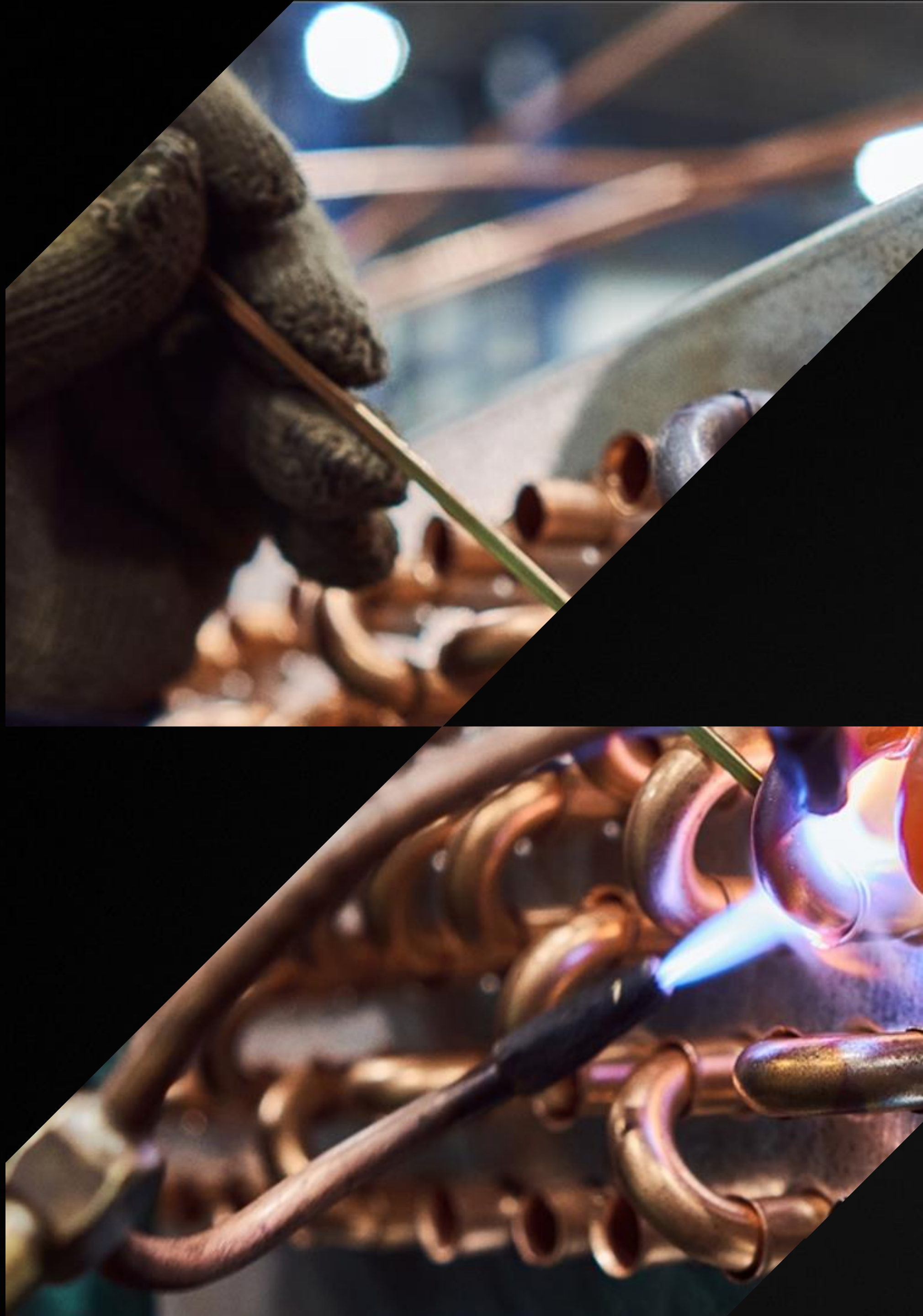
The Aaon Group

Investor Presentation

August 10, 2026



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- 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.

The Aaon Group

Who we are…

We are **not your typical HVAC company**

We are an entrepreneurial disruptor with a **focus on providing value for our customers**

We are **agile, innovative & creative**

We are **best-in-class operators** to support it

…that's why we consistently **outperform**

The Aaon Group: an overview

At The Aaon Group, we don't just respond to the world's demand for better solutions—we lead the charge

We are dedicated to advancing the HVAC industry with **efficient, cutting-edge technologies for commercial, industrial and data center buildings**

Winning with two differentiated brands:

AAON

End markets
education, retail, healthcare, manufacturing, office, lodging

Products
rooftop units, air handlers, condensing units

BASX

End markets
data centers, cleanroom environments

Products
air handling, liquid cooling, cleanroom environments

Founded in **1988**

4.1 million sq ft
of manufacturing

World's most capable
HVAC test lab

Our strategic pillars

01

Winning with **superior engineering, innovation, customization and automation**

02

Optimizing the organization to **drive results and empower leaders to drive value**

03

Capitalize on the **value proposition of our mission critical solutions** in a dynamically growing data center market

04

Capitalize on **industry leading innovation and secular trends** in the commercial and industrial markets

05

Be a **best-in-class** operator and make strategic investments to support profitable growth

Building a **world-class** manufacturing organization

Systems Upgrades

- IT and digital infrastructure enhancements
- Modernizing manufacturing management systems

People & Process

- Two new independent directors added to Board of Directors
- New CFO and General Council
- Strategic finance capabilities
- Professional supply chain management
- Global operations and lean manufacturing expertise

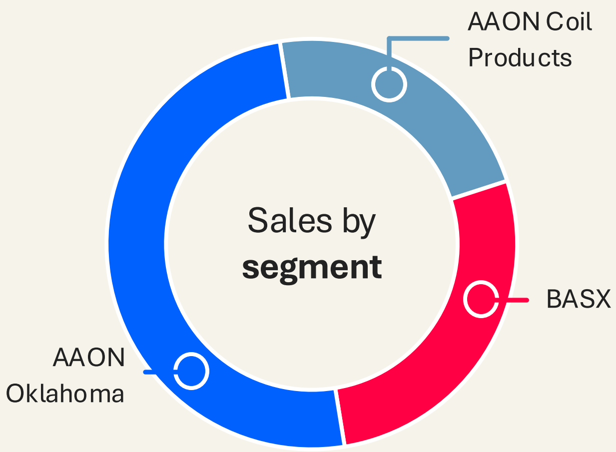
Product Innovation

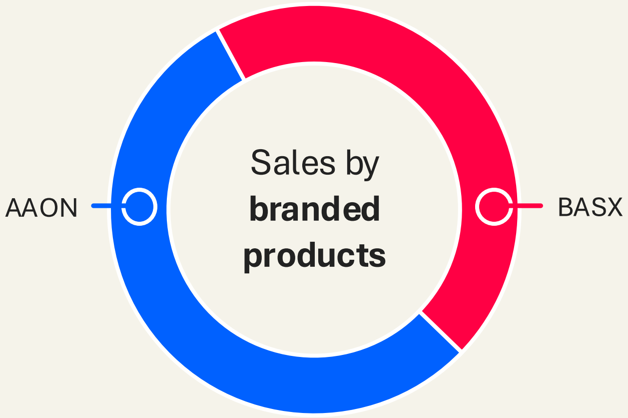
- Alpha Class Heat Pump
- Free Cooling Chiller

