

Presentation Material for FY2019 Q4

Sansan, Inc.
July 14, 2020

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Impact of COVID-19 Outbreak and Main Initiatives

Despite a certain degree of negative impact, the effect on financial results for the fiscal year ended May 31, 2020, was within the expected range. It is assumed that the uncertain business environment will continue at least into the first half of the fiscal year ending May 31, 2021.

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

From FY2020
(From June 2020 onward)

Social Conditions	<ul style="list-style-type: none"> - State of emergency declaration issued - Exercising of self-restraint on going out and remote working accelerate 	<ul style="list-style-type: none"> - State of emergency declaration lifted - Work styles based on remote working - Growing need for online business card exchanges
Sansan Group	<ul style="list-style-type: none"> - Work style/environment improvements for telecommuting - Partial review of investment plan ⁽¹⁾ 	<ul style="list-style-type: none"> - Partial review of recruitment plan
Sansan Business	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - “Virtual Cards” function newly installed
Eight Business	<ul style="list-style-type: none"> - Holding of “Meets” offline business event cancelled ⁽¹⁾ 	<ul style="list-style-type: none"> - 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

Year-on-year comparison of weekly numbers of business cards digitized (March through June 2020)

Despite the decrease in the number of business cards digitized from the time COVID-19 infections began to spread, the number recovered following the lifting of the state of emergency declaration in June.

Year-on-year Comparison of Weekly Numbers of Business Cards Digitized in “Sansan”

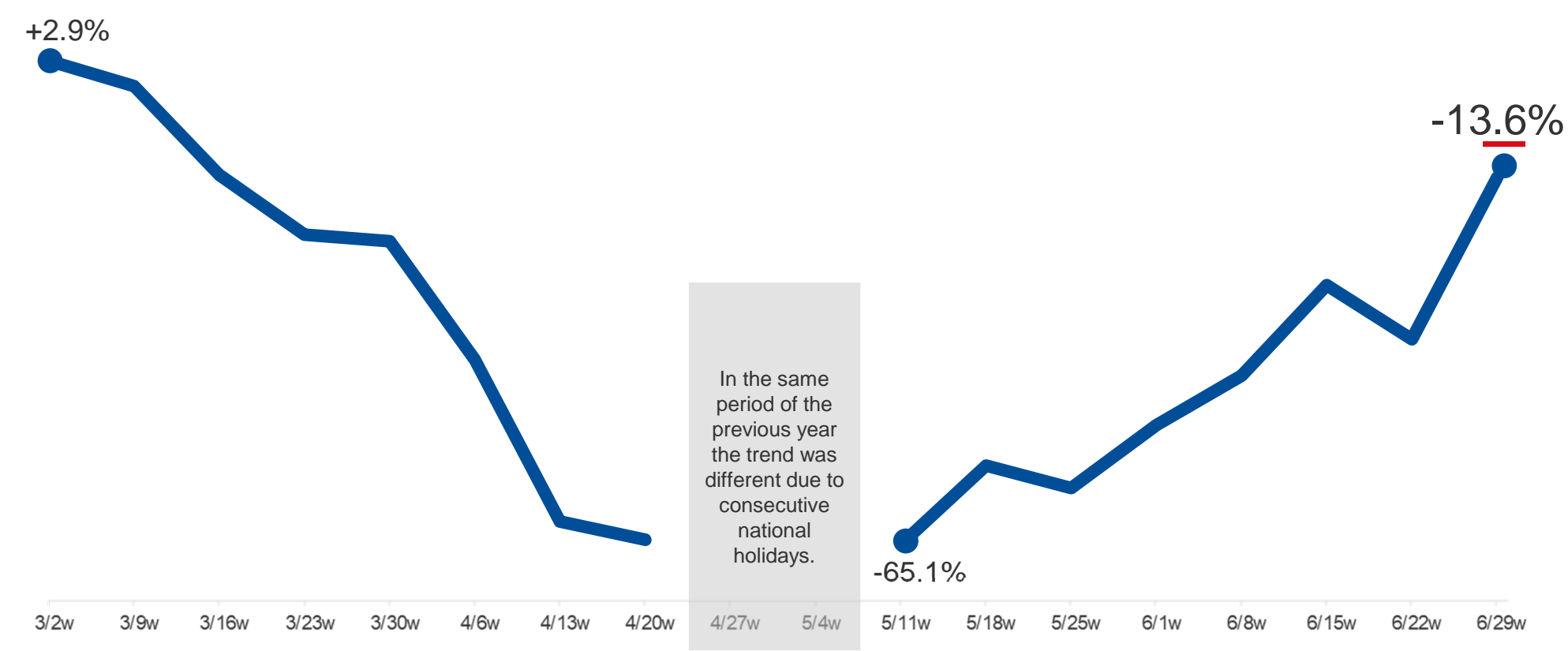


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Highlights of Full-year Results

- **Net Sales +30.9%, High growth has continued**

Sansan Business +27.4%, Eight Business +90.3%

- **Achievement of profit in multi-step profit or loss**

Operating profit increased by 1,607 million yen year-on-year to 757 million yen

(Sansan Business +64.8%, Eight Business +318 million yen (decreased loss))

Ordinary profit and profit attributable to owners of parent also in the black in the period under review

- **Accelerate measures to achieve medium- to long-term growth and new business development**

The number of employees increased by 164 compared with the same period of the previous year to 713, and personnel recruitment is progressing smoothly

Promotion of “Sansan Plus” business strategy in Sansan Business and installation of the new “Virtual cards” function

New business development of “Bill One” and “Contract One,” which are horizontal developments of business card digitization technologies

Overview of Consolidated Financial Results

Net Sales +30.9%, High growth has continued
Achievement of profit in multi-step profit or loss

(millions of yen)	FY2018	FY2019	
Consolidated Results	Full-year Results	Full-year Results	YoY
Net Sales	10,206	13,362	+30.9%
Gross Profit ⁽¹⁾	8,608	11,541	+34.1%
Gross Profit Margin ⁽¹⁾	84.3%	86.4%	+2.1pt
Operating Profit	-849	757	—
Operating Profit Margin	—	5.7%	—
Ordinary Profit	-891	435	—
Profit Attributable to Owners of Parent	-945	339	—
EPS	-40.42 yen	10.98 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)	FY2018	FY2019	
Net Sales	Full-year Results	Full-year Results	YoY
Consolidated	10,206	13,362	+30.9%
Sansan Business	9,639	12,284	+27.4%
Eight Business	566	1,078	+90.3%

Operating Profit

Consolidated	-849	757	—
Sansan Business	2,909	4,794	+64.8%
Eight Business	-1,212	-894	—
Adjustments	-2,546	-3,142	—

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Our Mission and the Surrounding Business Environment

Confront the business “encounters” and work to gain access to a variety of adjacent business opportunities

In post-COVID-19 society, Digital Transformation (DX) will rapidly accelerate

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.

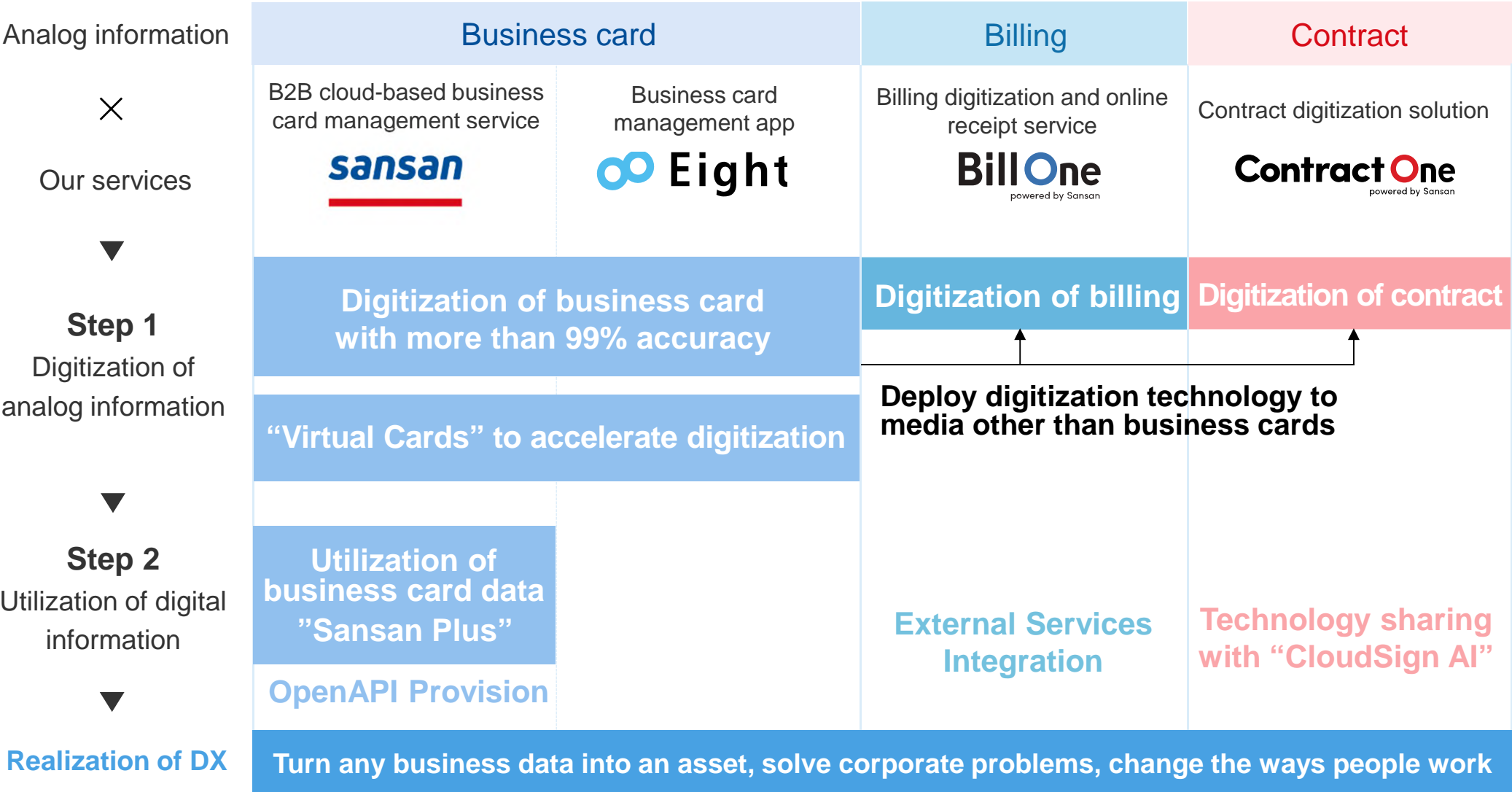
Business flow starting from “encounter”



