uCloudlink

(Nasdaq: UCL)

Company Presentation

September 2026

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Investment Highlights

(Nasdaq: UCL)

1. *World's First and Leading Mobile Data Traffic Sharing Marketplace*
2. *Massive Market Potential Backed by Scalable Global User Base and Worldwide Partnerships*
3. *Fundamentally Profitable Business Model Driving Long-Term Growth*
4. *Integrating Innovation to Build a PaaS/SaaS Platform and GlocalMe Ecosystem Globally*
5. *Expanding Business Beyond Travel Sector to Various Aspects of Daily Life*

Bridging Divides: Powering a Connected Future

(Nasdaq: UCL)

01

Global Connectivity Divide

The rapid scaling of our 2.0 local data connectivity business continued to offset pressure on our traditional 1.0 international roaming business.

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.

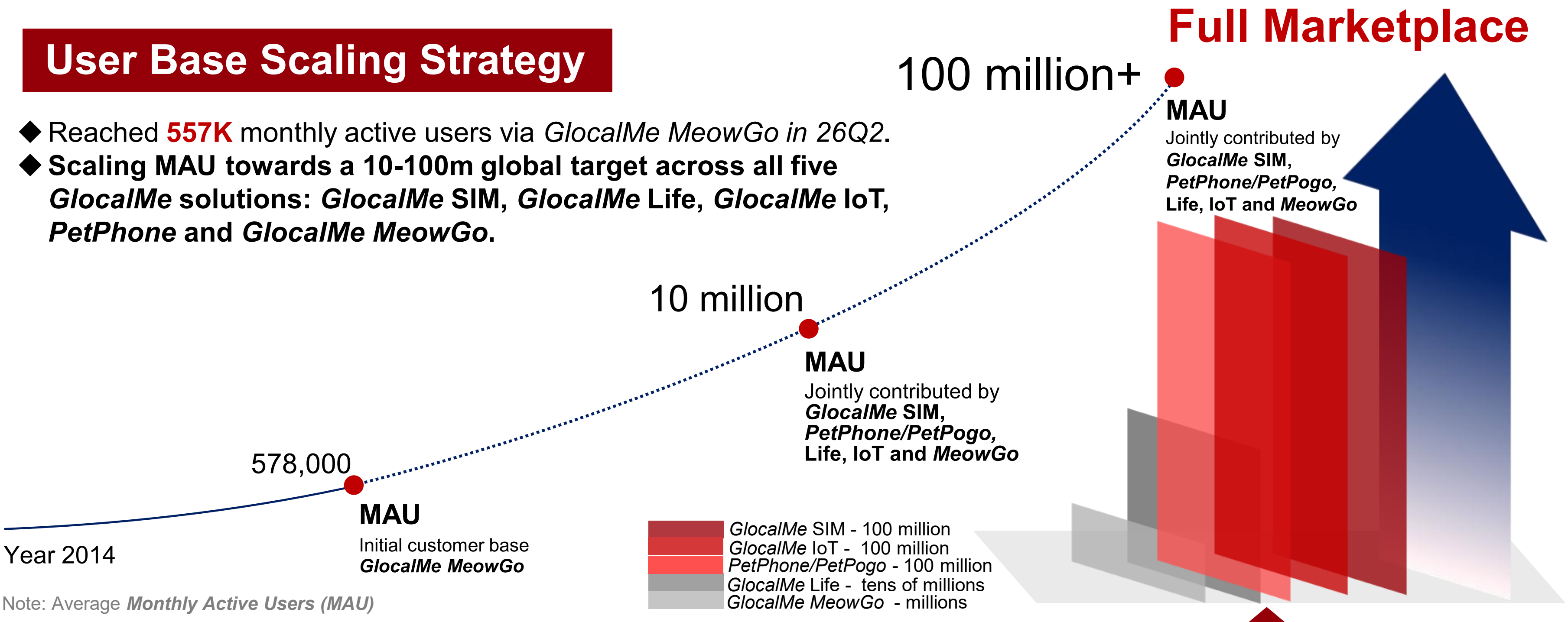
uCloudlink GlocalMe petpogo

Unlocking Growth Opportunities to Scale MAU by 100x+

(Nasdaq: UCL)

User Base Scaling Strategy

- Reached **557K** monthly active users via *GlocalMe MeowGo in 26Q2*.
- **Scaling MAU towards a 10-100m global target across all five *GlocalMe* solutions: *GlocalMe* SIM, *GlocalMe* Life, *GlocalMe* IoT, *PetPhone* and *GlocalMe MeowGo*.**



