



**Driving a Faster, Smarter Shift Toward a
Modern Energy Economy**

Think Equity Conference Company Presentation

October 30, 2025

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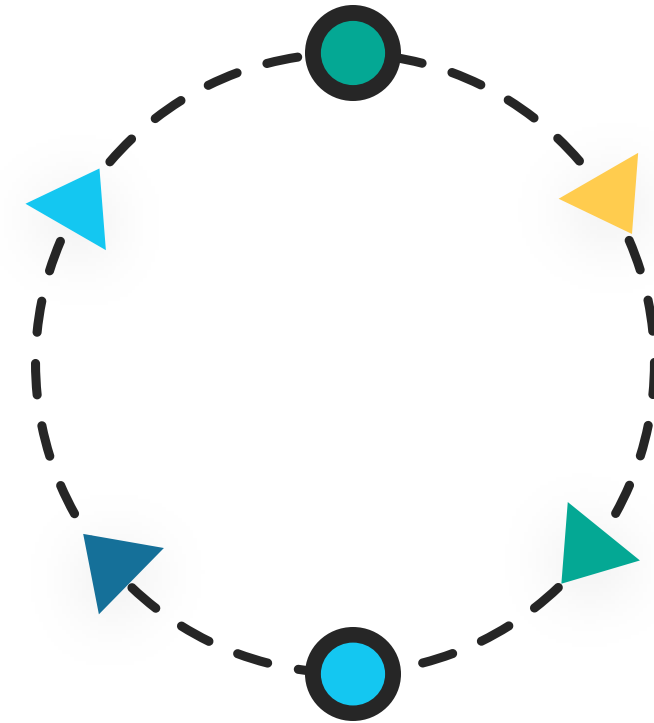
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Who Are We?

- **ConnectM** is a constellation of modern energy economy themed companies
- **Keen Labs**, our wholly owned sub, contains the Company's software platforms, AI models, and tech products
- ConnectM operates as a tech-enabled services firm powered by Keen Labs tech



KEEN LABS

Experienced Management Team



Bhaskar Panigrahi
Chairman & CEO



Nayeem Hussain
President
Corporate Development



Bala Padmakumar
Vice-Chairman & Office
of Technology



Girish Subramanya
CTO & Managing
Director, India



Ryan Fant
EVP, Head of Global Ops



Mahesh Choudhury
SVP, Finance & Compliance



Kevin Stateham
SVP, Business Development



John Pitcavage
President of Home &
Building Electrification



Tom Judge
SVP, Business Development

Fact Sheet



Year Founded

2019



Headquarters

Marlborough, MA



Employee Count

165



Annual revenue
run rate

\$36M



Granted Patents

12



Held by management
& trusted institutional
holders

75%



Focus Areas in Massive & Growing Markets

Virtual Power Plants

B2B in a \$2T market



AI Powered Heat Pump

Cross-selling platform

~40% margins



31 B2B & Service Provider customers

60-90% revenue recognition via MSA

Smart Mobility

Connectivity + SaaS in a \$60B market



Micro-mobility + e-Buses

High margin software subscription fee



42 OEM & Enterprise customers

120%+ organic YoY growth

Smart Logistics

Pure software solution in a \$165B+ market



Uber + FedEx functionality

20% Transaction Fee



\$1M/month and growing U.S. footprint

Valuable & Proven Tech Platforms



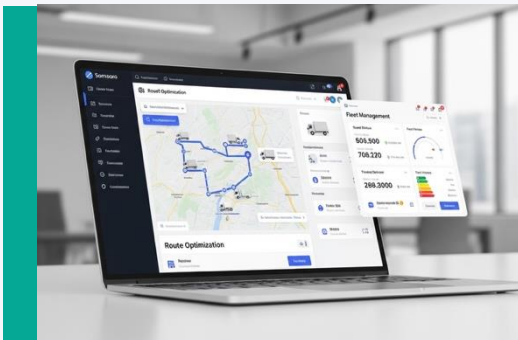
AI-Powered VPP Platform

Smart climate systems with world-leading efficiency for residential, commercial and industrial applications. The foundation for AI-powered VPPs for homes and buildings.



Smart Mobility Platform

Visual displays, connectivity, and backend software for mobility OEMs like Motovolt, Volvo, and Ashok Leyland.



