

# Presentation Material for FY2020 Q3

Sansan, Inc.  
April 13, 2021

# Disclaimer

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# Table of Contents

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**1** Consolidated Financial Results for FY2020 Q3

**2** Main Management/Business Topics

**3** Full-year Forecasts for FY2020

**Appendix** (Sansan Group Overview, Sansan Business, Eight Business, New Initiatives)

# Table of Contents

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- 1 Consolidated Financial Results for FY2020 Q3**
- 2 Main Management/Business Topics
- 3 Full-year Forecasts for FY2020

## Highlights of Q3YTD Results

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- **Consolidated net sales increased 21.5% year-on-year, consolidated operating profit increased 324.5% year-on-year**

Net sales: Sansan Business 19.3% increase y/y, Eight Business 49.1% increase y/y

Operating profit: Sansan Business 40.0% increase y/y, Eight Business ¥176 million reduction of deficit y/y

- **Steady progress in both consolidated net sales and operating profit against the full-year forecasts**

Although consolidated operating profit has already exceeded the lower limit of the forecast range, we plan to make various investments in Q4 to achieve medium- to long-term growth

- **High growth of "Bill One" online invoice receiving solution ongoing**

TV commercials began airing in the latter half of February 2021

Number of subscriptions increased by 86.5% quarter-on-quarter

## Overview of Consolidated Financial Results

**Net sales increased by 21.9% year-on-year**

**Operating profit margin improved as net sales increased, and operating profit increased significantly**

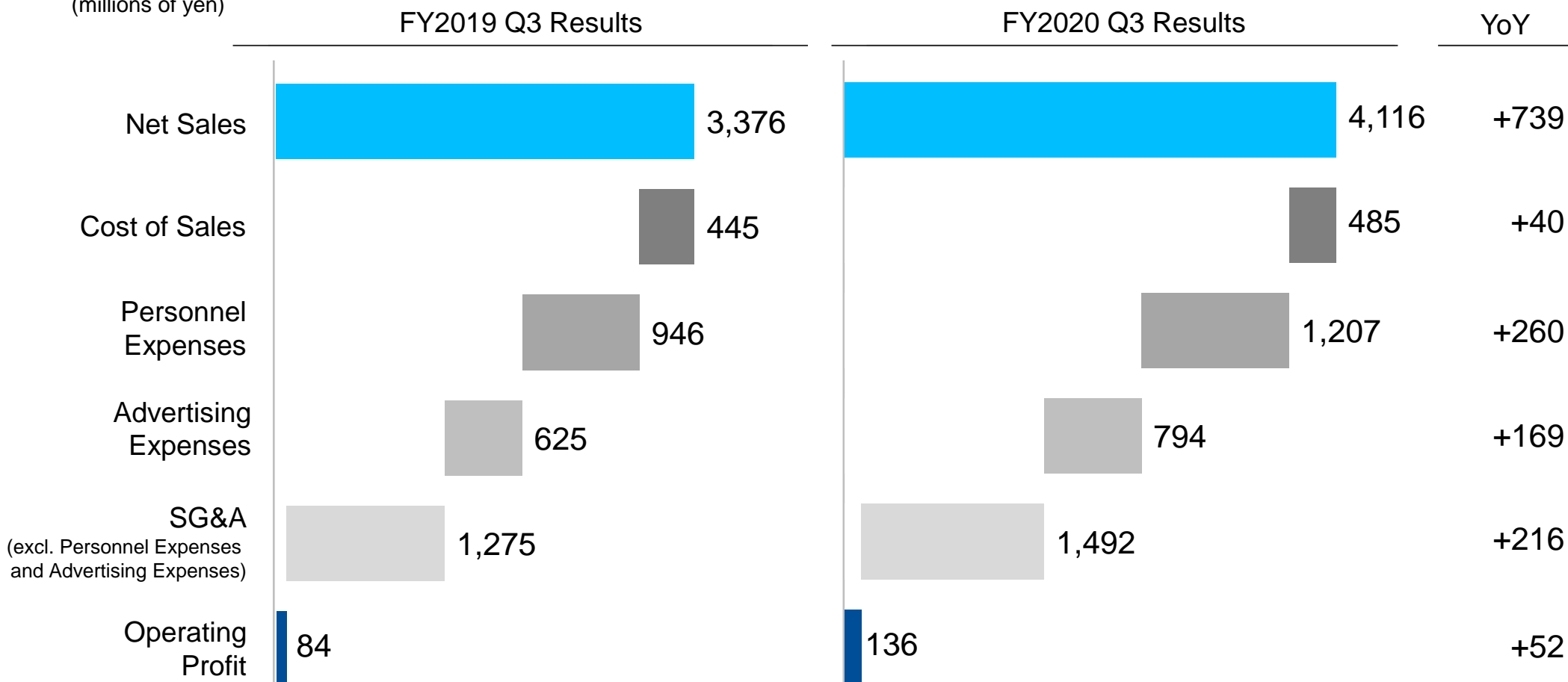
(millions of yen)	FY2019	FY2020		FYI: FY2020	
	Q3 Results	Q3 Results	YoY	Q3YTD Results	YoY
Consolidated Results					
Net Sales	3,376	4,116	+21.9%	11,753	+21.5%
Gross Profit	2,931	3,630	+23.9%	10,321	+24.1%
Gross Profit Margin	86.8%	88.2%	+1.4pt	87.8%	+1.8pt
Operating Profit	84	136	+62.1%	823	+324.5%
Operating Profit Margin	2.5%	3.3%	+0.8pt	7.0%	+5.0pt
Ordinary Profit	63	25	-60.8%	479	+490.4%
Profit Attributable to Owners of Parent	-3	25	—	413	—
EPS	-0.10 yen	0.83 yen	—	13.29 yen	—

## Factors Contributing to Changes in Consolidated Operating Profit

**Although advertising expenses/personnel expenses increased due to the implementation of our growth strategy, operating profit increased by ¥52 million year-on-year due to the increase in net sales**

### Status of Consolidated Net Sales/Operating Profit

(millions of yen)



## Results by Segment

### Net sales and operating profit increased (decreased loss) in both Sansan and Eight Businesses year-on-year

(millions of yen)	FY2019	FY2020		FYI: FY2020	
	Q3 Results	Q3 Results	YoY	Q3YTD Results	YoY
<b>Net Sales</b>					
Consolidated	3,376	4,116	+21.9%	11,753	+21.5%
Sansan Business	3,140	3,751	+19.4%	10,651	+19.3%
Eight Business	235	366	+55.3%	1,104	+49.1%
Adjustments	—	-1	—	-2	—
<b>Operating Profit</b>					
Consolidated	84	136	+62.1%	823	+324.5%
Sansan Business	1,123	1,674	+49.1%	4,528	+40.0%
Eight Business	-248	-179	—	-538	—
Adjustments	-790	-1,358	—	-3,166	—



## Sansan Business Overview

**Net sales increased by 19.4% year-on-year**

**Operating profit increased by 49.1% year-on-year due to the increase in net sales and the decrease in advertising expenses**

(millions of yen)	FY2019	FY2020		FYI: FY2020	
	Q3 Results	Q3 Results	YoY	Q3YTD Results	YoY
<b>Sansan Business</b>					
Net Sales	3,140	3,751	+19.4%	10,651	+19.3%
Recurring Net Sales <sup>(1)</sup>	2,879	3,538	+22.9%	10,100	+24.6%
Operating Profit	1,123	1,674	+49.1%	4,528	+40.0%
Operating Profit Margin	35.8%	44.6%	+8.8pt	42.5%	+6.3pt
Number of “Sansan” Subscriptions	6,587 Subscriptions	7,523 Subscriptions	+14.2%		
Monthly Sales per Subscription <sup>(2)</sup>	163,000 yen	167,000 yen	+2.5%		
Average Monthly Churn Rate over Past 12 Months <sup>(3)</sup>	0.56%	0.67%	+0.11pt		
Number of Employees in Sansan Division	381 persons	478 persons	+97 persons		

(1) Fixed revenue with regard to “Sansan” (unaudited)

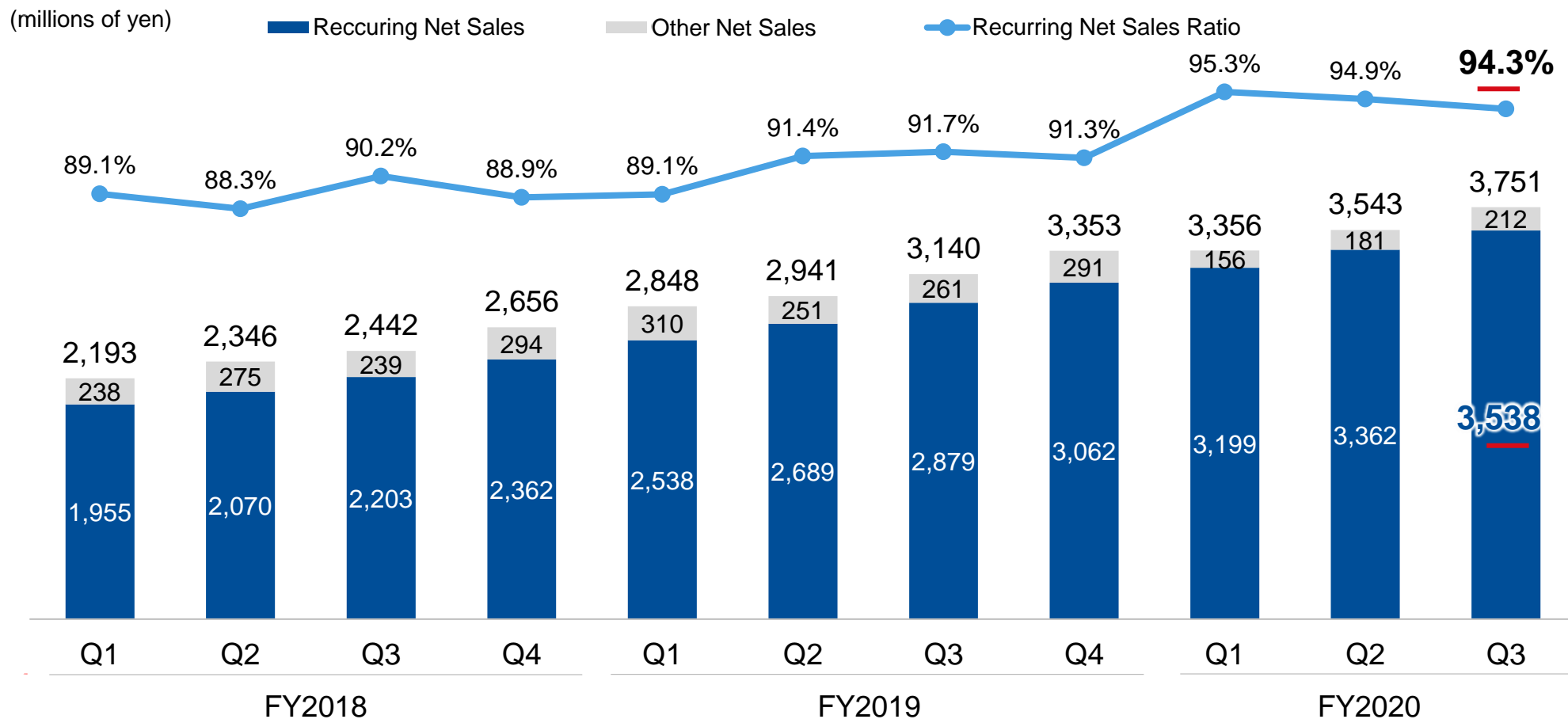
(2) Monthly results for the end of Q3 in the Sansan Business (incl. some new services other than “Sansan”, unaudited)

(3) Ratio of decrease in monthly fees associated with contract cancellations to total monthly fees for existing contracts

# Sansan Business: Recurring Net Sales

Recurring net sales steadily increased by 22.9% year-on-year against the backdrop of steady increase in number of subscriptions

Recurring Net Sales <sup>(1)</sup>



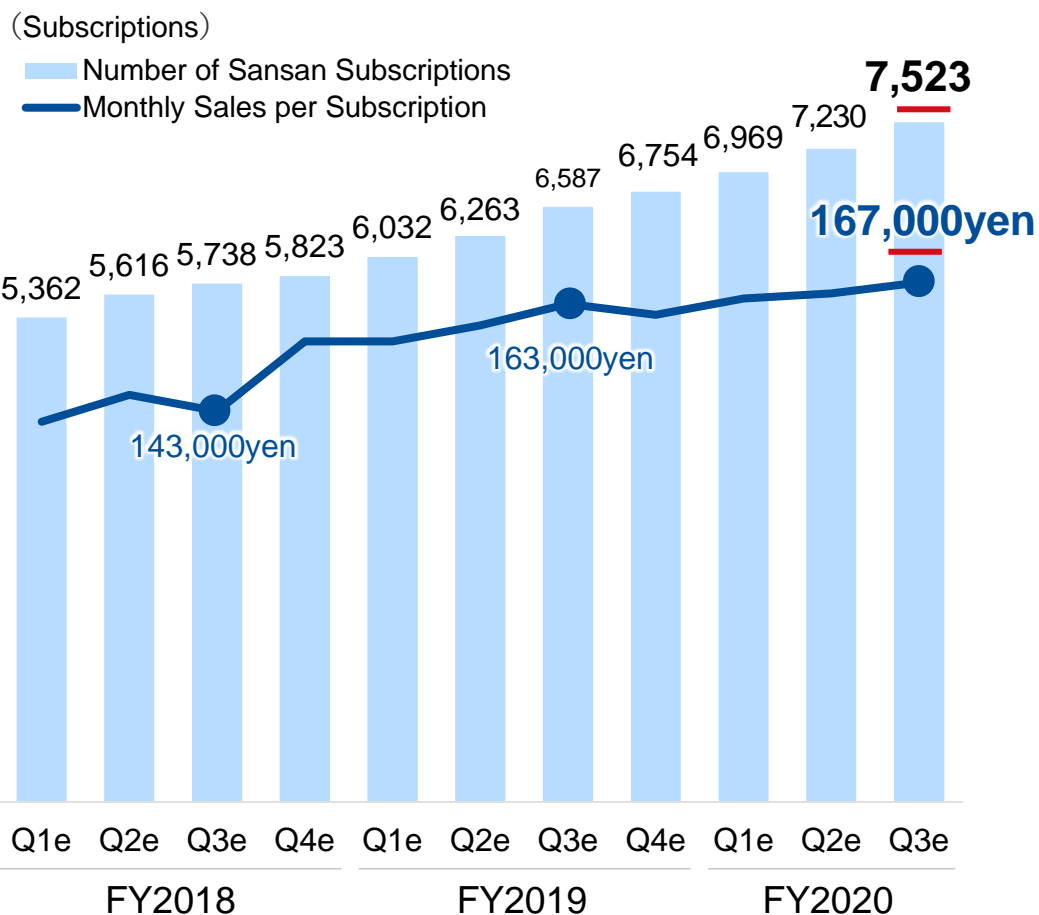
(1) Fixed revenue with regard to "Sansan" (unaudited)

