

Corporate presentation

November 2024

FLUIDRA



Disclaimer

This document is for information purposes only and does not constitute an offer to sell, exchange or buy, or an invitation to make offers to buy, securities issued by any of the companies mentioned. This financial information has been prepared in accordance with international financial reporting standards (IFRS). However, as it has not been audited, the information is not definitive and may be modified in the future.

The assumptions, information and forecasts contained herein do not guarantee future results and are exposed to risks and uncertainties; actual results may differ significantly from those used in the assumptions and forecasts for various reasons.

The information contained in this document may contain statements regarding future intentions, expectations or projections. All statements, other than those based on historical facts, are forward-looking statements, including, without limitation, those regarding our financial position, business strategy, management plans and objectives for future operations. Such forward-looking statements are affected, as such, by risks and uncertainties, which could mean that what actually happens does not correspond to them. These risks include, amongst others, seasonal fluctuations that may change demand, industry competition, economic and legal conditions, restrictions on free trade and/or political instability in the markets where the Fluidra group operates or in those countries where the group's products are manufactured or distributed. The Fluidra group makes no commitment to issue updates or revisions concerning the forward-looking statements included in this financial information or concerning the expectations, events, conditions or circumstances on which these forward-looking statements are based.

In any event, the Fluidra group provides information on these and other factors that may affect the company's forward-looking statements, business and financial results in documents filed with the Spanish national securities market commission. We invite all interested persons or entities to consult these documents.

Alternative Performance Measures (APMs)

This document and any related conference call or webcast (including a Q&A session) contain, in addition to the financial information prepared in accordance with IFRS, alternative performance measures ('APMs') as defined in the Guidelines issued by the European Securities and Markets Authority ('ESMA') on October 5, 2015.

APMs are used by Fluidra's management to evaluate the group's financial performance, cash flows or financial position in making operational and strategic decisions for the group and therefore are useful information for investors and other stakeholders. Certain key APMs form part of executive directors, management and employees' remuneration targets.

APMs are prepared on a consistent basis for the periods presented in this document. They should be considered in addition to IFRS measurements, may differ to definitions given by regulatory bodies relevant to the group and to similarly titled measures presented by other companies. They have not been audited, reviewed or verified by the external auditor of the Fluidra group. For further details on the definition, explanation on the use, and reconciliation of APMs, please see the appendix as well as the "Alternative performance measures" document from our website here ([link](#)).

Fluidra's speakers

Xavier Tintoré

Chief Financial and
Sustainability Officer (CFSO)



Clara Valera

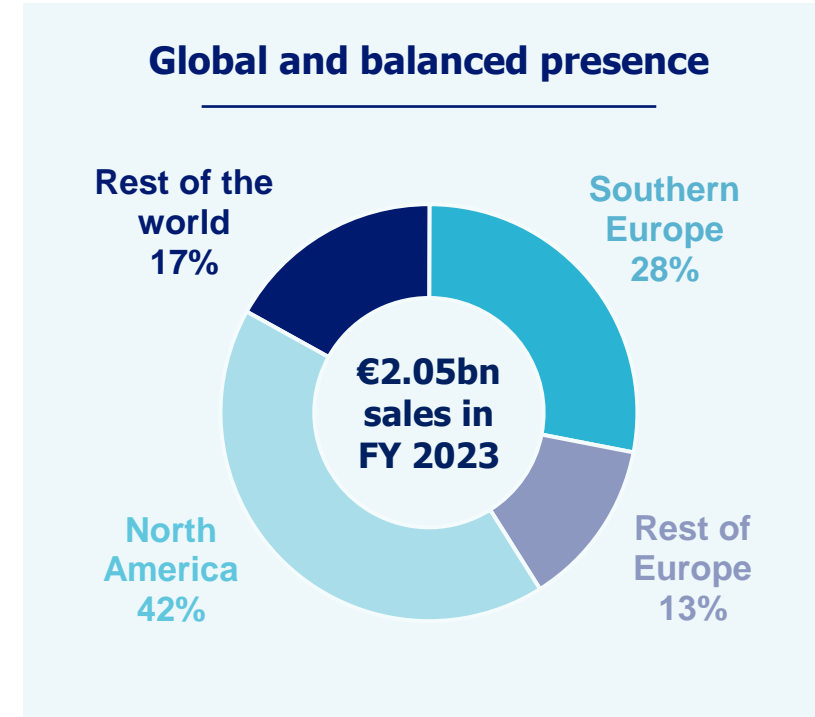
Strategy, Investor Relations
and M&A Senior Director



Fluidra at a glance

Overview

- **Global leader** in pool equipment and wellness solutions with **full product offering**
- Present in **over 45 countries** with **c.6,500 employees**
- Listed on the Spanish stock exchange, with a **market capitalization of c.€5bn⁽¹⁾**
- Owner of some of the **industry's most recognized and trusted brands**, including Jandy®, AstralPool®, Polaris®, Cepex®, Zodiac®, CTX Professional® and Gre®
- **€2.06-2.1bn sales & €460-480M EBITDA** expected for FY 2024



1: As of November 4th 2024

Global leaders in a growth industry



- 1 Structurally attractive industry** – growing installed base of pools and **aftermarket resilience**
- 2 Global leader** based on **unique footprint and offering**. Clear leader in **connected and sustainable pools**
- 3 Track record** of growth and **margin expansion**. **A stronger business today** vs 2019, higher ROCE

