November 12, 2026

Company Name	PLAID, Inc.
Representative	Kenta Kurahashi, Representative Director and CEO (Code No.: 4165 TSE Growth)
Contact	Takahiro Tsuji, Executive Officer and CFO (TEL +81-3-4405-7597)

Notice Regarding the Determination of the Basic Policy for Absorption-Type Merger (Simplified Merger and Short-Form Merger) of Wholly-Owned Subsidiary EmotionTech, Inc.

We hereby announce that at a meeting of the Board of Directors held today, a resolution was passed to adopt a basic policy to absorb and merge our wholly-owned subsidiary, EmotionTech, Inc. (hereinafter "EmotionTech"), effective April 1, 2027 (hereinafter "the Merger").

Please note that as this merger is a simplified merger and a short-form merger involving a wholly owned subsidiary, certain disclosure items and details have been omitted.

1. Purpose of the Merger

EmotionTech provides customer survey and analysis services using metrics such as NPS®, possessing deep expertise and an extensive track record in leveraging qualitative consumer data known as the "Voice of Customer." On the other hand, our company has built one of Japan's largest quantitative data platforms, centered on behavioral logs of online consumers, through the provision of "KARTE."

With the recent remarkable evolution of AI making advanced data analysis using open data readily available, the "uniqueness" and "scarcity" of data sources are increasingly emphasized as new differentiating factors. In light of these environmental changes, we have determined that combining the customer data platforms held by both companies will enable us to further enhance our value proposition, leading to our decision on the policy to absorb and merge EmotionTech.
Additionally, we will promote operational efficiency by consolidating management resources, aiming to improve the profitability of the entire group.

（Note 1）Net Promoter®, Net Promoter System®, Net Promoter Score®, and NPS® are registered trademarks of Bain & Company, Inc., Fred Reichheld, and Satmetrix Systems, Inc.

2. Summary of the Merger

(1) Schedule for the Merger

Board Resolution Date on the Basic Policy of the Absorption-Type Merger：November 12, 2026
Board Resolution Date for Approval of the Merger Agreement：January 28, 2027 (Scheduled)
Scheduled Date for Merger Agreement Execution：January 28, 2027 (Scheduled)
Scheduled Effective Date of Merger：April 1, 2027 (Scheduled)

(Note) Since this merger is a simplified merger for the Company pursuant to Article 796, Paragraph 2 of the Companies Act, and a short-form merger for EmotionTech pursuant to Article 784, Paragraph 1 of the Companies Act, neither company will hold a general meeting of shareholders to approve the merger agreement.

(2) Method of the Merger

This is an absorption-type merger in which our company is the surviving company and EmotionTech is the absorbed company, and EmotionTech will be dissolved.

(3) Details of the Allocation Related to the Merger

Our company holds all shares of EmotionTech, and upon this merger, there will be no issuance of new shares or payment of merger consideration.

(4) Treatment of Share Acquisition Rights and Bonds with Share Acquisition Rights of the Absorbed Company in the Merger

The share acquisition rights issued by EmotionTech are scheduled to be acquired by EmotionTech without consideration upon the merger. EmotionTech has not issued any bonds with share acquisition rights.

3. Overview of the Company in Question

		Surviving company in a merger by absorption		Company to be absorbed in a merger	
(1)	Name	Plaid Inc.		EmotionTech, Inc.	
(2)	Location	GINZA SIX 10F, 6-10-1 Ginza, Chuo-ku, Tokyo		GINZA SIX 10F, 6-10-1 Ginza, Chuo-ku, Tokyo	
(3)	Representative	Kenta Kurahashi, Representative Director, Executive Officer, CEO		Yoshimitsu Imanishi, Representative Director,	
(4)	Business Description	Development and provision of SaaS solutions including the CX platform “KARTE,” and support for digital transformation (DX) for corporations, organizations, and local governments through professional services		Development and provision of the customer and employee experience management service ‘EmotionTech’ and the text AI analysis service ‘TopicScan’, amongst other activities	
(5)	Capital	3,184 million yen		199 million yen	
(6)	Date of Establishment	October 3, 2011		March 8, 2013	
(7)	Number of Shares Issued	41,280,663 shares (as of September 30, 2026)		149,638 shares (as of September 30, 2026)	
(8)	Fiscal Year-End	December 31 (Note 1)		December 31 (Note 1)	
(9)	Major Shareholders and Shareholding Ratios	(as of June 30, 2026) Kenta Kurahashi :26.56% Naoki Shibayama :17.12% Shogo Tabata :8.92% Google International LLC :3.44%		(as of September 30, 2026) Plaid, Inc.:100.00%	
(10)	Most Recent Fiscal Year Operating Results and Financial Condition	Fiscal Year Ended September 2026 (Consolidated: Japanese GAAP) (Note 2)		Fiscal Year Ended September 2026 (Non-Consolidated: Japanese GAAP) (Note 2)	
		Net Assets	4,365 million yen	Net Assets	37 million yen
		Total Assets	12,309 million yen	Total Assets	274 million yen
		Net Assets per Share	106.17 yen	Net Assets per Share	248.23 yen
		Net Sales	16,407 million yen	Net Sales	659 million yen
		Operating Income	1,246 million yen	Operating Income	(28) million yen
		Ordinary Income	1,107 million yen	Ordinary Income	(31) million yen
		Net Income	451 million yen	Net Income	(32) million yen
		Net Income per Share	11.00 yen	Net Income per Share	(215.85) yen

(Note 1) Pursuant to a resolution adopted at the Annual General Meeting of Shareholders held on December 18, 2025, the Company changed its fiscal year-end effective December 18, 2025. Consequently, the fiscal year-end has been changed from September to December. Additionally, following approval of a partial amendment to the Articles of Incorporation related to the Company's fiscal year-end change, EmotionTech has also changed its fiscal year-end from September to December.
(Note 2) The operating results for the immediately preceding fiscal year are cumulative figures for the 12 months from October 1, 2025 to September 30, 2026.

4. Status after the Merger

There will be no changes to the Company’s trade name, location, name and title of representative, business description, capital, or fiscal year-end as a result of the Merger.

5. Outlook

The impact of the Merger on our consolidated financial results is judged to be minimal. Should any matters requiring disclosure arise in the future, we will disclose them promptly.