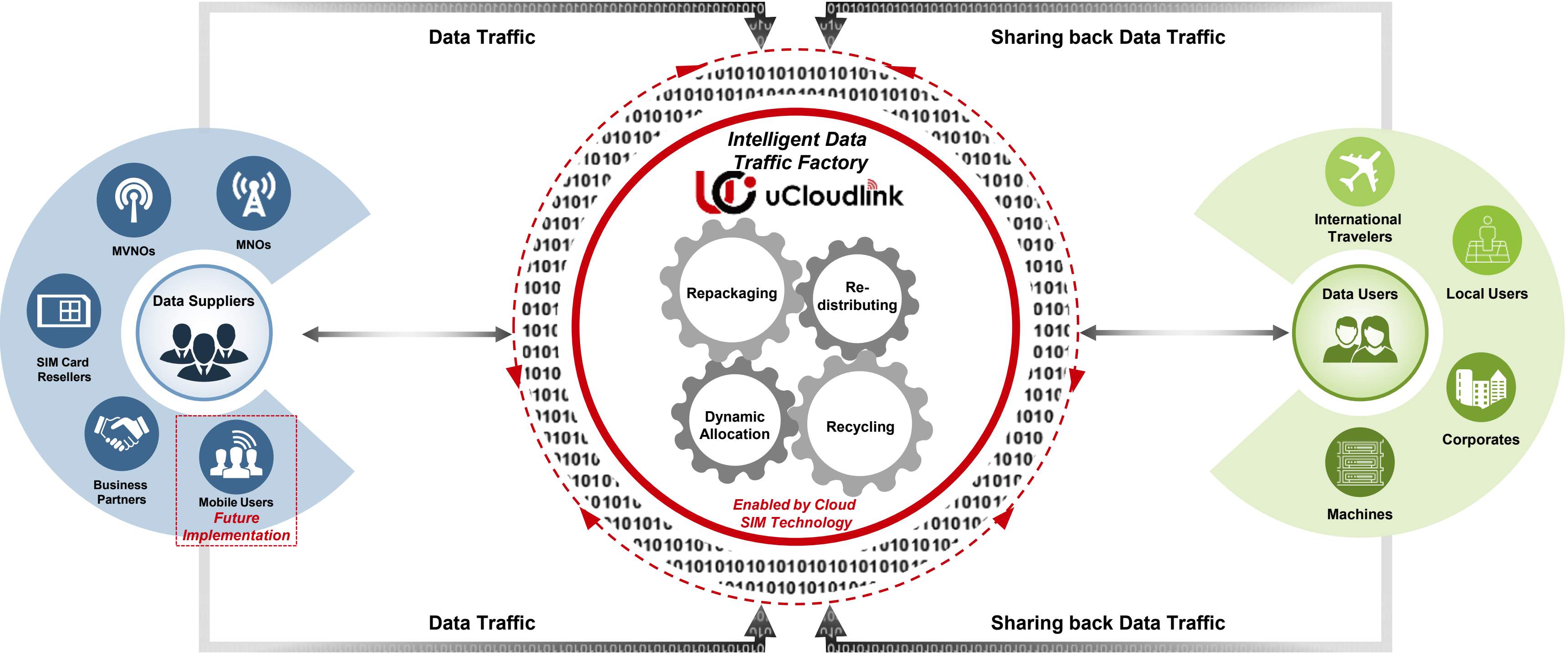
Note: Average ***Monthly Active Users (MAU)***

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

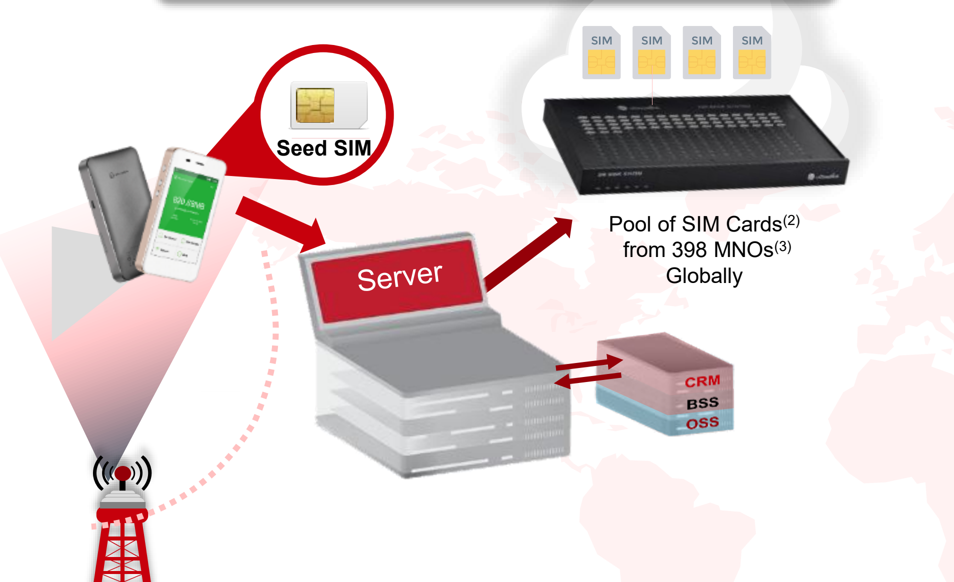
Flexible Solution

High Throughput

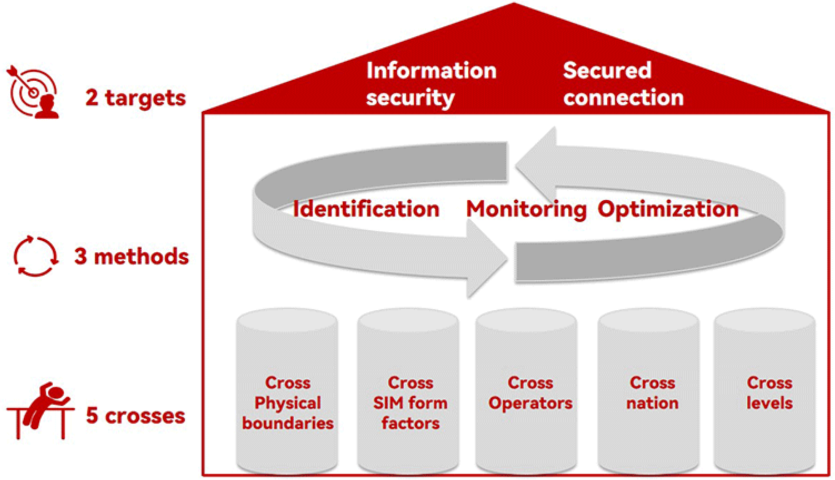
Our Advanced Technology and Solutions Enable Secure and Robust Connectivity

