

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," "projects," 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, 2025 and under Forward-Looking Statements in Item 7 of Part II of that same report and in the Company's Quarterly Report on Form 10-Q for the guarter ended June 30, 2025. Other risks and uncertainties include, but are not limited to, the following: the impact of potential adverse developments or disruptions in the global economy and financial markets, including impacts related to inflation, energy costs, government incentive or funding programs, supply chain challenges or supplier constraints, logistical disruptions, tariffs, sanctions and other trade issues or cross-border trade restrictions; the impact of other economic, social and political conditions, changes and challenges in the markets where we operate and compete, including foreign currency exchange rate fluctuations, changes in interest rates, tightening of the credit markets, recession or recovery therefrom, restrictions associated with importing and exporting and foreign ownership, public health crises, and the general uncertainties, including the impact on demand for our products and the markets we serve from regulatory and/or policy changes that have been or may be implemented in the U.S. or abroad, including those related to tax and trade, climate change, public health threats, and military conflicts, including the conflicts in Ukraine and in the Middle East and tensions in the Red Sea; the overall health and pricing focus of our customers; changes or threats to the market growth prospects for our customers; our ability to successfully realize anticipated benefits, including improved profit margins and cash flow, from our strategic initiatives and our application of 80/20 principles across our businesses; our ability to be at the forefront of technological advances and the impacts of any changes in the adoption rate of technologies that we expect to drive sales growth; our ability to accelerate growth organically and through acquisitions and successfully integrate acquired businesses; our ability to successfully exit portions of our business that do not align with our strategic plans; our ability to effectively and efficiently manage our operations in response to sales volume changes, including maintaining adequate production capacity to meet demand in our growing businesses while also completing restructuring activities and realizing benefits thereof; our ability to fund our global liquidity requirements efficiently and comply with the financial covenants in our credit agreements; operational inefficiencies as a result of product or program launches, unexpected volume increases or decreases, product transfers and warranty claims; 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; our ability to recruit and maintain talent in managerial, leadership, operational and administrative functions and to mitigate increased labor costs; our ability to protect our 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 the increasing emphasis on environmental, social and corporate governance matters; our ability to realize the benefits of deferred tax assets; and other risks and uncertainties identified in our public filings with the U.S. Securities and Exchange Commission. Forward-looking statements are as of the date of this presentation, and we do not assume any obligation to update any forward-looking statements.



OUR VISION

OUR PURPOSE

OUR MISSION

OUR VALUES

Always evolving our portfolio of products in pursuit of highly engineered, mission-critical thermal solutions

Engineering A Cleaner, Healthier World[™]



Reduce Water & Energy Consumption



Lower Harmful Emissions



Enable Cleaner Running Vehicles



Use Environmentally Friendly Refrigerants



Improve Indoor Air Quality

Integrity Committed

People Centric

Technology Driven

Results Oriented

Team Focused



Modine At-a-Glance

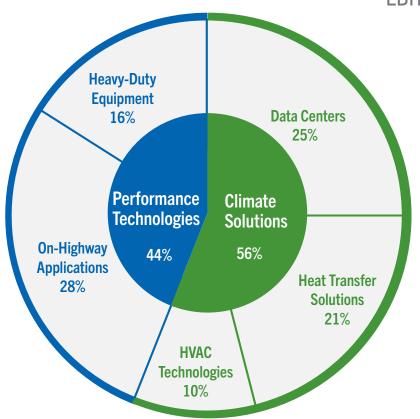
\$2.6B FY2025 Sales **\$392M** FY2025 Adjusted EBITDA

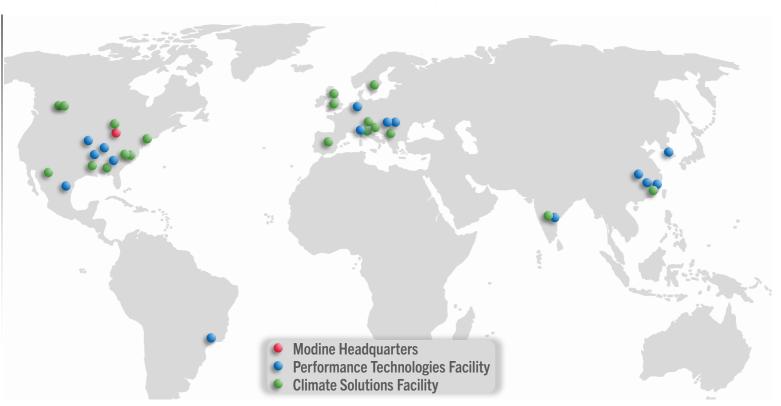
Manufacturing Facilities in 14 Countries¹

