



OTCQX: CNTM

FY2025 Annual Earnings Presentation

\$35.8M Revenue | +58% YoY Growth

93% Gross Profit Growth | \$25.4M Equity Turnaround

Electrification · AI Infrastructure · Energy Storage · Virtual Power Plants · Defense

April 2026 | Year Ended December 31, 2025

Safe Harbor & Non-GAAP Measures

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 and other federal securities laws. These statements are based on current expectations, estimates, and projections about the industry and markets in which ConnectM Technology Solutions, Inc. (“ConnectM” or the “Company”) operates, as well as management’s beliefs and assumptions.

Forward-looking statements include, but are not limited to, statements regarding future financial performance, growth strategy, market opportunity, product development, regulatory outlook, proposed uplisting to a national securities exchange, and potential acquisitions or other strategic transactions. These statements are not guarantees of future performance.

Actual results may differ materially from those expressed or implied. For full details, please refer to our SEC filings, including our Form on 10-K, S-1, and quarterly reports. This presentation may include certain non-GAAP financial measures. Reconciliations to GAAP measures are available in our SEC filings.

FY2025: A Transformational Year

Record revenue, massive equity turnaround, and multiple strategic milestones

\$35.8M

FY2025 Revenue

+58% YoY

\$11.5M

Gross Profit

+93% YoY

32%

Gross Margin

vs 26% PY

\$25.4M

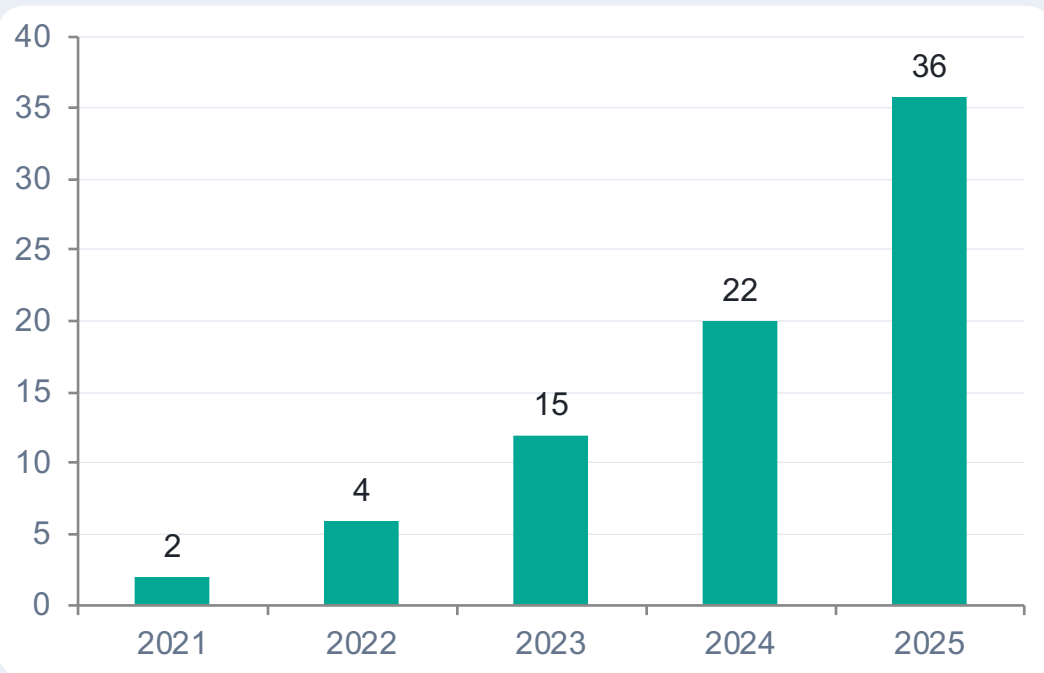
Equity Turnaround

-\$23.8M → +\$1.6M

- 6 operating segments; actively streamlining toward highest-margin verticals
- S-1 filed for National Exchange uplisting — ThinkEquity as book-runner
- Keen Labs launched as dedicated AI/VPP technology subsidiary
- Strategic acquisitions: CER (India solar) & Amerpics (battery IP); 3 service cos. subsequently divested
- Hi-C™ and Hi-E™ battery IP acquired — defense + energy storage
- \$10M+ legacy debt retired; stockholders' equity restored to +\$1.6M

