Presentation Material for FY2019 Q3

Sansan, Inc.

April 13, 2020

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Highlights of Q3YTD Results

Net Sales +31.4%. Operating Profit Returns to Profit, High growth has continued

Net Sales ：Sansan Business +27.9%, Eight Business +95.2%

Operating Profit：Sansan Business +64.3%, Eight Business +192 million yen (decreased loss)

Revised Full-year Financial Forecasts Due to Reviews of Events Planned to Be Held in Eight Business

Full-year financial forecasts revised downward due to: review of plans for holding "Meets" business events; and wait-and-see attitude with regard to holding of large-scale business events and other events brought about by impact of novel coronavirus (COVID-19)

Announced New "Sansan Plus" Business Strategy

Formulated business strategy comprising three concepts
Strengthening syncing with other companies and collaboration with Sansan Plus Partners while accelerating business platform deployments

Overview of Consolidated Financial Results

Both net sales and profits increased year on year

Recorded loss on cancellation of events of ¥54 million due to impact from novel coronavirus (COVID-19)

(millions of yen) **Consolidated Results**	FY2018	FY2019		(FYI) FY2019	
	Q3 Results	Q3 Results	YoY	Q3YTD Results	YoY
Net Sales	2,611	3,376	+29.3%	9,671	+31.4%
Gross Profit [1]	2,218	2,931	+32.1%	8,313	+34.4%
Gross Profit Margin [1]	84.9%	86.8%	+1.9pt	86.0%	+1.9pt
Operating Profit	-247	84	—	193	—
Operating Profit Margin	—	2.5%	—	2.0%	—
Ordinary Profit	-261	63	—	81	—
Profit Attributable to Owners of Parent	-258	-3	—	-94	—

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

Factors Contributing to Changes in Consolidated Operating Profit

Operating profit improved due to higher net sales and lower advertising expenses

Status of Consolidated Net Sales/Operating Profit			
(millions of yen)	FY2018 Q3 Results	FY2019 Q3 Results	YoY
Net Sales	2,611	3,376	+765
Cost of Sales	393	445	+52
Personnel Costs	610	946	+336
Advertising Expenses	804	625	-179
SG&A (excl. Personnel Costs and Advertising Expenses)	1,052	1,278	+227
Operating Profit	-247	84	+331
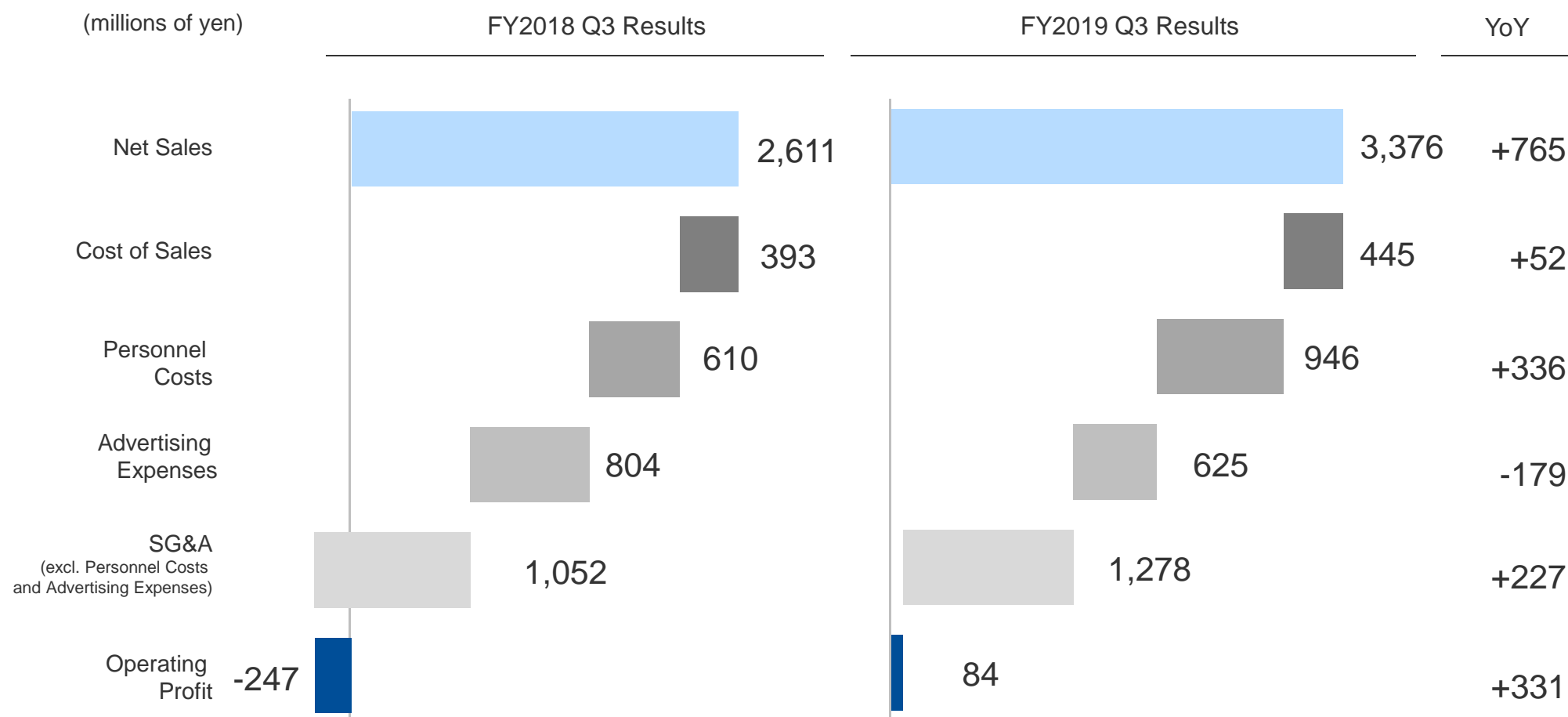
Results by Segment

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

(millions of yen)	FY2018	FY2019		(FYI) FY2019	
Net Sales	Q3YTD Results	Q3YTD Results	YoY	Q3YTD Results	YoY
Consolidated	2,611	3,376	+29.3%	9,671	+31.4%
Sansan Business	2,442	3,140	+28.6%	8,930	+27.9%
Eight Business	168	235	+39.6%	740	+95.2%

Operating Profit

Consolidated	-247	84	—	193	—
Sansan Business	691	1,123	+62.4%	3,235	+64.3%
Eight Business	-298	-248	—	-715	—
Adjustments	-640	-790	—	-2,326	—

Sansan Business Overview

Net sales increased 28.6% compared with same period in previous fiscal year, 3.2 points faster than Q2 growth rate
Operating profit margin greatly improved thanks to continued net sales growth

(millions of yen)	FY2018	FY2019		(FYI) FY2019	
Sansan Business	Q3 Results	Q3 Results	YoY	Q3YTD Results	YoY
Net Sales	2,442	3,140	+28.6%	8,930	+27.9%
Operating Profit	691	1,123	+62.4%	3,235	+64.3%
Operating Profit Margin	28.3%	35.8%	+7.5pt	36.2%	+8.0pt
Number of "Sansan" Subscriptions	5,738 subscriptions	6,587 subscriptions	+14.8%		
Monthly Sales per Subscription [1]	143,000 yen	163,000 yen	+14.0%		
Last 12 Months Average of Monthly Churn Rate [2]	0.73%	0.55%	-0.18pt		
Number of Employees	272 persons	381 persons	+109 persons		

(1) Monthly results for the end of Q3 in the Sansan Business (incl. some new services other than "Sansan", unaudited)
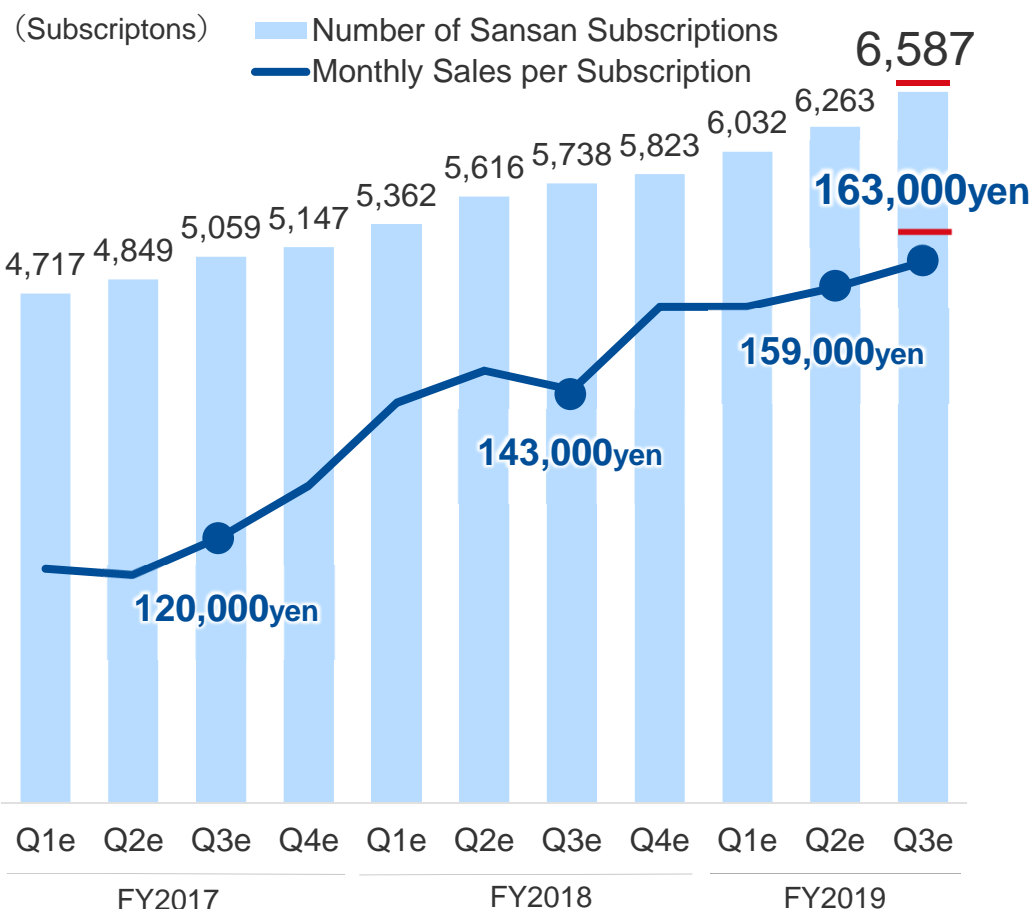(2) Ratio of decrease in monthly fees associated with contract cancellations to total monthly fees for existing contracts

Sansan Business: Number of "Sansan" Subscriptions, Monthly Sales and Number of Employees
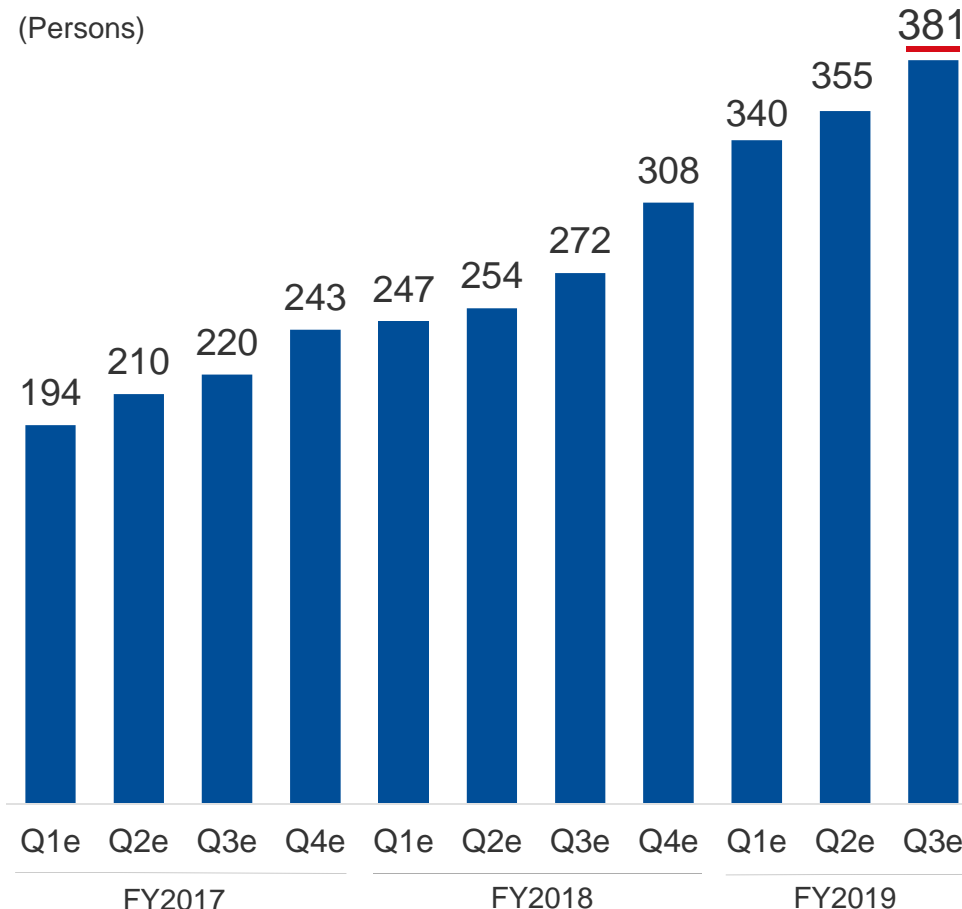
Number of subscriptions increased to record quarterly high, growth in monthly net sales per subscription also accelerated
Recruitment of personnel, mainly for sales departments, also steady

