



THERMON GROUP HOLDINGS, INC. EARNINGS PRESENTATION

THIRD QUARTER FISCAL YEAR 2026

FEBRUARY 5, 2026

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. When used in this discussion, 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 release. 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) future growth of our key end markets and related capital investments; (ii) our ability to operate successfully in foreign countries; (iii) uncertainty over and changes in administrative policy; (iv) general economic conditions and cyclicalities in the markets we serve; (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 and incidents; (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) environmental and health and safety laws and regulations as well as environmental liabilities; (xxx) changes in government administrative policy and government sanctions, including the recently enacted tariffs on trade between the U.S. and Canada; (xxxi) climate change and related regulation of greenhouse gases, and (xxxii) those factors listed under Item 1A, "Risk Factors" included in our Annual Report on Form 10-K for the fiscal year ended March 31, 2025, filed with the Securities and Exchange Commission (the "SEC") on May 22, 2025, 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 or incorporated by reference in this quarterly report ultimately prove to be accurate.

NON-GAAP FINANCIAL MEASURES

Disclosure in this release of "Adjusted EPS," "Adjusted EBITDA," "Adjusted EBITDA margin," "Adjusted Net Income/(loss)," "Free Cash Flow," "Organic Sales," "OPEX Sales," "CAPEX Sales" and "Net Debt," 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), Enterprise Resource Planning ("ERP") system implementation related cost, costs associated with impairments and other charges, acquisition costs, amortization of intangible assets, tax expense for impact of foreign rate increases, and any tax effect of such adjustments. "Adjusted EBITDA" represents net income before interest expense (net of interest income), income tax expense, depreciation and amortization expense, stock-based compensation expense, acquisition costs, costs associated with restructuring and other income/(charges), ERP implementation related cost, debt issuance costs and costs associated with impairments and other charges. "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. "OPEX Sales" represents Point-in-Time Sales plus Over-Time Small projects (i.e., less than \$0.5 million in total revenue). "CAPEX Sales" represents Over Time-Large Projects (i.e., equal to or greater than \$0.5 million in total revenue). "Net Debt" represents total outstanding principal debt less cash and cash equivalents.

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. Adjusted EPS, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net Income, Organic Sales, OPEX Sales, CAPEX Sales and Free Cash Flow should be considered in addition to, and not as substitutes for, revenue, income from operations, net income, net income 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, OPEX Sales, CAPEX Sales 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, OPEX Sales, CAPEX Sales and Free Cash Flow are calculated and reconciliations to the corresponding GAAP measures, see the sections of this release titled "Reconciliation of Net income to Adjusted EBITDA," "Reconciliation of Net income to Adjusted Net Income and Adjusted EPS," "Reconciliation of Point-in-Time and Over-Time Sales to OPEX Sales and CAPEX Sales" and "Reconciliation of Cash Provided by Operating Activities to Free Cash Flow." We are unable to reconcile projected fiscal 2026 Adjusted EBITDA and Adjusted EPS to the most directly comparable projected GAAP financial measure because certain information necessary to calculate such measures on a GAAP basis is unavailable or dependent on the timing of future events outside of our control. Therefore, because of the uncertainty and variability of the nature of and the amount of any potential applicable future adjustments, which could be significant, we are unable to provide a reconciliation for projected Fiscal 2026 Adjusted EBITDA and Adjusted EPS without unreasonable effort.



