ESS Tech, Inc. Investor Presentation

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WHY ESS, WHY NOW?

A DOMESTIC ENERGY COMPANY PROVIDING THE SOLUTION THE AI-DRIVEN GRID URGENTLY NEEDS

POWER DEMAND IS INFLECTING

U.S. electricity use is setting records for the first time in a decade as hyperscale AI data centers surge, while coal and gas capacity retire.

SODIUM-ION IS THE NEAR-TERM ENGINE

Non-flammable storage for data centers, critical infrastructure and utilities. Early-stage opportunities approaching $1B, anchored by a 500+ MWh Juniper LOI.

IRON FLOW OWNS LONG DURATION

Proprietary 10- to 20-hour+ storage from iron, salt and water — a domestically sourced alternative to lithium for 24/7 renewable power.

~$1B early-stage sodium-ion opportunities identified

$100M+ EBITDA goal in four to five years

TWO PLATFORMS, ONE MISSION

NEAR-TERM SODIUM-ION STORAGE, COMPLEMENTED BY LONG-DURATION IRON FLOW

SODIUM-ION BESS — REVENUE NOW

- Non-flammable chemistry — no thermal runaway
- For data centers, infrastructure and utilities
- ~$1B pipeline; 500+ MWh Juniper LOI signed
- Cells available now; U.S.-made from 2H'27

IRON FLOW LDES — OPTIONALITY

- Proprietary chemistry: iron, salt and water
- 10- to 20-hour+ storage for 24/7 renewables
- Lower lifetime cost than lithium at long duration
- 100+ patents creating a significant IP moat

ONE MISSION

Safe, domestically sourced energy storage across the full duration spectrum — revenue today, optionality tomorrow.

THE FULL DURATION SPECTRUM

SHORT DURATION TODAY, LONG DURATION TOMORROW — ONE DUAL-PLATFORM STRATEGY

SODIUM-ION BESS · SHORT & MEDIUM DURATION | IRON FLOW LDES · LONG DURATION, 10 TO 20+ HOURS

0 hours ~10–16 hours 48+ hours

SODIUM-ION BESS

- Non-flammable chemistry — no thermal runaway
- Data centers, infrastructure and utility markets
- High C-rate, built for AI micro-cycling
- Available now; U.S.-made and FEOC-free from 2H'27
- 500+ MWh Juniper LOI; ~$1B early-stage pipeline

IRON FLOW LDES

- Proprietary chemistry: iron, salt and water
- Lower lifetime cost than lithium at long duration
- Aligned with daily-cycling use cases
- Open architecture decouples power from energy
- 20,000+ cycles over a 20+ year service life

COMPANY TIMELINE

FROM FOUNDER-LED R&D TO TWO COMPLEMENTARY PLATFORMS AT SCALE

2011 – 2021
FOUNDER LED
- R&D and a working prototype to prove iron flow

2021 – 2024
IPO VIA SPAC
- Chased revenue regardless of margin
- Shipped before commercial viability, at high cost

2025 – 2026
A NEW VISION
- Expanded into U.S.-made sodium-ion
- LOIs with Alsym and Juniper; ~$1B pipeline
- Acquired VoltStorage; SRP/Google and USAF wins

