PLAID, Inc.

Q3 FY 12/26 Financial Results Briefing

August 13, 2026

Presentation

Moderator: Thank you very much for joining us today despite your busy schedules. We will now begin the Q3 FY 12/26 Financial Results Briefing of PLAID, Inc.

Today's presentation contains 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 set up the Q&A form, so feel free to send us your questions via text at any time.

Today's attendees are Mr. Kurahashi, CEO; Mr. Tsuji, Executive Officer and CFO; and Mr. Takahashi, Executive Officer and VP of Finance.

With that, we will now begin the presentation. Mr. Kurahashi, you may have the floor.

Kurahashi: This is Kurahashi, CEO of PLAID. Thank you very much for joining PLAID's financial results briefing for Q3.

Let me get straight to the presentation. First up is the executive summary.

One of our attendees today, Mr. Takahiro Tsuji, joined PLAID this July as Executive Officer and CFO.

He has worked at The Long-Term Credit Bank of Japan, Sony, M3, and, most recently, LITALICO. At M3 and LITALICO, he served as director, overseeing a wide range of areas, including corporate management, finance, investor relations, and human resources. He is truly an outstanding executive.

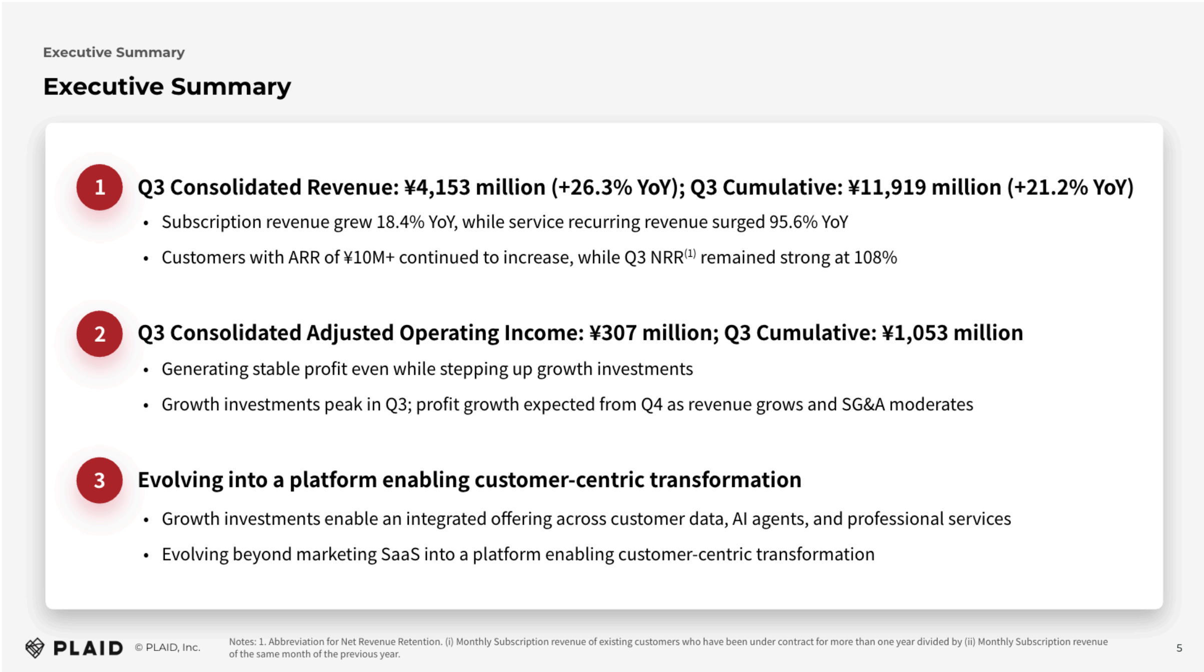
The CFO position at PLAID had been vacant for some time. We are delighted to welcome Mr. Tsuji, a person who possesses both the experience and the character necessary for PLAID's future growth, and we want to introduce him to all of you today.

Mr. Tsuji, I would like to ask you to say a few words to everyone.

Tsuji: My name is Tsuji. I joined the company in July. I came to PLAID because I believe it is a high-growth company with a very promising future that has many talented employees, great products, and a wealth of data. Some of you joining us today may know me already and some may not, but I look forward to working with all of you.

Kurahashi: Together with Mr. Tsuji, we intend to move forward with this and all future IR activities, financial results briefings, and so on.

There are three points listed in this summary.



First, consolidated revenue for Q3 was JPY4,153 million, up 26.3% YoY, while cumulative consolidated revenue for the first three quarters was JPY11,919 million, up 21.2% YoY.

Both subscription revenue from our products and recurring revenue from our professional services continued to show steady growth.

Second, consolidated adjusted operating income for Q3 was JPY307 million, while the cumulative consolidated adjusted operating income for the first three quarters was JPY1,053 million. Profit generation has also stabilized. The wave of increased investment has run its course. We view this as the point at which profitability has bottomed out and we are shifting toward a trend of rising profits.

And third, we are evolving our business position into that of a platform provider that supports corporate transformation toward customer-centric management.

Our original business is marketing SaaS, and that is marketing cloud software. Recently, however, the scope of customer data utilization has been expanding significantly across the entire organization.

As we evolve our positioning to become a data and AI platform provider that supports corporate transformation, we anticipate that we will be releasing case studies and other information, as we are doing today, in the future.

First, I would like to discuss our growth strategy and strategic direction. PLAY&AID, a name derived from our company name, is something we hold very dear.

To put it simply, it embodies our desire to co-create and build together with our client companies and employees toward shaping the ideal state. With that spirit in mind, we have been running our business and managing our operations under the name PLAY&AID, and ultimately under our company name, PLAID.

Our mission is to “maximize the value of people with the power of data.”

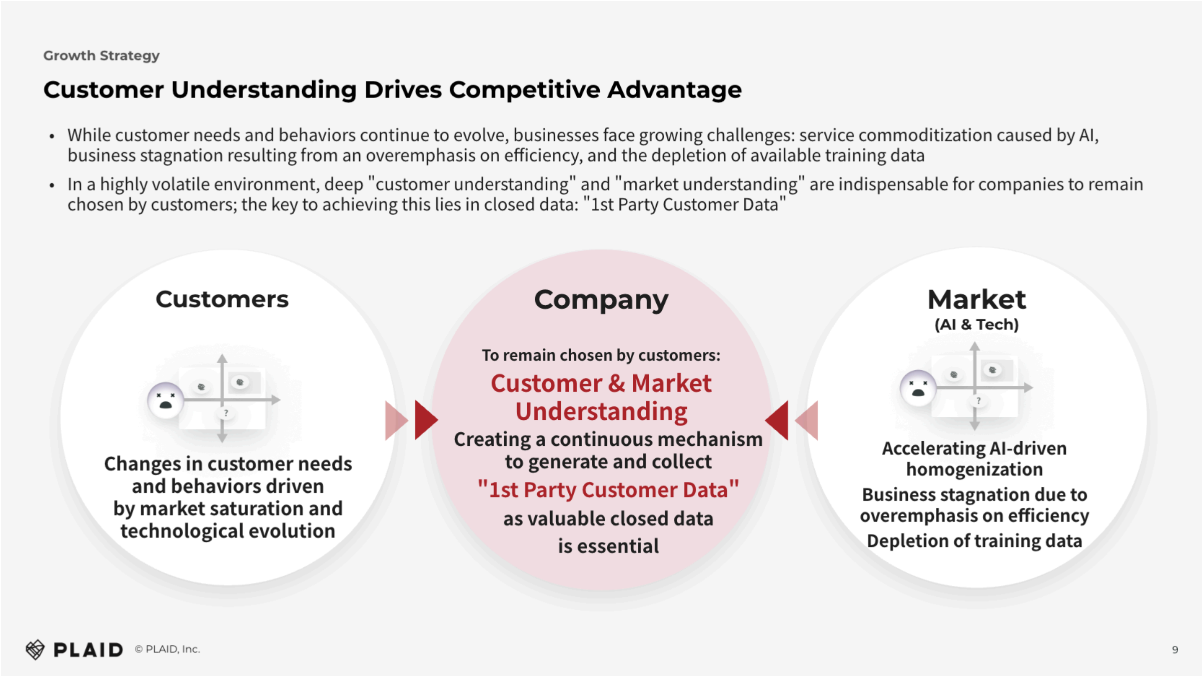
This mission serves as the central theme of our initiatives.

We have consistently focused our efforts on bringing out the value of people and maximizing their value as corporate value.

With the advancement of technology and the advent of AI, there is a tendency to prioritize efficiency above all else, and that could easily lead to activities becoming homogeneous.

As we look into the future, we believe that what will make the difference lies in people and the intentions they hold. We intend to develop and provide products and AI solutions that maximize the leverage on those elements.

Given that theme, the question is what kind of hypothesis do we have? I would like to start by discussing our key hypothesis.



To put it simply, we believe that understanding customers and the market is crucial to maximizing the value of people and AI.

Why is that? We have two hypotheses here. First, let us look at the customer side. By “customers,” we mean customers from the company’s perspective. For example, in a B2B context, they would be client companies, while in a B2C context, they would be consumers.

This is what is happening on the customer side. First of all, the customer market is already saturated. We rarely see situations where people are struggling because a product or service does not exist. Instead, we have entered an era where the challenge lies in how to choose the best products or services, or the ones that suit us best, from this saturated market. In other words, we have entered an era where we can no longer compete by simply offering a good product or service.

Furthermore, Japan’s population will continue to decline. What actions must companies, or value providers, take to ensure they continue to be chosen in such an environment? This will become a key point in the critical shift and our hypothesis.

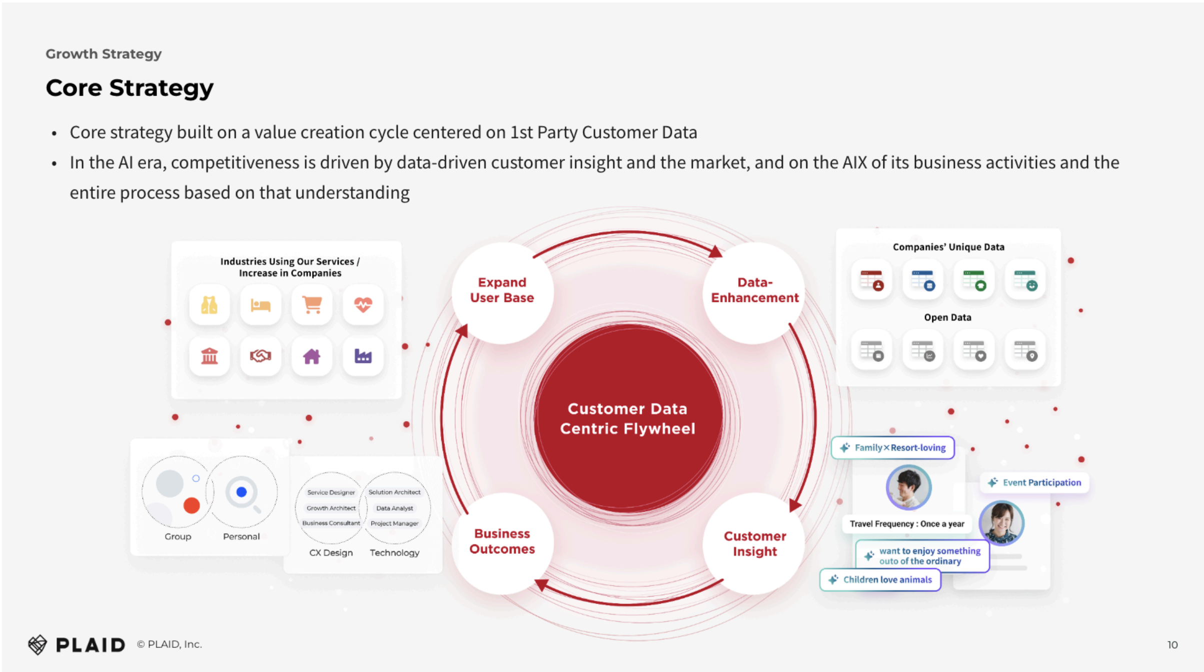
Let us now look at the right side. We have market here. You could say that it is the environment where companies operate. Technological advancements such as AI, to name a recent example, are truly remarkable. However, simply following these trends blindly can lead us to fall into the trap of homogenization in corporate activities and the value we provide, as I mentioned briefly earlier. If we leave everything to AI, the output will likely look alike rather than completely distinct.

So, the focus of discussion is now shifting toward how we can create differentiation by leveraging AI.

At the center is understanding of customers and the market. We view this as a gap in learning for people, organizational activities, and AI alike, and we are generating and extracting the necessary data and insights to address it.

And the key lies in the customer data infrastructure that underpins all of this.

