



# Q4 2025 Earnings Conference Call

March 2, 2026



# Forward-looking Statements and Other References

Certain statements and information set forth in this presentation contains “forward-looking statements” and “forward-looking information” within the meaning of the Private Securities Litigation Reform Act of 1995. Except for statements of historical fact, certain information contained herein constitutes forward-looking statements which include management’s assessment of future plans and operations and are based on current internal expectations, estimates, projections, assumptions and beliefs, which may prove to be incorrect. Forward-looking statements are provided to allow potential investors the opportunity of management’s beliefs and opinions in respect of the future so that they may use such beliefs and opinions as one factor in evaluating an investment. Some of the forward-looking statements may be identified by words such as “may”, “plan”, “foresee”, “will”, “should”, “could”, “anticipate,” “believe,” “expect,” “intend,” “potential,” “continue,” and similar expressions. While the Company’s management believes that these forward-looking statements are reasonable as and when made, these statements are not guarantees of future performance and undue reliance should not be placed on them.

The Company’s forward-looking statements involve significant risks and uncertainties (some of which are beyond the Company’s control) and assumptions that could cause actual future results to differ materially from the Company’s historical experience and its present expectations or projections. Important factors that could cause results to differ materially from those in the forward-looking statements include (1) the timing and extent of changes in raw materials and component prices, (2) the effects of fluctuations in the commercial/industrial new construction market, (3) the timing and extent of changes in interest rates, as well as other competitive factors during the year, and (4) general economic, market or business conditions. For additional information and a discussion of such risks and uncertainties, which could cause the Company’s actual results to differ from its projected results, please see its filings with the SEC, including its Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, and Current Reports on Form 8-K. The reader is cautioned not to place undue reliance on forward-looking statements. The Company undertakes no obligation to publicly update or revise any forward-looking statement after they are made, whether as a result of new information, future events, or otherwise, except as required by federal securities laws.

This presentation includes references to calculations that are not based on generally accepted accounting principles (“GAAP”). Reconciliations of each of those non-GAAP measures to the most directly comparable GAAP measures have been included in the Appendix. When forward-looking non-GAAP measures are provided, the Company does not provide quantitative reconciliations of forward-looking non-GAAP measures to the most directly comparable GAAP measures, because it cannot, without unreasonable effort, predict the timing and amounts of certain items taken into account in the computations of each of these measures.

# 2025 Highlights

BASX-branded sales up y/y 138.8% in Q4 and 143.5% in 2025

Liquid cooling equipment sales approximately 37.8% of total BASX-branded sales in 2025

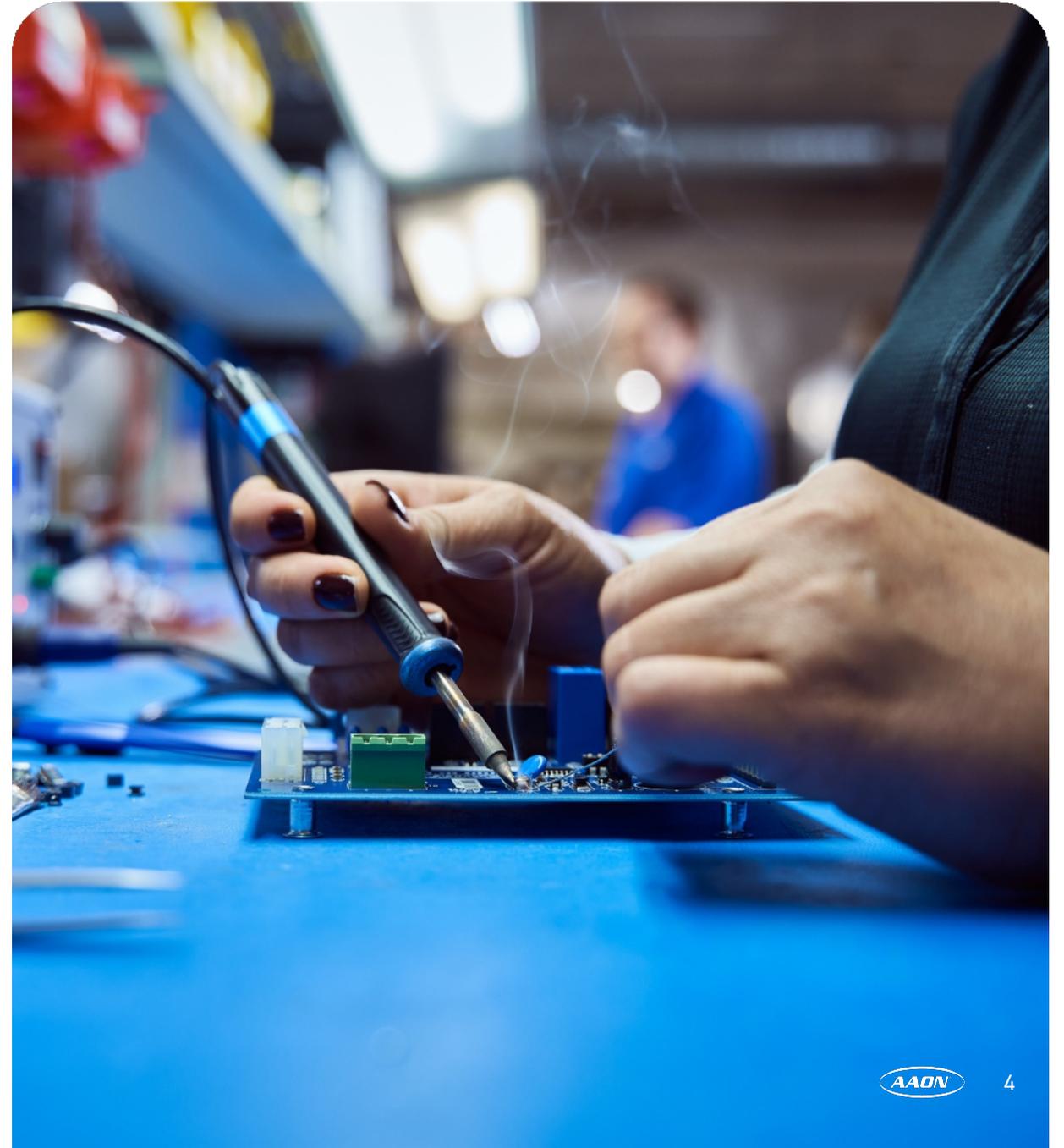
BASX-branded backlog totaled \$1.3 billion in 2025, up y/y 141.3%, book-to-bill ratio of 2.4x for the year

