

The logo consists of a large white circle containing the text 'FLUIDRA' and '2022 PLAN'. Two smaller white circles are positioned to the right and bottom-left of the main circle, connected by thin white lines that form a larger, abstract shape.

FLUIDRA
2022 PLAN

**Your perfect pool
experience**

2019 Investor's Day

16 October 2019

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- 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.
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- 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 (Comisión Nacional del Mercado de Valores). We invite all interested persons or entities to consult these documents.
- All targets and references are provided excluding IFRS 16 impact in order to provide a 2018 comparable base.

Today's presenters



Eloi Planes
Executive Chairman



Bruce Brooks
CEO



Xavier Tintoré
CFO

A graphic consisting of a large, irregular grey outline that encircles the word 'FLUIDRA'. Three lines extend from the top of this outline to connect to the portraits of Eloi Planes, Bruce Brooks, and Xavier Tintoré.

FLUIDRA

Today's agenda

Highlights one year into our 2022 Strategic Plan

Eloi Planes

Key investment highlights and reasons to believe

Bruce Brooks

Compelling equity story with strong value creation

Xavier Tintoré

Summary

Bruce Brooks

Q & A

All

Highlights one year into our 2022 Strategic Plan

- WE ARE ONE FLUIDRA
 - The integration is mostly complete with the vast majority of tasks behind us and highly satisfactory performance
 - Cultural integration is proceeding well
- SUCCESSFUL PERFORMANCE ON COST SYNERGIES
 - Synergy realization is progressing faster than anticipated
 - We see more opportunities beyond the €35m of the Strategic Plan
- REASONABLE BUSINESS PERFORMANCE DURING A CHALLENGING YEAR
 - Revenue dis-synergies around divestiture of Aquatron more challenging than anticipated
 - Challenging weather in North America combined with gas heaters plant move
 - Maintaining guidance for 2019 and on track for 2022 plan

Most challenging year of the business plan behind us with good execution

Key investment highlights

1

Structurally attractive industry that grows ~2x GDP

- New pool construction below historical average feeds ever growing installed base
- Large installed base drives annuity-like aftermarket
- Double engine model: growth & resilience

2

Global leader in the pool and wellness industry

- Broadest geographic footprint with business model adapted to each market
- Expansive product offering drives growth and expands addressable market
- Globally recognized brands allow for market segmentation and channel optimization
- Core competency in innovation defends market position and drives future growth
- Proven track record of best practices that deliver sales and operational excellence
- Strong culture and team committed to sustainable industry leadership

3

Compelling equity story with strong value creation

- Strong sales growth with resilient business model
- Significant cost synergies along with margin improvement initiatives
- Excellent cash generation to fund value accretive initiatives
- Strong growth of Return on Capital Employed

FLUIDRA

Key investment highlights: reasons to believe

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Compelling equity story with strong value creation

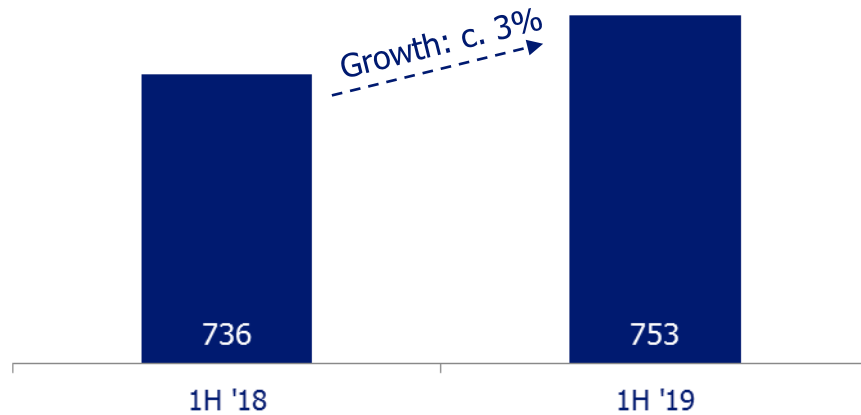
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FLUIDRA

Broadest geographic footprint reduces risk

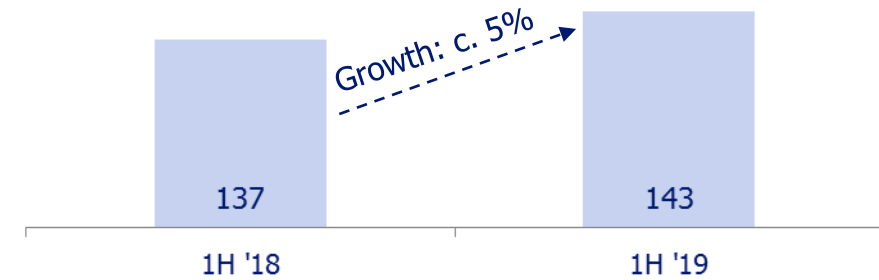
Sales

(€ m)



EBITDA

(€ m)



