Sansan IR Day 2025 Transcription of Opening Remarks by CEO

sansan

IR Day

Opening Remarks

Sansan, Inc. October 30, 2025

Thank you for joining Sansan IR Day.

I am Chika Terada, the CEO of Sansan.This is our second IR Day, following last year’s.

The rapid evolution of generative AI is truly extraordinary, and I feel that we are facing an unprecedented transformation in the business environment.

In conversations with investors, I’m frequently asked whether the advancement of AI might have a negative impact on our solutions.

However, I don’t see the advancement of AI as a threat to us. On the contrary, I am confident that the era of generative AI represents a tremendous business opportunity for our company.

My confidence comes from the kinds of solutions we provide and the value we create.

Today, I would like to take this opportunity to help you gain a clear understanding of that basis

Program

Time (JST)	Session	Contents	Speaker
00:00-00:05	Session 1	**Opening Remarks**(Pre-Recorded)	Representative Director, CEO, CPO **Chika Terada**
00:05-00:30	Session 2	**Sansan Video Presentation** (Pre-Recorded) └ **Q&A with Business Head and VP of Product** (Live)	Executive Officer, Sansan Division Head **Yasumasa Ogawa** Vice President of Product, Sansan **Keisuke Kawase**
00:30-00:55	Session 3	**Bill One Video Presentation** (Pre-Recorded) └ **Q&A with Business Head and VP of Product** (Live)	Executive Officer, Bill One Division Head **Katsuya Ohnishi** Vice President of Product, Bill One **Manato Kasaba**
00:55-01:00	Break		
01:00-01:10	Session 4	**Contract One Video Presentation** (Pre-Recorded)	
01:10-01:20	Session 5	**Mid-Term Financial Policy for Enhancing Corporate Value** (Pre-Recorded)	Director, Executive Officer, CFO **Muneyuki Hashimoto**
01:20-01:30	Session 6	**Closing Remarks** (Pre-Recorded)	Representative Director, CEO, CPO **Chika Terada**
01:30-02:00	Session 7	**Q&A with CEO and CFO** (Live)	Representative Director, CEO, CPO **Chika Terada** Director, Executive Officer, CFO **Muneyuki Hashimoto**

In today's IR Day, we will introduce the core features and value propositions of our key solutions—Sansan, Bill One, and Contract One—through video demonstrations.

Next, for Sansan and Bill One we have arranged Q&A sessions with each business head and the VP of Product.Through these live discussions, I hope we can dive deeper into our growth strategy and how we're putting generative AI into action.

Additionally, we will present our medium-term financial policy, as well as our digitization technology, which serves as a core competitive advantage.

Finally, the CFO and I will jointly host a Q&A session to address your questions.

Mission

Turning encounters into innovation

Vision

Become business infrastructure

Before getting into the specifics, I’d like to start by sharing our mission and vision —the principles we value most as a company.

Our group upholds the mission of “Turning encounters into innovation.”

If we look back, the world has always advanced through a chain of encounters—between people, and between companies.

These encounters have played an extremely important role in how society evolves and transforms.

We aim to create encounters that lead to innovation, and through the power of encounters, help solve social and business challenges.

And our vision is to “Become business infrastructure.”

