MODINE®

Engineering a Cleaner, Healthier World

INVESTOR & ANALYST DAY

JUNE 22, 2022

Forward-Looking Statements

This presentation contains statements, including information about future financial performance and market conditions, accompanied by phrases such as “believes,” “estimates,” “expects,” “plans,” “anticipates,” “intends,” “projected,” and other similar “forward-looking” statements, as defined in the Private Securities Litigation Reform Act of 1995. Modine's actual results, performance or achievements may differ materially from those expressed or implied in these statements because of certain risks and uncertainties, including, but not limited to those described under “Risk Factors” in Item 1A of Part I of the Company's Annual Report on Form 10-K for the year ended March 31, 2022 and under Forward-Looking Statements in Item 7 of Part II of that same report. Other risks and uncertainties include, but are not limited to, the following: the impact of the COVID-19 pandemic on the national and global economy, our business, suppliers, customers, and employees; the overall health and pricing focus of Modine’s customers; our ability to successfully execute our strategic and operational plans, including applying 80/20 principles to our business; our ability to effectively and efficiently modify our cost structure in response to sales volume increases or decreases and complete restructuring activities and realize benefits thereon; our ability to comply with the financial covenants in our credit agreements and to fund our global liquidity requirements efficiently; operational inefficiencies as a result of program launches, unexpected volume increases or decreases, and product transfers; economic, social and political conditions, changes and challenges in the markets where Modine operates and competes, including foreign currency exchange rate fluctuations, inflation, tariffs and sanctions (and potential trade war impacts resulting from tariffs, sanctions or retaliatory actions), supply chain disruptions and supplier constraints, including semiconductor shortages and logistic and transportation challenges, changes in interest rates or tightening of the credit markets, recession, restrictions associated with importing and exporting and foreign ownership, public health crises, and the general uncertainties about the impact of regulatory and/or policy changes, including those related to tax and trade, the COVID-19 pandemic, the military conflict in Ukraine and other matters, that have been or may be implemented in the U.S. or abroad; the impact on Modine of any significant increases in commodity prices, particularly aluminum, copper, steel and stainless steel (nickel) and other purchased components and related costs, and our ability to adjust product pricing in response to any such increases; the nature of and Modine’s significant exposure to the vehicular industry and the dependence of this industry on the health of the economy; Modine’s ability to recruit and maintain talent in managerial, leadership, operational and administrative functions; Modine’s ability to protect its proprietary information and intellectual property from theft or attack; the impact of any substantial disruption or material breach of our information technology systems; costs and other effects of environmental investigation, remediation or litigation; and other risks and uncertainties identified by the Company in public filings with the U.S. Securities and Exchange Commission. Forward-looking statements are as of the date of this presentation, and the Company does not assume any obligation to update any forward-looking statements.

Agenda and Presenters

Unlocking Value in Modine	**Neil Brinker**
Performance Technologies Air-Cooled Applications Liquid-Cooled Applications Advanced Solutions	**Adrian I. Peace**
Break	
Climate Solutions Heat Transfer Products HVAC & Refrigeration Data Centers	**Eric McGinnis**
Financial Review	**Mick Lucareli**
The Road Ahead	**Neil Brinker**
Q&A	**Panel**

Neil Brinker
President & CEO

Mick Lucareli
EVP & CFO

Adrian I. Peace
President- Performance Technologies

Eric McGinnis
President- Climate Solutions

MODINE®
Engineering a Cleaner, Healthier World

UNLOCKING VALUE: TRANSFORMING FOR A SUSTAINABLE FUTURE

NEIL BRINKER
PRESIDENT AND CEO

MODINE®
Engineering a Cleaner, Healthier World

OUR PURPOSE *Engineer a cleaner, healthier world*

OUR MISSION

- *Improve Air Quality*
- *Reduce Water and Energy Consumption*
- *Lower Harmful Emissions*
- *Enable Cleaner Running Vehicles*
- *Use Environmentally-friendly Refrigerants*

OUR VALUES

- *Integrity Committed*
- *People Centric*
- *Technology Driven*
- *Results Oriented*
- *Team Focused*

*Building on more than **100 years of excellence in thermal management,** we provide **trusted systems and solutions** that **improve air quality and conserve natural resources***

Financial Objectives

FY2022

FOCUS the Organization

Revenue: $2.1B
EBITDA Margin: 7.7%

FY2023-24

PERFORM and Deliver

Revenue: 6-8% CAGR
EBITDA Margin: 10-12%

FY2025-27

ACCELERATE Profitable Growth

Revenue: 8-10% CAGR
EBITDA Margin: 13-15%

See appendix for Non-GAAP reconciliations.

MODINE®

Engineering a Cleaner, Healthier World

MODINE®
Engineering a Cleaner, Healthier World

OUR JOURNEY

Over 100 Years of Thermal Solutions Knowhow

1916:
A.B. Modine founds Modine Manufacturing Company

1928:
Becomes public and lists on the Chicago Stock Exchange

1984:
Stock transfers to NASDAQ

1985:
Establishes JV's in Germany, Mexico, Brazil and Singapore

1993:
Acquires Längerer and Reich (Modine EU)

1998:
Achieves sales of over $1 billion

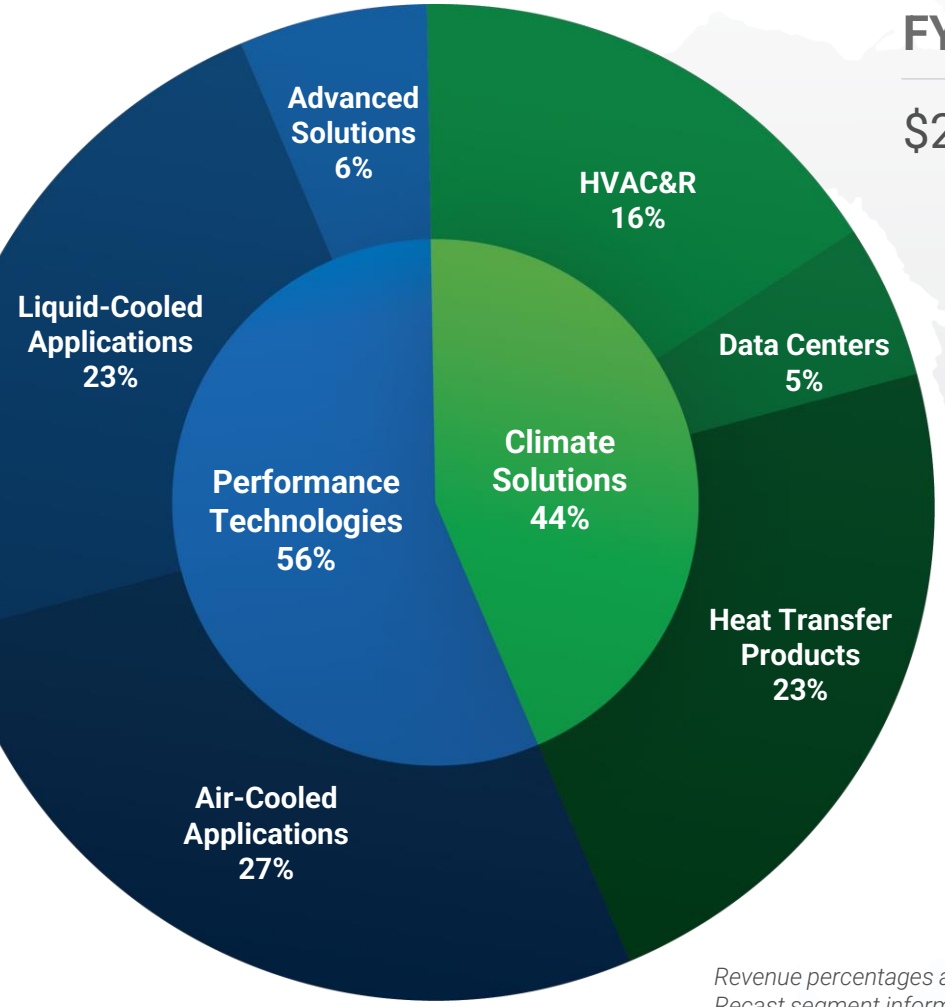
2004:
Lists on New York Stock Exchange

2005:
Acquires Airedale

2016:
Acquires Luvata

2021:
Launches 80/20 and begins transformation

Modine at a Glance



Revenue percentages are estimates. Recast segment information will be provided with Q1 FY2023 results. See appendix for Non-GAAP reconciliations.

FY2022 Sales

$2.1 Billion

FY2022 Adjusted EBITDA

$158.8 Million

36 Manufacturing facilities in **14 countries***

Americas: 13
Europe: 16
Asia: 7

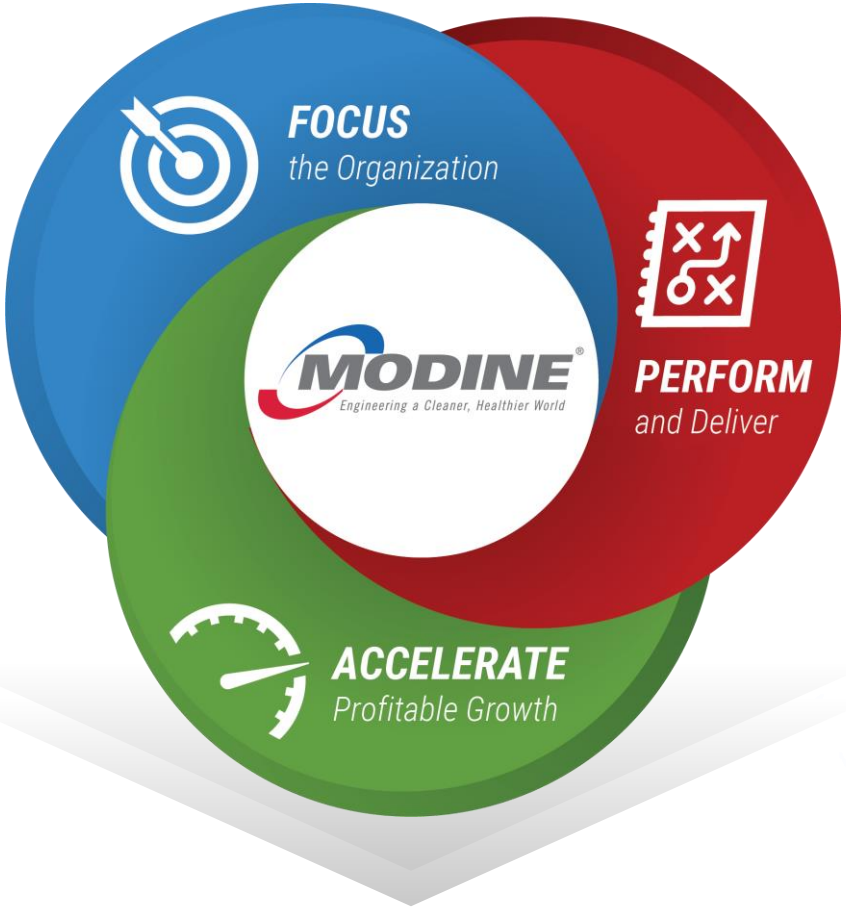
11,100 Employees

** Excludes coatings facilities.*

MODINE®
Engineering a Cleaner, Healthier World

TRANSFORMATIONAL STRATEGY

Strategy to Unlock Value



Expand Margin Profile and Build Growth Engine

FOCUS THE ORGANIZATION

- Make 80/20 a core part of our DNA
- Build a high-performance organization
- Simplify and segment the business

PERFORM AND DELIVER

- Launch the Modine Business Cycle
- Maximize share of target markets
- Simplify and improve operating margins

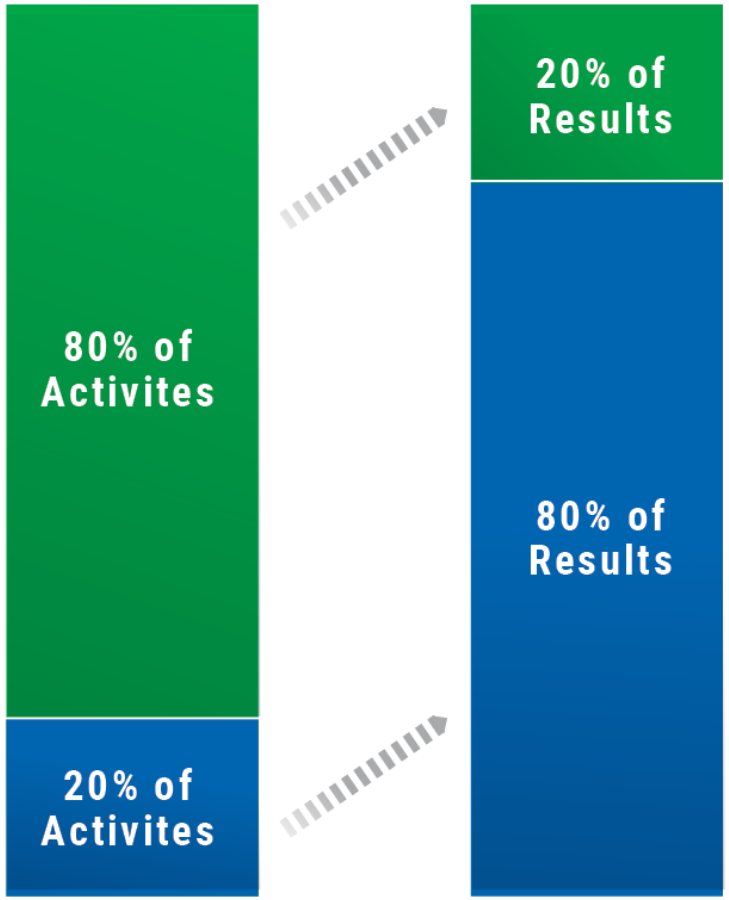
ACCELERATE PROFITABLE GROWTH

- Shift to systems solutions versus components
- Promote geographic expansion
- Pursue opportunistic M&A

FOCUS THE ORGANIZATION

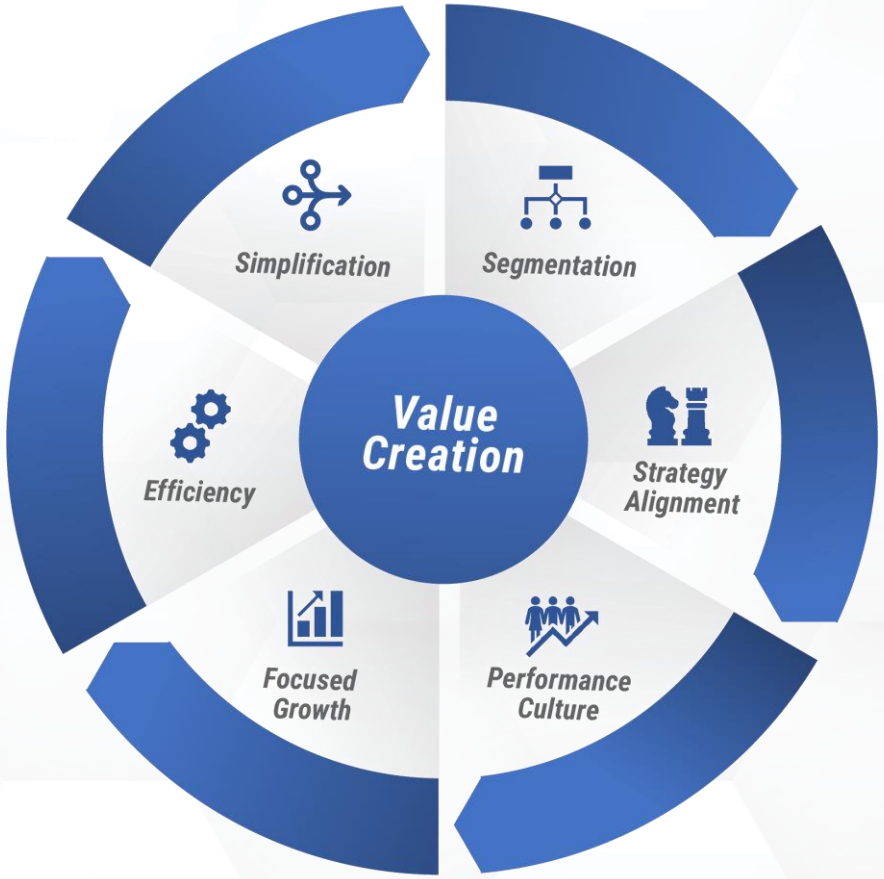
MODINE
Engineering a Cleaner, Healthier World

Make 80/20 a Core Part of our DNA



80/20 is the governing philosophy for everything we do. It is a systematic way of:

- Examining the business
- Focusing resources
- Prioritizing best returning opportunities



