PLAID

Earnings Results for the quarter ended Sep. 2024 (Q4 FY 9/24)

PLAID, Inc. (4165, TSE Growth) | November 2024

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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

- Consolidated net sales for the fiscal year were 10,992 million yen (+27.3% YoY), and adjusted operating income(1) was 513 million yen
- Plaid led the consolidated results, exceeding the initial guidance and the guidance updated in May
- Although the results were slightly below the updated guidance in September, this was mainly due to a monthly delay in the timing of sales recognition for consulting projects, and the favorable business conditions are expected to continue in FY9/25 and beyond

JPY mil.		FY9/23	FY9/24				
		actual	Initial guidance	Updated guidance May 2024	Updated guidance Sep. 2024	actual	YoY
Net sales	**Consolidated**	**8,633**	**10,666**	**10,809**	**11,012**	**10,992**	**+27.3%**
	Non-consolidated	7,644	9,126	9,589	9,847	9,825	+28.5%
	Group companies	1,293	1,863	1,809	1,652	1,654	+27.9%
	Consolidation adj.	-304	-323	-588	-486	-487	-
Adjusted operating income	**Consolidated**	**-490**	**14**	**273**	**574**	**513**	**-**
	Non-consolidated	-192	379	657	1,046	975	-
	Group companies	-333	-441	-431	-527	-517	-
	Consolidation adj.	35	77	47	55	55	-

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Notes 1.Operating income + Goodwill amortization + Stock-based compensation expenses + Other one-time cost

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Financial Results - PLAID Group (Consolidated) -

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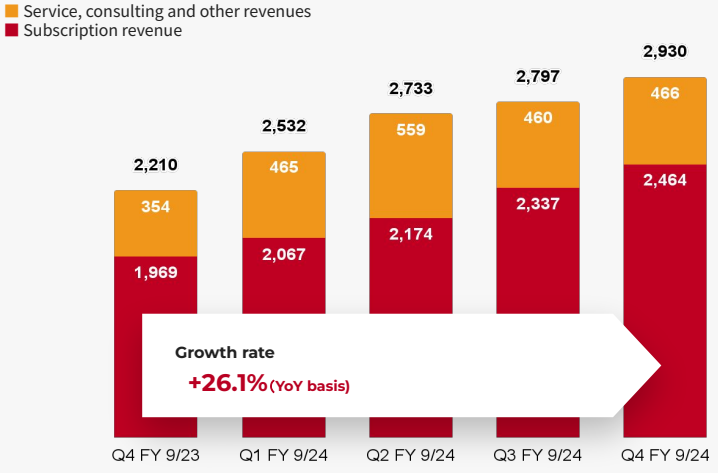
Consolidated

Both net sales and ARR[1] have been growing steadily

- Subscription revenue continue to grow favorably, with ARR surpassing 10 billion yen
- Services, consulting and other revenues steadily expanded throughout the fiscal year

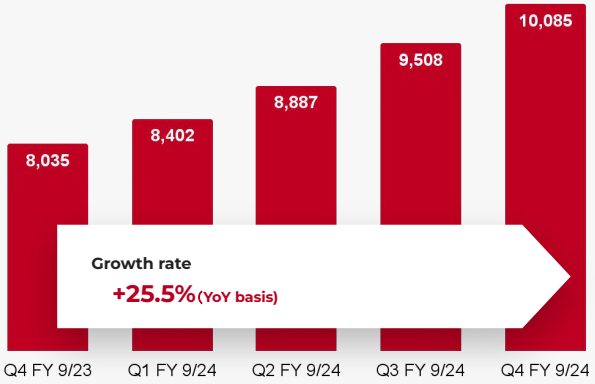
Consolidated net sales

JPY mil.



Consolidated ARR

JPY mil.



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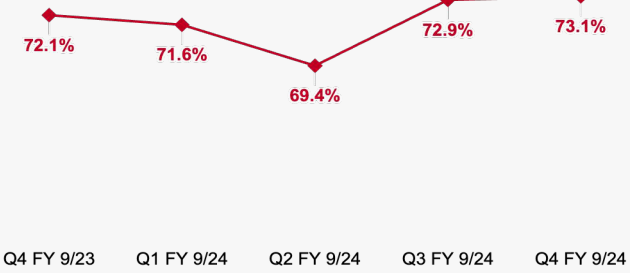
Notes: 1.Annual Recurring Revenue. It is calculated by multiplying the monthly subscription sales at the end of each quarter by 12

Consolidated

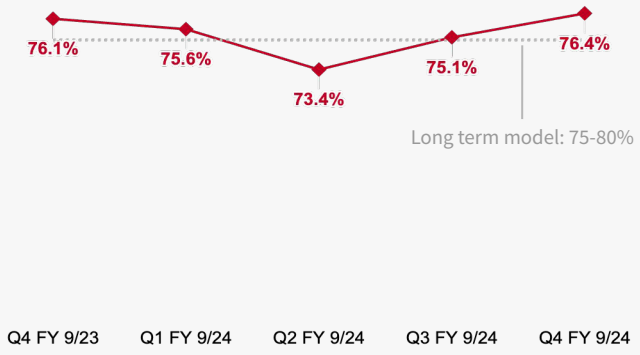
Gross profit margin(1) remains stable

- Gross profit margin in Q4 was 73.1%
- Gross profit margin in the KARTE domain, which accounts for the majority of consolidated net sales, remained at a favorable level of 76.4%

Gross profit margin_consolidated



Gross profit margin _KARTE domain(2)



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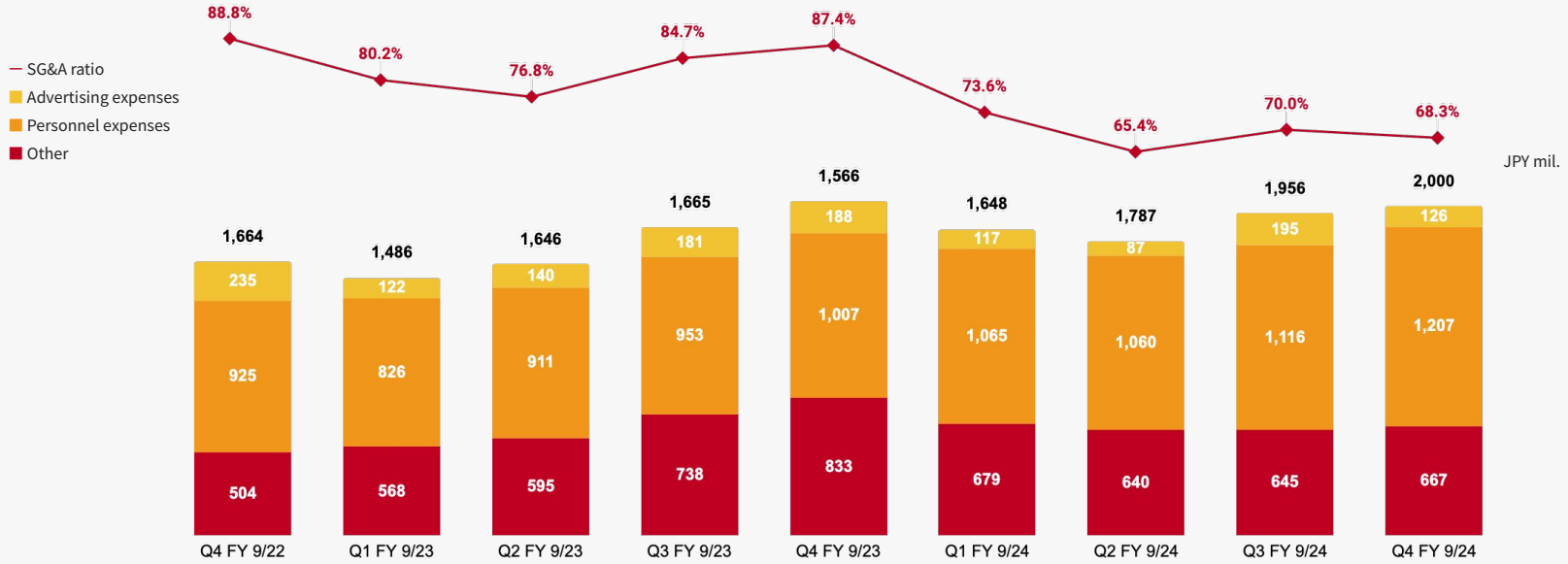
Notes: 1.After deduction of provision for loss on order received / 2. After deduction of provision for loss on order received, and after adjusting intra-group transaction with RightTouch

Consolidated

SG&A expenses remain under appropriate control

- In addition to bonus payments at Plaid, additional growth investments were made in Q4 to strengthen recruitment and training
- Continue to improve productivity through efficient investment



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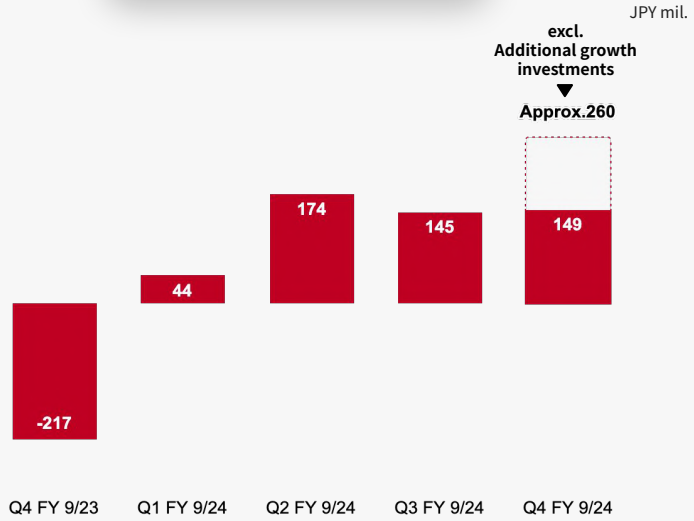
Consolidated

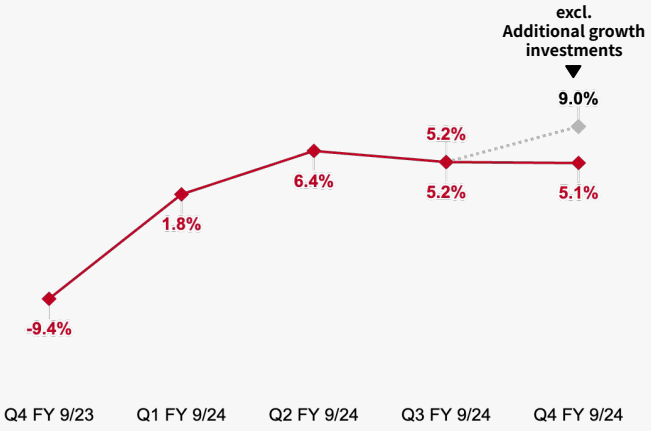
Profitability has been steadily improved

- Q4 adjusted operating income(1) was flat from Q3 due to additional growth investments
- Adjusted operating income after excluding additional growth investments was approximately 260 million yen, and profitability has been steadily improved

Adjusted operating income



Adjusted operating margin



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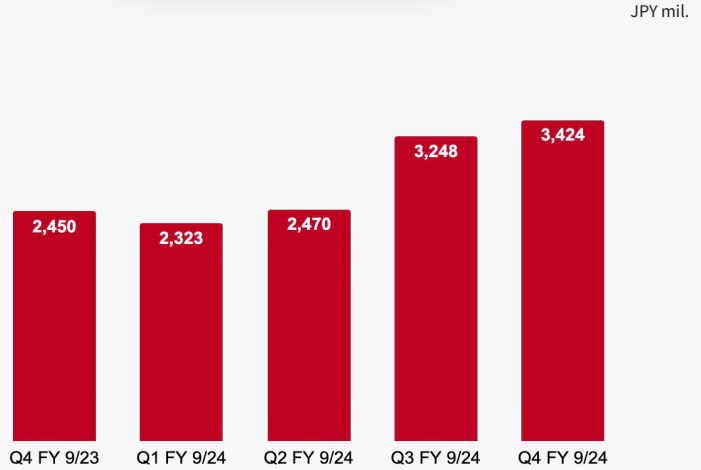
Notes 1.Operating income + Goodwill amortization + Stock-based compensation expenses + Other one-time cost

Consolidated

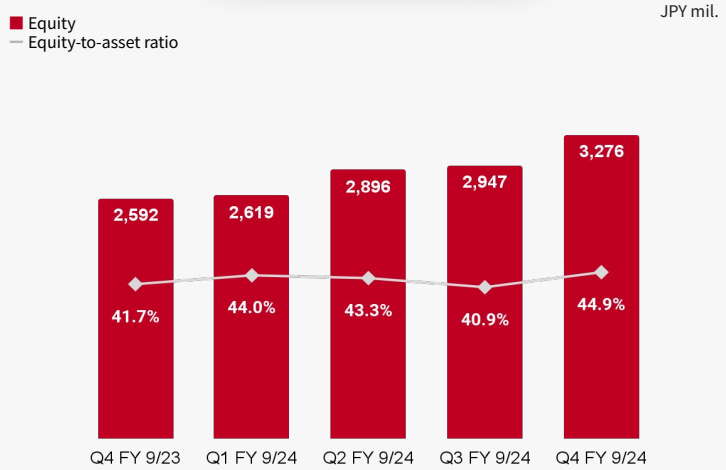
Cash on hands and equity ratio is maintained favorable level