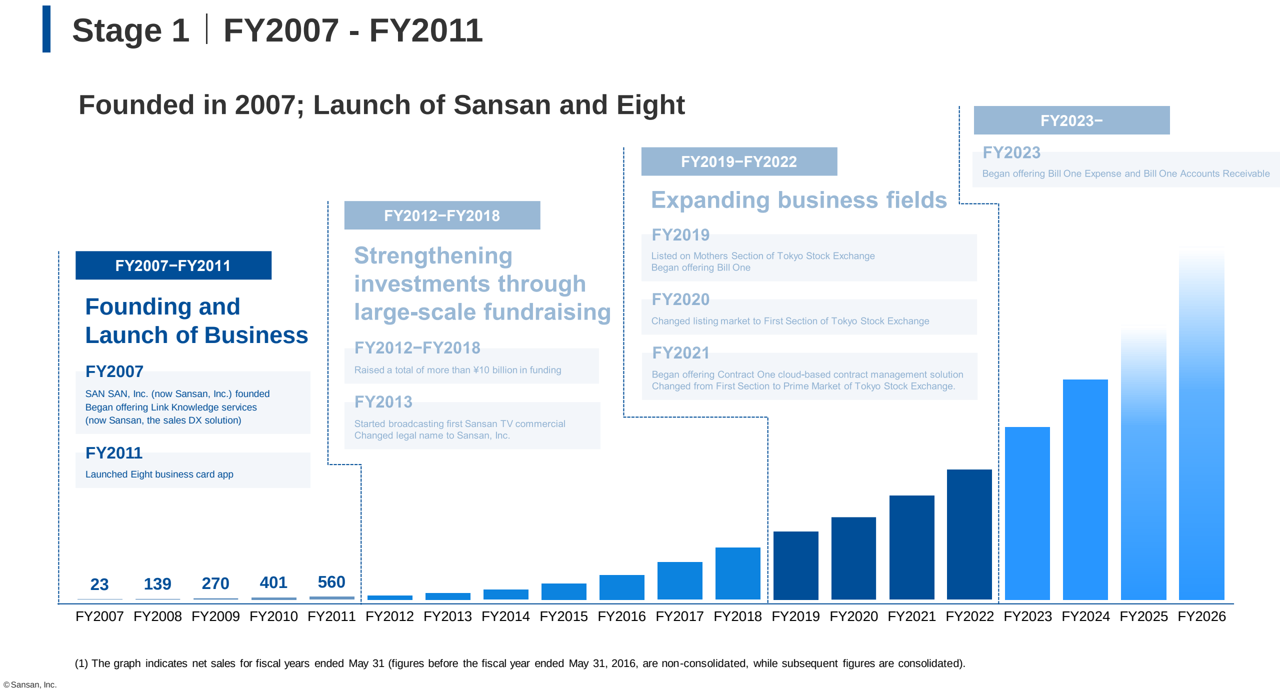
We envision a future where our group’s solutions are widely recognized across the business world and used by countless users as an essential, taken-for-granted part of daily business—just like infrastructure itself.

Cloud-based solutions that promote digital transformation and reshape how we work

Under this mission and vision, our group provides DX solutions that transform the way people work and help solve a wide range of challenges faced by both businesses and individuals.

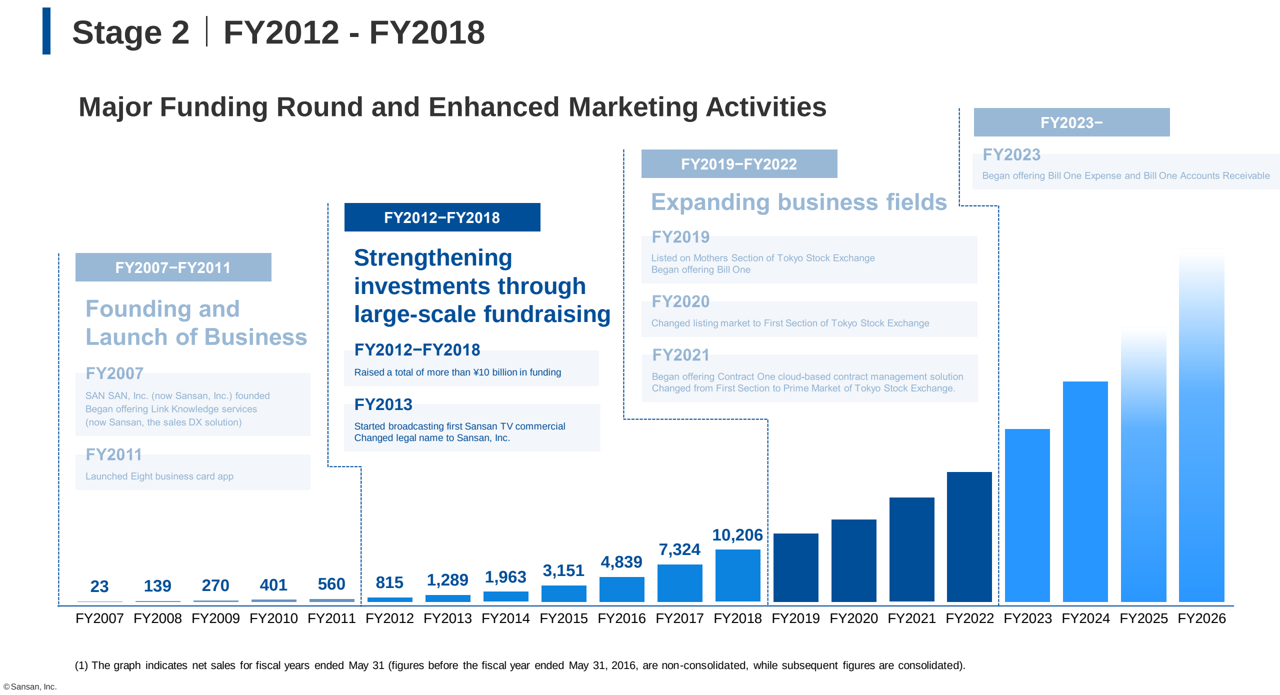
For example, Sansan is a solution that utilizes connections — the very “encounters” between people and companies — as valuable data.

