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INVESTOR RELATIONS 2026

No.1 Intelligent
SRM Solutions Provider 'EMRO'

VER.2026.01

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#1 Intelligent SRM Solutions Provider
KOSDAQ listed company 'EMRO'

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Chapter 1.
Business Overview

Enterprise Operations Management is anchored on three foundational pillars – SRM, ERP, and CRM. Among these, Emro delivers Korea's No.1 SRM solution, recognized for Best-in-Class supply chain collaboration and operational excellence

Supplier

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Enterprise

Customer

SRM
Supplier Relationship Management

Solution for strategic end-to-end procurement and sourcing through supply chain collaboration with suppliers

- End-to-end procurement and sourcing management
- Integrated supplier performance and risk management
- Supply chain based operational optimization

ERP
Enterprise Resource Planning

Solution for integrated management of enterprise-wide resources including finance, accounting, HR, and logistics

- Integrated enterprise operations data management
- Finance and accounting-driven resource operations
- Standardized and automated internal process

CRM
Customer Relationship Management

Solution for integrated management of sales, marketing and service based on customer data

- Integrated customer information and relationship management
- Sales pipeline and order management
- Marketing and sales performance maximization

The world's best-in-class SRM software company

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No.1 AI-driven SRM Solutions Provider in Korea

No.1 in customer adoption

—

580+
Customers

1,600+
Projects

The most sophisticated specialties

—

26+
Years

400+
Experts

Unrivaled technical expertise

- Global web standards
- AI/ML
- Cloud native
- C&M[1] architecture
- Large data processing
- Advanced search engine

1) Configurable and Modular
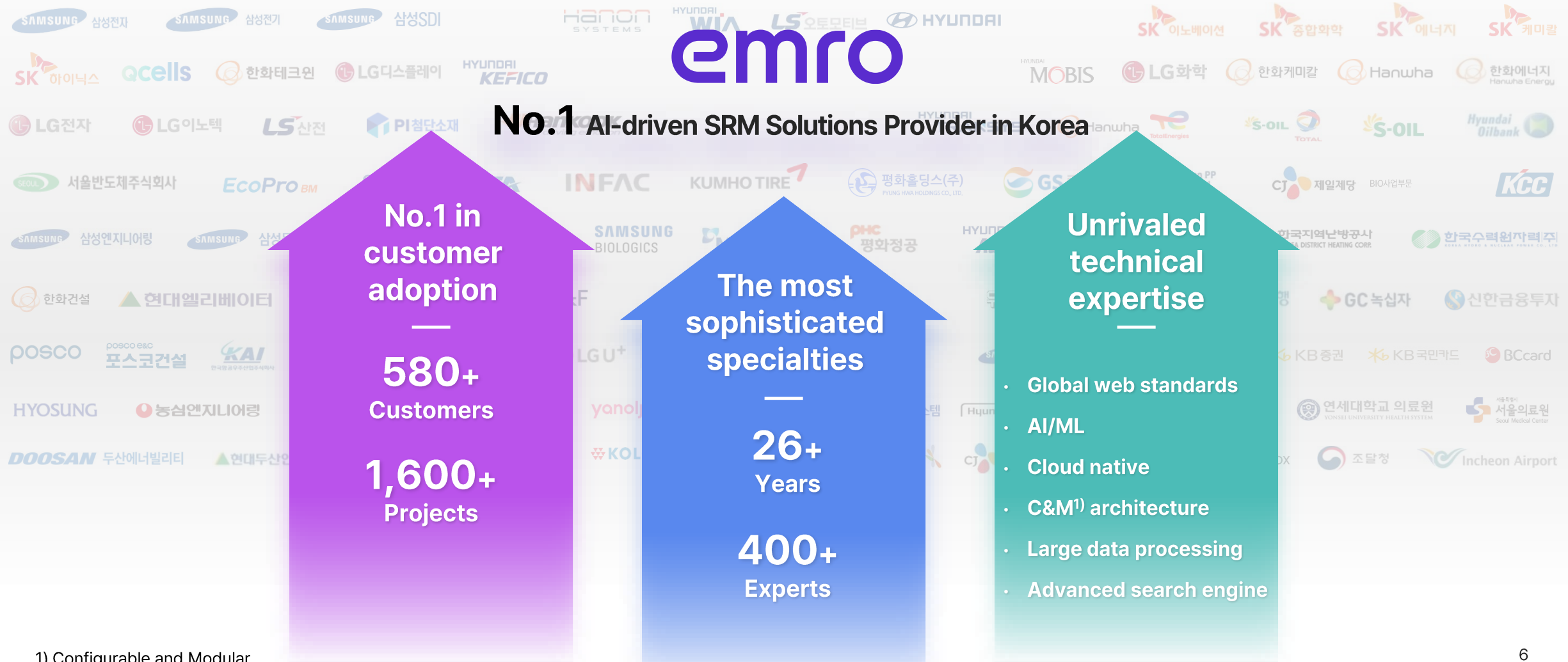
Delivering disruptive innovation in the end-to-end procurement process, powered by SRM and AI-driven Digital Transformation(DX) solutions, and cloud-based SaaS service

SRM solution

Comprehensive
E2E procurement coverage
Integrated SRM solution

- Seamless coverage from product development to settlement
- Rigorous supplier management
- Empowering competitiveness through cost reduction

AI-based intelligent DX solution

A proven and AI-driven
Innovative procurement solution

- Proven procurement-specific AI for automation & efficiency
- Advanced data models & algorithms
- Extensive AI use cases

Cloud-based SaaS service

Agile and efficient
Cloud SaaS service

- Streamlined SaaS-based procurement for efficiency and speed
- Flexible, tailored add-on capabilities
- Robust security and stability

Procurement-specialized platform

The platform
for procurement professionals
BUYBLE

- Curated procurement news, thoughts leadership & learning contents
- The premier community exclusively for procurement professionals

◆-------------------- Available in both on-premise & private SaaS --------------------◆

Driving procurement transparency, productivity, and cost optimization with EMRO's SRM solutions
→ Strengthen procurement competitiveness and enable efficient SRM

Transparency

- Process standardization & history management

- Embedded compliance in procurement systems

- Real-time procurement tracking & visibility

Productivity

- **50% faster task execution and 30% lower processing costs**

- Faster search & utilization of procurement data

- Shortened bidding process time

- Reduced contract costs and time via e-contract system

Efficiency

- **3~5% procurement cost savings**

- Driving fair competition with optimal sourcing

- Price optimization through structured cost comparison

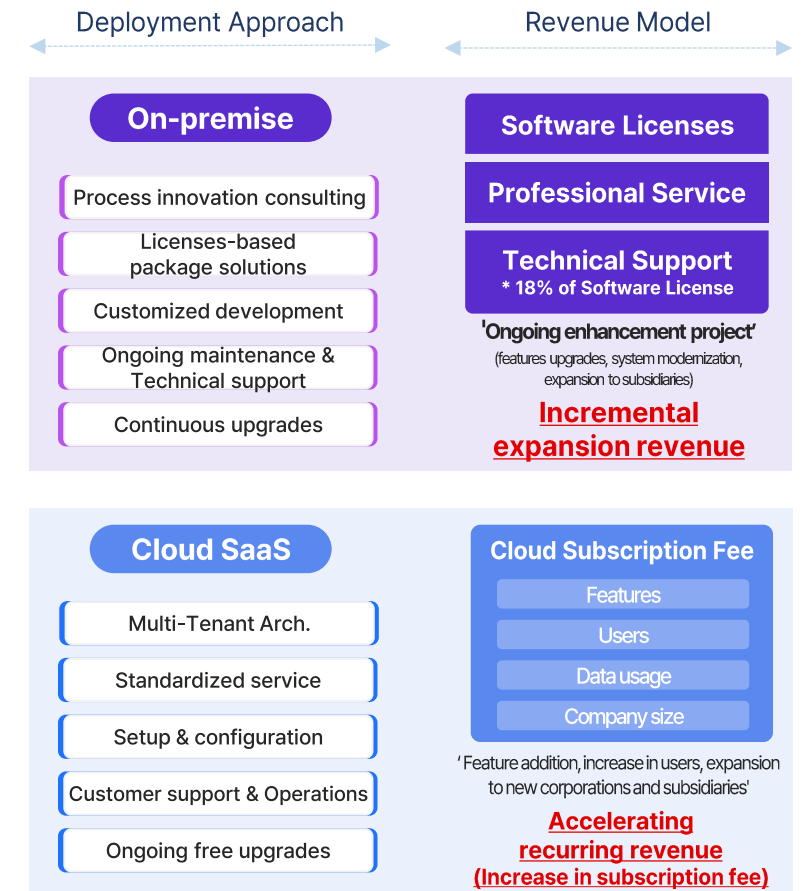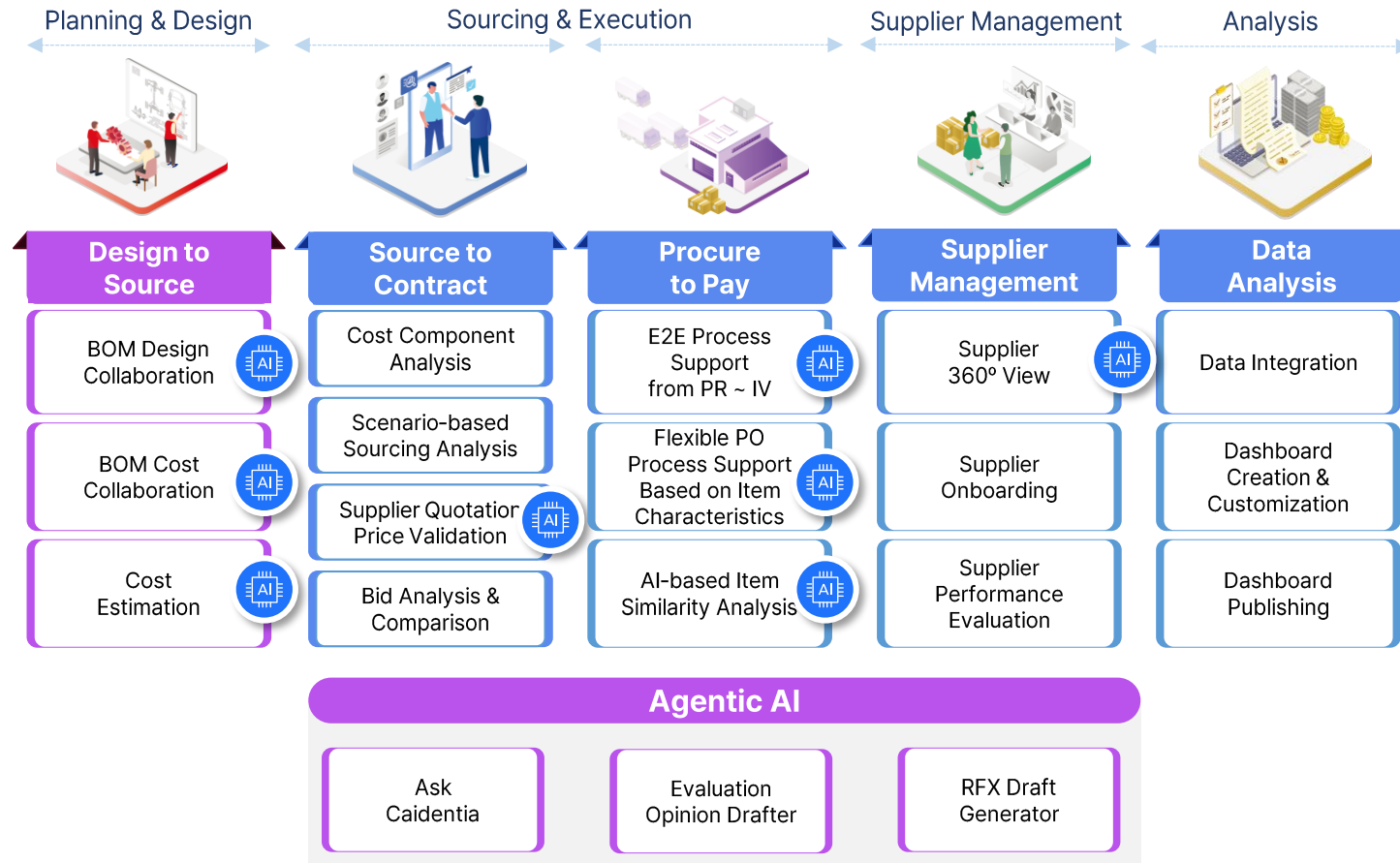- Enhanced purchasing & negotiation power via enterprise-wide consolidation

