



# Investor Presentation

September 2025



# Forward-Looking Statements

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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 quarter 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

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

## OUR PURPOSE

Engineering A Cleaner, Healthier World™

## OUR MISSION



Reduce Water & Energy Consumption



Lower Harmful Emissions



Enable Cleaner Running Vehicles



Use Environmentally Friendly Refrigerants



Improve Indoor Air Quality

## OUR VALUES

Integrity Committed

People Centric

Technology Driven

Results Oriented

Team Focused

# Modine At-a-Glance

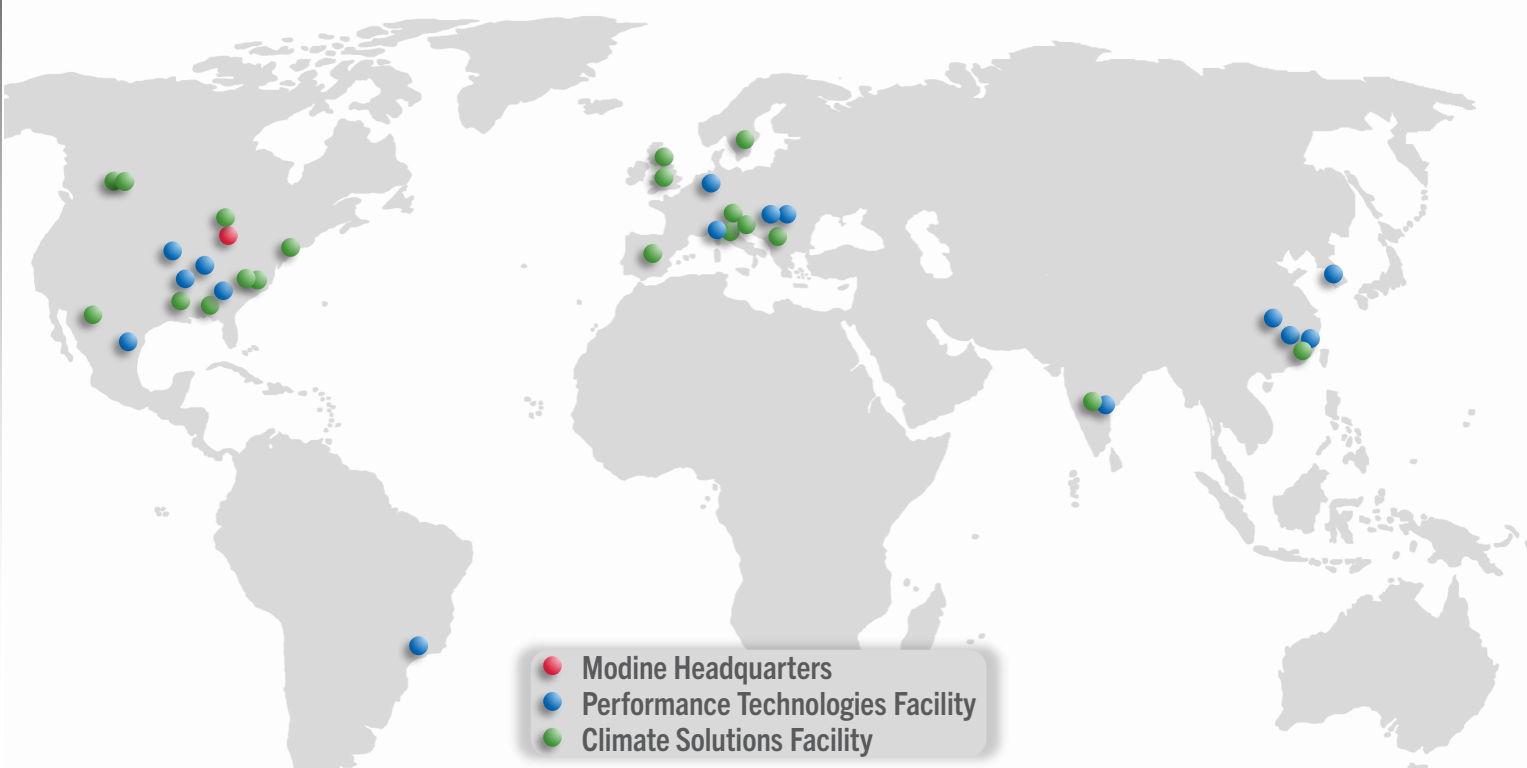
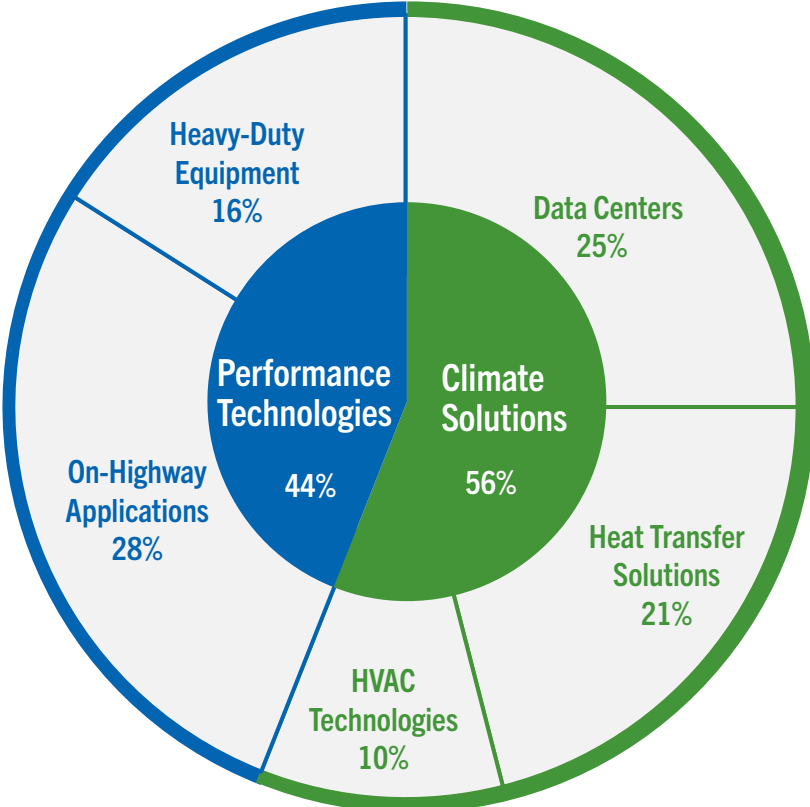
**\$2.6B** FY2025 Sales

**\$392M** FY2025 Adjusted EBITDA

**41** Manufacturing Facilities in 14 Countries<sup>1</sup>

Americas: 18  
Europe: 15  
Asia: 8

**~11,300** Employees



Positioned for Growth with Strong Product Portfolio and Global Footprint



<sup>1</sup>As of March 31, 2025, excludes Coatings locations. See appendix for Non-GAAP reconciliations.

