



FISCAL Q4 & FULL YEAR 2026 EARNINGS PRESENTATION

September 15, 2026

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This presentation and accompanying webcast contain forward-looking statements that are based on our management's beliefs, expectations and assumptions and currently available information. Forward-looking statements include information concerning our possible or assumed future results of operations, business strategies, technology developments, financing and investment plans, dividend policy, competitive position, industry and regulatory environment, potential growth opportunities and the effects of competition. Forward-looking statements include statements that are not historical facts may be identified by terms such as "anticipate," "believe," "could," "estimate," "expect," "intend," "may," "plan," "potential," "predict," "project," "seek," "should," "will," "would" and similar expressions. Because forward-looking statements relate to the future, by their nature, they are subject to inherent risks, uncertainties and other changes in circumstances we cannot predict. As a result, our actual results may differ materially from those contemplated by the forward-looking statements and you should not place undue reliance on such statements. For a further discussion of certain factors that could cause our actual results to differ from our expectations in any forward-looking statements, see our earnings press release and our other filings with the SEC. The forward-looking statements included in this presentation represent our management's beliefs and assumptions only as of the date hereof. Except as required by law, we assume no obligation to update or revise these forward-looking statements as a result of new information, future events or otherwise.

Non-GAAP Information

This presentation and accompanying webcast contain certain financial measures that are not calculated in accordance with generally accepted accounting principles (GAAP). See the Appendix to this presentation for a reconciliation of non-GAAP financial measures except as noted below. These non-GAAP financial measures are presented as supplemental information to provide additional insight into our operating performance and to enhance the overall understanding of our financial results. We believe these non-GAAP measures are useful to investors because they facilitate comparisons of our core operating results across reporting periods and provide a clearer understanding of the factors and trends affecting our business.

These non-GAAP financial measures should not be considered in isolation or as a substitute for financial information prepared in accordance with GAAP. There are limitations associated with the use of non-GAAP financial measures, including that they may not be comparable to similarly titled measures used by other companies. Reconciliations of these non-GAAP financial measures to the most directly comparable GAAP measures are provided within this presentation with the following exception: The Company does not reconcile its forward-looking non-GAAP financial measures to the corresponding U.S. GAAP measures, due to variability and difficulty in making accurate forecasts and projections and/or certain information not being ascertainable or accessible; and because not all of the information necessary for a quantitative reconciliation of these forward-looking non-GAAP financial measures to the most directly comparable U.S. GAAP financial measure is available to the Company without unreasonable efforts. For the same reasons, the Company is unable to address the probable significance of the unavailable information. The Company provides non-GAAP financial measures that it believes will be achieved, however it cannot accurately predict all of the components of the adjusted calculations and the U.S. GAAP measures may be materially different than the non-GAAP measures.

AGENDA

Fiscal Q4 & Full Year 2026
Earnings Presentation

01

Q4 Business Update

02

FY 2026 Review and Scorecard

03

Q4 & FY 2026 Financial Summary

04

FY 2027 Outlook & Guidance

Q4 BUSINESS UPDATE



FISCAL Q4 AND FULL YEAR 2026 FINANCIAL HIGHLIGHTS

Three and Twelve Months Ended June 30, 2026

REVENUES

Q4	+94%	\$462M
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FY26	+89%	\$1,420M
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ADJ. EBITDA⁽¹⁾

Q4	+163%	\$113M
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FY26	+91%	\$323M
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ADJ. EBITDA MARGIN⁽¹⁾

Q4	24.4%	+200 bps ⁽²⁾
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FY26	22.7%	+20 bps ⁽²⁾
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ADJ. NET INCOME⁽¹⁾

Q4	+275%	\$77M
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FY26	+136%	\$208M
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Note: Percent changes represent the year-over-year increase versus the comparable three- and twelve-month periods ended June 30, 2025.

1) Non-GAAP Financial Measures. See Appendix for Non-GAAP reconciliations.

2) Adj. EBITDA margin change is sequential for Q4 and year-over-year for FY26.

KEY MESSAGES

Beat *high-end* guidance on **robust demand and strong execution**

Commercial momentum continues: Q4 revenue growth outpaced full-year growth by ~500 bps and \$1.5B of Q4 orders exceeded full-year revenue

Sustained Adjusted EBITDA margin expansion, with a second consecutive quarter of +200bps sequential improvement

Scale driving greater cash flow generation with operating cash flow ~2.5X year-over-year

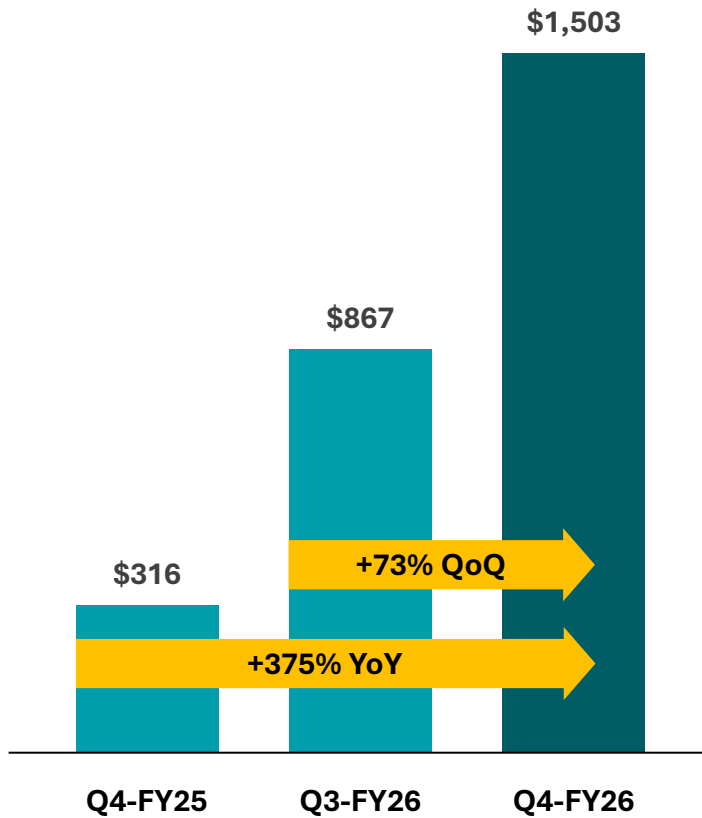
Modular **solutions demand continues to grow** with ~40% of backlog from Powertrain Solutions

Making **incremental investment in capacity** and **accelerating hiring** in Q1 to meet rising demand

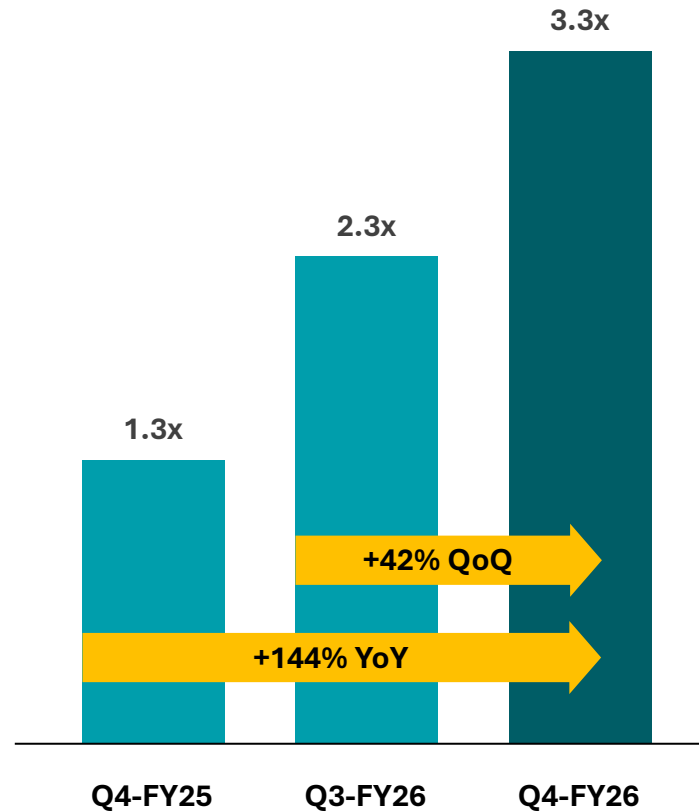
Record high \$3B backlog provides **strong visibility into FY2027**

