



# Q2 2025 EARNINGS RELEASE

JULY 22, 2025



# Forward-Looking Statements

This presentation contains statements that we believe to be “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements, other than statements of historical fact, are forward-looking statements. Without limitation, any statements preceded or followed by or that include the words “targets,” “plans,” “believes,” “expects,” “intends,” “will,” “likely,” “may,” “anticipates,” “estimates,” “projects,” “should,” “would,” “could,” “positioned,” “strategy,” or “future” or words, phrases, or terms of similar substance or the negative thereof are forward-looking statements. These forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, assumptions and other factors, some of which are beyond our control, which could cause actual results to differ materially from those expressed or implied by such forward-looking statements. These factors include the overall global economic and business conditions impacting our business, including the strength of housing and related markets and conditions relating to international hostilities; supply, demand, logistics, competition and pricing pressures related to and in the markets we serve; the ability to achieve the benefits of our restructuring plans, cost reduction initiatives and Transformation Program; the impact of raw material, logistics and labor costs and other inflation; volatility in currency exchange rates and interest rates; failure of markets to accept new product introductions and enhancements; the ability to successfully identify, finance, complete and integrate acquisitions; risks associated with operating foreign businesses; the impact of seasonality of sales and weather conditions; our ability to comply with laws and regulations; the impact of changes in laws, regulations and administrative policy, including those that limit U.S. tax benefits or impact trade agreements and tariffs; the outcome of litigation and governmental proceedings; and the ability to achieve our long-term strategic operating and sustainability goals and targets.

Additional information concerning these and other factors is contained in our filings with the U.S. Securities and Exchange Commission, including our Annual Report on Form 10-K for the year ended December 31, 2024. All forward-looking statements, including all financial forecasts, speak only as of the date of this presentation. Pentair assumes no obligation, and disclaims any obligation, to update the information contained in this presentation.

# Key Definitions

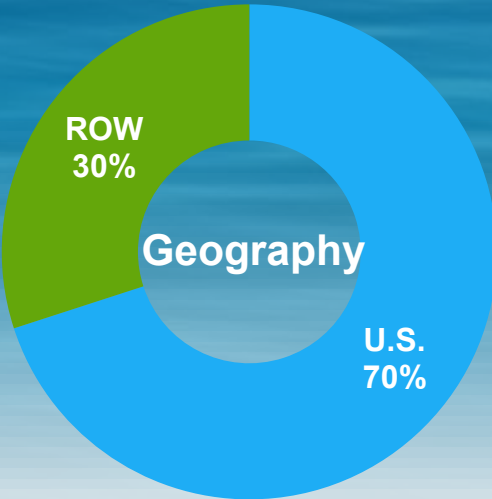
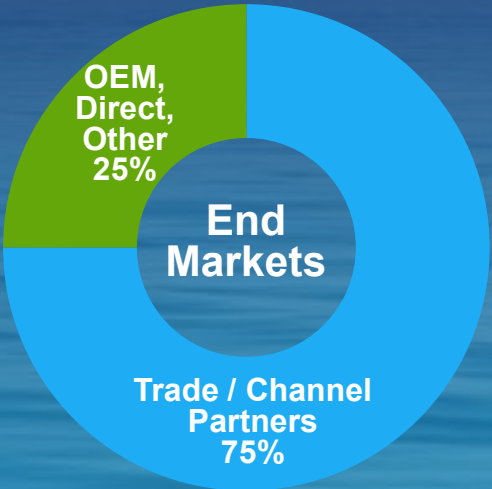
- Except as otherwise noted, our results represent continuing operations for the period indicated, presented on an adjusted basis
- Core sales refers to GAAP net sales from continuing operations excluding: (1) the impact of currency translation and (2) the impact of net sales from acquired businesses recorded prior to the first anniversary of the acquisition, excluding the excess over prior year net sales of the acquired business less the amount of net sales attributable to discontinued or divested businesses/product lines not considered discontinued operations
- Reportable segment income ("segment income") represents operating income of each reportable segment inclusive of equity income of unconsolidated subsidiaries and exclusive of non-cash intangible amortization, certain acquisition related expenses, costs of transformation and restructuring activities, impairments, and other unusual non-operating items
- Adjusted operating income represents consolidated operating income inclusive of equity income of unconsolidated subsidiaries and exclusive of non-cash intangible amortization, certain acquisition related expenses, costs of transformation and restructuring activities, impairments, and other unusual non-operating items
- Earnings before interest, taxes, depreciation and amortization ("EBITDA") represents adjusted operating income plus depreciation
- Adjusted return on sales ("ROS") equals segment income divided by segment net sales or, on a consolidated basis, adjusted operating income divided by total net sales
- Results of Transformation initiatives reflected in Price column in Sales walks and Vol/Price/Acq./Div. and Productivity columns in Adjusted Operating Income and Segment Income walks; Mix and impact of discontinued or divested businesses/product lines included in Vol/Price/Acq./Div. column
- See appendix for GAAP to non-GAAP reconciliations

# Pentair Snapshot (NYSE: PNR)

Helping the World Sustainably Move, Improve and Enjoy  
Water – Life’s Most Essential Resource



2024 Sales: \$4.1B



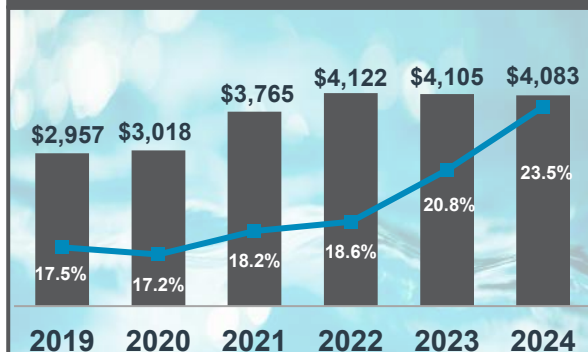


# Pentair's Multi-Year Performance

A Leader in Helping the World Sustainably Move, Improve and Enjoy Water, Life's Most Essential Resource



## Smart, Sustainable Water Solutions



Long-Term Sales Growth Rate

**MSD**

We help the world sustainably move, improve and enjoy water, life's most essential resource



## MOVE Water



Long-Term Sales Growth Rate

**LSD+**

Delivering water where it's needed, when it's needed, more efficiently and transforming waste into value



## IMPROVE Water



Long-Term Sales Growth Rate

**MSD**

Providing great tasting, higher-quality water and ice while helping people use water more productively



## ENJOY Water



Long-Term Sales Growth Rate

**MSD+**

Innovative, energy efficient pool solutions to help people more sustainably enjoy water