We have illustrated our business cycle in a single diagram.



Our basic strategy is to create this kind of cycle, or what we call "flywheel."

To briefly explain the types of activities involved, there are various roles and activities within a company, such as marketing, customer support, planning, and analysis.

We provide applications and AI agents to support those various business operations and activities. Consequently, data is generated from those operations and activities, which in turn enables us to gain a better understanding of customers.

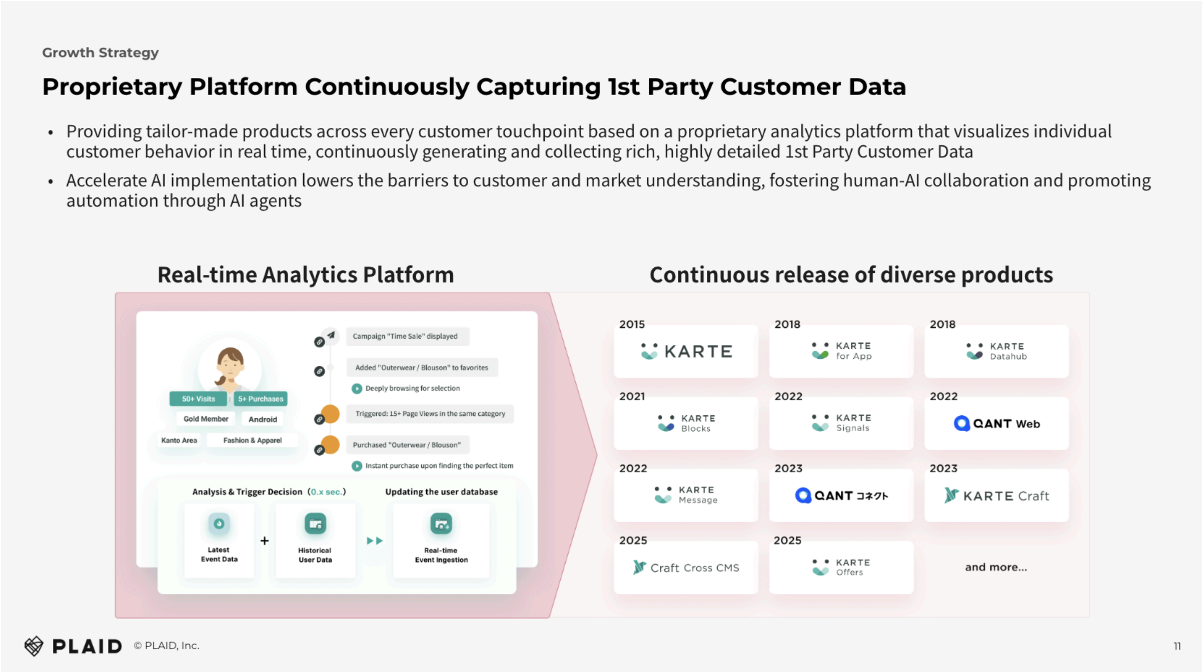
For example, in the marketing arena, customer touchpoints have become increasingly diverse, such as websites, advertisements, apps, physical stores, and even in customer support communications.

By providing the previously mentioned applications and agents to that area, those customer touchpoints will be transformed into data. And by integrating that data, we can gain a better understanding of customers.

When you engage with customers based on a solid understanding of them, your performance will naturally improve compared to before. As performance improves, the scope of data utilization expands and the number of companies using it grows, leading to the generation of an even greater volume of data.

By delivering value in this way, generating data, boosting performance, and expanding the scope of such data generation, and by keeping this cycle going, we have been able to grow to where we are today.

At the center of this cycle is a real-time analytics platform of customer data.



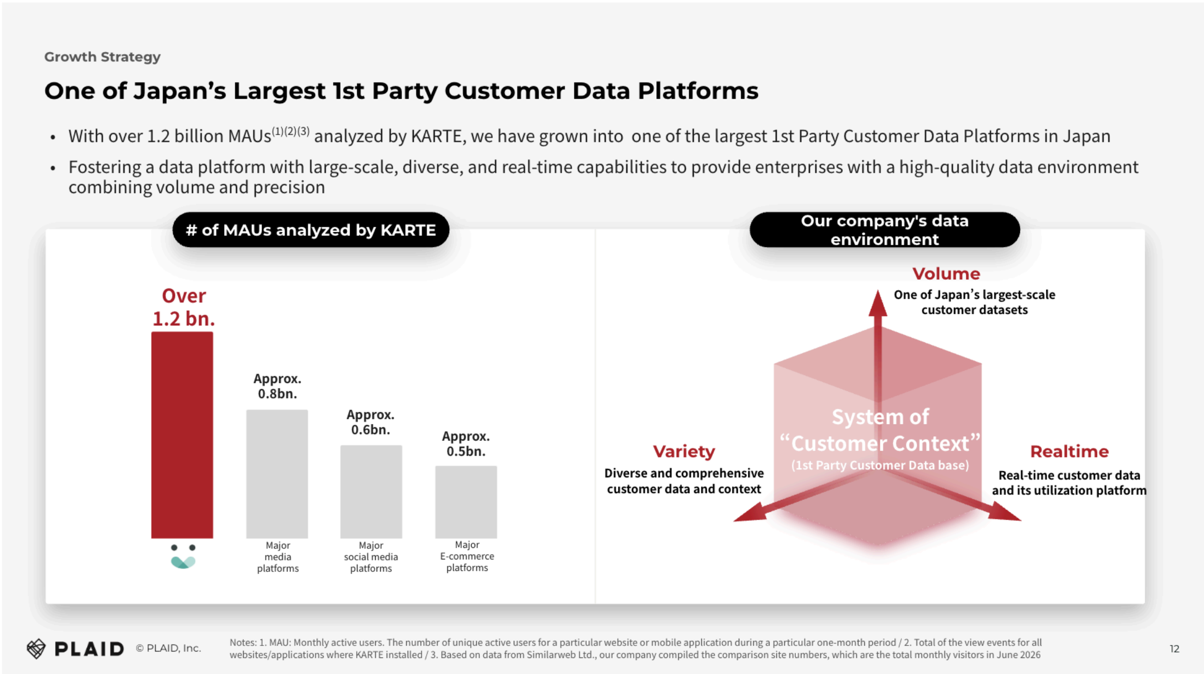
As I mentioned earlier, customer data is the data that arises and is generated at the points of contact between a company and its customers.

In other words, it is data that does not exist unless it is generated. Even if you search for it, this data will not come up. It is something that can only be turned into data through the process of digitizing the interactions between a company and its customers.

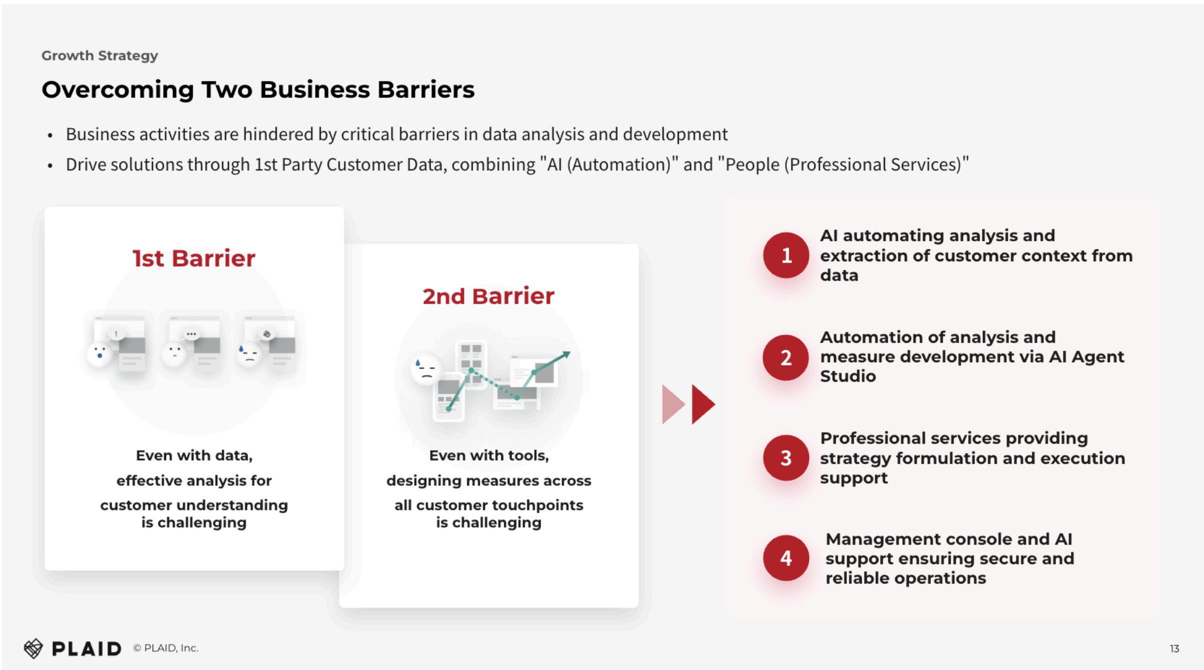
The platform that analyzes this data in real time is at the heart of what we do. Building on that analytics platform, we have rolled out a variety of products and solutions to date.

In other words, through these various products, we have come to generate and integrate data on a broader and deeper scale.

As a result, we have achieved comprehensiveness of customer data, comprehensiveness of corporate data, and real-time currency. Right at this moment, what are customers doing and what are they seeking? We have grown into one of Japan's largest customer data platforms that ensure the real-time currency of data.



However, when it comes to this data infrastructure, there have always been two barriers to achieving solid performance.



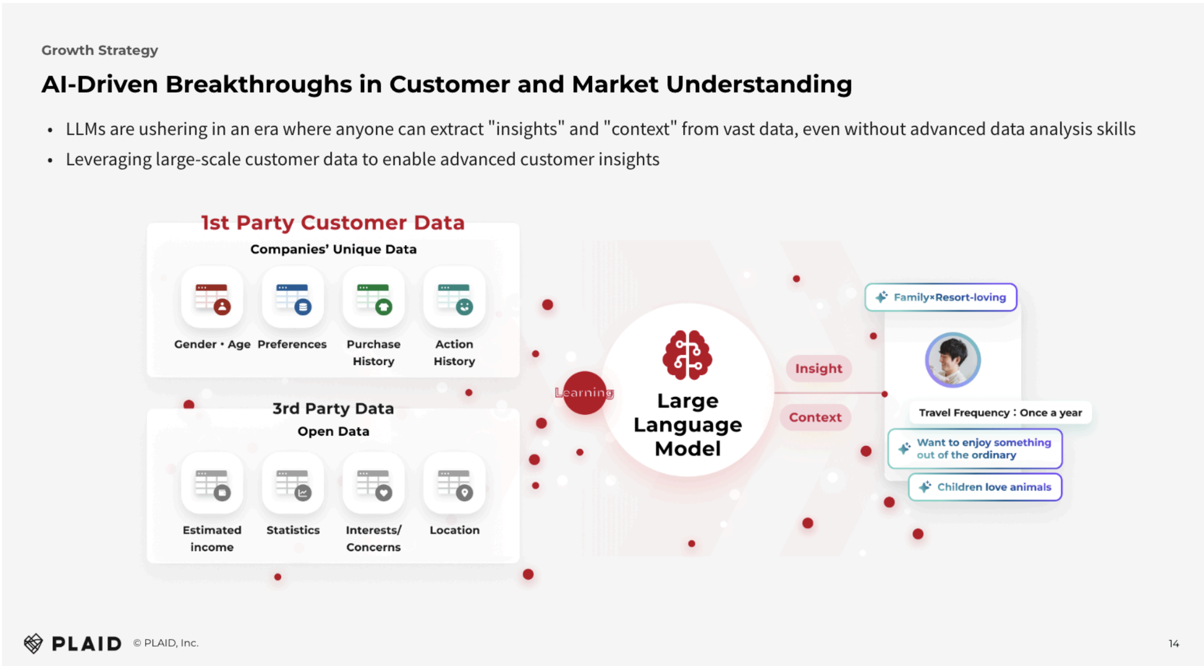
These are the two barriers. Simply put, the first is that analyzing data is difficult. It was not something anyone could do easily without any training. A certain level of literacy was required.

The second barrier is that even if one is able to conduct an analysis, it is still extremely difficult to design measures or develop something based on that analysis. In part, it is because of issues pertaining to literacy and resources.

Design and development can be quite challenging, so there have actually been many cases where companies have been unable to roll out measures beyond specific customer groups. Carrying out activities that covered the entire customer base presented significant challenges in terms of both literacy and resources.

However, going forward, we believe that these barriers can be overcome through a combination of AI and people.

First, regarding the point I mentioned earlier, that analyzing data is difficult, we are on the verge of a major breakthrough.