(Nasdaq: UCL)

Cloud SIM Technology



HyperConn Solutions



212 Patents [1]

Software-based

Ready to Support All Three Generations of our Businesses

Notes:

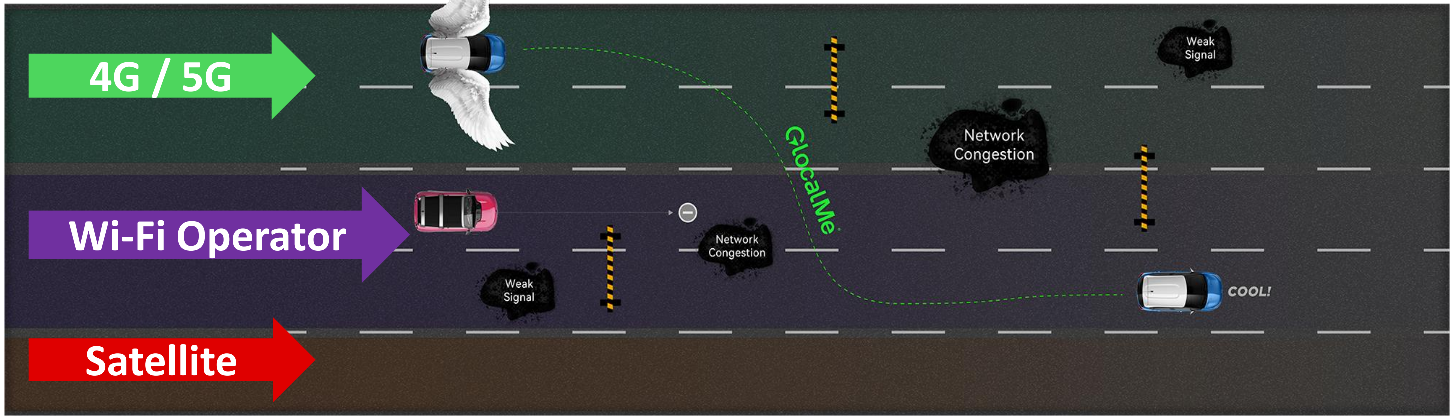
1. As of June 30, 2026, with 184 patents approved and 28 patent applications pending approval, globally
2. As of June 30, 2026, among these SIM cards, c.34% are owned by the Company with remaining SIMs owned by our business partners
3. As of June 30, 2026

Our Solution Enables Better Connections

(Nasdaq: UCL)

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**”

IoT: Profitable Growth with Expanding Scale

(Nasdaq: UCL)

Installed Base Expanding and Driving Rapid Revenue Growth

3.34 Million

IoT Installed Base

Units as of Q2 2026, growing rapidly quarter over quarter

+277%

DAU Growth YoY

Daily active users reached 57,859 in Q2 2026

+210%

MAU Growth YoY

Monthly active users reached 90,431 in Q2 2026

+392.4%

Revenues Growth YoY

Revenues reached US$0.8 million in Q2 2026

Key Verticals: Security cameras in full-scale deployment & CarPlay infotainment expanding automotive presence. Operating profitably on a consistent basis as monthly orders gain momentum and installed base expands.

PetPogo AI Agent: Pet Intelligence

(Nasdaq: UCL)

Core Upgrade: AI Agent

PetPogo has undergone a comprehensive upgrade to become an AI agent, achieving a major leap in functionality and performance, redefining AI-powered communication between humans and pets.

Comprehensive AI Perception & Management

The AI agent can precisely perceive pet status and emotions, and intelligently manage pets across all stages—prevention, real-time, and post-event—delivering a seamless AI-powered pet care experience.

Expanding AI Application Frontiers

This powerful AI agent opens vast opportunities in pet AI health, AI medical care, pet safety, and massive pet data mining, unlocking new value creation possibilities.

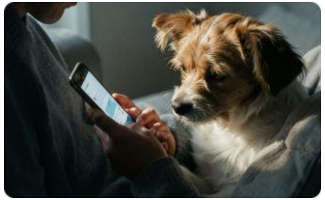
Leading the Future of Pet AI

As consumer acceptance of AI pet services continues to grow, we will capture critical data and position ourselves to become a global leader in the pet AI space.

PetPhone & PetPogo: Strong Traction, Commercial Value Ahead

(Nasdaq: UCL)

PetPogo: AI-Powered Pet Ecosystem



Strategic Repositioning

Evolved from PetPhone to **PetPogo** — an "AI-powered + Social" model global pet connection app with dedicated AI agent Lele/Pogo for practical pet care.

Market Recognition

Multiple industry awards. Strong validation at **CES 2026 & MWC 2026**. Exceptional media attention driving consumer awareness globally.

