



Corporate Presentation

December 2025 | NASDAQ: ACTG

Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995. These statements are based upon the current expectations of Acacia Research Corporation (“Acacia” or the “Company”) and speak only as of the date hereof. All statements other than statements of historical fact are forward-looking statements and include statements related to estimates and projections with respect to, among other things, the Company’s anticipated financial condition, operating performance, the value of the Company’s assets, general economic and market conditions and other future circumstances and events. This presentation attempts to identify forward-looking statements by using words such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “forecast,” “future,” “guidance,” “intend,” “may,” “outlook,” “plan,” “potential,” “predict,” “project,” “seek,” “should,” “target” and “will” and similar words and expressions; however, the absence of these words does not mean that the statements are not forward-looking. While the Company believes its assumptions concerning future events are reasonable, a number of factors could cause actual results to differ materially and adversely from those expressed or implied in any forward-looking statements, including, but not limited to: the Company’s ability to successfully identify, diligence, complete, and integrate strategic acquisitions of businesses, divisions, and/or assets, the performance of the Company’s businesses, divisions, and/or assets, disruptions or uncertainty caused by an inability to retain or changes to the employees or management teams of the Company’s businesses, changes to the Company’s relationship and arrangements with Starboard Value LP, any inability of the Company’s operating businesses to execute on their business and, with respect to Benchmark, hedging strategy, risks related to price and other fluctuations in the oil and gas market, inflationary pressures, supply chain disruptions or labor shortages, the impact of tariffs and trade policy, non-performance by third parties of contractual or legal obligations, changes in the Company’s credit ratings or the credit ratings of the Company’s businesses, security threats, including cybersecurity threats and disruptions to the Company’s business and operations from breaches of information technology systems, or breaches of information technology systems, facilities and infrastructure of third parties with which the Company transacts business, oil or natural gas production becoming uneconomic, causing write downs or adversely affecting Benchmark’s ability to borrow, Benchmark’s ability to replace reserves and efficiently develop current reserves, risks, operational hazards, unforeseen interruptions and other difficulties involved in the production of oil and natural gas, the impact of any seismic events, environmental liability risk, regulatory changes related to the oil and gas industry, the ability to successfully develop licensing programs and attract new business, changes in demand for current and future intellectual property rights, legislative, regulatory and competitive developments addressing licensing and enforcement of patents and/or intellectual property in general, the decrease in demand for Printronix’ products, changes in safety, health, environmental, tax and other regulations, requirements or initiatives, hazards such as weather conditions, a health pandemic (similar to COVID-19), acts of war or terrorist acts and the government or military response thereto, general economic conditions, and the success of the Company’s investments. For further discussions of risks and uncertainties, you should refer to the Company’s filings with the Securities and Exchange Commission, including the “Risk Factors” section of the Company’s most recent Annual Report on Form 10-K and any subsequent Quarterly Reports on Form 10-Q. In addition, actual results may differ materially as a result of additional risks and uncertainties of which the Company is currently unaware or which the Company does not currently view as material. Except as otherwise required by applicable law, the Company undertakes no obligation to revise or update publicly any forward-looking statements for any reason.

Industry and Market Data

This presentation has been prepared by the Company and includes market data and other statistical information from third-party sources, including independent industry publications, government publications or other published independent sources. Sources for market data and other statistical information are available through Investor Relations upon request. Although the Company believes the third-party sources are reliable as of their respective dates, the Company has not independently verified the accuracy or completeness of this information. It is possible that data and assumptions underlying such third-party information may have changed materially since the date it was published. Accordingly, the Company does not assume any responsibility for and cannot provide assurance regarding the accuracy or completeness of such information, and you should be aware that such information and any estimates and beliefs based on such information may not be accurate and is not guaranteed to be free from error, omission or misstatement. You should not rely on such third-party information as predictions of future results.

Non-GAAP Measures

This presentation includes references to financial measures including Adjusted Net Income / (Loss), Adjusted Diluted Earnings Per Share (“EPS”), Total Company Adjusted EBITDA, Operated Segment Adjusted EBITDA, Parent Costs, Energy Operations Adjusted EBITDA, Manufacturing Operations Adjusted EBITDA, Industrial Operations Adjusted EBITDA, Intellectual Property Operations Adjusted EBITDA, Free Cash Flow (“FCF”), and Cash, Equity Securities & Loans Receivable, which are not measures calculated in accordance with accounting principles generally accepted in the United States of America (“GAAP”). Definitions of these measures as well as reconciliations of these measures to, in each case, the most directly comparable measure calculated in accordance with GAAP, are provided in the Appendix included in this presentation.

- 1 Value-oriented capital allocator with a focus on acquiring and operating businesses that provide essential products and services with a view towards strong free cash flow generation
- 2 Experienced management team, constituted in late 2022, has spearheaded robust book value per share growth
- 3 Strategic relationship with Starboard Value expands Acacia's sourcing capability, operating network, and resources
- 4 Significant capital resources and flexibility to take advantage of uncertain environments and dislocated situations, giving us multiple "ways-to-win"
- 5 Deep and experienced operating executive network supports sourcing and evaluation of acquisition opportunities
- 6 Attractive valuation presents a compelling opportunity for investors



acacia

Company Overview

Company Overview

Acacia (NASDAQ: ACTG) is a value-oriented acquirer of businesses across public and private markets. We acquire businesses where we can tap into our deep industry relationships, significant capital base, and transaction expertise to materially improve performance, creating long-term value for shareholders and partners.

- We are a *value-oriented strategic acquirer* of public & private businesses that provide essential products and services
- Focused on acquiring and subsequently scaling platforms within the *industrials, energy, and technology* sectors
- We build relationships & provide transaction expertise to *materially improve performance*
- FCF generation, book value appreciation, and stock price growth *are the pillars of the Acacia story*

ACTG At A Glance | December 31, 2025

Reported Book Value ("BV")	\$584.0
Common Shares	96.5
Book Value Per Share ("BVPS")	\$6.05
<i>Represents ~17% growth in BVPS since constitution of new management team</i>	
Cash, Equity Securities & Loans Receivable ⁽¹⁾	\$339.6
Market Capitalization ⁽²⁾	\$360.8
LTM Total Company Revenue	\$285.2
LTM Total Company Adjusted EBITDA ⁽³⁾	\$77.9
Corporate Debt ⁽⁴⁾	\$0.0

Our Guiding Principles...

- Disciplined Capital Allocation
- Operating & Financial Excellence

...are the foundation of everything we do

Note: All values shown in millions, except for per share data.

⁽¹⁾ See Appendix for more information regarding Cash, Equity Securities & Loans Receivable. ⁽²⁾ Market Capitalization calculated as common shares outstanding of 96,475,469 on December 31, 2025, multiplied by Acacia's closing share price on December 31, 2025, of \$3.74. ⁽³⁾ See Appendix for more information regarding Total Company Adjusted EBITDA, which is a non-GAAP financial measure. ⁽⁴⁾ Represents non-recourse debt at the Parent company. On a consolidated basis, Acacia's total indebtedness was \$92.1M in non-recourse debt at Benchmark and Deflecto as of December 31, 2025.

Broad and diverse skill set with long-term research and execution experience

MJ McNulty
Chief Executive Officer
 ~25 Years

George Broadbin
Managing Director
 ~15 Years

Zach Pfeffer
Vice President
 ~7 Years

Daniel Troy
Principal
 ~10 Years

Clay Kiefaber
Operating Advisor
 ~45 Years

Michael Zambito
Chief Financial Officer
 ~30 Years

Kirsten Hoover
Controller
 ~20 Years

Robert Rasamny
Chief Administrative Officer
 ~15 Years

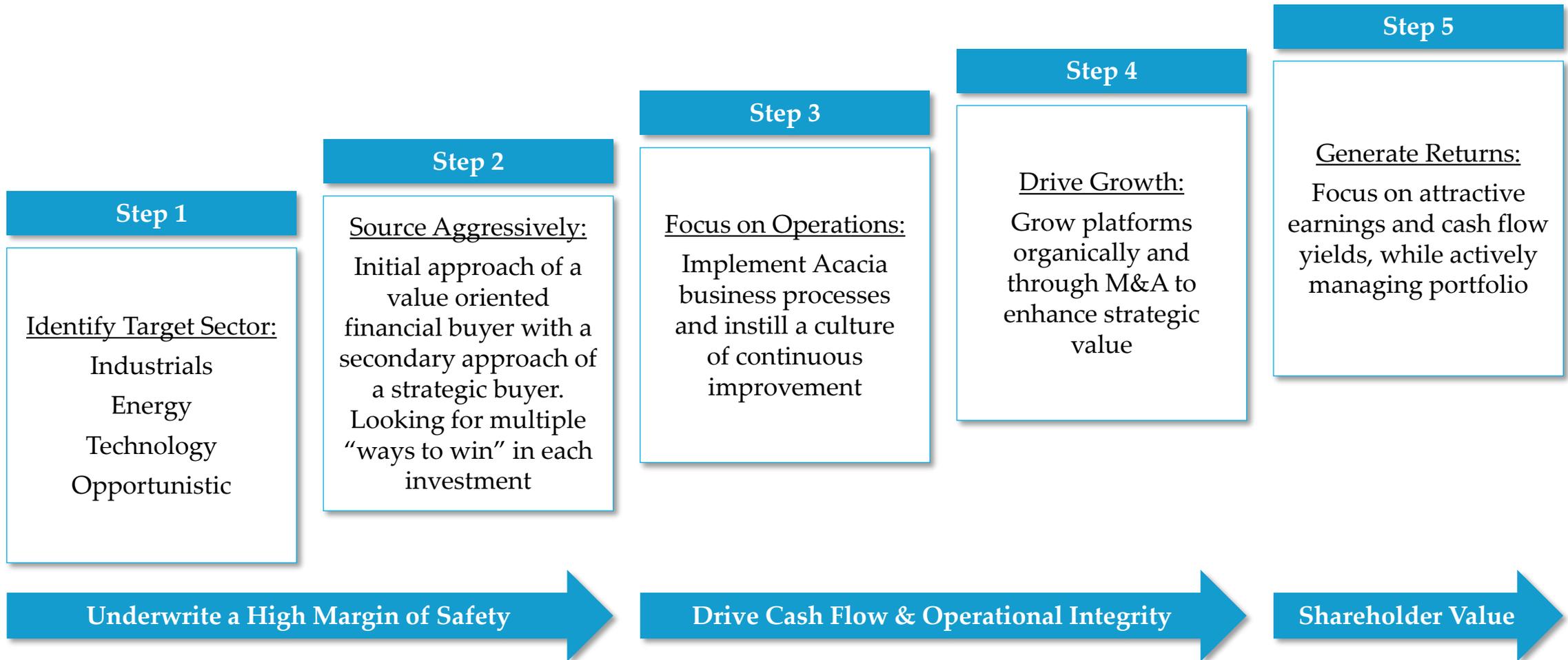
Jason Soncini
General Counsel
 ~15 Years