□ Sales (\$ millions) — ROS %

# Balanced & Resilient Water Portfolio

**\$1.5B in Sales**  
**~21% ROS**

**MOVE Water**



**\$1.1B in Sales**  
**~23% ROS**

**IMPROVE Water**



**\$1.4B in Sales**  
**~33% ROS**

**ENJOY Water**



**Helping the World Sustainably Move, Improve and Enjoy Water, Life's Most Essential Resource**

*Note: Sales and ROS reflect 2024 performance.*

# Transformation Initiatives

Targeting 26% ROS by FY'26\*, Expansion of Over 700 Basis Points from 2022



\*Up from 24% as initially guided at our March 2024 Investor Day

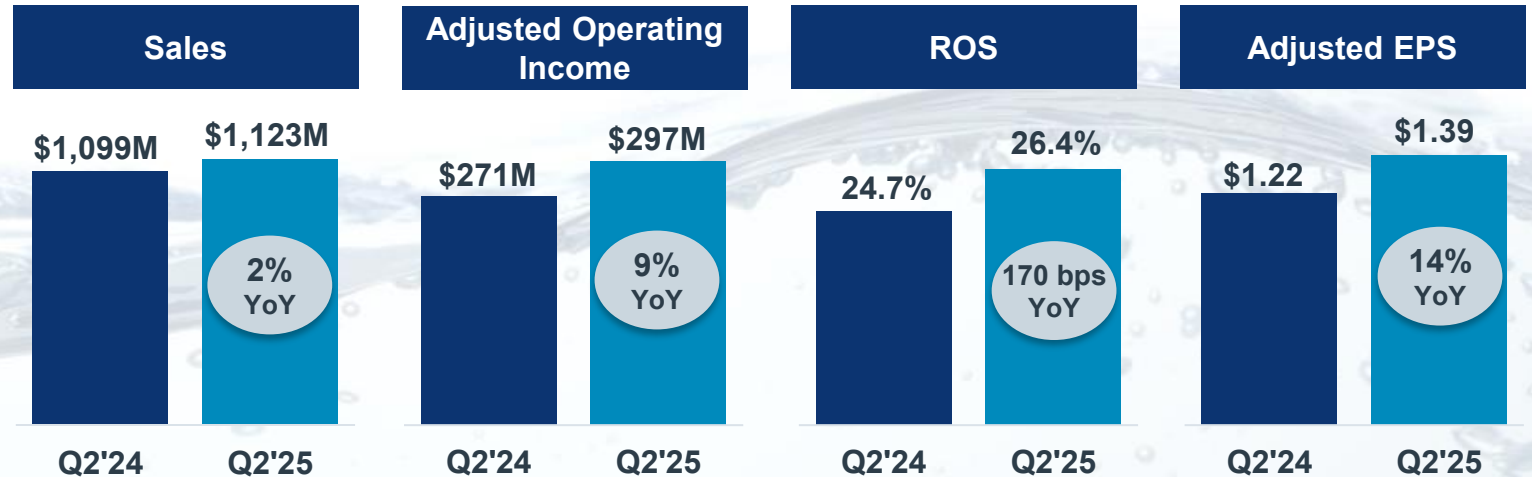


# Executive Summary

Delivered Sales Growth, Triple-Digit Margin Expansion and Double-Digit Earnings Growth in Q2

## Q2'25 Performance:

- Sales up 2%
- Adjusted Operating Income up 9%
- ROS expanded 170 bps
- Adjusted EPS increased 14%



- Strong execution across our resilient water portfolio delivered record\* Sales, Adjusted Operating Income, ROS and Adjusted EPS
- Transformation contributed to strong margin expansion for the 13<sup>th</sup> consecutive quarter; Pool sales up 9%
- Adjusted Operating Income increased 9% and Adjusted EPS rose 14% driven by Transformation and Price
- Free Cash Flow of \$596 million sets a new quarterly record\*; repurchased \$75 million of shares
- Increased FY'25 Sales and Adjusted EPS guidance; Adjusted EPS of \$4.75 to \$4.85, up ~11% at midpoint

\*Reflects a record following the nVent separation from Pentair in 2018.

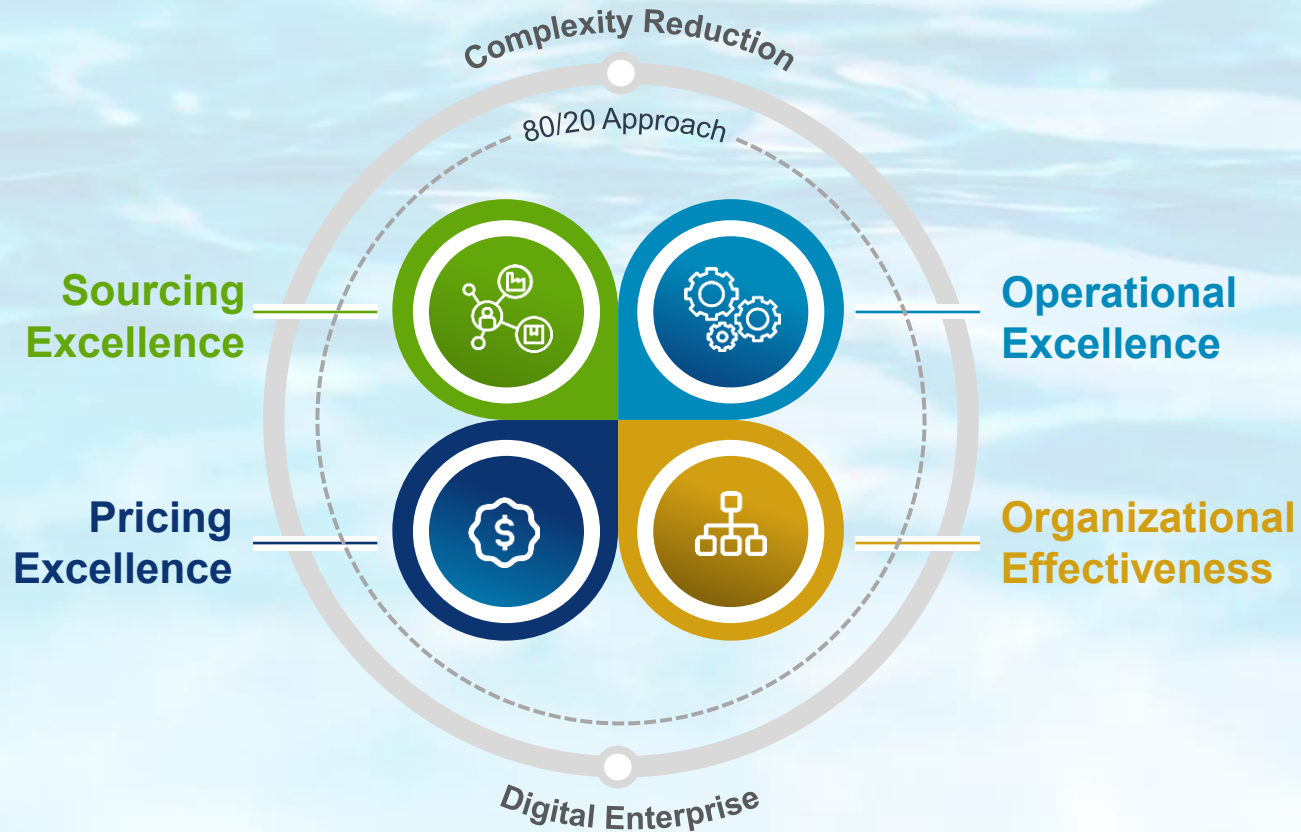


# Strategic Overview

- ❑ Transformation Expected to Drive Margin Expansion Beyond 2026
- ❑ 80/20 Actions Showing Early Success in Driving Focused Growth
- ❑ Investing in Growth Initiatives Across all Segments
- ❑ Delivering Innovation in Flow, Water Solutions and Pool
- ❑ Remaining Agile in a Dynamic Global Landscape

# Transformation & 80/20 Continues to Expand Margins

## Pentair Business System



- 1** Drove \$174M in Transformation Savings (2023-2024, net of investments)
- 2** Expect to Deliver ~\$80M in Transformation and 80/20 Savings in 2025 (net of investments); Delivered \$44M in 1H'25
- 3** Expect Sourcing Waves 1 & 2 to Continue to Drive Savings; Implementing Wave 3
- 4** Driving Operational Efficiency in Factories; Optimizing Footprint
- 5** 80/20 a Net Growth Initiative, Enabler to Transformation; Helping to Absorb Inflation and Incremental Costs

