

2025

ANNUAL REPORT ON THE REMUNERATION OF DIRECTORS

FLUIDRA

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The 2025 Annual Report on the Remuneration of Directors (“Report” or “Remuneration Report”) of Fluidra, S.A. (“Fluidra” or the “Company” or, together with its subsidiaries, the “Group”) includes:

1. The 2026 Directors’ Remuneration Policy¹

The policy to be applied in the current financial year 2026, in accordance with the 2026-2028 Directors’ Remuneration Policy (the “Policy” or the “Remuneration Policy” or the “Directors’ Remuneration Policy”), approved by the General Shareholders’ Meeting (“GSM”) on 7 May 2025. Refer to Section 3 for a detailed description.

2. The Directors’ Remuneration Policy applied in 2025, which comprised:

- From 1 January 2025 to 7 May 2025: the 2025-2027 Directors’ Remuneration Policy, approved by the Shareholders’ Meeting on 8 May 2024.
- From 7 May 2025 to 31 December 2025, the 2026-2028 Directors’ Remuneration Policy.

Refer to Section 4 for a detailed description.

3. The standard statistical annex, as required in Circular 4/2013, including:

- The results of the advisory vote of the last Annual Report on the Remuneration of Directors
- The detail of the individual remuneration corresponding to each of the directors in 2025.

Refer to Appendix II.

This Report has been prepared for the first time in a **freely designed format** in accordance with the regulatory authorization granted under Circular 4/2013, something welcomed by some stakeholders as per the feedback received during the engagement process. While adopting this new structure, its contents observe the minimum standards established in the applicable regulations and is accompanied by the standard statistical Appendix.

Fluidra’s Board of Directors approved this Report at its meeting held on 24 March 2026, following a proposal submitted by the Appointments and Remuneration Committee (“Appointments and Remuneration Committee”, the “Committee” or the “ARC”) and in compliance with the applicable regulations.

The Report will be submitted to the **next GSM**, as a separate item on the agenda, for an **advisory vote**.

Data and criteria considered in this Report:

- The CEO, Mr. Jaime Ramírez, was appointed Executive Director at the Board of Directors meeting held on 7 May 2025, following the resolution adopted by the GSM on the same day. Although Spanish legislation requires disclosure of remuneration only for the period from his appointment on 7 May 2025 through the end of the financial year on 31 December 2025, this Report presents full-year remuneration to facilitate comparison with prior and future years.
- A portion of the CEO’s remuneration is paid by Zodiac Pool Solutions LLC, entity within the Fluidra Group.
- The €/US\$ exchange rate used in this Report corresponds to the 2025 average rate: €1 = US\$1.1314.
- Vested shares from the 2023–2025 LTIP cycle and the Executive Directors’ shareholdings as of 31 December 2025 are valued, for information purposes, using Fluidra’s closing share price on that date, €23.16.

This is a translation of the original Spanish version. In the event of any discrepancy, the Spanish text shall prevail.

1. Link to the Remuneration Policy: https://www.fluidra.com/pdf-viewer.php?file=https://www.fluidra.com/wp-content/uploads/2025/05/25.-English_Directors-Remuneration-Policy-ENG.pdf

1. Letter from the Chair of the Appointments and Remuneration Committee

Dear Stakeholders,

On behalf of the Board, as Chair of Fluidra's ARC, I present our 2025 Annual Report on Directors' Remuneration.

For the first time, we are introducing this Report in a "free-format" structure. We believe this approach will enhance the quality of our disclosures to shareholders, enabling us to more clearly demonstrate the connection between governance, our long-term strategic goals, business performance and remuneration at Fluidra.

Results of the 2025 GSM and Remuneration Policy for 2026

At the 2025 GSM, the Board was pleased that the 2024 Annual Report on Directors' Remuneration received support from 94.5% of shareholders. The Board also put a new Directors' Remuneration Policy, which introduced the new 2025-2029 Long-Term Incentive Plan ("LTIP"). The remuneration resolutions were approved with 73% and 91.3% support, respectively. However, the Committee acknowledged that a notable proportion of shareholders did not support these remuneration resolutions.

Following the GSM, an extensive consultation process was undertaken to listen to our institutional shareholders' and proxy advisors' feedback and to discuss the implementation of the Policy. The engagement reached over 27% of our free float and included meetings with 8 of our largest shareholders not represented on the Board and key proxy advisors. Key areas of feedback were related to:

- The ex ante disclosure level on target-setting under the LTIP.
- The pay levels for the CEO, Mr. Jaime Ramirez.
- The severance package and non-compete clause for the Executive Chairman.
- The application of the derogation clause of the Remuneration Policy, which some stakeholders consider to be broad in its current drafting.

In response to the above-mentioned suggestions, and as part of our commitment to continuous improvement, several enhancements have been incorporated in Section 3 "2026 Remuneration Policy". These include:

- Greater transparency on the process of selecting our metrics and setting our targets for the 2026-2028 LTI cycle, which is comprehensive and robust. In this process, the ARC was driven by the need to be fully aligned to support successful delivery of our strategy, which is based on three pillars: accelerate growth, foster competitive differentiation and enhance operational excellence.

Additionally, we have introduced a relative Total Shareholder Return metric ("TSR") to assess the competitiveness of our performance. This measure replaces the absolute TSR. Fluidra's TSR will be evaluated against two peer groups: a group of five US pool industry players- our direct business competitors- and the Stoxx Europe 600 industrial goods & services index, which tracks European companies in the Industrial Goods and Services super sector, where Fluidra is classified (further details on Sections 2 and 3).

The ESG metric used to assess progress on ratings within the LTI has been maintained. To avoid overlap with the ESG indicators included in the annual variable remuneration, the latter are focused on other key priorities of our sustainability strategy: carbon footprint reduction, sustainable product sales, Total Recordable Incident Rate, and water-efficiency performance in operations.

- Greater disclosure of the benchmarking exercise used to determine the CEO's remuneration package. Mr. Jaime Ramirez's target total remuneration is commensurate with Fluidra's size relative to peers (further details on Section 3).
- The severance terms and post-contractual non-compete clause for the Executive Chairman protect the Company's legitimate interests and are aligned with observed local practices. Thus, no changes have been proposed.
- The derogation clause of the Remuneration Policy was not applied in 2025. Should its application become necessary at any point in the future, a detailed justification will be provided in the corresponding Remuneration Report.

Finally, for 2026, the Board, following the proposal of the ARC and in accordance with the Remuneration Policy, approved a moderate adjustment to Directors' remuneration as well as to the Executive Directors' base salaries. The increase is consistent with that applied for the broader workforce and does not alter the remuneration's relative market positioning.

The ARC is confident that these refinements and further explanations provided along this Report will preserve competitiveness and internal consistency, while maintaining a clear alignment between executive remuneration and long-term sustainable value creation.

Key performance highlights and accrued remuneration in 2025

2025 has been a year of strong operational and financial performance for Fluidra. Despite a still-challenging macroeconomic and foreign exchange headwinds, the Company delivered growth above market levels, supported by the strategy execution, transformation programs and continued efficiency gains.

Sales increased by 7% on a constant perimeter and FX basis, driven by positive volume and price contributions across all regions, with particularly strong performance in North America (+7%) and Commercial Pool (+10%) segments. Adjusted EBITDA rose by 9%, and net debt to EBITDA ratio improved to 2.2x, down from 2.4x in 2024, reflecting Fluidra's ability to combine profitable growth with cost discipline. Adjusted Earnings per share ("EPS") grew by 14% at constant exchange rates, demonstrating the underlying strength of the business model.

In terms of sustainability, Fluidra has significantly improved its S&P Global ESG score, reaching 77 out of 100 in the 2025 assessment (72 in 2024). The Company has met its 2025 carbon reduction target, which positions the Company to meet its commitment to achieving carbon neutrality for Scopes 1 and 2 by 2027.

Based on these results and a careful assessment of the Executive Directors' execution of their management targets, the ARC determined to award an annual variable remuneration at 106.9% of target incentive for both Executive Directors. Further details of the factors considered are provided from page 14.

The 2023-2025 cycle ended on 31 December 2025. While the EBITDA target was not met, the TSR for the period reached 80.1%, exceeding the maximum performance threshold, and the ESG rating target was fully met. As a result, the combined outcome delivered a total payout equivalent to 100% of target. Further details of the factors considered are provided from page 15.

Next steps

I hope that you find this Report clear in explaining the implementation of our Policy during 2025 and our proposal for 2026. We trust that we have provided the information you need to be able to support this Report at the GSM in 2026. Our ongoing dialogue with shareholders and other stakeholders is valued greatly and, as always, we welcome your feedback on this Report.

Finally, I would like to conclude by thanking the members of the Committee for their dedication and contribution. In particular, I would like to mention Mr. Bernardo Corbera Serra, member of the Committee until 6 May, and to welcome Mr. Brian McDonald to the ARC.



Ms. Esther Berrozpe Galindo
Chair of the ARC

2. Remuneration at a glance

2.1 EXECUTIVE DIRECTORS' REMUNERATION POLICY FOR 2026 (in accordance with the Policy in force, with no exceptions)

Opportunity	Fixed remuneration ¹	Annual Variable Remuneration ("AVR")	Long-term Incentive ("LTI"): 2026-2028 cycle ³	Shareholding requirement
Mr. Eloy Planes Executive Chairman	<ul style="list-style-type: none"> Base salary: €522,750² Pension plan: €16,000 Benefits: ~€53,000 	<ul style="list-style-type: none"> Target: 100% of base salary Max: 185% of base salary (185% of target) 	<ul style="list-style-type: none"> Target: 250% of base salary Max: 430% of base salary (172% of target) 	2x base salary
Mr. Jaime Ramírez CEO	<ul style="list-style-type: none"> Base salary: US\$836,400² Pension plan: ~€12,000 Benefits: ~€90,000 	<ul style="list-style-type: none"> Target: 150% of base salary Max: 277.5% of base salary (185% of target) 	<ul style="list-style-type: none"> Target: 345% of base salary Max: 593.4% of base salary (172% of target) 	2x base salary

- The Executive Chairman receives additional remuneration for his responsibilities as Chair of the Company's Board of Directors. He does not receive any additional remuneration for his role on the Delegated Committee. The CEO receives remuneration for serving as a member of the Board of Directors which is deducted from his base salary for his executive duties.
- Base salary reflects a 2.5% increase vs. 2025, in line with the salary review for the Management Advisory Committee and the broader workforce.
- The sale of net shares received under LTI awards is restricted until Executive Directors meet required shareholding levels, a requirement the Executive Chairman already fulfills.

Remuneration scenarios: Fixed vs. performance-linked

The charts below illustrate how much the current Executive Directors could receive under different performance scenarios in 2026.



Variable Remuneration: Performance metrics and main features

	2026 AVR	2026-2028 LTI cycle
Performance metrics	<ul style="list-style-type: none"> 85% Financial: <ul style="list-style-type: none"> 10% Sales growth 25% Adjusted EBITDA 25% Adjusted EPS 25% Free cash flow 15% Non-financial: <ul style="list-style-type: none"> 10% Strategic management targets² 5% ESG metrics: (i) carbon footprint (scopes 1&2); (ii) sustainable products sales (%); (iii) TRIR¹; (iv) water efficiency in operations 	<ul style="list-style-type: none"> 90% Value creation and financial: <ul style="list-style-type: none"> 45% Relative Total Shareholder Return vs. two peer groups equally balanced: <ul style="list-style-type: none"> Five US pool players (Hayward, Latham Pool, Leslie's, Pentair and Pool Corp.) Stoxx Europe 600 industrial goods & services index 45% 2026-2028 EBITDA 10% Non-financial: <ul style="list-style-type: none"> S&P ESG Rating for year 2028
Main characteristics	<ul style="list-style-type: none"> 100% in cash 	<ul style="list-style-type: none"> 3-year performance period 100% in shares. Sale of awarded shares is restricted for 3 years or until Executive Directors hold shares worth at least twice their annual fixed remuneration The <i>malus</i> clause applies in the event of a breach of the code of conduct. Clawback may apply under the same circumstances and also if the settlement was based on false or inaccurate information.

1. TRIR: Total Recordable Incident Rate.
 2. Executive Chairman: Plan long-term Board succession; support strategic, transformative acquisitions to drive growth; enhance Company value.
 CEO: Talent and Culture; transformation initiatives focused on growth and increasing organization efficiency; enhance Company value.

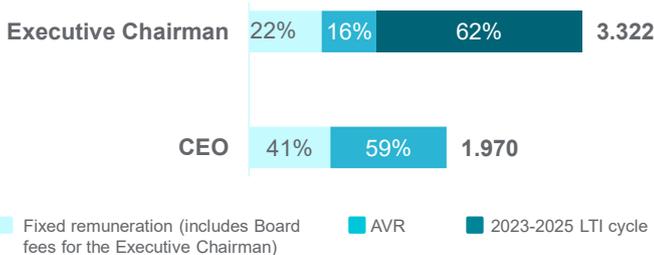
2. Remuneration at a glance (cont.)

2.2 EXECUTIVE DIRECTORS' REMUNERATION IN 2025

(No exceptions were applied in 2025)

2025 Remuneration outcomes

Executive Directors fixed vs performance-linked (in €'000 and % of total remuneration)



- AVR: the ARC determined to award an annual variable remuneration equivalent to 106.9% of target.
 - Executive Chairman: €545,289, equivalent to 57.8% of maximum opportunity and 106.9% of his base salary.
 - CEO: US\$1,308,692 (€1,156,701), equivalent to 57.8% of maximum opportunity and 160.4% of his base salary.
- 2023-2025 LTI cycle ended on 31 December 2025: the award which was granted to the Executive Chairman in 2023 vested at 100% of target (88,500 shares, equivalent to a gross value amount of €2,049,660). The CEO did not participate in this LTI cycle.

