THERMON GROUP HOLDINGS, INC.
EARNINGS PRESENTATION

THIRD QUARTER FISCAL 2023

February 2, 2023

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 complete the disposition of our Russian subsidiary and anticipated timing and associated charges and 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.

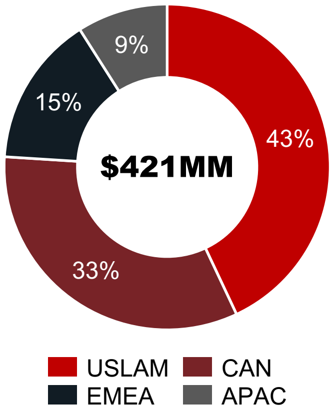
We believe these non-GAAP financial measures are meaningful to our investors to enhance their understanding of our financial performance and are frequently used by securities analysts, investors and other interested parties to compare our performance with the performance of other companies that report 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

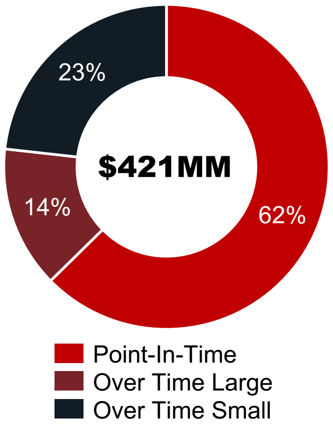
We provide safe, reliable and innovative mission critical industrial process heating solutions that create value for our customers

TRAILING TWELVE MONTH REVENUE

BY GEOGRAPHY



BY TYPE



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 DECARBONIZATION

- Diversify end market exposure
- Industry leading controls and monitoring to digitize and optimize maintenance
- Leverage existing Thermon solutions and new product development to meet needs of customers focused on decarbonization and electrification

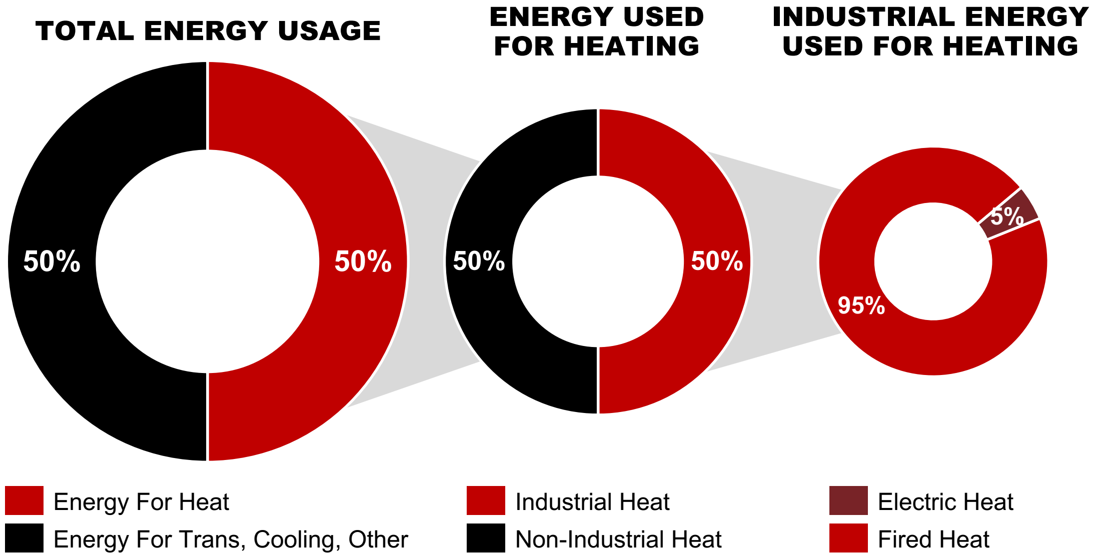
DISCIPLINED CAPITAL ALLOCATION

- Invest in technology and people to drive organic growth
- Prioritize inorganic growth opportunities that exceed WAAC by year 3 and debt paydown while evaluating returning capital to shareholders
- Target 1.5x – 2.0x Net Debt to Adjusted EBITDA leverage under normal operating conditions

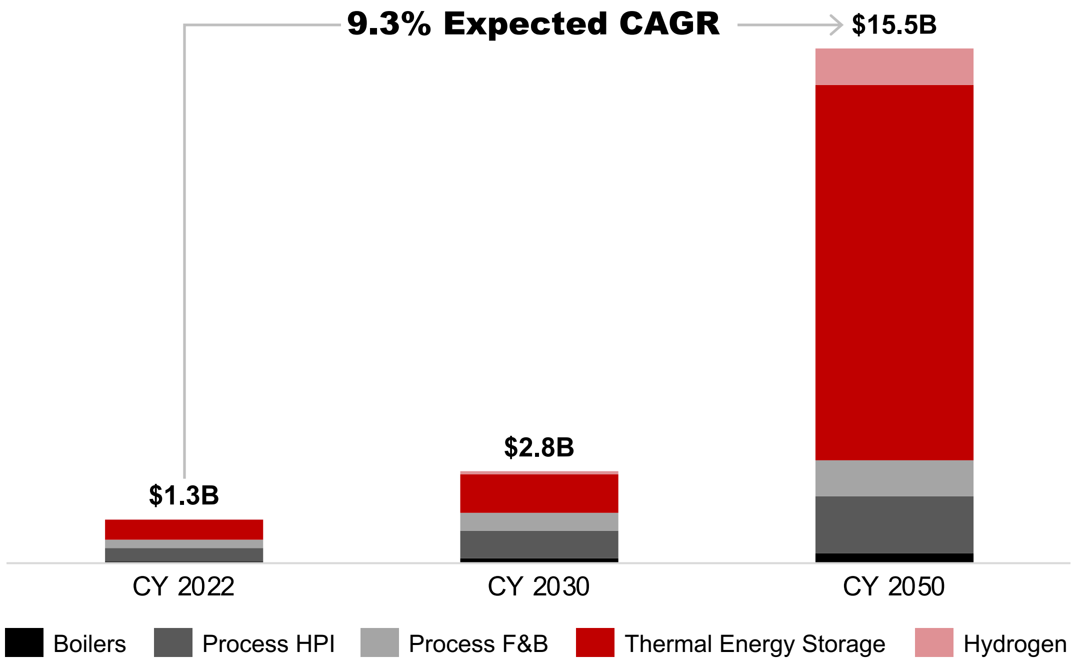
Deliver long-term shareholder value creation

