

sansan

IR Day

CEO Remarks

Sansan, Inc. February 15, 2024





Chika Terada

Representative Director, CEO, CPO

Chika began his career with Mitsui & Co., Ltd. During that time, he relocated to Silicon Valley to help local venture firms develop their Japan-focused efforts. In 2007, he founded Sansan, Inc., providing digital transformation (DX) solutions that reshape how people work, including the namesake Sansan sales DX solution. In 2021, Sansan, Inc. was listed on the First Section of the Tokyo Stock Exchange (now TSE Prime Market Index). In 2023, Chika was appointed as Chairperson of the newly opened Kamiyama Marugoto College of Design, Technology, and Entrepreneurship.

1. Mission and Vision



Mission

**Turning encounters
into innovation**

Vision

**Become business
infrastructure**



2. Business Model



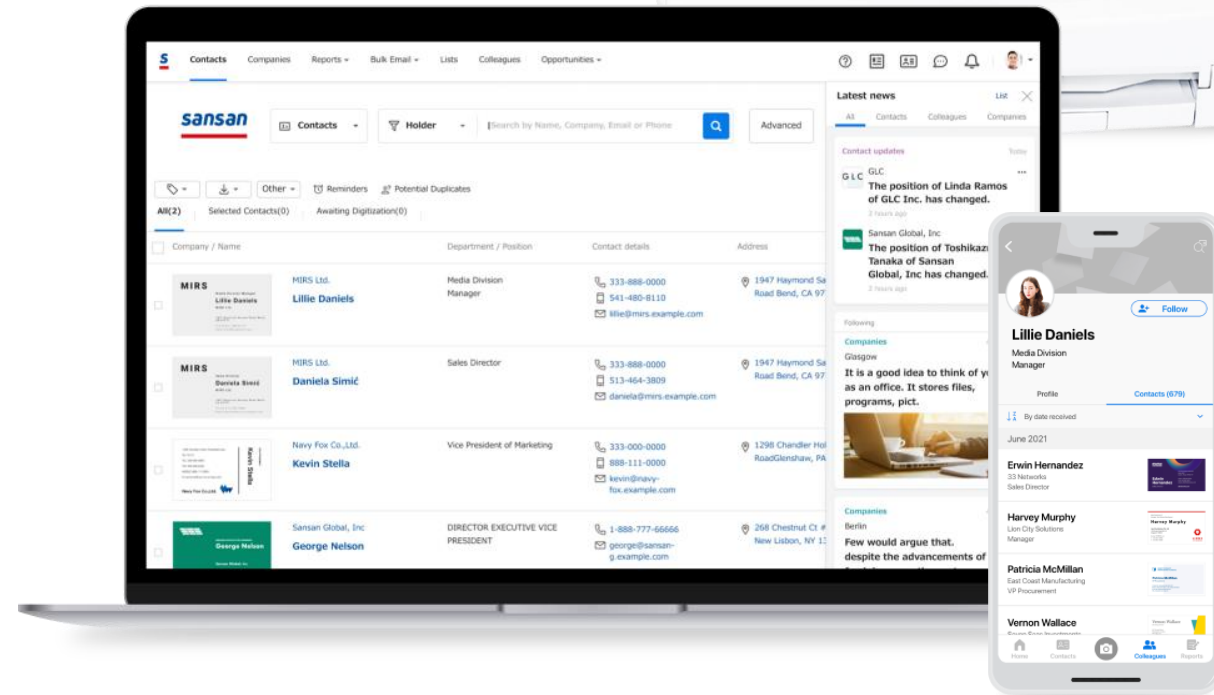
Cloud-based solutions that promote digital transformation and reshape how we work



The sales DX solution

Solutions for corporate sales-related issues

sansan



Cloud-based invoice management solution

Solutions for issues relating to corporate invoicing processes

Bill One
powered by Sansan

Lion City | Upload | Manage | Automate | PO Matching | Vendors | Cards | Pending ² | Song Holdings, Pte. Ltd.