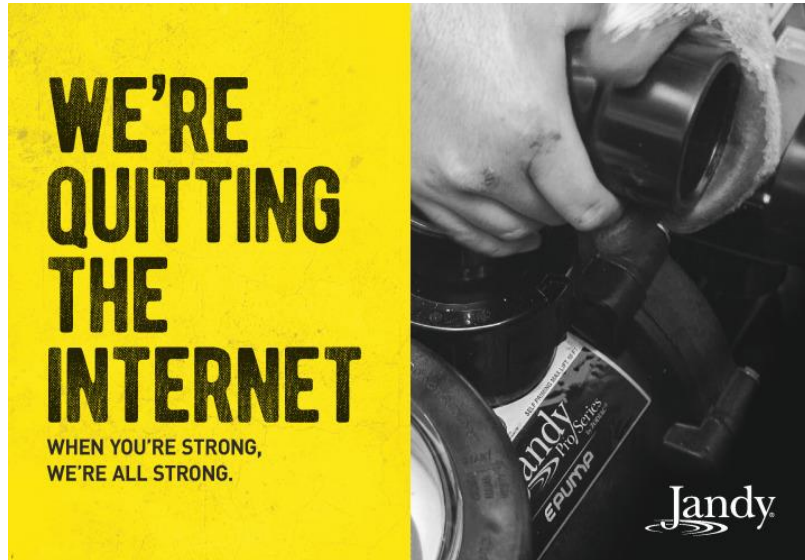
- Global sales balance provides growth ahead of peers
- North America growth of c. -5% in sales
 - Results impacted by Tijuana plant, Amazon distribution change and weather impact
- Europe c. 6% sales growth

Note: Sales and EBITDA growth are FX and perimeter adjusted

Key investment highlights: reasons to believe



Iconic brands provide opportunity to segment offering and gain penetration



- Jandy gained first-mover advantage by taking all equipment off-line in North America
 - Brand dedicated to professionally installed pool equipment
 - This move increases pool professionals' loyalty to our company
 - Hundreds of customers gained in less than a year
 - Provides >1% North America growth potential in a challenging market
- Other company brands are used to target consumer



Key investment highlights: reasons to believe



Core competency in innovation: Quattro



- 2019 launch of a revolutionary automatic pressure cleaner: Quattro
- Pressure cleaners have been in the market for years – stable market vs. high growth for robotic cleaners
- Fluidra was able to think outside the box and bring a winning product to market
- Quattro maintains pressure cleaners' strong points while incorporating features of robotic cleaners
 - Active scrubbing
 - Waterline brushing
 - Easy-to-clean debris
 - Fine debris collection
 - Easier install process



Z400 iQ
heat pump



Nicheless LED
light



AstralPool variable
speed pump

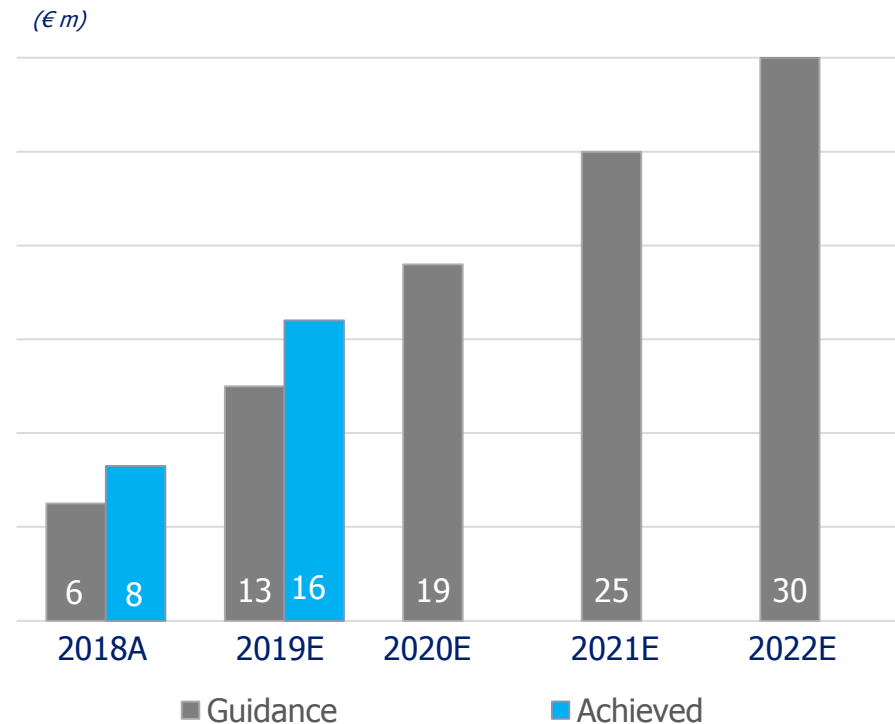


Exclusive Zodiac
cleaner range

Key investment highlights: reasons to believe



Value initiatives and lean update



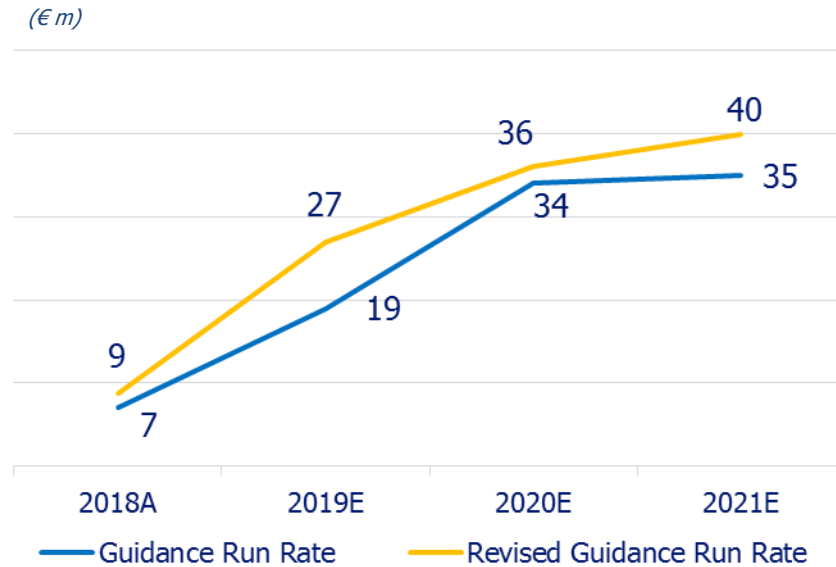
- Value initiatives and lean target revised upwards by €5m to €30m
 - Active projects for €18m as of 2019
 - Ongoing process, provides future opportunities
- US tariff is an offset to visualizing 2019 incremental value initiatives and lean impact on P&L (approximately €7m)
- Redesigning supply chain to have tariff become a temporary impact
 - Mexico manufacturing hub
 - Relocating Chinese suppliers to other South East Asian countries
- Value initiatives and lean costs to achieve are part of the ongoing yearly budget

