



(Nasdaq: UCL)

Company Presentation

May 2026

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01

Global Connectivity Divide



Eliminate the global connectivity divide by breaking down international roaming barriers, providing seamless network access worldwide.

02

Single-Multi Network Divide



Solve the single-multi network divide by intelligently optimizing connectivity across multiple networks.

03

Bridging the "Pet People" Divide



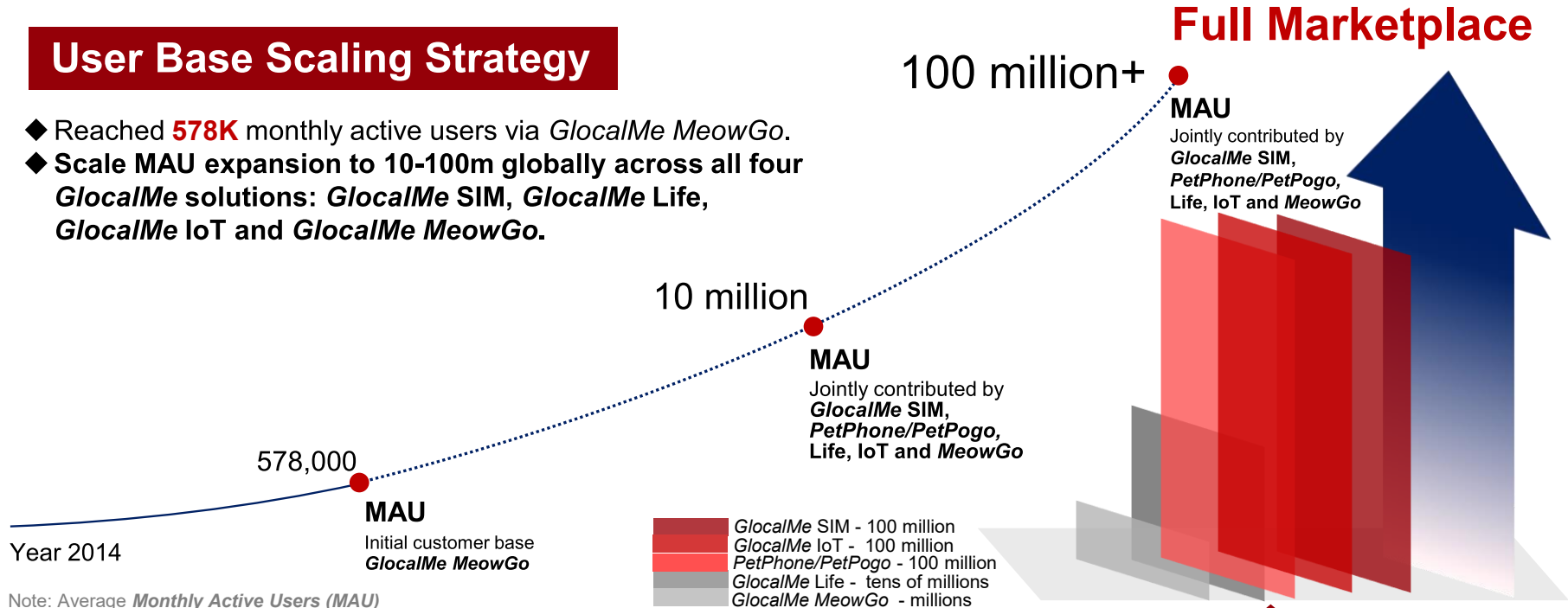
Pioneer the Pet-Tech era, using AI to foster emotional bonds between humans and their pets.

Unlocking Growth Opportunities to Scale MAU by 100x+

(Nasdaq: UCL)

User Base Scaling Strategy

- ◆ Reached **578K** monthly active users via *GlocalMe MeowGo*.
- ◆ Scale MAU expansion to 10-100m globally across all four *GlocalMe* solutions: *GlocalMe SIM*, *GlocalMe Life*, *GlocalMe IoT* and *GlocalMe MeowGo*.

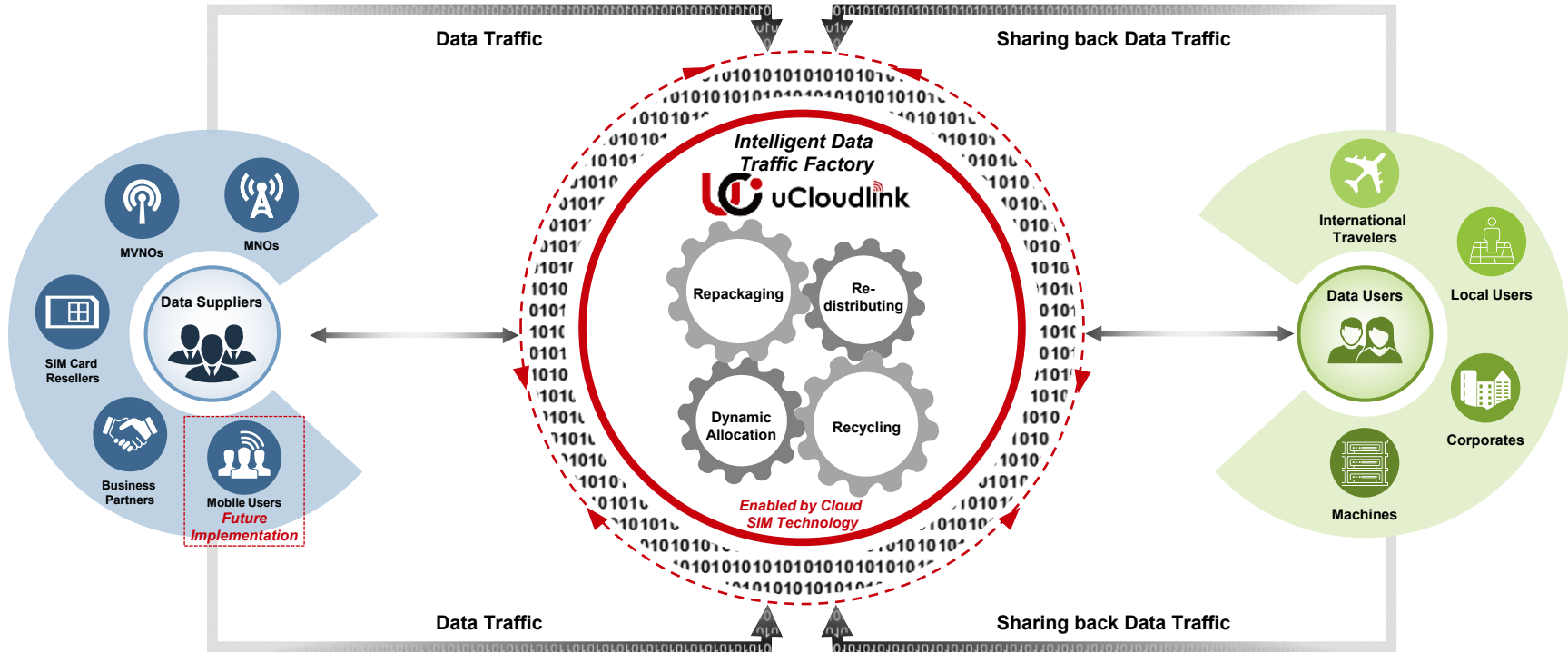


Each business line released new solutions: *PetPhone/PetCam*, *eSIM Trio*, *MeowGo G50 Max*

At CES 2026, we showcased these new and exciting technologies that have been integrated into innovative solutions that will further strengthen the tailwinds behind our broader series of *GlocalMe* and *GlocalMe Inside* solutions.

