

Presentation Material for the 14th Annual General Meeting of Shareholders

**Sansan, Inc.
August 31, 2021**

Business Report for the 14th Term



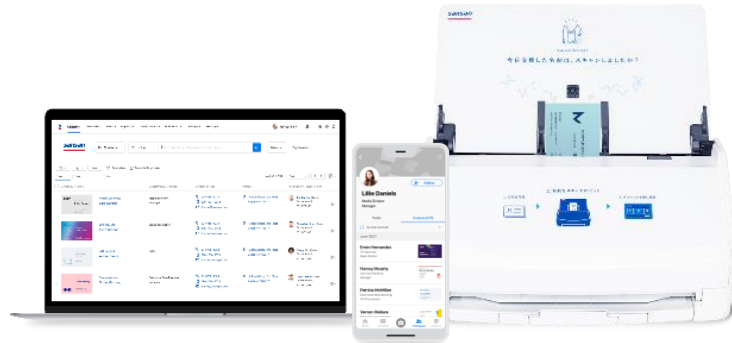
Overview of Consolidated Financial Results

(millions of yen)	13th	14th	
	Full-year Results	Full-year Results	YoY
Net Sales	13,362	16,184	+21.1%
Operating Profit	757	736	-2.7%
Ordinary Profit	435	375	-13.9%
Profit Attributable to Owners of Parent	339	182	-46.2%
EPS	10.98 yen	5.86 yen	-46.6%

Overview of Businesses and Services

Sansan Business

Uncover your hidden network.
Find opportunities. Make deals.



B2B cloud-based business card management service
No.1 share ⁽¹⁾

Eight Business

Business Social Networking Based on
Business Card Information



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.

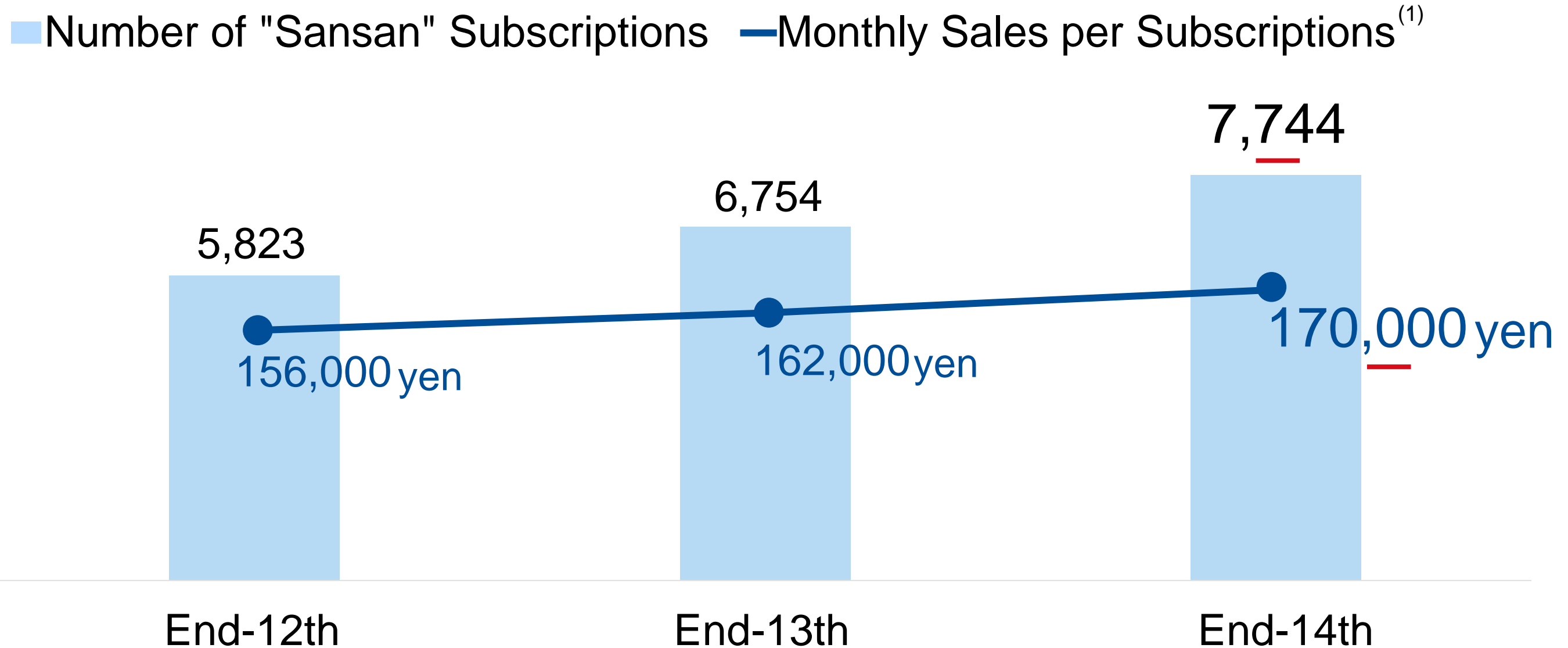
(2) "Average number of monthly active users, domestic business SNS apps, January–December 2020 (App Store + Google Play)," January 2021, App Annie research

