



**2025 Irish Statutory Accounts**

# **PENTAIR PUBLIC LIMITED COMPANY**

## **Directors' Report and Consolidated Financial Statements**

**For the Financial Year Ended December 31, 2025**

Company Registration Number: 536025

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**DIRECTORS' REPORT**  
**For the Year Ended December 31, 2025**

The directors present their report, audited consolidated financial statements for the financial year ended December 31, 2025, which are set out on pages 1 to 76, and audited parent company financial statements for the financial year ended December 31, 2025, which are set out on pages 77 to 84.

Pentair plc is a public limited company, incorporated in Ireland under the Companies Act 2014.

The directors have elected to prepare the consolidated financial statements of Pentair plc in accordance with Section 279 of the Companies Act 2014, which provides that a true and fair view of the assets and liabilities, financial position and profit or loss may be given by preparing the financial statements in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP") to the extent that the use of those principles in the preparation of the financial statements does not contravene any provision of Part 6 of the Companies Act 2014.

The directors have elected to prepare the Pentair plc parent company financial statements in accordance with generally accepted accounting practice in Ireland ("Irish GAAP"), comprising the Financial Reporting Standards 102 ("FRS 102"), the Financial Reporting Framework applicable in the United Kingdom (the "U.K.") and Ireland, together with the Companies Act 2014.

***Basis of presentation***

The accompanying financial statements reflect the consolidated operations of the parent company (Pentair plc, the "Company" or "Parent Company") and its subsidiaries (Pentair plc and all its subsidiaries, hereinafter referred to as "Pentair," "we," "us," "our," or the "Group"). We report our results on a calendar year basis.

***History and development***

We are an Irish public limited company that was formed in 2014. We are the successor to Pentair Ltd., a Swiss corporation formed in 2012, and Pentair, Inc., a Minnesota corporation formed in 1966 and our wholly-owned subsidiary, under the Securities Exchange Act of 1934, as amended (the "Exchange Act"). Although our jurisdiction of organization is Ireland, we manage our affairs so that we are centrally managed and controlled in the U.K. and therefore have our tax residency in the U.K.

On September 17, 2025, as part of our Flow reportable segment, we completed the acquisition of Hydra-Stop, LLC ("Hydra-Stop") for \$292.1 million in cash, net of cash acquired, and subject to customary adjustments. Hydra-Stop manufactures specialty insertion valves, line stop fittings and installation equipment.

In December 2024, as part of our Pool reportable segment, we completed the acquisition of G & F Manufacturing, LLC ("G & F Manufacturing") for \$116.0 million in cash, net of cash acquired. The net purchase price was comprised of an upfront cash payment of \$108.0 million, and the estimated fair value at the acquisition date of a contingent earn-out liability based upon the achievement of certain defined operating results in the two years following the acquisition. G & F Manufacturing manufactures and services pool heat pumps.

The Directors do not expect any material changes to the business in the upcoming year other than the revised segmentation described below.

Our registered address is 10 Earlsfort Terrace, Dublin 2, Ireland. Our registered principal office is located at Regal House, 70 London Road, Twickenham, London, TW13QS U.K. Our management office in the United States ("U.S.") is located at 5500 Wayzata Boulevard, Suite 900, Golden Valley, Minnesota.

***Principal activities***

At Pentair, we help the world sustainably move, improve and enjoy water, life's most essential resource. From our residential and commercial water solutions to industrial water management and everything in between, Pentair is an S&P 500 company focused on smart, sustainable water solutions that help our planet and people thrive.

The key performance indicators, both financial and non-financial, are noted on pages 2 to 3 as well as page 25. The likely future developments of the Company are noted on pages 6 to 7, under "key trends and uncertainties regarding our existing business" and "future developments."

### ***Pentair strategy***

Our vision is to be the world's most valued sustainable water solutions company for our employees, customers and shareholders. As a company, we:

- Focus on growth in our core businesses and strategic initiatives;
- Accelerate digital innovation and technology as well as sustainability investments;
- Expedite growth and drive margin expansion through our Transformation Program; and
- Build a high performance growth culture and deliver on our commitments while living our Win Right values.

### ***2026 Revised Segmentation***

Effective January 1, 2026, we reorganized the composition of our Flow and Water Solutions reportable segments to reflect how we are managing our business beginning in 2026. As a result of this reorganization, our residential and irrigation flow business moved from our Flow segment into our Water Solutions segment. The Pool segment remains unchanged. We believe the new alignment with our residential and irrigation flow business in our Water Solutions segment will help us accelerate our efforts to improve customer experiences, enhance operational efficiencies and deliver more comprehensive solutions. All historical segment information presented throughout this 2025 Annual Report, with the exception of the table below, was prepared based on the reporting segment structure in place during 2025.

The below table presents net sales and reportable segment income under the revised reportable segment structure for the years ended December 31, 2025 and 2024.

<i>In millions</i>	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
<b>Net sales</b>		
Flow	\$ 1,001.2	\$ 960.7
Water Solutions	1,614.5	1,684.3
Pool	1,558.8	1,436.1
Reportable segment net sales	4,174.5	4,081.1
Corporate and other	1.5	1.7
Net sales	\$ 4,176.0	\$ 4,082.8
<b>Reportable segment income (loss)</b>		
Flow	\$ 225.0	\$ 189.3
Water Solutions	391.0	383.9
Pool	527.1	476.5
Reportable segment income	1,143.1	1,049.7
Corporate and other	(89.6)	(90.5)
Adjusted operating income	\$ 1,053.5	\$ 959.2

### ***Key performance indicators***

Management evaluates performance based on net sales and adjusted operating income and utilizes free cash flow to assess the Group's cash flow performance. The adjusted operating income and free cash flow measures discussed below are considered "non-U.S. GAAP" financial measures and should be considered supplemental to and not a substitute for financial information prepared in accordance with U.S. GAAP.

Net sales from continuing operations increased by \$93.2 million, or 2.3%, from \$4,082.8 million in 2024 to \$4,176.0 million in 2025. Adjusted operating income grew by \$94.3 million, or 9.8%, from \$959.2 million in 2024 to \$1,053.5 million in 2025. Adjusted operating income represents consolidated operating income inclusive of equity income of unconsolidated subsidiaries and exclusive of intangible asset amortization, certain acquisition related expenses, costs of restructuring and transformation activities, impairments, legal accrual adjustments and settlements and other unusual non-operating items. Management utilizes this adjusted financial measure to assess the run-rate of its continuing operations against those of prior periods without the distortion of certain unusual, non-recurring or non-operational items.

The below table presents a reconciliation of profit from continuing operations before taxation to adjusted operating income:

<i>In millions, except per-share data</i>	<b>Years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
Profit from continuing operations before taxation	\$ 756.5	\$ 718.9
Adjustments:		
Restructuring and other	31.3	37.0
Transformation costs	40.8	52.1
Pension and other post-retirement mark-to-market loss (gain)	2.4	(5.3)
Asset impairment and write-offs	49.1	17.6
Loss on sale of business	26.3	—
Deal-related costs and expenses	4.1	—
Legal accrual adjustments and settlements	11.6	(7.5)
Intangible amortization	58.1	54.3
Interest expense, net	69.4	88.6
Other expense	3.9	3.5
Adjusted operating income	\$ 1,053.5	\$ 959.2

Free cash flow from continuing operations increased by \$55.3 million, or 8.0%, from \$693.1 million in 2024 to \$748.4 million in 2025. The Group believes free cash flow is an important measure of liquidity because it provides the Group and its investors a measurement of cash generated from operations that is available to pay dividends, repurchase shares and repay debt. In addition, free cash flow is used as criterion to measure and pay compensation-based incentives. Free cash flow represents cash flows from operating activities less capital expenditures plus proceeds from the sale of tangible assets. The Group's measure of free cash flow may not be comparable to similarly titled measures reported by other companies.

The following table is a reconciliation of free cash flow:

<i>In millions</i>	<b>Years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
Net cash provided by operating activities of continuing operations	\$ 814.8	\$ 766.9
Capital expenditures of continuing operations	(68.8)	(74.4)
Proceeds from sale of tangible assets of continuing operations	2.4	0.6
Free cash flow from continuing operations	\$ 748.4	\$ 693.1
Net cash used for operating activities of discontinued operations	—	(0.2)
Free cash flow	\$ 748.4	\$ 692.9

The Group believes that these non-GAAP financial measures will be useful to investors in order to assess the continuing strength of the Group's underlying operations.

### ***Summary of cash flows***

<i>In millions</i>	<b>Years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
Cash provided by (used for):		
Operating activities of continuing operations	\$ 814.8	\$ 766.9
Investing activities	(404.5)	(187.6)
Financing activities	(402.5)	(636.7)

### Operating activities

In 2025, net cash provided by operating activities of continuing operations primarily reflects net income from continuing operations, net of non-cash depreciation, definite-lived intangible amortization and asset impairment, of \$816.3 million.

In 2024, net cash provided by operating activities of continuing operations primarily reflects net income from continuing operations, net of non-cash depreciation, definite-lived intangible amortization and asset impairment, of \$757.8 million.

### Investing activities

Net cash used for investing activities in 2025 primarily reflects net cash paid of \$292.1 million for the Hydra-Stop acquisition, capital expenditures of \$68.8 million, cash paid upon the settlement of net investment hedges of \$28.9 million and the purchase of investments of \$18.0 million.

Net cash used for investing activities in 2024 primarily reflects net cash paid of \$108.0 million for the acquisition of G & F Manufacturing, capital expenditures of \$74.4 million and cash paid upon the settlement of net investment hedges of \$5.8 million.

### Financing activities

In 2025, net cash used for financing activities primarily relates to the repayment of \$250.0 million toward the remaining principal under the Term Loan Facility (as defined below), a \$19.3 million repayment of senior notes, share repurchases of \$225.0 million and dividend payments of \$164.3 million, partially offset by net borrowings of revolving long-term debt of \$268.2 million.

In 2024, net cash used for financing activities primarily relates to the repayment of \$200.0 million of term loans under the Senior Credit Facility (as defined below), \$162.5 million of principal payments on the Term Loan Facility (as defined below), dividend payments of \$152.3 million and share repurchases of \$150.0 million.

## CONSOLIDATED RESULTS OF OPERATIONS

The consolidated results of continuing operations were as follows:

<i>In millions</i>	<b>Years ended December 31</b>		<b>% / point</b>
	<b>2025</b>	<b>2024</b>	<b>change</b>
Net sales	\$ 4,176.0	\$ 4,082.8	2.3 %
Cost of goods sold	2,485.7	2,484.0	0.1 %
Gross profit	1,690.3	1,598.8	5.7 %
<i>% of net sales</i>	<i>40.5 %</i>	<i>39.2 %</i>	<i>1.3 pts</i>
Selling, general and administrative	736.9	701.4	5.1 %
<i>% of net sales</i>	<i>17.6 %</i>	<i>17.2 %</i>	<i>0.4 pts</i>
Research and development	95.9	93.6	2.5 %
<i>% of net sales</i>	<i>2.3 %</i>	<i>2.3 %</i>	<i>— pts</i>
Operating profit	857.5	803.8	6.7 %
<i>% of net sales</i>	<i>20.5 %</i>	<i>19.7 %</i>	<i>0.8 pts</i>
Loss on sale of business	26.3	—	N.M.
Net interest expense	69.4	88.6	(21.7) %
Other expense (income)	5.3	(3.7)	N.M.
Profit from continuing operations before taxation	756.5	718.9	5.2 %
Taxation	107.0	93.3	14.7 %
<i>Effective tax rate</i>	<i>14.1 %</i>	<i>13.0 %</i>	<i>1.1 pts</i>

N.M. = Not Meaningful

### **Net sales**

The components of the consolidated net sales change were as follows:

	<b>% Change</b>
Volume	(2.1)%
Price	4.0
Core growth	1.9
Acquisition/Divestiture	(0.1)
Currency	0.5
Total	2.3 %

*The 2.3 percent increase in consolidated net sales in 2025 from 2024 was primarily the result of:*

- increased selling prices across all of our segments to mitigate inflationary cost increases;
- favorable foreign currency effects compared to the prior year; and
- increased sales volume within our Pool segment due to higher demand compared to the prior year.

*This increase was partially offset by:*

- decreased sales volume within our Flow and Water Solutions segments compared to the prior year.

### **Gross profit**

*The 1.3 percentage point increase in gross profit as a percentage of net sales in 2025 from 2024 was primarily the result of:*

- increased selling prices across all our segments to mitigate inflationary cost increases; and
- increased productivity across all our segments mainly driven by transformation initiatives.

*This increase was partially offset by:*

- inflationary cost increases, including higher tariffs, certain raw materials and labor costs; and
- asset impairment and write-offs of \$17.1 million recorded in 2025, compared to \$11.3 million recorded in 2024.

### **Selling, general and administrative (“SG&A”)**

*The 0.4 percentage point increase in SG&A expense as a percentage of net sales in 2025 from 2024 was driven by:*

- an impairment charge of \$30.9 million related to the write-off of a definite-lived customer relationship intangible asset resulting from a business exit within our Water Solutions segment during the second quarter of 2025; and
- an increase in our legal accrual adjustments and settlements of \$11.6 million in 2025, compared to a reduction of \$7.5 million in 2024.

*This increase was partially offset by:*

- restructuring costs of \$31.3 million in 2025, compared to \$34.4 million in 2024;
- transformation costs of \$41.0 million in 2025, compared to \$52.0 million in 2024; and
- asset impairment charges of \$1.1 million in 2025, compared to \$6.3 million in 2024.

### **Net interest expense**

*The 21.7 percent decrease in net interest expense in 2025 from 2024 was the result of:*

- lower debt levels throughout 2025 compared to 2024 as a result of the repayment of \$250.0 million toward the remaining principal under the Term Loan Facility (as defined below) during the second quarter of 2025; and
- lower interest rates in 2025 compared to 2024.

## **Taxation**

The 1.1 percentage point increase in the effective tax rate in 2025 from 2024 was primarily due to:

- a decrease in the amount of favorable unrecognized tax benefits in 2025 compared to 2024.

This increase was partially offset by:

- a decrease in withholding taxes in 2025 compared to 2024.

## **Key trends and uncertainties regarding our existing business**

The following trends and uncertainties affected our financial performance in 2025, and are reasonably likely to impact our results in the future:

- We have a Transformation Program designed to accelerate growth and drive margin expansion by driving operational excellence, reducing complexity and streamlining our processes. During 2025, we made strategic progress on our Transformation Program initiatives with a focus on our four key themes of pricing excellence, sourcing excellence, operations excellence and organizational effectiveness. We expect to continue executing on our key Transformation Program initiatives to drive margin expansion and to incur transformation costs in 2026 and beyond.
- In 2025, we implemented 80/20 guiding principles to enable our Transformation Program. As we continue to focus on 80/20 principles in 2026, we expect to create value by increasing focus on key customers and products through quadrant-based strategies. This approach will enable improved operating performance by driving margin growth with our highest value customers, reducing lower margin sales and removing complexity in the future.
- In 2025, we executed certain business restructuring initiatives aimed at reducing our fixed cost structure and realigning our business. We expect these actions to continue into 2026 and to drive margin expansion.
- During 2025, we experienced inflationary cost increases for certain raw materials as well as logistics and transportation costs. The ongoing volatile market for commodities has the potential to continue to drive price increases in our supply chain. In addition, the current U.S. administration has implemented tariffs with an ongoing possibility of implementing additional, or increasing current, tariffs. We expect these actions and additional reactionary tariff adjustments by other countries to continue to impact our business and contribute to inflationary cost increases. As a result, we have taken actions to mitigate the impact of tariffs such as pricing increases, inventory pre-buys and supply chain optimization actions, which may continue going forward. In addition, our Transformation Program initiatives are intended to improve productivity and offset cost increases. We anticipate that supply chain pressures and inflationary cost increases resulting from these tariffs, as well as any related impacts on macroeconomic conditions and our business, will likely continue into 2026. In addition, on February 20, 2026, the U.S. Supreme Court struck down certain tariffs imposed under the International Emergency Powers Act. It is unclear at this time what impact this decision will have on our future financial results, including whether we will be able to obtain refunds of amounts previously collected for such tariffs or the level of replacement tariffs the current U.S. Administration imposes through other means.
- The Organization for Economic Co-operation and Development Pillar Two Model Rules (“Pillar Two”) for a global 15.0% minimum tax have been adopted by a number of jurisdictions in which we operate. Pillar Two has negatively impacted our effective tax rate in 2025 and is likely to continue to impact our effective tax rate in the future. We continue to evaluate the enacted legislative changes and new guidance as it becomes available.
- We have identified specific product and geographic market opportunities that we find attractive and continue to pursue, both within and outside the U.S. We expect to continue investing in our businesses to drive these opportunities through research and development and additional sales and marketing resources. Unless we successfully penetrate these markets, our core sales growth will likely be limited or may decline.

## **Future developments**

In 2026, our operating objectives focus on delivering our core and building our future. We expect to execute these objectives by:

- Delivering profitable revenue growth and productivity for customers and shareholders;
- Continuing to focus on capital allocation through:
  - Committing to maintain our investment grade rating;
  - Focusing on reducing our long-term debt;

- Returning cash to shareholders through dividends and share repurchases; and
- Accelerating our performance with strategically aligned mergers and acquisitions;
- Focusing growth initiatives that accelerate our investments in digital, innovation, technology and sustainability;
- Continuing to implement our Transformation Program initiatives to drive operational excellence, reduce complexity and improve our organizational structure, which includes a continued focus on 80/20 guiding principles to drive profitable growth; and
- Building a high-performance growth culture and delivering on our commitments while living our Win Right values.

***Principal risks and uncertainties***

Investors should carefully consider all of the information in this document and the following risk factors before making an investment decision regarding our securities. Any of the following risks could materially and adversely affect our business, financial condition, results of operations, cash flows and the actual outcome of matters as to which forward-looking statements are made in this document.

**Risks Relating to Our Business**

***General global economic and business conditions affect demand for our products.***

We compete in various geographic regions and product markets around the world. Among these, the most significant are global industrial, commercial, and residential markets. We have experienced, and expect to continue to experience, fluctuations in revenues and results of operations due to economic and business cycles. Important factors for our businesses and the businesses of our customers and suppliers include the overall strength of the global economy and various regional economies and our customers' confidence in these economies, industrial and governmental capital spending, the strength of residential and commercial real estate markets, residential housing markets, the food service industry, the commercial business climate, global supply chain stability, possible tariff increases, unemployment rates, availability of consumer and commercial financing, interest rates, inflation rates and energy and commodity prices. Recessions, economic downturns, inflation, slowing economic growth and social and political instability in the industries and/or markets where we compete could negatively affect our revenues and financial performance in future periods, result in future restructuring charges and adversely impact our ability to grow or sustain our business. For example, current macroeconomic and political instability, inflation and the strength or weakness of the U.S. dollar have, and could continue to, adversely impact our results of operations. In addition, military conflicts, such as those between Russia and Ukraine and in the Middle East, and their impact on economies, may adversely impact our results of operations. The businesses of many of our industrial customers are to varying degrees cyclical and have experienced periodic downturns. While we attempt to minimize our exposure to economic or market fluctuations by serving a balanced mix of end markets and geographic regions, any of the above factors, individually or in the aggregate, or a significant or sustained downturn in a specific end market or geographic region could reduce demand for our products and services, which could have a material adverse effect on our business, financial condition, results of operations and cash flows.

***We compete in attractive markets with a high level of competition, which may result in pressure on our profit margins and limit our ability to maintain or increase the market share of our products.***

The markets for our products and services are geographically diverse and highly competitive. We compete against large and well-established national and global companies, regional and local companies, diversified and pure-play companies, and lower-cost manufacturers. Competition may also result from new entrants into, or consolidation among competitors in, the markets we serve offering products and/or services that compete with ours. We compete based on technical expertise, intellectual property, reputation for quality and reliability, timeliness of delivery, previous installation history, contractual terms, service offerings, customer experience and service and price. Some of our competitors attempt to compete based primarily on price, localized expertise and local relationships, especially with respect to products and applications that do not require a great deal of engineering or technical expertise. In addition, during economic downturns, average selling prices tend to decrease as market participants compete more aggressively on price. Moreover, demand for our products, which impacts profit margins, is affected by changes in customer order patterns, such as changes in the levels of inventory maintained by customers and the timing of customer purchases, adoption of new technology and connected products, and changes in customers' preferences for our products, including the success of products offered by our competitors. Customer purchasing behavior may also shift by product mix in the market or result in a shift to new distribution channels. Furthermore, new entrants into, or consolidation among competitors in, the markets we serve may result in new ways to bring products and services to market, which, in turn may negatively impact our profit margins. If we are unable to continue to differentiate our products, services and solutions or adapt to changes in customer purchasing behavior or shifts in distribution channels, or if we are unable to maintain our desired pricing or forced to incur additional costs to remain competitive, it could have a material adverse effect on our business, financial condition, results of operations and cash flows.

***Our future growth is dependent upon our ability to transform and adapt our products, services, solutions and organization to meet the demands of local markets in both developed and emerging economies and by developing or acquiring new technologies that achieve market acceptance with acceptable margins.***

We operate in global markets that are characterized by customer demand that is often global in scope but localized in delivery. We compete with numerous smaller regional and local companies that may be positioned to offer products produced at lower cost than ours, or to capitalize on highly localized relationships and knowledge that are difficult for us to replicate. Also, in several markets, potential customers prefer local suppliers, in some cases because of existing relationships and in other cases because of local legal restrictions or incentives that favor local businesses. In addition, we need to be flexible to adapt our products to ever changing customer preferences, including those relating to climate change and sustainability matters as well as regulatory requirements. We have identified specific product and geographic market opportunities that we find attractive and continue to pursue, both within and outside the U.S. We expect to continue investing in our businesses to drive these opportunities through research and development and additional sales and marketing resources. Unless we successfully penetrate these markets, our core sales growth will likely be limited or may decline. Accordingly, our future success depends upon a number of factors, including our ability to transform and adapt our products, services, solutions, organization, workforce and sales strategies to fit localities throughout the world; identify emerging technological and other trends in our target end markets; and develop or acquire competitive technologies, products, services and solutions and bring them to market quickly and cost-effectively. We must also monitor emerging technologies, such as artificial intelligence, and business models, and we may not be able to take advantage of such technologies, which could include not being able to attract and retain talent that would enable us to leverage such technologies. Our competitors may be more successful in their technology strategy and develop superior products and services with the aid of emerging technologies. In addition, the markets for our products, services and solutions may not develop or grow as we anticipate. The failure of our products, services or solutions to gain market acceptance due to more attractive offerings by our competitors, the introduction of new competitors to the market with new or innovative product offerings or the failure to address any of the above factors could have a material adverse effect on our business, financial condition, results of operations and cash flows.

***We may not be able to identify, finance and complete suitable acquisitions and investments, and any completed acquisitions and investments may be unsuccessful or consume significant resources.***

Our business strategy includes acquiring businesses and making investments that complement our existing businesses. We continue to analyze and evaluate the acquisition of strategic businesses or product lines with the potential to strengthen our industry position or enhance our existing set of product, service, and solution offerings. We may not be able to identify suitable acquisition candidates, obtain financing or have sufficient cash necessary for acquisitions or successfully complete acquisitions in the future. Acquisitions and investments may involve significant cash expenditures, debt incurrences, equity issuances, operating losses and expenses. Acquisitions involve numerous other risks, including:

- diversion of management time and attention from daily operations;
- difficulties integrating acquired businesses, technologies and personnel into our business;
- difficulties in obtaining and verifying the financial statements and other business information of acquired businesses;
- inability to obtain required regulatory approvals;
- potential loss of key employees, key contractual relationships or key customers of acquired companies or of ours;
- assumption of the liabilities and exposure to unforeseen liabilities of acquired companies; and
- dilution of interests of holders of our shares through the issuance of equity securities or equity-linked securities.

It may be difficult for us to integrate acquired businesses efficiently into our business operations or to realize expected financial benefits of acquired businesses. Any acquisitions or investments may not be successful or realize the intended benefits and may ultimately result in impairment charges or have a material adverse effect on our business, financial condition, results of operations and cash flows.

***We may not achieve some or all of the expected benefits of our business initiatives.***

During 2025, we executed certain business restructuring initiatives aimed at reducing our fixed cost structure and realigning our business. Additionally, in 2025, we made progress on our Transformation Program designed to accelerate growth and drive margin expansion by driving operational excellence, reducing complexity and streamlining our processes. As a result, we have incurred, and expect to continue to incur in the future, substantial expense, including transformation costs that include professional services, project management and related design and execution charges, as well as costs related to both labor and non-labor restructuring and IT investments, and restructuring charges. In 2025, we implemented 80/20 guiding principles, which focus on key customers and products through quadrant-based strategies, and we expect this approach to result in improved

operating performance by driving margin growth with our highest value customers, reducing lower margin sales and removing complexity in the future. As a result, it is possible our revenues could be reduced by exiting certain customers and products. In addition, we may not be able to achieve accelerated growth or ongoing margin expansion and operating efficiencies to reduce costs or realize benefits that we anticipate in connection with the foregoing initiatives. If we are unable to execute these initiatives as planned, we may not realize all or any of the anticipated benefits, which could have a material adverse effect on our business, financial condition, results of operations and cash flows.

***We may experience cost increases and other inflation.***

In recent years, we have experienced inflationary cost increases of raw materials, such as metals and resins, drives and motors, as well as increases in logistics, transportation, energy, insurance and labor costs (including wages, pensions and health care benefits). The ongoing volatile market for commodities has the potential to continue to drive price increases in our supply chain. The current U.S. administration has implemented tariffs with an ongoing possibility of implementing additional, or increasing current, tariffs, which have also triggered reactionary tariff adjustments by other countries; these actions and any additional reactionary tariff adjustments by other countries may continue to contribute to inflationary cost increases. We strive for productivity improvements and implement increases in selling prices to help mitigate cost increases. We also implement operational initiatives to mitigate the impacts of inflation and reduce our costs. However, these actions may not be successful in managing our costs or increasing our productivity. We anticipate supply chain pressures and inflationary cost increases due to potential tariffs and pressure on global manufacturing to continue into 2026. Continued cost inflation, new or increased tariffs, or our failure to increase prices, generate cost savings or improve productivity could have a material adverse effect on our business, financial condition, results of operations and cash flows.

***Interruption of our supply chain could affect our ability to produce or deliver our products and could negatively impact our business and profitability.***

In recent years, we have experienced supply chain challenges, including increased lead times for raw materials due to availability constraints and high demand for these materials. These disruptions or our failure to effectively respond to them may increase product, logistics or labor costs, limit availability of raw materials or cause delays in delivering our backlog, or may cause an inability to deliver products to our customers or meet customer demand. While we have elevated our engagement with our suppliers and used secondary suppliers and new methods of procurement where available to mitigate supply chain pressures, supply chain challenges may continue in the future. In addition, as we execute on our ongoing Transformation Program, we may incur additional costs as a result of changing to new suppliers and investing in alternative fixtures and tools. Any material interruption in our supply chain, such as: material interruption of the supply of raw materials and components due to the casualty loss of any of our manufacturing plants; interruptions in service by our third-party logistic service providers or common carriers that ship goods within our distribution channels; unexpected delays in shipping or processing through customs of goods; increased logistics costs, including air freight; lack of availability of marine cargo insurance for shipments in certain geographies due to hostilities; trade restrictions, such as increased tariffs or quotas, embargoes or customs restrictions or inspections; or other unexpected or uncontrollable events that cause a material interruption in our supply chain such as pandemics, social or labor unrest, natural disasters, or political disputes, international hostilities, and military conflicts could negatively affect our ability to produce or deliver our products and have a negative material impact on our business and our profitability. Additionally, our raw materials and components are sourced from a wide variety of domestic and international business partners. We rely on these suppliers to provide high quality products and to comply with applicable laws. Our ability to find qualified suppliers who meet our standards and supply products in a timely and efficient manner may be a challenge, especially with respect to raw materials and components sourced from outside the U.S. and from countries or regions with diminished infrastructure, developing or failing economies or which are experiencing political instability or social unrest. For certain products, we may rely on one or very few suppliers. A supplier's failure to meet our standards, provide products in a timely and efficient manner or comply with applicable laws is beyond our control. In addition, our competitors may be less reliant on third-party suppliers than we are or have suppliers in a region that has a better cost position or an enhanced logistical advantage than we have, which may give such competitors more control over their supply chain and lead times for manufacturing products. These issues could have a material adverse effect on our business, financial condition, results of operations and cash flows.

***We are exposed to political, regulatory, economic, trade, and other risks that arise from operating a multinational business.***

Sales outside of the U.S. for the year ended December 31, 2025 accounted for 30% of our net sales. Further, most of our businesses obtain some products, components and raw materials from non-U.S. suppliers. Accordingly, our business is subject to the political, regulatory, economic, trade, and other risks that are inherent in operating in, and purchasing from, numerous countries. These risks include:

- changes in general economic and political conditions in countries where we operate or purchase from, particularly in emerging markets;
- relatively more severe or unpredictable economic conditions in some international markets than in the U.S.;

- the imposition of sanctions, tariffs, duties, exchange controls, currency restrictions or other trade restrictions;
- changes in tax treaties, laws or rulings that could have a material adverse impact on our effective tax rate;
- the difficulty of enforcing agreements and collecting receivables through non-U.S. legal systems;
- the difficulty of communicating and monitoring evolving regulations, standards and directives across our sales channels, product lines, services and global facilities;
- the difficulty of ensuring that our products, services, sales channels and supply chains meet ever-changing regional regulations and requirements;
- trade protection measures and import or export licensing requirements and restrictions;
- the possibility of international hostilities, military conflicts or terrorist action affecting us, our operations, supply chains, our end-markets or economies generally;
- the threat of nationalization and expropriation;
- changes due to nationalist consumer sentiment;
- the difficulty in staffing and managing widespread operations in non-U.S. labor markets;
- limitations on repatriation of earnings or other regionally-imposed capital requirements;
- the difficulty of protecting intellectual property in non-U.S. countries; and
- changes in and required compliance with a variety of non-U.S. laws and regulations, some of which may be incompatible with each other or U.S. laws and regulations.

Our success depends in part on our ability to anticipate and effectively manage these and other risks. We cannot provide assurance that these and other factors will not have a material adverse effect on our international operations or on our business as a whole.