## Sansan Business: Number of “Sansan” Subscriptions, Monthly Sales and Number of Employees

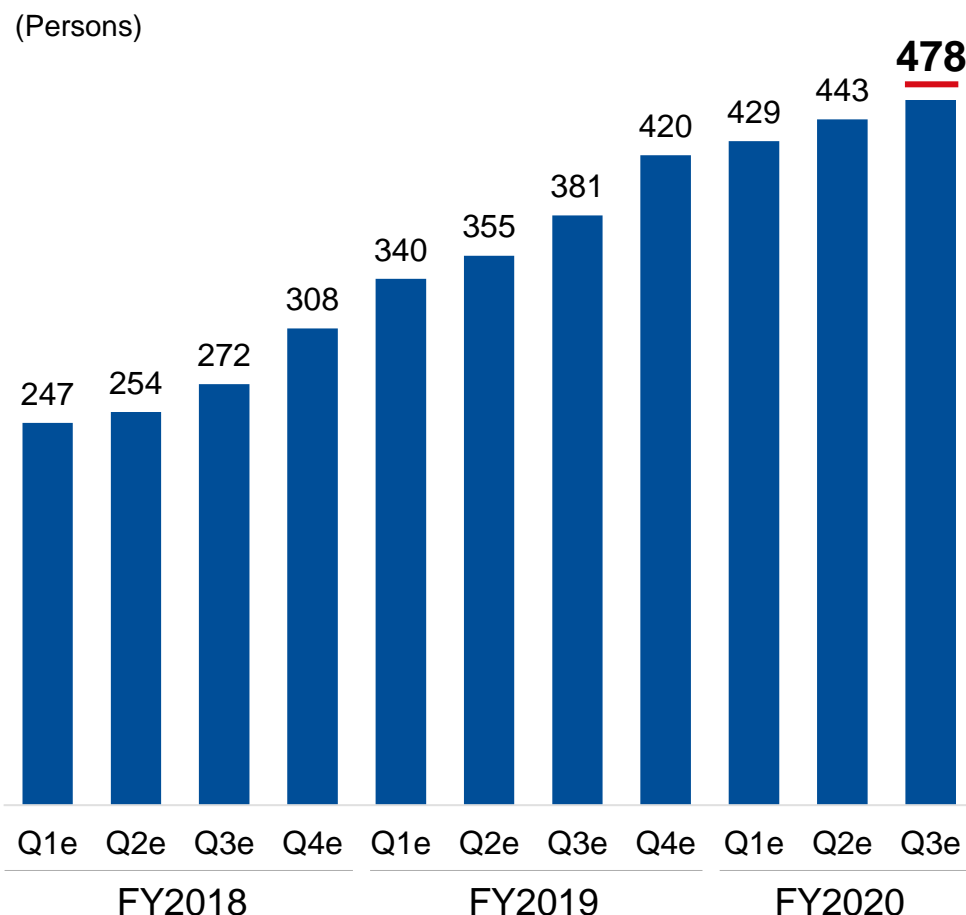
Number of subscriptions increased by 14.2% year-on-year and monthly sales per subscription increased by 2.5% year-on-year

Personnel recruitment mainly for sales department progressing smoothly

Number of “Sansan” Subscriptions and Monthly Sales per Subscription <sup>(1)</sup>



Number of Employees in Sansan Division

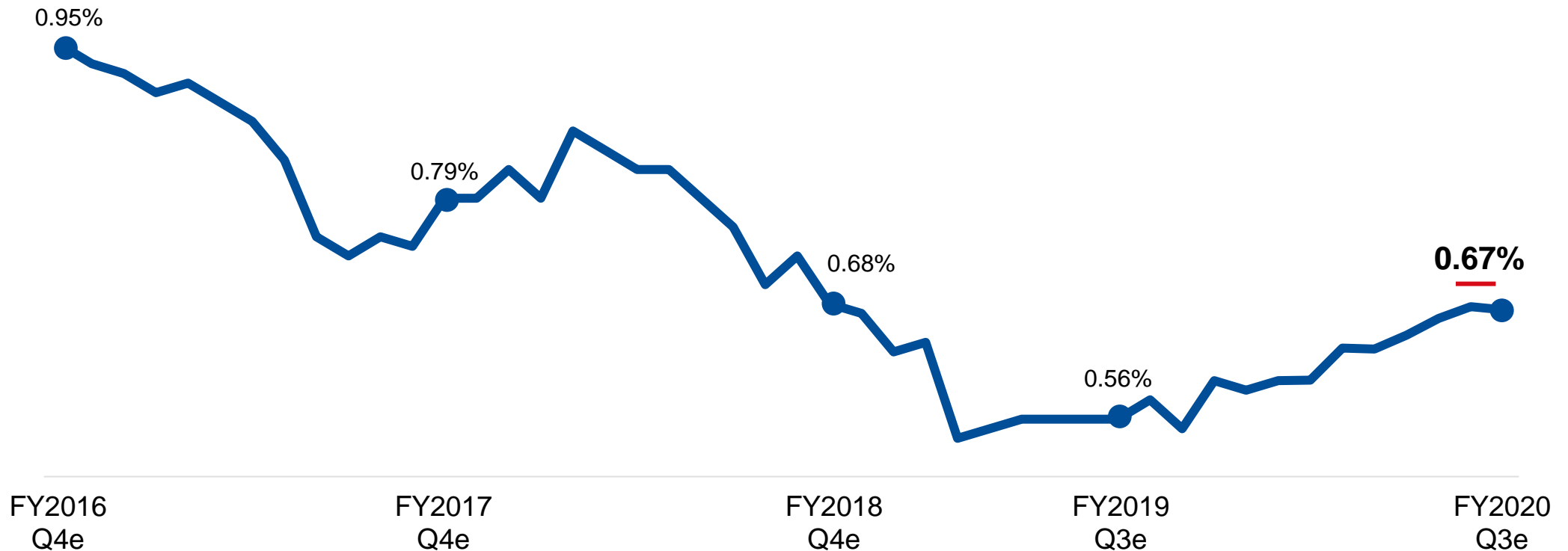


(1) Monthly results for the end of the quarter in the Sansan Business (incl. some new services other than “Sansan”, unaudited)

## Sansan Business: Average Monthly Churn Rate over Past 12 Months

Even in the COVID-19 pandemic, average monthly churn rate over past 12 months has remained low at less than 1%

Average Monthly Churn Rate over Past 12 Months <sup>(1)</sup> for “Sansan”

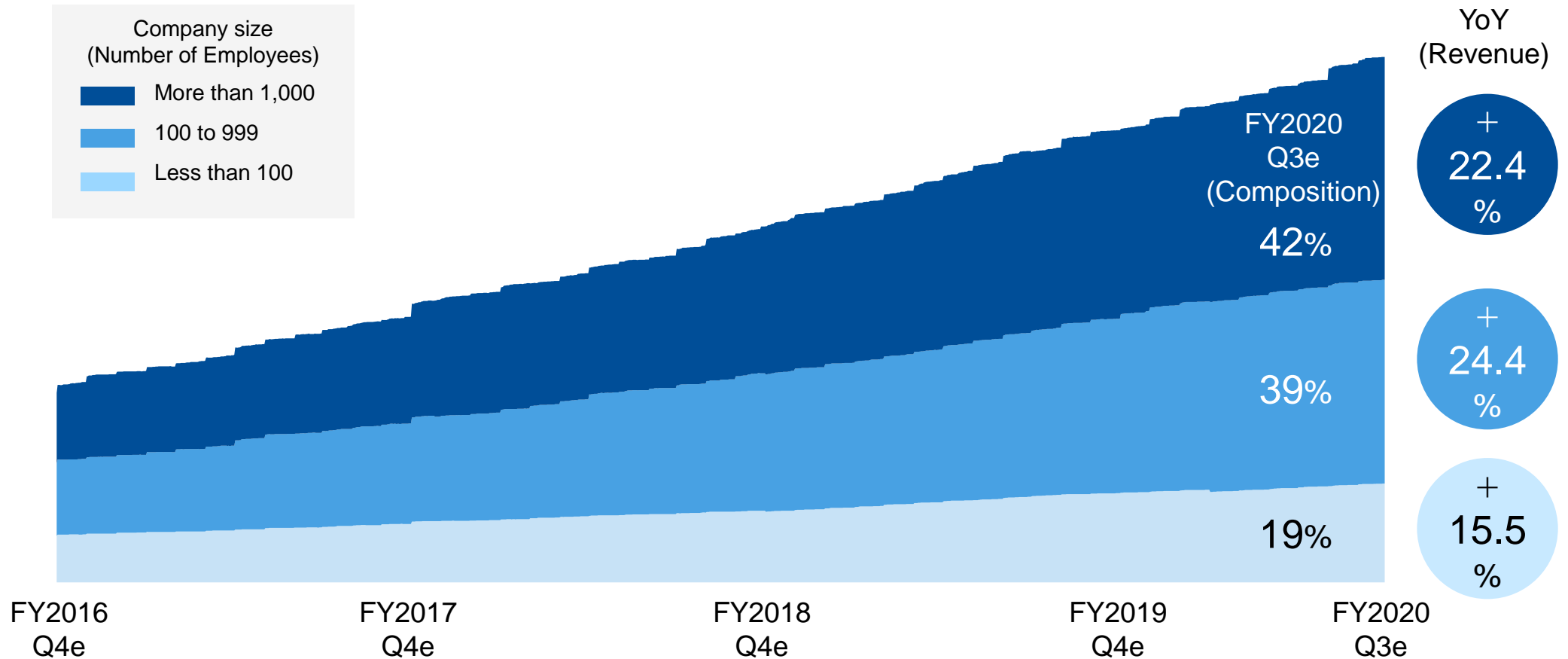


(1) Ratio of decrease in monthly fees associated with contract cancellations to total monthly fees for existing contracts

# Sansan Business: “Sansan” Revenue Composition by Customer Size (Recurring Revenue)

No significant change in revenue composition ratio by customer size

“Sansan” Revenue Composition by Customer Size <sup>(1)</sup> (Recurring Revenue)



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

## Eight Business Overview

**Net sales increased by 55.3% year-on-year due to the expansion of B2B services**  
**Operating loss shrank by ¥68 million year-on-year due to the increase in net sales**

(millions of yen)	FY2019	FY2020		FYI: FY2020	
	Q3 Results	Q3 Results	YoY	Q3YTD Results	YoY
<b>Eight Business</b>					
Net Sales	235	366	+55.3%	1,104	+49.1%
B2C Services	74	73	-1.4%	221	+1.9%
B2B Services	161	292	+81.4%	882	+68.8%
Operating Profit	-248	-179	—	-538	—
Operating Profit Margin	—	—	—	—	—
Number of “Eight” Users <sup>(1)</sup>	2.65 million people	2.86 million people	+0.20 million people		
Number of “Eight Company Premium” Subscriptions	1,354 subscriptions	2,132 subscriptions	+57.5%		