Meanwhile, Bill One and Contract One are solutions that streamline the subsequent business processes such as invoicing and contracting that arise from those encounters. We are expanding our solutions with a focus on business encounters and the connections with people and companies.

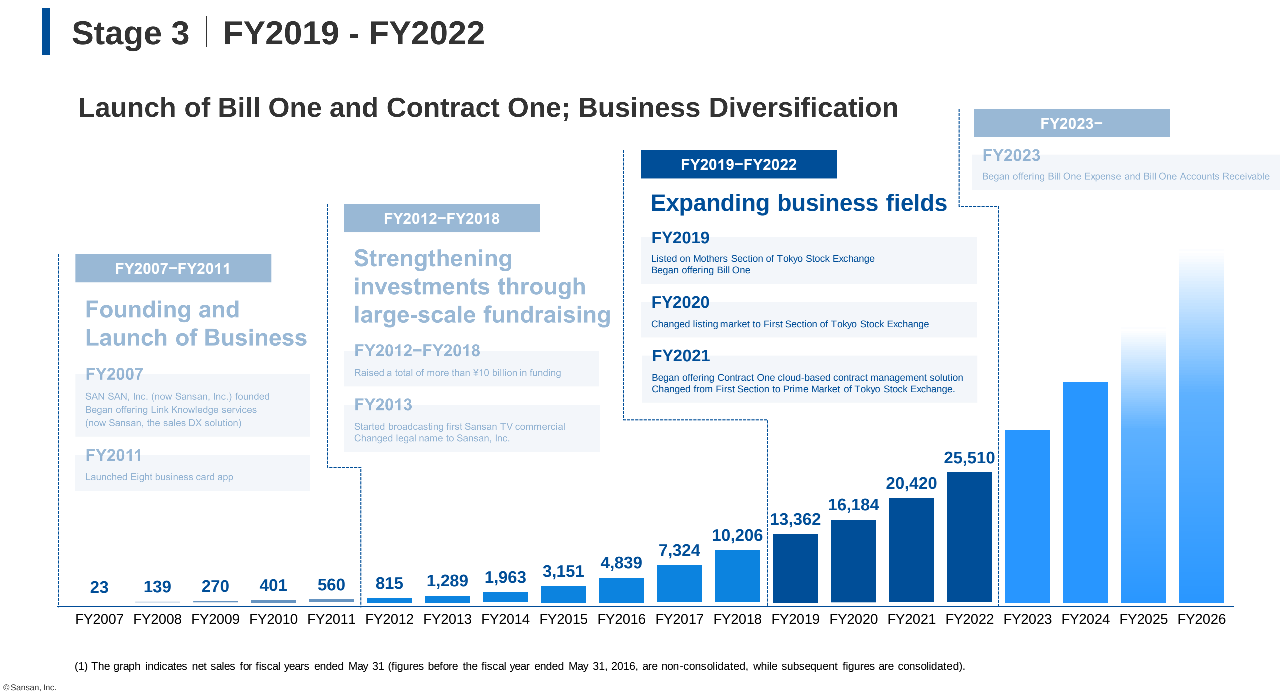


Since our founding in 2007, we have gone through three major stages of growth.