Number of "Sansan" Subscriptions and Monthly Sales per Subscription [1]

（Subscriptons）
- Number of Sansan Subscriptions
- Monthly Sales per Subscription

6,587
6,263
6,032
5,823
5,738
5,616
5,362
5,147
5,059
4,849
4,717

163,000yen
159,000yen
143,000yen
120,000yen

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

Number of Employees in Sansan Business

(Persons)

381
355
340
308
272
254
247
243
220
210
194

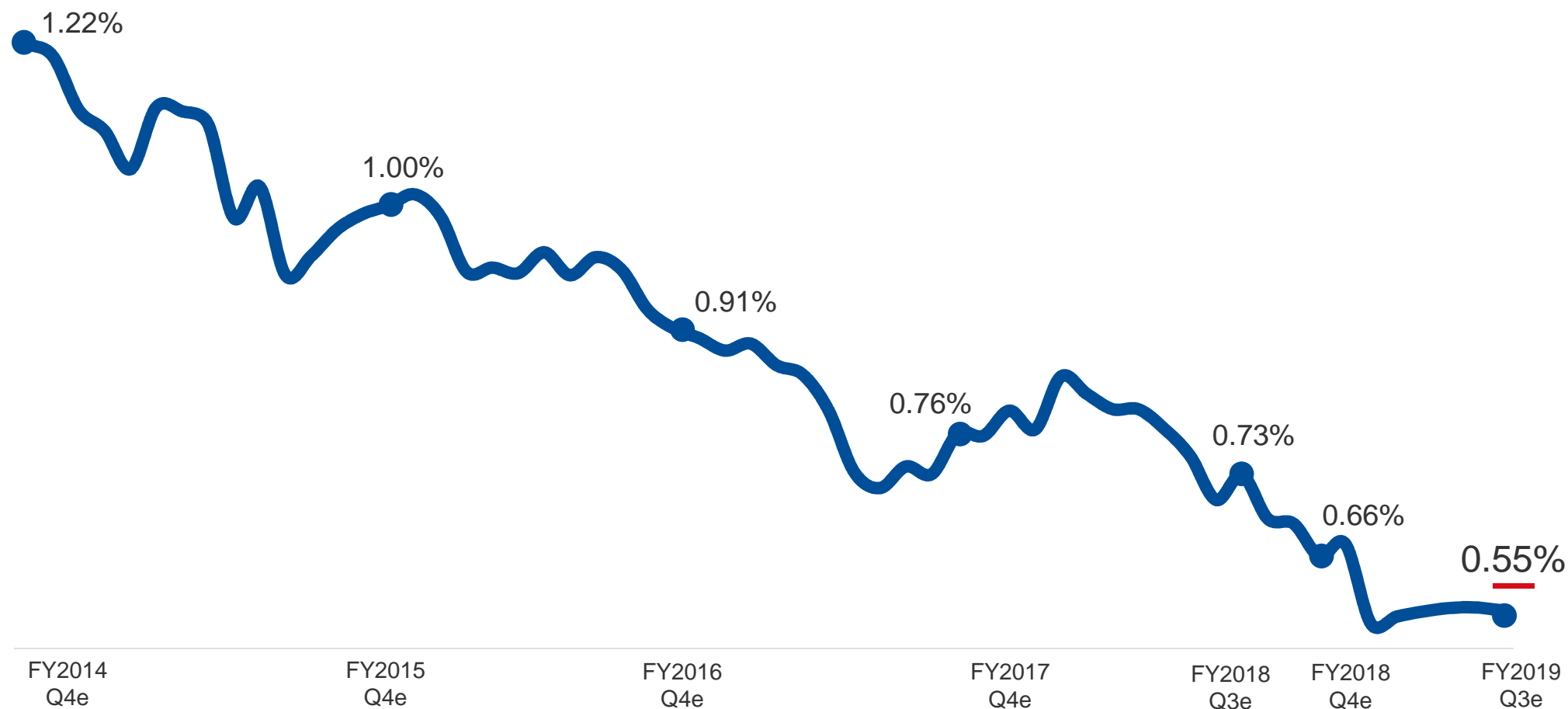|	FY2017			FY2018				FY2019		
Q1e	Q2e	Q3e	Q4e	Q1e	Q2e	Q3e	Q4e	Q1e	Q2e	Q3e

(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 0.18 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"

1.22%	1.00%	0.91%	0.76%	0.73%	0.66%	0.55%

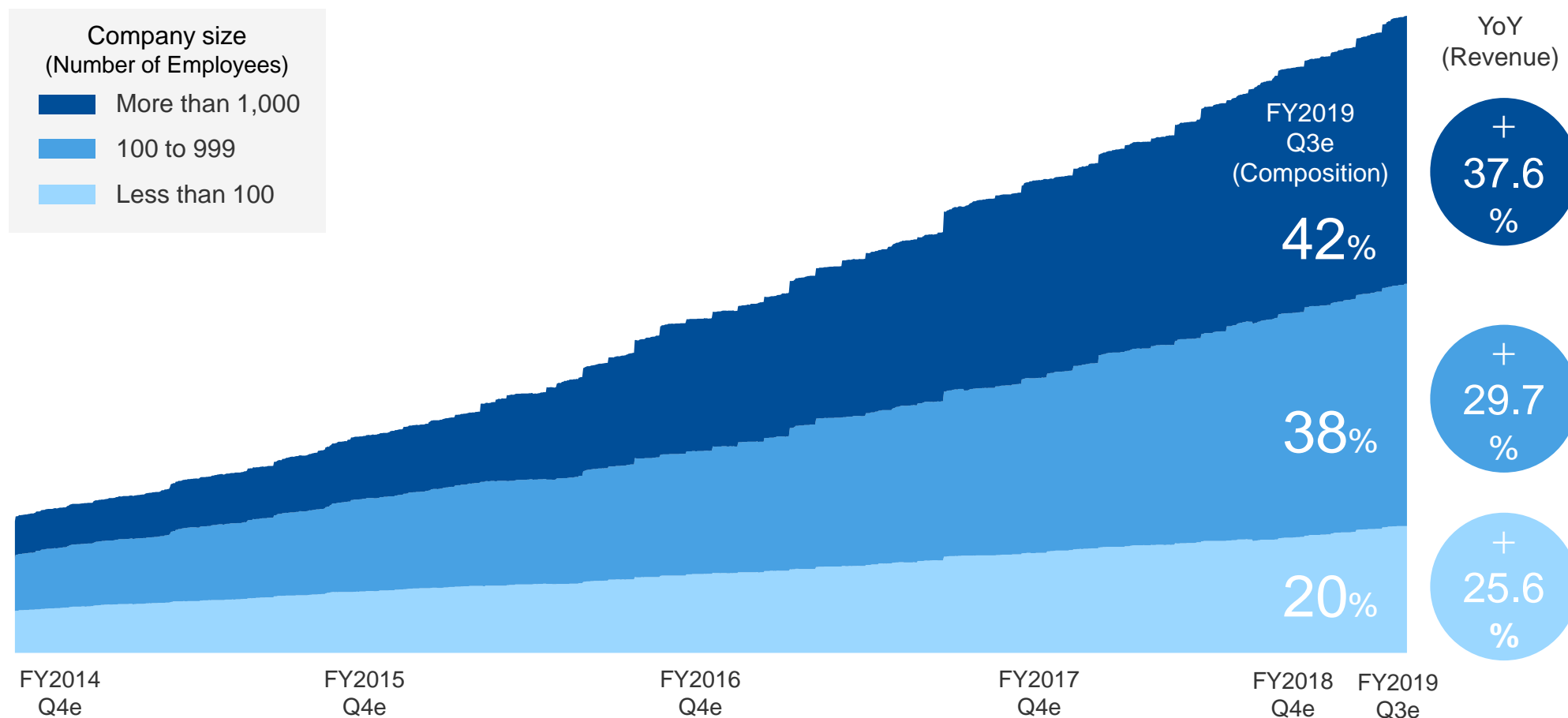FY2014 Q4e · FY2015 Q4e · FY2016 Q4e · FY2017 Q4e · FY2018 Q3e · FY2018 Q4e · FY2019 Q3e

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

Sansan Business: "Sansan" Revenue Composition by Customer Size

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

"Sansan" Revenue Composition by Customer Size [1]

Company size
(Number of Employees)

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

YoY
(Revnue)

FY2019
Q3e
(Composition)

42%

38%

20%

+ 37.6 %

+ 29.7 %

+ 25.6 %

FY2014 Q4e | FY2015 Q4e | FY2016 Q4e | FY2017 Q4e | FY2018 Q4e | FY2019 Q3e

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

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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	Q3 Results	Q3 Results	YoY	Q3YTD Results	YoY
Net Sales	168	235	+39.6%	740	+95.2%
B2C Services	59	74	+25.9%	217	+27.1%
B2B Services	109	161	+47.0%	522	+151.3%
Operating Profit	-298	-248	—	-715	—
Operating Profit Margin	—	—	—	—	—
Number of "Eight" Users [1]	235 million people	265 million people	+29 million people		
Number of "Eight Company Premium" Subscriptions [2]	625 subscriptions	1,354 subscriptions	+116.6%		

(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)

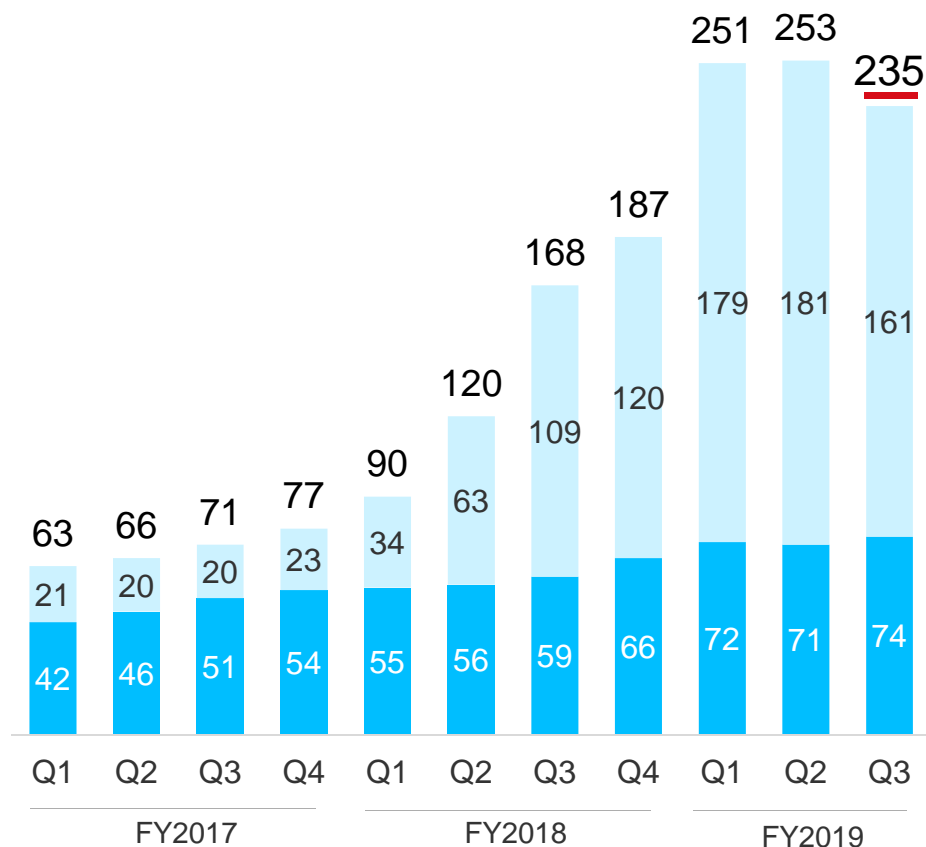# Eight Business: Net Sales and "Eight" Users