Build a High-Performance Organization

Global Industrial Leadership

80/20 Experience

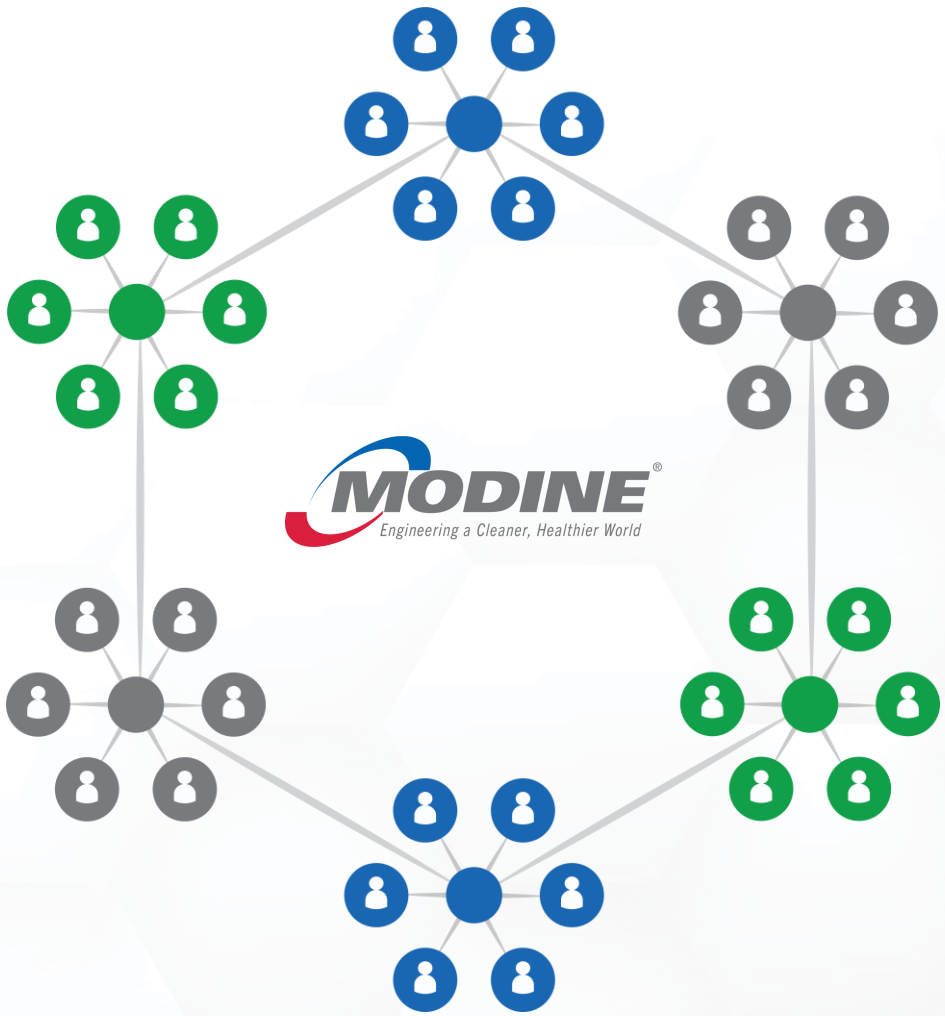
Business Transformation

Strategic Planning

Business Development

Operational Turnaround

Commercial Excellence



Convert from a large functional organization to
a decentralized, market-based structure with unique and specific strategies

MODINE
Engineering a Cleaner, Healthier World

Simplify and Segment the Business

PERFORMANCE TECHNOLOGIES

Air-Cooled Applications

Air-cooled heat exchangers for vehicular, stationary power, and industrial applications

Liquid-Cooled Applications

Liquid-cooled heat exchangers for engine, stationary power, and industrial applications

Advanced Solutions

Factory-applied and aftermarket coatings, and thermal systems and components for electric vehicles

CLIMATE SOLUTIONS

Heat Transfer Products

Heat exchangers for HVAC & refrigeration applications

HVAC & Refrigeration

Heating products, indoor air quality (IAQ), refrigeration, & industrial coolers

Data Centers

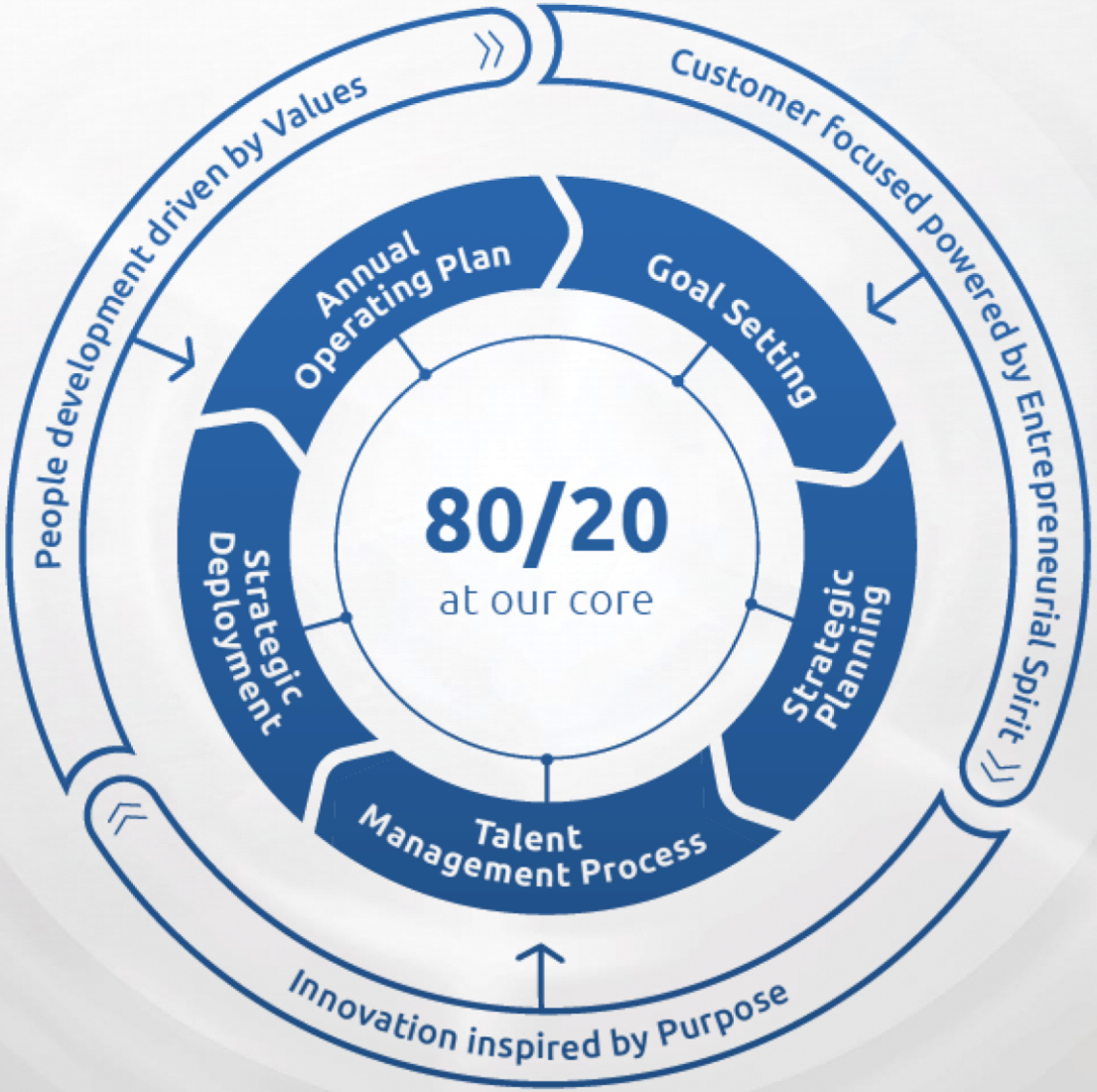
Data center cooling systems, chillers, air handlers, maintenance & service

PERFORM AND DELIVER

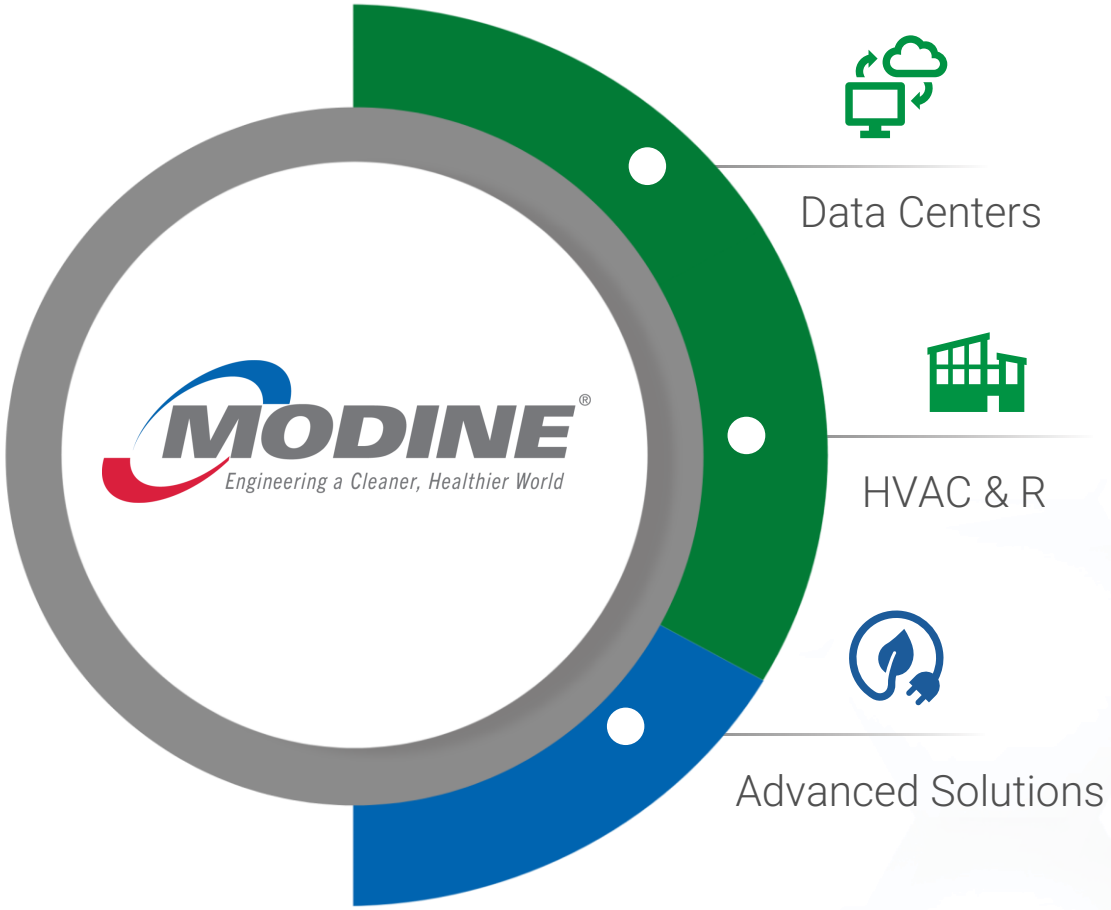
MODINE
Engineering a Cleaner, Healthier World

MODINE BUSINESS CYCLE

A DISCIPLINED APPROACH



Maximize Share of Targeted Markets

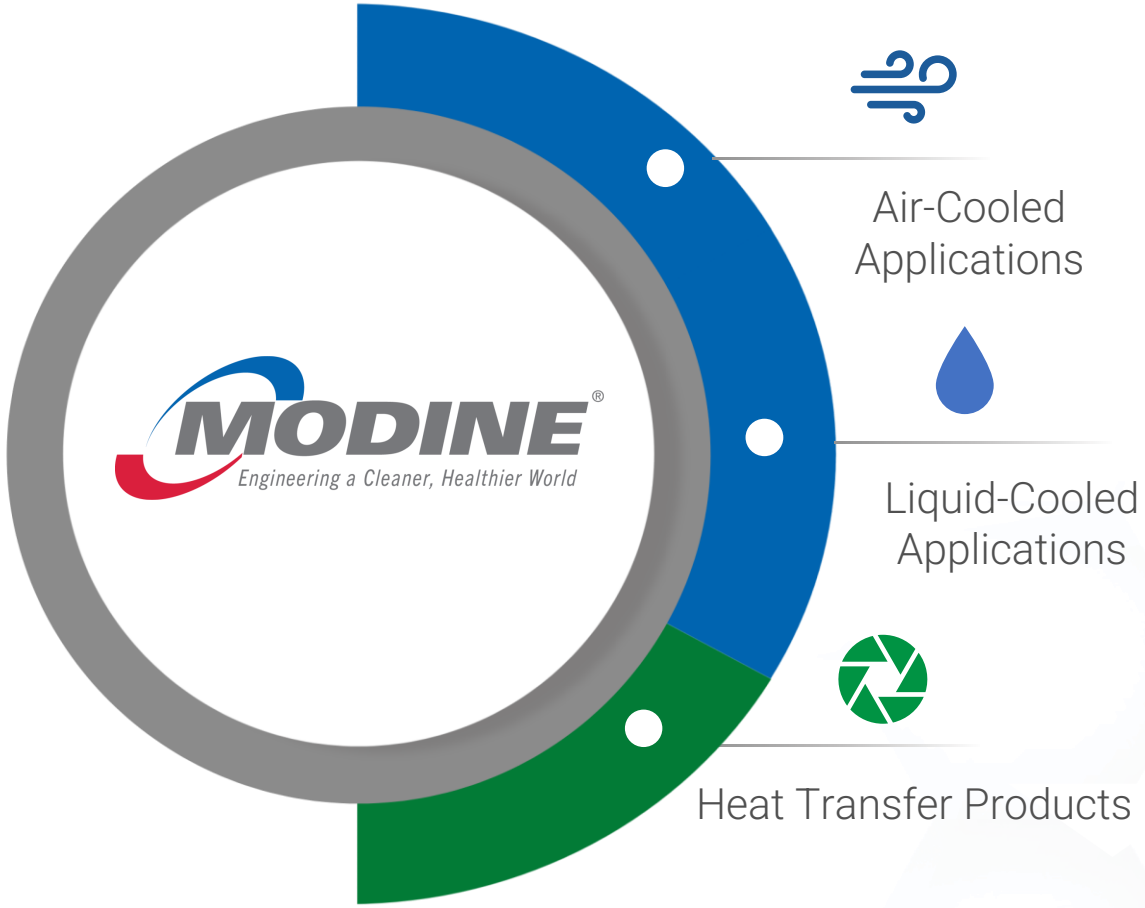


Focus on growing in **existing products** and **markets** with a **proven market position and right to win**

- *Systems over components*
- *Leverage global footprint and channels*
- *New product development*

Pursue **acquisitions** in **targeted markets**

Simplify and Improve Operating Margins



Focus on **product simplification** and **margin improvement** over **revenue growth**

- Establish value-based pricing and rationalize product lines and manufacturing operations across Air-Cooled Applications
- Lower cost structure to improve profit margins in Liquid-Cooled Applications, including recently announced restructuring actions
- Reduce the number of Heat Transfer Product SKUs, implement product and customer filters, and price strategically to improve margins

ACCELERATE PROFITABLE GROWTH

MODINE
Engineering a Cleaner, Healthier World

Shift to Systems Solutions versus Components

Shift capital to businesses that were previously under resourced

Take advantage of **mega trends and growth drivers**

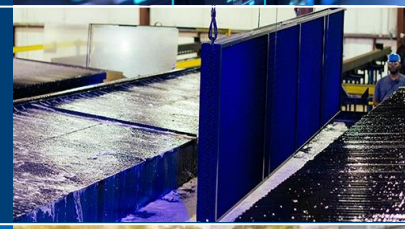
Evolve and add products to the portfolio to **broaden customer offerings**

Higher Margin

System Design & Software
Diagnostics, maintenance, telematics

Thermal Systems & Controls
Battery thermal management system, electronic cooling package, data center cooling, indoor air quality

Essential Products
Heating products, coolers, & coatings



Components
Air and liquid-cooled heat exchangers

MODINE
Engineering a Cleaner, Healthier World

Promote Geographic Expansion

Supporting growth through geographic expansion AND repurposing existing infrastructure

Expanding the data center business from the UK to North America

Expand Heating, IAQ and EV Systems from North America to EMEA

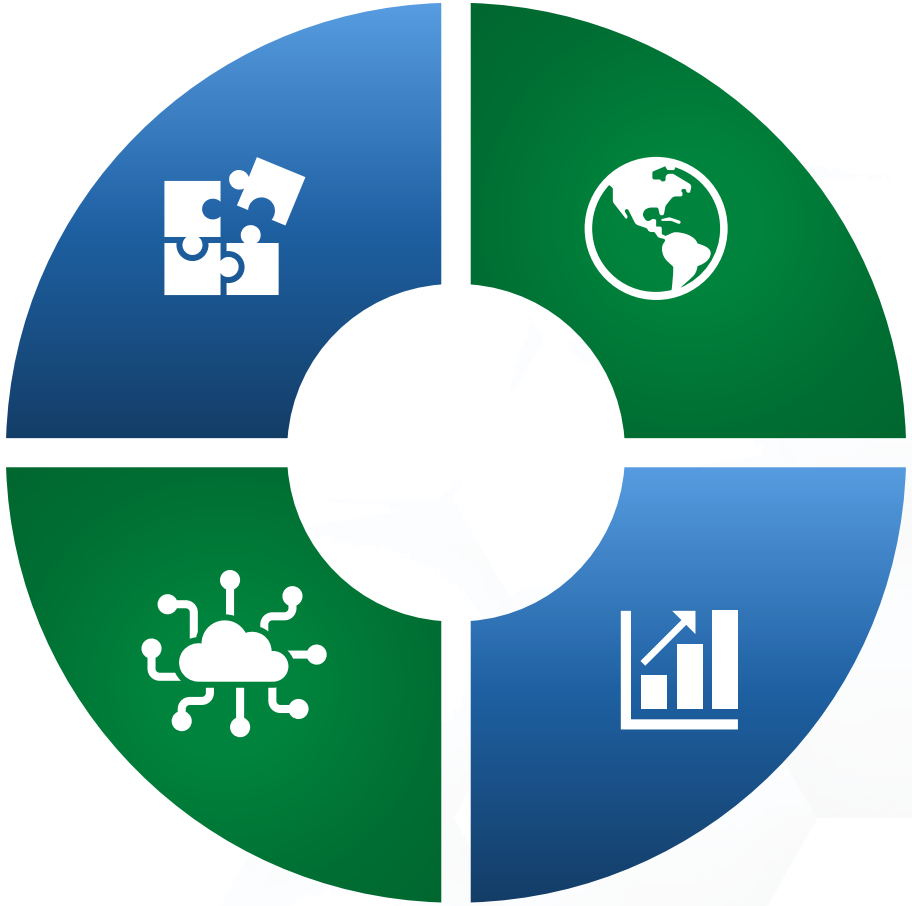
Pursue Opportunistic M&A

Niche Products

- Products that complement portfolio or fill product gaps
- One or two steps adjacent

New Geographies

- Targets that facilitate the expansion to new geographies



Systems-Based Projects

- Products or technologies that support the move from components to systems and service

Improved Manufacturing Scale

- Expand scale of existing campus
- Facilitate dedicated manufacturing by vertical

CONCLUSION

Investment Highlights

Engineering a Cleaner, Healthier World™

Building on over 100 years of excellence in thermal management

- 100+ year legacy in thermal management
- Products & solutions that help improve our environment
- Strategic plans in place
- New leadership team fully aligned
- 80/20 as a tool to unlock value
- Significant opportunity for margin improvement

MODINE
Engineering a Cleaner, Healthier World

Financial Objectives

FY2022

FOCUS the Organization

Revenue: $2.1B
EBITDA Margin: 7.7%

FY2023-24

PERFORM and Deliver

Revenue: 6-8% CAGR
EBITDA Margin: 10-12%

FY2025-27

ACCELERATE Profitable Growth

Revenue: 8-10% CAGR
EBITDA Margin: 13-15%

See appendix for Non-GAAP reconciliations.