Digital Transformation

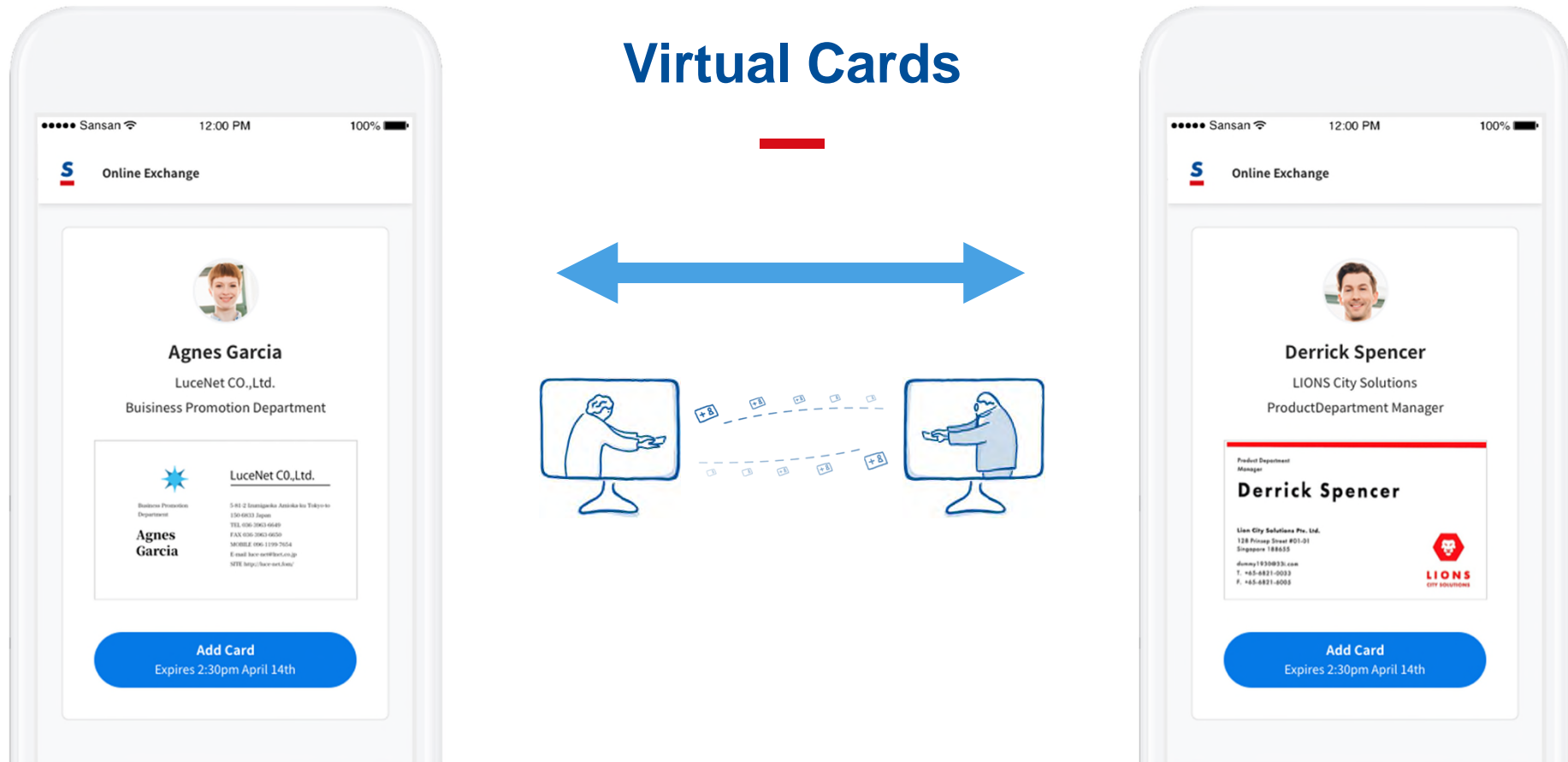
Digital Transformation and Service Development

Required first to promote DX is digitization of analog information
 Develop a service to digitize and utilize all types of analog business information, such as business cards



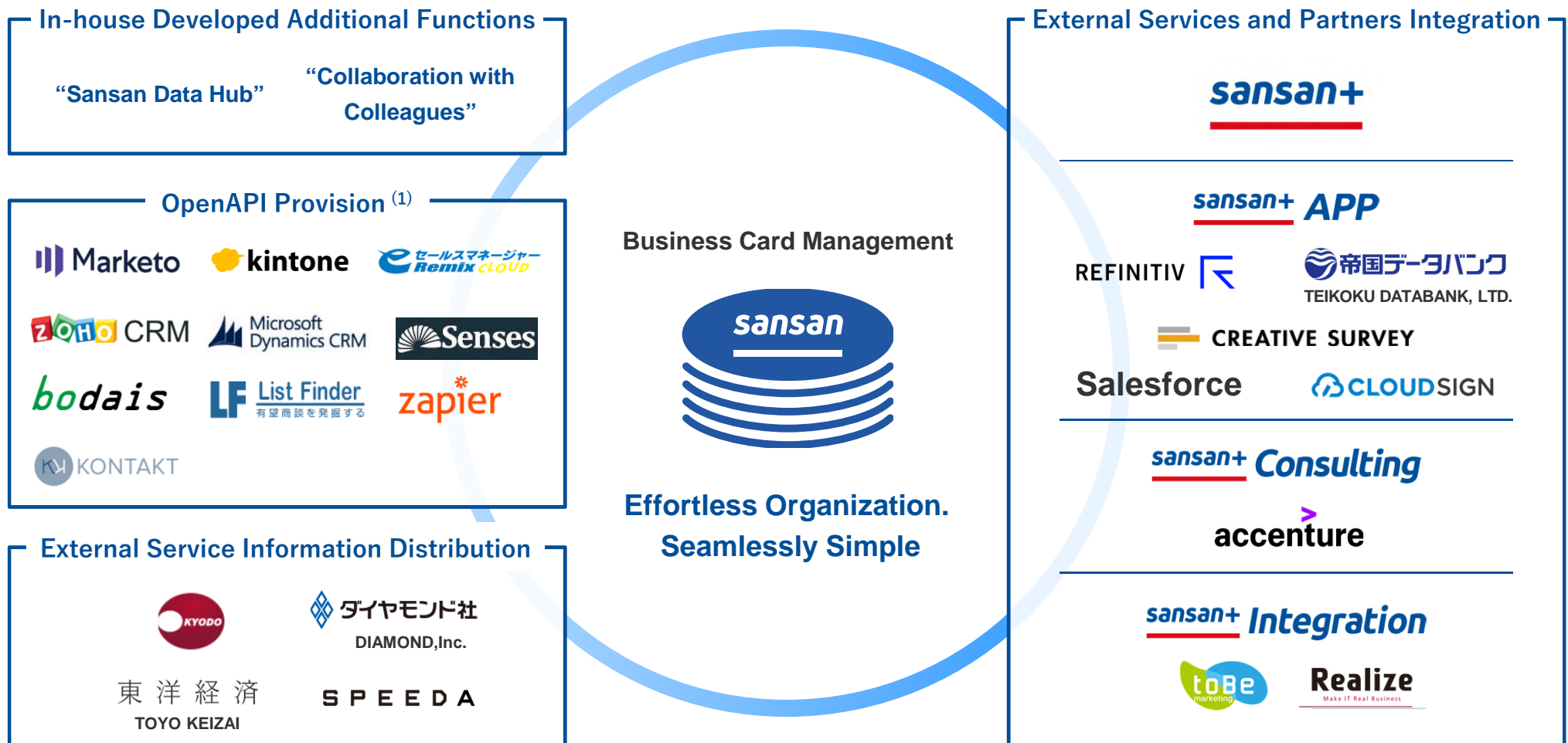
“Virtual Cards” to Realize New Work Styles

Launching “Virtual Cards” function in June 2020 to realize new work styles



Business Strategy “Sansan Plus”

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

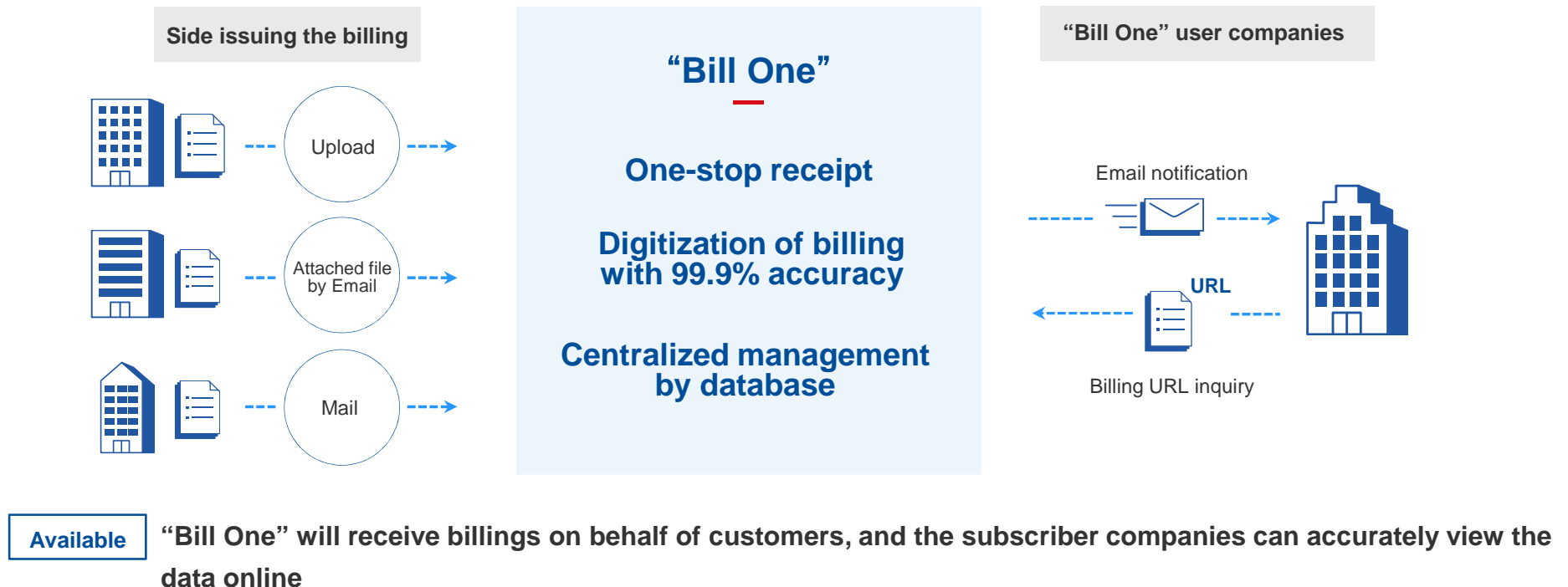
“Bill One” Billing Digitization and Online Receipt Service

A service that can convert paper and PDF billings 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 billings

Bill One
powered by Sansan



(1) Business Continuity Plan

“Contract One” Contract Digitization Solution

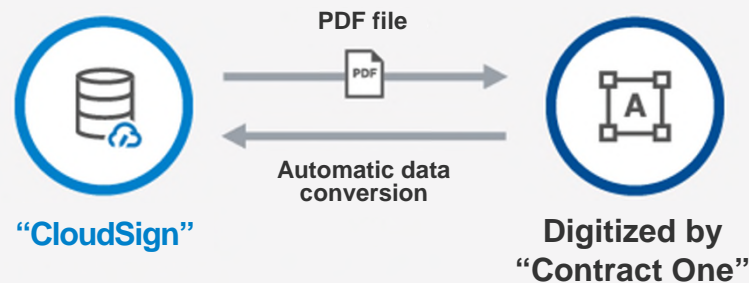
A function that digitizes paper and PDF contracts and organizes the data required for management

Planning to provide “Contract One” technology to Bengo4.com, Inc., “CloudSign AI”

