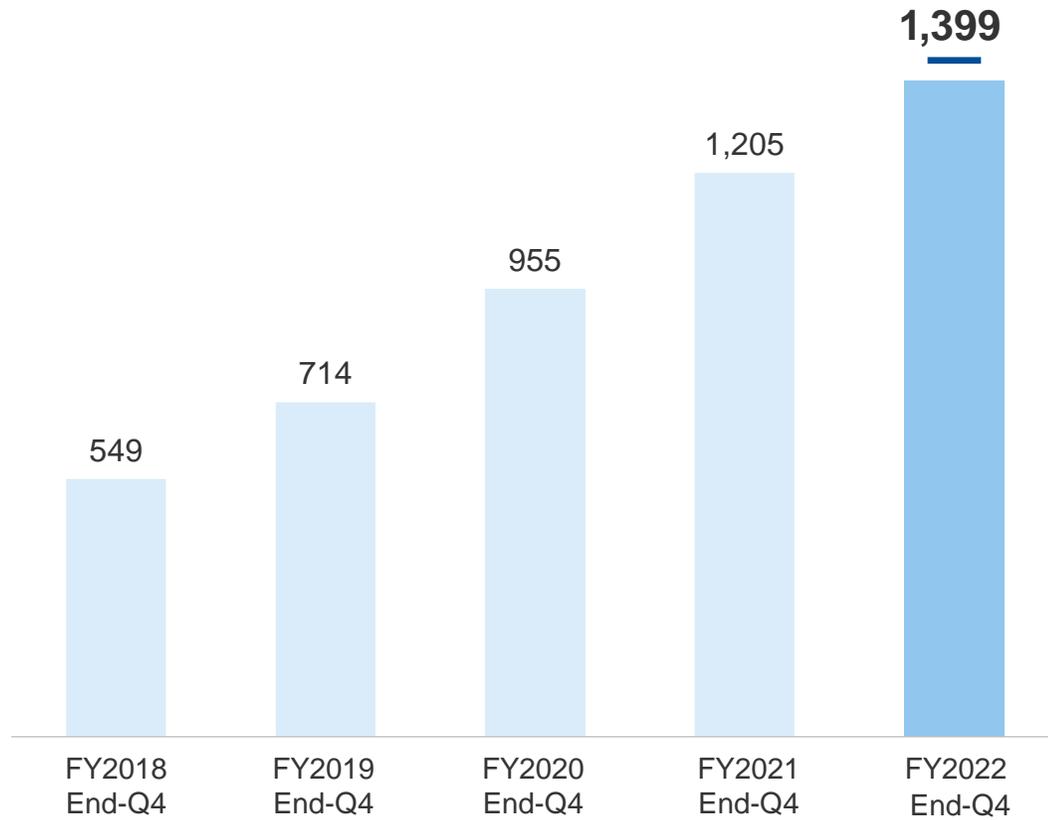
Sansan Innovation Lab, Kyoto

(1) As of May 31, 2023

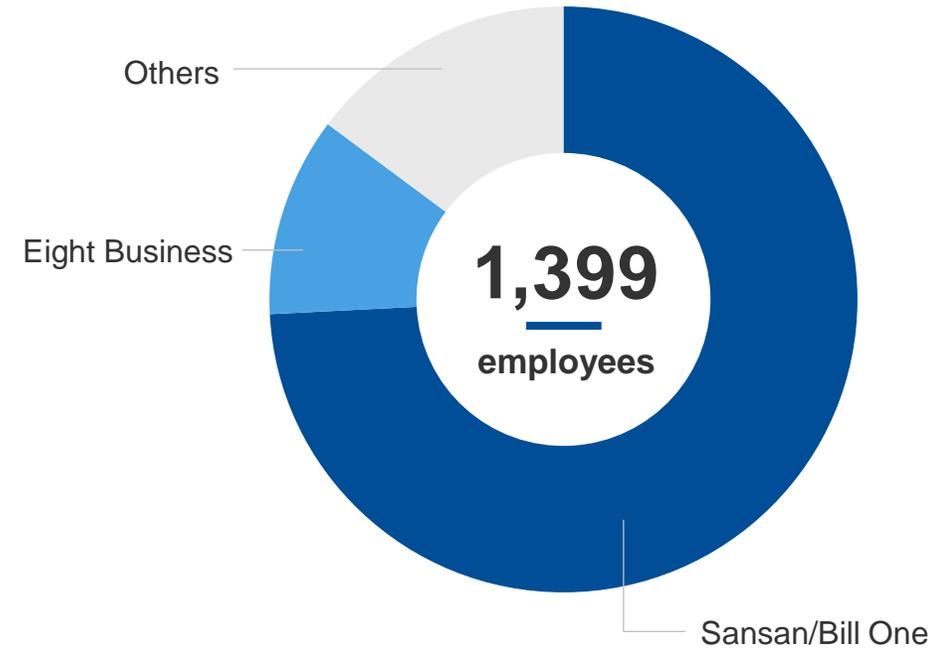
# About Employees

## Employees (Consolidated)

(people)