RECORD Q4 ORDERS AND BACKLOG HIGHLIGHT CONTINUED COMMERCIAL MOMENTUM

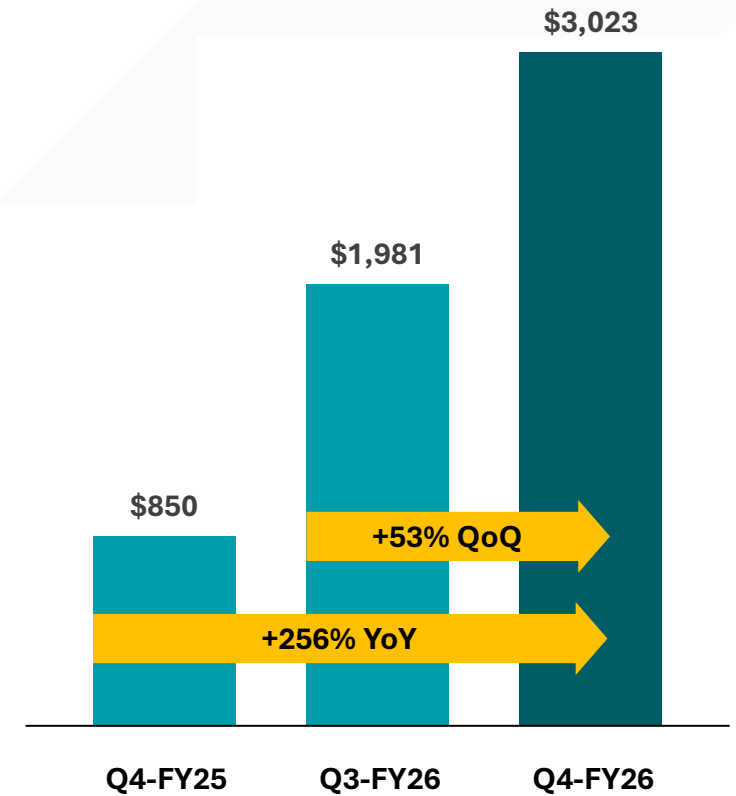
Bookings⁽¹⁾ (\$ in millions)



Book-to-Bill Ratio⁽²⁾



Backlog (\$ in millions)

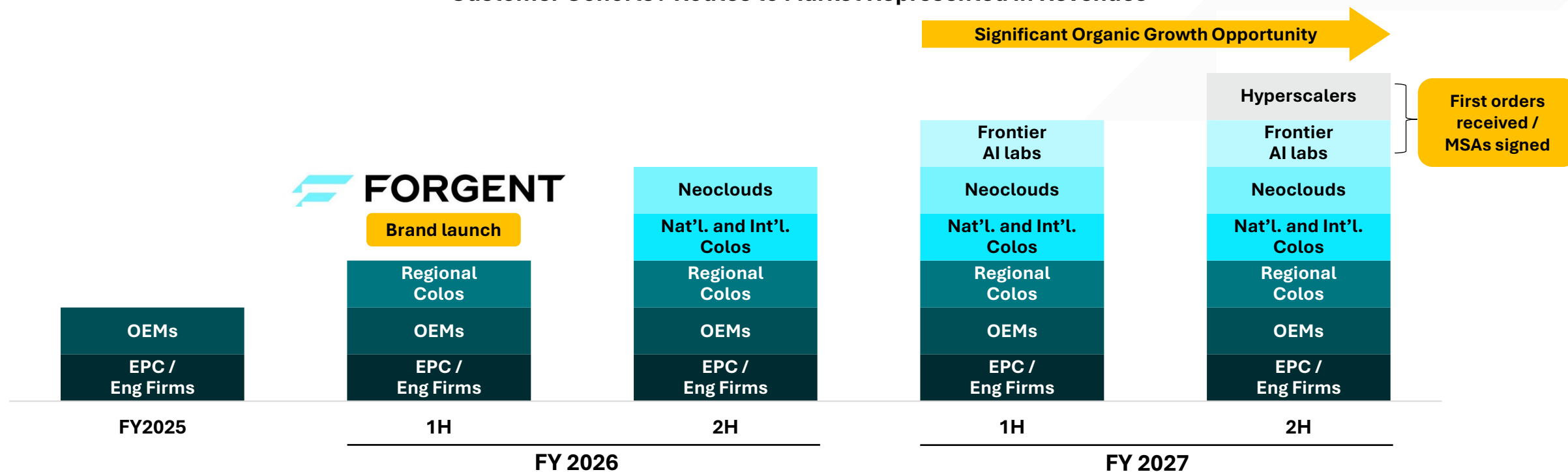


Q4 was highest book-to-bill ratio in Forgent history with orders exceeding full year 2026 revenues

EXPANDING PENETRATION OF THE DATA CENTER MARKET

“Building Blocks” of a Data Center Electrical Infrastructure Leader

Customer Cohorts / Routes to Market Represented in Revenues⁽¹⁾



In under two years, Forgent has evolved from selling point products through intermediaries to engineering solutions for frontier AI labs and hyperscalers

FRONTIER AI LAB CUSTOMER WIN

Products: MV transformers and switchgear for a frontier-scale campus

Background

Data Center

End Market

AI Lab

Customer Type

~6 Mos

Lead Time

>1 GW

Scale of customer's first campus⁽¹⁾

Transformers manufactured at our Waco campus



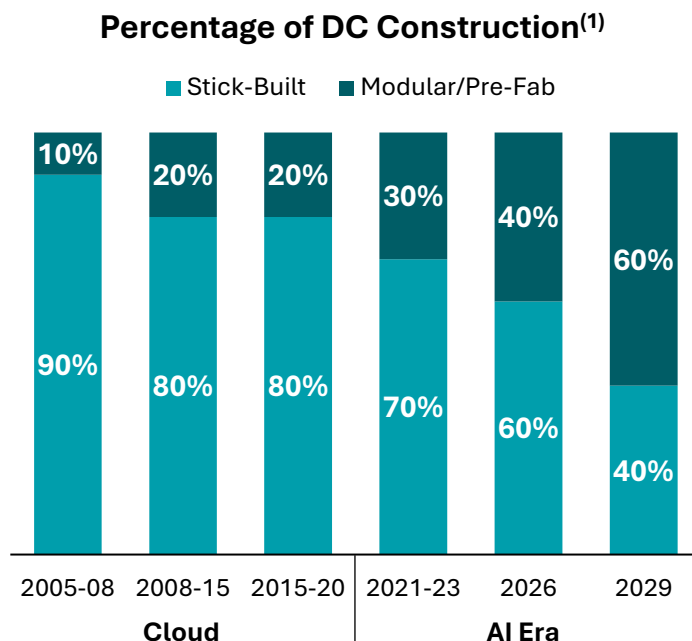
Why Forgent Won

- **Design partnership:** Provided upfront engineering support during the procurement process, shaping the solution around customer requirements
- **End-to-end power solution:** Delivered system-level engineering with vertical integration, reducing supply chain complexity and dependency
- **Speed to power:** Matched delivery against an aggressive procurement timeline
- **Capacity to scale:** Offered headroom to supply additional campuses

Forgent received the initial award for one of the largest AI build-outs in the U.S. — with potential for multiple GWs of additional orders

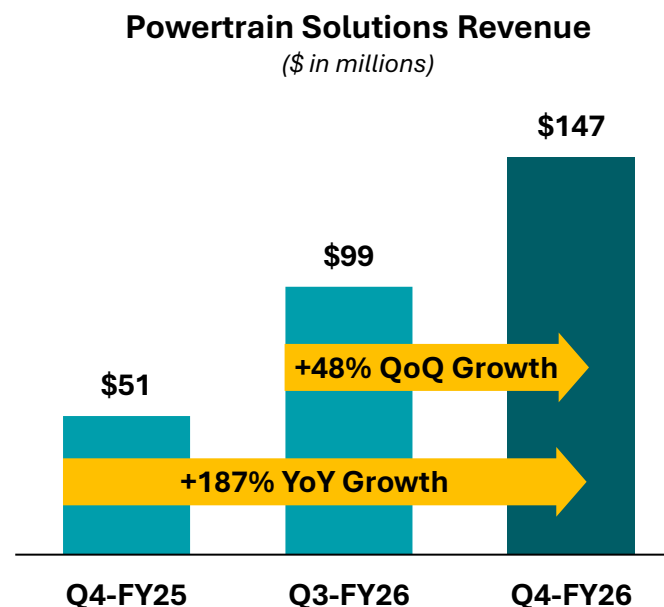
POWERTRAIN SOLUTIONS CAPACITY EXPANSION

Customers Want More Modular Solutions...