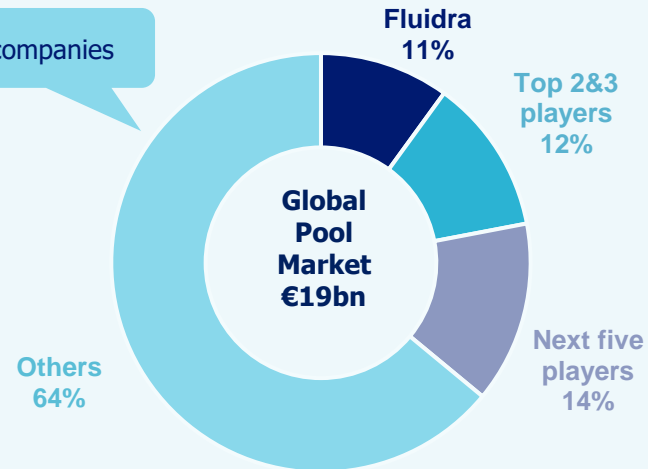
1

Structurally attractive industry with growing installed base of pools and aftermarket resilience

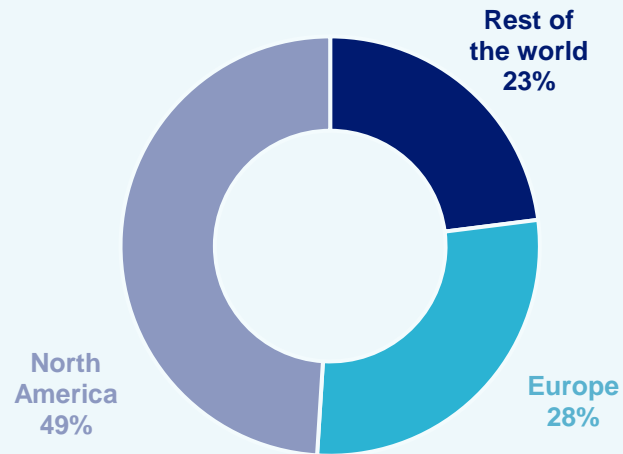
Fluidra is the global leader in a fragmented industry

Market data as of 2023

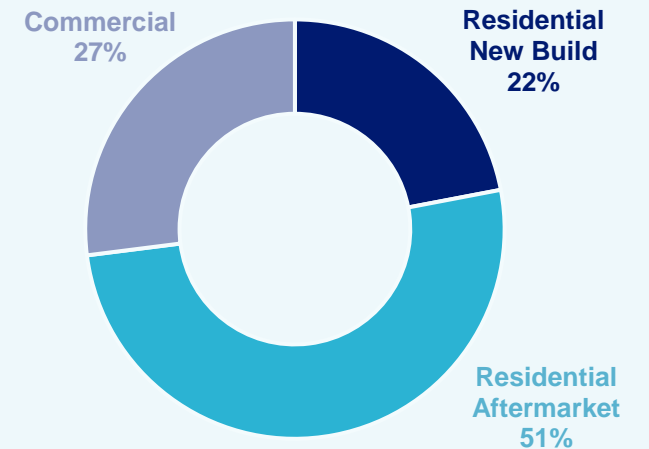
>1k companies



NA & Europe make up for the bulk of the large Global market



Global market split by activity







Source: Management estimates

Consumer trends driving long-term growth

Market Dynamics & Drivers

Consumer trends

-  Increasing **outdoor living**
-  **Pool** as the **anchor** to the **backyard experience**
-  **Move to suburbs** globally and in the US to the **sunbelt**
-  Increased demand for **connected** and more **sustainable pools**

Market

-  **Growing installed pool base**
-  **New construction** in 2020-2021 **below historic peak levels**. Industry normalized in 2022-2023, close to the GFC trough
-  **Aftermarket** (maintenance & repair) proving its **resilience**
-  Average equipment **selling price** continues to **grow**

Pool unit value has grown **> 60%** in recent years and Fluidra's participation more than 2x