MODINE®
Engineering a Cleaner, Healthier World

PERFORMANCE TECHNOLOGIES

MODINE
Engineering a Cleaner, Healthier World

PERFORMANCE TECHNOLOGIES

Air-Cooled Applications

Air-cooled heat exchangers for vehicular, stationary power, and industrial applications

Liquid-Cooled Applications

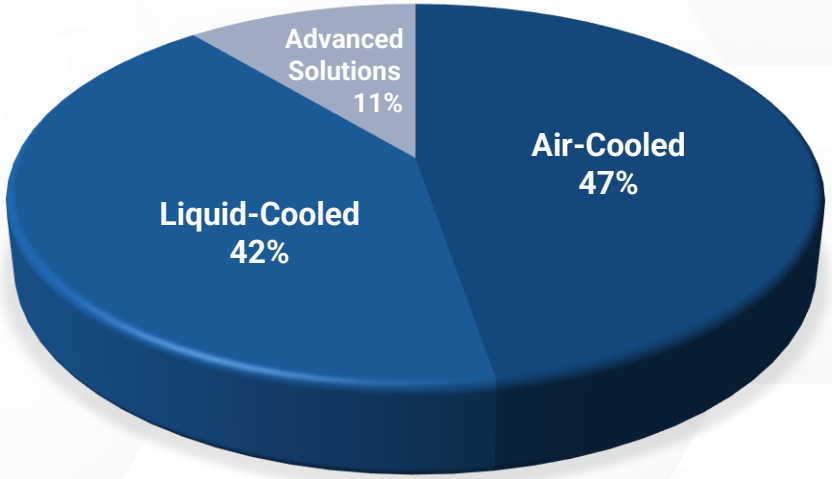
Liquid-cooled heat exchangers for engine, stationary power, and industrial applications

Advanced Solutions

Factory-applied and aftermarket coatings, and thermal systems and components for electric vehicles

Performance Technologies brings value to our customers by enhancing the **performance** of their systems through **technologies and services**. From enhanced fuel efficiency and durability to improved battery safety and prolonged life of components in harsh environments, these technologies help facilitate an overall cleaner, healthier world.

FY2022 SALES $1.2B



Revenue percentages are estimates.
Recast segment information will be provided with Q1 FY2023 results.

MODINE
Engineering a Cleaner, Healthier World

Growth Drivers

ENERGY EFFICIENCY

Battery temperature optimization

Improved fuel economy

RAPID URBANIZATION

Specialty vehicle cooling systems

Construction equipment components

CLIMATE CHANGE

Components designed to lower vehicle emissions

Electrification and renewable energy

POPULATION GROWTH

Last-mile delivery cooling

Construction and mining equipment cooling

RESOURCE SCARCITY

Agriculture equipment cooling

Coated equipment life cycle extension

MODINE
Engineering a Cleaner, Healthier World

Segment Objectives

FOCUS THE ORGANIZATION

- Use 80/20 as a strategic lens to reduce complexity and reallocate resources
- Onboard new leadership team and build high performance culture
- Segment the business to simplify operations and promote empowered employees

PERFORM AND DELIVER

- De-emphasize non-profitable business or end-of-life technologies
- Reallocate people and capital to high margin businesses – Advanced Solutions
- Focus on Commercial Excellence to capture value

ACCELERATE PROFITABLE GROWTH

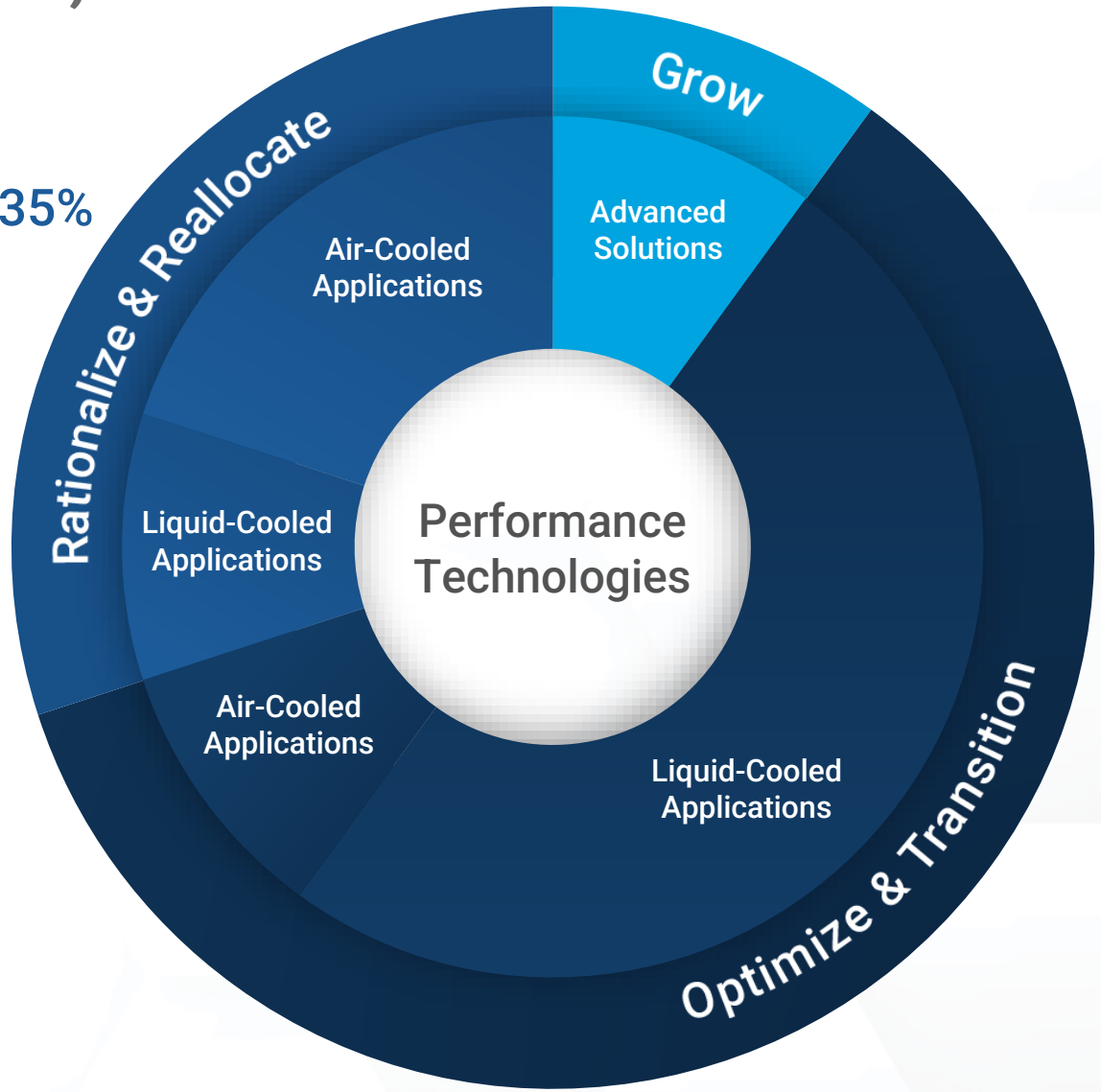
- Step up technology staircase – emphasize systems and services
- Promote geographic expansion – Advanced Solutions
- Pursue acquisitions for businesses with favorable market trends

MODINE
Engineering a Cleaner, Healthier World

Focus on Margin Improvement Through Segmented Strategies; Rationalize, Optimize, and Grow

Rationalize & Reallocate ~35%

- Mature products and technologies
- Profitability below target levels
- Key Actions:
  - Establish value-based pricing
  - Reduce cost structure
  - Rationalize product lines and plant operations
  - All new quotes limited by 80/20 filters



Grow ~10%

- Advanced Thermal System for EV and other alternative powertrains
- Anti-corrosive coatings for equipment and components

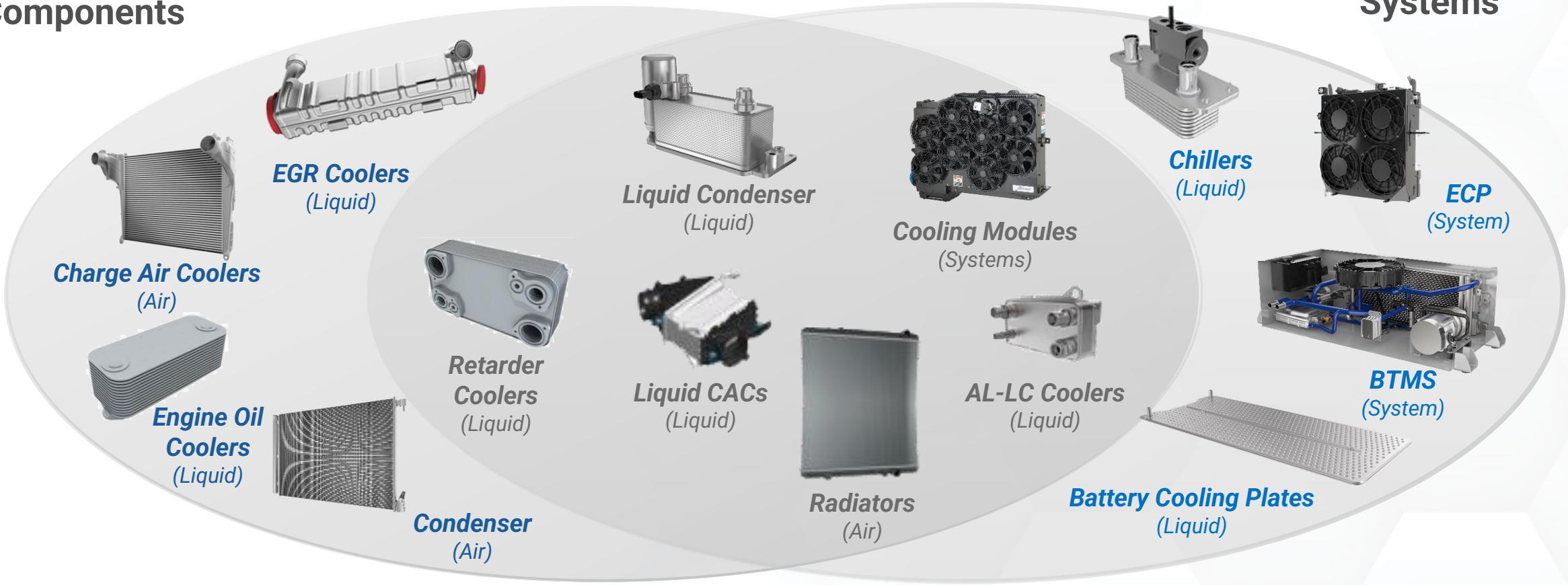
Optimize & Transition ~55%

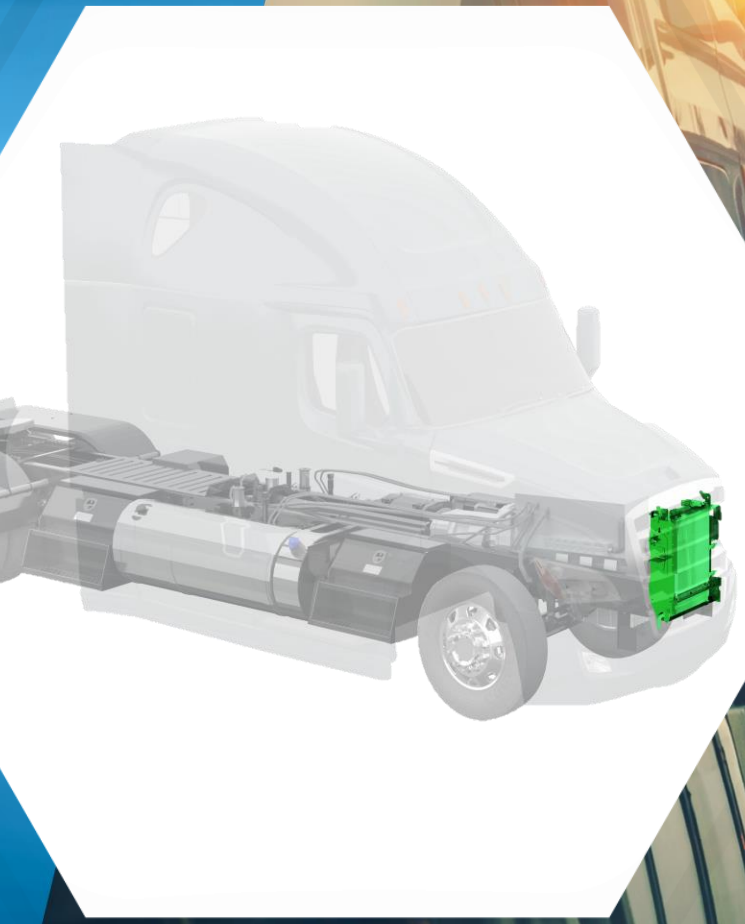
- Differentiated products that have long life-cycle
- Product roadmaps show an evolution to EV
- Key Actions:
  - Establish value-based pricing
  - Launch plant optimization
  - Introduce quoting guidance
  - Focus on product roadmaps

MODINE
Engineering a Cleaner, Healthier World

Product Evolution

ICE Components → **EV / Fuel Cell Systems**





AIR-COOLED APPLICATIONS

Overview

We design and manufacture world-class **air-cooled technology** for vehicular markets.

Given the demands of increasingly stringent government regulations and space limitations, we work with our customers to develop cost-effective, integrated solutions that increase fuel economy, lower emissions, and provide comfort cooling.

KEY END MARKETS

Commercial Vehicle

Off-Highway

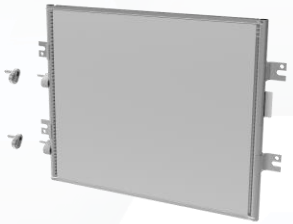
Power Generation

BRANDS

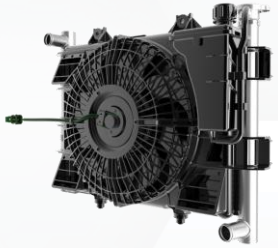
MODINE®
Engineering a Cleaner, Healthier World

PRODUCTS & SOLUTIONS

Radiators



Condensers



Modules

LIQUID-COOLED APPLICATIONS

Overview

We design and manufacture world class **liquid-cooled technology** for vehicular markets.

Given the demands of increasingly stringent government regulations and space limitations we work with our customers to develop cost effective, integrated solutions that increase fuel economy, lower emissions, and support the transition to electrification.

KEY END MARKETS

Commercial Vehicle

Automotive

Off-Highway

BRANDS

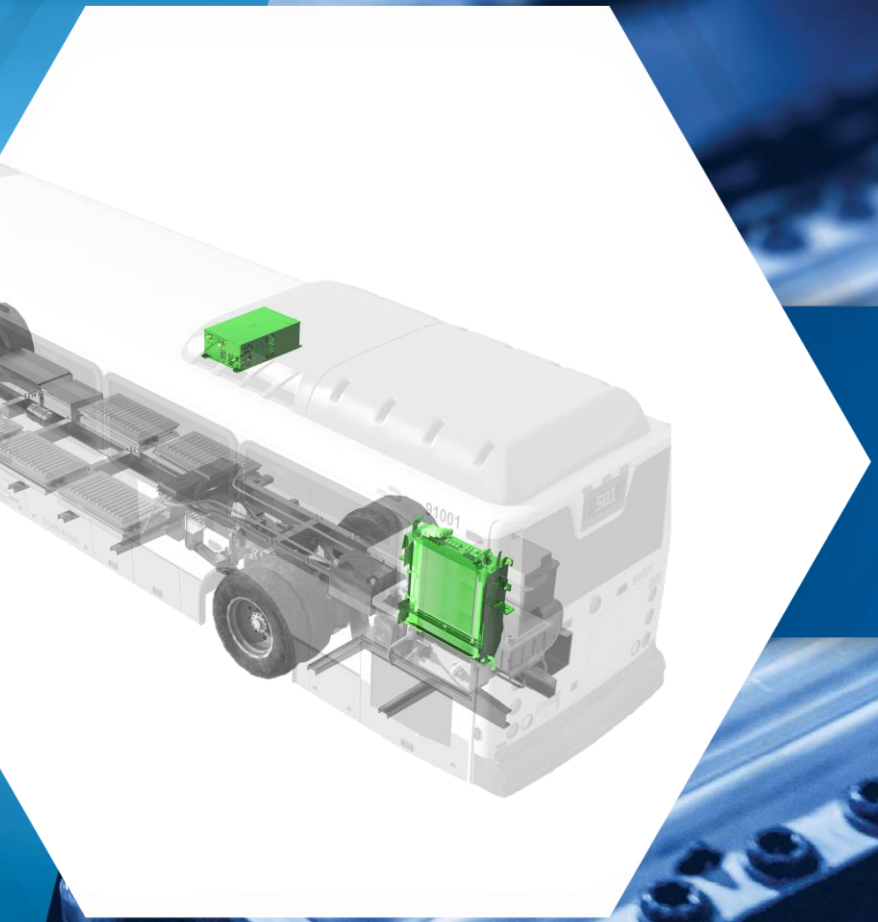
MODINE®
Engineering a Cleaner, Healthier World

PRODUCTS & SOLUTIONS

Aluminum & stainless-steel oil coolers

Liquid-cooled charge-air coolers

EGR Coolers



ADVANCED SOLUTIONS

MODINE®
Engineering a Cleaner, Healthier World

Overview

We provide **advanced thermal solutions** to zero-emission and hybrid commercial vehicle and automotive customers designed to control the temperature of key components, ultimately improving battery range, safety and vehicle life.