Overview of Segment Results - Sansan Business -

(millions of yen)

	13th	14th	
	Full-year Results	Full-year Results	YoY
Net Sales	12,284	14,583	+18.7%
Segment Profit (Operating Profit)	4,794	6,143	+28.1%

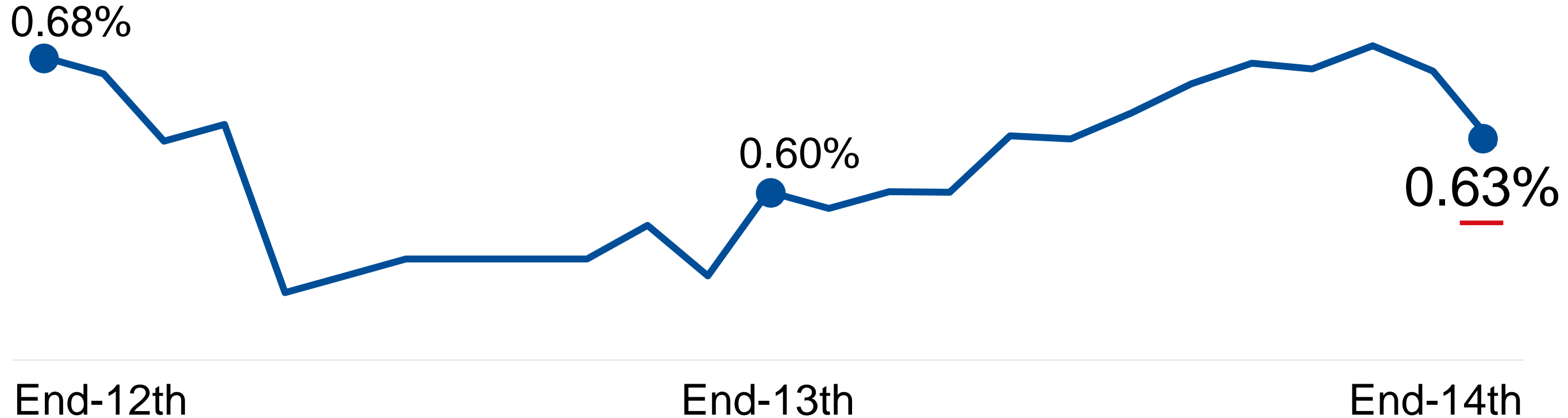
Overview of Segment Results - Sansan Business -



(1) Monthly results for the end of the fiscal year in the Sansan Business (incl. some new services other than "Sansan", unaudited)

Overview of Segment Results - Sansan Business -

— Last 12 Months Average of Monthly Churn Rate for “Sansan”



