



It's in the Air

INTEGRITY | RESPECT | EXCELLENCE

GOLDMAN SACHS CONFERENCE

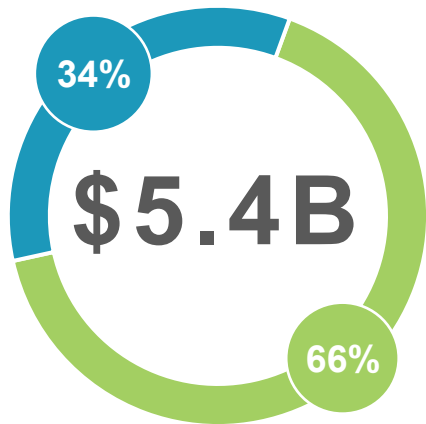
DEC 2025



LENNOX AT A GLANCE (NYSE: LII)

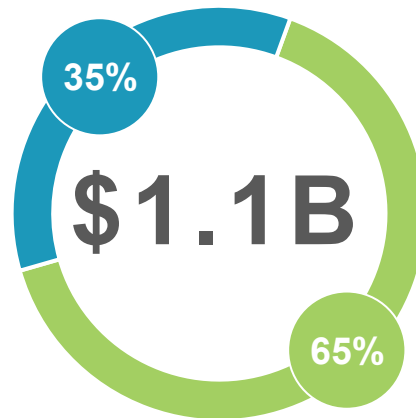
EMPLOYEES	MARKET CAP ¹	CORE REVENUE	ADJ SEGMENT PROFIT MARGIN	OPERATING CASH FLOW	DEBT TO EBITDA	ROIC
~13K	\$18.6B <i>(13%) YoY</i>	\$5.4 B <i>+5% YoY</i>	20% <i>+110 bps YoY</i>	\$684M <i>(26%) YoY</i>	0.8x <i>Flat YoY</i>	47% <i>+60 bps YoY</i>

CORE REVENUE BY SEGMENT

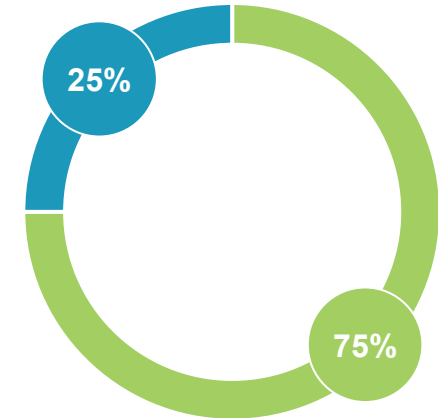


■ Home Comfort Solutions ■ Building Climate Solutions

ADJ PROFIT BY SEGMENT



CORE REVENUE BY APPLICATION



■ Replacement ■ New Construction

Note: All figures TTM as of Sep 30, 2025 unless otherwise noted; ¹As of Sep 30, 2025, compared to Oct 1, 2024

Source: Management estimates from internal reporting

INVESTING FOR GROWTH ACCELERATION

HEAT PUMPS

- Customer value for local/utility standards
- Cold Climate heat pumps
- Heat pump roof-top units
- Manufacturing capacity

EMERGENCY REPLACEMENT

- Customer charters
- Factory capacity addition
- Lead time reduction
- Inventory deployment

ATTACHMENT OF PARTS, SUPPLIES, AND SERVICES

- Customer one-stop solution
- Repair parts, installation supplies, consumables
- Services for installation, maintenance, recycle