Shareholding requirements

Executive Directors shareholding (% of base salary)



As of 31 December 2025, the Executive Chairman held 393,837 shares in the Company, equivalent to 18x his base salary in 2025.

The CEO has not yet received any long-term incentive awards and does not currently hold any shares.

2.3 REMUNERATION OF THE DIRECTORS IN THEIR CAPACITY AS SUCH FOR 2026 AND IN 2025

(No exceptions were applied in 2025)

The total remuneration accrued in 2025 amounted to €1,816,205, remaining below the limit of €2,200,000 approved by the GSM. This limit will continue to apply for 2026.

The Board of Directors, following the proposal of the ARC and in accordance with the Remuneration Policy, approved a moderate adjustment to Directors' remuneration for 2026 -an increase of 2.5% approx.-, depending on the position and responsibility- to ensure remuneration remains aligned with the required level of dedication and maintains external competitiveness. While the fixed remuneration for Board members was slightly updated when the Policy was approved (2%), the fixed remuneration and attendance fees for the Board Chair and Committee members had remained unchanged since 2022. Consequently, on an annualized basis, the increase represents between 0.6%.

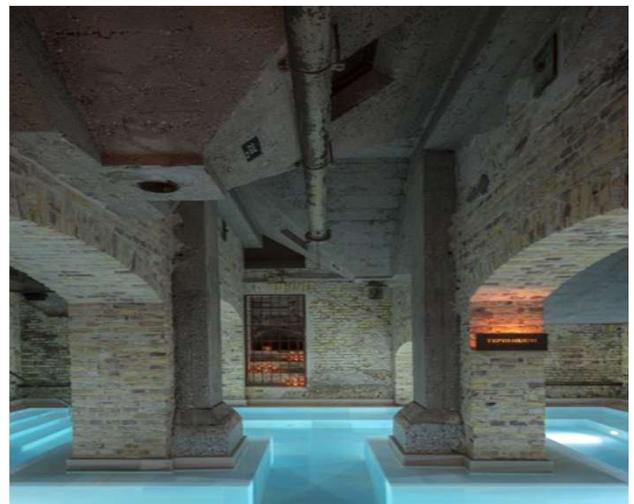
The Board also resolved to revise the remuneration structure applicable to the Delegated Committee, replacing the fixed annual fee with attendance-based fees, reflecting the fact that this Committee convenes only on specific occasions.

The table below sets forth the breakdown per position and responsibilities of the members of the Board in 2026 and the review vs. 2025:

	Member		Chair (additional)
	Fixed remuneration	Attendance fees	Fixed remuneration
Board of Directors	€94,000 (€92,000 in 2025)	€8,300 p.a. (€8,000 in 2025)	€52,000 (€50,000 in 2025)
Audit and Sustainability Committee	€21,000 (€20,000 in 2025)	--	€21,000 (€20,000 in 2025)
Appointments and Remuneration Committee	€21,000 (€20,000 in 2025)	--	€21,000 (€20,000 in 2025)
Delegated Committee	--	€3,000 per meeting (€12,000 fixed fee in 2025)	--

Additionally,

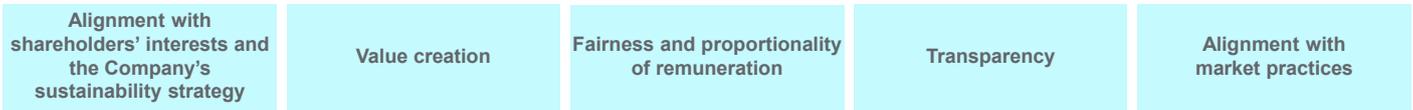
- Annual fees for attending Board or its Committees will be €20,900 p.a. for Directors residing outside Europe (€20,000 p.a. in 2025).
- The Lead Independent Director will receive a fixed remuneration of €26,000 (€25,000 in 2025).



3. 2026 Remuneration Policy

3.1 OUR REMUNERATION PRINCIPLES AND PRACTICES

Our remuneration philosophy provides the guiding principles that drive remuneration-related decisions. The key tenets are listed below:



Our pay-for-performance remuneration program is designed to align the long-term interests of our employees with those of our shareholders by emphasizing sustained value and reinforcing personal accountability. Highlighted below are pay practices that are integral to our Remuneration Policy, as well as certain pay practices that we choose not to implement.

WE ADOPT SOUND PAY PRACTICES <input checked="" type="checkbox"/>	WE AVOID POOR PAY PRACTICES <input type="checkbox"/>
Executive Directors	
<ul style="list-style-type: none"> Align our executive pay with performance. Provide an appropriate balance of short- and long-term incentives. Set challenging performance objectives, consistent with the Company's long-term strategic goals. Align executive remuneration with shareholder returns through performance-based vesting of equity incentive awards. Use appropriate peer groups when establishing remuneration. Maintain equity ownership requirements. Align executive remuneration with the conditions applicable to employees of the Company. 	<ul style="list-style-type: none"> No contracts with guaranteed salary increases. No guaranteed variable remuneration payments. No hedging operations are entered into on the shares awarded during the retention period.
Non-executive Directors	
<ul style="list-style-type: none"> Reward appropriately to their level of dedication, qualifications and responsibility, without compromising their independence. Conduct benchmarking studies on the remuneration of Non-Executive Directors to ensure their alignment with market practices. 	<ul style="list-style-type: none"> No remuneration components linked to performance. No share-based remuneration. No severance for termination of their appointment to office. No obligations or commitments whatsoever in relation to pension, retirement or similar plans.

The ARC oversees our remuneration programs throughout the year, which enables the Committee to be proactive in its remuneration planning to address both current and emerging developments or challenges.

3.2 REMUNERATION BENCHMARKING

To effectively attract, properly motivate and retain our management team and directors, the ARC periodically reviews market data relating to pay levels, mix and practices.

When evaluating market data for Executive Directors, the ARC carefully benchmarks against a peer group comprising European¹ and US² industrial companies that are comparable in terms of revenue and market capitalization. This peer group includes our pool peers and other organizations with which Fluidra competes for both talent and business and reflects Fluidra's global footprint. Particularly, the selected companies were primarily classified within the Industrial Machinery and Consume Discretionary sectors - consistent with Fluidra's classification under the Global Industry Classification Standard (GICS) developed by MSCI - and had market capitalization and/or revenues ranging from 25% to 400% of Fluidra's figures. Including US companies in the peer group is essential given the profile of our CEO - who was recruited from the US, is based there, and brings extensive experience in the U.S. industrial sector, a strategic advantage for Fluidra's business and growth. North America is our largest commercial market, representing 44% of our sales, and competitiveness in attracting and retaining talent in the US is critical to our long-term success. A peer group limited to Europe-listed companies would therefore not provide an appropriate benchmark, considering Fluidra's global footprint, the strategic relevance of the US market, and our competitive positioning and strong financial performance.

These selection criteria are consistent with those applied in defining the peer groups that will be applied for measuring relative TSR in 2026-2029 LTI cycle and onwards.

From an overall perspective of Fluidra's scale, the Company is positioned between the 25th percentile and the median of both the European and US markets in terms of size (revenues, market capitalization, total assets and employees). The target total compensation for the Executive Chairman is positioned around the European market median. The CEO's target total compensation sits around the median of the combined European and US markets. Once the 2026 salary increase is applied (2.5% vs. 2025), the relative positioning remains unchanged.

This benchmarking, informed by advice from Towers Watson (WTW), serves as one input to consider as part of the decision-making process along with Company and individual performance, internal comparisons across members of our Management Advisory Committee and alignment with our remuneration philosophy.

With respect to the non-executive directors, the ARC annually receives market data on Board member remuneration in their capacity as directors, based on a report published by Spencer Stuart. This review confirmed that their remuneration is aligned with prevailing market standards.

1. European peer group (19 companies): Almirall, CAF, Cellnex, DMG Mori, Electrolux Professional, Gestamp, Grifols, Hella, Kingspan, Kone, Konecranes, Manitou, Nissan Motor Europe, Schneider Electric-Energy Management WE, Schneider Electric-Europe Operations, Siemens-Mobility, Vesuvius and Weir Group. This applies for both the Executive Chairman and the CEO.
 2. US peer group (18 companies): A.O. Smith, Donaldson, Enpro, Flowserve, Franklin Electric, Gates Industrial, Graco, Hayward, IDEX, ITT, Latham Pool, Mueller Water Products, Pentair, Pool Corp, Rexnord, SPX, Watts Water Technology and Xylem. This applies only to the CEO, as he is US recruited and a US citizen.

3. 2026 Remuneration Policy (cont.)

3.3 ENGAGEMENT WITH OUR SHAREHOLDERS AND CHANGES IN OUR REMUNERATION POLICY 2026

At the GSM on 7 May 2025, three resolutions regarding the remuneration of the Board of Directors were submitted for approval:

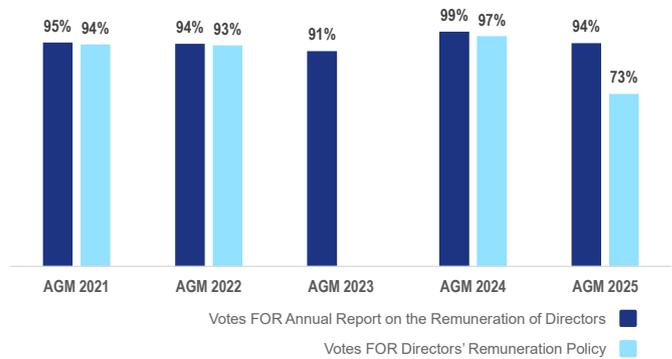
1. The Annual Report on the Remuneration of Directors for the financial year 2024.
2. Long-Term Incentive Plan for executives and Executive Directors of the Fluidra Group.
3. The Directors' Remuneration Policy for the remaining of the financial year 2025 and the financial years 2026, 2027 and 2028.

The graph on the right shows the evolution on the voting results for the last five Annual Reports on the Remuneration of Directors, as well as on the last Directors' Remuneration Policies.

The Letter from the Chair of the ARC outlines the process undertaken to analyse these results, details how Fluidra engaged with its various stakeholders, and presents the enhancements incorporated into this Report.

The key changes for 2026 compared to 2025 are the following (all proposed changes are fully compliant with the Remuneration Policy):

2021-2025 GSMs. Evolution of vote results



Element	Change	Rationale
2025 AVR	<ul style="list-style-type: none"> Strategic management targets have been tailored for the Executive Chairman and the CEO. 	<ul style="list-style-type: none"> To align the individual performance-related targets with their respective responsibilities.
	<ul style="list-style-type: none"> Introduction of a new metric related to water efficiency in operations and removal of the S&P Global ESG score and NPS. 	<ul style="list-style-type: none"> To ensure alignment with the metrics included in the AVR for senior management. To avoid overlap with the metric included in the LTI that measures progress on ESG ratings.
2026-2028 LTI cycle	<ul style="list-style-type: none"> Introduction of the relative TSR with a 45% weighting (replacing absolute TSR). Two peer groups, equally balanced: <ul style="list-style-type: none"> 5 Pool companies, which are Fluidra's direct business competitors (Hayward, Latham Pool, Leslie's, Pentair, Pool Corp.). Stoxx Europe 600 Industrial Goods & Services. <p>In the process of selecting the peer groups, a range of competitors for capital resources was considered as well as market indices including these peers. Each alternative was assessed based on its correlation and volatility relative to Fluidra to ensure an appropriate and representative benchmark. In addition, back-testing analyses were conducted to validate the robustness of the selected peer groups and to confirm that the final decision was not subject to selection bias.</p>	<ul style="list-style-type: none"> To reward outperformance vs. peers neutralising the impact of macroeconomic cycles, stock market volatility and other sector-related factors. To perform a balanced comparison of Fluidra's performance with that of the main markets in which it operates, specifically the United States and Europe. To align with market practice and corporate governance recommendations. To ensure consistency with the peer group used for benchmarking purposes, as the selection criteria are aligned.
	<ul style="list-style-type: none"> Performance scale: The portion of the incentive linked to this metric will not vest if the Company's performance falls below the median of its respective peer group. Measure cumulative EBITDA (vs. EBITDA for the final year of the cycle). This metric is weighted at 45%. <ul style="list-style-type: none"> The Company does not disclose specific EBITDA performance targets on an ex ante basis as such targets constitute competitively sensitive commercial information. Following the conclusion of the applicable performance period, the Company will provide full disclosure of the established targets and the extent to which they were achieved. 	<ul style="list-style-type: none"> To reward the progress made during the 3-year performance period.

Therefore, under 2026 AVR financial measures and their weightings remain unchanged from 2025 AVR, as they continue to support the Company's strategic priorities. Sales growth, adjusted EBITDA, adjusted EPS and free cash flow are tied to our priorities of accelerating growth and operational excellence.

The 2026-2028 LTI cycle also supports these priorities and have a particular focus on driving shareholder value creation.

3. 2026 Remuneration Policy (cont.)