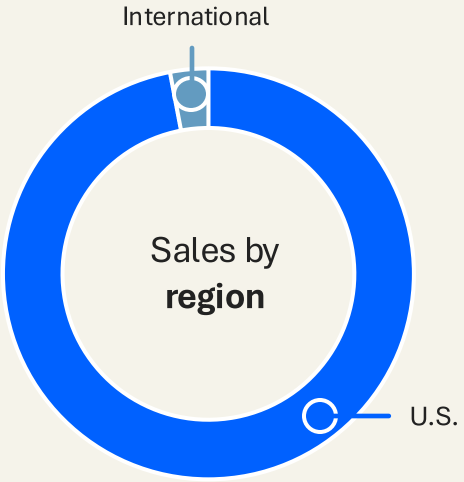
Physical Infrastructure

- Added 1+ million sq. ft. of manufacturing capacity since 2024
- 4x increase in data center capacity

The Aaon Group: an overview



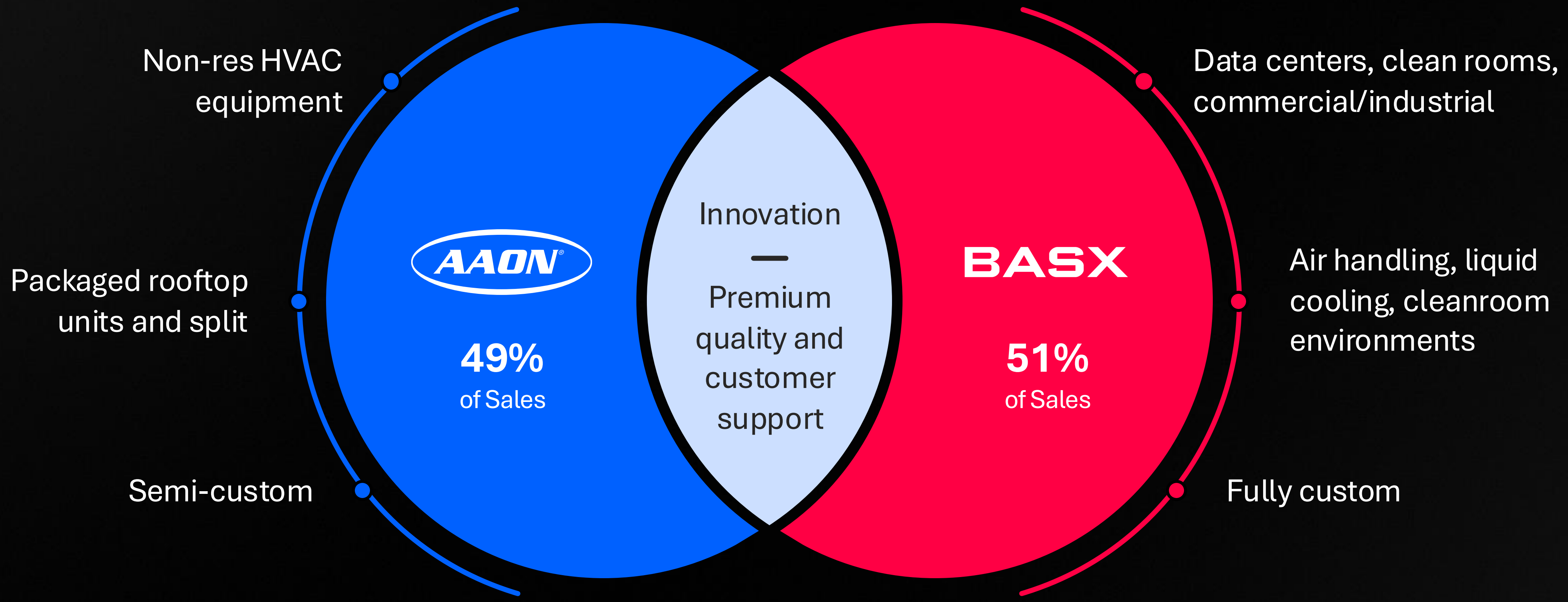




$2.0B	25.6%	15.5%	18.2%	$1.92	9.1%
Order backlog	Gross margin	EBITDA margin	CapEx and R&D as a percent of sales	EPS	ROIC

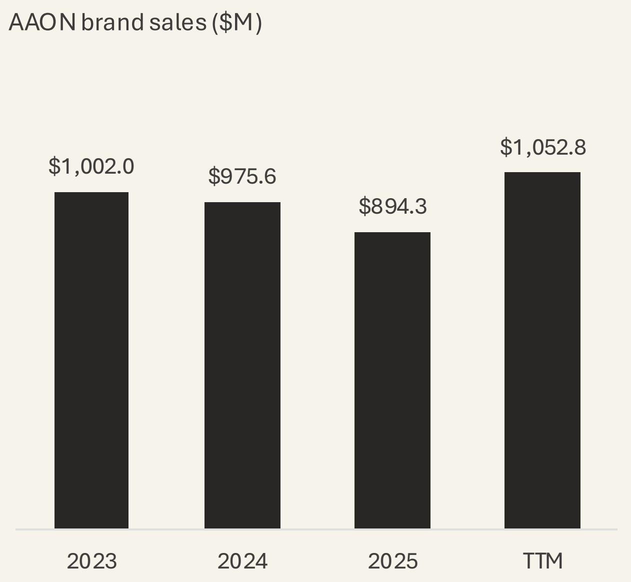
Note: All data is based on trailing 12 months as of June 30, 2026, excluding CapEx and R&D as a percentage of sales and ROIC which is based on trailing 12 months as of December 31, 2025. See Non-GAAP Financial Measures in Appendix.

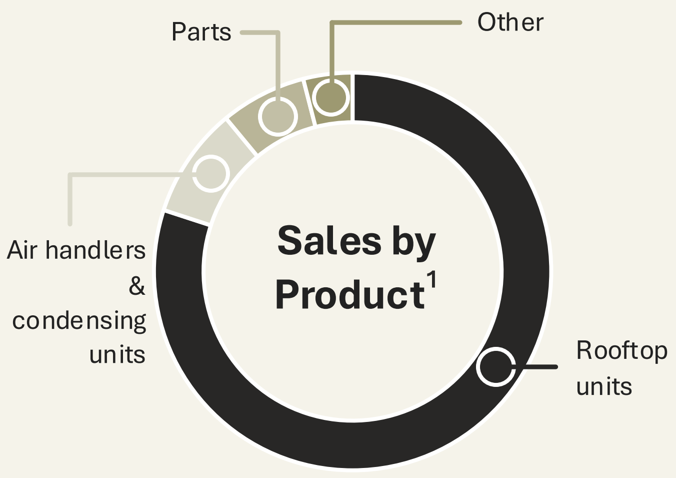
Future structure: Leveraging two strong brands

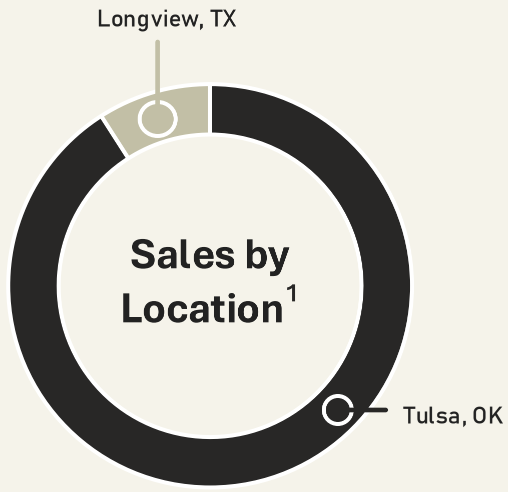


Note: Data is based on YTD as of June 30, 2026

AAON brand overview







History

Bridging the gap between basic, standard equipment and fully custom solutions for a compelling value

Today

A semi-custom, highly configurable solutions provider for commercial and industrial markets

[1] Data is based on trailing 12 months as of June 30, 2026

What makes the AAON brand special?