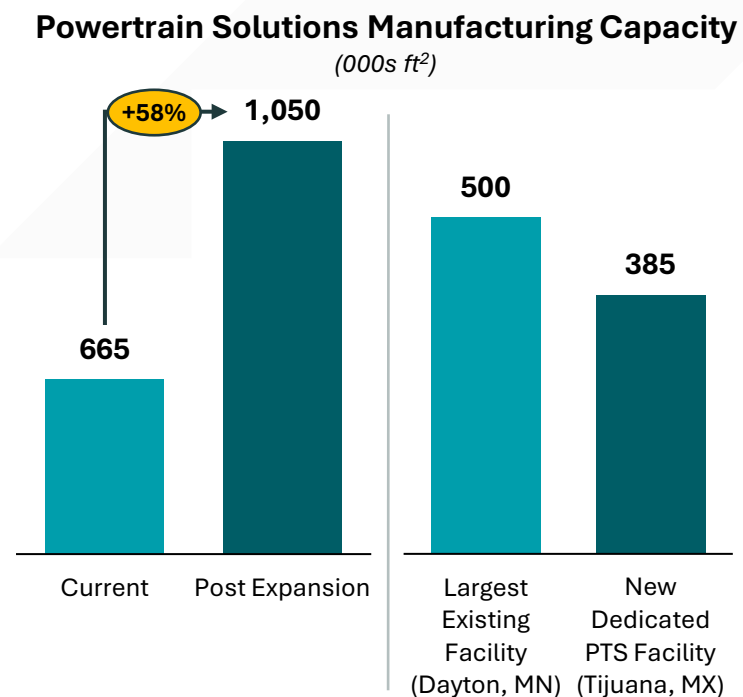
Modular and Prefabricated Solutions are a growing portion of data center construction spend

...which is Driving Significant Growth in Powertrain Solutions...



Powertrain Solutions represented ~32% of Q426 revenues and ~40% of June 30 backlog

...and We're Investing in More Capacity to Meet that Demand



New PTS facility will be nearly the size of our largest existing facility and increase our total revenue capacity to ~\$5.8B (+\$0.8B)

Why We Win

Vertical integration – from metal fabrication to in-house switchgear and transformer manufacturing

Full-solution engineering and customization

Industry-leading lead times and strategic manufacturing footprint

FY 2026 REVIEW & SCORECARD

FY2026: BIGGER, BROADER, BETTER POSITIONED

\$ in millions

Backlog

FY2025

\$850

FY2026

\$3,023

Achieved

+256%

Revenue

\$753

\$1,420

+89%

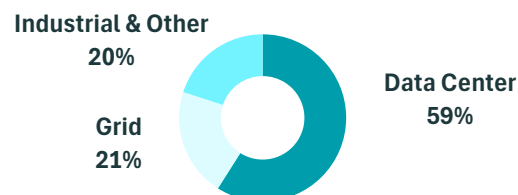
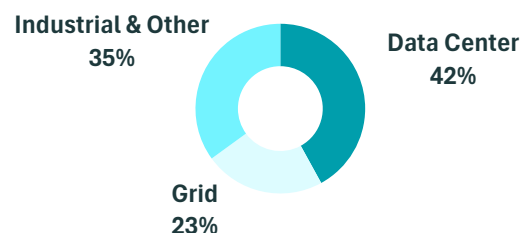
Adjusted
EBITDA⁽¹⁾

\$169

\$323

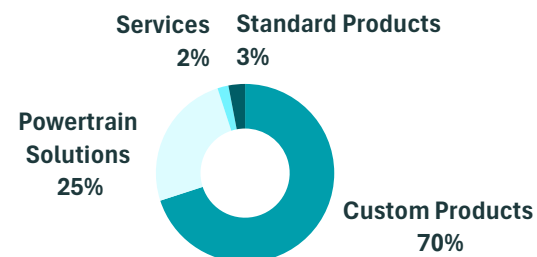
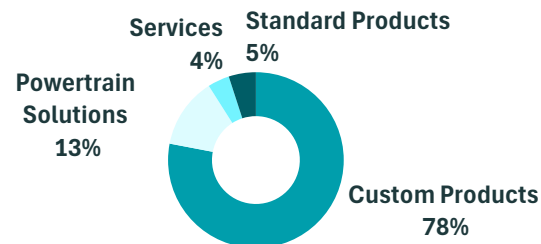
+91%

Revenue Mix by
End-Market



Grew in every end-market,
maintaining diversity that
creates multiple ways to win

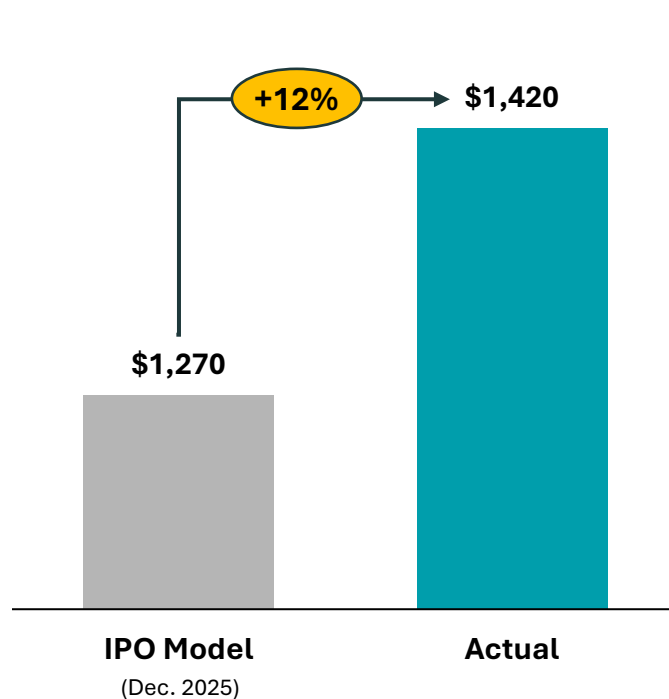
Revenue Mix by
Offering



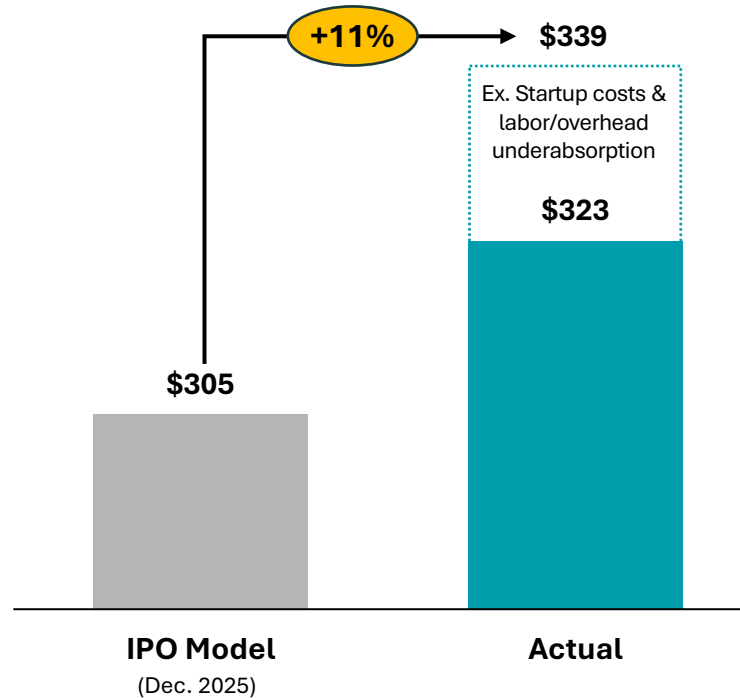
~2x increase in contribution
from Powertrain Solutions

