

Presentation Material for the 13th Annual General Meeting of Shareholders

Sansan, Inc.

August 26, 2020

Business Report for the 13th Term



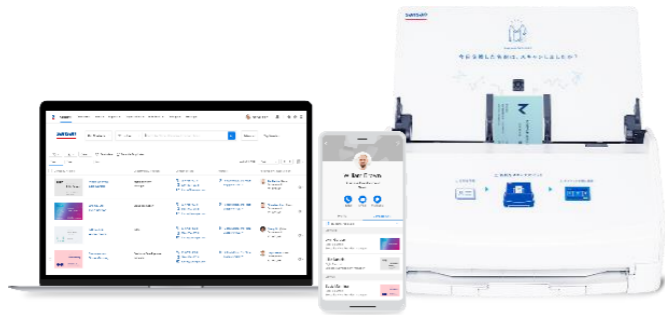
Overview of Consolidated Financial Results

(millions of yen)	12th	13th	
	Full-year Results	Full-year Results	YoY
Net Sales	10,206	13,362	+30.9%
Operating Profit	-849	757	—
Ordinary Profit	-891	435	—
Profit Attributable to Owners of Parent	-945	339	—
EPS	-40.42 yen	10.98 yen	—

Overview of Businesses and Services

sansan

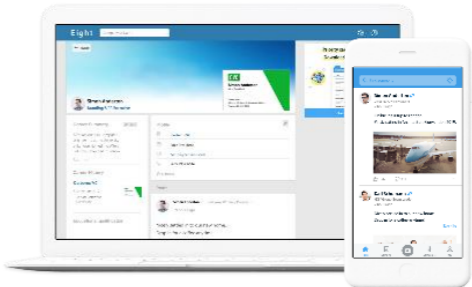
**Effortless Organization.
Seamlessly Simple**



- More than **6,700** subscriptions constituting the customer base
- Monthly churn rate below **1.0%** ⁽¹⁾

Eight

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



- **No.1** share in mobile contact management apps ⁽²⁾
- More than **2.7 million** users ⁽³⁾

(1) 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

(2) The survey on the number of active users of business card management app services in Japan's major business categories from November 2016 to November 2018 (Survey method: App Annie)

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

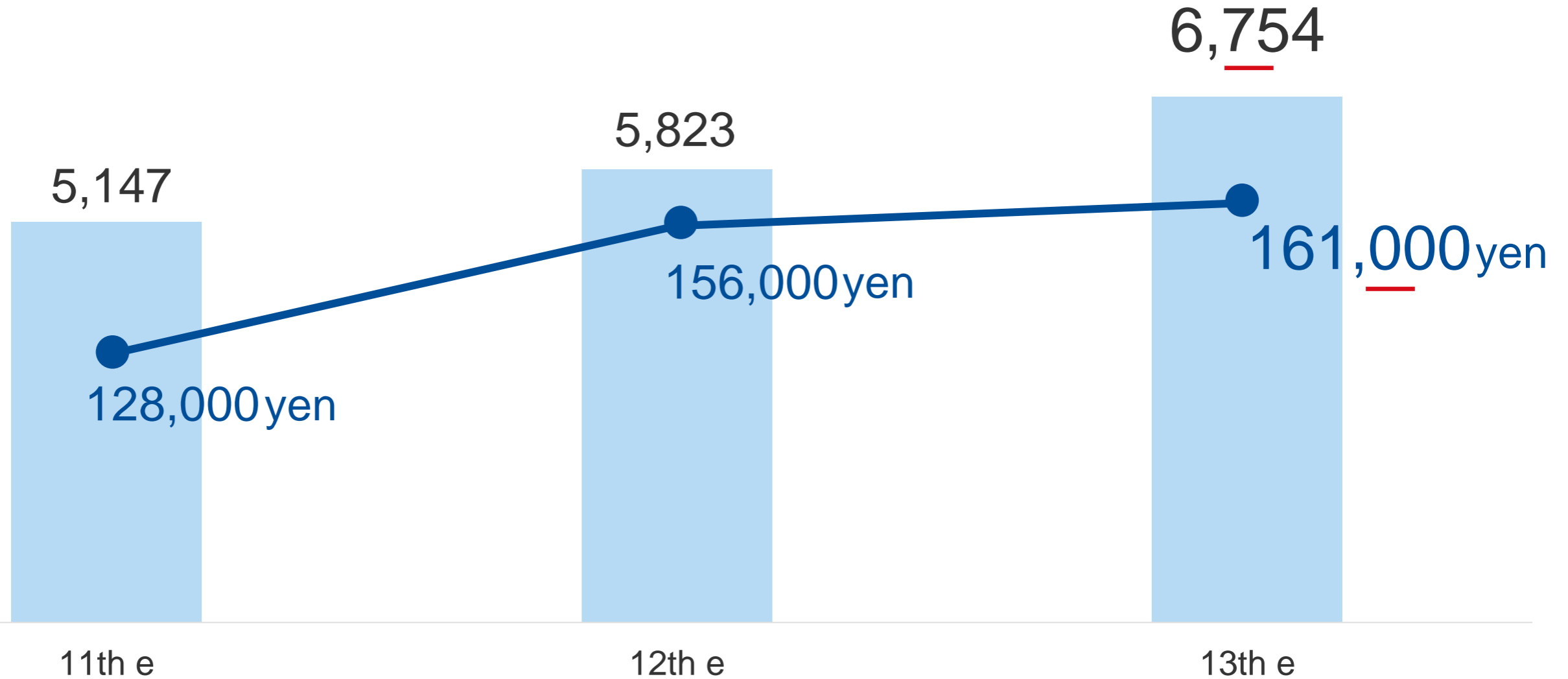
Overview of Segment Results - Sansan Business -