Long-Term Relationships,
 Partnership-Oriented Culture

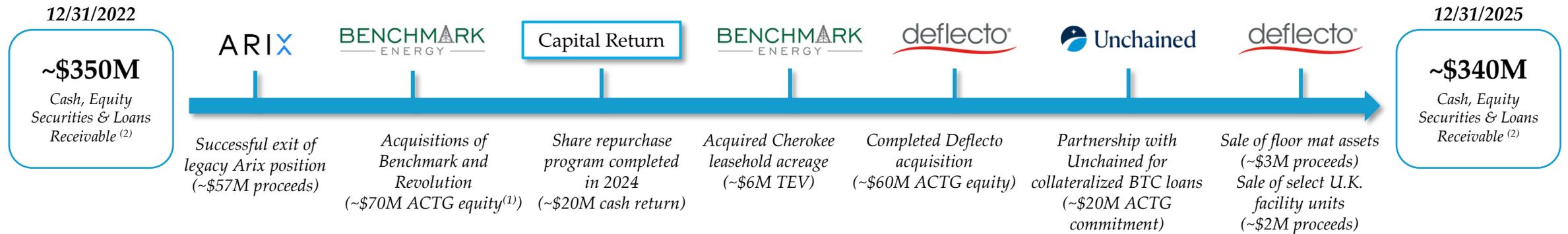
Cycle-Tested Acquisition
 and Structuring Experience

Domain Expertise Across
 the Industrials, Energy, and
 Technology Sectors

We acquire undervalued businesses with significant optionality and partner with experienced operators to maximize value



Rapidly scaling acquirer with strong cash position to grow existing platforms and acquire new businesses



Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Includes Acacia equity contributed for both initial Benchmark and subsequent Revolution acquisitions.

⁽²⁾ See Appendix for more information regarding Cash, Equity Securities & Loans Receivable.

The Financial Evolution of Acacia



New management team has transformed Acacia's business & financial performance following appointment at the end of 2022

Financial Metric	FY 2022	FY 2025	Change	Commentary
Cash, Equity Securities & Loans Receivable ⁽¹⁾	\$349.4	\$339.6	(\$9.8)	Used ~\$10M of net cash and ~\$92M of debt to add significant amount of revenue and EBITDA
Subsidiary-Level Debt ⁽²⁾	--	\$92.1	(\$92.1)	
Share Repurchases	--	\$20.3	\$20.3	Completed share repurchase program in 2024 to enhance shareholder value
GAAP Net Income to Common	(\$133.0)	\$21.7	\$154.7	Focused on driving consistent positive GAAP net income & EPS through streamlined cost structure and new business acquisitions
GAAP EPS (Diluted)	(\$3.13)	\$0.22	\$3.36	
Net Cash from Operating Activities	(\$37.3)	\$75.2	\$112.6	Renewed focus on driving consistent cash flow & high risk-adjusted returns
Total Revenue (Incl. IP)	\$59.2	\$285.2	\$226.0	Significant growth in revenue driven by strategic platform acquisitions across core industry sectors
Total Revenue (Excl. IP)	\$39.7	\$206.9	\$167.2	
Operated Segment Adjusted EBITDA (Incl. IP) ⁽³⁾	\$12.2	\$96.4	\$84.2	Significant growth in EBITDA driven by strategic platform acquisitions, Acacia business & operational improvement processes, and streamlined Parent cost structure
Operated Segment Adjusted EBITDA (Excl. IP) ⁽⁴⁾	\$4.1	\$40.1	\$36.0	
Total Company Adjusted EBITDA ⁽⁵⁾	(\$9.1)	\$77.9	\$87.1	

Note: All values shown in millions, except for per share data.

⁽¹⁾ See Appendix for more information regarding Cash, Equity Securities & Loans Receivable. ⁽²⁾ Represents total indebtedness at Benchmark and Deflecto as of December 31, 2025, which is non-recourse to the Parent company. ⁽³⁾ Operated Segment Adjusted EBITDA, including Intellectual Property Operations, but excluding Parent Costs. See Appendix for more information regarding Operated Segment Adjusted EBITDA, which is a non-GAAP financial measure. ⁽⁴⁾ Operated Segment Adjusted EBITDA, excluding Intellectual Property Operations and Parent Costs. See Appendix for more information regarding Operated Segment Adjusted EBITDA, which is a non-GAAP financial measure. ⁽⁵⁾ See Appendix for more information regarding Total Company Adjusted EBITDA, which is a non-GAAP financial measure.

Acacia focuses on strategic opportunities within the industrials, energy, and technology sectors



- ✓ Boeild: ~6,000
- ✓ Production Mix: ~78% Natural Gas & NGL ⁽²⁾
- ✓ Proved Reserves (Boe): ~33.0M ⁽³⁾

Acacia is focused on acquiring and building businesses with stable cash flow generation and scalability, while retaining the flexibility to make opportunistic acquisitions with high risk-adjusted return characteristics

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ See Appendix for more information regarding Adjusted EBITDA, which is a non-GAAP financial measure. ⁽²⁾ Represents LTM production as of December 31, 2025.

⁽³⁾ Total proved developed reserves per Cawley, Gillespie & Associates, Inc. report as of December 31, 2025.

Sum-of-the-Parts (“SOTP”) approach implies significant upside to current share price

Operated Segments

- + Value of four core Operated Segments
- Less indebtedness at Benchmark and Deflecto
- Less noncontrolling interest at Benchmark



Cash & Other Assets

- + Cash and cash equivalents
- + Equity securities (public positions)
- + Equity securities without readily determinable fair value (AMO, NovaBiotics)
- + Equity method investments (Viamet)
- + Loans receivable (Unchained)
- Less noncontrolling interest at Viamet



Parent Costs

- Costs associated with corporate overhead, public company costs, Acacia management, Board of Directors, and deal team personnel






As of December 31, 2025, cash, cash equivalents, public equity securities and loans receivable was \$339.6M, or \$3.52 per share

Management streamlined operations and has since maintained a consistent level of corporate costs, with full-year 2025 Parent Costs of ~\$18.4M ⁽¹⁾

Note: All values shown in millions, except for per share data. Per share values based on common shares outstanding of 96,475,469 on December 31, 2025.

⁽¹⁾ See Appendix for more information regarding Parent Costs, which is a non-GAAP financial measure.

Value-Oriented



Value-oriented acquirer targeting strong free cash flow generation and high risk-adjusted returns

Strong Cash Position



Significant capital resources and flexibility to take advantage of unique situations with multiple "ways-to-win"

Targeted Strategy



Focused on growing platforms organically and through M&A across three core industry verticals and attractive opportunistic situations

Attractive Valuation



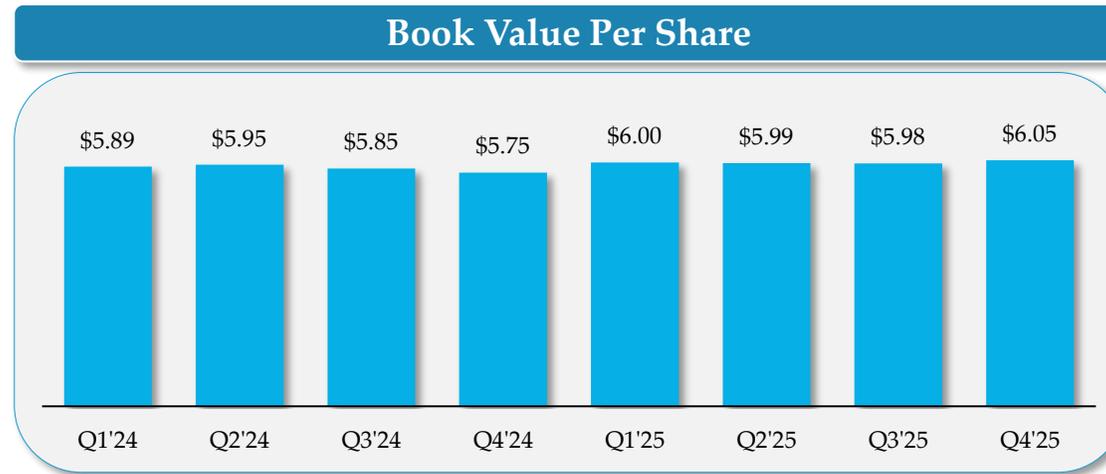
Rapidly growing portfolio of investments trading significantly below intrinsic value

Experienced Leadership



Experienced, growth-oriented management team focused on maximizing value for shareholders

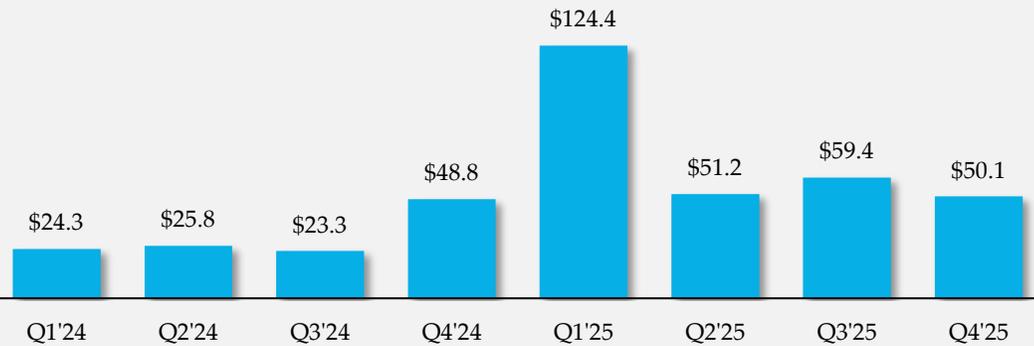
Acacia seeks to generate consistent growth in book value per share, revenue, Adjusted EBITDA, and cash flow