# Key Takeaways

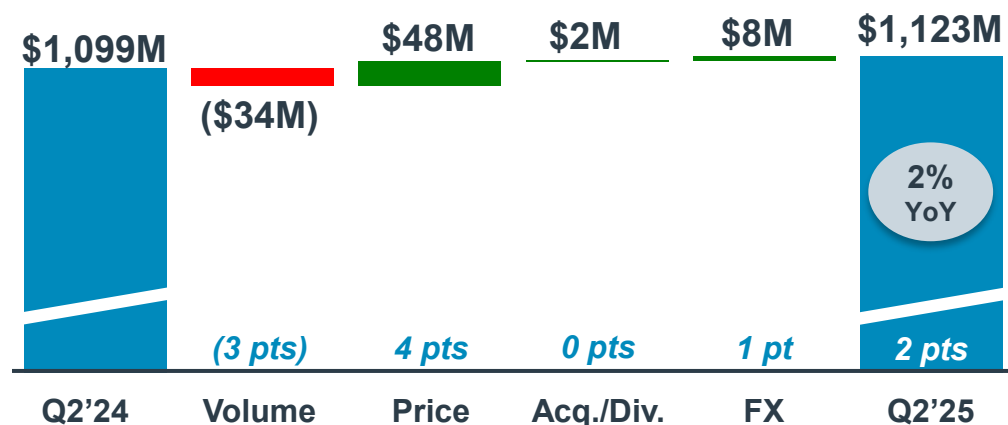
- 1** Solid execution delivered sales growth and a record\* quarter
- 2** Increased FY'25 Sales and Adjusted EPS guidance
- 3** Continuing to build a foundation of optimal operational efficiency with volume leverage opportunity not yet being realized due to economic headwinds in residential end markets
- 4** Balanced water portfolio with a capital-lite business model; ~75% two-step dealer/distribution and ~25% OEM/Projects; ~75%+ replacement sales and ~70% sales in U.S.
- 5** Strong free cash flow, solid balance sheet and balanced capital deployment

\*Reflects a record following the nVent separation from Pentair in 2018.



# Q2'25 Pentair Performance

## Sales

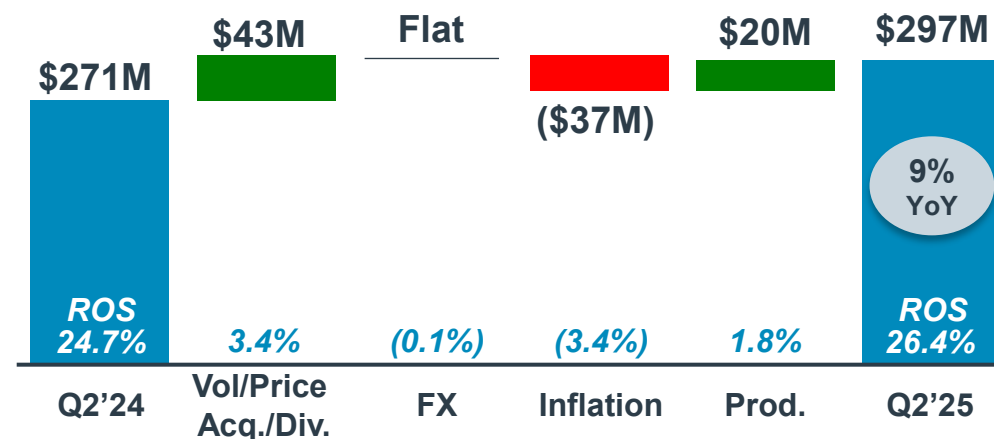


**Total Sales up 2%**

**Core Sales up 1%**

- Flow down 1%
- Water Solutions down 3%
- Pool up 7%

## Adjusted Operating Income



**Adjusted Operating Income up 9%**

**ROS 26.4% ... up 170 bps**

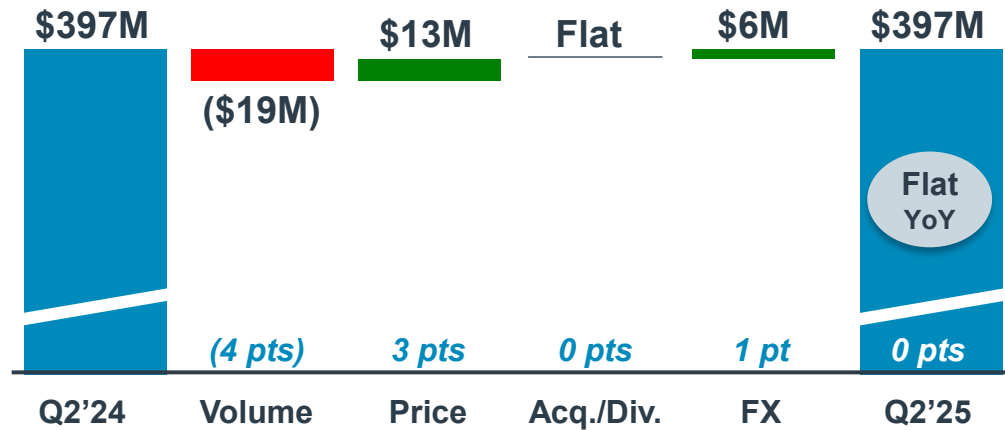
**Adjusted EPS \$1.39 ... up 14%**

- Adjusted Tax Rate of 17%
- Net interest expense of \$19M;  
Shares 165.7M



# Q2'25 Flow Performance

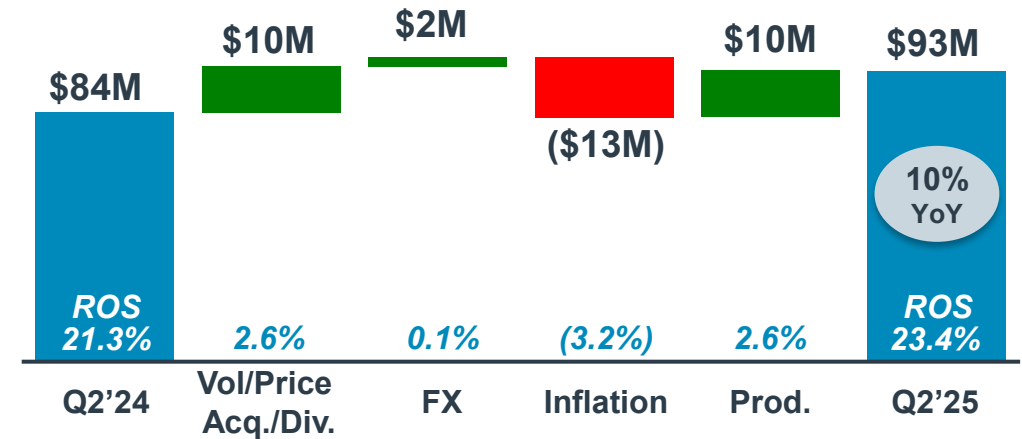
## Sales



## Flow

- Residential sales down 1%
- Commercial sales up 1%
- Industrial Solutions sales flat

