

sansan

Turning encounters
into innovation



**Presentation Materials
for FY2022 Q3**

Sansan, Inc., April 13, 2023

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

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Highlights of FY2022 Q3YTD Results

Solid progress in consolidated net sales

Consolidated net sales up 23.6% YoY
ARR ⁽¹⁾ up 24.0%, to ¥23,314 million

Adjusted consolidated operating profit ⁽²⁾ significantly increased YoY

Even while implementing growth investments such as enhanced personnel hiring, adjusted consolidated operating profit up 148.4% YoY to ¥760 million owing to net sales growth, etc.

Quarterly net increase in MRR ⁽³⁾ for Bill One, the cloud-based invoice management solution, hit record high

Bill One net sales up 209.5% YoY, to ¥1,543 million
Bill One MRR for February 2023 increased 153.0% YoY to ¥229 million, up ¥52 million from end of Q2

(1) Annual recurring revenue

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

(3) Monthly recurring revenue

Overview of Consolidated Financial Results

Net sales up 23.9% YoY, accelerating growth rate by 1.2 points vs. Q2.
Profit at each stage increased significantly owing to net sales growth, etc.

	(millions of yen)	FY2021	FY2022		(For Reference) FY2022	
		Q3 Results	Q3 Results	YoY	Q3YTD Results	YoY
Consolidated Results	Net Sales	5,128	6,353	+23.9%	18,177	+23.6%
	Gross Profit	4,527	5,546	+22.5%	15,746	+21.4%
	Gross Profit Margin	88.3%	87.3%	-1.0 pt.	86.6%	-1.6 pt.
	Adjusted Operating Profit	395	694	+75.7%	760	+148.4%
	Adjusted Operating Profit Margin	7.7%	10.9%	+3.2 pt.	4.2%	+2.1 pt.
	Ordinary Profit	107	615	+472.9%	501	-33.2%
	Profit Attributable to Parent's Owners	1	587	+38,608.3%	738	+28.4%
	EPS ⁽¹⁾	¥0.01	¥4.70	+38,710.8%	¥5.91	+28.1%

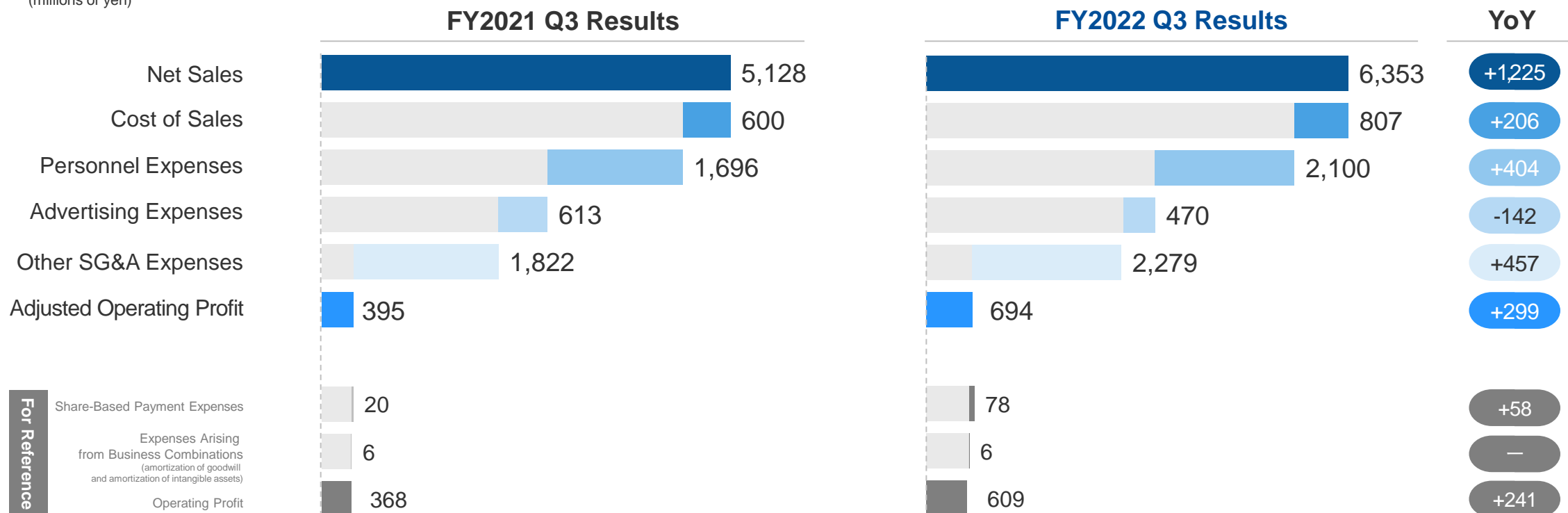
(1) As the Company conducted a four-for-one common stock split effective December 1, 2021, EPS was calculated on the assumption that the stock split was conducted at the beginning of FY2021.

Factors Contributing to Changes in Adjusted Consolidated Operating Profit

Personnel expenses up ¥404 million (23.8%) YoY because of stronger personnel recruiting.
Advertising expenses were down ¥142 million (-23.3%) YoY.

Status of Consolidated Net Sales/Adjusted Operating Profit

(millions of yen)



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) down because of increased back-office headcount, etc.

		FY2021	FY2022		(For Reference) FY2022	
		Q3 Results	Q3 Results	YoY	Q3YTD Results	YoY
		(millions of yen)				
Net Sales	Consolidated	5,128	6,353	+23.9%	18,177	+23.6%
	Sansan/Bill One Business	4,650	5,715	+22.9%	16,232	+23.0%
	Eight Business	454	613	+34.9%	1,848	+29.2%
	Others	25	44	+71.6%	145	+81.0%
	Adjustments	-3	-19	—	-48	—
Adjusted Operating Profit	Consolidated	395	694	+75.7%	760	+148.4%
	Sansan/Bill One Business	1,670	2,232	+33.7%	5,197	+28.3%
	Eight Business	-96	-57	—	-206	—
	Others	-16	-17	—	-28	—
	Adjustments	-1,161	-1,463	—	-4,202	—

Sansan/Bill One Business Overview

Net sales increased by 22.9% YoY, accelerating growth rate by 0.5 points vs. Q2.
Adjusted operating profit up 33.7% YoY owing to net sales growth, etc.

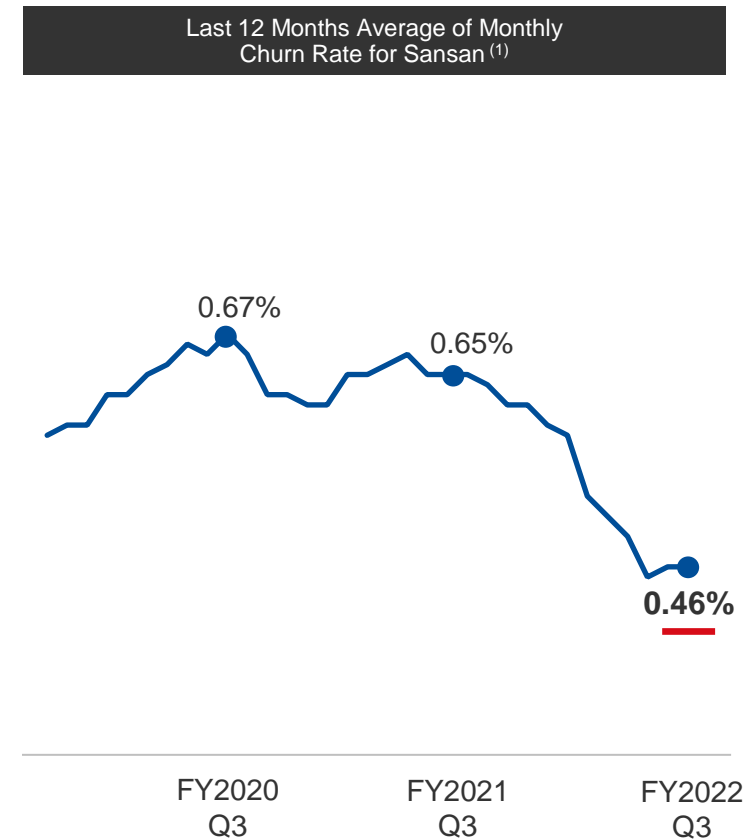
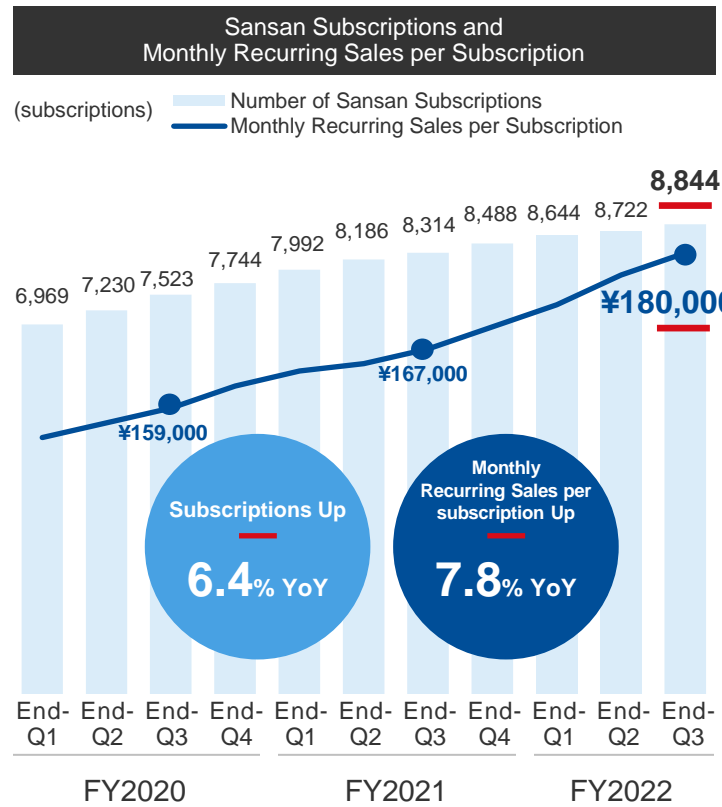
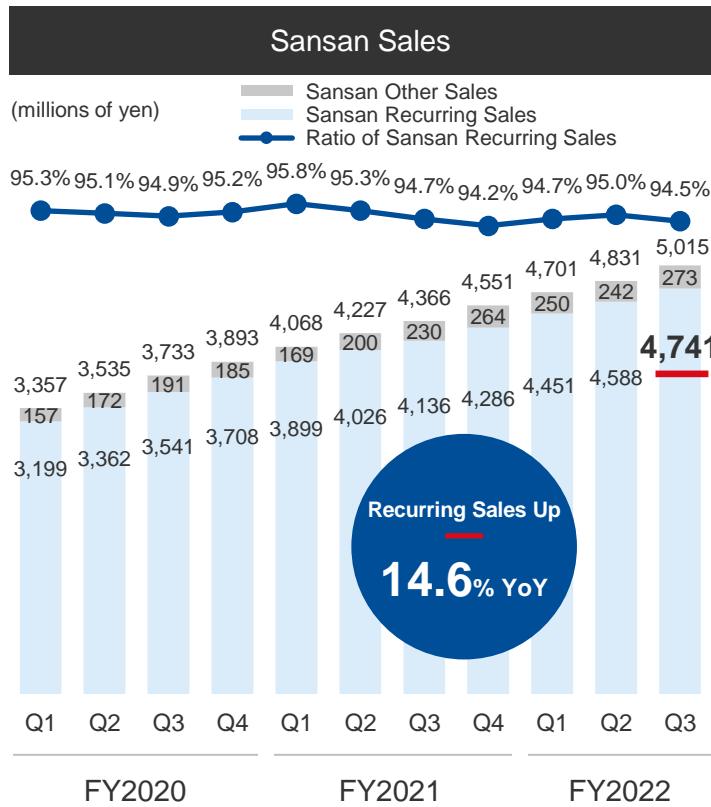
		FY2021	FY2022		(For Reference) FY2022	
		Q3 Results	Q3 Results	YoY	Q3YTD Results	YoY
		(millions of yen)				
Sansan/ Bill One Business	Net Sales	4,650	5,715	+22.9%	16,232	+23.0%
	Sansan	4,366	5,015	+14.9%	14,548	+14.9%
	Sansan Recurring Sales	4,136	4,741	+14.6%	13,781	+14.3%
	Sansan Other Sales	230	273	+18.7%	766	+27.7%
	Bill One	259	645	+148.3%	1,543	+209.5%
	Others	24	54	+123.8%	140	+265.9%
	Adjusted Operating Profit	1,670	2,232	+33.7%	5,197	+28.3%
	Adjusted Operating Profit Margin	35.9%	39.1%	+3.2 pt.	32.0%	+1.3 pt.