World's First and Leading Mobile Data Traffic Sharing Marketplace

(Nasdaq: UCL)



Best Coverage

Best Speed

Best Price

Flexible Solution

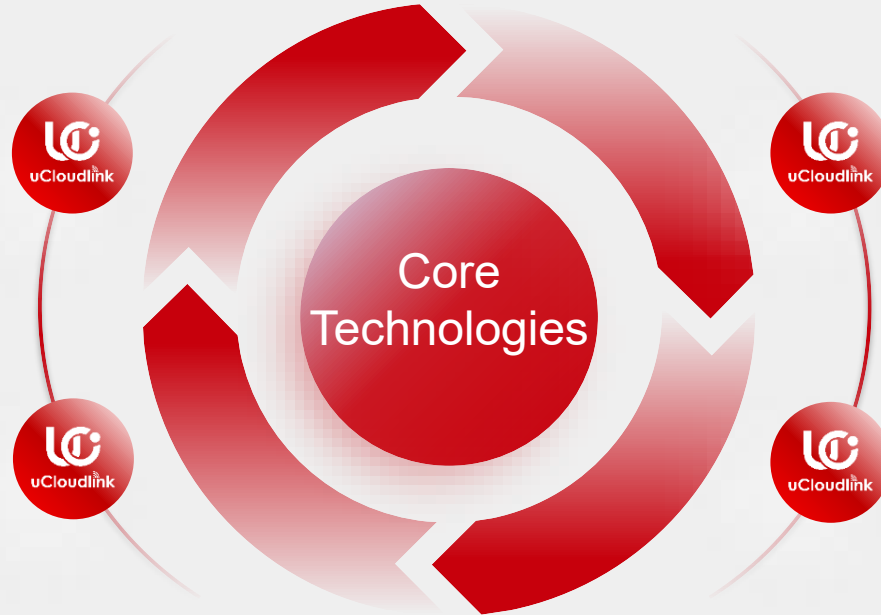
High Throughput

01

The First Pillar:
CloudSIM - Global Cloud-
Network Technology

03

The Third Pillar:
High-Precision
Positioning Technology



02

The Second Pillar:
AI powered HyperConn -
Global Intelligent
Connection Hub

04

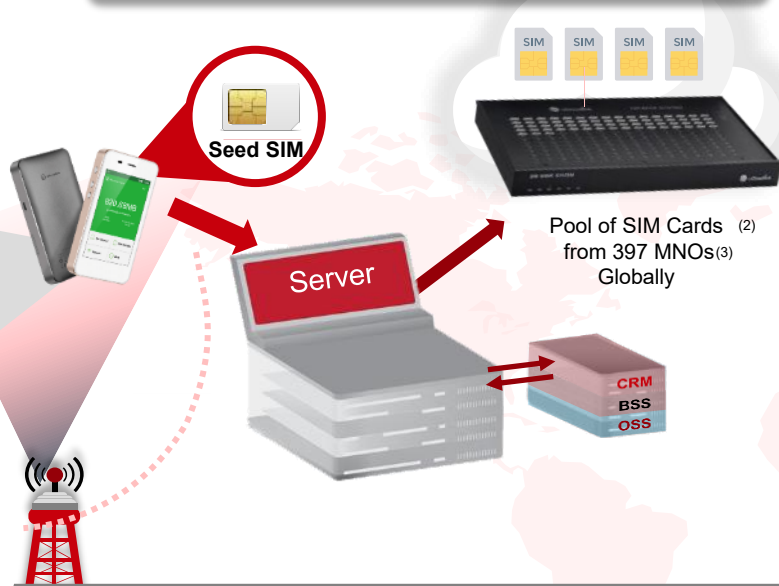
The Fourth Pillar:
Data AI – Connectivity
Data Intelligence

Note: AI indicates Artificial Intelligence

Our Advanced Technology and Solutions Enable Secure and Robust Connectivity

(Nasdaq: UCL)

Cloud SIM Technology

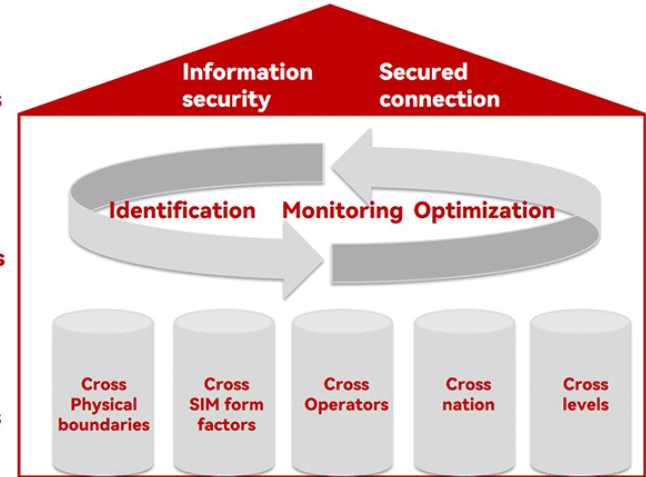


HyperConn Solutions

2 targets

3 methods

5 crosses



212 Patents (1)

Software-based

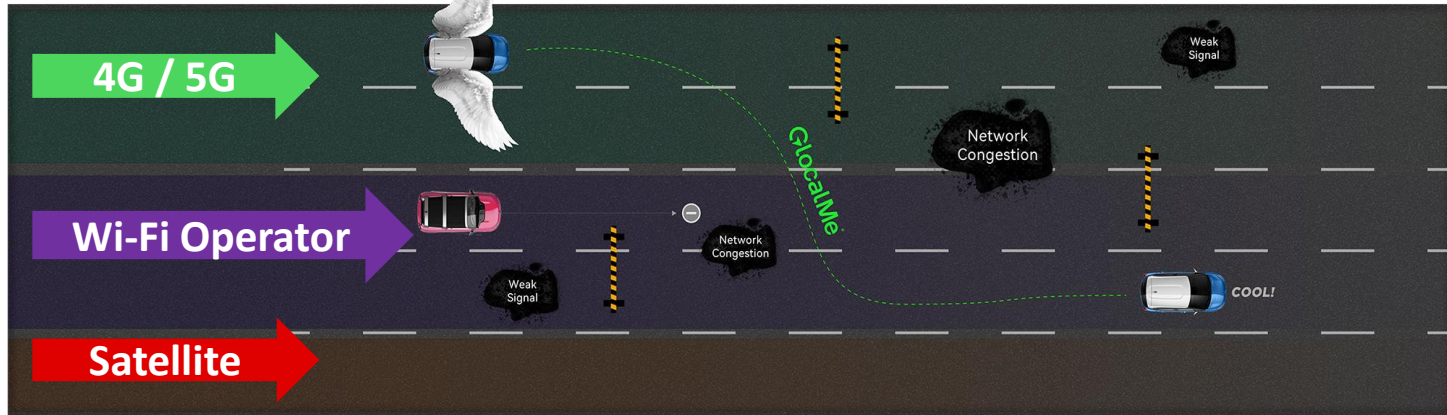
Ready to Support All Three Generations of our Businesses

Notes:

1. As of March 31, 2026, with 183 patents approved and 29 patent applications pending approval, globally
2. As of March 31, 2026, among these SIM cards, c.30% are owned by the Company with remaining SIMs owned by our business partners
3. As of March 31, 2026