<€25k
Avg. cost for a pool in the USA

<10%
Fluidra's value



>€60k
Avg. cost for a pool in the USA

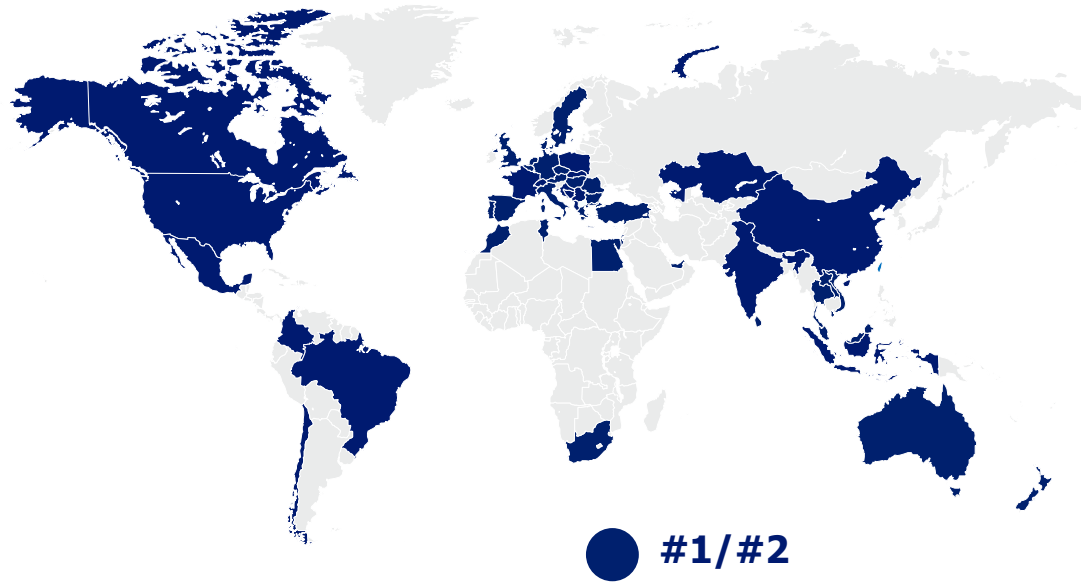
>15%
Fluidra's value

Pre 2011 pool

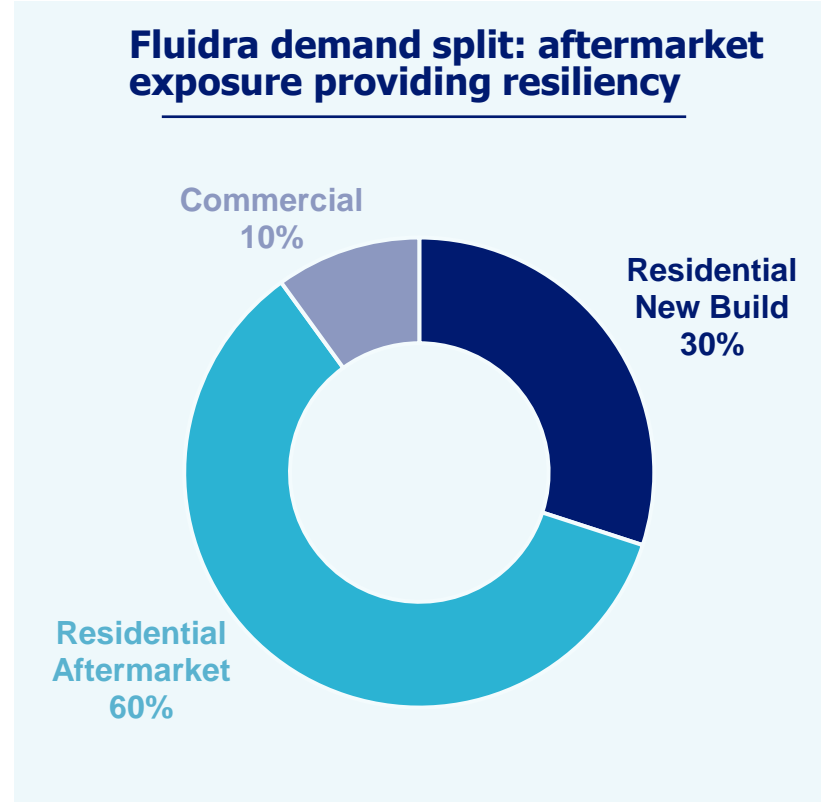
Present day pool

Leader with global presence and unique footprint

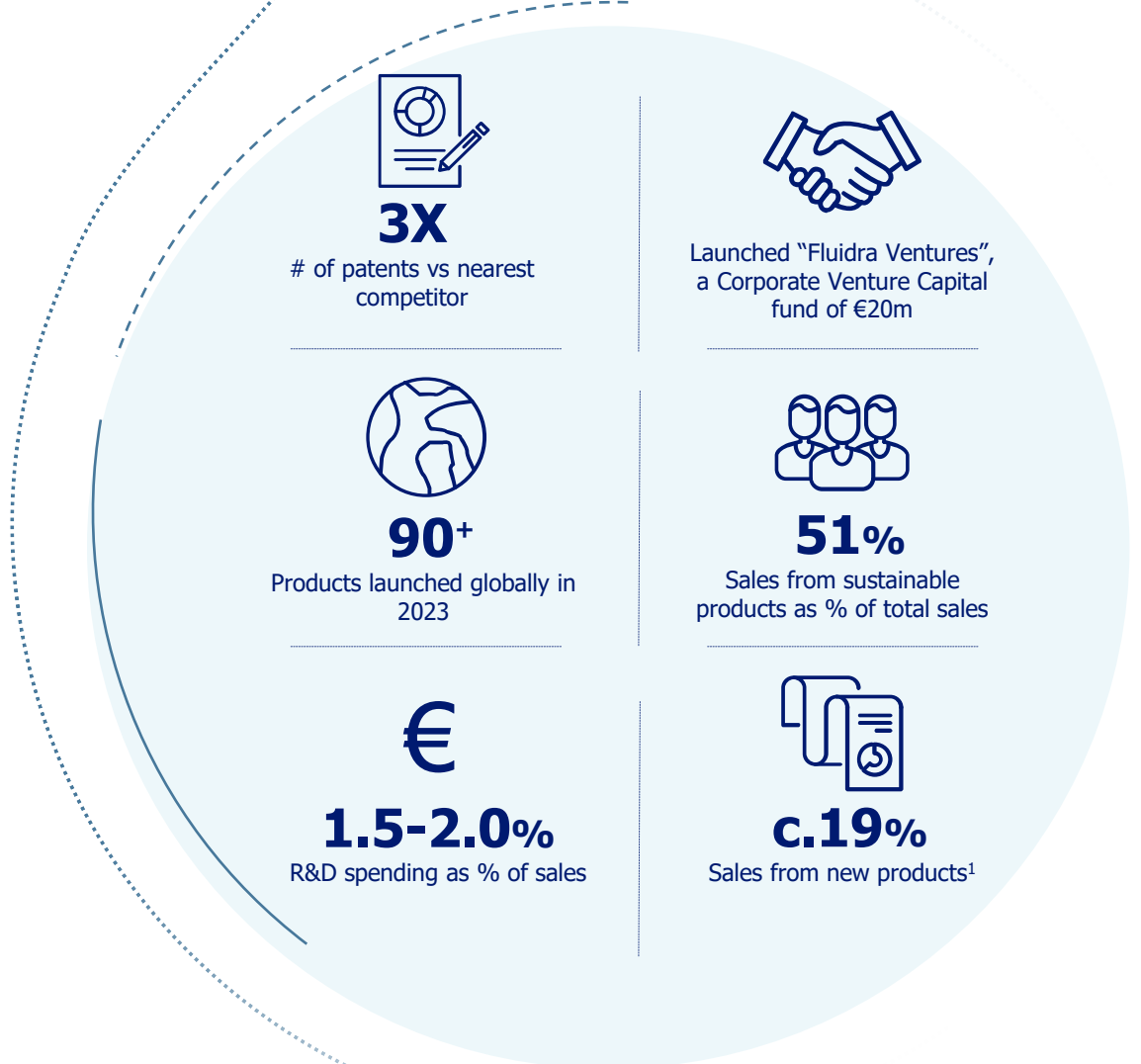
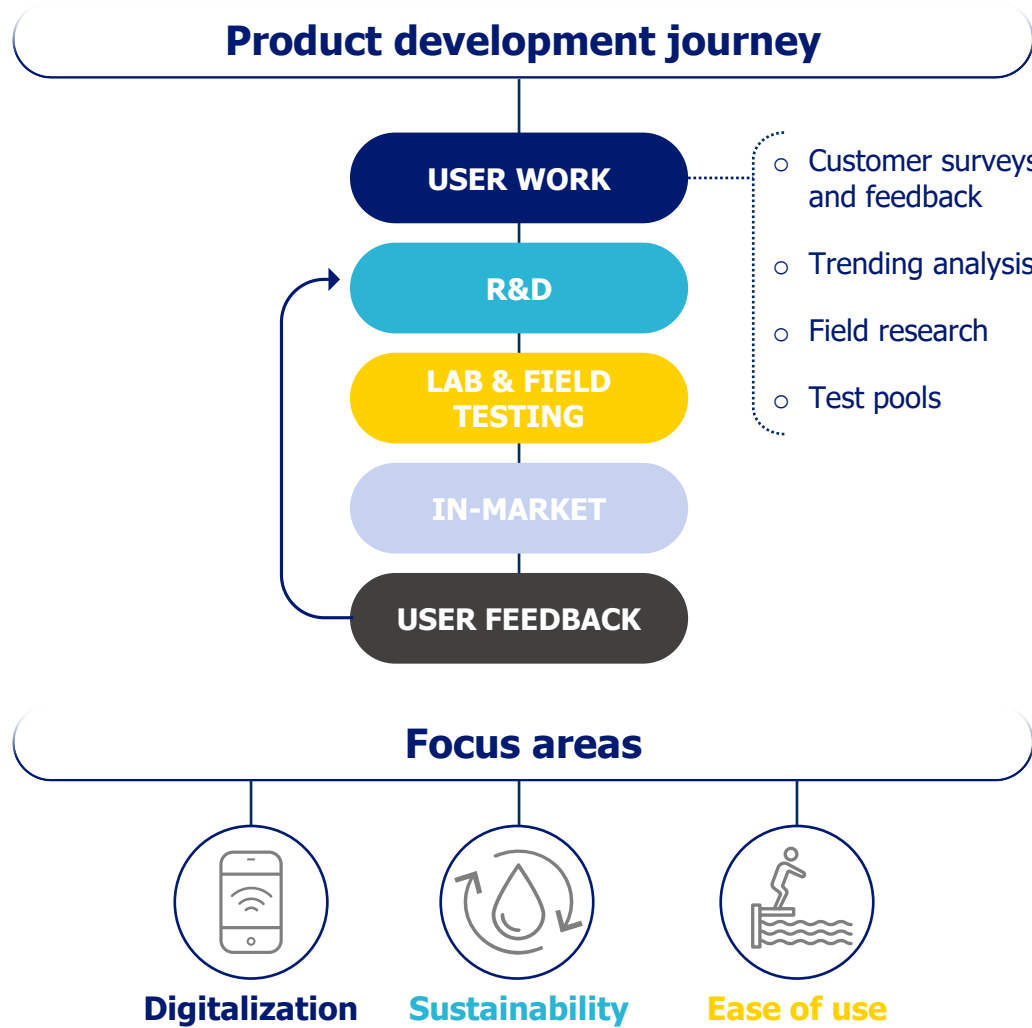
Fluidra is #1 or #2 in countries with 80% of global pool base



Fluidra's sales breakdown by region:



Customer-centered innovation



(1) Up c.1% from 2022. Figures restated to include 2021 and 2022 acquisitions

Creating a more sustainable pool: action areas



Jandy CV Cartridge filter



CIRCULAR

High quality products that are made from sustainable materials, which are repairable, reusable, recyclable and/or biodegradable.



Magnapool Magnesium-based electrolysis solution



CHEMICAL REDUCTION

Solutions that reduce or avoid the use of chemicals.



AstralPool Plus Silent Variable-speed pump



ENERGY EFFICIENCY

Solutions that save or reduce energy consumption.



LOW CARBON

Products that have been manufactured in a more sustainable way, involving a reduction in emissions associated with production and supply chain processes.



Cover-Pools Automatic pool covers



WATER CONSERVATION

Products that reduce the consumption of water.