Sansan/Bill One Business: Sansan

Sales, Subscriptions and Monthly Recurring Sales per Subscriptions, Last 12 Months Average of Monthly Churn Rate

Although subscription growth rate remained flat vs. Q2, monthly recurring sales per subscription accelerated owing to strengthening of sales to medium and large enterprises.

Churn rate decreased by 0.19 points YoY to 0.46%, continuing the improvement.



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

Sansan/Bill One Business: **Bill One**

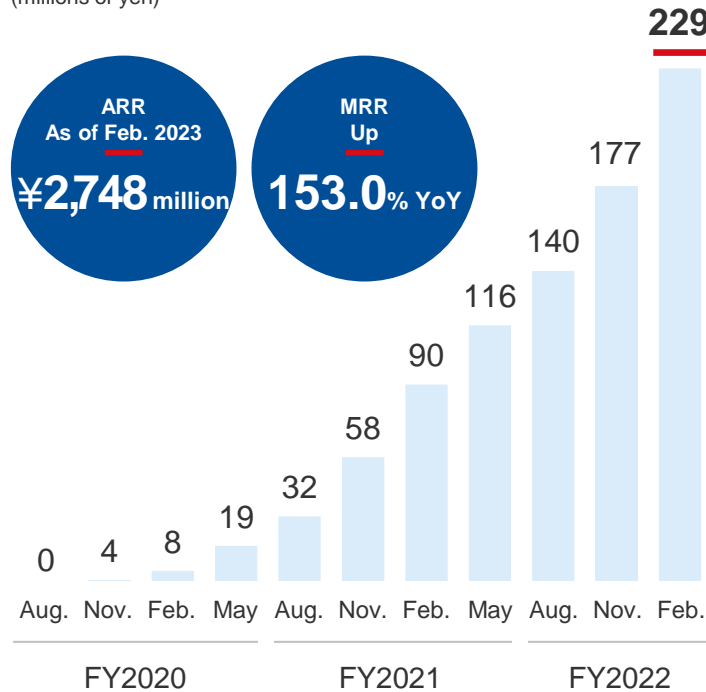
MRR, Paid Subscriptions and Monthly Recurring Sales per Paid Subscription, Last 12 Months Average of Monthly Churn Rate

MRR up 153.0% YoY, and ARR exceeded ¥2,748 million as of February 2023.

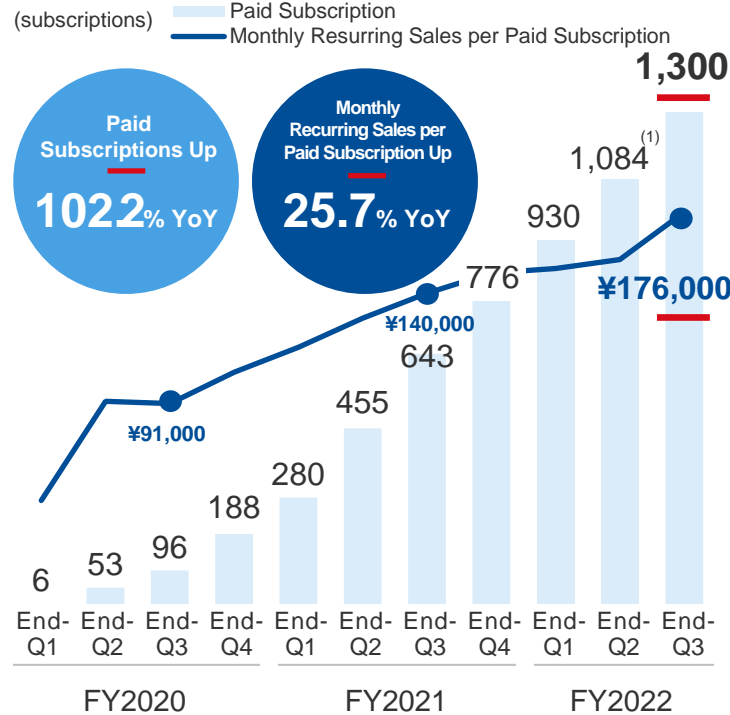
Net increase in paid subscriptions and growth rate of monthly recurring sales per paid subscription continued high growth owing to new customer acquisition among medium and large enterprises.

Bill One MRR

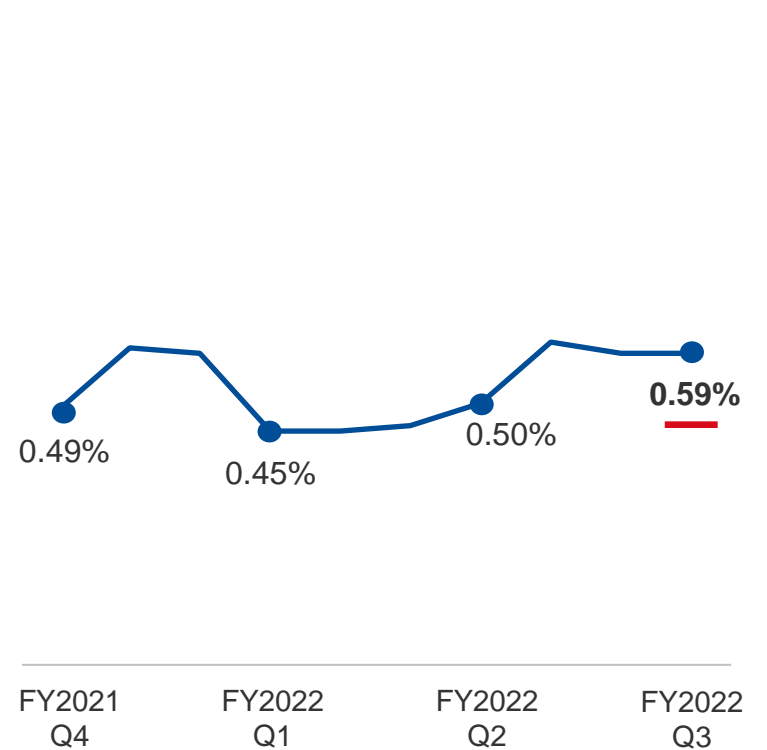
(millions of yen)



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



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



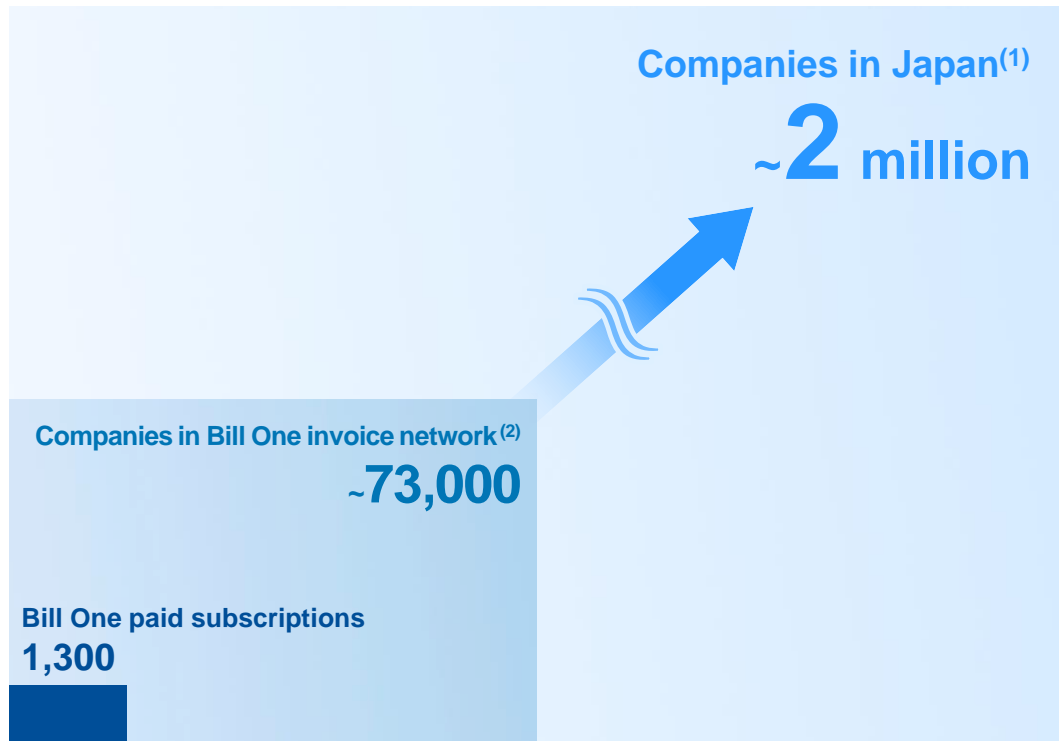
(1) Paid subscriptions as of end of FY2022 Q2 revised from 1,138 to 1,084 (reflecting revision to paid subscriptions, monthly recurring sales per paid subscription were ¥163,000)

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

Sansan/Bill One Business: **Bill One** Size of Potential Market in Japan and ARR

Since all companies are targeted, regardless of industry or size, vast room for development exists in Japan.
Aiming for ARR of ¥3 billion or more by the end of FY2022.

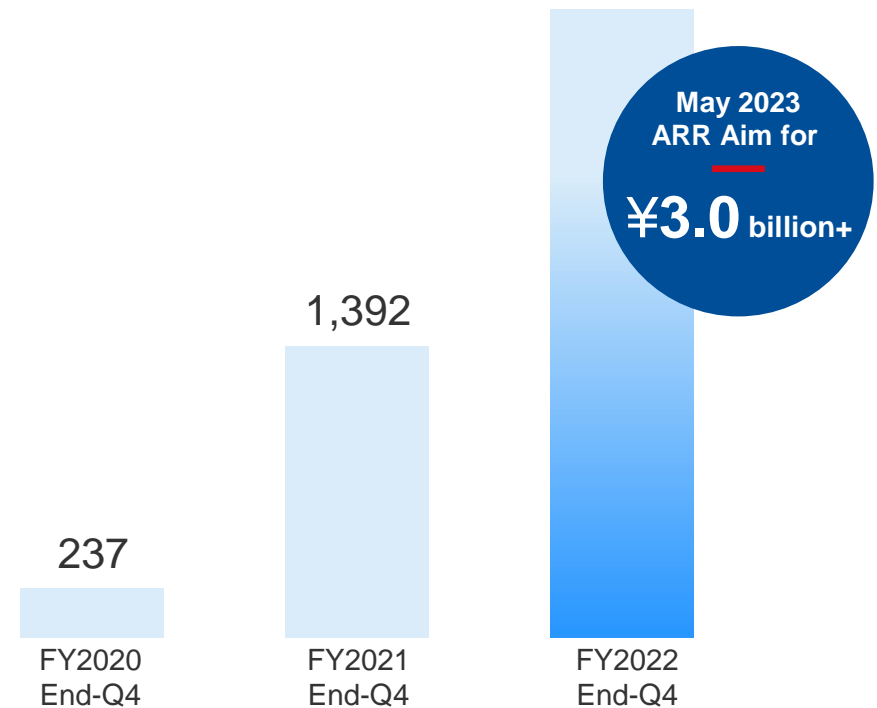
Size of Potential Market for Bill One ⁽¹⁾



(1) Based on Economic Census for Business Activity in 2016 issued by the Statistics Bureau
(2) Paid subscriptions + free subscriptions + companies that send invoices to paid and free subscriptions

Bill One ARR

(millions of yen)



Eight Business Overview

Although Q3 net sales increased by 34.9% YoY, cumulative results were below the lower range of the performance forecast growth rate.