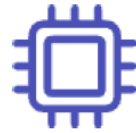
Last-Mile Logistics Platform

Fleet optimization, route intelligence, and a comprehensive fleet management dashboard for last mile delivery providers.

VPP for Homes and Buildings



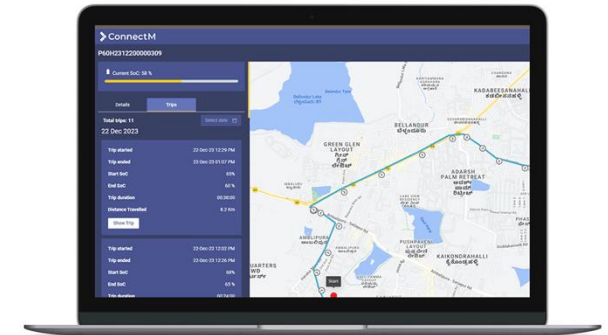
White labeled hardware



Connectivity Module



Software Platform



Our platform transforms connected HVAC assets into grid-interactive Virtual Power Plants—enabling energy optimization, demand response, & recurring value for partners

Smart Mobility



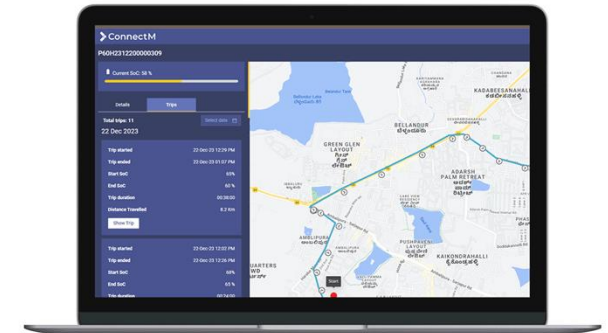
White labeled hardware



Connectivity Module



Software Platform



Our hardware embeds OEM customers within our connected operations ecosystem—driving data continuity, platform stickiness, and recurring value.

Smart Logistics

Last-Mile Delivery

Pure software solution in a
\$165B+ market



Uber + FedEx functionality
20% Transaction Fee



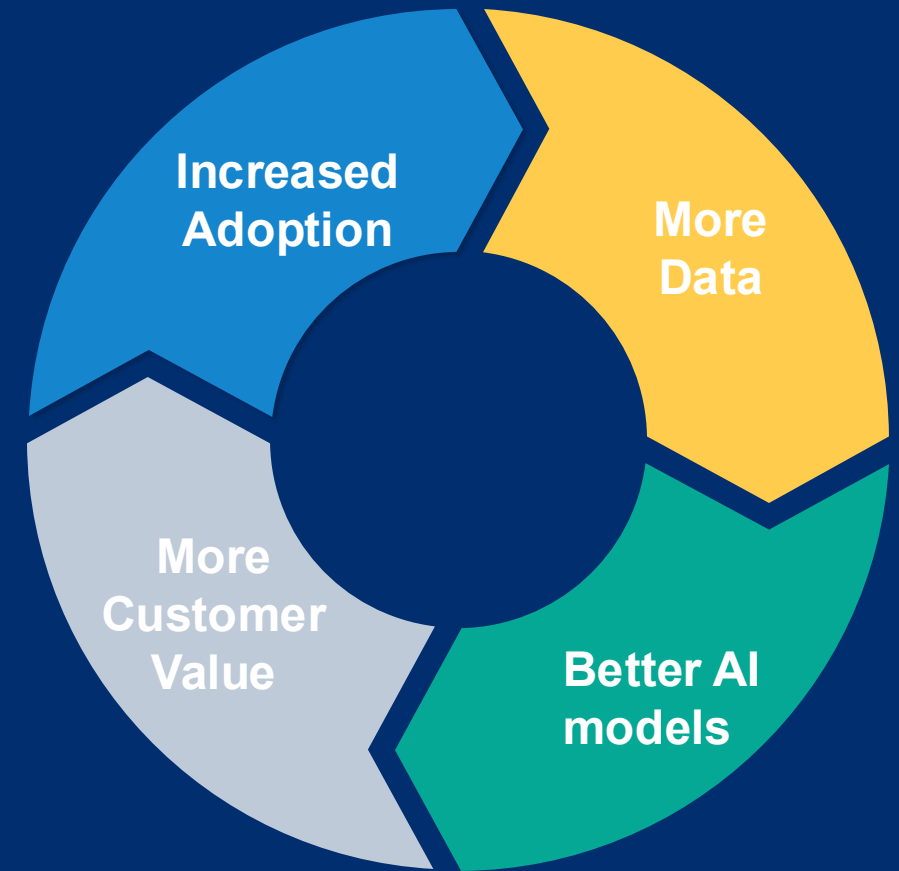
\$1M/month and growing
U.S. footprint



Keen Lab's data platform integrates data from our focus areas to enable new high margin products and services