Trailing Twelve Months Highlights

\$522MM

Total Revenue

45.4%

Gross Margin

22.6%

Adj. EBITDA
Margin

\$2.13

Adjusted EPS

\$55MM

Free Cash Flow

\$36MM

Share Repurchases

\$549MM

Total Bookings

1.05x

Book-to-Bill

70%

Diverse Mkt. Sales

\$100M

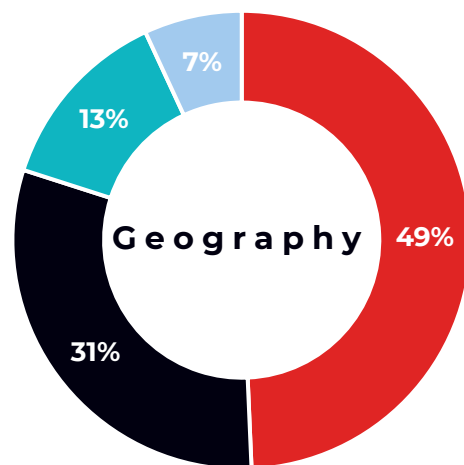
3D Initiatives
Revenue

27

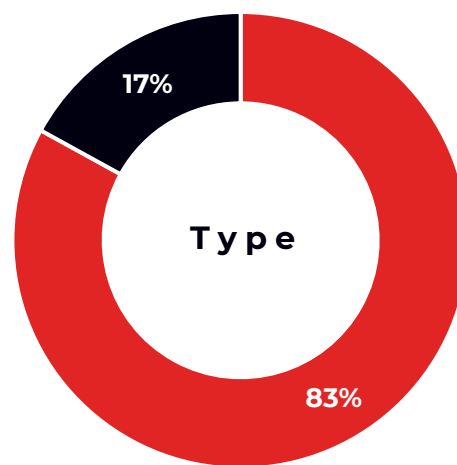
New Products

0.8x

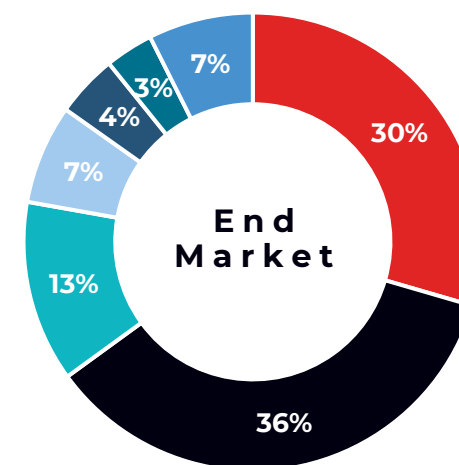
Net Leverage



■ USLAM ■ CAN ■ EMEA ■ APAC



■ OPEX Sales1 ■ CAPEX Sales2



■ O&G ■ General Industries & Other
 ■ Chemical / Petrochemical ■ Commercial
 ■ Power ■ Renewables
 ■ Strategic Adjacencies3



Q3 FY2026 Earnings

1. "OPEX Sales" (non-GAAP) represents Point-in-Time Sales plus Over Time - Small Projects. See table "Reconciliation of Point-in-Time and Over-Time Sales to OPEX Sales."
2. "CAPEX sales" (non-GAAP) represents large projects tied to our customers' capital expenditure budgets and are comprised of more than \$0.5 million in total revenue
3. Includes Mining & Mineral Processing, Maritime / Shipbuilding, Semiconductors, Pharmaceutical & Biotechnology, Rail and Transit, Food & Beverage, and Data Centers

Third Quarter 2026 Highlights

- Q3 revenue increased 10% driven by improved trends in CAPEX sales activity and pricing benefits
- Adjusted EBITDA increased 12%; margin of 24.2% (up 50 bps y-o-y) illustrative of earnings capacity of the business
- Positioned to benefit from several favorable secular demand trends—including Artificial Intelligence (AI) driven data center build, reshoring, electrification, decarbonization, LNG and rising power demand; bid pipeline up 8%
- Orders for the quarter increased by 14% year-over-year, resulting in a book-to-bill ratio of 1.1x
- Delivered first order for the new Poseidon Liquid Load Bank data center testing solution; robust activity with quote log expanding to ~\$60M, nearly doubling sequentially
- Net leverage at 0.8x and \$141 million in available liquidity providing support for continued growth investments



