



Earnings Results for the quarter ended June 2022 (Q3 FY 9/22)

PLAID, Inc. (4165, TSE Growth) | August 2022

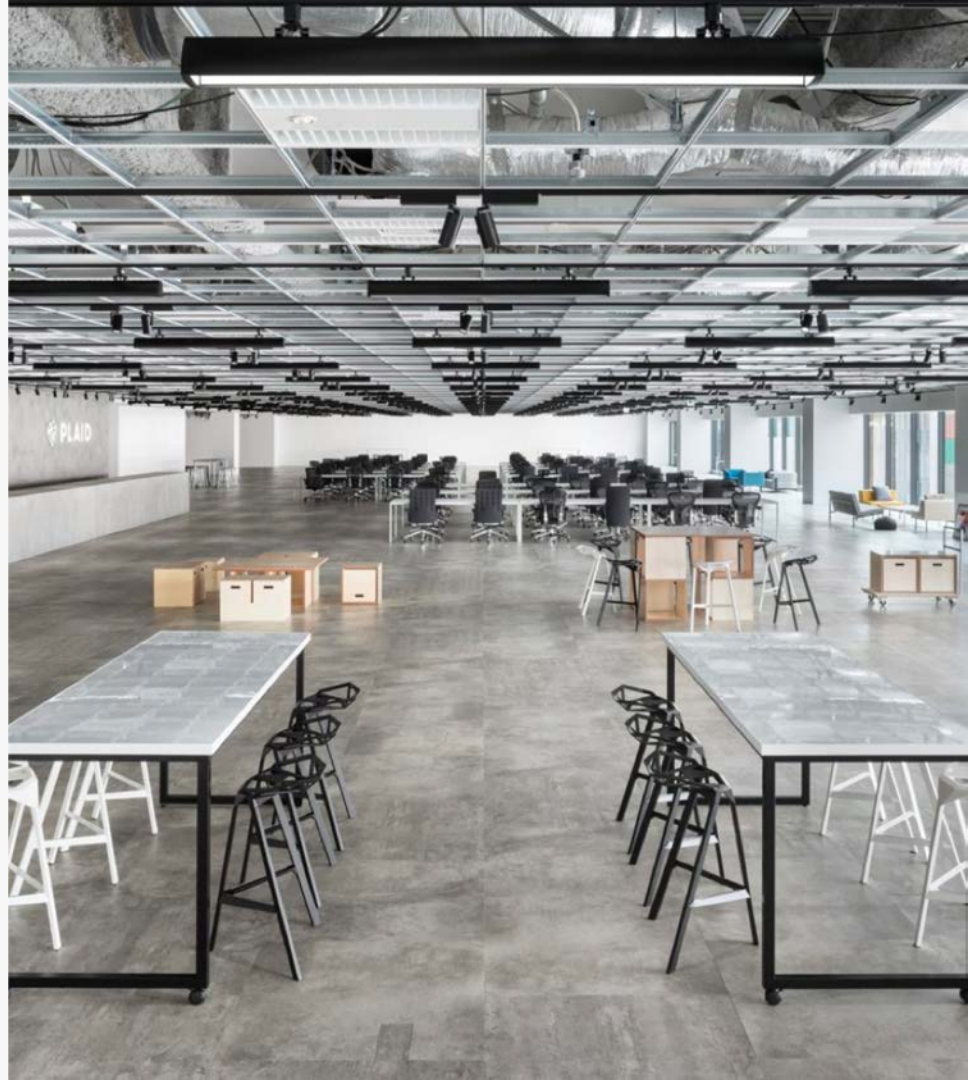
Forward-Looking Statements

This document contains forward-looking statements. These statements are based only on information that is available at the time the statements are made. In addition, these statements do not constitute a guarantee of future results. They are subject to risk and uncertainty. Please note that actual results may differ materially from those expressed or implied in the forward-looking statements due to environmental changes and other factors.

Factors that may affect actual results include, but are not limited to, domestic and overseas economic conditions and trends in the industries that the Company serves.

Additionally, the information concerning companies or groups outside the Company is quoted from public information and elsewhere. The Company does not verify in any way or guarantee its accuracy, appropriateness, etc.

- 1. Mission and Growth Strategy**
2. Earnings Results Q3 FY 9/22
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Maximize the Value of People with the Power of Data

No algorithm goes beyond imagination and flexibility of people.

That is why we focus on developing technologies that encourage people's creativity.

Mission and Growth Strategy

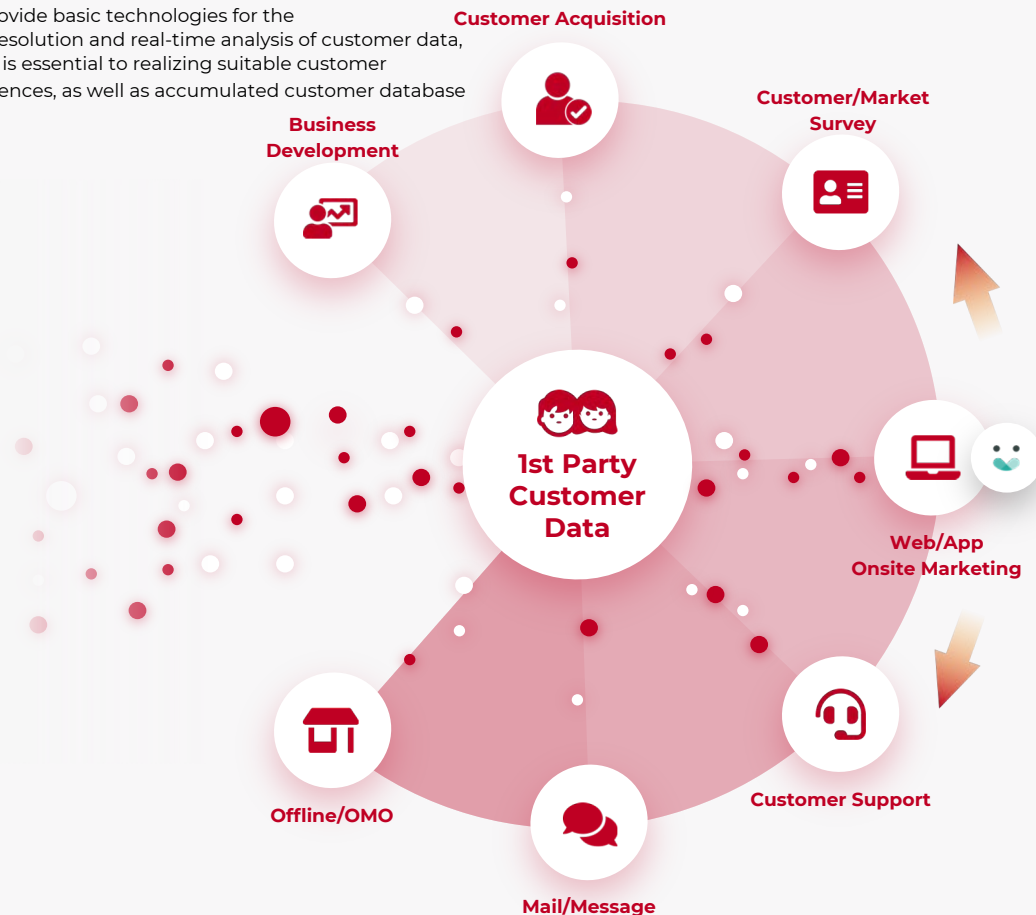
To Realize Customer-Focused Business Activities by Supporting the Use of Customer Data

High-resolution understanding of customers is essential to realizing suitable customer experiences

Plaid supports customer-focused business activities based on the proprietary real-time analysis engine enabling high-resolution customer understandings and accumulated customer database as our core value

Our Core Value

We provide basic technologies for the high-resolution and real-time analysis of customer data, which is essential to realizing suitable customer experiences, as well as accumulated customer database

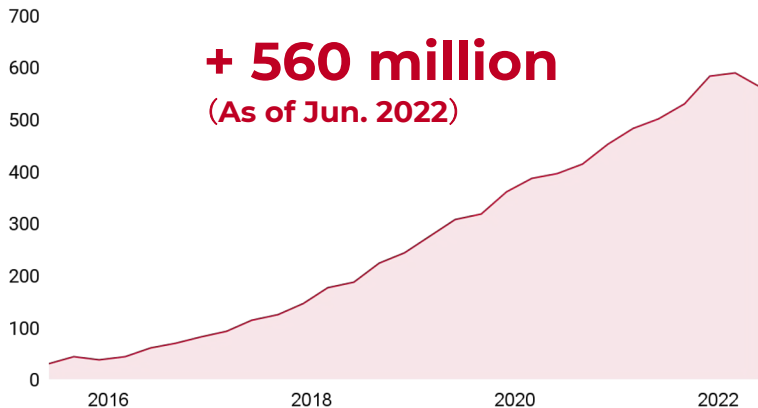


Customer Data Accumulation

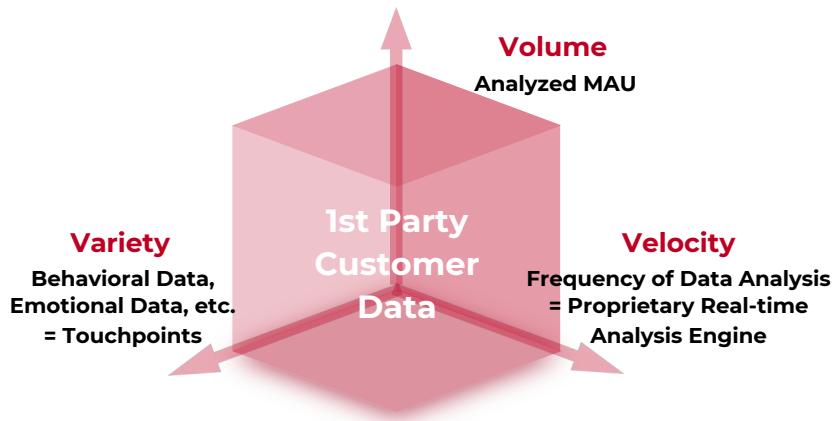
- The number of MAUs⁽¹⁾ analyzed in June 2022 exceeded 560 million, and the scale of customer data analysis has continued to grow since KARTE was launched in 2015
- We plan to continuously enrich data environment for supporting customer-focused business activities through product development

MAU mil.
(2)(3)

