

PLAID, Inc.

Q4 FY 12/26 Financial Results Briefing

November 12, 2026

Presentation

Moderator: Thank you very much, everyone, for taking the time to join us today despite your busy schedules. We will now begin the financial results briefing for the fourth quarter of the fiscal year ending December 2026 for Plaid Inc. Today's presentation includes forward-looking statements. Please also review the disclaimer displayed on the screen.

There will be a Q&A session following the presentation. We have also prepared a Q&A form, so feel free to submit your questions via text at any time.

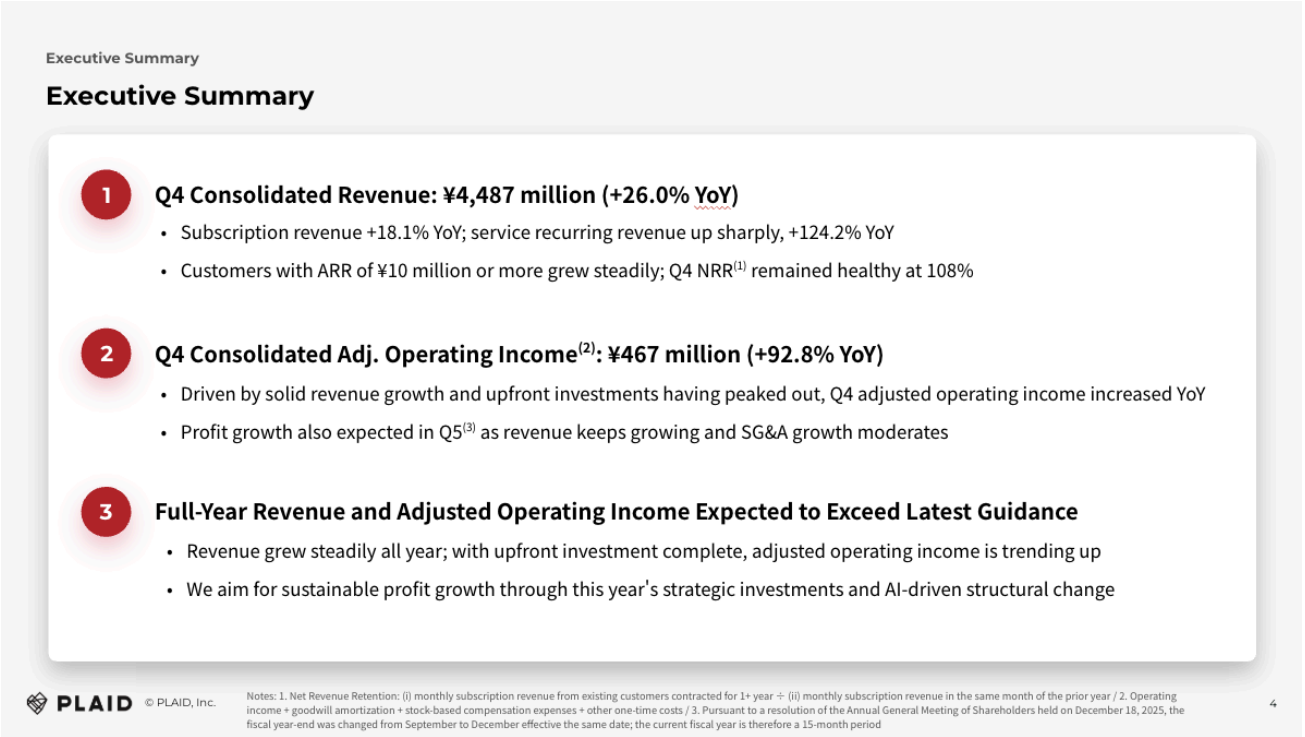
Today's presenter is Takahashi, Executive Officer and VP of Finance. Let's begin. Takahashi, thank you for joining us.

Takahashi: Yes. This is Takahashi. I will now present the results for the fourth quarter of the fiscal year ending December 2026.

As our company has changed its fiscal year-end from September to December starting this fiscal year, this fiscal year consists of an irregular 15-month period. Consequently, we will report our year-end financial results in February 2027.

Now, let's move on to the details of our fourth-quarter results.

First, here is a summary.



Both our business conditions and financial performance have been very strong. Consolidated revenue for Q4 came in at JPY4,487 million, representing a 26% YoY increase. Subscription revenue grew steadily by 18.1% YoY, driven by a steady increase in the number of customers with an ARR of JPY10 million or more, as well as a stable NRR of 108%.

Service recurring revenue also saw a significant increase of 124% YoY, driven by continued strong demand for PLAID ALPHA and the consolidation of CloudFit, Inc.

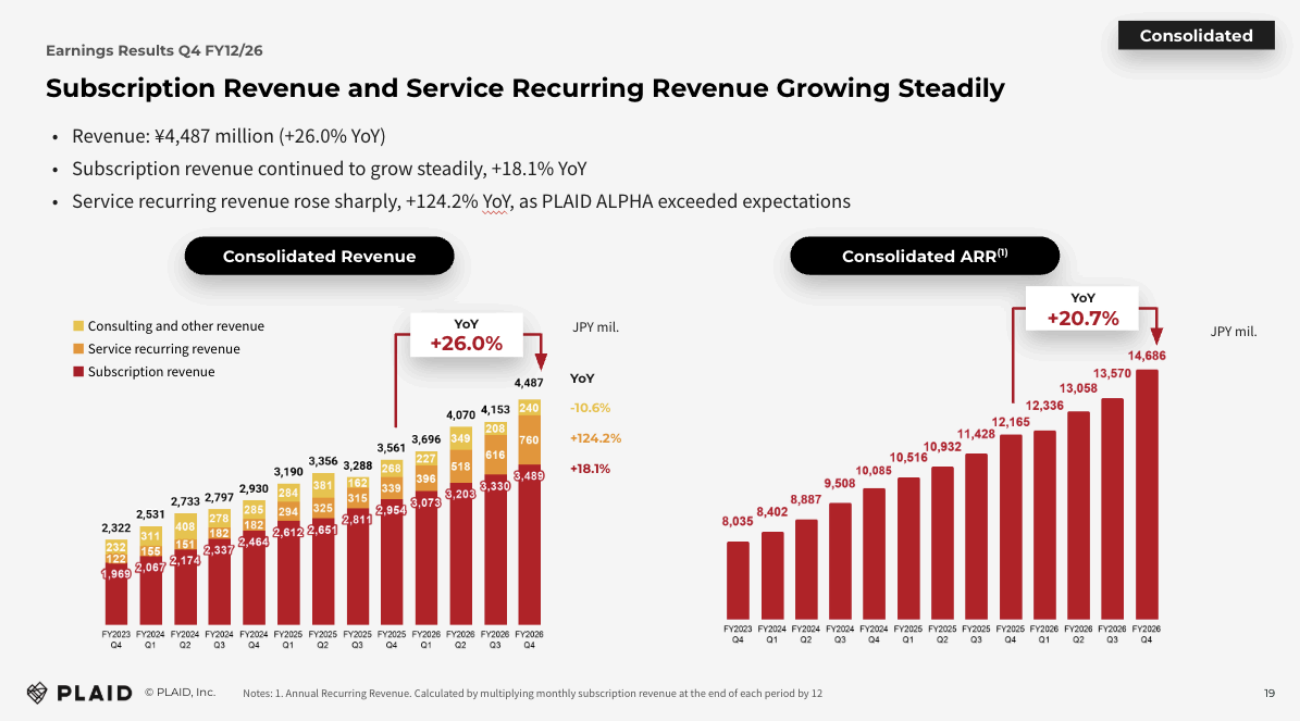
Adjusted operating income for Q4 rose significantly to JPY467 million, a 92.8% increase YoY, driven by robust revenue growth and the fact that upfront investments peaked in Q3.

