Presentation Material for FY2020 Q2

Sansan, Inc.

January 14, 2021

Disclaimer

In preparing these materials, Sansan, Inc. ("the Company") relies upon and assumes the accuracy and completeness of all available information. However, the Company makes no representations or warranties of any kind, expresses or implies, about the completeness and accuracy. This presentation may contain future assumptions, prospects and forecasts based on planning, but these forward-looking statements are based on the information that is currently available to us, and on certain assumptions that we assume to be reasonable, but the Company does not promise to achieve these. Major differences may occur between the forecast and the actual performance, including changes in economic conditions, consumer needs and user preferences; competition with other companies; changes in laws, regulations and others; and a number of other future factors. Therefore, the actual performance announced may vary depending on these various factors. In addition, the Company has no obligation to revise or publish the future prospects posted on this site.

Table of Contents

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

2 New Initiatives

3 Full-year Forecasts for FY2020

4 Consolidated Financial Results for FY2020 Q2 (three-month results)

Appendix (Sansan Group Overview / Sansan Business / Eight Business / New Initiatives / Others)

Table of Contents

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

2 New Initiatives

3 Full-year Forecasts for FY2020

4 Consolidated Financial Results for FY2020 Q2 (three-month results)

Appendix (Sansan Group Overview / Sansan Business / Eight Business / New Initiatives / Others)

Highlights of Q2 Results

- **Consolidated net sales increased 21.3%, consolidated operating profit increased 525.4%**

  Net sales: Sansan Business 19.2% growth, Eight Business 46.3% growth

  Operating profit: Sansan Business 35.1% increase, Eight Business ¥107 million reduction of deficit

- **Good progress against full-year earnings forecast**

  Although the number of people infected by COVID-19 is on an upward trend, restrictions on sales activities were tending to be relaxed

  Consolidated business performance expanding steadily, no change to the initially established forecasts

- **Online invoice receiving service "Bill One" records fastest ever launch**

  Capturing the needs of companies in the COVID-19 pandemic, the number of subscriptions has steadily increased to 10.6 times that at the end of June 2020

  The fastest beginning of any of the Company's services

Overview of Consolidated Financial Results

Net sales increased by 21.3% compared with the same period in the previous fiscal year

Commensurate with the increase in net sales, the profit margin improved and there were significant increases in income at each stage of profit and loss

(millions of yen)	FY2019	FY2020	
Consolidated Results	Q2YTD Results	Q2YTD Results	YoY
Net Sales	6,294	7,636	+21.3%
Gross Profit [1]	5,382	6,690	+24.3%
Gross Profit Margin [1]	85.5%	87.6%	+2.1pt
Operating Profit	109	686	+525.4%
Operating Profit Margin	1.7%	9.0%	+7.3pt
Ordinary Profit	17	454	—
Profit Attributable to Owners of Parent	-91	388	—
EPS	-2.97 yen	12.46 yen	—

(1) Business card entry costs in the Eight Business are recorded in SG&A

Results by Segment

Net sales and operating profit (decreased loss) increased in both Sansan and Eight Businesses

(millions of yen)	FY2019	FY2020	
Net Sales	Q2YTD Results	Q2YTD Results	YoY
Consolidated	6,294	7,636	+21.3%
Sansan Business	5,789	6,899	+19.2%
Eight Business	504	738	+46.3%

Operating Profit

Consolidated	109	686	+525.4%
Sansan Business	2,112	2,854	+35.1%
Eight Business	-466	-358	－
Adjustments	-1,536	-1,809	－

Table of Contents

Business Strategies

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

Sansan Business

+ Expand use of "Virtual Cards" function

+ Increase number of subscriptions and sales per subscription

+ Improve business platform value

Eight Business

+ Strengthen B2B service monetization

+ Expand use of "Virtual Cards" function
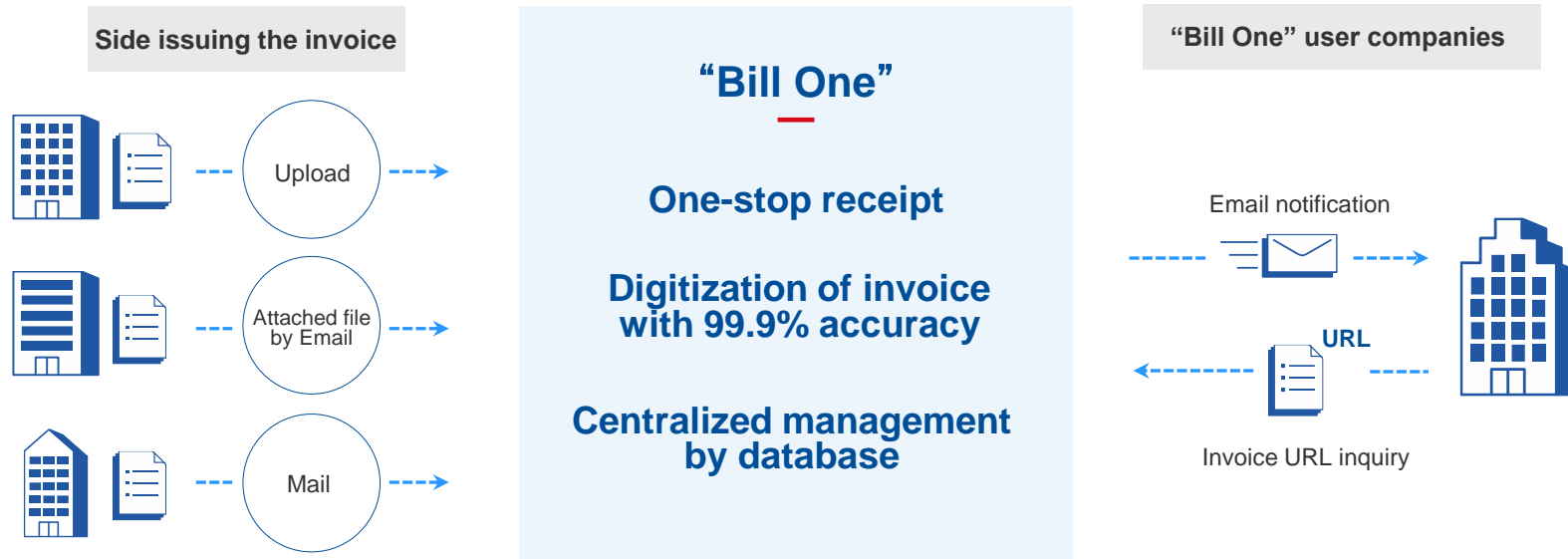
New Initiatives

+ Online invoice receiving service "Bill One"

+ Event Tech services

"Bill One": Service Overview

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 [1] problem solving, adding impetus to corporate growth

"Bill One" enables online receipt and centralized management of all invoices

Bill One
powered by Sansan

Side issuing the invoice	"Bill One"	"Bill One" user companies
Upload	**"Bill One"**	Email notification
Attached file by Email	**One-stop receipt**	
Mail	**Digitization of invoice with 99.9% accuracy**	**URL**
	Centralized management by database	Invoice URL inquiry

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

(1) Business Continuity Plan

"Bill One": External Services Integration

Improving service value of "Bill One" by syncing with various other companies' services

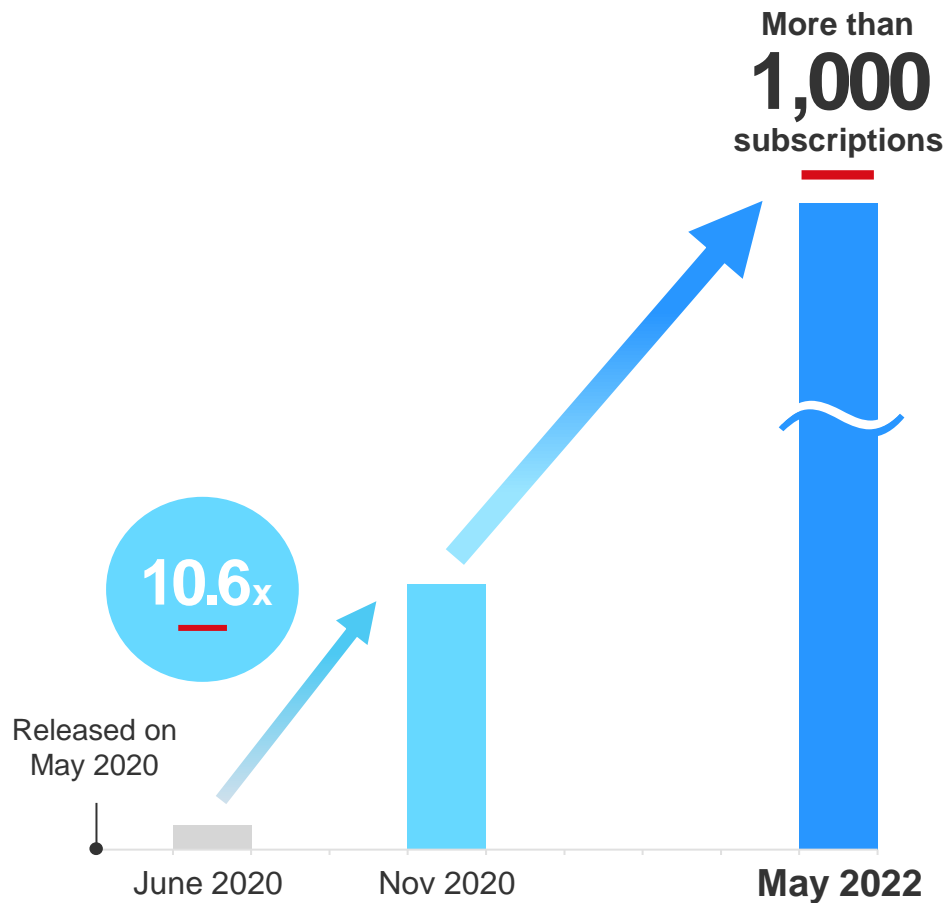| OBIC BUSINESS CONSULTANTS CO., LTD.	Yayoi Co., Ltd.	Cybozu, Inc.
Released on November 4, 2020	**Planned for March 2021**	**Planned for Spring 2021**
Invoice information converted into data and images received by means of "Bill One" can be confirmed on "Kanjo Bugyo Cloud"	Invoice information converted into data by means of "Bill One" can be obtained in a file format compatible with "Yayoi Kaikei lineup"	Invoice information received by means of "Bill One" is linked to "kintone" to automate operations from invoice receipt to payment request applications

"Bill One" : Changes in numbers of subscriptions and size of potential market

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

Changes in numbers of subscriptions

More than
1,000
subscriptions

10.6x

Released on
May 2020

June 2020   Nov 2020   **May 2022**

Potential market size

Number of companies in Japan (1)
Approx. 2 million

Number of companies sending invoices to "Bill One"

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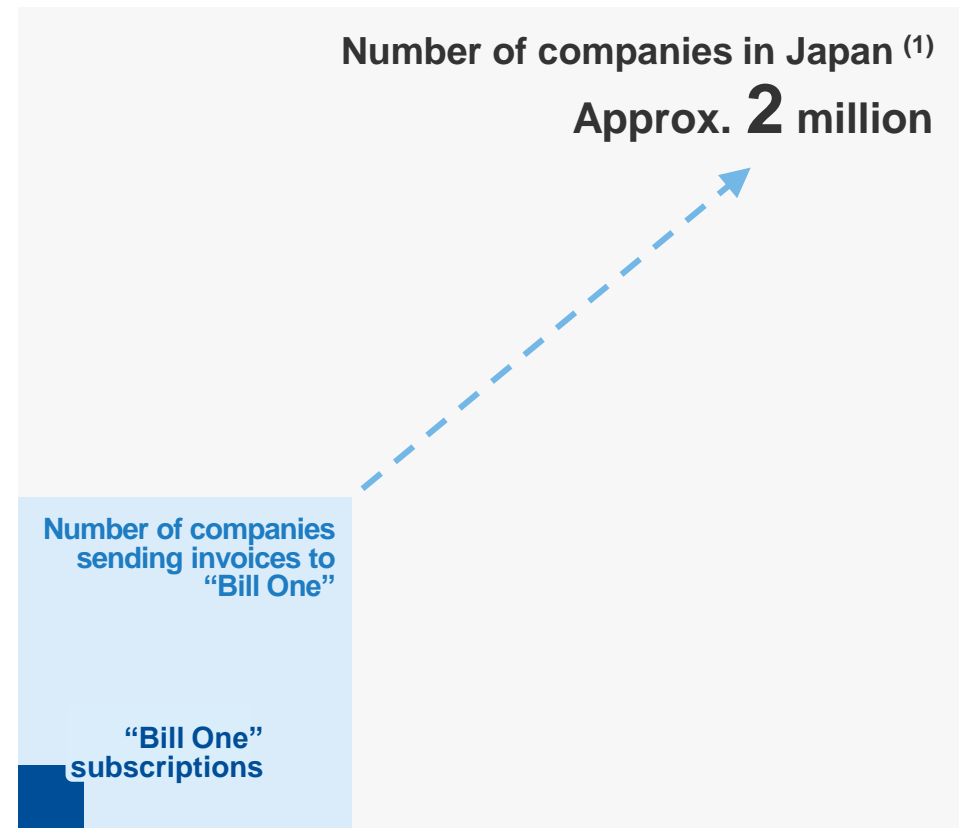
(1) the number based on Economic Census for Business Activity in 2016 issued by the Statistics Bureau.