Net sales increased compared with same period in previous fiscal year, decreased when compared with previous quarter due to reduction in number of "Meets" business events held

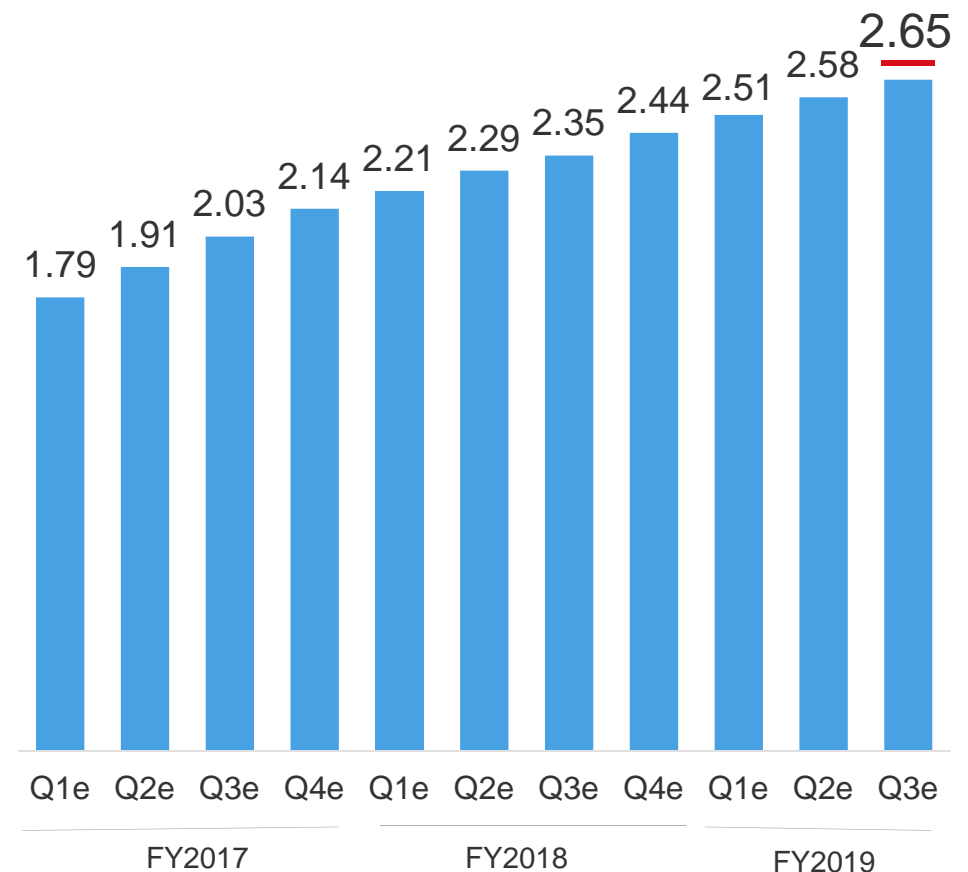| Net Sales [1] |
| :---: |
| (millions of yen) ■ B2C services ■ B2B services |

Number of "Eight" Users [2]
(millions of user)

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

Consolidated Financial Forecasts

Full-year financial forecasts revised downward due to: review of plans for holding "Meets" business events; and wait-and-see attitude with regard to holding of large-scale business events and other events brought about by impact of novel coronavirus (COVID-19)

(millions of yen) **Consolidated Forecasts**	FY2018 Full-year Results (A)	FY2019				(FYI) FY2019	
		Previous Forecasts (Released on July 12, 2019) (B)	Revised Forecasts (Released on April 13, 2020) (C)	Variance (C-B)	YoY (C/A)	Q4 Forecasts	YoY
Net Sales	10,206	13,816	13,221	-595	+29.5%	3,549	+24.8%
Operating Profit	-849	724	591	-133	—	397	—
Operating Profit Margin	—	5.2%	4.5%	-0.8pt	—	11.2%	—
Ordinary Profit	-891	670	485	-185	—	403	—
Profit Attributable to Owners of Parent	-945	Turn Black [1]	Turn Black [1]	—	—	—	—

(1) Sansan, Inc. ("the Company") is expecting an increased estimate of taxable income due to improved performance in the medium term. Accordingly, it is possible that the Company will record income taxes -deferred mainly due to an increase in deferred tax assets pertaining to tax loss carryforward in FY2019, but as it is difficult to detail the amount to be recorded in income taxes -deferred based on prospective business performance, etc. for FY2020, concrete forecasts for profit attributable to owners of parent are not disclosed.

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1   **Consolidated Financial Results for FY2019 Q3**
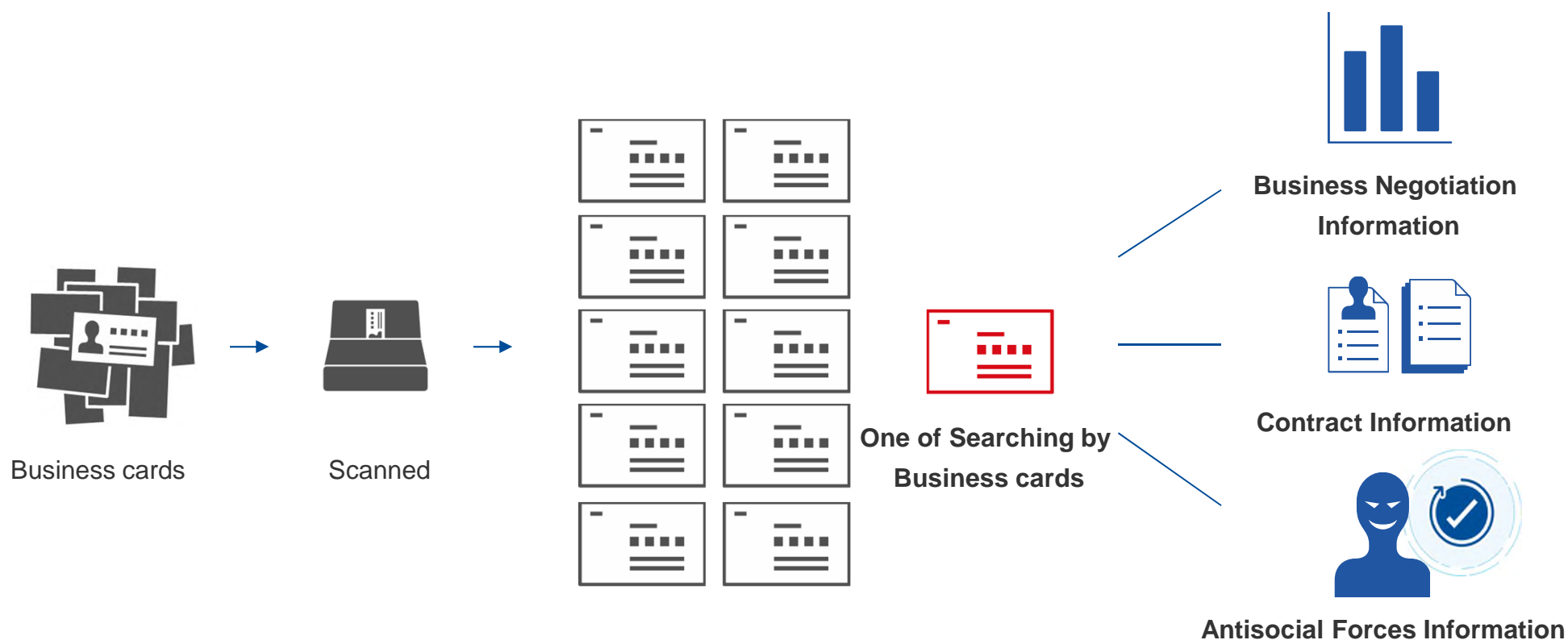
2   **Full-year Forecasts for FY2019**

3 Growth Strategies
(New Business Strategies "Sansan Plus" and Other Topics)

4   **Regarding Novel Coronavirus (COVID-19)**

Using Business Cards as the Foundation for Navigating Data "Sansan Plus"
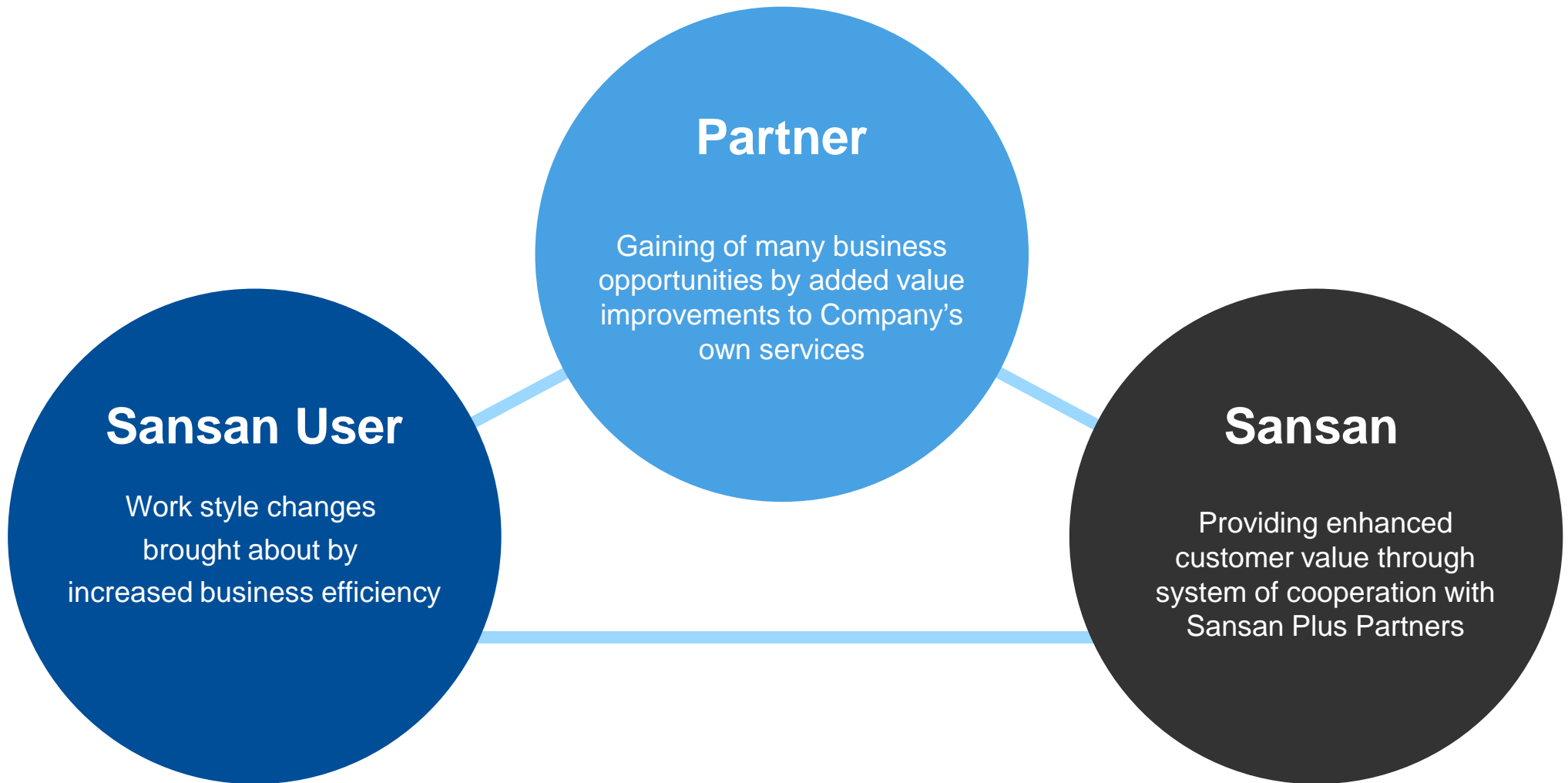
"Sansan Plus" business platform links and efficiently manages various business tasks with "Sansan"

