## **Material regarding Our Growth Potential**

**June 2019** 



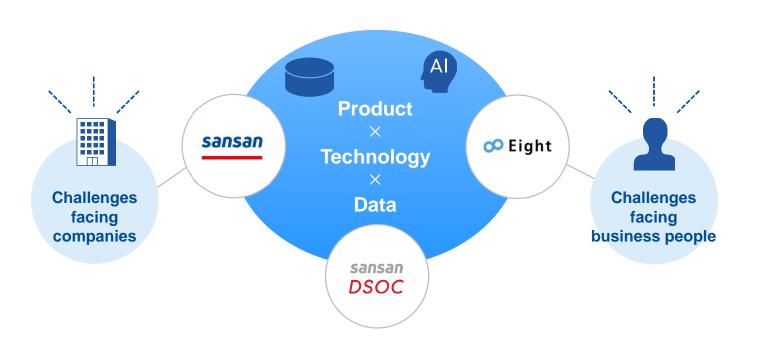


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In addition, we disclaims any obligation to update or revise these materials whether as a result of new information, future events or otherwise.

#### **Turning Encounters into Innovation**

—— A Business Platform to Challenge the World ——









- Business cards are exchanged when people meet for the first time
- Business cards contain accurate and valuable information representing the holder, such as name, company or organization, job title, and contact information
- Exchanging business cards itself is also a valuable source of information; with whom, for what purpose, when and where
- Business cards are still paper-based even now in the 21st century and utilization of business cards have much room to improve business efficiency and effectiveness



#### Platforms to transform business and individual contact information into assets

#### sansan

#### Where Business Starts; Business Begins with Business Card Management

The No.1 share in contact management service, gathering all business cards held by the company, to transform business cards into valuable assets



- More than **5,700** contracts constituting the customer base
- Monthly churn rate below 1.0% (1)

#### **Eight**

## **Business Social Networking Based on Business Card Information**

Eight is a personal business card app that builds your own business network with imported business cards

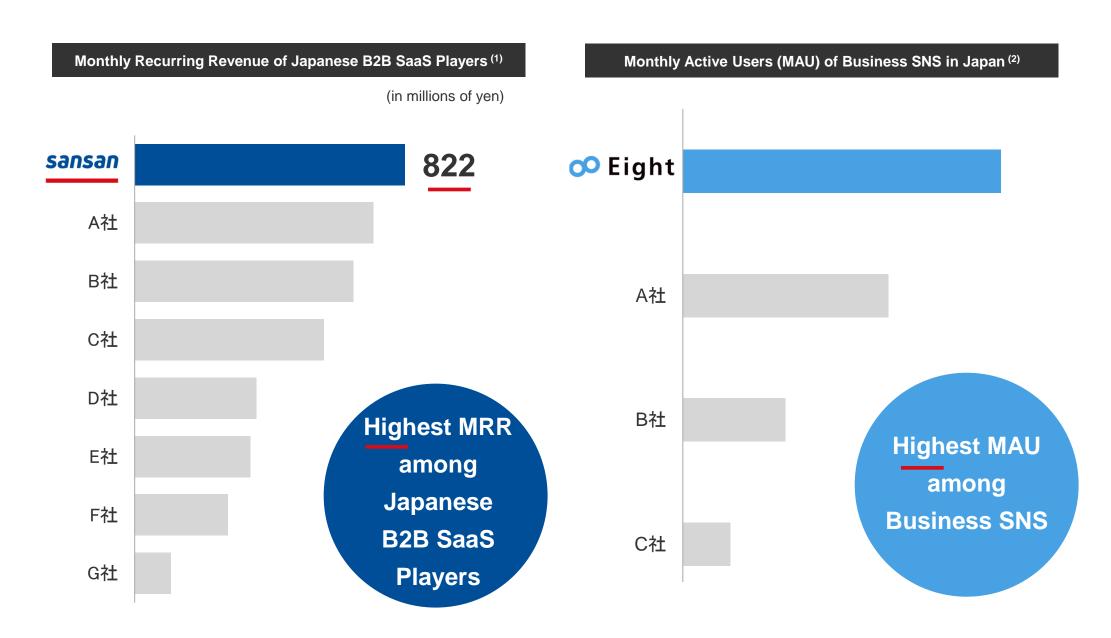


- No.1 share in mobile contact management apps
- More than 2.3 million users (2)

<sup>(1)</sup> Average monthly churn rate over the past 12 months, which is the ratio of decrease in monthly fees associated with contract cancellations to total monthly fees from existing contracts

<sup>(2)</sup> Number of users that downloaded the app and scanned their own business cards

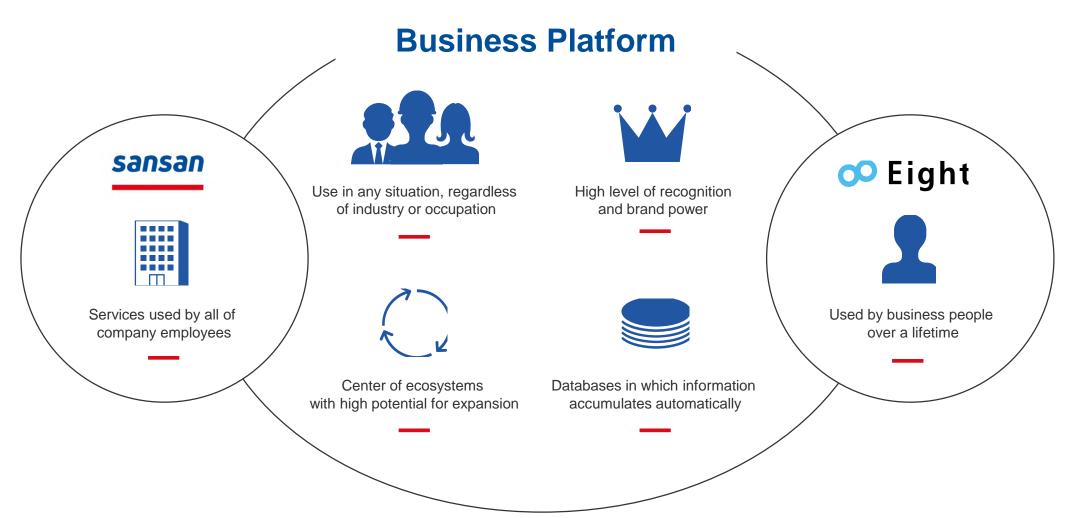
#### Positioning among Business Platform Providers



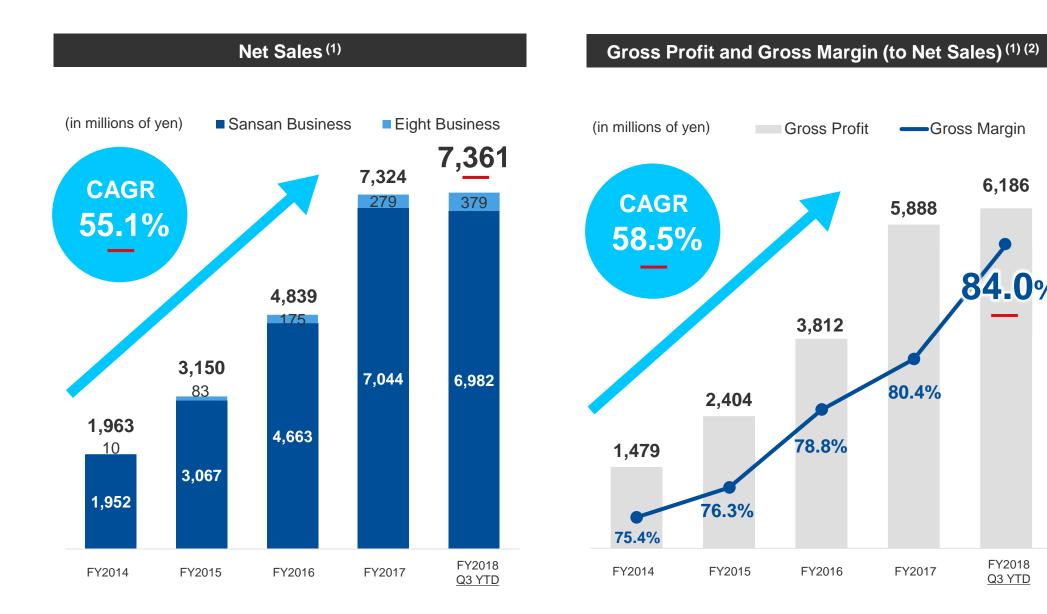
<sup>(1)</sup> Sansan: Monthly recurring revenue (MRR) for Sansan business in February 2019 (unaudited).