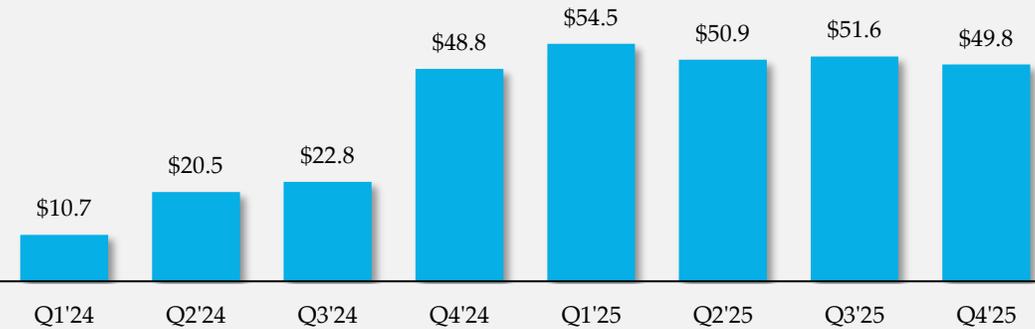
Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year.
⁽¹⁾ See Appendix for more information regarding Total Company Adjusted EBITDA, which is a non-GAAP financial measure.

Acacia seeks to generate consistent growth in revenue and Adjusted EBITDA

Total Revenue (Including IP)



Total Revenue (Excluding IP)



Operated Segment Adjusted EBITDA (Including IP) ⁽¹⁾



Operated Segment Adjusted EBITDA (Excluding IP) ⁽²⁾



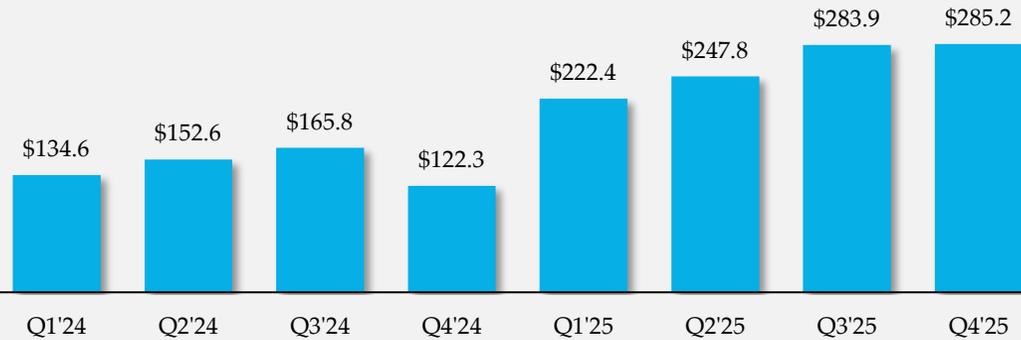
Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year. Given episodic nature of IP settlements, Total Revenue and Operated Segment Adjusted EBITDA shown including and excluding IP results for comparison purposes.

⁽¹⁾ Operated Segment Adjusted EBITDA, including Intellectual Property Operations, but excluding Parent Costs. See Appendix for more information regarding Operated Segment Adjusted EBITDA, which is a non-GAAP financial measure.

⁽²⁾ Operated Segment Adjusted EBITDA, excluding Intellectual Property Operations and Parent Costs. See Appendix for more information regarding Operated Segment Adjusted EBITDA, which is a non-GAAP financial measure.

Acacia seeks to generate consistent growth in revenue and Adjusted EBITDA

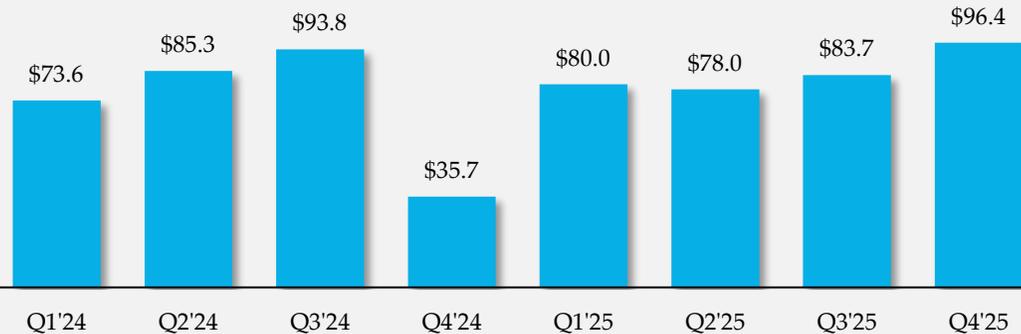
Total Revenue (Including IP)



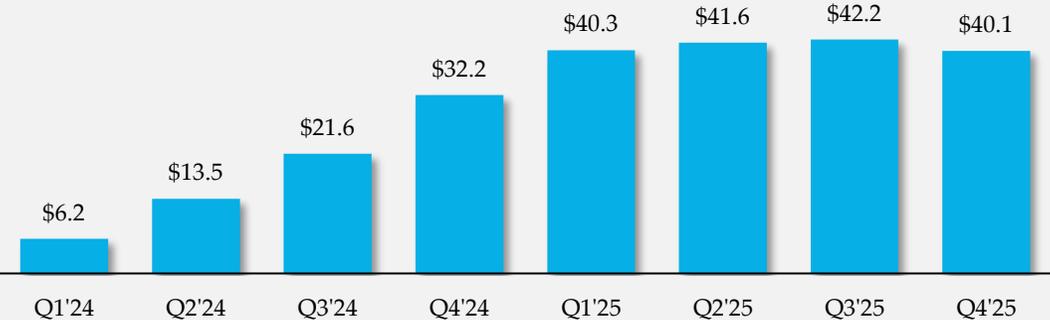
Total Revenue (Excluding IP)



Operated Segment Adjusted EBITDA (Including IP) ⁽¹⁾



Operated Segment Adjusted EBITDA (Excluding IP) ⁽²⁾



Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year.

Represents results for the last twelve months as of each quarter end. Given episodic nature of IP settlements, Total Revenue and Operated Segment Adjusted EBITDA shown including and excluding IP results for comparison purposes.

⁽¹⁾ Operated Segment Adjusted EBITDA, including Intellectual Property Operations, but excluding Parent Costs. See Appendix for more information regarding Operated Segment Adjusted EBITDA, which is a non-GAAP financial measure.

⁽²⁾ Operated Segment Adjusted EBITDA, excluding Intellectual Property Operations and Parent Costs. See Appendix for more information regarding Operated Segment Adjusted EBITDA, which is a non-GAAP financial measure.

Acacia remains focused on driving profitability through growth in EBITDA, Parent cost controls, and modest leverage

LTM Total Revenue (Excluding IP)



LTM Operated Segment Adjusted EBITDA (Excluding IP) ⁽¹⁾



LTM Parent Costs ⁽²⁾



Total Non-Recourse Debt ⁽³⁾



Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year.

⁽¹⁾ Operated Segment Adjusted EBITDA, excluding Intellectual Property Operations and Parent Costs. See Appendix for more information regarding Operated Segment Adjusted EBITDA, which is a non-GAAP financial measure.

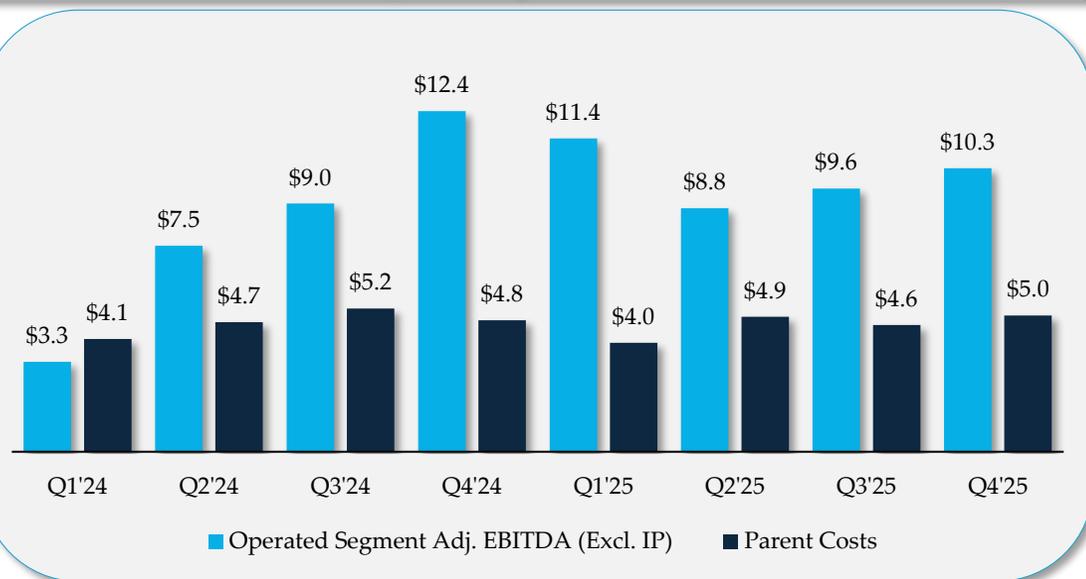
⁽²⁾ See Appendix for more information regarding Parent Costs, which is a non-GAAP financial measure.

⁽³⁾ Represents non-recourse debt at Benchmark and Deflecto as of December 31, 2025. No Parent corporate debt.