Q3 FY2026 Earnings



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

DECARBONIZATION, DIGITIZATION & DIVERSIFICATION

- Leverage existing Thermon solutions and new product development to meet customers' decarbonization and electrification needs
- Industry-leading controls and monitoring to digitize and optimize maintenance
- Diversify end market exposure into higher growth and defensive markets to deliver above market growth while reducing earnings volatility through economic cycles

DISCIPLINED CAPITAL ALLOCATION

- Drive organic growth through investments in technology and people
- Prioritize debt paydown and inorganic growth opportunities that exceed WACC by year 3
- Actively returning capital to shareholders via refreshed \$50MM share repurchase authorization
- Target long term 1.5x – 2.0x Net Debt to Adjusted EBITDA leverage under normal conditions

Execution on strategic pillars combined with dedicated focus on operational excellence drive long-term shareholder value creation



Scaling Two Strategic Growth Platforms

Liquid Load Banks

2X Quote Log Growth

Quote log **expanded from ~\$30M to ~\$60M** from September 2025, reflecting accelerating customer interest

20 Units Shipped

Making **Thermon's entry into the market**, Design-to-first-delivery timeline demonstrates strong cross-functional execution

40 Units Ordered

Early customer orders demonstrate growing market traction. Active engagement with owners/operators, commissioning firms, HVAC contractors and rental partners.

Scaling Manufacturing

After a successful launch phase, we are now standing up a dedicated production line to support growth.

Medium Voltage Heaters

Expanding Quote Log

Current pipeline has expanded to **over +\$150M**

Leveraging Thermon's relationships with existing customers in chemical, general industrial, oil & gas and food & beverage end markets

3 Units Ordered

Secured a 3rd order, increasing **backlog to \$11M**

Scaling Manufacturing

Scaling manufacturing by leveraging our global footprint and deep operational know-how to support growing customer demand



Q3 FY26 Operating Highlights

- Revenues increased 10% driven by more favorable spending trends, including improved trends in large projects, and strong pricing benefits
 - OPEX Sales² +5% as reported
 - CAPEX Sales³ +37% YOY
- Gross profit margin was 46.6% during the third quarter, up from 46.2% last year, improved profitability in CAPEX and OPEX sales, driven by efficient execution and pricing benefits.
- Adjusted EBITDA was up 12% due to the strong revenue growth and improved gross margins.
- Record incoming order levels +14% year-over-year; book-to-bill¹ for the quarter was 1.1x
- Backlog increased 10% due to continued bookings momentum.

US\$ millions,

except per share data

	FY26 Q3	FY25 Q3	YOY%
Revenue	\$147.3	\$134.4	9.6%
Gross Profit	\$68.7	\$62.1	10.5%
Net Income	\$18.3	\$18.5	(1.1%)
Adjusted EBITDA	\$35.6	\$31.8	11.9%
EPS	\$0.55	\$0.54	1.9%
Adjusted EPS	\$0.66	\$0.56	17.9%
Orders	\$158.2	\$138.6	14.1%
Book-To-Bill ¹	1.1x	1.0x	0.1x
Backlog	\$259.4	\$235.6	10.1%



Q3 FY2026 Earnings

1. Book-to-bill ratio defined as orders/revenue

2. "OPEX Sales" (non-GAAP) represents Point-in-Time Sales plus Over Time - Small Projects. See table "Reconciliation of Point-in-Time and Over-Time Sales to OPEX Sales."

3. "CAPEX sales" (non-GAAP) represents large projects tied to our customers' capital expenditure budgets and are comprised of more than \$0.5 million in total revenue

Balance Sheet and Cash Flow

SELECTED BALANCE SHEET

<i>US\$ millions</i>	FY26 Q3	FY25 Q3	YOY%
Cash and Cash Equivalents	\$46.9	\$38.7	21.2%
Total Debt	\$143.1	\$153.4	(6.7%)
Net Debt/Adj. EBITDA	0.8x	1.1x	(0.3)x
Working Capital ¹	\$190.0	\$177.2	7.2%
WC % of TTM Revenue	36.4%	36.0%	36 bps