Our **coatings products and application services** are designed to extend the life of equipment and components by preventing corrosion and protecting against foreign matter.

KEY END MARKETS

Bus & Specialty Vehicles

EV Automotive

BRANDS

EVantage™ ElectroFin® heat transfer coatings Insitu®

PRODUCTS & SOLUTIONS

Advanced Thermal Systems and Components

Battery Thermal Management System

Electronics Cooling Package

Battery Chiller

Coatings

E-Coat-Epoxy electrodeposition service

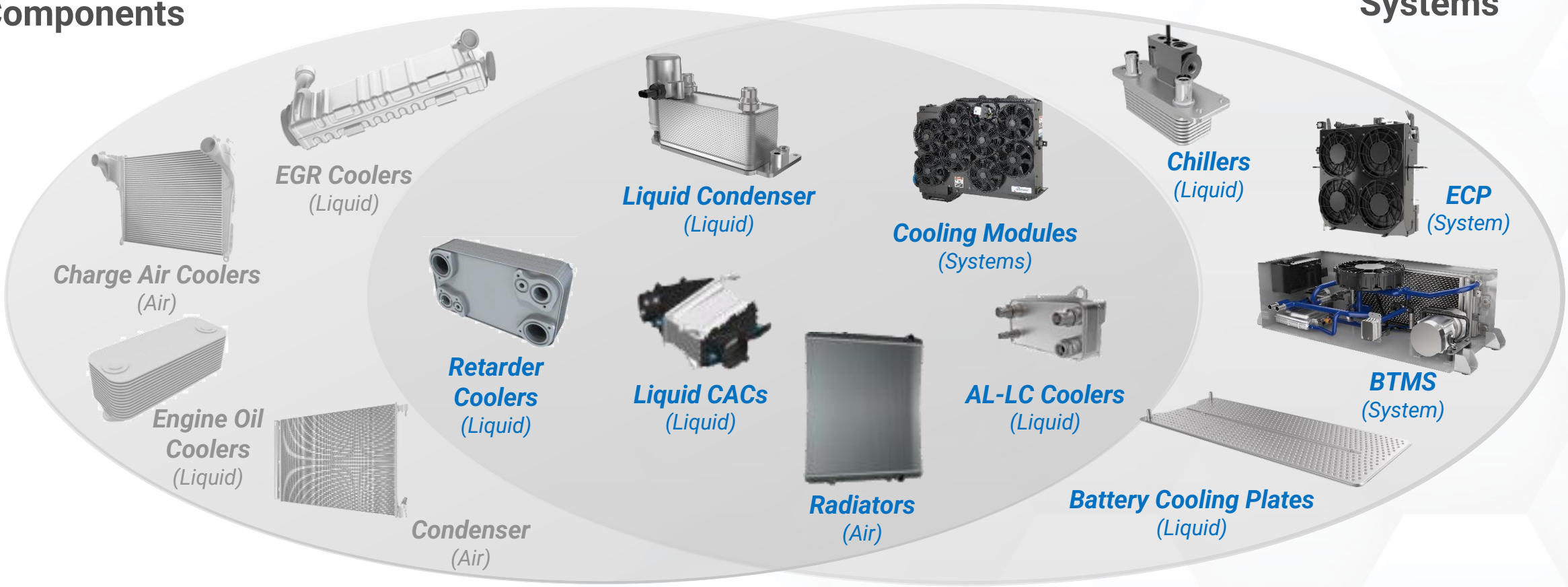
TPC-Trichrome passivation service

Spray Coating-Licensee and DIY

MODINE
Engineering a Cleaner, Healthier World

Product Evolution

ICE Components → **EV / Fuel Cell Systems**



Market Outlook

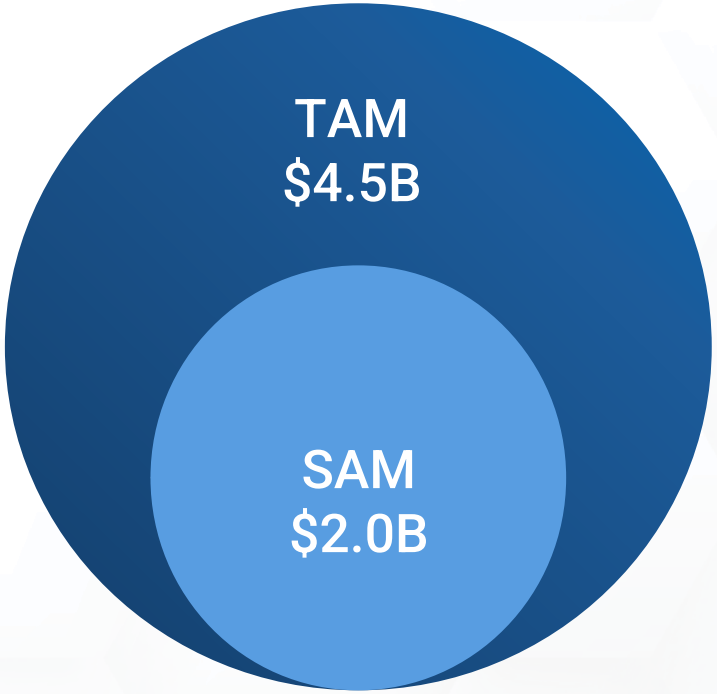
Growth Drivers

- Government policies in North America, Europe and China are driving investments into Electric Vehicles, as well as infrastructure necessary for wide-scale adoption
- Fixed route applications leading adoption to EV in North America – bus, truck, specialty vehicle and last mile
- Targeted markets are projecting significant growth, as demand for EV continues to strengthen

Modine's Market Position

- Leveraging strong brand position in North America and Europe as the market evolves to EV
- Ability to leverage our technologies into new zero-emission markets for on-highway, off-highway, air, marine, and rail

EV Thermal Systems and Components



5-Year CAGR 25-30%

TAM: *Truck, bus and off highway volumes from PSR, 2021 estimates. Last mile delivery and auto from LMC, 2021 estimates.*

SAM: *Thermal systems by chassis/vehicle type for bus, truck, last mile and automotive.*

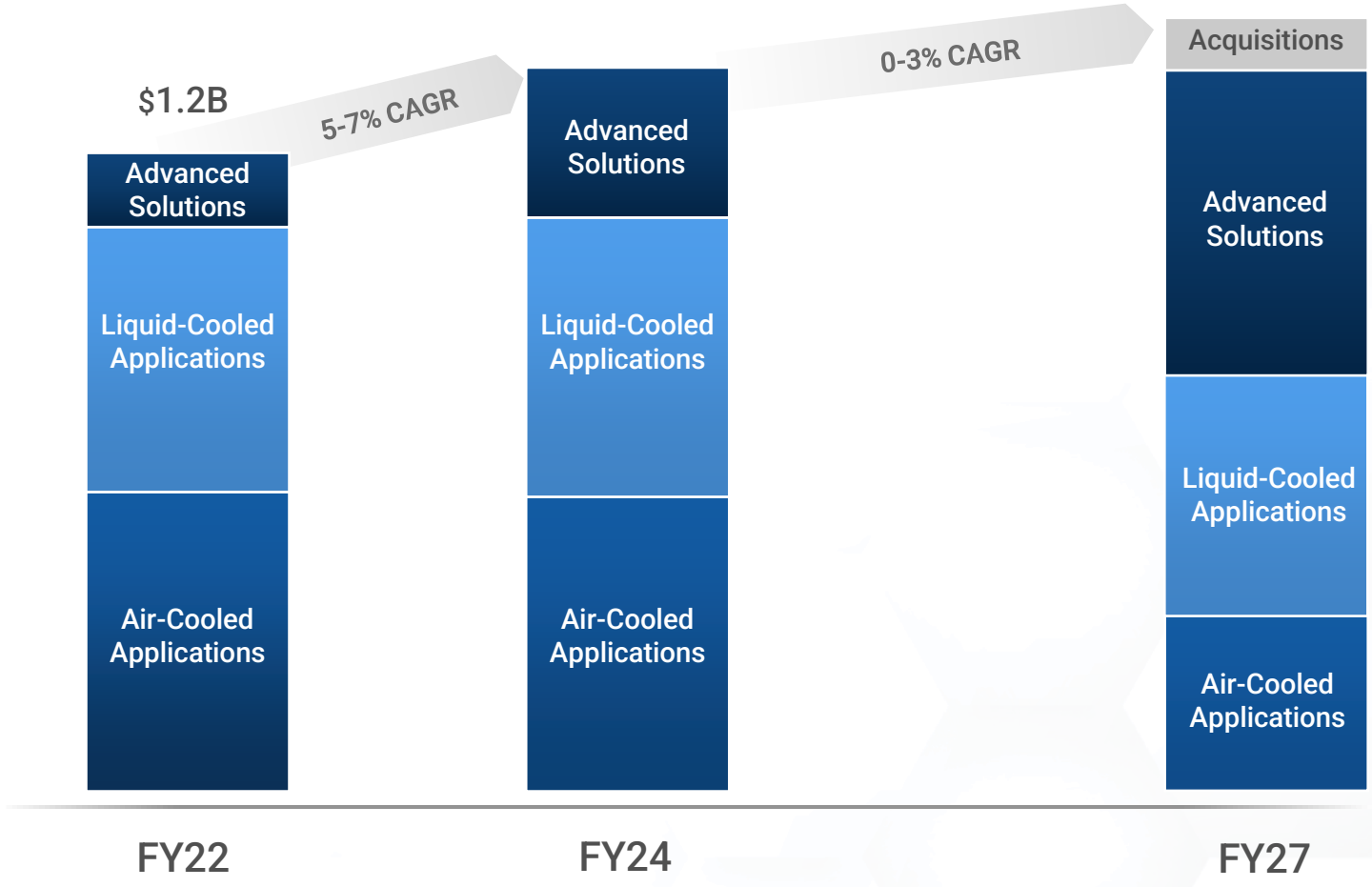
MODINE
Engineering a Cleaner, Healthier World

Strategic Priorities

- **New product development** to provide critical thermal management in EVs for safety, range and life of asset
- **Step up technology staircase** – emphasize systems and services
  - *Protect long-term content by designing advanced thermal systems with proprietary smart electric products*
- **Serve as a partner and subject matter expert in thermal management** to support innovative start-ups who require specific engineering services
  - *Utilize key account selling of engineering services, thermal systems and smart electric products to grow in attractive EV markets*

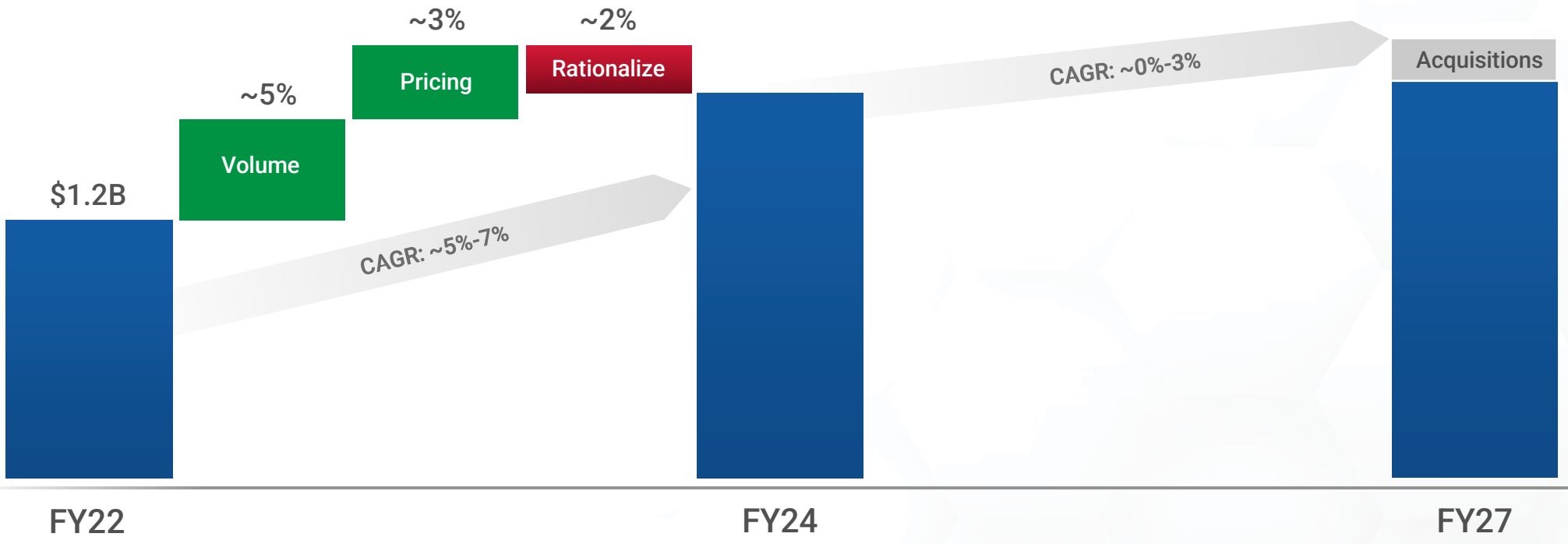
PERFORMANCE TECHNOLOGIES FINANCIALS

Significant Improvement in Revenue Mix



- **Advanced Solutions**
  CAGR of 30-35% reflects targeted share growth in EV systems and adjacencies
- **Liquid-Cooled Applications**
  have long-term market applications in EV, will convert over time; liquid cooling of large engines will have a long conversion cycle
- **Air-Cooled Applications**
  revenue decline reflects rebalancing and wind downs of low margin programs under 80/20 disciplines

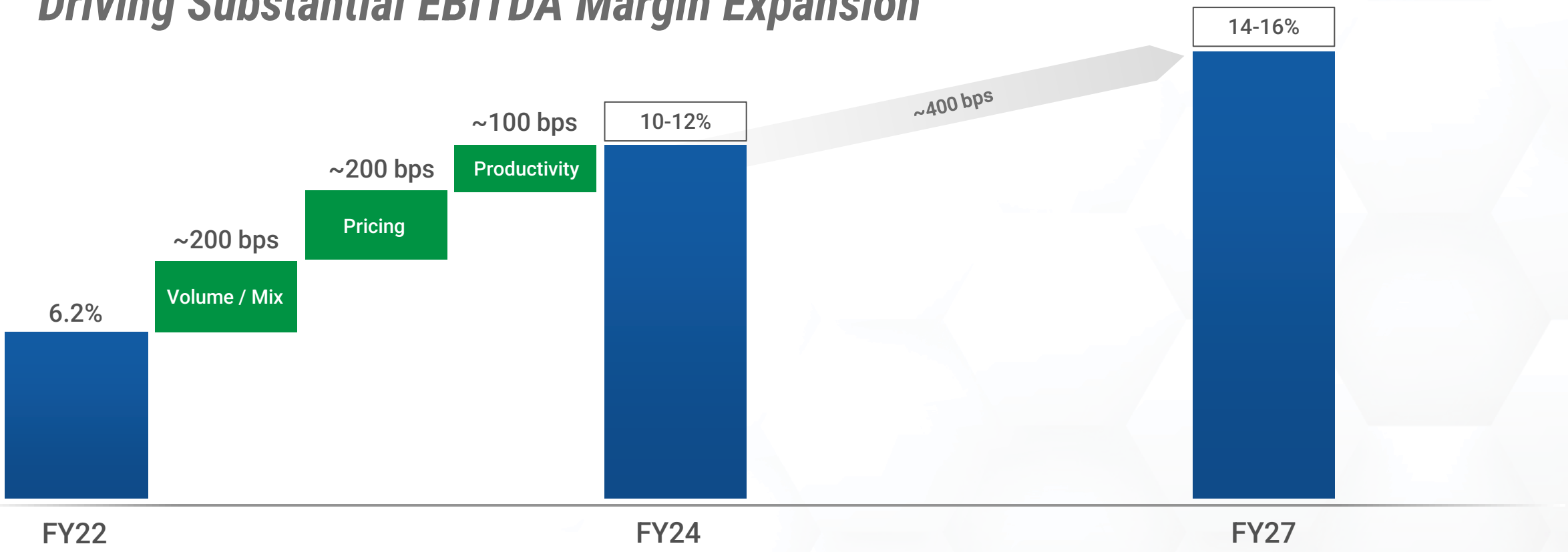
Revenue Growth from Market and Price Recovery



- **Short-term market growth** driven by market and value-based pricing, with above market growth in Advanced Solutions
- **Positive mix shift** as low-margin programs wind down
- **Potential acquisitions** around specific technologies to support and supplement growth in Advanced Solutions

MODINE
Engineering a Cleaner, Healthier World

Driving Substantial EBITDA Margin Expansion



- **Margin improvement** through positive mix, strategic pricing, cost reduction initiatives and operational improvements expected to drive significantly higher margins over the next 24 months
- **Further margin growth** due to continued focus on higher margin business and wind down of low margin programs

FY2022 Adjusted EBITDA margin for the segment is an estimate. Recast segment financial information including adjusted EBITDA will be provided with Q1 FY2023 results. See appendix for Non-GAAP reconciliations.

