unerry Inc.

(TSE Growth Section: 5034)

Full-Year Ending June 2026 Financial Results

Presentation Materials

August 2026



Summary

JPY million

FY2026 Full-Year Performance

Net Sales 4,879 +31% | **Operating Income** 424 +36% | **Operating Margin** 9% Previous FY 8%

- Double-digit sales growth across all services. Ad service led growth at +39%, though below initial forecast.
- Gross margin at 37%, due to lower direct gross margin from increased external resources.
- Operating income +36% YoY on lower SG&A ratio. Operating margin improved to 9%.

FY2027 Earnings Forecast

	Net Sales		Operating Income	
Consol.	8,000	+64%	556	+31%
unerry standalone	6,500	+33%	650	+53%

- Operating margin: 7% consolidated, 10% unerry standalone.
- Consolidated operating income includes Blogwatcher's P/L and goodwill amortization.
- Continue sales and profit growth while strengthening the foundation for the next growth stage.

Mid-Term Growth Strategy

- Considering merger with Blogwatcher, targeting January 2027.
- Continue to target ¥10bn in unerry standalone net sales for FY28/06 as a challenging mid- to long-term goal.
- Plan to present the Group's mid- to long-term growth direction around 2H FY27/06, reflecting the merger review.

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1. **FY2026 Full-Year Results**
2. FY2027 Management Policy & Forecast
3. Key Topics

Appendix

- IR Event Updates
- Financial Information
- Business Model



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Financial Highlights

- Net sales reached a record JPY 4,879 million, up 31% YoY, maintaining strong growth at a larger scale.
- Despite a lower gross margin, SG&A leverage drove operating income up 36% YoY, outpacing net sales growth.

YoY Comparison

(JPY million)	FY2025/6	FY2026/6	YoY Growth	vs. Initial Forecast*2
Net Sales	3,726	**4,879**	**+31 %**	**98 %**
Gross Profit (Margin)	1,464 (39%)	**1,827** (37%)	**+25 %**	**92 %**
Operating Income (Margin)	311 (8%)	**424** (9%)	**+36 %**	**85 %**
Net Income	331	**330**	**－1 %**	**83 %**
ROE	18 %	**15 %**	**－3 pt**	**－4 pt**
Adjusted EBITDA*1 (Margin)	327 (9%)	**453** (9%)	**+38 %**	—

*1 Adjusted EBITDA = operating income + depreciation + goodwill amortization + stock-based compensation + other one-time expenses
*2 Initial forecast = announced in August 2025

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Performance by Business Segment

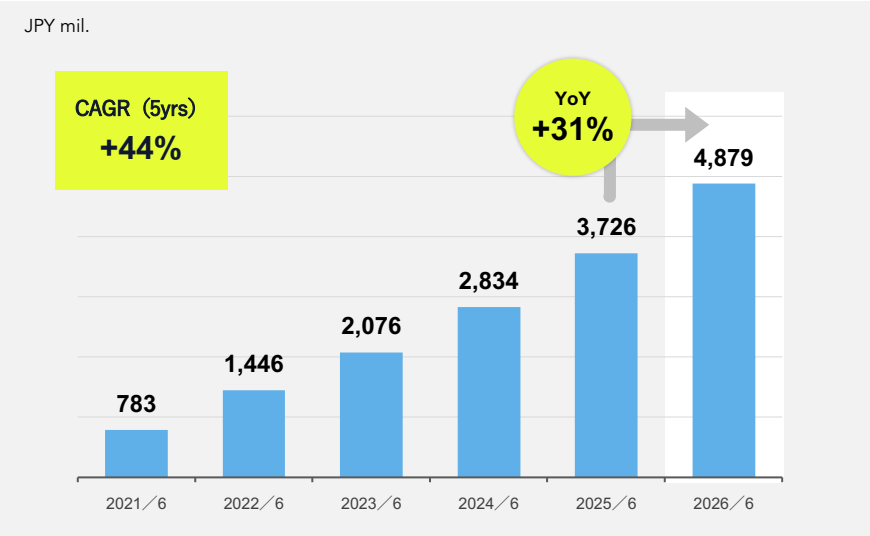
Business	Net Sales (JPY) YoY	FY2026 Highlights
Retail & Food Service **Retail DX**	**3,284** million +22%	● Reorganized into three sales teams—new business, cross-sell, and partner sales—driving steady growth in recurring customers ● Cross-divisional data proposals increased spending by key customers
CPG Brand **Retail Media**	**851** million +89%	● Strong offering and partner sales drove significant growth in new and cross-sell business ● Won large deals through partnerships with leading retailers and expanded use in transit ads and signage
Real Estate, Municipalities **Smart City**	**680** million +28%	● Beyond analysis, Advertisement service for municipalities, including tourism promotion, grew ● Stronger sales structure drove nationwide growth in municipal projects, including Tokyo
Retail, Food Service, Sports **Global**	**63** million +20%	● Launched joint services with inbound and global advertising partners ● Promoted SDK adoption among companies and app providers overseas

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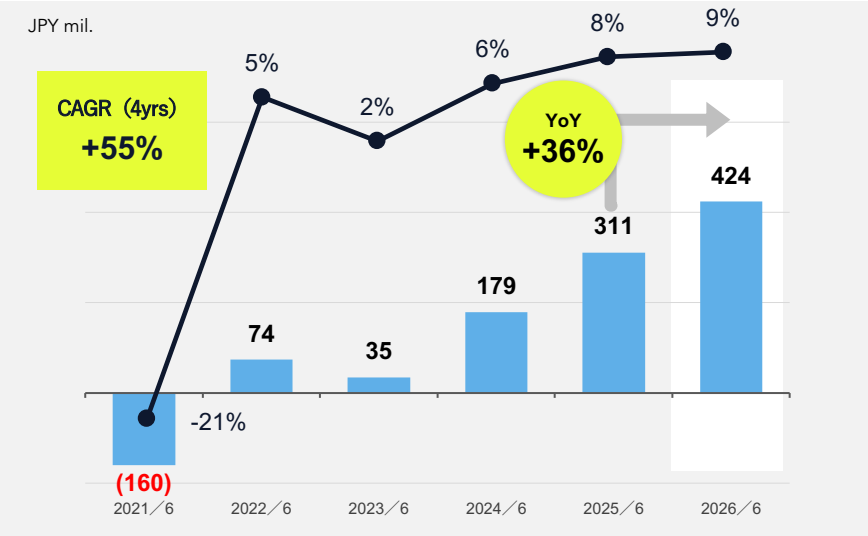
Five-Year Growth Track Record

- Net sales CAGR of +44% over five years, delivering sustained annual growth.
- Operating income CAGR of +55% over four years since turning profitable, with margin improving from 2% to 9%.

Net Sales



Operating Income & Operating Margin



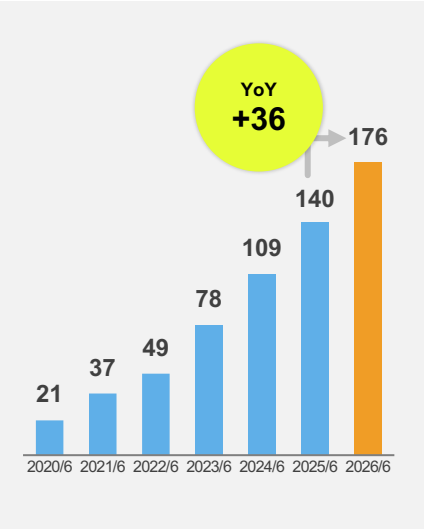
* Operating income CAGR: four years from FY2022, when the Company turned profitable

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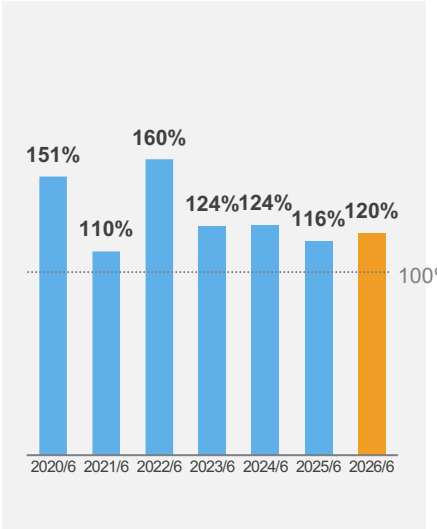
Net Sales: Recurring Customer Metrics *1

- Recurring customers reached 176, up 36 YoY—the largest annual increase to date.
- Cross-sell and upsell drove NRR to 120%, while recurring revenue remained strong at 91% of net sales.

of Recurring Customers

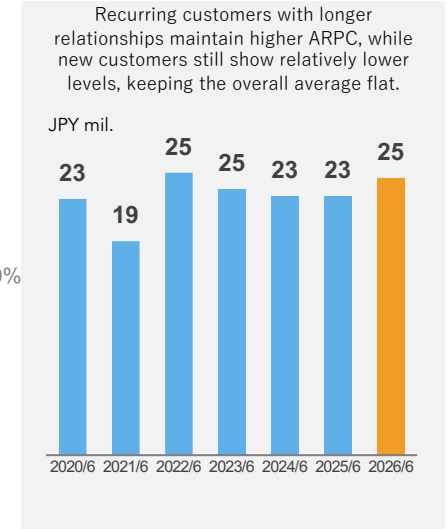


NRR*2

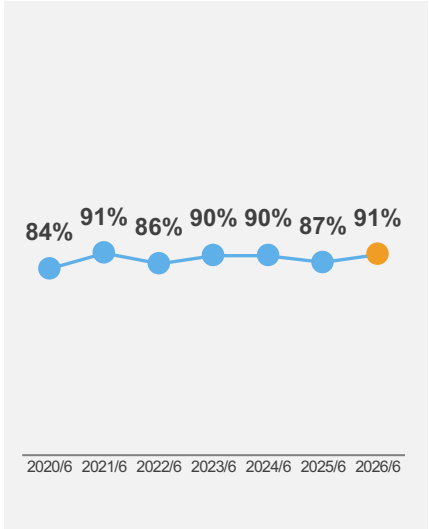


Recurring ARPC

Recurring customers with longer relationships maintain higher ARPC, while new customers still show relatively lower levels, keeping the overall average flat.



