



Investor Presentation

Leading Provider of Innovative Solutions in Water Heating & Treatment

Spring 2025

Forward Looking Statements

This presentation contains statements that we believe are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements generally can be identified by the use of words such as “may,” “will,” “expect,” “intend,” “estimate,” “anticipate,” “believe,” “continue,” “forecast,” “guidance” or words of similar meaning. Important factors that could cause actual results to differ materially from these expectations include, among other things, the following: negative impact to the Company’s businesses from international tariffs, including any new or increased tariffs that could also trigger retaliatory responses from other countries, as well as, trade disputes and geopolitical differences, including the conflicts in Ukraine and the Middle East; further softening in U.S. residential and commercial water heater demand; negative impacts to the Company, particularly the demand for its products, resulting from global inflationary pressures or a potential recession in one or more of the markets in which the Company participates; the Company’s ability to continue to obtain commodities, components, parts and accessories on a timely basis through its supply chain and at expected costs; negative impacts to demand for the Company’s products, particularly commercial products, as a result of changes in commercial property usage that followed the COVID-19 pandemic; further weakening in North American residential or commercial construction or instability in the Company’s replacement markets; inability of the Company to implement or maintain pricing actions; inconsistent recovery of the Chinese economy or a further decline in the growth rate of consumer spending or housing sales in China; the availability, timing or effects of China stimulus programs; potential weakening in the high-efficiency gas boiler segment in the U.S.; substantial defaults in payment by, material reduction in purchases by or the loss, bankruptcy or insolvency of a major customer; foreign currency fluctuations; the Company’s inability to successfully integrate or achieve its strategic objectives resulting from acquisitions; failure to realize the expected benefits of acquisitions or expected synergies; failure to realize the expected benefits, timing and extent of regulatory changes; competitive pressures on the Company’s businesses, including new technologies and new competitors; the impact of potential information technology or data security breaches; negative impact of changes in government regulations or regulatory requirements; the inability to respond to secular trends toward decarbonization and energy efficiency; and adverse developments in general economic, political and business conditions in key regions of the world. . Forward-looking statements included in this presentation are made only as of the date of this presentation, and the Company is under no obligation to update these statements to reflect subsequent events or circumstances. All subsequent written and oral forward-looking statements attributed to the Company, or persons acting on its behalf, are qualified entirely by these cautionary statements. This presentation contains certain non-GAAP financial measures as that term is defined by the SEC. Non-GAAP financial measures are generally identified by “Adjusted” (Adj.) or “Non-GAAP.”

Company Overview



Powerful Investment Thesis

1

Leading with innovative products that drive technology and meet sustainability needs

2

Capitalizing on global megatrends in a large and growing market supported by regulatory changes

3

Leading North American water heater and boiler producer with stable and consistent replacement demand

4

Compelling brand awareness in emerging markets with attractive growth and margin expansion opportunities

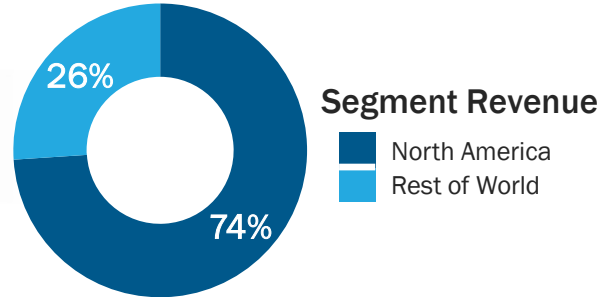
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Leveraging strong balance sheet for organic and inorganic growth while returning capital to shareholders

A. O. Smith Snapshot

Leveraging 150 Years of Innovation to Continue Delivering Growth

2024 Revenue ~\$3.8B



Products

- Water Heaters: Tank, Tankless, Heat Pump
- Boilers: Residential and Commercial
- Water Treatment: Water Softeners and Filtration

Leading Brands



Headquarters	Milwaukee, WI
Global Employees	~12,700
Mfg. Facilities	28
Countries Served	~80
Sales CAGR ¹	5%
Adjusted EPS CAGR ¹	11%
Gross Margin	38%
EBIT Margin	19%
Avg. 5-year FCF Conversion	102%

Our Company Vision

Vision

To be the leading provider of innovative, highly efficient and differentiated solutions used to heat and treat water, creating exceptional long-term value for our global customers and stakeholders in a socially responsible manner.

Strategy

Deliver profitable growth by...

- Living our values
- Taking care of our customers
- Creating value through innovation
- Driving operational excellence
- Investing in our people
- Expanding geographically
- Enhancing our portfolio through strategic acquisitions

Building on 150 Years of Innovation...

Foundation of Innovation

1874 – 1927

1874

C.J. Smith and Sons machine shop founded in Milwaukee, WI

1904

A.O. Smith incorporated

1921

Developed world's 1st automated automobile frame assembly plant oil pipelines

1925

Introduced 1st high-pressure vessel used to refine oil

1927

Developed method of producing large-diameter steel line pipe, key in launching natural gas and transcontinental oil pipelines

1936

A. O. Smith patents the process of glass-lining a water heater tank. This concept became the standard of the industry.

Expansion to Water

1927 – Today

1948

Entered market for coil-type instantaneous commercial water heaters

1954

Introduced first glass-lined commercial water heater

1961

Opened first international water heater and boiler plant in Canada

1972

Water heater division opens its first European operation

1974

Introduction of Conservationist line of residential water heaters

1995

Entered China market with three joint ventures including residential water heaters

2001

Acquired State Industries, nearly doubling water heater business and entering retail market segment

2006

Completed acquisition that added American, Whirlpool, GSW & John Wood brands

2008

Entered India water heater market

2011

Acquired Lochinvar, manufacturer of high efficiency condensing boilers

2016

Acquired Aquasana and entered the North America Water Treatment market

2021

Acquired Giant, a Canadian water heater manufacturer

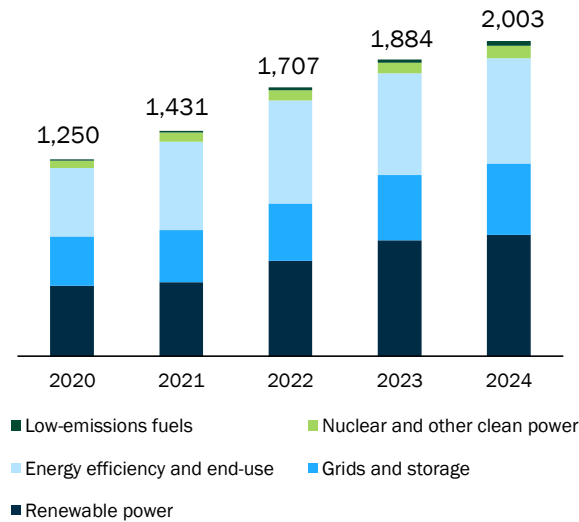
2024

Acquired Pureit, an Indian water treatment company

Strategy, Portfolio and Culture that Preceded Global Mega Trends

Energy Efficiency & Decarbonization

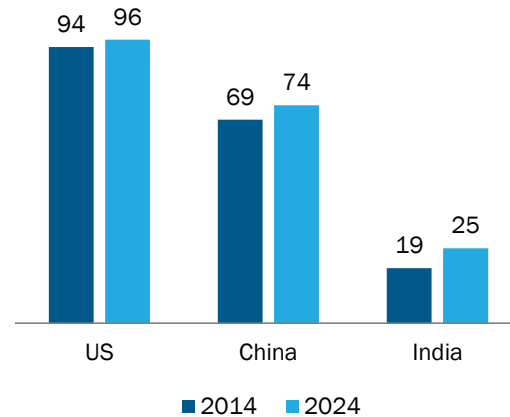
Global Investment in Clean Energy (\$B)¹



