THERMON GROUP HOLDINGS, INC. EARNINGS PRESENTATION

SECOND QUARTER FISCAL 2023

NOVEMBER 3, 2022

CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

This presentation includes forward-looking statements within the meaning of the U.S. federal securities laws in addition to historical information. These forward-looking statements are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. These forward-looking statements include, without limitation, statements regarding our industry, business strategy, plans, goals and expectations concerning our market position, future operations, margins, profitability, capital expenditures, liquidity and capital resources and other financial and operating information such as the anticipated financial performance of our Powerblanket acquisition, our execution of our strategic initiatives, our ability to achieve our financial performance targets for fiscal 2026 and our Fiscal 2023 full-year guidance. When used herein, the words "anticipate," "assume," "believe," "budget," "continue," "contemplate," "could," "should" "estimate," "expect," "intend," "may," "plan," "possible," "potential," "predict," "project," "will," "would," "future," and similar terms and phrases are intended to identify forward-looking statements in this presentation. Forward-looking statements reflect our current expectations regarding future events, results or outcomes. These expectations may or may not be realized. Some of these expectations may be based upon assumptions, data or judgments that prove to be incorrect. In addition, our business and operations involve numerous risks and uncertainties, many of which are beyond our control, which could result in our expectations not being realized or otherwise materially affect our financial condition, results of operations and cash flows.

Actual events, results and outcomes may differ materially from our expectations due to a variety of factors. Although it is not possible to identify all of these factors, they include, among others, (i) the outbreak of a global pandemic, including the current pandemic (COVID-19 and its variants); (ii) general economic conditions and cyclicality in the markets we serve; (iii) future growth of energy, chemical processing and power generation capital investments; (iv) our ability to operate successfully in foreign countries; (v) our ability to successfully develop and improve our products and successfully implement new technologies; (vi) competition from various other sources providing similar heat tracing and process heating products and services, or alternative technologies, to customers; (vii) our ability to deliver existing orders within our backlog; (viii) our ability to bid and win new contracts; (ix) the imposition of certain operating and financial restrictions contained in our debt agreements; (x) our revenue mix; (xi) our ability to grow through strategic acquisitions; (xii) our ability to manage risk through insurance against potential liabilities (xiii) changes in relevant currency exchange rates; (xiv) tax liabilities and changes to tax policy; (xv) impairment of goodwill and other intangible assets; (xvi) our ability to attract and retain qualified management and employees, particularly in our overseas markets; (xvii) our ability to protect our trade secrets; (xviii) our ability to protect our intellectual property; (xix) our ability to protect data and thwart potential cyber-attacks; (xx) a material disruption at any of our manufacturing facilities; (xxi) our dependence on subcontractors and third-party suppliers; (xxii) our ability to profit on fixed-price contracts; (xxiii) the credit risk associated to our extension of credit to customers; (xxiv) our ability to achieve our operational initiatives; (xxv) unforeseen difficulties with expansions, relocations, or consolidations of existing facilities; (xxvi) potential liability related to our products as well as the delivery of products and services; (xxvii) our ability to comply with foreign anti-corruption laws; (xxviii) export control regulations or sanctions; (xxix) changes in government administrative policy; (xxx) the current geopolitical instability in Russia and Ukraine and related sanctions by the U.S. and Canadian governments and European Union; (xxxi) environmental and health and safety laws and regulations as well as environmental liabilities; and (xxxii) climate change and related regulation of greenhouse gases, and (xxxiii) those factors listed under Item 1A “Risk Factors” included in our Annual Report on Form 10-K for the fiscal year ended March 31, 2022 as filed with the Securities and Exchange Commission (the “SEC”) on May 26, 2022 and in any subsequent Quarterly Reports on Form 10-Q, Current Reports on Form 8-K or other filings that we have filed or may file with the SEC. Any one of these factors or a combination of these factors could materially affect our future results of operations and could influence whether any forward-looking statements contained in this presentation ultimately prove to be accurate. Our forward-looking statements are not guarantees of future performance, and actual results and future performance may differ materially from those suggested in any forward-looking statements. We do not intend to update these statements unless we are required to do so under applicable securities laws.