- **120K+** electrified assets today
- **30GBs of data** collected daily
- Remote asset management
- AI-driven insights/value

Network Flywheel



Keen Labs Future Data Monetization Pathways

Three Key Areas of Potential Data Monetization:

1

Pricing risk with better actuarial data

2

Cybersecurity of connected physical assets (vehicles, drones, robots, HVAC)

3

Utility computing & next-gen VPPs

Expanding Enterprise Customer Base

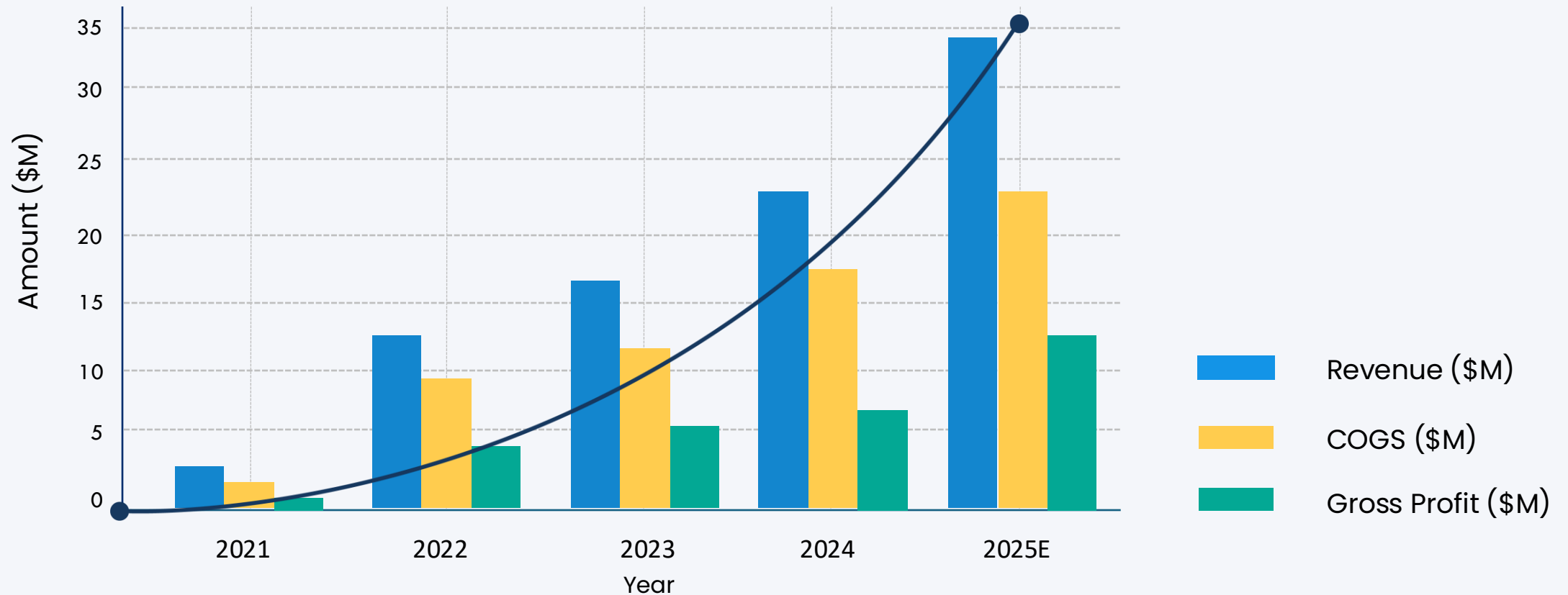
- 42 OEM and Enterprise customers
- **\$2 Billion+** customer funnel/pipeline
- Expansion to infrastructure providers

