THERMON GROUP HOLDINGS, INC. EARNINGS PRESENTATION

THIRD QUARTER FISCAL YEAR 2025

FEBRUARY 6, 2025

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) general economic conditions and cyclicality in the markets we serve; (ii) future growth of our key end markets and related capital investments; (iii) our ability to operate successfully in foreign countries; (iv) the outbreak of a global pandemic; (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, including the recently enacted tariffs on trade between the U.S. and Canada; (xxix) changes in government administrative policy; (xxx) environmental and health and safety laws and regulations as well as environmental liabilities; (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, 2024, filed with the Securities and Exchange Commission (the “SEC”) on May 29, 2024, 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 release 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.

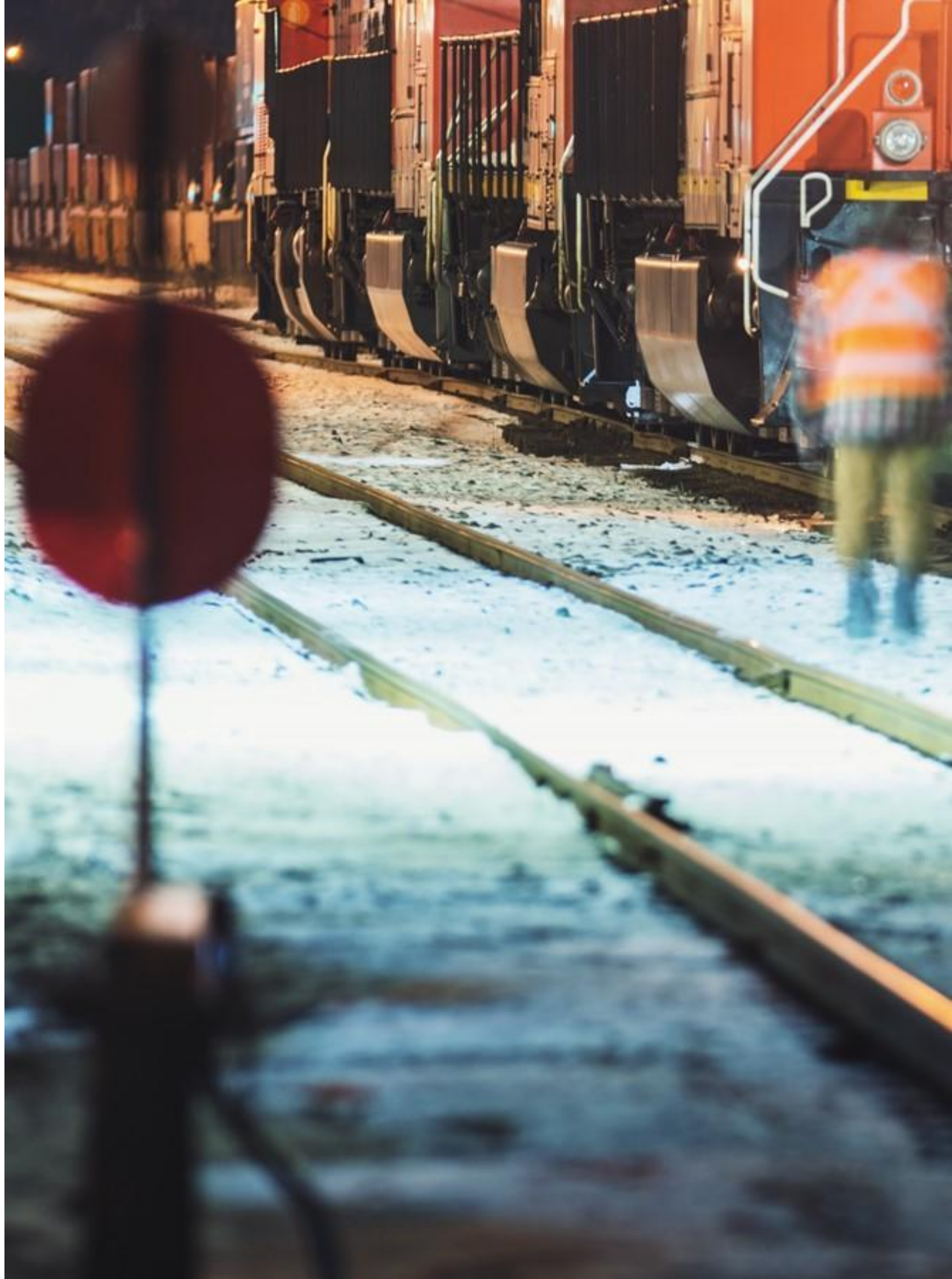
NON-GAAP FINANCIAL MEASURES

Disclosure in this release of "Adjusted EPS," "Adjusted EBITDA," "Adjusted EBITDA margin," "Adjusted Net Income/(loss)," "Free Cash Flow," "Organic Sales," "OPEX 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), ERP 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, 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 and net sales of rental equipment. "Organic Sales" represents revenue excluding the impact of the Company's December 2023 acquisition of Vapor Power and October 2024 acquisition of F.A.T.I. "OPEX Sales" represents Point-in-Time Sales plus Over-Time Small projects. "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 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 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 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 "Reconciliation of Cash Provided by Operating Activities to Free Cash Flow." We are unable to reconcile projected Fiscal 2025 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 2025 Adjusted EBITDA and Adjusted EPS without unreasonable effort.