Data assetization

- **Accumulate and manage master data and transaction data**

- Provide 'golden source' of procurement business

- Support strategic decision for procurement business

Proven AI-driven innovative SRM software delivered via on-premise or cloud SaaS, tailored to customer needs

Planning & Design	Sourcing & Execution		Supplier Management	Analysis

Design to Source

- BOM Design Collaboration (AI)
- BOM Cost Collaboration (AI)
- Cost Estimation (AI)

Source to Contract

- Cost Component Analysis
- Scenario-based Sourcing Analysis
- Supplier Quotation Price Validation (AI)
- Bid Analysis & Comparison

Procure to Pay

- E2E Process Support from PR ~ IV (AI)
- Flexible PO Process Support Based on Item Characteristics (AI)
- AI-based Item Similarity Analysis (AI)

Supplier Management

- Supplier 360º View (AI)
- Supplier Onboarding
- Supplier Performance Evaluation

Data Analysis

- Data Integration
- Dashboard Creation & Customization
- Dashboard Publishing

Agentic AI

Ask Caidentia	Evaluation Opinion Drafter	RFX Draft Generator

● Emro-exclusive　● Global Standard　(AI) Agentic AI powered

Deployment Approach

On-premise

- Process innovation consulting
- Licenses-based package solutions
- Customized development
- Ongoing maintenance & Technical support
- Continuous upgrades

Cloud SaaS

- Multi-Tenant Arch.
- Standardized service
- Setup & configuration
- Customer support & Operations
- Ongoing free upgrades

Revenue Model

Software Licenses

Professional Service

Technical Support
* 18% of Software License

'Ongoing enhancement project'
(features upgrades, system modernization, expansion to subsidiaries)

Incremental expansion revenue

Cloud Subscription Fee
- Features
- Users
- Data usage
- Company size

'Feature addition, increase in users, expansion to new corporations and subsidiaries'

Accelerating recurring revenue (Increase in subscription fee)

* BOM : Bill of Materials / PR : Purchase Requisition) / PO : Purchase Order / GR : Goods Receipt / IV : Invoice Verification / RFX : Request for X

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Enabling seamless collaboration across the entire product lifecycle, starting from the design stage

- Unifying internal teams and ODM partners on a single platform to drive early procurement engagement in new product development projects to enhance business efficiency and strengthen product competitiveness

BOM Design Collaboration

Drives efficient change management through
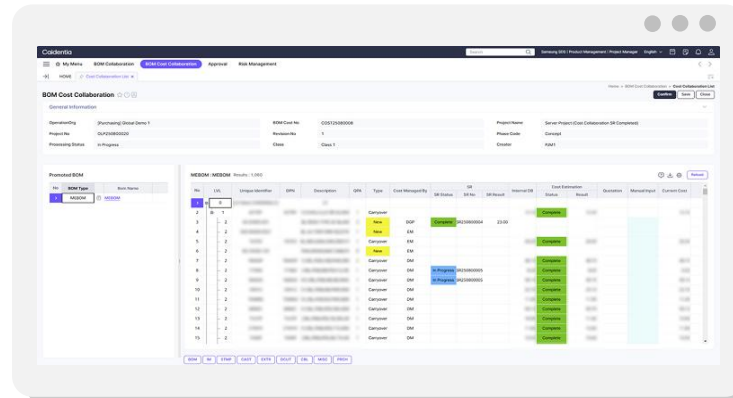AI-driven BOM version comparison and analysis
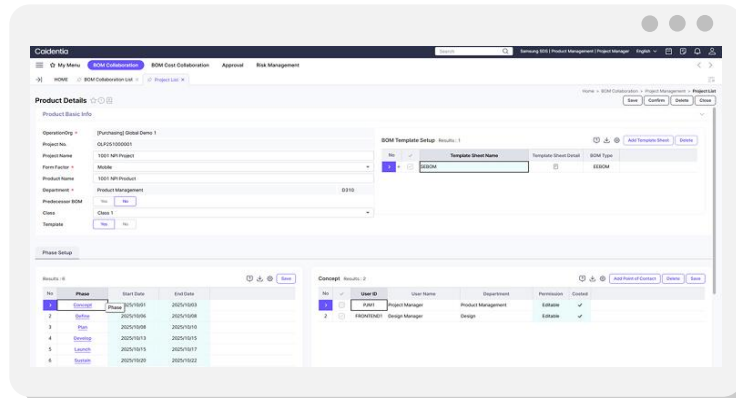
Key Features

- BOM Project Creation & Management
- File Upload via 'BOM Uploader'
- Phase-based BOM Management
- Automated AI-based BOM Version Comparison & Analysis

BOM Cost Collaboration

Facilitates optimal material cost estimation
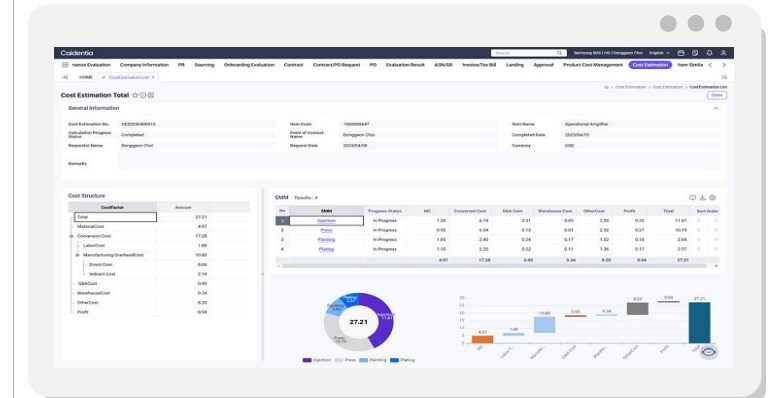using multiple cost calculation tools

Key Features

- AI-based Line Item Price Analysis
- BOM-based RFQ Execution
- BOM-based Optimal Price Recommendation

Cost Estimation

Predefines target costs for
externally sourced components,
enabling strategic sourcing and price negotiation

Key Features

- Cost Structure Analysis for Purchased Items
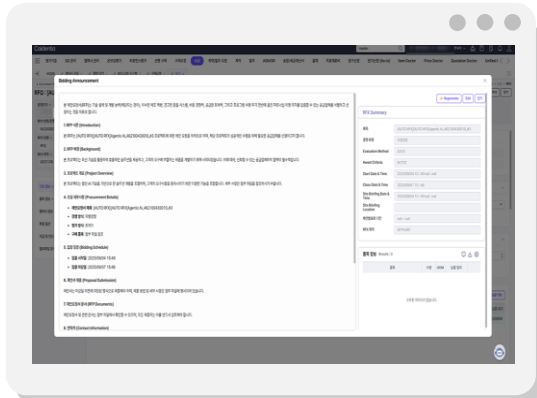- Intuitive Analytics Dashboard for Cost Estimation Results

* BOM : Bill Of Materials / RFQ : Request For Quotation

Redefining the Sourcing-to-Contract lifecycle with AI intelligence

- AI-driven sourcing intelligence for optimal strategy and automated source to contract

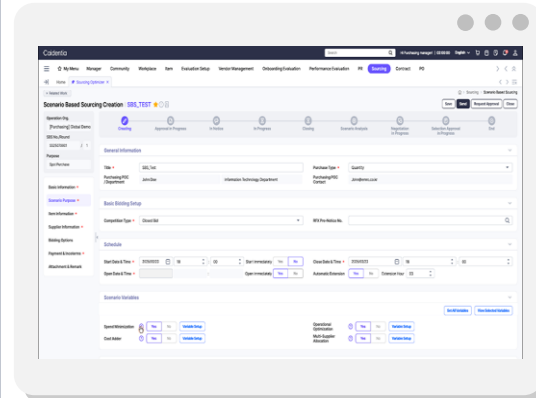| Cost Component Analysis	Scenario-based Sourcing Analysis	Supplier Quotation Price Validation	Bid Analysis & Comparison
Revealing hidden cost components beyond final pricing for data-driven procurement decisions	Deriving optimal sourcing strategies via rule-based scenario simulations	AI-driven analysis of internal and external data for optimized supplier pricing and rational price decisions	Multi-dimensional cost and purchase history analysis for optimal supplier selection

Key Features

Cost Component Analysis
- Hierarchical Unit Price Configuration
- Category-based Cost Adder Management (Landed Cost, NRE, etc.)
- Price Composition Master Management
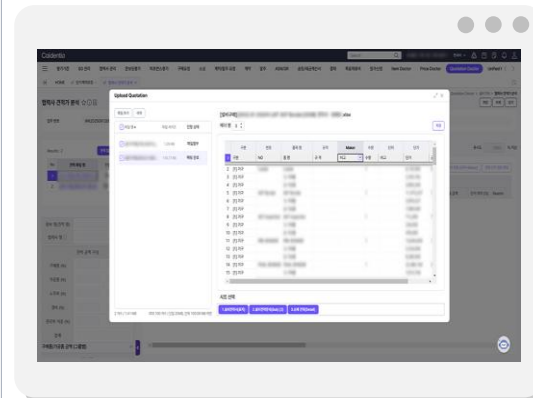- Automated Supplier Cost Calculation

Scenario-based Sourcing Analysis
- Variable-based Sourcing Scenario
- Scenario-based Bidding Support
- Scenario Category Management
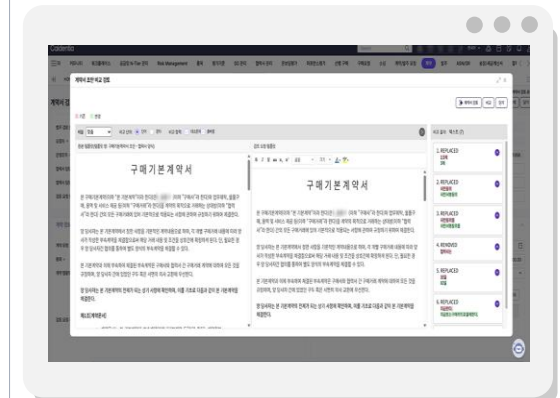- Consolidated Scenario Analysis Report

Supplier Quotation Price Validation
- Quotation Intake & Validation
- AI-driven Price Intelligence Review
- Standard Price Master Data Update
- Quotation Review Report Inquiry

Bid Analysis & Comparison
- Interactive Supplier Ranking Visualization
- Bid Price Comparison vs. Purchase History
- Item-level Price Drill-down Analysis
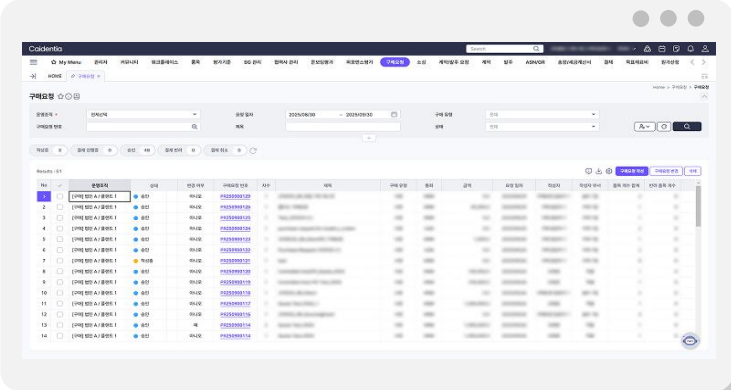- Cost Adder Outcome Simulation

