



2024 Investor Day

March 6, 2024



WELCOME & OPENING REMARKS



Shelly Hubbard
Vice President, Investor Relations

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 ESG 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, 2023. 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.

2026T represents Pentair's targeted performance by 2026.

“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 divested product lines not considered discontinued operations.

Segment income represents equity income of unconsolidated subsidiaries and operating income from continuing operations exclusive of non-cash intangible amortization, certain acquisition related expenses, costs of transformation and restructuring activities, impairments, and other unusual non-operating items.

Return on sales (“ROS”) equals segment income divided by net sales.

Due to rounding, in this presentation numbers may not add up precisely to the totals provided, percentages may not precisely reflect the absolute figures and percentage movements represented in basis points (bps) may not precisely reflect the absolute percentage figures.

See appendix for GAAP to non-GAAP reconciliations.

Today's Agenda

8:00 AM Welcome & Opening Remarks
Shelly Hubbard | Vice President, Investor Relations

Pentair's 2024-2026 Strategic Vision: Helping Our Customers Move, Improve, & Enjoy Water
John Stauch | President & CEO

Water Innovation: Sustainably Move, Improve, and Enjoy Water
Phil Rolchigo, Ph.D. | EVP, Chief Technology Officer

Transformation to Fund Growth: Enabled By Pentair Business System
Steve Pilla | EVP, Chief Transformation & Chief Supply Chain Officer

9:00 AM Break

9:10 AM Move Water: Leading Global Provider of Innovative Flow Solutions
De'Mon Wiggins | EVP & President, Flow

Improve Water: Leading Commercial and Residential Water Treatment Solutions
Adrian Chiu | EVP & President, Water Solutions

Enjoy Water: Industry Pioneer in Creating Sustainable Pool Solutions
Jerome Pedretti | EVP & CEO, Pool

10:10 AM Break

10:20 AM Building a Higher Performing Culture
Tanya Hooper | EVP & Chief Human Resources Officer

Making Better Essential, Our ESG Journey
Karla Robertson | EVP, Chief Social Responsibility Officer & General Counsel

Creating Long-Term Shareholder Value
Bob Fishman | EVP, CFO & Chief Accounting Officer

Closing Remarks
John Stauch | President & CEO

11:15 AM Q&A

12:00 PM Leadership Luncheon



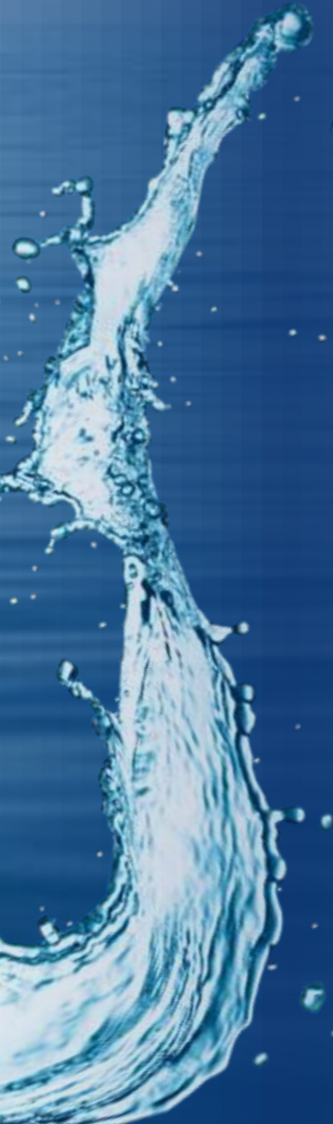
PENTAIR'S 2024-2026 STRATEGIC VISION

HELPING OUR CUSTOMERS
MOVE, IMPROVE, & ENJOY WATER



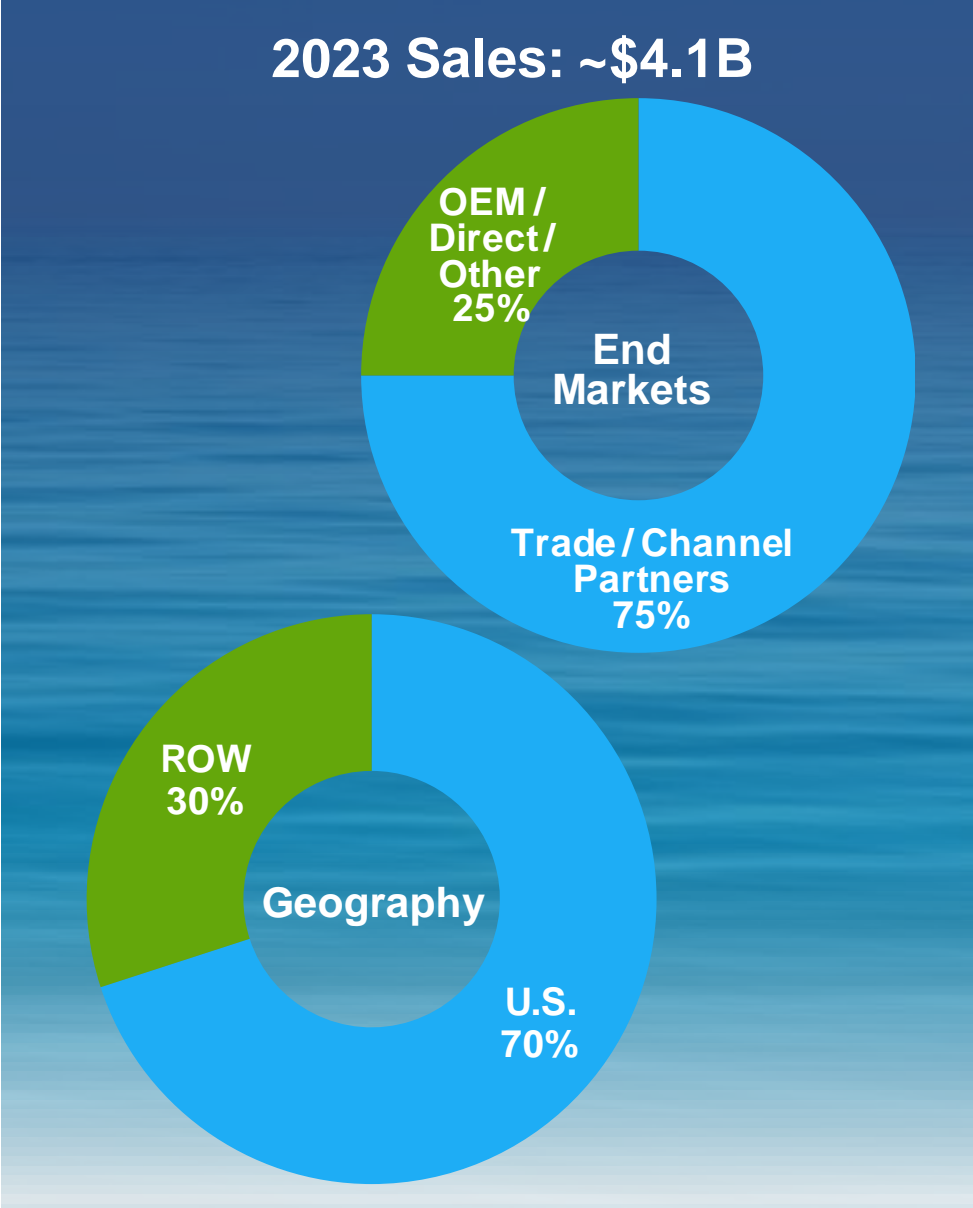
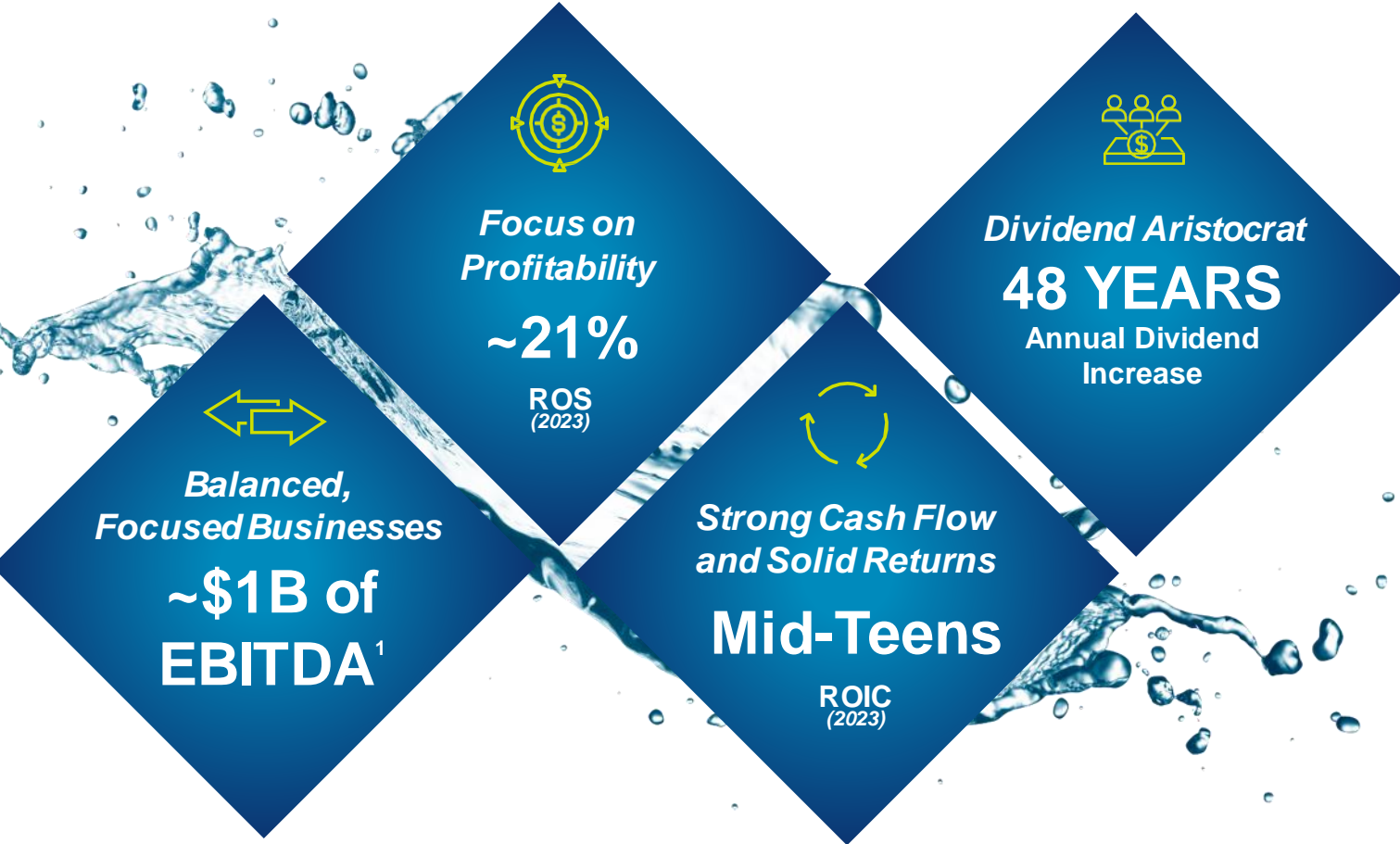
John Stauch
President & CEO

Key Messages

- 
- A dynamic splash of water in shades of blue and white, rising from the bottom left and curving upwards, set against a dark blue background.
- 1 Strong and balanced water portfolio** that is resilient and well-positioned for **higher growth**
 - 2 Capitalizing on robust transformation initiatives** to accelerate performance and fund targeted organic growth opportunities
 - 3 Instilling a culture of excellence** focused on delivering for customers, creating value for shareholders, and making better essential for people and the planet
 - 4 Delivering strong cash flow** that enables long-term capital flexibility

Pentair Snapshot (NYSE: PNR)

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



¹At 2024 Guidance midpoint.

The Pentair Difference: Smart, Sustainable Water Solutions

MOVE Water

\$1.6B in Revenue ~18% ROS

We optimize the flow of essential resources to enhance communities and industries, while protecting people, property, and the future of our planet.



IMPROVE Water

\$1.2B in Revenue ~21% ROS

We provide solutions that improve our customers' confidence in their water while also reducing environmental impact.



ENJOY Water

\$1.3B in Revenue ~31% ROS

We enable sustainable well-being with our innovative energy-efficient pool solutions.



Delivering Innovative and Sustainable Solutions to Address the World's Largest Water Challenges

Our Focused Strategy is Working



Grow the core
to drive consistent
value creation



**Pursue a “few”
targeted initiatives**
to profitably
accelerate growth



**Execute transformation
playbooks** to unlock
value and fund growth

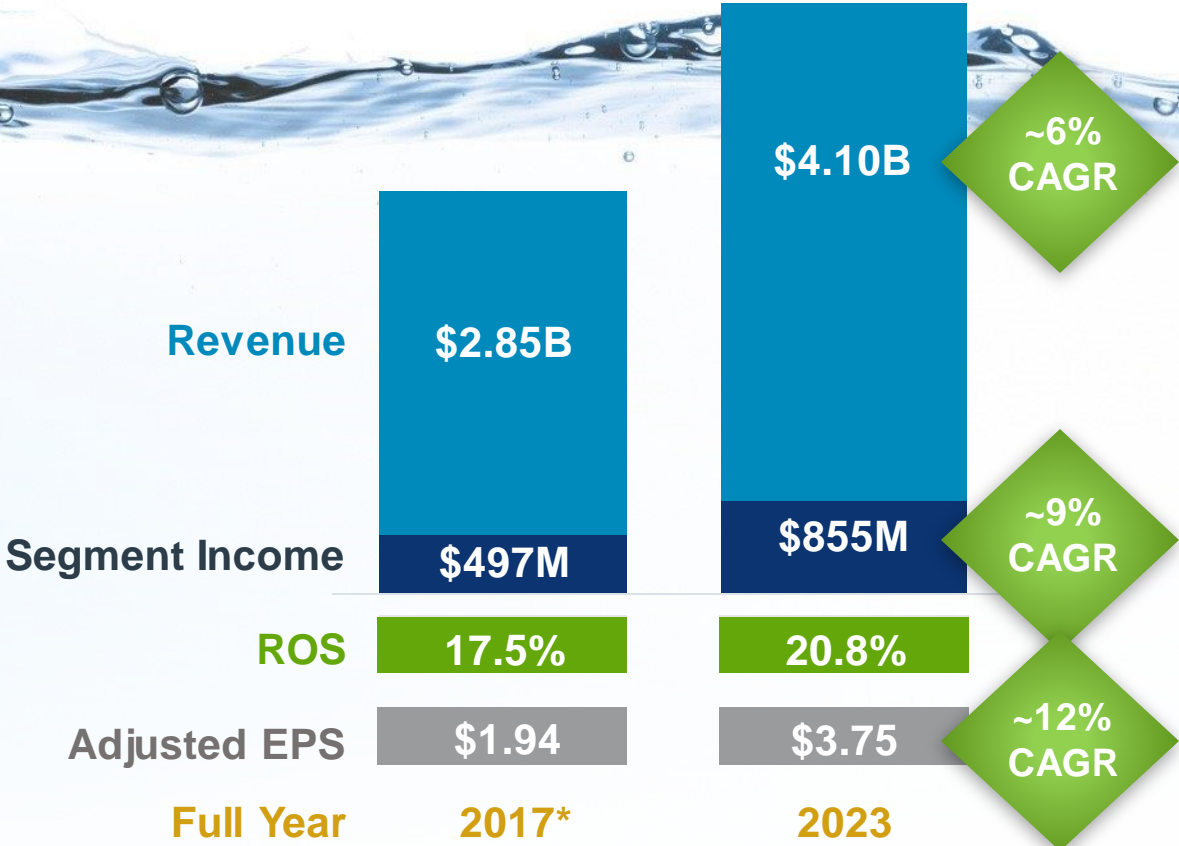


**Strengthen balance
sheet** to provide flexibility
and upside acceleration

Continuing to Drive Record Results

We Have Been a Top-Tier Financial Performer

2017-2023 Financial Performance



Strong Performance¹

Delivered Bottom Line Growth Greater than Top Line Growth by Expanding Margins 330 bps

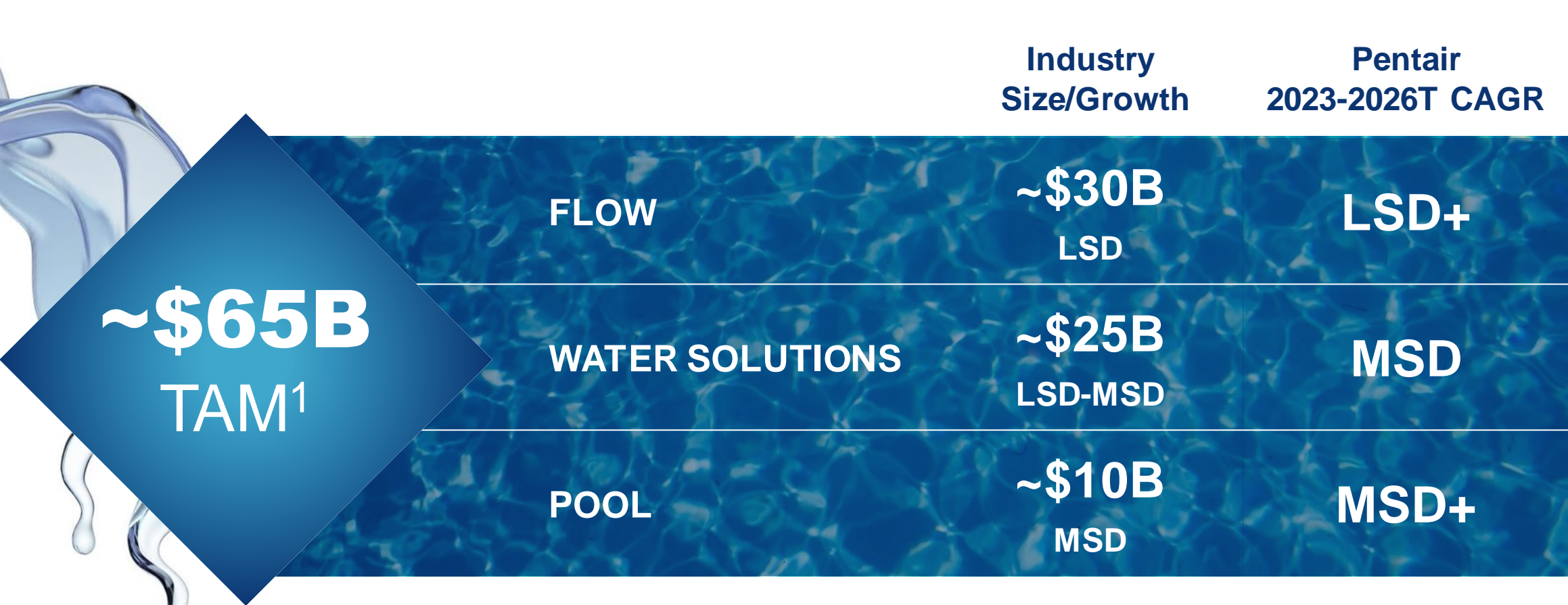
Generated Cumulative Free Cash Flow ~\$2.8B

Maintained Mid-Teens ROIC (Inclusive of Manitowoc Ice)

Continued to Drive Strong Financial Performance – Building Positive Momentum

¹2017 financials reflect PNR portion post-spin of nVent and "performance" reflects results measured through end of 2023.

We Play in Large, Stable, and Growing Industries



Expect to Drive Strong Sales Growth Above Market

¹TAM = Total Addressable Market; Source: Industry and public company peer reports, company research and estimates.

