Consolidated Financial Results for the 3rd Quarter of the Fiscal Year Ending December 31, 2026 (Japanese GAAP)

August 13, 2026

Company Name:	PLAID Inc.	Listing:	Tokyo Stock Exchange
Code No.:	4165	URL:	https://plaid.co.jp/
Representative:	Kenta Kurahashi, Representative Director and CEO		
Contact:	Takahiro Tsuji, Executive Officer and CFO	Tel.:	+81-3-4405-7597

Scheduled date to commence dividend payment: —
Preparation of supplementary materials for financial results: Yes
Holding of financial results meeting: Yes (For institutional investors and securities analysts)

(Millions of yen with fractional amounts rounded down, unless otherwise noted)

1. Consolidated Financial Results for the 3rd Quarter of the Fiscal Year Ending December 31, 2026 (from October 1, 2025 to June 30, 2026)

(1) Consolidated operating results (cumulative) (Percentages indicate year-on-year changes)

	Net sales		Adjusted operating income		Operating income		Ordinary income		Net income attributable to owners of parent	
Nine months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
June 30, 2026	11,919	21.2	1,053	(24.2)	842	(32.3)	718	(39.8)	317	(63.9)
June 30, 2025	9,835	22.0	1,390	281.9	1,243	647.8	1,193	1,401.9	878	1,486.0

Notes: 1. Comprehensive income Nine months ended June 30, 2026: 301 million yen (-66.7%)
Nine months ended June 30, 2025: 905 million yen (-%)
2. Adjusted operating income (loss) = Operating income + Goodwill amortization + Stock-based compensation expenses + Other non-recurring expenses

	Net income per share	Diluted income per share
Nine months ended	Yen	Yen
June 30, 2026	7.73	7.69
June 30, 2025	21.60	21.30

Note: The Company's consolidated fiscal year under review is an irregular period of 15 months (from October 1, 2025 to December 31, 2026) because it is a transitional period due to the change in the end of the fiscal year.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
June 30, 2026	13,147	5,152	38.7
September 30, 2025	9,648	4,812	49.3

Reference: Equity June 30, 2026: 5,085 million yen September 30, 2025: 4,756 million yen

2. Dividends

	Dividend per share					
	End of Q1	End of Q2	End of Q3	End of Q4	Year-end	Annual
	Yen	Yen	Yen	Yen	Yen	Yen
Fiscal year ended September 30, 2025	–	0.00	–	–	0.00	0.00
Fiscal year ending December 31, 2026	–	0.00	–			
Fiscal year ending December 31, 2026 (Forecast)				–	0.00	0.00

Note: Revisions to the forecasts of cash dividends most recently announced: None

3. Forecast of Consolidated Results for Fiscal Year Ending December 31, 2026
(from October 1, 2025 to December 31, 2026)

In the fiscal year ending December 31, 2026, the Company will proactively invest in growth in consideration of return on investment and the market environment. The Company's full-year business performance may differ materially from forecasts, particularly due to the progress of recruitment, and its full-year profit and loss forecasts entail fluctuation risks.
Accordingly, the Company will continue to disclose profit and loss forecasts for the next three months as well as the full-year forecasts to better communicate the reality of its business from the perspective of increasing the transparency of earnings forecasts.

(Percentages indicate year-on-year changes)

	Net sales		Adjusted operating income		Operating income		Ordinary income		Net income attributable to owners of parent		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Twelve months (cumulative)	16,306	21.7	1,421	(12.9)	1,147	(19.8)	–	–	–	–	–
Full Year	20,800	–	1,900	–	1,600	–	1,400	–	600	–	14.62

Notes: 1. Revisions to the forecast of results since most recent announcement: Yes
2. Adjusted operating income (loss) = Operating income + Goodwill amortization + Stock-based compensation expenses + Other non-recurring expenses
3. The consolidated fiscal year under review covers the 15 months from October 1, 2025 to December 31, 2026 due to the change in the end of the fiscal year. Accordingly, year-on-year change is not shown.