Analyzed MAU Trend

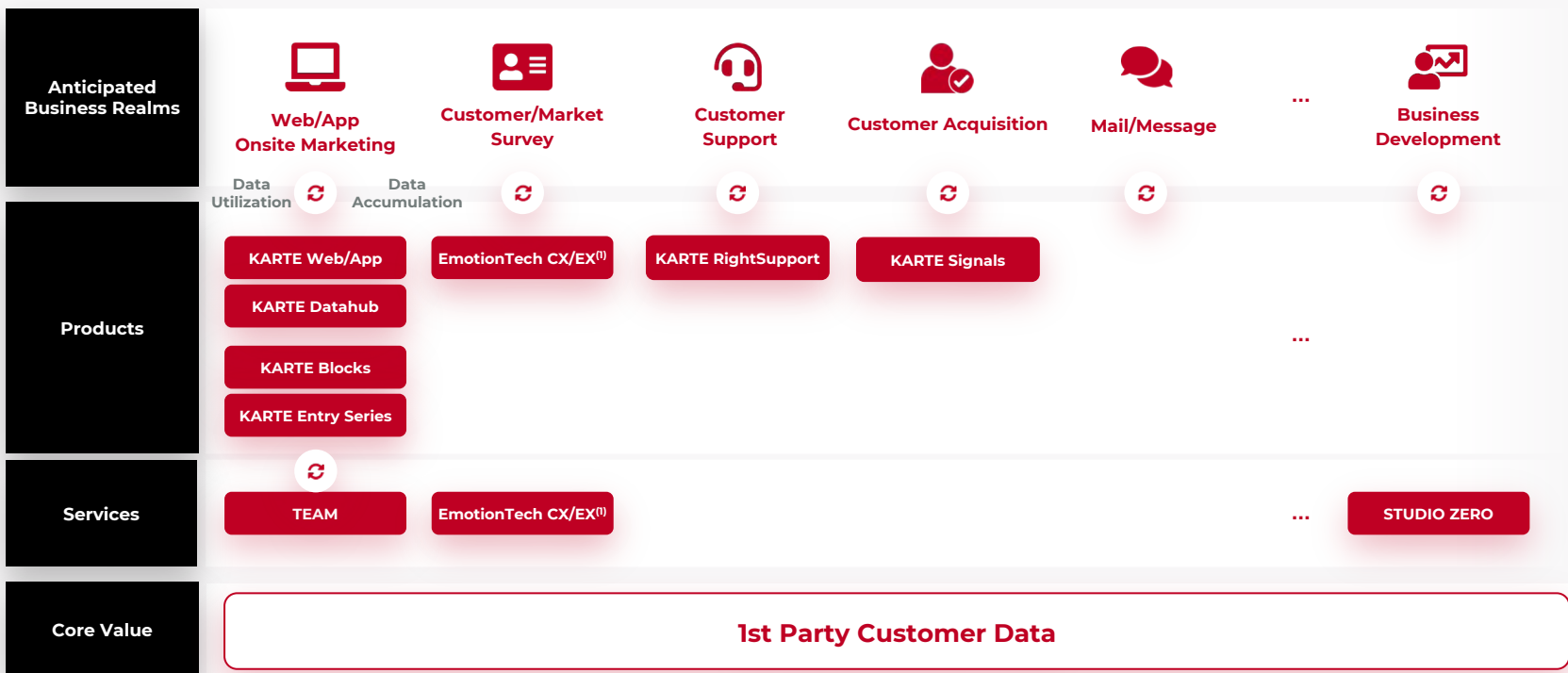


Data Environment Required for Enabling Customer-Centric Business Activities



Development of Products and Services Based on Customer Data

- We will provide new products and services into business areas where leveraging customer data is a key success factor
- β version product now being offered in Customer Support and Customer Acquisition areas and is steadily expanding to more business realms



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Q3 FY 9/22 Financial Highlights

1

Consolidated net sales and ARR dipped from the previous quarter mainly due to churns and downsales, which was already reflected in the guidance revisions on May 2022, but we are addressing the customer retention issues

2

Consolidated gross profit margin dropped whilst Plaid's standalone one is kept at an appropriate level

3

Accelerated marketing investments and hiring, resulting in expanded quarterly operating loss

4

Overall financial results are progressing positively against the revised guidance on May 2022

Net sales / YoY Growth Rate: Consolidated

1,801 mil. (Q3 FY9/22) / **28.5%**

of Customers⁽²⁾: Consolidated

691 (End of June 2022)

ARR⁽¹⁾ / YoY Growth Rate: Consolidated

6,463 mil. (End of June 2022) / **19.1%**

NRR⁽³⁾: Non-Consolidated

101.3% (Last three months avg.)

Gross Profit Margin: Consolidated / Non-Consolidated

72.2% / 74.1% (Q3 FY9/22)

Employees: Consolidated / Non-Consolidated

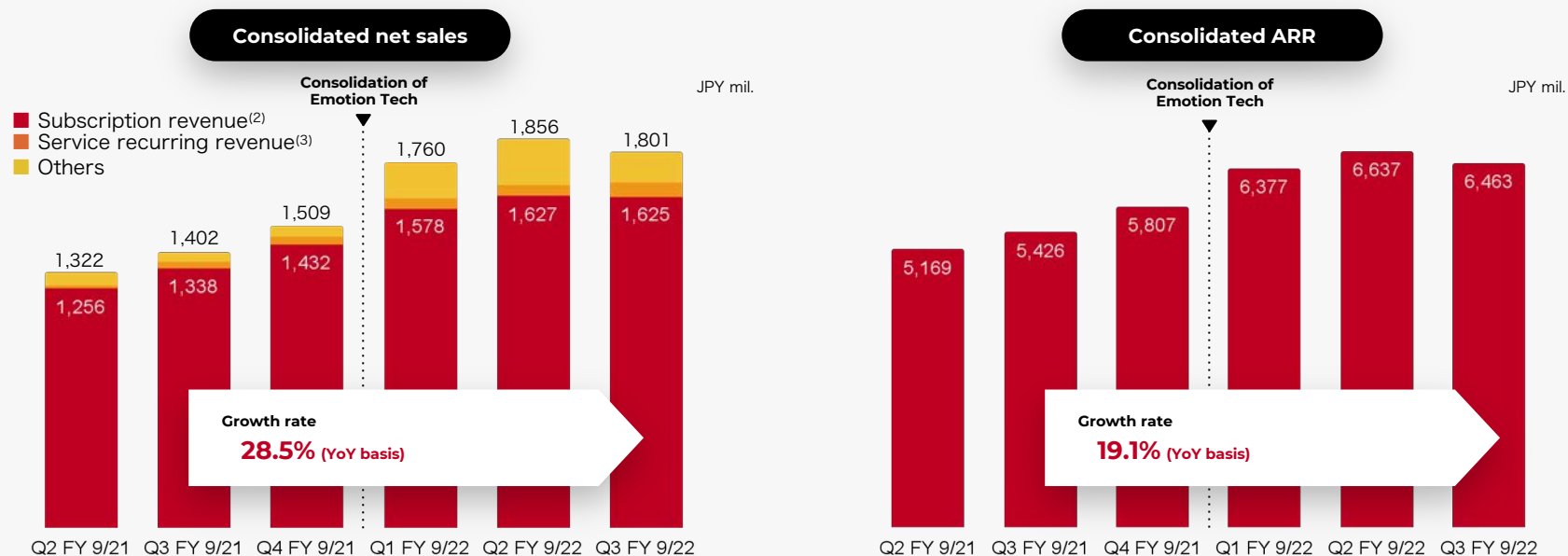
341 / 282 (End of June 2022)

Notes: 1. ARR: Annual Recurring Revenue. It is calculated by multiplying the monthly subscription sales at the end of each quarter by 12. It is an indicator that expresses the net sales expected to be obtained from existing subscriptions alone during the 12 months starting the month following the final month of the quarter based on the assumption that all existing subscriptions will be renewed at the specified time / 2. Total number of customers utilizing our products as of the end of each quarter / 3. NRR: Net Revenue Retention (Rate). Calculated by dividing the (i) monthly subscription sales of current customers who have continued to subscribe for at least one year by (ii) the monthly subscription sales for the same month in the previous year.

Financial Results - PLAID Group (Consolidated) -

Consolidated Net Sales and ARR Continues to Grow Yoy Basis while ARR Dipped from the Previous Quarter

- ARR⁽¹⁾ dipped from the previous quarter mainly due to increased churns and downsales of contracts as of the end of March, a peak timing of contract renewals, but we are taking necessary measures to deal with the customer retention issues
- Others sales continue to be increased from the previous year with some seasonal fluctuations
- Those results were already reflected in the revised guidance announced on May 2022



Notes: 1. ARR: Annual Recurring Revenue. It is calculated by multiplying the monthly subscription sales at the end of each quarter by 12. It is an indicator that expresses the net sales expected to be obtained from existing subscriptions alone during the 12 months starting the month following the final month of the quarter based on the assumption that all existing subscriptions will be renewed at the specified time / 2. Net sales taken up by the total amount of monthly charges for products that can be earned on a recurring basis / 3. Net sales taken up by the total amount of monthly charges for services that can be earned on a recurring basis

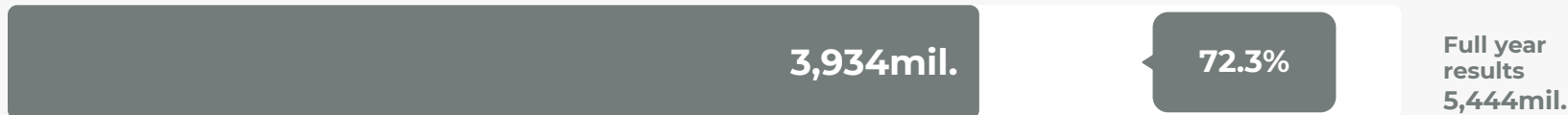


Progress of 9-month Consolidated Net Sales against Full Year Guidance is Better than the Last Fiscal Year

Consolidated net sales for Q3 FY 9/22

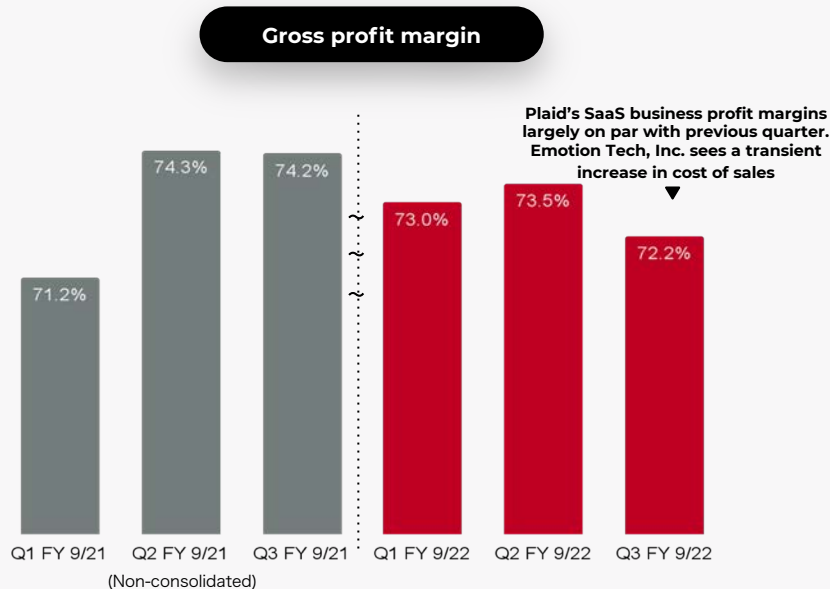
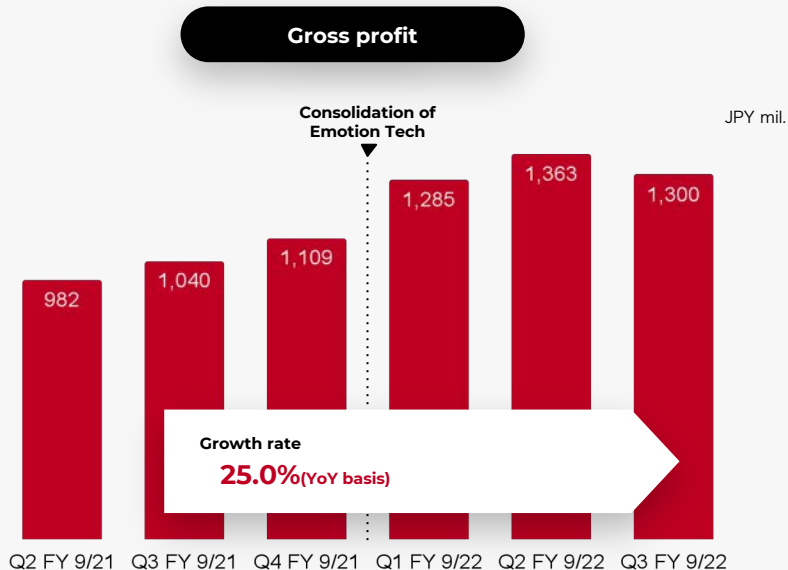