- Net cash and equity capital are expected to increase steadily as profitability improvement

Net cash



Equity



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PLAID (Non-Consolidated) / Group Companies

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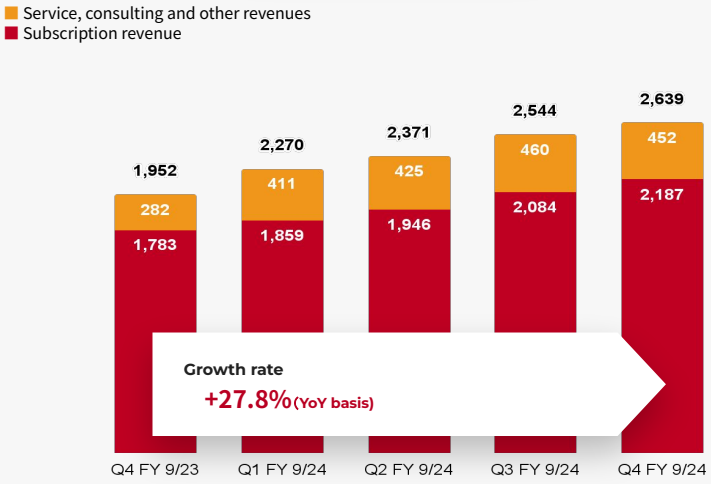
Non-Consolidated

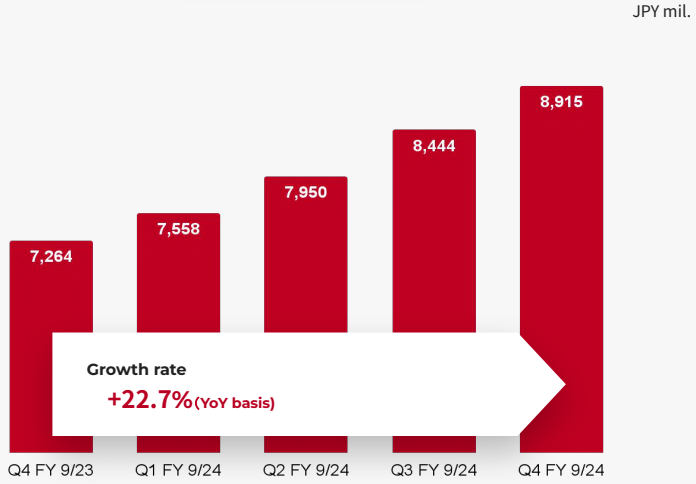
Both net sales and ARR[1] have been growing steadily

- Continued growth in both subscription revenue and service, consulting and other revenues
- ARR growth has been also accelerating (Q1: +17.7% → Q2: +19.3% → Q3: +21.7% → Q4: +22.7%)

Net sales



ARR



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Notes: 1.Annual Recurring Revenue. It is calculated by multiplying the monthly subscription sales at the end of each quarter by 12

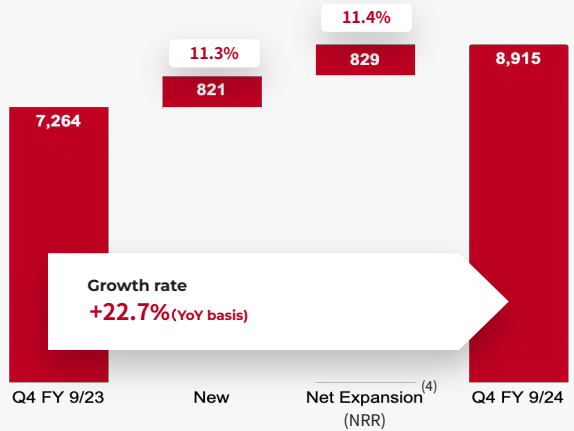
Non-Consolidated

Attribution analysis of ARR[1] growth

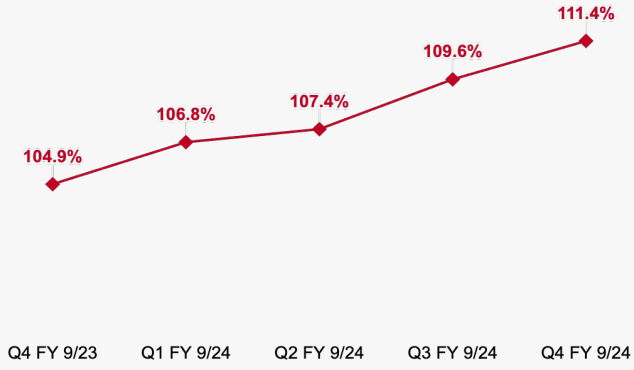
- Quarterly NRR[2][3] for Q4 marked 111.4%
- Stable renewal rate and progress in up-selling and cross-selling have resulted in favorable NRR

ARR bridge

JPY mil.



NRR



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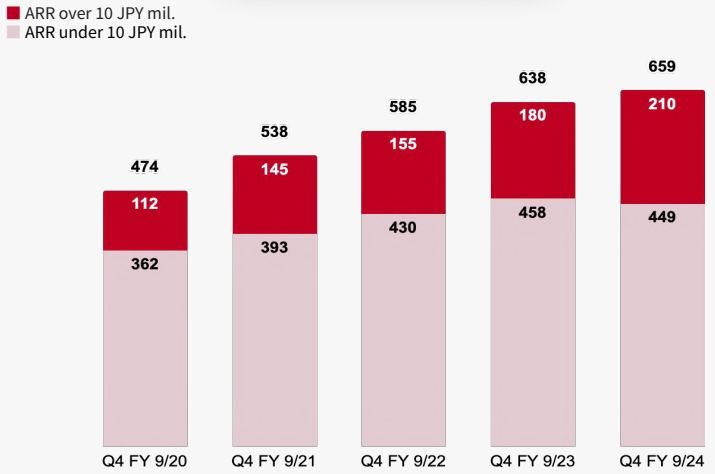
Notes: 1.Annual Recurring Revenue. It is calculated by multiplying monthly subscription revenue at the end of each quarter by 12 / 2.NRR: Net Revenue Retention (Rate) Calculated by dividing the (i) monthly subscription sales of current customers who have continued to subscribe for at least one year by (ii) the monthly subscription sales for the same month in the previous year / 3.Single month results for quarter-end month / 4.Net expansion = Gross expansion - Contraction

Non-Consolidated

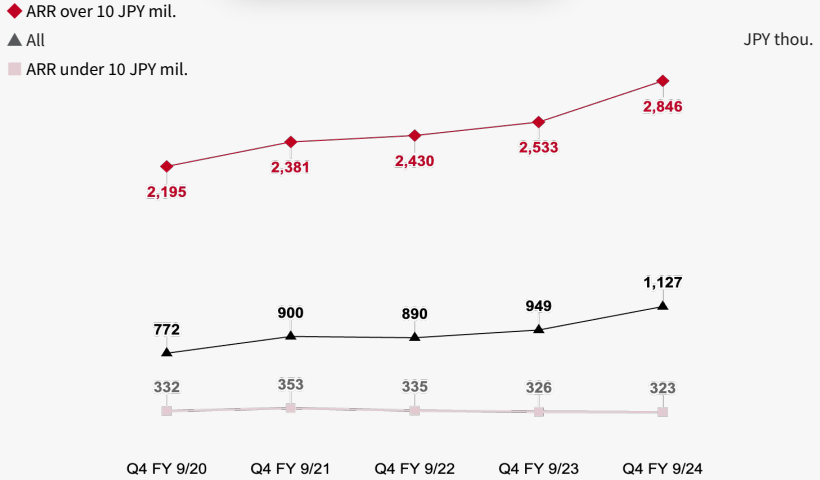
Number of customers[1] and ARPC[2]

- The strategy of providing "Multi-product × Professional service" as a one-stop services to enterprise companies is working effectively, and the number of customers and ARPC with ARR over 10 JPY mil have been increased

Number of customers



ARPC



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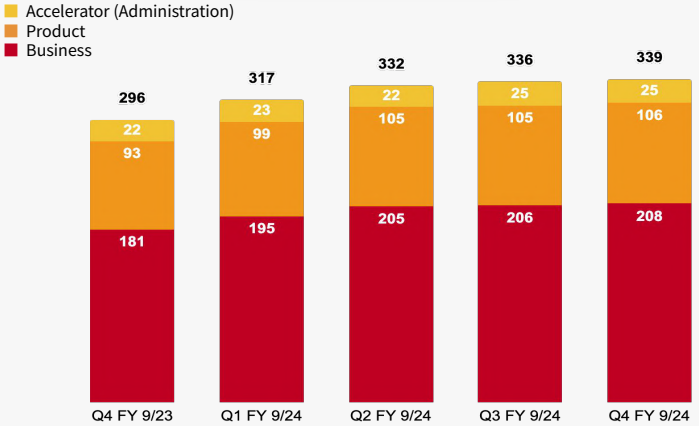
Notes: 1. Customers who have transactions with PLAID are counted as one company / 2. Calculated by dividing the monthly subscription sales at the end of each quarter by the number of customers of the end of the quarter

Non-Consolidated

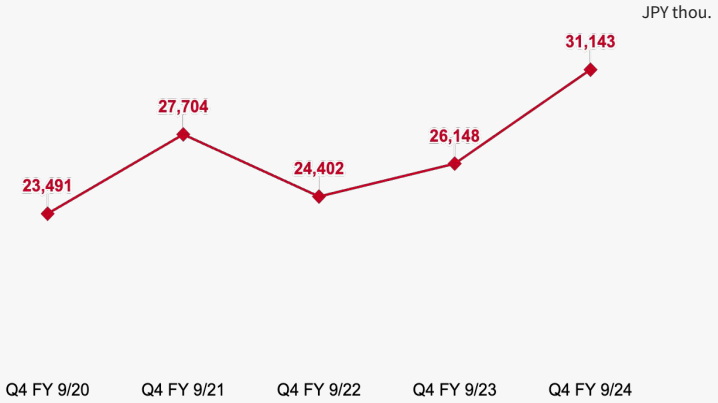
Number of employees[1]

- Number of employees at the end of Q4 was 339
- Although the number of employees was slightly lower than expected, this was due to a delay in the timing of joining the company, and is expected to increase adequately in the next quarter
- Workload of employees have been increased rapidly, and hiring will be strengthened appropriately in light of future growth potential

Number of employees



Net Sales per employee[2]



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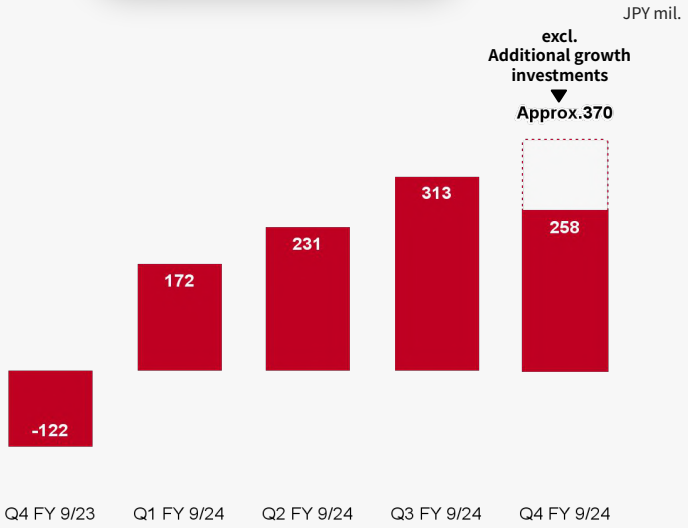
Notes: 1. Figures before Q1 FY 9/24 exclude employees seconded to RightTouch（Transferred after Q2 FY9/24）/ 2. Annualized quarterly sales and divided by the number of employees at the end of the quarter

Non-Consolidated

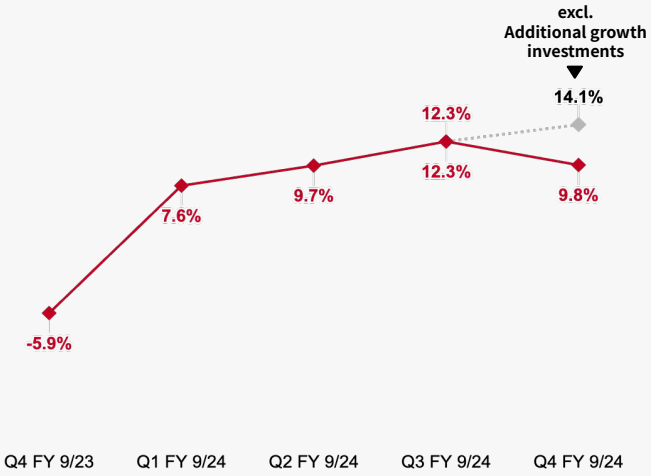
Adjusted operating income[1], net of additional investments, was approx. 370 million yen

- Based on the favorable performance, additional growth investments were made in Q4, such as hiring, training, and bonus payments
- Plaid's profitability has been steadily improved