NON-GAAP FINANCIAL MEASURES

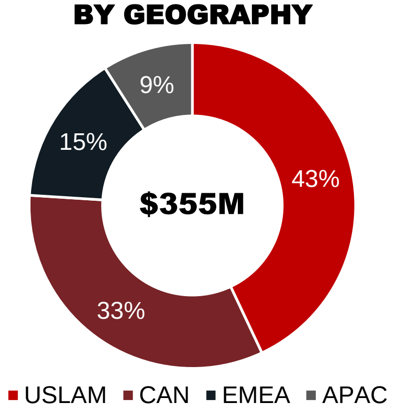
Disclosure in this presentation of "Adjusted EPS," "Adjusted EBITDA," "Adjusted EBITDA margin," "Adjusted Net Income/(Loss)" and "Free Cash Flow" which are "non-GAAP financial measures" as defined under the rules of the Securities and Exchange Commission (the "SEC"), are intended as supplemental measures of our financial performance that are not required by, or presented in accordance with, U.S. generally accepted accounting principles ("GAAP"). "Adjusted Net Income/(Loss)" and "Adjusted EPS" (or "Adjusted fully diluted EPS") represent net income/(loss) before the impact of restructuring and other charges/(income), amortization of intangible assets, tax expense for impact of foreign rate increases, loss on debt extinguishment, the benefit from the CEWS, Acquisition related cost and any tax effect of such adjustments. "Adjusted EBITDA" represents net income/(loss) before interest expense (net of interest income), income tax expense, depreciation and amortization expense, stock-based compensation expense, costs associated with our restructuring and other income/(charges), the loss on our debt extinguishment, and income related to the CEWS. "Adjusted EBITDA margin" represents Adjusted EBITDA as a percentage of total revenue. "Free Cash Flow" represents cash provided by operating activities less cash used for the purchase of property, plant, and equipment, net of sales of rental equipment and proceeds from sales of land and buildings.

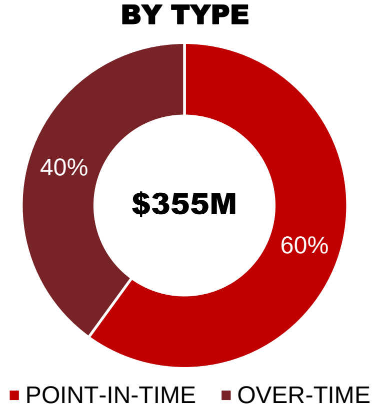
We believe these non-GAAP financial measures are meaningful to our investors to enhance their understanding of our financial performance and are frequently used by securities analysts, investors and other interested parties to compare our performance with the performance of other companies that report Adjusted EPS, Adjusted EBITDA, Adjusted EBITDA margin or Adjusted Net Income/(Loss). Adjusted EPS, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income/(Loss) and Free Cash Flow should be considered in addition to, and not as substitutes for, income from operations, net income/(loss), net income/(loss) per share and other measures of financial performance reported in accordance with GAAP. We provide Free Cash Flow as a measure of liquidity. Our calculation of Adjusted EPS, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income/(Loss) and Free Cash Flow may not be comparable to similarly titled measures reported by other companies. For a description of how Adjusted EPS, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income/(Loss) and Free Cash Flow are calculated and reconciliations to the corresponding GAAP measures, see the sections of our latest Press Release titled "Reconciliation of Net Income/(Loss) to Adjusted EBITDA," "Reconciliation of Net Income/(Loss) to Adjusted Net Income/(Loss) and Adjusted EPS" and "Reconciliation of Cash Provided by Operating Activities to Free Cash Flow."

THIS IS THERMON

We provide safe, reliable and innovative mission critical industrial process heating solutions that create value for our customers

FISCAL YEAR 2022 REVENUE





COMPANY BACKGROUND

- Specialize in providing complete flow assurance, process heating, temperature maintenance, freeze protection and environmental monitoring solutions
- Founded in 1954, public company since 2011
- ~1,300 full-time employees
- Sales in 85 countries
- Facilities on four continents
- Industry-leading safety record

THERMON'S STRATEGIC PILLARS

Profitably Grow Installed Base

- ✓ Apply industry leading process heating technology to solve the world's most difficult thermal engineering problems
- ✓ Support ongoing customer operations with upgrades, expansions and maintenance
- ✓ Deliver continuous improvement to drive margin expansion

Diversification, Digitization and Developing Markets

- ✓ Diversify end market exposure
- ✓ Industry leading controls and monitoring to digitize & optimize maintenance
- ✓ Localize in developing markets