Better Data Connections for MNOs and Users

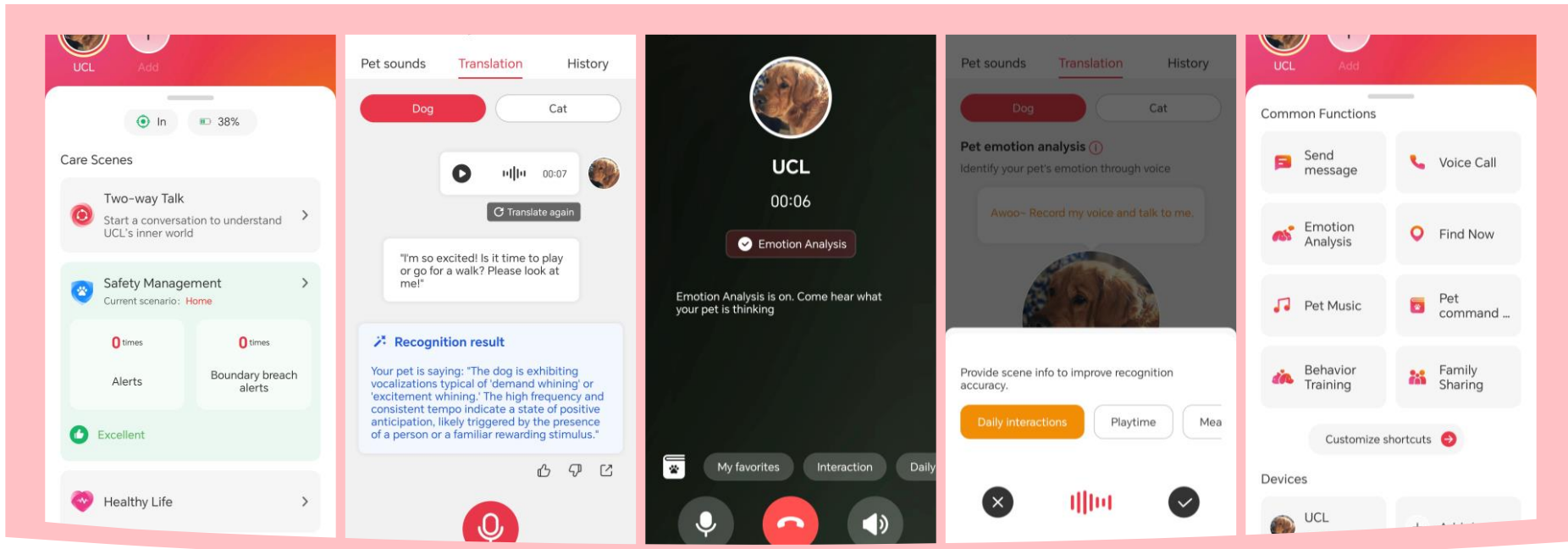
Improves network coverage and alleviates congestion both indoors and outdoors



- **Cost-effectively leverage** multiple networks to resolve operator congestion and coverage issues, delivering optimal network quality. Enables MNOs to improve user experience without expensive upgrades to existing infrastructure
- **One account, one device:** Effortlessly manage all networks intelligently to deliver optimal network quality at minimal cost.
- Improved overall network efficiency and access to worldwide networks via “**Navigation + Electronic Toll Pass**”

PetPhone Strategic Repositioning & PetPogo Commercial Outlook

(Nasdaq: UCL)



1,397 MAU ⁽¹⁾

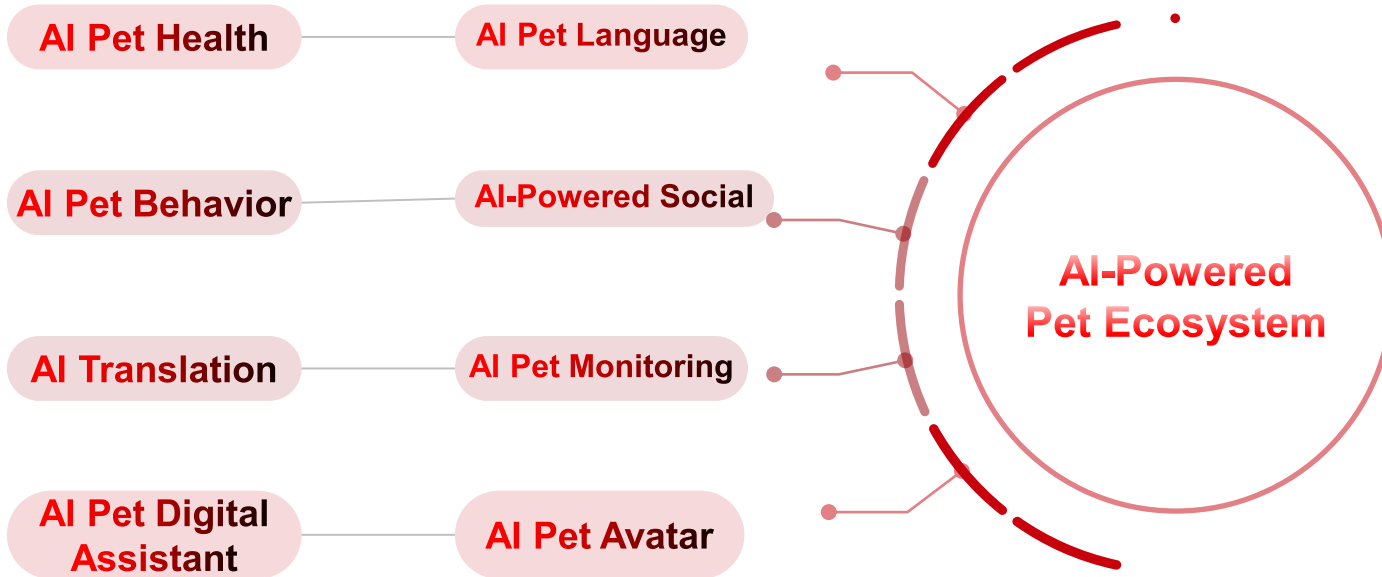
Note 1: In Q1 2026.
Average Monthly Active User (MAU)

Since its launch, *PetPhone* is evolving into *PetPogo*, a global pet connection app built around the "**Pet+AI Social**" concept. Following strong market validation at MWC 2026, this new version is set for commercial deployment in Q2 2026, expect to become a key growth engine for the ecosystem.

PetPogo: The "Universal Pet Social Hub" – Redefining the Pet Social

(Nasdaq: UCL)

PetPhone AI hardware captures pet data to bridge communication gap between owners and their pets, building a differentiated and defensible ecosystem. Through pet-centric social features and viral growth, we expand user base, develop pet AI algorithm and applications, and unlock commercial value.



PetPogo

**AI-Powered
Communication**

Life Business Line: Record Growth Powered by Breakthrough Innovations

(Nasdaq: UCL)

559.9% DAU⁽¹⁾ 401.1% Revenue⁽¹⁾ UniCord & RoamPlug

GlocalMe Life business (excluding PetPhone) Year-over-Year Growth



UniCord Pro



UniCord Plus



UniCord Plus



RoamPlug

Note 1: In Q1 2026.
Average Daily Active User (DAU)

UniCord Pro, continues to gain strong traction, with sales volume and market adoption accelerating rapidly.

SIM Business Line - eSIM TRIO Gains Strong Market Validation

SIM Business

Including OTA SIM, eSIM, and eSIM TRIO

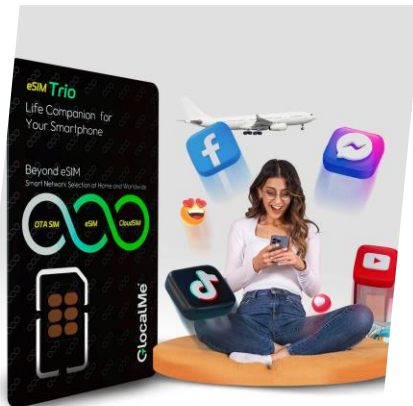
193.6% DAU⁽¹⁾

170.4% Revenue⁽¹⁾

Year-over-Year Growth

Note1: In Q1 2026, Average Daily Active Users (DAU)

Expanding eSIM TRIO Leadership



Driving future user and revenue growth

Our carrier **co-issuance program** is accelerating rapidly, with the "First SIM" model gaining strong adoption among both operators and users, confirming strong product-market fit.

GlocalMe MeowGo G50 Max - Redefining Connectivity When It Matters Most

(Nasdaq: UCL)

- **Satellite Network - Safety Net**

In markets where terrestrial network have been disrupted due to conflict, its unique ability to provide resilient connectivity is proving to be a critical differentiator.

- **Air & Ground - Seamless, Anywhere**

Powered by AI-powered *HyperConn*®, the device intelligently switches between terrestrial, in-flight, and home Wi-Fi, to deliver a seamless "**One Hub, Global Freedom**" roaming experience.