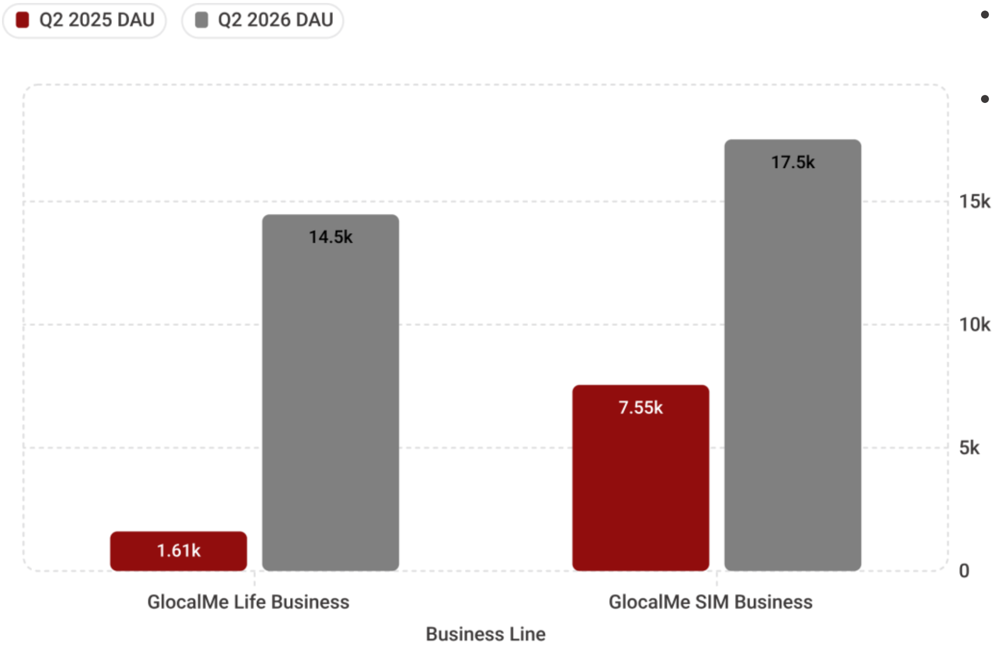
User Momentum

DAU **+606.5% YoY** to 1,519 | MAU **+464.2% YoY** to 1,845 | Revenues **+1,527.3%.** Growing add-to-cart activity with Q3/Q4 expected to prove clear value proposition.

GlocalMe Life & SIM: DAU Growth Comparison

(Nasdaq: UCL)

Key Growth Insights



- **GlocalMe Life Business:** Q2 2025 DAU: 1,605; Q2 2026 DAU: 14,471; YoY Growth: +801.6%
- **GlocalMe SIM Business:** Q2 2025 DAU: 7,552; Q2 2026 DAU: 17,519; YoY Growth: +132.0%

Our ***eSIM*** business is gaining strong momentum, leading the market in China and growing steadily across the **East Asia and the broader Asia-Pacific** region.

GlocalMe Life's growth reflects strong market adoption of the new product line, while GlocalMe SIM continues steady expansion.

The chart clearly highlights the growth differential between the two product lines, with GlocalMe Life showing exceptional triple-digit growth momentum.

GlocalMe MeowGo G50 Max: Sky-to-Ground Connectivity

5G coverage in nearly 100 countries
Premium connectivity across the most countries, including in-flight

World's leading Integrated Sky-to-Ground Mobile Wi-Fi Hub
Seamlessly integrating space, air, and ground networks

Pioneering in the Premium MiFi Segment
A leading position in the US$500+ market

Conflict-Resilient Demand Creation
External headwinds accelerated demand for resilient connectivity.

