



Q2 2024 EARNINGS RELEASE

JULY 23, 2024



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 environmental, social and governance (“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

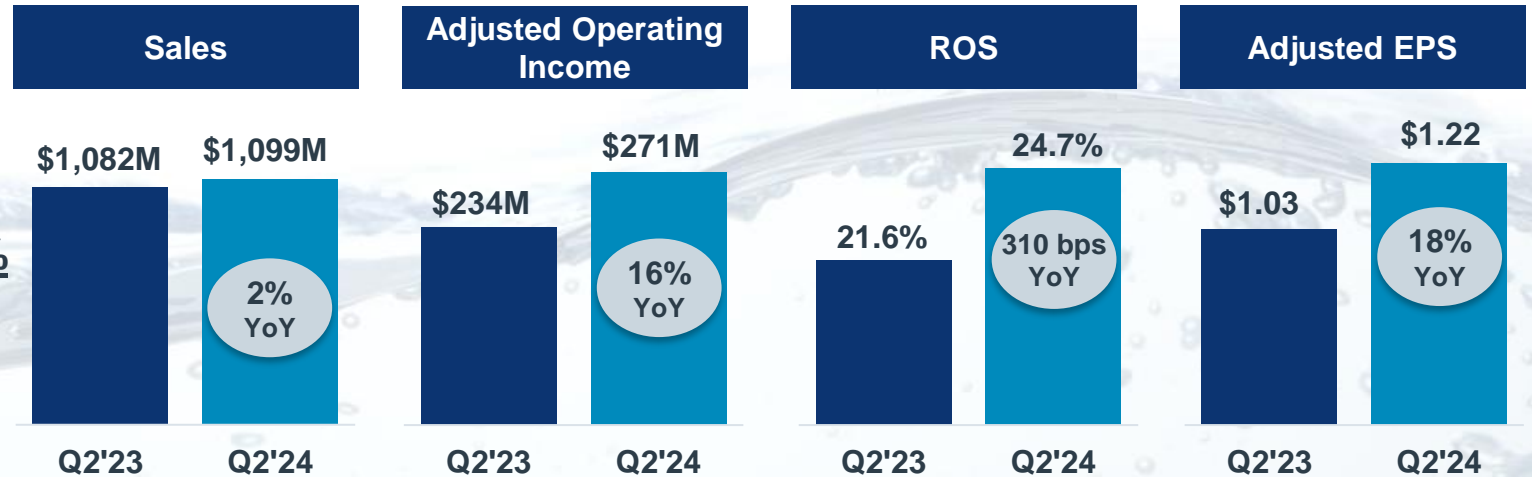
- Except as otherwise noted, our results represent continuing operations for the period indicated, presented on an adjusted basis
- Core sales refers to GAAP net sales from continuing operations excluding: (1) the impact of currency translation and (2) the impact of net sales from acquired businesses 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
- Reportable segment income ("segment income") represents operating income of each reportable segment inclusive of equity income of unconsolidated subsidiaries and exclusive of non-cash intangible amortization, certain acquisition related expenses, costs of transformation and restructuring activities, impairments, and other unusual non-operating items
- Adjusted operating income represents consolidated operating income inclusive of equity income of unconsolidated subsidiaries and exclusive of non-cash intangible amortization, certain acquisition related expenses, costs of transformation and restructuring activities, impairments, and other unusual non-operating items.
- Return on sales ("ROS") equals segment income divided by segment net sales or, on a consolidated basis, adjusted operating income divided by total net sales
- Results of Transformation initiatives reflected in Price column in Sales walks and Growth/Price/Acq. and Productivity columns in Adjusted Operating Income and Segment Income walks; Mix included in Growth/Price/Acq. column
- See appendix for GAAP to non-GAAP reconciliations

Executive Summary

Balanced water portfolio drove record results*

✓ Q2'24 Performance:

- Sales up 2%
- Adjusted Operating Income up 16%
- ROS expanded 310 bps
- Adjusted EPS increased 18%



- ✓ Delivered record financial results from our balanced water portfolio across sales, adjusted operating income, ROS & adjusted EPS
- ✓ Solid execution drove strong margin expansion for the 9th consecutive quarter; all 3 segments delivered triple-digit margin expansion
- ✓ Record productivity driven by Transformation initiatives
- ✓ Achieved record Free Cash Flow, further strengthened balance sheet and restarted share repurchases
- ✓ Updated FY'24 adjusted EPS guidance to ~\$4.25 (high-end of previous guidance) and increased ROS to ~23%

*Q2'24 sales, adjusted operating income, ROS, adjusted EPS and free cash flow reflect a record quarter following the nVent separation from Pentair in 2018.