WHAT WE SAID, WHAT WE DELIVERED - *FINANCIAL*

FY2026 Revenues



FY2026 Adjusted EBITDA⁽¹⁾



Commentary

- Provided forecast to research analysts in December as is customary for companies going public
- Actual FY2026 **revenues exceeded the forecast by \$150M (+12%)**
- Actual FY2026 **Adjusted EBITDA exceeded the forecast by \$18M (+6%)** and \$34M (+11%) excluding startup costs and under-absorbed labor/overhead
- **All results exceeded the high-end of guidance** provided in March and updated in May

Forgent's FY2026 results significantly exceeded the IPO forecast and our guidance

WHAT WE SAID, WHAT WE DELIVERED – *COMMERCIAL*

Our Strategy

- **Grow faster** by focusing on end-markets backed by mega-trends
- **Capture market share** with product breadth and manufacturing depth
- **Grow wallet share** by providing end-to-end solutions
- **Offer more prefabricated solutions**, by expanding e-House and Powerskid offerings

Our Results

We added more customers, increased average order sizes and gained share in FY2026

	FY26 YoY Growth				
	Customer Count	Avg. Revenue per Customer	Revenue	Market ⁽¹⁾	Outperformance vs. Market
Data Center	+18%	× +121%	= +161%	vs. +37%	4x
Grid	+7%	× +58%	= +69%	vs. +10%	7x
Industrial & Other	(13%)	× +28%	= +11%	vs. +8%	1.5x

Forgent's commercial strategy delivered growth well in excess of the market

WHAT WE SAID, WHAT WE DELIVERED – *OPERATIONS*

Our Strategy

- Invest in **capacity** to capture demand
- Offer some of the **shortest lead times in the industry**
- Provide **customization-at-scale** through vertically integrated, flexible manufacturing

Our Results

We completed our 2025-2026 Capacity Expansion, bringing >1.8M sq. ft. of new capacity on-line

Location	Approximate Footprint (ft ²)			Construction Status at Year-End	
	Pre-Expansion	Post-Expansion	% Increase	FY2025	FY2026
Texas	50k	520k	+940%	Under Construction	Complete
Minnesota	90k	600k	+567%	Under Construction	Complete
Tijuana	210k	770k	+267%	Under Construction	Near Complete
Maryland	30k	190k	+533%	Under Construction	Complete
California	100k	230k	+130%	Under Construction	Near Complete
Total	480k	~2.3M	+381%		

Forgent successfully executed a ~5x capacity expansion and significantly ramped production at new facilities, while meeting customer commitments and minimizing the impact on margins

WHAT WE SAID, WHAT WE DELIVERED - *PEOPLE*

Our Strategy

- **Recruit, train and retain direct labor** to match our capacity for revenue growth
- **Grow engineering resources** to develop Custom Products & Powertrain Solutions
- Maintain a flat **organizational structure built for high speed** and accountability; benefit from **operating leverage as we scale**
- **Attract and retain A+ leadership talent**

Our Results

We successfully expanded our manufacturing and engineering teams...

YoY % Change

+89%

Manufacturing Headcount

+54%

Application Engineer Headcount

+78%

Process, Field and Design Engineer Headcount

...and attracted A+ leadership talent

Solutions & Services

President

Juan Macias

Engineering

Executive Vice President

Dan Eslinger

Technical Business Development

Senior Vice President

Joe Reece

Previous experience includes:



GE VERNOVA

ABB

Schneider
Electric

CNH
INDUSTRIAL

VERTIV

Our focus on making Forgent an employer of choice enabled us to accelerate our growth without workforce constraints

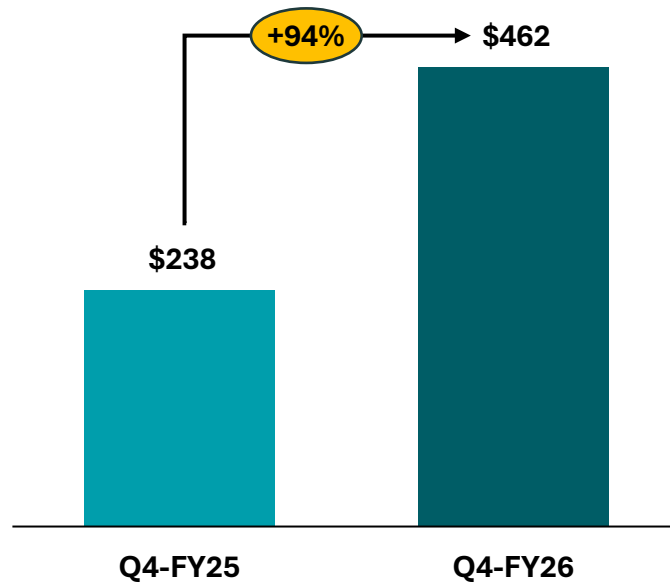


FINANCIAL SUMMARY - FISCAL Q4 & FULL YEAR 2026

Q4 REVENUES

Revenues

(\$ in millions)



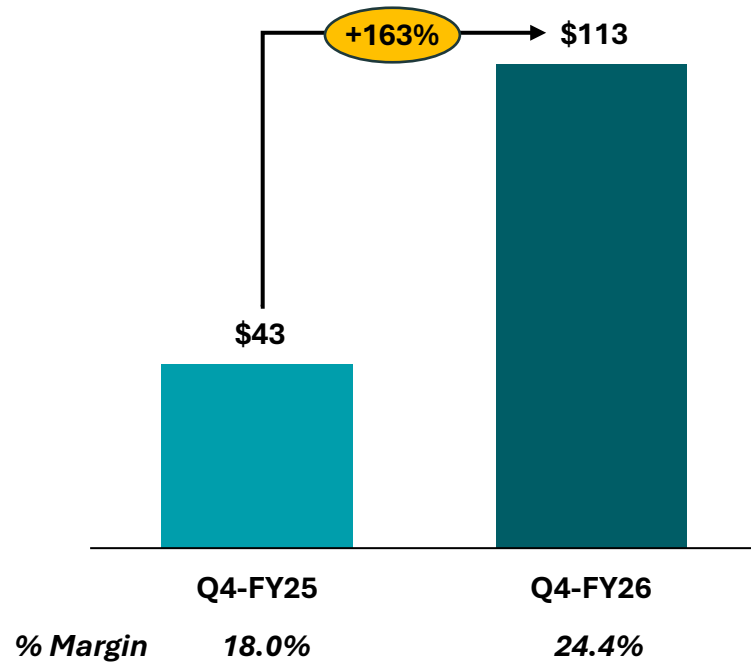
Commentary

- **Revenues increased 94% to \$462M**
 - Strong execution with faster than expected production ramp at our new facilities
 - 100% organic growth, reflecting both market growth and share gains
 - Growth led by Custom Products & Powertrain Solutions for data centers
- **Sales of all offerings grew, led by Powertrain Solutions and Custom Products:**
 - Powertrain Solutions +187% to \$147M
 - Custom Products +73% to \$292M
 - Services +69% to \$12M
 - Standard Products +3% to \$11M

Revenues increased 94% year-over-year and 22% sequentially as Forgent compounded market growth with share gains

Q4 ADJUSTED EBITDA

Adjusted EBITDA⁽¹⁾ (\$ in millions)



Commentary

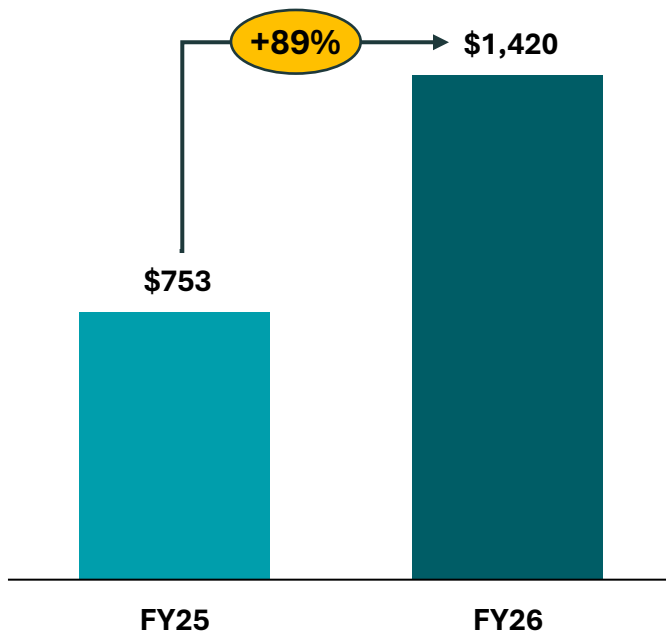
- **Adjusted EBITDA grew 163% to \$113M⁽¹⁾**
 - Gross profit increased 109% YoY driven by volume growth
 - SG&A increased, reflecting investments across sales, operations, and engineering to support growth
- **Quarter-over-quarter Adjusted EBITDA margins increased 200 bps to 24.4%**
 - Gross margins increased 150bps reflecting both volume growth and favorable product mix
 - SG&A declined as a percentage of sales

