

Acorn Energy, Inc. - Nasdaq: ACFN

*Growing Base of Recurring, High Margin
Remote Monitoring & Control Revenue*



December 2025

www.acornenergy.com

Safe Harbor Statement

This presentation includes forward-looking statements, which are subject to risks and uncertainties. There is no assurance that the Company will be successful in growing its businesses; in reaching profitability; growing through acquisition; or in maximizing the value of OmniMetrix or any other of its assets. The Company has a history of operating losses and there is no assurance that it can attain and maintain profitability. This presentation includes projections regarding expected performance by OmniMetrix and the Company generally which are based on management's good faith estimates as to future performance and should not be taken as a guarantee of such performance. A complete discussion of the risks and uncertainties which may affect Acorn Energy and the businesses of its OmniMetrix subsidiary is included in "Item 1A. Risk Factors" in the Company's most recent Annual Report on Form 10-K as filed by the Company with the Securities and Exchange Commission.

Non-GAAP Financial Measures

This presentation includes both GAAP and Non-GAAP financial and performance measures. The Company uses Enterprise Value as a measure of the value of the Company's business; it is calculated as the total market capitalization of the Company (common stock trading price multiplied by the shares outstanding less Cash). The Company uses EBITDA as a measure of performance; it is calculated as Net Loss plus Interest, Taxes, Depreciation and Amortization.

The non-GAAP financial measure used herein should be evaluated in conjunction with, and are not a substitute for, the GAAP financial information included in the financial statements filed by the Company with the Securities and Exchange Commission.

Wireless Remote Monitoring & Control



- Acorn owns 99% of OmniMetrix which pioneered remote monitoring & control products/services for generators & gas pipelines
- High-margin monitoring + hardware sales = 70%+ gross margin
- Target 20% average revenue growth in large underpenetrated markets
- Operating leverage brings ~50% of incremental revenue to income/EBIT
- Strong ROI from via industry-leading solutions with broad compatibility
- Value proposition grows with rising personnel/travel costs & regulations
- Longer term, enabling 'Demand Response' electric Grid Relief from generators could double profitability on new monitoring contracts

At a Glance

Nasdaq

Recent Price

52-Week Range

Shares Outstanding

Market Cap

Less: Cash (as of Nov)

= Enterprise Value (EV)

ACFN

\$16.00

\$12.42 - \$33.00

2.5M ⁽¹⁾

\$40.1M

\$ 4.4M

\$35.7M

LTM Revenue Through Sept.

\$12.6M

EV / LTM Revenue

2.8x

Public Comp EV/LTM Average ⁽²⁾

4.5x ⁽³⁾

- 1) Insider Ownership of approximately 35% or 900k shares.
- 2) Public comps include ADT, ALRM, BMI, DGII, GNRC, AIOT, PSIX & IOT.
- 3) Comps have lower gross margins and less ARR as a % of total revenue.

Cellphone Provider Customer

- Secured largest contract in OmniMetrix history with leading cellphone provider.
- ~\$5.4M for monitoring devices & first year of monitoring services for cell tower backup generators across U.S.
- Recorded \$4.2M in revenue through 9M'25.
 - Balance of hardware expected in Q4'25 or Q1'26; monitoring services continue into 2026.
 - Monitoring revenue expected to recur into future.
- Selection via rigorous competitive process confirms value and strength of industry-leading solution.
- Award puts OmniMetrix in strong position for follow-on work and other large-scale deployments.



Wireless, Real-Time Monitoring and Control of Industrial Equipment

Standby Generator & Compressor Monitoring



Commercial/Industrial & Residential Monitors

- * Replaces manual inspection
- * Prevents fail to start events
- * Generator status anywhere 24/7
- * Secure, web-based management
- * Can remotely start generator
- * Enables Grid Demand Response