Consolidated net sales for Q3 FY 9/21



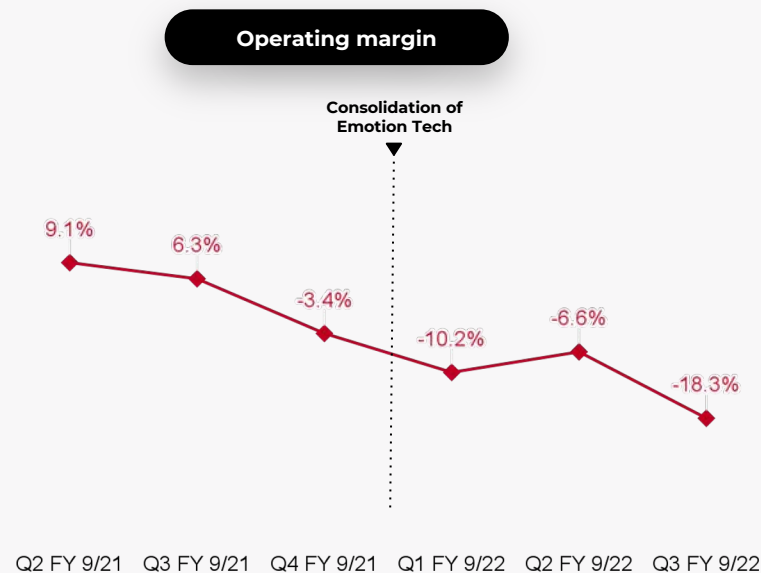
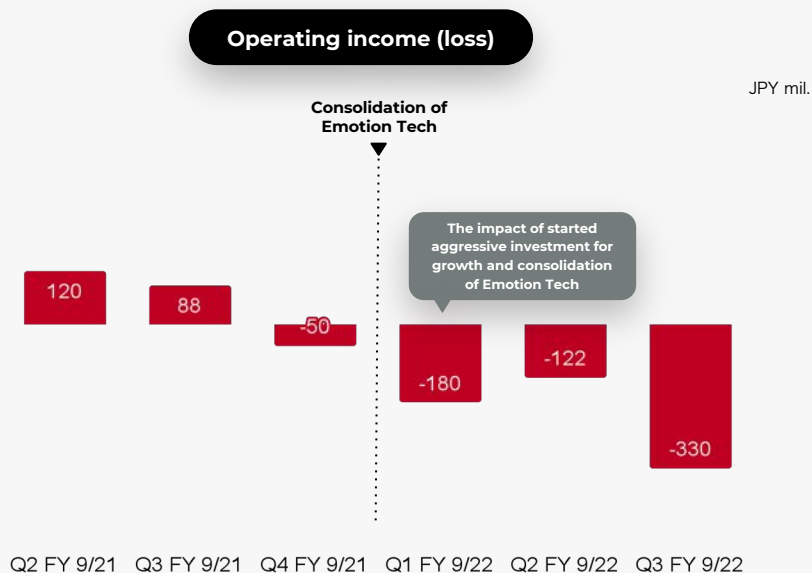
Consolidated Gross Profit Margin Declined whilst Plaid's SaaS Margin has been Stable

- Plaid's SaaS gross profit margin was 73.8%, which we think is an appropriate level, explained in a later page
- Emotion Tech experienced temporary increase in cost of goods sold, with its gross profit margin decreased



Consolidated Operating Loss Increased as a Result of Plaid's Increased SG&A Expenses and a Temporary Hike in Emotion Tech's Cost of Goods Sold

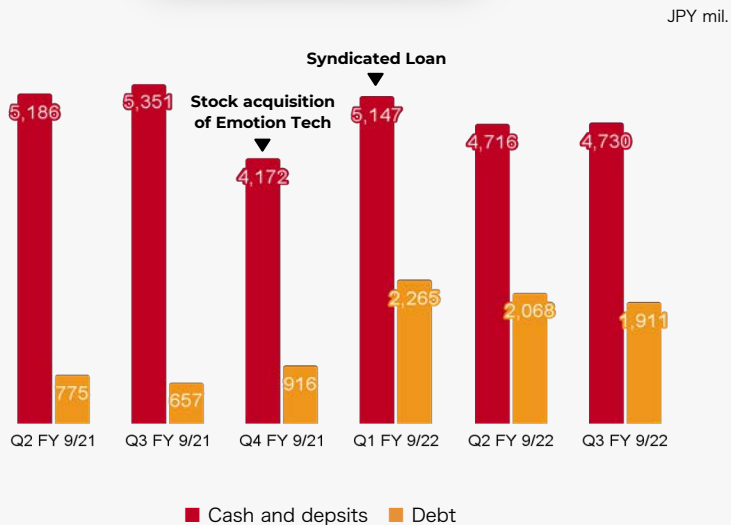
- Plaid's SG&A expenses increased largely due to marketing investment and headcount increase, described in standalone section
- Almost half of 208 million yen of Increased net operating loss from the previous quarter attributed to Emotion Tech



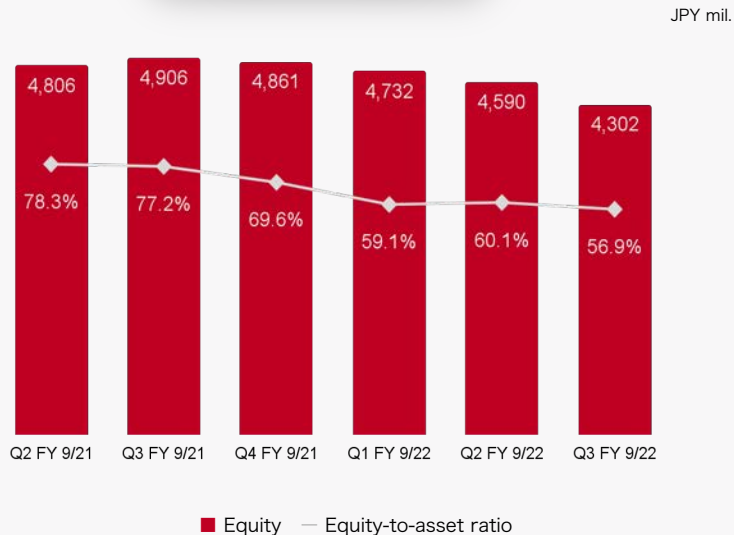
Maintain a Sound Financial Condition on Balance Sheet

- Maintain a sound balance sheet, with approximately 2.5 billion yen net cash and 0.5 billion yen of unused commitment line as of the end of the quarter

Cash and Debts



Reference: Equity



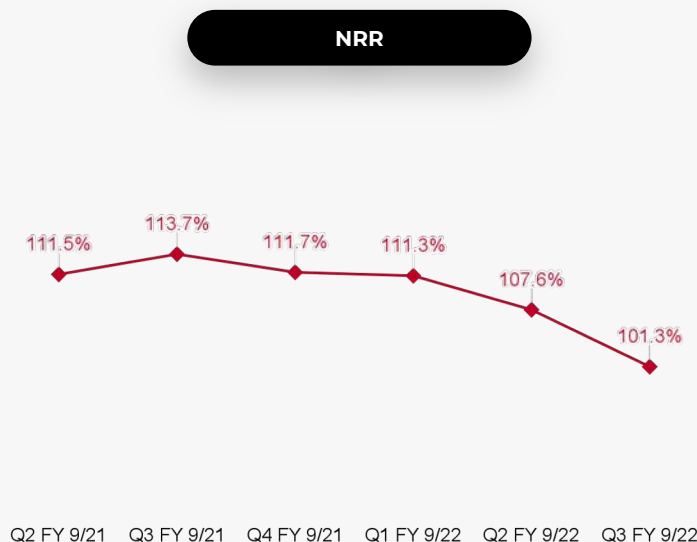
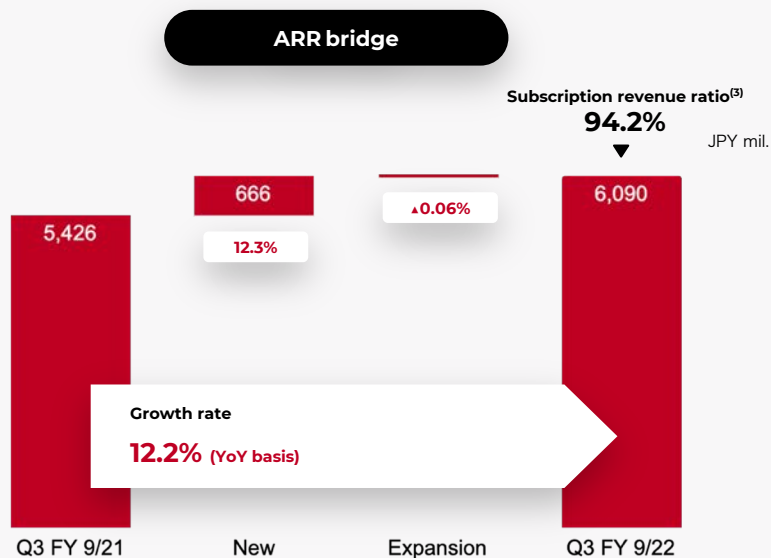
Overall Financial Results are Progressing Positively against the Revised Guidance on May 2022

(JPY mil.)	1st Half Results (Consolidated)	2nd Half Guidance (Consolidated) (revision on May 10, 2022)	Q3 FY22 Results	Summary
Net sales	3,616	3,570	1,801	<ul style="list-style-type: none"> Plaid's standalone sales in line with the guidance while working on key issues resulting in the downward revision Emotion Tech's sales better than expected
YoY Growth Rate	42.8%	22.6%	28.5%	
Gross profit	2,648	2,585	1,300	<ul style="list-style-type: none"> Consolidated gross profit margin in line with the guidance
Gross Profit Margin	73.2%	72.4%	72.2%	
SG&A	2,952	3,525	1,631	<ul style="list-style-type: none"> Operating loss was lower than forecast because of unused SG&A budgets
Operating income	▲303	▲910	▲330	

Financial Results - PLAID (Non-Consolidated) -

ARR Growth Slowed Down due to Churns on March end, Fully Reflected in the Guidance Revisions on May, and We are Working on to Improve Customer Retention Issues

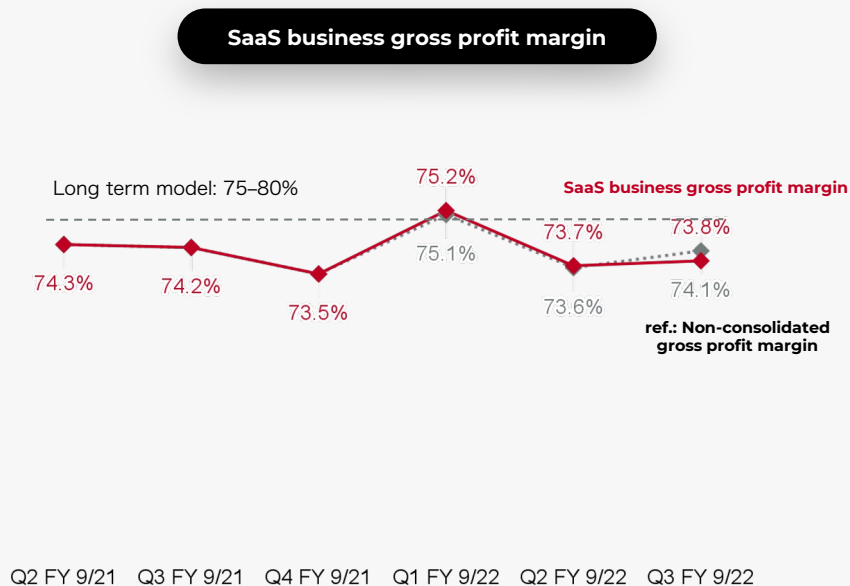
- Contribution to ARR⁽¹⁾ growth by the expansion of existing customers, or NRR⁽²⁾, has dropped to around 0%, or 100%, due to churns & downsells on March end
- We are already working on customer retention issues