Recurring Revenue Ratio



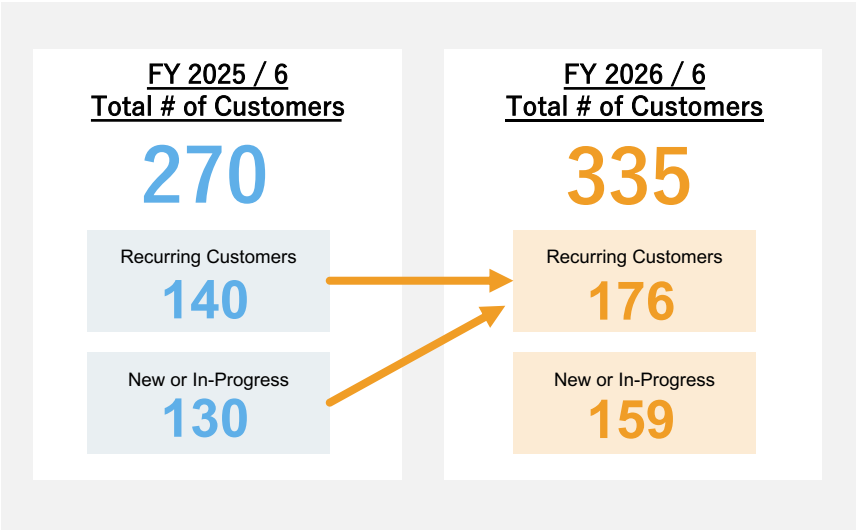
*1 Recurring customers are defined as companies with transactions continuing for four or more consecutive quarters, or companies with new contracts lasting more than three months as of the end of each fiscal year.
*2 NRR (Net Revenue Retention) is calculated as the revenue growth rate of recurring customers at the end of the previous fiscal year.

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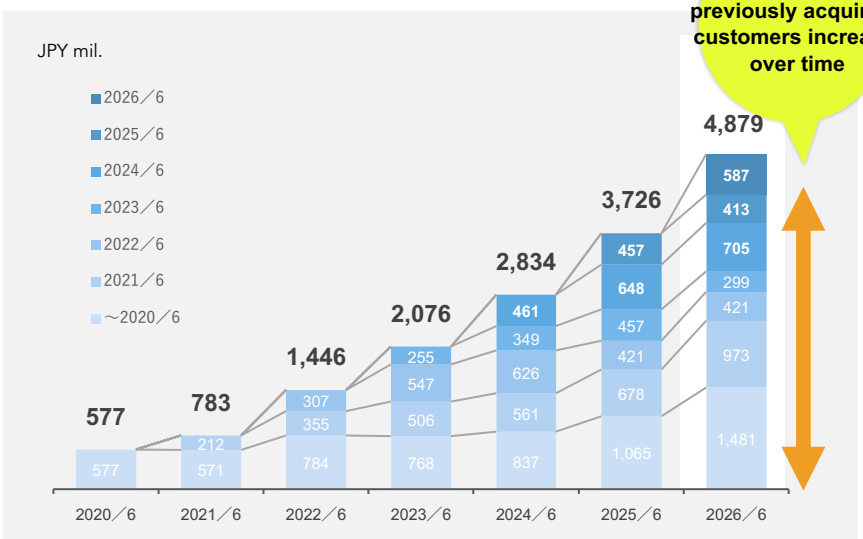
Net Sales: By Customer Acquisition Year

- New customers convert to recurring customers each year, building the revenue base for future years.
- Existing customers generated JPY 4,292 million, exceeding total net sales of JPY 3,726 million in FY2025.

Mechanism of Conversion to Recurring Customers



Net Sales by Cohort*



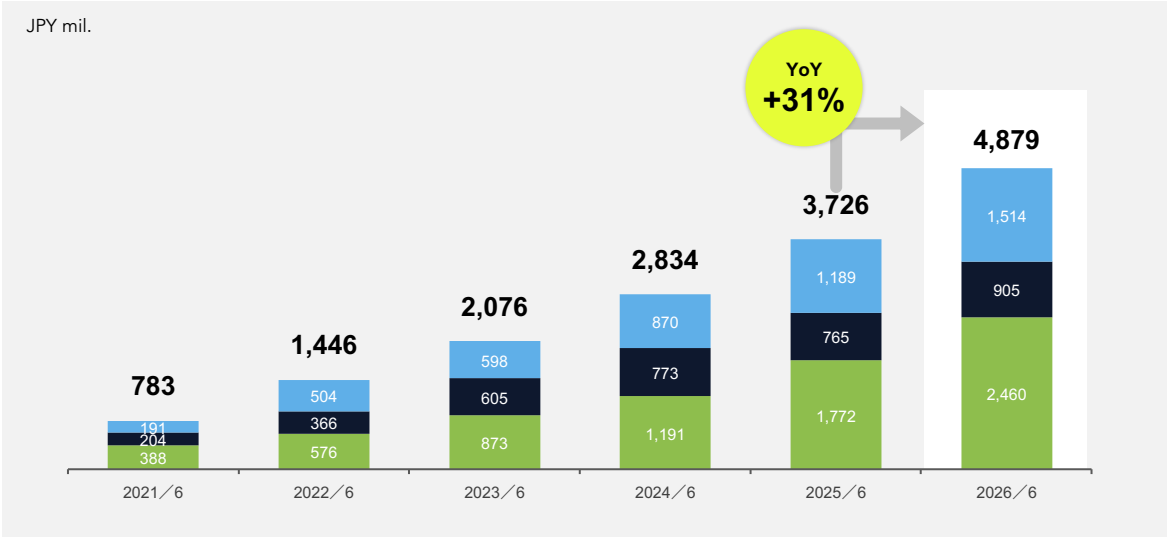
* Yearly cohort revenue is shown based on customers acquired in each fiscal year

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Net Sales: By Service

- All services achieved double-digit YoY growth, expanding multiple revenue streams.
- Advertisement service led growth, expanding into manufacturer advertising and promotions. Analysis service also grew, led by data offerings.

Annual Trend



Breakdown

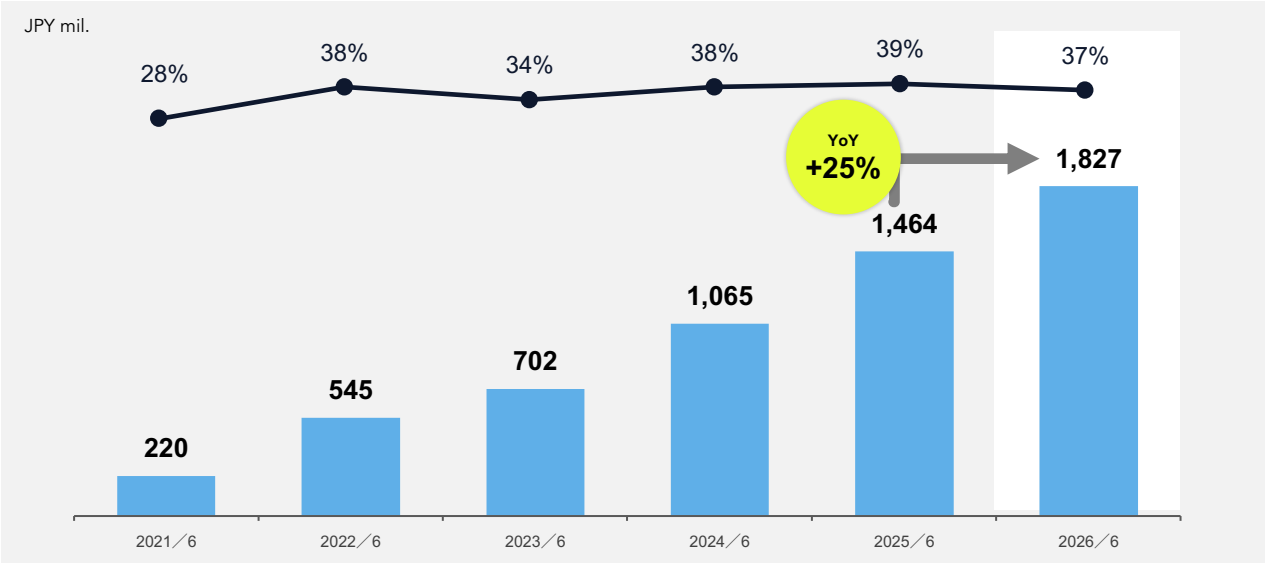
Service	YoY	Increase
Analysis	+27%	+325
One to One Solution	+18%	+140
Advertisement	+39%	+688
Total	+31%	+1,153

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Gross Profit

- Gross profit rose 25% YoY to JPY 1,827 million, while gross margin declined to 37% due to changes in the project and service mix.
- Scale benefits improved the indirect cost ratio, partially offsetting the decline in direct gross margin.