Innovation and engineering

Leading in innovation and engineering is at AAON's core, and it enables us to fully support all our customers

Semi-custom engineering & manufacturing

A proprietary, hard-to-replicate process that seamlessly integrates deep customization within a highly automated production environment

Built for application

A highly configurable product line allows customers to fit-for-purpose, which maximizes performance and efficiency

Performance and energy efficiency

Innovations such as DOAS (dedicated outdoor air systems) and advanced heat pump capabilities have contributed to leading the industry in quality and performance

Our competitive advantage: The unique integrated process

1. Sophisticated engineering department for design
2. Most capable R&D lab in the industry
3. Electronically accepting many configurations of equipment
4. Efficient manufacturing through automation and soft tooling

High barriers to entry with a model that is **difficult to copy and perfect**

AAON equipment versus the alternative

Feature	Low-quality products	AAON's custom products
Production	Mass production, standardized process	Soft-tooled, highly automated processes
Price	Affordable, budget-friendly	Premium, reflects higher quality
Durability	Not as durable, shorter lifespan	Durable and long-lasting, with a lifespan up to 2x the competition
Customization	Limited or no customization options	Highly customizable, tailored to individual needs and preferences
Maintenance	Difficult, cumbersome	Designed for ease of maintenance

AAON products have **lower TCO** through higher **efficiency,** longer **lifespan** and greater **reliability**

Products to meet a range of customer needs

Packaged Rooftop Unit 2-6 tons

Outdoor Rooftop Air Handling Unit 800-2400 cfm

Packaged Rooftop Unit 9-15 tons

Condensing Units 2-60 tons

Packaged Rooftop Unit 16-30 tons

Vertical Indoor Air Handling Unit 450-10,000 cfm

Horizontal Indoor Air Handling Unit 450-10,000 cfm

Evaporative Condenser Unit 51-261 tons

Packaged Rooftop Unit 26-70 tons

Offering a solutions-based sales channel model

Building owners **prefer this approach more than contracting with multiple sub-contractors**

Sales reps use AAON equipment to **customize the ideal solution**

AAON sells through an independently owned sales channel, with one representative firm in every region of North America

Reps utilize a line card of ~20-30 complimentary OEMs that help provide an overall solution to the end customer

This solutions-based sales channel is **superior to most factory products-based sales channels** that we compete against

Building strength in our go-to-market strategy

Focus on parts and service

AAON selling parts and supporting our sales channel in building a world class services operation is key to our solutions-based offering

Providing resources to the sales channel

Customer Exploration Center
—
Mobile Experience
—
Training (New Academy)
—
Support Services

Investing in sales

Account Management
—
National Account Director

Leveraging the marketing function set up in 2022

Marketing budget up 10x since creation, strengthening market penetration by increasing brand recognition

AAON's go-to-market strategy is significantly more advanced than in the past, and key to contributing to the company's **market share gains**

Total addressable market and share gain opportunity[1]

Nonresidential HVAC market
~$11B[2]

AAON
$798M[4]

The addressable market of AAON's commercial HVAC products, including rooftop units, air handlers and condensing units, is ~15x the size of our rooftop sales

Positioned to take share as demand trends shift to meet energy efficiency and decarbonization requirements

[1] All data on this slide is based on December 31, 2025
[2] Sources: Grand View Research
[3] As of December 31, 2025, the size of the rooftop unit market was $7.1B, compared to AAON's rooftop unit sales of $691M.
[4] Sales only include equipment sales, and exclude parts, freight and other items.

7%
market share and growing

mid-to-high single digits
long-term sales target

10%
rooftop market share[3]

Continuing to innovate with Alpha Class and heat pumps

Alpha Class

is a product category of the AAON brand that includes commercial HVAC equipment fueled by a **fully electric** heat pumps

There is a large pipeline of customers interested in **decarbonizing and electrifying** their HVAC systems

2023

AAON's Alpha Class were the only heat pumps operable below 30°F, and were operable all the way down to 0°F

2024

AAON's total rooftop sales were down 5%
The Alpha Class category was up 39%

2025

Introduced Alpha Class with operability down to -20°F; Alpha Class category was up 33% versus AAON's total rooftop sales being down 8%, industry volumes down 14%

~24%
of rooftop sales[1]

~10%
of total company sales[1]

[1] Based on trailing 12 months as of June 30, 2026.

National account opportunity

National accounts were not a big focus

In the last 20 years

Began to target national account opportunities

In early 2024

Built a pipeline of opportunity with annualized sales of several hundred million dollars

Last 30 months

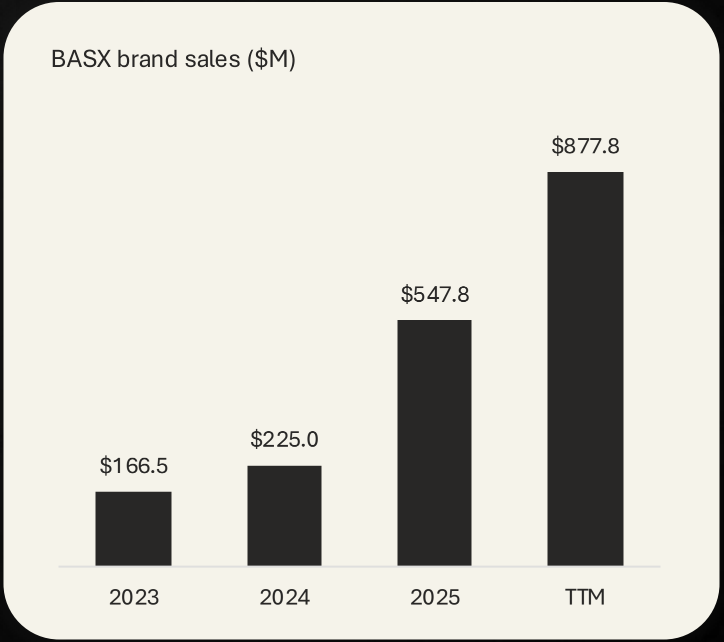
A substantial percentage of this pipeline is focused on multi-year programs