- Global investment in clean energy and energy efficiency is growing
- Increasing energy intensity improvement is required to meet Net Zero goals

Clean Water

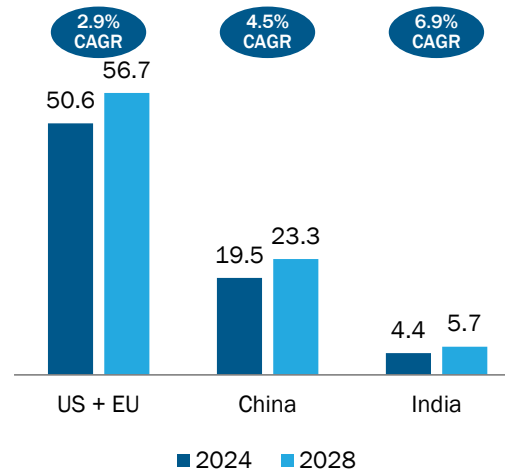
Sanitation & Drinking Water Index (0 - 100)²



- Poor global water quality and increasing awareness of residential treatment systems
- Increased spending power in India and China drive demand
- COVID-19 pandemic has driven a heightened focus on health and safety issues

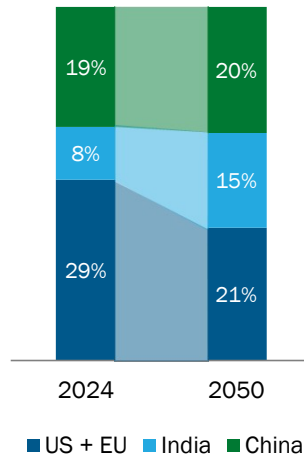
Rising Consumer Class in Emerging Markets

GDP (\$T)³



- Emerging markets, including **China** and **India**, will dominate the world's top 10 economies by 2050, with realignment of global economic growth and activity from G7 to E7 economies

Share of Global GDP^{3,4}



Well Positioned as a Global Water Technology Leader

Market Leader in North American Water Heating and Boilers

- Innovation opportunity with increased focus on energy efficiency
- Leading share in both residential and commercial markets
- Significant reoccurring replacement cycle (80-85% of sales)

Consolidator in Attractive North American Water Treatment Space

- Positive sustainability and quality of life trends
- Opportunity to establish national coverage
- Omnichannel approach providing differentiation

Category and Brand Leader in China

- Base business with 25+ years of experience
- Opportunities to leverage brand and channel
- Positive innovation trends through connectivity

Emerging Player in the Fast-Growing India Market

- Compelling market dynamics for clean hot water
- Innovation leader with many new products
- Building a strong brand and channel coverage

Innovation Hub: Lloyd R. Smith Corporate Technology Center

Our Innovation Hub

- Dedicated to enterprise-wide development of new energy efficient products and processes
- Teams of engineers develop concepts, test and finalize core technologies

Core Competencies

- Water
- Analytics
- Coatings
- Electronics
- Sensors
- Materials
- Microbiology
- Prototypes



>\$800M Invested in R&D Since 2013

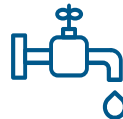
Deep Focus on Innovation Drives Significant Growth

Creating new, sustainable technologies in growing and emerging platforms such as heat pumps, condensing water heaters and boilers, and tankless water heaters to drive:

- Digitization
- Connectivity / IoT
- Gas Alternatives



2023 sales of water treatment systems and replacements in North America filtered ~280M gallons of drinking water, equivalent to **eliminating 2.1B plastic bottles of water**



High-efficiency, WaterMax® water softeners, used mainly in our retail water softeners use up to **50% less salt and up to 80% less water**



One residential heat pump water heater saves 13MT of CO₂ over its life, equivalent to **taking 2.7 passenger cars off the road for a year**



65% of the steel used to manufacture our North America water heaters and boilers is sourced from **recycled steel**



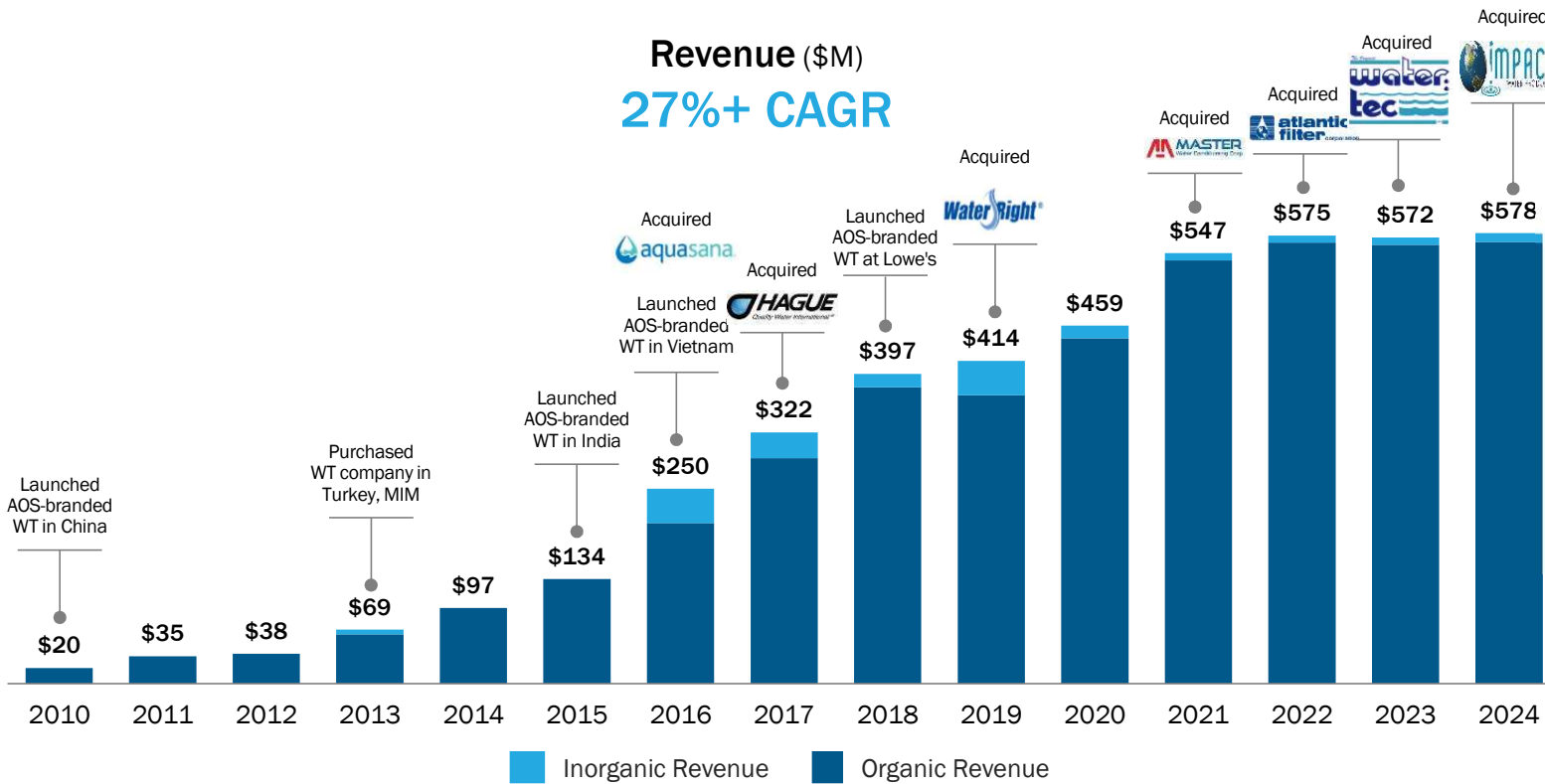
Our patented Max 4.0 RO membrane technology **increases the water efficiency** of our water treatment products **by up to 330%**



