



It's in the Air

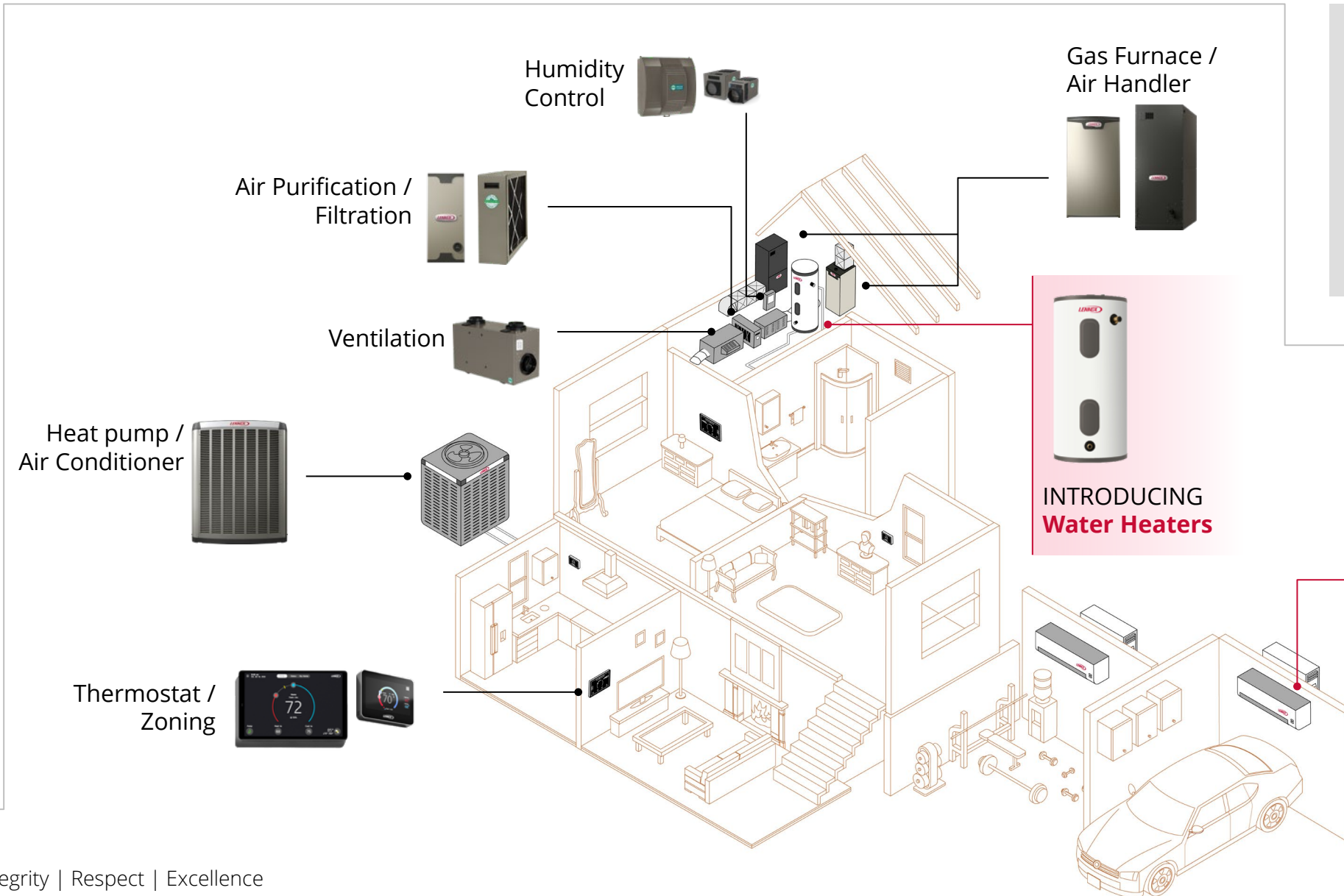
INTEGRITY | RESPECT | EXCELLENCE

LENNOX JV WITH ARISTON

MAY 2025



GROWING OUR PRODUCT PORTFOLIO



Complete home comfort with products designed to make the perfect home environment with award-winning systems that are exceptionally quiet and energy efficient.