Adjusted EBITDA Margins increased 200bps sequentially, marking the second consecutive quarter of margin expansion

FY 2026 FINANCIAL RESULTS

Revenues

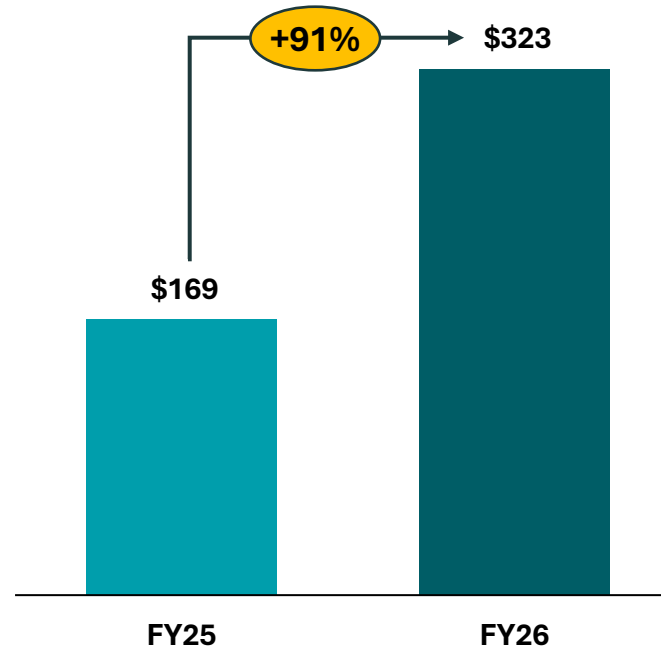
(\$ in millions)



+\$667M vs. FY25

Adjusted EBITDA⁽¹⁾

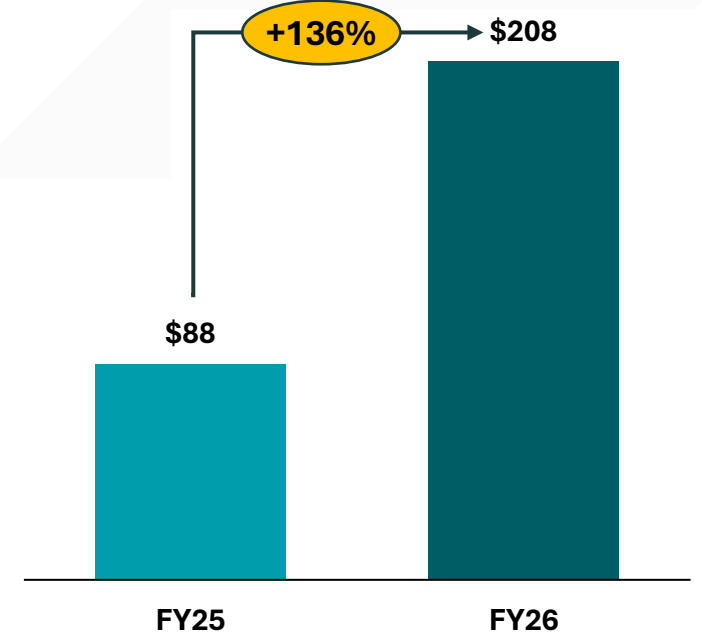
(\$ in millions)



+\$154M vs. FY25

Adjusted Net Income⁽¹⁾

(\$ in millions)



+\$120M vs. FY25

Forgent's full year results set new records across all KPIs



FY 2027 OUTLOOK & GUIDANCE

FY 2027 OUTLOOK

Strategic Themes

Robust demand continues for our products and solutions

Engineering resources + capacity = outsized market growth

Continuing shift to modular, scalable solutions

More M&A-driven consolidation

Priorities

Expand the team to match the growth opportunity

Compound market growth with share gains

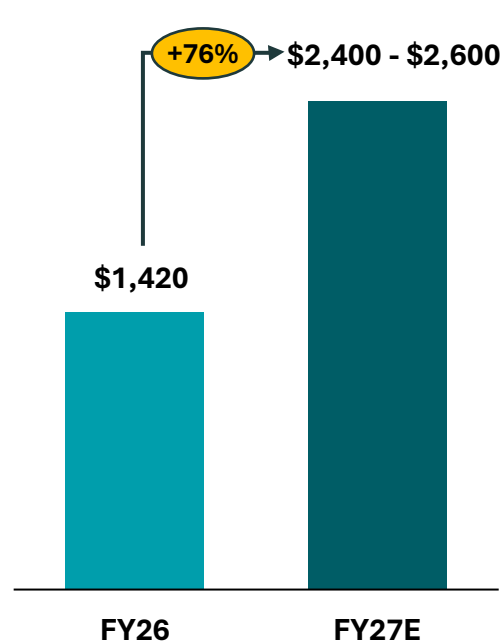
Add Powertrain Solutions capacity

Reinvest FCF in acquisitions

FY 2027 OUTLOOK

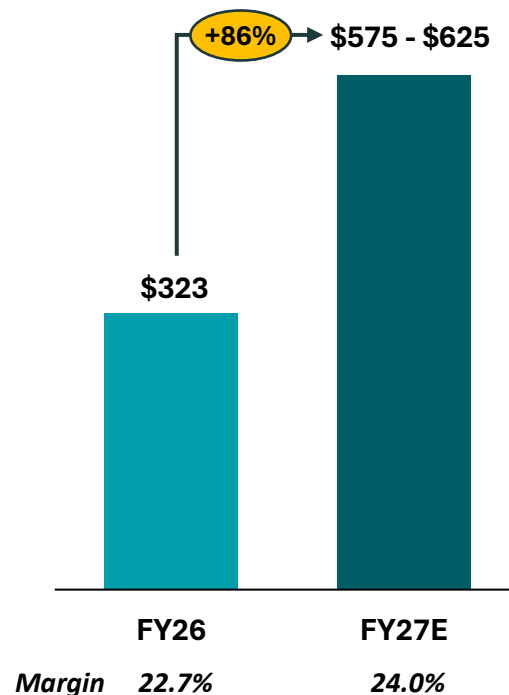
Revenues

(\$ in millions)

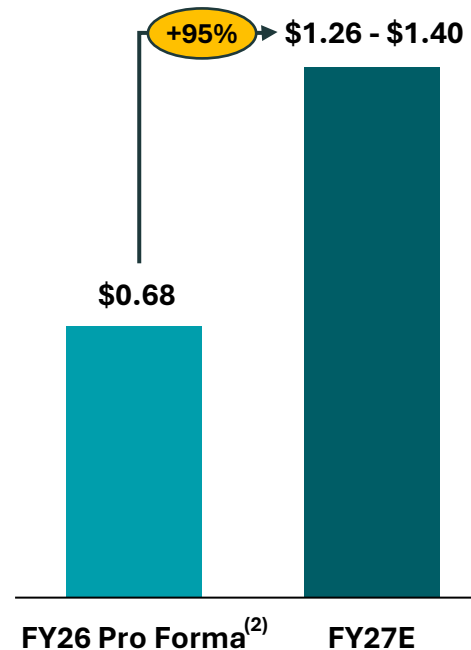


Adjusted EBITDA⁽¹⁾

(\$ in millions)



