



SAPIENS

Annual TASE Investor Conference

February 20th 2025



Welcome

Roni Al-Dor, CEO

SAPIENS



Sapiens is the global **partner of choice** for insurers that seek to digitally **transform their business** for the next generation

We are Sapiens

We have a **wide range of platforms** meeting any type of insurance challenge

We are **one of the top leaders** in the industry

We are at the center of a large and growing market opportunity

We are a growth company. **Consistently growing** organically and non-organically

Sapiens is a Global Company

600

Customers

38

Countries

5000+

Employees

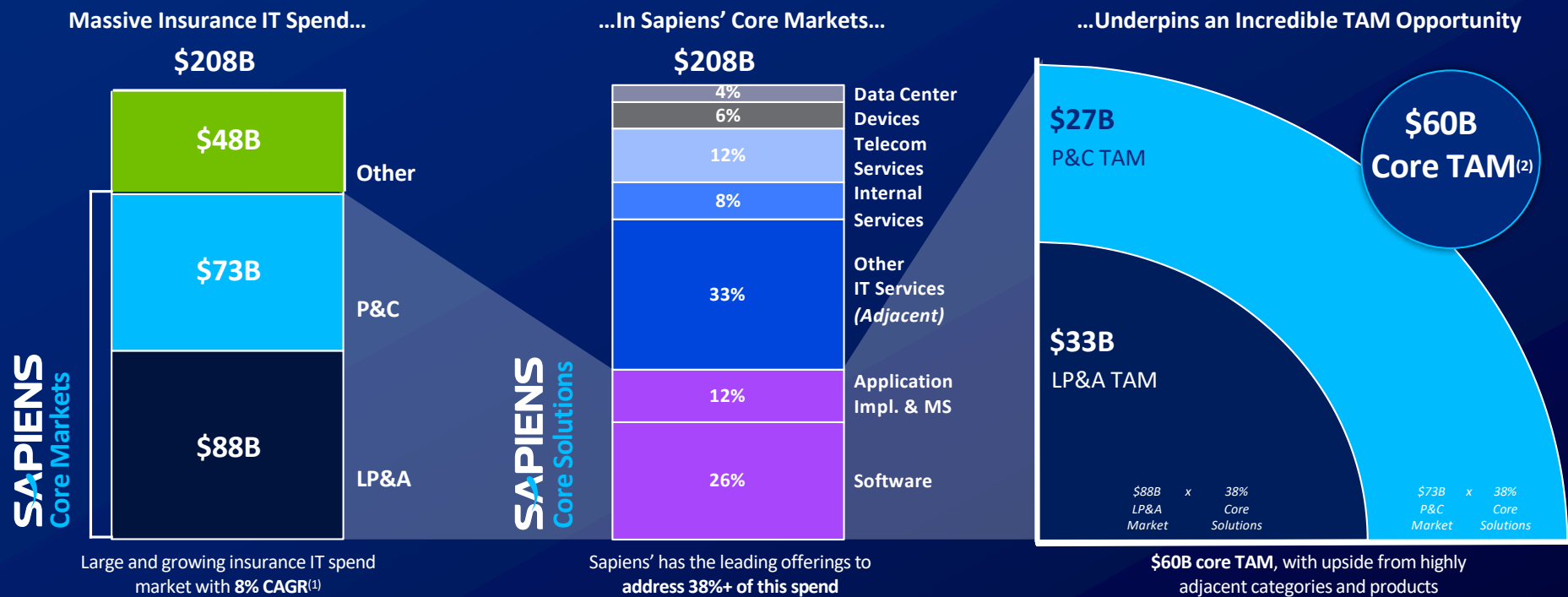
10

Development and Delivery Centers



Sapiens is at the Center of a Large and Growing Market Opportunity

Outdated insurers technology presents a MASSIVE market for Sapiens



SAPIENS

Source: Gartner, 2023.

(1) Represents 2022-2027 CAGR per Gartner.

(2) Includes LP&A TAM and P&C TAM for Sapiens' core solution areas (Software and Application Implementation & Managed Services).

2024 Results in a Nutshell

Non-GAAP (USD millions)

Revenue

\$542M

Operating Profit

\$99M

Operating Margin

18.2%

A group of business professionals in a meeting, with one person pointing directly at the camera. The image has a blue and orange color overlay.

Why customers choose us

SAPIENS



Bruce Parker, President Global Life

"When we decided to launch this major initiative, Sapiens was the perfect partner to **deliver a scalable, flexible solution that raises the standard** of our illustration processes"



Veera Lammi, Director

"One of the main opportunities for us with the Sapiens Insurance Platform is the growth of business in the future by faster time to market with new products and by enabling our customers **high-class customer experiences and digital services.**"



กรุงเทพประกันภัย
Bangkok Insurance

Dr. Apisit Anantanarat, CEO and President

"When we were assessing vendors, Sapiens demonstrated **end-to-end solutions and integration capabilities that were superior to its competitors**, and the proven ability to meet our regional regulations"



Hollard.

Duran Chetty, HGR's COO & CIO

"The implementation of DataSuite propels our **long and trusted relationship** with Sapiens to a new level of partnership"



Republic Life Insurance

Robert Soverall, Managing Director

"Sapiens Insurance Platform allows us to develop and **launch products** relatively **quickly**, and I think that this will enable us to **grow rapidly** as a subsidiary of the Republic Group."



Tiffany Herron, Assistant Vice President of Financial Services

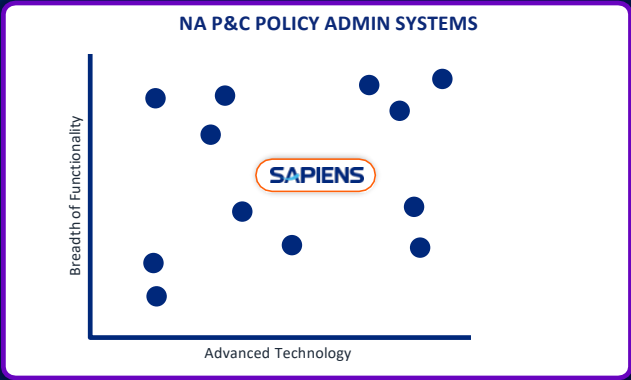
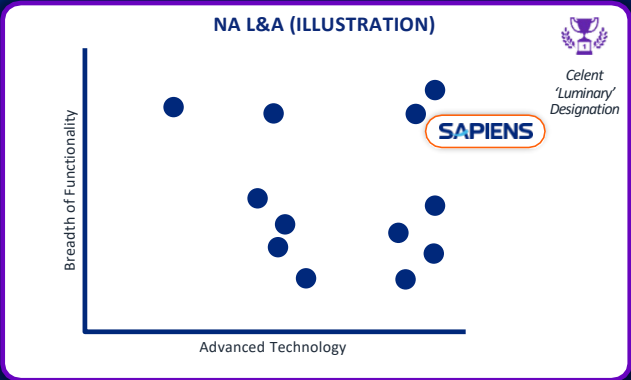
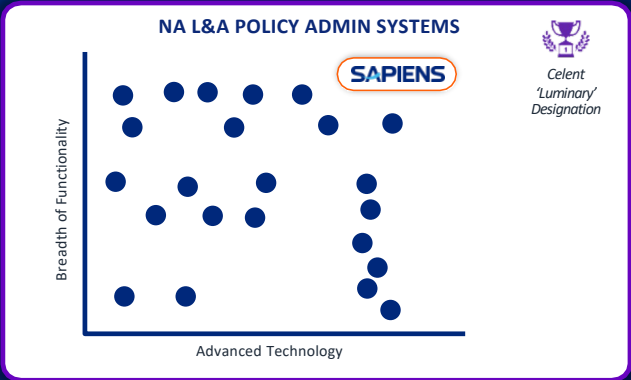
"Sapiens' automation solution **gives us full control** over our processing, reporting, and auditability, and ensures that we have the tools in place to prevent potential claims leakage. "



**Industry analysts
recognize Sapiens as
a leader across both
L&P and P&C**

Sapiens is the Recognized Leader by Analysts

Clear market recognition driven by Sapiens' innovative product strategy and leadership

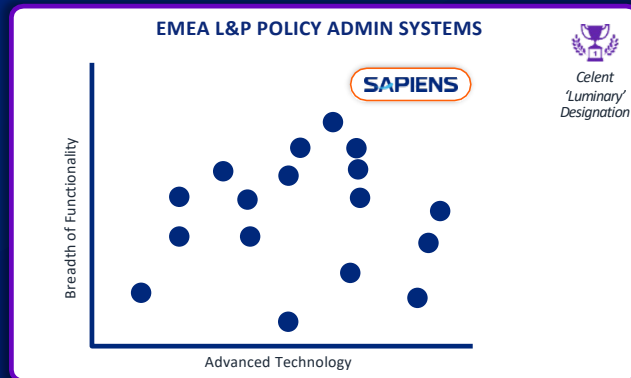
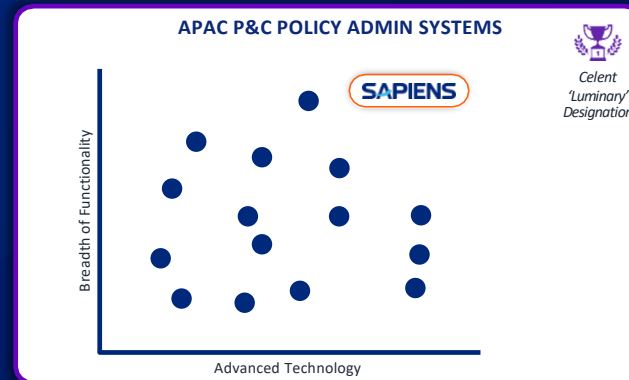
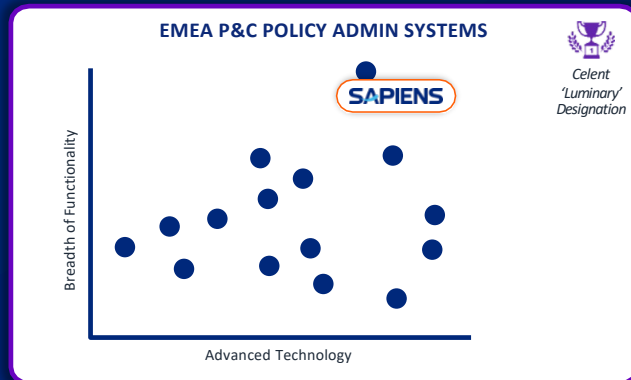


CELENT
ABC Vendor Maps

Sapiens is the Recognized Leader by Analysts

Clear market recognition driven by Sapiens' innovative product strategy and leadership

EMEA & APAC



CELENT

ABC Vendor Maps

SAPIENS

Source: Celent, 2023-2024.

Note: Celent's luminary designation denotes companies that excel in both Advanced Technology and Breadth of Functionality.

**Let's take a
macro view of
the market**

Macroeconomic Environment



Macroeconomic challenges – inflation, FX, Geopolitical



Insurance premiums (GWP) continue to grow, premium rates are increasing



Heavy losses and high loss ratio due to natural catastrophes and cyber attacks



Consolidation of tech vendors, insurtech start-up difficulties



Overall technology spending in insurance is constantly increasing



Growth & Efficiency
are the top priorities
for insurance carriers

Our offering

Strategic Proposition

All Insurance Segments



Property &
Casualty



Life &
Annuities



Workers'
Compensation
& MPL

E2E Responsibility

Rich
Product
Portfolio



Full Menu of
Services
& Integration



System Integration Partners

Where
applicable



Trusted Advisor



Customer-Centric
approach



Consultancy &
Expert Solutioning



Industry Thought
Leadership

NA Offering

Digital, Data & AI, SCS & Decision 



There are additional products, though they are not central to Sapiens core operations.

