



# Earnings Results for the quarter ending Sep. 2025 (Q3 FY 9/25)

PLAID, Inc. (4165, TSE Growth) | August 2025

## Forward-Looking Statements

This document contains forward-looking statements. These statements are based only on information that is available at the time the statements are made. In addition, these statements do not constitute a guarantee of future results. They are subject to risk and uncertainty. Please note that actual results may differ materially from those expressed or implied in the forward-looking statements due to environmental changes and other factors.

Factors that may affect actual results include, but are not limited to, domestic and overseas economic conditions and trends in the industries that the Company serves.

Additionally, the information concerning companies or groups outside the Company is quoted from public information and elsewhere. The Company does not verify in any way or guarantee its accuracy, appropriateness, etc.

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## Financial results summary

| (JPY mil.)                          |                             |            |            |         | 9M ended |         |         |
|-------------------------------------|-----------------------------|------------|------------|---------|----------|---------|---------|
|                                     |                             | FY 9/24 Q3 | FY 9/25 Q3 | YoY (%) | FY 9/24  | FY 9/25 | YoY (%) |
| Net sales                           | Consolidated                | 2,797      | 3,288      | +17.5%  | 8,062    | 9,835   | +22.0%  |
|                                     | Non-consolidated            | 2,543      | 3,016      | +18.6%  | 7,185    | 8,851   | +23.2%  |
|                                     | Group companies             | 380        | 482        | +26.9%  | 1,217    | 1,547   | +27.1%  |
|                                     | Consolidation adj           | -126       | -210       | -       | -340     | -563    | -       |
| Gross profit margin <sup>(1)</sup>  | Consolidated                | 72.9%      | 72.4%      | -0.5pt  | 71.3%    | 72.6%   | +1.3pt  |
|                                     | KARTE domain <sup>(4)</sup> | 75.1%      | 74.7%      | -0.5pt  | 74.7%    | 74.6%   | -0.1pt  |
| Adj operating income <sup>(2)</sup> | Consolidated                | 145        | 403        | +177.8% | 363      | 1,390   | +281.9% |
|                                     | Non-consolidated            | 313        | 551        | +76.0%  | 716      | 1,686   | +135.2% |
|                                     | Group companies             | -189       | -156       | -       | -400     | -320    | -       |
|                                     | Consolidation adj           | 21         | 8          | -61.9%  | 47       | 24      | -48.9%  |
| ARR <sup>(3)</sup>                  | Consolidated                | 9,508      | 11,428     | +20.2%  | -        | -       | -       |
|                                     | Non-consolidated            | 8,444      | 9,812      | +16.2%  | -        | -       | -       |

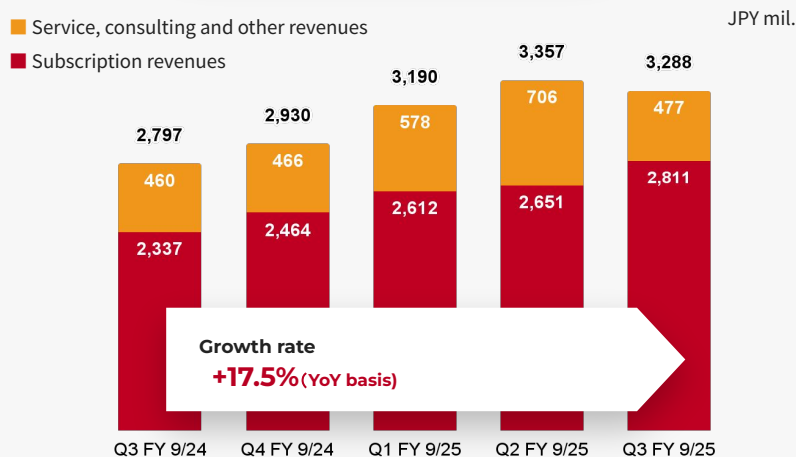


# **Financial Results - PLAID Group (Consolidated) -**

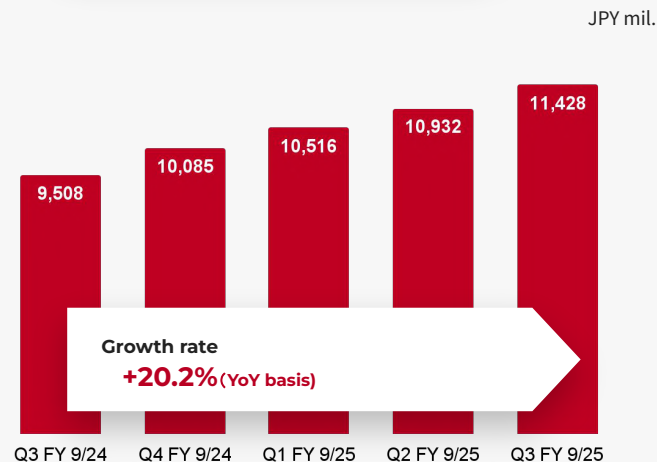
## Both net sales and ARR<sup>(1)</sup> have been growing steadily

- Subscription revenues in Q3 grew steadily, with a net increase of 160 million yen compared to Q2
- Services, consulting and other revenues decreased from Q2 due to a seasonal demand reaction, but cumulative results for Q3 have increased steadily compared to the same period last year
- Net sales in Q4 are also expected to increase steadily, and full-year net sales are expected to be largely in line with our guidance

### Consolidated net sales



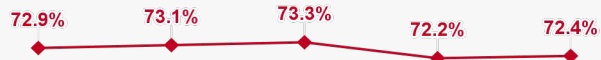
### Consolidated ARR



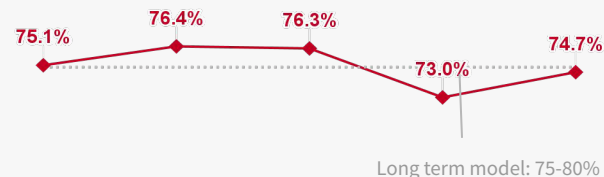
## Gross profit margin<sup>(1)</sup> remains stable

- Consolidated gross profit margin in Q3 was 72.4%
- Gross profit margin in the KARTE domain<sup>(2)</sup> improved due to a decrease in outsourcing costs at PLAID ALPHA

Gross profit margin  
\_consolidated



Gross profit margin  
\_KARTE domain



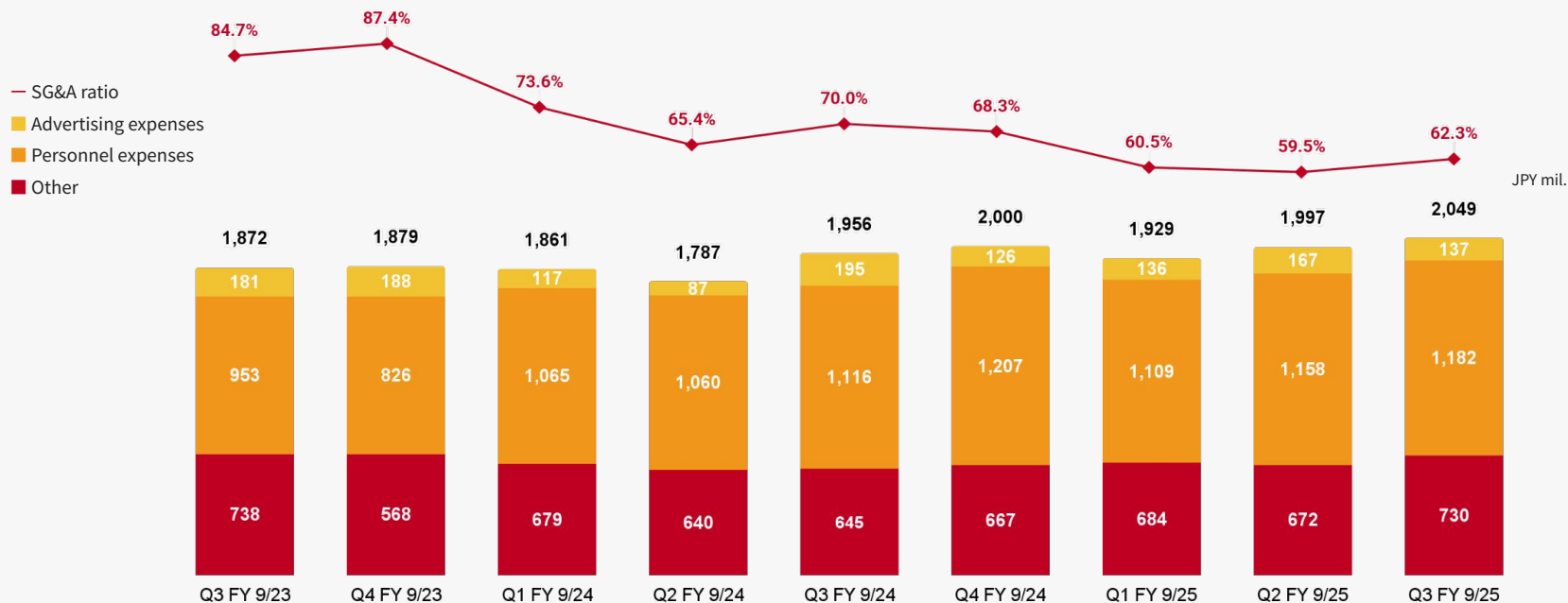
Q3 FY 9/24   Q4 FY 9/24   Q1 FY 9/25   Q2 FY 9/25   Q3 FY 9/25

Q3 FY 9/24   Q4 FY 9/24   Q1 FY 9/25   Q2 FY 9/25   Q3 FY 9/25



## SG&A expenses remained at an appropriate level

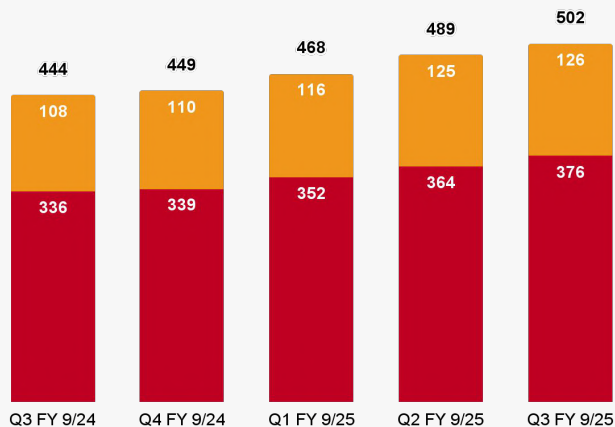
- SG&A expenses increased compared to Q2 due to an increase in recruitment and outsourcing expenses
- Q4 are also expected to increase due to increased recruitment and marketing event expenses



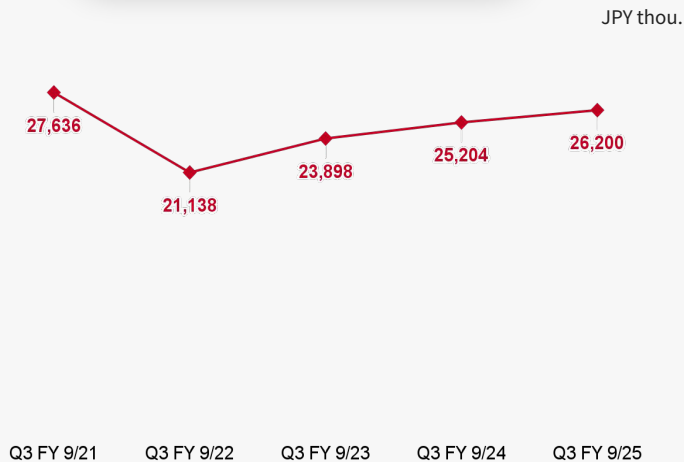
## Both number of employees<sup>(1)</sup> and net sales per employee<sup>(2)</sup> increased

- Number of employees at the end of Q3 was 502, up 13 from the previous quarter and steadily increasing
- The number of employees at the end of the fourth quarter is expected to be around 520

### Number of employees



### Net Sales per employee \_Consolidated

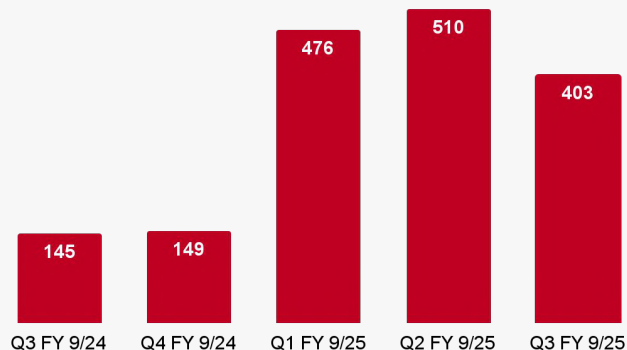


## Adjusted operating income<sup>(1)</sup> increased significantly YoY

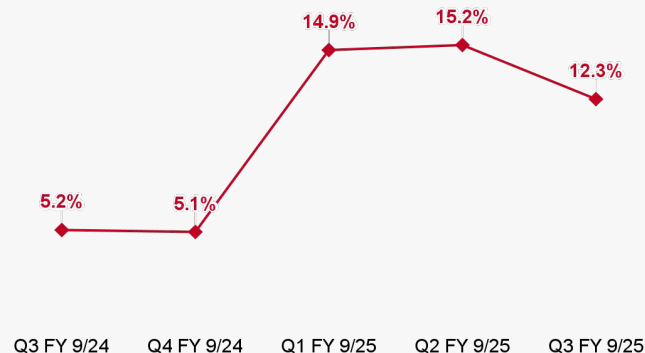
- Although we continued to increase growth investment, adjusted operating income grew significantly to 403 million yen
- Q4 is expected to decrease compared to Q3 due to an increase in SG&A expenses, but adjusted operating income for the full year is expected to exceed the guidance

### Adjusted operating income

JPY mil.