## Breakdown by Organization <sup>(1)</sup>

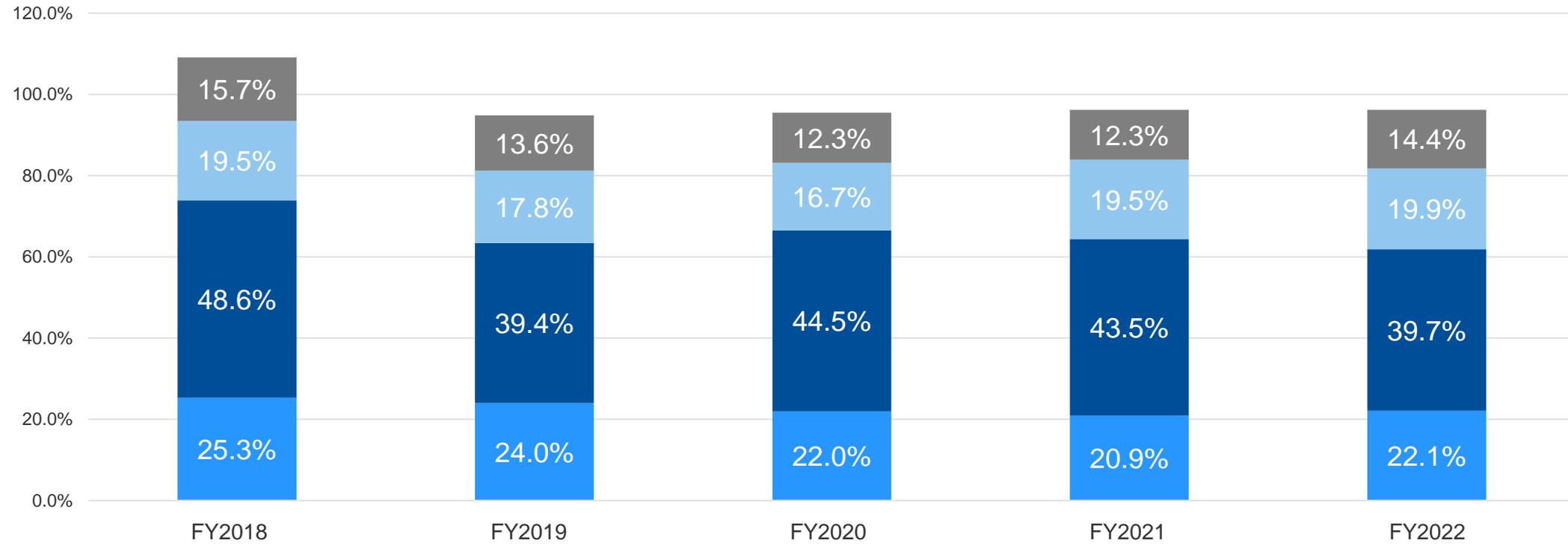


(1) As of May 31, 2023

# Ratio of Net Sales to Each Expenses

Ratio of Each Expenses to Consolidated Net Sales <sup>(1)</sup> (Cost of sales/R & D <sup>(2)</sup> /S & M <sup>(3)</sup> /G & A <sup>(4)</sup>)

■ Cost of Sales ■ R&D ■ S&M ■ G&A



(1) Unaudited

(2) Research and Development (total personnel costs, server costs, common costs, etc. related to research and development)

(3) Sales and Marketing (total advertising costs and personnel costs, common costs related to advertising and sales promotion)

(4) General and Administrative (total personnel costs and common costs related to corporate departments)