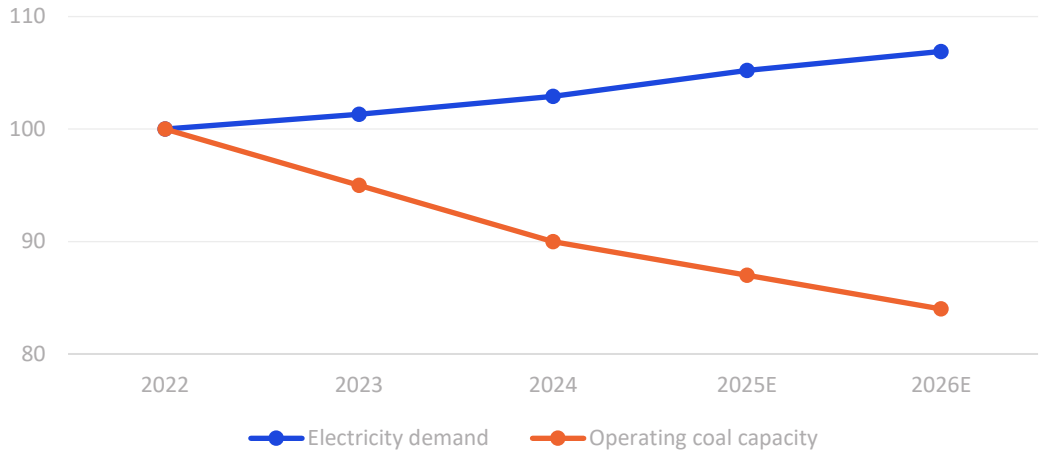
2026 – 2027
SCALING TWO PLATFORMS
- Commercializing Bridge™; first system late 2026
- Advancing iron flow on a leaner cost base

2028+
PROFITS AT SCALE
- $100M+ of EBITDA targeted in four to five years

DEMAND FOR POWER IS INFLECTING

RECORD U.S. DEMAND — DATA CENTER POWER CONSUMPTION EXPECTED TO DOUBLE BY 2030

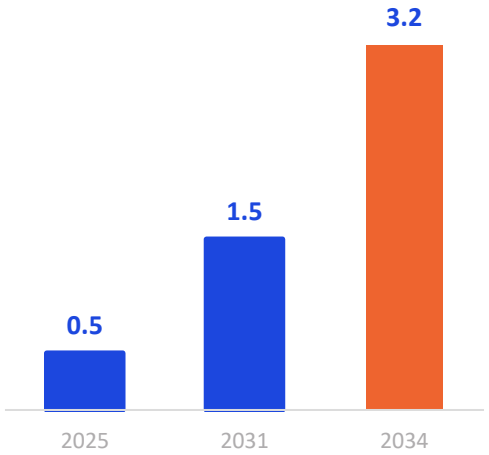
U.S. ELECTRICITY DEMAND vs. COAL CAPACITY (INDEXED, 2022 = 100)



81%

of planned 2025 U.S. capacity additions came from solar and battery storage — ~32.5 GW of solar and ~18.2 GW of batteries

GLOBAL ENERGY STORAGE MARKET



INSTALLED CAPACITY (TWh)

$294.9B

SYSTEM VALUE
2025

$712.7B

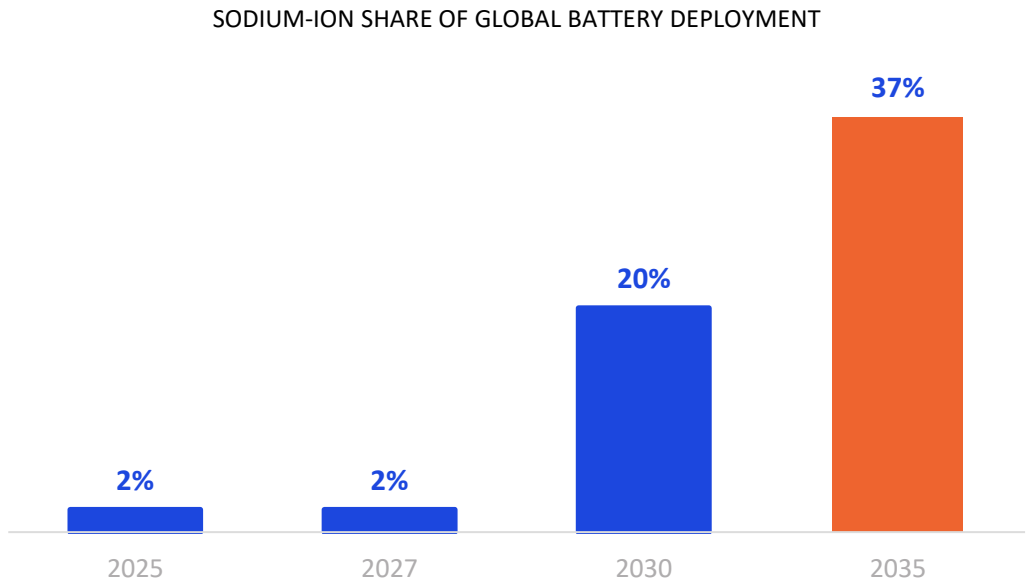
SYSTEM VALUE
2034

Global storage is projected to reach more than 3 TWh of installed capacity and ~$713B of system value by 2034.

