THERMAL ENERGY
INTERNATIONAL

Q4 2026 Earnings Call

September 22, 2026

Disclaimer

This presentation may contain forward-looking statements within the meaning of applicable securities laws, including statements regarding the plans, intentions, beliefs and current expectations of Thermal Energy International Inc. (the "Company“ or “Thermal Energy”) with respect to future business activities and operating performance. These forward-looking statements include, among others, statements with respect to our objectives, goals and strategies to achieve those objectives and goals, as well as statements with respect to our beliefs, plans, objectives, expectations, anticipations, estimates and intentions. The words “may”, “will”, “could”, “should”, “would”, “outlook”, “believe”, “plan”, “anticipate”, “estimate”, “expect”, “intend”, “forecast”, “objective” and “continue” (or the negative thereof), and words and expressions of similar import, are intended to identify forward-looking statements. Any such statements are subject to risks and uncertainties that could cause actual results to differ materially from those projected in these forward-looking statements.

Although the Company has attempted to identify important risks, uncertainties and factors which could cause actual results to differ materially, there may be others that cause results not to be as anticipated, estimated or intended and such changes could be material. For a detailed discussion of such risks and uncertainties, please see the risk factors outlined in our management’s discussion and analysis available under the Company’s profile on SEDAR+ at www.sedarplus.ca. The Company does not intend, and does not assume any obligation, to update the forward-looking statements.

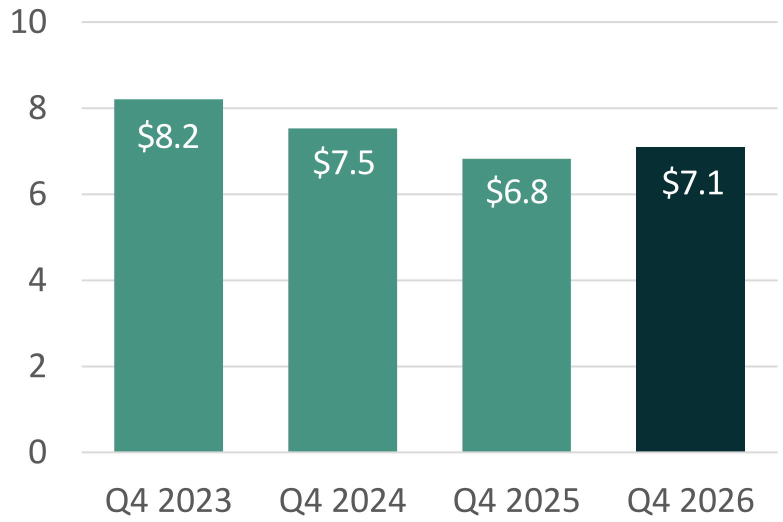
The term “Adjusted EBITDA” used in this presentation is a non-IFRS measure, does not have a standardized meaning under IFRS, and may not be comparable to similar measures used by other companies. It is provided to supplement IFRS results by offering additional insight into operating performance from management’s perspective and should not be viewed in isolation or as a substitute for IFRS financial information. Please refer to our MD&A for the applicable period for a reconciliation of Adjusted EBITDA to net income (loss), the closest IFRS measure.