From "Searching for Business Cards" to "One of Searching by Business Cards"

Business cards

Scanned

One of Searching by Business cards

Business Negotiation Information

Contract Information

Antisocial Forces Information

Structure of "Sansan Plus"

A system by which users, Sansan Plus Partners, and we derive three-way mutual benefit by strengthening syncing with various other companies' services and cooperation with partners in parallel with in-house development

Partner

Gaining of many business opportunities by added value improvements to Company's own services

Sansan User

Work style changes brought about by increased business efficiency

Sansan

Providing enhanced customer value through system of cooperation with Sansan Plus Partners

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Three Concepts that Comprise "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 specializing in data utilization	Sansan Plus Partners specializing in data utilization
"Anti-social Forces Check Option powered by Refinitiv" "Corporate Information Database powered by Teikoku Databank" "Questionnaire for Seminars powered by CREATIVE SURVEY" "Business Negotiation Management powered by Salesforce" "Contract Management Option powered by CloudSign" "Referral Recruitment powered by Eight"	Accenture Japan Ltd.,	toBe marketing, inc. Realize Corporation

Sansan Plus APP : Optional Functions that can be Added to "Sansan" 1

機能名待ち
小池さん

"Sansan Plus APP" is a package of optional functions usable within "Sansan" by integrating Sansan with external services
"Sansan Plus APP" allows users to add new services developed independently

NEW **"Salesforce Opportunity Integration"**

✓ Business negotiation information gathered on "Salesforce" verifiable on "Sansan"
✓ Operating efficiency dramatically and effortlessly improved
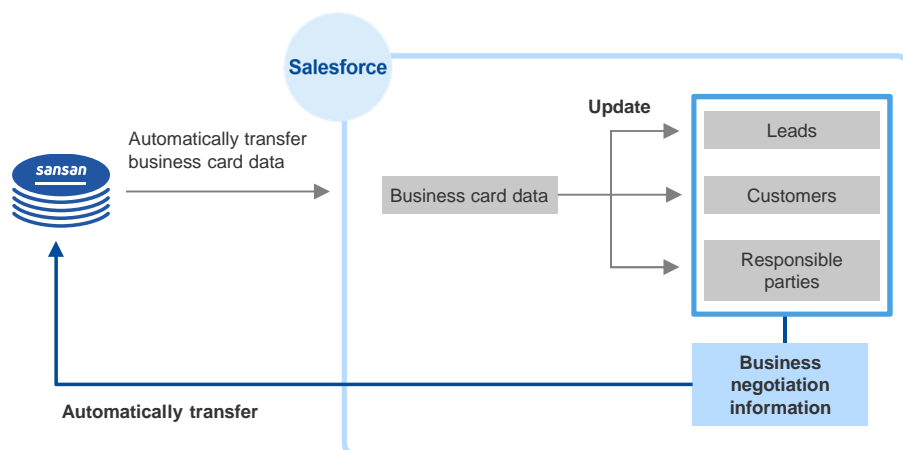
Available

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

NEW **"Corporate Information Database powered by Teikoku Databank"**

✓ Synced with Teikoku Databank's "DataDrive"
✓ More complete company information can be presented in visual form
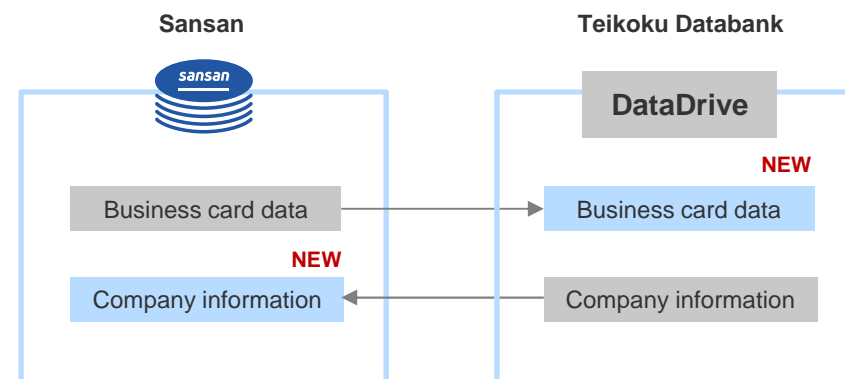
Planned for June 2020

TDB company information owned by the user is displayed on "Sansan"

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Sansan Plus APP : Optional Functions that can be Added to "Sansan" 2

機能名待ち

小池さん

"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 personnels

"Questionnaire for Seminars 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"

"Referral Recruitment for "Eight""

Direct approach

H.R. representative

Company

sansan × ∞ Eight

Available

Sansan works in conjunction with Eight, this enables use of the human networks of internal staff in recruitment activities.

"Contract Management Option for CloudSign"

sansan × CLOUDSIGN

Planned for May 2020

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

New Business Card Format : "Online Business Cards / Online Business Card Exchanges"

Against the backdrop of a rapid expansion in remote working and online work styles, "Sansan" plans to provide "Online Business Cards / Online Business Card Exchanges" as new functions in June 2020

**Exchanges
Online Business Card**

(1)
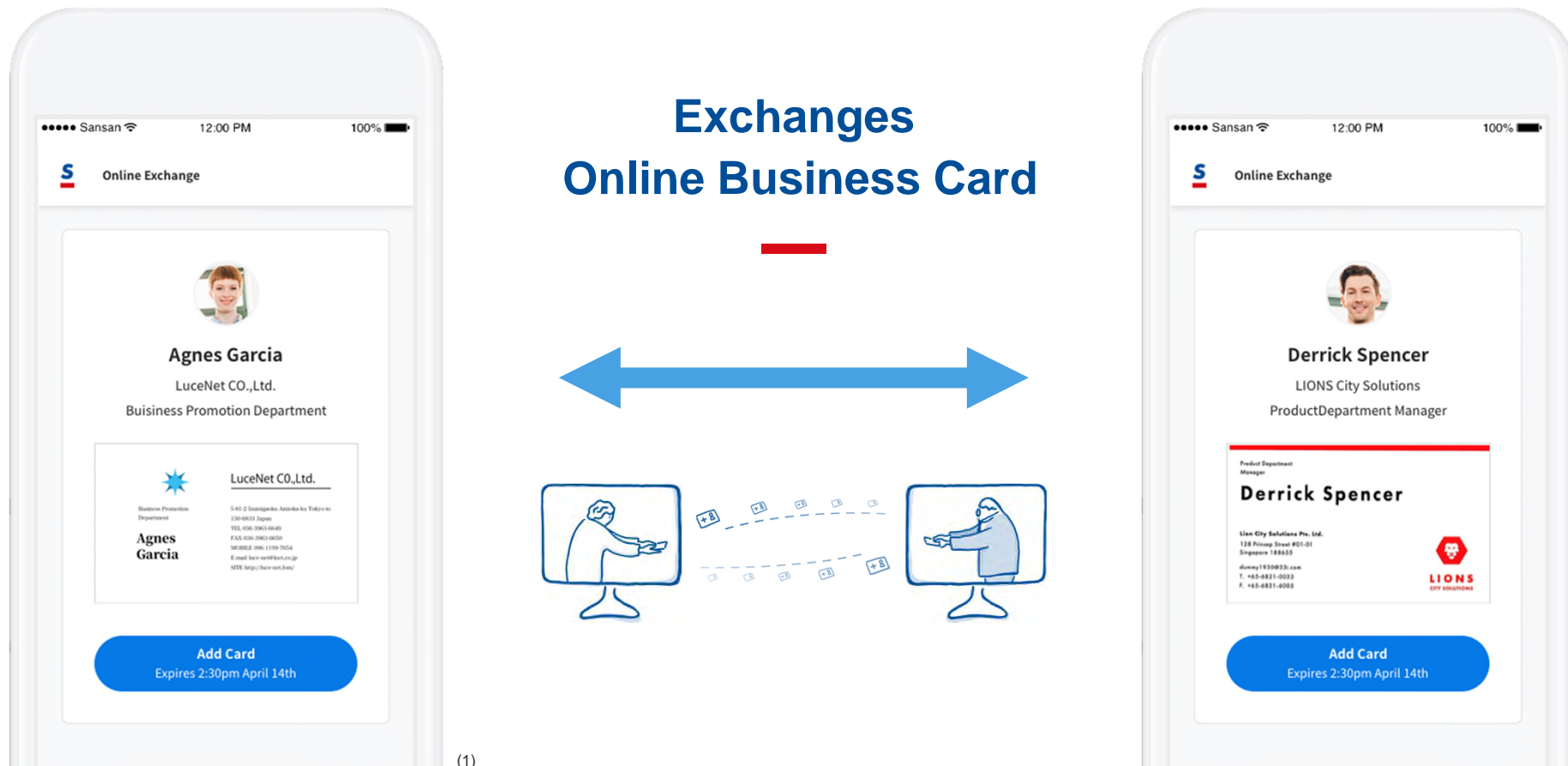
(1) The screens shown are currently under development and are subject to change.

"Online Business Cards / Online Business Card Exchanges" Functions

Digital business cards can be issued by both users and non-users and easily sent online

When both parties are "Sansan" users
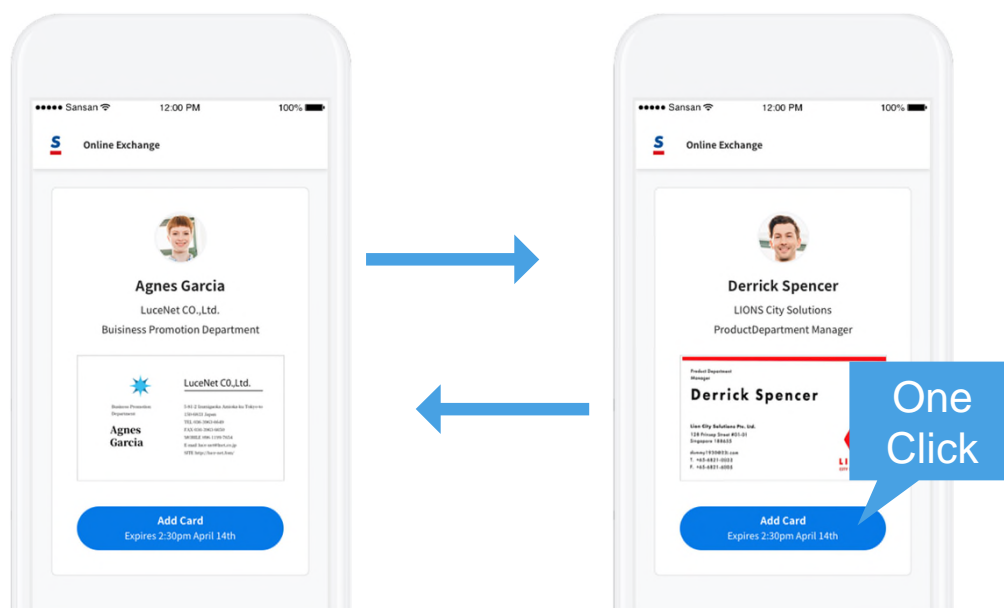
In cases where both parties are "Sansan" users,
they can also exchange portrait photos

When one party is not a "Sansan" user

Business card photography
by means of dedicated screen

Sending
business card

QR code [1] for
business card
exchange use
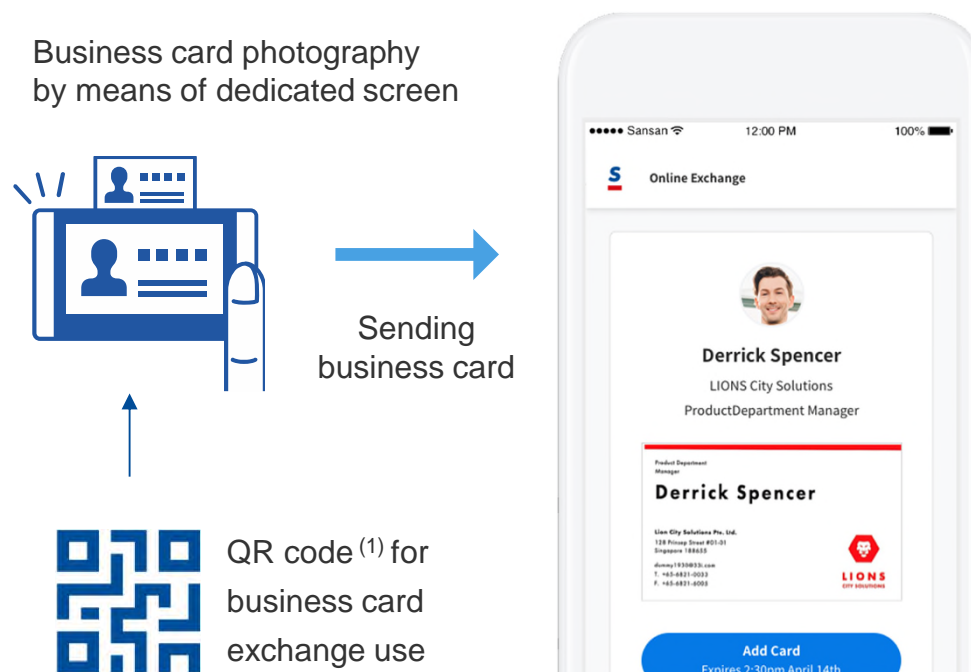
(1) QR code is a registered trademark of DENSO WAVE INCORPORATED.