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

## Eight Business: Net Sales/“Eight” Users

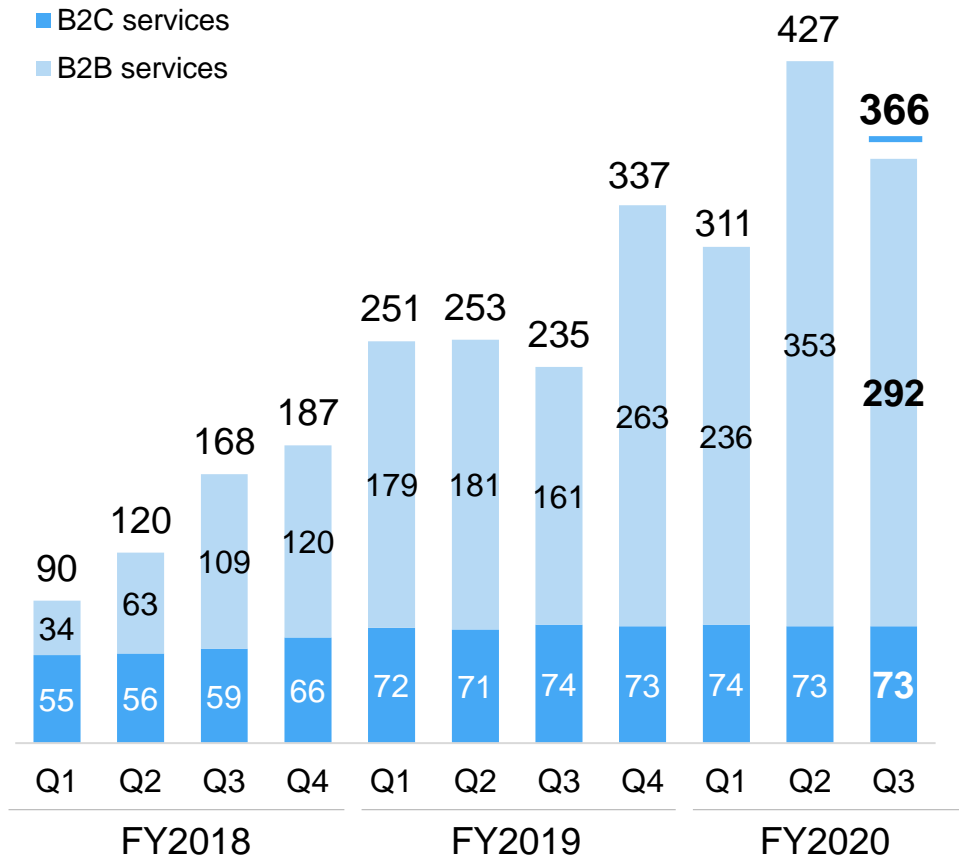
**B2B service sales increased by 81.4% year-on-year due to the contribution of logmi, Inc. to the business performance**

**Continued growth of number of “Eight” users**

Net Sales

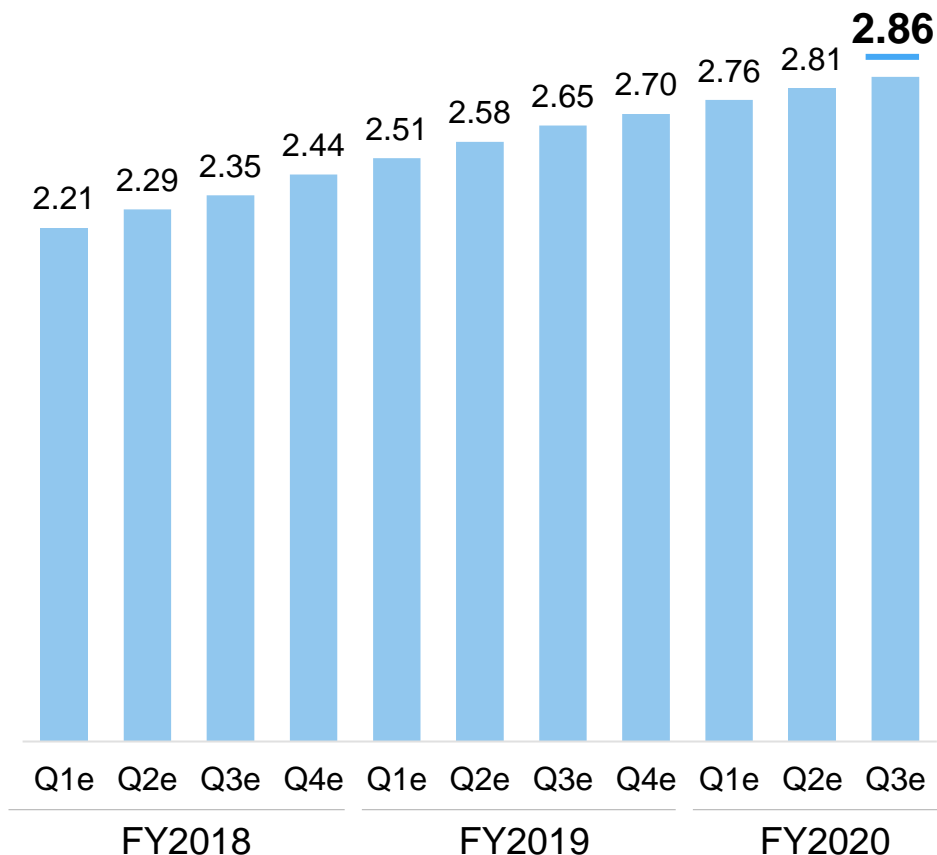
(millions of yen)

- B2C services
- B2B services



Number of “Eight” Users <sup>(1)</sup>

(millions of user)



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

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---

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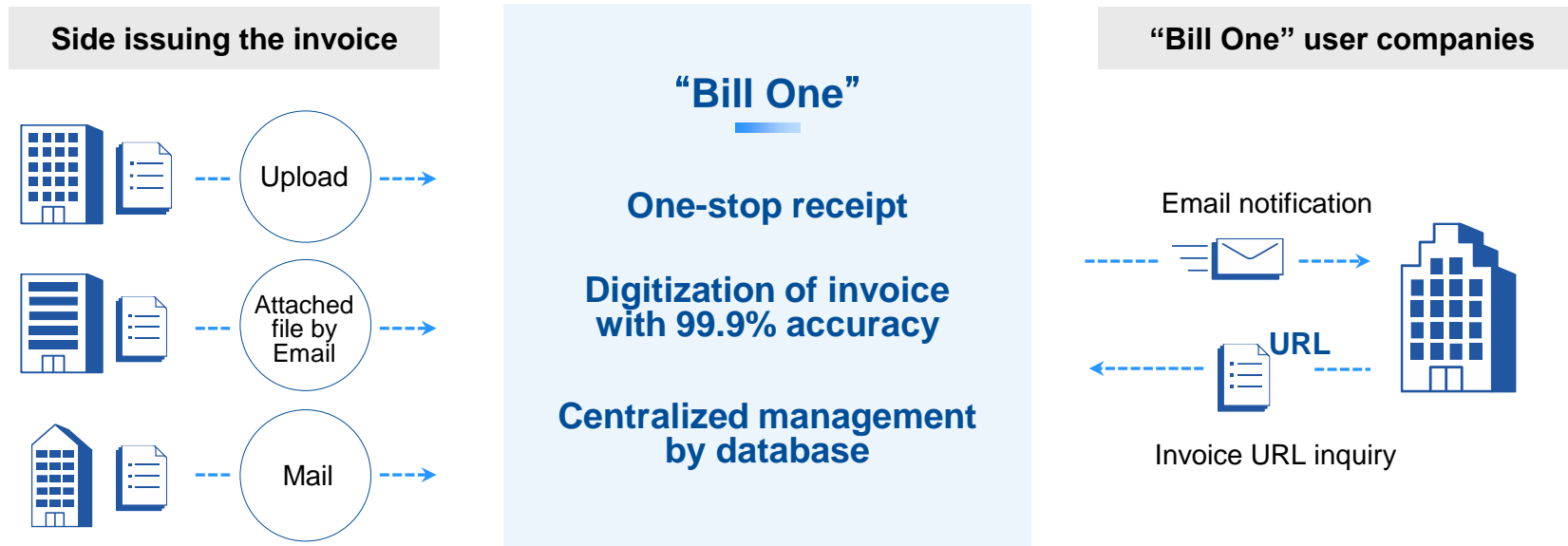


# Online Invoice Receiving Solution “Bill One”: Service Outline

A service that can convert paper and PDF invoices into data with 99.9% accuracy and receive them online

The service was released in May 2020

“Bill One” enables online receipt and centralized management of all invoices



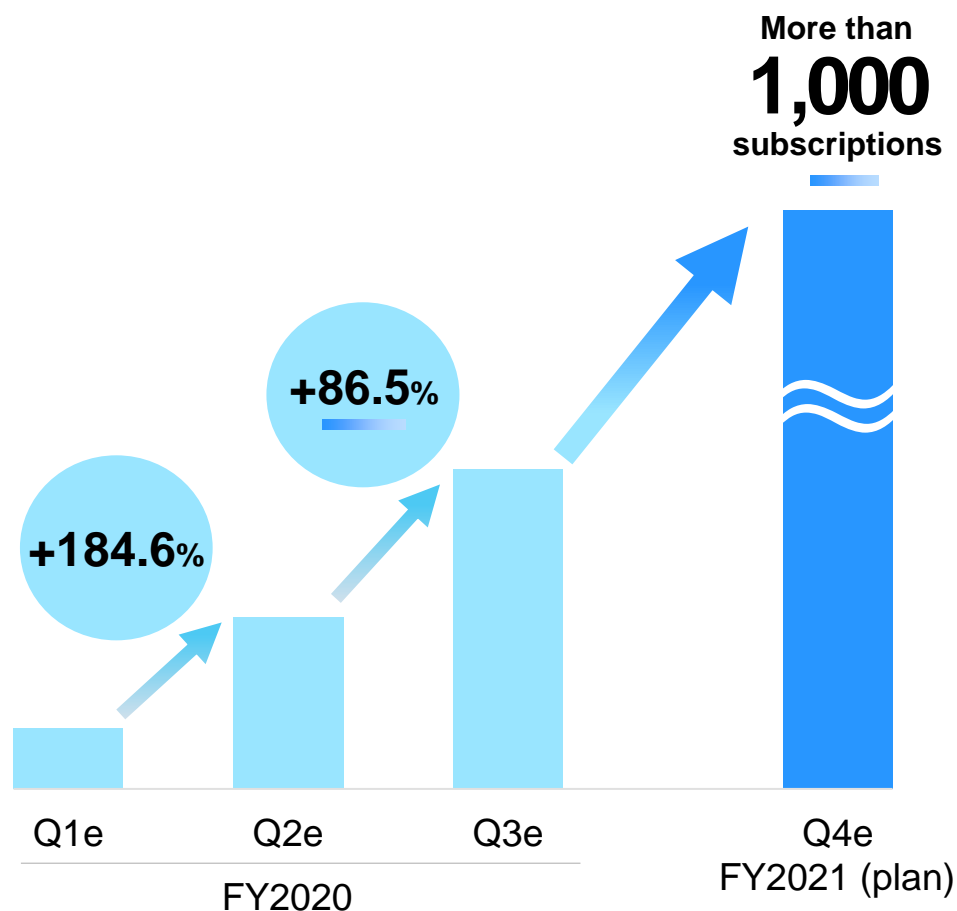
“Bill One” will receive invoices on behalf of customers, and the subscriber companies can accurately view the data online

## Online Invoice Receiving Solution “Bill One”: Numbers of Subscriptions and Size of Potential Market

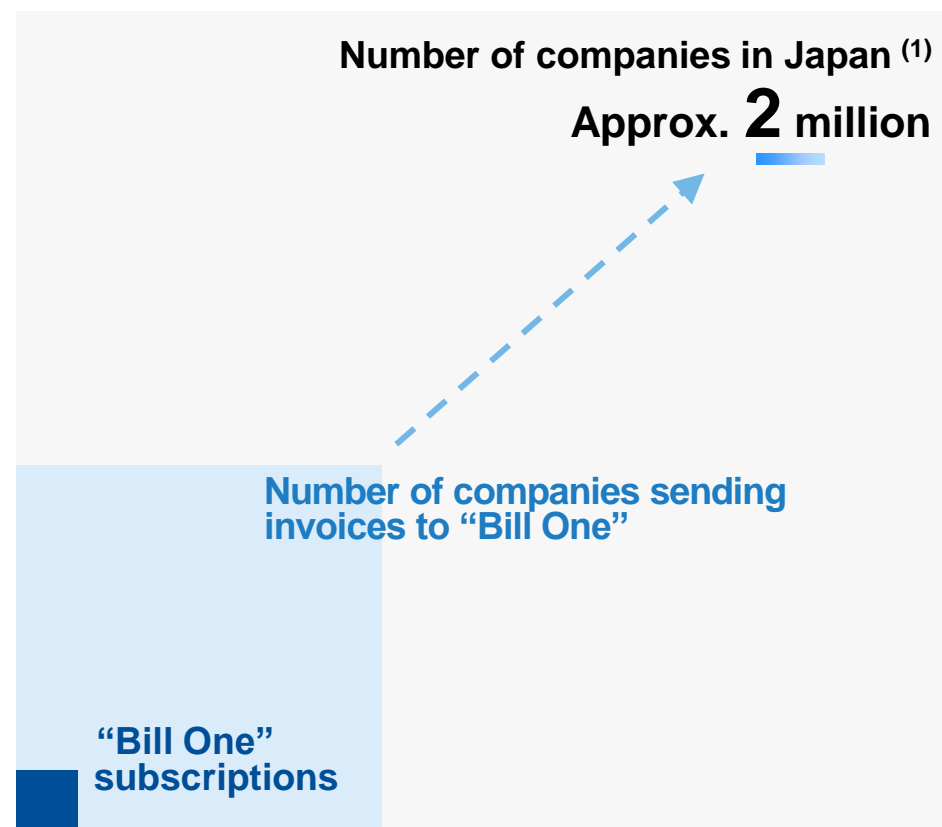
Number of subscriptions increased by 86.5% quarter-on-quarter

Aiming for more than 1,000 “Bill One” subscriptions by May FY2021 against the backdrop of vast room for coverage expansion in Japan

Numbers of Subscriptions



Potential Market Size



(1) the number based on Economic Census for Business Activity in 2016 issued by the Statistics Bureau.