INVOICES

Details

123% | [Icons]

Pacific Trading

Account of
PACIFIC TRADING APJC PTE LTD
98 CLEMENT NORTH
#01-01
SINGAPORE 000098
ATTN : ACCOUNTS DEPT

Invoice No: 20211007AB
GST No: Z9-0000999-X
Invoice Date: 21-10-2016
Account Code: SGRSS0002
Payment Terms: 30 Days
Page 1 OF 1

Job No. ABV20163333 Origin/Dest SIN-SG / MNL-PH
Flight No/Date JQ/913/16-11-2016 Weight/CBM 43.1KGS / 0.123CBM
MAWB No 6186186111 ETD/ETA 01-11-2016
HAWB No HHE - 58172129 Commodity
Commercial Inv A16272 | B18217 | C81273

Charge Code / Description	Units	Price\$	Ex Rate	Vat	Amount
FRT FREIGHT	43.1	7.1	1	0	306.01
HLS HANDLING	1	34	1	0	34
SSF SECURITY SCREENING FEE	1	4	1	0	4
FHD FREE HOUSE DELIVERY	1 USD	222.77	1.56	0	347.52
Job Total:					691.53
Standard amount	:	0.00	Sub-Total	SGD	691.53
Zero-Rated amount	:	691.53	GST (0%)	SGD	0.00
Exempted amount	:	0.00	Total Due	SGD	691.53

Remarks

PR | Manager | Executive | Accountant

EST | Approve | Approve | Approve

Click here to return

Order matching Done | Cost allocation

Invoice details
Created: Mar 2, 2020, 7:06:34 AM

Business classification: Tax-exempt business

Vendor: INTERNATIONAL EXP

Registration no.: T + 13 digits

Transaction date: 2020/03/31

Reduced tax rate transactions: None Yes

The contract database

Solutions for issues relating to corporate contract document operations

Contract One
powered by Sansan

Contract One conclusion Ledger Management

Ledger Management

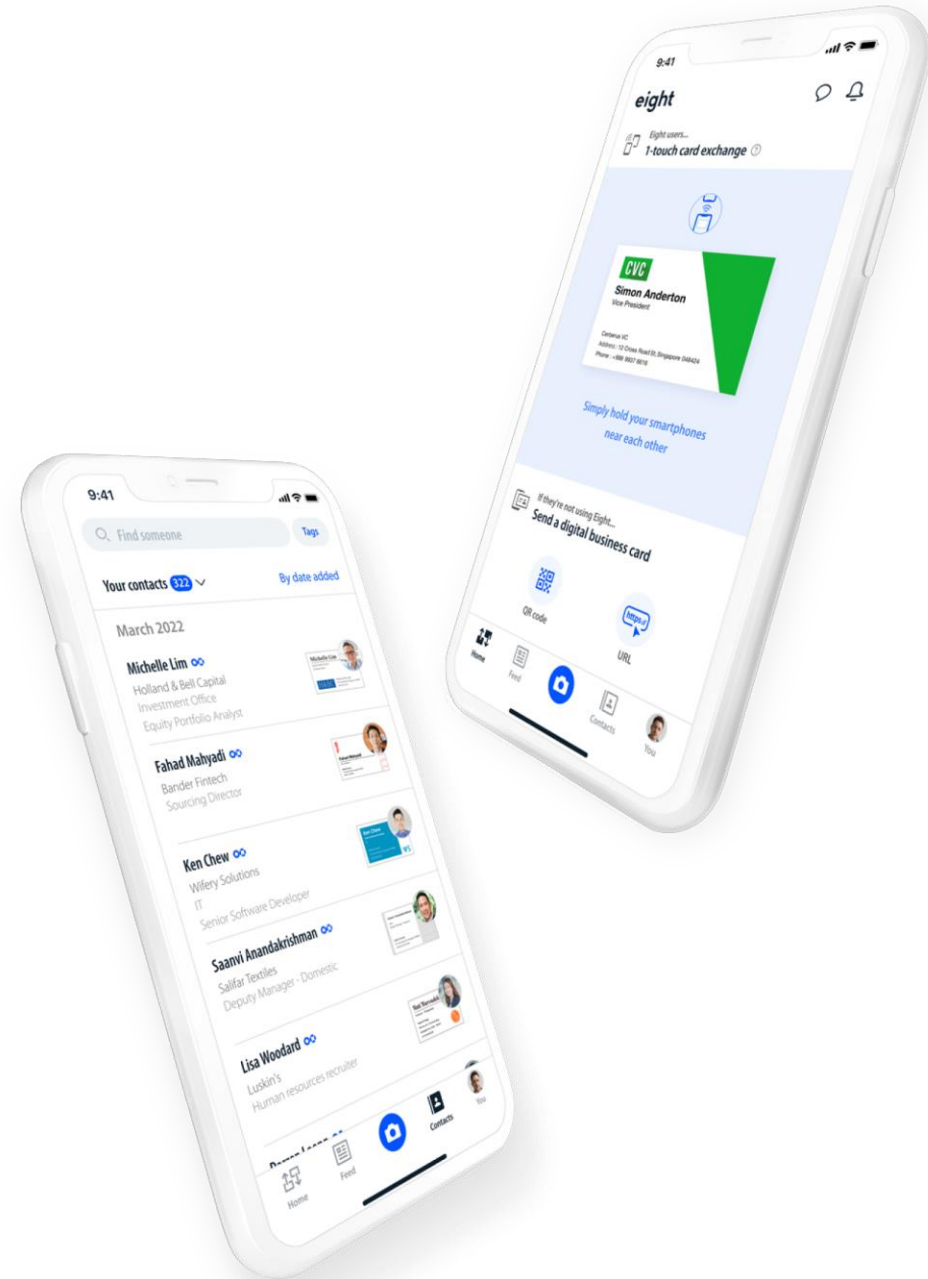
Name of contracting party, name of contracting party's contact person, title of contract, and file name