Adjusted EPS⁽¹⁾



Commentary

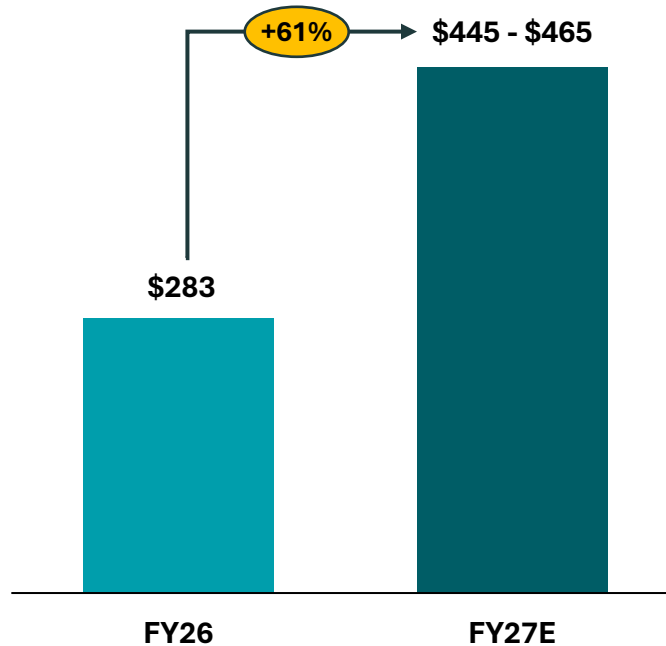
- Revenue growth fueled by **market expansion and share gains**
- Backlog substantially covers guidance** with some capacity reserved for book-and-ship orders
- Operating leverage will drive higher margins**, partially offset by start-up costs and investment in labor
- Revenue and Adjusted EBITDA expected to increase sequentially** throughout the year as production ramps
- Adjusted EPS to grow faster than Adjusted EBITDA**

Forgent's FY2027: Compounding growth with share gains and expanding Adjusted EBITDA margins

FY 2027 OUTLOOK – Q1

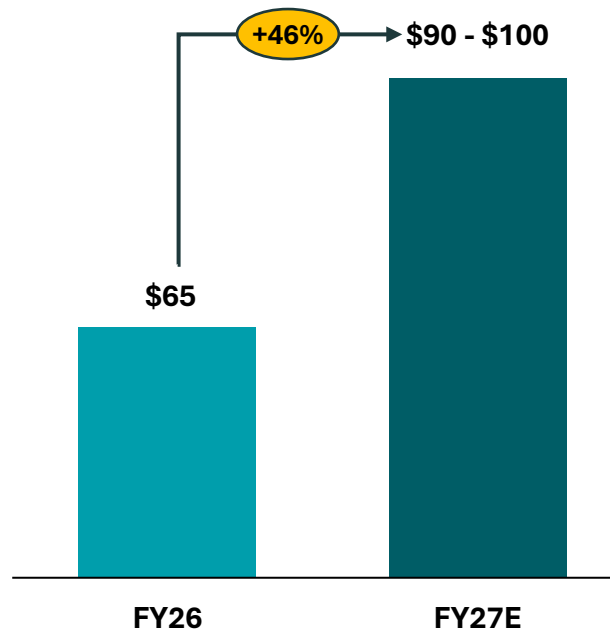
Revenues

(\$ in millions)



Adjusted EBITDA⁽¹⁾

(\$ in millions)



Commentary

- Current backlog covers 90%+ of FY2027 guidance
- Adding capacity and headcount in Q1 to support additional growth
- Expect to incur ~\$10 million of one-time costs in Q1 related to hiring, training and start-up activities to support production ramp over the balance of the year
- As a result of these costs, Adjusted EBITDA and margin will be lowest in Q1 but will increase consecutively throughout FY27

Q1 will include significant investment to accelerate Forgent's scalability in remainder of fiscal 2027 and beyond

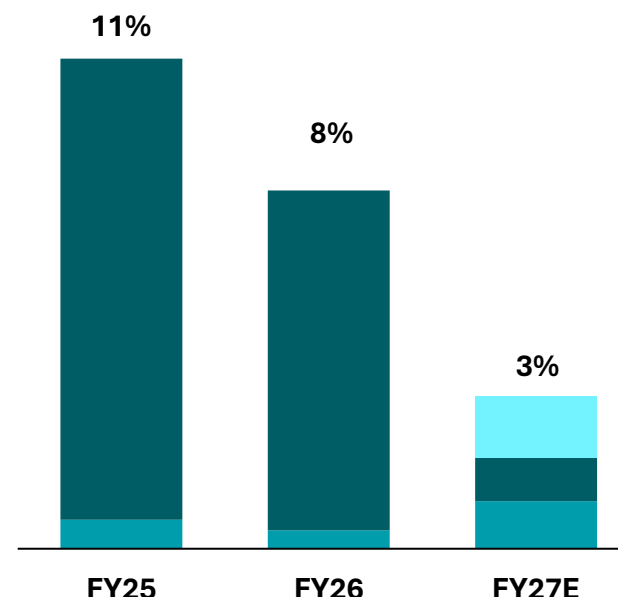
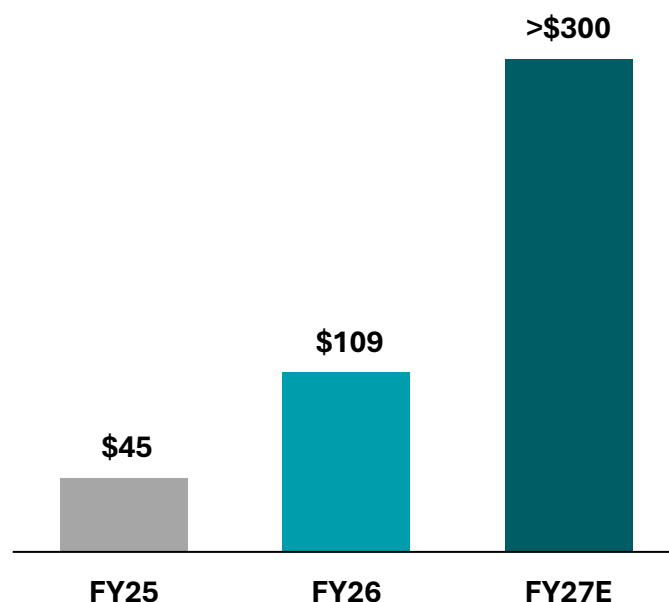
TRANSITIONING TO SIGNIFICANT CASH GENERATION

Operating Cash Flow

Capex % of Revenues

Commentary

(\$ in millions)



2027 PTS Capacity Expansion
2025-2026 Capacity Expansion
Maintenance capex

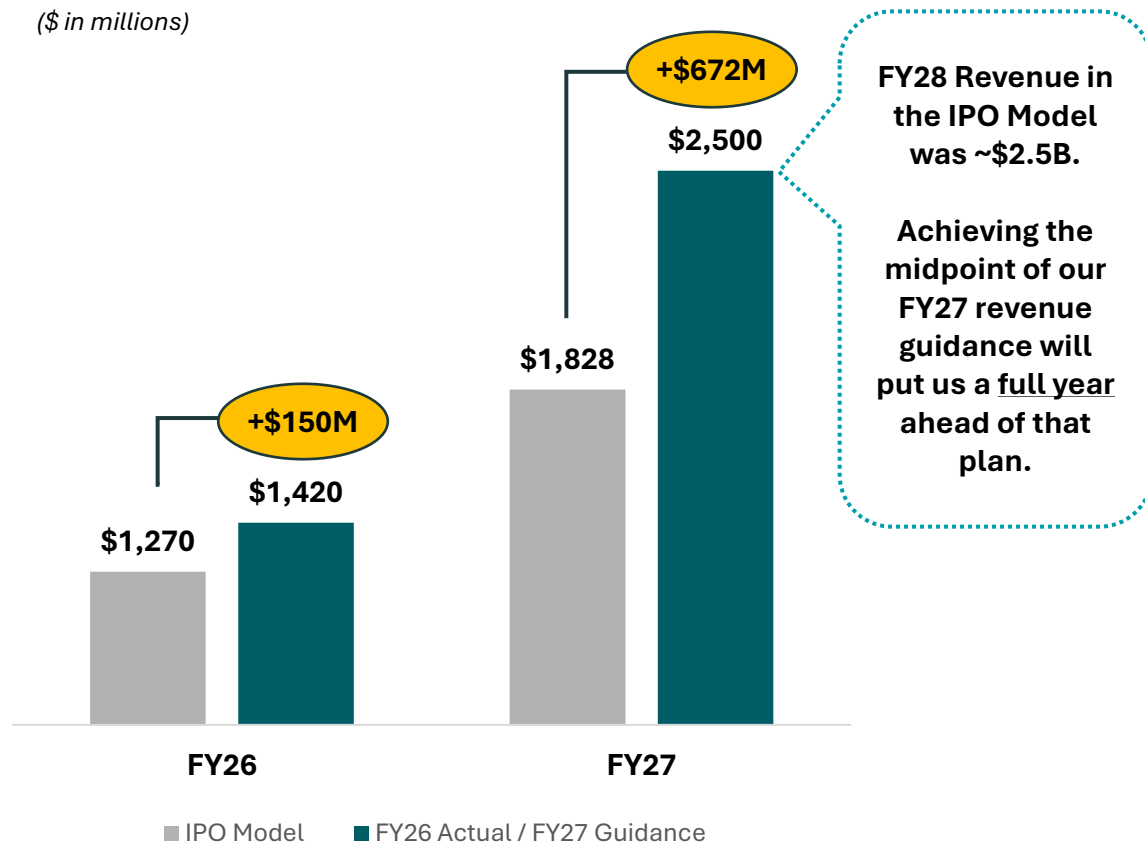
- **Cash flow generation increasing** as the business scales and capacity investment moderates
- **FY27 capex steps down significantly** as a percentage of sales, despite incremental investment in PTS capacity
- **Cash flow generation will be weighted more heavily to 2H** given 1H-weighted NWC and capex investment to support production ramp
- **M&A is priority** for free cash flow