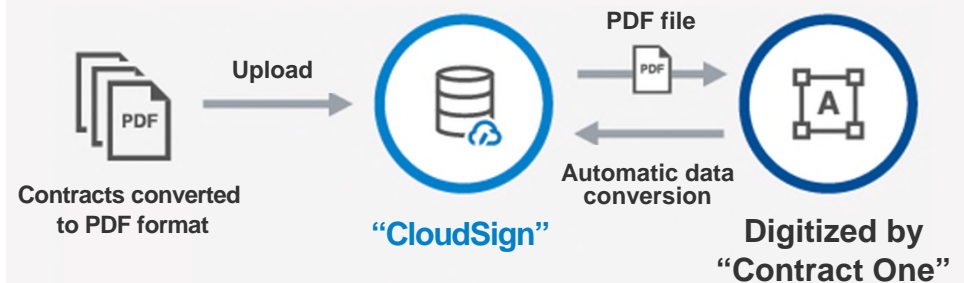
Contract digitization solution

Contract One
powered by Sansan

1. Agreement signed by “CloudSign”



2. Contracts concluded on paper then converted to PDF format

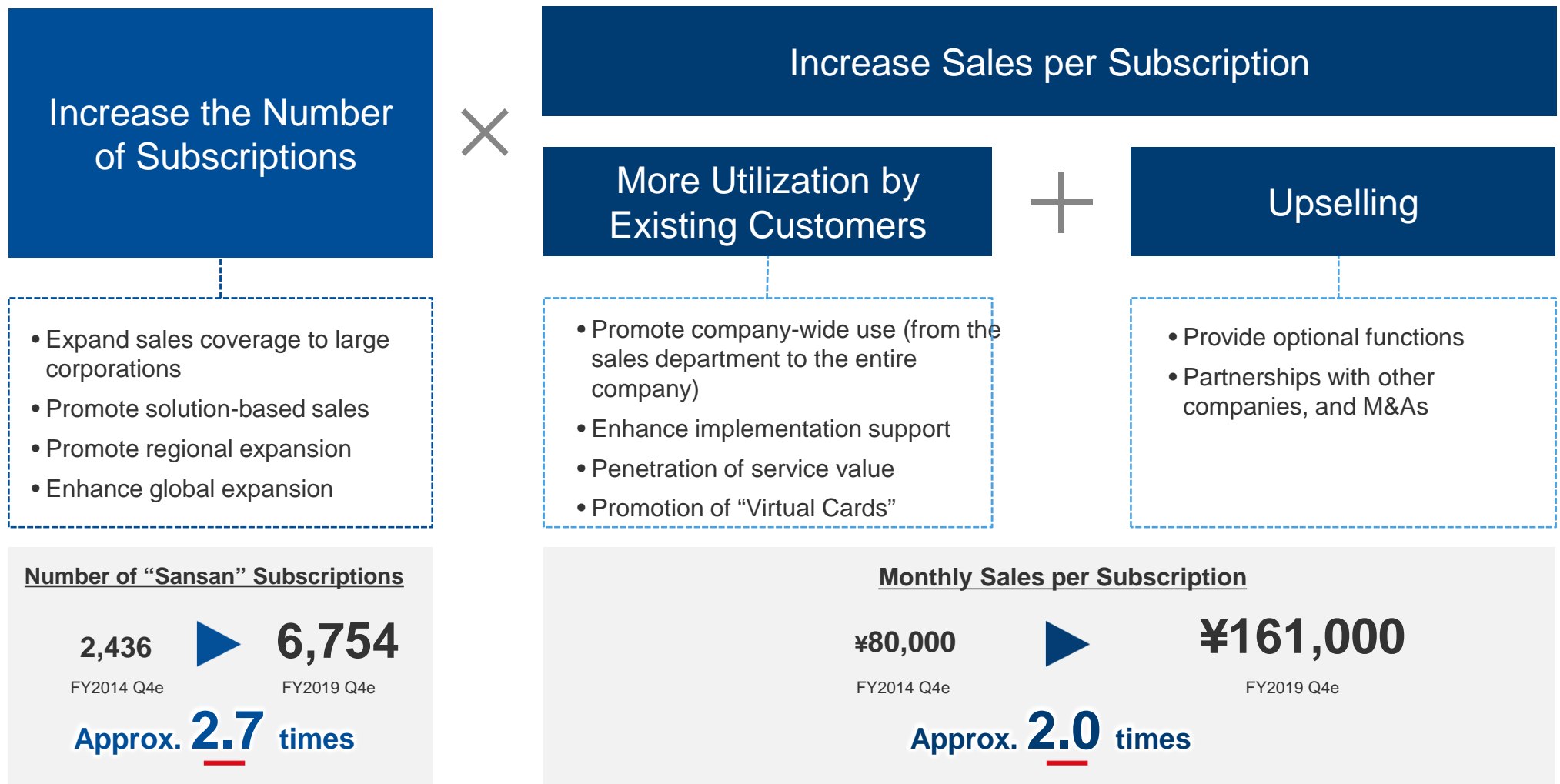


Planned for Summer 2020

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

Number of Subscriptions and Sales per Subscription

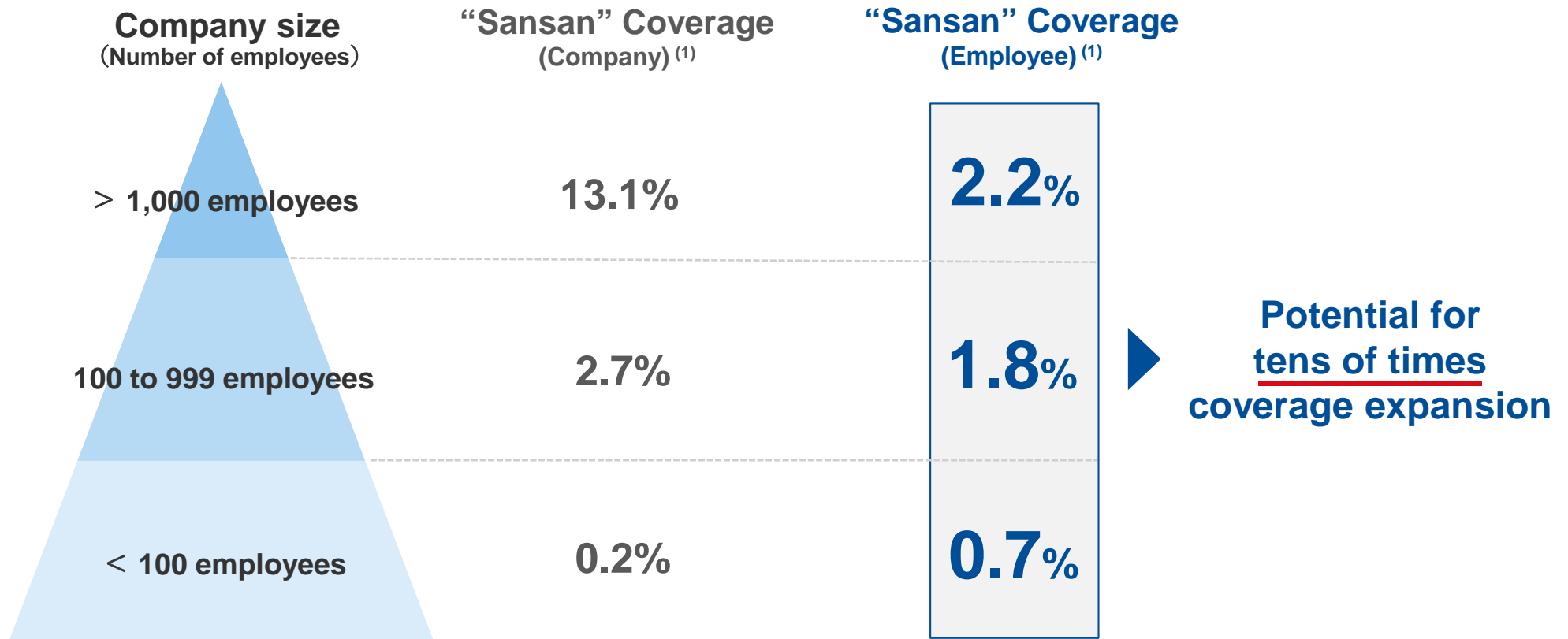
Achieve growth through an increase in both the number of subscriptions and sales per subscription



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

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 FY2019 Q4e as the numerator and the number based on Economic Census for Business Activity in 2016 issued by the Statistics Bureau as the denominator.

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Consolidated Financial Forecasts

In FY2020, growth rate temporarily expected to slow down due to impact of COVID-19 outbreak

Working to enhance investment to accelerate growth rate again, aiming for sales growth of 30% or more in FY2021

(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



Consolidated Financial Results for FY2019 Q4 (three months)

Overview of Consolidated Financial Results

Both net sales and profits increased year on year

(millions of yen)	FY2018	FY2019		(FYI) FY2019	
Consolidated Results	Q4 Results	Q4 Results	YoY	Full-year Results	YoY
Net Sales	2,844	3,690	+29.8%	13,362	+30.9%
Gross Profit ⁽¹⁾	2,422	3,227	+33.2%	11,541	+34.1%
Gross Profit Margin ⁽¹⁾	85.2%	87.4%	+2.2pt	86.4%	+2.1pt
Operating Profit	-194	563	—	757	—
Operating Profit Margin	—	15.3%	—	5.7%	—
Ordinary Profit	-207	354	—	435	—
Profit Attributable to Owners of Parent	-256	433	—	339	—

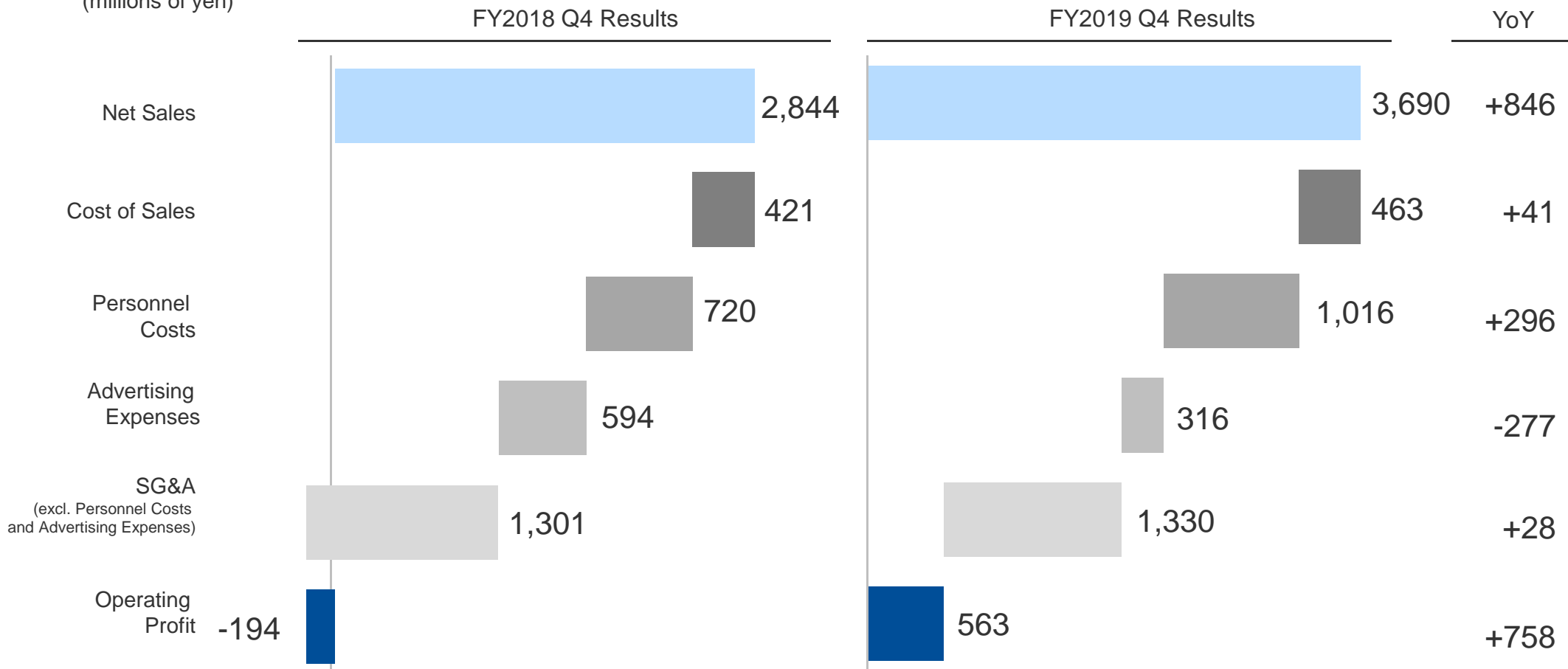
(1) Business card entry costs in the Eight Business are recorded in SG&A

Factors Contributing to Changes in Consolidated Operating Profit

Operating income in the black due to sales growth and the decrease in advertising costs associated with the suspension of business events