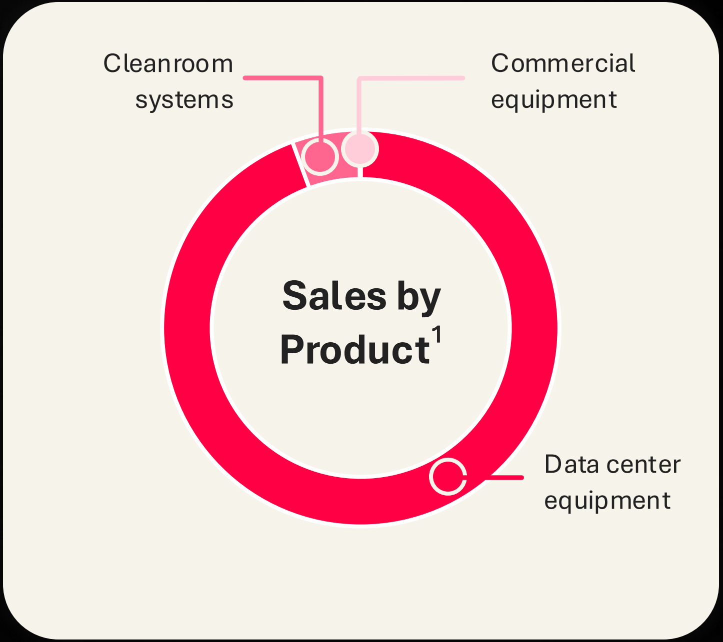
Landing just one or two national accounts per year could be meaningful and incremental to traditional growth

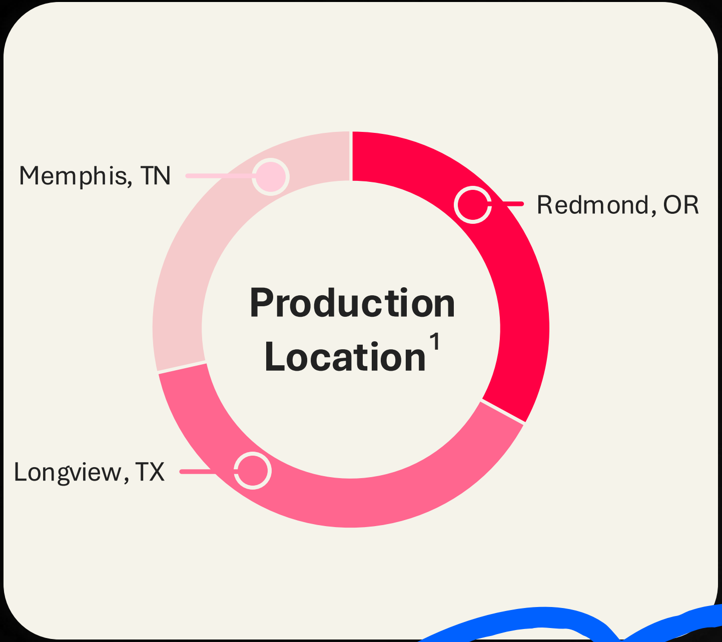
Many are interested in electrifying their HVAC systems, with Alpha Class giving us an advantage

BASX

BASX brand overview







History

Founded in 2014 and acquired by AAON in 2021, largely focused on the data center market, but a history of strength with cleanroom systems and custom air handlers for commercial markets

[1] Data is based on trailing 12 months as of June 30, 2026

$1.43B
Backlog at 2Q26
(up 185.4% year over year)

What makes BASX special?

Provides solutions not just products

BASX is the only player in the industry that specializes in providing solutions, as opposed to standard products

Full customization

BASX offers a fully customized solution that maximizes operating performance and efficiency, and ease of maintenance

High quality manufacturing

The manufacturing is of the highest quality in the industry, ensuring minimal maintenance and downtime, and extended longevity

Premier customer care

A foundational principle at BASX is providing the customer the best customer experience

Superior customer support

BASX focuses greatly on the aftermarket, ensuring its customers are well handled throughout the life of the equipment

Providing the **best customer experience**

BASX go-to-market strategy

BASX

Collaborative Sales Process

Internal sales and engineers, along with independent channel collectively involved in sales process

Customer Care and Support

Providing the best customer experience

—

Assigned project management from day one

—

Premier aftermarket support

Adding value through customized solutions

Innovative design to customer specifications

—

Fully customized design & production

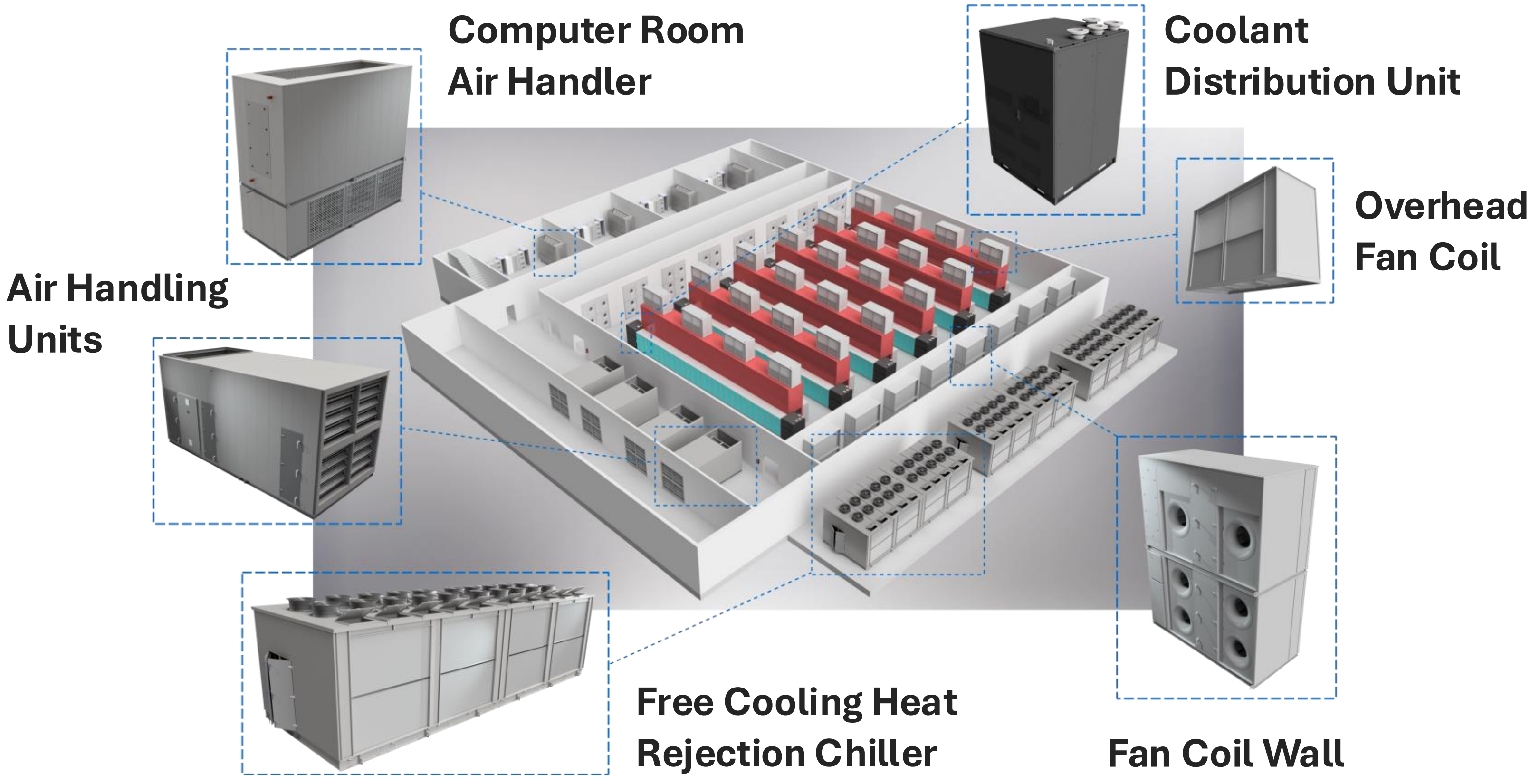
Elite engineering and innovation

Decades of experienced industry leadership

—

Dedicated R&D space for concept development, validation and customer witness testing

