

# Powell Industries, Inc.

(NASDAQ:POWL)

Investor Presentation

August 2025



# Forward Looking Statements

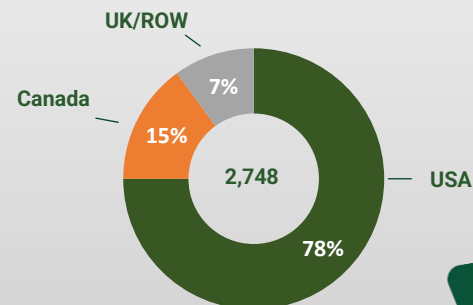
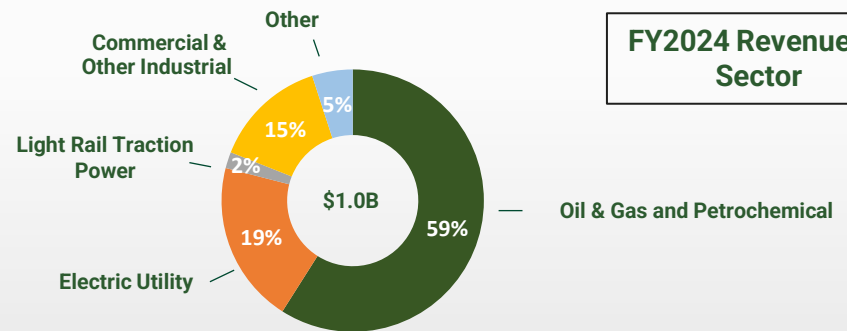
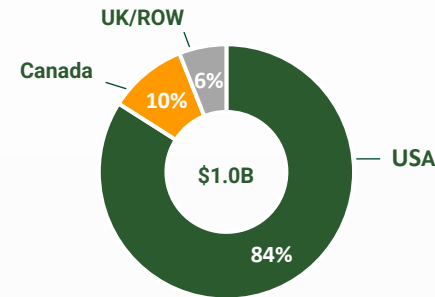
This presentation contains “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than statements of historical fact, included in this presentation are forward-looking statements. Such forward-looking statements include, but are not limited to, projections and estimates concerning the timing and success of specific projects, our future backlog, revenues, income, acquisitions, including the Remsdaq acquisition, liquidity, capital spending, results of operations and financial condition, dividends, as well as other statements that are not historical facts contained in or incorporated by reference into this presentation. These forward-looking statements speak only as of the date of this presentation; we disclaim any obligation to update or revise these statements unless required by applicable law, whether as a result of new information, future events or otherwise; and we caution you not to unduly rely on them. We have based these forward-looking statements on expectations and assumptions of management at the time the statements were made. While our management considers these expectations and assumptions to be reasonable, they are inherently subject to significant business, economic, competitive, regulatory and other risks, contingencies and uncertainties that could cause actual results to differ materially from those included in this presentation, most of which are difficult to predict and many of which are beyond our control. These risks, contingencies and uncertainties relate to, but are not limited to, the factors detailed herein and in our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K and other SEC filings, which are available on our website at [powellindustriesinc.gcs-web.com](http://powellindustriesinc.gcs-web.com). We can provide no assurance that the forward-looking statements contained in this presentation will occur as expected, and actual results may differ materially from those included in this presentation.

## **Non-GAAP Financial Measures**

This presentation includes non-GAAP financial measures, which help facilitate comparison of company performance across periods. For a reconciliation of non-GAAP measures included herein to the nearest corresponding GAAP measure, please see the appendix to this presentation.

# Powell Industries ... Who We Are

- ✓ Founded in 1947 with headquarters in Houston, Texas
- ✓ A solutions provider for complex electrical applications
- ✓ Global manufacturing footprint
- ✓ FY2024 revenues of \$1.01B
- ✓ Unleveraged balance sheet

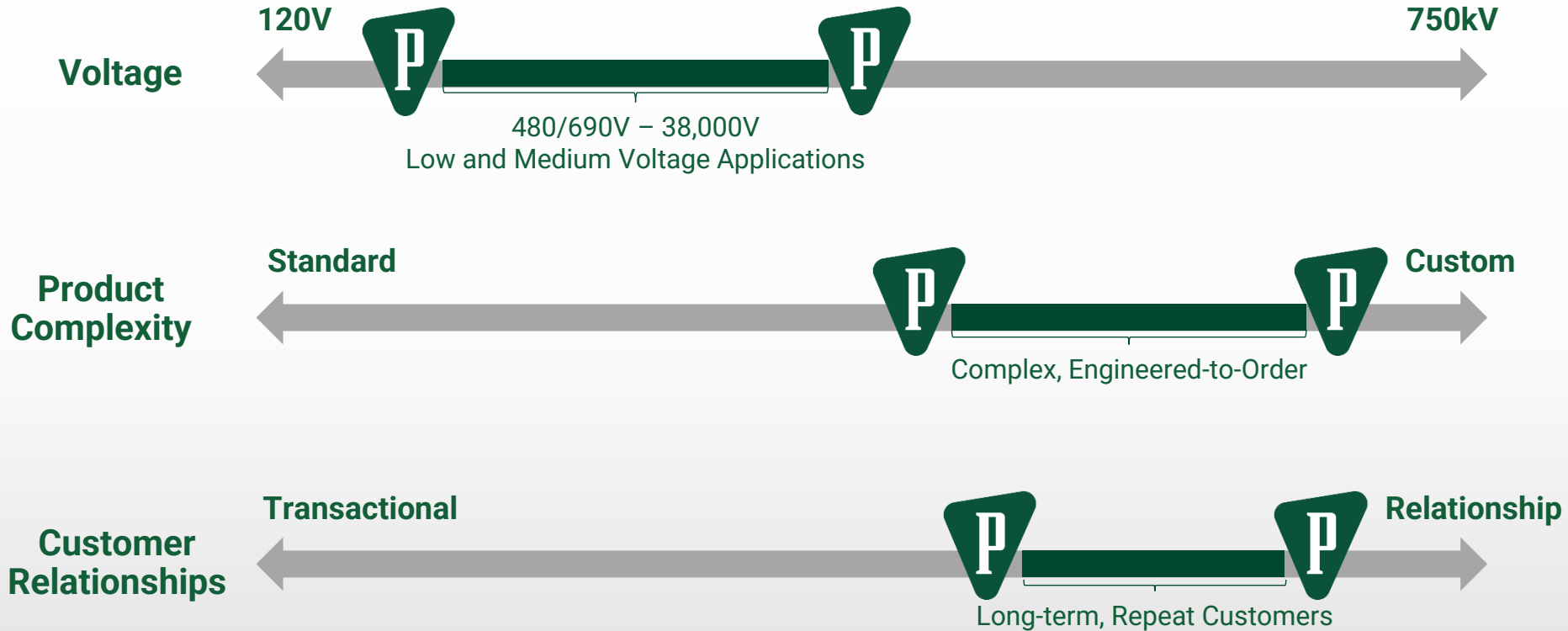


# Experts in Electrical Distribution

Leader in the custom design, manufacture and service of complex electrical solutions where critical power applications demand safe and reliable supply