Overview

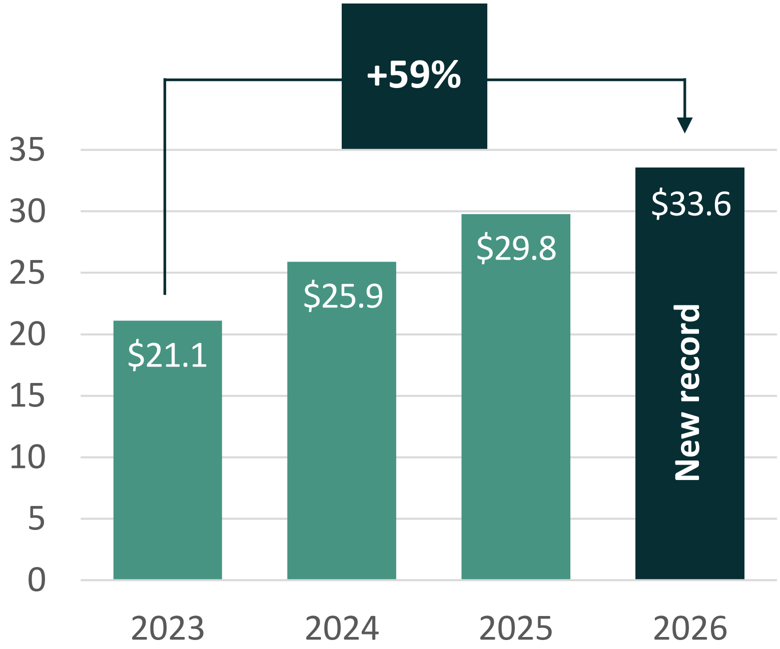
1. Q4 revenue up 3.9%; apples-to-apples profitability more or less on par
2. Fiscal year records for order intake, revenue, and profitability
3. Very strong balance sheet
4. Continuing to execute strategy

Revenue ($ millions)