DECARBONIZATION MARKET SIZE

Energy Usage



Electric Heating Market Size



The addressable market more than doubles by 2030

Thermon's existing technology will address >80% of current market needs

Source: Global Industrial Electrification Market by Global Efficiency Intelligence

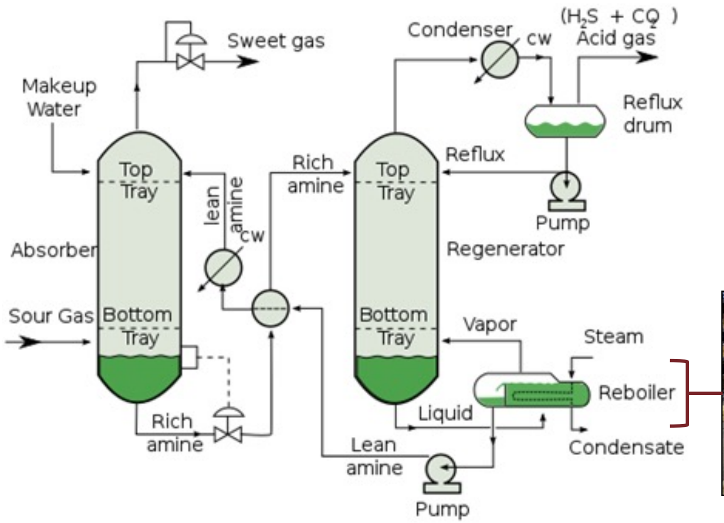
ENABLING THE ENERGY TRANSITION AND DECARBONIZATION

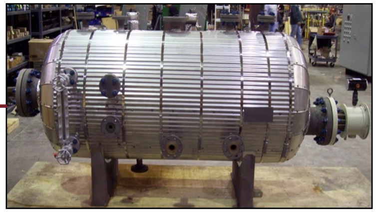
Recent Wins

- Thermon's circulation heaters boil the CO_2 from the solvent for transportation and storage
- Carbon capture storage project
    - Project scope: CO_2 capture pilot for a Canadian Refinery
- Carbon capture storage project in the US Midwest
    - Project scope: CO_2 capture for an agricultural project

Growing Pipeline of Opportunities

- Orders of $22MM representing 7% of Bookings YTD
- YOY growth of 50% through three quarters
- Growing pipeline of opportunities valued at $64MM+





NEW PRODUCT DEVELOPMENT

New Products

Smart Controls

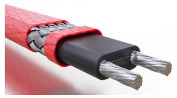
GENESIS CONTROLLER

GENESIS NETWORK

GENESIS DUO

Heaters

USX



VSX-HT

DLX

HTSX 150C

HELLFIRE 905

INCREASED SAFETY HEATER

METHANE DESTRUCTION

HT POWERBLANKET

Genesis Duo

- Latest edition to our industry-leading digital platform
- Key features
  - 2 Channel Controller or Control + Limiter Function
  - Intuitive touch screen interface
  - Light ring for visible alarm notification
  - IIoT and Genesis Network enabled – wireless mesh
  - Advanced control features
  - Hazardous location approvals
- Value
  - Lower total installed costs
  - Less training – ease of use
  - Remote software updates = always up-to-date
  - Simplified installation and commissioning

Vitality Index: 28% of YTD FY'23 Revenue[1]

1. Vitality index represents New Product Introductions from the last five years

RECENT DIVERSIFICATION WINS

Commercial

- Converting natural gas hot water boilers to electric for OEM in Canada
- City ordinances requiring conversion of some hydrocarbon-fired boilers to electric in NYC

>$1MM win

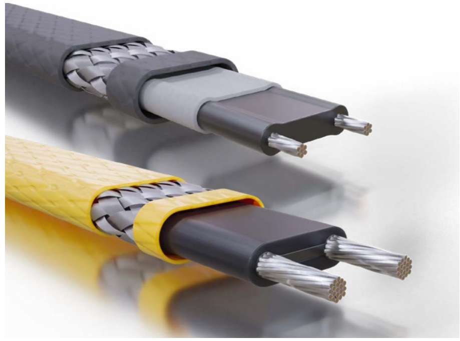
Rail & Transit

- Providing North American Class 1 railroad with winter protection for critical track switches with recent new product launch Hovey Hellfire Blizzard Duty
- On pace to deliver 50% growth YOY