MODINE
Engineering a Cleaner, Healthier World

Financial Summary

	Current State FY 2022	Phase 1 FY 2024	Phase 2 FY 2027
Revenue	$1.2 billion	5 - 7% CAGR	0 - 3% CAGR
EBITDA Margin	6.2%	10 - 12%	14 - 16%
CapEx % of Sales	2.5%	2.0 - 2.5%	1.5 - 2.0%

Revenue Growth Driven by:

- Accelerated growth in Advanced Solutions
- Largely offset by optimization of liquid-cooled and air-cooled applications businesses

EBITDA and cash flow growth driven by:

- Pricing and SG&A initiatives
- Operational excellence
- Positive sales mix

See appendix for Non-GAAP reconciliations.

MODINE
Engineering a Cleaner, Healthier World

Key Takeaways

- Build high-performance culture
- Drive aggressive revenue growth in Advanced Solutions
- Simplify product portfolio utilizing 80/20
- Innovate to step up technology staircase

CLIMATE SOLUTIONS

ERIC MCGINNIS

MODINE
Engineering a Cleaner, Healthier World

CLIMATE SOLUTIONS

Heat Transfer Products

Heat exchangers for a wide variety of applications, including heating, ventilation, air conditioning and refrigeration

HVAC & Refrigeration

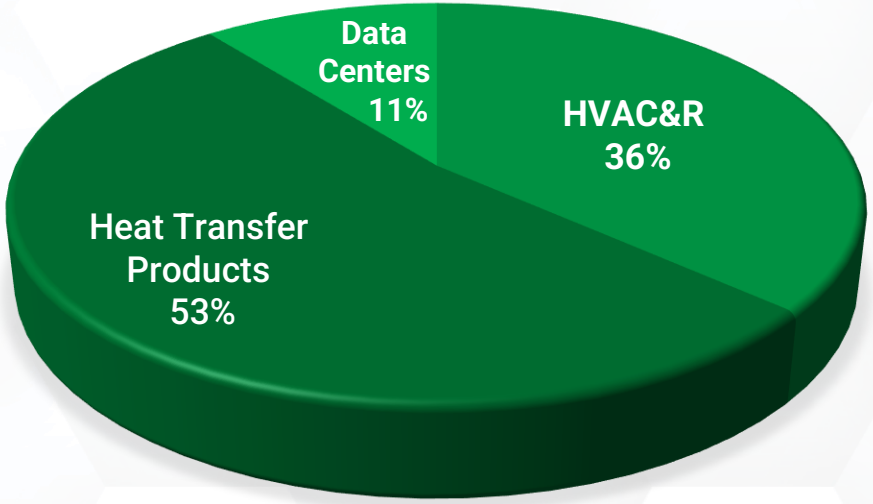
Heating, ventilation, air conditioning, and refrigeration products for commercial and select residential applications

Data Centers

Sustainable cooling solutions for the data center market, including complete system design, controls, maintenance, and monitoring

We are **Climate Solutions**. We provide energy-efficient, safe, climate-controlled solutions and components for a wide range of critical applications.

FY2022 SALES $0.9B



Revenue percentages are estimates.
Recast segment information will be provided with Q1 FY2023 results.

MODINE®
Engineering a Cleaner, Healthier World

Growth Drivers

RESOURCE SCARCITY

Indoor Growing

Food Chain Refrigeration

ENERGY EFFICIENCY

High-Efficiency Unit Heaters

Free Cooling Chillers & Coolers

GLOBAL HEALTH

Indoor Air Quality in Schools

Hospital & Pharma Air Handling Units

CLIMATE CHANGE

Leveraging Low-GWP Refrigerants

Environmentally-Friendly Chillers for Data Centers

CLOUD TECHNOLOGY

Data Center Cooling Solutions

IoT Ready Control Systems

Segment Objectives

FOCUS THE ORGANIZATION

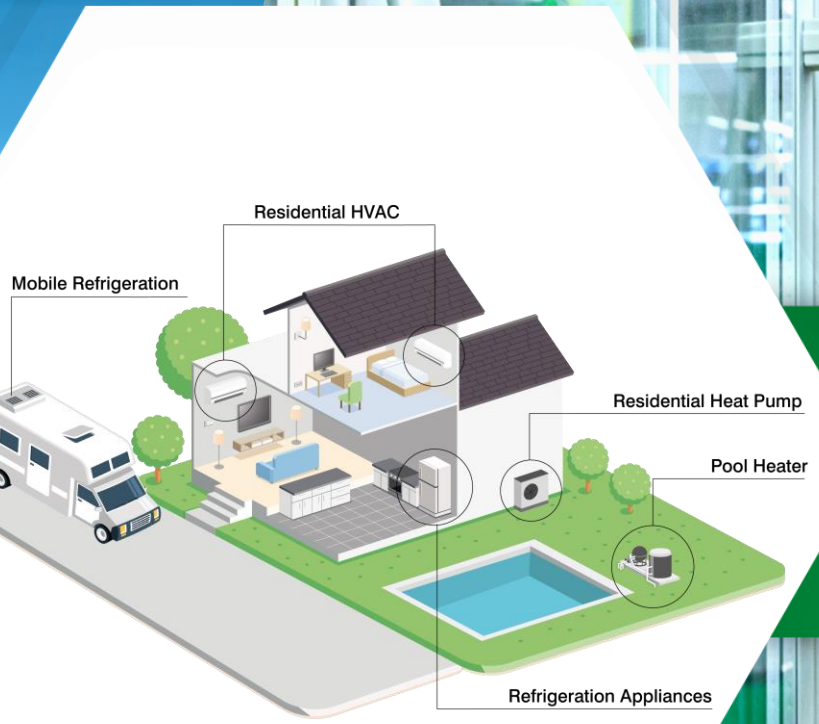
- Use 80/20 as a strategic lens to drive profitable growth
- Onboard new leadership team and build high-performance culture
- Segment the business to provide clear focus and foster empowered employees

PERFORM AND DELIVER

- Promote businesses with favorable market trends – HVAC&R and Data Centers – reallocate people and capital to these businesses
- Identify and pursue raving fan customers that appreciate our value

ACCELERATE PROFITABLE GROWTH

- Provide full solutions to key customers
- Promote geographic expansion by bringing existing solutions to new markets
- Pursue targeted M&A and leverage synergies



HEAT TRANSFER PRODUCTS

Overview

We design, manufacture, and test **heat transfer products** for a variety of applications and markets. Our products promote the use of sustainable refrigerants, allowing us to partner with our customers to engineer a cleaner, healthier world.

KEY END MARKETS

Commercial
& Residential HVAC

Refrigeration

Pool Heaters

BRANDS

MODINE® Engineering a Cleaner, Healthier World

Heatcraft® heat transfer coils
MODINE®

PRODUCTS & SOLUTIONS

Heat Transfer Coils

Market Outlook

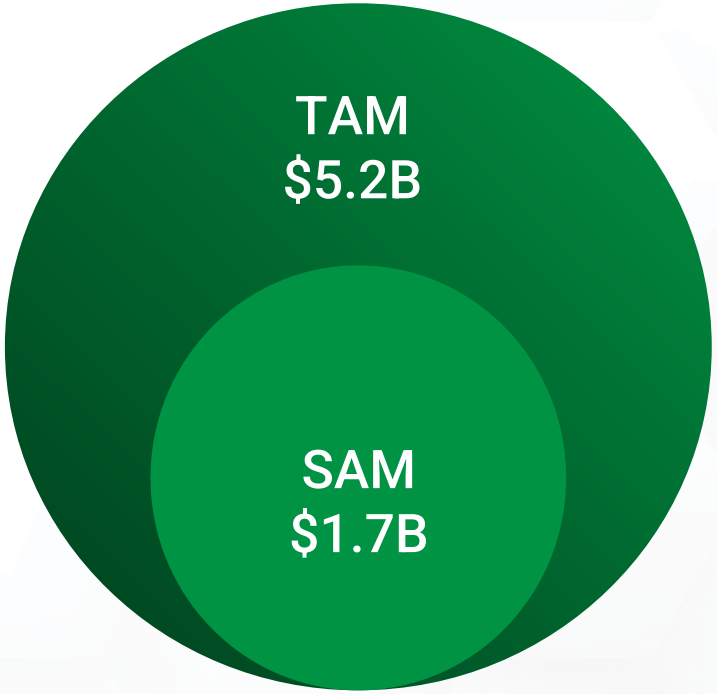
Growth Drivers

- Expect global GDP growth in commercial and residential HVAC markets
- European and North American residential heat pump markets expected to grow >10%
- Demand for low-GWP refrigeration systems supported by European regulations

Modine's Market Position

- Global leader in independent coil manufacturing market with ~30% market share
- Strong brand recognition and broad product offering

Heat Transfer Products



5-Year CAGR 5%

TAM: *Global heat exchanger market as defined by Market & Markets in 2020*

SAM: *Heat exchangers in applicable end markets, excluding automotive component market*

MODINE
Engineering a Cleaner, Healthier World

Strategic Priorities

- Deploy 80/20 to simplify product offering, reduce operational complexity and drive focus
- Appropriately align organization and footprint to increase execution, ownership and value capture
- Deploy commercial strategies to improve product mix and improve profitability
- Embed 80/20 and Continuous Improvement mindset throughout the organization

HVAC AND REFRIGERATION

MODINE
Engineering a Cleaner, Healthier World

Overview

We provide heaters, ventilation, and cooling products to the North American residential & commercial **HVAC market** and **refrigeration and industrial cooling solutions** in North America, Europe, and Asia.

KEY END MARKETS

Heating

Indoor Air Quality

Refrigeration

BRANDS

MODINE

Airedale by MODINE

ECO™ heat transfer coolers
MODINE

Coiltech® industrial heat transfer
MODINE

PRODUCTS & SOLUTIONS

Heating, Cooling & IAQ

Commercial & Residential Unit Heaters

Vertical & Horizontal Unit Ventilators

Air Conditioning Chillers

Refrigeration Coolers

CO2 Unit Coolers

Air-Cooled Condensers

Dry Coolers

Market Outlook

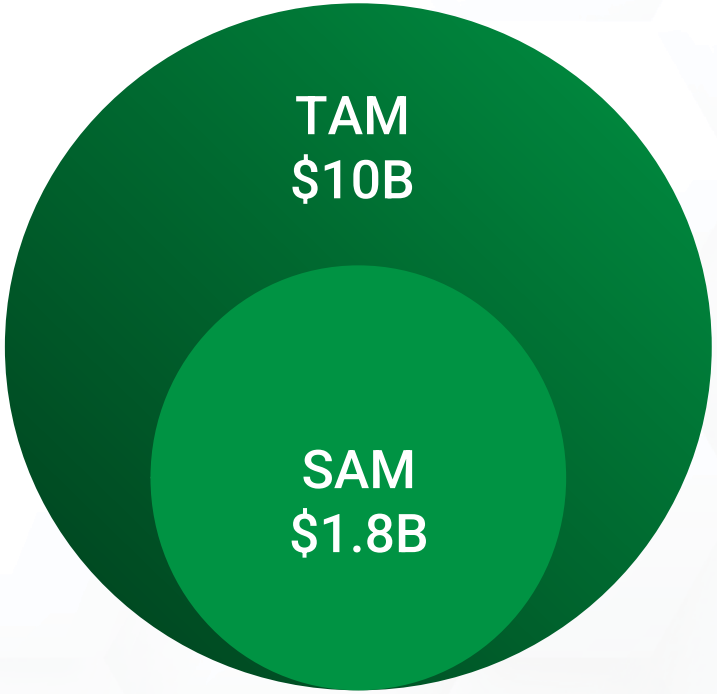
Growth Drivers

- Resource scarcity creating demand for greenhouse, vertical farming, and food chain refrigeration
- Regulations and customer demand driving sustainable and low-GWP impact solutions
- COVID-related government funding to drive demand for indoor air quality, especially in schools

Modine's Market Position

- Market leader in niche end markets
- Strong brand recognition, established sales channels, and expansive product offering
- Premier after-sale support team

HVAC & Refrigeration



5-Year CAGR 6%

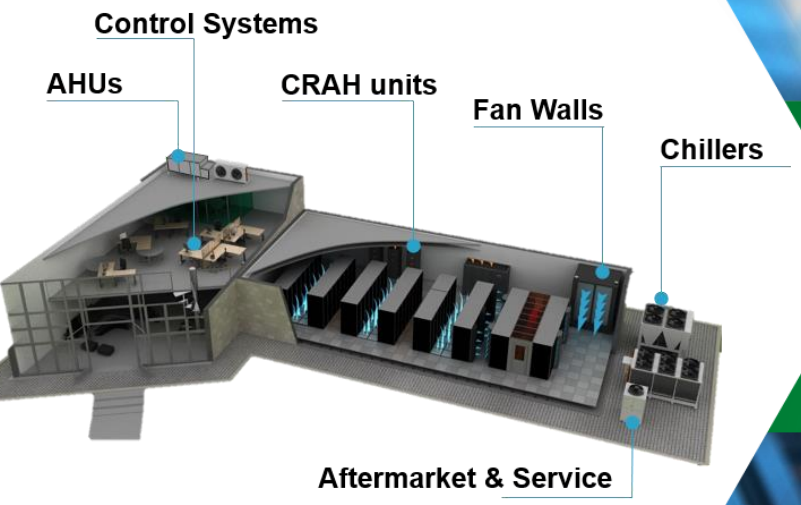
TAM: *EMEA & NA HVAC&R commercial system via AHRI, Eurovent, and Markets & Markets estimates in 2022*

SAM: *EMEA & HA HVAC&R commercial system market segments specific to current product & technology portfolio*

MODINE
Engineering a Cleaner, Healthier World

Strategic Priorities

- Deploy 80/20 to reduce complexity and increase focus
- Drive growth where we have a competitive advantage
- Develop and launch next generation products supporting mega trends
- Pursue targeted M&A focused on geographic expansion



DATA CENTERS

MODINE
Engineering a Cleaner, Healthier World

Overview

We provide sustainable cooling solutions for the growing **Data Center market**. Although our historical market focus has been in the UK, we are expanding into the Western European and US markets leveraging Modine's existing manufacturing footprint.

KEY END MARKETS

Hyperscale DC

Colocation DC

Telecom

BRANDS

Airedale by MODINE

IQity

DCS

TurboChill™

SmartCool™

OptiChill™

PRODUCTS & SOLUTIONS

Air-Cooled & Liquid-Cooled Chillers

Computer Room Air Conditioners

ACIS Building Management Product / System Controls Cloud Services

Fan Walls

Market Outlook

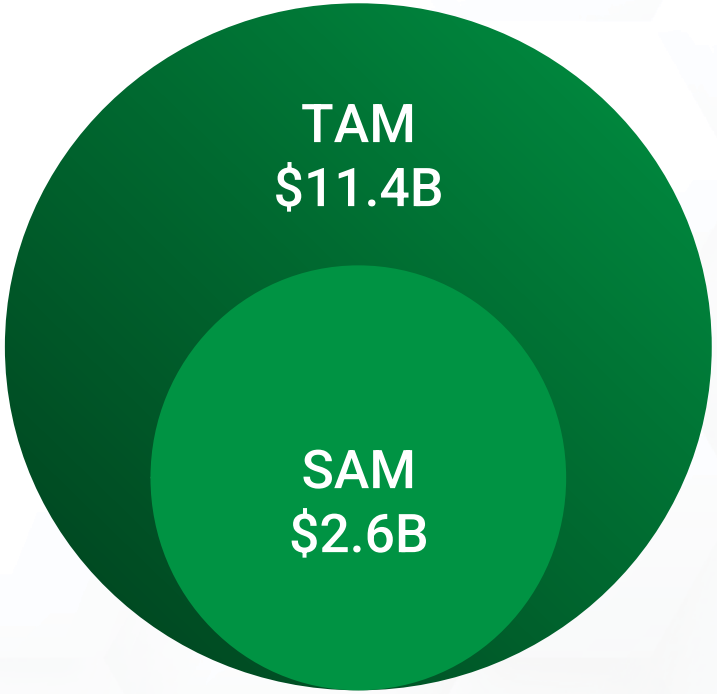
Growth Drivers

- Exponential demand for cloud technology drives increased data center cooling demand
- Desire to reduce data center operating costs fuels demand for energy-efficient technologies
- Hyperscale & colocation data center operators focused on low-GWP refrigerants to reduce global warming impact

Modine's Market Position

- Number one data center HVAC service organization in the UK with aggressive plans for expansion in Europe and North America
- Expansive product offering including established and expanding cooling controls software products
- Leaders in applying free-cooling technology to save energy and water

Data Centers



5-Year CAGR 10%

TAM: *Global data center cooling market estimated via CBRE, KnightFrank, and Markets & Markets estimates in 2022*

SAM: *Global data center cooling market for chillers, cooling units, rack cooling, and controls*