Value improvement initiatives with disciplined process deliver value

Key investment highlights: reasons to believe



Cost synergies update



Costs to Achieve	2018	2019	2020	2021	Total
Original Guidance	13	16	7	0	35
Revised Guidance	19	22	5	1	47

- **Commercial integration cost synergies provide upside**

- Updated target by €5m from €12m to €17m. After first year of integration, additional synergies have been identified and executed:
 - North America: €2m
 - Europe and SoHem: €2m
 - HQ: €1m
- Executed faster than anticipated due to pre-merger preparation and disciplined process

- **Operations cost synergies on track**

- Maintained target of €23m despite Aqua dis-synergies
 - Operations synergies require more time to execute because of engineering, testing, etc.
- Key projects in 2019: execution of gas heater manufacturing plant from the US to Mexico providing €4m savings. Related non-recurring expense of €3m

- 2019 Run Rate €8m above original guidance

Increasing guidance to €40m with some additional costs

Key investment highlights: reasons to believe



Impacts from the merger: revenue dis-synergies

- 1** Additional impacts of Aquatron divestiture
 - Acquirer desire to develop US presence faster than anticipated impacting Aqua Products
 - Incremental impact on our revenue due to the remedy implementation and the resulting agreement to distribute cleaners
- 2** Small customer overlap in Europe and Southern Hemisphere



One time impact of c. €11m in 2019 and c. €18m by end of 2020

Revenue synergies

Ambition of €59m in revenue synergies to be reached by 2022

Initiatives

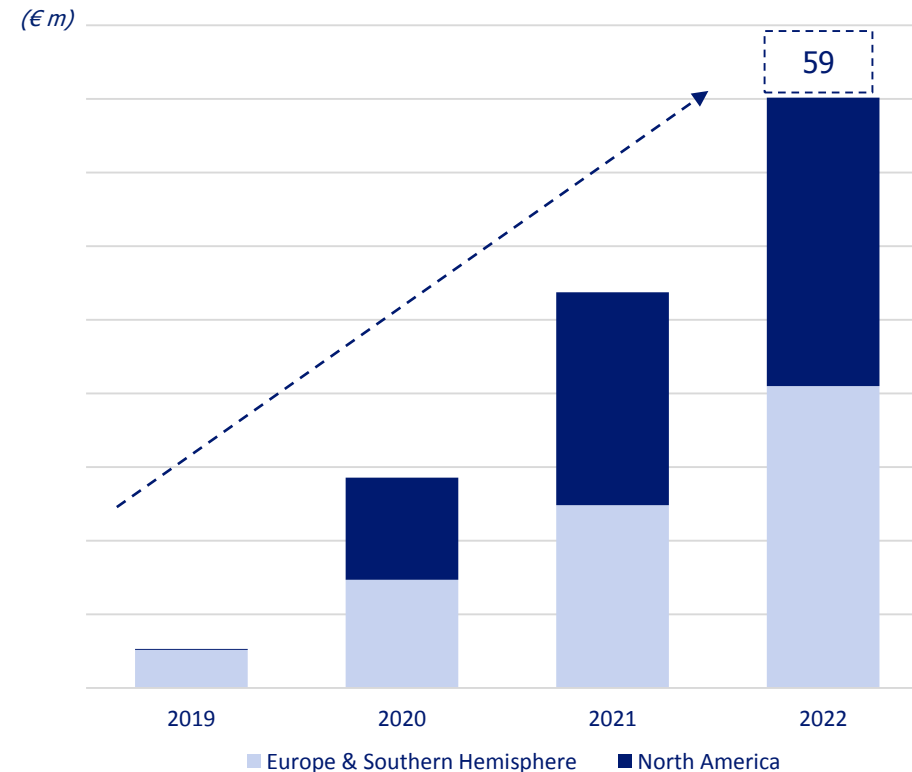
- **North America**

- Expand residential pool offering
- Develop a new commercial pool business unit leveraging existing legacy Fluidra factories and knowledge

- **Europe and Southern Hemisphere**

- Opportunities for cross-selling in overlapping geographies
- Introducing Zodiac products in countries without presence today, leveraging Fluidra’s capillarity

Revenue synergies evolution



Revenue synergies provide upside opportunity / hedge for change in macro environment