(millions of yen)	12th	13th	
	Full-year Results	Full-year Results	YoY
Net Sales	9,639	12,284	+27.4%
Segment Profit (Operating Profit)	2,909	4,794	+64.8%

Overview of Segment Results - Sansan Business -

■ Number of Sansan Subscriptions

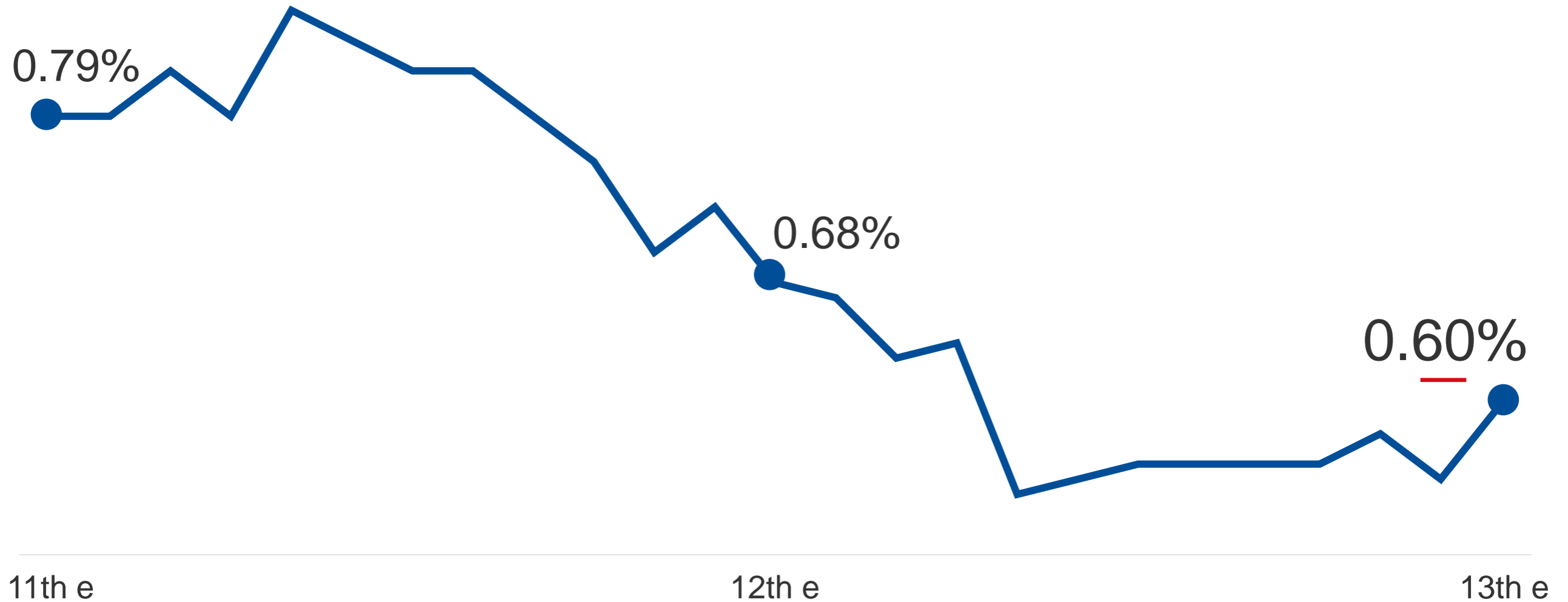
— Monthly Sales per Subscriptions⁽¹⁾



(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”