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1   **Consolidated Financial Results for FY2019 Q3**

2   **Full-year Forecasts for FY2019**

3   **Growth Strategies**

     (New Business Strategies "Sansan Plus" and Other Topics)

4   **Regarding Novel Coronavirus (COVID-19)**

Key Initiatives and Expected Impact on Business Performance

Given the assumedly uncertain business environment, in which existing subscriptions in the Sansan Business—which accounts for most of the Company's financial results performance—will not be significantly affected, we are flexibly reviewing investment plans, such as in advertising activities and personnel recruitment

Main Initiatives at Sansan Group

- Flexibly reviewing investment plans, such as advertising activities and recruitment plans, and implementing partial cost controls
- In principle, holding of external events and seminars online, while internal events are postponed

Main Impacts Expected on Sansan Business

Assumed that there will be no significant impact on existing subscriptions

- Fee model that is not affected in short term by number of business card exchanges/number of cards converted into data (annual subscriptions with fixed fee paid in advance)
- Service characteristics that support a variety of work styles, including remote working
- Lower average churn rate

A certain degree of impact on gaining of new subscriptions

- Decrease in number of leads acquired and business discussions arranged

Main Impacts Expected on Eight Business

Impact on business event services

- Discontinuation or postponement of various business events, including "Meets"
- Change to holding of comparatively small-scale online events
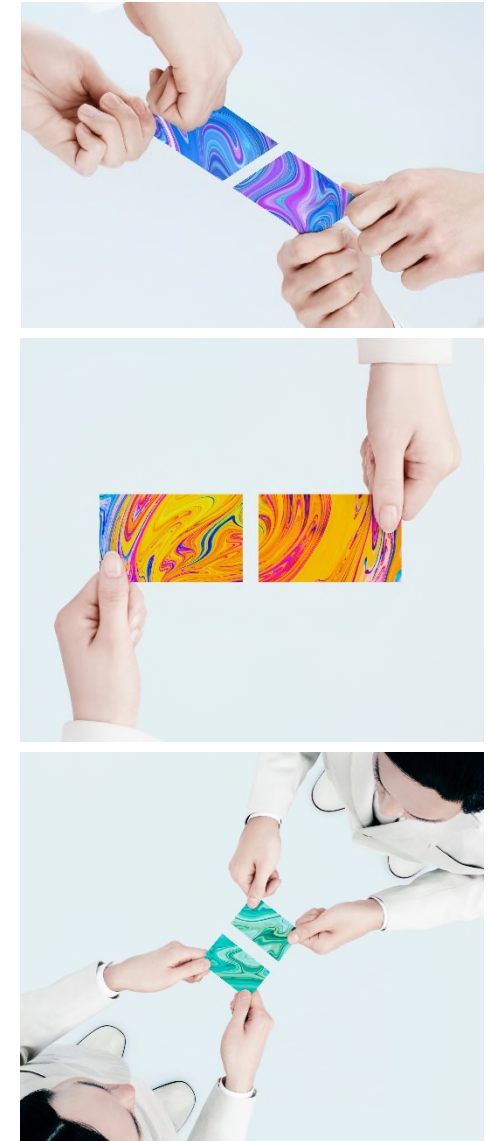
Appendix

Mission

Turning Encounters into Innovation

A Business Platform to Challenge the World

Challenges facing companies

sansan

Product
×
Technology
×
Data

AI

Eight

Challenges facing business people
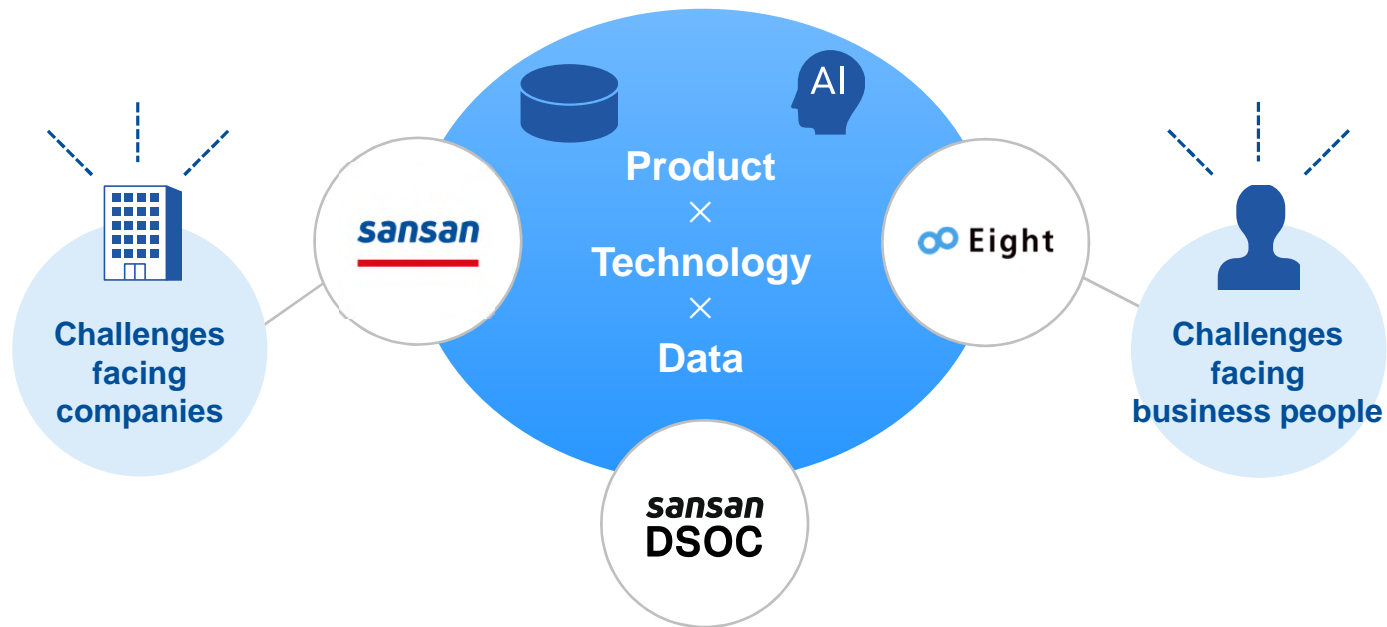
sansan DSOC

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 contact management service, gathering all business cards held by the company, to transform business cards into valuable assets
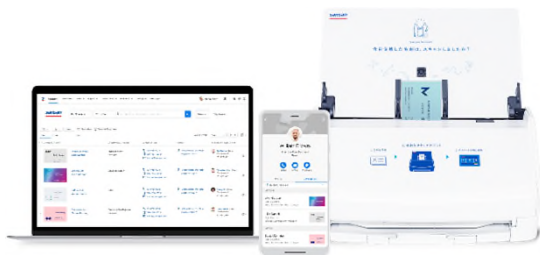
- More than **6,500** subscriptions constituting the customer base
- Monthly churn rate below **1.0%** [1]

∞ Eight

"Business Social Networking Based on Business Card Information"

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

- **No.1** share in mobile contact management apps
- More than **2.6 million** users [2]

(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) 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**

Business Platform

sansan

Services used by all of
company employees

Use in any situation, regardless
of industry or occupation

High level of recognition
and brand power

Center of ecosystems
with high potential for expansion

Databases in which information
accumulates automatically

Eight

Used by business people
over a lifetime
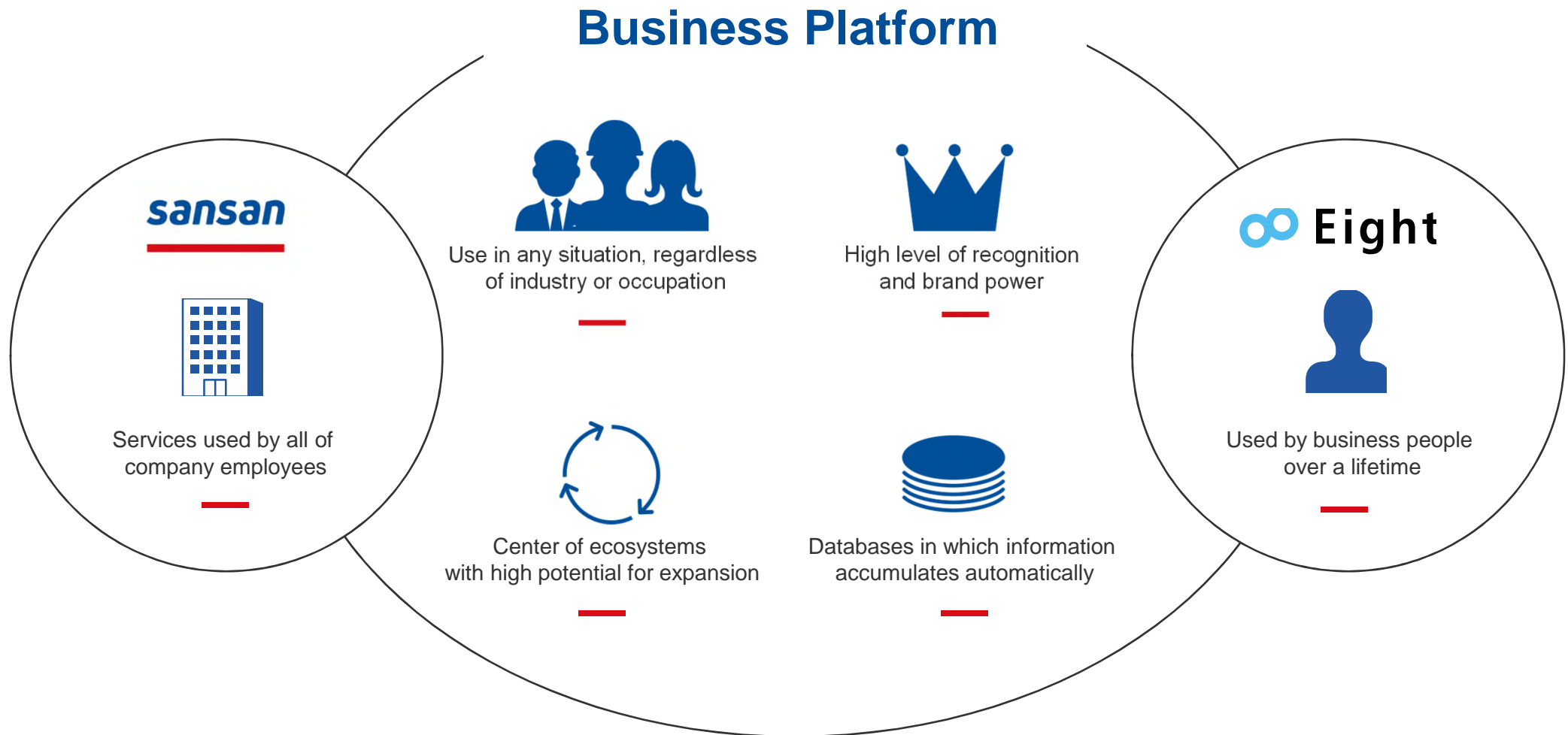
Competitive Edge: Unique Structure and Technology that Enables Card Digitization with 99.9% Accuracy

