

FLUIDRA
THE PERFECT POOL EXPERIENCE

Annual General Meeting of Shareholders

May 10, 2023

2023 AGM Program

Welcome

Meeting quorum

CEO's report

Shareholder remuneration

Corporate governance

Questions and answers

Voting on proposed resolutions

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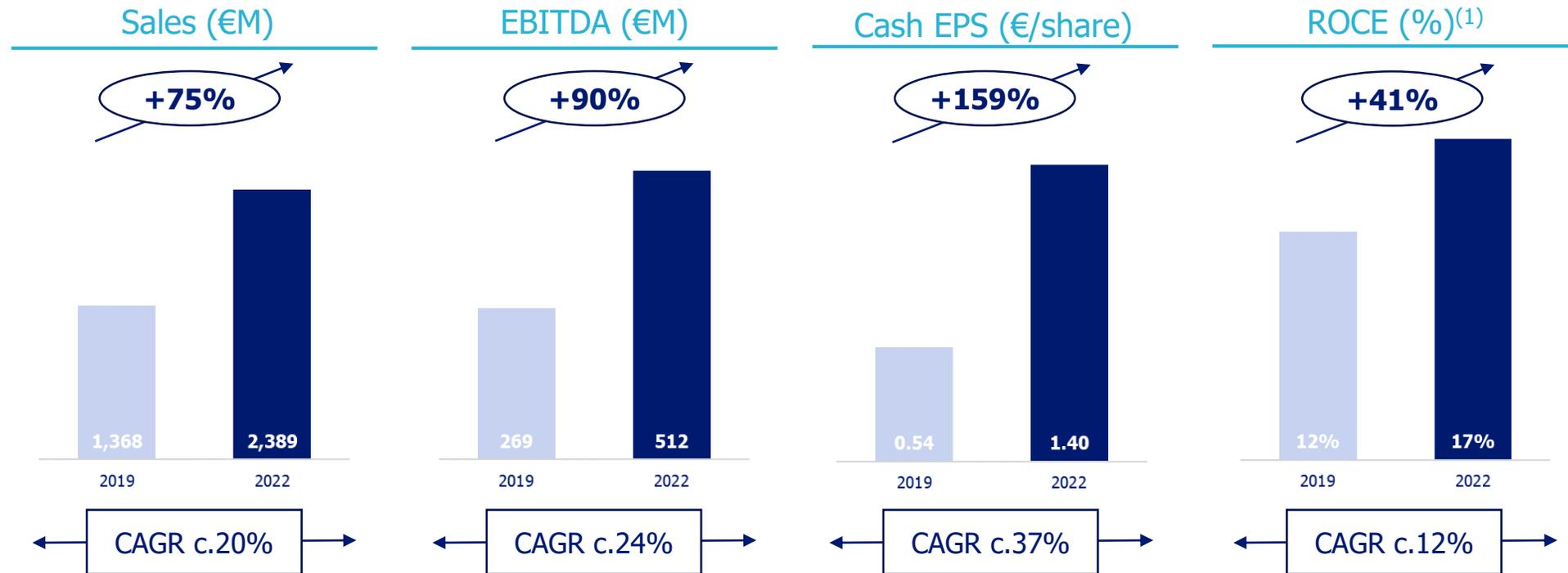
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CEO's Report