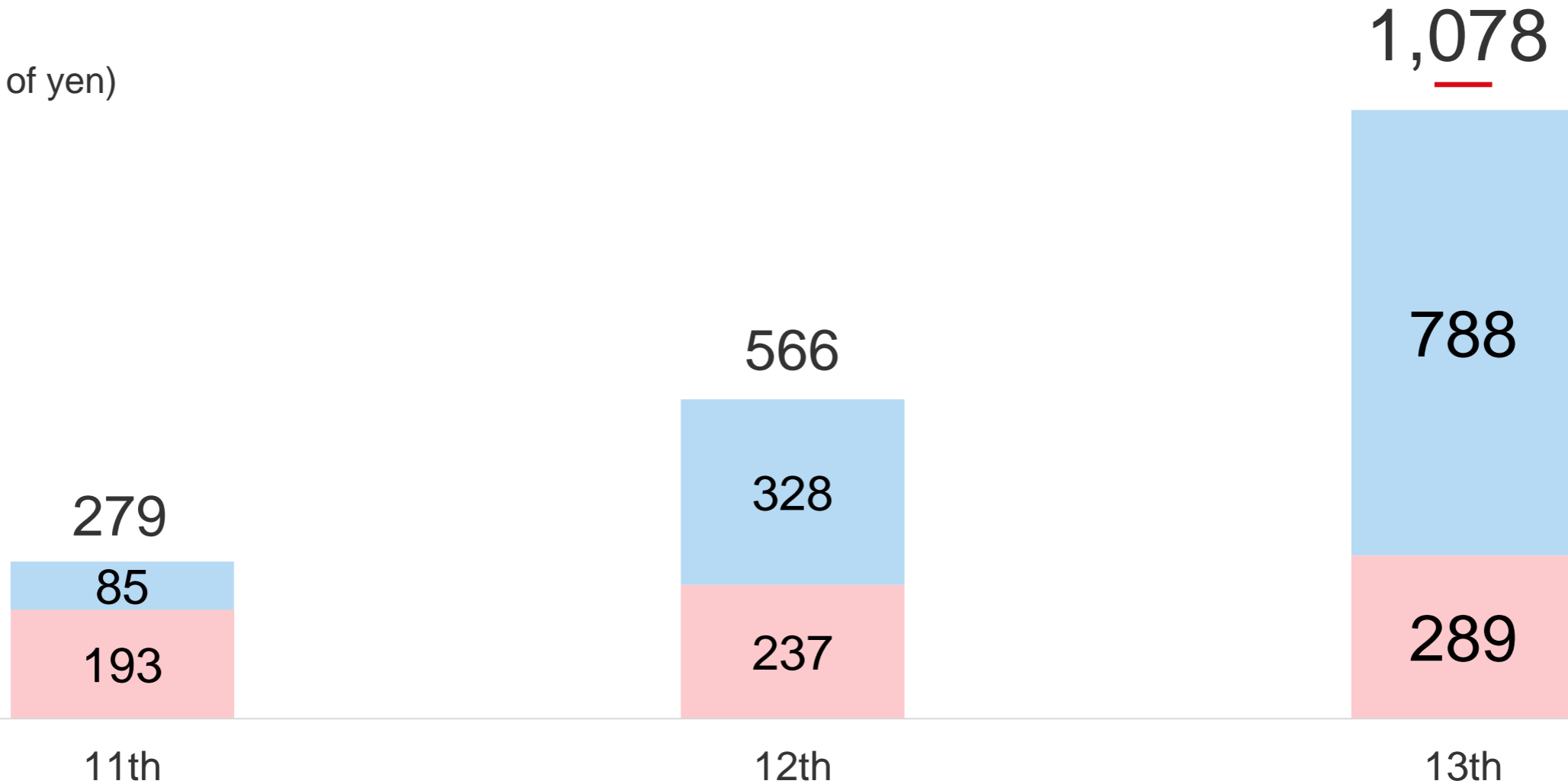
Overview of Segment Results - Eight Business -

(millions of yen)	12th	13th	
	Full-year Results	Full-year Results	YoY
Net Sales	566	1,078	+90.3%
B2C Services	237	289	+21.7%
B2B Services	328	788	+139.8%
Segment Profit (Operating Profit)	-1,212	-894	—

Overview of Segment Results - Eight Business -

■ B2C Service Sales ■ B2B Service Sales

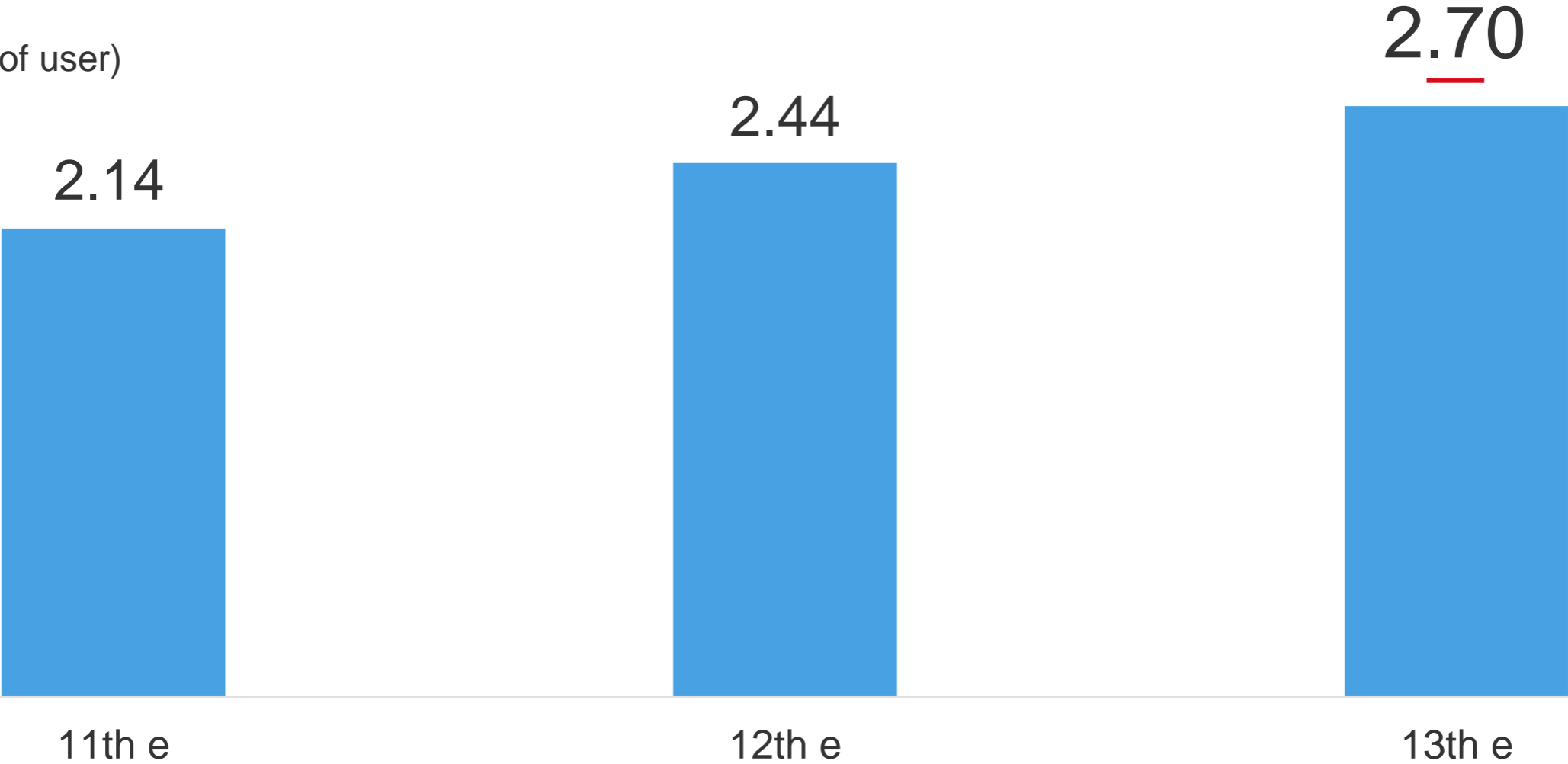
(millions of yen)