Disciplined Capital Allocation

- ✓ Invest in technology and people to drive organic growth
- ✓ Prioritize inorganic growth and debt paydown while evaluating returning capital to shareholders
- ✓ Target 1.5-2.0x Net Debt to Adjusted EBITDA leverage under normal operating conditions

Focused on long-term shareholder value creation

ENABLING THE ENERGY TRANSITION AND DECARBONIZATION

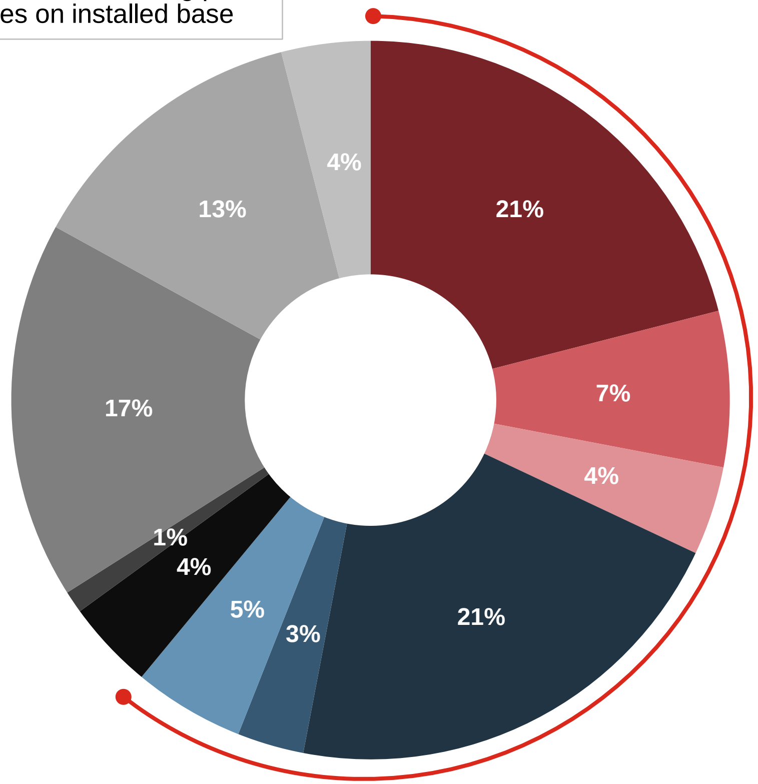
PRODUCT FAMILY	ENERGY TRANSITION							DECARBONIZATION				
	Biofuels	Wind Power	Solar Power	Green/Blue Hydrogen	Battery Power/EVs	Nuclear Power	Thermal Energy Storage	Electrification	Carbon Capture & Storage	GHG Emissions Reduction	Emissions Monitoring & Analysis	Recycling (Plastic and Battery Material)
Commercial Boilers								✓				✓
Immersion Heaters	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓
Environmental Heaters		✓										
Circulation Heaters	✓						✓	✓				
Heat Trace & Control	✓	✓	✓	✓					✓			✓
CEMS Bundles	✓										✓	
Removable (Blanket) Heat		✓	✓		✓			✓				
Catalytic Methane Heat	✓			✓						✓		

EXTERNAL ENVIRONMENT

THR Revenue by End Market Fiscal 2022

Upstream Oil: ~90% recurring point-in-time sales on installed base

- **Chemical/Petrochemical**
- **Power**
- **Commercial**
- **General Industries and Other**
- **Rail and Transit**
- Strategic Adjacencies*
- Downstream Gas
- Midstream Gas
- Upstream Oil
- Dowstream Oil / Refining
- Midstream Oil



Midstream Gas: LNG demand growth due to Russia / Ukraine war

~60% of revenues from chemical/petrochemical, power and other non-oil & gas end markets

Selected End Market Trends

Fiscal 2023

Chemical / Petrochemical
Strong maintenance environment. Customer demand for end-use plastics continues to drive ~6% CAGR through 2030. Pricing pressure and European energy cost headwinds somewhat offset by US growth.

Power
Multi-year domestic investment cycle driven by Texas Gulf Coast spending. Global demand growth driven by electrification, renewables and emerging economies in Asia.

Rail and Transit
Growing share in North America; investing in EMEA business development with revenues up 39% YTD. Infrastructure spending tailwind.

Strategic Adjacencies
Well-positioned to play leading role in energy transition, industrial electrification and decarbonization with >$16MM in recent wins.