BASX product offerings provide end-to-end solution for data centers



BASX

opportunity is

~$1.0M - $1.5M

per MW[1]

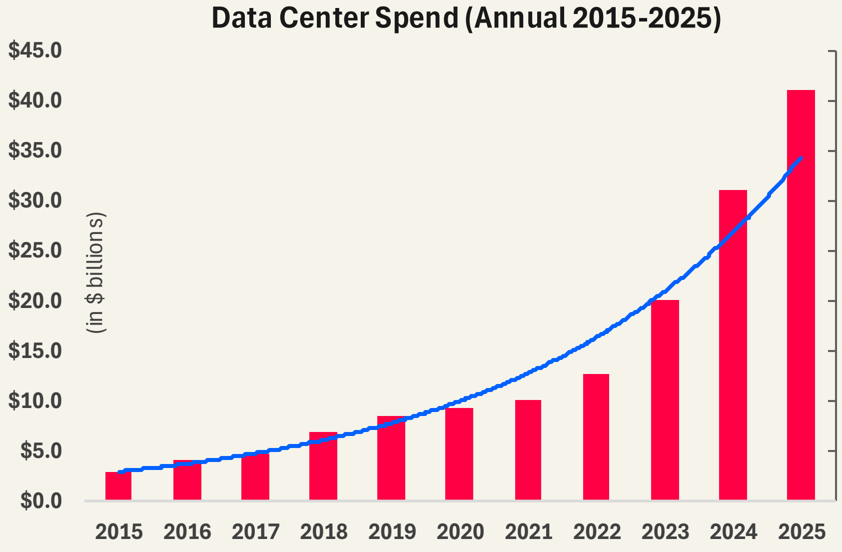
[1] Company estimates based on BASX product offerings

Data center pipeline underpins growth

In 2023-2024, compute power of data centers put-in-place in the industry was **~2-4GW**, with data center buildout spending of **$20-$31 billion.**

In 2025, it was **~11GW,** with data center buildout spending topping **$43 billion.**

Currently, there is a pipeline of projects in development totaling **~240 GWs**, with expectations of **~8-12 GWs** added annually



Source: Wood Mackenzie, S&P Global, FactSet, Company estimates

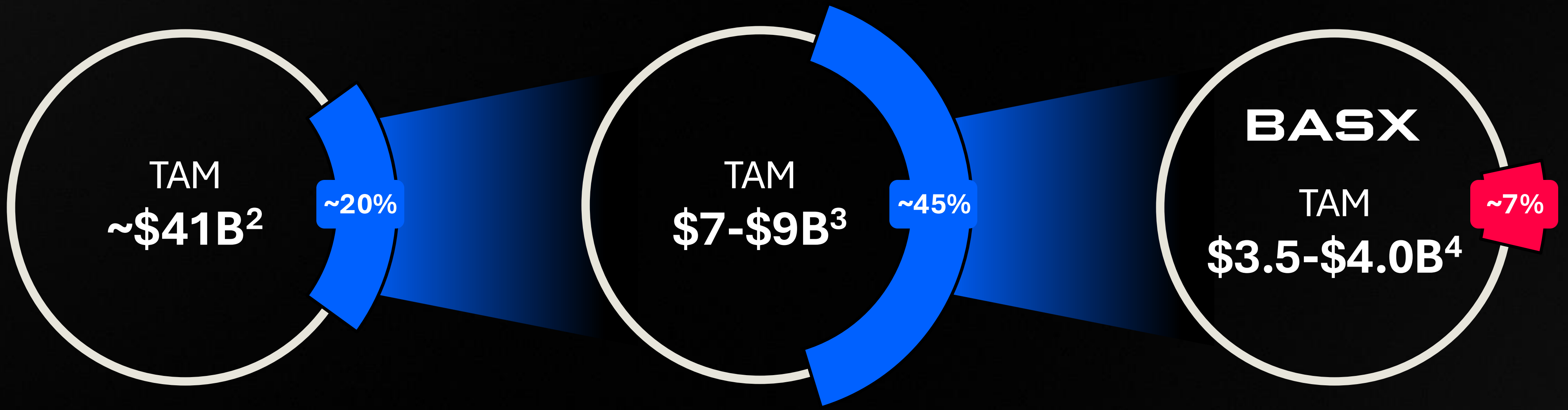
Data center pipeline from a macro perspective **is large and growing**

Data centers are a huge and growing market

Total North America data center construction put in place in 2025[1]

Total cooling equipment & infrastructure

BASX-specific thermal management equipment



[1] The total cost of constructing data centers in 2025
[2] Source: U.S. Census Bureau
[3] Source: Dell'Oro. Our 2025 estimated TAM is related to the products BASX provides to data centers
[4] Source: Company Estimates

Data center TAM is shifting to liquid cooling

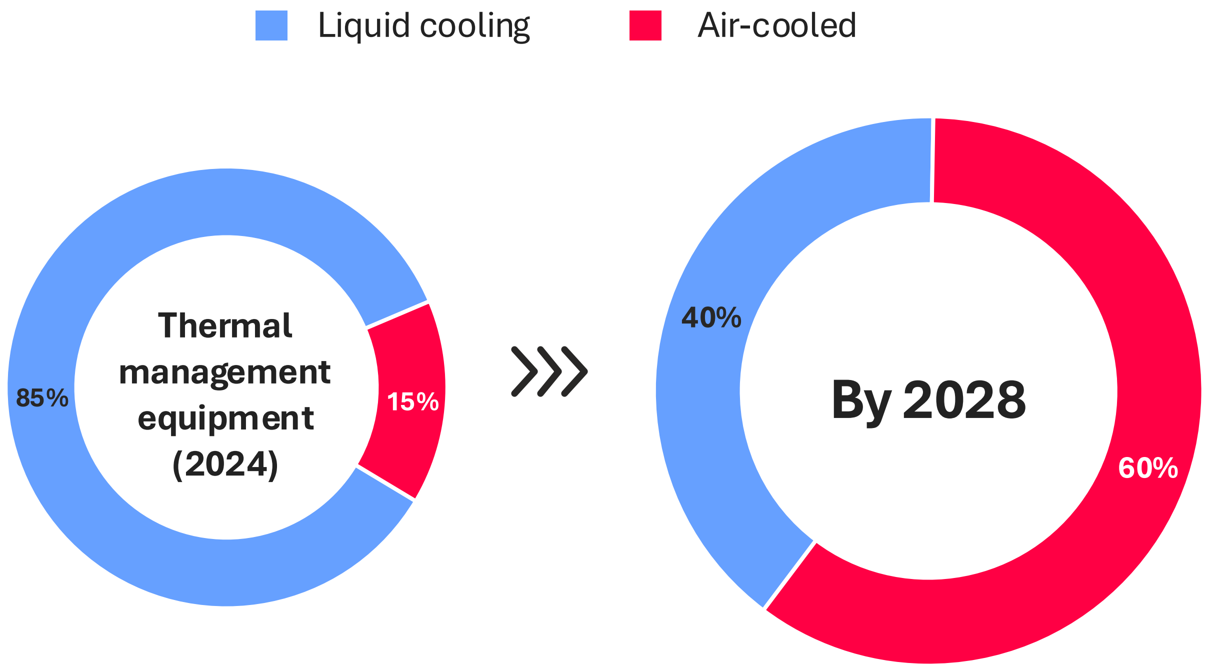
BASX-specific thermal management equipment