* Notes:

(1) Significant changes in the scope of consolidation during the period: None

(2) Application of specific accounting methods for preparing the quarterly consolidated financial statements: None

(3) Changes in accounting policies, accounting estimates and restatement

a. Changes in accounting policies due to revisions to accounting standards and other regulations: None

b. Changes in accounting policies due to other reasons: None

c. Changes in accounting estimates: None

d. Restatement: None

(4) Number of issued shares (common shares)

a. Total number of issued shares at the end of the period (including treasury shares)	As of June 30, 2026	41,270,663 shares	As of September 30, 2025	41,154,591 shares
b. Number of treasury shares at the end of the period	As of June 30, 2026	185,858 shares	As of September 30, 2025	174,625 shares
c. Average number of outstanding shares during the period (cumulative from the beginning of the fiscal year)	Nine months ended June 30, 2026	41,050,246 shares	Nine months ended June 30, 2025	40,650,383 shares

* Review of the consolidated quarterly financial statements by certified public accountants or an audit firm: None

* Explanation of the appropriate use of earnings forecasts and other special notes

(Disclaimer regarding forward-looking statements, etc.)

The earnings forecasts and other forward-looking statements contained in this document are based on information currently available to the Company and on certain assumptions deemed reasonable by the Company. They are not intended as a promise by the Company that they will be achieved. Further, actual earnings, etc. may differ materially due to a variety of factors. Please refer to “1. Qualitative Information Regarding Results for the Period, (3) Consolidated Financial Results Forecasts and Other Forward-looking Statements” of the attached materials for the suppositions that form the assumptions for the earnings forecasts and cautions regarding the use of the earnings forecasts.

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1. Qualitative Information Regarding Results for the Period

(1) Overview of Operating Results

With the mission of "Maximize the Value of People with the Power of Data" and the aim of returning the enormous amounts of diverse data that exists in the world as something valuable to consumers*1 and distributing rich experiences as well, the PLAID Group provides its customer experience (CX)*2 platform KARTE via the cloud*3 to companies that operate websites, smartphone apps, and other similar businesses.

With so many services now available online, including shopping, travel, and finance, the Group believes that consumers do not want only simple conveniences such as being able to shop or make reservations from home. Rather, customers want high-quality communications and experiences that enable them to receive optimal proposals matched to their interests and situations.

Meanwhile, in order to respond to such consumer needs, companies need to correctly understand the situations of each individual through the accumulation, integration, and analysis of data. Based on this, companies are required to either create appropriate communications or build a system to personalize their websites or smartphone apps for their customers. However, these efforts are currently very complex and difficult for companies.

Through using KARTE, companies can analyze a variety of data, most notably real-time behavioral data on websites and smartphone apps, on a per-user basis. This allows the interests and status of each user to be visualized, PLAID therefore believes that this will make it easier to understand users not only in terms of PVs*4 or UUs*5 as figures, but also as individual people. Companies can then implement various communication measures that have been matched to the interests and situations of each individual user and verify the results of it through using KARTE.

As companies are increasingly interested in improving customer experience and utilizing data, KARTE is being used not only in the area of marketing on websites and smartphone apps, but also in a variety of corporate activities such as customer support. By enhancing the functions of KARTE and providing various products, the PLAID Group will continue to expand the data environment that enables companies to comprehensively understand their users in an integrated manner.

During the current third quarter consolidated cumulative period, the PLAID Group sought to expand transactions with client companies, chiefly enterprise clients, while proactively recruiting personnel and strengthening organizations to accelerate AI-based growth.

As a result of these activities, there has been an increase in the number of large-scale transactions, through which the PLAID Group provide comprehensive support to companies by simultaneously supplying products and professional services, and steady progress is also being made in other projects, such as the development of AI agents to increase the value of the customer data infrastructure the PLAID Group provides. Against this background, the Group is building infrastructure for business with a view toward the achievement of sustainable growth.