So, what are we working on? We are developing AI that extracts customer intent and insights from vast amounts of data.

For example, it has been easy to identify people who had viewed Product A with the help of conventional data analysis. But how about identifying people who viewed Product A for Purpose B? That would be quite hard to analyze. AI will now make it possible to easily and automatically extract this information.

Once you understand customers' intentions and goals, you can naturally make better proposals. You can also identify customer needs that had been unmet. In other words, it will show the shortcomings in your own business operations.

It will also reveal the differences in importance of each customer segment for your business. You will be able to extract which customers you should invest in and which ones are unlikely to yield significant returns even if you invest in them.

We will carry out activities based on a solid understanding of our customers.

This is an area that had been quite challenging due to issues with literacy and resources. However, by leveraging both traditional products and AI-native products or agents, and professional services that will emerge in the AI era, we will be able to make a solid contribution to creating outcomes for our customers.

In the area of professional services, we believe we are also on the verge of a new era of evolution driven by AI.

Going forward, the use of AI will continue to become increasingly widespread in the processes involved in delivering professional services.

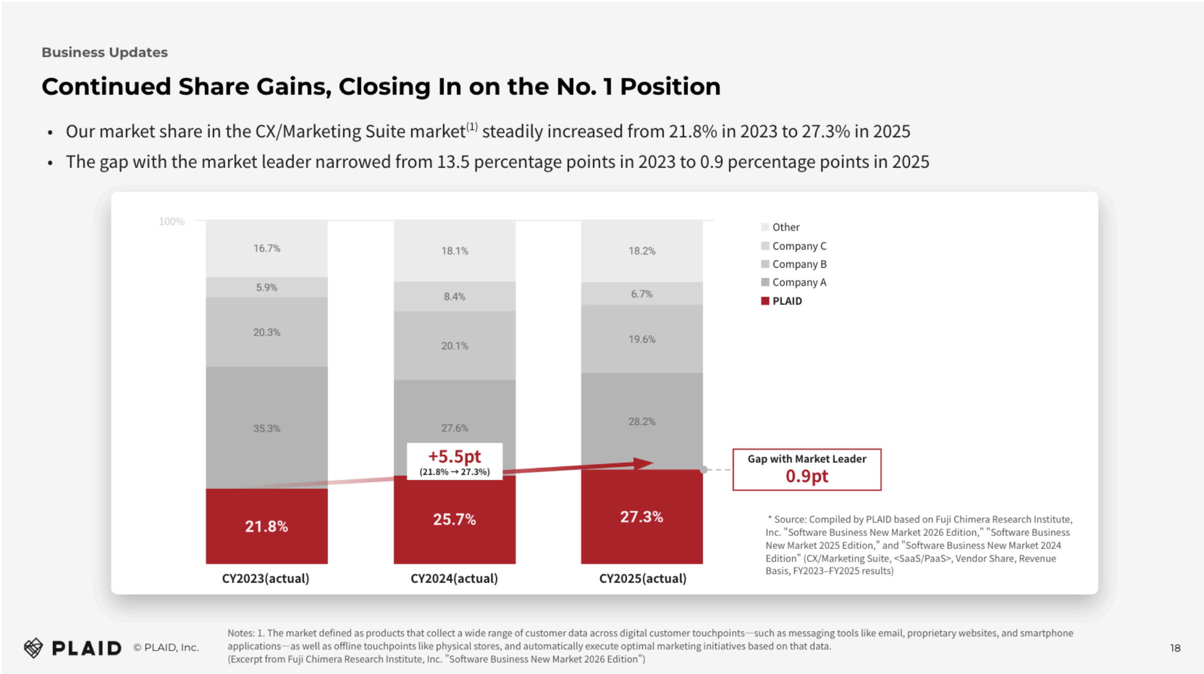
In addition, AI agents equipped with professional knowledge can now be developed within professional services teams.

Professional services, which have traditionally relied on human labor, will now be able to offer broader, more reliable, and more real-time support and assistance through the combination of people and AI.

And as operations become more efficient, we will allocate professional services personnel to tackle more complex or advanced issues. In other words, this means we can also expect the scope of value delivered through professional services to expand as well.

In the AI era, professional services will be able to achieve both an expansion in revenue opportunities and improved profitability.

Now, let us move on to our business updates.



This is the first update. First, we have the business domain called CX/Marketing Suite market. Broadly speaking, this refers to the market for products, such as marketing solutions centered on customer data.

Our company, PLAID, has seen its market share increase every year in 2023, 2024, and 2025. According to research by the Fuji Chimera Research Institute, based on actual figures for 2025, we ranked a close second in the industry with a 27.3% market share.

This market is still in a phase of rapid growth. Therefore, we have managed to secure a market share of just over one-quarter of the market in this growing market.

From here on, I will be sharing some of my personal views. This is just from my perspective, and this is something you can easily find out if you look it up, but the key players in this market are our company, PLAID, as well as Salesforce, Adobe, and Braze. Although we are currently in second place by a narrow margin, based on our growth rate over the past few years, customer satisfaction levels, and other factors, we are confident that we will secure the number one position in this category by FY2026. We intend to work hard toward that goal.

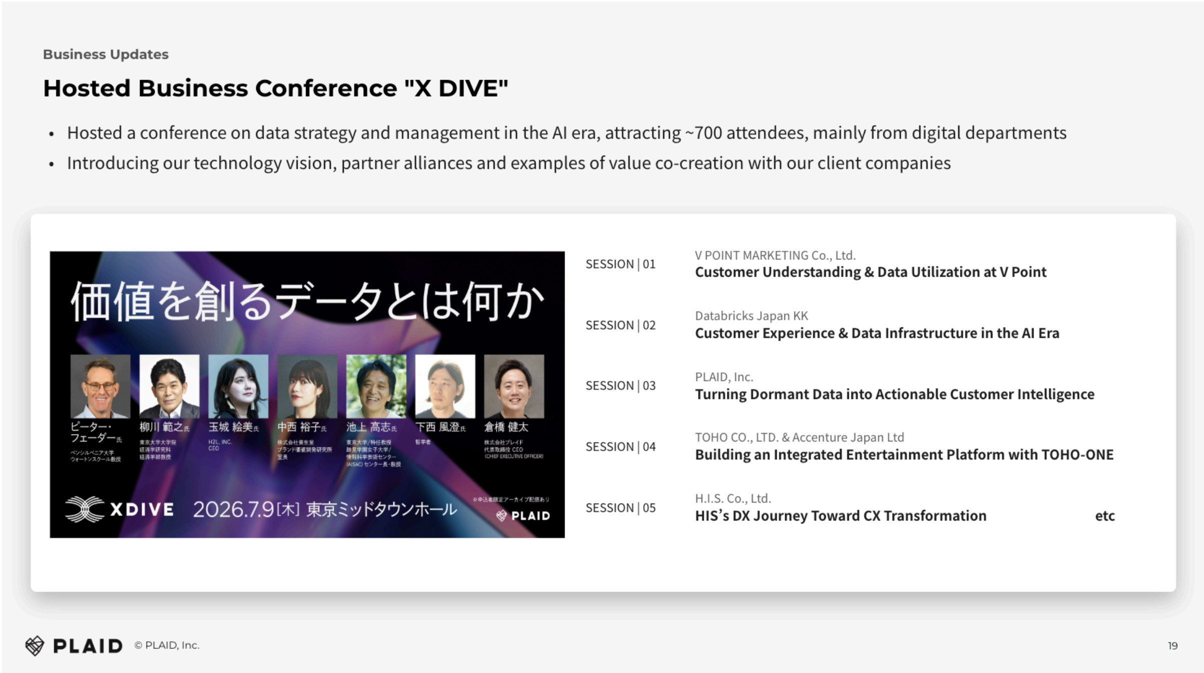
As I mentioned earlier, we believe that the broad customer data marketing market, including digital marketing, is an extremely important domain for ensuring the comprehensiveness and real-time currency of data.

We expect that as data in this domain accumulates steadily, it will create a flow in which data of external domains will be effectively drawn into it.

And that data will become one of the most important types of data for both companies and AI. Our hope is that we will be able to firmly establish ourselves as the number one player in this market and dominate it completely, so we plan to continue pushing this initiative forward with great determination.

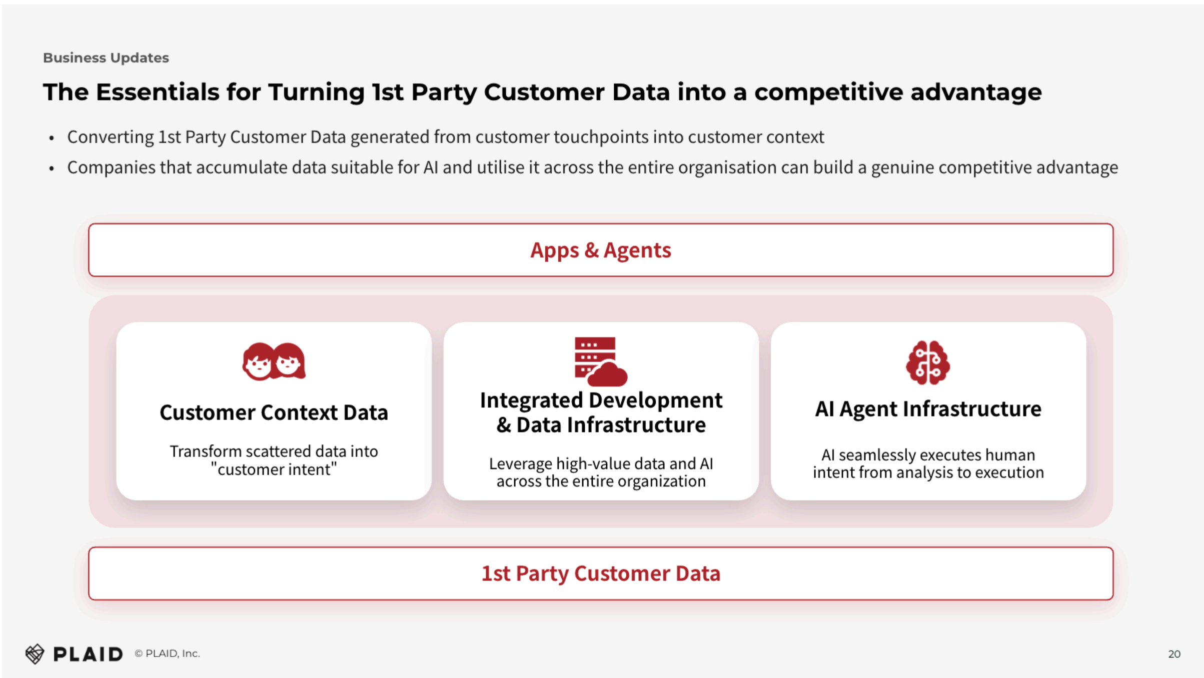
Given these trends, the use and role of customer data have expanded significantly and are becoming increasingly widespread.

As part of this trend, we hosted a large-scale conference called "X DIVE."



Held in July, it was attended by more than 1,000 participants in total, including 700 participants who attended in person and those who joined online. We held numerous sessions led by top players from across Japan.

At the event, we presented our initiative that will be crucial in transforming customer data into value in the future. Such a presentation is shown on the next slide.



At the bottom, we have customer data, and at the top, we have apps and agents. These are the layers responsible for generating what we call "outcome."

This diagram briefly illustrates the types of functionality or infrastructure that will be required for this middle layer.

These are customer context data, integrated development and data platform, and AI agent infrastructure. Let us take a quick look at what each one is like.

The next slide contains a video.

Video: There are data on customers and measures tracked through KARTE, as well as product data and store information stored in external core systems, and all of this data is scattered across various systems. Each one exists as an isolated point and is not yet connected to the others. Obel Data Lake integrates data, whether they are structured, unstructured, or external data. This data serves as the foundation for understanding context.