Notes: 1. ARR: Annual Recurring Revenue. It is calculated by multiplying monthly subscription revenue at the end of each quarter by 12. It is an indicator that expresses the net sales expected to be obtained from existing subscriptions alone during the 12 months starting the month following the final month of the quarter based on the assumption that all existing subscriptions will be renewed at the specified time / 2. NRR: Net Revenue Retention (Rate) Calculated by dividing the (i) monthly subscription sales of current customers who have continued to subscribe for at least one year by (ii) the monthly subscription sales for the same month in the previous year / 3. Percentage of net sales taken up by the total amount of monthly charges for products that can be earned on a recurring basis

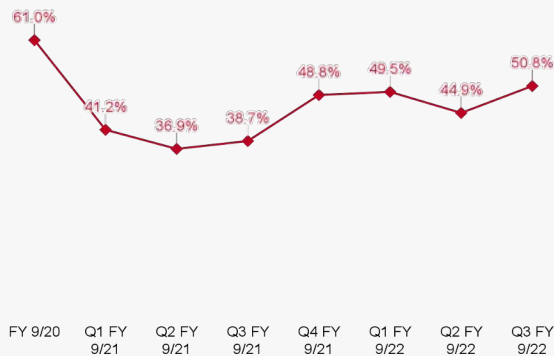
SaaS Gross Profit Margin is Kept at an Appropriate Level Regardless of Weakened JPY

- Although our server costs are increased by JPY depreciation because the majority portion of our server costs is US dollar denominated, effective usage of server, in addition to partial currency hedges, resulted in 73.8% of a stable gross profit margin level
- The transition to the new real-time analysis has been completed as of Q3 FY9/22

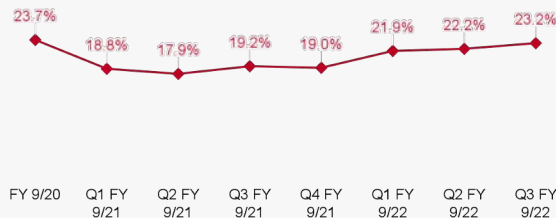


S&M Ratio was Up due to Marketing Investments and Hiring Business Personnel

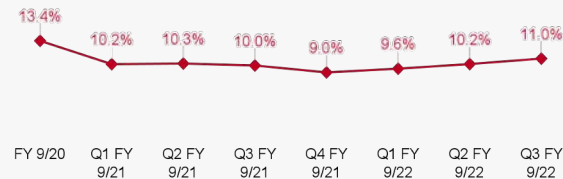
S&M⁽¹⁾ ratio



R&D⁽²⁾ ratio



G&A⁽³⁾ ratio



Notes: 1. S&M: Expenses related to sales activities, which consist primarily of salaries and allowances for our sales and marketing personnel and advertising expenses as well as allocated overhead costs, and allocated depreciation and amortization, which are generally allocated based on the number of employees / 2. R&D: Expenses consist primarily of salaries and allowances for our engineering, product and design teams, as well as allocated overhead costs, and allocated depreciation and amortization / 3. G&A: Expenses consist primarily of salaries and allowances for our legal, finance, and HR operations, as well as allocated overhead costs, and allocated depreciation and amortization



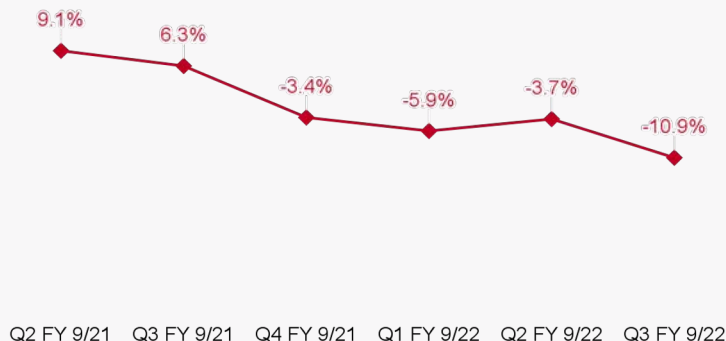
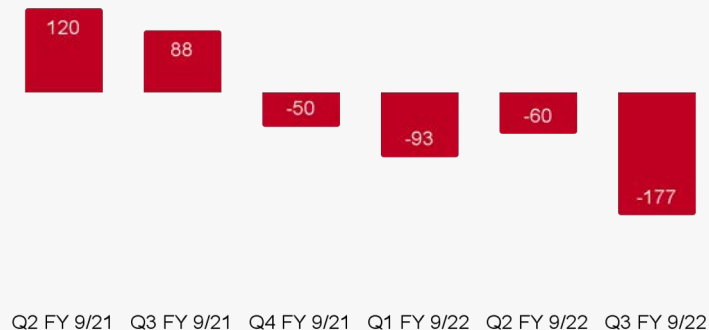
Accelerated Marketing Investments and Hiring, Resulting in Expanded Quarterly Operating Loss

- Made online advertisements for lead generation and customer acquisition, in addition to branding spending
- Hiring is as scheduled, described in the next page

Operating income (loss)

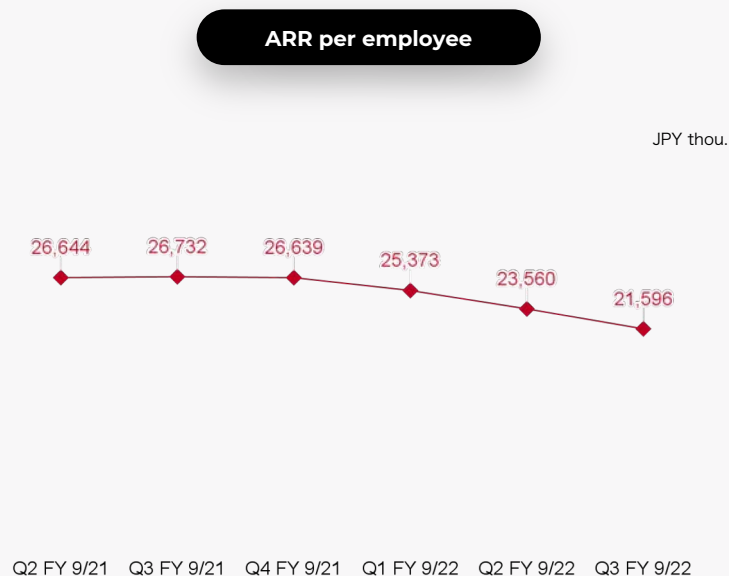
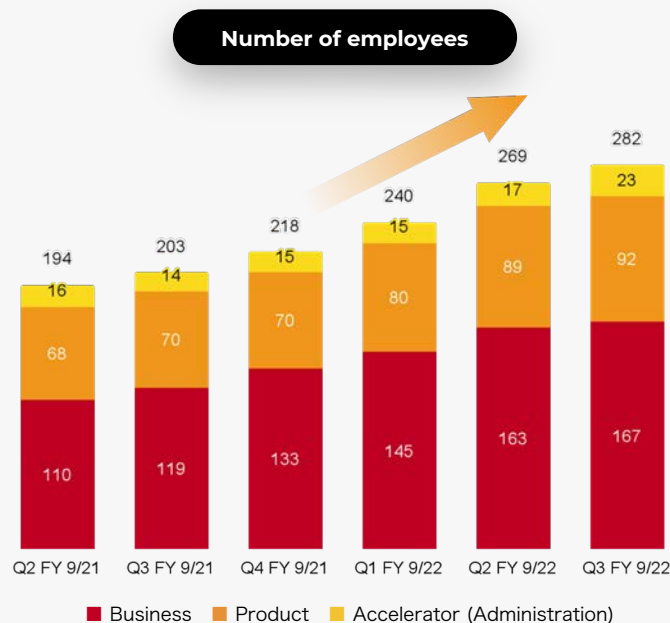
JPY mil.

Operating income (loss) margin



Successfully Hiring Talents Both For Business and Product Development

- Talent acquisition, which was re-accelerated around Q3 FY9/21, is proceeding smoothly
- ARR per employee has gradually been decreased



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Plaid's Standalone Business Condition Showing Signs of Improvement

- Development of systems to improve business conditions is proceeding steadily

	Future Policy	Current Situation
New customer acquisition	<ul style="list-style-type: none"> Develop the SOM of ~3,800 companies for KARTE and KARTE for App through sales and marketing activities and the development of new products and functions tailored to each customer's capabilities and resources. Develop a new customer base by expanding business realms for products such as RightSupport. 	<ul style="list-style-type: none"> Some progress has been made in improving company systems through organizational and human resource reforms. We are now focusing on strengthening our pipelines for future growth. Efforts to develop new customer bases through the expansion of business realms are making a real impact.
Existing customer expansion	<ul style="list-style-type: none"> Promotion of upselling/cross-selling through full-scale development of new launched products, functional enhancement and launches of new products, etc. 	<ul style="list-style-type: none"> RightSupport/Signals both expanding steadily
Churn / Downsell	<ul style="list-style-type: none"> Enhance human support services (TEAM & Customer Success) by strengthening of partner collaboration and education of internal talent Improve onboarding process and product design 	<ul style="list-style-type: none"> Some progress has been made in improving company systems through organizational and human resource reforms. We are now focusing on providing value to curb future churn and downsells.