Greater scale and moderating capex are expected to drive a significant step-up in cash flow generation

FORGENT IS A YEAR AHEAD OF PLAN

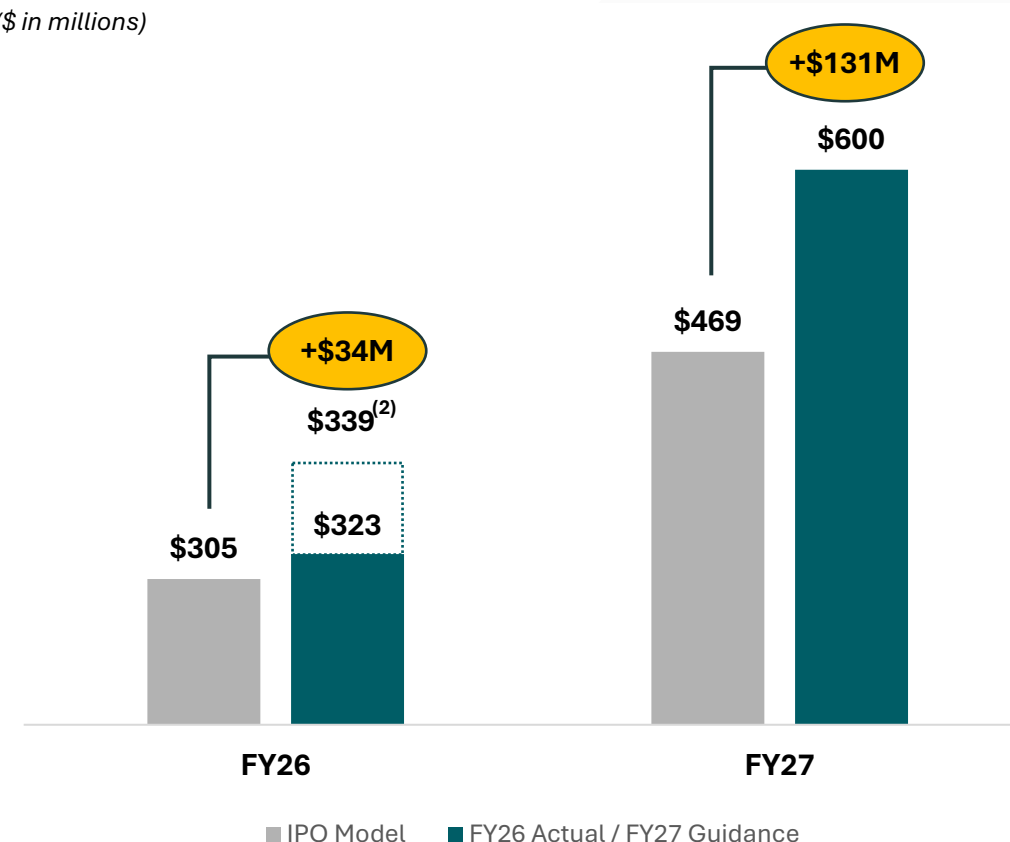
Revenues

(\$ in millions)



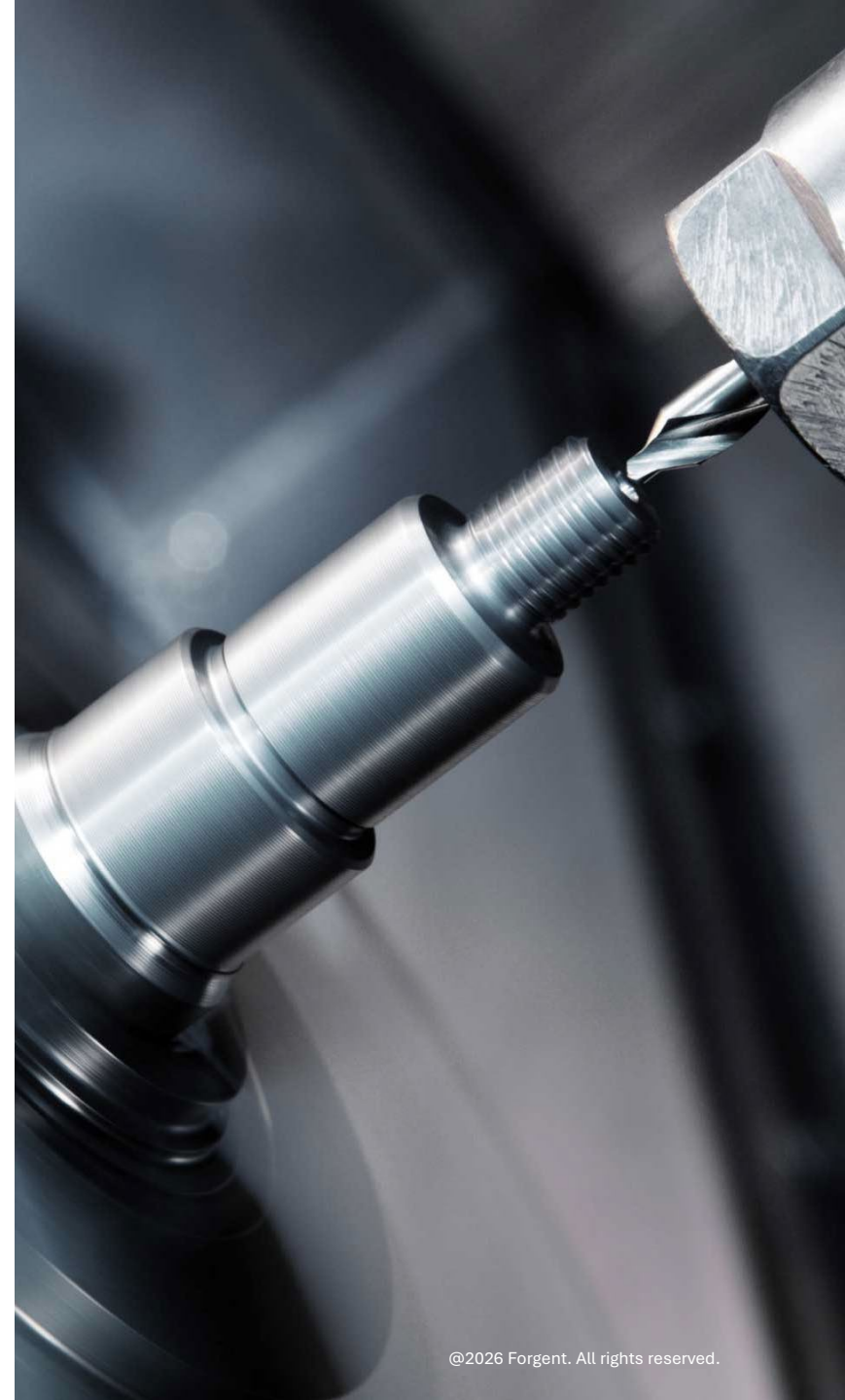
Adjusted EBITDA⁽¹⁾

(\$ in millions)