Third Quarter 2025 Highlights

- **Continued OPEX revenue resilience combined with improving order trends and strong backlog growth point to favorable growth outlook**
  - Revenue from recurring OPEX and recent acquisitions largely offset large project revenue contraction
  - OPEX revenues were resilient despite weaker large CAPEX spending environment, highlighting revenue stability
  - Continued bookings momentum drove positive book-to-bill; ending backlog increased 48% (+9% organically)
- **Strong margin capture highlights longer-term margin potential**
  - Adjusted EBITDA margin improved to nearly 24% owing to improved mix and productivity enhancement initiatives
  - Adjusted EBITDA increased 3% despite the modest revenue decline
- **Strict financial discipline, strong financial flexibility**
  - Year-to-date free cash flow of $24 million is up $3 million from last year
  - Strong free cash flow used to reduce net debt, resulting in quarter end net leverage well below targeted range; provides ample financial flexibility to pursue capital allocation priorities



Q3 Fiscal 2025 Financial Summary

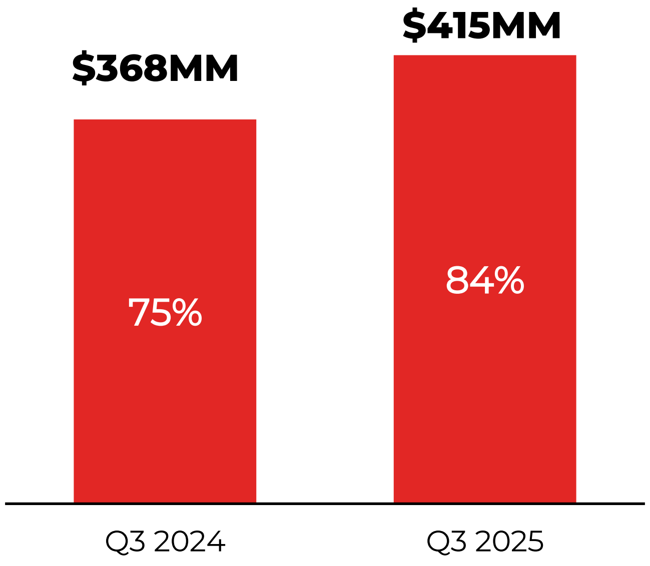
- Improved order intake momentum driven by broad market strength and acquisition contribution, partially offset by continued delays in large project spending
- Acquisitions contributed $13MM in revenue; organic revenue declined 11%
- Stability in short cycle revenue as customers continue to spend on MRO needs despite weaker CAPEX spending
  - OPEX (Point-In-Time Sales + Over Time - Small Projects) +12.6% YOY; essentially flat organically
  - CAPEX (Over Time – Large Projects) -44.8% YOY
- 1.03x book-to-bill[1] driven in part by multi-year contracts with long term customer relationships
- Maintained strong balance sheet and financial discipline; reduced net debt by $14 million during 3Q25
  - Net leverage of 1.1x provides strong financial flexibility

