

29th of OCTOBER 2026

FLUIDRA

Q3 2026 RESULTS

DISCLAIMER

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

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

Alternative Performance Measures (APMs)

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

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

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

ON THE CALL TODAY



Eloi Planes
Executive Chairman



Jaime Ramírez
CEO

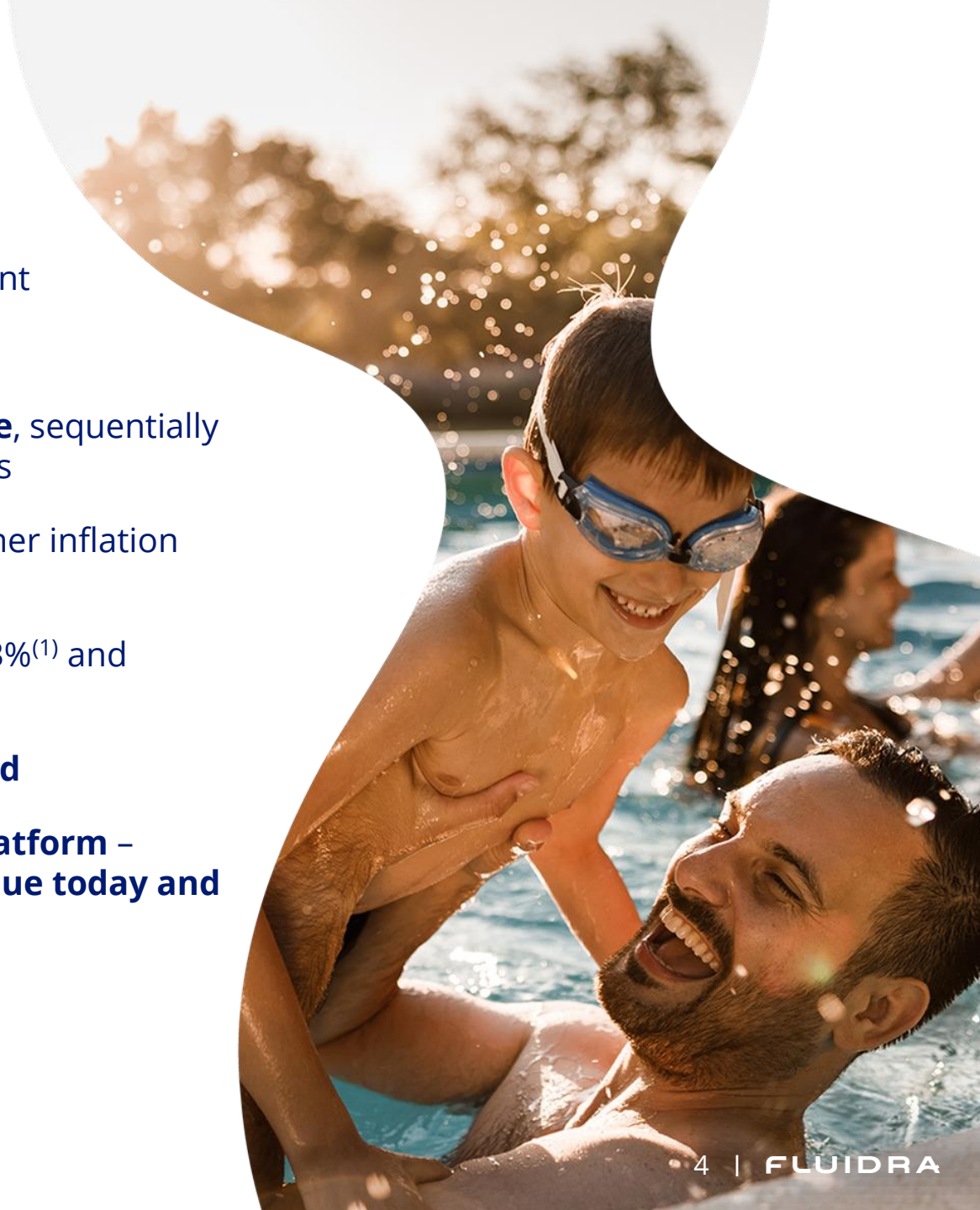


Juan Graham
CFO

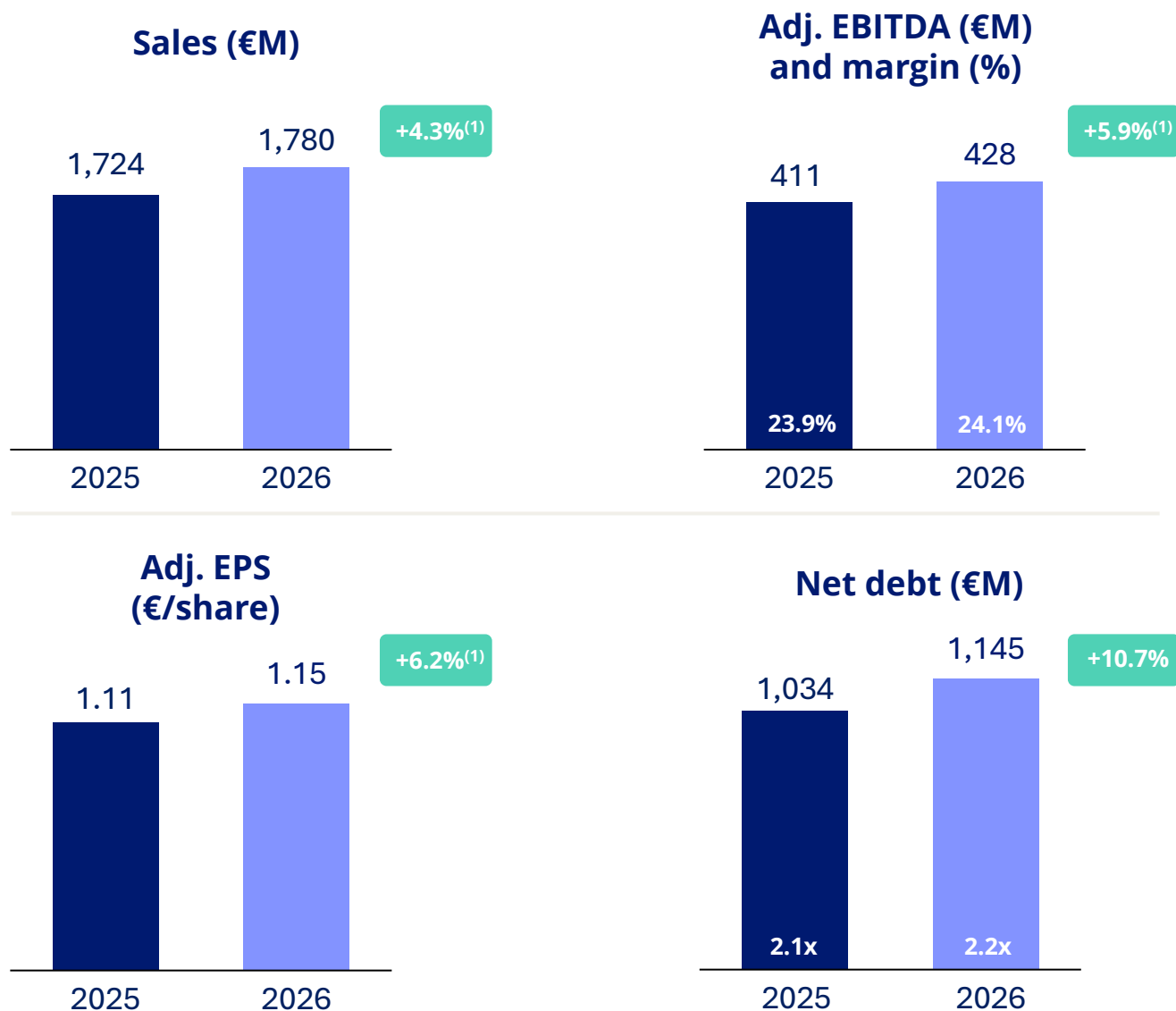
KEY MESSAGES

- **Strong YTD performance** in a soft and volatile macro environment
 - **Resilient and consistent** delivery
 - **Volume growth across North America and South Europe**, sequentially higher price contribution and continued market share gains
 - **Efficiency plan** savings and diligent cost control offset higher inflation and mix effects
 - **Good Q3** on strong prior year performance, with sales up 3%⁽¹⁾ and Adjusted EBITDA up 7%⁽¹⁾ to €107 million
- **Confident to deliver within FY 2026 guidance - range narrowed**
- **Our strategy to continue to win and strengthen our global platform** – driving growth, differentiation and competitiveness to **deliver value today and into the future**