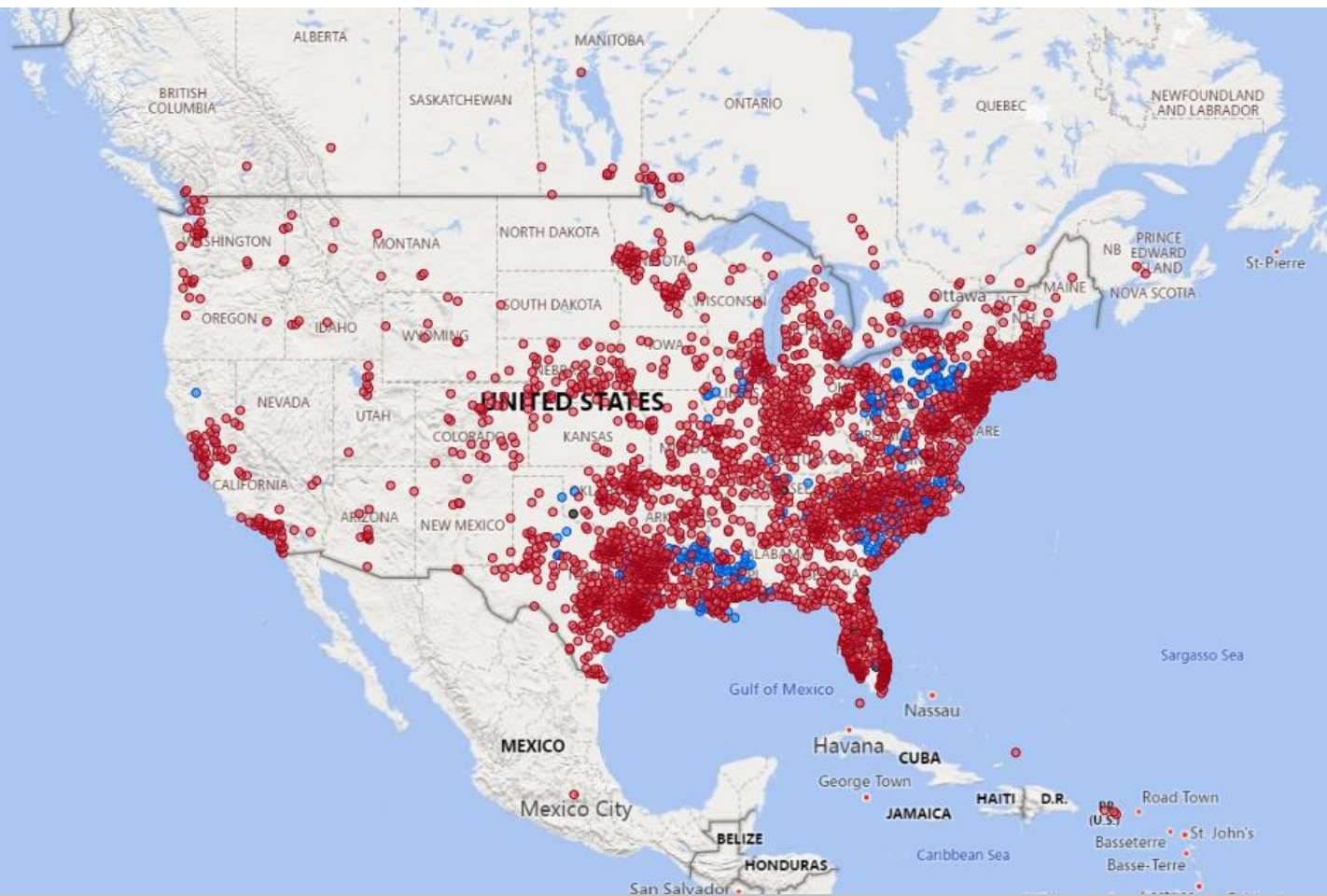
Pipeline Cathodic Protection



Rectifier & Test Station Monitors

- * 24/7 monitoring extends pipeline life
- * Instant alarm notifications
- * Eliminates remote manual data collection and inspection
- * Leverages cellular/satellite coverage

OmniMetrix Monitoring Footprint



Next Generation Solutions

INTRODUCING OMNI & OMNIPRO: Standby Generator Solutions

- Sleek, modern, future-proofed design for flexibility, ease of installation — and a smaller footprint than prior TrueGuard versions.
- Powerful processing speed for over air updates & a USBC Port on each unit. The OMNI also comes with plug-in wires vs. hardwiring that can be easily replaced or moved, even to another generator/brand.
- Multi-color LEDs provide real-time status updates on the unit itself.
- **OMNI** replaces TrueGuard for next generation residential monitoring with 50 alarms & 50 parameters available including: Battery Voltage, Fuel Level, Coolant Status, Missed Exercise/ Alarms & more.
- **OMNIPRO** replaces TrueGuard Pro for next generation commercial applications with up to 1,000 alarms & parameters.