USD in millions, except per share data	FY25 Q3	FY24 Q3	YOY%
Orders	$138.6	$124.4	11.4%
Revenue	$134.4	$136.4	(1.5)%
GAAP Net Income	$18.5	$15.8	17.1%
Adjusted EBITDA	$31.8	$30.7	3.3%
Net Debt/Adj. EBITDA	1.1x	1.5x	(0.4)x
Free Cash Flow	$8.5	$22.1	UnFav.
GAAP EPS	$0.54	$0.46	17.4%
Adjusted EPS	$0.56	$0.59	(5.1)%

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

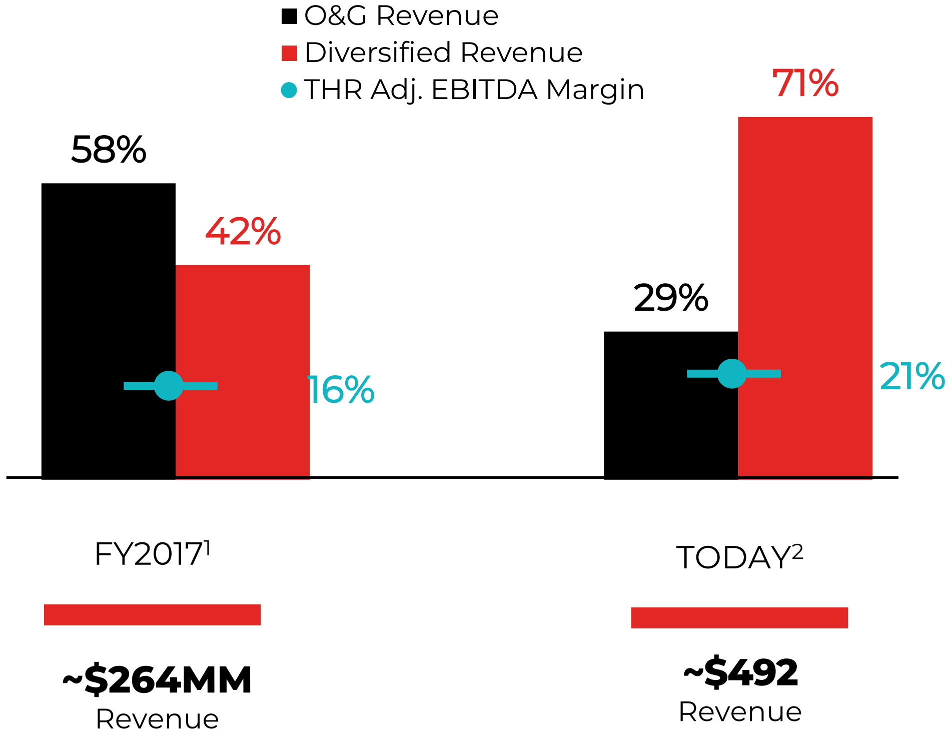
Strategy in Action - Revenue Balance and Diversification Drive Stability

TTM OPEX/Short Cycle Revenue



- OPEX *(Point-In-Time Sales + Over Time - Small Projects)* +12.8%
- Revenue from CAPEX spending -36.7%
- Vapor Power and F.A.T.I. revenues considered Point-in-Time

End Market Diversification



1. Fiscal year ending March 31, 2017
2. Trailing twelve-months ending December 31, 2024

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 and 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

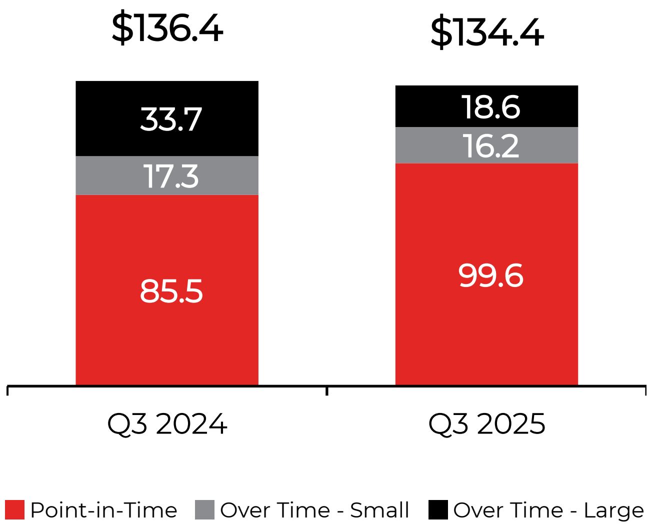
Disciplined Capital Allocation

- Drive organic growth through investments in technology and people
- Prioritize debt paydown and inorganic growth opportunities that exceed WACC by year 3 as evidenced by recent Vapor Power and FATI acquisitions
- Actively returning capital to shareholders via $50MM share repurchase authorization
- Target 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