M&A track record: regular, systematic process – Creating value

Clear acquisition parameters

-  Opportunity for product range & customer expansion
-  Immediately identifiable synergies
-  ROCE threshold as guiding metric
-  Culturally aligned
-  Overweight North America
-  Balance exposure to commercial pool

Disciplined M&A strategy in a largely fragmented market

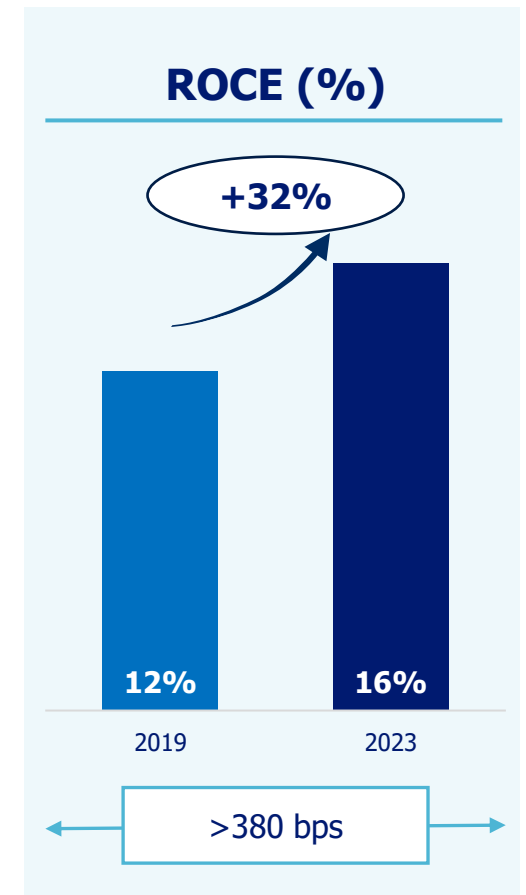
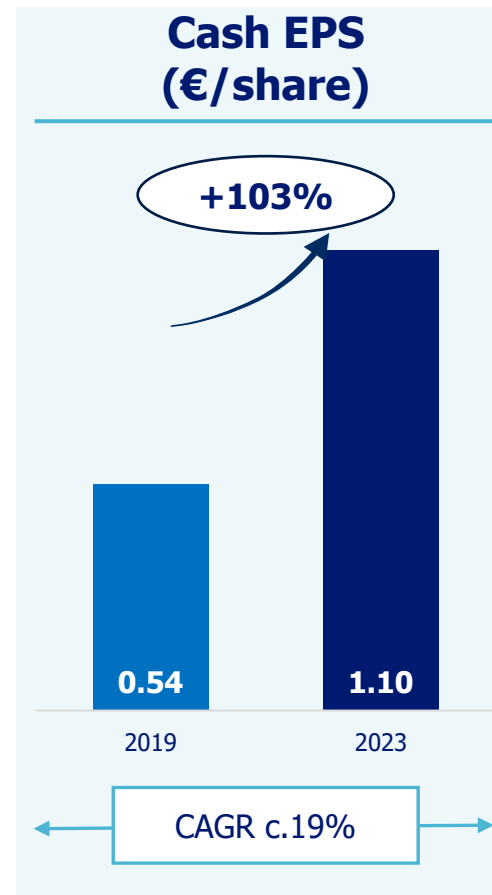
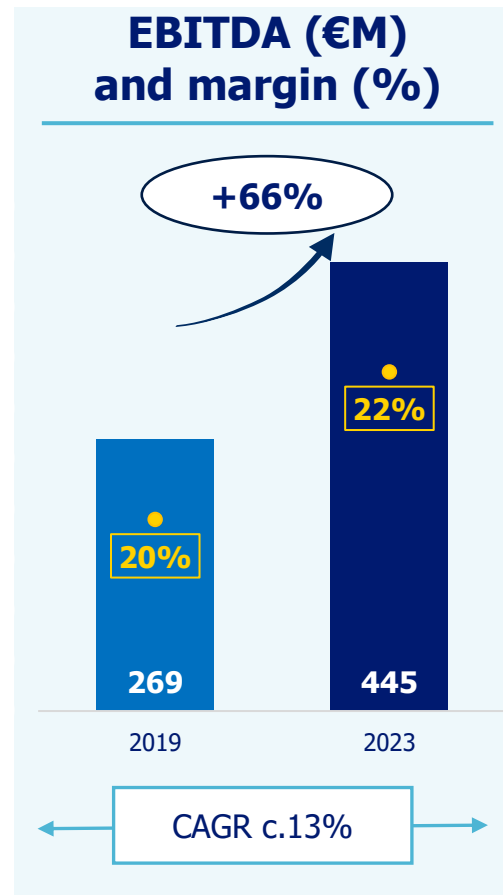
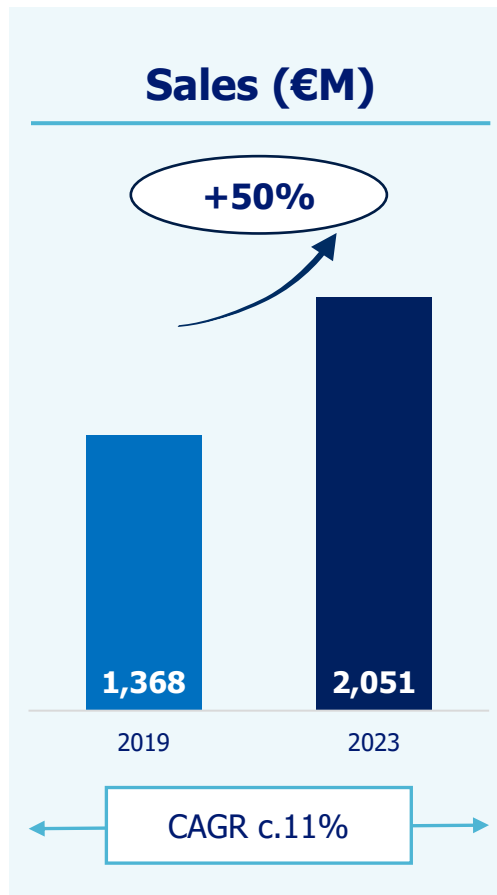
- Objective to generate additional annual sales growth of c. 1-2% per annum
- Large opportunity list, generally <€25m sales and <7x EV/EBITDA
- Leverage proven competencies and group capabilities
- Centralized deal team ensures discipline and increases capacity for local teams, who prospect and own the opportunities
- Established market reputation for bolt-on acquisitions