## Breakdown of Adjustment Amount

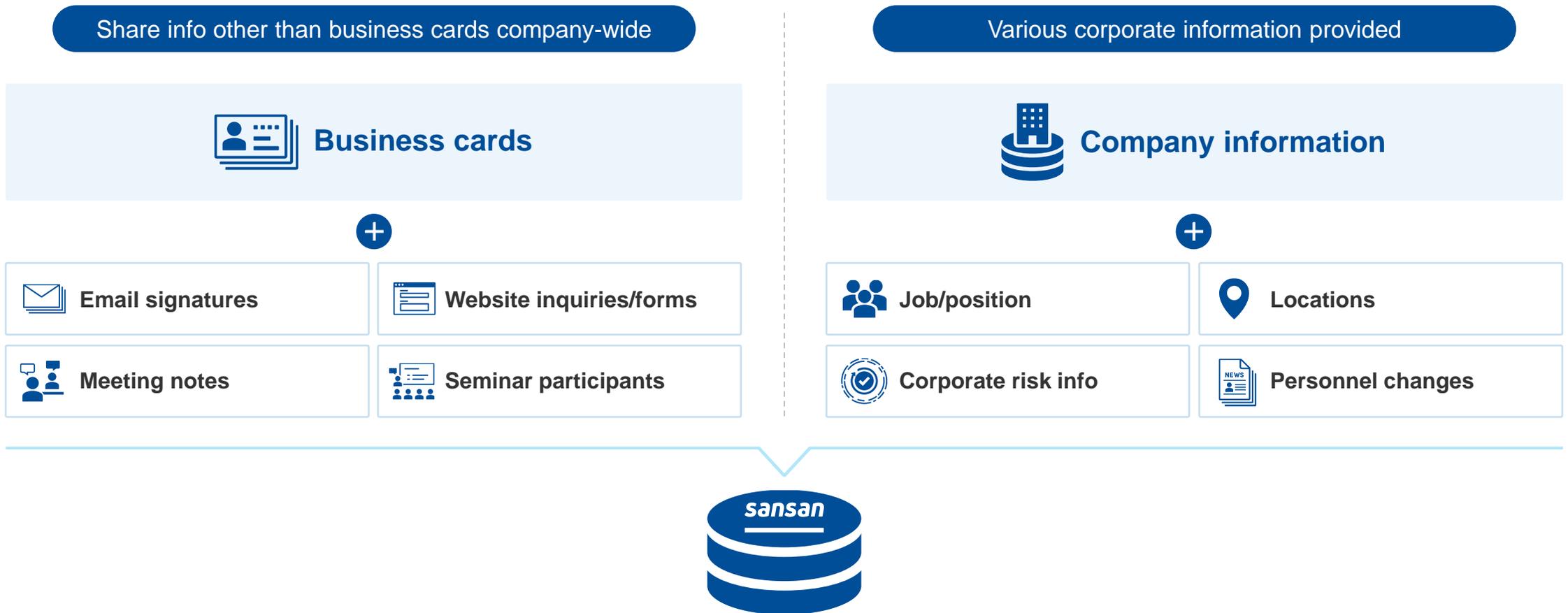
		FY2021	FY2022	YoY
		Full-Year Results	Full-Year Results	
		(millions of yen)		
Adjusted Operating Profit (Adjustment)	Advertising expenses	55	70	+27.5%
	Personnel expenses	1,073	1,348	+25.6%
	Server and PC costs	433	573	+32.4%
	Rent	843	1,004	+19.1%
	Recruiting expenses	266	267	+0.4%
	Others	1,971	2,591	+31.5%
	Personnel-related costs	612	756	+23.6%
	Office-related costs	547	768	+40.4%
	Others	811	1,065	+31.3%
<b>Total</b>	<b>4,643</b>	<b>5,856</b>	<b>+26.1%</b>	

# Sansan/Bill One Business



# Sansan: Service Outline

Business card/contact management service repositioned as sales DX solution.  
Equipped with company information for realizing sales usage of all types of customer information.

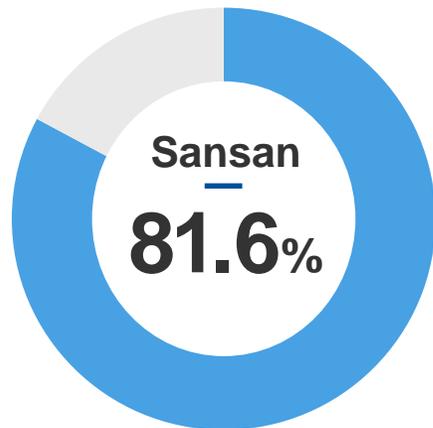


# Sansan: Dominant Market Share and Solid Customer Base

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

## Dominant Brand Recognition and Market Share in B2B

Sales share in 2021 <sup>(1)</sup>



## Strong Sales Organization and Solid Customer Base

SaaS expertise cultivated over the 15 years since our founding



(1) Based on Latest Trends in Business Card Management Services in Sales Support DX 2023 (December 2022, survey by Seed Planning, in Japanese)