# 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
- ▶ Proprietary technology and footprint creates ongoing value for our customers



# 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

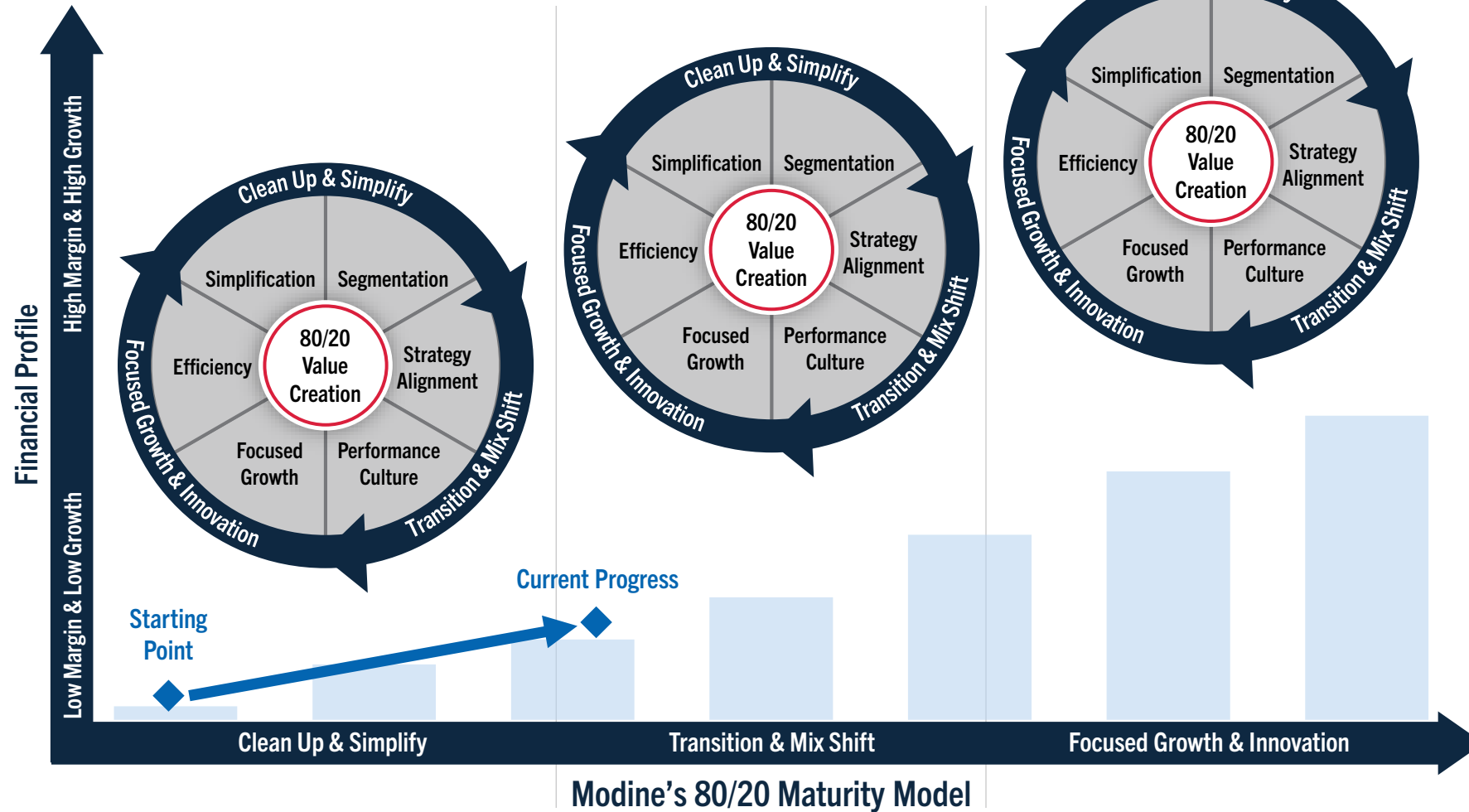
Tighter regulation of refrigerants driving demand for new, higher performing equipment



## Clean, Healthy Indoor Air Quality

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



# Applying 80/20 to Create Long-Term Value









- 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	
FY2025 Percent of Sales	
16%	28%
	
 <b>Heavy-Duty Equipment</b>	 <b>On-Highway Applications</b>
Heat exchangers for heavy-duty agricultural, construction and mining equipment and stationary power generation	Heat exchangers for commercial vehicle, specialty vehicle and automotive applications

CLIMATE SOLUTIONS		
FY2025 Percent of Sales		
21%	10%	25%
		
 <b>Heat Transfer Solutions</b>	 <b>HVAC Technologies</b>	 <b>Data Centers</b>
Heat exchangers for a variety of HVAC&R applications, commercial refrigeration coolers and anti-corrosive coatings	Provider of custom make-up air, heating, ventilation, and air conditioning systems for the commercial, industrial, and healthcare sectors	Provider of a full line of software-optimized data center cooling solutions