As a result, the PLAID Group's management results on the last day of the third quarter of the current consolidated fiscal period were net sales of 11,919,873 thousand yen (up 21.2% year on year), operating income of 842,247 thousand yen (an operating income of 1,243,281 thousand yen in the same quarter of the previous year), ordinary income of 718,839 thousand yen (an ordinary income of 1,193,337 thousand yen in the same quarter of the previous year), and net income attributable to owners of parent of 317,343 thousand yen (a net income attributable to owners of parent of 878,213 thousand yen in the same period of the previous year).

The description by segment is omitted because the SaaS business is the only segment of the Group.

Notes:
1. Consumers refer to all of the general, unspecified number of people in the world, while Users refer to the people to whom companies provide their products and services.
2. CX stands for Customer Experience which is defined to include any good experience the customer feels, i.e. value customers realize through the experience.
3. The term "cloud" here means cloud computing, which is a general term for the provision of software and other systems as a service through the internet.
4. PV stands for Page Views. It refers to the number of times a particular page in a website is opened. It is an indicator used to measure how much a website is being viewed.
5. UU stands for Unique Users. It refers to the number of distinct individuals who visited a particular website or accessed a particular smartphone app during any given period.

(2) Overview of Financial Position

(Assets)

The current assets as of the end of the third quarter consolidated accounting period were 10,915,198 thousand yen, up 2,589,290 thousand yen from the end of the previous fiscal year. This was mainly due to an increase of 2,292,005 thousand yen in cash and deposits, while accounts receivable - trade increased by 216,256 thousand yen. Non-current assets were 2,231,907 thousand yen, up 908,842 thousand yen from the end of the previous consolidated fiscal year. This was attributable primarily to an increase of 583,586 thousand yen in goodwill and an increase of 230,978 thousand yen in lease and guarantee deposits.

As a result, total assets amounted to 13,147,106 thousand yen, up 3,498,132 thousand yen from the end of the previous fiscal year.

(Liabilities)

Current liabilities as of the end of the third quarter consolidated accounting period stood at 4,855,392 thousand yen, an increase of 1,231,042 thousand yen from the end of the previous fiscal year. This primarily reflects increases of 675,836 thousand yen in contract liabilities and 337,970 thousand yen in the current portion of long-term debt. Non-current liabilities were 3,139,400 thousand yen, an increase of 1,927,132 thousand yen from the end of the previous fiscal year. This was due to an increase of 1,927,132 thousand yen in long-term debt.

As a result, total liabilities came to 7,994,792 thousand yen, up 3,158,174 thousand yen from the end of the previous fiscal year.

(Net assets)

Total net assets as of the end of the third quarter consolidated accounting period were 5,152,314 thousand yen, up 339,958 thousand yen from the end of the previous fiscal year. This primarily reflects an increase of 313,230 thousand yen in retained earnings.

Based on resolutions passed at the 14th Annual General Meeting of Shareholders, 5,314,480 thousand yen in legal capital surplus was transferred to other capital surplus, resulting in no difference in the amount of total net assets.

Consequently, the equity ratio came to 38.7% (compared to 49.3% at the end of the previous fiscal year).

(3) Consolidated Financial Results Forecasts and Other Forward-looking Statements

Regarding the consolidated financial results forecasts for the fiscal year ending December 31, 2026, based on recent business performance trends and other factors, the Company has revised the financial forecasts announced in the financial results for the fiscal year ending December 31, 2026 released on November 18, 2025, as described in the “Notice Concerning Revision of Financial Forecasts” disclosed today (August 13, 2026).

Regarding net sales, progress has been steady and is expected to exceed the previously announced forecast. This is due to factors such as the expansion of transactions with client companies, particularly enterprise clients, an increase in the value provided through multi-product offerings combined with professional services, and the consolidation of CloudFit, Inc. as a subsidiary.

On the other hand, the Company views the recent evolution of AI as a major business opportunity. In addition to actively promoting the use of AI in business activities, the Company has positioned the current fiscal year as a growth investment period and have been actively promoting recruitment of top talent to strengthen our product development structure and expand our customer support systems, primarily in sales and customer success.