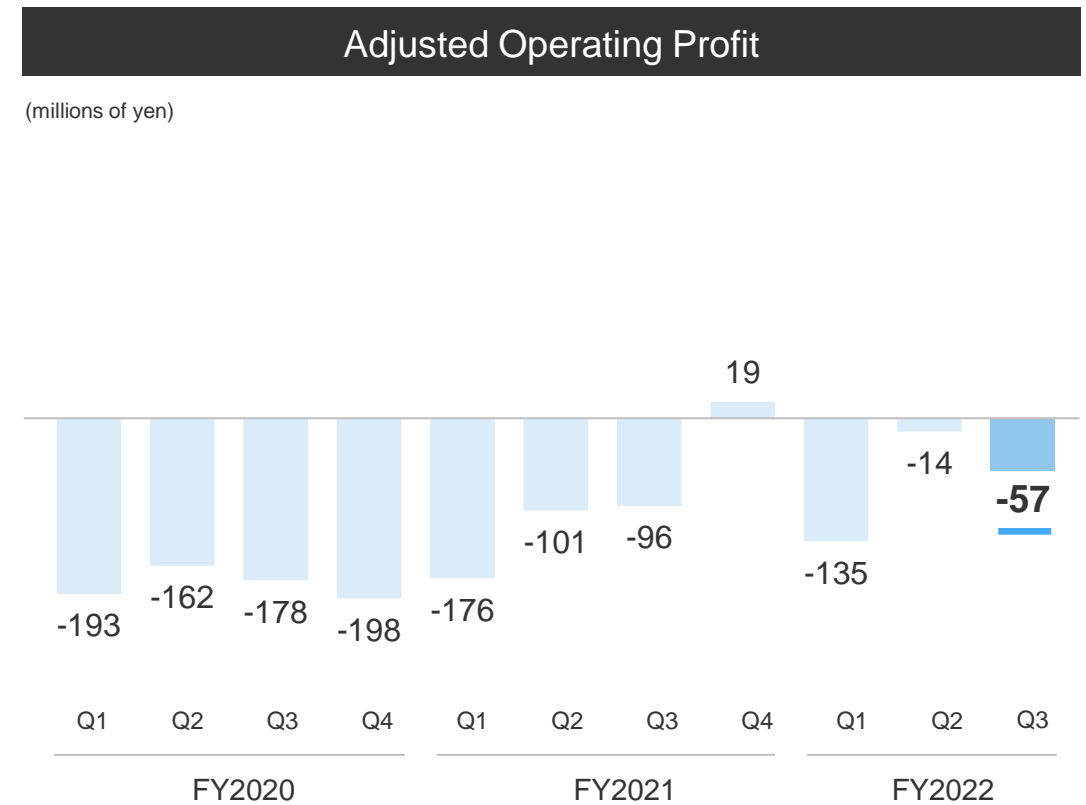
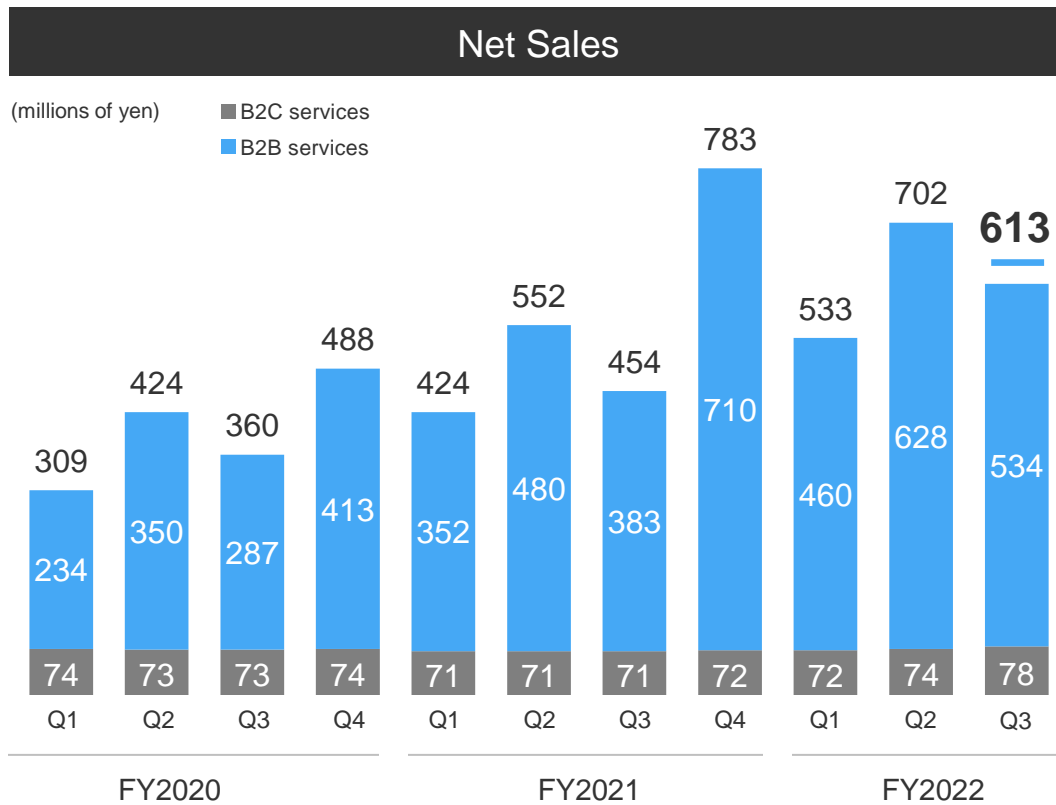
Reduced deficit in adjusted operating profit by ¥39 million YoY.

		FY2021	FY2022		(For Reference) FY2022	
		Q3 Results	Q3 Results	YoY	Q3YTD Results	YoY
(millions of yen)						
Eight Business	Net Sales	454	613	+34.9%	1,848	+29.2%
	B2C Services	71	78	+10.2%	225	+5.5%
	B2B Services	383	534	+39.4%	1,623	+33.4%
	Adjusted Operating Profit	-96	-57	—	-206	—
	Eight Users ⁽¹⁾	3.05 million	3.24 million	+0.19 million		
	Eight Team Subscriptions	2,621	3,398	+29.6%		

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

Eight Business: Net Sales, Adjusted Operating Profit

Q3 net sales and adjusted operating profit down vs. Q2 as large-scale business events for FY2022 held in Q2 and Q4. Shift to profitability-focused business operations from Q4 onward.



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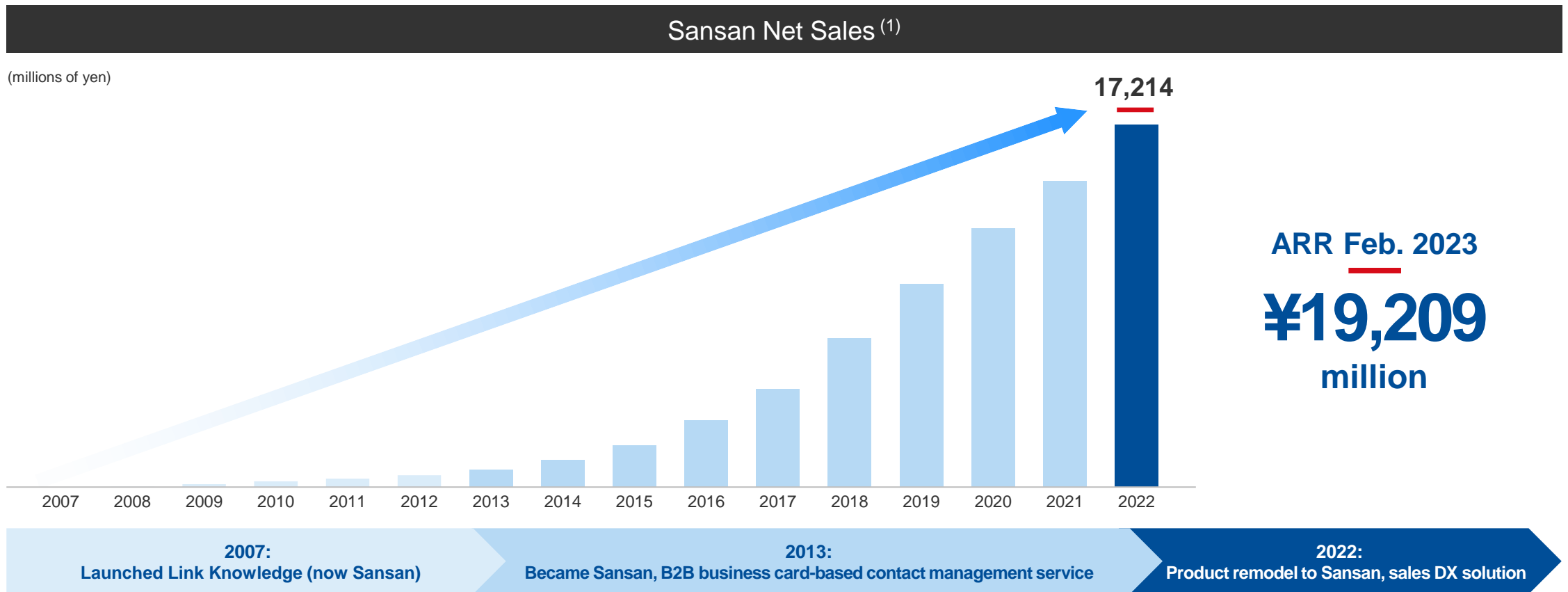
1 Consolidated Financial Results for FY2022 Q3

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Sansan Net Sales

Since service launched in 2007, it has continually evolved and grown to have the largest SaaS net sales in Japan. We remodeled it from a business card-based contact management service to the sales DX solution in 2022.

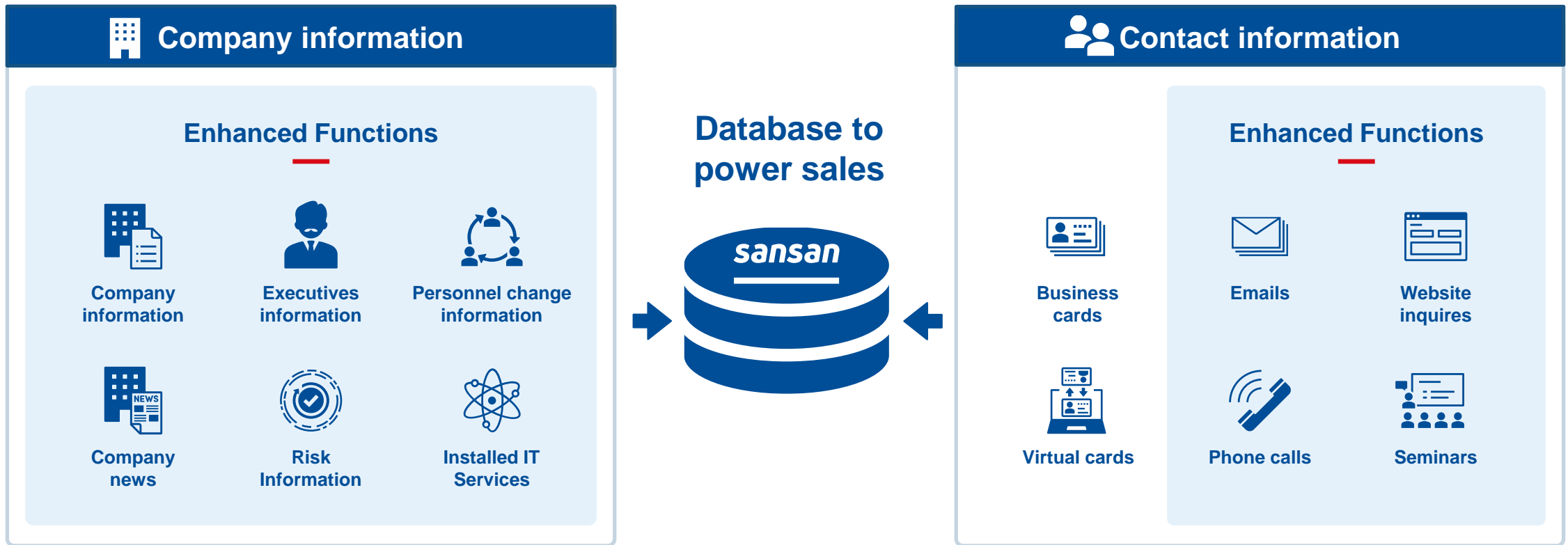


(1) Indicates net sales for fiscal years ended in May – figures prior to the year ended May 2016 are non-consolidated, while subsequent figures are consolidated.

Product Remodel to Sales DX Solution

Building databases unique to user companies by combining 1 million+ items of company information and various customer contact information.











Enhancing sales abilities for individuals and organizations by realizing strategic sales activities through data utilization.