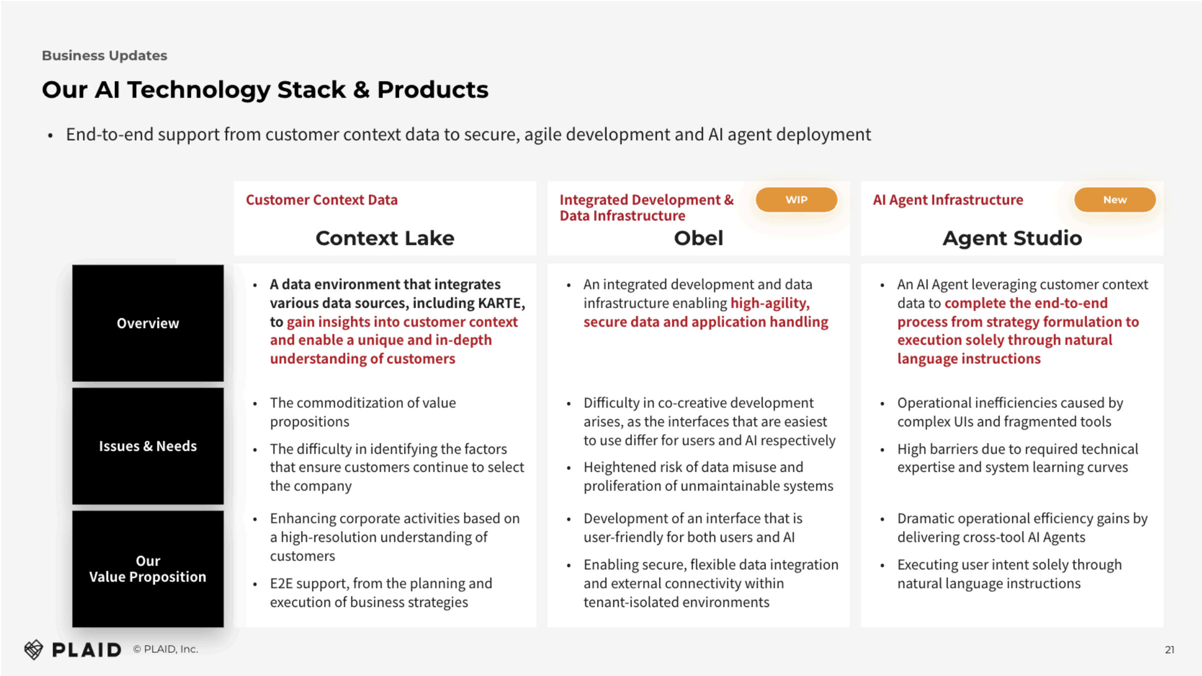
Context Lake analyzes the context of each individual customer from within Obel Data Lake. Simple logs are transformed into context that includes intent, background, and the before and after flow. This becomes the company's unique data.

Next comes the data utilization environment, the foundation that enables execution across the entire organization. Connect the extracted context data with behavioral data from KARTE in Agent Studio. Then, all you have to do is give instructions in natural language. The measures developed by Agent Studio are forwarded to Obel Craft Studio.

AI drafts both the copy and the structure of the campaign landing page based on context data. After some final polishing by a human, it will be ready for release right away. Results are automatically gathered in KARTE in real time. You can query that data directly from Agent Studio. If you ask it in natural language, it will provide meaningful analysis and suggest next steps. Then, this insight is fed back as context, thereby ensuring that data is continuously updated.

Understand the context from data, turn it into action, measure the results, and learn from them. It is precisely this autonomous cycle that creates a unique competitive advantage that other companies cannot replicate. PLAID will partner with you to realize this cycle through valuable data and the environments in which it is utilized.

Kurahashi: Some parts of this might be a bit difficult for people who are not accustomed to this kind of environment, so I will explain it in very simple terms.



In today's digital-driven activities, there is a wide variety of data generated. This diverse data is found in internal systems, such as in departments or divisions and the systems being used, or in external systems. Even when it comes to external systems, whether it belongs to Company A or Company B, the reality is that data is a critical asset of a company, which also makes it a critical asset for customers, and it is fragmented and scattered across many different locations.

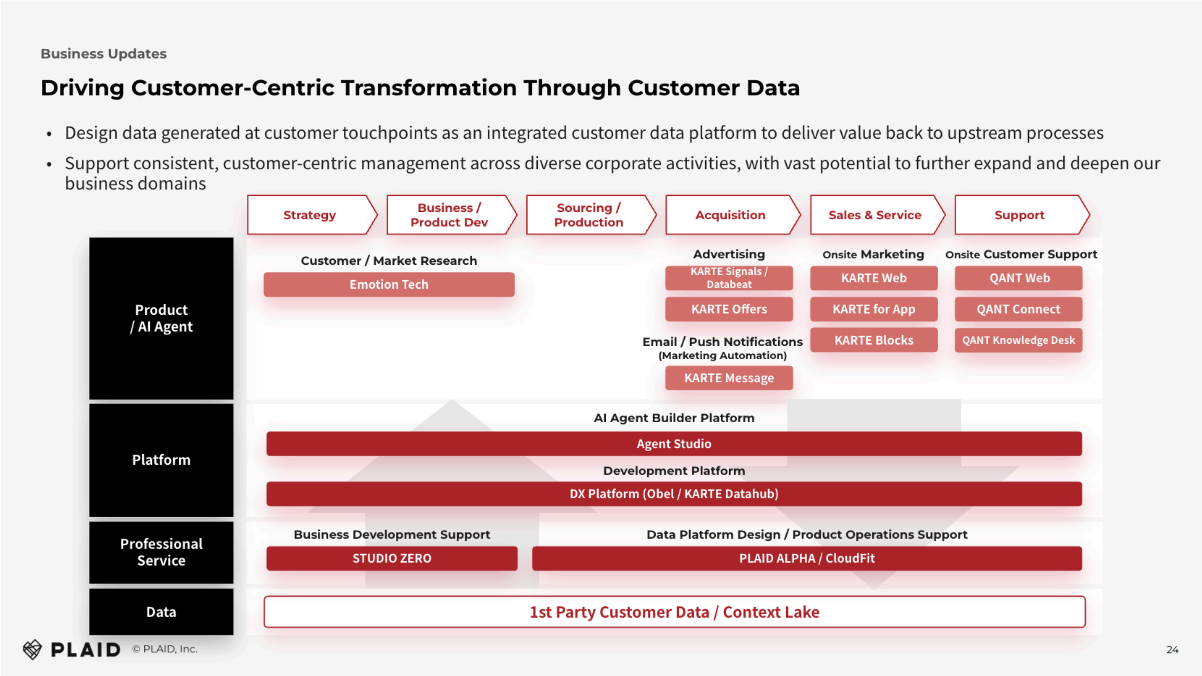
These various types of data are properly integrated through Obel Data Lake, the one in the middle among these three products, serving as the foundation that will make them usable as customer data or equivalent data.

After integrating the data and making it usable, Context Lake, shown on the left, comes into play as the engine that will give it meaning. It is an engine that interprets and extracts customers' intentions and objectives from data. Specifically, it reads the data sets stored on Obel and interprets how many users have specific intentions or objectives and how those users are currently behaving.

Based on this interpretation, Agent Studio, shown on the far right, gets to work. In the past, if you wanted to run an analysis, you had to write SQL. If you wanted to build an initiative, you had to write HTML or JavaScript. In short, some form of action had to be written and development work needed to be done. Now, however, even people without that kind of technical literacy can use natural language to describe what they want to do for a specific user, and the system generates the deliverables or creative content, prepares reports, and deepens analysis. All these can be done by using natural language.

So, to reiterate, we need to integrate and consolidate data that is scattered and fragmented across various systems, both internal and external, then give it meaning, design activities based on that meaning, and implement them using natural language. And we have prepared a platform that enables you to do those things.

In the presentation materials, there are about three slides explaining Agent Studio, including a video, but I would like to skip that section today and move on to the next slide.



Up until now, we have been providing various applications, commonly referred to as SaaS solutions. These are the various products and AI agents located in the topmost layer showing our products and AI agents. On top of that, we envision that the introduction of middleware solutions that accelerate data utilization, such as Agent Studio, Obel, and Context Lake that I just mentioned, will significantly revitalize data utilization across the entire enterprise.

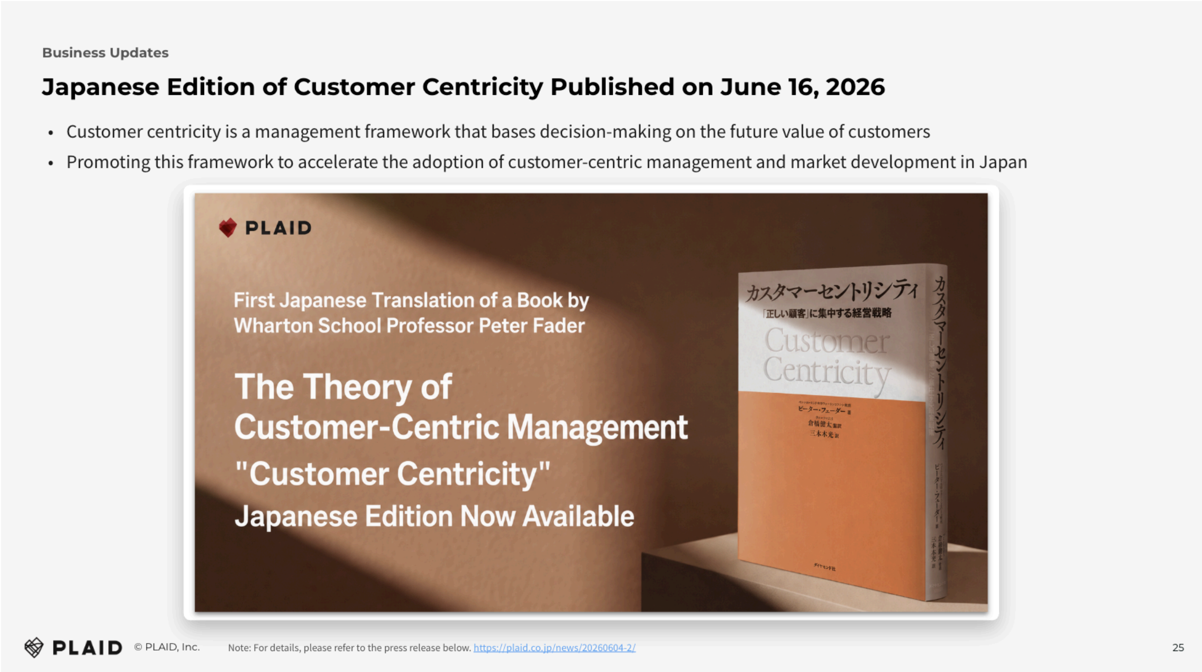
What makes this diagram surprisingly easy to understand is that customer data is, after all, something that arises and is generated at the touchpoints between companies and customers. Therefore, I think it is fair to say that data is generated in frontline business operations.

Of course, that data is used to support frontline business operations or to facilitate collaboration among different departments on-site. It need not be said that we have been supporting this area so far. However, these various types of data can be properly stored at the core of the company and utilized for key business functions, such as management, corporate planning, procurement, and investment decision-making. Accordingly, we continue to develop this infrastructure with the goal of establishing a comprehensive, data-driven PDCA cycle across the entire organization.

As more of our corporate clients adopt and utilize these systems as major foundational platforms, we intend to present concrete examples of those to all of you.

We have moved beyond the traditional framework of "customer data x marketing" to focus on themes at the level of "customer data x management or corporate activities," essentially.

In line with this, we planned, supervised the translation, and published a book titled "Customer Centricity."



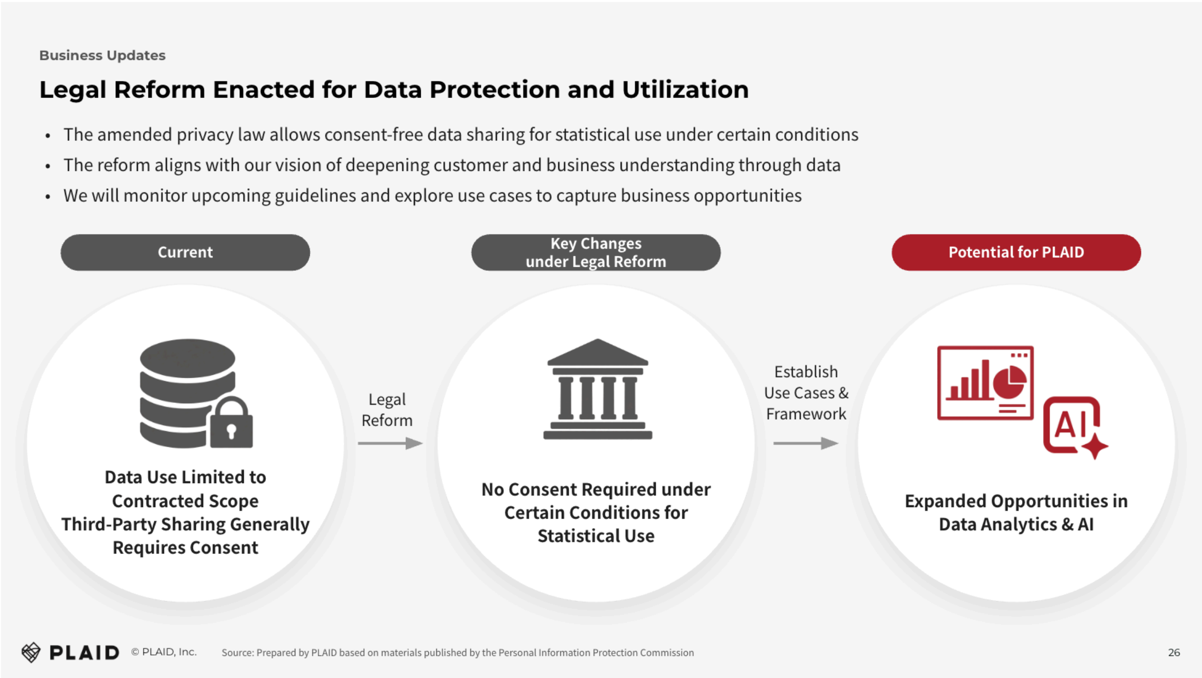
It went on sale on June 16.