## Online Invoice Receiving Solution “Bill One”: Initiatives for Growth

TV commercials began airing in the latter half of February 2021

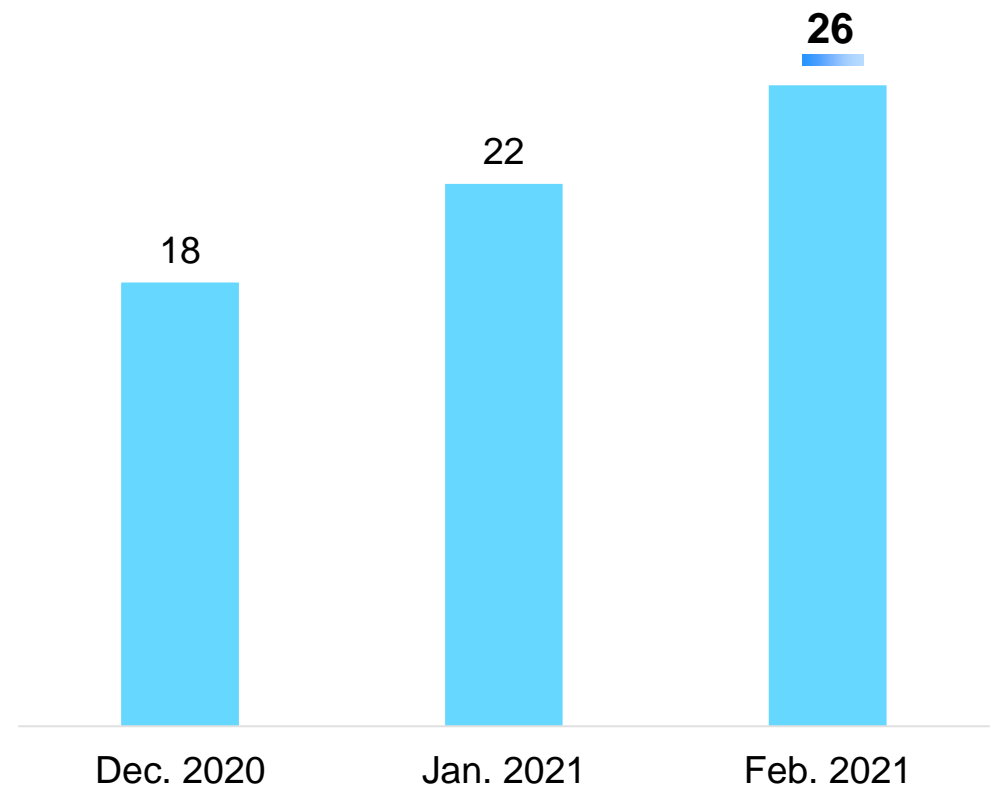
Has actively promoted recruitment since establishment of business division in December 2020

“Bill One” TV Commercial



**Bill One**  
powered by Sansan

Number of Employees in Bill One Division



# Table of Contents

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**1** Consolidated Financial Results for FY2020 Q2 (six-month results)

**2** Main Management/Business Topics

**3** Full-year Forecasts for FY2020

## Consolidated Financial Forecasts

### No changes to consolidated financial forecasts

Working to strengthen investment to accelerate growth, aiming for net sales growth rate of 30% or more in next fiscal year (ending May 2022)

(millions of yen)	FY2019	FY2020	
	Full-year Results	Full-year Forecasts	YoY
Consolidated Forecasts			
Net Sales	13,362	15,767 ~16,302	+18.0% ~+22.0%
Operating Profit	757	757 ~1,010	+0.0% ~+33.4%

(1) We also expect to record a surplus in ordinary profit and profit attributable to owners of parent, but currently we are in a phase of actively investing to maximize shareholder value and corporate value over the medium to long term. Additionally, since it is difficult to reasonably estimate some non-operating income and loss, we have not disclosed specific forecast figures.

# Appendix



# Sansan Group Overview

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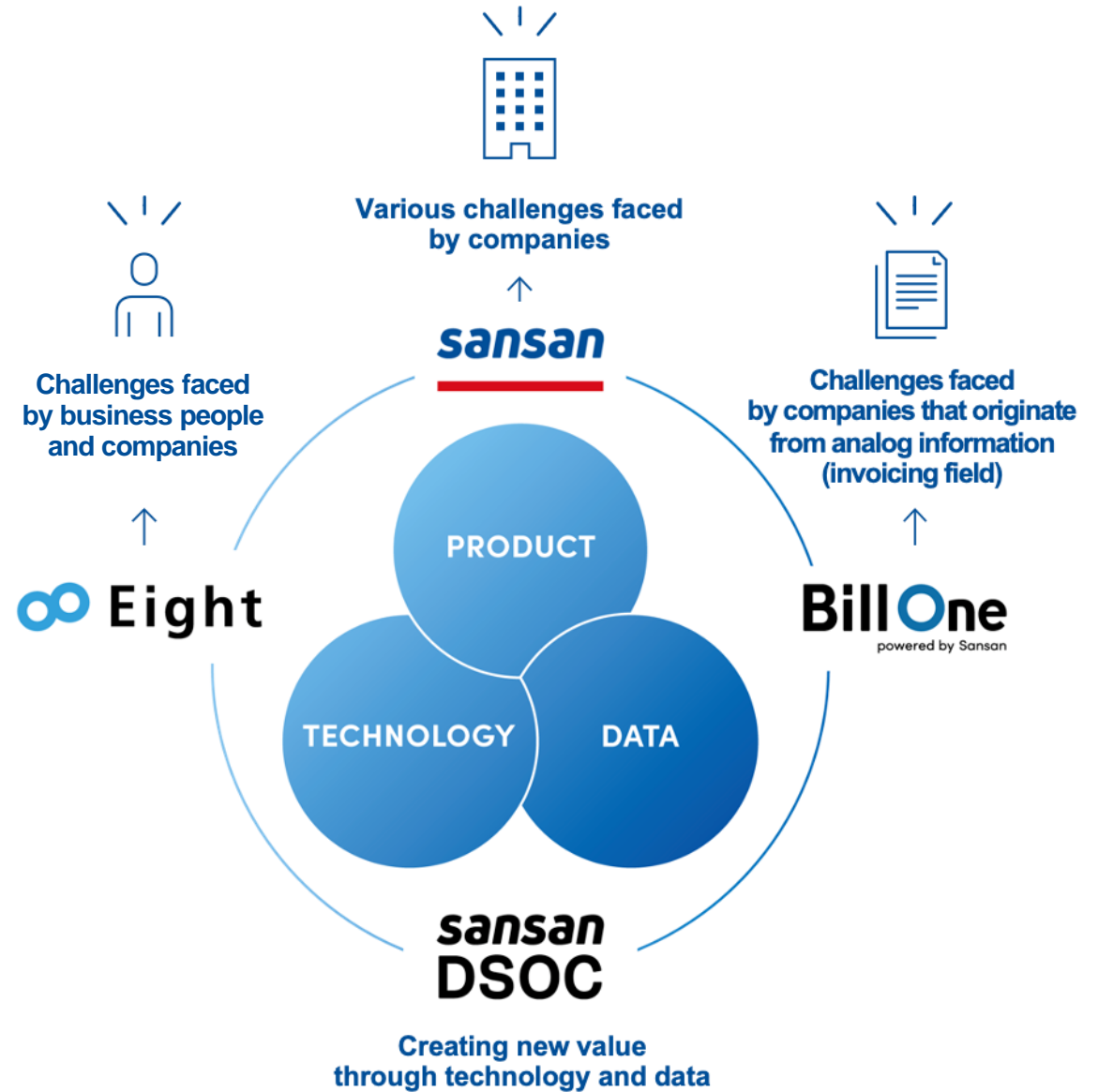
# Mission and Vision

## Mission

**Turning Encounters into Innovation**

## Vision

**Become business infrastructure**





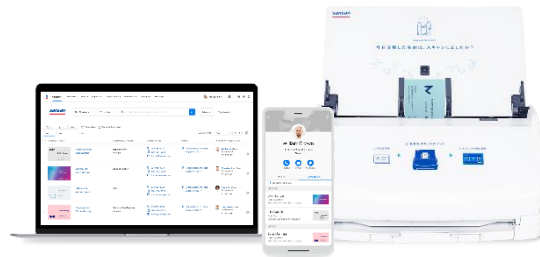
# Overview of Business Segments

Comprises two business segments, the Sansan Business and Eight Business <sup>(1)</sup>

## Sansan Business

Uncover your hidden network.  
Find opportunities. Make deals.

The No.1 share in B2B cloud-based business card management service, Supporting the growth of the company by collectively managing business cards owned by the company <sup>(2)</sup>

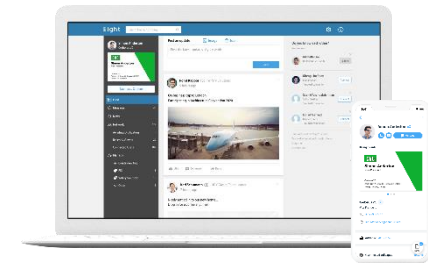


B2B cloud-based business card management service  
Business card digitization with 99.9% accuracy

## Eight Business

Business Social Networking Based on  
Business Card Information

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



A business card app that allows individuals to leverage their contacts  
No.1 share in mobile contact management apps <sup>(3)</sup>

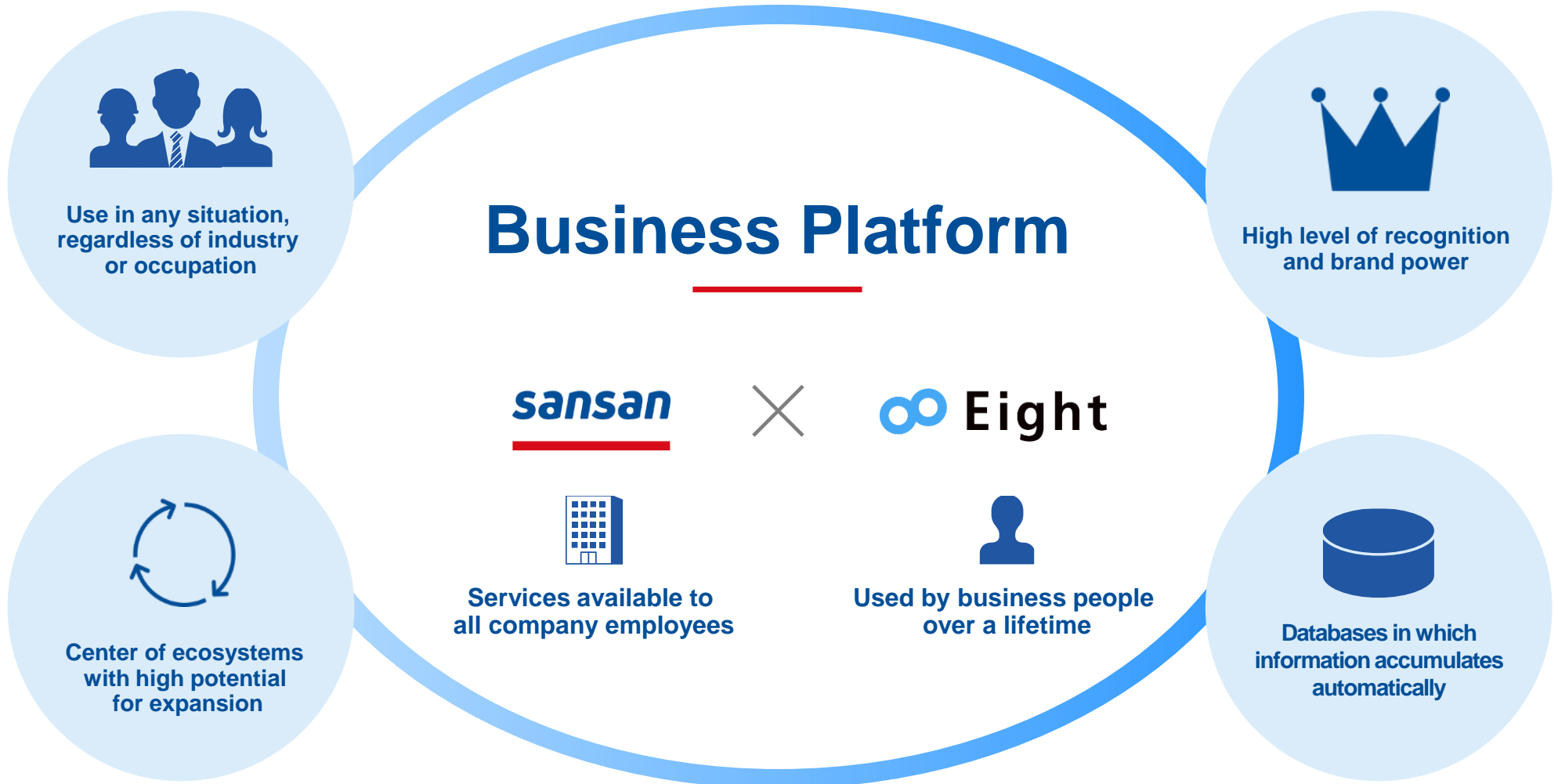
(1) Net sales and part of cost of sales related to the online invoice receiving solution "Bill One" are allocated to each segment based on internally established rules, while the rest of cost of sales and all SG&A expenses are recorded as corporate expenses that are not allocated to each segment

(2) "Latest trends in business card management services and sales services [SFA/CRM/online business card exchange]," December 2020, Seed Planning, Inc.