Q2 and Full Year 2024 Segment Pulse

Pool Returned to Growth; Flow & Water Solutions Performed as Expected

Flow

- **Commercial** reached record sales in Q2; Focused growth efforts expected to drive continued stability and growth in 2H 2024
- **Residential** and **Industrial** projects impacted by higher interest rates

Water Solutions

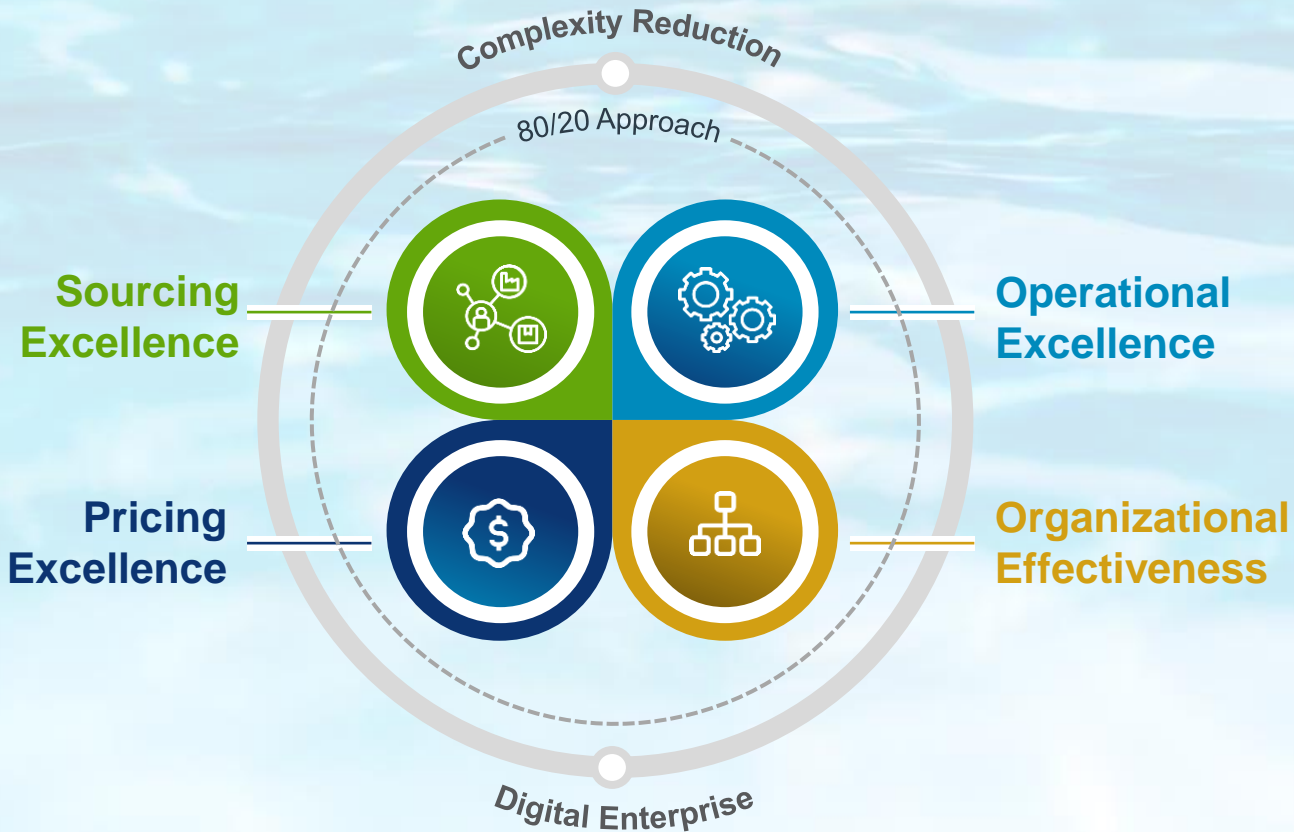
- **Launched first commercial PFAS certified filtration product solution; expanded existing PFAS certified product line**
- **North America Commercial Filtration business was strong;** International impacted by weakening economic conditions
- **Residential** verticals continue to be impacted by higher interest rates

Pool

- **Sustained higher interest rates and a slow housing market expected to impact 2H, 2024 sell-through**
- June dealer survey highlighted slightly lower growth expectations as compared to our March survey
- New in-ground pools expected to be in the ~60k range in 2024, down from ~72k in 2023 and ~78k in 2019

Transformation and 80/20 Update

Pentair Business System



80/20 ACCELERATING TRANSFORMATION

- Focus on accelerating pricing actions and improving operating performance by reducing complexity
- 50% of revenue completed in 1H 2024
- Training sessions scheduled in 2H 2024 for remainder of revenue

UPDATING FY'24 PERFORMANCE

- Updated margin expansion and adjusted EPS guidance inclusive of early 80/20 performance and stronger transformation

LONG-TERM GROWTH

- 80/20 results expected to drive long-term **core sales growth**

Q2 Key Takeaways

1

Continued to drive strong operating income and margin expansion through Transformation despite sales pressure from a sluggish global economy