Sources: Mordor Intelligence; Market.us; S&P Global; IEA.

THE SODIUM-ION “NEW OIL AGE”

INDEPENDENT RESEARCH SEES SODIUM-ION MOVING FROM PILOT STAGE TO MASS ADOPTION



- Superior cold-weather performance unlocks new geographies
- Cheaper aluminium foil replaces copper, cutting bill-of-materials
- Disrupts stationary storage, commercial fleets and compact EVs

830 GWh

MARKET BY 2030

2.4 TWh

MARKET BY 2035

~$800B

NEW INVESTMENT BY 2035

30 – 40%

COST EDGE VS. LFP

Sodium-ion moves from a 2% niche to more than a third of global battery deployment within a decade — the window ESS is building into today.

Source: Morgan Stanley research, June 2026.

AMERICA CAN’T AFFORD TO LOSE SODIUM

WE LOST SOLAR. WE LOST LITHIUM. SODIUM-ION IS STILL UP FOR GRABS

01.

WE LOST SOLAR

Invented in the U.S., but manufacturing scale and cost leadership moved offshore. The value chain was ceded before it was defended.

02.

WE LOST LITHIUM

Foreign entities now dominate cell production and critical-mineral supply, embedding Foreign Entity of Concern risk into U.S. infrastructure.

03.

SODIUM IS WINNABLE

Abundant materials, an early global field and a safety profile lithium can’t match. First movers building U.S. supply chains can lead, and ESS is capturing that opening.

A TWO-TRACK STRATEGY TO WIN — CELLS AVAILABLE NOW, DOMESTIC BY DESIGN

Compete now by sourcing proven sodium-ion cells manufactured abroad, then win domestic with a fully U.S.-made, FEOC-free configuration as supply scales from 2H’27.

WHERE ESS SITS IN THE VALUE CHAIN

WE INTEGRATE SOURCED CELLS INTO COMPLETE, PLUG-AND-PLAY BRIDGE™ SYSTEMS

01.

SOURCE CELLS

International cell makers supply proven, high-volume sodium-ion cells today. Alsym Energy adds domestic, FEOC-free volume from 2H'27.

02.

ESS BUILDS THE SYSTEM

Racks, containers, power electronics and AI-native BMS and EMS software, integrated into a 1.2 MWh plug-and-play AC block that connects at 480 Vac.

03.

DELIVER TO CUSTOMERS

Hyperscalers buffering AI data-center power, utilities firming the grid, and critical and industrial infrastructure loads.

BUILT TO INSTALL AND SCALE WITH EASE

Bridge™ ships with all power electronics and software, connects at a standard 480 Vac and is plug-and-play with any power or energy platform. Four stacked 1.2 MWh blocks deliver 4.8 MWh on a 20-ft pad, consistent with LFP systems onsite.

BRIDGE™: A MODULAR SODIUM-ION BESS

MARKET ROLLOUT UNDERWAY — FIRST MODULE BUILT AND IN CHARGE/DISCHARGE TESTING; ALL DATA PRELIMINARY



BRIDGE™ 1.2 MWh AC SODIUM-ION SYSTEM

~$1B
EARLY-STAGE SODIUM-ION PIPELINE

Zero
THERMAL RUNAWAY FIRE RISK

1.2	4.8	2–16	20 yr
MWh / BLOCK	MWh / 20-FT	HR DURATION	DESIGN LIFE

Cell Technology	Sodium-Ion	Energy per Block	1.2 MWh (AC)
Grid Connection	480 Vac standard	Stacked Capacity	4.8 MWh / 20-ft pad
Duration Range	2 to 16 hours	Design Life	20 years
Installation	Plug-and-play; forklift	Cooling	Simple air cooling
Container	10-foot, stackable	Fire Safety	No thermal runaway
Operating Temp.	–40° to 50° C	Controls	Integrated BMS + EMS