3.4 EXECUTIVE DIRECTORS' REMUNERATION POLICY (in accordance with the Policy in force, with no exceptions)

I. Remuneration elements for performing executive duties: fixed elements

Base salary

Purpose	To attract and retain the Executive Directors of the level required to deliver our strategic goals.
Opportunity	<ul style="list-style-type: none"> Executive Chairman: €522,750 CEO: US\$836,400 <p>Base salary reflects a 2.5% increase vs. 2025, in line with the salary review for the Management Advisory Committee and the broader workforce.</p>
Operation	<ul style="list-style-type: none"> This remuneration is fully paid in cash. The Executive Chairman, Mr. Eloy Planes, also receives remuneration for his role as Chair of the Company's Board of Directors. In the case of the CEO, Mr. Jaime Ramírez, any remuneration received for serving on the Board or its Committees is deducted from the base salary for his executive functions. Fluidra's former CEO perceived Board fees in addition to remuneration for his executive duties.

Long-term savings plan (pension plan)

Purpose	To provide a competitive level of retirement income.
Opportunity	<ul style="list-style-type: none"> Executive Chairman: €16,000 CEO: €12,000 (approx.)
Operation	<ul style="list-style-type: none"> Mr. Planes has a pension contribution commitment (defined contribution) entailing the setting up of a retirement pension fund. He is entitled to the vested rights over the accumulated funds. This commitment is funded through an insurance policy. Mr. Ramírez is an active participant in the 401(k) pension plan sponsored by Fluidra's US subsidiary. Fluidra reserves the right to finance these pension commitments using whatever instrument it considers most suitable pursuant to the currently applicable legislation. He is entitled to the vested rights over the accumulated funds. These commitments are compatible with the severance to which Executive Directors are entitled in the event of termination of their contracts.

Other benefits

Purpose	To aid retention and remain competitive within the marketplace.
Opportunity	<ul style="list-style-type: none"> Executive Chairman: €53,000 (approx.), comprising €15,000 for a Company vehicle, €30,000 for death and disability insurance and €8,000 for medical insurance. CEO: €90,000 (approx.), comprising €15,000 for a Company vehicle, €25,000 for death and disability insurance and €50,000 for medical insurance.
Operation	<ul style="list-style-type: none"> The benefits provided to Executive Directors are consistent with Fluidra's policy for executive personnel and include, among others: <ul style="list-style-type: none"> i. use of a Company-provided vehicle, ii. life insurance covering death and disability. A commitment in respect of the contingencies of death and disability is recognised in favor of the Executive Directors, equal to 4 times their gross annual fixed remuneration at the time of death. In case of total or absolute permanent or severe disability occurring prior to the termination of their contracts, the Executive Directors will receive, until they reach 65 years of age, a monthly payment equal to one-twelfth of 75% of their last gross annual fixed remuneration at the time the disability occurred under similar conditions to the rest of the Group's directors, namely, a maximum amount of US\$50,000 per month in the case of the CEO. iii. an annual premium for family health insurance. Additionally, Executive Directors are covered under Fluidra's directors and executives liability insurance policy, which protects them against liabilities arising from the performance of their duties, in accordance with the scope defined in the policies signed by the Company.

3. 2026 Remuneration Policy (cont.)

3.4 EXECUTIVE DIRECTORS' REMUNERATION POLICY

II. Remuneration elements for performing executive duties: Variable elements

2026 Annual Variable Remuneration

Purpose

- To promote the Executive Directors' commitment with the Company, motivate their performance and reward the achievement of specific objectives for each fiscal year.

Opportunity

- Executive Chairman: **Target: 100%** of base salary | **Max: 185%** of base salary (185% of target).
- CEO: **Target: 150%** of base salary | **Max: 277.5%** of base salary (185% of target).

Performance metrics

Type of objectives	Weighting	Metrics	Threshold		Target		Maximum	
			Performance	Pay level	Performance	Pay level	Performance	Pay level
85% Financial	10%	Sales growth	50%	40%	100%	100%	≥150%	200%
	25%	Adjusted EBITDA	80%	40%	100%	100%	≥120%	200%
	25%	Adjusted EPS	70%	40%	100%	100%	≥130%	200%
	25%	Free cash flow	80%	40%	100%	100%	≥120%	200%
15% Non-financial	10%	Strategic management targets ¹	--	0%	100%	100%	≥100%	100%
	5%	5% ESG metrics ²	--	0%	100%	100%	≥100%	100%
Total	100%			34%		100%		185%

Intermediate levels are calculated by linear interpolation for financial metrics.

- Executive Chairman: Plan long-term Board succession; support strategic, transformative acquisitions to drive growth; enhance Company value.
CEO: Talent and Culture; transformation initiatives focused on growth and increasing organization efficiency; enhance Company value.
- ESG metrics: (i) reduce carbon footprint (scopes 1&2, t_nCO₂); (ii) sustainable sales products (%); (iii) reduce Total Recordable Incident Rate (TRIR); (iv) water efficiency in operations. A performance scale has been established for each ESG metric.

Operation

- At its meetings held on 24 February, the Board of Directors, acting on a proposal from the ARC, established the metrics, weightings, and objectives for 2026 to determine the Executive Directors' AVR, in accordance with the criteria and limits set forth in the Remuneration Policy.
- At the end of the fiscal year, upon receipt of the relevant supporting documentation, the Board of Directors—based on the ARC's recommendations—will evaluate the level of achievement of the objectives set at the beginning of the year and approve the AVR amount for each Executive Director accordingly. Fluidra will provide comprehensive ex-post disclosure of performance outcomes, detailing achievement levels by KPI as well as corresponding payouts by KPI and in aggregate.
- The objectives for each metric are aimed to be challenging and subject to periodic review, considering the economic environment, the strategic plan, and stakeholder expectations. These objectives may only be modified by the Board of Directors, upon an ARC proposal, in exceptional circumstances necessary to safeguard the Company's long-term interests, sustainability, or viability.
- Once the AVR has been approved, it will be paid in cash to the Executive Directors, with all applicable withholdings, social security contributions, and taxes duly applied. Payment will be made after Fluidra's financial statements have been issued, considering any qualifications in the external audit report.
- In the event of termination, "good leavers" will receive incentive vesting strictly on a pro-rata basis, calculated according to the time served during the financial year. This approach is consistent with prevailing market standards and reflects sound corporate governance practices.
- The Company can introduce a *malus* clause applicable to annual variable remuneration and this is assessed periodically.

3. 2026 Remuneration Policy (cont.)

3.4 EXECUTIVE DIRECTORS' REMUNERATION POLICY

II. Remuneration elements for performing executive duties: Variable elements

2025-2029 LTI Plan: 2026-2028 cycle (in-flight 2024-2026 and 2025-2027 cycles are described in Appendix I)

Purpose

- To encourage, motivate and retain the management team by linking the incentive to the fulfillment of Fluidra's medium and long-term strategic plan, which will make it possible to align the interests of the Beneficiaries (as defined below) with those of the shareholders.

Opportunity (amounts per LTI cycle)

- Executive Chairman: **Target: 250%** of base salary (55,847 PSUs) | **Max: 430%** of base salary (172% of target) (96,057 PSUs).
- CEO: **Target: 345%** of base salary (105,225 PSUs) | **Max: 593.4%** of base salary (172% of target) (180,987 PSUs).

Performance metrics

Type of objectives	Weighting	Metrics	Threshold		Target		Maximum	
			Performance	Pay level	Performance	Pay level	Performance	Pay level
Value creation	45%	Relative TSR vs. two peer groups ¹²	0 p.p.	50%	+4 p.p	100%	+8 p.p.	180%
Financial	45%	2026-2028 EBITDA at constant exchange rates	80%	50%	100%	100%	≥120%	180%
Non-financial	10%	S&P ESG rating for year 2028	Below target	0%	Target	100%	Exceed target	100%
Total				45%		100%		172%

¹ The initial value considered for the purpose of measuring the evolution of the TSR will be the weighted average listed price of the Fluidra share at the close of trading for the trading sessions taking place on the thirty (30) days preceding 1 January 2026, i.e. €23.4. The final value will be the weighted average listed price of the Fluidra share at the close of the trading sessions taking place on the thirty (30) days preceding 31 December 2028 (inclusive).

² Two peer groups, equally balanced: (i) 5 US pool companies, which are Fluidra's direct competitors (Hayward, Latham Pool, Leslie's, Pentair, Pool Corp); (ii) Stoxx Europe 600 Industrial Goods & Services. The portion of the incentive linked to this metric will not vest if Fluidra's performance falls below the median of each peer group.

Intermediate levels are calculated by linear interpolation for value creation and financial metrics.

Operation

- The Plan involves granting a specified number of Performance Share Units ("PSUs"), which serve as a reference for calculating the final number of shares to be delivered to beneficiaries after a three-year performance period, provided the strategic objectives of the Fluidra Group outlined above are achieved.
- At its meeting held on 24 February 2026, the Board of Directors, acting on a proposal from the ARC, established the metrics, weightings, and objectives for determining the Executive Directors' incentive for the 2026–2028 cycle, in accordance with the criteria and limits set forth in the Policy.
- At the end of the cycle, upon receipt of the relevant supporting documentation, the Board of Directors—based on the ARC's recommendations—will evaluate the level of achievement of the objectives set at the beginning of the cycle and approve the incentive amount for each Executive Director accordingly. Fluidra will provide comprehensive ex-post disclosure of performance outcomes, detailing achievement levels by KPI as well as corresponding payouts by KPI and in aggregate.
- The objectives for each metric are aimed to be challenging and subject to periodic review, considering the economic environment, the strategic plan, and stakeholder expectations. These objectives may only be modified by the Board of Directors, upon an ARC proposal, in exceptional circumstances necessary to safeguard the Company's long-term interests, sustainability, or viability.
- To qualify for the incentive, Executive Directors must remain with the Fluidra Group until 31 December 2028 (the "End Date"), subject to the provisions for special termination scenarios established in the Regulations. The incentive will be settled in June 2029, following approval of the 2028 financial statements (the "Settlement Date"). Shares will be delivered either directly by Fluidra or through a third party, depending on the coverage mechanisms adopted by the Board of Directors.
- Once the shares have been awarded, Executive Directors will be prohibited from transferring ownership for a period of three years from the End Date, until they hold a number of shares equivalent to at least twice their annual fixed remuneration. Exceptions apply for shares sold to cover acquisition costs, including taxes, or where a waiver is granted by the Board of Directors with a favorable report from the ARC to address exceptional circumstances.
- In the event of termination, "good leavers" will receive incentive vesting strictly on a pro-rata basis, calculated according to the time served during the performance period. This approach is consistent with prevailing market standards and sound corporate governance practices.
- The Plan incorporates *malus* and clawback provisions. The shares that may arise from the settlement of this cycle shall never be delivered to the beneficiaries, who shall forfeit any right to receive them, if the beneficiary, prior to the settlement date of the cycle, should have been penalized due to a serious breach of the code of conduct ("*malus* clause"). In addition, the Company may demand the return of any shares delivered ("*clawback* clause"), or the cash proceeds from the sale of the shares if applicable, or even set off such delivery against any remuneration of any other kind that the beneficiary may be entitled to receive, if during the 2 years following the settlement, it is verified that such settlement was made in whole or in part based on information the misrepresentation or serious inaccuracy of which may be evidenced subsequently. The clawback clause will also apply to any beneficiaries who have breached any of the Group's internal standards and policies or if their negligent conduct has entailed significant losses for the Group.

3. 2026 Remuneration Policy (cont.)

3.4 EXECUTIVE DIRECTORS' REMUNERATION POLICY

III. Minimum shareholding requirement

As stipulated in the Remuneration Policy, Executive Directors are required to build and maintain a personal shareholding in Fluidra to align their interests with those of the Company's long-term shareholders. This requirement is equivalent to twice the base salary, and unvested share-based incentives are excluded for this purpose.

To meet this requirement Executive Directors must hold the net shares awarded under long-term incentives.

The Committee will regularly monitor compliance with this requirement. Details of the current shareholding are provided on page 4.

IV. Main terms and conditions of the Executive Directors' contracts

The essential terms and conditions of the Executive Directors' contract, in addition to those already set out in the Remuneration Policy, are the following:

- **Term:** The Executive Directors have signed an indefinite-term contract for services with the Company which will remain in force for as long as the Directors perform the executive duties delegated to them by the Board of Directors.
- **Exclusivity and confidentiality:** The contracts establish clauses regulating confidentiality and exclusive dedication, without prejudice to the activities which are expressly authorized, provided they do not hinder the fulfillment of the duties of diligence and loyalty inherent in their post or entail a conflict with the Company.
- **Post-contractual non-compete and non-solicitation undertaking:** Notwithstanding the Executive Directors' undertaking not to compete with the Company while their contracts are in force, a post-contractual non-compete and non-solicitation agreement is established in the following terms
 - Mr. Eloy Planes Corts contract establishes a post-contractual non-compete undertaking with a term of two years as from the date on which the effective provision of his services ends. The economic remuneration established is twice his gross annual fixed remuneration in force at the time of termination of the contract.
 - Mr. Jaime Ramírez contract establishes a post-contractual non-compete and non-solicitation undertaking with a term of two years as from the date on which his services effectively come to an end. There is no additional compensation for the non-compete and non-solicitation prohibition accepted by Mr. Jaime Ramírez, which is understood to be compensated by the fixed and variable remuneration he receives during the term of his contract.