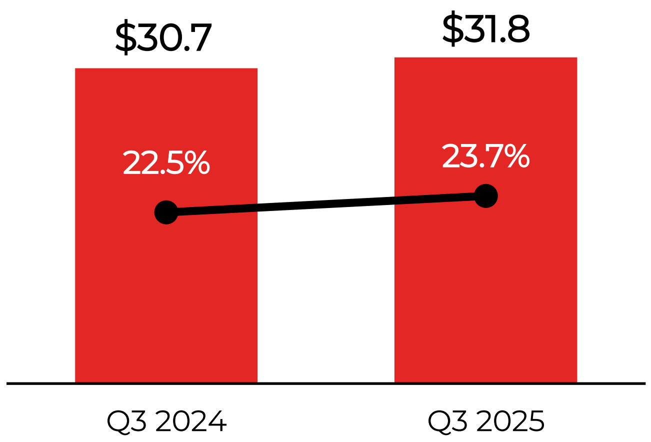
Q3 2025 vs. Q3 2024 Financial Performance *USD in Millions*

Revenue



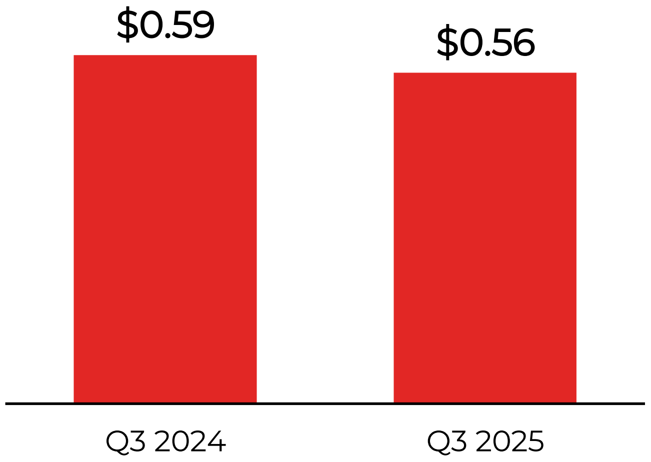
- **Revenue -1.5%**
- Revenue from diversified end markets -1%
- Revenue from O&G -3%
- Acquisitions contributed $13.3MM; organic revenue declined 11%
- OPEX sales increased 12.6% as reported and were flat organically

Adj. EBITDA & Margin[1]



- **Adjusted EBITDA up 3.3% YOY**
- Margin improvement owing to more favorable mix, cost savings measures, and productivity enhancements
- Ongoing investments to support decarbonization, digitization and diversification growth strategy with disciplined cost management

Adj. EPS[2]



- **Adjusted EPS -5.1%**
- Decline largely driven by incremental interest cost from the acquisition of Vapor Power in December 2023

1. See table, "Reconciliation of Net Income to Adjusted EBITDA."
2. See table, "Reconciliation of Net Income to Adjusted Net Income and Adjusted EPS."

Balance Sheet and Cash Flow

Selected Balance Sheet

USD in millions, except per share data	FY25 Q3	FY24 Q3	YOY
Cash and Cash Equivalents	$38.7	$55.4	(30.1)%
Total Debt	$153.4	$213.3	(28.1)%
Net Debt / Adjusted EBITDA	1.1x	1.5x	(0.4)x
Working Capital[1]	$177.2	$190.3	(6.9)%
WC % of TTM Revenue	36.0%	38.9%	(290) bps

- Strong Free Cash Flow generation of $8.5MM, $23.9MM year-to-date, +14.5% YOY.
- Financial discipline drives improved working capital efficiency
- Leverage of 1.1x, down from 1.5x after financing Vapor Power acquisition in Q3 FY24