Adjusted operating income



Adjusted operating margin



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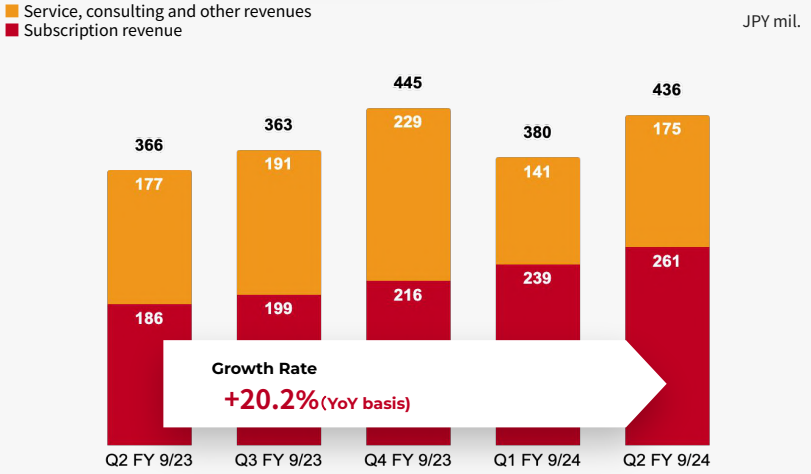
Notes 1.Operating income + Goodwill amortization + Stock-based compensation expenses + Other one-time cost

Group companies

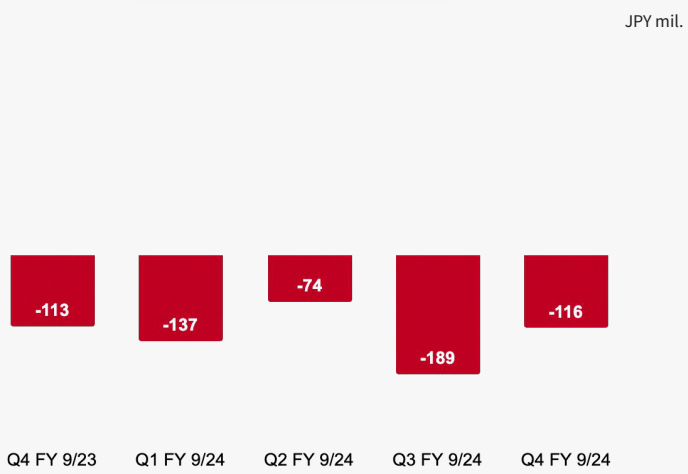
Subscription revenue of group companies have been increasing steadily

- Subscription revenue grew +40.3% YoY driven by RightTouch and agito
- Services, consulting and other revenues were flat YoY. Focus on growth recovery through management rebuild at Emotion Tech

Net sales



Adjusted operating income[1]



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Note: 1.Operating income + Goodwill amortization + Stock-based compensation expenses + Other one-time cost

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Earnings guidance FY9/25

- Net sales are expected to be 13,575 million yen (+23.5% YoY), and adjusted operating income[(1)] is expected to be 876 million yen
- In addition to investments that directly contribute to sales growth, we will also make appropriate investments to sophisticate group management and improve operations, such as hiring, training and introduction of systems
- As shown on the following page, Plaid will revise its monthly prices for some of its services by approx. 10%, effective January 1, 2025
- The impact of the revision is mostly not included in this earnings guidance. The guidance will be updated as needed based on trends in March and April, when new contracts and renewals of existing contracts are concentrated

(JPY mil.)	FY9/24 Results	FY9/25 Guidance	FY9/25 Difference
Net Sales	**10,992**	**13,575**	**2,583**
YoY	+27.3%	+23.5%	-3.8pt
Adjusted Operating Income	**513**	**876**	**363**
margin	4.7%	6.5%	+1.8pt

 © PLAID, Inc. Note: 1.Operating income + Goodwill amortization + Stock-based compensation expenses + Other one-time cost

Revision of monthly prices for some of the services provided by Plaid

- Plaid has maintained service prices for almost 6 years, since 2018
- Considering the ongoing development of functions and the rising cost of providing the service, the prices have been revised as follows

Effective date	January 1, 2025
Services	KARTE（KARTE Web） / KARTE for App / KARTE Datahub Various options on which the above prices are based
Contracts	All new or renewed contracts for the above services after effective date
Price range	Approx. +10%

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External Environment

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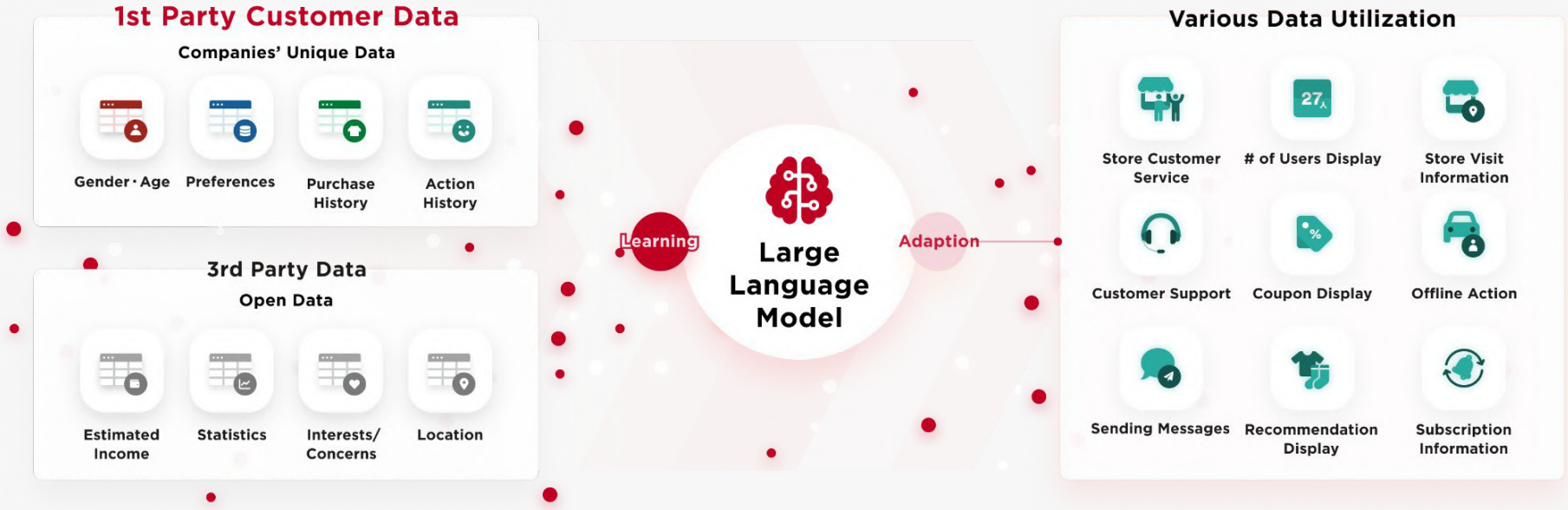
Rapid advancements in AI technology

- 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



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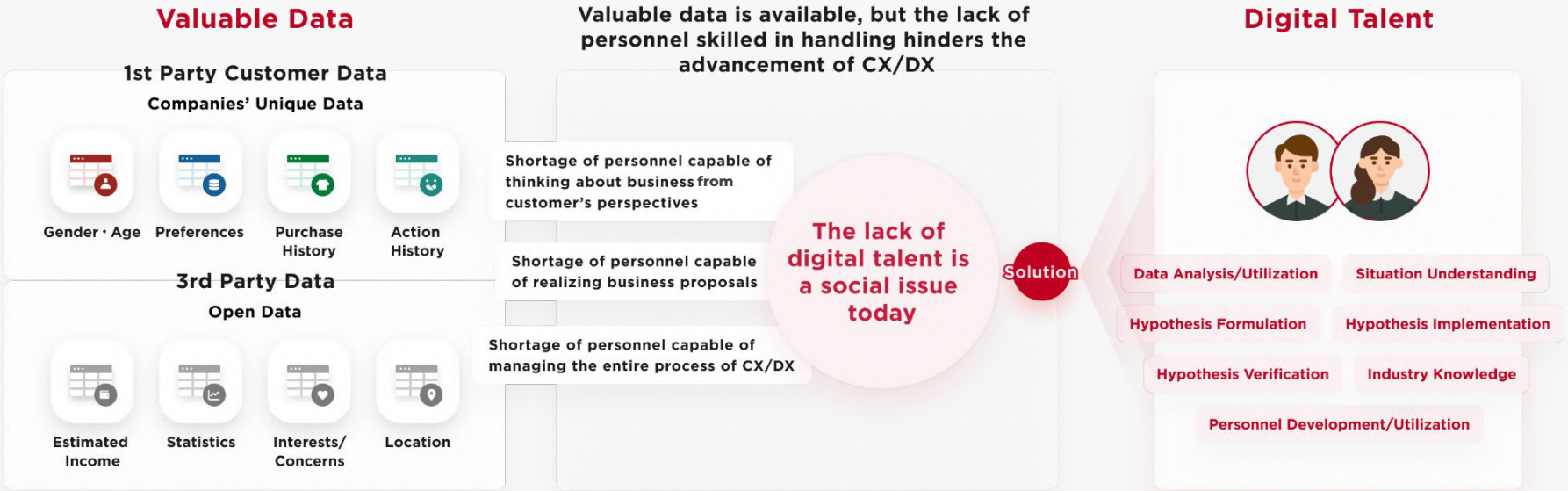
Increase in companies' demand for hiring digital talents

- 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



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Our Strengths

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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

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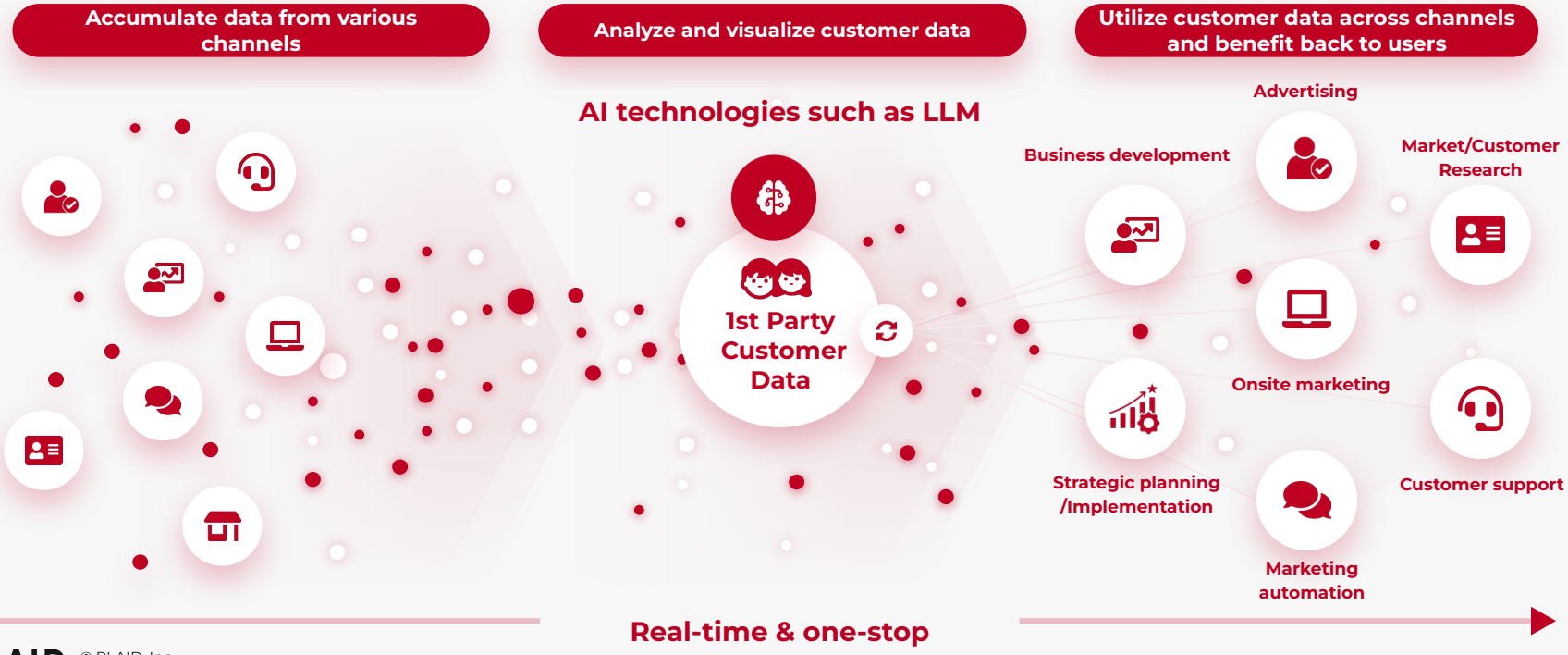
Mid-term Vision of The Plaid Group

- 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



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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