- **Ground - The Foundation - Reliable Hotspot, Unmatched Coverage**

Enabling critical two-way messaging and Emergency SOS via **satellite**, extending connectivity beyond cellular reach—from oceans to deserts.



Awards: Best of MWC 2026, HomeCruz - The Best of CES, Yanko Design / Techlicious, CES 2026 Spotlight Awards.

Strong momentum in High-Growth Verticals

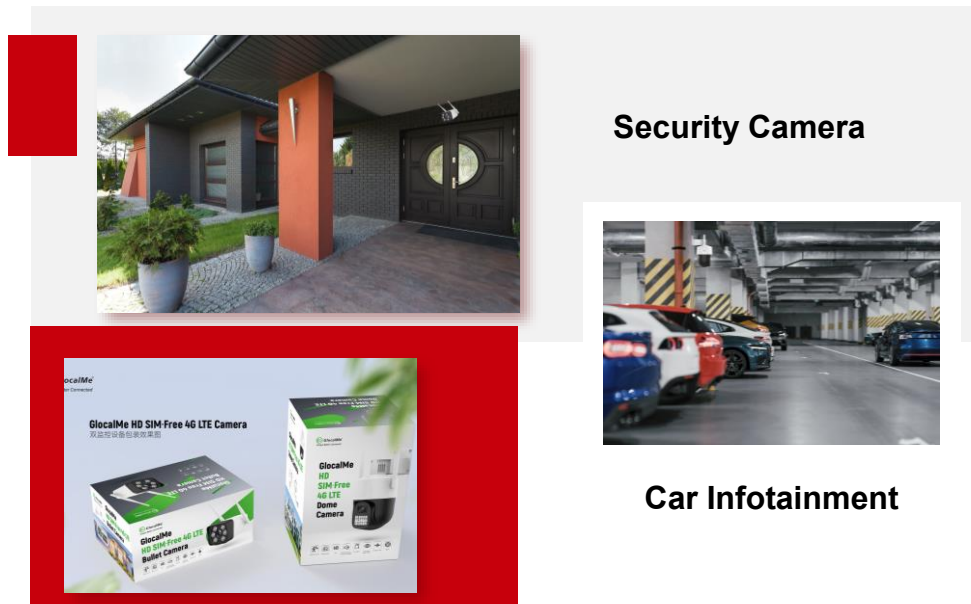
246.5% DAU ⁽¹⁾

Year-over-Year Growth

300.8% Revenue ⁽¹⁾

Year-over-Year Growth

Accumulatively Installed
Base on IoT Solutions **2.93M** ⁽²⁾



Security Camera



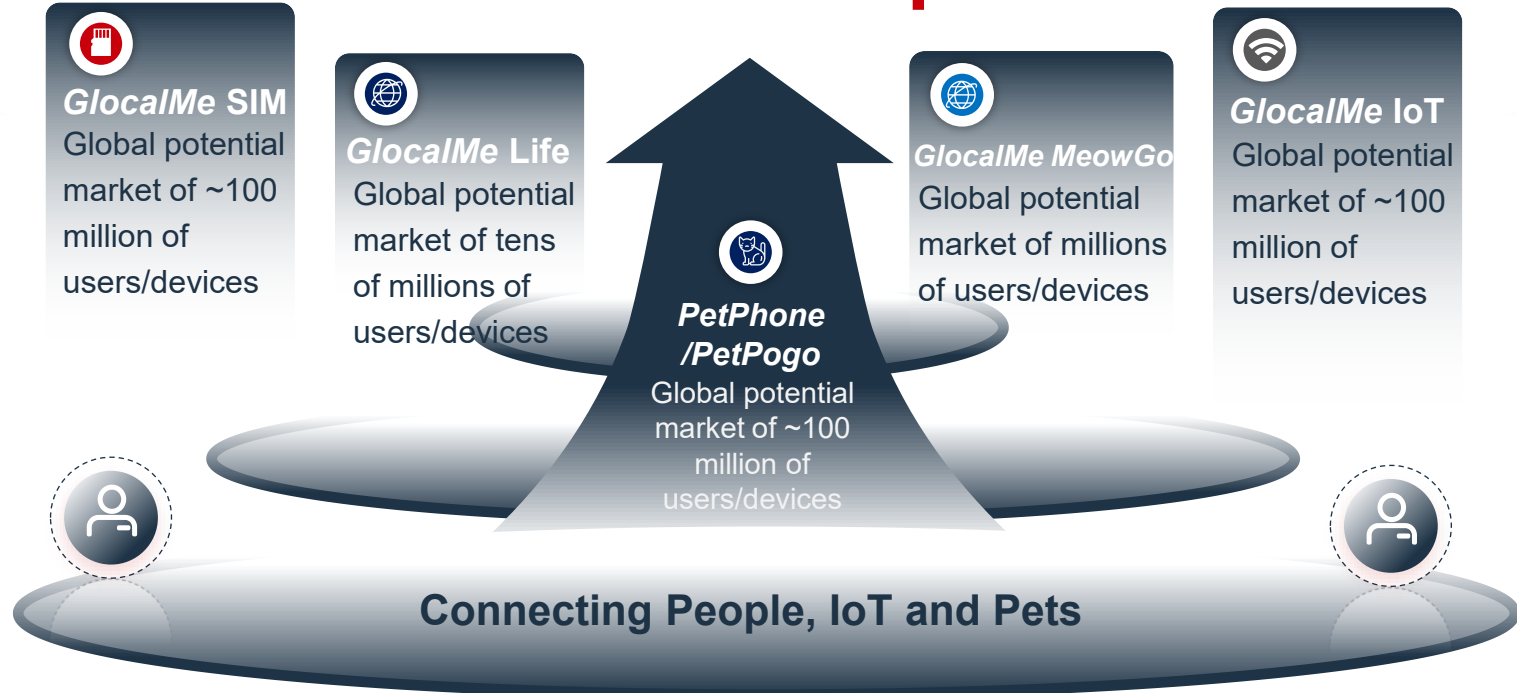
Car Infotainment

- Delivered another quarter of robust year-over-year growth.
- Secured key **CarPlay** infotainment orders, expanding our presence in the automotive market.
- Security camera business entered full-scale deployment with accelerating growth momentum.

Note1: In Q1 2026, Average Daily Active Users (DAU)

Note2: As of March 31, 2026

Full Marketplace



Addressing Data Connectivity Pain Points for Businesses and Consumers

(Nasdaq: UCL)

“Enabling people to use mobile data traffic freely, anytime and anywhere”