Revenue synergies

North America: expand residential pool offering

Expansion opportunities



U.V. Systems



Fluid handling



Controllers



Connectivity

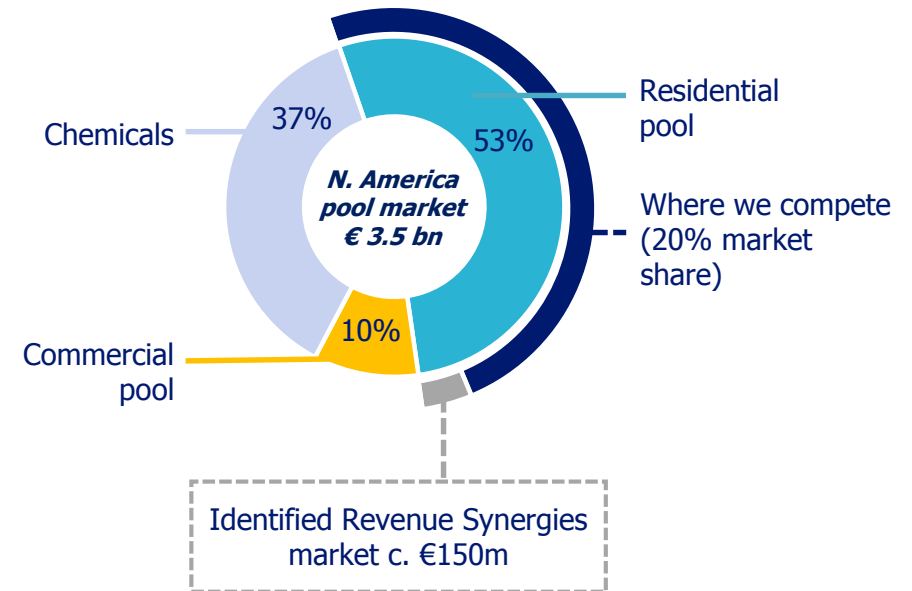


Above ground pool equipment



White goods

Market and business drivers

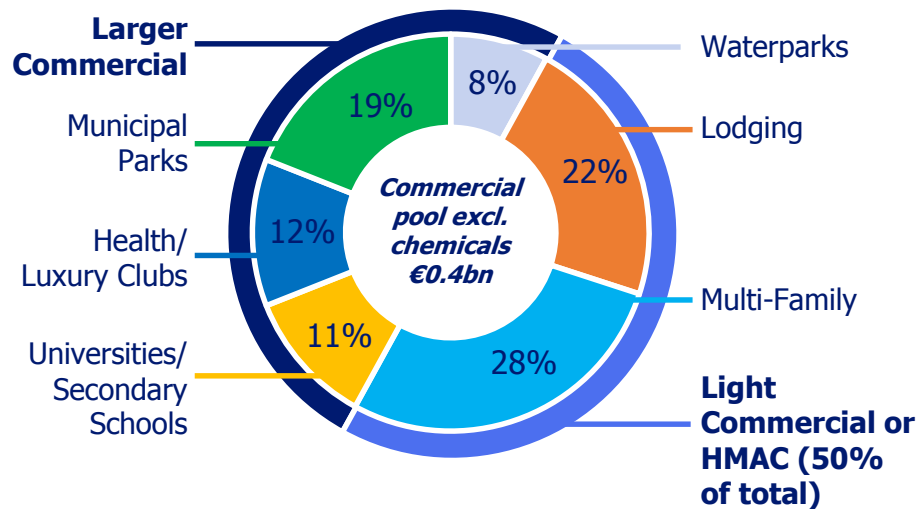


- New products to be produced in existing European factories to increase sales in new categories and segments
- Go-to-market: leverage North American sales team and existing channels

Revenue synergies

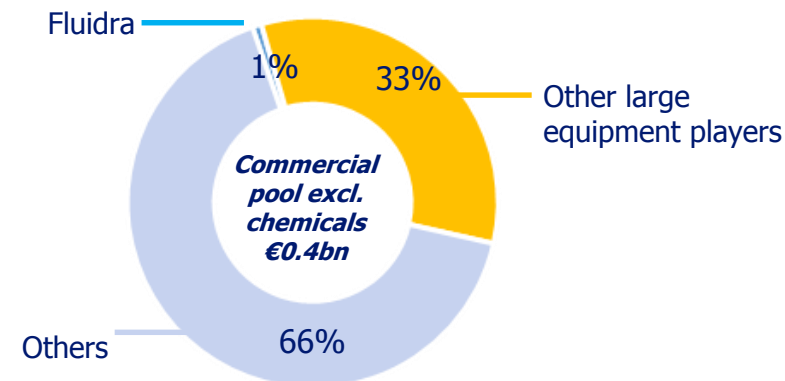
North America commercial pool

Market overview

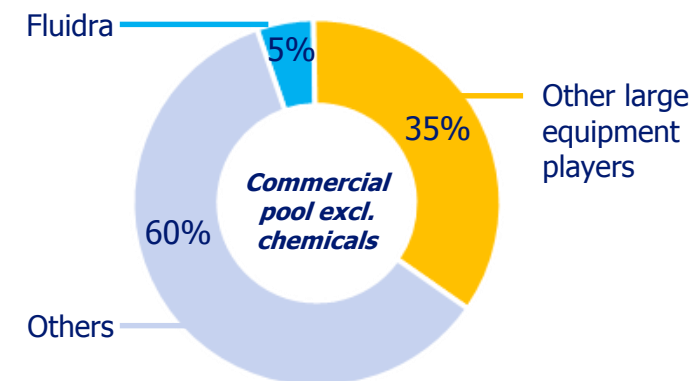


- Installed base greater than 330k pools
- Approximately 3k new pools built in 2018
- Estimated market growth of 4%