WHY BRIDGE™ WINS IN AI DATA CENTERS

GPU CLUSTERS SWING TENS OF MEGAWATTS IN SECONDS — BRIDGE™ IS BUILT FOR IT

HIGH-RATE CYCLING WHERE LITHIUM-ION DEGRADES

Safety
Non-flammable chemistry: no thermal runaway, no toxic off-gassing

Simplicity
No complex HVAC or liquid cooling; simpler to install and maintain

Speed of deployment
Plug-and-play AC block, forklift installable at standard 480 Vac

Duty-cycle fit
Wide operating temperature range suits data center micro-cycling

Supply
8.5 GWh of U.S.-made cells and modules under LOI with Alsym Energy

2C
HIGH-RATE MICRO-CYCLING

8.5 GWh
U.S.-MADE CELLS UNDER LOI



BRIDGE™ 1.2 MWh AC BLOCK

FROM CELL TO BRIDGE PRODUCT

ELECTRODE → CELL → MODULE/PACK → RACK → BRIDGE™ SYSTEM: ESS BUILDS FROM THE MODULE UP







MODULE / PACK

In the chain
Cells → module / pack

What it is
Rugged, high-performance battery module

Inside
Cells, thermal management and BMS interface

Also
Protection systems built in

Cell supply
Sourced abroad today; U.S.-sourced from 2H'27

RACK

In the chain
Modules → rack

What it is
Multiple modules in a scalable rack

Inside
Integrated power distribution

Also
BMS, controls and safety systems

Scale
Racks stack to the required system size

BRIDGE™ SYSTEM

In the chain
Racks → integrated system

What it is
Engineered, containerized Bridge™ system

Inside
Thermal management, controls and grid interface

Also
Ready for deployment at a standard 480 Vac

Output
1.2 MWh AC block; 4.8 MWh on a 20-ft pad

A WIDE-OPEN LANE IN U.S. SODIUM-ION

CELLS ARE INCREASINGLY AVAILABLE, BUT ALMOST NO ONE INTEGRATES SODIUM-ION INTO SYSTEMS IN THE U.S.

SODIUM-ION — WIDE OPEN	LITHIUM-ION — SATURATED
CELL SUPPLIERS — U.S. Alsym Energy from 2H'27; Natron ceased operations in 2025	**CELL SUPPLIERS** CATL, BYD, LG, Samsung SDI, Panasonic, SK, EVE, CALB and more
CELL SUPPLIERS — CHINA CATL, BYD, HiNa and others, shipping at high volume today	**REGIONAL CONCENTRATION** Overwhelmingly non-U.S. cell manufacturing
U.S. SYSTEM INTEGRATORS ESS and Peak Energy	**SYSTEM INTEGRATORS** Tesla, Fluence, Powin, Nidec, Sungrow, BYD, Wärtsilä and more
PLAYERS TODAY 2 — Natron and Bedrock both exited in 2025	**PLAYERS TODAY** Dozens, across both cells and systems
FIELD Emerging; white space across the integration layer	**FIELD** Crowded upstream, saturated downstream
U.S. EXPOSURE Domestic supply chain still open to first movers	**U.S. EXPOSURE** Foreign Entity of Concern risk embedded in the supply chain

SAFER SHORT & MEDIUM DURATION STORAGE

PURPOSE-BUILT FOR SHORT- AND MEDIUM-DURATION APPLICATIONS

ESS INC
ENERGY SOLUTIONS

01.

SAFER BY DESIGN

Non-flammable chemistry with no thermal runaway, no toxic gases and no complex temperature control.

2C – C/16

FLEXIBLE C-RATES

02.

HIGH-POWER PERFORMANCE

Ideal for high-power short and medium duration, with fast charge and discharge from 2C to C/16.