BASX

TAM

$3.5-$4.0B[1]

~7%



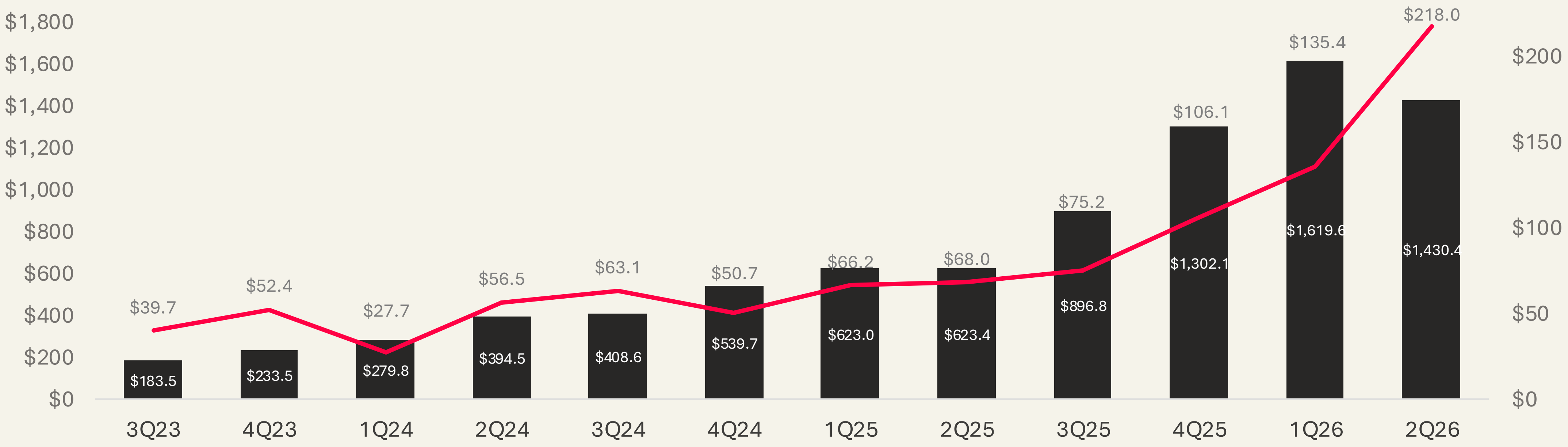
To date, a vast majority of **TAM** is cloud compute data centers cooled by **air-side equipment**

By 2028 we anticipate the split to be **60% liquid** and **40% air-cooled**

[1] Source: Company estimates. Our estimated TAM is related to the products BASX provides to data centers.

Long-term value creation of data center opportunity

BASX backlog and revenue ($M)



Significant visibility into our customers' projects, extending out multiple years

Rapid innovation driven by AI is leading to greater demand for custom solutions, which is leading to BASX share gains

Demand outweighs HVAC market supply

Current status of BASX production at each location

Facility	Dedicated BASX sq ft	% to full capacity	Current status
Redmond, OR	419,000	90%	Increasing throughput; maximizing productivity
Longview, TX	~250,000	60%	Optimizing production in 2-3 years
Memphis, TN	787,000	20%	Ramping up production in 3-5 years

1M+ sq. ft. of BASX production capacity added since 2024, up nearly 6x

Larger footprint equates to at least $2 billion in revenue capacity, with upside potential

Opportunities exist in diversified end markets

BASX has experience in other markets beyond data center equipment

Growth opportunities:

- Custom air handlers is core to our DNA and could be expanded into the commercial market
- R&D working on new products for multiple end markets

94% of TTM sales

6% of TTM sales

Semiconductor | medical
pharmaceutical | industrial markets

Has been less of a focus given DC growth

<1% of TTM sales

[1] Data is based on trailing 12 months as of June 30, 2026

"Productizing" for scale and diversification

Actively **reducing cost and standardizing select DC product offerings** for the masses

---

Pursuing a **new semi-custom AHU** that bridges the gap between the standard market and BASX's fully custom offering

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Like AAON, the focus is on **configurability and options,** with tools and collateral allowing independent reps to self-perform design, selection, and pricing

---

Utilizing parametric/3D design and automated manufacturing to **increase scale, allowing for lower priced products that generate compelling margins**

Air-side cooling

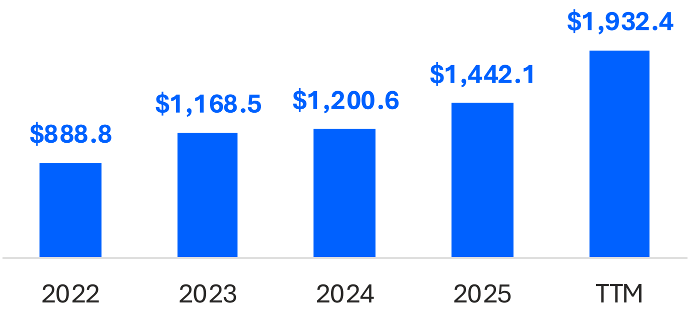
Liquid cooling

The Aaon Group

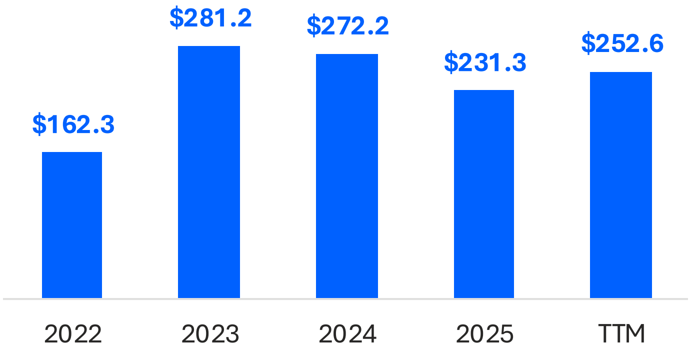
Financials

Financial highlights[1]

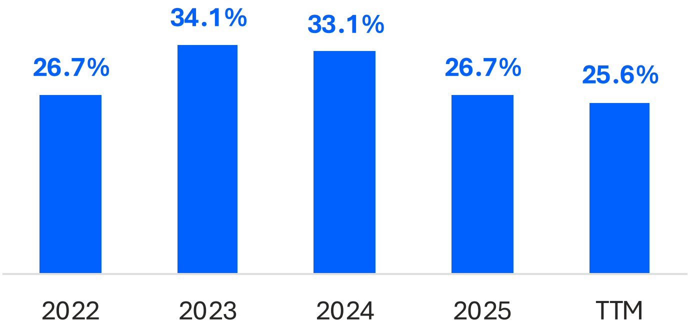
Net sales
($M)