* Landed Cost: All costs incurred from the origin to the final destination / NRE : Non-Recurring Engineering

Shortening business lead time through automated procurement workflows from request to settlement

- Managing the full procurement process, from purchase requests to ordering and invoice processing, across both direct and indirect procurement through a unified P2P process

E2E Process Support from PR ~ IV

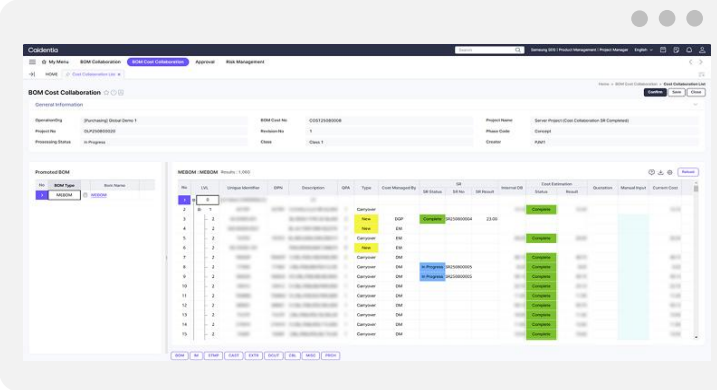**Streamlined processing of PR, PO, GR, and IV** across the procurement lifecycle

Key Features

- Purchase and Unit Price Contract Request Management
- Goods Receipt and Delivery Compliance Management via Collaborative Channels
- Goods Receipt and Progress Evaluation
- Tax Invoice Issuance Request

Flexible PO Process Support based on Item Characteristics

Optimizing PO workflows through predefined purchasing attributes and automated validation
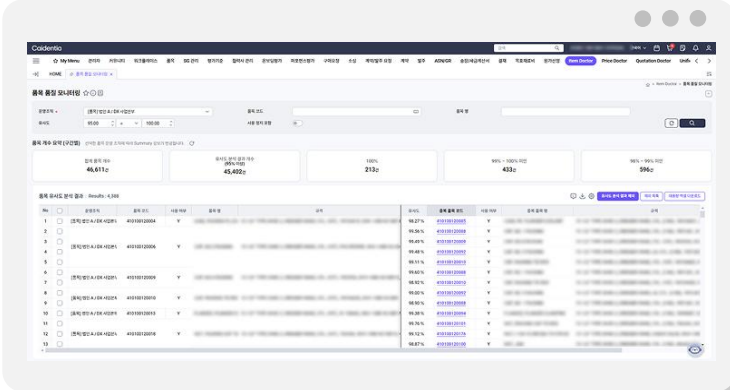
Key Features

- PO Definition using Item Master and Contract Data
- Item-level Unit Price, Multi-tier Supplier, Volume Allocation, PO-type Configuration by Organization
- PO Profiling-based Auto-PO Item Recommendation

AI-based Item Similarity Analysis

AI-based similarity analysis for accurate identification of similar and duplicate items and continuous Item Master data quality improvement

Key Features

- Similar Item Recommendations for New Item Registration
- Item Master Quality Monitoring
- Systematic Post-management of Similar and Duplicate Items

* PR : Purchase Requisition / PO : Purchase Order / GR : Goods Receipt / IV : Invoice Verification

Our Offering (4) – Supplier Management

Driving long-term partnership and sustainable business value through systematic supplier management

- Structured supplier lifecycle management from onboarding to evaluation for sustainable partnerships and business performance enhancement
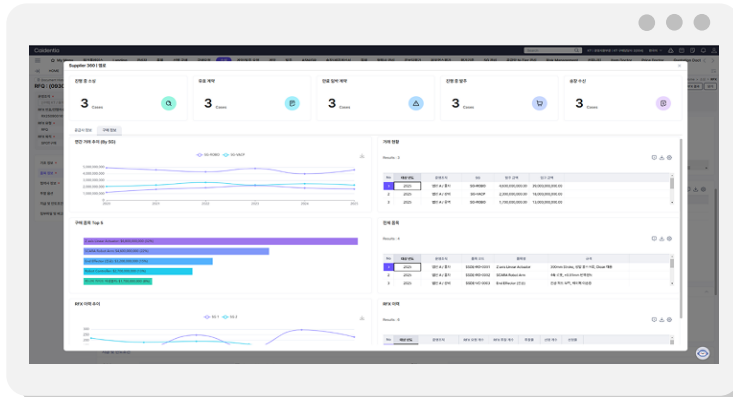
Supplier 360º View

Providing a 360º integrated view of supplier information based on internal and external data, enabling comprehensive supplier management

Key Features

- Ongoing Transaction Status Monitoring
- Access to Core and Financial Information
- Annual Transaction Trends and Historical Data
- Onboarding and Performance Evaluation Results

Supplier Onboarding

Strategic onboarding evaluation for new suppliers, building a competitive supplier pool and delivering a structured registration process

Key Features

- Supplier Self Registration and Self Assessment
- Single and Bulk New Supplier Invitations
- Onboarding Evaluation Criteria and Template Management
- Onboarding Evaluation Execution and Result Review

Supplier Performance Evaluation

Cultivating deeper trust in supplier evaluations through continuously refined data-driven assessments
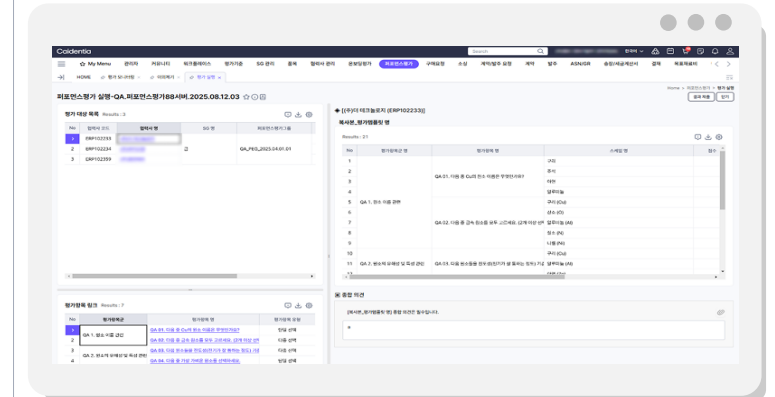
Key Features

- Evaluation Criteria & Template Management
- Qualitative & Quantitative Evaluation Analysis
- Evaluation Monitoring & Results
- Post-Evaluation Actions(Objections & Improvements)

Uncovering business insights through real-time dashboards powered by diverse data sources

- From data collection to visualization : Delivering comprehensive procurement analytics through analytics-ready data transformation

Data Integration

Collecting and transforming data from internal and external systems to create analytics-ready datasets
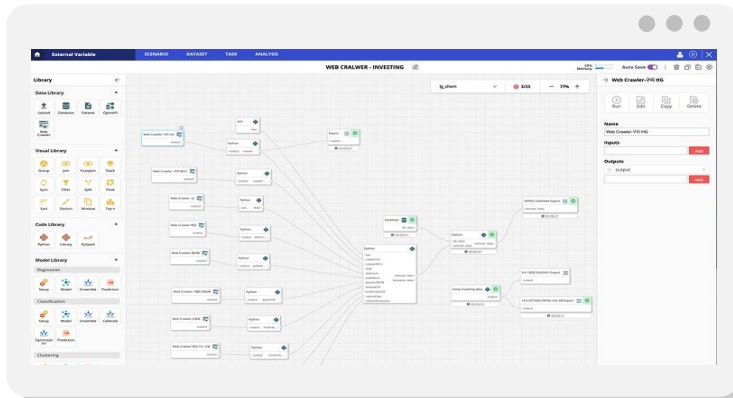
Key Features

- Multiple Data Ingestion Including File Uploads, Database Integration, Open APIs, and Web Crawling
- Scenario Creation through Intuitive Pipeline Configuration
- Data Collection Schedule Management

Dashboard Creation & Customization

Enabling easy dashboard creation by freely arranging and configuring diverse visualization components

Key Features

- Support for Diverse Visualization Components including Charts, Filters, and Pivot Tables
- Customizable Design Styles and Themes
- Intuitive Dashboard Configuration with Drag-and-Drop and Resizable Layouts

Dashboard Publishing

Publishing dashboards natively in Caidentia or via API integration with external systems (e.g. ERP, Groupware)
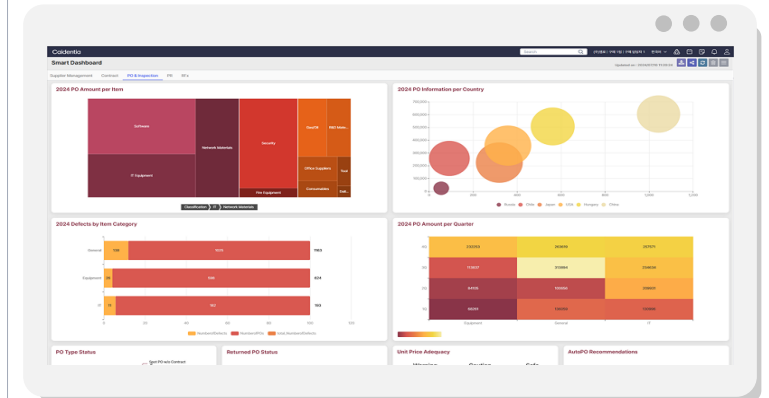
Key Features

- Deployment of Diverse Dashboards by Analysis Purpose, Business Function, and Topic
- Including Spend Analysis, Supplier Status, Sourcing Status, Contract Status, and Compliance Status etc.
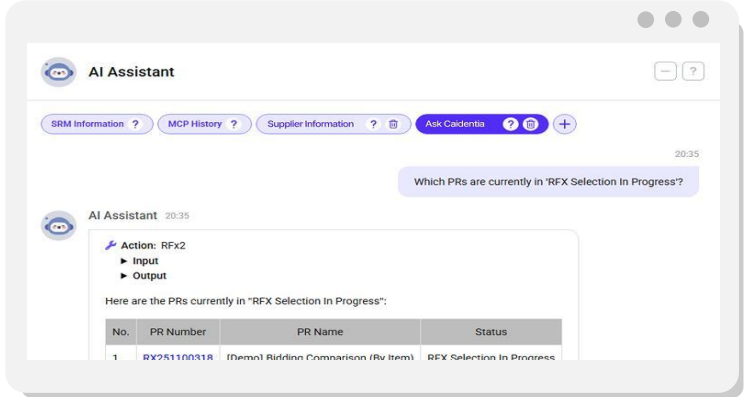
Fostering seamless stakeholder collaboration across the full product lifecycle, starting from the design phase

- Boosting procurement productivity by integrating LLM-powered tools, data, into a conversational UI and a wide range of procurement system capabilities.