Proven inorganic track record – plentiful future opportunities



Total invested: c.€500M

Proven track record: a structurally stronger business today

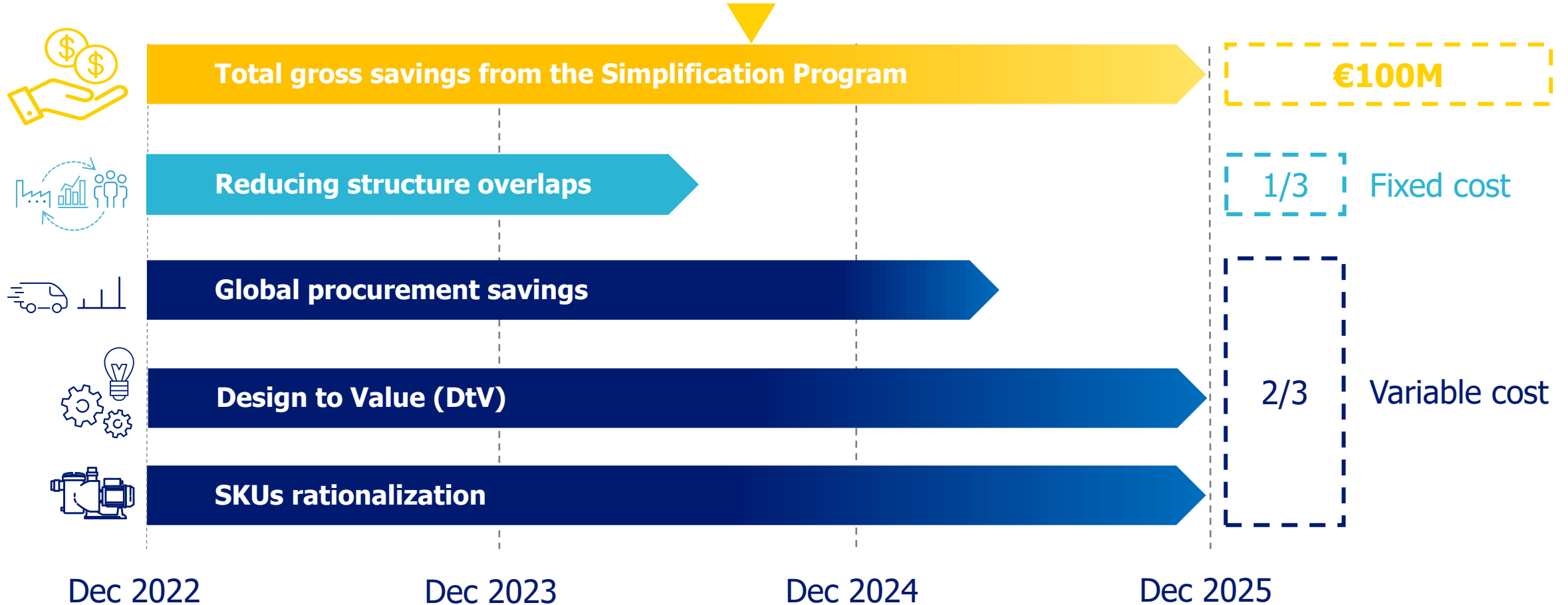


All key metrics well above pre-pandemic levels

Margin focus: simplification program to deliver €100M savings

€57M accumulated savings since start
(€31M in FY 2023 + €26M in YTD 2024)

>€60M run rate savings expected by the end of 2024



Disciplined capital allocation framework remains unchanged

Reinvest in the business to drive organic revenue growth and margin improvement

- CapEx around 3% of annual sales, including R&D investment of around 1% sales
- Expand, upgrade capabilities, improve efficiency and productivity

Invest in acquisitions to supplement Fluidra's existing strategy and capabilities

- Maintain disciplined M&A approach - focus on accretive transactions with high strategic fit
- Conservative approach to valuation and synergies, with sharp focus on execution and realization
 - Two bolt-ons in 2024

Return cash to shareholders

- Target ordinary dividend payout ratio of average 50% Cash Net Profit to be paid
 - 2024 dividend to be paid of €0.55 per share, in line with policy
- Return surplus cash (buy-backs or specials)

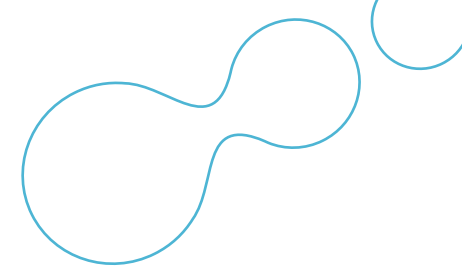
Maintaining a strong balance sheet: run business around 2x net debt / EBITDA

FLUIDRA

**APPENDIX
Q3 2024 RESULTS**



Key messages



● 1. Strong performance in Q3

- Sales up across all regions driven by higher volumes
- Europe coming back to positive growth for the first time since Q1 2022
- Excellent gross margin, driven by the Simplification Program
- Strong cash generation with improved working capital and net debt levels YoY

● 2. Updating 2024 guidance, raising mid-point

- Sales €2,060-2,100 million; EBITDA €460-480 million

● 3. Reinforcing our leadership in an attractive industry

- Two bolt-on acquisitions in Portugal and Australia
- Awarded 'Vendor of the Year' by the US top distributors for the fourth year in a row

