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December 21, 2021

For Immediate Release

Company name: PLAID, Inc.
Representative: Representative Director and CEO Kenta Kurahashi
(Code No.: 4165, Tokyo Stock Exchange Mothers)
Contact: Executive Officer and CFO Kentaro Muto
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Announcement regarding Organizational and Personnel Changes

PLAID, Inc. (the "Company") announces that the Company has made a resolution at the Board of Directors held on December 21, 2021, to make the following changes in the organizations and personnel of the Company effective on January 1, 2022.

1. Organizational Change (Effective on January 1, 2022)

(1) "Product Division" and "Business Division" were merged, and renamed to "KARTE Division"

This division integrates members who are involved in the development and provision of KARTE from the existing "Product Division" and "Business Division". By shortening the distance between customers and the development team, it will enable product development that is more tailored to the needs of customers and promote the expansion of KARTE's use cases.

(2) "EcoSystem Division" Established

The division aims fo

r developing the ecosystem through the development of new solutions with tech partners by utilizing the fundamental technologies that the Company has developed through the provision and operation of KARTE.

(3) "Lab Division" Established

The division works on new business and product development of the Company that covers basic technologies and infrastructures related to data processing, as well as business development using these technologies, with a focus on long-term technology development, basic technologies and infrastructure for data processing, as well as business development using these technologies.

(4) Renamed "Administrative Division" to "Accelerator Division"

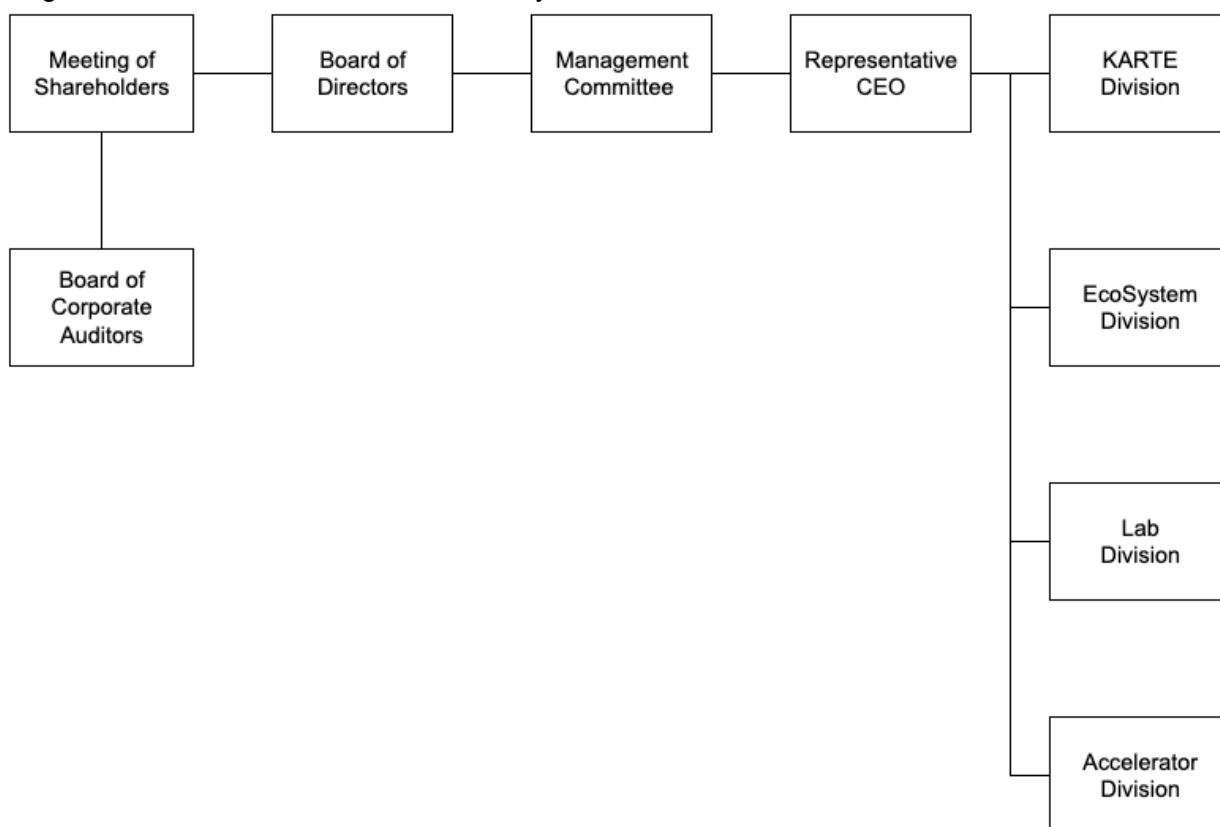
The Company positions the so-called administrative departments such as finance, accounting, legal, general affairs, human resources, and labor affairs as "Accelerators" that play a necessary role in accelerating the business under the governance of sound corporate management. The division has been renamed to embody this concept.

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2. Personnel Change (Effective on January 1, 2022)

Name	New Title	Previous Title
Kenta Kurahashi	Representative CEO Executive Officer KARTE Division Head	Representative CEO
Keitaro Takayanagi	Director Executive Officer Ecosystem Division Head	Director Executive Officer Business Division Head
Naoki Shibayama	Director & CPO Executive Officer Lab Division Head	Director & CPO Executive Officer Product Division Head

3. Organizational Chart (Effective on January 1, 2022)



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