# Performance Technologies

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

## Product Groups

*Heavy-Duty  
Equipment*

FY25 External Sales  
\$422M



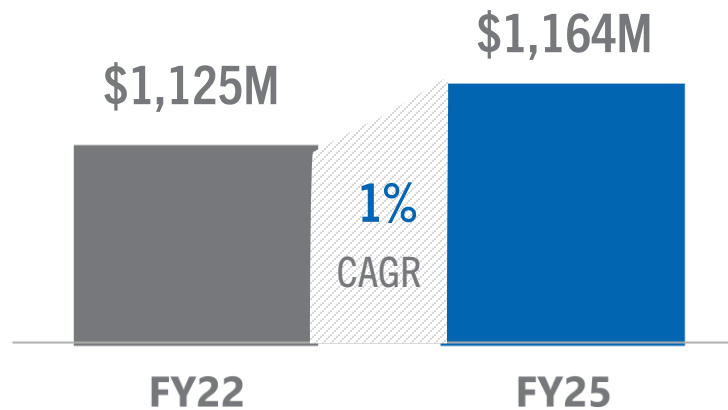
*On-Highway  
Applications*

FY25 External Sales  
\$721M

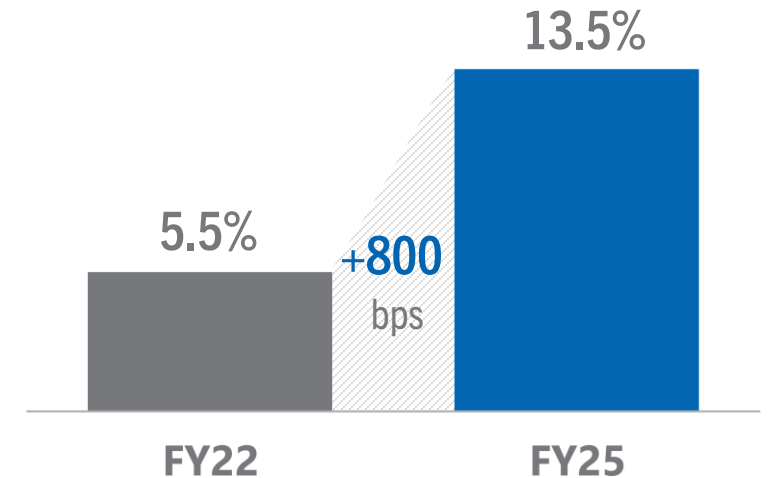


## 3-Year Financial Performance (Transformation Began in FY22)

Revenue



Adjusted EBITDA Margin



# Performance Technologies – Strategic Priorities to Increase Profitability



- ▶ 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

## Product Groups

*Heat Transfer Solutions*

FY25 External Sales  
\$539M




*HVAC Technologies*

FY25 External Sales  
\$257M

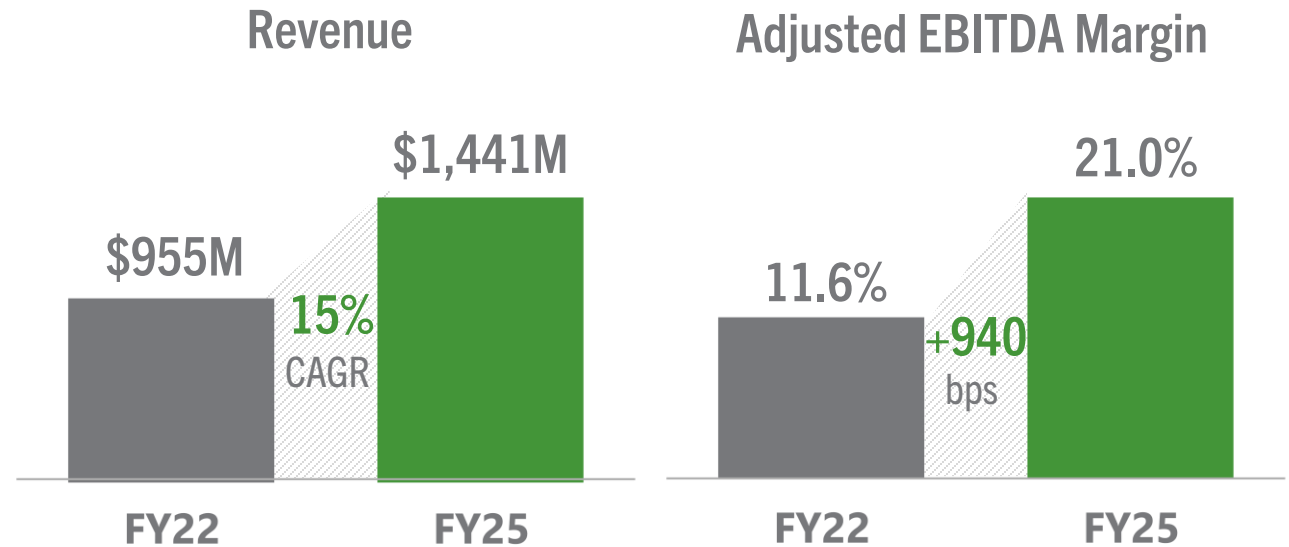


*Data Centers*

FY25 External Sales  
\$644M



