



# PENTAIR SUPPLY RESILIENCE

VT Rajeshnath, SVP Supply Chain

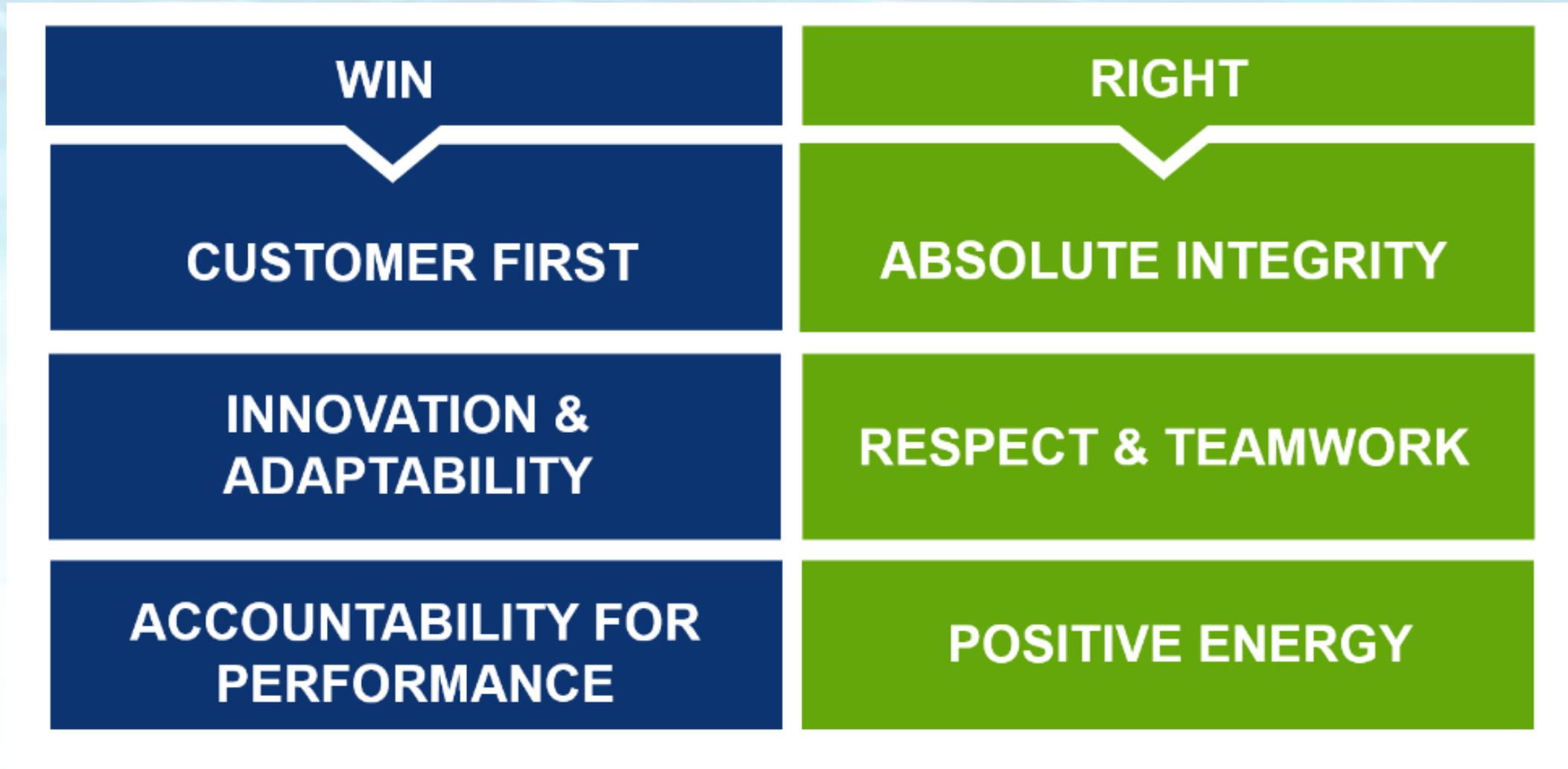
# Our Vision

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



# Our Win Right Values

## Our Foundation



# Pentair at a Glance

A Global Leader in Smart, Sustainable Water Solutions

**~9,750** employees  
serving customers in

**150+** countries

**~\$4.1B** in revenue



# The Pentair Difference: Smart, Sustainable Water Solutions

**MOVE** Water



**IMPROVE** Water



**ENJOY** Water



Helping our Customers Sustainably Move, Improve and Enjoy Water, Life's Most Essential Resource

# Our Impact: Making Better Essential

We strive to make life's essential resources better – for **people** and our **planet** through smart, sustainable **products and solutions**.