### Adjusted operating margin

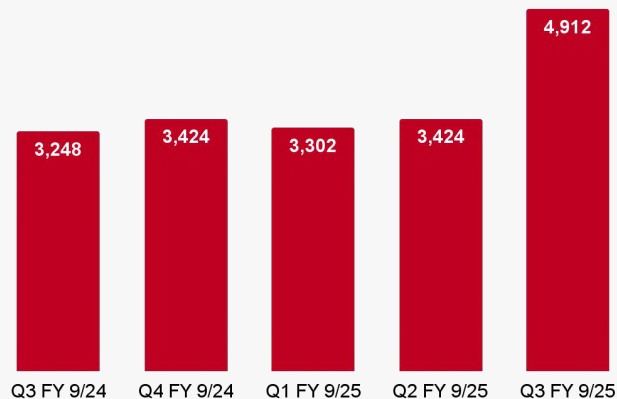


## Balance sheet remains healthy

- Net cash increased due to annual one-time payments since contract renewals are concentrated in Q3
- Stable increase in both net cash/equity due to improved profitability

### Net Cash

JPY mil.

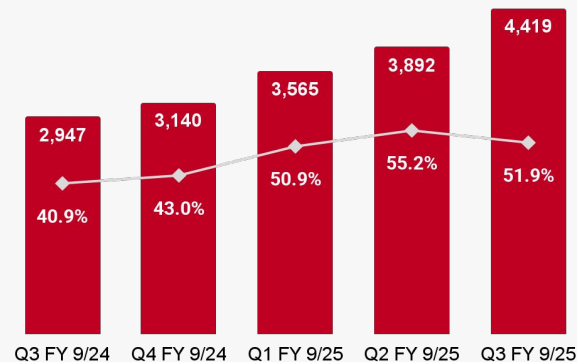


### Equity

■ Equity

— Equity-to-asset ratio

JPY mil.

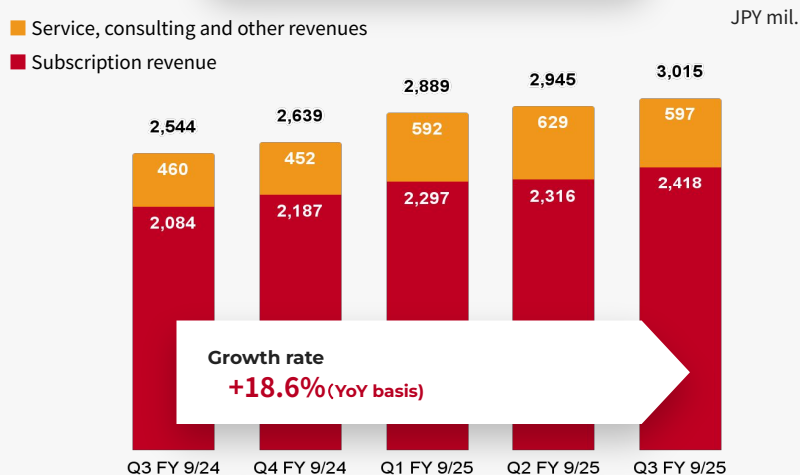


# **PLAID (Non-Consolidated) / Group Companies**

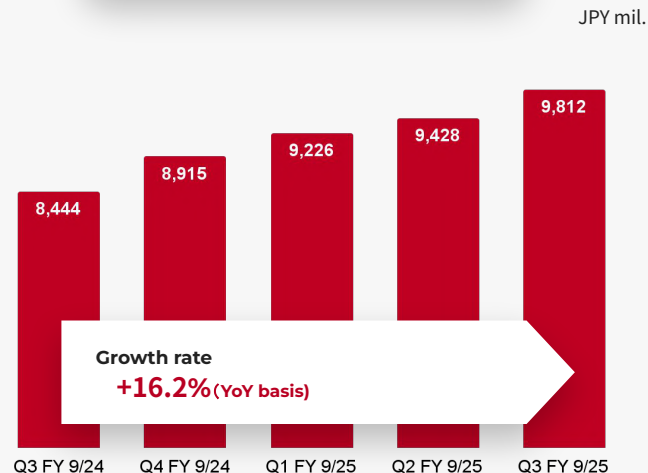
## Subscription revenues and ARR<sup>(1)</sup> have been growing steadily

- Subscription revenues increased by approx. 100 million yen compared to Q2. The net increase is expected to continue at the same level in Q4
- Service, consulting and other revenues increased steadily, driven by PLAID ALPHA
- Net sales are expected to continue to grow steadily in Q4, and the full-year results are expected to be largely in line with our guidance

### Net sales

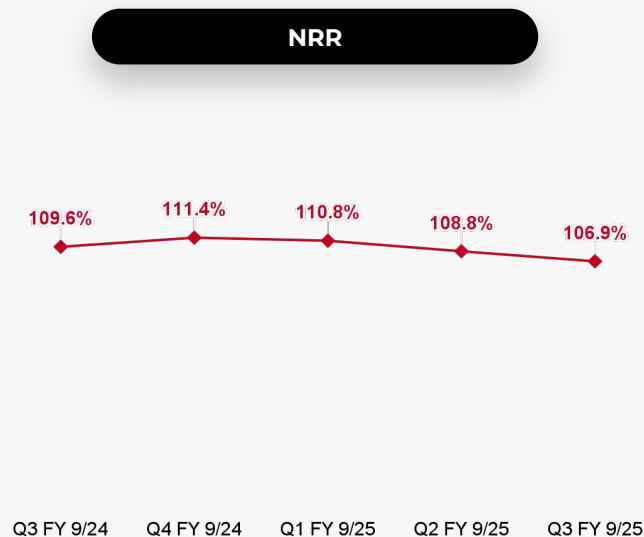
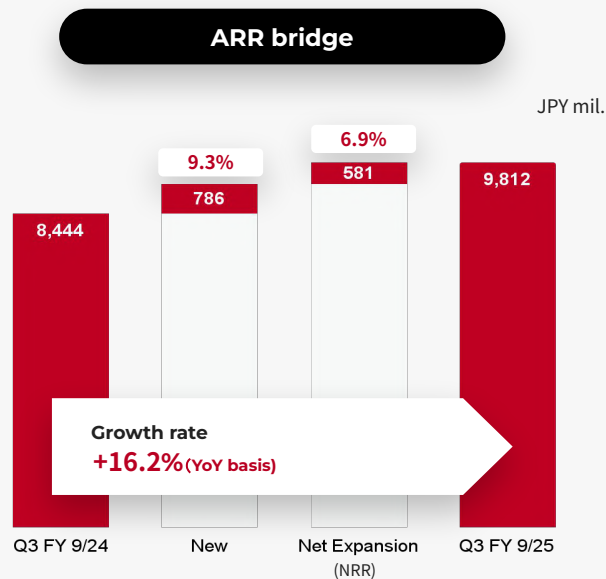


### ARR



## Attribution analysis of ARR<sup>(1)</sup> growth

- Both new customer acquisition and net expansion contributed to ARR growth
- NRR<sup>(2)(3)</sup> at the end of Q3 remained stable at 106.9%
- NRR of the customer segment with an ARR over 10 million yen is approximately 115.0%, and we will continue to increase the ratio of such customers

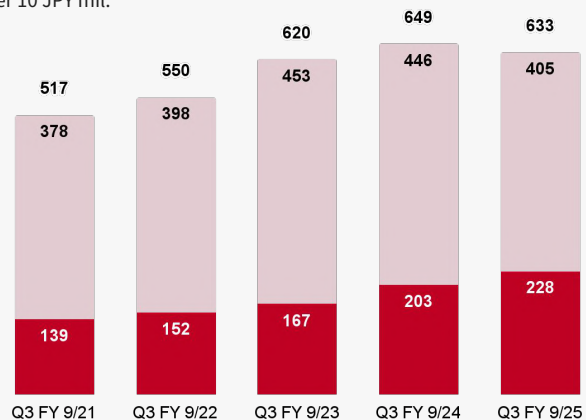


## Number of customers<sup>(1)</sup> and ARPC<sup>(2)</sup>

- Steady increase in the number of customers with ARR over 10 million yen and ARPC
- Strengthen our approach to this customer segment and build a high-quality, solid customer base

### Number of customers

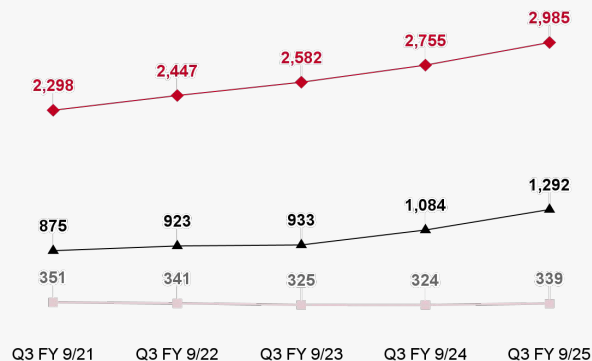
■ ARR under 10 JPY mil.  
■ ARR over 10 JPY mil.



### ARPC

◆ ARR over 10 JPY mil.  
▲ All  
■ ARR under 10 JPY mil.

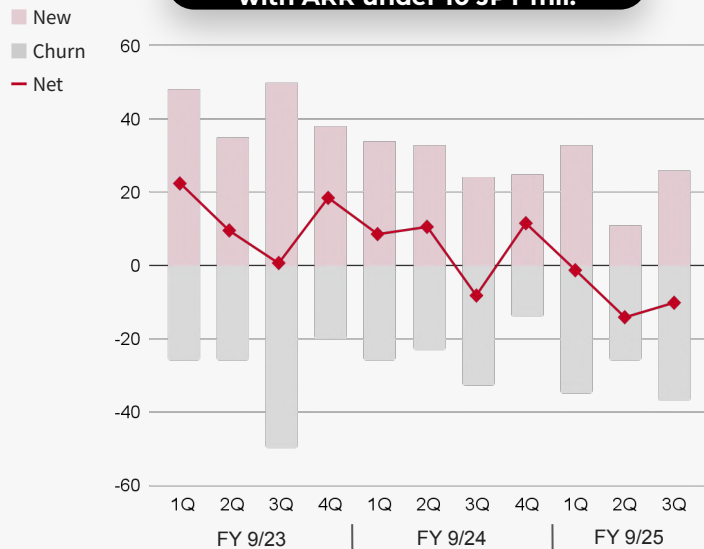
JPY thou.



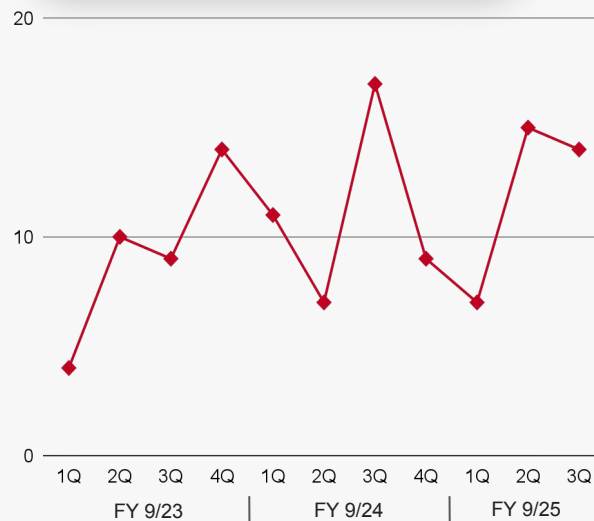
## (Reference) Breakdown in the number of customers with ARR<sup>(1)</sup> under 10 million yen

- Even in Q3, when contract renewals are most frequent, the number of companies with ARR under 10 million yen that churned was roughly the same as in Q3 of last year
- The decrease in the number of customers is due to a decline in new SMB acquisitions and an uplift to ARR over 10 million yen, which has been appropriately controlled based on our enterprise-focused strategy

**New and churn companies  
with ARR under 10 JPY mil.**



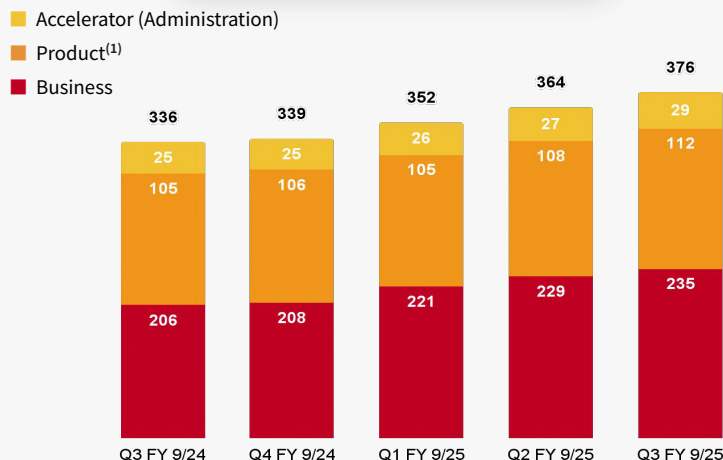
**Uplifts to ARR over 10 JPY mil.**



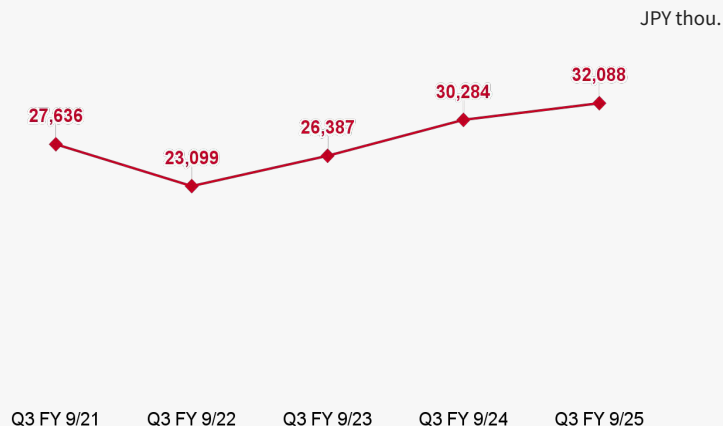
## Number of employees

- Number of employees at the end of Q3 was 376, up 12 from the previous quarter and steadily increasing
- Recruitment for various positions continued in Q4, and the number of employees at the end of the fiscal year is expected to be around 390
- Since net sales per employee have been rapidly increasing in recent years, we will strengthen recruitment appropriately while considering the business environment