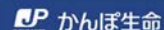
KARTE CX Conference 2022

Time and Date: 10:00–18:00 Tuesday, July 12, 2022

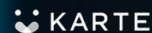
Format: Offline/Online Event

Venue: Akasaka Intercity Conference

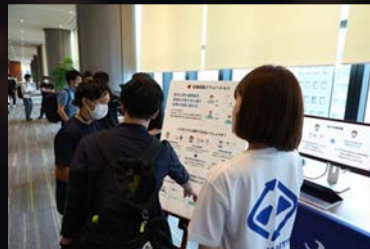
Participating Companies: See list below



KARTE CX Conference 2022



顧客との関係を、
もう一歩先へ進めるための1日



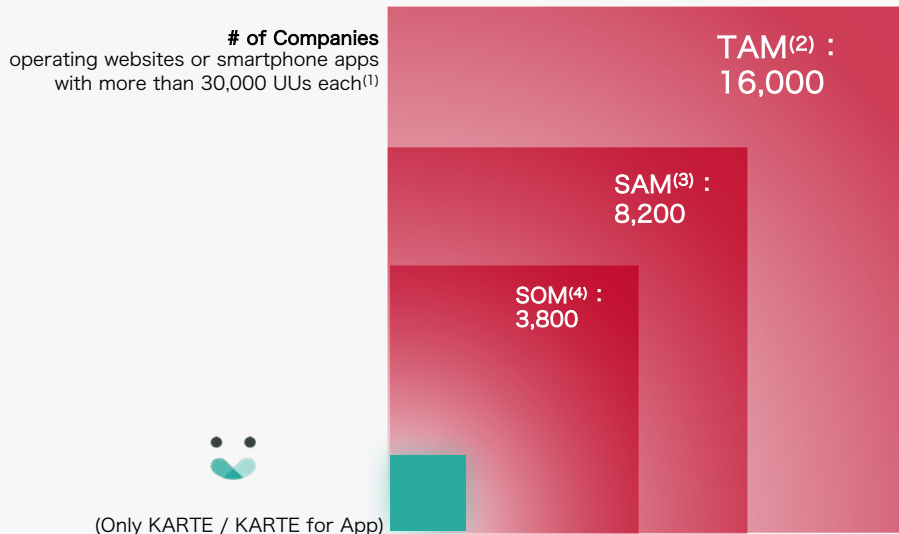
The Potential Market Size of KARTE / KARTE for App

There are about 3,800 companies in Japan that are likely to adopt KARTE / KARTE for App based on its current functions and pricing

Large potential market is existing

ref :

550 companies as of the end of Q3 FY 9/2022

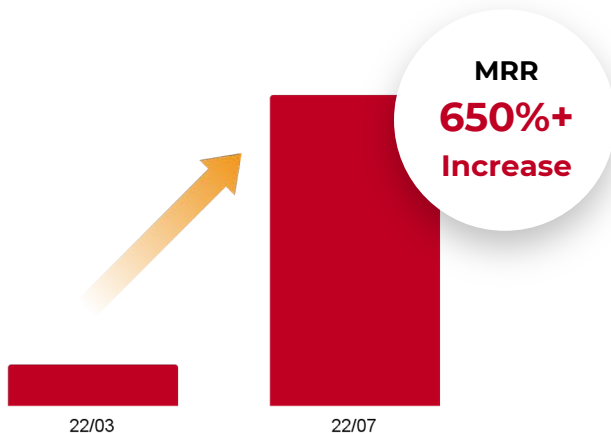


Notes: 1. This is the number of companies operating Japanese website with more than 30,000 UUs per month based on data from SimilarWeb Ltd. as of February 2019 and smartphone apps that have been updated within 365 days and downloaded 5,000 times, based on Appannie's data as of June 2021. They are defined as companies with the potential to adopt KARTE/KARTE for App / 2. TAM: Total Addressable Market. This is the sum of the number of companies operating websites and smartphone apps in Japan, calculated based on the criteria described in (Note 1) / 3. SAM: Service Addressable Market. This is the number of companies that are likely to adopt KARTE/KARTE for App by function enhancements or pricing changes, etc. / 4. SOM: Service Obtainable Market. This is the number of companies in SAM (Note 3) that are expected to have a particularly high potential to adopt KARTE/KARTE for App in light of their industry and business model etc.

MRR of New Business Realms Has Increased Significantly

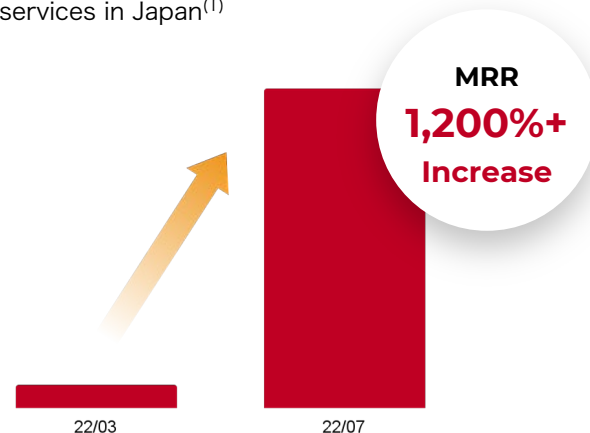
KARTE RightSupport

- MRR increased significantly due to contracts with major companies in various industries such as finance and telecommunications
- Cross-selling to existing customers and adoption by new customers have both progressed



KARTE Signals

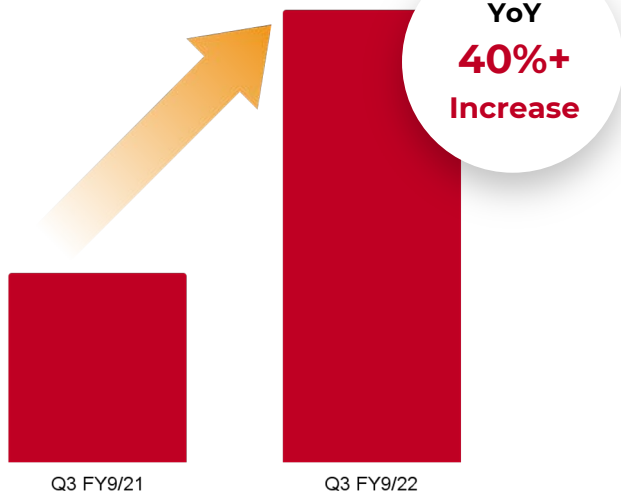
- MRR has increased significantly due to adoptions in a wide range of industries, including retail, travel, and real estate
- In June 2022, the Company began a tie-up with Yahoo! Advertising. It now covers all the major programmatic ad placement services in Japan⁽¹⁾



Net Sales Rapidly Expanded through Acquisitions of Several Large Contracts, etc.

Net sales

- Multiple orders from major players in multiple industries
- Growing much faster than planned at the time of joining the Group



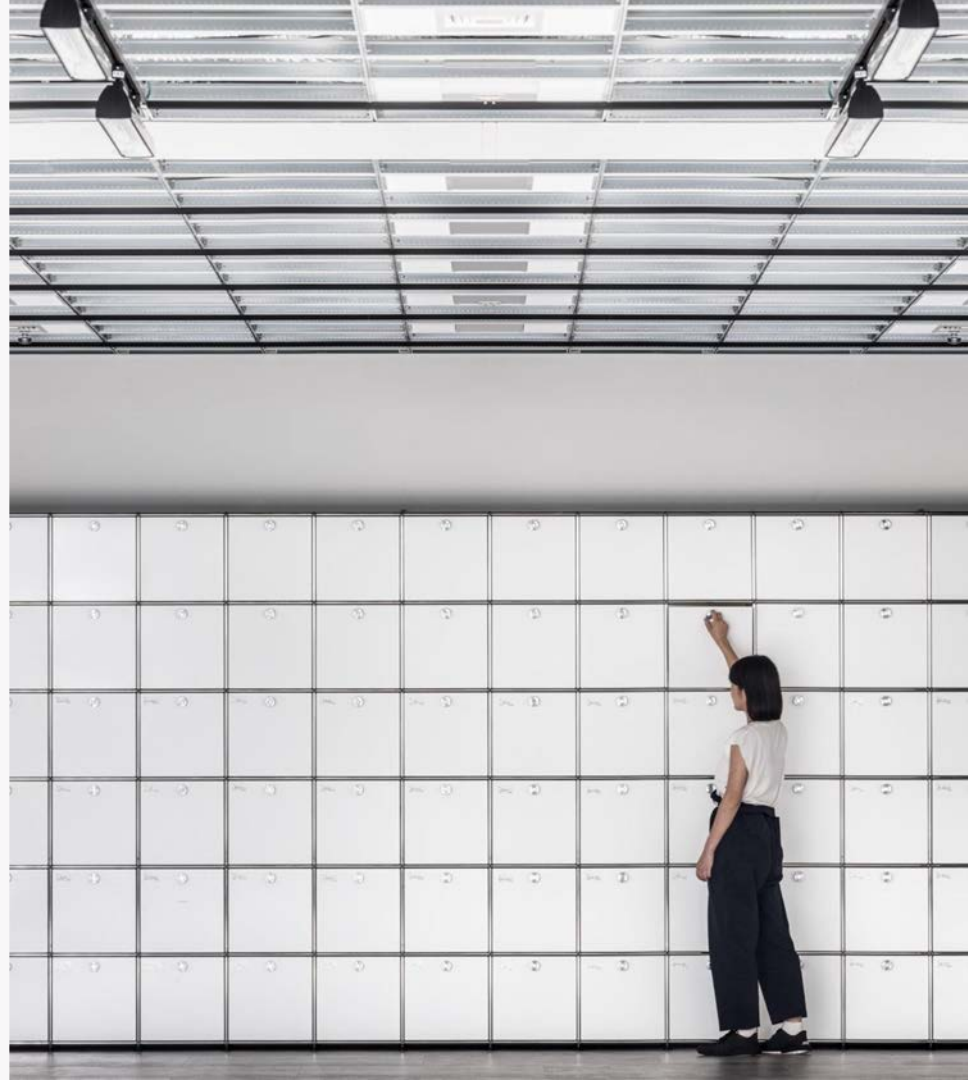
Major topics

- Adoption of Emotion Tech CX at 308⁽¹⁾ Kappa Sushi restaurants of the Colowide Group
- Emotion Tech CX visualizes issues with ever-changing customer experiences to better support the improvement of store experiences



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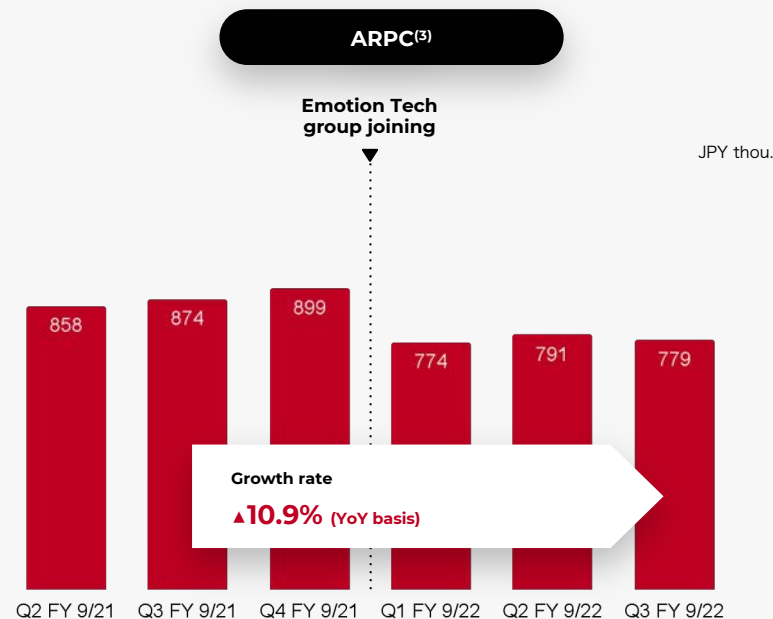
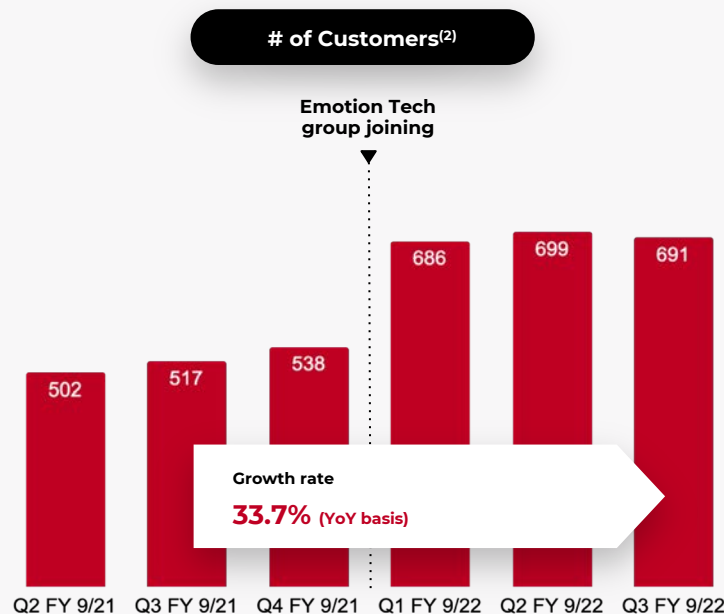
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Financial Information