FY 2022

First Quarter 2023

A structurally stronger business today



All key metrics well above pre-pandemic levels

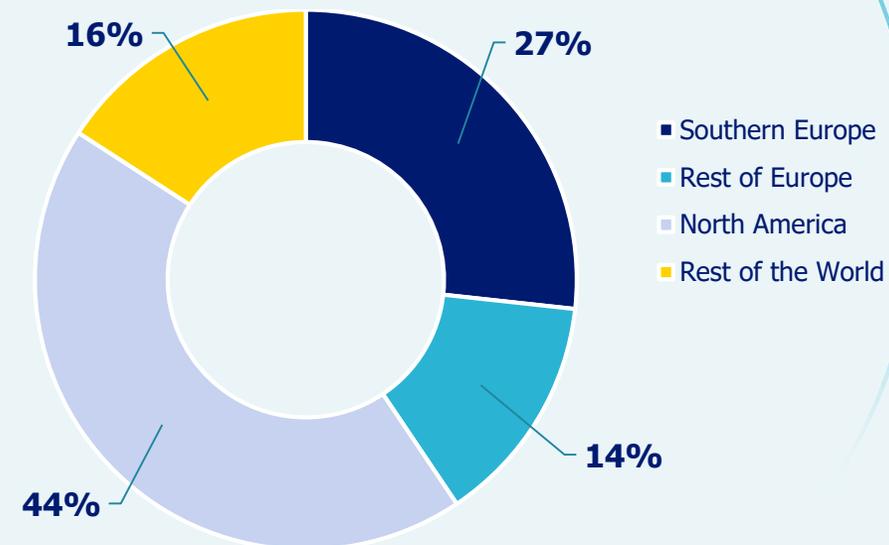
(1) ROCE :adjusted EBITA / Cash Equity + Net Debt. Cash Equity includes (€527M) adjustment to reflect delta in between 6 months average share price pre merger announcement (€7.37 p.s.) and share price pre closing (€13.72 p.s.) times 83 million issued shares

2022 Results

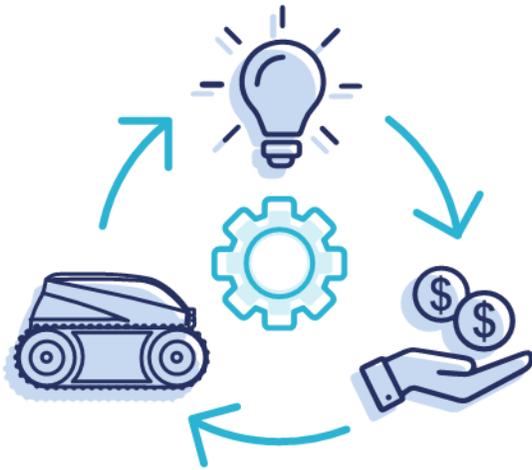
€M	2021	2022	% Evol.
Sales	2,187	2,389	+9.2%
EBITDA	549	512	(6.8%)
Cash EPS (€/share)	1.72	1.40	(19.0%)
DPA (€/share)	0.40	0.85	+112.5%
Operating net WC	341	569	+66.6%
Net debt / EBITDA	1.9x	2.6x	+0.6x

- Implementation of price increases
- Launch of Simplification Program
- 2 acquisitions completed and agreed a third
- Winners of the "Vendor of the Year" award by leading US distributors for second year in a row

SALES BY GEOGRAPHICAL AREA



Simplification Program to deliver €100M EBITDA improvement



Gross margin improvement

Redesigning product offering and globalizing procurement model



Fixed cost savings

Streamlining operations and reducing structure overlaps

Simplification tracker

Initiatives implemented / being implemented	c.300
Annual run rate of initiatives being implemented (€M)	c.47
% of full program's target	47%
2023 impact of initiatives being implemented (€M)	c.24

A third accumulating in 2023-2025. Confident in delivering FY 2023 savings

Focus on ESG



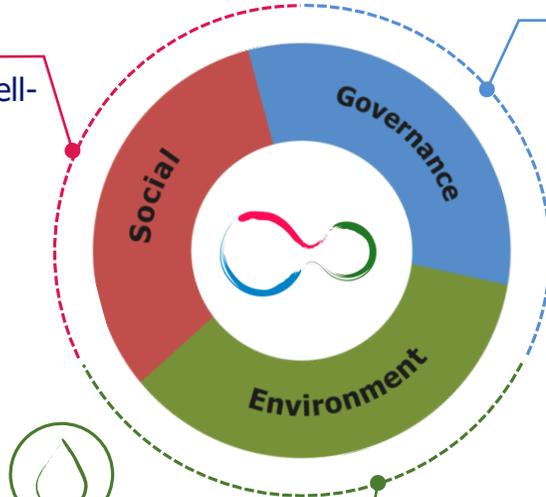
SOCIAL

Improving the well-being of our employees, value chain and society



GOVERNANCE

Leading through best corporate governance practices



ENVIRONMENT

Contributing to the sustainable development with our products and activities

ESG "Responsibility Blueprint" 2020-2026

- Carbon footprint reduction in our operations
 - Scope 1: 7% carbon footprint reduction
- 83% of electricity from renewable sources, reaching 2022 target
- 90% employee engagement in annual survey, with high participation
- Reduction of pay gap to 5% - well positioned to achieve 2024 target
- Upgraded CDP rating from B- to B and S&P from 60 to 66