Competitive landscape



2022 Revenue synergies target



Revenue synergies

North America commercial pool

Expansion opportunities



Pumps



Heaters



Filters



Valves

Business plan drivers

- Launch new commercial offering leveraging Fluidra's existing factories
- Attack the HMAC channel with a dedicated new sales organization
- Target a mix of existing North American customers, specialized commercial builders and aftermarket customers
- Commercial pool launch drives existing products' associated sales
- Commercial pool gross margin expected to be slightly lower than group margin
- Positive EBITDA margin contribution in 2021 and beyond

Platform for consolidation in fragmented market

Revenue synergies

Europe and Southern Hemisphere

Expansion opportunities



Robots



Heating



Suction cleaners



Pumps



Above ground pools



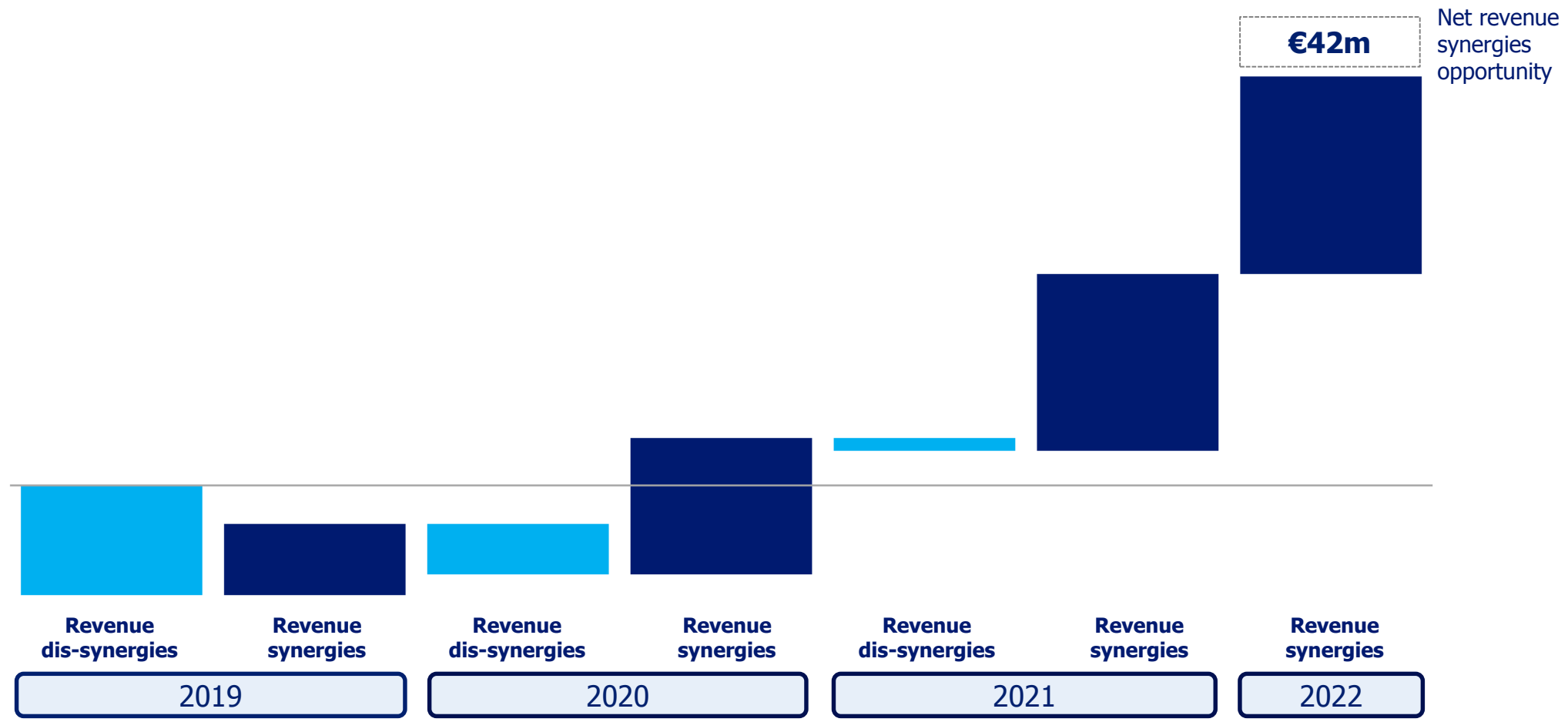
Lights

Business drivers

- Differentiated go-to-market strategies depending on geographies:
 - **Cross-selling products:** for overlapping geographies, leveraging existing platforms to maximize share of wallet
 - **Introducing Zodiac products:** leveraging Fluidra's capillarity for non-legacy Zodiac geographies, mainly in Latin America and Asia
- Similar gross margins to group level of c. 52%
- Positive EBITDA contribution in 2019 and beyond