Event Tech Services: Service portfolio

Providing various kinds of solutions to solve business event management issues

Attendee management

sansan

Management of attendee business cards, utilization of business card information

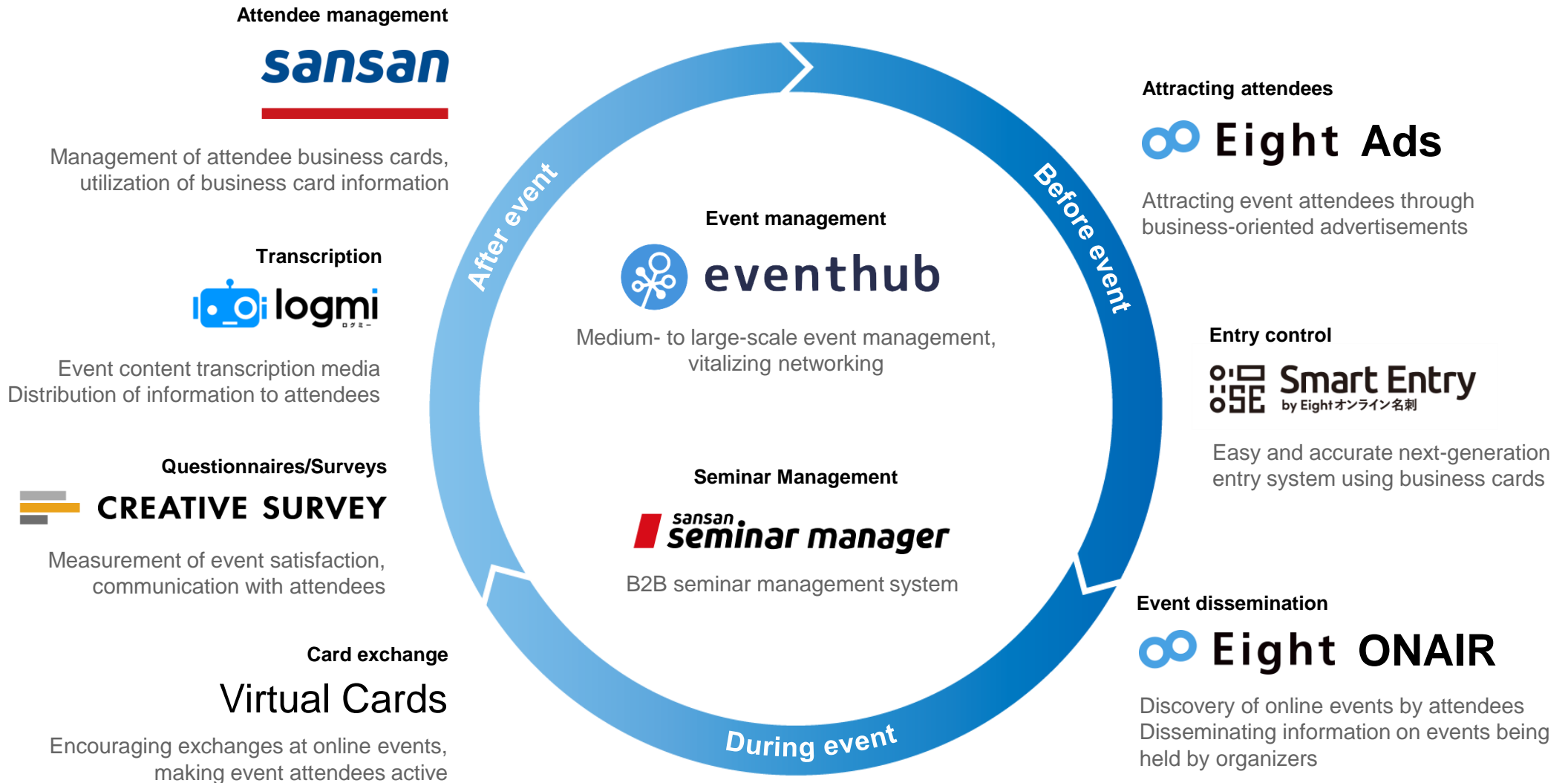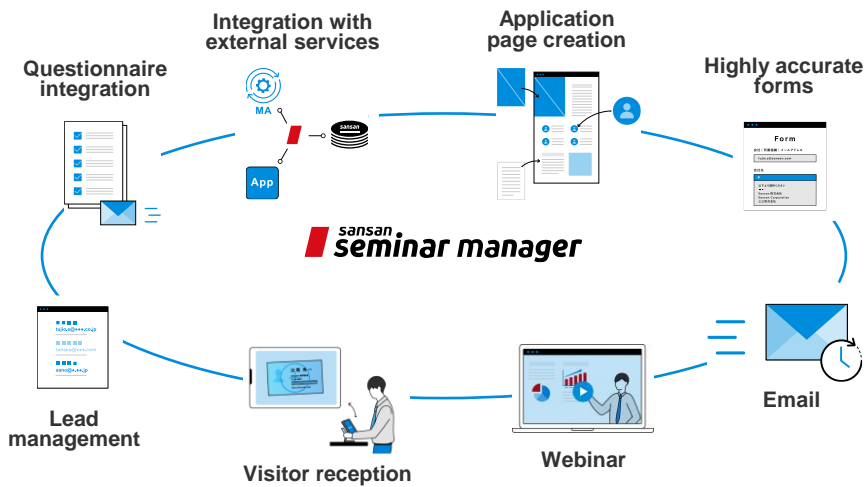**Transcription**

logmi

Event content transcription media
Distribution of information to attendees

Questionnaires/Surveys

CREATIVE SURVEY

Measurement of event satisfaction, communication with attendees

Card exchange

Virtual Cards

Encouraging exchanges at online events, making event attendees active

After event

Before event

During event

Event management

eventhub

Medium- to large-scale event management, vitalizing networking

Seminar Management

sansan seminar manager

B2B seminar management system

Attracting attendees

Eight Ads

Attracting event attendees through business-oriented advertisements

Entry control

Smart Entry
by Eightオンライン名刺

Easy and accurate next-generation entry system using business cards

Event dissemination

Eight ONAIR

Discovery of online events by attendees
Disseminating information on events being held by organizers
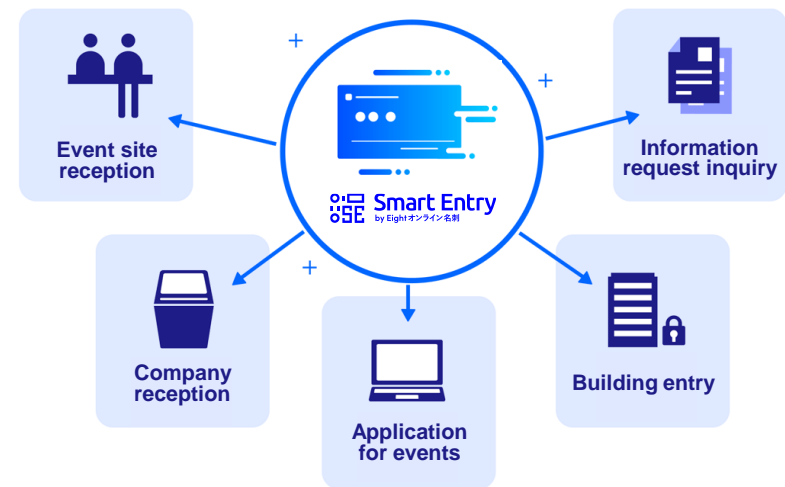
Event Tech Services: New Services

Strengthen our service portfolio by providing a variety of new services

B2B seminar management system
"Sansan Seminar Manager"

Questionnaire integration · Integration with external services · Application page creation · Highly accurate forms · Form · Email · Webinar · Visitor reception · Lead management

Providing a series of operations in seminar implementation to support easy and efficient seminar management

Next-generation entry system
"Smart Entry by Eight Virtual Cards"

Event site reception · Information request inquiry · Company reception · Application for events · Building entry · Smart Entry by Eight オンライン名刺

Enables business information acquired at the time of event reception or document request to be easily and accurately registered just by taking a QR Code [1]

(1) QR Code is a registered trademark of DENSO WAVE INCORPORATED

Table of Contents

Consolidated Financial Forecasts

No changes to consolidated earnings forecast
Working to strengthen investment to accelerate growth again, aiming for sales growth rate of 30% or more in next fiscal year (ending May 2022)

(millions of yen) Consolidated Forecasts	FY2019	FY2020	
	Full-year Results	Full-year Forecasts	YoY
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.

Table of Contents

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

2   **New Initiatives**

3   **Full-year Forecasts for FY2020**

4   **Consolidated Financial Results for FY2020 Q2 (three-month results)**

Appendix (Sansan Group Overview / Sansan Business / Eight Business / New Initiatives / Others)

Overview of Consolidated Financial Results

Remaining strong even amid the COVID-19 pandemic, net sales increased 24.3% compared with the same period in the previous fiscal year

Commensurate with the increase in net sales, the profit margin improved and there were significant increases in income at each stage of profit

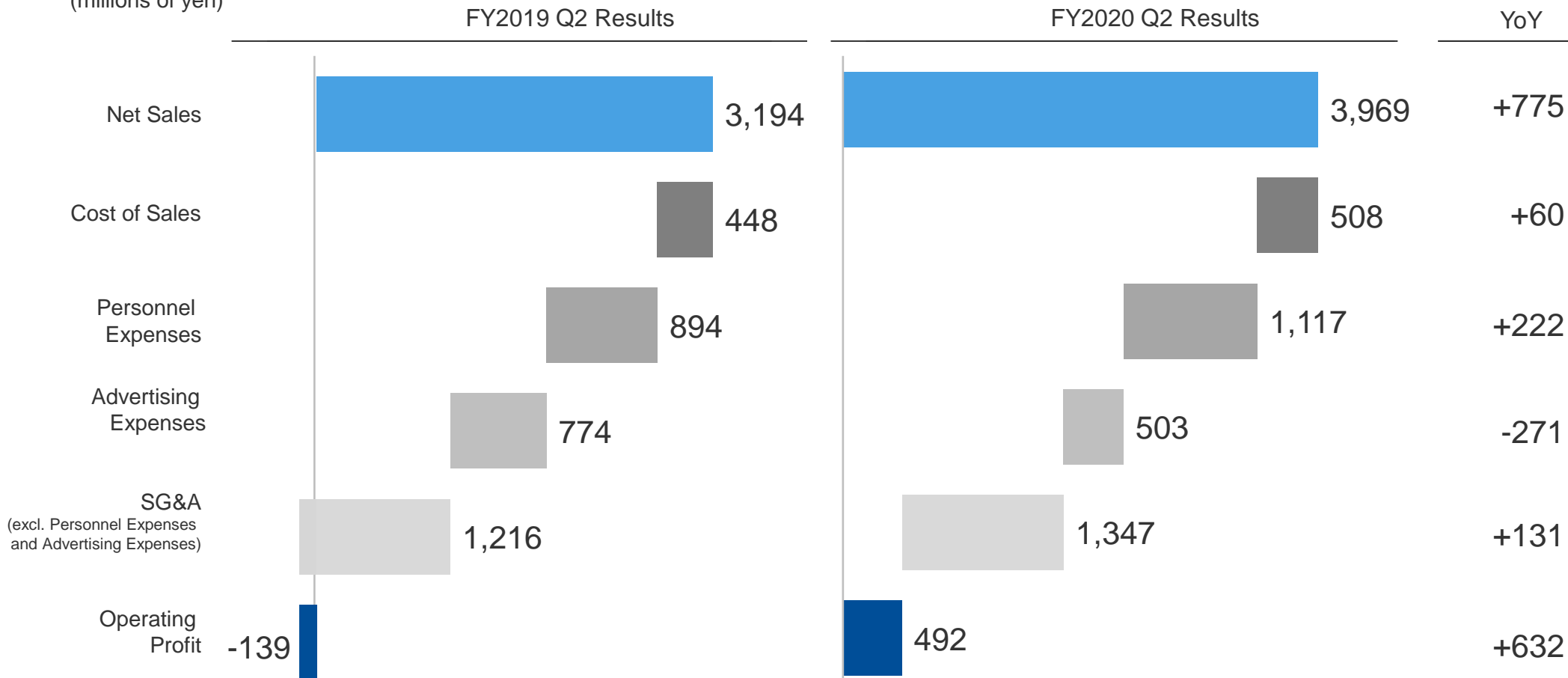| (millions of yen) **Consolidated Results**	FY2019 Q2 Results	FY2020	
		Q2 Results	YoY
Net Sales	3,194	3,969	+24.3%
Gross Profit [1]	2,746	3,460	+26.0%
Gross Profit Margin [1]	86.0%	87.2%	+1.2pt
Operating Profit	-139	492	—
Operating Profit Margin	—	12.4%	—
Ordinary Profit	-175	352	—
Profit Attributable to Owners of Parent	-197	302	—
EPS	-6.36 yen	9.72 yen	—

(1) Business card entry costs in the Eight Business are recorded in SG&A

Factors Contributing to Changes in Consolidated Operating Profit

In addition to the increase in net sales, operating profit increased significantly as a result of a decrease in advertising expenses as there were no TV commercials broadcast in Q2

Status of Consolidated Net Sales/Operating Profit

(millions of yen)

	FY2019 Q2 Results	FY2020 Q2 Results	YoY
Net Sales	3,194	3,969	+775
Cost of Sales	448	508	+60
Personnel Expenses	894	1,117	+222
Advertising Expenses	774	503	-271
SG&A (excl. Personnel Expenses and Advertising Expenses)	1,216	1,347	+131
Operating Profit	-139	492	+632