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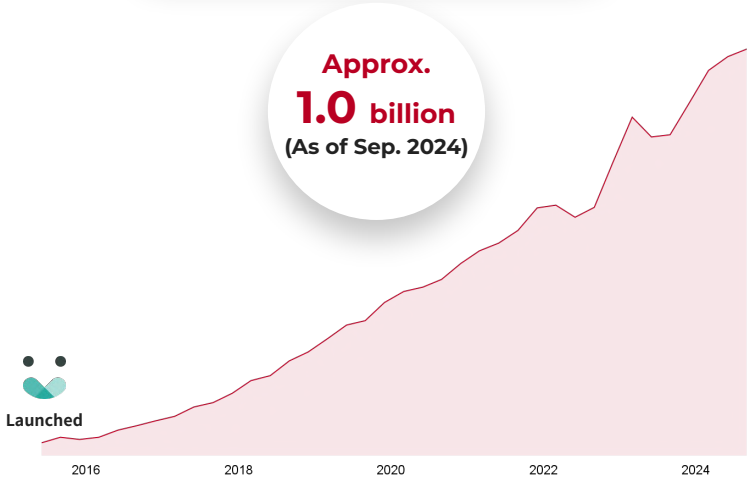
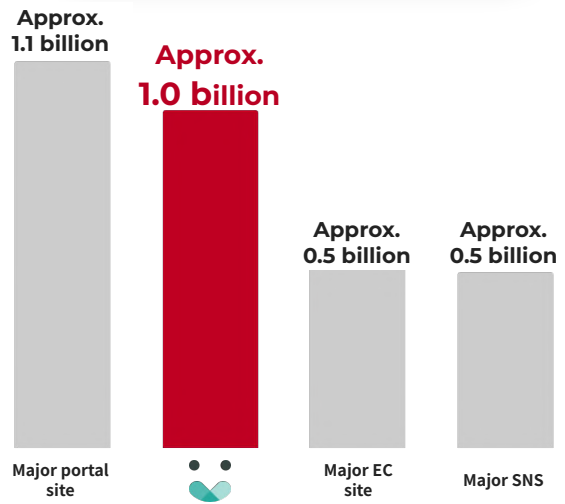
1 The largest domestic 1st party customer data platform

- KARTE has analyzed vast amounts of 1st party customer data since it launched in 2015
- The number of MAU[1] analyzed by KARTE in September 2024 reached approx. 1 billion, one of the largest database in Japan

# of MAU[2][3] analyzed by KARTE



Comparison[4] of MAU with top domestic websites



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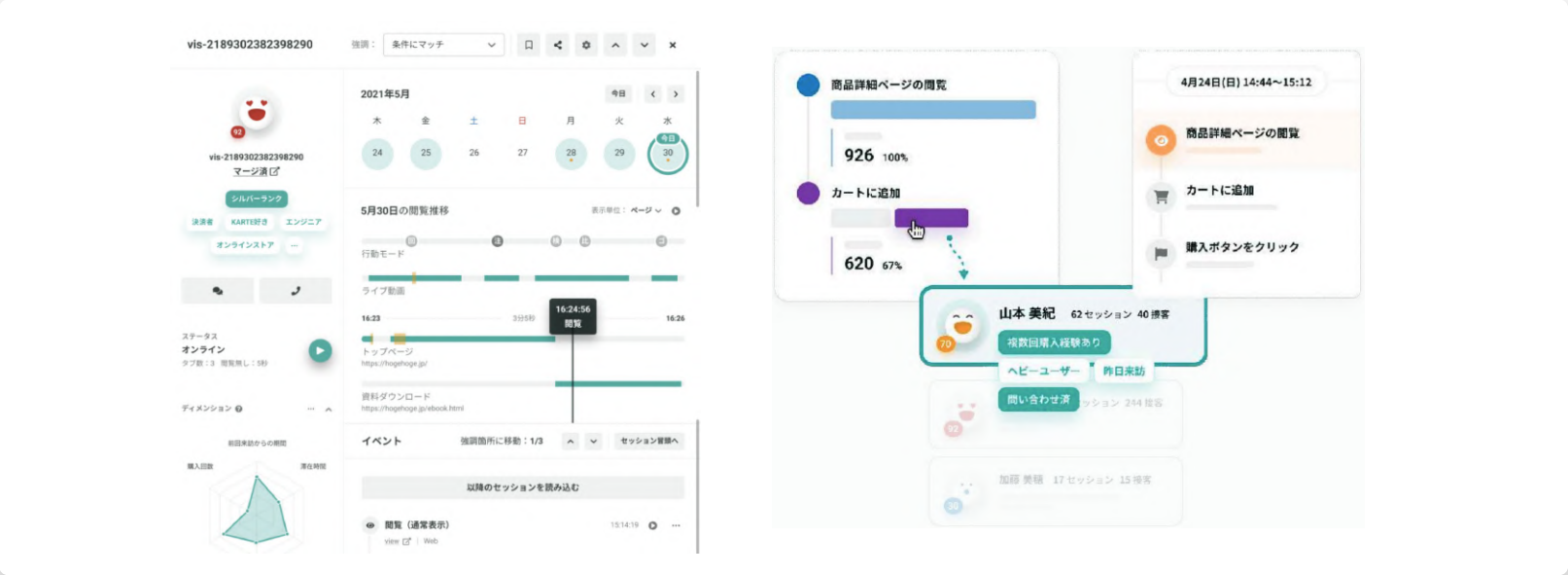
Note 1.MAU: Monthly active users. The number of unique active users for a particular website or mobile application during a particular one-month period / 2.Total of the view events for all websites/applications where KARTE installed / 3. Includes number of MAUs analyzed for R&D / 4. Based on data from Similarweb Ltd., our company compiled the comparison site numbers, which are the total monthly visitors in September 2024.

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



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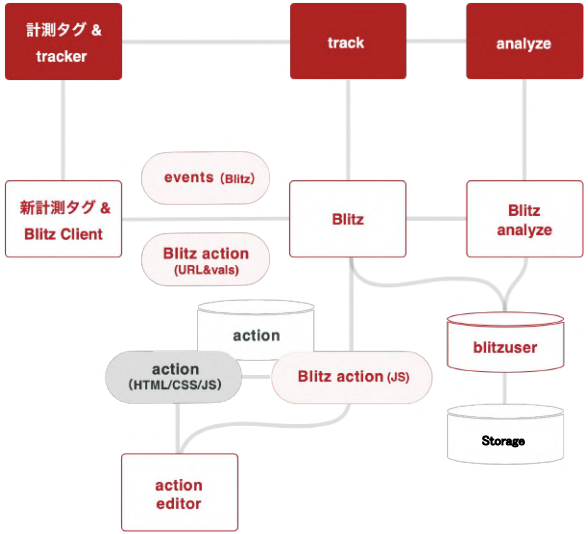
3 Our unique real-time analysis engine that ensures constantly updated data freshness

- 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





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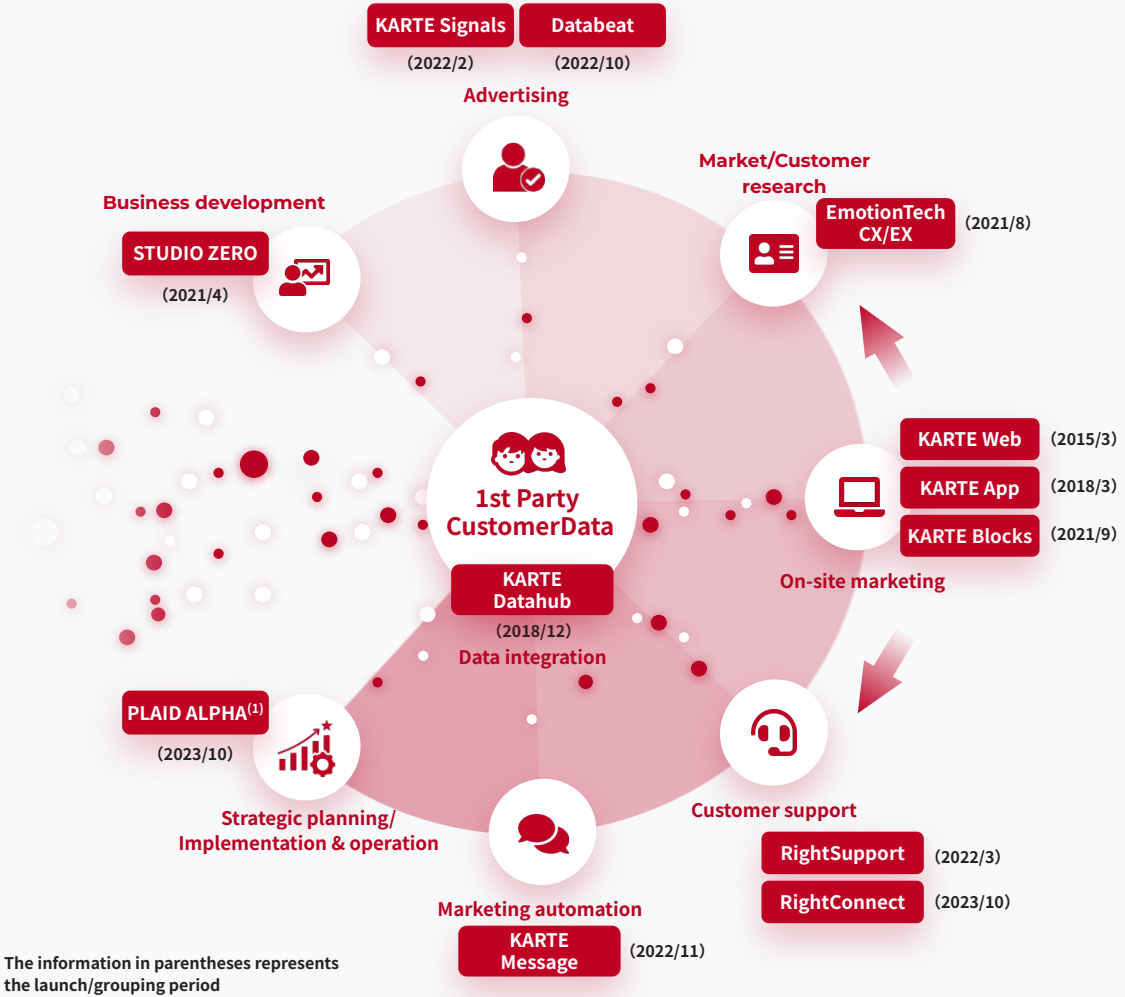
4 A seamless suite of multi-products enabling corporate activities based on high-resolution user understanding

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

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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

STUDIO ZERO

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

PLAID ALPHA

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

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Our Business Strategy

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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 fuly 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**



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Enterprise

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

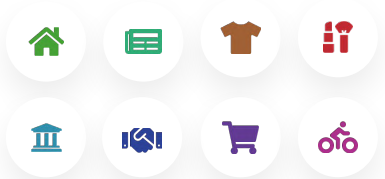
Hybrid model of “Multi-Product × Professional service”



Solving high-level customer problems by leveraging the strengths of a product company while also providing professional service

Promoting product improvement and solution development by deepening customer understanding through value provision in the hybrid model

Enterprise companies



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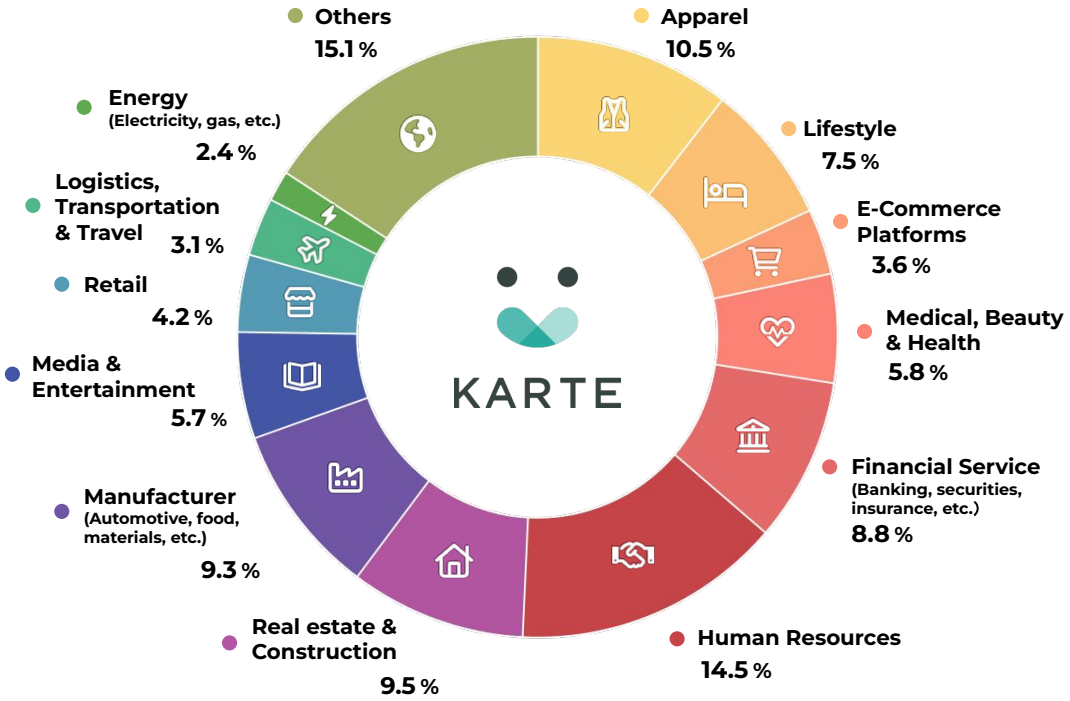
Industry-wide proportion of KARTE-introduced websites and apps (Sep. 2024)(1)

Enterprise



Note 1. Calculated by dividing the total number of introduced websites and smartphone apps in each industry as of the end of September 2024 by the total number of all introduced websites and smartphone apps.