Continued progress on our ESG commitments

CEO's Report

FY 2022

First Quarter 2023

Q1 2023 Results and FY2023 Guidance

	1T 2022	1T 2023	% Evol.	Guidance 2023
Sales (€M)	667	554	-16.9%	2,000 – 2,200
EBITDA (€M)	170	121	-28.9%	410 - 480
Cash EPS (€/share)	0.52	0.31	-40.3%	0.95 – 1.25

1. Q1 in line with expectations

- Compared to a strong performance in the prior year
- Price read-through driving gross margin recovery
- Volumes affected by softer demand (macro and weather) and channel de-stocking
- Good progress on Simplification Program

2. Taking the right steps to strengthen the business for the long-term

3. Maintaining 2023 guidance

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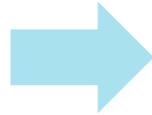
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Shareholder remuneration

2022



- €166M dividend paid, doubling the dividend paid in 2021
- Share repurchase program of 3.5 million shares (1.8% of capital)

2023



- Dividend proposed of €0.70 per share, or 50% pay-out of 2022 cash EPS (c.€130M)

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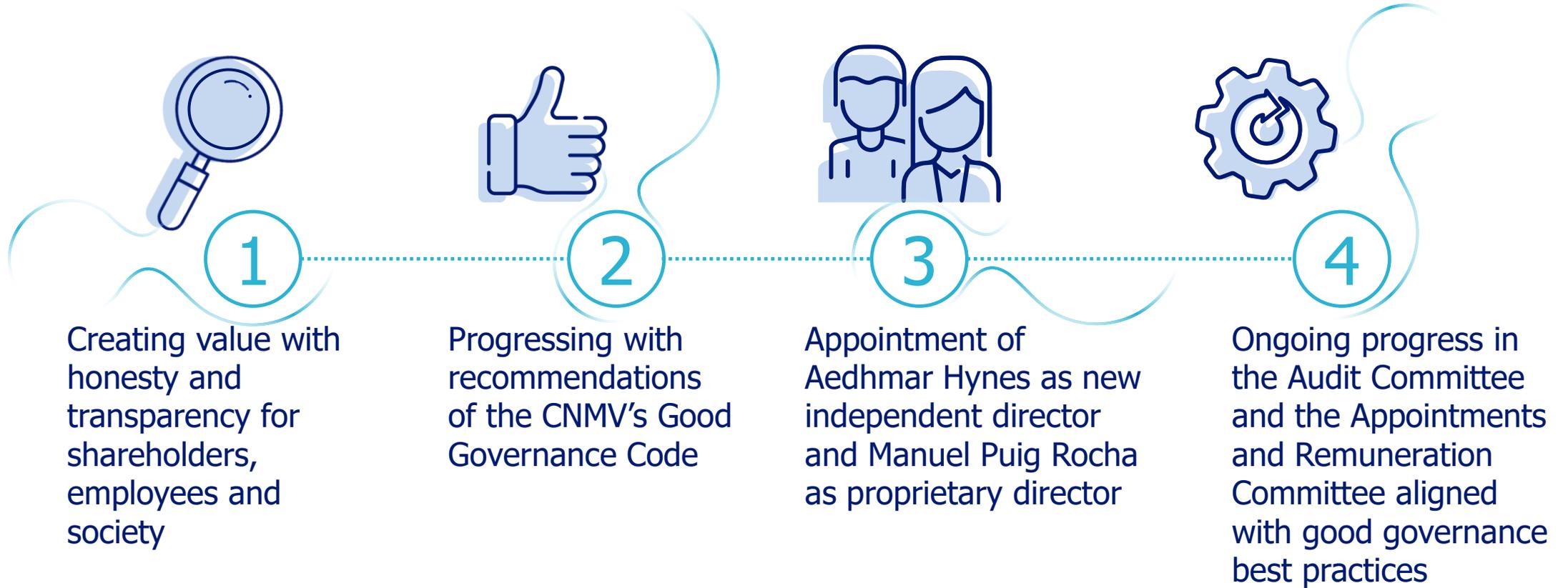
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Report on the activity of the Delegated, Strategy and ESG Committee