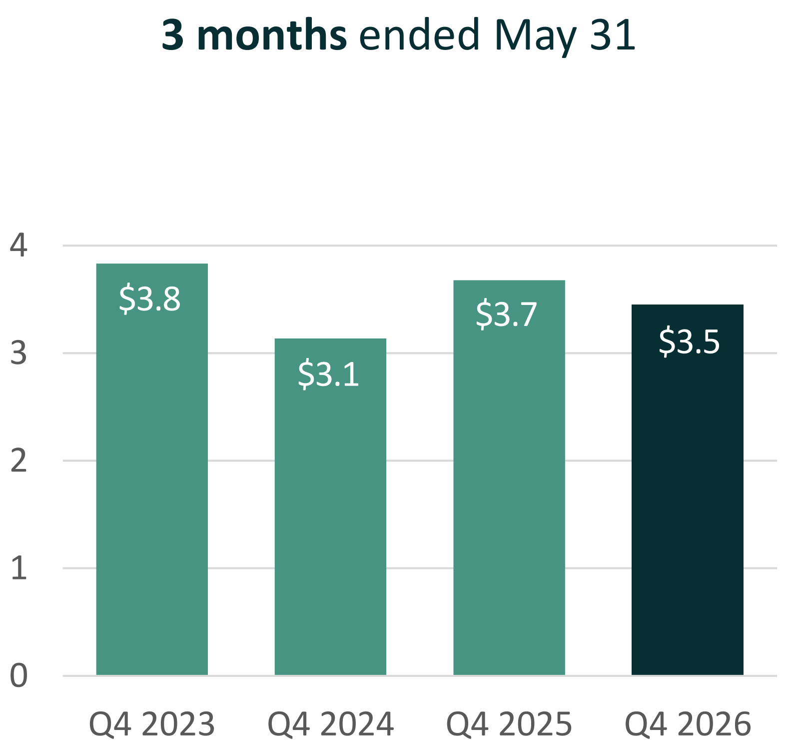
3 months ended May 31

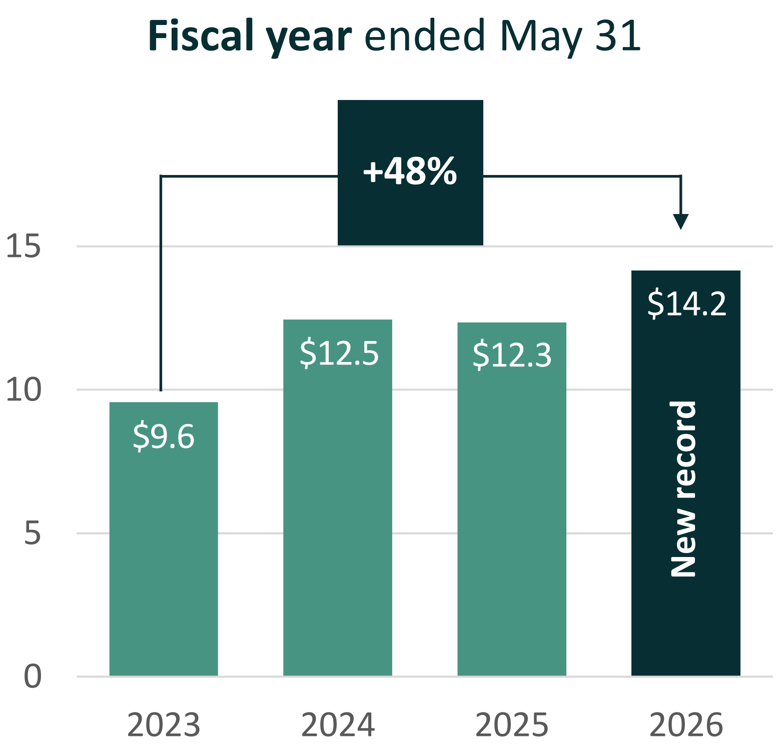


Fiscal year ended May 31



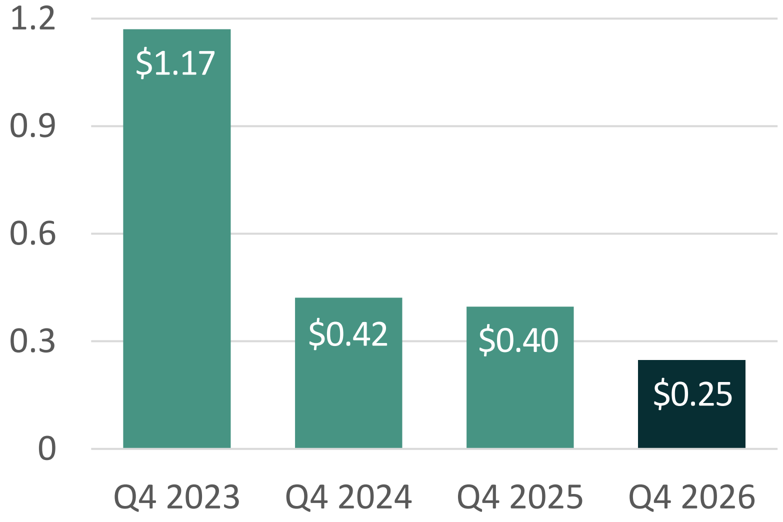
Gross profit ($ millions)



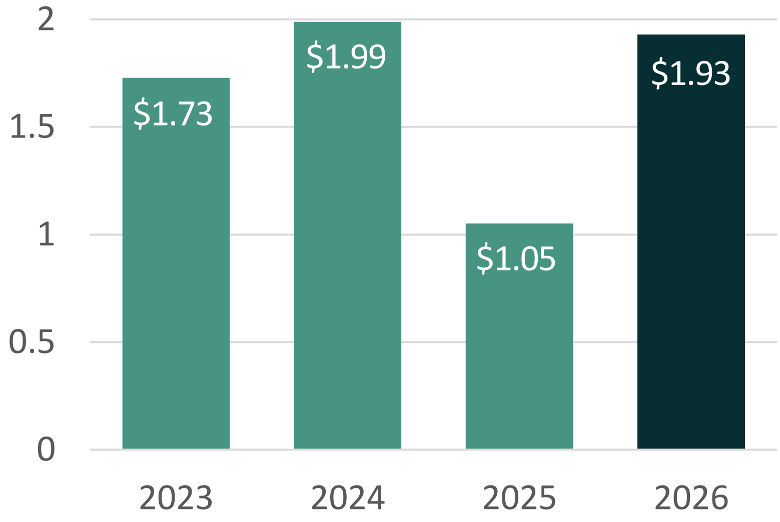


Adjusted EBITDA[1] ($ millions)