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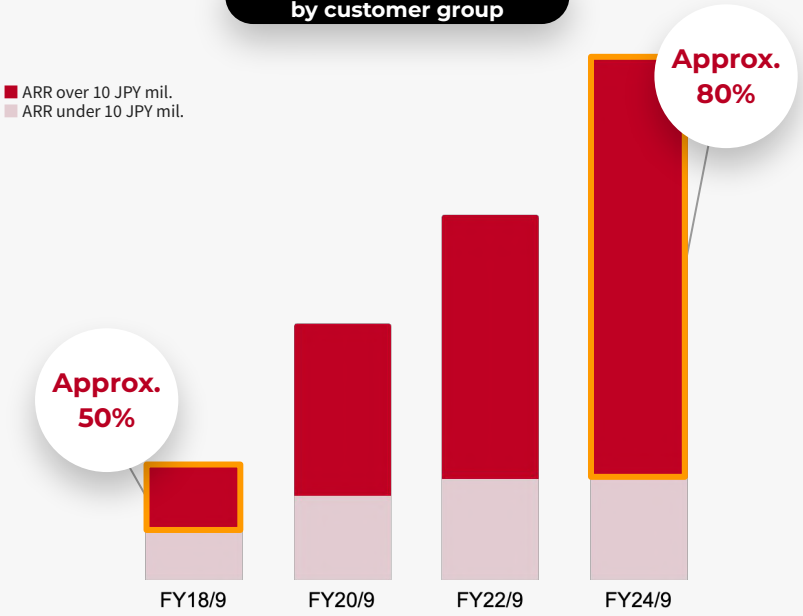
Enterprise

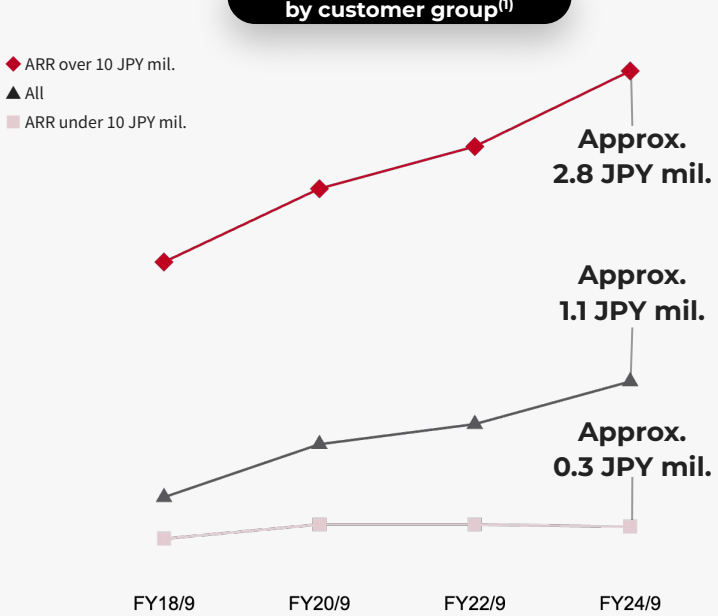
The high-price range customer group accounts for 80% of the total ARR

- 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

ARR composition ratio by customer group



ARPC by customer group[1]



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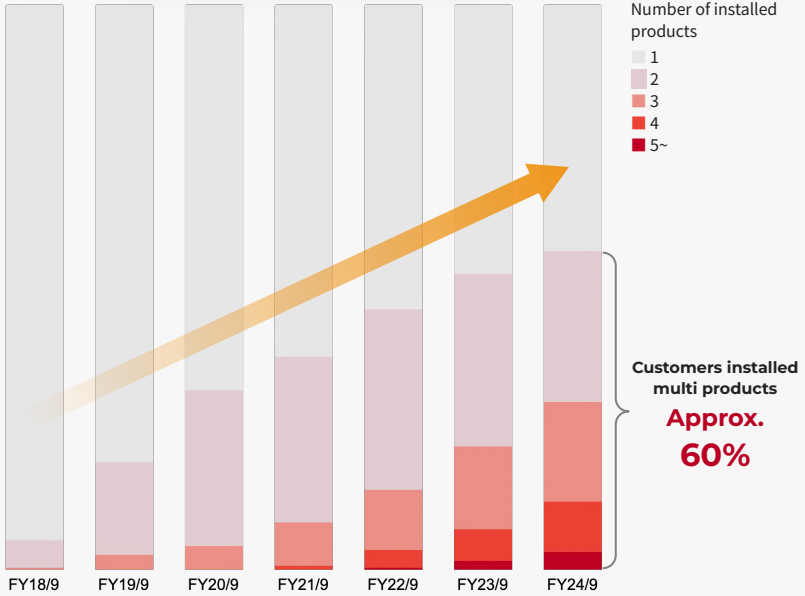
Note 1. Calculated by dividing the monthly subscription sales for each customer group at the end of each fiscal year by the number of customers for each customer group.

Multi-Product

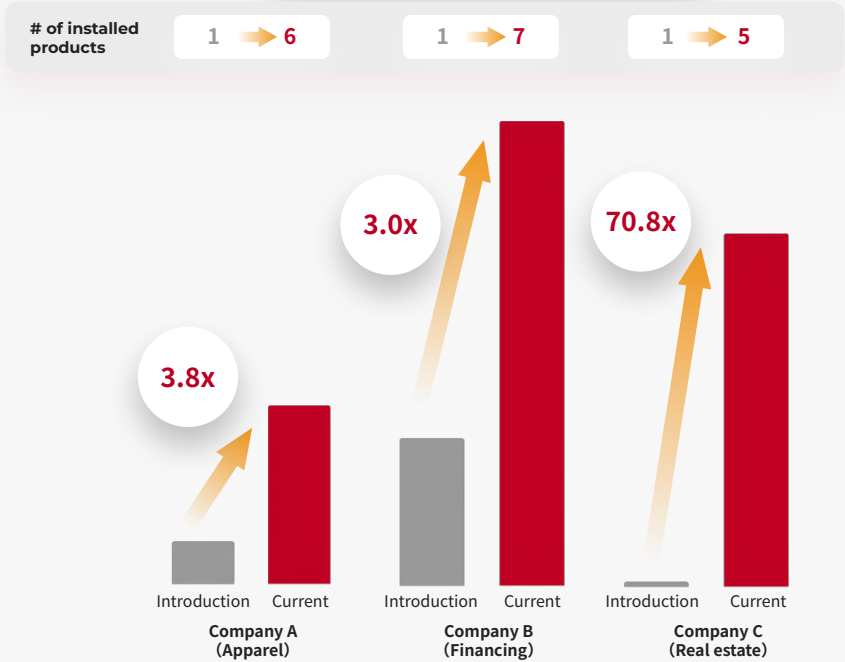
Multi-products have been boosting cross-selling

- 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(1)



Examples(2) of increase in ARPC



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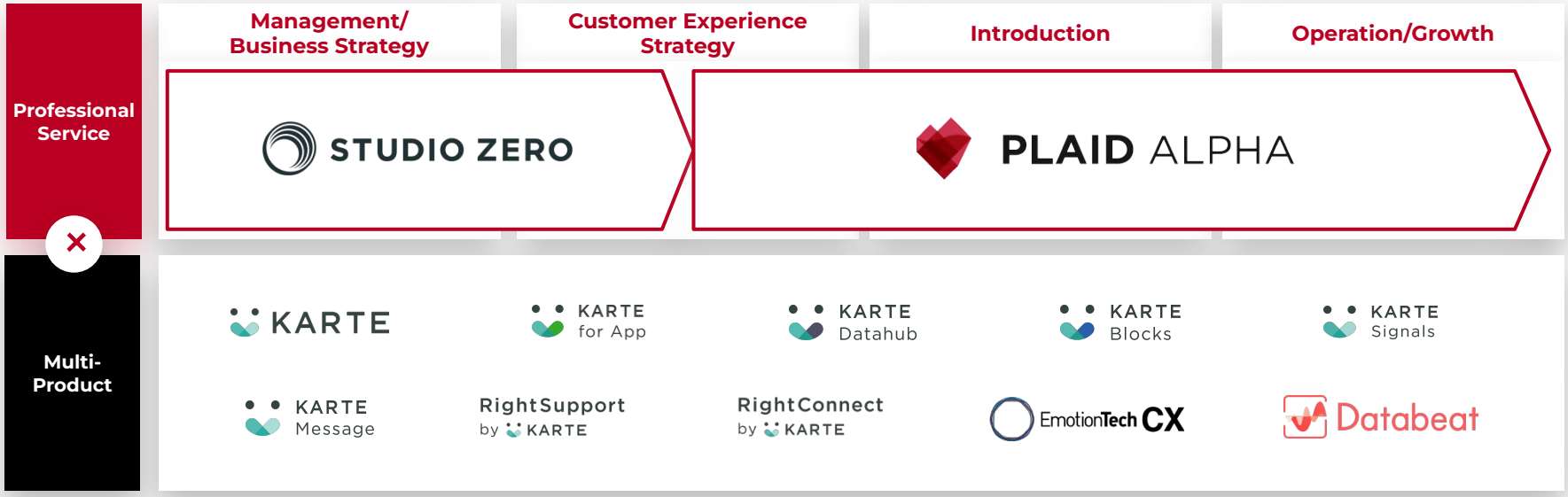
Note 1. Aggregated by the number of websites/applications in which our products are installed as of the end of each fiscal year. / 2. The bar graph shows monthly subscription revenue.

Professional Service

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



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AI

Data×AI : Fully leveraging new AI technologies such as LLM(1) 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(2) 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…

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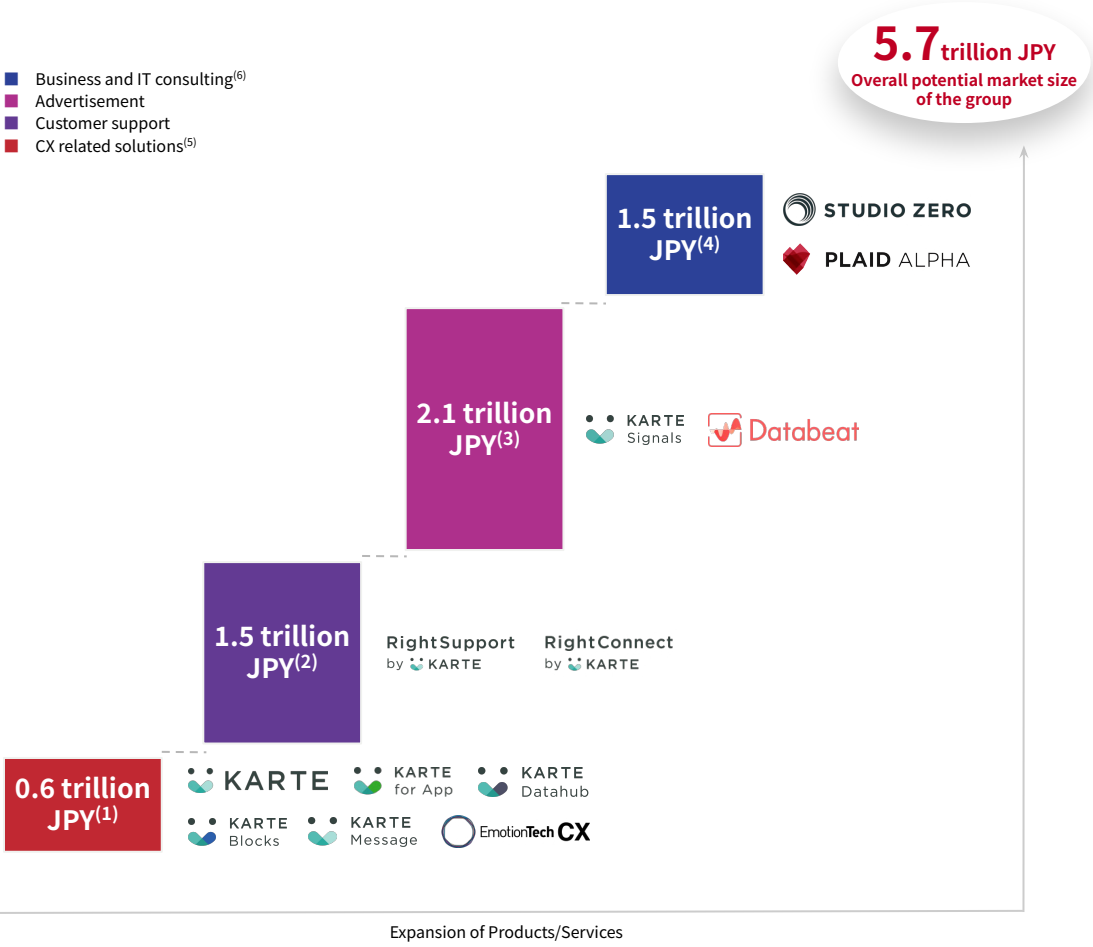
Notes 1. LLM stands for "Large Language Models." / 2. UX stands for "User Experience."

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 November 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.