Selected Cash Flow

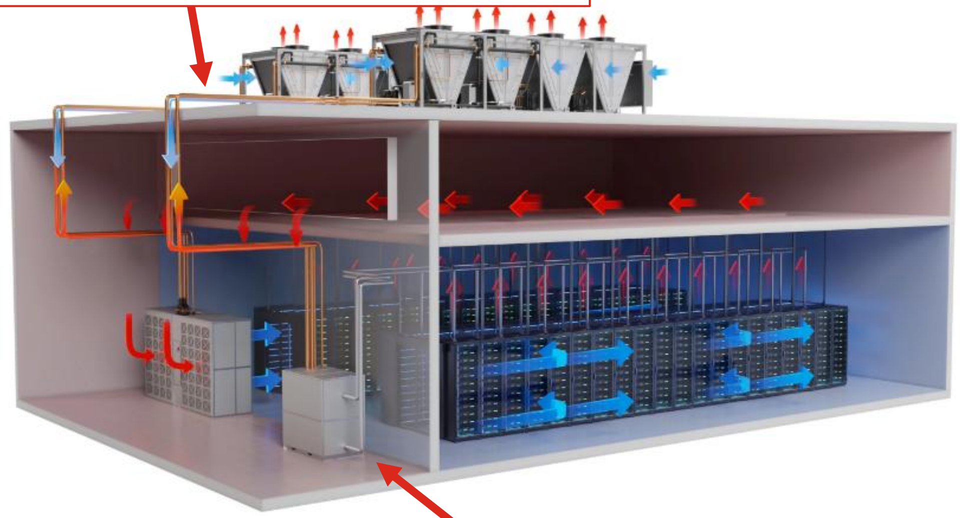
USD in millions, except per share data	FY25 Q3	FY24 Q3	YOY
Net Income (GAAP)	$18.5	$15.8	17.1%
Depreciation & Amortization	$5.6	$4.3	30.2%
Change in Working Capital	$(22.1)	$(11.2)	UnFav.
Other	$7.8	$15.4	UnFav
CFOA	$9.8	$24.3	UnFav
CAPEX	$(1.4)	$(2.2)	(36.4)%
Free Cash Flow	$8.5	$22.1	UnFav
FCF % of GAAP NI	46%	140%	UnFav

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

Data Center Application – Electric Boilers

ELECTRIC HEAT TRACING & CONTROLS

- Freeze Protection on outdoor piping
- Condensate Prevention



ELECTRIC HOT WATER BOILERS

- Hardware Testing for Burn-in Cycle to Test the Cooling Procedures
- Lower Energy Requirements Versus Air-Cooled Server Solutions

Liquid-cooled Data Centers represent a growing market opportunity

- Only 10% of the current market but growing rapidly
- Provide more efficient cooling and allow higher server density

Electric boilers

- Provide hot water needed to test hardware and cooling system for start-up and burn in cycles
- Electric boilers serve a dual purpose as load banks to simulate and test the electrical infrastructure
- Used for maintenance and testing throughout the lifecycle of the data center

Fiscal 2025 Guidance

Maintaining Full Year Guidance

- CAPEX: 2.0% - 2.5% of revenue
- Depreciation and amortization:~$22MM
- Effective tax rate of ~26%
- Remain focused on driving toward long-term targets

USD in millions, except per share data	FY24 Actual	FY25E
Revenue	$494.6	$495 – $515
YOY%		0% – 4% Growth
Net Income	$51.6	-
GAAP EPS	$1.51	$1.46 – $1.58
Adjusted EPS	$1.82	$1.77 – $1.89
Adjusted EBITDA	$104.2	$105 - $110
YOY%		1% – 6% Growth
Adjusted EBITDA %	21.1%	21.2% - 21.4%

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, onshoring in North America and government stimulus

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,	
	2024	2023	2024	2023
Net income	$ 18,539	$ 15,837	$ 36,544	$ 41,505
Interest expense, net	2,535	1,754	8,172	5,263
Income tax expense	6,486	4,511	12,488	12,506
Depreciation and amortization expense	5,624	4,273	16,761	13,075
EBITDA (non-GAAP)	$ 33,184	$ 26,375	$ 73,965	$ 72,349
Stock compensation expense	1,470	1,444	4,046	4,132
Restructuring and other charges/(income)[1]	(3,029)	1,336	(163)	2,221
Transaction-related costs[2]	—	1,592	355	1,859
ERP implementation-related costs	149	—	538	—
Adjusted EBITDA (non-GAAP)	$ 31,774	$ 30,747	$ 78,741	$ 80,561
Adjusted EBITDA %	23.7 %	22.5 %	21.6 %	22.0 %