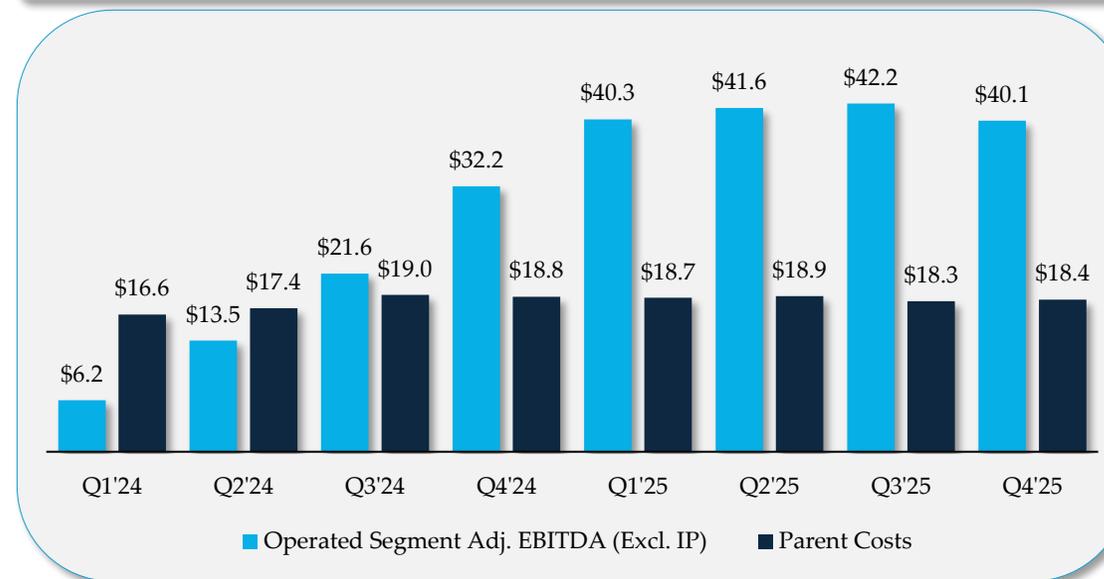
Acacia has significantly improved profitability through growth in Operated Segment EBITDA and disciplined Parent cost control

Operated Segment Adjusted EBITDA (Excluding IP) vs. Parent Costs ⁽¹⁾

Quarterly Evolution



LTM Evolution



Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year. Given episodic nature of IP settlements, Operated Segment Adjusted EBITDA shown excluding IP results.

⁽¹⁾ See Appendix for more information regarding Parent Costs, which is a non-GAAP financial measure.



Operated Segments
Business & Financial Overview



- Benchmark Energy is an independent oil & gas company based in Austin, TX engaged in the acquisition, production and development of oil & gas assets in mature resource plays in Texas and Oklahoma
- Acacia acquired a majority stake in Benchmark in November 2023, and Benchmark then acquired Revolution’s upstream assets and related facilities in the Western Anadarko Basin in April 2024
- Acacia owns 73.5% of the Benchmark Energy subsidiary following Benchmark’s acquisition of Revolution
- Benchmark deploys a PDP strategy focused on acquiring predictable and shallow decline, cash-flowing oil and gas properties with minimal capital intensity that can be enhanced via a field optimization strategy, with risk managed through robust commodity hedges (~70% of production hedged) and low leverage
- Following the Revolution acquisition, Benchmark consists of over 150,000 net acres and approximately 500 operated wells producing ~6,000 Boe/d in the Western Anadarko Basin throughout the Texas Panhandle and Western Oklahoma

Revenue



Adjusted EBITDA ⁽¹⁾

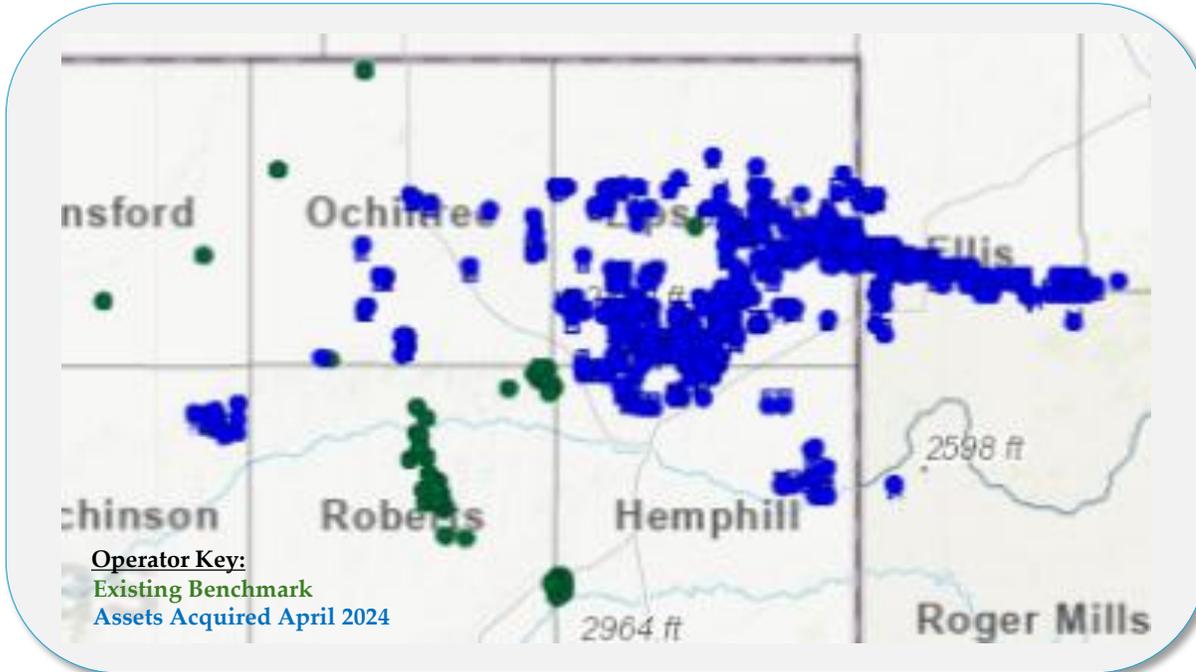


Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year.

⁽¹⁾ See Appendix for more information regarding Energy Operations Adjusted EBITDA, which is a non-GAAP financial measure.

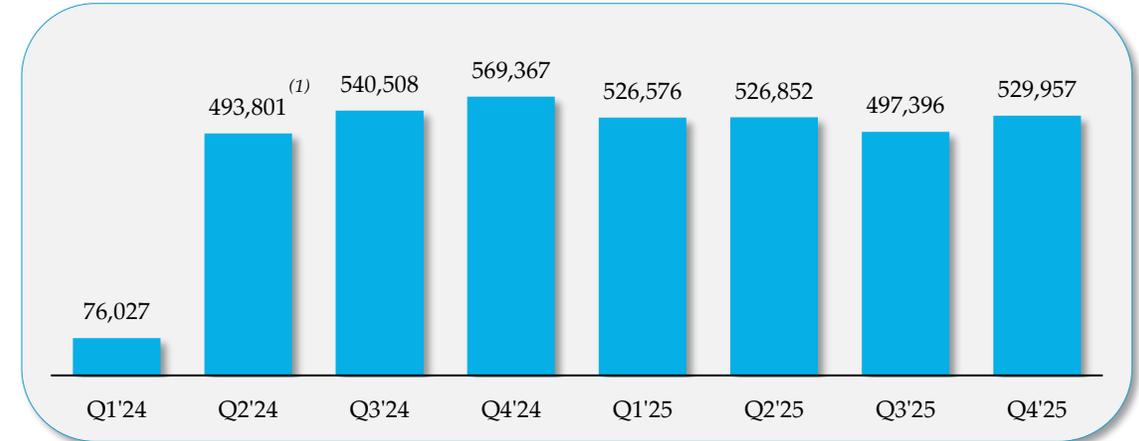
⁽²⁾ Includes partial impact from Revolution acquisition on April 17, 2024.

Benchmark Asset Map

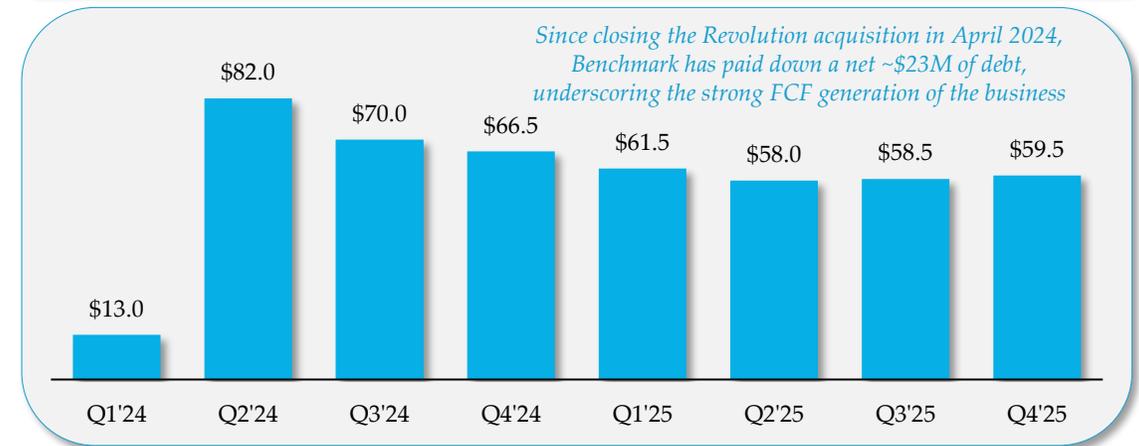


- Benchmark’s acquisition of the Revolution assets provides the geographic density and financial scale to operate efficiently
- The acquisition included significant undeveloped acreage in the valuable Cherokee and Cleveland formations that management is working to monetize through a variety of “capital light” solutions

Operated Production (Boe)



Benchmark Debt

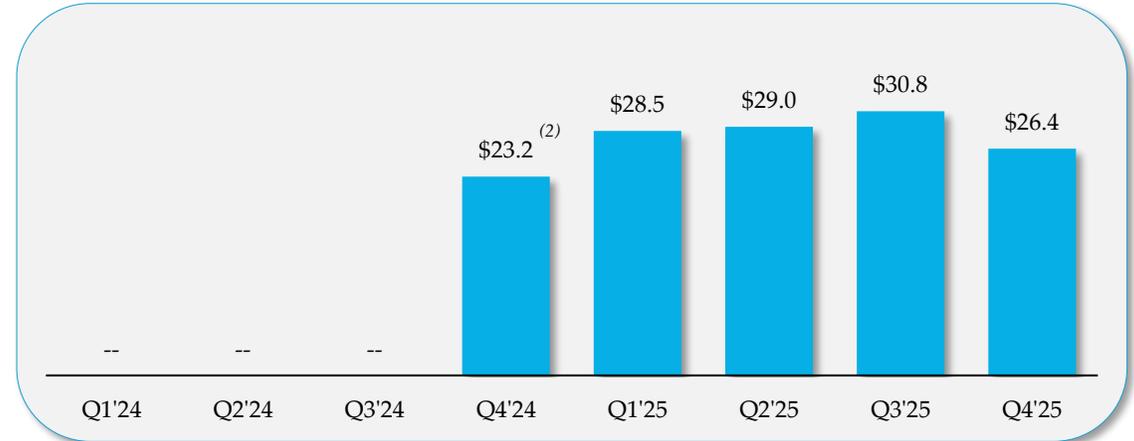


Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year.
⁽¹⁾ Includes partial impact from Revolution acquisition on April 17, 2024.