This trend of rising revenue and profits is expected to continue into Q5. Furthermore, since we secured several large-scale contracts for both our products and professional services in Q5, we anticipate that both the revenue growth rate and operating profit expansion compared to Q4.

Consequently, we expect full-year results—both revenue and adjusted operating income—to significantly exceed our most recent forecasts, and we intend to build on this momentum to drive growth in the next fiscal year.

I will now explain the details of our fourth-quarter results.

First, let’s look at the top line.



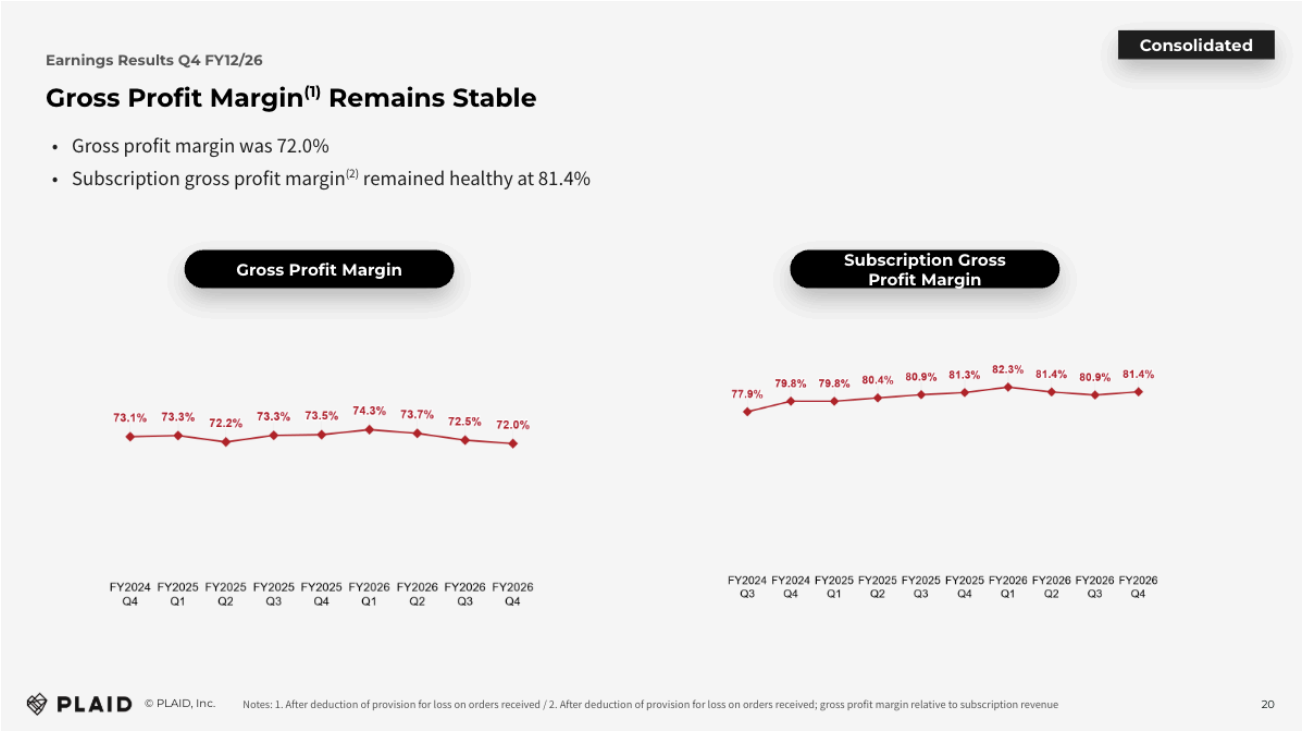
As I mentioned in the summary a moment ago, revenue grew 26% YoY to JPY4,487 million. ARR also grew by 20.7% YoY and continues to perform well.

Also, as I will touch on later in the business update, against the backdrop of AI advancements, companies are becoming increasingly active in pursuing so-called “hyper-personalization”—which leverages various customer data, such as real-time behavioral logs, which is our greatest strength.

In fact, looking at our current pipeline and orders, we are seeing a significant increase in projects where we provide a full suite of support—from integrating various types of data to defining requirements and managing operations for its utilization.

We believe this trend of generating, accumulating, and using customer data will continue to accelerate in the future. Consequently, we expect not only an increase in average project revenue but also a rise in the number of projects themselves. By firmly capitalizing on this trend, we aim to achieve further top-line growth.

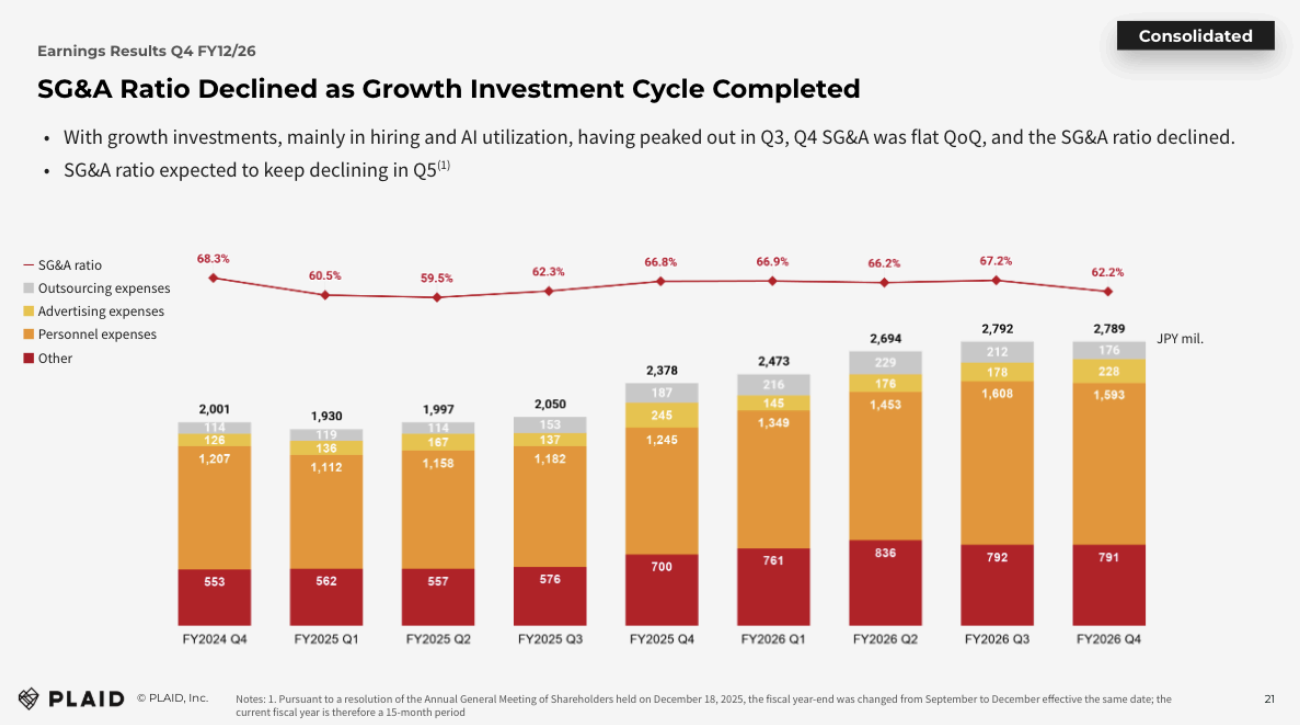
Now, about gross profit.