## 3-Year Financial Performance (Transformation Began in FY22)



# Climate Solutions – Leveraging Data Center Market Growth

- 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

## Products and Solutions



## Key End Markets

### Hyperscale Data Centers



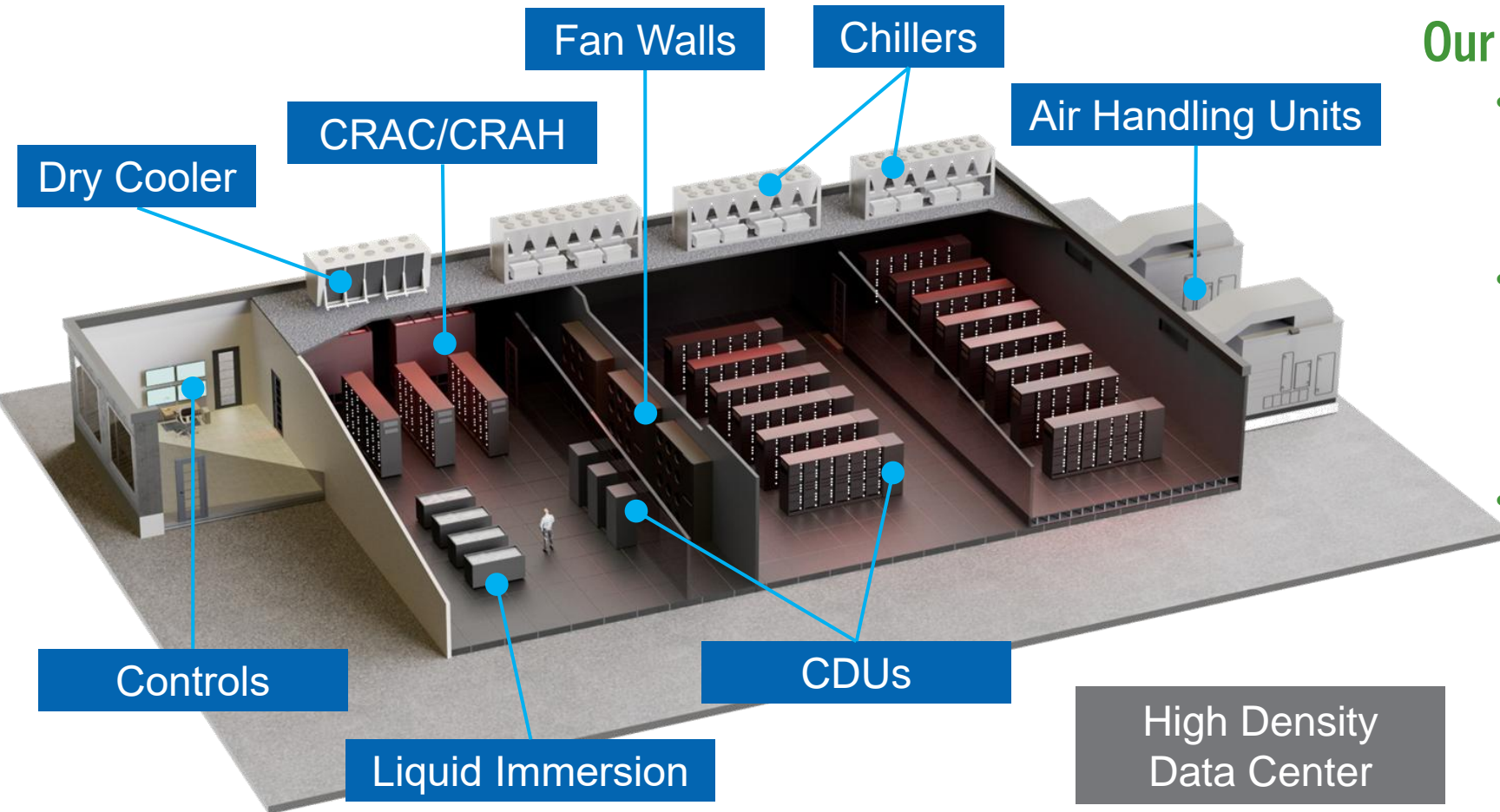
### Colocation & Neocloud Data Centers



### 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 AI 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 water-efficient 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



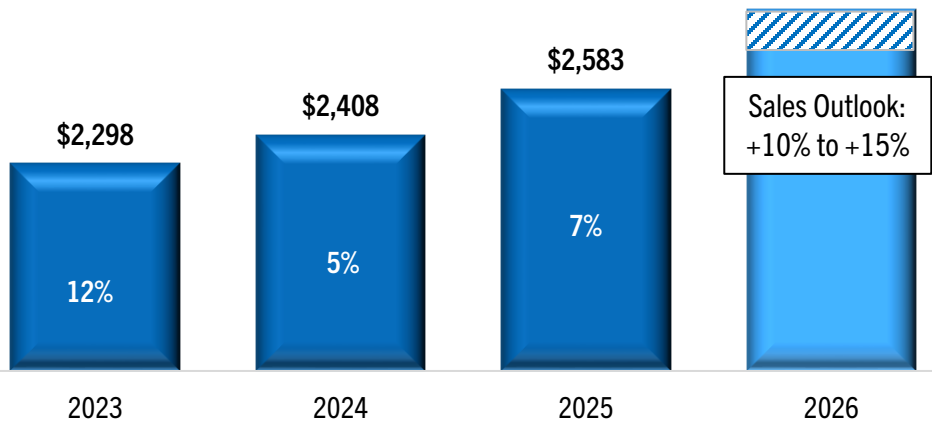
Expand reach to edge, telecom and enterprise applications by offering full portfolio of solutions including a scalable modular approach to data center cooling

Driving Significant Growth in Attractive Data Center End Markets

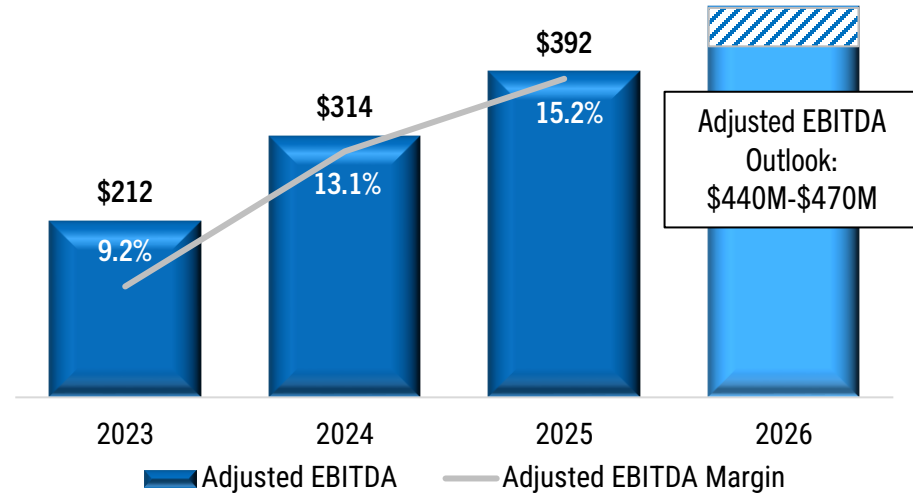
# Modine Financial Trends

(In millions)