Consumers

International travel



- **Cost of data roaming**



- Need for **diverse** travel services

Everyday life



- **Keeping touch** of valuables and loved ones



- **Inflexible** data plans

All Stakeholders

All scenarios



- **Underutilized** capacity for mobile data



- **Limited** 5G connectivity

Businesses

MNOs/MVNOs



- **Network coverage &**

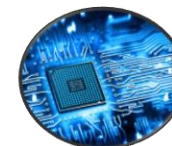


- **Unreliable** indoor Wi-Fi

IoT module and device manufacturers

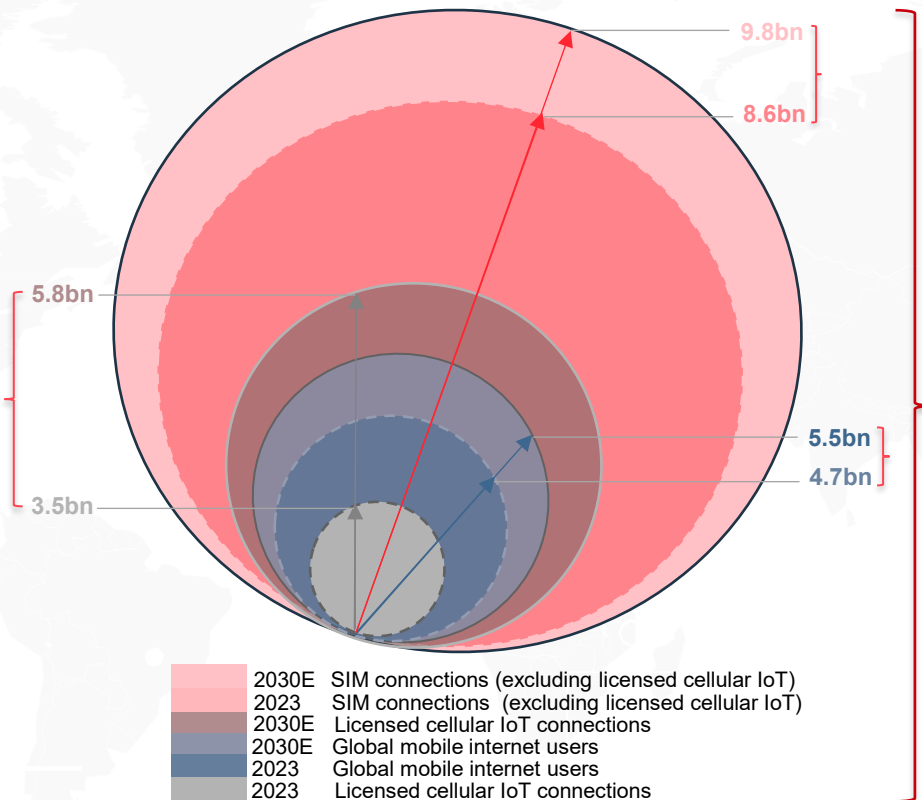


- **Reliable** connectivity with **no temporary disconnections**



Massive Market Opportunity and Scalable User Base

(Nasdaq: UCL)



- 2030E SIM connections (excluding licensed cellular IoT)
- 2023 SIM connections (excluding licensed cellular IoT)
- 2030E Licensed cellular IoT connections
- 2030E Global mobile internet users
- 2023 Global mobile internet users
- 2023 Licensed cellular IoT connections

**Global mobile Revenues E2030:
US\$1.2 trillion**

Notes: source: [The Mobile Economy 2024 \(gsma.com\)](https://www.gsma.com)

Evolution of our Business

(Nasdaq: UCL)

2014
- present



uCloudlink 1.0

Between Countries

for cross-border travelers

International Data
Connectivity Solutions



2018
- present



uCloudlink 2.0

Between Carriers

for local users

Local Data Connectivity
Solutions

2024 –
present



uCloudlink 3.0

GlocalMe Ecosystem
(Trial Phase)

Offer high quality connectivity
solutions to meet users'
everyday needs for security,
convenience, and intelligent
lifestyles

Acquire and retain users
beyond the travel sector

Diversified revenue streams

Vision



uCloudlink 3.0

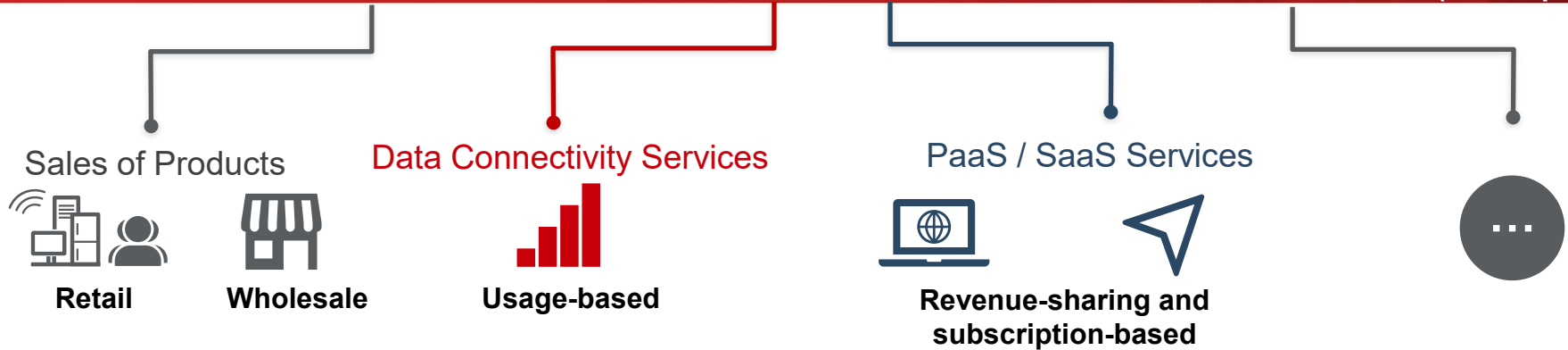
Sharing Marketplace
(Next Phase)

Capitalize on scalable **user
base** accumulated through
uCloudlink 1.0 and 2.0 models

Trial testing user access to
maximize network utility and
eliminate wastage

Profitable Monetization Model: Recurring Revenues with Scalable User Base

(Nasdaq: UCL)



- Retail: Providing products **directly to consumers** under our own brands
- Wholesale: Providing products to our **distributor partners**

- Collecting revenue based on the data usage of **all terminals** (including GMI devices) that use our cloud SIM technology

- Providing our business partners with cloud SIM platform services and earning revenue through **revenue sharing**
- Providing CRM, SIM card management, data analysis, security & emergency communications, and other services to our business partners
- Providing AI Health, Two-way call, Safety, Music Playback, Leading Accurate Tracking

- The introduction of our ongoing growth of our user base will enable further diversification of our revenue stream through new monetization models
- To establish a new operational structure and raise additional capital to fuel growth.

Experienced and Visionary Senior Management Team

(Nasdaq: UCL)



Zhiping Peng
Co-founder,
Chairman of the Board



Chaohui Chen
Co-founder, Director and
Chief Executive Officer



Yimeng Shi
Chief Financial Officer



Wen Gao
Chief Strategy Officer



Zhihui Gong
Chief Technology Officer

Note: More details can be found at <https://ir.ucloudlink.com/corporate-governance/management>

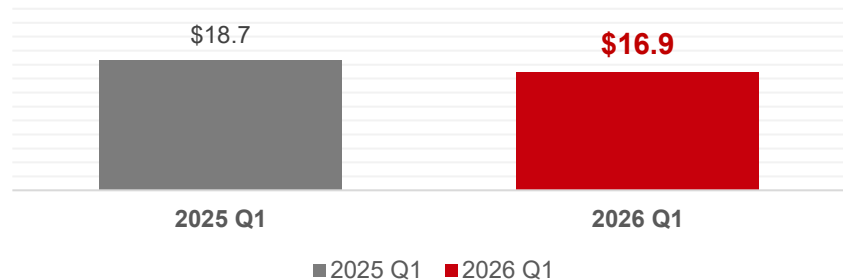
uCloudlink Operational and Financial Highlights



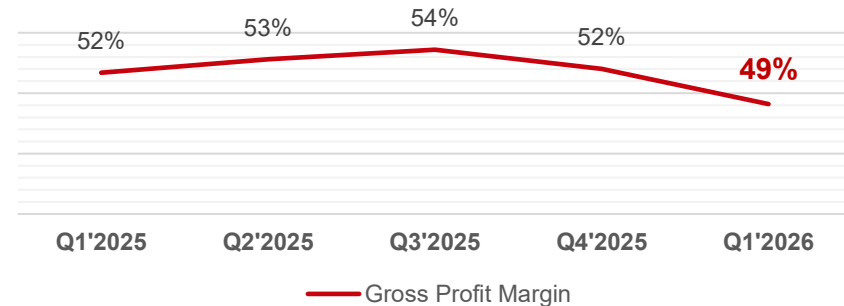
Operating Cash Flow and Solid Performance

(Nasdaq: UCL)

Quarterly Revenues (US\$MM)