As a result, the acquisition of highly skilled talent has progressed at a pace exceeding initial expectations, and personnel expenses and other costs are being incurred in advance. Furthermore, by conservatively factoring in other expenses, income at each level, including adjusted operating income, is expected to fall below the previously announced forecast.

Consolidated Financial Results Forecasts for the Fiscal Year Ending December 31, 2026

	Net sales	Adjusted operating income	Operating income	Ordinary income	Net income attributable to owners of parent	Net income per share
Previously Announced Forecast (A)	Millions of yen 20,577	Millions of yen 2,387	Millions of yen 2,183	Millions of yen 2,098	Millions of yen 1,323	Yen 32.49
Revised Forecast (B)	20,800	1,900	1,600	1,400	600	14.62
Amount of Change (B - A)	222	(487)	(583)	(698)	(723)	－
Rate of Change (%)	1.1	(20.4)	(26.7)	(33.3)	(54.7)	－
(Reference) Actual Results for Previous Fiscal Year (Fiscal year ended September 30, 2025)	13,396	1,632	1,431	1,380	1,099	26.99

Notes: 1. The consolidated fiscal year under review covers the 15 months from October 1, 2025 to December 31, 2026 due to the change in the end of the fiscal year. Accordingly, year-on-year change is not shown.

2. The above forecasts are based on judgments and assumptions made using information currently available as of today, and actual results may differ from these forecast figures due to various factors in the future.

2. Quarterly Consolidated Financial Statements and Significant Notes Thereto

(1) Quarterly Consolidated Balance Sheets

(Thousands of yen)

	Previous consolidated fiscal year (ended Sep. 30, 2025)	3rd quarter consolidated accounting period (ended Jun. 30, 2026)
Assets		
Current assets		
Cash and deposits	6,601,979	8,893,984
Accounts receivable - trade	1,317,103	1,533,360
Prepaid expenses	371,835	415,047
Other	45,867	84,070
Allowance for doubtful accounts	(10,878)	(11,264)
Total current assets	8,325,908	10,915,198
Non-current assets		
Property, plant and equipment		
Buildings	26,227	68,659
Accumulated depreciation	(26,227)	(27,982)
Buildings, net	0	40,677
Tools, furniture and fixtures	226,156	258,988
Accumulated depreciation	(173,869)	(183,247)
Tools, furniture and fixtures, net	52,287	75,741
Machinery and equipment	696	696
Accumulated depreciation	(696)	(696)
Machinery and equipment, net	0	0
Total property, plant and equipment	52,287	116,418
Intangible fixed assets		
Software	57,564	48,783
Goodwill	109,796	693,382
Total intangible fixed assets	167,361	742,166
Investments and other assets		
Investment securities	338,961	532,746
Bankruptcy or reorganization claims, etc.	13,192	13,828
Lease and guarantee deposits	285,228	516,207
Deferred tax assets	455,398	312,317
Other	23,828	12,051
Allowance for doubtful accounts	(13,192)	(13,828)
Total investments and other assets	1,103,416	1,373,322
Total non-current assets	1,323,064	2,231,907
Total assets	9,648,973	13,147,106
Liabilities		
Current liabilities		
Accounts payable - other	917	1,552
Short-term debt	–	200,000
Current portion of long-term debt	608,758	946,728
Accounts payable - other	866,500	974,179
Income taxes payable	258,220	154,989
Contract liabilities	1,062,558	1,738,395
Allowance for losses on order received	79,807	34,199
Other	747,588	805,348
Total current liabilities	3,624,349	4,855,392
Non-current liabilities		
Long-term debt	1,212,268	3,139,400
Total non-current liabilities	1,212,268	3,139,400
Total liabilities	4,836,617	7,994,792
Net assets		

(Thousands of yen)