(3) "Average number of monthly active users, domestic business SNS apps, January–December 2020 (App Store + Google Play)," January 2021, App Annie research

# Features Characterizing the Business Platforms

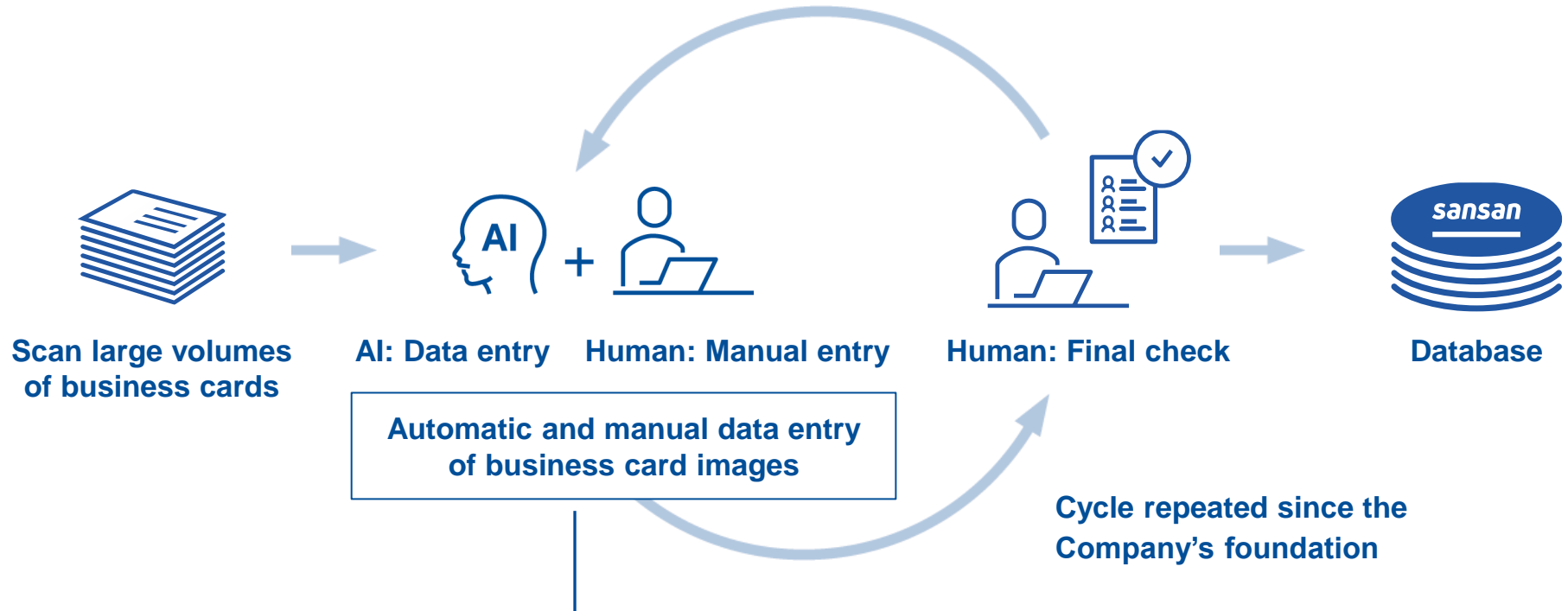
Establish a solid position as a business platform while diversifying medium- to long-term growth opportunities



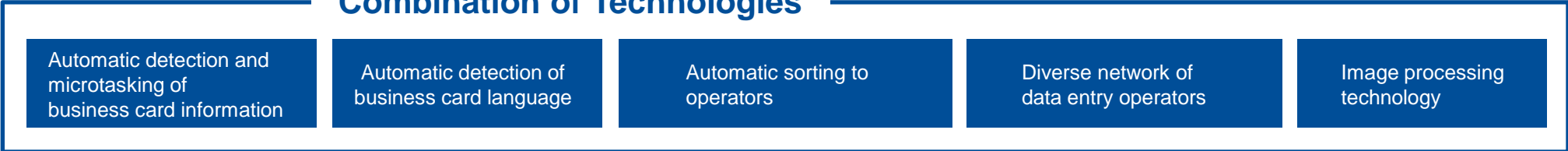
**Competitive Advantages: Unique Structure and Technology That Enables Card Digitization with an Accuracy of 99% or More**

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

Prompt and accurate digitization of a large volume of business card information



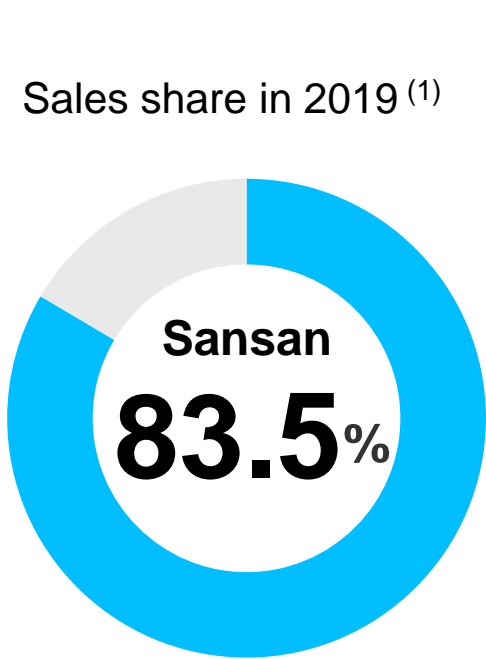
**Combination of Technologies**



# Competitive Advantages: Overwhelming Market Share and Solid Customer Base

Sansan, the B2B cloud-based business card management market pioneer, has acquired overwhelming market share and diverse set of customers

## Overwhelming Market Share and Recognition



Ver. 5 TV commercial <sup>(2)</sup>



Ver. 8 TV commercial

## Solid Customer Base


(1) "Latest trends in business card management services and sales services [SFA/CRM/online business card exchange]," December 2020, Seed Planning, Inc.

(2) Won the top prize in the service and culture section of the 71st Dentsu Advertising Awards

## Business Strategies

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Realization of further growth of existing businesses and creation of new services for which proprietary technologies are utilized

### Sansan Business

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- + Expand use of “Virtual Cards” function
- + Increase number of subscriptions and sales per subscription
- + Improve business platform value

### Eight Business

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- + Strengthen B2B service monetization
- + Expand use of “Virtual Cards” function

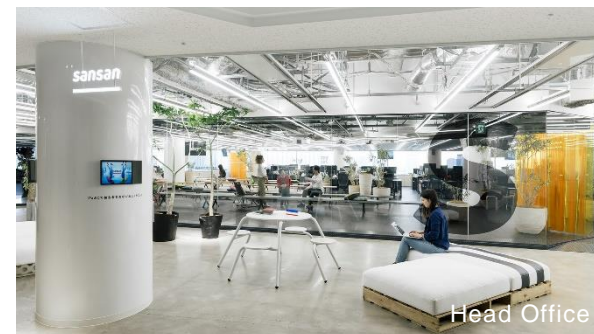
### New Initiatives

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- + Online invoice receiving solution "Bill One"
- + Event Tech services

# Company Overview

Company Name	Sansan, Inc.
Foundation	June 11, 2007
Head Office	Aoyama Oval Building 13F, 5-52-2 Jingumae, Shibuya-ku, Tokyo
Other locations	Branch offices: Osaka, Nagoya Satellite offices: Tokushima, Kyoto, Fukuoka, Hokkaido, Niigata
Subsidiaries	Sansan Global PTE. LTD. (Singapore) Sansan Corporation (United States) logmi, Inc.
Representative	Chika Terada
Number of Employees	827 (As of February 28, 2021)
Capital	¥6,281 million (As of February 28, 2021)
Net Sales	¥13,362 million (FY2019)
Classification by Type of Shareholder <sup>(1)</sup>	Domestic Financial Institutions:12.73%, Security Firms:0.91%, Other Domestic Corporations:0.85%, Foreign Financial Institutions and Individuals:36.67%, Individuals and Others:48.84%

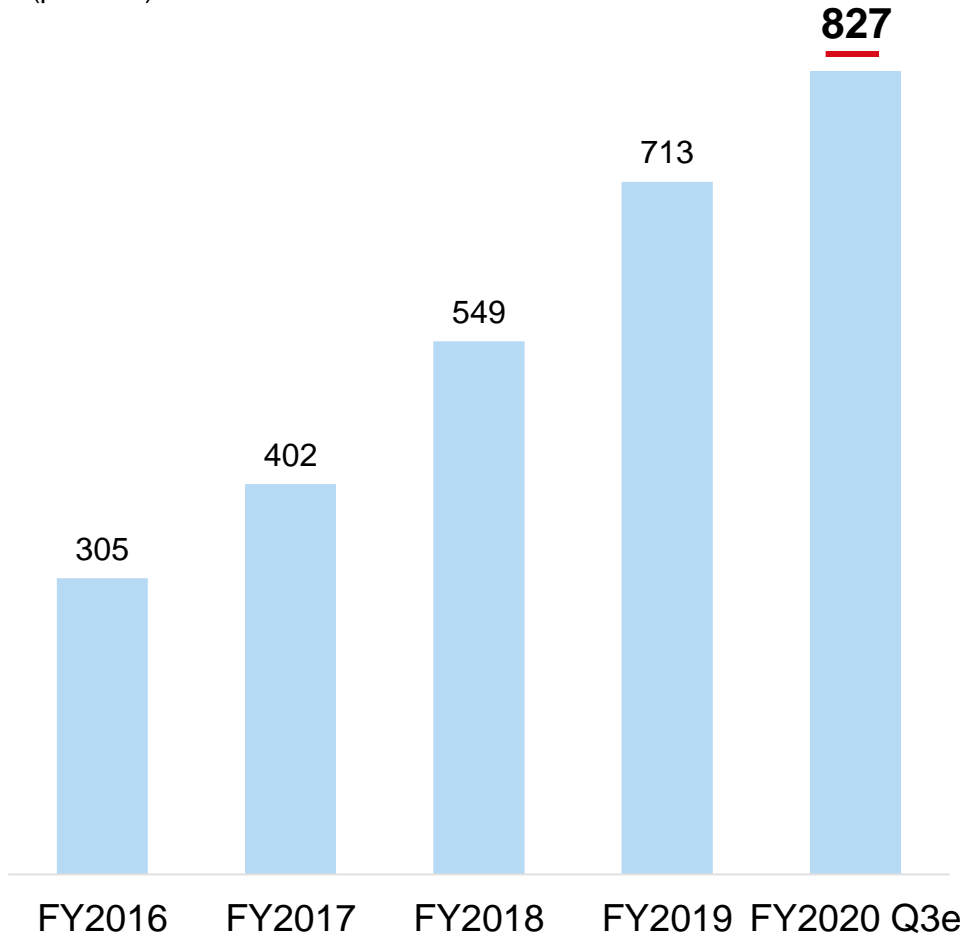


(1) As of November 30, 2020

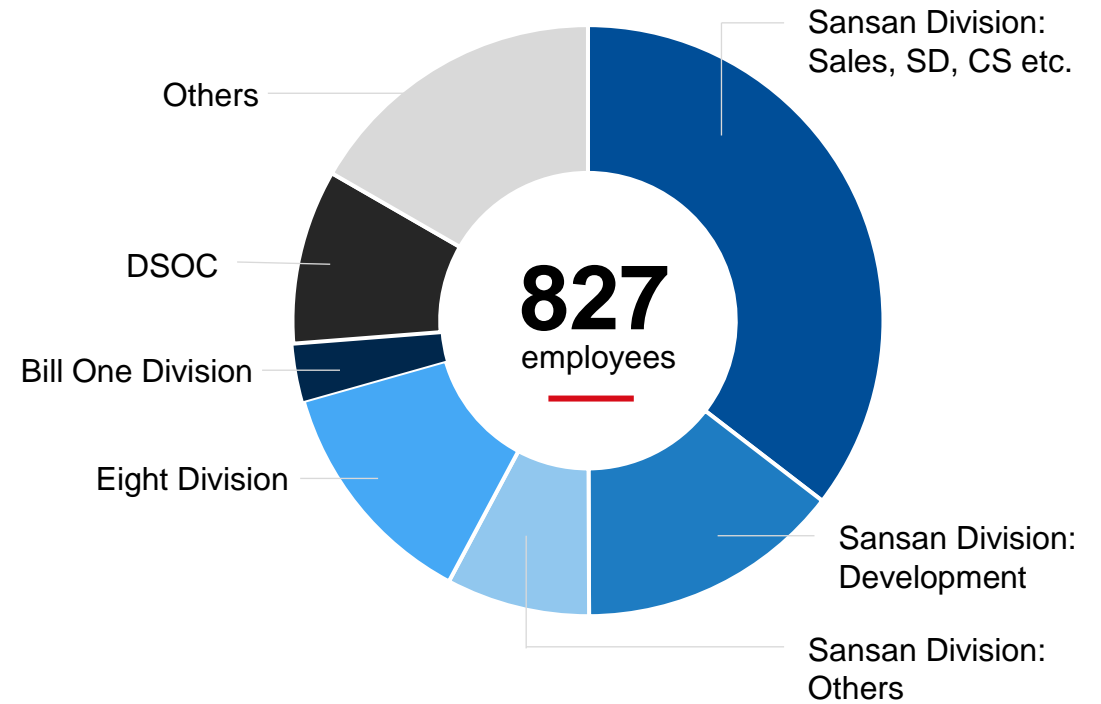
# About Employees

## Number of Employees

(persons)



## Breakdown by Organization <sup>(1)</sup>



(1) As of February 28, 2021

# Impact of COVID-19 Outbreak and Main Initiatives

Since lifting of state of emergency throughout Japan, situation regarding business activity had gradually improve

Minimize negative impact through various initiatives

Up to and including FY2019 Q4  
(Up to May 2020)

From FY2020  
(From June 2020 onward)

	Up to and including FY2019 Q4 (Up to May 2020)	From FY2020 (From June 2020 onward)
<b>Social Conditions</b>	<ul style="list-style-type: none"> <li>- State of emergency declaration throughout Japan issued</li> <li>- Exercising of self-restraint on going out and remote working accelerate</li> </ul>	<ul style="list-style-type: none"> <li>- State of emergency declaration throughout Japan lifted</li> <li>- Work styles based on remote working</li> <li>- Needs for online business card exchanges</li> <li>- State of emergency declaration for some areas in Japan issued</li> </ul>
<b>Sansan Group</b>	<ul style="list-style-type: none"> <li>- Work style/environment improvements for telecommuting</li> <li>- Partial review of investment plan <sup>(1)</sup></li> <li>- Temporarily ceased recruitment activities</li> </ul>	<ul style="list-style-type: none"> <li>- Restart recruitment activities</li> </ul>
<b>Sansan Business</b>	<ul style="list-style-type: none"> <li>- Slowed pace of gaining new subscriptions <sup>(1)</sup></li> <li>- Reduction in gaining of leads due to cancellation of offline attracting event <sup>(1)</sup></li> <li>- Shifting of sales resources to expand utilization by existing customers</li> </ul>	<ul style="list-style-type: none"> <li>- “Virtual Cards” function newly installed</li> <li>- Holding of online seminars</li> <li>- Number of negotiations, etc. on improving trend</li> </ul>
<b>Eight Business</b>	<ul style="list-style-type: none"> <li>- Holding of “Meets” offline business event cancelled <sup>(1)</sup></li> </ul>	<ul style="list-style-type: none"> <li>- Negative impact on “Eight Career Design” due to slowdown in personnel recruitment activities</li> <li>- Promotion of “Virtual Cards” utilization</li> </ul>

(1) Impacts and initiatives expected to continue from June 2020 onward



# Sansan Business



# Service Outline of “Sansan”

## “Sansan” offers “business card 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

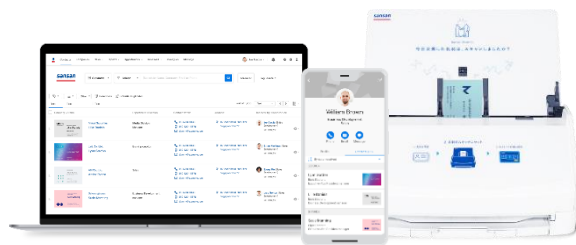


## Major features of “Sansan”

Uncover your hidden network.  
Find opportunities. Make deals.