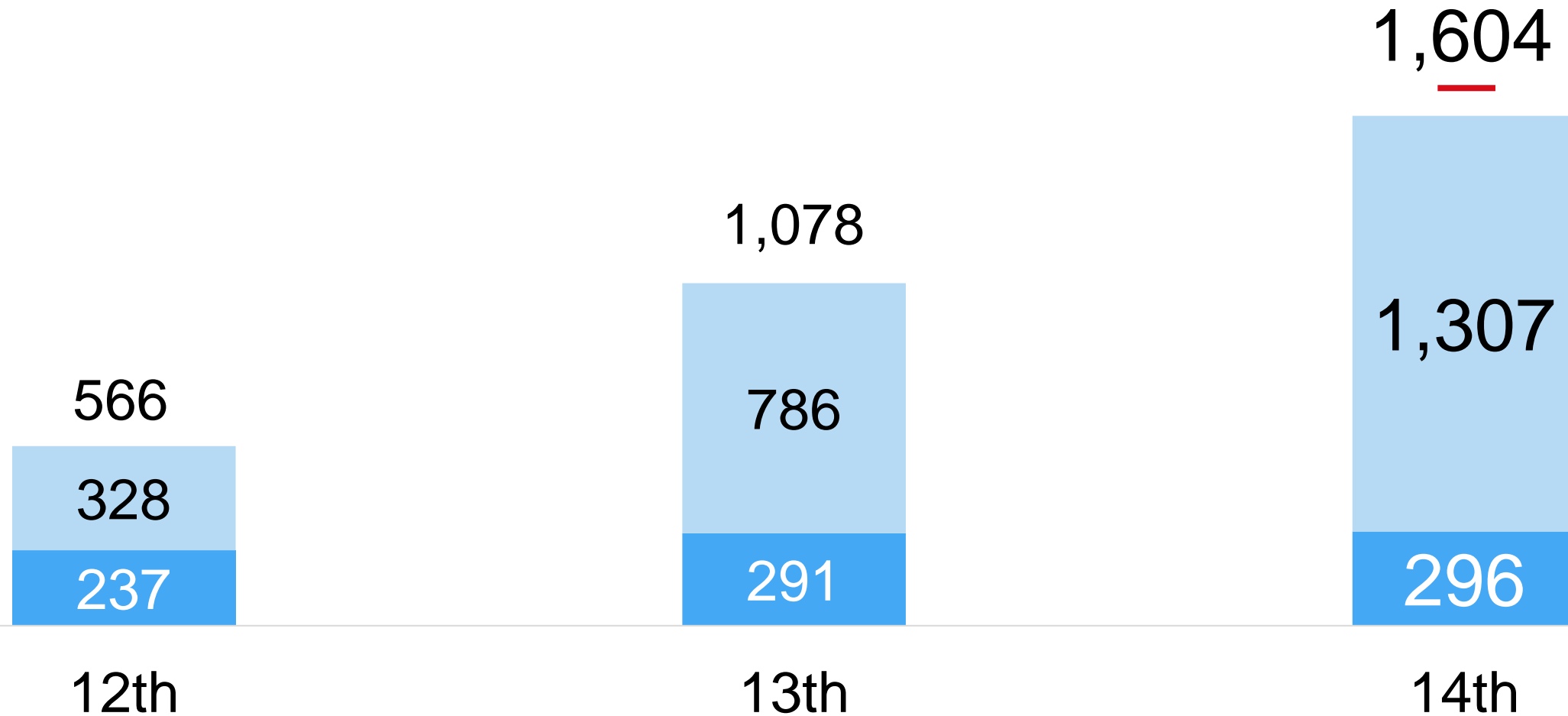
Overview of Segment Results -Eight Business -

(millions of yen)

	13th	14th	
	Full-year Results	Full-year Results	YoY
Net Sales	1,078	1,604	+48.8%
Segment Profit (Operating Profit)	-894	-732	—

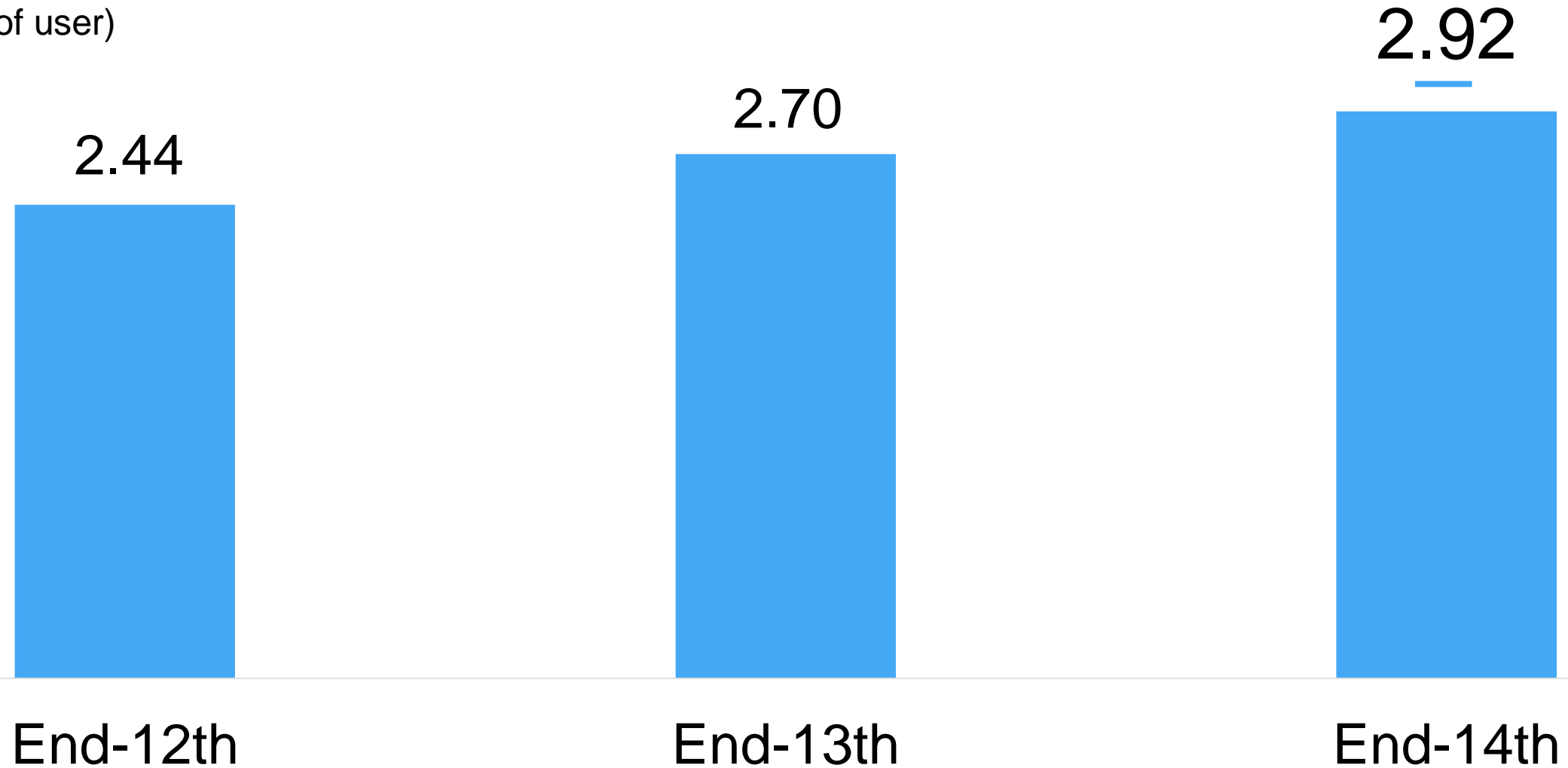
Overview of Segment Results -Eight Business -