100+ units … $2MM win

Food & Beverage

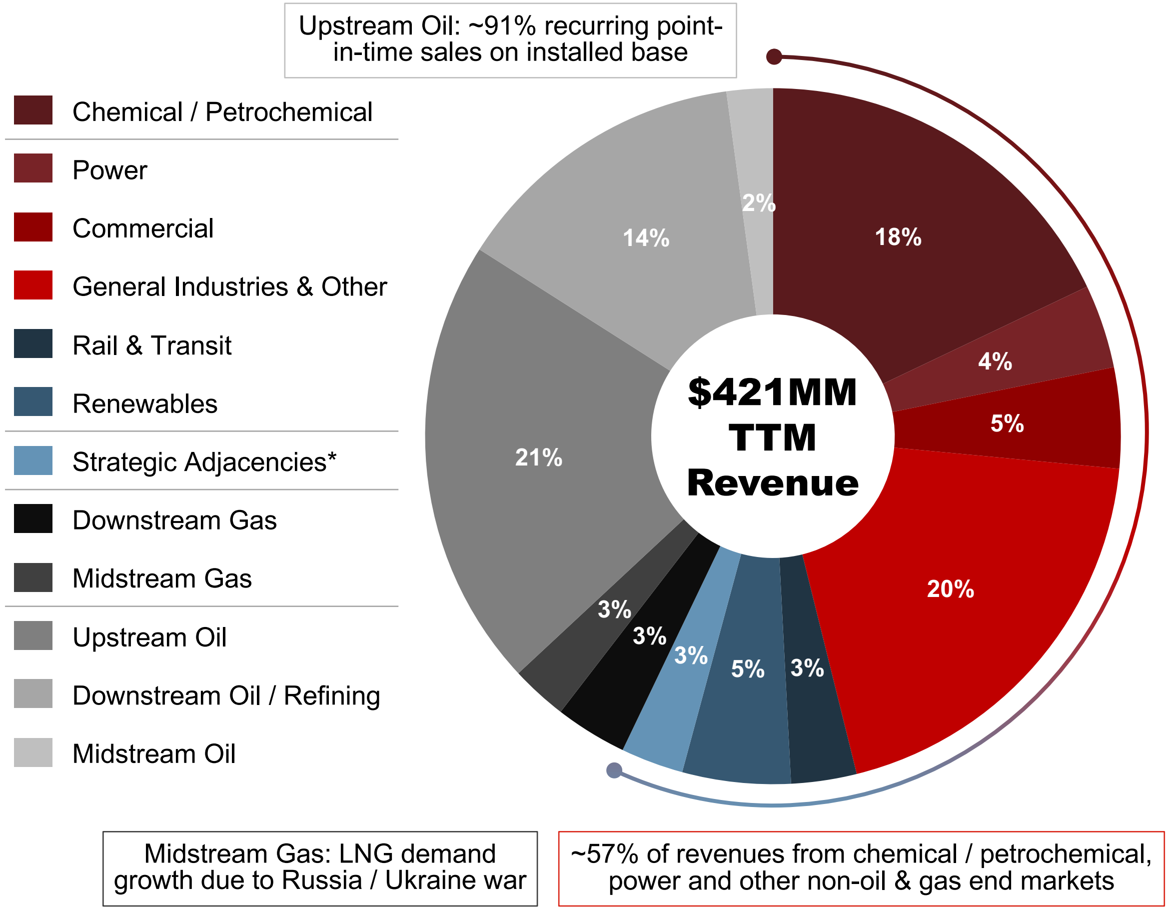
- Heat Trace and accessories for plant expansion
- Hydrogenation of seed oils in North Carolina, USA
- Potential to more than double YOY revenues



$2.4MM win + additional onsite opportunities

EXTERNAL ENVIRONMENT

THR Revenue by End Market Trailing 12 Months



Selected End Market Trends for Fiscal 2023

Chemical / Petrochemical
Strong maintenance environment. Customer demand for end-use plastics continues to drive ~6% CAGR through 2030. European energy cost headwinds moderating with US growth due to cheaper feedstocks.

Power
Near-term growth plateauing after surge in Texas Gulf Coast spending following winter storm Uri. Global demand growth driven by electrification, renewables and emerging economies in Asia. Growing opportunities in Nuclear.

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

Renewables
Leadership position in Biofuels with multiple projects currently underway.

Strategic Adjacencies
Well-positioned to play leading role in energy transition, industrial electrification and decarbonization with >$22MM in YTD wins.

Natural Gas
Growing LNG opportunities and backlog as spreads remain attractive and Europe looks for alternative sources of supply. CAPEX investment continues.

Oil
Strong growth in maintenance spending YTD with ~90% of end market revenues derived from recurring point-in-time sales on installed base. Shift in capital allocation driving investments in maintaining and sustaining existing operations to maximize throughput, efficiency and safety.

*Strategic Adjacencies includes Mining and Mineral Processing, Maritime/Shipbuilding, Semiconductors, Pharmaceutical and Biotechnology, Food and Beverage and Data Centers.
End market segmentation does not include Powerblanket

Q3 FISCAL 2023 SUMMARY

Growth Driving Continued Outperformance

- Robust revenue and adjusted EBITDA growth
  - Driven by strong North American performance across all markets, with solid recovery in oil and gas
- Weakness in Europe seems to be bottoming out as natural gas prices have moderated. Leading the path for industrial electrification.
- Powerblanket acquisition
  - Integration on track … +$7.9MM revenue in Q3’23
- Driving profitable growth … balancing long-term strategic investments to scale and diversify the business with enhancing profitability & improving return on capital
- Strong balance sheet & liquidity
- Announced exit of Russia operations, pre-tax charge $8.3MM
- Raising full year guidance for revenue and EPS