AAON-branded national accounts strategy gaining traction, orders up 76.6% in Q4, up 86.1% in 2025

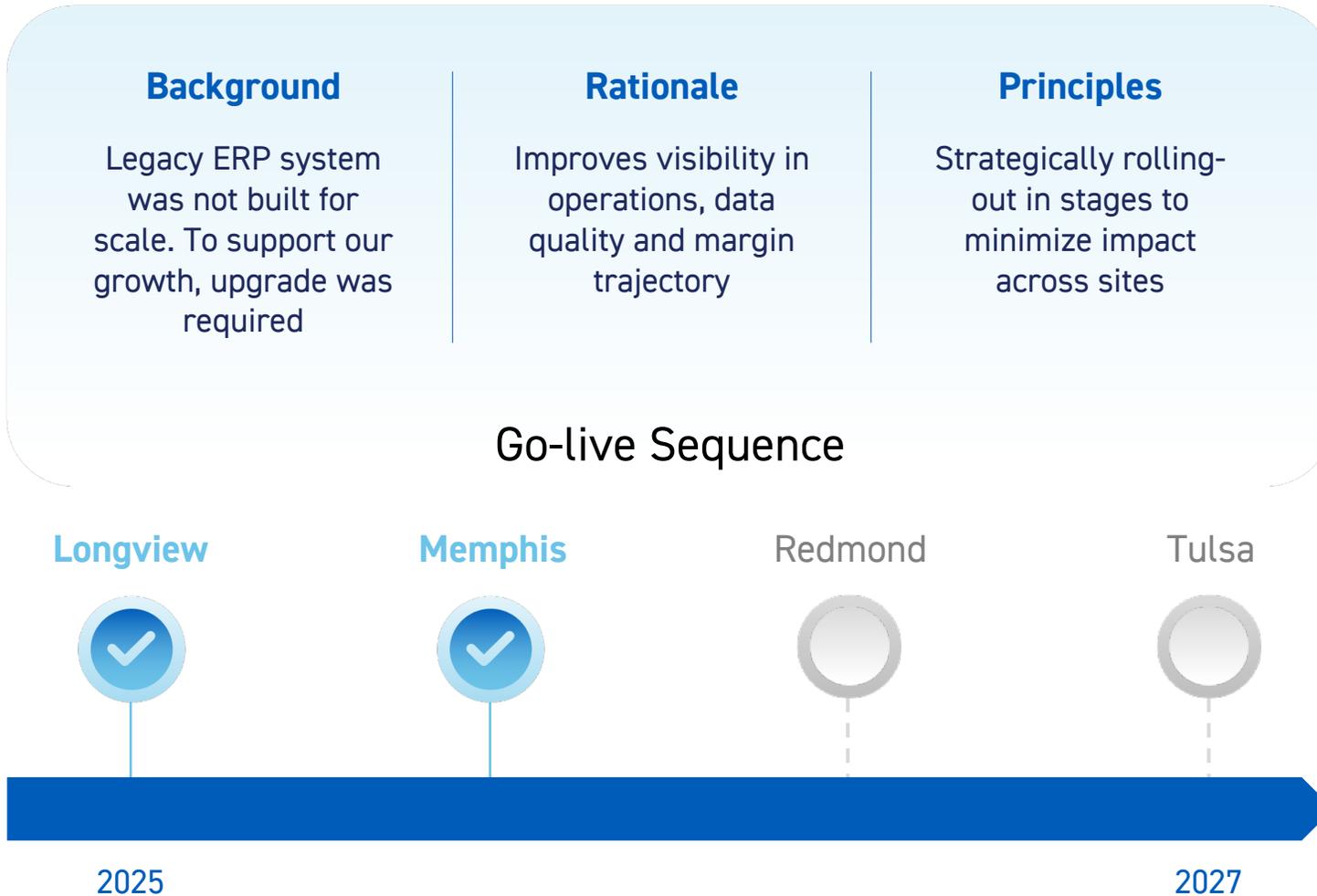
In 2025, AAON-branded Alpha Class heat pump sales up 16.4%, bookings up 41.9%

# Recent Investments Set to Create Value In 2026

- People and leadership
  - Added/improved key leadership positions
- Manufacturing capacity
  - Increased manufacturing square footage by 25% and focus on efficiency gains
- Supply chain management
  - Improved reliability and meaningful opportunity to leverage buying power
- Product development
  - Advancements in data center liquid cooling and commercial heat pumps
- Upgrading IT systems and infrastructure