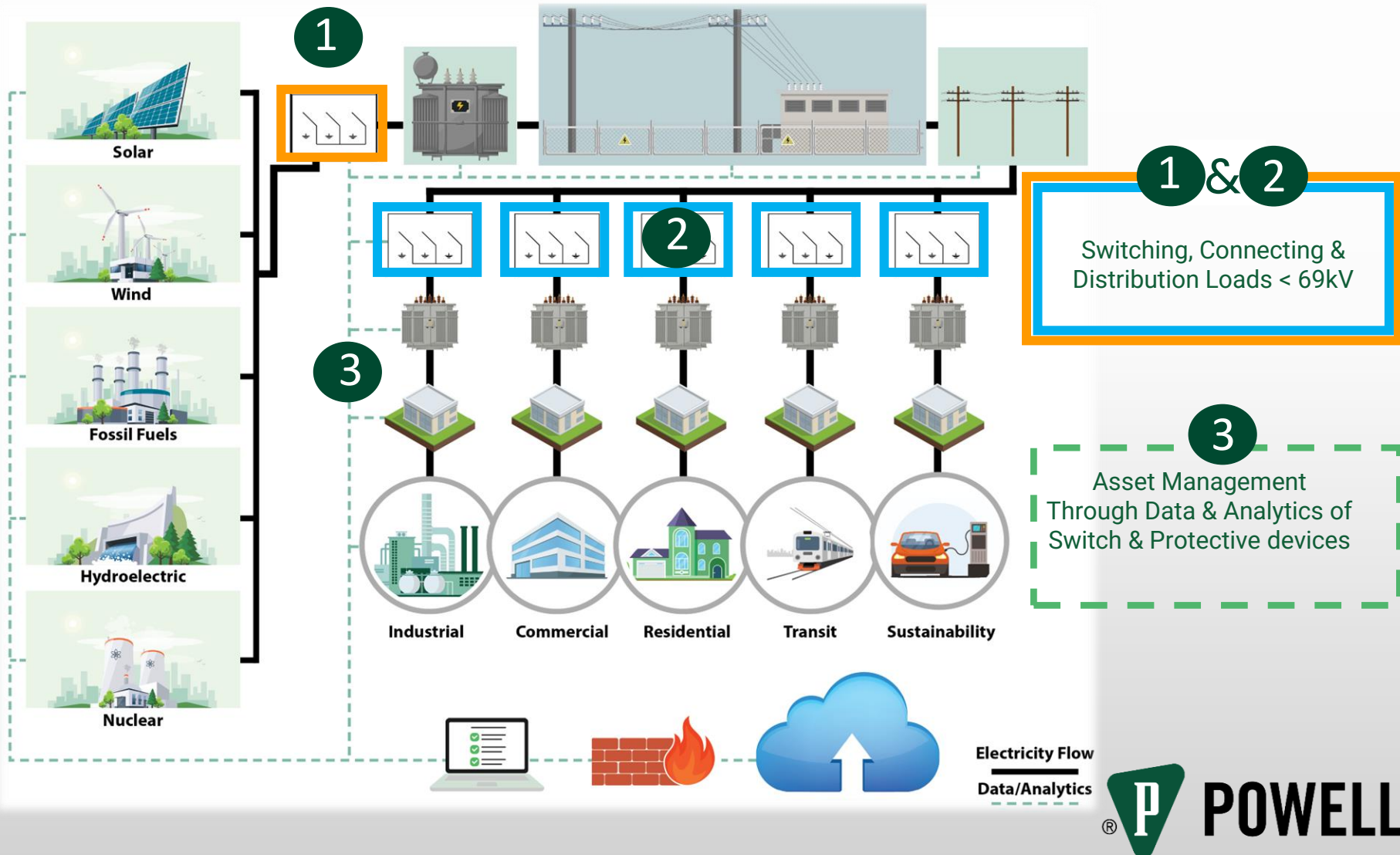


# Market Focus



**Nature of Highly Complex, Custom Solutions Fosters Recurring Customers**

# Focusing on Electrical Distribution



# Switchgear Solutions



## American National Standards Institute (ANSI)

Predominant Standard in North America



## International Electrotechnical Commission (IEC)

Predominant Standard Outside North America

Flexible design and construction to your unique application

Meets or exceeds the requirements of national, regional and local standards

Experienced technical resources driving superior end products

Reliable, engineered to order, tested electrical solutions

Engineered to Order Customized Power Distribution



# Integrated Power Solutions



**Power Control Room**



**Custom Engineered Module**

Secure factory controlled environment for fabrication versus jobsite construction

Expertise of electrical distribution & control while compliant to latest building & energy codes

Coordination of multiple interfaces & auxiliary systems with the highest safety standards

Fully complete, operationally ready, integrated and tested solution

**Optimizing Electrical Power Solutions**



# Typical Power Control Room



## Typical PCR Project

- ✓ Engineered to Order
- ✓ ~45 engineers
- ✓ ~97 sub-suppliers
- ✓ ~4,400 purchased components
- ✓ ~750 electrical & mechanical drawings

# Control & Monitoring Solutions



## Intelligent Power Products

Digital Sensors and Asset Management

## Custom Engineered Control

Power Management and System Integration

Power management, control, electrical asset health monitoring & management

System architecture design, integrating intelligent electrical devices & industry standard protocols

Standard & engineered to order applications with custom engineered user interface

Robust integration testing of application, control and monitoring solutions

Delivered Value

# Primary End Markets

## Oil, Gas and Petrochemicals

*Processing liquids & gases requires safe reliable energy*

- Liquefied Natural Gas (LNG)
- Refining
- Petrochemical
- Pipelines
- Biofuels, Hydrogen, Carbon Capture



