

Turning encounters
into innovation



The 17th Annual General Meeting of Shareholders

Sansan, Inc., August 27, 2024



Business Report for the 17th Term

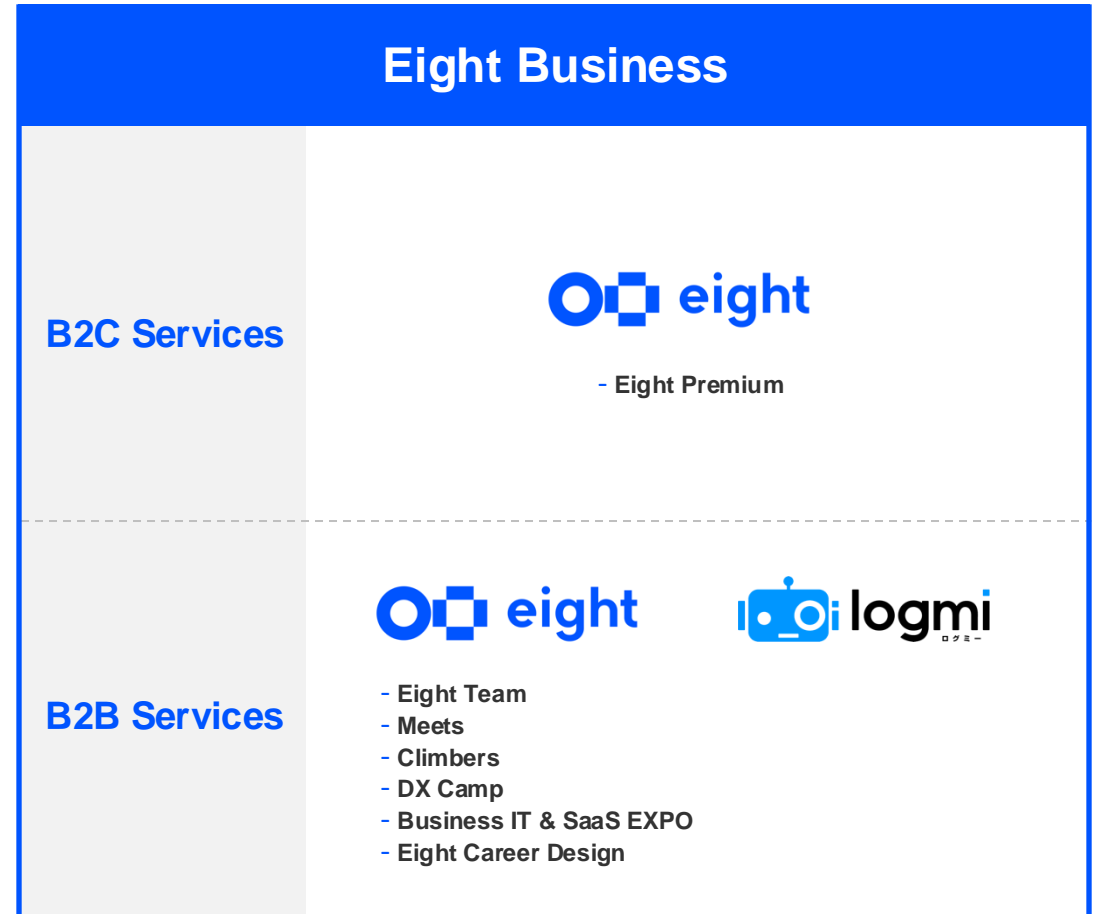


Overview of Consolidated Financial Results

	16th	17th	
	Full-Year Results	Full-Year Results	YoY
(millions of yen)			
Net sales	25,510	33,878	+32.8%
Adjusted operating profit ⁽¹⁾	942	1,709	+81.5%
Ordinary profit	122	1,224	+903.3%
Profit attributable to owners of parent	-141	953	—
EPS	-1.13 yen	7.59 yen	—

(1) operating profit + share-based payment expenses + expenses that arise from business combinations (amortization of goodwill and amortization of intangible assets)

Overview of Businesses and Services (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."

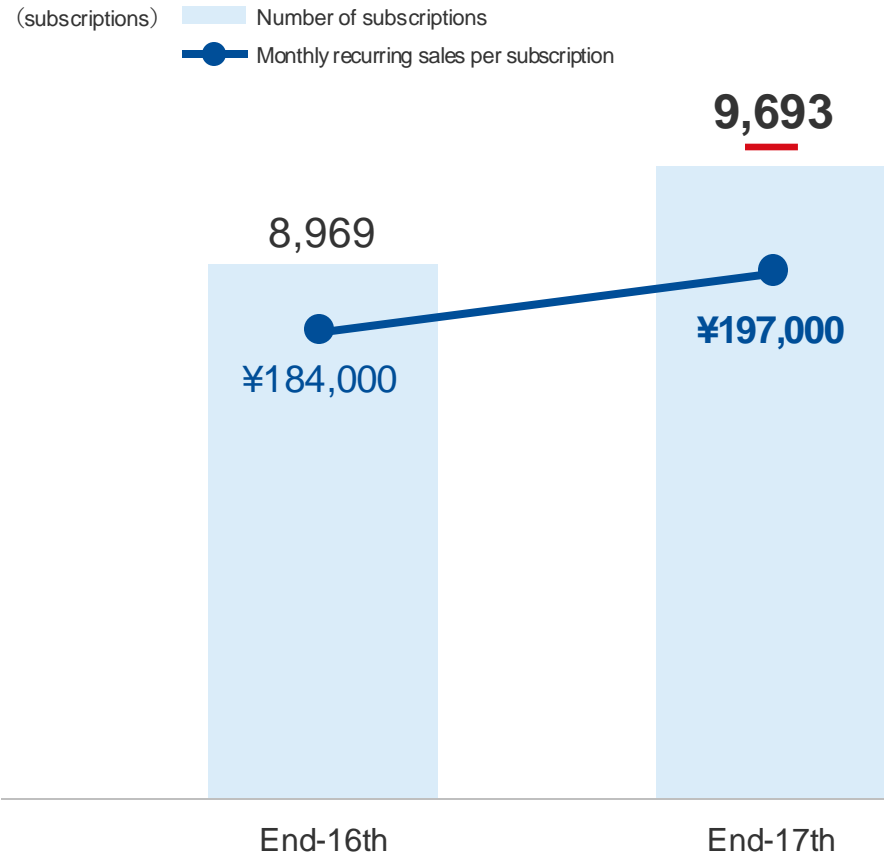
Overview of Segment Results

	16th	17th	
	Full-Year Results	Full-Year Results	YoY
Net sales	22,516	29,948	+33.0%
Segment profit (Adjusted operating profit)	7,005	8,675	+23.8%

