Presentation Materials on KiteRa, Inc. Becoming a Group Company

November 20, 2026

Key Points of the Transaction

KiteRa is a company with two engines: a stable revenue base and a business with high growth potential

Building on the stable revenue base of KiteRa Pro for labor and social security attorney offices, the company expects high growth from KiteRa Biz for corporate clients. ARR (1) in June 2026 reached approximately 1.8 billion yen, up 40% YoY, and the company became profitable at the operating level.

Further growth is possible by leveraging the Sansan Group’s management resources

Accelerate business growth by utilizing the SaaS sales and marketing expertise, etc., cultivated by the Sansan Group.
In particular, the Group aims to acquire new customers for KiteRa Biz through sales collaboration and marketing support.

Contribution to consolidated financial results (P/L) is scheduled to begin in Q3 FY2026

Share acquisition date: December 11, 2026 (planned)

(1) Annual Recurring Revenue

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Company Overview (1)

Providing cloud-based solutions that support the creation, management, and operation of internal regulations for both labor and social security attorney offices and corporate clients

KiteRa

Mission

Creating a world where people can work with peace of mind

Vision

Becoming the infrastructure of trust

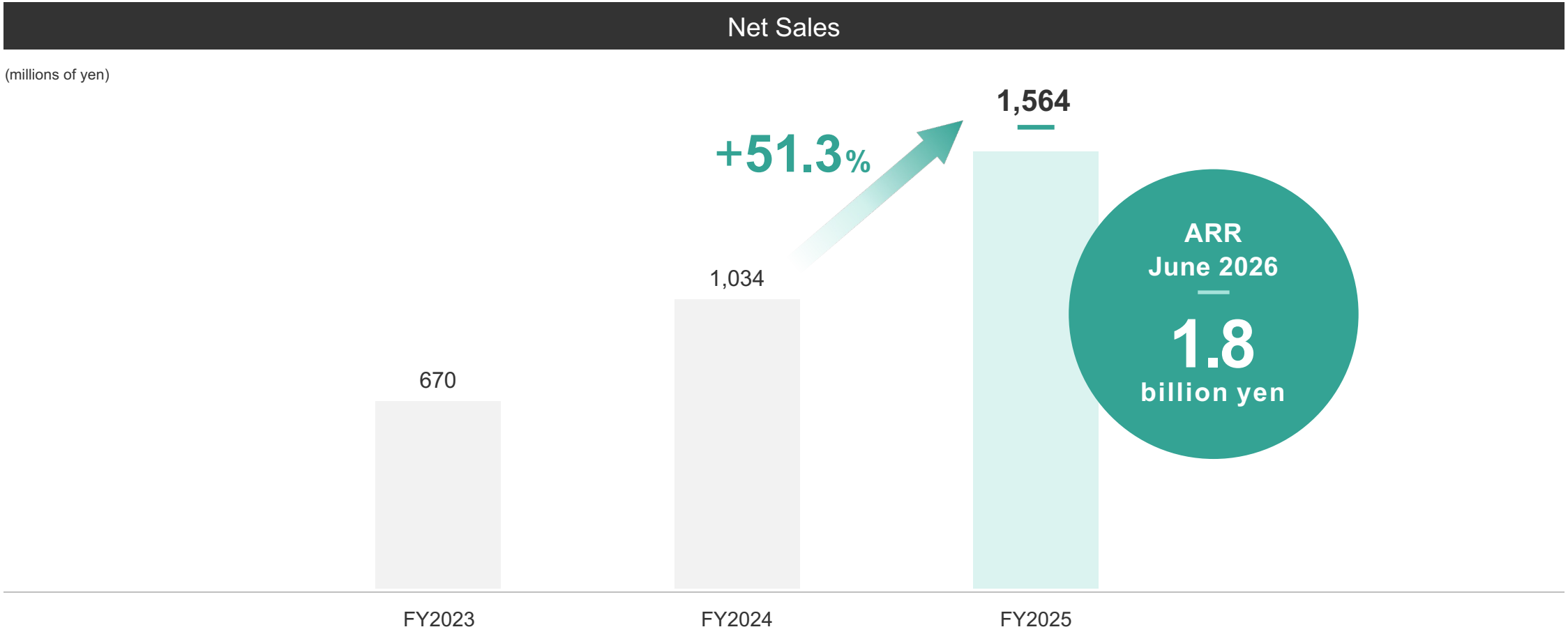
Company name	KiteRa, Inc.
Founded	April 1, 2019
Representative	Takashi Uematsu, Representative Director and CEO
Business description	Development and operation of the internal regulations SaaS KiteRa
Address	Aoyama Building 7F, 1-2-3 Kita-Aoyama, Minato-ku, Tokyo
Financial results	Net sales : 1,564 million yen Operating profit : 111 million yen Net income : 78 million yen
Employees	121 (excluding directors and temporary employees)

(1) FY2025

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Performance

Net sales grew 51.3% YoY, driven by high growth in the solution for corporate clients, and ARR as of the end of June 2026 increased 40% YoY to 1.8 billion yen. Operating profit turned positive in FY2025, supported by a stable revenue base from the solution for labor and social security attorney offices.