ROW Offering

Digital, Data & AI, SCS & Decision



IDITSuite

TIA Enterprise

CoreSuite Life



Consolidation

L&P - Israel

SRM



P&C

Life

RI

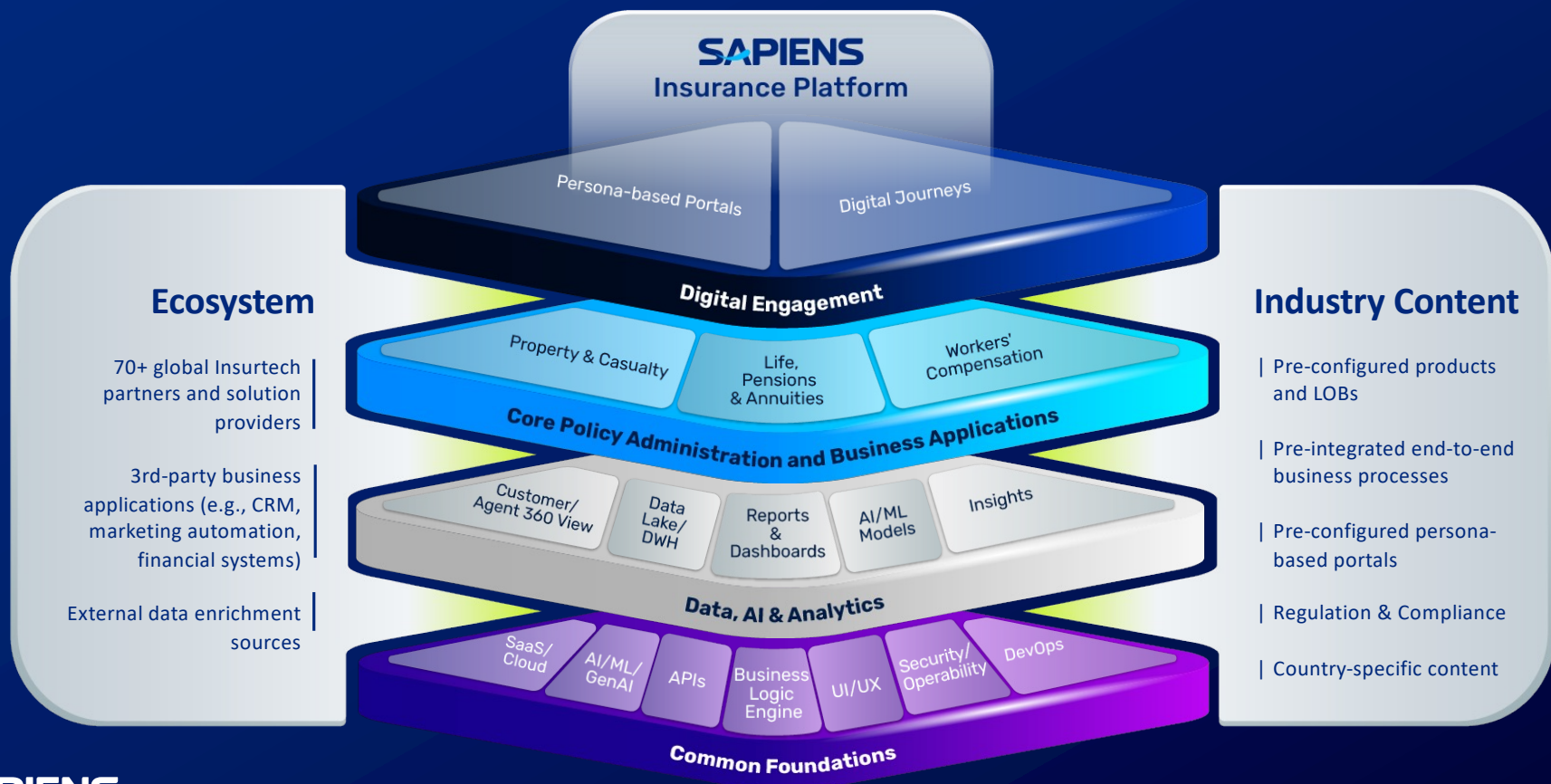
There are additional products, though they are not central to Sapiens core operations.



Global

SAPIENS

Sapiens Combines Three Revolutions into One Platform



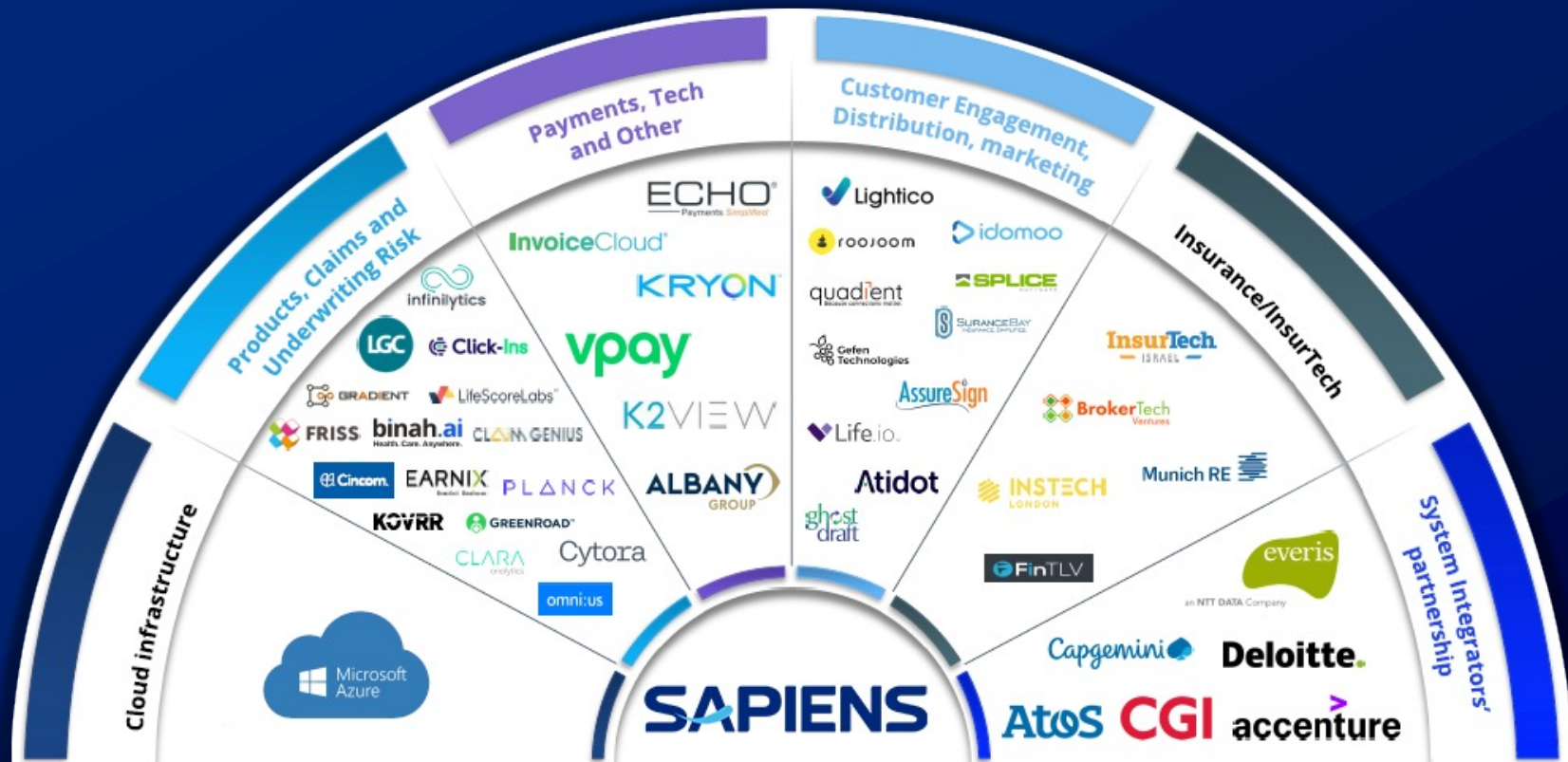
Cloud services

SAPIENS +  **Azure**

- Built on **Azure** and backed by a **strategic partnership** with **Microsoft**
- **169** cloud customers
- **4** global support centers
- **200** professionals with **120+** certifications
- Service desk available **24/7**
- **99.9%** availability
- Industry **compliance** (SOC, ISO, GDPR, DORA)

SAPIENS

Our Ecosystem & Insurtech Marketplace



Microsoft partnership



Microsoft & Sapiens: Strategy & Innovation Partners

Sapiens is Microsoft's major insurance technology partner for the EMEA region

Our strategic partnership with Microsoft has four key focus points:



MS Azure Cloud Hosting

Sapiens has chosen MS Azure as our strategic cloud vendor. Sapiens Cloud Services team are experts in MS Azure infrastructure and Microsoft cloud and security tooling.



Microsoft Technology Components

Sapiens Insurance Platform leverages Microsoft technology (e.g. PowerBI and CoPilot) to deliver a better platform for our customers.



MS Azure Marketplace & MACC Agreements

Sapiens' solutions are available in the Azure Marketplace. This enables flexible deal making & MACC Decrement.



Artificial Intelligence

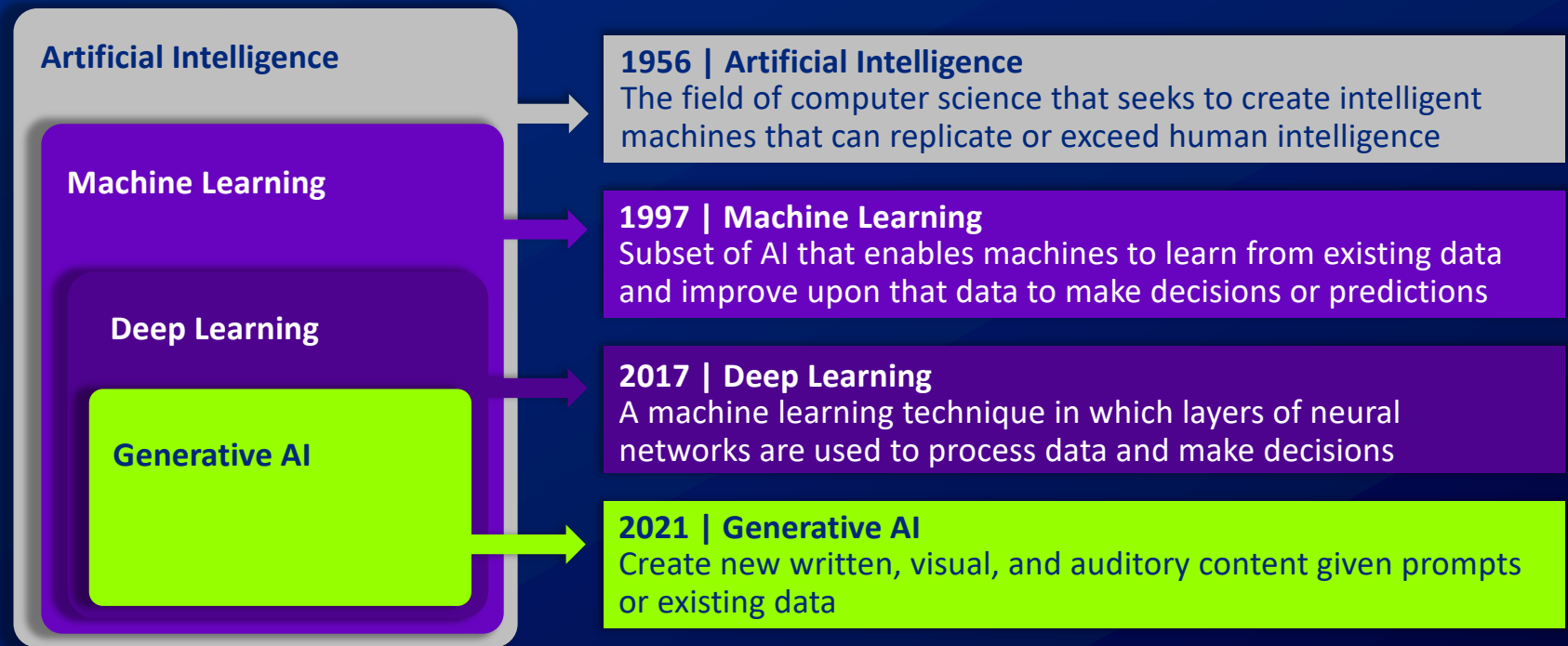
Sapiens is teaming up with Microsoft to develop insurance-specific use cases of (Gen)AI technology.