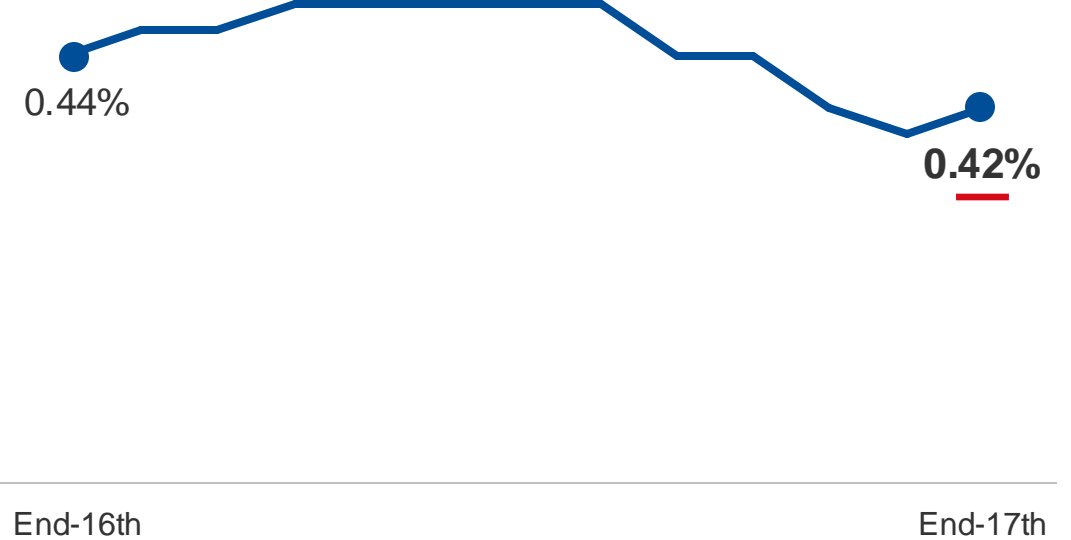
(millions of yen)

Overview of Segment Results

Number of Sansan Subscriptions and Monthly Recurring Sales per Subscription



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

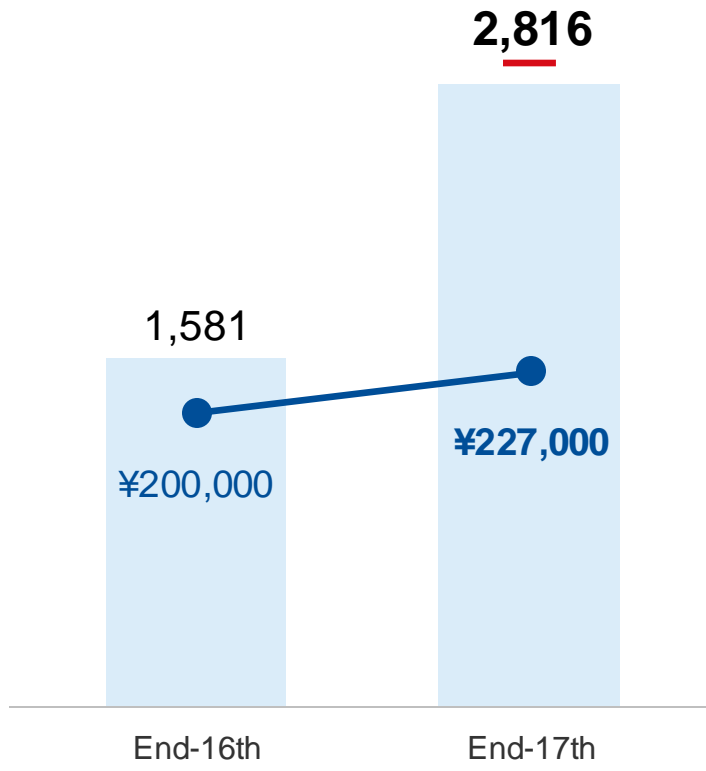


(1) Ratio of decreased MRR associated with contract cancellations to total MRR for existing Sansan contracts.

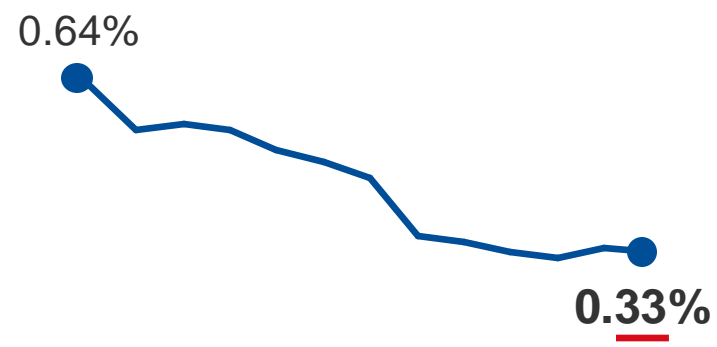
Overview of Segment Results

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

(subscriptions) ■ Paid subscription
●— Monthly recurring sales per paid subscription

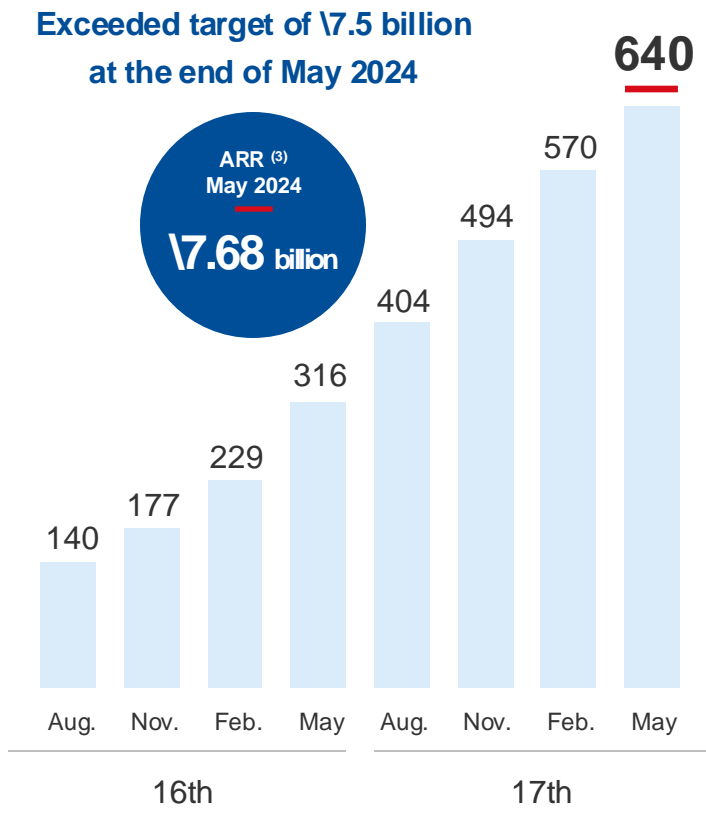


Last 12-Month Average of Monthly Churn Rate for Bill One ⁽¹⁾



Bill One MRR ⁽²⁾

(millions of yen)



(1) Ratio of decreased MRR associated with contract cancellations to total MRR for existing Bill One contracts.
 (2) Monthly Recurring Revenue
 (3) Annual Recurring Revenue