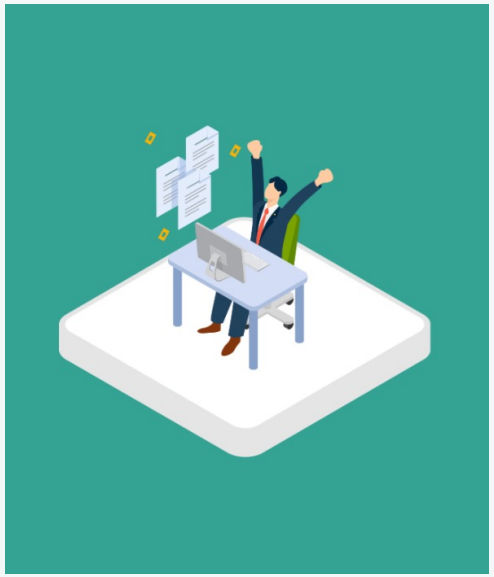


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Service Overview

KiteRa Pro, a solution for labor and social security attorney offices, has been adopted by 3,000 or more such offices in Japan. Leveraging the expertise gained, the company has also launched KiteRa Biz, an internal regulations management solution for corporate clients.

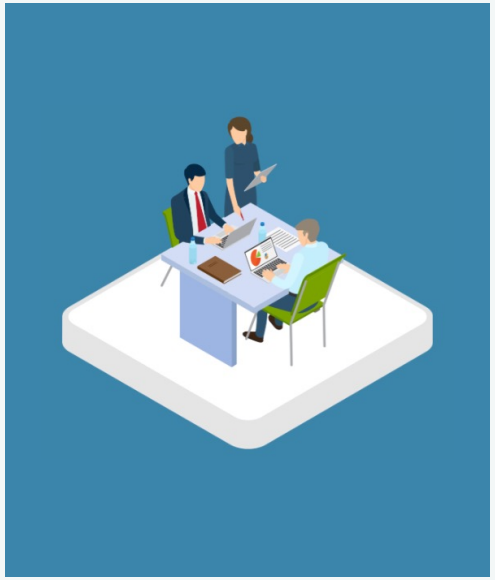
For Labor and Social Security Attorney Offices



KiteRa Pro / Yokusuru

Digitizes and streamlines the creation, revision, and management of regulations. In addition, it visualizes gaps between regulations and operational status through integration with labor audits, supporting improvement proposals for client companies.

For Corporate Clients



KiteRa Biz

Digitizes the editing and management of internal regulations and labor-management agreements. By enhancing the effectiveness of corporate governance and internal controls, it supports proactive corporate management and the improvement of corporate value.

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Overview and Market Size of KiteRa Biz

KiteRa Biz centralizes the management of internal regulations from creation and revision to operation, supporting operational efficiency and the strengthening of corporate governance. Ongoing legal compliance requirements and growing management needs within corporate groups point to significant room for market expansion among corporate clients.

KiteRa Biz: Customer Challenges and Value Provided

Challenges in regulation management

Ongoing response to legal and regulatory revisions

Continuous operational burden arises from revising regulations, notifying employees, and managing revision history.

Governance response for the entire group

Regulations and revision status of group companies are fragmented, making cross-sectional understanding and management difficult.

KiteRa Biz

Centralized, efficient regulation management

Centralizes everything from the creation and revision of regulations to employee notification and history management.

Cross-group regulation management

Centralizes the management of regulations for group companies and supports the visualization of management status.

KiteRa Biz: Potential Market Size

Business companies with 10 or more employees:

approx. 541,000 companies (2)

10-99 employees

Regulation management obligation arises under the Labor Standards Act (1)

100-299 employees

Increased complexity in legal compliance and regulation management is expected

300+ employees

Increased sophistication of governance response is expected as the number of employees grows and group management expands

(1) Under Article 89 of the Labor Standards Act, employers who regularly employ 10 or more workers are required to create and submit internal regulations.
(2) Statistics Bureau, Ministry of Internal Affairs and Communications, “2024 Economic Census for Business Activity”

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Growth Opportunities Leveraging the Sansan Group's Customer Base

The Sansan Group possesses a broad customer base across all industries and business types. By leveraging its accumulated sales and marketing expertise and customer base, the Group aims to accelerate new customer acquisition for KiteRa Biz.

Sansan Group's Customer Base

The sales AX solution	The accounting AX solution	The contract management AX solution
sansan	BillOne powered by Sansan	ContractOne powered by Sansan
12,580 subscriptions (1)	**5,468** paid subscriptions (1)	**841** subscriptions (1)

Sales collaboration
Cross-selling

KiteRa Biz

(1) Number of subscriptions for each solution as of the end of Q1 FY2026

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