Equipped with Corporate Information

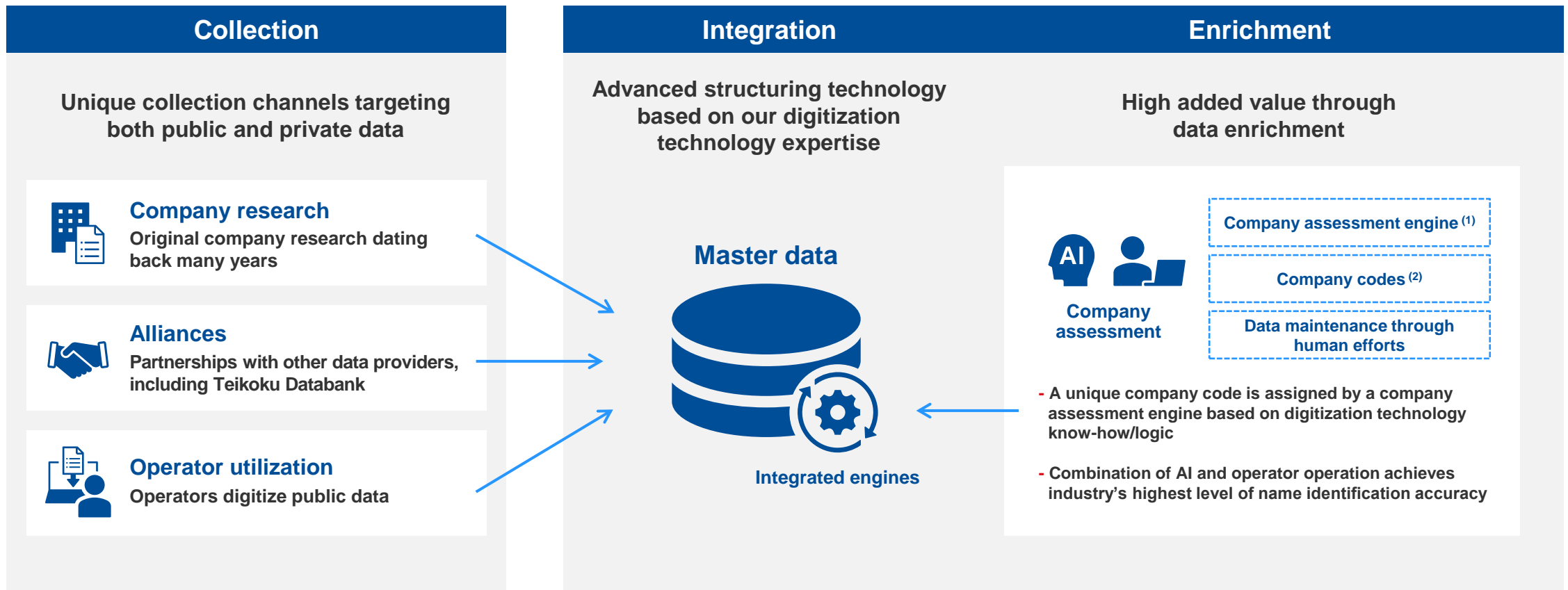
Contains information on companies in the largest number of data categories in Japan.

Users can conduct diversified customer analyses, as data can be viewed and used in Sansan.

Data Category	Recorded Data
 Company information	Basic corporate data for 1 million companies (names/profiles, head office addresses, telephone numbers, URLs, numbers of employees, representative names, industries, corporate status/numbers, establishment dates, capital, sales, accounting periods, affiliated group information)
 Financial and performance information	Non-consolidated/consolidated total assets, capital, shareholders' equity, net sales, operating/ordinary/net income for most recent/up to two previous years
 Organizational Information	Organizational charts with structured department/job position layers, based on business cards collected by employees of Sansan user companies
 Executives information	Information on executives (names, titles, affiliations, assigned offices/addresses, information on honors/awards conferred)
 Personnel change and organizational update Information	Latest personnel change/organizational update information, such as announcement dates, company names, first/last names, new/former affiliations/positions
 Company News	Company customer/competitor news collected from websites
 Antisocial force check data	Data on areas such as corporate antisocial forces, premises crime, economic sanctions lists, personal antisocial data (names, ages, anti-social classifications, organization names, etc.)
 Installed IT services	Data on corporate-use IT service categories/names (~1,600 detectable)
 Company trends (under development)	Visual-format data on latest situation at a company (companies can be extracted with tags relating to ~200 types of management/employment situations and focus areas)
 Base information (under development)	Business operator information such as branches/sales offices operated by a company

System for Providing Vast Amount of Corporate Information

Build an integrated engine for which unique information collection channels, digitization technologies, etc. have been applied
In addition to accurately updating a vast amount of data, we add value through data enrichment.



(1) With our unique digitization process, common input error patterns, company name and address transcription variations, etc. are constructed as clues (a company assessment engine) by which to assess the same company and used for company name-matching assessment decisions.

(2) Sansan's unique company codes.

Upcoming Function Enhancements

In the next fiscal year, to strengthen contact point information, we plan to add a contact point management function on Sansan for accumulating and visualizing contact point information via emails and transactions, while also enabling a list of various contact points with each company and person.

Number of Contacted People on Organization Tree (1)

Lion City Solutions Pte. Ltd. 76 people (contacted : 64 people, not contacted : 12 people)

- Lion City Solutions Pte. Ltd. 76 people
 - Officers 8 people
 - Marketing Department 1 people
 - Senior Marketing Manager Gloria Allen Date card received (most recent) : 2023/03/27
[Marketing] John Smith No.: 23 Last contact : 2022/1/27

Business cards	Emails	Calls	Meetings
1	20	1	1

Contact Point Summary in Company Overview (1)

Lion City Solutions Pte. Ltd.

Overview

Contact points

Month	Business cards	Emails	Calls	Meetings
Jun.	1	18	1	1
Jul.	0	15	1	0
Aug.	0	20	1	1
Sep.	0	12	1	1
Oct.	0	10	0	0
Nov.	0	12	0	0
Dec.	0	5	0	0
Jan.	0	5	0	0
Feb.	0	8	0	0
Mar.	0	5	0	0
Apr.	0	3	0	0
May	0	0	0	0
Jun.	0	5	0	0
Jul.	0	3	0	0

(1) Under development

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Consolidated Financial Forecasts for FY2022

Results for Q3 results progressing smoothly, no change in consolidated earnings forecasts.
In Q4, planning to make various investments for medium-term growth in net sales.

		FY2021	FY2022			
		Full-Year Results	Q3YTD Results	YoY	Full-Year Forecasts ⁽¹⁾	YoY
(millions of yen)						
Consolidated Forecasts	Sales	20,420	18,177	+23.6%	25,117 ~25,764	+23.0% ~+26.2%
	Sansan/Bill One Business	18,105	16,232	+23.0%	21,998 ~22,632	+21.5% ~+25.0%
	Eight Business	2,213	1,848	+29.2%	2,900 ~3,010	+31.0% ~+36.0%
	Adjusted Operating Profit	730	760	+148.4%	917 ~1,288	+25.5% ~+76.3%
	Adjusted Operating Profit Margin	3.6%	4.2%	+2.1 pt.	3.7% ~5.0%	+0.1 pt. ~+1.4 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 stock-based compensation, which may vary significantly depending on the level of our stock price, and certain non-operating profit (loss) and other items.

Medium-Term Financial Targets (FY2022–FY2024)

Aiming for solid growth in net sales and stable profit growth

Important management indicators

1

Consolidated net sales

Continue solid growth in the 20%+ range or higher

2

Adjusted consolidated operating profit

Improvement of 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

Mission

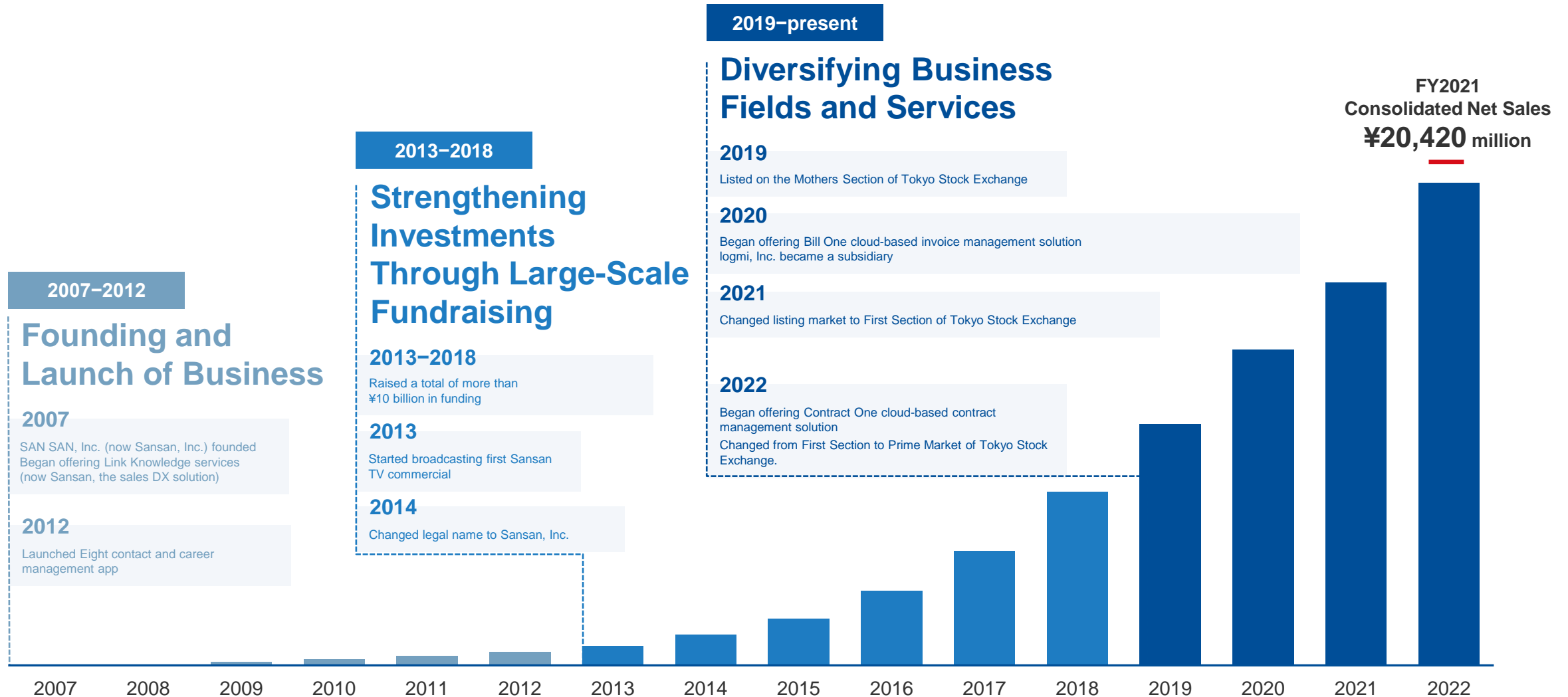
**Turning encounters
into innovation**

Vision

**Become business
infrastructure**



History ⁽¹⁾

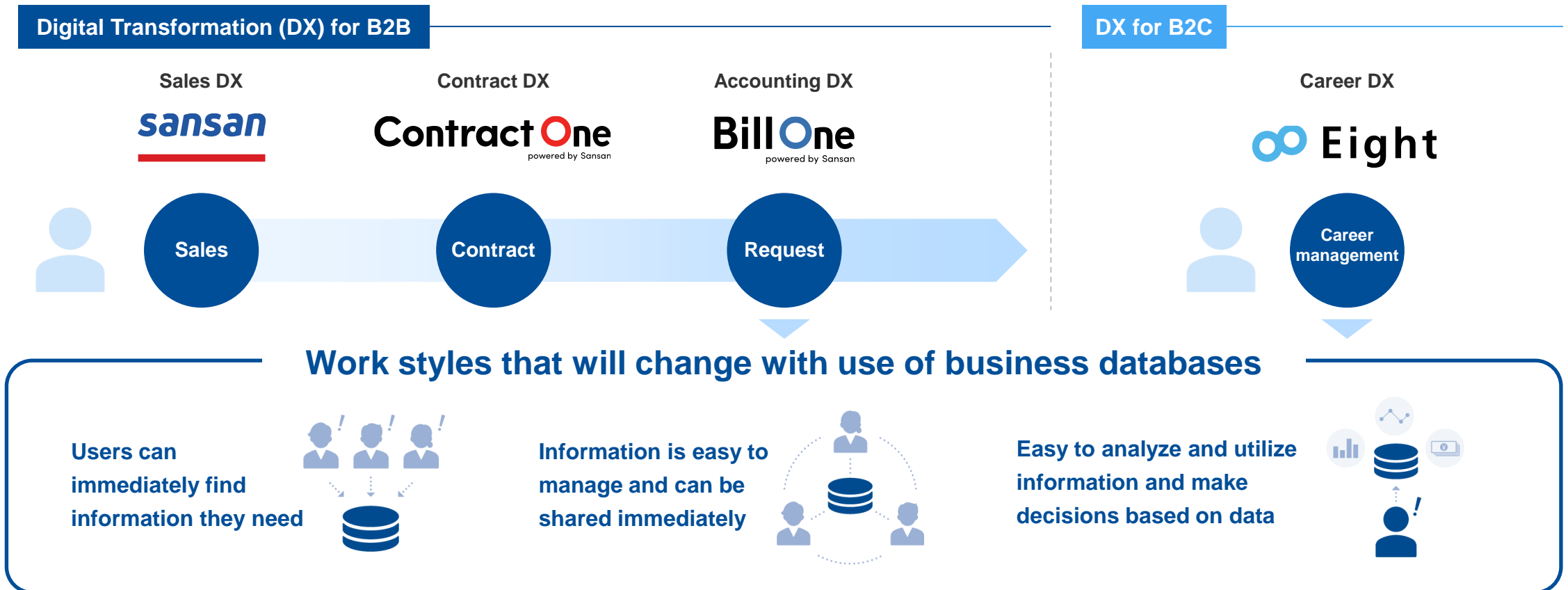


(1) The graph indicates net sales for fiscal years ended in May (figures prior to the year ended May 2016 are non-consolidated, while subsequent figures are consolidated).

