IR Day 2025 Transcription of Bill One Session

Bill One Video Presentation

History and Positioning of Bill One
Bill One was launched as a service designed to resolve challenges in invoice receipt operations fundamentally. It was born by applying Sansan's proven expertise in digitizing analog information to the accounting domain.
Since its launch in May 2020, Bill One has successfully captured structural changes in the external environment, including the revision of the Electronic Bookkeeping Act and the introduction of the invoicing system. Within just five years, annual recurring revenue has surpassed 10 billion yen.
With the No.1 market share in the online invoice receiving solution, Bill One has grown into our second core business, driving our overall expansion.
Today, over 200,000 companies are already connected through the Bill One Invoice Network.
Yet, based on the number of paying corporate customers, penetration remains below 1% of all companies in Japan—highlighting vast potential for further growth.

Value Proposition and Functions of Bill One
Let us now introduce the value and functionality that Bill One provides.
Initially launched as an invoice-receiving solution, Bill One evolved in 2024 into an accounting DX solution that now comprehensively covers processes from receivables management to expense management.

First, let us introduce key functions.

Bill One Invoice Receive – Receive, digitize & centralize your invoices. Fast monthly closing
Companies can receive any type of invoice online in an accurately digitized format.
Clients can upload PDF invoices to Bill One or forward them to a designated email address, minimizing their burden.
Paper invoices are received on behalf of our clients, scanned, and digitized.
Once the invoice has been correctly digitized, the system automatically organizes key details such as client name, transaction date, billing amount, and payment due date. It also supports the determination of qualified invoices under Japan's invoice system and displays tax breakdowns by consumption tax rate.
Processing status and approval flows are visualized, with compatibility across multiple accounting systems.
In this way, Bill One drives digitization from the very starting point of accounting operations, enhancing productivity across the entire accounting process.

Bill One Accounts Receivable— Real-time reconciliation to drive all teams handling receivables
This feature allows companies to issue invoices of any format in bulk, efficiently.
For issued invoices, billing information is automatically matched with deposit data, enabling real-time payment reconciliation.

Payment information can be monitored at the individual invoice level, enabling immediate visibility into overdue receivables.

A key advantage is the ability to automate a process that previously required retrieving deposit data from banks and reconciling it manually.
This eliminates the complexity of receivables management and leads to a substantial reduction in workload.

And finally, Bill One Expense – Eliminate reimbursed expenses for fast monthly closing.
In expense management, different payment methods—such as reimbursable expenses and corporate cards—create complex workflows, leading to significant inefficiencies.
With Bill One Expense, each employee is issued a Bill One Business Card, eliminating reimbursable expenses and resolving inefficiencies at the root.
Cards can be issued easily with flexible usage restrictions.
After card use, employees receive an automatic supporting document request. A quick smartphone upload completes the process, preventing missed submissions and easing congestion at both the end and beginning of the month.
Supporting documents are digitized and matched with card statements automatically, achieving significant efficiency gains in expense management.

The Future of Bill One
Going forward, we will deliver multiple functions—such as invoice receiving and expense management—as a single package, further expanding adoption among a broader range of companies.
At the same time, we are accelerating innovative feature development, along with the application of generative AI.
For example, we are moving toward full-scale deployment of an automated function, enabled by advanced data digitization, that reconciles invoice line items with purchase order data—a task traditionally handled manually.
Through such advancements, Bill One will further strengthen its position as a comprehensive accounting DX service—driving both growth and new revenue opportunities.

Question & Answer of Europe/North America Session

Oiwa [Q]: Yes, thank you for the explanation. What are the synergies between the Bill One segment and Sansan segment? Would that increase going forward? Maybe touch on the Eight segment as well, please.

Ohnishi [A]: This is Ohnishi. I would like to handle your questions. First, I would like to begin with explaining the product synergy. This is something still to be unlocked going forward. Right now, we are focusing on the sales structure. In other words, we are trying to increase the cross-selling of Bill One to our existing Sansan customers.
This especially applies to our enterprise large corporate customers where Sansan has a very strong foothold. We are in the process of cross-selling Bill One to our enterprise customers, and the penetration rate to those customers is about 20%. I think as the footprint of Bill One expands, it will have a natural affinity to increase the rate of cross-selling.
Now you mentioned about Eight business. This is primarily a service for individual customers. Therefore, at the moment, there are no major initiatives to increase or to undertake cross-selling. Does that answer your question?