Americas: 18 Europe: 15

Asia: 8

~11,300 Employees





Positioned for Growth with Strong Product Portfolio and Global Footprint



Strategic Pillars Driving Value Creation



Capitalizing on our **deep expertise in thermal management** to deliver differentiated solutions and sustained market leadership



Leveraging our portfolio of **highly engineered, mission-critical thermal solutions** to accelerate growth



Entering a multi-year growth cycle powered by multiple secular mega-trends



Elevating our 80/20 discipline by influencing daily decision-making and strategic resource and capital allocation



Evolving our portfolio to compound shareholder value by focusing on high-growth, high-margin businesses for sustainable growth and returns

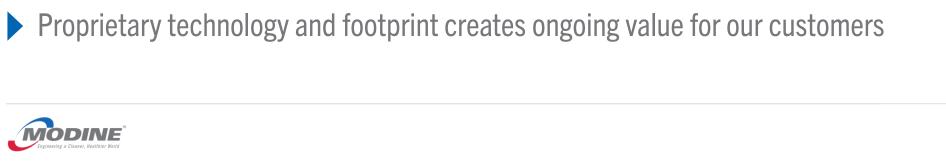




Deep Expertise in Thermal Management

HIGHLY ENGINEERED, MISSION-CRITICAL thermal solutions to meet the needs of our customers

- Over a century of leadership in thermal management
- > Strong relationships with leading companies across many diversified industries
- Patent-protected, fit-for-purpose innovation meeting customers' unique needs
- Advanced technical test centers and lab capabilities driving product development





Secular Mega-Trends Driving Long-Term Growth



High-Performance Computing

Rapid expansion of AI fueling explosive data center growth, with commensurate need for cooling solutions



Global Emission Standard Regulations

Provide thermal components and systems to shift to low-carbon energy solutions driving demand for cleaner, more efficient thermal management



Electrification

Solving the critical thermal transition to zero-emission mobility with smart electric components and technology



Low Global Warming Potential Refrigerant Regulations

Tighter regulation of refrigerants driving demand for new, higher performing equipment



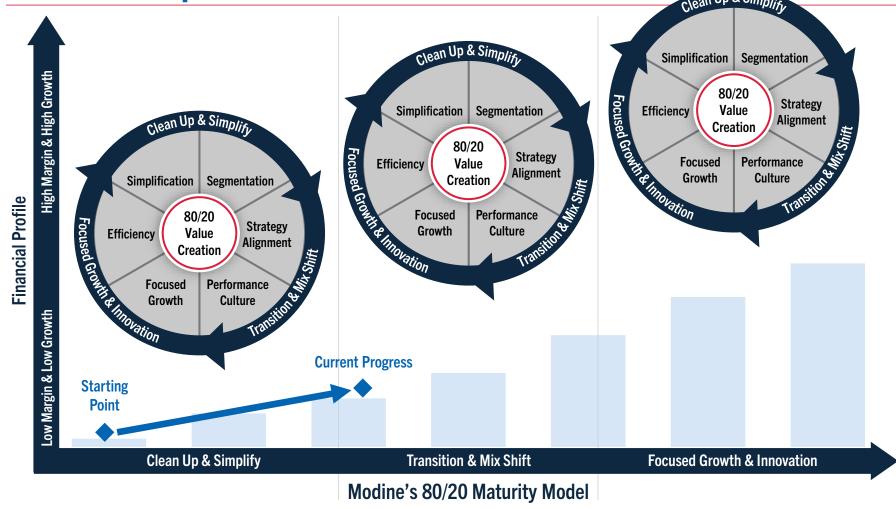
Clean, Healthy Indoor Air Quality

Growing emphasis on health and safety in schools, and public buildings driving demand for clean air solutions





80/20 is Repetitive and Timeless



- Our 80/20 journey is a repetitive cycle
- Each turn drives renewed focus on business strategy and investment for profitable growth
- The result is an ongoing evolution of the business portfolio with higher financial targets and returns

Modine in the Early Phases of 80/20 Journey, with Rapid Improvements Already Achieved