SELECTED CASH FLOW

<i>US\$ millions</i>	FY26 Q3	FY25 Q3	YOY%
Net Income	\$18.3	\$18.5	(1.1%)
Depreciation & Amortization	\$5.7	\$5.6	1.8%
Change in Working Capital	(\$17.6)	(\$22.1)	(20.4%)
Other	\$11.6	\$7.8	48.7%
CFOA	\$18.0	\$9.8	83.7%
CAPEX	(\$4.9)	(\$1.4)	250.0%
Free Cash Flow	\$13.1	\$8.4	56.0%
FCF % of NI	71.6%	45.4%	2618 bps

- Free cash flow of \$13 million, up from last year reflecting the healthy operating performance
- Leverage of 0.8x down from third quarter last year, reflecting continued financial discipline and balance sheet strength
- Conservative leverage and total available liquidity of \$141 million provide flexibility to pursue strategic initiatives



Full Year Guidance

- CAPEX: 2.5% - 3.0% revenue
- Depreciation and amortization: ~\$23MM
- Effective tax rate: ~26%

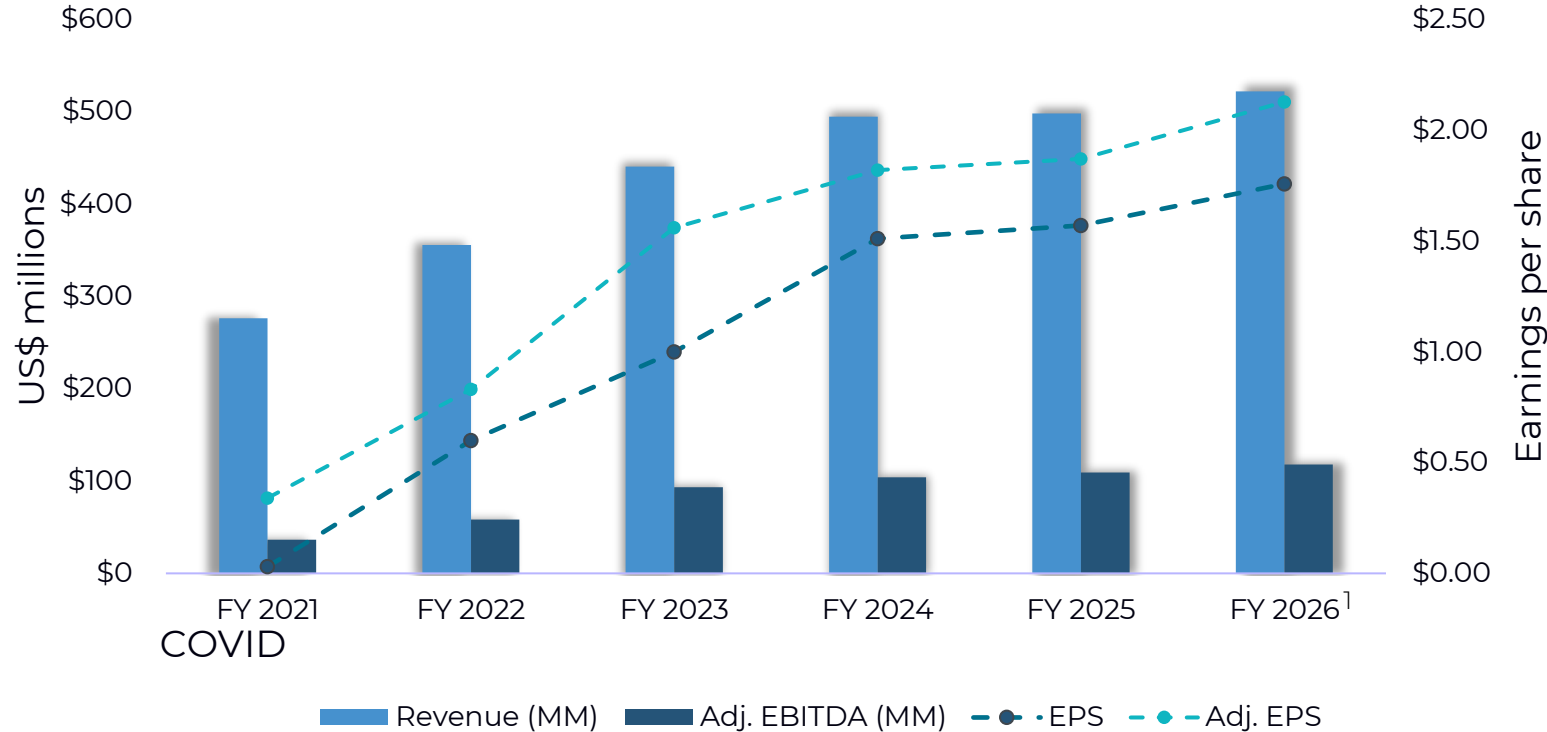
Assumptions:

- Tariff headwinds fully offset by price and productivity in H2
- Continued order momentum
- Current tariff regime remains in place with no notable improvement or escalation of trade war

US\$ MILLION, EXCEPT PER SHARE DATA	FY25 ACTUAL	FY26 PREV	FY26E
Revenue	\$498.2	\$506 - \$527	\$516 - \$526
YOY%		1.6% -5.8%	3.6% -5.6%
Net Income	\$53.5		
EPS	\$1.57	\$1.62 - \$1.77	\$1.64 - \$1.78
Adjusted EPS	\$1.87	\$2.00 - \$2.15	\$2.05 - \$2.19
Adjusted EBITDA	\$109.2	\$112 - \$119	\$114 - \$120
YOY%		2.6% - 9.0%	4.4% - 9.9%
Adjusted EBITDA %	21.9%	22.1% - 22.6%	22.1% - 22.8%



Track Record of Performance



+14%

Revenue
CAGR

+26%

Adjusted
EBITDA CAGR



Compelling Investment Opportunity

- **Leading Global Brand** in high value, diversified end markets with mission critical technology and high barriers to entry, supported by culture of operational excellence
- **Large Installed Base** with loyal customers and resilient aftermarket franchise
- **Exposure to Sizeable Growth Opportunities** in high-growth energy transition and decarbonization, chemicals/petrochemicals, power, data centers, onshoring in North America and infrastructure
- **Strong & Flexible Balance Sheet** with high margin, low capital investment model that yields significant free cash flow



FINANCIAL RECONCILIATIONS

Reconciliation of Net Income to Adjusted EBITDA

Unaudited, in thousands

	Three Months Ended December 31,		Nine months ended December 31,	
	2025	2024	2025	2024
Net income	\$ 18,291	\$ 18,539	\$ 41,826	\$ 36,544
Interest expense, net	2,161	2,535	6,144	8,172
Income tax expense	6,333	6,486	13,819	12,488
Depreciation and amortization expense	5,702	5,624	17,173	16,761
EBITDA (non-GAAP)	\$ 32,487	\$ 33,184	\$ 78,962	\$ 73,965
Stock compensation expense	1,838	1,470	5,203	4,046
Restructuring and other charges/(income) ¹	991	(3,029)	1,334	(163)
Transaction-related costs ²	—	—	—	355
Debt issuance cost ³	—	—	523	—
ERP implementation-related costs	286	149	1,427	538
Adjusted EBITDA (non-GAAP)	\$ 35,602	\$ 31,774	\$ 87,449	\$ 78,741
Adjusted EBITDA %	24.2 %	23.7 %	22.5 %	21.6 %

¹ Fiscal 2026 charges associated with cost-cutting measures. Fiscal 2025 charges associated with cost-cutting measures including reduction-in-force and facility consolidation, of which \$0.1 million are in cost of sales.

² Fiscal 2025 charges relate to the January 2024 Vapor Power acquisition and October .