Our consolidated gross profit margin for Q4 came in at 72% and continues to remain stable. The gross profit margin for subscription revenue also remained at a high level of 81.4%.

Compared to the previous fiscal year, the yen remains weak at present, but even in this environment, we have been able to maintain a high gross profit margin for subscription revenue, indicating that our various company-wide initiatives to control server costs are proving successful.

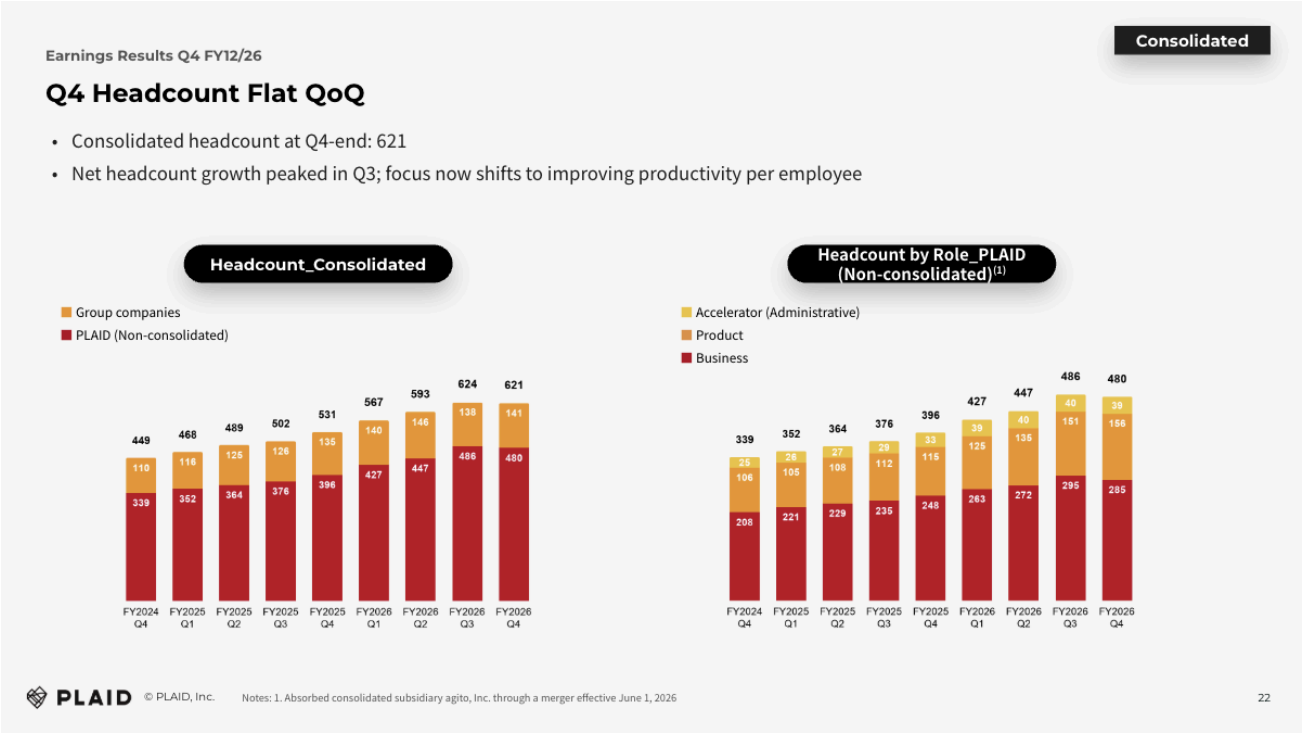
Now, about selling, general, and administrative expenses.



Regarding SG&A expenses in Q4, advertising and promotion expenses increased by approximately JPY50 million compared to the previous quarter due to the hosting of a major marketing event. However, as our aggressive hiring efforts, which continued through Q3, and AI-related investments have leveled off, overall SG&A expenses remained largely flat compared to Q3, resulting in a decrease in the SG&A ratio to 62.2%.

This trend is expected to continue in Q5, with SG&A expenses projected to increase only slightly from the Q4 level, and the SG&A ratio is expected to decline further.

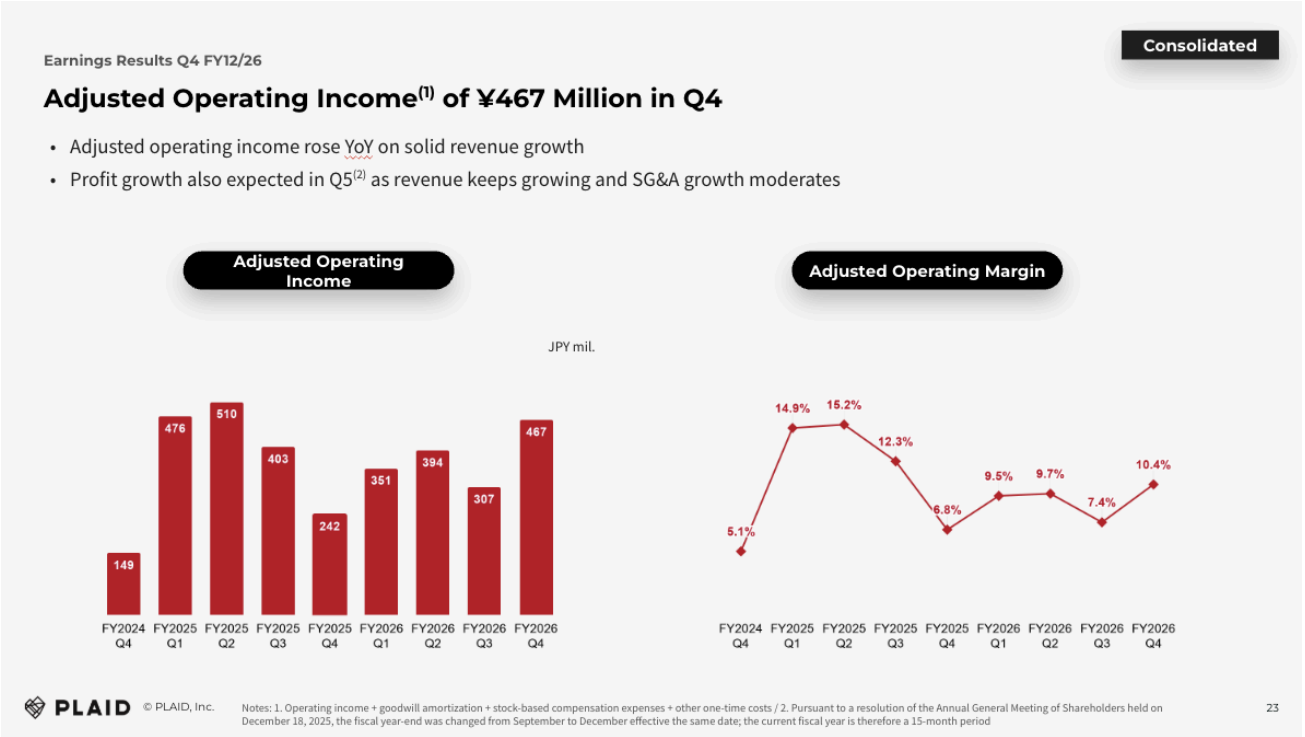
Now, about the number of employees.