***Changes in U.S. or foreign government administrative policy, including the imposition of, or increases in, tariffs and changes to existing trade agreements, could have a material adverse effect on us.***

As a result of changes to U.S. or foreign government administrative policy, there may be changes to existing trade agreements; greater restrictions on free trade generally; imposition of or significant increases in tariffs on goods, including those imported into the U.S., particularly tariffs on steel, aluminum and copper and products manufactured in Mexico, China and the European Union, or other countries where we purchase, have operations or manufacture or sell products; prohibitions or restrictions on doing business with certain entities, including those with certain relationships with China; and adverse responses by foreign governments to U.S. trade policy, among other possible changes. The current U.S. administration has implemented tariffs with an ongoing possibility of implementing additional, or increasing current, tariffs, and it remains unclear what the U.S. administration or foreign governments, including China, will or will not do with respect to tariffs or international trade agreements and policies, including the United States-Mexico-Canada Agreement, the current version of which is due for review in 2026. Additionally, the U.S. government has announced enhanced focus on customs enforcement, including through the creation of a Trade Fraud Task Force, a cross-agency initiative of the U.S. Departments of Justice and Homeland Security to address trade fraud, tariff evasion and customs violations. This heightened enforcement paradigm, along with the recent U.S. Supreme Court decision to strike down certain tariffs imposed under the International Emergency Economic Powers Act, have created additional uncertainty as to the scale and short and long-term effect these tariffs will have. A trade war; other governmental action, including threatened actions and uncertainty, related to tariffs or international trade agreements; additional changes in U.S. social, political, regulatory and economic conditions or in laws and policies governing foreign trade, manufacturing, development and investment in the territories and countries where we currently purchase, have operations or manufacture and sell products; and any negative sentiments towards the U.S. as a result of such changes, could have a material adverse effect on our business, financial condition, results of operations and cash flows.

***Failure to achieve and maintain a high level of product and service quality and on-time delivery could damage our reputation with customers and negatively impact our results.***

Product and service quality issues could harm customer confidence in our company and our brands. If certain of our product and service offerings do not meet applicable safety standards or our customers' expectations regarding quality, safety or performance, we could experience lost sales and increased costs and we could be exposed to legal, financial and reputational risks. In addition, a recall or claim could require us to review some or all of our product portfolio to assess whether similar issues are present in other products, which could result in a significant disruption to our business and our results of operations. We have experienced

such quality issues in the past and may experience such issues in the future. We cannot be certain that our quality controls and procedures will reveal defects in our products or their raw materials, which may not become apparent until after the products have been placed in use in the market. Accordingly, there is a risk that products will have defects, which could result in loss of sales or delays in market acceptance and require a product recall or field corrective action. Such remedial actions can be expensive to implement and may damage our reputation and customer relationships. We have conducted product recalls and field corrective actions in the past and may do so again in the future. Our ability to compete and generate sales depends in part on our capacity to meet customer demand and ensure that products and services are delivered to the customer on time. If we are unable to manufacture and deliver products to customers on time, we could experience lost sales and increased costs and we could be exposed to legal, financial and reputational risks. The inability to deliver our products to customers on time could also restrict our manufacturing capacity, which could lead to the loss of customers and restrict our ability to grow sales. The failure to address any of the above factors could have a material adverse effect on our business, financial condition, results of operations and cash flows.

***Intellectual property challenges may hinder our ability to develop, engineer and market our products.***

Patents, non-compete agreements, proprietary technologies, customer relationships, trademarks, trade names and brand names are important to our business. Intellectual property protections, however, may not preclude competitors from developing products like ours, or from challenging our names or products. Our pending patent, copyright and trademark registration applications may not be accepted, or competitors may challenge the validity or scope of our patents, copyrights or trademarks. In addition, our patents, copyrights, trademarks and other intellectual property rights may not provide us a significant competitive advantage. Furthermore, our business strategy also includes expanding our smart product offerings and there are many other companies that hold patents in this space. We have noticed an increasing tendency for participants in our markets, including competitors, to use challenges to intellectual property to compete. Patent and trademark challenges increase our costs to develop, engineer and market our products. We may need to spend significant resources monitoring, enforcing and defending, including through litigation, our intellectual property rights, and we may or may not be able to detect infringement by third parties. If we fail to successfully enforce our intellectual property rights or register new patents, our competitive position could suffer, which could have a material adverse effect on our business, financial condition, results of operations and cash flows.

***We have significant goodwill and intangible assets and future impairment of our goodwill and intangible assets could have a material adverse effect on our results of operations.***

We test goodwill and other indefinite-lived intangible assets for impairment on at least an annual basis, and more frequently if circumstances warrant. As of December 31, 2025, our goodwill and intangible assets were \$4,611.4 million and represented approximately 67% of our total assets. A decline in fair market value could result in future goodwill and intangible asset impairment charges.

***A loss of, or material cancellation, reduction, or delay in purchases by, or delivery of products to, one or more of our largest customers could harm our business.***

Our net sales to our largest customer represented approximately 18% of our consolidated net sales in 2025. While we do not have any other customers that accounted for more than 10% of our consolidated net sales in 2025, we have other customers that are key to the success of our business. Our concentration of sales to a relatively small number of larger customers makes our relationship with each of these customers important to our business. Our success is dependent on retaining these customers, which requires us to successfully manage relationships and anticipate the needs of our customers in the channels in which we sell our products. Our customers also may be impacted by economic conditions in the industries of those customers, which could result in reduced demand for or a delay in purchases of our products. In addition, our customers may cancel orders for purchases of our products or may not order products at rates consistent with past order levels, including due to inventory rebalancing or corrections in channels. In addition, we may not be able to timely deliver products to our largest customers due to supply chain interruptions or otherwise. We cannot provide assurance that we will be able to retain our largest customers. In addition, some of our customers may shift their purchases to our competitors in the future. The loss of one or more of our largest customers, any material cancellation of, reduction to, or delay in purchases by, or delivery of products to, these customers or our inability to successfully develop relationships with additional customers could have a material adverse effect on our business, financial condition, results of operations and cash flows.

***Catastrophic and other events beyond our control may disrupt operations at our manufacturing facilities and those of our suppliers, which could cause us to be unable to meet customer demands or increase our costs, or reduce customer spending.***

If operations at any of our manufacturing facilities or those of our suppliers were to be disrupted as a result of significant equipment failures, natural disasters, earthquakes, power outages, fires, explosions, terrorism, political disputes, international hostilities, military conflicts, cybersecurity incidents, adverse weather conditions, labor disputes, public health epidemics or pandemics or other catastrophic events or disruptions outside of our control, we may be unable to fill customer orders and otherwise meet customer demand for our products. Some of our operations, including our pool business operations in North Carolina, Florida and California, are in areas that are more susceptible to natural disasters such as hurricanes, wildfires and earthquakes. These types of events may negatively impact residential, commercial and industrial spending in impacted regions or,

depending on the severity, global spending. As a result, any of such events could have a material adverse effect on our business, financial condition, results of operations and cash flows. We maintain property insurance that we believe to be adequate to provide for reconstruction of facilities and equipment, and to cover business interruption losses resulting from any production interruption or shutdown caused by an insured loss. However, any recovery under our insurance policies may not offset the lost sales or increased costs that may be experienced during the disruption of operations and may also affect the price and availability of insurance in the future, which could have a material adverse effect on our business, financial condition, results of operations and cash flows.

***Seasonality of sales and weather conditions could have a material adverse effect on our financial results.***

We experience seasonal demand with end customers and end users within each of our business segments. Demand for pool equipment in the Pool segment and water solution, residential water supply and agricultural products in the Water Solutions segment follows warm weather trends, with seasonal highs ranging from April to September. While historically we have attempted to mitigate the magnitude of the sales spikes in the Pool segment by employing advance sale “early buy” programs (generally including extended payment terms and/or additional discounts), we cannot provide assurance that these programs will be successful should we continue to use them in the future. In addition, seasonal effects associated with products within our Water Solutions and Pool segments may vary from year-to-year and be impacted by weather patterns, such as temperature, heavy flooding and droughts. Moreover, adverse weather conditions, such as cold or wet weather, may negatively impact demand for, and sales of, products within our business segments.

***Volatility in currency exchange rates and failure to effectively hedge our exposure to fluctuations could have a material adverse effect on our financial condition, results of operations and cash flows.***

Sales outside of the U.S. for the year ended December 31, 2025 accounted for approximately 30% of our net sales. Our financial statements reflect translation of items denominated in non-U.S. currencies to U.S. dollars. Therefore, if the U.S. dollar strengthens in relation to the principal non-U.S. currencies from which we derive revenue as compared to a prior period, our U.S. dollar reported revenue and income will effectively be decreased to the extent of the change in currency valuations, and vice-versa. Fluctuations in foreign currency exchange rates, most notably the strengthening of the U.S. dollar against the euro, could have a material adverse effect on our reported revenue in future periods. In addition, currency variations could have a material adverse effect on margins on sales of our products in countries outside of the U.S. and margins on sales of products that include components obtained from suppliers located outside of the U.S.

Periodically, we use derivative financial instruments to manage or reduce the impact of changes in foreign currency rates. If we are not successful in monitoring our foreign currency exchange exposures and conducting an effective hedging program, our foreign currency hedging activities may not offset the impact of fluctuations in currency exchange rates on our results of operations and financial position.

***Our business may be adversely affected by matters associated with our labor force.***

Certain of our employees are covered by collective bargaining agreements or represented by works councils. Although we believe that our relations with the labor unions and works councils that represent our employees are generally good and we have experienced no material work stoppages recently, we may experience these and other types of conflicts with labor unions, works councils, or other groups representing our employees. Any future negotiations with these groups may result in significant increases in our cost of labor. In addition, an important aspect of attracting and retaining qualified personnel is continuing to offer competitive wages, employee healthcare, retirement plans and other benefits. The expenses we record for our employee benefit plans depend on factors such as changes in market interest rates and healthcare cost inflation, and significant unfavorable changes in these factors could increase our expenses and funding requirements. An inability to control costs and funding requirements related to employee benefits could negatively impact our results of operations and financial condition.

***Complications with the design or implementation of our updated enterprise resource planning system could adversely impact our business and operations.***

We rely extensively on information systems and technology to operate and manage our business and summarize operating results. We are in the process of a multi-year implementation of an updated global enterprise resource planning (“ERP”) system in connection with moving to digital processes under our Transformation Program. Ultimately, this ERP system will modernize several of our existing operating and transactional financial systems. The ERP system is designed to accurately maintain our financial records, enhance operational functionality and provide timely information to our management team related to the operation of the business. The ERP system implementation process has required, and will continue to require, the investment of significant personnel and financial resources. We may not be able to successfully implement the ERP system without experiencing delays, increased costs and other difficulties. If we are unable to successfully design and implement the updated ERP system as planned, our financial position, results of operations and cash flows could be negatively impacted. Additionally, if we do not effectively implement the ERP system as planned or the ERP system does not operate as intended, the effectiveness of

our internal control over financial reporting could be adversely affected or our ability to assess those controls adequately could be delayed.

### **Risks Relating to Our Debt and Financial Markets**

#### ***Increased leverage may harm our business, financial condition and results of operations.***

As of December 31, 2025, we had \$1,652.7 million of total debt outstanding on a consolidated basis. Subject to restrictions in our debt agreements, we and our subsidiaries may incur additional indebtedness in the future, including in connection with acquisitions. Our level of indebtedness and any future increases in our level of indebtedness may have important effects on our future operations, including, without limitation:

- additional cash requirements in order to support the payment of interest on our outstanding indebtedness;
- increased vulnerability to adverse changes in general economic and industry conditions, as well as to competitive pressure;
- reduced ability to obtain additional financing for working capital, capital expenditures and general corporate and other purposes;
- reduced flexibility in planning for, or reacting to, changes in our business and our industry; and
- limited flexibility to make acquisitions and develop technology.

Our ability to make payments of principal and interest on and to refinance our indebtedness, including our existing debt as well as any future debt that we may incur, will depend on our ability to generate cash in the future from operations, financings or sales of assets or businesses. Our ability to generate cash is subject to general economic conditions and financial, business and other factors affecting our operations, many of which are beyond our control. If we are unable to generate sufficient cash flow from operations in the future to service our debt and meet our other cash requirements, we may be required, among other things:

- to seek additional financing in the debt or equity markets;
- to refinance or restructure all or a portion of our indebtedness;
- to sell selected assets or businesses; or
- to reduce or delay planned capital or operating expenditures.

Such measures might not be sufficient to enable us to service our debt and meet our other cash requirements. In addition, any such financing, refinancing or sale of assets or businesses might not be available at all or on economically favorable terms.

#### ***Covenants in our debt instruments may adversely affect us.***

Our credit agreements and indentures contain customary financial covenants, including those that limit the amount of our debt, which may restrict the operations of our business and our ability to incur additional debt to finance acquisitions. Our ability to meet the financial covenants may be affected by events beyond our control, and we cannot provide assurance that we will meet those tests. A breach of any of these covenants could result in a default under our credit agreements or indentures. Upon the occurrence of an event of default under any of our credit facilities or indentures, the lenders or trustees could elect to declare all amounts outstanding thereunder to be immediately due and payable and, in the case of credit facility lenders, terminate all commitments to extend further credit. If the lenders or trustees accelerate the repayment of borrowings, we cannot provide assurance that we will have sufficient assets to repay our credit facilities and our other indebtedness. Furthermore, acceleration of any obligation under any of our material debt instruments will permit the holders of our other material debt to accelerate their obligations, which could have a material adverse effect on our financial condition.

#### ***We may increase our debt or raise additional capital, our credit ratings may be downgraded in the future, or our interest rates may increase, each of which could affect our financial condition, and may decrease our profitability.***

As of December 31, 2025, we had \$1,652.7 million of total debt outstanding on a consolidated basis. We may increase our debt or raise additional capital in the future, subject to restrictions in our debt agreements. If our cash flow from operations is less than we anticipate, if our cash requirements are more than we expect, or if we intend to finance acquisitions, we may require more financing. However, debt or equity financing may not be available to us on acceptable terms, or at all. If we incur additional debt or raise equity through the issuance of additional capital shares, the terms of the debt or capital shares issued may give the holders rights, preferences and privileges senior to those of holders of our ordinary shares, particularly in the event of liquidation. The terms of the debt may also impose additional and more stringent restrictions on our operations than we currently have. If we raise

funds through the issuance of additional equity, the percentage ownership of existing shareholders in our company would decline. If we are unable to raise additional capital when needed, our financial condition could be adversely affected.

Unfavorable changes in the ratings that rating agencies assign to our debt may ultimately negatively impact our access to the debt capital markets and increase the costs we incur to borrow funds. If ratings for our debt fall below investment grade, our access to the debt capital markets may become restricted. Additionally, our credit agreements generally include an increase in interest rates if the ratings for our debt are downgraded. To the extent that our interest rates increase, our interest expense will increase, which could adversely affect our financial condition, results of operations and cash flows.

***Disruptions in the financial markets could adversely affect us, our customers and our suppliers by increasing funding costs or reducing availability of credit.***

In the normal course of our business, we may access credit markets for general corporate purposes, which may include repayment of indebtedness, acquisitions, additions to working capital, repurchase of shares, capital expenditures and investments in our subsidiaries. Although we expect to have sufficient liquidity to meet our foreseeable needs, our access to and the cost of capital could be negatively impacted by disruptions in the credit markets, including due to failures of financial institutions, which have occurred in the past and made financing terms for borrowers unattractive or unavailable. These factors may make it more difficult or expensive for us to access credit markets if the need arises. In addition, these factors may make it more difficult for our suppliers to meet demand for products or for customers to purchase products or commence new projects as suppliers and customers may experience increased costs of debt financing or difficulties in obtaining debt financing. Disruptions in the financial markets may have adverse effects on various areas of the economy, which could lead to a slowdown in general economic activity and adversely affect our businesses. One or more of these factors could adversely affect our business, financial condition, results of operations or cash flows.

**Risks Relating to Legal, Regulatory and Compliance Matters**

***Violations of the U.S. Foreign Corrupt Practices Act, U.K. Bribery Act, and other anti-corruption laws outside the U.S. could have a material adverse effect on us.***

The U.S. Foreign Corrupt Practices Act (“FCPA”), U.K. Bribery Act, and other anti-corruption laws in other jurisdictions generally prohibit companies and their intermediaries from making improper payments to government officials or other persons for the purpose of obtaining or retaining business. Recent years have seen a substantial increase in anti-bribery law enforcement activity, with more frequent and aggressive investigations and enforcement proceedings by both the U.S. Department of Justice and the SEC, increased enforcement activity by non-U.S. regulators, and increases in criminal and civil proceedings brought against companies and individuals. Our policies mandate compliance with these anti-bribery laws. We operate in many parts of the world that are recognized as having governmental and commercial corruption and, in certain circumstances, strict compliance with anti-bribery laws may conflict with local customs and practices. We cannot assure that our internal control policies and procedures will always protect us from negligent, reckless or criminal acts committed by our employees or third-party intermediaries. In the event that we believe or have reason to believe that our employees, suppliers, customers or agents have or may have violated applicable anti-corruption laws, including the FCPA, we may be required to investigate the relevant facts and circumstances, which can be expensive and require significant time and attention from senior management. Violations of these laws may require self-disclosure to government agencies and result in criminal or civil sanctions, which could disrupt our business and result in a material adverse effect on our reputation, business, financial condition, results of operations and cash flows.

***Our failure to satisfy international trade compliance regulations, and changes in U.S. government and other applicable sanctions, could have a material adverse effect on us.***

Our global operations require importing and exporting goods and technology across international borders on a regular basis. Certain of the products we sell are “dual use” products, which are products that may have both civil and military applications, or may otherwise be involved in weapons proliferation, and are often subject to more stringent export controls. From time to time, we obtain or receive information alleging improper activity in connection with imports or exports. Our policies mandate strict compliance with U.S. and non-U.S. trade laws applicable to our products. However, even when we are in strict compliance with law and our policies, we may suffer reputational damage if certain of our products are sold through various intermediaries directly to sanctioned entities, to entities that may utilize sanctioned entities to complete transactions, or to entities operating in sanctioned countries. When we receive information alleging improper activity, our policy is to investigate that information and respond appropriately, including, if warranted, reporting our findings to relevant governmental authorities. Nonetheless, our policies and procedures may not always protect us from actions that would violate applicable laws. Any improper actions could subject us to civil or criminal penalties, including material monetary fines, or other adverse actions including denial of import or export privileges, and could damage our reputation and business prospects.

***We are exposed to environmental, health and safety laws, liabilities and litigation.***

We are subject to U.S. federal, state, local and non-U.S. laws and regulations governing protection of the environment and worker health and safety. Compliance with these environmental, health and safety regulations could require us to satisfy environmental requirements, increase the cost of manufacturing our products or otherwise have a material adverse effect on our business, financial condition, results of operations and cash flows. Any violations of these laws by us could cause us to incur unanticipated liabilities. We are also required to comply with various environmental laws and maintain permits, many of which are subject to renewal from time to time, for many of our businesses, and we could be adversely impacted if we are unable to renew existing permits or to obtain any additional permits that may be required. Compliance with environmental requirements also could require significant operating or capital expenditures or result in significant operational restrictions. We cannot provide assurance that we have been or will be at all times in compliance with environmental and health and safety laws. If we violate these laws, we could be fined, criminally charged or otherwise sanctioned by regulators.

We have been named as a defendant, target or a potentially responsible party (“PRP”) in environmental matters relating to our current or former businesses. We have disposed of a number of businesses and in certain cases, we have retained responsibility and potential liability for certain environmental obligations. We have received claims for indemnification from certain purchasers of businesses from us. We may be named as a PRP at other sites in the future for existing business units, as well as both divested and acquired businesses. In addition to clean-up actions brought by governmental authorities, private parties could bring individual or class-action lawsuits due to the presence of, or exposure to, hazardous substances, including at sites where we did not have operations but may have acquired liability through an acquisition of a business.

Certain environmental laws impose liability on current or previous owners or operators of real property for the cost of removal or remediation of hazardous substances at their properties or at properties at which they have disposed of hazardous substances. We have projects underway at current and former manufacturing facilities to investigate and remediate environmental contamination resulting from our past operations or by the operations of divested or acquired businesses or other businesses that previously owned or used the properties. The cost of remediation and other environmental liabilities can be difficult to accurately predict and may be excluded by insurance. In addition, environmental requirements change and tend to become more stringent over time. Our eventual environmental remediation costs and liabilities could exceed the amount of our current reserves.

***Our subsidiaries are party to asbestos-related litigation that could adversely affect our financial condition, results of operations and cash flows.***

Our subsidiaries, along with numerous other companies, are named as defendants in a substantial number of lawsuits based on alleged exposure to asbestos-containing materials, substantially all of which relate to our discontinued operations. These cases typically involve product liability claims alleging manufacture, sale or distribution of industrial products that either contained asbestos or were attached to or used with asbestos-containing components manufactured by third parties or to which asbestos insulation was applied after installation. It is possible that cases could be brought against us alleging that asbestos was present at facilities we own or used to own. Each case typically names a large number of product manufacturers, service providers and premises owners. Historically, our subsidiaries have been identified as defendants in asbestos-related claims. Our strategy has been, and continues to be, to mount a vigorous defense aimed at having unsubstantiated suits dismissed, and settling claims before trial only where appropriate. As of December 31, 2025, there were approximately 795 asbestos-related claims pending against our subsidiaries, substantially all of which relate to our discontinued operations. We cannot predict with certainty the extent to which we will be successful in litigating or otherwise resolving lawsuits in the future, and we continue to evaluate different strategies related to asbestos claims filed against us. Unfavorable rulings, judgments or settlement terms could have a material adverse impact on our business and financial condition, results of operations and cash flows. In addition, while most of the asbestos claims against us are covered by liability insurance policies from many years ago, not all claims are insured. As our insurers resolve claims relating to past policy periods, the aggregate coverage provided by those policies erodes. If we exhaust our coverage under those policies, we will be exposed to potential uninsured losses. Over time, the uninsured portion of our asbestos docket may increase, which may require us to set greater reserves to resolve future asbestos cases.

***Failure to comply with the broad range of standards, laws and regulations in the jurisdictions in which we operate may result in exposure to substantial disruptions, costs and liabilities.***

Our products, manufacturing facilities and business operations are subject to numerous federal, state and local statutory and regulatory requirements, both within and outside the U.S. These laws and regulations impose on us increasingly complex, stringent and costly monitoring and compliance activities, including but not limited to environmental, health and safety protection standards and permitting, labeling and other requirements regarding (among other things) product efficiency and performance, material makeup, air quality and emissions, and wastewater discharges; the use, handling and disposal of hazardous or toxic materials and substances, including perfluoroalkyl and polyfluoroalkyl substances (“PFAS”) and other substances of concern; remediation of environmental contamination; and working conditions for and compensation of our employees. We may also be affected by future standards, laws or regulations, including those imposed in response to energy, climate change, product functionality, geopolitical, corporate social responsibility or similar concerns. These standards, laws or regulations may impact

our costs of operation, the sourcing of raw materials and the manufacture and distribution of our products and place restrictions and other requirements or impediments on the products and solutions we can sell in certain geographical locations or on the willingness of certain investors to own our shares.

***We are exposed to certain regulatory, financial and other risks related to climate change and other sustainability matters.***

Climate change continues to receive attention worldwide. Many scientists, legislators and others attribute global warming to increased levels of greenhouse gases, which has led to significant legislative and regulatory efforts to limit greenhouse gas emissions. The U.S. Environmental Protection Agency (“EPA”) has published findings that emissions of carbon dioxide, methane, and other greenhouse gases (“GHGs”) present a danger to public health and the environment because emissions of such gases are, according to the EPA, contributing to the warming of the earth’s atmosphere and other climate changes. Based on these findings, the EPA has implemented regulations that require reporting of GHG emissions, or that limit emissions of GHGs from certain mobile or stationary sources. In addition, certain states have already taken legal measures to reduce emissions of GHGs, primarily through the development of GHG inventories, GHG permitting and/or regional GHG cap-and-trade programs. It is uncertain whether, when and in what form a federal mandatory carbon dioxide emissions reduction program, or other state programs, may be adopted. These and other existing or potential international initiatives and regulations could affect our operations. To the extent our customers, particularly our energy and industrial customers, are subject to any of these or other similar proposed or newly enacted laws and regulations, we are exposed to risks that the additional costs by customers to comply with such laws and regulations could impact their ability or desire to continue to operate at similar levels in certain jurisdictions as historically seen or as currently anticipated, which could negatively impact their demand for our products and services. As customers become concerned about the environmental impact of their purchases, if we fail to keep up with changing regulations or innovate or operate in ways that minimize the energy use of our products or operations, customers may choose more energy efficient or sustainable alternatives. These actions could also increase costs associated with our operations, including costs for raw materials and transportation. We may also be subject to consumer lawsuits or enforcement actions by governmental authorities if our sustainability claims relating to product marketing are inaccurate. It is uncertain what new laws will be enacted, and therefore we cannot predict the potential impact of such laws on our future financial condition, results of operations and cash flows. The laws and regulations regarding sustainability disclosures and requirements, including the Corporate Sustainability Reporting Directive in the European Union and various U.S. state requirements such as in California, continue to evolve and could have an adverse effect on our operations and the costs of compliance with, and the other burdens imposed by, these and other laws or regulatory actions may increase our operational costs.

As part of our strategy regarding environmental, climate change and sustainability matters, we have set and may adjust corporate responsibility strategic targets or set additional targets aimed at reducing our impact on the environment and climate change and/or targets relating to other sustainability matters. In addition, as a leading provider of water treatment solutions, our business strategy includes positioning our products and services as sustainable solutions. Actions we take to achieve our targets or strategy could result in increased costs to our operations. We may not be able to achieve such targets or our desired impact, and any future investments we make in furtherance of achieving such targets and our strategy may not meet investor expectations or standards regarding sustainability performance. Moreover, we may determine that it is in the best interest of our company and our shareholders to prioritize other business, social, governance or sustainable investments over the achievement of our current targets based on economic, regulatory and social factors, business strategy or feedback from investors or other stakeholders. In addition, investors and other stakeholders are increasingly focused on these matters, and as stakeholder expectations and standards are evolving, we may not be able to sufficiently respond to these evolving standards and expectations or investors may not view our products and services as sustainable solutions. Furthermore, we could be criticized for the accuracy or completeness of the disclosure of our corporate responsibility and sustainability initiatives. If we are unable to meet our targets or successfully implement our strategy or our corporate responsibility and sustainability reporting is inaccurate or incomplete, then we could suffer from reputational damage and incur adverse reaction from investors and other stakeholders, which could adversely impact the perception of our brand and our products and services by current and potential investors and customers, which could in turn adversely impact our business, results of operations or financial condition.

***Increased cybersecurity threats and computer crime pose a risk to our systems, networks, products and services, and we are exposed to potential regulatory, financial and reputational risks relating to the protection of our data.***

We rely upon information technology systems and networks in connection with a variety of business activities, some of which are managed by third parties. As our business increasingly interfaces with employees, customers, dealers and suppliers using information technology systems and networks, we are subject to an increased risk to the secure operation of these systems and networks. Our evolution into smart and connected products subjects us to increased cyber and technology risks. The secure operation of our information technology systems and networks is critical to our business operations and strategy. Cybersecurity threats designed to gain unauthorized access to our systems, networks and data are increasing in frequency and sophistication, including the risk that threat actors will leverage emerging technology, such as artificial intelligence, to exploit vulnerabilities. These threats pose a risk to the security of our systems and networks and the confidentiality, availability and integrity of the data we process and maintain. Establishing systems and processes to address these threats may increase our costs. We have

experienced cybersecurity incidents, and, although we have determined these cybersecurity incidents to be immaterial and to have had no material adverse effect on our business strategy, financial condition, results of operations or cash flows, there can be no assurance of similar results in the future. Should future attacks succeed, it could expose us and our employees, customers, dealers and suppliers to the theft of assets, misuse of information or systems, compromises of confidential information, manipulation and destruction of data, product failures, production downtimes and operations disruptions. The occurrence of any of these events could have a material adverse effect on our reputation, business, financial condition, results of operations and cash flows. While we maintain cybersecurity insurance, the costs related to cybersecurity threats or incidents may not be fully insured, and future cybersecurity coverage may become more expensive if we experience a cybersecurity incident. In addition, such cybersecurity incidents could result in litigation, reputational impacts, regulatory action and potential liability and additional costs and operational consequences of implementing further data protection measures.

***Changes in data privacy laws and our ability to comply with them could have a material adverse effect on us.***

We collect and store data that is sensitive to us and our employees, customers, dealers and suppliers. A variety of U.S. and non-U.S. state and national, and international laws and regulations apply to the collection, use, retention, protection, security, disclosure, transfer and other processing of personal and other data. Many data privacy regulations outside of the U.S., including the General Data Protection Regulation (the “GDPR”) in the European Union, are more stringent than federal regulations in the U.S. Within the U.S., many states are considering adopting, or have already adopted privacy regulations, including, for example, the California Consumer Privacy Act. These laws and regulations are rapidly evolving and could have an adverse effect on our operations. Companies’ obligations and requirements under these laws and regulations are subject to uncertainty in how courts and governmental authorities may interpret them. The costs of compliance with, and the other burdens imposed by, these and other laws or regulatory actions may increase our operational costs, and/or result in interruptions or delays in the availability of systems. In the case of non-compliance with these laws, including the GDPR, regulators have the authority to levy significant fines. In addition, if there is a breach of privacy, we may be required to make notifications under data privacy laws or regulations, or could become subject to litigation. The occurrence of any of these events could have a material adverse effect on our reputation, business, financial condition, results of operations and cash flows.

***We may use artificial intelligence in our business and in our products, and challenges with properly managing its use could result in reputational harm, competitive harm, and legal liability, and adversely affect our results of operations.***

We are incorporating artificial intelligence solutions into our products, services and features, and we are leveraging artificial intelligence, including generative artificial intelligence and machine learning, in our product development, operations and software programming. Our competitors or other third parties may incorporate artificial intelligence into their products or operational processes more quickly or more successfully than us, which could have a material adverse effect on our competitive position, reputation and results of operations. In addition, there are significant risks involved in developing and deploying artificial intelligence and there can be no assurance that the usage of artificial intelligence will enhance our products or services or be beneficial to our business, including our efficiency or profitability. The rapid evolution of artificial intelligence, including the regulation of artificial intelligence by government or other regulatory agencies, will require significant resources to develop, test and maintain our platforms, offerings, services and features to implement artificial intelligence ethically and minimize any unintended harmful impacts.

***The use by our employees of artificial intelligence tools or technology can adversely impact our business by posing risks to our confidential or proprietary information and could give rise to legal actions or reputational damage, or otherwise adversely affect our business.***

Our workforce may use artificial intelligence tools or technology, which may result in the exposure of our confidential or proprietary information to unauthorized third parties and the misuse of our intellectual property. Use of artificial intelligence tools or technology may also result in claims against us alleging violation of third-party intellectual property rights. Use of artificial intelligence tools or technology may also result in inaccurate results that could cause mistakes in the Company’s decision-making or other business activities, which may have a material adverse impact on our business and results of operations. Further, there is no guarantee that our training and enforcement of procedures governing the use of artificial intelligence will be adequate to safeguard against the unauthorized use of artificial intelligence tools or technology.