Our high-efficiency water heaters and boilers contribute to decarbonization and carbon neutrality goals by **reducing energy consumption and associated GHG emissions**

5th Consecutive ENERGY STAR® Partner of the Year and 3rd Consecutive ENERGY STAR® Sustained Excellence Awards

Building a Strong Platform and Growing Scale in Water Treatment (WT) through Organic Growth Supplemented by Strategic Acquisitions



Product innovation provides differentiation and pricing power in the marketplace

Growing scale provides operating efficiency and leverage

Leveraging innovation and recurring revenue stream from consumable filters drive margin improvement and stable growth

Capital Allocation Priorities

Strategic Investments

✓ Organic Growth

Mix of Capex, R&D and new product development

- Invested \$108M in Capex in 2024; ~\$90-100M in 2025
- R&D totaled \$102M in 2024

✓ M&A

Strategic M&A to drive shareholder value

- Clear strategic filters and financial criteria
- Cultivate active pipeline

Returning Capital to Shareholders

✓ Dividend

Philosophy: Growing, competitive & sustainable dividend

- Conduct peer analysis and assess yield / payout ratio
- 5-year dividend rate per share CAGR of 8%
- Over 30 consecutive years of dividend increases

✓ Share Repurchases

Share repurchases remains a key component of capital allocation strategy

- 2025 target: ~\$400 million

Our Strategy to Deliver Profitable Growth



Live our Values

- Achieve profitable growth
- Emphasize innovation
- Preserve our good name
- Be a good place to work
- Be a good citizen



Investing in our People

- Attractive Work Environment
- Develop Individual Organization Capabilities
- Align and Engage Workforce



Leading Through Innovation

- Strategic Platforms
- R&D Capabilities
- New Differentiated Products
- Deliver Technology Solutions



Taking Care of our Customers

- Channel Convergence
- Superior Service Levels
- Demand Creation
- Digitalization



Geographic Expansion

- Organic and Inorganic
- Emerging Markets
- Market Penetration
- New Markets



Operational Excellence

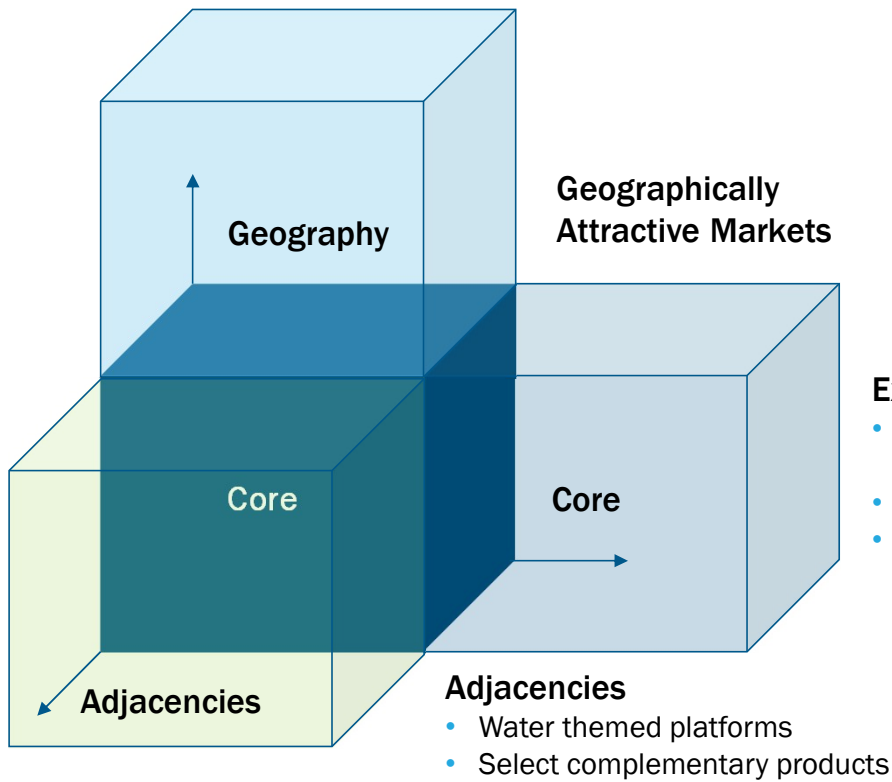
- Operations / Manufacturing
- Supply Chain
- Quality
- AOS Operating System



Strategic Acquisitions

- Expand Core Businesses
- Adjacencies
- Capabilities and Technologies
- New Platforms

Strong Financial Position Supports Growth through Strategic M&A



Strategic Fit

- Grow TAM
- Capitalize on megatrends
- Expand geographically
- New water themed platforms
- Grow / leverage existing capabilities and technology
- New or complimentary technology or innovation

Financially Attractive

- Accretive to EPS in the first year
- ROIC above cost of capital by the third year
- Meet risk adjusted IRR hurdle rates
- Accretive to growth or margin profile

Key Takeaways



Leading with innovative products that drive technology and meet sustainability needs



Capitalizing on global megatrends in a large and growing market supported by regulatory changes



Leading North American water heater and boiler producer with stable and consistent replacement demand



Compelling brand awareness in emerging markets with attractive growth and margin expansion opportunities



Leveraging strong balance sheet for organic and inorganic growth while returning capital to shareholders