Ask Caidentia

Enterprise-wide conversational agent delivering end-to-end insights across the entire procurement ecosystem
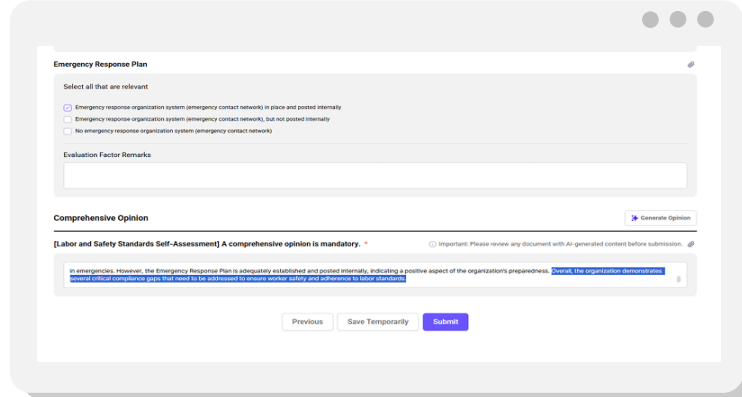
Key Features

- End-to-End Q&A Support Across the Entire Procurement Process
- Conversational Responses covering Document Discovery, System Functions, and Policy Compliance

Evaluation Opinion Drafter

Embedded agent generating holistic supplier evaluation narratives from multi-sheet scoring and assessment data
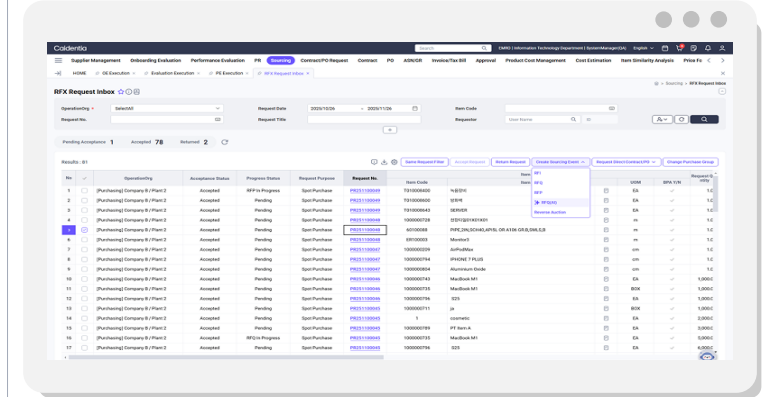
Key Features

- Utilization of Databases within the Procurement System
- Intelligent Search Including Unstructured Documents such as PDFs

RFX Draft Generator

Process automation agent that automatically generates appropriate RFX drafts from incoming PRs using existing RFX patterns

Key Features

- Automated RFX Draft Generation based on PRs and Historical RFXs
- Sourcing Event Design Optimization and Lead Time Reduction Using Validated RFXs

* RFX = Request for X

Increasing demands for digital transformation of procurement process

AI-based BOM Optimization	**2026(ongoing)** Leading domestic defense solutions provider	**2026(ongoing)** Global leading PC & server manufacturer	**2024** SAMSUNG
Proven Agentic AI	**2025** SAMSUNG
Supplier Quotation Price Validation	**2025** Global HVAC solutions company	**2023** HYUNDAI	**2022** LG Chem	**2021** LG Innotek	**2020** Hanwha Engineering&Construction
Text Similarity Analysis	**2025** Global HVAC solutions company	**2023** HYUNDAI STEEL	**2021** HYUNDAI	Hanwha	TotalEnergies	**2022** Hyundai Oilbank	KOREAN AIR	posco DX	KSM	**2020** Hanwha Solutions	**2019** GS Caltex
AI-based Cost Category Classification & Reporting	**2021** LG Electronics	LG Chem	Pulmuone
New Model Component Cost Recommendation	**2021** LG Electronics
Item Unit Price Trend Forecasting	**2026 (ongoing)** Leading domestic defense solutions provider	**2022** S-OIL
Intelligent Demand Forecasting & Inventory Management	**2022** SAMSUNG	**2021** DAESANG	AEKYUNG	Homeplus	**2020** S-OIL
Dynamic Price Tracking by Period	**2021** K Car
User-Driven Dynamic Data Analysis	**2024** LX Hausys	**2023** SECUI	NVH KOREA	Hanwha Systems	**2021** LG Chem	**2020** posco DX
Others / **Integrated Supplier Risk Management Platform**	**2023** HAESUNG DS	**2021** SK hynix	**2020** SAMSUNG ELECTRO-MECHANICS	**2016** HYUNDAI MOBIS
Others / **Market-Linked Material Price Forecasting**	**2022** Hyundai Oilbank	**2021** Qcells

Chapter 2.
Financial Performance

1. Revenue Growth

2. Tech-based Revenue Breakdown

3. Gross Profit and Operating Profit Analysis

4. EBITDA

5. Remaining Performance Obligations

6. Customer Growth

7. Key Customers

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FY 2025 revenue reached KRW 84.0 billion, making a record high for the seventh consecutive year

Total revenue trend (1 Billion in KRW)

- ● Cloud subscription fees
- ● Technical support
- ● Software licenses
- ● Professional services

CAGR 15.3%

YoY (vs 24)

Quarter	23.1Q	23.2Q	23.3Q	23.4Q	24.1Q	24.2Q	24.3Q	24.4Q	25.1Q	25.2Q	25.3Q	25.4Q
Total	14.3	15.0	16.5	17.4	14.6	19.2	23.2	22.4	20.6	22.1	21.3	20.0
Cloud subscription fees	1.2	1.0	1.1	1.3	1.4	1.2	1.5	1.4	1.3	1.5	1.5	1.9
Technical support	2.5	2.5	2.4	2.6	2.8	3.2	3.4	3.3	3.5	4.0	4.7	5.9
Software licenses	2.5	1.9	1.8	1.6	1.3	2.0	2.5	2.5	1.9	1.8	2.3	3.8
Professional services	8.1	9.7	11.2	12.0	9.2	12.8	15.9	15.2	13.9	14.8	12.9	8.5

Year	23	24	25	YoY (vs 24)
Total	63.2	79.5	84.0	
Cloud subscription fees	4.6	5.4	6.1	▲ 13.6%
Technical support	9.9	12.7	18.1	▲ 43.2%
Software licenses	7.8	8.3	9.8	▲ 18.1%
Professional services	40.9	53.2	50.0	▼ 6.0%

* Based on consolidated financial statements

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Tech-based revenue in FY 2025 reached KRW 34.0 billion , up 29.3% YoY , accounting for 40.5% of total revenue

Tech-based revenue trend

(1 Billion in KR₩)

● Cloud subscription fees
● Technical support
● Software licenses

CAGR 23.6%

Aim to grow our tech-based revenue to 50% of total revenue

YoY (vs 24)

▲ 13.6%

▲ 43.2%

▲ 18.1%

* Based on consolidated financial statements

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Operating profit of KRW 0.91 Billion in FY 2025, reflecting investment execution for overseas market expansion

Gross profit & Operating profit trends (1 Billion in KRW)

* Based on consolidated financial statements

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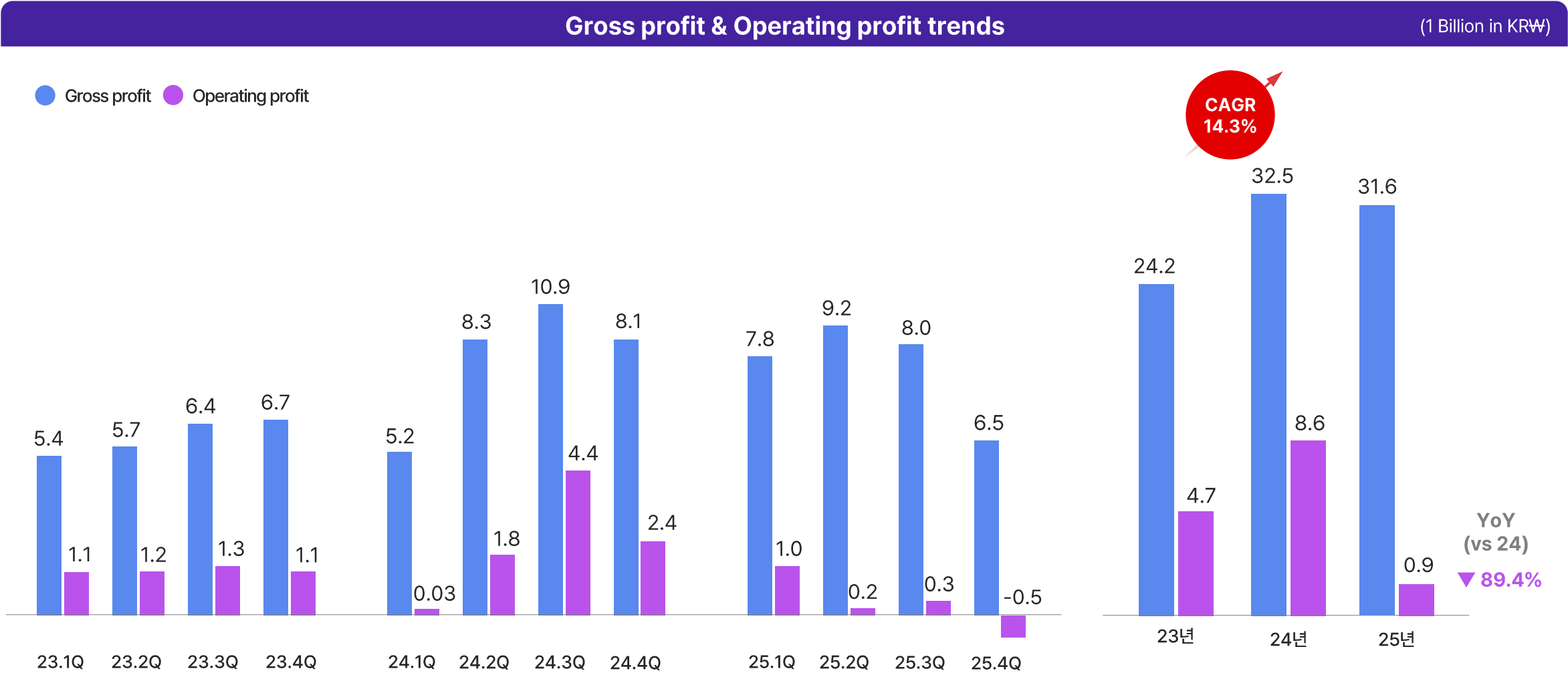
EBITDA declined, reflecting ongoing strategic investment to strengthen global capabilities and accelerate overseas expansion

EBITDA trend

(1 Million in KR₩)

● Stock compensation costs
● EBITDA

Investing in Global SRM SaaS platform development to enter overseas markets
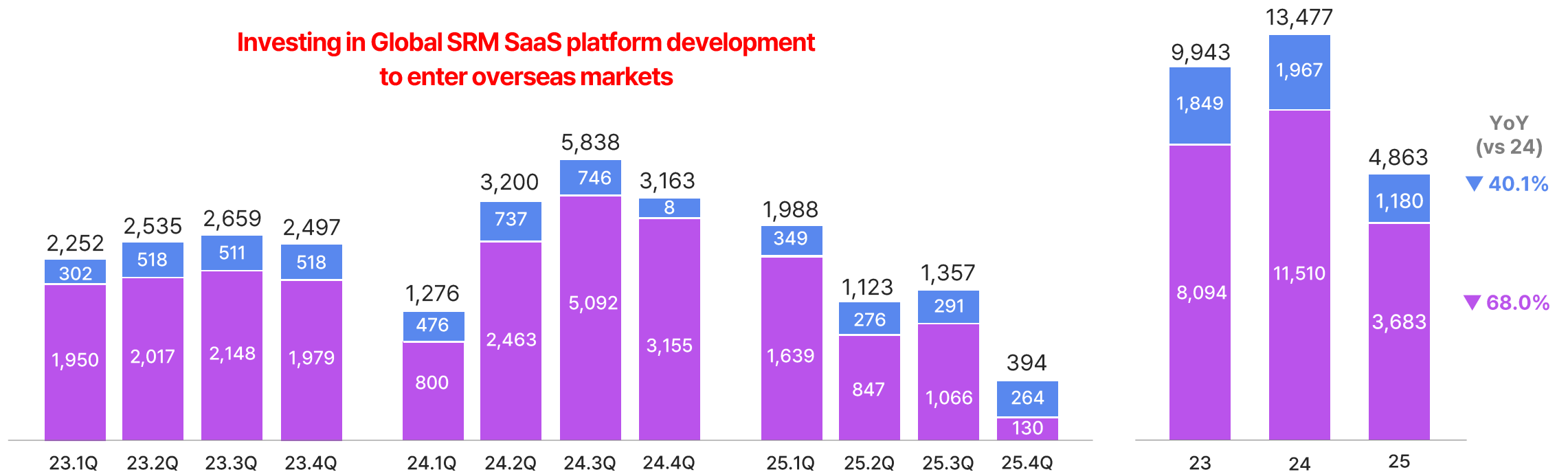
Quarter	Total	Stock comp	EBITDA
23.1Q	2,252	302	1,950
23.2Q	2,535	518	2,017
23.3Q	2,659	511	2,148
23.4Q	2,497	518	1,979
24.1Q	1,276	476	800
24.2Q	3,200	737	2,463
24.3Q	5,838	746	5,092
24.4Q	3,163	8	3,155
25.1Q	1,988	349	1,639
25.2Q	1,123	276	847
25.3Q	1,357	291	1,066
25.4Q	394	264	130
23	9,943	1,849	8,094
24	13,477	1,967	11,510
25	4,863	1,180	3,683