Number of employees



Net Sales per employee<sup>(2)</sup>

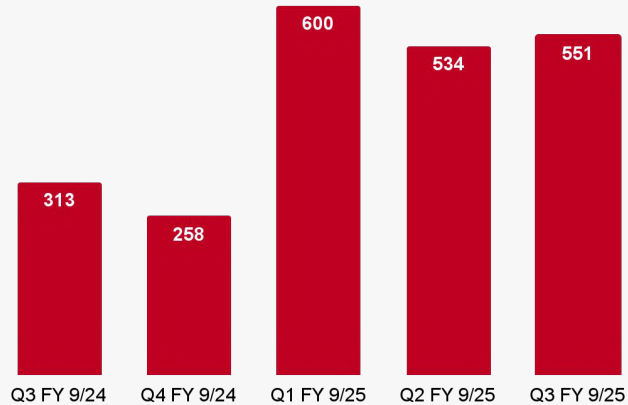


## Adjusted operating income<sup>(1)</sup> landed at about 551 million yen

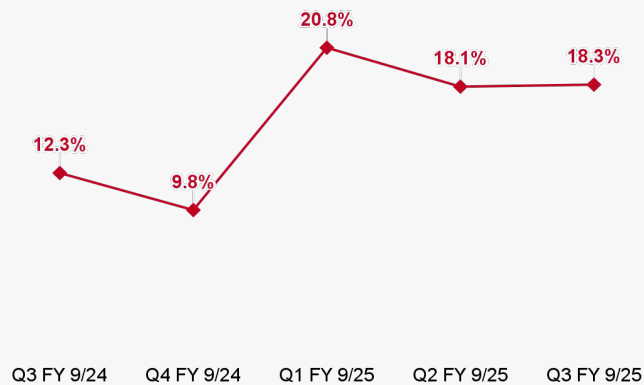
- Favorable business performance continues, with adjusted operating income for Q3 increasing significantly YoY

### Adjusted operating income

JPY mil.



### Adjusted operating margin



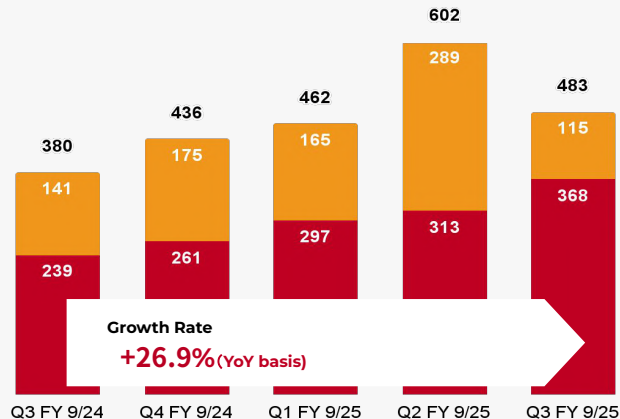
## Subscription revenues of group companies increased significantly

- Subscription revenues increased significantly, driven by RightTouch and Agito
- Services, consulting and other revenues decreased due to a seasonal demand reaction for Emotion Tech, and we have been brushing up on our strategies and activities aimed at achieving sustainable growth

### Net sales

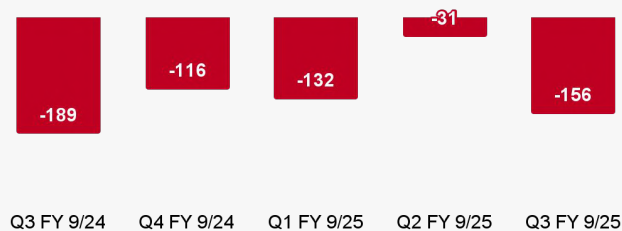
■ Service, consulting and other revenues  
■ Subscription revenue

JPY mil.



### Adjusted operating income

JPY mil.



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株式会社  
代表取締役社長 兼 CEO



**XDIVE**

AI時代の価値創造を再定義する

**2025.7.24** THUR. /  
10:00 - 20:00  
**@TOKYO MIDTOWN HALL**

# Main agenda

## Opening Keynote

人間とAIが共進化するには？企業のテクノロジー活用を推進する未来を描く力

DX BX AI

東京海上ホールディングス株式会社 生田目 雅史 氏  
東京大学 情報学環 暦本 純一 氏  
株式会社ダイヤモンド社 山口 圭介 氏（モデレーター）



## 新時代の旅行体験をどのように創造するか？

ブランド価値を「データ×AI」で拡張する「るぶ」が目指す新しい顧客体験

AI BX CX

株式会社JTBパブリッシング 盛崎 宏行 氏  
株式会社ブレイド 古市 倫大（モデレーター）



## Afternoon Keynote

AI共生社会の価値の源泉とは？夢から生まれるパーパスの力

BX EX AI

株式会社マザーハウス 山口 絵理子 氏  
東京大学大学院総合文化研究科 國分 功一郎 氏  
株式会社ブレイド 仁科 奏（モデレーター）



## AIとデータを活用してブランド価値を拡張するには？

アーバンリサーチが実践するコンテキストデータを活用したブランドマーケティング

AI CX BX

株式会社アーバンリサーチ 小野田 和晃 氏  
株式会社ブレイド 鈴木 剛  
株式会社ブレイド 池田桃子（モデレーター）



## Evening Keynote

デジタル組織変革の秘訣とは？価値創出を導くコラボレーションの力

DX CX

株式会社クレディセゾン 小野 和俊 氏  
一般財団法人GovTech東京 井原 正博 氏  
株式会社ブレイド 濱崎 豊（モデレーター）



## CXとEXを両立させるデジタルサービス開発の要諦とは？

「三菱地所のレジデンスクラブ」のメジャーアップデートにおける「顧客中心」の事業間連携プロジェクト成功の鍵

DX CX

三菱地所株式会社 成田 健志朗 氏  
NRIデジタル株式会社 吉田 純一 氏  
株式会社ブレイド 大畑 充史（モデレーター）



## 効率化に留まらないAIによる「新たな価値創造」とは？

AI×マーケティング：アクセントゥアとブレイドが考えるデータ駆動型ビジネス変革

DX CX AI

アクセントゥア株式会社 山崎 孔輔 氏  
株式会社ブレイド 牧野 祐己  
株式会社ブレイド 坂部 雅之（モデレーター）



## Closing Keynote

挑戦を支える原動力とは？イノベーションが生まれ続ける組織文化の力

EX BX

株式会社三井住友フィナンシャルグループ 磯和 啓雄 氏  
カルチュア・コンビニエンス・クラブ株式会社 高橋 誉則 氏  
株式会社U-ZERO 三村 真宗 氏（モデレーター）



## Business review in the past year

- The structure for executing the enterprise focus strategy has been established, but there is still considerable room for improvement
- Aiming for sustainable growth by enhancing the delivery structure through strengthened recruitment and improvements in operations

|                                                                                  | Net Sales<br>FY25 9M ended | YoY    | Review                                                                                                                                                                                                                                                                                                                                                                                                            | Initiatives                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------|----------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>KARTE</b><br>Subscription<br>revenues                                         | 7.0 billion<br>yen         | +19.4% | <ul style="list-style-type: none"> <li>• Developing structures for enterprise business acquisition, including strategy brush-up, pipeline management improvement, and training program enhancement</li> <li>• The price revision applied on January 1, 2025 resulted in better-than-expected operations</li> <li>• With KARTE×AI projects, efforts to establish the next growth driver have progressed</li> </ul> | <ul style="list-style-type: none"> <li>• Strengthen the organization through strengthened recruitment and operational improvements such as the utilization of AI</li> <li>• Strengthen the integration of marketing and ABM to effectively generate pipelines</li> <li>• Strengthened development and improved sales structure to expand sales of KARTE×AI</li> </ul> |
| <b>PLAID ALPHA/<br/>STUDIO ZERO</b><br>Service, consulting<br>and other revenues | 1.8 billion<br>yen         | +40.3% | <ul style="list-style-type: none"> <li>• Increasing number of symbolic projects providing comprehensive support, including KARTE operation and strategy planning</li> <li>• Delivery improved through strengthened recruitment and utilization of external partners and improvements in operations</li> </ul>                                                                                                     | <ul style="list-style-type: none"> <li>• Expand transaction amounts per customer by focusing on enterprises</li> <li>• Expanding service coverage in line with KARTE's functional enhancements, such as AI and agent solutions</li> <li>• Build an organization that continuously improves productivity through operational improvements utilizing AI</li> </ul>      |

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## Key takeaways

### 1 **Quality growth that balances net sales and profit growth has progressed steadily**

- Net sales growth driven by expansion of business with enterprise companies
- Even as investments in growth continue, profits have steadily increased

### 2 **Strengthening organizational structures to advance the enterprise-focused strategies**

- Improved structure for acquisition of enterprise business, such as strategy brush-up and pipeline management
- On the other hand, there is considerable room for improvement, and we will strengthened recruitment and improve operations in order to achieve sustained sales growth and productivity improvement

### 3 **Focusing on business activities aimed at enhancing presence in “data x AI”**

- The integration of KARTE's unique 1st party customer data and AI will be our new growth driver
- We will strengthen our marketing, product development, and sales structures in all areas, aiming to increase our presence in the field of “data x AI”

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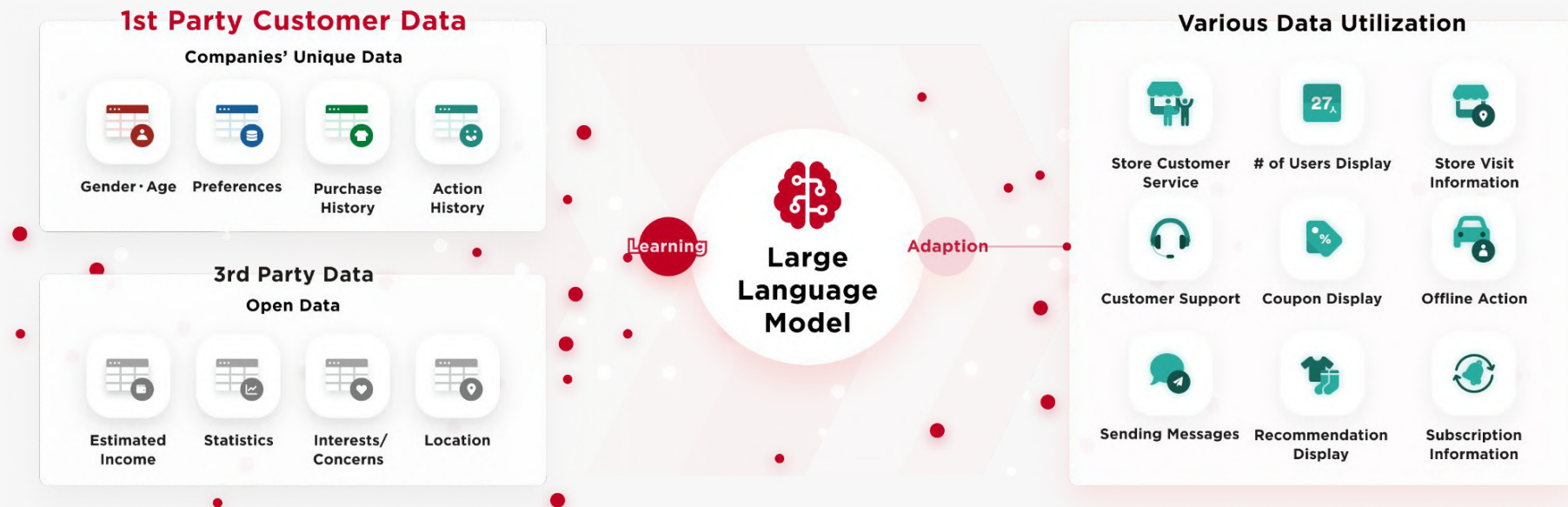
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# External Environment