3 months ended May 31



Fiscal year ended May 31

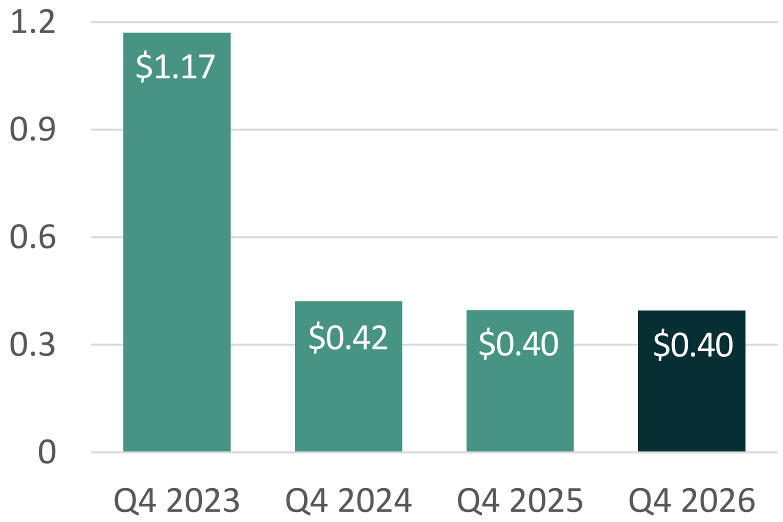


[1] Adjusted EBITDA is a non-IFRS financial measure that represents earnings before interest, taxation, depreciation, amortization, and share-based compensation expense.

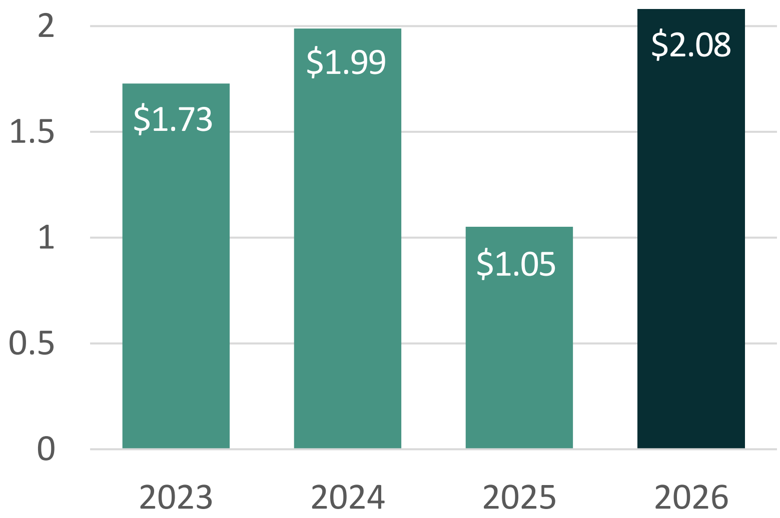
Adjusted EBITDA[1] ($ millions)

(when excluding one-time employer obligation adjustment)