VOLVO



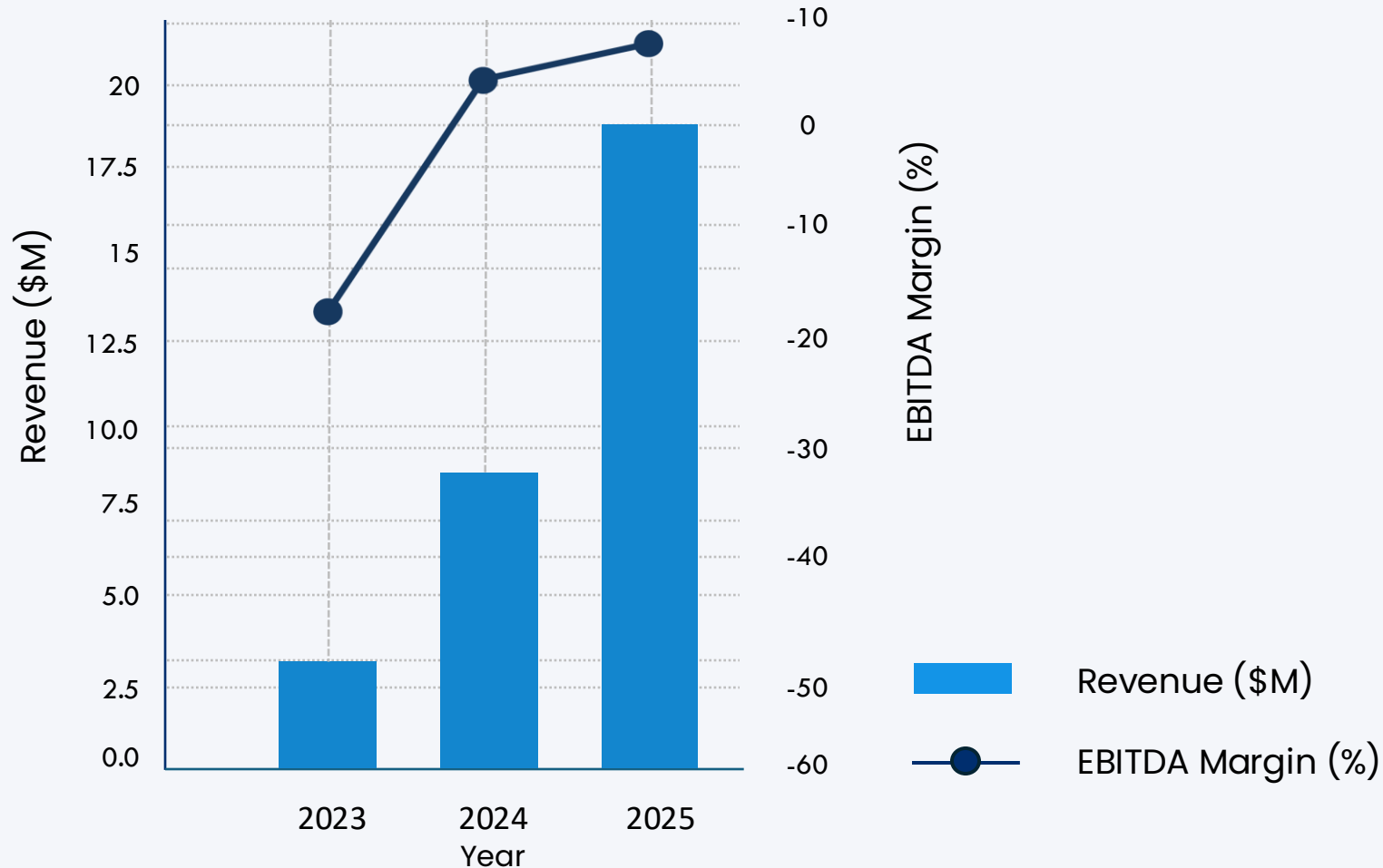
ConnectM Revenue & Gross Profit (2021–2025E)

~85% CAGR (2021–2025E) with gross profit expanding 17×—demonstrating scalability & improving margins.



Keen Labs Typecast Financial Trends (2023–2025E)

Strong multi-year growth trajectory with ~80% CAGR and clear path to profitability



ConnectM + Keen Labs Key Takeaways



- Keen Labs utilizes ConnectM's exclusive distribution network to expand its innovation platform
- Operational efficiency is driven by measured SG&A control and scalable unit economics
- Well-positioned to grow within robotics, AI data centers, and advanced energy storage applications



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Thank You!

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