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Business Update on Strategy

Enterprise × Multi-Product × Professional Service

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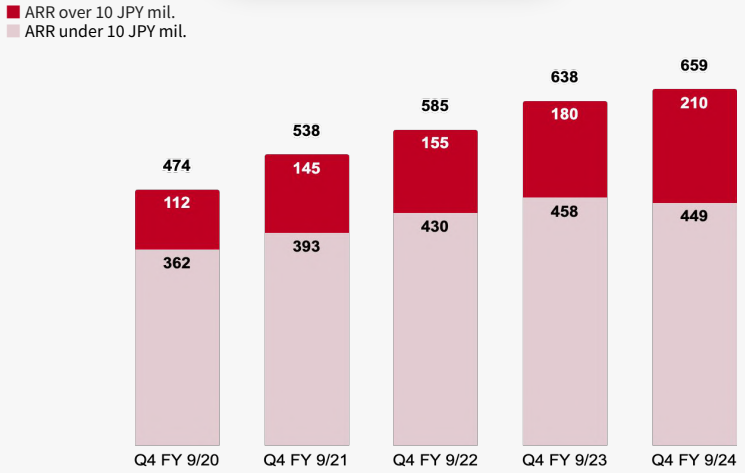
Non-Consolidated

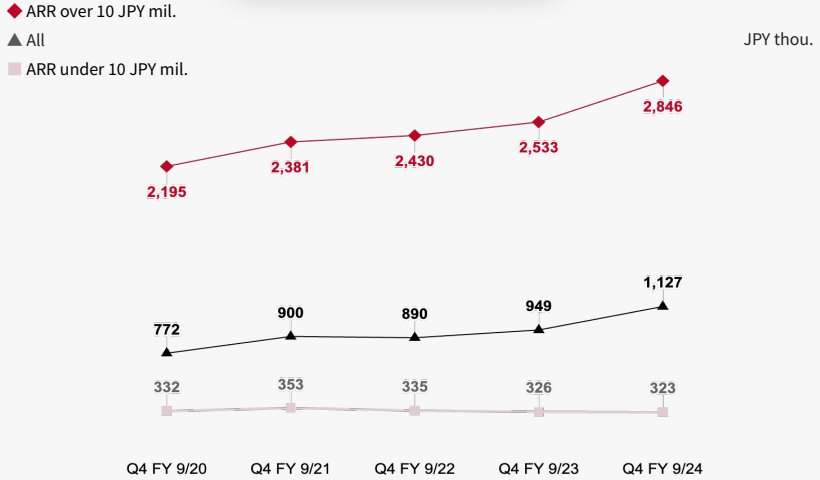
(Reprinted) Number of customers[1] and ARPC[2]

- The strategy of providing "Multi-product x professional service" as a one-stop services to enterprise companies is working effectively, and the number of customers and ARPC with ARR over 10 JPY mil have been increased

Number of customers



ARPC



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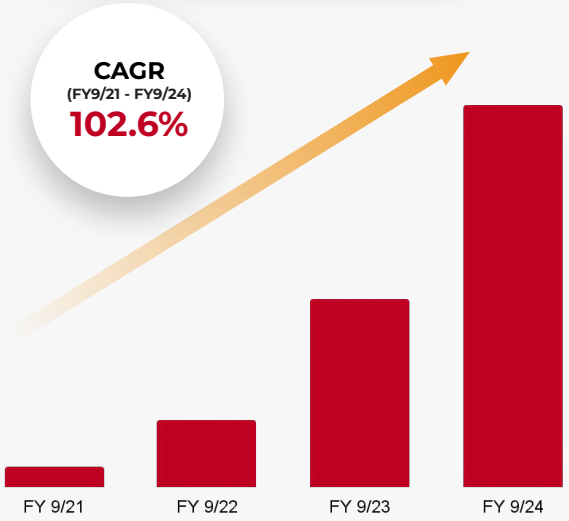
Notes: 1. Customers who have transactions with PLAID are counted as one company / 2. Calculated by dividing the monthly subscription sales at the end of each quarter by the number of customers of the end of the quarter

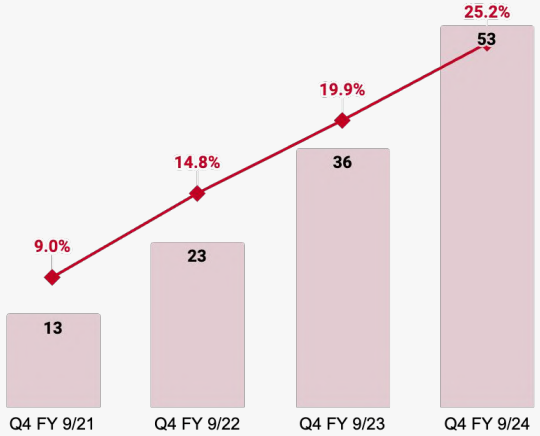
Strong growth in professional services

- Strongly expand professional services from FY9/22 to strengthen product introduction to enterprise companies
- Both STUDIO ZERO and PLAID ALPHA are steadily expanding sales, contributing to an increase in the number of high unit-price customers

Total sales of STUDIO ZERO and PLAID ALPHA



Installation status in customer group with ARR over 10 JPY mil.



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Increasing number of examples of delivering multifaceted value to enterprise companies

- Increasing number of transactions providing comprehensive support by offering a combination of products and professional services

Examples	Summary
OIOI EPOS KARTE PLAID ALPHA	• KARTE Series is selected by Marui Group to build a customer communication infrastructure. We aim to create customer value through flexible data utilization • PLAID ALPHA will be in charge of the infrastructure renewal project and post-implementation growth support
WOWOW KARTE PLAID ALPHA	• WOWOW revamps its customer communication infrastructure centered on the KARTE series, realizing a consistent customer experience through the use of customer data and reducing operational costs by integrating tools • PLAID ALPHA accompanies and supports the infrastructure renewal project

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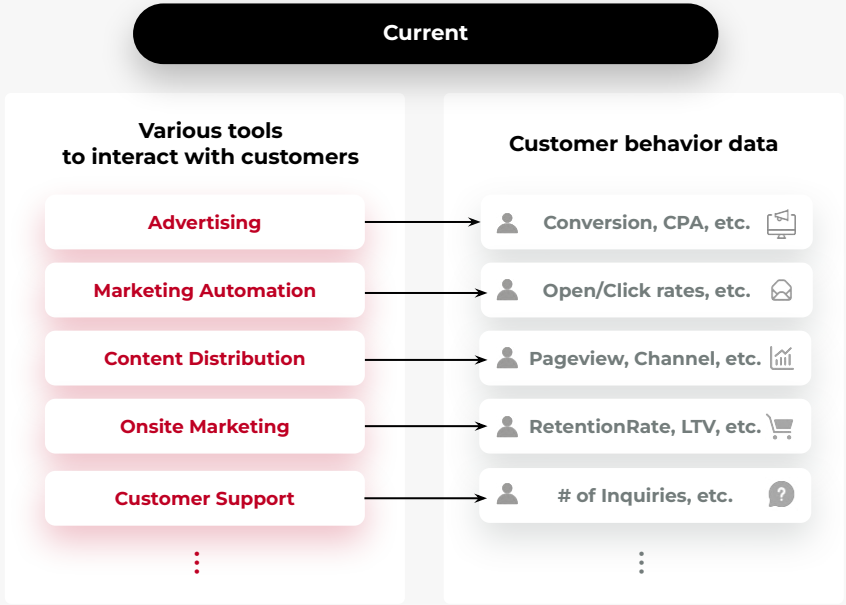
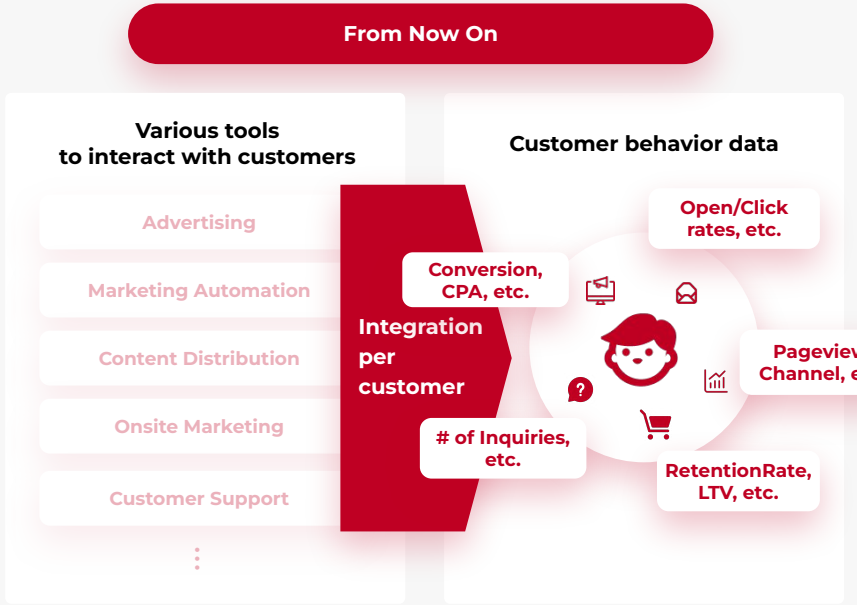
Growing need for integration of fragmented customer behavior data

- The use of various tools has fragmented customer behavior data, making it difficult to understand customers at a high resolution
- Increasing awareness of customer-centric management, more companies are integrating fragmented customer behavior data



× Fragmented customer behavior data and lack of resolution for customers



◯ High resolution for customers based on integrated behavioral data

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Launched “KARTE Craft”, a product utilizing AI technology

- Launched “KARTE Craft” in April 2024 as a PaaS(1) that utilizes KARTE's analysis data to expand original functions and improve application development efficiency
- Provides code and image generation capabilities using multiple AI models, and is also in the process of validating the introduction of AI technology into each product in the KARTE series





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Notes: 1. Platform as a Service. A type of cloud service that provides a platform and tools for developers to create and run applications according to their objectives without worrying about infrastructure design and maintenance

Contents

1. Earnings results for FY9/24
2. Earnings results Q4 FY9/24
3. Earnings guidance FY9/25
4. Growth strategy
5. **Key Takeaways**
6. Appendix



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Key Takeaways

1 Steady growth throughout the FY 9/24

- Our strategy of “Multi-product × Professional service” worked effectively, and both subscription revenue and service, consulting and other revenues steadily increased
- Efficient investment activities have also controlled costs, resulting in a significant increase in adjusted operating income

2 Outlook for FY 9/25 remains favorable; deepen strategy and prepare for medium- to long-term growth

- As corporate awareness of customer-centric management grows, more and more companies are innovating their customer experience strategies and integrating customer behavior data, creating opportunities to further promote the Company's strategy
- Under these circumstances, the business outlook for FY 9/25 remains favorable, and we expect solid performance trends
- At the same time, we will make appropriate investments to upgrade group management and strengthen internal operations, and prepare for medium- to long-term growth

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Notes: 1. Platform as a Service. A type of cloud service that provides a platform and tools for developers to create and run applications according to their objectives without worrying about infrastructure design and maintenance

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Financial Information

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Appendix

Income Statement (Quarterly)

(JPY mil.)	Q4 FY 9/24	Q4 FY 9/23	YoY	Q3 FY 9/24	QoQ
Net sales	**2,930**	**2,322**	**+26.1%**	**2,797**	**+4.7%**
Subscription revenue	2,463	1,968	+25.1%	2,337	+5.4%
Service, consulting and other revenue	466	354	+31.7%	460	+1.3%
Gross profit	**2,095**	**1,696**	**+23.5%**	**2,033**	**+3.1%**
Gross profit margin	71.5%	73.0%	-1.5pt	72.7%	-1.2pt
SG&A	**2,001**	**2,030**	**-1.4%**	**1,957**	**+2.2%**
% of Net sales	68.3%	87.4%	-19.1pt	70.0%	-1.7pt
Personnel expenses	1,207	1,007	+19.8%	1,116	+8.1%
% of Net sales	41.2%	43.4%	-2.2pt	39.9%	+1.3pt
Advertising expenses	126	188	-33.1%	195	-35.5%
% of Net sales	4.3%	8.1%	-3.8pt	7.0%	-2.7pt
Other	667	833	-19.9%	645	+3.5%
% of Net sales	22.8%	35.9%	-13.1pt	23.1%	-0.3pt
Operating income	94	-333	-128.4%	76	+24.3%
Adjusted operating margin	3.2%	-14.3%	+17.6pt	2.7%	+0.5pt
Reconciling items	54	115	-53.0%	69	-21.3%
Goodwill amortization	13	48	-72.2%	13	-
Stock-based compensation expenses	40	67	-39.1%	55	-26.4%
Other non-recurring expenses	-	-	-	-	-
Adjusted operating income	**149**	**-217**	**-168.5%**	**145**	**+2.6%**
Adjusted operating margin	5.1%	-9.4%	+14.5pt	5.2%	-0.1pt

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Appendix

Long Term Model[(1)(2)]
(KARTE domain)

	FY 9/21	FY 9/22	FY 9/23	FY 9/24	Long term model
Gross profit margin	73.3%	74.8%	75.9%	75.2%	75-80%
S&M	41.6%	49.0%	44.2%	31.9%	25-30%
R&D	18.7%	22.2%	19.7%	19.5%	18-20%
G&A	9.8%	10.3%	11.6%	9.5%	8-10%
Operating margin	3.1%	-6.6%	0.4%	14.3%	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

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Company information

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Appendix

Company Overview

Company Name	**PLAID, Inc.**
Founded	**October 2011**
Headquater	**GINZA SIX 10F, GINZA 6-10-1, Chuo-ku, Tokyo, Japan 104-0061**
CEO	**Kenta Kurahashi**
# of Employees (Consolidated)	**449 (as of September 2024)**



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Overview of Plaid group by business domain