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

Prompt and accurate digitization of a large volume of business cards

Scan a large volume of business cards

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

Automatic and manual data entry of business card images

Human: Final check

Database

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 Edge: Overwhelming Market Share and Solid Customer Base

Sansan, the contact management market pioneer, has acquired overwhelming market share and diverse set of customers

Overwhelming Market Share and Recognition

Sales share in 2018 [1]

Sansan

82.8%

**Fifth TV commercial title:
We know the customer 2017, "Our boss
missed an opportunity"** [2]

**Seventh TV commercial
broadcast from November 4, 2019**

Solid Customer Base with more than 6,500 Subscriptions

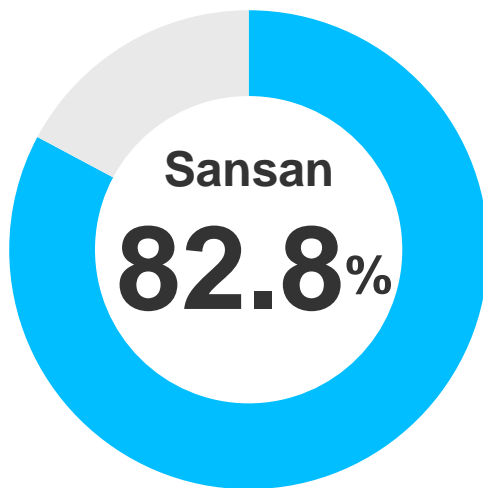経済産業省 Ministry of Economy, Trade and Industry — 徳島県 — 三井住友銀行 SMBC — MIZUHO

MITSUI & CO. — ITOCHU — NOMURA — 大和証券 Daiwa Securities

Marubeni — 豊田通商株式会社 — MOL 商船三井 — TOYOTA

あなたの未来を強くする 住友生命 — AGC — dentsu — 朝日新聞

エネルギー・フロンティア TOKYO GAS — Panasonic — FUJITSU 株式会社 富士通マーケティング — JP POST 日本郵便

NTT — docomo — KIRIN — DENSO

JCB — TEPCO — KONICA MINOLTA — ALSOK

SEVEN&I HOLDINGS — NTT DaTa — 三菱地所 — 三井不動産

SHIMIZU CORPORATION 清水建設 — PASONA — JX 金属 — NEVER SAY NEVER ロート製薬

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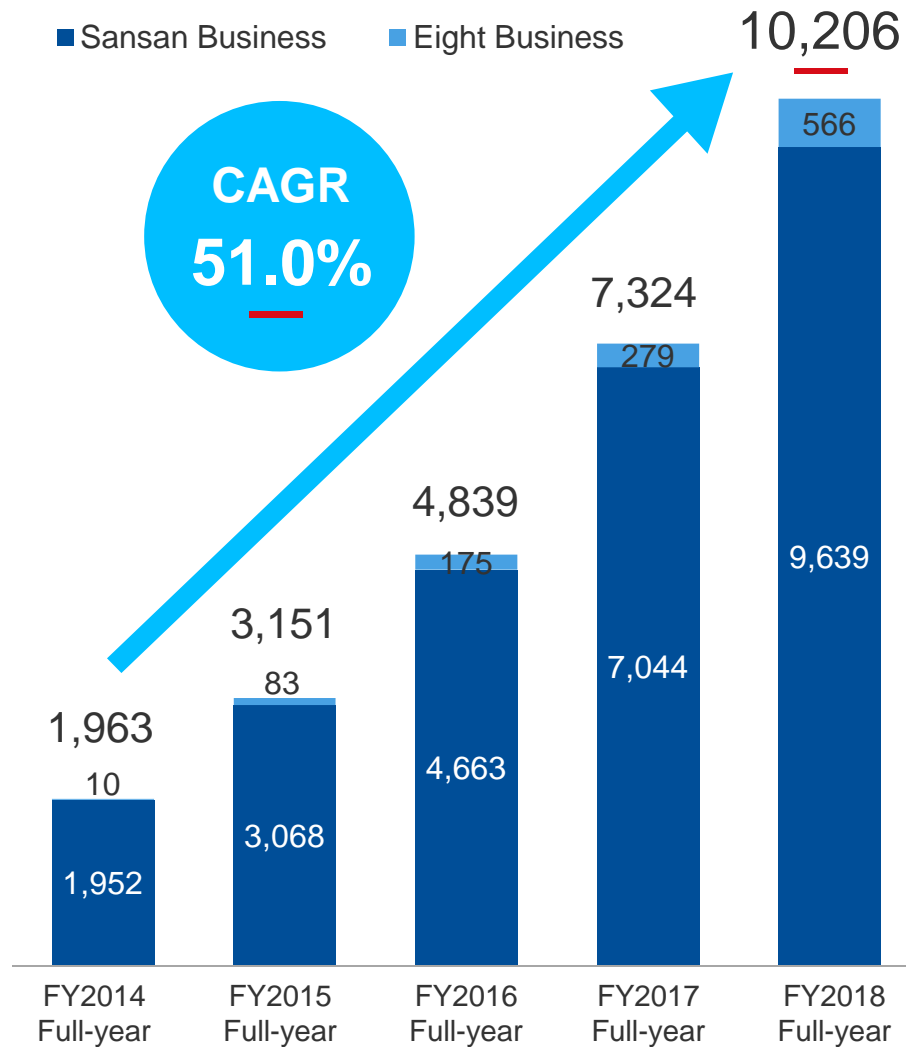(2) Won the top prize in the service and culture section of the 71th Dentsu Advertising Awards

Business Performance (FY2014 to FY2018)

Net Sales [1]

(millions of yen)

■ Sansan Business ■ Eight Business

CAGR 51.0%

	FY2014 Full-year	FY2015 Full-year	FY2016 Full-year	FY2017 Full-year	FY2018 Full-year
Total	1,963	3,151	4,839	7,324	10,206
Eight Business	10	83	175	279	566
Sansan Business	1,952	3,068	4,663	7,044	9,639

Gross Profit and Gross Profit Margin [1] [2]

(millions of yen)

■ Gross Profit — Gross Profit Margin

CAGR 55.3%

	FY2014 Full-year	FY2015 Full-year	FY2016 Full-year	FY2017 Full-year	FY2018 Full-year
Gross Profit	1,479	2,404	3,812	5,888	8,608
Gross Profit Margin	75.4%	76.3%	78.8%	80.4%	84.3%
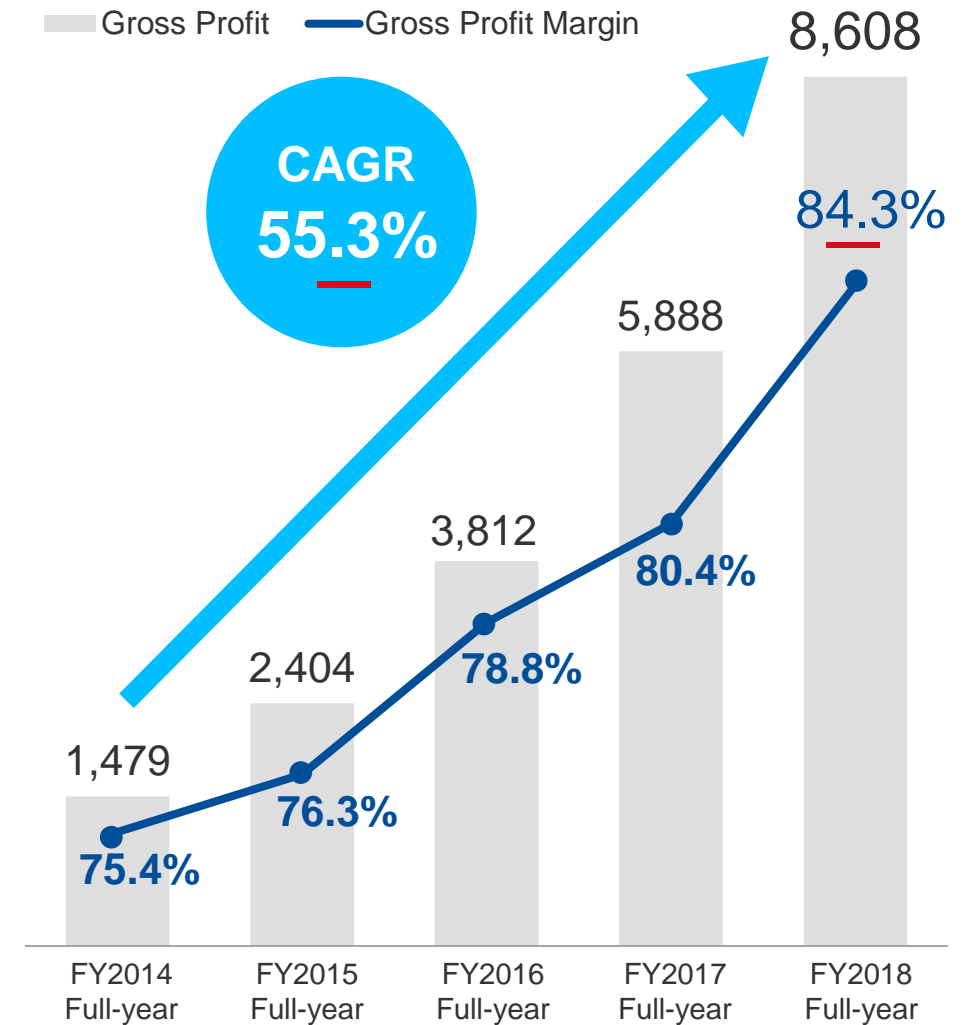
(1) Results for FY2015 and before are unaudited
(2) Business card entry costs in the Eight Business are recorded in SG&A

Basic Features of "Sansan"

"Sansan" offers contact 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
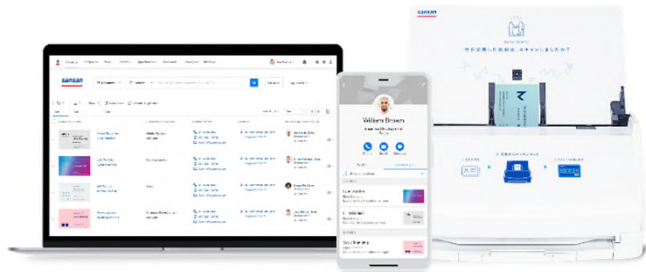
Major features

Contact management
- Business card search
- Business card sharing
- Smartphone app
- Person profile

Customer management
- News feed
- Company search
- Organizational tree
- E-mail delivery

▼

User benefits	Productivity Streamlined operations Cost reduction Creation of business opportunities

Improving the Value of Business Platform

Providing various functions and services by treating business card management as portal

"Sansan Data Hub"

"Collaboration with Colleagues"

In-house Developed Additional Functions

External Services and Partners Integration

OpenAPI Provision[1]

Business Card Management

Business Card Management

"Effortless Organization. Seamlessly Simple"