<sup>(2)</sup> Calculated based on estimates provided by App Annie (February 2019)

# Establish a solid position as a business platform while diversifying medium- to long-term growth opportunities



#### Business Performance (FY2014 to FY2018 Q3 YTD)



<sup>(1)</sup> Non-consolidated results (unaudited) for FY2015 and before, and consolidated results since FY2016

<sup>(2)</sup> Business card entry costs in Eight Business are recorded in SG&A

#### Company Highlights

- 1 Unique and Fast-growing Sansan Business
- **2** Competitive Advantages that Support its Commanding Position

sansan

- High Growth Potential Backed by A Wide Range of Market Opportunities
- Further Growth Opportunities Created through the Strengthened Monetization of Eight Business

contract Eight

**5** Attractive Financial Models with High Stability

# **1** Unique and Fast-growing Sansan Business

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#### Sansan: Business Platform Based on Business Card Information

## Sansan offers contact management features to transform unutilized business cards into assets



Challenges facing companies

- Business card information not shared within the office
- Insufficient internal communication

Not aware of the value of business card information



#### **Basic features of "Sansan"**

**Business card management/utilization** 

"Al Contact Management " Digitizes business card data with 99.9% accuracy



Major features

Contact management



Customer management



- Business card search
- · Business card sharing
- Smartphone app
- Person profile
- News feed
- Company search
- · Organizational tree
- E-mail delivery





**User benefits** 

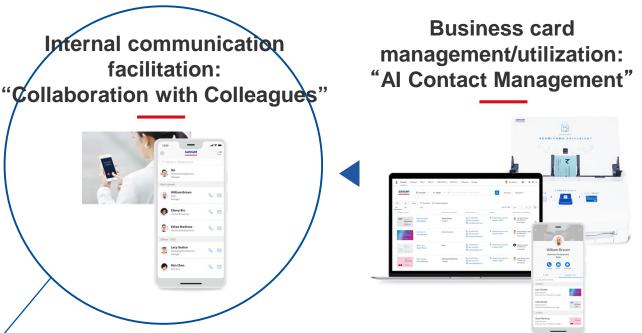
Productivity Streamlined operations Cost reduction

Creation of business opportunities

#### Enhanced Features for "Business Begins with Business Card Management"

Eliminates inconveniences experienced by all companies and business persons, to maximize the value of business encounters

#### **Business Begins with Business Card Management**



Business Card Data CRM Customer Data

Name Aggregation System

SFA ERP MA

- Utilizing the exchanged business cards to visualize the knowledge and strength of colleagues
- Internal contact list enables phone calls and sending messages

Automatic integration with SFA and CRM (1)

Data integration/consolidation:

"Customer Data Hub"

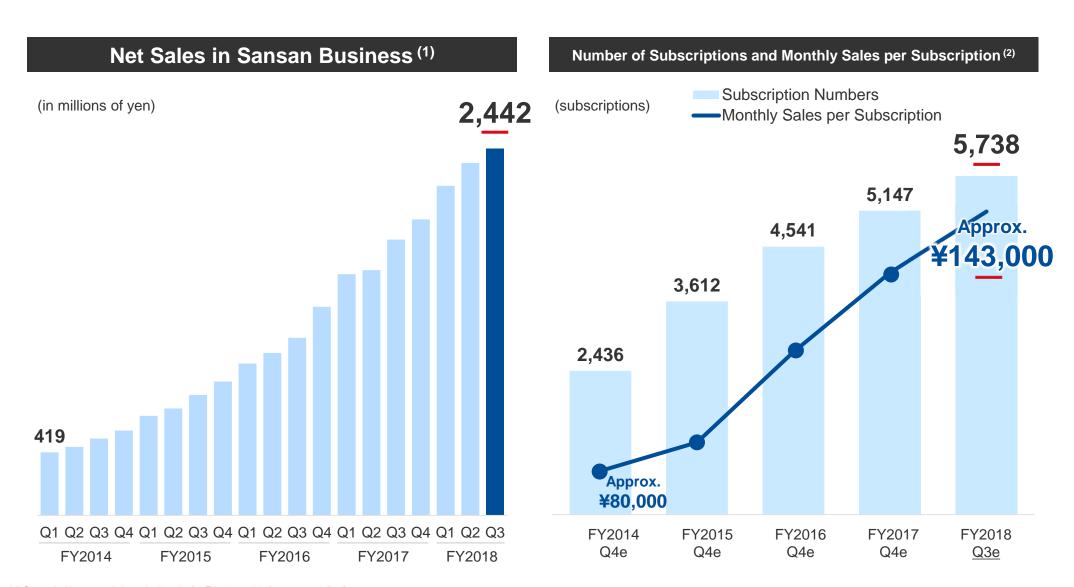
- Integration with MA (2)
- Data integration function that enables highlevel sorting of customer data aggregation and cleansing

<sup>(1)</sup> SFA: Sales force automation, CRM: Customer relationship management

<sup>(2)</sup> Marketing automation

#### Net Sales, Total Subscriptions, and Sales per Subscription are Growing Steadily

#### The product's value and convenience drives high growth



<sup>(1)</sup> Quarterly (three months) results (results for FY2017 and before are unaudited)

<sup>(2)</sup> Monthly sales per subscription are for the last month of either Q4 or Q3 (unaudited)

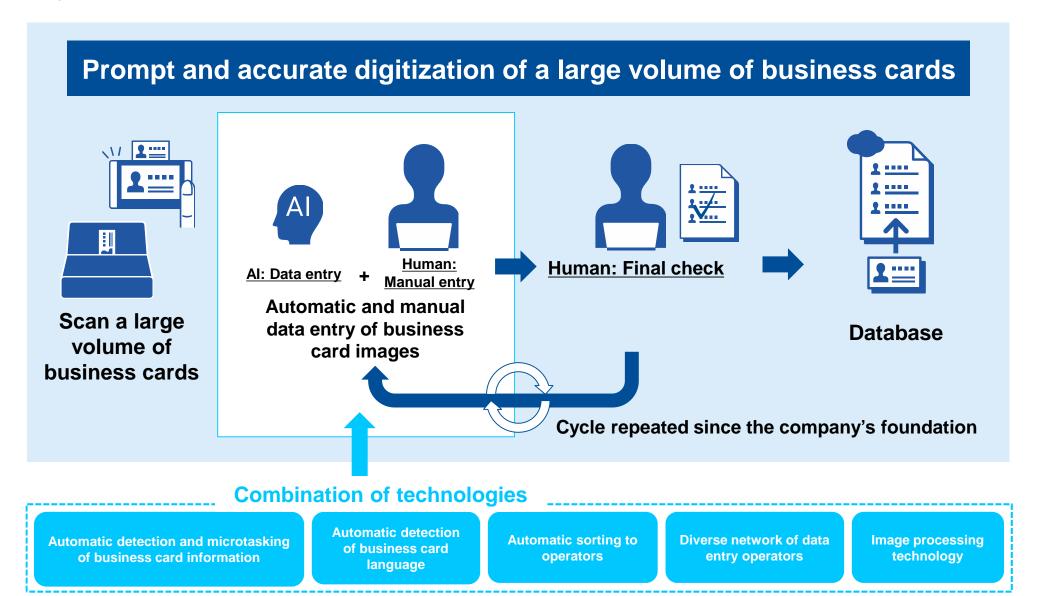
1 Unique and Highly-growing Sansan Business

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#### Unique Structure and Technology that Enables Card Digitization with 99.9% Accuracy

The establishment of a business card digitization operation structure unsurpassed by competitors

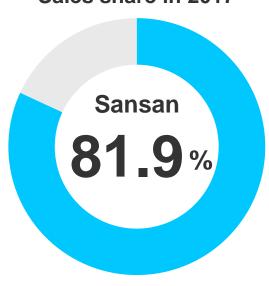


#### Overwhelming Market Share and Solid Customer Base

#### Sansan, the contact management market pioneer, has acquired overwhelming market share and diverse set of customers

#### **Overwhelming Market Share and Recognition**

#### Sales share in 2017 (1)





Fifth TV commercial (2)



Sixth TV commercial

#### Solid Customer Base with more than 5,700 Subscriptions























































LAWSON



FUJ¦FILM





清水建設













**OLYMPUS** 

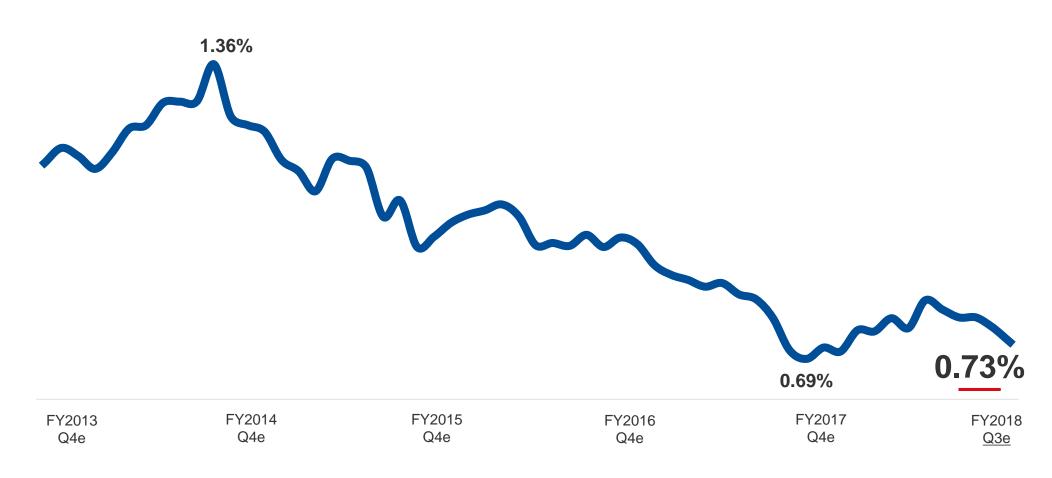
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<sup>(1)</sup> Sales share of companies in the contact management services for corporations based on "Contact Management Service Market and SFA/CRM Businesses" by Seed Planning, Inc. released in November 2018 (2) Won the top prize in the service and culture section of the 71th Dentsu Advertising Awards