YoY (vs 24)
▼ 40.1%
▼ 68.0%

* Adjusted EBITDA = EBITDA + Stock compensation costs

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As of December 2025, order RPO stood at KRW 79.3 Billion

- **Jan 2023 RPO : KRW 45.5B → Dec 2023 RPO : KRW 50.9B (+KRW 5.4B, +11.9%); FY2023 Revenue: KRW 59.3B**

- **Jan 2024 RPO : KRW 51.5B → Dec 2024 RPO : KRW 102.0B (+KRW 50.5B, +98.1%); FY2024 Revenue: KRW 75.0B**

- **Jan 2025 RPO : KRW 105.0B → Dec 2025 RPO : KRW 79.3B (YoY – KRW 22.7B, – 22.3%)**

● 2023   ● 2024   ● 2025   (1 Billion in KRW)

Month	2023	2024	2025
Jan.	45.5	51.5	105.0
Feb.	46.0	52.2	104.5
Mar.	46.5	61.0	104.0
April	47.4	73.5	104.0
May	46.2	81.0	103.0
June	46.8	89.4	102.0
July	47.5	94.7	101.0
Aug.	48.7	95.1	97.4
Sept.	49.3	95.5	94.2
Oct.	50.3	96.0	91.0
Nov.	50.5	98.0	85.8
Dec.	50.9	102.0	79.3
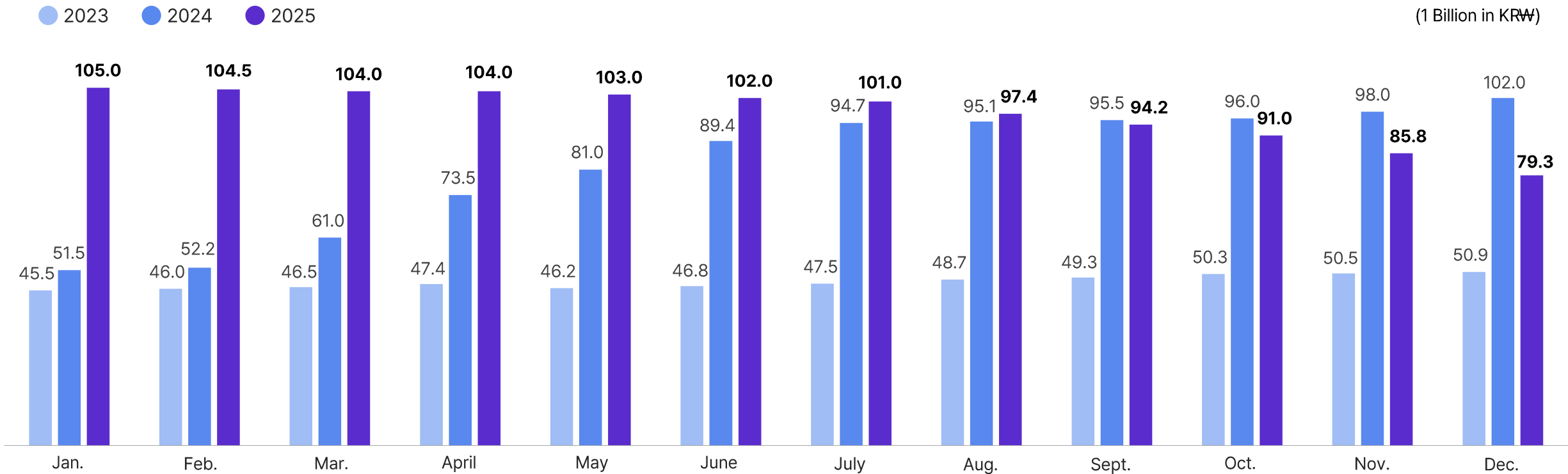
*As of December 2025

Secured representative customers across global, defense, energy, and automotive sectors in 2025

- On-premise Customers : Signed a procurement system implementation project with Hanwha Power Systems, SK Rent-a-Car, LG Energy Solution ESHG subsidiary,
  EcoPro BM Hungary Subsidiary, SOLUM, and other major corporate clients
- Cloud Customers : Secured a new cloud service contract with enterprise-wide contract with CJ Group, DAESANG Deliheim,
  SK Specialty, and other major corporate clients
- AI customers : Actively advancing multiple new AI project engagements with existing enterprise clients

On-premise Customers
(# of customers)

Year	Value
18	173
19	196
20	218
21	261
22	300
23	334
24	368
25	378

+205 customers

Cloud Customers
(# of customers)

Year	Value
18	7
19	38
20	63
21	87
22	135
23	161
2년	187
25	205
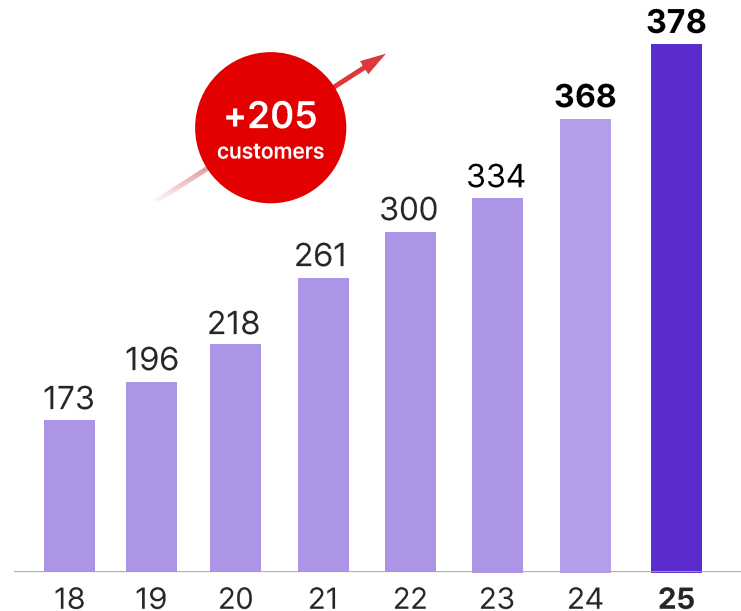
+198 customers

AI Customers
(# of customers)

Year	Value
18	1
19	4
20	11
21	28
22	38
23	47
24	50
25	51
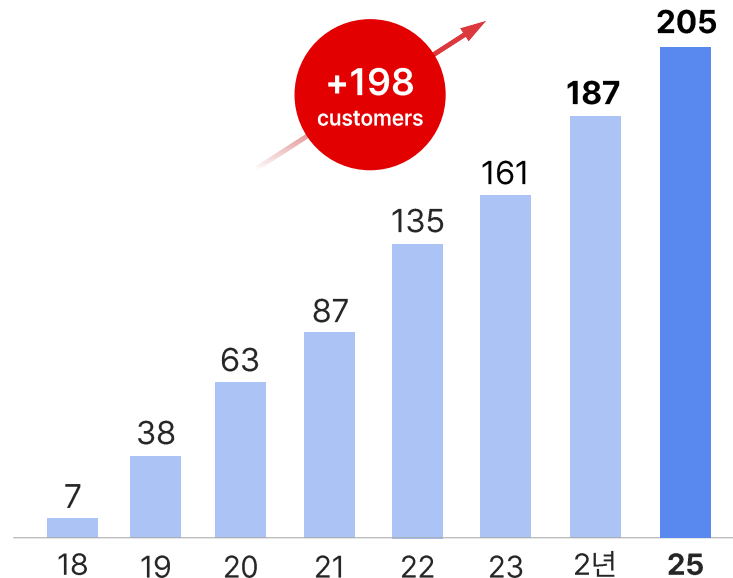
+50 customers
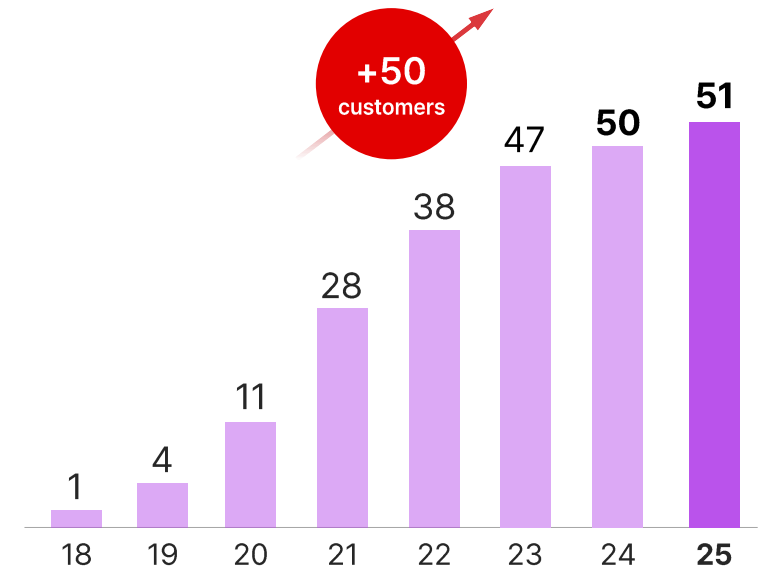
* Cumulative basis
* Based on SW offering and revenue type

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A proven leader in SRM SW with extensive experience delivering AI-driven digital innovation across industries

Electric/Electronic

60+ such as
Samsung Electronics, LG Electronics, SK Hynix

Automotive

60+ such as
Hyundai/Kia automobiles, Hyundai Mobis,
LG Energy Solution

Refining/Chemical

70+ such as
SK innovation, LG Chem, S-Oil

EPC[1)]/Machinery

120+ such as
Hyundai Engineering, Samsung C&T

Service/Others

220+ such as
Samsung SDS, HYBE, Amorepacific

Public/Finance

80+ such as
Woori Bank, KEPCO

1) Engineering, Procurement and Construction

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Chapter 3.
Investment Point

EMRO, on the fast track to becoming the No.1 SRM SaaS provider

- Set to be a leading force in SRM SW, with stable growth powered by a strong demand for SRM SW, new product launch, expanding captive markets, and AI-driven opportunities

- **Backed by a solid foundation growth roadmap, set to accelerate global expansion in 2025 with tangible results**

EMRO revenue & operating income trends (Unit: 1 billion in KRW)

- ⬤ Revenue
- ▇ Operating income (ratio)

79.5

63.2

58.6

47.0

44.8

Investment for overseas market expansion

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' Take a step for global representative SRM SaaS platform company '

6.5 (14.4%)

6.7 (14.3%)

6.5 (11.1%)

4.7 (7.4%)