Leveraging a Clear Strategic Framework to Drive Success

▶ **OUR PURPOSE:** To create a **better** world for people and the planet through smart, sustainable water solutions

▶ **OUR MISSION:** We help the world sustainably **move, improve,** and **enjoy** water, life's most **essential** resource

▶ **OUR VISION:** To be the world's most valued **sustainable water solutions** company for our employees, customers, and shareholders

OUR IMPACT: Making Better Essential through our products and solutions, for people and our planet

OUR WIN RIGHT VALUES:

Customer First | Accountability for Performance
Innovation and Adaptability | Positive Energy
Respect and Teamwork | Absolute Integrity

Well-Positioned to Accelerate Growth and Profitability



Our Purpose DEFINES Us

- Growing demand for **smart, sustainable water solutions** due to water scarcity and quality
- Increasing **global water awareness and sustainability focus** serving large, stable, and profitable end markets



Our Organization GUIDES Us

- 3-segment model with **~15 focused and profitable revenue streams**
- Our revenue streams are where we **compete**, our business units are **how we win**, and our segments **define our future** through strategy and transformation



Our Transformation PROPELS Us

- Evolving the **tools in the tool kit** and incentivizing our Presidents and General Managers to use the tools to **enhance their business models**



Our Culture can DISTINGUISH Us

- Strong foundation of **Win Right values and leadership competencies**, focusing on improvements in **customer obsession, sense of urgency, and team accountability**

Leveraging a Purpose-Driven Approach to Win in the Marketplace

Our Growth Accelerators (How We Win)

MOVE Water



- Well-established and trusted brands (100+ year old brands)
- Ongoing focus on innovation and improving customer lead times
- Larger company scale

IMPROVE Water



- Robust, leading filtration capabilities
- End-to-end commercial water solutions
- Elite trusted brands and partners

ENJOY Water



- Industry leading innovation
- Strong dealer relationships, support, loyalty, and satisfaction
- Cross-company scale and technology (Sourcing, IoT, and Water Treatment Technology)

Building Strong Platforms for Growth and Profitability

Our Priority Innovation Themes

Addressing Current and Future Water Challenges

		MOVE Water	IMPROVE Water	ENJOY Water
		Advanced Flow and Waste to Value Technologies	The Future of Whole Home Water Treatment	Effortless, Sustainable Experience
TECHNOLOGY	'23 Revenue	'23 Revenue	'23 Revenue	'23 Revenue
Filtration/Separation	~\$1.5B	~\$500M	~\$700M	~\$300M
Pumps	~\$1.5B	~\$1B	~\$30M	~\$400M
Heating / Cooling	~\$0.8B		~\$450M	~\$400M
Lighting / Other	~\$0.3B	~\$100M		~\$200M
		Waste Processing Reinvented	Residential and Commercial Water Treatment Reimagined	Pool of the Future

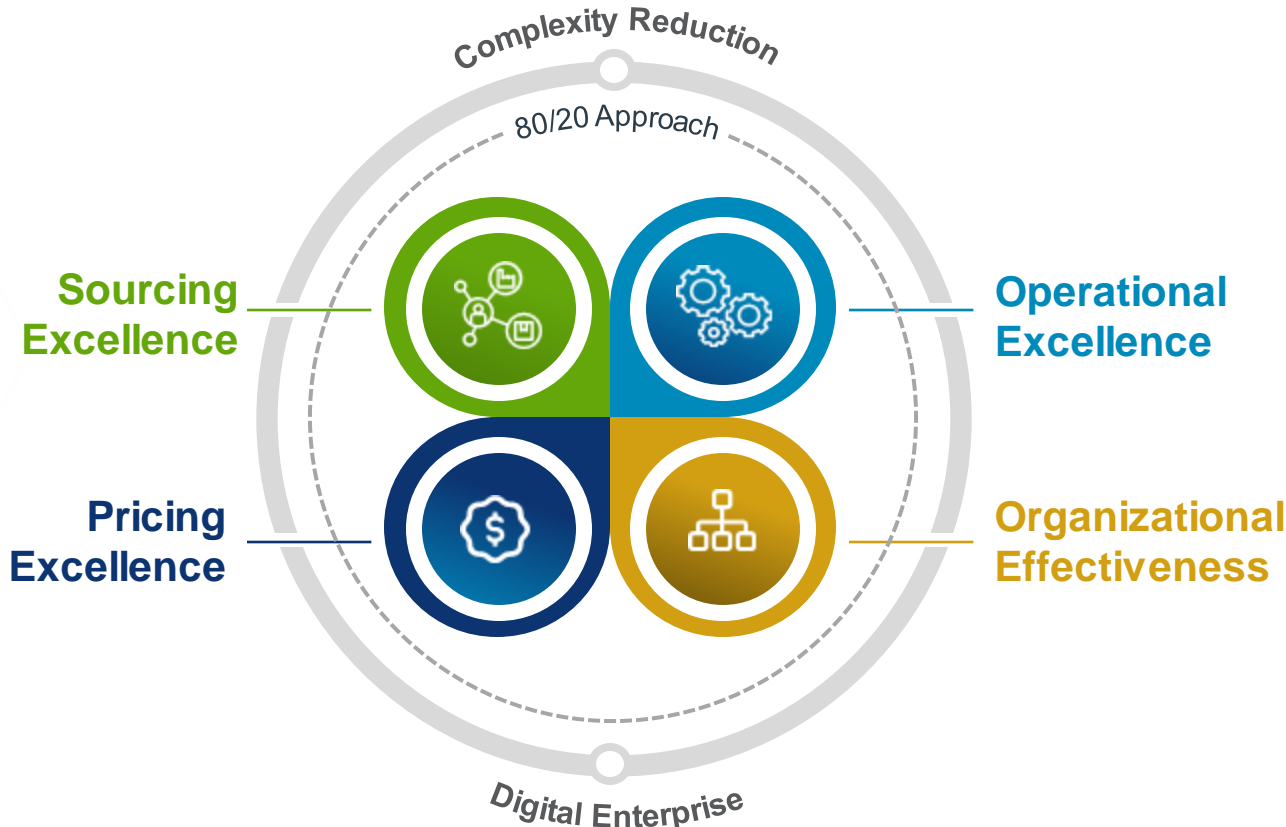
Leveraging Enterprise Sourcing and Engineering Expertise to Accelerate Innovation

Executing a Clear Transformation Strategy and Evolving the Pentair Business System (PBS)

Expanding margins (ROS) from 18.6% (2022 Baseline) to 24% (2026 Target) through key initiatives

- Pricing Excellence
- Sourcing Excellence
- Operational Excellence
- Organizational Effectiveness

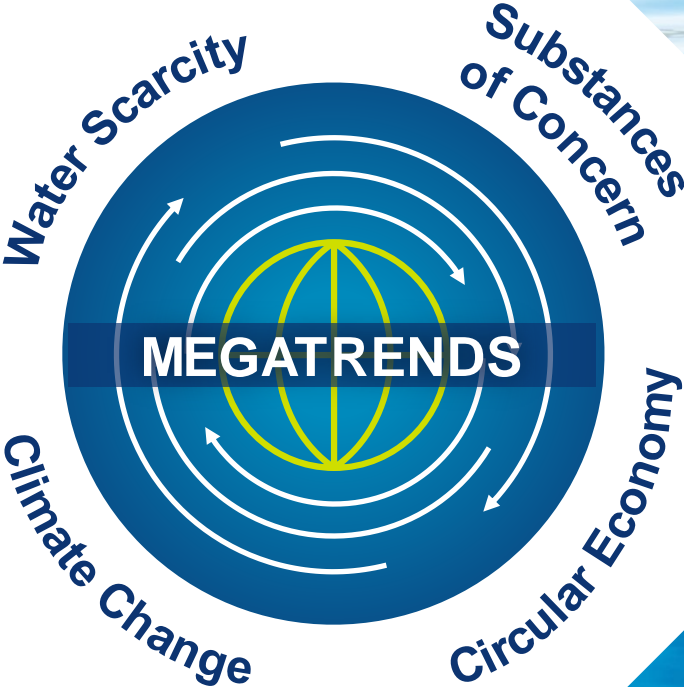
Pentair Business System



Early Stages of Creating Significant Stakeholder Value through Our Transformation Strategy and PBS

Making Better Essential

Making an Impact through Social Responsibility



Social Responsibility

+



Business Strategy

Industry Leadership

Future Growth through sustainable products and solutions

Delivering Value for our shareholders, employees, customers, and communities

People and the Planet Need Pentair Solutions

2024 to 2026 Financial Targets

MSD

Sales CAGR
from Focused
Organic Growth,
Funded by
Transformation

ROS of
24%

by 2026

Low
Double
Digit
Adj. EPS
CAGR

~\$2B

of Cumulative Cash
flow for organic
growth funding,
dividends, buybacks,
and compounding
M&A

Focused on Top-Tier Performance to Drive Compelling Value Creation

Today's Presenters – Executive Leadership Team Focused on Strong Execution, Accountability, and Improvement



John Stauch
President & CEO
2007



Phil Rolchigo, Ph.D.
EVP & Chief
Technology Officer
2007



Steve Pilla
EVP, Chief
Transformation &
Chief Supply
Chain Officer
2002-2017, 2020*



10+
years
Average
Tenure at PNR



De'Mon Wiggins
EVP & President,
Flow
2010



Adrian Chiu
EVP & President,
Water Solutions
2011



Jerome Pedretti
EVP & CEO,
Pool
2005

Top 3 Skills
Brought to PNR

- 1** Industry Experience
- 2** Leadership Acumen
- 3** Continuous Improvement Mindset



Tanya Hooper
EVP & Chief Human
Resources Officer
2022



Karla Robertson
EVP, Chief Social
Responsibility
Officer, General
Counsel & Secretary
2017



Bob Fishman
EVP, CFO & Chief
Accounting Officer
2020

100+ Years Combined Industry Experience



WATER INNOVATION

SUSTAINABLY MOVE, IMPROVE,
AND ENJOY WATER



Dr. Phil Rolchigo
EVP, Chief Technology Officer

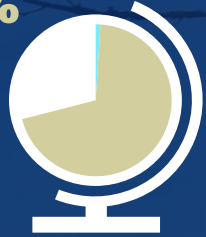
Key Messages

- 
- 1** Creating a better world for people and the planet through **smart, sustainable water solutions**
 - 2** **Investing in advanced technologies** to strengthen our industry leadership by enhancing product performance, improving water quality, and leading sustainably
 - 3** **Leveraging a clear innovation vision** to develop bold solutions to help our customers preserve life's most essential resource

Water | Life's Most Essential Resource



Water covers **71%** of our planet, yet **<1%** is easily accessible



Water is not naturally created or destroyed; it simply moves around the planet, changing states

Water is essential to all life

- ✓ Humans are 60%
- ✓ Vital organs > 80%
- ✓ We can only survive for ~ 7 days without it

We Help the World Sustainably Move, Improve, and Enjoy Water, Life's Most Essential Resource

Why Water Matters – Water Supply Under Stress



CLIMATE IN CRISIS

Arizona limits new housing around Phoenix because of dwindling water supply

Officials said developers could still build in the affected areas but would need to find alternative water sources to do so – such as surface or recycled water.



A quarter of humanity faces extreme water stress – and it's poised to get worse, new report finds

By Hefsa Khaili, CNN
© 4 minute read - Updated 5:06 AM EDT, Wed August 16, 2023



The dried cracked bed of the Qaroun lake in West Bekaa, Lebanon on September 19, 2014. Lebanon is one of the most water-stressed countries, according to a new report.



Deadly atmospheric river parks over Southern California, flooding roads and causing more than 100 mudslides

By Aithey R. Williams, Christina Zdanowicz, Rob Shackelford and Taylor Romo, CNN
© 9 minute read - Updated 12:35 AM EST, Tue February 6, 2024



Jeffrey Raines clears debris from a mudslide at his parent's home during a storm Monday in Los Angeles. Ethan Swope/AP

A Major Opportunity to Address Water Challenges for Our Move and Improve Segments



Why Water Matters – Water Quality Under Stress

USA TODAY

INVESTIGATIONS

EPA detected “forever chemicals”
in water systems serving 46 million.
Is yours on our map?



abc NEWS

How PFAS are entering America's water supply

PFAS are chemicals used to make a variety of industrial and consumer products.



The New York Times

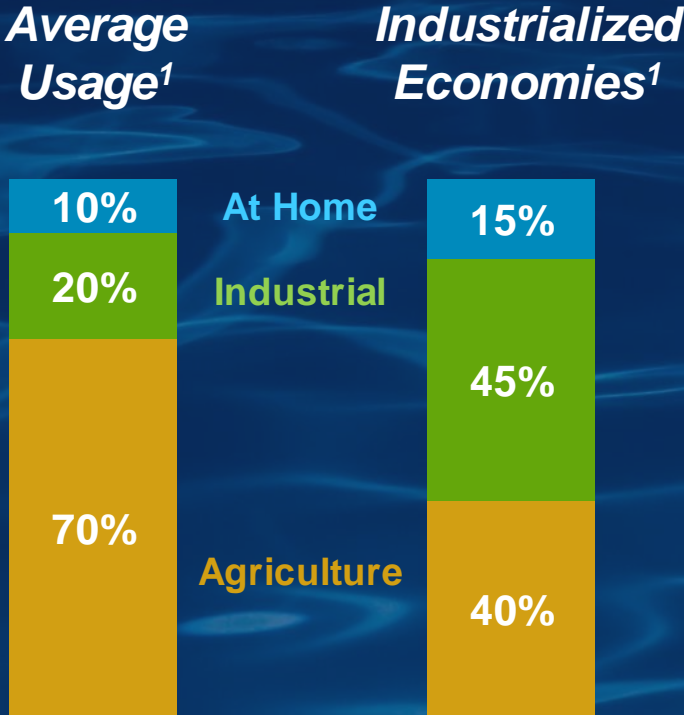
Flint's Children Suffer in Class After Years of Drinking the Lead-Poisoned Water

The city's schools, stretched even before the lead crisis, are struggling with demands for individualized education programs and behavioral interventions for children with high lead exposure.






The Need for Pentair Solutions Continues to Grow

Water Demand Grows and Shifts as Our World Advances



Our Technology Innovation Vision

-  Develop new technologies to address growing water demand and increasing challenges related to water scarcity and quality
-  Focus on sustainable solutions that reduce the energy and chemicals required to treat and reuse water
-  Reimagine existing water treatment and recycling solutions to “Make Better Essential”

Disciplined and Intentional Approach to Innovation

¹ <https://www.fao.org/aquastat/en/overview/methodology/water-use>; <https://ourworldindata.org/water-use-stress>

Our Global Innovation Capabilities

Key Stats – 2023

800+
Total
Engineers

7
Key Innovation
Centers

R&D Expense (\$M)
Consistently ~2.5% of Total Sales



Key Centers of Expertise Aligned to Drive Product Innovations

Filtration and Separation

Innovating sustainable technologies to purify water and recover valuable resources

- Micro, Ultra, Nano Filtration, and RO
- Carbon, IEX
- Specialty Membranes

Heating and Cooling

Creating energy-efficient solutions to heat and cool water

- Refrigeration
- Combustion

Flow Technologies

Developing energy efficient solutions to move water to where it needs to be

- Hydraulic Design
- Design Simulation
- Motors and Controls

Electronics and IoT

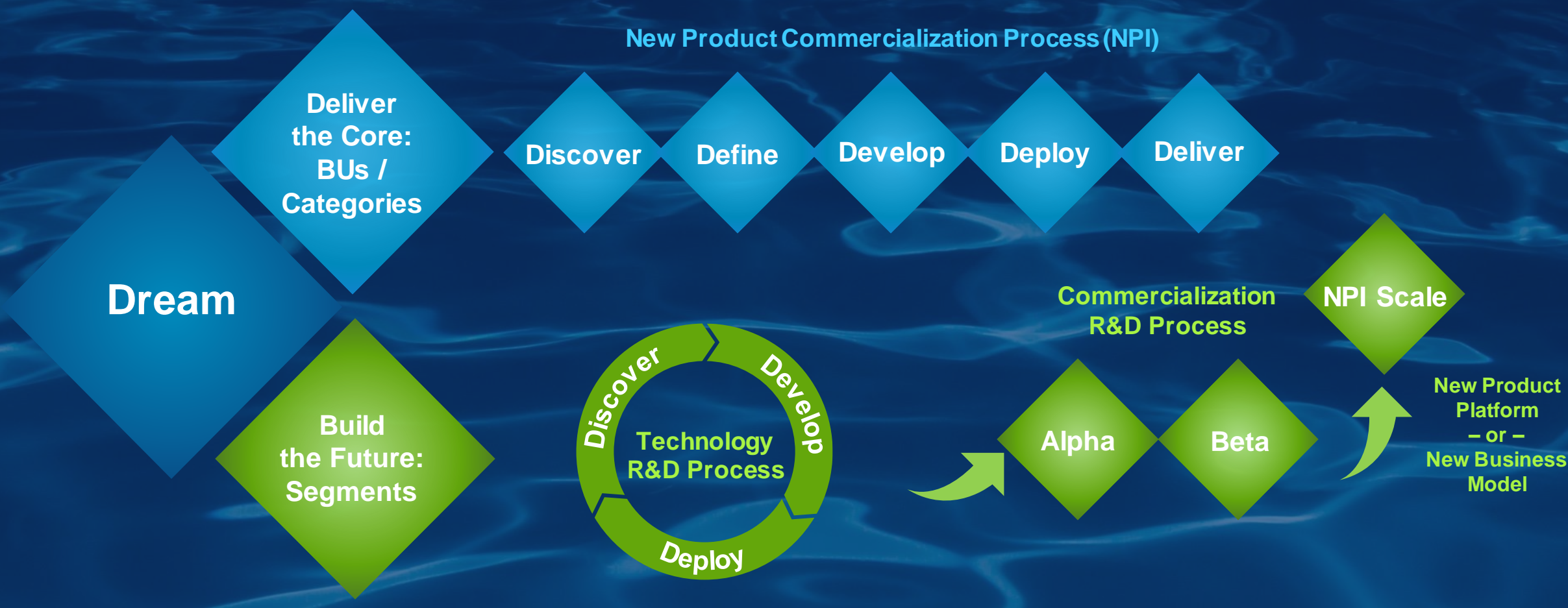
Applying leading digital solutions to support the operating and servicing of product innovations

- Hardware and Firmware
- IoT Design to Managed Services

Capturing Significant Opportunity through Our Technology Platforms

Distinct Product Development and Technology R&D Processes

Design for Sustainability Emphasized throughout the Process



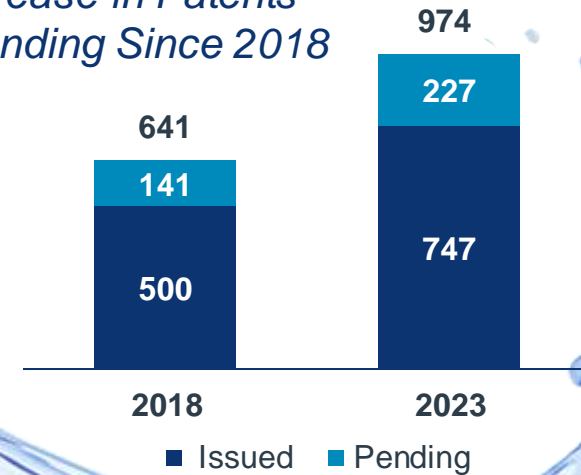
Continue to Leverage Our Innovation Processes to Drive Sustainable Solutions

Innovation Progress and Accomplishments

	2020-2023	2026T
New Product Introductions	+100 Launches	Rate on Trend
Change in Vitality Index	~5 pt Increase	+5 pt Increase Projected
Connected Devices	~500,000	>1 Million

Patent Trends

Significant Increase in Patents Issued and Pending Since 2018



Opportunities Are Significant and We're Just Getting Started!

Addressing Today's and Tomorrow's Water Challenges – Our Priority Innovation Themes

MOVE Water



**Advanced Flow and
Waste-to-Value Technologies**

**Waste Processing
Reinvented**

IMPROVE Water



**The Future of Whole Home
Water Treatment**

**Residential and Commercial Water
Treatment Reimagined**

ENJOY Water



**Effortless, Sustainable
Experience**

**Pool of
the Future**

Innovating with a Purpose to Solve Global Water Challenges through Smart, Connected Solutions

Flood Control and Waste Processing Reinvented

Applying Our Leading Expertise in Advanced Flow Technologies

MOVE

Innovative Flood Control from Your Home to Your Community

From the smallest pumps to
the world's highest capacity pump



Basement Sump Pump



World's Highest Capacity Pump

- ✓ **World Guinness Book of Records** as "Pump with the highest pumping capacity in the World" since 2004
 - Capacity to pump nearly 1 million gallons per minute

Breakthrough Performance for Wastewater Processing



Patented X-Centric Impeller

- ✓ Significant **increase in energy efficiency**
- ✓ From weekly to **zero clogging events over three years** of testing

Solving Today's Most Difficult Flood Control and Wastewater Processing Challenges

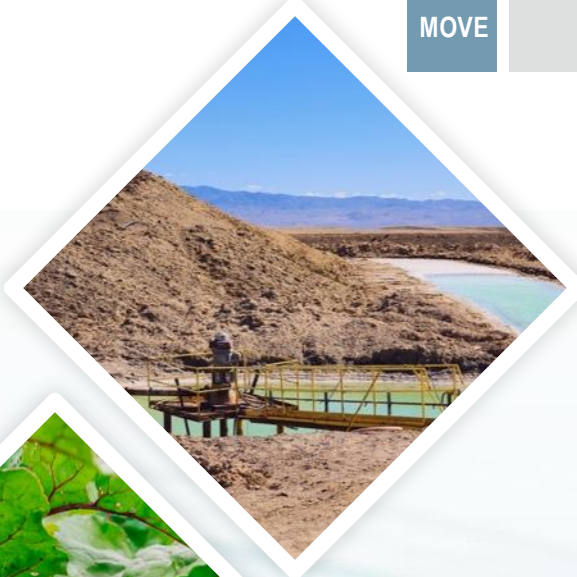
Waste Processing Reinvented

Waste to Value Technologies

MOVE



Water, Biogas, and Food Grade CO₂



Proteins and Nutraceuticals



Minerals and Precious Metals



The Breadth of Our Membrane Technologies Well-Positioned to Address These Opportunities

Water Treatment Reimagined

The Future of Residential and Commercial Water Treatment

IMPROVE

High Quality, Balanced Water throughout Your Home and Place of Business

Breakthrough Water Treatment Systems

- Minimized energy, water, and chemical footprint
- Reduction of single-use plastic bottles

Innovative Water Quality Monitoring

Predictive Maintenance with IoT-Enabled Sales and Service

**Water Composition
Crafted to Purpose**



The Breadth of Our Water Treatment Technologies Well-Suited to Address These Opportunities

The Pool of the Future

Creating an Effortless, Sustainable Experience

ENJOY

Breakthrough Water Treatment Systems

- Improved water quality
- Breakwater quality monitoring and control
- Minimized water and chemical footprint

Renewable and Optimized Energy Solutions

Predictive Maintenance with IoT-Enabled Sales and Service



What if We Reimagine a Pool as a Water Reuse Application?

The Pool of the Future

Leveraging Our Proprietary Water Treatment Technology and Applications Expertise



Green to Clean in 24 Hours with Zero Chemicals



While Simplifying Daily Operations and Significantly Reducing Ongoing Chemical Treatments

Creating the Safe, Sustainable, Zero-Impact Pool of the Future

Our IoT Journey – A Key Enabler to All of Our Innovations

Enabling Effortless Customer Experiences through Purposeful Connected Solutions

Leveraging the power of digitally-enabled performance monitoring



System Level Design

- Autonomous control
- Performance monitoring and predictive maintenance
- Data analytics to improve performance through Artificial Intelligence (AI) and Machine Learning (ML)



Digitally Enabled Service and Sales

- Augmented Reality (AR) tools for installers and service providers
- Remote monitoring and service by Pentair service providers
- Curated experience for customer service interactions

~500K

Connected Devices Today

1M+

by 2026
(target)

Key Takeaways



1

Creating a better world for people and planet through **smart, sustainable water solutions**



2

Investing in advanced technologies to strengthen our industry leadership by enhancing product performance, improving water quality, and leading sustainably



3

Leveraging a clear innovation vision to develop bold solutions to help our customers preserve life's most essential resource



TRANSFORMATION TO FUND GROWTH

ENABLED BY PENTAIR BUSINESS SYSTEM



Steve Pilla

*EVP, Chief Transformation &
Chief Supply Chain Officer*

Key Messages

A large, dynamic splash of water on the left side of the slide, set against a dark blue background. The water is captured in mid-air, creating a sense of movement and energy.