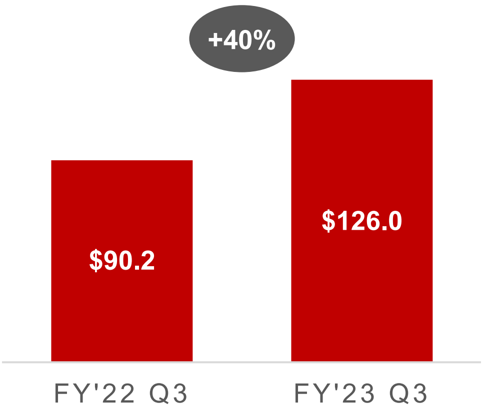
USD in millions, except per share data	Q3’23	Q3’22	YOY%
Revenue	$122.1	$100.6	21.4%
GAAP Net Income	$8.4	$11.3	(25.4)%
Adjusted EBITDA	$29.8	$20.6	44.5%
Net Debt/Adj. EBITDA	1.1x	2.2x	(1.1x)
Free Cash Flow	$17.6	$2.6	573.3%
GAAP EPS	$0.25	$0.33	(24.6)%
Adjusted EPS	$0.52	$0.37	41.5%

ORDERS AND BACKLOG

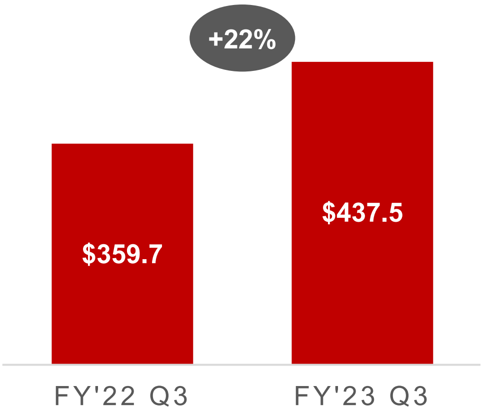
USD in millions

Orders

Current Quarter



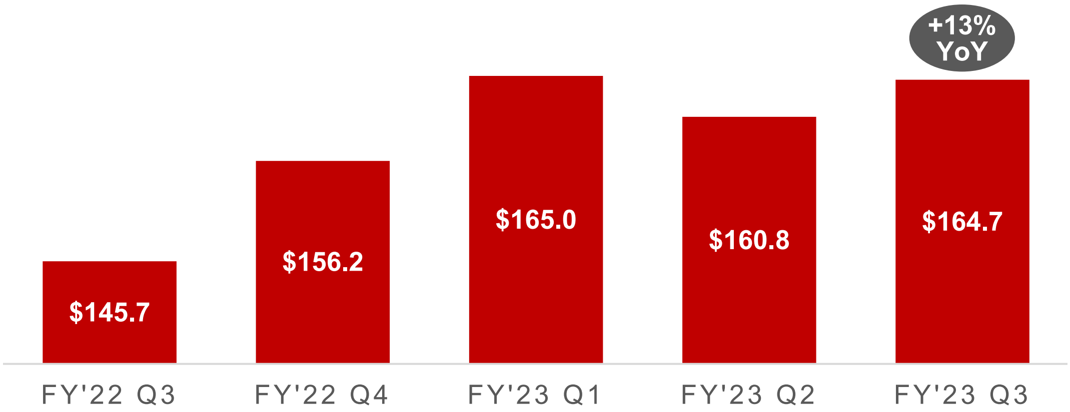
Trailing 12 Months



- North America maintenance spending remains strong across all sectors; Upstream and Downstream oil and gas leading growth, increasing activity in renewables, hydrogen and carbon capture
- Powerblanket contributed $8.3MM in Q3'23
- TTM orders of $438MM all time high … supports increased forecast in FY'23

Backlog

Last Five Quarters



- +16% YoY growth excluding FX
- Includes $1.3MM from the Powerblanket acquisition
- Gross margins in backlog remain strong