As stated here, “Customer Centricity" is a theoretical framework and management theory in which business decisions are made based on the future value of customers.

There are books on this theory of customer centricity written by Professor Peter Fader of the Wharton School at the University of Pennsylvania, one of the world’s top MBA institutions, and we supervised the translation of such books and adapted them for a modern audience, held a series of discussions with the author, and compiled the results into this book.

With this book, we hope to promote a management theory in Japan that builds an understanding of customers based on data and optimizes strategies and investments. And with our products and platforms serving as the foundation for this, we plan to scale up our activities and continue to expand in the future.

This major initiative is also firmly aligned with current trends in the world.

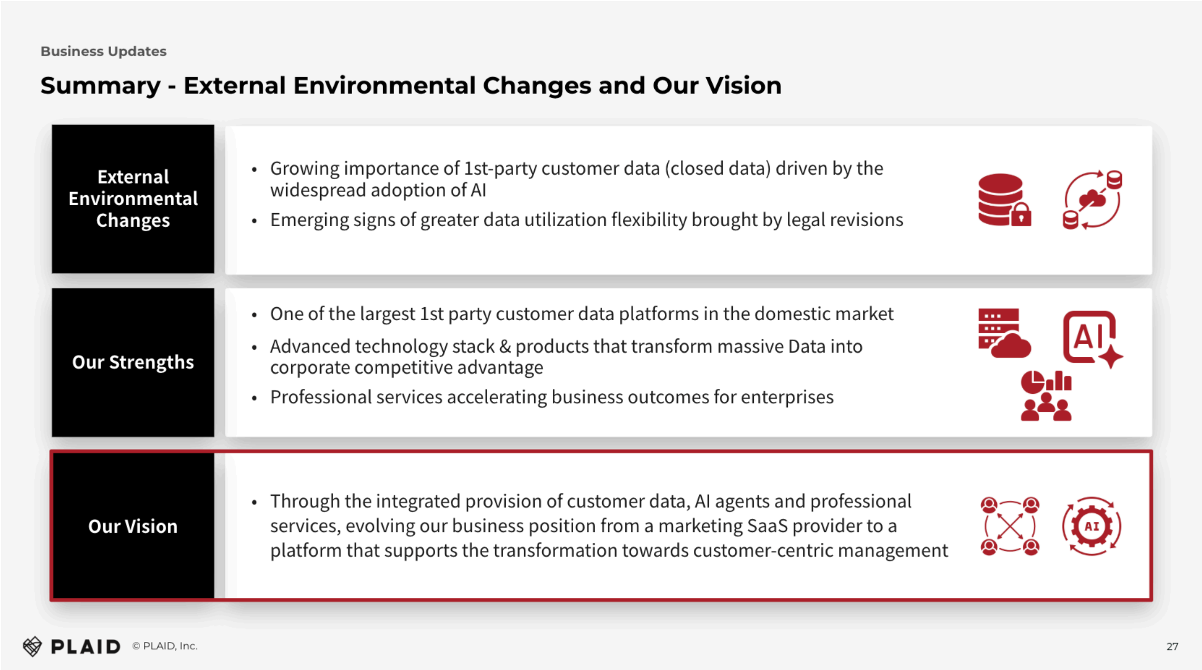


As we approach the coming AI era, laws and regulations related to customer data and personal information will also be updated.

Simply put, as stated in this first line, the revised Act on the Protection of Personal Information introduces a new framework that, under certain conditions, waives the requirement for individual consent when providing personal data to third parties for purposes such as compiling statistics.

Amendments of laws and regulations provide the tailwind for making data utilization extremely flexible, and encourage more responsible data utilization. We intend to capture this broader trend, as we steadily advance the strategic policies I have discussed so far.

This is the summary of the changes in the external environment.



First of all, first-party customer data is becoming increasingly important. Legislative revisions are also making data utilization even more flexible.

As for our strengths, this data platform is both highly attractive and one of the largest of its kind. Next, we have highly skilled technical staff and products that transform this vast amount of data into competitive advantage for companies. Lastly, we have been steadily reinforcing our professional services.

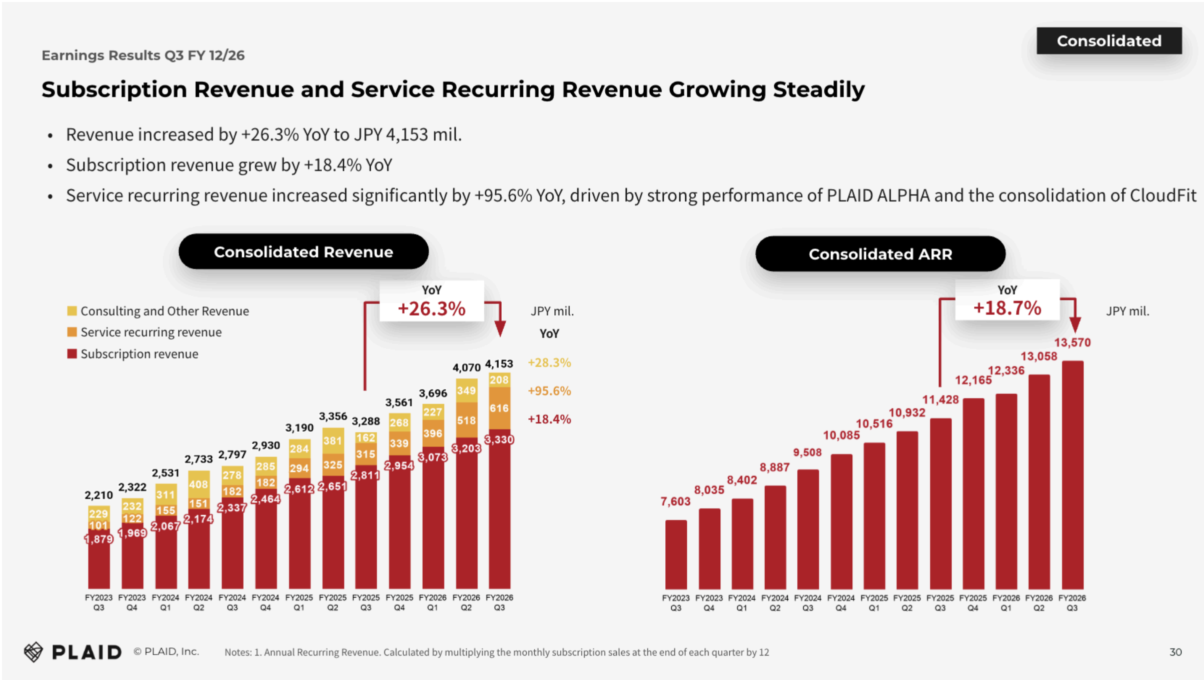
As for our vision, we intend to deploy customer data platform, AI agents, and professional services. By combining these elements, we hope to provide comprehensive value.

We are steadily shifting our business position from the traditional framework of marketing SaaS provider to that of a platform provider that supports corporate transformation toward customer-centric management, so we hope you will keep an eye on these major initiatives going forward.

That concludes my portion of the presentation on our strategic direction and business updates. I will now hand it over to Mr. Takahashi.

Takahashi: All right, now, I would like to present our earnings results for Q3 and our full-year earnings forecast for the fiscal year ending December 2026.

Here are our consolidated financial results.



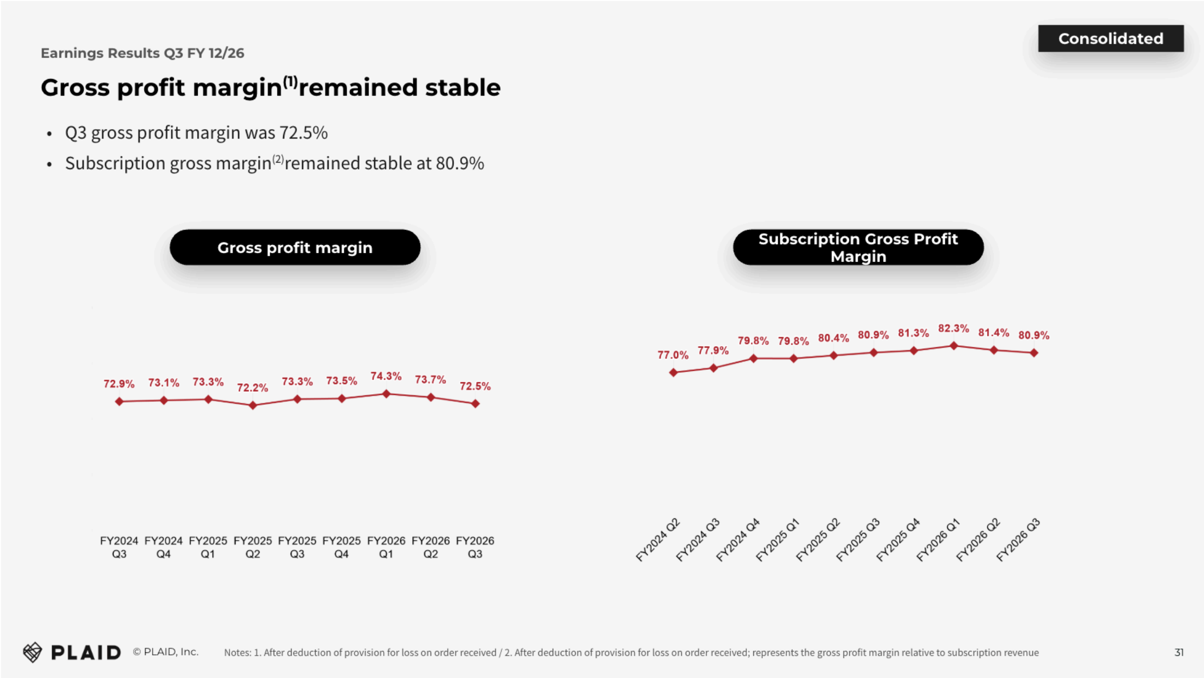
First, I will discuss the top line. Consolidated revenue came in at JPY4,153 million, representing a 26.3% increase YoY.

Subscription revenue grew 18.4% YoY, and ARR increased 18.7% YoY, in line with our expectations.

Service recurring revenue rose significantly, going up 95.6% YoY.

This surge was mainly driven by the strong performance of PLAID ALPHA, which provides product support services, and the impact of CloudFit, which was consolidated in Q2.

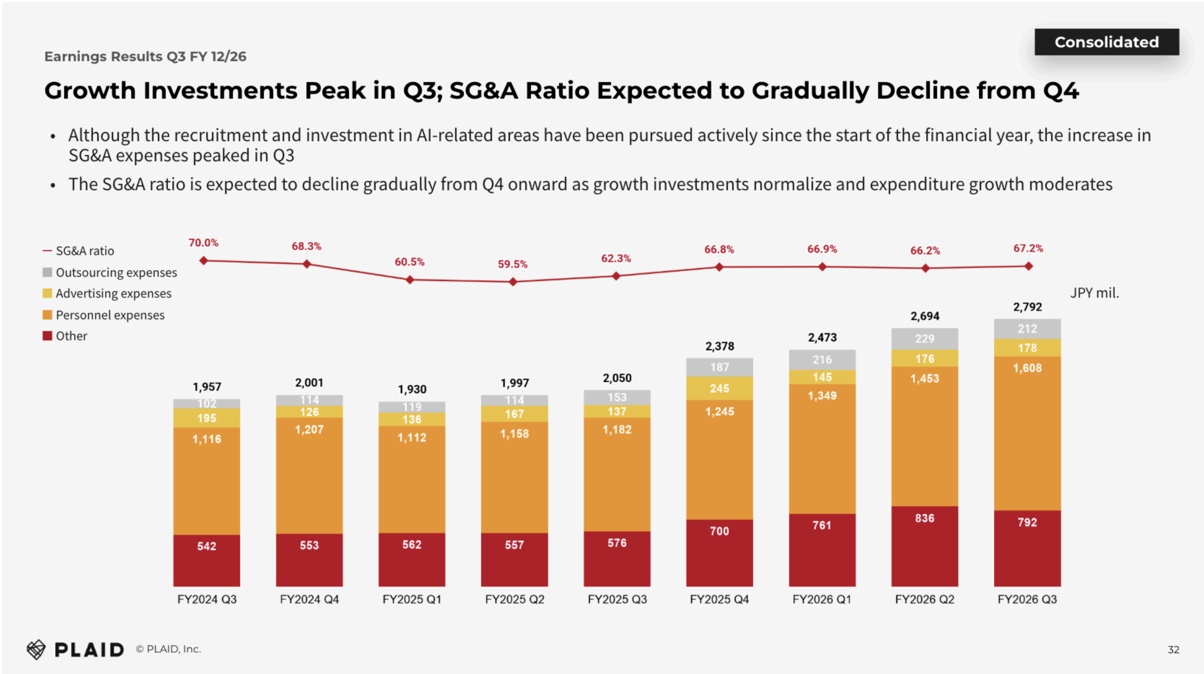
Here, we have our gross profits.