CEO's early observations

- 1 Structurally attractive industry**, with long-term growth underpinned by resilient aftermarket and favourable structural growth drivers
- 2 Global leader** – based on unique footprint and offering – with significant scope to further consolidate a fragmented market
- 3 Focus on innovation and operational excellence**, with embedded **performance culture**
- 4 A dedicated and highly skilled team**, committed to tackling new industry challenges with passion and taking the business to new heights
- 5 Outstanding financial performance** with consistent growth, excellent profitability, solid cash generation and strong balance sheet, ensuring **long-term success and resilience**

'I am very excited to be here. We have an **exceptional opportunity** to build on our **strong foundation** as a global leader and continue to **deliver value to our stakeholders**'



Key pillars to drive transformation and market leadership

1 Accelerate growth

- Delivering **commercial excellence**
- Enhancing both **customer** and **end-user experience**
- Growing in **high potential markets** (organic and accretive M&A)

2 Enhance operational excellence

- **Maximizing productivity** and **efficiency** along the value chain
- Further improving **cost competitiveness** and **margins**
- Leveraging our **global footprint**

3 Create competitive differentiation

- Boosting **innovation, digital,** technology and product development
- Offering the highest **quality** and **service**
- Making pools more **efficient, sustainable** and **easy to use**



Strong performance YTD

YTD financial highlights €M	2023	2024	Evol. 24/23	Const. FX & Perimeter
Sales	1,623	1,637	0.8%	0.9%
EBITDA	366	386	5.6%	6.1%
EBITA	299	315	5.1%	5.3%
Cash EPS	0.94	1.01	8.0%	
Operating net working capital	490	378	(22.9%)	(22.0%)
Net debt	1,230	1,069	(13.1%)	(11.5%)
Net debt / LTM EBITDA	2.9x	2.3x	(0.6x)	

- Sales up strongly in Q3, with +8% volume, returning to Group growth YTD
- EBITDA higher YoY, driven by higher gross margin despite inflation in Opex
- Cash EPS improved YoY
- Excellent working capital management: as % of LTM sales, operating NWC of c.18% improved 570 bps vs prior year
- Strong cash generation, reducing net debt by €161 million YoY
- Leverage ratio improved YoY

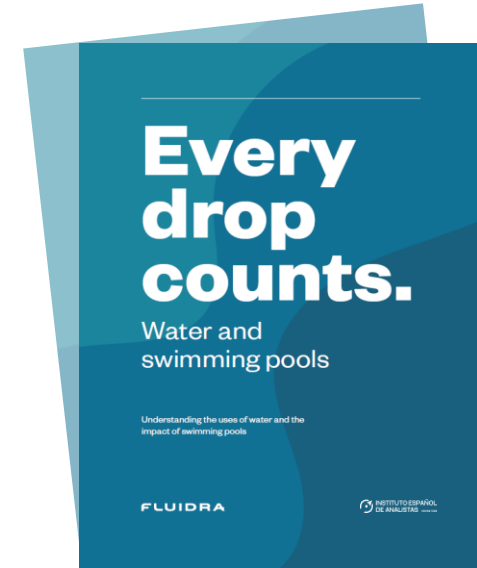
Strong performance in all regions in Q3 driven by volume

YoY growth (%)	Const. FX & Perimeter	
	Q3 2024	YTD 2024
Southern Europe	6.4%	(4.8%)
Rest of Europe	3.8%	(1.9%)
North America	9.3%	5.5%
Rest of the World	6.8%	2.6%
Total	7.3%	0.9%



**Sequential sales improvement across geographies
Europe returning to growth**

Highlights of the quarter



Continued innovation

- **New Energy Connect & Clear Connect** platform for perfect water treatment
 - **Connected** with Fluidra Pool app
 - **Evolutive with pH & ORP kits** for complete treatment
 - **Improved digital** panel enhances user experience

Customer centricity

- Awarded '**Vendor of the Year**' for the fourth year in a row by US top distributors - **focus on customers a key pillar of our success**

Sustainability

- Deep dive report (link [here](#)), looking into water **as a scarce global resource** and swimming pools in context
- **Water for pools** represent **less than 0.5%** of total **water consumption**¹

(1) Based on industry associations' estimates in Spain and France.

Continued margin expansion

YTD results €M	2023	% Sales	2024	% Sales	Evol. 24/23
Sales	1,623	100%	1,637	100%	0.8%
Gross margin	851	52.4%	915	55.9%	7.5%
Opex	485	29.9%	528	32.3%	8.9%
EBITDA	366	22.5%	386	23.6%	5.6%
D&A (non-PPA related)	66	4.1%	72	4.4%	8.0%
EBITA	299	18.4%	315	19.2%	5.1%
Amortization (PPA related)	50	3.1%	47	2.9%	(6.1%)
Restructuring, M&A, integration expenses and SBC	38	2.3%	41	2.5%	7.8%
Financial result	60	3.7%	55	3.4%	(7.9%)
Income tax expense	41	2.5%	45	2.8%	10.3%
Profit/loss attributable to NCI	3	0.2%	3	0.2%	24.7%
Profit/loss attributable to the parent	108	6.6%	123	7.5%	14.1%
Cash net profit	180	11.1%	194	11.9%	8.0%

- Sales up 1% year-on-year, returning to growth, on the back of a strong Q3 performance driven by volumes
- Gross margin strongly improved YoY, benefitting from the Simplification Program, geographic mix and lower raw material costs
- Operating expenses reflect labor, logistics and general costs inflation together with continued investment in IT and R&D
- Higher EBITDA and margin YoY
- Restructuring, M&A and integration expenses up due to Simplification Program efforts
- Financial result lower YoY, with lower cash interest expense
- Cash net profit 8% higher YoY