Mini-splits

JV introduced
May 2024



WATER HEATER EXPANSION RATIONALE

UNLOCKS ~\$10B TOTAL ADDRESSABLE MARKET

~9M

Water heaters
sold in the US
annually

~\$10B

US wholesale
water heater
market size

4.3%

US water
heater market
CAGR '19-'24



8%

'28-'33 CAGR
driven by heat
pump growth

PROVIDES DISTRIBUTION LEVERAGE



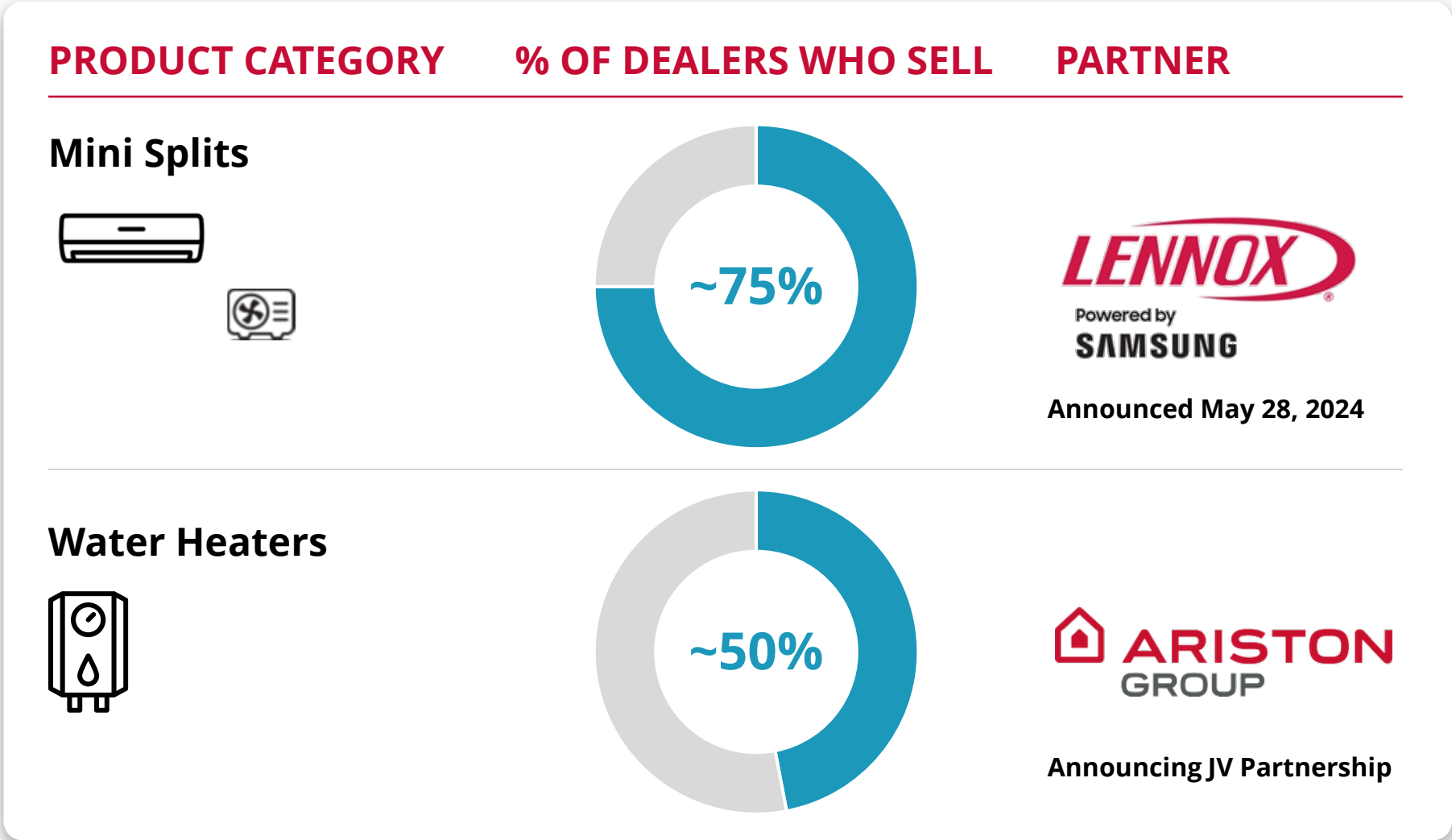
TECH & CHANNEL CONVERGENCE

- Increasing energy efficiency requirements and electrification → increasing technology overlap due to heat pump penetration
- Convergence in HVAC technicians and plumber skillset → convergence in HVAC and plumbing dealers and distributors



Note: Market size and growth figures represent US residential storage water heaters
Source: HARDI State of the Channel 2025; Internal estimates

JVS PROVIDE GROWTH OPPORTUNITIES TO EXPAND PRODUCT CATEGORIES



Source: Lennox Residential Brand Health Survey 2023 (n=736); 2025 ACHR System Options and Upgrades (n=2192)

LENNOX JV WITH ARISTON



Leading NAM HVAC OEM with reputation for innovation, quality, and reliability

Top **3 HVACR** distributor with over **300 locations** in North America

Omni channel footprint with over 10k direct dealers and **~1k** independent distributors

World-class technology integration to deliver innovative and leading products

Establishes strategic partner for water heating technology & manufacturing beginning in early 2026



Active globally in sustainable climate and water comfort solutions

Tank-type water heater leader, **top 3** in over 40 counties, and **top 5** in the US

29 manufacturing locations globally under-pinned by **29 R&D centers**

North America tank-type market served from Saltillo, MX

Establishes large distribution partner to accelerate US & CAN



Strengthening customer relationships through optimal product management, shared market insights, and effective technical assistance to promote US & Canada water heater sector growth

CONNECT WITH US



Questions? Email investor@lennox.com

FORWARD-LOOKING STATEMENTS

The statements in this presentation that are not historical statements, including statements regarding the water heater growth trajectory and share of wallet, as well as any financial targets for future years, are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on information currently available as well as management's assumptions and beliefs today. These statements are subject to numerous risks and uncertainties that could cause actual results to differ materially from the results expressed or implied by the statements, and investors should not place undue reliance on them. Risks and uncertainties that could cause actual results to differ materially from such statements include risks that the North American unitary HVAC, refrigeration, and water heater markets perform worse than current assumptions. Additional risks include but are not limited to competition in the HVACR and water heater businesses; our ability to successfully develop and market new products or execute our business strategy; our ability to meet and anticipate customer demands; our ability to continue to license or enforce our IP rights; our ability to attract, motivate, develop, and retain our employees, as well as labor relations problems; AI technologies; a decline in new construction activity and related demand for our products and services; the impact of weather on our business; the impact of higher raw material prices and significant supply interruptions; product liability, warranty claims, or recalls; changes in environmental and climate-related legislation or government regulations or policies; changes in tax legislation; the impact of new or increased trade tariffs; improper conduct by our employees, agents, or business partners; litigation risks; general economic conditions in the US and abroad; extraordinary events beyond our control; risks associated with our international operations; cyber attacks and other disruptions or misuse of information systems; and our ability to successfully realize, complete and integrate acquisitions. For information concerning these and other risks and uncertainties, see LII's publicly available filings with the Securities and Exchange Commission. LII disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.