■ B2C Service Sales ■ B2B Service Sales
(millions of yen)



Overview of Segment Results -Eight Business -

■ Number of "Eight" Users
(millions of user)



Overview of Consolidated Balance Sheet

(millions of yen)	13th	14th	
	Full-year Results	Full-year Results	YoY
Current Assets	13,840	13,542	-298
Non-current Assets	8,979	10,768	+1,788
Total Assets	22,819	24,310	+1,490
Current Liabilities	8,335	10,243	+1,907
Non-current Liabilities	3,931	1,482	-2,449
Total Liabilities	12,267	11,725	-541
Total Net Assets	10,552	12,584	+2,032
Total Liabilities and Net Assets	22,819	24,310	+1,490

Issues to Be Addressed (Growth Strategies)



Mission and Vision



Mission

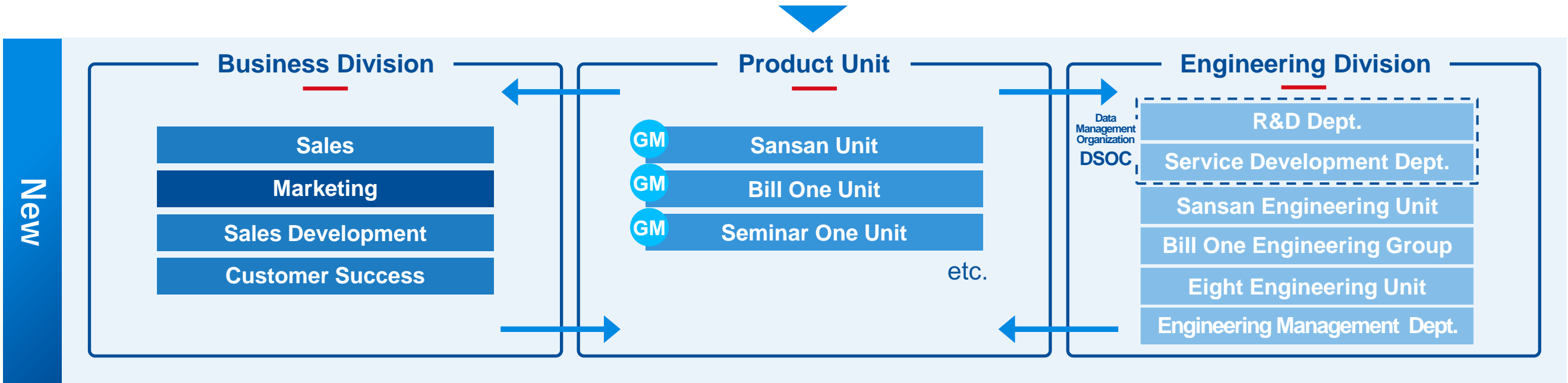
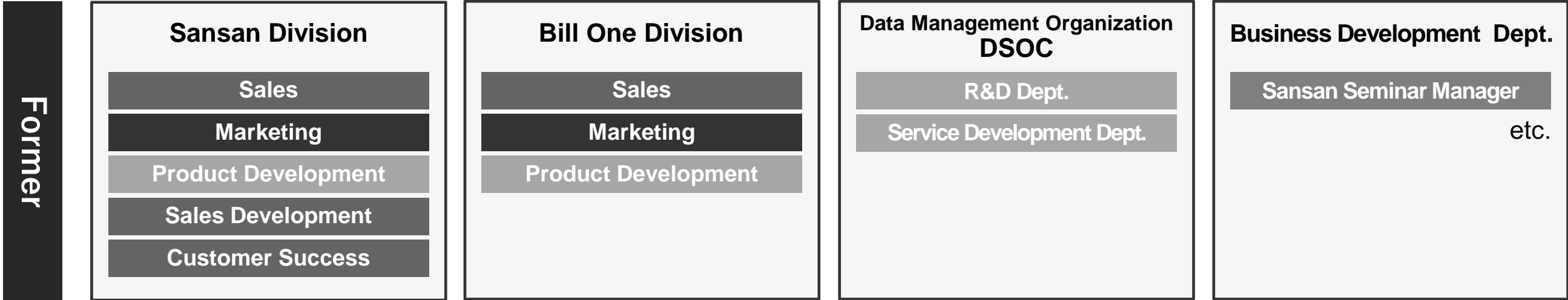
Turning encounters into innovation