Sansan Business Overview

Net sales increased by 20.4% compared with same period in previous fiscal year
As a result of the decrease in advertising expenses in Q2, the gross profit margin increased

(millions of yen)	FY2019	FY2020		FYI: FY2020	
Sansan Business	Q2 Results	Q2 Results	YoY	Q2YTD Results	YoY
Net Sales	2,941	3,543	+20.5%	6,899	+19.2%
Recurring Net Sales [1]	2,689	3,362	+25.0%	6,561	+25.5%
Operating Profit	848	1,581	+86.4%	2,854	+35.1%
Operating Profit Margin	28.9%	44.6%	+15.7pt	41.4%	+4.9pt
Number of "Sansan" Subscriptions	6,263 Subscriptions	7,230 Subscriptions	+15.4%		
Monthly Sales per Subscription [2]	159,000 yen	165,000 yen	+3.8%		
Average Monthly Churn Rate over Past 12 Months [3]	0.56%	0.65%	+0.09pt		
Number of Employees	355 persons	443 persons	+88 persons		

(1) Fixed revenue with regard to "Sansan" (unaudited)
(2) Monthly results for the end of Q2 in the Sansan Business (incl. some new services other than "Sansan", unaudited)
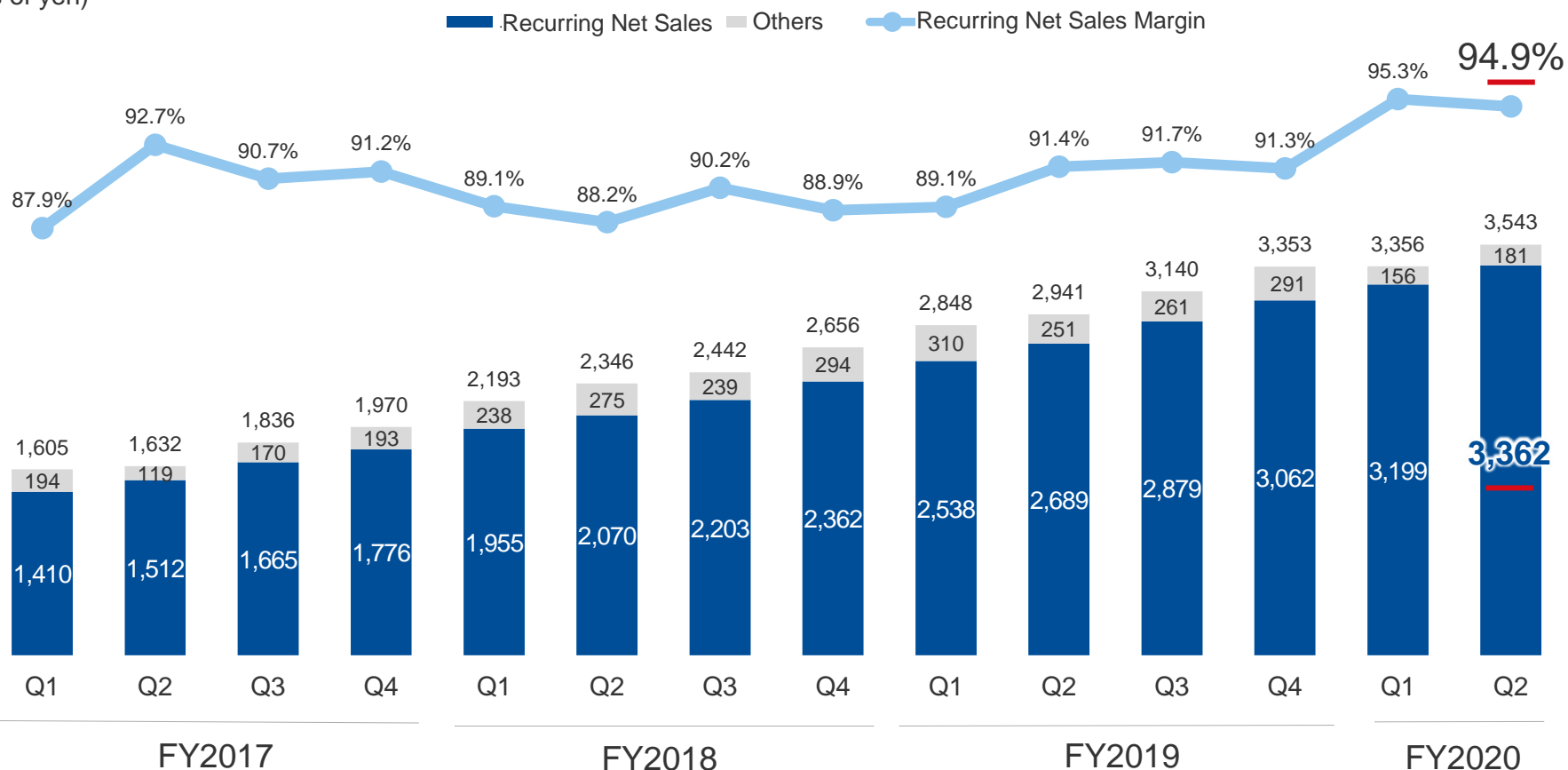(3) Ratio of decrease in monthly fees associated with contract cancellations to total monthly fees for existing contracts

Sansan Business: "Sansan" Sales/Recurring Net Sales

Recurring net sales steadily increased by 25.0% compared with same period in previous fiscal year against a backdrop of steady increase in number of subscriptions

"Sansan" Sales/Recurring Net Sales [1]

(millions of yen)

■ Recurring Net Sales　■ Others　━●━ Recurring Net Sales Margin

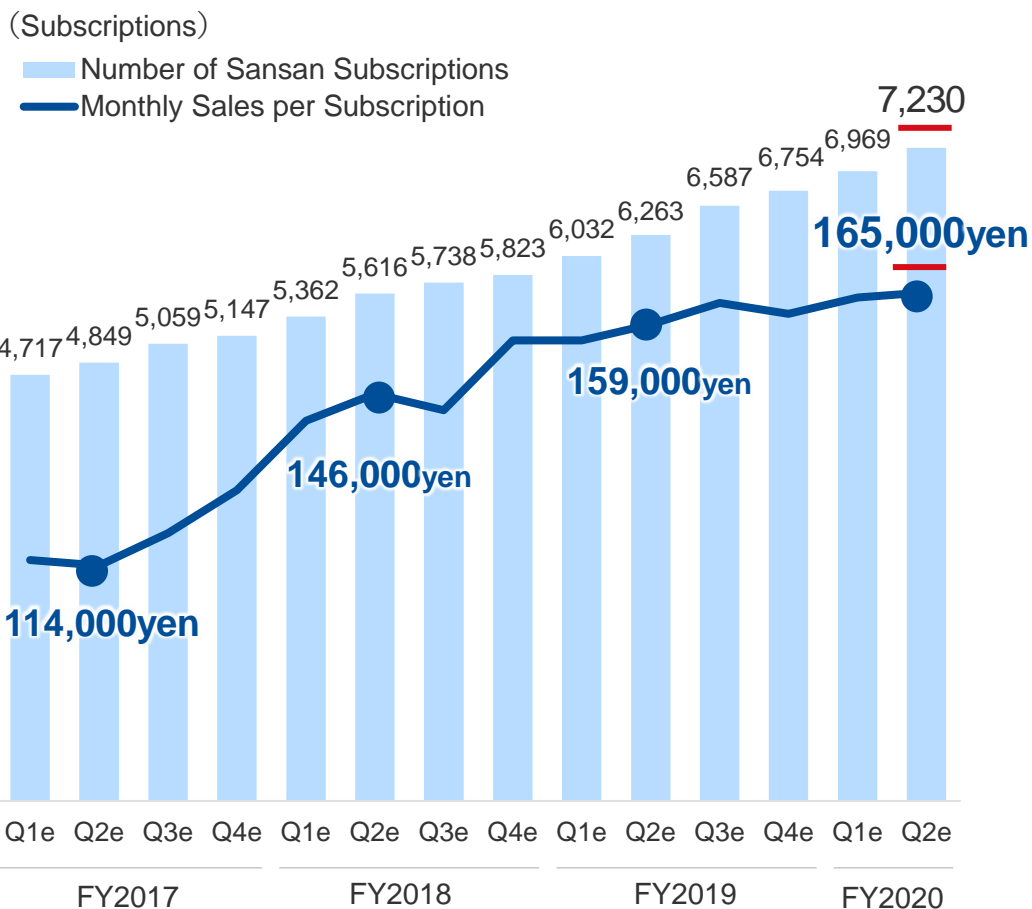|	FY2017				FY2018				FY2019				FY2020	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Total	1,605	1,632	1,836	1,970	2,193	2,346	2,442	2,656	2,848	2,941	3,140	3,353	3,356	3,543
Others	194	119	170	193	238	275	239	294	310	251	261	291	156	181
Recurring Net Sales	1,410	1,512	1,665	1,776	1,955	2,070	2,203	2,362	2,538	2,689	2,879	3,062	3,199	3,362
Margin	87.9%	92.7%	90.7%	91.2%	89.1%	88.2%	90.2%	88.9%	89.1%	91.4%	91.7%	91.3%	95.3%	94.9%

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

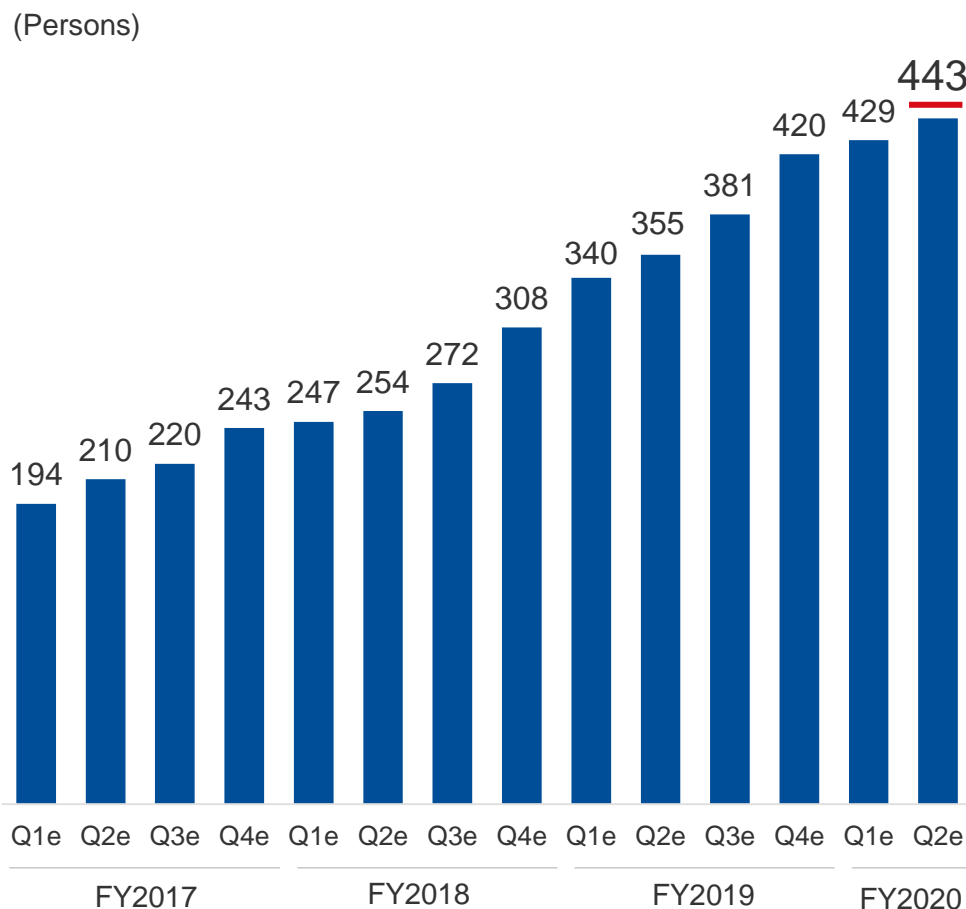# Sansan Business: Number of "Sansan" Subscriptions, Monthly Sales and Number of Employees

Number of subscriptions increased by 15.4% and monthly sales per subscription increased by 3.8% compared with same period in previous fiscal year
Personnel recruitment mainly for sales department progressing smoothly

| Number of "Sansan" Subscriptions and Monthly Sales per Subscription [1] | Number of Employees in Sansan Business |

(Subscriptions)

- Number of Sansan Subscriptions
- Monthly Sales per Subscription

7,230
165,000yen
6,969
6,754
6,587
6,263
6,032
5,823
5,738
5,616
5,362
5,147
5,059
4,849
4,717
159,000yen
146,000yen
114,000yen

Q1e Q2e Q3e Q4e Q1e Q2e Q3e Q4e Q1e Q2e Q3e Q4e Q1e Q2e
FY2017   FY2018   FY2019   FY2020

(Persons)

443
429
420
381
355
340
308
272
254
247
243
220
210
194

Q1e Q2e Q3e Q4e Q1e Q2e Q3e Q4e Q1e Q2e Q3e Q4e Q1e Q2e
FY2017   FY2018   FY2019   FY2020