# Sansan: Service Plans

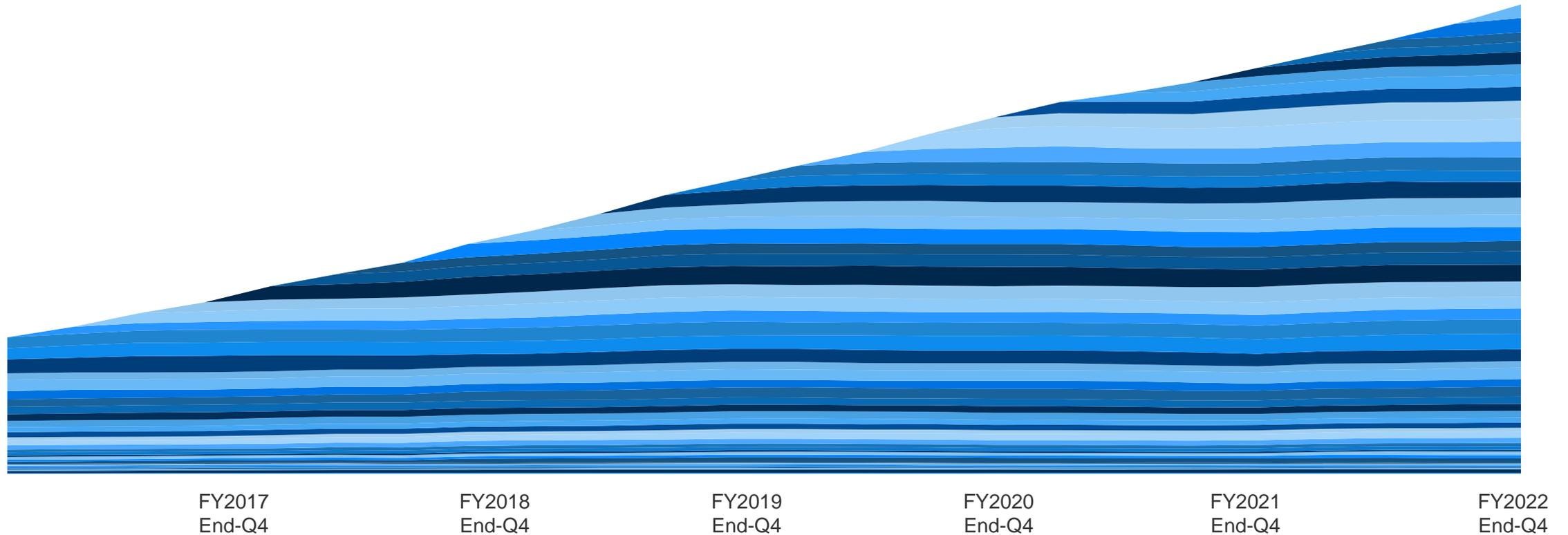
Providing basic company-wide use plan.

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

# Sansan: Accumulation of Net Sales by Service-in Timing (Recurring Sales)

Stably achieving negative churn rate <sup>(1)</sup>

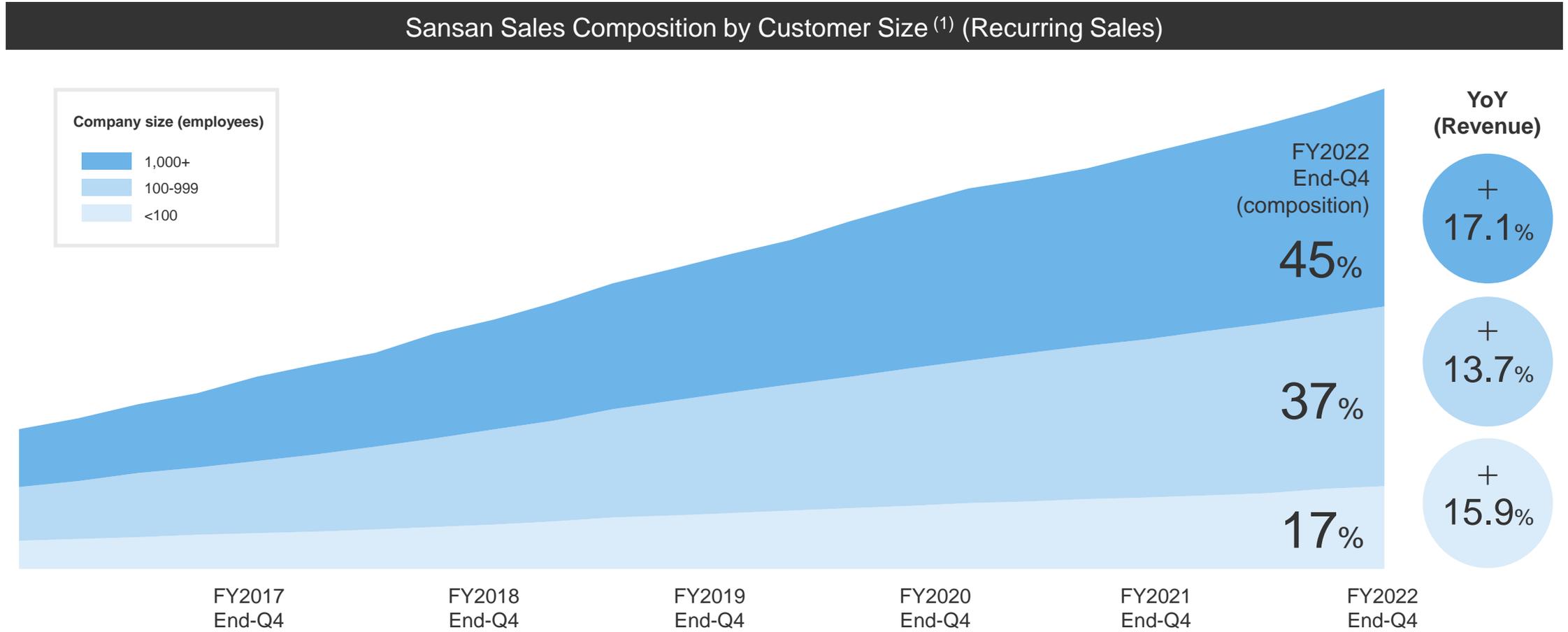
Sansan Sales Stack-up: Accumulation of Net Sales by Service-in Timing (Recurring Sales)



(1) Status where increase of revenue generated by the existing subscriptions is greater than revenue reduced resulting from cancellation

# Sansan: Sales Composition by Customer Size (Recurring Sales)

No significant change in revenue composition ratio by customer size.