B2B cloud-based business card management service

**Digitizes business card data with 99.9% accuracy**



- Business card management/sharing/search
- Company master information
- Person master profile
- Organizational tree
- Cooperation function with Teikoku Databank
- Distribution of personnel changes
- News feed
- Financial results analysis report
- Customer management
- Contact management
- “Sansan Data Hub”
- API related business card
- E-mail magazine delivery
- Internal contact list
- Internal message
- Security control



### User benefits

Productivity   Streamlined operations  
Strengthening sales activities   Creation of business opportunities

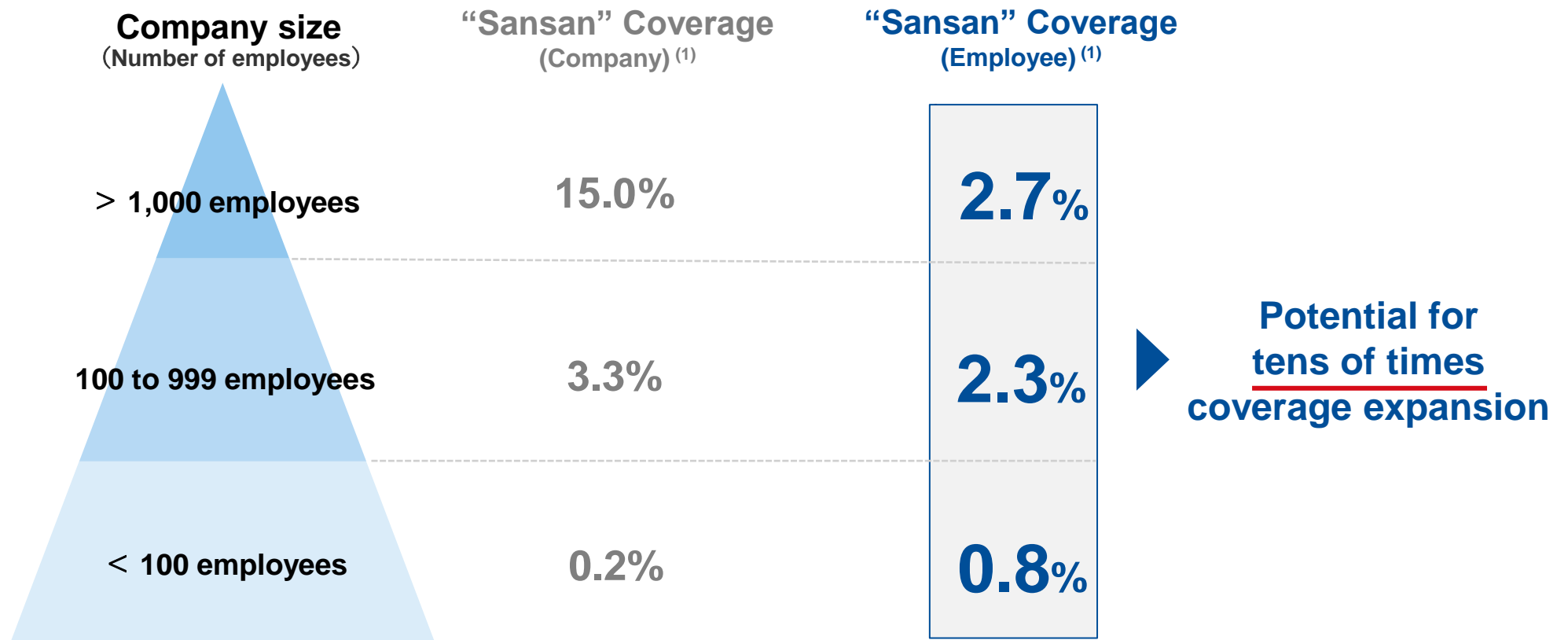
# Service Plans for “Sansan”

## Providing basic company-wide use plan

	A. Basic company-wide use plan	B. Previous plan (ID subscription)	Timing of payment
1 Initial cost (Initial costs)	<b>12 months' license cost</b> <b>Cost for digitizing existing business cards</b>	<b>Cost according to number of contract IDs</b> Data conversion costs for business cards already held (there is an upper limit placed on the number of business cards)	At the start of the contract
2 Customer Success Plan (Initial costs)	<b>Offer introduction support plans with individual quotation</b> Costs for implementation and operational support of “Sansan” services		At the start of the contract
3 Scanner (Running costs)	<b>Monthly ¥10,000 per scanner</b> Rent scanners and tablets to customers, whose number responds to the number of their office floors, and/or the number of branches		At the start or renewal of the contract
4 License cost (Running costs)	<b>Determined according to the monthly number of exchanged business cards</b> (annual subscription) Tens of thousands to millions of yen per subscription	<b>Setting according to number of contract IDs</b> (annual subscription) Fixed billing for each ID (there is an upper limit placed on the number of business cards converted into data)	At the start or renewal of the contract

# Potential Market Size in Japan (TAM) for Sansan Business

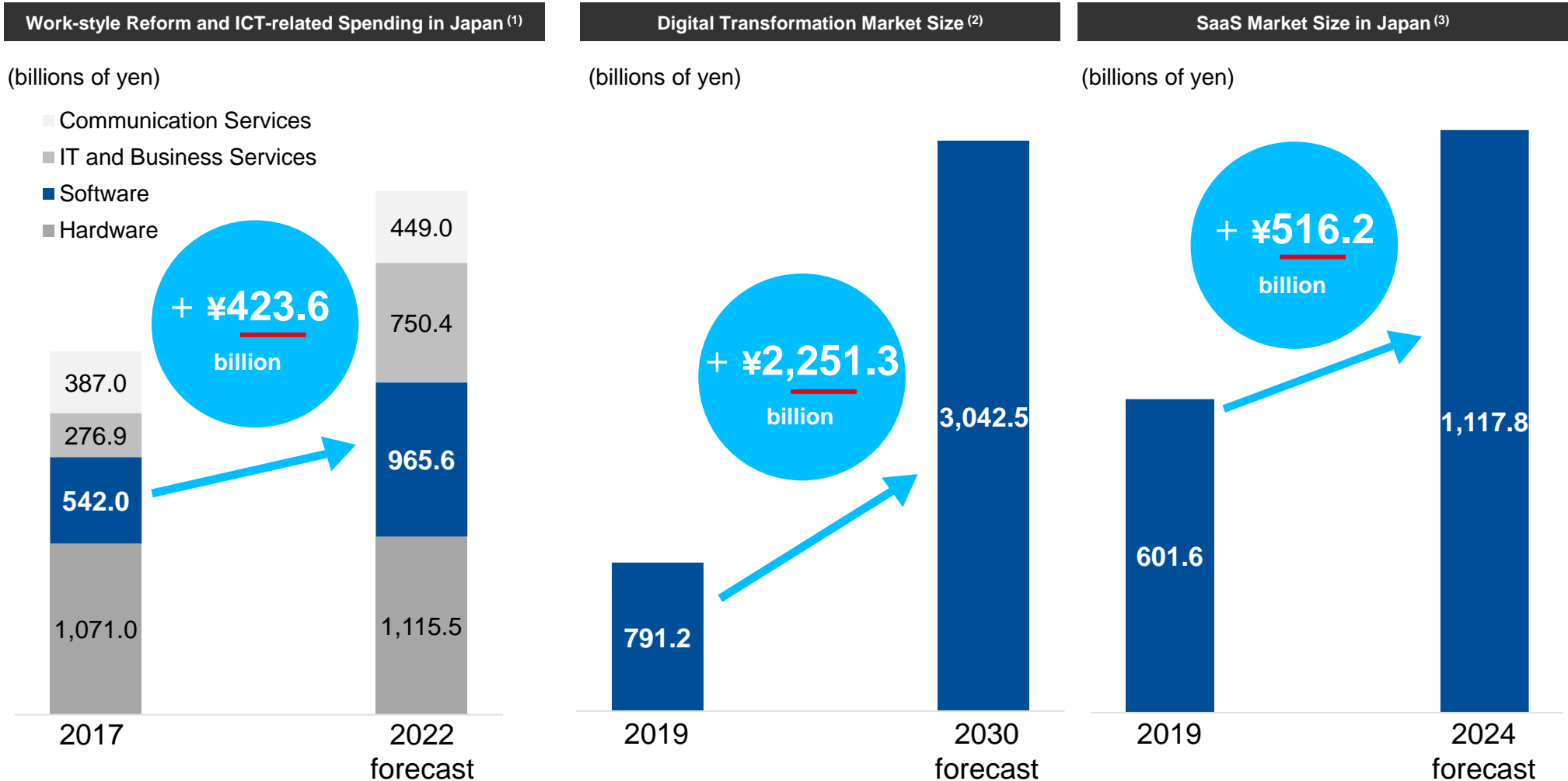
The number of users within current customers is limited, and there is room for tens of times more coverage expansion



(1) “Sansan” coverage is calculated with the number of subscription and total number of IDs in “Sansan” for FY2020 Q3e as the numerator and the number based on Economic Census for Business Activity in 2016 issued by the Statistics Bureau as the denominator.

# Tailwind of Market Environment

## The work-style reform and digital transformation is boosting the need for B2B cloud-based business card management



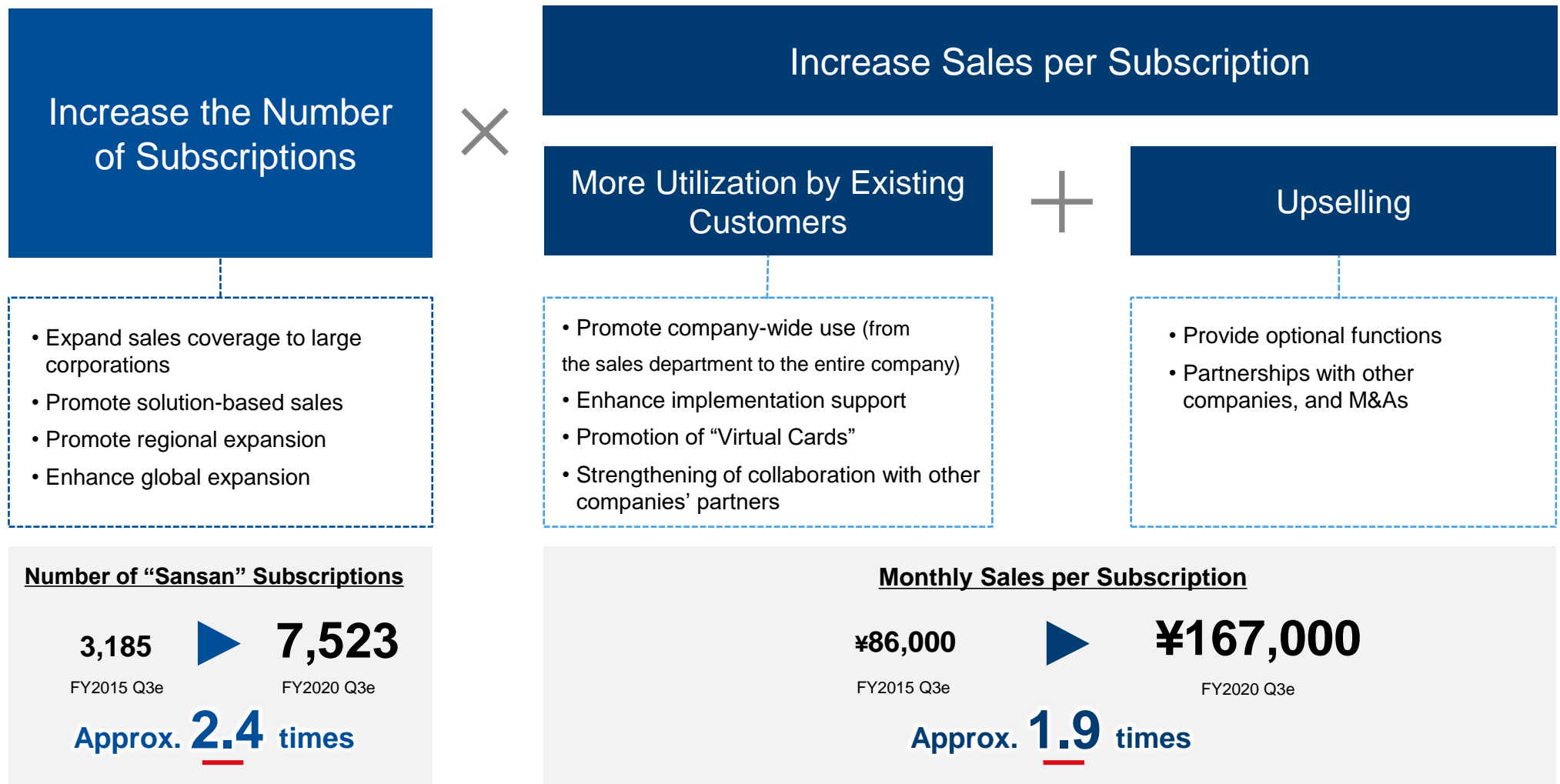
(1) Based on "2018 to 2022 Outlook of Work-style Reform and ICT-related Spending in Japan: by Hardware, Software, IT and Business Services, Communication Services" by IDC Japan (December 2018)