	Previous consolidated fiscal year (ended Sep. 30, 2025)	3rd quarter consolidated accounting period (ended Jun. 30, 2026)
Shareholders’ equity		
Capital stock	3,184,693	3,218,635
Capital surplus	5,547,991	5,519,284
Retained earnings	(4,004,801)	(3,691,570)
Treasury shares	(514)	(528)
Total shareholders’ equity	4,727,369	5,045,820
Accumulated other comprehensive income (loss)		
Valuation difference on available-for-sale securities	16,709	(986)
Deferred gains or losses on hedges	12,578	41,015
Total accumulated other comprehensive income (loss)	29,287	40,029
Share acquisition rights	29,246	66,464
Non-controlling interests	26,452	–
Total net assets	4,812,355	5,152,314
Total liabilities and net assets	9,648,973	13,147,106

(2) Quarterly Consolidated Statements of Income and Quarterly Consolidated Statements of Comprehensive Income

Quarterly Consolidated Statement of Income

3rd Quarter Consolidated Cumulative Period

(Thousands of yen)

	Previous 3rd Quarter Consolidated Cumulative Period (from October 1, 2024 to June 30, 2025)	Current 3rd Quarter Consolidated Cumulative Period (from October 1, 2025 to June 30, 2026)
Net sales	9,835,287	11,919,873
Cost of sales	2,613,832	3,116,365
Gross profit	7,221,454	8,803,507
Selling, general and administrative expenses	5,978,173	7,961,259
Operating income	1,243,281	842,247
Non-operating income		
Interest income	1,999	7,694
Gain on sale of investment securities	2,300	–
Point redemption income	2,226	3,716
Other	1,241	404
Total non-operating income	7,766	11,815
Non-operating expenses		
Interest expenses	18,182	66,159
Compensation fees	8,590	–
Restricted stock expenses	12,232	5,159
Foreign exchange losses	12,050	12,081
Other	6,654	51,823
Total non-operating expenses	57,710	135,223
Ordinary income	1,193,337	718,839
Extraordinary income		
Gain on sales of non-current assets	2,169	4,377
Gain on receipt of donated non-current assets	–	2,598
Gain on reversal of share acquisition rights	7,147	–
Total extraordinary income	9,316	6,975
Extraordinary losses		
Loss on valuation of investment securities	32,019	28,312
Total extraordinary losses	32,019	28,312
Net income before income taxes	1,170,634	697,501
Income taxes - current	234,040	266,037
Income taxes - deferred	32,217	140,573
Total income taxes	266,258	406,611
Net income	904,375	290,890
Net income (loss) attributable to non-controlling interests	26,162	(26,452)
Net income attributable to owners of parent	878,213	317,343

Quarterly Consolidated Statement of Comprehensive Income

3rd Quarter Consolidated Cumulative Period

(Thousands of yen)

	Previous 3rd Quarter Consolidated Cumulative Period (from October 1, 2024 to June 30, 2025)	Current 3rd Quarter Consolidated Cumulative Period (from October 1, 2025 to June 30, 2026)
Net income	904,375	290,890
Other comprehensive income		
Valuation difference on available-for-sale securities	–	(17,695)
Deferred gains or losses on hedges	1,324	28,436
Total other comprehensive income	1,324	10,741
Comprehensive income	905,700	301,632
(Breakdown)		
Comprehensive income attributable to owners of the parent	879,537	328,084
Comprehensive income attributable to non-controlling interests	26,162	(26,452)

(3) Notes on Quarterly Consolidated Financial Statements

(Notes regarding Assumption of a Going Concern)

Not applicable.

(Notes on Significant Changes in the Amount of Shareholders' Equity)

Not applicable.

(Business Combinations)

(Transactions under Common Control)

(Absorption-type Merger of Wholly Owned Subsidiary)

The Company resolved, at a meeting of its Board of Directors held on March 30, 2026, to conduct an absorption-type merger of its wholly owned subsidiary, agito Inc., and it carried out the merger on June 1, 2026. The merger was carried out without obtaining approval from the general meeting of shareholders of either company, as it constitutes a short-form merger for the Company under Article 796, Paragraph 2 of the Companies Act, and a summary merger for agito, Inc. under Article 784, Paragraph 1 of the same Act.