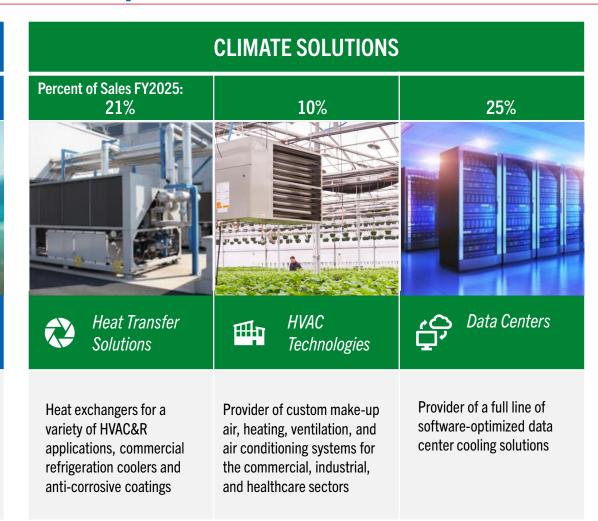


Business Segments and Product Groups

PERFORMANCE TECHNOLOGIES Percent of Sales FY2025: 28% 16% 9-6 Heavy-Duty On-Highway **Applications** Equipment Heat exchangers for heavy-Heat exchangers for duty agricultural, commercial vehicle,

specialty vehicle and

automotive applications





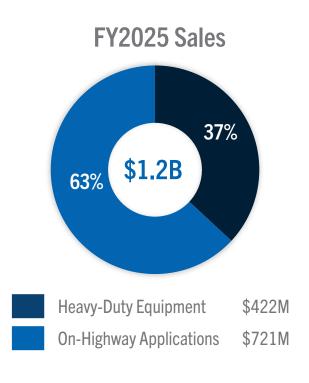
construction and mining

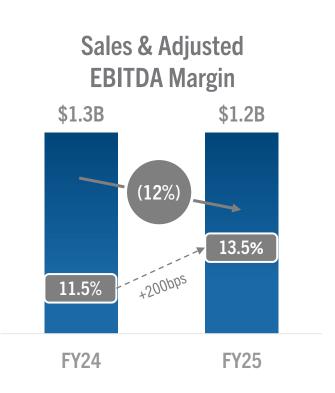
equipment and stationary

power generation

Performance Technologies

Performance Technologies provides engineered products and solutions that enhance fuel economy, minimize harmful emissions and increase reliability in harsh environments



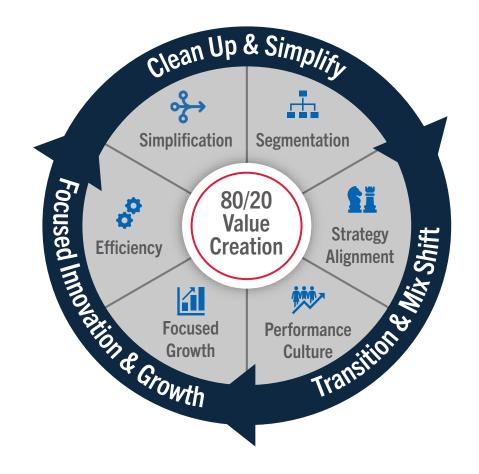


Performance Technologies' Product Groups





Performance Technologies - Our 80/20 Journey

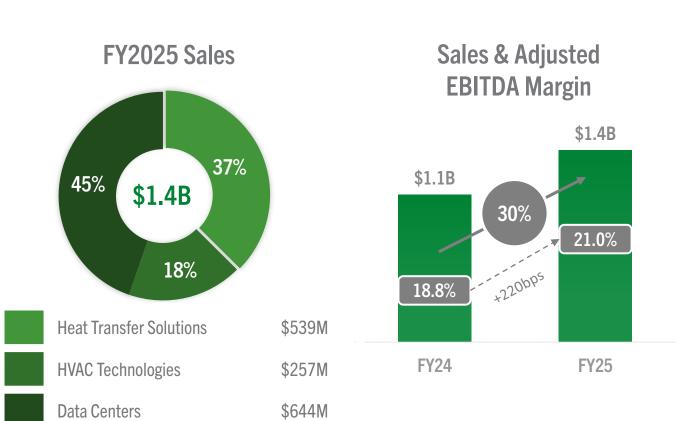


- Evolving the business portfolio by applying 80/20 principles
- Simplifying product groups to remove cost and complexity
 - Heavy-Duty Equipment includes off-highway and stationary power products
 - On-Highway Applications includes automotive and commercial vehicle products for ICE and EV powertrains
- Streamlining operations and reducing costs in response to ongoing market weakness and uncertainty
 - Vehicular markets remain challenged with uncertainty resulting from ongoing tariff situation, expecting year-over-year revenue decline in FY26
 - Working to advance exit of non-strategic business
 - Improved cost structure and business mix will allow for further margin improvement on lower revenues and strong conversion when markets recover



Climate Solutions

Climate Solutions provides energy-efficient, safe, climate-controlled solutions, and components for a wide range of mission-critical applications