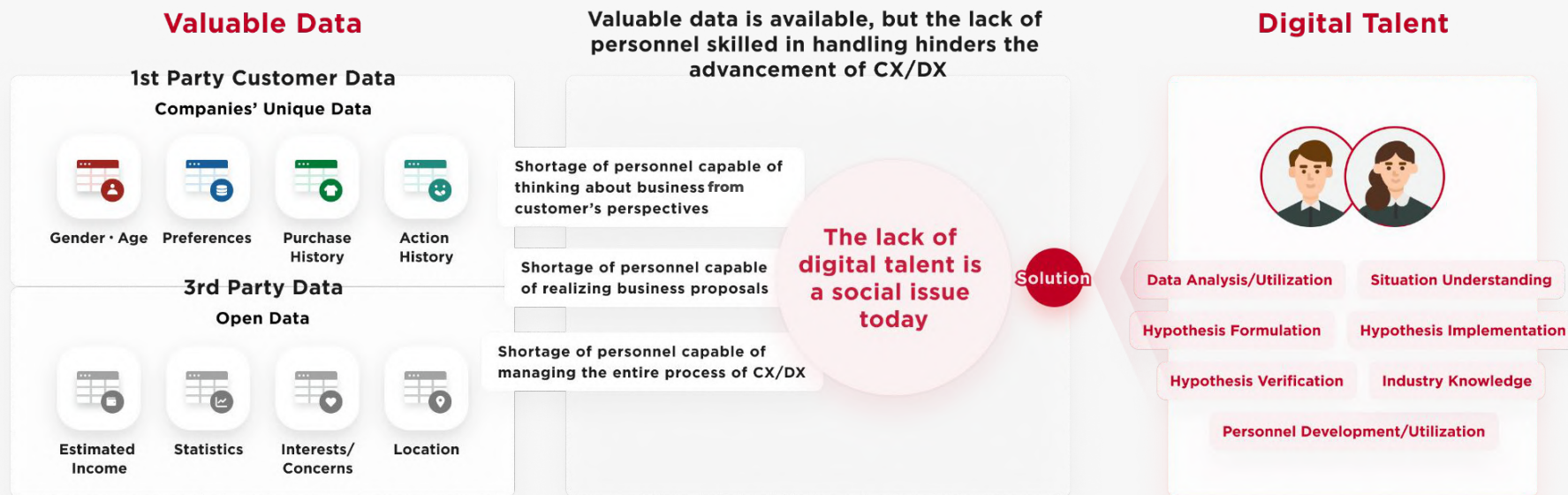
## Rapid advancements in AI technology

- Generative AI capable of processing vast amounts of data and processing high learning capabilities, which can be utilized in various services, has emerged
- The value of 1st Party Customer Data, unique to service providers, has relatively increased as the type and quality of data used in AI training differentiate services



## Increase in companies' demand for hiring digital talents

- As technologies that are emphasized by AI undergo rapid advancements, the lack of digital talent has emerged as a social issue in Japan
- Companies' demand for securing professionals who can handle the technology and to design the business is significantly increasing



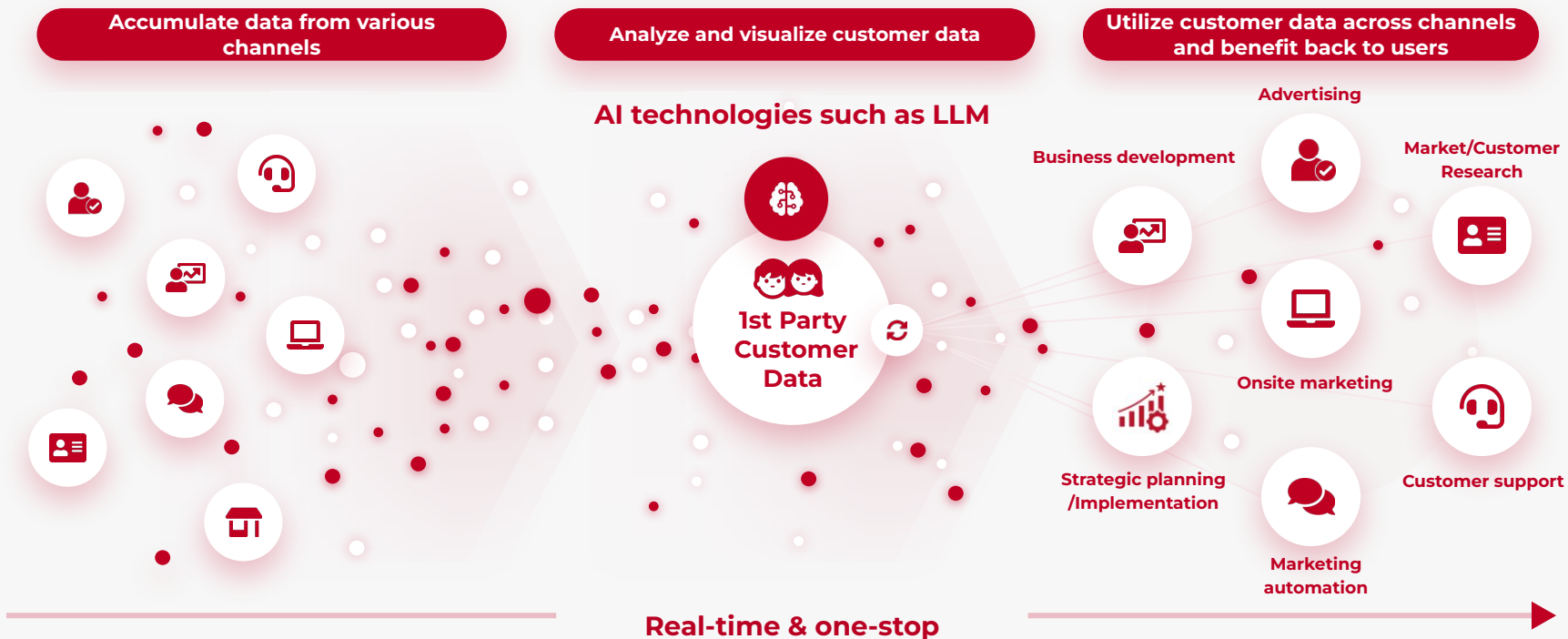
# Our Strengths

# Maximize the Value of People with the Power of Data

Leading the next society by utilizing people's ideas  
and intuition to maximize their creativity with technology

## Mid-term Vision of The Plaid Group

- A new one-stop platform for data utilization that provides “multi-channel,” “1st Party Customer Data,” and “real-time”
- Fully implement new AI technologies such as LLM in the data analysis/utilization of our products, which will also enhance the overall value of the platform



## Our strengths



### Technology

1

**The largest domestic 1st Party Customer Data platform**

2

**Product architecture enabling user-level data accumulation**

3

**Our unique real-time analysis engine that ensures constantly updated data freshness**



### Business

4

**A seamless suite of multi-products designed to enable corporate activities, all based on high-resolution understanding of the users**

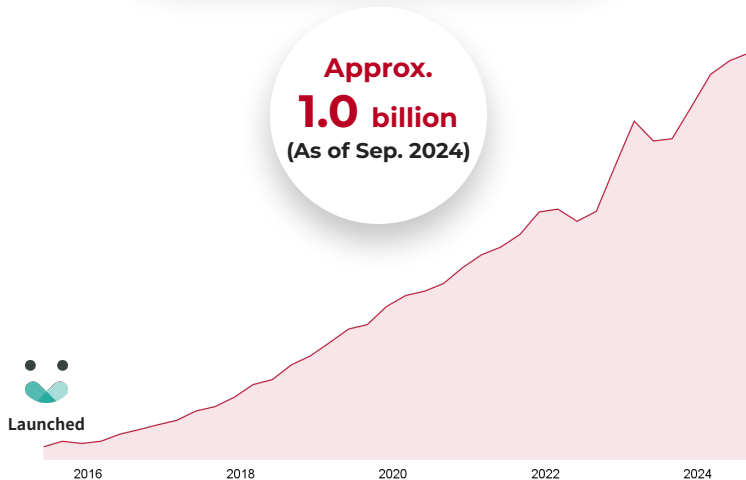
5

**Professional service facilitating corporate business transformation and advancement**

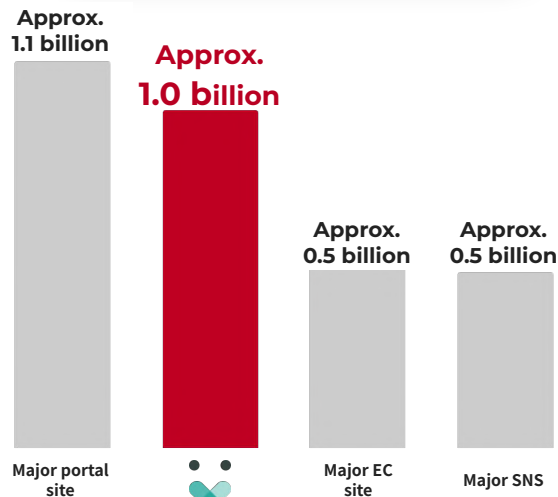
## 1 The largest domestic 1st Party Customer Data platform

- KARTE has analyzed vast amounts of 1st Party Customer Data since it launched in 2015
- The number of MAU<sup>(1)</sup> analyzed by KARTE in September 2024 reached approx. 1 billion, one of the largest database in Japan

# of MAU<sup>(2)(3)</sup> analyzed by KARTE



Comparison<sup>(4)</sup> of MAU with top domestic websites



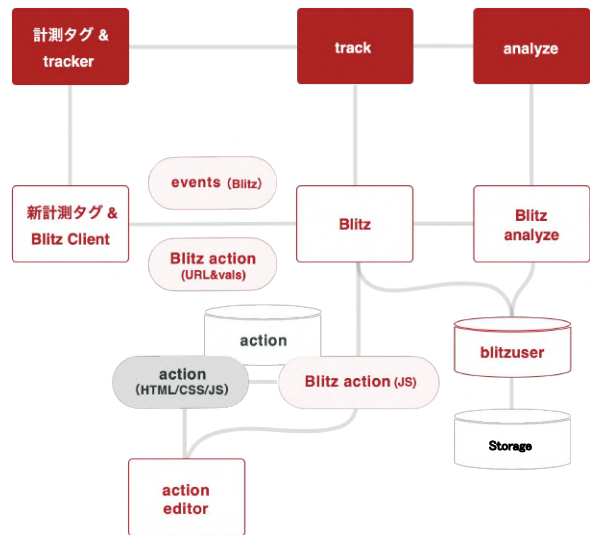
## 2 Product architecture enabling user-level data accumulation

- One of the challenges for companies in promoting CX/DX is the “schema problem,” where the data structure varies depending on the type of user data, causing data that originally belongs to one user to be fragmented. This makes it difficult to easily utilize or integrate data on a per-user basis
- KARTE is designed with an architecture that accumulates various types of data on a per-user basis, allowing companies to immediately build a data environment that is easy to utilize without requiring in-house development



### 3 Our unique real-time analysis engine that ensures constantly updated data freshness

- To enable interactive response optimized to each individual user online, which was difficult to solve with existing distributed data processing systems, a unique real-time analysis engine was developed (Our new engine “Blitz” developed in 2022 has achieved greater speed and lightness)
- It provides companies with a high-quality data environment that is always up-to-date without any time lag



## Our Strengths

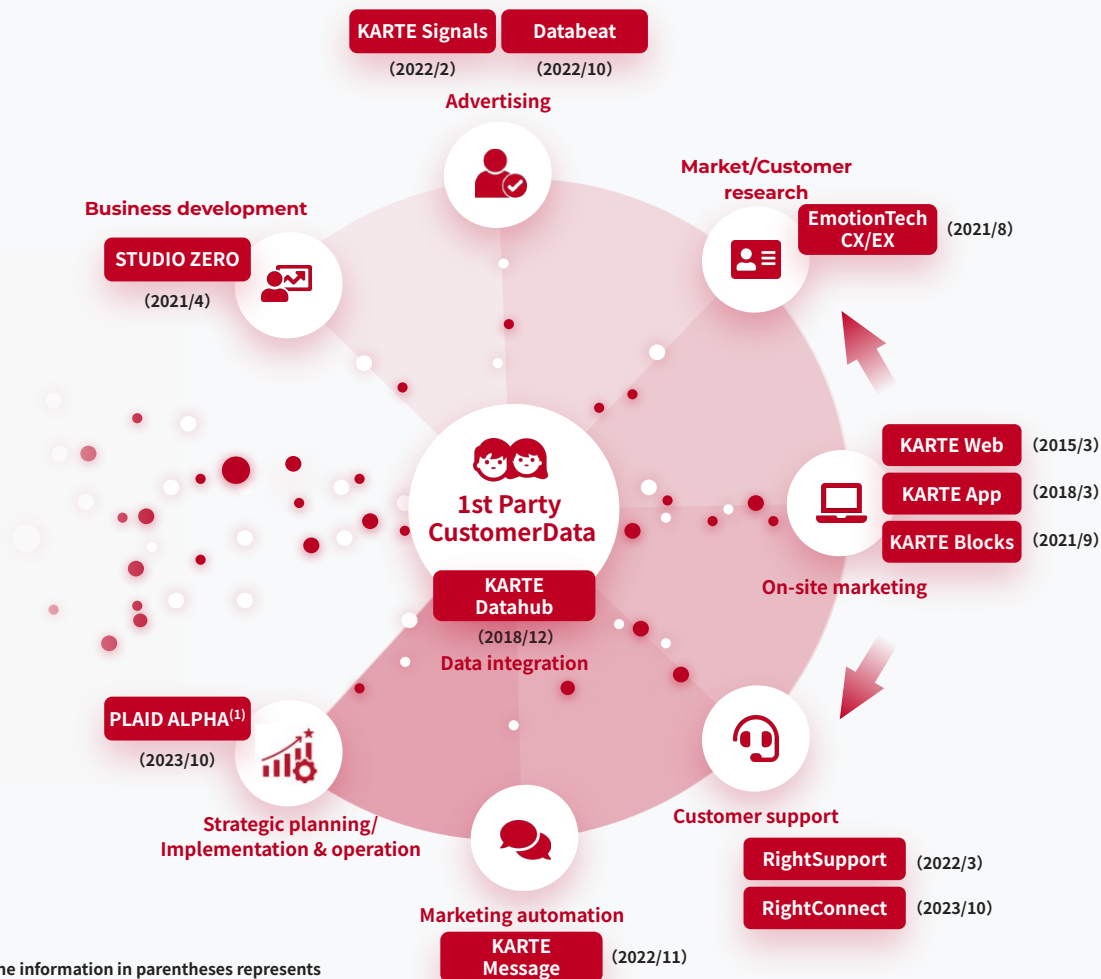
### 4 A seamless suite of multi-products enabling corporate activities based on high-resolution user understanding