Revenue Trajectory: Consistent YoY Growth

~85% CAGR (2021–2025) with gross profit expanding 93% in FY2025



FY2025 Revenue

\$35.8M

+58% YoY

FY2025 Gross Profit

\$11.5M

+93% YoY

FY2025 Gross Margin

32.0%

+600bps

Net Loss Improvement

29%

\$16.1M vs \$22.5M

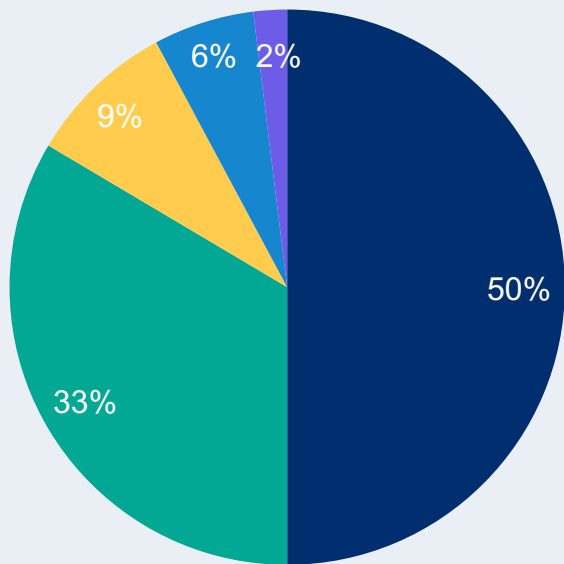
4-Year CAGR

~85%

2021–2025

Revenue by Operating Segment

Multi-vertical platform — actively streamlining toward highest-margin segments

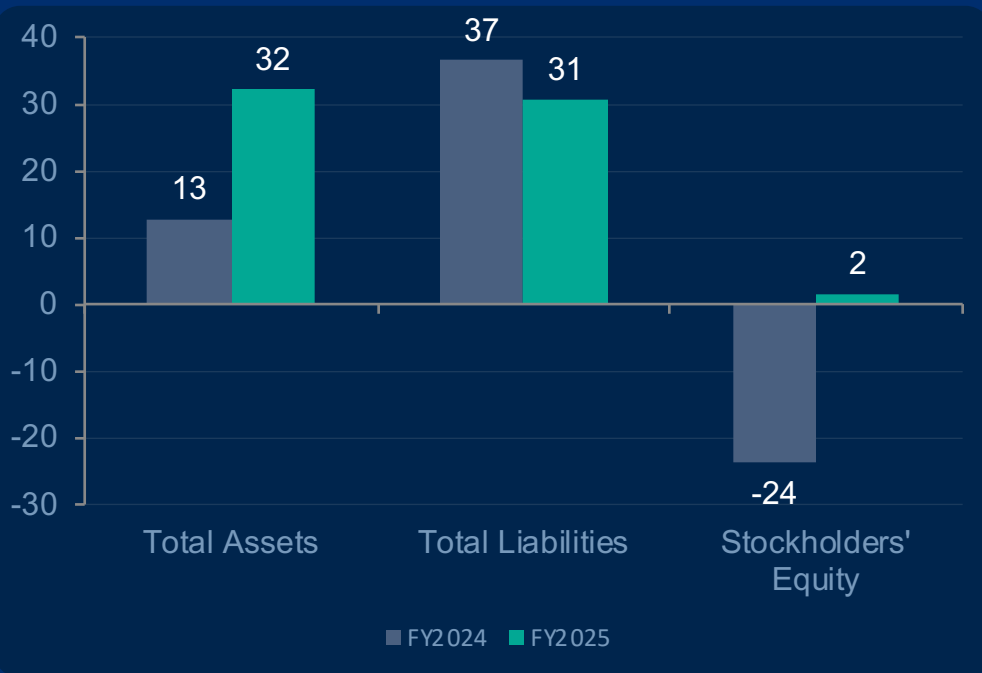


■ Owned Service Network
 ■ Logistics
 ■ Managed Solutions
 ■ Transportation
 ■ DER

Owned Service Network HVAC, solar, battery installations — under review	\$17.9M	50%
Logistics AI-enabled last-mile delivery SaaS	\$12.0M	34%
Managed Solutions Platform services to 3rd-party providers	\$3.1M	9%
Transportation EV fleet mgmt & IIoT — under review	\$2.1M	6%
Distributed Energy & Renewables (India) Solar EPC, PPAs, energy management	\$0.7M	2%
Corp & Strategic Assets Geo Impex 76-acre land + DC campus	—	New

Balance Sheet Transformation

–\$23.8M deficit → +\$1.6M positive equity — a \$25.4M turnaround in 12 months



Total Assets	\$36.2M	+183%
Total Liabilities	\$34.6M	-5%
Stockholders' Equity	+\$1.6M	+\$25.4M
Derivative Liabilities	\$0.2M	-95%
Shares Outstanding	170.4M	

High-Multiple Growth Engines

AI, energy storage, VPP, and defense — targeting the highest-growth sectors

Keen Labs AI & VPP Platform

30GB+ daily data from 130K+ connected assets.
Demand forecasting, predictive maintenance,
automated grid bidding. Recurring SaaS model.

Energy Storage (Hi-C™ / Hi-E™)

Millisecond-response Hi-C™ for data centers.
Long-duration Hi-E™ for residential VPP.
Acquired via Amperics Q4 2025.

Defense & Critical Infrastructure

Hi-C™ battery technology for DoD applications.
Targeting \$50B+ defense energy & power
systems market. New revenue vertical.

India Platform

76-acre Geo Impex logistics/DC campus. CER
distributed energy. Strategic land +
infrastructure assets.

Near-Term Catalysts

Multiple de-risking events converging over the next 3–12 months

0–90 DAYS

- 10-K filed
- 1:32 Reverse split → ~\$8
- Bridge financing closed
- Segment rationalization announcements

SG&A streamlining visibility

3–6 MONTHS

- National exchange uplisting
- India consolidation visibility
- Acquisition announcements
- Analyst coverage initiation

Institutional Access

6–12 MONTHS

- Revenue to \$75M
- Positive EBITDA
- Institutional ownership growth
- Platform re-rating begins

Platform re-rating continues



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Thank You

*We've already done the hard part — survived and rebuilt.
Now we are scaling a platform with multiple valuation levers
and a clear mandate to reach profitability.*

irpr@connectm.com | 617-395-1333 | www.connectm.com

Driving a Faster, Smarter Shift Toward a Modern Energy Economy