## Segment Income



## Segment Income up 10%

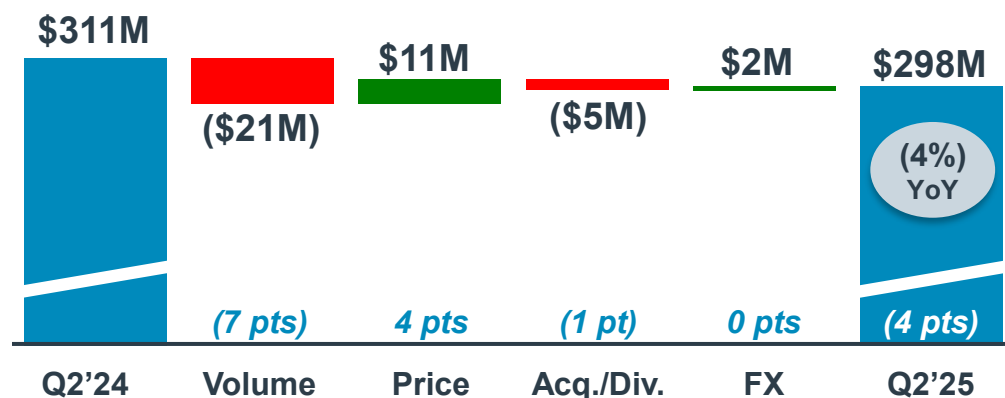
### ROS 23.4% ... up 210 bps

- Transformation drove margin expansion
- Price offsets inflation

Note: Not included in Segment Income is non-cash amortization of \$1M in Q2'24 and Q2'25.

# Q2'25 Water Solutions Performance

## Sales



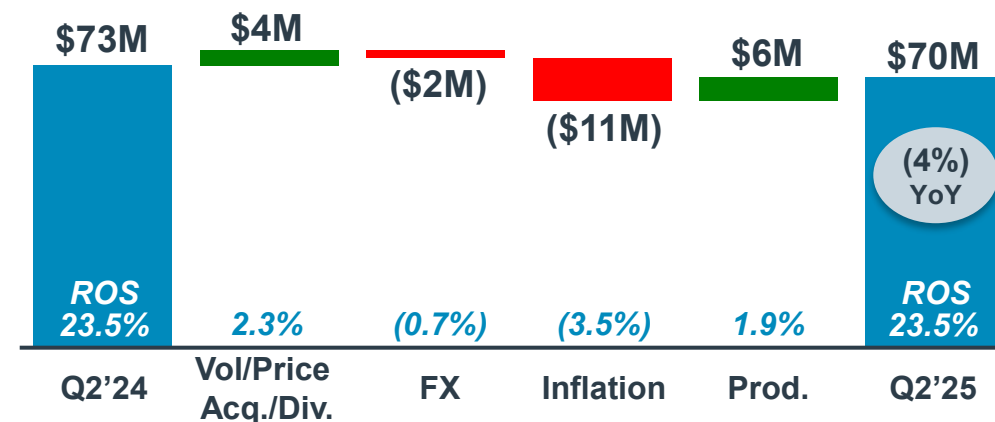
### Commercial

- Sales down 3%
- Divested commercial services business in Q2

### Residential

- Sales down 6%

## Segment Income



### Segment Income down 4%

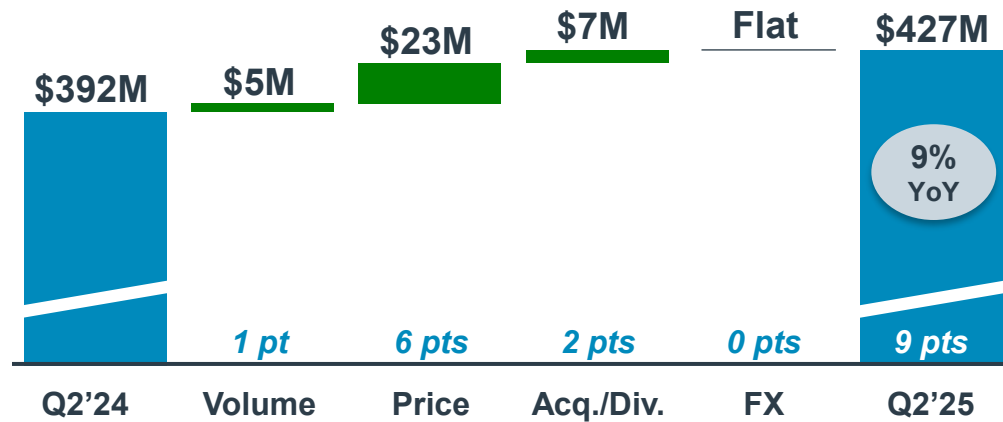
### ROS 23.5% ... bps flat

- Price offsets inflation
- Significant Transformation savings

Note: Not included in Segment Income is non-cash amortization of \$11M in Q2'24 and Q2'25.

# Q2'25 Pool Performance

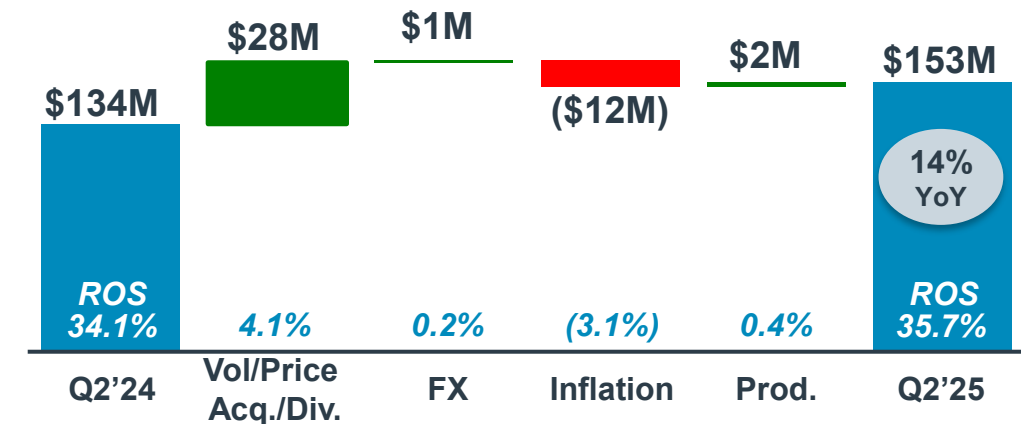
## Sales



## Pool

- Sales up 9% driven by price, acquisition and volume

## Segment Income



## Segment Income up 14%

## ROS 35.7% ... up 160 bps

- Price and Transformation drove strong margin performance
- Price versus inflation expected to normalize in Q3 as full quarter of tariff impact realized

Note: Not included in Segment Income is non-cash amortization of \$1M in Q2'24 and \$2M in Q2'25.