Business domain		Overview	Main product/service
PLAID	KARTE domain	・Offers products and services centered around KARTE to enrich CX and marketing for companies	KARTE / KARTE for App / KARTE Datahub / KARTE Blocks / KARTE Signals / KARTE Message / PLAID ALPHA
	New business domain	・Create new value with partners through data/technology collaboration by opening Plaid's APIs and various alliances with companies.	KARTE Craft / STUDIO ZERO
RT/ET/ agito/ Codatum	Group companies	・Provide optimized products/services in each area other than those covered by KARTE	RightSupport by KARTE / RightConnect by KARTE / EmotionTech CX / Databeat / codatum

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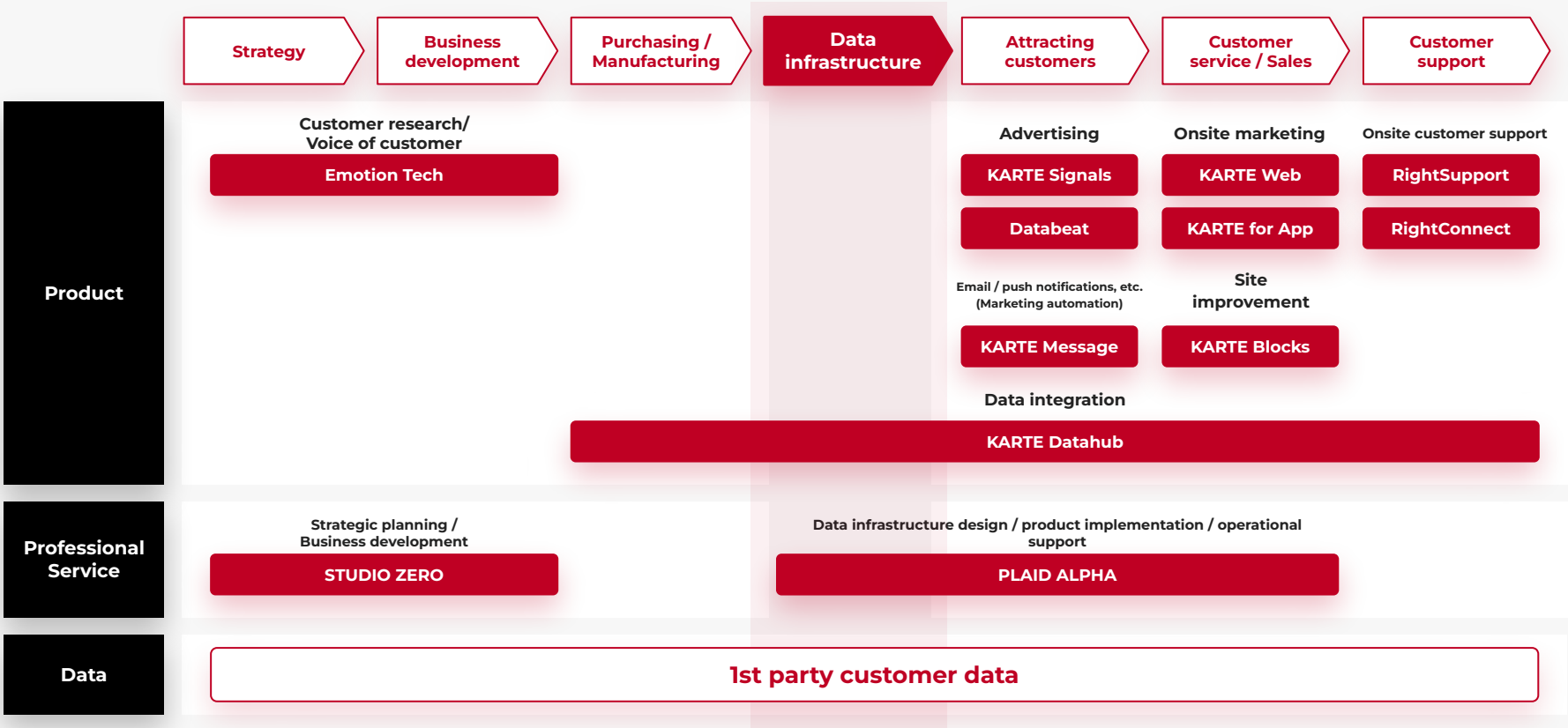
Main products / services offering chart



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Main products / Services -1

Offerings	Product/Service	Summary
Onsite marketing	KARTE / KARTE 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	KARTE 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	KARTE 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	KARTE 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	KARTE 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 / product implementation	PLAID ALPHA	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

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Main products / Services -2

Offerings	Product/Service	Summary
Strategic planning / Business development	STUDIO ZERO	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 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 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/ Voice of customer	EmotionTech CX	Products and consulting services to collect/analyze customer emotional data, including NPS®(1)
Advertising	Databeat	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

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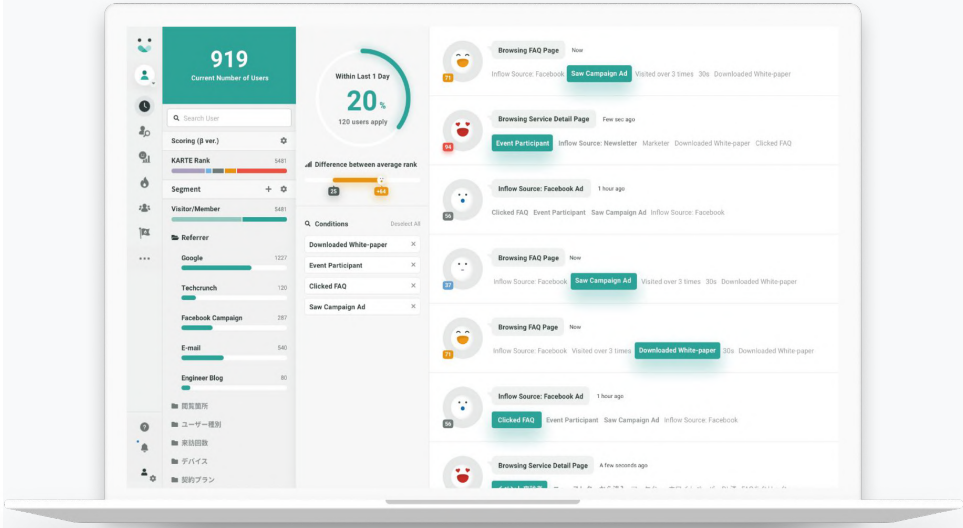
Note: 1. Net Promoter®, NPS®, NPS Prism®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld

KARTE

KARTE

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



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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



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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



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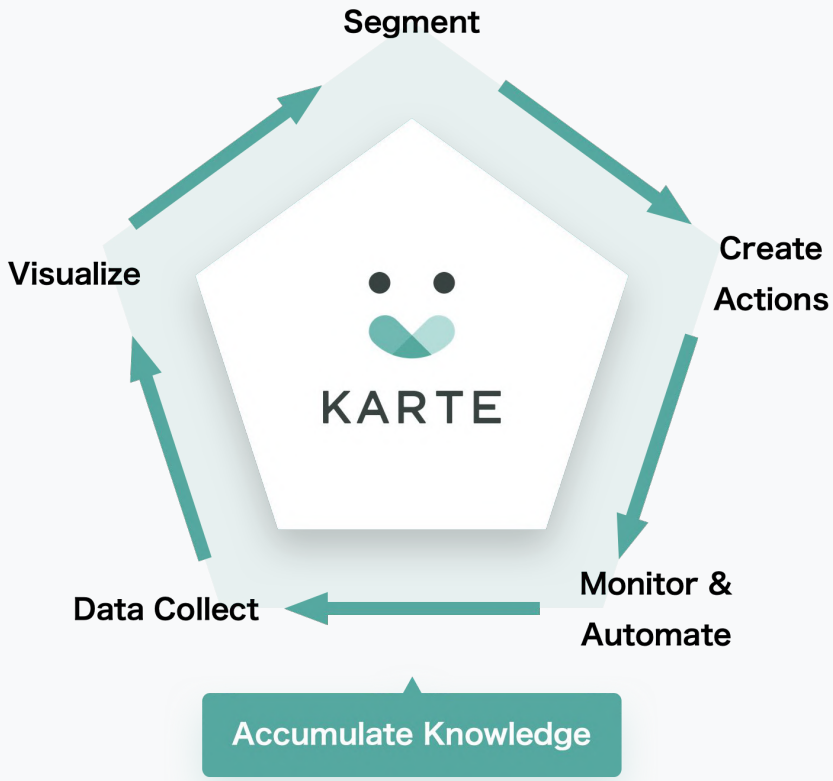
Feature 3.

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



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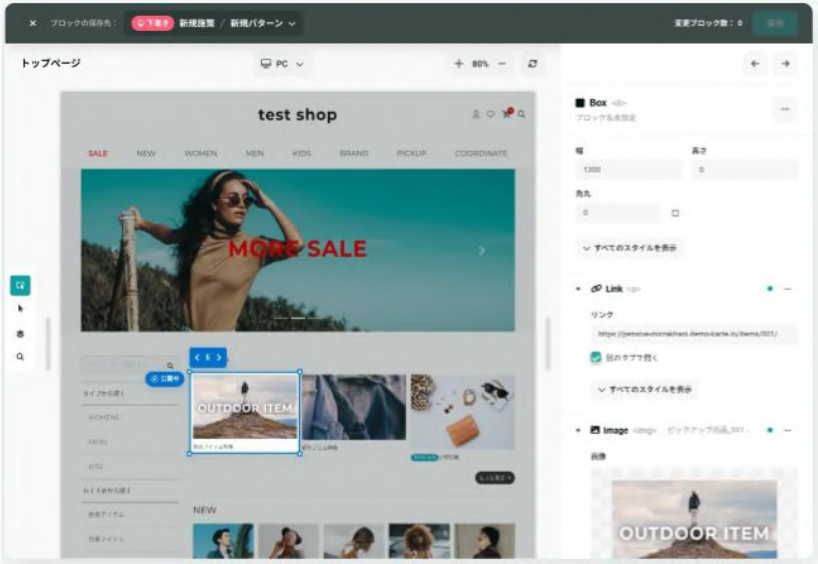
KARTE Blocks

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



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Feature 1.

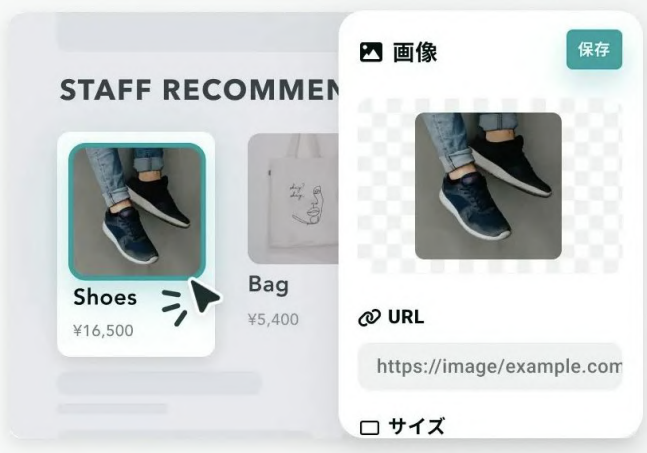
Intuitive editing

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





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Feature 3.

Correct data evaluation

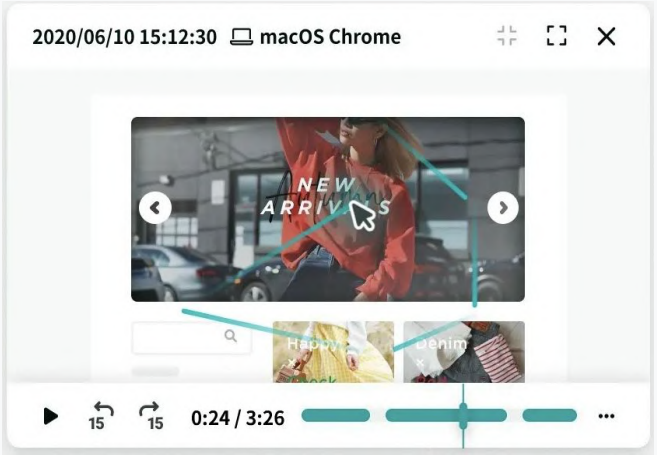
Setting KPI that match the site and the purpose of the project. Automatically visualize the number of blocks displayed, click rate, CV rate, etc. without crossing tools, and link to improvements in a one-stop, SQL-free analysis



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



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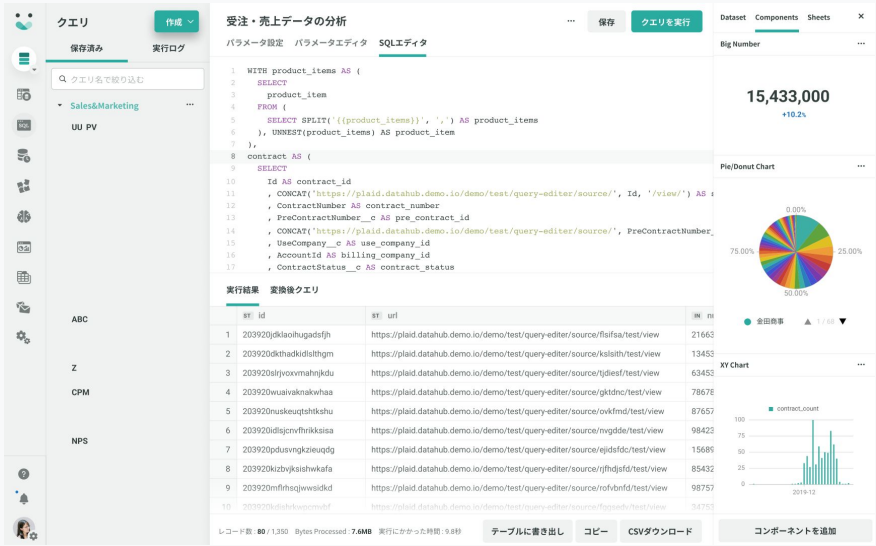
Appendix

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



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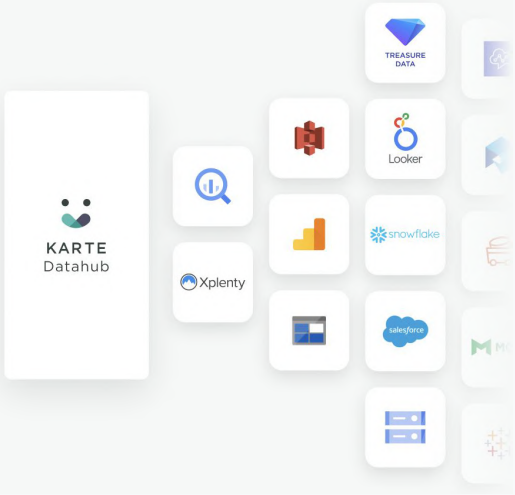
Feature 1.

