

Q3 2026 Earnings Report

November 9, 2026

LEGAL DISCLOSURES

Forward-Looking Statements

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Non-GAAP Financial Measures

This presentation includes certain non-GAAP financial measures, including Adjusted EBITDA, Adjusted EBITDA margin, non-GAAP EPS, and Adjusted Free Cash Flow, Free Cash Flow, non-GAAP gross profit, non-GAAP gross margin, non-GAAP operating income, non-GAAP operating margin, and non-GAAP net income (collectively, the "Non-GAAP Measures"). Management believes these measures provide useful supplemental information regarding the operating performance of CECO, both on a reported basis and, where presented, on a pro forma basis reflecting Thermon. Non-GAAP Measures should not be considered in isolation or as a substitute for any measure of financial performance or liquidity derived in accordance with GAAP. These measures have limitations as analytical tools, and similarly titled measures used by other companies may not be comparable. Reconciliations of each Non-GAAP Measure to its most directly comparable GAAP measure are set forth in the appendix to this presentation. Forward-looking non-GAAP Measures, including Adjusted EBITDA and Adjusted Free Cash Flow included in CECO’s 2026 and 2027 outlook and Adjusted EBITDA included in CECO’s preliminary 2028 view, are not reconciled to the comparable GAAP financial measures because the reconciliation could not be performed without unreasonable efforts. The Company is unable to predict with a reasonable degree of certainty the type and extent of certain items that would be expected to impact GAAP financial measures but not the applicable Non-GAAP Measures.

CECO Environmental: Key Take Aways

Q3 RESULTS

Strong execution

Orders and revenue growth, margin expansion, and free cash flow generation.

BACKLOG

$2.2B

~80% multi-industrial and energy, ~20% datacenter
✓ Vast majority of projects funded and underway

THERMON INTEGRATION

~55% of synergies captured

Ahead of schedule, with organizational and cultural integration progressing well.

OPPORTUNITY PIPELINE

$9B+

High visibility into the next 2 years across power generation, energy infrastructure, datacenter, semiconductor, and industrial water and air applications.

BALANCE SHEET

~2.0x leverage

Reduced as expected, increased capacity for capital deployment and growth investments.

2027 OUTLOOK

Tremendous growth

A balanced market view, supported by a proven record of exceeding initial guidance.

We Continue to Execute and Deliver On Our Stated Guidance and Strategic Objectives

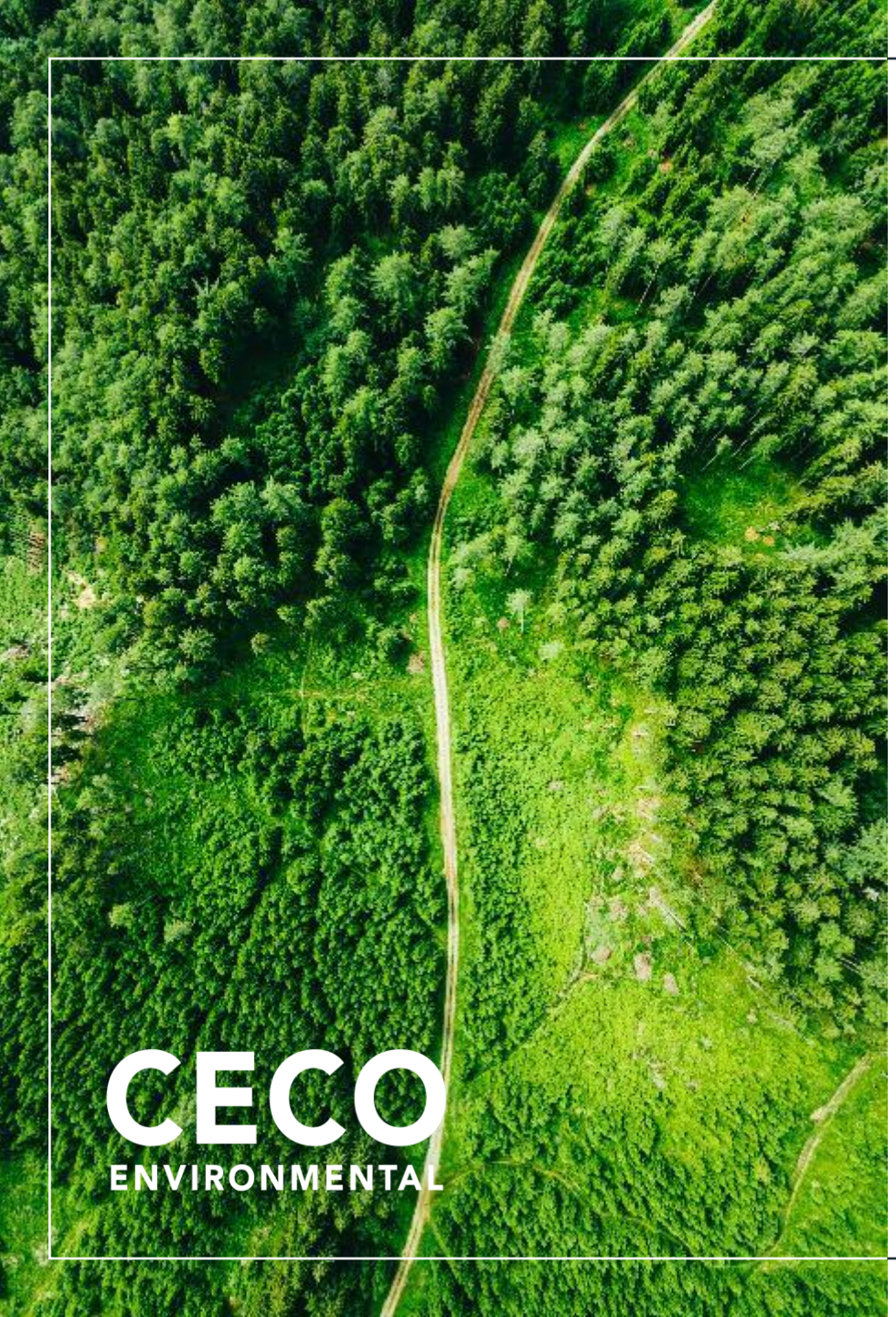
Consistent High Performance: Proven Track Record + Great Visibility

Proven Track Record Since 2020:

Sustained High Performance	Successful Programmatic M&A	Consistently a "Rule of 30+" Company
Backlog up 10X	Over A Dozen, Accretive Acquisitions Since 2020	2026 Growth + EBITDA Margin = 40+
>20% Sales CAGR	Thermon Integration Largely Complete	2027 Outlook: Well-Above Rule of 50+
EBITDA Margins Up Over 700bps	Thermon Synergies Ahead of Schedule	Preliminary 2028 View: Rule of 40+
Sales Pipeline Up 5X to $9B+		Strong FCF Generation

Addressing Market Concerns:

Strong Backlog Visibility and Diverse	Leverage Reduced As We Guided	High Conviction 2027 Outlook
Projects Funded, Permitted, & Active	Rapid Debt Paydown Since Thermon	Track Record of Meeting or Beating Initial FY Guidance
Margin Profile > 2026 GM%	Portfolio Delivering Improved Cash Flow	Integration Synergies Delivering
Very Low Cancellation Rate < 0.5% Over Past 6+ Years	Reducing Working Capital Intensity	Direct-to-Customer Model = Visibility
	Well-Positioned for Future M&A	



Q3 and 2026 Financial Discussion

Q3 2026 Performance Summary

Revenue up 105% and Adjusted EBITDA up 200% year over year; 2026 orders and adj. free cash flow outlook raised

Revenue

$404M

- Up 105% YoY: legacy CECO +30%
- No material project delays

Adjusted EBITDA

$70.1M

- Up > 200% YoY; legacy CECO +64%
- Margin of 17.3%, up 550bps YoY
- Adj. EPS *(non-GAAP)* of $0.60

Backlog | Orders

$2.2B | $778M

- Orders up ~234% YoY; legacy CECO +165%
- Backlog up 205% YoY; legacy CECO +167%

Adjusted FCF | Net Debt

$154M | $530M

- ~ 220% conversion of Adjusted EBITDA
- Net leverage of ~ 2.0x

Other Items

2026 OUTLOOK

- Raising full-year orders to $2.5B+, from $2B+
- Raising Adjusted FCF to ~ 100% of Adjusted EBITDA, from 55%
- Reaffirming Revenue of $1.30–1.375B and Adj. EBITDA of $200–225M (FY Guidance was raised in August)

Other YTD Performance Metrics | YoY Growth

- Orders $2.0B, **up 175%**
- Revenue $895M, **up 60%**
- Adj EBITDA $131M, **up 115%**
- Adj. EBITDA margin of 14.6%, **up 380 bps**
- Adj Free Cash Flow $192M … Rapid debt reduction

Legacy CECO consists of Engineered Systems, Industrial Process Solutions, and general corporate & administrative expenses.

Q3 2026 and Trailing Twelve-Month Financial Performance

	Q3 '26	YoY	Q3 TTM	YoY
Backlog	**$2,193M**	**+205%**	**$2,193M**	**+205%**
Orders *Book to Bill*	**$778M** *1.92x*	**+234%**	**$2,355M** *2.12x*	**+147%**
Revenue	**$404M**	**+105%**	**$1,110M**	**+55%**
Adj. Gross Profit *Margin %*	**$146.8M** *36.3%*	**+127%** *+362bps*	**$382.1M** *34.4%*	**+53%** *(46)Bps*
Adj. EBITDA *Margin %*	**$70.1M** *17.3%*	**+202%** *+556bps*	**$160.4M** *14.4%*	**+101%** *+336bps*
Leverage	**2.0x**	**0.7X** *Reduction*	-	-

KEY HIGHLIGHTS

- **Backlog:** Legacy CECO up 167% on strong demand in the domestic PowerGen, Semi/Electronics, LNG, Natural Gas and Water Separation-Filtration projects.
- **Orders**: Legacy CECO up 165%, sustaining the growth trend from 1H'26. Thermon was a solid contributor, up 14% when compared to Q3'25, as a public company.

- **Legacy CECO** up 30% on backlog conversion in Water-Air-Energy applications
- **Sequentially**, CECO is up 42% on a full quarter of Thermon's contribution and early revenue ramp from Large Power Projects

- **Legacy CECO** Adj. Gross Margin of 34.5% up 180bps YoY on higher backlog booked margin and project execution.
- **Total CECO** Adj. Gross Margins up 362bps YoY and 262bps versus prior quarter, driven by a full quarter with Thermon and favorable backlog margin drop through.

- **Legacy CECO** up 64% from volume/mix and strong operating model G&A leverage.
- **Total CECO,** up >550 bps YoY and >320bps sequentially on a full quarter of Thermon's contribution, G&A leverage and realization of initial integration synergies.

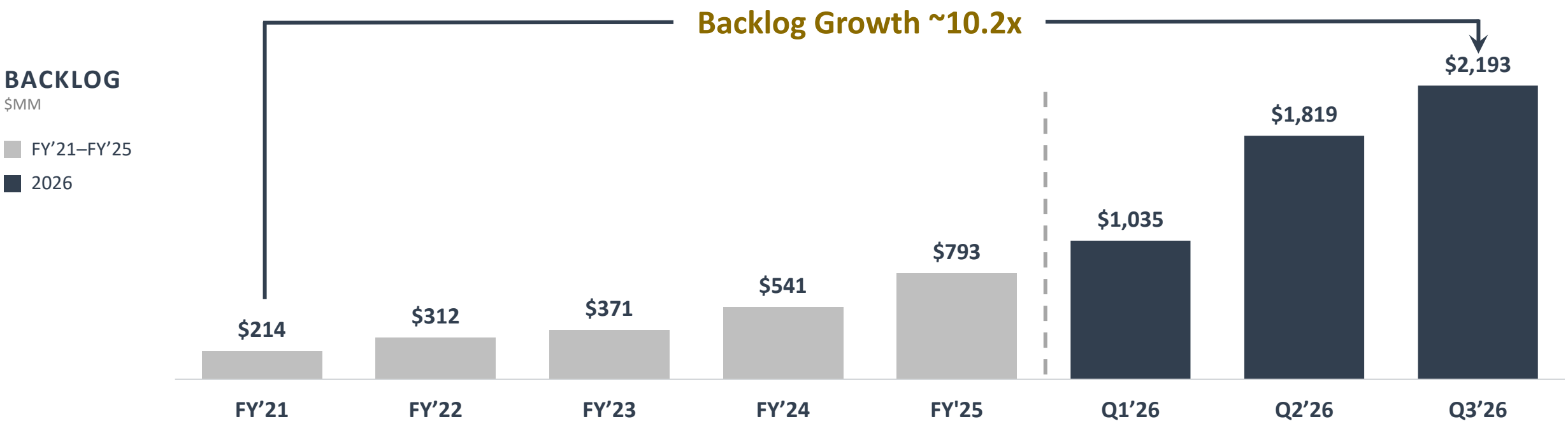
- **Adjusted Free Cash Flow,** of $154M driven by strong collections from project milestones and advanced payments. TTM = $201M
- Leverage reduction of 0.7x since Thermon Acquisition.