Annual Trend



Breakdown

Gross Margin	37%
YoY	−2pt

YoY Impact on Gross Margin

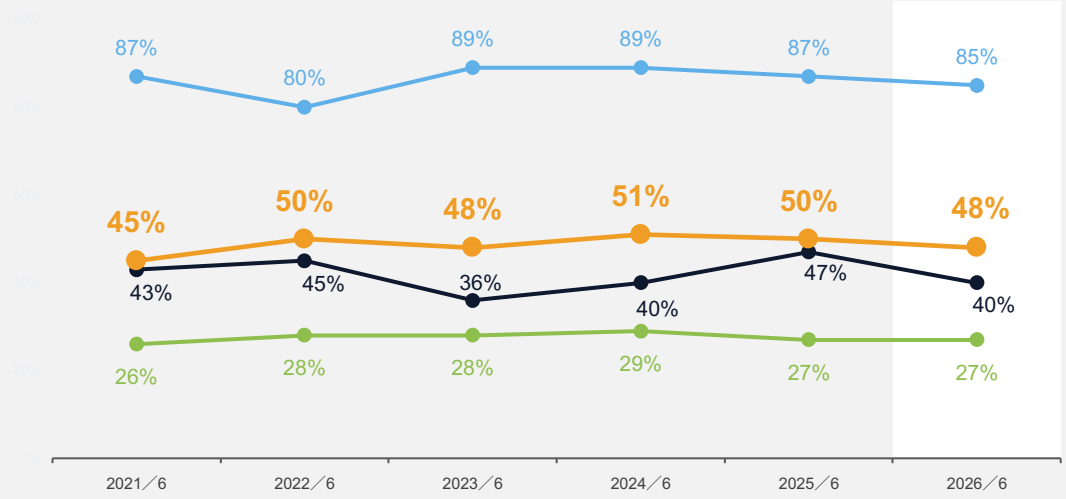
- ✓ Direct Gross Margin −3pt
- ✓ Indirect Cost Ratio +1pt

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Gross Margin by Service (Net Sales – Direct Costs)

- Average direct gross margin declined to 48%, mainly due to increased use of external resources.
- Direct gross profit increased across all services, up 24% YoY to JPY 2,319 million.

Annual Trend



Breakdown
-Direct Gross Profit-

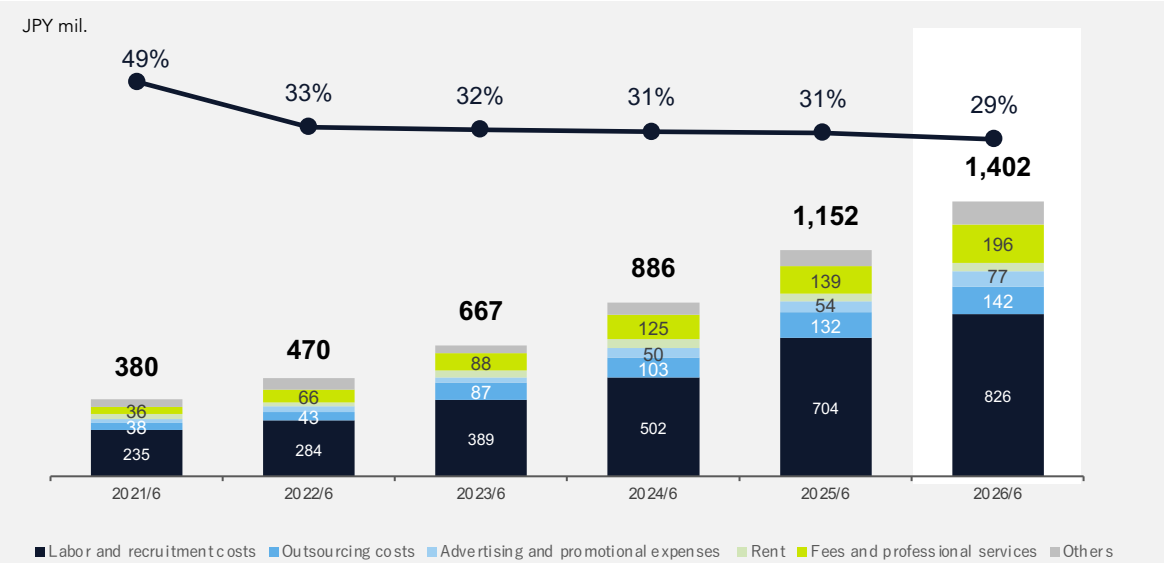
Service	Amount JPY mil.	YoY
Analysis	1,294	+25%
One to One Solution	366	+2%
Advertisement	659	+38%
Total	2,319	+24%

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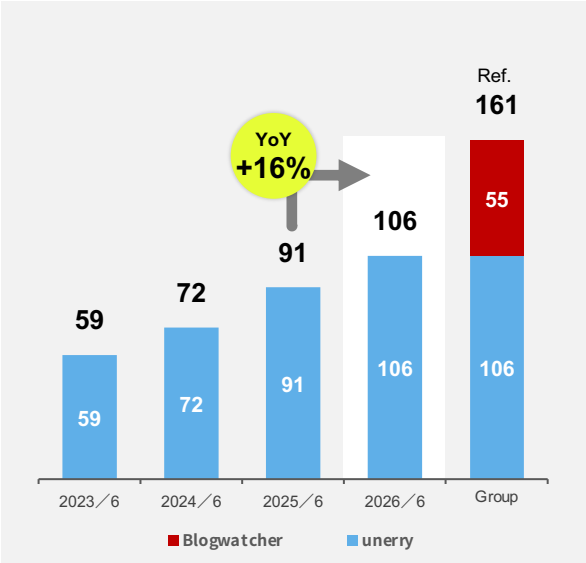
SG&A

- SG&A rose 21% YoY, below net sales growth of 31%, lowering the SG&A ratio to 29%.
- Employees increased 16% to 106, or 161 Group-wide including Blogwatcher Inc.

Annual Trend



Number of Employees



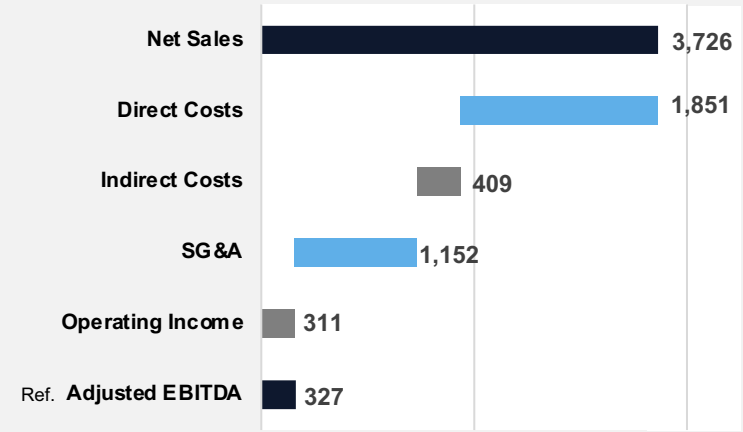
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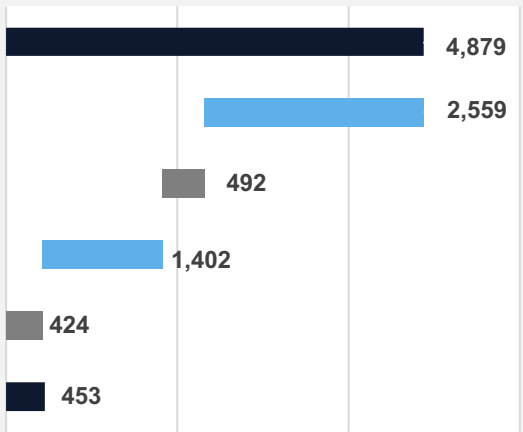
Operating Income Drivers

- Net sales grew 31% YoY, while indirect costs and SG&A rose around 20%, driving operating income up 36% to JPY 424 million.
- Adjusted EBITDA is introduced from FY2026 as a supplementary measure, ahead of goodwill amortization and expenses from FY2027.

Net Sales to Operating Income

JPY mil.





YoY Comparison

	Change	% Change
Net Sales	+1,153	+31%
Direct Costs	+707	+38%
Indirect Costs	+83	+20%
SG&A	+249	+22%
Operating Income	+112	+36%
Ref. Adjusted EBITDA	+125	+38%

* Direct costs = costs directly attributable to net sales; indirect costs = COGS not directly attributable to net sales; Adjusted EBITDA = operating income + depreciation + goodwill amortization + stock-based compensation + other one-time expenses.

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INDEX

1. FY2026 Full-Year Results

2. FY2027 Management Policy & Forecast

3. Key Topics

Appendix

- IR Event Updates
- Financial Information
- Business Model



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Three Key Initiatives

Driving near-term growth while focusing resources on three key themes for the next stage.

Strengthening the Customer Base (Covered in this section)	Merger Review with Blogwatcher (Covered in Key Topics)	AI & World Models (Covered in Key Topics)
Expanding Customer Value & User Base	**Merger Review to Maximize Group Growth**	**Build Data & Delivery Infrastructure to Scale**
Expand the customer base through acquisition and deeper engagement, driving growth and recurring revenue.	Leverage both companies' assets for business integration and decide whether to proceed with the merger around January 2027.	Turn the World Model concept into a scalable business supporting customers' AI adoption.
● Target customers by growth potential and role ● Deepen engagement and cross-sell ● Expand recurring usage across industries and company sizes	● Explore collaboration to strengthen sales ● Explore service and data integration ● Design organization and business processes	● Build AI-ready consumer behavior data ● Strengthen data integration, enrichment and prediction ● Validate use models for customer needs
FY2027: Optimize Approaches by Portfolio	FY2027 1H: Decide on Merger Around January 2027	FY2027: Validate Scalability
Mid-Term: Evolve into an Infrastructure Company	FY2027 2H: Present Growth Direction After Decision	Mid-Term: Scale the Business

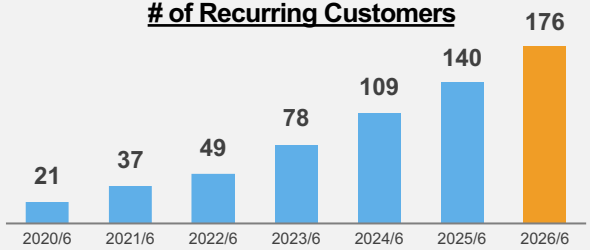
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Strengthening the Customer Base

Expand Customer Value & User Base toward an Infrastructure Company.