Overview of Segment Results

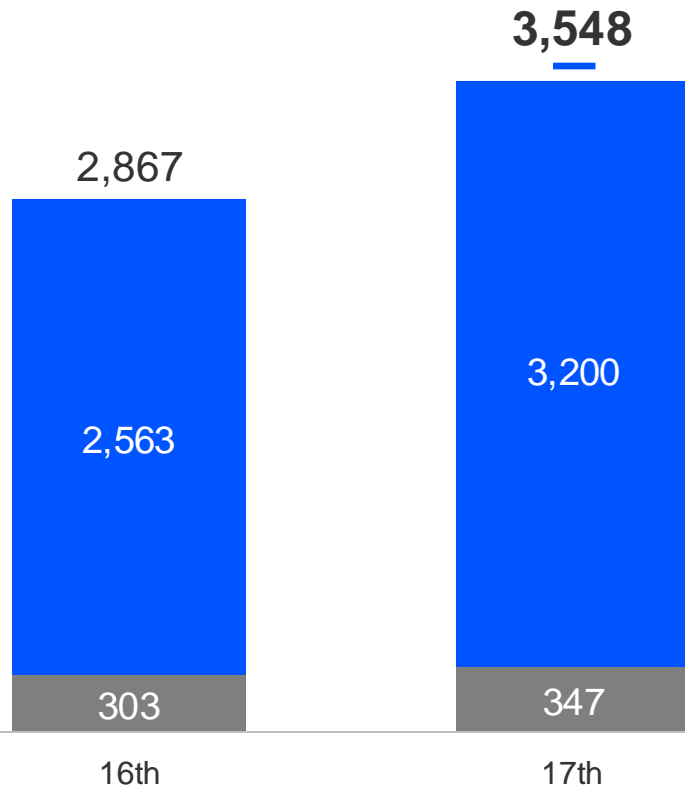
	16th	17th	
		Full-Year Results	YoY
Net sales	2,867	3,548	+23.8%
Segment profit (Adjusted operating profit)	-170	314	—

(millions of yen)

Overview of Segment Results

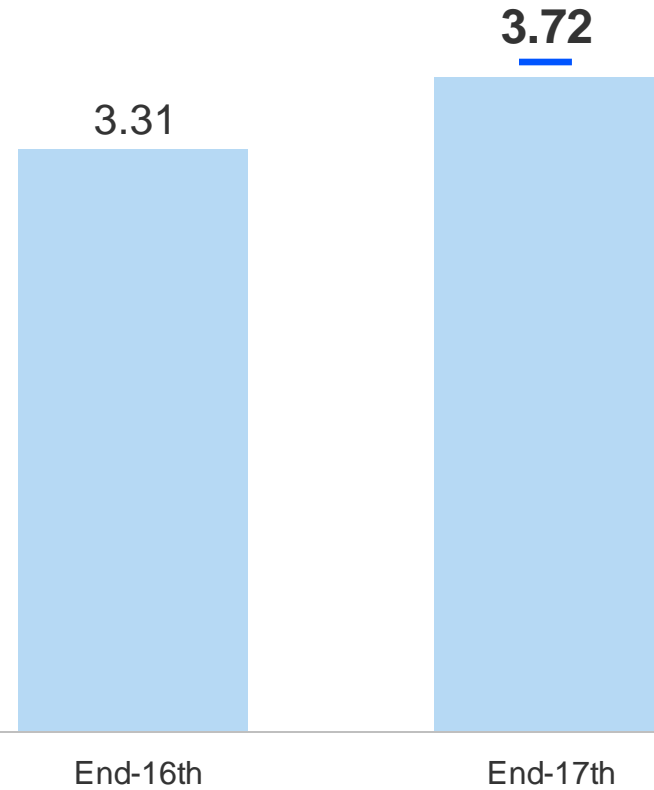
Net Sales

(millions of yen) ■ B2B services
■ B2C services



Number of Eight Users ⁽¹⁾

(millions of user)



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

Overview of Consolidated Balance Sheet

	16th		17th	
	(millions of yen)	Full-Year Results	Full-Year Results	YoY
Current assets		23,207	27,671	+4,463
Non-current assets		7,993	9,920	+1,927
Total assets		31,200	37,592	+6,391
Current liabilities		14,982	19,004	+4,021
Non-current liabilities		3,027	3,815	+788
Total liabilities		18,009	22,819	+4,809
Total net assets		13,190	14,772	+1,581
Total liabilities and net assets		31,200	37,592	+6,391

Issues to Be Addressed (Growth Strategies)