–40° / 50° C

OPERATING RANGE

03.

WIDE OPERATING RANGE

Reliable from -40° to 50° C with no complex HVAC or liquid cooling — simpler siting and lower operating cost.

1.2 MWh

MODULAR AC BLOCK

04.

BUILT IN AMERICA

Materials sourced and made in the U.S., with U.S.-made software and controls, free of FEOC exposure.

0

THERMAL RUNAWAY EVENTS

AI DATA CENTERS ARE DIFFERENT

20–25 GW OF BATTERIES ARE EXPECTED INSIDE DATA CENTERS BY 2030

Synchronized swings

GPU clusters lurch from idle to full compute — tens of MW at a time.

Grid and equipment strain

Voltage sags, frequency disruption and harmonic distortion.

Turbines can’t keep up

Gas turbines alone can’t match volatile AI loads without failure.

Fast-acting buffering

A BESS absorbs and injects power in milliseconds.

24-HOUR LOAD CURVE — 100 MW AI DATA CENTER (TRAINING-HEAVY)





PURPOSE-BUILT FOR LOAD SWINGS

SODIUM-ION VERSUS LITHIUM-ION ACROSS THE AI MICRO-CYCLING DUTY CYCLE

ESS INC
ENERGY SOLUTIONS

SODIUM-ION	LITHIUM-ION
POWER SPIKES Built for micro-cycling with minimal degradation	**POWER SPIKES** Not built for them; high-rate cycling accelerates degradation
COOLING High-temperature performance with passive cooling	**COOLING** Reduced performance and higher cooling expense
C-RATE High C-rate capable at 2C	**C-RATE** Low, energy-focused at C/2
SITING No thermal runaway, enabling close-proximity siting	**SITING** Safety risks limit siting; thermal runaway exposure
LIFE UNDER AI CYCLING No accelerated capacity fade from high-rate spikes	**LIFE UNDER AI CYCLING** 5-year steady-state life falls to 2–3 years
100 MW EXAMPLE 20 MW / 6 MWh buffer, 10-year life, zero maintenance	**WHY IT DEGRADES** Spikes fracture electrode particles and add heat, fading capacity

Sources: Utility Dive / industry analysis on AI-cycling UPS lifespan; peer-reviewed C-rate capacity-fade studies. Illustrative.

POWER AND ENERGY FOR DATA CENTERS

ONE CHEMISTRY, MULTIPLE TOPOLOGIES

ENERGY

01 **Utility Scale Energy**
4+ hour BESS for capacity and renewable integration

02 **Utility Scale Power**
High C-rate (2C) load-smoothing power battery

03 **Off Grid**
Grid-forming BESS for gas turbine integration

POWER

04 **800 Vdc Rack Level**
Optimized next-generation 800 Vdc solution

05 **GPU Level**
BESS GPU-level DC battery and decentralized UPS

06 **Load Smoothing UPS**
Centralized AI backup

One sodium-ion chemistry serves every design point — from four-hour utility capacity to millisecond GPU-level buffering.

DIFFERENTIATED SODIUM-ION CHEMISTRY

ESS ENHANCED NFPP VERSUS ALTERNATIVE SODIUM-ION CHEMISTRIES

RATING: Excellent | Good | Fair | Poor

ATTRIBUTE	ESS ENHANCED NFPP	LAYERED METAL OXIDE (NFM)	PRUSSIAN BLUE ANALOGS	POLYANIONIC (NFPP)
Fire Safety	Excellent	Poor	Fair	Fair
Gas Safety (non-toxic)	Excellent	Poor	Poor	Fair
Cycle Life	Excellent	Fair	Good	Good
Energy Density	Good	Fair	Fair	Fair
Thermal Stability	Excellent	Poor	Fair	Fair
Grid-Scale Readiness	Excellent	Poor	Fair	Fair

Blue indicates an advantage; orange indicates a weakness. Every trait is framed so that higher is better.