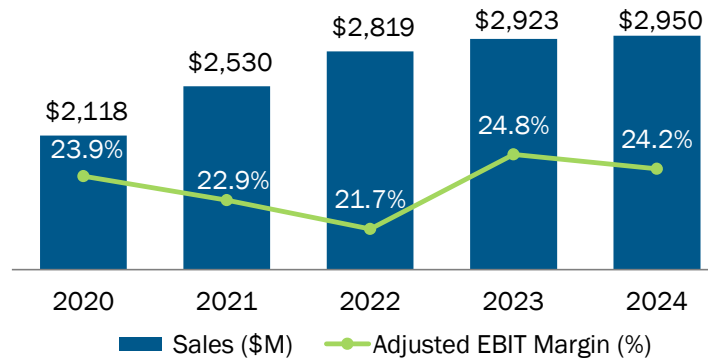
North America Segment Overview



North America Snapshot

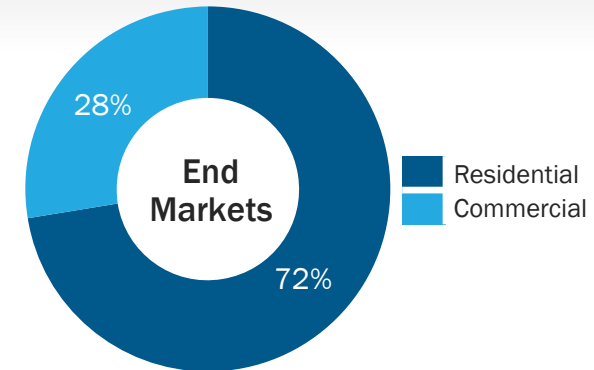
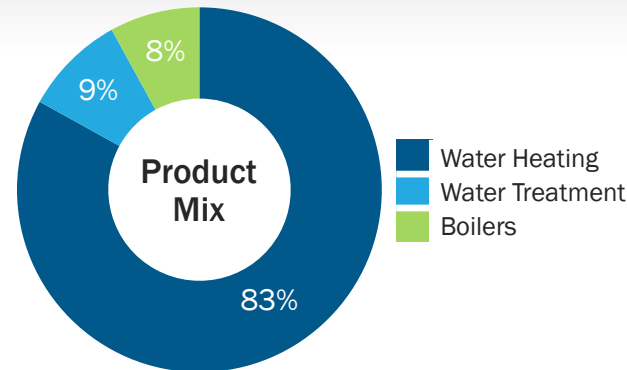
- Market leader in the production of residential and commercial water heaters and boilers
- Key participant in the water treatment market with significant opportunity for growth and market consolidation
- Focused on innovation to drive efficiency and differentiation in the marketplace
- Solid replacement demand provides a strong base in a consolidated market

Financial Summary

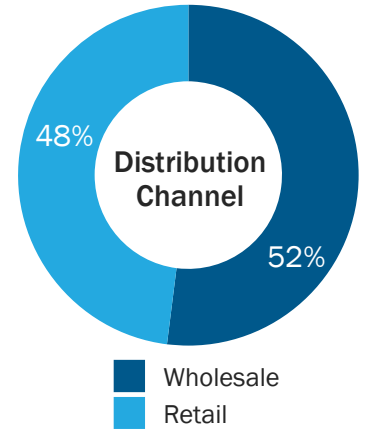


8.6%
Revenue CAGR

Leading Brands



Residential Water Heaters



Major Customers

Retail



Wholesale



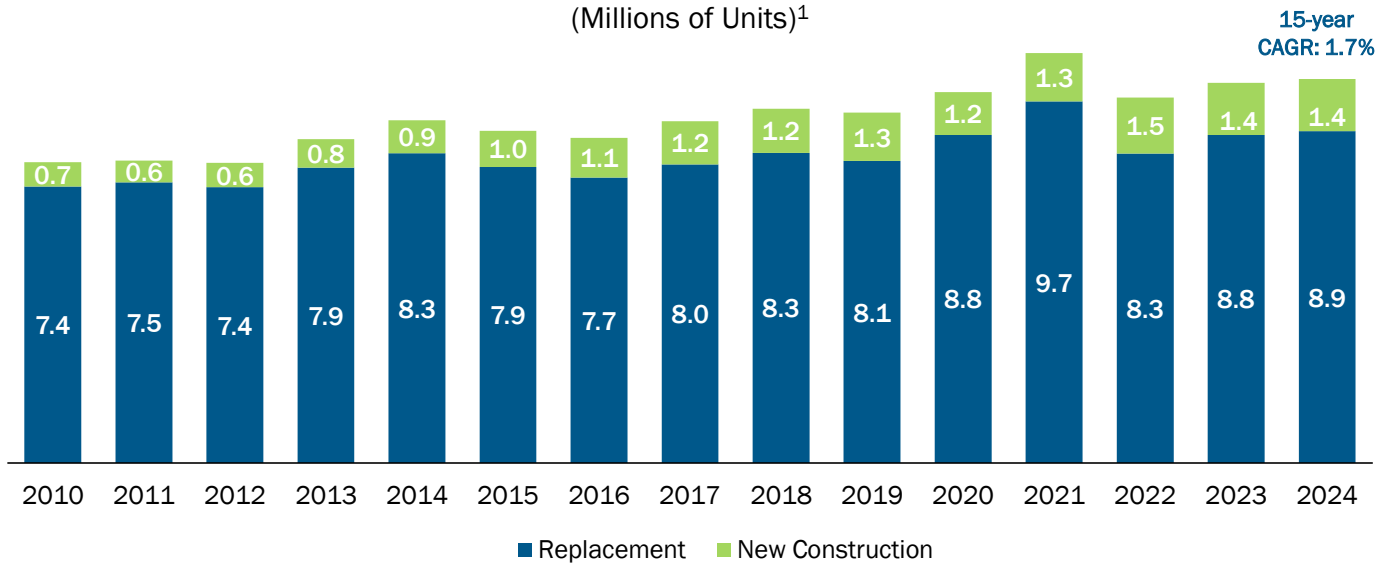
Leading the Market

- ✓ Stable replacement volumes of 80% - 85% temper downcycles with upside new construction optionality
- ✓ Innovation drives efficiency
- ✓ Full suite product offering to accommodate any residential water heater need

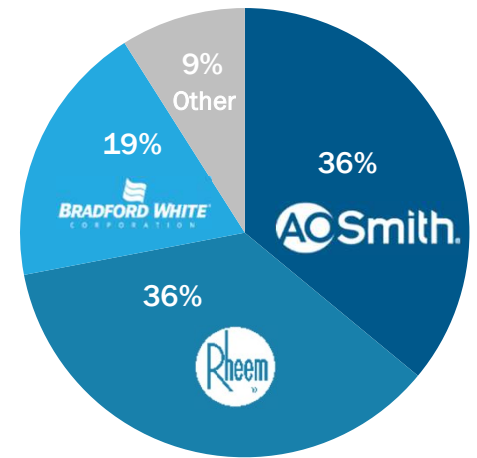
North America Residential Market Leader

U.S. Housing Shortage Presents Incremental Growth Opportunity

U.S. Residential Water Heaters Industry
(Millions of Units)¹



North America Residential Market²
2024 Market Share Data
(AHRI Tank + Gas Tankless)



Stable Replacement Business Represents ~80 - 85% Volumes and Mitigates Housing Market Cyclicity