[PDF Import](#) [batch update](#) [Contracts before preservation](#)

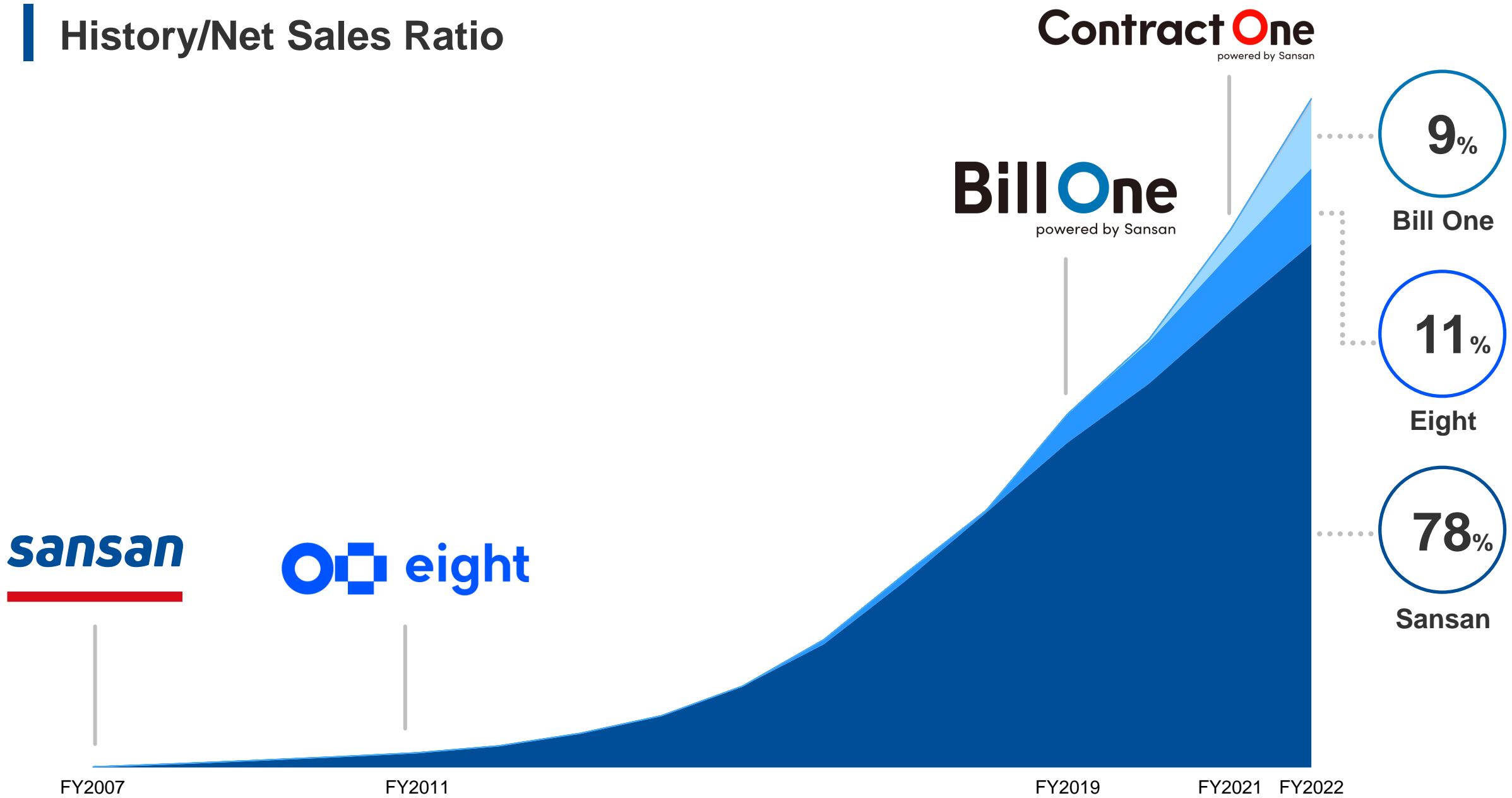
<input type="checkbox"/>	Details	Share	Company Name	Title	Date	Start Date	End date
<input type="checkbox"/>		ALL	Digitizing	PROVISIONS OF OFFICE S...	2021/11/16		
<input type="checkbox"/>		ALL	Digitizing Yonyon, Inc.	SPONSORSHIP AGREEMENT			
<input type="checkbox"/>		ALL	Green Apple Inc	Agreement	2021/11/16	2021/11/16	2022/11/16
<input type="checkbox"/>		ALL	Sansan, Inc.	ORDER FORM DETAILS	2021/11/16		2022/06/01
<input type="checkbox"/>			MIRS Ltd.	MUTUAL NONDISCLOSUR...	2022/06/01	2022/06/01	2024/06/01
<input type="checkbox"/>			SSGL Ltd.	License Agreement	2022/06/01		2022/06/01
<input type="checkbox"/>		ALL	United Electronics Cat Ltd.	Agency Agreement	2022/11/16	2022/05/01	2023/04/30
<input type="checkbox"/>			Navy Fox Co.,Ltd.	Individual Sale and Purchase...	2022/05/01	2022/05/01	2024/04/30
<input type="checkbox"/>		ALL	Navy Fox Co.,Ltd.	Basic Sale and Purchase Agr...	2022/05/01	2022/05/01	2023/04/30
<input type="checkbox"/>			Navy Fox Co.,Ltd.	Mutual Non-Disclosure Agr...	2023/02/15	2023/02/15	2024/04/30