***We may be negatively impacted by litigation and other claims.***

We are currently, and may in the future become, subject to litigation and other claims. These legal proceedings are typically claims that relate to our products or services or to the conduct of our businesses and include, without limitation, claims relating to commercial, regulatory or contractual disputes with suppliers, authorities, customers or parties to acquisitions and divestitures; intellectual property matters; environmental, asbestos, safety and health matters; product quality and liability matters; matters arising from the use or installation of our products; consumer protection matters and employment and labor matters. The outcome of such legal proceedings cannot be predicted with certainty, and some may be disposed of unfavorably to us. In addition to insurance costs rising and insurers decreasing coverage, insurance coverage is not available for some of our claims and may be disputed by carriers in others. While we currently maintain what we believe to be suitable product liability insurance, we may not

be able to maintain this insurance on our preferred terms or at an acceptable cost. Further, this insurance may not provide adequate protection against potential or previously existing liabilities. In addition, we self-insure a portion of product liability claims and must satisfy deductibles on other insured claims. Some of our business involves the sale of our products to customers that are constructing large and complex systems, facilities or other capital projects, and while we generally try to limit our exposure to liquidated damages, consequential damages and other potential damages in the contracts for these projects, we could be exposed to significant monetary damages and other liabilities in connection with the sale of our products for these projects for a variety of reasons. In addition, some of our businesses, customers, and dealers are subject to various laws and regulations regarding consumer protection and advertising and sales practices, and we have been named, and may be named in the future, as a defendant in litigation, including class action complaints, arising from alleged violation of these laws and regulations. In addition, our indemnification obligations relating to the purchase or sale of businesses could result in litigation or claims of unknown amounts. Successful claims or litigation against us for significant amounts could have a material adverse effect on our reputation, business, financial condition, results of operations and cash flows.

#### **Risks Relating to Our Jurisdiction of Incorporation in Ireland and Tax Residency in the U.K.**

***We are subject to changes in law and other factors that may not allow us to maintain a worldwide effective corporate tax rate that is competitive in our industry.***

While we believe that we should be able to maintain a worldwide effective corporate tax rate that is competitive in our industry, we cannot give any assurance as to what our effective tax rate will be in the future because of, among other things, uncertainty regarding tax policies of the jurisdictions where we operate. Also, the tax laws and treaties of the U.S., the U.K., Ireland and other jurisdictions could change in the future, and such changes could cause a material change in our worldwide effective corporate tax rate. For example, the Organization for Economic Co-operation and Development Pillar Two Model Rules (“Pillar Two”) for a global 15.0% minimum tax, have been adopted by a number of jurisdictions in which we operate. Pillar Two has negatively impacted our effective tax rate in 2025 and is likely to continue to impact our effective tax rate in the future. We continue to evaluate the enacted legislative changes and new guidance as it becomes available. In addition, legislative action could be taken by the U.S., the U.K., Ireland or the European Union that could override tax treaties or modify tax statutes or regulations upon which we expect to rely and adversely affect our effective tax rate. We cannot predict the outcome of any specific legislative proposals. If proposals were enacted that had the effect of disregarding our incorporation in Ireland or limiting our ability as an Irish company to maintain tax residency in the U.K., we could be subject to increased taxation and/or be required to take action to maintain our effective tax rate, which could materially adversely affect our financial condition, results of operations, cash flows or our effective tax rate in future reporting periods.

***A change in our tax residency could have a negative effect on our future profitability, and may trigger taxes on dividends or exit charges.***

Under current Irish legislation, a company is regarded as resident for tax purposes in Ireland if it is incorporated in Ireland. Under current U.K. legislation, a company that is centrally managed and controlled in the U.K. is regarded as resident in the U.K. for taxation purposes unless it is treated as resident in another jurisdiction pursuant to any appropriate double tax treaty with the U.K. Other jurisdictions may also seek to assert taxing jurisdiction over us.

The Organization for Economic Co-operation and Development proposed a number of measures relating to the tax treatment of multinationals, some of which are implemented by amending double tax treaties through the multilateral convention to implement tax treaty-related measures to prevent base erosion and profit shifting (the “MLI”). The MLI has now entered into force for a number of countries, including Ireland and the U.K. Under the Double Taxation Convention between Ireland and the U.K., as amended by the MLI, the residency tie-breaker provides that a company will remain dual resident unless there is a determination otherwise by the tax authorities of the two contracting states.

In January 2021, we obtained a determination from the tax authorities in Ireland, the Irish Revenue Commissioners, and in the U.K., HM Revenue & Customs, which states that we are resident for tax purposes only in the U.K.

It is possible that in the future, whether as a result of a change in law, the practice of any relevant tax authority or as a result of any change in the conduct of our affairs, we could become, or be regarded as having become, resident in a jurisdiction other than the U.K. If we cease to be resident in the U.K. and become a resident in another jurisdiction, we may be subject to U.K. exit charges, and could become liable for additional tax charges in the other jurisdiction (including dividend withholding taxes or corporate income tax charges). If we were to be treated as resident in more than one jurisdiction, we could be subject to taxation in multiple jurisdictions. If, for example, we were considered to be a tax resident of Ireland, we could become liable for Irish corporation tax, and any dividends paid by us could be subject to Irish dividend withholding tax.

***Irish law differs from the laws in effect in the United States and may afford less protection to holders of our securities.***

It may not be possible to enforce court judgments obtained in the U.S. against us in Ireland based on the civil liability provisions of the U.S. federal or state securities laws. In addition, there is some uncertainty as to whether the courts of Ireland would

recognize or enforce judgments of U.S. courts obtained against us or our directors or officers based on the civil liabilities provisions of the U.S. federal or state securities laws or hear actions against us or those persons based on those laws. The U.S. currently does not have a treaty with Ireland providing for the reciprocal recognition and enforcement of judgments in civil and commercial matters. Therefore, a final judgment for the payment of money rendered by any U.S. federal or state court based on civil liability, whether or not based solely on U.S. federal or state securities laws, would not automatically be enforceable in Ireland.

As an Irish company, we are governed by Irish law and the Irish Companies Act 2014, which differs in some material respects from laws generally applicable to U.S. corporations and shareholders, including, among others, differences relating to interested director and officer transactions, mergers and acquisitions and takeovers, and shareholder lawsuits and indemnification of directors. Further, the duties of directors and officers of an Irish company generally are owed to the company only. Shareholders of Irish companies generally do not have a personal right of action against directors or officers of the company and may exercise such rights of action on behalf of the company only in limited circumstances and require court permission to do so. Accordingly, holders of our securities may have more difficulty protecting their interests than would holders of securities of a corporation incorporated in a jurisdiction of the U.S.

***Irish law differs from the laws in effect in the United States, which may negatively impact our ability to issue ordinary shares.***

Under Irish law, we must have authority from our shareholders to issue any ordinary shares, including shares that are part of our authorized but unissued share capital. In addition, unless otherwise authorized by its shareholders or constitutional document, when an Irish company issues shares for cash to new shareholders, it is required first to offer those shares on the same or more favorable terms to existing shareholders on a pro-rata basis. If we are unable to continue to obtain these authorizations from our shareholders, or are otherwise limited by the terms of our authorizations, our ability to issue ordinary shares under our equity compensation plans and, if applicable, to facilitate funding acquisitions or otherwise raise capital could be adversely affected.

***Transfers of our ordinary shares may be subject to Irish stamp duty.***

Transfers of our ordinary shares effected by means of the transfer of book entry interests in the Depository Trust Company (“DTC”) will not be subject to Irish stamp duty. However, if you hold your ordinary shares directly rather than beneficially through DTC, any transfer of your ordinary shares could be subject to Irish stamp duty (currently at the rate of 1% of the higher of the price paid or the market value of the shares acquired). Payment of Irish stamp duty is generally a legal obligation of the transferee.

We currently intend to pay, or cause one of our affiliates to pay, stamp duty in connection with share transfers made in the ordinary course of trading by a seller who holds shares directly to a buyer who holds the acquired shares beneficially. In other cases, we may, in our absolute discretion, pay or cause one of our affiliates to pay any stamp duty. Our articles of association provide that, in the event of any such payment, we (i) may seek reimbursement from the buyer, (ii) will have a lien against the shares acquired by such buyer and any dividends paid on such shares and (iii) may set-off the amount of the stamp duty against future dividends on such shares. Parties to a share transfer may assume that any stamp duty arising in respect of a transaction in our shares has been paid unless one or both of such parties is otherwise notified by us.

***Our ordinary shares received by means of a gift or inheritance could be subject to Irish capital acquisitions tax.***

Irish capital acquisitions tax (“CAT”) could apply to a gift or inheritance of our ordinary shares irrespective of the place of residence, ordinary residence or domicile of the parties. This is because our shares will be regarded as property situated in Ireland. The person who receives the gift or inheritance has primary liability for CAT. Gifts and inheritances passing between spouses are exempt from CAT. Children have a tax-free threshold of €400,000 per lifetime in respect of taxable gifts or inheritances received from their parents for periods on or after October 2, 2024. The standard rate of CAT for gifts and inheritances received above this threshold is 33%.

**General Risk Factors**

***Our share price may fluctuate significantly.***

We cannot predict the prices at which our shares may trade. The market price of our shares may fluctuate widely, depending on many factors, some of which may be beyond our control, including:

- actual or anticipated fluctuations in our results of operations due to factors related to our business;
- success or failure of our business strategy;
- our quarterly or annual earnings, or those of other companies in our industry;
- our ability to obtain third-party financing as needed;

- announcements by us or our competitors of significant acquisitions or dispositions;
- changes in accounting standards, policies, guidance, interpretations or principles;
- changes in earnings estimates or guidance by us or securities analysts or our ability to meet those estimates or guidance;
- the operating and share price performance of other comparable companies;
- investor perception of us;
- effect of certain events or occurrences on our reputation;
- overall market fluctuations;
- results from any material litigation or governmental investigation or environmental liabilities;
- natural or other environmental disasters;
- changes in laws and regulations affecting our business; and
- general economic conditions and other external factors.

Stock markets in general have experienced volatility that has often been unrelated to the operating performance of a particular company. These broad market fluctuations could have a material adverse effect on our share price.

### ***Financial risk management***

#### *Interest rate risk*

Our debt portfolio as of December 31, 2025, was comprised of debt denominated in U.S. dollars. This debt portfolio is comprised of 48% fixed-rate debt and 52% variable-rate debt. Changes in interest rates have different impacts on the fixed and variable-rate portions of our debt portfolio. A change in interest rates on the fixed portion of the debt portfolio impacts the fair value but has no impact on interest incurred or cash flows. A change in interest rates on the variable portion of the debt portfolio impacts the interest incurred and cash flows but does not impact the net financial instrument position.

Based on the fixed-rate debt included in our debt portfolio, as of December 31, 2025, a 100 basis point increase or decrease in interest rates would result in approximately a \$38 million decrease or a \$40 million increase in fair value of total fixed-rate debt outstanding, respectively.

We manage our exposure to certain interest rate risks related to our variable-rate debt through the use of interest rate swaps and collars. We enter into these agreements to hedge the variability of interest expense and cash flows attributable to changes in interest rates of our variable-rate debt. As of December 31, 2025, we had an aggregate notional amount of \$300.0 million and \$200.0 million in interest rate swaps and collars, respectively, that are designated as cash flow hedges.

A 100 basis point fluctuation in interest rates associated with our variable-rate debt as of December 31, 2025, inclusive of our interest rate swaps and collars, would result in an approximately \$6 million increase or decrease in interest incurred.

#### *Foreign currency risk*

We conduct business in various locations throughout the world and are subject to market risk due to changes in the value of foreign currencies in relation to our reporting currency, the U.S. dollar. Periodically, we use derivative financial instruments to manage these risks. The functional currencies of our foreign operating locations are generally the local currency in the country of domicile. We manage these operating activities at the local level and revenues, costs, assets and liabilities are generally denominated in local currencies, thereby mitigating the risk associated with changes in foreign currency exchange. However, our results of operations and assets and liabilities are reported in U.S. dollars and thus will fluctuate with changes in exchange rates between such local currencies and the U.S. dollar.

From time to time, we may enter into short duration foreign currency contracts to hedge foreign currency risks. As the majority of our foreign currency contracts have an original maturity date of less than one year, there is no material foreign currency risk. At December 31, 2025, we had outstanding foreign currency derivative contracts with gross notional U.S. dollar equivalent amounts of \$23.2 million. Changes in the fair value of all derivatives are recognized immediately in income unless the derivative qualifies as a hedge of future cash flows. Gains and losses related to a hedge are deferred and recorded in the Consolidated Balance Sheet as a component of *Accumulated other comprehensive loss* and subsequently recognized in the Consolidated Profit and Loss Account and the Statement of Comprehensive Profit (Loss) when the hedged item affects earnings.

At December 31, 2025, we had outstanding cross currency swap agreements with a combined notional amount of \$1.1 billion. The cross currency swap agreements are accounted for as either cash flow hedges to hedge foreign currency fluctuations on certain intercompany debt, or as net investment hedges to manage our exposure to fluctuations in the Euro-U.S. Dollar exchange rate. The currency risk related to the cross currency swap agreements is measured by estimating the potential impact of a 10% change in the value of the U.S. dollar relative to the Euro. A 10% appreciation or a 10% depreciation of the U.S. dollar relative to the Euro would result in a change in accumulated other comprehensive income of approximately \$80 million. However, the change in other comprehensive income would be offset by decreases or increases in the hedged items on our balance sheet.

### ***Research and development***

We conduct research and development (“R&D”) activities primarily in our own facilities, which mostly consist of development of new products, product applications and manufacturing processes. We expense R&D costs as incurred. R&D expenditures from continuing operations during 2025 and 2024 were \$95.9 million and \$93.6 million, respectively.

### ***Debt and capital***

Pentair, Pentair Finance S.à r.l (“PFSA”) and Pentair, Inc. are parties to a credit agreement (the “Senior Credit Facility”), with Pentair as guarantor and PFSA and Pentair, Inc. as borrowers, which was amended and restated in May 2025, providing for a \$900.0 million senior unsecured revolving credit facility. The Senior Credit Facility has a maturity date of May 5, 2030. Borrowings under the Senior Credit Facility bear interest at a rate equal to an alternate base rate, adjusted term secured overnight financing rate, adjusted euro interbank offered rate, adjusted daily simple secured overnight financing rate or central bank rate, plus, in each case, an applicable margin. The applicable margin is based on, at PFSA’s election, Pentair’s leverage level or PFSA’s public credit rating.

As of December 31, 2025, total availability under the Senior Credit Facility was \$622.3 million. In addition, PFSA has the option to request to increase the revolving credit facility and/or to enter into one or more additional tranches of term loans in an aggregate amount of up to \$450.0 million, subject to customary conditions, including the commitment of the participating lenders.

In addition, Pentair and PFSA are parties to a senior unsecured term loan facility (the “Term Loan Facility”), with PFSA, as borrower, Pentair, as guarantor, providing for an aggregate principal amount of \$1.0 billion. The Term Loan Facility has a maturity date of July 28, 2027, with required quarterly installment payments of \$6.3 million which began on the last day of the third quarter of 2023 and increased to \$12.5 million on the last day of the third quarter of 2024. During 2024, PFSA repaid the remaining \$162.5 million of quarterly installments on the Term Loan Facility, such that PFSA is not required to make any further quarterly installment payments. As of December 31, 2025, the remaining obligation of \$575.0 million matures on July 28, 2027. The Term Loan Facility bears interest at a rate equal to an alternate base rate, adjusted term secured overnight financing rate, or adjusted daily simple secured overnight financing rate, plus, in each case, an applicable margin. The applicable margin is based on, at PFSA’s election, Pentair’s leverage level or PFSA’s public credit rating.

Our debt agreements contain various financial covenants, but the most restrictive covenants are contained in the Senior Credit Facility and the Term Loan Facility. The Senior Credit Facility and the Term Loan Facility contain covenants requiring us not to permit (i) the ratio of our consolidated debt (net of our consolidated unrestricted cash and cash equivalents in excess of \$5.0 million but not to exceed \$250.0 million) to our consolidated net income (excluding, among other things, non-cash gains and losses) before interest, taxes, depreciation, amortization and non-cash share-based compensation expense (“EBITDA”) on the last day of any period of four consecutive fiscal quarters (each, a “testing period”) to exceed 3.75 to 1.00 (or, at PFSA’s election and subject to certain conditions, 4.25 to 1.00 for four testing periods in connection with certain material acquisitions) (the “Leverage Ratio”) and (ii) the ratio of our EBITDA to our consolidated interest expense, for the same period to be less than 3.00 to 1.00 as of the end of each fiscal quarter. For purposes of the Leverage Ratio, the Senior Credit Facility and the Term Loan Facility provide for the calculation of EBITDA giving pro forma effect to certain acquisitions, divestitures and liquidations during the period to which such calculation relates.

In addition to the Senior Credit Facility and the Term Loan Facility, we have various other credit facilities with an aggregate availability of \$21.0 million, of which there were no outstanding borrowings at December 31, 2025. Borrowings under these credit facilities bear interest at variable rates.

### ***Acquisition of own shares***

In December 2020, the Board of Directors authorized the repurchase of our ordinary shares up to a maximum dollar limit of \$750.0 million (“the 2020 Authorization”). The 2020 Authorization expired on December 31, 2025. In December 2025, the Board of Directors authorized the repurchase of our ordinary shares up to a maximum dollar limit of \$1.0 billion (the “2025 Authorization”). The 2025 Authorization supplemented the 2020 Authorization and expires on December 31, 2028.

During the year ended December 31, 2024, we repurchased 1.6 million of our ordinary shares for \$150.0 million under the 2020 Authorization. During the year ended December 31, 2025, we repurchased 2.3 million of our ordinary shares for \$225.0 million

under the 2020 Authorization. As of December 31, 2025, we had \$1.0 billion available for share repurchases under the 2025 Authorization.

The repurchase and subsequent cancellation of our ordinary shares under the authorization from the Board of Directors from time to time, based on market conditions, allow management to return excess cash to enhance shareholder value.

**Dividends**

Dividends on our ordinary shares or reductions of share capital for distribution to shareholders, if any, must be approved by our board of directors for payment out of distributable reserves on our parent company statutory balance sheet. We are not permitted to pay dividends out of share capital, which includes share premiums. Our distributable reserve balance was \$6.4 billion and \$6.8 billion as of December 31, 2025 and 2024, respectively.

On December 15, 2025, the Board of Directors approved a regular quarterly cash dividend of \$0.27 per share that was paid on February 6, 2026 to shareholders of record at the close of business on January 23, 2026. This dividend reflects an 8 percent increase in the Company’s regular cash dividend rate. We paid dividends in 2025 of \$164.3 million, or \$1.00 per ordinary share, compared with \$152.3 million, or \$0.92 per ordinary share for 2024.

See Note 5 of the Company financial statements for shareholders’ funds activity of the Company.

**Non-financial information statement**

For the purpose of complying with European Union (Disclosure of Non-Financial and Diversity Information by Certain Large Undertakings and Groups) Regulations 2017, Statutory Instrument No. 360 of 2017, as amended by Statutory Instrument No. 410 of 2018, the table below and the information referred to therein is intended to help stakeholders understand our position on key non-financial matters. The information referenced below from our 2024 Sustainability Report (“SR”), Form 10-K for the year ended December 31, 2025 (“10-K”) and 2025 Proxy Statement (“PS”) is deemed to be incorporated into this part of the Directors’ Report. Unless otherwise noted, the policies and other documents listed below are published on our website, www.pentair.com.

<b>Reporting Requirements</b>	<b>Policies and Governing Standards</b>	<b>Additional Information / Risk Management</b>
<b>Environmental Matters (Including Climate-Related Information)</b>	Environmental, Health & Safety Policy <sup>(1)</sup>	Essential for the Planet (SR pages 14-20) Essential for People-Supply Chain Responsibility (SR page 22)
<b>Social and Employee Matters</b>	Code of Business Conduct and Ethics Environmental, Health & Safety Policy <sup>(1)</sup> Global Employee Privacy Policy <sup>(1)</sup>	Essential for Governance-Ethical Business Practices (SR page 33) Essential for People (SR pages 21-29)
<b>Human Rights</b>	Global Supplier Guide and Supplier Code of Conduct Slavery and Human Trafficking Statement Human Rights Policy	Essential for People-Supply Chain Responsibility (SR page 22) Essential for People-Labor and Human Rights (SR page 23)
<b>Anti-Corruption and Anti-Bribery</b>	Code of Business Conduct and Ethics Anti-Bribery & Corruption Policy <sup>(1)</sup> Procedures Governing Interactions with Government Officials <sup>(1)</sup> Conflicts of Interest, Gifts & Entertainment Policy <sup>(1)</sup>	Essential for Governance-Ethical Business Practices (SR page 33)
<b>Supply Chain Matters and Conflict Minerals</b>	Global Supplier Guide and Supplier Code of Conduct California Transparency in Supply Chains Act Disclosure Conflict Minerals Policy	Essential for People-Supply Chain Responsibility (SR page 22) Essential for Governance-Ethical Business Practices (SR page 33) Essential for People-Labor and Human Rights (SR page 23)
<b>Description of Principal Risks and Impact of Business Activity</b>		Risk Factors (10-K pages 6-19) Legal Proceedings (10-K page 21) Oversight of Risks (PS page 22) Corporate Governance Principles
<b>Description of the Business Model</b>		Business (10-K pages 1-6) Essential for Business (SR pages 5-9) Strategic Targets (SR pages 10-13) Essential for the Planet (SR pages 14-20)
<b>Non-Financial Key Performance Indicators</b>		Essential for the Planet (SR pages 14-20) Essential for People (SR pages 21-29)

<sup>(1)</sup> Not published externally

### **Company accounting records**

We are responsible for ensuring that the Company keeps adequate accounting records and appropriate accounting systems. The measures taken by the directors to ensure compliance with the Company's obligation to keep adequate accounting records are the use of appropriate systems and procedures and the employment of competent persons. We have appointed a Chief Financial Officer and a Chief Accounting Officer who each make regular reports to us and ensure compliance with the requirements of Sections 281-285 of the Companies Act 2014. In addition, the Company's Vice President of Internal Audit and the Company's General Counsel and Secretary each make regular reports to our Audit Committee regarding fraud and other financial-related irregularities. Our Audit Committee, in turn, briefs us on significant financial matters arising from reports of the Chief Financial Officer, the Chief Accounting Officer, the Vice President of Internal Audit, the external auditor and the General Counsel and Secretary.

The accounting records of Pentair plc are maintained at the Company's executive office at Regal House, 70 London Road, Twickenham, London, TW13QS U.K. and are readily accessible at Pentair plc's registered address of Arthur Cox, 10 Earlsfort Terrace, Dublin 2, D02 T380 Ireland.

### **Directors**

Mona Abutaleb Stephenson, Melissa Barra, Tracey C. Doi, T. Michael Glenn, Theodore L. Harris, David A. Jones, Gregory E. Knight, Michael T. Speetzen, John L. Stauch and Billie I. Williamson served as directors of Pentair plc throughout 2025. Each of the directors' terms expire at the 2026 annual general meeting of shareholders.

There were no other changes to the composition of the Board during the financial year or since the financial year end.

### **Directors and secretary's interests in shares**

No director, the general counsel and secretary, or any member of their immediate family had any interest in shares or debentures of any subsidiary. Directors' remuneration is set forth in Note 24 to the consolidated financial statements. The interests of the directors and company secretary holding office at the year-end in the ordinary share capital of Pentair plc at the beginning of the financial year, or date of appointment if later, and at the end of the financial year were as follows:

	Number of ordinary shares of \$0.01 each			
	December 31, 2025		December 31, 2024	
	Shares <sup>(1)</sup>	Options	Shares <sup>(1)</sup>	Options
<b>Directors</b>				
Mona Abutaleb Stephenson	15,272	—	14,574	—
Melissa Barra	6,413	—	5,715	—
Tracey C. Doi	4,254	—	3,578	—
T. Michael Glenn	36,828	5,244	36,133	11,802
Theodore L. Harris	16,036	—	15,338	—
David A. Jones	84,770	5,244	83,530	11,802
Gregory E. Knight	9,177	—	8,479	—
Michael T. Speetzen	15,990	—	15,303	—
John L. Stauch	893,949	552,589	786,998	741,928
Billie I. Williamson	22,594	—	21,907	—
<b>General Counsel and Secretary</b>				
Lance T Bonner	475	—	—	—
Karla C. Robertson	—	—	65,627	114,360

<sup>(1)</sup> The amounts in this column include ordinary shares owned by the director, both directly and indirectly, and unvested restricted stock units.

### **Audit Committee**

In accordance with Section 167 of the Companies Act 2014, the Company has established an audit committee for the full financial year.

**Statement on relevant audit information**

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as that director is aware, there is no relevant audit information of which the Company’s auditor is unaware, and
- that director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company’s auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of Section 330 of the Companies Act 2014.

**Directors’ compliance statement**

As required by Section 225 of the Companies Act 2014, the directors acknowledge that they are responsible for securing Pentair plc’s compliance with its “relevant obligations” (as defined in that legislation). The directors further confirm that a compliance policy statement has been drawn up, and that appropriate arrangements and structures have been put in place that are, in the directors’ opinion, designed to secure material compliance with the relevant obligations. In discharging their responsibilities under Section 225, the directors relied on the advice of persons who the directors believe have the requisite knowledge and experience to advise Pentair plc on compliance with its relevant obligations. During the financial year to which this report relates, a review of the arrangements or structures referred to above has been conducted.

**Political donations**

No political contributions that require disclosure under Irish law were made during the financial year.

**Subsidiary companies and branches**

Information regarding subsidiary undertakings, including information regarding branches, is provided in Note 27 to the consolidated financial statements.

**Going concern**

The directors have a reasonable expectation that the Pentair plc Group and Company have adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

**Post balance sheet events**

There were no material post balance sheet events.

**Auditor**

The auditor, Deloitte Ireland LLP, Chartered Accountants and Statutory Audit Firm, continues in office in accordance with Section 383(2) of the Companies Act 2014.

On behalf of the Directors

/s/ John L. Stauch

John L. Stauch, Director

/s/ Michael T. Speetzen

Michael T. Speetzen, Director

February 24, 2026

**PENTAIR PLC**  
**DIRECTORS' RESPONSIBILITIES STATEMENT**

The directors are responsible for preparing the directors' report and the financial statements in accordance with the Companies Act 2014.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the Group financial statements in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP"), as defined in Section 279 of the Companies Act 2014 to the extent that the use of those principles in preparation of the Group financial statements does not contravene any provision of Part 6 of the Companies Act 2014, and the parent company financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the U.K. and Ireland issued by the Financial Reporting Council ("relevant financial reporting framework"). Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Group and the Company as at the financial year end date and of the profit or loss of the Group for the financial year and otherwise comply with the Companies Act 2014.

In preparing the Group and company financial statements, the directors are required to:

- select suitable accounting policies for the Group and the parent company financial statements and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for ensuring that the Company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the Company, enable at any time the assets, liabilities, financial position and profit or loss of the Group and company to be determined with reasonable accuracy, enable them to ensure that the Group and company financial statements and directors' report comply with the Companies Act 2014 and enable financial statements to be audited. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website.

## INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF PENTAIR plc

### Report on the audit of the financial statements

#### Opinion on the financial statements of Pentair plc (the “Group”)

In our opinion the Group and Parent Company financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Group and Parent Company as at 31 December 2025 and of the profit of the Group for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting frameworks and, in particular, with the requirements of the Companies Act 2014.

The financial statements we have audited comprise:

the Group financial statements:

- the Consolidated Profit and Loss Account and the Statement of Comprehensive Profit (Loss);
- the Consolidated Balance Sheet;
- the Consolidated Statement of Cash Flows;
- the Consolidated Reconciliation of Movements in Shareholders’ Funds; and
- the related notes 1 to 28, including a summary of significant accounting policies as set out in note 1.

the Parent Company financial statements:

- the Company Balance Sheet;
- the Company Statement of Changes in Equity; and
- the related notes 1 to 11, including a summary of significant accounting policies as set out in note 1.

The relevant financial reporting framework that has been applied in the preparation of the Group financial statements is the Companies Act 2014 and US Generally Accepted Accounting Principles (US GAAP), as defined in Section 279 of the Companies Act 2014, to the extent that the use of those principles in the preparation of the financial statements does not contravene Part VI of the Companies Act 2014 (“the relevant financial reporting framework”).

The relevant financial reporting framework that has been applied in the preparation of the Parent Company financial statements is the Companies Act 2014 and FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” issued by the Financial Reporting Council (“the relevant financial reporting framework”).

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described below in the “*Auditor’s responsibilities for the audit of the financial statements*” section of our report.

We are independent of the Group and Parent Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), as applied to listed entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Summary of our audit approach

<b>Key audit matters</b>	The key audit matter that we identified in the current year was: <ul style="list-style-type: none"><li>• Goodwill – Impairment Assessment.</li></ul>
<b>Materiality</b>	The materiality that we used for the Group in the current year was \$50,000,000 which was determined on the basis of profit before tax (continuing operations).  The materiality that we used for the Company in the current year was \$45,000,000 which was determined based on net assets.
<b>Scoping</b>	We followed a risk-based approach when performing our Group audit scoping by obtaining an understanding of the Group and its environment, Group-wide internal financial controls, identifying significant classes of transactions, account balances or disclosures and assessing the risks of material misstatement at the Group level. Based on that assessment, we focused our Group audit scope primarily on the audit work in eleven components, which were subject to further audit procedures, where the extent of our testing was based on our assessment of the associated risks of material misstatement at each individual component and component performance materialities. We also completed substantive analytical procedures whereby balances were subject to testing at a level of aggregation below the Group.  We also carried out analytical procedures at the Group level to contribute to the overall audit evidence that the Group financial statements are free from material misstatement and that audit risk for a significant class of transaction, account balance or disclosure, has been reduced to an acceptably low level.
<b>Significant changes in our approach</b>	The key audit matter relating to Goodwill – Impairment Assessment is new for the current year.  The key audit matter relating to the prior year in respect of completeness of uncertain tax positions has been removed based on our audit risk assessment. There are no other significant changes to note.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Our evaluation of the directors' assessment of the Group and Parent Company's ability to continue to adopt the going concern basis of accounting included:

- Obtaining an understanding of the relevant controls in place regarding the directors' assessment of the Group and Parent Company's ability to adopt the going concern basis of accounting including the relevant controls over the review of go-forward business projections, including sources and uses of cash;
- Obtain the directors' assessment of the appropriateness of the going concern assumption;
- Evaluating and challenging the directors' key assumptions in the cash flow projections;
- Holding discussions with management on the directors' going concern assessment, the future plans for the Group and the Parent Company and the feasibility of those plans;
- Reviewing all board meeting minutes during the period up to the date of approval of the financial statements, for evidence of any discussions or decisions that could impact the Group or Parent Company's ability to continue as a going concern; and
- Evaluating the completeness and accuracy of the relevant going concern disclosures made in the financial statements.



Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and Parent Company’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.


Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

**Key audit matters**

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current financial year and include the most significant assessed risks of material misstatement (whether or not due to fraud) we identified, including those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit; and directing the efforts of the engagement team.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

<b>Goodwill – Impairment Assessment – Refer to Notes 1 and 5 to the financial statements</b>	
<p><b>Key audit matter description</b></p> 	<p>As described in Notes 1 and 5 to the consolidated financial statements, the Company's consolidated goodwill balance was \$3,538.1 million as of December 31, 2025. Management performs a goodwill impairment test annually in the fourth quarter, or more frequently if events or circumstances indicate that goodwill may be impaired. Management compares the fair value of the reporting units to the carrying value of the reporting units for goodwill impairment testing. If the carrying amount of a reporting unit exceeds its fair value, an impairment loss is recognized to the extent that a reporting unit's carrying value exceeds its fair value, not to exceed the carrying amount of goodwill in that reporting unit. In 2025, management performed a qualitative assessment to determine whether it is more likely than not that the fair value of each reporting unit exceeds its carrying value. As disclosed by management, the qualitative analysis considered the results of the most recent discounted cash flow fair value assessment of the reporting units and the calculated excess fair value over carrying amount, financial performance, forecasts and trends, market capitalization, regulatory and environmental issues, macro-economic conditions, industry and market considerations, raw material costs and management stability. After completing the qualitative assessment, the Company determined that it was more likely than not that the fair value of the reporting units exceeded their respective carrying values; therefore, no quantitative assessment was required.</p> <p>The principal consideration for our determination that performing procedures relating to the goodwill impairment test for a reporting unit with a carrying value of \$1,052.1 million within the Water Solutions reportable segment as a key audit matter is due to: i) a high degree of auditor judgment, subjectivity, and effort in performing procedures to assess management's significant assumptions related to evaluation of potential triggering events within the reporting unit that could have a significant effect on the Company’s qualitative assessment; ii) the determination of whether further quantitative analysis of goodwill impairment was required; and iii) the audit effort that involved the use of professionals with specialized skill and knowledge.</p>
<p><b>How the scope of our audit responded to the key audit matter</b></p> 	<p>Our audit procedures related to evaluating the Company’s qualitative goodwill impairment assessment for the reporting unit included the following, among others:</p> <ul style="list-style-type: none"> <li>• Evaluated the design and implementation and tested the operating effectiveness of certain internal controls related to the evaluation of goodwill impairment. This included a control related to the Company's assessment of potential goodwill triggering events.</li> <li>• Considered macroeconomic conditions, including tariffs, gross domestic product and inflation by key regions around the world for negative indicators.</li> </ul>

	<ul style="list-style-type: none"> <li>• Evaluated information from analyst reports in the water and manufacturing industries, which were compared to industry and market considerations used by the Company.</li> <li>• Analyzed information including the financial performance of the reporting unit, the Company's market capitalization, and other entity and reporting-unit specific events.</li> <li>• With the assistance of our fair value specialists, we assessed the appropriateness and mathematical accuracy of the discount rate (i.e., weighted average cost of capital ("WACC")) calculations for the reporting unit.</li> </ul>
<b>Key observations</b> 	Based on the above procedures, no material matters were noted.

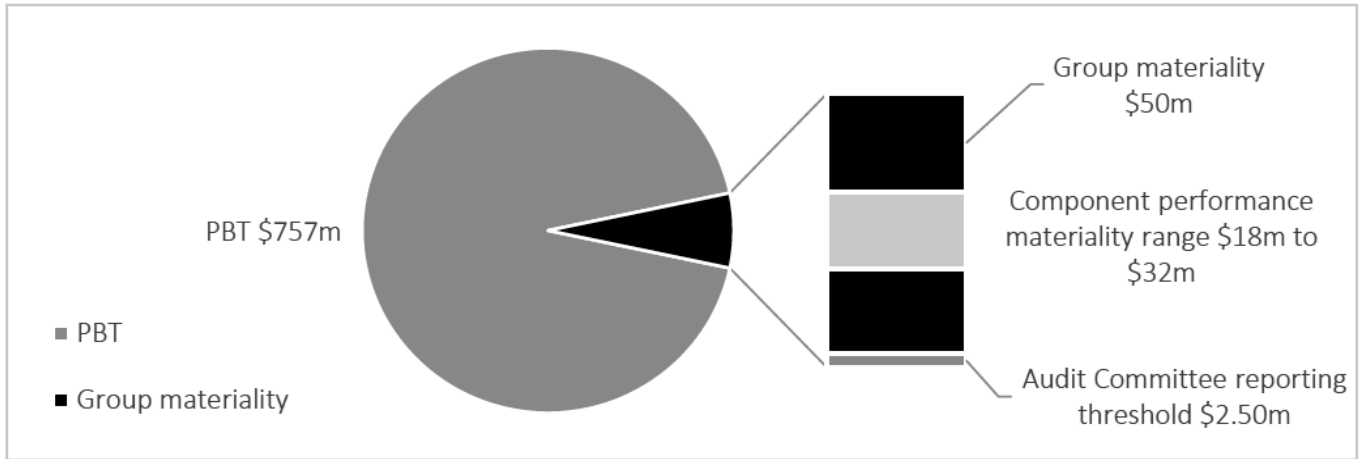
Our audit procedures relating to these matters were designed in the context of our audit of the financial statements as a whole, and not to express an opinion on individual accounts or disclosures. Our opinion on the financial statements is not modified with respect to any of the risks described above, and we do not express an opinion on these individual matters.

**Our application of materiality**

We define materiality as the magnitude of misstatement in the financial statements that makes it probable that the economic decisions of a reasonably knowledgeable person, would be changed or influenced. We use materiality both in planning the scope of our audit work and in evaluating the results of our work.

Based on our professional judgement, we determined materiality for the financial statements as a whole as follows:

	<b>Group financial statements</b>	<b>Parent Company financial statements</b>
<b>Materiality</b>	\$50,000,000 (2024: \$48,000,000)	\$45,000,000 (2024: \$43,200,000)
<b>Basis for determining materiality</b>	We determined materiality for the Group based on approx 6% (2024: 6%) of profit before tax (continuing operations).	We determined materiality for the Parent Company based on approx 0.6% (2024: 0.6%) of net assets of the Parent Company.
<b>Rationale for the benchmark applied</b>	We have considered profit before tax to be the critical component for determining materiality because it is of the most importance to the principal external users of the financial statements.	As Pentair plc, the Parent Company, is a non-trading company, it does not generate significant revenues but instead incurs costs, thus net assets are of most relevance to the users of the financial statements.



We set performance materiality at a level lower than materiality to reduce the probability that, in aggregate, uncorrected and undetected misstatements exceed the materiality for the financial statements as a whole.

	<b>Group financial statements</b>	<b>Parent Company financial statements</b>
<b>Performance materiality</b>	80% (2024: 80%) of Group materiality	80% (2024: 80%) of Parent Company materiality
<b>Basis and rationale for determining performance materiality</b>	In determining performance materiality, we considered the following factors: <ol style="list-style-type: none"> <li>a. Our understanding of the Group and its environment;</li> <li>b. The reliability of Group’s internal control over financial reporting and whether we were able to rely on controls;</li> <li>c. The degree of centralisation and commons controls / processes; and</li> <li>d. Any changes to the business that would impact on our ability to forecast potential misstatements.</li> </ol>	

We agreed with the Audit Committee that we would report to the Audit Committee all audit differences in excess of \$2,500,000 (2024: \$2,400,000) as well as differences below that threshold that, in our view, warranted reporting on qualitative grounds. We also report to the Audit Committee on disclosure matters that we identified when assessing the overall presentation of the financial statements.

**An overview of the scope of our audit**

We followed a risk-based approach when performing our Group audit scoping by obtaining an understanding of the Group and its environment including disposals and acquisitions that occurred during the current financial period, Group-wide internal financial controls, identifying significant classes of transactions, account balances or disclosures and assessing the risks of material misstatement at the Group level. Based on that assessment, we focused our Group audit scope primarily on the audit work in 23 components, which were subject to further audit procedures, where the extent of our testing was based on our assessment of the associated risks of material misstatement at each individual component and component performance materialities.

Our audit work all components was executed at levels of performance materiality applicable to each individual component which were lower than Group materiality and ranged from \$18 million to \$32 million. (2024: \$17m to \$31m).

At the Group level, we performed audit work over a number of centralised areas including but not limited to audit procedures over relevant IT systems. We also tested the consolidation process and carried out analytical procedures at the Group level to contribute to the overall audit evidence that the Group financial statements are free from material misstatement and that audit risk for a significant class of transaction, account balance or disclosure, has been reduced to an acceptably low level.

Deloitte Ireland LLP leveraged the Deloitte member firm in the US for the Group audit and exercised direction, supervision and review over the audit work performed by component audit teams in scope for the Group audit. In addition to our regular interaction, Deloitte Ireland LLP sent detailed instructions to our component audit teams and reviewed their relevant audit working papers, including those for significant risks and judgemental areas. Throughout the audit we had continuous interaction with our component audit teams through meetings, status update calls and ad hoc queries.

**Other information**

The other information comprises the information included in the Directors’ Report and Consolidated Financial Statements, other than the financial statements and our auditor’s report thereon. The directors are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Responsibilities of directors**

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group and Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group and Parent Company or to cease operations, or have no realistic alternative but to do so.

## **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on IAASA's website at: <https://iaasa.ie/publications/description-of-the-auditors-responsibilities-for-the-audit-of-the-financial-statements/>. This description forms part of our auditor's report.

## **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

## **Identifying and assessing potential risks related to irregularities**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and business performance including the design of the Group and Parent Company's remuneration policies, key drivers for directors' remuneration, bonus levels and performance targets;
- results of our enquiries of management, internal audit, legal counsel and the Audit Committee about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the Group and Parent Company's documentation of their policies and procedures relating to:
  - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
  - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations.
- the matters discussed among the audit engagement team and relevant internal specialists, including tax, pensions, IT and fair value specialists regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following area: Revenue recognition, pinpointed to accrued volume rebates. In common with all audits under ISAs (Ireland), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the Group and Parent Company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Irish Companies Acts, and tax legislation.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Group and Parent Company's ability to operate or to avoid a material penalty. These included the United States Foreign Corrupt Practices Act.

### **Audit response to risks identified**

As a result of performing the above, we did not identify any key audit matters related to the potential risk of fraud or non-compliance with laws and regulations.

In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management, the Audit Committee and in-house legal counsel concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with the relevant regulatory authorities;
- in addressing the presumed risk of fraud in revenue recognition (accrued volume rebates), we have evaluated the design, determined the implementation and tested operating effectiveness of relevant controls over the various rebate arrangements in the Group and on a sample basis, we agreed a number of rebates accrued at year end to customer agreements and assessed whether there were any material or one-off transactions; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

### **Report on other legal and regulatory requirements**

#### **Opinion on other matters prescribed by the Companies Act 2014**

Based solely on the work undertaken in the course of the audit, we report that:

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the Parent Company were sufficient to permit the financial statements to be readily and properly audited.
- The Parent Company balance sheet is in agreement with the accounting records.
- In our opinion the information given in the directors' report is consistent with the financial statements.

- In our opinion, those parts of the directors' report specified for our review, which does not include sustainability reporting when required by Part 28 of the Companies Act 2014, have been prepared in accordance with the Companies Act 2014.

### **Matters on which we are required to report by exception**

Based on the knowledge and understanding of the Group and Parent Company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the company has not provided the information required by Regulation 5(2) to 5(7) of the European Union (Disclosure of Non-Financial and Diversity Information by certain large undertakings and groups) Regulations 2017 (as amended). We have nothing to report in this regard.

We have nothing to report in respect of the provisions in the Companies Act 2014 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.

### **Use of our report**

This report is made solely to the Parent Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Parent Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Parent Company and the Parent Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

/s/ Karen Goggin

For and on behalf of Deloitte Ireland LLP

Chartered Accountants and Statutory Audit Firm

Deloitte & Touche House, Earlsfort Terrace, Dublin 2

25 February, 2026

*Notes: An audit does not provide assurance on the maintenance and integrity of the website, including controls used to achieve this, and in particular on whether any changes may have occurred to the financial statements since first published. These matters are the responsibility of the directors but no control procedures can provide absolute assurance in this area. Legislation in Ireland governing the preparation and dissemination of financial statements differs from legislation in other jurisdictions.*

**Pentair plc and Subsidiaries**  
**Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss)**

	Financial years ended December 31						
	Note	2025			2024		
		Continuing Operations	Discontinued Operations	Total	Continuing Operations	Discontinued Operations	Total
<i>In millions, except per-share data</i>							
Net sales	14	\$ 4,176.0	\$ —	\$ 4,176.0	\$ 4,082.8	\$ —	\$ 4,082.8
Cost of goods sold		2,485.7	—	2,485.7	2,484.0	—	2,484.0
Gross profit		1,690.3	—	1,690.3	1,598.8	—	1,598.8
Selling, general and administrative		736.9	(4.4)	732.5	701.4	13.3	714.7
Research and development		95.9	—	95.9	93.6	—	93.6
Operating profit (loss)		857.5	4.4	861.9	803.8	(13.3)	790.5
Loss on sale of business		26.3	—	26.3	—	—	—
Interest receivable and similar income		(30.3)	—	(30.3)	(35.1)	—	(35.1)
Interest payable and similar charges	16	99.7	—	99.7	123.7	(1.1)	122.6
Other expense (income)		5.3	0.1	5.4	(3.7)	(12.0)	(15.7)
Profit (loss) before taxation		756.5	4.3	760.8	718.9	(0.2)	718.7
Taxation	10	107.0	—	107.0	93.3	—	93.3
<b>Profit (loss) of the group for the financial year</b>		<b>\$ 649.5</b>	<b>\$ 4.3</b>	<b>\$ 653.8</b>	<b>\$ 625.6</b>	<b>\$ (0.2)</b>	<b>\$ 625.4</b>
<b>Comprehensive profit (loss), net of tax</b>							
Profit (loss) of the group for the financial year		\$ 649.5	\$ 4.3	\$ 653.8	\$ 625.6	\$ (0.2)	\$ 625.4
Changes in cumulative translation adjustment		93.3	—	93.3	(65.8)	—	(65.8)
Changes in market value of derivative financial instruments, net of tax		(84.9)	—	(84.9)	33.6	—	33.6
<b>Comprehensive profit (loss)</b>		<b>\$ 657.9</b>	<b>\$ 4.3</b>	<b>\$ 662.2</b>	<b>\$ 593.4</b>	<b>\$ (0.2)</b>	<b>\$ 593.2</b>
<b>Earnings per ordinary share</b>							
Basic	3	\$ 3.96	\$ 0.03	\$ 3.99	\$ 3.78	\$ —	\$ 3.78
Diluted	3	\$ 3.93	\$ 0.03	\$ 3.96	\$ 3.74	\$ —	\$ 3.74

*See accompanying notes to consolidated financial statements.*

**Pentair plc and Subsidiaries**  
**Consolidated Balance Sheet**

<i>In millions</i>	Note	December 31	
		2025	2024
<b>Fixed assets</b>			
Intangible assets	5	\$ 4,611.4	\$ 4,320.4
Tangible assets	18	376.8	358.8
Right-of-use assets		115.3	116.1
Financial assets	21	74.4	57.5
<b>Total fixed assets</b>		<b>5,177.9</b>	<b>4,852.8</b>
<b>Current assets</b>			
Stocks	7	632.6	610.9
Debtors	22	956.8	864.1
Cash at bank and in hand		101.6	118.7
<b>Total current assets</b>		<b>1,691.0</b>	<b>1,593.7</b>
Creditors (amounts falling due within one year)	19	850.7	808.3
<b>Net current assets</b>		<b>840.3</b>	<b>785.4</b>
<b>Total assets less current liabilities</b>			
		<b>6,018.2</b>	<b>5,638.2</b>
Creditors (amounts falling due after more than one year)	20	1,881.2	1,807.6
Provisions for liabilities	23	267.8	267.7
<b>Net assets</b>		<b>\$ 3,869.2</b>	<b>\$ 3,562.9</b>
<b>Capital and Reserves</b>			
Called-up share capital presented as equity	12	\$ 1.7	\$ 1.7
Share premium account		246.5	237.0
Other reserves		1,066.6	1,264.7
Profit and loss account		2,822.6	2,336.1
Accumulated other comprehensive loss	6	(268.2)	(276.6)
<b>Total shareholders' funds</b>		<b>\$ 3,869.2</b>	<b>\$ 3,562.9</b>

*See accompanying notes to consolidated financial statements.*

Approved by the Board of Directors on February 24, 2026 and signed on its behalf by:

/s/ John L. Stauch  
\_\_\_\_\_  
John L. Stauch, Director

/s/ Michael T. Speetzen  
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Michael T. Speetzen, Director

**Pentair plc and Subsidiaries**  
**Consolidated Statement of Cash Flows**

<i>In millions</i>	<b>Financial years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
<b>Operating activities</b>		
Profit of the group for the financial year	\$ 653.8	\$ 625.4
(Income) loss from discontinued operations, net of tax	(4.3)	0.2
<b>Adjustments to reconcile profit of the group to net cash provided by (used for) operating</b>		
Equity income of unconsolidated subsidiaries	(1.0)	(1.9)
Depreciation	59.6	60.3
Amortization	58.1	54.3
Loss on sale of business	26.3	—
Deferred taxation	(4.3)	(11.4)
Share-based compensation	37.0	39.7
Asset impairment and write-offs	49.1	17.6
Pension and other post-retirement expense	6.9	0.1
Pension and other post-retirement contributions	(10.6)	(12.0)
<b>Changes in assets and liabilities, net of effects of business acquisitions</b>		
Trade debtors	(93.1)	(11.2)
Stocks	(36.9)	53.6
Trade creditors	20.5	(3.7)
Other	53.7	(44.1)
Net cash provided by operating activities of continuing operations	814.8	766.9
Net cash used for operating activities of discontinued operations	—	(0.2)
Net cash provided by operating activities	814.8	766.7
<b>Investing activities</b>		
Capital expenditures	(68.8)	(74.4)
Purchase of investments	(18.0)	—
Proceeds from sale of tangible assets	2.4	0.6
Acquisitions, net of cash acquired	(292.1)	(108.0)
Payments upon the settlement of net investment hedges	(28.9)	(5.8)
Other	0.9	—
Net cash used for investing activities	(404.5)	(187.6)
<b>Financing activities</b>		
Net (repayments) receipts of short-term borrowings	(9.3)	9.3
Net borrowings of revolving long-term debt	268.2	9.5
Repayments of long-term debt	(269.3)	(362.5)
Debt issuance costs	(2.2)	—
Shares issued to employees, net of shares withheld	(0.6)	18.4
Repurchases of ordinary shares	(225.0)	(150.0)
Dividends paid	(164.3)	(152.3)
Payments upon the settlement of cross currency swaps	—	(9.1)
Net cash used for financing activities	(402.5)	(636.7)
<b>Effect of exchange rate changes on cash at bank and in hand</b>	<b>(24.9)</b>	<b>6.0</b>
<b>Change in cash at bank and in hand</b>	<b>(17.1)</b>	<b>(51.6)</b>
Cash at bank and in hand, beginning of financial year	118.7	170.3
<b>Cash at bank and in hand, end of financial year</b>	<b>\$ 101.6</b>	<b>\$ 118.7</b>
<b>Supplemental disclosure of cash flow information</b>		
Cash paid for interest, net	\$ 79.8	\$ 145.6
Cash paid for income taxes, net	86.9	121.0

*See accompanying notes to consolidated financial statements.*

**Pentair plc and Subsidiaries**  
**Consolidated Reconciliation of Movements in Shareholders' Funds**

<i>In millions</i>	<u>Called-up &amp; fully paid share capital</u>		<u>Other reserves</u>					Accumulated other comprehensive income (loss) (note 6)	Total
	Number	Amount	Share premium account	Capital redemption reserve	Other	Profit and loss account			
<b>Balance - December 31, 2023</b>	165.3	\$ 1.7	\$ 208.2	\$ 0.1	\$ 1,385.3	\$ 1,866.2	\$ (244.4)	\$ 3,217.1	
Profit after taxation	—	—	—	—	—	625.4	—	625.4	
Other comprehensive loss, net of tax	—	—	—	—	—	—	(32.2)	(32.2)	
Dividends declared	—	—	—	—	—	(155.5)	—	(155.5)	
Share repurchases	(1.6)	—	—	—	(150.0)	—	—	(150.0)	
Exercise of options, net of shares tendered for payment	0.8	—	28.8	—	—	—	—	28.8	
Issuance of restricted shares, net of cancellations	0.4	—	—	—	—	—	—	—	
Shares surrendered by employees to pay taxes	(0.1)	—	—	—	(10.4)	—	—	(10.4)	
Share-based compensation	—	—	—	—	39.7	—	—	39.7	
<b>Balance - December 31, 2024</b>	164.8	\$ 1.7	\$ 237.0	\$ 0.1	\$ 1,264.6	\$ 2,336.1	\$ (276.6)	\$ 3,562.9	
Profit after taxation	—	—	—	—	—	653.8	—	653.8	
Other comprehensive income, net of tax	—	—	—	—	—	—	8.4	8.4	
Dividends declared	—	—	—	—	—	(167.3)	—	(167.3)	
Share repurchases	(2.3)	—	—	—	(225.0)	—	—	(225.0)	
Exercise of options, net of shares tendered for payment	0.4	—	9.5	—	—	—	—	9.5	
Issuance of restricted shares, net of cancellations	0.4	—	—	—	—	—	—	—	
Shares surrendered by employees to pay taxes	(0.1)	—	—	—	(10.1)	—	—	(10.1)	
Share-based compensation	—	—	—	—	37.0	—	—	37.0	
<b>Balance - December 31, 2025</b>	163.2	\$ 1.7	\$ 246.5	\$ 0.1	\$ 1,066.5	\$ 2,822.6	\$ (268.2)	\$ 3,869.2	

*See accompanying notes to consolidated financial statements.*

*Pentair plc and Subsidiaries*  
*Notes to consolidated financial statements*

**1. Basis of Presentation and Summary of Significant Accounting Policies**

***Business***

Pentair plc and its consolidated subsidiaries (“we,” “us,” “our,” “Pentair,” the “Company” or the “Group”) is a water industrial manufacturing company comprised of three reportable segments: Flow, Water Solutions and Pool.

***Basis of presentation***

Pentair plc is a public limited company, incorporated in Ireland under the Companies Act 2014. The books and accounting records of Pentair plc are maintained at the Company’s executive office at Regal House, 70 London Road, Twickenham, London, TW13QS U.K. and are readily accessible at Pentair plc’s registered address of Arthur Cox, 10 Earlsfort Terrace, Dublin 2, D02 T380 Ireland. The Company’s registration number is 536025.

The directors have elected to prepare the consolidated financial statements in accordance with the Companies Act 2014 which provides that a true and fair view of the assets, liabilities and financial performance may be given by preparing the financial statements in accordance with accounting principles generally accepted in the United States of America (“U.S.”) (“U.S. GAAP”), as defined in Section 279 of the Companies Act 2014 to the extent that the use of those principles in the preparation of the financial statements does not contravene any provision of Part 6 of the Companies Act 2014 (“the relevant financial reporting framework”).

These consolidated financial statements were prepared in accordance with Irish company law, to present to shareholders and file with the Companies Registration Office in Ireland. Accordingly, these consolidated financial statements include disclosures and other presentational and measurement amendments required by Ireland’s Companies Act 2014 in addition to those required under U.S. GAAP.

The accompanying consolidated financial statements have been prepared in United States dollars (“USD”) and reflect the consolidated operations of Pentair plc, its wholly owned subsidiaries and entities for which the Company has controlling interest, and where deemed appropriate the presentation format varies from the prescribed formats in Schedule 3 of the Companies Act 2014. Intercompany accounts and transactions have been eliminated. Investments in companies of which we own 20% to 50% of the voting stock or have the ability to exercise significant influence over operating and financial policies of the investee are accounted for using the equity method of accounting and as a result, our share of the earnings or losses of such equity affiliates is included in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss).

***Financial year***

Our financial year ends on December 31.

***Use of estimates***

The preparation of our consolidated financial statements requires us to make estimates and assumptions that affect the amounts reported in these consolidated financial statements and accompanying notes, disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. These estimates include our accounting for valuation of goodwill and indefinite lived intangible assets, estimated losses on accounts receivable, estimated realizable value on excess and obsolete stocks, over time revenue recognition, assets acquired and liabilities assumed in acquisitions, estimated selling proceeds from assets held for sale, contingent liabilities, income taxes and pension and other post-retirement benefits. Actual results could differ from our estimates.

***Revenue recognition***

Revenue is recognized when control of the promised goods or services is transferred to our customers, in an amount that reflects the consideration we expect to be entitled to in exchange for transferring those goods or providing services. We account for a contract when it has approval and commitment from both parties, the rights of the parties are identified, payment terms are identified, the contract has commercial substance and collectability of consideration is probable.

When determining whether the customer has obtained control of the goods or services, we consider any future performance obligations. Generally, there is no post-shipment obligation on product sold other than warranty obligations in the normal and ordinary course of business. In the event significant post-shipment obligations were to exist, revenue recognition would be deferred until Pentair has substantially accomplished what it must do to be entitled to the benefits represented by the revenue.

***Performance obligations***

A performance obligation is a promise in a contract to transfer a distinct good or service to the customer, and is the unit of account for purposes of revenue recognition. A contract’s transaction price is allocated to each distinct performance obligation and recognized as revenue when, or as, the performance obligation is satisfied. The majority of our contracts have a single performance obligation as the promise to transfer the individual goods or services is not separately identifiable from other

*Pentair plc and Subsidiaries*  
*Notes to consolidated financial statements*

promises in the contracts and, therefore, not distinct. For contracts with multiple performance obligations, standalone selling price is generally readily observable.

Our performance obligations are satisfied at a point in time or over time as work progresses. Revenue from goods and services transferred to customers at a point in time accounted for 92.4% and 91.2% of our revenue for the years ended December 31, 2025 and 2024, respectively. Revenue on these contracts is recognized when obligations under the terms of the contract with our customer are satisfied; generally, this occurs with the transfer of control upon shipment.

Revenue from products and services transferred to customers over time accounted for 7.6% and 8.8% of our revenue for the years ended December 31, 2025 and 2024, respectively. For the majority of our revenue recognized over time, we use an input measure to determine progress towards completion. Under this method, sales and gross profit are recognized as work is performed generally based on the relationship between the actual costs incurred and the total estimated costs at completion (“the cost-to-cost method”) or based on efforts for measuring progress towards completion in situations in which this approach is more representative of the progress on the contract than the cost-to-cost method. Contract costs include labor, material, overhead and, when appropriate, general and administrative expenses. Changes to the original estimates may be required during the life of the contract, and such estimates are reviewed on a regular basis. Sales and gross profit are adjusted using the cumulative catch-up method for revisions in estimated total contract costs. These reviews have not resulted in adjustments that were significant to our results of operations. For performance obligations related to long term contracts, when estimates of total costs to be incurred on a performance obligation exceed total estimates of revenue to be earned, a provision for the entire loss on the performance obligation is recognized in the period the loss is determined.

We had \$134.0 million and \$103.2 million of remaining performance obligations on contracts with an original expected duration of one year or more as of December 31, 2025 and 2024, respectively. We expect to recognize the majority of our remaining performance obligations on these contracts within the next 12 to 18 months.

*Sales returns*

The right of return may exist explicitly or implicitly with our customers. Our return policy allows for customer returns only upon our authorization. Goods returned must be products we continue to market and must be in salable condition. When the right of return exists, we adjust the transaction price for the estimated effect of returns. We estimate the expected returns based on historical sales levels, the timing and magnitude of historical sales return levels as a percent of sales, type of product, type of customer and a projection of this experience into the future.

*Pricing and sales incentives*

Our contracts may give customers the option to purchase additional goods or services priced at a discount. Options to acquire additional goods or services at a discount can come in many forms, such as customer programs and incentive offerings including pricing arrangements, promotions and other volume-based incentives.

We reduce the transaction price for certain customer programs and incentive offerings including pricing arrangements, promotions and other volume-based incentives that represent variable consideration. Sales incentives given to our customers are recorded using either the expected value method or most likely amount approach for estimating the amount of consideration to which Pentair shall be entitled. The expected value is the sum of probability-weighted amounts in a range of possible consideration amounts. An expected value is an appropriate estimate of the amount of variable consideration when there are a large number of contracts with similar characteristics. The most likely amount is the single most likely amount in a range of possible consideration amounts (that is, the single most likely outcome of the contract). The most likely amount is an appropriate estimate of the amount of variable consideration if the contract has limited possible outcomes (for example, an entity either achieves a performance bonus or does not).

Pricing is established at or prior to the time of sale with our customers, and we record sales at the agreed-upon net selling price. However, one of our businesses allows customers to apply for a refund of a percentage of the original purchase price if they can demonstrate sales to a qualifying end customer. We use the expected value method to estimate the anticipated refund to be paid based on historical experience and reduce sales for the probable cost of the discount. The cost of these refunds is recorded as a reduction of the transaction price.

Volume-based incentives involve rebates that are negotiated at or prior to the time of sale with the customer and are redeemable only if the customer achieves a specified cumulative level of sales or sales increase. Under these incentive programs, at the time of sale, we determine the most likely amount of the rebate to be paid based on forecasted sales levels. These forecasts are updated at least quarterly for each customer, and the transaction price is reduced for the anticipated cost of the rebate. If the forecasted sales for a customer change, the accrual for rebates is adjusted to reflect the new amount of rebates expected to be earned by the customer.

**Pentair plc and Subsidiaries**  
**Notes to consolidated financial statements**

*Shipping and handling costs*

Amounts billed to customers for shipping and handling activities after the customer obtains control are treated as a promised service performance obligation and recorded in *Net sales* in the accompanying Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss). Shipping and handling costs incurred by Pentair for the delivery of goods to customers are considered a cost to fulfill the contract and are included in *Cost of goods sold* in the accompanying Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss).

*Contract assets and liabilities*

Contract assets consist of unbilled amounts resulting from sales under long-term contracts when the cost-to-cost method of revenue recognition is utilized and revenue recognized exceeds the amount billed to the customer, such as when the customer retains a small portion of the contract price until completion of the contract. We typically receive interim payments on sales under long-term contracts as work progresses, although for some contracts, we may be entitled to receive an advance payment. Contract liabilities consist of advanced payments, billings in excess of costs incurred and deferred revenue.

Contract assets are recorded within *Debtors*, and contract liabilities are recorded within *Creditors (amounts falling due within one year)* in the Consolidated Balance Sheet.

Contract assets and liabilities consisted of the following:

<i>In millions</i>	<b>December 31</b>		<b>\$ Change</b>	<b>% Change</b>
	<b>2025</b>	<b>2024</b>		
Contract assets	\$ 53.9	\$ 46.7	\$ 7.2	15.4 %
Contract liabilities	42.8	38.8	4.0	10.3 %
Net contract assets	\$ 11.1	\$ 7.9	\$ 3.2	40.5 %

The \$3.2 million increase in net contract assets from December 31, 2024 to December 31, 2025 was primarily the result of timing of milestone payments. Approximately 95% of our contract liabilities at December 31, 2024 were recognized in revenue during the twelve months ended December 31, 2025. There were no impairment losses recognized on our net contract assets for the twelve months ended December 31, 2025 and December 31, 2024.

*Practical expedients and exemptions*

We generally expense incremental costs of obtaining a contract when incurred because the amortization period would be less than one year. These costs primarily relate to sales commissions and are recorded in *Selling, general and administrative* expense in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss).