# Balance Sheet and Cash Flow

## Debt Summary

\$1,398M*		<u>Maturity</u>
\$1,104M**	80% Fixed	2025 – 2032
\$294M	20% Variable	2025 – 2030
6/30/2025		

\*Does Not Include \$143M of Cash on Hand

\*\*Includes \$300M Float-to-Fixed Rate Swap

## Cash Flow (\$M)

	Q2 2025	Q2 2024	YTD 2025	YTD 2024
<b>Net Income – Continuing Ops</b>	<b>\$149</b>	<b>\$186</b>	<b>\$303</b>	<b>\$320</b>
Amortization	14	13	29	27
<b>Subtotal</b>	<b>\$163</b>	<b>\$199</b>	<b>\$332</b>	<b>\$347</b>
Depreciation	15	15	29	30
Capital Expenditures	(11)	(17)	(28)	(36)
Asset Sales	-	-	-	-
Working Capital	304	251	63	32
Other Accruals/Other	125	74	144	22
<b>Free Cash Flow – Total</b>	<b>\$596</b>	<b>\$522</b>	<b>\$540</b>	<b>\$395</b>

## Debt Roll-Forward (\$M)

	Q2 2025	YTD 2025
<b>Beginning Debt</b>	<b>\$1,836</b>	<b>\$1,648</b>
Used (Generated) Cash	(596)	(540)
Share Repurchase	75	125
Dividends	41	82
Other	42	83
<b>Ending Debt</b>	<b>\$1,398</b>	<b>\$1,398</b>

## Other Items

- Net Debt/EBITDA of 1.2x
- ROIC of 16.5% (targeting high-teens longer-term)
- \$125M of share repurchases year-to-date
- 49<sup>th</sup> consecutive year of dividend increases; maintaining dividend aristocrat status



# Q3 and Full Year 2025 Pentair Outlook & Expectations

- Resilient water portfolio and focused growth strategy
- Increased FY'25 Sales (includes commercial services sale in Q2) and Adjusted EPS guidance range; incorporates estimated tariff impacts as of July 21
- Strong execution across all three segments
- Transformation initiatives and 80/20 drive further margin expansion
- Balanced capital allocation strategy to drive optimized shareholder returns
- Well-positioned to capture secular water trends
- Confident in our long-term value creation

	Q3'25	FY'25
Sales	<ul style="list-style-type: none"> <li>• Total Sales ~ flat to up 1% (~\$995M to \$1,005M)</li> </ul>	<ul style="list-style-type: none"> <li>• Total Sales up ~1% to 2% (\$4,125M to \$4,165M) (inclusive of commercial services sale in Q2) <i>Flow up ~LSD, WS down ~MSD (core ~flat), Pool up ~6% to 7%</i></li> </ul>
Income	<ul style="list-style-type: none"> <li>• Adjusted Operating Income up ~4% to 7%</li> </ul>	<ul style="list-style-type: none"> <li>• Adjusted Operating Income up ~7% to 9%</li> </ul>
Adj. EPS	<ul style="list-style-type: none"> <li>• Adjusted EPS ~\$1.16 to \$1.20 (up ~6% to 10%)</li> </ul>	<ul style="list-style-type: none"> <li>• Adjusted EPS of ~\$4.75 to \$4.85 (up ~10% to 12%)</li> </ul>
Other Items	<ul style="list-style-type: none"> <li>• Corp. Expense ~\$20M</li> <li>• Net Interest ~\$18M</li> <li>• Adjusted Tax Rate of ~17%</li> <li>• Shares ~166M</li> </ul>	<ul style="list-style-type: none"> <li>• Corp. Expense ~\$85M</li> <li>• Net Interest ~\$75M</li> <li>• Adjusted Tax Rate of ~17%</li> <li>• Shares ~166M</li> </ul>
Cash Flow		<ul style="list-style-type: none"> <li>• Targeting FCF = 100% of Net Income</li> <li>• Capital Expenditures ~\$80M</li> <li>• D&amp;A of ~\$115M and ~\$35M of Non-Cash Stock Comp</li> </ul>
EBITDA		<ul style="list-style-type: none"> <li>• EBITDA ~\$1.1 billion at midpoint</li> </ul>

# Estimated Tariff Impact\*

PENTAIR ESTIMATED TARIFF IMPACT\* IN [2H 2025](#) INCLUDED IN GUIDANCE



CHINA

30% tariff: ~\$25 million



MEXICO

25% tariff: ~\$5 million

(~90%+ qualifies under USMCA)



EUROPEAN  
UNION

10% tariff: ~\$5 million



REST OF  
WORLD

10% tariff: ~\$10 million

STEEL, ALUMINUM, OTHER

~\$15 million

**TOTAL ESTIMATED TARIFF IMPACT\***

**~\$60 million**

## UPDATE ON ACTIONS TAKEN & ASSUMPTIONS IN GUIDANCE

- ☐ Executing well in times of uncertainty
- ☐ Tariff impact of ~\$15M in Q2 and ~\$60M expected in 2H'25 resulting in expected full year tariff impact of ~\$75M
  - Total 2025 tariff impact has improved from our initial outlook in Q1 but uncertainty remains
  - Copper/EU/other country tariff impacts of ~\$10M which could go into effect on 8/1 are not included in guidance; mitigating actions available as needed
- ☐ Pricing actions and mitigation strategies offset tariff impact
- ☐ Approximately 90%+ of goods imported from Mexico currently qualify under USMCA
- ☐ Over the last three years, we have lowered our reliance on China for supply and production

\*Estimated tariff impacts with effective rates as of July 21, 2025. Percentages represent primary driver of tariffs.

# Pentair Is Well-Positioned with a Capital-Lite Model

**1**

**Solid execution across our balanced water portfolio drove strong margin expansion for the 13<sup>th</sup> consecutive quarter as well as double-digit earnings growth; Pool sales rose 9%**

**2**

**Increased full year 2025 Sales and Adjusted EPS guidance reflecting a strong first half and continued confidence in our long-term strategy**

**3**

**Transformation and 80/20 expected to continue to drive strong margin expansion and Adjusted EPS growth**

**4**

**Focused water strategy and solid execution are building a foundation with optimal operational efficiency to drive long-term growth, profitability and shareholder value**

**5**

**Well positioned to effectively manage macroeconomic and geopolitical environment**

# We Believe Pentair Is a Compelling Investment Opportunity



An industry leader with a balanced, innovative water portfolio



Transformation initiatives to drive operational efficiencies and margin expansion



Sustainability focus on People, Planet and Governance to provide smart, sustainable water solutions



Favorable secular trends driving end market growth



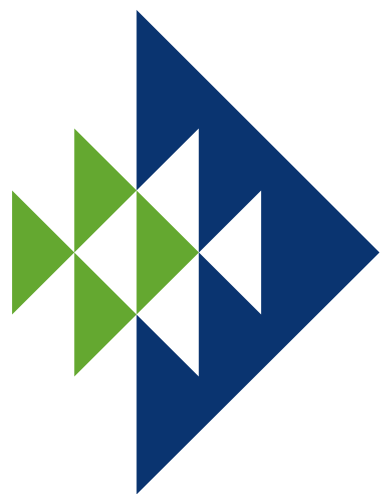
Additional value creation from strong balance sheet and cash flow



Dividend aristocrat – 49 consecutive years of dividend increases







**PENTAIR**



# Appendix

GAAP TO NON-GAAP MEASUREMENTS & RECONCILIATIONS

# Reported To Adjusted 2025 Reconciliation

**Pentair plc and Subsidiaries**  
**Reconciliation of GAAP to Non-GAAP Financial Measures for the Year Ending December 31, 2025**  
**Excluding the Effect of 2025 Adjustments (Unaudited)**