(1) Created based on Sansan monthly fee amounts (unaudited), values from graphs up to and including FY2022 Q1 end changed following review of calculation method.

# Bill One: Service Outline

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



## Resolve issues in the invoicing process

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



Personnel forced to come to the workplace to process paper invoices



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

# Bill One: Customer Base and Positioning

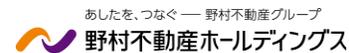
Regardless of industry or business type, acquiring various customers.  
Achieved #1 sales in cloud invoice receiving service market.

## Market Share in Cloud Invoice Receiving Services <sup>(1)</sup>

**Bill One**  
powered by Sansan

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

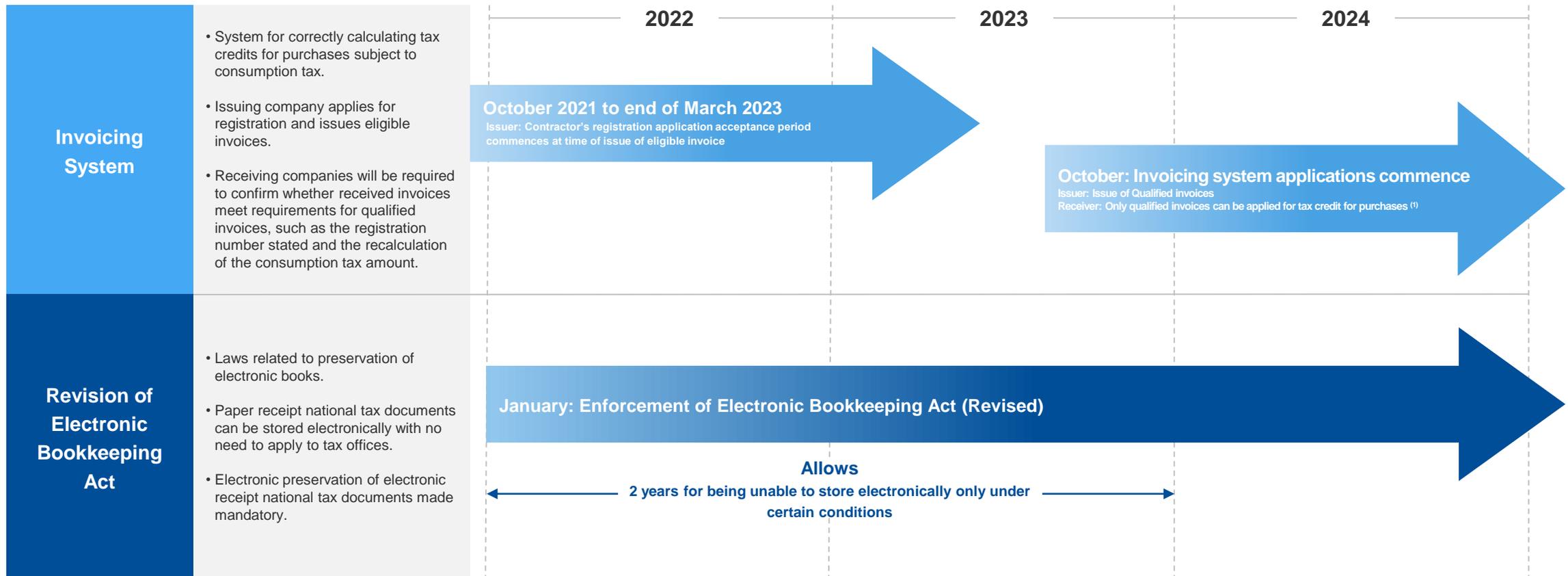
## Customers Running Bill One



(1) Deloitte Tohmatsu MIC Economic Research Institute, "The Present and Future of the Market of Online Invoice Receiving Solution Service Market, Expected to Grow at a Staggering Rate" (MIC IT Report, July 2022).

# Bill One: External Environment in Invoicing Arena

In addition to invoicing system and Revision of Electronic Bookkeeping Act, various changes—including introduction of digital invoices (Peppol format)—expected to occur in environment surrounding invoices.