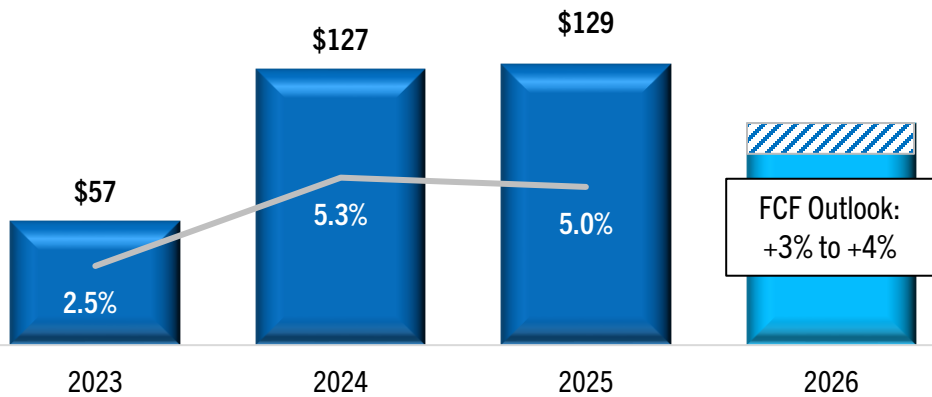
### Revenue and YOY % Growth



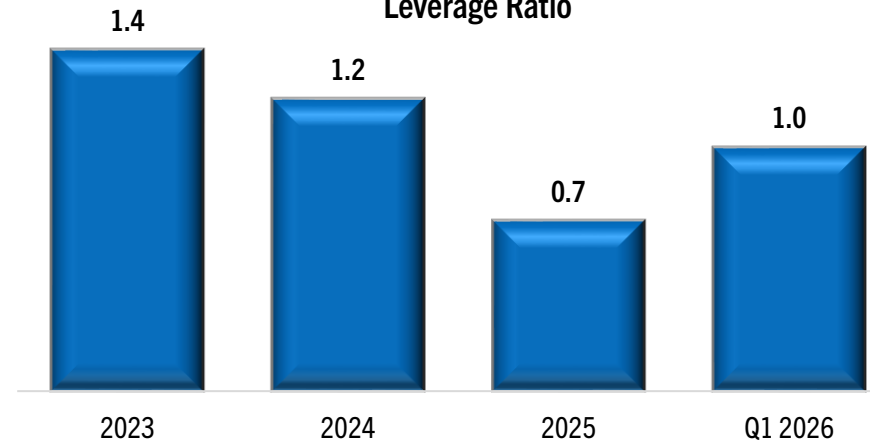
### Adjusted EBITDA and Adjusted EBITDA Margin



### Free Cash Flow (% of Net Sales)



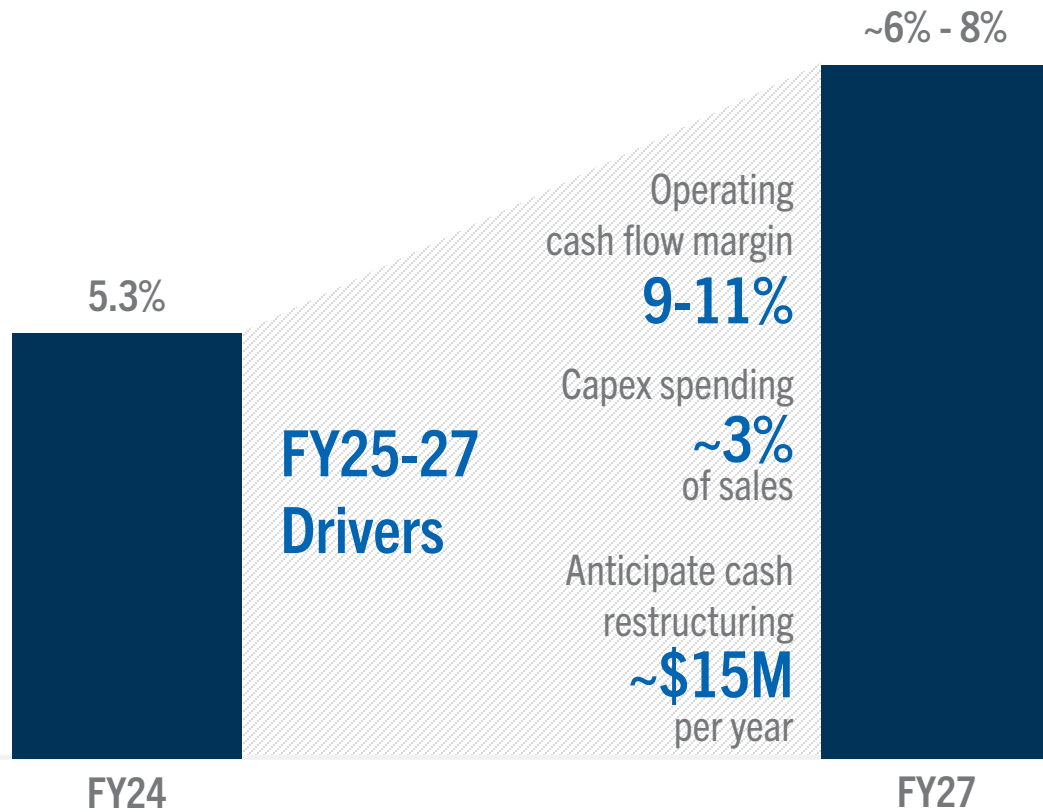
### Leverage Ratio



- 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 FY2026 due to investment in data center capacity expansion

# Increasing Free Cash Flow Conversion

## Free Cash Flow as % of Sales



## Free Cash Flow Drivers

- Targeted capital allocation is accelerating revenue growth, including \$100M of incremental capex for data center capacity expansion in FY26
- Revenue growth and positive mix shift driving a higher cash flow margin
- Restructuring to improve cost structure and align manufacturing footprint
- Strong cash flow and the positive impact on net debt, provides significant capacity for acquisitions

Higher Free Cash Flow Conversion From Significant Margin Improvement and Disciplined Capital Spending

# Capital Allocation Priorities

- 1 Investment in Organic Growth**
  - Allocate capital to growth businesses
  - Target capital spending of 3% to 6% of sales

- 2 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

- 4 Share Repurchase**
  - Evaluate additional repurchases based on cash flow, macro climate, and other cash needs