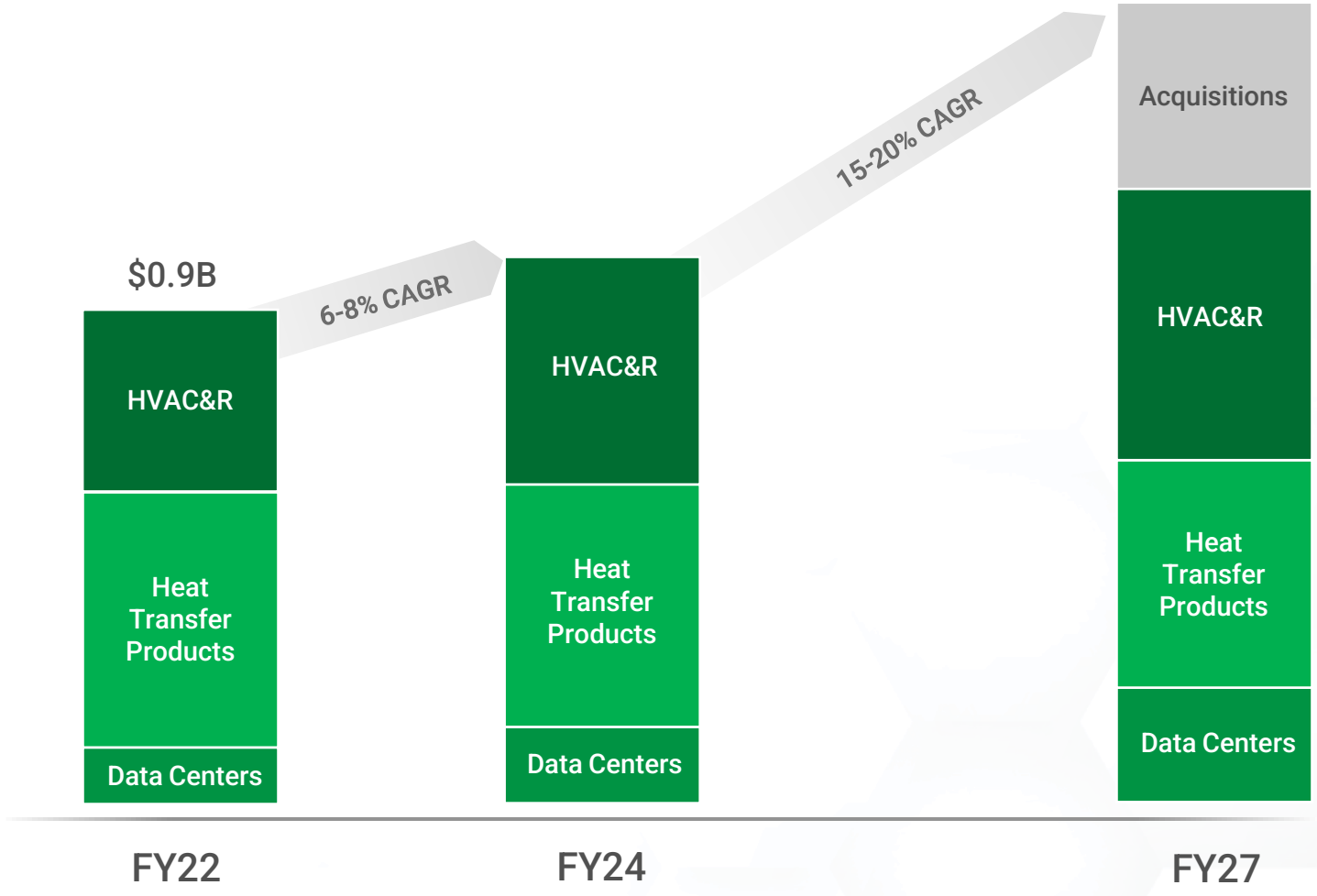
MODINE Engineering a Cleaner, Healthier World

Strategic Priorities

- Deploy 80/20 to reduce complexity in product development and manufacturing
- Utilize 80/20 to drive growth by gaining share of wallet with key customers
- Drive robust pricing and profitable commercial agreements
- Promote geographic expansion to new markets
- Pursue M&A opportunities to better serve global customers over the next 5 years

CLIMATE SOLUTIONS FINANCIALS

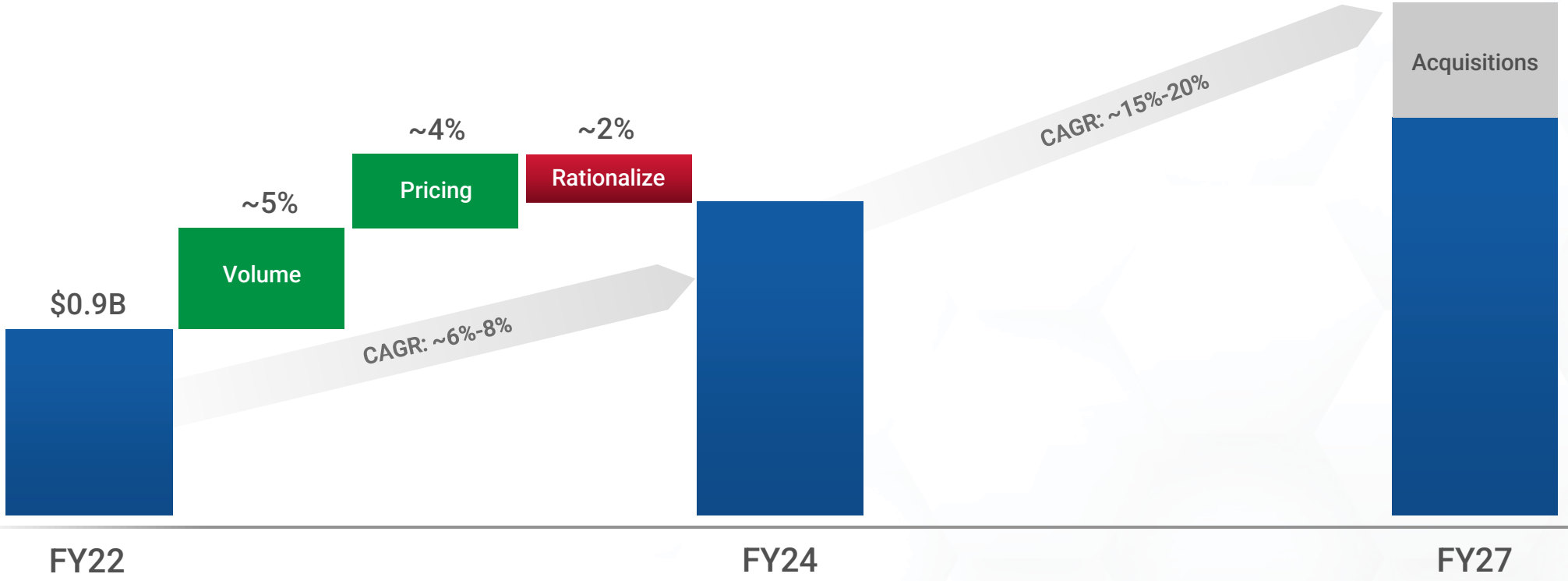
Strong Organic Growth Plus Potential for M&A



80/20 operating model expected to drive growth in higher-margin programs while improving profitability in HTP

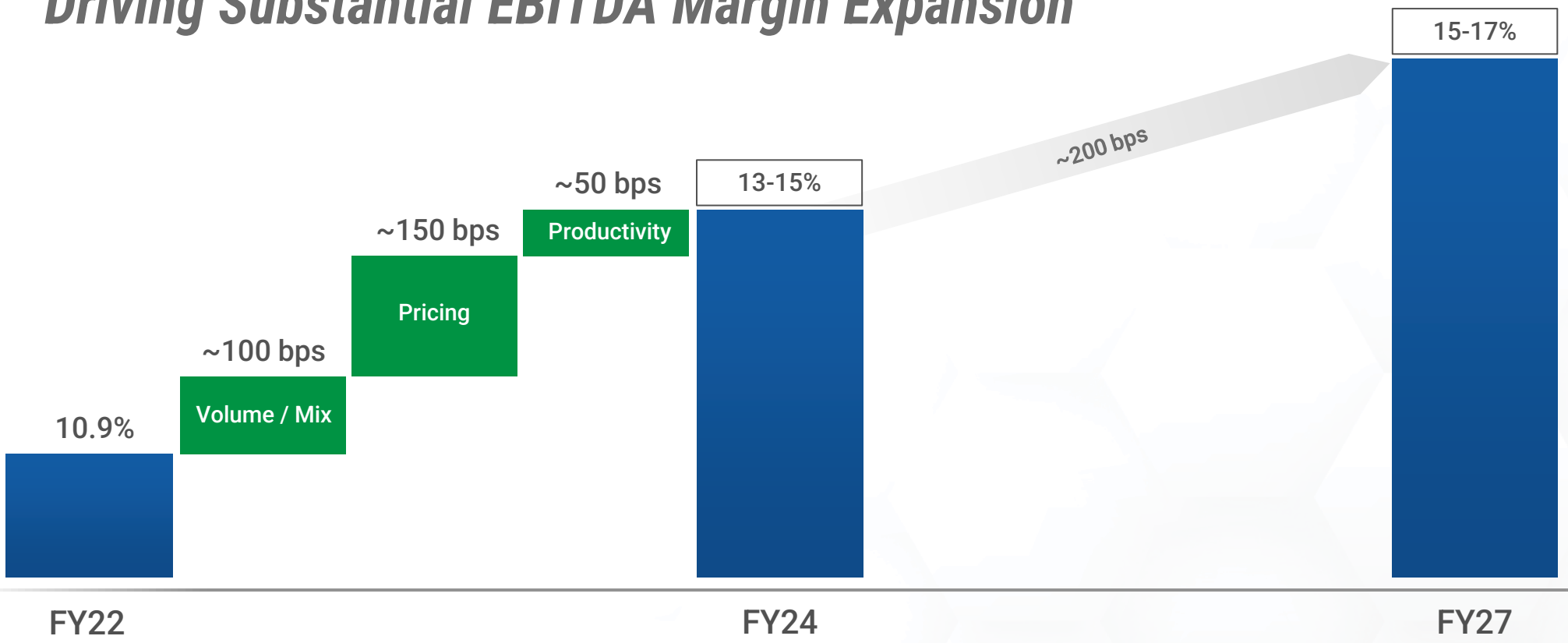
- **HVAC&R**
  5-year CAGR of 12% reflects vertical-driven focus on organic growth
- **Heat Transfer Products**
  5-year CAGR of 1% reflects our re-balancing of customer programs under 80/20 disciplines
- **Data Centers**
  5-year CAGR of 20% enabled by North America Expansion
- **Acquisitions**
  Acquisitions will be targeted in HVAC&R and Data Center markets

Focused on Share Gains in High Growth Markets



- **Volume growth** driven by pursuit of HVAC&R and Data Centers business
- **Pricing** includes pass-through of commodity inflation as well as targeted increases under 80/20 disciplines
- **Rationalize** reflects our managed reduction of Heat Transfer Product programs
- **Targeted acquisition** in HVAC&R and Data Centers will raise CAGR above 10% in years 3 to 5

Driving Substantial EBITDA Margin Expansion



- **Volume/Mix** reflects strong HVAC&R and Data Centers growth partially offset by program exits
- **Pricing** gains driven by targeted program increases under 80/20 disciplines
- **Productivity** is partially offset by inflation and investments in SG&A to support future growth
- Margin improvement beyond FY2024 driven by revenue growth and favorable mix

FY2022 Adjusted EBITDA margin for the segment is an estimate. Recast segment financial information including adjusted EBITDA will be provided with Q1 FY2023 results. See appendix for Non-GAAP reconciliations.

MODINE
Engineering a Cleaner, Healthier World

Financial Summary

	Current State FY 2022	Phase 1 FY 2024	Phase 2 FY 2027
Revenue	$0.9 billion	6 - 8% CAGR	15 - 20% CAGR
EBITDA Margin	10.9%	13 - 15%	15 - 17%
CapEx % of Sales	1.1%	2.5 - 3.0%	2.5 - 3.0%

Revenue growth driven by:

- Strong volume in HVAC and data center markets
- Geographic expansion of data center products to the US

EBITDA and cash flow growth driven by:

- Positive sales mix
- Pricing and SG&A initiatives
- Operational excellence

See appendix for Non-GAAP reconciliations.

MODINE
Engineering a Cleaner, Healthier World

Key Takeaways

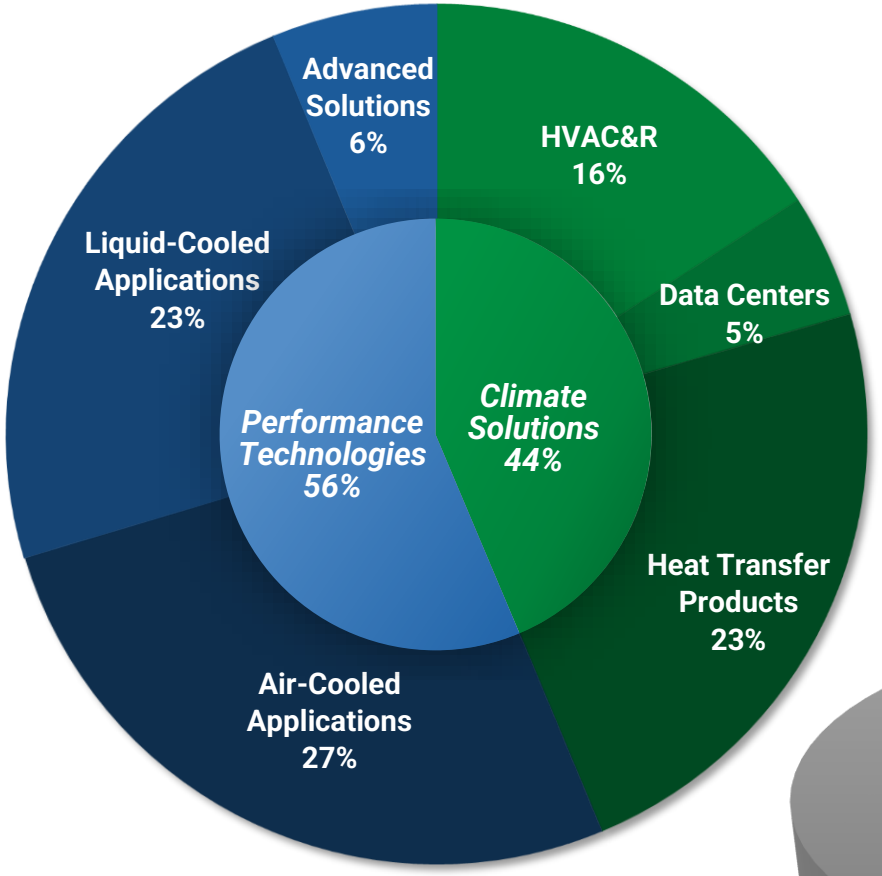
- Use 80/20 as a strategic lens to promote profitable growth
- Resource and grow businesses with favorable market trends
- Promote geographic expansion to bring solutions to new markets
- Supplement organic growth with targeted M&A

MODINE®
Engineering a Cleaner, Healthier World

FINANCIAL REVIEW

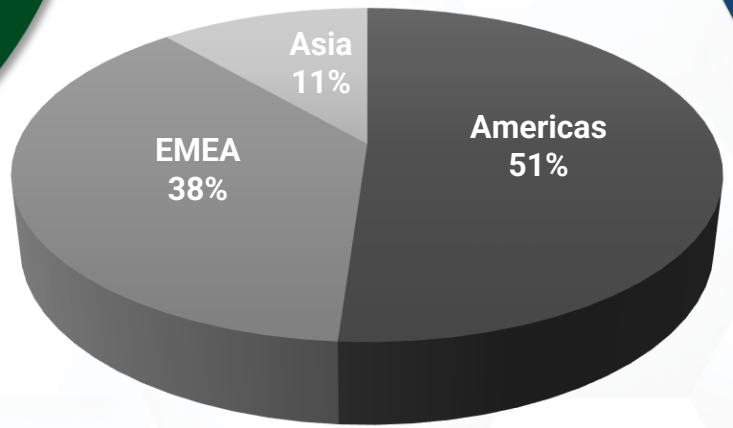
MICK LUCARELI
CHIEF FINANCIAL OFFICER

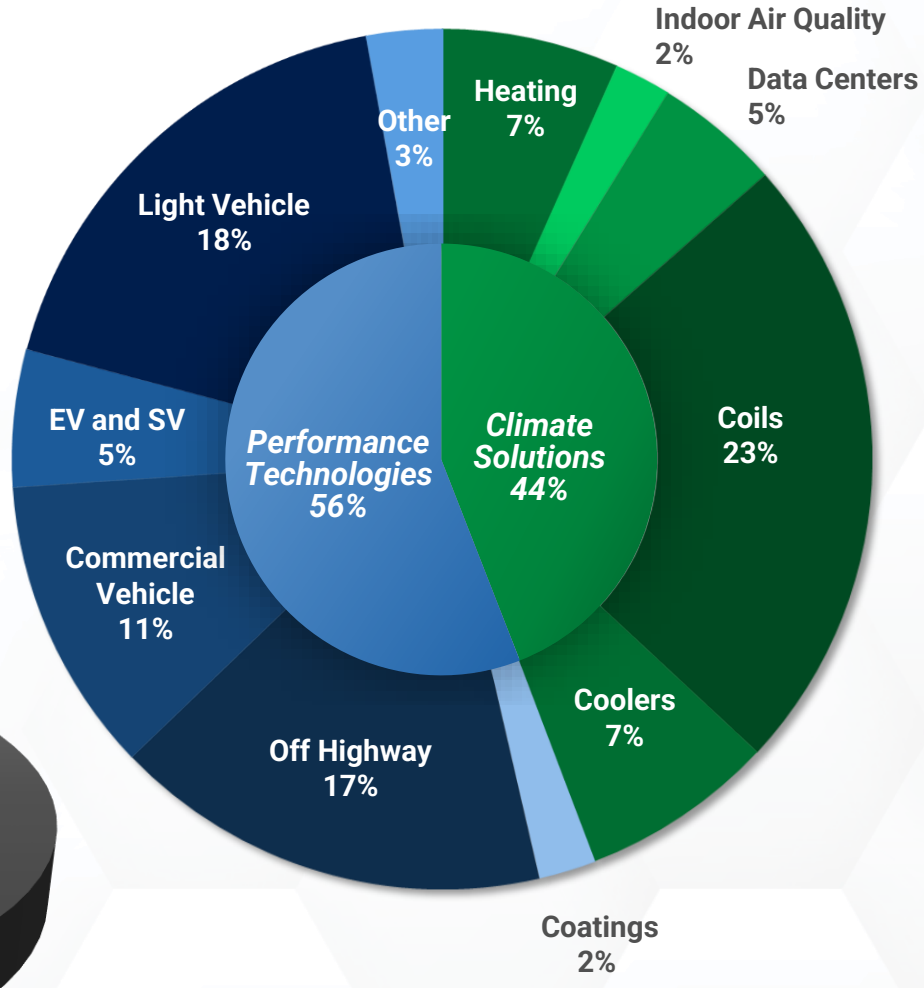
Modine Revenue Breakdown



FY2022 Sales
$2.1 Billion

Sales by Geography





Revenue percentages are estimates.
Recast segment information will be provided with Q1 FY2023 results.