(2) Based on "2020 Outlook of the Digital Transformation Market" by Fuji Chimera Research Institute

(3) Based on "2020 New Software Business Markets" by Fuji Chimera Research Institute

# Number of Subscriptions and Sales per Subscription

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

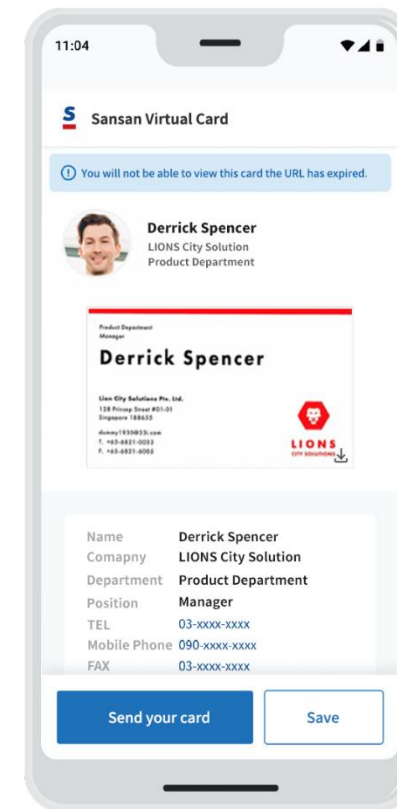
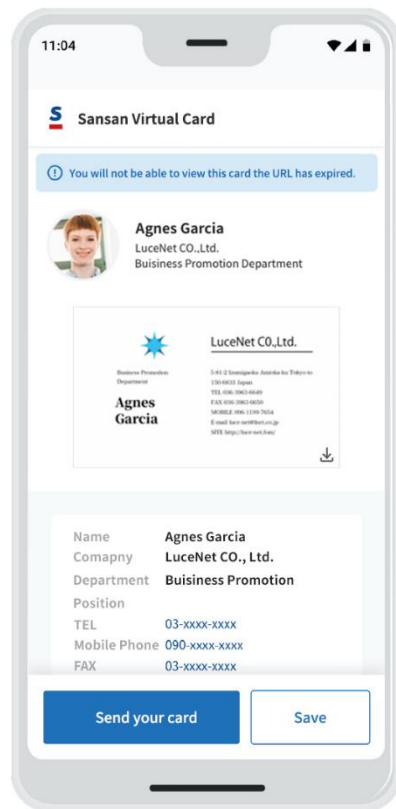


(1) Monthly results at the end of each quarter (unaudited)

# Expand use of “Virtual Cards” function

Started providing “Virtual Card” function in June 2020 against the backdrop of new work styles such as remote working

Strengthening of syncing between other services, such as our service “Eight” and “Microsoft Teams (1)”

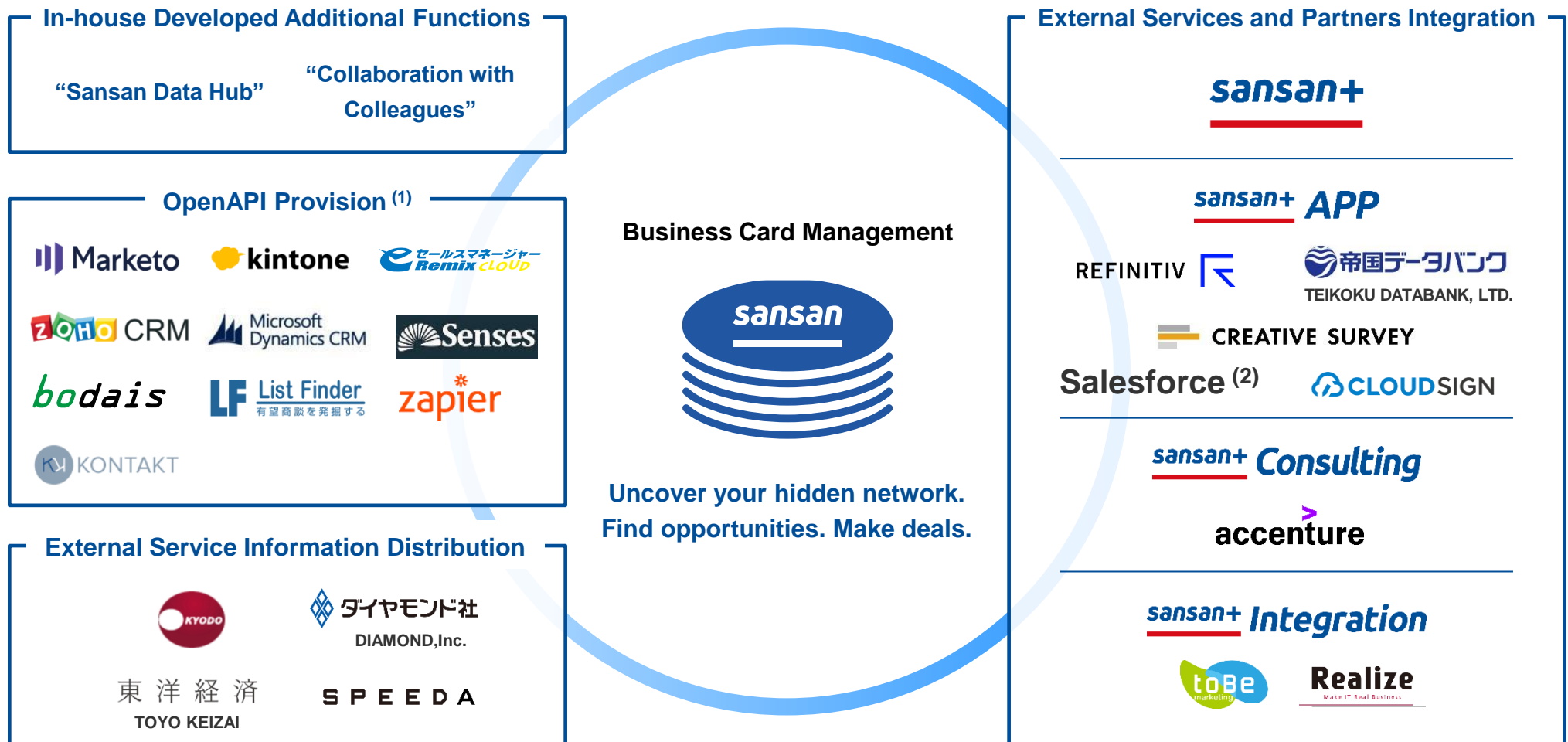


(1) Microsoft 365 is registered trademarks of Microsoft Corporation in the US and other countries

# Improve value as business platform

By connecting various functions to “Sansan” with business card management function and customer information as entry points

Promoting data utilization, aiming to increase its value as a business platform



(1) OpenAPI provided to more than 50 other companies' services, including Sales Force Automation, Customer Relationship Management, Marketing Automation

(2) A trademark of salesforce.com, inc., Salesforce is used with permission



# Sansan Business: Outline of “Sansan Plus”

Through these three concepts, we will maximize the value of “encounters” accumulated inside companies and solve business issues

**sansan+**

**sansan+ APP**

Package of optional functions usable within “Sansan”

Optional Functions

- ”Risk Intelligence powered by Refinitiv”
- ”Survey Tool powered by CREATIVE SURVEY”
- ”Salesforce Opportunity Integration”<sup>(1)</sup>
- ”CloudSign Contract Management”

**sansan+ Consulting**

Utilize the “Sansan” services to comprehensively support corporate digitalization

Sansan Plus Partners who provide consultation on methods of utilization

Accenture Japan Ltd

**sansan+ Integration**

Consulting to integrate data scattered throughout the companies

Sansan Plus Partners specializing in data utilization

toBe marketing, inc.  
Realize Corporation

(1) A trademark of salesforce.com, inc., Salesforce is used with permission.

# Sansan Plus App: Optional Functions that can be Added to “Sansan”

## “Risk Intelligence powered by Refinitiv”



Checks against anti-social forces database just by scanning business cards. Prevents check omissions and greatly reduces man-hours for compliance personnel

## “Survey Tool powered by CREATIVE SURVEY”



Questionnaire solution that can provide the questionnaire function necessary for B2B company seminars integrated with “Sansan”

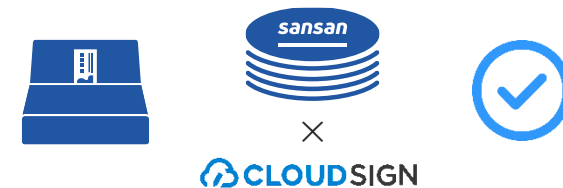
## “Salesforce Opportunity Integration” (1)



On “Sansan”, users can ascertain “Salesforce” business negotiation information along with in-house personal connection information and business partner company information

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## “CloudSign Contract Management”

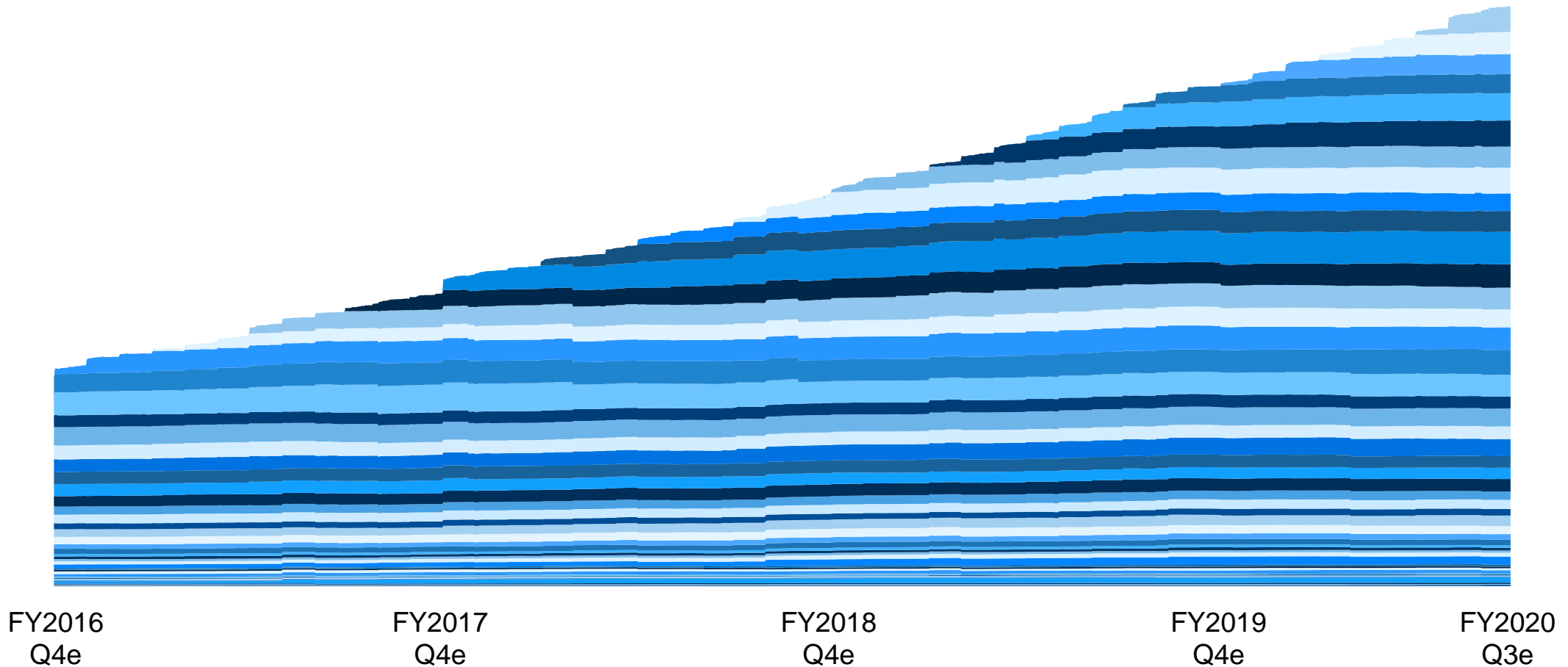


Contract information can be viewed just by scanning a business card. Shorten the verification work and greatly reduced man-hours for legal staff

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

## Continued achievement of negative churn <sup>(1)</sup>

“Sansan” Revenue Stack-up: Accumulation of Net Sales by Service-in Timing <sup>(2)</sup> (Recurring Revenue)



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

(2) Created based on monthly “Sansan” license charge (unaudited)

# Eight Business

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# Service Outline of "Eight"