1

Clear transformation journey underway with significant runway ahead

2

Leveraging the Pentair Business System to drive our transformation strategy

3

Improving transformation initiatives across the enterprise to enable business vision and enhance customer experience

Our Transformation Journey

Where We **WERE** (2018)

- Underdeveloped toolkit, primarily focused on **LEAN manufacturing** and **talent management processes**
- “Factory-focused” approach with limited applicability across the broader enterprise

Where We **ARE** (2023)

- Transitioning to **Pentair Business System**
- Holistic commitment to **sourcing, pricing, operational, and organizational excellence**
- Integrated, **enterprise-wide approach** spanning business units and corporate functions

Where We're **GOING** (2024+)

- Full suite of **tools, processes, and systems** that can be deployed to drive transformational outcomes across the organization
- Flexible and adaptable approach, allowing business leaders to be more **nimble and agile** in effecting change
- Implementing **80/20 methodology** as an enabler and accelerator of our transformation efforts

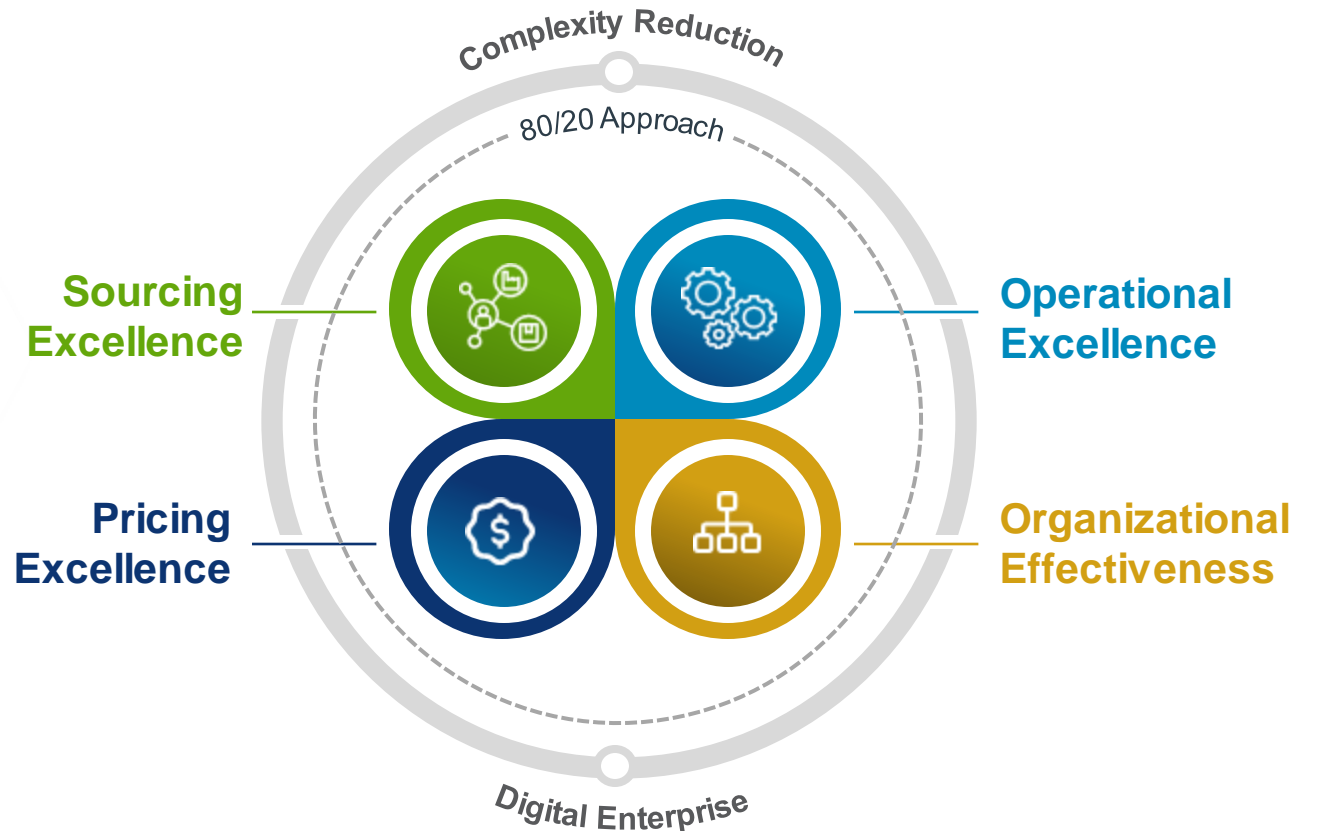
Continuing to Reduce Complexity and Improve Margins

Executing a Clear Transformation Strategy and Evolving the Pentair Business System (PBS)

Expanding margins (ROS) from 18.6% (2022 Baseline) to 24% (2026 Target) through key initiatives

- Pricing Excellence
- Sourcing Excellence
- Operational Excellence
- Organizational Effectiveness

Pentair Business System



Early Stages of Creating Significant Stakeholder Value through Our Transformation Strategy and PBS

Pricing Excellence – Elevating Pricing Capabilities with Value-Based Strategies



Approach

- Moving from broad price increases to targeted, value-based, and end-user pricing
- Reducing from 14 disparate, complex pricing processes
- Eliminating category and local-level pricing decisions and strategies

Outcomes – Maximizing Value of Our Solutions



One **consistent** global pricing playbook



Value-based pricing driven by competitive analysis and product differentiation



Transformed channel discount and rebate programs



Enterprise governance structure for pricing **maturity**

Maximizing Savings through Pricing Excellence Initiatives

Deploying Pricing Playbook to Enhance Value Realization



List Price Optimization

Replacing traditional cost-plus approach with value-based pricing model that reflects the value premium provided to end customers



Net Price Optimization

Streamlining and rationalizing multiplier and special pricing programs to promote simplicity and uniformity across customer segments



Channel Program Optimization

Optimizing rebate and loyalty programs to incentivize growth, brand loyalty, and greater collaboration with top-performing channel partners

Driving 80% Adoption Across Pentair by 2026 in 3 Waves

Targeting Value-Added Pricing to Offset Inflation

Sourcing Excellence – Transforming Our Strategic Supplier Processes



Approach

- Reducing complexity through supplier and SKU rationalization
- Leveraging size and scale to optimize buying power with a focus on total cost of ownership
- Utilizing cross-functional teams to ensure strong alignment between sourcing approach and business needs

Outcomes



Reduction in total sourcing and inventory costs



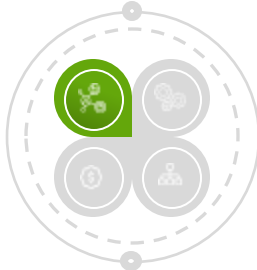
Broader, more experienced team, skilled in sourcing excellence



Simplified supplier management approach, leveraging long-term, mutually beneficial strategic partnerships

Lowering Costs through a Commitment to Sourcing Excellence

Making Significant Investments in Sourcing Optimization



Significant Organizational Commitment

135 Pentair Team Members Trained	22,000 Hours of Training
150,000 Team Hours Invested	2,700 Suppliers Engaged

\$1.6B in Total 2022 Spend
Across 3 Waves

Targeting
10-12% Gross Savings¹
Across Targeted Product Categories

Aligning Our Approach Across the Organization to Drive Significant Savings

¹By 2026 on material quoted.

Disciplined Process Driving Strong Outcomes



Supply Chain Optimization

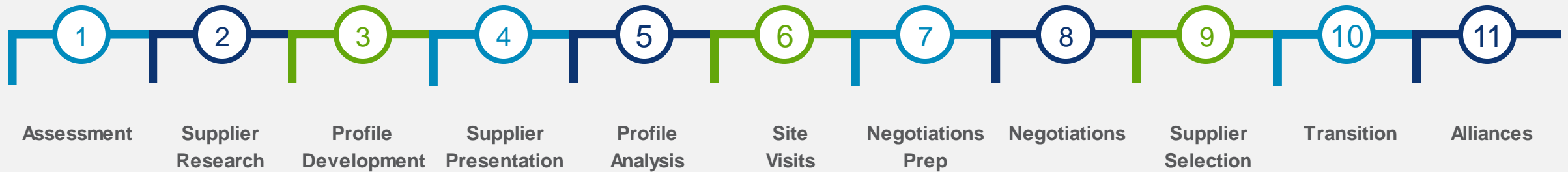
Reducing complexity through supplier and SKU rationalization

Sourcing Optimization

Leveraging size and scale to optimize buying power and develop strategic partnerships

Waves 1&2 taken to market
4,500 SKU's taken to market

11-Gate Sourcing Excellence Process Inclusive of 84 Negotiable Considerations



Streamlining Our Sourcing Approach while Strengthening Supplier Relationships

Transformation Example

Strategic Sourcing



Background

Identified a need to better leverage Pentair's total spend more effectively across the enterprise

Recognized potential to better educate suppliers on cross-business-unit needs and opportunities

Desired strong focus on lowering total cost of ownership through deeper relationships

Actions Taken

- Held two large supplier shows in Las Vegas with ~1,000 attendees each
- Educated suppliers on both enterprise strategy and business unit strategies
- Allowed suppliers to examine and test thousands of products to better understand how they might strengthen their relationship with Pentair

Expected Outcomes

- Consolidate suppliers, resulting in significant cost take-out
- Exposure to different technologies
- Reduction in lead times
- Improved quality and service while lowering costs
- Developed strategic partnerships with key suppliers who can scale their relationship with Pentair

Leveraging the Breadth of Enterprise Spending to Optimize Strategic Sourcing Outcomes

Sourcing Excellence Strategic Roadmap



WAVE 1

Castings, Electronics,
Motors, Packaging,
MRO, Logistics

~\$600M*

- Started in 2022
- Expecting **10-12% Savings**
- Will realize additional value in 2024 given quality qualifications and inventory timeline



WAVE 2

Ocean, Metals,
PFG, Molding, Resins

~\$600M*

- Started in 2023
- Expecting **10-12% Savings**
- Will realize value in 2024 and beyond given incumbents met criteria and savings expectations



WAVE 3

Services, IT, Fleet,
Travel, Supplies

~\$400M*

- Will start 2nd Half of 2024
- Expecting **10%+ Savings**
- Utilizing lessons learned, advanced skills, and a rich database of experience to ensure success



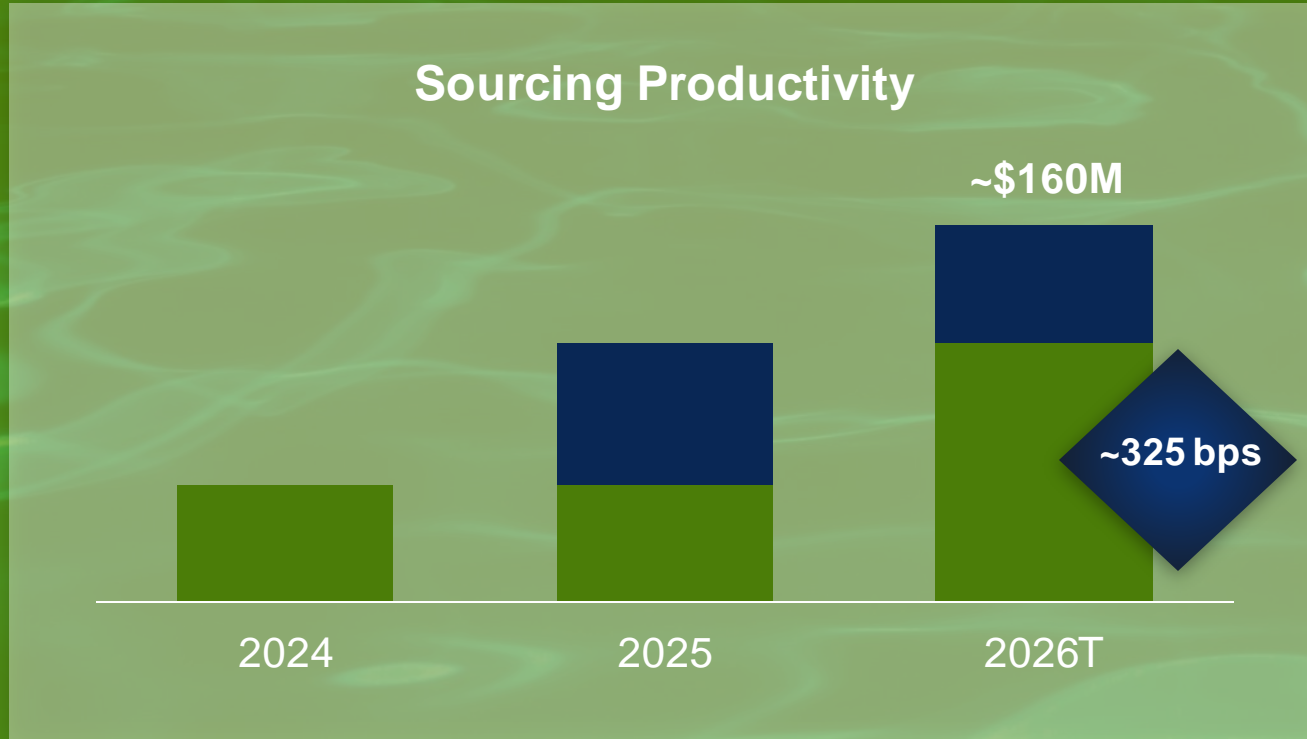
WAVE 4

(Ongoing)

Evaluate Make/Buy –
Re-visit Entire Spend

*Ties to 2022 material spend.

Sourcing Productivity Driving Savings



Actions Taken / Expected to be Taken

2023

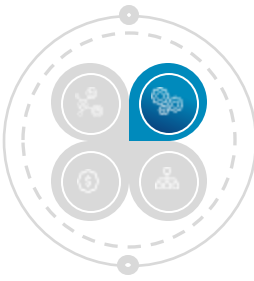
- 50% of Wave 1 savings began in Q3
- Launched Wave 2 in August with supplier show
 - 1,000 attendees
- 135 Pentair employees trained on methodology
- Addressed 2,700 suppliers and 4,500 SKUs

2024-2026

- Wave 1 & 2 savings continue
- Kick off Wave 3 in Q3 2024
- Wave 3 savings begin to read out in 2025
- Leverage transformation sourcing tools to continue to drive cost efficiencies

Targeting ~325 bps of Savings from Sourcing Transformation Efforts by 2026

Operational Excellence – Establishing Factories of the Future



Approach

- Optimizing manufacturing capabilities by leveraging standardized processes and tools
- Investing in advanced automation and leading-edge technologies
- Reducing our footprint

Outcomes



Enhanced ability to meet customer lead times



Reduced operating complexity



Increased productivity combined with improved quality and delivery

Driving World Class Operations to Deliver Value for Our Stakeholders

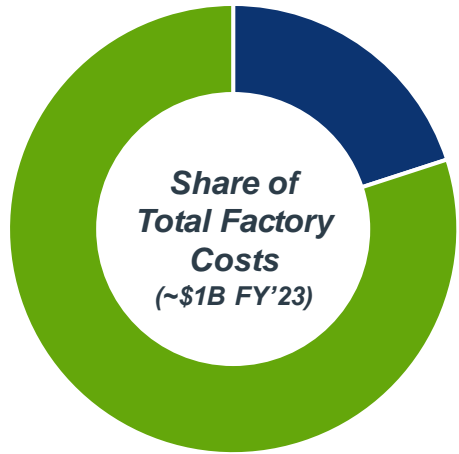
Targeting Significant Efficiency Gains



Streamlining our Footprint ...

...and Driving Greater Automation

Consolidated 4 facilities in 2023, ending the year with a total of 41 factories



■ Direct Labor ■ Overhead Costs

Top 15 factories represent ~75% of revenue



Optimization will promote greater efficiency and strong regional alignment

Optimization opportunities

- Geographical alignment (in region/for region)
- Supplier localization
- Establishing Centers of Excellence
- Global, scaled, optimized footprint

Using 80/20 principle

- To reduce complexity and increase revenue, income, and the customer experience

Automation

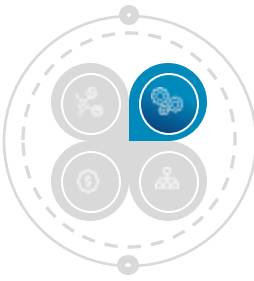
- Building out funnels and executing on projects in the top 15 sites that will lead to greater output, increased productivity, and cost savings

Expanding Lean implementation to accelerate results

- Eliminate waste and non-value add activities while driving renewed focus on customer
- Develop best practices, standard work, and continuous improvement culture

Targeting Significant Operational Efficiencies by 2026

CASE STUDY – Consolidation of Wisconsin Facilities



Background

A Wisconsin facility (~80K ft²) manufactured and assembled commercial and residential water softening valves

The operation also included a Wisconsin distribution center (~25K ft²)

Complex supply chain

Our Solution

- Consolidate two Wisconsin facilities into our Reynosa facility to improve flow of material thereby creating a Valve COE
- Outsource non-core manufacturing capabilities to drive efficiency in core operations
- Leverage manufacturing capabilities in Reynosa
- Localize supply chain to drive material productivity

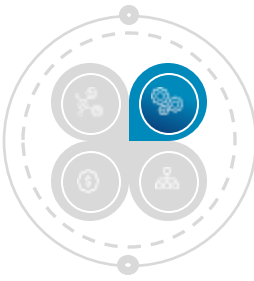
Outcomes

- Improved material flow efficiency thereby allowing us to decrease total lead times to our customers
- Drove margin expansion by leveraging labor costs and localization of materials
- Eliminated redundant inventories of raw materials



Consolidation Streamlines Our Operational Footprint and Drives Efficiencies

Operational Excellence



Actions Taken / Expected to be Taken

2023

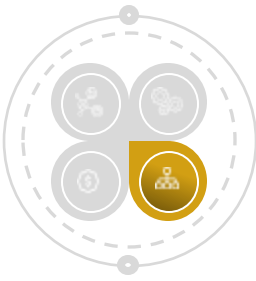
- Consolidated 4 facilities
- Standardized the LEAN playbook and began the automation / digital transformation roadmap

2024-2026

- Continue to drive the LEAN playbook
- Continue to optimize our operational footprint
- Ramp automation and deploy digital transformation pilot and expand
 - Take Automation and Digital capabilities from ~10% to ~60% in our Top 80% sites

Operational Excellence Transformation Targeted to Drive ~200 bps of Margin Expansion by 2026

Organizational Effectiveness – Reducing Complexities and Modernizing Processes



Approach

- Establishing “Right Work, Right Place, and Right Capabilities” approach
- Focusing on resource prioritization and sequencing
- Advancing digital enterprise
- Standardizing categories, reducing SKUs, and reducing geographic complexity

Outcomes



Enhanced
organizational clarity
and reduced
complexity



Greater emphasis
on growth-minded
customer excellence



Well-aligned,
high-performing
culture

Making it Easier to Do Business with Us through Organizational Effectiveness Initiatives

Implementing 80/20 Methods to Accelerate Transformation

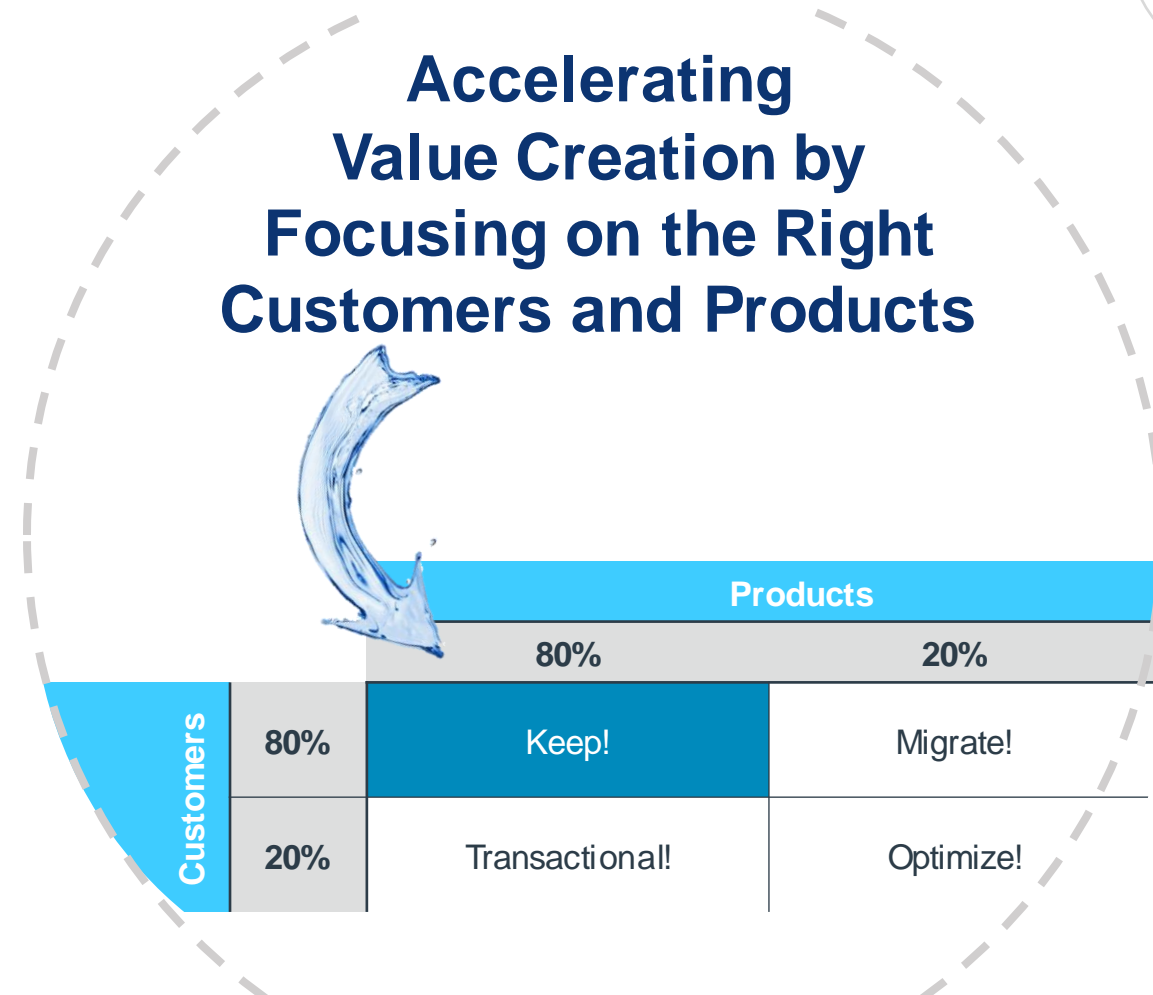
80/20 Works and the Companies that have Embraced it Are High-Performing