See appendix for Adjusted EBITDA and Adjusted Gross Profit reconciliation to GAAP.
See page 9 for leverage definitions.
See appendix for Legacy CECO definition. It includes Engineered Systems, Industrial Process Solutions, and general corporate & administrative expenses.

Backlog Expansion Supports Future Revenue Growth

($MM)
B2B = Book to Bill

** Starting Backlog – Revenue + Net Orders +/- FX + Acquired Backlog = Ending Backlog*



Orders	$361M	$527M	$580M	$667M	$1.06B	$449M	$799M	$778M
Revenue	$324M	$423M	$545M	$558M	$774M	$206M	$285M	$404M
Book-to-Bill	~1.1x	~1.2x	~1.1x	~1.2x	~1.4x	~2.2x	~2.8x	~1.9x

Orders and Backlog Provide Revenue Visibility to Over ~ 12-18 Months

Q3 2026 Adjusted* Free Cash Flow and Indebtedness Update

($MM)

ADJUSTED FREE CASH FLOW

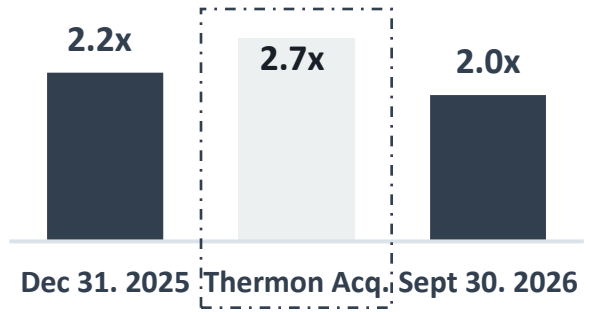
	Q3'25 YTD	Q3'26 YTD	YoY
GAAP Net Income *(incl. NCI)*	**$48.4**	**$(36.6)**	**$(85.0)**
D&A	$18.7	$41.5	
Gain on Sale	$(63.7)	--	
Working Capital	$(14.4)	$66.6	
Other Net Operating Assets	$20.7	$132.7	
Operating Cash Flow, as adjusted	**$9.7**	**$204.9**	**$195.2**
CapEx	$(8.7)	$(12.9)	$(4.2)
Adj. Free Cash Flow	**$0.9**	**$192.0**	**$191.0**

* See definition of Adj. Free Cash Flow in Appendix.

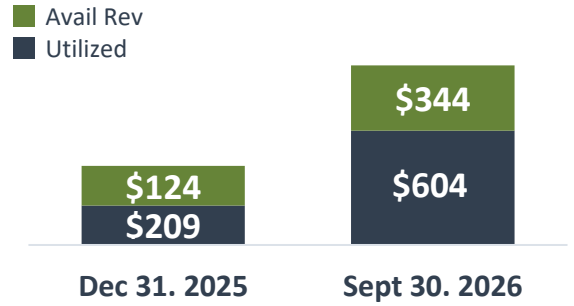
GROSS DEBT POSITION

Dec 31, 2025	**$208.6**
Gross Debt Repayments	$(224.7)
M&A + CapEx Investments [Net]	$450.9
Other Cash Requirements	$168.8
September 30, 2026	**$603.6**

LEVERAGE RATIO [1, 2]



CAPACITY [3]



1) Leverage Ratio = Net Debt / TTM Bank EBITDA;
2) Net Debt = $603.6 –$73.7 = $529.9
3) Available Debt Stack = Debt utilized (Revolver + Term Loan) + Revolver capacity