Climate Solutions' Product Groups







Data Centers Overview

- Provider of full system solutions for data center cooling with a suite of products designed to deliver flexible solutions and superior service to global colocation operators and hyperscale customers
- Centralized smart building management systems that remotely monitor performance and energy consumption
- Aim to leverage the Airedale brand to expand into telecom and edge applications, while supporting rapid growth by investing in capacity expansion and technology



Key End Markets

Colocation & Neocloud Data Centers



Hyperscale Data Centers

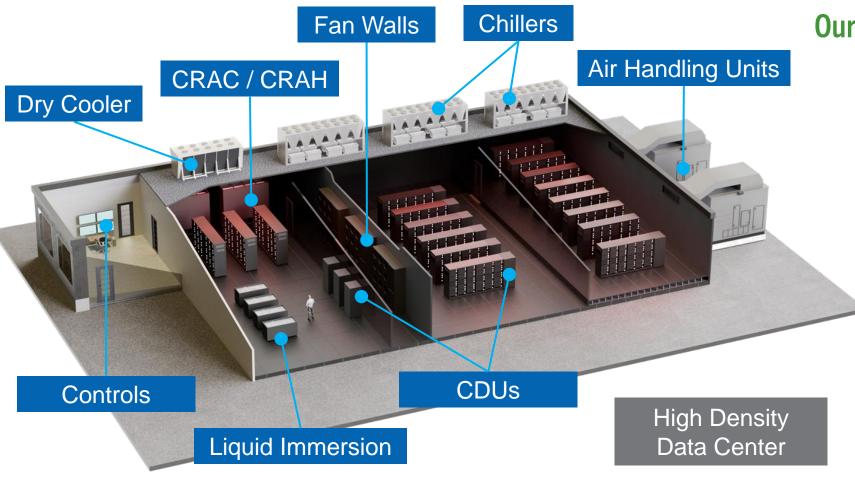


Edge and Telecom





A Complete Data Center Solution Provider



Our Right to Win in Global Data Centers

- We create, deliver, monitor and maintain data center cooling systems for hyperscale, colocation and neocloud customers globally
- Our tailored systems solution includes controls to monitor and optimize performance to reduce energy consumption and lower the total cost of ownership
- The market for data center cooling products continues to grow with demand for Al infrastructure and other high-performance compute applications that require chip-level liquid cooling along with chillers and air handling units to expel heat from the hall

Positioned to Provide Hybrid Air/Liquid-Cooled Solutions to the High-Performance Compute Data Center



Leveraging Technology in Data Centers



Key Market Drivers

- Exponential computing power needs from high-density computing applications drives need for new technologies to meet increased data center cooling demands
- Desire to reduce data center operating costs and meet sustainability targets fuels demand for energy and waterefficient thermal solutions
- Scarce energy resources and higher demand are increasing lead times and stretching market capacity

Key Strategic Objectives



Leverage industry expertise to expand product portfolio, capacity and geographic reach to meet the data center cooling needs of new and existing customers today and in the future



Provide the most efficient data center cooling products optimized with controls to reduce total cost of ownership and help customers meet sustainability targets

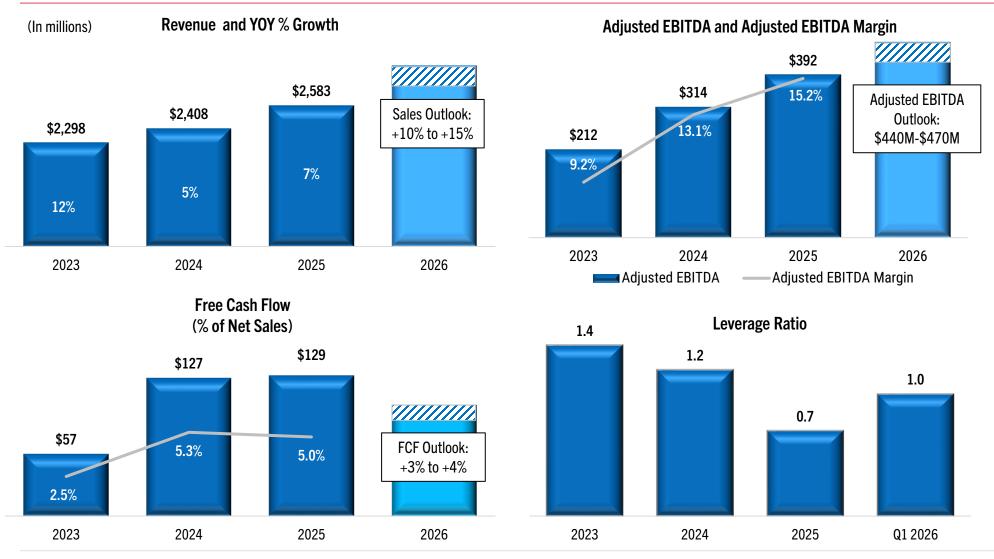


Expand reach to edge, telecom and enterprise applications by offering full portfolio of solutions including a scalable modular approach to data center cooling