COMMERCIAL MOMENTUM

SIGNED SODIUM-ION COMMITMENTS ALONGSIDE BROADENING CUSTOMER INTEREST

SODIUM-ION — NEW	CUSTOMER ENGAGEMENT	SUPPLY
Juniper Energy · 500+ MWh	**Existing & new customers**	**Alsym Energy · 8.5 GWh**
Framework covering 500+ MWh of sodium-ion BESS by 2032	Strong interest from existing relationships and new prospects	Letter of intent to add 8.5 GWh of U.S.-made cells and modules
Anchored by a planned 10 MW / 80 MWh California utility project	Active discussions on additional storage opportunities	Extends the non-lithium platform into short- and medium-duration applications
Expected to use the Bridge™ AC solution and an ESS EMS	Tier 1 counterparties across data center, critical infrastructure and utility markets	Markets historically served by lithium-ion battery systems
Commercial operation targeted in 2027	~$1B of early-stage opportunities identified	FEOC-free domestic supply scaling from 2H'27
Signed subsequent to quarter end	Broadening across target markets	Underpins the U.S.-made Bridge™ configuration

THE LONG-DURATION OPPORTUNITY

A SIGNIFICANT SAM WITHIN A MASSIVE TAM — SOLVING THE 24-HOUR DAY

< 10 HR

Lithium wins, but beyond ~9 hours its economics collapse

10 – 20 HR

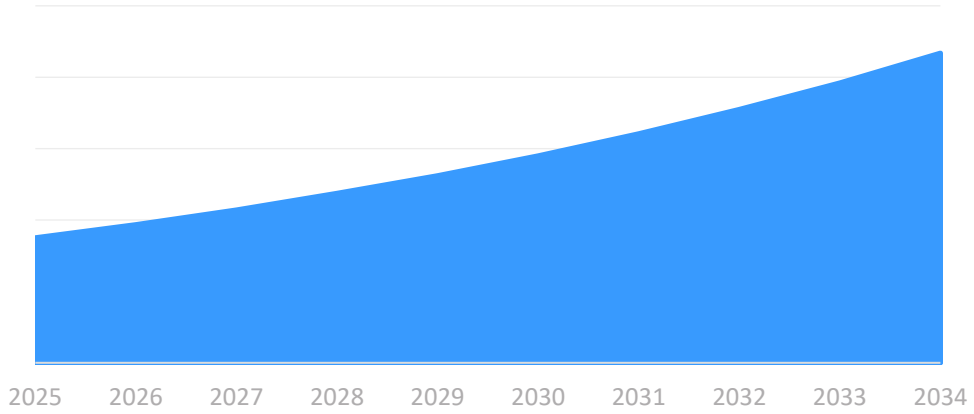
Iron flow is best positioned — daily discharge, long life

20+ HR

Utilities piloting multi-day storage projects

LDES MARKET ($B)

$3.5B 2025 **$8.7B** 2034 10.6% CAGR



Source: GM Insights.

KEY CUSTOMER SEGMENTS

Utilities & grid operators

Firming renewables, replacing peakers, capacity adequacy

IPPs & developers

Solar-plus-storage, standalone storage, merchant optimization

Hyperscale data centers

24/7 clean power — the most urgent gap is 10–20 hour storage

Government & defense

Base resiliency, microgrids, energy security, extreme weather

Industrial & infrastructure

Peak management and on-site renewable integration

HORIZON: FLAGSHIP LDES

DELIVERING 10- TO 20-HOUR+ STORAGE WHERE LITHIUM ECONOMICS BREAK DOWN

- Purpose-built for 10- to 20-hour duration, scalable to longer
- Enables renewables to provide reliable, around-the-clock power
- Iron flow aligns with daily cycling — the fastest-growing gap in storage
- Lower lifetime cost of storage than lithium at longer durations
- Open-architecture and non-containerized: an external tank decouples power from energy for near-infinite scalability without replacing stacks
- Designed for utility-scale, industrial and infrastructure applications