Status of Consolidated Net Sales/Operating Profit

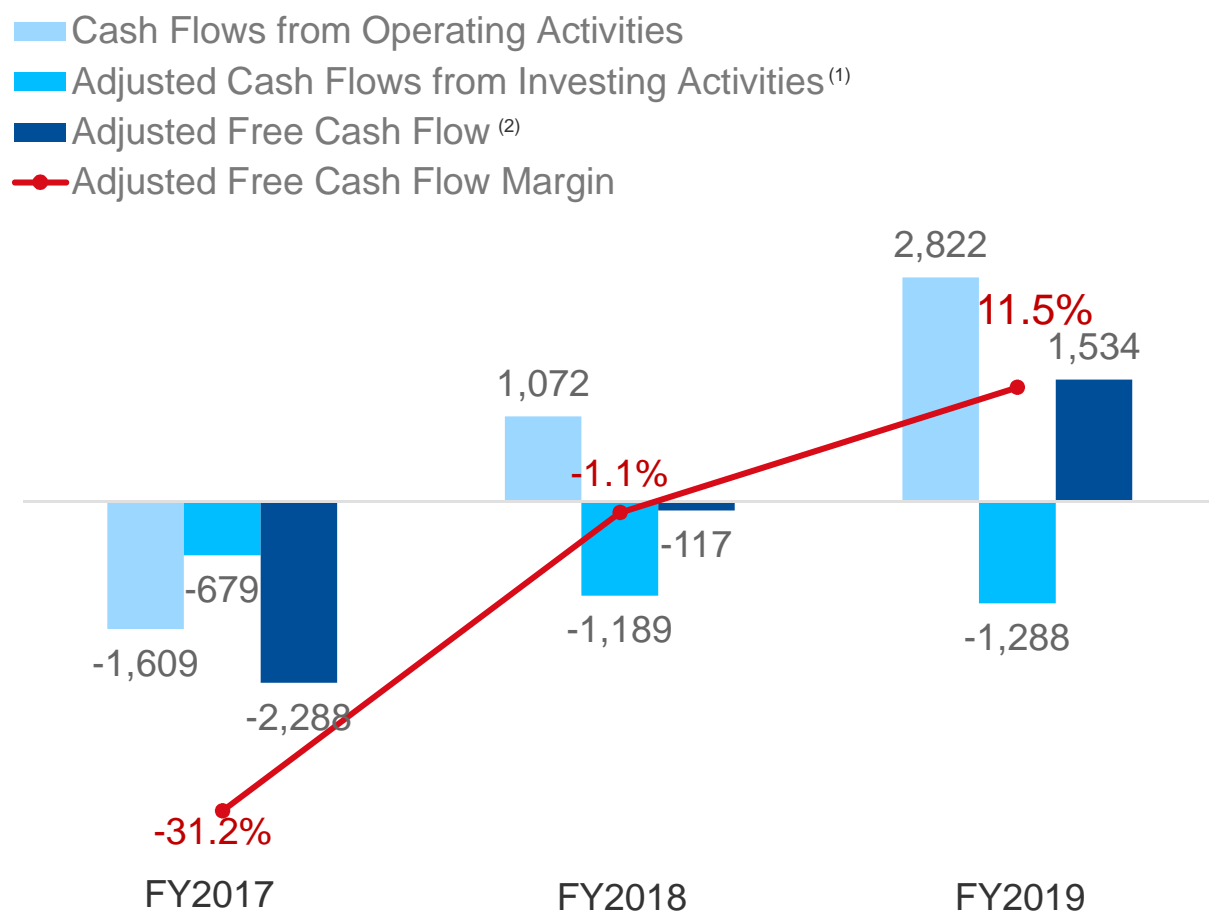
(millions of yen)



(Reference) Overview of Free Cash Flow

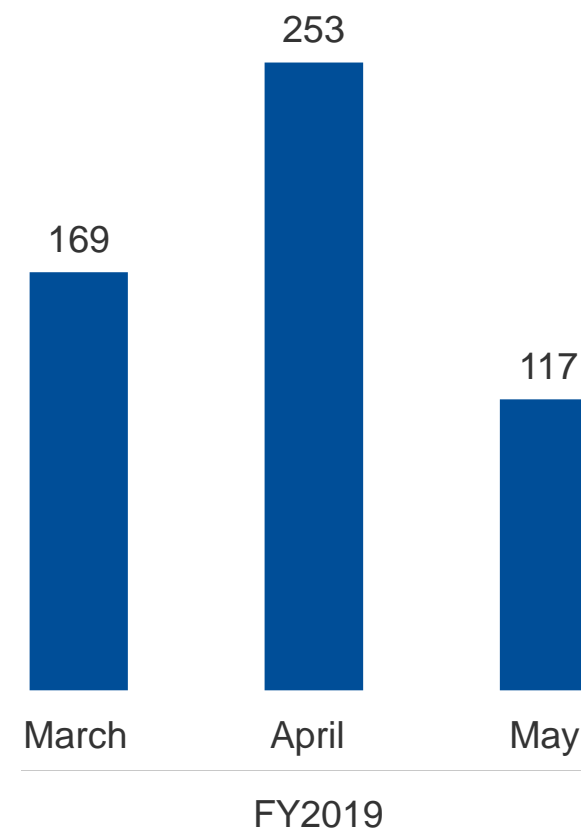
Overview of Free Cash Flow

(millions of yen)



(Reference) Consolidated Monthly Operating Profit⁽³⁾

(millions of yen)



(1) Cash flows from investing activities, excluding the acquisition of investment securities (Expenditures for the acquisition of investment securities: FY2017 ¥-; FY2018: ¥1,093 million; FY2019: ¥5,901 million)

(2) Sum of cash flows from investing activities and cash flow from operating activities, excluding the acquisition of investment securities

(3) Management accounting results (unaudited)

Results by Segments

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

(millions of yen)	FY2018	FY2019		(FYI) FY2019	
Net Sales	Q4 Results	Q4 Results	YoY	Full-year Results	YoY
Consolidated	2,844	3,690	+29.8%	13,362	+30.9%
Sansan Business	2,656	3,353	+26.2%	12,284	+27.4%
Eight Business	187	337	+80.3%	1,078	+90.3%
Operating Profit					
Consolidated	-194	563	—	757	—
Sansan Business	939	1,558	+65.8%	4,794	+64.8%
Eight Business	-305	-178	—	-894	—
Adjustments	-829	-815	—	-3,142	—

Sansan Business Overview

Net sales increased 26.2% compared with same period in previous fiscal year

Operating profit margin increased due to continued growth in net sales and cost controls, such as of advertising expenses

(millions of yen)	FY2018	FY2019		(FYI) FY2019	
Sansan Business	Q4 Results	Q4 Results	YoY	Full-year Results	YoY
Net Sales	2,656	3,353	+26.2%	12,284	+27.4%
Recurring Net Sales	2,362	3,062	+29.6%	11,169	+30.0%
Operating Profit	939	1,558	+65.8%	4,794	+64.8%
Operating Profit Margin	35.4%	46.5%	+11.1pt	39.0%	+8.8pt
Number of “Sansan” Subscriptions	5,823 Subscriptions	6,754 Subscriptions	+16.0%		
Monthly Sales per Subscription ⁽¹⁾	156,000 yen	161,000 yen	+3.2%		
Last 12 Months Average of Monthly Churn Rate ⁽²⁾	0.68%	0.60%	-0.08pt		
Number of Employees	308 persons	420 persons	+112 persons		

(1) Monthly results for the end of Q4 in the Sansan Business (incl. some new services other than “Sansan”, unaudited)

(2) Ratio of decrease in monthly fees associated with contract cancellations to total monthly fees for existing contracts (In accordance with the revision of calculation method, we changed past numerical values)

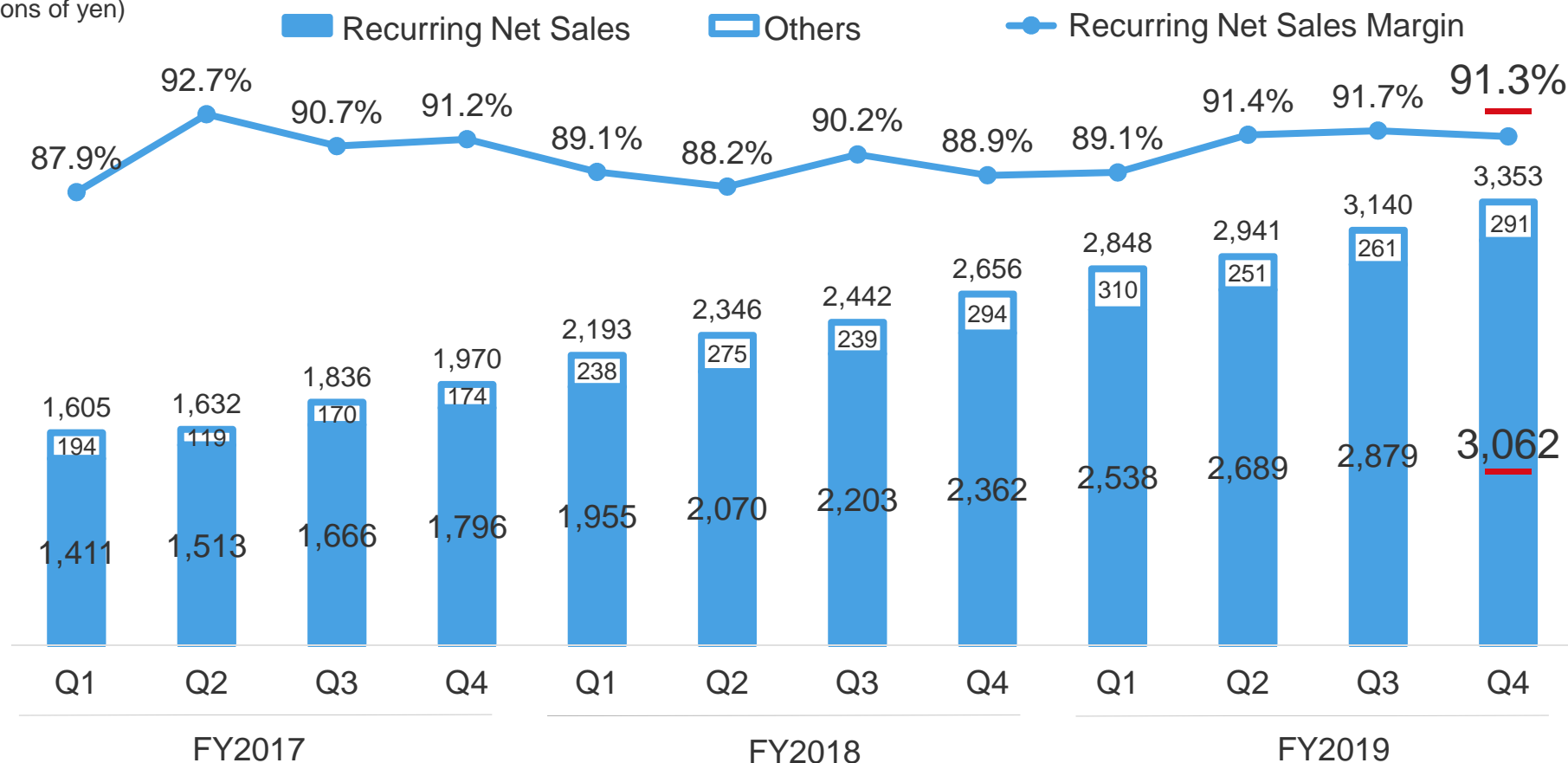
Sansan Business : "Sansan" Sales/Recurring Net Sales

Recurring Net Sales increased 29.6% compared with corresponding period in previous fiscal year

Recurring Net Sales ratio remained high at 91.3%

"Sansan" Sales/Recurring Net Sales ⁽¹⁾

(millions of yen)



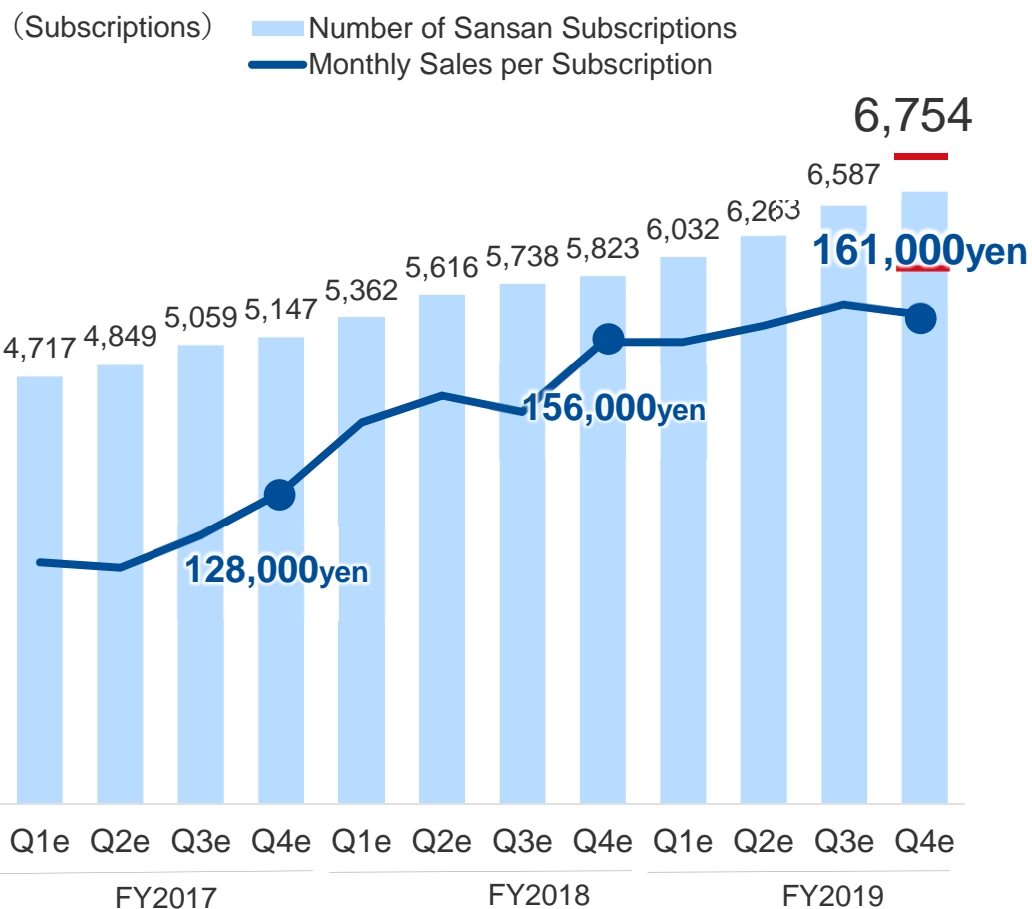
(1) Fixed revenue with regard to "Sansan" (unaudited)