Driving Significant Growth in Attractive Data Center End Markets



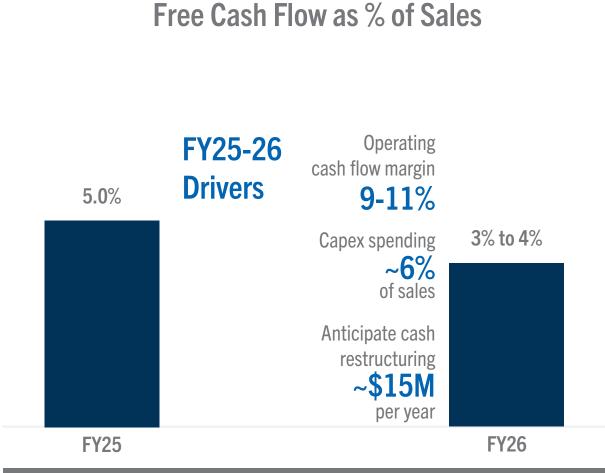
Financial Trends



- Rate of earnings growth has outpaced revenue growth, resulting from 80/20 driven mix shift
- Strong record of financial performance with 600 bps improvement in adjusted EBITDA margin from FY2023 to FY2025
- Current year outlook indicates another record year of revenue and adjusted EBITDA
- Free cash flow drives strong balance sheet with ample liquidity for organic and inorganic investment
- Expect lower free cash flow in FY26 due to investment in data center capacity expansion



Free Cash Flow Conversion



Free Cash Flow Drivers

- Planning for higher Capex spending during FY26
 - Includes \$100M incremental investment in data center capacity over the next 12-18 months
 - Higher capacity is required to meet current levels of demand, supporting 45% FY26 data center revenue growth target and \$2B revenue target in FY28
- Restructuring required to address cost structure in targeted portions of Performance Technologies
- Strong cash flow and ample liquidity provides significant capacity for organic and inorganic growth

Strong Free Cash Flow Conversion Provides Liquidity to Support Organic and Inorganic Growth



Capital Allocation Priorities

1 Investment in Organic Growth

- Allocate capital to growth businesses
- Target capital spending of 3% to 6% of sales

Restructuring

- ~\$15M cash spend annually through FY27
- Fully funded through ongoing operations, no external financing needed

3 Strategic Acquisitions

Adequate balance sheet flexibility to execute strategic M&A

Share Repurchase

 Evaluate additional repurchases based on cash flow, macro climate, and other cash needs

Acquisition & Divestiture Targets - FY25-FY27

- Acquired Revenue \$200-\$400M
- One year accretive for margin & earnings
- Business Exits/Divestitures ~ \$250M
- Target leverage 1.0x-2.5x

<u>Maximum Leverage</u>: Flexible debt covenants support post-acquisition leverage of 3.00-3.50x, would plan to de-leverage to the target range within the first year.

Well-positioned to Support Future Acquisitions and Investments in Organic Growth



Evolving Portfolio Through Strategic Acquisitions and Divestitures

2005	2016	2022	2023	2023	2024	2024
Acquisition of Airedale Air Conditioning in the UK Airedale	Acquisition of Luvata Heat Transfer Systems adding coils (HTP), coolers, and coatings product offerings	Divestiture of Austrian automotive manufacturing facility	Acquisition of Napps Technology, adding Jetson branded chillers Jetsen	Divestiture of three German automotive manufacturing facilities	Acquisition of TMGcore, adding immersion cooling IP and technology	Acquisition of Scott Springfield Manufacturing, adding evaporative cooling technology
2025	2025	2025				With Pride Since

Acquisition of AbsolutAire, adding complementary heating products



Acquisition of L.B.
White, adding
complementary
heating technologies
and markets



Acquisition of Climate by Design International, adding desiccantbased dehumidification and critical process air handling equipment



Structured Approach to Add Strategic Products and Technologies while Divesting Non-Strategic Business to Improve Business Mix



Well-Positioned for Success



Delivering end-market diversification for business resiliency through economic cycles