- **Severance pay for termination of contract:** The severance to which the Executive Directors will be entitled in the event of termination of their contract at the instance of Fluidra for any reason, except in cases of serious and willful or negligent non-fulfillment of their duties as Executive Directors of the Company, will be:
 - In the case of Mr. Eloy Planes Corts, an amount equivalent to two times his annual remuneration, based on his gross annual fixed salary for the year in which his contract is terminated and the gross annual variable salary for the preceding year (LTI excluded). This severance payment includes the legal indemnity he is entitled to receive for the termination of his previous employment relationship, which lasted 16 years and 7 months and was suspended when he was appointed as a Director.
 - In the case of Mr. Jaime Ramírez, an amount equivalent to two times his annual remuneration, based on his gross annual fixed salary for the year in which his contract is terminated and the gross annual variable salary received in the 12 months preceding the termination's effective date.

- The Executive Directors will be entitled to receive this severance pay if they decide to terminate their contracts by their own choice, if such termination is due to any of the following causes:
 - Serious breach by the Company of any of the contractual obligations related to their position.
 - Reduction and substantial limitation of their duties or powers.
 - Substantial modification of their contractual conditions.
 - Change of ownership of Fluidra's share capital with or without changing the Company's governing bodies.

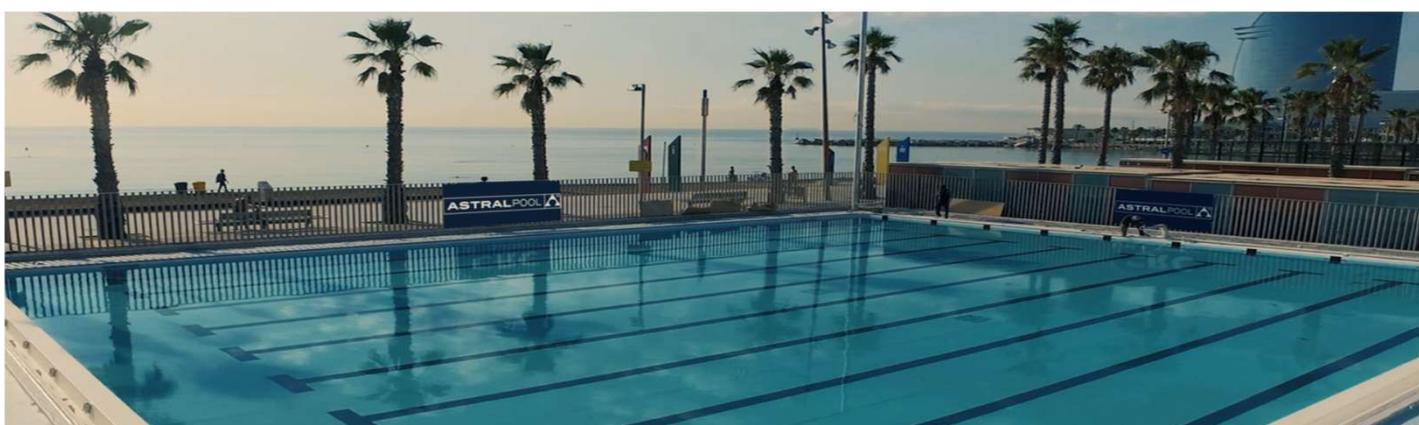
- **Advanced notice period:** The parties are required to give at least six months' notice before the effective date of termination of the contractual relationship, except when this occurs by mutual agreement, due to serious and willful or negligent non-fulfillment of the Executive Director's professional duties, or a serious breach by the Company of the obligations undertaken in relation to the position of Executive Director. In the event of non-fulfillment of the obligation to give notice, the breaching party will be under the obligation to pay to the other party an amount equal to the fixed remuneration pending payment for the notice period breached.

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- **Advanced notice period:** The parties are required to give at least six months' notice before the effective date of termination of the contractual relationship, except when this occurs by mutual agreement, due to serious and willful or negligent non-fulfillment of the Executive Director's professional duties, or a serious breach by the Company of the obligations undertaken in relation to the position of Executive Director. In the event of non-fulfillment of the obligation to give notice, the breaching party will be under the obligation to pay to the other party an amount equal to the fixed remuneration pending payment for the notice period breached.

V. Other remuneration elements

It is not planned that Fluidra's Executive Directors will accrue or receive: (i) any other additional remuneration for providing their services other than those inherent in their position; or (ii) remuneration arising from advances, loans or guarantees being granted.



3. 2026 Remuneration Policy (cont.)

3.5 NON-EXECUTIVE DIRECTORS' REMUNERATION POLICY (in accordance with the Policy in force, with no exceptions)

Non-Executive Directors are rewarded with respect to their effective dedication, qualification and responsibility. As such, the amount of remuneration of Non-Executive Directors is calculated so that it offers incentives to their dedication, but at the same time without constituting an impediment to their independence.

Pursuant to Fluidra's Bylaws, the annual remuneration of the Company's Directors in respect of their membership of the Board of Directors and its committees will consist of (i) a fixed annual remuneration; and (ii) attendance fees for meetings of the Board of Directors and its committees.

At its meeting held on 24 February 2026, the Board of Directors, following the proposal of the ARC and in accordance with the Remuneration Policy, approved a moderate adjustment to Directors' remuneration for 2026 -an increase of 2.5% approx.-, depending on the position and responsibility- to ensure remuneration remains aligned with the required level of dedication and maintains external competitiveness. While the fixed remuneration for Board members was slightly updated when the Policy was approved (2%), the fixed remuneration and attendance fees for the Board Chair and Committee members had remained unchanged since 2022. Consequently, on an annualized basis, the increase represents between 0.6%.

The Board also resolved to revise the remuneration structure applicable to the Delegated Committee, replacing the fixed annual fee with attendance-based fees, reflecting the fact that this Committee convenes only on specific occasions.

The table below sets forth the breakdown per position and responsibilities of the members of the Board in 2026 and the review vs. 2025:

	Member		Chair (additional)
	Fixed remuneration	Attendance fees	Fixed remuneration
Board of Directors	€94,000 (€92,000 in 2025)	€8,300 p.a. (€8,000 in 2025)	€52,000 (€50,000 in 2025)
Audit and Sustainability Committee	€21,000 (€20,000 in 2025)	--	€21,000 (€20,000 in 2025)
Appointments and Remuneration Committee	€21,000 (€20,000 in 2025)	--	€21,000 (€20,000 in 2025)
Delegated Committee	--	€3,000 per meeting (€12,000 fixed fee in 2025)	--

Additionally,

- Annual fees for attending Board or its Committees will be €20,900 p.a. for Directors residing outside Europe (€20,000 p.a. in 2025).
- The Lead Independent Director will receive a fixed remuneration of €26,000 (€25,000 in 2025).

Non-Executive Directors are reimbursed for duly justified expenses incurred while rendering their services to the Company.

Directors in their capacity as such do not participate in any incentive or long-term savings plans.

According to the provisions in the Remuneration Policy, the maximum amount of annual remuneration for all the Directors of Fluidra in respect of their membership of the Company's Board of Directors and its Committees is established at €2,200,000. This amount will remain unchanged until the GSM approves a new amount.

Likewise, the internal distribution amongst the Directors will remain unchanged until the Board of Directors approves a different distribution. The Board, following a proposal by the ARC, may amend the proposal for the distribution of remuneration between the members of the managing body, as agreed in respect of the 2026-2028 Remuneration Policy, to bring it into line with the level of dedication of its members and market practice. Any modifications will be duly reported in the Annual Report on the Remuneration of Directors.

Non-Executive Directors, (as the Executive Directors and other senior officers at the Company) are beneficiaries of a Directors and Officers liability insurance (D&O) policy underwritten by Fluidra that covers them against any liabilities incurred as a result of the performance of their functions, all in accordance with the subjective scope defined in the corresponding policies signed by the Company. The premium of this insurance policy is not included in the maximum amount of annual remuneration for all the Directors.

Mr. Brooks' contract as Executive Director was terminated effective 31 August 2024. Following this termination, he continued to serve on the Board as an external proprietary director until 31 December 2024. He stepped down from his executive functions on 1 September 2024, at which time his contract was amended to reflect the cessation of those functions and to govern his role through 31 December 2024, ensuring a smooth handover to Fluidra's new Chief Executive Officer

Pursuant to the 2022–2026 Long-Term Incentive Plan (granted to Mr. Brooks during his tenure as CEO), the number of performance share units (PSUs) awarded to Mr. Brooks was pro-rated, reflecting the period elapsed from the commencement of each applicable cycle to 31 December 2024. Accordingly, the PSUs awarded under the 2023-2025 cycle were reduced from 106,200 to 70,800, and those under the (in-flight) 2024-2026 cycle were reduced from 80,173 to 26,724. Subject to the final level of achievement of the applicable performance objectives, Mr. Brooks will receive the corresponding shares on the same dates as the other beneficiaries under these cycles. The number of shares earned under the 2023-2025 cycle, ended as of 31 December 2025, are disclosed in Section 4.

Mr. Brooks is subject to a non-compete obligation for a period of two years (2025 and 2026). No additional remuneration will be paid in respect of this obligation, as the consideration for the non-compete is included in the remuneration already received. The termination of Mr. Brooks' contract did not result in the accrual or payment of any indemnity.



4. 2025 Remuneration

4.1 EXECUTIVE DIRECTORS' REMUNERATION IN 2025

There was no change in the procedure to apply the Remuneration Policy nor was there any temporary exception made to it.

Vision of the last 5 financial years (figures included in the corresponding Annual Reports on the Remuneration of Directors)

In thousand €	2025		2024		2023		2022		2021	
	Chairman	CEO ¹	Chairman	CEO ²						
Executive officers' remuneration										
Base salary	510	648	500	600	500	600	500	600	390	531
Pension plan	16	12	16	13	16	8	16	8	16	11
Remuneration in kind	51	79	48	45	33	48	32	37	29	42
Remuneration for Board membership	149	73	148	98	148	98	139	95	126	90
Annual variable remuneration	545	1,157	608	1,103	440	801	62	107	718	980
Long-term incentives ³	2,050	--	89	106	--	--	4,443	7,192	--	--
Other remuneration	--	--	--	--	--	--	--	--	--	23
Total accrued remuneration	3,321	1,969	1,409	1,965	1,137	1,555	5,192	8,039	1,279	1,677
Fixed components – Total	726	812	712	756	697	754	687	740	561	697
Variable components – Total	2,595	1,157	697	1,209	440	801	4,505	7,299	718	980
Total Annual Shareholder Return (%)	1%		27%		33.5%		-52.9%		69.1%	
Group staff average remuneration	45		46		43		41		40	
CEO Pay Ratio	73.8	43.8	30.6	42.7	26.4	36.2	126.6	196.1	32.0	41.9

1. CEO. Mr Jaime Ramírez. The base salary figure of €648 thousand reflects his US dollar base salary (US\$816,000), translated into euros and adjusted to exclude remuneration for Board membership.
2. CEO. Mr. Bruce W. Brooks.
3. The 2018–2022 LTI vested in 2022. This five-year plan was tied to TSR and EBITDA performance targets measured over four years, followed by an additional retention year. As the maximum thresholds for both metrics were surpassed, the payout reached 170% of the target incentive. Thus, the amounts vested in 2022 correspond to the five-year period from 2018 to 2022. In 2022 a new LTIP was implemented structured in three overlapping cycles (annual grants). The first 2022–2024 cycle vested in 2024. This explains the fallow years (2021 and 2023).

The Statistics Appendix II included at the end of this Report provides a table that explains the development of the Executive Directors' total remuneration, the Non-Executive Directors' total remuneration, the Company's consolidated results and the average remuneration of the staff, (excluding the Directors), over the last 5 financial years.

In 2025, the Executive Directors did not accrue or receive any remuneration other than those specified above.



4. 2025 Remuneration

4.1 EXECUTIVE DIRECTORS' REMUNERATION IN 2025

I. Remuneration elements for performing executive duties: Fixed elements

Base salary

- Executive Chairman: **€510,000**. This amount excludes the remuneration for his duties as Chair of the Company's Board of Directors. He does not receive any extra remuneration for serving on the Delegated Committee.
- CEO: **US\$816,000** (€721,230). This includes the remuneration for all the duties he performs at Fluidra, both in his executive capacity and as a member on the Company's Board of Directors.

Long-term savings plan (pension plan)

Annual contribution

- Executive Chairman: **€16,000**.
- CEO: **€12,374**.

Accumulated funds as of 31 December 2025:

- Executive Chairman: **€278,494**.
- CEO: **€12,374**.

The characteristics of the Executive Directors' pension scheme are detailed in Section 3 of this Report. We refer to this to avoid repetition.

Other benefits

- Executive Chairman: **€51,476** (approx.), comprising €15,000 for a Company vehicle, €29,341 for death and disability insurance and €7,135 for medical insurance.
- CEO: **€79,555** (approx.), comprising €11,490 for a Company vehicle, €22,675 for death and disability insurance and €45,389 for medical insurance.

Description has been included in Section 3. We refer to this to avoid repetition.

Additionally, Executive Directors are covered under Fluidra's directors and executives liability insurance policy, which protects them against liabilities arising from the performance of their duties, in accordance with the scope defined in the policies signed by the Company.

No advance, credit or guarantee has been granted by the Company.



4. 2025 Remuneration (cont.)

4.1 EXECUTIVE DIRECTORS' REMUNERATION IN 2025

II. Remuneration elements for performing executive duties: Variable elements

2025 AVR

At the beginning of year 2025, the Executive Directors were assigned the following target annual variable remuneration in the event of 100% of achievement of the objectives predetermined by the Board of Directors at the beginning of the financial year, at the proposal of the ARC:

- Executive Chairman: **€510,000**, equivalent to 100% of his annual base salary.
- CEO: **US\$1,224,000** (€1,081,846), equivalent to 150% of his annual base salary.