Strong YTD cash generation resulting in favorable leverage ratio

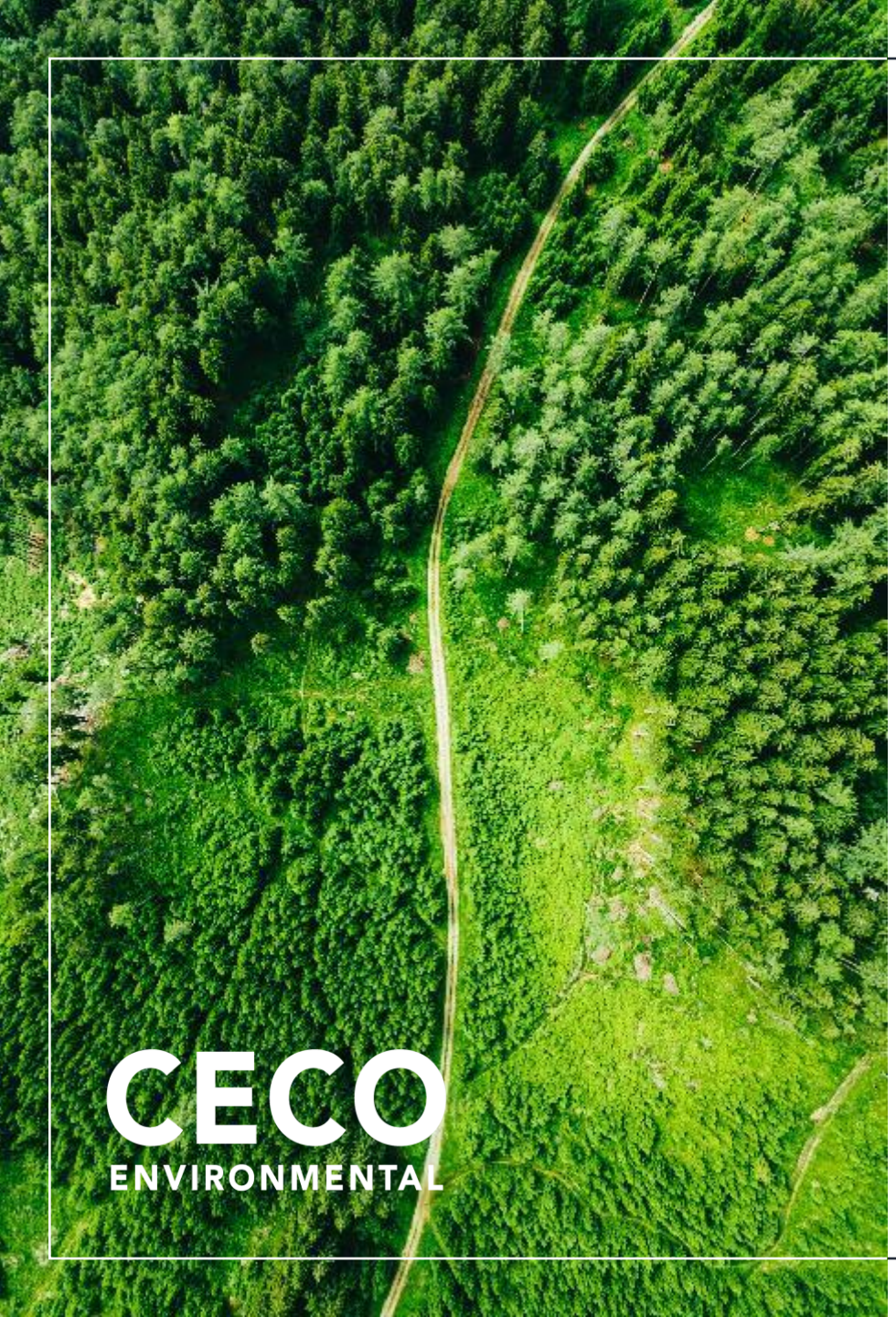
Values in $ millions

Updating Full-Year 2026 Outlook

	[Apr.] Outlook *(Standalone CECO)*	[Aug.] Outlook[1] FY 2026	New Outlook[1] FY 2026	Commentary
Orders/B-2-B (book to bill)	> $1.5B *Off to Great Start*	$2B+	> $2.5B	• **Expecting > $2.5B for FY'26** • Market momentum continues • Opportunity pipeline continues to expand
Revenue	$940 – $1B *YoY +25% at midpt.*	$1,300 – $1,375 *YoY +20% at midpt.*	$1,300 – $1,375 *YoY +20% at midpt.*	• **No change vs August Guidance** • 2026 year-end backlog > $2.2B • Thermon Topline up HSD Proforma • **Proforma[2] FY $1.5B - $1.6B**
Adj. EBITDA	$120 – $140 *YoY +44% at midpt.* *+170bps expansion*	$200 – $225 *YoY 25% at midpt.* *Mid-teens Margin*	$200 – $225 *YoY 25% at midpt.* *Mid-teens Margin*	• **No change vs. August Guidance** • Includes ~ $5M of cost synergies • **Proforma[2] FY $255M - $280M**
Adj. Free Cash Flow **% of Adj. EBITDA**	50%+	55%+	*~100%* *of Adj EBITDA*	• **Improving conversion** based on large project milestones and Working Capital management

1) Includes Thermon's financial performance from 06/01/26 through 12/31/26
2) Pro forma amounts include estimated Thermon results aligned with CECO's calendar, i.e. 01/01/26 through 12/31/26. It includes Q1'26 (reported separately by Thermon), April and May (stub period).

CECO ENVIRONMENTAL



Looking Ahead: 2027 Outlook

Constructing 2027 Outlook

Pipeline, backlog and balance sheet support the initial 2027 guidance; macro and AI sentiment remain the principal uncertainty

Factors Supporting 2027 Outlook

1. **Sales pipeline above $9B**
   Market remains in growth mode; PowerGen and Semi Markets Up Strong + Diversified Industrials
2. **Backlog of ~ $2.2B+ heading into 2027**
   Solid projects with good revenue visibility
3. **Backlog Margin above Q3 2026 results**
   Thermon additive; Productivity and sourcing efforts will deliver upside
4. **Robust Balance Sheet position with sub-2.0x leverage expected by Year-end '26**
   Deleveraging ahead of schedule
5. **Integration and Synergies ahead of schedule**
   Thermon integration savings increases confidence in 2027 bottom line results
6. **Growth markets across majority of portfolio**
   Each platform has growth market opportunities

PRINCIPAL UNCERTAINTY

Macro and Sector Sentiment

- Inflation
- Post-election policies (+/ –)
- AI / Datacenter a hot topic
- Geopolitical disruption to supply chains