80/20 Guiding Principles

- Align metrics around Variable Contribution Margin (VCM) and **NOT** Revenue!
- Commit to **CUSTOMER** segmentation over **PRODUCT** segmentation
- Implement **CUSTOMER STRATEGIES** based on quadrant

Accelerating Value Creation by Focusing on the Right Customers and Products



Aligning Our Focus to High-Impact Customers and Products

Targeting Meaningful Transformation Results by 2026



Pricing Offsets Inflation
(Not Included in Transformation/Productivity)



**~\$160M or
~325 bps**
Target Opportunity



**~\$100M or
~200 bps**
Target Opportunity



Efficiency Funds Investment in Focused Growth

Expect Transformation to Meaningfully Expand Our Return on Sales by 2026

Key Takeaways



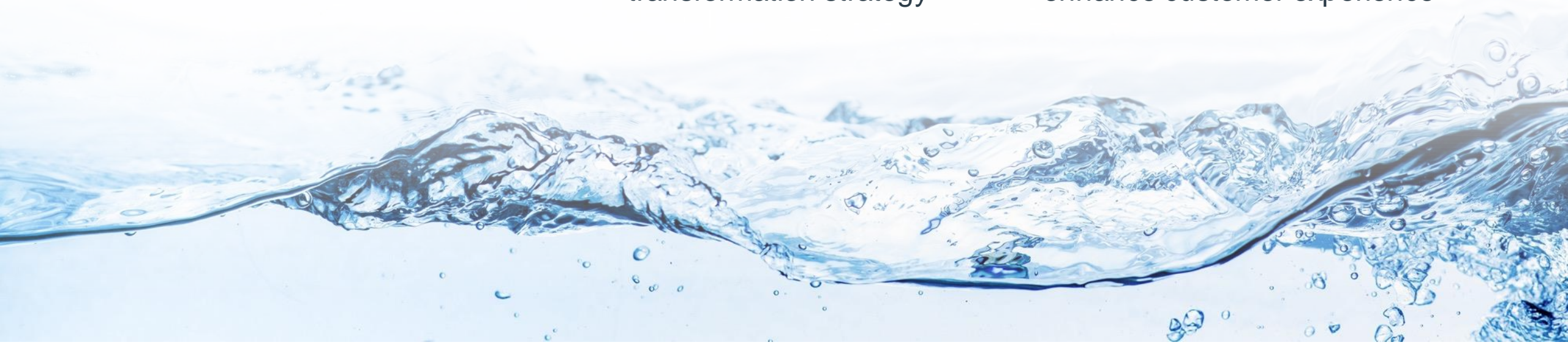
Clear transformation journey underway with significant runway ahead



Leveraging the Pentair Business System to drive our transformation strategy



Improving transformation initiatives across the enterprise to enable business vision and enhance customer experience



MOVE WATER: FLOW

LEADING GLOBAL PROVIDER
OF INNOVATIVE FLOW SOLUTIONS



De'Mon Wiggins
EVP & President, Flow

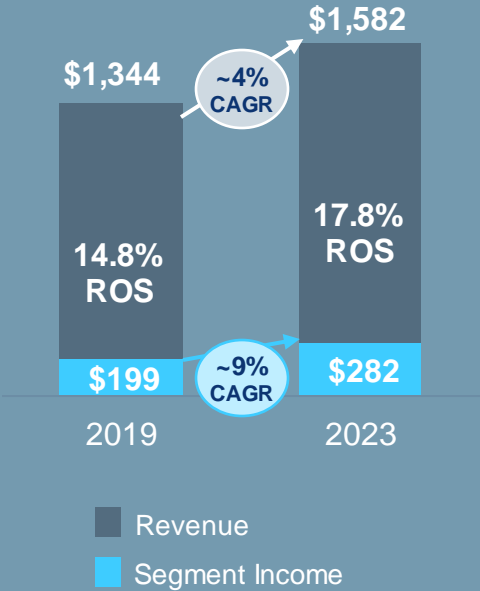
Key Messages

- 1 To be the leading global provider of **innovative flow solutions** that enhance our customers' performance and quality across multiple industries
- 2 **Deepening customer intimacy** by leveraging strong, well-recognized brands with smart, intuitive, and sustainable solutions
- 3 **Delivering new and innovative product solutions** to help the world safely and sustainably move water
- 4 **Driving a clear long-term profitable growth strategy** across residential, commercial, and industrial markets to achieve our 2026 financial targets

Pentair Flow Snapshot

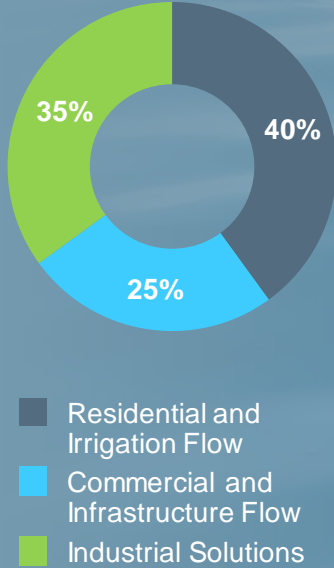
Top-Tier Performer

Historical Performance
Strong Track Record (\$M)

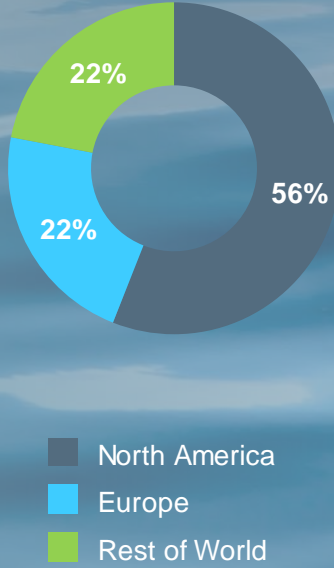


2023 Revenue Breakdown

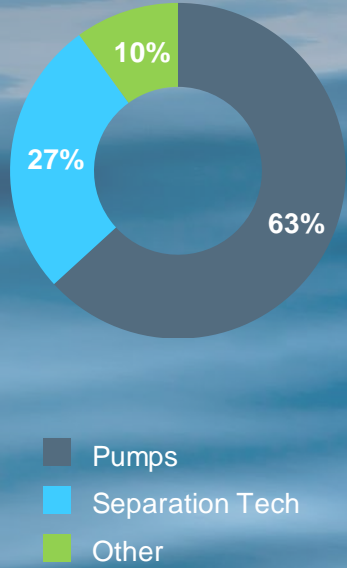
End Markets
Diverse Portfolio of Businesses



Geography
A Global Business



Sales by Solution
Full Suite of Products



Helping the World Safely and Sustainably Move Water – Life’s Most Essential Resource

Helping the World Sustainably Move Water



Irrigating agricultural fields and grow food



Equipping houses for personal consumption of water



Protecting people and property in critical applications



Shielding homes and cities from flooding



Enabling Industries to responsibly use life's most essential resource

Ensuring the Flow of Water and Essential Resources in Customer-Critical Applications

Pentair Flow Go-to-Market Approach

Portfolio Serving Strong End Markets

	End Markets	Solutions	Value Chain
Pumps	Agricultural, Residential, Commercial, and Municipal	Water Supply / Disposal, Solid Handling, Fluid Transfer	2-step distribution model – Primary Relationship: Licensed Dealers
Separation Technologies	Light Industrial	Advanced Membrane Filtration, Separation Systems, Membrane Bioreactors	Primary Relationship: Engineering Firms
Other	Light and Heavy Industrial	Valves, Sprays, Nozzles, Process Filtration Systems, Gas Recovery Solutions	Primary Relationship: Specialized Integrators

Enhancing Customers' Performance and Quality Across Multiple End Markets

Pentair Flow Legacy of Brands



Pumps
Moving water when needed and when not desired



Separation Technologies and Other
Wide range of membrane intellectual property, applications, and other mission critical components

Commercial and Municipal **Agricultural and Residential** **Industrial**

1820	1920	1930	1950	1960	1980

More than 200 Years Supporting the Flow of Water and Essential Resources

Well-Positioned to Capture Opportunities from Favorable Secular Trends



Water Availability

Growing concern over access to clean, safe, and reliable water supplies



Aging Infrastructure

Aging commercial, public, and municipal infrastructure in need of significant upgrades and improvements



Sustainability Focus

Increasing emphasis by corporations on sustainably managing water usage and turning waste into value

Well-Positioned to Address

Wide breadth of high-quality products designed to deliver critical solutions

Deep customer relationships and broad suite of aftermarket products and services to upgrade or replace systems

Unique solutions that allow customers to move water more efficiently and operate more sustainably

Strong Demand Trends Driving Sustained Long-Term Growth

Well-Positioned in Attractive Sectors

~\$30B
TAM¹

	Sector Size	Sector 2023-2026 CAGR	Pentair 2023-2026T CAGR
Pumps	~\$20B	LSD	LSD
Separation Technologies	~\$10B	MSD	MSD+

Driving Annual Growth Above Industry Growth

Pentair Flow Long-Term Profitable Growth Strategy



Innovation: More Customer Solution Across Water Markets

Competitive Advantages

Specialized hydraulics expertise spanning across industries

Long standing relationships with key influencers and decision makers

Industry leading brands in residential, commercial, municipal, and industrial markets



X-Centric Impeller



Next-Gen Submersible



Elevating the Standards of Water Movement Across Industries

Innovation Case Study – Early Stages of Capturing Opportunity with X-Centric Impeller Wastewater Pump



Background

Pentair worked with a large European municipality to help them solve their increasing clogging problems driving additional resource spend

Pentair engineers designed and implemented a new kind of pump (proprietary IP allowing debris to easily pass through the pump) that significantly reduces clogging while utilizing less energy consumption

Solution: X-Centric Impeller



Wastewater Treatment Plant
Amsterdam, Netherlands



Pentair X-Centric
Impeller

Outcomes¹

Reduced Maintenance

Clogging incidents requiring corrective intervention reduced from **322 to Zero** saving **€150K / year**

Reduced Energy Consumption

Approximately **240 MWh / year** in energy savings (approximately **€200K / year**)

Innovation Expertise Leads to Unparalleled Customer Outcomes

¹Maintenance and Energy Consumption data provided through customer testimonial. Customer's reported results are specific to customer's application. Pentair makes no warranty or guarantee of these results in other applications.

Aftermarket: Unlocking Growth at the Installed Base



Competitive Advantages

Centuries-old installed base across several markets

Consistently rated #1 in product quality and customer support¹

Unique portfolio of solutions for aging infrastructure



 Pentair Fire Suppression Pumps



 Pentair Aurora 3800 HVAC Pump



Capitalizing on Large Install Base to Drive Increased Product Penetration per Site

¹As reported on the Residential Water Supply & Disposal Customer Experience Measurement Surveys (CXM) 2019-2022 Results.

Customer Success Story – Large Midwest Based Retailer



Background

Leading U.S. retailer based in the Midwest faced remodel and new building fire protection needs

The potential solutions required Pentair’s technical expertise, regulatory knowledge, and experience

Pentair partnered with the technical teams at both their corporate, store, and warehouses to engineer the right solutions across their expansive footprint

Solution: Fire Suppression Pumps



Pentair Horizontal Split Case Electric Drive Fire Pump Series Fire Suppression

Outcomes

Complying with Regulatory Standards

Protecting People and Property

~500

Retail Locations

~54 Million

Estimated square feet of fire protection for employees and customers

Long-Standing Relationships with Upside to Solve More Problems

Customer Success Story – Flood Control in the Netherlands



Background

Pentair helps protect the Netherlands, one of the most vulnerable low-lying areas in Europe, with our world-record breaking flood control pumps

Recently, Pentair engineered and delivered a record-breaking flood control pump to the Dutch Government’s Ijmuiden pumping station – the largest pumping station in Europe

Solution: Flood Control Pumps



Guinness World Record Largest Pumping Capacity



Outcomes

Moving Water when NOT wanted

Each one of these custom-designed Pentair pumps can move nearly **1M gal / min¹** of water out of the Netherlands.

Protecting People and Property

The combined water moving capacity of the Pentair Pumps at Ijmuiden is **designed to keep a significant portion** of the Netherlands above damaging water levels¹

Innovation Expertise Leads to Unparalleled Customer Outcomes

¹Customer’s reported results are specific to customer’s application. Pentair makes no warranty or guarantee of these results in other applications.



Largest Flood Control Pump Video



Commercial Acceleration



Competitive Advantages

Specialized technical expertise spanning across industries

Deep understanding of customers' problems

Industry leading brands in residential, commercial, municipal, and industrial markets



Evolving the acquisition of Market Intelligence



Upskilling our teams to act on Profitable Growth Opportunities



Reducing the Total Cost of Ownership



Elevating our Solutions and their Value Proposition



Aligning Pentair Flow to Target the Most Profitable Segments in Market

Transformation Initiatives



Pricing

Pricing

~50% of Revenue Utilizing
Strategic Pricing Model
Targeting 100% by 2026



Sourcing

Sourcing

12 Commodities
Transitioned or in
Strategic Sourcing Phase



Operations

Operations

200 bps Productivity
Delivered in 2023
Footprint Reduction
Roadmap



Organization

Organization

Sales and Marketing
Transformation Underway

Transformation Expands Return on Sales in Flow

Pentair Flow | 3-Year Vision (2024-2026T)



LSD+
Sales Growth

~600 bps
ROS Expansion

Continued Top-Tier Growth and Productivity Will Create Sustained Shareholder Value

Key Takeaways

1

To be the leading global provider of **innovative flow solutions** that enhance our customer's performance and quality across multiple industries

2

Deepening customer intimacy by leveraging strong, well-recognized brands with smart, intuitive, and sustainable solutions

3

Delivering new and innovative product solutions to help the world safely and sustainably move water

4

Driving a clear long-term profitable growth strategy across residential, commercial, and industrial markets to achieve our 2026 financial targets

IMPROVE WATER:

Leading Commercial and Residential Water Treatment Solutions



Adrian Chiu
EVP & President, Water Solutions

Key Messages

1 A **leader in residential and commercial water treatment solutions** to sustainably improve water, life's most essential resource

2 **Leveraging our scale, breadth, and innovation to capitalize on growing market opportunity** to address water quality concerns and reduce environmental impacts

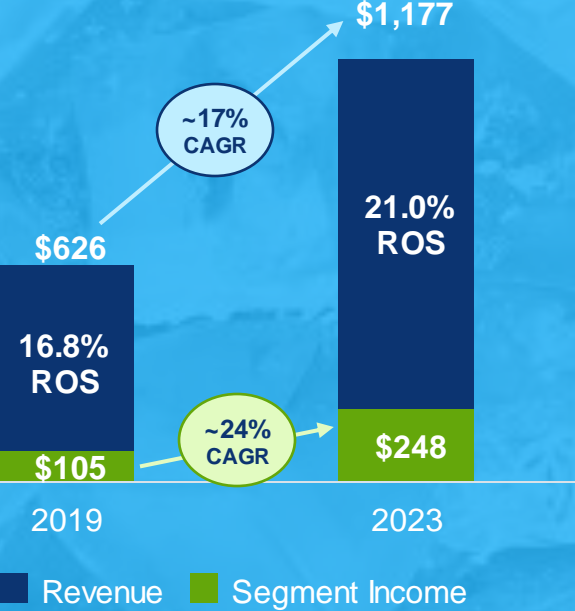
3 Elevating our ability to deliver for our commercial customers through our strong **iconic brands in commercial filtration and ice**



Water Solutions Snapshot

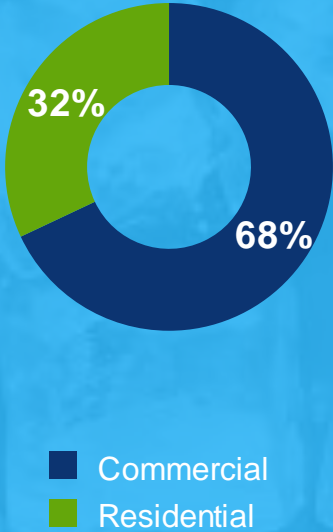
Top-Tier Performer

Historical Financial Performance (\$M)

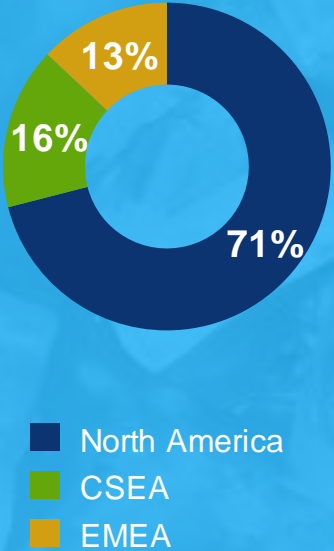


2023 Revenue Breakdown

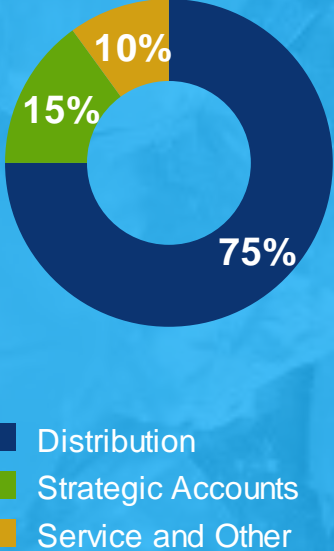
End Markets
Diverse Portfolio of Businesses



Geography
A Global Business



Channel
Multiple Routes to Market



Enhancing Our Customers' Performance and Quality Across Multiple Industries and Geographies

Helping the World Sustainably Improve Water

Water You Can Trust



Improve the taste and smell of water



Soften water to help prevent scale



Enhance the taste of food and beverages



Chill and enhance water to enjoy



Extend the life of water-using equipment

We Help the World Sustainably Improve Water, Life's Most Essential Resource

Robust Portfolio of Leading Solutions

Two Strong Business Units with Comprehensive Portfolios and Multi-Channel Distribution



Residential Water Treatment

Water treatment and filtration for better water



Commercial Water Solutions

Filtration, ice, and beverage services for food service, hospitality, and commercial operators

Components

To Systems

To Services



Fleck Autotrol



Structural Wellmate



Pentek



RainSoft



Pentair Fresh Point



Everpure



Manitowoc Ice



KBI Services

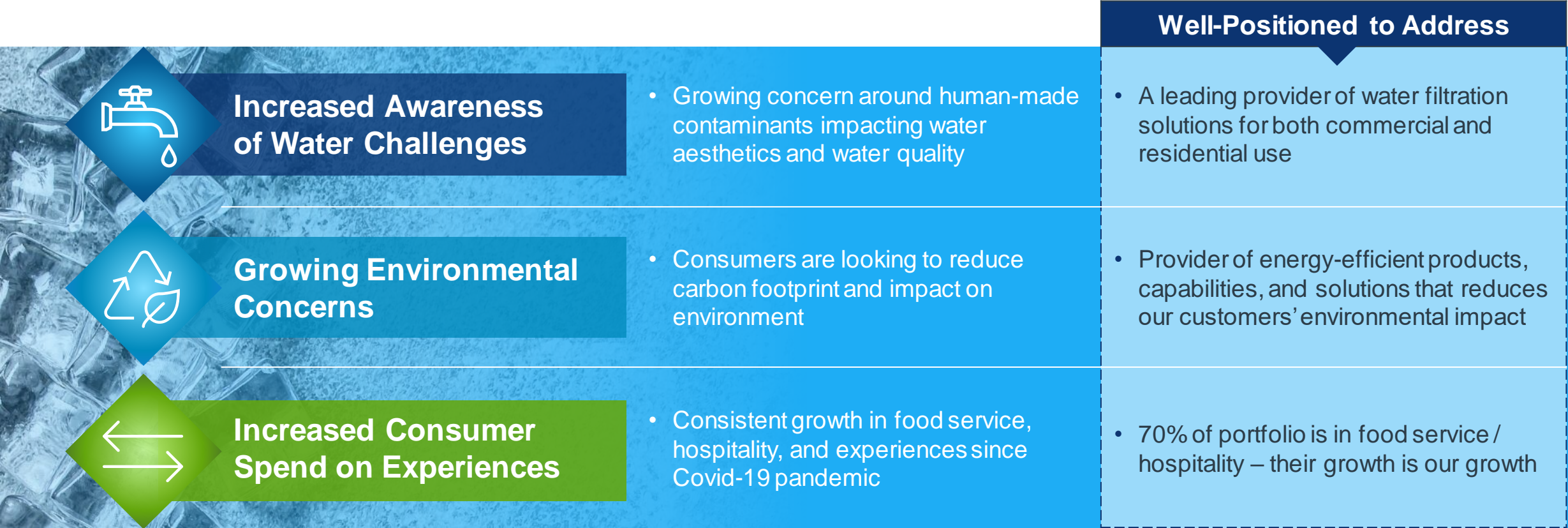
- Established provider of valves and tanks for residential and commercial markets as pioneers of water softening and water treatment component technology

- Well known brands in residential water filtration, including premium-priced RainSoft brand distributed through a network of loyal dealers

- A leader in food service, convenience, and hospitality with industry leading brands (Everpure and Manitowoc) that have unique ability to provide end-to-end water capabilities

Helping to Solve a Wide Range of Water Challenges

Well-Positioned to Capture Opportunities from Favorable Secular Trends



Innovating New Solutions While Creating More Environmentally Sustainable Solutions

Growing Opportunity in Attractive Sectors

**~\$25B
TAM¹**

	Sector 2023-2026 CAGR	Pentair 2023-2026T CAGR
Commercial	LSD-MSD	MSD
Residential	LSD-MSD	MSD

Driving Above Industry Annual Growth

Pentair Water Solutions Long-Term Profitable Growth Strategy

**GROW AND EXPAND
in Filtration**

Investing in our portfolio to address growing water quality concerns

**INNOVATE
in New Technologies
and Digital**

Reimagining and innovating water treatment for the future

**ACCELERATE
Growth in
Commercial**

Accelerating growth through our leading brands in Commercial Food Service and Hospitality

Grow and Expand in Filtration

Competitive Advantages

Expansive portfolio for water treatment experts, commercial operators, and homeowners

Proprietary carbon filtration and reverse osmosis technologies

Offerings in multiple channels: Pro-Trade, Wholesale, e-tail, Distribution, and Key Accounts

Leading R&D, engineering, and manufacturing capabilities

Well known, established brands in food service and hospitality



Investing in Our Portfolio to Address Growing Concerns on Water Quality

Innovate in New Technologies and Digital

Competitive Advantages

Breadth of capabilities to test, soften, treat, and re-mineralize water to meet unique needs of consumers and operators

Robust technologies and capabilities across Pentair businesses to bring new, sustainable technologies to life

Scale and market presence to effectively launch new breakthrough solutions in filtration, ice, and digital solutions

“

... the underlying challenge with drinking water contaminants is that just because the water looks clean, it doesn't mean it's safe to drink.”

