BLUE OPS

ISSUE NO. 33

HVAC DISTRIBUTION · EXECUTIVE INTELLIGENCE

August price increases just landed. Is your pricing system ready?

WEEKLY BRIEF · WEEK OF AUG 10 2026

WHAT CHANGED THIS WEEK

Three things happened at once. First, a broad wave of August price increases — ranging from low single digits to 25% on certain valve and parts categories — hit distributor cost files across equipment, controls, valves, and accessories. Second, Watsco told the market that business is settling into a "more conventional" rhythm after the A2L transition, confirming stabilization but not a margin recovery. Third, Ferguson reported Q2 results today — sales up 4.6%, non-residential up 8%, residential returning to growth, guidance raised, and a $1.6 billion FloWorks acquisition announced.

What it means: the market is moving from "transition disruption" to "execution discipline." The distributors who will win this quarter are the ones who get their pricing systems updated this week, not the ones still quoting off last month's cost files.

ACHR PRICE LIST (AUG 5) → | WATSCO/ACHR (AUG 5) → | FERGUSON 8-K (AUG 10) →

01 CEO READOUT

STANCE

Stay acquisitive, but check your work harder. Favor branch-dense distributors with clean A2L inventory, strong manufacturer rights, high contractor loyalty, commercial and service mix, and branches that actually make money. Be skeptical of any target leaning on 2025 margins or new-home construction recovery.

WHAT CHANGED

The market is moving from transition disruption to execution discipline. Watsco says the A2L switch is largely behind the leaders, but August price increases, tariff pressure, and settling margins are now the main operating issues. Commercial HVAC remains the stronger demand signal — Trane's record backlog and Carrier's improving light-commercial trends confirm it. Ferguson's results today add a broadline data point: non-residential up 8%, residential returning to growth, and guidance raised.

ACTION

Run a 72-hour pricing audit this week. August manufacturer increases are broad and material — if your systems aren't updated, you're losing margin on every quote that goes out the door. Then use Ferguson's results as a fresh comp for any distribution deal in front of you: non-residential strength, residential recovering, and the market rewarding raised guidance.

02 SIGNAL BOARD

TAKEAWAY Price-increase execution is the margin play this week — everything else is secondary.

Six indicators, one action each. The arrow shows the week-over-week direction.

Demand

◆ SETTLING

Watsco says the market is returning to a "more conventional" rhythm after the A2L switch. Lennox residential still down. Carrier sees residential and light-commercial improving. Ferguson non-residential up 8%.

DO THIS → KEEP BUYING REPLACEMENT AND SERVICE EXPOSURE OVER NEW-HOME CONSTRUCTION

Pricing

▲ AUGUST INCREASES LIVE

ACHR News reported August price increases ranging from low single digits to 25% across equipment, parts, controls, valves, and accessories. This is the broadest round since spring.

DO THIS → AUDIT EVERY OPEN QUOTE, YOUR ONLINE STORE PRICES, CUSTOMER-SPECIFIC MATRICES, AND BRANCH DISCOUNTING AUTHORITY THIS WEEK

Commodity basket

104.8 +0.6% ▲

Copper hit record $6.61/lb. Steel near 52-week highs at $1,196. Controls/sensor costs rising on A2L redesigns and August manufacturer increases. YTD the basket is up +14.9%.

DO THIS → HOLD MARGIN ON COPPER-HEAVY ITEMS; DON'T CUT PRICES ON STEEL OR ALUMINUM PRODUCTS WITHOUT CONFIRMED VENDOR REDUCTIONS

Equipment basket

102.6 +0.3% ▲

August manufacturer increases now live across equipment, controls, valves, accessories. Heat pumps lead, AC second, furnaces about flat. YTD the basket is up +2.4%.

DO THIS → WATCH YOUR EQUIPMENT MIX; UPDATE COST FILES BEFORE QUOTING ANY LARGE JOB

Regulation

▲ A2L EXPANDING

A2L is moving beyond residential into supermarket refrigeration — food retailers are adopting low-GWP systems. HFC/EPA litigation still unresolved. Tariff costs on imported equipment add another compliance layer.

DO THIS → MAKE SURE REFRIGERATION BRANCHES HAVE A2L TOOLS, RECOVERY CYLINDERS, AND CONTRACTOR TRAINING — NOT JUST RESIDENTIAL BRANCHES

Capital markets

▲ FERGUSON BEAT

Ferguson reported Q2 today: sales +4.6%, non-residential +8%, residential returning to growth, guidance raised. FloWorks acquisition ($1.6B) announced. Watsco ~$327, still under investor scrutiny after its margin slipped last quarter.