Impact of these items are evaluated and balanced impact incorporated in outlook

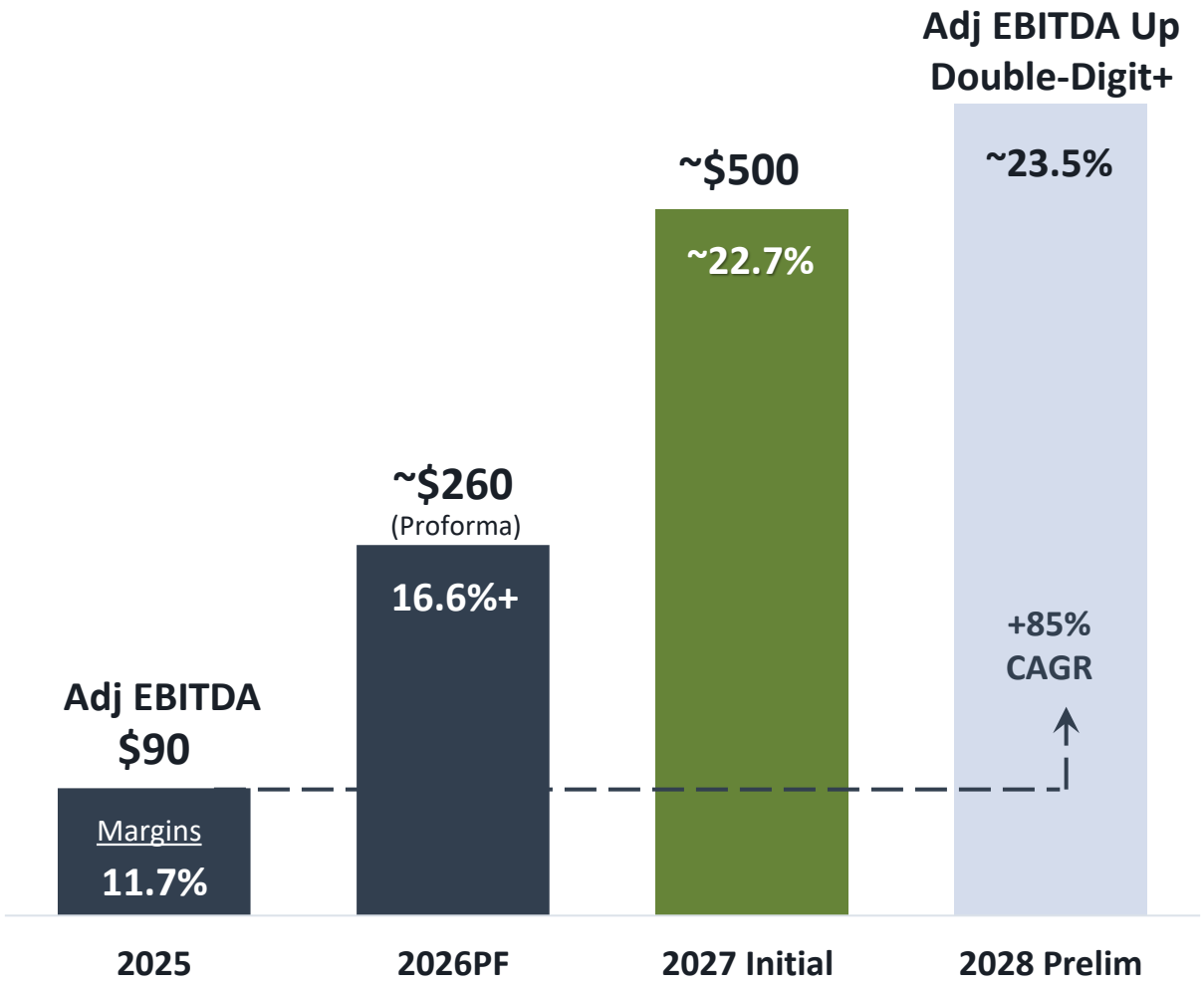
FY Guidance Track Record

Co. Initiated Guidance Process in Q3'21 (for FY'22)

- 4 of 5 Years = Beat vs. Initial Guidance
- Average Beat = 10%+ for Rev and Adj EBITDA
- 1 of 5 Years = Met Guidance at Lower-End

Introducing 2027 Outlook and "Preliminary View" 2028

Initial 2027 guidance of ~$500M Adjusted EBITDA, with a preliminary 2028 view of continued growth



FY Sales:	$775M	$1.5 – $1.6B *Pro-Forma*	~$2.2B+	Double-Digit+

- ✓ **Strong Visibility in Backlog / Sales Pipeline**
  - Vast majority of projects funded and active
- ✓ **Direct End Customer / Market Engagement**
- ✓ **Appropriate Cost Actions and Contingencies**
- ✓ **Synergies Ahead of Schedule**
- ✓ **Multiple End Markets in Double-Digit Growth Mode**

Values in $ millions

Initial Full-Year 2027 Outlook

	Outlook FY 2026	Outlook FY 2027	Commentary
Orders/B-2-B (book to bill)	$2.5B+	~ 20%+	• Expecting Orders Up 20%+ • Market momentum continues / Sales Pipeline Robust • Expecting Strong Book-to-Bill
Revenue	$1,300 – $1,375 *YoY +20% at midpt.*	$2,100 – $2,300 *YoY >60% vs. reported* *YoY ~40% vs. proforma*	• Strong Visibility in Backlog and Pipeline + Full Year with Thermon
Adj. EBITDA	$200 – $225 *YoY 25% at midpt.* *Mid-teens Margin*	$475 – $525 *YoY >130% vs. reported* *YoY ~90% vs. proforma*	• Backlog Margin + Synergies + Volume Leverage and Productivity • Factoring Appropriate Levels of Inflation and Headwinds
Adj. Free Cash Flow % of Adj. EBITDA	*~100%*	*50% to 60%*	• Continue to Drive Working Capital Programs for Upside • Initial Guidance Reflects Multi-year Average

Q3 2026 Summary

Well-Positioned in Strong Markets

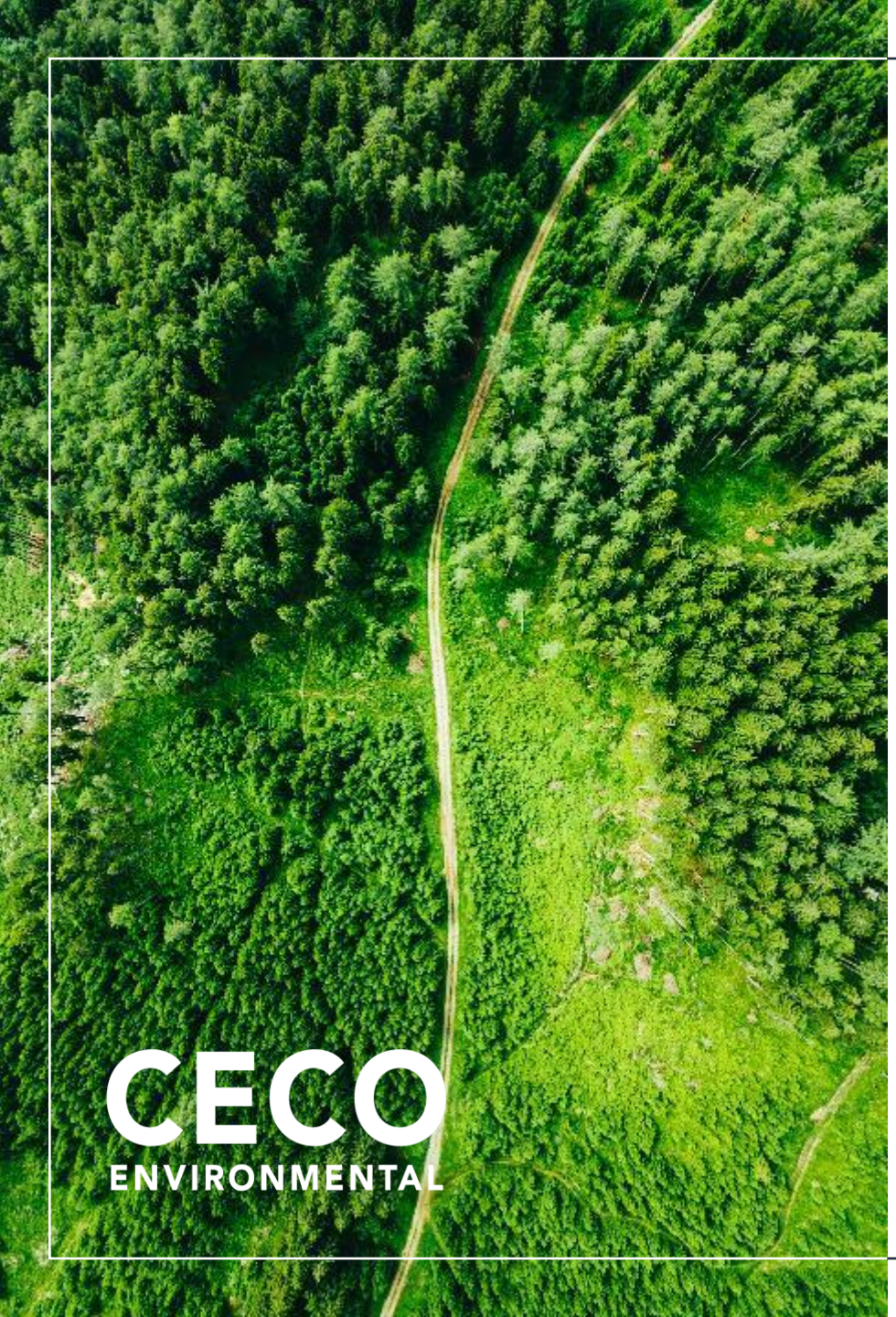
- **Very Diverse Portfolio:**
  - A Leader Across Industrial, Environmental Solutions
- **Diverse Markets Growing:**
  - Over a Dozen Business Platforms … Each Forecasting Growth in 2027+