3 months ended May 31



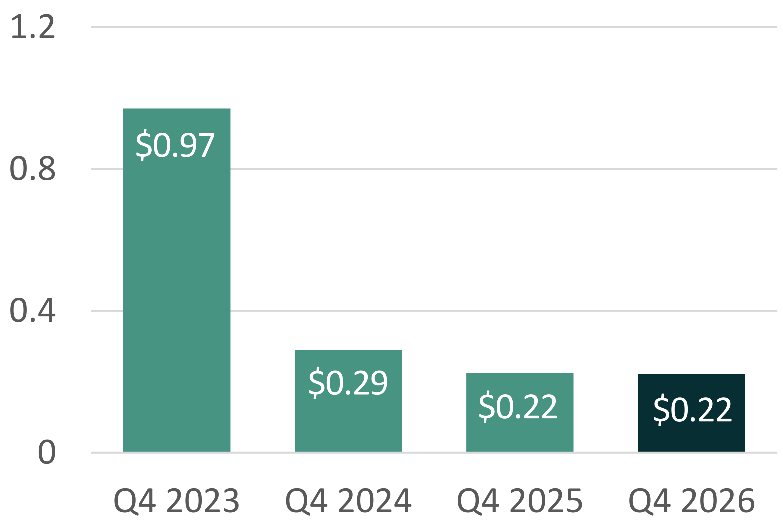
Fiscal year ended May 31



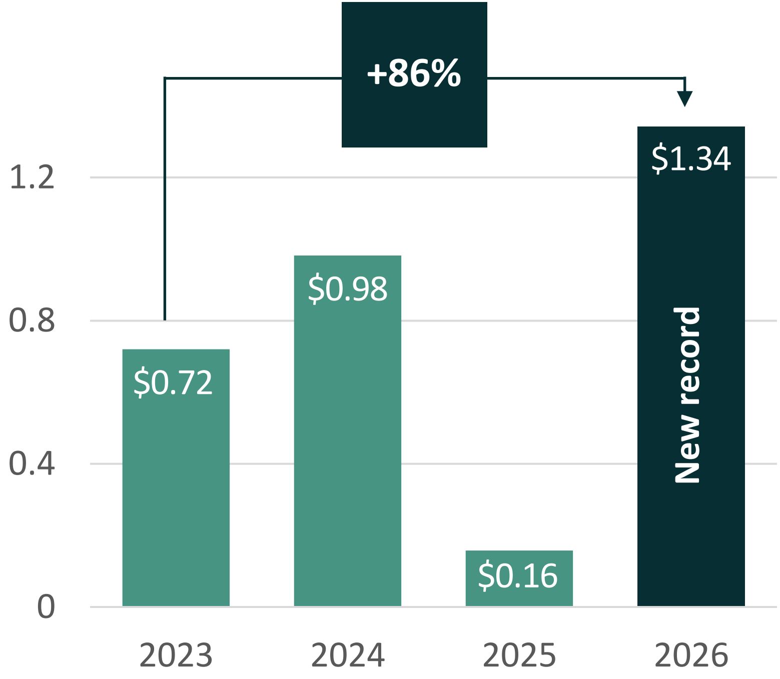
[1] *Adjusted EBITDA is a non-IFRS financial measure that represents earnings before interest, taxation, depreciation, amortization, and share-based compensation expense.*

Net income ($ millions)