In both cases, annual variable remuneration could reach up to a maximum of 185% of target in case of overachievement of objectives.

The following table shows the metrics, their weightings, the results achieved, the achievement and payout levels, after the evaluation by the Committee, to determine the amount of the annual variable remuneration payable:

Type of objectives	Weight	Metric	Target	Results achieved	Achievement level	Payout level	Weighted Payout level
Financial (85%)	10%	Sales growth	3.8%	7%	183.3%	200%	20%
	25%	EBITDA	€493 million	€501 million	101.7%	108.6%	27.2%
	25%	Cash EPS	€1.305	€1.3	99.6%	99.2%	24.8%
	25%	Free cash flow	€269 million	€257 million	95.3%	85.9%	21.5%
Non-financial (15%)	10%	Strategic management targets				90%	9%
	5%	ESG metrics				90%	4.5%
Total weighted payout level (% of target)							106.9%

The Board of Directors, on its meeting held on 25 February 2025, according to a proposal made by the ARC, established the metrics, weightings and objectives for 2025 to determine the Executive Director's AVR, pursuant to the criteria and limits stipulated in the Remuneration Policy. Throughout 2025, the ARC monitored the achievement of these objectives and, once the financial year had ended and the annual accounts had been audited for the financial year in question, an evaluation process was conducted of the achievement of these objectives.

- With regards to the Strategic management targets, the ARC has considered the following achievements:
 - Strategy execution has progressed in line with the defined roadmap across China, the Delta project, and the operational footprint initiatives.
 - Succession plans -both for the Executive Directors and other key positions- have been established in alignment with the Talent Review and Succession Planning process.
 - Transformation initiatives, including the CPO and operational workstreams, have been deployed according to plan, and the ERP implementation continues to advance on schedule. Data transformation and pricing capabilities have been successfully developed, while work on verticals, channels, and digital initiatives has been effectively launched.

Several milestones remain in progress or are pending full consolidation into measurable outcomes, which accounts for a high - though not yet complete - level of achievement.

- With regards to the ESG metrics, the ARC has considered the following achievements:
 - The Company has met its 2025 carbon reduction target (6,262 tCO₂). This accomplishment positions the Company to meet its commitment to achieving carbon neutrality for Scopes 1 and 2 by 2027.
 - 59% of sales comes from products that are classified as sustainable in 2025. This exceeds the target for this year by +1 p.p..
 - Regarding the Lost Time Injury Frequency Rate (LTIR), in 2025 the Company focused on improving facilities and work areas, strengthening employee training, and reinforcing compliance with the Health and Safety Policy. Despite the implementation of this action plan, the results did not meet the established target.
 - Fluidra has significantly improved its S&P Global ESG score, reaching 77 out of 100 in the 2025 assessment (based on 2024 activities). This reflects consistent upward momentum from previous years, including a score of 72 in 2024 and 69 in 2020.
 - Fluidra has significantly improved the global satisfaction index (NPS) from 7.33 in 2024 to 7.7 in 2025 and exceeds the target set for 2025.

Based on all of the above, the ARC has considered a weighted payout level for all the objectives of 106.9% of the target. Therefore, after a favourable recommendation of the Committee, the Board of Directors approved the following annual variable remuneration for the Executive Directors:

- Executive Chairman: €545,289 (106.9% of base salary and 57.8% of maximum opportunity).
- CEO: US\$1,308,692 (€1,156,701, 160.4% of base salary and 57.8% of maximum opportunity).

This amount will be paid in cash once the Financial Statements of Fluidra have been issued, taking into consideration any possible qualifications in the external audit report

4. 2025 Remuneration (cont.)

4.1 EXECUTIVE DIRECTORS' REMUNERATION IN 2025

II. Remuneration elements for performing executive duties: Variable elements

2022-2026 LTI Plan: 2023-2025 cycle

The 2023-2025 cycle was the second of the 2022-2026 Plan. It began on 1 January 2023 and ended on 31 December 2025.

At the beginning of year 2023, the Executive Chairman was granted 88,500 shares (equivalent to 250% of his annual base salary) for a target achievement scenario. In the event of overachievement of the objectives, the maximum number of shares to be delivered were 152,220 shares (172% of target). The CEO, Mr. Jaime Ramirez, did not participate in this cycle.

The following table shows the metrics, their weightings, the results achieved, the achievement and payout levels (% of target), after the evaluation by the Committee, to determine the amount of the long-term incentive payable:

Type of objectives	Weight	Metric	Target	Results achieved	Achievement level	Payout level	Weighted Payout level
Value creation	50%	Absolute TSR ¹	50.14%	80.1%	160%	180%	90%
Economic-financial	40%	EBITDA of the Fluidra Group for 2025 (post IFRS, € million)	610	504	82.6%	0%	0%
Sustainability	10%	ESG targets. S&P rating for 2025	72	76	>100%	100%	10%
Total weighted payout level (% of target)							100%

¹ The initial value considered for the purpose of measuring the evolution of the TSR was €14.12, the weighted average listed price of the Fluidra share at the close of trading for the trading sessions taking place on the thirty (30) days preceding 1 January 2023. The final value considered was €23.41, the weighted average listed price of the Fluidra share at the close of the trading sessions taking place on the thirty (30) days preceding 31 December 2025.

Intermediate levels are calculated by linear interpolation for value creation and economic-financial metrics.

The Plan consisted in the award of a number of units ("PSUs") used as a reference to calculate the final number of Shares to be delivered to the beneficiaries after a 3-year performance period.

In Q1 2023 the Committee, agreed the metrics, weightings and performance scales, which would determine the Executive Director's long-term incentive.

The ARC monitored the achievement of these objectives throughout the performance period. Once the last financial year of this period had ended and the annual accounts had been audited for the financial year in question, an evaluation process was conducted of the achievement of these objectives. Actual performance against each measure was carefully reviewed to ensure the vesting outcome reflects underlying business performance and has been delivered in line with our culture and values. The ARC did not deem it necessary to exercise any discretion.

Based on the above, the ARC has considered a weighted payout level for all the objectives of 100% of the target. Therefore, after a favourable recommendation of the Committee, the Board of Directors approved on 24 February 2026 the delivery of 88,500 shares to the Executive Chairman (equivalent to 58.1% of the maximum incentive). The gross value of the shares to be settled amounts to €2,049,660. As the Executive Chairman already holds shares in excess of the required shareholding level, no additional retention requirements apply to these shares.

No *malus* and/or clawback clauses have been applied as there are no circumstances that would justify doing so.

4. 2025 Remuneration (cont.)

4.2 REMUNERATION FOR DIRECTORS IN THEIR CAPACITY AS SUCH IN 2025

The overall remuneration of the Directors for being members on the Board of Directors and its committees amounted to €1,816,205 in 2025, which is substantially below the maximum total annual remuneration of €2,200,000 thousand stipulated in the Remuneration Policy for all the Directors in their capacity as such.

The amounts and items of remuneration for financial year 2025 were the same as the ones reported for 2026 in Section 3 of this Report.

The total remuneration accrued by the members of the Company's Board of Directors in the financial year 2025, individualized by Director, is shown below:

Name	Category	Roles				Period	Total Remuneration (€)
		BoD	ASC	ARC	DC		
Mr. Eloy Planes Corts	Executive	C				01/01/2025 – 31/12/2025	149,301
Mr. Jaime Ramírez Alzate ¹	Executive	M				07/05/2025 – 31/12/2025	72,860
Ms. Esther Berrozpe Galindo	Independent	M	M	C		01/01/2025 – 31/12/2025	171,301
Ms. Barbara Borra	Independent	M			M	01/01/2025 – 31/12/2025	111,301
Mr. Bruce W. Brooks ²	Proprietary	M			M	01/01/2025 – 31/12/2025	123,301
Mr. Jorge Constans Fernández	Independent	M		M	M	01/01/2025 – 31/12/2025	156,301
Ms. Aedhmar Hynes	Independent	M			M	01/01/2025 – 31/12/2025	123,301
Mr. Michael Steven Langman	Proprietary	M		M		01/01/2025 – 31/12/2025	131,301
Mr. Brian McDonald	Independent	M	M	M		01/01/2025 – 31/12/2025	144,312
Mr. Manuel Puig Rocha	Proprietary	M			M	01/01/2025 – 31/12/2025	111,301
Ms. Olatz Urroz García	Independent	M	C			01/01/2025 – 31/12/2025	139,301
Mr. José Manuel Vargas Gómez	Proprietary	M	M		M	01/01/2025 – 31/12/2025	131,301
Ms. María del Carmen Gañet Cirera	Proprietary	M				07/05/2025 – 31/12/2025	65,054
Ms. Mercedes Grau Monjo	Proprietary	M				07/05/2025 – 31/12/2025	65,054
Mr. Bernardo Corbera Serra	Proprietary	M		M		01/01/2025 – 07/05/2025	41,237
Mr. Óscar Serra Duffo	Proprietary	M			M	01/01/2025 – 07/05/2025	38,441
Mr. Bernat Garrigós Castro	Proprietary	M	M			01/01/2025 – 07/05/2025	41,237
Total Remuneration (€)							1,816,205

- BoD: Board of Directors
- ASC: Audit and Sustainability Committee
- ARC: Appointments and Remuneration Committee
- DC: Delegated Committee
- C: Chair
- M: Member

On 7 May 2025, the GSM approved the appointment of Ms. Mercedes Grau Monjo to replace Mr. Óscar Serra Duffo, and Ms. María del Carmen Gañet Cirera to replace Mr. Bernardo Corbera Serra.

In light of the resolutions adopted by the GSM on 7 May 2025 and in view of the favorable report of the ARC, the Board of Directors of the Company agreed:

- To acknowledge the resignation of Mr. Bernat Garrigós Castro from his office of proprietary director of the Company's Board of Directors and, as a result, the resignation from his position as a member of the ASC, which becomes made up for four members.
- To acknowledge the expiry of the office of Mr. Bernardo Corbera Serra as proprietary director of the Company's Board of Directors and, as a result, the vacancy that arises on the ARC. In order to replace Mr. Bernardo Corbera Serra, to appoint the independent director, Mr. Brian McDonald, as a member of the ARC for the term for which he was re-elected member of the Board of Directors of the Company; and
- To acknowledge the expiry of the office of Mr. Óscar Serra Duffo as proprietary director of the Company's Board of Directors, and, as a result, the expiry of the offices of vice-chairman of the Board of Directors and member of the DC.

1. The CEO receives remuneration for serving as a member of the Board of Directors which is deducted from his base salary for his executive duties.
2. In 2025 Mr. Bruce W. Brooks, currently serving as a proprietary director, has received €123,301 as remuneration for serving on the Board of Directors and the Delegated Committee. Derived from his former role as CEO, he has been awarded 70,800 shares corresponding to the 2023-2025 LTI cycle. The gross value of the shares to be settled amounts to €1,639,728. Details regarding the level of achievement of the objectives and the determination of the payout are set out on the previous pages. During 2025 Mr. Brooks has also been entitled to certain welfare benefits, which amount was negligible (€758). Mr. Brooks is subject to a non-compete obligation for a period of two years (2025 and 2026). No additional remuneration was paid in 2025 in respect of this obligation, as the consideration for the non-compete is included in the remuneration already received. Therefore, total remuneration for Mr. Bruce W. Brooks in 2025 amounted to €1,763,787.

No other supplementary remuneration was accrued by directors in consideration for services provided rendered other than those inherent to their positions.

5. ARC in 2025

5.1 COMPOSITION AND EXPERIENCE OF THE MEMBERS OF THE COMMITTEE

As of 31 December 2025 (and on the date this Report was approved by the Board of Directors), the ARC was made up of 4 members, as stipulated in the Company's Bylaws and the Board of Directors' Regulations.

All the members of the ARC are Non-Executive Directors, three of them being independent and one proprietary. The Committee Chair is an independent director, Ms. Esther Berrozpe Galindo, complying with the provisions of the Company's Articles of Association and the Board of Directors' Regulations.

Ms. Esther Berrozpe Galindo - Independent Chair



- Born in 1970, Esther Berrozpe has an extensive international career spanning more than three decades. She has worked in consumer goods companies in positions of increasing responsibility in both Europe and North America. She has extensive experience in the commercial, industrial and logistics sectors, talent management and cultural change, as well as in mergers and acquisitions.
- Esther currently holds the positions of President, CEO and Director of Attindas Hygiene Partners, a global leader in the personal hygiene industry.
- Before joining Attindas, Esther was CEO of Ontex, an international personal hygiene group listed on Euronext Brussels. Prior to Ontex, Esther worked for 19 years at Whirlpool Corporation, a global leader in the domestic appliance industry, where she held various management positions, the last one as President of Europe, Middle East and Africa, and Executive Vice President of the company. Earlier in her career, Esther worked for Paglieri, Sara Lee and the Wella Group.
- Esther Berrozpe was senior director at American Industrial Partners (AIP) and independent director at Pernod Ricard, Ontex Group and Roca Corporación.
- She holds a degree in Economics and Business Administration from the University of Deusto in San Sebastian (Spain), and studied Economics and International Business at the University of Bergamo (Italy).