Excellent Execution Drives Performance

- **Consistent Growth:**
  - 5+ Year Track Record
  - Steady Investment in People, Processes, Systems
- **Q3'26 Another Record:**
  - Delivering As Expected
- **Experienced Leadership:**
  - Well-Equipped to Navigate High Growth or Uncertain Markets

Introduced 2027 Outlook

- **Outlook Tracks 2026 Orders Growth:**
  - Similar dynamic to Past 5 Years
  - Consistent Process Delivers Track Record of Performance
- **Monitoring Market Dynamics**
  - Will Be Some Positives and Some Negatives, As Always

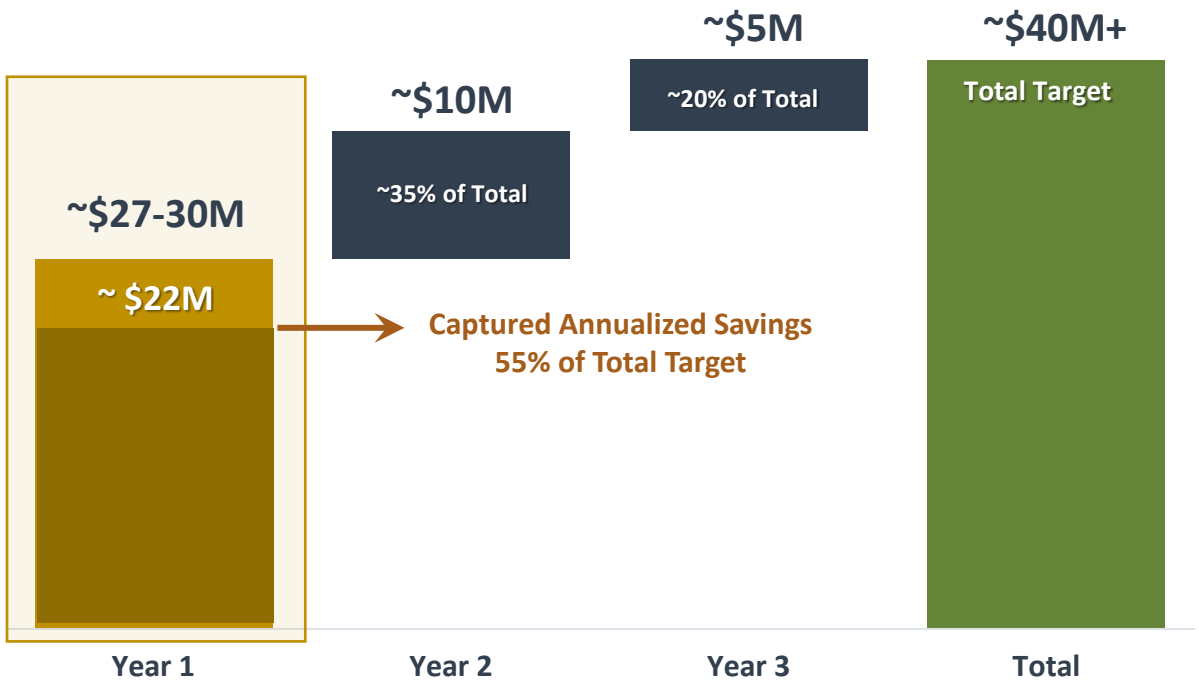


Appendix

Integration Update: Cost Synergies Ahead of Plan

Captured $22M of annualized cost savings representing 55% of total target. Raising expectations to deliver on ~70% of savings by Year-1. Revenue synergies identified of ~$2.5M, on track to deliver 1-2pts of Thermon organic growth.

Net Adjusted EBITDA Savings Target



Integration and Cost Synergies Update

- **Organizational** changes largely done. Ready to Execute.
- **$22M of captured EBITDA annualized savings** with Q3 adding ~ $9M of incremental run-rate savings, from G&A/PubCo, procurement and headcount.
- **$28M of captured annualized total savings** with additional stock compensation and other cash items
- **Identified revenue synergies of $2.5M**, up $2M from prior quarter. Heat tracing bids for PowerGen and Gas Filtration jobs as well as early Opps. in International Water.

Note: Approximately $27M of year-to-date costs to achieve, primarily related to change-in-control provisions and accelerated equity vesting for former executives. A significant portion of the related cash payments will occur over approximately two years.

APPENDIX

Revenue Excluding Acquisitions. Revenue by Segment.

(dollars in millions)	Annual 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Annual 2025	Q1 2026	Q2 2026	Q3 2026	YTD 2026	TTM
Revenue as reported in accordance with GAAP	$ 558.0	$ 176.7	$ 185.4	$ 197.6	$ 214.7	$ 774.4	$ 205.9	$ 285.0	$ 404.4	$ 895.3	$ 1,110.0
Revenue attributable to divestitures	-	-	8.1	8.5	7.8	24.5	8.2	-	-	8.2	$ 16.0
Revenue attributable to acquisitions	(33.2)	(34.3)	(40.3)	(33.3)	(22.9)	(130.8)	(0.4)	(51.0)	(149.7)	(201.1)	$ (224.0)
Organic Revenue	$ 524.8	$ 142.4	$ 153.2	$ 172.9	$ 199.6	$ 668.1	$ 213.7	$ 234.0	$ 254.7	$ 702.4	$ 901.9

(in thousands)	Three months ended September 30, 2026	2025	Nine months ended September 30, 2026	2025
Net sales				
Engineered Systems	$ 194,257	$ 143,692	$ 518,466	$ 392,585
Thermal Solutions	148,463	-	198,069	-
Industrial Process Solutions	61,708	53,907	178,773	167,102
Total net sales	$ 404,428	$ 197,599	$ 895,308	$ 559,687