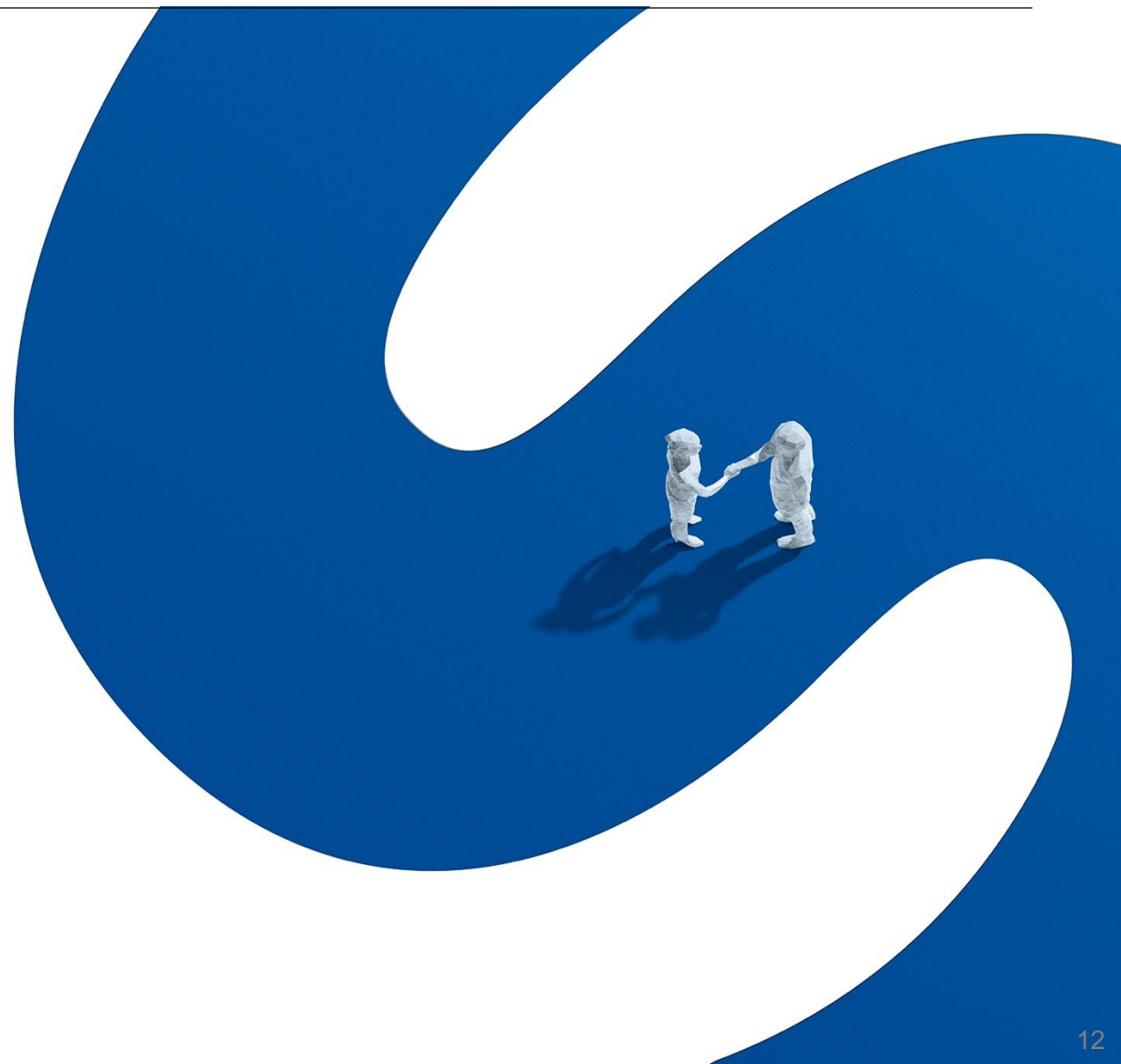
Mission and Vision

Mission

**Turning encounters
into innovation**

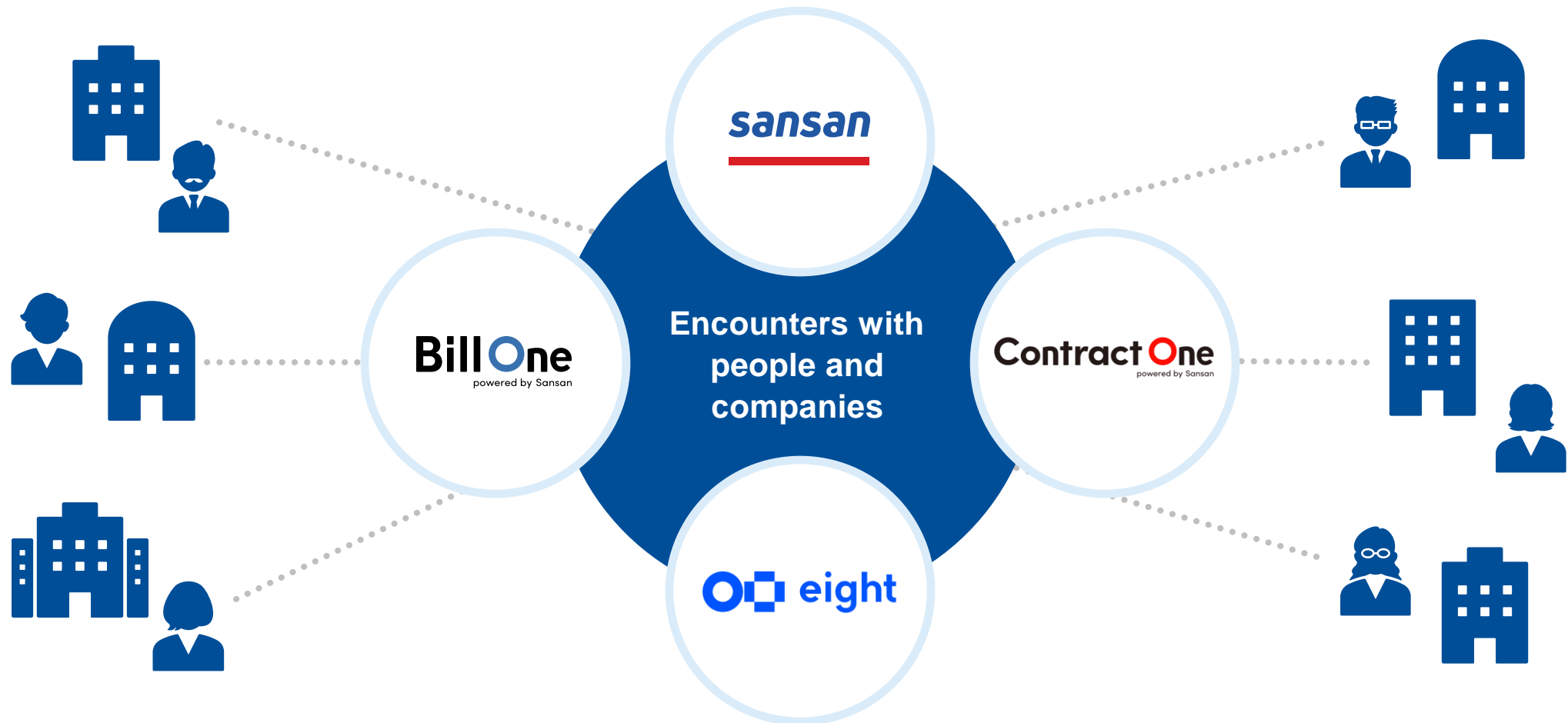
Vision

**Become business
infrastructure**

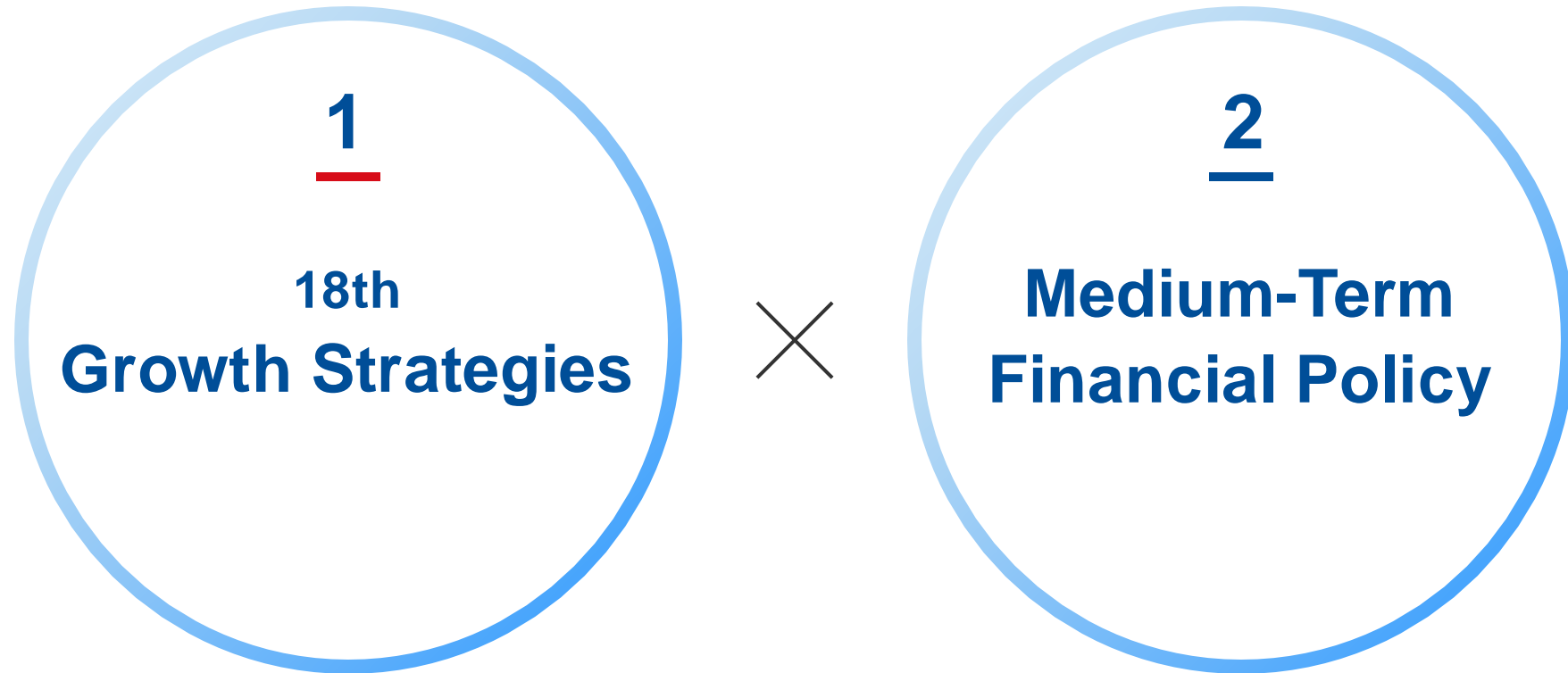


Digitally Transform How People Work

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



Growth Strategies and Earnings Forecasts