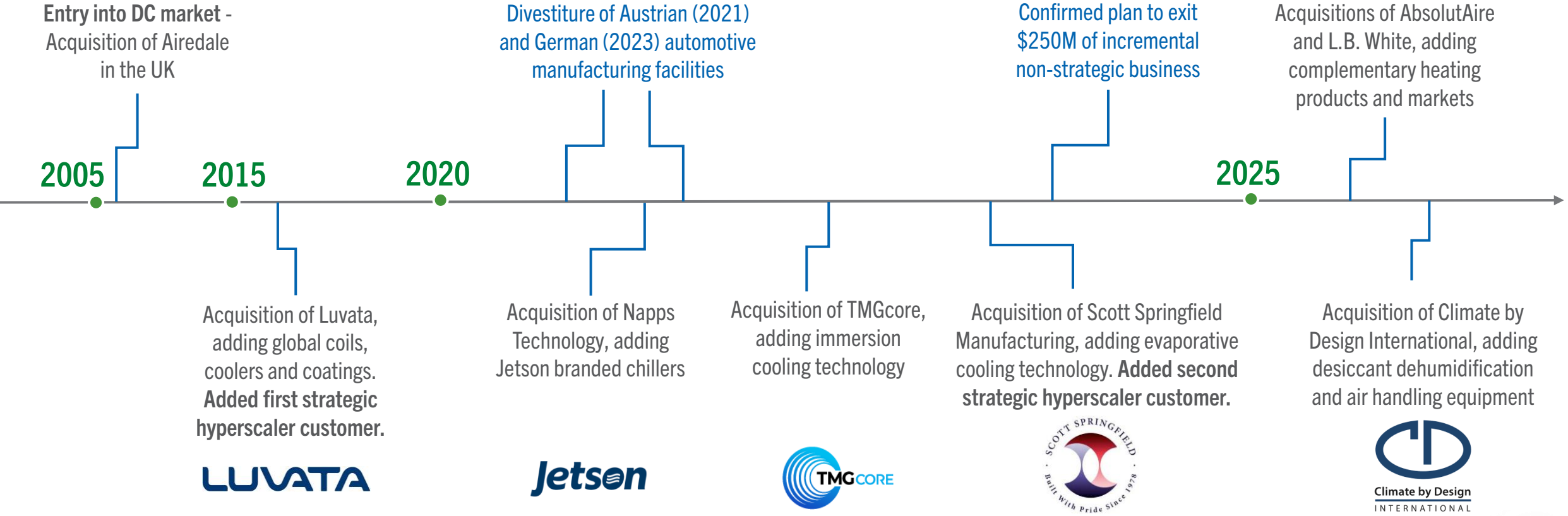
## Acquisition & Divestiture Targets - FY25-FY27

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

Maximum Leverage: 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



Adding 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

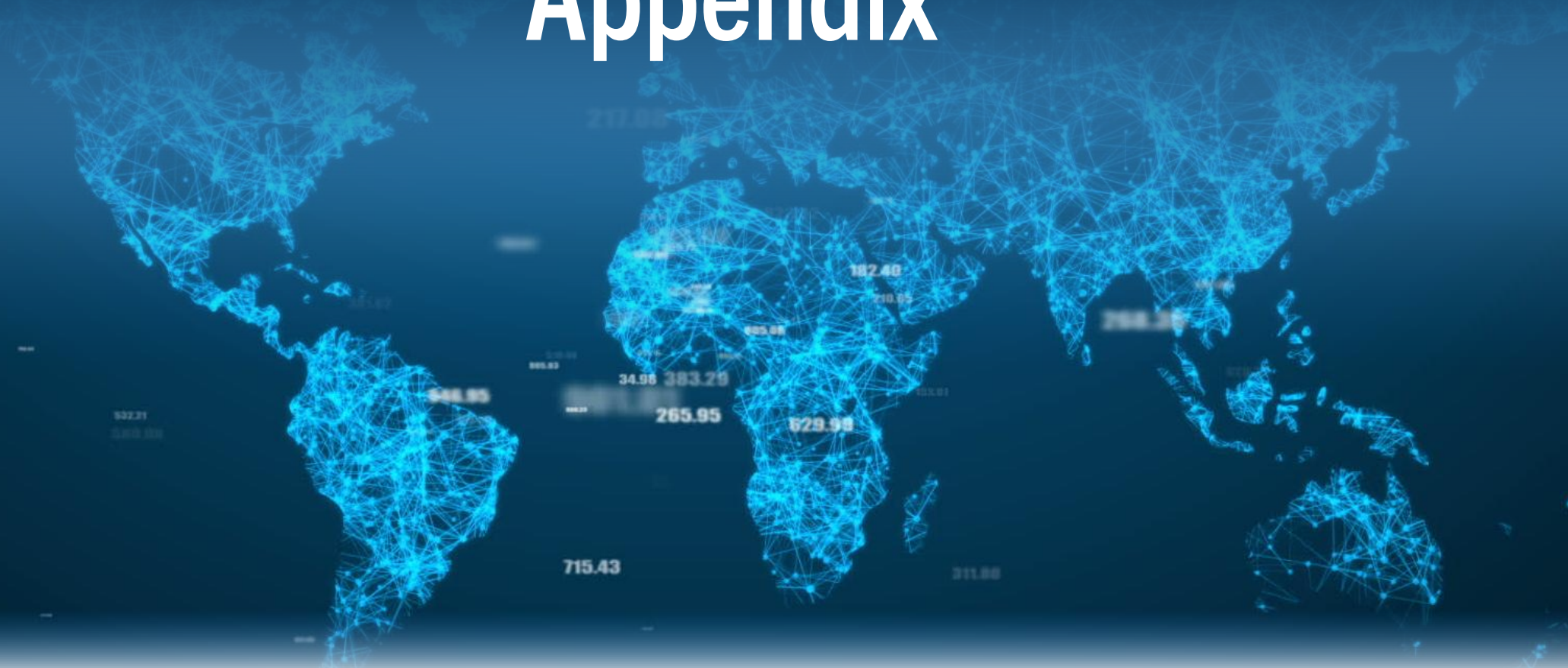
## Fiscal 2027 Financial Targets

**10% – 13%**  
Revenue Growth  
**FY24-FY27**  
**CAGR**

**16% – 18%**  
Adjusted EBITDA  
Margin

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

# Appendix

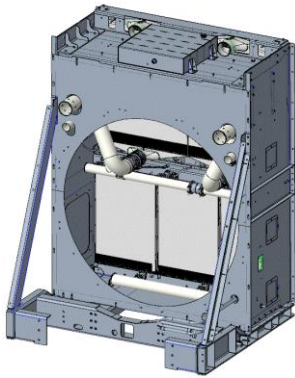
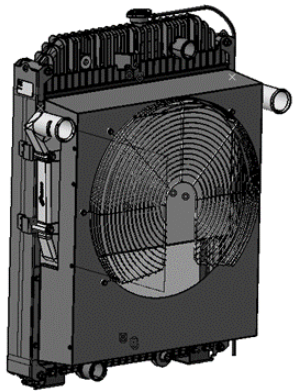