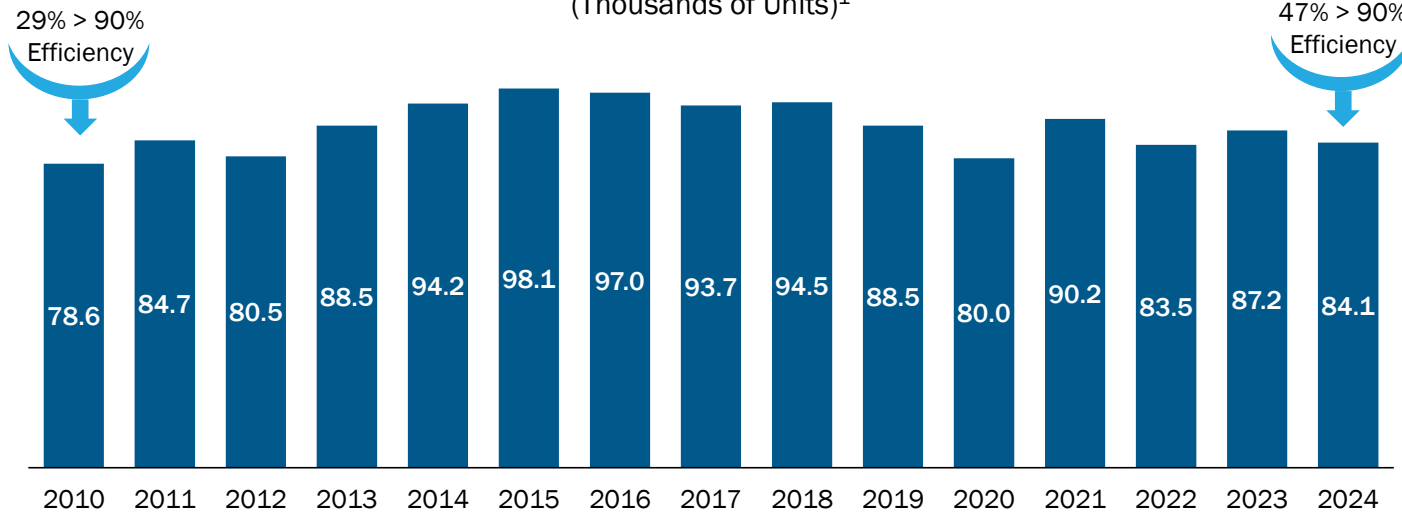
¹ AHRI: Air Conditioning, Heating & Refrigeration Institute; data includes gas tankless water heaters

² Market share estimated using AHRI data and company estimates

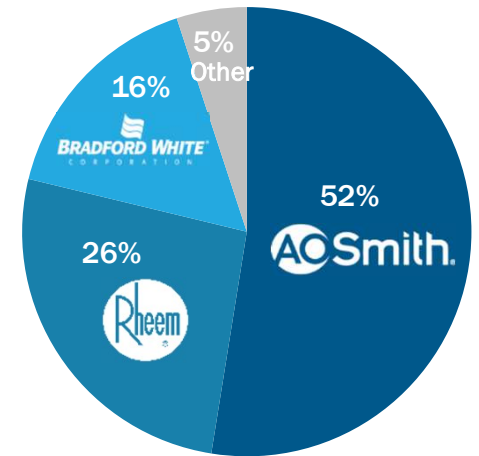
North America Commercial Market Leader

Gas Energy Efficient Units More Than Doubled Since 2010

U.S. Commercial Gas Storage Water Units Industry
(Thousands of Units)¹



U.S. Commercial Market ²
2024 market share data (AHRI)



Higher Adoption Rates of Energy Efficient Units Supports Commercial Offerings



¹ AHRI: Air Conditioning, Heating & Refrigeration Institute; data includes gas tankless water heaters

² Market share estimated using AHRI data and company estimates

Comprehensive Water Heating Product Line with Ongoing New Product Development

Robust Line of Existing Products



ProLine® Electric ProLine® Gas Hybrid Electric Heat Pump Gas Tankless

Continuous Innovation to Advance Technology and Develop New Products

Heat Pump Voltex AL
(Launched 2022)

Key Features

- 4 Sizes
- Whisper-Quiet Operation (45 dBA)
- Leak Detection w/ Automatic Shutoff Valve

Heat Pump Voltex MAX
(Launched 2023)

Premium Condensing Gas Tankless
(Launched 2024)

Improved design & product performance and eliminate annual maintenance costs

Scale prevention technology

Residential

Commercial



CYCLONE FLEX Tankless Rack System Heat Pump

Catalyst

60 Gallon Tank 100 Gallon Tank 119 Gallon Tank

Catalyst Tablet
Patent Protected

Catalyst Technology

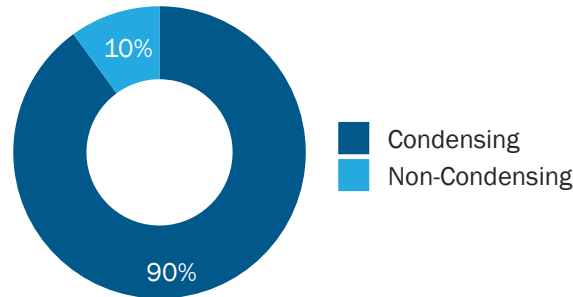
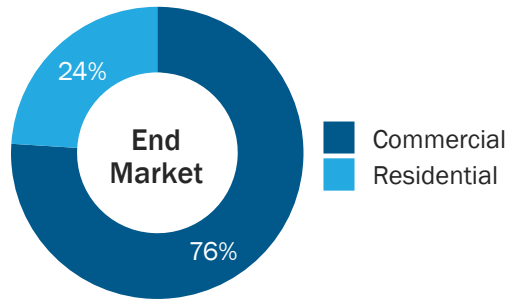
Allows customers to purchase A. O. Smith-provided key to configure 3 core models... 20 possible combinations.

Other features:

- Over the air updates
- Leak detection
- Performance balancing for connected products

Commercial and Residential Boilers

Focus on Condensing Boilers with > 90% energy efficiency



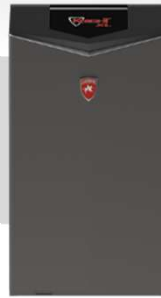
Commercial Condensing



Crest with Hellcat™ Combustion Technology



FTXL™ Fire Tube



Knight™ XL

Residential Condensing



Knight™

Increasing Efficiency Drives Growth

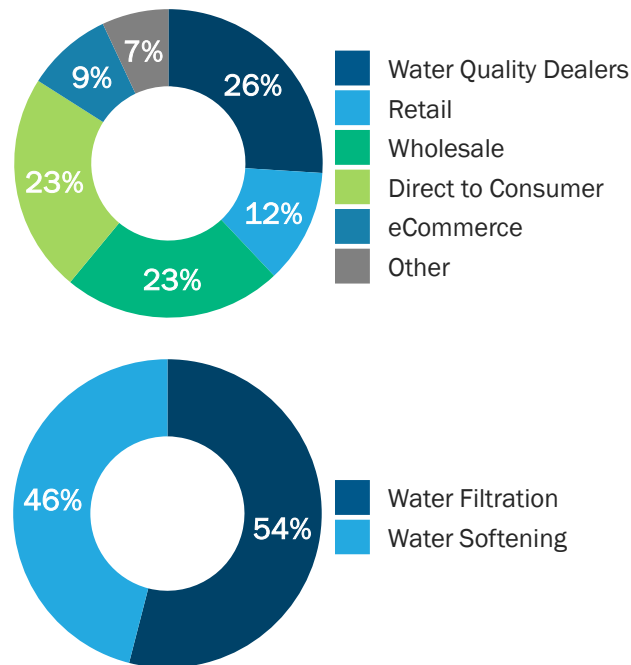
- ✓ Broad industry-leading product offering to serve any need, from a few thousand to 6M BTU
- ✓ Technology leader capitalizing on strong industry trends toward higher efficiency condensing boilers driving growth and innovation
- ✓ Fragmented market combined with energy efficient products provides ability to take share and grow above market

Capturing Greater Market Share in Water Treatment

Capturing Maturing Share

- Broad portfolio and distribution in a growing, fragmented market with consolidation opportunity fueled by macro trends
- AOS brands participate in multiple distribution channels, while most competitors operate in only 1 - 2 channels