The consolidated headcount for Q4 stood at 621. Since the figure for the same period last year was 531, this is an increase of 90 employees so far this fiscal year—a significant expansion compared to previous years.

Since the pace of recruitment has already been brought under control, we intend to focus going forward on strengthening our organizational capabilities based on our existing workforce—through the use of AI and employee development—to improve productivity per employee.

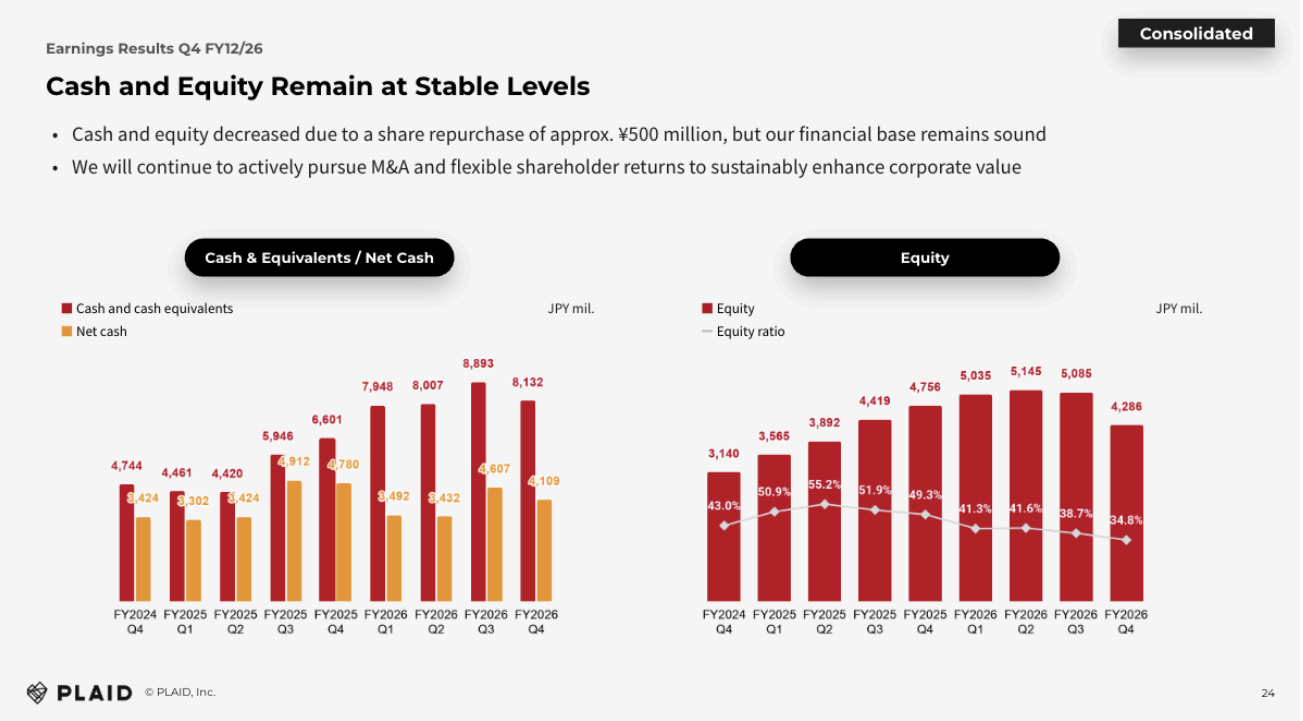
Adjusted operating income.



Adjusted operating income for Q4 came in at JPY467 million. The adjusted operating profit margin also improved to 10.4%.

As mentioned in the summary, adjusted operating profit for Q5 is expected to increase significantly compared to Q4, driven by the acquisition of several large-scale projects and a leveling off in the increase of SG&A expenses.

Now, about the balance sheet.

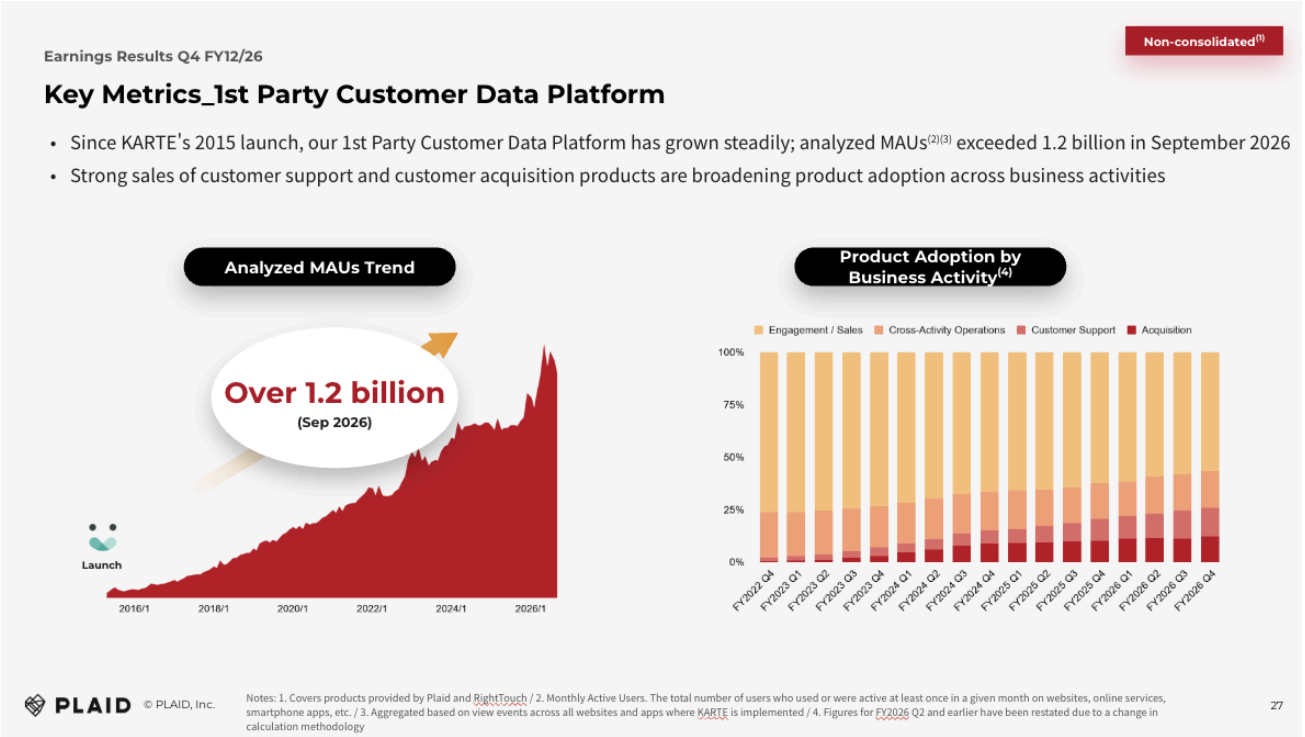


In Q4, we repurchased approximately JPY500 million worth of our own shares; while this resulted in a corresponding decrease in cash and cash equivalents and shareholders' equity, we continue to maintain a sound financial foundation.