#### Extremely Low Churn Rate Functions as High Entry Barrier

The autonomous storage of information, which increases the database's value, and the high switching cost strengthen its competitive advantage





<sup>(1)</sup> Ratio of decrease in monthly fees associated with contract cancellations to total monthly fees for existing contracts

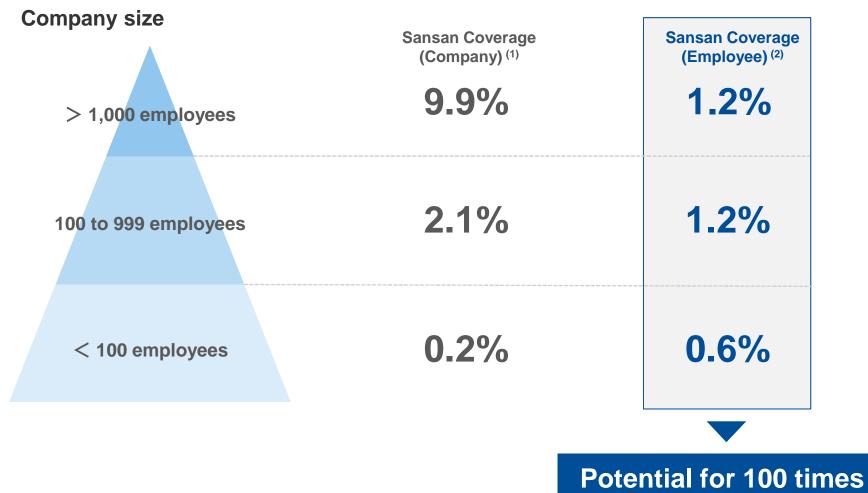
- 1 Unique and Highly-growing Sansan Business
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# High Growth Potential Backed by A Wide Range of Market Opportunities

- 4 Further Growth Opportunities Created through the Strengthened Monetization of Eight Business
- **5** Attractive Financial Models with High Stability

#### Large Potential for Sansan to Expand Coverage in the Japanese Market

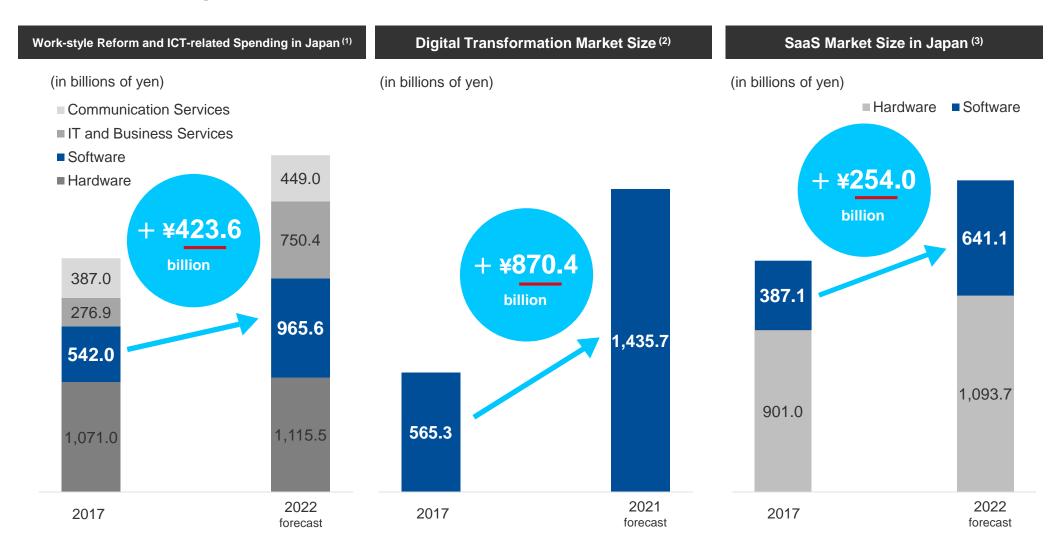
The number of users within its customers are limited, and there is room for 100 times more coverage expansion



<sup>(1)</sup> Sansan coverage is calculated with the number of subscription and total number of IDs in Sansan for FY2018 Q3e as the numerator and the number based on Economic Census for Business Activity in 2016 issued by the Statistics Bureau as the denominator.

Potential for 100 times coverage expansion

# The work-style reform and digital transformation is boosting the need for cloud-based contact management



<sup>(1)</sup> Based on "2018 to 2022 Outlook of Work-style Reform and ICT-related Spending in Japan: by Hardware, Software, IT and Business Services, Communication Services" by IDC Japan (December 2018)

<sup>(2)</sup> Based on "2018 Outlook of the Digital Transformation Market" by Fuji Chimera Research Institute

<sup>(3)</sup> Based on "2018 New Software Business Markets" by Fuji Chimera Research Institute

#### Strategy for Continuous High Growth in Net Sales

Achieve growth through an increase in both the number of subscriptions and sales per subscription

# Increase the number of subscriptions

- Expand sales coverage to large corporations
- Promote solution-based sales
- Promote regional expansion
- Enhance global expansion

# Number of Subscriptions 2,436 FY2014 Q4e 5,738 FY2018 Q3e

Approx. 2.4 times

#### Increase sales per subscription

# More utilization by existing customers

+

#### **Upselling**

- Promote company-wide use (from the sales department to the entire company)
- Enhance implementation support
- Penetration of service value

- Provide new functions and services
- Partnerships with other companies, and M&As

#### **Monthly Sales per Subscription**

Approx. **¥80,000**FY2014 Q4e

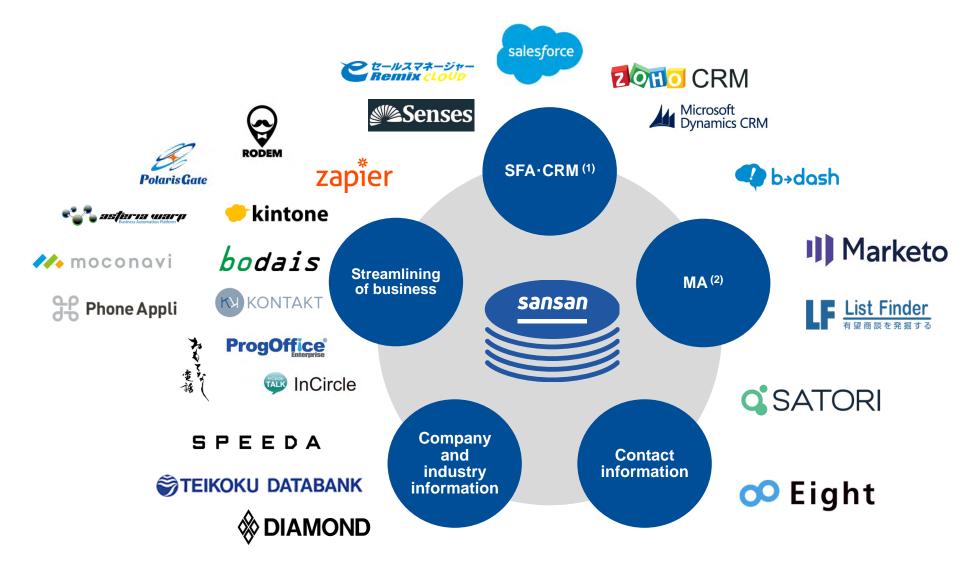
Approx. **¥143,000** 

FY2018 Q3e

Approx. 1.8 times

#### Improving the Value of Business Platform

#### Enhance data connection with various services indispensable in business



<sup>(1)</sup> SFA: Sales force automation, CRM: Customer relationship management

(2) MA: Marketing automation

#### Roadmap for the Medium- to Long-term Strategy

Now In 5 years > Expand recognition, establish brand Promotion to small-to-mid size enterprises Advertising investment A workforce of Bolster recruitment, sales operations focusing on product value 1,000 sales and Sales, Promote sales to large corporations CS staff CS staff > Strengthen local recruitment, localize products Overseas **Overseas business expansion** staff Accumulate the data Sansan Enhance functionality as a business card management service provider services > New business domain: "Customer Data Hub", etc. Resources Provide new functions and services Products Development > Strengthen API cooperation, M&As, and alliances API cooperation Resources **Platform** External **Expansion of ecosystems** services services