	Q3 2025			Q3 2026			VPY	
	Legacy CECO	Thermon	Total	Legacy CECO	Thermon	Total	Legacy CECO	Total
Backlog	719.6	-	719.6	1,920.2	273.3	2,193.5	167%	205%
Orders	232.9	-	232.9	617.6	160.0	777.6	165%	234%
Revenue	197.6	-	197.6	256.0	148.5	404.4	30%	105%
Adj. Gross Profit	64.6	-	64.6	88.3	58.6	146.8	37%	127%
Margin %	32.7%	-	32.7%	34.5%	39.4%	36.3%	180 bps	362 bps
Adj. EBITDA	23.2	-	23.2	38.2	31.8	70.1	64%	201%
Margin %	11.8%	-	11.8%	14.9%	21.4%	17.3%	317 bps	556 bps

NOTE: Amounts are computed independently each quarter. Accordingly, the sum of each quarter's amounts may not equal the total amounts for the respective year.

Legacy CECO consists of Engineered Systems, Industrial Process Solutions, and general corporate & administrative expenses.

APPENDIX

Non-GAAP Gross Profit

(dollars in millions)	Annual 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Annual 2025	Q1 2026	Q2 2026	Q3 2026	YTD 2026	TTM
Gross Profit as reported in accordance with GAAP	**$ 196.1**	**$ 62.2**	**$ 67.1**	**$ 64.6**	**$ 75.4**	**$ 269.2**	**$ 63.9**	**$ 86.5**	**$ 130.1**	**$ 280.5**	**$ 355.9**
Gross Profit Margin in accordance with GAAP	*35.1%*	*35.2%*	*36.2%*	*32.7%*	*35.1%*	*34.8%*	*31.0%*	*30.3%*	*32.2%*	*31.3%*	*32.1%*
Inventory valuation adjustment	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**9.5**	**16.72**	**26.2**	**26.2**
Non-GAAP Gross profit [1)]	**$ 196.1**	**$ 62.2**	**$ 67.1**	**$ 64.6**	**$ 75.4**	**$ 269.2**	**$ 63.9**	**$ 96.0**	**$ 146.8**	**$ 306.7**	**$ 382.1**
Non-GAAP Gross profit margin	*35.1%*	*35.2%*	*36.2%*	*32.7%*	*35.1%*	*34.8%*	*31.0%*	*33.7%*	*36.3%*	*34.3%*	*34.4%*

NOTE: Amounts are computed independently each quarter. Accordingly, the sum of each quarter's amounts may not equal the total amounts for the respective year.
1) Purchase accounting inventory valuation adjustment, related to Thermon Group acquisition.

APPENDIX

Non-GAAP Operating Income and Margin

(dollars in millions)	Annual 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Annual 2025	Q1 2026	Q2 2026	Q3 2026	YTD 2026	TTM
Operating Income as reported in accordance with GAAP	$ 35.4	$ 61.9	$ 18.1	$ 9.4	$ 16.5	$ 105.9	$ 1.9	$ (33.2)	10.6	$ (20.7)	$ (4.2)
Operating Margin in accordance with GAAP	*6.3%*	*35.0%*	*9.8%*	*4.8%*	*7.7%*	*13.7%*	*0.9%*	*-11.6%*	*2.6%*	*-2.3%*	*-0.4%*
Inventory valuation adjustment	-	-	-	-	-	-	$ -	$ 9.5	$ 16.7	26.2	26.2
Acquisition and integration expense	4.2	8.1	-	0.3	1.1	9.5	10.3	45.5	12.4	68.2	69.3
Amortization expense	8.8	3.1	2.9	6.1	4.0	16.1	4.0	7.8	15.3	27.1	31.1
Earn-out and retention expense (income)	0.3	-	(6.6)	-	-	(6.6)	-	0.0	0.0	0.1	0.1
Intangible asset impairment	-	-	-	-	-	-	-	1.9	-	1.9	1.9
Gain on divestiture	-	(64.5)	-	0.8	-	(63.7)	-	(0.0)	-	0.0	(0.0)
Restructuring expense	0.5	-	0.5	0.2	-	0.7	0.3	0.4	0.5	1.3	1.3
Divestiture expense	-	-	0.6	-	-	0.6	-	(0.0)	-	(0.0)	(0.0)
Executive transition expense	-	-	0.2	0.7	0.4	1.3	0.1	-	-	0.1	0.5
Asbestos and other legal matter expense	0.2	-	2.6	-	2.0	4.6	1.3	0.1	-	1.4	3.4
Non-GAAP Operating Income	$ 49.4	$ 8.6	$ 18.3	$ 17.5	$ 24.0	$ 68.4	$ 17.8	$ 32.1	$ 55.7	$ 105.6	$ 129.6
Non-GAAP Operating Margin	*8.9%*	*4.9%*	*9.9%*	*8.9%*	*11.2%*	*8.8%*	*8.6%*	*11.3%*	*13.8%*	*11.8%*	*11.7%*

NOTE: Amounts are computed independently each quarter. Accordingly, the sum of each quarter's amounts may not equal the total amounts for the respective year.