External Service Information Distribution

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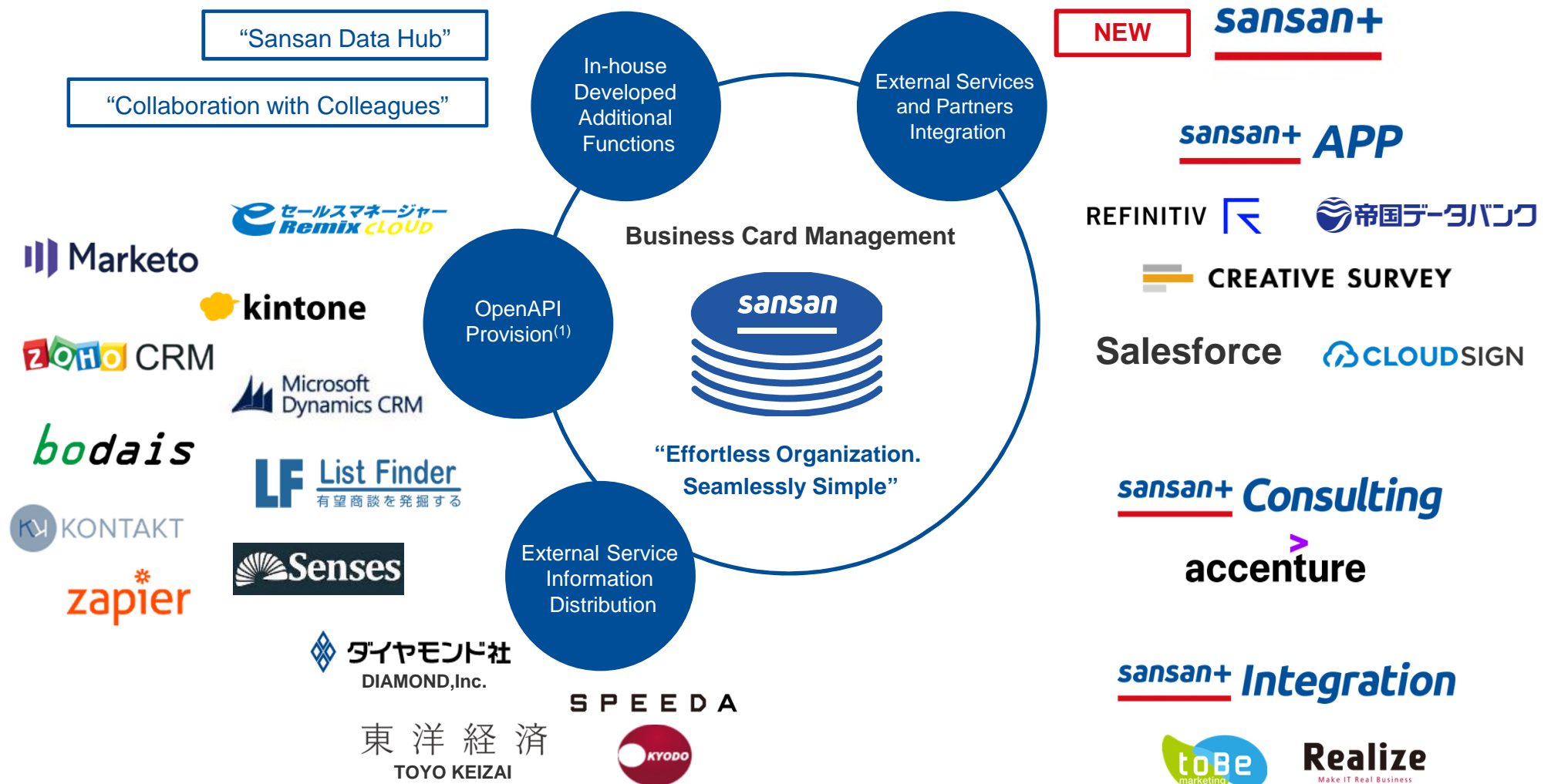
(1) OpenAPI provided to more than 50 other companies' services, including Sales Force Automation, Customer Relationship Management, Marketing Automation

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]

| FY2014 Q4e | FY2015 Q4e | FY2016 Q4e | FY2017 Q4e | FY2018 Q4e | FY2019 Q3e |
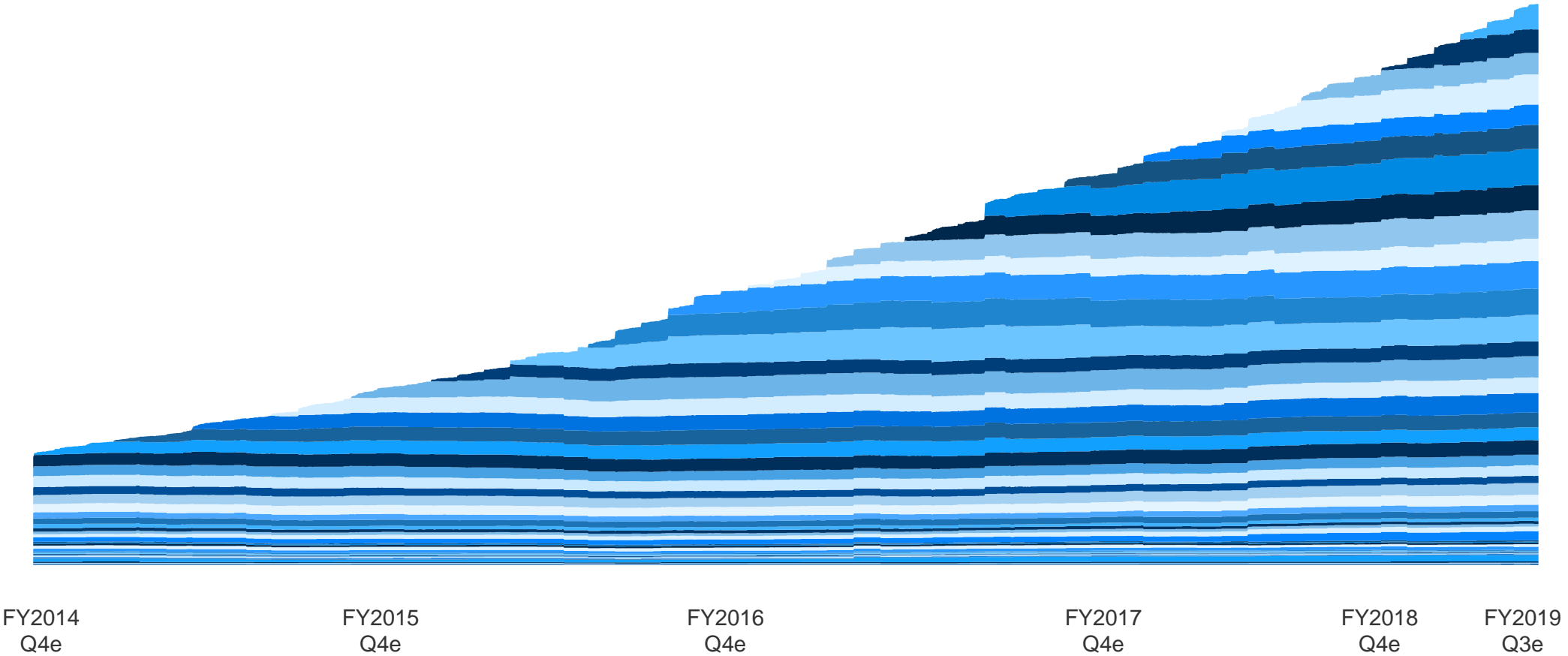
(1) Status where increase of revenue generated by the existing subscriptions is greater than revenue reduced as a consequence of cancellation
(2) Created based on monthly "Sansan" license charge (unaudited)

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"
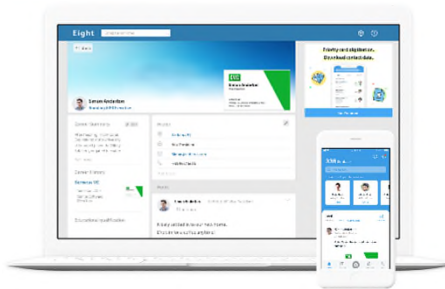
"Contact Management Communications"

"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"**

Growth Strategies by Segment

sansan

∞ Eight

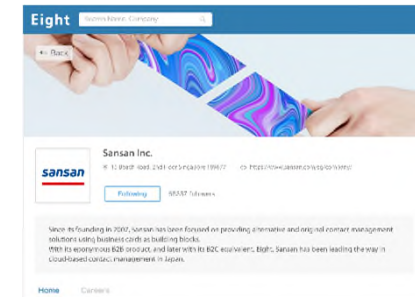| 1. Existing Area	2. New / Peripheral Areas	3. B2B Area
Expand Use of "Sansan" Service	**Promotion of "Sansan Plus"**	**Strengthening and promotion of monetization**
Strengthening of sales and sales systems centered on hiring of salespeople	Provision of new options and expansion of ecosystem	Develop new plans
Promotion of solution sales based on company-wide use	Utilization of M&A and strengthening of partnerships with other companies	Upgrade sales and sales systems
Maintenance and improvement of brand recognition and brand power	Strengthening of in-house development	

Potential Market Size in Japan (TAM)

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	12.3%	2.0%	
100 to 999 employees	2.5%	1.5%	▶ **Potential for tens of times coverage expansion**
< 100 employees	0.2%	0.6%	
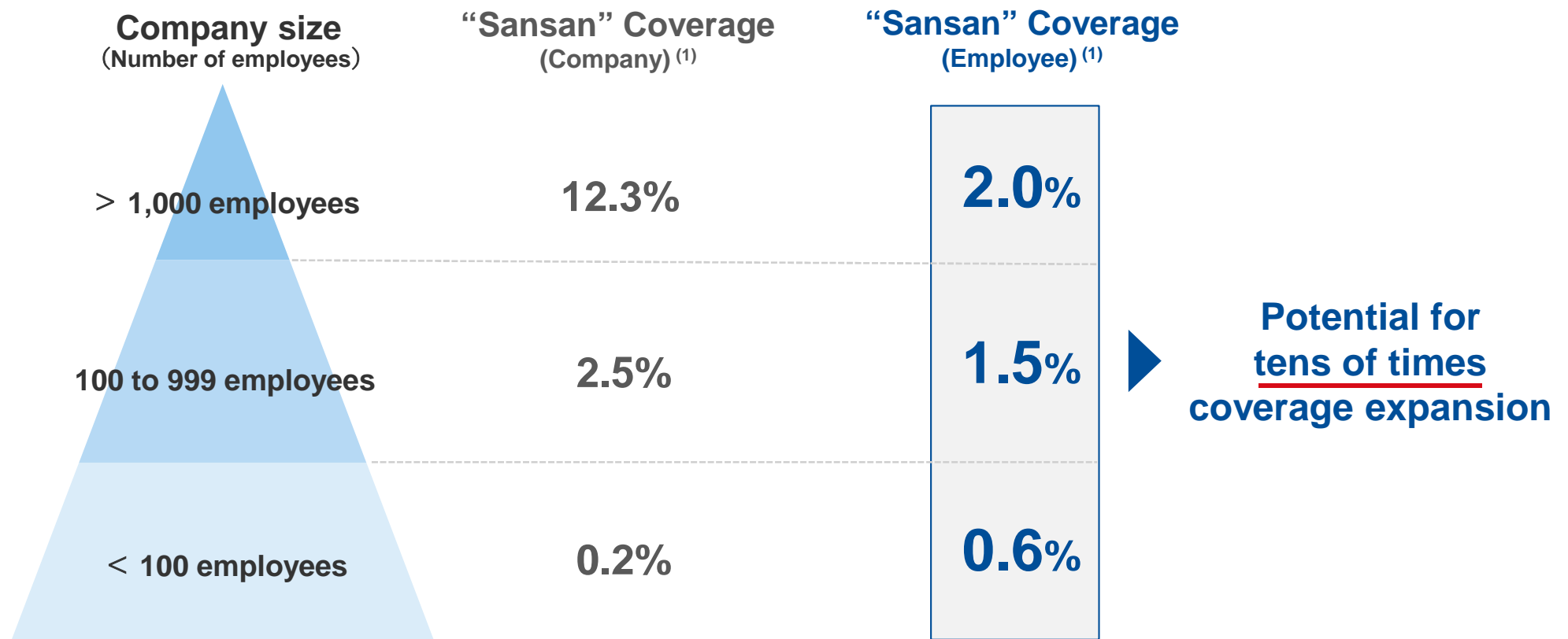
(1) "Sansan" coverage is calculated with the number of subscription and total number of IDs in "Sansan" for FY2019 Q2e as the numerator and the number based on Economic Census for Business Activity in 2016 issued by the Statistics Bureau as the denominator.