- Acquired Deflecto in October 2024 for \$103M
- Deflecto is a specialty manufacturer and supplier of essential, regulatory mandated products to a blue-chip customer base via long-term relationships with more than 1,500 leading retail, wholesale and OEM customers and distribution partners globally
- Select products include: 1) emergency warning triangles (“EWT”) and vehicle mudguards used by the transportation safety industry, 2) airducts, air registers, and dryer vents used by the HVAC market and 3) literature & sign holders, desk accessories, and organizers used by the home and office market
- Manufacturing and warehousing footprint includes nine facilities across the U.S., Canada, the U.K., and China
- Implementing business systems and processes to drive operational efficiencies, reduce overhead costs, streamline product offerings, optimize production footprint, and improve go-to-market motions
- Opportunity to expand all business units through strategic M&A

Revenue



Adjusted EBITDA ⁽¹⁾



Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year.

⁽¹⁾ See Appendix for more information regarding Manufacturing Operations Adjusted EBITDA, which is a non-GAAP financial measure.

⁽²⁾ Represents results for the period from 10/18/2024 – 12/31/2024 following the acquisition of Deflecto.

PRINTRONIX

- Acquired Printronix in October 2021 for \$37M
- Printronix is a leading manufacturer and distributor of industrial impact printers, also known as line matrix printers, non-impact printers, and related consumables and services
- Printronix's line matrix printers are used for labeling and inventory management, invoicing, bill of lading (BOL), financial reporting, and engineering diagrams, among other applications
- Rationalized manufacturing and organizational costs, and transitioned business mix from lower-margin printer sales to high-margin consumable products including ink cartridges and specialty ribbons
- The business serves a diverse group of customers across the healthcare, food and beverage, manufacturing, and logistics sectors
- Sells printers to customers throughout North America, EMEA, and APAC, including China and India

Revenue



Adjusted EBITDA ⁽¹⁾



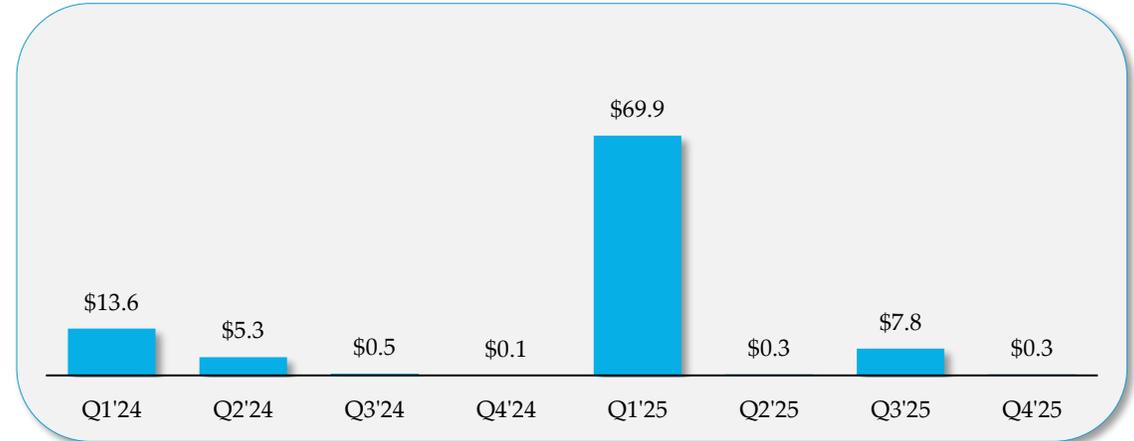
Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year.

⁽¹⁾ See Appendix for more information regarding Industrial Operations Adjusted EBITDA, which is a non-GAAP financial measure.



- Acacia’s intellectual property business is engaged in the licensing and enforcement of patent portfolios and patented technologies, through obtaining the rights in the patent portfolio or purchasing the patent portfolio outright
- Operates as a wholly owned subsidiary, Acacia Research Group, LLC (“ARG”)
- While ARG may partner with inventors and patent owners (small entities to large corporations) from time to time, the business assumes all responsibility for advancing operational expenses while pursuing a patent licensing and enforcement program
- When applicable, the business will share net licensing revenue with its patent partners as a given program matures, on a pre-arranged and negotiated basis
- ARG may also provide upfront capital to patent owners as an advance against future licensing revenue

Revenue



Adjusted EBITDA ⁽¹⁾



Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year.

⁽¹⁾ See Appendix for more information regarding Intellectual Property Operations Adjusted EBITDA, which is a non-GAAP financial measure.

BENCHMARK ENERGY

Energy Operations



Intellectual Property Operations



PRINTRONIX

Industrial Operations



Manufacturing Operations



Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year.

⁽¹⁾ Includes partial impact from Revolution acquisition on April 17, 2024.

⁽²⁾ Represents results for the period from 10/18/2024 – 12/31/2024 following the acquisition of Deflecto.

BENCHMARK ENERGY

Energy Operations



Intellectual Property Operations



PRINTRONIX

Industrial Operations



Manufacturing Operations



Note: All values shown in millions, unless noted otherwise. Quarters based on calendar year. See Appendix for more information regarding Adjusted EBITDA, which is a non-GAAP financial measure.

⁽¹⁾ Includes partial impact from Revolution acquisition on April 17, 2024.

⁽²⁾ Represents results for the period from 10/18/2024 – 12/31/2024 following the acquisition of Deflecto.



Leadership
Deal Team & Board of Directors

Broad and diverse skill set with long-term research and execution experience

MJ McNulty
Chief Executive Officer
~25 Years



Michael Zambito
Chief Financial Officer
~30 Years



George Broadbin
Managing Director
~15 Years



Kirsten Hoover
Controller
~20 Years



Zach Pfeffer
Vice President
~7 Years



Daniel Troy
Principal
~10 Years



Robert Rasamny
Chief Administrative Officer
~15 Years



Clay Kiefaber
Operating Advisor
~45 Years



Jason Soncini
General Counsel
~15 Years



Long-Term Relationships,
Partnership-Oriented Culture

Cycle-Tested Acquisition
and Structuring Experience

Domain Expertise Across
the Industrials, Energy, and
Technology Sectors

Experienced and diverse, providing strong governance and clear objectives

Gavin Molinelli

*Chair of the Board
Since 2022
~20 Years of Experience*

Michelle Felman

*Independent Director
Since 2024
~30 Years of Experience*

Isaac T. Kohlberg

*Independent Director
Since 2019
~40 Years of Experience*

MJ McNulty

*Director & CEO
Since 2024
~25 Years of Experience*

Maureen O'Connell

*Lead Independent Director
Since 2019
~35 Years of Experience*

Geoff Ribar ⁽¹⁾

*Independent Director
Since 2023
~40 Years of Experience*

Ajay Sundar

*Director
Since 2024
~10 Years of Experience*

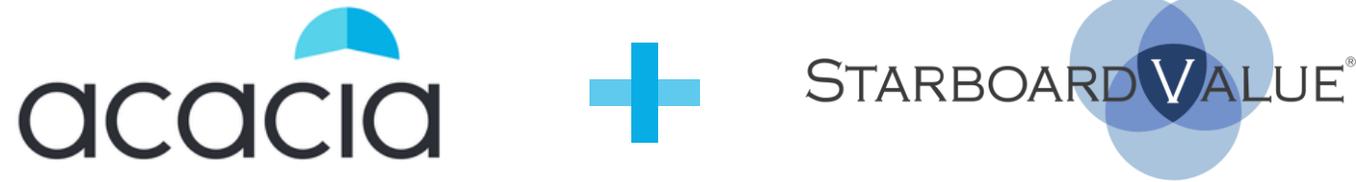
Distinguished Board With
Diverse Expertise and
Backgrounds

Committed to Sustained
Growth, Innovation, and
Best-in-Class Governance

Focused on Delivering
Consistent Value to
Shareholders

⁽¹⁾ On February 2, 2026, Geoff Ribar, chairman of the Nominating, Governance and Sustainability Committee of the Board, and a member of the Audit Committee of the Board, notified the Company that he does not intend to stand for reelection to the Board at the Company's 2026 Annual Meeting of Stockholders due to personal reasons, including his time commitments to other boards. Mr. Ribar's decision not to stand for reelection at the end of his current term was not based on any disagreement with the Company or the Board on any matter relating to the Company's operations, policies or practices.

Expanding Acacia's network and resources



Acacia's strategic relationship with Starboard Value provides the Company with:

- A trusted, transparent, and long-term equity holder aligned with management's views on driving future value creation, with...
 - Expanded access to industry expertise, and...
 - An expanded network of operating partners with whom we evaluate potential acquisition opportunities, which...
 - Enhances the oversight and value creation of our businesses
-



Financial Reconciliations and
Supplemental Financial Information

Use of Non-GAAP Financial Information



GAAP or U.S. GAAP refer to generally accepted accounting principles in the United States. From time to time the Company may include certain “non-GAAP” financial measures in its investor presentations, earnings releases, earnings conference calls or other disclosures. A non-GAAP financial measure is a numerical measure of historical or future performance, financial position or cash flow that includes or excludes amounts that are excluded or included, respectively, in the most directly comparable measure calculated and presented in accordance with GAAP in the Company’s financial statements.