# Heavy-Duty Equipment Overview

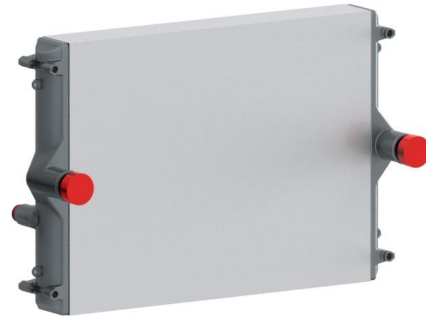
- Provider of specialized solutions to meet the unique demands of heavy-duty agricultural, construction, and mining equipment and stationary power generation customers
- Leveraging 80/20 strategies will continue to enable:
  - Compelling growth in the stationary power generation market as thermal modules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

## Products and Solutions

Custom Designed Cooling Modules



Heat Exchangers



## Key End Markets

Agricultural Equipment



Construction 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

## Products and Solutions

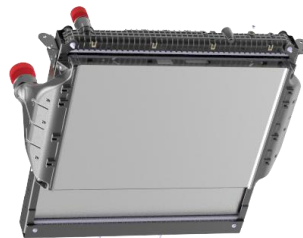
Liquid Charge-Air Coolers



Battery Thermal Management Systems



Custom Designed Cooling Modules



Electronic Cooling Packages



EGR Coolers



Commercial Vehicle



## Key End Markets

Specialty Vehicle



Truck and Last Mile Delivery



Transit and Coach Bus



Automotive

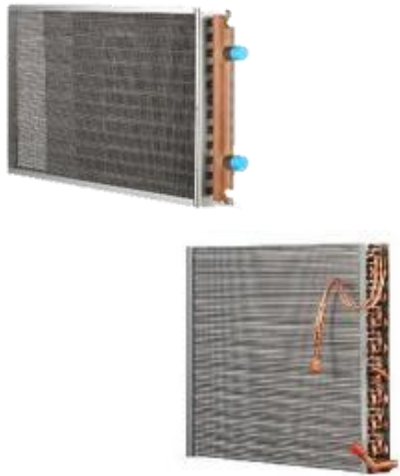


# Heat Transfer Solutions Overview

- 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

## Products and Solutions

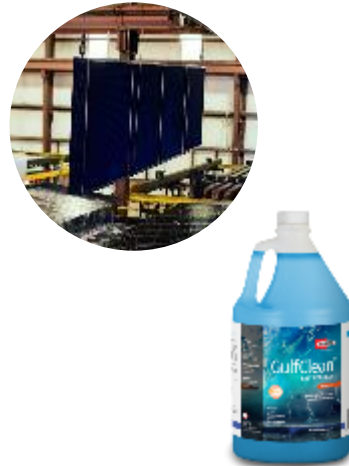
OE & Aftermarket Coils



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



Vertical & Horizontal  
Unit Ventilators



Custom Air Handlers



## Key End Markets

Commercial Heating



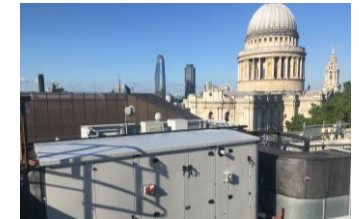
Residential Heating



Indoor Air Quality - Schools



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

## Products and Solutions



Coolant  
Distribution Unit  
(CDU)