Downstream / Midstream Gas
Growing LNG opportunities and backlog as spreads remain attractive and Europe looks for alternatives. CAPEX investment continues.

Upstream Oil
Strong growth in maintenance spending YTD with ~90% of end market revenues derived from recurring point-in-time sales on installed base

Downstream Oil / Refining
Elevated demand and commodity pricing driving recovery in customer maintenance spending. Biofuels and green diesel refinery conversions driving CAPEX.

*Strategic Adjacencies includes Mining and Mineral Processing, Maritime/Shipbuilding, Semiconductors, Pharmaceutical and Biotechnology, Food and Beverage, Data Centers and Renewables.

FY’23 Q2 SUMMARY

Growing Despite Macroeconomic Turbulence

- Robust revenue and adjusted EBITDA growth
  - Driven by strong North American performance across all markets, with solid recovery in oil and gas
- Weakness showing in Europe revenue and incoming orders
- Powerblanket acquisition
  - Integration in progress and on track
  - +$3MM revenue during quarter
- Global supply chain challenges persist … price realization offsetting inflationary pressure on material and labor costs
- Driving profitable growth … balancing long-term strategic investments to scale and diversify the business with disciplined cost management
- Raising full year guidance for revenue and EPS

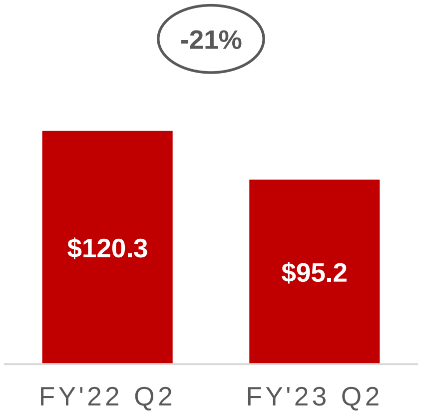
USD in millions, except per share data	Q2’23	Q2’22	YOY%
Revenue	$100.6	$81.3	23.7%
Net Income	$11.0	$0.5	FAV
Adjusted EBITDA	$21.9	$11.4	92.1%
Net Debt/Adj. EBITDA	1.4x	2.3x	(0.9x)
Free Cash Flow	($1.3)	$6.8	NEG
GAAP EPS	$0.33	$0.01	FAV
Adjusted EPS	$0.38	$0.12	216.7%

ORDERS AND BACKLOG

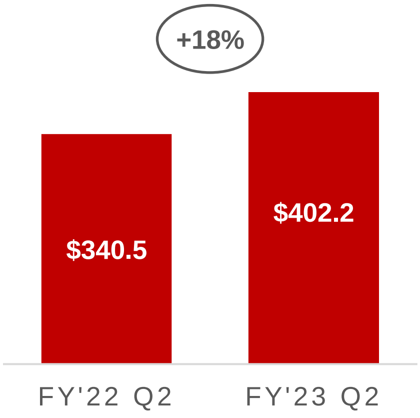
USD in millions

Orders

Current Quarter



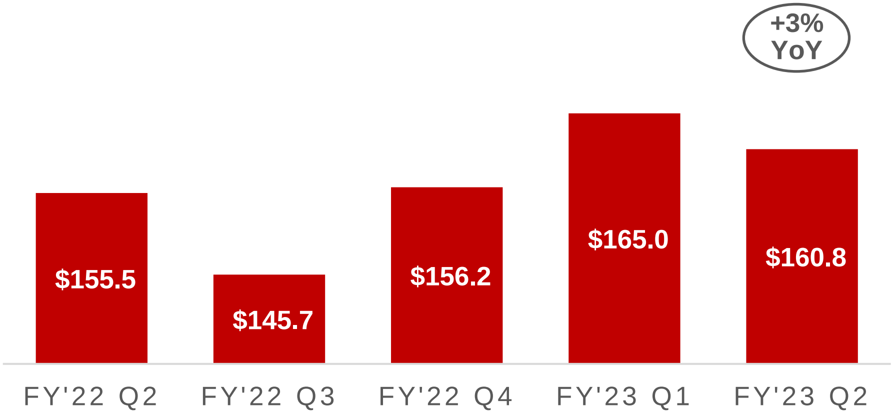
Trailing 12 Months



- North America spending remains strong across all sectors; Outperformance driven by Upstream and Downstream oil and gas spending recovery.
- Flat YoY orders excluding one-time labor contract and Powerblanket following record Q1 bookings
- TTM orders of $397MM excluding one-time labor contract and Powerblanket… supports increased forecast in FY’23