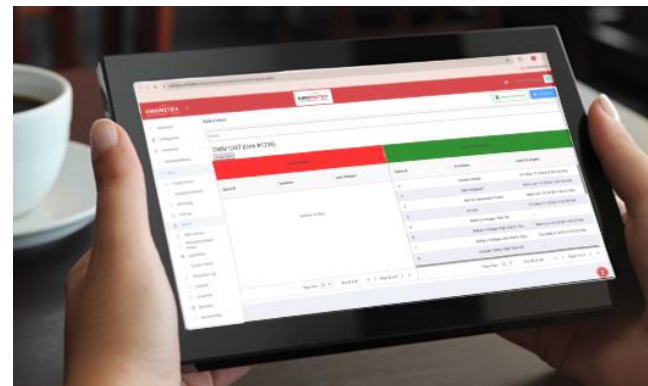
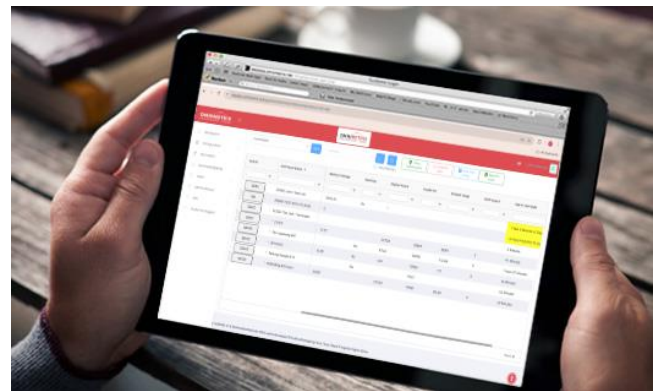


OMNIVIEW 2

User Interface

- See all monitors in one location
- Customizable home dashboard
- Email & text notifications for what you care about
- Schedule exercises or start/stop your generator from anywhere
- Compliance reporting to meet local, state & federal requirements
- Air Quality Index integration
- Multifactor Authentication for extra security
- All-new OmniView App available for Apple & Android devices