Over €7m of synergies achieved to date

Summary: revenue synergies and dis-synergies



Bolt-on acquisitions can provide additional acceleration to established platform

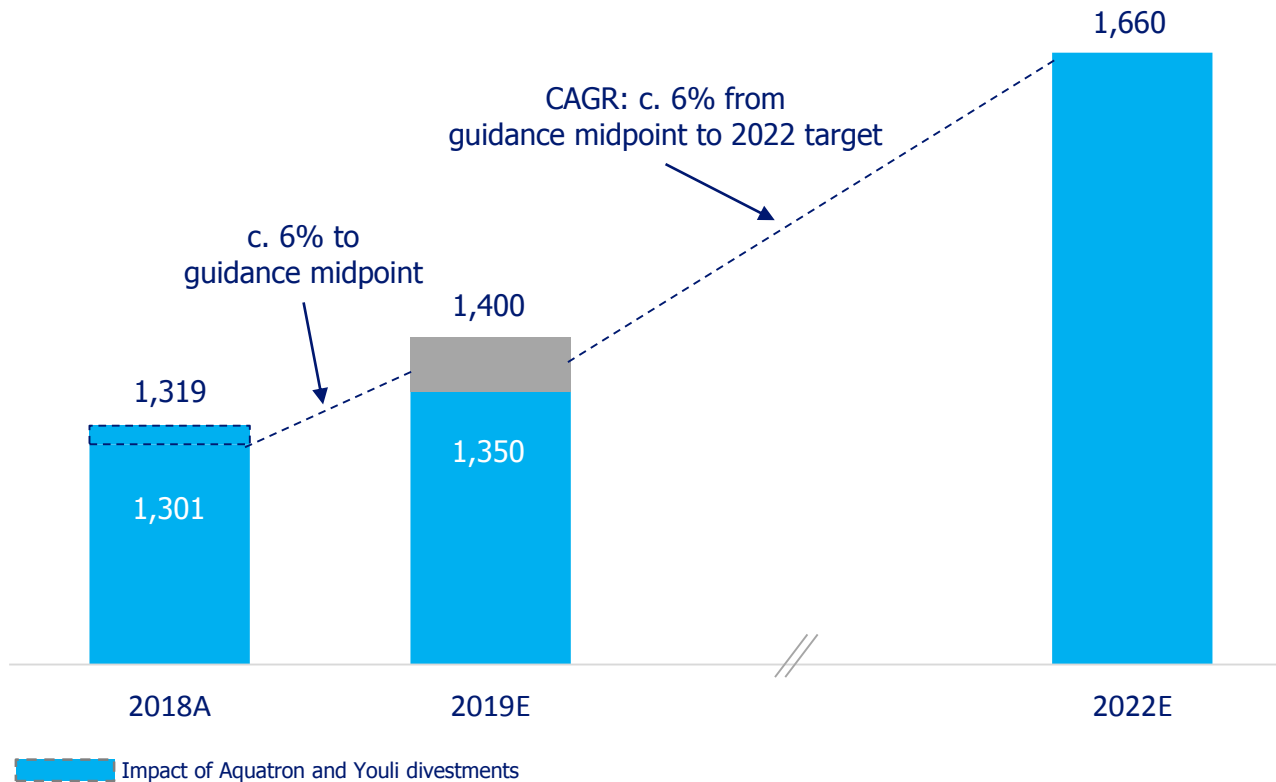
Key investment highlights: compelling equity story



Strong sales growth with resilient business model (1/2)

Strategic Plan sales evolution

(€ m)



- Our sales outlook remains unchanged for the 2022 Plan
- Revenue dis-synergies are higher than expected due to cleaners remedy impact implications
- Revenue synergies are significant and have already started to materialize in 2019
- Bolt-on acquisitions could provide incremental revenues

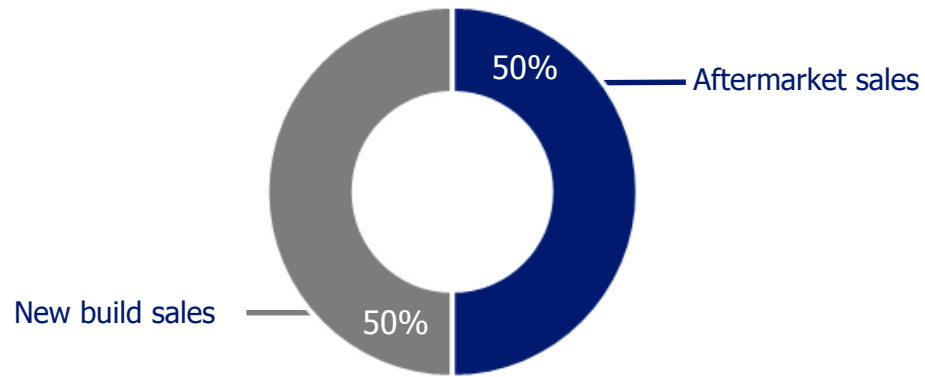
Revenue synergies and bolt-on acquisitions provide upside / hedge to Strategic Plan

Note: c. 4% growth in 2019E midpoint once FX adjusted

Strong sales growth with resilient business model (2/2)