Initially started our business around on-site marketing area by offering KARTE Web/App

Thereafter, while using the real-time analysis engine as a common infrastructure, it has released applications optimized for various areas such as customer support and marketing automation, and promoted a seamless multi-product strategy

Currently, marketing coverage has been expanding across all fields, and going forward. Alongside further strengthening of this domain, our advancement will be promoted in peripheral areas, such as customer support

Note 1. After expanding the value of the professional service that was previously provided as "TEAM", it was revamped. After changing the name to "PLAID ALPHA," we started full-scale business development from the fiscal year ending September 2024



## 5 Professional service facilitating corporate business transformation and advancement

- STUDIO ZERO, which provides business support to companies seeking business and organizational reform, and PLAID ALPHA, which provides support from strategy design to implementation and operation based on data analysis, approach client issues upstream by providing these professional services



### **BX**

(Business development)

Tourism : Support for the operation of company-wide open recruitment new business development projects

Infrastructure : Support for new business development related to EV

### **CX**

(Customer value development)

Insurance : Support for building next-generation sales schemes using digital marketing

Real Estate : Support for experience design in smart buildings

### **EX**

(Talent development)

Wholesales : Support for company-wide DX talent development

Information & Communication : Support for the development of next-generation sales and marketing talent



### **Consulting**

Apparel : Support for the planning of customer experience strategies & measures based on new/loyal customer analysis

Financial : Support for the conception of next-generation customer services centered on the use of customer data and AI

### **Integration**

Distribution : Cross-departmental integration of customer data & reconstruction of customer experiences by KARTE products

Publishing : Support for the formulation of a med-term IT roadmap plan centered on a personalization strategy

### **Growth & Operation**

Media : Undertaking of marketing planning and operation tasks aimed at improving customer experience/retention

Financial : Technical/implementation support related to advanced personalization measures

# Our Business Strategy

## Key Initiatives for Mid-term Growth

- Leveraging our strengths, a hybrid model of “Multi-product × Professional service” will be provided to enterprise companies
- In addition, AI technology will be fully integrated to achieve advanced analysis of action data and improve usability, thereby further strengthening our products

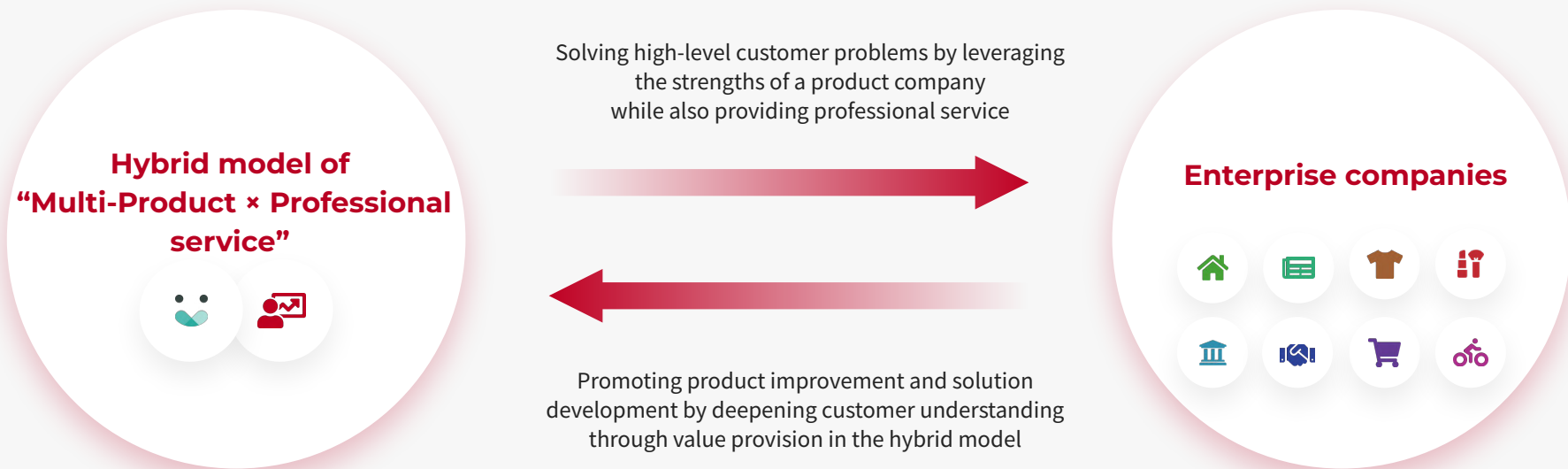
### Our strengths

- 1 The largest domestic 1st Party Customer Data platform
- 2 Product architecture enabling user-level data accumulation
- 3 Our unique real-time analysis engine that ensures constantly updated data freshness
- 4 A seamless suite of multi-products designed to enable corporate activities, all based on high-resolution understanding of the users
- 5 Professional service facilitating corporate business transformation and advancement



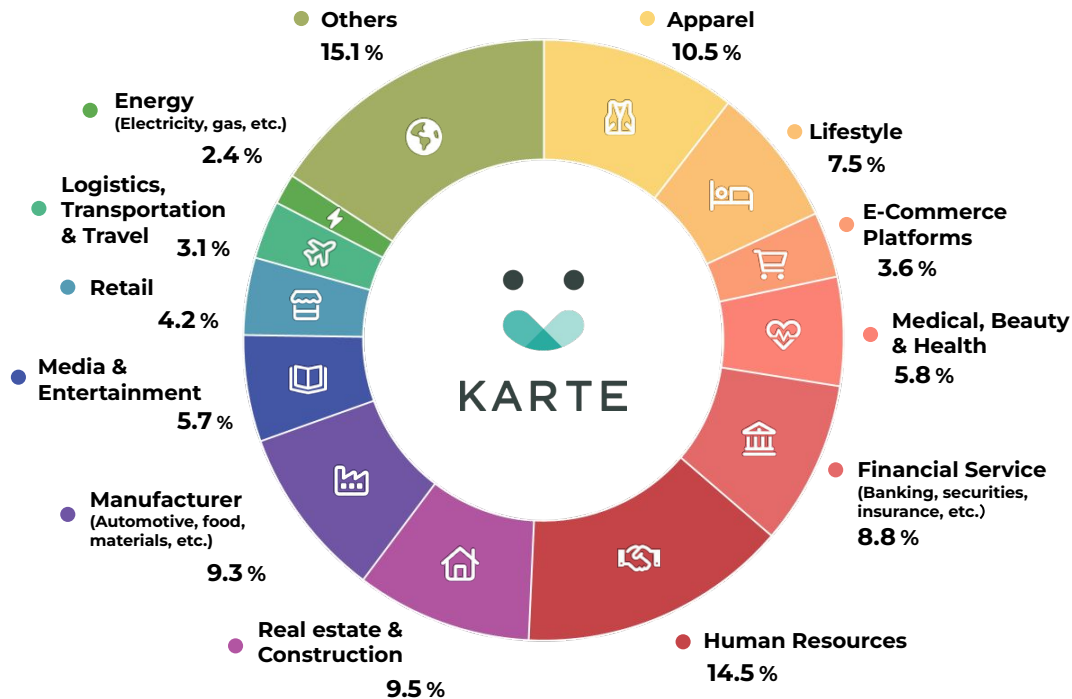
## Strengthening our approach to enterprise companies through “Multi-product x professional service”

- Shifting to a “Multi-product x professional service” hybrid model to strengthen deployment to enterprise companies
- Solving customer problems through multifaceted value provision that goes beyond just product provision



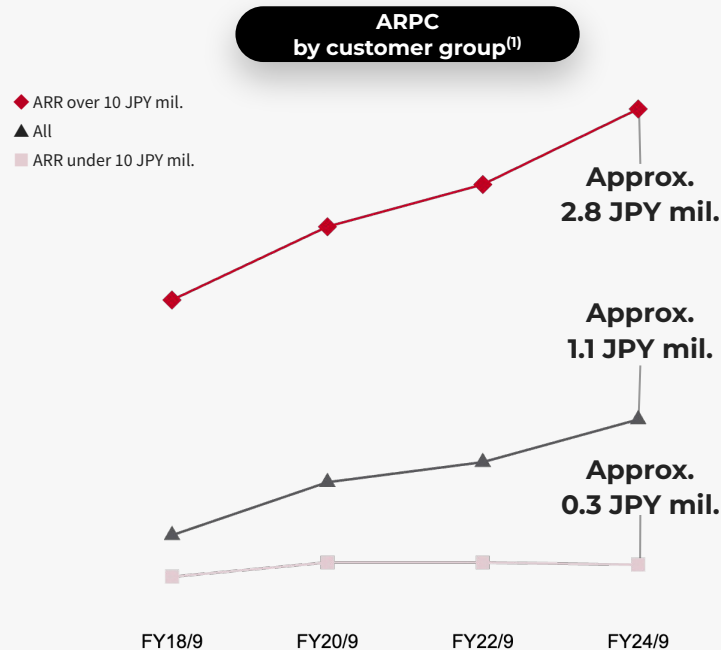
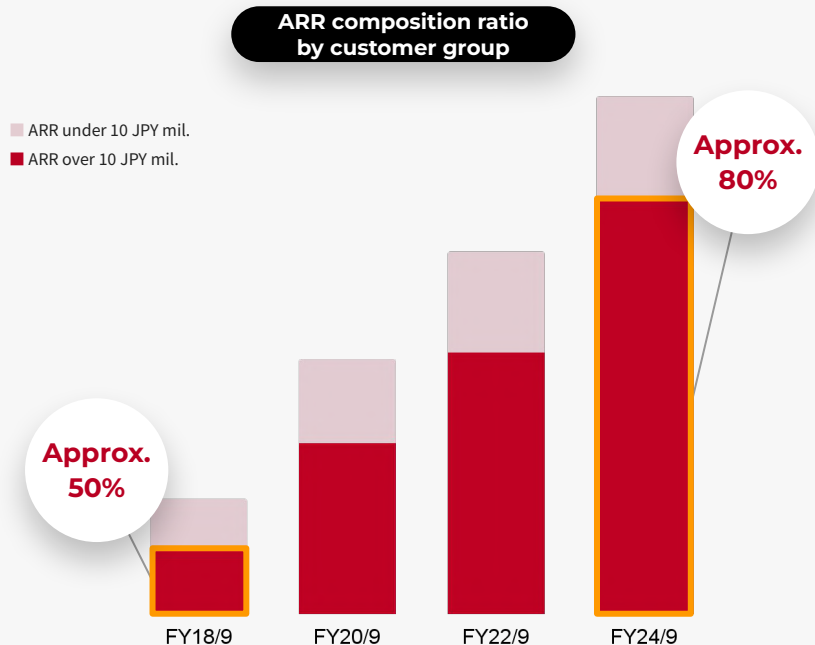
## Industry-wide proportion of KARTE-introduced websites and apps (Sep. 2024)<sup>(1)</sup>

Enterprise



## The high-price range customer group accounts for 80% of the total ARR

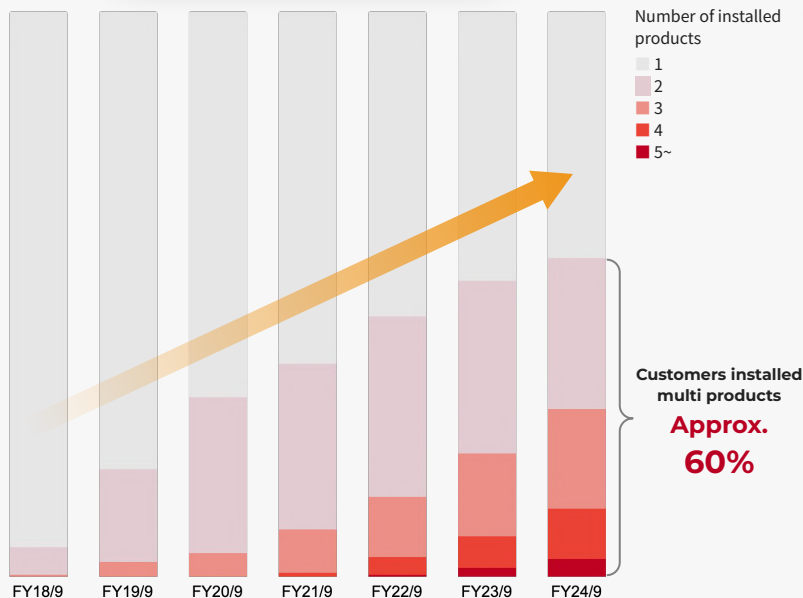
- Proportion of the high-price range customer group (with an ARR over 10 million JPY) in the Plaid's standalone ARR has been increasing
- ARPC of this customer group is about 2.8 million JPY, which is about 2.5 times the overall average of about 1.1 million JPY



## Multi-products have been boosting cross-selling

- The percentage of customers installed multi products is steadily increasing, and cross-selling has greatly contributed to increase in ARPC