10 – 20+
HOURS OF STORAGE

20,000+
CYCLES OVER 20+ YEARS

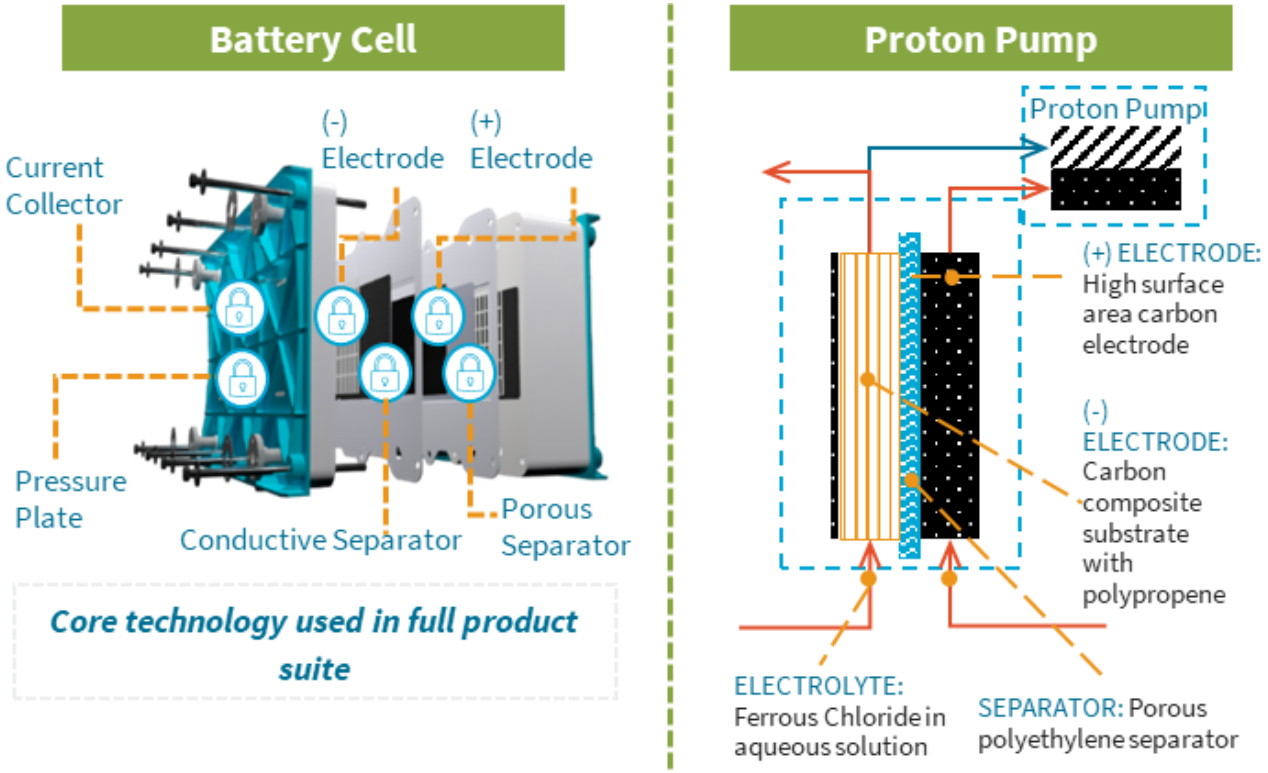
Non-flammable
IRON, SALT & WATER

–40° / 50° C
OPERATING RANGE



IRON FLOW: OUR CORE TECHNOLOGY

A DOMESTICALLY SOURCED ALTERNATIVE TO LITHIUM — IRON, SALT AND WATER



IRON FLOW BATTERY CELL — CORE TECHNOLOGY USED ACROSS THE PRODUCT SUITE

01. BATTERY MODULE (STACKS)

High build-complexity component that stores electricity — the core of the system.

02. PROTON PUMPS

Moderate-complexity component that enables reliable daily cycling.

03. ELECTROLYTE SOLUTION

A simple mixture of high-grade iron, salt and water with selective additives.

A 100+ patent portfolio protects the cell and proton-pump architecture, creating a significant IP moat.