Gross profit margin remained stable in Q3, standing at 72.5%.

Gross profit margin for subscription revenue also remained at a high level at 80.9%.

These are our SG&A expenses.

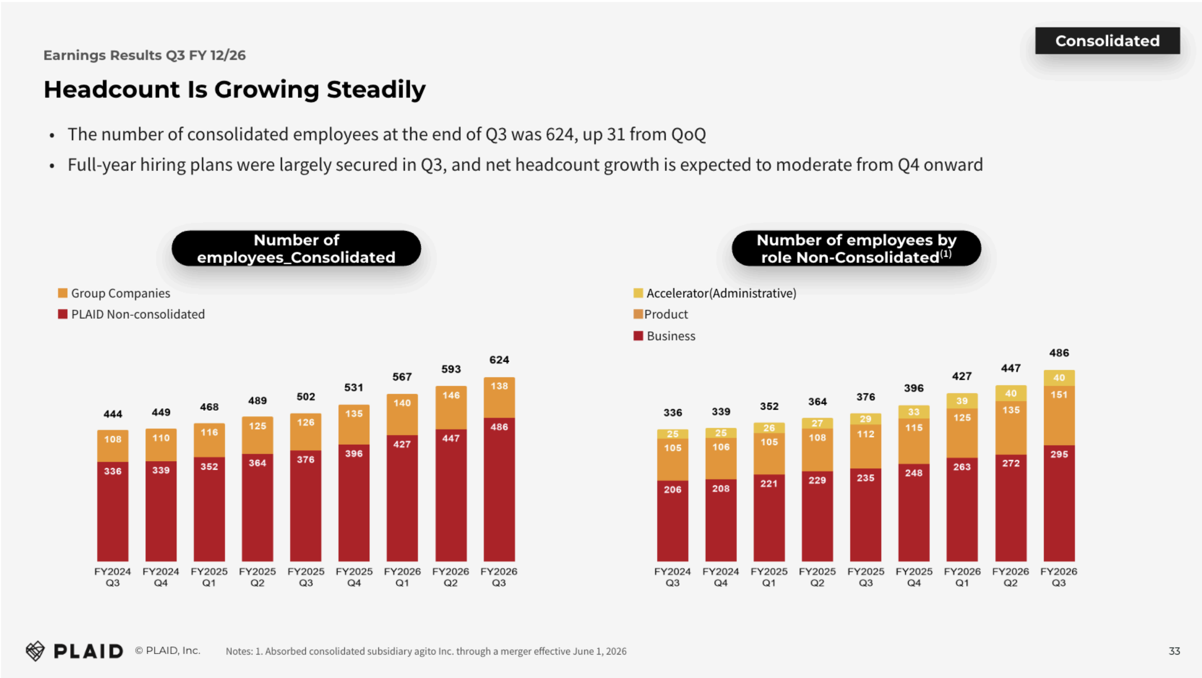


SG&A expenses for Q3 increased by approximately JPY100 million QoQ to JPY2,792 million due to higher personnel costs associated with hiring. SG&A as a percentage of sales came in at 67.2%.

We have positioned this fiscal year as a year for growth investments aimed at the future. As you can see, SG&A expenses have been rising steadily owing to our proactive hiring and investments in AI-related initiatives since the start of the fiscal year. However, since we are on track to meet our annual hiring targets in Q3, we expect the increase in SG&A expenses to peak this Q3.

Consequently, starting Q4, the pace of increase in SG&A expenses will slow down, so we expect the SG&A ratio relative to sales to begin trending downward.

Here is our headcount.

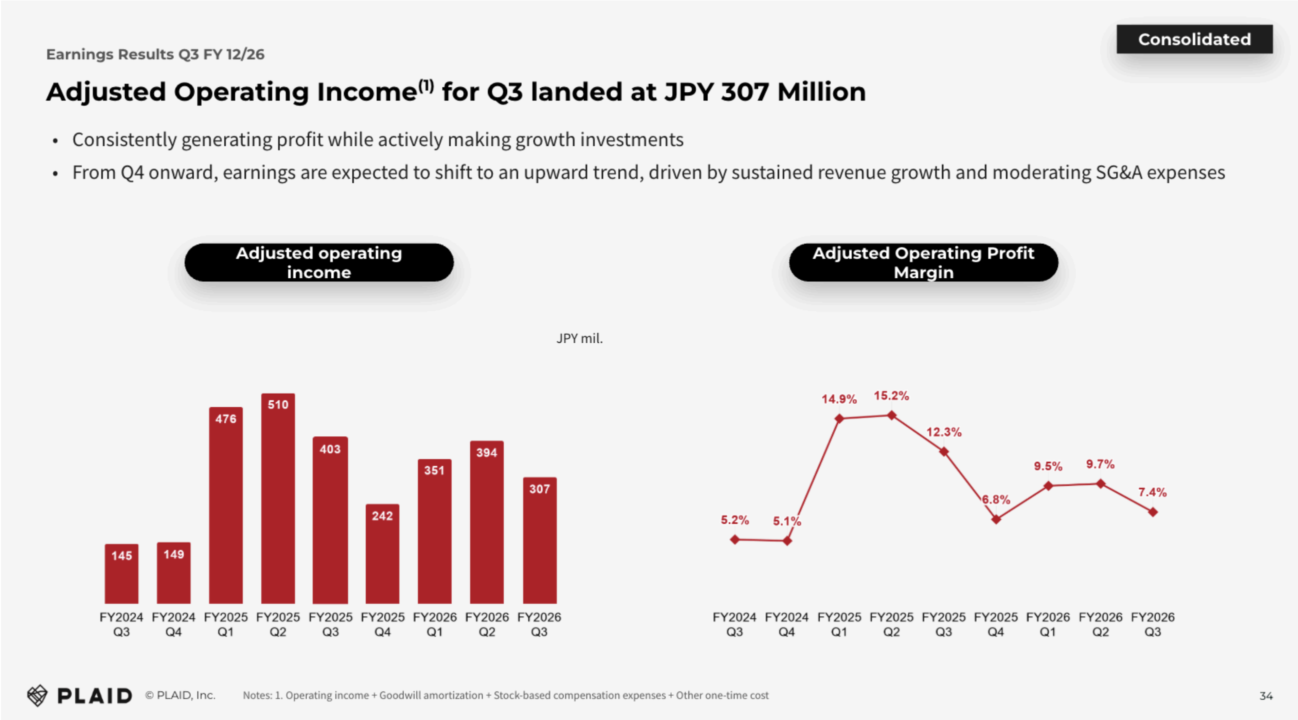


The number of our employees on a consolidated basis increased by 31 QoQ to 624 employees.

With regard to the non-consolidated headcount of PLAID, shown in the graph on the right, while employees were added to our pool because of the merger with agito effective June 1, we also successfully recruited employees, primarily consisting of business professionals and engineers, bringing our total headcount to 486 employees.

As I mentioned on the previous slide, we expect that the increase in the number of employees will peak this Q3, and the growth in our headcount will become more moderate from Q4 onward.

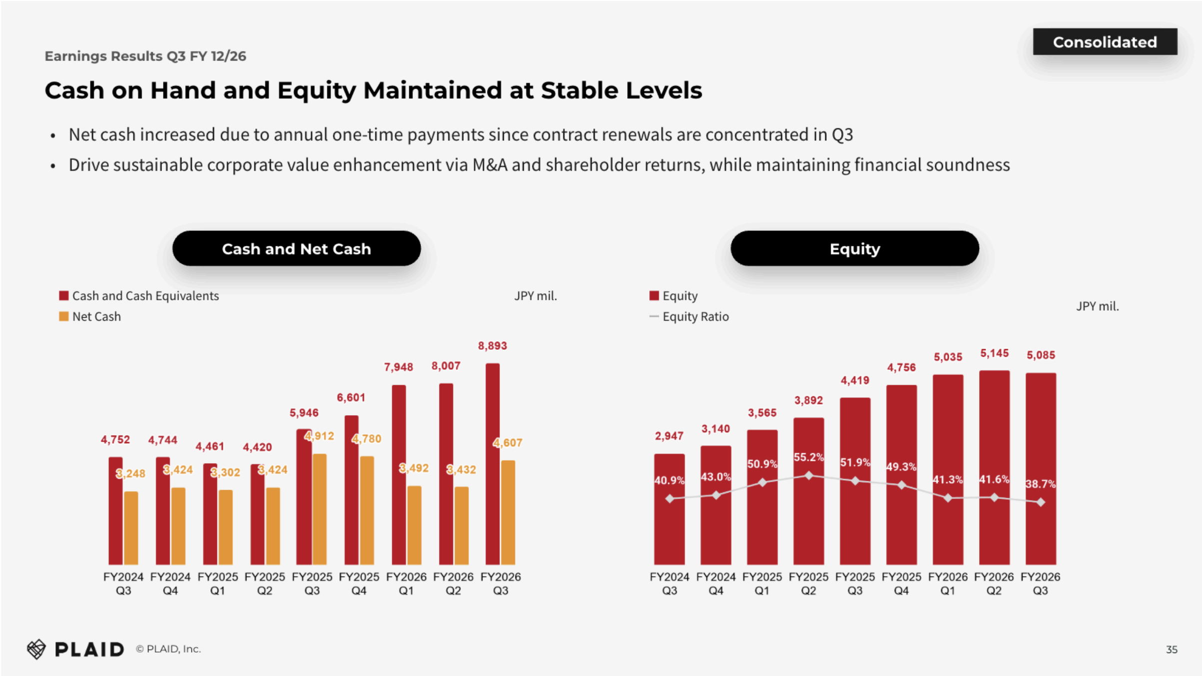
This is our adjusted operating income.



Adjusted operating income in Q3 was JPY307 million. Adjusted operating profit margin stood at 7.4%, indicating that we are steadily generating profits even as we continue to step up our growth investments.

While we expect the sales growth rate to remain above 20% on a YoY basis in Q4 and beyond, we also anticipate that SG&A expenses will stabilize, so we predict that this adjusted operating income will shift to an upward trend going forward.

This is our balance sheet.

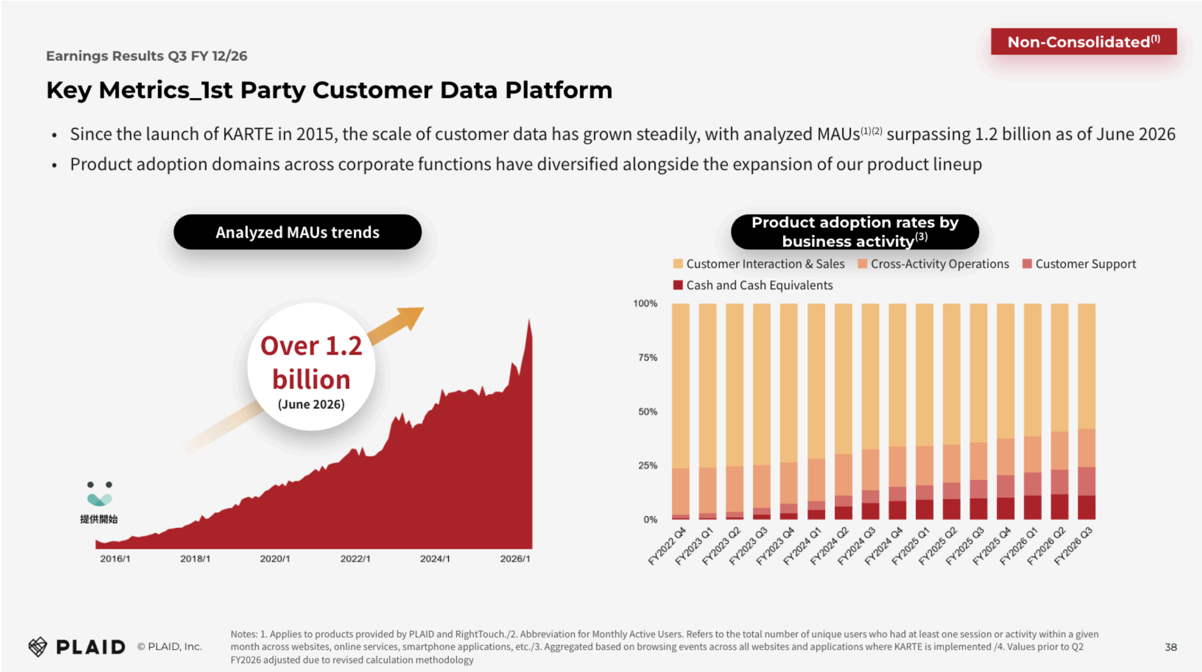


In line with our sustained profit growth, both our cash on hand and equity have remained stable.