Vision

Become business infrastructure

Organizational Restructuring

To optimize business management systems with the aim of accelerating business growth




Major B2B Services (Multi-product)

From contact management to multi-products that meet the various DX needs of companies and businesspeople

Business card


B2B business card-based contact management service



AI business card management
Virtual card Bulk email Smart signature capture art
Collaboration with colleagues

Business alliance

Business application platform



Risk intelligence powered by Refinitiv/KYCC
Salesforce opportunity integration for Salesforce⁽¹⁾
CloudSign contract management for CloudSign
Contacts analysis powered by MotionBoard
Survey tool powered by CREATIVE SURVEY

Business card ordering/printing


Data utilization

Business card creation service
Sansan Meishi Maker

Name aggregation engine
Sansan Data Hub


Invoice

Online invoice receiving solution




Contract

Contract digitization solution




Organizational communications


Peer recognition and bonus service




Event/Seminar

B2B seminar management system




New-generation entry form
 Smart Entry
by Eight オンライン名刺

New-generation pamphlet
 Smart Pamphlet
by Eight オンライン名刺

Unmanned business card receipt system
Smart Reception

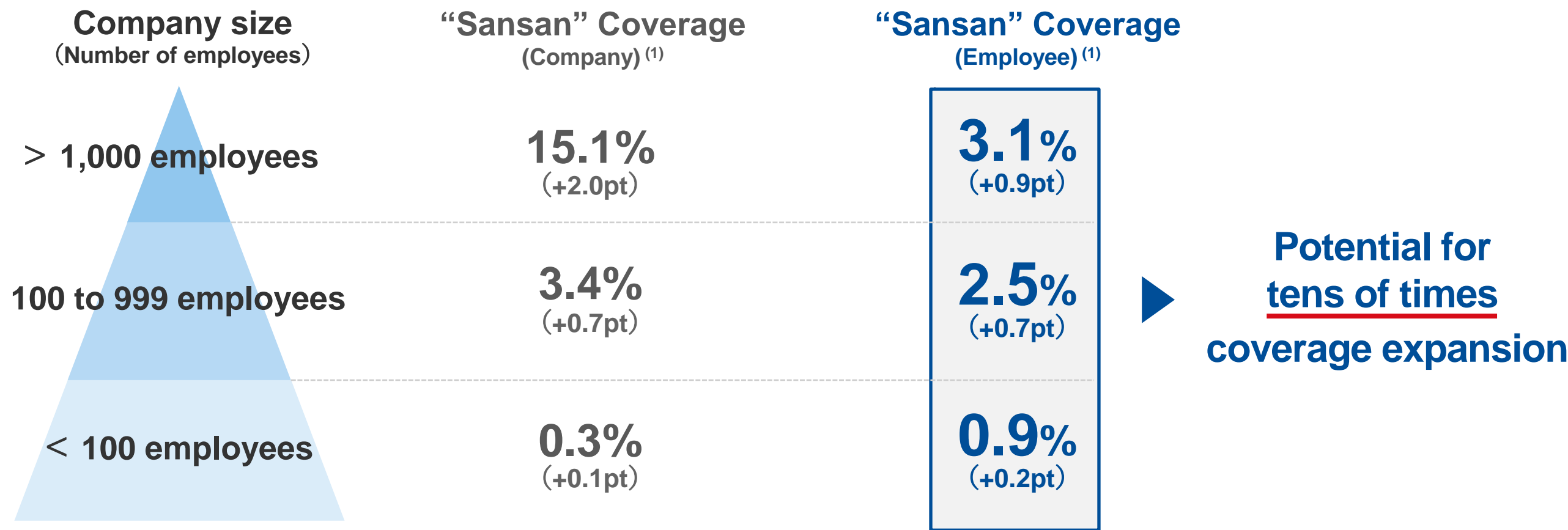
Media that transcribes all documents



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

Business Card: Potential Market Size of “Sansan” in Japan (TAM)