Growth Strategies and Earnings Forecasts

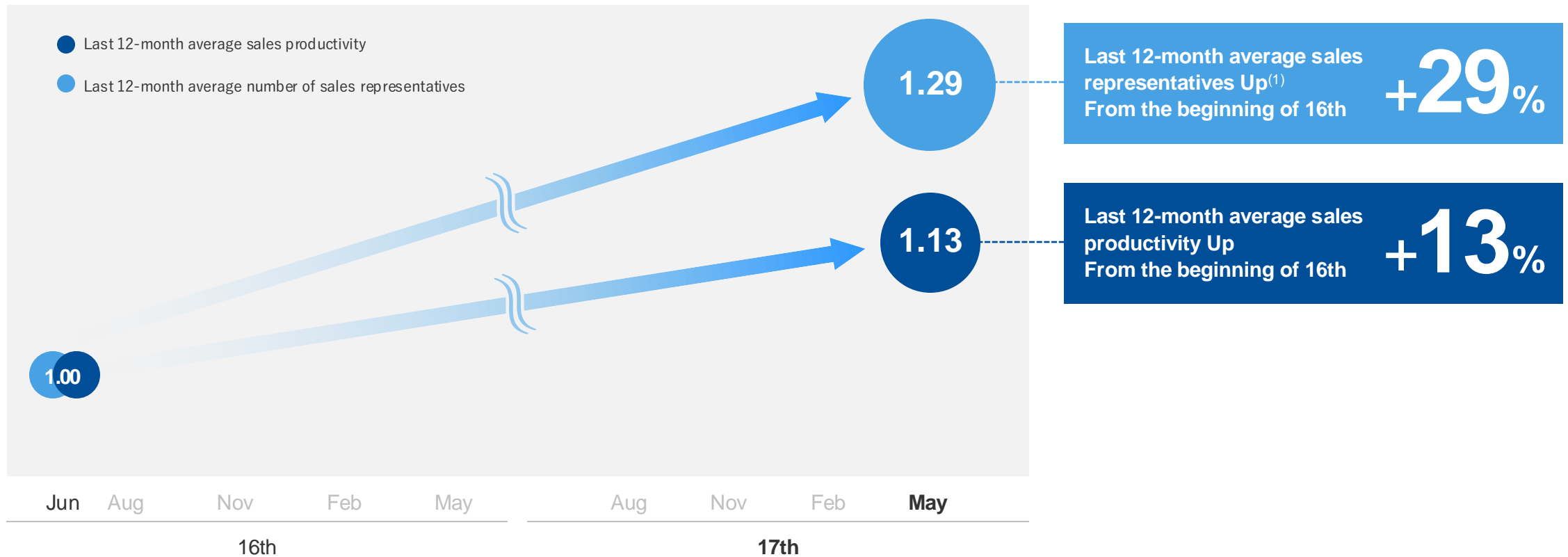


Sansan : Improvement in Sales Productivity

Sales productivity (order per field sales representative) improved ~13% from the beginning of 16th.

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)

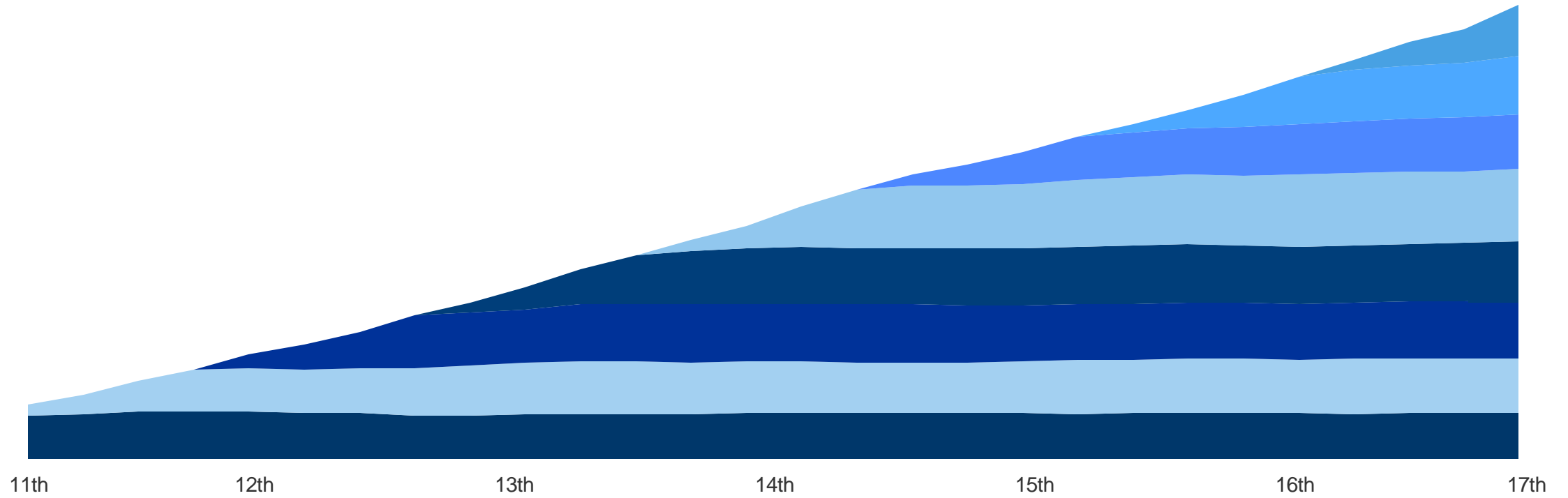


(1) Field sales only

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)