Digitally Transform How You Work

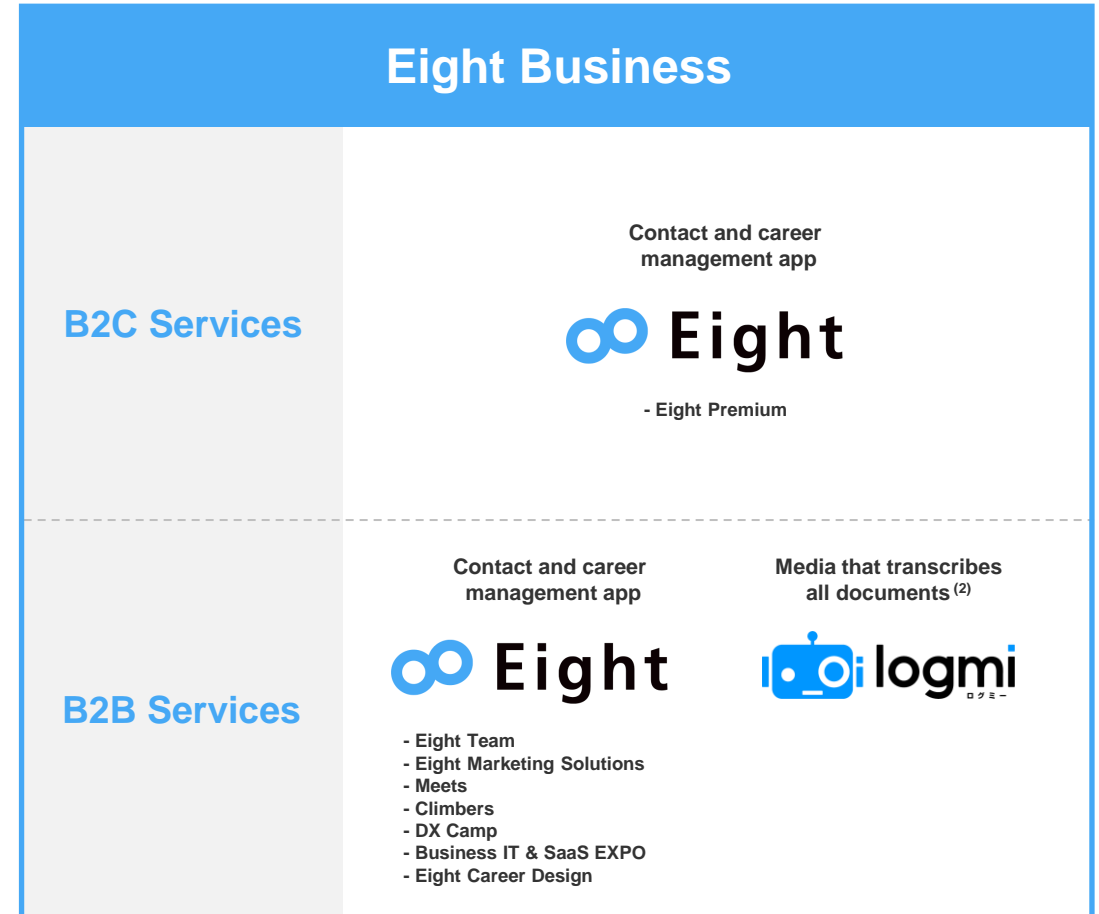
Offering a business database that reshapes how people work and connects encounters with people and companies to business opportunities.

Developing services in business flows in various fields.



Overview of Reporting Segments

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



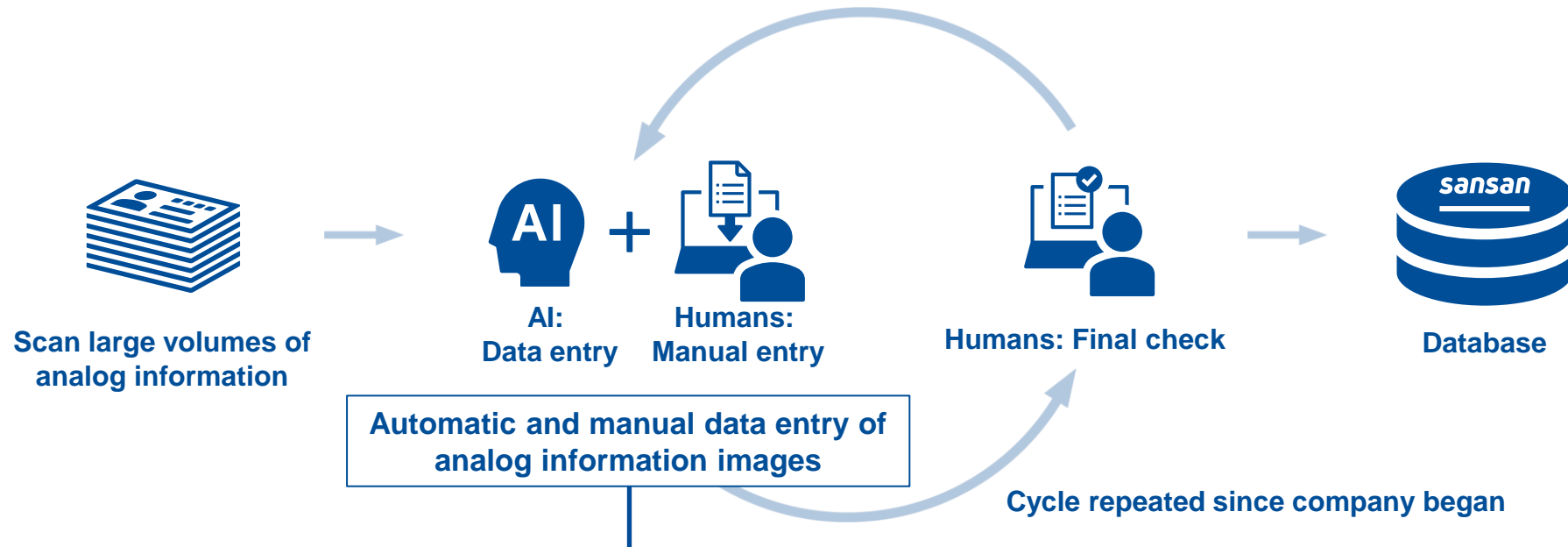
(1) The few other services not included in reportable segments are recorded in "Others," while elimination of intra-company transactions (sales), and costs not allocated to segments are recorded in "Adjustments."

(2) Services provided by 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

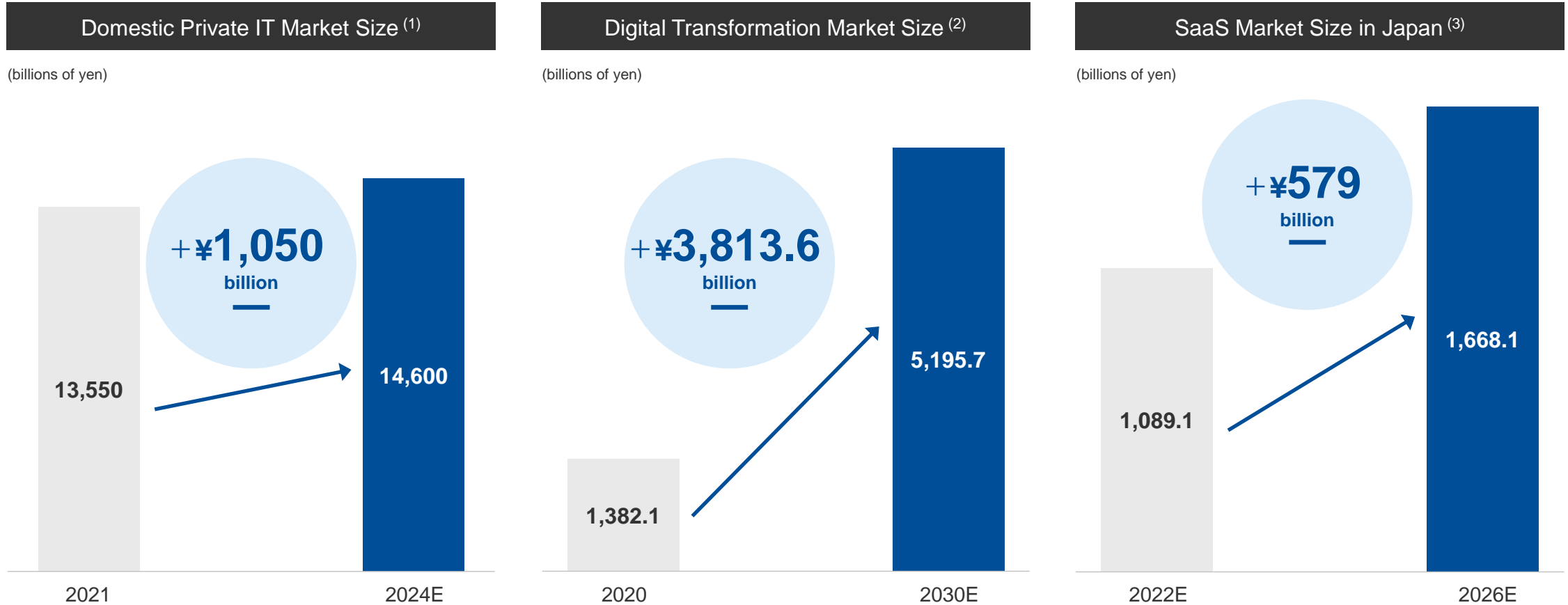
Automatic sorting to operators

Diverse network of data entry operators

Image processing technology

Tailwind of Market Environment

Digital transformation is boosting the need for cloud-based solutions



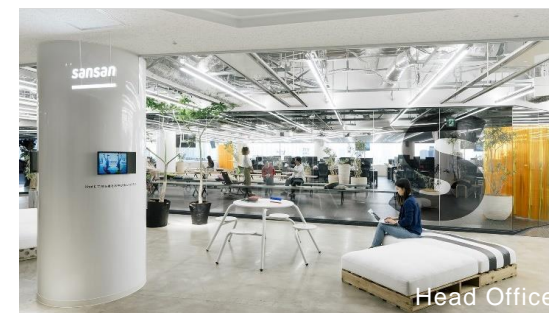
(1) Based on 2022 IT Investment by Japanese Companies: Facts and Forecasts, Yano Research Institute Ltd.