(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

Average monthly churn rate over the past 12 months remained low at less than 1%

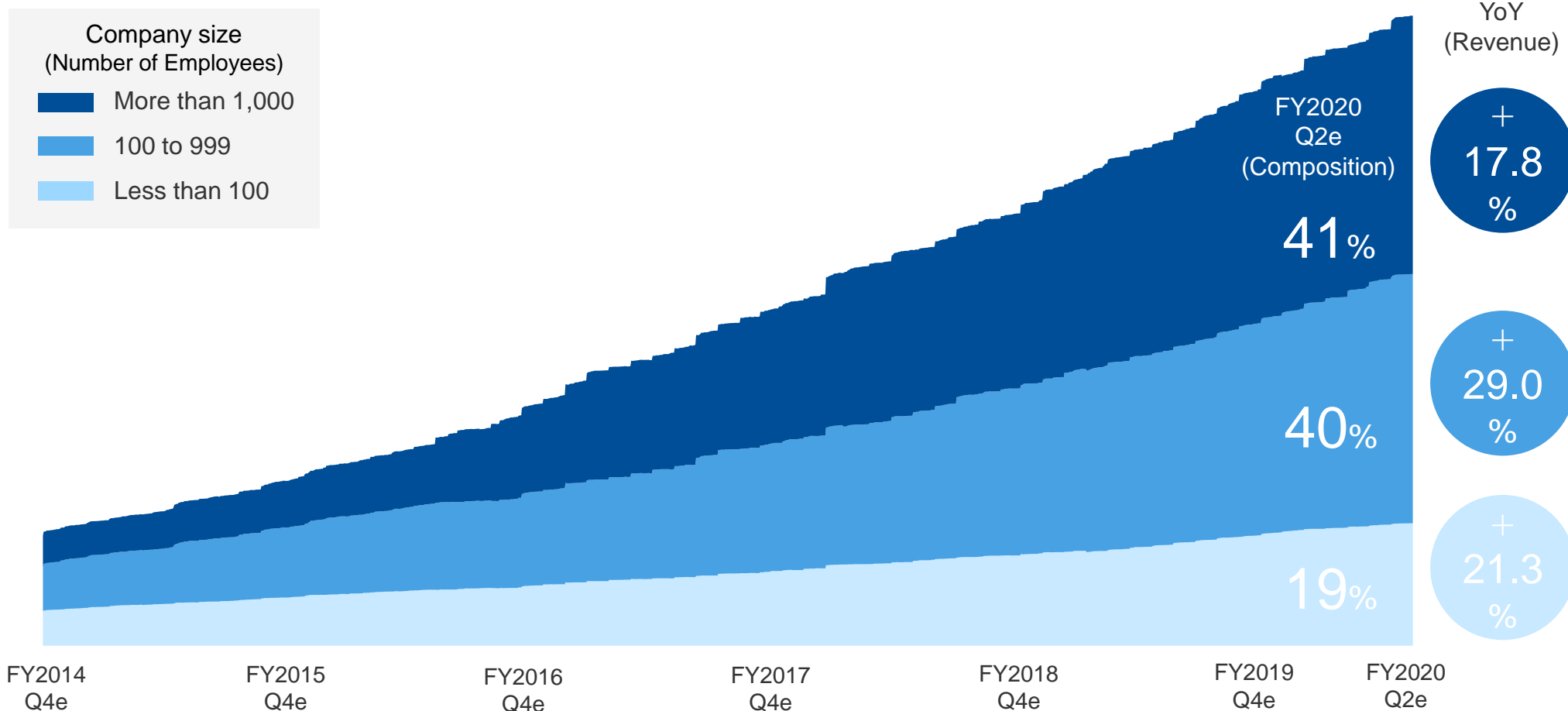Average Monthly Churn Rate over Past 12 Months [1] for "Sansan"

0.95%

0.79%

0.68%

0.65%

0.56%

FY2016
Q4e

FY2017
Q4e

FY2018
Q4e

FY2019
Q2e

FY2020
Q2e

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

© Sansan, Inc

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 [1] (Recurring Revenue)

Company size
(Number of Employees)

- More than 1,000
- 100 to 999
- Less than 100

FY2020
Q2e
(Composition)

41%

40%

19%

YoY
(Revenue)

+ 17.8 %

+ 29.0 %

+ 21.3 %

FY2014
Q4e
FY2015
Q4e
FY2016
Q4e
FY2017
Q4e
FY2018
Q4e
FY2019
Q4e
FY2020
Q2e

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

Eight Business Overview

**Net sales continued to show year-on-year growth due to B2B services
The performance of logmi, Inc. contributed for the three months from September 2020
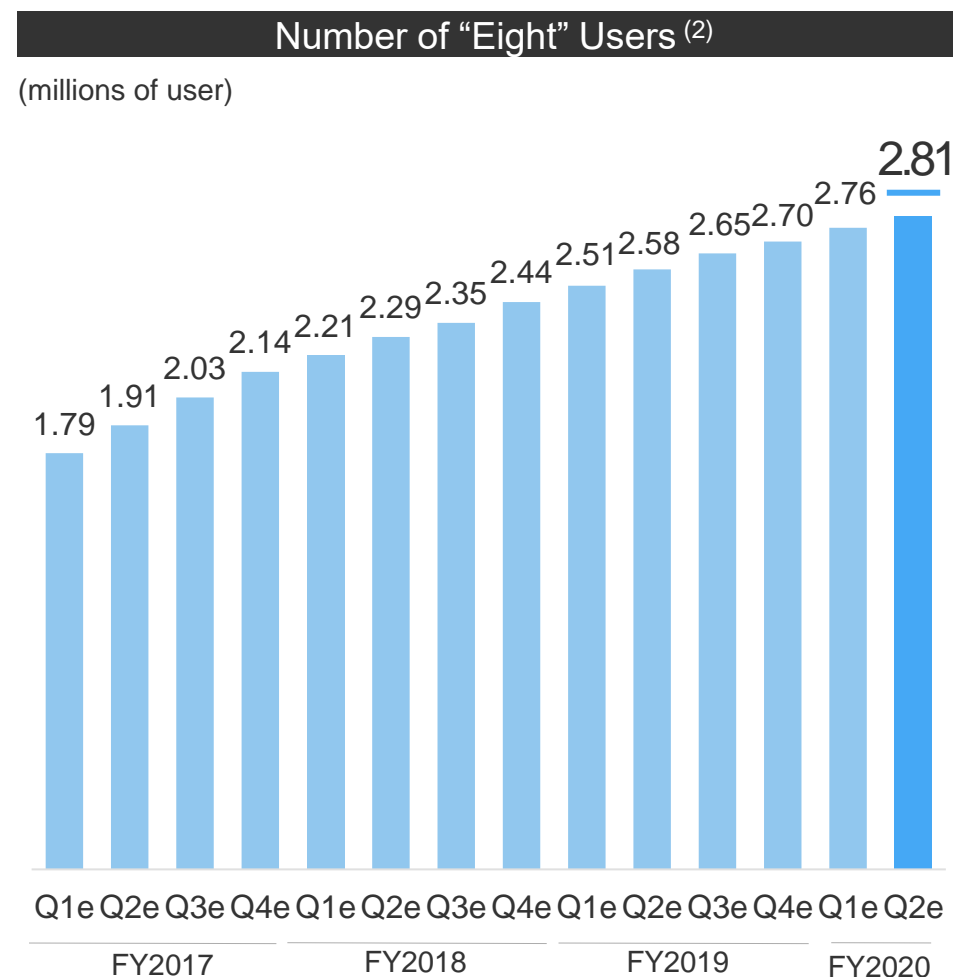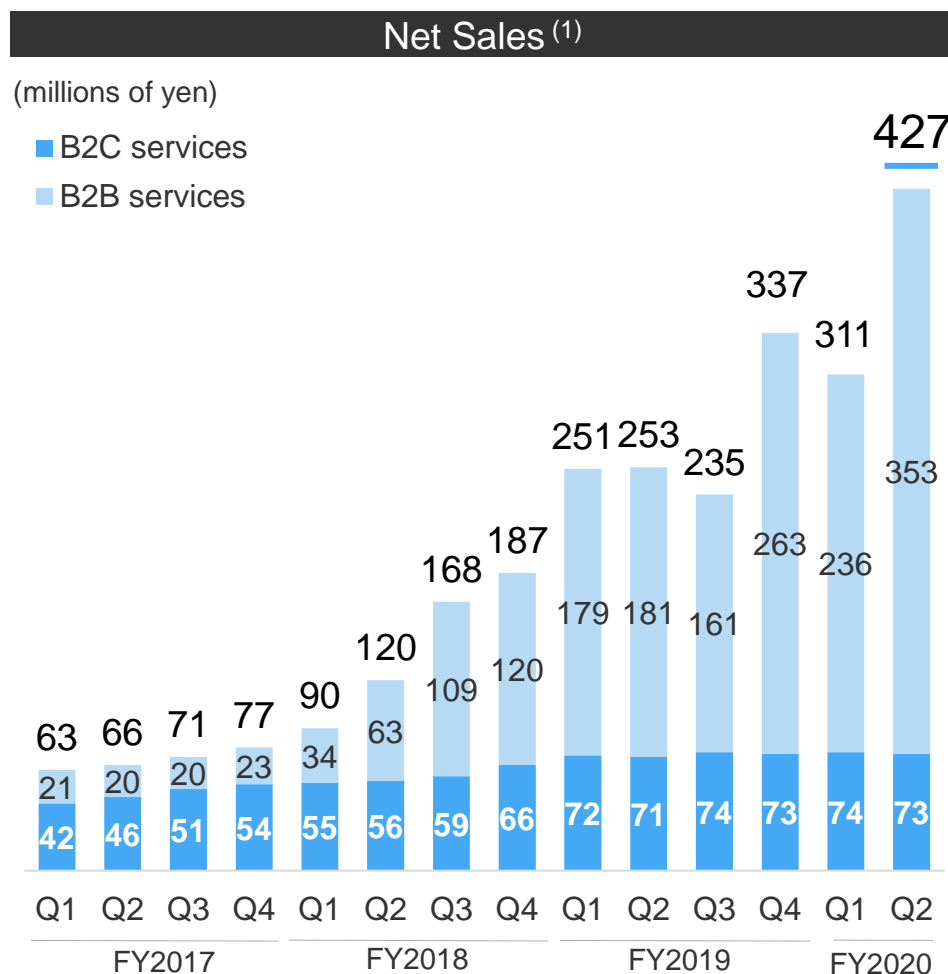(recorded under B2B service sales)**

(millions of yen)	FY2019	FY2020		FYI: FY2020	
Eight Business	Q2 Results	Q2 Results	YoY	Q2YTD Results	YoY
Net Sales	253	427	+68.9%	738	+46.3%
B2C Services	71	73	+4.0%	148	+3.6%
B2B Services	181	353	+94.2%	589	+63.2%
Operating Profit	-227	-167	—	-358	—
Operating Profit Margin	—	—	—	—	—
Number of "Eight" Users [1]	2.58 million people	2.81 million people	+0.23 million people		
Number of "Eight Company Premium" Subscriptions	1,164 subscriptions	1,949 subscriptions	+67.4%		

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

Eight Business: Net Sales/"Eight" Users

BtoB service sales increased significantly in accordance with the implementation of "Climbers" business events

Continued growth of net sales and number of "Eight" users

Net Sales [1]

(millions of yen)

- B2C services
- B2B services

	FY2017				FY2018				FY2019				FY2020	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Total	63	66	71	77	90	120	168	187	251	253	235	337	311	427
B2B	21	20	20	23	34	63	109	120	179	181	161	263	236	353
B2C	42	46	51	54	55	56	59	66	72	71	74	73	74	73

Number of "Eight" Users [2]

(millions of user)

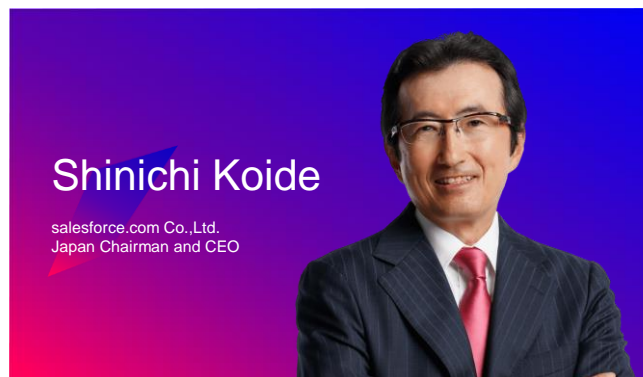|	FY2017				FY2018				FY2019				FY2020	
	Q1e	Q2e	Q3e	Q4e	Q1e	Q2e	Q3e	Q4e	Q1e	Q2e	Q3e	Q4e	Q1e	Q2e
	1.79	1.91	2.03	2.14	2.21	2.29	2.35	2.44	2.51	2.58	2.65	2.70	2.76	2.81

(1) Quarterly results for FY2017 were unaudited
(2) Number of confirmed users who registered their business card to their profile after downloading the application

Eight Business: Business Events "Climbers"

"Climbers" business events newly held

Received more than 14,000 entries, the highest number ever at our business events

"Climbers 2020" was held in November 2020

Hideki Matsui
Special advisor to Yankees GM
Founder/Director/President,
Matsui 55 Baseball Foundation, Inc.

Shinichi Koide
salesforce.com Co.,Ltd.
Japan Chairman and CEO

Taro Kono
MInister in charge of Administrative Reform

We hold lectures by leaders from various fields and online exhibitions by companies. At the events, we utilize participation registration by means of, for example, exchanges on Eight's "Virtual Card" business card app with the speakers and "Smart Entry by Eight Virtual Cards" Scheduled to be held twice a year.