# Disciplined ERP rollout supports execution and customer delivery



## Key Takeaways

- Longview implementation largely stabilized with production approaching full recovery
- Memphis went live November 1st and is progressing well
- Moderating future ERP roll-outs to focus on operational execution, customer deliveries and margin enhancement
- Redmond implementation now scheduled for 2H 2026 and Tulsa 2027 with proven implementation framework

# Q4 2025 Highlights

## Record Sales

*Y/Y growth of 42.5%*  
*BASX-branded sales up 138.8%*

## Record Backlog

*Y/Y growth of 110.9%*  
*BASX-branded backlog up 141.3%*

## New Products

*BASX-branded liquid cooling sales up 256.4%*  
*Alpha Class heat pump sales up 41.9%%*



BASX-branded book-to-bill ratio 3.2x driven by second straight quarter of **record bookings**



**AAON-branded sales** grew 9.5% versus a 15.6% decline in industry shipments

# Operational Status Across Footprint

	Plants	Q4 Productivity	Q4 Profitability	Current Status
AAON Oklahoma + BASX*	Tulsa	Temporarily constrained by seasonal factors and supply chain	Combined gross margin 27.3%, Incremental gross margin 25% <small>[AAON OK GM% = 27.5%] [BASX GM% = 27.1%]</small>	Ramping to record levels
	Redmond	Stable		Stable
	Memphis	Below target but improving while aggressively ramping production		Aggressively ramping
AAON Coil Products	Longview	Significant improvement, both y/y and q/q	Gross margin 21.3%, up 1030 bps q/q	Improving productivity, ramping production



Supply chain investments will de-risk supply issues and lead to cost savings throughout the organization in 2026



Ramping throughput across Tulsa, Memphis and Longview will result in strong operating leverage

\*Given that Memphis financials span both the AAON Oklahoma and BASX segments, analyzing the segments together provides the clearest picture of performance.

# Q4 2025 Summary

## Net Sales



## Gross Margin



## Non-GAAP Adj. EBITDA\*



## Non-GAAP Adj. EPS\*



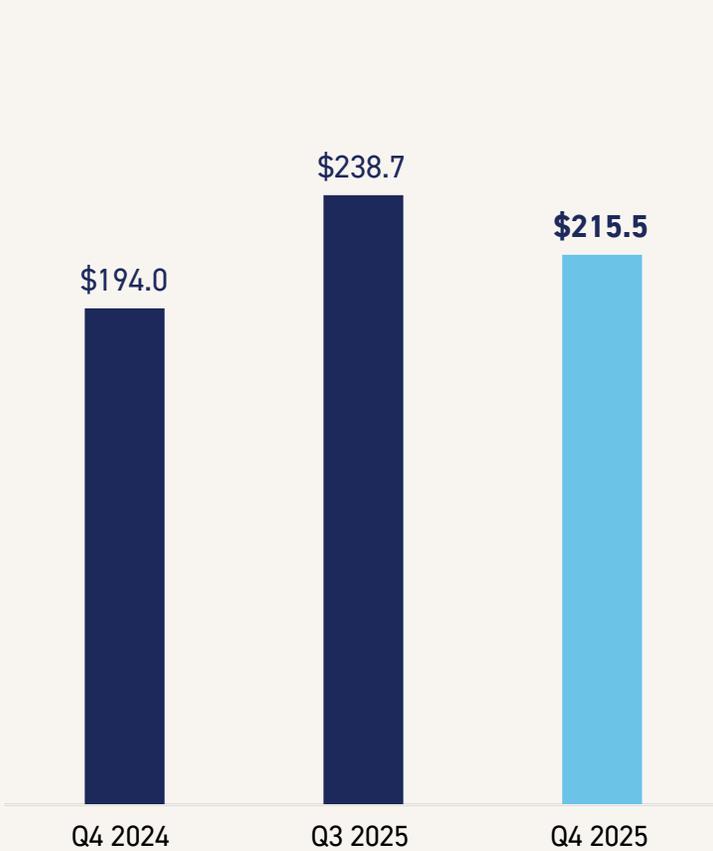
## Q4 2025 Highlights

- Net sales increase of 42.5% driven by 138.8% growth in BASX-branded sales and a 9.5% increase in AAON-branded sales
- BASX-branded sales growth was driven by robust demand from the data center market, including \$75.3 million of liquid cooling equipment
- Y/Y margin contraction primarily reflects unabsorbed costs at Memphis

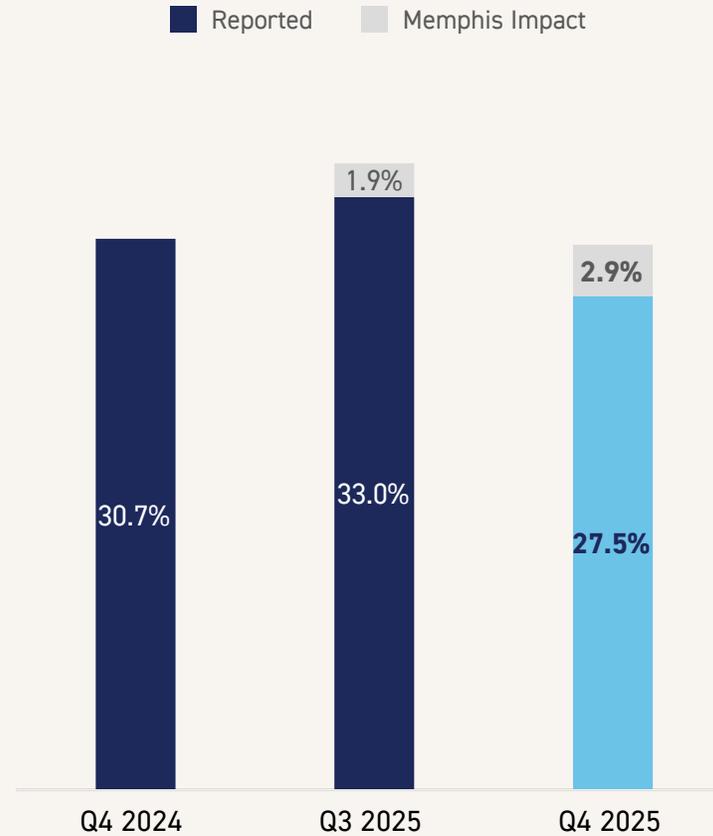
\*See appendix for additional information regarding Non-GAAP measures