(1) At constant FX



STRONG YTD PERFORMANCE WITH SALES AND EBITDA GROWTH

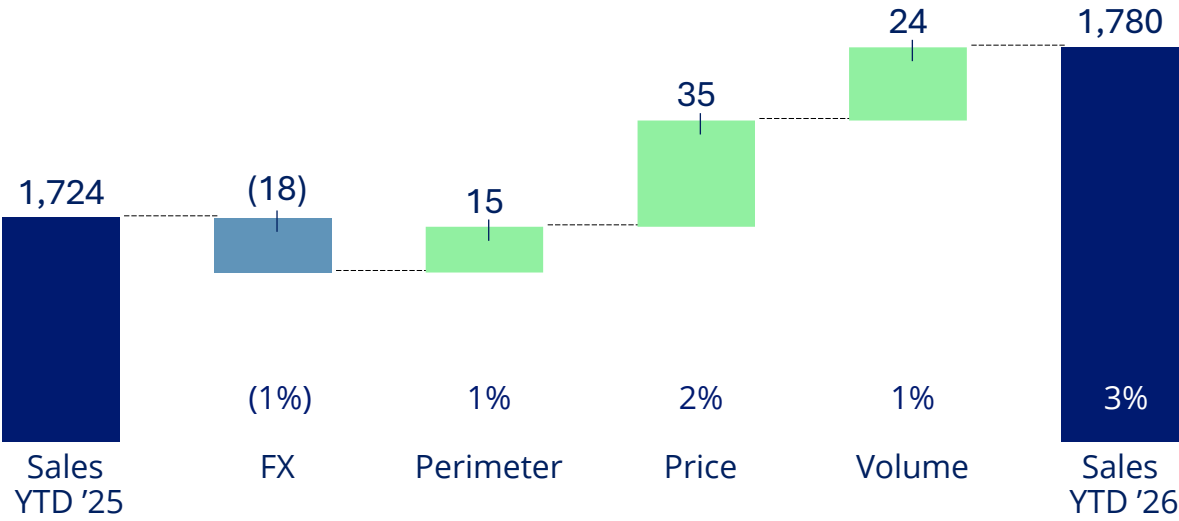


- Sales growth, driven by aftermarket demand and good execution, beating the market
- Adjusted EBITDA up, with margin stable YoY thanks to a diligent cost control and the savings contribution from the efficiency plan (€23m YTD) despite inflation
- Leverage broadly stable YoY after completing the share buyback program (€40m), formalizing Tangiers' lease and FX impacts

(1) At constant FX

POSITIVE VOLUME AND PRICE CONTRIBUTION

Sales (YTD)	% YoY evolution	% of Group's sales
Southern Europe	6%	30%
Rest of Europe	1%	14%
North America	3%	41%
Rest of the World	1%	15%
Total organic	3%	100%
Total perimeter	1%	
Total group (FX adjusted)	4%	



GOOD AND EARLY SEASON IN SOUTHERN EUROPE, RESILIENT AFTERMARKET AND SHARE GAINS

A GLOBAL LEADER - CONSISTENTLY IMPROVING AND DELIVERING

1 LEADER IN AN ATTRACTIVE INDUSTRY

A resilient, aftermarket-driven business



#1

Global leader in pool & wellness



c.65%

of sales from the aftermarket

2 STRONGER GLOBAL PLATFORM

A strategy for value creation



Accelerate growth

Commercial excellence, boost organic & inorganic growth



Foster competitive differentiation

Innovation, digital and customer focus



Enhance operational excellence

Productivity and efficiency across the value chain

3 A CYCLICAL LOW

US new build near historical lows



Est. **55-56k**

US new pools expected in 2026



c.30%

below the 2016-2025 average of **80k**



A STRONG BUSINESS TODAY, WELL-POSITIONED FOR THE RECOVERY

PARTNER OF CHOICE ACROSS THE POOL ECOSYSTEM



01

INDUSTRY-LEADING INNOVATION

- Differentiated solutions across automation, water care, equipment
- Innovation to simplify pool ownership & professional service