Appendix
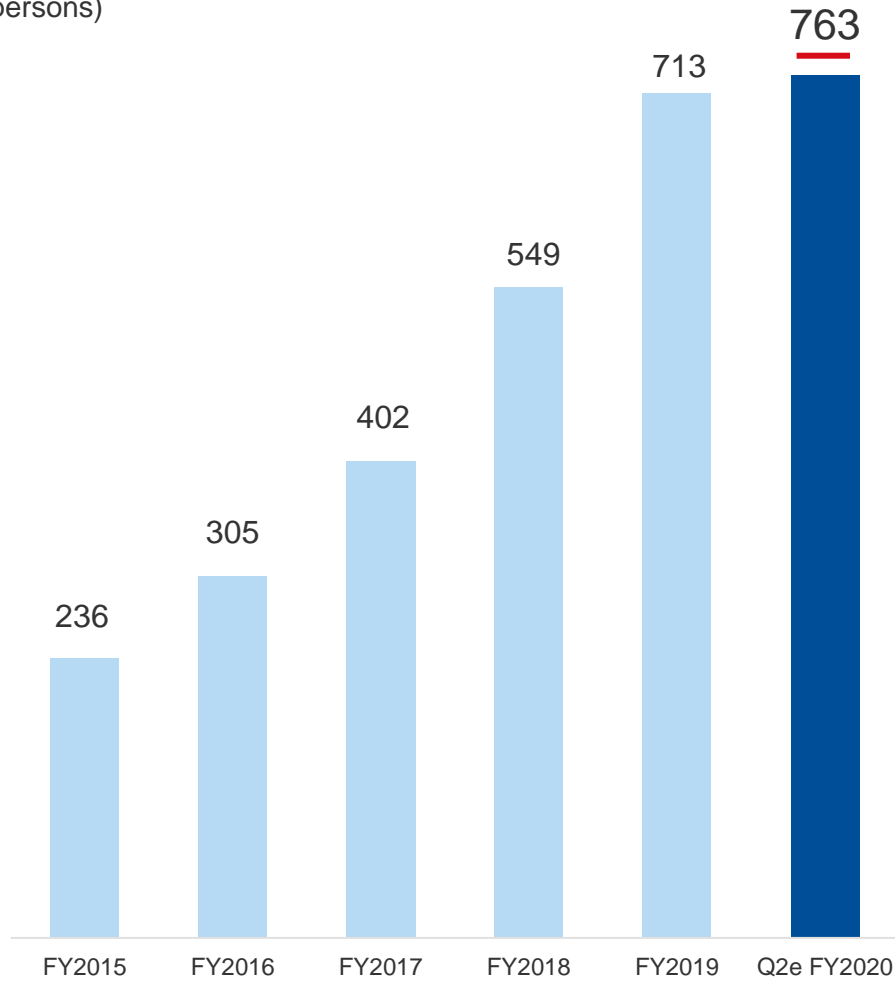
Sansan Group Overview

Company Overview (1)

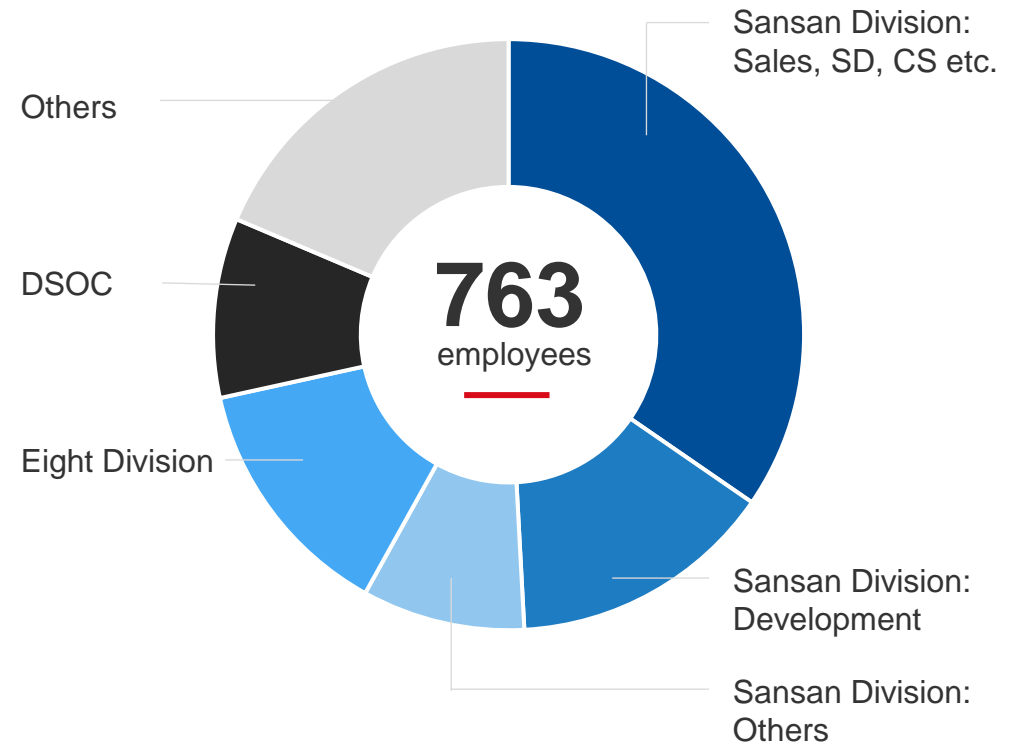|	
Company Name	Sansan, Inc.
Foundation	June 11, 2007
Head Office	Aoyama Oval Building 13F, 5-52-2 Jingumae, Shibuya-ku, Tokyo
Other locations	**Branch offices:** Osaka, Nagoya **Satellite offices:** Tokushima, Kyoto, Fukuoka, Hokkaido, Niigata
Subsidiaries	Sansan Global PTE. LTD. (Singapore) Sansan Corporation (United States) logmi, Inc.
Representative	Chika Terada
Number of Employees	763
Capital	¥6,236 million
Net Sales	¥13,362 million (FY2019)
Classification by Type of Shareholder	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 [1]

(persons)

763

713

549

402

305

236

FY2015   FY2016   FY2017   FY2018   FY2019   Q2e FY2020

Breakdown by Organization [2]

Sansan Division: Sales, SD, CS etc.

Others

DSOC

763 employees

Eight Division

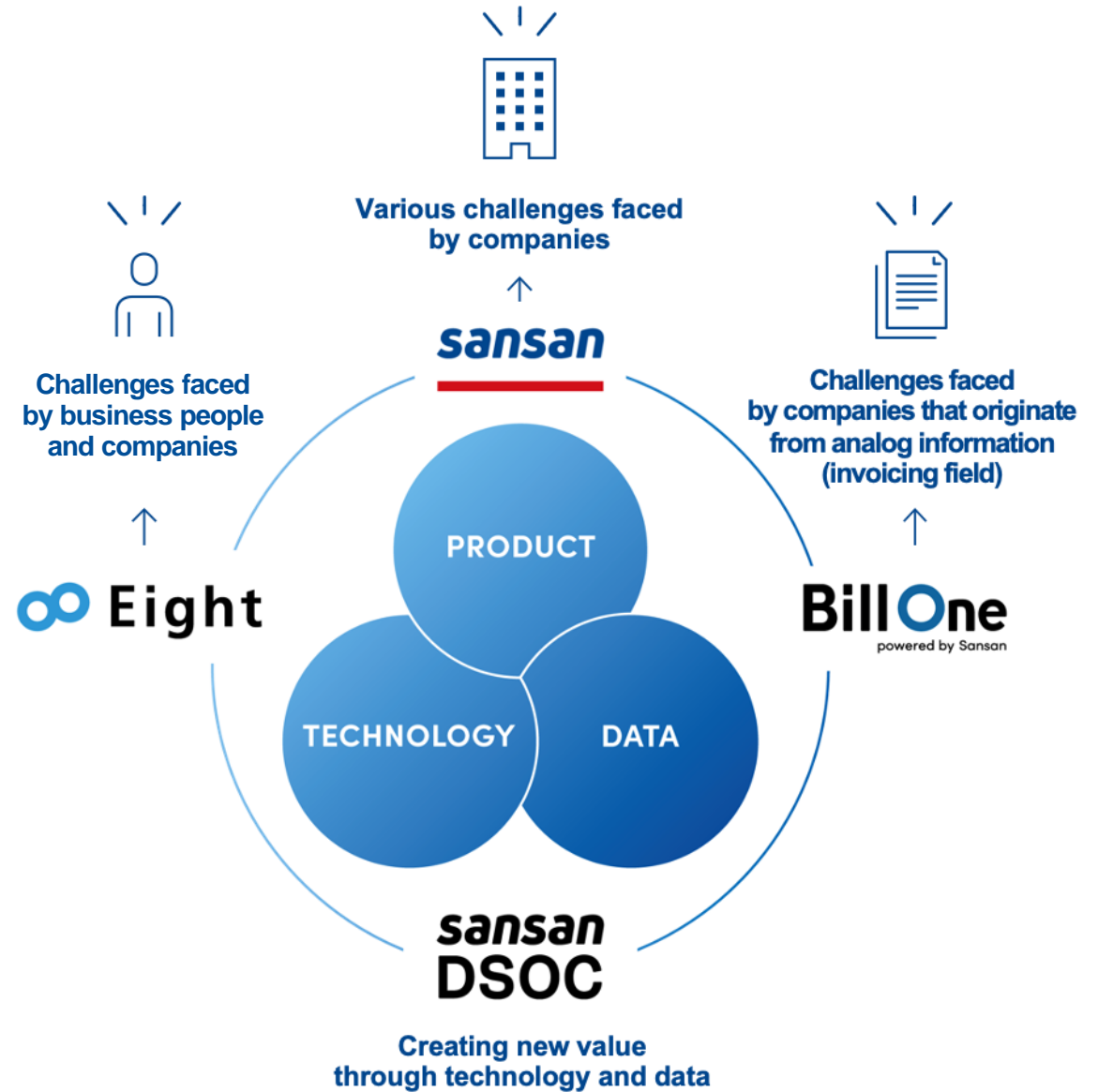Sansan Division: Development

Sansan Division: Others

(1) Non-consolidated basis in FY2015 and before, and consolidated-basis since FY2016
(2) As of November 30, 2020

Mission

Turning Encounters into Innovation

A Business Platform to Challenge the World

Various challenges faced by companies

sansan

Challenges faced by business people and companies

∞ Eight

Challenges faced by companies that originate from analog information (invoicing field)

BillOne powered by Sansan

PRODUCT

TECHNOLOGY

DATA

sansan DSOC

Creating new value through technology and data

Overview of Businesses and Services

Platforms to transform business and individual contact information into assets

sansan

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 [1]
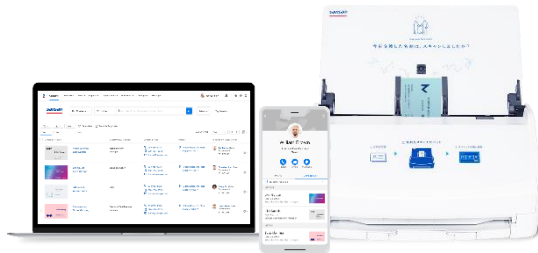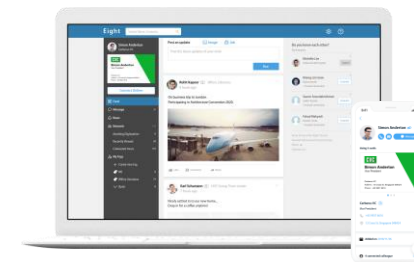
B2B cloud-based business card management service

Business card digitization with 99.9% accuracy

Eight

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

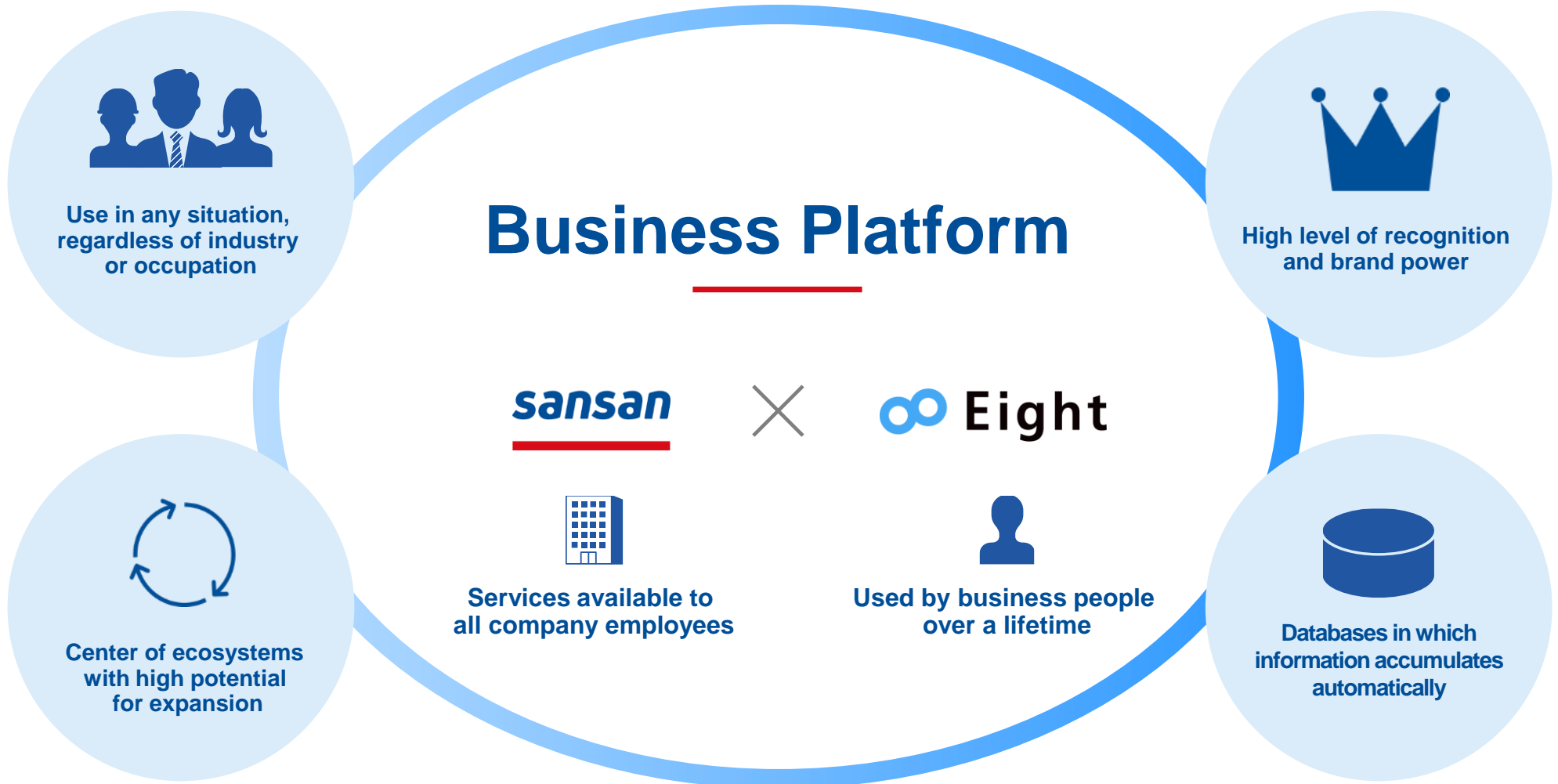**A business card app that allows individuals to leverage their contacts**