— Water Quality Association



Key Initiatives for Growth

Breakthrough systems that **minimize energy** and **water waste** while **improving water quality**



Reimagining and Innovating Water Treatment for the Future

Accelerate Growth in Commercial

Competitive Advantages

Iconic leading brands in Ice, Filtration, and Beverage Services

Innovation and investments in sustainable water and ice solutions

Unique ability to solve total water management challenges for commercial operators

Established, long-term relationships with distributors, dealers, and strategic accounts



Accelerating Growth through Our Leading Brands in Commercial Food Service and Hospitality

First Full Year with Manitowoc Ice

Successful Integration within Pentair Water Solutions

Record YOY Sales
Growth of 23% in 2023

Leadership team well
integrated into Pentair

Synergies accelerating
through cross-selling,
innovation, and culture



Key Initiatives for Growth

Unlock **Synergy Opportunities** in
Commercial Food Service, Hospitality,
and Adjacent Markets



Integration Performing Above Expectations with More Opportunities Ahead

Our Everpure Growth Story



EVERPURE
FROM PENTAIR WATER SOLUTIONS

Key Initiatives for Growth

- Everpure is a leading filtration brand in foodservice; consumers, operators, and sellers agree it's the premium water filtration brand
- Significant revenue synergies – many Manitowoc customers are not yet Everpure and vice versa
- Momentous opportunity to expand on model of improving water across applications – further driving strength, synergy, and Everpure technology



Iconic Commercial Filtration Brand Well-Positioned for Above Industry Growth

Case Study: Captured Cross-Sell Opportunity with a Large, International Asian Dining Chain

Background

- Existing Manitowoc relationship opened the door to provide filtration solutions to 2,300+ fast-casual restaurants across North America
- Owners were exploring a new tea offering and needed water solution that could be retrofittable, with easy-install surface mount delivery

Solution

- Worked closely with key distribution partner to design a complete solution featuring Everpure Fiberdyne filtration technology
- Solution improves water quality and tea consistency, while extending the life of beverage equipment and minimizing downtime

Outcomes

- ✓ Initial sell-in to over ~1,500 locations with upside to expand store penetration
- ✓ Deepened relationship with key distribution partner
- ✓ Demonstrated the power of the Manitowoc acquisition to drive revenue synergies

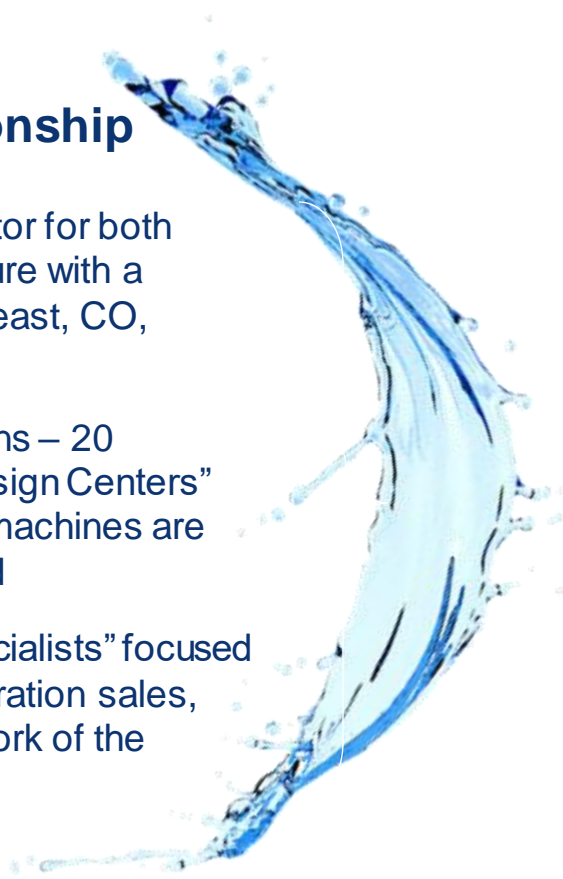


Creating Value for Both Pentair and Our Customers by Delivering Industry-Leading Filtration Technology

Demonstrated Cross-Sell Synergies with Large Wholesale Distributor

Distributor Relationship

- Long-standing distributor for both Manitowoc and Everpure with a footprint in U.S. Southeast, CO, TX, and OK
- Operates ~140 locations – 20 designated as “Ice Design Centers” where Manitowoc ice machines are exclusively showcased
- 45 dedicated “Ice Specialists” focused on ice machine and filtration sales, supporting entire network of the distributor’s locations



Following Manitowoc acquisition, distributor made Everpure cartridge sales a priority across all locations

+14%
Increase in 2023
Everpure Sales

Distributor Feedback

“
It’s a great alignment – it raises the stature of Everpure in foodservice. Everpure will benefit from the combination.”

“
We want to be Pentair’s best distributor.”

“
Manitowoc and Everpure are a match made in heaven.”

Capitalizing on Our Momentum from the Manitowoc Acquisition

Transformation Initiatives



Accelerate Growth in Filtration Systems and Optimize Margins through Value-Based Pricing



Drive Sourcing Opportunities for Wave 1 and Wave 2 in Motors, Resin, and Metals



Automate Operations within Large Factories and Simplify Distribution Centers



**Optimize Organization for Growth and to Improve Customer Experience
Digital Transformation**

Transformation Expands Our Return on Sales in Water Solutions

Transformation Case Study: Residential Complexity Reduction

Background

- In 2022, complexity existed throughout the residential businesses due to decades of acquisitions, integrations, and inherited customers and product lines
- Growth and profitability were difficult to see, while channel conflict and supply chain challenges were impacting customer satisfaction and loyalty

Solution

- Realigned geographic organization structure to Channel and Solution
- Eliminated unprofitable direct-to-consumer businesses and direct online sales
- Executed factory and geographic complexity projects

Outcomes

- ✓ Organizational clarity and strategic focus
- ✓ Improved relationships with strategic customers
- ✓ Reduction of geographic and factory footprint
- ✓ Return on sales improved by 400+ bps in 2023



Positioning Residential Businesses for Profitable Growth

Transformation Case Study: Org Excellence – Sales and Marketing

Background

- With the acquisition of Manitowoc Ice, opportunities existed to accelerate revenue synergies across the Commercial Ice, Filtration, and Services businesses
- Existing sales, marketing, and product teams were operating as silos and disconnected to frontline execution
- Distributors and dealers wanted to better understand how to apply Pentair offerings to grow businesses and serve their customers

Solution

- Sales, marketing, and product organizations re-aligned across commercial businesses
- New account planning tools and operating cadence to focus on full-potential growth
- Integrated sales plays were launched, designed specifically for distributors, dealers, and end-customers

Outcomes

- ✓ Organization strategically aligned across commercial businesses
- ✓ Commercial excellence tools added to Pentair Business System (PBS)
- ✓ Momentum building for revenue synergies in Filtration and Ice

“
The materials
have exactly the
right amount of
knowledge to take
to dealers”
- National
Distributor



Driving Sales and Marketing Excellence within Pentair Business System

Water Solutions | 3-Year Vision (2024-2026T)



MSD
Sales Growth

~500 bps
ROS Expansion

Continued Top-Tier Growth and Productivity Will Create Sustained Shareholder Value

Key Takeaways



1

A leader in residential and commercial water treatment solutions to sustainably improve water, life's most essential resource



2

Leveraging our scale, breadth, and innovation to capitalize on growing market opportunity to address water quality concerns and reduce environmental impacts



3

Elevating our ability to deliver for our commercial customers through our strong **iconic brands in commercial filtration and ice**



ENJOY WATER: POOL INDUSTRY PIONEER IN CREATING SUSTAINABLE POOL SOLUTIONS



Jerome Pedretti
EVP & CEO, Pool

Key Messages

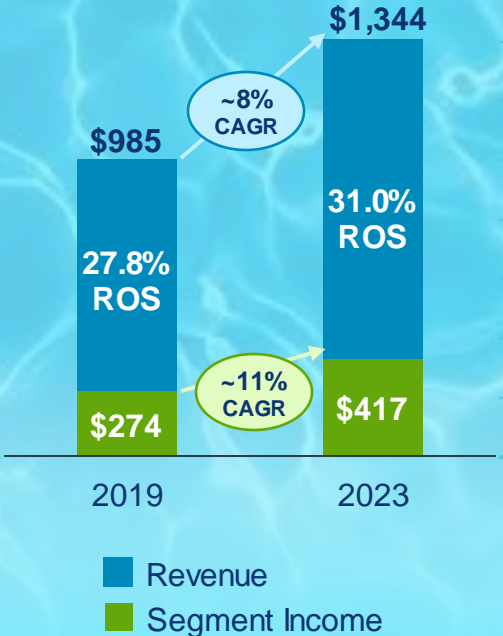
- 1** **Leading the way in an attractive industry** by delivering smart, sustainable pool solutions that create a better world for people and the planet
- 2** Leveraging **unique competitive advantages, favorable secular trends, and transformation initiatives** to drive revenue growth and expand margins
- 3** Executing a **clear strategy to drive long-term growth** through new and existing pool opportunities in support of our long-term financial targets



Pentair Pool Snapshot

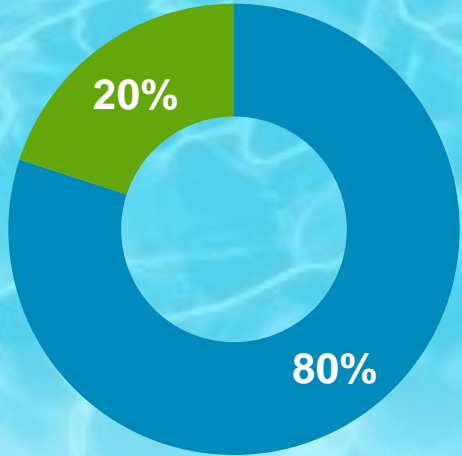
Top-Tier Performer

Historical Financial Performance (\$M)



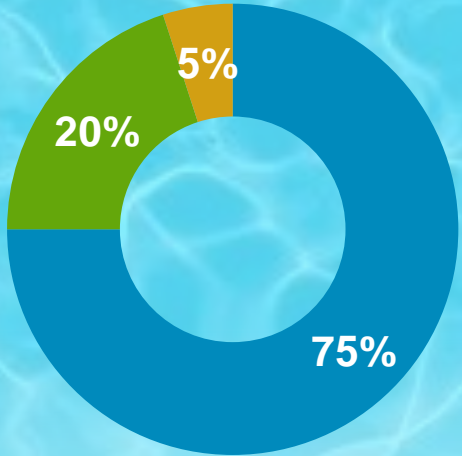
2023 Sales by End Market

Two Core Markets



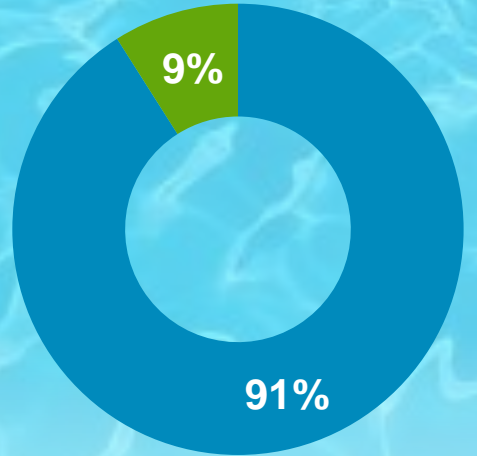
2023 Revenue by Geography

Significant Sunbelt Exposure



2023 Revenue by Channel

Primarily Distributor Customers



We Help the World Safely and Sustainably Enjoy Water, Life's Most Essential Resource

Favorable Pool Industry Characteristics

Industry Trend	Attractive Economics	Aging Pool Stock	Shifting Technology Preferences	Increasing Pool Pad Content
	Large, Growing Installed Base and Stable Recurring Revenue	Significant and Growing Demand for Pool Remodels	Increasing Adoption of Connected Pool Technology	Increasing Preference for Effortless Pools
	<ul style="list-style-type: none"> • 5.4M residential in-ground pools in the US, growing 1-2% annually • Non-discretionary existing pool maintenance spend is ~\$400¹ per pool 	<ul style="list-style-type: none"> • Average age of a residential, in-ground pool is 23 years and growing • Spend per remodel outpaced inflation in the last 10 years¹ 	<ul style="list-style-type: none"> • ~60% of new pools included automation in 2022 • Pools with automation are more likely to upgrade to premium equipment offerings 	<ul style="list-style-type: none"> • New and existing pools are adding more equipment to unlock a more enjoyable pool experience • Contemporary pool pad value is +\$6K² versus legacy pools

Pool is an Attractive Industry with Advantageous Tailwinds

¹ Source: U.S. Residential Swimming Pool Market Report, 2022, PK Data.

² Estimated manufacture sales. Retail value is higher reflecting channel partner markups. Source: U.S. Residential Swimming Pool Market Report, 2022, PK Data & internal analysis.

Our Sustainable Competitive Advantages



Industry Leading Size and Scale

Largest Installed Base in U.S.

80%

Existing Pool Focus

Majority of Revenue in Sunbelt States



Expansive Dealer Network

Largest Dealer Network in the Industry

15 Point

Greater Dealer Satisfaction than Closest Competitor¹



Cutting-edge Innovation

Industry's 1st Variable Speed Pump

Pioneer High Efficiency Heaters

Industry's 1st Pool Automation



Sustainability Leader

Recognized brand, with commercialized innovations in pumps, lighting, and heating, significantly **reducing energy consumption**

#1 in North America by Sales and Profitability²

An Industry Leader in North America with Large Installed Base



Channels

Pool Distributors

Dealer Base

Pool Owners

Full Line of Equipment

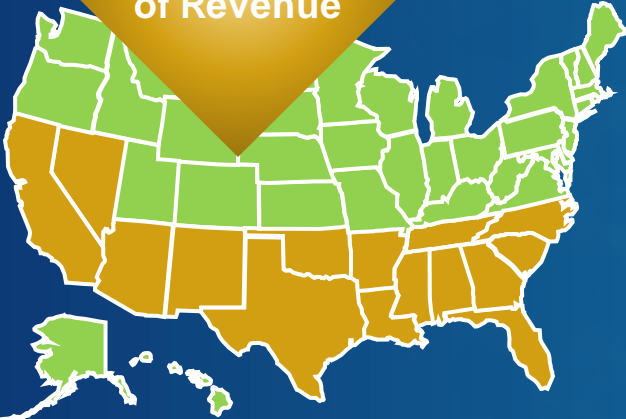
- Pumps
- Filters
- Automation
- Sanitizers
- Heaters
- Lighting
- Cleaners
- Consumables

Unique Combination Providing Sustainable Competitive Advantage

Driving Growth through Leading Presence in Key Pool Geographies



~75%
of Revenue

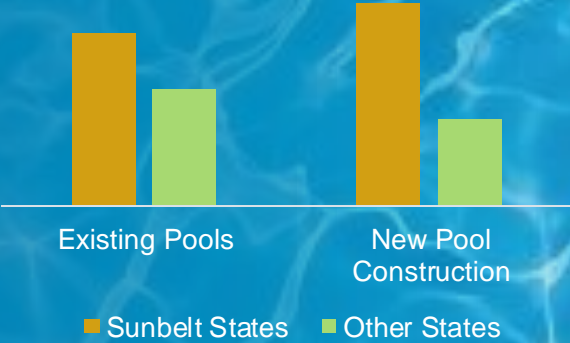


Positioned for Growth in Attractive Geographies

Sunbelt accounts for ...

- 75% of Pentair pool revenue
- 60% of all existing pools in the US
- 2/3 of all new pools being installed
- Favorable population migration

Percentage of US Inground Pools by Region 2022



Pentair is Well-Positioned in the Fastest Growing Pool Geographies

Driving Growth through Strong Dealer Relationships



Dealer Value Proposition



98%

Customer Retention
in 2023

74%

Dealer Likelihood to
Recommend*

+15 pts

Dealer Overall Satisfaction
Advantage vs. #2
Manufacturer¹

Dealer Preferred Customer Experience Helps Maintain Pentair's Large, Loyal Customer Base

¹Based on Internal Benchmarking.

Customer Loyalty Case Study – Dealer Loyalty Drive



Background

Pentair identified opportunities to extend our dealer base advantage:

- Increase share with non-exclusive dealers
- Expanding servicer penetration
- Regaining lapsed dealers

Our Differentiated Approach



- Internal teams prioritized dealer opportunities based on historical loyalty data
- Sales created targeted recovery account plans
- Supplemented sales efforts with highly effective, targeted marketing efforts

Impact and Outcomes

- Converted 350 dealers to Pentair Pool Equipment
- Grew ~\$35M in sell-thru revenue
- Solidified relationships and improved dealer loyalty (2023 NPS score up 18 pts)

Dealer Sales Drive Increased Loyalty and Accelerated Growth

Driving Growth through Cutting-Edge Innovation and Sustainability






Recognized Leader in Pool Innovation and Sustainability

- **Industry's 1st variable speed pump (VSP)**
 - ✓ Since 2005 Pentair VSPs have saved ~40B kWh of energy (reducing energy costs by \$5.3B¹) and ~27 million metric tons of CO₂e² (equivalent to 6M passenger cars' annual emissions²)
 - ✓ Pool owner value proposition based on significant efficiency savings, noise reduction, and longevity
 - ✓ Dealer value proposition based on upsell and simplification benefits
- **Industry's 1st pool automation technology and app**
- **High efficiency pool heating**
 - ✓ 14% improvement in heating efficiency versus standard heaters³
- **Industry leading LED lighting**
 - ✓ 50-80% more energy efficient than previous model⁴ and 12X more energy efficient than incandescent lights⁵

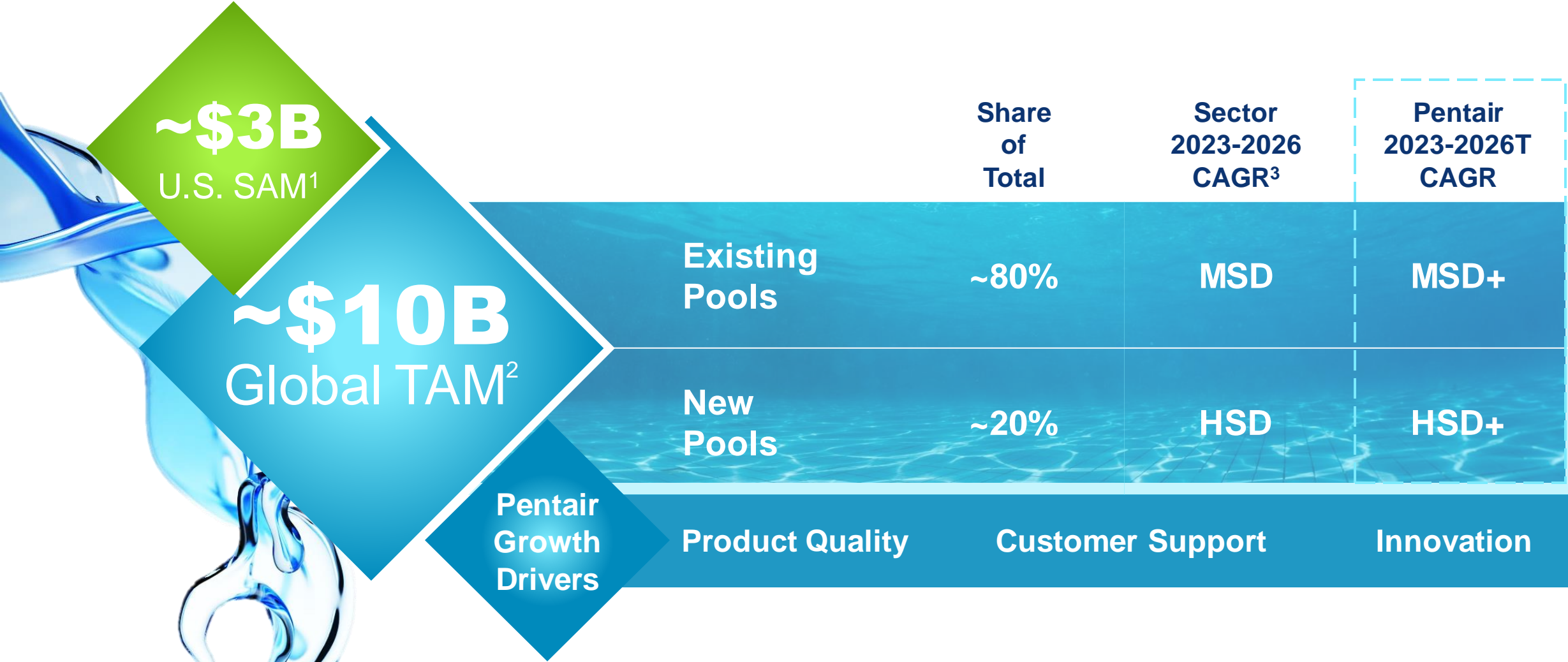
Delivering Innovative, Sustainable Solutions to Meet Customer Needs

Well-Positioned to Capture Opportunities from Favorable Secular Trends

		Well-Positioned to Address
 Lifestyle and Wellness	<ul style="list-style-type: none">Outdoor, healthy living trend; growing interest among families interested in exercising while having fun	<ul style="list-style-type: none">An industry leader with size and scale to deliver innovative customer solutions
 Favorable Housing Migration	<ul style="list-style-type: none">Significant population growth in sunbelt states with trend expected to continue	<ul style="list-style-type: none">~75% of current revenue is in sunbelt states
 Technology	<ul style="list-style-type: none">Preference for smart, sustainable products	<ul style="list-style-type: none">Strong portfolio of water and energy efficient products

Strong Demographics Driving Sustained Industry Growth

Growing Opportunity in Attractive Sectors



Pool Industry Features Attractive Growth Trends with Significant Upside Potential

¹Internal estimate of manufacturer US sales of core served residential, in-ground pool equipment. SAM refers to serviceable addressable market. ²Internal estimate of manufacturer Global sales of pool equipment and total addressable opportunity. ³Based on internal estimates.