## 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

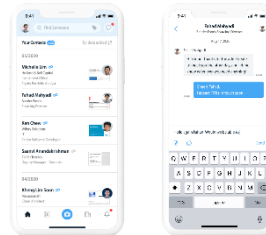
Digitize business cards with high level of accuracy by using technologies developed through Sansan Division

### Offering a lifetime SNS platform for business

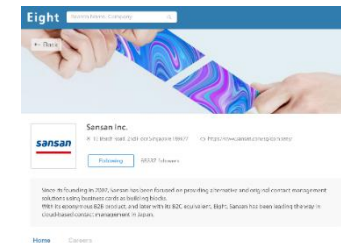
#### “Profile Management”



#### “Contact Management Communications”



#### “Connect with Companies” (information gathering)



### Monetize opportunities

#### B2C Model

Paid plan for individuals:  
“Eight Premium”

#### B2B Model

Paid plan for corporations:  
“Eight Company Premium”

Ad. delivery:  
“Eight Ads”

Business events:  
“Meets”

Recruiting platform:  
“Eight Career Design”

# Strengthening and Promotion of Monetization Plans

## Accelerate and strengthen the development of paid plans for B2B

B2B		
<p><b>Paid plan for corporations:</b>  <b>“Eight Company Premium”</b></p>	<p>Fixed monthly fee                      (Annual subscription)</p>	<p>Enables users to share their contacts with colleagues                      Targeting small companies with under 20 employees</p>
<p><b>Ad. Delivery:</b>  <b>“Eight Ads”</b></p>	<p>Pay-for-use charges                      depending                      on delivery volume <sup>(1)</sup>                      (Contract for a fixed period)</p>	<p>A service for delivering ads to “Eight” users                      Timely and targeted advertising to career-oriented professionals</p>
<p><b>Business events:</b>  <b>“Meets”</b></p>	<p>Fixed fee per event <sup>(2)</sup></p>	<p>An event matching “buyers“ and “sellers“ from within “Eight”                      Uses proprietary technology to accurately match                      business people together</p>
<p><b>Recruiting platform:</b>  <b>“Eight Career Design”</b></p>	<p>Fixed monthly fee <sup>(3)</sup>                      (Contract for a fixed period)</p>	<p>Recruitment services targeting “Eight” users                      Provides a new and unique targeted hiring method to the market</p>

B2C		
<p><b>Paid plan for individuals:</b>  <b>“Eight Premium”</b></p>	<p>Fixed monthly fee</p>	<p>Delivers additional functions to users, such as network data DL                      Expand the overall number of “Eight” users, including free plan</p>

(1) There is a minimum advertisement placement price and also a normal advertisement menu.

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

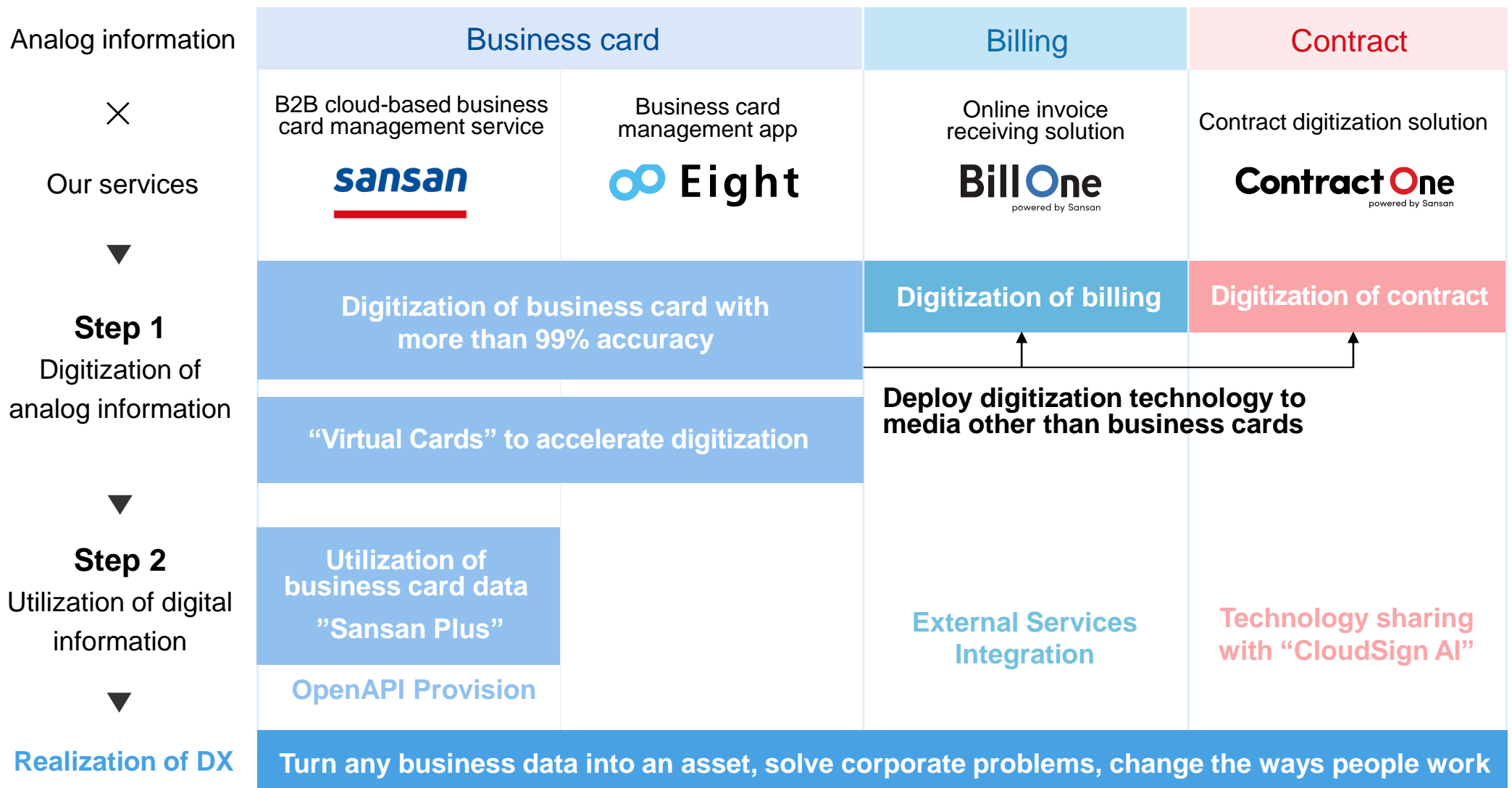
(3) There is an additional charge when a decision to hire is made.

# New Initiatives



# Services That Realize Digital Transformation

Developing services that convert and utilize various analog business information, such as business cards



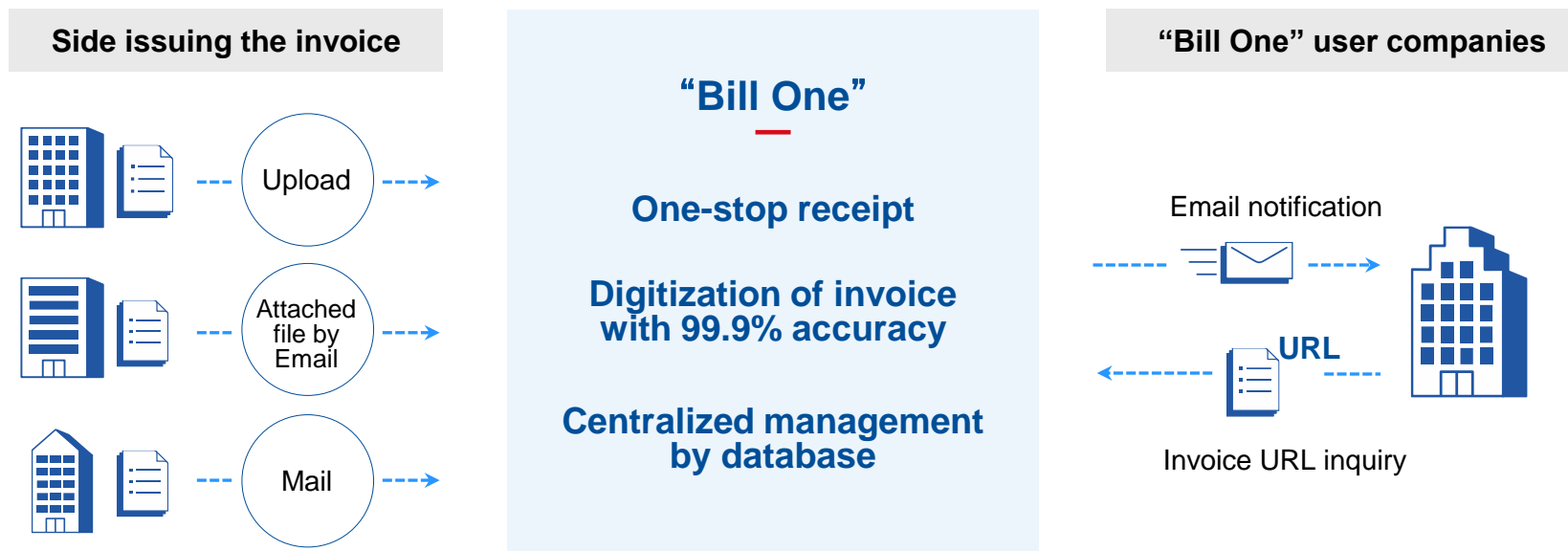


## Service Outline of “Bill One”

A service that can convert paper and PDF invoices into data with 99.9% accuracy and receive them online

In the COVID-19 pandemic, contributing to remote working/BCP<sup>(1)</sup> problem solving, adding impetus to corporate growth

“Bill One” enables online receipt and centralized management of all invoices

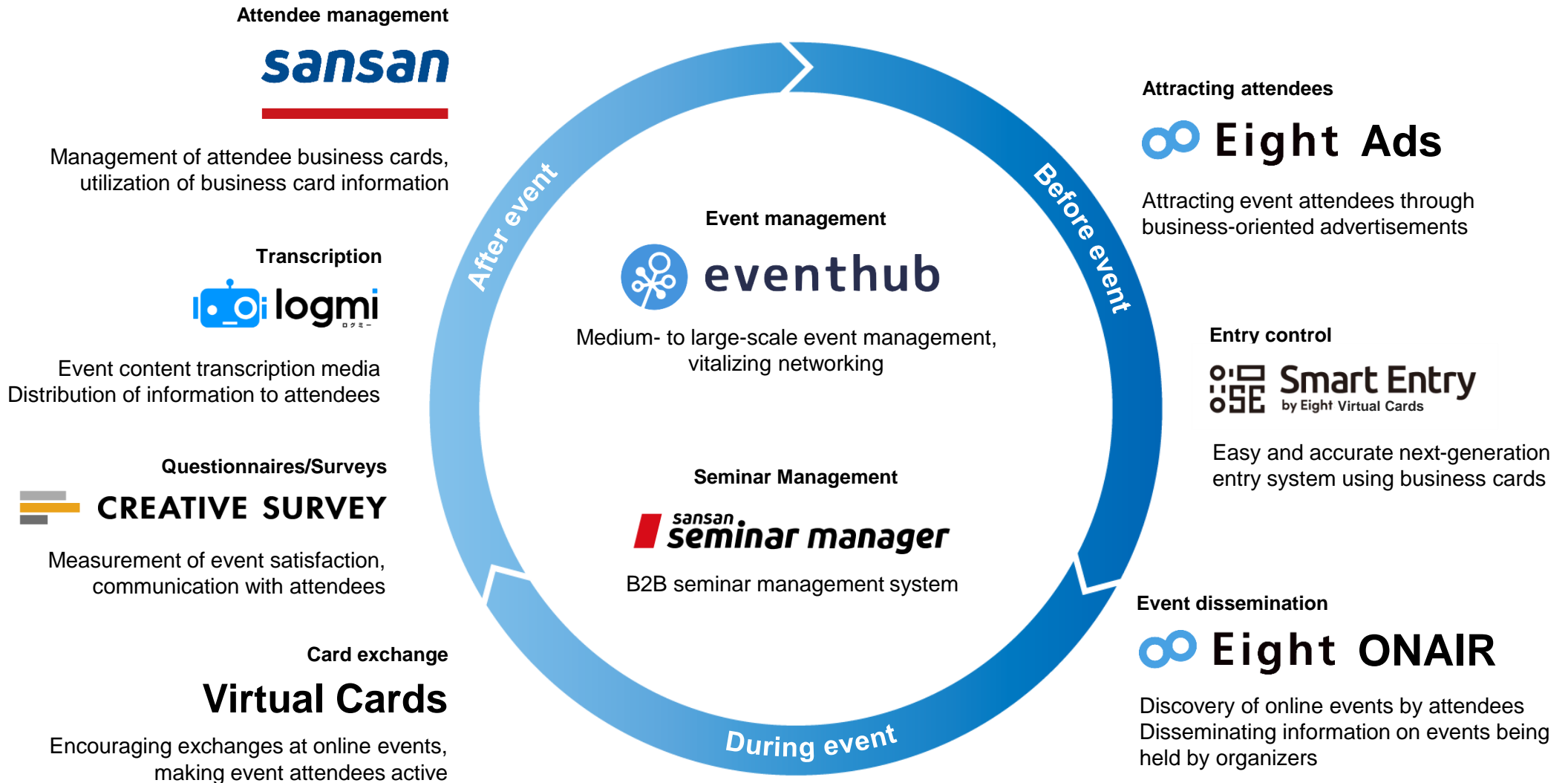


“Bill One” will receive invoices on behalf of customers, and the subscriber companies can accurately view the data online

(1) Business Continuity Plan

# Outline of Event Tech Services (Service portfolio)

Providing various kinds of solutions to solve business event management issues



***sansan***