We do not disclose the value of unsatisfied performance obligations for contracts with an original expected length of one year or less. Further, we do not adjust the promised amount of consideration for the effects of a significant financing component if we expect, at contract inception, that the period between when we transfer a promised good or service to a customer and when the customer pays for that good or service will be one year or less.

*Revenue by category*

We disaggregate our revenue from contracts with customers by reportable segment, geographic location and vertical market, as we believe these best depict how the nature, amount, timing and uncertainty of our revenue and cash flows are affected by economic factors. Refer to Note 14 for revenue disaggregated by reportable segment.

Geographic net sales information, based on geographic destination of the sale, was as follows:

<i>In millions</i>	<b>Years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
U.S.	\$ 2,938.1	\$ 2,833.6
Western Europe	496.0	493.3
Developing <sup>(1)</sup>	507.8	527.2
Other Developed <sup>(2)</sup>	234.1	228.7
Consolidated net sales <sup>(3)</sup>	\$ 4,176.0	\$ 4,082.8

<sup>(1)</sup> Developing primarily includes China, Latin America, the Middle East and Southeast Asia.

<sup>(2)</sup> Other Developed primarily includes Australia and Canada.

<sup>(3)</sup> Net sales in Ireland, for each of the years presented, were not material.

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Vertical market net sales information was as follows:

<i>In millions</i>	<b>Years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
Residential	\$ 2,389.1	\$ 2,191.5
Commercial	1,003.2	1,117.2
Industrial	783.7	774.1
Consolidated net sales	\$ 4,176.0	\$ 4,082.8

***Research and development***

We conduct research and development (“R&D”) activities primarily in our own facilities, which mostly consist of development of new products, product applications and manufacturing processes. We expense R&D costs as incurred. R&D expenditures during 2025 and 2024 were \$95.9 million and \$93.6 million, respectively.

***Cash equivalents***

We consider highly liquid investments with original maturities of three months or less at the date of acquisition to be cash equivalents.

***Trade debtors and concentration of credit risk***

We record an allowance for credit losses, reducing our debtors balance to an amount we estimate is collectible from our customers. Estimates used in determining the allowance for credit losses are based on current trends, aging of trade debtors, periodic credit evaluations of our customers’ financial condition, and historical collection experience as well as reasonable and supportable forecasts of future economic conditions. We review our allowance for credit losses on a quarterly basis. Write-offs are recorded at the time all collection efforts have been exhausted. We generally do not require collateral.

The following table summarizes the activity in the allowance for credit losses:

<i>In millions</i>	<b>Years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
Beginning balance	\$ 9.1	\$ 11.2
Bad debt (benefit) expense	(0.8)	(0.2)
Acquisitions	0.4	—
Write-offs, net of recoveries	(2.0)	(1.4)
Other <sup>(1)</sup>	0.1	(0.5)
Ending balance	\$ 6.8	\$ 9.1

<sup>(1)</sup> Other amounts are primarily the effects of changes in currency translations and the impact of allowance for credits.

***Stocks***

Stocks are stated at the lower of cost or net realizable value with substantially all inventories recorded using the first-in, first-out (“FIFO”) cost method. In 2025 and 2024, we recorded inventory impairment of \$17.1 million and \$11.3 million, respectively, as a result of restructuring and transformation activities. The impairment charges were recorded in *Cost of goods sold* in our Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss).

***Tangible assets***

Tangible assets are stated at historical cost. We compute depreciation by the straight-line method based on the following estimated useful lives:

	<b>Years</b>
Land improvements	5 to 20
Buildings and leasehold improvements	5 to 50
Machinery and equipment	3 to 15
Capitalized software	3 to 10

Significant improvements that add to productive capacity or extend the lives of properties are capitalized. Costs for repairs and maintenance are charged to expense as incurred. We capitalize costs associated with software developed or obtained for internal use when both the preliminary project stage is completed, and it is probable the software being developed will be completed and

***Pentair plc and Subsidiaries***  
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placed in service. The costs of computer software developed or obtained for internal use are amortized on a straight-line basis unless another systematic and rational basis is more representative of the software's use. When property or capitalized software is retired or otherwise disposed of, the recorded cost of the assets and their related accumulated depreciation are removed from the Consolidated Balance Sheet and any related gains or losses are included in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss).

The following table presents geographic *Tangible assets* by region as of December 31:

<i>In millions</i>	<b>2025</b>	<b>2024</b>
U.S.	\$ 235.1	\$ 225.0
Western Europe	83.2	76.0
Developing <sup>(1)</sup>	48.9	48.2
Other Developed <sup>(2)</sup>	9.6	9.6
Consolidated <sup>(3)</sup>	\$ 376.8	\$ 358.8

<sup>(1)</sup>Developing primarily includes China, Latin America and Southeast Asia.

<sup>(2)</sup>Other Developed primarily includes Australia.

<sup>(3)</sup>*Tangible assets* in Ireland, for each of the years presented, were not material.

We review the recoverability of long-lived assets to be held and used, such as tangible assets, when events or changes in circumstances occur that indicate the carrying value of the asset or asset group may not be recoverable. The assessment of possible impairment is based on our ability to recover the carrying value of the asset or asset group from the expected future pre-tax cash flows (undiscounted and without interest charges) of the related operations. If these cash flows are less than the carrying value of such asset or asset group, an impairment loss is recognized for the difference between estimated fair value and carrying value. Impairment losses on long-lived assets held for sale are determined in a similar manner, except that fair values are reduced for the cost to dispose of the assets. The measurement of impairment requires us to estimate future cash flows and the fair value of long-lived assets. No material long-lived asset impairment charges were recorded in 2025 or 2024.

***Right-of-use assets***

These operating lease right-of-use ("ROU") assets are included in *Right-of-use assets* on the Consolidated Balance Sheet, and represent our right to use the underlying asset for the lease term. Our obligation to make lease payments arising from the lease are included in *Creditors (amounts falling due within one year)* and *Creditors (amounts falling due after more than one year)* on the Consolidated Balance Sheet. Lease ROU assets and liabilities are recognized at commencement date based on the present value of lease payments over the lease term. As we cannot readily determine the rate implicit in the lease, we use our incremental borrowing rate, determined by country of lease origin, based on the anticipated lease term at the commencement date in determining the present value of lease payments. The ROU asset also excludes any accrued lease payments and unamortized lease incentives. The ROU assets are subsequently measured at cost less accumulated amortization and impairment losses. The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability, and by reducing the carrying amount to reflect the lease payments made.

For measurement and classification of lease agreements, we group lease and non-lease components into a single lease component for all underlying asset classes. Accordingly, all costs associated with a lease contract are accounted for as one lease cost.

***Goodwill and identifiable intangible assets***

***True and fair override***

Irish company law requires goodwill and indefinite-lived intangible assets to be amortized. However, Pentair does not believe this gives a true and fair view because not all goodwill and intangible assets decline in value. In addition, since goodwill and indefinite-lived intangible assets that do decline in value rarely do so on a straight-line basis, straight-line amortization of goodwill and indefinite-lived intangible assets over an arbitrary period do not reflect the economic reality. Therefore, in order to present a true and fair view of the economic reality under U.S. GAAP, goodwill and certain other intangible assets are considered indefinite-lived and are not amortized. If goodwill and indefinite-lived intangible assets were amortized, the impact on the financial statements would be an additional expense in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss) and a corresponding decrease to the carrying value of the asset.

***Goodwill***

Goodwill represents the excess of the cost of acquired businesses over the net of the fair value of identifiable tangible net assets and identifiable intangible assets purchased and liabilities assumed.

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We test our goodwill for impairment at least annually during the fourth quarter or more frequently if events or changes in circumstances indicate that the asset might be impaired. We perform our annual or interim goodwill impairment test by comparing the fair value of the relevant reporting unit with its carrying amount. We would recognize an impairment charge for the amount by which the carrying amount exceeds the reporting unit's fair value; however, the loss recognized would not exceed the total amount of goodwill allocated to that reporting unit.

We have the option to perform a qualitative assessment to determine whether it is necessary to perform the quantitative goodwill impairment test. However, we may elect to perform the quantitative goodwill impairment test even if no indications of a potential impairment exist.

As a result of the qualitative assessments performed during 2025 and 2024, it was determined that it was more likely than not that the fair value of the reporting units exceeded their respective carrying values. Therefore, a quantitative assessment was not required. Factors considered in the analysis included the 2023 discounted cash flow fair value assessment of the reporting units and the calculated excess fair value over carrying amount, financial performance, forecasts and trends, market capitalization, regulatory and environmental issues, macro-economic conditions, industry and market considerations, raw material costs and management stability. We also consider the extent to which each of the adverse events and circumstances identified affect the comparison of the respective reporting unit's fair value with its carrying amount. We place more weight on the events and circumstances that most affect the respective reporting unit's fair value or the carrying amount of its net assets. We consider positive and mitigating events and circumstances that may affect its determination of whether it is more likely than not that the fair value exceeds the carrying amount.

***Identifiable intangible assets***

Our primary identifiable intangible assets include: customer relationships, trade names, proprietary technology and patents. Identifiable intangibles with finite lives are amortized and those identifiable intangibles with indefinite lives are not amortized. Identifiable intangible assets that are subject to amortization are evaluated for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment charge of \$30.9 million was recorded in 2025 related to the write-off of a definite-lived customer relationship intangible asset resulting from a business exit (which did not qualify as a discontinued operation) within our Water Solutions segment during the second quarter of 2025. The impairment charge was recorded in *Selling, general and administrative* expense in our Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss). No impairment charge associated with identifiable intangibles with finite lives was recognized in 2024.

Identifiable intangible assets not subject to amortization are tested for impairment annually or more frequently if events warrant. We complete our annual impairment test the first day of the fourth quarter each year for those identifiable assets not subject to amortization.

We compute amortization by the straight-line method based on the following estimated useful lives:

	<b>Years</b>
Customer relationships	5 to 25
Trade names	5 to 10
Proprietary technology	5 to 20
Patents	5 to 20

The impairment test for trade names consists of a comparison of the fair value of the trade name with its carrying value. Fair value is measured using the relief-from-royalty method. This method assumes the trade name has value to the extent that the owner is relieved of the obligation to pay royalties for the benefits received from them. This method requires us to estimate the future revenue for the related brands, the appropriate royalty rate and the weighted average cost of capital. The non-recurring fair value measurement is a "Level 3" measurement under the fair value hierarchy. No impairment charges were recognized in 2025 or 2024 as a result of our annual impairment assessment.

***Income taxes***

We use the asset and liability approach to account for income taxes. Under this method, deferred tax assets and liabilities are recognized for the expected future tax consequences of differences between the carrying amounts of assets and liabilities and their respective tax bases using enacted tax rates in effect for the year in which the differences are expected to reverse. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the period when the change is enacted. We maintain valuation allowances unless it is more likely than not that all or a portion of the deferred tax assets will be realized. Changes in valuation allowances from period to period are included in our tax provision in the period of change. We recognize the effect of income tax positions only if those positions are more likely than not of being sustained. Recognized income tax positions

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are measured at the largest amount that is greater than 50% likely of being realized. Changes in recognition or measurement are reflected in the period in which the change in judgment occurs.

***Pension and other post-retirement plans***

We sponsor U.S. and non-U.S. defined-benefit pension and other post-retirement plans. The pension and other post-retirement benefit costs for group-sponsored benefit plans are determined from actuarial assumptions and methodologies, including discount rates and expected returns on plan assets. These assumptions are updated annually and are disclosed in Note 11.

We recognize changes in the fair value of plan assets and net actuarial gains or losses for pension and other post-retirement benefits annually in the fourth quarter each year (“mark-to-market adjustment”) and, if applicable, in any quarter in which an interim re-measurement is triggered. Net actuarial gains and losses occur when the actual experience differs from any of the various assumptions used to value our pension and other post-retirement plans or when assumptions change, as they may each year. The remaining components of pension expense, including service and interest costs and estimated return on plan assets, are recorded on a quarterly basis. The service costs are recorded within *Operating income* and the interest costs, expected return on plan assets and net actuarial gain/loss components of net periodic pension and other post-retirement benefit costs are recorded within *Other expense (income)* in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss).

***Insurance subsidiary***

A portion of our property and casualty insurance program is insured through our regulated wholly owned captive insurance subsidiary, Penwald Insurance Company (“Penwald”). Reserves for policy claims are established based on actuarial projections of ultimate losses. As of December 31, 2025 and 2024, reserves for policy claims included in *Provisions for liabilities* were \$70.8 million and \$68.6 million, respectively.

***Share-based compensation***

We account for share-based compensation awards on a fair value basis. The estimated grant date fair value of each option award is recognized in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss) on an accelerated basis over the requisite service period (generally the vesting period). The estimated fair value of each option award is calculated using the Black-Scholes option-pricing model. From time to time, we have elected to modify the terms of the original grant. These modified grants are accounted for as a new award and measured using the fair value method, resulting in the inclusion of additional compensation expense in our Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss).

Restricted share awards and units (“RSUs”) are recorded as compensation cost over the requisite service periods based on the market value on the date of grant.

Performance share units (“PSUs”) are stock awards where the ultimate number of shares issued will be contingent on the Company’s performance against certain performance goals. The Compensation Committee has the ability to adjust performance goals or modify the manner of measuring or evaluating a performance goal using its discretion. The fair value of each PSU is based on the market value on the date of grant. We recognize expense related to the estimated vesting of our PSUs granted. The estimated vesting of the PSUs is based on the probability of achieving certain performance metrics over the specified performance period.

The requisite service period for options and RSUs and the performance period for PSUs may be shorter than the vesting period if the employee becomes retirement eligible before the end of the vesting period.

***Earnings per ordinary share***

We present two calculations of earnings per ordinary share (“EPS”). Basic EPS equals profit divided by the weighted-average number of ordinary shares outstanding during the period. Diluted EPS is computed by dividing profit by the sum of weighted-average number of ordinary shares outstanding plus dilutive effects of ordinary share equivalents, calculated using the two-class method.

***Debt***

We record our senior notes at the liability stated in the underlying agreement net of premiums, discounts and debt issuance costs. Revolver issuances are recorded at the amount outstanding. Interest expense is calculated based upon the credit terms of the underlying agreement and recorded in *Interest payable and similar charges* in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss).

***Derivative financial instruments***

We recognize all derivatives, including those embedded in other contracts, as either assets or liabilities at fair value in our Consolidated Balance Sheet. If the derivative is designated and effective, the effective portion of changes in the fair value of the derivative is recorded in *Accumulated other comprehensive profit/(loss)* (“AOCI”) as a separate component of shareholders’ funds in the Consolidated Balance Sheet and is recognized in the Consolidated Profit and Loss Account and Statement of

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Comprehensive Profit (Loss) when the hedged item affects earnings. If the underlying hedged transaction ceases to exist or if the hedge becomes ineffective, all changes in fair value of the related derivatives that have not been settled are recognized in current earnings. For a derivative that is not designated as or does not qualify as a hedge, changes in fair value are reported in earnings immediately.

We use derivative instruments for the purpose of hedging interest rate and currency exposures, which exist as part of ongoing business operations. We do not hold or issue derivative financial instruments for trading or speculative purposes. Our policy is not to enter into contracts with terms that cannot be designated as normal purchases or sales. From time to time, we may enter into short duration foreign currency contracts to hedge foreign currency risks.

***Foreign currency translation***

The financial statements of the Company's non-U.S. dollar functional currency international subsidiaries are measured using the local currency as the functional currency. Assets and liabilities of these subsidiaries are translated at the rates of exchange at the balance sheet date. Income (loss) and expense items are translated at average monthly rates of exchange. The resultant translation adjustments are included in AOCI, a component of shareholders' funds.

***New and recently adopted accounting standards***

In December 2023, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") No. 2023-09, "Improvements to Income Tax Disclosures," which requires new and enhanced disclosures primarily related to income taxes paid and the effective tax rate reconciliation. We adopted the standard prospectively beginning with our annual reporting for the year ended December 31, 2025. Refer to Note 10 for further information on our income taxes.

In November 2024, the FASB issued ASU No. 2024-03, "Disaggregation - Income Statement Expenses," which requires disclosure of disaggregation of certain relevant expenses within the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss) on an annual and interim basis. We will adopt the standard beginning with our annual reporting for the year ending December 31, 2027. We are currently evaluating the effect that the updated standard will have on our financial statement disclosures.

**2. Acquisitions**

On September 17, 2025, as part of our Flow reportable segment, we completed the acquisition of Hydra-Stop, LLC for \$292.1 million in cash, net of cash acquired, and subject to customary adjustments. The excess purchase price over tangible and identifiable intangible net assets acquired has been preliminarily allocated to goodwill in the amount of \$169.2 million, all of which is expected to be deductible for income tax purposes. Identifiable intangible assets acquired include \$112.0 million of definite-lived customer relationships with an estimated useful life of 18 years and \$6.2 million of definite-lived proprietary technology intangible assets with an estimated useful life of 7 years. The pro forma impact of the acquisition was not material.

In December 2024, as part of our Pool reportable segment, we completed the acquisition of G & F Manufacturing, LLC for \$116.0 million in cash, net of cash acquired. The net purchase price was comprised of an upfront cash payment of \$108.0 million, and the estimated fair value at the acquisition date of contingent earn-out liabilities based upon the achievement of certain defined operating results in the two years following the acquisition. The excess purchase price over tangible and identifiable intangible net assets acquired has been allocated to goodwill in the amount of \$56.6 million, all of which is expected to be deductible for income tax purposes. Identifiable intangible assets acquired consisted of \$51.6 million of definite-lived customer relationships with an estimated useful life of 16 years. The pro forma impact of the acquisition was not material.

### 3. Earnings Per Share

Basic and diluted earnings per share were calculated as follows:

<i>In millions, except per share data</i>	<b>Financial years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
<b>Profit of the group for the financial year</b>	\$ 653.8	\$ 625.4
<b>Profit from continuing operations of the group for the financial year</b>	\$ 649.5	\$ 625.6
<b>Weighted average ordinary shares outstanding</b>		
Basic	164.1	165.6
Dilutive impact of stock options and restricted stock awards	1.4	1.5
Diluted	165.5	167.1
<b>Earnings per ordinary share</b>		
<i>Basic</i>		
Continuing operations	\$ 3.96	\$ 3.78
Discontinued operations	0.03	—
Basic earnings per ordinary share	\$ 3.99	\$ 3.78
<i>Diluted</i>		
Continuing operations	\$ 3.93	\$ 3.74
Discontinued operations	0.03	—
Diluted earnings per ordinary share	\$ 3.96	\$ 3.74
<b>Anti-dilutive stock options excluded from the calculation of diluted earnings per share</b>	0.1	0.1

### 4. Restructuring and Transformation Program

We have a program designed to accelerate growth and drive margin expansion through transformation of our business model to drive operational excellence, reduce complexity and streamline our processes (the “Transformation Program”). The Transformation Program is structured in multiple phases and is expected to empower us to work more efficiently and optimize our business to better serve our customers while meeting our financial objectives.

During 2025 and 2024, we initiated and continued execution of activities associated with our Transformation Program as well as initiated and continued certain business restructuring initiatives aimed at reducing our fixed cost structure and realigning our business. Restructuring and Transformation Program initiatives during the years ended December 31, 2025 and 2024 included a reduction in hourly and salaried headcount of approximately 325 employees and 575 employees, respectively.

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Restructuring and transformation-related costs included within *Cost of goods sold* and *Selling, general and administrative* expense in the Profit and Loss Account and Statement of Comprehensive Profit (Loss) included the following:

<i>In millions</i>	<b>Financial years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
<b>Restructuring Initiatives</b>		
Severance and related costs	\$ 27.4	\$ 34.5
Asset impairment and write-offs <sup>(1)</sup>	2.0	9.9
Other restructuring costs and related adjustments <sup>(2)</sup>	7.3	(0.9)
Total restructuring costs	36.7	43.5
<b>Transformation Program</b>		
Severance and related costs	—	0.7
Asset impairment and write-offs <sup>(1)</sup>	16.2	7.7
Other transformation costs <sup>(3)</sup>	40.8	51.4
Total transformation costs	57.0	59.8
Total restructuring and transformation costs	\$ 93.7	\$ 103.3

<sup>(1)</sup> Consists of inventory and long-lived asset impairments and write-offs associated with restructuring or transformation activities.

<sup>(2)</sup> Other restructuring costs and related adjustments primarily consist of certain accruals and related refinements as well as various contract termination costs associated with business and product line exits.

<sup>(3)</sup> Other transformation costs primarily consist of professional services and project management related costs.

Restructuring and transformation costs by reportable segment as well as Corporate and other were as follows:

<i>In millions</i>	<b>Financial years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
Flow	\$ 19.7	\$ 15.5
Water Solutions	16.7	19.4
Pool	13.4	15.7
Corporate and other	43.9	52.7
Total restructuring and transformation costs	\$ 93.7	\$ 103.3

Activity related to accrued severance and related costs recorded in *Provision for liabilities* in the Consolidated Balance Sheet is summarized as follows:

<i>In millions</i>	<b>Financial years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
Beginning balance	\$ 18.7	\$ 13.4
Costs incurred	27.4	35.2
Cash payments and other	(32.1)	(29.9)
Ending balance	\$ 14.0	\$ 18.7

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**5. Intangible Assets**

The changes in the carrying amount of goodwill for the years ended December 31, 2025 and 2024 by reportable segment were as follows:

<i>In millions</i>	December 31, 2024	Acquisitions	Foreign currency translation	December 31, 2025
Flow	\$ 730.4	\$ 169.2	\$ 67.9	\$ 967.5
Water Solutions	1,392.7	—	14.4	1,407.1
Pool	1,163.5	—	—	1,163.5
<b>Total goodwill</b>	<b>\$ 3,286.6</b>	<b>\$ 169.2</b>	<b>\$ 82.3</b>	<b>\$ 3,538.1</b>

There has been no impairment of goodwill for 2025 or 2024.

Identifiable intangible assets consisted of the following at December 31:

<i>In millions</i>	2025			2024		
	Cost	Accumulated amortization	Net	Cost	Accumulated amortization	Net
<b>Definite-life intangibles</b>						
Customer relationships	\$ 1,166.0	\$ (389.4)	\$ 776.6	\$ 1,146.5	\$ (400.2)	\$ 746.3
Proprietary technology and patents	82.4	(41.6)	40.8	88.8	(48.4)	40.4
<b>Total definite-life intangibles</b>	<b>1,248.4</b>	<b>(431.0)</b>	<b>817.4</b>	<b>1,235.3</b>	<b>(448.6)</b>	<b>786.7</b>
<b>Indefinite-life intangibles</b>						
Trade names	255.9	—	255.9	247.1	—	247.1
<b>Total intangibles</b>	<b>\$ 1,504.3</b>	<b>\$ (431.0)</b>	<b>\$ 1,073.3</b>	<b>\$ 1,482.4</b>	<b>\$ (448.6)</b>	<b>\$ 1,033.8</b>

Identifiable intangible asset amortization expense in 2025 and 2024 was \$58.1 million and \$54.3 million, respectively.

An impairment charge of \$30.9 million was recorded in 2025 related to the write-off of a definite-lived customer relationship intangible asset resulting from a business exit (which did not qualify as a discontinued operation) within our Water Solutions segment during the second quarter of 2025. The impairment charge was recorded in *Selling, general and administrative* expense in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss). No impairment charge was recorded for identifiable intangible assets in 2024.

Estimated future amortization expense for identifiable intangible assets during the next five years is as follows:

<i>In millions</i>	2026	2027	2028	2029	2030
Estimated amortization expense	\$ 61.6	\$ 60.3	\$ 57.6	\$ 57.2	\$ 56.6

**6. Accumulated Other Comprehensive Loss**

Components of *Accumulated Other Comprehensive Loss* consist of the following:

<i>In millions</i>	December 31	
	2025	2024
Cumulative translation adjustments	\$ (229.0)	\$ (322.3)
Market value of derivative financial instruments, net of tax	(39.2)	45.7
<b>Accumulated other comprehensive loss</b>	<b>\$ (268.2)</b>	<b>\$ (276.6)</b>

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**7. Stocks**

Stocks consisted of the following at December 31:

<i>In millions</i>	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
Raw materials and supplies	\$ 311.7	\$ 315.8
Work-in-process	88.8	88.4
Finished goods	232.1	206.7
<b>Total stocks</b>	<b>\$ 632.6</b>	<b>\$ 610.9</b>

Aggregate reductions in the carrying value of stocks that were still on hand at December 31, 2025 and 2024, that were deemed to be excess, obsolete, slow-moving or in excess of market value, were \$48.9 million and \$58.4 million, respectively.

**8. Debt**

Debt and the average interest rates on debt outstanding were as follows:

<i>In millions</i>	<b>Average interest rate at December 31, 2025</b>	<b>Maturity Year</b>	<b>December 31</b>	
			<b>2025</b>	<b>2024</b>
Revolving credit facility (Senior Credit Facility)	4.852%	2030	\$ 277.7	\$ 9.5
Term Loan Facility	5.114%	2027	575.0	825.0
Senior notes - fixed rate <sup>(1)</sup>	N/A	2025	—	19.3
Senior notes - fixed rate <sup>(1)</sup>	4.500%	2029	400.0	400.0
Senior notes - fixed rate <sup>(1)</sup>	5.900%	2032	400.0	400.0
Other	N/A	2025	—	9.3
Unamortized debt issuance costs and discounts	N/A	N/A	(14.1)	(15.1)
<b>Total debt</b>			<b>1,638.6</b>	<b>1,648.0</b>
Less: Current maturities of short-term borrowings (note 19)			—	(28.6)
<b>Long-term debt (note 20)</b>			<b>\$ 1,638.6</b>	<b>\$ 1,619.4</b>

<sup>(1)</sup> Senior notes are guaranteed as to payment by Pentair plc.

Pentair, Pentair Finance S.à r.l (“PFSA”) and Pentair, Inc. are parties to a credit agreement (the “Senior Credit Facility”), with Pentair as guarantor and PFSA and Pentair, Inc. as borrowers, which was amended and restated in May 2025, providing for a \$900.0 million senior unsecured revolving credit facility. The Senior Credit Facility has a maturity date of May 5, 2030. Borrowings under the Senior Credit Facility bear interest at a rate equal to an alternate base rate, adjusted term secured overnight financing rate, adjusted euro interbank offered rate, adjusted daily simple secured overnight financing rate or central bank rate, plus, in each case, an applicable margin. The applicable margin is based on, at PFSA’s election, Pentair’s leverage level or PFSA’s public credit rating.

As of December 31, 2025, total availability under the Senior Credit Facility was \$622.3 million. In addition, PFSA has the option to request to increase the revolving credit facility and/or to enter into one or more additional tranches of term loans in an aggregate amount of up to \$450.0 million, subject to customary conditions, including the commitment of the participating lenders.

In addition, Pentair and PFSA are parties to a senior unsecured term loan facility (the “Term Loan Facility”), with PFSA, as borrower, Pentair, as guarantor, providing for an aggregate principal amount of \$1.0 billion. The Term Loan Facility has a maturity date of July 28, 2027, with required quarterly installment payments of \$6.3 million which began on the last day of the third quarter of 2023 and increased to \$12.5 million on the last day of the third quarter of 2024. During 2024, PFSA repaid the remaining \$162.5 million of quarterly installments on the Term Loan Facility, such that PFSA is not required to make any further quarterly installment payments. As of December 31, 2025, the remaining obligation of \$575.0 million matures on July 28, 2027. The Term Loan Facility bears interest at a rate equal to an alternate base rate, adjusted term secured overnight financing rate, or adjusted daily simple secured overnight financing rate, plus, in each case, an applicable margin. The applicable margin is based on, at PFSA’s election, Pentair’s leverage level or PFSA’s public credit rating.

Our debt agreements contain various financial covenants, but the most restrictive covenants are contained in the Senior Credit Facility and the Term Loan Facility. The Senior Credit Facility and the Term Loan Facility contain covenants requiring us not to

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permit (i) the ratio of our consolidated debt (net of our consolidated unrestricted cash and cash equivalents in excess of \$5.0 million but not to exceed \$250.0 million) to our consolidated net income (excluding, among other things, non-cash gains and losses) before interest, taxes, depreciation, amortization and non-cash share-based compensation expense (“EBITDA”) on the last day of any period of four consecutive fiscal quarters (each, a “testing period”) to exceed 3.75 to 1.00 (or, at PFSA’s election and subject to certain conditions, 4.25 to 1.00 for four testing periods in connection with certain material acquisitions) (the “Leverage Ratio”) and (ii) the ratio of our EBITDA to our consolidated interest expense, for the same period to be less than 3.00 to 1.00 as of the end of each fiscal quarter. For purposes of the Leverage Ratio, the Senior Credit Facility and the Term Loan Facility provide for the calculation of EBITDA giving pro forma effect to certain acquisitions, divestitures and liquidations during the period to which such calculation relates.

In addition to the Senior Credit Facility and the Term Loan Facility, we have various other credit facilities with an aggregate availability of \$21.0 million, of which there were no outstanding borrowings at December 31, 2025. Borrowings under these credit facilities bear interest at variable rates.

Debt outstanding, excluding unamortized issuance costs and discounts, at December 31, 2025 matures on a calendar year basis as follows:

<i>In millions</i>	2026	2027	2028	2029	2030	Thereafter	Total
Contractual debt obligation maturities	\$ —	\$ 575.0	\$ —	\$ 400.0	\$ 277.7	\$ 400.0	\$ 1,652.7

**9. Derivatives and Financial Instruments**

***Derivative financial instruments***

We are exposed to market risk related to changes in foreign currency exchange rates and interest rates on our variable rate indebtedness. To manage the volatility related to these exposures, we periodically enter into a variety of derivative financial instruments. Our objective is to reduce, where it is deemed appropriate to do so, fluctuations in earnings and cash flows associated with changes in foreign currency rates or variable interest rates. The derivative contracts contain credit risk to the extent that our bank counterparties may be unable to meet the terms of the agreements. The amount of such credit risk is generally limited to the unrealized gains, if any, in such contracts. Such risk is minimized by limiting those counterparties to major financial institutions of high credit quality.

***Foreign currency contracts***

We conduct business in various locations throughout the world and are subject to market risk due to changes in the value of foreign currencies in relation to our reporting currency, the U.S. dollar. We manage our economic and transaction exposure to certain market-based risks through the use of foreign currency derivative financial instruments. Our objective in holding these derivatives is to reduce the volatility of net earnings and cash flows associated with changes in foreign currency exchange rates. The majority of our foreign currency contracts have an original maturity date of less than one year.

At December 31, 2025, we had outstanding foreign currency derivative contracts with gross notional U.S. dollar equivalent amounts of \$23.2 million. At December 31, 2024, there were no outstanding foreign currency derivative contracts. The impact of these contracts on the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss) was not material for any period presented.