# AAON Oklahoma

## Net Sales



## Gross Margin



## Q4 2025 Highlights

- Net sales increased y/y 11.1%
- Delivered meaningful share gains with rooftop volumes up modestly against a 16.0% industry decline
- Margin impacted by \$6.4M of unabsorbed costs at Memphis plant
- Q/Q margin contraction reflected seasonal factors and temporary supply chain constraints that led to moderating volume production
- Investments made in supply chain management in 2025 will derisk supply chain constraints while creating meaningful cost savings opportunities in 2026
- Backlog at year-end up y/y ~45.0%

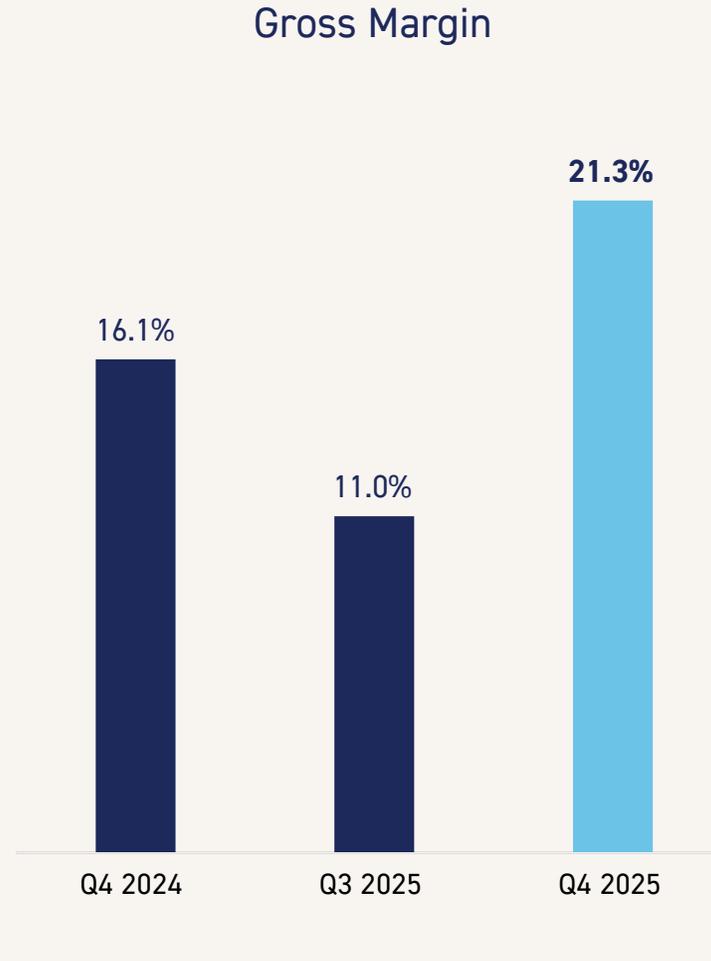
\*See appendix for recasted segment information.

# AAON Coil Products

Net Sales



Gross Margin



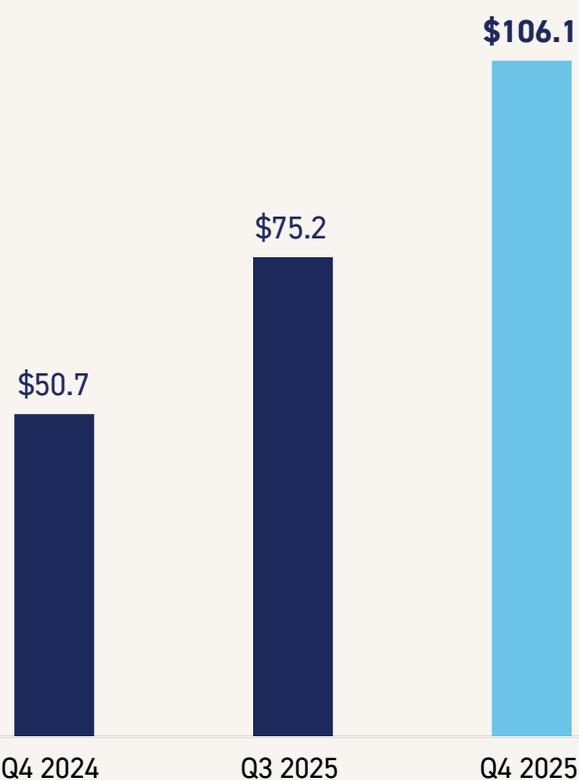
## Q4 2025 Highlights

- Net sales increased 93.6%, driven by increased demand of BASX-branded liquid cooling sales
- AAON-branded sales were flattish y/y, up 15.3% q/q
- Gross margin expansion reflected improved operating leverage on higher throughput at the Longview facility, along with a favorable mix of higher-margin BASX sales
- Margin expansion was tempered by a 5-day plant shutdown at year-end
- BASX will continue to be a positive tailwind, but do not expect such a favorable product mix in the near-term as in Q4