8.6 (10.8%)

| 20 | 21 | 22 | 23 | 24 | 25(E) | 26(E) | 27(E) | 28(E) | 29(E) |

* Based on consolidated financial statements
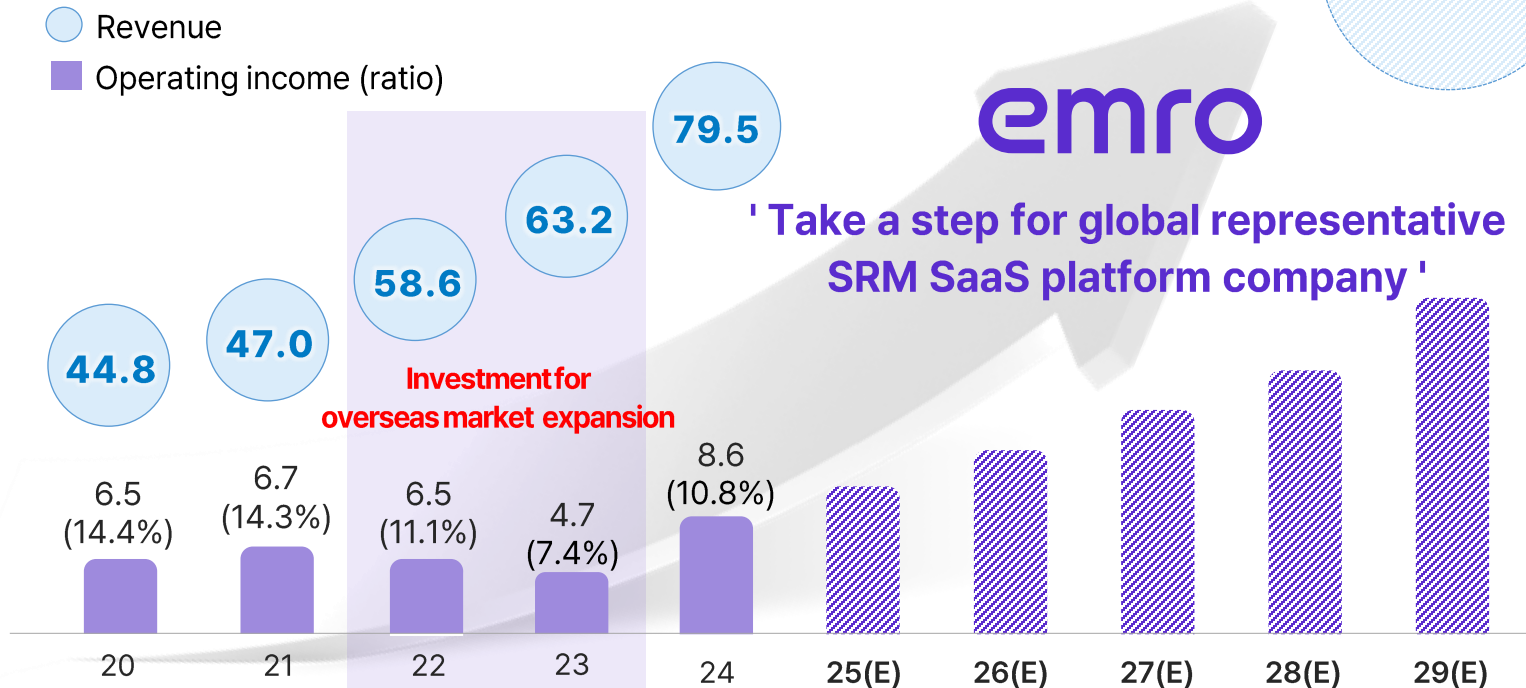
Future growth plan

Expansion and acceleration of DX in procurement

Growing demand for SRM solutions

Expanding Samsung group captive customer base

Accelerating global expansion

Driving AI revenue growth

Scaling from domestic to the global SRM SW market

- **The Global SCM(Supply Chain Management) SW market – encompassing SRM market – is a massive arena, 50-60 times larger than Korean market.**
- By 2028, the global market is set to reach KRW 31 trillion, with SRM alone commanding KRW 16 trillion over half of the total market.
- **The US stands as the largest opportunity at KRW 11.3 trillion, where EMRO is positioned to enter successfully through its partnership with O9 Solutions.**
- With unmatched scale, explosive growth prospects, and superior profitability, the global market offers EMRO a decisive advantage far beyond the Korean market

Korea SCM market size trend and prospects

(100 Billion in KRW)

Year	Value
2023	4.2
2024	4.5
2025(E)	4.7
2026(E)	4.9
2027(E)	5.1
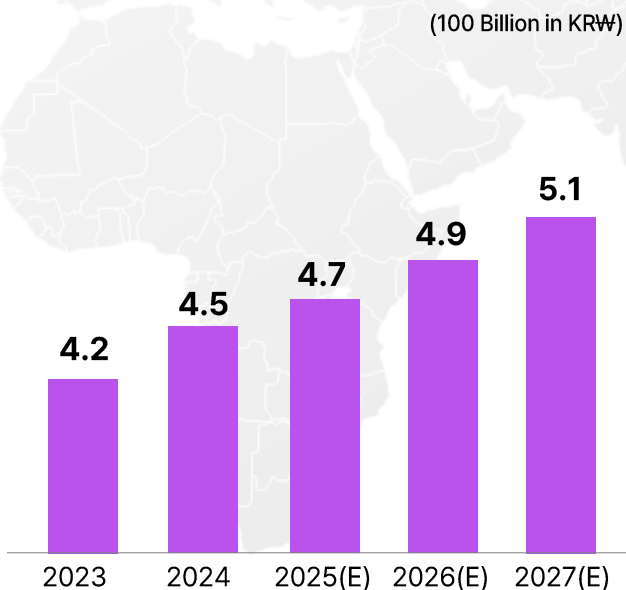
Global SCM SaaS market size

(1 Trillion in KRW)

Legend: SCE, SCP, SRM

CAGR 14.2%

Year	SRM	SCP	SCE	Total
2022	8.1	1.7	4.2	14.0
2023	8.9	2.1	5.0	16.0
2024	10.2	2.4	5.8	18.4
2025(E)	11.4	2.8	6.8	21.1
2026(E)	12.9	3.2	7.9	24.0
2027(E)	14.4	3.8	9.1	27.3
2028(E)	16.1	4.3	10.6	31.0

Global Top 5 SCM markets

(1 Trillion in KRW)

'EMRO primarily targets U.S. market'

Market	Value
US	11.3
DE	1.2
EN	1.2
JP	1.2
CN	0.9
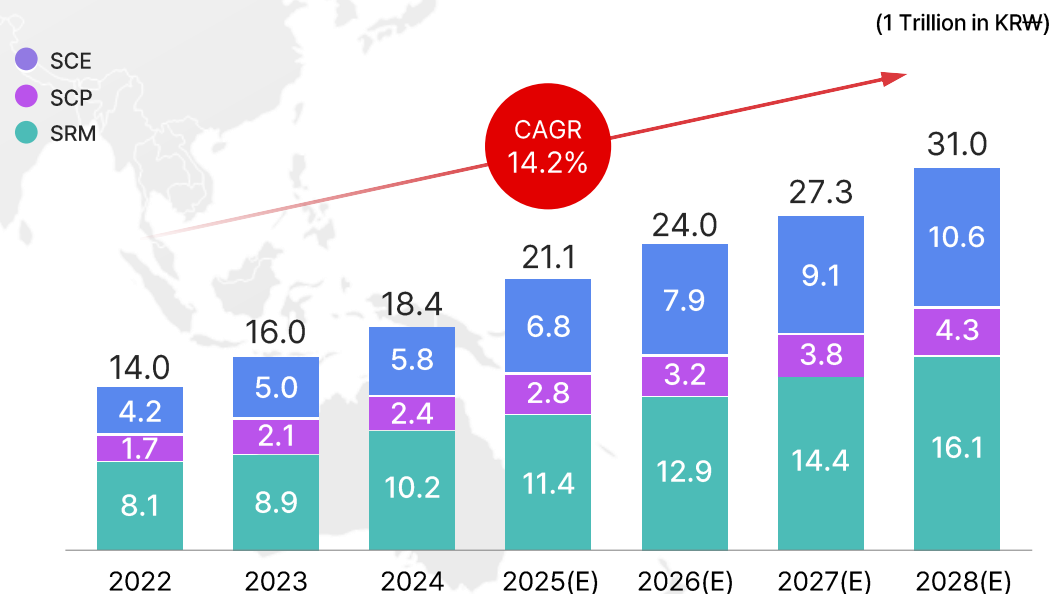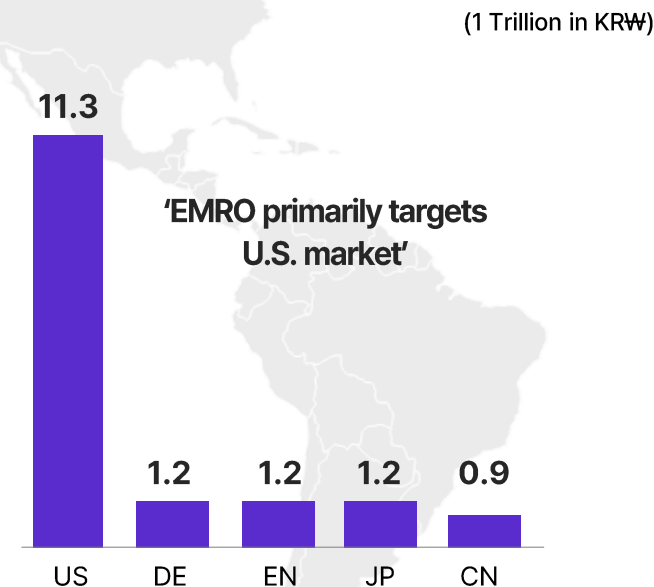
* Source: IDC(2023), 1 USD = 1,342.6 KRW

Pursing bold global sales & marketing for 'Caidentia'

- Global expansion reinforced by onboarding Ewan Rankin, a proven expert in enterprise SW and B2B SaaS.

- May 5-7, 2025 – Gartner Supply Chain Symposium / Expo US : Introduced 'Caidentia', ranked **#3 in booth leads out of 111 exhibitors**

- May 19-21, 2025 – Gartner Supply Chain Symposium / Expo EMEA(Barcelona) : Expanded brand recognition and networks in Europe, **ranked #1 in booth leads out of 81 exhibitors.**

- Two consecutive years at Gartner Symposium / Expo, generating <u>high-quality sales leads across global high-tech, manufacturing, medical devices, pharmaceuticals, and consumer goods sectors</u>

Ewan Rankin / Global Business Director,
Responsible for global operations and go-to-market(GTM) strategy

Global GTM strategy development

Global business development

Experience at leading SW companies, including Oracle & Icertis
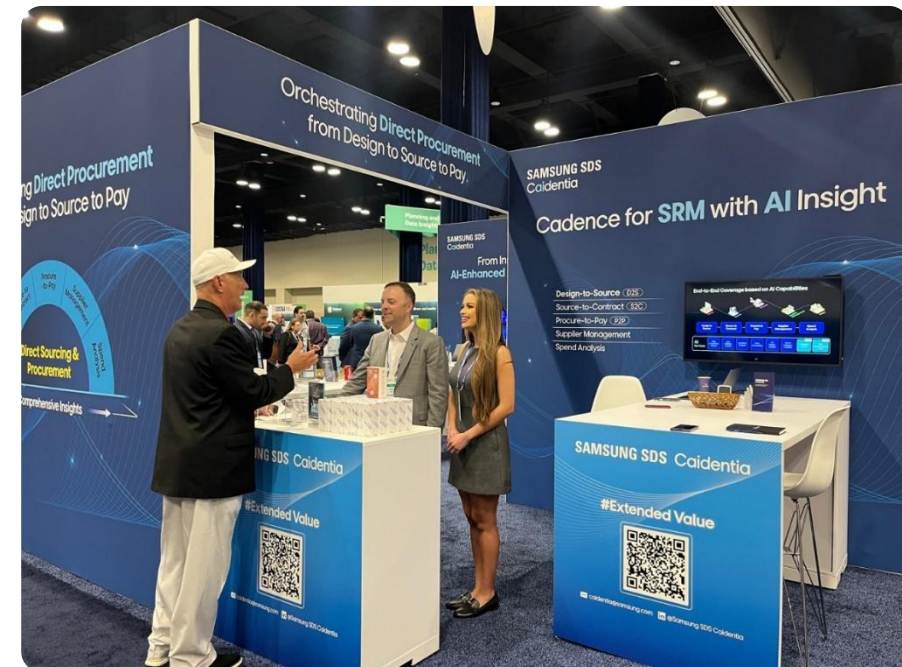
< Gartner Supply Chain Symposium / EXPO US – Orlando, Florida >