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

Number of subscriptions increased 16.0% and monthly net sales per subscription increased 3.2% compared with same period in previous fiscal year

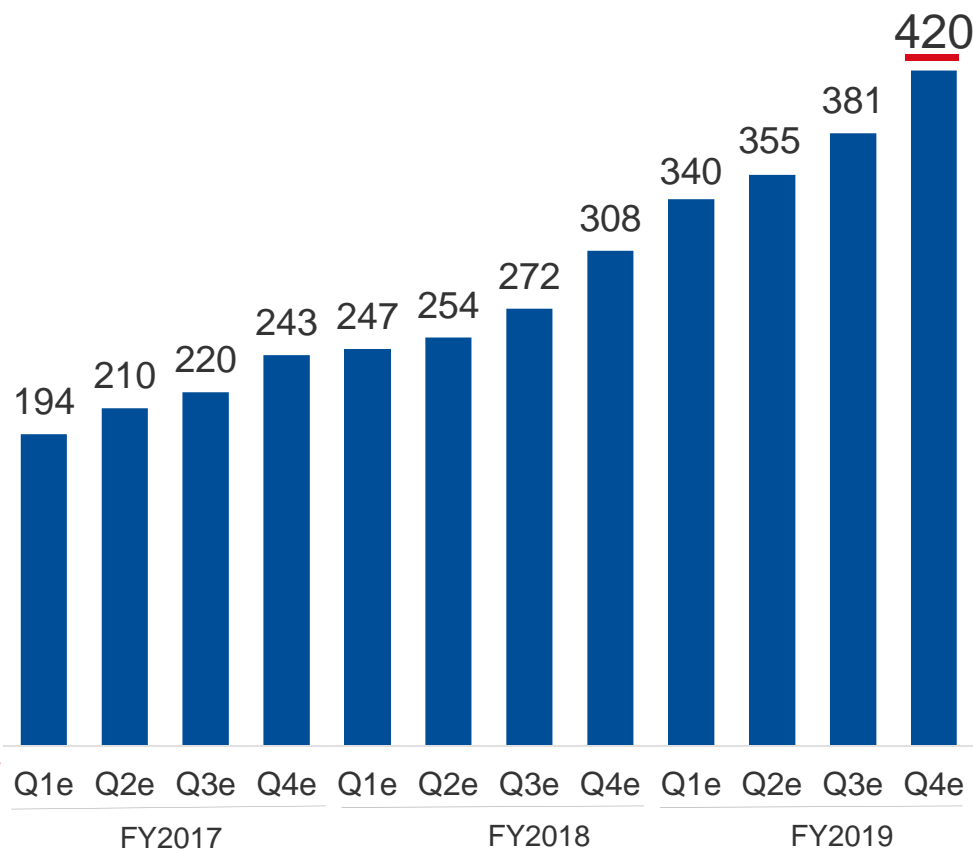
Recruitment of personnel, mainly for sales departments, also steady

Number of “Sansan” Subscriptions and Monthly Sales per Subscription ⁽¹⁾



Number of Employees in Sansan Business

(Persons)

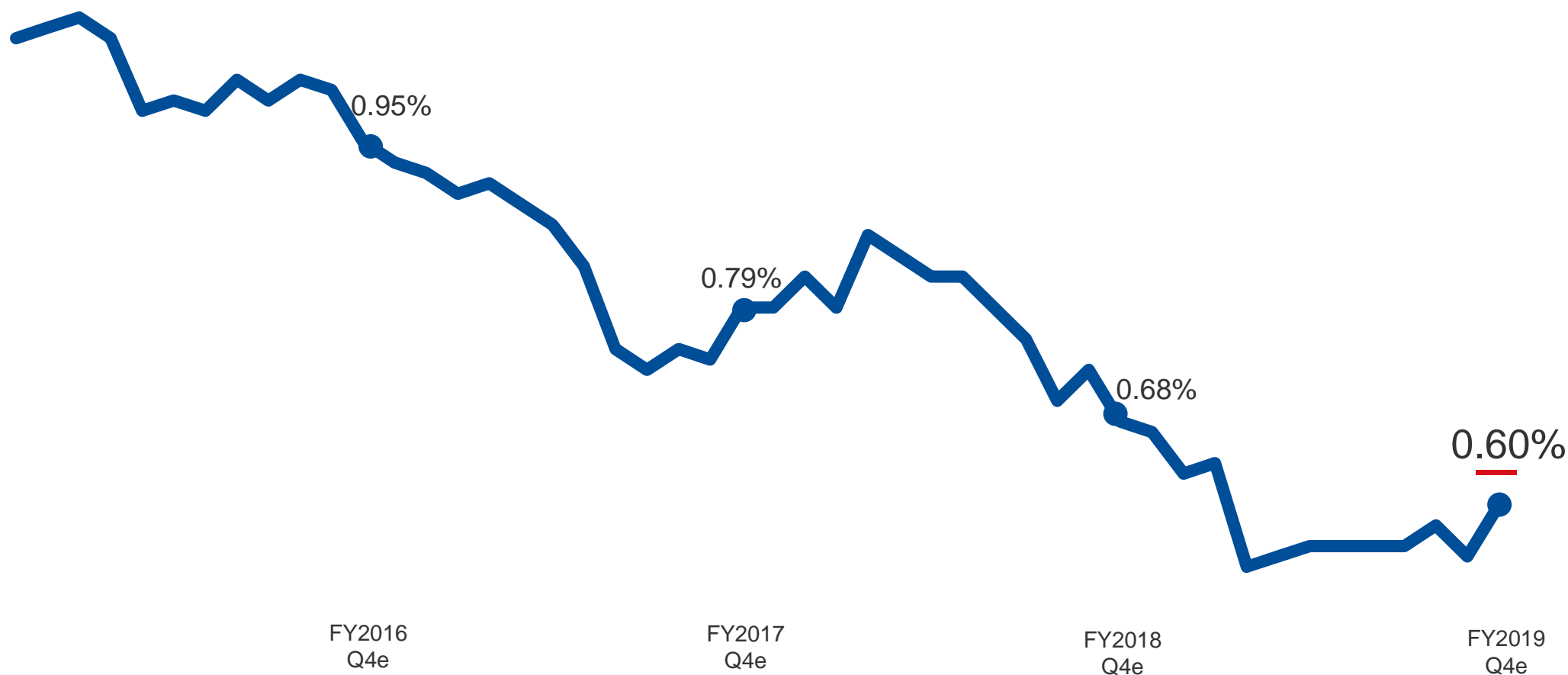


(1) Monthly results for the end of the quarter in the Sansan Business (incl. some new services other than “Sansan”, unaudited)

Sansan Business: Last 12 Months Average of Monthly Churn Rate

Average churn rate over the last 12 months improved by 0.08 points compared to the same period last year, and remained at a low level

Last 12 Months Average of Monthly Churn Rate ⁽¹⁾ for “Sansan”

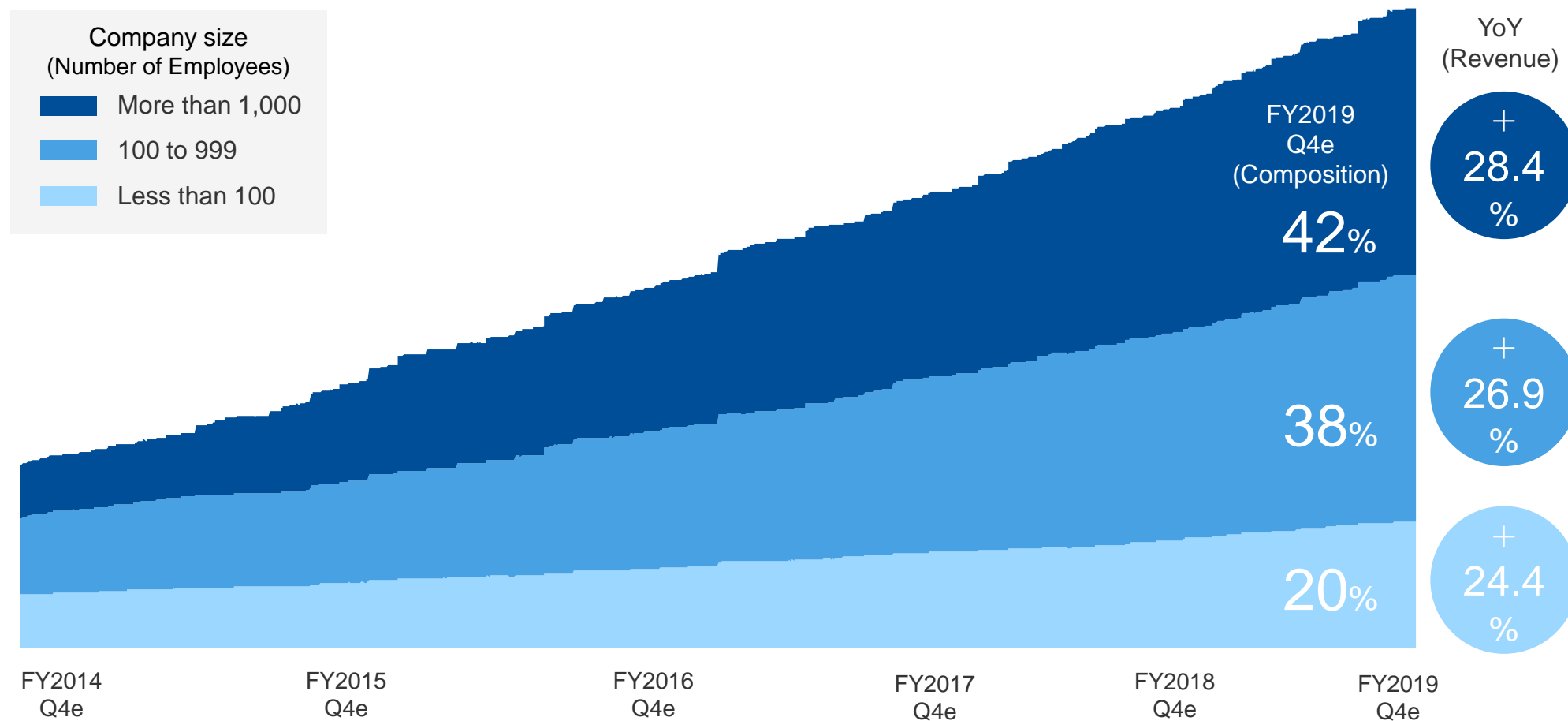


(1) Ratio of decrease in monthly fees associated with contract cancellations to total monthly fees for existing contracts (In accordance with the revision of calculation method, we appealed and changed past numerical values)

Sansan Business: “Sansan” Revenue Composition by Customer Size

Revenue ratio from larger customers with large sales per subscription continues to rise