Growing Customer Base

# of Recurring Customers



Key Customer Base Metrics

- **NRR** Track retention and growth of existing customer revenue
- **Annual ARPC** Track revenue growth per customer
- **Cohort** (Retention) Track customer retention and stickiness

Strengthening the Customer Base by Portfolio

① Expanding Customer Value
(Deeper Engagement, Upselling & Larger Accounts)

Adoption → Expanded Use → Advanced Use & Cross-sell → Larger Accounts

Maximize ARPC and profitability by delivering greater value.

Move to ① as Business Expands

② Expanding the User Base
(Broader Reach & Stable Revenue Base)

New Customers → Recurring & Retained → Industry Diversification → Stable Revenue Base

Build lasting ties with diverse customers to expand our real-world data infrastructure.

Build a Healthy Revenue Portfolio with ①×②

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FY2027 Forecast

- Consolidated net sales: ¥8,000 million; operating income: ¥556 million. unerry standalone: net sales +33% and operating income +53% YoY.
- Blogwatcher's earnings and goodwill amortization will be reflected in consolidated results from Q2.

(JPY million)	FY2026 Actual	FY2027 Forecast (Consol.)	Growth
Net Sales	4,879	**8,000**	**+64%**
└ unerry	4,879	**6,500**	**+33%**
└ Blogwatcher	—	**1,500**	**—**
Operating Income	424	**556**	**+31%**
└ unerry*1	424	**650**	**+53%**
└ Blogwatcher*1	—	**－46**	**—**
└ Goodwill Amortization	—	**－46**	**—**
Operating Margin	9%	**7%**	**-2pt**
└ unerry	9%	**10%**	**+1pt**
Ordinary Profit	432	**554**	**+28%**
Net Income	330	**381**	**+16%**
Adjusted EBITDA*2	453	**669**	**+48%**

*1 Standalone operating income for each company represents management figures after consolidation adjustments.
*2 Adjusted EBITDA = operating income + depreciation + goodwill amortization + stock-based compensation + other one-time expenses.

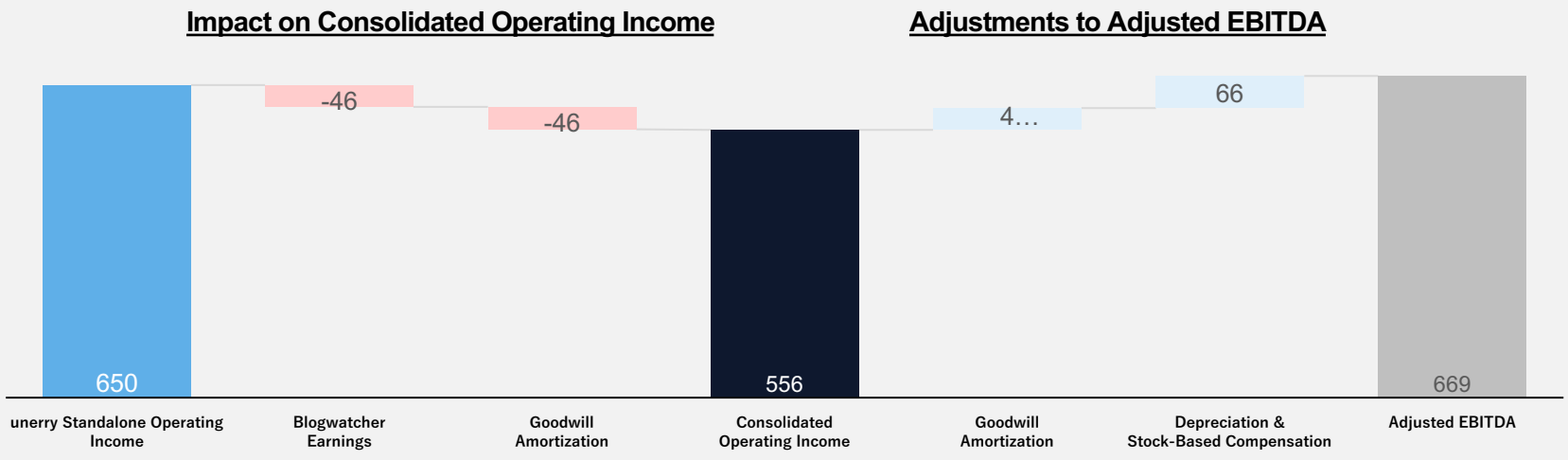
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FY2027 Earnings Structure

- unerry operating income: ¥650 mil. After Blogwatcher earnings and goodwill amortization (9 months), consolidated: ¥556 mil.
- Adjusted EBITDA: ¥669 mil, reflecting continued growth in earnings power excluding goodwill amortization and other impacts.

From unerry Standalone Operating Income to Adjusted EBITDA

JPY mil.



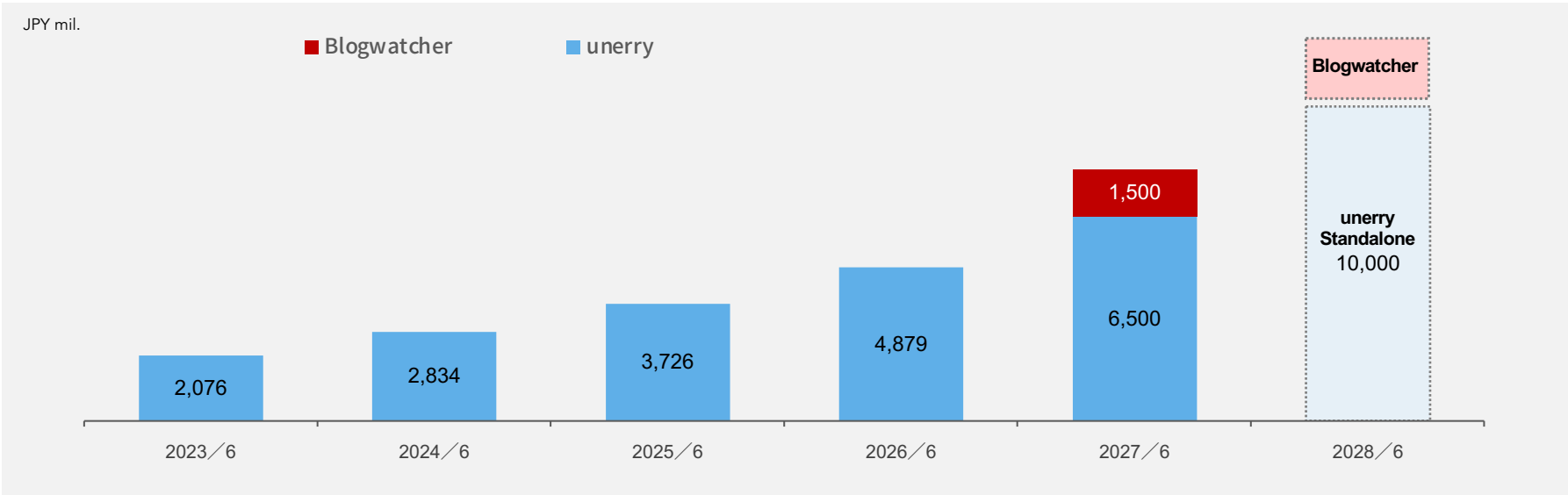
* Adjusted EBITDA = operating income + depreciation + goodwill amortization + stock-based compensation + other one-time expenses.

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Positioning of Mid-Term Growth Target

- unerry continues to target ¥10 billion in standalone net sales for FY2028 as an ambitious mid-term goal.
- The Group's mid-term growth direction will be presented around FY2027 2H, reflecting the merger review.

Net Sales Trend



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INDEX

1. FY2026 Full-Year Results
2. FY2027 Management Policy & Forecast
3. **Key Topics**

Appendix

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- Business Model



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Two Key Themes for Future Growth

Q1

Why Consider a Merger Now?

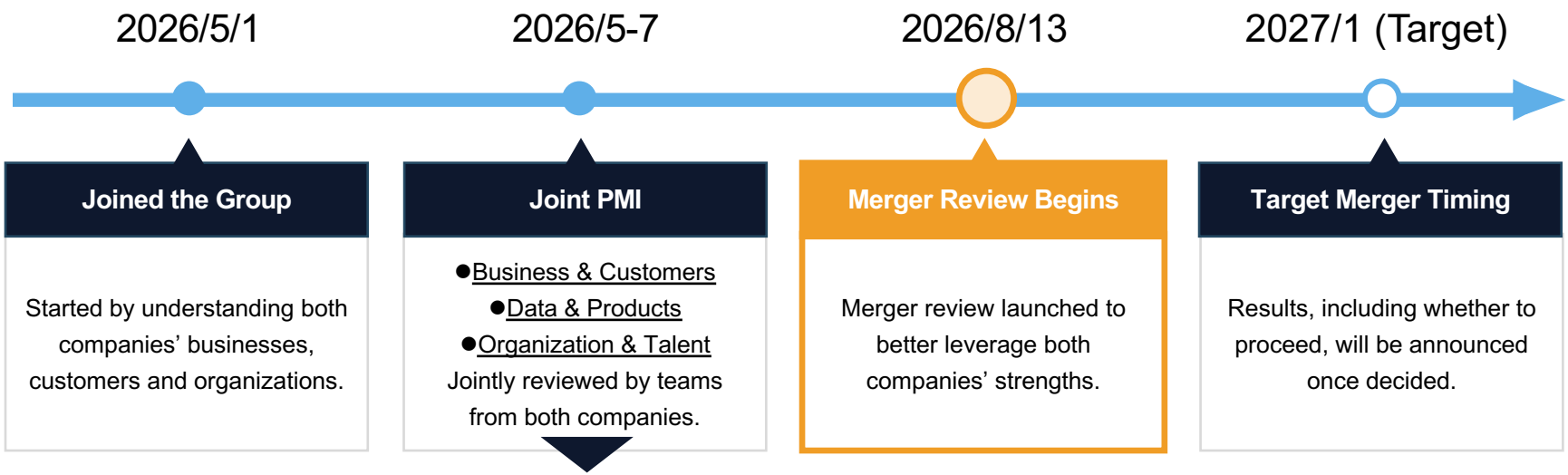
Q2

What Is the Value of unerry's Real-World Data in the AI Era?