Business card app

Solutions for issues relating to individual business activities



History/Net Sales Ratio





sansan

BillOne
powered by Sansan

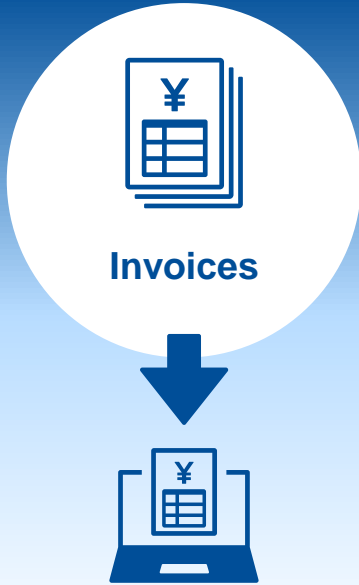
ContractOne
powered by Sansan

eight

Encounters
with people
and companies

Analog to digital

Including paper, analog business flows remain, and this leaves substantial room for optimization through digitization



3. Growth Stage



Stage 1 | FY2007 - FY2011

Following our company founding in 2007, we focused on the launch of our Sansan solution until FY2011.

FY2007–FY2011

Founding and launch of business

FY2007

SAN SAN, Inc. (now Sansan, Inc.) founded

Began offering Link Knowledge service (now Sansan, the sales DX solution)

FY2011

Launched Eight business card app

FY2012–FY2018

Strengthening investments via 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–FY2022

Diversifying business fields and services

FY2019

Listed on the 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



The graph indicates net sales for fiscal years ended in May (figures before the year ended May 2016 are non-consolidated, while subsequent figures are consolidated, millions of yen).