## Industrial & Commercial Applications

*Industries that require or produce large amounts of electrical energy*

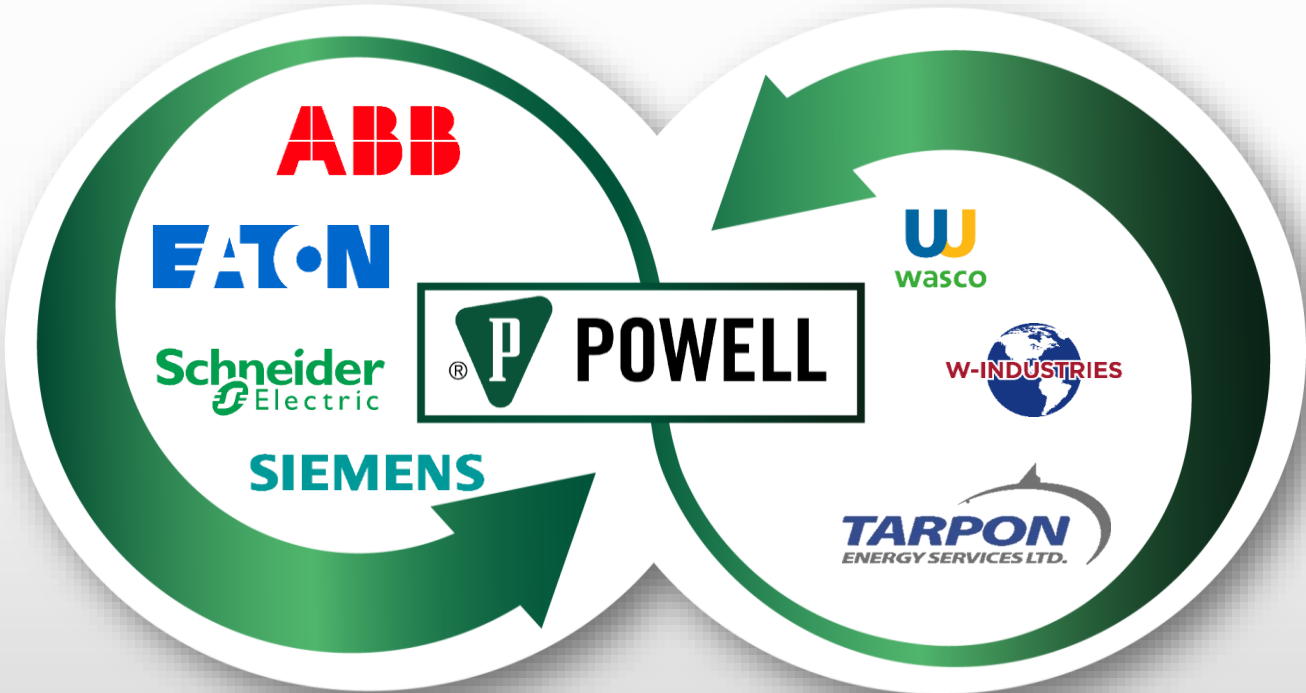
- Utilities – Generation & Distribution
- Transportation – Light Rail
- Metals and Mining
- Pulp and Paper
- Data Centers



# Competitors / Partners

**Unique Position** as a full line manufacturer with complete integration capability at multiple locations

Electrical Equipment Manufacturers    Regional Fabricators/Integrators



HVAC Systems  
Battery Systems

Fire / Gas Detection  
Communications

Safety Stations  
3<sup>rd</sup> Party Certification



# Strategic Focus Areas

## Growing Electrical Automation

- ❖ Leverage established & reputable history of electrical automation solutions
- ❖ Address the growing need to protect, monitor & control high value assets
- ❖ Remote diagnostics, predictive analytics & preventative maintenance

## Expanding the Services Franchise

- ❖ Deliver value added, differentiated services
- ❖ Focus on strategic geographic opportunities
- ❖ Improve operational performance with digital technologies

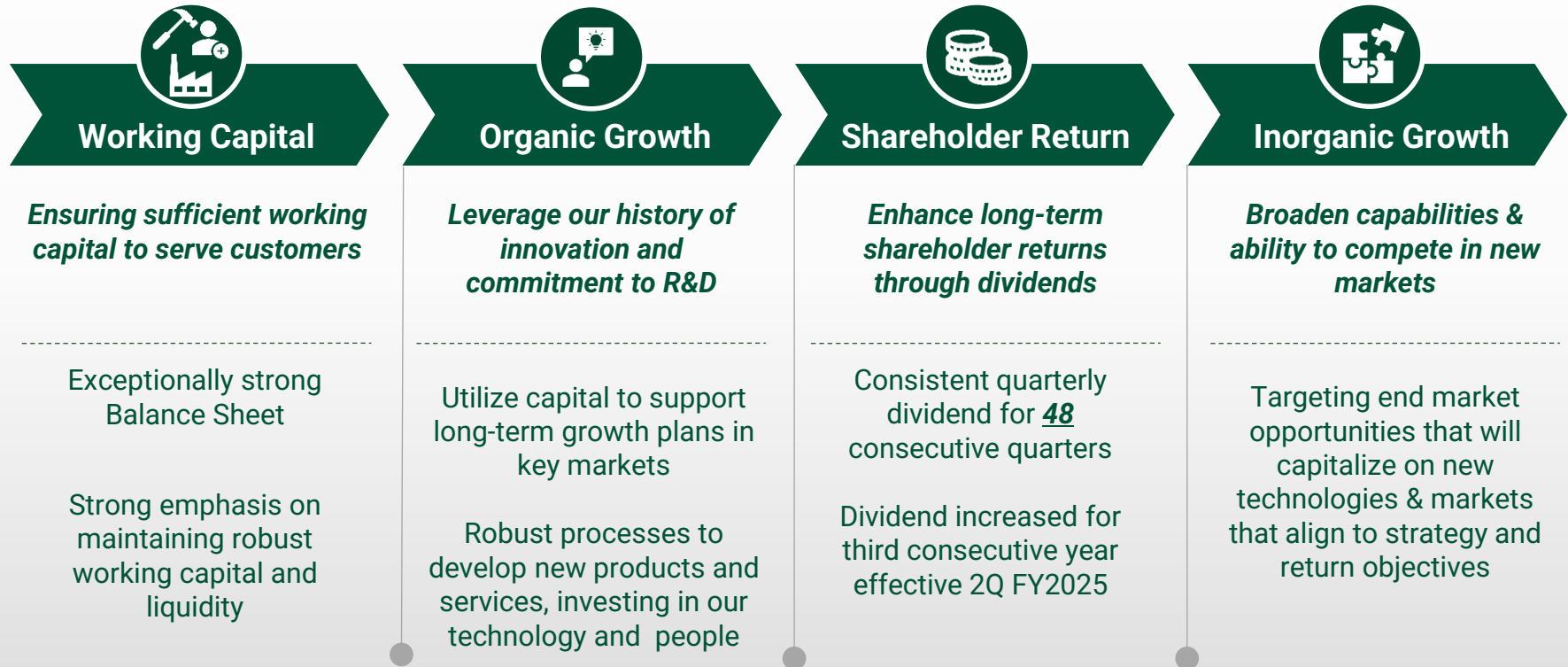
## Diversification of the Product Portfolio