Flexible linkage of a large variety of data

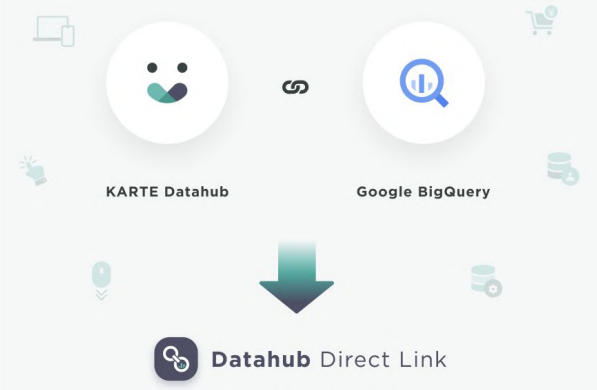
By integrating data scattered across the company's core system and various external services into KARTE, fragmented data can be linked around user axes, enabling more sophisticated use of data



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



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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



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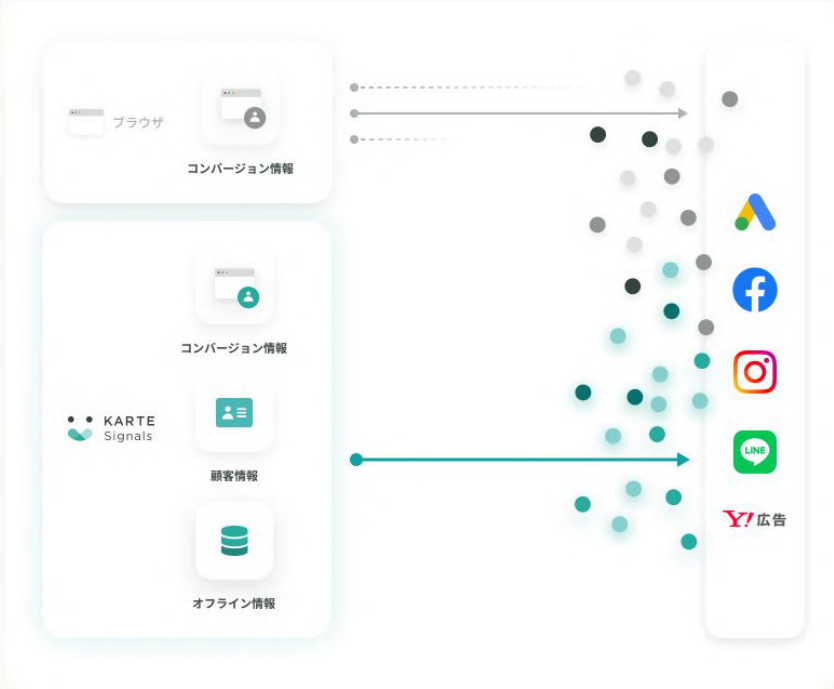
KARTE Signals

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



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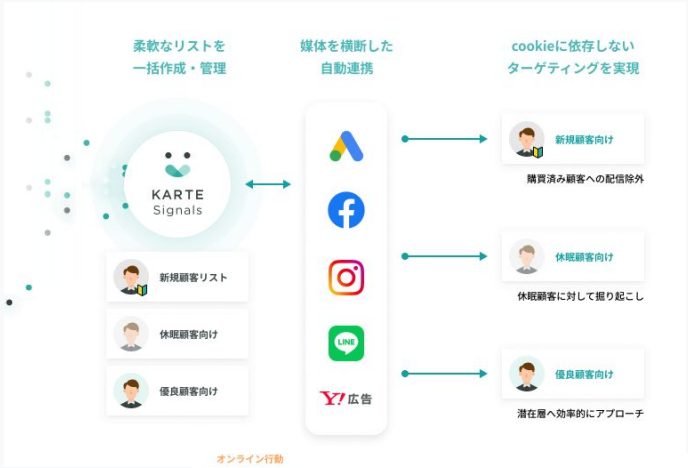
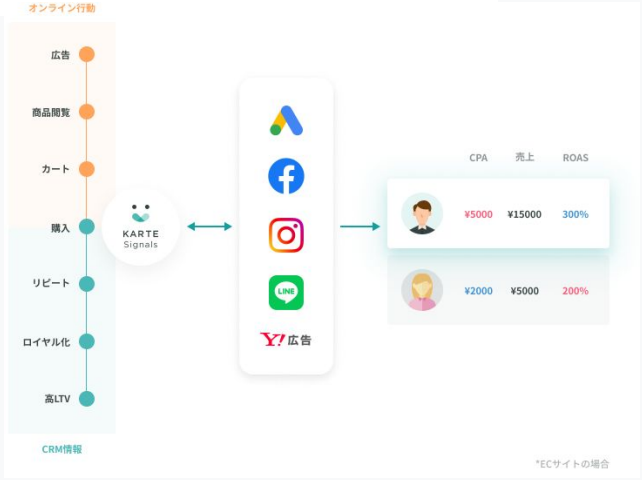
Feature 1.

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





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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



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KARTE Message

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.



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Feature 1.

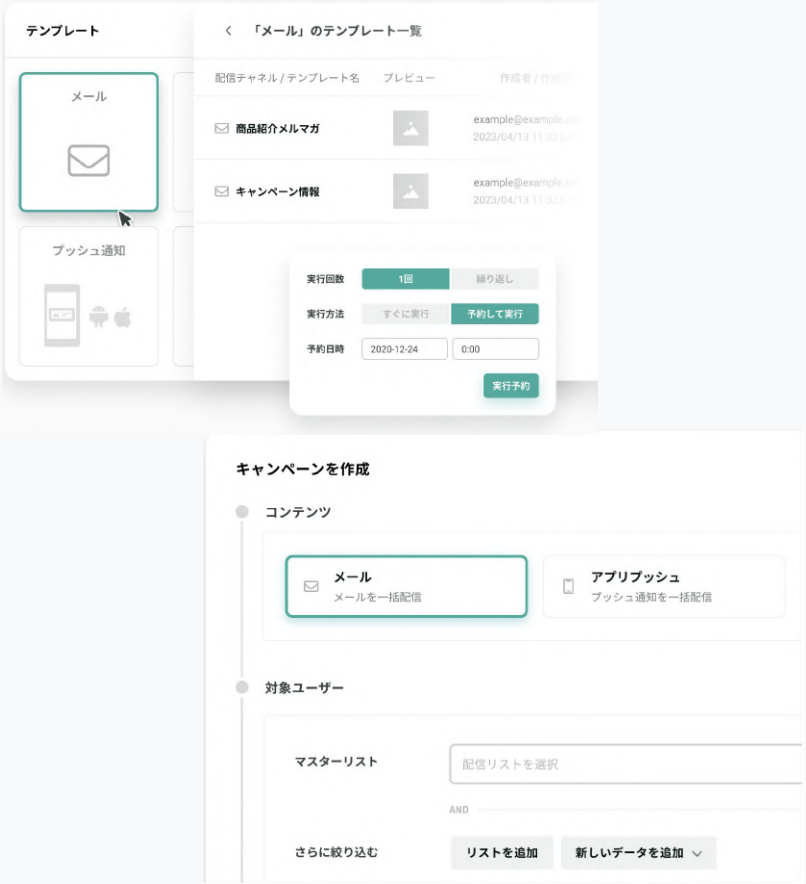
Centralized management of messages including e-mail and SMS

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



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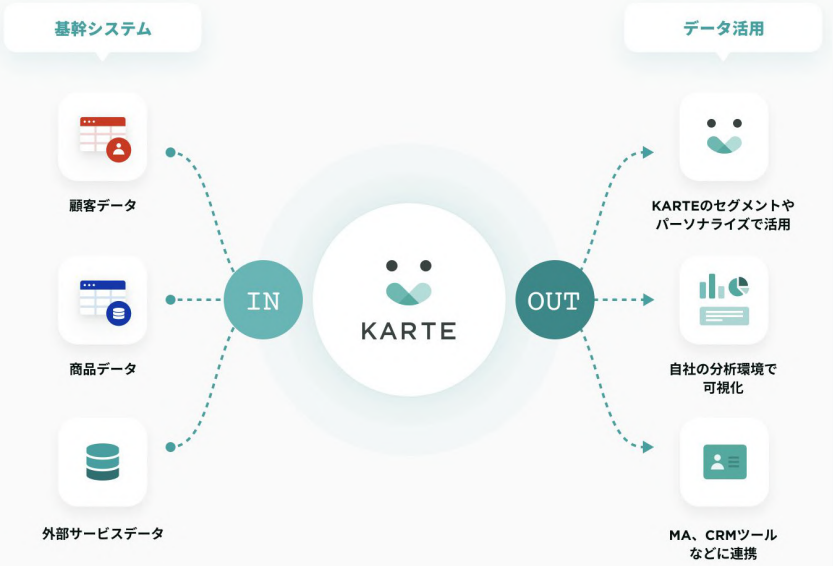
Feature 3.

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



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

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

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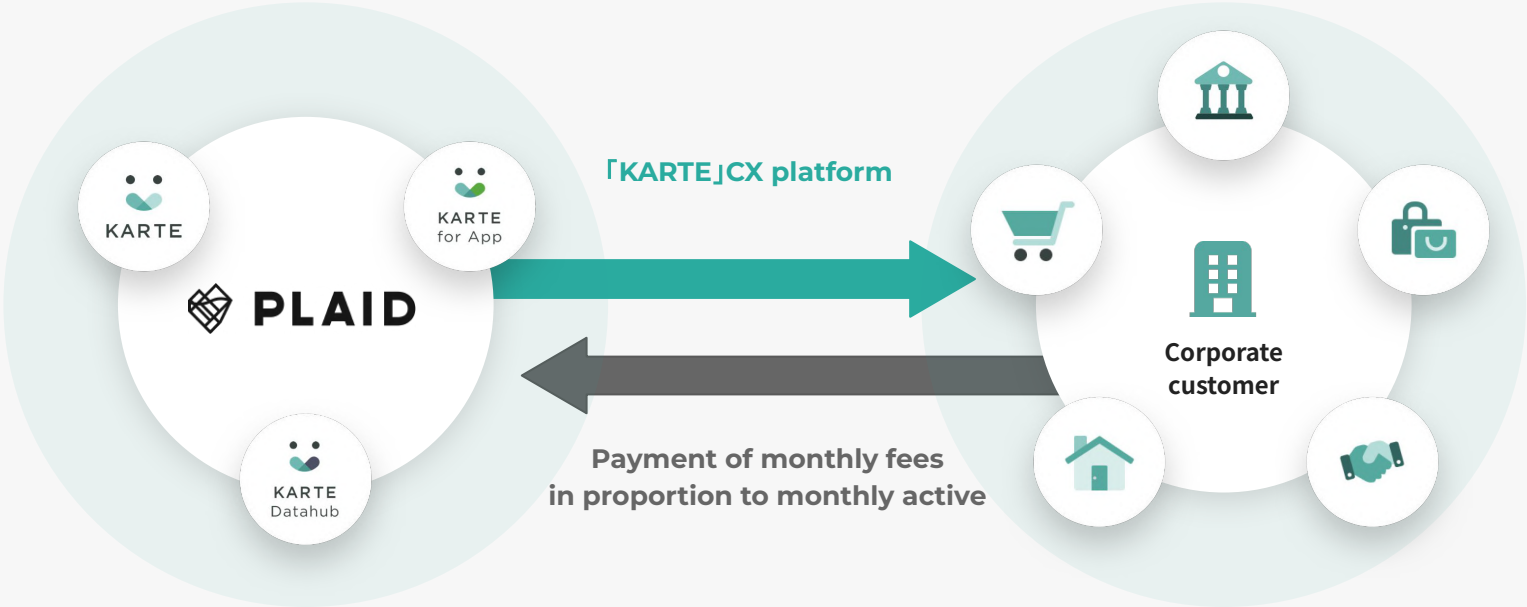
Note: 1.Age, gender, etc.

Business Model

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



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