2

Transformation initiatives well underway while 80/20 actions are in early stages

3

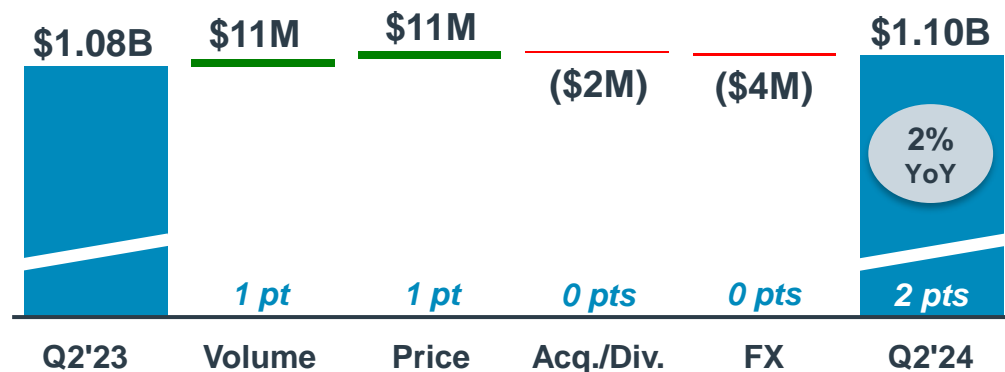
Increased confidence in long-term performance to drive shareholder value as we continued to mitigate risks from uncontrollable economic circumstances

4

Expect to deliver ~23% ROS, higher than previously guided, and double-digit adjusted EPS growth in FY'24