there is room for tens of times more coverage expansion

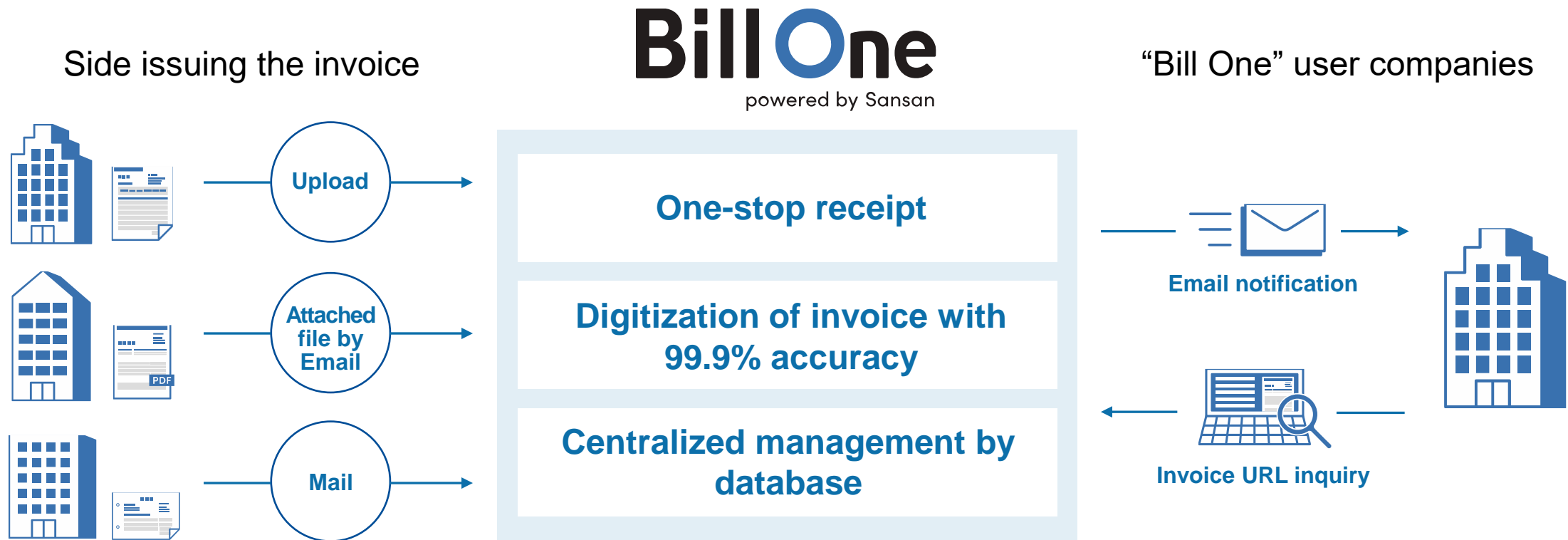


(1) “Sansan” coverage is calculated with the number of subscription and total number of IDs in “Sansan” for the end of 14th as the numerator and the number based on Economic Census for Business Activity in 2016 issued by the Statistics Bureau as the denominator.

Invoice: Service Outline of “Bill One”