Non-GAAP financial measures are provided as alternative methods for assessing the Company’s financial condition and operating results. These measures are not intended to replace the presentation of financial results in accordance with U.S. GAAP and may be different from or otherwise inconsistent with non-GAAP financial measures used by other companies. The presentation of these non-GAAP financial measures supplements other metrics the Company uses to internally evaluate subsidiary businesses and facilitate the comparison of past and present operations. These measures should not be considered in isolation or as a substitute for measures calculated and presented in accordance with GAAP.

The tables on the following pages reconcile the most directly comparable GAAP financial measures to Adjusted Net Income / (Loss) for the Company, Adjusted Diluted Earnings Per Share (“EPS”) for the Company, Adjusted Earnings before Interest, Income Taxes, Depreciation and Amortization (“Adjusted EBITDA”) for each of the Company and its subsidiaries, and Free Cash Flow (“FCF”) for each of the Company and its subsidiaries.

Cash, Equity Securities & Loans Receivable

Cash, Equity Securities & Loans Receivable is calculated as Cash & Cash Equivalents plus Equity Securities measured at fair value plus Loans Receivable. Cash, Equity Securities & Loans Receivable is a non-GAAP financial measure used by the Company to measure our liquidity.

Adjusted Net Income / (Loss)

Adjusted Net Income (Loss) is defined as Acacia’s GAAP Net Income (Loss) excluding costs related to certain legacy matters, stock-based compensation, transaction-related costs, amortization of acquired intangibles, any unrealized (gain) / loss on securities, any unrealized (gain) / loss on hedges, any (gain) / loss on non-cash derivatives, and any (gain) / loss on non-cash derivatives. The Company is providing Adjusted Net Income (Loss), a non-GAAP financial measure, because the metric provides investors with useful supplemental information in comparing the operating results across reporting periods by excluding items that are not considered indicative of core operating performance.

Adjusted Diluted Earnings Per Share (EPS)

Adjusted Diluted EPS is defined as Adjusted Net Income (Loss) divided by the Company’s weighted average diluted share count as of the relative period end date. The Company is providing its Adjusted Diluted EPS, a non-GAAP financial measure, because the metric provides investors with useful supplemental information in comparing the operating results across reporting periods by excluding items that are not considered indicative of core operating performance.

Total Company Adjusted EBITDA

Total Company Adjusted EBITDA is defined as net income / (loss) before net income / (loss) attributable to noncontrolling interests, income tax (benefit) / expense, interest expense, interest income and other, net, loss / (gain) on foreign currency exchange, net realized and unrealized (gain) / loss on derivatives, net realized and unrealized loss / (gain) on investments, legacy legal expenses, depreciation, depletion and amortization, stock-based compensation, transaction-related costs, and costs related to the legacy items, and includes realized hedge gain / (loss) and service provider settlement income.

Operated Segment Adjusted EBITDA

Operated Segment Adjusted EBITDA is the aggregate of Energy Operations Adjusted EBITDA, Manufacturing Operations Adjusted EBITDA, Industrial Operations Adjusted EBITDA, and Intellectual Property Operations Adjusted EBITDA. See below for the definition of each of those measures. The Company is providing Total Company Adjusted EBITDA and Operated Segment Adjusted EBITDA, non-GAAP financial measures, because management believes these metrics provide investors with useful supplemental information in comparing the operating results across reporting periods by excluding items that are not considered indicative of core operating performance. These measures are not intended to replace the presentation of financial results in accordance with GAAP and may be different from or otherwise inconsistent with similar non-GAAP financial measures used by other companies. The presentation of these non-GAAP financial measures supplements other metrics the Company uses to internally evaluate its subsidiary businesses and facilitate the comparison of past and present operating performance. These measures should not be considered in isolation or as a substitute for measures calculated and presented in accordance with GAAP.

Free Cash Flow (FCF)

Free Cash Flow is defined as net cash provided by (used in) operating activities, less net purchases of property and equipment, oil and gas properties, and patent acquisitions (“Capital Expenditures”). The Company is providing Free Cash Flow, a non-GAAP financial measure, because it believes free cash flow gives investors a good sense of how much cash flows are available to be used for de-levering, making acquisitions, repurchasing shares or similar uses of cash.

Energy Operations Adjusted EBITDA

Energy Operations Adjusted EBITDA is defined as operating income / (loss) for Acacia’s Energy Operations before depreciation, depletion and amortization expense and transaction-related costs, and including realized hedge gain / (loss). The Company is providing its Energy Operations Adjusted EBITDA, a non-GAAP financial measure, because the metric provides investors with useful supplemental information in comparing the operating results across reporting periods by excluding items that are not considered indicative of core operating performance.

Industrial Operations Adjusted EBITDA

Industrial Operations Adjusted EBITDA is defined as operating income / (loss) for Acacia’s Industrial Operations before amortization of acquired intangibles, depreciation and amortization expense, and severance costs. The Company is providing its Industrial Operations Adjusted EBITDA, a non-GAAP financial measure, because the metric provides investors with useful supplemental information in comparing the operating results across reporting periods by excluding items that are not considered indicative of core operating performance.

Intellectual Property Operations Adjusted EBITDA

Intellectual Property Operations Adjusted EBITDA is defined as operating income / (loss) for Acacia’s Intellectual Property Operations before patent amortization, depreciation expense and stock-based compensation, and including service provider settlement income. The Company is providing Intellectual Property Operations Adjusted EBITDA, a non-GAAP financial measure, because the metric provides investors with useful supplemental information in comparing the operating results across reporting periods by excluding items that are not considered indicative of core operating performance.

Manufacturing Operations Adjusted EBITDA

Manufacturing Operations Adjusted EBITDA is defined as operating income / loss for Acacia’s Manufacturing Operations before amortization of acquired intangibles, depreciation and amortization expense, transaction-related costs, and severance costs. The Company is providing its Manufacturing Operations Adjusted EBITDA, a non-GAAP financial measure, because the metric provides investors with useful supplemental information in comparing the operating results across reporting periods by excluding items that are not considered indicative of core operating performance.

Parent Costs

Parent Costs are defined as operating income / (loss) attributable to Parent before depreciation and amortization expense, stock-based compensation, transaction-related costs, and costs related to certain legacy matters attributable to the Parent organization. The Company is providing Parent Costs, a non-GAAP financial measure, because it believes it gives investors a clear picture of normalized Parent-level expenses.

Total Revenue By Segment



	Three Months Ended								LTM December 2025
	March	June	September	December	March	June	September	December	
	2024	2024	2024	2024	2025	2025	2025	2025	
Energy Operations	\$1.9	\$14.2	\$15.8	\$17.3	\$18.3	\$15.3	\$14.2	\$16.0	\$63.8
Industrial Operations	8.8	6.3	7.0	8.2	7.7	6.6	6.7	7.3	28.3
Manufacturing Operations	--	--	--	23.2	28.5	29.0	30.8	26.4	114.8
Total Revenue (Excl. IP Operations)	\$10.7	\$20.5	\$22.8	\$48.8	\$54.5	\$50.9	\$51.6	\$49.8	\$206.9
Intellectual Property Operations	13.6	5.3	0.5	0.1	69.9	0.3	7.8	0.3	78.4
Total Revenue	\$24.3	\$25.8	\$23.3	\$48.8	\$124.4	\$51.2	\$59.4	\$50.1	\$285.2

Note: All values shown in millions, unless noted otherwise.

Adjusted Net Income / (Loss) and Adjusted EPS



	Three Months Ended								LTM December 2025
	March	June	September	December	March	June	September	December	
	2024	2024	2024	2024	2025	2025	2025	2025	
GAAP Net Income / (Loss)	(\$0.2)	(\$8.4)	(\$14.0)	(\$13.4)	\$24.3	(\$3.3)	(\$2.7)	\$3.4	\$21.7
Non-Recurring Legacy Legal Expense ⁽¹⁾	6.2	6.6	2.0	--	--	--	--	--	--
Legacy Matter Costs ⁽¹⁾⁽²⁾	2.2	0.2	0.4	0.1	0.3	0.0	0.0	0.0	0.3
Stock-Based Compensation	0.9	0.9	0.8	2.3	0.9	1.0	1.9	2.0	5.7
Transaction-Related Costs ⁽³⁾	--	0.2	0.2	5.5	0.6	0.2	0.5	0.2	1.5
Severance Costs ⁽⁴⁾	--	--	--	--	0.3	0.8	0.0	0.3	1.4
Amortization of Acquired Intangibles	0.4	0.4	0.4	1.0	0.9	0.9	0.9	0.9	3.5
Unrealized (Gain) / Loss on Investments ⁽⁵⁾	26.7	4.7	4.1	(4.1)	4.8	(2.2)	(0.9)	(2.8)	(1.1)
Unrealized (Gain) / Loss on Hedges ⁽⁶⁾	0.3	2.0	(5.4)	3.3	3.7	(4.2)	(0.5)	(1.6)	(2.7)
Non-Cash Derivative (Gain) / Loss	--	--	--	--	--	--	--	--	--
Tax Effect of Adjustments ⁽⁷⁾	(8.1)	(8.0)	5.4	(1.5)	(2.6)	1.0	(0.2)	0.6	(1.1)
Adjusted Net Income / (Loss)	\$28.5	(\$1.4)	(\$6.1)	(\$6.8)	\$33.1	(\$5.9)	(\$1.1)	\$3.1	\$29.2
GAAP EPS	(\$0.00)	(\$0.08)	(\$0.14)	(\$0.14)	\$0.25	(\$0.03)	(\$0.03)	\$0.04	\$0.22
Weighted Average Diluted Shares	99.7	100.1	99.9	97.2	97.0	96.2	96.4	97.6	97.2
Adjusted EPS	\$0.28	(\$0.01)	(\$0.06)	(\$0.07)	\$0.34	(\$0.06)	(\$0.01)	\$0.03	\$0.30
Weighted Average Diluted Shares	100.4	100.1	99.9	97.2	97.0	96.2	96.4	97.6	97.2

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Reflects expenses related to legacy legal matters, which have now been settled. ⁽²⁾ Legacy Matter Costs for the three months ended March 31, 2025, includes \$250K related to a one-time legacy tax matter at Printronix that has been settled, and which is included within Other Expense, Net in Acacia's consolidated statement of operations. ⁽³⁾ Transaction-Related Costs represent deal fees and expenses. ⁽⁴⁾ Consists of employee severance obligations and related costs. ⁽⁵⁾ Removes the impact of non-cash, unrealized gains and losses on investments. ⁽⁶⁾ Removes the impact of non-cash, unrealized gains and losses on hedges within Energy Operations. Reflects Acacia's pro-rata share in each period. ⁽⁷⁾ Represents the tax impact of the aggregate adjustments to net income.