Overview of Segment Results - Eight Business -

■ Number of "Eight" Users

(millions of user)



Overview of Consolidated Balance Sheet

(millions of yen)	12th	13th	
	Full-year Results	Full-year Results	YoY
Current Assets	6,298	13,840	+7,541
Non-current Assets	2,780	8,979	+6,199
Total Assets	9,079	22,819	+13,740
Current Liabilities	5,428	8,335	+2,906
Non-current Liabilities	277	3,931	+3,654
Total Liabilities	5,706	12,267	+6,560
Total Net Assets	3,372	10,552	+7,179
Total Liabilities and Net Assets	9,079	22,819	+13,740

Issues to Be Addressed



Growth Strategies - Our Mission and the Surrounding Business Environment-

Mission

Turning encounters into innovation

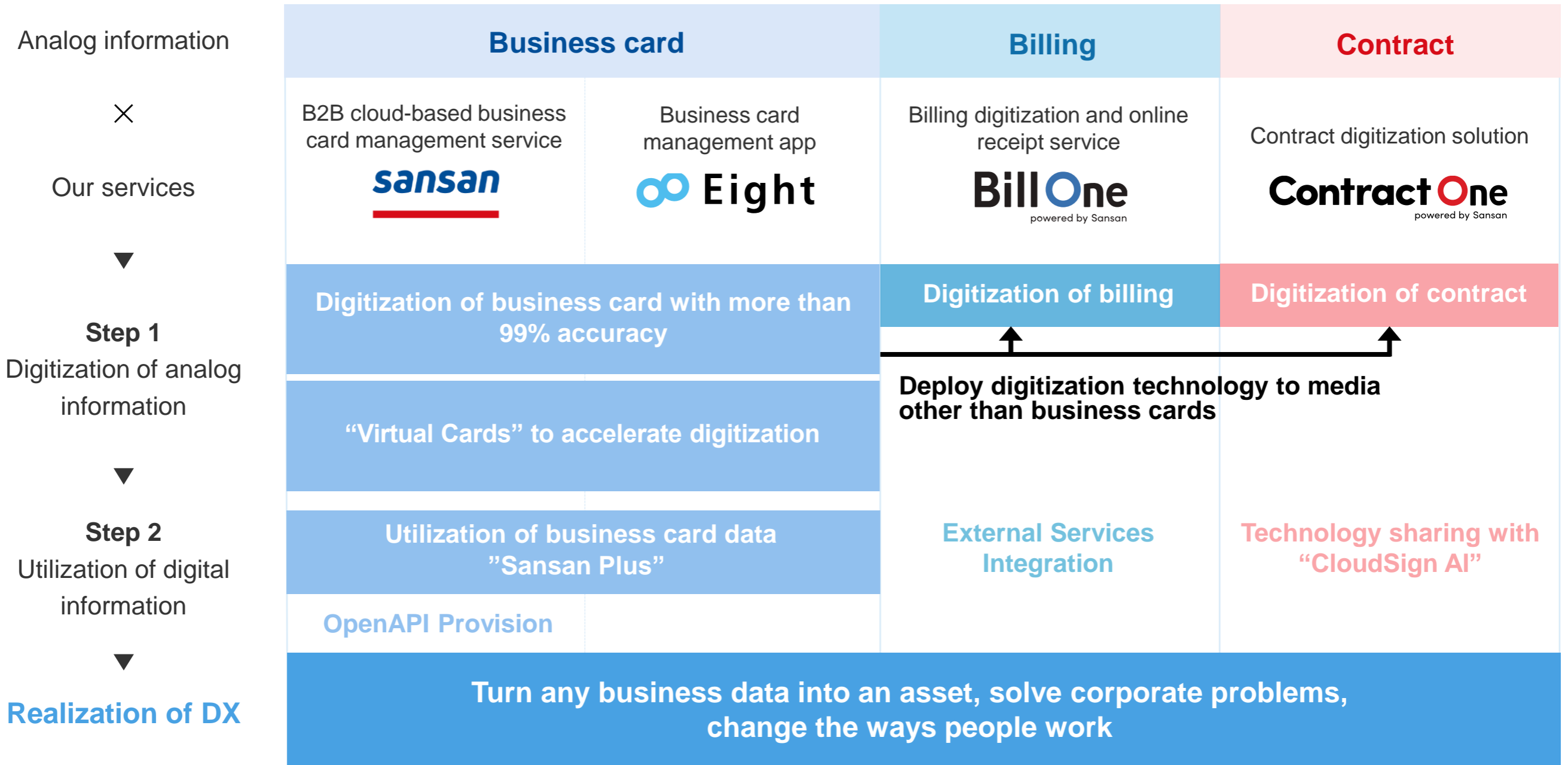
Our world is built on encounters; they are the very basis of society. We believe they bring innovation, which in turn leads to new ways of working and doing business. By developing innovative products, we change how people value their encounters, and even change how those encounters take place.