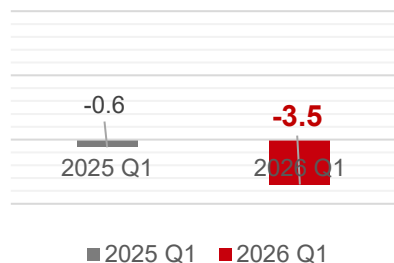


Overall Gross Margin

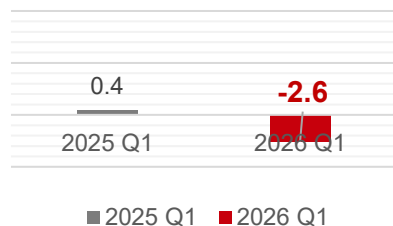


Average monthly active users ⁽²⁾: 737,274⁽¹⁾

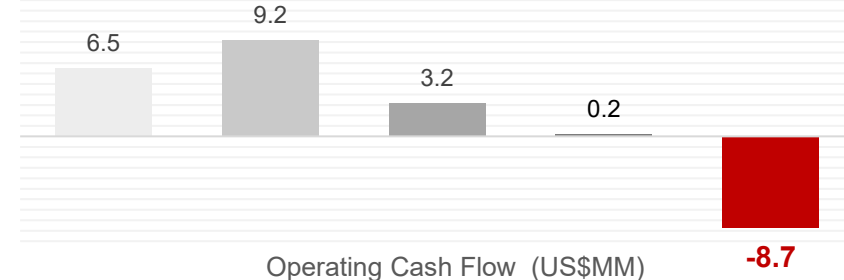
Net Loss (US\$MM)



Adjusted Net Income/ Loss (US\$MM)



Operating Cash Flow (US\$MM)



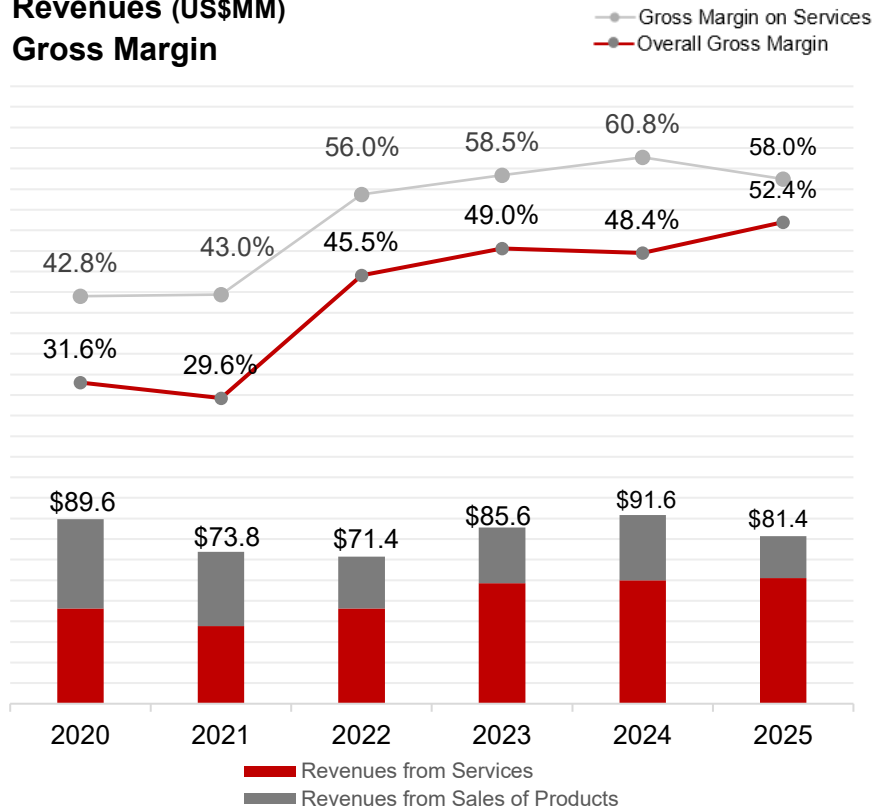
Notes: 1. In 2026 Q1

2. Monthly Active Users ("MAU") represent the average number of users per month, who engage with services across its various business lines. MAU is primarily derived from active subscription relationships within valid service plan periods, and active terminals or devices under usage-based service models (including emergency networks).

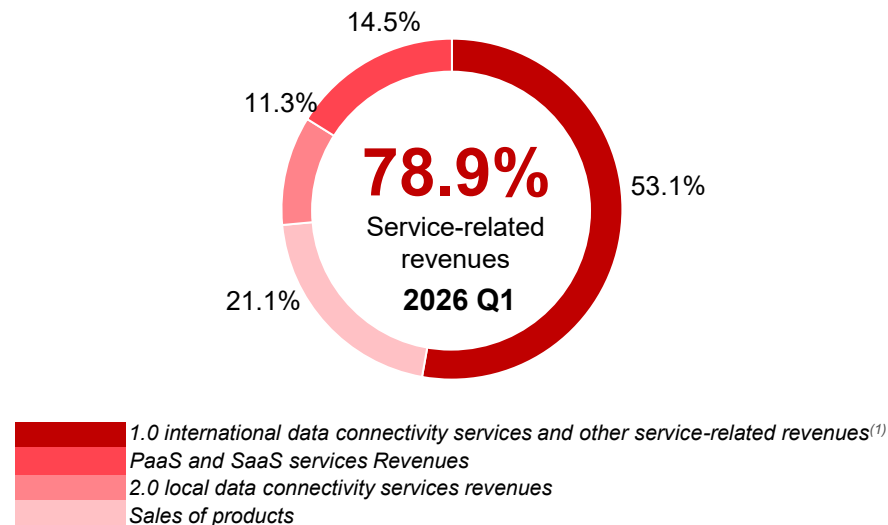
Service-Centric Revenue Mix Drives Gross Margin Improvement

(Nasdaq: UCL)

Revenues (US\$MM) Gross Margin



Revenue Segmentation



In 2026Q1, service-related revenues contributed to **78.9%** of total revenues, compared to **75.7%** in the prior-year period.

Note 1: Other service-related revenues include revenues from others

uCloudlink 1.0: The Market Leader in International Data Connectivity Services

(Nasdaq: UCL)

uCloudlink 1.0 Highlights

1

Established track record and global leading position in the international data connectivity services market

2

Ongoing growth as a result of the recovery in international travel, particularly driven by Chinese tourists utilizing **Roamingman brand services**

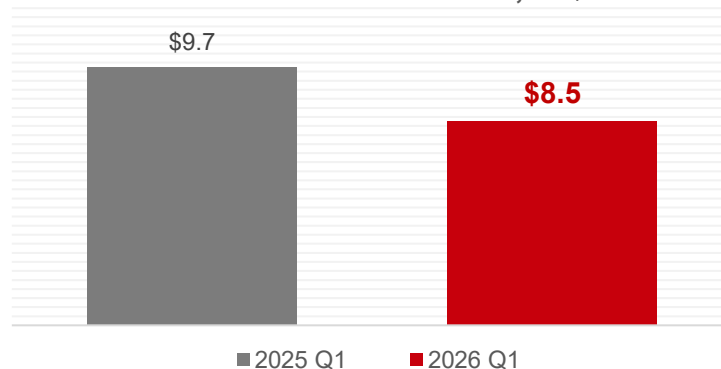
3

Driving the transition to 5G roaming: our innovative global 5G solution provides high-quality, low-latency roaming with 5G network coverage across 91 countries and regions

4

Reliable and user-friendly: our *HyperConn* technology offers the ultimate user experience, providing access to all available networks

uCloudlink 1.0 Revenues, US\$MM



1. Retail (To C Online Selling or Rental)
2. Wholesale (To B, Reseller or Commission)
3. PaaS and SaaS Services (CRM, Billing, SIM Card Management, etc.)