(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 (2 locations), Kansai, Fukuoka, Chubu Satellite offices: Tokushima, Kyoto, Niigata
Group companies	Sansan Global Pte. Ltd. (Singapore) Sansan Corporation (United States) logmi, Inc.
Representative	Chika Terada
Employees	1,261
Capital	¥6,553 million
Net sales	¥20,420 million (FY2021)
Classification by shareholder type	Individuals and others: 47.35%; foreign financial institutions and individuals: 27.47%; domestic financial institutions: 21.67%; other domestic corporations: 2.14%; security firms: 1.37% (as of November 30, 2022)

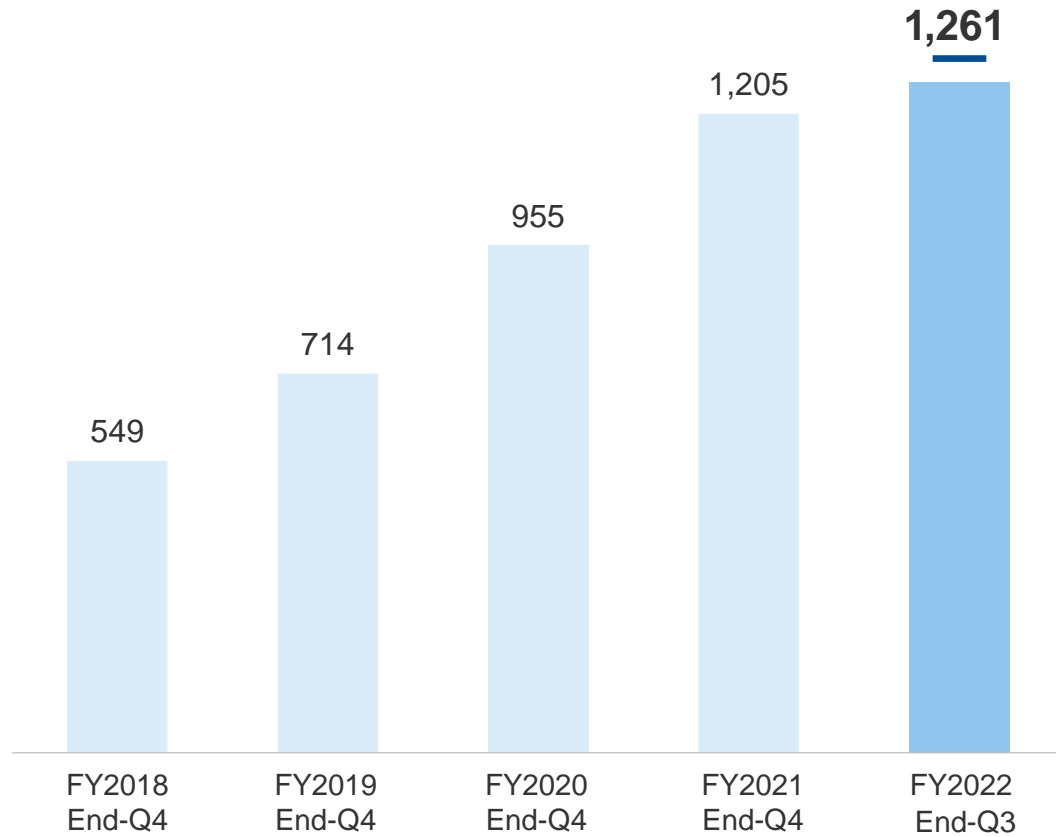


(1) As of February 28, 2023

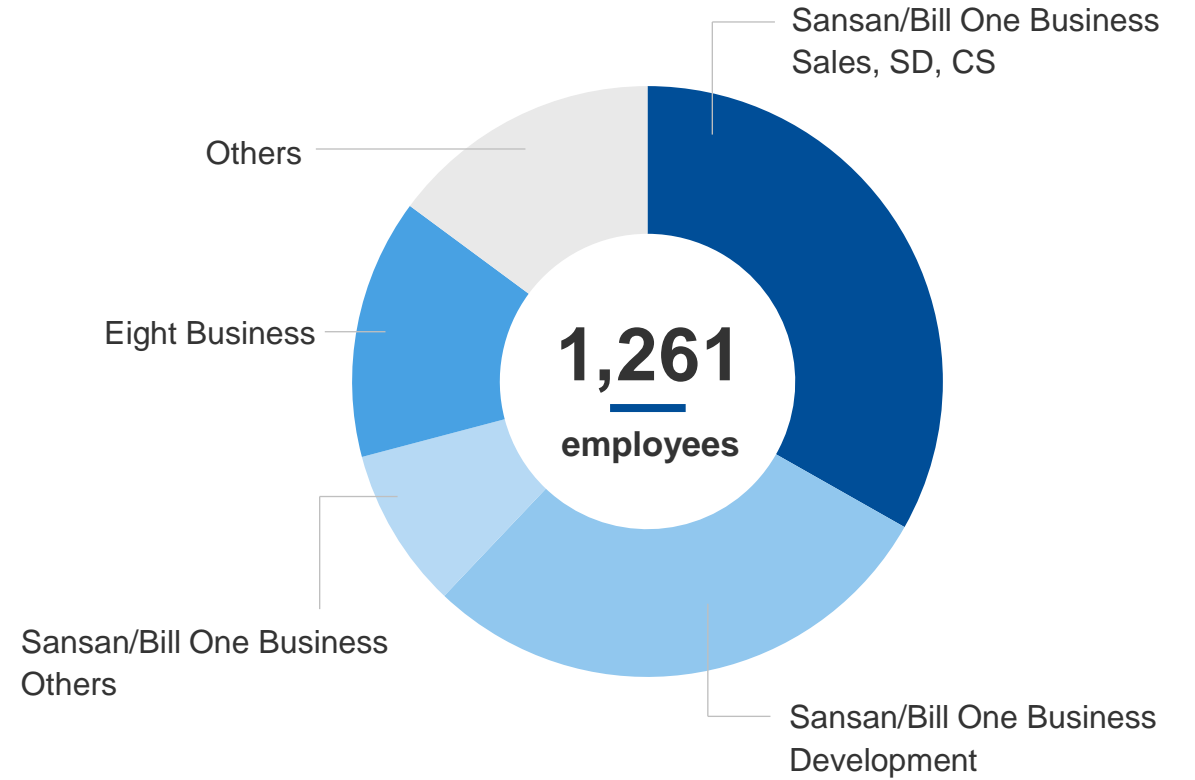
About Employees

Employees (Consolidated)

(people)



Breakdown by Organization ⁽¹⁾



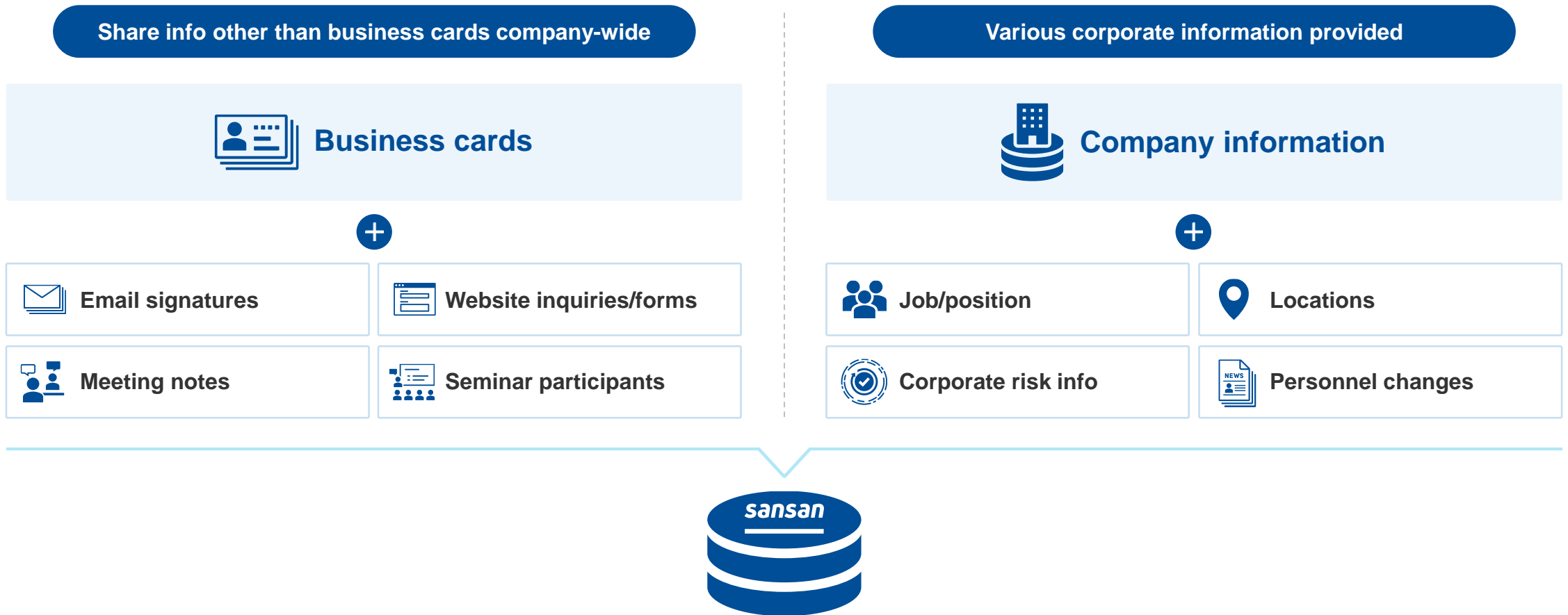
(1) As of February 28, 2023

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.

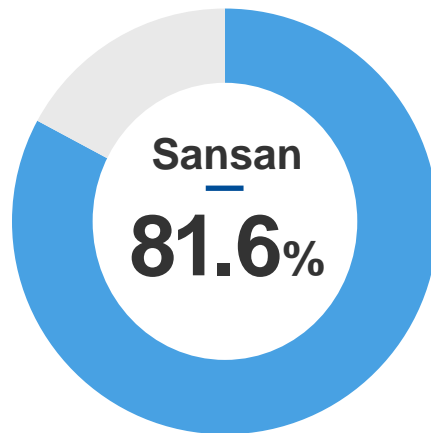


Sansan: Dominant Market Share and Solid Customer Base

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 ⁽¹⁾



Strong Sales Organization and Solid Customer Base

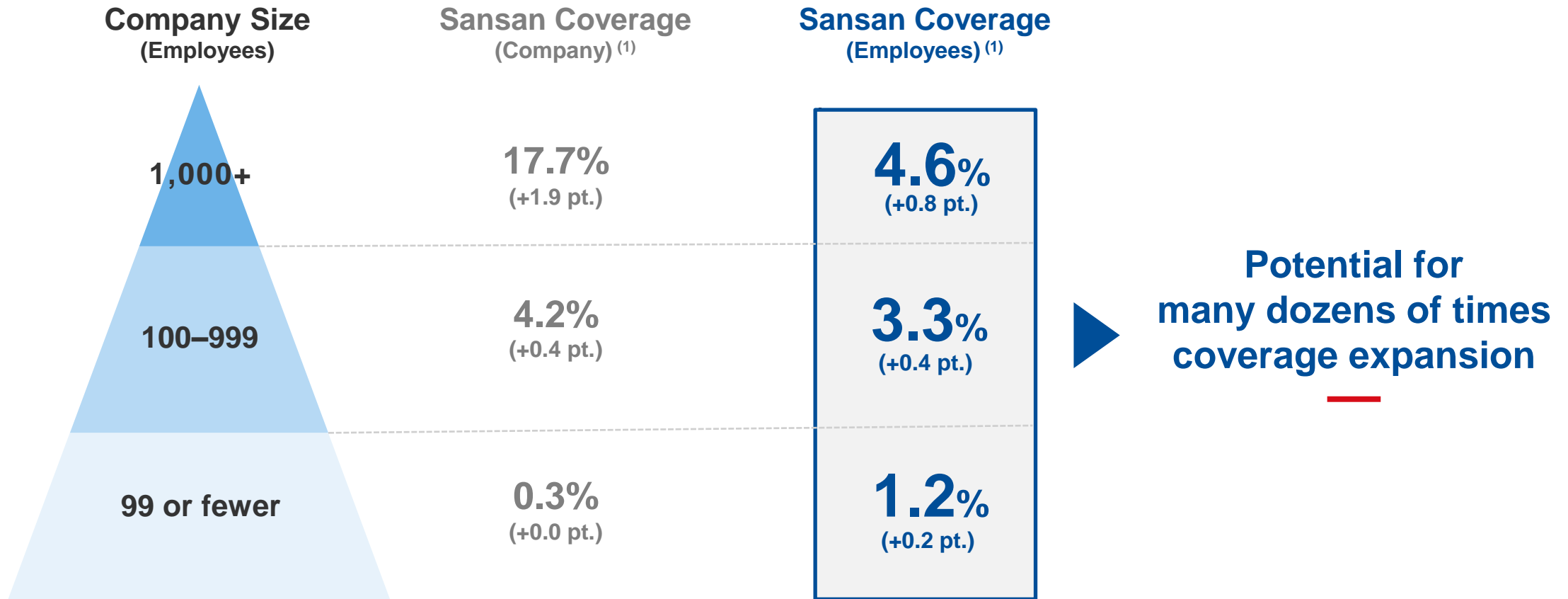
SaaS expertise cultivated over the 15 years since our founding



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

Sansan: 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.



(1) Sansan coverage is calculated with the number of subscriptions and total number of IDs in Sansan for FY2022 Q3 end as the numerator and the number based on Economic Census for Business Activity in 2016 issued by the Statistics Bureau as the denominator.