- ❖ Target tangential applications, complementing Powell's product offerings
- ❖ Explore opportunities to expand scope into new electrical technologies
- ❖ Reduce risk through counter cyclical product offerings

**Focused on Enhancing Profitability Across Strategic Applications**

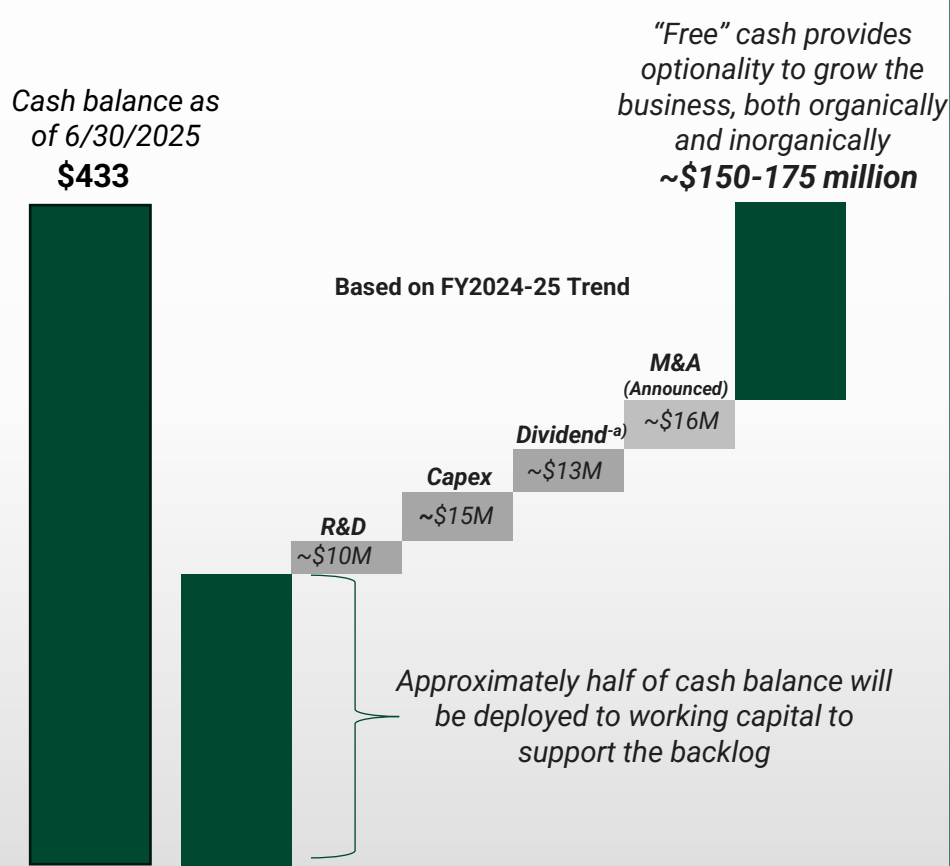
# Capital Allocation Framework

Targeting a **balanced approach** to capital allocation to maximize return on capital, while supporting our strategic initiatives and driving sustainable, long-term shareholder value

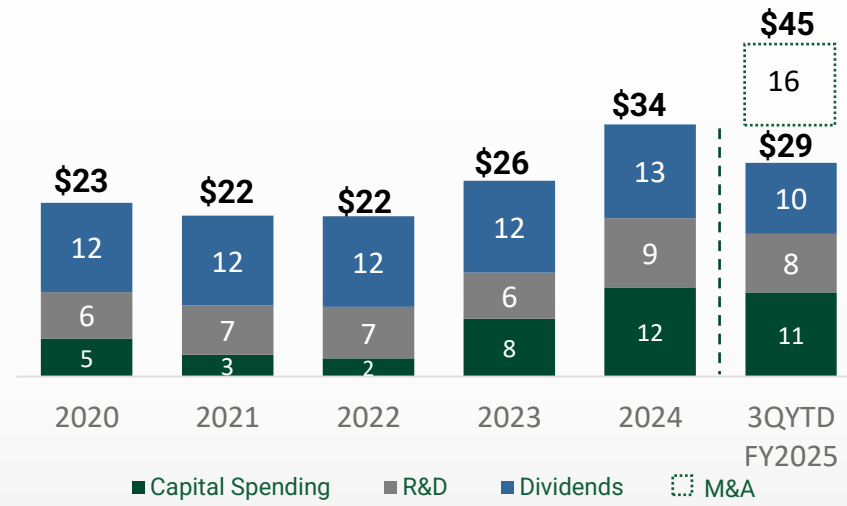


# Capital Allocation (FY2020 – Present)

## (\$ Million) Cash Beyond Growth & Return Initiatives



## Capital Allocation (2020 – 3QYTD FY2025)



## Notable Capital Allocation FY2024+

Location	Investment	Timing	Status
Fabrication Yard	\$3M	FY2024	Complete
New Property	\$6M	FY2024	Complete
Mfg Expansion	\$11M	FY2025	Complete
Remsdaq Acquisition	\$16M	FY2025-26	Announced
Fabrication Yard	\$10M to \$15M	FY2026-27	Not Started

- Committed to prudently growing the dividend
- Addressing capacity & product gaps through CapEx and R&D
- Significant cash balance and debt-free balance sheet

15 (a- Except as disclosed in our SEC filings to date, no dividends have been declared.