Mr. Jorge Constans Fernández - Independent member



- Born in 1964, Jorge Constans holds a degree in economics from the University of Barcelona, took the General Management Program at IESE Business School, and was awarded a Degree in Business Administration from ESADE Business School.
- Over a long career spanning 22 years at Danone, he held several positions in sales, marketing and general management in Spain and went on to be President and General Manager of Danone France. He was subsequently made responsible for Europe and later on for the USA.
- Over the last two years at the company he was President of the dairy products division, with revenues of 12 billion euros and operations in over 50 countries.
- At Louis Vuitton, he served as President and CEO. He is currently a member of the Board of Directors of Puig, Mango and Fluidra.

Mr. Michael Steven Langman - Proprietary member



- Born in 1961, Steven Langman co-founded Rhône in 1996 and has been responsible for the day-to-day management of the firm since its incorporation. Rhône is an asset management company specializing in private equity. He is a member of the Executive Committee and Managing Director of Rhône.
- Before founding Rhône, Mr. Langman was a Managing Director at Lazard Frères, where he specialized in mergers and acquisitions. Before joining Lazard Frères, Mr. Langman worked in the Mergers and Acquisitions Department of Goldman Sachs. He has over 30 years of experience in finance, analysis and investments in public and private companies.
- Besides Fluidra, S.A., Mr. Langman currently sits on the board of directors of several companies in Rhône's investment portfolio, including Freddy's, Saks Global (formerly called Hudson's Bay Company) Lummus Technology LLC., Vista Global Holdings and Wellbore Integrity Solutions LLC.
- He graduated with honors from the University of North Carolina at Chapel Hill and holds a master's degree from the London School of Economics.

Mr. Brian McDonald - Independent member



- Born in 1963, Brian McDonald served as CEO of RGIS from 2014 to 2017. At the time, RGIS was the world's leading inventory management company, a \$680 million business with 53,000 associates located in 30 countries around the world.
- Before working at RGIS, Brian was Executive Vice-President and Director of Operations at Tyco International, where he had overall responsibility for the Fire and Security Installation and Services Division worth \$7.8 billion. Brian was with Tyco for more than 10 years in a variety of roles including Director of Sales, Vice-President of Field Operations, Vice-President of Southern Operations and Managing Director of ADT UK/Ireland.
- Prior to Tyco, Brian held various executive roles with the UTC Power and Otis Elevator units of United Technologies.
- Since January 2018, he has been a director at BLM Advisors LLC. In addition, since September 2022 he has been a member of the Board of Directors of Modigent LLC, a US company that provides mechanical, electrical and HVAC services throughout much of the country.
- He holds a Bachelor of Science Degree in Physics from the United States Naval Academy and a Master's Degree in Business Administration in Operations from the Darden Graduate School at the University of Virginia. Upon graduation from the Naval Academy, Brian served for five years as a Lieutenant and Division Officer aboard a US Navy aircraft carrier, overseeing its nuclear systems. He is trustee of the US Naval Academy Athletics and Scholarship Foundation.

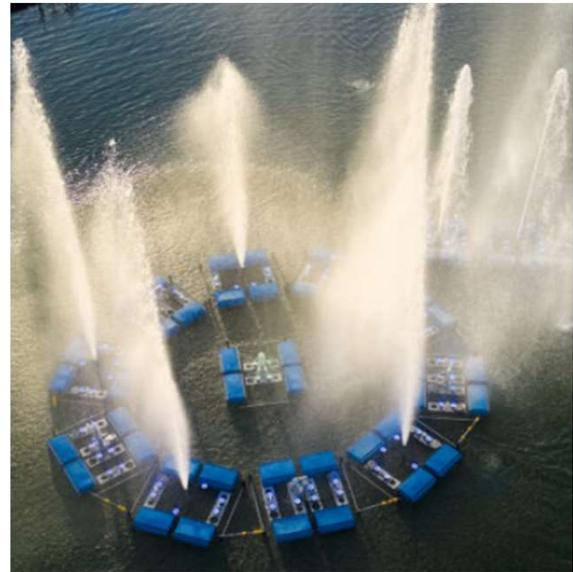
5. ARC in 2025

5.2 NUMBER OF MEETINGS AND ATTENDANCE

Fluidra's Appointments and Remuneration Committee held 6 meetings in the financial year 2025.

All members attended to 100% of the meetings of the ARC during the period in which they have been members.

Members	Attendance
Ms. Esther Berrozpe Galindo	6/6
Mr. Jorge Constans Fernández	6/6
Mr. Michael Steven Langman	6/6
Mr. Brian McDonald	6/6
Mr. Bernardo Corberá Serra	6/6



5.3 THE MAIN ACTIVITIES RELATED TO REMUNERATION CARRIED OUT BY THE COMMITTEE

In the financial year 2025 and up to the date this Report was approved, the most relevant actions carried out by Fluidra's ARC related to remuneration were as follows (in accordance with the Board of Directors' and ARC's Regulations):

Activities

Q1 2025

- 2024 Annual Variable Remuneration: assessment of the achievement level of the objectives and proposal for the payout level for the Executive Directors, the management team and the Global internal audit & compliance director to be submitted to the Board of Directors for its approval.
- 2022-2024 LTI cycle: assessment of the achievement level of the objectives and proposal for the payout level for the Executive Directors, the management team and the Global internal audit & compliance director to be submitted to the Board of Directors for its approval.
- 2025 Base salary: assessment of the salary review for the Executive Directors, the management team and the Global internal audit & compliance director for 2025, based on the Company's situation, performance outcomes and the benchmarking to be submitted to the Board of Directors for its approval.
- 2025 Annual Variable Remuneration: proposal for the metrics, weightings and targets for the Executive Directors, the management team and the Global internal audit & compliance director.
- 2025-2029 Long-Term Incentive Plan: proposal of the main elements of design (maximum number of shares, metrics, weightings and objectives) to be submitted to the Board of Directors for its approval to then be submitted to 2025 GSM.
- 2024 Annual Report on the Remuneration of Directors: proposal to be submitted to the Board of Directors for its approval to then be submitted to the 2025 GSM (advisory vote).
- 2026-2028 Directors' Remuneration Policy: proposal to be submitted to the Board of Directors for its approval to then be submitted to 2025 GSM.

Activities

Q2 2025

- 2025-2027 LTIP cycle: assessment of the list of beneficiaries, grant levels, metrics, weightings and objectives to be submitted to the Board of Directors for its approval.
- Monitoring and analysis of the voting results of the GSM related to the remuneration.

Q3 2025

- 2023-2025 and 2024-2026 LTI cycles: monitoring the achievement levels of the objectives.
- Annual Variable Remuneration: assess the redesign aimed at strengthening pay-for-performance, to build a culture that rewards excellence, differentiates remuneration based on performance, and promotes accountability and high performance.

Q4 2025 and Q1 2026

- Engagement process with proxy advisors and several institutional investors: analysis of their feedback.
- 2025 Annual Variable Remuneration: assessment of the achievement level of the objectives and proposal for the payout level for the Executive Directors, the management team and the Global internal audit & compliance director to be submitted to the Board of Directors for its approval.
- 2023-2025 LTI cycle: assessment of the achievement level of the objectives and proposal for the payout level for the Executive Directors, the management team and the Global internal audit & compliance director to be submitted to the Board of Directors for its approval.
- 2026 Annual Variable Remuneration: proposal for the metrics, weightings and objectives for the Executive Directors and the management team.
- 2026-2028 LTI cycle: assessment of the list of beneficiaries, grant levels, metrics, weightings and objectives to be submitted to the Board of Directors for its approval.
- 2025 Annual Report on the Remuneration of Directors: proposal to be submitted to the Board of Directors for its approval to then be submitted to 2026 GSM (advisory vote).

6. Procedure and bodies involved in the Remuneration Policy

6.1 PROCEDURES AND BODIES INVOLVED

The Company's procedures and the competent bodies for determining, approving and reviewing the Remuneration Policy and its terms and conditions are described below.

Appointments and Remuneration Committee (ARC)	Board of Directors	General Shareholders' Meeting (GSM)
Determining the Policy and its remuneration components		
<ul style="list-style-type: none"> Proposes to the Board the Directors' Remuneration Policy, including the mandatory report on it. Proposes to the Board the maximum annual remuneration for Directors in their capacity as such. Proposes to the Board the individual allocation. Proposes to the Board the Executive Directors' remuneration, along with the terms and conditions of their contract. 	<ul style="list-style-type: none"> Approves the Policy and submits it to the AGM for a vote. Proposes to the GSM the maximum annual amount to be paid to Directors in their capacity as such. Determines the individual allocation. Sets the Executive Directors' remuneration, along with the terms and conditions of their contract. 	<ul style="list-style-type: none"> Approves the Remuneration Policy at least every three years. Approves any modification or replacement of the Policy. Approves the maximum annual remuneration for all Directors in their capacity as such. Approves the remuneration systems for Executive Directors.
Application of the Policy		
<ul style="list-style-type: none"> Proposes the base salary for Executive Directors and its annual variation. Proposes the parameters for setting the variable components and evaluates them for payment purposes. Proposes, if needed, the application of malus or clawback clauses. 	<ul style="list-style-type: none"> Evaluates and, where appropriate, approves the proposals made by the ARC on implementation of the Policy. 	
Review of the Policy		
<ul style="list-style-type: none"> Verifies compliance with the Policy and regularly reviews its implementation. Ensures that individual remuneration is proportionate. 		
Transparency of the Policy		
<ul style="list-style-type: none"> Promotes transparency over remuneration and the inclusion of information on the Annual Report on the Remuneration of Directors. Submits the Annual Report on the Remuneration of Directors to the Board of Directors for approval. Verifies the information on Directors' remuneration contained in corporate documents. 	<ul style="list-style-type: none"> Approves the Annual Report on the Remuneration of Directors to be submitted to the Shareholders' Meeting for consultation purposes. 	<ul style="list-style-type: none"> Approves (advisory vote) the Annual Report on the Remuneration of Directors.

6.2 EXTERNAL ADVISORS INVOLVED IN THE DRAFTING OF THE POLICY AND OTHER COMPANY BODIES INVOLVED IN DESIGN AND IMPLEMENTATION OF THE POLICY

According to the Board of Directors' Regulations, the Directors of the Board and members of its Committees may request external advice on any matters they deem necessary to better perform their duties.

In this respect, the ARC received advice from Towers Watson (WTW) on: (i) the design of the 2026 Remuneration Policy, including the development of benchmark analyses; (ii) the design of the 2026-2028 LTI cycle, including the incorporation of the relative TSR and the definition of the peer groups; and (iii) the drafting of this Report.

The ARC has also received advice from Garrigues in connection with the preparation of this Report and the implementation of the LTI Plan.

In addition, it has been supported by Sodali in the engagement process with institutional investors and proxy advisors, as well as in incorporating their feedback into this Report.

7. Consistency with the Company's strategy, interests and sustainability in the long-term

I. Measures adopted to adapt the Remuneration Policy to the long-term targets, values and interests of the Company, and measures to guarantee that the long-term results of the company are taken into account in the Remuneration Policy

The Remuneration Policy has the following features that, within the Company's internal policies and principles, contributes to its business strategy and interests and long-term sustainability:

- Variable remuneration is tied to the achievement of financial, value-creation, and non-financial objectives, including sustainability goals aligned with corporate interests, the Company's strategic plan, and long-term sustainability.
 - Annual variable remuneration is aligned with the achievement of objectives linked to Fluidra's annual budget, so that variations in the Company's performance have a direct influence on the annual variable remuneration and, therefore, on the remuneration of directors with executive functions. The annual variable remuneration linked to the achievement of financial and non-financial objectives is arranged with a view to the medium- and long-term that drives long-term performance in strategic terms, in addition to the achievement of short-term results, based on the current situation and the prospects and objectives for Fluidra's sustainable growth.
 - Medium and long-term incentives are linked to strategic plans of at least three years, which fosters the creation of sustainable value for the Group.
 - Targets must be challenging and are reviewed periodically, considering the economic environment, the strategic plan, and stakeholder expectations.
- Long-term incentives are granted and delivered in shares, aligning Executive Directors' interests with those of shareholders. Beneficiaries are required to retain the net shares received for three years from the acquisition date, until they hold a number of shares equivalent to two times their base salary.

II. Measures adopted relating to the remuneration system to reduce exposure to excessive risks and avoid conflicts of interest and clauses reducing the deferred remuneration or obliging the director to return remuneration received

- Total remuneration consists of three components: a fixed remuneration, an annual variable remuneration, and a long-term incentive plan. This remuneration system reflects an efficient relationship between fixed components and variable annual or multi-year components.
- There is no guaranteed variable remuneration; if minimum performance thresholds are not met, no payment will be made.
- Variable remuneration is capped.
- Long-term incentives are subject to clawback and *malus* provisions, allowing the Company to reclaim incentives under certain circumstances.
- The ARC is responsible for considering and reviewing the Directors' and senior managers' Remuneration Policy, in order to ensure that it is consistent with the Company's particular circumstances and aligned with its strategy and market conditions. Those professionals whose activity may have a relevant impact on the Company's risk profile are included in this group, due to their decision-making authority in management matters.

- The ARC is also responsible for verifying that this Remuneration Policy is properly applied, and ensuring that the individual remuneration of each senior manager is proportionate to that of the other members of their group. In addition, the ARC is tasked with conducting regular reviews of the terms and conditions of executive directors' and senior managers' contracts and ensuring that they are consistent with the remuneration policies in force.