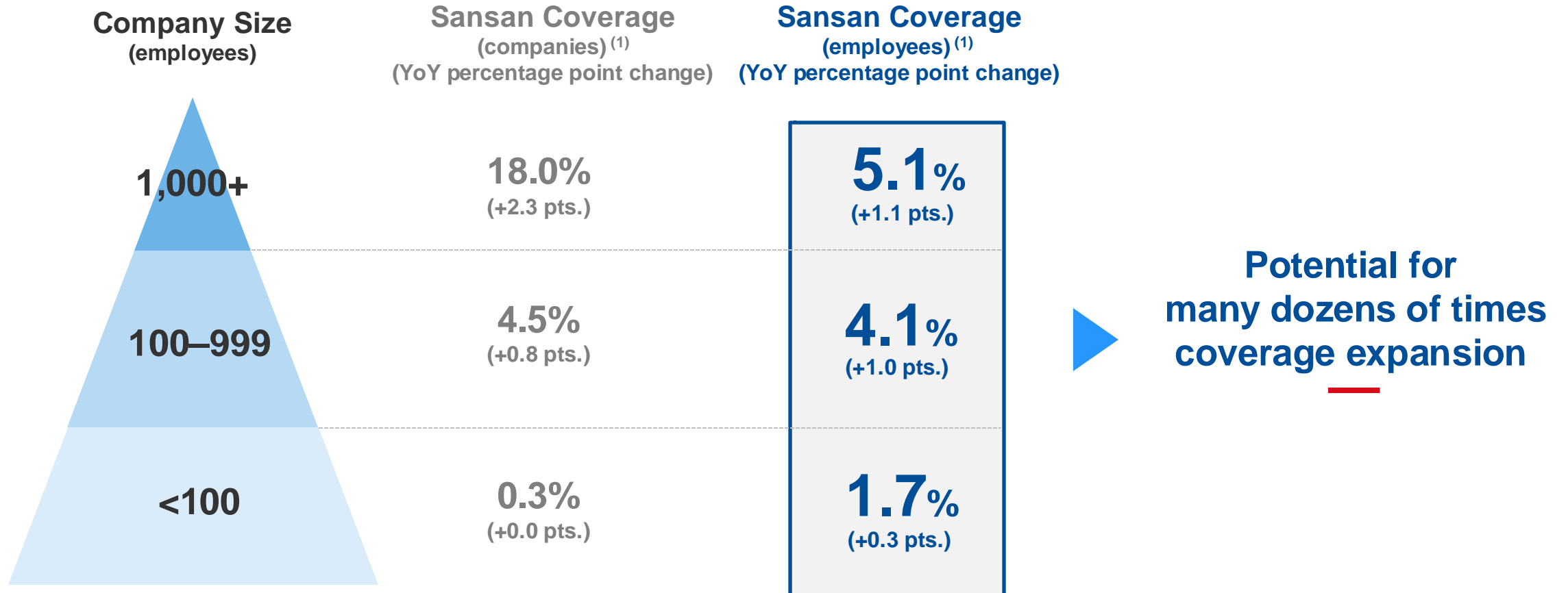


(1) Status where increase of revenue generated by existing subscriptions is greater than revenue reduced resulting from cancellation.

(2) Created based on monthly Sansan license charge (unaudited).

Sansan : Potential Market Size in Japan (TAM)

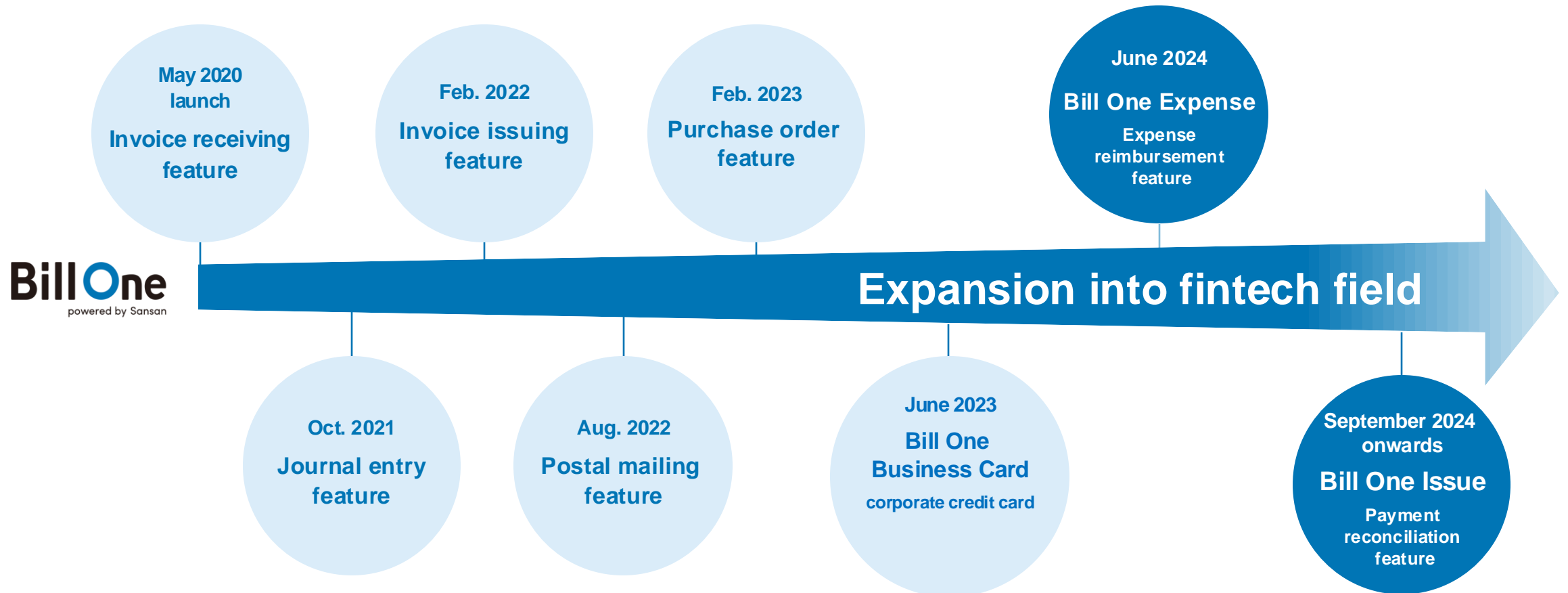
The number of users within current customers is limited, and there is room for many dozens of times more coverage expansion in Japan.