Advanced AI capabilities

SAPIENS

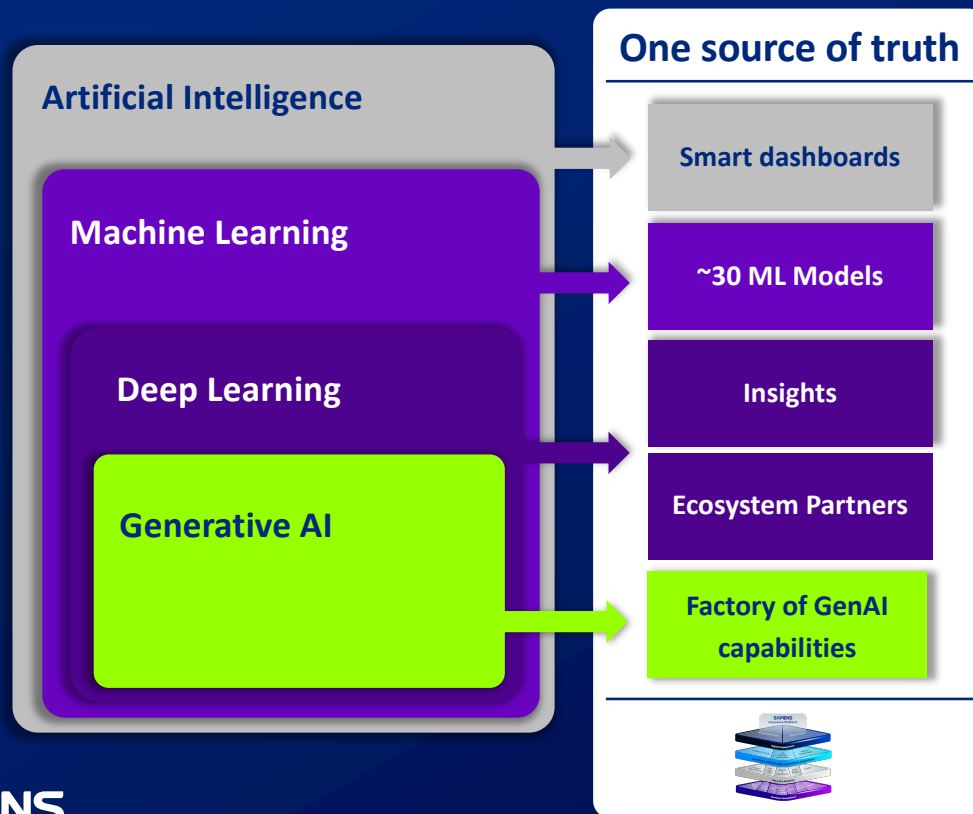
Sapiens is Fueling AI Innovation

Ready for AI at scale for insurance evolution



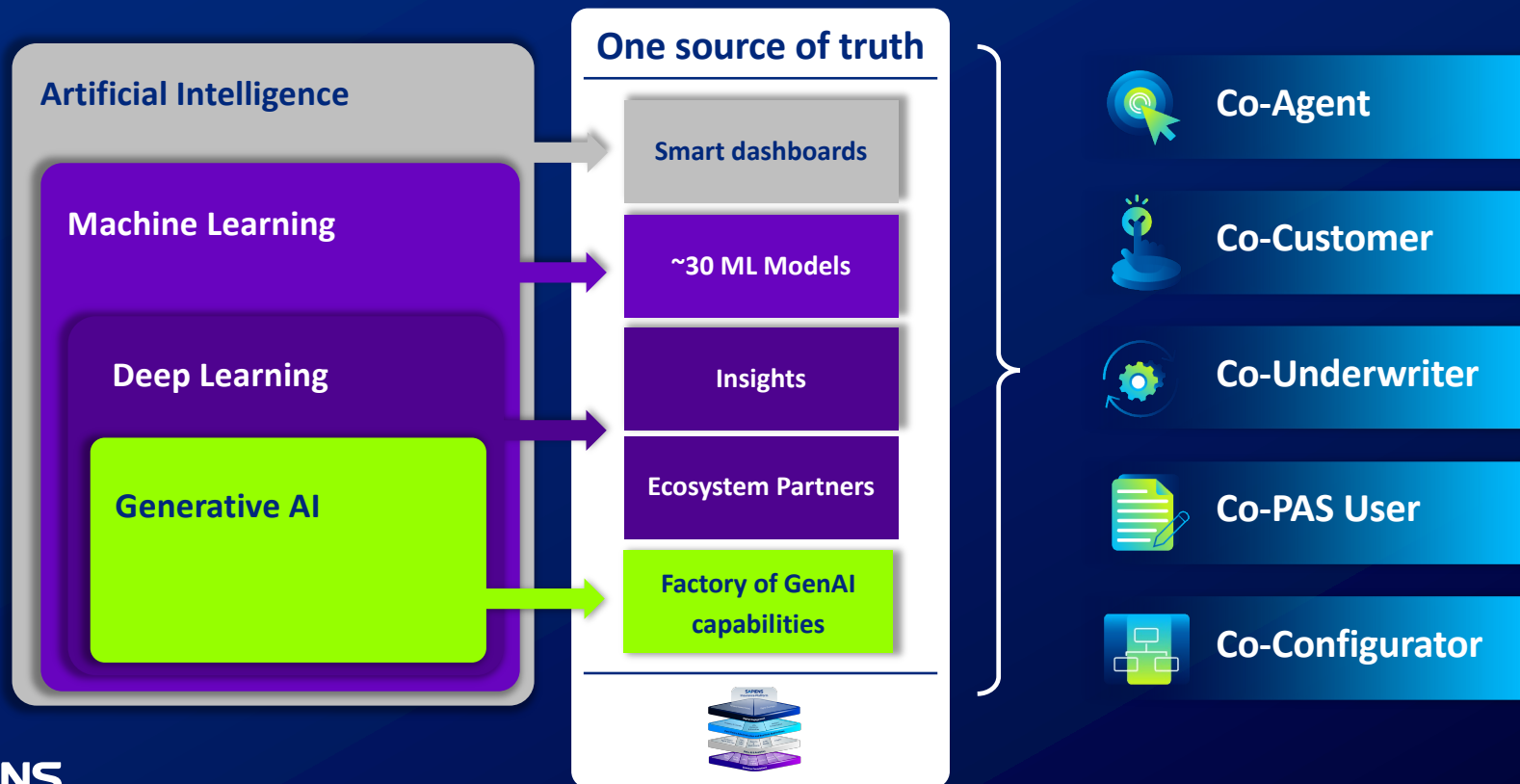
Sapiens is Fueling AI Innovation

Ready for AI at scale for insurance evolution



Sapiens is Fueling AI Innovation

Ready for AI at scale for insurance evolution



AI Internal AI

SAPIENS

Sapiens – AI-driven Organization

Program

AI – Products (e.g. code, testing generation)

AI – Implementation (e.g. automatic configuration, migration, letters)

AI – Cloud (e.g. auto recovery of system anomalies)

AI - Sales & Marketing (e.g. content generation)

AI – Corporate (e.g. legal documents)

Sapiens – AI-Driven Organization

Program

AI - Products

AI - Implementation

AI - Cloud

AI - Sales & Marketing

AI - Corporate

Our commitment:

Reduce implementation
& operational costs year
over year



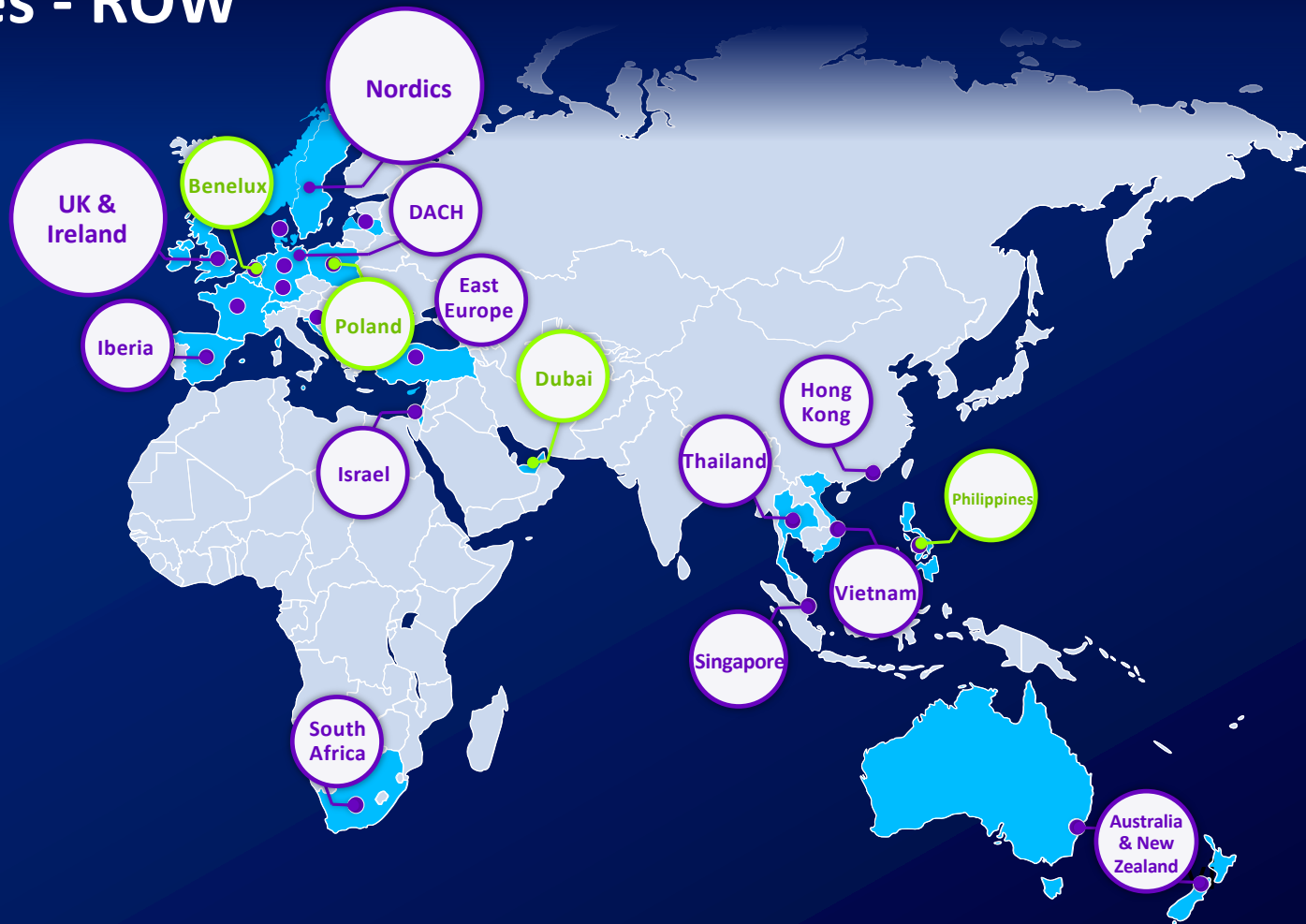
2025 Go-to-Market Land and Expand

Revenue and Profitability Increase – 2025 Guidance

Non-GAAP (USD millions)

	2024 Actual		2025 Guidance Low	2025 Guidance High
Revenue	\$542.4M		\$553M	\$558M
Operating Profit	\$98.7M		\$98M	\$102M
Operating Margin	18.2%		18%	

Territories - ROW



Territories - NA



A photograph of two business professionals, a man and a woman, shaking hands. They are wearing dark suits. The background is a light blue wall with many small, colorful confetti pieces scattered around. The text "Win new logos" is overlaid in the center in a white, bold, sans-serif font.

Win new logos

A photograph of three men in business attire sitting around a table in a meeting. The man in the center is wearing glasses and looking towards the other two. The image is overlaid with a blue and purple gradient. The text "Increasing cross-sells to expand with existing customers" is written in white, bold, sans-serif font across the center of the image.


**Increasing cross-sells
to expand with existing
customers**



Accelerate Cloud adoption for existing customers

A photograph of a young boy and an elderly woman sitting at a round table, playing a board game. The boy is on the left, wearing a white t-shirt, and the woman is on the right, wearing a patterned top and glasses. They are both focused on the game. The table is covered with a colorful board game mat and several small game pieces. The background shows a large indoor plant and a window with a view of a city skyline. The entire image has a blue and purple color overlay.

Enhance growth in Life business globally



Platform Innovation & Advanced AI Capabilities

An overhead photograph of four business professionals (three men and one woman) seated around a white conference table. They are engaged in a meeting, with papers, laptops, and a tablet visible on the table. The image is overlaid with a purple and blue gradient. The text 'Continue building out System Integrator partnerships' is centered in white.