Oiwa [Q]: Yes. Thank you. Can I ask another question, please? Yes. So the sales force education, what are the strengths and the challenges going on in the Sansan business and the Bill One business? I understand the sales force at the Sansan business is very strong. And Bill One probably can do with good synergies going on from the Sansan business as well. So yes.

Ohnishi [A]: First, regarding our strengths, I think each of the divisions, they have their sales force, which is focused on selling their one product, and this kind of dedicated sales force is one of our strengths.
Moving on to the challenges, this also actually has implication for unlocking the synergy. If you look at the Sansan service and Bill One service, the key difference is that the decision-makers on the buyer side often belong to different functions, such as the sales department or the accounting department.
In response to that, given that there are two separate persons in charge of the purchase decisions, we need to improve our cooperation in order to address that single account. By doing so, we can increase the amount of synergy going forward.

Participant [Q]*: You are using generative AI to increase the functionalities in order to expand the functions provided on Bill One. Can you give us an idea of what kind of a product roadmap you have to further expand functions on Bill One?

Ohnishi [M]: This will be answered by Kasaba-san, who is the Vice President of the Product.

Kasaba [A]: This is Kasaba. I will be answering your question.
When it comes to our product roadmap, we formulated in the way where we prioritize those initiatives that will have a large or high business impact.
When it comes to utilizing AI to add new functionalities, this is one of the areas where we are dedicating a large amount of our resources, and this is likely to be the case going forward.
To give you one concrete example, which was shown in the previous video, this is a new function that automates the reconciliation between the order sheet and the invoice received. At one of the companies that have adopted it, they have been saying that they allocated 30 humans during one month in order to do the reconciliation and this would be automated through this new function.
There are many other operations that are still handled by human beings, which are still embedded and to be discovered. As discover these inefficiencies, we can build out our development schedule according to what solutions we can provide and prioritize those that have a large revenue impact.
Does that answer your question?

Hassan [Q]: Hi there. Can you guys hear okay? I was just curious if you had any thoughts on the competitive environment. It seems like you guys are entering each other's area of expertise recently. Do you see this as an opportunity for all of you? Do you think this will be a competitive market where winner takes all? I'm just curious how you're approaching that.

Ohnishi [A]: One of the things I need to mention beforehand is as we go through the negotiations with our customers, the appearance of this competitor is actually quite low. Even if they do appear and we proceed to a beauty contest, our win ratio is actually high. This is the situation now, and it has been the situation for some time.
In addition to that, if you look at the market, especially the market opportunities for invoice receiving, the opportunities are vast. So I think we don't have to bat directly. I think there's plenty of opportunities to charter new grounds.

Regarding the expense service, our concept of this is quite different from others. What we are trying to aim for is the complete elimination of the reimbursement operations. So we consider this as a white space, and therefore, it is a relatively benign competition.
Does that answer your question?

Hassan [M]: Yes. Thank you.

Question & Answer of Asia Session

Julian [Q]: [Julian] from [inaudible] here.
Very basic questions here, but could you maybe talk about the penetration rates, the competitive landscape, win rates against competitors, as well as how you're expecting this to move forward with the automated functions, how we will see that in the P&L, what kind of product launches you're expecting, the timeline for that?

Ohnishi [A]: In terms of the penetration rate and the competitive environment, I would like to answer.
As you saw in the video, we have a very high opportunity in the market in terms of the penetration. Basically, we received that there are no major changes in the competitive environment in conducting business negotiations and the chances of the competitor, a formidable one appearing, it continues to be very low. Our win rate in terms of any competition continues to be extremely high.
For the product road map in the future, Kasaba-san, our VPoP will explain.

Kasaba [A]: I, Kasaba, will explain the product road map.
We are, in the next year, trying to develop new features utilizing AI. As for the products which are not able to be alternate or alternated, for these non-alternative functions and especially which has been our mainstay function for Bill One, I think that there are many pain points which are still prevalent in the invoice service.
One of the things which I have already explained in the video as well, after receiving the invoice, there needs to be a reconciliation process with the purchase order. In terms of the purchase order and the invoice for cancellation, we would like to alleviate the customers' pain through the utilization of AI.
There's also not only the PO for constellation, but many analogs in painstaking work that our clients are still conducting after receiving the invoice. We are thinking about providing solutions to these pain points in the product launches in the road map that we have.
We have the know-how of managing the customers' invoice receipt information. We have a good track record in succeeding in the market. Therefore, I think we are able to appropriately provide AI utilization services to our clients.
That concludes my answer.