Business flow starting from “encounter”

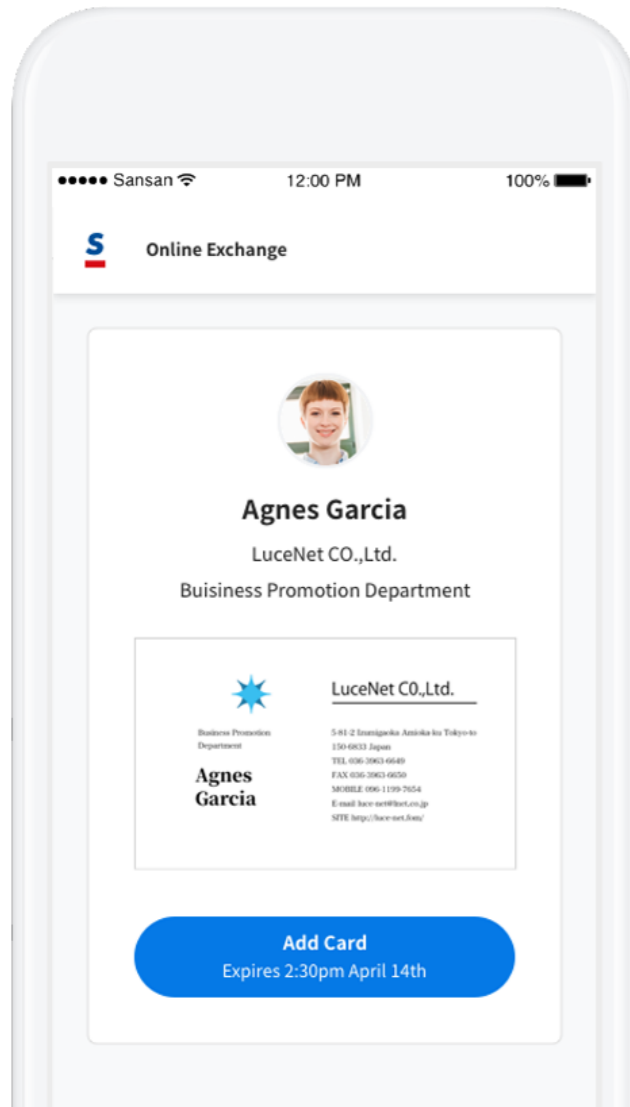


Digital Transformation

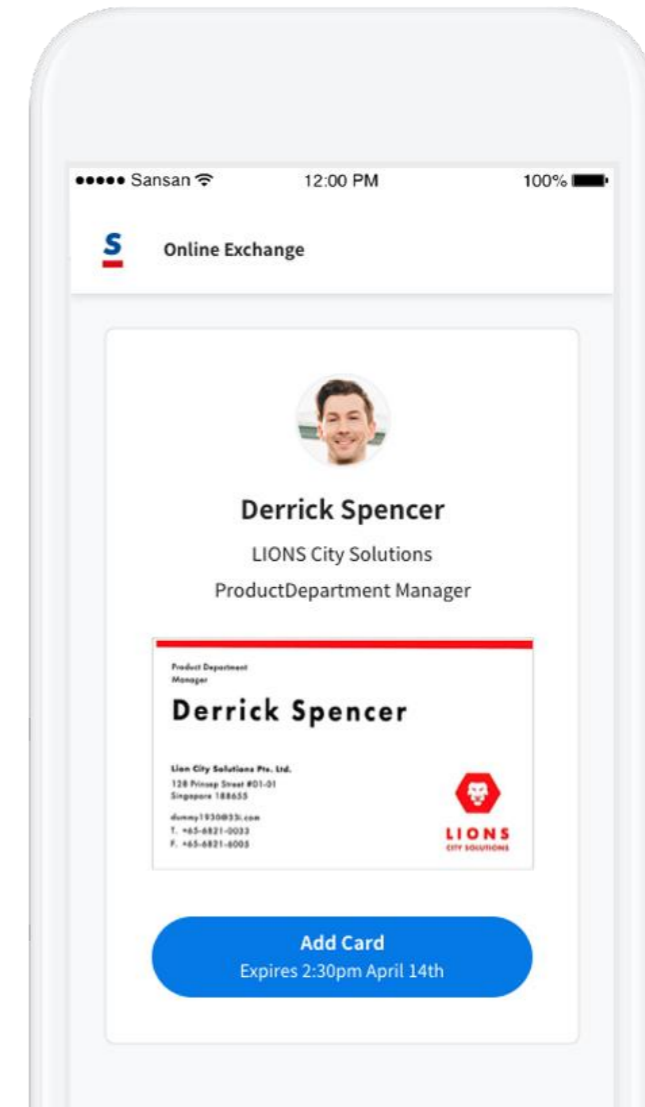
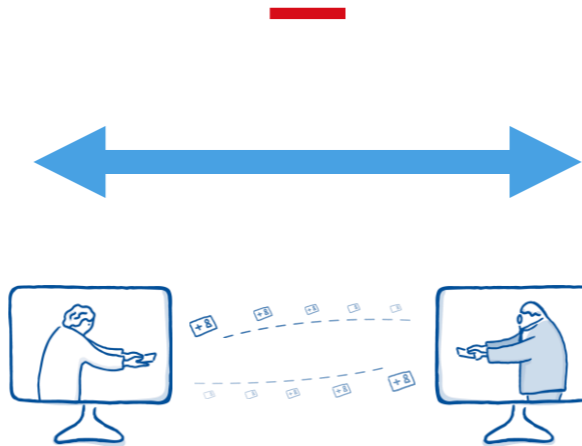
Growth Strategies - Digital Transformation and Service Development-