No.1 share in mobile contact management apps [2]

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

Use in any situation, regardless of industry or occupation

Center of ecosystems with high potential for expansion

Business Platform

sansan ✕ Eight

Services available to all company employees

Used by business people over a lifetime

High level of recognition and brand power

Databases in which information accumulates automatically

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

Scan large volumes of business cards

AI:Data entry   **Human: Manual entry**

Human: Final check

Database

Automatic and manual data entry of business card images

Cycle repeated since the Company's foundation
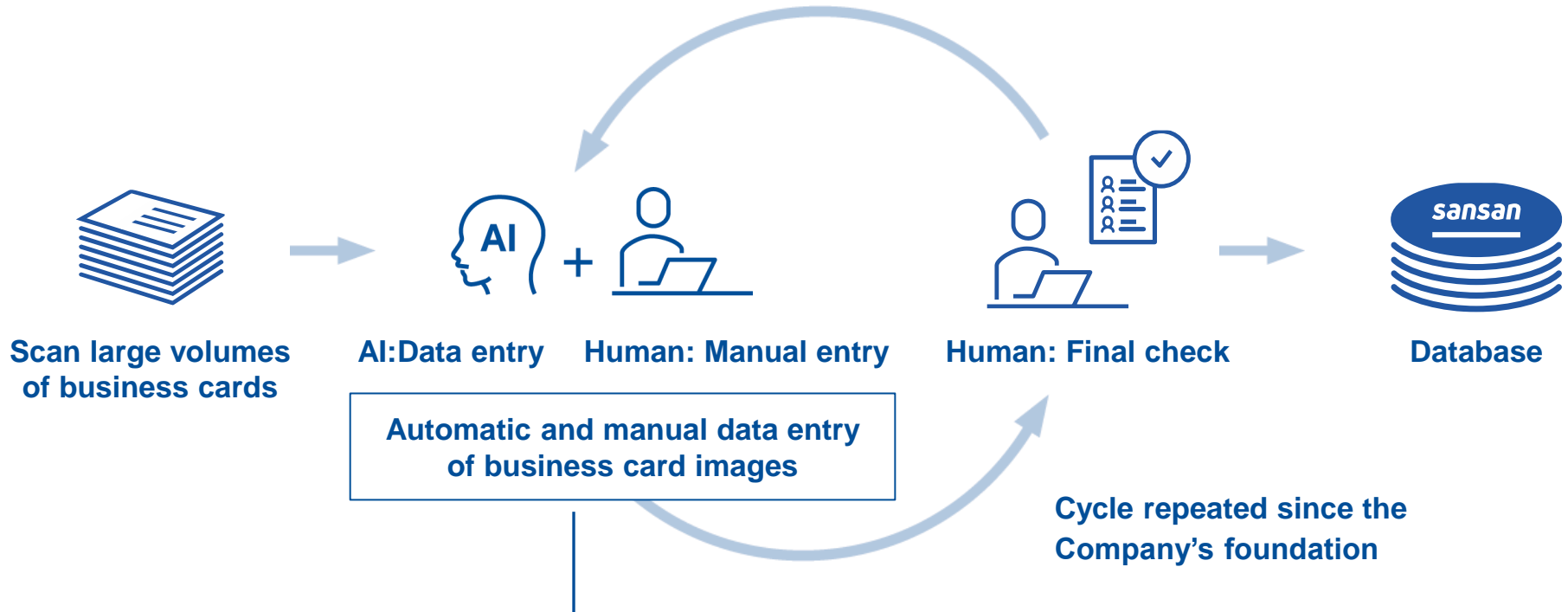
Combination of Technologies

| Automatic detection and microtasking of business card information | Automatic detection of business card language | Automatic sorting to operators | Diverse network of data entry operators | Image processing technology |

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	Solid Customer Base

Sales share in 2019 [1]

Sansan
83.5%
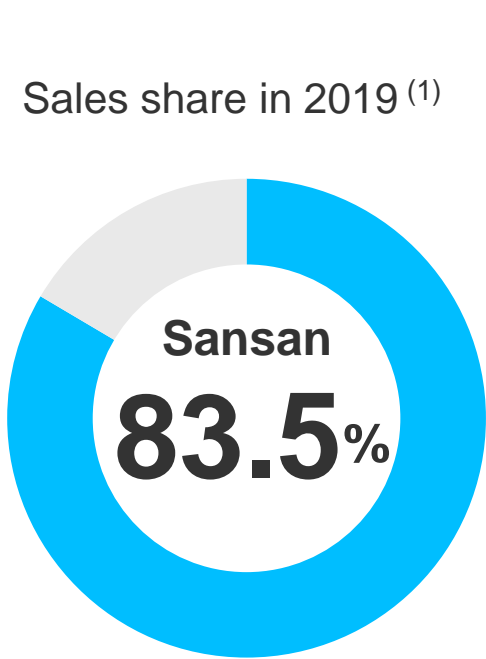
Ver. 5 TV commercial [2]

Ver. 8 TV commercial

(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

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

Sansan Business

+ Expand use of "Virtual Cards" function

+ Increase number of subscriptions and sales per subscription

+ Improve business platform value

Eight Business

+ Strengthen B2B service monetization

+ Expand use of "Virtual Cards" function

New Initiatives

+ Online invoice receiving service "Bill One"   + Event Tech services

Sansan Business

Major Features 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
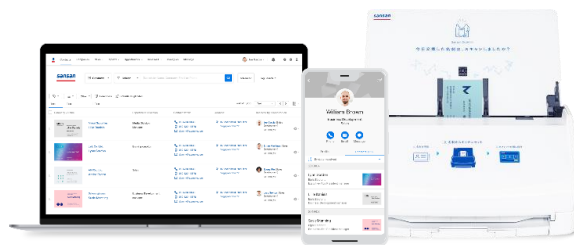
- Business card management/sharing/search
- Company master information
- Person master profile
- Organizational tree
- Cooperation function with Teikoku Databank
- Distribution of personnel changes
- News feed
- Financial results analysis report

- 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
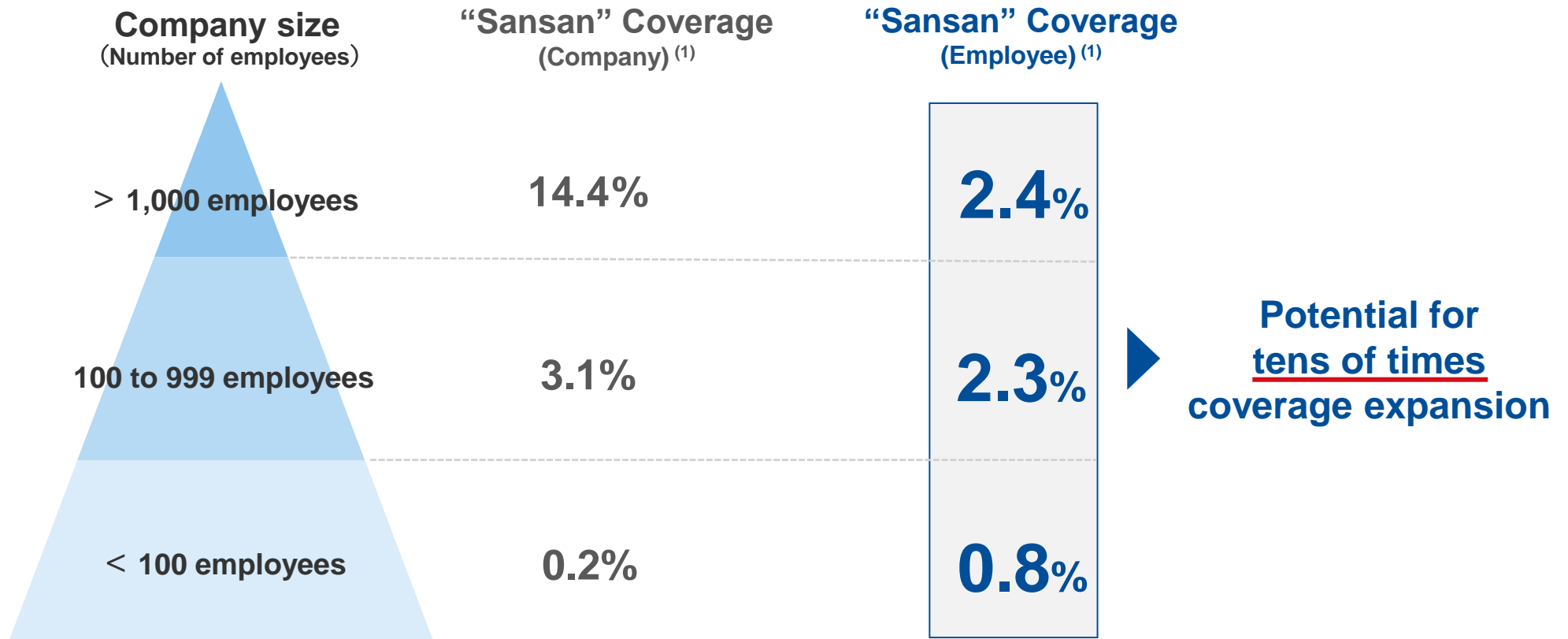Strengthening sales activities   Creation of business opportunities

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)	**12 months' license cost Cost for digitizing existing business cards**	**Cost according to number of contract IDs** 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)	**Offer introduction support plans with individual quotation** Costs for implementation and operational support of "Sansan" services		At the start of the contract
3 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		At the start or renewal of the contract
4 License cost (Running costs)	**Determined according to the monthly number of exchanged business cards** (annual subscription) Tens of thousands to millions of yen per subscription	**Setting according to number of contract IDs** (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

Company size (Number of employees)	"Sansan" Coverage (Company) [1]	"Sansan" Coverage (Employee) [1]	
> 1,000 employees	14.4%	2.4%	
100 to 999 employees	3.1%	2.3%	**Potential for <u>tens of times</u> coverage expansion**
< 100 employees	0.2%	0.8%	

(1) "Sansan" coverage is calculated with the number of subscription and total number of IDs in "Sansan" for FY2020 Q2e 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

Work-style Reform and ICT-related Spending in Japan [1]

(billions of yen)

- Communication Services
- IT and Business Services
- Software
- Hardware

+ ¥423.6 billion

2017	2022 forecast
387.0	449.0
276.9	750.4
542.0	965.6
1,071.0	1,115.5

Digital Transformation Market Size [2]

(billions of yen)

+ ¥2,251.3 billion

2019	2030 forecast
791.2	3,042.5

SaaS Market Size in Japan [3]

(billions of yen)