We believe our profit-generating capacity will continue to strengthen in the future, so we will implement shareholder returns and business investments, such as M&A, in a timely and appropriate manner, aiming to achieve sustainable growth in corporate value.

That concludes our consolidated financial results; we will now move on to the KPIs.

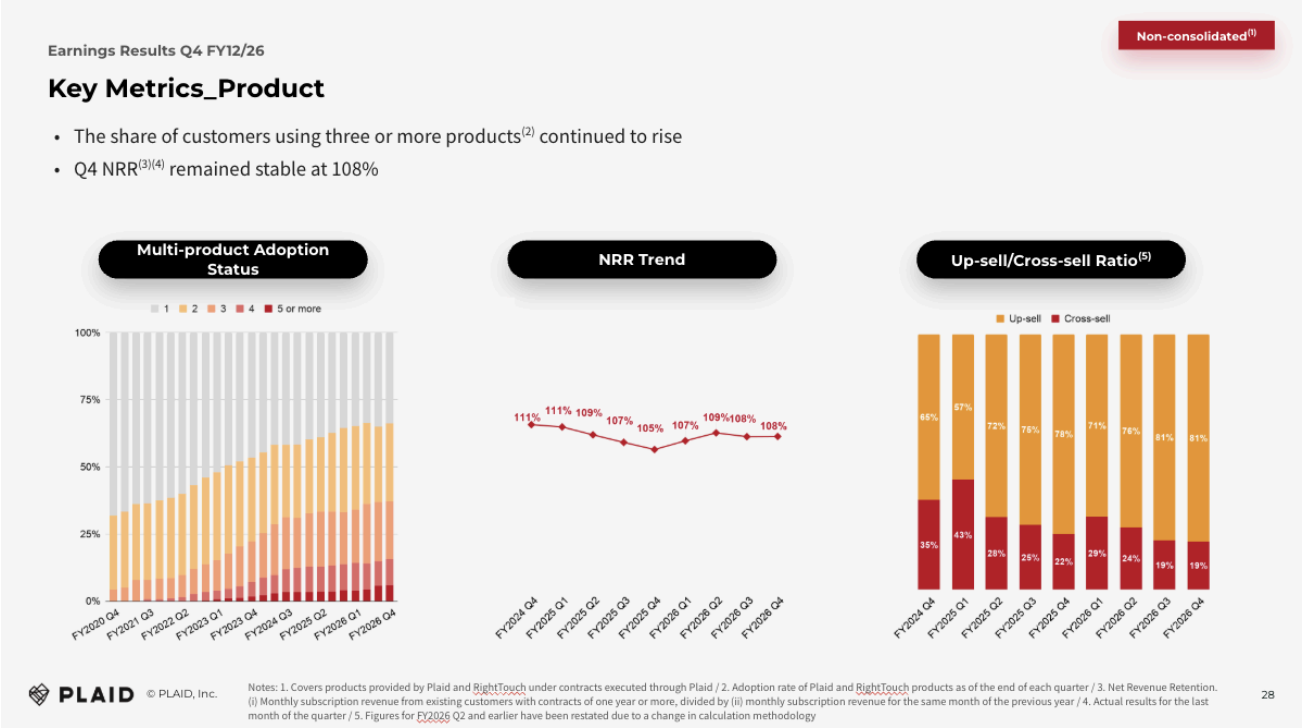
First, the KPIs for our data platform.



The number of MAUs analyzed through KARTE exceeded 1.2 billion as of the end of September 2026. We are now approaching the 1.3-billion mark, and we continue to have a vast volume of data.

Regarding the types of data, as shown in the graph on the right, sales of products for customer support and customer acquisition—that is, marketing automation—are performing well, indicating that we are making progress in building a data platform capable of capturing end users from multiple perspectives.

Here are the product KPIs.

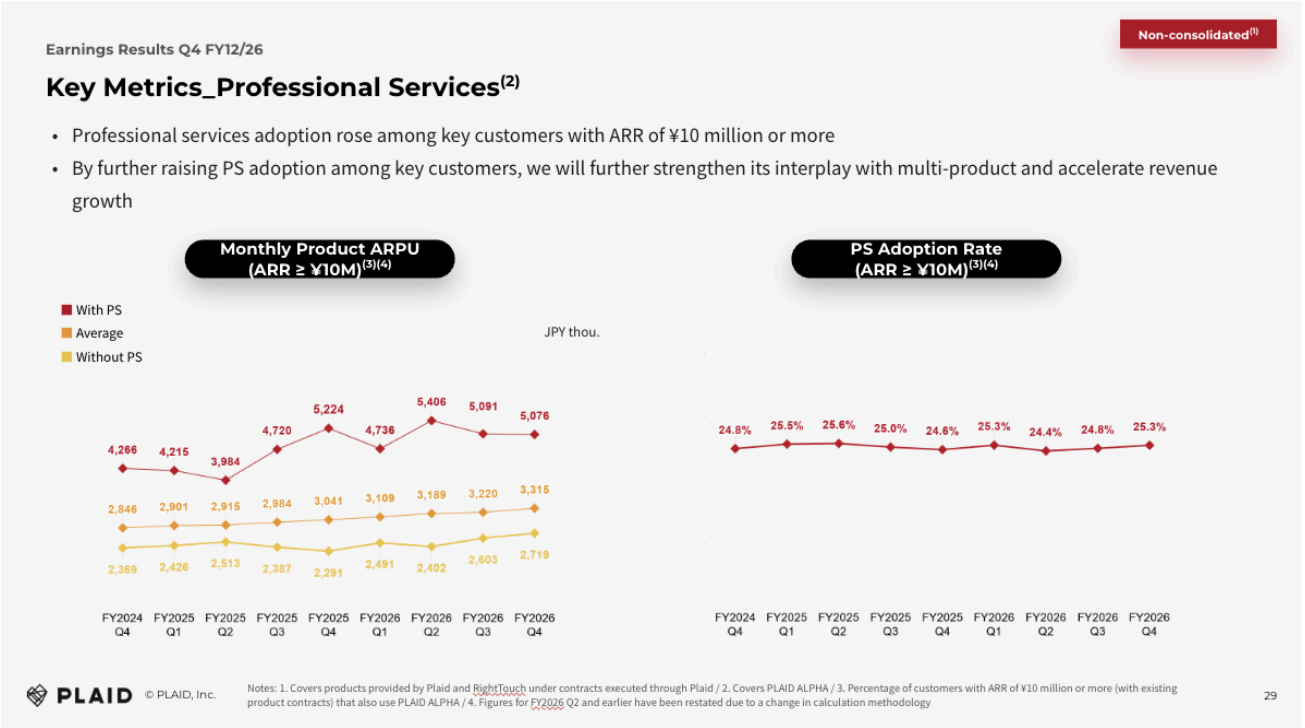


The graph on the left shows the percentage of companies that have adopted multiple products; the proportion of client companies using three or more products continues to rise.

In particular, as shown by the deepest red in the graph—the percentage of customers using five or more products—has been increasing recently, so we interpret this as a sign that our enterprise-focused strategy is working very well.

Company-wide NRR has also remained stable at 108%, so we intend to continue pursuing sustainable top-line growth by promoting both up-selling and cross-selling.

Here are the KPIs for professional services.