***Cross currency swaps***

At December 31, 2025 and 2024, we had outstanding cross currency swap agreements with a combined notional amount of \$1.1 billion and \$728.5 million, respectively. The agreements are accounted for as either cash flow hedges, to hedge foreign currency fluctuations on certain intercompany debt, or as net investment hedges to manage our exposure to fluctuations in the Euro-U.S. Dollar exchange rate. As of December 31, 2025 and 2024, we had deferred foreign currency losses of \$68.0 million and \$13.8 million, respectively, recorded in *Accumulated other comprehensive loss* associated with our cross currency swap activity. The periodic interest settlements related to our cross currency swap agreements are classified as operating activities. The cash flows that relate to principal balances are classified as financing activities for the cash flow hedges on intercompany debt and investing activities for the net investment hedges.

In December 2025, €150 million of our cross currency swap agreements matured, resulting in a net cash payment of \$28.4 million, of which \$28.9 million is included in investing activities and \$0.5 million of interest income is included within operating activities on the Consolidated Statements of Cash Flows. Subsequent to the termination, we entered into new cross currency swap agreements with euro notional amounts matching the original swap agreements.

In October 2025, we entered into a new cross currency swap agreement with a notional amount of €212 million, designated as a cash flow hedge, which will hedge the cash flows related to foreign currency exchange rate fluctuations on intercompany debt.

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In December 2024, a cross currency swap agreement, which was accounted for as a cash flow hedge, matured, resulting in a net cash payment of \$8.3 million, of which \$9.1 million is included within financing activities and \$0.8 million of interest income is included within operating activities on the Consolidated Statements of Cash Flows.

In November 2024, we entered into transactions to early terminate and cash settle €450.0 million our cross currency swap agreements, resulting in total net cash received of \$11.4 million, of which \$10.6 million is included within investing activities and \$0.8 million of interest income is included within operating activities on the Consolidated Statements of Cash Flows. Subsequent to the termination, we entered into new cross currency swap agreements with euro notional amounts matching the original swap agreements.

In August 2024, we entered into a transaction to early terminate and cash settle a €150 million cross currency swap agreement, resulting in a net cash payment of \$16.1 million, of which \$16.4 million is included in investing activities and \$0.3 million of interest income is included within operating activities on the Consolidated Statements of Cash Flows. Subsequent to the termination, we entered into new cross currency swap agreements with euro notional amounts matching the original swap agreement.

***Hedging of variable interest rates***

We manage our exposure to certain interest rate risks related to our variable-rate debt through the use of interest rate swaps and collars. We enter into these agreements to hedge the variability of interest expense and cash flows attributable to changes in interest rates of our variable-rate debt. As of both December 31, 2025 and 2024, we had an aggregate notional amount of \$300.0 million and \$200.0 million in interest rate swaps and collars, respectively, that are designated as cash flow hedges.

Unrealized gains and losses related to the fair value of the interest rate swaps are recorded in *Accumulated other comprehensive loss* on our Consolidated Balance Sheet. We had an unrealized loss of \$0.2 million at December 31, 2025 and an unrealized gain of \$1.9 million at December 31, 2024, recorded in *Accumulated other comprehensive loss* associated with our interest rate swap and collar activity. The periodic interest settlements related to our interest rate swaps and collars are classified as operating activities.

***Fair value measurements***

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Assets and liabilities measured at fair value are classified using the following hierarchy, which is based upon the transparency of inputs to the valuation as of the measurement date:

- Level 1:* Valuation is based on observable inputs such as quoted market prices (unadjusted) for identical assets or liabilities in active markets.
- Level 2:* Valuation is based on inputs such as quoted market prices for similar assets or liabilities in active markets or other inputs that are observable for the asset or liability, either directly or indirectly, for substantially the full term of the financial instrument.
- Level 3:* Valuation is based upon other unobservable inputs that are significant to the fair value measurement.

In making fair value measurements, observable market data must be used when available. When inputs used to measure fair value fall within different levels of the hierarchy, the level within which the fair value measurement is categorized is based on the lowest level input that is significant to the fair value measurement.

***Fair value of financial instruments***

The following methods were used to estimate the fair values of each class of financial instrument:

- *short-term financial instruments (cash and cash equivalents, accounts and notes receivable, accounts payable and variable-rate debt)* — recorded amount approximates fair value because of the short maturity period;
- *long-term fixed-rate debt, including current maturities* — fair value is based on market quotes available for issuance of debt with similar terms, which are inputs that are classified as Level 2 in the valuation hierarchy defined above;
- *foreign currency contracts, interest rate swap and collar agreements* — fair values are determined through the use of models that consider various assumptions, including time value, yield curves, as well as other relevant economic measures, which are inputs that are classified as Level 2 in the valuation hierarchy defined above;

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- *deferred compensation plan assets (mutual funds, common/collective trusts and cash equivalents for payment of certain non-qualified benefits for retired, terminated and active employees)* — fair value of mutual funds and cash equivalents are based on quoted market prices in active markets that are classified as Level 1 in the valuation hierarchy defined above; fair value of common/collective trusts are classified as Level 2 in the valuation hierarchy defined above; and
- *contingent earn-out liabilities* — fair value is generally established using a probability-weighted discounted income approach to convert future estimated cash flows to a single present value amount. The related inputs are classified as Level 3 in the valuation hierarchy defined above.

The recorded amounts and estimated fair values of total debt, excluding unamortized issuance costs and discounts, at December 31 were as follows:

<i>In millions</i>	2025		2024	
	Recorded Amount	Fair Value	Recorded Amount	Fair Value
Variable rate debt	\$ 852.7	\$ 852.7	\$ 843.8	\$ 843.8
Fixed rate debt	800.0	828.2	819.3	814.3
<b>Total debt</b>	<b>\$ 1,652.7</b>	<b>\$ 1,680.9</b>	<b>\$ 1,663.1</b>	<b>\$ 1,658.1</b>

Financial assets and liabilities measured at fair value on a recurring and nonrecurring basis were as follows:

<i>In millions</i>	December 31, 2025			
	Level 1	Level 2	Level 3	Total
<b>Recurring fair value measurements</b>				
Interest rate contract liabilities (note 20)	\$ —	\$ (0.2)	\$ —	\$ (0.2)
Foreign currency contract liabilities (note 20)	—	(68.8)	—	(68.8)
Deferred compensation plan assets - Rabbi Trust (note 21)	32.3	—	—	32.3
Contingent earn-out liabilities	—	—	(8.0)	(8.0)
<b>Total recurring fair value measurements</b>	<b>\$ 32.3</b>	<b>\$ (69.0)</b>	<b>\$ (8.0)</b>	<b>\$ (44.7)</b>
<b>Nonrecurring fair value measurements <sup>(1)</sup></b>				

<sup>1)</sup> During the year ended December 31, 2025, we recorded an impairment charge on a definite-lived customer relationship intangible asset of \$30.9 million. We determined the value using unobservable inputs and wrote the balance of the definite-lived intangible asset to zero. The impairment charge was recorded in *Selling, general and administrative* expense in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss).

<i>In millions</i>	December 31, 2024			
	Level 1	Level 2	Level 3	Total
<b>Recurring fair value measurements</b>				
Interest rate contract assets (note 21)	\$ —	\$ 1.9	\$ —	\$ 1.9
Foreign currency contract assets (note 21)	—	2.5	—	2.5
Foreign currency contract liabilities (note 20)	—	(16.3)	—	(16.3)
Deferred compensation plan assets - Rabbi Trust (note 21)	15.0	14.4	—	29.4
Contingent earn-out liabilities	—	—	(8.0)	(8.0)
<b>Total recurring fair value measurements</b>	<b>\$ 15.0</b>	<b>\$ 2.5</b>	<b>\$ (8.0)</b>	<b>\$ 9.5</b>

In December 2024, we completed the acquisition of G & F Manufacturing, LLC (“G & F Manufacturing”). In conjunction with the acquisition of G & F Manufacturing, we recorded an estimated fair value of \$8.0 million of contingent earn-out liabilities, which are considered Level 3 under our fair value hierarchy. The recorded fair value of the associated contingent earn-out liabilities was reviewed as of December 31, 2025, with no change in fair value. The fair value of the contingent earn-out liabilities will be re-measured for each reporting period until resolution of the contingent earn-out payments, and any resulting changes to fair value would be recorded in earnings.

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**10. Taxation**

Profit from continuing operations before taxation consisted of the following:

<i>In millions</i>	<b>Financial years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
Federal <sup>(1)</sup>	\$ 1.5	\$ 1.9
International <sup>(2)</sup>	755.0	717.0
Profit from continuing operations before taxation	\$ 756.5	\$ 718.9

<sup>(1)</sup> “Federal” reflects United Kingdom (“U.K.”) profit (loss) from continuing operations before income taxes, given U.K. tax residency.

<sup>(2)</sup> “International” reflects non-U.K. profit from continuing operations before income taxes.

Taxation from continuing operations consisted of the following:

<i>In millions</i>	<b>Financial years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
<b>Currently payable (receivable)</b>		
Federal <sup>(1)</sup>	\$ 2.1	\$ 3.0
International <sup>(2)</sup>	109.2	101.7
Total current taxation	111.3	104.7
<b>Deferred</b>		
International <sup>(2)</sup>	(4.3)	(11.4)
Total deferred taxation	(4.3)	(11.4)
Total taxation	\$ 107.0	\$ 93.3

<sup>(1)</sup> “Federal” represents U.K. taxes.

<sup>(2)</sup> “International” represents non-U.K. taxes.

Reconciliations of the federal taxation at the statutory rate to the Group’s effective tax rate on ordinary activities by amount (in millions) and percent were as follows:

	<b>Financial year ended December 31, 2025</b>	
	<b>Amounts</b>	<b>Percentages</b>
Tax at U.K. federal statutory rate	\$ 189.1	25.0 %
Foreign tax effects		
Switzerland		
Statutory tax rate difference between Switzerland and U.K.	(73.1)	(9.7)
Partnership impacts	(23.7)	(3.1)
Cantonal income taxes	9.9	1.3
Other	3.5	0.5
United States		
Statutory tax rate difference between U.S. and U.K.	(8.7)	(1.2)
Excess tax benefits on stock-based compensation	(7.8)	(1.0)
State taxes	7.2	0.9
Other	6.2	0.8
Other foreign jurisdictions	2.2	0.3
Other	1.7	0.2
Worldwide changes in prior year unrecognized tax benefits	0.5	0.1
<b>Total</b>	\$ 107.0	14.1 %

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Reconciliations of the federal taxation at the statutory rate to the Group's effective tax rate on ordinary activities for the year were as follows:

<i>Percentages</i>	<b>Financial year ended December 31, 2024</b>
U.K. federal statutory income tax rate	25.0 %
Tax effect of international operations <sup>(1)</sup>	(11.5)
Change in valuation allowances	2.0
Withholding taxes	1.5
Excess tax benefits on stock-based compensation	(1.5)
Unrecognized tax benefits	(2.7)
Change in tax basis in foreign assets	0.2
Effective tax rate	13.0 %

<sup>(1)</sup> The tax effect of international operations consists of non-U.K. jurisdictions.

Income taxes paid (net of refunds received) for the year were as follows:

<i>In millions</i>	<b>Financial year ended December 31, 2025</b>	
Foreign		
Australia	\$	5.8
China		8.1
Germany		13.2
India		13.6
Switzerland		11.0
United States		21.2
Other foreign jurisdictions		14.0
Total	\$	86.9

Reconciliations of the Group's beginning and ending gross unrecognized tax benefits were as follows:

<i>In millions</i>	<b>Financial years ended December 31</b>			
	<b>2025</b>		<b>2024</b>	
Beginning balance	\$	6.0	\$	38.6
Gross increases for tax positions in prior periods		1.9		—
Gross decreases for tax positions in prior periods		(0.2)		(31.5)
Gross increases based on tax positions related to the current year		0.2		0.2
Gross decreases related to settlements with taxing authorities		(1.2)		(1.3)
Ending balance	\$	6.7	\$	6.0

We record gross unrecognized tax benefits in *Creditors (amounts falling due within one year)* and *Creditors (amounts falling due after more than one year)* in the Consolidated Balance Sheet. Included in the \$6.7 million and \$6.0 million of total gross unrecognized tax benefits as of December 31, 2025 and 2024, were \$5.4 million and \$6.0 million of tax benefits that, if recognized, would impact the effective tax rate.

Based on the outcome of these examinations, or as a result of the expiration of statutes of limitations for specific jurisdictions, it is reasonably possible that certain unrecognized tax benefits for tax positions taken on previously filed tax returns will materially change from those recorded as liabilities in our financial statements. A number of tax periods from 2009 to present are under audit by tax authorities in various jurisdictions, including Germany, India, Singapore, the U.S. and various U.S. states. We anticipate that several of these audits may be concluded in the foreseeable future.

We record penalties and interest related to unrecognized tax benefits in *Taxation* and *Interest payable and related expenses*, respectively, in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss). At December 31, 2025 and 2024, we had no liabilities for the possible payment of penalties. At December 31, 2025 and 2024, we had \$3.5 million and

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\$3.9 million, respectively, for the possible payment of interest expense, which are recorded in *Creditors (amounts falling due within one year)* in the Consolidated Balance Sheet.

Deferred taxes arise because of different treatment between financial statement accounting and tax accounting, known as “temporary differences.” We record the tax effect of these temporary differences as “deferred tax assets” (generally items that can be used as a tax deduction or credit in future periods) and “deferred tax liabilities” (generally items for which we received a tax deduction but the tax impact has not yet been recorded in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss)).

Deferred taxes were recorded in the Consolidated Balance Sheet as follows:

<i>In millions</i>	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
Deferred taxation (amounts falling due after more than one year) (note 22)	\$ 134.2	\$ 129.6
Provisions for liabilities (note 23)	47.5	44.4
Net taxation assets	\$ 86.7	\$ 85.2

The tax effects of the major items recorded as deferred tax assets and liabilities from continuing operations were as follows:

<i>In millions</i>	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
<b>Deferred tax assets</b>		
Accrued liabilities and reserves	\$ 52.0	\$ 54.8
Pension and other post-retirement compensation and benefits	16.6	17.5
Employee compensation and benefits	27.4	27.4
Research and development costs	44.4	36.6
Tax loss and credit carryforwards	728.9	691.4
Interest limitations	231.9	214.0
Total deferred tax assets	1,101.2	1,041.7
Valuation allowance	773.3	739.7
Deferred tax assets, net of valuation allowance	327.9	302.0
<b>Deferred tax liabilities</b>		
Tangible assets	11.3	17.1
Goodwill and other intangibles	214.1	177.9
Other liabilities	15.8	21.8
Total deferred tax liabilities	241.2	216.8
Net taxation assets	\$ 86.7	\$ 85.2

As of December 31, 2025, tax loss carryforwards of \$3,016.5 million were available to offset future income. A valuation allowance of \$716.0 million exists for deferred income tax benefits related to the tax loss carryforwards which may not be realized. We believe sufficient taxable income will be generated in the respective jurisdictions to allow us to fully recover the remainder of the tax losses. The tax losses primarily relate to non-U.S. carryforwards of \$2,959.9 million of which \$1,793.2 million are located in jurisdictions with unlimited tax loss carryforward periods, while the remainder will begin to expire in 2026. In addition, there were \$56.6 million of U.S. state tax loss carryforwards as of December 31, 2025. U.S. state tax losses of \$6.3 million are in jurisdictions with unlimited tax loss carryforward periods, while the remainder will expire in future years through 2045.

Deferred taxes in the amount of \$2.3 million have been provided on undistributed earnings of certain subsidiaries. Taxes have not been provided on undistributed earnings of subsidiaries where it is our intention to reinvest these earnings permanently or to repatriate the earnings only when it is tax effective to do so. It is not practicable to estimate the amount of tax that might be payable if such earnings were to be remitted.

The Organization for Economic Co-operation and Development Pillar Two Model Rules (“Pillar Two”) for a global 15.0% minimum tax have been adopted by a number of jurisdictions in which we operate. For the years ended December 31, 2025 and 2024, the impact of Pillar Two on our consolidated financial statements was not material.

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On July 4, 2025, the U.S. enacted H.R.1 – One Big Beautiful Bill Act (the “Act”). The Act contains numerous income tax provisions, such as the permanent extension of certain expiring provisions of the Tax Cuts and Jobs Act and modifications to the international tax framework. The legislation has multiple effective dates, with certain provisions effective in 2025 and others implemented through 2027. For the year ended December 31, 2025, the impact of the Act on our consolidated financial statements was not material.

**11. Benefit Plans**

**Pension and other post-retirement plans**

We sponsor U.S. and non-U.S. defined-benefit pension and other post-retirement plans. Pension benefits are based principally on an employee’s years of service and/or compensation levels near retirement. In addition, we provide certain post-retirement health care and life insurance benefits. Generally, the post-retirement health care and life insurance plans require contributions from retirees.

**Obligations and funded status**

The following tables present reconciliations of plan benefit obligations, fair value of plan assets and the funded status of pension plans and other post-retirement plans as of and for the years ended December 31, 2025 and 2024:

<i>In millions</i>	<b>Pension plans</b>		<b>Other post-retirement plans</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
<b>Change in benefit obligations</b>				
Benefit obligation beginning of year	\$ 83.3	\$ 97.5	\$ 6.6	\$ 7.6
Service cost	1.4	1.7	—	—
Interest cost	3.8	3.9	0.3	0.4
Settlement <sup>(1)</sup>	—	(6.8)	—	—
Curtailed <sup>(1)</sup>	—	(2.0)	—	—
Actuarial loss (gain) <sup>(2)</sup>	3.0	(2.7)	0.2	(0.6)
Foreign currency translation	1.6	(1.1)	—	—
Benefits paid	(7.7)	(7.2)	(0.8)	(0.8)
Benefit obligation end of year	\$ 85.4	\$ 83.3	\$ 6.3	\$ 6.6
<b>Change in plan assets</b>				
Fair value of plan assets beginning of year	\$ 27.4	\$ 30.5	\$ —	\$ —
Actual return on plan assets	1.1	0.6	—	—
Company contributions	9.8	11.2	0.8	0.8
Settlement	—	(6.8)	—	—
Foreign currency translation	1.2	(0.9)	—	—
Benefits paid	(7.7)	(7.2)	(0.8)	(0.8)
Fair value of plan assets end of year	\$ 31.8	\$ 27.4	\$ —	\$ —
<b>Funded status</b>				
Benefit obligations in excess of the fair value of plan assets	\$ (53.6)	\$ (55.9)	\$ (6.3)	\$ (6.6)

<sup>(1)</sup> The settlement and curtailment in 2024 related to a reduction in headcount in one of our pension plans as a result of ongoing transformation initiatives.

<sup>(2)</sup> The actuarial loss in 2025 was primarily due to declines in discount rates to reflect economic conditions at December 31, 2025. The actuarial gain in 2024 was primarily due to increases in discount rates to reflect economic conditions at December 31, 2024.

Amounts recorded in the Consolidated Balance Sheet were as follows:

<i>In millions</i>	<b>Pension plans</b>		<b>Other post-retirement plans</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
Amount to be settled within one year	\$ (5.9)	\$ (6.2)	\$ (0.9)	\$ (1.0)
Amount to be settled after one year	(47.7)	(49.7)	(5.4)	(5.6)
Benefit obligations in excess of the fair value of plan assets	\$ (53.6)	\$ (55.9)	\$ (6.3)	\$ (6.6)

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The accumulated benefit obligation for our pension plans was \$83.4 million and \$82.6 million at December 31, 2025 and 2024, respectively.

Information for pension plans with an accumulated benefit obligation or projected benefit obligation in excess of plan assets as of December 31 was as follows:

<i>In millions</i>	Projected benefit obligation exceeds the fair value of plan assets		Accumulated benefit obligation exceeds the fair value of plan assets	
	2025	2024	2025	2024
Projected benefit obligation	\$ 85.4	\$ 83.3	\$ 85.4	\$ 83.3
Fair value of plan assets	31.8	27.4	31.8	27.4
Accumulated benefit obligation	N/A	N/A	83.4	82.6

Components of net periodic benefit expense for our pension plans for the years ended December 31 were as follows:

<i>In millions</i>	2025	2024
Service cost	\$ 1.4	\$ 1.7
Interest cost	3.8	3.9
Expected return on plan assets	(0.6)	(0.6)
Curtailement	—	(2.0)
Net actuarial loss (gain)	2.3	(2.9)
Net periodic benefit expense	\$ 6.9	\$ 0.1

Components of net periodic benefit expense and income for our other post-retirement plans for the years ended December 31, 2025 and 2024, were not material.

***Assumptions***

The following table provides the weighted-average assumptions used to determine benefit obligations and net periodic benefit cost as they pertain to our pension and other post-retirement plans.

<i>Percentages</i>	Pension plans		Other post-retirement plans	
	2025	2024	2025	2024
<b>Benefit obligation assumptions</b>				
Discount rate	4.34 %	4.83 %	4.79 %	5.31 %
Rate of compensation increase	3.74 %	3.78 %	N/A	N/A
<b>Net periodic benefit expense assumptions</b>				
Discount rate	4.83 %	4.26 %	5.31 %	4.84 %
Expected long-term return on plan assets	5.42 %	4.36 %	N/A	N/A
Rate of compensation increase	3.78 %	3.70 %	N/A	N/A

***Discount rates***

The discount rate reflects the current rate at which the pension liabilities could be effectively settled. The discount rate was determined by matching our expected benefit payments to payments from a stream of bonds rated AA or higher available in the marketplace. There are no known or anticipated changes in our discount rate assumptions that will impact our pension expense in 2026.

***Expected rates of return***

The expected rate of return is designed to be a long-term assumption that may be subject to considerable year-to-year variance from actual returns. In developing the expected long-term rate of return, we considered our historical returns, with consideration given to forecasted economic conditions, our asset allocations, input from external consultants and broader long-term market indices. Pension plan assets yielded gains of 4.01% and 1.97% in 2025 and 2024, respectively.

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*Healthcare cost trend rates*

The assumed healthcare cost trend rates for other post-retirement plans as of December 31 were as follows:

	2025	2024
Healthcare cost trend rate assumed for following year	6.8 %	7.0 %
Rate to which the cost trend rate is assumed to decline (the ultimate trend rate)	4.5 %	4.0 %
Year the cost trend rate reaches the ultimate trend rate	2035	2035

**Pension plans assets**

*Objective*

The primary objective of our investment strategy is to meet the pension obligation to our employees at a reasonable cost to us. This is primarily accomplished through growth of capital and safety of the funds invested.

*Asset allocation*

Our actual overall asset allocation for our pension plans as compared to our investment policy goals as of December 31 was as follows:

<i>Percentages</i>	Actual		Target	
	2025	2024	2025	2024
Fixed income	67 %	70 %	68 %	71 %
Alternative	32 %	29 %	32 %	29 %
Cash	1 %	1 %	— %	— %

*Fair value measurement*

The fair values of our pension plan assets and their respective levels in the fair value hierarchy as of December 31, 2025 and December 31, 2024 were as follows:

<i>In millions</i>	December 31, 2025			
	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	\$ 0.3	\$ —	\$ —	\$ 0.3
Fixed income	—	21.3	—	21.3
Other investments	—	—	10.2	10.2
Total investments at fair value	\$ 0.3	\$ 21.3	\$ 10.2	\$ 31.8

<i>In millions</i>	December 31, 2024			
	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	\$ 0.3	\$ —	\$ —	\$ 0.3
Fixed income	—	19.1	—	19.1
Other investments	—	—	8.0	8.0
Total investments at fair value	\$ 0.3	\$ 19.1	\$ 8.0	\$ 27.4

Valuation methodologies used for investments measured at fair value were as follows:

- *Cash and cash equivalents* — Cash consists of investments in an institutional money market fund that permits daily redemption, the fair value of which is based upon the quoted price in active markets and is considered a Level 1 investment.
- *Fixed income* — Investments in corporate bonds and government securities were valued based upon quoted market prices for similar securities and other observable market data. Investments in commingled funds were generally valued at the end of the period based upon the value of the underlying investments as determined by quoted market prices or by a pricing service. Such investments are considered a Level 2 investment.
- *Other investments* — Other investments include investments in commingled funds with diversified investment strategies. Investments in commingled funds that were valued based on unobservable inputs due to liquidation restrictions were classified as Level 3.

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Activity for our Level 3 pension plan assets held during the year ended December 31, 2025 was not material.

Activity for our Level 3 pension plan assets held during the year ended December 31, 2024 was as follows:

<i>In millions</i>	<b>December 31, 2024</b>	
Beginning balance	\$	14.2
Actual return on plan assets		0.5
Company contributions		0.7
Benefits received		0.3
Settlement		(6.8)
Foreign currency translation		(0.9)
Ending balance	\$	8.0

***Cash flows***

***Contributions***

Pension contributions totaled \$9.8 million and \$11.2 million in 2025 and 2024, respectively. We anticipate our 2026 pension contributions to be approximately \$6.5 million. The 2026 expected contributions will equal or exceed our minimum funding requirements.

***Estimated future benefit payments***

The following benefit payments, which reflect expected future service or payout from termination, as appropriate, are expected to be paid by the plans in each of the next five fiscal years and in the aggregate for the five fiscal years thereafter are as follows:

<i>In millions</i>	<b>Pension plans</b>		<b>Other post-retirement plans</b>	
2026	\$	7.8	\$	1.0
2027		8.2		0.9
2028		8.6		0.8
2029		8.2		0.7
2030		7.8		0.6
2031 - 2035		33.3		2.3

***Savings plan***

We have a 401(k) plan (the “401(k) plan”) with an employee share ownership (“ESOP”) bonus component, which covers certain union and all non-union U.S. employees who meet certain age requirements. Under the 401(k) plan, eligible U.S. employees may voluntarily contribute a percentage of their eligible compensation. We match contributions made by employees who meet certain eligibility and service requirements. The 401(k) company match contribution is a dollar-for-dollar (100%) matching contribution on up to 5% of employee eligible earnings, contributed as before-tax contributions.

Our expense for the 401(k) plan, including the ESOP, was \$18.7 million and \$19.7 million in 2025 and 2024, respectively.

***Other retirement compensation***

Total other accrued retirement compensation, primarily related to deferred compensation and supplemental retirement plans, was \$38.1 million and \$35.7 million as of December 31, 2025 and 2024, respectively, and is included in *Provisions for liabilities and Creditors (amounts falling due after more than one year)* in the Consolidated Balance Sheet.

**12. Shareholders’ Funds**

***Authorized shares***

Our authorized share capital consists of 426.0 million ordinary shares with a par value of \$0.01 per share. There were no changes to the authorized share capital since the prior financial year end for a total aggregate nominal value of \$4.26 million.

***Share repurchases***

In December 2020, the Board of Directors authorized the repurchase of our ordinary shares up to a maximum dollar limit of \$750.0 million (the “2020 Authorization”). The 2020 Authorization expired on December 31, 2025. In December 2025, the Board of Directors authorized the repurchase of our ordinary shares up to a maximum dollar limit of \$1.0 billion (the “2025 Authorization”). The 2025 Authorization supplemented the 2020 Authorization and expires on December 31, 2028.

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During the year ended December 31, 2024, we repurchased 1.6 million of our ordinary shares for \$150.0 million under the 2020 Authorization. During the year ended December 31, 2025, we repurchased 2.3 million of our ordinary shares for \$225.0 million under the 2020 Authorization. As of December 31, 2025, we had \$1.0 billion available for share repurchases under the 2025 Authorization.

The repurchase and subsequent cancellation of our ordinary shares under the authorization from the Board of Directors from time to time, based on market conditions, allow management to return excess cash to enhance shareholder value.

***Dividends payable***

On December 15, 2025, the Board of Directors approved a regular quarterly cash dividend of \$0.27 per share that was paid on February 6, 2026 to shareholders of record at the close of business on January 23, 2026. This dividend reflects an 8 percent increase in the Company’s regular cash dividend rate. The balance of dividends payable included in *Creditors (amounts falling due within one year)* on our Consolidated Balance Sheet was \$44.1 million and \$41.2 million at December 31, 2025 and 2024, respectively. Dividends paid per ordinary share were \$1.00 and \$0.92 for the years ended December 31, 2025 and 2024, respectively.

See Note 5 of the Company financial statements for shareholders’ funds activity of the Company.

**13. Share Plans**

***Share-based compensation expense***

Total share-based compensation expense for 2025 and 2024 was as follows:

<i>In millions</i>	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
Stock options	\$ 4.7	\$ 5.3
Restricted stock units	14.7	16.1
Performance share units	17.6	18.3
Total share-based compensation expense	\$ 37.0	\$ 39.7

***Share incentive plans***

In May 2020, the Pentair plc 2020 Share and Incentive Plan (“2020 Share Plan”) was approved during the Annual General Meeting of Shareholders. The Pentair plc 2012 Stock and Incentive Plan (“2012 Stock Plan”) terminated upon the approval of the 2020 Share Plan, although awards outstanding under the 2012 Stock Plan continue in effect. Beginning May 5, 2020, all share-based compensation grants were made under the 2020 Share Plan.

The 2020 Share Plan authorizes the issuance of 3.3 million of our ordinary shares, plus the number of shares reserved under the 2012 Stock Plan that were not the subject of outstanding awards as of the date the 2020 Share Plan became effective, which was 2.5 million shares, plus certain shares that would become available under the 2012 Stock Plan if it had remained in effect. The shares may be issued as new shares or from shares held in treasury. Our practice is to settle equity-based awards by issuing new shares. The 2020 Share Plan terminates on the date all shares reserved for issuance have been issued. The 2020 Share Plan allows for the granting to our employees, consultants and directors of stock options, stock appreciation rights, performance share units, restricted shares, restricted stock units, deferred stock rights, incentive awards, dividend equivalent units and other equity-based awards.

The 2020 Share Plan is administered by our compensation committee (the “Committee”), which is made up of independent members of our Board of Directors. Employees eligible to receive awards under the 2020 Share Plan are managerial, administrative or professional employees. The Committee has the authority to select the recipients of awards, determine the type and size of awards, establish certain terms and conditions of award grants and take certain other actions as permitted under the 2020 Share Plan. The 2020 Share Plan prohibits the Committee from re-pricing awards or canceling and reissuing awards at lower prices.

***Non-qualified and incentive stock options***

Under the 2020 Share Plan, we may grant stock options to any eligible employee with an exercise price equal to the market value of the shares on the dates the options were granted. Options generally vest one-third each year over a period of three years commencing on the grant date and expire 10 years after the grant date.

***Restricted shares and restricted stock units***

Under the 2020 Share Plan, eligible employees may be awarded restricted shares or restricted stock units of our common stock. Restricted shares and restricted stock units generally vest one-third each year over a period of three years commencing on the

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grant date, subject to continuous employment and certain other conditions. Restricted shares and restricted stock units are valued at market value on the date of grant and are expensed over the vesting period.