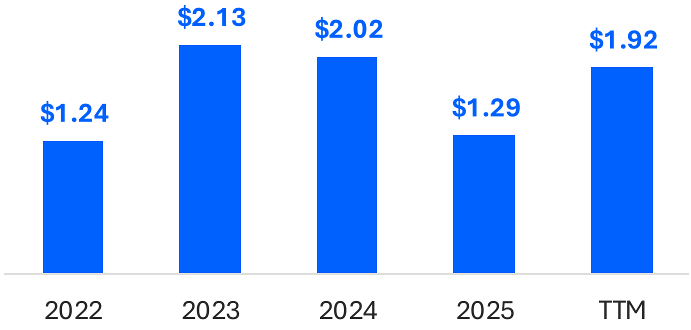
Adj. EBITDA
($M)
(Non-GAAP)



Gross margin



EPS
(GAAP)

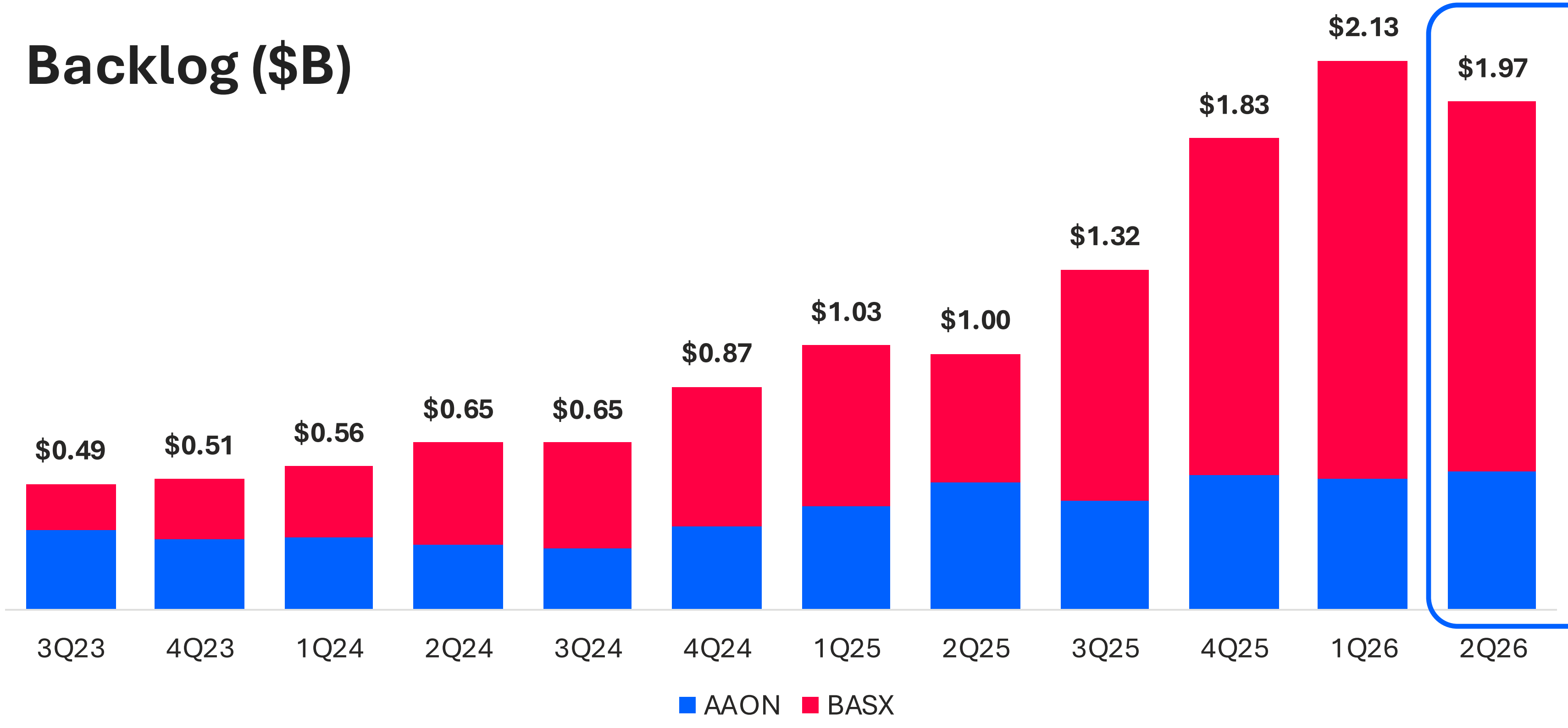


Consistently **delivering results** throughout the cycle

[1] See Non-GAAP Financial Measures in Appendix.

Both brands contributing to our strong backlog

Backlog remains strong despite changes in the cycle

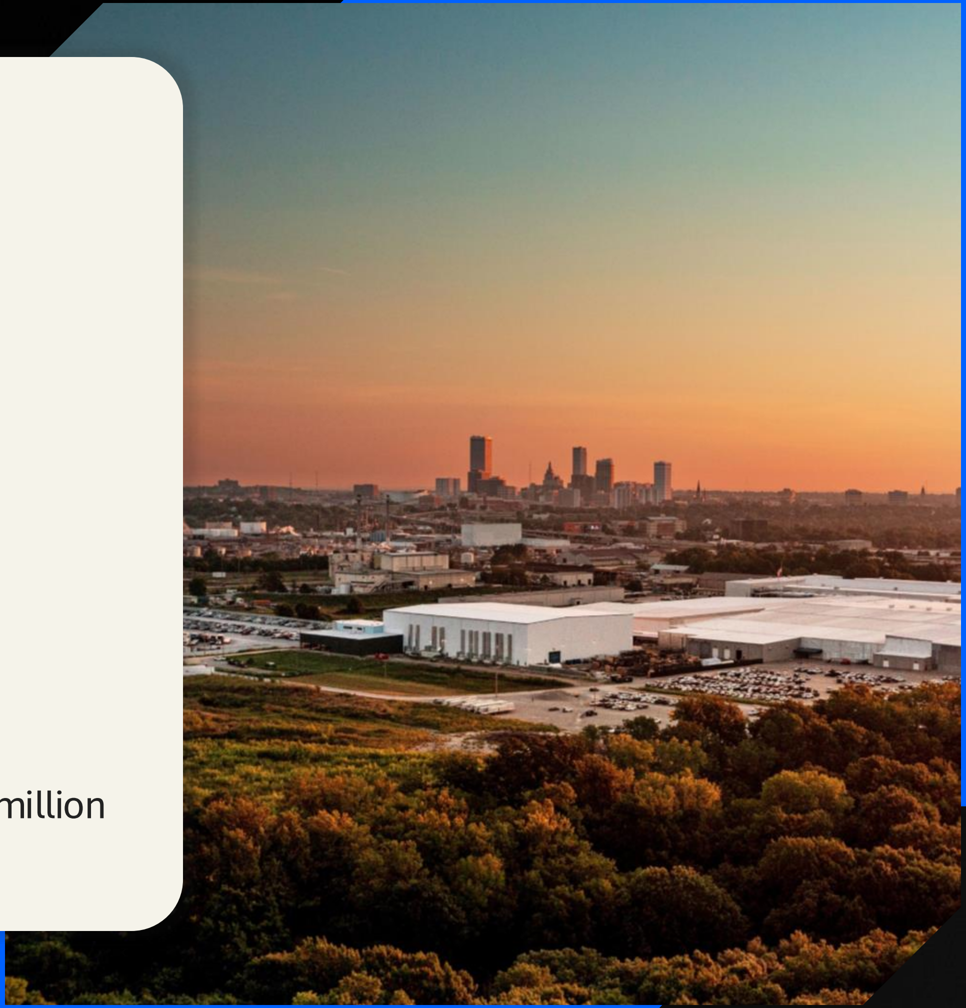


Ended 2Q26 at **$1.97B**

2026 Outlook

Strong focus on operational execution

Sales	Sales growth of 55% to 60%
Margins	Gross margin of 25% to 26%
Expenses	SG&A 13% to 14% of sales D&A expense of $95 to $100 million



Appendix

Non-GAAP Financial Measures

The following table provides a reconciliation of net income (GAAP) to EBITDA (non-GAAP) and EBITDA margin (non-GAAP) for the periods indicated. The trailing twelve months ("TTM") period presented is a non-GAAP reconciliation period.