Number of products installed per customer<sup>(1)</sup>



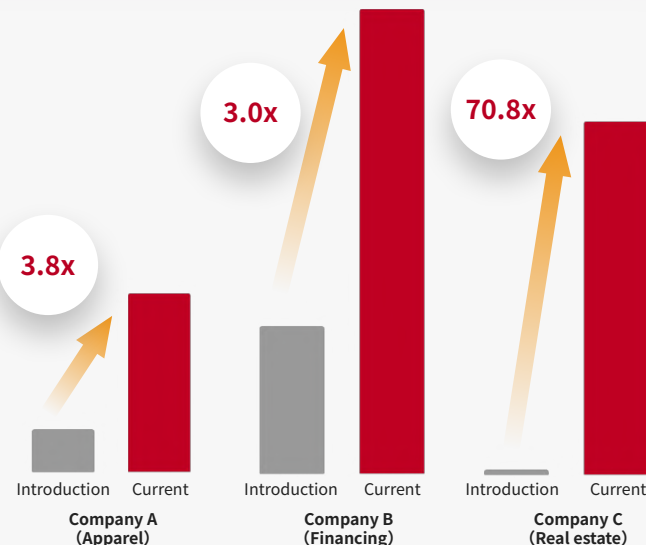
Examples<sup>(2)</sup> of increase in ARPC

# of installed products

1 → 6

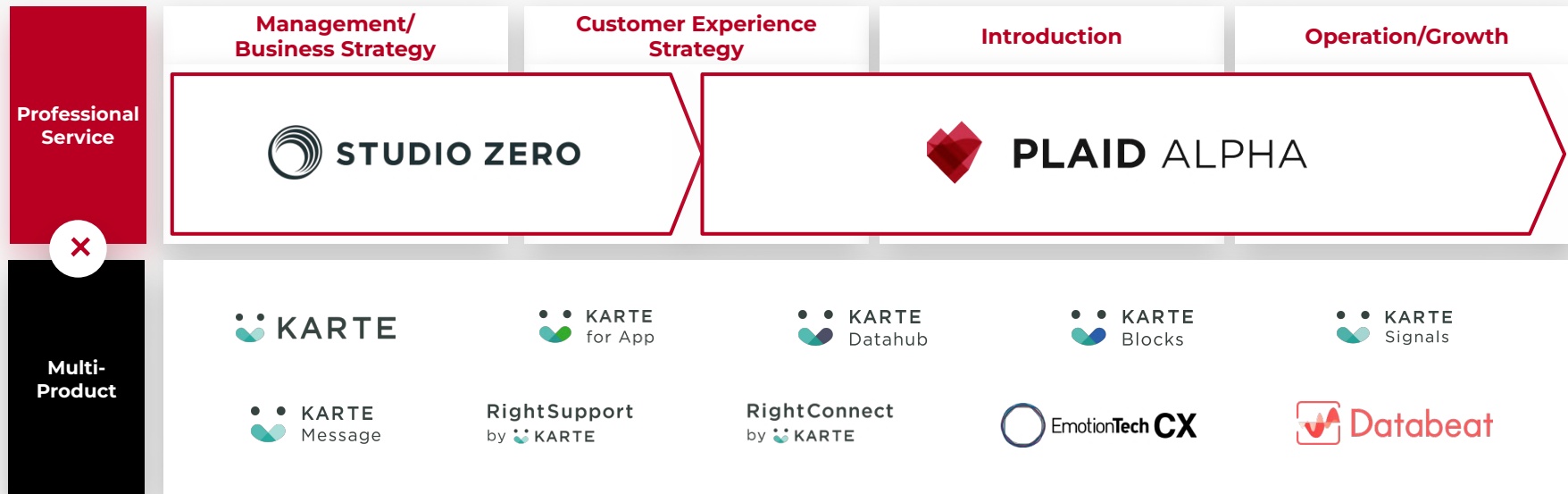
1 → 7

1 → 5



## Seamless value provision through the hybrid model of "Product x Professional Service"

- Providing one-stop support from upstream to downstream of customer challenges based on multi-channel product lineup



## Data×AI : Fully leveraging new AI technologies such as LLM<sup>(1)</sup> in data analysis and utilization

- Due to the significant changes in this era driven by new AI technologies such as LLM, the strategic utilization of closed proprietary data held by each company will become crucial in the future business landscape
- By leveraging our strength in data infrastructure and incorporating generative AI technologies from multi perspectives, we aim to enhance our value proposition, promote AI-driven data utilization, and achieve improvements in service delivery



### Action data with LLM

- **Data analysis with LLM / Foundation Model utilization**

Example) Advancing segmentation, Labeling thorough natural language processing, etc...



### UX with LLM

- **Enhancement in UX<sup>(2)</sup> of customer companies' websites/services/products by utilizing LLM**

Example) Automatic generation of components, Automatic proposals, etc...



### People with LLM

- **Expansion of application areas of data utilization, considering the collaboration between people and LLM**

Examples) Orchestration of numerous AI skills and automation of human tasks, Automatic planning, etc...

## Our Business Strategy

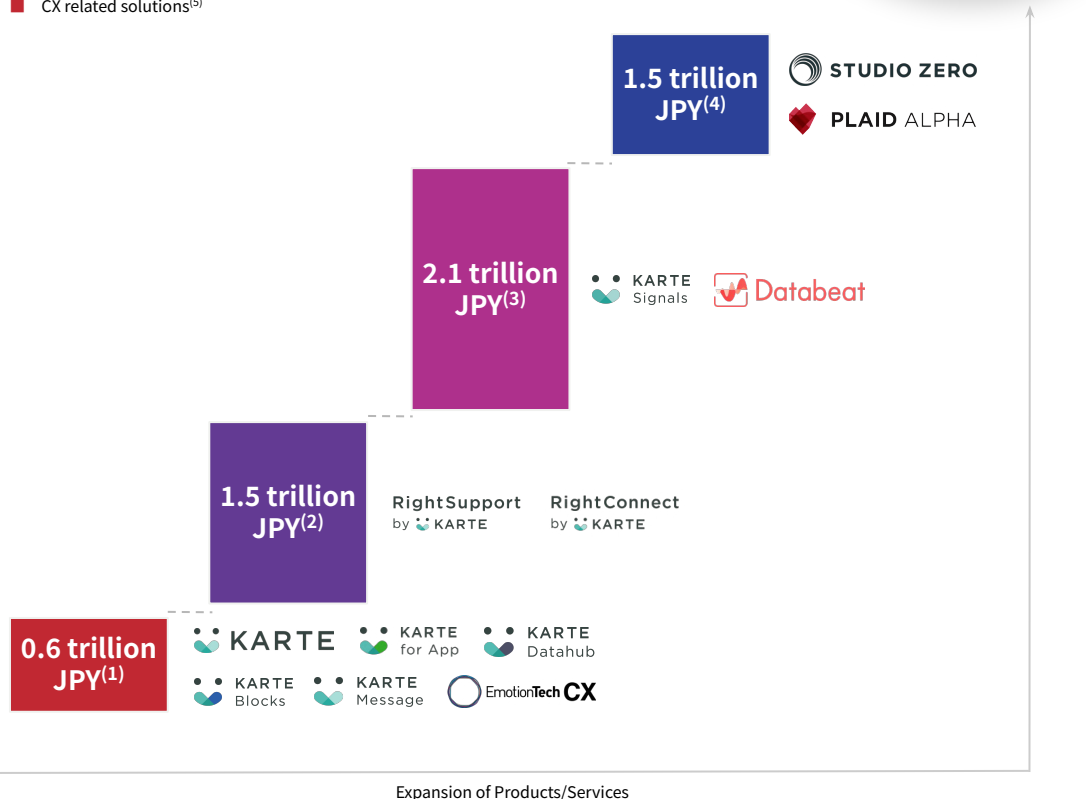
# Overall potential market size of the group

At the core of strategy, the group expands its product/service lineup by leveraging its unique analysis engine that visualizes 1st Party Customer Data in real-time

The overall potential market size of the group has expanded from 0.6 trillion JPY at the beginning of the business to 5.7 trillion JPY, and we will develop each market through the execution of our strategy

Notes 1. Calculated by our company based on the “顧客接点・CX変革ソリューション市場分析 2023年版 (Customer Touchpoint・CX Transformation Solution Market Analysis 2023 Edition)” by Fuji Chimera Research Institute, Inc., the projected product market size for 2027./ 2. The combined market size of the call center service market and the contact center solution market for 2024, calculated and created by our company based on “コールセンターサービス市場/コンタクトセンターソリューション市場調査 (2022年)” (Call Center Service Market/Contact Center Solution Market Research (2022))” by Yano Research Institute Ltd., announced on February 15, 2022./ 3. Calculated by our company based on “2022 Advertising Expenditures in Japan” by DENTSU Inc./ 4. Calculated by our company based on “国内ビジネスコンサルティング市場予測、2023年～2027年 (Domestic Business Consulting Market Forecast, 2023-2027)” by IDC Japan./ 5. Mainly corresponds to on-site marketing, data integration, market/customer research, and marketing automation in our group's business domain./ 6. Mainly corresponds to business/organizational development, strategy formulation/introduction/operation in our group's business domain.

- Business and IT consulting<sup>(6)</sup>
- Advertisement
- Customer support
- CX related solutions<sup>(5)</sup>



## Contents

1. Earnings Results Q3 FY 9/25
2. Business Updates
3. Key Takeaways
4. Growth Strategy
- 5. Appendix**



# Financial Information

## Appendix

# Long Term Model<sup>(1)(2)</sup> (KARTE domain)

|                     | Q3 FY 9/24 | Q4 FY 9/24 | Q1 FY 9/25 | Q2 FY 9/25 | Q3 FY 9/25 | Long term model |
|---------------------|------------|------------|------------|------------|------------|-----------------|
| Gross profit margin | 75.1%      | 76.4%      | 76.3%      | 73.0%      | 74.7%      | 75-80%          |
| S&M                 | 30.3%      | 31.2%      | 26.8%      | 25.9%      | 24.7%      | 25-30%          |
| R&D                 | 18.6%      | 18.1%      | 16.2%      | 16.5%      | 17.0%      | 18-20%          |
| G&A                 | 8.7%       | 9.1%       | 7.6%       | 8.2%       | 7.9%       | 8-10%           |
| Operating margin    | 17.5%      | 18.0%      | 25.7%      | 22.4%      | 25.1%      | 20-25%          |

Note: 1. This long term model is forward-looking, is subject to significant business, economic, regulatory and competitive uncertainties and contingencies, many of which are beyond the control of the Company, and is based upon assumptions with respect to future decisions, which are subject to change. Actual results will vary and those variations may be material due to a number of factors, including those described in the "Risk Factors" section of the Offering Circular issued as of December 17, 2020. Nothing in this presentation should be regarded as a representation by any person that this long term model will be achieved, and the Company undertakes no duty to update its model as circumstances change / 2. Until FY9/22, Plaid non-consolidated and before deduction of provision for loss on order received. From FY9/23, KARTE domain and deduction of provision for loss on order received , and after adjusting intra-group transaction with RightTouch

# Company information

Appendix

# Income Statement (Quarterly)















| (JPY mil.)                            | Q3 FY 9/25   | Q3 FY 9/24   | YoY            | Q2 FY 9/24   | QoQ           |
|---------------------------------------|--------------|--------------|----------------|--------------|---------------|
| <b>Net sales</b>                      | <b>3,288</b> | <b>2,797</b> | <b>+17.5%</b>  | <b>3,356</b> | <b>-2.1%</b>  |
| Subscription revenue                  | 2,810        | 2,337        | +20.3%         | 2,650        | +6.1%         |
| Service, consulting and other revenue | 477          | 460          | +3.6%          | 706          | -32.5%        |
| <b>Gross profit</b>                   | <b>2,408</b> | <b>2,033</b> | <b>+18.4%</b>  | <b>2,453</b> | <b>-1.8%</b>  |
| Gross profit margin                   | 73.3%        | 72.7%        | +0.6pt         | 73.1%        | +0.2pt        |
| <b>SG&amp;A</b>                       | <b>2,050</b> | <b>1,957</b> | <b>+4.7%</b>   | <b>1,997</b> | <b>+2.6%</b>  |
| % of Net sales                        | 62.3%        | 70.0%        | -7.6pt         | 59.5%        | +2.8pt        |
| Personnel expenses                    | 1,182        | 1,116        | +5.9%          | 1,158        | +2.1%         |
| % of Net sales                        | 36.0%        | 39.9%        | -3.9pt         | 34.5%        | +1.5pt        |
| Advertising expenses                  | 137          | 195          | -29.6%         | 167          | -17.7%        |
| % of Net sales                        | 4.2%         | 7.0%         | -2.8pt         | 5.0%         | -0.8pt        |
| Other                                 | 730          | 645          | +13.1%         | 672          | +8.6%         |
| % of Net sales                        | 22.2%        | 23.1%        | -0.9pt         | 20.0%        | +2.2pt        |
| <b>Operating income</b>               | <b>358</b>   | <b>76</b>    | <b>+371.1%</b> | <b>455</b>   | <b>-21.3%</b> |
| Operating margin                      | 10.9%        | 2.7%         | +8.2pt         | 13.6%        | -2.7pt        |
| Adjustment Items                      | 45           | 69           | -34.9%         | 54           | -17.3%        |
| Goodwill amortization                 | 8            | 13           | -37.5%         | 8            | -             |
| Stock-based compensation expenses     | 36           | 55           | -34.3%         | 45           | -20.4%        |
| Other extraordinary expenses          | -            | -            | -              | -            | -             |
| <b>Adjusted operating income</b>      | <b>403</b>   | <b>145</b>   | <b>+177.8%</b> | <b>510</b>   | <b>-20.9%</b> |
| Adjusted operating margin             | 12.3%        | 5.2%         | +7.1pt         | 15.2%        | -2.9pt        |