1

Intelligent Repackaging to Minimize Data Traffic Unit Cost

(From Wholesale to Retail,

Varying Prices of Data Packages of Single operator or Cross MNOs, MVNOs)

2

High-quality Data Connection

Solutions through Multi-Networks

Reselection and Combination

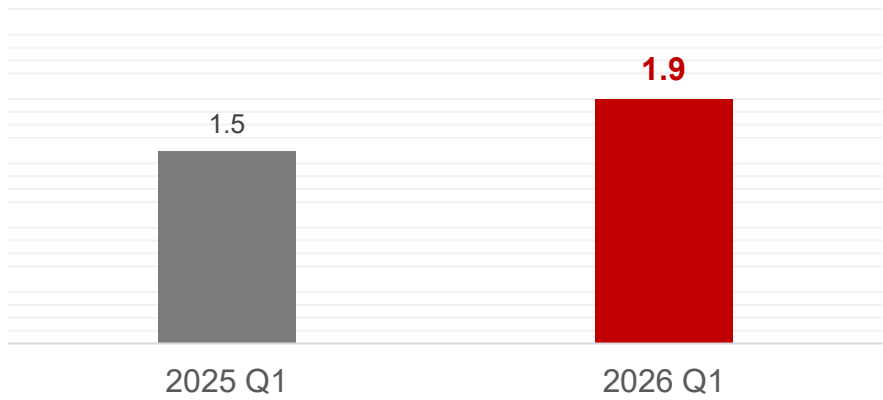
uCloudlink 2.0: Business Model Built on Strong MNO/Manufacturer Partnerships

(Nasdaq: UCL)

uCloudlink 2.0: Local Data Connectivity Services

uCloudlink 2.0 Business Highlights

uCloudlink 2.0 Revenues, US\$MM



Monetization Model:

Similar to uCloudlink 1.0 business with **huge potentials**

1. PaaS and SaaS services	2. Retail	3. Wholesale
<ul style="list-style-type: none"> CRM, Billing, SIM Card Management, etc.) 	<ul style="list-style-type: none"> To C, Online Selling 	<ul style="list-style-type: none"> To B, Reseller or Commission

Seamless integration with various chipsets




Scaling up user base through alliances with MNOs and device manufacturers



MNOs

+



Mobile Handset manufacturers

Proven 2.0 business model to meet local demand and capture market opportunities



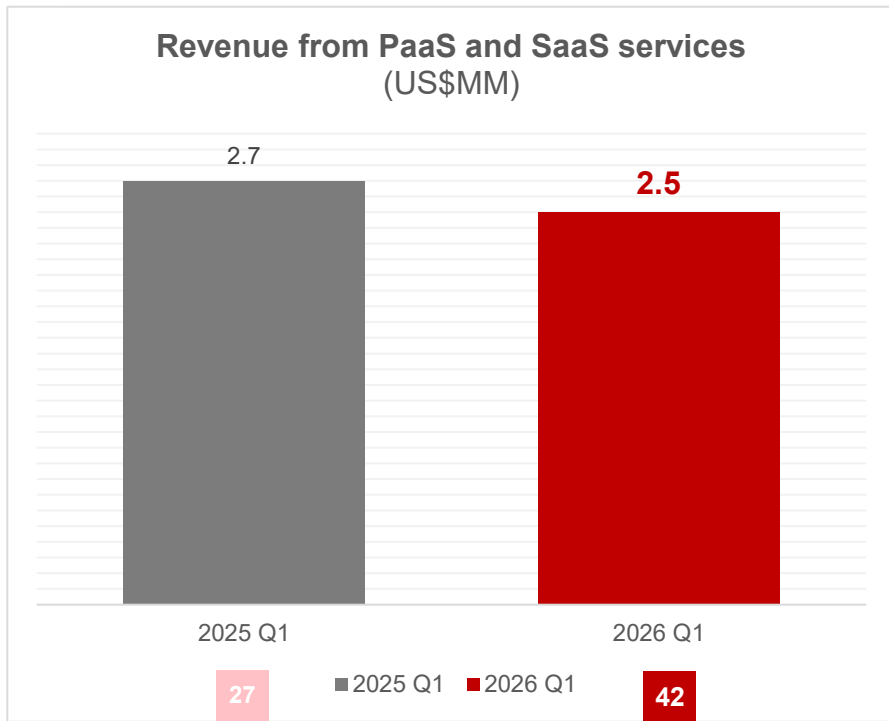


Designed for reliable, fast and secure connectivity for People, Pet and IoT




uCloudlink PaaS/SaaS Monetization Model

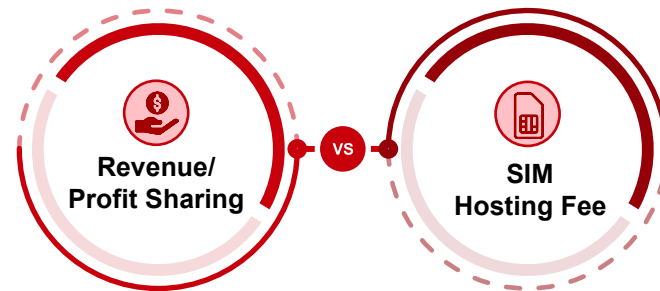
(Nasdaq: UCL)



■ Number of PaaS / SaaS Customers in 2026 Q1
■ Number of PaaS / SaaS Customers in 2025 Q1

Key Revenue Models

Primary Revenue Models



Ancillary Revenue Models



Globally Diversified Business and Revenue Streams

(Nasdaq: UCL)

Geographic Distribution

160+

Countries and Regions Covered ⁽¹⁾

390+

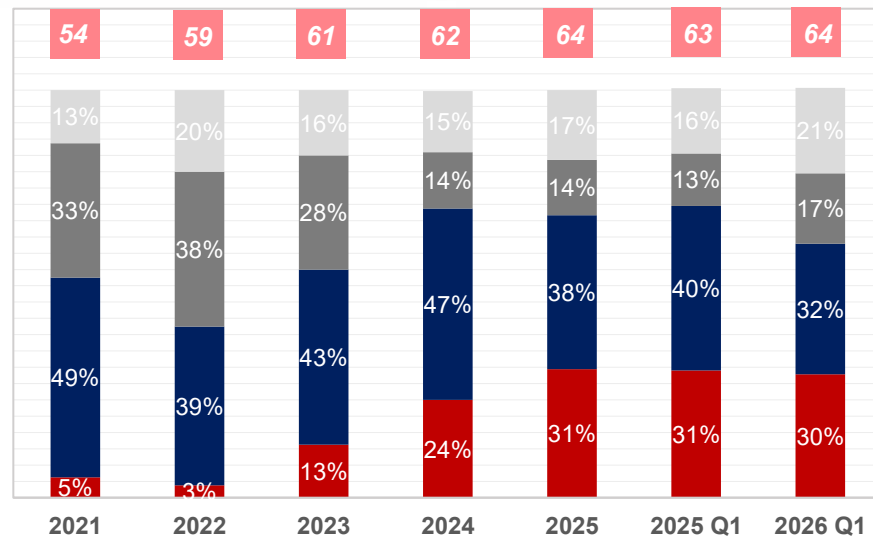
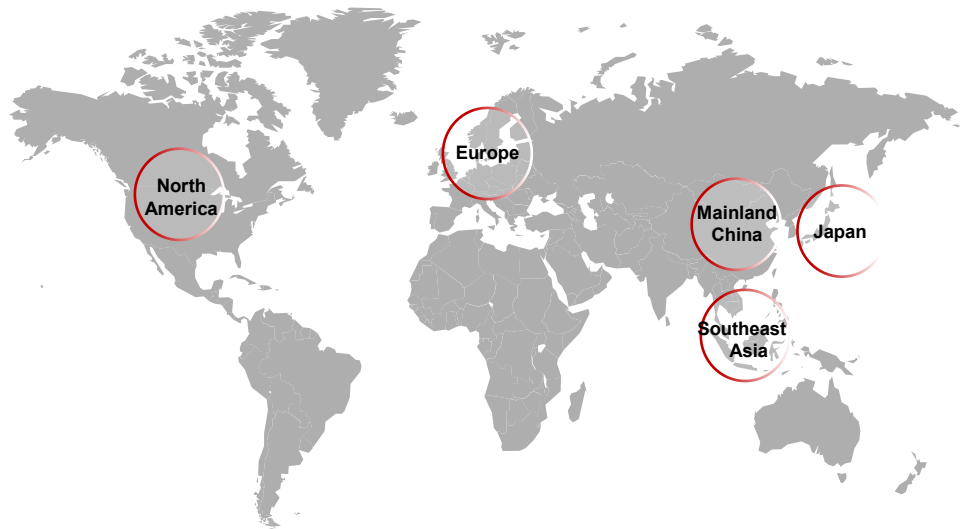
MNOs we Aggregate Mobile Data Traffic Allowances from ⁽¹⁾

69.7%

Non-Mainland China Revenue Contribution ⁽¹⁾

3,000+

Global Partners ⁽²⁾



■ Mainland, China ■ Japan ■ North America ■ Other Countries and Regions

■ Number of countries and regions based on partners' registered location

Note 1: In 2026 Q1

Note 2: As of March 31, 2026



A central image of two hands shaking, symbolizing agreement or partnership. The hands are positioned in the center of the frame, with the left hand slightly higher than the right. The background is a blurred cityscape with blue and white tones, overlaid with various digital and data-related graphics.