Pentair Pool Long-term Profitable Growth Strategy

EXISTING POOLS

Increase Existing Pool Penetration through Cutting-edge Innovation and Servicer Support



80% of Opportunity SAM

NEW POOLS

Win More New Pool Pads through Innovation and Builder Success



20% of Opportunity SAM



New Pool Opportunity

Traditional Pool

~\$3,000 Pool Pad Value
(~10% of Project Cost)
















“Smart and Sustainable” Pool and Patio¹

~\$10,000+ Pool Pad Value (~15% of Project Cost)



Pool Owner Benefits

- ✓ Extended Usage
- ✓ Greater Sustainability
- ✓ Effortless Pool
- ✓ Simplified Maintenance
- ✓ Improved Wellbeing
- ✓ Enhanced Pool Aesthetics

 Pump	 Single Pool Light	 Pumps (multiple)	 Automation	 Water Features	 Color Lights (multiple)
 Basic Filtration	 Basic Cleaner	 Advanced Filtration	 Water Care Automation	 Valves (multiple)	 Landscape Lighting
		 Heating	 Sanitizer	 Robotic Cleaner / In-floor cleaning	

Enhanced Pool Equipment for Smart and Sustainable Pools

¹Including other bodies of water and backyard landscaping.

Increase Existing Pool Penetration through Cutting-Edge Servicer Support



Field Sales Support

- Industry's largest
- Servicer dedicated



Tech Support

- Real-time access
- Expert service resources



Rewards Program

- Servicer focused
- Loyalty recognition
- Impactful incentives



Remote Monitoring

- Water balance
- Equipment operation



Training

- Equipment knowhow
- Repair and Upgrade focus



Referrals

- Qualified leads



Warranty

- Efficient claims processing



Best in Class Holistic Dealer Support to Win Sizable Servicer Opportunity

Automation Opportunities



PENTAIR INTELLIFLO 3

- Includes control board to enable basic pool automation
- Ideal for existing analog pools upgrading from time clocks
- 2023 Pool Nation Variable Speed Pump of the Year



Benefits of Pentair Automation

- ✓ Increased pool owner loyalty to Pentair
- ✓ Drives purchases of complimentary Pentair equipment
- ✓ Builds a foundation for a pool pad ecosystem that functions best with other Pentair systems

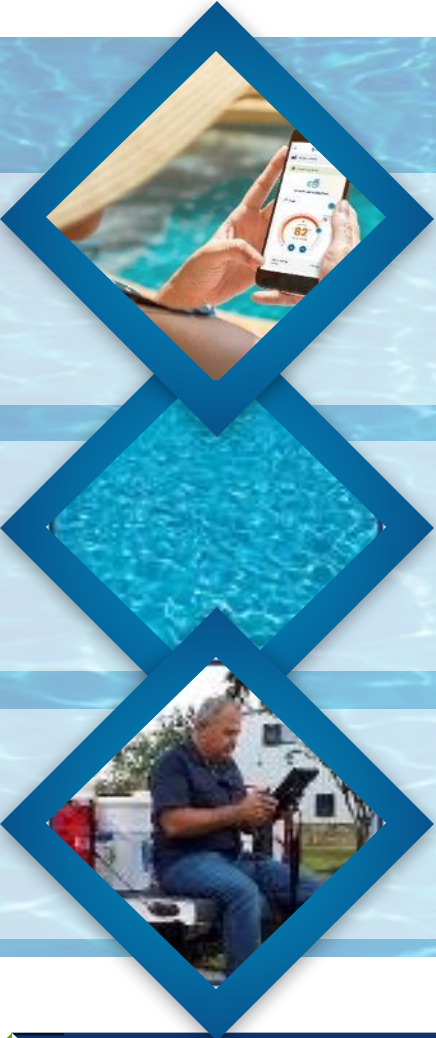


PENTAIR INTELLICENTER

- Pentair's most versatile automation
- Ideal for content heavy new and remodeled pool pads
- Integrates with the industry's highest rated control app

Automation Portfolio to Enhance New and Existing Pools

Smart and Sustainable Pool Innovation



Opportunities

Smart Pool

- Servicer UX
- Pool Owner UX
- Equipment Automation

Water Care

- Testing / dosing automation
- Advanced filtration
- Advanced colorimetry

Digitization

- Advanced connectivity
- Remote monitoring
- Advanced algorithms



Dealer Benefits

- Easier install and setup
- Premium experience offer

- Simpler pool care
- Greater labor and asset efficiency

- Remote customer monitoring
- New revenue streams
- Remote troubleshooting



Pool Owner Benefits

- More pool automation
- Greater Sustainability

- Stunning water clarity
- Safer pool water

- Proactive / preventative service
- Enhanced customer care
- Pad operation optimization

Innovation Enhances Pool Experiences for Dealers and Pool Owners

Transformation Initiatives



Price Strategically to Optimize Margins While Accelerating Growth



Consolidating Supplier Sourcing



Automate Operations Across Our Large Factories



Leverage Digital Tools to Enhance Execution and Customer Experience

Transformation Expands Our Return on Sales in Pool

Sales and Marketing Excellence

Background

Pentair has the industry’s largest dealer network and outstanding customer loyalty, but is always working to improve by:

- Broadening dealer relationships
- Enhancing customer support
- Building sales teams’ capabilities and effectiveness

Our Differentiated Solutions

- Targeted sales coverage to under-penetrated dealers
- Enhanced, digital customer experience
- New tools to support Pentair’s brand
- Better aligned dealer loyalty programs

Impact and Outcomes

- Accelerated differentiated growth
- Increased customer loyalty
- Improved dealer NPS (+18 pts vs ‘22)
- 77% “ease of doing business” favorability rating¹
- Enhanced digital support, increasing dealer success and productivity



The customer support that I get for myself and my customers as well through Pentair as a manufacturer is far greater than any other manufacturer that I’ve ever worked with.

Arizona-based Pool Servicer



Enhancing Our Capabilities to Accelerate Growth

¹ Per internal NPS benchmarking based on top 3 box rating on a 10 point scale.

Pentair Pool | 3-Year Vision (2024-2026T)



MSD+
Sales Growth

~400 bps
ROS Expansion

Continued Top-Tier Growth and Productivity Will Create Sustained Shareholder Value

Key Takeaways



Leading the way in an attractive industry by delivering smart, sustainable pool solutions that create a better world for people and the planet



Leveraging **unique competitive advantages, favorable secular trends, and transformation initiatives** to drive revenue growth and expand margins



Executing a **clear strategy to drive long-term growth** through new and existing pool opportunities in support of our long-term financial targets

BUILDING A HIGHER PERFORMING CULTURE



Tanya Hooper
EVP & Chief Human Resources Officer

Key Messages

A large, dynamic splash of water on the left side of the slide, set against a dark blue background. The water is captured in mid-air, creating a sense of movement and energy.

1

Continuing our journey to become a **higher performing, outcome focused organization**

2

Delivering organizational capability and transformation through an **emphasis on culture and talent**

3

Cultivating a performance focused culture **dedicated to “winning right”** in the marketplace

Cultivating a High Performing, Business Driven Organization



OUR PURPOSE

To create a better world for people and the planet through smart, sustainable water solutions



OUR VISION

To be the world’s most valued sustainable water solutions company for our employees, customers, and stakeholders



OUR MISSION

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

“WIN”

- Customer First
- Innovation and Adaptability
- Accountability for Performance

“RIGHT”

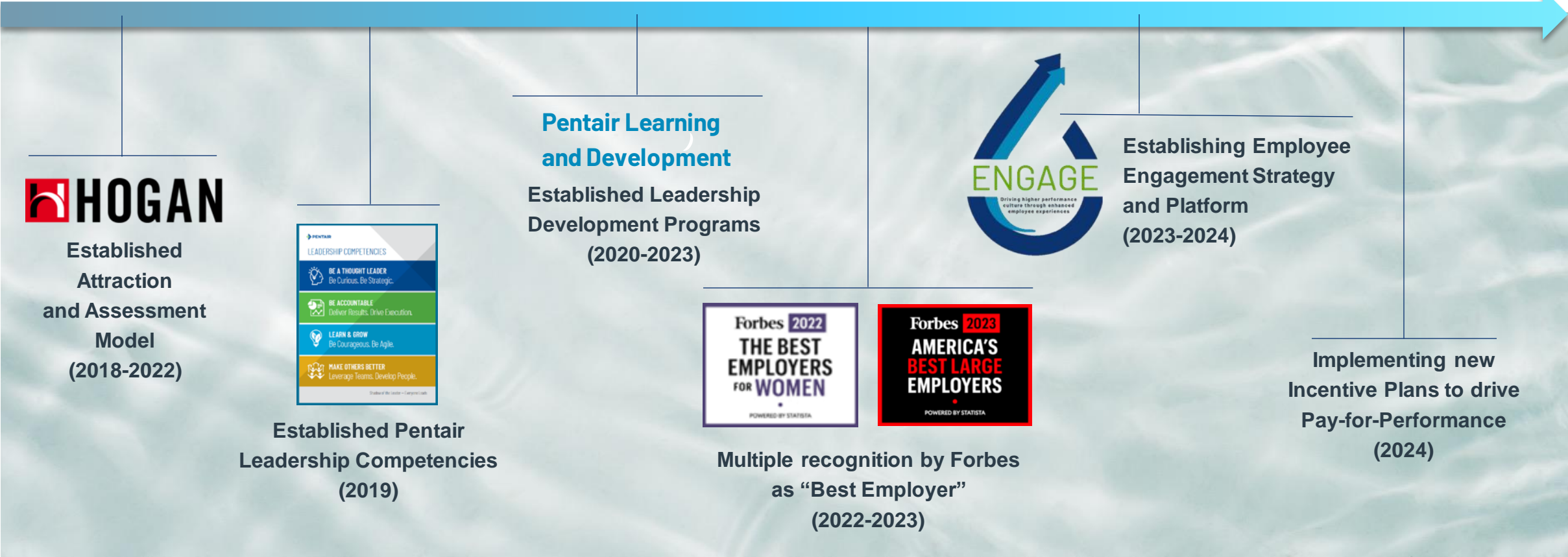
- Absolute Integrity
- Respect and Teamwork
- Positive Energy



Driving High Performance through Continual Evolution of the Pentair Culture

Our Continued Evolution at PENTAIR

Taking an Intentional Approach to Elevating the Employee Workforce Experience



Positioned to Win and Grow Now and in the Future

Transforming the Organization to Meet Evolving Business Needs



Delivering Significant Savings through Relentless Focus on Organizational Effectiveness

Focus Areas for the Future



Attraction
of Talent

Develop and deploy holistic **Employee Value Proposition** to further become a talent attraction magnet



Develop and
Deploy Talent

Deploy assessment and accelerated development programs to ensure we have the **right talent, in the right place**, at all times



Employee
Engagement

Build on existing success by emphasizing actions to drive **Customer Obsession, Speed**, and even greater **Accountability**



Performance-Based
Rewards

Re-frame reward programs to drive agility in deploying **critical and new skills** for the future and a strong tie to **performance**

Further Unlocking Maximum Potential through a High Performing Culture

Key Takeaways



Continuing our journey to become a **high performing, outcome focused organization**



Delivering organizational capability and transformation through an **emphasis on culture and talent**



Cultivating a performance focused culture **dedicated to “winning right”** in the marketplace

Making Better Essential: Our ESG Journey



Karla Robertson

*EVP, Chief Social Responsibility Officer
& General Counsel*

Key Messages

A large, dynamic splash of water on the left side of the slide, set against a dark blue background. The water is captured in mid-air, creating a sense of movement and freshness.

1

Delivering smart sustainable water solutions that make life better for people and our planet

2

Pursuing customer-centric innovation with a **focus on sustainable product development** to address critical global water challenges

3

Executing on ESG goals that reflect our commitment to social responsibility and ongoing environmental stewardship

Our Purpose

To create a better world for people and the planet through smart, sustainable water solutions.

Our Mission

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



Making Better Essential



We live the belief that *making* life *better* for people and our planet is *essential*.

The Pentair Difference: Smart, Sustainable Water Solutions

MOVE Water

We optimize the flow of essential resources to enhance communities and industries, while protecting people, property, and the future of our planet.



IMPROVE Water

We provide solutions that improve our customers' confidence in their water while also reducing environmental impact.



ENJOY Water

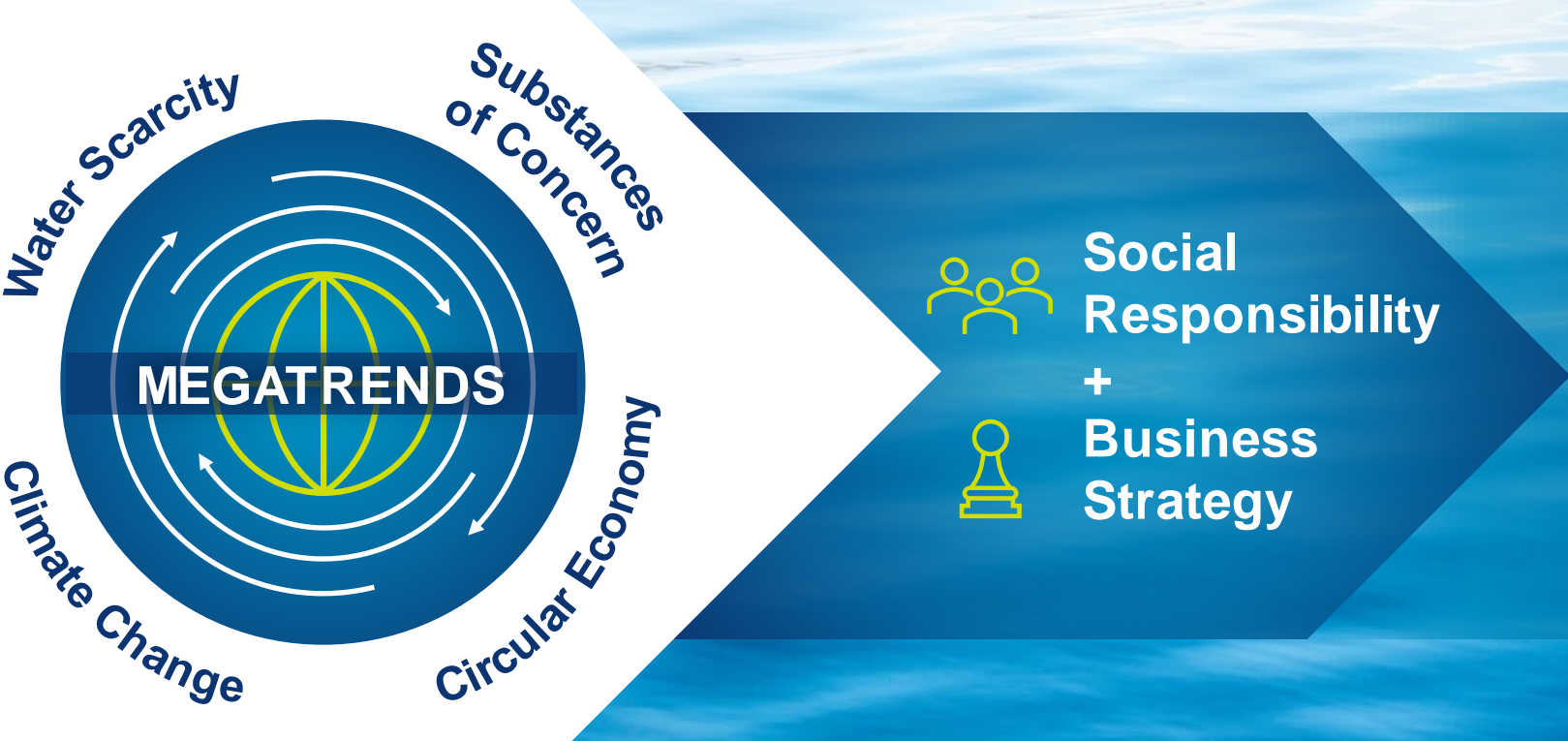
We enable sustainable wellbeing with our innovative energy-efficient pool solutions.



Delivering Innovative and Sustainable Solutions to Address the World's Largest Water Challenges

Making Better Essential

Making an Impact through Social Responsibility



Industry Leadership

Future Growth through sustainable products and solutions

Delivering Value for our shareholders, employees, customers, and communities

People and the Planet Need Pentair Solutions

Accelerating Our Sustainability Journey

Pre-2020

- **Strong foundation of sustainable innovation**
- Launched **IntelliFlo®**, the first variable speed pump in the US with **30-70% energy savings**
- Received **Energy Star Partner of the Year** in 2013 and each successive year since

2020-2023

- Appointed **Chief Social Responsibility Officer**
- Conducted ESG **materiality assessments**
- Announced social responsibility **strategic targets**
- **Annual reporting** including on target progress
- Enhanced **product innovation process** through the creation of a **product sustainability scorecard**

2024 and BEYOND

- Continue **progress on our strategic targets**
- Continue regulatory preparedness and resilience planning
- Further advancing leadership in **addressing water challenges**
- Implementing **sustainable product design** with a focus on **meeting customer needs** while contributing to the **circular economy** which we believe is a **DIFFERENTIATOR**

Building on Our Successful Track Record with Additional Runway Ahead

Sustainability Strategic Targets and 2023 Progress¹

TARGETS	 <h3>Carbon Footprint Reduction</h3> <p>Reduce our Scope 1 and 2 greenhouse gas emissions by 50% from a 2019 baseline by 2030; aim to achieve carbon neutrality by 2050</p>	 <h3>Water Reduction</h3> <p>30% reduction in overall water withdrawal from a 2019 baseline by 2030</p>	 <h3>Product Design for Sustainability</h3> <p>Further assess, design, and commercialize our products for environmental sustainability to reduce our customers' impact on climate change</p>	 <h3>Responsible Supply Chain</h3> <p>In partnership with our suppliers, we are expanding our social responsibility strategy beyond operations to build sustainable supply chain</p>	 <h3>Diversity and Inclusion</h3> <p>Achieve an inclusive and diverse workforce with a focus on increasing women / persons of color in leadership globally</p>
	PROGRESS	<p>~31% Reduction in scope 1 and 2 GHG emissions compared to a 2019 baseline</p>	<p>~23% Water Withdrawal Decrease compared to our 2019 baseline</p>	<p>100% of New Products assessed using our new product sustainability scorecard</p>	<p>New Supplier ESG Assessment process and assessed the ESG maturity of ~73% of our top 80% of existing suppliers by spend</p>

Advancing Our Efforts to Be a Leading Sustainability Company

¹As of December 31, 2023. Progress results are in process of assurance and are not expected to vary materially following assurance.

Environmental Project Highlights for 2024

Making Progress Across Our Manufacturing Sites



Greenhouse Gas Reduction

- Elimination of SF6 chemical at Chardon facility
 - ✓ Project eliminated Pentair's single largest source of GHG emissions; expected to significantly reduce 2024 GHG emissions
- Our low carbon transition plan is being executed with actionable projects including energy audits at our facilities
- Electrification of forklifts and other plant equipment

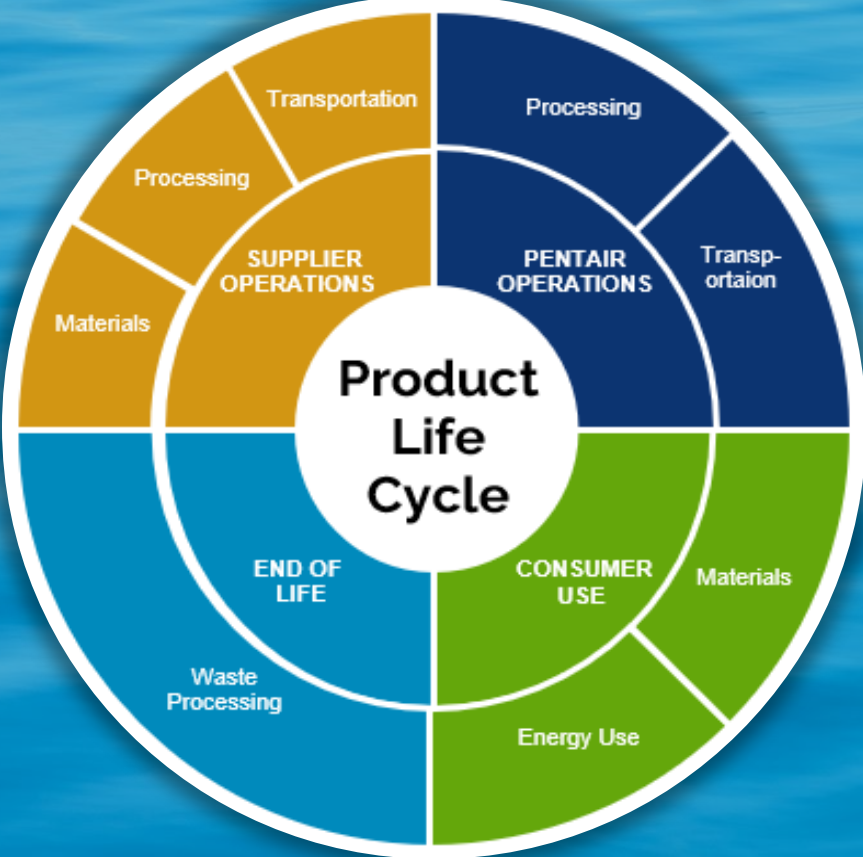


Water Reduction

- Three facilities expecting to reduce YOY water withdrawal by over 50%¹
- Driving manufacturing water reduction using Pentair technology including:
 - ✓ Pentair X-Flow membranes and Pentair reverse osmosis systems to replace less efficient RO systems
 - ✓ Pentair Hydrocarbon Recovery Technology (HRT)

Deep Commitment to Environmental Stewardship and Social Responsibility

Committed to Sustainable Product Development



Addressing Our Customers' Challenges through Sustainable Innovation

Customers Need:
Scalable, reliable, and efficient water filtration solutions for food service customers of all sizes

Pentair Solutions:
Everpure EZ-RO filtration system – enabling customers of all sizes to produce great tasting water tailored to their application, with up to two times better water efficiency than a standard reverse osmosis system¹

Outcome:
Enabling customers to consistently produce high quality product more efficiently



Leading the Way with Solutions that Address Global Sustainability Challenges

¹When used as directed under normal operating conditions.