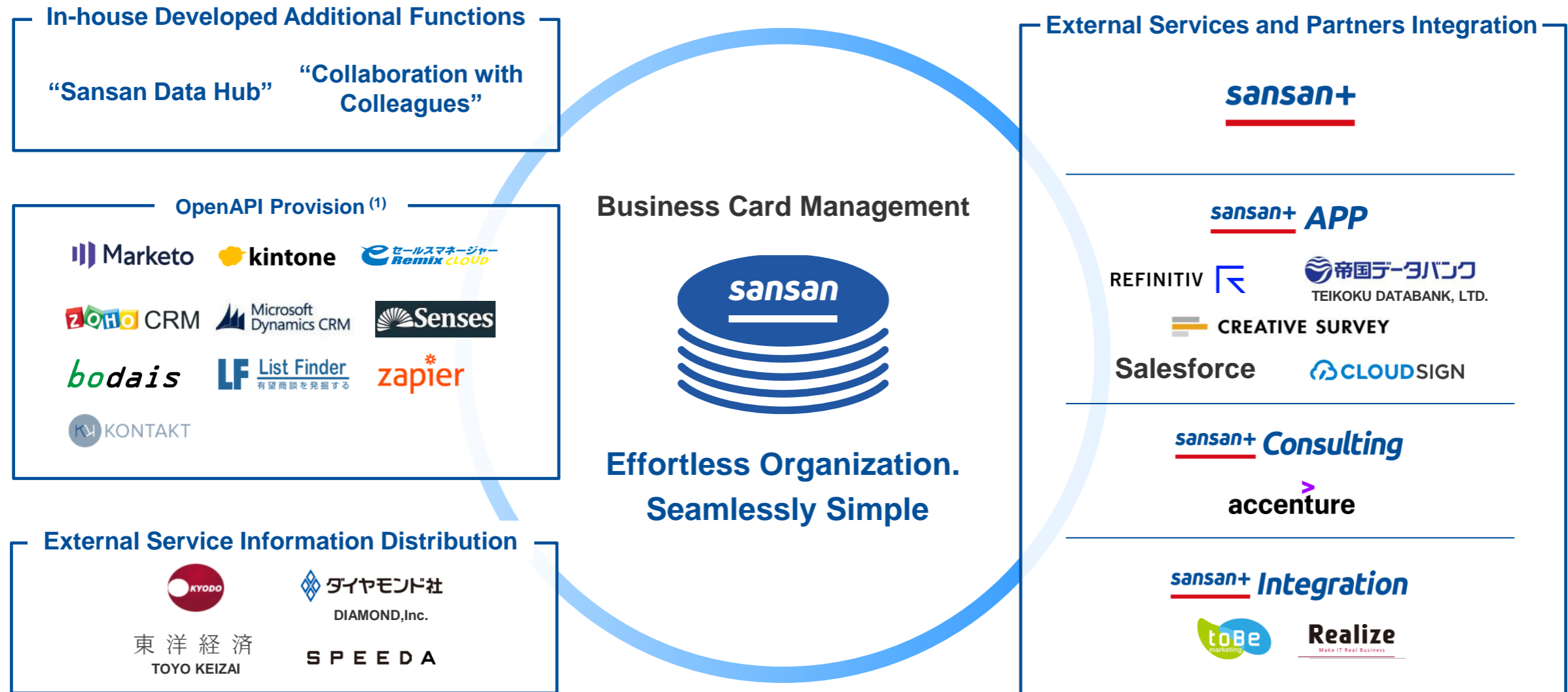
Growth Strategies - "Virtual Cards" to Realize New Work Styles-



Virtual Cards



Growth Strategies - Business Strategy “Sansan Plus” in Sansan Business-



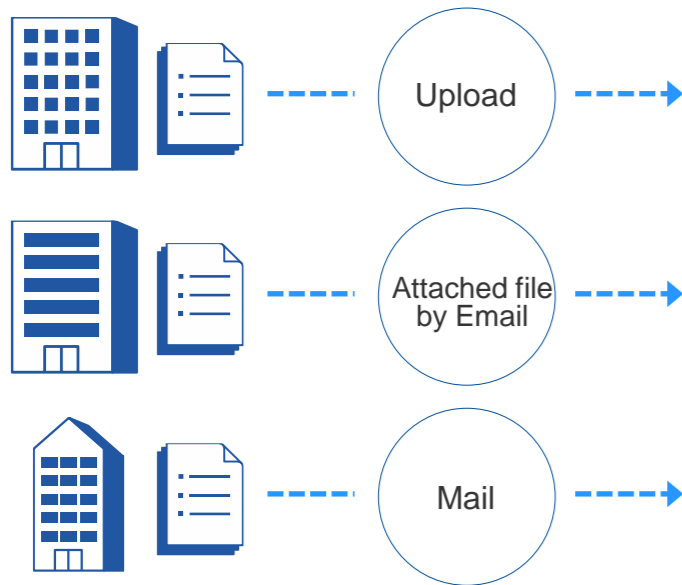
(1) OpenAPI provided to more than 50 other companies' services, including Sales Force Automation, Customer Relationship Management, Marketing Automation