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Q1. Why Consider a Merger Now? | Background

PMI revealed value creation opportunities, prompting the merger review.



Value Creation Opportunities Identified in Three Areas

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Q1. Why Consider a Merger Now? | Value Creation Opportunities

Create value and improve efficiency by combining both companies' strengths for growth.

Customers & Markets	Data & Products	Organization & Talent
unerry: Deep Customer Understanding & Solution Capabilities × Blogwatcher: Broad Reach across Tourism, Real Estate & Municipalities	unerry: Advanced Analytics & Data Use Tailored to Needs × Blogwatcher: High-Frequency Data & Standardized Products	unerry: Data Utilization, Engineering & Problem-Solving × Blogwatcher: Sales Strength & Scalable Sales Model
Broaden customer reach while deepening engagement with each customer.	Combine distinct data strengths to broaden data use.	Combine diverse expertise to strengthen capabilities for growth.

Value Creation
- ◎ Broader customer reach & stronger proposals
- ◎ Cross-utilization of data & products
- ◎ Advanced solutions

+

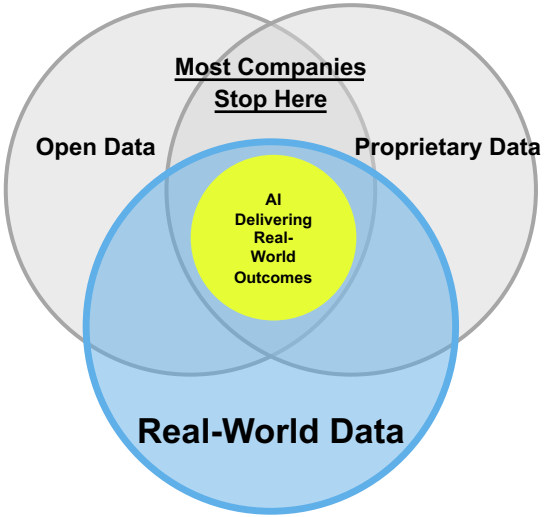
Efficiency & Optimization
- ◎ Integrate Technology Development (e.g., SDKs)
- ◎ Standardize Data Operations & Infrastructure
- ◎ Optimize Organization & Development

→ **Free Up Resources for Future Growth**

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Q2. What Is the Value of unerry's Real-World Data in the AI Era?

Real-world AI outcomes require real-world data.



Gartner Research:
AI Projects Abandoned by 2026 Due to Lack of AI-Ready Data*

60%

Open Data — No Differentiation

High-performance generative AI is equally accessible to all. Models are trained on online data, making the models themselves no longer a differentiator.

Proprietary Data — Limited to Internal View

Purchase, membership and app-use data capture only direct customer interactions. Non-customer and competitor-use behavior remains invisible.

Real-World Data — Hard to Obtain Independently

Real-world data on movement, visits and dwell time. Individual companies lack scale and coverage, requiring external sourcing.

unerry provides the third layer companies cannot build alone.

Source: Gartner, "Lack of AI-Ready Data Puts AI Projects at Risk" (2025)

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Q2. What Is the Value of unerry's Real-World Data in the AI Era? | Use Cases by Industry

Retail & Chain Stores

AI Use

Store Planning & Trade Area Analysis

Role of Real-World Data

Use visitor counts and origins as training data to improve sales forecasts.

CPG Brands

AI Use

Demand Forecasting & Distribution Optimization

Role of Real-World Data

Use changes in store visits as a leading indicator to reduce stockouts and excess inventory.

Advertising & Retail Media

AI Use

Delivery Optimization & Impact Prediction

Role of Real-World Data

Use actual store visits as training data to optimize delivery for conversion.

Mobility & Transportation

AI Use

Demand Forecasting & Deployment Optimization

Role of Real-World Data

Use mobility demand by time to automate vehicle and port reallocation.

Real Estate & Infrastructure

AI Use

Asset Valuation & Facility Operations

Role of Real-World Data

Use foot traffic data to inform tenant mix, rent and maintenance planning.

Finance & Investment

AI Use

Alternative Data Analysis

Role of Real-World Data

Feed store and facility visit trends into models to anticipate performance changes before earnings.

Beyond customer data alone, these use cases can be powered by one world model across industries.

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unerry's New Business Model: World Model

Deepening client AI adoption expands World Model applications

World Model OS

Establishing Ontology for Human-AI Data Synergy



- AI Optimization
- Prediction
- Semantic
- Alignment
- ID Integration

Make AI smarter

Client Enterprises

Data Integration & AI Development for Continuous Evolution

AI

Strategic AI Utilization

Demand Forecasting	Advanced CRM
Operational Transformation	Evidence-Based Policy Making
SCM Optimization	Traffic Flow Optimization

DX/AI Consultation

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Direction for the Next Growth Stage



AI that understands the real world.

A data company that transforms decision-making.

In FY2027, we will accelerate business integration and AI adoption,

unlocking the next stage of growth.









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Appendix

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FY2027 Strategic IR Initiatives for Individual Investors（Updated）

- From FY2027, we will transition our IR framework to deepen dialogue with individual investors, driving long-term value.
- Diverse engagement opportunities will enhance accessibility and recognition, expanding our investor base.

Timing	Initiative	Format	Time Slot
September 28, 2026 (Scheduled)	Shareholders' Meeting	In-person with On-demand Streaming	Weekdays / Daytime
Oct–Dec 2026	Investor Workshops	Hybrid (In-person & Live) + On-demand	Weekends & Holidays / Daytime
Feb 2027	Q2 Earnings Briefing	Live Streaming (incl. Q&A) & On-demand	Weekdays / Evening
May 2027	Retail Investor Presentation	Live Streaming (incl. Q&A) & On-demand	Weekdays / Evening

The information above reflects current plans and is subject to change without notice based on future decision-making or platform availability. Any updates will be promptly disclosed on our IR website.

Contact IR

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1. FY2026 Full-Year Results
2. FY2027 Management Policy & Forecast
3. Key Topics

Appendix

- IR Event Updates
- **Financial Information**
- Business Model



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Income Statement (Quarterly Period)

(Unit: Thousands of yen)	2025/6 Q4	2026/6 Q3	2026/6 Q4	% Change YoY	% Change QoQ
Net sales	981,443	1,527,067	1,188,132	+21.1%	-22.2%
Cost of sales	622,294	846,461	789,506	+26.9%	-6.7%
Gross profit	359,148	680,606	398,626	+11.0%	-41.4%
Gross profit ratio	36.6%	44.6%	33.6%	-3.0pt	-11.0pt
Selling, general and administrative expenses	329,963	348,952	367,965	+11.5%	+5.4%
SG&A to sales ratio	33.6%	22.9%	31.0%	-2.6pt	+8.1pt
Operating income	29,185	331,653	30,660	+5.1%	–
Operating income margin	3.0%	21.7%	2.6%	-0.4pt	-19.1pt
Ordinary profit	31,632	333,093	33,151	+4.8%	–
Ordinary profit ratio	3.2%	21.8%	2.8%	-0.4pt	-19.0pt
Net income	147,307	221,203	67,055	–	–
Net income ratio	15.0%	14.5%	5.6%	-9.4pt	-8.9pt

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Income Statement (Cumulative Period)

(Unit: Thousands of yen)	2025/6	2026/6	% Change
Net sales	3,726,133	4,879,542	+31.0%
Cost of sales	2,261,272	3,052,198	+35.0%
Gross profit	1,464,860	1,827,344	+24.7%
Gross profit ratio	39.3%	37.4%	-1.9pt
Selling, general and administrative expenses	1,152,966	1,402,752	+21.7%
SG&A to sales ratio	30.9%	28.7%	-2.2pt
Operating income	311,894	424,591	+36.1%
Operating income margin	8.4%	8.7%	+0.3pt
Non-operating income	5,819	12,735	+118.8%
Non-operating expenses	2,707	4,407	+62.7%
Ordinary profit	315,006	432,920	+37.4%
Ordinary profit ratio	8.5%	8.9%	+0.4pt
Net income	331,860	330,138	-0.5%
Net income ratio	8.9%	6.8%	-2.1pt

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Balance Sheet

(Unit: Thousands of yen)	2024/6	2025/6	2026/6
Current assets	2,072,858	2,391,539	3,283,977
└ Cash and deposits (Cash and deposits, securities)	1,658,798	1,831,518	2,301,594
└ Notes and accounts receivable - trade and contract assets	373,386	499,286	812,829
Fixed assets	30,362	224,701	904,177
Total assets	2,103,221	2,616,240	4,188,155
Current liabilities	474,191	599,353	1,234,849
Long-term liabilities	-	-	587,500
Total liabilities	474,191	599,353	1,822,349
Total net assets	1,629,029	2,016,886	2,365,805

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Cash Flow

(Unit: Thousands of yen)	2024/6	2025/6	2026/6
Cash flow from operating activities	180,321	229,667	327,743
Cash flow from investing activities	-5,882	-59,560	-599,341
Cash flow from financial activities	357,098	2,583	741,519
Increase or decrease in cash and cash equivalents	531,542	172,720	470,076
Period-ending balance of cash and cash equivalents	1,658,798	1,831,518	2,301,594

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1. FY2026 Full-Year Results
2. FY2027 Management Policy & Forecast
3. Key Topics