02

CONNECTED DIGITAL ECOSYSTEM

- Integrated ecosystem: equipment, apps and digital services
- Smarter pool management for pro's and owners



03

LOYALTY PROGRAMS & REWARDS

- Trade-exclusive products, programs and support
- Tools and rewards to help pro's grow their businesses



04

BEST-IN-CLASS SERVICE & CAPABILITY BUILDING

- Dedicated technical support to improve customer productivity
- Hands-on training at 5 US Fluidra Pro Academy centers (open since 2018)



SIX CONSECUTIVE YEARS OF RECOGNITION FROM LEADING U.S. DISTRIBUTORS

THE BRANDS PROS &
CONSUMERS TRUST

Jandy

Polaris

grē

AstralPool
FLUIDRA

Zodiac
FLUIDRA

INNOVATION IN NORTH AMERICA: A SMART POOL OPERATING SYSTEM

INFINITY

The first intelligent pool operating system

Complete intelligence, from the start

Embedded intelligence for seamless scalability across a range of new 2026-2027 innovations

Built for the pro behind every pool

Faster installs, quicker troubleshooting & trackr iO software integration

Designed for the homeowner experience

A smarter, simplified, and personalized pool experience



SALES GROWTH AND DILIGENT COST CONTROL

YTD results €M	2025	% Sales	2026	% Sales	Evol. 26/25	Evol. Const FX
Sales	1,724	100%	1,780	100%	3.3%	4.3%
Gross margin	968	56.1%	997	56.0%	3.1%	4.2%
Opex	556	32.3%	569	32.0%	2.2%	3.0%
Adjusted EBITDA	411	23.9%	428	24.1%	4.1%	5.9%
D&A (non-PPA related)	77	4.5%	80	4.5%	3.4%	1.5%
Adjusted EBITA	334	19.4%	348	19.6%	4.3%	7.0%
Amortization (PPA related)	43	2.5%	39	2.2%	(9.4%)	(6.1%)
Restructuring and Stock based compensation	17	1.0%	45	2.5%	160.6%	162.7%
Financial result	48	2.8%	50	2.8%	3.4%	5.5%
Income tax expense	59	3.5%	59	3.3%	(1.5%)	0.8%
Profit/loss attributable to NCI	3	0.2%	2	0.1%	(9.8%)	(10.6%)
Profit/loss attributable to the parent	163	9.5%	154	8.6%	(5.9%)	(3.4%)
Adjusted net profit	213	12.3%	221	12.4%	3.9%	6.2%

Note: NCI = Non-controlling interests

- **Sales up 4% YoY** at constant FX, in line with expectations
- **Gross margin stable**, with inflation, increased tariffs and negative mix offset by price and efficiency plan savings contributions
- **Diligent cost control.** Operating expenses growing less than sales, driven by cost-cutting measures. **Opex on track to be up for the full year around 3.5% YoY at constant FX**
- **Adjusted EBITDA +6%** at constant FX, with stable margin
- **Restructuring expenses** reflect manufacturing footprint and restructuring measures implemented in line with plan
- **Net profit down 3% and Adjusted net profit up 6%**