For customers with an ARR of JPY10 million or more to whom we concurrently provide professional services, the average monthly product revenue from customers, as shown in red in the graph, has settled at approximately JPY5.1 million per month.

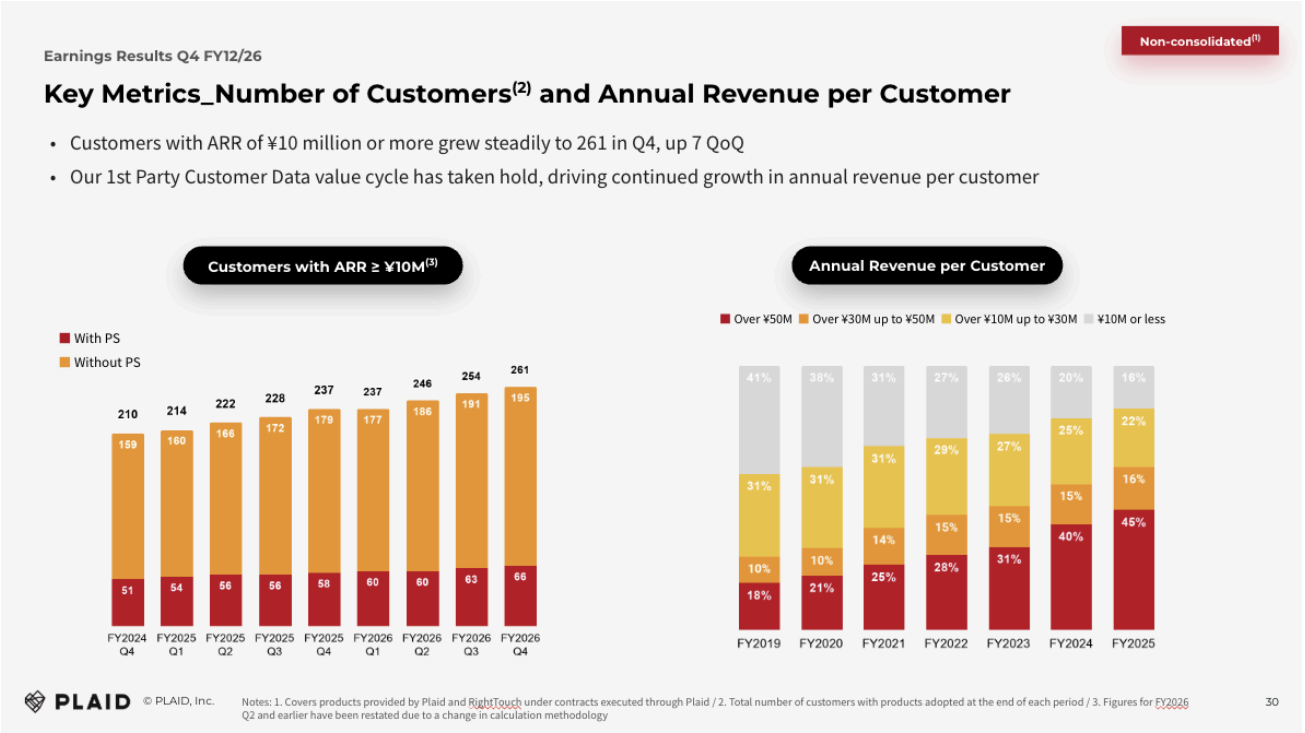
Conversely, the average monthly product revenue from customers with an ARR of JPY10 million or more who do not receive professional services is JPY2.7 million per month, as shown in yellow at the bottom of the graph. Therefore, we believe this strategy—of providing professional services while simultaneously raising the product unit price—is clearly yielding results.

Additionally, while the product revenue per customer of JPY5.1 million for those currently receiving these professional services may appear to be holding steady at present, if you look at the graph on the right, you'll see that the proportion of customers receiving professional services is gradually increasing. Our analysis shows that the primary reason for this plateau is the increase in both the number of client companies and the number of companies to which we provide these services.

To promote the use of our products, we first increase the number of clients we provide hands-on support to. Following this hands-on engagement period, once they have come to appreciate the value, we move on to up-selling and cross-selling. Therefore, as the number of clients increases, there is a slight time lag before we see growth in the average revenue per client.

To put it another way, looking at the graph on the left, the range for this fiscal year is around JPY5 million, while last fiscal year it was around JPY4 million. I believe this indicates that while we are raising the average revenue per customer, we are also expanding the base of customers who can be connected to future up-sells and cross-sells, so I believe our professional services delivery strategy itself is functioning very well.

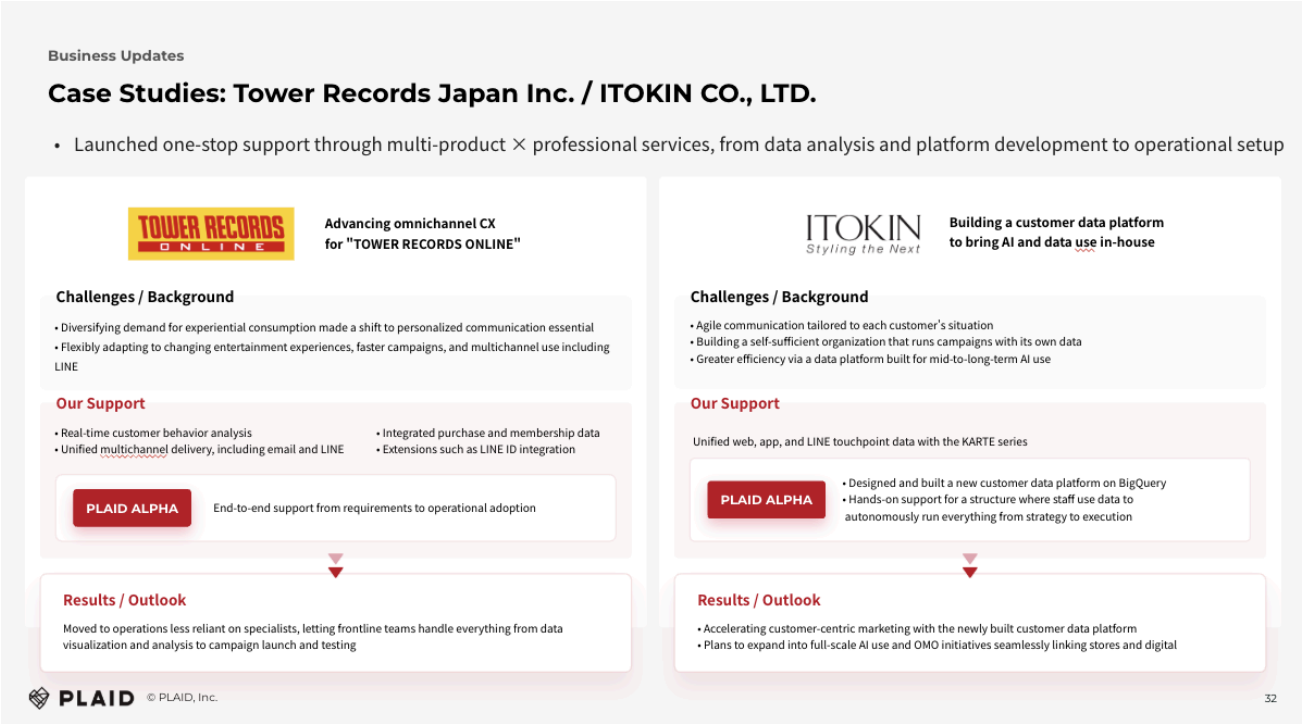
Here are the number of key customers and revenue per customer.