	Q2 2026	Q1 2026	Q4 2025	Q3 2025	TTM	2025	2024	2023	2022	2021
Net income, a GAAP measure	**$ 56,659**	**$ 39,815**	**$ 32,032**	**$ 30,782**	**$ 159,288**	**$ 107,593**	**$ 168,559**	**$ 177,623**	**$ 100,376**	**$ 58,758**
Depreciation and amortization	23,813	20,903	20,353	19,959	85,028	79,191	62,735	46,468	35,106	30,343
Interest expense, net	6,195	5,055	5,762	5,153	22,165	17,726	2,905	4,843	2,627	132
Income tax expense	6,188	12,266	6,290	7,660	32,404	21,159	38,032	45,531	24,157	10,424
EBITDA, a non-GAAP measure	**$ 92,855**	**$ 78,039**	**$ 64,437**	**$ 63,554**	**$ 298,885**	**$ 225,669**	**$ 272,231**	**$ 274,465**	**$ 162,266**	**$ 99,657**
Add: Memphis incentive fee[1]	1,448					6,105	-	-	-	-
Litigation settlement[2]						-	-	7,500	-	-
Profit sharing effect[3]	(123)					(519)	-	(750)	-	(437)
Acquisition-related fees[4]						-	-	-	-	4,367
Net sales, a GAAP measure	**$ 626,976**	**$ 496,936**	**$ 424,217**	**$ 384,238**	**$ 1,932,367**	**$ 1,442,076**	**$ 1,200,635**	**$ 1,168,518**	**$ 888,788**	**$ 534,517**
Adjusted EBITDA, a non-GAAP measure	**$ 94,180**	**$ 78,039**	**$ 64,437**	**$ 63,554**	**$ 300,210**	**$ 231,255**	**$ 272,231**	**$ 281,215**	**$ 162,266**	**$ 103,587**
EBITDA margin	**15.0%**	**15.7%**	**15.2%**	**16.5%**	**15.5%**	**16.0%**	**22.7%**	**24.1%**	**18.3%**	**19.4%**
EPS	**$0.68**	**$0.48**	**$0.39**	**$0.37**	**$1.92**	**$1.29**	**$2.02**	**$2.13**	**$1.24**	**$0.73**

Non-GAAP Financial Measures

The following table provides a net sales (GAAP), gross profit (GAAP) and gross margin for the periods indicated. The trailing twelve months ("TTM") period presented is a non-GAAP reconciliation period.

	Q2 2026	Q1 2026	Q4 2025	Q3 2025	LTM	2025	2024	2023	2022	2021
Net sales	**$ 626,976**	**$ 496,936**	**$ 424,217**	**$ 384,238**	**$ 1,932,367**	**$ 1,442,076**	**$ 1,200,635**	**$ 1,168,518**	**$ 888,788**	**$534,517**
Gross profit	152,491	124,965	109,770	106,861	494,087	385,724	397,109	399,020	237,572	137,830
Gross margin	24.3%	25.1%	25.9%	27.8%	25.6%	26.7%	33.1%	34.1%	26.7%	25.8%

The following table provides a reconciliation to capex and research and development as a percent of sales for the period indicatec

	2025	2024	2023	2022	2021
Capex	204,852	213,151	104,165	54,273	55,362
R&D	58,200	47,300	43,700	46,800	16,600
Total capex and R&D	**263,052**	**260,451**	**147,865**	**101,073**	**71,962**
Net sales	$ 1,442,076	$ 1,200,635	$ 1,168,518	$ 888,788	$534,517
Capex and R&D as a percent of sales	**18.2%**	**21.7%**	**12.7%**	**11.4%**	**13.5%**

Non-GAAP Financial Measures

The following table provides a reconciliation of total assets (GAAP) to invested capital (non-GAAP), average invested capital (non-GAAP) and return on invested capital (non-GAAP) for the periods indicated.

	June 30, 2026	June 30, 2025
Total assets, a GAAP measure	**$ 1,863,683**	**$ 1,399,413**
Less: Cash and cash equivalents	13	14
Restricted cash	12,714	1,307
Current debt maturities	7,535	-
Accounts payable	171,717	81,642
Accrued liabilities	138,267	95,332
Contract liabilities	12,752	33,752
Invested capital, a non-GAAP measure	**$ 1,520,685**	**$ 1,187,366**
Average invested capital, a non-GAAP measure*	**$ 1,354,026**	

Net income, a GAAP measure	**$ 159,288**
Average invested capital, a non-GAAP measure	**$ 1,354,026**
Return on invested capital	**11.8%**

The following table provides a reconciliation of total assets (GAAP) to invested capital (non-GAAP), average invested capital (non-GAAP) and return on invested capital (non-GAAP) for the periods indicated.

	2025	2024	2023	2022	2021	2020	2019
Total assets, a GAAP measure	**$ 1,686,510**	**$ 1,175,234**	**$ 941,436**	**$ 813,903**	**$ 650,180**	**$ 449,008**	**$461,439**
Less: Cash and cash equivalents	13	14	287	5,451	2,859	79,025	82,288
Restricted cash	1,226	6,500	8,736	498	628	3,263	
Current debt maturities		16,000					
Accounts payable	110,437	44,645	27,484	45,513	29,020	12,447	11,759
Accrued liabilities	132,213	99,347	85,508	78,630	50,206	46,586	44,269
Contract liabilities	80,670	14,913	13,757	21,424	7,542	-	
Invested capital, a non-GAAP measure	**$ 1,361,951**	**$ 1,009,816**	**$ 805,664**	**$ 662,387**	**$ 559,925**	**$ 307,687**	**$323,123**
Average invested capital, a non-GAAP measure*	**$ 1,185,883**	**$ 907,740**	**$ 734,026**	**$ 611,156**	**$ 433,806**	**$ 315,405**	**$294,917**

Net income, a GAAP measure	**$ 107,593**	**$ 168,559**	**$ 177,623**	**$ 100,376**	**$ 58,758**	**$ 79,009**	**$ 53,711**
Average invested capital, a non-GAAP measure	**$ 1,185,883**	**$ 907,740**	**$ 734,026**	**$ 611,156**	**$ 433,806**	**$ 315,405**	**$294,917**
Return on invested capital	**9.1%**	**18.6%**	**24.2%**	**16.4%**	**13.5%**	**25.1%**	**18.2%**