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

Receive all your invoices online

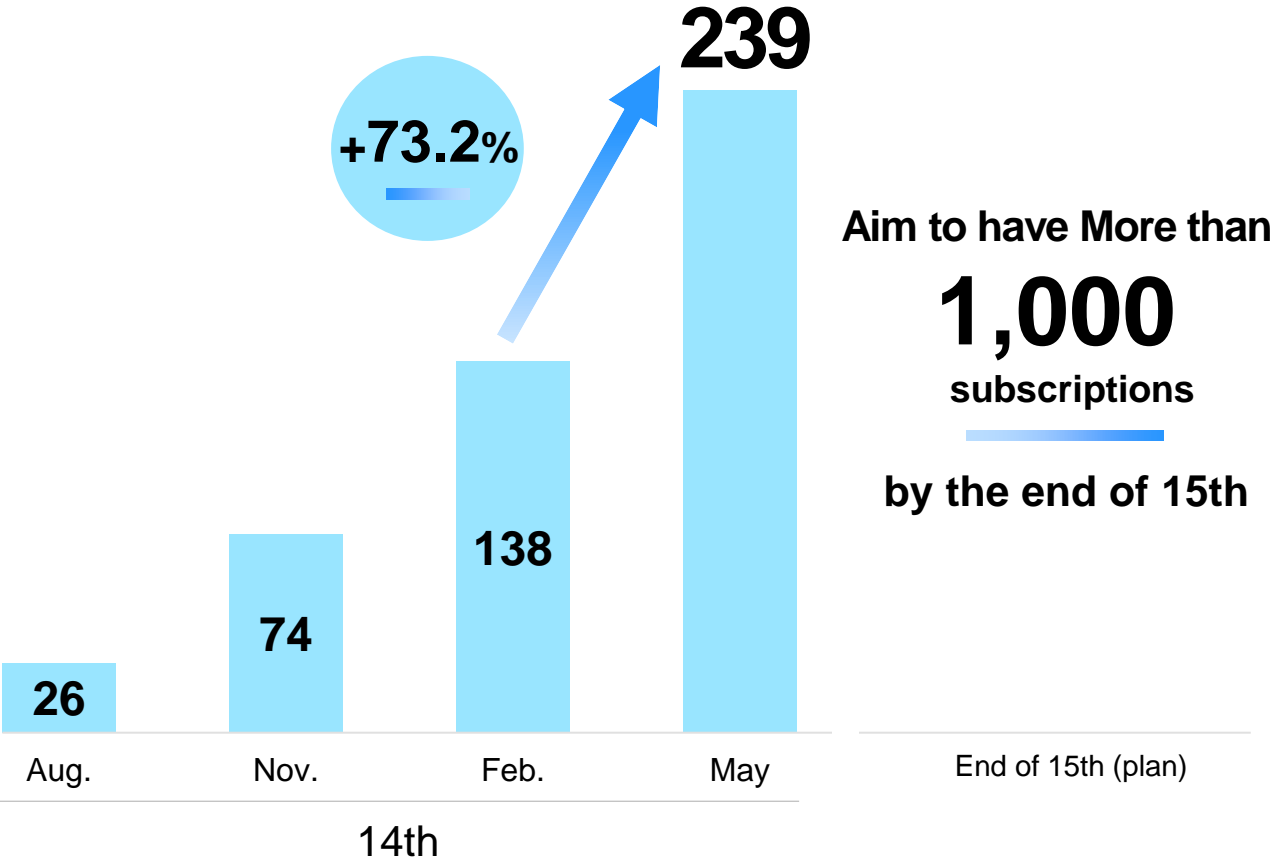


“Bill One” will receive invoices on behalf of customers, and the subscriber companies can accurately view the data online

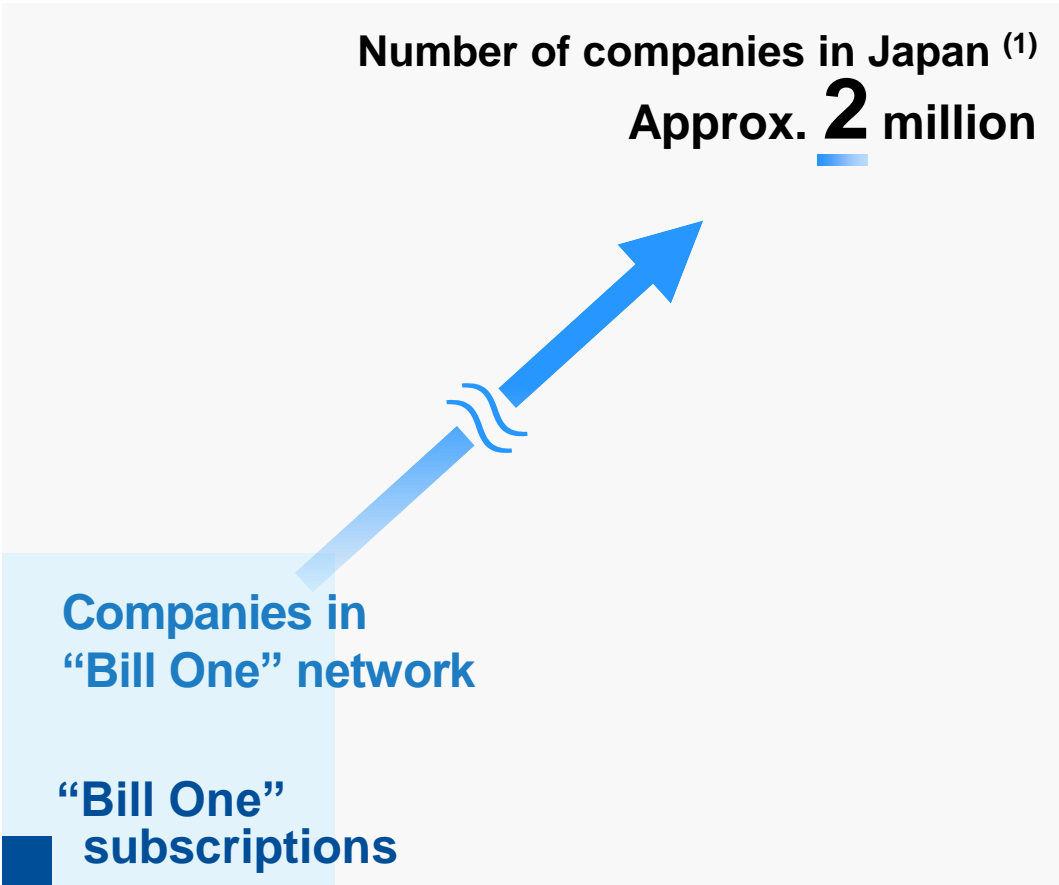
Invoice: Changes in Numbers of “Bill One” Paid-subscriptions and Size of Potential Market