As I will mention later, we have passed a resolution today to repurchase our own shares for a total of JPY500 million.

We believe that our financial soundness will basically continue to improve as we accumulate profits, so we will implement shareholder returns, M&As and other investments in business growth in a timely and appropriate manner to enhance our corporate value.

That concludes our report on financial results. Next, we will move on to the KPIs.

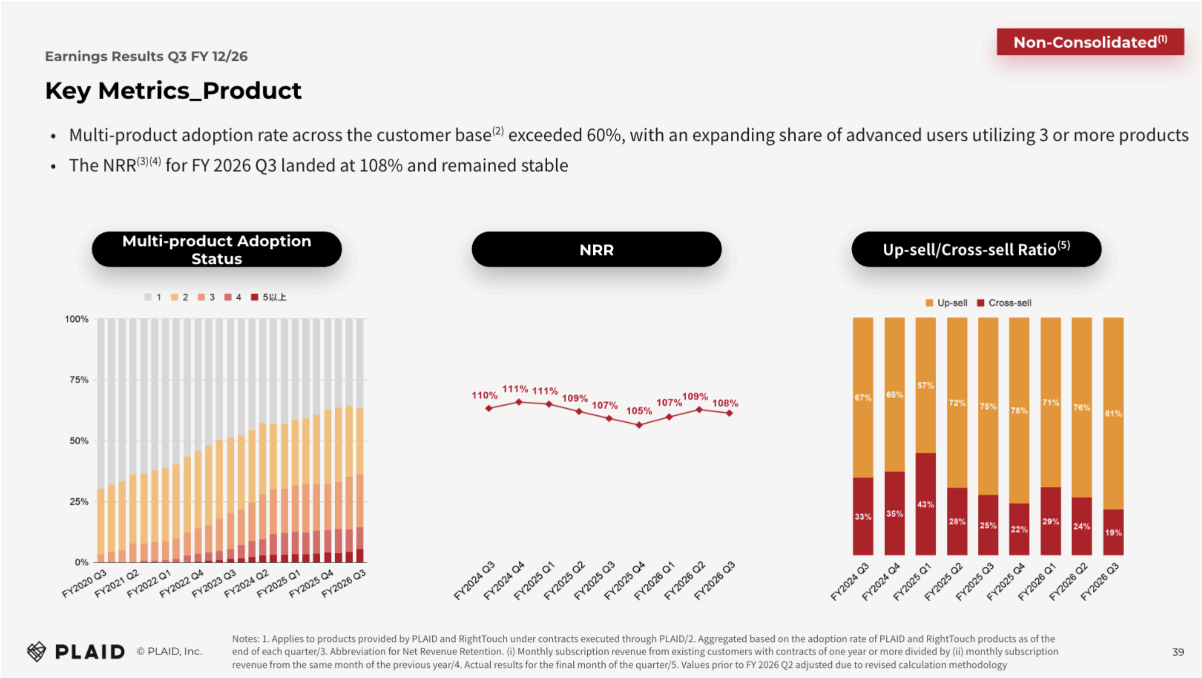


These are the KPIs related to the data platform.

As Mr. Kurahashi mentioned earlier, the number of MAUs analyzed through KARTE exceeded 1.2 billion as of the end of June 2026 and continues to grow.

As shown in the graph on the right, the types of data are also steadily becoming more diverse. We saw an increase in the adoption of products, especially for customer support, shown in dark pink, and of RightTouch products.

These are the KPIs for products.

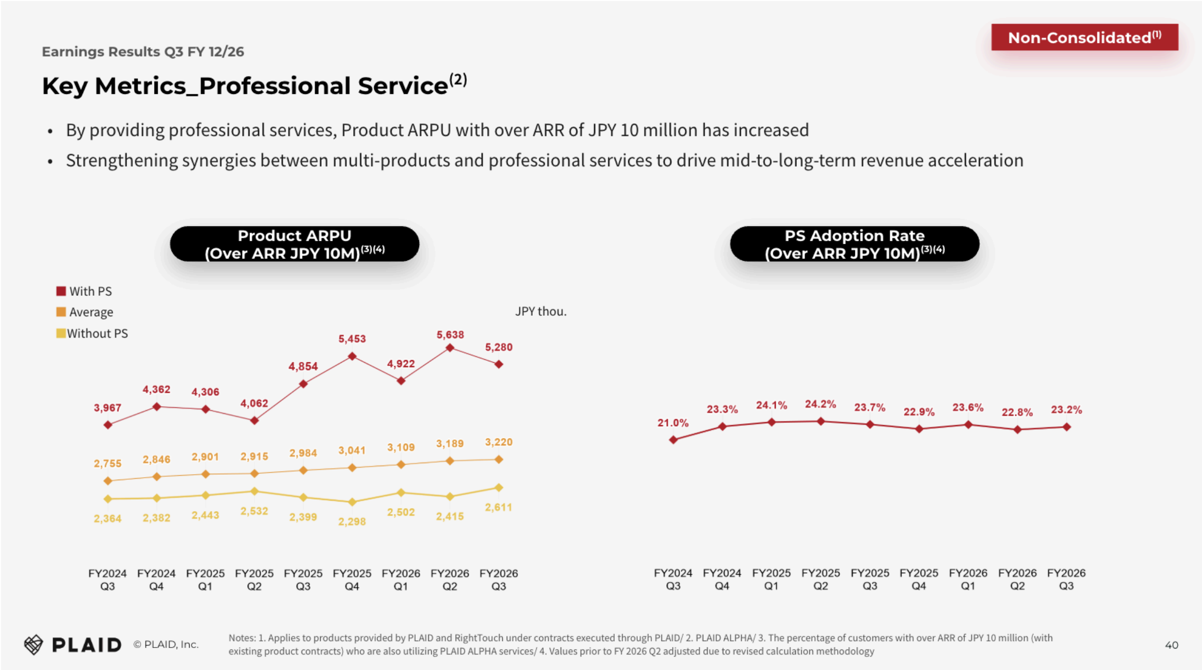


As shown in the graph on the left, the rate of adoption of multiple products is steadily increasing.

In addition, our enterprise-focused strategy is proving successful, particularly of late, and we believe you can see that the adoption rate of three or more products, and the number of our corporate clients are both steadily rising. I hope you can see the growth in the graph, extending from the dark red to dark orange sections.

In line with this, our NRR remained stable at 108%, so we will continue to pursue sustainable top-line growth by promoting both up-selling and cross-selling.

These are the KPIs for professional services.

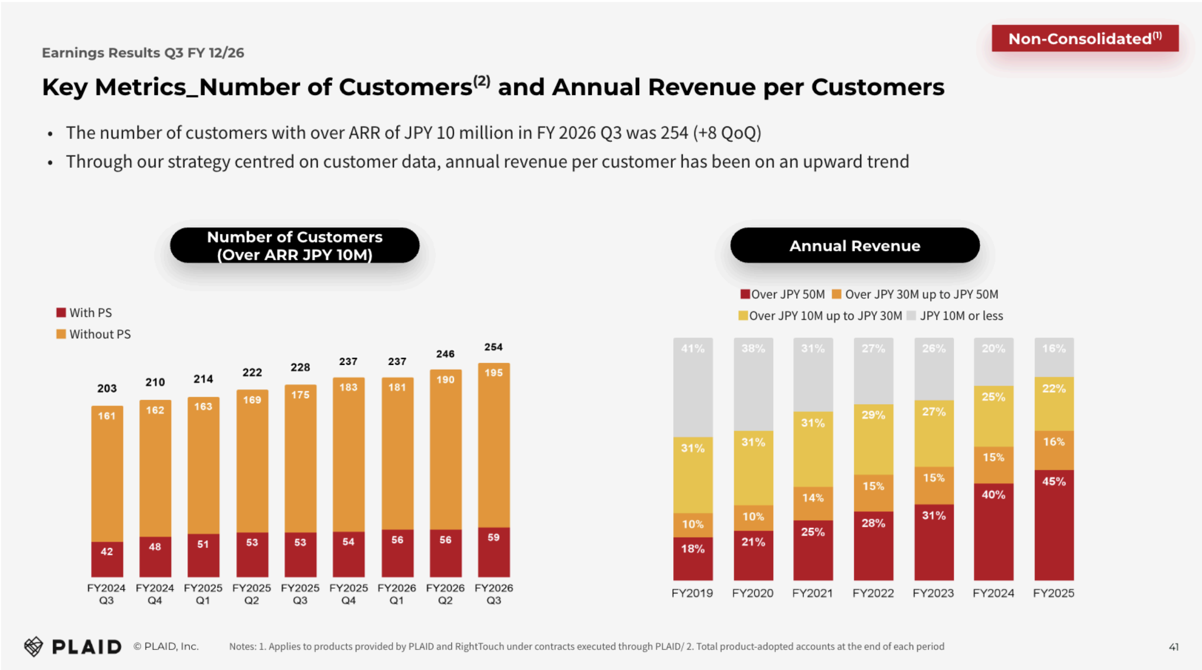


Looking at the graph on the left, the average monthly product revenue from customers with an ARR of JPY10 million or more who also use our professional services was JPY5.3 million, indicating an upward trend. I think this clearly demonstrates that the synergy between our products and professional services is having a significant positive impact.

On the other hand, as shown in the graph on the right, the rate of professional services provided to customers with an ARR of JPY10 million or more has remained flat.

We have significantly increased PLAID ALPHA's headcount this fiscal year, and we hope to steadily raise that ratio in the future. However, our goal is not simply to increase the proportion of services provided. We believe that striking the right balance among the average revenue per client, staff utilization rates, and the number of client companies served is crucial for the profit growth of this business, so we intend to expand the business in a sound manner while closely monitoring the trends of these elements.

Here, we have the number of key customers and revenue per customer.



Let me go to the graph on the left. The number of customers with ARR of JPY10 million or more in Q3 rose by eight companies on a QoQ basis to 254 companies, showing steady growth. On the right, annual revenue per company has also been increasing every fiscal year.

In other words, from acquiring new customers, to up-selling and cross-selling products, providing professional services, and using these as a springboard for further up-selling and cross-selling, the results of this series of initiatives have created a cycle in which the annual revenue per customer rises. Therefore, we intend to continue refining our current strategy.

That is all for our KPIs. Finally, I would like to explain our full-year earnings forecast.

Earnings Guidance

Earnings Guidance[1]

- Our strategy has progressed favourably, leading to an upward revision of revenue guidance
- FY26 positioned as a growth investment year, with increased investment in AI and talent
- Profit guidance has been revised downwards due to SG&A expenses exceeding initial expectations as a result of successful recruitment, and the conservative incorporation of various costs that may arise in the 2nd half

JPY mil.		FY12/26 guidance			Full Year (Previous / 15 Months)	Forecast Change (Amount)	Forecast Change (%)
		Q4	Q5	Full Year (Revised / 15 Months)			
Revenue	Consolidated	4,386	4,493	20,800	20,577	222	1.1%
	YoY	23.2%	-	-	-	-	-
Adjusted Operating income	Consolidated	368	478	1,900	2,387	(487)	(20.4%)
	Adjusted Operating Profit Margin	8.4%	10.6%	9.1%	-	-	-
Operating income	Consolidated	305	452	1,600	2,183	(583)	(26.7%)
	Operating margin	7.0%	10.1%	7.7%	-	-	-

PLAID Notes 1. At the 14th Annual General Meeting of Shareholders held on December 18, 2025, a resolution was passed regarding the change in the fiscal year end from September to December 43

In conjunction with these financial results, we are presenting our full-year earnings forecast for the fiscal year ending December 2026.

We have revised our revenue forecast upward in light of the steady rise in subscription revenue and service recurring revenue.

On the other hand, as you can see, we have revised downward the profits at the stages under adjusted operating income.