\$3.2B Addressable Market



AOS Brands in North America Distribution Channels



Water Treatment for the Entire Home

Full Spectrum of Water Treatment & Filtration Products

Point of Entry
~60% of sales



Whole Home Filtration



Whole Home Softeners

Point of Use
~30% of sales



Whole Kitchen Filtration



Under Sink Filtration



Tankless RO Systems



Traditional RO Systems

Non-Installed
~10% of sales



Countertop Filtration

Complete Technology Portfolio to Provide Clean & Safe Drinking Water

Activated Carbon

Improves taste by removing chlorine and organic pollutants including PFAS

Pore size: 5,000 nm

Micro-Filtration

Removes sediment, particulates and colloids

Pore size: 1,000 nm

Ultra-Filtration

Removes bacterium, large organics and other pollutants resulting from water transport

Pore size: 50 nm

Reverse Osmosis

The ultimate filtration technology; reduces nearly all substances

Pore size: 0.2 nm



North America Key Takeaways



Market leadership in large, stable water heater and boiler markets



Strong 9% Sales CAGR over past 5 years; significant opportunity to grow Water Treatment business and participate in market consolidation



Replacement market helps to buffer cyclical elements



Active innovation pipeline driving continued gains in energy efficiency and supporting future organic growth



Very attractive margin profile of ~24+%

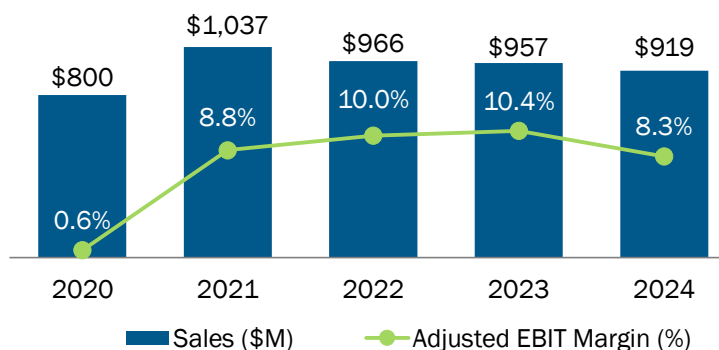
Rest of World Segment Overview



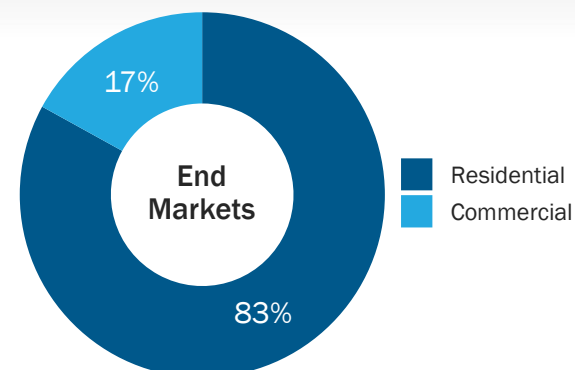
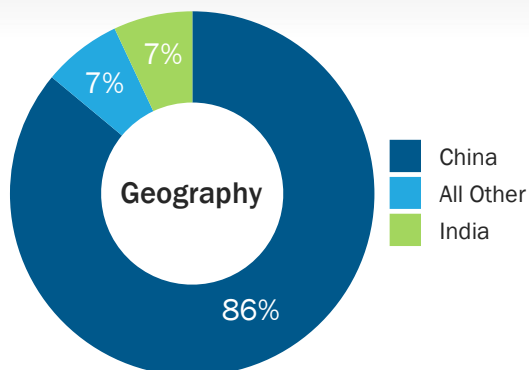
Rest of World Snapshot

- Global scale enables leveraging of innovation, technology and new product development
- Aligned megatrends with significant market potential in the world's two most populous countries: China and India
- Distribution to reach 35% of world's population in China and India alone
- Local leadership and infrastructure with a customized approach for each unique market
- Segment earnings are on margin recovery path after bottoming in 2020