***Stock appreciation rights, performance shares and performance units***

Under the 2020 Share Plan, the Committee is permitted to issue these awards which are generally contingent on the achievement of predetermined performance goals over a vesting period of three years. The Committee has the ability to adjust performance goals or modify the manner of measuring or evaluating a performance goal using its discretion. PSUs are granted to certain employees that vest based on the satisfaction of a service period of three years and the achievement of certain performance metrics over that same period. Upon vesting, PSU holders receive dividends that accumulate during the vesting period. The fair value of these PSUs is determined based on the closing market price of the Company's ordinary shares at the date of grant. Compensation expense is recognized over the period an employee is required to provide service based on the estimated vesting of the PSUs granted. The estimated vesting of the PSUs is based on the probability of achieving certain performance metrics during the vesting period.

***Stock options***

The following tables summarize stock option activity under all plans for the years ended December 31, 2025 and 2024:

<i>Shares and intrinsic value in millions</i>	<b>Number of shares</b>	<b>Weighted-average exercise price</b>	<b>Weighted-average remaining contractual life (years)</b>	<b>Aggregate intrinsic value</b>
Outstanding as of January 1, 2025	1.7	\$ 50.35		
Granted	0.1	100.37		
Exercised	(0.5)	43.73		
Outstanding as of December 31, 2025	1.3	\$ 57.48	5.6	\$ 60.0
Options exercisable as of December 31, 2025	0.9	\$ 51.43	4.7	\$ 49.3
Options expected to vest as of December 31, 2025	0.4	\$ 73.37	7.8	\$ 10.7

<i>Shares and intrinsic value in millions</i>	<b>Number of shares</b>	<b>Weighted-average exercise price</b>	<b>Weighted-average remaining contractual life (years)</b>	<b>Aggregate intrinsic value</b>
Outstanding as of January 1, 2024	2.3	\$ 45.07		
Granted	0.2	72.78		
Exercised	(0.8)	40.20		
Outstanding as of December 31, 2024	1.7	\$ 50.35	5.6	\$ 86.8
Options exercisable as of December 31, 2024	1.2	\$ 46.36	4.5	\$ 67.2
Options expected to vest as of December 31, 2024	0.5	\$ 60.38	8.3	\$ 19.2

***Fair value of options granted***

The weighted average grant date fair value of options granted under the 2020 Share Plan in 2025 and 2024 was estimated to be \$36.72 and \$24.84 per share, respectively. The total intrinsic value of options that were exercised during 2025 and 2024 was \$29.8 million and \$32.0 million, respectively. As of December 31, 2025 and 2024, the total unrecognized compensation costs related to stock options were \$2.2 million and \$3.6 million, respectively. These costs are expected to be recognized over a weighted average period of 1.8 years and 1.9 years.

We estimated the fair value of each stock option award issued in the annual share-based compensation grant using a Black-Scholes option pricing model, modified for dividends and using the following assumptions:

	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
Risk-free interest rate	4.12 %	4.44 %
Expected dividend yield	0.98 %	1.43 %
Expected share price volatility	31.10 %	30.90 %
Expected term (years)	6.9	6.5

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These estimates require us to make assumptions based on historical results, observance of trends in our share price, changes in option exercise behavior, future expectations and other relevant factors. If other assumptions had been used, share-based compensation expense, as calculated and recorded under the accounting guidance, could have been affected.

We based the expected life assumption on historical experience as well as the terms and vesting periods of the options granted. For purposes of determining expected share price volatility, we considered a rolling average of historical volatility measured over a period approximately equal to the expected option term. The risk-free rate for periods that coincide with the expected life of the options is based on the U.S. Treasury Department yield curve in effect at the time of grant.

Cash received from option exercises for the years ended December 31, 2025 and 2024 was \$14.1 million and \$28.5 million, respectively. The tax benefit related to options exercised was \$2.6 million and \$6.7 million for the years ended December 31, 2025 and 2024, respectively.

***Restricted stock units***

The following table summarizes restricted stock unit activity under all plans for the years ended December 31, 2025 and 2024:

<i>Shares in millions</i>	<b>Number of shares</b>	<b>Weighted average grant date fair value</b>
Outstanding as of January 1, 2024	0.6	\$ 53.88
Granted	0.3	75.88
Vested	(0.3)	54.93
Forfeited	(0.1)	62.86
Outstanding as of December 31, 2024	0.5	62.93
Outstanding as of January 1, 2025	0.5	62.93
Granted	0.2	94.37
Vested	(0.3)	62.94
Outstanding as of December 31, 2025	0.4	\$ 77.11

As of December 31, 2025 and 2024, the total unrecognized compensation costs related to restricted share compensation arrangements granted under the 2020 Plan and previous plans were \$21.5 million and \$18.4 million, respectively. These costs are both expected to be recognized over a weighted-average period of 0.8 years. The total fair value of shares vested during the years ended December 31, 2025 and 2024 was \$15.9 million and \$14.9 million, respectively. The tax benefit related to restricted stock units vested was \$3.4 million for the years ended December 31, 2025 and 2024.

***Performance share units***

The following table summarizes performance share unit activity under all plans for the years ended December 31, 2025 and 2024:

<i>Shares in millions</i>	<b>Number of shares</b>	<b>Weighted average grant date fair value</b>
Outstanding as of January 1, 2024	0.4	\$ 54.06
Granted	0.2	71.97
Vested	(0.2)	52.41
Outstanding as of December 31, 2024	0.4	59.68
Outstanding as of January 1, 2025	0.4	59.68
Granted	0.1	99.19
Vested	(0.1)	67.14
Outstanding as of December 31, 2025	0.4	\$ 68.26

The expense recognized each period is dependent upon our estimate of the number of shares that will ultimately be issued. As of December 31, 2025 and 2024, the total unrecognized compensation costs related to performance share compensation arrangements granted under the 2020 Plan and previous plans were \$14.8 million and \$15.8 million, respectively. These costs are expected to be recognized over a weighted-average period of 1.0 year and 1.2 years. The tax benefit related to performance share units was \$1.0 million for the year ended December 31, 2025, and \$0.9 million for the year ended December 31, 2024.

#### 14. Segment Information

At Pentair, our chief operating decision maker (“CODM”) is our President and Chief Executive Officer. We define our reportable segments on the basis of the way in which internally reported financial information is regularly reviewed by the CODM to analyze financial performance, make decisions and allocate resources. The discussion and figures below are reporting on historical prior periods and reflect our reportable segment composition as of and prior to December 31, 2025. Based on this, we classify our operations into the following reportable segments:

- **Flow** — The focus of this segment is to deliver water where it is needed, when it is needed, more efficiently and to transform waste into value. This segment designs, manufactures and sells a variety of fluid treatment and pump products and systems, including pressure vessels, gas recovery solutions, membrane bioreactors, wastewater reuse systems and advanced membrane filtration, separation systems, specialty insertion valves, line stop fittings and installation equipment, water disposal pumps, water supply pumps, fluid transfer pumps, turbine pumps, solid handling pumps, and agricultural spray nozzles, while serving the global residential, commercial and industrial markets. These products and systems are used in a range of applications, including fluid delivery, ion exchange, desalination, food and beverage, separation technologies for the oil and gas industry, residential and municipal wells, water treatment, wastewater solids handling, pressure boosting, circulation and transfer, fire suppression, flood control, agricultural irrigation and crop spray.
- **Water Solutions** — The focus of this segment is to provide great tasting, higher-quality water and ice while helping people use water more productively. This segment designs, manufactures and sells commercial and residential water treatment products and systems including pressure tanks, control valves, activated carbon products, commercial ice machines, conventional filtration products, and point-of-entry and point-of-use water treatment systems. These water treatment products and systems are for use in residential whole home water filtration, drinking water filtration and water softening solutions in addition to commercial total water management and filtration in foodservice operations.
- **Pool** — The focus of this segment is to provide innovative, energy-efficient pool solutions to help people more sustainably enjoy water. This segment designs, manufactures and sells a complete line of energy-efficient residential and commercial pool equipment and accessories including pumps, filters, heaters, lights, automatic controls, chlorinators, automatic cleaners, maintenance equipment and pool accessories. Applications for our pool products include residential and commercial pool maintenance, pool repair, renovation, service, construction and aquaculture solutions.

Our CODM evaluates our reportable segments’ performance based on net sales and reportable segment income and uses certain ratios, particularly return on sales, to measure their performance. Additionally, these measures are used to evaluate reinvestment of profits into our reportable segments or into other parts of the Company, such as for acquisitions, debt repayments, dividend payments or share repurchases. These results are not necessarily indicative of the results of operations that would have occurred had each segment been an independent, stand-alone entity during the periods presented. Reportable segment income represents operating income of each reportable segment inclusive of equity income of unconsolidated subsidiaries and exclusive of intangible amortization, certain acquisition related expenses, costs of restructuring and transformation activities, impairments, legal accrual adjustments and settlements and other unusual non-operating items. “Corporate and other” activity primarily consists of corporate expenses not allocated to the segments, including executive office, board of directors, and centrally-managed corporate functional or shared service costs related to finance, human resources, communications and corporate development. These activities do not meet the criteria for a stand-alone reportable segment under accounting standards codification (“ASC”) 280. The accounting policies for our reportable segments are consistent with those described in Note 1.

Financial information of continuing operations by reportable segment as well as a reconciliation of reportable segment income to profit from continuing operations before taxation is as follows:

<i>In millions</i>	2025		2024		2025		2024	
	Identifiable assets <sup>(1)</sup>		Capital expenditures		Depreciation			
Flow	\$ 2,000.5	\$ 1,590.7	\$ 21.5	\$ 20.1	\$ 21.0	\$ 21.4		
Water Solutions	2,540.6	2,613.5	15.4	22.3	15.8	17.1		
Pool	1,884.3	1,801.3	24.5	17.1	14.3	13.1		
Reportable segment total	6,425.4	6,005.5	61.4	59.5	51.1	51.6		
Corporate and other	443.4	441.0	7.4	14.9	8.5	8.7		
Consolidated	\$ 6,868.8	\$ 6,446.5	\$ 68.8	\$ 74.4	\$ 59.6	\$ 60.3		

<sup>(1)</sup> All cash and cash equivalents are included in “Corporate and other.”

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**2025**

<i>In millions</i>	<b>Flow</b>	<b>Water Solutions</b>	<b>Pool</b>	<b>Total</b>
Net sales	\$ 1,553.6	\$ 1,062.1	\$ 1,558.8	\$ 4,174.5
<i>Reconciliation of consolidated net sales</i>				
Corporate and other				1.5
Total consolidated net sales <sup>(1)</sup>				<u>\$ 4,176.0</u>
Cost of goods sold <sup>(2)(4)</sup>	(958.7)	(647.9)	(857.1)	
Operating expenses <sup>(2)(3)(4)</sup>	(232.8)	(160.3)	(174.6)	
Reportable segment income	\$ 362.1	\$ 253.9	\$ 527.1	\$ 1,143.1
Corporate and other				(89.6)
Restructuring and other				(31.3)
Transformation costs				(40.8)
Pension and other post-retirement mark-to-market loss				(2.4)
Asset impairment and write-offs				(49.1)
Loss on sale of business				(26.3)
Deal-related costs and expenses				(4.1)
Legal accrual adjustments and settlements				(11.6)
Intangible amortization				(58.1)
Interest expense, net				(69.4)
Other expense				(3.9)
Profit from continuing operations before taxation				<u>\$ 756.5</u>

**2024**

<i>In millions</i>	<b>Flow</b>	<b>Water Solutions</b>	<b>Pool</b>	<b>Total</b>
Net sales	\$ 1,514.0	\$ 1,131.0	\$ 1,436.1	\$ 4,081.1
<i>Reconciliation of consolidated net sales</i>				
Corporate and other				1.7
Total consolidated net sales <sup>(1)</sup>				<u>\$ 4,082.8</u>
Cost of goods sold <sup>(2)(4)</sup>	(965.1)	(706.8)	(799.3)	
Operating expenses <sup>(2)(3)(4)</sup>	(230.8)	(169.1)	(160.3)	
Reportable segment income	\$ 318.1	\$ 255.1	\$ 476.5	\$ 1,049.7
Corporate and other				(90.5)
Restructuring and other				(37.0)
Transformation costs				(52.1)
Pension and other post-retirement mark-to-market gain				5.3
Asset impairment and write-offs				(17.6)
Legal accrual adjustments and settlements				7.5
Intangible amortization				(54.3)
Interest expense, net				(88.6)
Other expense				(3.5)
Profit from continuing operations before taxation				<u>\$ 718.9</u>

<sup>(1)</sup> One customer in the Pool business represented approximately 18% of our consolidated net sales in 2025 and 15% in 2024.

<sup>(2)</sup> The significant expense categories and amounts align with the segment-level information that is regularly provided to the CODM, which includes certain corporate overhead allocations directly attributable to each of the segments.

<sup>(3)</sup> Operating expenses include selling, general, administrative, research and development costs which primarily consist of non-manufacturing employee compensation, non-manufacturing overhead and professional service costs as well as depreciation expense.

<sup>(4)</sup> These costs exclude certain expenses reported in the Consolidated Profit and Loss Account and Statement of Comprehensive Profit (Loss), including costs that are reflected in "Corporate and other" and expenses excluded from reportable segment income as defined above.

**15. Commitments and Contingencies**

***Legal proceedings***

We have been, and in the future may be, made parties to a number of actions filed or have been, and in the future may be, given notice of potential claims relating to the conduct of our business, including those relating to commercial, regulatory or contractual disputes with suppliers, authorities, customers or parties to acquisitions and divestitures, intellectual property matters, environmental, asbestos, safety and health matters, product liability, the use or installation of our products, consumer matters, and employment and labor matters.

While we believe that a material impact on our consolidated financial position, results of operations or cash flows from any such future claims or potential claims is unlikely, given the inherent uncertainty of litigation, a remote possibility exists that a future adverse ruling or unfavorable development could result in future charges that could have a material adverse impact. We do and will continue to periodically reexamine our estimates of probable liabilities and any associated expenses and receivables and make appropriate adjustments to such estimates based on experience and developments in litigation and applicable accounting rules. As a result, the current estimates of the potential impact on our consolidated financial position, results of operations and cash flows for the proceedings and claims described in the notes to our consolidated financial statements could change in the future.

***Environmental matters***

We have been named as defendant, target or a potentially responsible party in environmental clean-ups relating to our current or former business units. Accruals for environmental matters are recorded on a site-by-site basis when it is probable that a liability has been incurred and the amount of the liability can be reasonably estimated, based on current law and existing technologies. It can be difficult to estimate reliably the final costs of investigation and remediation due to various factors. In our opinion, the amounts accrued are appropriate based on facts and circumstances as currently known. As of December 31, 2025 and 2024, our recorded reserves for environmental matters were not material.

***Product liability claims***

We are subject to various product liability lawsuits and personal injury claims. A substantial number of these lawsuits and claims are insured and accrued for by Penwald, our captive insurance subsidiary. Penwald records a liability for these claims based on actuarial projections of ultimate losses. For all other claims, accruals covering the claims are recorded, on an undiscounted basis, when it is probable that a liability has been incurred and the amount of the liability can be reasonably estimated based on existing information. The accruals are adjusted periodically as additional information becomes available. We have not experienced significant unfavorable trends in either the severity or frequency of product liability lawsuits or personal injury claims.

***Leases***

Our lease portfolio principally consists of operating leases related to facilities, machinery, equipment and vehicles. Our accounting for lease terms does not include options to extend or terminate the lease until we are reasonably certain that we will exercise that option. Operating lease cost for lease payments is recognized on a straight-line basis over the lease term and principally consists of fixed payments for base rent.

The components of rental expense were as follows:

<i>In millions</i>	December 31	
	2025	2024
Operating rental expense	\$ 53.5	\$ 50.3
Sublease rental income	(0.3)	(0.9)
Total rental expense	\$ 53.2	\$ 49.4

Supplemental cash flow information related to leases was as follows:

<i>In millions</i>	December 31	
	2025	2024
Operating cash flows from operating leases	\$ 34.3	\$ 36.3
Right-of-use assets obtained in exchange for lease obligations	\$ 21.5	\$ 22.4

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Other information related to leases was as follows:

	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
Weighted-average remaining lease term of operating leases (years)	5.6	6.0
Weighted-average discount rate of operating leases	5.7 %	5.6 %

Future minimum lease commitments under non-cancelable operating leases as of December 31, 2025 were as follows:

*In millions*

2026	\$	35.0
2027		28.4
2028		23.4
2029		18.3
2030		11.8
Thereafter		31.3
Total lease payments		148.2
Less: imputed interest		(20.9)
Total	\$	127.3

***Purchase and marketing obligations***

The majority of the Group's purchase obligations primarily include service and marketing contracts as well as commitments for raw materials to be utilized in the normal course of business. Arrangements are considered purchase obligations if a contract specifies all significant terms, including fixed or minimum quantities to be purchased, a pricing structure and approximate timing of the transaction. At December 31, 2025, the Group had aggregate purchase and marketing obligations of \$72.0 million, of which \$55.5 million relates to fiscal year 2026.

***Warranties and guarantees***

In connection with the disposition of our businesses or product lines, we may agree to indemnify purchasers for various potential liabilities relating to the sold business, such as pre-closing tax, product liability, warranty, environmental, or other obligations. The subject matter, amounts and duration of any such indemnification obligations vary for each type of liability indemnified and may vary widely from transaction to transaction.

Generally, the maximum obligation under such indemnifications is not explicitly stated and as a result, the overall amount of these obligations cannot be reasonably estimated. Historically, we have not made significant payments for these indemnifications. We believe that if we were to incur a loss in any of these matters, the loss would not have a material effect on our financial position, results of operations or cash flows.

We recognize, at the inception of a guarantee, a liability for the fair value of the obligation undertaken in issuing the guarantee. In connection with the disposition of the Valves & Controls business, we agreed to indemnify Emerson Electric Co. for certain pre-closing tax liabilities. We have recorded a liability representing the fair value of our expected future obligation for this matter.

We provide service and warranty policies on our products. Liability under service and warranty policies is based upon a review of historical warranty and service claim experience. Adjustments are made to accruals as claim data and historical experience warrant.

The changes in the carrying amount of service and product warranties from continuing operations were as follows:

<i>In millions</i>	<b>Years ended December 31</b>	
	<b>2025</b>	<b>2024</b>
Beginning balance	\$ 67.2	\$ 65.0
Service and product warranty provision	85.8	87.0
Payments	(84.4)	(84.2)
Acquisitions	0.2	—
Foreign currency translation	1.0	(0.6)
Ending balance (note 23)	\$ 69.8	\$ 67.2

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**Stand-by letters of credit, bank guarantees and bonds**

In certain situations, Tyco International Ltd., Pentair Ltd.'s former parent company ("Tyco"), guaranteed performance by the flow control business of Pentair Ltd. ("Flow Control") to third parties or provided financial guarantees for financial commitments of Flow Control. In situations where Flow Control and Tyco were unable to obtain a release from these guarantees in connection with the spin-off of Flow Control from Tyco, we will indemnify Tyco for any losses it suffers as a result of such guarantees.

In the ordinary course of business, we are required to commit to bonds, letters of credit and bank guarantees that require payments to our customers for any non-performance. The outstanding face value of these instruments fluctuates with the value of our projects in process and in our backlog. In addition, we issue financial stand-by letters of credit primarily to secure our performance to third parties under self-insurance programs.

As of December 31, 2025 and 2024, the outstanding value of bonds, letters of credit and bank guarantees totaled \$115.0 million and \$102.1 million, respectively.

**16. Interest Payable and Similar Charges**

Interest payable and similar charges of continuing operations for 2025 and 2024 were comprised of the following:

<i>In millions</i>	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
Loans and overdrafts made to the company by credit institutions	\$ 87.7	\$ 111.7
Interest expense	6.8	8.0
Amortization of debt issuance and bridge financing costs	3.2	3.5
Other	2.0	0.5
<b>Total interest payable and similar charges</b>	<b>\$ 99.7</b>	<b>\$ 123.7</b>

**17. Profit Attributable to Pentair plc**

In accordance with Section 304(2) of the Companies Act 2014, the Company is availing itself of the exemption from presenting and filing its individual profit and loss account. Pentair plc's profits for the years ended December 31, 2025 and 2024, as determined in accordance with FRS 102, the Financial Reporting Standard applicable in the U.K. and Ireland, were \$11 million and \$126 million, respectively.

**18. Tangible Assets**

Tangible assets at cost and accumulated depreciation consisted of the following at December 31:

<i>In millions</i>	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
Land and land improvements	\$ 33.2	\$ 31.3
Buildings and leasehold improvements	241.2	217.9
Machinery and equipment	702.7	675.8
Capitalized software	98.2	92.2
Construction in progress	45.1	51.1
<b>Total tangible assets</b>	<b>1,120.4</b>	<b>1,068.3</b>
<b>Accumulated depreciation and amortization</b>	<b>743.6</b>	<b>709.5</b>
<b>Total tangible assets, net</b>	<b>\$ 376.8</b>	<b>\$ 358.8</b>

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Tangible assets activity for 2025 was as follows:

<i>In millions</i>	Land and land improvements	Buildings and leasehold improvements	Machinery and equipment	Capitalized Software	Construction in progress	Total Tangible Assets
<b>December 31, 2024</b>	\$ 31.3	\$ 217.9	\$ 675.8	\$ 92.2	\$ 51.1	\$ 1,068.3
Additions	0.1	13.9	41.1	10.3	4.6	70.0
Disposals	—	(3.1)	(38.6)	(6.6)	—	(48.3)
Acquisitions	—	—	0.3	—	—	0.3
Divestitures	—	—	(8.6)	—	—	(8.6)
Transfers / Other	—	0.1	11.0	—	(12.0)	(0.9)
Currency translation	1.8	12.4	21.7	2.3	1.4	39.6
<b>December 31, 2025</b>	\$ 33.2	\$ 241.2	\$ 702.7	\$ 98.2	\$ 45.1	\$ 1,120.4

Tangible asset accumulated depreciation activity for financial year 2025 was as follows:

<i>In millions</i>	December 31, 2024	Depreciation expense	Disposals	Divestitures	Other	Currency translation	December 31, 2025
Accumulated depreciation	\$ 709.5	\$ 59.6	\$ (45.4)	\$ (6.2)	\$ 0.1	\$ 26.0	\$ 743.6

**19. Creditors (amounts falling due within one year)**

Creditors (amounts falling due within one year) consisted of the following at December 31:

<i>In millions</i>	December 31	
	2025	2024
Current maturities of long-term debt and short-term borrowings (note 8)	\$ —	\$ 28.6
Trade creditors	301.5	272.8
Employee compensation and benefits	113.3	109.0
Dividends payable	44.1	41.2
Billings in excess of cost	37.4	33.8
Accrued professional fees	17.4	17.2
Accrued rebates and incentives	180.3	176.7
Income taxes payable	26.8	28.8
Accrued excise tax	7.5	4.7
Freight payable	14.9	18.4
Interest payable	22.5	5.5
Current lease liability	28.5	26.3
Other creditors	56.5	45.3
Total creditors falling due within one year	\$ 850.7	\$ 808.3

**20. Creditors (amounts falling due after more than one year)**

Creditors (amounts falling due after more than one year) consisted of the following at December 31:

<i>In millions</i>	December 31	
	2025	2024
Long-term debt (note 8)	\$ 1,638.6	\$ 1,619.4
Long-term lease liability	98.8	92.8
Income taxes payable	8.5	8.1
Deferred compensation plan liabilities	32.3	29.4
Foreign currency and interest rate contract liabilities (note 9)	69.0	16.3
Other creditors falling due after one year	34.0	41.6
Total creditors falling due after one year	\$ 1,881.2	\$ 1,807.6

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**21. Financial Assets**

The Group's financial assets consisted of the following at December 31:

<i>In millions</i>	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
Assets held by Rabbi Trust (note 9)	\$ 32.3	\$ 29.4
Foreign currency and interest rate contract assets (note 9)	—	4.4
Long-term project receivable	9.2	10.4
Other investments	32.9	13.3
<b>Total financial assets</b>	<b>\$ 74.4</b>	<b>\$ 57.5</b>

**22. Debtors**

Debtors consisted of the following at December 31:

<i>In millions</i>	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
<i>Amounts falling due within one year</i>		
Trade debtors and notes receivable, net of allowances	\$ 673.2	\$ 565.2
Prepaid expenses	66.2	51.0
Cost in excess of billings	53.9	46.7
Other debtors	14.3	43.6
<b>Total debtors falling due within one year</b>	<b>\$ 807.6</b>	<b>\$ 706.5</b>
<i>Amounts falling due after more than one year</i>		
Deferred taxation (note 10)	134.2	129.6
Other debtors	15.0	28.0
<b>Total debtors falling due after more than one year</b>	<b>\$ 149.2</b>	<b>\$ 157.6</b>
<b>Total debtors</b>	<b>\$ 956.8</b>	<b>\$ 864.1</b>

**23. Provisions for Liabilities**

Provisions for liabilities consisted of the following at December 31:

<i>In millions</i>	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
Pension and other post-retirement compensation and benefits (note 11)	\$ 65.7	\$ 68.8
Deferred taxation (note 10)	47.5	44.4
Accrued warranty (note 15)	69.8	67.2
Insurance reserves (note 1)	70.8	68.6
Restructuring (note 4)	14.0	18.7
<b>Total provisions for liabilities</b>	<b>\$ 267.8</b>	<b>\$ 267.7</b>

**24. Director's Remuneration**

The directors are deemed to be the key management personnel. Directors' remuneration is set forth in the tables below. Mr. Stauch, the Company's President and Chief Executive Officer, is not compensated for his services as director. Accordingly, the amounts below include compensation for Mr. Stauch's services as Chief Executive Officer for the years ended December 31, 2025 and 2024.

<i>In millions</i>	<b>December 31</b>	
	<b>2025</b>	<b>2024</b>
Aggregate emoluments paid to or received by directors in respect of qualifying service	\$ 4.3	\$ 4.3
Money or value of other assets, including shares but excluding share options, paid to or receivable by the directors under long-term incentive schemes	6.6	6.3
Money or value of other assets, in relation to share options, paid to or receivable by the directors under long-term incentive schemes	1.7	1.6

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**December 31**

	2025		2024	
	Number of directors	Amount	Number of directors	Amount
<i>In millions, except number of directors</i>				
<i>Aggregate contributions paid, treated as paid or payable during the financial year to a retirement benefit scheme in respect of qualifying services of directors</i>				
Defined contribution schemes	1	\$ —	1	\$ —
Defined benefit schemes	1	—	1	—

There were no amounts paid or payable to past directors of the Company or of its subsidiary undertakings for the years ended December 31, 2025 and 2024.

**25. Auditor's Remuneration**

Auditor's remuneration for 2025 and 2024 was as follows:

<i>In millions</i>	December 31	
	2025	2024
Audit of the group accounts	\$ 0.3	\$ 0.2
Other assurance services	—	—
Tax advisory services	—	—
Other non-audit services	—	—
<b>Total auditor's remuneration</b>	<b>\$ 0.3</b>	<b>\$ 0.2</b>

The Group incurred total fees of \$8.1 million in 2025 and \$7.8 million in 2024 payable to affiliates of Deloitte Ireland LLP. These additional amounts reflect fees for professional services rendered, including audit fees payable to Deloitte & Touche LLP in the U.S. for the audit of the Group's consolidated annual financial statements and the effectiveness of internal controls over financial reporting and reviews of the Group's quarterly consolidated financial statements.

**26. Employees**

The average monthly number of persons, including executive directors, employed by the Group during the financial year was as follows:

	2025	2024
Manufacturing	6,403	7,229
Selling and marketing	1,454	1,579
Research and development	647	718
General and administrative	814	934
<b>Total average employees</b>	<b>9,318</b>	<b>10,460</b>

Total employee costs for 2025 and 2024 were expensed as follows:

<i>In millions</i>	December 31	
	2025	2024
Wages and salaries	\$ 892.4	\$ 902.0
Social insurance costs	81.0	78.0
Severance and related costs (note 4)	27.4	35.2
Pension and other retirement costs (benefit)	7.5	(0.1)
<b>Total employee costs</b>	<b>\$ 1,008.3</b>	<b>\$ 1,015.1</b>

No material labor costs were capitalized for the years ended December 31, 2025 and 2024.