Scaling User Base with Diverse Solutions to Build a Full Marketplace

Full Marketplace

***GlocalMe* SIM**
Global potential market of ~100 million of users/devices

***GlocalMe* Life**
Global potential market of tens of millions of users/devices

PetPhone /PetPogo
Global potential market of ~100 million of users/devices

GlocalMe MeowGo
Global potential market of millions of users/devices

***GlocalMe* IoT**
Global potential market of ~100 million of users/devices

Connecting People, IoT and Pets

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

Everyday life

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

- Need for **diverse** travel services

- **Inflexible** data plans

All Stakeholders

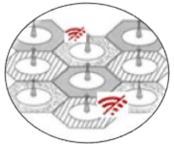
All scenarios

- **Underutilized** capacity for mobile data

- **Limited** 5G connectivity

Businesses

MNOs/MVNOs



- **Network coverage & congestion**

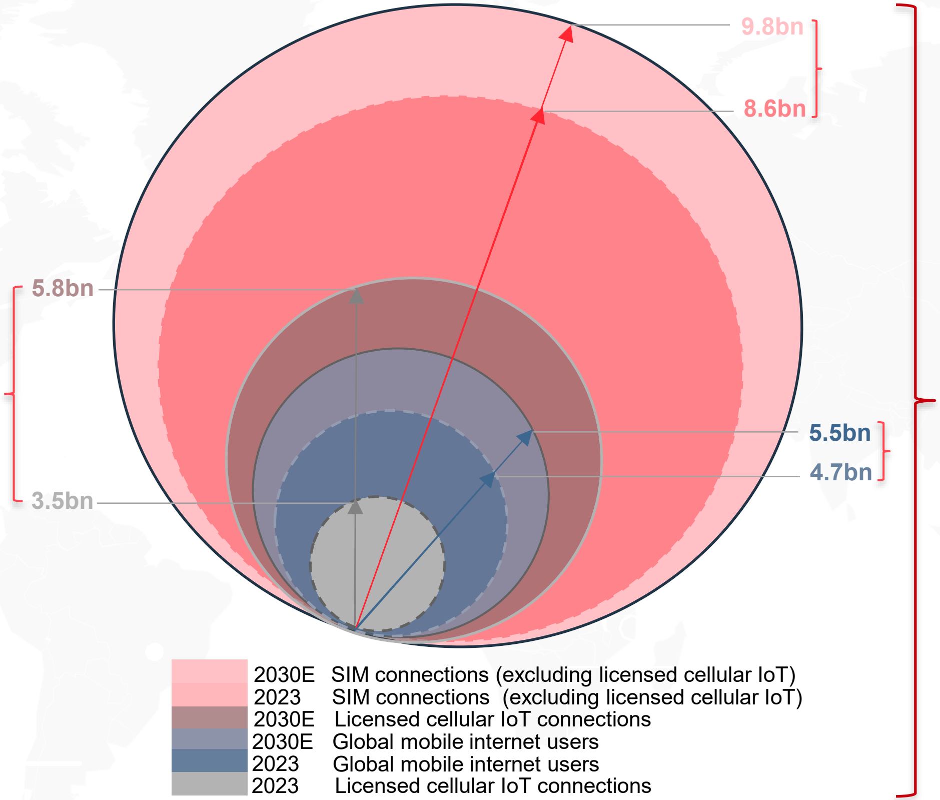
- **Unreliable** indoor Wi-Fi

IoT module and device manufacturers

- Reliable connectivity with **no temporary disconnections**

Massive Market Opportunity and Scalable User Base

(Nasdaq: UCL)



Global mobile Revenues E2030: US$1.2 trillion

Notes: source: The Mobile Economy 2024 (gsma.com)

uCloudlink GlocalMe petpogo

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**

uCloudlink GlocalMe petpogo

Profitable Monetization Model: Recurring Revenues with Scalable User Base

(Nasdaq: UCL)

Sales of Products

Retail **Wholesale**

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

Data Connectivity Services

Usage-based

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

PaaS / SaaS Services

Revenue-sharing and subscription-based

- 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 ongoing growth of our installed and 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 *PetPhone* business growth.

uCloudlink GlocalMe petpogo

Experienced and Visionary Senior Management Team

Zhiping Peng
Co-founder,
Chairman of the Board

Chaohui Chen
Co-founder, Director and
Chief Executive Officer

Yimeng Shi
Chief Financial Officer

Zhihui Gong
Chief Technology Officer

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

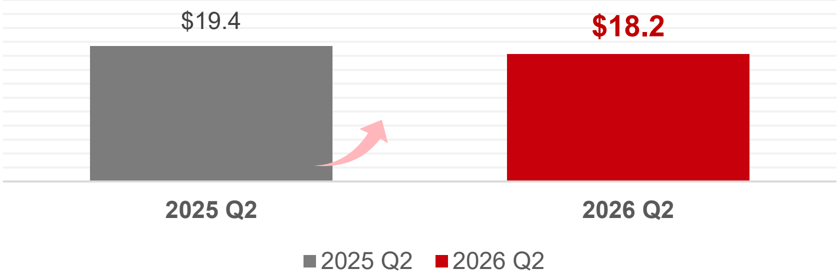
uCloudlink Operational and Financial Highlights

uCloudlink GlocalMe

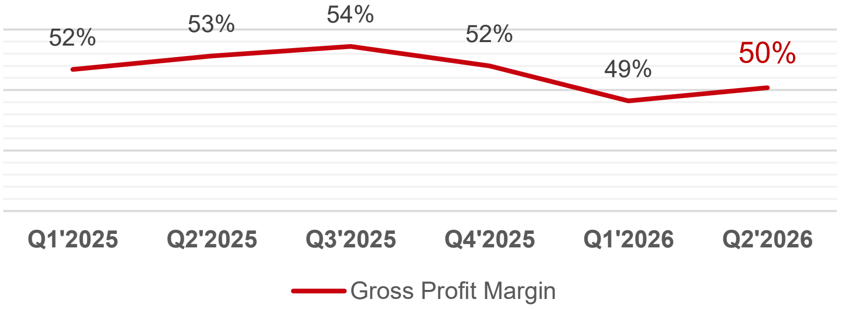
Operating Cash Flow and Solid Performance

(Nasdaq: UCL)

Quarterly Revenues (US$MM)

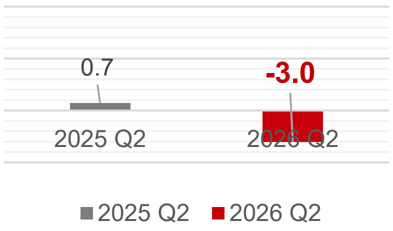


Overall Gross Margin

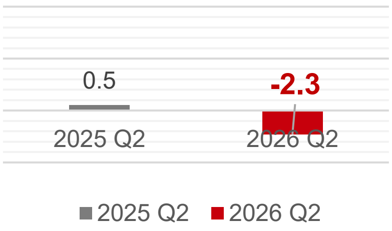


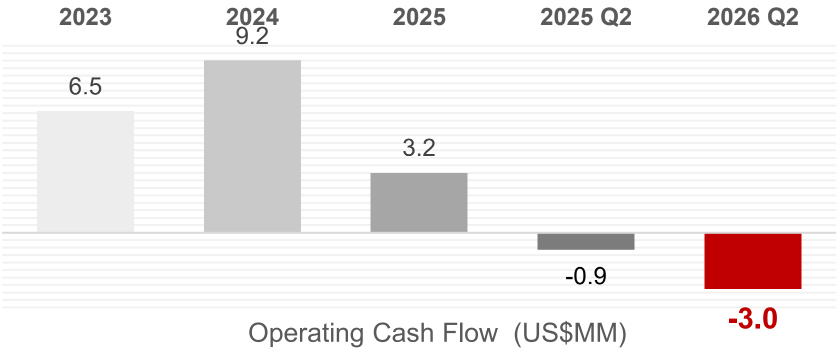
Average monthly active users [2]: **744,966** [1]

Net Income/(Loss) (US$MM)



Adjusted Net Income/ (Loss) [3] (US$MM)