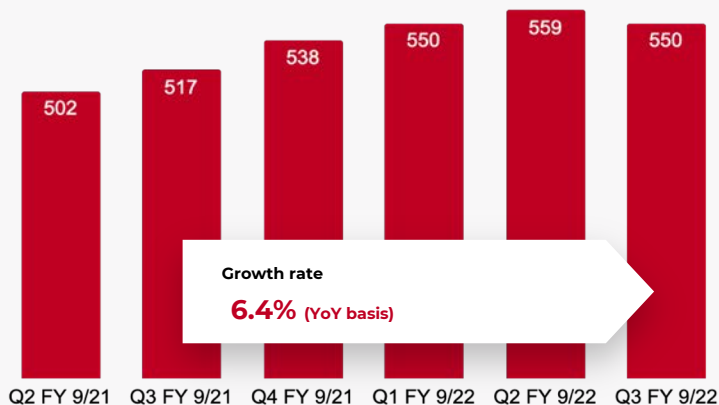
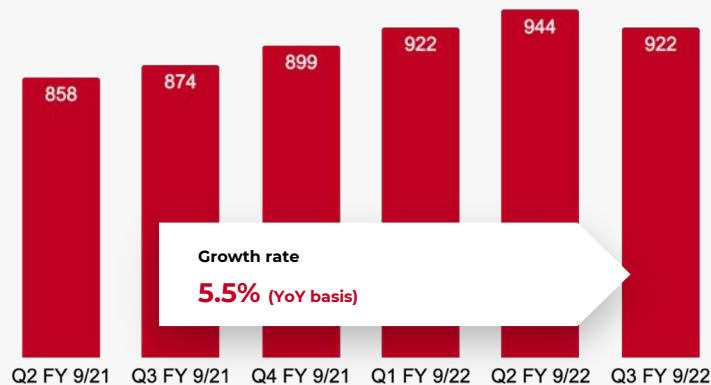
Customers and ARPC

- The number of customers increased significantly since Emotion Tech joined to our group⁽¹⁾
- This covers customers utilizing paid versions of our products



Customers and ARPC

- Both the number of customers and ARPC are growing steadily
- Subject to the number of paid customer of the product

Number of customers ⁽¹⁾**ARPC ⁽²⁾**

JPY thou.



Appendix

Income Statement (Quarterly)⁽¹⁾

Note: 1. Plaid acquired 64.0% voting rights in Emotion Tech on September 28, 2021. We consolidate balance sheet of Emotion Tech and posted a gain on step acquisitions and other adjustments, in the consolidated statement of income as consolidation adjustments in FY 9/21

(JPY mil.)	Q3 FY 9/22	Q3 FY 9/21	YoY	Q2 FY 9/22	QoQ
Net sales	1,801	1,402	+28.5%	1,856	▲2.9%
Subscription revenue (PLAID SaaS)	1,533	1,338	+14.5%	1,551	▲1.2%
Subscription revenue (Other)	92	-	-	75	+22.1%
Other	176	63	+177.0%	228	▲22.9%
Gross profit	1,300	1,040	+25.0%	1,363	▲4.6%
Gross profit margin	72.2%	74.2%	▲2.0pt	73.5%	▲1.3pt
SG&A	1,631	952	+71.3%	1,486	+9.8%
% of Net sales	90.5%	67.9%	+22.6pt	80.1%	+10.5pt
Advertising expenses	168	88	+89.8%	90	+85.6%
% of Net sales	9.3%	6.3%	+3.0pt	4.9%	+4.4pt
Personnel expenses	907	568	+59.6%	826	+9.7%
% of Net sales	50.3%	40.5%	+9.8pt	44.6%	+5.8pt
Rents	91	77	+17.4%	82	+10.2%
% of Net sales	5.1%	5.5%	▲0.5pt	4.5%	+0.6pt
Sales commission	31	30	+5.0%	32	▲3.4%
% of Net sales	1.8%	2.2%	▲0.4pt	1.8%	▲0.0pt
Amortization of goodwill	40	-	-	40	-
% of Net sales	2.2%	0.0%	+2.2pt	2.2%	+0.1pt
Other	393	187	+109.8%	413	▲4.8%
% of Net sales	21.8%	13.4%	+8.5pt	22.3%	▲0.4pt
Operating income	▲330	88	-	▲122	-
Operating margin	▲18.3%	6.3%	▲24.6pt	▲6.6%	▲11.7pt
Non-operating income	0	1	▲52.8%	0	▲43.8%
Non-operating expenses	39	3	+878.8%	32	+18.8%
Ordinary income	▲369	85	-	▲154	-
Net income attributable to owners of parent	▲336	84	-	▲155	-

Income Statement (Q1-Q3)⁽¹⁾

Note: 1. Plaid acquired 64.0% voting rights in Emotion Tech on September 28, 2021. We consolidate balance sheet of Emotion Tech and posted a gain on step acquisitions and other adjustments, in the consolidated statement of income as consolidation adjustments in FY 9/21

(JPY mil.)	FY 9/22 Q3	FY 9/21 Q3	YoY
Net sales	5,418	3,934	+37.7%
Subscription revenue (PLAID SaaS)	4,593	3,758	+22.2%
Subscription revenue (Other)	238	-	-
Other	587	176	+232.8%
Gross profit	3,949	2,884	+37.0%
Gross profit margin	72.9%	73.3%	▲0.4pt
SG&A	4,583	2,662	+72.2%
% of Net sales	84.6%	67.7%	+16.9pt
Advertising expenses	443	259	+71.4%
% of Net sales	8.2%	6.6%	+1.6pt
Personnel expenses	2,468	1,629	+51.6%
% of Net sales	45.6%	41.4%	+4.2pt
Rents	255	232	+9.8%
% of Net sales	4.7%	5.9%	▲1.2pt
Sales commission	98	84	+16.4%
% of Net sales	1.8%	2.1%	▲0.3pt
Amortization of goodwill	120	-	-
% of Net sales	2.2%	0.0%	+2.2pt
Other	1,196	457	+161.7%
% of Net sales	22.1%	11.6%	+10.5pt
Operating income	▲633	221	-
Operating margin	▲11.7%	5.6%	▲17.3pt
Non-operating income	2	5	▲63.2%
Non-operating expenses	88	213	▲58.6%
Ordinary income	▲720	13	-
Extraordinary losses	-	70	▲100.0%
Net income attributable to owners of parent	▲676	▲59	-

Balance Sheet⁽¹⁾

Note: 1. Table on the right shows non-consolidated figures for FY 9/20 and before, and consolidated figures for FY 9/21 only

(JPY mil.)	FY 9/20	FY 9/21	Q3 FY 9/22
Total current assets	2,642	4,956	5,575
Cash and deposits	2,091	4,172	4,730
Notes and accounts receivable, trade	475	645	647
Other	75	138	197
Total non-current assets	426	2,027	1,990
Total current liabilities	1,084	1,640	2,033
Total non-current liabilities	380	390	1,182
Total net assets	1,604	4,953	4,350

Opex Ratios to Net Sales (Non-Consolidated)

(JPY mil.)	FY 9/20	Q1 FY 9/21	Q2 FY 9/21	Q3 FY 9/21	Q4 FY 9/21	Q1 FY 9/22	Q2 FY 9/22	Q3 FY 9/22
S&M	2,443	497	488	542	737	785	736	827
% of Net sales	61.0%	41.2%	36.9%	38.7%	48.8%	49.5%	44.9%	50.8%
R&D	951	227	237	269	286	346	364	377
% of Net sales	23.7%	18.8%	17.9%	19.2%	19.0%	21.9%	22.2%	23.2%
G&A	538	123	135	140	136	151	167	178
% of Net sales	13.4%	10.2%	10.3%	10.0%	9.0%	9.6%	10.2%	11.0%

Long Term Model ⁽¹⁾ (PLAID SaaS)

	FY 9/20	FY 9/21	Q3 FY 9/22	Long term model
Gross profit margin	71.2%	73.3%	74.1%	75-80%
S&M	61.0%	41.6%	50.8%	25-30%
R&D	23.7%	18.7%	23.2%	18-20%
G&A	13.4%	9.8%	11.0%	8-10%
Operating margin	▲26.9%	3.1%	▲10.9%	20-25%

Note: 1. This long term model is forward-looking, is subject to significant business, economic, regulatory and competitive uncertainties and contingencies, many of which are beyond the control of the Company, and is based upon assumptions with respect to future decisions, which are subject to change. Actual results will vary and those variations may be material due to a number of factors, including those described in the "Risk Factors" section of the Offering Circular issued as of December 17, 2020. Nothing in this presentation should be regarded as a representation by any person that this long term model will be achieved, and the Company undertakes no duty to update its model as circumstances change

Company Overview

Company Overview

Overview

Company Name	PLAID, Inc.
Founded	October 2011
Headquarter	GINZA SIX 10F, GINZA 6-10-1, Chuo-ku, Tokyo, Japan 104-0061
CEO	Kenta Kurahashi
# of Employees	341 (Consolidated, as of June 2022)
Business Detail	Provision of KARTE (CX⁽¹⁾ Platform SaaS)

Note: 1. Customer experience. This refers to the sum of interactions between an organization and its customer that contributes to the resulting impression that the customer develops and maintains with respect to that organization or its products and services. This can encompass anything from product design and quality to traditional notions of customer service

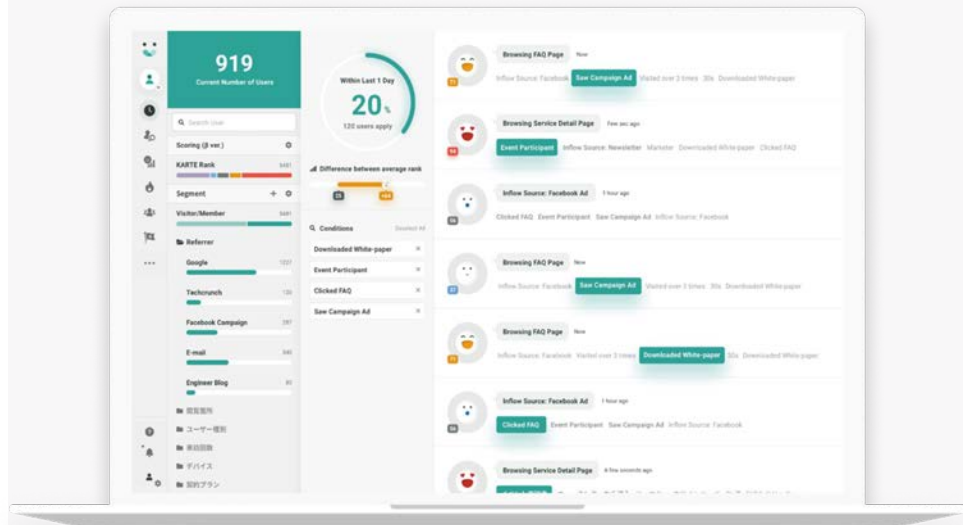


Products



Visualize the “Now” of Each Customer
with Proprietary Real-time Analysis Engine

Realize Flexible Actions (Customer Experience Design)
based on Analysis Results



Current Products/Services Lineup -1

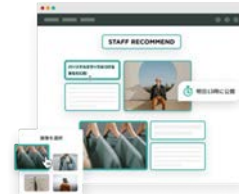
Products/ Services



KARTE /
KARTE for App



KARTE Datahub



KARTE Blocks

Details




Visualize the "now" of each and every customer based on a proprietary real-time analysis engine.