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Gaining strong validation in global software markets, Emro's SRM SaaS solution is cementing its position as a technological leader in both the domestic and global SRM arenas

' First in Korea to be listed in a global report '   **' First in the industry to obtain global certification '**

Recognized by IDC

First in Korea to be listed as a
Major Player in the SRM category
of IDC's global market research report
(Jul 2025)

* Source : Worldwide AI-Enabled Source-to-Pay 2025
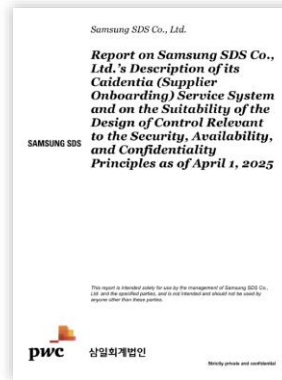
SOC2 certified

Assessment of internal controls for data
protection and security, aligned with the Trust
Service Principles(security, availability,
confidentiality, processing integrity, privacy)

Recognized by FORRESTER

First in Korea to be listed in FORRESTER's
Supplier Value Management Platforms
Landscape report (May 2024)

SAP ICC certified

Assessment of whether software operating on,
or integrated with, the SAP platform satisfies SAP's
technical requirements and quality standards

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Beyond Korea,
**In to the
Global SRM Market**

* Source : The Supplier Value Management Platforms Landscape(Forrester)

Caidentia, the global SRM SaaS platform, is showing solid progress in the global market

- From Dec 2024 to 1H 2025, signed contracts with three major global enterprises

- Expanding NA / EU sales presence to strengthen penetration into key industries, supported by an established pipeline targeting top global enterprises

' Sharpening sales & marketing to capture NA and EU markets '
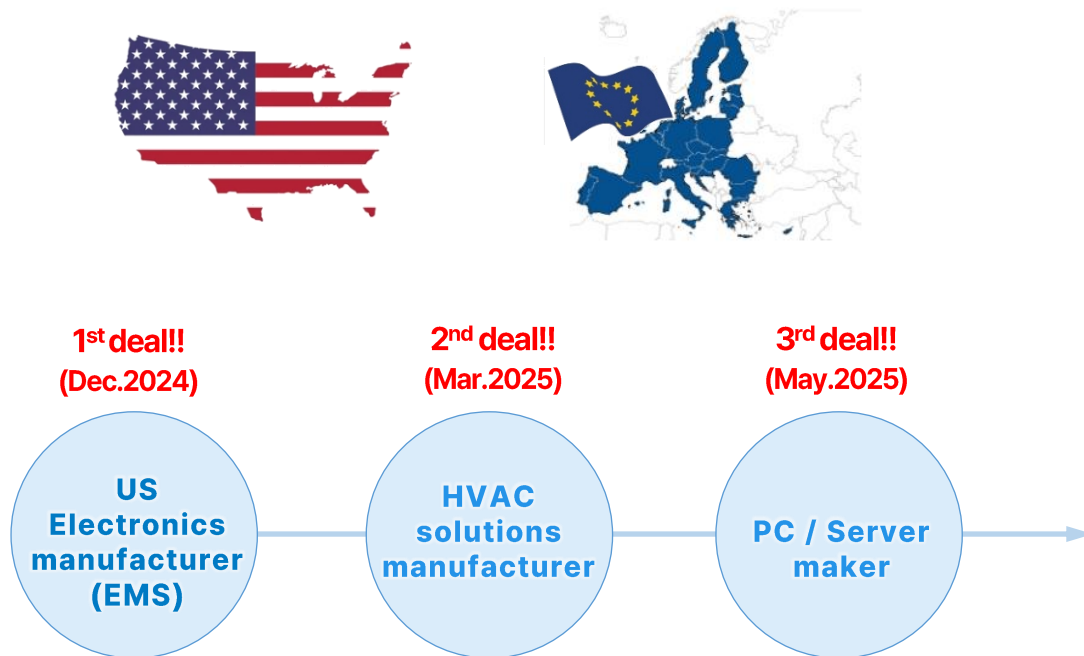
' Built a broad sales pipeline across key global industries '

1st deal!!
(Dec.2024)

2nd deal!!
(Mar.2025)

3rd deal!!
(May.2025)

US Electronics manufacturer (EMS) → **HVAC solutions manufacturer** → **PC / Server maker**

High-Tech &Electronics
Real-time Collaboration / BOM Analysis
- IT hardware company A
- Semiconductor solution leader X
- Network industry leader P

Automotive & Mobility
Quality-driven Sourcing Enhancement
- Mobility parts leader Q
- Automotive manufacturer R
- Automotive manufacturer U

Industrial & Energy
Multi-tier Collaboration in Renewable Energy & Infrastructure
- Leading Middle Eastern chemical & industrial materials company J
- Energy and natural gas distribution company W
- Power and automation technology leader Q

Life Sciences
New Product Introduction efficiency & Alignment Improvement
- Biopharmaceutical company A
- Innovative drug development company C
- Healthcare and Vaccine leader K

Consumer Goods
Integrated Supply Chain Ecosystem Innovation
- F&B brand leader K
- Premium fashion brand H
- Leading consumer goods company W

Driving global SRM market penetration via resellers and strategic partnerships

- Dec 2024 – Signed reseller and partnership agreement with Samsung SDS America and O9solutions, strengthening North America market penetration

- Sep 2025 – Signed an additional reseller agreement with Samsung SDS Europe, advancing expansion into the European market

- Building a continent-wide sales collaboration framework and actively driving sales and marketing efforts focused on North America and Europe

Global Reseller & Partnership Agreements

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RESELLER   RESELLER   RESELLER

SAMSUNG SDS   O9   **SAMSUNG SDS**

US Branch   O9solutions   EU Branch
(NA Sales / Marketing)   (SRM SaaS co-Dev   (EU Sales / Marketing)
         & NA Sales / Marketing)

Dec 2024   ✓ **Sep 2025**
Reseller   **Reseller**
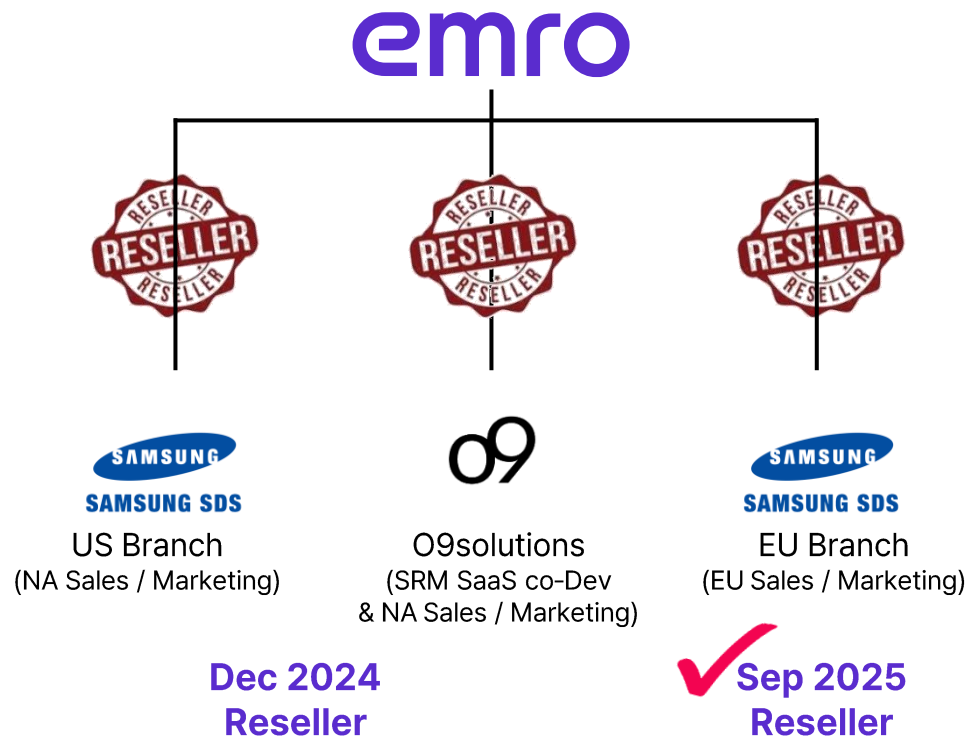
Overseas Business Goals & Strategy

1   Achieve **double-digit SaaS revenue growth** through direct sales and partner channels

2   Expand **delivery and pre-sales teams across NA and EU**

3   **Strengthen partnership** with Samsung SDS to expand enterprise sales globally

4   Enhance cloud architecture for **scalability, security, and regulatory compliance**

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Proven, AI-powered digital innovation platform enabling the EMRO 2.0 era

Caidentia 1.0

Caidentia 1.0
AI-powered SRM SaaS solution

Acquire large enterprise cloud customers

Expand customer base to mid-sized and small businesses

Increase cloud SaaS adoption and conversion rates

Provide agentic AI capabilities

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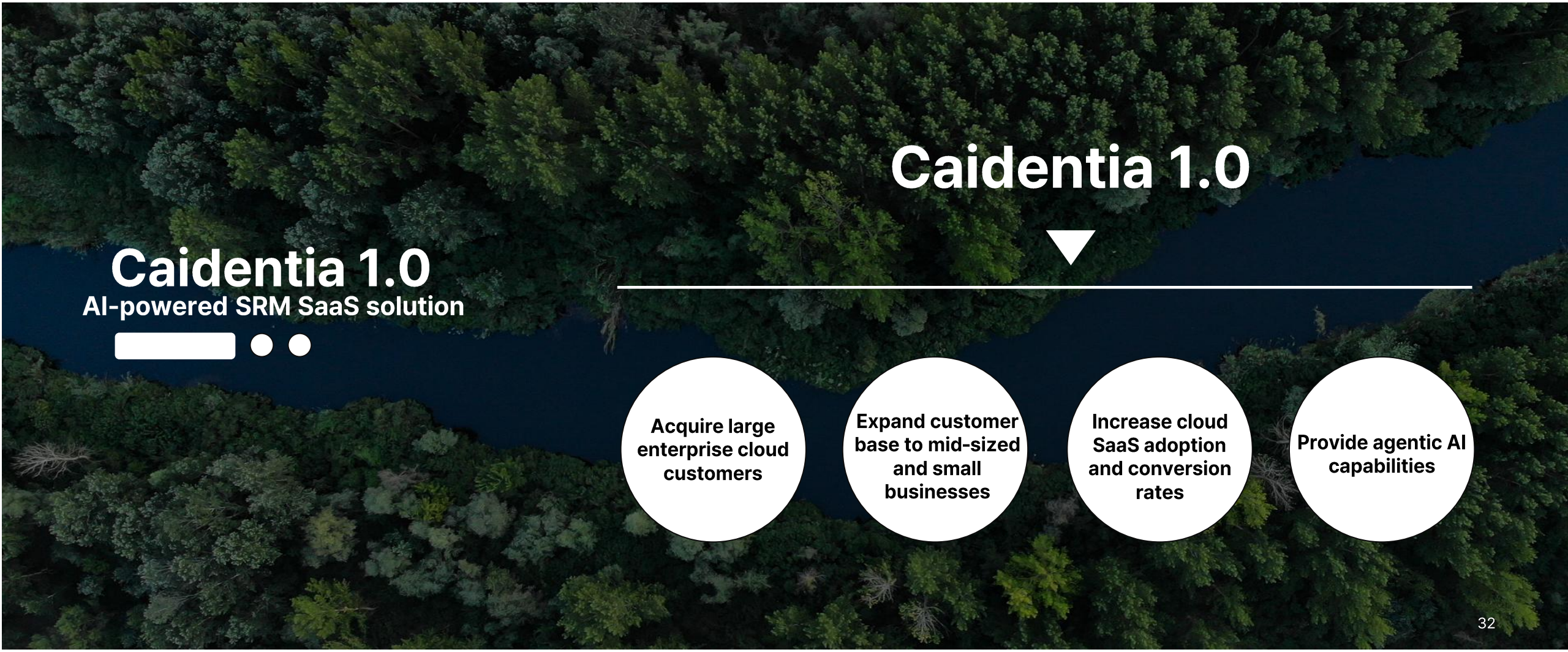
Strategies to expand and nurture the partner pool