Gibson [Q]*: David Gibson from MST.
On Bill One, you've expanded your sales team recently, helping, but that's driven up the number of client additions that are on the smaller scale. Just wondering when you expect that to shift to the mid and to larger clients, and when we might see those clients begin to come on board going forward?

Ohnishi [A]: We do have plans to increase the clientele in each of the different market sizes. As a first step, we are increasing clients in the SMB market. As a product, I think that we are getting the support from the mid-tier-level and the enterprise-level clients as well. As our sales rep team matures more, I think that we will surely be able to expand in these larger markets as well.

Julian [Q]: Just to touch on David's point here, I was wondering, are there any bottlenecks you're seeing in terms of sales? Any feedback from customers on maybe why they're not adopting your products earlier other than sales maturity?
The other one is, how are you dealing with differences in accounting or business models between industries? Are you focused on some sub-industries, specifically? What are your plans going forward to have a better coverage industry-wise?

Ohnishi [A]: In terms of increasing our revenue furthermore, I think that we will definitely need to enhance the sector-specific information and knowledge.
In onboarding our sales reps, our dedicated sales enabling team is collecting their own capabilities and knowledge.
We are conducting consideration and implementations of various improvement initiatives in studying why our company, as a service, is not adopted by our clients. In order for a better product improvement, we are collecting feedback from our clients and fixing and conducting initiatives.
That's why we are trying to progress in our functions that we provide to our customers by utilizing AI.
The aforementioned issue that customers face is that they are still conducting manual work after receiving invoices, and we are thinking about improving our functions by utilizing AI in order to provide solutions in resolving these pain points.
For some sectors, for the reconciliation work between PO and the invoices, some sectors are more labor intensive. Kasaba-san will add on that.

Kasaba [A]: For example, in the food industry and also trading companies, there is, in lump sum, a large volume of purchase orders, which are sent, and then they are invoicing them, but for some orders, although the purchase order was sent, the deliverables had a defect or it did not arrive. Due to that, there is a denial of receiving the deliverables itself.
In these cases where the invoice is not accepted, it is denied by the client, then our customers, sometimes, there is intensive work of checking these statements of the purchase orders and the invoicing because there is a huge discrepancy between the two.
When we are conducting the product development, we are aiming to make the workload of our clients zero by trying to completely automate this work, this labor, through AI, plus this reconciliation process between the PO and the invoice and statements.
To explain a little bit about our initiatives for enabling ourselves in order to solve our clients' issues, I think we need to have a deeper understanding of each of these functions and processes for consolidation, according to each different type of sectors. Then, we need to create a scenario, a sales pitch that is more, I think, automated for our different sectors of clients.
We also need to enable and educate ourselves through that. Our sales enabling team is conducting that work in a cost-cutting manner across different sectors.

Taniguchi [Q]: This is Taniguchi.
I would like to ask you about any feedback or status concerning the company expense service for Bill One. I think that you have, for this year, started advertising for this. What is your current perception on this?

Ohnishi [A]: In terms of our expense reimbursement service, we have confidence in terms of the feedback that we are receiving. Every month, we are getting new contracts, 30 to 50 new contracts monthly. I think that we are in an extremely smooth track.
As for advertisement, once we receive the orders and until we deliver the product, there is an extended lead time that we have. We cannot tell you a fixed figure, but we are getting a great response.
Also, our weakness and strength in comparison to our competitors, I think that there is a drastic concept difference between the conventional reimbursement service that other competitors have and the Bill One reimbursement service—that is, to not have any replacement costs or reconstruction costs.
I think that, with having no advanced payment from the employees from our client side, we are constructing a completely new market, new opportunity in bill reimbursement.
To make the payment on behalf, advanced payment zero, and distributing credit cards to all employees in our client company, this becomes our strength as well. Since it is a completely new method, it may likely become a sort of a weakness as well.