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# 4

# Further Growth Opportunities Created through the Monetization of Eight

**5** Attractive Financial Models with High Stability

#### Monetization Opportunities Offered by Eight, a Contact Management App for Individuals

#### SNS platform for business with the largest number of active users in Japan



Challenges facing business people

- Is not making the most out of business encounters
- Lacks sufficient access to business card information

 Desire to use business SNS without becoming friends



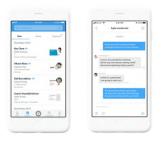
Digitize business cards with high level of accuracy by using technologies developed through Sansan Business

#### Offering a lifetime SNS platform for business

#### **Profile Management**



#### Contact Management Communications



## Connect with Companies (information gathering)



Monetize opportunities

BtoC Model

Paid plan for
individuals:

"Eight Premium"

BtoB Model

Paid plan for corporations:

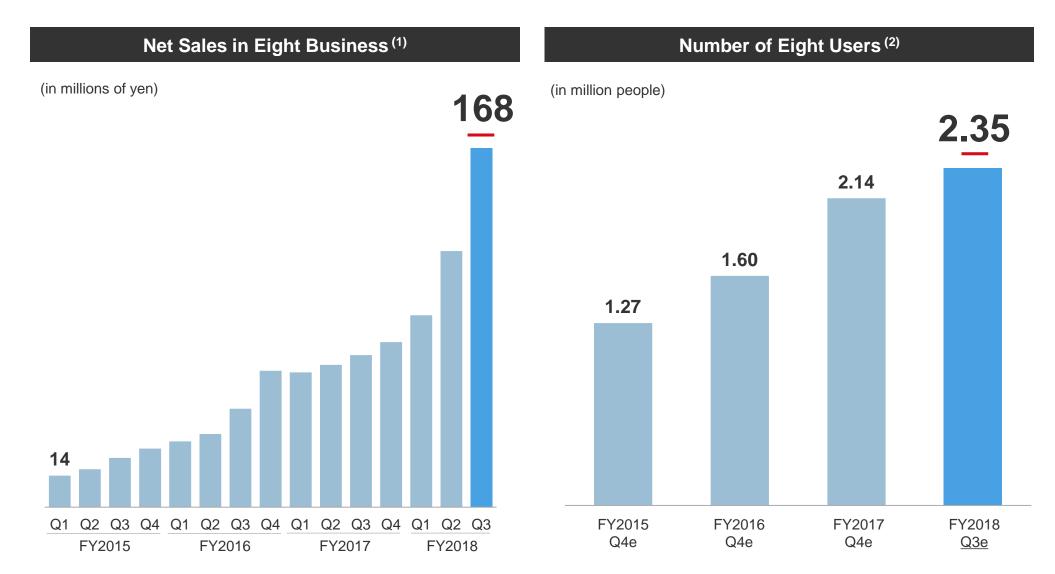
"Eight Premium for
Corporations"

Ad. Delivery: "Eight Ads"

New
Recruiting platform:
"Eight Career Design"

#### Continued Expansion of Net Sales and Users

#### Continued expansion of Net Sales through progress in monetization



<sup>(1)</sup> Quarterly (three months) results (results for FY2017 and before are unaudited)

<sup>(2)</sup> Number of users that downloaded the application and scanned their own business cards

#### Growth Area: Eight Career Design, the Recruiting Platform

#### Aims at gaining a stronghold in the recruitment market through unique product positioning



- Monitoring of candidates (mid- to long-term talent pooling)
- Direct communication with candidates, etc.

- Gathering of job offering information
- Direct communications from companies, etc.

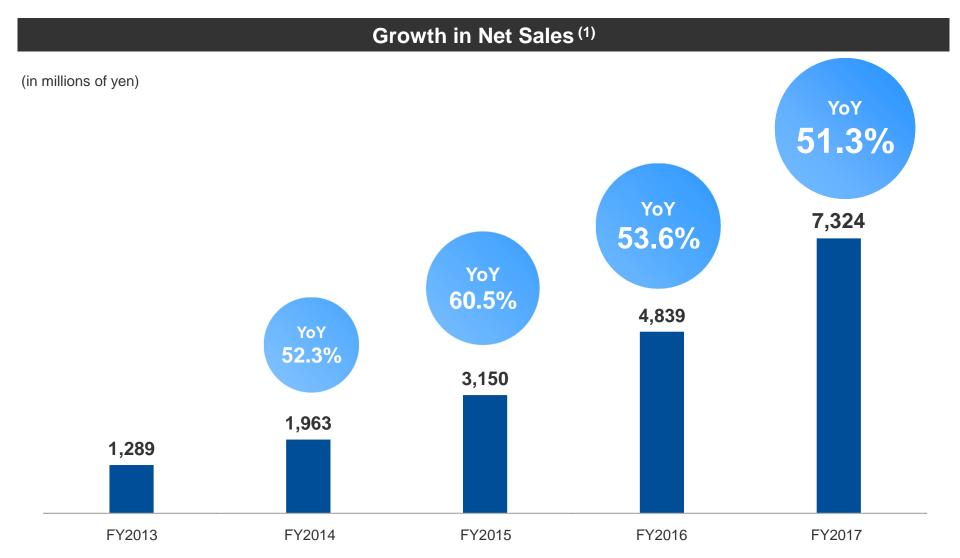
<sup>(1)</sup> Based on "Survey of Market Size and Outlook of Human Resource Business in Japan" by Recruit Works Institute

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# **5** Attractive Financial Models with High Stability

#### High and Stable Growth in Net Sales

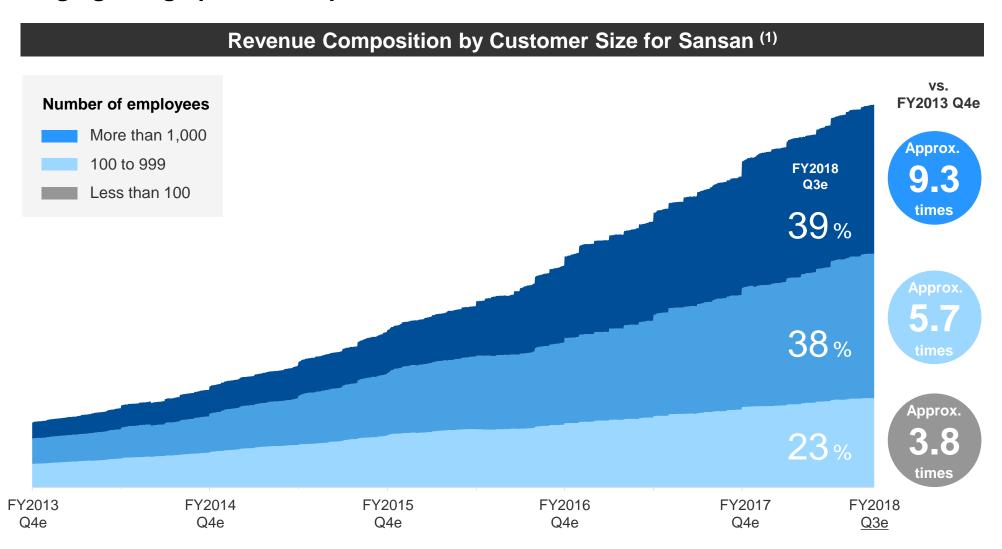
## Continuous and stable achievement of high-rate growth backed by its subscription business model



<sup>(1)</sup> Non-consolidated results (unaudited) for FY2015 and before, and consolidated results since FY2016

#### A Diverse Set of Customers Producing Fixed Revenue

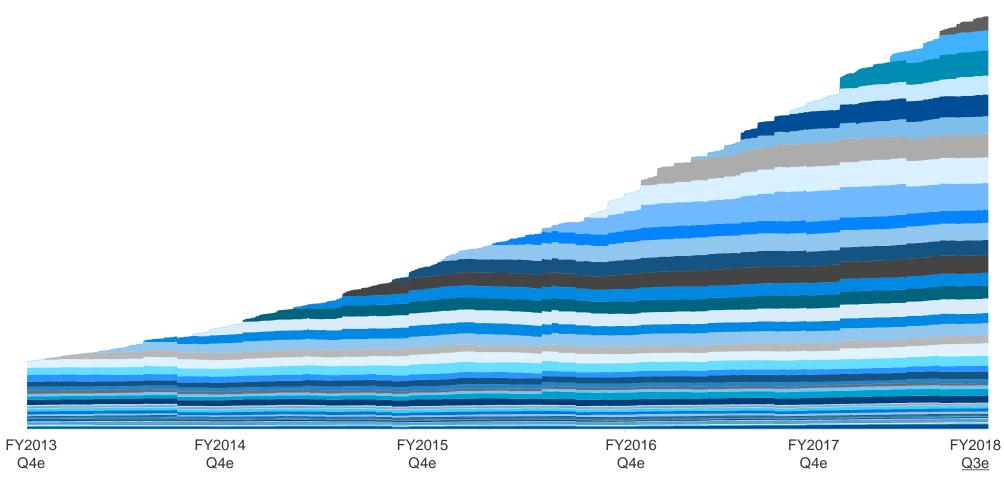
# For the past five year, the growth has been especially boosted by large corporations bringing in high per-subscription revenue



