

GENTHERM

2025 Baird Global Industrial Conference

Bill Presley, President and Chief Executive Officer

Jon Douyard, Chief Financial Officer

Gentherm, Inc. | November 11, 2025

Forward-Looking Statements

Except for historical information contained herein, statements in this presentation are forward-looking statements that are made by Gentherm Incorporated (the “Company”) pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. All statements that address future operating, financial or business performance or strategies or expectations are forward-looking statements. The forward-looking statements included in this presentation are made as of the date hereof or as of the date specified herein and are based on management's reasonable expectations and beliefs. In making these statements we rely on assumptions and analysis based on our experience and perception of historical trends, current conditions and expected future developments, third party information and projections from sources that management believes to be reputable, as well as other factors we consider appropriate under the circumstances. Except as required by law, the Company expressly disclaims any obligation or undertaking to update any forward-looking statements to reflect any change in its strategies or expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. The forward-looking statements are subject to a number of significant assumptions, risks, uncertainties (some of which are out of our control) and other factors that may cause actual results or performance to differ materially from that expressed or implied by such statements. For a discussion of these risks and uncertainties and other factors, please see the Company's earnings release (dated October 23, 2025), most recent Annual Report on Form 10-K and subsequent filings with the Securities and Exchange Commission, including “Risk Factors.” In addition, the business outlook discussed in this presentation does not include the potential impact of any business combinations, acquisitions, divestitures, strategic investments and other significant transactions that may be completed after the date hereof, each of which may present material risks to the Company's future business and financial results. Moreover, we operate in a very competitive and rapidly changing environment and new risks emerge from time to time.

About Gentherm

GENTHERM

Gentherm is a global market leader of innovative thermal management and pneumatic comfort technologies

Key Facts

1991
Company Founded

Novi, MI
Headquarters

14,000+
Employees

13
Countries with operations

2024 Financial Highlights

\$2.4B
Automotive New
Business Awards

\$1.5B
Revenue

12.6%
Adjusted EBITDA

0.5x
Net Leverage

Strong product portfolio with broad market application ...

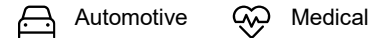
**Thermal
Management**

**Air Moving
Devices**

**Pneumatic
Solutions**

**Valve
Systems**

Current Industries:

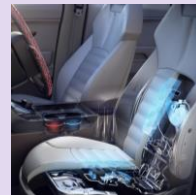


Select Target Industries:



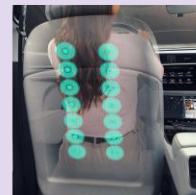
... Enabling industry leading solutions

(% of 2024 revenue)



67%

Climate Control
Seat, Interiors,
and Electronics



12%

Lumbar and
Massage Comfort
Solutions



7%

Valve Systems



11%

Other



3%

Medical Solutions

Scaling core technology across multiple end markets to drive profitable growth

Gaining momentum across our strategic priorities



Strategic Profitable Growth

Clear Automotive growth path

- ✓ On track for \$2B+ in Automotive New Business Awards this year
- ✓ Secured strategic wins with Ford F-Series & conquest Mercedes-Benz
- ✓ Driving increased adoption and penetration of innovative solutions

Identified \$300M+ lifetime revenue in target industries

- ✓ Won several awards in powersports & commercial vehicle markets
- ✓ Starting production in 1Q26 with leading global furniture brand
- ✓ Medical new product announcement expected near year-end

Build Operational Excellence

Continuous improvement focus

- ✓ Ongoing deployment of standardized business operating system
- ✓ Maximizing utilization of assets to drive down capital expenditures

Achieve Superior Financial Performance

Strong balance sheet and access to capital

- ✓ Intentional capital allocation; reduced leverage to 0.2x
- ✓ M&A funnel and target cultivation increased with focus on strategic priorities including channel and product expansion

Building a more resilient company through execution of our strategic framework

Why Gentherm?



Innovative leader uniquely positioned for profitable growth driven by scalable technology platforms and broad market applications



Continuous improvement mindset to drive margin expansion and solid cash flow conversion



Strong financial position with ability to efficiently deploy capital and drive shareholder value

Accelerating value-creation actions to deliver enhanced shareholder returns

GENTHERM

Technology to the next degree™

Use of Non-GAAP Financial Measures

In addition to the results reported herein in accordance with GAAP, the Company has provided here or may discuss on the related conference call adjusted earnings before interest, taxes, depreciation and amortization (“Adjusted EBITDA”); Adjusted EBITDA margin; adjusted earnings per share (“Adjusted earnings per share” or “Adjusted EPS”); free cash flow; net capital expenditures (“net CAPEX”); Net Debt; liquidity; net leverage ratio (“net leverage”); revenue, segment revenue and product revenue excluding foreign currency translation and other specified gains and losses; and adjusted operating expenses, each a non-GAAP financial measure. See the Company’s earnings release dated October 23, 2025, for the definitions of each non-GAAP financial measure, information regarding why the Company utilizes such non-GAAP measures as supplemental measures of performance or liquidity, and their limitations, and for certain reconciliations of GAAP to non-GAAP historical financial measures.