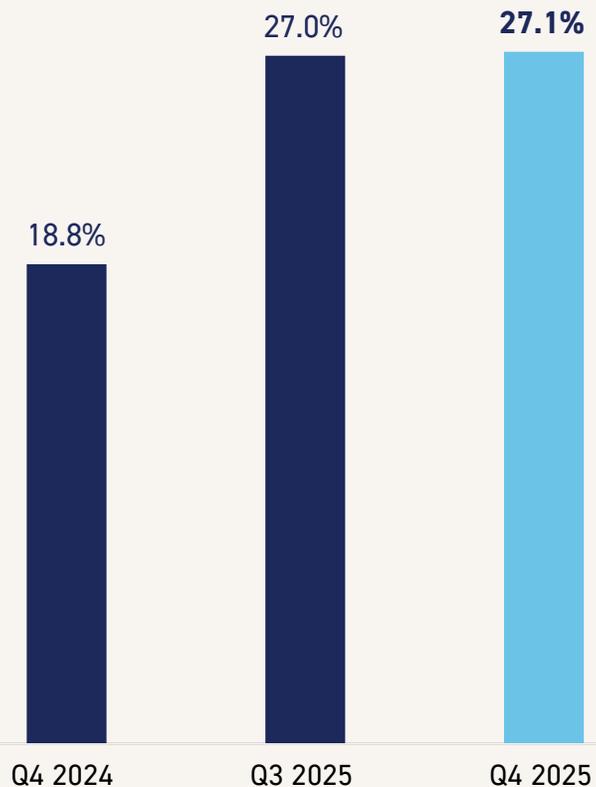
\*See appendix for recasted segment information.

# BASX

## Net Sales



## Gross Margin



## Q4 2025 Highlights

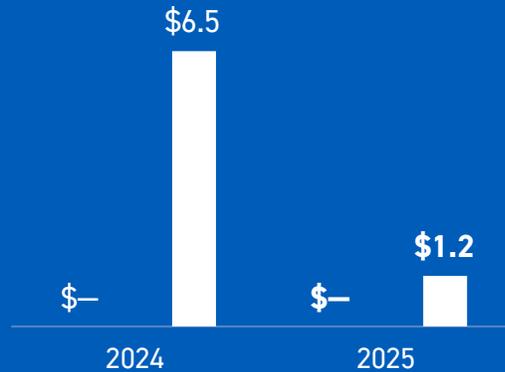
- Net sales growth of 109.1% driven by strong demand from data center market
- Continued progress with Memphis plant ramp-up was a key contributor to growth
- Stable margins sequentially reflect the balance between productivity gains in Redmond and targeted investments to support BASX production in Longview and Memphis

# Q4 2025 Summary: Balance Sheet

## Q4 2025 Highlights

- Leverage ratio at the end of the fourth quarter was 1.77
- Debt increase driven by working capital and capex investments to support strong BASX-branded backlog and future growth
- BASX-branded backlog up 141.3% y/y and 45.2% q/q
- Anticipate meaningful improvement in cash flow from operations in 2026 driven by earnings growth and improved working capital efficiency
- Expect capex of approximately \$190 million in 2026