Backlog

Last Five Quarters



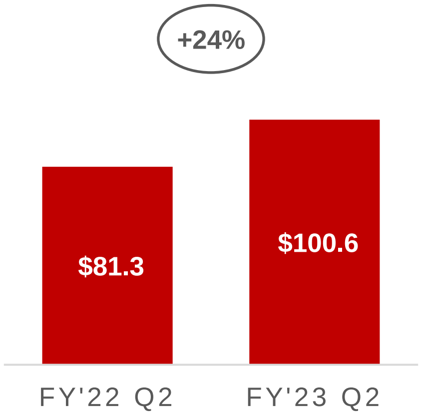
- +6% YoY growth excluding FX
- Includes $1MM from acquisition
- Gross margins in backlog remain strong

REVENUE

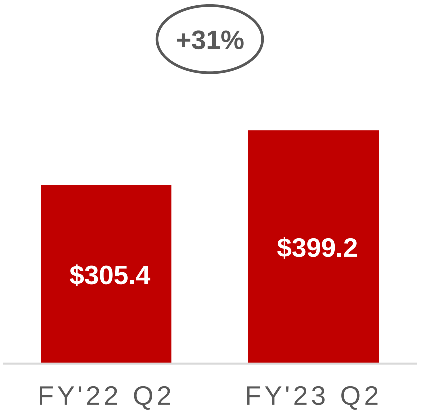
USD in millions

Revenue

Current Quarter

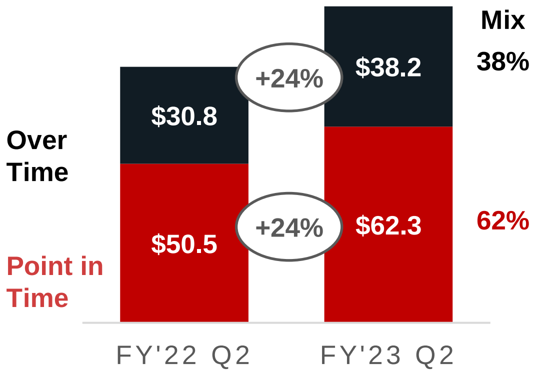


Trailing 12 Months

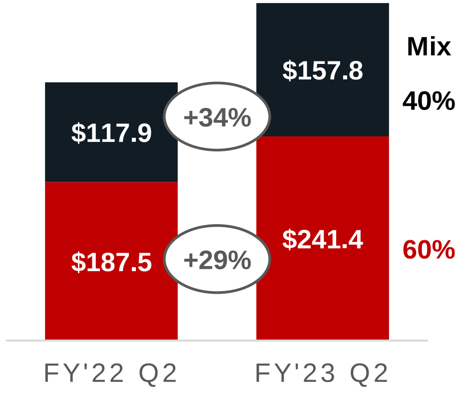


Point-in-Time vs Over-Time

Current Quarter



Trailing 12 Months



- Revenue +24%, excluding FX +28%
- $97MM Q2’23 revenue excluding acquisition, +20% YOY
- Driven by USLAM +46% and Canada +43% in Q2’23 and increased Upstream and Downstream oil and gas activity

- Point in time growth driven by deferred maintenance spending
- Over time increase driven by smaller design and supply projects and increased demand across end markets

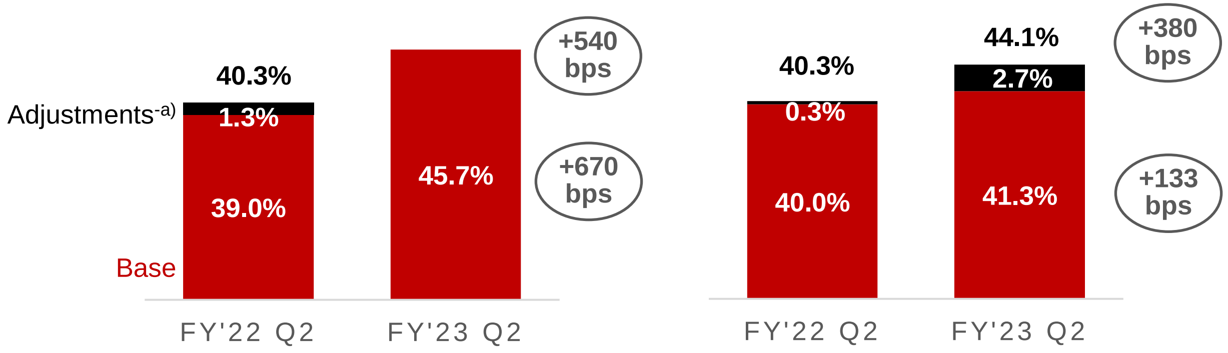
Revenue recognized at a point-in-time based on when control goes over to the customer is generally related to our product sales. Point-in-time revenue does not typically require engineering or installation services. Revenue recognized over time occurs on our projects where engineering or installation services, or a combination of the two, are required. See latest 10-Q or 10-K filing for additional information.