Adjusted EBITDA Reconciliation



	Three Months Ended								LTM December 2025
	March	June	September	December	March	June	September	December	
	2024	2024	2024	2024	2025	2025	2025	2025	
GAAP Net (Income) / Loss	(\$0.2)	(\$8.4)	(\$14.0)	(\$13.4)	\$24.3	(\$3.3)	(\$2.7)	\$3.4	\$21.7
Net (Income) / Loss Attributable to Noncontrolling Interest	(0.0)	(0.4)	2.3	(0.6)	(0.8)	1.9	0.3	1.4	2.8
Income Tax (Benefit) / Expense	(1.1)	(7.1)	5.5	(0.8)	6.1	0.5	(1.0)	1.2	6.8
Interest Expense	0.3	1.8	1.9	2.4	2.5	2.3	2.2	2.0	9.0
Interest (Income) and Other, Net	(5.1)	(4.8)	(4.0)	(3.1)	(1.8)	(2.8)	(2.6)	(2.1)	(9.2)
Loss / (Gain) on Foreign Currency Exchange	0.1	0.1	(0.1)	0.3	(0.2)	(0.3)	0.0	(0.0)	(0.4)
Net Realized and Unrealized Loss / (Gain) on Hedges	(0.2)	2.7	(8.0)	3.5	5.0	(6.6)	(1.9)	(4.0)	(7.4)
Net Realized and Unrealized Loss / (Gain) on Investments	(2.2)	4.7	4.1	(4.1)	3.2	(4.1)	(0.9)	0.8	(1.1)
Service Provider Settlement, net	--	--	--	--	--	--	--	(15.8)	(15.8)
Non-Recurring Legacy Legal Expense ⁽¹⁾	6.2	6.6	2.0	--	--	--	--	--	--
GAAP Operating Income / (Loss)	(\$2.1)	(\$4.8)	(\$10.3)	(\$15.8)	\$38.3	(\$12.4)	(\$6.4)	(\$13.1)	\$6.4
Depreciation, Depletion & Amortization	4.6	7.4	9.8	11.8	10.6	11.4	10.8	10.5	43.4
Stock-Based Compensation	0.9	0.9	0.8	2.3	0.9	1.0	1.9	2.0	5.7
Realized Hedge Gain / (Loss)	0.8	0.1	0.7	1.0	(0.0)	0.9	1.2	1.7	3.7
Service Provider Settlement, net	--	--	--	--	--	--	--	15.8	15.8
Transaction-Related Costs ⁽²⁾	--	0.2	0.3	5.5	0.6	0.2	0.5	0.2	1.5
Legacy Matter Costs ⁽¹⁾	2.2	0.2	0.4	0.1	0.0	0.0	0.0	0.0	0.0
Severance Costs ⁽³⁾	--	--	--	--	0.3	0.8	0.0	0.3	1.4
Total Company Adjusted EBITDA	\$6.3	\$4.1	\$1.7	\$4.9	\$50.7	\$1.9	\$8.0	\$17.4	\$77.9

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Reflects expenses related to legacy legal matters, which matters have now been settled.

⁽²⁾ Transaction-Related Costs represent deal fees and expenses.

⁽³⁾ Consists of employee severance obligations and related costs.

Adjusted EBITDA Reconciliation (Cont'd)

	Year Ended			
	December	December	December	December
	2022	2023	2024	2025
GAAP Net (Income) / Loss	(\$125.1)	\$67.1	(\$36.1)	\$21.7
Net (Income) / Loss Attributable to Noncontrolling Interest	14.1	1.9	1.4	2.8
Income Tax (Benefit) / Expense	(16.2)	(1.5)	(3.4)	6.8
Interest Expense	6.4	2.1	6.4	9.0
Interest (Income) and Other, Net	(18.5)	(14.4)	(17.0)	(9.2)
Loss / (Gain) on Foreign Currency Exchange	3.3	(0.1)	0.4	(0.4)
Net Realized and Unrealized Loss / (Gain) on Hedges	--	(1.2)	(2.0)	(7.4)
Net Realized and Unrealized Loss / (Gain) on Investments	95.8	(32.9)	2.6	(1.1)
Service Provider Settlement, net	--	--	--	(15.8)
Non-Recurring Legacy Legal Expense ⁽¹⁾	--	--	14.9	--
GAAP Operating Income / (Loss)	(\$40.1)	\$20.9	(\$32.9)	\$6.4
Depreciation, Depletion & Amortization	13.5	14.7	33.6	43.4
Stock-Based Compensation	3.8	3.3	4.8	5.7
Realized Hedge Gain / (Loss)	--	0.4	2.6	3.7
Service Provider Settlement, net	--	--	--	15.8
Transaction-Related Costs ⁽²⁾	9.1	--	6.1	1.5
Legacy Matter Costs ⁽¹⁾	1.4	7.7	2.8	0.0
Severance Costs ⁽³⁾	3.2	--	--	1.4
Total Company Adjusted EBITDA	(\$9.1)	\$47.0	\$17.0	\$77.9

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Reflects expenses related to legacy legal matters, which matters have now been settled.

⁽²⁾ Transaction-Related Costs represent deal fees and expenses.

⁽³⁾ Consists of employee severance obligations and related costs.

Adjusted EBITDA By Segment



	Three Months Ended								LTM December 2025
	March	June	September	December	March	June	September	December	
	2024	2024	2024	2024	2025	2025	2025	2025	
Energy Operations	\$1.4	\$7.0	\$8.4	\$8.4	\$7.9	\$7.0	\$6.1	\$8.1	\$29.1
Industrial Operations	1.9	0.5	0.6	1.6	1.0	0.6	0.8	1.1	3.5
Manufacturing Operations	--	--	--	2.4	2.4	1.3	2.6	1.1	7.5
Operated Segment Adjusted EBITDA (Excl. IP Operations)	\$3.3	\$7.5	\$9.0	\$12.4	\$11.4	\$8.8	\$9.6	\$10.3	\$40.1
Intellectual Property Operations	7.2	1.3	(2.1)	(2.7)	43.3	(2.1)	3.0	12.1	56.3
Operated Segment Adjusted EBITDA	\$10.4	\$8.8	\$6.9	\$9.6	\$54.7	\$6.8	\$12.6	\$22.4	\$96.4
Parent Costs	(4.1)	(4.7)	(5.2)	(4.8)	(4.0)	(4.9)	(4.6)	(5.0)	(18.4)
Total Company Adjusted EBITDA	\$6.3	\$4.1	\$1.7	\$4.9	\$50.7	\$1.9	\$8.0	\$17.4	\$77.9

Note: All values shown in millions, unless noted otherwise.

	Three Months Ended December 31, 2025					Consolidated Total
	Energy Operations	Industrial Operations	Manufacturing Operations	Intellectual Property Operations	Parent Costs	
Consolidated Operations						
GAAP Operating Income / (Loss)	\$3.0	\$0.5	(\$0.4)	(\$9.1)	(\$7.0)	(\$13.1)
Depreciation, Depletion & Amortization	3.4	0.5	1.2	5.3	0.0	10.5
Stock-Based Compensation	--	--	--	0.1	1.8	2.0
Realized Hedge Gain / (Loss)	1.7	--	--	--	--	1.7
Service Provider Settlement, net	--	--	--	15.8	--	15.8
Transaction-Related Costs ⁽¹⁾	--	--	0.0	--	0.2	0.2
Legacy Matter Costs ⁽²⁾	--	--	--	--	0.0	0.0
Severance Costs ⁽³⁾	--	--	0.3	--	--	0.3
Adjusted EBITDA	\$8.1	\$1.1	\$1.1	\$12.1	(\$5.0)	\$17.4
Parent Interest Income					\$2.7	

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Transaction-Related Costs represent deal fees and expenses.

⁽²⁾ Reflects expenses related to legacy legal matters, which matters have now been settled.

⁽³⁾ Consists of employee severance obligations and related costs.

	Three Months Ended September 30, 2025					
	Energy Operations	Industrial Operations	Manufacturing Operations	Intellectual Property Operations	Parent Costs	Consolidated Total
<u>Consolidated Operations</u>						
GAAP Operating Income / (Loss)	\$1.1	\$0.3	\$1.1	(\$2.4)	(\$6.6)	(\$6.4)
Depreciation, Depletion & Amortization	3.8	0.5	1.1	5.3	0.0	10.8
Stock-Based Compensation	--	--	--	0.1	1.7	1.9
Realized Hedge Gain / (Loss)	1.2	--	--	--	--	1.2
Service Provider Settlement, net	--	--	--	--	--	--
Transaction-Related Costs ⁽¹⁾	--	--	0.3	--	0.2	0.5
Legacy Matter Costs ⁽²⁾	--	--	--	--	0.0	0.0
Severance Costs ⁽³⁾	--	--	0.0	--	--	0.0
Adjusted EBITDA	\$6.1	\$0.8	\$2.6	\$3.0	(\$4.6)	\$8.0
Parent Interest Income					\$2.9	

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Transaction-Related Costs represent deal fees and expenses.

⁽²⁾ Reflects expenses related to legacy legal matters, which matters have now been settled.