Notes: SBC = Stock based compensation; NCI = Non-controlling interests

Strong cash flow generation

Cash flow (abridged) and net debt YTD €M	2023	2024	Evol. 24/23
EBITDA	366	386	21
Net interest expense paid	(52)	(49)	4
Corporate income tax paid	(28)	(51)	(23)
Operating working capital	59	(5)	(64)
Other operating cash flow ⁽¹⁾	(68)	(29)	39
CF from operating activities	276	252	(24)
Capex	(42)	(51)	(9)
Acquisitions / divestments	(34)	(2)	32
Other investment cash flow	2	6	3
CF from investing activities	(74)	(47)	27
Payments for lease liabilities	(30)	(32)	(2)
Treasury stock, net	0	0	1
Dividends paid	(67)	(59)	7
Financing cash flow	(97)	(91)	6
Free cash flow	105	113	8
Prior period net debt	1,319	1,172	(147)
FX & lease changes	16	10	(6)
Free cash flow	(105)	(113)	(8)
Net debt	1,230	1,069	(161)
Lease liabilities	(203)	(192)	10
Net financial debt	1,028	877	(151)

- Strong cash generation YTD results in €161 million net debt reduction YoY and c.€80 million QoQ
- CF from operating activities reflects the usual seasonality in a normalized trading environment, compared to the prior year period when we were managing our inventory from higher levels
- CF from investing activities reflects usual capital expenditure
- Financing cash flow stable YoY

(1) Includes Restructuring, M&A and integration expenses

Summary

- 1. Strong performance YTD, with sequential quarterly improvement across all regions**
- 2. Simplification Program well on track** to deliver 2024 and 2025 savings
- 3. Excellent improvement in net working capital and lower net debt** levels
- 4. Updated FY 2024 guidance, raising mid-point**

Guidance for FY 2024

Sales (€M)	2,060 - 2,100
EBITDA (€M)	460 - 480
Cash EPS (€/share)	1.14 - 1.20

- 5. Confident in our future: focused on growing profitably** and delivering improving returns on capital over the medium term in an industry with attractive structural growth

Alternative Performance Measures

Fluidra's financial statements are prepared according to IFRS and other applicable regulation. The financial information presented in this document also includes Alternative Performance Measures ('APMs') prepared according to the group's reporting model. For further details on the definition, explanation on the use, and reconciliation of APMs, please see the document "Alternative Performance Measures" that can be found within the "Shareholders and Investors" section from the Group's website here ([link](#)).

- **'Opex'** (Operational expenditure): refers to the total amount of operating expenses incurred to run the business. It includes 'personnel expenses' plus 'other operating expenses' net of i) 'income from the rendering of services', ii) 'work performed by the group and capitalized as non-current assets', iii) 'profit/loss from sales of fixed assets', iv) 'stock based compensation' and v) the relevant portion of 'Restructuring, M&A and integration expenses related' to 'Opex'
- **'EBITDA'**: means earnings before interests, taxes, depreciation and amortization. It is calculated as 'sales of goods and finished products' less i) 'changes in inventories of finished goods and work in progress and raw material supplies', ii) 'personnel expenses' and iii) 'other operating expenses' net of i) 'income from the rendering of services', ii) 'work performed by the group and capitalized as non-current assets', iii) 'profit/loss from sales of fixed assets' and iv) 'Share in profit/(loss) for the year from investments accounted for using the equity method'. The resulting figure is adjusted for 'Stock based compensation' and 'Restructuring, M&A and integration expenses'
- **'Stock based compensation' and 'Restructuring, M&A and integration expenses'**: these expenses do not arise from ordinary business and, though they may be incurred in more than one period, they do not have continuity over time (unlike operating expenses) and they occur at a point in time or are related to a specific event. 'Stock based compensation' relates to the cost of management's long-term incentive plan. 'Restructuring, M&A and integration expenses' relates primarily to the integration of recently-acquired companies or to restructuring activities, such as the implementation of the Simplification Program that began in the second half of 2022. Most of these costs impact 'Opex', although a relatively minor part affects the 'Gross margin'
- **'Cash net profit' and 'Cash EPS'**: 'Cash net profit' is defined as 'Profit/(loss) attributable to equity holders of the parent' adjusted for i) 'Restructuring, M&A and integration expenses', ii) 'Stock based compensation', iii) 'Amortization (PPA related)' and iv) the non-cash portion of the financial result. 'Cash EPS' is 'Cash net profit' divided by the number of Company shares outstanding at the year-end, excluding the effect of treasury shares
- **'Operating net working capital'**: is defined as the sum of the balance sheet items i) 'inventories' and ii) 'trade and other receivables', less 'trade payables', which excludes the part of 'trade and other payables' that is not entirely related to trading activities (mainly future payments of ordinary dividends and/or future payments of the acquisition price or options agreed with companies acquired, or earn-outs). This adjustment may have a relatively minor impact at the year-end, although it could be particularly relevant to some of the quarterly closings during the year
- **'Net debt', 'Net debt to EBITDA ratio' and 'Net financial debt'**: 'Net debt' is calculated as the sum of i) 'current and non-current bank borrowings and other marketable securities', ii) 'current and non-current lease liabilities' and iii) 'derivative financial liabilities', net of i) 'cash and cash equivalents', ii) 'non-current financial assets', iii) 'other current financial assets' and iv) 'derivative financial instruments'. 'Net financial debt' is simply 'Net debt' excluding lease liabilities. The 'net debt/EBITDA ratio' is calculated as 'Net debt' divided by 'EBITDA' generated in the past 12 months

FLUIDRA

Thanks for your attention

 +34 93 724 39 00

 Investor_relations@fluidra.com

 Avda. Alcalde Barnils 69 - 08174 Sant Cugat (Barcelona)

 www.fluidra.com