Q2'24 Pentair Performance

Sales

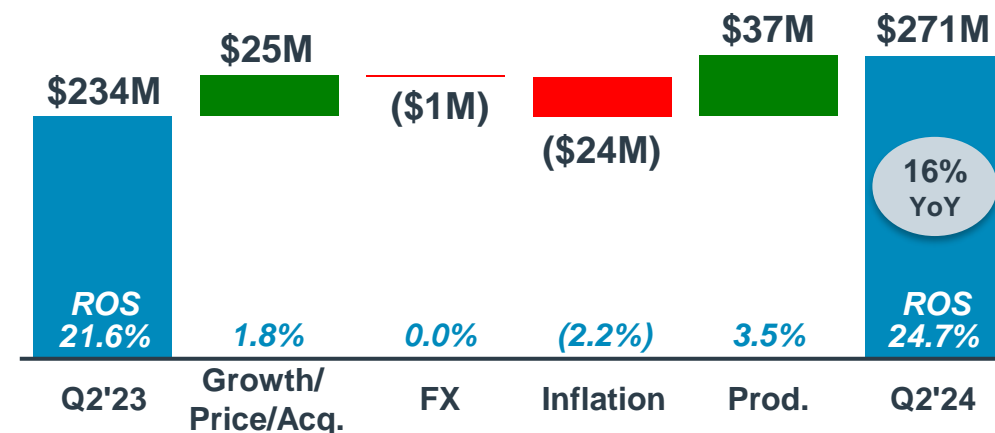


Total Sales up 2%

Core Sales up 2%

- Flow down 3%
- Water Solutions down 7%
- Pool up 18%

Adjusted Operating Income



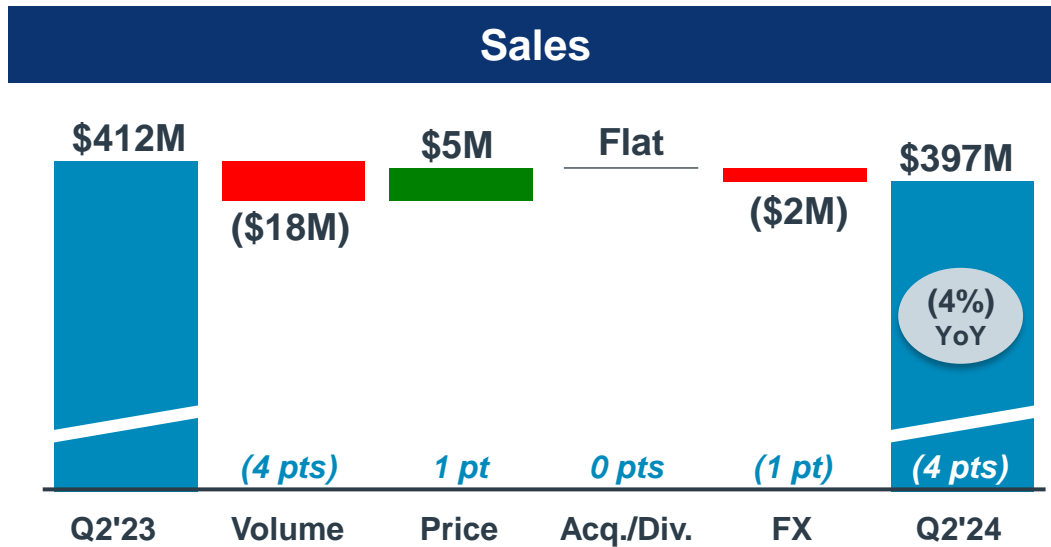
Adjusted Operating Income up 16%

ROS 24.7% ... up 310 bps

Adjusted EPS \$1.22 ... up 18%

- Adjusted Tax Rate of 16.5%
- Net interest expense of \$27M;
Shares 167.3M

Q2'24 Flow Performance

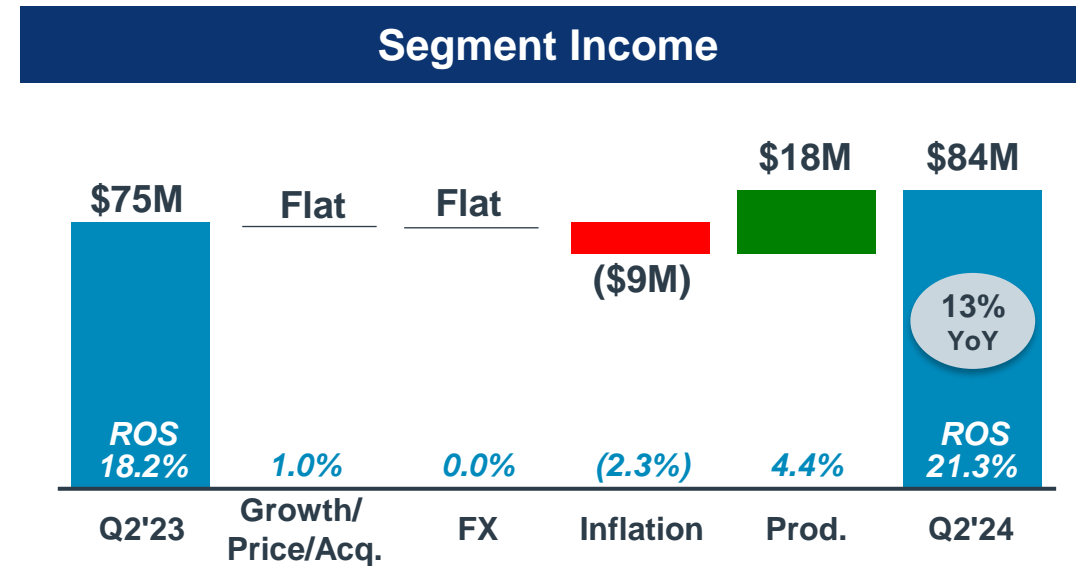


Flow

- Residential sales down 10%
- Commercial sales up 2%

Industrial Solutions

- Sales flat



Segment Income up 13%

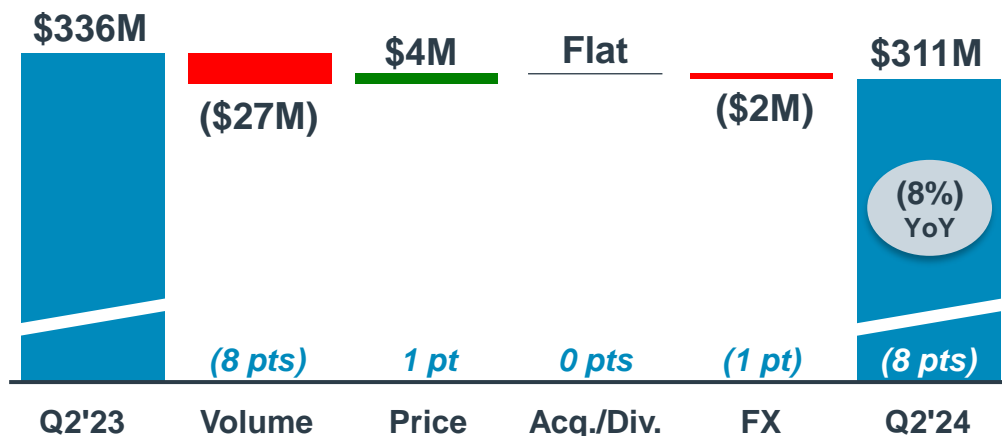
ROS 21.3% ... up 310 bps

- Significant margin expansion driven by Transformation which more than offset higher inflation