(1) Created based on monthly Sansan charge (unaudited)

#### Continued achievement of negative churn (1)



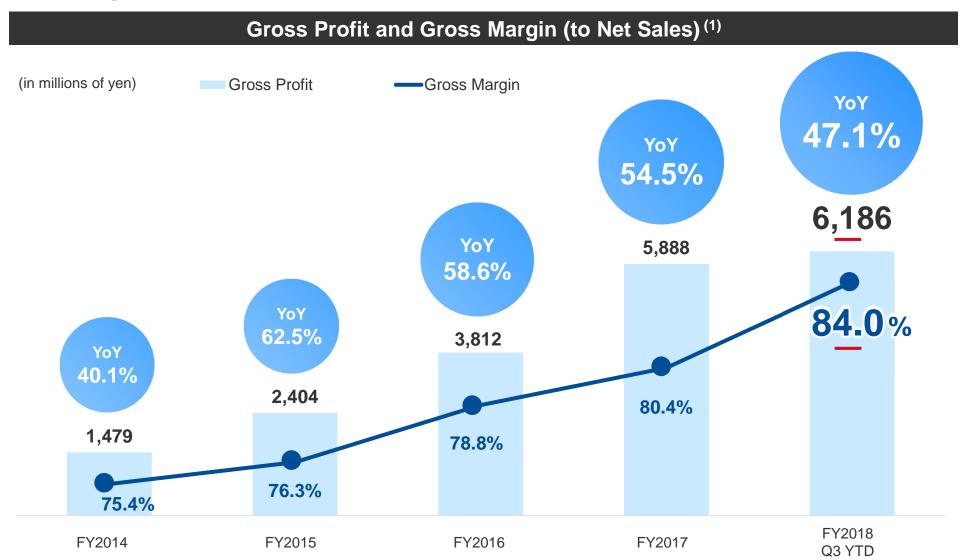


<sup>(1)</sup> Status where increase of revenue generated by the existing subscriptions is greater than revenue reduced as a consequence of cancellation

<sup>(2)</sup> Created based on monthly Sansan license charge (unaudited)

#### High Gross Margin (to Net Sales)

# Gross margin (to Net Sales) boosted by the progress of business card digitization technologies



<sup>(1)</sup> Non-consolidated results (unaudited) for FY2015 and before, and consolidated results since FY2016. Business card entry costs in Eight Business are recorded in SG&A.

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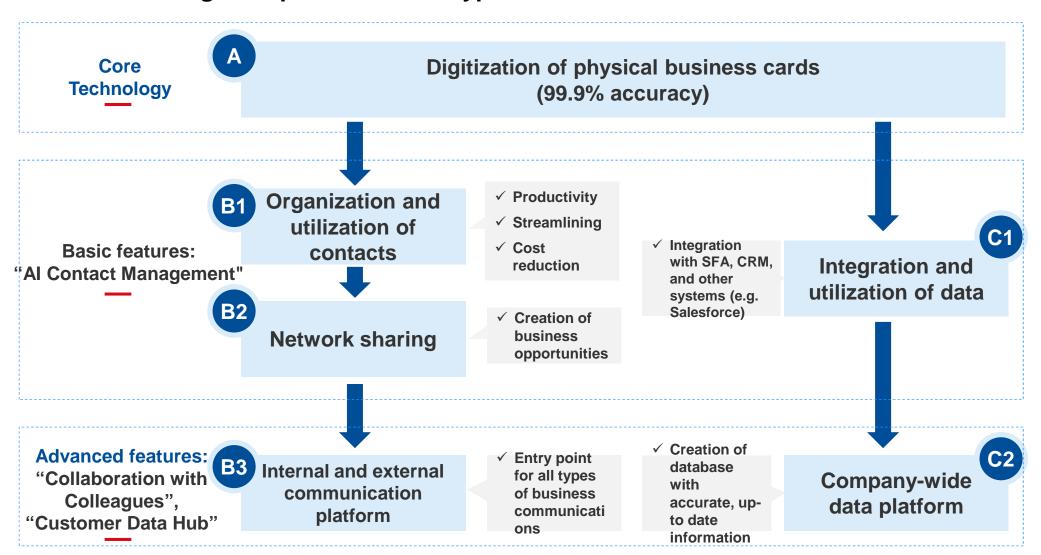
**5** Attractive Financial Models with High Stability

# **Appendix**

## **Sansan Business**

#### Sansan Features

Sansan offers enhanced value to users through accurate digitization of business cards, contact management, and network sharing services. It has the potential to become an integrated platform for all types of business communications



### Sansan Features : (A) Digitization of Business Cards

Users can digitize their business cards with 99.9% accuracy simply by scanning with the Sansan Scanner Set or Sansan Mobile App

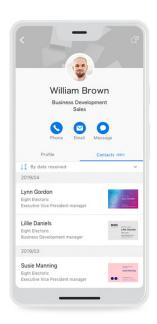


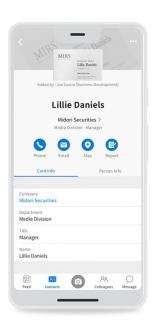


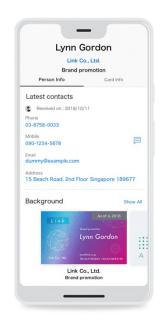
- ·High-speed scanner with a simple touchscreen
- · Easy-to-use smartphone app that can scan four business cards at a time
- Digitizes data with 99.9% accuracy

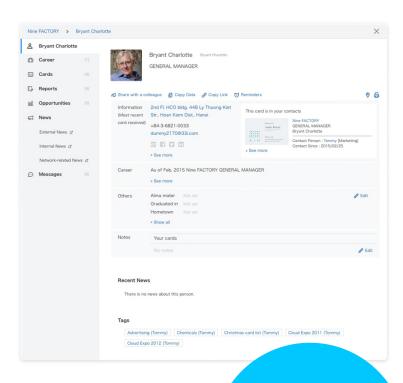
### Sansan Features : (B1) Organization of Contacts

Digitized business card data can be accessed via the Sansan Web App or Smartphone App. The search, phone-call, and email features drastically improve productivity of business person







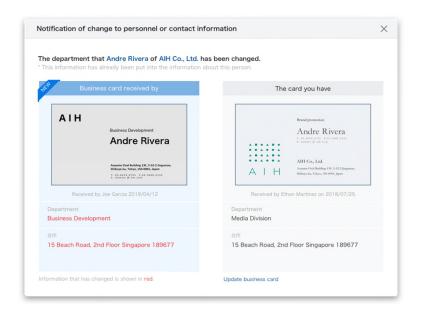


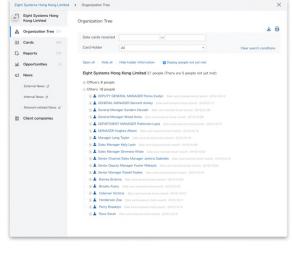
- · Accurate digitization of name cards enables quick access to the data
- -Can call or email the contacts with a single tap in the smartphone app
- Allow users to see where contacts are located on a map
- Comments, tags and reports can be added for each contact

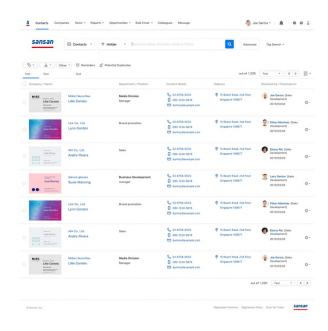


### Sansan Features : (B2) Utilization of Networks

Users can discover new business opportunities by sharing contact information. Enables users to capture the access to key person and update in personnel information





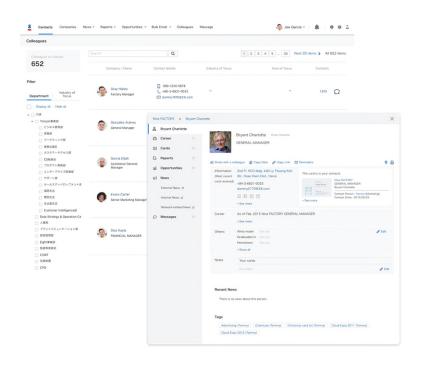


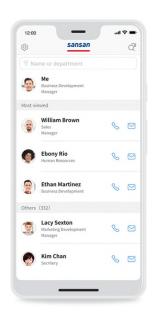
- •Key person can be found out by sharing contacts and through the notification function
- Notifications of employee changes (transfers, promotions, etc.)
- -An organizational tree is automatically created based on contact information



### Sansan Features: (B3) Internal and External Communication Platform

Sansan can serve as the foundation for all types of business communication, such as providing internal directory and messaging functions and analyzing employee networks and strengths









- Internal directory and messaging functions can be utilized directly through smartphone
- Employee networks can be effectively utilized through cross-departmental cooperation
- Sansan can be used as a daily communication tool



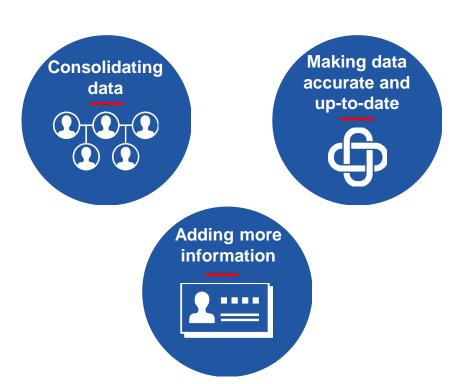
### Sansan Features : ©1 Utilization of Business Card Data

Contact information can also be utilized for sales activities and customer management on a company-wide basis. Further, external API integration enables advanced marketing



### Sansan Features : (C2) Company-wide Lateral Data Platform

Companies can sort and consolidate data by integrating Sansan with various internal databases. Existing databases are updated when new data is added to Sansan



Integration with SFA such as Salesforce, etc.