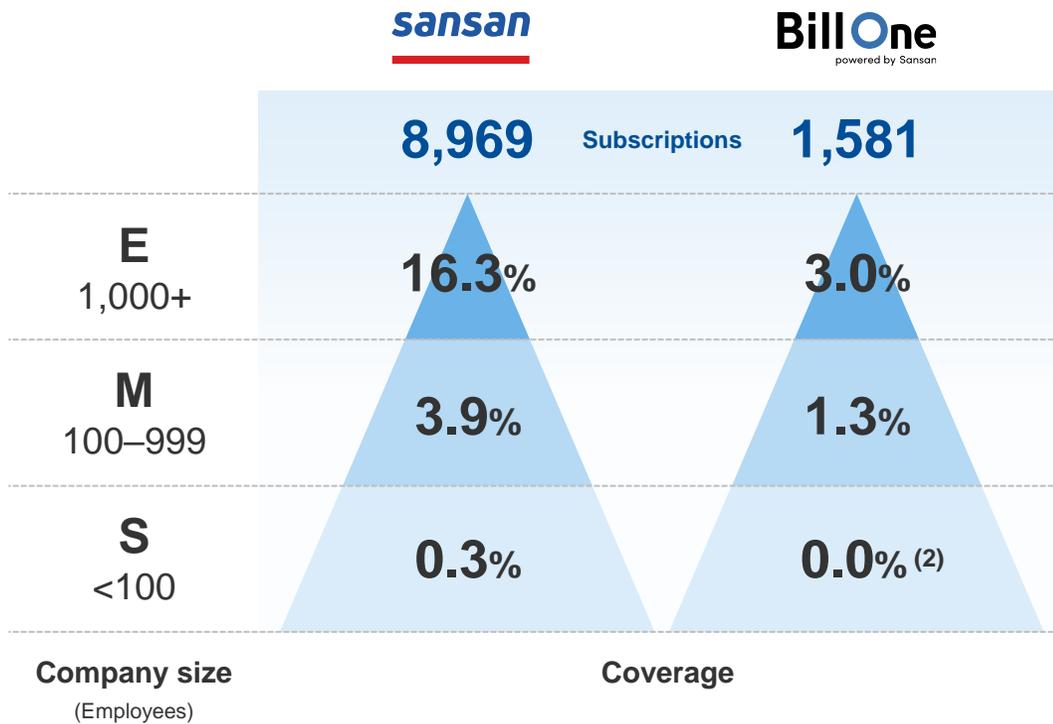
(1) Certain transitional measures

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

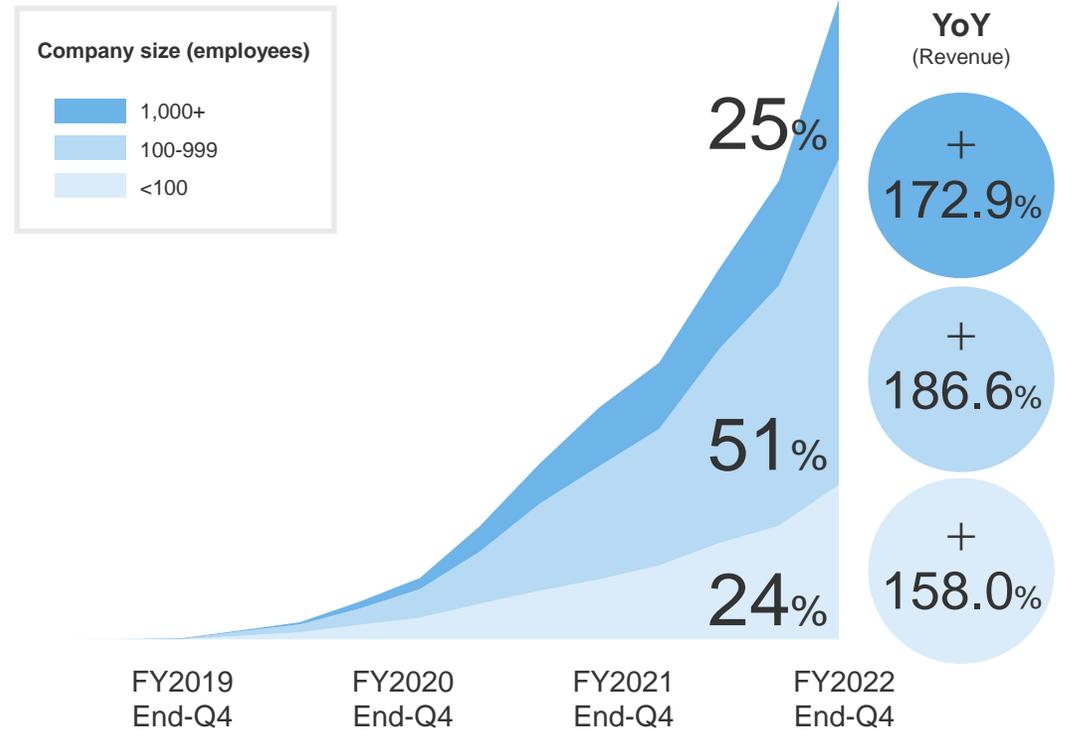
Strong brand recognition of Sansan and robust customer base centered on Medium- and Large-Sized companies making significant contribution to Bill One’s gaining credibility.

Income from Medium- and Large-Sized companies continuing to expand, bringing expectations of coverage expansion.