APPENDIX

Non-GAAP Net Income, Adjusted EBITDA, and Margin

(dollars in millions)	Annual 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Annual 2025	Q1 2026	Q2 2026	Q3 2026	YTD 2026	TTM
Net Income as reported in accordance with GAAP	$ 13.0	$ 36.0	$ 9.5	$ 1.5	$ 3.1	$ 50.1	$ (0.4)	$ (34.8)	$ (2.0)	$ (37.2)	$ (34.1)
Inventory valuation adjustment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9.5	$ 16.7	$ 26.2	$ 26.2
Acquisition and integration expense	$ 4.2	$ 8.1	$ -	$ 0.3	$ 1.1	$ 9.5	$ 10.3	$ 45.5	$ 12.4	$ 68.2	$ 69.3
Amortization expense	$ 8.8	$ 3.1	$ 2.9	$ 6.1	$ 4.0	$ 16.1	$ 4.0	$ 7.8	$ 15.3	$ 27.1	$ 31.1
Earn-out and retention expense (income)	$ 0.3	$ -	$ (6.6)	$ -	$ -	$ (6.6)	$ -	$ 0.0	$ 0.0	$ 0.1	$ 0.1
Intangible asset impairment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1.9	$ -	$ 1.9	$ 1.9
Gain on divestiture	$ -	$ (64.5)	$ -	$ 0.8	$ -	$ (63.7)	$ -	$ (0.0)	$ -	$ 0.0	$ (0.0)
Restructuring expense	$ 0.5	$ -	$ 0.5	$ 0.2	$ -	$ 0.7	$ 0.3	$ 0.4	$ 0.5	$ 1.3	$ 1.3
Divestiture expense	$ -	$ -	$ 0.6	$ -	$ -	$ 0.6	$ -	$ (0.0)	$ -	$ (0.0)	$ (0.0)
Executive transition expense	$ -	$ -	$ 0.2	$ 0.7	$ 0.4	$ 1.3	$ 0.1	$ -	$ -	$ 0.1	$ 0.5
Asbestos and other legal matter expense	$ 0.2	$ -	$ 2.6	$ -	$ 2.0	$ 4.6	$ 1.3	$ 0.1	$ -	$ 1.4	$ 3.4
Foreign currency remeasurement	$ 4.2	$ 0.6	$ (1.4)	$ 2.0	$ 1.1	$ 2.3	$ 1.6	$ 2.0	$ 2.4	$ 6.0	$ 7.1
Tax benefit (cost) of expenses	$ (4.6)	$ 20.2	$ 0.4	$ (2.3)	$ (0.6)	$ 17.7	$ (3.3)	$ (11.0)	$ (11.1)	$ (25.4)	$ (26.1)
Non-GAAP Net Income	$ 26.7	$ 3.5	$ 8.7	$ 9.3	$ 11.1	$ 32.6	$ 13.8	$ 21.5	$ 34.3	$ 69.6	$ 80.7
Depreciation expense	$ 5.8	$ 2.0	$ 2.1	$ 2.3	$ 2.2	$ 8.7	$ 2.1	$ 4.2	$ 8.1	$ 14.4	$ 16.6
Non-cash stock compensation	$ 7.5	$ 3.4	$ 2.9	$ 3.3	$ 3.6	$ 13.1	$ 0.4	$ 3.8	$ 6.4	$ 10.7	$ 14.3
Other (income) / expense	$ 0.5	$ -	$ -	$ 0.1	$ (0.2)	$ (0.1)	$ (0.3)	$ 0.3	$ 0.1	$ 0.2	$ (0.1)
Interest expense	$ 13.0	$ 6.2	$ 4.9	$ 5.1	$ 4.7	$ 20.9	$ 4.2	$ 9.1	$ 11.1	$ 24.4	$ 29.1
Income tax expense	$ 7.9	$ (1.6)	$ 4.1	$ 2.8	$ 6.7	$ 12.0	$ (0.2)	$ 0.9	$ 10.1	$ 10.8	$ 17.6
Non-Controlling Interest	$ 1.5	$ 0.5	$ 0.6	$ 0.3	$ 1.7	$ 3.1	$ 0.2	$ 0.3	$ 0.1	$ 0.5	$ 2.3
Adjusted EBITDA	$ 62.8	$ 14.0	$ 23.3	$ 23.2	$ 29.8	$ 90.3	$ 20.3	$ 40.2	$ 70.1	$ 130.6	$ 160.4
Adjusted EBITDA Margin	*11.3%*	*7.9%*	*12.6%*	*11.7%*	*13.9%*	*11.7%*	*9.9%*	*14.1%*	*17.3%*	*14.6%*	*14.5%*
Basic weighted-average shares	34,978,382	35,027,929	35,286,065	35,359,969	35,643,762	35,331,105	35,873,031	43,310,506	58,553,982	45,935,515	43,386,360
Diluted weighted-average shares	36,559,198	36,688,947	36,558,493	36,396,693	36,764,996	36,603,956	38,586,442	45,340,297	58,553,982	45,935,515	44,844,090
Earnings per share:											
Basic	$ 0.37	$ 1.03	$ 0.27	$ 0.04	$ 0.09	$ 1.42	$ (0.01)	$ (0.80)	$ (0.03)	$ (0.81)	$ (0.79)
Diluted	$ 0.36	$ 0.98	$ 0.26	$ 0.04	$ 0.08	$ 1.37	$ (0.01)	$ (0.80)	$ (0.03)	$ (0.81)	$ (0.79)
Non-GAAP earnings per share:											
Basic	$ 0.76	$ 0.10	$ 0.25	$ 0.26	$ 0.31	$ 0.92	$ 0.39	$ 0.50	$ 0.60	$ 1.52	$ 1.86
Diluted	$ 0.73	$ 0.09	$ 0.24	$ 0.26	$ 0.30	$ 0.89	$ 0.36	$ 0.47	$ 0.60	$ 1.52	$ 1.80

NOTE: Amounts are computed independently each quarter. Accordingly, the sum of each quarter's amounts may not equal the total amounts for the respective year.

APPENDIX

Free Cash Flow

(dollars in millions)	Annual 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Annual 2025	Q1 2026	Q2 2026	Q3 2026	Annual 2026	TTM
Cash provided by (used in) operating activities	$ 24.8	$ (11.7)	$ (7.7)	$ 15.3	$ 10.0	$ 5.9	$ (13.1)	$ (19.4)	$ 153.8	$ 121.4	$ 131.4
Assumed liability for transaction costs incurred by Thermon as part of the a	-	-	-	-	-	-	-	34.3	-	34.3	34.3
Thermon acquisition-related transaction costs	-	-	-	-	-	-	-	31.9	3.9	35.8	35.8
Cash paid for taxes on GPS divestiture gain	-	-	5.8	7.9	1.3	15.0	-	11.3	-	11.3	12.6
Thermon acquisition-related severance payments	-	-	-	-	-	-	-	-	2.1	2.1	2.1
Adjustments to operating cash flow	-	-	5.8	7.9	1.3	15.0	-	77.5	6.0	83.5	84.8
Acquisitions of property and equipment	(17.4)	(3.4)	(1.1)	(4.2)	(2.6)	(11.3)	(2.6)	(4.9)	(5.4)	(12.9)	(15.5)
Adjusted Free Cash Flow	$ 7.4	$ (15.1)	$ (3.0)	$ 19.0	$ 8.7	$ 9.6	$ (15.7)	$ 53.2	$ 154.4	$ 192.0	$ 200.7

NOTE: Amounts are computed independently each quarter. Accordingly, the sum of each quarter's amounts may not equal the total amounts for the respective year.
** Adjustments include tax payments related to tax gain on the divestiture of GPS business in Q1 2025. It also includes cash paid related to the Thermon Group acquisition, for external vendor services, incurred in the transaction.*