**Integration with Marketing Automation** 



- Companies can sort and consolidate their internal data by utilizing Sansan's unique technology
- Customer data can be semi-automatically integrated between multiple systems on a continual basis
- The value of customer information can be improved by integrating information from, for example, Teikoku Databank

Evolves data
—

#### Basic Service Plan for Sansan

### Service price for Sansan is determined by the following four features (1)

Initial cost
(Initial costs)

- √ 12 months' license cost
- ✓ Cost for digitizing all existing business cards
- 2 Introduction and support costs (Initial costs)
- ✓ Offer plans ranging between a monthly fee of ¥200,000 and ¥1,500,000
- ✓ Costs for implementation and operational support of Sansan's services
- Scanner (Running costs)
- √ Monthly ¥10,000 per scanner
- ✓ Rent scanners and tablets to customers, whose number responds to the number of their office floors, and/or the number of branches
- License cost (Running costs)
- ✓ Determined according to the monthly number of exchanged business cards
- ✓ Between a monthly fee of ¥75,000 (2) and several million yen per subscription

**Recovery of costs** 

At the start of the contract

At the start of the contract

At the start or renewal of the contract

At the start or renewal of the contract

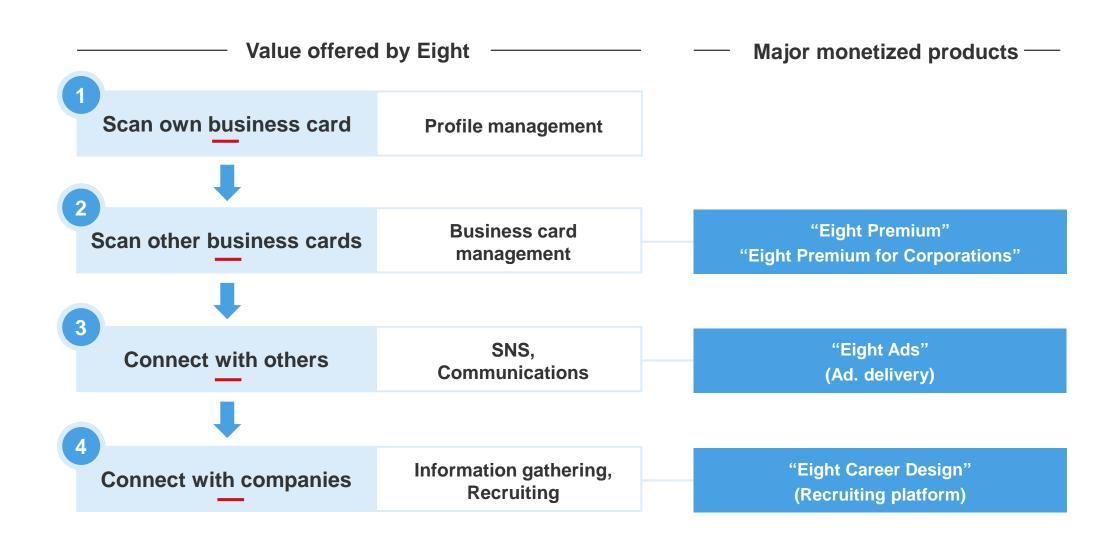
<sup>(1)</sup> Sansan also offers other options including security control, etc.

<sup>(2)</sup> Assumes company-wide usage of Sansan service

## **Eight Business**

### **Eight Features**

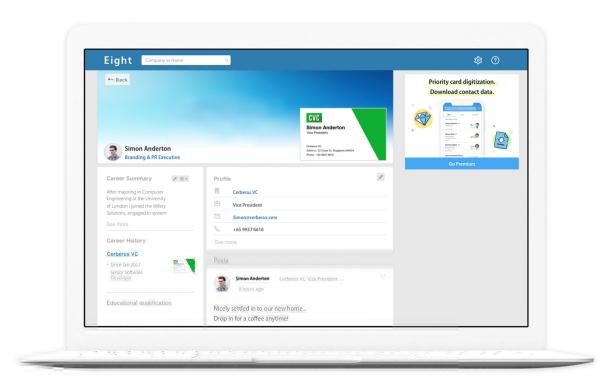
## Eight offers lifetime services to business people with an entry point to scan own business card



### Eight Feature : (1) Scan Own Business Card

Users create their own profile simply by scanning their business card. Career history is automatically updated every time users register their latest business card, allowing for easy profile management



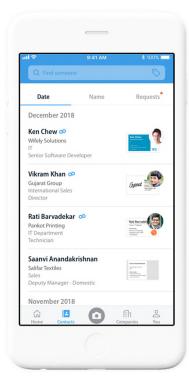


- Users can digitize contacts' business cards
- Users can create career history by scanning their past and latest business cards
- Users can easily introduce themselves by disclosing profiles

### Eight Feature : (2) Scan Contacts' Business Cards

#### Users can digitize contacts' business cards with high accuracy





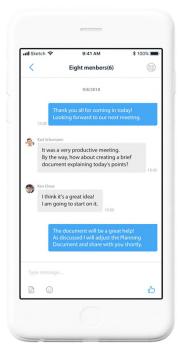
- App allows cards to be easily scanned anytime, anywhere (maximum of four cards can be scanned simultaneously)
- Digitizes data with high accuracy
- Scanned data can be accessed via Web and Mobile Apps

- Eight Premium offers a batch input function, data download and quick input of data
- Eight Premium for Corporations allows users to share colleagues' business card data

### Eight Feature: (3) Networking

By connecting with others through Eight, users can keep up to date on career changes and promotions, and continuously engage in business communication by exchanging messages and reacting (such as with a Thumbs Up!) to items in their feeds







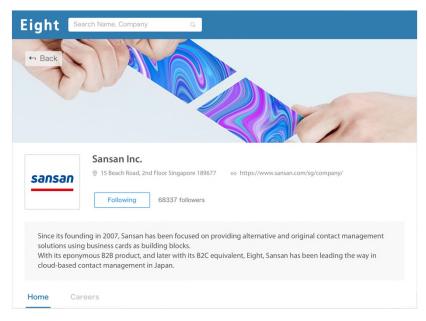


- Eight constantly provides the latest information by notifying users of changes in business card information of people connected
- Users can communicate with others through their feed
- Users can communicate with the messaging function
- The business card exchange function allows for direct connections

 Information matching up with users can be easily delivered by placing in-feed ads using data attributed to users

### Eight Feature : (4) Connect with Companies

## Users can gather news about companies with which they are connected, and companies can deliver official news and updates to users







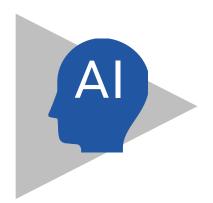
- Users can gather news about companies
- Users can quickly obtain recruiting information from companies
- Users can utilize their profiles to make a strong impression
- Companies can use their pages to approach recruiting targets
- Companies can view business profiles made public by users

**DSOC** 

The Data Strategy & Operation Center (DSOC) evolved from a team of experts specializing in the digitization of business card information to a data utilization R&D team

### Large volume of business cards





Automation and improved accuracy of digitization

Data analysis and utilization

# Various researchers

Specialists in image processing, data science (statistics, natural language, and machine learning), social science, econometrics, labor economics, and data visualization



#### **Doctors**

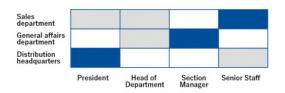
Ph.D. (physics), Ph.D. (mathematical science), and Ph.D. (computer science): One doctor in each field



Grandmaster

#### More than 20 data scientists are seeking new ways to utilize business card data

#### Examples



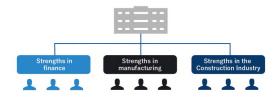
**ABM Dashboard (\beta)** Creating an overview of touchpoints for each customer