User Company Coverage <sup>(1)</sup>



Sales Composition by Customer Size <sup>(3)</sup>



(1) The coverage is calculated with the number of subscription in each services 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.

(2) Paid subscriptions only

(3) Created based on Bill One monthly fee amounts (unaudited)

# Eight Business

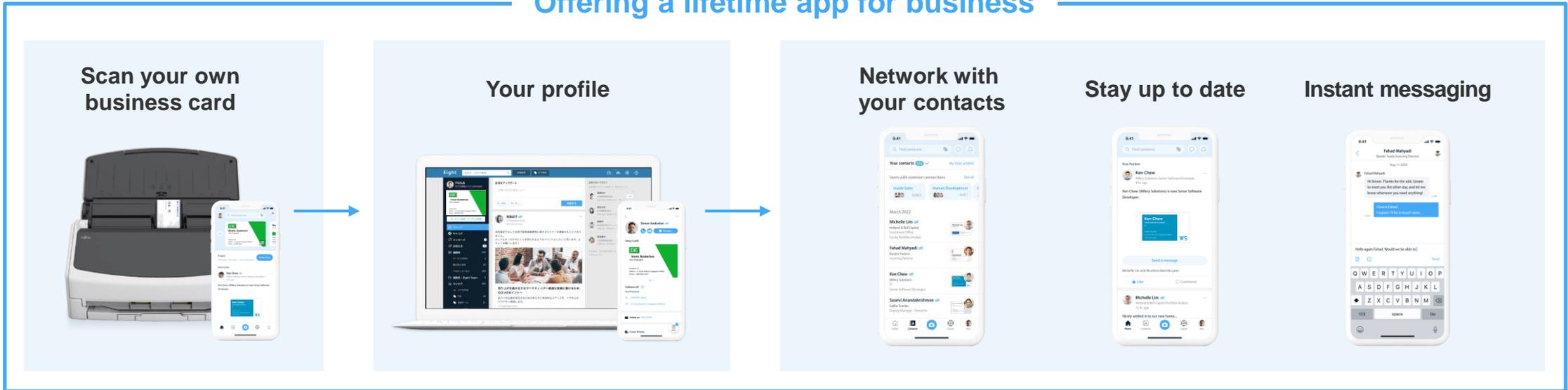


# Eight: Service Outline



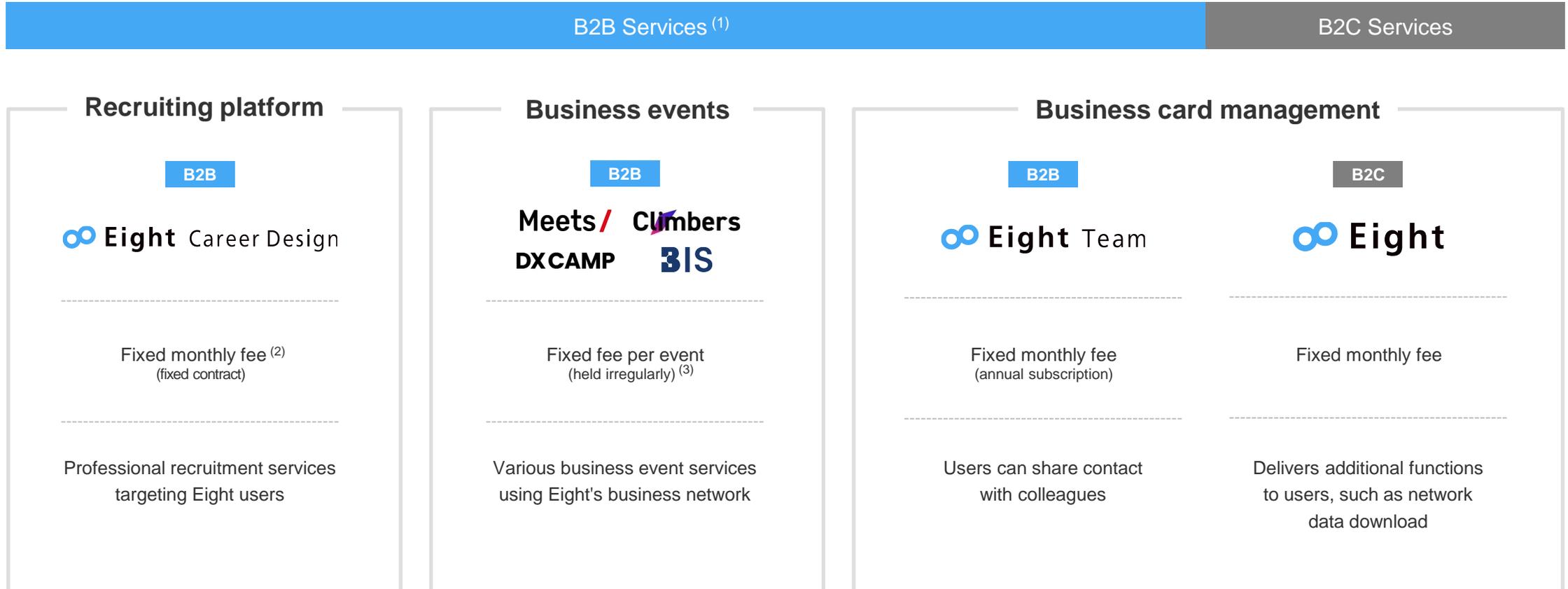
App used by 3 million+ businesspeople as a service to resolve problems that individuals face in business

## Offering a lifetime app for business



# Eight: Strengthening and Promotion of Monetization Plans

Augmenting and accelerating monetization by strengthening corporate services that leverage network of 3 million+ users.