(1) Sansan coverage is calculated with the number of subscriptions and total number of IDs in Sansan for end-17th 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: Entry into New Business Field with Enhanced Features

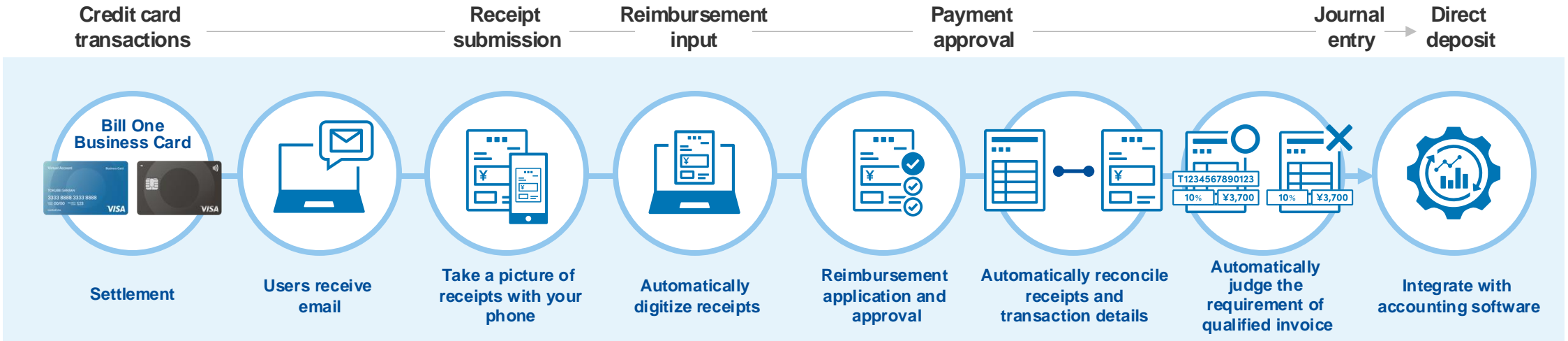
To seek further business growth, we launched Bill One Issue, which can complete all the processes from invoice issuing to payment reconciliation, and Bill One Expense, which aims to eliminate reimbursed expenses through use of the Bill One Business Card



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



(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.

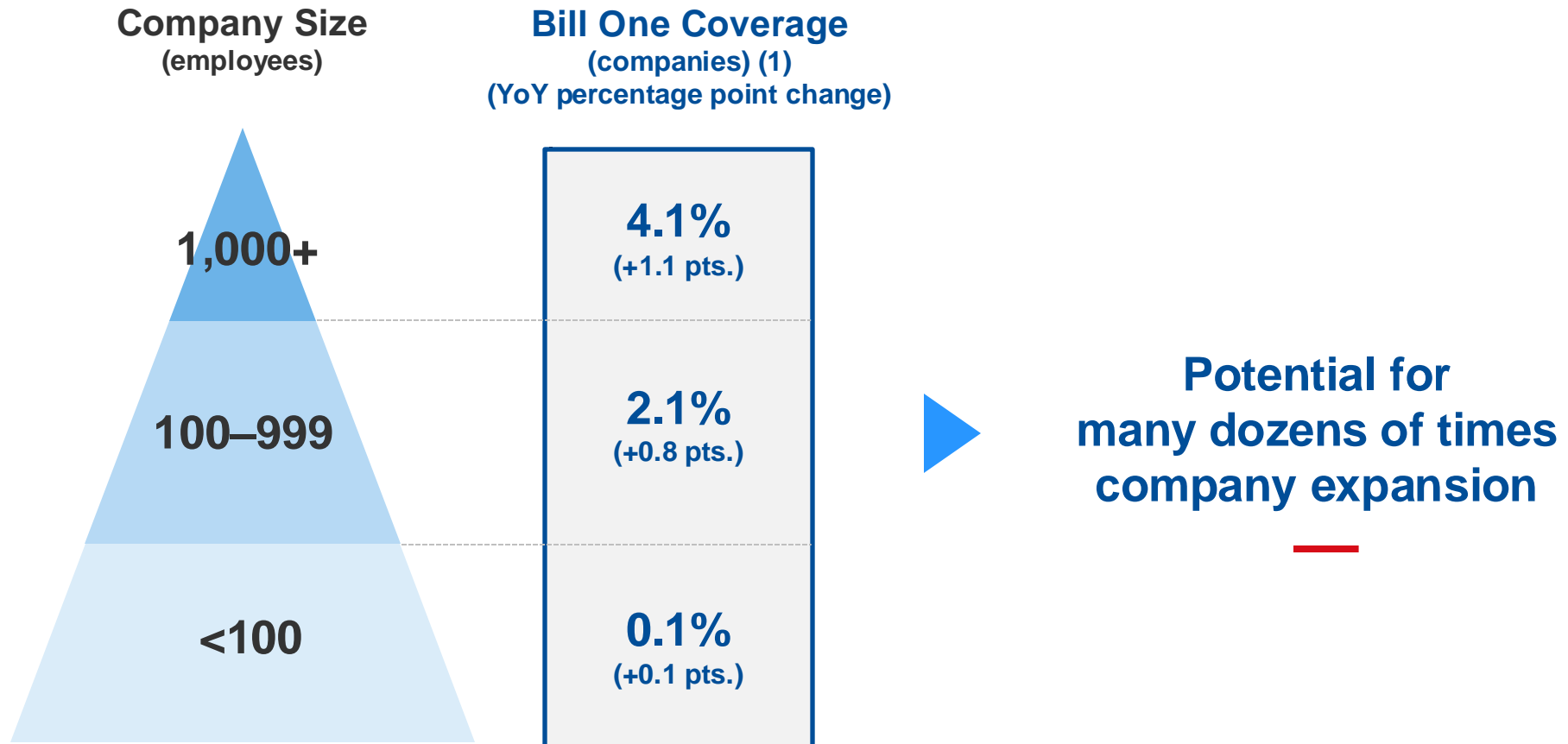
(iii) Automation of compliance operations

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.

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.



(1) Bill One coverage is calculated with the number of subscriptions and total number of IDs in Bill One for end-17th as the numerator and the number based on Economic Census for Business Activity in 2021 issued by the Statistics Bureau as the denominator.