The first step of Account Based Marketing (ABM) is taken by identifying, on a customer-bycustomer basis, which departments and positions are involved and which departments and positions aren't involved, allowing that information to be used in the creation of sales strategies



#### Knowing A Company by Knowing Its People Creating keywords that illustrate the strengths of employees

Business card information and information on the Internet is utilized to generate keywords that illustrate the strengths of one's self and one's colleagues, allowing users to instantly get an intuitive idea about a company



#### Virtual Organizational Chart (β) Identifying "true teams" based on networks

Business connections are analyzed to identify "true teams" that can cooperate across department lines within a company. Such information can be used for reorganization and in formulating strategies



#### Finding Key People Internally

Identifying employees that have contributed to expanding relationships with customers

The timing in which relationships with customers were expanded can be automatically analyzed based on change in the number of business cards exchanged, allowing organizations to identify key people that contributed to the expansion of such relationships

## **Financial Highlights**

### Summary of Consolidated Profit and Loss Statement (1)

(in millions of yen)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018 Q3 YTD
Net Sales	1,289	1,963	3,150	4,839	7,324	7,361
Cost of Sales	232	483	746	1,026	1,435	1,175
Gross Profit	1,056	1,479	2,404	3,812	5,888	6,186
SG&A	1,623	2,551	3,754	4,590	8,950	6,841
Advertising Expenses	598	1,019	1,526	1,573	4,478	2,237
Personnel Costs (2)	397	553	830	1,282	1,689	1,690
Operating Profit/Loss	-566	-1,071	-1,350	-778	-3,061	-655
Non-operating Income	2	1	4	9	10	12
Non-operating Expenses	9	5	16	11	26	41
Ordinary Income	-572	-1,075	-1,362	-780	-3,077	-684
Extraordinary Income	-	-	-	-	-	4
Extraordinary Losses	7	4	1	3	1	3
Income/Loss before Income Taxes and Minority Interests	-580	-1,079	-1,364	-784	-3,078	-683
Net Income	-582	-1,083	-1,368	-790	-3,085	-688
Profit/Loss Attributable to Owners of Parent	-	-	-	-790	-3,085	-688
Net Income per Share (3) (yen)	-29.04	-56.67	-72.83	-47.18	-168.44	-32.25
Year-on-year Growth in Net Sales (%)	-	52.3	60.5	53.6	51.3	39.5
Gross Margin (to sales) (%)	81.9	75.4	76.3	78.8	80.4	84.0

<sup>(1)</sup> Non-consolidated results (unaudited) for FY2015 and before, and consolidated results since FY2016

<sup>(2)</sup> Total amount of salaries, bonuses and provision for bonuses

<sup>(3)</sup> Calculated on the assumption that the company carried its 10,000-for-1 share split at the beginning of FY2013 (which was actually carried in June 2018)

### Summary of Results by Business Segment (1)

(in millions of yen)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018 Q3 YTD
Net Sales (total)	1,289	1,963	3,150	4,839	7,324	7,361
Sansan Business	1,289	1,952	3,067	4,663	7,044	6,982
Eight Business	-	10	83	175	279	379
Adjustments	-	-	-	-	-	-
Operating Profit/Loss (total)	-566	-1,071	-1,350	-778	-3,061	-655
Sansan Business	84	-29	140	960	1,437	1,969
Eight Business	-324	-582	-821	-783	-2,964	-907
Adjustments	-326	-460	-669	-955	-1,526	-1,717
Year-on-year Growth in Net Sales (total) (%)	-	52.3	60.5	53.6	51.3	39.5
Sansan Business (%)	-	51.5	57.1	52.0	51.1	37.6
Eight Business (%)	-	-	669.7	110.8	58.8	88.1
Operating Margin (total) (%)	-	-	-	-	-	-
Sansan Business (%)	6.5	-	4.6	20.6	20.4	28.2
Eight Business (%)	-	-	-	-	-	-

<sup>(1)</sup> Non-consolidated results (unaudited) for FY2015 and before, and consolidated results since FY2016

(in millions of yen)	FY2017	FY2018 Q3e
Assets		
Current Assets		
Cash and Deposits	3,546	5,333
Notes Receivable	207	215
Prepaid Expenses	255	305
Other	157	54
Total Current Assets	4,166	5,908
Non-current Assets		
Total Property, Plant and Equipment	164	308
Total Intangible Assets	602	771
Software	601	771
Other	0	0
Investments and Other Assets	365	1,331
Total Non-current Assets	1,132	2,412
Total Assets	5,299	8,320

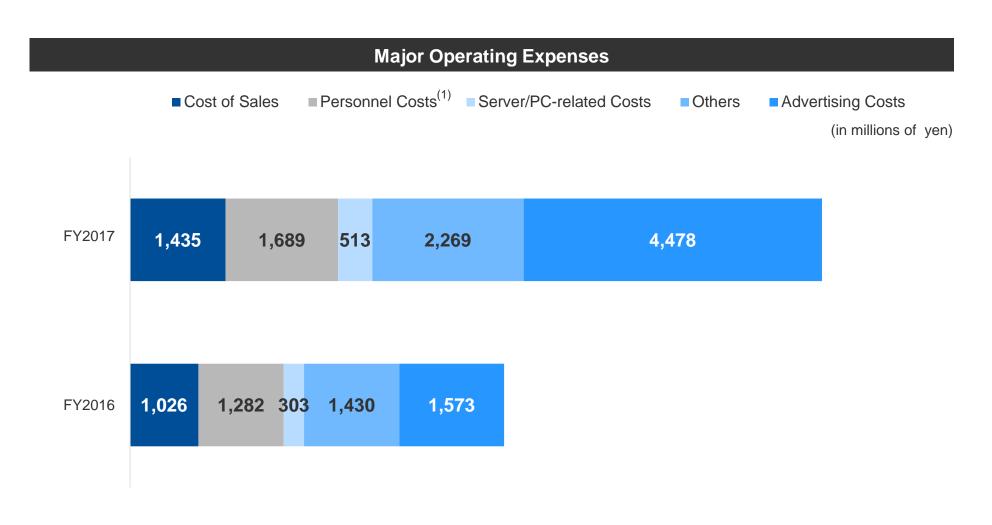
(in millions of yen)	FY2017	FY2018 Q3e
Liabilities		
Current Liabilities		
Short-term Loans Payable	13	72
Current Portion of Long-term Loans Payable within One Year	94	141
Advances Received	2,798	3,051
Other	913	1,106
Total Current Liabilities	3,819	4,371
Non-current Liabilities		
Long-term Loans Payable	127	262
Other	39	49
Total Non-current Liabilities	166	311
Total Liabilities	3,986	4,683
Net Assets		
Total Shareholders' Equity	1,315	3,626
Accumulated Other Comprehensive Income	-2	-0
Total Net Assets	1,312	3,636
Total Liabilities and Net Assets	5,299	8,320

### Summary of Consolidated Cash Flows

(in millions of yen)	FY2016	FY2017
Cash Flows from Operating Activities		
Income/Loss before Income Taxes and Minority Interests	-784	-3,078
Depreciation	236	366
Decrease/Increase in Notes and Accounts Receivable	-60	-41
Decrease/Increase in Prepaid Expenses	-100	204
Increase/Decrease in Accounts Payable	-122	333
Increase/Decrease in Advances Received	896	697
Income Taxes Paid	-3	-6
Other	135	-84
Cash Flows from Operating Activities	198	-1,609
Cash Flows from Investing Activities		
Purchase of Property, Plant and Equipment	-91	-72
Purchase of Intangible Assets	-250	-408
Other	-35	-199
Cash Flows from Investing Activities	-376	-679

(in millions of yen)	FY2016	FY2017
Cash Flows from Financing Activities		
Net Increase/Decrease in Short-term Loans Payable	89	-283
Proceeds from Long-term Loans Payable	200	50
Repayments of Long-term Loans Payable	-130	-131
Proceeds from Issuance of Common Shares	-	4,206
Other	-8	-16
Cash Flows from Financing Activities	151	3,826
Effect of Exchange Rate Change on Cash and Cash Equivalents	-3	4
Net Increase/Decrease in Cash and Cash Equivalents	-29	1,541
Cash and Cash Equivalents at Beginning of Period	2,033	2,004
Cash and Cash Equivalents at End of Period	2,004	3,546

# In FY2017, Sansan actively invested in hiring, R&D, and advertising and marketing in both Sansan and Eight Business



<sup>(1)</sup> Total amount of salaries, bonuses and provision for bonuses

## **Other Information**

### Company Overview (1)

Company Name Sansan, Inc.