Continue building out System Integrator partnerships



Accelerate growth with M&A

To Summarize



Strong
customer base



Platform
innovation &
advanced AI



Cloud
migration



Market
recognition



Our
industry



Achieving our
2025 goals



Accelerate growth
beyond 2025



Reshaping Insurance in an Era of Extreme Transformation

Alex Zukerman, Chief Strategy Officer

The Tech Revolutions of Our Millennium



Digital &
Mobile

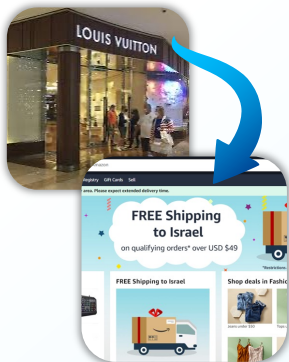
Cloud
Computing

Data & AI

Digital & Mobile

Changing the manner of human communication & interaction

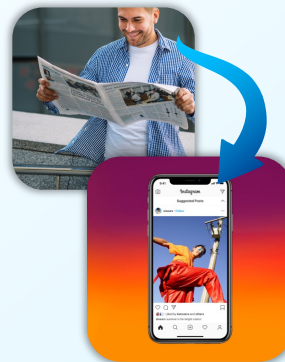
The way we shop



The way we talk to each other



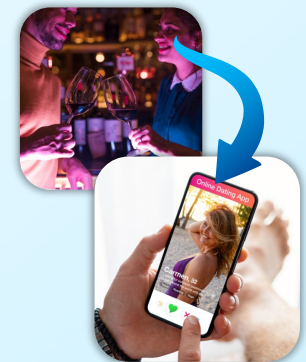
The way we consume media



The way we work



The way we find partners





Cloud Computing

Changing the way organizations & people manage their IT infrastructure



The “as-a-service”
economy in information
technology



Changes the IT
landscape of
enterprise



Physical hardware is
disappearing



Software development
and the nature of
software is changing



Moving from
infrastructure to
applications



Data & AI

Towards a DATA-DRIVEN society

Access to data ANYTIME
ANYWHERE

“You are who your data
say you are”

ML, AI and now
Generative AI –
transformation 2.0²

ChatGPT - The fastest
adoption of an app in
history

Unparalleled capabilities around
content – understanding,
analysis, creation

The pace of innovation &
improvement in GenAI is
breathtaking

A photograph of an iceberg floating in the ocean. The tip of the iceberg is visible above the water surface, while the much larger, submerged part is visible below. The water is a deep blue, and the sky is a clear, light blue. The iceberg's surface is textured with various ridges and grooves.

**Current AI
capabilities are
just the tip of
the iceberg**

The Tech Revolution of **WHAT IS COMING**



The aliens have landed – and they are ready to work...

For 5,000 years, every time something was invented, it only ends up benefiting us

Saddle, Horn, Cart, Plow → Horses Productivity increases → greater demand for horses

Technology enhances horses productivity – until technology replaces them entirely

Any work that can be done via Zoom – AI will do it better, and for a fraction of the cost

Employers will replace humans by AI if it is economic

Within 10 – 25 years, AI will be better than humans in everything

The Mega Factors Impacting Society (and Insurance)



**Climate Change and
Catastrophe Risk**



**Regulatory Changes &
Compliance**



**Aging Population &
Insurance Gap**



**Political & Economic
Instability**



**Changing Social &
Consumer Behavior**



Cybersecurity Threats



Digital & Mobile



Cloud Computing



Data & AI



**Climate Change and
Catastrophe Risk**



**Regulatory Changes
& Compliance**



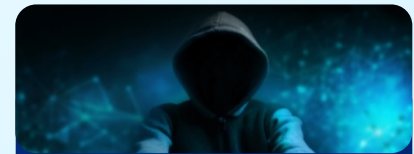
**Aging Population &
Insurance Gap**



**Political & Economic
Instability**



**Changing Social &
Consumer Behavior**



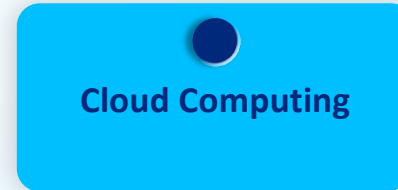
**Cybersecurity
Threats**



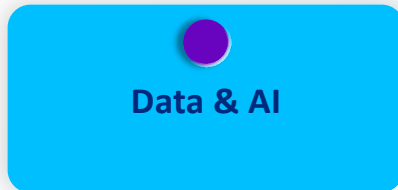
**Changing Social &
Consumer Behavior**



**Cybersecurity
Threats**



Cloud Computing



Data & AI



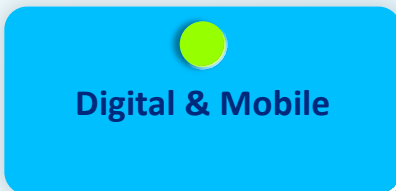
**Regulatory Changes &
Compliance**



**Political & Economic
Instability**



Aging Population



Digital & Mobile



**Climate change and
Catastrophe Risk**

Those **Combined** factors are Driving Change in Insurance

Increased and Innovative Competition

New & Personalized Insurance Models

Focus on Operational Efficiency

Active **Regulators** & Compliance Needs

Create a **Future-Proof Vehicle**

Lemonade

NEXT
INSURANCE

TESLA | INSURANCE



JOHN HANCOCK:
LTC INSURANCE - THE
KNOWLEDGE GRAPH



Pay-per-use



Parametric insurance



Embedded insurance



On-demand insurance



Digital Transformation



Automation



Risk Analysis



AI, ML, GenAI



California Consumer Privacy Act (CCPA) and CPRA



Americans with Disabilities Act (ADA) Compliance



Canada's Accessible Canada Act (ACA)



Pandemic Risk Insurance Act (PRIA)



NAIC's Climate Risk Disclosure Survey:

Ever-changing tech & business landscape

Strong tech foundation & flexible architecture

Open for new capabilities & models to come

Sapiens Product Strategy: Five Focus Domains

It's a **DIGITAL WORLD** out here

All-Digital
interaction tools

Users Consumers
Agents 3rd parties
Brokers

API &
Ecosystem
Insurtech

OPERATIONAL EFFICIENCY & SPEED

Low-/no-
code

Industry
Content

Hyper-
automation

CLOUD & SAAS lead

SaaS-based
offering

Leveraging native
cloud capabilities

HOLISTIC view of DATA

BI, ML, Predictive Analytics & GenAI

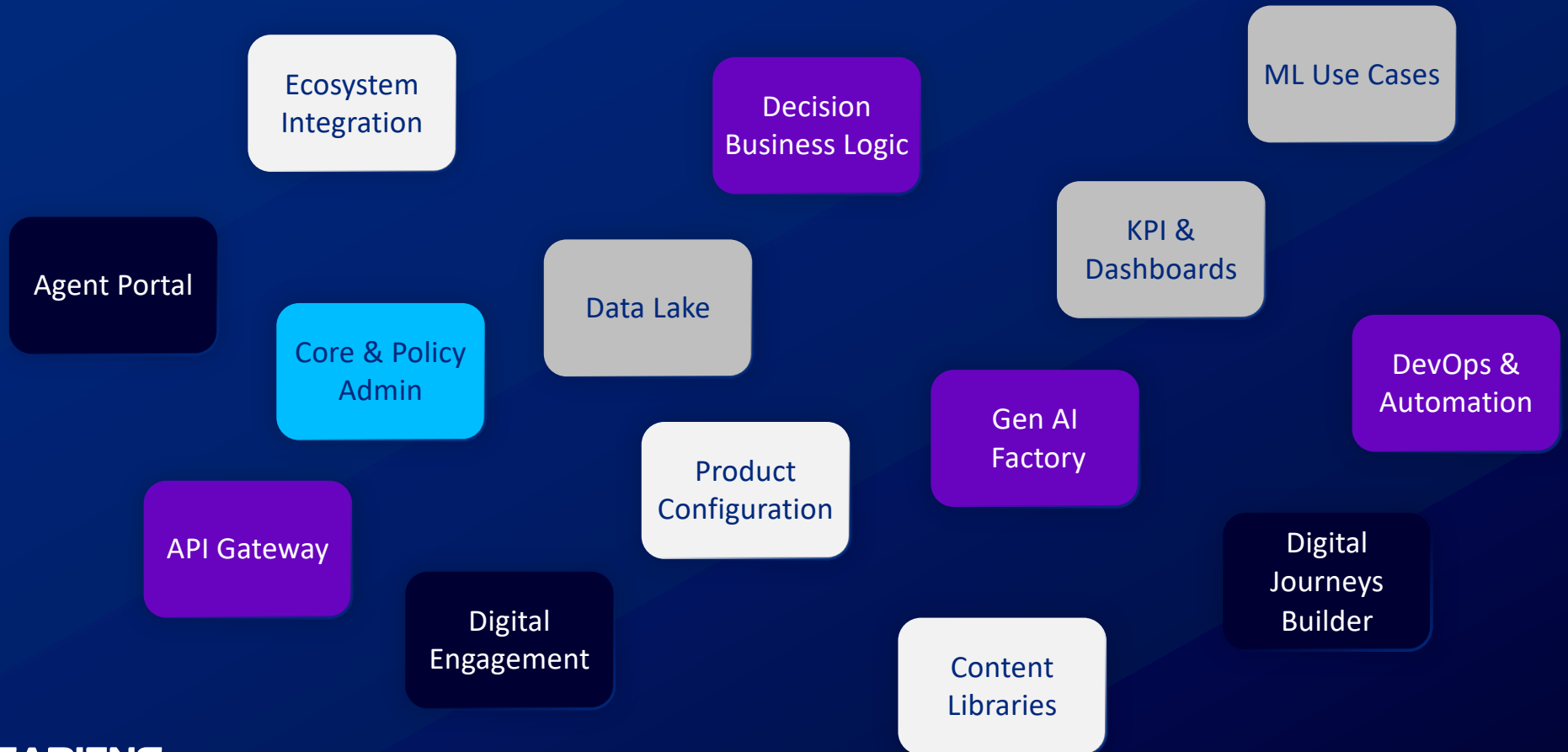
Role-Focused Data approach

Data-Driven Business, in real-time

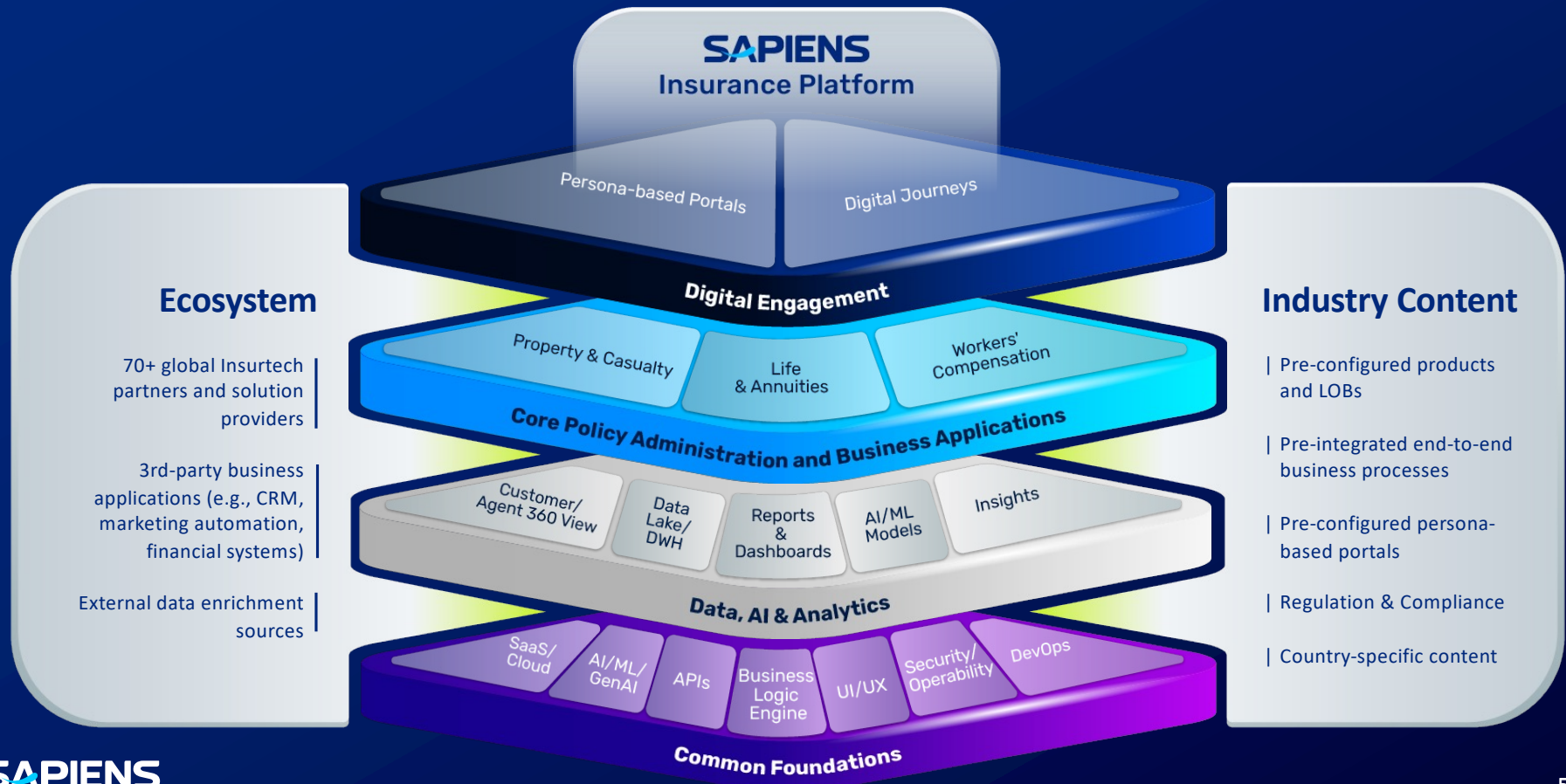
The AI revolution

Foundations for the true next
generation of insurance tech

A comprehensive set of tools **is still not a well-tuned orchestra**



Orchestrating Harmony: Sapiens Insurance Platform



Innovate with Intelligence

Introducing Sapiens Insurance Platform

Empowering Sapiens to deliver end-to-end, intelligent business solutions by integrating core capabilities with Data, Analytics, and AI.

Enriched by industry expertise and a robust partners ecosystem, these solutions help insurers grow, modernize, and optimize.

Sapiens Insurance Platform Themes

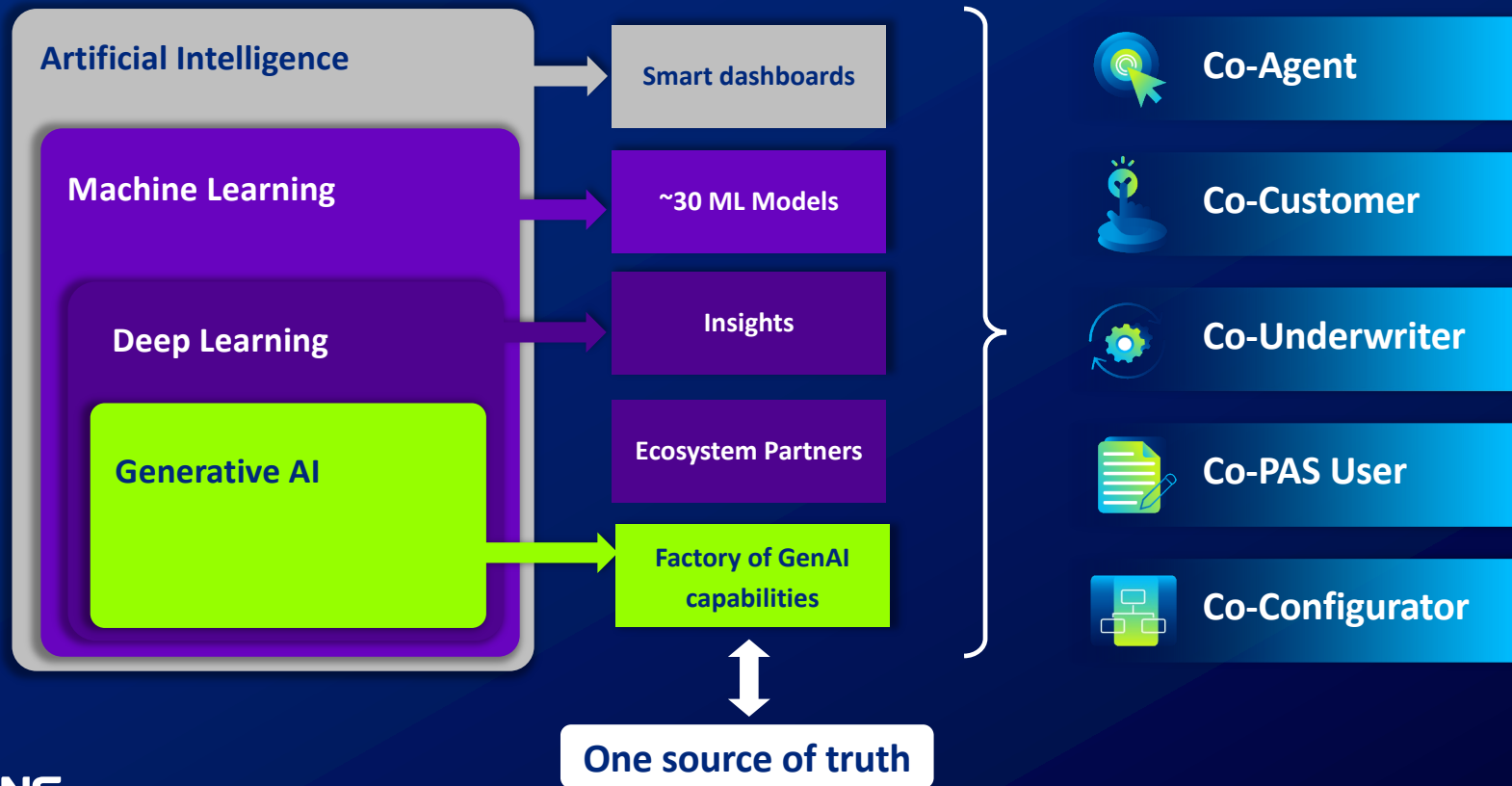


A large, stylized letter 'A' graphic composed of several overlapping triangles in various shades of blue, positioned on the left side of the slide.

AI-driven business and Hyper Automation

Leverage AI, Generative AI, and low-code/no-code tools to automate and streamline business processes

Common AI and Gen AI capabilities



A large, stylized letter 'B' in a dark blue color, positioned on the left side of the slide. It has a modern, rounded design with a slight shadow effect.

Business Solutions: End-to-end, ready-to-deploy

Design, develop and deliver packaged solutions which address market needs and are built by integrating capabilities, enriched by strong industry expertise and partner ecosystem

P&C Business Solutions (example)

Pre-configured, Pre-integrated, Ready-to-deploy

Platform Foundations

Core Capabilities

Digital Engagement

AI, GenAI and Data Analytics

Automation & Business logic

Common Operability Tools

Partner Ecosystem

SMB/SME offering (Small Medium Business/ Enterprise)

Modular pricing to suit SME budgets, with clear cost-benefit transparency

SMB Quote & Buy journey template on customer portal

Suggest discounts based on propensity to buy AI model

UW automation using business decision engine

No code/ Low code configuration tool

Integrate with SMB data enrichment (via partners: Veridion, SwissRe)

A large, stylized letter 'C' graphic composed of two overlapping semi-circular shapes in shades of blue, positioned on the left side of the slide.

Common Foundations for Operational Excellence

Use SaaS, common foundations and services to enable deep integration, reduce costs and increase operational efficiency

Common Foundations for Operational Excellence

1

SaaS Platform

Native SaaS solutions provide the full breadth of cloud management services.

2

Metadata-driven integration

enables seamless

Ensure consistency and automation by using metadata to connect systems efficiently.

3

Central repository of shared services

A central repository of shared services utilized by all business products.

4

Common operability tools

Reduce TCO using one toolset for installation, upgrade, security, and operations.

Metadata-driven integration enables unparalleled connectivity and automation



Integration: Core | Digital Connect | Components | Data | Partners/Startups

Shared Metadata: Policy questions | Terms | Eligibility Rules | Flows | Page layouts

A large, stylized letter 'D' in a dark blue color, positioned on the left side of the slide. It is partially overlaid by a lighter blue curved shape that extends from the left edge of the slide.

Digital & Data: Persona-based UX, insights and tools

Deliver personalized data and tools for each user (customer, agent, broker, vendor, or employer) to ensure a seamless experience and enable informed business decisions.

Metadata
Connectivity

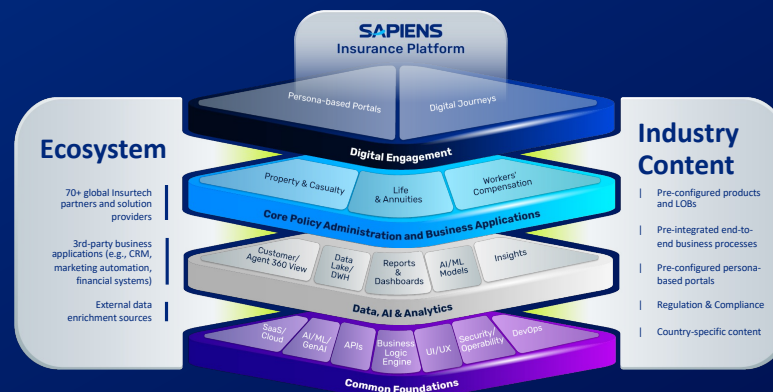
AI, ML &
GenAI

Ecosystem
Inside

Strong
Foundation

One Source
of Truth

Industry
Content



Speed &
Efficiency

Innovation
& Future
Readiness

Effective
SaaS &
Upgrades

Business
Growth

The SAPIENS logo is displayed in white, uppercase letters. A small blue swoosh is positioned under the letter 'A'.

SAPIENS

Financial Overview

Roni Giladi, CFO

2024 Results in a Nutshell

Non-GAAP (USD millions)

Revenue

\$542.4M

Operating Profit

\$98.7M

Operating Margin

18.2%

EPS

\$1.48

Continued Growth Momentum

Non-GAAP (USD millions)

	Revenue	Operating Profit	Operating Margin	EPS
2024	\$542.4M	\$98.7M	18.2%	\$1.48
2023	\$514.8M	\$94.1M	18.3%	\$1.35

Operating Margin Expansion



Revenue Growth

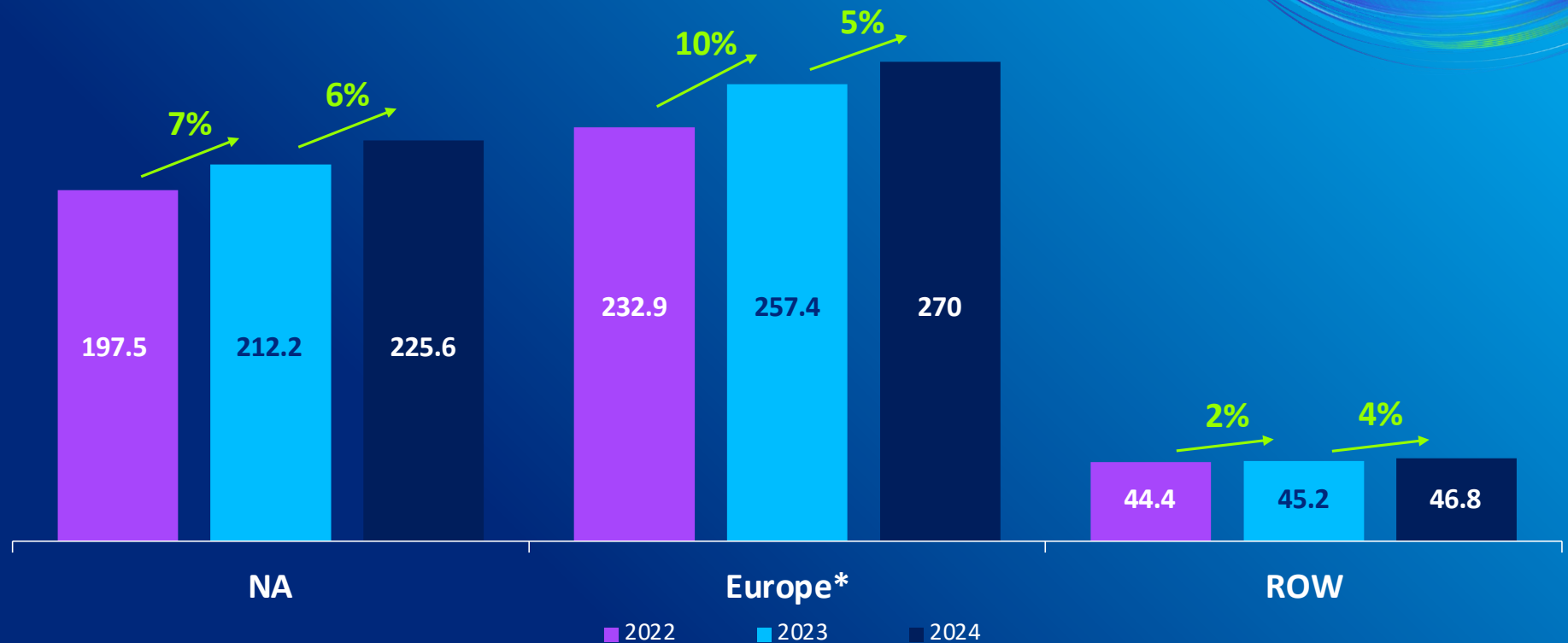
Revenue Growth Achieved Year-Over-Year

Non-GAAP Revenues (USD Millions)