DO THIS → USE FERGUSON AS A FRESH COMP FOR BROADLINE DISTRIBUTION DEALS; USE WATSCO'S CONTINUED PRESSURE AS LEVERAGE ON RESIDENTIAL-HEAVY TARGETS

03 THESIS OF THE WEEK

The transition is over. Execution is the test now.

HVAC distribution is still one of the best consolidation markets in the building trades, but the way you create value has shifted. It's no longer about riding the A2L transition or benefiting from post-pandemic pricing power. It's about proving that your branches make money, your pricing stays current, your contractors stay loyal, and your inventory is clean — every week, at every location.

This week made that concrete. August price increases hit cost files across the industry, and any distributor still quoting off last month's numbers is losing margin in real time. Watsco said the market is "more conventional" — which means the unusual tailwinds of 2025 are gone and normal operating discipline is what separates winners from everyone else. Ferguson's strong non-residential results and raised guidance show the market will reward operators who execute.

Commercial HVAC, refrigeration, controls, and high-performance building work are providing stronger demand signals than residential new construction. A2L is expanding into refrigeration. Tariffs are adding costs. The distributors that thrive from here are the ones with current pricing, clean inventory, commercial mix, and the branch-level proof to back it up.

04 OPERATOR'S AGENDA — PRIORITIZED

Ranked by how much they affect profit soon. Each shows who owns it and how often to review.

DO THESE THREE IN THE NEXT 72 HOURS

P1 **Run a 72-hour pricing audit.** Check your ERP, your online store, customer-specific price lists, counter pricing, and every large open quote against the August manufacturer increases. Price increases ranging from single digits to 25% hit this month across equipment, parts, controls, valves, and accessories. If your systems aren't updated, you're losing margin on every order.

OWNER: CORPORATE PRICING + IT · REVIEW: COMPLETE WITHIN 72 HOURS · IMPACT: HIGHEST — IMMEDIATE MARGIN

P2 **Get clarity from your vendors.** Pressure manufacturers for exact effective dates, fill-rate commitments, substitution options where items are back-ordered, and training support for the new A2L-related products. Your branch managers need answers before your

contractors call to complain.

OWNER: PURCHASING + VENDOR MGMT · REVIEW: THIS WEEK · IMPACT: HIGH — PROTECTS FILL RATE AND CUSTOMER CONFIDENCE

P3 **Launch a contractor communication push.** Your contractors need to hear about price changes from you — not discover them on an invoice. Combine the price-change message with financing options, A2L readiness materials, and commercial retrofit talking points so the call is useful, not just bad news.

OWNER: SALES + MARKETING · REVIEW: THIS WEEK · IMPACT: HIGH — PROTECTS RELATIONSHIPS AND CONVERSION

ALSO THIS QUARTER

04 **Break down branch economics by type of work.** Residential replacement, commercial, refrigeration, service parts, controls, and accessories. Watsco's stabilization and Lennox's continued weakness show these are different businesses with different margin profiles.

OWNER: FINANCE + OPS · REVIEW: BUILD ONCE, REFRESH QUARTERLY

05 **Audit A2L inventory branch by branch.** Legacy equipment, old-formula refrigerants, recovery tools, cylinders, parts compatibility, and warranty process. With A2L now expanding into refrigeration, the audit isn't just for residential branches anymore.

OWNER: OPS + BRANCH MANAGERS · REVIEW: CHECK AGING INVENTORY WEEKLY

06 **Build a tariff-exposed list of items.** New tariffs could raise costs on imported HVAC equipment and components. Create a list of the items most exposed to tariff increases and monitor the margin gap between your cost file and what you're actually invoicing.

OWNER: PURCHASING + PRICING · REVIEW: MONTHLY

05 BLUE OPS BASKETS & MARKET DASHBOARD

Two Blue Ops baskets that turn raw material and equipment costs into simple margin signals. Updated weekly.

HVAC COMMODITY BASKET

104.8 **+0.6%** WoW **+14.9%** YTD

INDEX · BASE 100 Copper at record $6.61; steel +0.5%; Aug increases live

COPPER AT RECORDS



13-week trend

Copper hit fresh record highs above $6.61/lb this week on supply risks from Congo export bans and Codelco mine suspensions. Steel rose modestly to ~$1,196/ton. With August manufacturer price increases landing broadly, the commodity basket and the equipment basket are now pushing in the same direction.