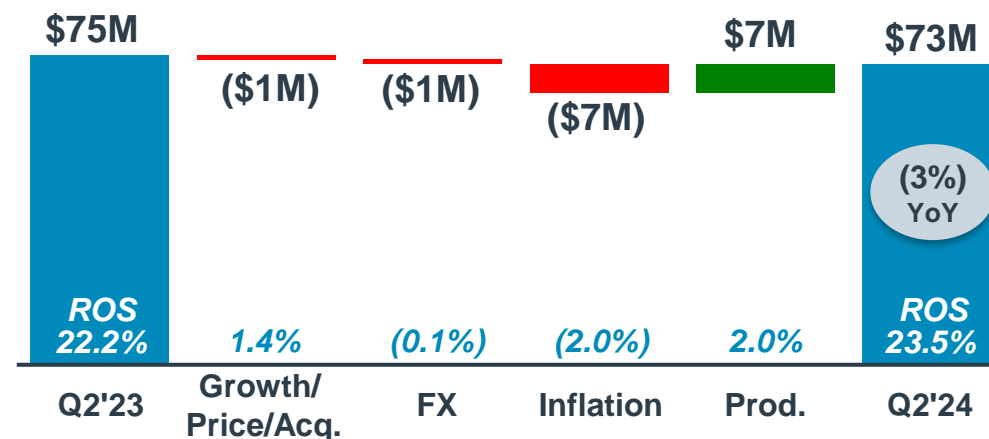
Note: Not included in Segment Income is non-cash amortization of \$1M in Q2'23 and Q2'24.

Q2'24 Water Solutions Performance

Sales



Segment Income



Commercial

- Sales down 9%

Residential

- Sales down 4%

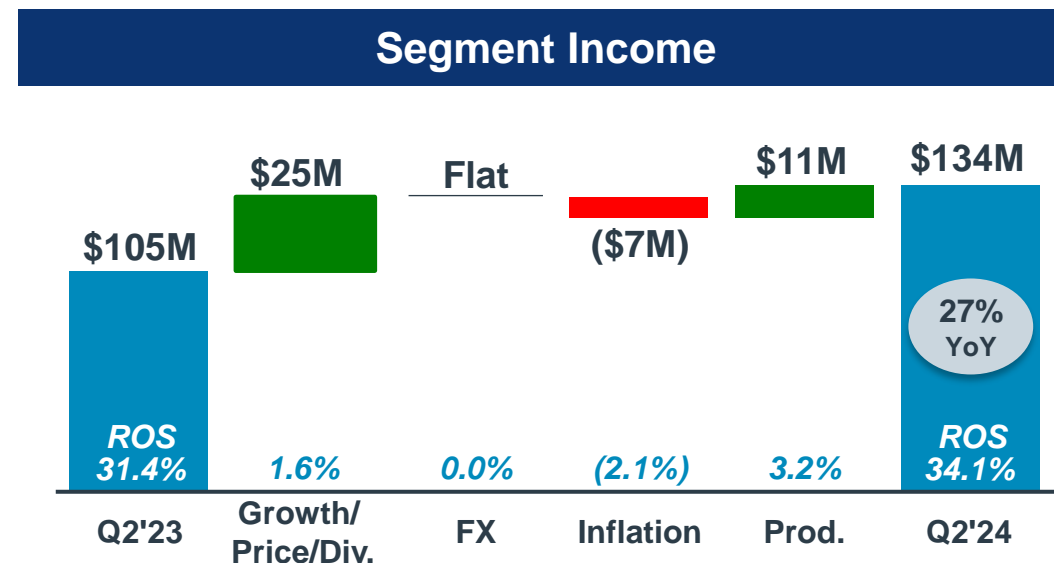
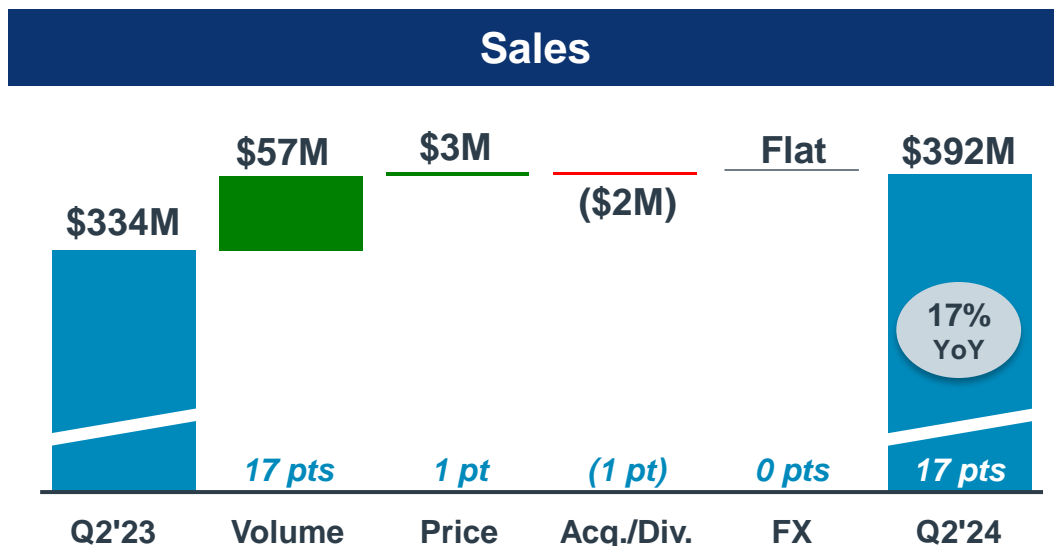
Segment Income down 3%

ROS 23.5% ... up 130 bps

- Transformation, mix and cost efficiencies drove strong margin expansion

Note: Not included in Segment Income is non-cash amortization of \$11M in Q2'23 and Q2'24.