“Sansan” Revenue Composition by Customer Size ⁽¹⁾



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

Eight Business Overview

Net sales continued to show year-on-year growth due to B2B services (paid services for companies)

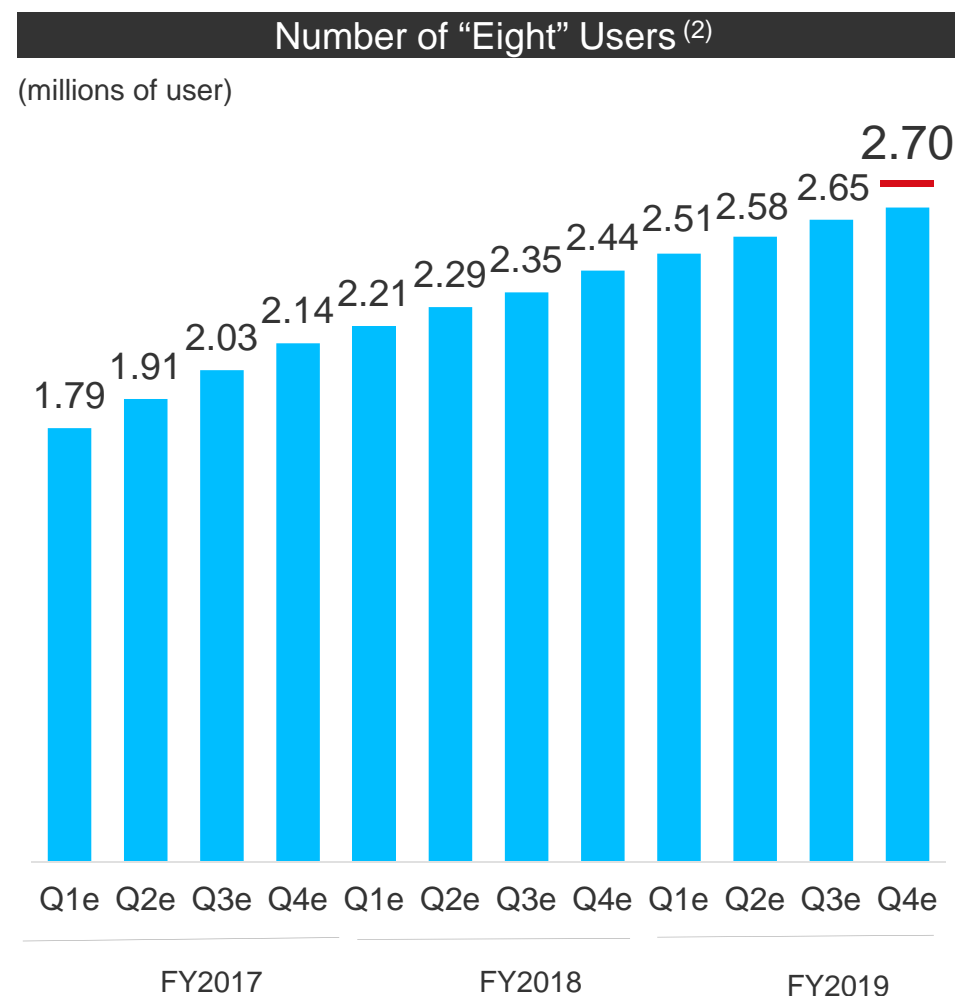
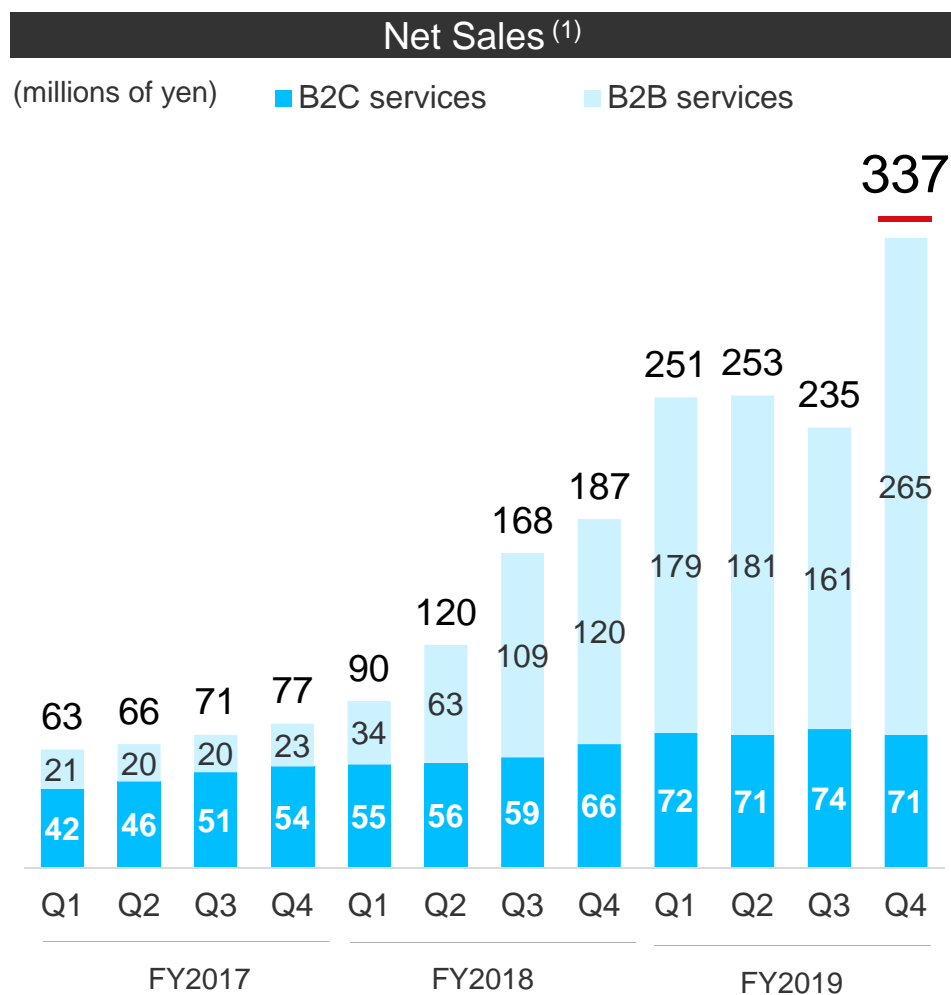
(millions of yen)	FY2018	FY2019		(FYI) FY2019	
Eight Business	Q4 Results	Q4 Results	YoY	Full-year Results	YoY
Net Sales	187	337	+80.3%	1,078	+90.3%
B2C Services	66	71	+7.9%	289	+21.7%
B2B Services	120	265	+120.0%	788	+139.8%
Operating Profit	-305	-178	—	-894	—
Operating Profit Margin	—	—	—	—	—
Number of “Eight” Users ⁽¹⁾	2.44 million people	2.70 million people	+0.26 million people		
Number of “Eight Company Premium” Subscriptions ⁽²⁾	828 subscriptions	1,535 subscriptions	+85.4%		

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

(2) “Eight Company Premium” enables users to share their contacts with colleagues (targeting small companies with under 20 employees)

Eight Business: Net Sales/“Eight” Users

Steady increase in “Eight” users



(1) Quarterly results for FY2017 were unaudited

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

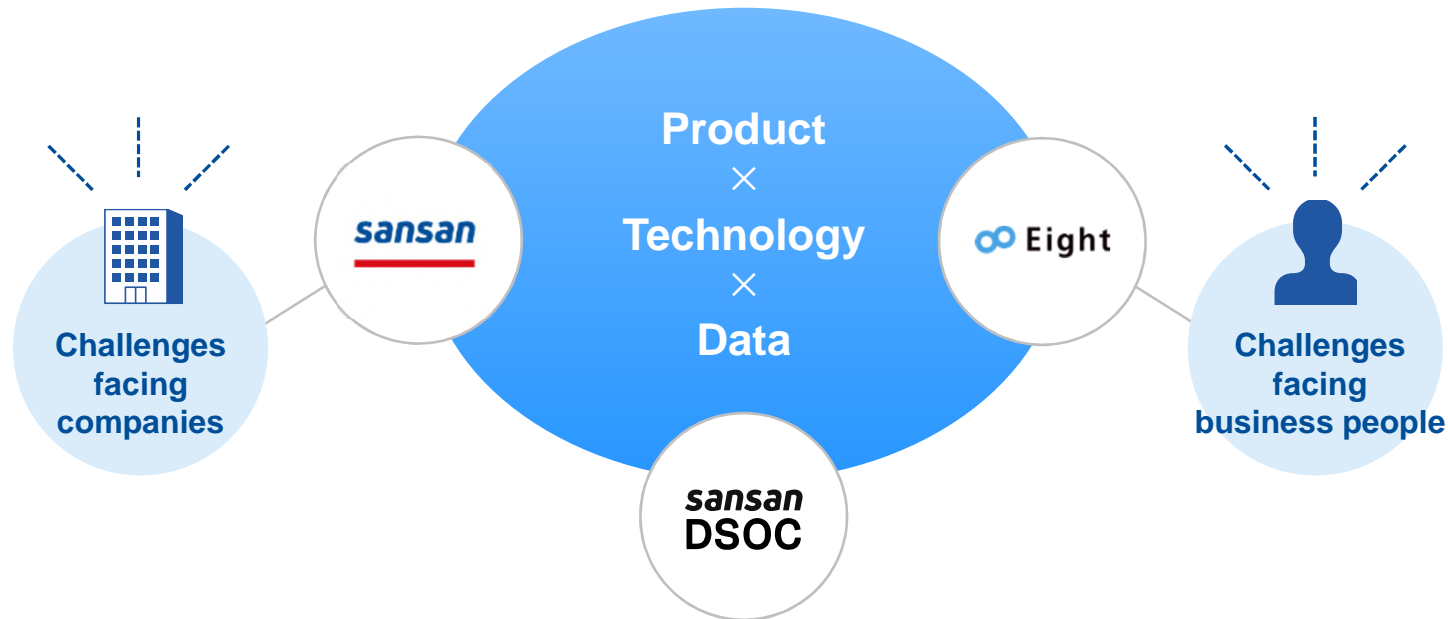
Sansan Group Overview



Mission

Turning Encounters into Innovation

A Business Platform to Challenge the World



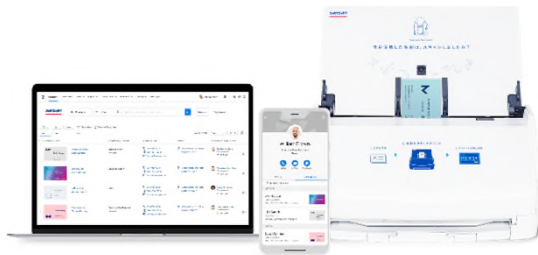
Overview of Businesses and Services

Platforms to transform business and individual contact information into assets

sansan

Effortless Organization. Seamlessly Simple

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⁾



- More than **6,700** subscriptions constituting the customer base
- Monthly churn rate below **1.0%** ⁽²⁾

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



- **No.1** share in mobile contact management apps ⁽³⁾
- More than **2.7 million** users ⁽⁴⁾

(1) Sales share of companies in the contact management services for corporations based on "Contact Management Service Market and SFA/CRM Businesses 2020" by Seed Planning, Inc. released in January 2020