# Historical Financials

(\$Million) Excluding EPS	Revenue	Gross Profit %	EBITDA Margin % <sup>-a)</sup>	D&A	Capital Spending	Diluted Earnings Per Share <sup>-b)</sup>	Operating Cash Flow
FY2020	518,499	18.2%	5.8%	10,538	5,163	\$ 1.42	72,394
FY2021	470,559	16.0%	2.4%	10,335	2,931	\$ 0.05	(30,461)
FY2022	532,582	16.0%	3.5%	9,358	2,451	\$ 1.15	(3,582)
FY2023	699,308	21.1%	10.2%	8,606	7,819	\$ 4.50	182,553
FY2024	1,012,356	27.0%	18.3%	6,871	11,983	\$ 12.29	108,661
3Q YTD FY2025	806,335	28.6%	19.8%	5,215	11,380	\$ 10.63	106,862

**Demonstrated Operational & Financial Discipline Across Industry Cycles**

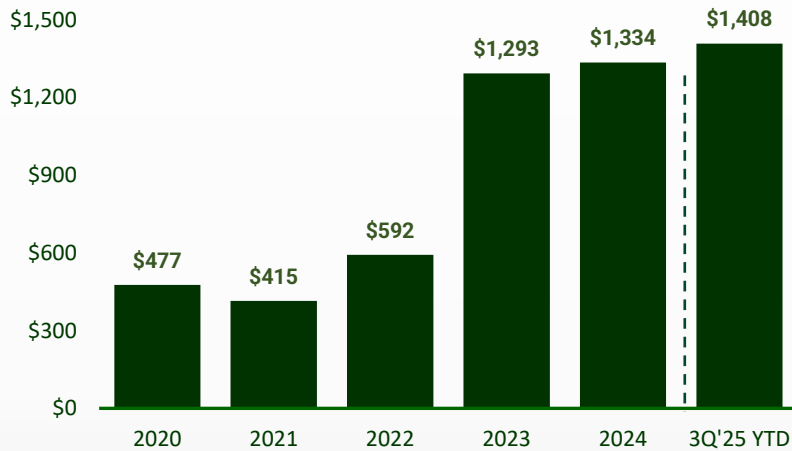
(a- See Supplemental Financial Information regarding non-GAAP reconciliations.

(b- FY2022 diluted EPS includes unusual items totaling \$0.80. FY2023 diluted EPS includes unusual items totaling \$0.38

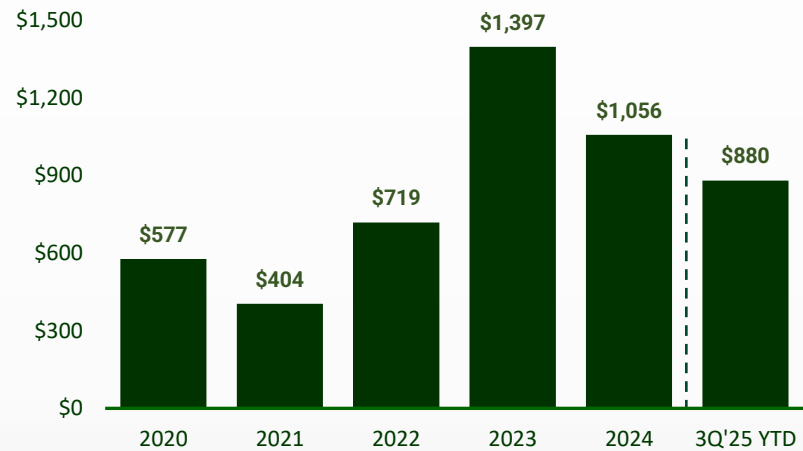
# Backlog, Orders & Revenue Trend

(\$ Million)

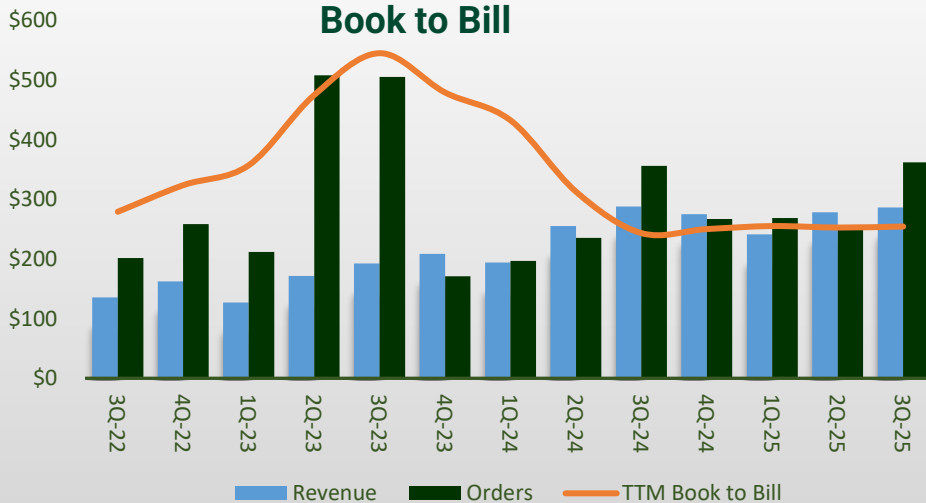
### Backlog<sup>a)</sup>



### Orders<sup>b)</sup>



### Book to Bill



### Fiscal 2025 Highlights

- TTM rolling Book to Bill ratio → 1.1x
- Healthy backlog ... Booking into Fiscal 2027
- Backlog convertibility typically 12-18 months
- Strong activity across most end markets

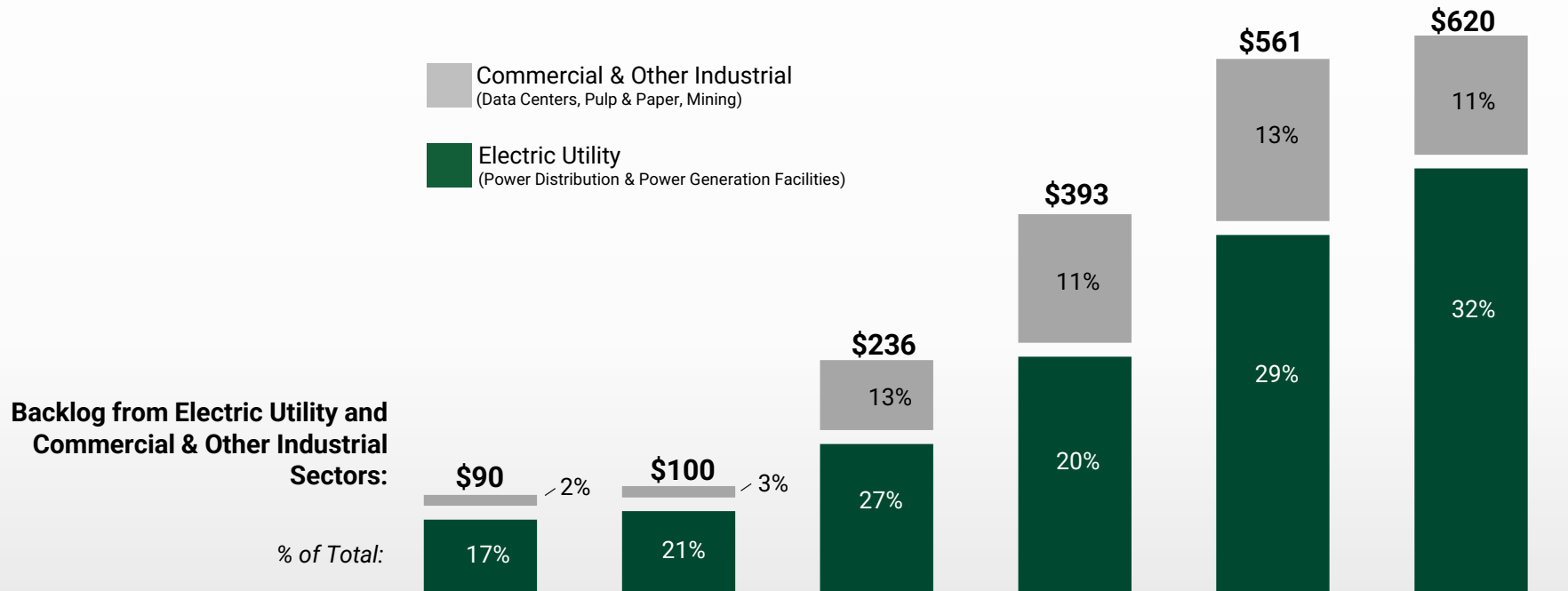
(a- The amounts recorded in backlog may not be a reliable indicator of our future operating results and may not be indicative of continuing revenue performance over future fiscal quarters or years primarily due to unexpected contract adjustments, cancellations or scope reductions.