Annual Revenue Growth - By Geography

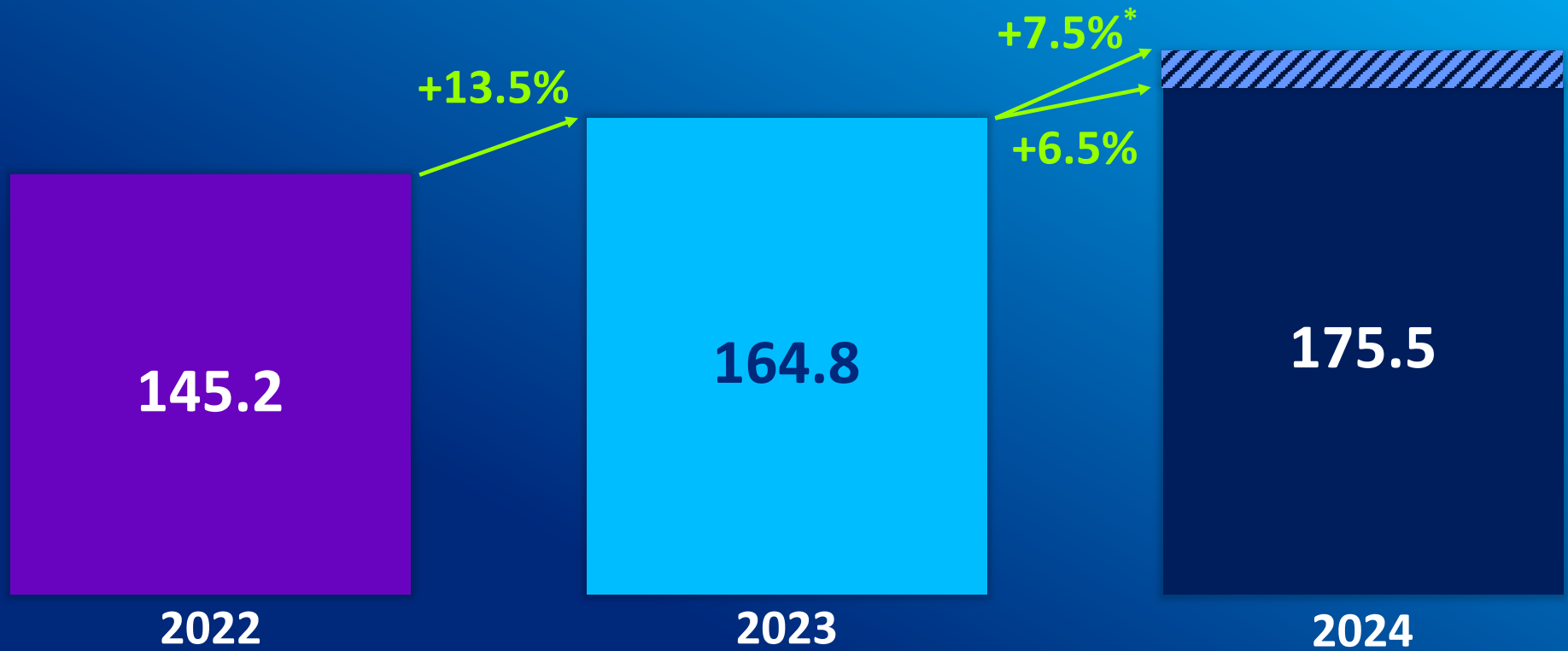
Non-GAAP Revenue (USD millions)



Business Stickiness - Recurring and Re-Occurring



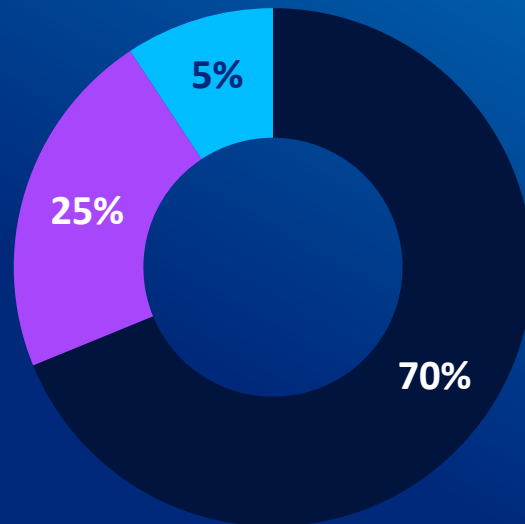
Annualized Recurring Revenue – ARR



Unique Proposition

Multiple Segments

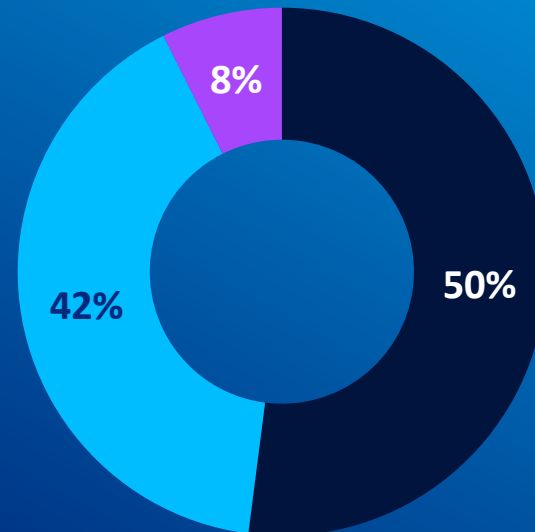
By Market



■ P&C ■ L&A ■ Other

Global Player

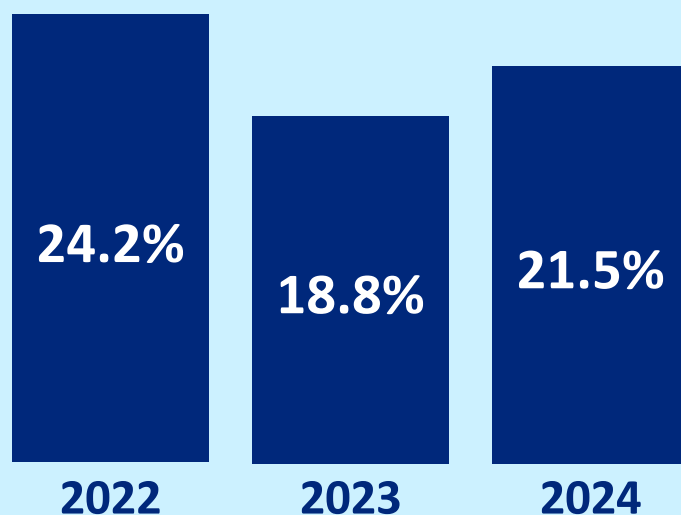
By Geography



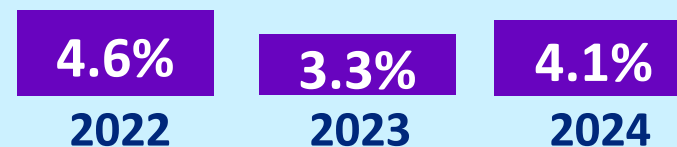
■ EUROPE ■ North America ■ ROW

Customer Concentration – 2022-2024

Top 10 Customers



Largest Customers



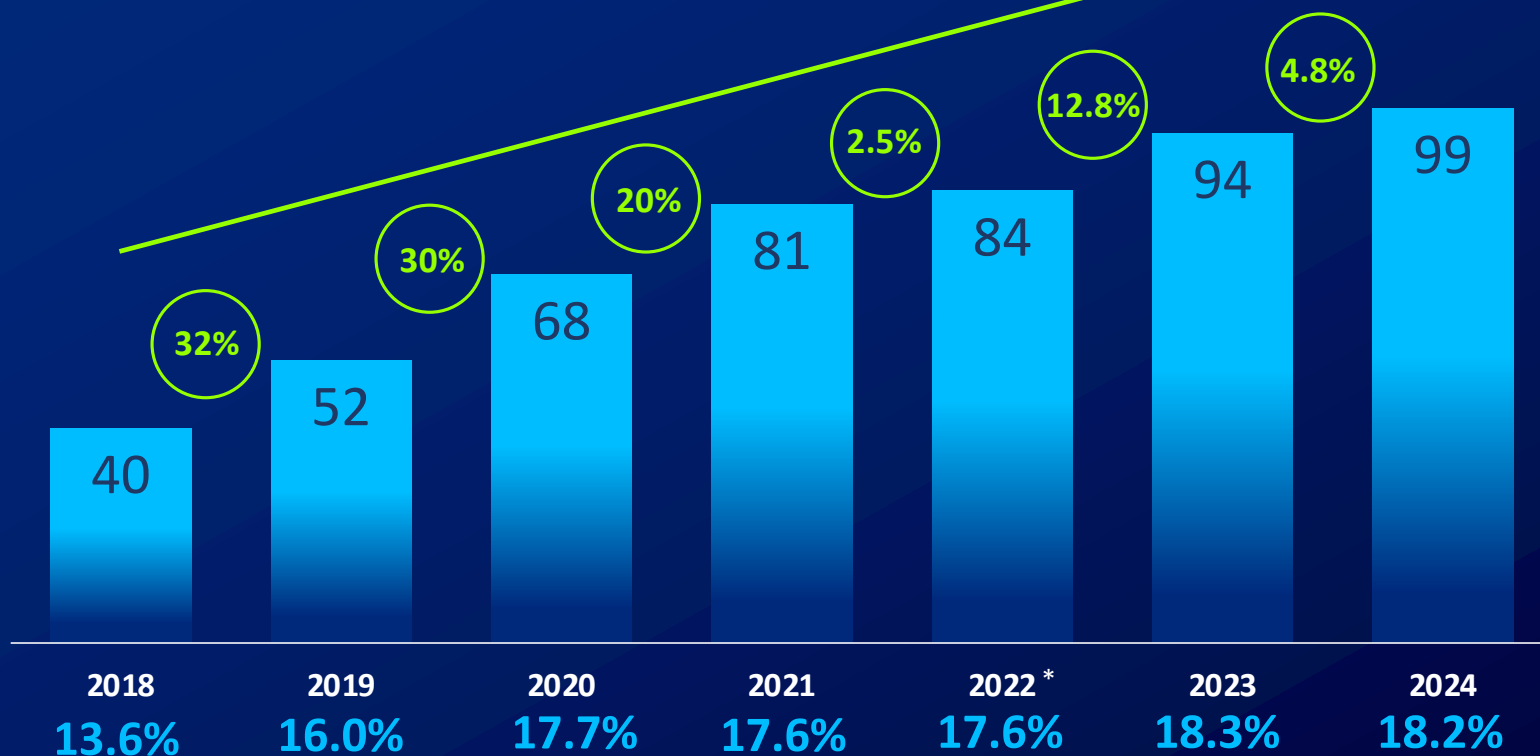
Profitability

SAPIENS



Annual Operating Profit Growth

Non-GAAP Profit (USD millions)