(1) B2B services in the Eight business include event transcription services for the media logmi Biz, logmi Finance and logmi Tech provided by logmi, Inc.

(2) There is an additional charge when a decision to hire is made.

(3) There are multiple fee settings depending on the type of event held, etc.

# Initiatives for Sustainability

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# Material Issues (Priority Issues)

Identified key material issues (priority issues) relating to environment, society, and governance.

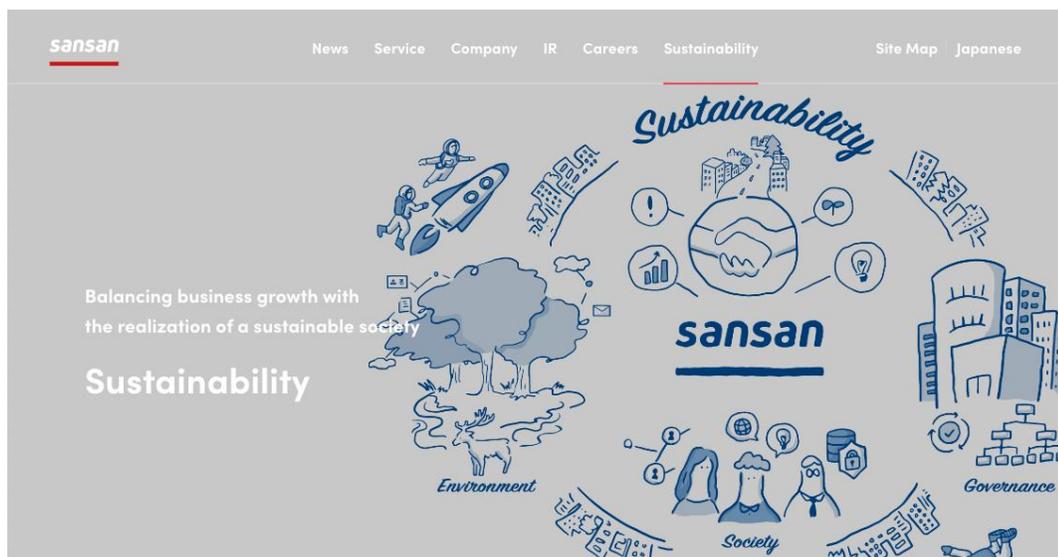
Working to resolve these issues through our core business, we aim to contribute to achieving the SDGs and building a sustainable society.

<p><b>1</b></p> <p><b>Balance Security and Convenience</b></p> <ul style="list-style-type: none"><li>1. Provide safe and stable infrastructure services</li><li>2. Ensure robust protection of data privacy and information security</li></ul>  	<p><b>2</b></p> <p><b>Transform Work Through Innovative DX Services</b></p> <ul style="list-style-type: none"><li>3. Promote DX services that improve productivity</li><li>4. Create innovative business infrastructure</li></ul>  	<p><b>3</b></p> <p><b>Respect Employee Diversity and Producing Innovation</b></p> <ul style="list-style-type: none"><li>5. Promote recruitment, development, and success of human resources</li><li>6. Promote diversity and inclusion</li></ul>    
<p><b>4</b></p> <p><b>Establish a Firm Management Structure to Support Rapid Business Growth</b></p> <ul style="list-style-type: none"><li>7. Strengthen corporate governance</li><li>8. Ensure compliance</li></ul> 	<p><b>5</b></p> <p><b>Conserve the Environment Through Business</b></p> <ul style="list-style-type: none"><li>9. Address climate change issues</li><li>10. Use natural capital efficiently</li></ul>   	

# Expansion and Upgrading of Sustainability Information

Uploaded new sustainability page to our corporate website in October 2022.  
Sustainability information significantly expanded in Annual Report 2022.

## - 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

Achieved “A” rating in external ESG ratings in 2023.

The Government Pension Investment Fund (GPIF) domestic equity investment organizations selected our Annual Report as an “excellent integrated report” and “most-improved integrated report.”

## ESG Rating

MSCI <sup>(1)</sup>  
**MSCI ESG RATING “A”**



## Annual Report

Government Pension Investment Fund  
**Excellent Integrated Report**

Government Pension Investment Fund  
**Most-Improved Integrated Report**

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***sansan***