Appendix

- IR Event Updates
- Financial Information
- **Business Model**



Mission and Vision








Our aim

“A Global Leader” of a data ecosystem company that fuses the real and digital

Mission

Creating a comfortable future with data

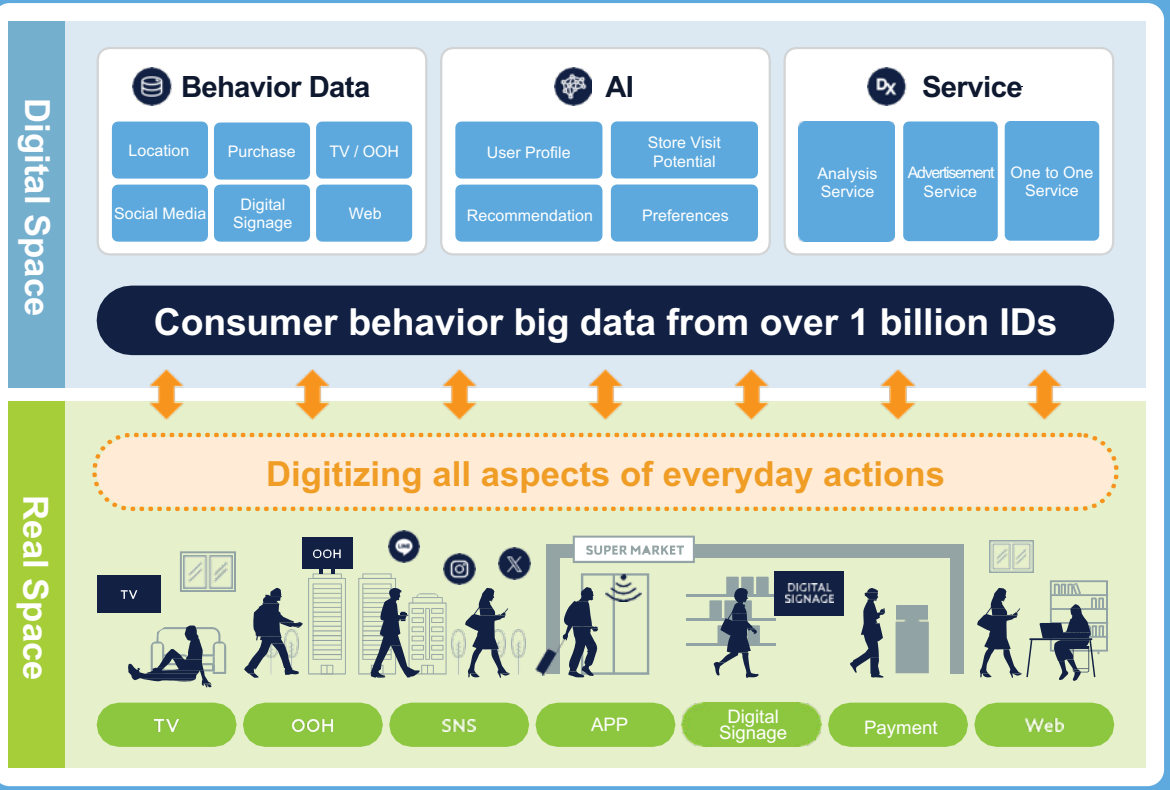
Vision

unerry, everywhere

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Beacon Bank®

A platform that transforms the real and digital actions of daily life into data through 1 billion+ Digital Twin IDs, supporting DX across industries and regions.



Retail, Restaurant, Brands



Based on in-store visit data from all kinds of locations, we provide planning for digital customer acquisition and sales promotion measures using trade area, shopper, and competitor analysis, as well as ad delivery and in-store visit measurement.
We also excel in manufacturer promotions and integrated marketing that combine purchasing data.

Municipalities, Transportation, Tourism, Real Estate



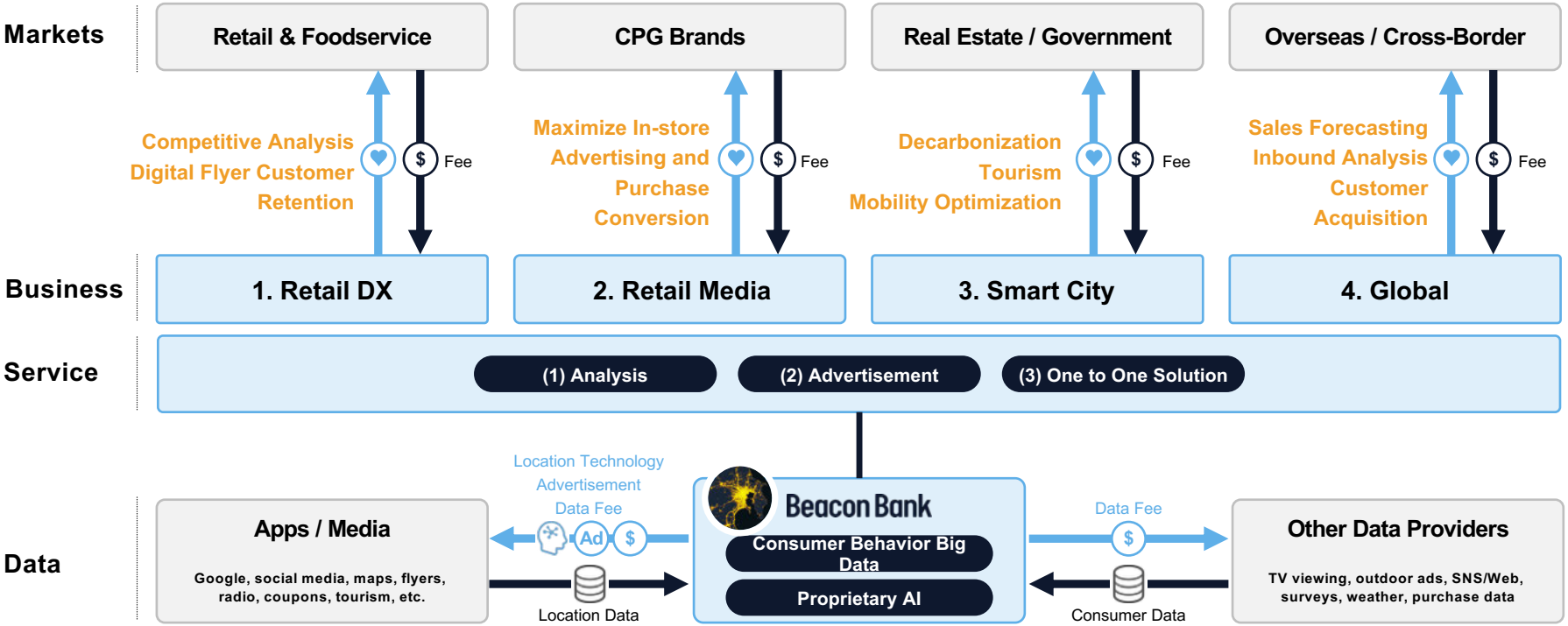
Identify who people are, where they are located, and what kinds of mobility needs they have, and carry out the planning and evaluation of mobility measures. Data provision for digital twin initiatives is also possible.
By evaluating traffic congestion and crowd levels, and through area analysis, we extract tourism needs and develop promotional activities.

* GPS data and beacon data (personally referable information) accumulated with user consent by providing location technology to major mobile apps. 1 billion IDs represent the maximum reachable ID count (as of the end of June 2026), which includes duplicate users.

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Business Model

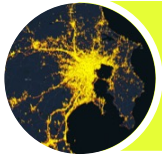
Deploying 3 core services optimized for industry issues, powered by big data



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Our Services

Analyze, advertise, personalize. Cover all DX needs



Big data on consumer behavior from over 1 billion IDs

+

AI Analysis

Profiling | Real-Time Recommendations | Transportation/ Situation Estimation | Store visit likelihood prediction

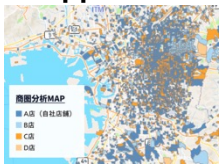
AI BRAIN

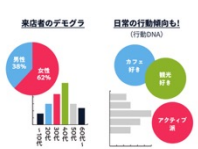
(1) Analysis

Analysis tools for retailers and cities

ショッパーみえ~る

Shopper Mieru -shopper/city dashboard-





(2) Advertisement

Store visit / purchase target ads, ad measurement

Beacon Bank AD





(3) One to One Solution

Personalized messaging solution

Beacon Bank 1to1





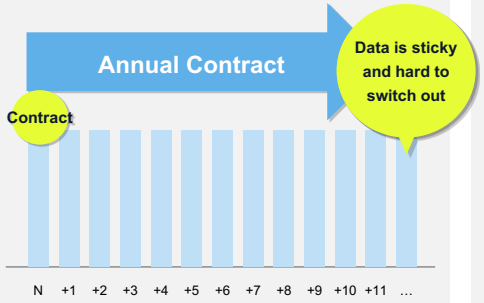
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Business Model: Recurring Revenue Model

Annual recurring revenue for Analysis/One to One, with Advertisement scaling by store count

(1) Analysis

- “Shopper Mieru” is a SaaS service generating recurring monthly revenue
- Annual contract basis



Cross-Selling

(2) Advertisement

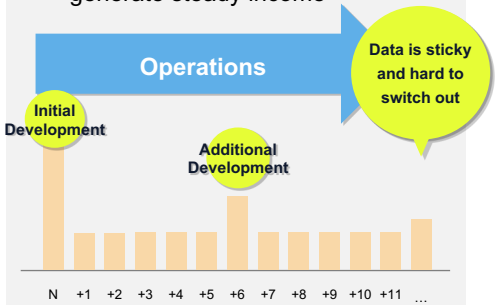
- Digitalization of paper-based flyers
- Measure in-store advertising effectiveness via beacons and implement high-ROI ads



Cross-Selling

(3) One to One Solution

- Customized DX services, including app development and operations
- After initial development, recurring monthly fees (annual contract) generate steady income



Key Metrics (FY June 2026)