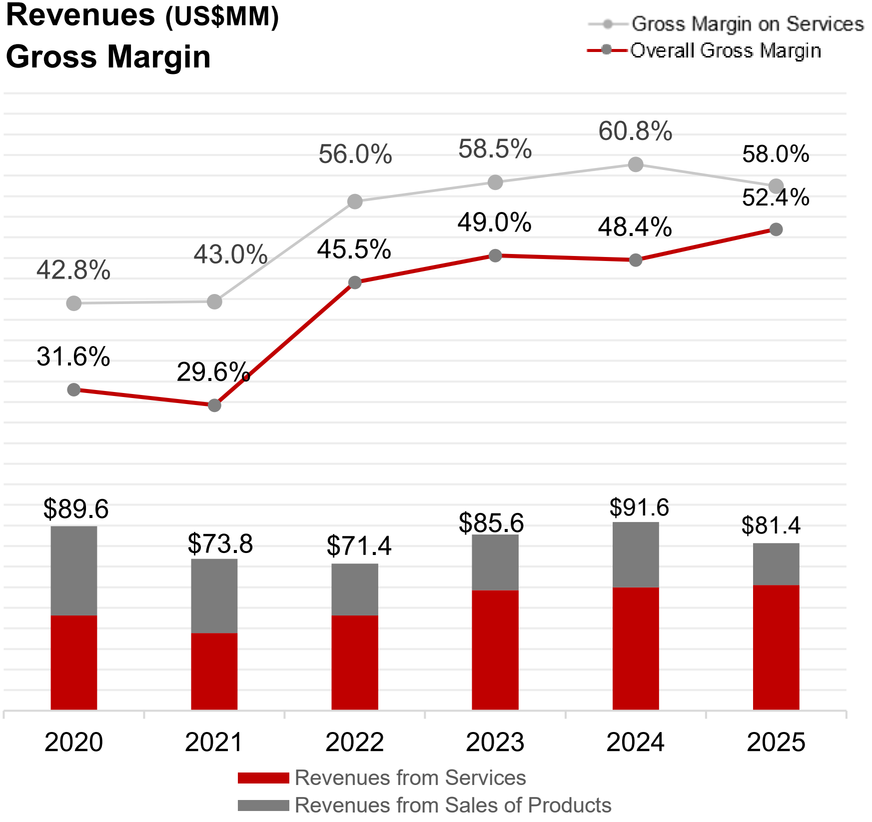
Notes: 1. In 2026 Q2
2. Monthly Active Users ("MAU") represent the average number of users per month, who engage with services across its various business lines. MAU is primarily derived from active subscription relationships within valid service plan periods, and active terminals or devices under usage-based service models (including emergency networks).
3. Adjusted Net Income/ (Loss) is a non-GAAP financial measure. For a reconciliation of Adjusted Net Income/ (Loss) to the most directly comparable GAAP financial measure, please refer to the Company's Q2 2026 earnings release furnished on Form 6-K.

uCloudlink GlocalMe petpogo

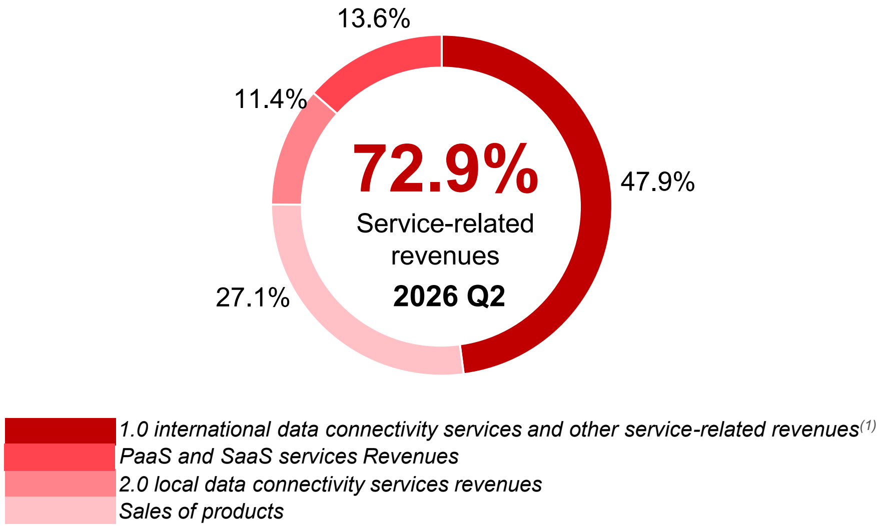
Service-Centric Revenue Mix Drives Gross Margin Improvement

(Nasdaq: UCL)

Revenues (US$MM)
Gross Margin



Revenue Segmentation



In 2026Q2, service-related revenues contributed **72.9%** of total revenues, compared to **75.5%** in the prior-year period.

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

uCloudlink GlocalMe petpogo

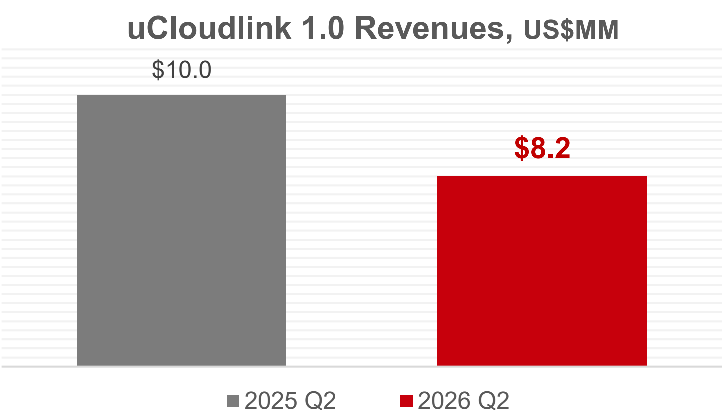
uCloudlink 1.0: The Market Leader in International Data Connectivity Services
(Nasdaq: UCL)

uCloudlink 1.0 Highlights

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

2 **Driving the transition to 5G roaming:** our innovative global 5G solution provides high-quality, low-latency roaming with 5G network coverage across 96 countries and regions