Stage 2 | FY2012 - FY2018

From FY2012 to FY2018, implemented large-scale fundraising and strengthened our marketing activities

FY2007–FY2011

Founding and launch of business

FY2007

SAN SAN, Inc. (now Sansan, Inc.) founded

Began offering Link Knowledge service (now Sansan, the sales DX solution)

FY2011

Launched Eight business card app

FY2012–FY2018

Strengthening investments via 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–FY2022

Diversifying business fields and services

FY2019

Listed on the 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

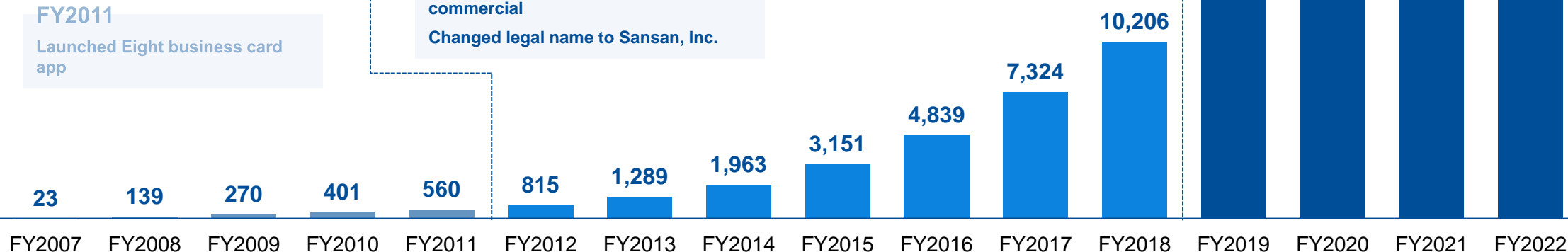
FY2021

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



The graph indicates net sales for fiscal years ended in May (figures before the year ended May 2016 are non-consolidated, while subsequent figures are consolidated, millions of yen).

Stage 3 | FY2019 - FY2022

From FY2019, seeking diversified growth

FY2007–FY2011

Founding and launch of business

FY2007

SAN SAN, Inc. (now Sansan, Inc.) founded

Began offering Link Knowledge service (now Sansan, the sales DX solution)

FY2011

Launched Eight business card app

FY2012–FY2018

Strengthening investments via 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–FY2022

Diversifying business fields and services

FY2019

Listed on the 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

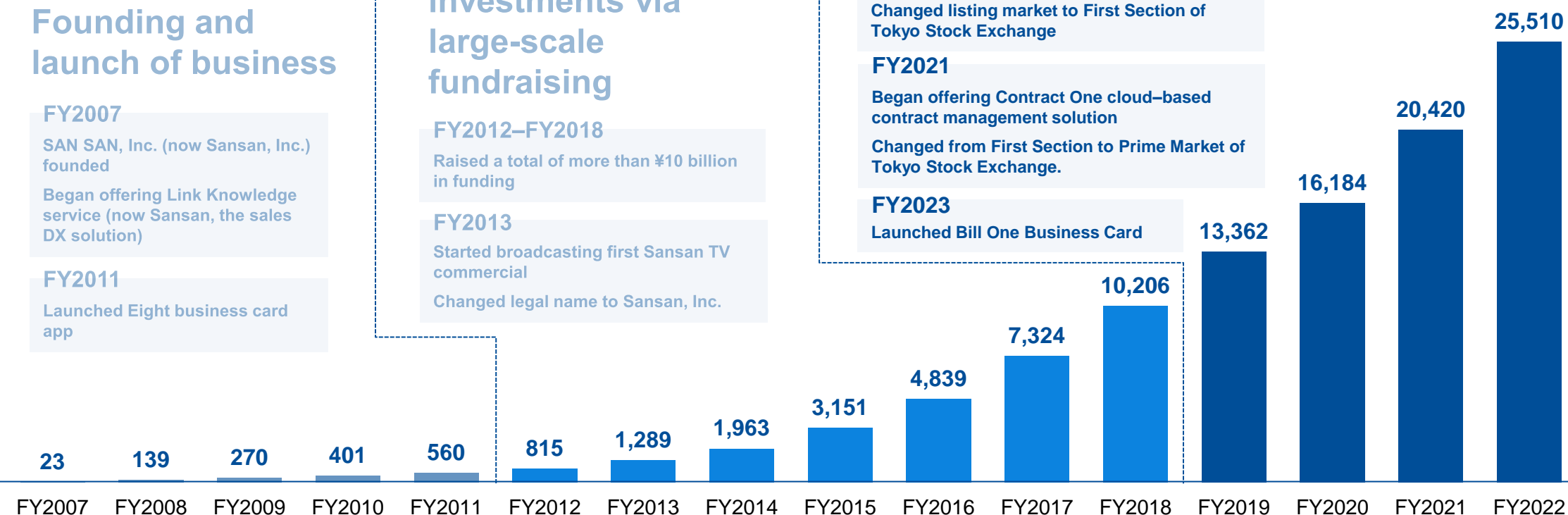
FY2021

Began offering Contract One cloud-based contract management solution

Changed from First Section to Prime Market of Tokyo Stock Exchange.