COMPONENT	WEIGHT	THIS WEEK	READ-THROUGH
Copper	30%	$6.61 · record	Record prices; margin pressure on coils, motors, wire, service parts
Steel / galvanized	30%	$1,196 · +0.5%	Near 52-week highs; no basis to give back price
Aluminum	15%	$3,440 · +0.4%	Modest rise; coil and fin cost stable
Compressors	10%	Firm	A2L models carry premium; Aug increases active
Motors	8%	Copper-sensitive ▲	Record copper passes through to motor cost
Controls / sensors	7%	Content creep ▲	A2L redesigns adding sensors; Aug increases on controls

Index = weight-adjusted weekly move of 6 components, chained to base 100 (May 18). Metal prices as of Aug 10. Component trends directional from earnings and trade reporting.

CORE EQUIPMENT BASKET

AUGUST INCREASES LIVE

102.6

+0.3% WoW **+2.4%** YTD

INDEX · BASE 100 Regulatory redesign + August manufacturer increases



13-week trend

August manufacturer increases are broad and material across equipment, controls, valves, and accessories. Heat pumps and air conditioners continue to carry the most cost from A2L regulatory redesigns. The equipment basket is now being pushed by both regulation and commodity inflation — a double pressure that makes this the firmest pricing environment since the post-pandemic period.

CATEGORY	WEIGHT	TREND	WHY
Heat pumps	40%	▲ Up	A2L redesign cost + August increases + record copper
Central air conditioners	35%	▲ Up	Same regulatory dynamics + tariff exposure on imported components
Furnaces	25%	~ Flat to slight up	Materials volatility; Aug increases on some accessories

Equipment trend is directional; no weekly manufacturer price series is publicly available. Based on manufacturer filings, DOE rulemaking, and ACHR News August 2026 price increase reporting.

BASKET INDEX · ROLLING 13-WEEK + YTD

BASE 100 = 5/18	5/18	5/25	6/1	6/8	6/15	6/22	6/29	7/6	7/13	7/20	7/27	8/3	8/10	WOW	YTD
Commodity	100.0	99.7	99.2	98.8	99.4	99.2	99.8	100.5	101.1	101.8	102.9	104.2	**104.8**	+0.6%	+14.9%
Equipment	100.0	100.2	100.4	100.6	100.8	101.0	101.2	101.4	101.6	101.8	102.0	102.3	**102.6**	+0.3%	+2.4%

Base 100 = week of May 18, 2026. Commodity index is the weight-adjusted move of copper, steel, aluminum, compressors, motors, and controls. Equipment index is the weight-adjusted directional read of heat pumps, AC, and furnaces. YTD computed from Jan 2 prices. Add one column each week; the oldest column rolls off after 13 weeks.

PUBLIC COMPS & MACRO INDICATORS

INSTRUMENT	READ	MOVE	READ-THROUGH
Copper	$6.61	+1.1% · record	Record copper = continued margin pressure on coils, motors, wire
Crude oil	$80.87	~flat	Freight cost stable; no basis to give back surcharges
Watsco WSO	~$327	+3.5%	Recovering from post-Q2 selloff; still well below 52-wk high of $459
Ferguson FERG	Q2 today	+4.6% sales	Non-residential +8%, residential returning to growth, guidance raised, FloWorks $1.6B

Copper from TradingEconomics Aug 10. Crude from Yahoo Finance Aug 10. WSO from Yahoo Finance Aug 10. Ferguson from 8-K filed Aug 10. Full commodity and stock tables will update with the basket analysis.

06 OPERATOR SCORECARD · YOUR OWN NUMBERS TO WATCH

TAKEAWAY Market signals only help if your own internal numbers are healthy.

The signals above come from outside your company. These are your own numbers — the ones that decide whether your branches turn those signals into profit. We deep-dive one each week.

THE SEVEN NUMBERS WE WATCH

NUMBER / SIGNAL	REVIEW	OWNER
Fill rate / in-stock	Weekly	Branch
Aging & dead stock ◂ THIS WEEK	Weekly	Ops
Days-to-pay by customer group	Monthly	Finance
Online ordering by branch	Monthly	Sales

Rebate capture	Monthly	Finance
Staff productivity	Monthly	Branch
Customer retention	Monthly	Sales

We take one number each week. Over the next several issues this becomes a complete scorecard you can run your branches against.

THIS WEEK'S DEEP DIVE · AGING & DEAD STOCK

The cash you can't see because it's sitting on a shelf.