Q2'24 Pool Performance



Pool

- Sales up 17% driven by volume
- Returned to growth for first time in 8 quarters

Segment Income up 27%

ROS 34.1% ... up 270 bps

- Growth and Transformation drove record ROS performance

Note: Not included in Segment Income is non-cash amortization of \$2M in Q2'23 and \$1M in Q2'24.

Transformation Initiatives


Target ROS of 24% in 2026 with potential upside as discussed at Investor Day





80/20 Expected to Accelerate Transformation

Accelerating Value Creation by Focusing on the Right Customers and Products



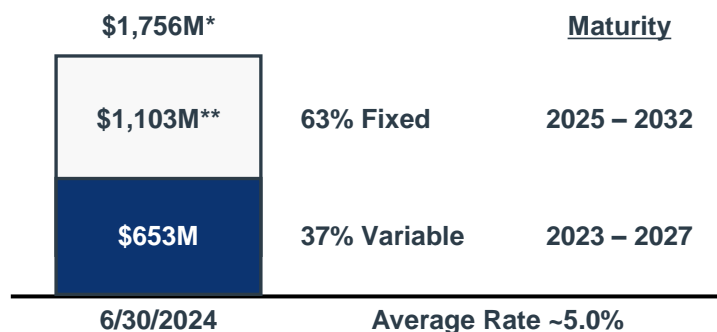
		Products	
		80%	20%
Customers	80%	Keep!	Migrate!
	20%	Transactional!	Optimize!

80/20 ANALYSIS

- ▶ Quadrant-based strategy to assess customers and products by revenue
- ▶ Commit to Customer segmentation over Product segmentation
- ▶ Implement Customer strategies based on quadrant analysis (objective decisions)

Balance Sheet and Cash Flow

Debt Summary



*Does Not Include \$214M of Cash on Hand

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

Debt Roll-Forward (\$M)

	Q2 2024	YTD 2024
Beginning Debt	\$2,084	\$1,988
Used (Generated) Cash	(522)	(395)
Share Repurchase	50	50
Dividends	38	76
Other	106	37
Ending Debt	\$1,756	\$1,756

Cash Flow (\$M)

	Q2 2024	Q2 2023
Net Income – Continuing Ops	\$186	\$154
Amortization	13	14
Subtotal	\$199	\$168
Depreciation	15	14
Capital Expenditures	(17)	(18)
Asset Sales	-	5
Working Capital	251	219
Other Accruals/Other	74	43
Free Cash Flow – Total	\$522	\$431
Free Cash Flow – Discontinued Ops	-	(2)
Free Cash Flow – Continuing Ops	\$522	\$433

Other Items

- Net Debt/EBITDA of 1.6x
- ROIC of 14.8% (targeting high-teens longer-term)

Q3 and Full Year 2024 Pentair Outlook & Expectations

- Balanced water portfolio and focused growth strategy
- Continued economic weakness drives 2H sales pressure
- Increased FY'24 adjusted EPS guidance to ~\$4.25, growth of ~13%**
- Strong execution across all three segments
- Transformation, inclusive of 80/20, drives margin expansion
- Balanced capital allocation strategy among debt reduction, dividend payments and share repurchases
- Confident in our long-term value creation

	Q3'24	FY'24
Sales	• Total Sales down ~2% to 3%	• Total Sales ~flat to down 1% (was up ~2% to 3%) <i>(Flow down ~LSD, was up LSD; Water Solutions down ~LSD, was ~ flat; Pool up ~MSD, was +7%)*</i>
Income	• Adjusted Operating Income <u>up ~10% to 12%</u>	• Adjusted Operating Income <u>up ~10% to 11%</u>
Adj. EPS	• Adjusted EPS of ~\$1.06 to \$1.08, <u>up ~13% to 15%</u>	• Adjusted EPS of ~\$4.25, <u>up ~13%</u> <i>(was \$4.15 to \$4.25)</i>
Other Items	• Corp. Expense ~\$20M • Net Interest ~\$22M • Adjusted Tax Rate of ~16.5% • Shares ~167M	• Corp. Expense ~\$90M; previously \$95M • Net Interest ~\$100M • Adjusted Tax Rate of ~16.5% • Shares ~166M to 167M
Cash Flow		• Targeting FCF = 100% of Net Income • Capital Expenditures ~\$80M • D&A of ~\$115M and ~\$35M of Non-Cash Stock Comp
EBITDA		• EBITDA ~\$1 billion