FY2023

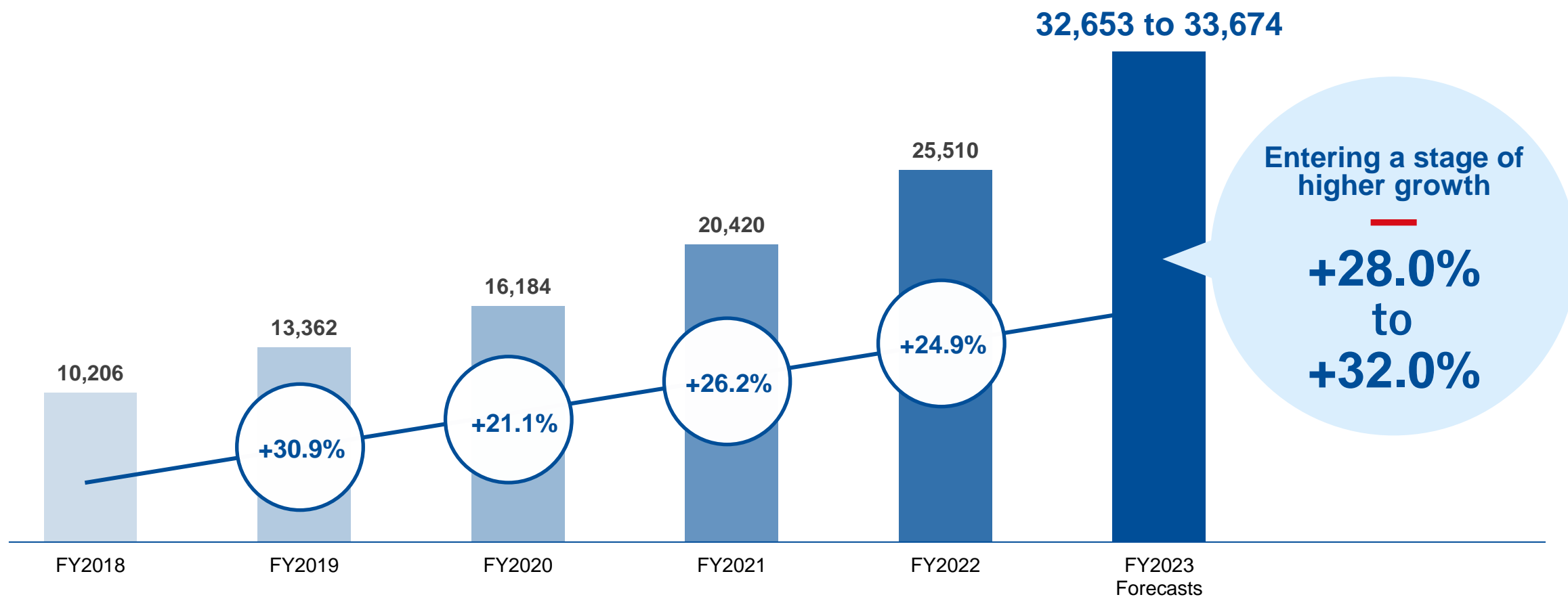
Launched Bill One Business Card



The graph indicates net sales for fiscal years ended in May (figures before the year ended May 2016 are non-consolidated, while subsequent figures are consolidated, millions of yen).

Current Stage | FY2023 Onward

From FY2023, moving to a stage of higher growth stage with the aim of reigniting net sales expansion



The graph indicates consolidated net sales for fiscal years ended in May (millions of yen).

4. Key Management Indicators



Medium-Term Financial Targets (FY2022–FY2024)

Aim to solid sales growth and stable profit growth.