+ ¥516.2 billion

| 2019	2024 forecast
601.6	1,117.8

(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

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
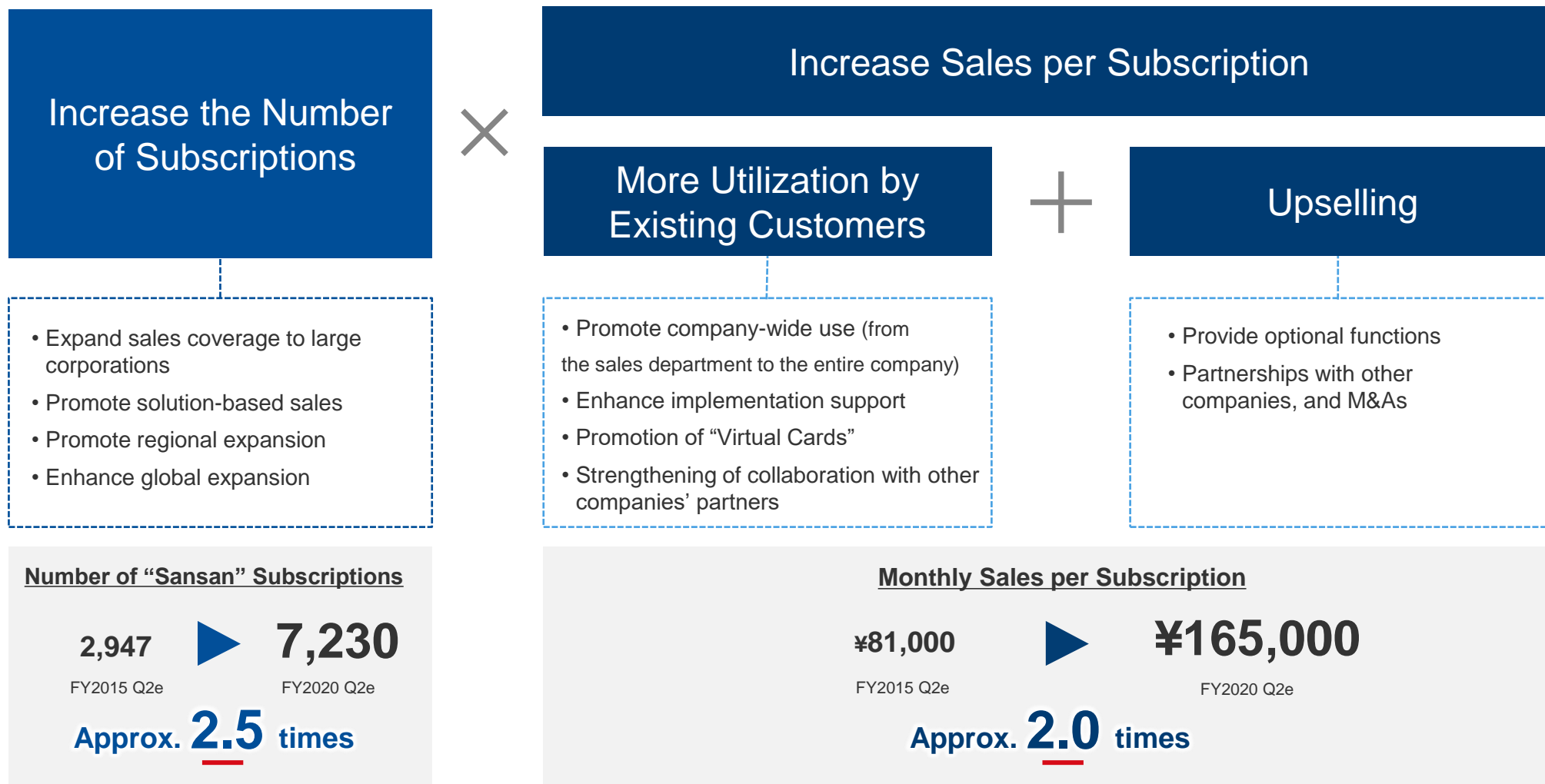**Strengthening of syncing between our other segment and other companies, such as "Eight" with "Microsoft Teams [1]"**

Increasing successful business deals with Virtual Cards
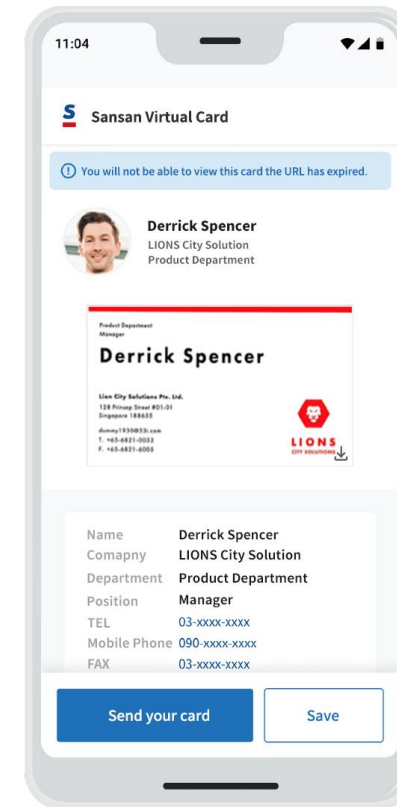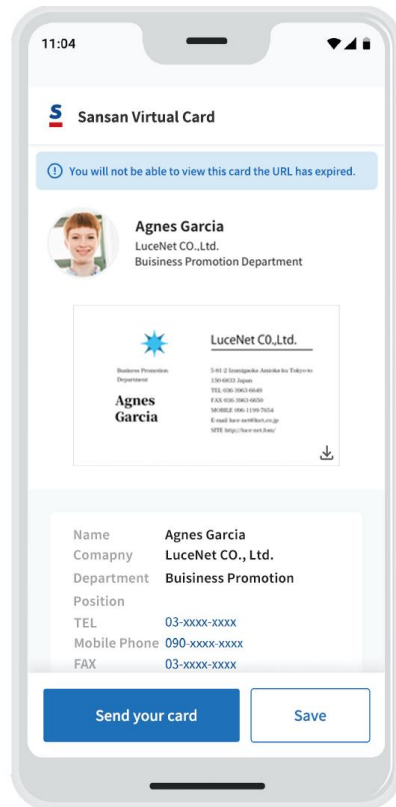
(1) Microsoft 365 is registered trademarks of Microsoft Corporation in the US and other countries

Number of Subscriptions and Sales per Subscription

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

Increase the Number of Subscriptions

×

Increase Sales per Subscription

More Utilization by Existing Customers

+

Upselling

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

- Promote company-wide use (from the sales department to the entire company)
- Enhance implementation support
- Promotion of "Virtual Cards"
- Strengthening of collaboration with other companies' partners

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

Number of "Sansan" Subscriptions

2,947 ▶ 7,230

FY2015 Q2e   FY2020 Q2e

Approx. **2.5** times

Monthly Sales per Subscription

¥81,000 ▶ ¥165,000

FY2015 Q2e   FY2020 Q2e

Approx. **2.0** times

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

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

In-house Developed Additional Functions

"Sansan Data Hub"   "Collaboration with Colleagues"

OpenAPI Provision [1]

Marketo kintone e-セールスマネージャー Remix CLOUD

ZOHO CRM Microsoft Dynamics CRM Senses

bodais LF List Finder 有望商談を発掘する zapier

KONTAKT

External Service Information Distribution

KYODO ダイヤモンド社 DIAMOND, Inc.

東洋経済 TOYO KEIZAI SPEEDA

Business Card Management

sansan

Uncover your hidden network.
Find opportunities. Make deals.

External Services and Partners Integration

sansan+

sansan+ APP

REFINITIV 帝国データバンク TEIKOKU DATABANK, LTD.

CREATIVE SURVEY

Salesforce [2] CLOUDSIGN

sansan+ Consulting

accenture

sansan+ Integration

toBe marketing Realize Make IT Real Business

(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：Business Strategy "Sansan Plus"

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

sansan+

sansan+ APP

sansan+ Consulting

sansan+ Integration

Package of optional functions usable within "Sansan"

Utilize the "Sansan" services to comprehensively support corporate digitalization

Consulting to integrate data scattered throughout the companies

Optional Functions	Sansan Plus Partners who provide consultationson methods of utilization	Sansan Plus Partners specializing in data utilization

"Risk Intelligence powered by Refinitiv"

"Survey Tool powered by CREATIVE SURVEY"

"Salesforce Opportunity Integration" [1]

"CloudSign Contract Management"

Accenture Japan Ltd

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"

Automation of anti-social forces check **Creation of confirmation list** **List API linkage**

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"

Seminar Visitor Information Questionnaire Results × **"Sansan" for Business Card Management**

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

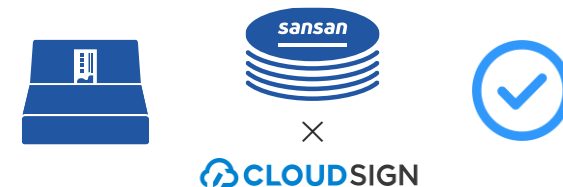## "Salesforce Opportunity Integration" (1)

Sansan 🔗 **Salesforce**

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

## "CloudSign Contract Management"

sansan × **CLOUDSIGN**

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

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

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

Continued achievement of negative churn [1]

"Sansan" Revenue Stack-up: Accumulation of Net Sales by Service-in Timing [2] (Recurring Revenue)

FY2014 Q4e　　FY2015 Q4e　　FY2016 Q4e　　FY2017 Q4e　　FY2018 Q4e　　FY2019 Q4e　　FY2020 Q2e
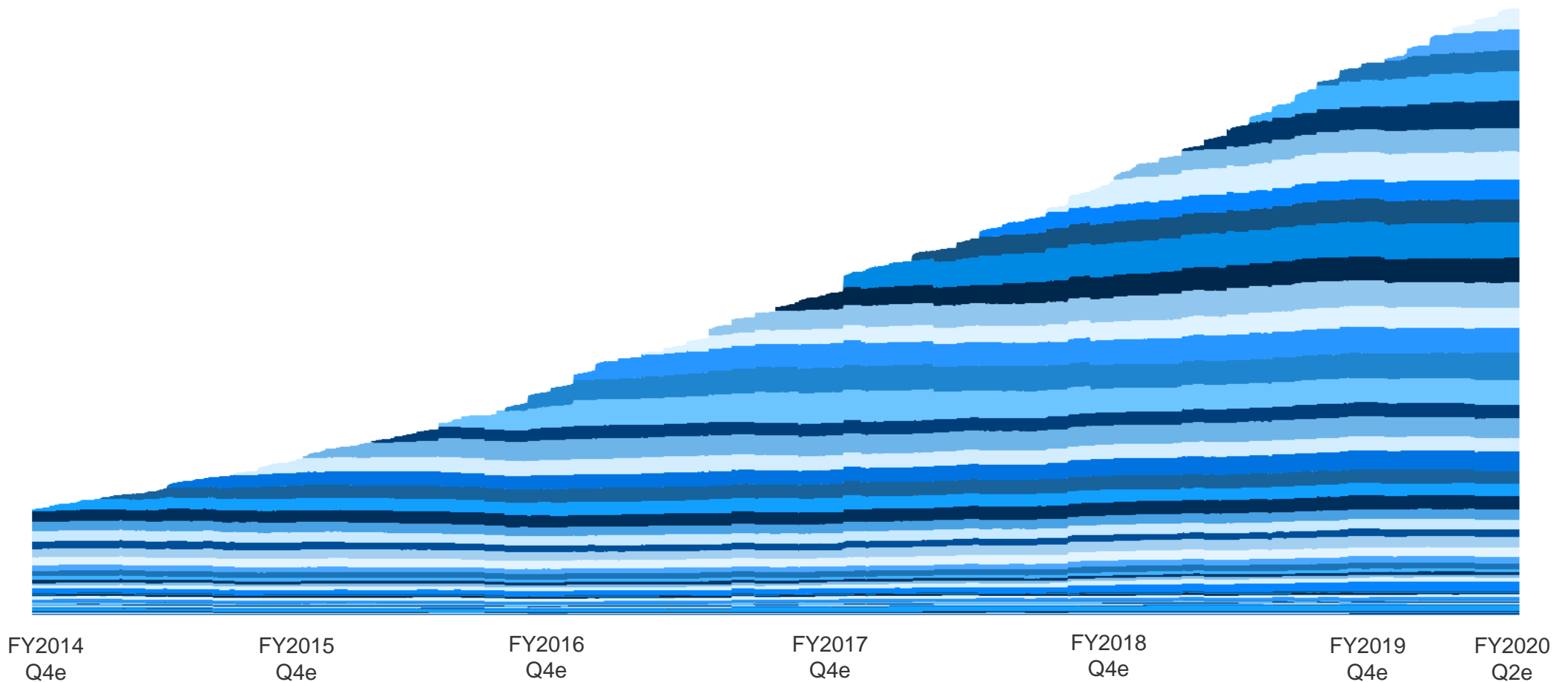
(1) Status where increase of revenue generated by the existing subscriptions is greater than revenue reduced as a consequence of cancellation
(2) Created based on monthly "Sansan" license charge (unaudited)

Eight Business

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
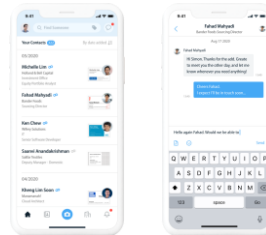- Desire to use business SNS without becoming friends

▼

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)

▼
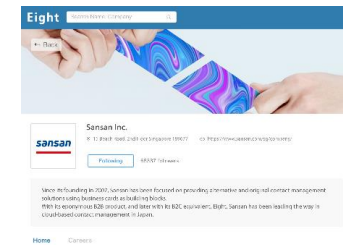
Monetize opportunities

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

B2C		
Paid plan for individuals: **"Eight Premium"**	Fixed monthly fee	Delivers additional functions to users, such as network data DL Expand the overall number of "Eight" users, including free plan