Foundation June 11, 2007

**Head office** Aoyama Oval Building 13F, 5-52-2 Jingumae, Shibuya-ku, Tokyo

Branch offices: Osaka, Fukuoka, Nagoya

Other locations Satellite offices: Kamiyama Lab (Tokushima), Sansan Innovation Lab (Kyoto), Nagaoka Lab,

Sapporo Lab

**Subsidiaries** Sansan Global PTE. LTD. (Singapore)

Sansan Corporation (United States)

**CEO** Chika Terada

Number of

employees

549

**Capital** ¥2,812.5 million

Net Sales ¥7,324 million (FY 2017)

(1) As of the end of May 2019

### Management Members 1



Chika Terada CEO

Chika started his career in 1999 with the IT Marketing Division of Mitsui & Co. After transferring to the U.S. in 2001, he worked in partnerships with Silicon Valley venture firms to market and distribute their products in Japan. Returning to Japan, Chika launched an intrapreneurial venture importing and selling database software, before heading to an affiliate company's Corporate Planning and Strategy Division. In 2007, he co-founded Sansan with four of his friends.



**Kei Tomioka Director / Sansan Division Manager** 

Kei joined Oracle Japan in 1999 after university, initially taking a domestic post, after which he relocated in 2003 to Shanghai then to Bangkok to expand the business into Greater China markets (China, Hong Kong and Taiwan), ASEAN and India. In 2007 Kei co-founded Sansan. He oversees the Sansan Division, and also heads the company's global expansion.



Satoru Joraku
Director / CISO & DSOC Manager

Before co-founding Sansan in 2007, Satoru designed and developed system software for Nihon Unisys from 1999. In the earlier years of Sansan, he took charge of the product development. He now heads the company's R&D hub DSOC, and drives and implements the internal security measures as CISO.



Kenji Shiomi Director / Eight Division Manager

Previously Kenji joined Mitsui Knowledge Industry in 1994, where he designed and developed mail systems for mobile network operators. He co-founded Sansan in 2007. After leading the initial development of Sansan, he now heads up the Eight Division.



Yo Tanaka
Director / Corporate Management Division Manager

Yo started his career with Mitsui & Co. in 1998. In 2005, he moved to New Delhi to join Mitsui India as Deputy Director of Information Industry Department. After he returned to Japan in 2008, he worked at an affiliate company as the Head of Sales. Yo has been with Sansan since April 2018.

Toru Akaura

Non-Executive Director (Audit and Supervisory Committee Member)

- Joined Japan Associated Finance Co., Ltd. (currently JAFCO, Co, Ltd.) in 1991
- Became General Partner of Incubate Capital Partners in 1999 (in service)
- Joined the board of directors of Sansan, Inc. in 2007
- Became Director (Audit and Supervisory Committee Member) of Sasan, Inc. in 2015 (in service)

#### Osuke Honda

Non-Executive Director (Audit and Supervisory Committee Member)

- Joined Mitsubishi Corporation in 1996
- Joined Apax Globis Partners (currently Globis Capital Partners) in 2005
- Became General Partner of DCM in 2007 (in service)
- Became Director (Audit and Supervisory Committee Member) of Sasan, Inc. in 2018 (in service)

#### Yasuko Yokosawa

Non-Executive Director (Audit and Supervisory Committee Member)

- Registered as an attorney-at-law at Dai-Ichi Tokyo Bar Association and joined TMI Associates in 2002
- Seconded to Yahoo Japan Corporation in 2010
- Became Counsel of TMI Associates (in service)
- Became Director (Audit and Supervisory Committee Member) of Sasan, Inc. in 2018 (in service)

#### Yoshiki Ishikawa

Non-Executive Director (Audit and Supervisory Committee Member)

- Became Director of Japan Health Science Center in 2004 (in service)
- Joined MCCANNHEALTHCARE WORLDWIDE JAPAN and became Director of Cancer Scan Co., Ltd. in 2008 (in service)
- Became Director of Habitech Inc. in 2013 (in service)
- Became Director of Campus for H Inc. in 2014 (in service)
- Became Director (Audit and Supervisory Committee Member) of Sasan, Inc. in 2019 (in service)

### Management Members 2



Muneyuki Hashimoto

Muneyuki worked at an investment bank for 9 years in Tokyo and New York, specializing in financing and M&A advisory. Moved to the Private Equity Division of Development Bank of Japan, followed by the join in Sansan in 2017.

**CFO: Chief Financial Officer** 



Yuta Ohma

Joined a recruiting firm, where he launching new consulting services, after which he started his own business in recruitment before joining Sansan's Sales Department in 2010. He then moved to the HR Department and was appointed CHRO in December 2018.

CHRO: Chief Human Resource Officer



Shigemoto Fujikura

During his years at OGIS Research Institute, Shigemoto conducted joint development projects with venture firms of Silicon Valley. Returning to Japan, he worked in R&D at OGIS' Software Engineering Center. Since joining Sansan in 2009, he has managed the product development team, and became CTO in June 2018.

**CTO: Chief Technology Officer** 



Hirofumi Otsu

Hirofumi's career started with beBit, where he focused on providing customer centric business strategy working with digital businesses. In 2010 he founded WACUL and developed AI web analytics software. Having left WACUL, he joined Sansan in June 2018 as CPO to oversee and drive the product development teams of both Sansan and Eight.

**CPO: Chief Product Officer** 



Koichi Shishikura

After working at a major system integration company in R&D, Koichi moved onto a domestic web application venture and expanded the business into Vietnam as its local CEO. He has been with Sansan since 2010, and continues to fulfil the role of Product Development Manager of Eight since its launch. He became VPoE in March 2018.

**VPoE: Vice President of Engineering** 

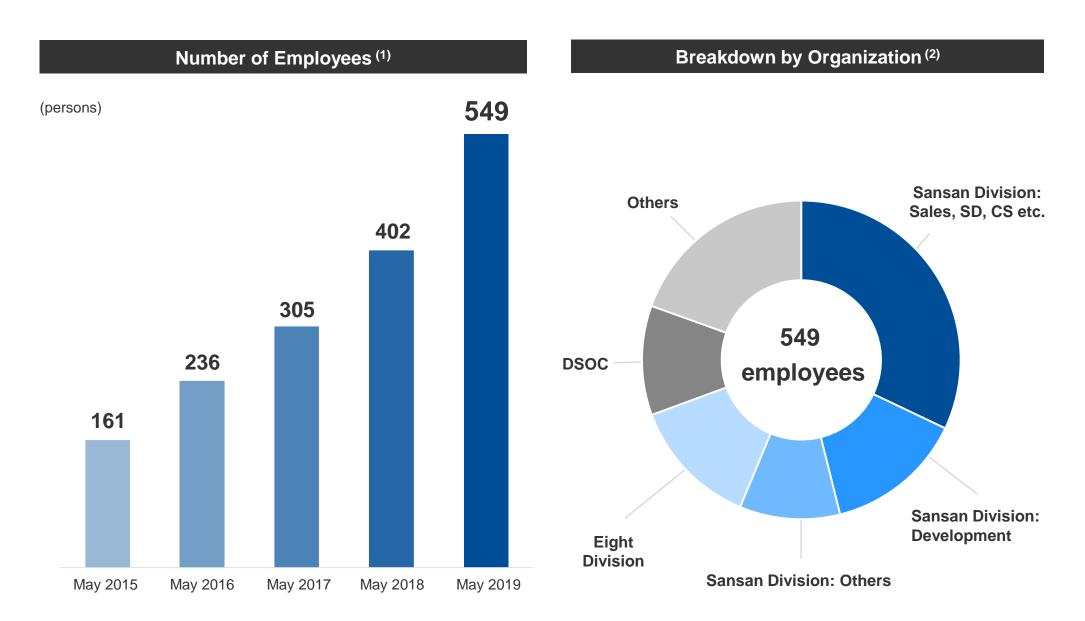


Yasushi Tanabe

Yasushi started his career as a web-based application engineer, then looked for new opportunities in the advertising industry in digital contents creation. Joining Sansan in 2014, he was involved in setting up the Brand Communications Department and now takes charge of all the creative direction of the company.

**CBO: Chief Brand Officer** 

### **About Employees**



<sup>(1)</sup> Non-consolidated basis in FY2015 and before, and consolidated-basis since FY2016

<sup>(2)</sup> As of the end of May 2019

Sansan obtained Privacy Mark certification upon its foundation in 2007. Since then, it has continuously implemented information security measures to ensure customer confidence. Today, the company's services are used by major financial institutions, amongst others



- Business card information is processed by more than one person
- Personal information is randomized



- Obtained Privacy Mark certification
- Has a personal information management system in place



- Vulnerability assessment performed by white-hat hackers
- · Monitors all systems and databases



- All employees are required to have a personal information protection expert license
- Voluntarily implements an information security audit



#### Computer Security Incident Response Team

Organization that responds to cyber security incidents by collecting incident information, identifying vulnerabilities, predicting cyber attacks, etc. in order to formulate response guidelines and procedures

#### **Established CSIRT in May 2015**



- ✓ Member of Nippon CSIRT Association
- ✓ Established a coordination framework with the product development team
- √ Has firewall, IDS, etc. in place
- √ Has WAF in place
- ✓ Vulnerability assessment performed by white-hat hackers
  - Training against targeted email attacks
  - Penetration testing

## sansan