With A2L expanding into refrigeration, HFC rules still unsettled, and a broad round of August price increases landing, aging inventory is now a three-way risk: it ties up cash, it creates compliance exposure on old-refrigerant products, and it loses value as new-priced products replace it. A distributor can look healthy on total sales while carrying inventory that is technically owned but commercially compromised — and the longer it sits, the worse the problem gets.

HOW TO MEASURE IT

Run an aging report by branch, by product category, and by refrigerant type. Flag anything over 180 days. Then break that bucket into three groups: (1) still sellable at current pricing, (2) sellable at a discount, and (3) obsolete — meaning no one will buy it at any price. Group 3 is dead stock. It should be written down, not carried at cost.

WHAT GOOD LOOKS LIKE

Less than 5% of total inventory value over 180 days old. Zero legacy-refrigerant equipment without a documented sell-through plan. Every branch manager should know their aging number and be able to explain any item over 90 days. If your dead-stock write-off surprises the finance team at year-end, the process is broken.

Do this week → pull the aging report by branch. Flag every legacy-refrigerant item. Build a sell-down or write-down plan before the end of August.

Next week: Days-to-pay by customer group — how to spot which contractors are struggling before they miss a payment.

07 NATIONAL CHANNEL INTELLIGENCE

TAKEAWAY Price-increase execution and commercial strength are this week's two clearest stories.

PRICING

August price increases are broad and live — up to 25% on certain lines

Manufacturers raised prices across equipment, parts, controls, valves, and accessories effective August 1. Ranges run from low single digits (AprilAire 0–4%, DiversiTech unspecified) to as high as 25% for certain Legend Valve products and over 16% for Lau parts. Several manufacturers announced increases without specifying the percentage.

Why it matters: every open quote, every online price, and every customer-specific matrix that hasn't been updated since July is now losing margin. This is the single most actionable item in the entire newsletter.

ACHR NEWS · AUG 5 · HIGH

ACHR PRICE LIST (AUG 5) →

BROADLINE DISTRIBUTION

Ferguson beat expectations: non-residential up 8%, residential returning, guidance raised

Ferguson reported Q2 2026 results today. Net sales rose 4.6% to $8.8 billion, with organic growth of 3.8% and acquisitions adding 1.0%. Non-residential revenue climbed 8%, driven by large capital projects and strong bidding momentum. Residential returned to growth despite a still-subdued new-construction backdrop. Management raised full-year guidance. Separately, Ferguson announced a $1.6 billion agreement to acquire FloWorks, a distributor of technical valves and flow-control products.

Why it matters: Ferguson is the broadline comp that tells you whether the market is rewarding distributors. Today's answer: yes, if non-residential is strong and you're raising guidance. This is the data point the prior Watchlist flagged — and it landed positive.

FERGUSON 8-K · AUG 10 · HIGH

FERGUSON 8-K (AUG 10) →

POST-A2L STABILIZATION

Watsco says the market is settling into a "more conventional" rhythm

ACHR News reported that Watsco sees a more conventional market taking shape after the industry's transition to A2L equipment. Q2 sales were up 2%. The company also confirmed that its digital platform continues to grow, with online sales reaching 37% of total revenue.

Why it matters: "more conventional" means the unusual pricing tailwinds of 2025 are gone. The market is settling, not weakening — but the margin has to come from execution, not from riding a transition wave.

ACHR NEWS · AUG 5 · HIGH

ACHR/WATSCO (AUG 5) →

A2L EXPANSION

A2L isn't just residential anymore — supermarkets are moving to low-GWP refrigeration

ACHR News reported that food retailers are adopting A2L refrigerants for commercial refrigeration, driven by the EPA's Technology Transitions Rule deadlines. Code complexity remains a challenge — over 5,000 U.S. municipalities apply their own standards, creating an inconsistent compliance landscape.

Why it matters: distributors that serve refrigeration contractors need A2L-compatible tools, recovery cylinders, and training — not just residential branches. This widens the compliance and inventory management burden beyond residential unitary.

ACHR NEWS · AUG 4 · HIGH

ACHR/REFRIGERATION (AUG 4) →

TARIFF RISK

New tariffs could raise costs on imported HVAC equipment and components

ACHR News reported that new tariff actions could increase costs for imported HVAC equipment and components, adding another cost layer on top of the August manufacturer increases. This is not resolved and remains an active risk for distributors stocking imported products.

Why it matters: tariff costs are harder to predict and slower to flow through than manufacturer price increases. Build a tariff-exposed item list now and monitor the margin gap between what you paid and what you're invoicing.