- Review of the strategic direction of the business, with a special focus on:
 - “Positive pool” (sustainability)
 - Digital
 - Commercial Pool
 - Efficiency
 - IT
- Review of the company’s possible development scenarios
- Valuation assessment and sensitivity analysis of Fluidra’s share price
- Review of inorganic growth (M&A) strategies as well as specific opportunities

Report on the activity of the Audit Committee

- Continued oversight of quarterly financial closings
- Oversight of ongoing progress in adopting CNMV's Good Governance recommendations
- Oversight of the external auditor (E&Y) contract for financial and non-financial information
- Oversight of the Internal Audit function and results of its internal reviews
- Oversight of the action plan in the area of non-financial reporting in compliance with the new EU regulation on taxonomy for Sustainable Finance
- The Committee reviewed the company's progress in the following critical areas:
 - Cybersecurity preparedness and investment
 - Risk management review and update
 - IT roadmap and investment
 - Tax strategy
 - Verification of the successful integration of newly acquired companies through reviews by Internal Audit department
- Increased focus on compliance, including improvements to the whistleblowing channel

Report on the activity of the Appointments and Remuneration Committee

- Board of Directors' internal evaluation on its composition, functioning as well as Commissions. Definition of an action plan based on results obtained
- Changes in the composition of the Board and Committees. Selection of a new independent director: Aedhmar Hynes
- Selection of a new Chairman for North America: Lennie Rhoades
- Oversight of the Management Team's development and succession plan
- Remuneration of Executive Directors and Management Team (benchmarking, annual increase, remuneration package, assessment of 2022 objectives and setting of 2023 objectives)
- Long-term incentives for executives:
 - Definition of new long-term target (LTI) programme 2022-2026 and launch of the first cycle: metrics, targets, beneficiaries and unit allocation
 - LTI 2018-2021: settlement of the plan with delivery of shares in January 2023
- Definition of global employee share purchase plan and preparation of phase 1 (Spain, USA and Australia)
- Global Pulse Survey: analysis of results and proposed measures
- ESG: Attribution of functions to the Delegate Committee and modification of the Corporate Bylaws. Supervision and Control of Environmental and Social activities

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Vote on the proposals for agreements

Point 1	Approval of the annual financial statements and of the management report, both of the Company and of its consolidated group of companies, for the financial year ended December 31, 2022
Point 2	Approval of the non-financial information consolidated statement of Fluidra, S.A. for the financial year ended December 31, 2022
Point 3	Approval of the proposed allocation for the financial year ended December 31, 2022
Point 4	Approval of the management by the Board of Directors during the financial year 2022
Point 5	Shareholder remuneration: distribution of dividends out of reserves
Point 6	Amendment of article 36 (composition of the Board of Directors) of the Company's Bylaws

1 | 2 | 3 | 4 | 5 | 6

Vote on the proposals for agreements

Point 7	Having fixed the number of directors at thirteen (13), in the event of approval of the amendment of the Company's Bylaws referred to in item 6 on the agenda, appointment of the following directors:
Point 7.1	Appointment of Ms. Aedhmar Hynes as an independent director of the Company
Point 7.2	Appointment of Mr. Manuel Puig Rocha as a proprietary director of the Company
Point 8	Re-election of Mr. Jorge Valentín Constans Fernández as independent director of the Company
Point 9	Consultative vote on the annual report on directors' compensation for the financial year 2022
Point 10	Approval of a Global Plan for the incentive purchase of shares of Fluidra, S.A. for employees of the Fluidra Group.
Point 11	Delegation of powers to notarize, construe, supplement, implement, remedy and execute the resolutions adopted by the Shareholders' Meeting

7 | 7.1 | 7.2 | 8 | 9 | 10 | 11

With the attitude that characterizes us: **energetic, enthusiastic, creative....**

*Dedicated to honesty.
Consistency and Respect.
Thanks!*



Thank you!



www.fluidra.com