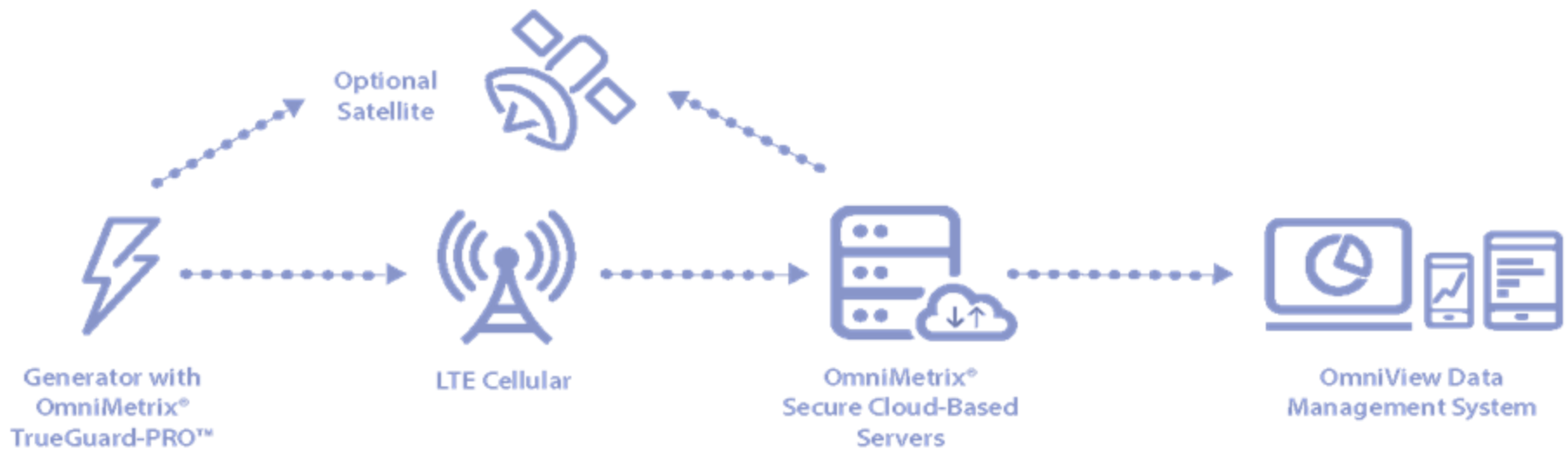
COMPLIANCE REPORTING TO MEET LOCAL, STATE & FEDERAL REQUIREMENTS



Remote Monitoring Value-Add

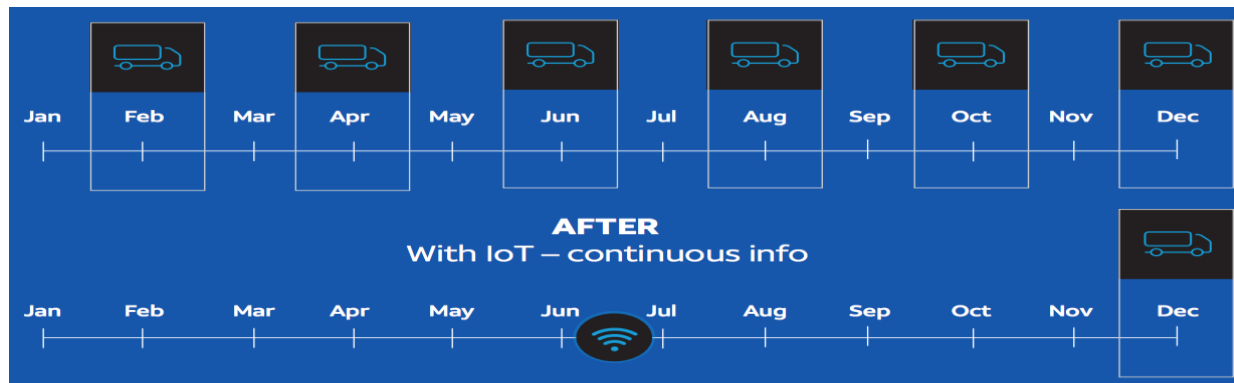
- Reduces critical asset downtime; improves maintenance results
- Prevents 95% of generator “fail to start” events’ by tracking/reporting vitals: **Battery - Voltage - Fuel - Coolant - Oil**
- Less expensive & more effective than labor & travel of regular physical inspection – particularly with widespread remote assets.

Generator Monitoring Illustration



Remote Monitoring is Clean & Green

- Reduces travel-related emissions, costs and time.
 - Pipeline inspectors travel long distances every 2 months to visually inspect pipeline & equipment for damage & to comply with regulations.
 - Remote monitoring delivers 24/7 information.



- Average on-site generator inspections cost \$250-\$400 per site and find 10% of generators in need of service.
- Provides data/insights to fine tune operations, drive efficiency and safety.

Diverse Markets & Customer Base

>25 Fortune 500 Companies Use OmniMetrix Solutions

- Oil & gas, utilities



- Hospitality, chemicals



- Aerospace & defense



CardinalHealth

- Industrial, healthcare



at&t

- Telecommunications

- Insurance/Financial



Liberty
Mutual
INSURANCE

- Real estate



- Retail, Grocery



- Banks (100+)