SALT RIVER PROJECT — GOOGLE

AWARDED SRP'S NON-LITHIUM LDES PILOT IN OCTOBER 2025

PROJECT OVERVIEW

- SRP is an electric utility serving 2 million people in Central Arizona
- Territory will need 2–3x today's energy generation by 2035
- 2024 RFP: 5 MW / 50 MWh pilot, with indicative pricing for a 200 MW / 2 GWh follow-on
- Google cost-shares; EPRI runs independent testing

ESS SOLUTION — ENERGY BASE

- Enclosed, next-generation utility-scale iron-flow platform
- Over 2 GWh of transacted energy — field-deployed at utility scale
- ~98% domestic content unlocks the 40% ITC
- Contract signed Q4 2025; manufacturing 2026; COD Q4 2027

PILOT → FOLLOW-ON

5 MW / 50 MWh at Florence, Arizona under a 10-year capacity contract, scaling to a 200 MW / 2 GWh build-transfer across Phoenix Metro by 2032.

RECENT CAPITAL MARKETS HIGHLIGHTS

SECOND QUARTER 2026 RESULTS: SPENDING REALLOCATED TO SODIUM-ION AS LEGACY CONTRACTS WIND DOWN

SELECTED RESULTS — $ IN MILLIONS, EXCEPT PER SHARE

	Q2 2026	Q2 2025	Δ
Revenue	**$0.1**	$2.4	**(97%)**
Gross Profit (Loss)	**($7.4)**	($5.1)	**(45%)**
Operating Expenses	**$7.7**	$6.5	**(19%)**
Loss from Operations	**($15.1)**	($11.6)	**(31%)**
Net Loss to Common	**($15.6)**	($11.1)	**(41%)**
Net Loss / Share	**($0.46)**	($0.90)	**+49%**
Adjusted EBITDA	**($7.9)**	($7.8)	**(2%)**

Δ shows improvement (+) or deterioration (in parentheses) versus the prior-year period.

$10.8M

UNRESTRICTED CASH (6/30/26)

~$515M

PROPOSED COMBINATION ENTERPRISE VALUE

RECENT HIGHLIGHTS

- 1H'26 operating expenses down 12% YoY to $14.5M; loss per share improved 58%
- Streamlined Wilsonville operations to reduce expenses and cash burn
- 1H'26 operating cash use down 27% YoY to $22.4M; $5.6M cash at July 31, 2026
- $37M of the $40M Yorkville note principal repaid as of the Q2 release
- August 2026: non-binding LOI for a business combination; ~$515M combined enterprise value, with ESS holders at ~5–10%

WHY ESS — INVESTMENT SUMMARY

WHERE THE COMPANY STANDS AT THE CLOSE OF Q2 FY26

- Power demand is inflecting as traditional sources retire
- Sodium-ion Bridge™ rollout underway; U.S.-made, FEOC-free supply from 2H'27
- 500+ MWh Juniper LOI anchors a ~$1B early-stage pipeline
- First Bridge™ module built and in testing; full system targeted for late 2026
- Iron flow Energy Base: 10- to 20-hour+ storage, plus SRP/Google and $9.9M CTC/AFRL
- 1H'26 opex down 12%, operating cash use down 27%, $37M of $40M note repaid
- Non-binding LOI implying ~$515M combined enterprise value

LEADERSHIP — INDUSTRY VETERANS

Drew Buckley Chief Executive Officer

Capital markets and strategy. 20+ years investing in public tech; 17 years at William Blair as Partner and sector leader.

Kate Suhadolnik Chief Financial Officer

Finance and accounting. 14 years across corporate reporting and a 9-year audit tenure at Deloitte & Touche.

Kelly Goodman Chief Strategy Officer & GC

Strategy and legal. 15+ years in clean energy; utility-scale project development, financing and governance.

Randall Selesky Chief Commercial Officer

Commercial. 30+ years in sales and product; 15+ years across storage and renewables; GE and Rockwell roots.

Brian Lisiecki Chief Operating Officer

Operations and execution. Operational excellence honed at Campbell Soup, now 8 years scaling delivery at ESS.

THANK YOU

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ESS INC
ENERGY SOLUTIONS