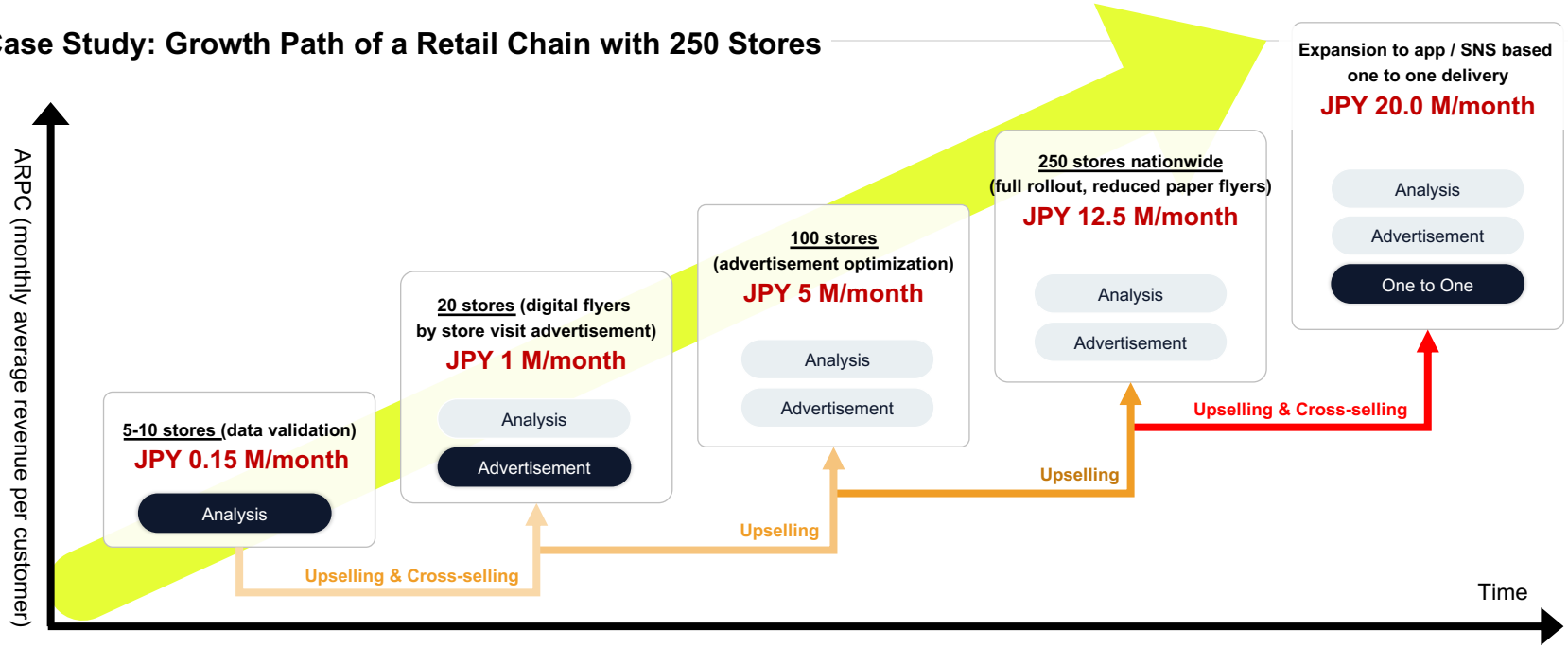
Recurring Revenue Ratio	91 %
ARPC (Average Revenue)	¥25 M
# of Recurring Customers	176 Companies
Net Revenue Retention	120 %

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Business Model: Customer ARPC Increase More Than 130x

Starting small, then upselling (store expansion) and cross-selling drive higher LTV

Case Study: Growth Path of a Retail Chain with 250 Stores

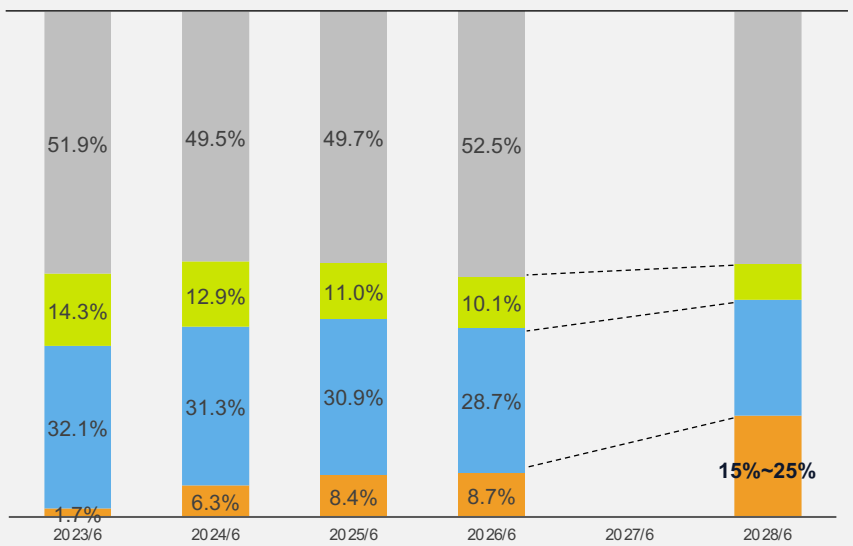


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Mid-to-Long-Term Profit Structure

Targeting 15 - 25% operating margin by optimizing indirect COGS and SG&A ratios

Profit structure trend



Direct COGS ratio

Expected to remain relatively stable despite changes in service mix.

Indirect COGS ratio

Although infrastructure costs are expected to rise, the ratio will gradually decline due to a high proportion of fixed costs and sales growth.

SG&A ratio

Personnel and hiring expenses will increase temporarily but are expected to decline relative to revenue over time (may fluctuate depending on investment phase).

Operating Margin

Improvement driven by sales growth and reductions in cost and SG&A ratios, aiming for a 15–25% medium-term profit model.

※Figures through FY2026 are actuals; FY2028 are estimates.

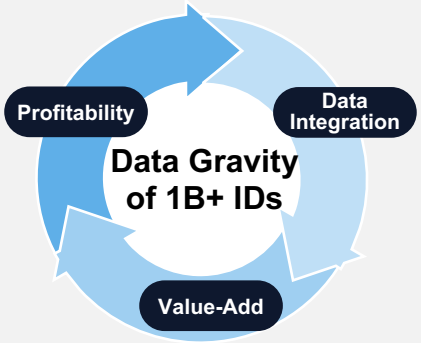
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Data Volume Driving Non-Linear Growth Acceleration

1 billion+ IDs create “Data Gravity,” powering 3 engines for non-linear growth.

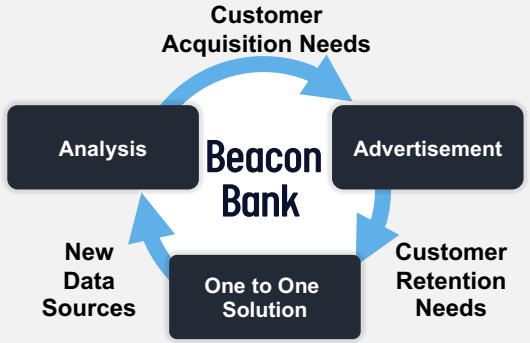
Data Assets

Generating a virtuous cycle where data scale accelerates business growth



Product Innovation

Connected Services drive customer success, fueling unerry’s revenue growth



Market Expansion

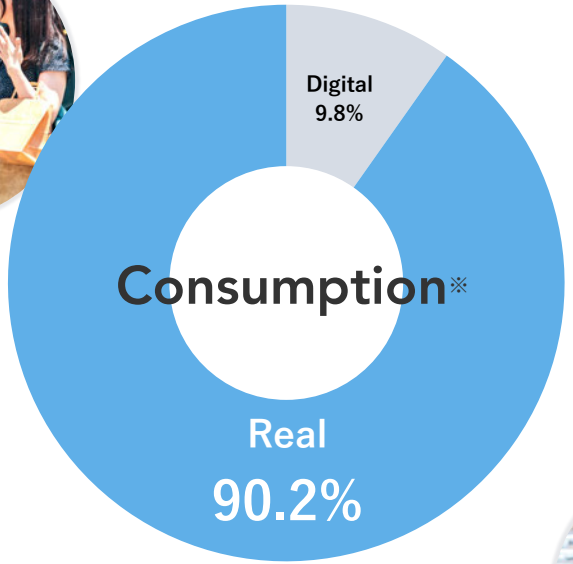
Becoming the essential infrastructure supporting industries across all sectors



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Challenges We Are Solving









90% of Economic Activity is through the Real World

Much of the real world remains undigitized, making it unclear who is where and what needs exist.