ACHR NEWS · JUL 2026 · HIGH

ACHR/TARIFFS →

08 REGULATORY & PRODUCT TRANSITION

TAKEAWAY A2L is expanding beyond residential. Tariffs are adding cost. Rules are still unsettled.

A2L transition	EXPANDING TO REFRIGERATION	Leaders say the residential switch is largely behind them. But A2L is now moving into supermarket and commercial refrigeration. That means new tools, cylinders, training, and compliance at branches that may not have been through the residential transition. **RESPONSE → EXTEND A2L AUDITS TO REFRIGERATION BRANCHES; CONFIRM RECOVERY TOOLING AND CONTRACTOR READINESS**
HFC / EPA rules	STILL LITIGATED	The lawsuit from 18 states and NYC remains active. The EPA's revised Technology Transitions Rule drew praise from food retailers but criticism from HVAC groups. Compliance uncertainty continues to tie up real money in inventory and documentation. **RESPONSE → KEEP REFRIGERANT BUYING CAUTIOUS AND PAPERWORK TIGHT; DON'T LOOSEN YOUR RECORDS**
Tariff costs	ACTIVE RISK	ACHR News flagged that new tariffs could raise costs on imported HVAC equipment and components. Combined with August manufacturer increases, this creates a double cost pressure that may not flow through to invoicing for weeks. **RESPONSE → BUILD A TARIFF-EXPOSED ITEM LIST; MONITOR THE GAP BETWEEN COST AND INVOICE ON THOSE ITEMS**
High-performance buildings	OPPORTUNITY	ACHR News coverage highlighted that buildings have changed and commercial HVAC needs to keep up — controls, monitoring, diagnostics, and energy management are now part of the conversation. Distributors selling "boxes" risk losing share to competitors selling systems. **RESPONSE → BUILD COMMERCIAL RETROFIT BUNDLES; TRAIN OUTSIDE SALES ON SYSTEM-LEVEL VALUE, NOT JUST EQUIPMENT PRICE**

Residential affordability

CONSTRAINT

With August price increases and no new federal tax credits, homeowners face higher replacement costs. Contractors may delay sales, slowing equipment turns.

RESPONSE → GIVE CONTRACTORS FINANCING TOOLS, PAYMENT-OPTION MATERIALS, AND REPLACEMENT-VS-REPAIR SALES SUPPORT

09 REGIONAL HEAT MAP

TAKEAWAY Heat advisories shifted to the Midwest this week; commercial and refrigeration demand are national stories.

Midwest — Indiana / Ohio Valley

HEAT ADVISORY ACTIVE

NWS heat advisory active Aug 10 for portions of Indiana with heat index up to 105°F. Emergency demand for capacitors, motors, compressors, refrigerant, and replacement equipment.

DEAL READ → HEAT-DRIVEN VOLUME HELPS NEAR-TERM SALES, BUT DON'T PAY EXTRA FOR A WEATHER SPIKE

Sunbelt

DENSITY PREMIUM

The Jackson Supply acquisition continues to set the bar for Sunbelt coverage. Availability, counter expertise, and fast fulfillment remain the differentiators.

DEAL READ → PREMIUM REGION; CHECK WHETHER MARGINS HOLD AFTER A2L, NOT JUST BRANCH COUNT

Commercial / national

STRONGEST SIGNAL

Trane's commercial backlog, Ferguson's 8% non-residential growth, and high-performance building coverage all point to stronger non-residential demand nationwide. Stock depth in commercial service parts, controls, and rooftop replacement matters.

DEAL READ → COMMERCIAL MIX IS WORTH MORE IF MARGIN QUALITY AND CUSTOMER RETENTION ARE PROVABLE

Refrigeration / food retail

A2L ADOPTION

Supermarkets moving to A2L systems. Refrigeration branches need compatible tools, recovery infrastructure, and contractor education — a new compliance burden for distributors that haven't invested yet.

DEAL READ → REFRIGERATION EXPOSURE CAN BE ATTRACTIVE, BUT ONLY WITH STRONG COMPLIANCE AND TECHNICAL READINESS

High-regulation states

COMPLIANCE BURDEN

West Coast and Northeast face ongoing HFC, EPA, and state-code complexity. Product selection, training, and documentation burden remain elevated.

DEAL READ → FAVOR OPERATORS WHO CAN TRAIN TECHNICIANS AND KNOW THE STATE RULES; DISCOUNT WEAK COMPLIANCE

10 M&A / CAPITAL MARKETS RADAR

TAKEAWAY Ferguson's FloWorks deal shows buyers are paying for non-residential scale and technical specialization.