Aiming for more than 1,000 subscriptions by the end of May 2022 against backdrop of a vast potential market

Numbers of Paid-subscriptions



Potential Market Size



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

Invoice: Initiatives for “Bill One” Growth

Free “Small Business Plan” for companies of 100 people or less will be offered

“Bill One” TV Commercial



BillOne
powered by Sansan

“Small Business Plan” for companies with 100 people or less

Initial cost
None

+

Monthly fee
None

Invoice data conversion
Free



Receipt of proxy votes
Free



Invoice scanning agency
Free

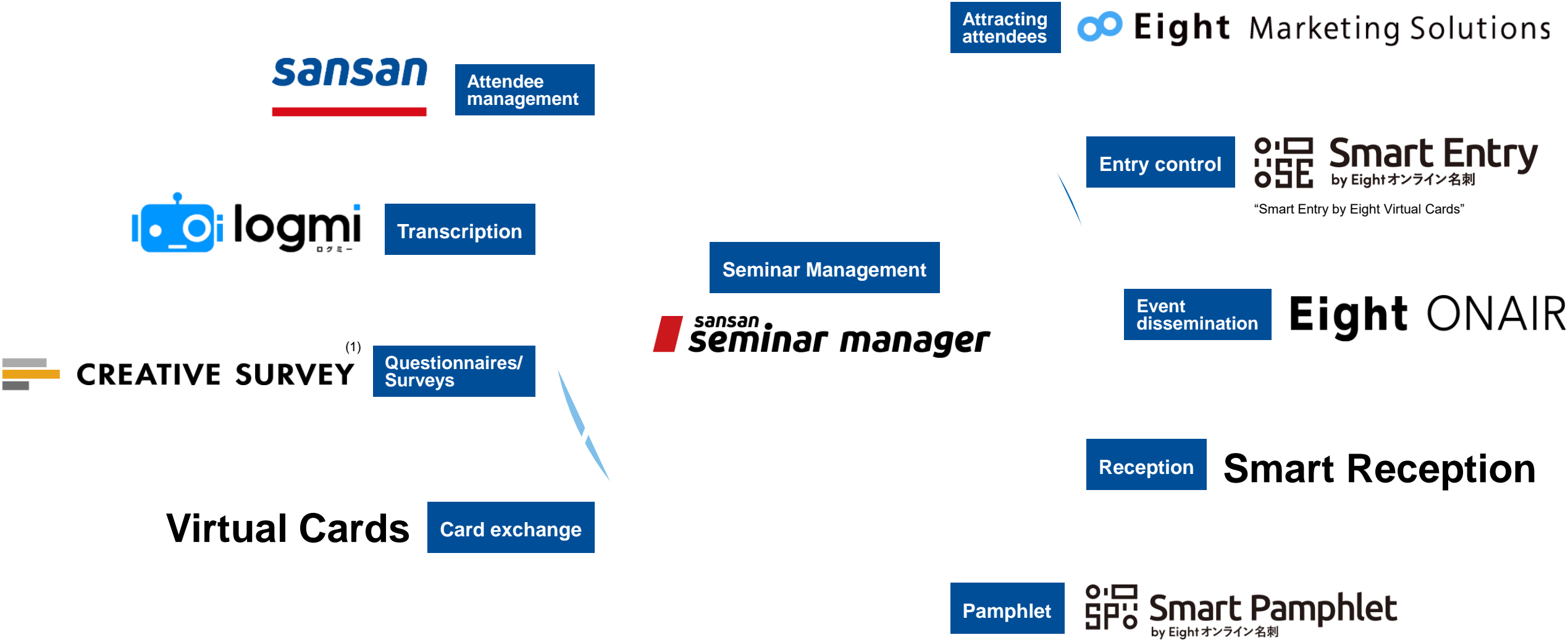


 **Number of invoices that can be received free of charge**
Up to 100/month

 **Number of invoices that can be viewed**
Up to a maximum of 500

Event/Seminar: Outline of Event Tech Services (Service portfolio)

Providing various kinds of solutions to solve business event management issues



(1) Services provided by Sansan's equity-method affiliates

Event/Seminar: New Service “Eight ONAIR”

“Eight ONAIR” business event media provided from May 2021 onward

Business Event Media

Eight ONAIR



Consolidates business event information and utilizes the “Eight” network to deliver event information to users and support event organizers in attracting customers



Business



DX/Organization



Management/HR



DX/Art thinking

Outlook of Consolidated Financial Forecasts

(millions of yen)	14th	15th	
	Full-year Results	Full-year Forecasts ⁽¹⁾	YoY
Net Sales	16,184	20,230 ~20,716	+25.0% ~+28.0%
Operating Profit	736	450 ~800	-38.9% ~+8.6%

(1) We 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.

Disclaimer

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