Enable companies to set up flexible actions or experiences suitable for customer's "now"

Integrate, analyze and visualize the customer data, behavioral data, and other data that exist inside and outside of a company **keeping it as big data**. Seamlessly linked with Google BigQuery

Allow self-served website management without engineering skills (no code editing, low code customization and measuring site performance etc.) **with tearing down every element of a website into blocks**

Current Products/Services Lineup -2

Products/ Services	 KARTE Entry Series	 EmotionTech CX/EX	 TEAM / STUDIO ZERO
Details	<p>This is a series of purpose-built package solutions that leverage the use cases and knowledge we have accumulated through the provision of KARTE. The first solution launched was the Cart Package, a solution that helps e-commerce businesses improve their shopping cart experience</p>	<p>It is a system and consulting service for collecting, measuring, and analyzing customer feedback (emotional data), including NPS^{®(1)} and customer satisfaction. It is provided by Emotion Tech, which joined the group in September 2021</p>	<p>Professional services which accompany companies such as supporting KARTE utilization and CX consulting. We launched STUDIO ZERO, a business development organization specializing in the use of data in the business development phase, in April 2021</p>

Feature of KARTE

Feature 1.

**Visualization of
individual customers**

Feature 2.

**Real-time
analysis**

Feature 3.

**End-to-end
solution**

Feature 1.

Visualization of individual customers

KARTE accumulates behavioral data of customers visiting a website on a customer-by-customer basis, and visualizes those by customer. This enables business operators to understand the status and needs of individual customers intuitively and to implement and examine measures to provide a better experience to customers



Feature 2.

Real-time analysis

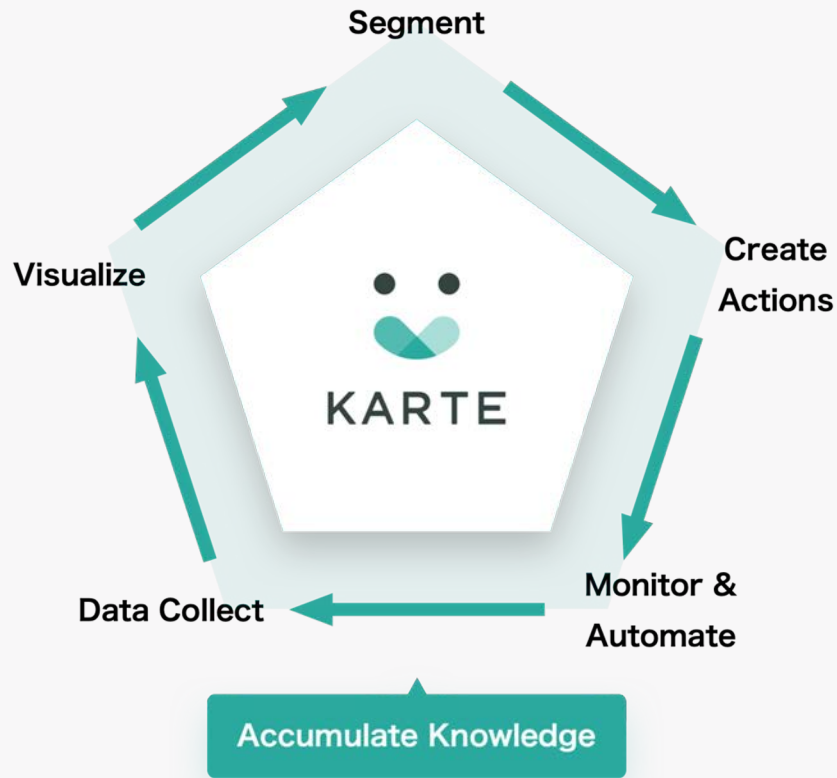
KARTE analyzes the real-time behaviors of customers visiting a website, etc., such as "They have been considering a specific product for a long time," together with the past data. This enables businesses to communicate appropriately with customers, without overlooking a timing or sign of their intent to purchase or similar factor



Feature 3.

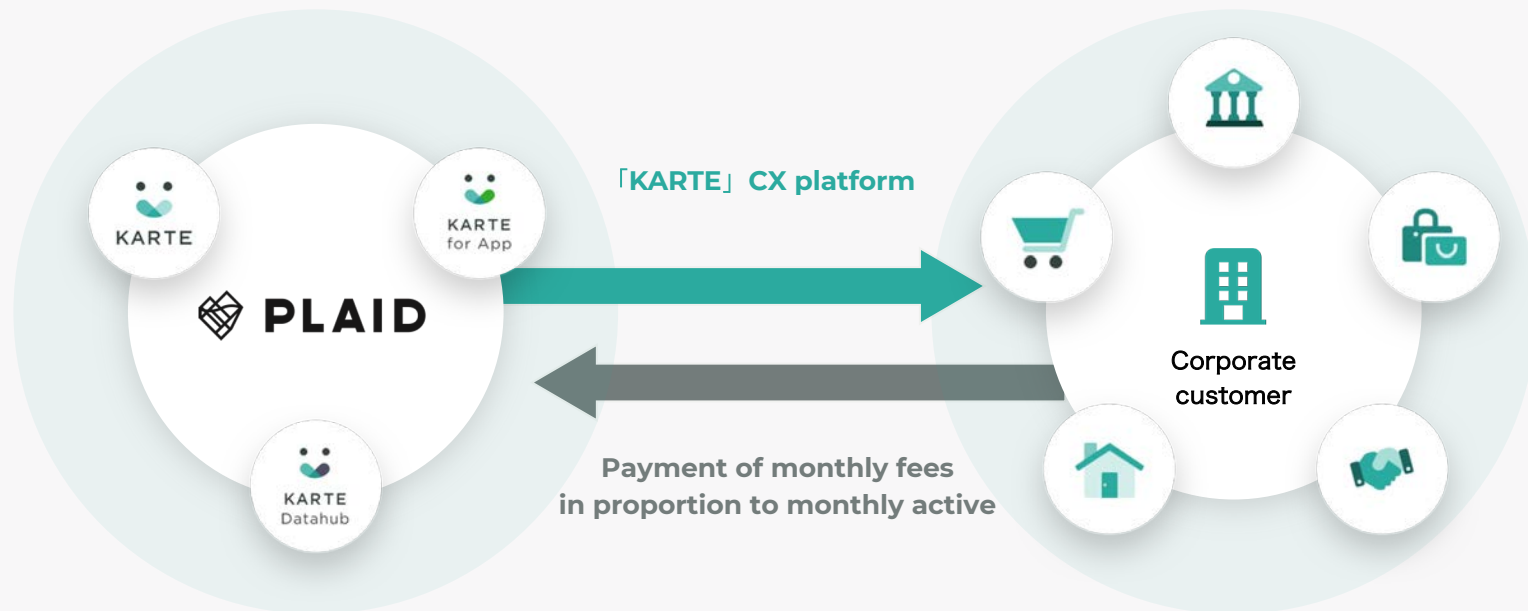
End-to-end solution

Unlike dedicated marketing tools for customer analysis, e-mail delivery, Web chat, delivery via social media, or other specific purposes, KARTE enables organizations to implement customer-related operations, from customer analysis to the automating actions



Business Model

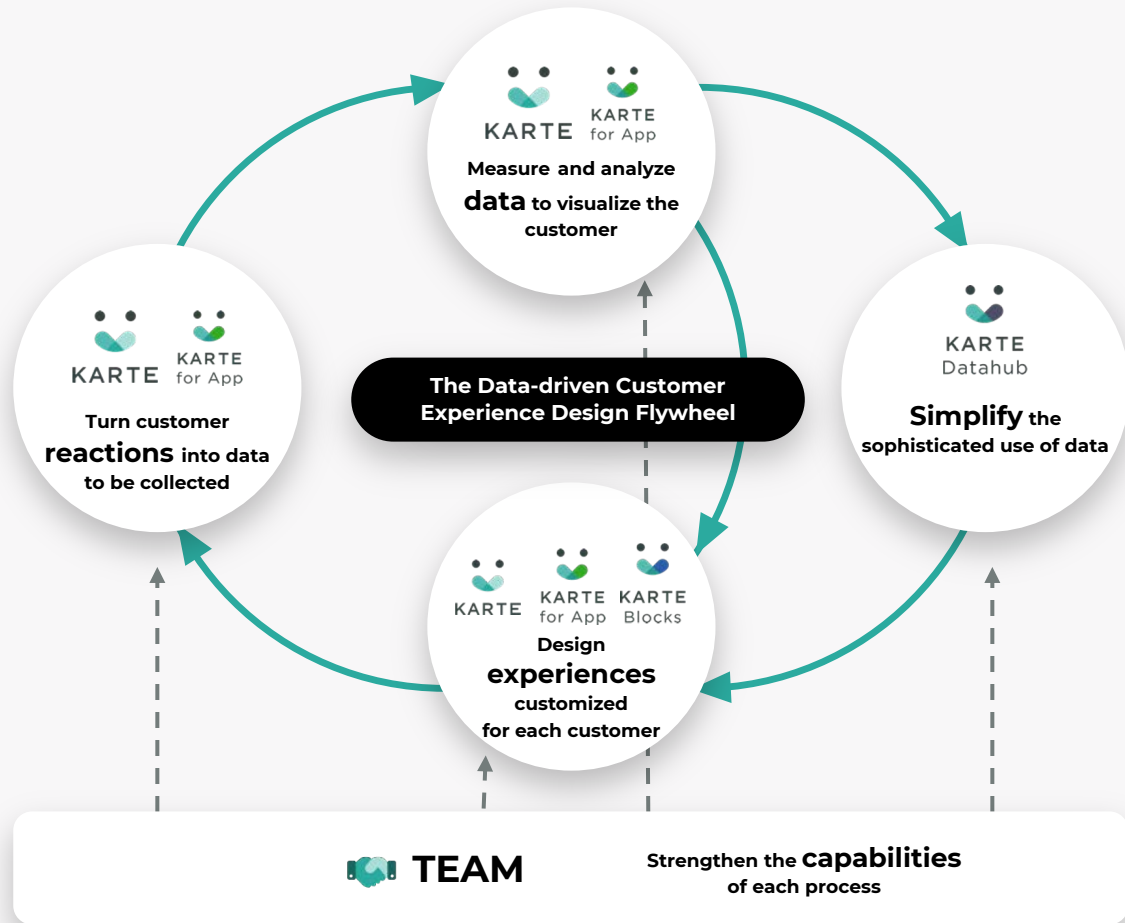
A Subscription model in which pricing is based on monthly active users on website or smartphone app
(Annual contract)