Ferguson → FloWorks ($1.6B)

NON-RESI · ANNOUNCED

$1.6 billion acquisition of FloWorks, a distributor of highly technical valves and flow-control solutions. Expands Ferguson's reach in non-residential and industrial flow-control markets.

WATCH → THIS IS A $1.6B BET ON NON-RESIDENTIAL SPECIALIZATION; CHECK WHAT IT SIGNALS ABOUT WHERE SCALED BUYERS SEE THE MARGIN

FERGUSON 8-K (AUG 10) →

Watsco — post-Q2 / Jackson integration

SUNBELT · INTEGRATION

Watsco is describing the market as "more conventional." Jackson Supply integration is underway with retained leadership and brand. WSO around $327, still well below its 52-week high of $459.

WATCH → HOW FAST WATSCO'S MARGIN SETTLES TELLS YOU WHAT "NORMAL" LOOKS LIKE FOR SUNBELT DISTRIBUTION

A2L readiness as competitive advantage

NATIONAL · REGULATORY

Technically capable distributors can take share from underprepared competitors. With A2L expanding into refrigeration, this advantage is widening. The compliance gap is becoming a market-share gap.

WATCH → AUDIT TARGETS FOR OBSOLETE INVENTORY, TECHNICIAN TRAINING, RECOVERY TOOLS, AND REFRIGERANT DOCUMENTATION

MANUFACTURER RELATIONSHIP RISK · DEAL CHECKLIST

With August price increases live and tariff costs layering on, manufacturer relationships are more important than usual. These are the contract terms to check in any deal.

- **Exclusive territory** — is the line yours alone?
- **If the company sells** — does the line carry over?
- **Competing with you** — does the manufacturer sell direct?
- **Who gets product first** — allocation priority when supply is tight
- **Brand reliance** — how much profit depends on one brand?
- **Parts & support** — tied to terms that could change?

11 THE DEAL LENS · WHAT THIS WEEK SAYS

WHAT THIS WEEK SAYS TO FAVOR

- Distributors with current pricing systems — this week's increases separate the disciplined from the exposed
- Commercial and non-residential mix — Ferguson and Trane both confirmed this is where the demand is
- Refrigeration-capable branches with A2L readiness — a growing competitive advantage
- Clean inventory aging — with prices rising, old stock at old cost is a ticking margin problem
- Strong contractor communication — the distributors who explain price changes earn loyalty

WHAT THIS WEEK SAYS TO AVOID

- Any target whose ERP and online pricing hasn't been updated for August — that's margin leaking now
- Businesses that grew revenue through price inflation but can't prove their branches make money
- Heavy residential new-construction exposure — Lennox is still down 7% and Ferguson's residential was subdued
- Distributors without A2L readiness in refrigeration — the compliance gap is becoming a market-share gap
- Sellers pricing off pre-earnings stock values — use Watsco's continued pressure as leverage

THIS WEEK'S KEY QUESTION

How quickly can the target update its pricing across every system, every customer, and every channel — and how much margin leaked in the last round of increases?

12 NEXT MONDAY'S WATCHLIST

THIS WEEK	**Watsco post-Q2 follow-up** — how fast margins settle, online ordering growth, Jackson integration, and A2L inventory cleanup.
THIS WEEK	**Ferguson post-earnings reaction** — how the market values raised guidance and non-residential strength in broadline distribution.
THIS WEEK	**Carrier and Trane commercial backlogs** — whether data-center and commercial demand starts making equipment harder to get.
ONGOING	**Refrigerant lawsuit / EPA** — any court schedule or new filing affecting stocking or documentation.
WEEKLY	**Blue Ops commodity basket** — the week's copper, steel, aluminum, and component trend.
INTERNAL	**Operator scorecard** — aging stock and dead inventory weekly; days-to-pay, online ordering, rebate capture, and customer retention monthly. The numbers that turn market signals into profit.

HOW THIS BRIEF IS BUILT

This brief pairs an **outside view** (signal board, baskets, market dashboard, channel and regulatory news) with an **inside view** (the operator agenda and scorecard) so leaders can see both what's changing and whether their branches are capturing it. Every item is sourced and dated: **High** = an official filing or regulatory document; **Medium** = credible trade reporting we haven't independently confirmed. The commodity and equipment baskets are based on manufacturer annual filings (Lennox, AAON) and DOE rulemaking; the scorecard targets are starting points — set your own from your best branches.

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