- Transportation

- Consumer Products



- Federal, state, local gov. US & Canada

- Military
- 20+ police departments
- 15+ fire departments

Remote Monitoring Demand Drivers

Management targets 20% average annual growth

- **Clear ROI from lower costs and improved asset monitoring & control**
- **Growing awareness of monitoring benefits/ROI amidst rising costs**
 - With 4.2M generators and 10% in need of service, remote monitoring creates maintenance revenue for generator dealers
- **Regulatory compliance and reporting:**
 - US EPA, Air Quality Management Districts, National Fire Protection Assoc. & Calif. EPA Air Resources Board
 - Reporting: Maintenance, Location, Fuel Status, Usage & Emissions
- **Delayed infrastructure investments increase monitoring need**
 - Approx. 2.5M miles of U.S. gas pipeline (>50%) are over 50 years old;
 - Small % of these assets are monitored remotely
- **Opportunities to monitor other industrial assets**
- **Electric Grid Demand Response** - turning on generators to meet peak power



California Environmental Protection Agency
Air Resources Board

Acorn Growth Initiatives

- 1) **Larger Commercial and Industrial Opportunities** via direct sales team
Sectors include healthcare, telecom, real estate, retail, military, etc.
- 2) **Strategic OEM relationships** to bundle/cross-sell OmniMetrix solutions directly with OEM products along with current aftermarket model.
- 3) **Expand residential market penetration** by supporting 600+ generator dealers, as consumers respond to growing power outages/grid uncertainty
- 4) **New Solutions Development**
 - ongoing product, technology & service enhancements like OmniPro;
 - new products such as RAD EX's remote calibration & AC disconnect / reconnect capabilities for gas pipelines; and
 - demand response grid support by enrolled standby generators.
- 5) **M&A.** Ongoing evaluation of complementary businesses, seeking to expand business scope on attractive terms to accelerate EPS growth and NOL realization.



Competitive Barriers

27 Years of Industry Technology Leadership, Expertise and Customer Success:

- ✓ OmniMetrix pioneered remote generator monitoring
- ✓ Engineering, software development, trade secrets, industry reputation, etc.

Next-Generation Solutions:

- ✓ Ongoing R&D to enhance solutions, expand capabilities and target new markets

Partnerships:

- ✓ CPower Demand Response Programs
- ✓ PowerNow with Briggs & Stratton Generator Deployments in Texas

Strong Patent Portfolio:

- ✓ #11101580: Cathodic protection testing apparatus/methods w/ relay & bypass circuitry (RAD)
- ✓ #8763107: Cross-connected, server-based, IP-connected, point-to-point connectivity
- ✓ #8224499: Remote annunciator
- ✓ #8078861: Remote processor reprogramming (critical for software updates)
- ✓ #6747368: Wireless control of power transfer switches for electrical load management
- ✓ #6571093: Methods for providing extended wireless data transport services

Stand-by Generator Market Opportunity

- ~4.2M generators in North America, growing ~300k+ per year
- Growing number of power outage incidents drives awareness & need:
 - Rapidly rising electricity demand challenges grid reliability
 - 70% of power outages caused by weather events
 - Stronger storms + higher frequency of floods, droughts, wildfires and other severe weather events
 - Distributed work environments expand need for reliable power
- Wildfires and energy grid issues are creating new market opportunity estimated as much of 50% of total generator replacement market, or \$1B over 10 years
- OmniMetrix is widely considered the strongest remote monitoring solution
 - Dealers often prefer OmniMetrix due to features, quality, service, ease of installation and compatibility with all generator brands
 - Commercial & industrial businesses appreciate platform strength, capabilities and ability to support all generators



Demand Response Opportunity

- Partnership with CPower Energy Management enabling standby generator owners to provide electric grid relief via “**Demand Response**” (DR) programs.
 - CPower manages ~6.7 GW of demand response capacity at 23,000+ US sites
 - OmniMetrix's solutions activate and monitor generator activity in partnership with CPower's national energy provider network.
- DR compensates users for allowing their generator to be automatically switched on to support the grid during peak demand.
 - Potential to double OmniMetrix' profit per customer on each new DR customer.
- DR incentivizes deployments of next-generation, energy efficient standby generator equipment required for DR participation.
 - DR revenue streams benefit all participants:
 - Customers, dealers, energy providers and program enablers such as Omni.
- It is taking time for grid operators and others to solidify the long-term business model to support a larger scale roll out of DR support from standby generators.
 - Revenue from OmniMetrix's small DR customer base remains modest

Acorn Financial Performance

(\$ in thousands)	LTM	2024	2023	2022	2021	2020
Total revenue*	\$12,630	\$10,986	\$ 8,059	\$ 7,000	\$ 6,776	\$ 5,922
Gross profit	\$9,466	\$7,999	\$ 6,004	\$ 5,071	\$ 4,899	\$ 4,131
Gross margin**	74.9%	72.8%	74.5%	72.4%	72.3%	69.8%
Op. Income	\$2,555	\$1,937	\$74	(\$629)	(\$8)	(\$310)

* All Acorn revenue is derived from its 99%-owned operating subsidiary, OmniMetrix.