## Company Overview

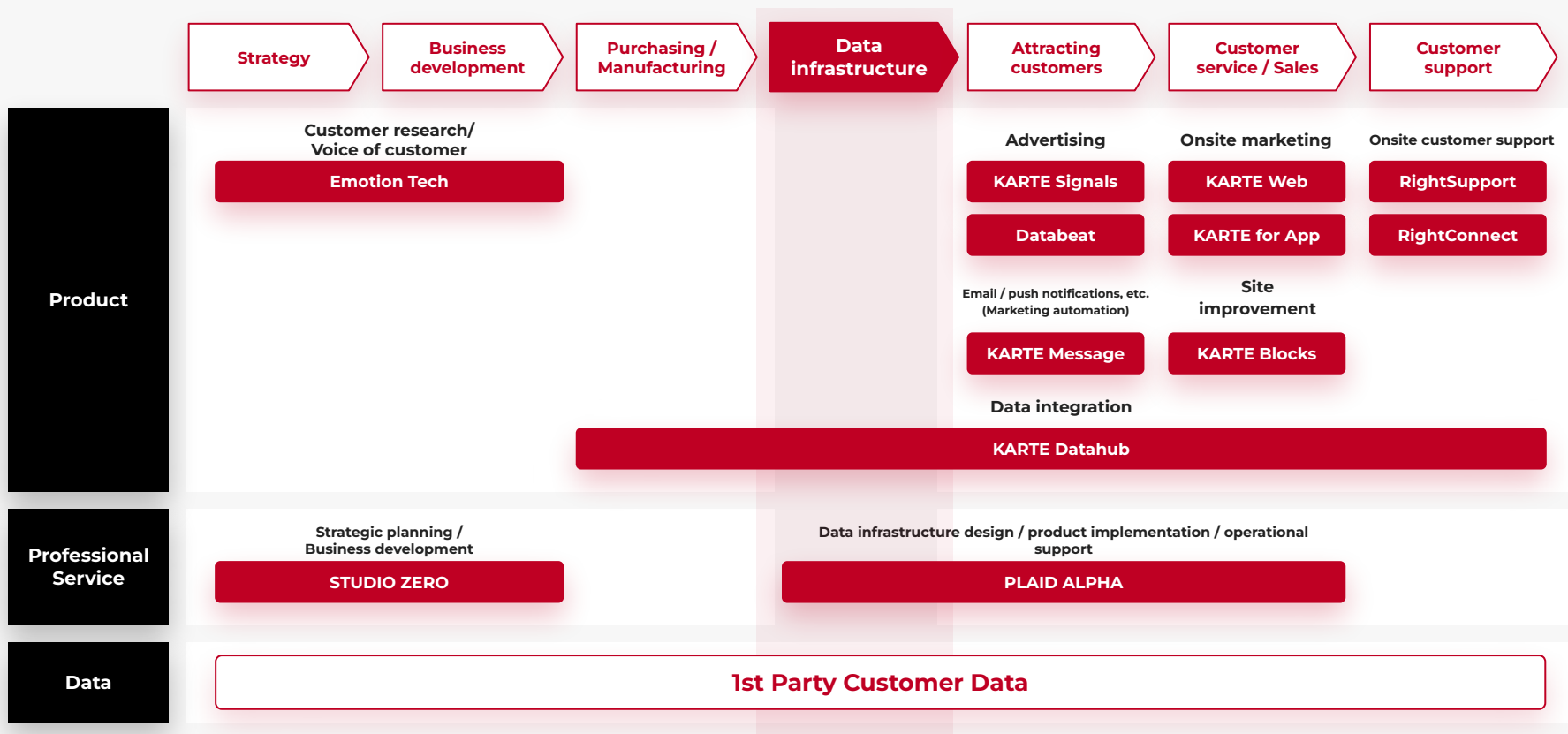
|                                  |                                                                            |
|----------------------------------|----------------------------------------------------------------------------|
| Company Name                     | <b>PLAID, Inc.</b>                                                         |
| Founded                          | <b>October 2011</b>                                                        |
| Headquarter                      | <b>GINZA SIX 10F, GINZA 6-10-1,<br/>Chuo-ku, Tokyo, Japan<br/>104-0061</b> |
| CEO                              | <b>Kenta Kurahashi</b>                                                     |
| # of Employees<br>(Consolidated) | <b>502 (as of June 2025)</b>                                               |










## Overview of Plaid group by business domain

| Business domain       |                     | Overview                                                                                                                                                                             | Main product/service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PLAID                 | KARTE domain        | <ul style="list-style-type: none"> <li>Offers products and services centered around KARTE to enrich CX and marketing for companies</li> </ul>                                        |    <br>   |
|                       | New business domain | <ul style="list-style-type: none"> <li>Create new value with partners through data/technology collaboration by opening Plaid's APIs and various alliances with companies.</li> </ul> | <br>                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| RT/ET/ agito/ Codatum | Group companies     | <ul style="list-style-type: none"> <li>Provide optimized products/services in each area other than those covered by KARTE</li> </ul>                                                 |   <br>                                                                                                                                                                          |






## Main products / services offering chart



## Main products / Services -1

| Offerings                                              | Product/Service                                                                                                                                                                                   | Summary                                                                                                                                                                                                        |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Onsite marketing                                       |  <b>KARTE</b>  KARTE<br>for App | Visualize the “now” of each customer online and support marketing activities of companies through flexible action design based on analysis results                                                             |
| Site improvement                                       |  <b>KARTE</b><br>Blocks                                                                                          | By breaking down every element of a website into blocks and enabling fast revisions, hypothesis testing, and performance measurement, allowing for continuous performance improvement and lean site operations |
| Data integration                                       |  <b>KARTE</b><br>Datahub                                                                                         | By connecting data owned by customers to KARTE and enabling advanced segmentation and action by integrating/analyzing/visualizing data scattered data from internal and external sources as big data           |
| Advertising                                            |  <b>KARTE</b><br>Signals                                                                                         | Realize consistent customer communication both on and off the website through integration with various advertising media such as accumulated data by KARTE                                                     |
| Marketing automation                                   |  <b>KARTE</b><br>Message                                                                                         | KARTE marketing automation enables customers to have communication outside the website via e-mail, SMS, etc., using our unique customer journey function                                                       |
| Data infrastructure design<br>/ product implementation |  <b>PLAID ALPHA</b>                                                                                              | Professional services including support for utilizing KARTE and consulting on CX. Also assisting customers in resolving challenges related to their resources and capabilities and creating value              |

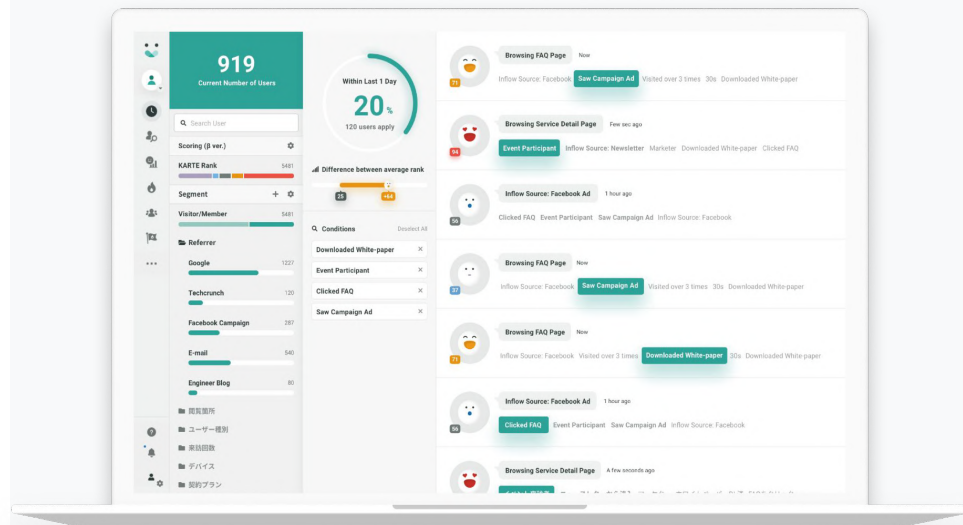
## Main products / Services -2

| Offerings                                    | Product/Service                                                                                            | Summary                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic planning /<br>Business development |  <b>STUDIO ZERO</b>       | With the mission of “Accelerating Industrial and Social Transformation,” providing professional services that support new value creation and business development by working side-by-side with companies                                                                                                  |
| Onsite customer support                      | RightSupport<br>by  KARTE | Visualize the issues of each customer who needs support online, and match them to appropriate support channels such as FAQs to achieve early resolution to issues                                                                                                                                         |
| Onsite customer support                      | RightConnect<br>by  KARTE | Data on each customer's previous inquiry is returned to the company's operators, enabling them to smoothly grasp what the customer wants when answering the phone, greatly improving the quality and response time                                                                                        |
| Customer research/<br>Voice of customer      |  <b>EmotionTech CX</b>    | Products and consulting services to collect/analyze customer emotional data, including NPS <sup>®(1)</sup>                                                                                                                                                                                                |
| Advertising                                  |  <b>Databeat</b>          | Providing a Marketing Data Platform that enables automatic collection/accumulation of advertising-related data, analysis, and flexible data output. Also supporting marketers in customer companies by reducing operational workload and assisting in the establishment of a data utilization environment |

# KARTE



Visualize the “Now” of Each Customer with  
Proprietary Real-time Analysis Engine . Realize  
Flexible Actions (Customer Experience Design)  
based on Analysis Results



## Feature 1.

## Visualization of individual customers

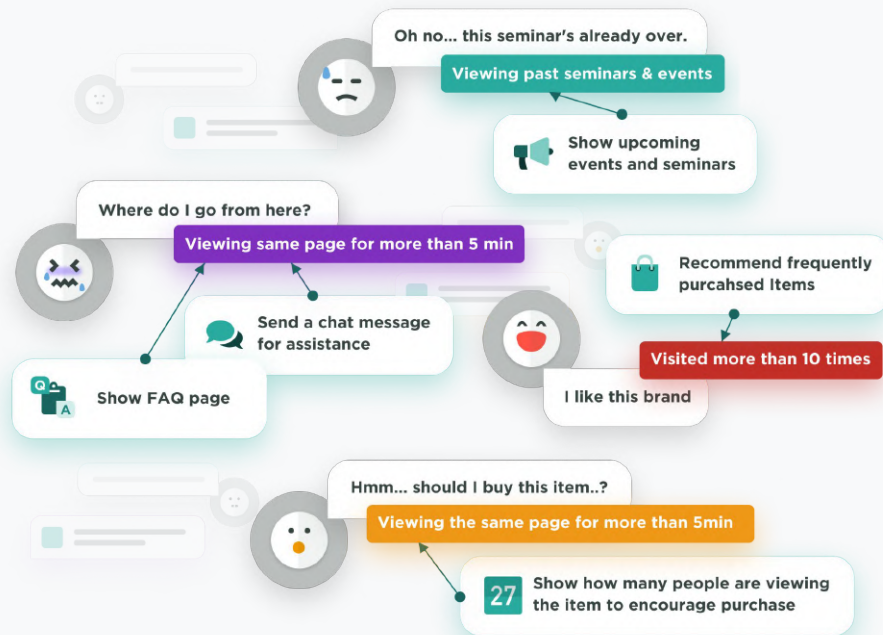
KARTE accumulates behavioral data of customers visiting a website on a customer-by-customer basis and visualizes those by customer. This enables business operators to understand the status and needs of individual customers intuitively and to implement and examine measures to provide a better experience to customers



## Feature 2.

### Real-time analysis

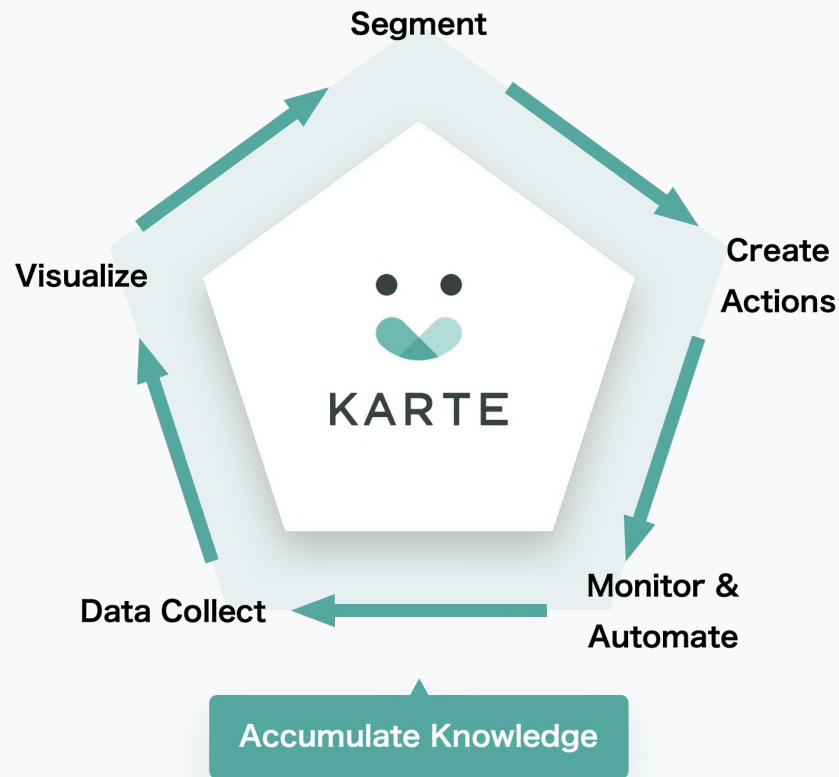
KARTE analyzes the real-time behaviors of customers visiting a website, etc., such as "They have been considering a specific product for a long time," together with the past data. This enables businesses to communicate appropriately with customers, without overlooking a timing or sign of their intent to purchase or similar factor