Financial Transformation

The first 24 months are focused on key 80/20 elements

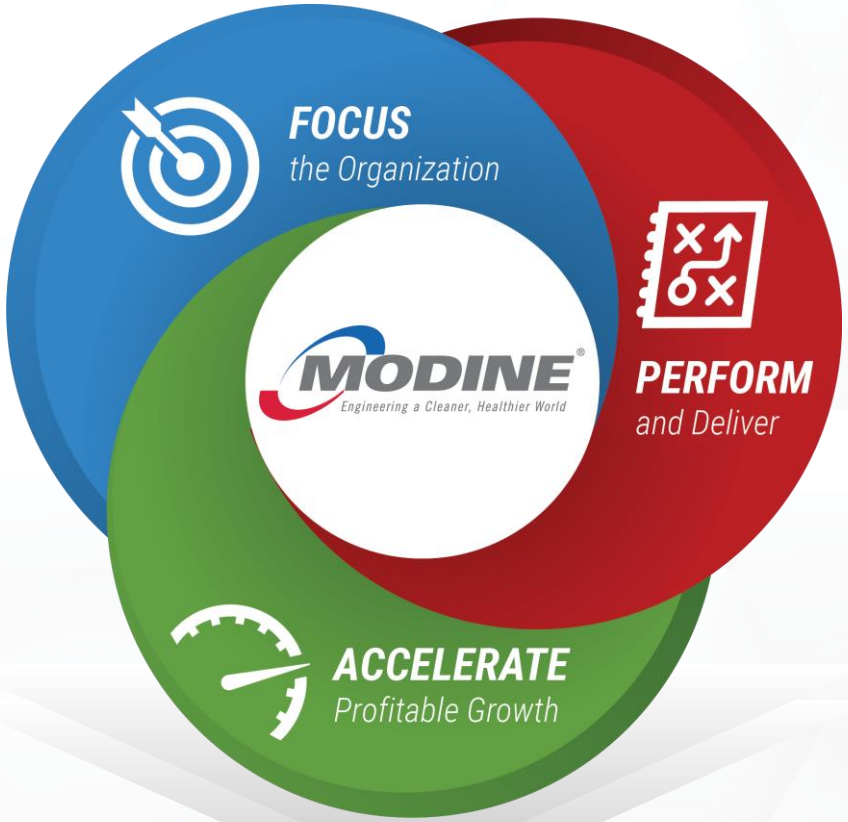
- Simplification
- Treating businesses differently
- Reallocating people and capital
- Margin improvement over top-line growth

Target 10-12% EBITDA margin within the next 24 months

- Move towards median diversified industrial performance
- Exceed Modine's historical high-water mark

Results in a much stronger financial profile; higher margins, cash flow, and enterprise value

New financial profile provides additional flexibility for potential acquisitions and divestitures



Expand Margin Profile and Build Growth Engine

Financial Objectives

Focused on a two-phased financial plan, with targets tied to specific strategies

FY2022

FOCUS the Organization

Revenue: $2.1B
EBITDA Margin: 7.7%

FY2023-24

PERFORM and Deliver

Revenue: 6-8% CAGR
EBITDA Margin: 10-12%

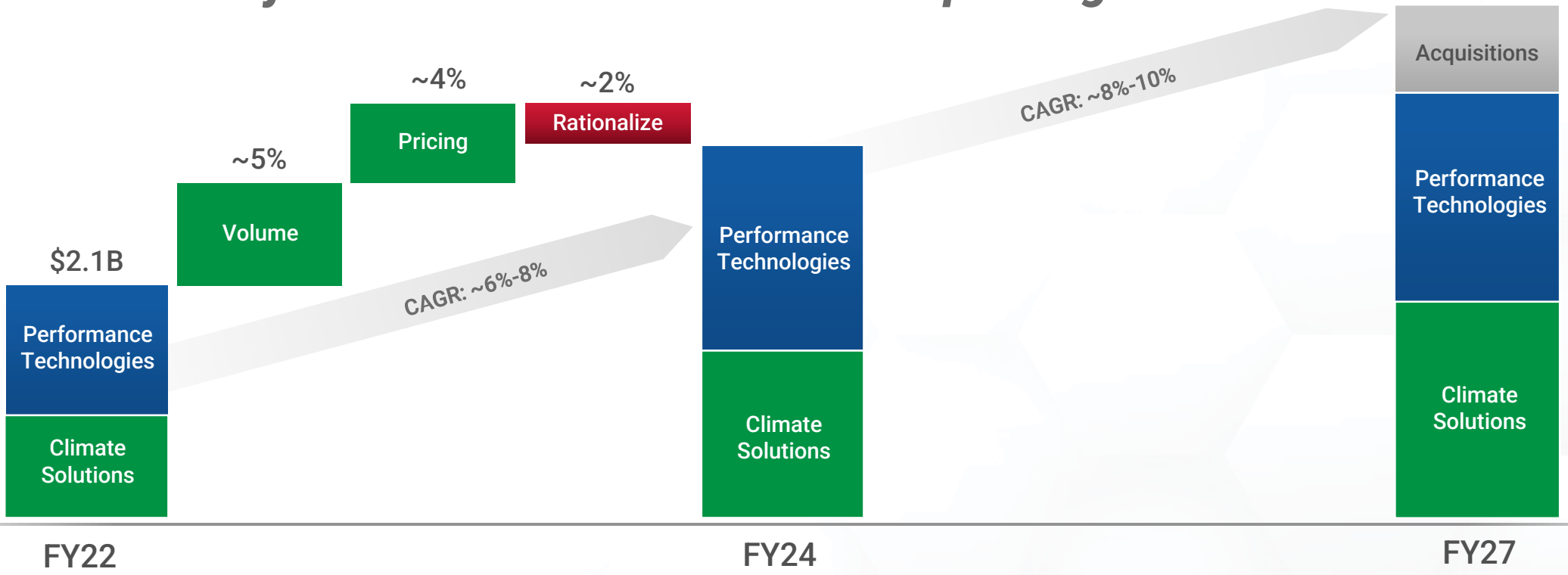
FY2025-27

ACCELERATE Profitable Growth

Revenue: 8-10% CAGR
EBITDA Margin: 13-15%

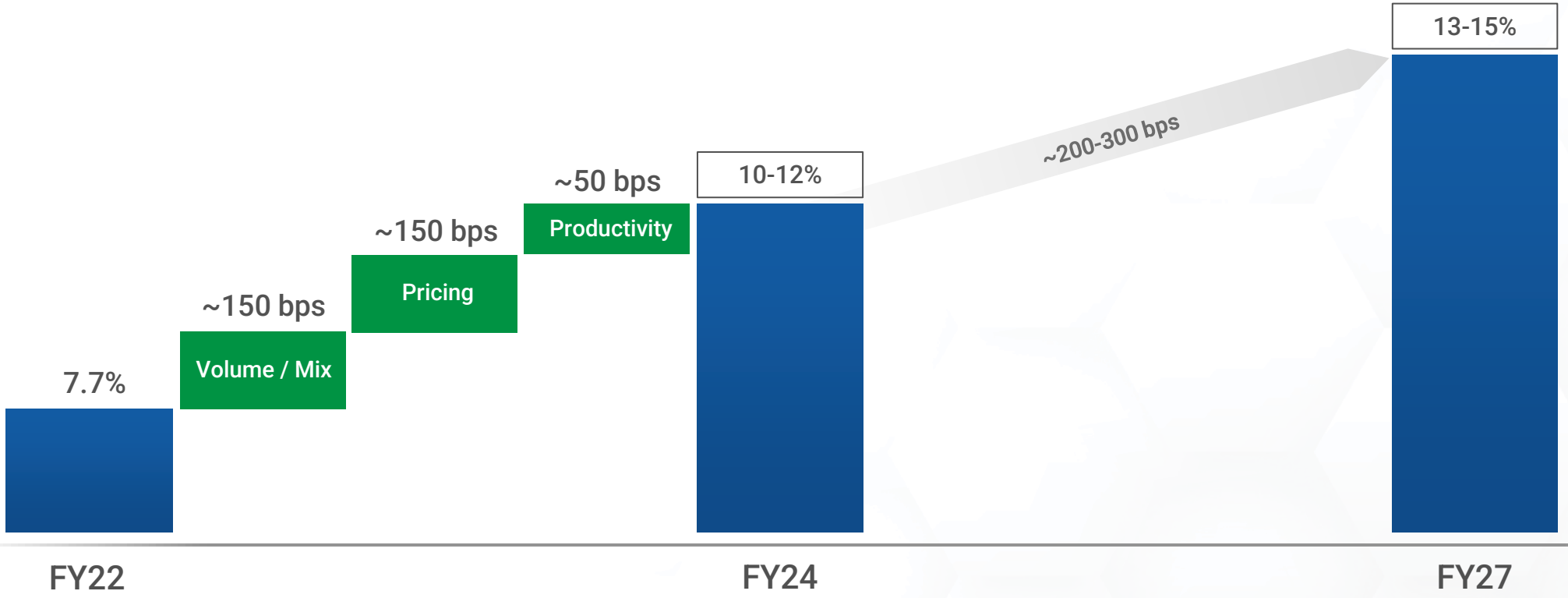
See appendix for Non-GAAP reconciliations.

Revenue Projections — Growth Drivers & Improving Mix



- CAGR of 6-8% over the next two years, driven by market recovery (~5%) and pricing (~4%)
- Material cost recovery will represent a significant portion of the overall price increase
- Between FY24-27, Performance Technologies will be focused on margin/mix, while Climate Solutions grows
- Future state revenue profile is optimized to have a better mix of higher-margin business
- Organic growth supplemented with $400-600 million of acquisitions to support the transformation, including $100 million within the next 24 months

EBITDA Projections — Growth and Margin Improvement



- ~200-400 basis point improvement over the next 24 months driven by volume, product rationalization, and improved pricing
- Further margin improvement beyond FY2024 achieved by leveraging higher sales volume and favorable mix in targeted growth businesses

See appendix for Non-GAAP reconciliations.

MODINE
Engineering a Cleaner, Healthier World

Disciplined Capital Allocation

Prioritization

Capital Spending

- Reallocate capital to growth businesses
- Target capital spending at ~3% of sales

Restructuring

- ~$20-30M cash spend in each of next 2 years
- ~$10-15M cash spend annually in years 3 through 5
- Fully fund through operating cash flow, lower capital spending, cost reductions, and improved pricing

Mandatory and Optional Debt Repayment

- Manageable mandatory debt repayments

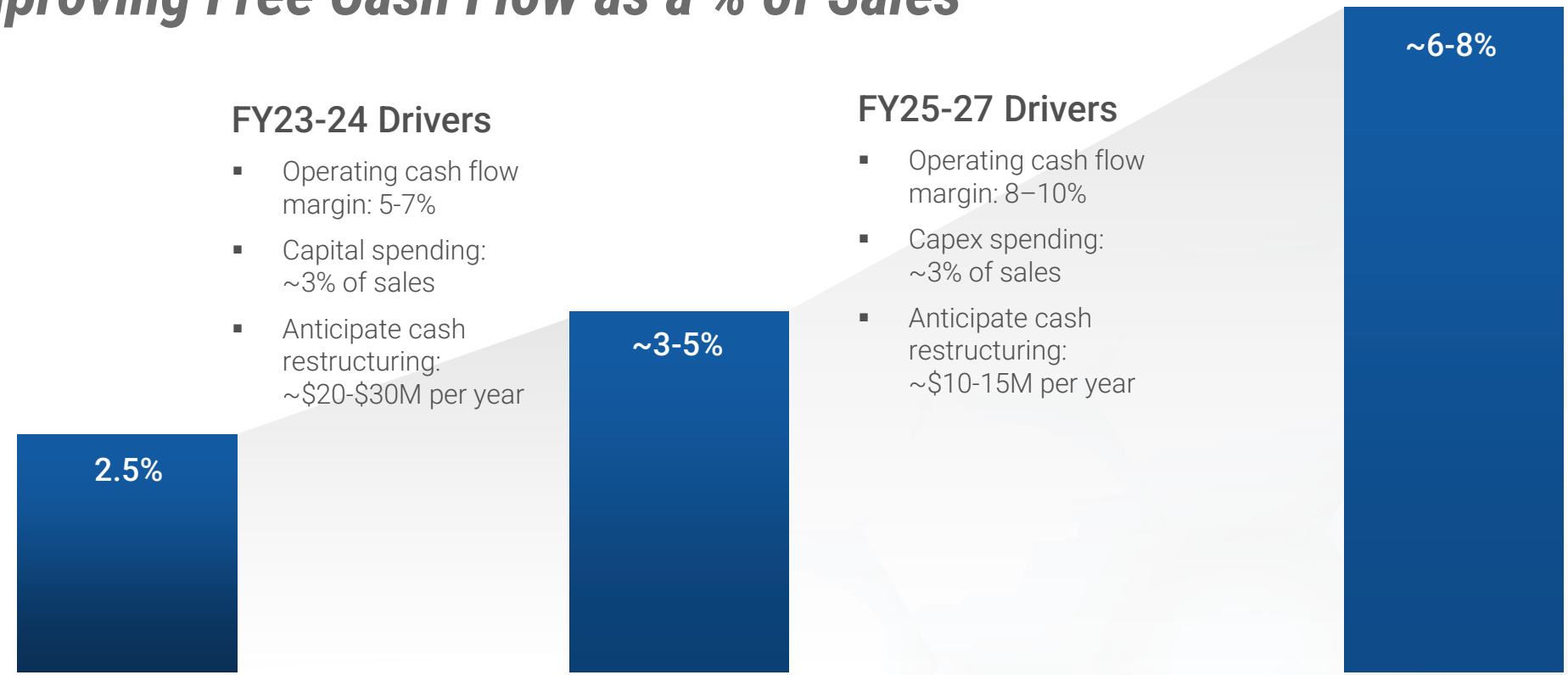
Strategic Acquisitions

- Plenty of debt capacity and covenant flexibility to execute on strategic M&A transactions

Share Repurchase

- Implementing anti-dilutive share repurchase plan
- Will evaluate additional repurchases based on cash flow, economic climate, and competing cash needs

Improving Free Cash Flow as a % of Sales



FY23-24 Drivers

- Operating cash flow margin: 5-7%
- Capital spending: ~3% of sales
- Anticipate cash restructuring: ~$20-$30M per year

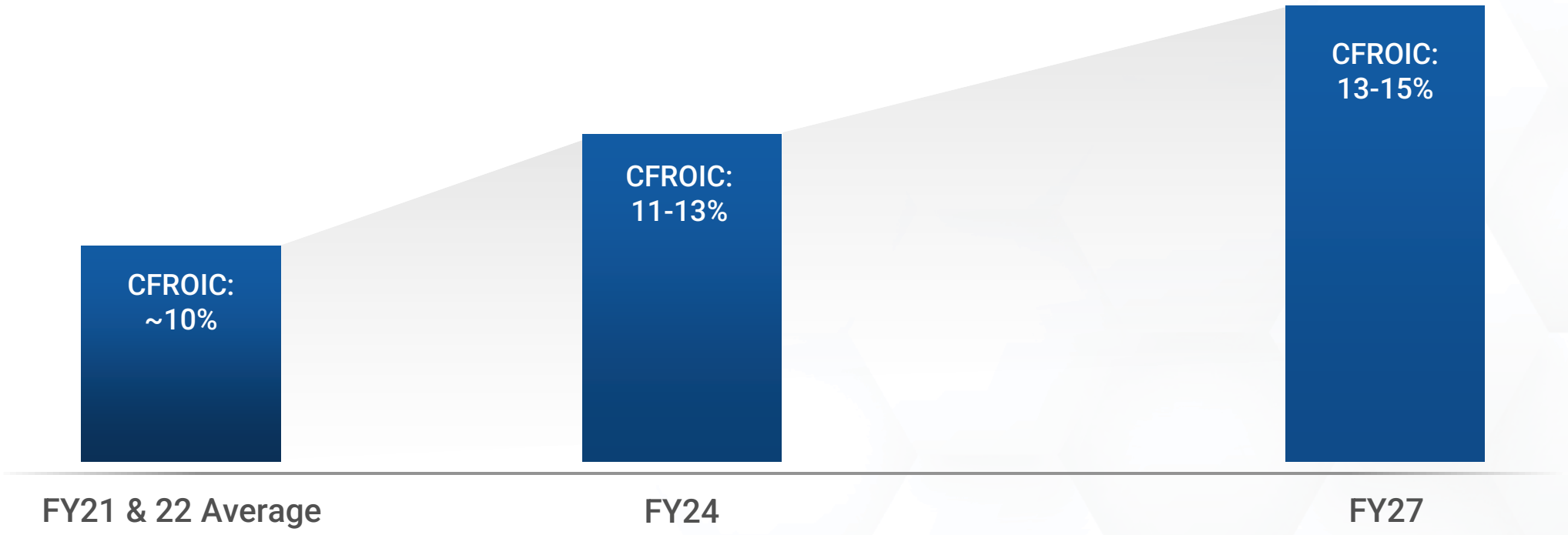
FY25-27 Drivers

- Operating cash flow margin: 8–10%
- Capex spending: ~3% of sales
- Anticipate cash restructuring: ~$10-15M per year

- Restructuring cash required to complete rationalization of targeted portions of the Performance Technologies segment
- Capital spending remains below historical levels, with an emphasis on Climate Solutions and Advanced Solutions
- Strong cash flow and the positive impact on net debt, provides significant capacity for acquisitions

See appendix for Non-GAAP reconciliations.