** Gross margin varies depending on mix of 90%+ margin on recurring monitoring revenue and 50+%+ on hardware revenue.

Summary Balance Sheet – 9/30/25

Cash & Equivalents	\$ 4.2M
Accounts Receivable	\$ 1.0M
Total Current Assets	\$ 6.7M
Total Assets	\$12.4M

Total Current Liabilities	
excluding \$3.2M in deferred revenue (1)	\$ 0.8M
Total Liabilities excluding \$3.2M in current & \$0.3M in non-current deferred revenue (1)	\$ 1.7M

Tax Assets (2):

NOL Carryforwards (>\$65M Gross NOL * 21% tax rate)	~ \$14.0M
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- (1) Deferred revenue represents hardware sales and monitoring services, which were recorded as revenue over 36-months and 12-months term, respectively. Hardware sales are no longer deferred, as they are now sold separately from monitoring services, which are still deferred and recorded to revenue over 12-months.
- (2) Acorn capitalized a portion of the NOL carryforward as a deferred tax asset by recording a deferred income tax benefit of \$4.35M in Q4'24. The remaining tax assets (approx. \$10M) are in reserve and reviewed periodically.

Leadership

Jan Loeb – Acorn President and CEO and Director; Acting CEO of OmniMetrix:

Jan has served as President and CEO of Acorn since Jan. 2016 and was appointed to the Board in August 2015. He was named acting CEO of OmniMetrix in Nov. 2019. Jan has 40+ years experience in investment banking, money management and public company management. He is President and Managing Member of Leap Tide Capital Management since 2007 and was President of Leap Tide's predecessor, AmTrust Capital Management 2005 to 2007. Prior, he was a Portfolio Manager at Chesapeake Partners; Managing Director at Jefferies & Company and Managing Director at Wasserstein Perella. Jan is a former Director of Keweenaw Land Association, Ltd., TAT Technologies and American Pacific Corporation.

Tracy Clifford – Acorn CFO and COO of OmniMetrix:

Tracy Clifford was named Acorn CFO in June 2018 and COO of OmniMetrix in Nov. 2019. Tracy previously served as CFO, Principal Accounting Officer, Corporate Controller and Secretary for a publicly-traded pharmaceutical co. and a publicly-traded REIT from 1999 to 2015. Through her consulting practice launched June 2015, Tracy has served as a contract CFO and/or COO for several clients, participated on advisory boards and worked on numerous engagements. Prior experience includes accounting leadership positions at United Healthcare (Atlanta) and the North Broward Hospital District (Fort Lauderdale) and the audit team of Deloitte & Touche (Miami).

Acorn Investment Summary

ACFN trades at 2.8x EV/LTM revenue vs. IIoT comps at 4.5x EV/LTM revenue,
Despite its higher gross margin and greater % of ARR to total revenue.

- Growing, recurring, high margin, cash generating model + large market opportunity
- **Five growth initiatives – support long term growth outlook for 20% average annual growth**
- **~50% of incremental revenue is expected to fall to Operating Income**
- Technology, product & service leadership and differentiation
- 20+ year track record of innovation and industry leadership
- Large customer base including >25 Fortune 500 companies
- Generator monitoring adoption supported by increasing power outages, growing grid challenges and rapid growth in electricity demand
- Cellphone contract expands monitoring base while providing powerful case study/reference
- >\$4M in cash and zero debt supports growth initiatives
- NOL offers potential for \$14m in future tax savings @ 21% tax rate
- Management has strong record of financial discipline, value creation and owns ~35%