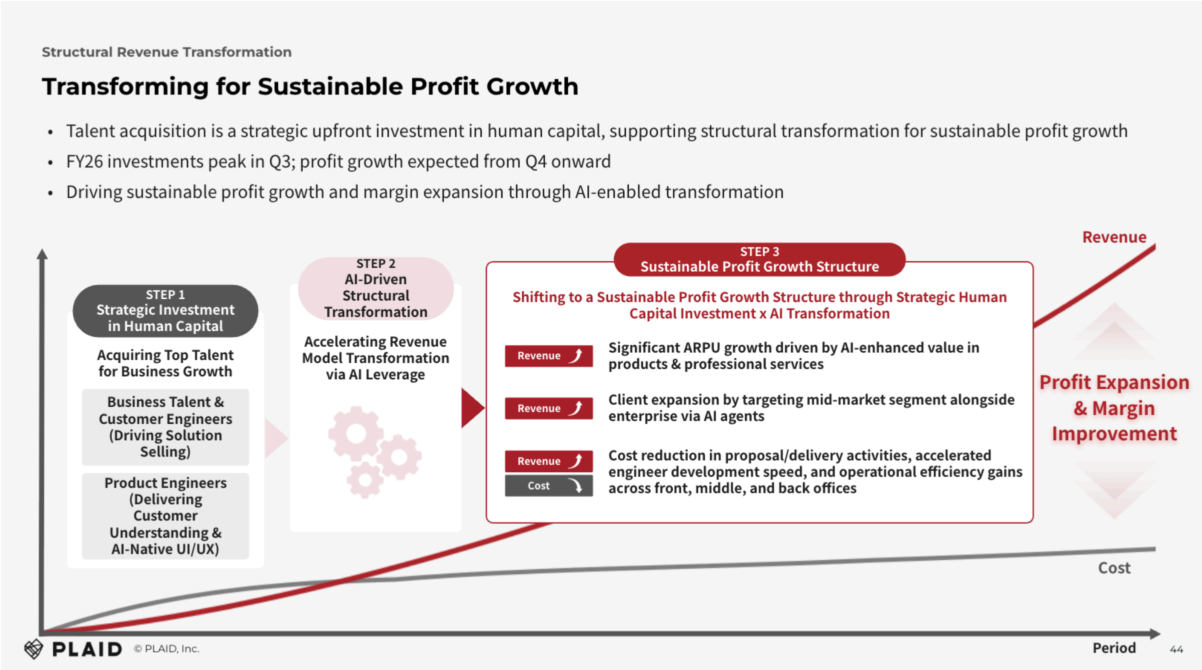
This fiscal year, given that our full-year earnings forecasts could change depending on the progress of our growth investments, centering on personnel recruitment, we have been disclosing not only our full-year forecasts but also our earnings forecasts for the following quarter since the beginning of the fiscal year. As explained in the actual results section, our personnel recruitment efforts have continued to progress well since the start of the fiscal year.

Consequently, actual SG&A expenses, primarily personnel costs, have been higher than our initial projections. In addition, we have conservatively factored in other expenses that may arise in Q4 and beyond. In light of these factors, we have revised our full-year profit forecast downward.

As Mr. Kurahashi mentioned in the presentation on business updates and other topics, our business environment remains favorable. In fact, we view the evolution of AI as a business opportunity and have expanded our investments accordingly. This revision reflects the fact that progress in our investments has been faster than anticipated.

As for the remainder of the period, or Q4 and Q5, since our growth investments were completed in Q3, we expect to see a shift toward a trend of increasing profits.

On the next slide, I will explain once again our intention to boost investment this fiscal year and how that will lead to a trend of increased profits starting Q4 and beyond.



As indicated in the title "Transforming for Sustainable Profit Growth," we believe that this fiscal year’s efforts to ramp up hiring and invest in AI-related initiatives were extremely important steps for our company.

We think that for a company to continue growing in the AI era, it needs all of these things, namely, their own proprietary closed data, AI agents capable of freely extracting value from that data, and human resources to integrate those agents into the company’s operations and actually turn them into a competitive advantage.

Among these, we consider data to be the element that will lead to the most fundamental and sustainable competitive advantage. To that end, we are currently building one of the largest databases in Japan of high-value-added behavioral data on individual end users.

By developing AI agents and securing business professionals to support their implementation, we will be able to provide an integrated solution comprising customer data, AI agents, and professional services. Establishing this framework was the focus of our growth investments this fiscal year.

As you can see on the right side of the slide, in terms of how these investments will contribute to profit growth going forward, our primary aim is to increase the average revenue per customer.

As I briefly mentioned today regarding Agent Studio, we believe that going forward, AI agents will enable customers to handle our vast data infrastructure more intuitively using natural language, allowing them to execute purpose-driven PDCA cycles more quickly.

At the same time, by offering professional services such as PLAID ALPHA, we believe we will be able to provide value that has a significant impact on corporate management, for example, through the comprehensive overhaul of a company's marketing activities, or large-scale projects that span customer touchpoints, such as marketing and customer support, and cross corporate departments. The pipeline of such large-scale projects is growing within our company, so we fully expect to see a significant increase in average revenue per customer.

Second, we can expect to expand our customer base. As I mentioned earlier, since it will become possible to manage our data infrastructure more easily using natural language in the future, we believe this will make it easier not only for large corporations with substantial resources but also for mid-sized companies to adopt our products.

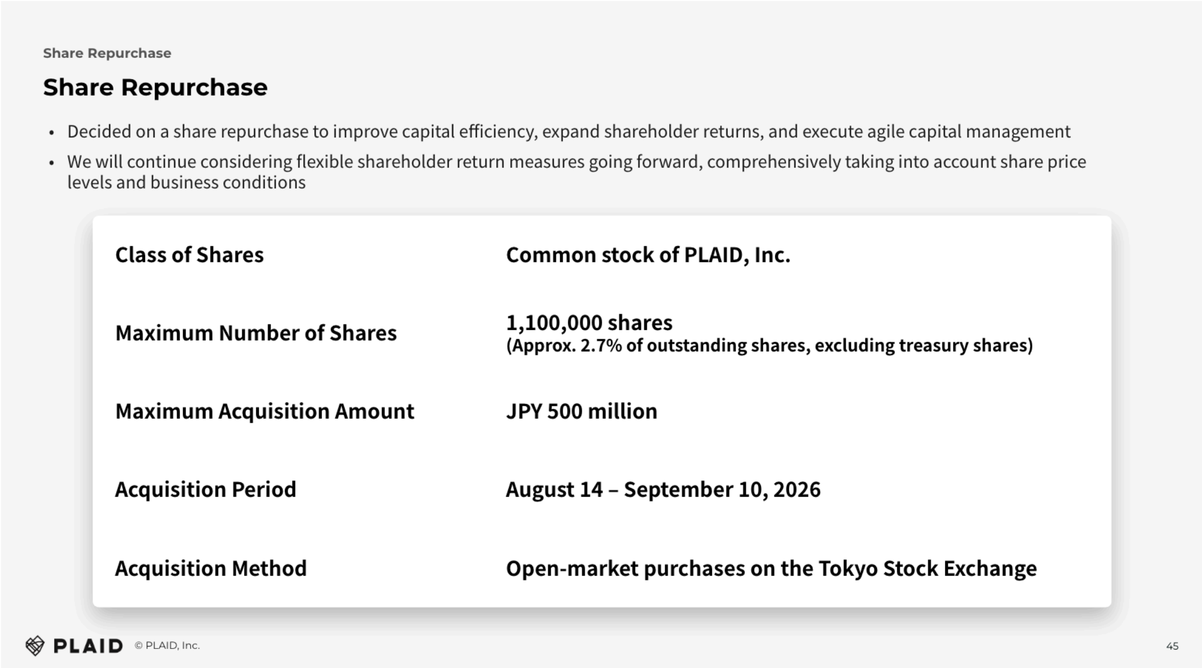
This fiscal year, we have established a new organization dedicated to developing business with mid-sized companies as a part of our efforts to invest in growth. Although it will probably happen next fiscal year and beyond, we believe we will be able to aim for an increase in the number of client companies.

Finally, there is the issue of cost containment. For example, as I mentioned earlier, in past financial results, we saw an increase in outsourcing costs and a decline in gross profit margins in the professional services segment. However, we are currently working to reduce overall costs through such means as bringing delivery tasks that require coding in-house rather than outsourcing them.

In addition, our in-house engineers are taking the lead in steadily advancing such initiatives as in-house development of external tools, and restructuring and automation of existing operations. As a result, we expect to see a reduction in both tool costs and internal personnel costs.

Consequently, while we expect revenue to grow, driven primarily by higher unit prices and an increase in the number of client companies, we believe we can achieve sustainable profit growth by containing increases in personnel costs that currently account for a high proportion of our total costs, as well as outsourcing expenses and tool-related costs.

Finally, we have decided today to repurchase our own shares with a cap of JPY500 million.



In terms of the percentage of outstanding shares, this represents 2.7% of those shares.

Given the increasing stability of our balance sheet and, as I mentioned in the slide just presented, our expectation that we will enter a phase of sustained profit growth and rising EPS in the future, we have decided to proceed with this initiative.

Going forward, we intend to continue evaluating the optimal balance between investments aimed at enhancing corporate value, and shareholder returns, taking into account factors such as our business outlook and stock price levels in a comprehensive manner.

That concludes my presentation. Finally, I would like to ask Mr. Kurahashi for comments. Mr. Kurahashi, please go ahead.

Kurahashi: We discussed the revision to our earnings forecast, our outlook for future profitability and its sustainability, and the repurchase of our own shares in the last part. Based on that, I would like to offer some concluding remarks.

To date, PLAID has steadily achieved sales growth, built trust with its client companies, and established its position in the market.

Of course, there were many setbacks along the way. However, in recent years, we have been steadily improving our profitability, and with Q3 of this fiscal year marking the low point, we believe we have come to a turning point toward boosting our profitability.

We believe that what lies beyond this turning point is perhaps the most important thing. By combining our achievements to date, the increased investments we have made previously, and AI, there are three things we can expect.

As Mr. Takahashi explained in detail, the first is that the range of value we provide will expand. Second, in the processes involved in delivering value, costs will go down. Third, the number of companies to which we can provide value will grow. In other words, we see immense potential in terms of both sales and profitability.

We view this earnings announcement, as well as the current fiscal year, as a crucial turning point. We intend to turn these efforts into tangible results, so we hope you will continue to look forward to what we have in store.

That concludes the presentation from PLAID. Thank you very much.

Moderator: Thank you very much for your attention. This concludes the presentation session in PLAID's financial results briefing for Q3 of the fiscal year ending December 2026.

Question & Answer

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

Q1: Regarding the downward revision, which has a greater impact, personnel costs or other expenses?

Takahashi: Thank you. I will answer that. Personnel costs account for about 90%. As I mentioned, we have been making steady and good progress in hiring personnel since Q1, so the resulting increase in fixed costs is the main reason for the rise in expenses this time. Thank you.

Q2: Regarding the number of customers with ARR of JPY10 million or less, the rate of decline is accelerating. What is the reason behind this?

Kurahashi: One of the main factors behind that is that we have indeed been strengthening our focus on enterprise clients.

There are two reasons for this. One is to determine which customer segment we should focus on. The other is that the value we provide has also expanded across a variety of products, and our business structure has transformed into one in which professional services are also integrated in those products.

We considered which entities would allow us to validate and improve the value we offer. And based on those two points, we have shifted our focus to enterprise clients.

On the other hand, we believe this also reflects the reality that we still have not been able to fully allocate our resources to companies outside our target enterprise group. And in that regard, as I mentioned earlier today, we will continue to streamline the processes involved in delivering value and reduce the associated costs. Therefore, since we believe that more agent-driven support and product development will help us expand the base of customers to whom we provide value, we intend to take a comprehensive approach in this manner.

Q3: The NRR has also fallen slightly from its upward trend. How do you assess this situation?

Takahashi: Thank you. While this is just from my perspective, I do believe it is possible to further increase the NRR. Of course, we believe that a figure like 108%, or something around 110%, is a comfortable level for our company and can be sustained over the long term. While we consider it a highly reproducible, stable, and positive figure, it also reflects the value we provide, including our professional services. In the future, we envision moving toward a multi-product strategy and our products becoming even easier to use through AI agents. We believe those developments will enhance the convenience, or, shall we say, the value that our customers experience, so we plan to raise our NRR by a notch or two. Thank you.

Kurahashi: I would like to follow up on the second question we received, the one regarding the decline in the number of customers with ARR of JPY10 million or less.

Earlier, I explained the reasons behind the structural shift toward enterprise clients. However, according to our data, there are also cases where customers with an ARR of JPY10 million or less see their total contract value increase to an ARR of JPY10 million or more through up-selling, cross-selling, and other means. In such instances, rather than a net decrease, it represents their shift to a higher-value customer segment, so this factor also contributed to the overall decline in this number.

Moderator: As there are no further questions, we will now conclude PLAID's financial results briefing for Q3 of the fiscal year ending December 2026.

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

[END]

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