Providing strategic flexibility through strong free cash flow and balance sheet



Furthering focus on organic and inorganic investment to achieve revenue and EBITDA growth



Leveraging 80/20 to deliver growth and improve business mix through operational and commercial excellence



Allocating capital to optimize the business portfolio to achieve long-term financial goals and compound shareholder value

Fiscal 2027 Financial Targets



16% – 18% Adjusted EBITDA Margin

80/20 Maturity Supporting Our Financial Targets, Resulting in 20% to 25% Annual Earnings Growth





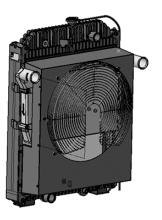


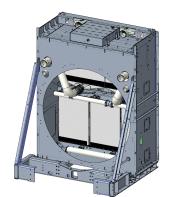
Heavy-Duty Equipment Overview

- Provider of specialized solutions to meet the unique demands of heavy-duty agricultural, construction, and mining equipment and stationary power generation customers
- Leveraging 80/20 strategies will continue to enable:
 - Compelling growth in the stationary power generation market as thermal modules transition to aluminum, providing greater performance and efficiency
 - Margin improvement in agricultural, construction, and mining markets



Custom Designed Cooling Modules





Heat Exchangers



Key End Markets

Agricultural Equipment



Stationary Power Generation







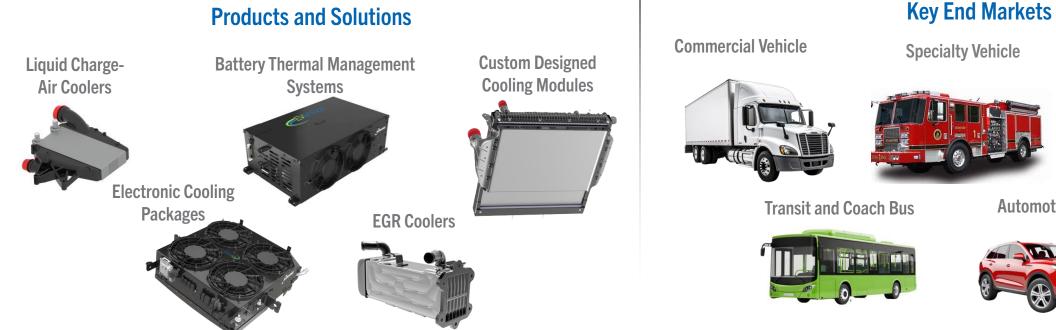
Mining Equipment





On-Highway Applications Overview

- Provider of heat exchangers that provide optimal thermal management for engines and powertrains focused on lowering carbon emissions and improving efficiency
- Strategic relationships with global manufacturers that leverage thermal expertise and global footprint to deliver high-quality, cost-effective thermal solutions
- Rationalize portfolio through product line simplification and exit of non-strategic business while targeting growth in strategic product lines for improved profitability







Truck and Last Mile Delivery



Automotive



Heat Transfer Solutions Overview

- World's largest independent manufacturer of heat transfer coils, used in a variety of applications and markets
- Provider of commercial refrigeration coolers leveraging low-GWP natural refrigerants
- Market leader in anti-corrosion coating products and application services to OEMs and distributors
- Aim to reposition the portfolio by increasing the focus on higher-margin products and systems while optimizing the margin on lower-margin component sales by applying 80/20 principles

OE & Aftermarket Coils Refrigeration Coolers Performance Coatings

Key End Markets

Commercial and Residential HVAC



Data Center Cooling



Commercial Refrigeration



Heat Pumps





HVAC Technologies Overview

- North America's leading unit heater manufacturer, used in greenhouse, garage and various other end-use applications with strong brand recognition, established sales channels, and expansive product offering which was recently expanded through acquisitions of AbsolutAire and L.B. White
- Provider of indoor air quality products to the K-12 education market and other commercial applications, including healthcare and pharma
- Aim to maintain leading market share position with applications in defensible, niche markets, while accelerating growth organically through new product development, and inorganically through strategic acquisitions

Products and Solutions

Commercial & Residential Unit Heaters





Custom Air Handlers



Vertical & Horizontal Unit Ventilators





Key End Markets

Commercial Heating



Indoor Air Quality - Schools



Residential Heating



Commercial IAQ





Data Centers Overview

- Provider of full system solutions for data center cooling with a suite of products designed to deliver flexible solutions and superior service to global colocation operators and hyperscale customers
- Centralized smart building management systems that remotely monitor performance and energy consumption
- Aim to leverage the Airedale brand to expand into telecom and edge applications, while supporting rapid growth by investing in capacity and technology