⁽³⁾ Consists of employee severance obligations and related costs.

	Three Months Ended June 30, 2025					Consolidated Total
	Energy Operations	Industrial Operations	Manufacturing Operations	Intellectual Property Operations	Parent Costs	
Consolidated Operations						
GAAP Operating Income / (Loss)	\$2.1	\$0.1	(\$0.6)	(\$7.6)	(\$6.3)	(\$12.4)
Depreciation, Depletion & Amortization	4.0	0.5	1.5	5.4	0.0	11.4
Stock-Based Compensation	--	--	--	0.1	0.8	1.0
Realized Hedge Gain / (Loss)	0.9	--	--	--	--	0.9
Service Provider Settlement, net	--	--	--	--	--	--
Transaction-Related Costs ⁽¹⁾	--	--	(0.3)	--	0.6	0.2
Legacy Matter Costs ⁽²⁾	--	--	--	--	0.0	0.0
Severance Costs ⁽³⁾	--	--	0.8	--	--	0.8
Adjusted EBITDA	\$7.0	\$0.6	\$1.3	(\$2.1)	(\$4.9)	\$1.9
Parent Interest Income					\$2.8	

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Transaction-Related Costs represent deal fees and expenses.

⁽²⁾ Reflects expenses related to legacy legal matters, which matters have now been settled.

⁽³⁾ Consists of employee severance obligations and related costs.

	Three Months Ended March 31, 2025					Consolidated Total
	Energy Operations	Industrial Operations	Manufacturing Operations	Intellectual Property Operations	Parent Costs	
Consolidated Operations						
GAAP Operating Income / (Loss)	\$4.0	\$0.3	\$0.3	\$38.5	(\$4.8)	\$38.3
Depreciation, Depletion & Amortization	4.0	0.6	1.5	4.5	0.0	10.6
Stock-Based Compensation	--	--	--	0.2	0.7	0.9
Realized Hedge Gain / (Loss)	(0.0)	--	--	--	--	(0.0)
Service Provider Settlement, net	--	--	--	--	--	--
Transaction-Related Costs ⁽¹⁾	--	--	0.4	--	0.1	0.6
Legacy Matter Costs ⁽²⁾	--	--	--	--	0.0	0.0
Severance Costs ⁽³⁾	--	0.2	0.2	--	--	0.3
Adjusted EBITDA	\$7.9	\$1.0	\$2.4	\$43.3	(\$4.0)	\$50.7
Parent Interest Income					\$2.4	

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Transaction-Related Costs represent deal fees and expenses.

⁽²⁾ Reflects expenses related to legacy legal matters, which matters have now been settled.

⁽³⁾ Consists of employee severance obligations and related costs.

	Three Months Ended December 31, 2024					Consolidated Total
	Energy Operations	Industrial Operations	Manufacturing Operations	Intellectual Property Operations	Parent Costs	
Consolidated Operations						
GAAP Operating Income / (Loss)	\$3.0	\$0.9	(\$0.0)	(\$7.7)	(\$12.0)	(\$15.8)
Depreciation, Depletion & Amortization	4.4	0.7	2.1	4.7	0.0	11.8
Stock-Based Compensation	--	--	--	0.3	2.0	2.3
Realized Hedge Gain / (Loss)	1.0	--	--	--	--	1.0
Service Provider Settlement, net	--	--	--	--	--	--
Transaction-Related Costs ⁽¹⁾	0.0	--	0.4	--	5.1	5.5
Legacy Matter Costs ⁽²⁾	--	--	--	--	0.1	0.1
Severance Costs ⁽³⁾	--	--	--	--	--	--
Adjusted EBITDA	\$8.4	\$1.6	\$2.4	(\$2.7)	(\$4.8)	\$4.9
Parent Interest Income					\$2.8	

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Transaction-Related Costs represent deal fees and expenses.

⁽²⁾ Reflects expenses related to legacy legal matters, which matters have now been settled.

⁽³⁾ Consists of employee severance obligations and related costs.

	Three Months Ended September 30, 2024					Consolidated Total
	Energy Operations	Industrial Operations	Manufacturing Operations	Intellectual Property Operations	Parent Costs	
<u>Consolidated Operations</u>						
GAAP Operating Income / (Loss)	\$3.1	(\$0.1)	--	(\$7.1)	(\$6.1)	(\$10.3)
Depreciation, Depletion & Amortization	4.3	0.7	--	4.7	0.0	9.8
Stock-Based Compensation	--	--	--	0.3	0.5	0.8
Realized Hedge Gain / (Loss)	0.7	--	--	--	--	0.7
Service Provider Settlement, net	--	--	--	--	--	--
Transaction-Related Costs ⁽¹⁾	0.3	--	--	--	--	0.3
Legacy Matter Costs ⁽²⁾	--	--	--	--	0.4	0.4
Severance Costs ⁽³⁾	--	--	--	--	--	--
Adjusted EBITDA	\$8.4	\$0.6	--	(\$2.1)	(\$5.2)	\$1.7
Parent Interest Income					\$4.6	

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Transaction-Related Costs represent deal fees and expenses.

⁽²⁾ Reflects expenses related to legacy legal matters, which matters have now been settled.

⁽³⁾ Consists of employee severance obligations and related costs.

	Three Months Ended June 30, 2024					Consolidated Total
	Energy Operations	Industrial Operations	Manufacturing Operations	Intellectual Property Operations	Parent Costs	
Consolidated Operations						
GAAP Operating Income / (Loss)	\$3.2	(\$0.2)	--	(\$2.3)	(\$5.5)	(\$4.8)
Depreciation, Depletion & Amortization	3.5	0.7	--	3.2	0.0	7.4
Stock-Based Compensation	--	--	--	0.3	0.6	0.9
Realized Hedge Gain / (Loss)	0.1	--	--	--	--	0.1
Service Provider Settlement, net	--	--	--	--	--	--
Transaction-Related Costs ⁽¹⁾	0.2	--	--	--	--	0.2
Legacy Matter Costs ⁽²⁾	--	--	--	--	0.2	0.2
Severance Costs ⁽³⁾	--	--	--	--	--	--
Adjusted EBITDA	\$7.0	\$0.5	--	\$1.3	(\$4.7)	\$4.1
Parent Interest Income					\$5.0	

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Transaction-Related Costs represent deal fees and expenses.

⁽²⁾ Reflects expenses related to legacy legal matters, which matters have now been settled.

⁽³⁾ Consists of employee severance obligations and related costs.

	Three Months Ended March 31, 2024					Consolidated Total
	Energy Operations	Industrial Operations	Manufacturing Operations	Intellectual Property Operations	Parent Costs	
Consolidated Operations						
GAAP Operating Income / (Loss)	\$0.2	\$1.2	--	\$3.3	(\$6.7)	(\$2.1)
Depreciation, Depletion & Amortization	0.4	0.7	--	3.4	0.0	4.6
Stock-Based Compensation	--	--	--	0.4	0.4	0.9
Realized Hedge Gain / (Loss)	0.8	--	--	--	--	0.8
Service Provider Settlement, net	--	--	--	--	--	--
Transaction-Related Costs ⁽¹⁾	--	--	--	--	--	--
Legacy Matter Costs ⁽²⁾	--	--	--	--	2.2	2.2
Severance Costs ⁽³⁾	--	--	--	--	--	--
Adjusted EBITDA	\$1.4	\$1.9	--	\$7.2	(\$4.1)	\$6.3
Parent Interest Income					\$5.1	

Note: All values shown in millions, unless noted otherwise.

⁽¹⁾ Transaction-Related Costs represent deal fees and expenses.

⁽²⁾ Reflects expenses related to legacy legal matters, which matters have now been settled.

⁽³⁾ Consists of employee severance obligations and related costs.

Free Cash Flow By Segment | Q4 & Full-Year 2025



	Three Months Ended December 31, 2025					
	Energy Operations	Industrial Operations	Manufacturing Operations	Intellectual Property Operations	Parent Costs	Consolidated Total
<u>Consolidated Operations</u>						
Net Cash From Operating Activities (GAAP)	\$5.6	(\$0.0)	(\$1.0)	\$11.8	(\$3.2)	\$13.2
Less: Capital Expenditures, Net	(4.6)	(0.0)	(0.8)	--	(0.0)	(5.4)
Free Cash Flow (Non-GAAP)	\$1.0	(\$0.0)	(\$1.8)	\$11.8	(\$3.2)	\$7.8

	Twelve Months Ended December 31, 2025					
	Energy Operations	Industrial Operations	Manufacturing Operations	Intellectual Property Operations	Parent Costs	Consolidated Total
<u>Consolidated Operations</u>						
Net Cash From Operating Activities (GAAP)	\$22.9	\$4.1	\$3.3	\$56.3	(\$11.4)	\$75.2
Less: Capital Expenditures, Net	(9.1)	(0.0)	(1.4)	(0.0)	(0.0)	(10.5)
Free Cash Flow (Non-GAAP)	\$13.9	\$4.1	\$1.9	\$56.3	(\$11.4)	\$64.7

Note: All values shown in millions, unless noted otherwise.

Cash, Equity Securities & Loans Receivable



	March 2024	June 2024	September 2024	December 2024	March 2025	June 2025	September 2025	December 2025
Cash and Cash Equivalents	\$438.8	\$387.0	\$360.1	\$273.9	\$272.0	\$316.7	\$301.8	\$306.7
Equity Securities	22.9	18.2	14.1	23.1	18.1	21.5	27.2	17.6
Loans Receivable	--	--	--	--	--	--	3.4	15.3
Cash, Equity Securities & Loans Receivable	\$461.7	\$405.2	\$374.2	\$297.0	\$290.0	\$338.2	\$332.4	\$339.6

Note: All values shown in millions, unless noted otherwise.

Acacia Research Corporation

777 Third Avenue, Floor 26

New York , NY 10017

(332) 236-8484

IR@acaciares.com

www.acaciaresearch.com

Transfer Agent:

ComputerShare

P.O. Box 43006

Providence RI 02940-3078

150 Royall St., Suite 101

Canton, MA 02021

Shareholder Services: 800-962-4284

or international +1 (781) 575-3120