It’s in the Air

INTEGRITY | RESPECT | EXCELLENCE

BAIRD CONFERENCE

NOVEMBER 2026





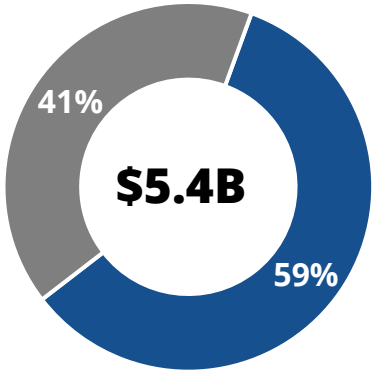




LENNOX AT A GLANCE - 2026 (NYSE: LII)

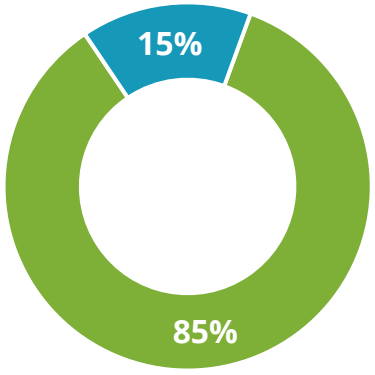
Employees	Adj. Segment Profit Margin	FCF Conversion	Net Debt to Adj. EBITDA
~13K	19.3%	108%	1.4X

REVENUE BY SEGMENT



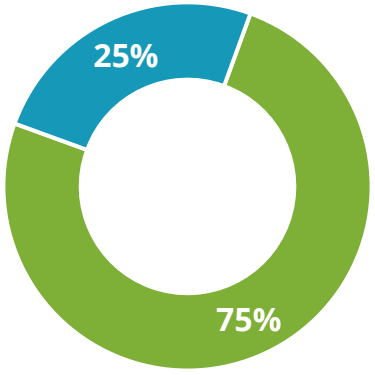
- Home Comfort Solutions
- Building Climate Solutions

REVENUE BY APPLICATION



- Replacement
- New Construction

REVENUE BY DISTRIBUTION MODEL



- Direct
- Indirect

*All metrics reflect TTM unless otherwise noted

KEY COMPETITIVE DIFFERENTIATORS

WELL POSITIONED TO SUCCEED WITH INDUSTRY TRENDS



LARGEST MANUFACTURING DIRECT–DEALER BASE

FULL LIFECYCLE COMMERCIAL HVAC SOLUTIONS

SINGLE PARTNER FOR PARTS, DUCTLESS, WATER HEATERS

SCALED DIGITAL DATA PLATFORMS

~10K
Lennox dealers

Manufacture, install, service, recycle

~250 owned distribution outlets

~50% E-commerce direct to dealer sales

RECOVERY: REGAINING SHARE, RESTORING MARGINS

STARTING POINT

Share pressure

LII Residential volume lagging recovery

Market backdrop

Demand uncertainty and recent competitive dynamics

Inflation

Persistent inflation and evolving tariffs

Channel mix

Traditional dealer growth unable to offset residential national account declines

MEDIUM-TERM RECOVERY

PRICING

Dynamic pricing to defend and restore share

Short-term and flexible

PORTFOLIO

Reinvigorated entry-level product platform

Increasing affordability

PRODUCTIVITY

Manufacturing, distribution, tariff, SG&A productivity

Resizing Capacity

PROMOTERS

Higher NPS, higher fill rates
optimize cost to serve

Accelerate CX gains

LONG-TERM ALGORITHM

Superior business model supported by end market recovery

Remaining long term margin opportunities

2027 EARLY THINKING

HEADWIND | NEUTRAL | OUR FOCUS

PRICE / INFLATION

- Input inflation continues — tariffs, components and commodities
- Price realization builds through the year
- Dynamic price-cost discipline

Price-cost narrows but not immediately

SALES VOLUMES

- Industry demand remains muted
- Replacement resilient; new construction soft
- HCS: share recapture, value tier, parts, JVs
- BCS: national accounts, emergency replacement & services

Growth driven by self-help and portfolio

COST PRODUCTIVITY

- New products with lower material cost
- Manufacturing productivity, including Saltillo at full efficiency
- Distribution productivity, logistics efficiency and fill rates

Controllable margin lever

Preliminary framework — 2027 guidance to be provided with fourth quarter results

ATTRACTIVE INVESTMENT OPPORTUNITY



BAIRD INDUSTRIAL CONFERENCE 2026



Alok Maskara

Chief Executive Officer



Michael Quenzer

Chief Financial Officer