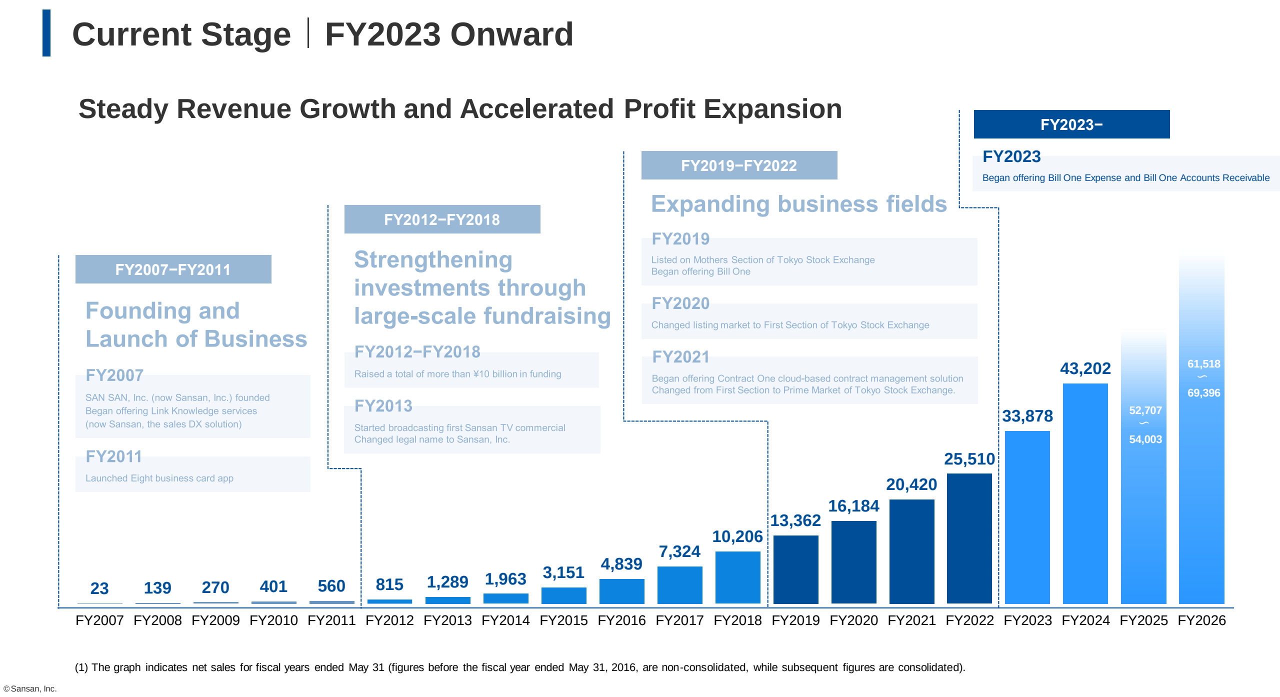
During the founding stage, we focused on launching Sansan.



In the second stage, we accelerated our growth through fundraising and marketing initiatives.



Then, in the third stage, following our IPO, we introduced new solutions such as Bill One and expanded our business domains.



And now, we are in the fourth stage.

This is a stage where we will pursue both revenue growth and profit growth simultaneously, while leveraging initiatives such as the use of generative AI as key drivers of our next stage of growth.

The year 2025 is often referred to as the first year of the AI era.

We view this change not as a risk, but as a tremendous business opportunity, and we are determined to achieve continuous growth.

Now, we would like to introduce each of our products through a video. I hope you’ll stay with us until the end.