1 Net gain associated with cost-cutting measures including reduction-in-force and the facility consolidation, more than offset by the related gain on sale of our Denver manufacturing facility, of which $0.1 million are in cost of sales for the nine months ended December 31, 2024.
2 Fiscal 2025 charges relate to the Vapor Power and F.A.T.I. acquisition costs and Fiscal 2024 charges were incurred in connection with the Russia Exit.

Reconciliation of Net Income to Adjusted Net Income and Adjusted EPS

Unaudited, in thousands except per share amounts

	Three Months Ended December 31, 2024	Three Months Ended December 31, 2023	Nine months ended December 31, 2024	Nine months ended December 31, 2023	
Net income	$ 18,539	$ 15,837	$ 36,544	$ 41,505	
Amortization of intangible assets	3,463	2,121	10,262	6,735	Intangible amortization
Restructuring and other charges/(income)[1]	(3,029)	1,336	(163)	2,221	Operating expense and cost of sales
Transaction-related costs[2]	—	1,592	355	1,859	Operating expense
ERP implementation related costs	149	—	538	—	Operating expense
Tax effect of adjustments	(157)	(821)	(2,598)	(1,914)	
Adjusted Net Income (non-GAAP)	$ 18,965	$ 20,065	$ 44,938	$ 50,406	
Adjusted Fully Diluted Earnings per Common Share (Adjusted EPS) (non-GAAP)	$ 0.56	$ 0.59	$ 1.32	$ 1.47	
Fully-diluted common shares	34,092	34,202	34,090	34,325	

1 Net gain associated with cost-cutting measures including reduction-in-force and the facility consolidation, more than offset by the related gain on sale of our Denver manufacturing facility, of which $0.1 million are in cost of sales for the nine months ended December 31, 2024.
2 Fiscal 2025 charges relate to the Vapor Power and F.A.T.I. acquisition costs and Fiscal 2024 charges were incurred in connection with the Russia Exit.

Reconciliation of Cash Provided by Operating Activities to Free Cash Flow

Unaudited, in thousands

Thermon Group Holdings, Inc.

Reconciliation of Cash Provided by Operating Activities to Free Cash Flow

(Unaudited, in thousands)

	Three Months Ended December 31,		Nine months ended December 31,	
	2024	**2023**	**2024**	**2023**
Cash provided by operating activities	$ 9,839	$ 24,328	$ 31,060	$ 28,588
Cash provided by/(used in) by investing activities	(5,570)	(102,705)	(11,319)	(108,279)
Cash provided by/(used in) by financing activities	(14,163)	102,134	(27,822)	97,538
Cash provided by operating activities	$ 9,839	$ 24,328	$ 31,060	$ 28,588
Less: Cash used for purchases of property, plant and equipment	(1,393)	(2,274)	(7,178)	(7,882)
Plus: Sales of rental equipment	29	41	63	75
Free cash flow (non-GAAP)	$ 8,475	$ 22,095	$ 23,945	$ 20,781

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,	
	2024	2023	2024	2023
Point-in-Time Sales	$ 99,562	$ 85,512	$ 258,607	$ 223,291
Over Time - Small Projects	16,238	17,254	51,860	47,526
Over Time - Large Projects	18,553	33,661	53,660	96,158
Total Over-Time Sales[1]	$ 34,791	$ 50,915	$ 105,520	$ 143,684
Total Sales	$ 134,353	$ 136,427	$ 364,127	$ 366,975
Point-in-Time Sales	99,562	85,512	258,607	223,291
Over Time - Small Projects	16,238	17,254	51,860	47,526
OPEX Sales	$ 115,800	$ 102,766	$ 310,467	$ 270,817
OPEX Sales %	86.2 %	75.3 %	85.3 %	73.8 %

1 Over Time Sales were previously reported as a single figure and are now 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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