Hyperscale Data Centers



Edge and Telecom



Key End Markets

Colocation & Neocloud Data Centers



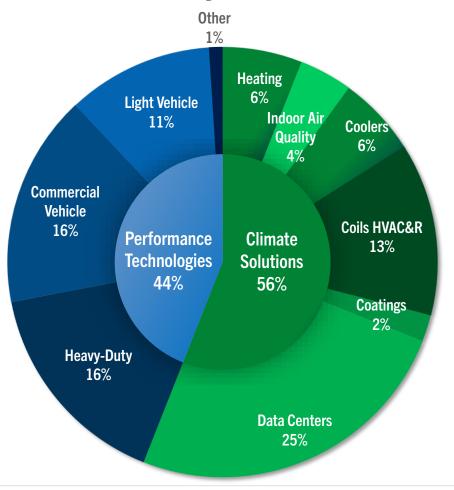


Modine Revenue Breakdown FY2025

Revenue by Geography



Revenue by End Market





Performance Technologies Re-segmentation Effective FY26

NEW PROODUCT GROUPS

HEAVY-DUTY EQUIPMENT

\$422M FY25 Sales

- Off-Highway
- GenSets

PREVIOUS PRODUCT GROUPS

AIR-COOLED APPLICATIONS

\$609M FY25 Sales

- AC Automotive
- AC Commercial Vehicle
- AC Off-Highway
- AC GenSets

ON-HIGHWAY APPLICATIONS

\$721M FY25 Sales

- Automotive (ICE and EV)
- Commercial Vehicle
- Specialty Vehicle Systems (ICE)
- EV Systems (Specialty and Commercial Vehicles)

LIQUID-COOLED APPLICATIONS

\$405M FY25 Sales

- LC Automotive
- LC Commercial Vehicle
- LC Off-Highway

ADVANCED SOLUTIONS

\$129M FY25 Sales

- EV Systems
- EV Automotive
- Specialty Vehicle Systems



Climate Solutions Re-segmentation Effective FY26

NEW PRODUCT GROUPS

HEAT TRANSFER SOLUTIONS

\$539M FY25 Sales

- OE and Aftermarket Coils
- Refrigeration Coolers
- Anti-Corrosive Coatings

HVAC TECHNOLOGIES

\$257M FY25 Sales

- Heating Products
- School IAQ
- Commercial IAQ

DATA CENTERS

\$644M FY25 Sales

- Data Center Cooling Products
- Edge & Telecom

PREVIOUS PRODUCT GROUPS

\$403M FY25 Sales

- OE and Aftermarket Coils
- Anti-Corrosive Coatings

HVAC&R \$394M FY25 Sales

Heating Products

- Refrigeration Coolers
- School IAQ
- Commercial IAQ

DATA CENTERS

\$644M FY25 Sales

- Data Center Cooling Products
- Edge & Telecom



Revenue Re-segmentation Effective FY26

Modine Manufacturing Company

Re-segmentation of Segment Product Groups Revenue (unaudited)

(In millions)

	Three months ended											
Climate Solutions product groups:		Q1 FY25		Q2 FY25		Q3 FY25		Q4 FY25		FY 2025		Y 2024
HVAC Technologies	\$	50.0	\$	69.5	\$	72.5	\$	65.0	\$	257.0	\$	207.5
Heat Transfer Solutions		144.6		138.0		121.3		135.5		539.4		606.4
Data Centers		162.6		158.9		166.9		155.8		644.2	l	294.2
External sales	\$	357.2	\$	366.4	\$	360.7	\$	356.3	\$	1,440.6	\$	1,108.1
Performance Technologies product groups:	Q1 FY25		Q1 FY25 Q2 FY25		Q3 FY25		Q4 FY25		FY 2025			Y 2024
Heavy-Duty Equipment	\$	110.5	\$	102.5	\$	95.5	\$	113.6	\$	422.1	\$	463.3
On-Highway Applications		193.8		189.1		160.6		177.3		720.8		836.4
External sales	\$	304.3	\$	291.6	\$	256.1	\$	290.9	\$	1,142.9	\$	1,299.7



Modine Manufacturing Company Adjusted EBITDA

(In millions)