### Feature 3.

## End-to-end solution

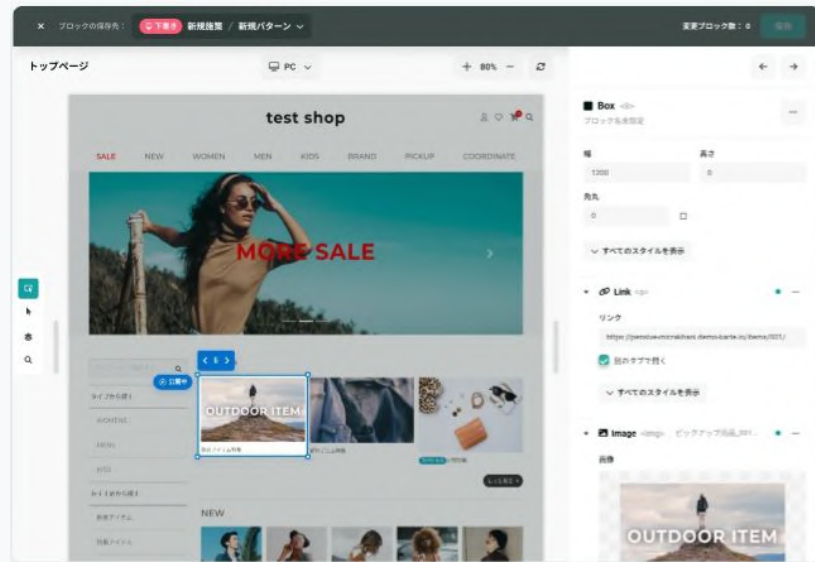
Unlike dedicated marketing tools for customer analysis, e-mail delivery, Web chat, delivery via social media, or other specific purposes, KARTE enables organizations to implement customer-related operations, from customer analysis to the automating actions



## KARTE Blocks



Decompose every element of your website into Blocks  
Enables speedy modification/hypothesis  
testing/effectiveness measurement for continuous  
performance improvement and lean site management



## Feature 1.

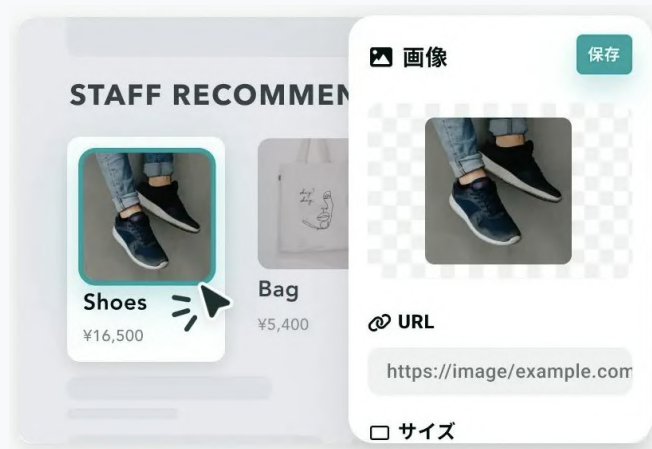
### Intuitive editing

Block any site with just the introduction of a tag  
Replace, hide, add new or even reorder blocks  
intuitively

## Feature 2.

### Delivered as you want

Rapid site updates like a CMS, A/B testing and  
personalization to deliver exactly what you want for  
your users



### Feature 3.

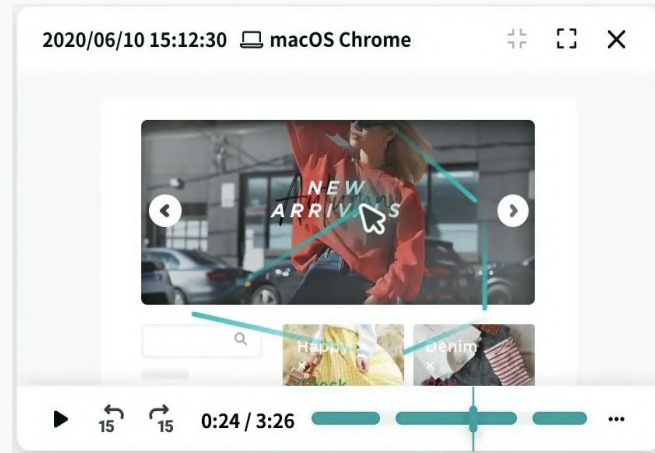
## Correct data evaluation

Setting KPI that match the site and the purpose of the project. Automatically visualize the number of blocks displayed, click rate, CV rate, etc. without crossing tools, and link to improvements in a one-stop, SQL-free analysis

### Feature 4.

## Know your users

Segment analysis can be easily conducted to find specific issues and results. Video of the viewing situation can be used to capture changes in the customer experience due to the modifications

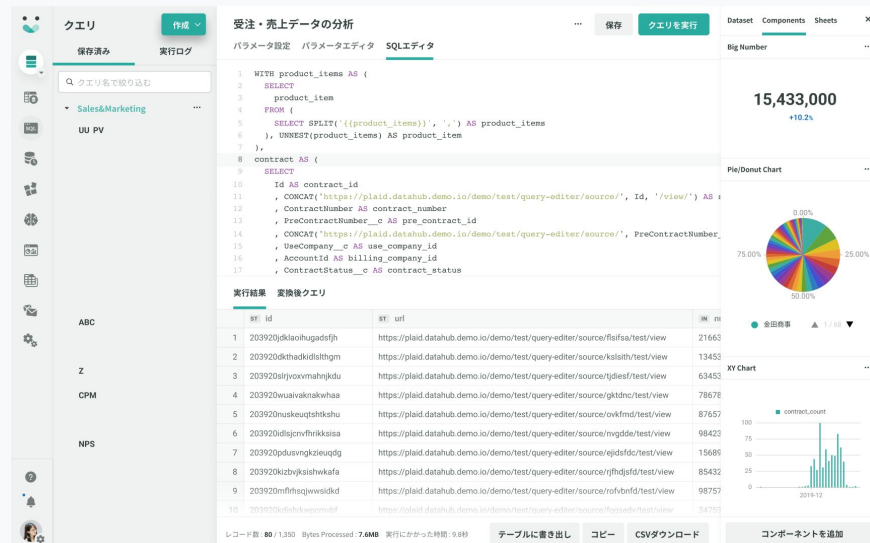


## KARTE Datahub



# KARTE Datahub

Connect your company's data to KARTE  
Integrate, analyze, and visualize data scattered inside  
and outside the company as big data  
Integration/analysis/visualization,  
Realize more sophisticated segmentation and actions



## Feature 1.

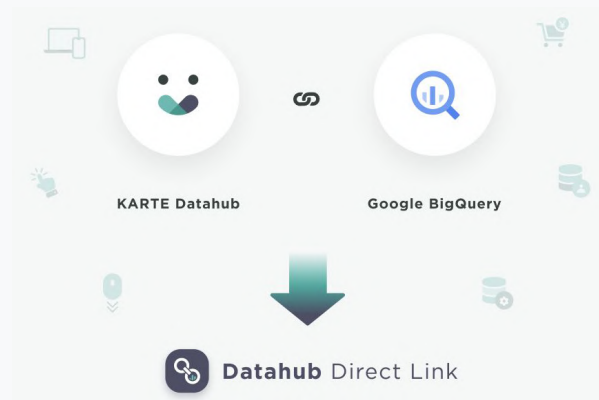
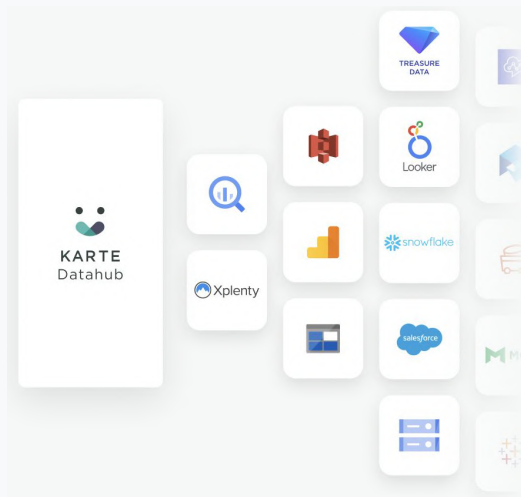
### Flexible linkage of a large variety of data

By integrating data scattered across the company's core system and various external services into KARTE, fragmented data can be linked around user axes, enabling more sophisticated use of data

## Feature 2.

### Seamless integration with Google BigQuery

Datahub Direct Link, part of Plaid and Google's strategic partnership, integrates data stored in Google BigQuery at the interface level on the KARTE Datahub management screen, enabling seamless data utilization



### Feature 3.

## Data analysis and utilization without the need for SQL from scratch

A wide variety of query templates allow advanced data analysis and utilization without the need for SQL from scratch.

### Feature 4.

## Automation and efficiency of business processes

Scheduling complex processes through job flow. Automates processes that once required manual intervention, such as regularly scheduled data ingestion, execution of one query followed by another, etc



## KARTE Signals



Achieve consistent customer experience on and off the site by linking data accumulated by KARTE with various advertising media.

Visualize of ROAS/LTV by automatically collecting advertising reports. Realize the shortest distance from understanding the current situation to the next action



## Feature 1.

## Improved targeting and bid optimization accuracy

Significantly improved accuracy by utilizing behavioral data accumulated in KARTE and in-house CRM data for targeting that had been conducted using 3rd Party cookies

Optimization of long-term conversions such as recurring purchases and LTV performance, rather than short-term conversions such as viewing a specific page or purchasing a product



## Feature 2.

## Visualization of ROAS/LTV from ads

Automatically collect advertising reports and link offline data to quickly understand the current situation and take the next action

## Feature 3.

## Diverse analysis across media

Ad lists can be freely created across advertising media, and monitoring and analysis up to long-term KPIs can be performed. Extraction of insights through period comparison and attribute comparison analysis is also possible



## KARTE Message



Using our originally developed customer journey function, KARTE's version of marketing automation that enables communication with customers outside the site via e-mail, SMS, etc.



## Feature 1.

### Centralized management of messages including e-mail and SMS

Send email, SMS, and push notifications at the right time to the users you want to communicate with.

Effortless verification of the effectiveness of communication outside the site

## Feature 2.

### Simple distribution setup

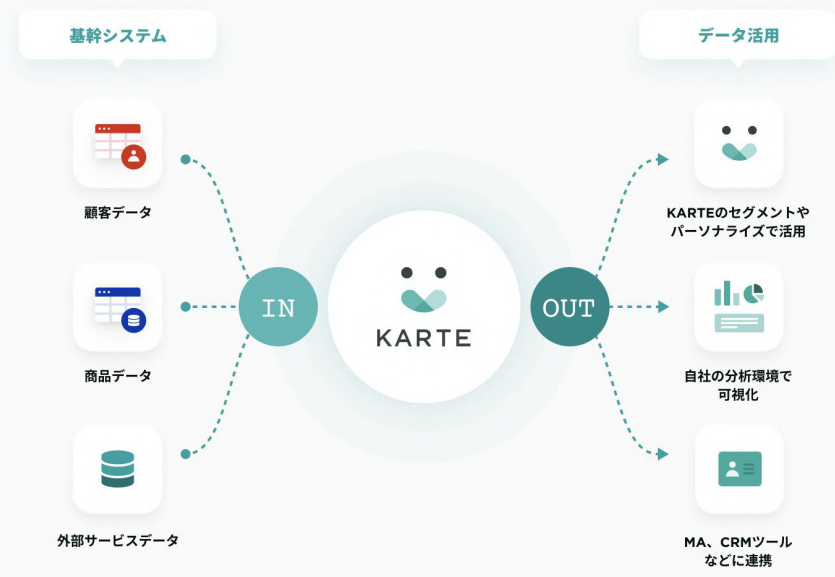
Create and manage lists sensibly, without the need for SQL. Create measures by combining who, what, and when. Multiple lists can also be combined













### Feature 3.

## Flexible linkage of a large variety of data

By integrating data scattered across the company's core system and various external services into KARTE, fragmented data can be linked around user axes, enabling more sophisticated use of data



## The uniqueness of KARTE (comparison in the on-site marketing area)

|                                          |  KARTE                                                                                                               | Integrated marketing tools                                                                                                                               | Other marketing tools                                                                                                                                    |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Real-time performance                    | <br>Consistent real-time accumulation/analysis/action                                                                | <br>Non-real time/<br>Only some part<br>(limited functionality, etc.) | <br>Non-real time/<br>Only some part<br>(limited functionality, etc.) |
| Data storage/<br>Utilization<br>Channels | <br>Multi-channel<br>(Web/app/email/SMS, etc.)                                                                       | <br>Multi-channel<br>(Web/app/email/SMS, etc.)                        | <br>Single-channel                                                    |
| In-depth understanding of users          | <br>Both attribute <sup>(1)</sup> /behavioral data can be accumulated and flexible visualization on a per-user basis | <br>Attribute data-centric and difficult to visualize per user        | <br>Attribute data-centric and difficult to visualize per user        |

## Business Model

A Subscription model in which pricing is based on monthly active users on website or smartphone app  
(Annual contract)