Sansan: Service Plans

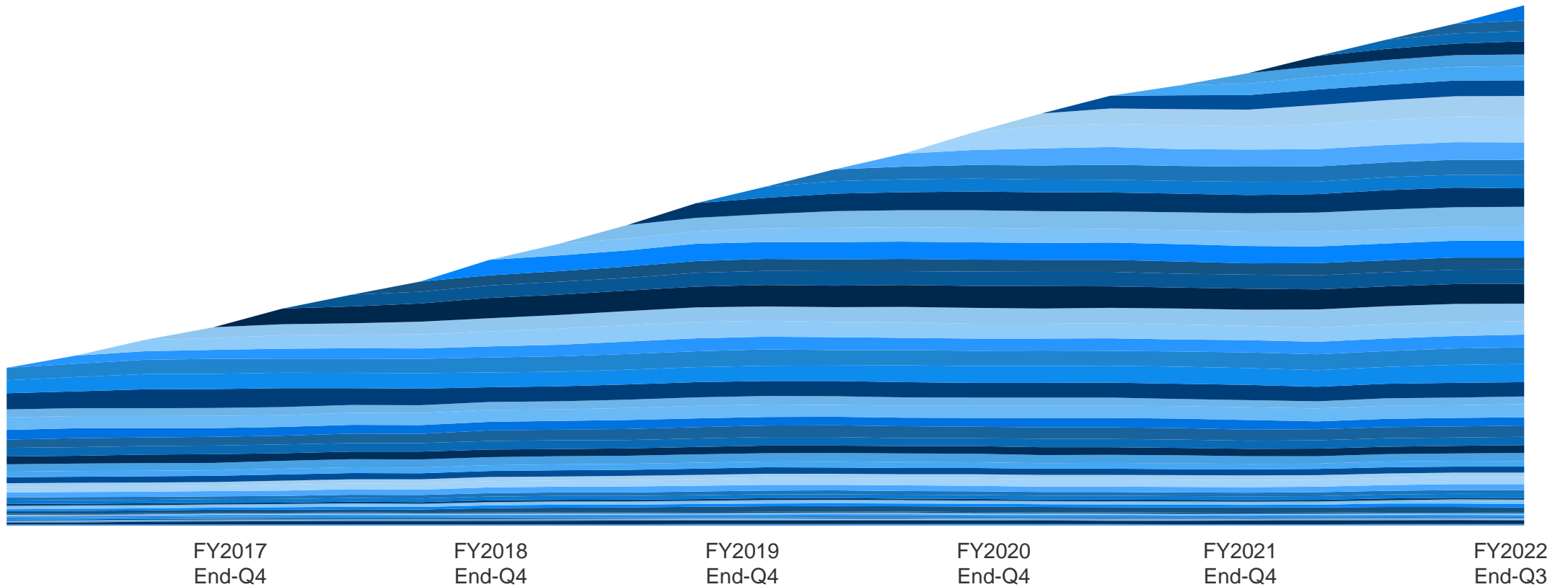
Providing basic company-wide use plan.

	A. Basic company-wide use plan	B. Previous plan (ID subscription)	Timing of payment
1 Initial Cost (initial costs)	12 months' license cost Cost for digitizing existing business cards	Cost by number of contract IDs Digitization costs for business cards already held (upper limit placed on number of business cards)	At start of contract
2 Customer Success Plan (initial costs)	Offer introduction support plans with individual quotation Costs for implementation and operational support of Sansan services		At start of contract
3 Scanner (running costs)	Monthly ¥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 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 ⁽¹⁾

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

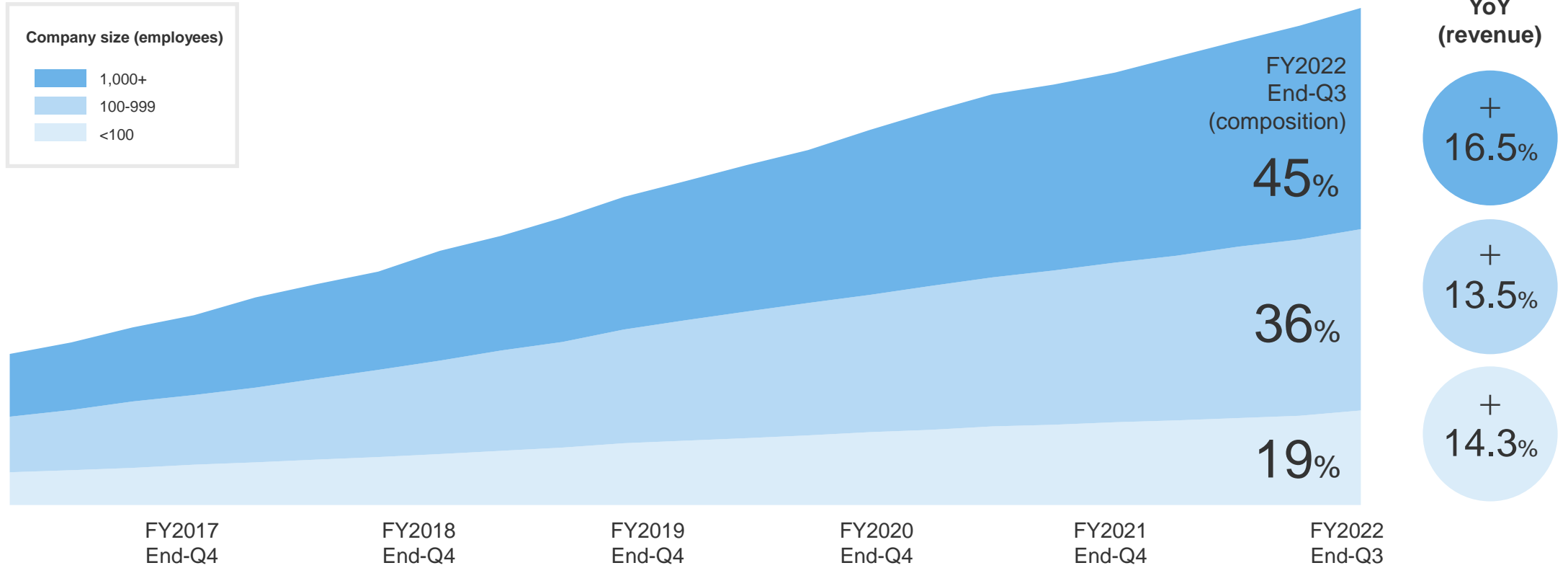


(1) Status where increase of revenue generated by the existing subscriptions is greater than revenue reduced resulting from cancellation

Sansan: Sales Composition by Customer Size (Recurring Sales)

No significant change in revenue composition ratio by customer size.

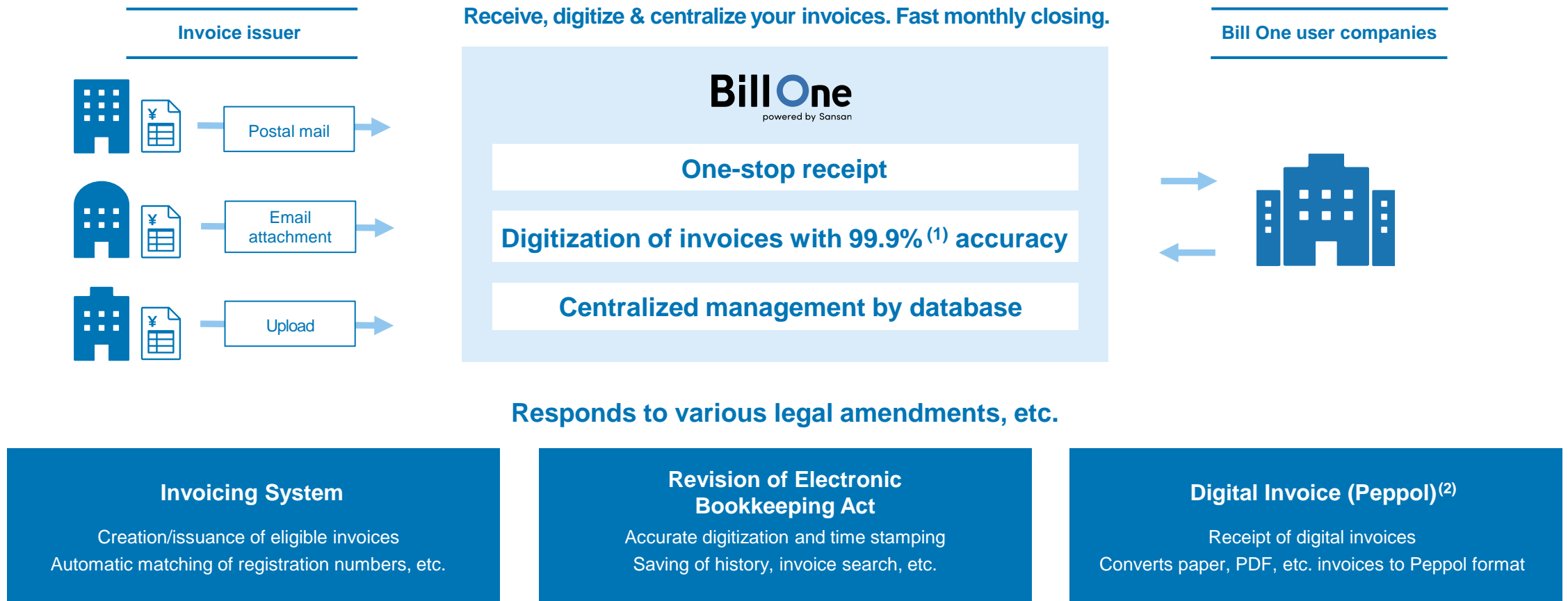
Sansan Sales Composition by Customer Size ⁽¹⁾ (Recurring Sales)



(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.

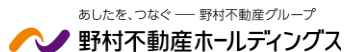
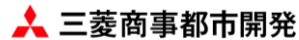


(1) Digitization accuracy when conditions specified by Sansan, Inc. are met.
(2) Planning to released in summer 2023.

Bill One: Customer Base and Positioning

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

Customers Running Bill One



Market Share in Cloud Invoice Receiving Services ⁽¹⁾

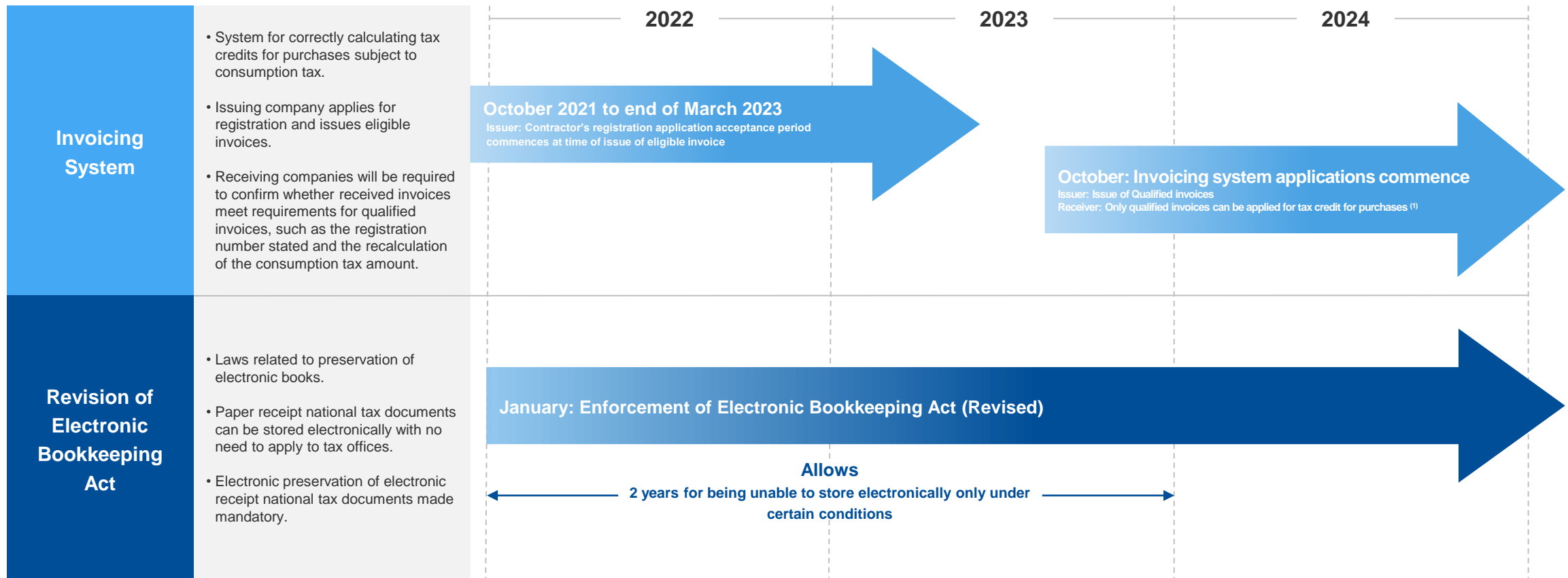
Bill One
powered by Sansan



(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.