*LSD: Low-single digit, MSD: Mid-single digit

CEO Closing Comments

1 Solid execution across our balanced water portfolio drove significant margin expansion for the 9th consecutive quarter

2 Increased 2024 ROS and adjusted EPS guidance reflecting confidence in our strategy

3 Transformation and 80/20 initiatives expected to continue to drive strong margin expansion

4 Focused water strategy and solid execution are building a foundation for long-term growth, profitability and shareholder value



We Believe Pentair Is a Compelling Investment Opportunity



An industry leader with a balanced, innovative water portfolio



Transformation initiatives to drive operational efficiencies and margin expansion



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



Favorable secular trends driving end market growth



Additional value creation from strong balance sheet and cash flow



Dividend aristocrat – 48 consecutive years of dividend increases





PENTAIR



Appendix

GAAP TO NON-GAAP MEASUREMENTS & RECONCILIATIONS

Reported To Adjusted 2024 Reconciliation

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

<i>In millions, except per-share data</i>	Actual		Forecast			
	First Quarter	Second Quarter	Third Quarter		Full Year	
Net sales	\$ 1,017.2	\$ 1,099.3	approx	Down 2% - 3%	approx	Down 1% to flat
Operating income	180.8	248.0	approx	Up 21% - 24%	approx	Up 15% - 16%
<i>Return on sales</i>	<i>17.8 %</i>	<i>22.6 %</i>				
Adjustments:						
Restructuring and other	4.6	5.9	approx \$	—	approx \$	11
Transformation costs	17.0	11.8	approx	—	approx	29
Intangible amortization	13.5	13.4	approx	14	approx	55
Legal accrual adjustments and settlements	(0.3)	(7.9)	approx	—	approx	(8)
Asset impairment and write-offs	0.8	—	approx	—	approx	1
Equity income of unconsolidated subsidiaries	0.9	0.2	approx	1	approx	3
Adjusted operating income	217.3	271.4	approx	Up 10% - 12%	approx	Up 10% - 11%
<i>Adjusted return on sales</i>	<i>21.4 %</i>	<i>24.7 %</i>				
Net income from continuing operations—as reported	133.5	186.1	approx	\$165 - \$168	approx \$	641
Adjustments to operating income	35.6	23.2	approx	14	approx	88
Income tax adjustments	(11.3)	(5.4)	approx	(2)	approx	(21)
Net income from continuing operations—as adjusted	\$ 157.8	\$ 203.9	approx	\$177 - \$180	approx \$	708
Continuing earnings per ordinary share—diluted						
Diluted earnings per ordinary share—as reported	\$ 0.80	\$ 1.11	approx	\$0.99 - \$1.01	approx \$	3.85
Adjustments	0.14	0.11	approx	0.07	approx	0.40
Diluted earnings per ordinary share—as adjusted	\$ 0.94	\$ 1.22	approx	\$1.06 - \$1.08	approx \$	4.25

Reported To Adjusted 2023 Reconciliation

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

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

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

Reported To Adjusted 2022 Reconciliation

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

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

Reported To Adjusted 2021 Reconciliation

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

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

Segment Information

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

<i>In millions</i>	2024			2023		
	First Quarter	Second Quarter	Six Months	First Quarter	Second Quarter	Six Months
Net sales						
Flow	\$ 384.3	\$ 396.8	\$ 781.1	\$ 391.8	\$ 411.6	\$ 803.4
Water Solutions	273.1	310.5	583.6	272.0	336.2	608.2
Pool	359.5	391.5	751.0	364.3	334.3	698.6
Reportable segment net sales	1,016.9	1,098.8	2,115.7	1,028.1	1,082.1	2,110.2
Corporate and other	0.3	0.5	0.8	0.5	0.4	0.9
Net sales	\$ 1,017.2	\$ 1,099.3	\$ 2,116.5	\$ 1,028.6	\$ 1,082.5	\$ 2,111.1
Reportable segment income (loss)						
Flow	\$ 77.3	\$ 84.4	\$ 161.7	\$ 65.0	\$ 74.8	\$ 139.8
Water Solutions	55.6	72.9	128.5	52.4	74.8	127.2
Pool	110.8	133.6	244.4	116.2	105.1	221.3
Reportable segment income	243.7	290.9	534.6	233.6	254.7	488.3
Corporate and other	(26.4)	(19.5)	(45.9)	(22.6)	(20.5)	(43.1)
Adjusted operating income	\$ 217.3	\$ 271.4	\$ 488.7	\$ 211.0	\$ 234.2	\$ 445.2
Return on sales						
Flow	20.1 %	21.3 %	20.7 %	16.6 %	18.2 %	17.4 %
Water Solutions	20.4 %	23.5 %	22.0 %	19.3 %	22.2 %	20.9 %
Pool	30.8 %	34.1 %	32.5 %	31.9 %	31.4 %	31.7 %
Adjusted return on sales	21.4 %	24.7 %	23.1 %	20.5 %	21.6 %	21.1 %