- Expanding partner network across solutions, industry-specific services, outsourcing, and O&M(Operation & Maintenance)

- Partnering with Samsung SDS and training PM/PL talent → boosting execution capability and system quality

- Strengthening role as a SW provider → driving license revenue growth, business transformation, greater execution capacity, and enhanced R&D

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' Supplier Relationship Management SW Provider '

Partner acquisition by type

| Solution partners (team based) |
| Industry-specific partners |
| General service partners |
| O&M service partners |

Additional expansion measures

| Collaboration w/ Samsung SDS shared growth team |
| Training programs for partner PM/PL[1] development |

1) PM : Project Manager
   PL : Project Leader

' Expected impact of partner pool expansion'

- Increase in SW license revenue
- Improvement of profit structure
- Increase in project execution capacity
- Improvement of solution quality
- Effective human resource mgt.
- Strengthening project mgt. and R&D

Advancing beyond repetitive & rule-based automation,
"Expert-level AI agent" that understands user intents and autonomously plans, executes, and adapts tasks

**"Step 2 completed,
Entering the prep phase for Step 3"**

STEP 03

Advanced Agentic AI

STEP 02

**Base Components for
AI Agent**

STEP 01

**Base component for
Gen AI Application**

STEP 01	STEP 02	STEP 03
Service Management	Agent Management for Tool Calling	Agent Orchestration
Prompt Management	Authority Control	Multi Agent Architecture
Chatbot UI	Agent Node in AI Studio	Extendable to Support A2A (Agent-to-Agent)
Knowledge Data & Index Management for RAG	MCP(Model Context Protocol)-Driven Model–Tool Interoperability	

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Ascending to global leadership in SRM SaaS platform

The era of

emro 2.0

Leading Korean SRM SW market

Accelerating DX in Procurement

Expanding partner ecosystem& sales channels

Driving global sales & marketing

Securing global customers refences

Appendix

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Jay Song CEO

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'00~'02 Korea Investment Partners, Team Leader
'02~'04 INITECH CO. LTD., CFO/COO
'05~   EMRO

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• MBA, Univ. of Illinois at Urbana-Champaign, IL, USA

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'97~'00 Arthur Andersen, Consultant
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'01~'06 Samsung SDS, Consulting Head Office
'06~'17 Samsung SDS, B.M.,
               Business Support Manager
'18~'21 Samsung SDS, Business Innovation TF,
               Head of Group
'22~'23 Samsung SDS, Strategic Marketing,
               Team Manager
'23.06~ EMRO

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'09~'10 Expense Reduction Analyst,
               Senior Manager
'10~   EMRO

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  Seoul Nat'l Univ., Seoul, Korea

Jin Jun
Head of AI Business Team

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               PostDoc Researcher
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'22~   EMRO

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  Engineering, Korea Univ., Seoul, Korea
• Ph.D., Computer Engineering, Univ. of
  Connecticut

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Balance Sheet				(Unit: KRW in Millions)

Description	2022	2023	2024	2025
Current Assets	18,017	27,472	36,871	44,228
Non-Current Assets	55,039	64,133	65,549	69,285
Total Assets	**73,056**	**91,605**	**102,420**	**113,513**
Current Liabilities	11,429	59,542	9,198	13,034
Non-Current Liabilities	10,663	3,206	4,229	4,818
Total Liabilities	**22,092**	**62,748**	**13,427**	**17,852**
Share Capital	5,606	5,606	6,078	6,180
Capital Surplus	21,385	21,385	65,582	72,016
Capital Adjustment	1,729	6,962	5,148	3,107
Accumulated Other Comprehensive Income	1,782	1,504	403	94
Retained Earnings	20,162	(7,161)	11,240	14,119
Attributable to Non-Controlling Interests	300	560	542	145
Total Equity	**50,965**	**28,856**	**88,993**	**95,661**
Total Liabilities and Equity	**73,057**	**91,604**	**102,420**	**113,513**

Income Statement				(Unit: KRW in Millions)

Description	2022	2023	2024	2025
Revenue	**58,623**	**63,174**	**79,456**	**83,980**
Cost of Sales	35,801	39,020	46,923	52,425
Gross Profit	**22,822**	**24,154**	**32,533**	**31,555**
SG&A	16,336	19,491	23,927	30,645
Operating Income	**6,486**	**4,663**	**8,606**	**910**
Other Income	1,380	540	106	153
Other Expenses	6	1,917	349	360
Financial Income	110	111	12,563	752
Financial Expenses	45	30,484	1,344	257
Profit before Taxes	**7,924**	**(27,087)**	**19,582**	**1,197**
Net Profit	**6,584**	**(26,454)** [2]	**18,599**	**2,535**
EBITDA	9,576	8,094	11,510	3,683
Stock Compensation Costs	1,483	1,849	1,967	1,180
Adjusted EBITDA[1]	**11,059**	**9,943**	**13,477**	**4,863**

1) Adjusted EBITDA = EBITDA + Stock compensation costs
2) Generated KRW 29.3 billion of financial loss due to losses on derivatives valuations from CB and BW issued to Samsung SDS in May 2023. No cash outflows as it is just a paper loss. As of July 25, 2024, the conversion of CB and the exercise of BW have been successfully completed.

Quarterly Income Statement (Consolidated)

Income Statement															(Unit: KRW in Millions)

Description	2023					2024					2025				
	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY
Revenue	**14,288**	**15,027**	**16,456**	**17,403**	**63,174**	**14,625**	**19,200**	**23,199**	**22,432**	**79,456**	**20,627**	**22,052**	**21,290**	**20,011**	**83,980**
Cost of Sales	8,846	9,371	10,093	10,710	39,020	9,460	10,871	12,302	14,290	46,923	12,792	12,872	13,281	13,480	52,426
Gross Profit	**5,442**	**5,656**	**6,363**	**6,693**	**24,154**	**5,165**	**8,329**	**10,897**	**8,142**	**32,533**	**7,835**	**9,180**	**8,009**	**6,531**	**31,554**
SG&A	4,337	4,493	5,066	5,595	19,491	5,134	6,578	6,505	5,709	23,927	6,872	9,028	7,694	7,051	30,645
Operating Income	**1,105**	**1,163**	**1,297**	**1,098**	**4,663**	**31**	**1,751**	**4,392**	**2,432**	**8,606**	**963**	**152**	**315**	**(520)**	**910**
Other Income	321	21	187	11	540	11	38	6	55	106	29	2	1	121	153
Other Expenses	–	1	6	1,910	1,917	296	58	(5)	–	349	11	7	115	227	360
Financial Income	18	24	30	39	111	1,477	7,915	2,947	224	12,563	177	197	202	176	752
Financial Expenses	155	20,076	9,425	828	30,484	430	698	163	53	1,344	67	99	36	55	257
Profit before Taxes	**1,289**	**(18,869)**	**(7,917)**	**(1,590)**	**(27,087)**	**793**	**8,948**	**7,186**	**2,654**	**19,582**	**1,091**	**245**	**367**	**(506)**	**1,197**
Net Profit	**1,353**	**(14,977)**	**(7,859)**	**(4,971)**	**(26,454)**[2]	**619**	**8,717**	**6,153**	**3,110**	**18,599**	**1,036**	**(553)**	**1,725**	**327**	**2,535**
EBITDA	1,950	2,017	2,148	1,979	8,094	800	2,463	5,092	3,155	11,510	1,639	847	1,066	130	3,683
Stock Compensation Costs	302	518	511	518	1,849	476	737	746	8	1,967	349	276	291	264	1,180
Adjusted EBITDA[1]	**2,252**	**2,535**	**2,659**	**2,497**	**9,943**	**1,276**	**3,200**	**5,838**	**3,163**	**13,477**	**1,988**	**1,123**	**1,357**	**394**	**4,863**

1) Adjusted EBITDA = EBITDA + Stock compensation costs
2) Generated KRW 29.3 billion of financial loss due to losses on derivatives valuations from CB and BW issued to Samsung SDS in May 2023. No cash outflows as it is just a paper loss.
   As of July 25, 2024, the conversion of CB and the exercise of BW have been successfully completed.

A Company vs EMRO Business Model Comparison   emro

Description	A Company	EMRO
Target market	ERP market (Red ocean)	SRM Market (Blue Ocean)
Target Customer — **Conglomerates**	X (Global ERP SW companies such as SAP, Oracle have already dominated the market)	On-premise ✓ Continuous demand for advancement projects → Generates recursive revenue ✓ Stable revenue growth base on SW licenses and technical support fees
Target Customer — **SMEs**	Shift from on-premise to cloud service	Expansion to cloud service (Private Cloud / Public Cloud)
Market scalability	Difficult to expand the market from SME to conglomerate sector	Possible to expand the market from conglomerate to SME sector on a top-down basis
Technological barriers to entry	Low entrance level - Easy to enter the market as ERP SW has a standardized structure focusing on finance and accounting	High entrance level To enter the SRM Market, a company is required to have ✓ Profound domain expertise in P2P and industry-specific knowledges ✓ Experiences on various projects and 'Best Practice' know-how ✓ Technology capabilities for customized development to meet customer needs
Expansion to overseas market	Key players (e.g. SAP, Oracle) have a dominant position in the global market	- Overseas branches and subsidiaries of Korean conglomerates have already adopted EMRO's software - Has a competitive advantage compared to other global competitors - Plans to enter the global market with SaaS platform

SCM Supply Chain Management

Planning (production/ Procurement Plan) → Procurement → Production → Logistics → Customer

SCP
(Supply Chain Planning)

SCP is the process of forecasting product demand and planning the procurement of material and components, production, marketing, distribution and sales to establish a master plan for SCM

- Demand Planning
- Sales and Operation Planning
- Purchasing Planning
- Manufacturing Planning
- Inventory Management

SRM
(Supplier Relationship Management)

SRM is a strategic process that covers purchase request, supplier sourcing and selection, cost negotiation, contract, purchase order and inspection etc, and is a key factor to strengthen competitiveness of company value chain

- Procurement / Procurement Engineering
- Cost Management
- Contract Management
- Supplier Management
- Item Master Management / Procurement Data Analysis

SCE
(Supply Chain Execution)

SCE is managing the flow of products from procurement to delivery to customers including production, warehousing and transportation to offer high quality logistics service at a lower price

- Sales Logistics
- Procurement Logistics
- Warehouse Management
- Manufacturing
- Logistics Management