(1) There is a minimum advertisement placement price and also a normal advertisement menu.
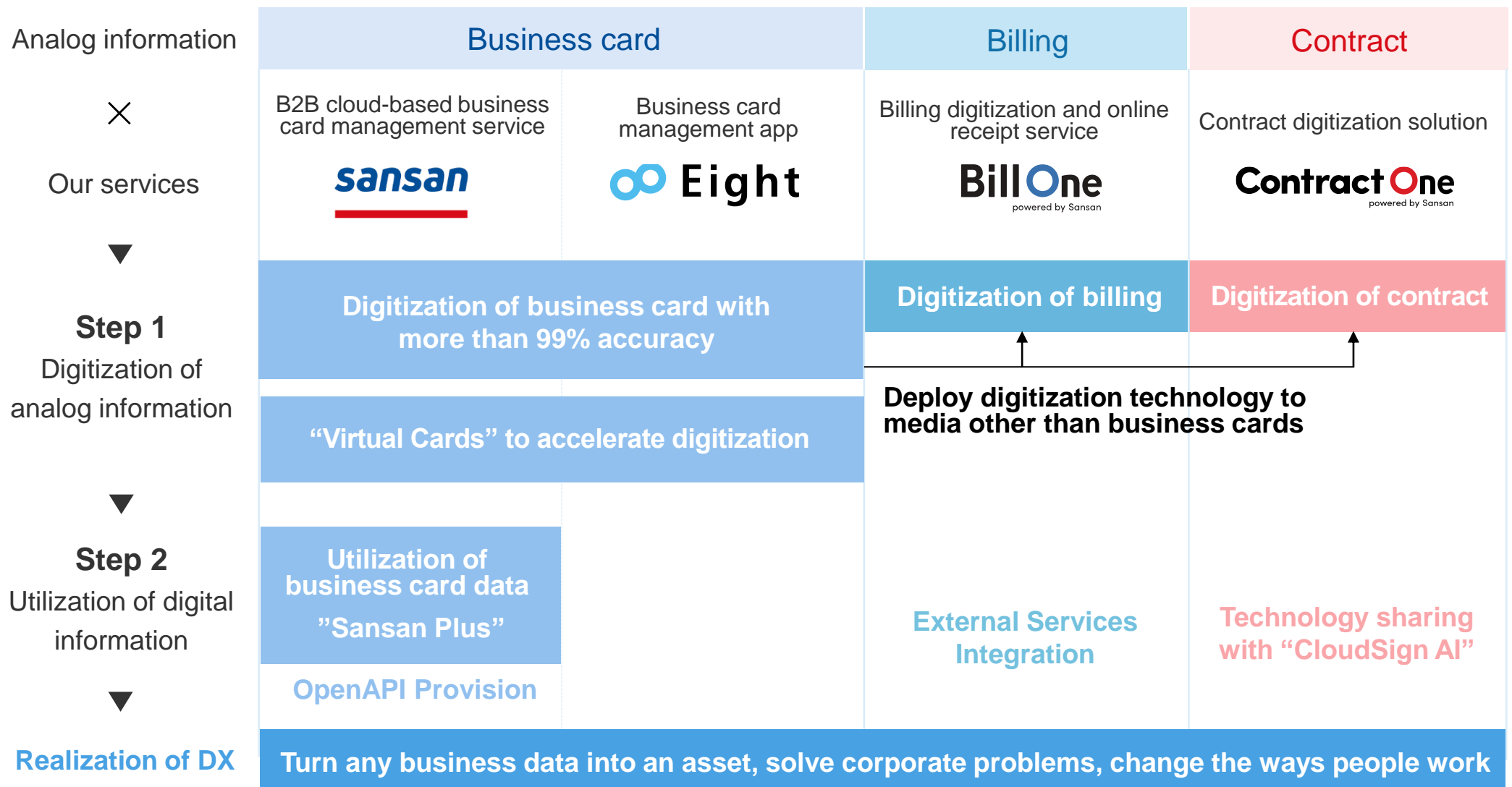(2) There are multiple fee settings depending on the type of event held, etc.
(3) There is an additional charge when a decision to hire is made.

New Initiatives

Services That Realize Digital Transformation

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

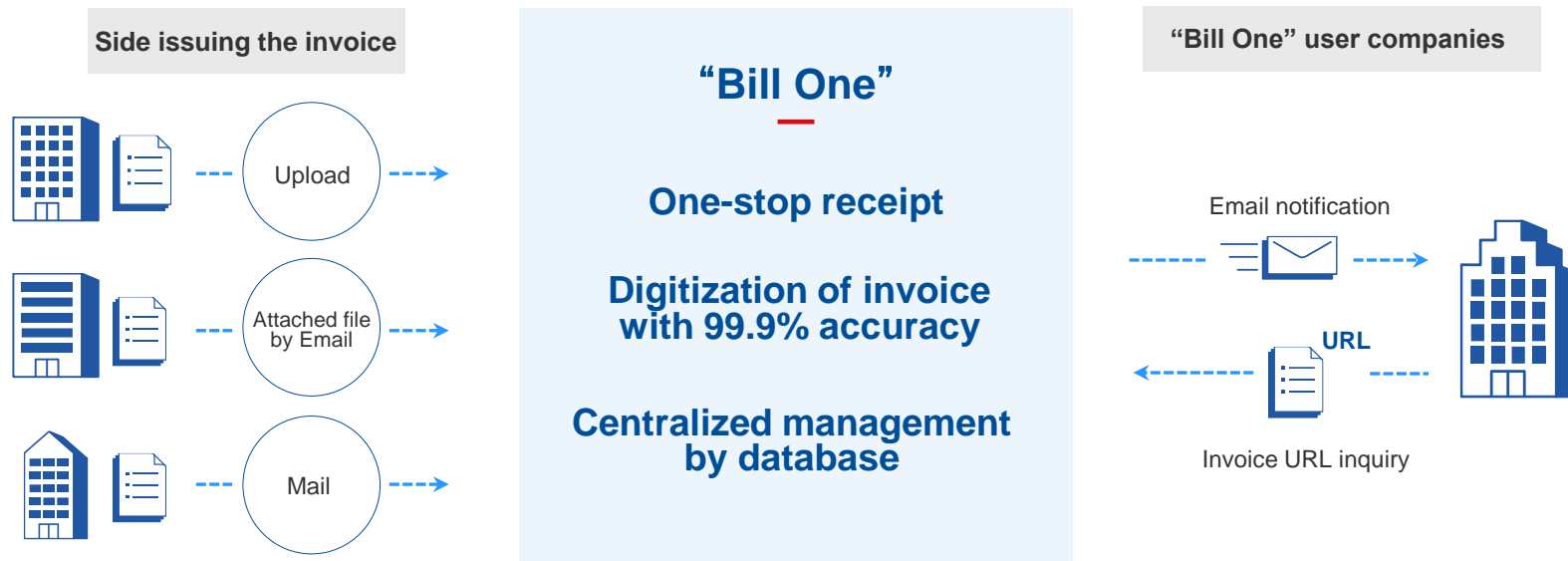| Analog information	Business card		Billing	Contract
✕	B2B cloud-based business card management service	Business card management app	Billing digitization and online receipt service	Contract digitization solution
Our services	**sansan**	**∞ Eight**	**Bill One** powered by Sansan	**Contract One** powered by Sansan
Step 1 Digitization of analog information	**Digitization of business card with more than 99% accuracy**		**Digitization of billing**	**Digitization of contract**
	"Virtual Cards" to accelerate digitization		**Deploy digitization technology to media other than business cards**	
Step 2 Utilization of digital information	**Utilization of business card data "Sansan Plus"**		**External Services Integration**	**Technology sharing with "CloudSign AI"**
	OpenAPI Provision			
Realization of DX	**Turn any business data into an asset, solve corporate problems, change the ways people work**			

Online invoice receiving service "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 [1] problem solving, adding impetus to corporate growth

"Bill One" enables online receipt and centralized management of all invoices

Bill One
powered by Sansan

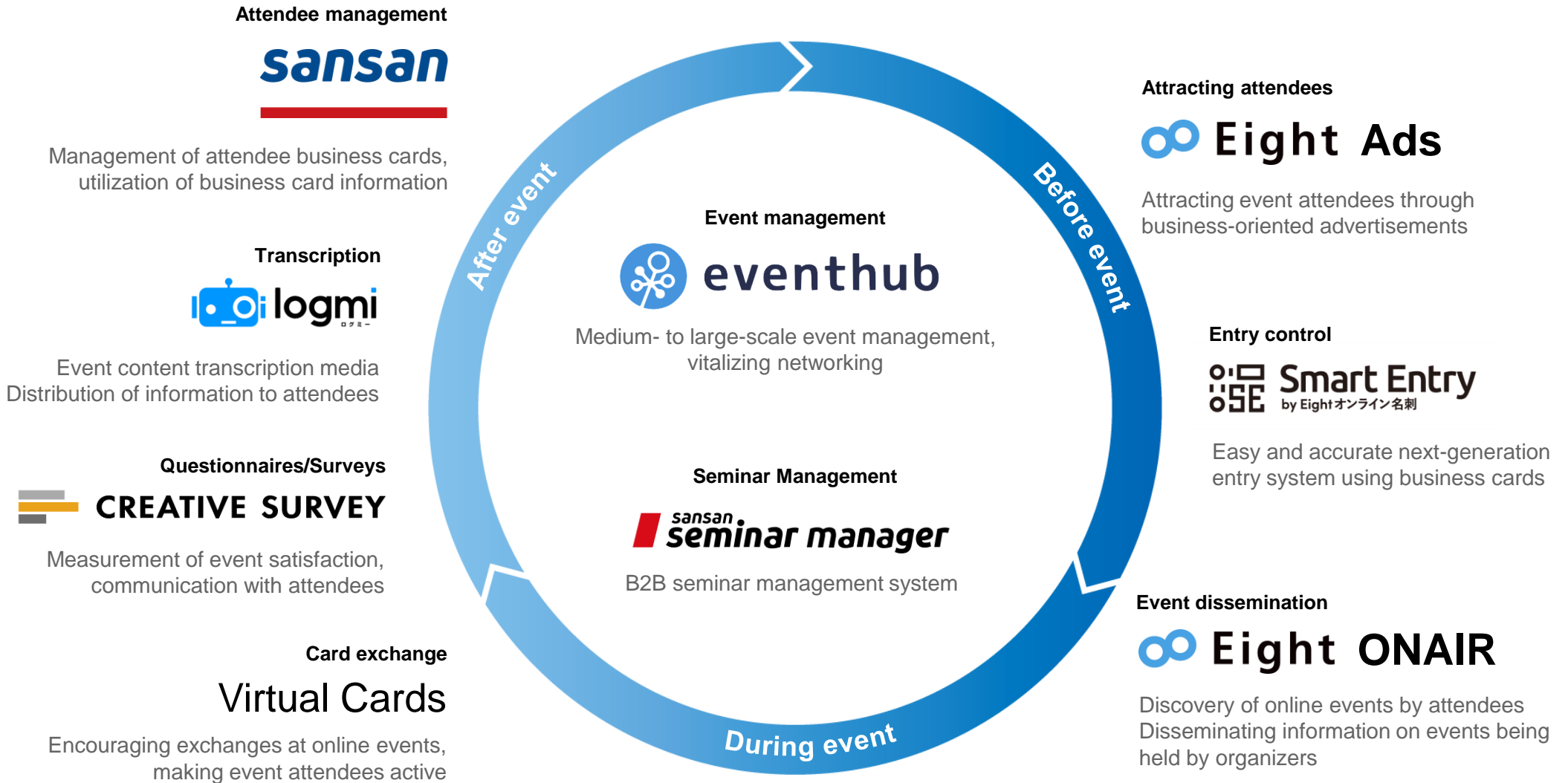| Side issuing the invoice	"Bill One"	"Bill One" user companies
Upload	**One-stop receipt**	Email notification
Attached file by Email	**Digitization of invoice with 99.9% accuracy**	URL
Mail	**Centralized management by database**	Invoice URL inquiry

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

(1) Business Continuity Plan

Event Tech Services: Service portfolio

Aiming to build a system that can provide Event Tech with 360-degree support

Attendee management

sansan

Management of attendee business cards, utilization of business card information

Transcription

logmi

Event content transcription media Distribution of information to attendees

Questionnaires/Surveys

CREATIVE SURVEY

Measurement of event satisfaction, communication with attendees

Card exchange

Virtual Cards

Encouraging exchanges at online events, making event attendees active

After event

Before event

During event

Event management

eventhub

Medium- to large-scale event management, vitalizing networking

Seminar Management

sansan seminar manager

B2B seminar management system

Attracting attendees

Eight Ads

Attracting event attendees through business-oriented advertisements

Entry control

Smart Entry by Eight オンライン名刺

Easy and accurate next-generation entry system using business cards

Event dissemination

Eight ONAIR

Discovery of online events by attendees Disseminating information on events being held by organizers

Others

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, although we need to closely monitor the situation after the declaration of a state of emergency for some areas in Japan.

	Up to and including FY2019 Q4 **(Up to May 2020)**	**From FY2020** **(From June 2020 onward)**
Social Conditions	- State of emergency declaration throughout Japan issued - Exercising of self-restraint on going out and remote working accelerate	- State of emergency declaration throughout Japan lifted - Work styles based on remote working - Needs for online business card exchanges - State of emergency declaration for some areas in Japan issued
Sansan Group	- Work style/environment improvements for telecommuting - Partial review of investment plan [1] - Temporarily ceased recruitment activities	- Restart recruitment activities
Sansan Business	- Slowed pace of gaining new subscriptions [1] - Reduction in gaining of leads due to cancellation of offline attracting event [1] - Shifting of sales resources to expand utilization by existing customers	- "Virtual Cards" function newly installed - Holding of online seminars - Number of leads obtained and number of negotiations on improving trend
Eight Business	- Holding of "Meets" offline business event cancelled [1]	- Negative impact on "Eight Career Design" due to slowdown in personnel recruitment activities - Promotion of "Virtual Cards" utilization

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