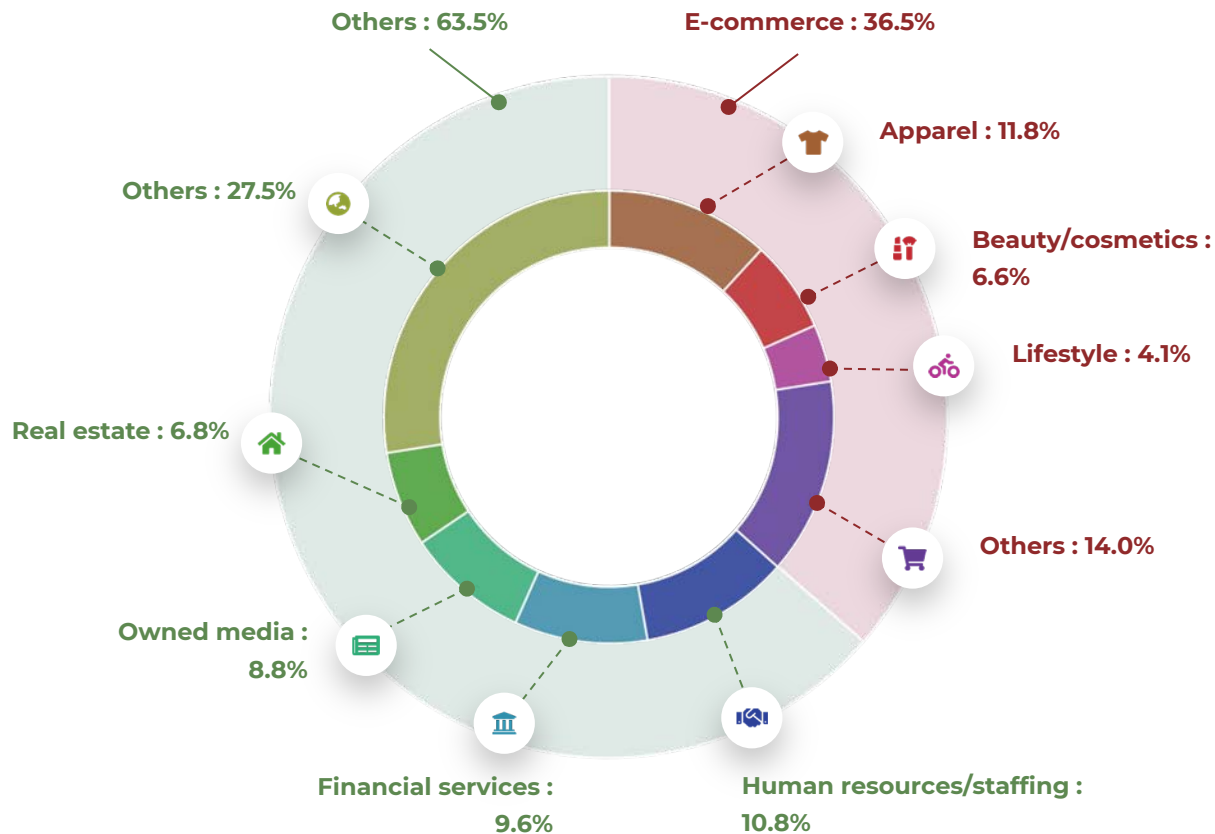
Focus on Supporting the Design of Customer Experience Centered around Customer Data

Improving customer experience value is realized through the cycle of measuring, integrating, and analyzing data, visualizing customers and improving the resolution of customer understanding through analysis, designing customized experiences for every customer, and collecting reactions

PLAID provides products and services for each of these processes

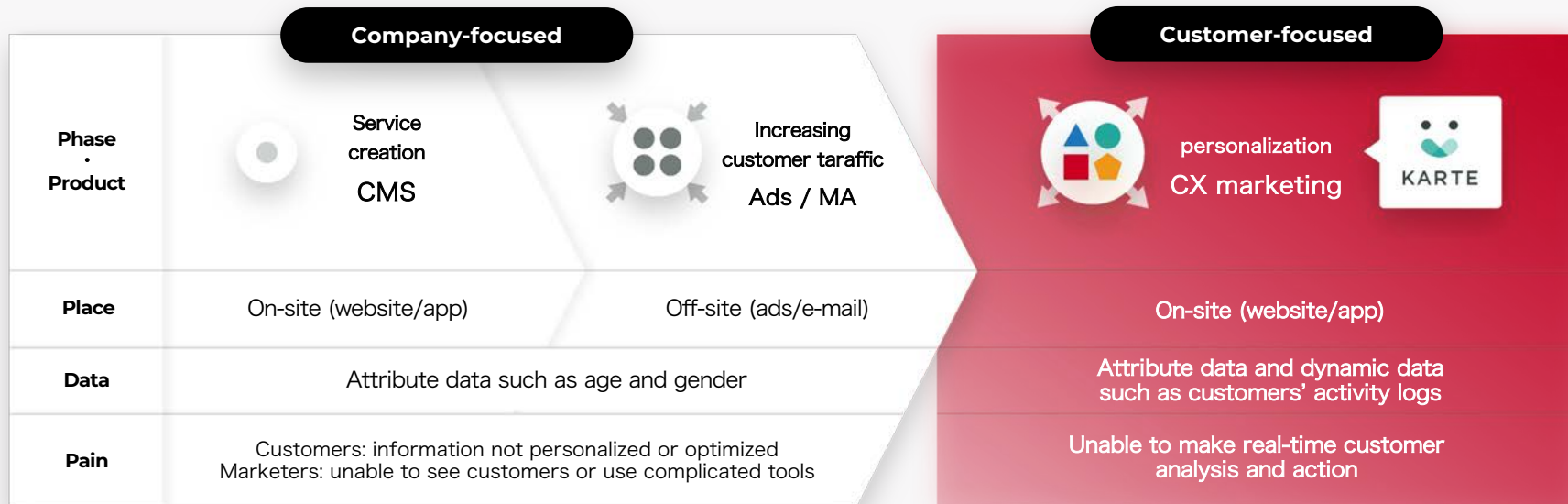


Percentages of Subscriptions by Industry ⁽¹⁾



Note: 1. Industry percentage as of September 30, 2021

Paradigm shift in Digital Marketing



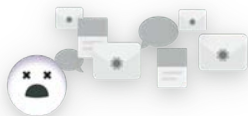
**From the phase of service creation and customer attraction
To the phase communicating value to customers**

Increasing Frustrations with Digital Marketing

The customers'

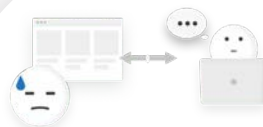


Contents are not
streamlined for individual
customers



Overwhelming amount of
information and repetitive
messages from
marketers

Marketers'



Unable to understand website
customer behavior
and make actions to them
on **real-time basis**

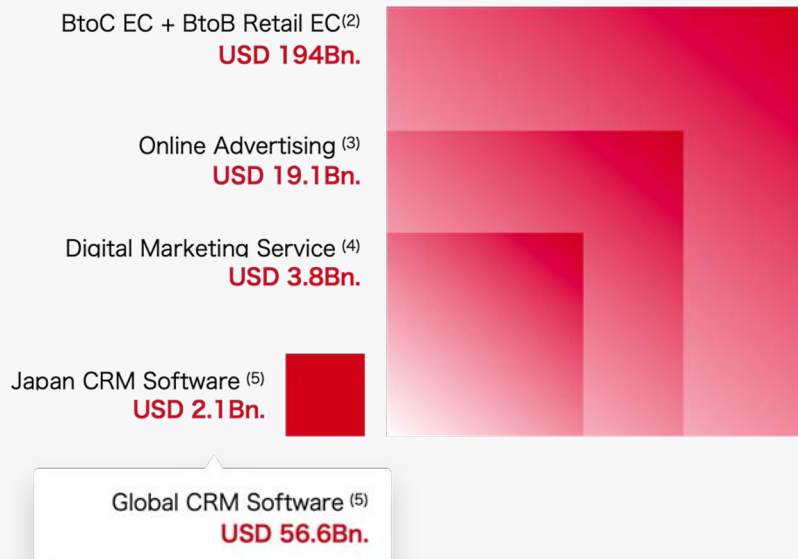


Lack of basis for
"individual"
and **"personalized"**
actions

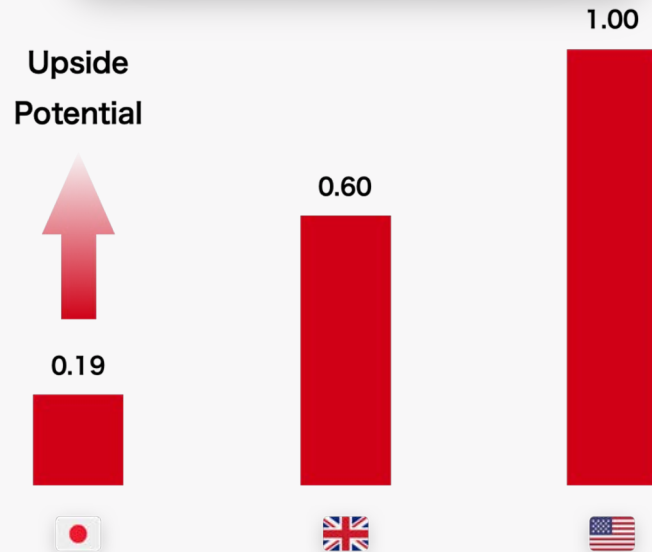
**Digital marketing initiatives taken by companies
without understanding their customers **do not necessarily contribute to the
improvement of the user and customer experience****

Multiple Touchpoints to Large and Extensive TAM

Extensive Estimated TAM in Japan⁽¹⁾



Cloud CRM Software Penetration⁽⁶⁾



Notes: 1. Exchange rate at JPY/USD=110.0 / 2. Ministry of Economy, Trade and Industry, "Results of FY 2019 E-Commerce Market Survey" / 3. Dentsu Inc., "Advertising Expenditures in Japan for 2019". Internet advertising expenditure / 4. IDC, spending in 2019, "Digital Marketing-related Services Market in Japan, 2020-2024" / 5. Gartner, "Forecast: Enterprise Application Software, Worldwide, 3Q20 Update". Market size of customer experience and relationship management excluding digital commerce market in 2019 / 6. Source: Gartner, "Forecast: Enterprise Application Software, Worldwide, 2018-2024, 3Q20 Update", Neha Gupta, et al., 30 September 2020, Penetration = (Market Size of Customer Experience and Relationship Management (CRM) Software CY 2019) / (CY 2019 Total Selling and Marketing Expense by Listed Companies). Market Size of Customer Experience and Relationship Management (CRM) Software includes the market both for listed and private companies. Total Selling and Marketing Expense includes numbers only from listed companies

Security, Privacy Protection, etc

Information assets handled by the Company are valuable information held by its corporate customers. The Company takes measures based on its understanding of initiatives to protect this information, believing that the protection of privacy and personal information are extremely important. At present, the Company's services are used by a large number of corporate customers including major financial institutions

Security

Authentication

The company has obtained multiple security authentications, including ISMS(ISO 27001) and cloud security authentications (ISO 27017)

Encryption

All communications with KARTE are encrypted using https(TLS1.3)

Authorizations

KARTE permits detailed authorizations on a user-by-user basis

SLA

Operation rate of 99.5% is set in SLA for KARTE

Automatic testing

In addition to several hours of automatic testing including testing using multiple browsers, humans also test manually

Auto scaling

Active servers are added automatically based on load, ensuring stable operations



CLOUD 688345 / ISO 27017



IS 623929 / ISO 27001

Redundancy

All servers are redundant, in principle, to improve fault tolerance

Operations

Human error is eliminated by automating deployment, server operations, and other daily operations using commands, etc.

Monitoring

The company has created a flow in which all components such as instances and databases, including the cloud, are monitored so that abnormalities can be addressed immediately

Protection of Privacy



17002437(01)

Authentication

The Company has acquired the Privacy Mark certification

Unrestricted permissions

The data sent to KARTE can be designed without restrictions, in accordance with customer's privacy policy

Customer alerts, etc.

The company takes more initiatives than required by law to protect privacy and personal information, such as alerting customers and receiving agreements from them

Opt-out

The company has created an opt-out page for end users who wish to opt out of tracking. It is striving to inform users of this page

*Maximize the value of people
with the power of data*