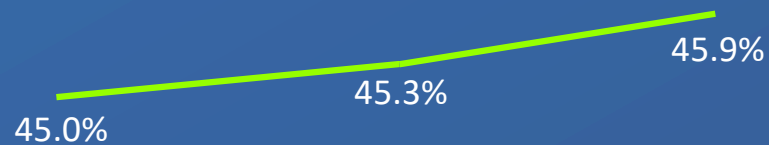
OPEX Analysis Trend

2022

2023

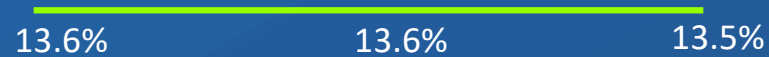
2024

**Gross
Margin**



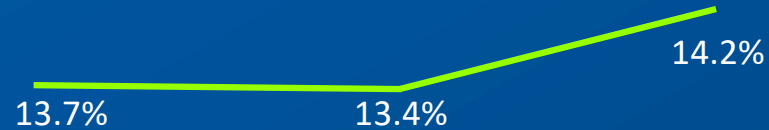
Constant Improvement

% R&D



On Going Investment

% SG&A



**Increased Investments In Sales
& Marketing**

**% Operating
Margin**



**Maintain Margin,
Increase Profit**

Cash and Cash Equivalents (December 31, 2024)

USD millions

\$216M

Cash

Cash and Cash Investments

\$40M

\$20M Paid 1/1/25

1 more installment to be paid on 1/1/26

Debt

S&P Israel (Mallot): ilAA-/Stable

2021 - \$ 20M
2022 - \$ 39M*
2023 - \$ 28.1M
2024 - \$ 31.8M

Dividend Distribution

Up to 40% of non-GAAP net income
paid twice a year

Adjusted Free Cash Flow

Non-GAAP (USD Thousands)


Free Cash Flow	2022	2023	2024
Cash flow from operating activities	43.8	79.4	82.2
Increase in capitalized software development costs	(6.1)	(6.5)	(7.1)
Capital expenditures	(2.7)	(2.5)	(2.7)
Free cash flow	35	70.4	72.4
Cash payments attributed to acquisition-related costs (included in cash flow from operating activities)	1.1	0.3	2.2
Adjusted Free cash flow	36.1	70.7	74.6
Non-GAAP Net Income	67.2	75.0	83.2
Adjusted Free Cash Flow/Non-GAAP Net Income	54%	94%	90%

Guidance

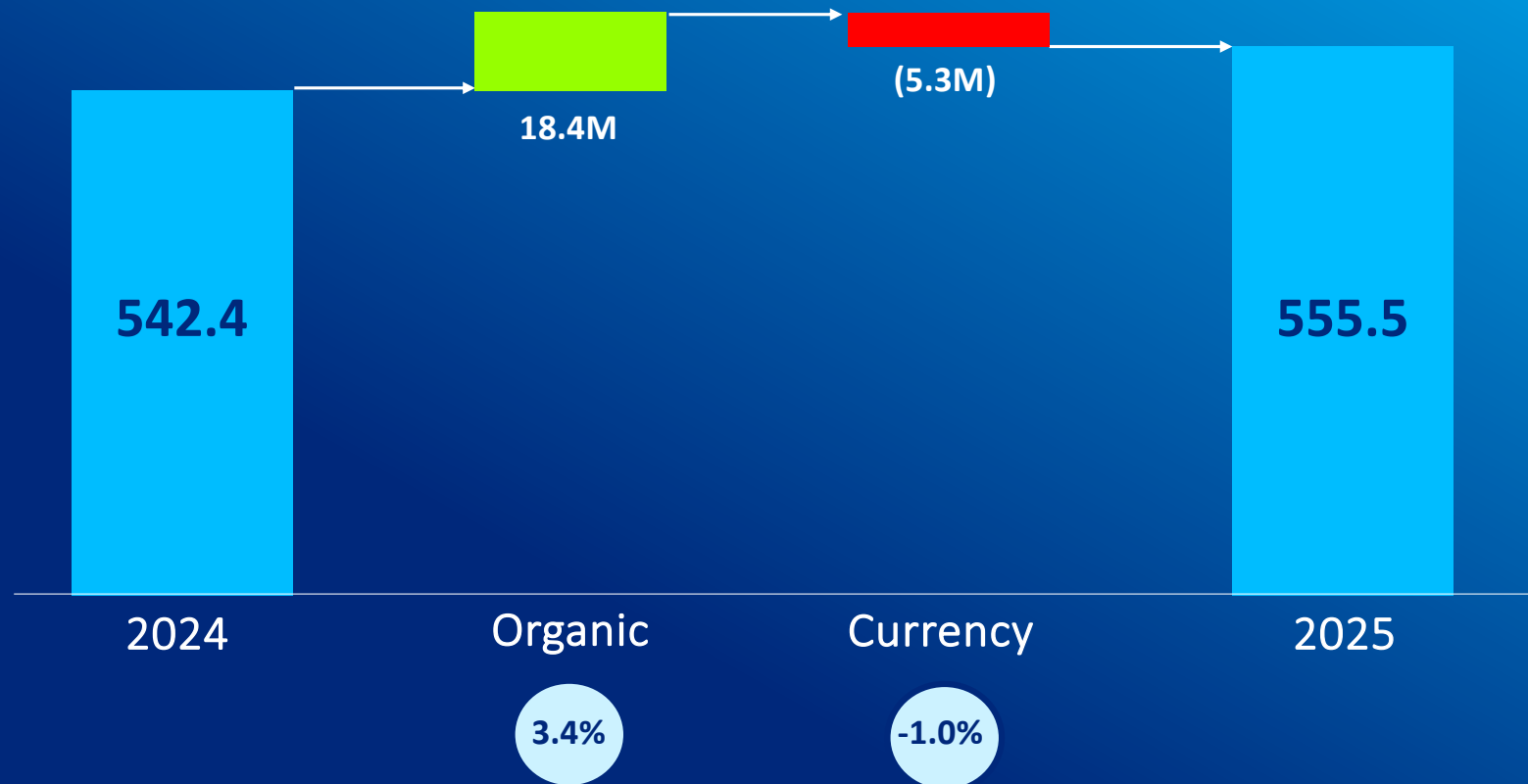


Revenue and Profitability Increase – 2025 Guidance

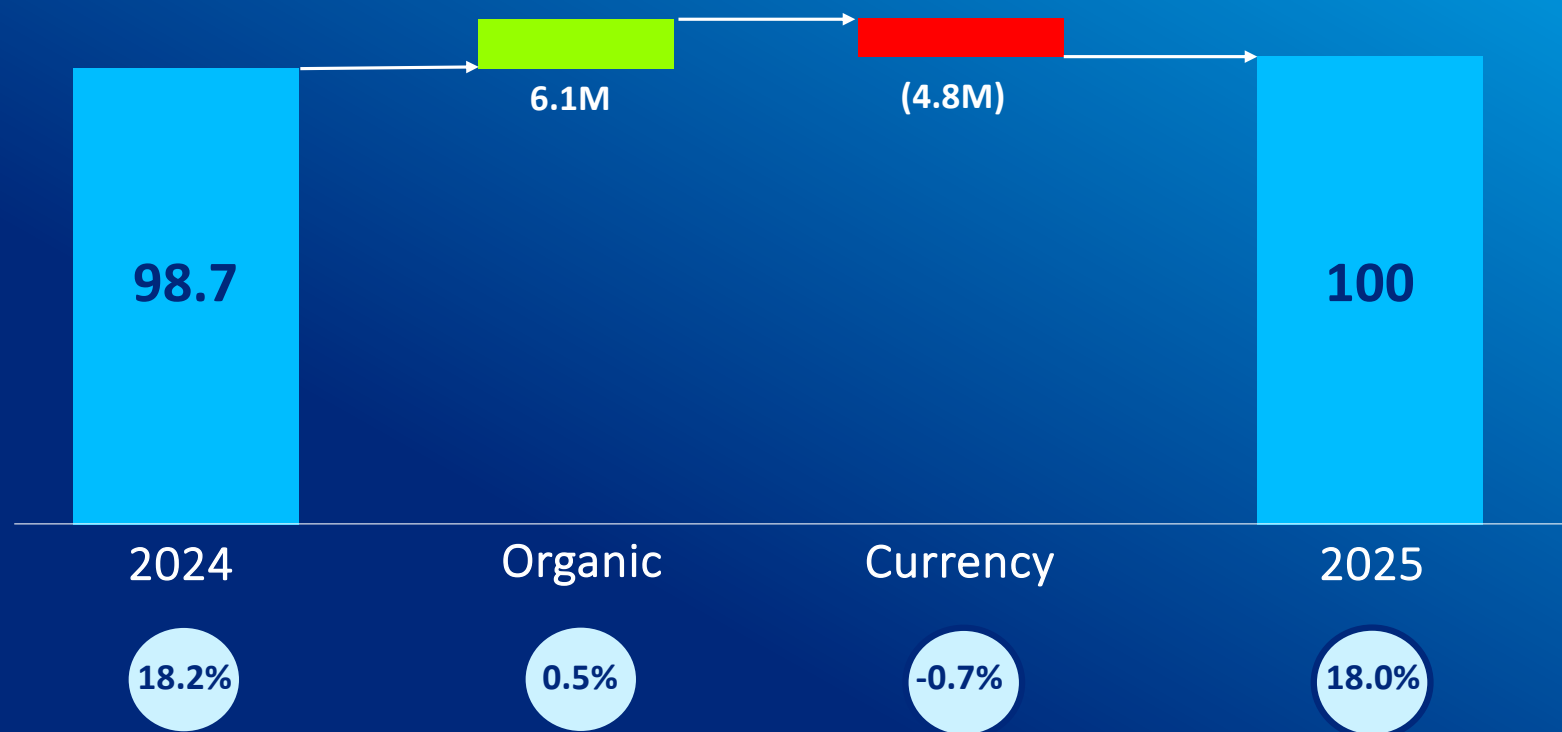
Non-GAAP (USD millions)

	2024 Actual			2025 Guidance Low	2025 Guidance High		2025 Guidance Mid
Revenue	\$542.4M			\$553M	\$558M		Growth of 2.4%
Operating Profit	\$98.7M			\$98M	\$102M		\$100M
Operating Margin	18.2%			18%			Stable

Revenue Growth 2025 Vs 2024




Profit Growth 2025 Vs 2024



2025 Guidance – Constant Currency

Non-GAAP (USD millions)

	2024 Actual		2025 Mid Guidance Constant Currency	2025 Growth
Revenue	\$542.4M		\$560.8M	3.4%
Operating Profit	\$98.7M		\$104.8M	+\$6.1M
Operating Margin	18.2%		18.7%	+50bps

2024 & 2025 Growth Drivers

Shift to SaaS

Headwind of 2-3%

- Delay in signing deals
- Shifting revenue from pre/post-production

Core P&C NA

Slow down in growth

- Continue investment in platform with digital & data
- Impact in 2026 and beyond