	Twelve months ended March 31,							
	2025	2024	2023					
Net earnings	\$ 185.5	\$ 163.4	\$ 153.6					
Interest expense	26.4	24.1	20.7					
Provision (benefit) from income taxes	68.5	51.2	(28.3)					
Depreciation and amortization expense	77.7	56.1	54.5					
Other expense - net	3.1	2.0	4.4					
Restructuring expenses (a)	28.2	15.0	5.0					
Gain on sale of assets (b)	-	(4.0)	-					
Acquisition and integration costs (c)	2.3	4.1	-					
Environmental charges (d)	0.4	2.4	2.2					
Adjusted EBITDA	\$ 392.1	\$ 314.3	\$ 212.1					
Net Sales	\$ 2,583.5	\$ 2,407.8	\$ 2,297.9					
Adjusted EBITDA margin	15.2%	13.1%	9.2%					



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- (a) Restructuring expenses primarily consist of employee severance expenses related to targeted headcount reductions and plant consolidation activities and equipment transfer costs.
- (b) The Company sold three automotive businesses based in Germany during fiscal 2024 and, as a result, recorded a \$4.0 million gain on sale.
- (c) Acquisition and integration costs primarily relate to the Company's acquisition of Scott Springfield Manufacturing, a leading provider of air handling units for the data center, telecommunications, healthcare, and aerospace markets, on March 1, 2024. The acquisition and integration costs primarily include fees for i) transaction advisors, ii) legal, accounting, and other professional services, and iii) incremental costs directly associated with integration activities. The adjustments in both fiscal 2024 and 2025 also included \$1.6 million recorded at Corporate for the impact of an inventory purchase accounting adjustment. The Company wrote up acquired inventory to its estimated fair value and charged the write-up to cost of sales as the underlying inventory was sold.
- (d) Environmental charges, including related legal costs, are recorded as SG&A expenses and relate to previously-owned U.S. manufacturing facilities.



Modine Manufacturing Company
Segment adjusted financial results (unaudited)

(In millions)

		Twelve months ended March 31, 2025						Twelve months ended March 31, 2024							
	Climate Solutions			Corporate and eliminations		Total		Climate Solutions		Performance Technologies		Corporate and eliminations			Total
Operating income	\$ 248.4	\$ 1	0.80	\$	(72.9)	\$	283.5	\$	178.6	\$	111.7	\$	(49.6)	\$	240.7
Depreciation and amortization expense	48.3		28.7		0.7		77.7		26.5		28.7		0.9		56.1
Restructuring expenses (a)	6.0		20.5		1.7		28.2		3.0		12.0		-		15.0
Gain on sale of assets (a)	-		-		-		-		-		-		(4.0)		(4.0)
Acquisition and integration costs (a)	-		-		2.3		2.3		-		-		4.1		4.1
Environmental charges (a)					0.4		0.4		-		-		2.4		2.4
Adjusted EBITDA	\$ 302.7	\$ 1	57.2	\$	(67.8)	\$	392.1	\$	208.1	\$	152.4	\$	(46.2)	\$	314.3
Net sales	\$ 1,440.8	\$ 1,1	33.5	\$	(20.8)	\$	2,583.5	\$	1,108.1	\$	1,321.3	\$	(21.6)	\$	2,407.8
Adjusted EBITDA margin	21.0%	1	3.5%				15.2%		18.8%		11.5%				13.1%

⁽a) See the Adjusted EBITDA reconciliation on the previous two slides for information on restructuring expenses and other adjustments.



Free cash flow

(In millions)

	Twelve months ended March 31,										
		2025		2024	2023						
Net cash provided by operating activities	\$	213.3	\$	214.6	\$	107.5					
Expenditures for property, plant and equipment		(84.0)		(87.7)		(50.7)					
Free cash flow	\$	129.3	\$	126.9	\$	56.8					
Net Sales FCF % of Net Sales	\$	2,583.5 5.0%	\$	2,407.8 5.3%	\$	2,297.9 2.5%					



Forward-Looking Non-GAAP Financial Measures

This presentation includes forward-looking projections of non-GAAP financial measures, including adjusted EBITDA, adjusted EBITDA margin, and free cash flow. The projections are based on management's expectations of future financial results. For example, the Company's fiscal 2026 guidance includes the Company's estimates for interest expense of approximately \$28 to \$30 million, a provision for income taxes of approximately \$78 to \$86 million, and depreciation and amortization expense of approximately \$89 to \$93 million. The non-GAAP financial measures also exclude certain cash and non-cash expenses or gains. These expenses and gains may be significant and include items such as restructuring expenses (including severance and equipment transfer costs), acquisition and integration costs, impairment charges and certain other items. The Company has agreed to sell its technical service center in Germany and expects to record a gain on sale of approximately \$4 million during fiscal 2026 upon closing. Estimates of other expenses and gains for the remainder of fiscal 2026 that will be excluded for the non-GAAP financial measures are not available due to the low visibility and unpredictability of these items.