■ Cash and cash equivalents ■ Restricted cash



Debt



Net Working Capital



Annual Capex



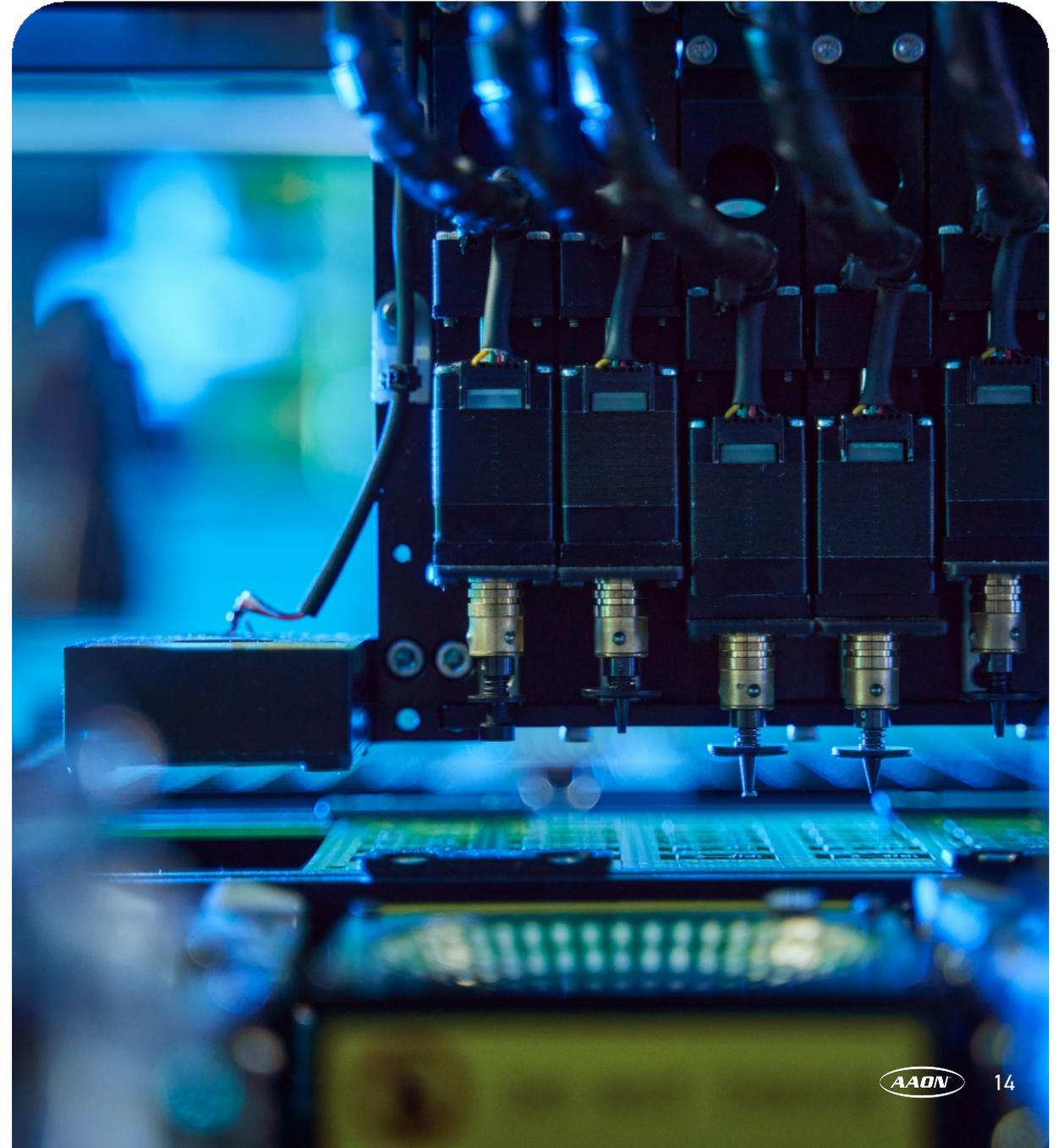
# Backlog by Brands

	Backlog			
	<b>\$1.30B</b>	<b>+141.3%</b> Y/Y	<b>+45.2%</b> Q/Q	<ul style="list-style-type: none"> <li>– Demand of air-side and liquid cooling solutions for data centers is robust</li> <li>– Strong demand of customized free cooling chiller systems</li> </ul>
	<b>\$526.4M</b>	<b>+60.8%</b> Y/Y	<b>+24.3%</b> Q/Q	<ul style="list-style-type: none"> <li>– Focus targeted on rightsizing backlog with higher production throughput</li> <li>– Strong bookings continued in Q4, up ~20% y/y and ~50% q/q</li> </ul>
<b>Total Backlog</b>	<b>\$1.83B</b>	<b>+110.9%</b> Y/Y	<b>+38.5%</b> Q/Q	<ul style="list-style-type: none"> <li>– Strong backlog allows us to plan production more efficiently</li> <li>– Anticipate strong growth and improved margins in 2026</li> </ul>