***Pentair plc and Subsidiaries***  
***Notes to consolidated financial statements***

**27. Subsidiary Undertakings**

As of December 31, 2025, the Group had the following subsidiary undertakings:

<b>Company name</b>	<b>Percentage owned</b>	<b>Business purpose</b>	<b>Registered office address</b>
APEL International, LLC	100%	Manufacturing	11201 Ampere Court, Louisville, KY, 40299, United States
Aqua Membranes, Inc.	10.26%	Manufacturing	5601 Midway Park Place, Albuquerque NM 87710, United States
Aquion (Xi'an) Water Treatment Equipment Co., Ltd.	100%	Manufacturing	Room 1-1404, Block D, Gaoke Plaza Gaoxin 4th Road No. 3, Xi'an High-Tech Zone, Xi'an 710075 PR China, China
Aquion Hong Kong Limited	100%	Manufacturing	Suite 1106-8, 11/F., Tai Yau Building, No.181 Johnston Road, Wanchai, Hong Kong
Aquion, Inc.	100%	Manufacturing	101 S. Gary Avenue, Roselle IL 60172, United States
ClearWater Tech, L.L.C.	100%	Manufacturing	850-E Capitolio Way, San Luis Obispo CA 93401, United States
ETE Coliban Pty Limited	100%	Manufacturing	1-21 Monash Drive, Dandenong South, Victoria 3175, Australia
Everpure Japan Kabushiki Kaisha	100%	Manufacturing	Nihonbashi 3-chome Square, 11th Floor, 9-1, Nihonbashi 3-chome, Chuo-ku, Japan
FARADYNE Motors (Suzhou) Co., Ltd	50%	Manufacturing	EPZ Zone A, No. 200 Suhong Middle Road, Suzhou Industrial Park, Suzhou, Jiangsu, 215021, China
Faradyne Motors LLC	50%	Manufacturing	2077 Division Street, Palmyra NY 14522, United States
G & F Manufacturing, LLC	100%	Manufacturing	7902 Interstate Court North Fort Myers FL 33917, United States
Goyen Controls Co. Pty. Limited	100%	Manufacturing	1-21 Monash Drive, Dandenong South, Victoria 3175, Australia
Goyen Valve LLC	100%	Distribution	1195 Airport Road, Lakewood NJ 08701, United States
Greenspan Environmental Technology Pty Ltd	100%	Manufacturing	1-21 Monash Drive, Dandenong South, Victoria 3175, Australia
Haffmans B.V.	100%	Manufacturing	Marinus Dammeweg 30, 5928 PW, Venlo, Netherlands
Hydra-Stop LLC	100%	Manufacturing	144 Tower Drive, Burr Ridge IL 60527, United States
Hypro EU Limited	100%	Manufacturing	Unit 9, Bourn Quarter, Bourn, Cambridge, CB23 7FW, United Kingdom
Jung Pumpen GmbH	100%	Manufacturing	Industriestraße 4-6, 33803, Steinhagen, Germany
Lincoln Automotive Company	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Manitowoc Foodservice (Switzerland) GmbH	100%	Manufacturing	Freier Platz 10, CH-8200 Schaffhausen, Switzerland
Manitowoc FSG Holding, LLC	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Manitowoc FSG Manufactura Mexico, S. de R.L. de C.V.	100%	Manufacturing	Lot 5A, Rancho el Refugio, Guadalupe, Nuevo Leon, Mexico

***Pentair plc and Subsidiaries***  
***Notes to consolidated financial statements***

<b>Company name</b>	<b>Percentage owned</b>	<b>Business purpose</b>	<b>Registered office address</b>
McNeil (Ohio) Corporation	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
MECAIR S.r.L.	100%	Manufacturing	Via Tiziano 32- 20145 Milano, Italy
Milperra Developments Pty Limited	100%	Manufacturing	1-21 Monash Drive, Dandenong South, Victoria 3175, Australia
Mobile Pool Builder, Inc.	100%	Sales & Marketing	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Moraine Properties, LLC	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Nano Terra, Inc.	0.9%	Holding Company	251 Little Falls Drive, Wilmington DE 19801, United States
Nijhuis Pompen B.V.	100%	Manufacturing	Parallelweg 4, 7102 DE, Winterswijk, Netherlands
Panthro Acquisition Co.	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Pentair Aquatic Eco-Systems, Inc.	100%	Manufacturing	2395 Apopka Blvd., Apopka FL 32703, United States
Pentair Australia Holdings Pty Limited	100%	Holding Company	1-21 Monash Drive, Dandenong South, Victoria 3175, Australia
Pentair Canada, Inc.	100%	Distribution	18 York Street, Suite 2500-C, Toronto ON M5J 0B2, Canada
Pentair Clean Process Technologies India Private Limited	100%	Manufacturing	Workfella, 37 TTK Road, Alwarpet Chennai, Chennai, Tamilnadu, 600018, India
Pentair Commercial Ice LLC	100%	Manufacturing	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Pentair Denmark Holding ApS	100%	Holding Company	Snaremoesvej 27, Erritsø, 7000, Fredericia, Denmark
Pentair Filtration Solutions, LLC	100%	Holding Company	1040 Muirfield Drive, Hanover Park IL 60133, United States
Pentair Finance Group GmbH	100%	Holding Company	Freier Platz 10, CH-8200 Schaffhausen, Switzerland
Pentair Finance S.a.r.l.	100%	Holding Company	Regus Business Center, 26, Boulevard Royal, Grand-Duchy of Luxembourg, L-2449, Luxembourg
Pentair Finance Switzerland GmbH	100%	Holding Company	Freier Platz 10, CH-8200 Schaffhausen, Switzerland
Pentair Flow Control International Pty Limited	100%	Holding Company	1-21 Monash Drive, Dandenong South, Victoria 3175, Australia
Pentair Flow Services AG	100%	Holding Company	Freier Platz 10, CH-8200 Schaffhausen, Switzerland
Pentair Flow Technologies de Mexico, S. de R.L. de C.V.	100%	Manufacturing	Los Nogales, Lote 10, Manzana 5, Parque Industrial Villa Florida, Reynosa Tamaulipas, C.P. 88718, Mexico
Pentair Flow Technologies Pacific Pty Ltd	100%	Manufacturing	1-21 Monash Drive, Dandenong South, Victoria 3175, Australia
Pentair Flow Technologies, LLC	100%	Manufacturing	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States

***Pentair plc and Subsidiaries***  
***Notes to consolidated financial statements***

<b>Company name</b>	<b>Percentage owned</b>	<b>Business purpose</b>	<b>Registered office address</b>
Pentair France SARL	100%	Manufacturing	Le Broc Center, 1ere avenue 5600 metres, 06510, Carros-Le Broc, France
Pentair Germany GmbH	100%	Holding Company	Industriestraße 4-6, 33803, Steinhagen, Germany
Pentair Global Holdings B.V.	100%	Holding Company	Marssteden 50, 7547 TC, Enschede, Netherlands
Pentair Global S.a.r.l.	100%	Holding Company	Regus Business Center, 26, Boulevard Royal, Grand-Duchy of Luxembourg, L-2449, Luxembourg
Pentair Group (Thailand) Limited	100%	Sales & Marketing	33/4 The Ninth Tower Grand Rama 9, Tower B, 16th Floor, Unit TNB03, Rama 9 Road, Huaykwang Sub-district, Huaykwang District, Bangkok, 10310, Thailand
Pentair Holdings S.a.r.l.	100%	Holding Company	Regus Business Center, 26, Boulevard Royal, Grand-Duchy of Luxembourg, L-2449, Luxembourg
Pentair Holdings, Inc.	100%	Holding Company	251 Little Falls Drive, Wilmington DE 19801, United States
Pentair International (UK) Ltd	100%	Holding Company	Regal House, 70 London Road, Twickenham, TW1 3QS, United Kingdom
Pentair International Holding S.a.r.l.	100%	Holding Company	Regus Business Center, 26, Boulevard Royal, Grand-Duchy of Luxembourg, L-2449, Luxembourg
Pentair International Sarl	100%	Holding Company	Voie du Chariot 3, 4th floor, CH-1003, Lausanne, Switzerland
Pentair Investments Switzerland GmbH	100%	Holding Company	Freier Platz 10, CH-8200 Schaffhausen, Switzerland
Pentair Ireland Limited	100%	Holding Company	Level 1, The Chase, Carmanhall Road, Sandyford, Dublin, D18 Y3X2, Ireland
Pentair Luxembourg S.a.r.l.	100%	Holding Company	Regus Business Center, 26, Boulevard Royal, Grand-Duchy of Luxembourg, L-2449, Luxembourg
Pentair Management Company	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Pentair Manufacturing Belgium BV	100%	Manufacturing	Toekomstlaan 30, B-2200 Herentals, Belgium
Pentair Manufacturing Italy S.r.L.	100%	Manufacturing	Via Tiziano 32- 20145 Milano, Italy
Pentair Middle East FZE	100%	Manufacturing	Floor 15, Unit No.#15.01, Sheikh Rashid Tower Dubai, Dubai World Trade Centre, Dubai, United Arab Emirates
Pentair Netherlands Euro Finance B.V.	100%	Manufacturing	Marssteden 50, 7547 TC, Enschede, Netherlands
Pentair Netherlands Holding B.V.	100%	Holding Company	Marssteden 50, 7547 TC, Enschede, Netherlands
Pentair Pacific Rim (Water) Limited	100%	Holding Company	Suite 1301, Ruttonjee House, Ruttonjee Centre, 11 Duddell Street, Central Hong Kong
Pentair Pacific Rim, Limited	100%	Holding Company	Suite 1301, Ruttonjee House, Ruttonjee Centre, 11 Duddell Street, Central Hong Kong

**Pentair plc and Subsidiaries**  
**Notes to consolidated financial statements**

<b>Company name</b>	<b>Percentage owned</b>	<b>Business purpose</b>	<b>Registered office address</b>
Pentair Philippines, Inc.	99.99%	Sales & Marketing	5th floor, Kalimera Building 1747 Nicanor Garcia Street, corner D. Oliman Street, San Miguel Village, Barangay Poblacion, Makati City, Metro Manila, 1210, Philippines
Pentair Residential Filtration, LLC	100%	Manufacturing	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Pentair Sudmo GmbH	100%	Manufacturing	Industriestraße 7, 73469, Riesbürg, Germany
Pentair Trading (Shanghai) Co., Ltd.	100%	Sales & Marketing	9Floor, 921B No.55 Xili Road, Free Trade Zone, Shanghai, China
Pentair UK Holdings Limited	100%	Holding Company	Regal House, 70 London Road, Twickenham, London, TW13QS United Kingdom
Pentair US LLC 1	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Pentair US LLC 2	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Pentair US LP	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Pentair Water (Suzhou) Company, Ltd.	100%	Sales & Marketing	No. 371 He Shan Road, New District, Suzhou, Jiangsu, 215 011, China
Pentair Water Asia Pacific Pte. Ltd.	100%	Holding Company	390 Havelock Road, #04-01 King's Centre, 169662, Singapore
Pentair Water Australia Pty Ltd	100%	Holding Company	1-21 Monash Drive, Dandenong South, Victoria 3175, Australia
Pentair Water Brazil LLC	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Pentair Water do Brasil Ltda.	100%	Manufacturing	Av. Marginal Norte da Via Anhanguera, No 53.700, Vila Rami - Jundiá - SP, 13206-245, Brazil
Pentair Water France SAS	100%	Manufacturing	Le Broc Center, 1ere avenue 5600 metres, 06510, Carros-Le Broc, France
Pentair Water Group, Inc.	100%	Manufacturing	293 Wright Street, Delavan WI 53115, United States
Pentair Water Holdings, LLC	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Pentair Water India Private Limited	100%	Manufacturing	L 52-55, Verna Industrial Estate, Phase II, Verna Salcette, Goa, 403 722, India
Pentair Water Operations Australia Pty Ltd	100%	Manufacturing	1-21 Monash Drive, Dandenong South, Victoria 3175, Australia
Pentair Water Polska Sp.zoo	100%	Manufacturing	Ul. Plonów 21, 41-200, Sosnowiec, Poland
Pentair Water Pool and Spa, Inc.	100%	Manufacturing	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Pentair Water Proces Technologie Holding B.V.	100%	Holding Company	Marssteden 50, 7547 TC, Enschede, Netherlands

**Pentair plc and Subsidiaries**  
**Notes to consolidated financial statements**

<b>Company name</b>	<b>Percentage owned</b>	<b>Business purpose</b>	<b>Registered office address</b>
Pentair Water Process Technology B.V.	100%	Manufacturing	Marssteden 50, 7547 TC, Enschede, Netherlands
Pentair Water Purification Systems (Shanghai) Co., Ltd.	100%	Sales & Marketing	6Floor, 622, No.55 Xiya Road, Free Trade Zone, Shanghai, China
Pentair Water Solutions (Hangzhou) Company, Ltd.	100%	Manufacturing	151 Jianye Road, Binjiang District, Hangzhou, Zhejiang, China
Pentair Water Spain, S.L.	100%	Manufacturing	Avenida Diagonal Nr. 468, 4C, 08006, Barcelona, Spain
Pentair Water Treatment (OH) Company	100%	Holding Company	220 Park Drive, Chardon OH 44024-1091, United States
Pentair Water Treatment Company	100%	Holding Company	1385 Bishops Drive, Brookfield WI 53045, United States
Pentair Water Treatment Private Limited	100%	Manufacturing	L 52-55, Verna Industrial Estate, Phase II, Verna Salcette, Goa, 403 722, India
Pentair Water, LLC	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Pentair Water-Mexico, S. de R.L. de C.V.	100%	Manufacturing	Av de los Nogales Lote 6, AL 11 Manzana 5 SN, Parque Industrial, Villa Florida, Tamaulipas, C.P. 88730, Mexico
Pentair, Inc.	100%	Holding Company	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Penwald Insurance Company	100%	Insurance	463 Mountain View Drive Colchester, VT 05446-5952, United States
PES Pty Ltd	100%	Holding Company	1-21 Monash Drive, Dandenong South, Victoria 3175, Australia
Pleatco Mexicana, S. De R.L. De C.V.	100%	Manufacturing	El Dorado No. 15, Int. 1, Mexicali, Baja California, 21383, Mexico
Plymouth Products, LLC	100%	Holding Company	13845 Bishops Drive, Brookfield WI 53045, United States
Seneca Enterprises Co.	100%	Manufacturing	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
Sta-Rite Industries, LLC	100%	Manufacturing	293 Wright Street, Delavan WI 53115, United States
Surface Logix LLC	0.01%	Manufacturing	5500 Wayzata Blvd., Suite 900, Golden Valley MN 55416-1261, United States
The Global H2O Initiative, P.B.C.	18.26%	Sales & Marketing	251 Little Falls Drive, Wilmington, DE 19808, United States
Union Engineering (NingBo) Co., Ltd.	100%	Manufacturing	188# Donghui Road Nordic Industrial Park, Zhenhai District, Ningbo Zhejiang, 315221, China
Union Engineering A/S	100%	Manufacturing	Snaremoesvej 27, Erritsø, 7000, Fredericia, Denmark
Union Engineering Latam Ltda	100%	Manufacturing	Rodovia Curitiba Ponta Grossa BR 277, número 6047, Bairro Cidade Industrial, cidade de Curitiba, Estado do Paraná, Paraná, CEP 82305-200, Brazil
Union Engineering North America LLC	100%	Manufacturing	4301 W. Davis Street, Conroe TX 77304, United States

*Pentair plc and Subsidiaries*  
*Notes to consolidated financial statements*

<b>Company name</b>	<b>Percentage owned</b>	<b>Business purpose</b>	<b>Registered office address</b>
Voltea Ltd.	1.69%	Manufacturing	68 Great Eastern Street, London, EC2A 3JT, United Kingdom
Webster Electric Company, LLC	100%	Manufacturing	293 Wright Street, Delavan WI 53115, United States
X-Flow B.V.	100%	Manufacturing	Marssteden 50, 7547 TC, Enschede, Netherlands

**28. Post Balance Sheet Events**

There were no material post balance sheet events that have occurred after December 31, 2025, but before February 24, 2026, the date the financial statements were issued.

**PENTAIR PLC**  
Company Financial Statements  
For the financial year ended 31 December 2025

**Pentair plc**  
**Company Balance Sheet**

<i>In millions</i>	Note	31 December 2025	31 December 2024
<b>Fixed financial assets</b>			
Shares in group undertakings	3	\$ 6,894	\$ 7,282
<b>Current assets</b>			
Prepaid expenses		3	1
Amounts due from subsidiaries		94	50
Total current assets		97	51
<b>Creditors (amounts falling due within one year)</b>			
Amounts owed to group undertakings		1	1
Other creditors		8	3
<b>Net current assets</b>		<b>88</b>	<b>47</b>
<b>Total assets less current liabilities</b>		<b>6,982</b>	<b>7,329</b>
<b>Creditors (amounts falling after more than one year)</b>			
Other creditors		26	32
<b>Net assets</b>		<b>\$ 6,956</b>	<b>\$ 7,297</b>
<b>Capital and reserves</b>			
Called-up share capital presented as equity		\$ 2	\$ 2
Share premium account		247	237
Profit and loss account		6,367	6,755
Other reserves		340	303
<b>Total shareholders' funds</b>		<b>\$ 6,956</b>	<b>\$ 7,297</b>

In accordance with Section 304(2) of the Companies Act 2014, the Company is availing itself of the exemption from presenting and filing its individual profit and loss account. Pentair plc's profits for the years ended 31 December 2025 and 2024 as determined in accordance with FRS 102, the Financial Reporting Standard applicable in the U.K. and Ireland, were \$11 million and \$126 million, respectively.

Approved by the Board of Directors on 24 February 2026 and signed on its behalf by:

/s/ John L. Stauch  
John L. Stauch, Director

/s/ Michael T. Speetzen  
Michael T. Speetzen, Director

**Pentair plc**  
**Company Statement of Changes in Equity**

<i>In millions</i>	Called up & fully paid share capital	Share premium reserve	Profit and loss account	Other reserves	Total
<b>Balance - 31 December 2023</b>	\$ 2	\$ 208	\$ 6,941	\$ 263	\$ 7,414
Profit for the financial year	—	—	126	—	126
Repurchase of shares	—	—	(150)	—	(150)
Share-based compensation	—	—	—	40	40
Exercise of options, net of shares tendered for payment	—	29	—	—	29
Shares surrendered by employees for taxes	—	—	(10)	—	(10)
Dividends paid	—	—	(152)	—	(152)
<b>Balance - 31 December 2024</b>	\$ 2	\$ 237	\$ 6,755	\$ 303	\$ 7,297
Profit for the financial year	—	—	11	—	11
Repurchase of shares	—	—	(225)	—	(225)
Share-based compensation	—	—	—	37	37
Exercise of options, net of shares tendered for payment	—	10	—	—	10
Shares surrendered by employees for taxes	—	—	(10)	—	(10)
Dividends paid	—	—	(164)	—	(164)
<b>Balance - 31 December 2025</b>	\$ 2	\$ 247	\$ 6,367	\$ 340	\$ 6,956

On 11 December 2023, the Board of Directors declared a quarterly cash dividend of \$0.23 per share that was paid on 2 February 2024 to shareholders of record at the close of business on 19 January 2024. As this dividend was not approved by shareholders as of 31 December 2023, it did not meet the criteria to be provided for as a liability in the Company Balance Sheet. The amount paid on 2 February 2024 related to this dividend was \$38 million.

On 16 December 2024, the Board of Directors declared a quarterly cash dividend of \$0.25 per share that was paid on 7 February 2025 to shareholders of record at the close of business on 24 January 2025. As this dividend was not approved by shareholders as of 31 December 2024, it did not meet the criteria to be provided for as a liability in the Company Balance Sheet. The amount paid on 7 February 2025 related to this dividend was \$41 million.

On 15 December 2025, the Board of Directors declared a quarterly cash dividend of \$0.27 per share that was paid on 6 February 2026 to shareholders of record at the close of business on 23 January 2026. As this dividend was not approved by shareholders as of 31 December 2025, it did not meet the criteria to be provided for as a liability in the Company Balance Sheet. The amount paid on 6 February 2026 related to this dividend was \$44 million.

Note 12 of the consolidated Group financial statements provides additional details regarding Group shareholders' funds.

## **1. Basis of Presentation and Summary of Significant Accounting Policies**

### ***General information and basis of accounting***

The books and accounting records of Pentair plc are maintained at the Company's executive office at Regal House, 70 London Road, Twickenham, London, TW13QS U.K. and are readily accessible at Pentair plc's registered address of Arthur Cox, 10 Earlsfort Terrace, Dublin 2, D02 T380 Ireland. Pentair plc (the "Company," "we," "us," or "our") is a company incorporated in Ireland under the Companies Act 2014. The Company's registration number is 536025.

The parent company financial statements of the Company for the financial years ended 31 December 2025 and 2024 have been prepared in accordance with generally accepted accounting practice in Ireland ("Irish GAAP"), comprising the Financial Reporting Standards 102 ("FRS 102"), the Financial Reporting Framework applicable in the U.K. and Ireland ("relevant financial reporting framework"), together with the Companies Act 2014. These financial statements are prepared under Irish GAAP as they are prepared specifically to comply with Irish legislative requirements and represent the results and financial position of the Company, which is incorporated and registered in Ireland.

Pentair plc meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its parent company financial statements. The consolidated financial statements of Pentair plc can be found on pages 1 to 76. Exemptions have been taken in these separate company financial statements in relation to share-based payments, financial instruments, presentation of a cash flow statement and remuneration of key management personnel as well as certain disclosure requirements surrounding taxation.

### ***Functional currency***

Items included in these financial statements are measured using the currency of the primary economic environment in which Pentair plc operates (the "functional currency"). The financial statements are presented in United States ("U.S.") dollars, which is the Company's functional and presentation currency.

### ***Currency translation***

Gains and losses resulting from foreign currency transactions are included in profit and loss.

### ***Investments in group undertakings***

Pentair plc's investment in Pentair Investments Switzerland GmbH ("PISG") was recorded at fair value on 3 June 2014, the date Pentair plc acquired 100% of the ordinary share capital of PISG as part of the Merger (defined in Note 2 below). The fair value was based on the Company's market capitalization at that date. This initial valuation became Pentair plc's cost basis for its investment in PISG. In June 2020, the PISG investment in Pentair Finance S.a.r.l ("PFSA") was distributed to Pentair plc via a distribution in kind and Pentair plc became a 100% owner of the ordinary share capital of PFSA.

Investments in group undertakings are measured at cost less impairment. The investment is tested for impairment if circumstances or indicators suggest that impairment may exist. An impairment loss occurs when the carrying amount of an asset exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use.

### ***Dividends***

Dividends may only be declared and paid out of the profits available for distribution in accordance with accounting practice generally accepted in Ireland and applicable Irish company law. Any dividends, if and when declared, will be declared and paid in U.S. dollars. We paid dividends in 2025 of \$164 million, or \$1.00 per share, compared with \$152 million, or \$0.92 per share in 2024.

### ***Share-based compensation***

The Company applies the requirements of FRS 102 Section 26 Share-Based Payment in accounting for all share-based compensation; consequently, the measurement and recognition of compensation expense for all share-based payment awards made to employees and directors is based on estimated fair values.

The Company issues equity-settled share options appreciation rights to certain employees of its subsidiaries. Equity-settled share-based payment transactions are measured at fair value (excluding the effect of non-market-based vesting conditions) at the date of grant. Where this expense is not recharged by the Company to its subsidiaries, it is accounted for as a capital contribution included in Shares in group undertakings as reflected in Note 3. See Note 13 of the Group Financial Statements for further discussion of share-based compensation. Where the Company pays the related employee tax liability on share options issued, the share option balance outstanding to the employee is reduced by a similar value.

### ***Going concern***

The directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

**Critical accounting judgments and key sources of estimation uncertainty**

In the application of the Company’s accounting policies, which are described above, the directors are required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. The main area of accounting judgment and estimate in the Company relates to the carrying value of shares in group undertakings where the Company is required to assess any potential indicators of impairment. The key source of estimation in the carrying value of group undertakings relate to the estimation of the share based payment charge which forms part of the carrying value of group undertakings and involves various inputs in calculating the appropriate share based payment charge.

**2. History of the Company**

Pentair plc was incorporated in Ireland, as a public limited company, on 28 November 2013 in order to assist the change of the Company’s jurisdiction of incorporation from Switzerland to Ireland. The former group holding company, Pentair Ltd., was incorporated in Switzerland and was listed on the New York Stock Exchange (“NYSE”). Pentair Ltd. became the Group holding company on 28 September 2012, subsequent to a spin-off of Pentair Ltd. from its then parent, Tyco International Ltd. (“Tyco”) and a reverse acquisition involving Pentair, Inc. (a Minnesota corporation that was listed on the NYSE and predecessor to Pentair Ltd.).

On 10 December 2013, the Board of Directors of Pentair Ltd. approved a merger agreement (the “Merger Agreement”) between the Company and Pentair Ltd. (the “Merger”). At an extraordinary meeting of shareholders of Pentair Ltd. held on 20 May 2014, Pentair Ltd. shareholders voted to approve the Merger Agreement. The Merger was completed on 3 June 2014, following entry of the Merger in the Schaffhausen Cantonal register in Switzerland and the jurisdiction of organization of the Pentair group changed from Switzerland to Ireland.

The reorganization was effected by: (i) Pentair Ltd. transferring certain assets, liabilities and agreements by way of a contribution to the equity of PISG, a newly-formed wholly-owned, direct subsidiary of Pentair Ltd. organized under the laws of Switzerland (the “Contribution”), followed by; (ii) the Merger, with the Company surviving as the publicly-traded parent entity and successor to Pentair Ltd.

Accordingly, all of the outstanding common shares of Pentair Ltd. were canceled and all holders of such shares were issued Pentair plc ordinary shares on a one-for-one basis. Shares of the Irish company, Pentair plc, began trading on the NYSE on 3 June 2014 under the symbol “PNR,” the same symbol under which Pentair Ltd. shares were previously traded. Prior to 3 June 2014, Pentair plc had no substantive operating activity.

**3. Shares in Group Undertakings**

Pentair plc owns 100% of the ordinary share capital of PISG. The principal activity of PISG is an investment holding company. As discussed in Note 1, Pentair plc’s investment in PISG was recorded at fair value on the date of the reorganization based on the Company’s market capitalization at that date. This initial valuation became Pentair plc’s cost basis in PISG. In June 2020, the PISG ownership of the ordinary share capital of PFSA was distributed to Pentair plc via a distribution in kind and Pentair plc became a 100% owner of the ordinary share capital of PFSA.

The table below presents a roll-forward of activity during the financial years ended 31 December 2025 and 2024 within the investment in subsidiary account.

<i>In millions</i>	<b>2025</b>
At 31 December 2023, at cost less impairment	\$ 7,428
Return of capital from PFSA	(184)
Investment in subsidiary undertakings	38
At 31 December 2024, at cost less impairment	7,282
Return of capital from PFSA	(419)
Investment in subsidiary undertakings	31
At 31 December 2025, at cost less impairment	\$ 6,894

***Pentair plc***  
***Notes to consolidated financial statements***

The \$31 million and \$38 million of investments in subsidiary undertakings in the financial years ended 31 December 2025 and 2024, primarily represents equity-settled share-based payment transactions not recharged to subsidiaries and other capital contributions.

In 2025, PFSA paid dividends of \$450 million to Pentair plc. Of this, \$419 million has been accounted for as a return of capital and \$31 million has been recognized as dividend income by the Company.

In 2024, PFSA paid dividends of \$340 million to Pentair plc. Of this, \$184 million has been accounted for as a return of capital and \$156 million has been recognized as dividend income by the Company.

**4. Guarantees and Contingencies**  
***Indemnifications of officers and directors***

The Company has indemnification agreements with the members of its board of directors to indemnify them to the extent permitted by law against any and all liabilities, costs, expenses, amounts paid in settlement and damages incurred by any director as a result of any lawsuit or any judicial, administrative or investigative proceeding brought against such director as a result of their service as a member of the Company's board of directors.

***Debt***

As of 31 December 2025, PFSA has a \$900 million unsecured revolving credit facility expiring in 2030 and a \$1.0 billion term loan expiring in 2027. In addition, as of 31 December 2025, PFSA has \$800 million aggregate principal amount of public notes outstanding which comprised of the following: \$400 million of 4.50% notes due 2029 and \$400 million of 5.90% notes due 2032.

The credit facility and the public notes of PFSA are fully and unconditionally guaranteed joint and severally on a senior unsecured basis by Pentair plc.

***Guarantees***

In connection with the disposition of our businesses or product lines, we may agree to indemnify purchasers for various potential liabilities relating to the sold business, such as pre-closing tax, product liability, warranty, environmental, or other obligations. The subject matter, amounts and duration of any such indemnification obligations vary for each type of liability indemnified and may vary widely from transaction to transaction.

Generally, the maximum obligation under such indemnifications is not explicitly stated and as a result, the overall amount of these obligations cannot be reasonably estimated. Historically, we have not made significant payments for these indemnifications. We believe that if we were to incur a loss in any of these matters, the loss would not have a material effect on our financial position, results of operations or cash flows.

We recognize, at the inception of a guarantee, a liability for the fair value of the obligation undertaken in issuing the guarantee. In connection with the disposition of the Valves & Controls business, we agreed to indemnify Emerson Electric Co. for certain pre-closing tax liabilities. We have recorded a liability representing the fair value of our expected future obligation for this matter.

In the ordinary course of business, we are required to commit to bonds, letters of credit and bank guarantees that require payment to our customers for any non-performance. The outstanding face value of these instruments fluctuates with the value of our projects in process and in our backlog. In addition, we issue financial stand-by letters of credit primarily to secure our performance to third parties under self-insurance programs.

As of 31 December 2025 and 2024, the outstanding value of bonds, letters of credit and bank guarantees totaled \$115 million and \$102 million, respectively.

In addition, we provide support in the form of financial and/or performance guarantees to various subsidiary operating entities. While some of these performance guarantees have no limit, the value of these guarantees that are capped was approximately \$2.7 billion and \$2.9 billion as of 31 December 2025 and 2024, respectively. Refer to Note 15 of the consolidated Group financial statements for further discussion.

**5. Called up Share Capital Presented as Equity**

The authorized share capital of the Company is 426.0 million ordinary shares of \$0.01 par value for a total aggregate nominal value of \$4.26 million.

Called up share capital activity of the Company for the financial years ended 31 December 2025 and 2024 was as follows:

	<b>Ordinary Shares of \$0.01 par value</b>
<b>Balance - 31 December 2023</b>	165,334,513
Repurchase of shares	(1,641,425)
Exercise of options, net of shares tendered for payment	761,278
Ordinary shares of \$0.01 par value issued for share-based compensation activity	445,948
Shares surrendered by employees to pay taxes	(83,131)
<b>Balance - 31 December 2024</b>	164,817,183
Repurchase of shares	(2,271,730)
Exercise of options, net of shares tendered for payment	409,293
Ordinary shares of \$0.01 par value issued for share-based compensation activity	357,835
Shares surrendered by employees to pay taxes	(76,875)
<b>Balance - 31 December 2025</b>	163,235,706

**Share repurchases**

On 8 December 2020, the Board of Directors authorized the repurchase of ordinary shares up to a maximum dollar limit of \$750.0 million (the “2020 Authorization”). The 2020 Authorization expired on 31 December 2025. On 15 December 2025, the Board of Directors authorized the repurchase of our ordinary shares up to a maximum dollar limit of \$1.0 billion (the “2025 Authorization”). The 2025 Authorization supplemented the 2020 Authorization and expires on December 31, 2028.

During the year ended 31 December 2024, we repurchased 1.6 million of our ordinary shares, with a \$0.01 par value per share, for \$150 million under the 2020 Authorization.

During the year ended 31 December 2025, we repurchased 2.3 million of our ordinary shares, with a \$0.01 par value per share, for \$225 million under the 2020 Authorization. As of 31 December 2025 we had \$1.0 billion available for share repurchases under the 2025 Authorization.

The repurchase and subsequent cancellation of our ordinary shares under the authorization from the Board of Directors from time to time, based on market conditions, allow management to return excess cash to enhance shareholder value.

**6. Profit Attributable to Pentair plc**

In accordance with Section 304(2) of the Companies Act 2014, the Company is availing itself of the exemption from presenting and filing its individual profit and loss account. Pentair plc’s profits for the years ended 31 December 2025 and 2024 as determined in accordance with FRS 102, the Financial Reporting Standard applicable in the U.K. and Ireland, were \$11 million and \$126 million, respectively.

**7. Directors’ Remuneration**

Note 24 of the consolidated Group financial statements provides details of directors’ remuneration borne by the Company.

**8. Auditor’s Remuneration**

Auditor’s remuneration for the financial years ended 31 December 2025 and 2024 was as follows:

<i>In millions</i>	<b>2025</b>	<b>2024</b>
Audit of the Company financial statements	\$ —	\$ —
Other assurance services	0.3	0.2
Tax advisory services	—	—
Other non-audit services	—	—
<b>Total auditor’s remuneration</b>	<b>\$ 0.3</b>	<b>\$ 0.2</b>

Note 25 of the consolidated Group financial statements provides additional details of fees paid by the Group.

**9. Related Party Transactions**

The Company has availed of the exemption provided in FRS 102 Section 33, Related Party Disclosures, from disclosing transactions with subsidiary undertakings, 100% of whose voting rights are controlled within the Group. Consequently, the financial statements do not contain disclosures of such transactions with entities in the Pentair plc group.

The directors have determined that key management are the director group. Remuneration related to key management personnel is disclosed in Note 24 of the consolidated Group financial statements.

**10. Subsidiary Undertakings**

Pentair plc owns Pentair Finance S.à.r.l. and all of the underlying subsidiaries. All of Pentair Finance S.à.r.l.'s subsidiaries are included in Note 27 of the consolidated Group financial statements. Pentair plc separately owns Pentair Investments Switzerland GmbH.

**11. Post Balance Sheet Events**

There were no material post balance sheet events requiring adjustment or separate disclosure in these financial statements that have occurred after 31 December 2025, but before 24 February 2026, the date the financial statements were issued.