<i>In millions, except per-share data</i>	<b>Actual</b>		<b>Forecast</b>			
	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>		<b>Full Year</b>	
Net sales	\$ 1,010.4	\$ 1,123.1	approx	Flat - Up 1%	approx	Up 1% - 2%
Operating income	203.1	217.7	approx	Up 30% - 34%	approx	Up 9% - 12%
<i>Return on sales</i>	<i>20.1 %</i>	<i>19.4 %</i>				
Adjustments:						
Restructuring and other	10.5	10.4	approx \$	—	approx \$	21
Transformation costs	9.1	12.5	approx	—	approx	22
Intangible amortization	14.2	14.3	approx	14	approx	55
Asset impairment and write-offs	5.2	41.8	approx	—	approx	47
Equity income of unconsolidated subsidiaries	0.4	—	approx	1	approx	2
Adjusted operating income	242.5	296.7	approx	Up 4% - 7%	approx	Up 7% - 9%
<i>Adjusted return on sales</i>	<i>24.0 %</i>	<i>26.4 %</i>				
Net income from continuing operations—as reported	154.9	148.5	approx	\$181 - \$187	approx	\$656 - \$672
Loss on sale of business	—	26.3	approx	—	approx	26
Adjustments to operating income	39.0	79.0	approx	14	approx	145
Income tax adjustments	(9.7)	(23.3)	approx	(2)	approx	(38)
Net income from continuing operations—as adjusted	\$ 184.2	\$ 230.5	approx	\$193 - \$199	approx	\$789 - \$805
<b>Continuing earnings per ordinary share—diluted</b>						
Diluted earnings per ordinary share—as reported	\$ 0.93	\$ 0.90	approx	\$1.09 - \$1.13	approx	\$3.95 - \$4.05
Adjustments	0.18	0.49	approx	0.07	approx	0.80
Diluted earnings per ordinary share—as adjusted	\$ 1.11	\$ 1.39	approx	\$1.16 - \$1.20	approx	\$4.75 - \$4.85

# Reported To Adjusted 2024 Reconciliation

**Pentair plc and Subsidiaries**  
**Reconciliation of GAAP to Non-GAAP Financial Measures for the Year Ended December 31, 2024**  
**Excluding the Effect of 2024 Adjustments (Unaudited)**

<i>In millions, except per-share data</i>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>	<b>Full Year</b>
Net sales	\$ 1,017.2	\$ 1,099.3	\$ 993.4	\$ 972.9	\$ 4,082.8
Operating income	180.8	248.0	179.9	195.1	803.8
Return on sales	17.8 %	22.6 %	18.1 %	20.1 %	19.7 %
Adjustments:					
Restructuring and other	4.6	5.9	23.4	3.1	37.0
Transformation costs	17.0	11.8	12.6	10.7	52.1
Intangible amortization	13.5	13.4	13.5	13.9	54.3
Legal accrual adjustments and settlements	(0.3)	(7.9)	0.7	—	(7.5)
Asset impairment and write-offs	0.8	—	8.5	8.3	17.6
Equity income of unconsolidated subsidiaries	0.9	0.2	0.6	0.2	1.9
Adjusted operating income	217.3	271.4	239.2	231.3	959.2
Adjusted return on sales	21.4 %	24.7 %	24.1 %	23.8 %	23.5 %
Net income from continuing operations—as reported	133.5	186.1	139.6	166.4	625.6
Pension and other post-retirement mark-to-market gain	—	—	—	(5.3)	(5.3)
Other (income) expense	—	—	(0.5)	0.1	(0.4)
Adjustments to operating income	35.6	23.2	58.7	36.0	153.5
Income tax adjustments	(11.3)	(5.4)	(15.4)	(17.6)	(49.7)
Net income from continuing operations—as adjusted	\$ 157.8	\$ 203.9	\$ 182.4	\$ 179.6	\$ 723.7
<b>Continuing earnings per ordinary share—diluted</b>					
Diluted earnings per ordinary share—as reported	\$ 0.80	\$ 1.11	\$ 0.84	\$ 0.99	\$ 3.74
Adjustments	0.14	0.11	0.25	0.09	0.59
Diluted earnings per ordinary share—as adjusted	\$ 0.94	\$ 1.22	\$ 1.09	\$ 1.08	\$ 4.33



# Reported To Adjusted 2023 Reconciliation

**Pentair plc and Subsidiaries**  
**Reconciliation of GAAP to Non-GAAP Financial Measures for the Year Ended December 31, 2023**  
**Excluding the Effect of 2023 Adjustments (Unaudited)**

<i>In millions, except per-share data</i>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>	<b>Full Year</b>
Net sales	\$ 1,028.6	\$ 1,082.5	\$ 1,008.8	\$ 984.6	\$ 4,104.5
Operating income	183.6	208.5	180.1	167.0	739.2
<i>Return on sales</i>	<i>17.8 %</i>	<i>19.3 %</i>	<i>17.9 %</i>	<i>17.0 %</i>	<i>18.0 %</i>
Adjustments:					
Restructuring and other	2.9	0.6	1.6	(1.7)	3.4
Transformation costs	8.5	6.0	13.5	16.3	44.3
Intangible amortization	13.8	13.9	13.8	13.8	55.3
Legal accrual adjustments and settlements	(1.9)	4.1	—	—	2.2
Asset impairment and write-offs	3.9	0.5	1.8	1.7	7.9
Equity income of unconsolidated subsidiaries	0.2	0.6	1.3	0.7	2.8
Adjusted operating income	211.0	234.2	212.1	197.8	855.1
<i>Adjusted return on sales</i>	<i>20.5 %</i>	<i>21.6 %</i>	<i>21.0 %</i>	<i>20.1 %</i>	<i>20.8 %</i>
Net income from continuing operations—as reported	128.5	154.2	132.1	208.1	622.9
Pension and other post-retirement mark-to-market loss	—	—	—	6.1	6.1
Other income	—	(5.1)	—	—	(5.1)
Adjustments to operating income	27.2	25.1	30.7	30.1	113.1
Income tax adjustments <sup>(1)</sup>	(4.6)	(3.1)	(6.6)	(98.5)	(112.8)
Net income from continuing operations—as adjusted	\$ 151.1	\$ 171.1	\$ 156.2	\$ 145.8	\$ 624.2
<b>Continuing earnings per ordinary share—diluted</b>					
Diluted earnings per ordinary share—as reported	\$ 0.78	\$ 0.93	\$ 0.79	\$ 1.25	\$ 3.75
Adjustments	0.13	0.10	0.15	(0.38)	—
Diluted earnings per ordinary share—as adjusted	\$ 0.91	\$ 1.03	\$ 0.94	\$ 0.87	\$ 3.75

<sup>(1)</sup> Income tax adjustments in the fourth quarter include \$74.3 million resulting from favorable impacts of worthless stock deductions related to exiting certain businesses in our Water Solutions segment and favorable discrete items primarily related to the recognition of deferred tax assets.