(b- New orders (bookings) represent the estimated value of contracts added to existing backlog (unsatisfied performance obligations).



# Sector Backlog Diversification

(\$ Million) **Electric Utility and Commercial & Other Industrial Backlog Growing Substantially**



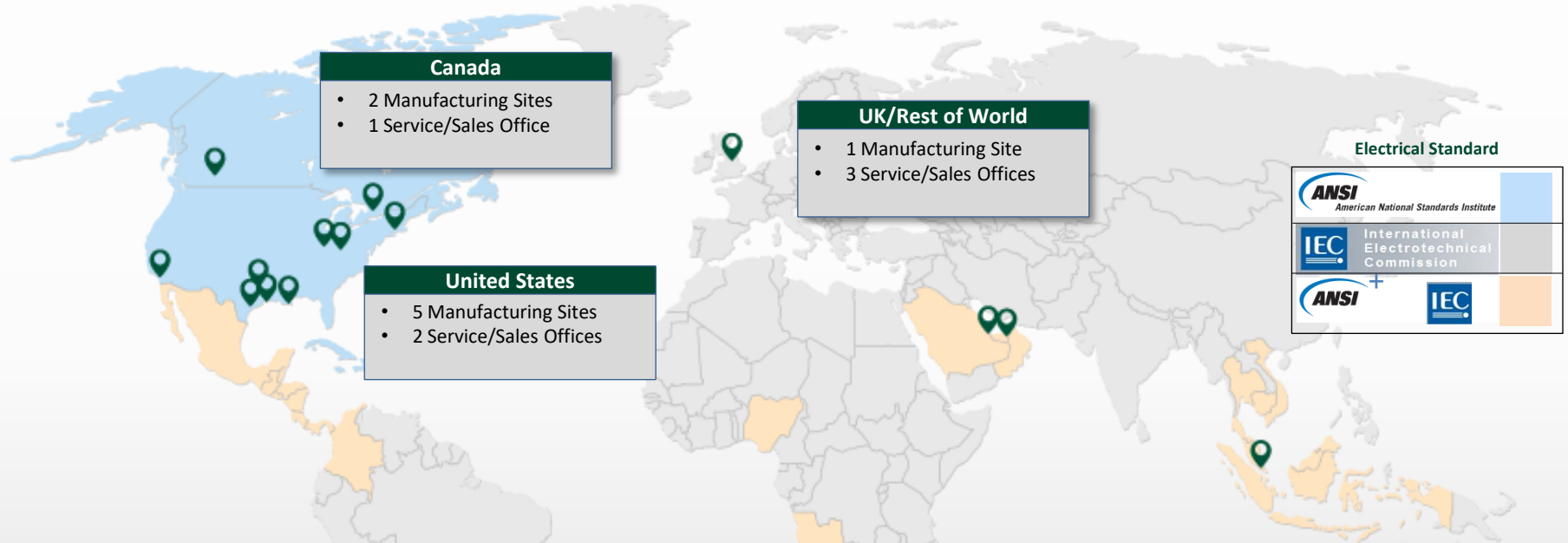
Backlog from Electric Utility and Commercial & Other Industrial Sectors:

% of Total:

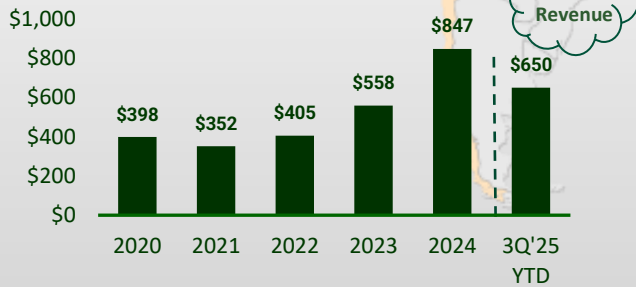
	2020	2021	2022	2023	2024	3Q FY2025
Commercial & Other Industrial	2%	3%	13%	11%	13%	11%
Electric Utility	17%	21%	27%	20%	29%	32%
Oil & Gas	55%	51%	36%	43%	34%	36%
Petrochemical	7%	11%	13%	17%	15%	10%
Traction	15%	12%	8%	6%	6%	8%
Other	4%	2%	3%	3%	3%	3%
<b>Total Backlog \$</b>	<b>\$477</b>	<b>\$415</b>	<b>\$592</b>	<b>\$1,293</b>	<b>\$1,334</b>	<b>\$1,408</b>

# Global Presence

(\$ Million)