Immersion  
Cooling



BMS/ Controls



Chiller



CRAC/  
CRAH



Fan  
Wall

## Key End Markets

### Hyperscale Data Centers



### Colocation & Neocloud Data Centers



### Edge and Telecom

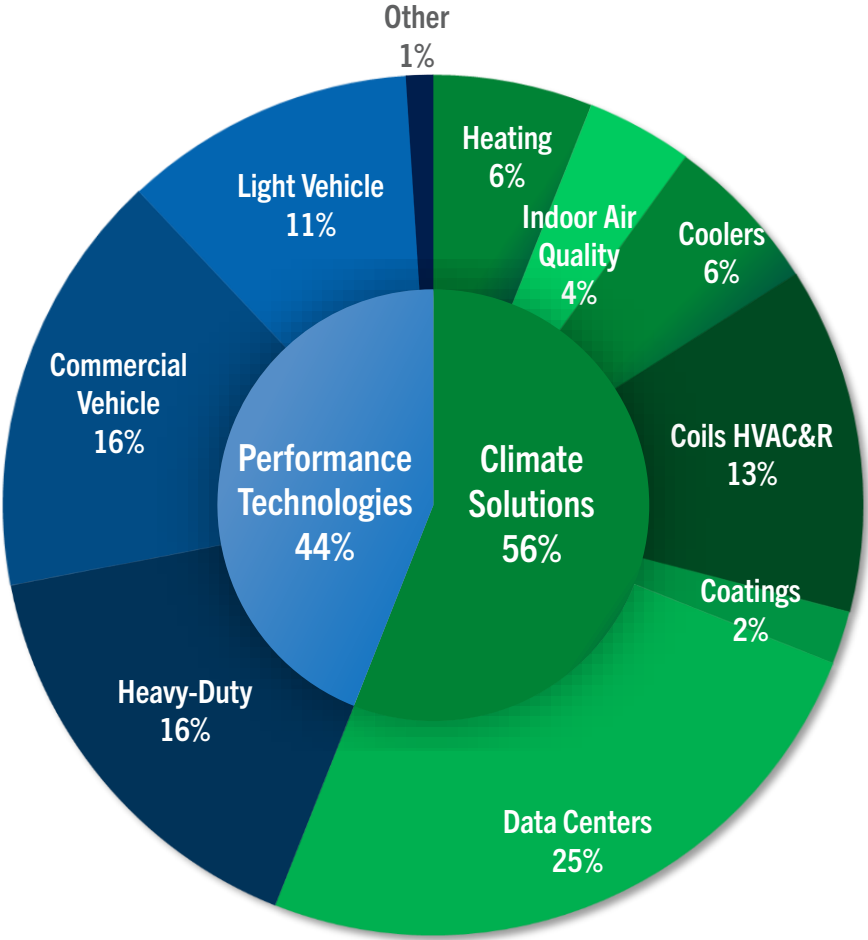


# Modine Revenue Breakdown FY2025

### Revenue by Geography



### Revenue by End Market



# Performance Technologies Re-segmentation Effective FY26

## NEW PRODUCT GROUPS

### HEAVY-DUTY EQUIPMENT

**\$422M FY25 Sales**

- Off-Highway
- GenSets

### ON-HIGHWAY APPLICATIONS

**\$721M FY25 Sales**

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

## PREVIOUS PRODUCT GROUPS

### AIR-COOLED APPLICATIONS

**\$609M FY25 Sales**

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

### 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

### HEAT TRANSFER PRODUCTS

**\$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				FY 2025	FY 2024
	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25		
<b>Climate Solutions product groups:</b>						
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	294.2
<b>External sales</b>	<u>\$ 357.2</u>	<u>\$ 366.4</u>	<u>\$ 360.7</u>	<u>\$ 356.3</u>	<u>\$ 1,440.6</u>	<u>\$ 1,108.1</u>
<b>Performance Technologies product groups:</b>						
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
<b>External sales</b>	<u>\$ 304.3</u>	<u>\$ 291.6</u>	<u>\$ 256.1</u>	<u>\$ 290.9</u>	<u>\$ 1,142.9</u>	<u>\$ 1,299.7</u>

# Non-GAAP Reconciliations

## 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 <sup>(a)</sup>	28.2	15.0	5.0
Gain on sale of assets <sup>(b)</sup>	-	(4.0)	-
Acquisition and integration costs <sup>(c)</sup>	2.3	4.1	-
Environmental charges <sup>(d)</sup>	0.4	2.4	2.2
<b>Adjusted EBITDA</b>	<b>\$ 392.1</b>	<b>\$ 314.3</b>	<b>\$ 212.1</b>
Net Sales	\$ 2,583.5	\$ 2,407.8	\$ 2,297.9
<b>Adjusted EBITDA margin</b>	<b>15.2%</b>	<b>13.1%</b>	<b>9.2%</b>

# Non-GAAP Reconciliations

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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.

# Non-GAAP Reconciliations

## Modine Manufacturing Company

### Segment adjusted financial results (unaudited)

(In millions)

	Twelve months ended March 31, 2025				Twelve months ended March 31, 2022			
	Climate Solutions	Performance Technologies	Corporate and eliminations	Total	Climate Solutions	Performance Technologies	Corporate and eliminations	Total
Operating income	\$ 248.4	\$ 108.0	\$ (72.9)	\$ 283.5	\$ 81.0	\$ 69.8	\$ (31.6)	\$ 119.2
Depreciation and amortization expense	48.3	28.7	0.7	77.7	26.5	27.1	1.2	54.8
Restructuring expenses <sup>(a)</sup>	6.0	20.5	1.7	28.2	2.6	21.5	-	24.1
Impairment charges (reversals) – net <sup>(b)</sup>	-	-	-	-	0.3	(56.0)	-	(55.7)
Loss on sale of assets <sup>(c)</sup>	-	-	-	-	-	-	6.6	6.6
Strategic reorganization and automotive exit costs <sup>(d)</sup>	-	-	-	-	-	-	6.0	6.0
Environmental charges <sup>(e)</sup>	-	-	0.4	0.4	-	-	3.8	3.8
Acquisition and integration costs <sup>(f)</sup>	-	-	2.3	2.3	-	-	-	-
<b>Adjusted EBITDA</b>	<b>\$ 302.7</b>	<b>\$ 157.2</b>	<b>\$ (67.8)</b>	<b>\$ 392.1</b>	<b>\$ 110.4</b>	<b>\$ 62.4</b>	<b>\$ (14.0)</b>	<b>\$ 158.8</b>
<b>Net sales</b>	<b>\$ 1,440.8</b>	<b>\$ 1,163.5</b>	<b>\$ (20.8)</b>	<b>\$ 2,583.5</b>	<b>\$ 954.6</b>	<b>\$ 1,124.5</b>	<b>\$ (29.0)</b>	<b>\$ 2,050.1</b>
<b>Adjusted EBITDA margin</b>	<b>21.0%</b>	<b>13.5%</b>		<b>15.2%</b>	<b>11.6%</b>	<b>5.5%</b>		<b>7.7%</b>

# Non-GAAP Reconciliations

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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 net impairment reversal during fiscal 2022 primarily relates to the Company's liquid-cooled automotive business. In connection with the termination of the agreement to sell this business in the third quarter of fiscal 2022, the Company reversed a significant amount of previously-recorded impairment charges within the Performance Technologies segment.
- (c) The Company sold its air-cooled automotive business in Austria in April 2021. As a result of the sale, the Company recorded a \$6.6 million loss on sale at Corporate.
- (d) The fiscal 2022 amounts include costs recorded at Corporate associated with the Company's strategic reorganization and automotive exit strategy. During fiscal 2022, the Company recorded SG&A expenses totaling \$3.4 million related to recruiting new senior management and the Company's implementation of 80/20. In addition, the Company recorded \$2.6 million of costs associated with its review of strategic alternatives for its automotive businesses, including costs to prepare the businesses for sale.
- (e) Environmental charges, including related legal costs, are recorded as SG&A expenses and relate to a previously-owned U.S. manufacturing facility.
- (f) 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 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.

# Non-GAAP Reconciliations

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## 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)
<b>Free cash flow</b>	<u>\$ 129.3</u>	<u>\$ 126.9</u>	<u>\$ 56.8</u>
Net Sales	\$ 2,583.5	\$ 2,407.8	\$ 2,297.9
<b>FCF % of Net Sales</b>	5.0%	5.3%	2.5%

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# Forward-Looking Non-GAAP Financial Measures

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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.