People



Planet



Products and Solutions



2025 Innovation Award from Business Intelligence Group



100 Most Sustainable Companies 2024



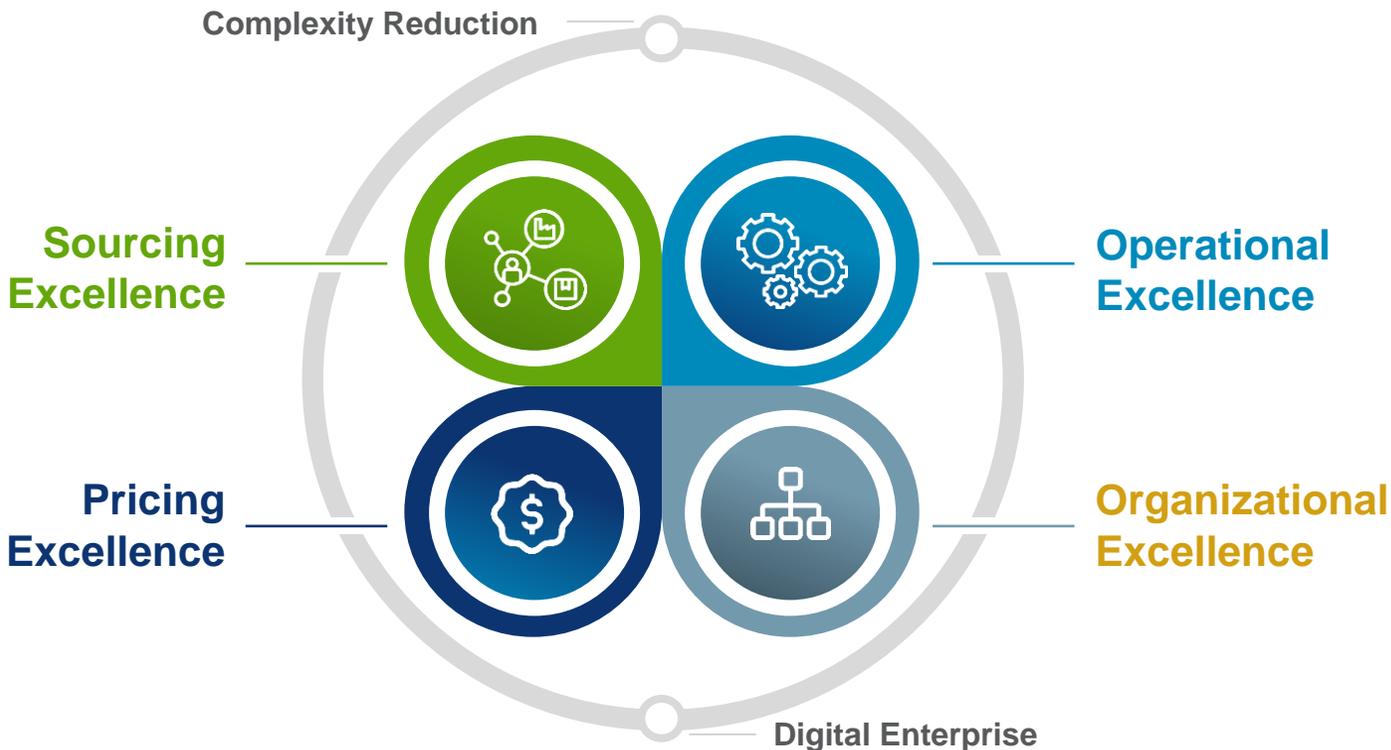
America's Greenest Companies 2024



2024 Real Leaders Most Innovative Model Award

# Transformation Vision

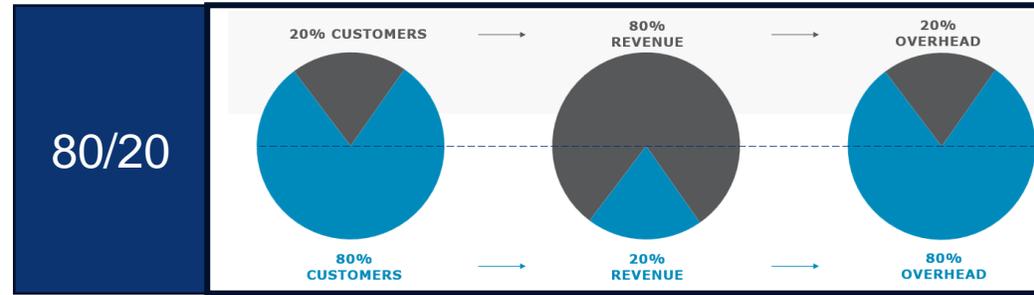
Evolving from Strategy to Execution and from Transformation to Pentair Business System (PBS)



## PBS Vision

- Proactive, repeatable, predictable business processes
- Streamlined business systems
- A value chain that accelerates growth
- A focus on the critical few, to drive customer satisfaction, growth and ROS expansion

# Four Pillars of Transformation



## Pricing Excellence

Creating a Value-Based Approach



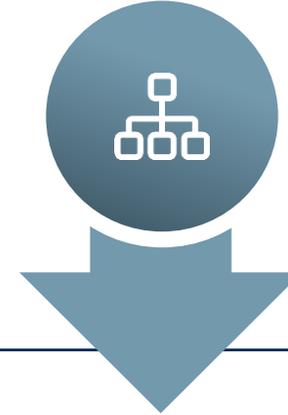
## Sourcing Excellence

Transforming our Strategic Supplier Process



## Operational Excellence

Establishing our Factories of the Future



## Organizational Excellence

Reducing Complexities and Modernizing our Processes

# New Supply Chain Trajectory



## Pentair's Sourcing 2027

- Preferred Customer of our suppliers
- NPD linked together
- Utilize supplier technologies and innovations in our products
- Joint focus on lowest overall total cost vs. just price
- 'One Pentair' supplier engagement
- Supplier visibility into Pentair's end-to-end Supply Chain
- Align parts to supplier capabilities and competitive advantages
- Consistent, structured strategic supplier alliance meetings
- Executive level supplier relationships

### Tactical

- Short-term outlook
- Day-to-day purchasing
- Lack of accountability

### Strategic

- Supplier partnership
- Focus on overall lowest cost
- Cross-functional alignment & coordination

### World Class

- Supplier innovation for NPD
- Value Analysis & Engineering
- Supplier localization

**Pentair Is Committed to Having a World Class Supply Chain**

# Tariff Mitigation Strategy

Minimize Exposure while continuing supply availability

## Process

- Alternative COO
- Dual Source Vendors
- Contract negotiation
- Pricing negotiation

Leveraging Tools

## Strategy

- Pre-Buying Materials
- Country de risking
- Alternative Sources
- Nearshoring

Fine Tuning Supply Chain

## Constraints

- Engineering requirements
- PPAP timelines
- Quality expectations
- Customer demands

Change Management