- Two members of the ARC also sit on the Audit and Sustainability Committee. This latter is responsible for overseeing enterprise risk management systems in respect of financial and nonfinancial risks. The presence of the same directors on both committees and the reporting to the Board of Directors by the Chairs of the ARC and the Audit and Sustainability Committees on the main matters discussed at their respective meetings, ensures that risks associated to remuneration are considered in the course of the debates of the ARC and of the Audit and Sustainability Committee and in the proposals they submit to the Board of Directors, regarding both the determination and the evaluation of annual and multi-year incentives.

III. Measures taken by the Company to avoid potential conflicts of interest

The measures intended to avoid conflicts of interest, as set forth in the Board Regulations, the directors agree:

- To report the existence of conflicts of interest to the Board of Directors.
- Not to directly or indirectly perform professional or commercial transactions with the Company unless authorized by the Company in the terms envisaged in the law, the Bylaws and the Board Regulations.
- Refraining from using the name of the Company or flaunting their status as directors to carry out transactions on their own behalf or on behalf of persons related to them.
- To adopt the necessary measures to avoid situations in which their interests, for their own account or for the account of others, may conflict with the corporate interest and with their duties to the Company.

Appendix I – Details of the in-flight long-term incentive plans

This Appendix I includes the details of the in-flight cycles, specifically, the third 2024-2026 cycle of the 2022-2026 LTI Plan approved by the GSM of 5 May 2022 and the first 2025-2027 cycle of the 2025-2027 LTI Plan approved by the GSM of 7 May 2025. The second 2026-2028 cycle has been detailed in the previous sections.

2022-2026 LTI: 2024-2026 cycle

Opportunity (amounts per LTI cycle)

- Executive Chairman. Target: 66,811 PSUs | Maximum: 114,915 PSUs (172% of target).
- CEO: Target: 195,734 PSUs | Maximum: 336,662 PSUs (172% of target). After joining the Fluidra Group in 2024 as an employee, Mr. Jaime Ramírez was made a beneficiary of just the third cycle of the 2022-2026 Plan, whereby he was allocated 195,734 units at target, which he continues to hold under the same conditions, following his appointment as CEO. The number of units allocated to him in the third cycle was calculated on a pro rata basis in respect of the number of units that would have fallen to him for the three cycles of the 2022-2026 Plan, given the time that has elapsed since the date he joined the Fluidra Group until the end date of the 2022-2026 Plan. As a result, the grant level for this cycle is equivalent to 450% of his base salary (350% on annualised terms).
- Former CEO and current Proprietary Director, Mr. Bruce W. Brooks. Maximum: 26,724 PSUs. The number of PSUs granted was adjusted proportionally to reflect the time elapsed from the start of the cycle until 31 December 2024, marking the end of the CEO handover period.

Performance metrics

Type of objectives	Weighting	Metrics	Threshold		Target		Maximum	
			Performance	Pay level	Performance	Pay level	Performance	Pay level
Value creation	50%	Absolute TSR ¹	59%	0%	100%	100%	≥141%	180%
Economic-financial	40%	EBITDA of the Fluidra Group for 2026	90%	0%	100%	100%	≥105%	180%
Sustainability	10%	S&P ESG rating for 2026	<100%	0%	100%	100%	100%	100%
Total				0%		100%		172%

¹ The initial value considered for the purpose of measuring the evolution of the TSR is the weighted average listed price of the Fluidra share at the close of trading for the trading sessions taking place on the thirty (30) days preceding 1 January 2024, i.e. €18.71. The final value will be the weighted average listed price of the Fluidra share at the close of the trading sessions taking place on the thirty (30) days preceding 31 December 2026 (inclusive).

Intermediate levels are calculated by linear interpolation for value creation and economic-financial metrics.

Operation

- The operation of this third 2024-2026 cycle of the 2022-2026 Plan follows the structure disclosed in Section 4 for the 2023-2025 cycle. It can also be found on the Remuneration Policy and the 2023 Annual Report of Remuneration of Directors. We refer to this to avoid repetition.

Appendix I – Details of the in-flight long-term incentive plans

2025-2029 LTI: 2025-2027 cycle

Opportunity (amounts per LTI cycle)

- Executive Chairman. Target: 51,590 PSUs | Maximum: 88,735 PSUs (172% of target).
- CEO: Target: 105,395 PSUs | Maximum: 181,279 PSUs (172% of target).

Performance metrics

Type of objectives	Weighting	Metrics	Threshold		Target		Maximum	
			Performance	Pay level	Performance	Pay level	Performance	Pay level
Value creation	50%	Absolute TSR ¹	59%	50%	100%	100%	≥125%	180%
Economic-financial	40%	EBITDA of the Fluidra Group for 2027	90%	50%	100%	100%	≥105%	180%
Sustainability	10%	S&P ESG rating for 2027	<100%	0%	100%	100%	100%	100%
Total				0%		100%		172%

¹ The initial value considered for the purpose of measuring the evolution of the TSR is the weighted average listed price of the Fluidra share at the close of trading for the trading sessions taking place on the thirty (30) days preceding 1 January 2025, i.e. €24.71. The final value will be the weighted average listed price of the Fluidra share at the close of the trading sessions taking place on the thirty (30) days preceding 31 December 2027 (inclusive).

Intermediate levels are calculated by linear interpolation for value creation and economic-financial metrics.

Operation

- The operation of this first cycle of the 2025-2029 Plan follows the structure disclosed in Section 3 for the 2026-2028 cycle. It can also be found on the Remuneration Policy and the 2024 Annual Report of Remuneration of Directors. We refer to this to avoid repetition.

Appendix II – Annex III Statistics of the Annual Report on the Remuneration of Directors for listed companies (Circular 3/2021, of September 28, of CNMV)

The CEO, Mr. Jaime Ramírez, was appointed Executive Director at the Board of Directors meeting held on 7 May 2025, following the resolution adopted by the GSM on the same day. Although Spanish legislation requires disclosure of remuneration only for the period from his appointment on 7 May 2025 through the end of the financial year on 31 December 2025, this Report presents full-year remuneration to facilitate comparison with prior and future years.

ISSUER IDENTIFICATION

Ending date of reference period: (31/12/2025)

CIF: (A-17728593)

Corporate Name:

(**FLUIDRA, S.A.**)

Registered Office:

(AVENIDA ALCALDE BARNILS, 69 (SANT CUGAT DEL VALLÉS) BARCELONA)

B. OVERALL SUMMARY OF HOW REMUNERATION POLICY HAS BEEN APPLIED DURING THE YEAR ENDED

- B.4.** Report on the result of the consultative vote at the general shareholders' meeting on remuneration in the previous year, indicating the number of votes against that may have been cast

	Number	% of total
Votes cast	158,991,539	82.75

	Number	% of cast
Votes against	6,971,039	4.38
Votes in favour	150,208,428	94.48
Blank ballots		0.00
Abstentions	1,812,072	1.14

C. ITEMISED INDIVIDUAL REMUNERATION ACCRUED BY EACH DIRECTOR

Name	Type	Period of accrual in the financial year 2025
Mr. ELOY PLANES CORTS	Executive	From 01/01/2025 to 31/12/2025
Mr. JAIME RAMÍREZ ALZATE	Executive	From 07/05/2025 to 31/12/2025
Ms. ESTHER BERROZPE GALINDO	Independent	From 01/01/2025 to 31/12/2025
Ms. BARBARA BORRA	Independent	From 01/01/2025 to 31/12/2025
Mr. BRUCE W. BROOKS	Proprietary	From 01/01/2025 to 31/12/2025
Mr. JORGE CONSTANS FERNÁNDEZ	Independent	From 01/01/2025 to 31/12/2025
Ms. AEDHMAR HYNES	Independent	From 01/01/2025 to 31/12/2025
Mr. MICHAEL STEVEN LANGMAN	Proprietary	From 01/01/2025 to 31/12/2025
Mr. BRIAN MCDONALD	Independent	From 01/01/2025 to 31/12/2025
Mr. MANUEL PUIG ROCHA	Proprietary	From 01/01/2025 to 31/12/2025
Ms. OLATZ URROZ GARCÍA	Independent	From 01/01/2025 to 31/12/2025
Mr. JOSÉ MANUEL VARGAS GÓMEZ	Proprietary	From 01/01/2025 to 31/12/2025
Ms. MARÍA DEL CARMEN GAÑET CIRERA	Proprietary	From 07/05/2025 to 31/12/2025
Ms. MERCEDES GRAU MONJO	Proprietary	From 07/05/2025 to 31/12/2025
Mr. BERNARDO CORBERA SERRA	Proprietary	From 01/01/2025 to 07/05/2025
Mr. ÓSCAR SERRA DUFFO	Proprietary	From 01/01/2025 to 07/05/2025
Mr. BERNAT GARRIGÓS CASTRO	Proprietary	From 01/01/2025 to 07/05/2025

C.1. Complete the following tables regarding the individual remuneration of each director (including the salary received for performing executive duties) accrued during the year.

a) Remuneration from the reporting company:

i) Remuneration in cash (thousands of €)

Name	Fixed Remuneration	Attendance fees	Remuneration for membership of Board's committees	Salary	Short-term variable remuneration	Long-term variable remuneration	Severance payment	Other items	Total in 2025	Total in 2024
Mr. ELOY PLANES CORTS	141	8	0	510	545				1,204	1,256
Mr. JAIME RAMÍREZ ALZATE	60	13	0	648	1,157				1,878	
Ms. ESTHER BERROZPE GALINDO	91	20	60						171	170
Ms. BARBARA BORRA	91	8	12						111	110
Mr. BRUCE W. BROOKS	91	20	12						123	1,801
Mr. JORGE CONSTANS FERNÁNDEZ	117	8	32						157	162
Ms. AEDHMAR HYNES	91	20	12						123	122
Mr. MICHAEL STEVEN LANGMAN	91	20	20						131	130
Mr. BRIAN MCDONALD	91	20	33						144	150
Mr. MANUEL PUIG ROCHA	91	8	12						111	106
Ms. OLATZ URROZ GARCÍA	91	8	40						139	76
Mr. JOSÉ MANUEL VARGAS GÓMEZ	91	8	32						131	130
Ms. MARÍA DEL CARMEN GAÑET CIRERA	60	5	0						65	
Ms. MERCEDES GRAU MONJO	60	5	0						65	
Mr. BERNARDO CORBERA SERRA	32	3	7						42	118
Mr. ÓSCAR SERRA DUFFO	32	3	4						39	110
Mr. BERNAT GARRIGÓS CASTRO	32	3	7						42	118

ii) Table of changes in share-based remuneration schemes and gross profit from consolidated shares or financial instruments.

Name	Name of Plan	Financial instruments at start of financial year 2025		Financial instruments granted during financial year 2025		Financial instruments consolidated during the financial year				Instruments matured but not exercised	Financial instruments at end of financial year 2025	
		No. of instruments	No. of equivalent shares	No. of instruments	No. of equivalent shares	No. of instruments	No. of equivalent shares/ consolidated	Price of the consolidated shares	Gross profit from consolidated shares or financial instruments (thousands of €)	No. of instruments	No. of instruments	No. of equivalent shares
Mr. ELOY PLANES CORTS	2023-2025 2 nd Cycle	152,220	152,220			88,500	88,500	23.16	2,050	63,720		
Mr. ELOY PLANES CORTS	2024-2026 3 rd Cycle	114,915	114,915								114,915	114,915
Mr. ELOY PLANES CORTS	2025-2027 1 st Cycle			88,735	88,735						88,735	88,735
Mr. JAIME RAMÍREZ ALZATE	2024-2026 3 rd Cycle	336,662	336,662								336,662	336,662
Mr. JAIME RAMÍREZ ALZATE	2025-2027 1 st Cycle			181,279	181,279						181,279	181,279
Mr. BRUCE W. BROOKS	2023-2025 2 nd Cycle	121,776	121,776			70,800	70,800	23.16	1,640	50,976	0	0
Mr. BRUCE W. BROOKS	2024-2026 3 rd Cycle	45,965	45,965								45,965	45,965

iii) Long-term saving systems

Name	Remuneration from consolidation of rights to savings system
Mr. ELOY PLANES CORTS	16
Mr. JAIME RAMÍREZ ALZATE	12
Ms. ESTHER BERROZPE GALINDO	
Ms. BARBARA BORRA	
Mr. BRUCE W. BROOKS	1
Mr. JORGE CONSTANS FERNÁNDEZ	
Ms. AEDHMAR HYNES	
Mr. MICHAEL STEVEN LANGMAN	
Mr. BRIAN MCDONALD	
Mr. MANUEL PUIG ROCHA	
Ms. OLATZ URROZ GARCÍA	
Mr. JOSÉ MANUEL VARGAS GÓMEZ	
Ms. MARÍA DEL CARMEN GAÑET CIRERA	
Ms. MERCEDES GRAU MONJO	
Mr. BERNARDO CORBERA SERRA	
Mr. ÓSCAR SERRA DUFFO	
Ms. OLATZ URROZ GARCÍA	

Name	Contribution over the year from the company (thousand €)				Amount of accumulated funds (thousand €)			
	Savings systems with consolidated economic rights		Savings systems with unconsolidated economic rights		Savings systems with consolidated economic rights		Savings systems with unconsolidated economic rights	
	Year 2025	Year 2024	Year 2025	Year 2024	Year 2025	Year 2024	Year 2025	Year 2024
Mr. ELOY PLANES CORTS	16	16			278	227		
Mr. JAIME RAMÍREZ ALZATE	12				12			
Ms. ESTHER BERROZPE GALINDO								
Ms. BARBARA BORRA								
Mr. BRUCE W. BROOKS	1	13			478	477		
Mr. JORGE CONSTANS FERNÁNDEZ								
Ms. AEDHMAR HYNES								
Mr. MICHAEL STEVEN LANGMAN								