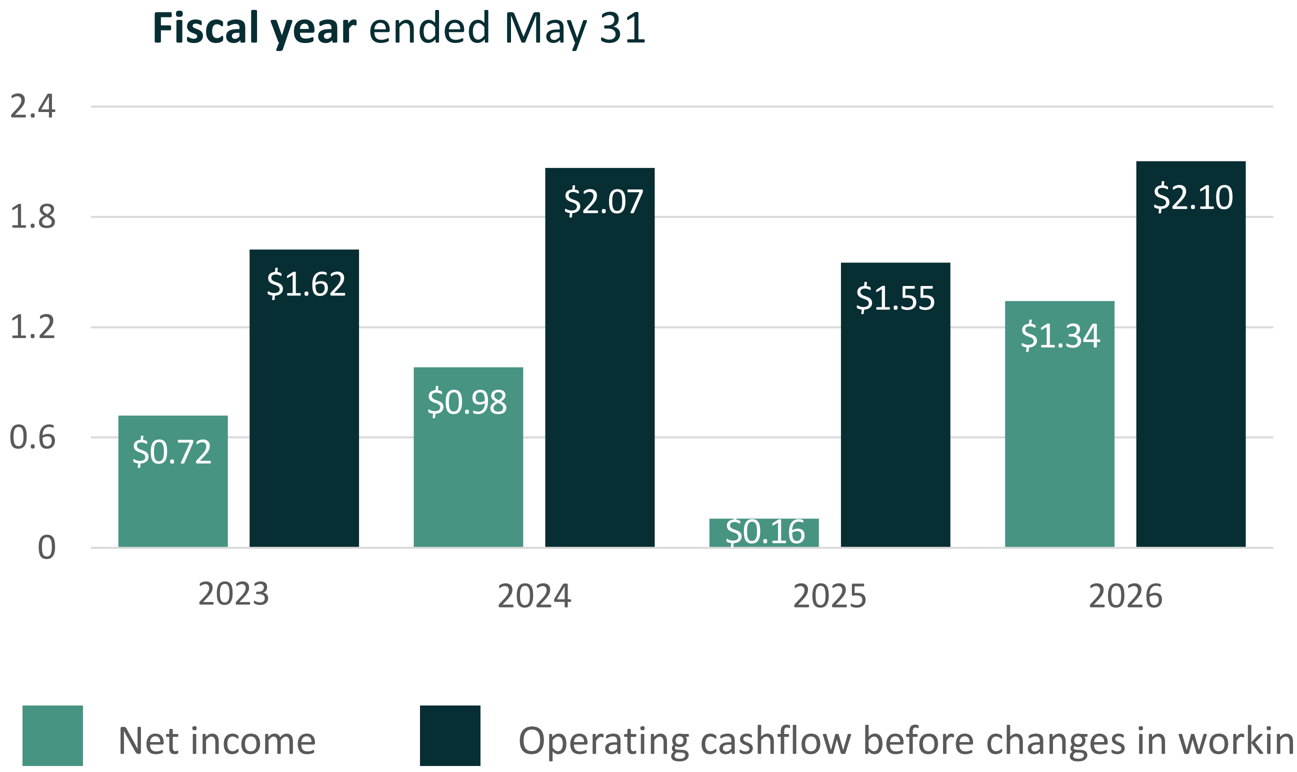
3 months ended May 31



Fiscal year ended May 31



Net income vs operating cashflow ($ millions)



- Profitable for the last 4 years with total net income of **$3.2M**
- Operating cashflow over that time totaled **$7.3M**

Strong balance sheet

As at May 31, 2026

Cash	Working Capital	Bank Debt
$3.3 M	$3.7 M	<$2 K

Fiscal 2026

- Repaid $328 thousand in bank debt.
- Repurchased 3.6 million shares, returning $0.5 million to shareholders.

Order intake & backlog[1]

$30.0M	**$11.8M**	**$7.1M**	**$18.9M**
Order intake 12 months ended May 31, 2026	Order backlog as at year ending May 31, 2026	Order intake subsequent to quarter end	Order backlog record at reporting date, Sept. 21, 2026

[1] *Order backlog represents any purchase orders that have been received but have not yet been reflected as revenue in the Company's published financial statements.*

Significant repeat business: Global Pharmaceutical Leader

$5.1M in orders specific to a turnkey heat recovery project in fiscal 2026

$5.6M total project size including fiscal 2025 engineering order

Significant repeat business: Global Nutrition Company

$2.5M in turnkey heat recovery orders announced in fiscal 2026

~$2.1M in heat recovery orders announced in fiscal 2027 YTD

>$16.8M in business with this customer since 2019

Streamlined HeatSponge turnkey offering

New offering launched last year targets larger, more strategic HeatSponge opportunities

~$5M from 5 orders in fiscal 2026, incl. 3 from Global Nutrition Company

What’s next?

- Develop & promote standardized equipment packages
- Develop indirect sales channels in North America and Europe
- Establish HeatSponge manufacturing in Europe

Summary

1. Q4 revenue up 3.9%; apples-to-apples profitability more or less on par

2. Fiscal year records for order intake, revenue, and profitability

3. Very strong balance sheet

4. Continuing to execute strategy

THERMAL ENERGY
INTERNATIONAL

Visit us online at:

www.thermalenergy.com

Contact investor relations at:

investors@thermalenergy.com