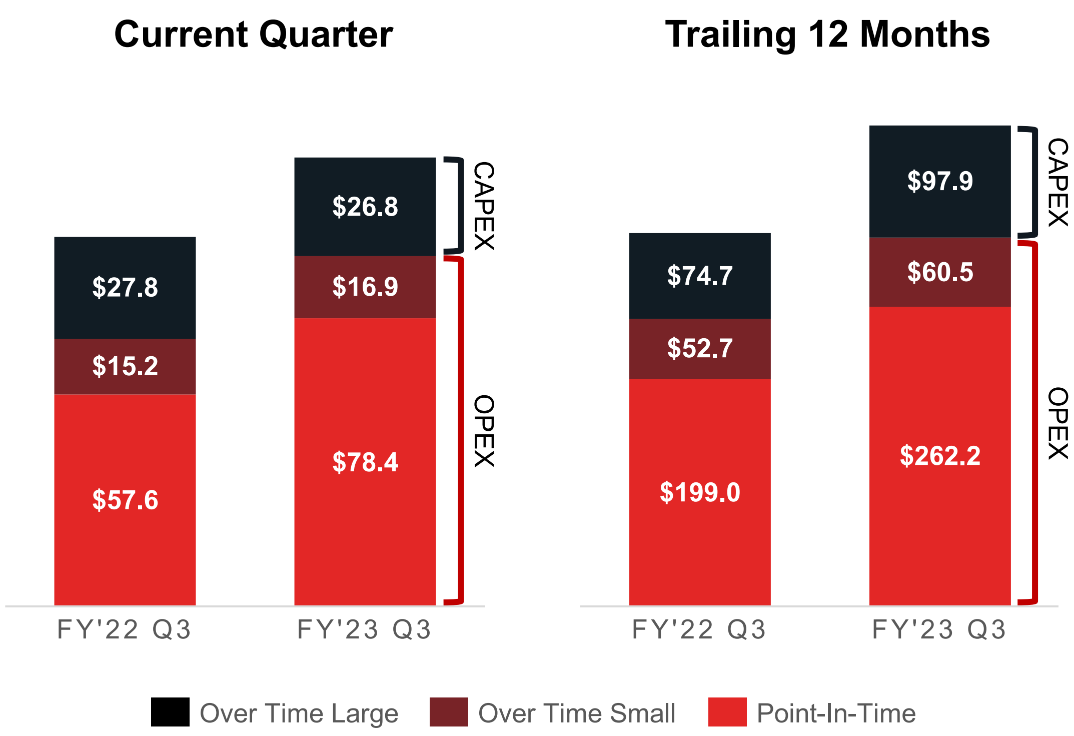
UPDATED REVENUE REPORTING

USD in millions

Revenue Reporting

- Previously reported two revenue categories: **point-in-time** and **over time** revenue
  - Point-in-time based on when control goes to customer generally related to product sales, does not typically require engineering or installation services
  - Over time occurs on projects where engineering or installation services, or a combination of the two, are required
- Shifting to over time **large projects** and **small projects**
  - Large projects are defined as projects >$0.5MM, largely CAPEX spending
  - Small projects, defined as projects <$0.5MM, maintenance and/or repair on existing installations, largely OPEX spending

Revenue Charts Comparison

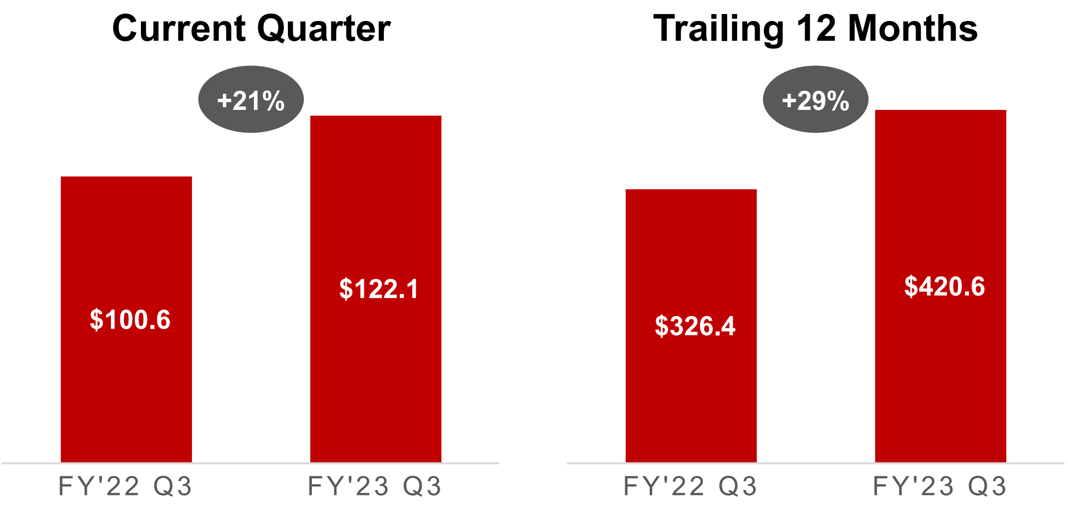


Revenue recognized at a point-in-time based on when control goes over to the customer is generally related to our product sales. Point-in-time revenue does not typically require engineering or installation services. Revenue recognized over time occurs on our projects where engineering or installation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

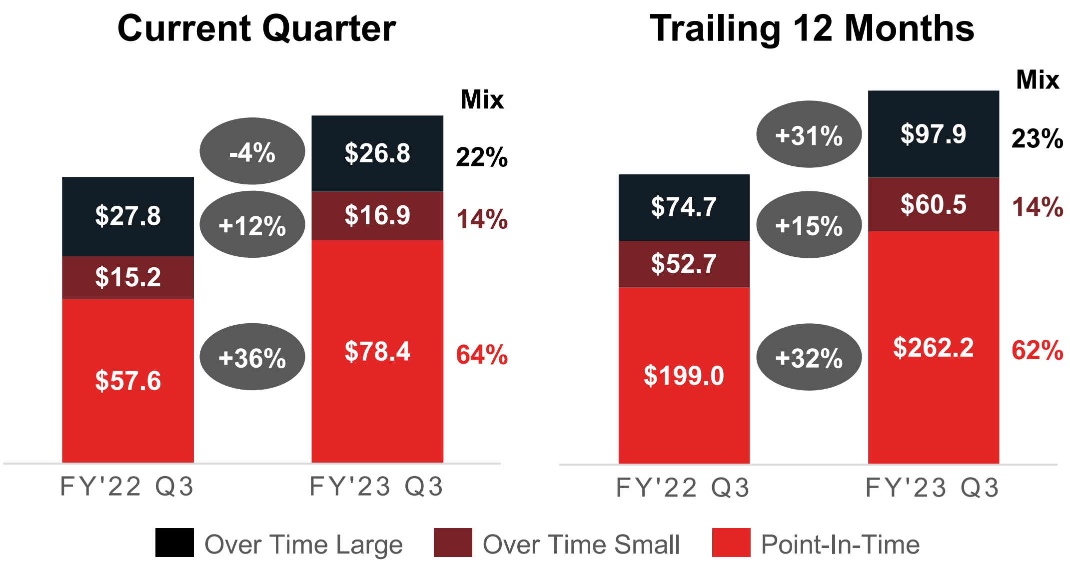
REVENUE

USD in millions

Revenue



Point-In-Time vs. Over Time Small and Large Projects



- Revenue +21%, excluding FX +27%
- $114MM Q3’23 revenue excluding acquisition, +13% YOY
- Driven by USLAM +20% and Canada +39% in Q3’23 and increased oil and gas maintenance activity