Name	Contribution over the year from the company (thousand €)				Amount of accumulated funds (thousand €)			
	Savings systems with consolidated economic rights		Savings systems with unconsolidated economic rights		Savings systems with consolidated economic rights		Savings systems with unconsolidated economic rights	
	Year 2025	Year 2024	Year 2025	Year 2024	Year 2025	Year 2024	Year 2025	Year 2024
Mr. BRIAN MCDONALD								
Mr. MANUEL PUIG ROCHA								
Ms. OLATZ URROZ GARCÍA								
Mr. JOSÉ MANUEL VARGAS GÓMEZ								
Ms. MARÍA DEL CARMEN GAÑET CIRERA								
Ms. MERCEDES GRAU MONJO								
Mr. BERNARDO CORBERA SERRA								
Mr. ÓSCAR SERRA DUFFO								
Ms. OLATZ URROZ GARCÍA								

v) Details of other items

Name	Item	Remuneration amount
Mr. ELOY PLANES CORTS	Vehicle	15
Mr. ELOY PLANES CORTS	Life insurance	29
Mr. ELOY PLANES CORTS	Health insurance	7
Mr. JAIME RAMÍREZ ALZATE	Vehicle	11
Mr. JAIME RAMÍREZ ALZATE	Life insurance	23
Mr. JAIME RAMÍREZ ALZATE	Health insurance	45
Ms. ESTHER BERROZPE GALINDO	Item	
Ms. BARBARA BORRA	Item	
Mr. BRUCE W. BROOKS	Item	1
Mr. JORGE CONSTANS FERNÁNDEZ	Item	
Ms. AEDHMAR HYNES	Item	
Mr. MICHAEL STEVEN LANGMAN	Item	
Mr. BRIAN MCDONALD	Item	
Mr. MANUEL PUIG ROCHA	Item	
Ms. OLATZ URROZ GARCÍA	Item	
Mr. JOSÉ MANUEL VARGAS GÓMEZ	Item	
Ms. MARÍA DEL CARMEN GAÑET CIRERA	Item	
Ms. MERCEDES GRAU MONJO	Item	
Mr. BERNARDO CORBERA SERRA	Item	
Mr. ÓSCAR SERRA DUFFO	Item	
Mr. BERNAT GARRIGÓS CASTRO	Item	

b) Remuneration of the company directors for seats on the boards of other group companies:

i) Remuneration in cash (thousands of €)

Name	Fixed remuneration	Attendance fees	Remuneration for membership of Board's committees	Salary	Short-term variable remuneration	Long-term variable remuneration	Severance payment	Other items	Total in 2025	Total in 2024
Mr. ELOY PLANES CORTS										
Mr. JAIME RAMÍREZ ALZATE										
Ms. ESTHER BERROZPE GALINDO										
Ms. BARBARA BORRA										
Mr. BRUCE W. BROOKS										
Mr. JORGE CONSTANS FERNÁNDEZ										
Ms. AEDHMAR HYNES										
Mr. MICHAEL STEVEN LANGMAN										
Mr. BRIAN MCDONALD										
Mr. MANUEL PUIG ROCHA										
Ms. OLATZ URROZ GARCÍA										
Mr. JOSÉ MANUEL VARGAS GÓMEZ										
Ms. MARÍA DEL CARMEN GAÑET CIRERA										
Ms. MERCEDES GRAU MONJO										
Mr. BERNARDO CORBERA SERRA										
Mr. ÓSCAR SERRA DUFFO										
Mr. BERNAT GARRIGÓS CASTRO										

ii) Table of changes in share-based remuneration schemes and gross profit from consolidated shares or financial instruments

Name	Name of Plan	Financial instruments at start of financial year 2025		Financial instruments granted during financial year 2025		Financial instruments consolidated during the financial year				Instruments matured but not exercised	Financial instruments at end of financial year 2025	
		No. of instruments	No. of equivalent shares	No. of instruments	No. of equivalent shares	No. of instruments	No. of equivalent shares/ consolidated	Price of the consolidated shares	Net profit from consolidated shares or financial instruments (thousands of €)	No. of instruments	No. of instruments	No. of equivalent shares
No data												

iii) Long-term saving systems

Name	Remuneration from consolidation of rights to saving systems
Mr. ELOY PLANES CORTS	
Mr. JAIME RAMÍREZ ALZATE	
Ms. ESTHER BERROZPE GALINDO	
Ms. BARBARA BORRA	
Mr. BRUCE W. BROOKS	
Mr. JORGE CONSTANS FERNÁNDEZ	
Ms. AEDHMAR HYNES	
Mr. MICHAEL STEVEN LANGMAN	
Mr. BRIAN MCDONALD	
Mr. MANUEL PUIG ROCHA	
Ms. OLATZ URROZ GARCÍA	

Name	Remuneration from consolidation of rights to saving systems
Mr. JOSÉ MANUEL VARGAS GÓMEZ	
Ms. MARÍA DEL CARMEN GAÑET CIRERA	
Ms. MERCEDES GRAU MONJO	
Mr. BERNARDO CORBERA SERRA	
Mr. ÓSCAR SERRA DUFFO	
Mr. BERNAT GARRIGÓS CASTRO	

Name	Contribution over the year from the company (thousand €)				Amount of accumulated funds (thousand €)			
	Savings systems with consolidated economic rights		Savings systems with unconsolidated economic rights		Savings systems with consolidated economic rights		Savings systems with unconsolidated economic rights	
	Year 2025	Year 2024	Year 2025	Year 2024	Year 2025	Year 2024	Year 2025	Year 2024
Mr. ELOY PLANES CORTS								
Mr. JAIME RAMÍREZ ALZATE								
Ms. ESTHER BERROZPE GALINDO								
Ms. BARBARA BORRA								
Mr. BRUCE W. BROOKS								
Mr. JORGE CONSTANS FERNÁNDEZ								

Name	Contribution over the year from the company (thousand €)				Amount of accumulated funds (thousand €)			
	Savings systems with consolidated economic rights		Savings systems with unconsolidated economic rights		Savings systems with consolidated economic rights		Savings systems with unconsolidated economic rights	
	Year 2025	Year 2024	Year 2025	Year 2024	Year 2025	Year 2024	Year 2025	Year 2024
Ms. AEDHMAR HYNES								
Mr. MICHAEL STEVEN LANGMAN								
Mr. BRIAN MCDONALD								
Mr. MANUEL PUIG ROCHA								
Ms. OLATZ URROZ GARCÍA								
Mr. JOSÉ MANUEL VARGAS GÓMEZ								
Ms. MARÍA DEL CARMEN GAÑET CIRERA								
Ms. MERCEDES GRAU MONJO								
Mr. BERNARDO CORBERA SERRA								
Mr. ÓSCAR SERRA DUFFO								
Mr. BERNAT GARRIGÓS CASTRO								

iv) **Details of other items**

Name	Item	Remuneration amount
Mr. ELOY PLANES CORTS	Item	
Mr. JAIME RAMÍREZ ALZATE	Item	
Ms. ESTHER BERROZPE GALINDO	Item	
Ms. BARBARA BORRA	Item	
Mr. BRUCE W. BROOKS	Item	
Mr. JORGE CONSTANS FERNÁNDEZ	Item	
Ms. AEDHMAR HYNES	Item	
Mr. MICHAEL STEVEN LANGMAN	Item	
Mr. BRIAN MCDONALD	Item	
Mr. MANUEL PUIG ROCHA	Item	
Ms. OLATZ URROZ GARCÍA	Item	
Mr. JOSÉ MANUEL VARGAS GÓMEZ	Item	
Ms. MARÍA DEL CARMEN GAÑET CIRERA	Item	
Ms. MERCEDES GRAU MONJO	Item	
Mr. BERNARDO CORBERA SERRA	Item	
Mr. ÓSCAR SERRA DUFFO	Item	

Name	Item	Remuneration amount
Mr. BERNAT GARRIGÓS CASTRO	Item	

c) Summary of remunerations (thousand €):

This should include a summary of the amounts corresponding to all the remuneration items included in this report that have accrued to each director (thousand €).

Name	Remuneration accrued in the Company					Remuneration accrued in group companies					
	Total cash remuneration	Gross profit of consolidated shares or financial instruments	Remuneration for long term savings systems	Remuneration for other items	Total 2025 company	Total cash remuneration	Gross profit of consolidated shares or financial instruments	Remuneration for long term savings systems	Remuneration for other items	Total 2025 group	Total 2025 company + group
Mr. ELOY PLANES CORTS	1,204	2,050	16	51	3,321						3,321
Mr. JAIME RAMÍREZ ALZATE	1,878		12	79	1,969						1,969
Ms. ESTHER BERROZPE GALINDO	171				171						171
Ms. BARBARA BORRA	111				111						111
Mr. BRUCE W. BROOKS	123	1,640	1	1	1,765						1,765
Mr. JORGE CONSTANS FERNÁNDEZ	157				157						157
Ms. AEDHMAR HYNES	123				123						123
Mr. MICHAEL STEVEN LANGMAN	131				131						131
Mr. BRIAN MCDONALD	144				144						144
Mr. MANUEL PUIG ROCHA	111				111						111

Name	Remuneration accrued in the Company					Remuneration accrued in group companies					
	Total cash remuneration	Gross profit of consolidated shares or financial instruments	Remuneration for long term savings systems	Remuneration for other items	Total 2025 company	Total cash remuneration	Gross profit of consolidated shares or financial instruments	Remuneration for long term savings systems	Remuneration for other items	Total 2024 group	Total 2025 company + group
Ms. OLATZ URROZ GARCÍA	139				139						139
Mr. JOSÉ MANUEL VARGAS GÓMEZ	131				131						131
Ms. MARÍA DEL CARMEN GAÑET CIRERA	65				65						65
Ms. MERCEDES GRAU MONJO	65				65						65
Mr. BERNARDO CORBERA SERRA	42				42						42
Mr. ÓSCAR SERRA DUFFO	39				39						39
Mr. BERNAT GARRIGÓS CASTRO	42				42						42
TOTAL	4,676	3,690	29	130	8,526						8,526

C.2 Indicate the evolution in the last five years of the amount and percentage variation of the remuneration accrued by each of the directors of the listed company who have held this position during the year, the consolidated results of the company and the average remuneration on an equivalent basis with regard to full-time employees of the company and its subsidiaries that are not directors of the listed company.

	Total amounts accrued and % annual variation								
	Year 2025	% Variation 2025/2024	Year 2024	% Variation 2024/2023	Year 2023	% Variation 2023/2022	Year 2022	% Variation 2022/2021	Year 2021
Executive Directors									
Mr. ELOY PLANES CORTS	3,321	135.70	1,409	23.92	1,137	-77.90	5,144	301.88	1,280
Mr. JAIME RAMÍREZ ALZATE	1,969	--	--	--	--	--	--	--	--
External Directors									
Ms. ESTHER BERROZPE GALINDO	171	0.59	170	12.58	151	19.84	126	14.55	110
Ms. BARBARA BORRA	111	0.91	110	0.00	110	7.84	102	--	--
Mr. BRUCE W. BROOKS	1,765	-10.18	1,965	26.37	1,555	-80.55	7,994	376.68	1,677
Mr. JORGE CONSTANS FERNÁNDEZ	157	-3.09	162	-7.43	175	7.36	163	10.88	147
Ms. AEDHMAR HYNES	123	0.82	122	54.43	79	--	--	--	--
Mr. MICHAEL STEVEN LANGMAN	131	0.77	130	0.00	130	4.00	125	13.64	110
Mr. BRIAN MCDONALD	144	-4.00	150	0.00	150	8.70	138	13.11	122
Mr. MANUEL PUIG ROCHA	111	4.72	106	68.25	63	--	--	--	--
Ms. OLATZ URROZ GARCÍA	139	82.89	76	--	--	--	--	--	--
Mr. JOSÉ MANUEL VARGAS GÓMEZ	131	0.77	130	0.00	130	4.00	125	11.61	112

	Total amounts accrued and % annual variation								
	Year 2025	% Variation 2025/2024	Year 2024	% Variation 2024/2023	Year 2023	% Variation 2023/2022	Year 2022	% Variation 2022/2021	Year 2021
Ms. MARÍA DEL CARMEN GAÑET CIRERA	65	--	--	--	--	--	--	--	--
Ms. MERCEDES GRAU MONJO	65	--	--	--	--	--	--	--	--
Mr. BERNARDO CORBERA SERRA	42	-64.41	118	0.00	118	4.42	113	7.62	105
Mr. ÓSCAR SERRA DUFFO	39	-64.55	110	0.00	110	2.80	107	4.90	102
Mr. BERNAT GARRIGÓS CASTRO	42	-64.41	118	0.00	118	55.26	76	--	--
Company consolidated results									
	242,884	25.79	193,089	22.10	158,144	-29.75	225,113	-33.30	337,489
Average employee remuneration									
	45	-2.17	46	6.98	43	4.88	41	2.50	40

D. OTHER RELEVANT INFORMATION

This annual remuneration report has been approved by the Board of Directors of the company on:

(24/03/2026)

State whether any director has voted against or abstained from approving this report

() Yes

() No

Name or company name of the member of the Board of Directors who has not voted for the approval of this report	Reasons (against, abstention, non-attendance)	Explain the reasons