Growth Strategies - “Bill One” Billing Digitization and Online Receipt Service-

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



Side issuing the billing



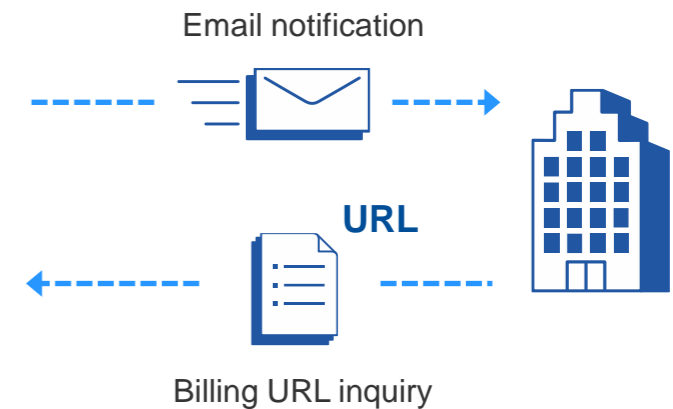
“Bill One”

One-stop receipt

Digitization of billing with
99% accuracy

Centralized management
by database

“Bill One” user companies



Available

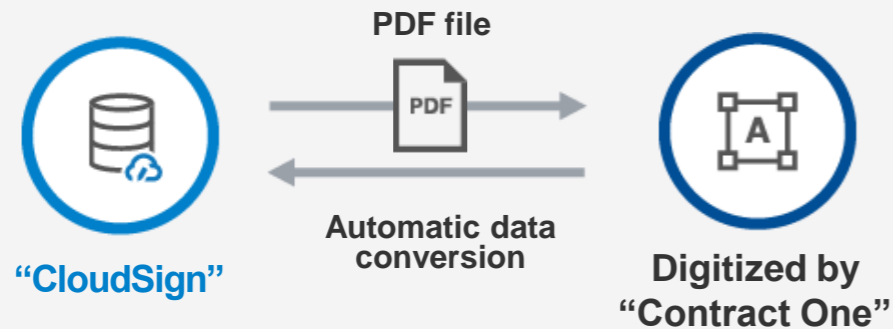
“Bill One” will receive billings on behalf of customers, and the subscriber companies can accurately view the data online