18th Full-Year Forecasts

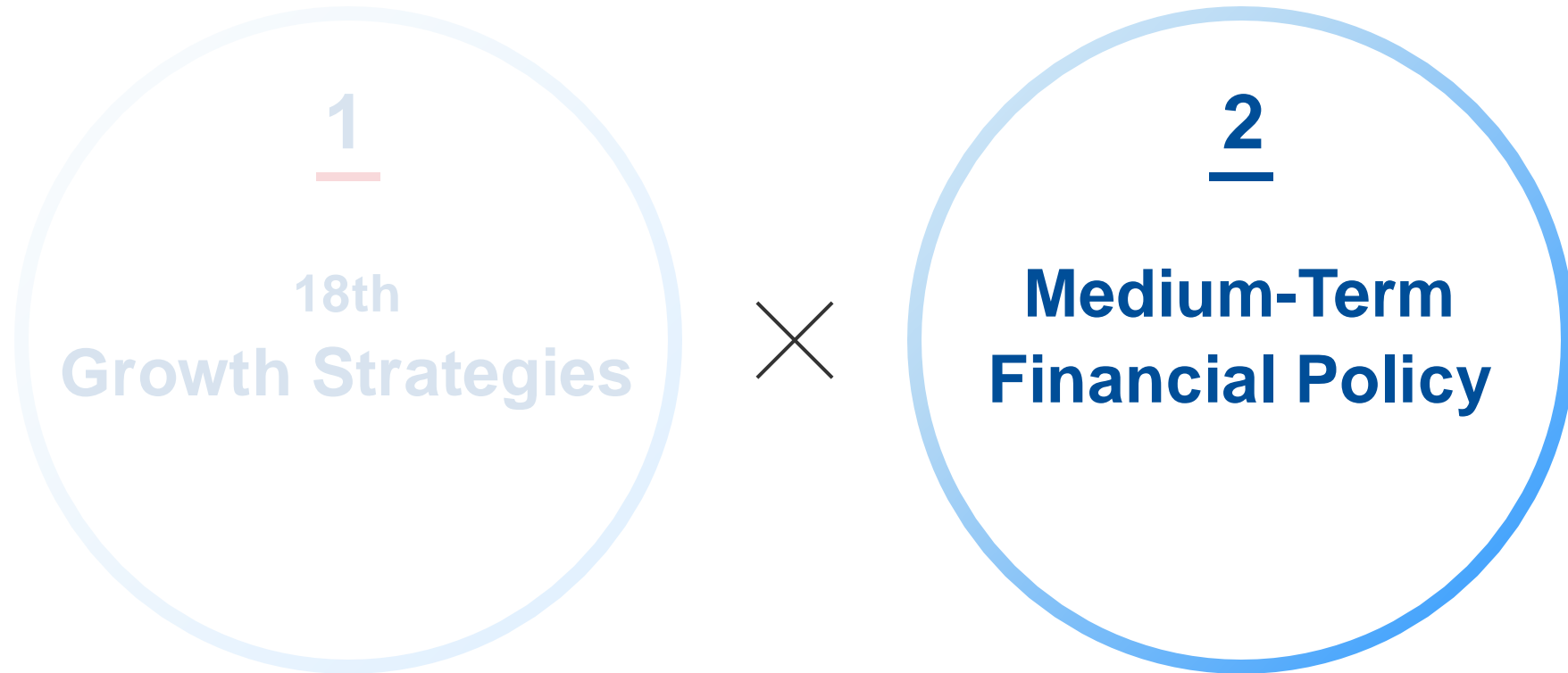
Aim for the sales growth rate of 27.0%–30.0%.

Adjusted operating profit margin is expected to improve 2.0–5.0 pts YoY, with accelerating the pace of profit improvement.

		17th		18th ⁽¹⁾	
		Full-Year Results	YoY	Full-Year Forecasts	YoY
(millions of yen)					
Forecasts	Net sales	33,878	+32.8%	43,026~44,042	+27.0%~+30.0%
	Adjusted operating profit	1,709	+81.5%	3,012~4,404	+76.2%~+157.6%
	Adjusted operating profit margin	5.0%	+1.3pts	7.0%~10.0%	+2.0pts~+5.0pts

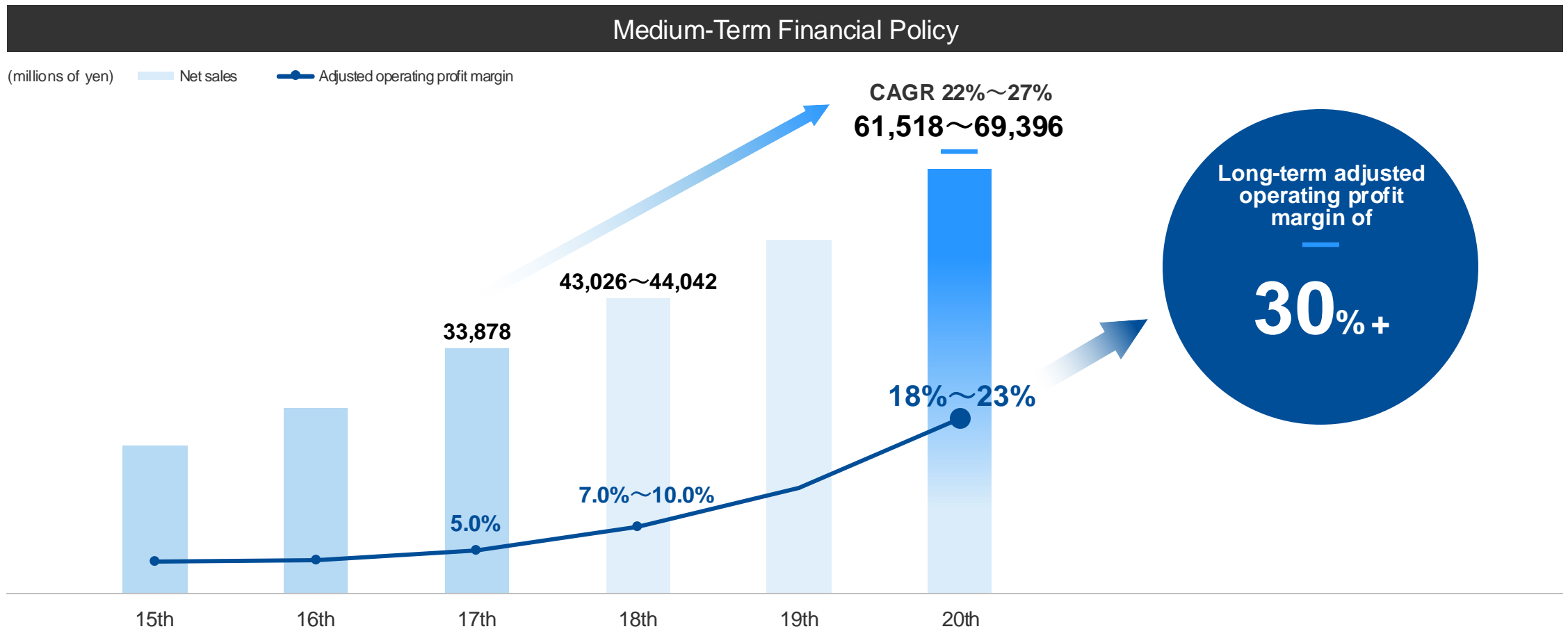
(1) We do not disclose specific forecast figures for operating profit (loss) and below as it is difficult to make a reasonable estimate of expenses related to share-based payment expenses, which may vary significantly depending on the level of our stock price, and certain non-operating income or expenses and other items.

Growth Strategies and Earnings Forecasts



Medium-Term Financial Policy

Aim for a three-year compound annual growth rate (CAGR) of consolidated net sales to be 22% to 27% through 20th.
Adjusted operating profit margin for FY2026 is expected to be 18% to 23%.



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In addition, the Company has no obligation to revise or publish the future prospects contained in these materials.

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