Cash Flow Return on Invested Capital

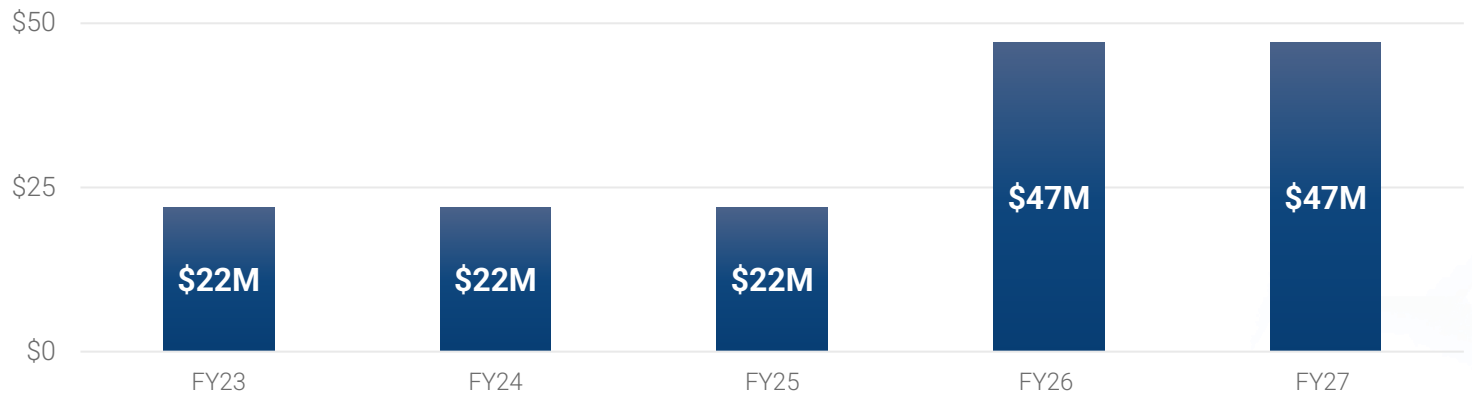


- Anticipated CFROIC improvement driven by increases in profit margins, combined with stable capital spending

See appendix for Non-GAAP reconciliations.

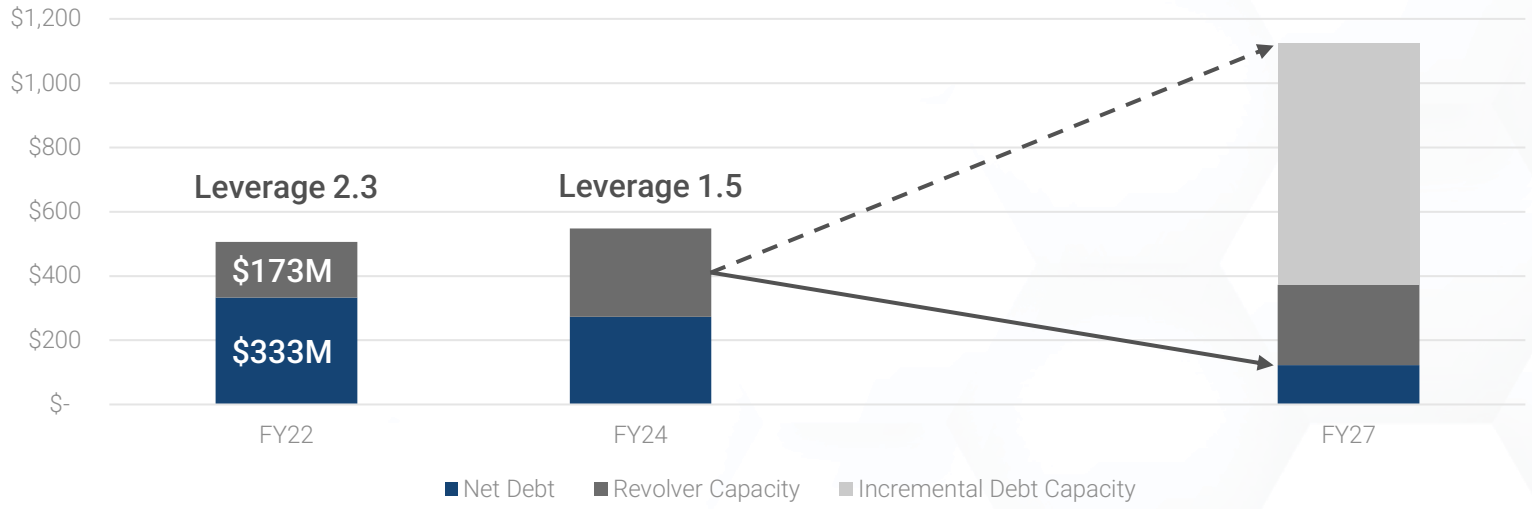
Stable Balance Sheet to Support Future Acquisitions

Mandatory Debt Repayments



- Manageable mandatory debt repayments — plan to refinance bank debt to FY28 maturity later this year
- Strong and supportive bank group

Leverage and Debt Capacity



- Target Leverage ratio — 1.5x-2.5x, covenant of 3.25
- Adequate liquidity to support investments in future growth and M&A
- Significant borrowing capacity; > $800M-$1B

Strategic Acquisitions

Today	FY2023-24	FY2025-27
Build Acquisition Pipeline	Bolt-On Targets (Revenue: $25-100M)	Transformational Targets (Revenue: $300-500M)

Ideal Targets

- Expand product portfolio
- Broaden systems and service solutions in growth verticals
- Reach new geographies
- Key target areas:
  - Heating
  - IAQ
  - Data Centers
  - EV systems

Financial Discipline

- Short-term focus on bolt-on targets
- Longer-term focus on transformation targets
- Target inorganic growth of $400-$600M over next 5 years
- Free cash flow should provide debt capacity to fund larger transactions
- Covenants provide flexibility- would plan to rapidly reduce debt back to responsible leverage range
- Utilize 80/20 to drive synergies and extract value

MODINE
Engineering a Cleaner, Healthier World

Financial Summary

	Current State FY 2022	Phase 1 FY 2024	Phase 2 FY 2027
Revenue	$2.1 billion	6 - 8% CAGR	8 - 10% CAGR
EBITDA Margin	7.7%	10 - 12%	13 - 15%
FCF % of Sales	2.5%	3 - 5%	6 - 8%

80/20 mindset underlying all key decisions

Revenue growth

- Phase 1: driven by market growth and pricing actions
- Phase 2: driven by organic and inorganic growth

Significant margin expansion

- Phase 1: 200-400 bps from volume, pricing and operational improvements
- Phase 2: incremental 200-300 bps from stronger mix and continued growth in targeted markets

Targeting improved free cash flow at 5 - 7% of sales over the next five years

- Higher operating margins and cash flow
- Reallocating capex- target ~3% of sales

Improved financial profile will result in a higher CFROIC, targeting 13 - 15% within five years

FY2022 FCF % of sales is an average of FY2021 and FY2022. See appendix for Non-GAAP reconciliations.

MODINE
Engineering a Cleaner, Healthier World

Financial Objectives

FY2022

FOCUS the Organization

Revenue: $2.1B
EBITDA Margin: 7.7%

FY2023-24

PERFORM and Deliver

Revenue: 6-8% CAGR
EBITDA Margin: 10-12%

FY2025-27

ACCELERATE Profitable Growth

Revenue: 8-10% CAGR
EBITDA Margin: 13-15%

The two-stage plan aligns with the overall strategy and transformation:

- Significant margin improvement in the next 24 months (FY23 and FY24)
- Reallocation of resources and capital which will lead to higher revenue growth
- Profitability, cash flow, and valuation to support acquisitions

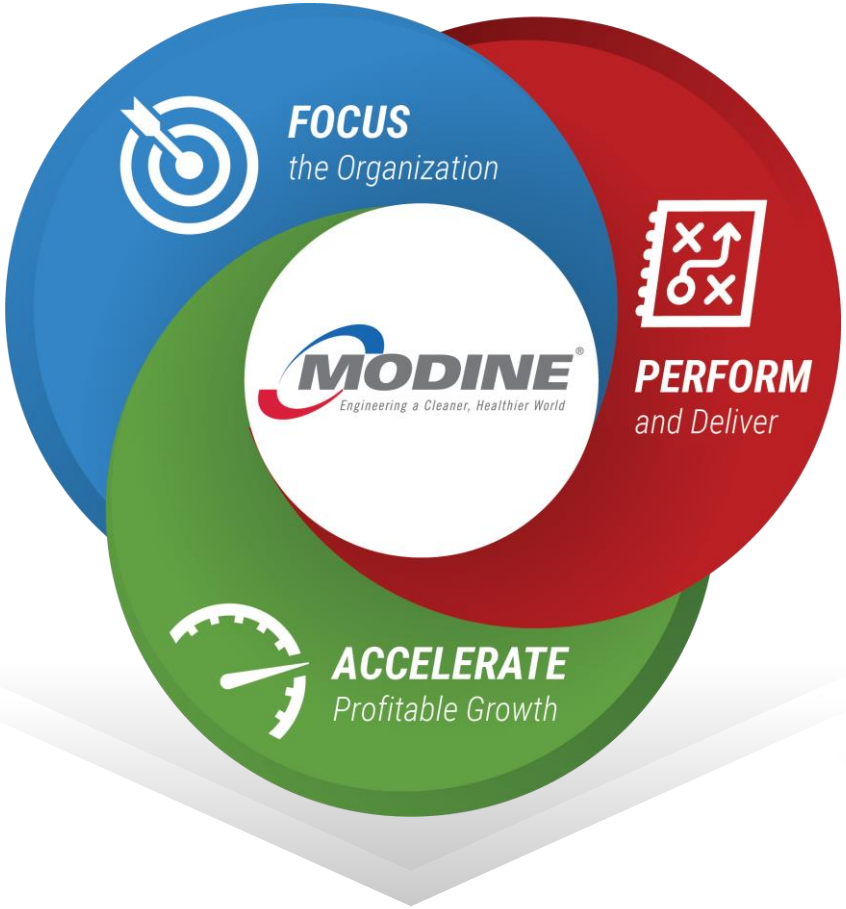
See appendix for Non-GAAP reconciliations.

MODINE®
Engineering a Cleaner, Healthier World

CLOSING

NEIL BRINKER
CHIEF EXECUTIVE OFFICER

Strategy to Unlock Value



Expand Margin Profile and Build Growth Engine

FOCUS THE ORGANIZATION

- Make 80/20 a core part of our DNA
- Build a high-performance organization
- Simplify and segment the business

PERFORM AND DELIVER

- Launch the Modine Business Cycle
- Maximize share of target markets
- Simplify and improve operating margins

ACCELERATE PROFITABLE GROWTH

- Shift to systems solutions versus components
- Promote geographic expansion
- Pursue opportunistic M&A

MODINE®
Engineering a Cleaner, Healthier World

OUR PURPOSE *Engineer a cleaner, healthier world*

OUR MISSION

- *Improve Air Quality*
- *Reduce Water and Energy Consumption*
- *Lower Harmful Emissions*
- *Enable Cleaner Running Vehicles*
- *Use Environmentally-friendly Refrigerants*

OUR VALUES

- *Integrity Committed*
- *People Centric*
- *Technology Driven*
- *Results Oriented*
- *Team Focused*

*Building on more than **100 years of excellence in thermal management,** we provide **trusted systems and solutions** that **improve air quality and conserve natural resources***

MODINE®
Engineering a Cleaner, Healthier World

Neil Brinker
President & CEO

Mick Lucareli
EVP & CFO

Adrian I. Peace
President- Performance Technologies

Eric McGinnis
President- Climate Solutions

Q & A

MODINE®
Engineering a Cleaner, Healthier World

APPENDIX

MODINE
Engineering a Cleaner, Healthier World

Non-GAAP Reconciliations

Adjusted EBITDA & Adjusted EBITDA margin
(In millions)

		Fiscal 2022
Net earnings	$	86.3
Interest expense		15.6
Provision for income taxes		15.2
Depreciation and amortization expense		54.8
Other expense - net		2.1
Restructuring expenses [(a)]		24.1
Impairment charges (reversals) - net [(b)]		(55.7)
Loss on sale of assets [(c)]		6.6
Strategic reorganization costs [(d)]		3.4
Automotive separation and exit strategy costs [(e)]		2.6
Environmental charges [(f)]		3.8
Adjusted EBITDA	$	158.8
Net Sales	$	2,050.1
Adjusted EBITDA margin		7.7%

* See next slide for footnotes regarding these adjustments

MODINE
Engineering a Cleaner, Healthier World

Non-GAAP Reconciliations

(a) Restructuring expenses primarily consist of employee severance expenses related to targeted headcount reductions and plant consolidation activities and equipment transfer costs.

(b) The net impairment reversals during fiscal 2022 primarily relate to the Company's liquid-cooled automotive business within the Automotive segment. During the third quarter of fiscal 2022, the Company agreed with Dana Incorporated to terminate an agreement for the sale of the liquid-cooled automotive business. The Company remeasured the previously impaired long-lived assets of the liquid-cooled automotive business to the lower of (i) carrying value, had held for sale classification never been met, or (ii) fair value. As a result, the Company recorded a $57.2 million impairment reversal. This impairment reversal was partially offset by other net impairment charges related to assets held for sale.

(c) The Company's sale of its air-cooled automotive business closed on April 30, 2021. As a result of the sale, the Company recorded a $6.6 million loss on sale at Corporate during the first quarter of fiscal 2022.

(d) Strategic reorganization costs, recorded as SG&A expenses at Corporate, primarily consist of severance-related expenses and professional service fees for recruiting key senior management positions and the Company's implementation of 80/20. The fiscal 2022 costs include recruiting fees for new segment vice presidents and business unit general managers and severance-related expenses for the outgoing executives as part of the transition.

(e) Automotive separation and exit strategy costs consist of costs directly associated with the Company's review of strategic alternatives for the liquid-cooled and air-cooled automotive businesses, including costs to separate and prepare the underlying businesses for potential sale. With the exception of $0.2 million of costs in fiscal 2022 associated with program and equipment transfers recorded as costs of sales, these costs were recorded as SG&A expenses at Corporate and primarily related to accounting, legal, and IT professional services.

(f) Environmental charges, including related legal costs, are recorded as SG&A expenses and relate to a previously-owned U.S. manufacturing facility.

MODINE
Engineering a Cleaner, Healthier World

Non-GAAP Reconciliations

Free cash flow and FCF % of net sales
(In millions)

	Twelve months ended March 31,	
	2022	2021
Net cash provided by operating activities	$ 11.5	$ 149.8
Expenditures for property, plant and equipment	(40.3)	(32.7)
Free cash flow	(28.8)	117.1
Net sales	$ 2,050.1	$ 1,808.4
FCF % of net sales	-1.4%	6.5%
FY21 & FY22 Average FCF%	**2.5%**	

Net debt
(In millions)

	March 31, 2022
Debt due within one year	$ 29.4
Long-term debt	348.4
Total debt	377.8
Less: cash and cash equivalents	45.2
Net debt	$ 332.6

MODINE
Engineering a Cleaner, Healthier World

Non-GAAP Reconciliations

Cash Flow Return on Invested Capital ("CFROIC")
(In millions)

	Twelve months ended March 31,	
	2022	2021
Net cash provided by operating activities	$ 11.5	$ 149.8
Expenditures for property, plant and equipment	(40.3)	(32.7)
Free cash flow	(28.8)	117.1
Payments for restructuring activities, automotive separation and exit strategy costs, strategic reorganization costs, and certain other expenses	19.7	26.7
Interest paid	14.1	17.9
Subtotal	$ 5.0	$ 161.7
Average Capital Employed [(a)]	$ 767.9	$ 852.8
CFROIC	1%	19%
FY21 & FY22 Average CFROIC	**10%**	

(a) Average capital employed equals total debt plus shareholders' equity averaged over five points (i.e. the last day of each fiscal quarter and prior fiscal year-end).

Non-GAAP Reconciliations

Forward-looking non-GAAP financial measures

This presentation includes forward-looking projections of non-GAAP financial measures, including adjusted EBITDA and adjusted EBITDA margin, free cash flow and free cash flow as a percentage of sales, cash flow return on invested capital and net debt. The projections are based on management's expectations of future financial results. For example, adjusted EBITDA includes expectations for interest expense, a provision for income taxes, depreciation and amortization expense. Adjusted EBITDA also excludes certain cash and non-cash expenses or gains. These expenses and gains may be significant and include items such as restructuring expenses (including severance costs and plant consolidation and relocation expenses), impairment charges and certain other items. Estimates of these expenses and gains are not available due to the low visibility and unpredictability of these items.