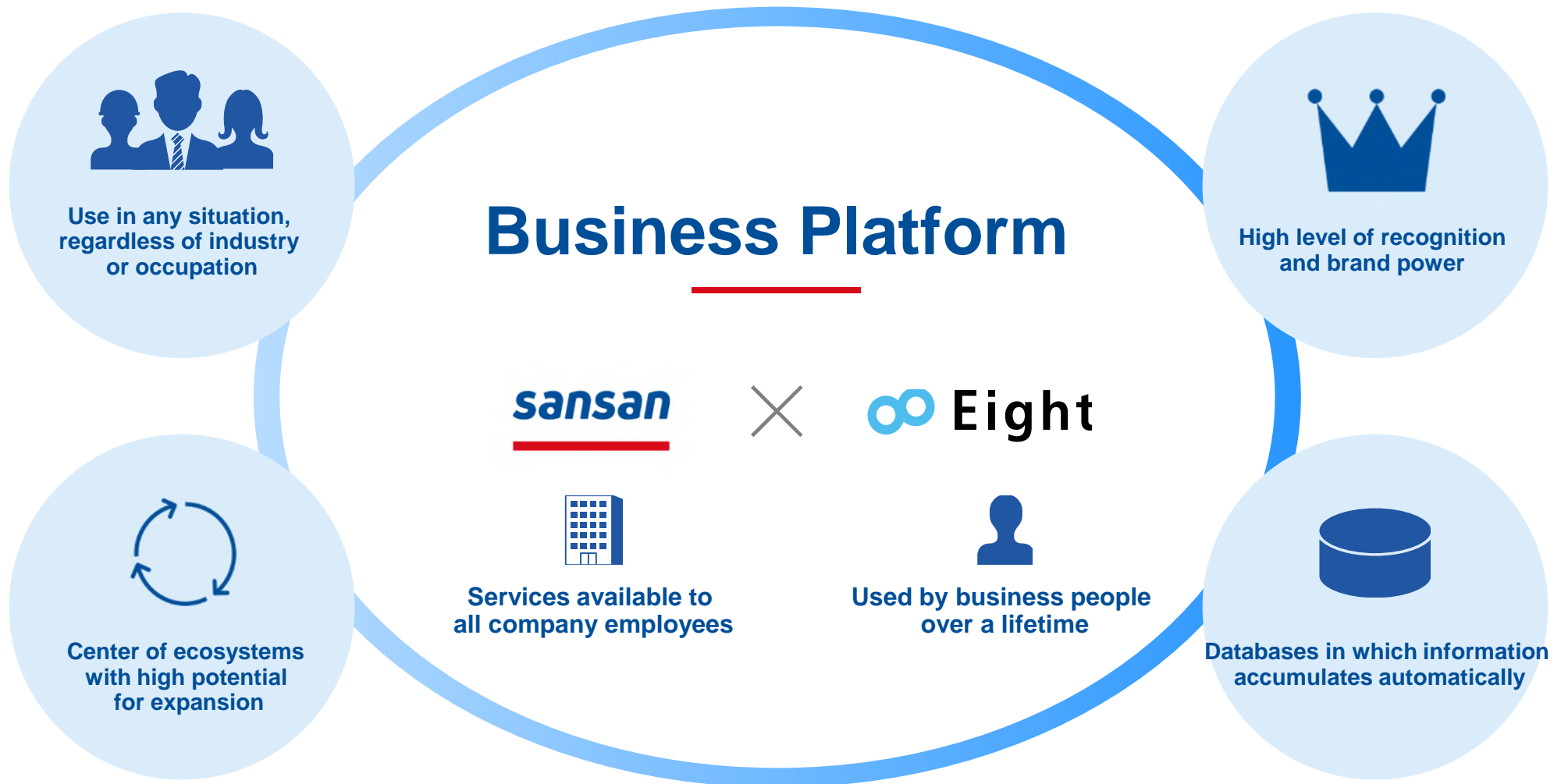
(2) Average monthly churn rate over the past 12 months, which is the ratio of decrease in monthly fees associated with contract cancellations to total monthly fees from existing contracts

(3) 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)

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

Features Characterizing the Business Platforms

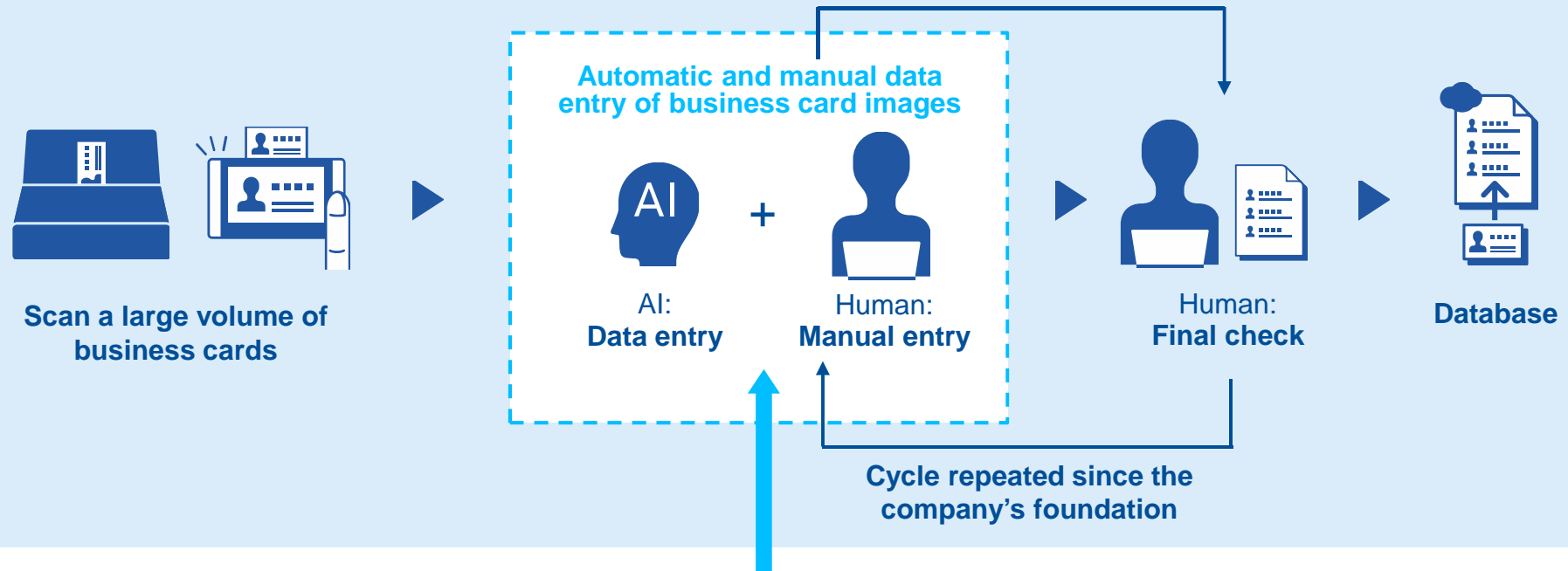
**Establish a solid position as a business platform
while diversifying medium- to long-term growth opportunities**



Competitive Edge: Unique Structure and Technology that Enables Card Digitization with 99.9% Accuracy

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

Prompt and accurate digitization of a large volume of business cards



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

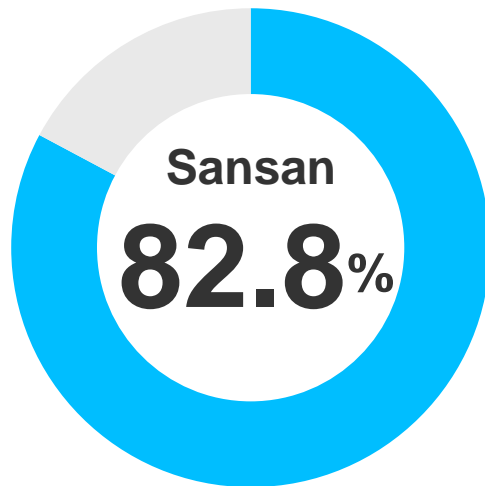
Image processing technology

Competitive Edge: 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

Sales share in 2018 ⁽¹⁾



Ver. 5 TV commercial title:
We know the customer 2017, “Our boss missed an opportunity” ⁽²⁾



Ver. 7.5 TV commercial
broadcast from June 2020

Solid Customer Base with more than 6,700 Subscriptions



(1) Sales share of companies in the contact management services for corporations based on “Contact Management Service Market and SFA/CRM Businesses 2020” by Seed Planning, Inc. released in January 2020

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

Sansan Business



Basic Features of “Sansan”

“Sansan” offers “business card management” features to transform unutilized business cards into assets



Challenges facing companies

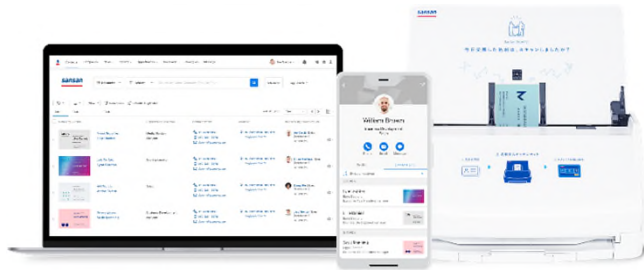
- Business card information not shared within the office
- Insufficient internal communication
- Not aware of the value of business card information



Basic features of “Sansan”

Business card management/utilization

Digitizes business card data with 99.9% accuracy



Major features

Contact management



- Business card search
- Business card sharing
- Smartphone app

Customer management



- Person profile
- News feed
- Company search
- Organizational tree
- E-mail delivery



User benefits

Productivity Streamlined operations
Cost reduction Creation of business opportunities

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***

Package of optional functions
usable within “Sansan”

Optional Functions

” Risk Intelligence powered by Refinitiv”
”Corporate Information Database
powered by Teikoku Databank”
”Survey Tool powered by CREATIVE SURVEY”
”Salesforce Opportunity Integration”
” CloudSign Contract Management”

sansan+ ***Consulting***

Utilize the “Sansan” services to
comprehensively support corporate
digitalization

Sansan Plus Partners specializing
in data 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

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

Available

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

Available

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

“Salesforce Opportunity Integration”



Available

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

“CloudSign Contract Management”



Available

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

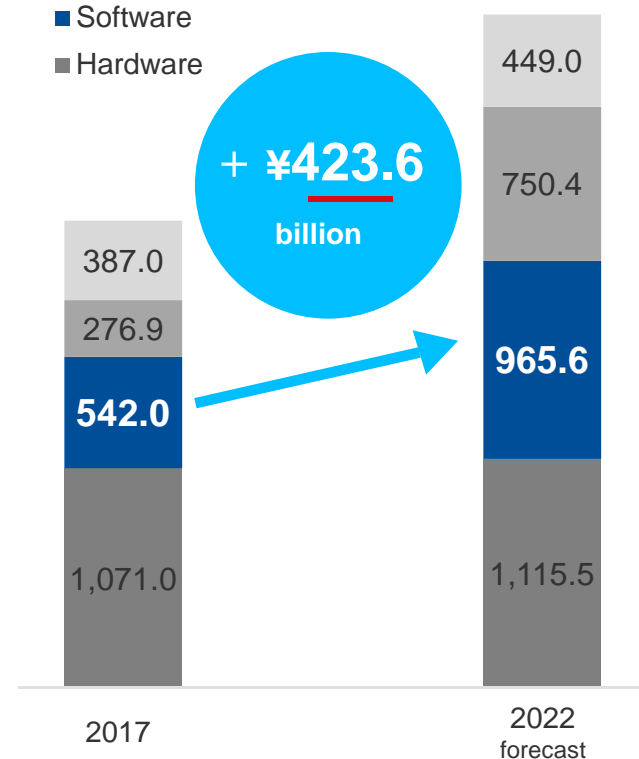
Tailwind of Market Environment

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⁾

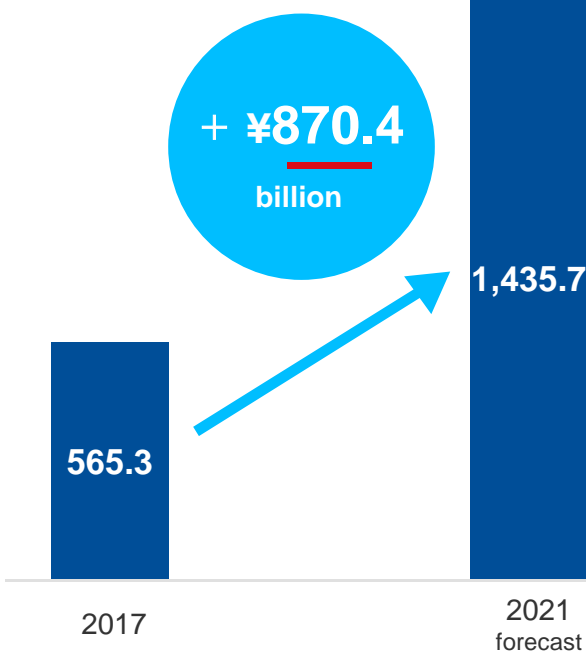
(billions of yen)