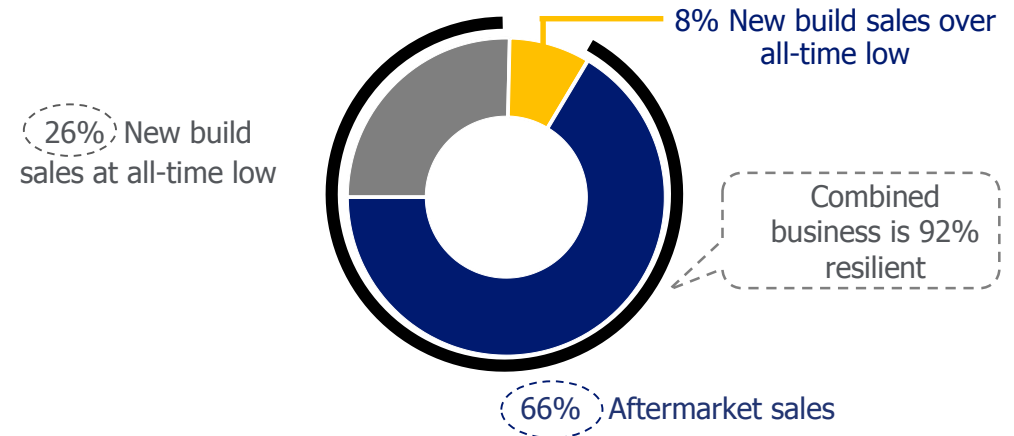
Perspectives vs. 2007

Legacy Fluidra 2007 sales



New pools built in Spain: c. 60k
Spain % of total legacy Fluidra sales: c. 33%

Fluidra 2018 PF sales



New pools built in Spain: c. 25k
Spain % of total Fluidra sales: c. 13%

- Much lower exposure to new build market
- New build market is healthier than in 2007 - 2008; North America below long-term average and Spain at sustainable levels
- Potential recession should be less material than in 2009
- Aftermarket sales in our sector grew during the 2009 Recession

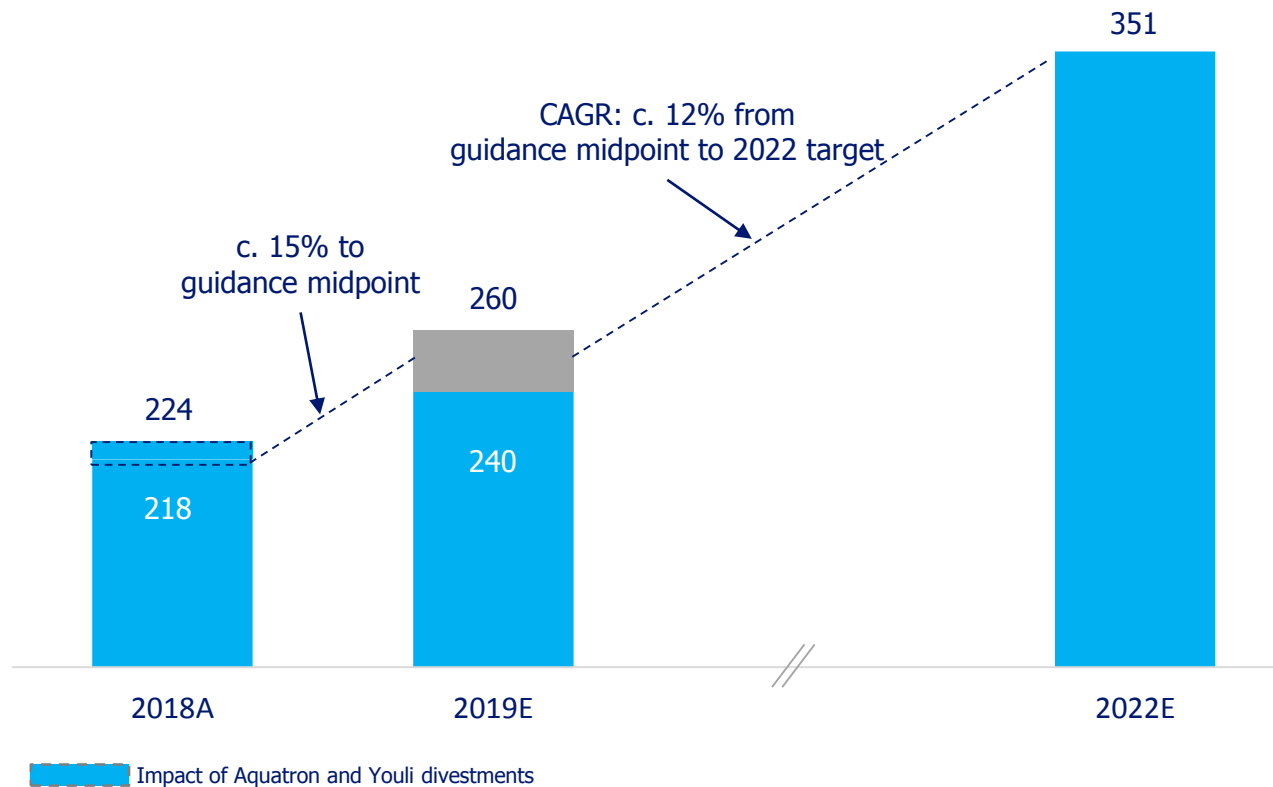
Key investment highlights: compelling equity story



Compelling equity story with strong value creation

EBITDA outlook

(€ m)



- Our EBITDA outlook for the 2022 Strategic Plan remains unchanged
- Good cost synergies, value initiatives and lean results offset by tariff impact
- Revenue synergies and dis-synergies provide EBITDA margin below company average in 2019 and 2020, becoming margin accretive in 2021 and beyond

Upgraded guidance for cost synergies and value initiatives provide upside / hedge on Strategic Plan