GROSS MARGIN AND SG&A

USD in millions

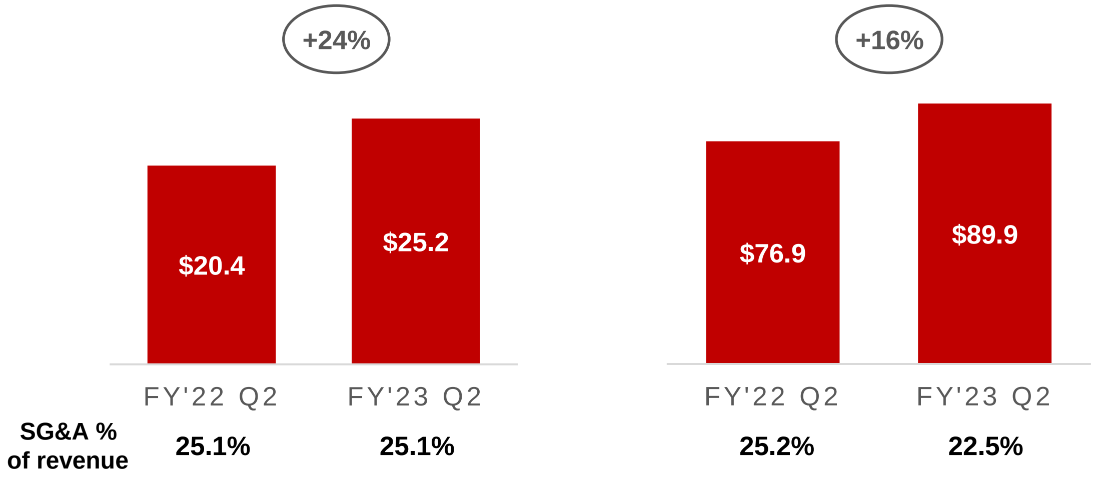
Adjusted Gross Margin %

Current Quarter -a) | Trailing 12 Months -a)



SG&A

Current Quarter | Trailing 12 Months



Current quarter year over year drivers include:

- Volume +630bps and pricing +200bps, operational efficiencies +110bps offset by global supply chain (400)bps
- TTM and prior year quarter includes impact of large one-time labor contract

SG&A TTM Reconciliation	FY'22	FY'23
Selling, general & administrative expenses	$88.6	$100.5
(-) Depreciation	11.7	10.6
SG&A	**$76.9**	**$89.9**

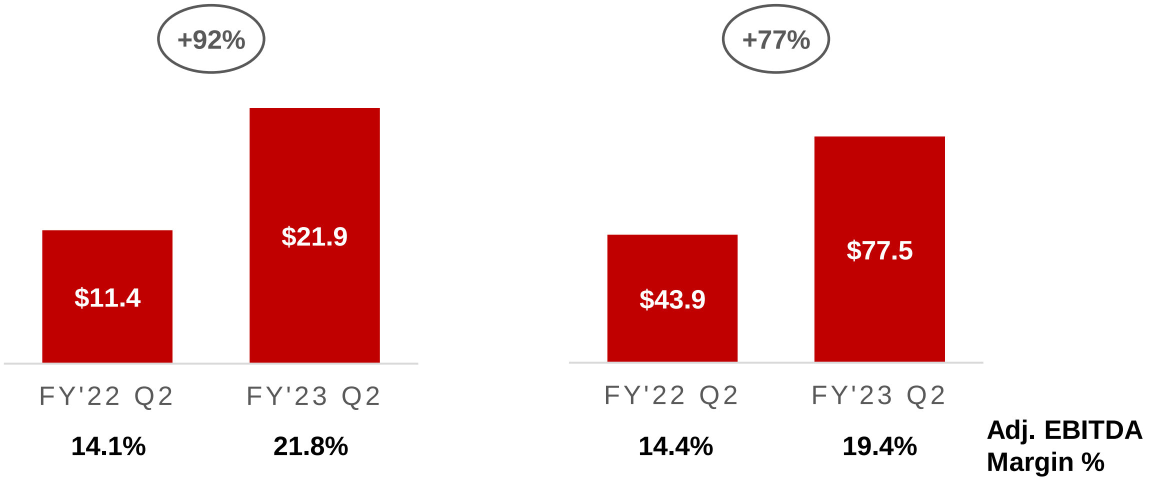
(a- Adjustments reflect the impact of a large one-time labor contract