³ Debt issuance costs related to refinancing the Company's credit facility.



Reconciliation of Net Income to Adjusted Net Income and Adjusted EPS

Unaudited, in thousands except per share amounts

	Three Months Ended December 31,		Nine months ended December 31,		
	2025	2024	2025	2024	
Net income	\$ 18,291	\$ 18,539	\$ 41,826	\$ 36,544	
Amortization of intangible assets	3,480	3,463	10,471	10,262	Intangible amortization
Restructuring and other charges/(income) ¹	991	(3,029)	1,334	(163)	Operating expense and cost of sales
Transaction-related costs ²	—	—	—	355	Operating expense
Debt issuance cost ³	—	—	523	—	Operating expense
ERP implementation related costs	286	149	1,427	538	Operating expense
Tax effect of adjustments	(1,141)	(157)	(3,323)	(2,598)	
Adjusted Net Income (non-GAAP)	\$ 21,907	\$ 18,965	\$ 52,258	\$ 44,938	
Adjusted Fully Diluted Earnings per Common Share (Adjusted EPS) (non-GAAP)	\$ 0.66	\$ 0.56	\$ 1.58	\$ 1.32	
Fully-diluted common shares	33,183	34,092	32,991	34,090	

¹ Fiscal 2026 charges associated with cost-cutting measures. Fiscal 2025 charges associated with cost-cutting measures including reduction-in-force and facility consolidation, of which \$0.1 million are in cost of sales.

² Fiscal 2025 charges relate to the January 2024 Vapor Power acquisition.

³ Debt issuance costs related to refinancing the Company's credit facility.



Reconciliation of Cash Provided by Operating Activities to Free Cash Flow

Unaudited, in thousands

	Three Months Ended December 31,		Nine months ended December 31,	
	2025	2024	2025	2024
Cash provided by operating activities	\$ 17,982	\$ 9,839	\$ 36,149	\$ 31,060
Cash provided by/(used in) by investing activities	(4,471)	(5,570)	(9,875)	(11,319)
Cash provided by/(used in) by financing activities	3,761	(14,163)	(15,720)	(27,822)
Cash provided by operating activities	\$ 17,982	\$ 9,839	\$ 36,149	\$ 31,060
Less: Cash used for purchases of property, plant and equipment	(4,919)	(1,393)	(10,404)	(7,178)
Free cash flow (non-GAAP)	\$ 13,063	\$ 8,446	\$ 25,745	\$ 23,882



Reconciliation of Point-in-Time and Over-Time Sales to OPEX Sales

Unaudited, in thousands

	Three Months Ended December 31,		Nine months ended December 31,	
	2025	2024	2025	2024
Point-in-Time Sales	\$ 102,310	\$ 99,562	\$ 274,091	\$ 258,607
Over Time - Small Projects	19,600	16,238	48,135	51,860
Over Time - Large Projects (CAPEX)	25,400	18,553	65,705	53,660
Total Over-Time Sales¹	<u>\$ 45,000</u>	<u>\$ 34,791</u>	<u>\$ 113,840</u>	<u>\$ 105,520</u>
Total Sales	<u><u>\$ 147,310</u></u>	<u><u>\$ 134,353</u></u>	<u><u>\$ 387,931</u></u>	<u><u>\$ 364,127</u></u>
Point-in-Time Sales	102,310	99,562	274,091	258,607
Over Time - Small Projects	19,600	16,238	48,135	51,860
OPEX Sales (non-GAAP)	<u>\$ 121,910</u>	<u>\$ 115,800</u>	<u>\$ 322,226</u>	<u>\$ 310,467</u>
OPEX Sales %	82.8 %	86.2 %	83.1 %	85.3 %

¹ Over Time Sales are presented as Over Time - Small Projects and Over Time - Large Projects. Over Time - Small Projects are each less than \$0.5 million in total revenue and Over Time - Large Projects are each equal to or greater than \$0.5 million in total revenue.





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