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



Digital Transformation Market Size ⁽²⁾

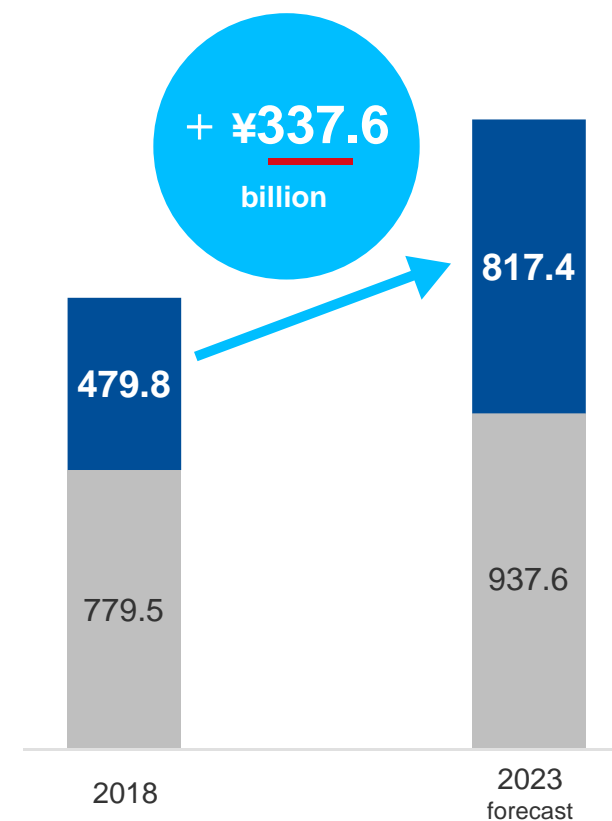
(billions of yen)



SaaS Market Size in Japan ⁽³⁾

(billions of yen)

■ Hardware ■ Software



(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 "2018 Outlook of the Digital Transformation Market" by Fuji Chimera Research Institute

(3) Based on "2019 New Software Business Markets" by Fuji Chimera Research Institute

Service Plans for “Sansan”

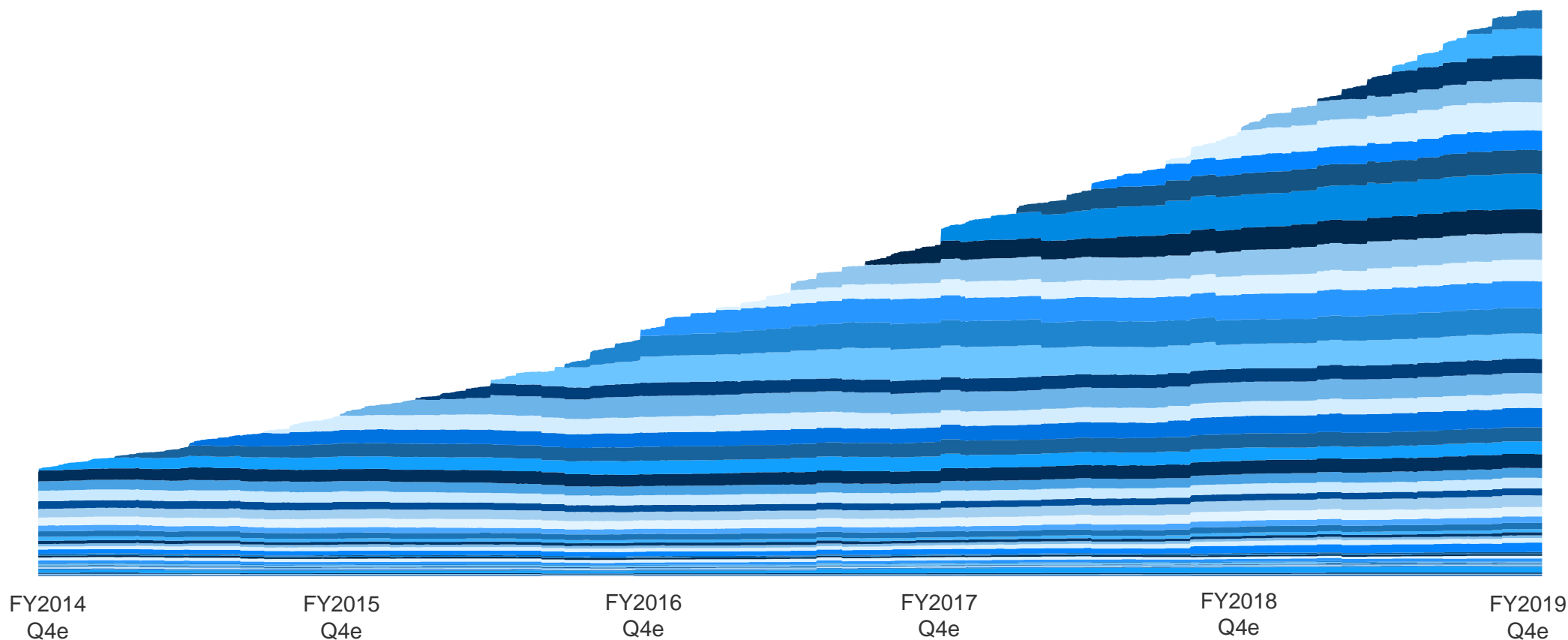
Providing basic company-wide use plan

	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

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

Continued achievement of negative churn ⁽¹⁾

“Sansan” Revenue Stack-up: Accumulation of Net Sales by Service-in Timing ⁽²⁾



(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

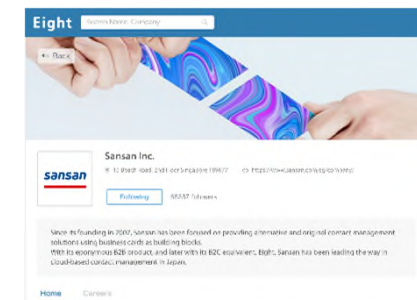
“Profile Management”



“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.

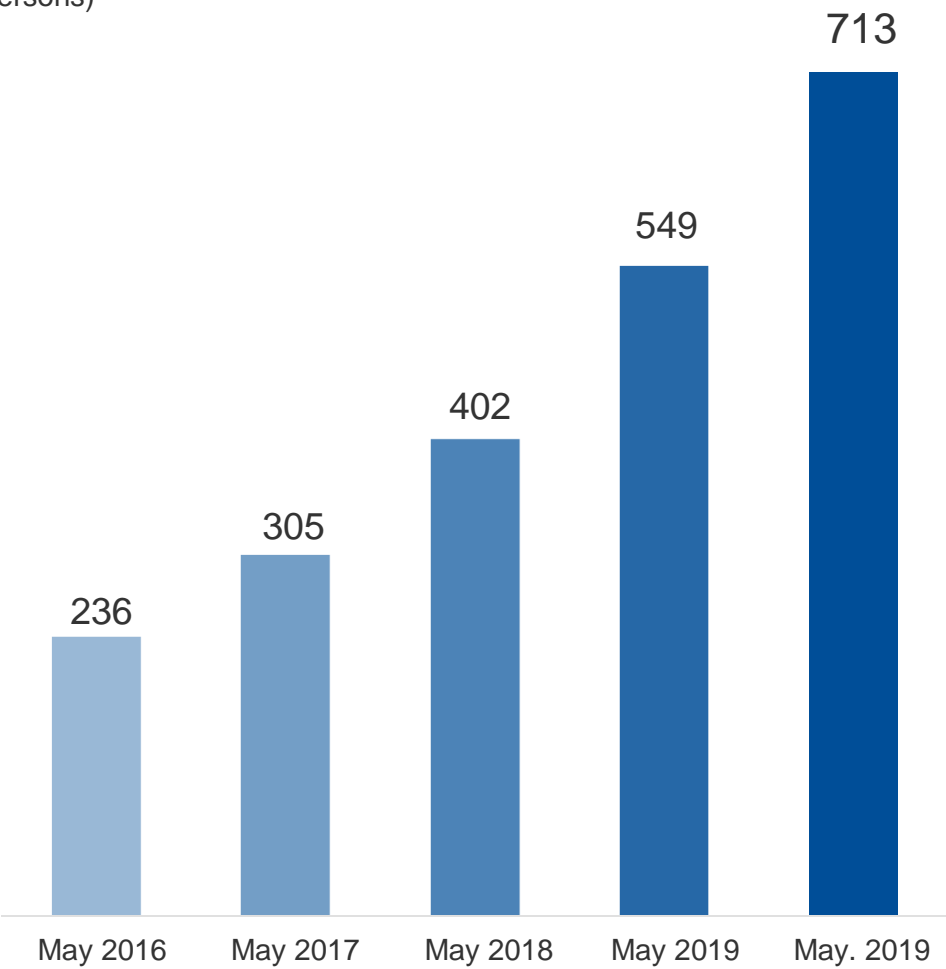
(2) There are multiple fee settings depending on the type of event held, etc.

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

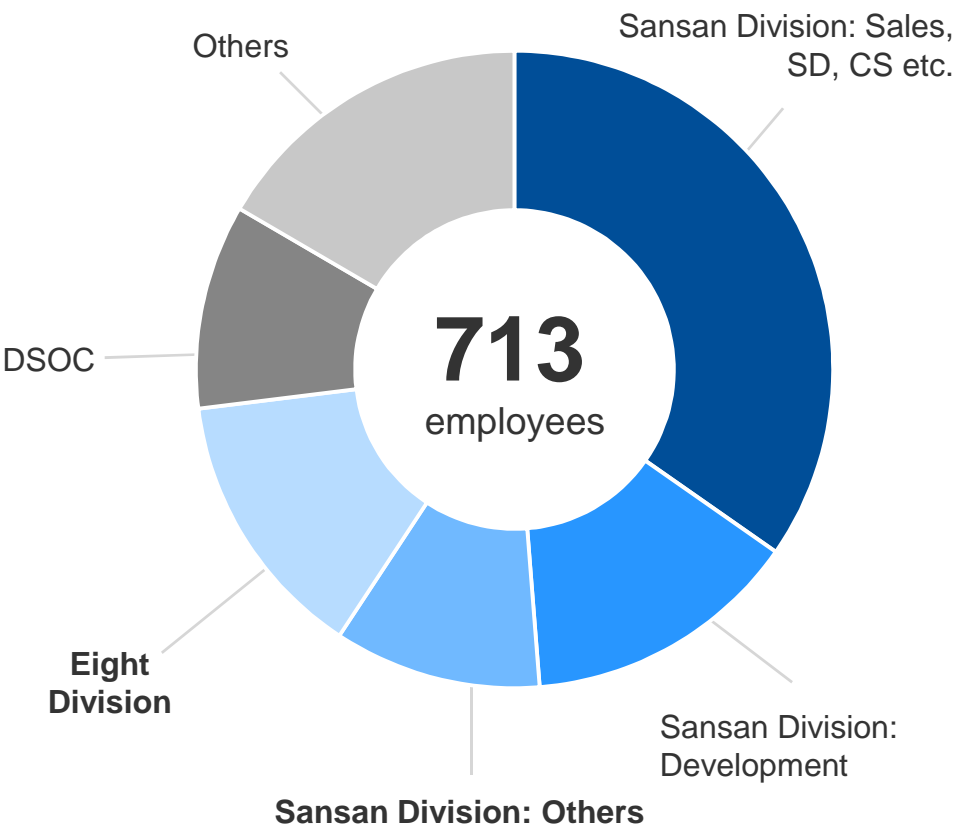
About Employees

Number of Employees ⁽¹⁾

(persons)



Breakdown by Organization ⁽²⁾



(1) Non-consolidated basis in FY2015 and before, and consolidated-basis since FY2016
(2) As of May 31, 2020

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, Fukuoka Satellite offices: Tokushima, Kyoto, Hokkaido
Subsidiaries	Sansan Global PTE. LTD. (Singapore) Sansan Corporation (United States)
CEO	Chika Terada
Number of Employees	713
Capital	¥6,236 million
Net Sales	¥13,362 million (FY2019)
Classification by Type of Shareholder	Domestic Financial Institutions:14.58%, Security Firms:0.85%, Other Domestic Corporations:1.40%, Foreign Financial Institutions and Individuals:33.50%, Individuals and Others:49.66%

(1) Non-consolidated basis in FY2015 and before, and consolidated-basis since FY2016

(2) As of May 31, 2020

sansan