Key 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” in Sansan/Bill One Business segment)

Eight Business

Recording stable adjusted operating profit for full year

5. Sustainability



Identification of Material Issues and Goal-Setting

In 2022, identified material issues in terms of the environment, society, and governance
In 2023, set long-term quantitative targets for each material issue

1 Balance security and convenience



Director, Executive Officer, CISO,
DPO, Engineering Division Head

Kenji Shiomi



2 Transform work through innovative DX solutions



Director, Executive Officer, COO

Kei Tomioka



3 Respect employee diversity and produce innovation



Director, Executive Officer, CHRO

Yuta Ohma



4 Establish a firm management structure to support rapid business growth

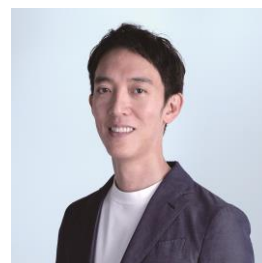


Director, Executive Officer, CFO

Muneyuki Hashimoto



5 Conserve the environment through business



Representative Director, CEO, CPO

Chika Terada



Material Issues

1 Balance Security and Convenience



Director, Executive Officer, CISO,
DPO, Engineering Division Head

Kenji Shiomi



Material Issues

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

Metrics and targets for FY2029

- Major incidents: 0
- Members with personal information protection specialist qualification: Maintain at 80%+

Results for FY2022

- Major incidents: 0
- Members with personal information protection specialist qualification: 88.0%

Results and targets are for the Company on a non-consolidated basis.

Material Issues

2 Transform Work Through Innovative DX Services



Director, Executive Officer, COO

Kei Tomioka



**Material
Issues**

3. Promote DX solutions that improve productivity

4. Create innovative business infrastructure

Metrics and targets for FY2029

- Items converted from analog to digital information using our solutions: 500 million
- Users of our solutions: 20 million

Results for FY2022

- Items converted from analog to digital information using our solutions: 190 million
- Users of our solutions: 5.73 million

Results and targets are for the Company on a non-consolidated basis.
Results for the Company's services are aggregated for Sansan, Bill One, Contract One, and Eight.

Material Issues

3 Respect Employee Diversity and Produce Innovation



Director, Executive Officer, CHRO

Yuta Ohma



Material
Issues

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

Metrics and targets for FY2029

- Proportion of recruitment through referrals: 35%
- Unipos posting rate: 80%
- Ratio of female employees in management positions: 30%+
- Ratio of female employees: 45%+

Results for FY2022

- Proportion of recruitment through referrals: 12.0%
- Unipos posting rate: 59.6%
- Ratio of female employees in management positions: 17.8%
- Ratio of female employees: 34.9%

Results and targets are for the Company on a non-consolidated basis.
Unipos is a service centered on the peer bonus system provided by Unipos, Inc.

Material Issues

4 Establish a Firm Management Structure to Support Rapid Business Growth



Director, Executive Officer, CFO
Muneyuki Hashimoto



Material Issues

- 7. Strengthen corporate governance
- 8. Ensure compliance

Metrics and targets for FY2029

- Ratio of female Directors: 30% or higher
- Significant compliance violations: 0
- Proportion of employees receiving compliance-related training: 100%

Results for FY2022

- Ratio of female Directors: 22.2%
- Significant compliance violations: 0
- Proportion of employees receiving compliance-related training: 100%

Results and targets are for the Company on a non-consolidated basis.

Material Issues

5 Conserve the Environment Through Business



Representative Director, CEO, CPO

Chika Terada



**Material
Issues**

9. Address climate change issues

10. Use natural capital efficiently

Metrics and targets for FY2029

- Scope 1+2: carbon neutral
- Uses of paperless functions in our solutions: 120 million

Results for FY2022

- Scope 1+2: 851 t-CO₂
- Uses of paperless functions in our solutions: 10 million

Results and targets are for the Company on a non-consolidated basis.

Results for the Company's services are aggregated for Sansan, Bill One, Contract One, and Eight.

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.

Next Session



Program

Time (JST)	Session	Contents/Speaker
07:00–07:50 (2nd half 20-minute Q&A)	Session 1	CEO Remarks Representative Director, CEO, CPO Chika Terada
	Session 2	Financial Strategies Director, Executive Officer, CFO Muneyuki Hashimoto
07:50–08:00	Break	
08:00–08:50 (2nd half 20-minute Q&A)	Session 3	Sansan, Bill One Growth Strategies Director, Executive Officer, COO Kei Tomioka
08:50–09:00	Break	
09:00–09:50 (2nd half 20-minute Q&A)	Session 4	Business Data Strategy Director, Executive Officer, CISO, DPO, Engineering Division Head Kenji Shiomi

sansan