Environmental Highlights

We Are Proud of Our Impact!

23+ billion

single-use plastic water bottles avoided

by customers using Pentair residential water filtration systems since 2021¹

49% Increase in number of EnergyStar certified pool pumps and ice machine models² compared to the previous year's EnergyStar certified models available

4,664 metric tons

CO₂ emission reduced by customers using Manitowoc ice machines with R290 instead of R404a refrigerant in 2023³

Continuing to Expand Our Product Sustainability Focus and Impact

¹ Based on cumulative sales of Pentair's brands meeting this definition from 2021-2023.

² As of December 31, 2023.

³ Based on the total sales of Manitowoc ice machines with R290 refrigerant in 2023.

Key Takeaways



Delivering smart sustainable water solutions that make life better for people and our planet



Pursuing customer-centric innovation with a **focus on sustainable product development** to address critical global water challenges



Executing on ESG goals that reflect our commitment to social responsibility and ongoing environmental stewardship

CREATING LONG-TERM SHAREHOLDER VALUE

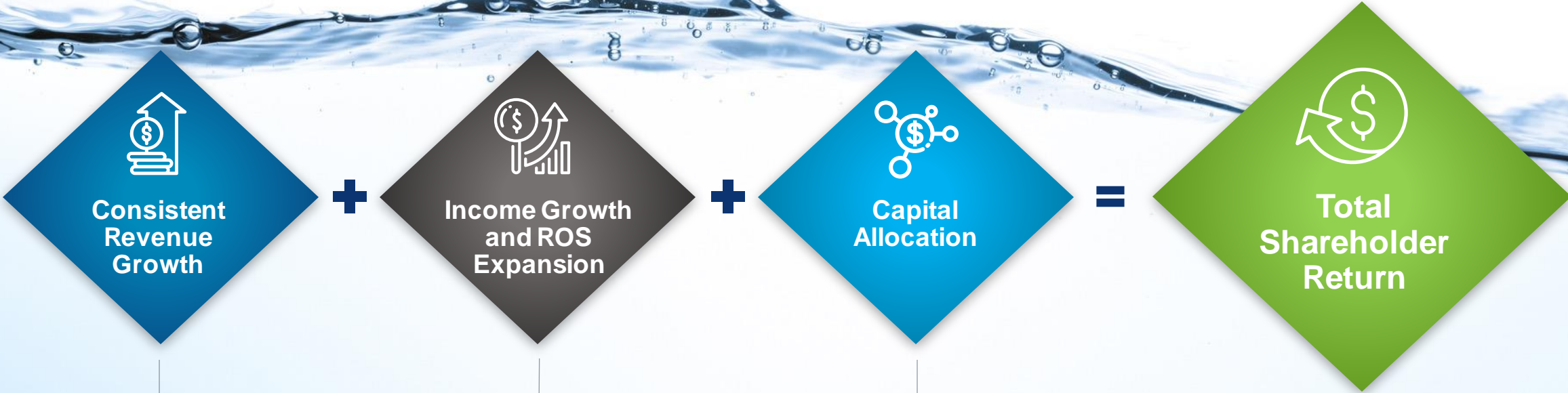


Bob Fishman
EVP, CFO & Chief Accounting Officer

Key Messages

- 1** Continuing our proven track record of **strong operational and financial execution**
- 2** Investing in growth with a focus on **transformation and margin expansion**
- 3** Generating **strong free cash flow** and further **strengthening our balance sheet**
- 4** Delivering on our **long-term financial targets**
- 5** Executing a **disciplined capital allocation strategy** to create shareholder value

Focused on Creating Consistent, Predictable Performance



MSD Growth
Incorporate Strategic M&A as an Accelerator

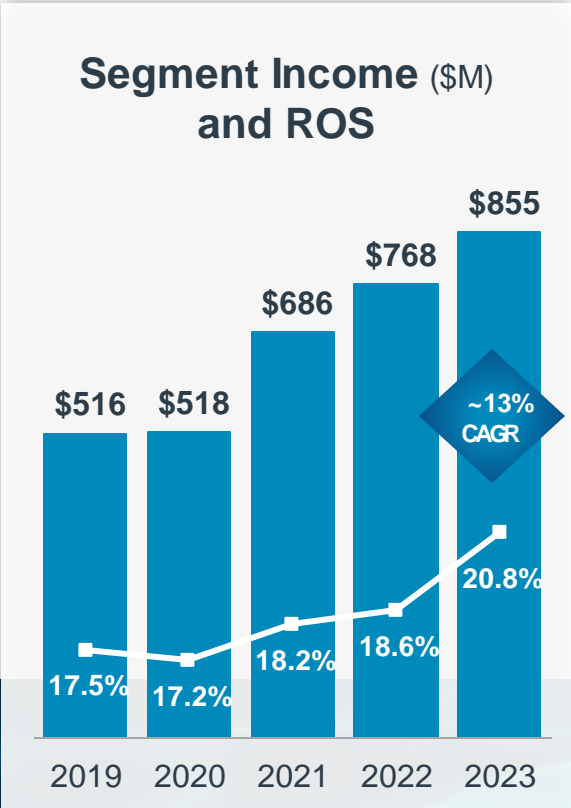
Transformation Delivering Higher Profitability

Strong FCF
Dividend Aristocrat
Share Repurchases
Balance Sheet Flexibility

5-Year TSR of 99%¹
EV/EBITDA of ~14.8x¹

Proven Formula for Creating Shareholder Value

Continuing to Drive Strong Financial Performance

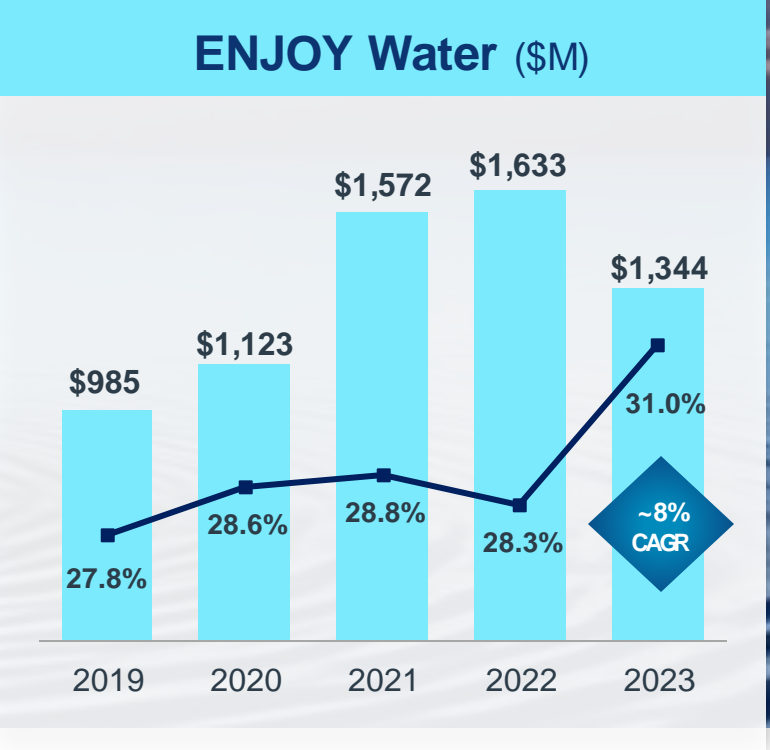
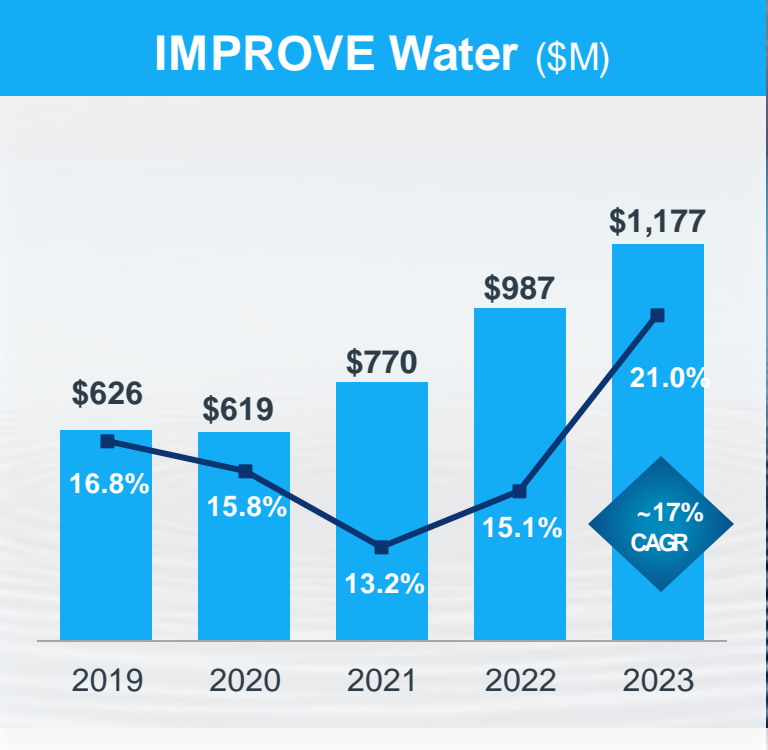
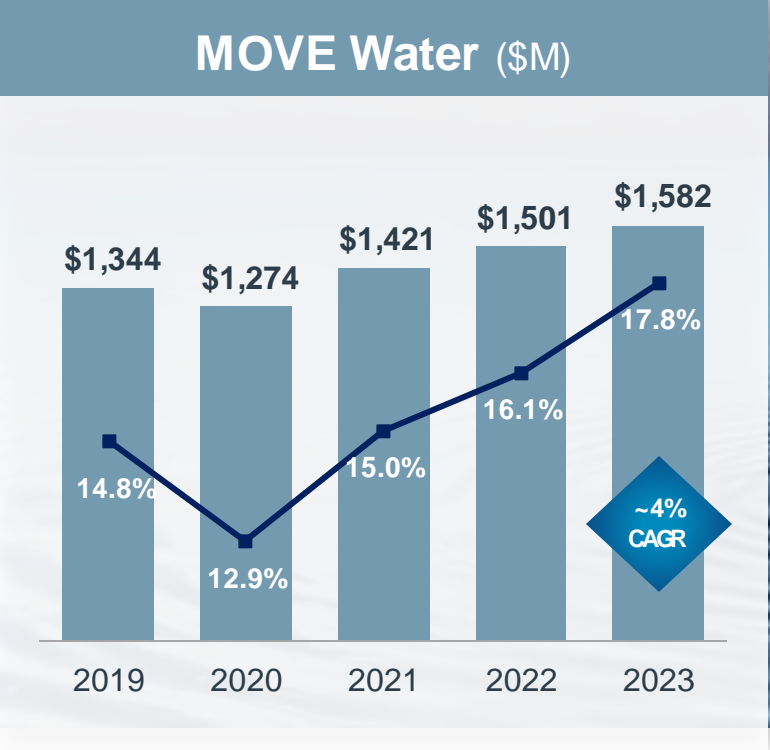


Financial Highlights

- 9% Sales CAGR
- +330 bps ROS expansion
- 12% Adjusted EPS CAGR
- \$2.2B FCF
2019-2023
- Mid-Teens
2023 ROIC
- 48 Years
Annual Dividend Increase –
Dividend Aristocrat

Established Track-Record of Delivering Strong Results

Pentair 2019-2023 Sales and ROS by Segment



Strong ROS Expansion Across All Three Segments

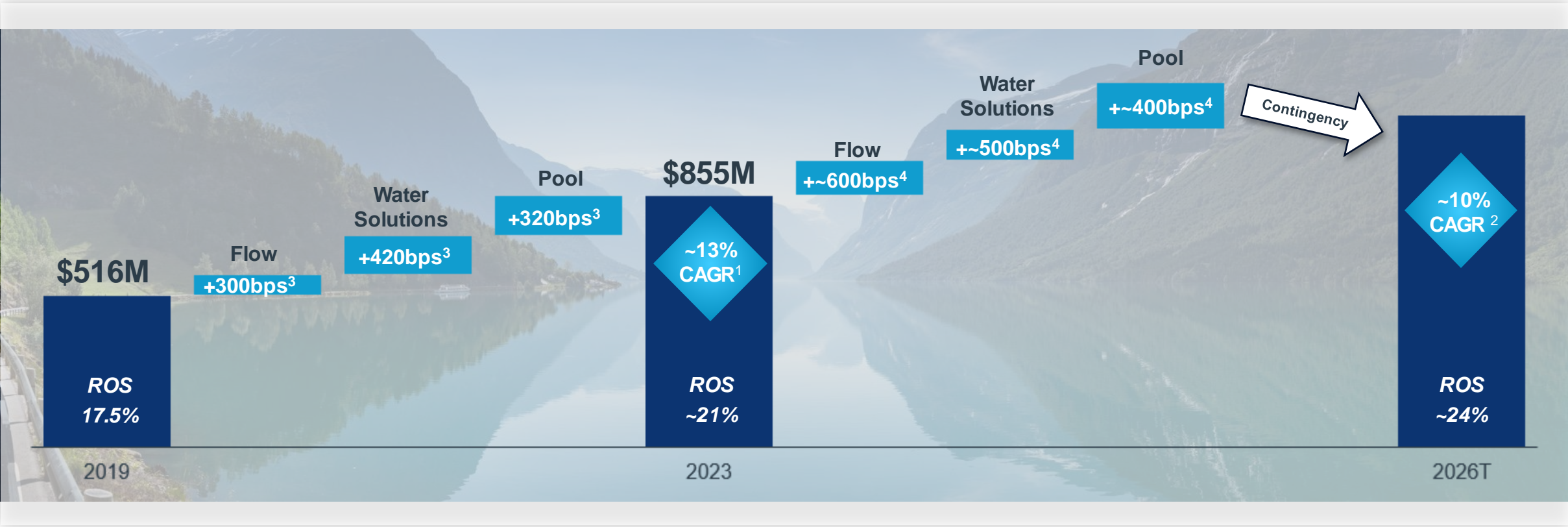
Pentair 2019-2026T Sales Walk



Balanced and Resilient Water Portfolio Drives Above Market Growth

¹CAGR calculation is against 2019 baseline. ²CAGR target is against 2023 baseline.

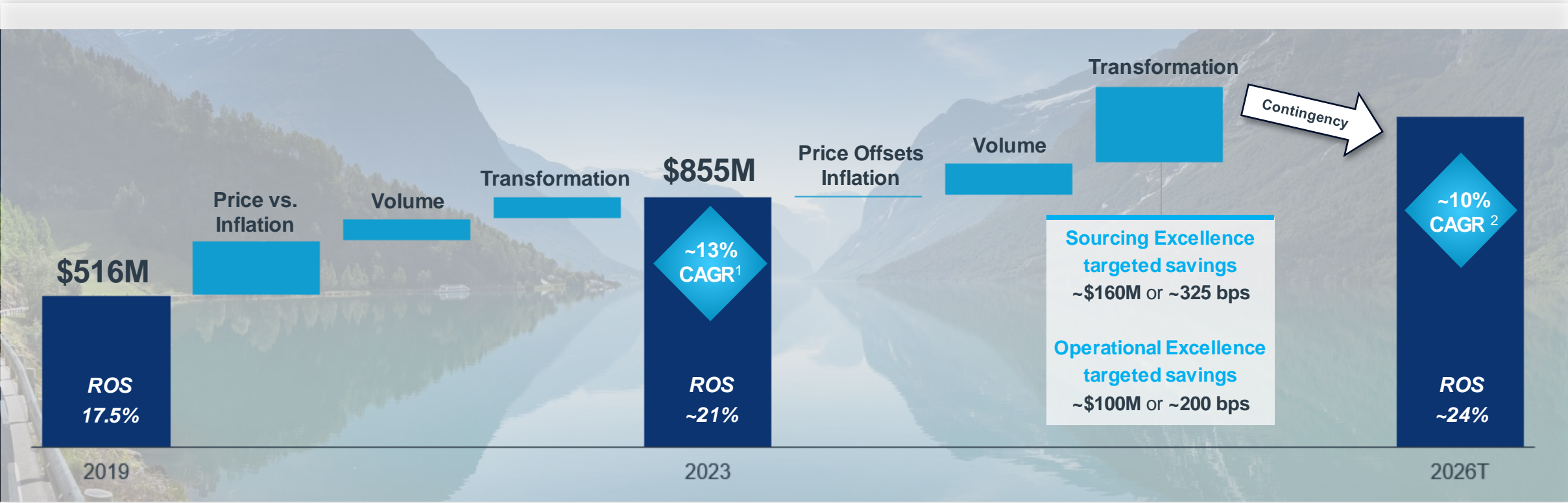
Pentair 2019-2026T Segment Income Walk



All Three Segments Contribute to Strong ROS Expansion

¹CAGR calculation is against 2019 baseline. ²CAGR target is against 2023 baseline. ³Actual segment ROS expansion (2019 to 2023). ⁴Targeted segment ROS expansion (2023 to 2026).

Pentair 2019-2026T Segment Income Drivers



Transformation Drives Significant ROS Expansion

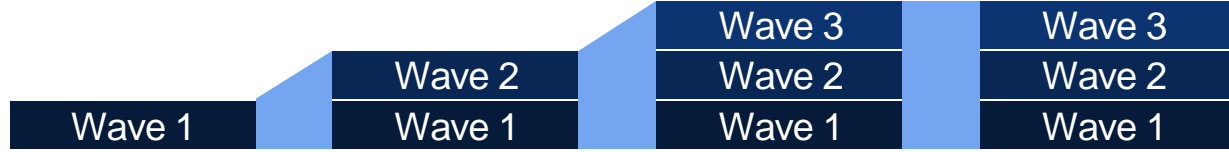
¹CAGR calculation is against 2019 baseline. ²CAGR target is against 2023 baseline.

Transformation Runway

Driving Margin Expansion Around 4 Key Themes; Target ROS of 24% in 2026



Pricing Excellence



Strategic Sourcing



Operations Excellence

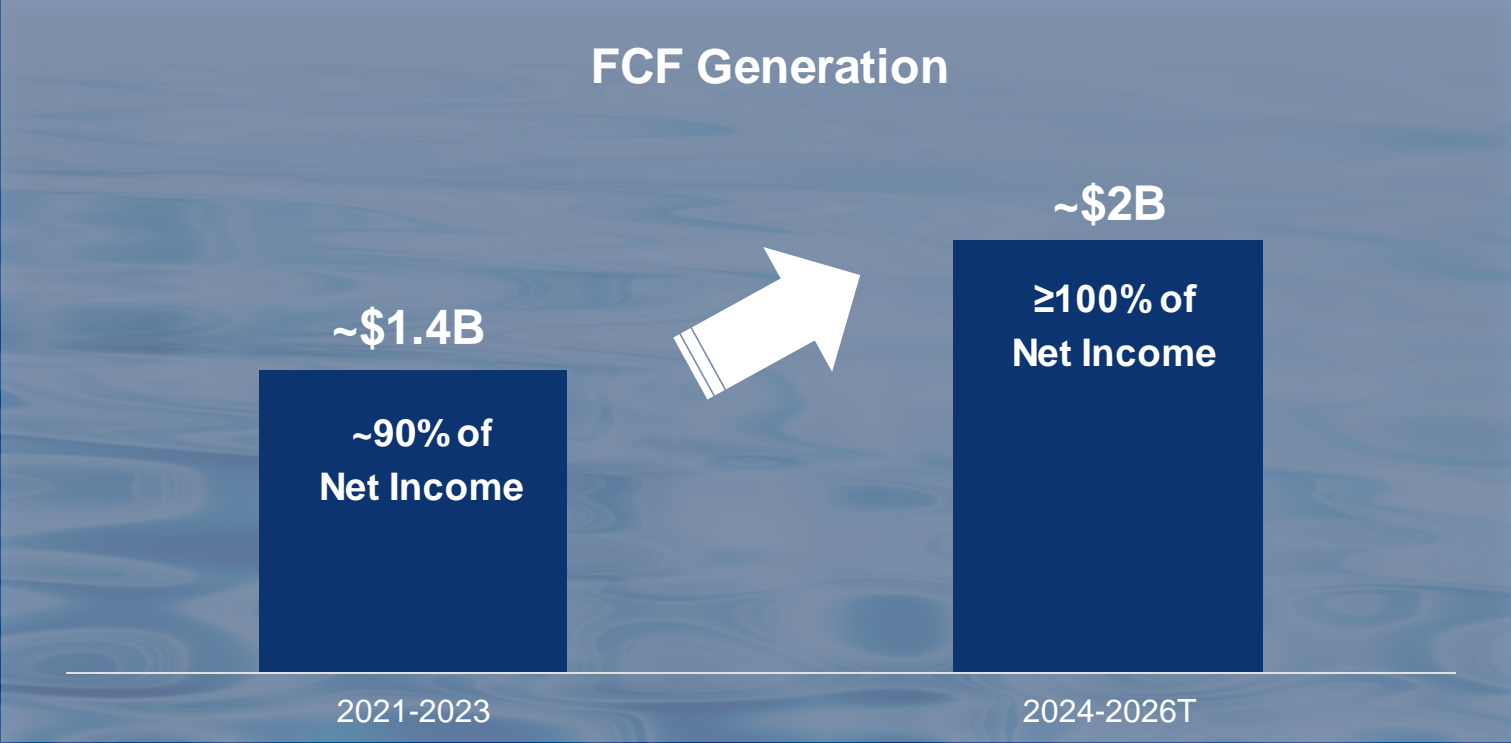


Organizational Effectiveness



Transformation Benefits Expected to Compound with Each Additional Wave and Repeat the Process Beyond 2026

Robust Free Cash Flow Generation



KEY HIGHLIGHTS

Free Cash Flow

- FCF growth of ~50% by 2026¹
- FCF conversion of ~100% over next 3 years

ROIC

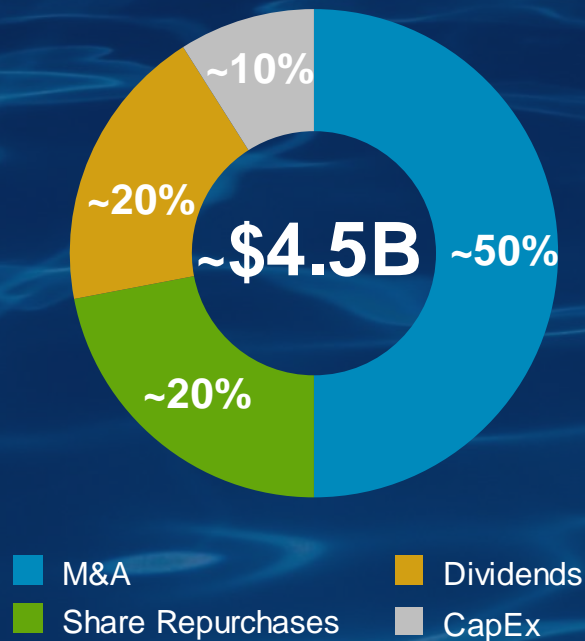
- Increasing ROIC from mid-teens to high-teens by 2026 through organic growth & transformation

Maintaining Strong Free Cash Flow Generation Continues to Strengthen Balance Sheet

Note: Future year references represent targets.
¹vs FCF generated in 2021-2023.