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



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**

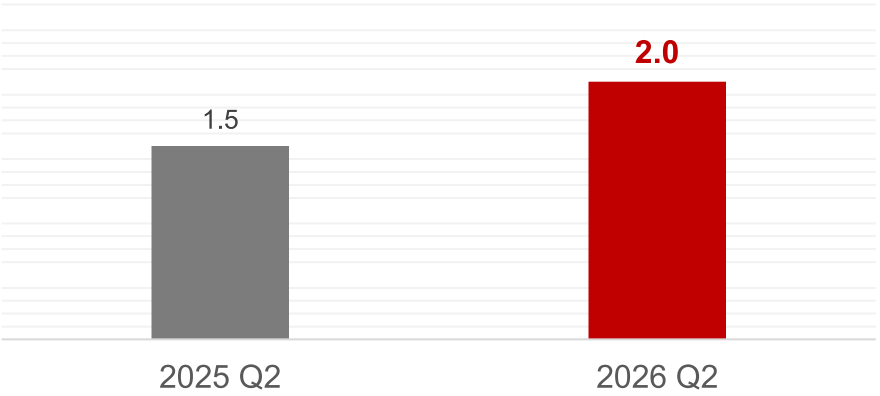
uCloudlink GlocalMe petpogo

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

(Nasdaq: UCL)

uCloudlink 2.0: Local Data Connectivity Services

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
• CRM, Billing, SIM Card Management, etc.	• To C, Online Selling	• To B, Reseller or Commission

uCloudlink 2.0 Business Highlights

Seamless integration with various chipsets

Scaling up user base through alliances with MNOs and device manufacturers

+

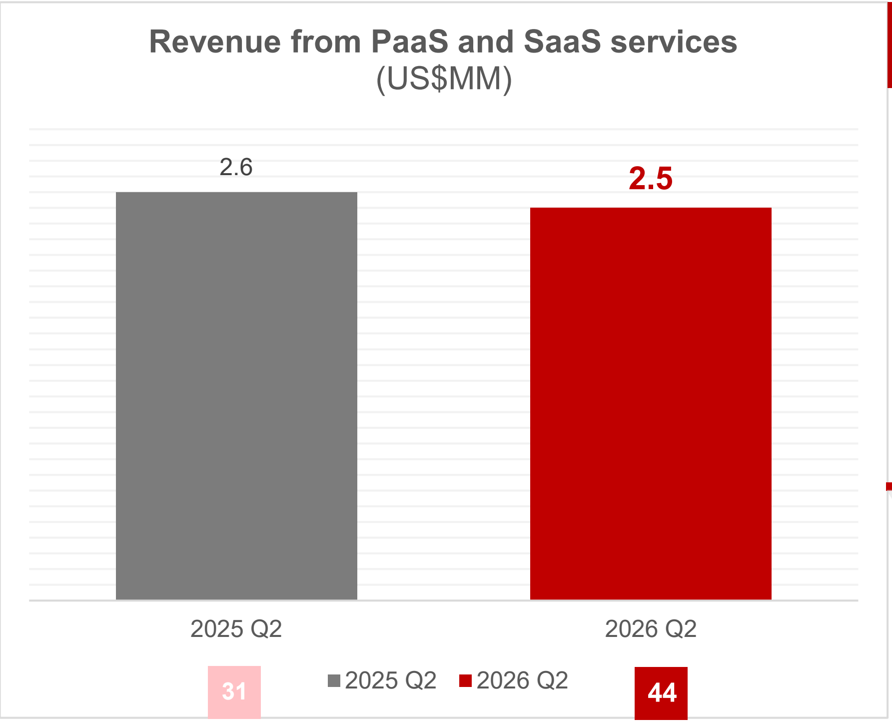
Proven 2.0 business model to meet local demand and capture market opportunities

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

uCloudlink GlocalMe petpogo

uCloudlink PaaS/SaaS Monetization Model

(Nasdaq: UCL)



Number of PaaS / SaaS Customers in 2026 Q2
Number of PaaS / SaaS Customers in 2025 Q2

Key Revenue Models

Primary Revenue Models

Revenue/ Profit Sharing VS **SIM Hosting Fee**

Ancillary Revenue Models

- SIM Installation Fee
- SIM Management Fee
- Software Upgrade Fee
- Technical Service Fee
- License Fee
- Platform Development Fee

Globally Diversified Business and Revenue Streams

(Nasdaq: UCL)