# Reported To Adjusted 2022 Reconciliation

**Pentair plc and Subsidiaries**  
**Reconciliation of GAAP to Non-GAAP Financial Measures for the Year Ended December 31, 2022**  
**Excluding the Effect of 2022 Adjustments (Unaudited)**

<i>In millions, except per-share data</i>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>	<b>Full Year</b>
Net sales	\$ 999.6	\$ 1,064.2	\$ 1,055.1	\$ 1,002.9	\$ 4,121.8
Operating income	145.8	190.8	147.1	111.6	595.3
<i>Return on sales</i>	<i>14.6 %</i>	<i>17.9 %</i>	<i>13.9 %</i>	<i>11.1 %</i>	<i>14.4 %</i>
Adjustments:					
Restructuring and other	2.1	1.1	12.5	16.7	32.4
Transformation costs	5.5	5.2	10.1	6.4	27.2
Intangible amortization	6.6	6.3	18.5	21.1	52.5
Inventory step-up	—	—	5.8	—	5.8
Legal accrual adjustments and settlements	(0.7)	0.5	—	0.4	0.2
Asset impairment and write-offs	—	—	—	25.6	25.6
Deal-related costs and expenses	6.4	1.6	13.4	0.8	22.2
Russia business exit impact	5.9	—	(0.8)	(0.4)	4.7
Equity income of unconsolidated subsidiaries	0.5	0.4	0.3	0.6	1.8
Adjusted operating income	172.1	205.9	206.9	182.8	767.7
<i>Adjusted return on sales</i>	<i>17.2 %</i>	<i>19.3 %</i>	<i>19.6 %</i>	<i>18.2 %</i>	<i>18.6 %</i>
Net income from continuing operations—as reported	118.5	153.0	115.4	96.3	483.2
Gain on sale of businesses	—	—	(0.2)	—	(0.2)
Pension and other post-retirement mark-to-market gain	—	—	—	(17.5)	(17.5)
Amortization of bridge financing fees	2.6	5.1	1.3	—	9.0
Adjustments to operating income	25.8	14.7	59.5	70.6	170.6
Income tax adjustments	(5.4)	(3.8)	(12.3)	(14.4)	(35.9)
Net income from continuing operations—as adjusted	\$ 141.5	\$ 169.0	\$ 163.7	\$ 135.0	\$ 609.2
<b>Continuing earnings per ordinary share—diluted</b>					
Diluted earnings per ordinary share—as reported	\$ 0.71	\$ 0.92	\$ 0.70	\$ 0.58	\$ 2.92
Adjustments	0.14	0.10	0.29	0.24	0.76
Diluted earnings per ordinary share—as adjusted	\$ 0.85	\$ 1.02	\$ 0.99	\$ 0.82	\$ 3.68

# Reported To Adjusted 2021 Reconciliation

**Pentair plc and Subsidiaries**  
**Reconciliation of GAAP to Non-GAAP Financial Measures for the Year Ended December 31, 2021**  
**Excluding the Effect of 2021 Adjustments (Unaudited)**

<i>In millions, except per-share data</i>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>	<b>Full Year</b>
Net sales	\$ 865.9	\$ 941.1	\$ 969.2	\$ 988.6	\$ 3,764.8
Operating income	157.1	161.8	167.3	150.7	636.9
<i>Return on sales</i>	18.1 %	17.2 %	17.3 %	15.2 %	16.9 %
Adjustments:					
Restructuring and other	1.5	3.9	0.1	2.0	7.5
Transformation costs	—	1.9	4.0	5.8	11.7
Intangible amortization	7.1	6.3	6.0	6.9	26.3
COVID-19 related costs and expenses	0.2	0.1	0.1	0.2	0.6
Legal accrual adjustments and settlements	(2.4)	—	—	(5.2)	(7.6)
Inventory step-up	—	—	—	2.3	2.3
Deal-related costs and expenses	0.7	1.0	2.1	4.1	7.9
Equity income (loss) of unconsolidated subsidiaries	0.2	(0.1)	0.1	0.1	0.3
Adjusted operating income	164.4	174.9	179.7	166.9	685.9
<i>Adjusted return on sales</i>	19.0 %	18.6 %	18.5 %	16.9 %	18.2 %
Net income from continuing operations—as reported	131.1	132.6	143.7	148.6	556.0
Gain on sale of businesses	—	—	(1.4)	—	(1.4)
Pension and other post-retirement mark-to-market gain	—	—	—	(2.4)	(2.4)
Other income	—	(0.3)	—	—	(0.3)
Adjustments to operating income	7.1	13.2	12.3	16.1	48.7
Income tax adjustments	(2.4)	(4.6)	(6.2)	(17.0)	(30.2)
Net income from continuing operations—as adjusted	\$ 135.8	\$ 140.9	\$ 148.4	\$ 145.3	\$ 570.4
<b>Continuing earnings per ordinary share—diluted</b>					
Diluted earnings per ordinary share—as reported	\$ 0.78	\$ 0.79	\$ 0.86	\$ 0.89	\$ 3.32
Adjustments	0.03	0.05	0.03	(0.02)	0.08
Diluted earnings per ordinary share—as adjusted	\$ 0.81	\$ 0.84	\$ 0.89	\$ 0.87	\$ 3.40

# Reported To Adjusted 2019-2020 Reconciliations

**Pentair plc and Subsidiaries**  
**Reconciliation of GAAP to Non-GAAP Financial Measures for the Years Ended December 31, 2019 and 2020**  
**Excluding the Effect of 2019 and 2020 Adjustments (Unaudited)**

<i>In millions, except per-share data</i>	2019	2020
Net sales	\$ 2,957.2	\$ 3,017.8
Operating income	432.5	461.4
Return on sales	14.6%	15.3%
Adjustments:		
Restructuring and other	21.0	15.4
Intangible amortization	31.7	28.4
COVID-19 related costs and expenses	-	10.4
Asset impairment	21.2	-
Inventory step-up	2.2	-
Deal-related costs and expenses	4.2	0.6
Equity income of unconsolidated subsidiaries	3.5	1.4
Adjusted operating income	516.3	517.6
Adjusted return on sales	17.5%	17.2%
Net income from continuing operations—as reported	361.7	357.1
(Gain) loss on sale of businesses	(2.2)	0.1
Pension and other post-retirement mark-to-market (gain) loss	(3.4)	6.7
Other income	-	(2.2)
Adjustments to operating income	80.3	54.8
Income tax adjustments	(31.4)	2.7
Net income from continuing operations—as adjusted	\$ 405.0	\$ 419.2
<b>Continuing earnings per ordinary share—diluted</b>		
Diluted earnings per ordinary share—as reported	\$ 2.12	\$ 2.13
Adjustments	0.26	0.37
Diluted earnings per ordinary share—as adjusted	\$ 2.38	\$ 2.50

# Segment Information

**Pentair plc and Subsidiaries**  
**Supplemental Financial Information by Reportable Segment (Unaudited)**

<i>In millions</i>	2025			2024		
	First Quarter	Second Quarter	Six Months	First Quarter	Second Quarter	Six Months
<b>Net sales</b>						
Flow	\$ 367.9	\$ 397.3	\$ 765.2	\$ 384.3	\$ 396.8	\$ 781.1
Water Solutions	258.2	298.3	556.5	273.1	310.5	583.6
Pool	383.9	427.2	811.1	359.5	391.5	751.0
Reportable segment net sales	1,010.0	1,122.8	2,132.8	1,016.9	1,098.8	2,115.7
Corporate and other	0.4	0.3	0.7	0.3	0.5	0.8
Net sales	\$ 1,010.4	\$ 1,123.1	\$ 2,133.5	\$ 1,017.2	\$ 1,099.3	\$ 2,116.5
<b>Reportable segment income (loss)</b>						
Flow	\$ 83.6	\$ 93.1	\$ 176.7	\$ 77.3	\$ 84.4	\$ 161.7
Water Solutions	60.7	70.2	130.9	55.6	72.9	128.5
Pool	126.0	152.7	278.7	110.8	133.6	244.4
Reportable segment income	270.3	316.0	586.3	243.7	290.9	534.6
Corporate and other	(27.8)	(19.3)	(47.1)	(26.4)	(19.5)	(45.9)
Adjusted operating income	\$ 242.5	\$ 296.7	\$ 539.2	\$ 217.3	\$ 271.4	\$ 488.7
<b>Return on sales</b>						
Flow	22.7 %	23.4 %	23.1 %	20.1 %	21.3 %	20.7 %
Water Solutions	23.5 %	23.5 %	23.5 %	20.4 %	23.5 %	22.0 %
Pool	32.8 %	35.7 %	34.4 %	30.8 %	34.1 %	32.5 %
Adjusted return on sales	24.0 %	26.4 %	25.3 %	21.4 %	24.7 %	23.1 %