Financial Summary

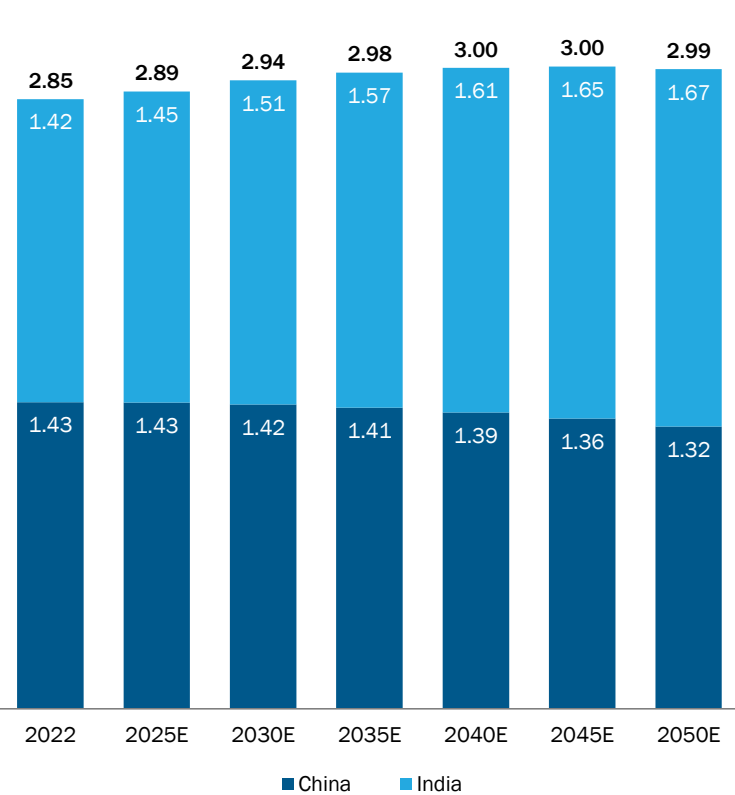


Leading Brands

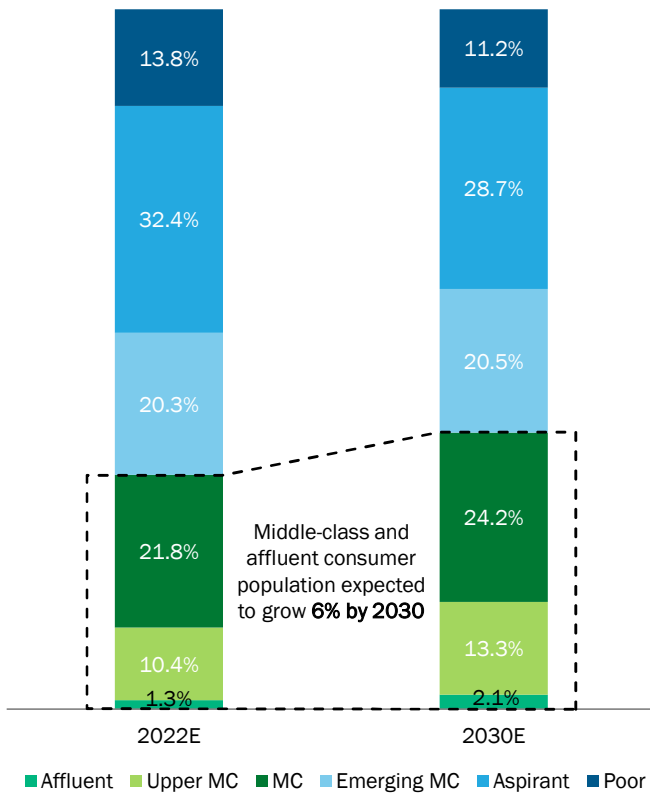


Opportunities in China and India

Population Growth (B)¹



Growing Middle & Upper Classes in China²



Emerging Markets

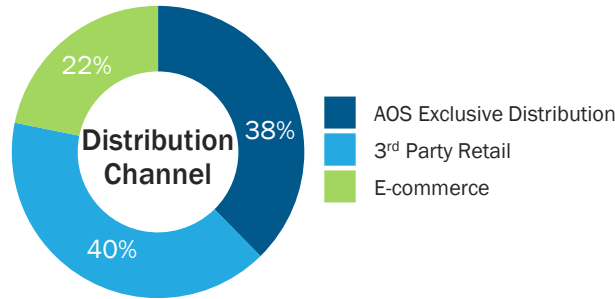
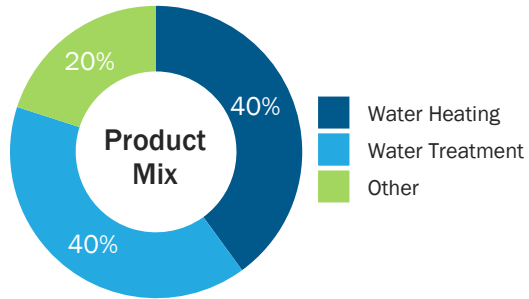
China

- Strong AOS legacy and brand awareness
- Favorable LT market fundamentals for water heating and treatment
 - Urbanization projected to account for 28% of all global growth³
 - Rapidly growing affluent and middle classes
 - Consumers are increasing their spending on categories related to health and lifestyle, including water treatment⁴

India

- Favorable LT market fundamentals for water heating and treatment
 - Large population with an emerging middle class
 - Increased awareness of need for safe water

China Overview



Leading Brands



Strong Foundation

25+ years of experience operating in China with ability to scale

- Strong in-country leadership
- Operational improvements and organizational changes leading to margin recovery

Well-positioned to reach growing middle and affluent classes

- Premium brand with strong recognition
- Multiple distribution channels, including service network and increasing e-commerce

~9,400 points of sale across country

- ~4,400 exclusive AOS Specialty stores and regional stores in Tier 1 – Tier 3 cities
- ~5,000 outlets in Tier 4 – Tier 6 cities

Continuous innovation around both new products, technology and operational excellence

Growing Product Portfolio Designed and Built in China for China

Water Heaters

~60% of sales are replacement

Electric Gas



Water Treatment

25-30% of sales are replacement filters

Water Purifiers



AI-LINK HVAC



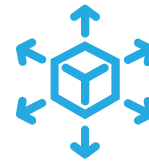
AI-LiNK Kitchen Products



A. O. Smith China Built On...



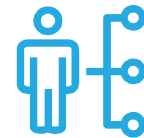
Premium Brand



Extensive Distribution
and Service Network

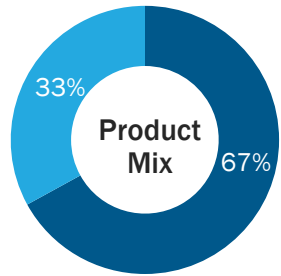


Innovative New Products and
World Class Manufacturing



Local Management Team and
Organizational Development

India Overview



■ Water Heating
■ Water Treatment

National Retailers



Regional Retailers



Product Portfolio Designed for the Indian Market

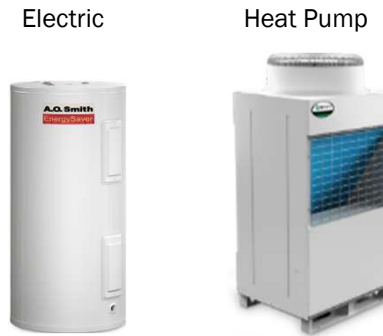
Residential Water Heaters



Residential Water Treatment



Commercial Water Heaters



Growing Scale for Long-term

India's evolving demographics and economic transformation create significant growth opportunities

- Population: 1.46 Billion
- GDP growth projected 6.5% in 2025
- \$5T economy target by 2028
- Rapid urbanization
- Government-supported investments in infrastructure
- Broad distribution networks
- Ecommerce / digital consumption

ROW Key Takeaways



Diverse product portfolio with many avenues for growth



Maintaining a balanced go-to-market channel strategy



Long-standing leadership position in China given established, trusted brand



Numerous opportunities to grow in new geographies; India the most nascent opportunity



Well-positioned to deliver improved margins in the future with a return to stronger performance