Core Sales Growth Reconciliation

Pentair plc and Subsidiaries
Reconciliation of Net Sales Growth to Core Net Sales Growth by Segment
For the Quarter Ended June 30, 2024 (Unaudited)

	Q2 Net Sales Growth			
	Core	Currency	Acq. / Div.	Total
Total Pentair	2.2 %	(0.4)%	(0.2)%	1.6 %
Flow	(3.1) %	(0.5) %	— %	(3.6) %
Water Solutions	(7.0) %	(0.6) %	— %	(7.6) %
Pool	17.9 %	(0.1) %	(0.7) %	17.1 %

Free Cash Flow Reconciliation

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

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

	Three months ended		Six months ended	
	March 31, 2023	June 30, 2023	June 30, 2023	
<i>In millions</i>				
Net cash (used for) provided by operating activities of continuing operations	\$ (106.6)	\$ 446.7	\$ 340.1	
Capital expenditures	(16.6)	(18.8)	(35.4)	
Proceeds from sale of property and equipment	0.2	4.8	5.0	
Free cash flow from continuing operations	(123.0)	432.7	309.7	
Net cash used for operating activities of discontinued operations	—	(1.6)	(1.6)	
Free cash flow	\$ (123.0)	\$ 431.1	\$ 308.1	

ROIC Reconciliation

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

<i>Dollars in millions</i>	Second Quarter 2023	Third Quarter 2023	Fourth Quarter 2023	First Quarter 2024	Second Quarter 2024
Adjusted operating income	\$ 234.2	\$ 212.1	\$ 197.8	\$ 217.3	\$ 271.4
Reported effective tax rate	15.0 %	13.6 %	(55.3) %	13.0 %	15.8 %
Adjusted effective tax rate	15.0 %	15.0 %	14.4 %	16.5 %	16.5 %
NOPAT	\$ 199.1	\$ 180.3	\$ 169.3	\$ 181.4	\$ 226.6
Depreciation	14.7	14.9	15.2	14.9	15.5
Capital expenditures ("Cap Ex")	(18.8)	(19.4)	(21.2)	(19.3)	(17.0)
Total NOPAT, depreciation, and Cap Ex	\$ 195.0	\$ 175.8	\$ 163.3	\$ 177.0	\$ 225.1
Trailing four quarter NOPAT, depreciation, and Cap Ex	\$ 694.6	\$ 700.1	\$ 711.6	\$ 711.1	\$ 741.2
Ending invested capital	4,908.4	4,897.5	5,035.1	5,302.4	4,974.5
Trailing five quarter average invested capital	4,663.0	4,974.6	4,987.9	5,065.1	5,023.6
After-tax Return on Invested Capital	14.9 %	14.1 %	14.3 %	14.0 %	14.8 %

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

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

Last Twelve Months EBITDA Reconciliation

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

<i>In millions</i>	Third Quarter 2023	Fourth Quarter 2023	First Quarter 2024	Second Quarter 2024	Last Twelve Months
Net income from continuing operations	\$ 132.1	\$ 208.1	\$ 133.5	\$ 186.1	\$ 659.8
Adjustments:					
Restructuring and other	1.6	(1.7)	4.6	5.9	10.4
Transformation costs	13.5	16.3	17.0	11.8	58.6
Intangible amortization	13.8	13.8	13.5	13.4	54.5
Legal accrual adjustments and settlements	—	—	(0.3)	(7.9)	(8.2)
Asset impairment and write-offs	1.8	1.7	0.8	—	4.3
Pension and other post-retirement mark-to-market loss	—	6.1	—	—	6.1
Net interest expense	27.5	26.6	27.3	26.3	107.7
Other expense	1.0	1.0	1.0	1.0	4.0
Provision (benefit) for income taxes	20.8	(74.1)	19.9	34.8	1.4
Adjusted operating income	\$ 212.1	\$ 197.8	\$ 217.3	\$ 271.4	\$ 898.6
Adjustments:					
Depreciation	14.9	15.2	14.9	15.5	60.5
EBITDA	\$ 227.0	\$ 213.0	\$ 232.2	\$ 286.9	\$ 959.1

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 \$	641
Adjustments:		
Intangible amortization	approx	55
Legal accrual adjustments and settlements	approx	(8)
Asset impairment and write-offs	approx	1
Restructuring and other	approx	11
Transformation costs	approx	29
Net interest expense	approx	100
Provision for income taxes	approx	111
Adjusted operating income	approx \$	940
Adjustments:		
Depreciation	approx	60
EBITDA	approx \$	1,000