Forgent is a year ahead of the plan we provided to research analysts for our February IPO

APPENDIX



FISCAL 2027 MODELING

Metric	FY2027	Basis / Commentary
GAAP tax rate ⁽¹⁾	21% – 22%	Effective tax rate on GAAP pre-tax income
Adjusted tax rate	23% – 24%	Tax rate applicable to Adjusted Net Income & Adjusted EPS calculations
Cash tax rate	13% – 16%	Cash taxes as % of GAAP pre-tax income
Tax distributions ⁽¹⁾	\$28M - \$35M	Tax distributions to non-controlling interest; Financing cash flows
TRA payments	None	Payments under Tax Receivable Agreement; Financing cash flows; beginning in FY28
Net interest expense	\$35.5M – \$40.5M	Interest expense, net of interest income
Depreciation	\$38.5M – \$40.5M	Depreciation
Intangible amortization	~\$25.5M	Amortization of acquired intangible assets
Amortization / write-off of discounts and deferred financing costs	~\$3M	Amortization of debt discounts and debt issuance costs
SBC	\$25.5M – \$27.5M	Stock-based compensation expense
Shares Outstanding	~305M	Total Class A + Class B + dilutive securities; Denominator for Adjusted EPS
Capex	\$85-\$90M	Inclusive of 2027 PTS Capacity Expansion, remainder of 2025-2026 Capacity Expansion, maintenance at ~1% of revenues

ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN

Non-GAAP Financial Measures

The table below reconciles Net Income (the most directly comparable GAAP measure) to Adjusted EBITDA (a non-GAAP measure) for the periods presented (in thousands):

	Three Months Ended June 30		Three Months Ended March 31	Year Ended June 30	
	2026	2025	2026	2026	2025
Net Income / (Loss)	\$ 66,094	\$ (4,761)	\$ 24,475	\$ 106,035	\$ 17,446
Interest expense	11,423	12,945	10,839	57,127	54,778
Interest Income	(699)	(1,049)	(701)	(2,787)	(5,558)
Income tax expense	14,427	1,387	4,404	21,365	5,340
Depreciation expense	5,623	2,212	6,423	19,023	6,188
Amortization of intangibles	10,870	12,877	11,732	47,876	58,676
Equity-based compensation	4,490	512	3,357	10,036	1,784
Sponsor fees and expenses ⁽¹⁾	—	7,861	1,680	18,818	15,171
Public company readiness costs ⁽²⁾	250	3,991	16,884	21,215	6,086
Earnout expenses ⁽³⁾	—	5,000	—	5,400	5,000
Non-recurring integration and consulting fees ⁽⁴⁾	258	1,850	5,589	18,796	4,262
Adjusted EBITDA	\$ 112,736	\$ 42,825	\$ 84,682	\$ 322,904	\$ 169,173
Adjusted EBITDA	\$ 112,736	\$ 42,825	\$ 84,682	\$ 322,904	\$ 169,173
Revenues	461,672	237,613	\$ 378,709	\$ 1,420,059	\$ 753,188
Adjusted EBITDA Margin	24.4%	18.0%	22.4%	22.7%	22.5%

1) Represents fees and expense reimbursements paid to our Sponsor.

2) Represents non-recurring professional services fees we incurred in connection with readying the Company for our initial public offering and statutory SEC reporting, as well as IPO-related bonuses and certain non-recurring recruiting costs.

3) Represents non-recurring earnout amounts accrued to certain sellers in connection with business acquisitions.

4) Represents non-recurring professional services fees we incurred in connection with certain post-acquisition activities, including valuation, technical accounting and integration consulting services.

ADJUSTED NET INCOME

Non-GAAP Financial Measures

The table below reconciles Net Income (the most directly comparable GAAP measure) to Adjusted Net Income (a non-GAAP measure) for the periods presented (in thousands):

	Three Months Ended June 30		Year Ended June 30	
	2026	2025	2026	2025
Net Income (Loss) Attributable to Forgent Power Solutions, Inc.	\$ 53,298	\$ (2,560)	\$ 81,845	\$15,196
Net income impact from pro forma conversion of Class B common stock to Class A common stock ⁽¹⁾	12,796	(2,201)	24,190	2,250
Adjustment to the provision for income tax ⁽²⁾	(2,505)	534	(3,533)	(546)
Tax effected net income	63,589	(4,227)	102,502	16,900
Amortization of intangibles	10,870	12,877	47,876	58,676
Amortization / write off of discounts and deferred financing costs	1,305	556	12,987	2,511
Equity-based compensation	4,490	512	10,036	1,784
Sponsor fees and expenses ⁽³⁾	—	7,861	18,818	15,171
Public company readiness costs ⁽⁴⁾	250	3,991	21,215	6,086
Earnout expenses ⁽⁵⁾	—	5,000	5,400	5,000
Non-recurring integration and consulting fees ⁽⁶⁾	258	1,850	18,796	4,262
Tax impact of adjustments ⁽⁷⁾	(3,422)	(7,802)	(30,054)	(22,266)
Adjusted Net Income	\$ 77,340	\$ 20,618	\$ 207,576	\$ 88,124

1) Reflects net income to Class A common shares from pro forma exchange of corresponding shares of our Class B common shares held by the Existing Opco LLC Owners.

2) The Company is subject to U.S. Federal income taxes, in addition to state and local taxes with respect to its allocable share of any net taxable income of Opco. The adjustment to the provision for income tax reflects the appropriate effective tax rate that assumes the Company owns 100% of the Opco LLC Interests units.

3) Represents fees and expense reimbursements paid to our Sponsor.

4) Represents non-recurring professional services fees we incurred in connection with readying the Company for our initial public offering and statutory SEC reporting, as well as IPO-related bonuses and certain non-recurring recruiting costs.

5) Represents non-recurring earnout amounts accrued to certain sellers in connection with business acquisitions.

6) Represents non-recurring professional services fees we incurred in connection with certain post-acquisition activities, including valuation, technical accounting and integration consulting services.

7) Represents the estimated tax impact of all Adjusted Net Income add-backs, excluding those which represent permanent differences between book versus tax.

QUARTERLY ADJUSTED NET INCOME

Non-GAAP Financial Measures

Amounts below reflect updated calculation methodology that assumes conversion of (and tax-affecting of) Class B shares. Adjusted EPS is calculated on this basis, dividing Adjusted Net Income by adjusted diluted weighted average shares outstanding. We believe this methodology provides for better comparability over time as our mix of Class A / Class B shares changes.

					Year Ended June 30
	Q1-26	Q2-26	Q3-26	Q4-26	2026
Net Income Attributable to Forgent Power Solutions, Inc.	\$ 10,014	\$ 246	\$ 18,287	\$ 53,298	\$ 81,845
Net income impact from pro forma conversion of Class B common stock to Class A common stock	5,543	(337)	6,188	12,796	24,190
Adjustment to the provision for income tax	(522)	34	(540)	(2,505)	(3,533)
Tax effected net income	15,035	(57)	23,935	63,589	102,502
Amortization of intangibles	12,778	12,496	11,732	10,870	47,876
Amortization / write off of discounts and deferred financing costs	999	10,011	672	1,305	12,987
Equity-based compensation	562	1,627	3,357	4,490	10,036
Sponsor fees and expenses	6,600	10,538	1,680	-	18,818
Public company readiness costs	1,402	2,679	16,884	250	21,215
Earnout expenses	5,400	-	-	-	5,400
Non-recurring integration and consulting fees	3,796	9,153	5,589	258	18,796
Tax impact of adjustments	(7,251)	(10,506)	(8,875)	(3,422)	(30,054)
Adjusted Net Income	\$ 39,321	\$ 35,941	\$ 54,974	\$ 77,340	\$ 207,576
Tax Rate	23.41%	23.41%	23.41%	23.41%	23.41%



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