Note: c. 12% to 2019E midpoint adjusted to FX

Key investment highlights: compelling equity story

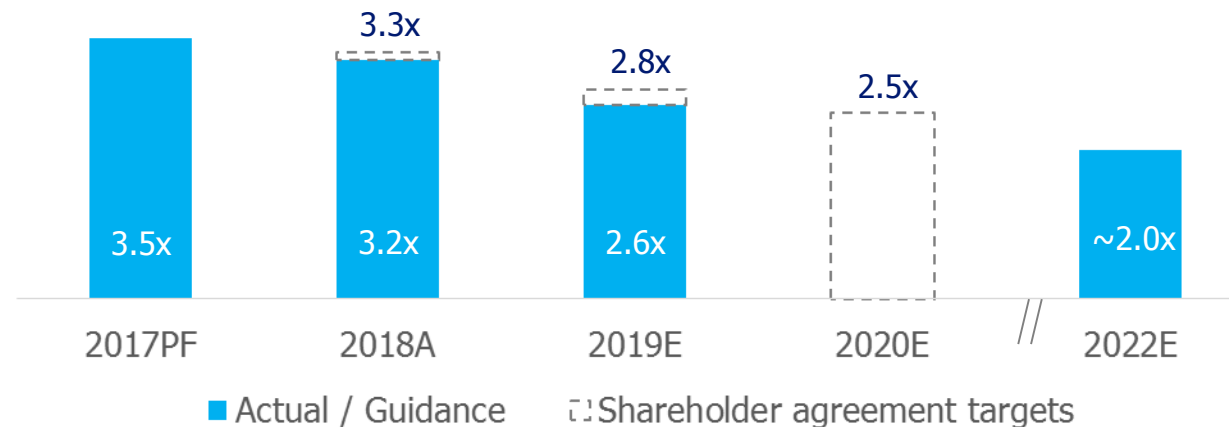


Excellent cash generation to fund value accretive initiatives

- Financial policy is to operate company at $\approx 2x$ NFD / EBITDA leverage
- Ample liquidity and flexible long-term financing in-place
- Expected leverage approximately $1x$ NFD / EBITDA '22E excluding dividends and potential M&A
- Cash allocation priorities once below agreed maximum targets in shareholders' agreement:
 - Dividends: €30m - €50m
 - Bolt-on acquisitions: €10m - €25m

Cash generation outlook

NFD / Adjusted EBITDA



Excellent progress, deleveraging c.1.0x in 18 months

Summary: solid and balanced business plan

On track for 2022



Great operating and financial performance	
Sales growth	5 – 8%
EBITDA margin	~21%
Net Income CAGR	~30%

Strong Cash Flow generation and improving returns	
Free Cash Flow	>€250m
Leverage ratio	<2x
ROCE	>20%

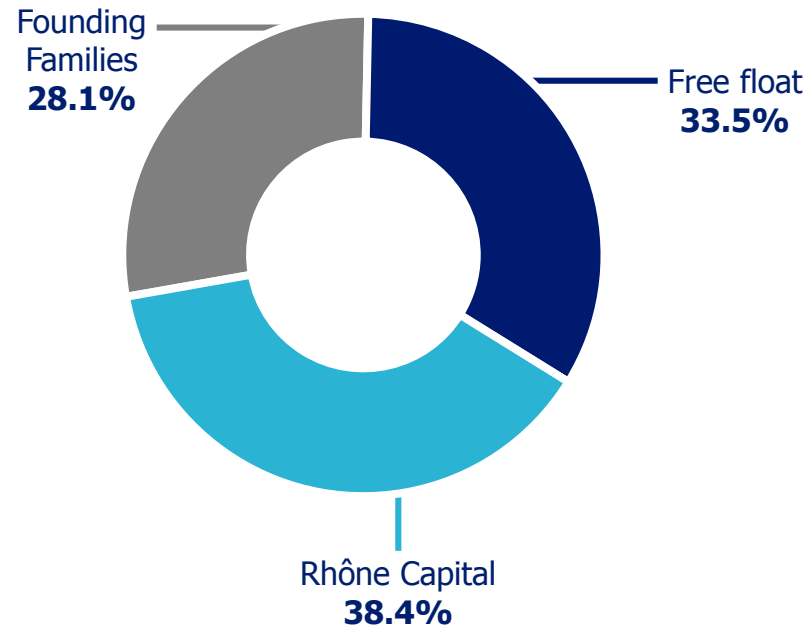


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APPENDIX

Ownership structure and shareholders' agreement

Ownership structure



Shareholders' agreement

Rhône Capital:

- Lock-up period until July 2020
- After lock-up period:
 - Prohibition to sell to a single acquirer (i) more than 20% or (ii) any number of shares if this would legally oblige the acquirer to launch a tender offer
 - Once funds managed by Rhône $\leq 20\%$ but $> 7\%$:
 - Free transfers: (i) transfers made through an accelerated bookbuild offering, block trade or other similar transactions ("ABB") in which no single acquirer is entitled to acquire 3% or more (ii) transfers, whether in single or several transactions, representing a maximum aggregate of 3% within any 6 month period
 - Founding families have a right to participate on same terms / right of first offer on both (i) and (ii)
 - Once funds managed by Rhône $\leq 7\%$: Free transfers provided that in transfers made through ABB no single acquirer is entitled to acquire 3% or more

Founding Families:

- Lock-up period until July 2021 (i) sales up to a maximum of 5% in aggregate or (ii) among families

Analyst consensus

Analyst consensus (in € m)	FY 2019	FY 2020	Contributors	IFRS 16 adjusted		
				FY 2019	FY 2020	Contributors
Sales	1,369	1,445	<i>6</i>	1,369	1,440	<i>4</i>
Adjusted EBITDA	247	279	<i>6</i>	264	298	<i>5</i>
Adjusted EBITA	215	na	<i>1</i>	211	242	<i>3</i>
Net Working Capital	339	359	<i>5</i>	340	357	<i>3</i>
Net Financial Debt	642	551	<i>6</i>	693	585	<i>3</i>

Note: Adjusted EBITDA and EBITA includes run rate synergies and excludes non-recurring expense



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**THANK YOU FOR
YOUR ATTENTION!**