The number of customers with Q4 ARR of JPY10 million or more continued to increase, rising by 7 companies from the previous quarter to 261. Annual revenue per customer has also been growing steadily every fiscal year.

We view this as a result of our value-delivery cycle—which involves generating our highly unique customer data and using that data foundation as the cornerstone to expand transaction volume—functioning effectively, so we will continue to promote and refine our current strategy.

Here are business updates.



As I briefly mentioned in the revenue slide, we will further strengthen personalized communication by leveraging customer data. As we are seeing an increasing number of cases where our group provides end-to-end support for these projects—from start to finish—I would like to introduce two such examples today.

The first is Tower Records. Tower Records operates 71 physical stores nationwide and places great importance on enhancing the customer experience through the integration of its physical stores and Tower Records Online, such as through coordination with in-store events.

The background to this is that in recent years, CDs and video works have gone beyond their traditional role as audio media, and their value as “fan items”—where ownership itself holds value—has been growing. In addition, experiential consumption—exemplified by fan-driven activities—is on the rise, leading to increasingly diversified and granular customer needs.

Due to these changes in consumer behavior, one-to-one communication tailored to individual purchasing motivations, interests, and timing has become increasingly important, replacing the traditional, one-size-fits-all approach to information distribution.

Of course, Tower Records has already been focusing on disseminating information and implementing initiatives to address these changes, but they adopted our various solutions with the goal of achieving a more flexible and rapid response.

To be more specific, KARTE analyzes customer behavior on the website in real time, and through marketing automation, our product—KARTE Message—enables multi-channel delivery via LINE, email, and other channels, allowing for centralized management.

Furthermore, KARTE Datahub—a data integration platform—consolidates purchase data, membership data, and other information, while another product, KARTE Craft, enables seamless integration between the KARTE series and external systems. KARTE Craft also handles functional extensions, such as integration with LINE IDs.

This is a case where PLAID ALPHA has been providing hands-on support throughout the entire process—from requirements definition to operation—for all the components I just mentioned. This is a case where four or five products are being implemented simultaneously, with PLAID ALPHA providing support throughout the process.

We provide comprehensive support for the entire process—from generating and analyzing customer data to executing strategies and integrating that data with other internal data based on customer feedback to drive continuous improvement.

The second case study features ITOKIN Co., Ltd., a comprehensive apparel manufacturer that operates approximately 20 brands. ITOKIN has long been strengthening its digital communication efforts through the rollout and major overhaul of its group apps; however, similar to Tower Records, the company places a high priority on swift and flexible communication in response to changing customer needs.

In addition to promoting the establishment of a system that allows them to utilize their own data to implement initiatives, they have also identified the construction of a data platform with an eye toward medium- to long-term AI utilization—taking into account the current environment—and the improvement of operational efficiency as key priorities.

Against this backdrop, ITOKIN has adopted various KARTE products and the support provided by PLAID ALPHA.

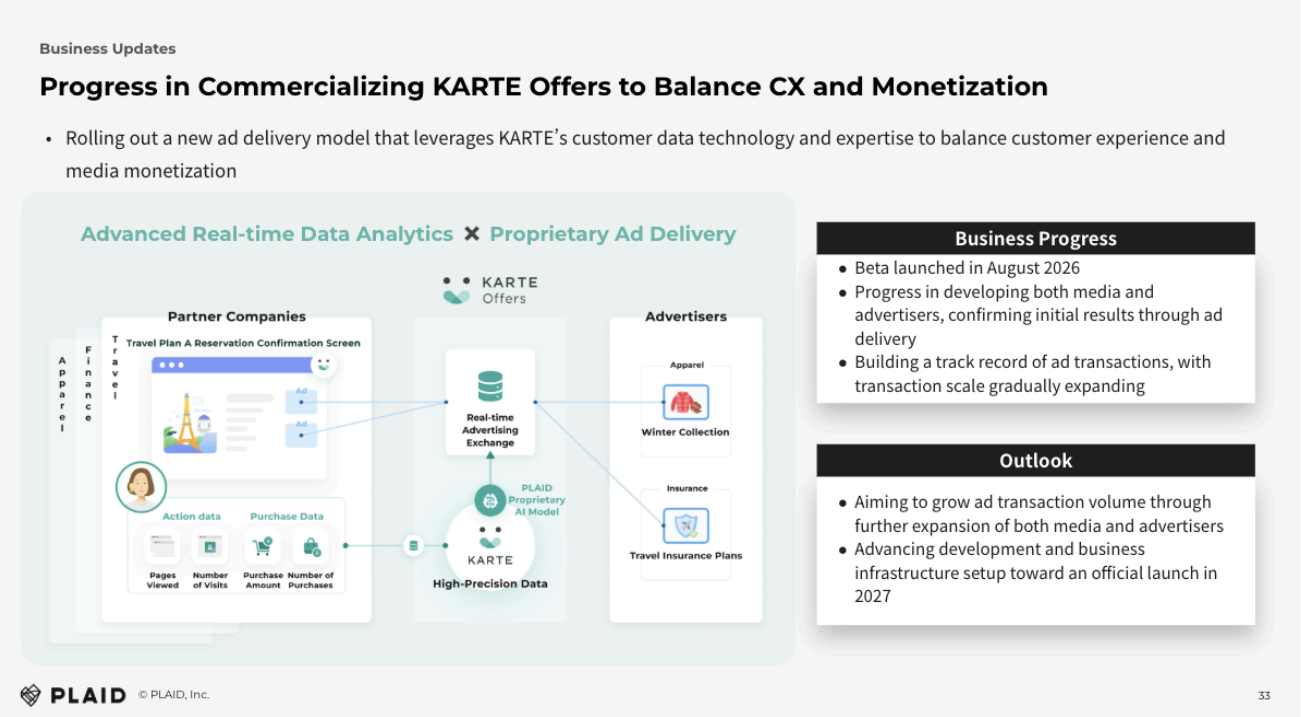
One of the key features of this project is the role played by PLAID ALPHA. As shown on this slide, PLAID ALPHA is not only providing hands-onsupport for KARTE but is also responsible for the design and construction of a new customer data platform using Google BigQuery.

Unconstrained by legacy system limitations, PLAID ALPHA is responsible for integrating data from the web, apps, and physical stores to establish a stable data environment.

This case study demonstrates how the scope of our solutions has expanded dramatically; in other words, PLAID is now positioned to provide support not only for KARTE's hands-on support but also in the areas of system integration and cloud integration.

As shown by the two examples I just shared, as AI continues to evolve, companies are increasingly seeking to leverage customer data and various other types of data. In response, our extensive product lineup enables us to generate high-resolution customer data in real time. Furthermore, we can provide end-to-end support—from strategic planning and execution of initiatives, operations, and even system integration—all in a seamless, end-to-end manner. We believe these external and internal factors are now aligning effectively, and we intend to continue achieving sustainable growth by building on case studies like these.

The second business update is KARTE Offers.



KARTE Offers is a service that leverages our customer data platform to enable AI to analyze customer context in real time and display ads with high matching accuracy—meaning a high return on investment.

We announced the launch of this business in November 2025, and following pilot tests with early-adopter companies, we have now reached the stage of offering this beta version.