Financial Overview



Compelling Financial Characteristics



20.6%

Adjusted EBITDA Margin
In 2024

>\$454M

Invested in R&D
Since 2020

102%

Avg. FCF Conversion
Since 2020

>\$1.4B

Share Repurchases
Since 2020

33

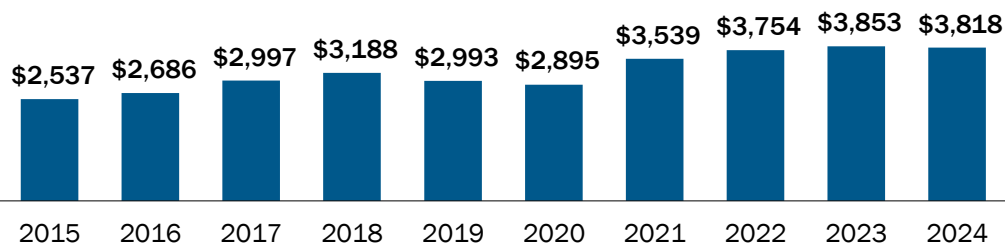
Consecutive Years of
Dividend Increases

>\$276M

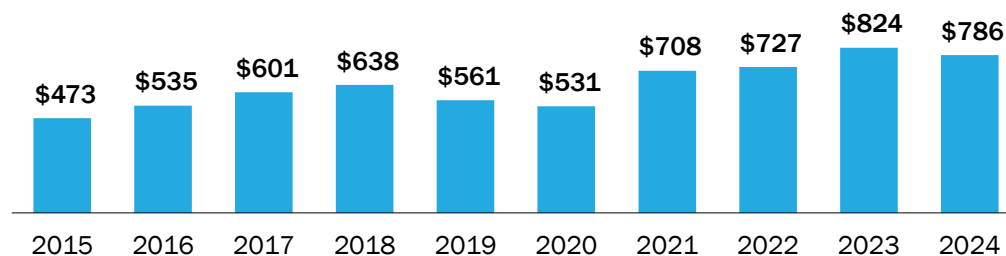
Cash on Hand

Strong Earnings Anchored by Consistent North America Segment Growth

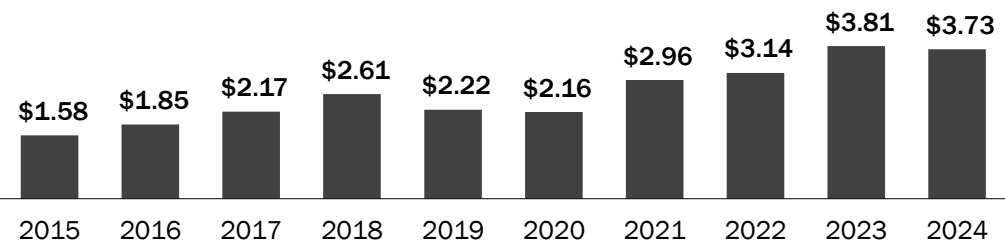
Sales (\$M)
4.6% CAGR



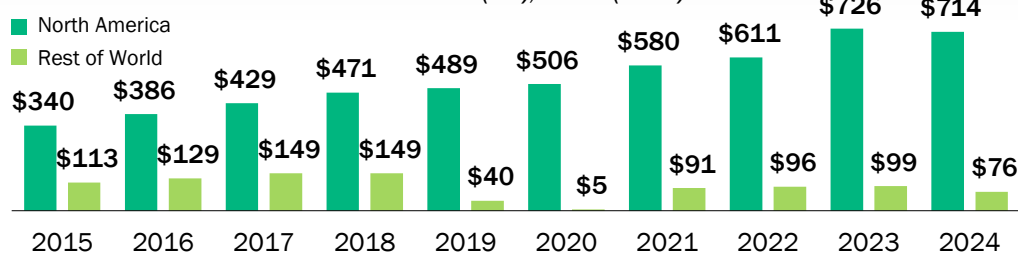
EBITDA¹ (\$M)
5.8% CAGR



Adjusted EPS
11.0% CAGR

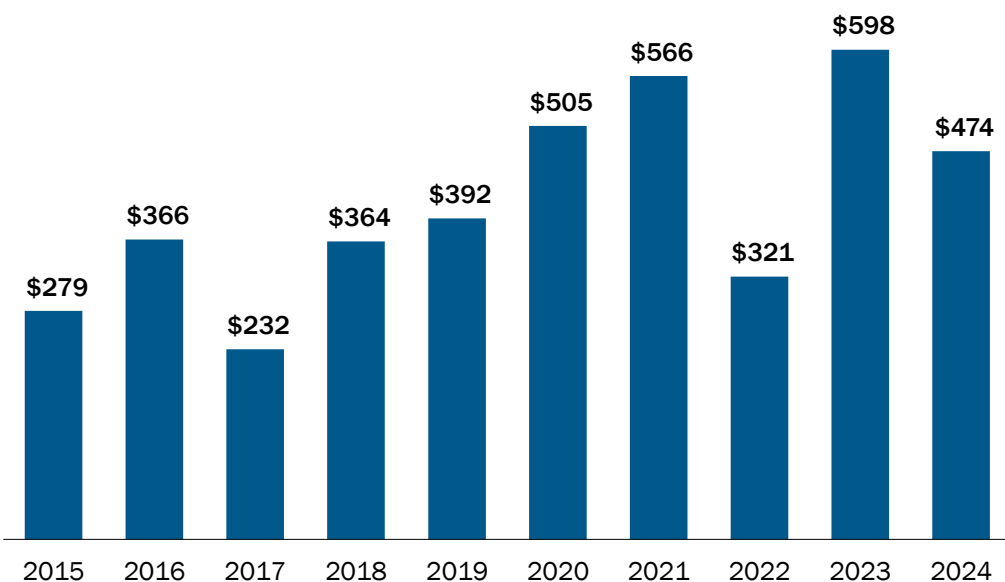


Adjusted Segment Earnings (\$M)
8.6% CAGR (NA), -4.3% (ROW)



Robust Free Cash Flow Generation and Ample Liquidity

Free Cash Flow (\$M)¹



9.3%
Debt to Capital
Ratio

\$83M
Net Cash
Position

~3.8M
Shares Repurchased
In 2024

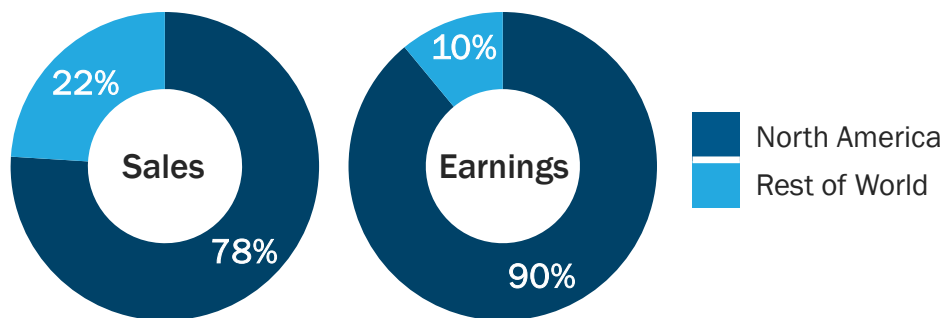
Debt	
Debt as of 12/31/2024	\$193.2M
Upcoming Maturities Due	
2025	\$10.0M
2026	\$39.7M
2027	\$39.7M
2028	\$25.5M
2029	\$55.5M

Significant Cash and Availability to Fuel Our Balanced Capital Allocation Strategy

Latest Quarterly Results: Q1 2025

(\$M)	Q1 2024	Q1 2025	\$ Change	% Change
Net Sales	\$ 978.8	\$ 963.9	\$ -14.9	-2%
Net Earnings	\$ 147.6	\$ 136.6	\$ -11.0	-7%
Adjusted EPS	\$ 1.00	\$ 0.95	\$ -0.05	-5%

Q1 2025 Segment Data



North America

2% sales decrease driven by lower water heater volumes partially offset by higher boiler sales. 9% sequential quarter-over-quarter sales improvement

Rest of World

Flat sales as lower volumes in China offset by Pureit sales. China margins increased 200 bps.

Key Takeaways



Technology leadership and culture of innovation enables development of new products and services to capitalize on technology adoption, decarbonization and sustainability trends



North American replacement demand for water heaters and boilers provides a stable base and pricing environment



Well positioned to capitalize on opportunity to participate in and consolidate the growing North American water treatment market



Significant opportunity to leverage compelling brand awareness in emerging markets, with attractive growth and margin expansion potential



Focused on robust execution, value creation strategy and effective capital deployment to grow earnings and cash flow

Appendix



Reconciliation of Reported Cash Flow from Operating Activities to FCF (Non-GAAP)

(\$millions)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Cash provided by operating activities (GAAP)	\$ 264	\$ 352	\$ 447	\$ 326	\$ 449	\$ 456	\$ 562	\$ 641	\$ 391	\$ 670	\$ 582
Less: Capital Expenditures	(86)	(73)	(81)	(94)	(85)	(64)	(57)	(75)	(70)	(73)	(108)
Free cash flow (non-GAAP)	\$ 178	\$ 279	\$ 366	\$ 232	\$ 364	\$ 392	\$ 505	\$ 566	\$ 321	\$ 598	\$ 474

Reconciliation of Earnings Before Provision for Income Taxes to Adjusted EBITDA (Non-GAAP)

(\$millions)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2023
Earnings before provision for income taxes (GAAP)	\$ 287	\$ 403	\$ 463	\$ 521	\$ 558	\$ 472	\$ 444	\$ 626	\$ 224	\$ 734	\$ 701
Add: Depreciation and amortization expense	60	63	65	70	72	78	80	78	77	78	79
Add: Interest expense	6	7	7	10	8	11	7	4	9	12	7
Add: Pension settlement expense	-	-	-	-	-	-	-	-	417	-	-
Adjusted EBITDA (non-GAAP)	\$ 353	\$ 473	\$ 535	\$ 601	\$ 638	\$ 561	\$ 531	\$ 708	\$ 727	\$ 824	\$ 787