1. Overview of the Business Combination

(1) Name and business description of the combining companies

Name of the combining company agito, Inc. (hereinafter referred to as "agito")

Business description: Planning, development, and operation of marketing technology

(2) Date of merger agreement execution

March 30, 2026

(3) Effective date of the business combination

June 1, 2026

(4) Legal form of the business combination

An absorption-type merger, with the Company as the surviving company and agito, Inc. as the dissolved company (Short-form merger / Summary merger).

(5) Name of the company after the business combination

PLAID Inc.

(6) Other matters concerning the summary of the transaction

As a subsidiary of the Company, agito provides "Databeat," which automates the aggregation of advertising data and report creation, as well as advertising agency services. The Company conducted the merger for the purpose of further expanding its business.

2. Summary of the accounting treatment to be implemented

The Company processed this transaction as a transaction under common control, based on the "Accounting Standard for Business Combinations" (ASBJ Statement No. 21, January 16, 2019) and the "Implementation Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures" (ASBJ Guidance No. 10, January 16, 2019). The merger will have no impact on the Company's consolidated financial statements because agito was included in the scope of consolidation as a wholly owned subsidiary of the Company before the merger.

(Notes on Segment Information, Etc.)

Segment information

The description by segment is omitted because the SaaS business is the only segment of the Group.

(Notes on Statement of Cash Flow)

The Company has not prepared quarterly consolidated statements of cash flows for the current third quarter consolidated cumulative period. Depreciation, including amortization of intangible assets excluding goodwill, and amortization of goodwill for the current third quarter consolidated cumulative period are as follows.

(Thousands of yen)

	Previous 3rd Quarter Consolidated Cumulative Period (from October 1, 2024 to June 30, 2025)	Current 3rd Quarter Consolidated Cumulative Period (from October 1, 2025 to June 30, 2026)
Depreciation	33,015	44,181
Goodwill amortization	25,337	92,995

(Significant Subsequent Events)

(Repurchase of Shares)

At a meeting of the Board of Directors held on August 13, 2026, the Company resolved on matters relating to the repurchase of our shares, pursuant to the provisions of Article 459, Paragraph 1 of the Companies Act and Article 41 of our Articles of Incorporation.

1. Reason for the Share Repurchase

The Company has decided to repurchase their own shares in order to improve capital efficiency, enhance shareholder returns, and enable the execution of a flexible capital policy, comprehensively taking into account the current stock price level and business conditions.

2. Details of Matters Relating to the Repurchase

(1) Class of Shares to be Repurchased	Common stock of the Company
(2) Total Number of Shares to be Repurchased	Up to 1,100,000 shares (Approx. 2.7% of the total number of shares issued (excluding treasury stock))
(3) Total Amount of Repurchase Price	Up to 500,000,000 yen
(4) Repurchase Period	From August 14, 2026 to September 10, 2026
(5) Method of Repurchase	Market purchases on the Tokyo Stock Exchange

(The Appropriation of Surplus)

At a meeting of the Board of Directors held on 13 August 2026, the Company resolved to allocate surplus funds in accordance with the provisions of Articles 452 and 459, Paragraph 1, Item 3 of the Companies Act and Article 41 of the Company's Articles of Association.

1. Purpose of the Appropriation of Surplus

For the purpose of improving the flexibility and agility of future capital policies and strengthening our financial structure, the Company will appropriate surplus by transferring a portion of Other Capital Surplus to Retained Earnings Brought Forward to cover the deficit in Retained Earnings Brought Forward.

2. Details of the Appropriation of Surplus

The Company will cover the deficit in Retained Earnings Brought Forward by reducing 3,459,873,543 yen from 5,314,480,839 yen of Other Capital Surplus on the non-consolidated balance sheet and transferring it to Retained Earnings Brought Forward.

(1) Item of surplus to be increased: Retained Earnings Brought Forward
(2) Item of surplus to be decreased: Other Capital Surplus
(3) Amount related to each item of surplus to be appropriated: 3,459,873,543 yen
(4) Effective date: August 13, 2026

3. Future Outlook

This matter involves the transfer of account items within the "Net Assets" section of the balance sheet. It will not cause any change in the total amount of our net assets and will have no impact on our consolidated and non-consolidated financial results.