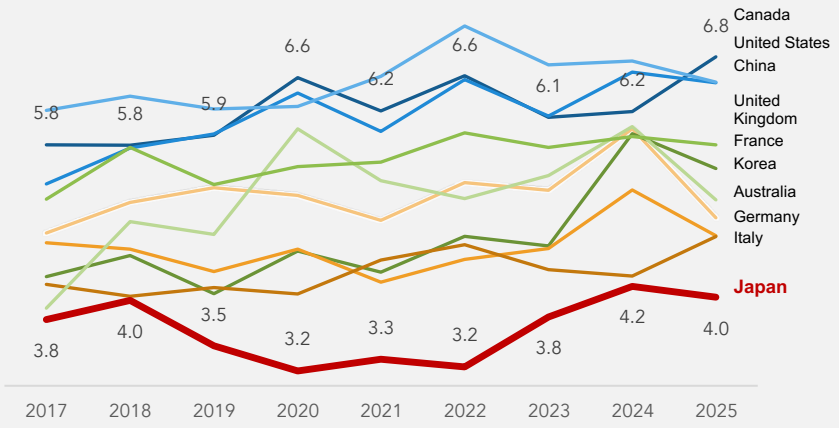
Source: METI, E-commerce Market (2025.8)

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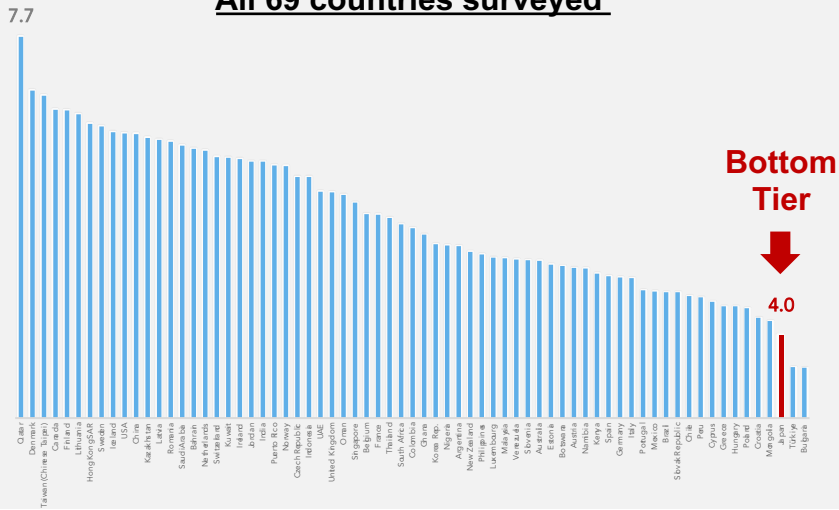
Japan has the greatest potential for significant transformation

IMD World Competitiveness Ranking 2025 [Analysis and Utilization of Big Data]

Trends in major countries on a 10-point scale



All 69 countries surveyed



Source：IMD World Competitiveness Yearbook 2025

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The World Enabled by unerry

Location-based Services



- Personalized coupons upon store entry
- Instant news updates at the station
- Visit stamps in a restaurant
- Special promotions and flash sales

unerry's Technology
powers consumer experiences

Visualizing



- Trade area analysis
- Foot traffic analysis
- Tourist analysis
- Competitor analysis

unerry's Data
powers decision support

Seamless



- Fewer irrelevant flyers and less direct mail
- Relevant product coupons
- Closer bus stops near my house
- AI-adjusted air conditioning

unerry's AI
powers people's lifestyle

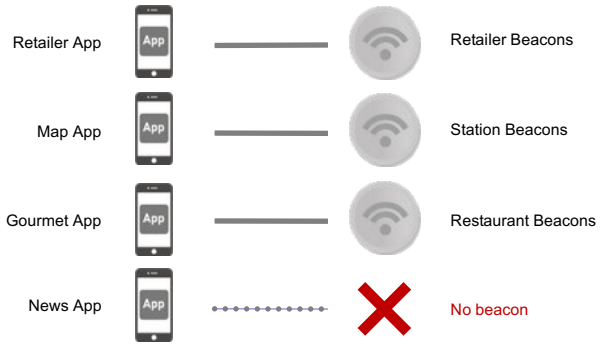
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Patented Technology

Building a shared beacon network across companies' beacons.

Core technology patents secured in Japan, U.S., and China

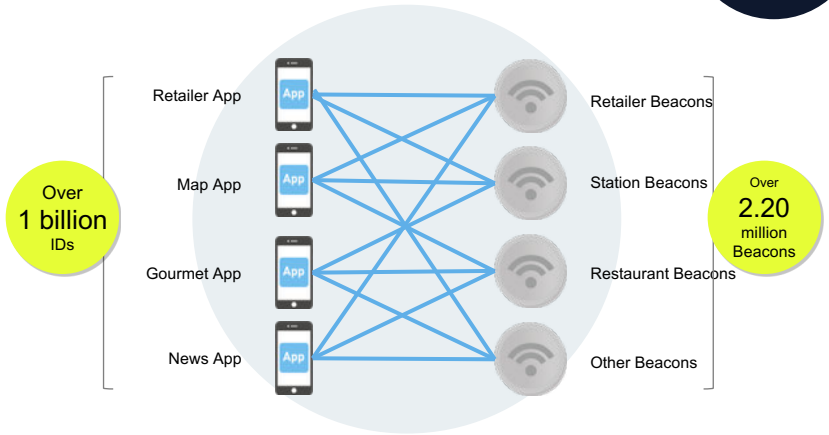
Before



Apps and beacons were limited to a 1:1 relationship, resulting in few usable cases.

Beacon Bank Solution

Patent in Japan, U.S. and China*1



By registering beacons, a large-scale network is built, enabling the acquisition of extensive beacon data.

※1...Patent number 5991793 (August 2016)

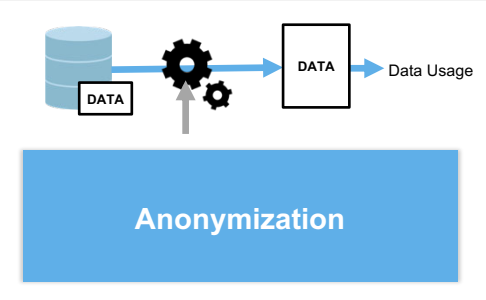
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Privacy Protection

Managing and securing privacy by using only consented data without identifying individuals

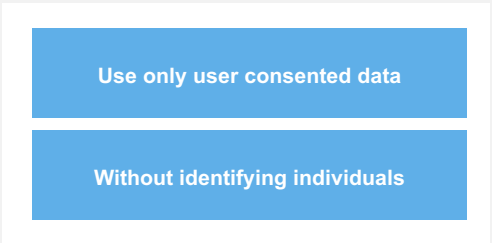
Data Handling

- Location Data (ad IDs, latitude/longitude, beacon responses, timestamps) never identifies specific individuals
- Data is safeguarded by anonymization, statistical processing, removal of sensitive data, and suppression of small-sample data



User Consent

- Data collected only from users who consent to app Terms of Use and Privacy Policy
- SDK aggregates GPS and beacon signals, with opt-out options available to users
- Fully compliant with personal information laws and international privacy standards



Third Party Certification

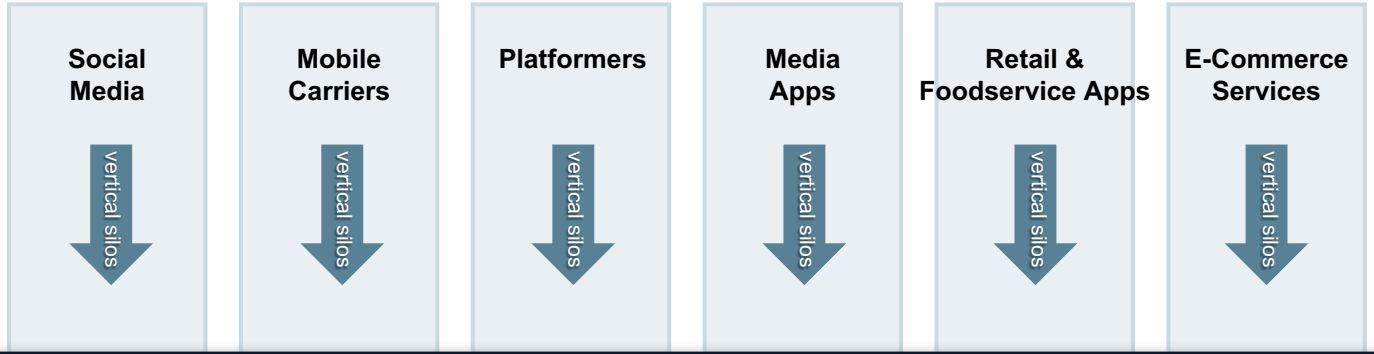
LBMA Japan Location Privacy Mark

- Awarded the LBMA Japan Location Privacy Mark (Oct 2022)
- Recognized by industry authorities for transparent governance and responsible data practices

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Toward Becoming Global Infrastructure as Essential as Electricity, Gas and Water

Our Position



By integrating with all platforms, unerry is building a global data infrastructure that businesses use as naturally and indispensably as

“Electricity, Gas, Water – and unerry”

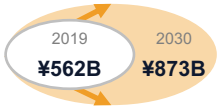
TAM: Markets Across Industries Continue to Show Significant Growth Potential

Retail DX Market

- Global expansion of industrial and business digitalization (DX)

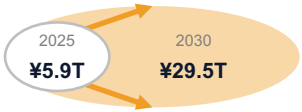
(Japan) Retail Tech Market ※1

155%



(Global) Smart Retail Market ※2

500%



※1... Fuji Keizai "Smart Retail Market: By Solution, By Technology, By Application, By Geography" (2019, September)
※2... MarketsandMarkets "Smart Retail Market: By Application, By Technology, By Region" (2019, October) Converted at JPY/USD = 150

Retail Media Market

- Phase-out of third-party cookies
- Convergence of online and offline

(Japan) Retail Media Market ※3

184%



(Global) Retail Media Market ※4

176%



※3... CARTA HOLDINGS, "Retail Media Advertising Market" (January 2025)
※4... Market Research Intellect 「Retail Media Networks Market Size By Product, By Application, By Geography, Competitive Landscape And Forecast」 (September 2024) Converted at JPY/USD = 150

Smart City Market

- Energy & transportation issues
- Advances in telecommunications, sensors

(Japan) Gov DX / Smart City Market ※5

590%



(Global) Smart City Market ※6

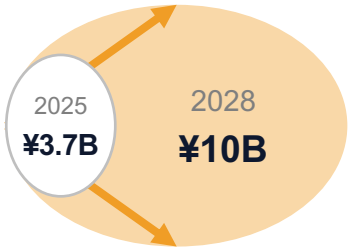
423%



※5... KPMG, "2030 Market Outlook and Talent Requirements: Government DX & Smart City (Urban OS)"
※6... market.us "Global Smart City Market Size, Share, Statistics Analysis Report By Application" Converted at JPY/USD = 150

unerry

357%



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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.

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