Tailwind of Market Environment

The work-style reform and digital transformation is boosting the need for cloud-based contact management

Work-style Reform and ICT-related Spending in Japan [1]	Digital Transformation Market Size [2]	SaaS Market Size in Japan [3]

(billions of yen)

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

(billions of yen)

(billions of yen)   ■ Hardware   ■ Software

Work-style Reform and ICT-related Spending in Japan

+ **¥423.6** billion

2017
- 387.0
- 276.9
- 542.0
- 1,071.0

2022 forecast
- 449.0
- 750.4
- 965.6
- 1,115.5

Digital Transformation Market Size

+ **¥870.4** billion

2017
- 565.3

2021 forecast
- 1,435.7

SaaS Market Size in Japan

+ **¥337.6** billion

2018
- 479.8
- 779.5

2023 forecast
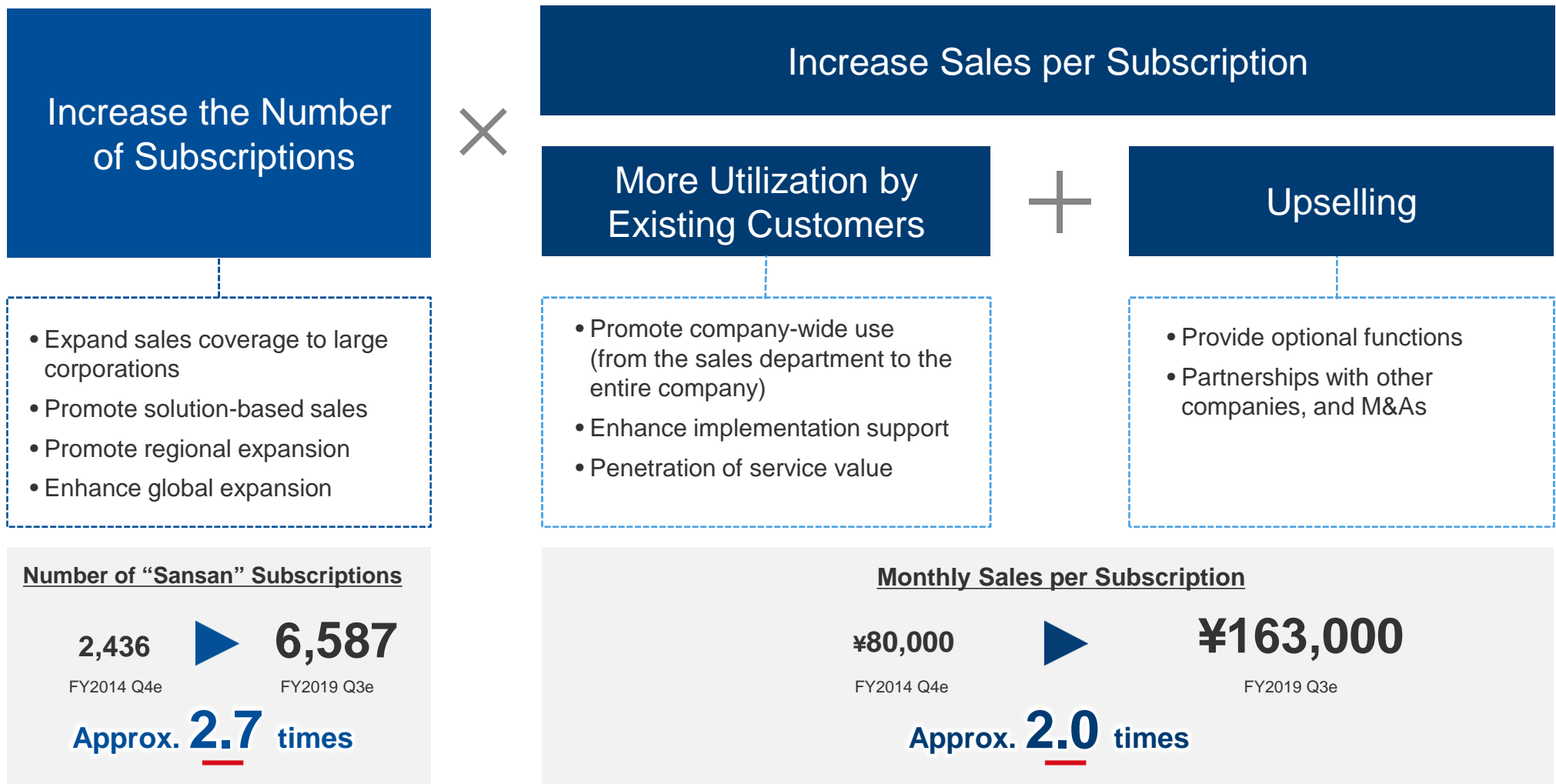- 817.4
- 937.6

(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

Strategy for Continuous Growth in Net Sales

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 • Penetration of service value		• Provide optional functions • Partnerships with other companies, and M&As

Number of "Sansan" Subscriptions

2,436 ▶ **6,587**

FY2014 Q4e — FY2019 Q3e

Approx. **2.7** times

Monthly Sales per Subscription

¥80,000 ▶ **¥163,000**

FY2014 Q4e — FY2019 Q3e

Approx. **2.0** times

Strengthening and Promotion of Monetization Plans

Accelerate and strengthen the development of paid plans for B2B

B2B	
Paid plan for corporations: **"Eight Company Premium"**	**Enables users to share their contacts with colleagues** **Targeting small companies with under 20 employees**
Ad. Delivery: **"Eight Ads"**	**A service for delivering ads to "Eight" users** **Timely and targeted advertising to career-oriented professionals**
Business events: **"Meets"**	**An event matching "buyers" and "sellers" from within "Eight"** **Uses proprietary technology to accurately match business people together**
Recruiting platform: **"Eight Career Design"**	**Recruitment services targeting "Eight" users** **Provides a new and unique targeted hiring method to the market**

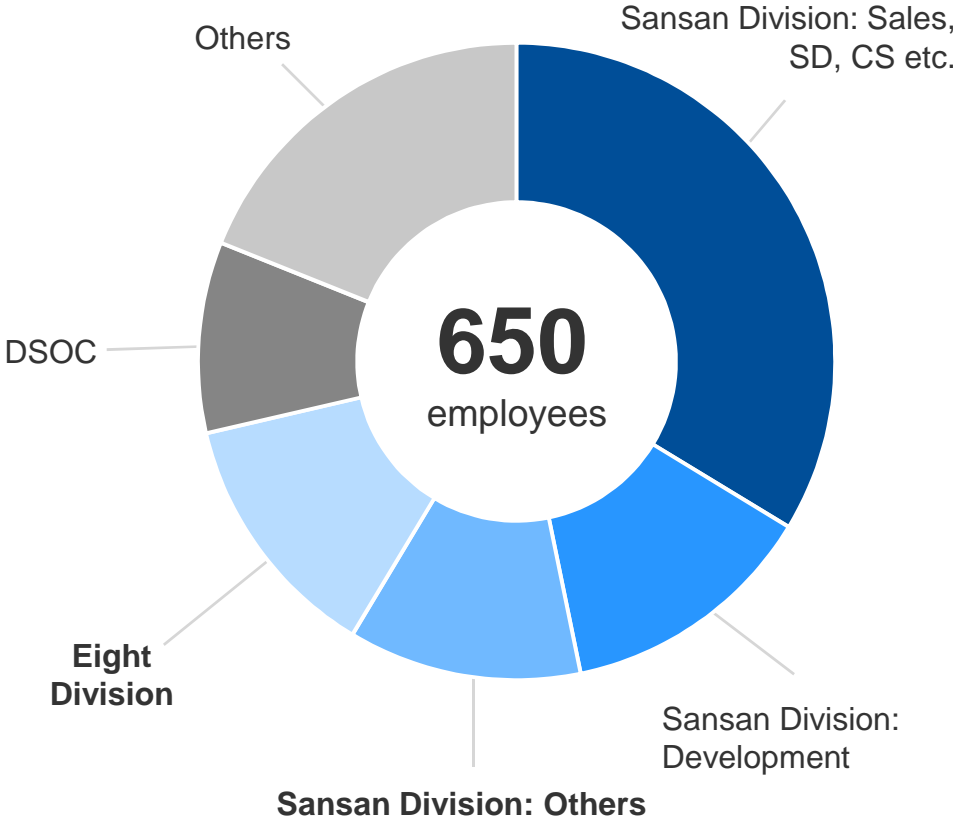| B2C	
Paid plan for individuals: **"Eight Premium"**	**Delivers additional functions to users, such as network data downloads** **Expand the overall number of "Eight" users, including free plan**

About Employees

Number of Employees [1]

(persons)

Period	Employees
May 2016	236
May 2017	305
May 2018	402
May 2019	549
Feb. 2019	650
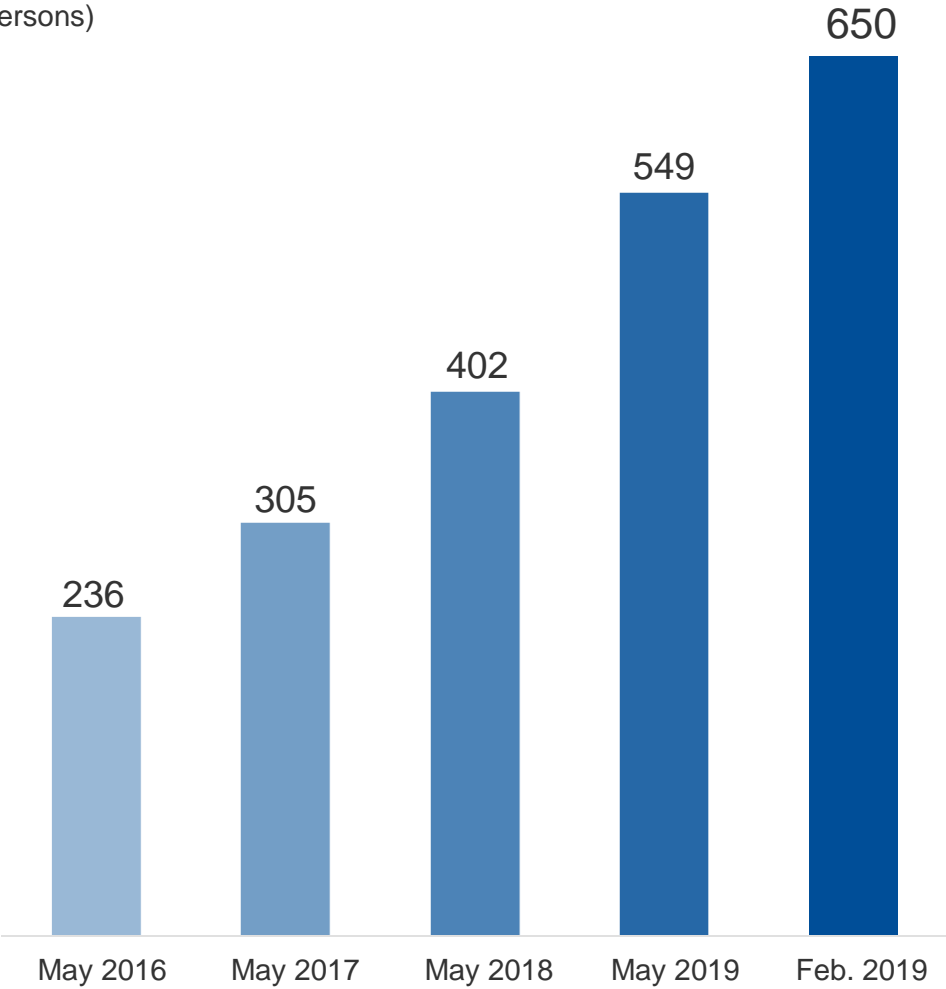
Breakdown by Organization [2]

650 employees

- Sansan Division: Sales, SD, CS etc.
- Sansan Division: Development
- Sansan Division: Others
- Eight Division
- DSOC
- Others

(1) Non-consolidated basis in FY2015 and before, and consolidated-basis since FY2016
(2) As of the February 29, 2020

Company Overview

Company Name	Sansan, Inc.
Foundation	June 11, 2007
Head Office	Aoyama Oval Building 13F, 5-52-2 Jingumae, Shibuya-ku, Tokyo
Other locations	**Branch offices:** Osaka, Nagoya, Fukuoka **Satellite offices:** Kamiyama Lab (Tokushima), Sansan Innovation Lab (Kyoto), Nagaoka Lab, Sapporo Lab
Subsidiaries	Sansan Global PTE. LTD. (Singapore) Sansan Corporation (United States)
CEO	Chika Terada
Number of Employees	650 (As of February 29, 2020)
Capital	¥6,234 million
Net Sales	¥10,206 million (FY2018)
Classification by Type of Shareholder	Domestic Financial Institutions:15.90%, Security Firms:1.76%, Other Domestic Corporations:3.43%, Foreign Financial Institutions and Individuals:27.72%, Individuals and Others:51.19% (As of November 30, 2019)

sansan