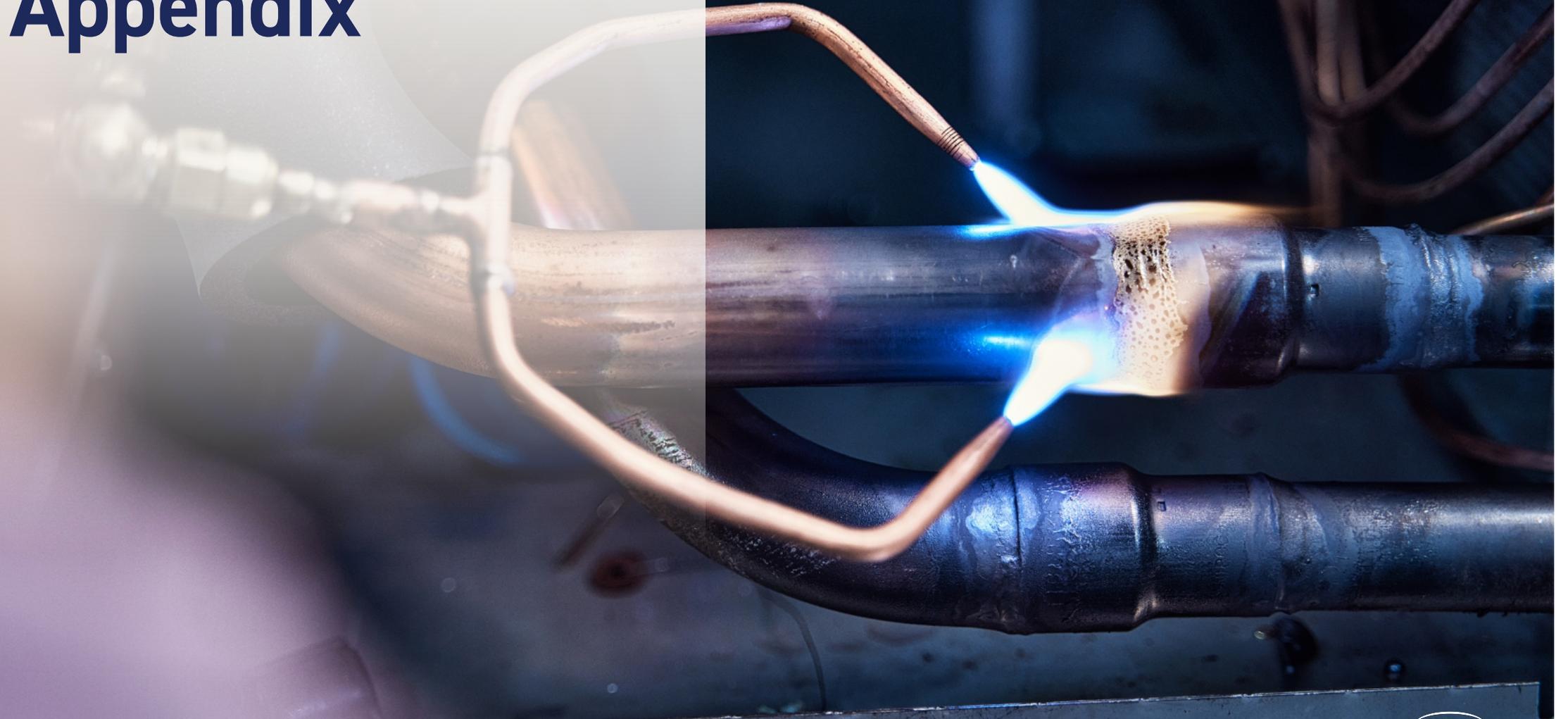


# 2026 Outlook

	2026
<b>YoY Sales Growth</b>	18%-20%
<b>Gross Margin</b>	29%-31%
<b>SG&amp;A % of Sales</b>	~16%
<b>D&amp;A Expenses</b>	\$95M-\$100M



# Appendix



# Non-GAAP Financial Measures

## Non-GAAP Adjusted Net Income

	Three Months Ended December 31,		Years Ended December 31,	
	2025	2024	2025	2024
	<i>(in thousands)</i>			
Net income, a GAAP measure	\$ 32,032	\$ 24,690	\$ 107,593	\$ 168,559
Add: Memphis incentive fee <sup>1</sup>	—	—	6,105	—
Profit sharing effect <sup>2</sup>	—	—	(519)	—
Tax effect	—	—	(1,369)	—
Non-GAAP adjusted net income	<u>\$ 32,032</u>	<u>\$ 24,690</u>	<u>\$ 111,810</u>	<u>\$ 168,559</u>
Non-GAAP adjusted earnings per diluted share	<u>\$ 0.39</u>	<u>\$ 0.30</u>	<u>\$ 1.35</u>	<u>\$ 2.02</u>

<sup>1</sup>The incentive fee relates to fees payable to our real estate broker associated with the acquisition of our Memphis, Tenn. plant for a percentage of the incentives awarded to us by various entities.

<sup>2</sup>Profit sharing effect of the Memphis incentive fee in the respective period.

# Non-GAAP Financial Measures

## Non-GAAP Combined Segment Gross Profit

	Three Months Ended December 31, 2025				
	<u>AAON Oklahoma</u>	<u>BASX</u>	<u>Non-GAAP Combined</u>	<u>AAON Coil Products</u>	<u>Consolidated</u>
	<i>(in thousands)</i>				
Segment Net Sales	\$ 215,503	\$ 106,095	\$ 321,598	\$ 102,619	\$ 424,217
Segment Gross Profit	\$ 59,168	\$ 28,775	\$ 87,943	\$ 21,827	\$ 109,770
Segment Gross Profit Margin	27.5 %	27.1 %	27.3 %	21.3 %	25.9 %

	Three Months Ended December 31, 2024				
	<u>AAON Oklahoma</u>	<u>BASX</u>	<u>Non-GAAP Combined</u>	<u>AAON Coil Products</u>	<u>Consolidated</u>
	<i>(in thousands)</i>				
Segment Net Sales	\$ 193,957	\$ 50,742	\$ 244,699	\$ 53,019	\$ 297,718
Segment Gross Profit	\$ 59,516	\$ 9,564	\$ 69,080	\$ 8,535	\$ 77,615
Segment Gross Profit Margin	30.7 %	18.8 %	28.2 %	16.1 %	26.1 %
YoY Change in Net Sales	\$ 21,546	\$ 55,353	\$ 76,899	\$ 49,600	\$ 126,499
YoY Change in Gross Profit	\$ (348)	\$ 19,211	\$ 18,863	\$ 13,292	\$ 32,155
Incremental Margin	(1.6)%	34.7 %	24.5 %	26.8 %	25.4 %

# Non-GAAP Financial Measures

## Non-GAAP EBITDA and Adjusted EBITDA

	Three Months Ended December 31,		Years Ended December 31,	
	2025	2024	2025	2024
	<i>(in thousands)</i>			
Net income, a GAAP measure	\$ 32,032	\$ 24,690	\$ 107,593	\$ 168,559
Depreciation and amortization	20,353	17,550	79,191	62,735
Interest expense, net	5,762	1,208	17,726	2,905
Income tax expense	6,290	3,576	21,159	38,032
EBITDA, a non-GAAP measure	<u>\$ 64,437</u>	<u>\$ 47,024</u>	<u>\$ 225,669</u>	<u>\$ 272,231</u>
Add: Memphis incentive fee <sup>1</sup>	—	—	6,105	—
Profit sharing effect <sup>2</sup>	—	—	(519)	—
Adjusted EBITDA, a non-GAAP measure	<u>\$ 64,437</u>	<u>\$ 47,024</u>	<u>\$ 231,255</u>	<u>\$ 272,231</u>
Adjusted EBITDA margin	15.2 %	15.8 %	16.0 %	22.7 %

<sup>1</sup>The incentive fee relates to fees payable to our real estate broker associated with the acquisition of our Memphis, Tenn. plant for a percentage of the incentives awarded to us by various entities.