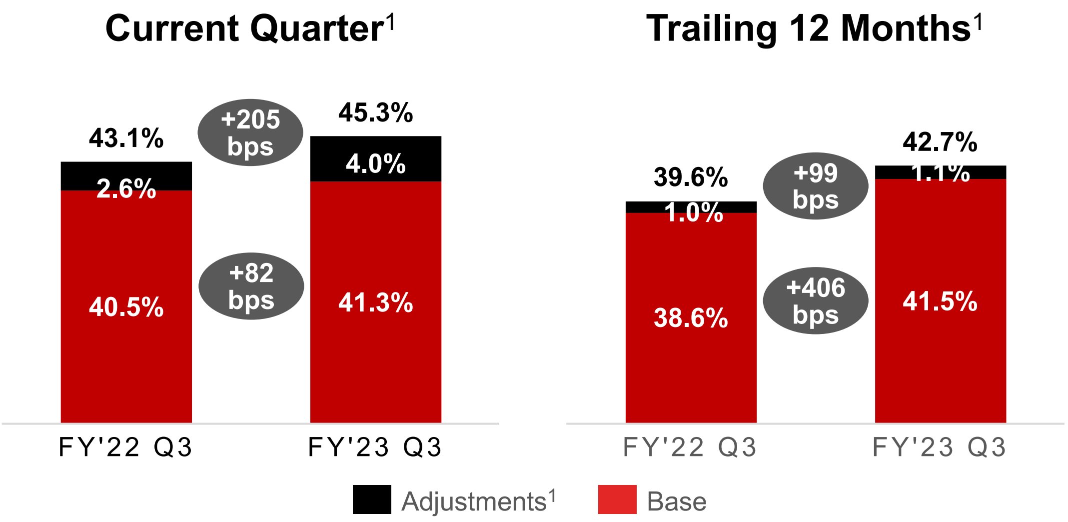
- Small projects + maintenance and repair increase driven by smaller design and supply projects and increased demand due to differed maintenance … over 77% of revenue in Q2’23
- TTM Large projects growth driven by capital investments for expansion

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

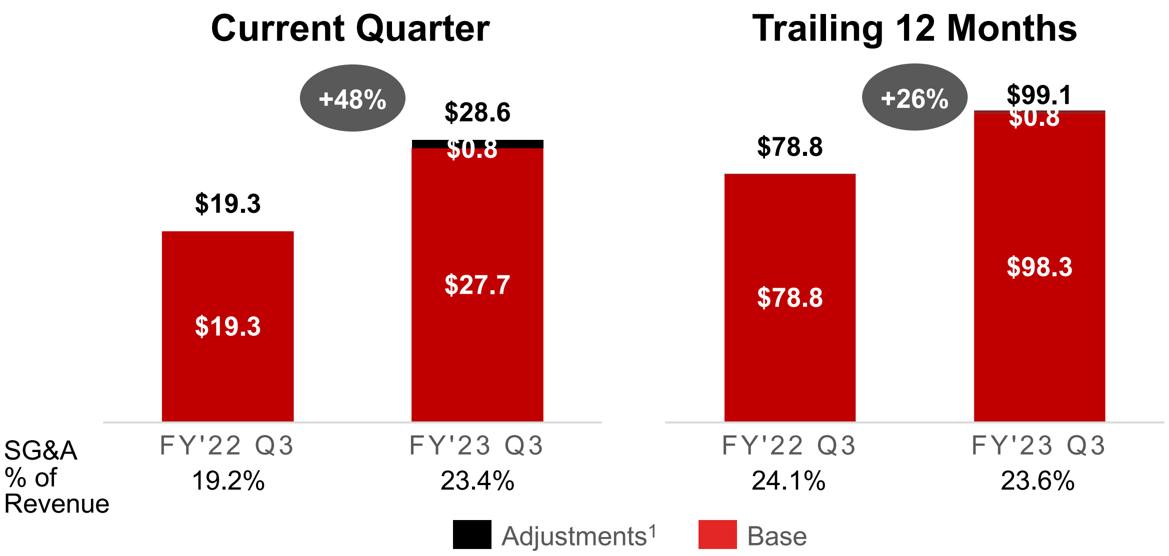
Adjusted Gross Margin %



Current quarter year over year drivers include:

- Pricing +260bps, volume +460bps, operational efficiencies +40bps, offset by global supply chain (180)bps and Russia exit (375)bps
- TTM and prior year quarter includes impact of large one-time labor contract

SG&A



SG&A TTM Reconciliation	FY'22	FY'23
SG&A Expenses	$90.4	$109.3
(-) Depreciation	11.7	10.2
SG&A	**$78.8**	**$99.1**