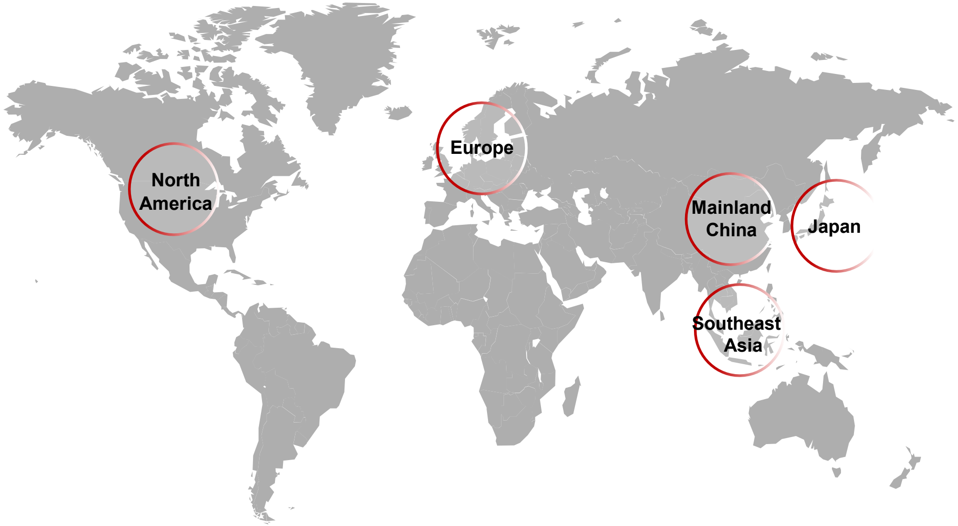
Geographic Distribution

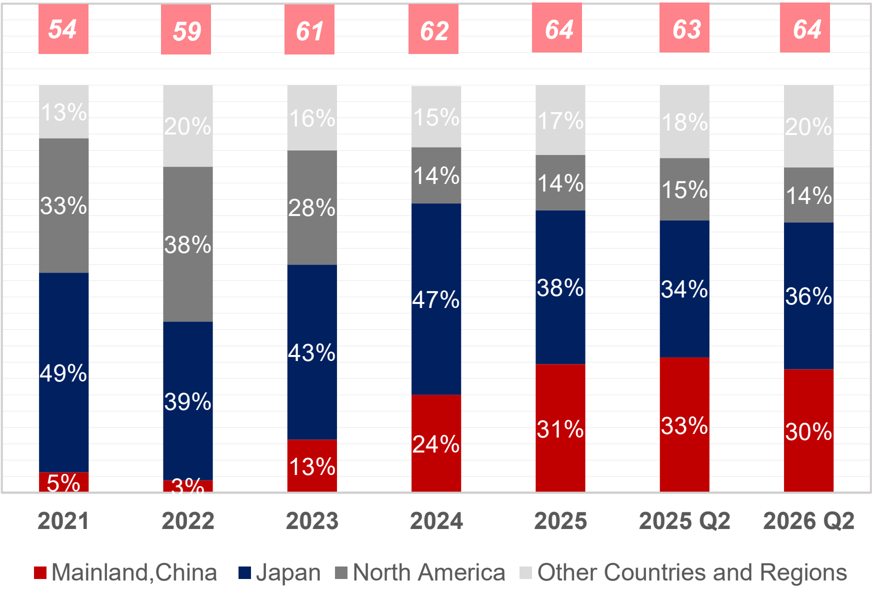
160+
Countries and Regions Covered [1]

390+
MNOs we Aggregate Mobile Data Traffic Allowances from [1]

69.7%
Non-Mainland China Revenue Contribution [1]

3,000+
Global Partners [2]





Note 1: In 2026 Q2
Note 2: As of June 30, 2026

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uCloudlink
Q & A
Thank you

Appendix: Proprietary Technologies and Unique Solutions

uCloudlink GlocalMe

Unique Business Model with High Barriers to Entry

(Nasdaq: UCL)

Telecom Class Service Quality

Proprietary Technology	Team & Talent	Operational Track-record	Strategic Global Partnerships	Complex Value Chain
212 Patents [1]	**177 R&D Staff** [2] 175 business development, Sales and Marketing Staff [2] 71 Administration and Management Staff [2]	**12 Years**	Business Across 64 Countries and Regions [3] Major Markets such as US, China, Japan, Southeast Asia, etc.	**Knowhow** Chipsets, SIMs, Devices, Mobile Networks, Software, Data Pricing, Services, etc.

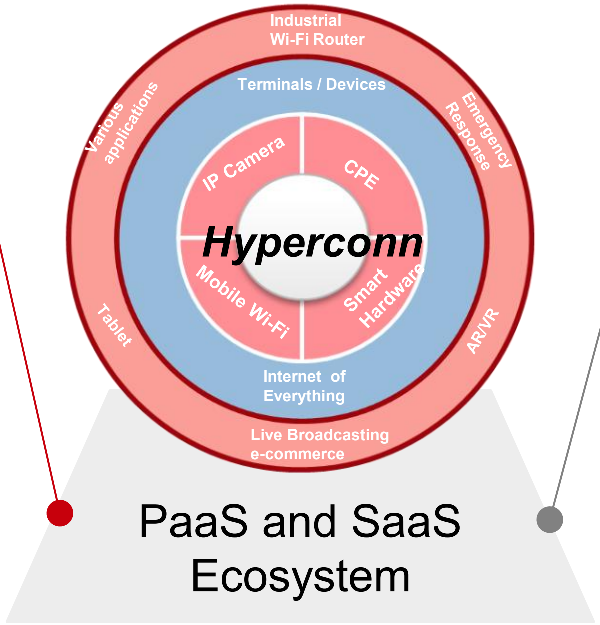
Notes:
1. As of June 30, 2026, with 184 patents approved and 28 patent applications pending approval, globally
2. As of June 30, 2026, only full-time employees are counted
3. As of June 30, 2026

Ecosystem Powered by Our PaaS and SaaS Platform

(Nasdaq: UCL)

PaaS Platform

- Hosting Partners' SIM cards
- Intelligent Selection of Best-performing Network
- Supports a Massive Number of Terminals and Users



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

uCloudlink 1.0

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

uCloudlink 2.0

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

uCloudlink 3.0

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