Disciplined and Focused Capital Allocation Strategy

Historical Uses of Cash (2018-2023)



Capital Allocation Priorities (2024-2026)

- ▶ **Maintain Investment Grade Rating**
 - Focus on Debt Reduction in Higher Interest Rate Environment
 - Targeted Leverage Ratio of ~2.0x
 - Available Capacity of ~\$2B by 2026
- ▶ **Invest in Organic Growth and Return Capital to Shareholders**
 - Dividend Aristocrat: **48 Consecutive Years** of Rising Dividends
 - Opportunistic Share Repurchases and Dilution Offset
- ▶ **Invest in Strategic M&A**
 - Targeted High-Teens ROIC

Committed to Driving Long-Term Shareholder Value

Pentair 2024 to 2026 Financial Targets



Revenue CAGR

MSD



2026 ROS

24%

+300 bps vs. 2023



Adj. EPS CAGR

Low Double-Digit



EBITDA CAGR

~10%



3-Year Free Cash Flow

~\$2B



2026 ROIC

~High-Teens

% of Total Revenue by Segment (FY'26T)



~35%



~30%



~35%

Balanced Water Portfolio and Transformation Driving Strong Growth and Profitability

Key Takeaways

1

Continuing our proven track record of **strong operational and financial execution**

2

Investing in growth with a focus on **transformation and margin expansion**

3

Generating **strong free cash flow** and further **strengthening our balance sheet**

4

Delivering on our **long-term financial targets**

5

Executing a **disciplined capital allocation strategy** to create shareholder value

CLOSING REMARKS



John Stauch
President & CEO

Well-Positioned to Accelerate Growth and Profitability



Our Purpose DEFINES Us

- Growing demand for **smart, sustainable water solutions** due to water scarcity and quality
- Increasing **global water awareness and sustainability focus** serving large, stable, and profitable end markets



Our Organization GUIDES Us

- 3-segment model with **~15 focused and profitable revenue streams**
- Our revenue streams are where we **compete**, our business units are **how we win**, and our segments **define our future** through strategy and transformation



Our Transformation PROPELS Us

- Evolving the **tools in the tool kit** and incentivizing our Presidents and General Managers to use the tools to **enhance their business models**



Our Culture can DISTINGUISH Us

- Strong foundation of **Win Right values and leadership competencies** ... focusing on improvements in **customer obsession, sense of urgency, and team accountability**

Building Strong Platforms for Growth and Profitability

Key Takeaways

1

Strong and balanced water portfolio that is resilient and well-positioned for higher growth

2

Capitalizing on robust transformation initiatives to accelerate performance and fund targeted organic growth opportunities

3

Instilling a culture of excellence focused on delivering for customers, creating value for shareholders, and making better essential for people and the planet

4

Delivering strong cash flow that enables long-term capital flexibility

Q&A

A graphic on the left side of the slide featuring a water splash in shades of blue and white, overlaid on a green and blue geometric pattern of triangles.

Speaker Bios

Speaker Bios



Shelly Hubbard
Vice President, Investor Relations

Shelly Hubbard currently serves as Vice President, Investor Relations of Pentair.

Prior to joining Pentair in 2023, Hubbard served as Vice President, Investor Relations at Vista Outdoor. Prior to that role, she was Director, Investor Relations at NIKE from 2015 to 2021. Hubbard was also in a lead finance role within Kids Footwear and North America Operations Finance prior to being promoted to Director. Experience previous to NIKE includes roles with increasing responsibility within investor relations, capital markets, strategic planning, financial planning and analysis, and investment finance within a variety of industries including athletic footwear and apparel, sports eyewear, financial services, healthcare, data analytics, and investment management.

Hubbard holds her Master of Business Administration from Pepperdine University and her Bachelor of Science in Finance from the University of Minnesota, Carlson School of Management.

Speaker Bios



John Stauch
President & Chief Executive Officer

John Stauch currently serves as Pentair President and Chief Executive Officer.

Prior to joining Pentair as Chief Financial Officer in 2007, Stauch served as Chief Financial Officer of the Automation and Control Systems unit of Honeywell International Inc. Previously, he held a series of executive, investor relations and managerial finance roles with Honeywell International Inc. and its predecessor AlliedSignal Inc. He also served as Chief Financial Officer and IT Director of PerkinElmer Optoelectronics. Stauch serves as a Director of Deluxe where he is currently the Chair of the Audit Committee and member of the Finance Committee.

Stauch holds a Bachelor of Arts degree in Finance from Michigan State University.

Speaker Bios



Phil Rolchigo, Ph.D.
EVP, Chief Technology Officer

Philip M. Rolchigo, Ph.D. currently serves as Executive Vice President, Chief Technology Officer of Pentair.

Rolchigo is a recognized thought leader in the field of water and wastewater treatment technologies. He served on the National Academy of Sciences' Advancing Desalination Technology Committee and has received 20 U.S. patents. Rolchigo also sits on a number of technology advisory boards including the Water Environment & Reuse Foundation's Research Advisory Council. Prior to joining Pentair in 2007, he was CTO at Osmonics and held various leadership positions at GE Water & Process Technologies.

Rolchigo holds a Bachelor of Science in Chemical Engineering from the University of Rochester, a Ph.D. in Chemical and Biochemical Engineering from the University of Pennsylvania and was an Industrial Research Affiliate in Chemical Engineering at MIT from 1990 to 1992.

Speaker Bios



Steve Pilla

EVP, Chief Transformation & Chief Supply Chain Officer

Steve Pilla currently serves as Executive Vice President, Chief Transformation and Chief Supply Chain Officer of Pentair.

Pilla was previously Vice President and Chief Supply Chain Officer at Red Wing Shoe Company, leading its Global Manufacturing, Supply, Logistics Distribution, Quality, and Engineering functions. Prior to Red Wing Shoe Company, Pilla worked at Pentair for approximately 15 years as Vice President and General Manager of Pentair's Enclosures business prior to the spin-off of its Electrical business, now nVent Electric plc. Prior to that, he held a variety of roles at Pentair with increasing responsibility, including Vice President of Global Operations and Supply Chain.

Pilla earned his Bachelor of Science degree in Business Marketing from Mankato State University in Mankato, Minnesota.

Speaker Bios



De'Mon Wiggins
EVP & President, Flow

De'Mon Wiggins currently serves as Executive Vice President and President of Pentair's Flow segment.

Wiggins joined Pentair in 2010 and has held positions of increasing responsibility, most recently as Group President of Pentair Pool. Prior to joining Pentair, Wiggins had over 13 years of experience in engineering and operational management roles with several global manufacturing companies including Mars and Ingersoll Rand.

Wiggins received his Bachelor of Science Degree in Mechanical Engineering from North Carolina Agricultural and Technical State University and his Master of Business Administration Degree at Pfeiffer University.

Speaker Bios



Adrian Chiu EVP & President, Water Solutions

Adrian Chiu currently serves as Executive Vice President and President of Pentair's Water Solutions segment.

Chiu joined Pentair in 2011, most recently serving as Chief Human Resources Officer and Chief Transformation Officer. Prior to being named to the executive leadership team, he served as Vice President, Total Rewards and HRIS, overseeing all aspects of compensation and benefits, as well as HR Technology, and held a pivotal leadership role in the 2018 separation of Pentair's Electrical business which is now nVent Electric plc. Prior to joining Pentair, Chiu was a consultant at IBM, leading large-scale HR Technology and Transformation projects for global companies.

Chiu received his Bachelor of Business Administration degree in Management Information Systems at the University of Illinois, Urbana-Champaign.

Speaker Bios



Jerome Pedretti
EVP & CEO, Pool

Jerome Pedretti currently serves as Executive Vice President and Chief Executive Officer of Pentair's Pool segment.

Pedretti joined Pentair in 2005 and has held positions of increasing responsibility across Business Development, EMEA, Valves & Controls and Aquatic Systems. Prior to leading the Pool segment, he served as Executive Vice President and President of Pentair's Industrial and Flow Technologies segment. Previous to Pentair, he was a growth consultant for Bain and Company.

Pedretti earned his Bachelor of Mechanical Engineering degree from University of Nancy, France and his Master of Business Administration degree from Rotterdam School of Management, Erasmus University.

Speaker Bios



Tanya Hooper
EVP & Chief Human Resources Officer

Tanya Hooper currently serves as Executive Vice President and Chief Human Resources Officer of Pentair.

Hooper joined Pentair in 2022 and was previously Vice President of Global Talent and Corporate Human Resources at Honeywell. Prior to Honeywell, Tanya worked for Raytheon Technologies as the Chief Human Resources Officer and Vice President of Collins Aerospace and prior to that, for Royal Dutch Shell where she held several human resources business partner roles with increasing responsibility over time.

Hooper received her Bachelor of Science degree in Psychology and her Master of Science degree in Human Resources Development from Louisiana State University.

Speaker Bios



Karla Robertson

EVP, General Counsel, Secretary and
Chief Social Responsibility Officer

Karla Robertson currently serves as Executive Vice President, General Counsel, Secretary, and Chief Social Responsibility Officer of Pentair.

Prior to joining Pentair in 2017, Robertson served as Executive Vice President, General Counsel, and Corporate Secretary at SUPERVALU Inc. and led the company's Legal, Compliance, Risk and Insurance, Food Safety, and Communications teams. Prior to that role, she held several positions of increasing responsibility at SUPERVALU. Prior to SUPERVALU, Robertson was in-house employment counsel at Target Corporation, worked in private practice at Faegre & Benson LLP (currently Faegre Drinker Biddle & Reath LLP), and served as a judicial law clerk for the United States District Court for the Southern District of Iowa.

Robertson holds her J.D. from the University of Denver Sturm College of Law and her B.A. from the University of Minnesota, Twin Cities.

Speaker Bios



Bob Fishman
EVP, CFO & Chief Accounting Officer

Bob Fishman currently serves as Executive Vice President, Chief Financial Officer, and Chief Accounting Officer of Pentair.

Prior to joining Pentair in 2020, Fishman was formerly Executive Vice President and Chief Financial and Accounting Officer for NCR Corporation from 2009 to 2018, after which he was a senior advisor to NCR until 2019. Fishman began working at NCR in 1996 and held numerous finance roles of increasing responsibility during his tenure. Prior to joining NCR, he held finance and treasury roles at AT&T Corporation and consulting and audit roles at PricewaterhouseCoopers LLP.

Fishman holds an Honours Business Administration degree from the University of Western Ontario in London, Ontario and a Master of Business Administration from The Wharton School at the University of Pennsylvania in Philadelphia, Pennsylvania.

Appendix

Reiterating FY'24 Guidance

		Q1'24	FY'24
<ul style="list-style-type: none"> Balanced water portfolio and focused growth strategy Recovery of Pool drives top-line growth Reiterating FY'24 adjusted EPS guidance of ~\$4.15 to \$4.25, growth of ~11% to 13% (includes ~\$0.07 tax headwind in 2024 primarily due to changes in global tax standards) Strong execution across all three segments Transformation initiatives begin to scale; drive further margin expansion Capital allocation remains focused on debt reduction near-term with additional optionality in 2024 Confident in our long-term value creation 	Sales	<ul style="list-style-type: none"> Total Sales down ~2% to 3% 	<ul style="list-style-type: none"> Total Sales up ~2% to 3% Flow up ~LSD, WS ~flat, Pool up ~7%
	Income	<ul style="list-style-type: none"> Segment Income ~flat to down 3% 	<ul style="list-style-type: none"> Segment Income up ~8% to 11%
	Adj. EPS	<ul style="list-style-type: none"> Adjusted EPS of ~\$0.88 to \$0.91 	<ul style="list-style-type: none"> Adjusted EPS of ~\$4.15 to \$4.25 (includes ~\$0.07 tax headwind)
	Other Items	<ul style="list-style-type: none"> Corp. Expense ~\$25M Net Interest ~\$29M Adjusted Tax Rate of ~16.5% Shares ~167M 	<ul style="list-style-type: none"> Corp. Expense ~\$95M Net Interest ~\$100M Adjusted Tax Rate of ~16.5% Shares ~166M to 167M
	Cash Flow		<ul style="list-style-type: none"> Targeting FCF = 100% of Net Income Capital Expenditures ~\$80M D&A of ~\$115M and ~\$35M of Non-Cash Stock Comp
	EBITDA		<ul style="list-style-type: none"> EBITDA ~\$1 billion at midpoint

Reported To Adjusted 2017, 2019-2023 Reconciliations

Pentair plc and Subsidiaries
Reconciliation of GAAP to Non-GAAP Financial Measures for the Years Ended December 31, 2017, 2019, 2020, 2021, 2022 and 2023
Excluding the Effect of 2017, 2019, 2020, 2021, 2022 and 2023 Adjustments (Unaudited)

<i>In millions, except per-share data</i>	2017	2019	2020	2021	2022	2023	CAGR 2017-2023	CAGR 2019-2023
Net sales	\$ 2,845.7	\$ 2,957.2	\$ 3,017.8	\$ 3,764.8	\$ 4,121.8	\$ 4,104.5	6%	9%
Operating income	378.3	432.5	461.4	636.9	595.3	739.2	12%	14%
<i>Return on sales</i>	13.3%	14.6%	15.3%	16.9%	14.4%	18.0%		
Adjustments:								
Restructuring and other	28.2	21.0	15.4	7.5	32.4	3.4		
Transformation costs	-	-	-	11.7	27.2	44.3		
Intangible amortization	36.4	31.7	28.4	26.3	52.5	55.3		
Corporate allocations	36.7	-	-	-	-	-		
COVID-19 related costs and expenses	-	-	10.4	0.6	-	-		
Legal accrual adjustments and settlements	-	-	-	(7.6)	0.2	2.2		
Asset impairment	15.6	21.2	-	-	25.6	7.9		
Inventory step-up	-	2.2	-	2.3	5.8	-		
Deal-related costs and expenses	-	4.2	0.6	7.9	22.2	-		
Russia business exit impact	-	-	-	-	4.7	-		
Equity income of unconsolidated subsidiaries	1.3	3.5	1.4	0.3	1.8	2.8		
Segment income	496.5	516.3	517.6	685.9	767.7	855.1	9%	13%
<i>Adjusted return on sales</i>	17.5%	17.5%	17.2%	18.2%	18.6%	20.8%		
Net income from continuing operations—as reported	114.1	361.7	357.1	556.0	483.2	622.9		
Loss (gain) on sale of businesses	4.2	(2.2)	0.1	(1.4)	(0.2)	-		
Pension and other post-retirement mark-to-market loss (gain)	8.5	(3.4)	6.7	(2.4)	(17.5)	6.1		
Amortization of bridge financing fees	-	-	-	-	9.0	-		
Loss on early extinguishment of debt	101.4	-	-	-	-	-		
Interest expense adjustment	41.7	-	-	-	-	-		
Other income	-	-	(2.2)	(0.3)	-	(5.1)		
Adjustments to operating income	116.9	80.3	54.8	48.7	170.6	113.1		
Income tax adjustments ⁽¹⁾	(30.5)	(31.4)	2.7	(30.2)	(35.9)	(112.8)		
Net income from continuing operations—as adjusted	\$ 356.3	\$ 405.0	\$ 419.2	\$ 570.4	\$ 609.2	\$ 624.2		
Continuing earnings per ordinary share—diluted								
Diluted earnings per ordinary share—as reported	\$ 0.62	\$ 2.12	\$ 2.13	\$ 3.32	\$ 2.92	\$ 3.75	35%	15%
Adjustments	1.32	0.26	0.37	0.08	0.76	-		
Diluted earnings per ordinary share—as adjusted	\$ 1.94	\$ 2.38	\$ 2.50	\$ 3.40	\$ 3.68	\$ 3.75	12%	12%

⁽¹⁾ Income tax adjustments in 2023 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.

ROIC Reconciliation

Pentair plc and Subsidiaries

	Fourth Quarter 2022	First Quarter 2023	Second Quarter 2023	Third Quarter 2023	Fourth Quarter 2023
<i>Dollars in millions</i>					
Return on Invested Capital (ROIC)					
Segment income	\$ 182.8	\$ 211.0	\$ 234.2	\$ 212.1	\$ 197.8
Reported effective tax rate	5.0 %	14.6 %	15.0 %	13.6 %	(55.3) %
Adjusted effective tax rate	12.7 %	15.0 %	15.0 %	15.0 %	14.4 %
NOPAT	\$ 159.6	\$ 179.4	\$ 199.1	\$ 180.3	\$ 169.3
Depreciation	14.2	14.7	14.7	14.9	15.2
Capital expenditures ("Cap Ex")	(22.0)	(16.6)	(18.8)	(19.4)	(21.2)
Total NOPAT, depreciation, and Cap Ex	\$ 151.8	\$ 177.5	\$ 195.0	\$ 175.8	\$ 163.3
Trailing four quarter NOPAT, depreciation, and Cap Ex	\$ 626.1	\$ 663.7	\$ 694.6	\$ 700.1	\$ 711.6
Ending invested capital	4,916.5	5,182.0	4,908.4	4,897.5	5,035.1
Trailing five quarter average invested capital	3,987.9	4,379.9	4,663.0	4,974.6	4,987.9
After-tax Return on Invested Capital	15.7 %	15.2 %	14.9 %	14.1 %	14.3 %

NOPAT (net operating profit after tax) is defined as [(segment 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]

Free Cash Flow Reconciliation

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

<i>In millions</i>	2017	2018	2019	2020	2021	2022	2023	Cumulative Cash Flow 2017-2023	Cumulative Cash Flow 2019-2023	Cumulative Cash Flow 2021-2023
Net cash provided by operating activities of continuing operations	\$ 278.6	\$ 458.1	\$ 345.2	\$ 574.2	\$ 613.6	\$ 364.3	\$ 620.8	\$ 3,254.8	\$ 2,518.1	\$ 1,598.7
Capital expenditures	(39.1)	(48.2)	(58.5)	(62.2)	(60.2)	(85.2)	(76.0)			
Proceeds from sale of property and equipment	3.7	0.2	0.6	0.1	3.9	4.1	5.6			
Free cash flow from continuing operations	\$ 243.2	\$ 410.1	\$ 287.3	\$ 512.1	\$ 557.3	\$ 283.2	\$ 550.4	\$ 2,843.6	\$ 2,190.3	\$ 1,390.9
Net cash provided by (used for) discontinued operations	341.6	(19.0)	7.8	(0.6)	(0.4)	(1.0)	(1.6)			
Capital expenditures from discontinued operations	(38.6)	(7.4)	-	-	-	-	-			
Proceeds from sale of property and equipments from discontinued operations	4.5	2.3	-	-	-	-	-			
Free cash flow	\$ 550.7	\$ 386.0	\$ 295.1	\$ 511.5	\$ 556.9	\$ 282.2	\$ 548.8	\$ 3,131.2	\$ 2,194.5	\$ 1,387.9

Reported to Adjusted 2024 Reconciliation

Pentair plc and Subsidiaries
Reconciliation of the GAAP Year Ending December 31, 2024 to the Non-GAAP
Excluding the Effect of 2024 Adjustments (Unaudited)

<i>In millions, except per-share data</i>	Forecast			
	First Quarter		Full Year	
Net sales	approx	Down 2% - 3%	approx	Up 2% - 3%
Operating income	approx	Up 3% - 7%	approx	Up 17% - 20%
Adjustments:				
Intangible amortization	approx \$	14	approx \$	55
Equity income of unconsolidated subsidiaries	approx	1	approx	4
Segment income	approx	Down 3% - flat	approx	Up 8% - 11%
Net income from continuing operations—as reported	approx	\$135 - \$140	approx	\$636 - \$653
Adjustments to operating income	approx	14	approx	55
Income tax adjustments	approx	(2)	approx	—
Net income from continuing operations—as adjusted	approx	\$147 - \$152	approx	\$691 - \$708
Continuing earnings per ordinary share—diluted				
Diluted earnings per ordinary share—as reported	approx	\$0.81 - \$0.84	approx	\$3.82 - \$3.92
Adjustments	approx	0.07	approx	0.33
Diluted earnings per ordinary share—as adjusted	approx	\$0.88 - \$0.91	approx	\$4.15 - \$4.25

2024 EBITDA Reconciliation

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

<i>In millions</i>	Full Year at Midpoint of Outlook	
Net income from continuing operations	approx \$	645
Adjustments:		
Intangible amortization	approx	55
Net interest expense	approx	100
Provision for income taxes	approx	140
Segment income	approx \$	940
Adjustments:		
Depreciation	approx	60
EBITDA	approx \$	1,000