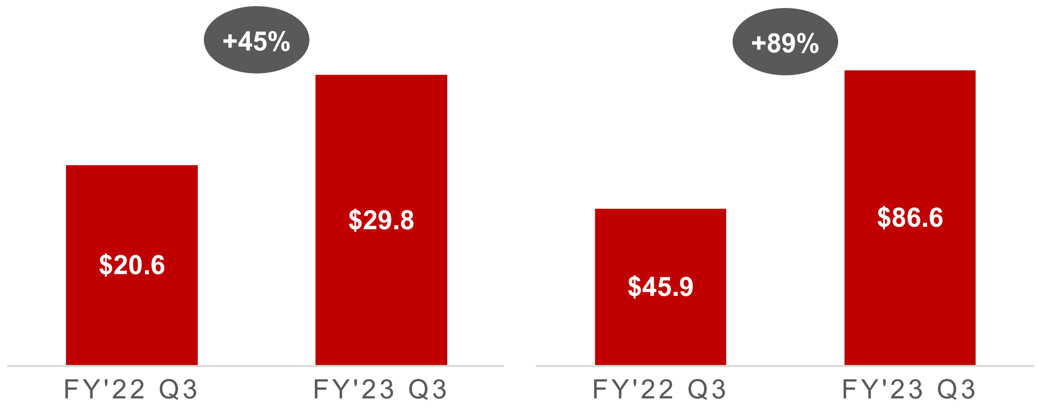
1. Adjustments reflect the impact of a large one-time labor contract in FY22'Q3 and the company decision to withdraw from its operations in the Russian Federation (the "Russia Exit") in Q3'23

ADJUSTED EBITDA AND EARNINGS PER SHARE

USD in millions

Adjusted EBITDA

Current Quarter | **Trailing 12 Months**

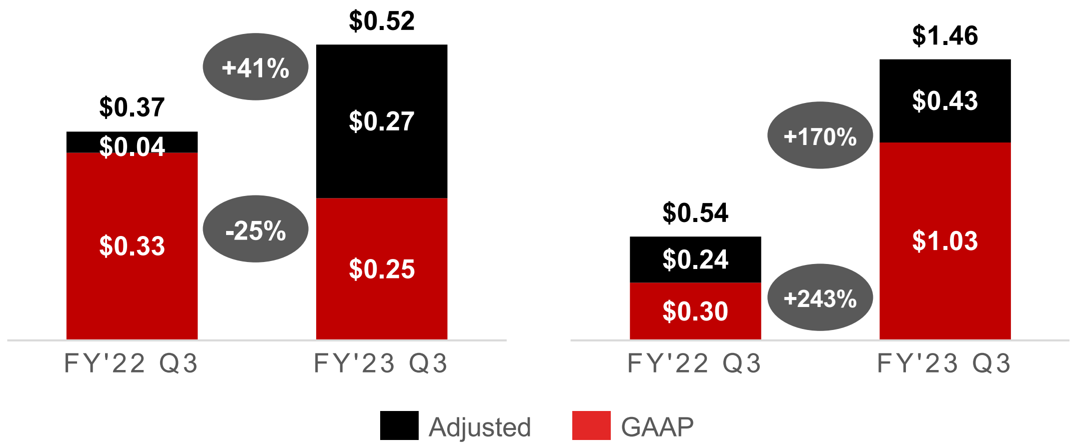


Adj. EBITDA Margin	20.5%	24.4%	14.1%	20.6%

- Q3’23 Adjusted EBITDA margin expansion of 390bps … driving volume growth while managing controllable costs
- Operational excellence transformation underway
- TTM Adjusted EBITDA greater than full-year FY’19 record

Earnings Per Share

Current Quarter | **Trailing 12 Months**



- $0.22 impact from Amortization in Fiscal 2023
- Russia Exit impacted GAAP EPS by $0.22 in Q3'23
- TTM Adjusted EPS +167%

BALANCE SHEET AND CASH FLOW

USD in millions

Selected Balance Sheet

	Q3'23	Q3'22	YoY%
Cash	$35.4	$32.6	8.7%
Total Debt	$132.8	$132.8	0.0%
Net Debt / Adjusted EBITDA	1.1x	2.2x	(1.1x)
Working Capital[1]	$153.8	$124.3	23.8%
WC % of TTM Revenue	36.6%	38.1%	

- Strong balance sheet and liquidity
- Operational efficiency program targeting inventory turns
- Significant inorganic capacity … continue to prioritize debt pay down in the absence of accretive M&A

Selected Cash Flow

	Q3'23	Q3'22	YoY%
Net Income (GAAP)	$8.4	$11.3	(25.7)%
Depreciation & Amortization	*$4.7*	*$5.0*	*(6.0)%*
Change in Working Capital	*$0.7*	*$(7.3)*	*FAV*
Other	*$5.3*	*$(5.7)*	*(35.1)%*
CFOA	$19.1	$3.3	478.8%
CAPEX	$1.5	$0.7	114.3%
Free Cash Flow	$17.6	$2.6	576.9%
FCF % of NI (GAAP)	209%	23%	

- Free Cash Flow 209% of Net Income and 14% of revenue
- Q3'23 Depreciation $2.3MM and Amortization $2.4MM

1. Working Capital equals Accounts Receivable plus Inventory less Accounts Payable

IMPACT OF RUSSIA EXIT

USD in millions

Russia Entity – P&L YTD Fiscal 2023

	Q3'23[1]	Q3'22
Revenue	$7.6	$14.1
Net Income	$(8.9)	$1.5
Adjusted EBITDA	$(1.4)	$2.9
GAAP EPS	$(0.26)	$0.04
Adjusted EPS	$(0.05)	$0.05