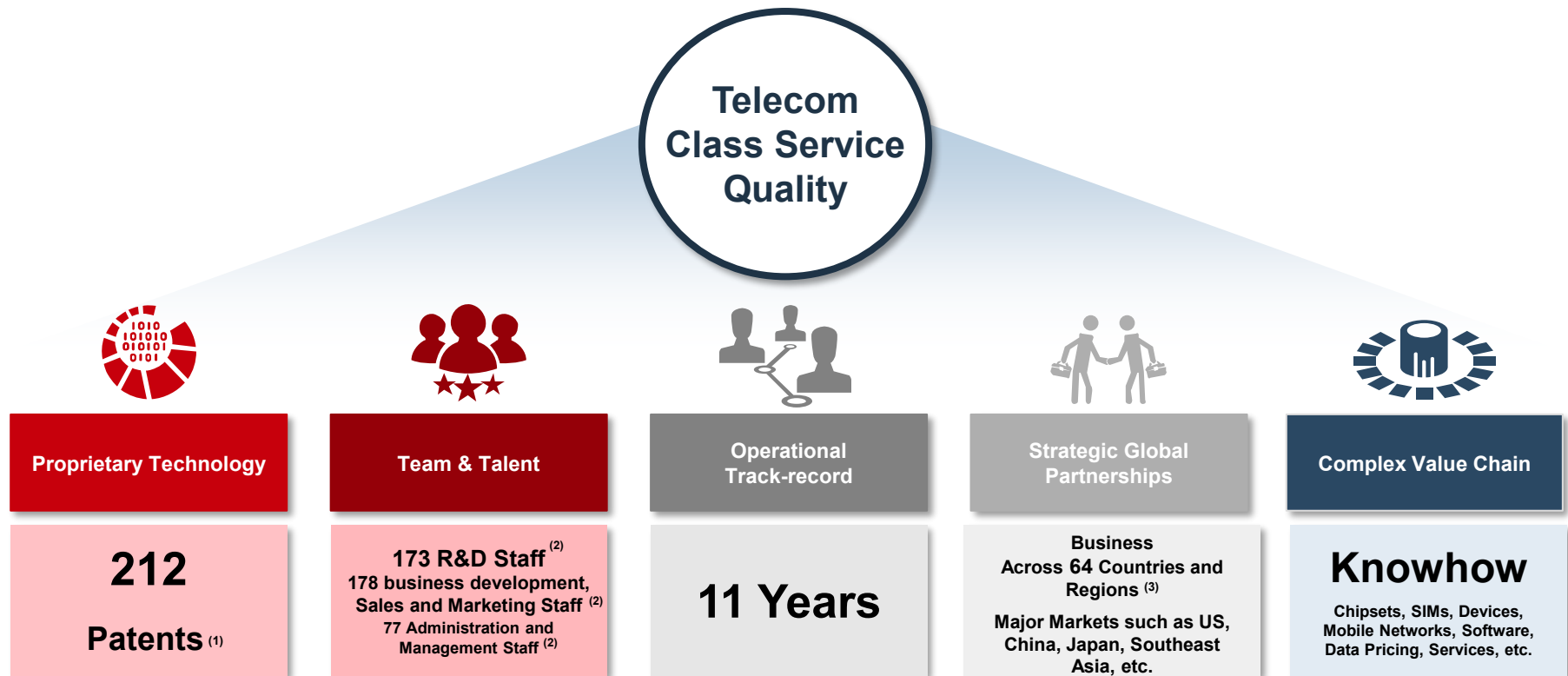
Q & A

The text 'Thank you' is displayed in a white, italicized serif font, centered within a red, slanted rectangular banner.

Thank you

Appendix: Proprietary Technologies and Unique Solutions





Notes:

1. As of March 31, 2026, with 183 patents approved and 29 patent applications pending approval, globally

2. As of March 31, 2026, only full-time employees are counted

3. As of March 31, 2026

Ecosystem Powered by Our PaaS and SaaS Platform

(Nasdaq: UCL)

33

PaaS Platform



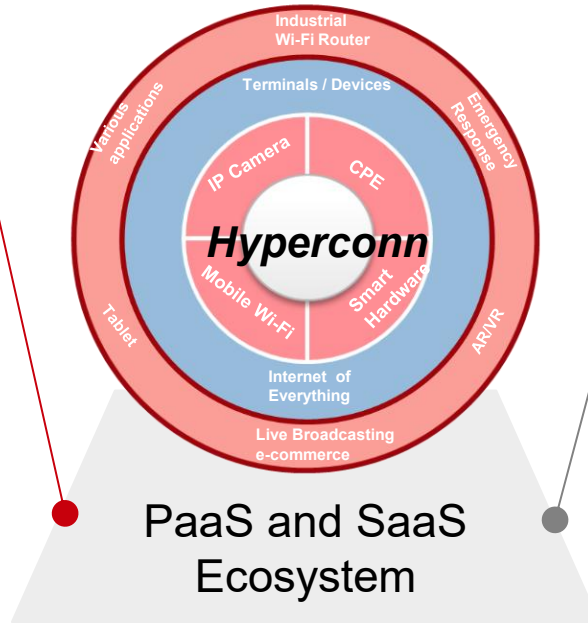
Hosting Partners' SIM cards



Intelligent Selection of Best-performing Network



Supports a Massive Number of Terminals and Users



PaaS and SaaS Ecosystem

SaaS Platform



Full Business Software Solutions



Customer Management and Billing



Traffic Tracking



Data Analysis

uCloudlink SaaS/PaaS platform is based on our innovative cloud SIM technology and *HyperConn* solution

Clear Growth Strategies Across Business Models

(Nasdaq: UCL)

Between Countries



Strengthen Leadership Position



Single Operator Entry Point to Access all Available Networks Globally



Innovative Global 5G Roaming Solution



Expand eco-system: expanding globally backed by our PaaS and SaaS platform.



Enhance Service Quality with improved network connectivity, quality and speed

2014

Between Carriers



Capture Local Data Connectivity Market Opportunity



Single Operator Entry Point to Access All Locally Available Networks



GlocalMe Inside App

embedded, low friction, to become standard for local data connectivity



Strategic Partnerships

Cooperation with MNOs, MVNOs and smart device manufacturers to increase user base. Business partners can manage business to provide better data connection services to end-users via our PaaS and SaaS platform



Localize Operations in key markets by leveraging expertise of strong local business partners

2018

Full Marketplace



Data Traffic with Massive User Base



Trial phase for **GlocalMe Ecosystem** to offer connectivity solutions to meet everyday needs for security, convenience, and intelligent lifestyles



Capitalize **Scalable** user base accumulated through uCloudlink 1.0 and 2.0 models



Tested users access to **Complete Data Traffic** in trials and eliminate wastage



Gateway to **Digital Mobile Ecosystem** offering opportunities for VAS deployments

Initiated in 2024 & Evolution into Full Marketplace