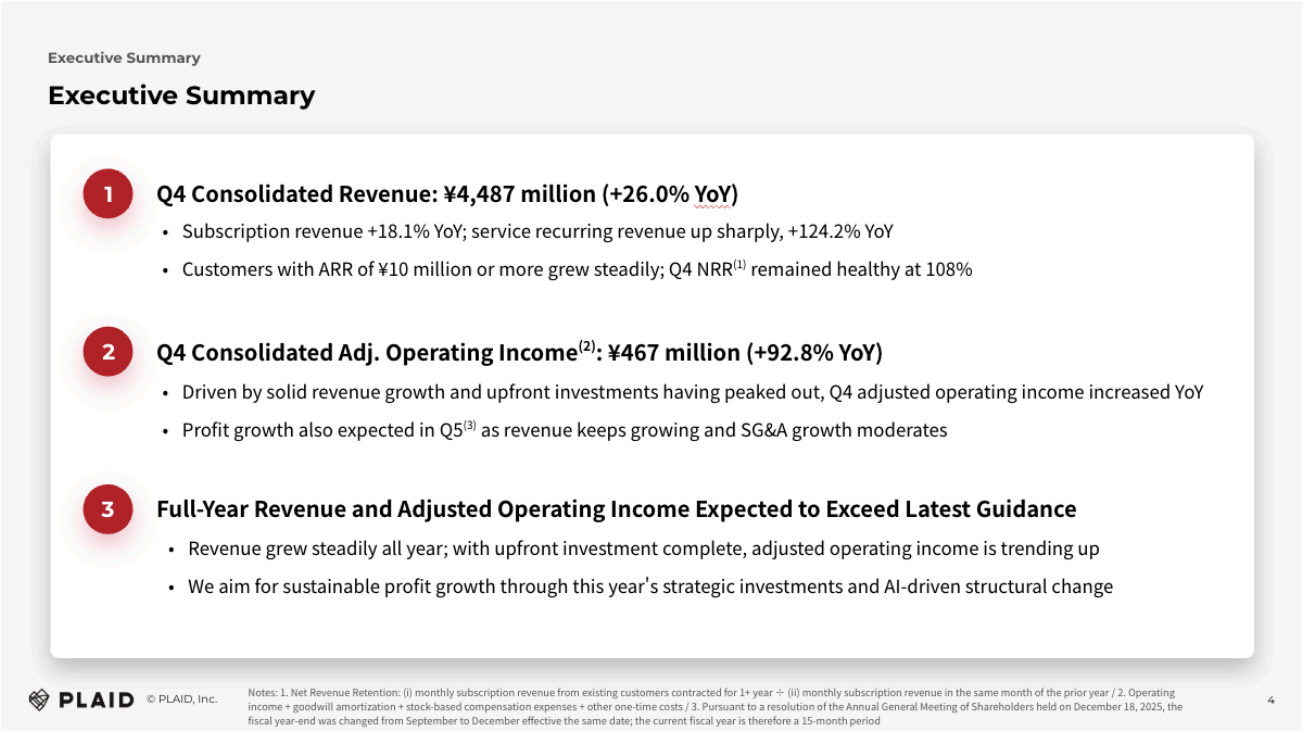
The target market is generally referred to as "retail media," which encompasses initiatives by companies to transform their own websites or apps into media platforms to secure new revenue streams through advertising.

Currently, companies across a wide range of industries—not just retail and e-commerce, but also finance, travel, and entertainment—are transforming their websites and apps into media platforms. This market is projected to grow significantly, reaching a domestic market size of approximately JPY600 billion in 2025 and JPY1.3 trillion by 2029.

We believe that our real-time behavioral data—and the fact that it can be analyzed at the level of individual customers—is a very powerful differentiator in digital advertising and content distribution, where matching accuracy is essential; therefore, we ourselves have very high expectations for this business.

While we expect this initiative to begin contributing to revenue and profits—in terms of actual figures—starting next fiscal year, it represents a new business venture that combines our data infrastructure with AI. We intend to steadily expand the scale of this business as one of our key growth drivers going forward.

To summarize.



Returning to the Executive Summary, our business performance is progressing steadily as expected. As I have mentioned so far, in terms of our business status, we are steadily implementing the strategy we wish to promote—combining products and professional services and driving them with AI—and I believe we are in a good position.

As I have mentioned several times today, we have already built a customer data foundation that is of overwhelming scale, highly granular, and highly unique. Furthermore, I am confident that the fact this infrastructure is constantly updated in real time, even at this very moment, will become an even stronger competitive advantage as AI continues to evolve. Therefore, we intend to continue achieving steady and sustainable growth in both revenue and profits.

That concludes my presentation on our fourth-quarter results for today. Thank you very much for your attention.

Question & Answer

Moderator: We will now begin the Q&A session.

Q1: Thank you for your explanation. I have two points I'd like to discuss.

First, regarding the upfront investment. You mentioned that the initial phase of upfront spending has concluded, but could you tell me what progress has been made on initiatives aimed at realizing the benefits of these investments? I would like to know when you expect the additional staff and other resources to be fully operational.

Regarding the second point, you mentioned in your explanation that demand for your company's products is increasing due to the widespread adoption of AI and other technologies. Could you elaborate on this a bit? Is this due to improvements in your products, or is it because customers' understanding of AI and data utilization has deepened, making it easier to demonstrate the value of your data?

Those are my two questions. I look forward to your continued support.

Takahashi: Thank you for your questions. First, regarding your first question—I believe you were asking about the timing and status of the effects of our hiring efforts.

To put it simply, I believe we're already seeing some results, and more will emerge in the future; the outlook feels very positive.

Speaking of the effects that are already visible, I believe the most significant ones are on the product side. I spoke about KARTE Offers today, and to advance the provision of these AI-powered solutions, we've been hiring so-called AI engineers. I believe it is very significant that these efforts are paying off and enabling us to drive the AI transformation (AIX). of our products.

Looking ahead, I believe the next wave of developments will be more on the business side. I touched on this briefly today as well—and this relates to your second question—but our projects are becoming significantly larger in scale.

As projects grow larger, the talent needed to originate them naturally increases as well; moreover, because they are larger, negotiations tend to be more complex and protracted. In this context, it's necessary to effectively manage both these large-scale projects and the deals with shorter sales cycles. So, from the perspective of when we'll see the full impact, we need two types of talent: those who can expand the pipeline of these high-level, large-scale projects, and those who can efficiently manage and close deals with shorter sales cycles. Considering the time it takes for each to ramp up, I believe we'll start to see the full impact around next fiscal year.

As for your second question—about the improving average product price—I understand you were asking whether this is due to our product improvements or changes in customer behavior. The answer is both.

Of course, leveraging AI has certainly made our products more appealing, but as a major trend, I believe the latter factor is actually more significant.

It reminds me of around 2020, during the COVID-19 pandemic, when there was a push for digital transformation and various SaaS products were introduced. When there's a major advancement in AI like this, corporate executives naturally start thinking more about how to better use existing data, how to turn it into revenue, and how to collect it in the first place. Our solutions are now aligning with these needs, and I believe this reflects how our external and internal environments are converging.

Moderator: As there are no further questions, we will now conclude PLAID's financial results briefing for Q4 of the fiscal year ending December 2026.

Thank you very much for your participation today until the end.

Takahashi: Thank you very much.

[END]

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