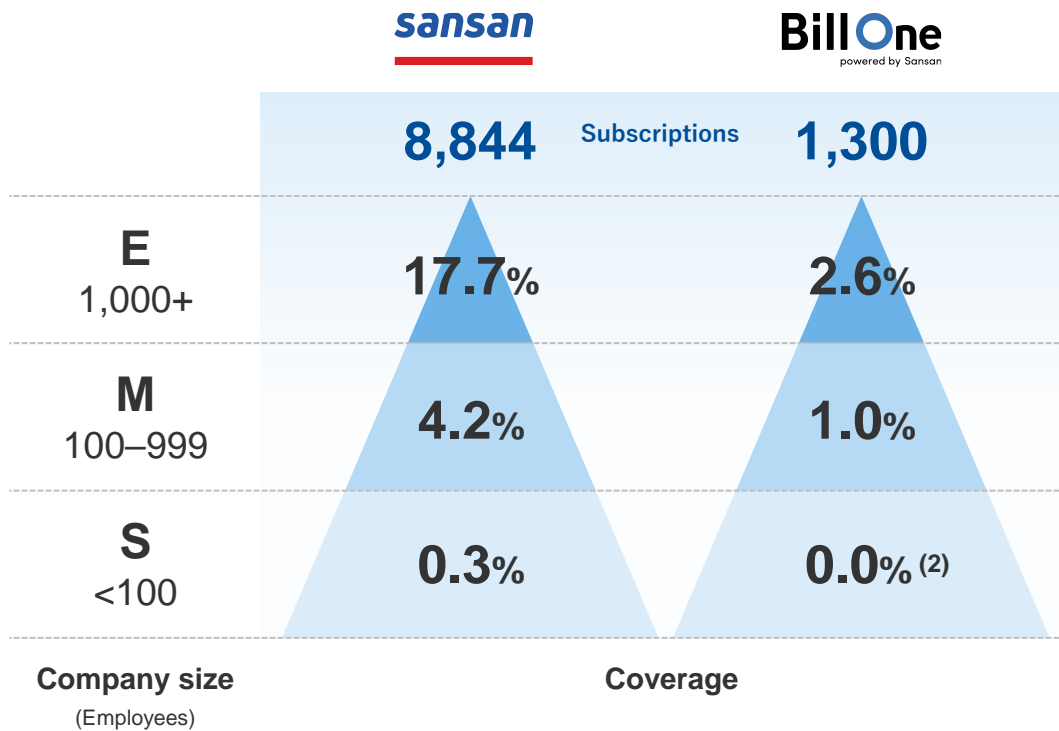
(1) Certain transitional measures

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

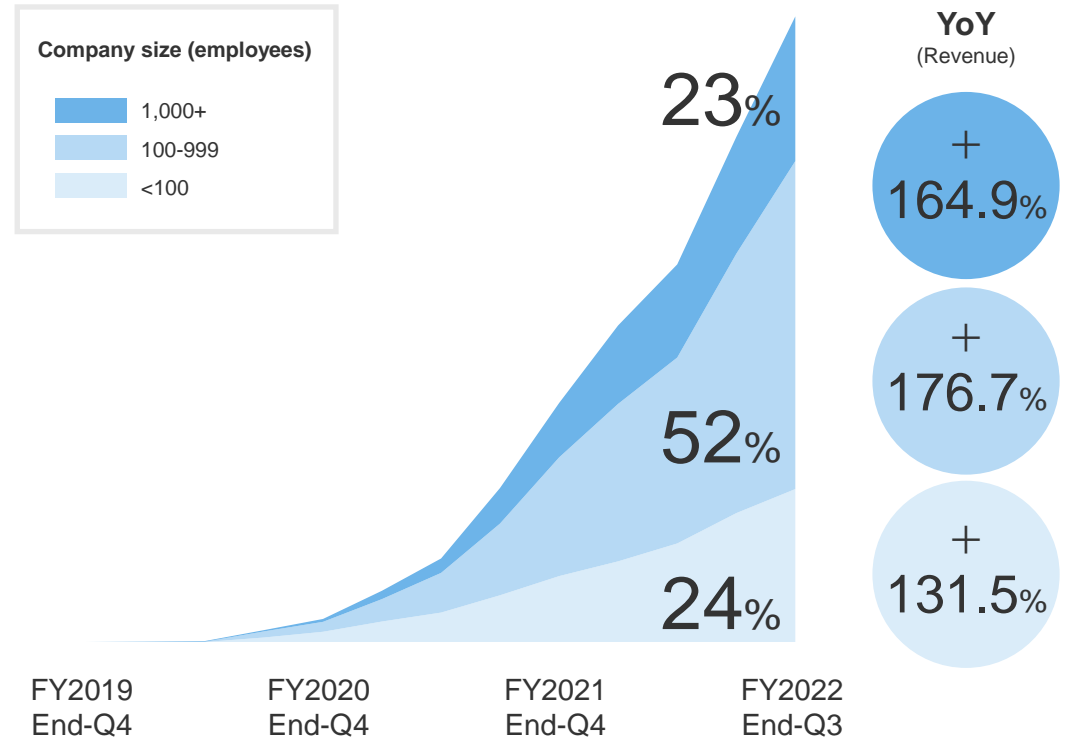
Strong brand recognition of Sansan and robust customer base centered on Medium- and Large-Sized companies making significant contribution to Bill One’s gaining credibility.

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

User Company Coverage ⁽¹⁾



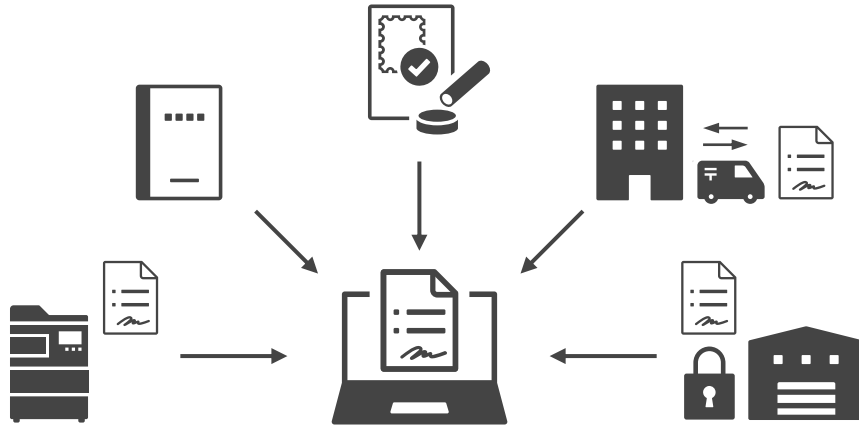
Sales Composition by Customer Size ⁽³⁾



(1) The coverage is calculated with the number of subscription in each services for FY2022 Q2 end as the numerator and the number based on Economic Census for Business Activity in 2016 issued by the Statistics Bureau as the denominator.
 (2) Paid subscriptions only.
 (3) Created based on Bill One monthly fee amounts (unaudited).

Contract One: Service Outlines

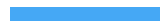
Contract One: Contract DX solution that accurately digitize all contracts and realizes company-wide use.



Contract One
powered by Sansan

The service enables all employees to utilize contract information as a valuable asset in their business operations by building a comprehensive database that accurately digitizes both past and future contracts.

Eight Business



Eight: Service Outline

App used by 3 million+ businesspeople as a service to resolve problems that individuals face in business, including career-building.

Challenges facing businesspeople

Not maximizing business encounters

Lack sufficient access to business card information

Autonomous career building not possible



Offering a lifetime app for business

Manage your contacts and your career

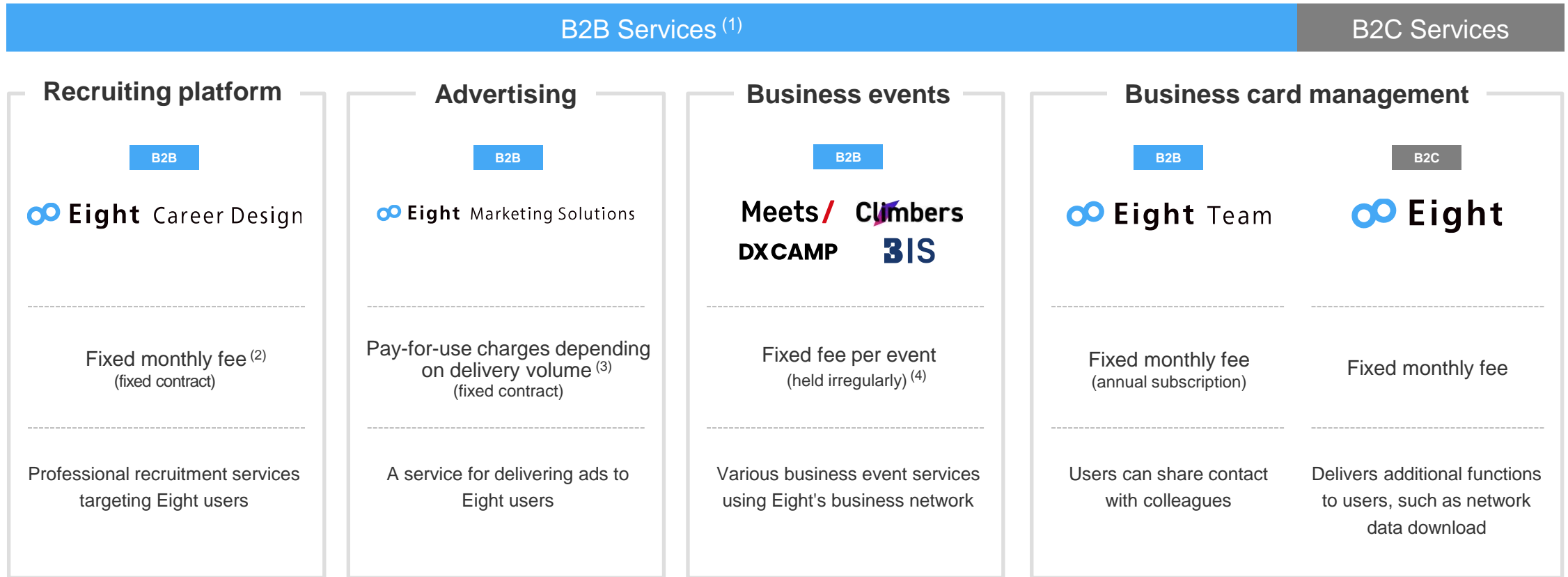
Contact and career management app



- Automatically creates profiles
- Management and search of contact information
- Latest information reaches users
- Users see career information
- Reaches recruiters from companies

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 is a minimum advertisement placement price and a normal advertisement menu.

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

Initiatives for Sustainability



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.

1

Balance Security and Convenience

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



2

Transform Work Through Innovative DX Services





- 3. Promote DX services that improve productivity
- 4. Create innovative business infrastructure



3

Respect Employee Diversity and Producing Innovation

- 5. Promote recruitment, development, and success of human resources
- 6. Promote diversity and inclusion



4

Establish a Firm Management Structure to Support Rapid Business Growth

- 7. Strengthen corporate governance
- 8. Ensure compliance



5

Conserve the Environment Through Business

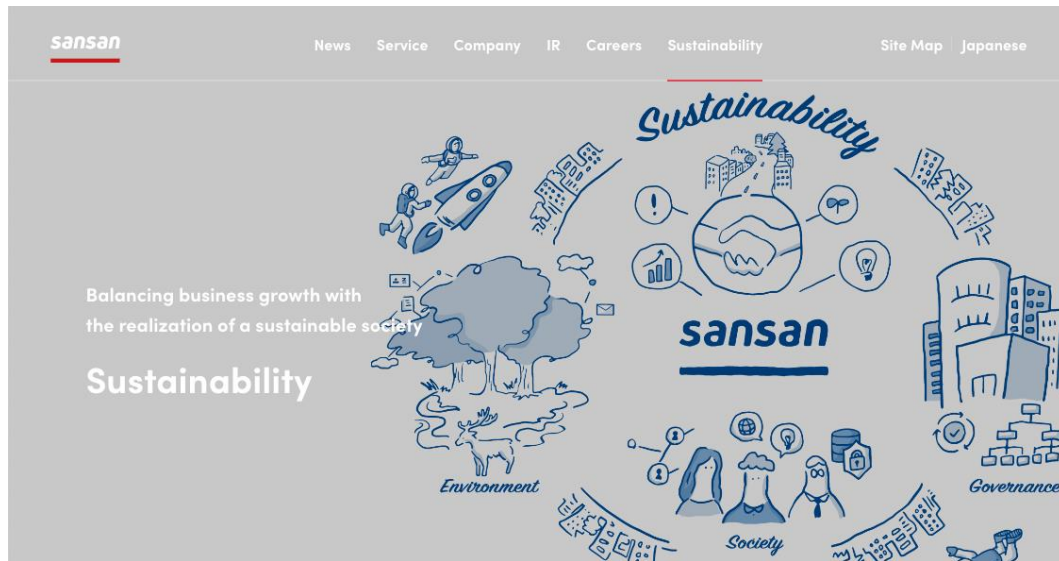
- 9. Address climate change issues
- 10. Use natural capital efficiently



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 ⁽¹⁾
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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