<sup>2</sup>Profit sharing effect of the Memphis incentive fee in the respective period.

# Non-GAAP Financial Measures

## Non-GAAP Adjusted SG&A

	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024
	<i>(in thousands)</i>				
<b>Non-GAAP Adjusted Selling, General and Administrative Expenses</b>					
SG&A, a GAAP measure	\$ 45,288	\$ 45,895	\$ 48,637	\$ 48,194	\$ 188,014
Less: Memphis Incentive Fee <sup>1</sup>	—	—	—	—	—
Profit Sharing effect <sup>2</sup>	—	—	—	—	—
Non-GAAP adjusted SG&A expenses	<u>\$ 45,288</u>	<u>\$ 45,895</u>	<u>\$ 48,637</u>	<u>\$ 48,194</u>	<u>\$ 188,014</u>
As a percent of sales	17.3 %	14.6 %	14.9 %	16.2 %	15.7 %
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025
	<i>(in thousands)</i>				
SG&A, a GAAP measure	\$ 51,293	\$ 59,147	\$ 63,230	65,810	239,480
Less: Memphis Incentive Fee <sup>1</sup>	2,700	3,405	—	—	6,105
Profit Sharing effect <sup>2</sup>	(230)	(289)	—	—	(519)
Non-GAAP adjusted SG&A expenses	<u>\$ 48,823</u>	<u>\$ 56,031</u>	<u>\$ 63,230</u>	<u>\$ 65,810</u>	<u>\$ 233,894</u>
As a percent of sales	15.2 %	18.0 %	16.5 %	15.5 %	16.2 %

<sup>1</sup>The incentive fee relates to fees payable to our real estate broker associated with the acquisition of our Memphis, Tenn. plant for a percentage of the incentives awarded to us by various entities.

<sup>2</sup>Profit sharing effect of the Memphis incentive fee in the respective period.

# Recasted Quarterly Segment Disclosures

	Q1 2024	Q2 2024	Q3 2024	Q4 2024	2024
	<i>(in thousands)</i>				
<b>AAON Oklahoma</b>					
External sales	\$ 210,140	\$ 225,727	\$ 228,887	\$ 193,957	\$ 858,711
Inter-segment sales	1,671	1,311	1,238	2,116	6,336
Eliminations	(1,671)	(1,311)	(1,238)	(2,116)	(6,336)
Net sales	210,140	225,727	228,887	193,957	858,711
Cost of sales <sup>1</sup>	127,027	137,372	139,284	134,441	538,124
Gross profit	83,113	88,355	89,603	59,516	320,587
<b>AAON Coil Products</b>					
External sales	\$ 24,247	\$ 31,373	\$ 35,232	\$ 53,019	\$ 143,871
Inter-segment sales	4,629	4,457	6,808	4,298	20,192
Eliminations	(4,629)	(4,457)	(6,808)	(4,298)	(20,192)
Net sales	24,247	31,373	35,232	53,019	143,871
Cost of sales <sup>1</sup>	20,809	22,699	28,295	44,484	116,287
Gross profit	3,438	8,674	6,937	8,535	27,584
<b>BASX</b>					
External sales	\$ 27,712	\$ 56,466	\$ 63,133	\$ 50,742	\$ 198,053
Inter-segment sales	2	220	40	404	666
Eliminations	(2)	(220)	(40)	(404)	(666)
Net sales	27,712	56,466	63,133	50,742	198,053
Cost of sales <sup>1</sup>	22,021	40,401	45,515	41,178	149,115
Gross profit	5,691	16,065	17,618	9,564	48,938
Consolidated gross profit	\$ 92,242	\$ 113,094	\$ 114,158	\$ 77,615	\$ 397,109

# Recasted Quarterly Segment Disclosures

	Q1 2025	Q2 2025	Q3 2025	Q4 2025	2025
	<i>(in thousands)</i>				
<b>AAON Oklahoma</b>					
External sales	\$ 161,838	\$ 185,120	\$ 238,748	\$ 215,503	\$ 801,209
Inter-segment sales	3,839	5,318	9,737	29,304	48,198
Eliminations	(3,839)	(5,318)	(9,737)	(29,304)	(48,198)
Net sales	161,838	185,120	238,748	215,503	801,209
Cost of sales <sup>1</sup>	121,238	131,603	159,945	156,335	569,121
Gross profit	40,600	53,517	78,803	59,168	232,088
<b>AAON Coil Products</b>					
External sales	\$ 94,023	\$ 58,465	\$ 70,246	\$ 102,619	\$ 325,353
Inter-segment sales	3,579	3,439	4,689	4,298	16,005
Eliminations	(3,579)	(3,439)	(4,689)	(4,298)	(16,005)
Net sales	94,023	58,465	70,246	102,619	325,353
Cost of sales <sup>1</sup>	64,165	48,236	62,488	80,792	255,681
Gross profit	29,858	10,229	7,758	21,827	69,672
<b>BASX</b>					
External sales	\$ 66,193	\$ 67,982	\$ 75,244	\$ 106,095	\$ 315,514
Inter-segment sales	43	507	26	(74)	502
Eliminations	(43)	(507)	(26)	74	(502)
Net sales	66,193	67,982	75,244	106,095	315,514
Cost of sales <sup>1</sup>	50,287	48,999	54,944	77,320	231,550
Gross profit	15,906	18,983	20,300	28,775	83,964
Consolidated gross profit	\$ 86,364	\$ 82,729	\$ 106,861	\$ 109,770	\$ 385,724