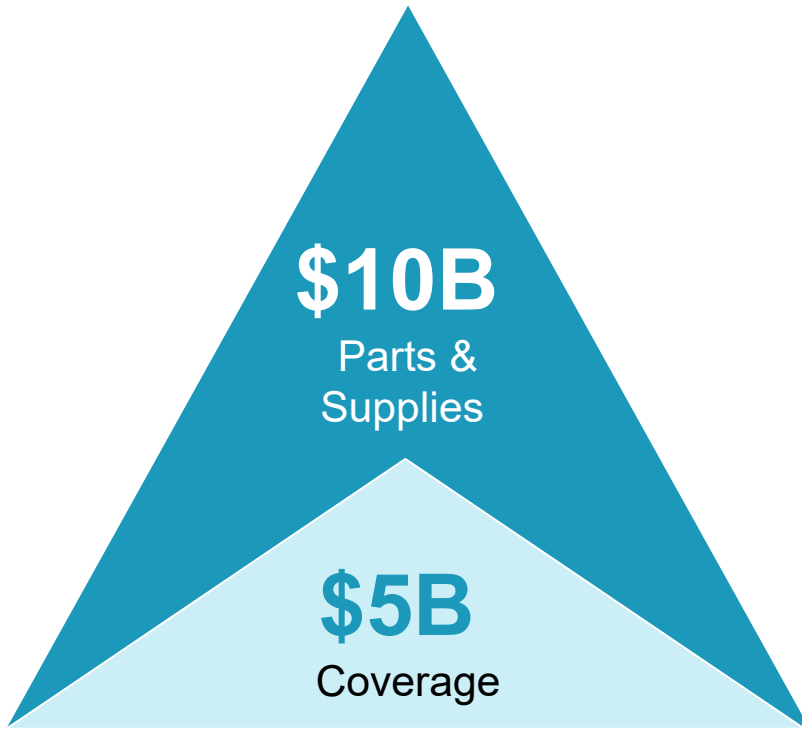
TAM/ SHARE OF WALLET EXPANSION

- Ductless portfolio
- Water heater integration
- Indoor Air Quality
- Monitoring and energy management solutions



EXPANDING PARTS & ACCESSORIES

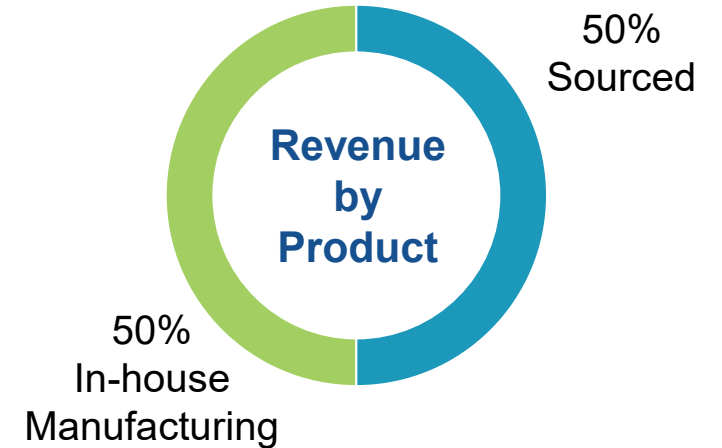
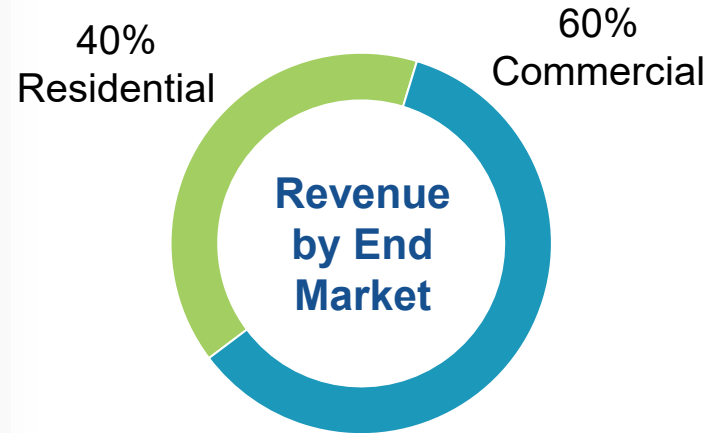
Leading North American manufacturer and distributor of HVAC parts and accessories



Strong brand reputation with dealers

Innovative and differentiated products

Existing manuf. and distribution footprint



ATTRACTIVE INVESTMENT OPPORTUNITY