Macroeconomic Uncertainty

Longer sales cycles

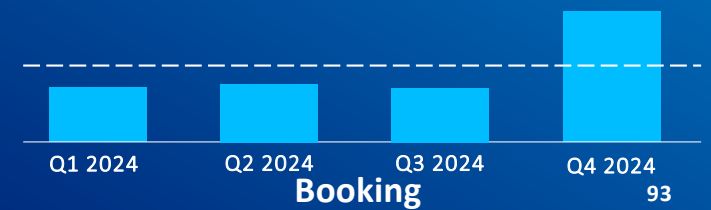
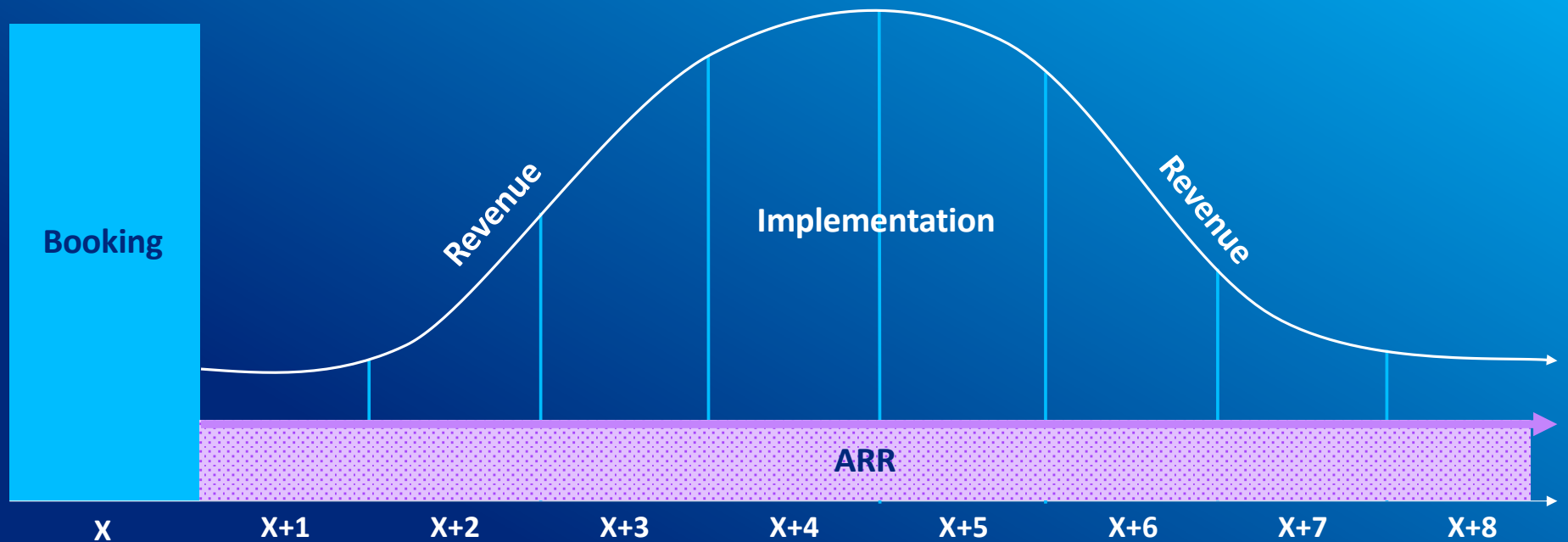
- Middle East
- North America (2025)

Transition from Booking to Revenue



Booking

Transition from Booking to Revenue





Growth 2026 and Beyond

SAPIENS

Growth 2026 and Beyond

New logos

- Increase sales team
- Platform

Cross-sell

- Increase client partner team
- Platform with integrated solutions

SIs

- Initiative started in 2023
- Partner with several SIs globally
- 2 deals signed in NA
- Increase pipeline

Transition to Cloud/SaaS

- Increase from 28% to 60%
- Proven transition through all tiers
- Strong partnership with Microsoft

Life

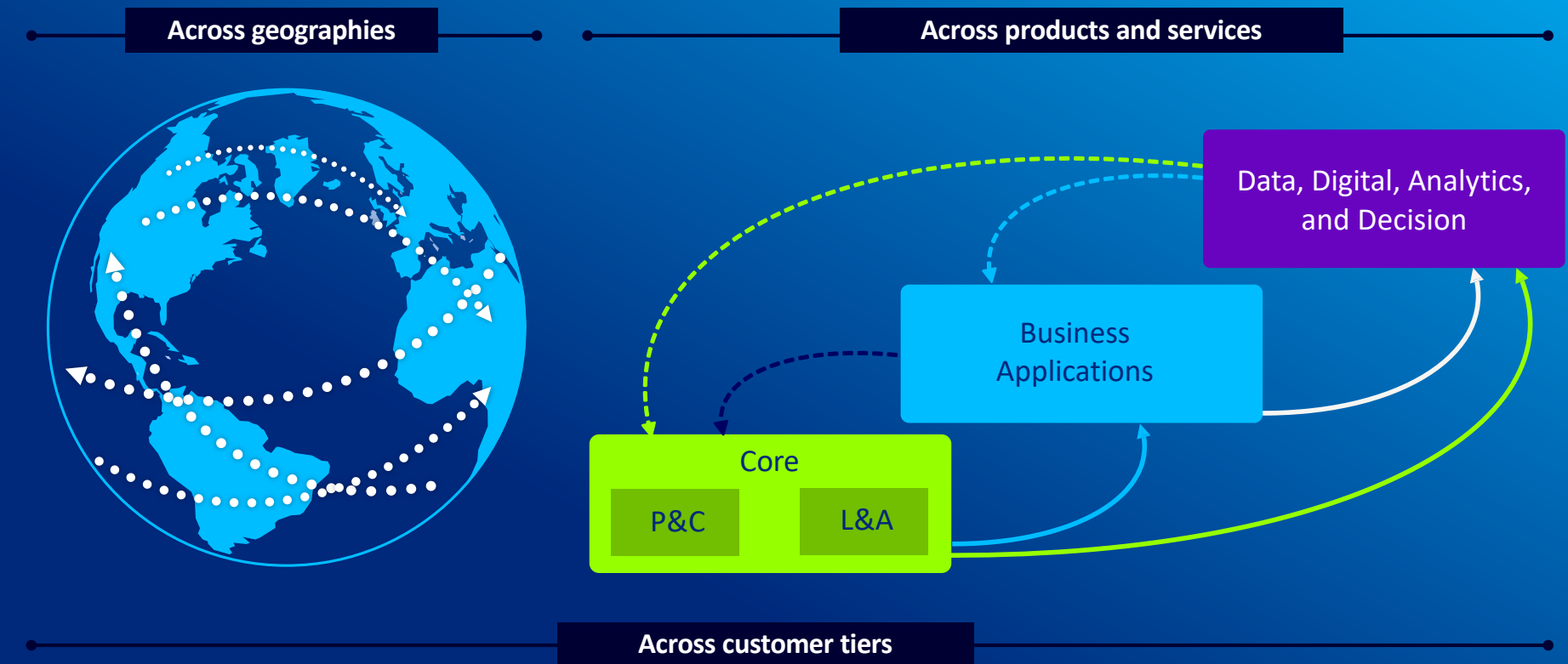
- Strong momentum
- Leading product
- Less competitive market

M&A

- Back to business

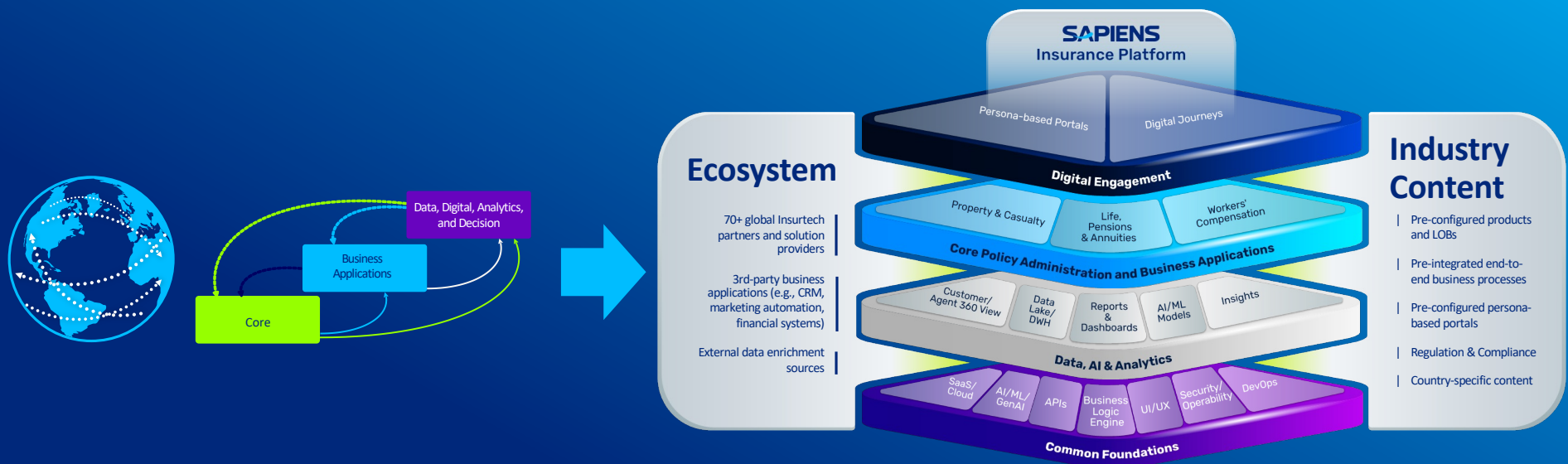
Cross-Sell: Massive Acceleration Opportunity

Multi-directional cross selling opportunities across all customer tiers



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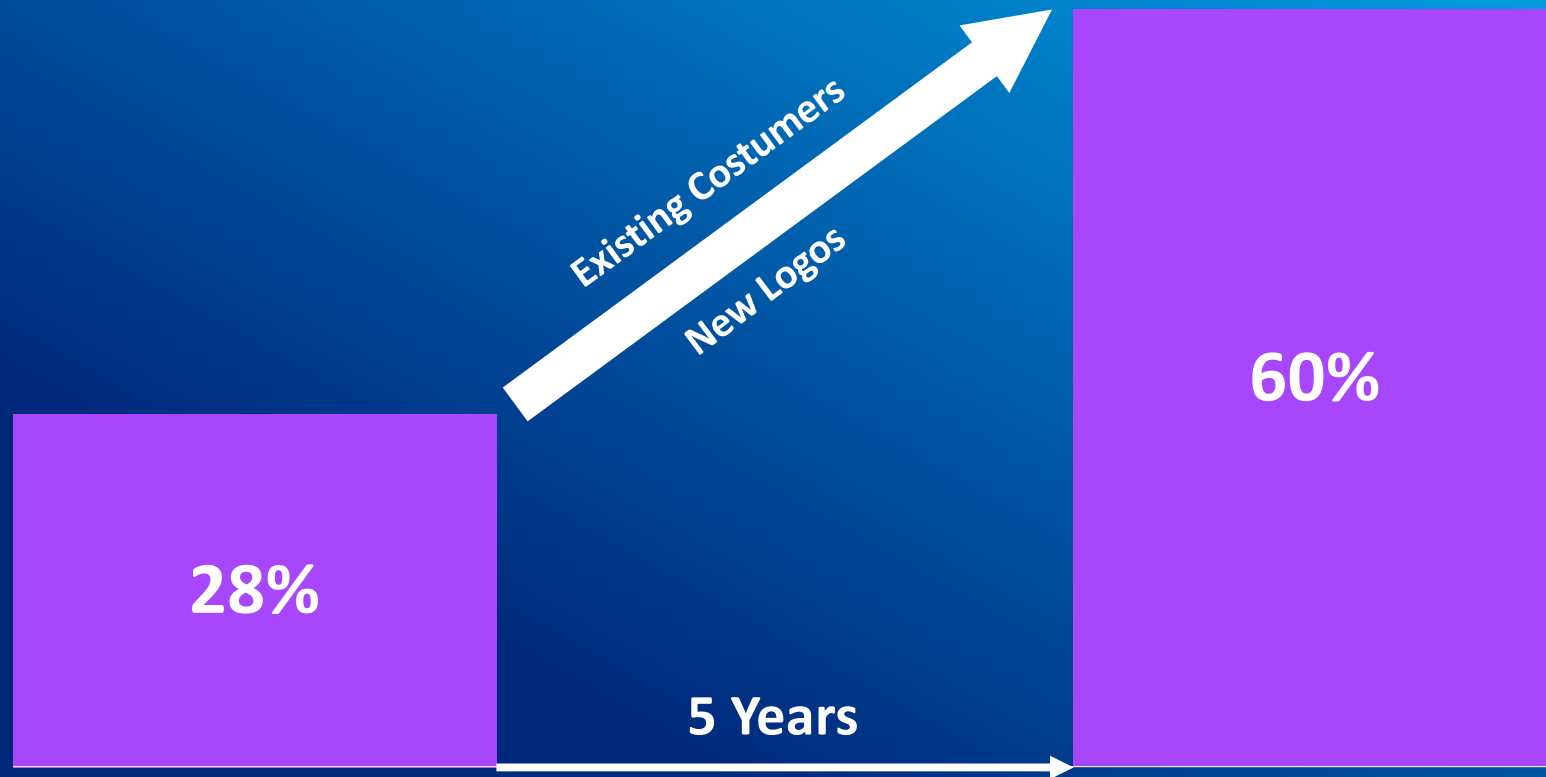
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Thank you!

Contact Us

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