ADJUSTED EBITDA AND EARNINGS PER SHARE

USD in millions

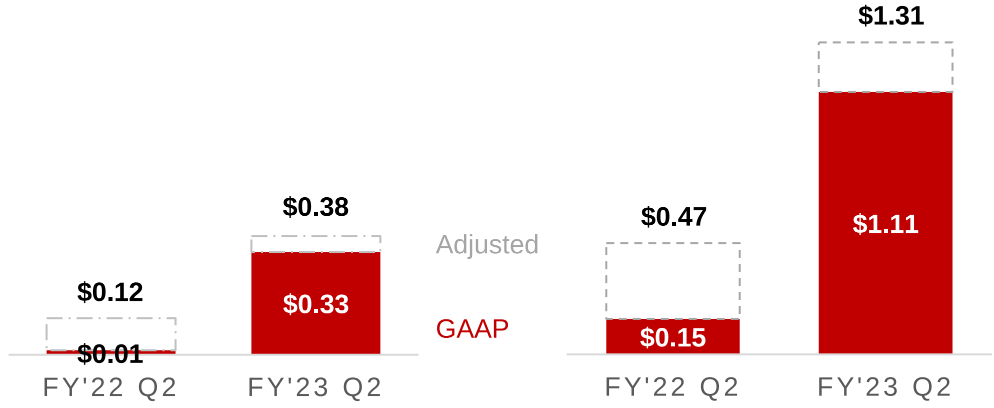
Adjusted EBITDA

Current Quarter / Trailing 12 Months



Earnings Per Share

Current Quarter / Trailing 12 Months



- Q2’23 Adjusted EBITDA margin expansion of 770bps … driving volume growth while managing controllable costs
- Continue to monitor price-cost equation … operational excellence transformation underway

- $0.22 impact from Amortization in Fiscal 2023
- TTM Adjusted EPS +167%

BALANCE SHEET AND CASH FLOW

USD in millions

Selected Balance Sheet

	Q2’23	Q2’22	YoY%
Cash	$31.9	$38.2	(16.7%)
Total Debt	$143.5	$139.8	2.7%
Net Debt / Adjusted EBITDA	1.4x	2.3x	(0.9x)
Working Capital –a)	$154.5	$117.0	32.0%
WC % of TTM Revenue	38.7%	38.3%	

- $14.5MM total debt increase versus March 31, 2022
- Inventory impacted by seasonal increase in 1H’23 + strategic investments in raw materials, supply chain constraints and inflationary pressures