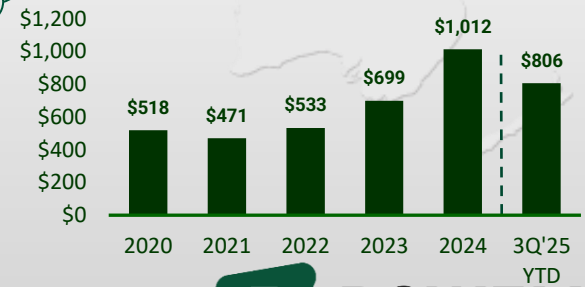
**US Revenue**



**International Revenue**

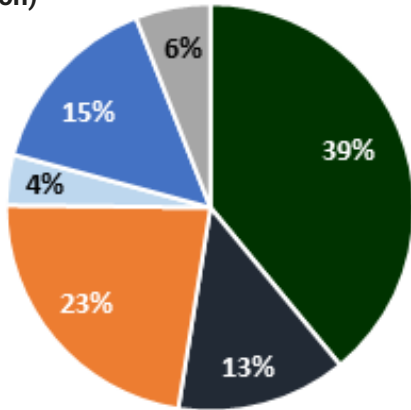


**Total Revenue**

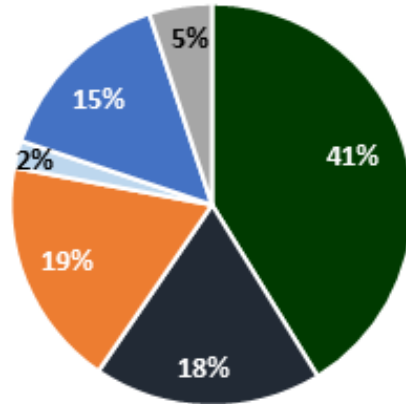


# Revenue Mix By Sector

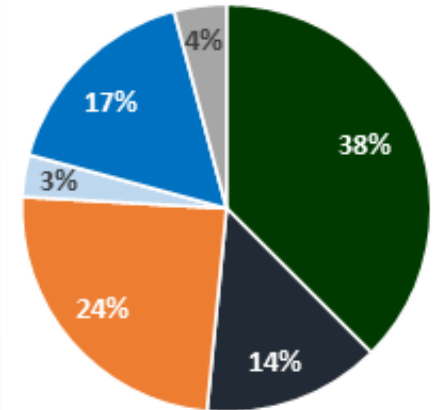
(\$ Million)



**FY2023**  
\$699 million



**FY2024**  
\$1,012 million



**3QYTD FY2025**  
\$806 million

■ Oil & Gas    
 ■ Petrochemical    
 ■ Electric Utility    
 ■ Light Rail Traction Power    
 ■ Commercial & Other Industrial    
 ■ Other

Sectors

- **Oil & Gas** ... LNG, Hydrogen, Carbon Capture, Alternative Fuels, Mid/Downstream processing
- **Petrochemical** ... Downstream industrial transformational processes
- **Electric Utility** ... Targeting power distribution and power generation facilities
- **Light Rail Traction Power** ... Supporting global light rail infrastructure
- **Commercial & Other Industrial** ... Data Centers, Pulp & Paper, Mining
- **Other** ... Universities, Original Equipment Manufacturers, Government

# Attractive Investment Opportunity

- Leader in engineer-to-order, value added solutions for complex electrical distribution applications that require the management & control of electrical energy
- Domain expertise on complex, large projects where customer risk is high
- The growth in electrification requirements across the global landscape that is driving increased demand for power, requires reliable, safe and efficient power solutions
- Products are typically on the 'critical path' for large EPC projects
- Strong product lineup through a history of innovation and R&D, coupled with in-house engineering & manufacturing capabilities
- Strong presence in medium voltage breaker market with Powl/Vac<sup>®</sup> breaker and the Power/Vac<sup>®</sup> breaker acquired from General Electric
- Strategic efforts focused on diversification into nascent markets such as alternative fuels, hydrogen, energy storage and carbon capture and sequestration
- Very strong balance sheet and zero debt offers optionality

# Appendix



# Manufacturing Locations



**Mosley Road**  
Houston, Texas  
Corporate Office  
Manufacturing Facility  
428,515 Square Feet

**Hansen Road**  
Houston, Texas  
Warehouse Facility  
9.3 Acres  
37,200 Square Feet



**Airport Blvd.**  
Houston, Texas  
Office  
Manufacturing Facility  
290,554 Square Feet



**Jacintoport Blvd.**  
Houston, Texas  
Office  
Fabrication Yard / 62 Acres  
82,320 Square Feet  
Galveston Bay Access

# Manufacturing Locations



**Railroad Avenue**  
Northlake, Illinois  
Office  
Manufacturing Facility  
103,500 Square Feet



**Pleasantwood Avenue**  
North Canton, Ohio  
Office  
Manufacturing Facility  
115,200 Square Feet

# Manufacturing Locations



**Powell Canada**  
Acheson, Alberta  
Office  
Manufacturing Facility  
330,168 Square Feet



**Nextron, A Division of Powell**  
Calgary, Alberta  
Office  
Manufacturing Facility  
10,978 Square Feet



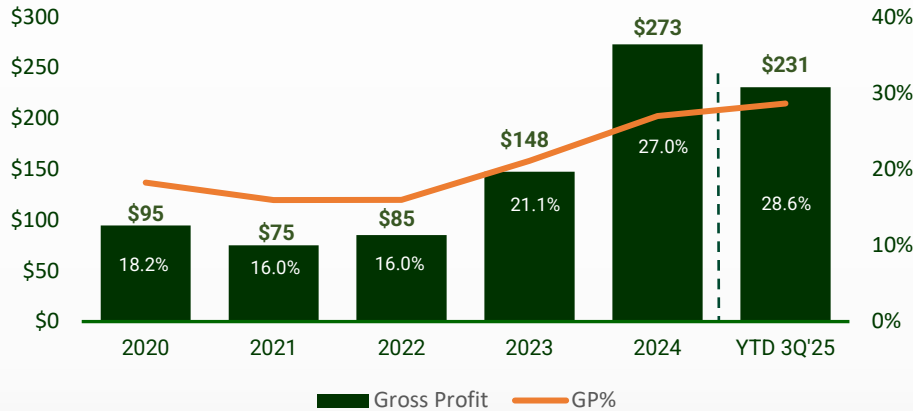
**Powell UK**  
Bradford, West Yorkshire  
Office  
Manufacturing Facility  
129,300 Square Feet