Growth Strategies - “Contract One” Contract Digitization Solution-

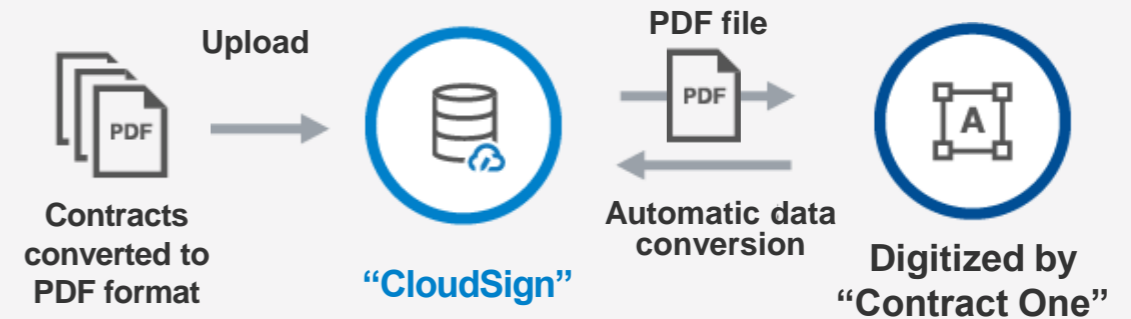
Contract digitization solution

Contract One
powered by Sansan

1. Agreement signed by “CloudSign”



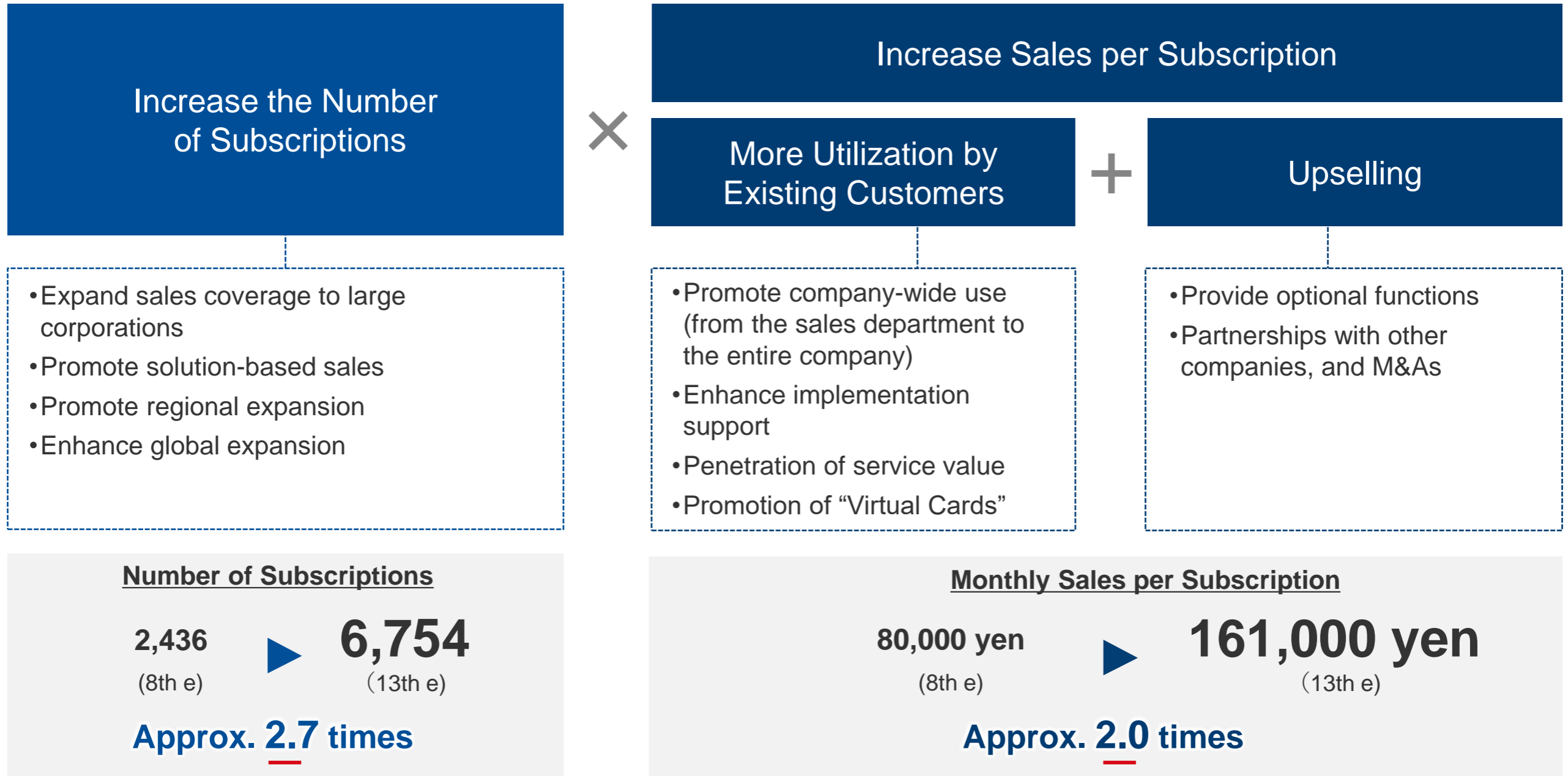
2. Contracts concluded on paper then converted to PDF format



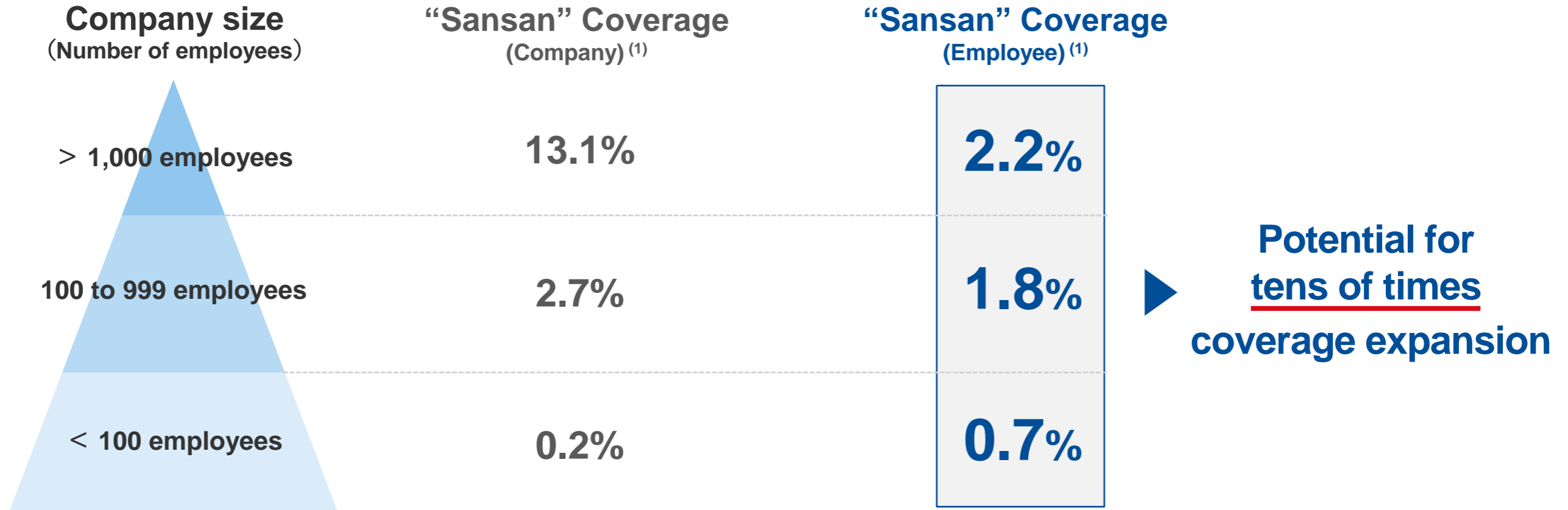
Available

“CloudSign” contracts and paper contracts can be centrally managed, boosting business reform of corporate legal affairs and improvements in productivity

Growth Strategies - Increase Number of Subscriptions and Sales per Subscription-



Growth Strategies - Potential Market Size in Japan (TAM) for Sansan Business-



(1) “Sansan” coverage is calculated with the number of subscription and total number of IDs in “Sansan” for the end of 13th as the numerator and the number based on Economic Census for Business Activity in 2016 issued by the Statistics Bureau as the denominator

Outlook of Consolidated Financial Forecasts

(millions of yen)	13th	14th	
	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 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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