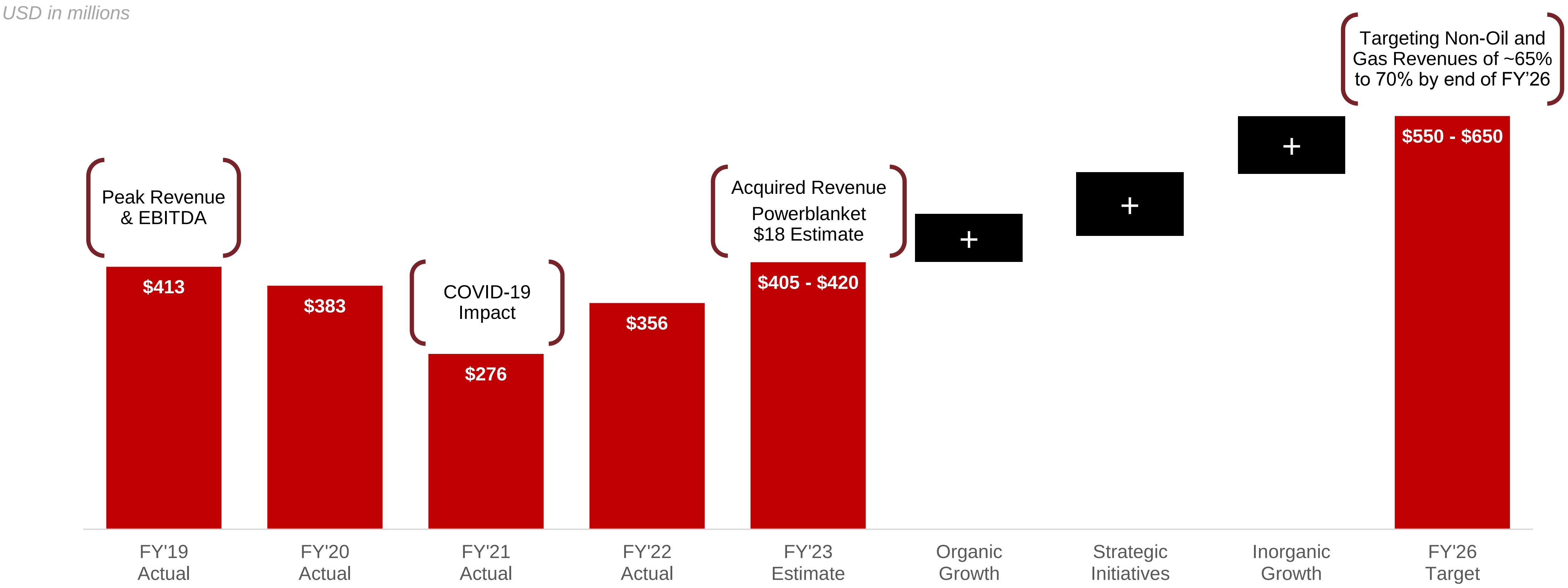
Selected Cash Flow

	Q2’23	Q2’22	YoY%
Net Income (GAAP)	$11.0	$0.5	2,202.7%
Depreciation & Amortization	*$5.0*	*$5.1*	*(2.0%)*
Change in Working Capital	*($18.2)*	*($2.8)*	*550%*
Other	*$2.6*	*$5.0*	*(48.0%)*
CFOA	$0.7	$8.0	(91.3%)
CAPEX	$2.0	$1.1	70.8%
Free Cash Flow	($1.3)	$6.8	(118.8%)
FCF % of NI (GAAP)	(11.8%)	Fav	

- Investing in long term strategy and inventory to address supply chain constraints
- Q2’23 Depreciation $2.5MM and Amortization $2.4MM

(a- Working Capital equals Accounts Receivable plus Inventory less Accounts Payable

FISCAL 2026 REVENUE GOALS - UPDATE



Remain on track for Fiscal 2026 growth goals

Profitable Growth + Diversification = Long Term Value Creation

FISCAL 2023 GUIDANCE - UPDATE

Increased Full Year Revenue and Earnings Guidance

- Strong volume in Western Hemisphere … Europe challenging
- Continuous improvement in operations and pricing offsetting inflationary pressures
- Capex 2.5% - 3.5% of revenue
- Effective tax rate of ~26%
- Depreciation and amortization $22MM

USD in millions	FY 2022	Guidance as of August 4th, 2022	FY 2023E
Revenue Year Over Year %	$355.7 29%	$380-$405 7-14% Growth	$405-$420 14-18% Growth
Net Income GAAP EPS Adjusted EPS	$20.1 $0.60 $0.81	- $0.85-$0.97 $1.07-$1.19	- $1.08-$1.17 $1.30-$1.39
Adjusted EBITDA Adjusted EBITDA %	$58.5 16.4%		Operating leverage to drive Adjusted EBITDA growth & margin
Free Cash Flow	$24.2		Net Debt to Adjusted EBITDA of ~1.0x, Excluding M&A

ATTRACTIVE INVESTMENT OPPORTUNITY

- Leading global brand in high value niche
- Mission critical technology with high barriers to entry
- Large installed base with loyal customers
- Resilient aftermarket franchise
- Adjusted EBITDA expansion through continuous improvement and cost management initiatives

- History of strong financial performance
  - 8% revenue CAGR since 2005
  - 11% adjusted EBITDA CAGR since 2005
- 45% gross margin average over the last 30 years
- Low capital intensity
  - 1% - 3% of revenues
- High cash generation and moderate leverage
  - Target cash conversion ratio >90%


THERMON
a degree above
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