# Income Statement Metrics

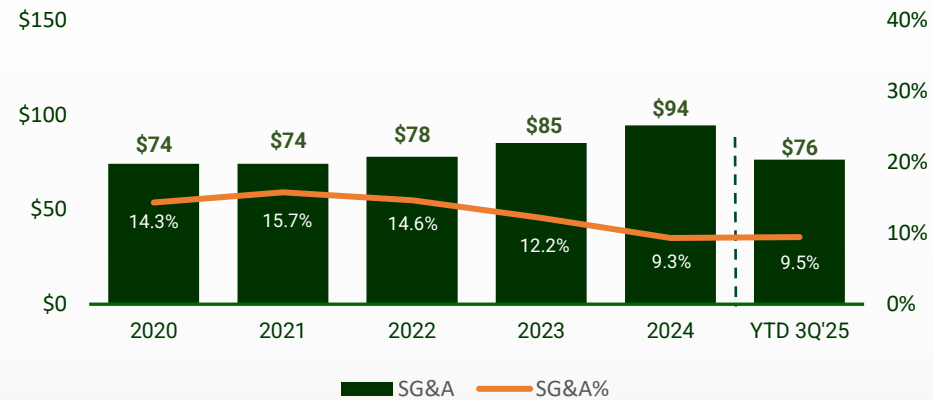
(\$ Million)

## Gross Profit

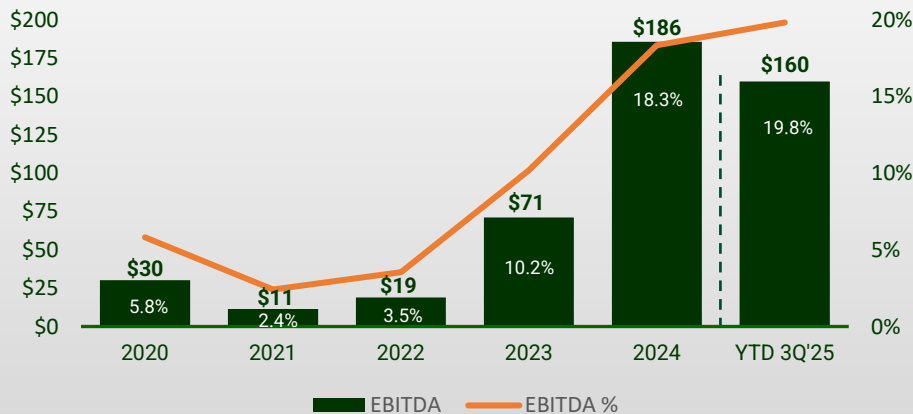


## SG&A

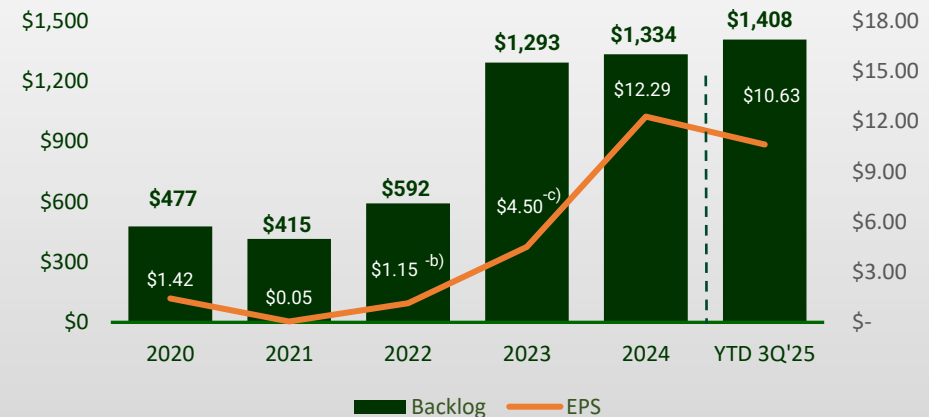
(Includes R&D Expense)



## EBITDA -a)



## Backlog & EPS



(a- See Supplemental Financial Information regarding non-GAAP reconciliations.

(b- FY2022 diluted EPS includes unusual items totaling \$0.80.

(c- FY2023 diluted EPS includes unusual items totaling \$0.38.



# Balance Sheet Metrics

<i>(\$Million, except where otherwise indicated)</i>	Sept FY 2020	Sept FY 2021	Sept FY 2022	Sept FY 2023	Sept FY 2024	June FY 2025
<b>Cash and ST Investments</b>	\$ 179	\$ 134	\$ 117	\$ 279	\$ 358	\$ 433
<b>Debt</b>	\$ 0.8	\$ 0.4	\$ -	\$ -	\$ -	\$ -
<b>Equity</b>	\$ 307	\$ 301	\$ 297	\$ 345	\$ 483	\$ 595
<b>Working Capital<sup>-a)</sup></b>	\$ 182.7	\$ 181.3	\$ 183.6	\$ 226.3	\$ 348.5	\$ 452.8
<b>Avg Working Capital Turns<sup>-a)</sup></b>	2.9x	2.6x	3.0x	3.5x	3.6x	2.9x
<b>Current Ratio</b>	2.2 to 1	2.5 to 1	2.0 to 1	1.6 to 1	1.8 to 1	2.1 to 1
<b>DSO</b>	55 days	54 days	59 days	89 days	70 days	66 days
<b>Return on Equity %<sup>-b)</sup></b>	5.4%	0.2%	4.6%	15.8%	31.0%	29.5%

*(a- Working Capital is equal to current assets (including Cash and ST Investments) minus current liabilities*

*(b- Return on Equity % is equal to TTM Net Income divided by Total Stockholders' Equity*

**Exceptional Balance Sheet & Strong Liquidity Position**

# Supplemental Financial Information

Non-GAAP Reconciliations	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Q3 YTD FY2025
	\$000, except for otherwise indicated					
<b>Reconciliation of Net Income to EBITDA</b>						
Net income	\$ 16,660	\$ 631	\$ 13,737	\$ 54,525	\$ 149,848	\$ 129,327
Plus:						
Income tax provision (benefit)	3,670	461	(3,894)	14,425	46,240	36,685
Net interest income	(753)	(73)	(334)	(6,430)	(17,315)	(11,397)
Depreciation and amortization	10,538	10,335	9,358	8,606	6,871	5,215
<b>EBITDA</b>	<b>\$ 30,115</b>	<b>\$ 11,354</b>	<b>\$ 18,867</b>	<b>\$ 71,126</b>	<b>\$ 185,644</b>	<b>\$ 159,830</b>
<b>Revenues</b>	<b>\$ 518,499</b>	<b>\$ 470,559</b>	<b>\$ 532,582</b>	<b>\$ 699,308</b>	<b>\$ 1,012,356</b>	<b>\$ 806,335</b>
<b>EBITDA Margin %</b>	<b>5.8%</b>	<b>2.4%</b>	<b>3.5%</b>	<b>10.2%</b>	<b>18.3%</b>	<b>19.8%</b>

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