Q3'23 Reported to Adjusted Bridge

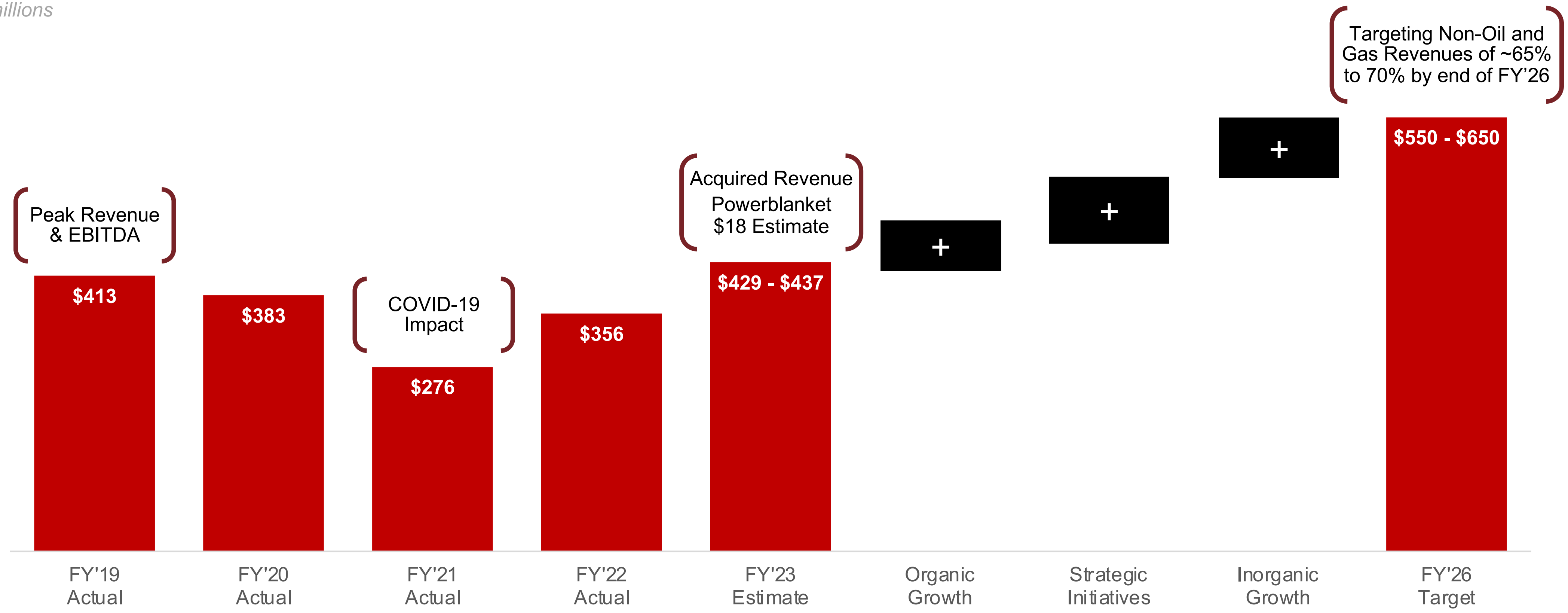
	Reported	Russia Exit	Adjusted
Revenue	$122.1	$0.0	$122.1
Gross Profit	$50.5	$(4.8)	$55.3
Gross Profit %	41.3%		45.3%
Net Income	$8.4	$(7.3)	$15.7
GAAP EPS	$0.25	$(0.22)	$0.47

- Announced decision to withdraw from operations in Russia
- Currently estimating total impact to business of $12MM – $15MM when completed … $8.3MM realized in Q3'23
- Impact of $0.22 to GAAP EPS in Q3'23 … $0.33 – $0.42 impact when completed

1. Includes charges related to the Russia Exit

FISCAL 2026 REVENUE GOALS – UPDATE

USD in millions



Remain on track for Fiscal 2026 growth goals … 50% organic growth since FY'21

Profitable Growth + Diversification = Long Term Value Creation

FISCAL 2023 GUIDANCE – UPDATE

USD in millions

Increased Full Year Revenue and Earnings Guidance

- Strong volume in Western Hemisphere … Europe challenging
- Continuous improvement in operations and pricing offsetting inflationary pressures
- Capex 2.0% – 2.5% of revenue
- Depreciation and amortization $22MM
- Effective tax rate of ~26% (excluding Russia Exit)
- Fiscal 2023 GAAP EPS guidance does not include the impact of additional charges related to completing the Russia Exit
  - $0.11 – $0.20 per share potential charge to GAAP EPS

USD in millions except per share information	FY 2022	Guidance as of Nov. 3, 2022	FY 2023E
Revenue	$355.7	$405 – $420	$429 - $437
YOY%	29%	14% – 18% Growth	21% – 23% Growth
Net Income	$20.1	-	-
GAAP EPS	$0.60	$1.08 – $1.17	$1.11 – $1.15
Adjusted EPS	$0.83	$1.30 – $1.39	$1.55 – $1.59
Adjusted EBITDA	$58.5		Operating leverage to drive Adjusted EBITDA growth and margin
Adjusted EBITDA %	16.4%		
Free Cash Flow	$24.2		Net Debt to Adjusted EBITDA of <1.0x, excluding M&A

COMPELLING INVESTMENT OPPORTUNITY

- Leading global brand in high value niche with mission critical technology and high barriers to entry
- Large installed base with loyal customers and resilient aftermarket franchise
- Adj. EBITDA expansion via 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

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