# Core Sales Growth Reconciliation

**Pentair plc and Subsidiaries**  
**Reconciliation of Net Sales Growth to Core Net Sales Growth by Reportable Segment**  
**For the Quarter Ended June 30, 2025 (Unaudited)**

	Q2 Net Sales Growth			
	Core	Currency	Acq. / Div.	Total
<b>Total Pentair</b>	<b>1.3 %</b>	<b>0.7 %</b>	<b>0.2 %</b>	<b>2.2 %</b>
Flow	(1.3) %	1.4 %	— %	0.1 %
Water Solutions	(3.0) %	0.6 %	(1.5) %	(3.9) %
Pool	7.3 %	— %	1.8 %	9.1 %



# Free Cash Flow Reconciliation

**Pentair plc and Subsidiaries**  
**Reconciliation of the GAAP Operating Activities Cash Flow to the Non-GAAP Free Cash Flow (Unaudited)**

	Three months ended March 31, 2025	Three months ended June 30, 2025	Six months ended June 30, 2025
<i>In millions</i>			
Net cash (used for) provided by operating activities of continuing operations	\$ (38.9)	\$ 606.6	\$ 567.7
Capital expenditures	(16.8)	(10.9)	(27.7)
Proceeds from sale of property and equipment	—	0.1	0.1
<b>Free cash flow</b>	<b>\$ (55.7)</b>	<b>\$ 595.8</b>	<b>\$ 540.1</b>

	Three months ended March 31, 2024	Three months ended June 30, 2024	Six months ended June 30, 2024
<i>In millions</i>			
Net cash (used for) provided by operating activities of continuing operations	\$ (107.4)	\$ 539.2	\$ 431.8
Capital expenditures	(19.3)	(17.0)	(36.3)
<b>Free cash flow from continuing operations</b>	<b>(126.7)</b>	<b>522.2</b>	<b>395.5</b>
Net cash used for operating activities of discontinued operations	(0.2)	—	(0.2)
<b>Free cash flow</b>	<b>\$ (126.9)</b>	<b>\$ 522.2</b>	<b>\$ 395.3</b>

# ROIC Reconciliation

**Pentair plc and Subsidiaries**  
**Return on Invested Capital (ROIC) (Unaudited)**

	Second Quarter 2024	Third Quarter 2024	Fourth Quarter 2024	First Quarter 2025	Second Quarter 2025
<i>Dollars in millions</i>					
Adjusted operating income	\$ 271.4	\$ 239.2	\$ 231.3	\$ 242.5	\$ 296.7
Reported effective tax rate	15.8 %	12.9 %	9.8 %	15.3 %	13.9 %
Adjusted effective tax rate	16.5 %	16.5 %	16.5 %	17.0 %	17.0 %
NOPAT	\$ 226.6	\$ 199.7	\$ 193.1	\$ 201.3	\$ 246.3
Depreciation	15.5	14.9	15.0	14.8	14.6
Capital expenditures ("Cap Ex")	(17.0)	(15.4)	(22.7)	(16.8)	(10.9)
Total NOPAT, depreciation, and Cap Ex	\$ 225.1	\$ 199.2	\$ 185.4	\$ 199.3	\$ 250.0
Trailing four quarter NOPAT, depreciation, and Cap Ex	\$ 741.2	\$ 764.6	\$ 786.7	\$ 809.0	\$ 833.9
Ending invested capital	4,974.5	4,909.1	5,092.2	5,328.7	4,927.4
Trailing five quarter average invested capital	5,023.6	5,023.7	5,062.7	5,121.4	5,046.4
After-tax Return on Invested Capital	14.8 %	15.2 %	15.5 %	15.8 %	16.5 %

*NOPAT (net operating profit after tax) is defined as [(adjusted operating income) X (1 - adjusted effective tax rate)]*

*Ending invested capital is defined as [total shareholders' equity + long-term debt + current maturities of long-term debt and short-term borrowings - cash and cash equivalents]*

# Last Twelve Months EBITDA Reconciliation

**Pentair plc and Subsidiaries**  
**Reconciliation of Net Income from Continuing Operations to EBITDA (Unaudited)**

<i>In millions</i>	<b>Third Quarter 2024</b>	<b>Fourth Quarter 2024</b>	<b>First Quarter 2025</b>	<b>Second Quarter 2025</b>	<b>Last Twelve Months</b>
Net income from continuing operations	\$ 139.6	\$ 166.4	\$ 154.9	\$ 148.5	\$ 609.4
Adjustments:					
Restructuring and other	23.4	3.1	10.5	10.4	47.4
Transformation costs	12.6	10.7	9.1	12.5	44.9
Intangible amortization	13.5	13.9	14.2	14.3	55.9
Legal accrual adjustments and settlements	0.7	—	—	—	0.7
Asset impairment and write-offs	8.5	8.3	5.2	41.8	63.8
Pension and other post-retirement mark-to-market gain	—	(5.3)	—	—	(5.3)
Loss on sale of business	—	—	—	26.3	26.3
Net interest expense	19.8	15.2	19.7	17.9	72.6
Other expense	0.5	1.0	0.9	1.0	3.4
Provision for income taxes	20.6	18.0	28.0	24.0	90.6
Adjusted operating income	\$ 239.2	\$ 231.3	\$ 242.5	\$ 296.7	\$ 1,009.7
Adjustments:					
Depreciation	14.9	15.0	14.8	14.6	59.3
EBITDA	\$ 254.1	\$ 246.3	\$ 257.3	\$ 311.3	\$ 1,069.0

# 2024 EBITDA Reconciliation

**Pentair plc and Subsidiaries**  
**Reconciliation of Net Income from Continuing Operations to EBITDA**  
**for the Year Ended December 31, 2024 (Unaudited)**

<i>In millions</i>		<b>FY 2024</b>
Net income from continuing operations	\$	625.6
Adjustments:		
Restructuring and other		37.0
Transformation costs		52.1
Intangible amortization		54.3
Legal accrual adjustments and settlements		(7.5)
Asset impairment and write-offs		17.6
Pension and other post-retirement mark-to-market gain		(5.3)
Net interest expense		88.6
Other expense		3.5
Provision for income taxes		93.3
Adjusted operating income	\$	959.2
Adjustments:		
Depreciation		60.3
EBITDA	\$	1,019.5

# 2025 EBITDA Reconciliation

**Pentair plc and Subsidiaries**  
**Reconciliation of Net Income from Continuing Operations to EBITDA**  
**for the Year Ending December 31, 2025 (Unaudited)**

<i>In millions</i>	<b>Full Year at Midpoint Outlook</b>	
Net income from continuing operations	approx \$	664
Adjustments:		
Intangible amortization	approx	55
Asset impairment and write-offs	approx	47
Restructuring and other	approx	21
Transformation costs	approx	22
Loss on sale of business	approx	26
Net interest expense	approx	75
Provision for income taxes	approx	130
Adjusted operating income	approx \$	1,040
Adjustments:		
Depreciation	approx	60
EBITDA	approx \$	1,100