LEVERAGE RATIO BROADLY STABLE YOY

Cash flow (abridged) and net debt YTD €M	2025	2026	Evol. 26/25
Adjusted EBITDA	411	428	17
Net interest paid	(43)	(44)	(2)
Corporate income tax paid	(49)	(56)	(6)
Operating working capital	(100)	(69)	32
Other operating cash flow ⁽¹⁾	(20)	(36)	(17)
CF from operating activities	199	223	24
Capex	(46)	(57)	(11)
Acquisitions / divestments	(29)	(14)	15
Other investment cash flow	(25)	3	27
CF from investing activities	(99)	(68)	31
Payments for lease liabilities	(35)	(39)	(4)
Treasury stock, net	0	(40)	(40)
Dividends paid	(58)	(64)	(5)
Financing cash flow	(94)	(143)	(49)
Free cash flow	6	12	6
Net debt (31 December prior year)	1,132	1,087	(45)
FX & lease changes	(91)	71	162
Free cash flow	(6)	(12)	(6)
Net debt	1,034	1,145	111
Lease liabilities	(164)	(231)	(67)
Net financial debt	870	914	44

(1) Includes Restructuring expenses

- **Leverage ratio broadly stable vs prior year**
- CF from operating activities reflects **strong management in working capital**, improving WC to sales ratio almost 100 bps vs a year ago
- CF from investing activities includes the **completion of VarioPool and Riaan Pools** in 2026
- **Financing cash flow** includes the share buyback program completed in Q3 2026. The number of shares outstanding has been reduced by 2 million
- **Net financial debt** also reflects a negative FX impact as USD has strengthened and the formalization of the Tangier's lease

CONFIDENT TO DELIVER WITHIN 2026 GUIDANCE – NARROWED RANGE

Confident to deliver within FY2026 guidance

- **Narrowed sales range to reflect**
 - Flat to lower new pools and remodel
 - Strong aftermarket (maintenance and repair), share gains, positive US sell-through
 - Commercial pool moderate growth following a strong 2025
 - Positive M&A contribution
- **Narrowed Adjusted EBITDA margin range**
 - Additional pricing actions implemented offset higher inflation on absolute terms – some impact on % margin
 - Efficiency initiatives and disciplined cost control



Guidance for FY 2026	Original guidance at constant FX	New guidance at constant FX
Sales (YoY %)	+3% to +7%	+3.5% to +5.5%
Adjusted EBITDA margin (% of sales)	23.3% to 24.3%	23.3% to 23.5%
Adjusted EPS (YoY %)	+4% to +13%	+5% to +9%

Note: Average EURUSD for FY 2025 was 1.13

SUMMARY

- **Strong YTD performance** despite macroeconomic headwinds
 - Continued market share gains
 - Aftermarket growth more than offset weakness in new construction
- **Executing our efficiency plan, together with diligent cost control**
- **Expect full year growth and margin progression**
- **Confident in our future: consistently executing our strategy,** growing organically and inorganically, and delivering improving returns on capital over the medium term in an industry with attractive structural growth



A person is floating in a pool, their head tilted back and eyes closed. A cloud of water droplets is captured mid-air above their head, suggesting they have just exhaled. The background is a blurred outdoor setting with trees and a building under a bright sky. The word 'APPENDIX' is overlaid on the left side of the image.

— APPENDIX

WHY FLUIDRA WINS

Global leader in a structurally attractive industry,
with long-term growth underpinned by resilient aftermarket

- 1 **#1 player** with unique footprint and **broadest product offering**. Focus on operational excellence
- 2 **Leaders in customer-centric innovation, connectivity and sustainable pools** – creating competitive differentiation
- 3 **Excellent M&A track record** and consistent capital allocation
- 4 **Experienced** and talented team
- 5 **Outstanding financial performance** – growth and shareholder value creation enables optimal access to capital



INNOVATION - A KEY LEVER TO WIN IN THE MARKET



**Step-change
innovation for a
next-gen customer
experience**



**Jandy - Edge
Automation**



**Astralpool - Cellguard
Salt-water chlorinator**



**Drop-in upgrades for
the aftermarket**



**Jandy - Service Light
Lights**



**Jandy - Echo
Cartridge filter**



**Jandy - SpeedSet+
Variable-speed pump**

READY FOR OUR NEXT PHASE OF DEVELOPMENT

2007-2017

POST IPO – PRE-MERGER

- Mostly **European focused**, with marginal presence in the US and more exposed to new construction
- Restructuring and divesting **non-pool businesses**
- **#1 player** in **Europe** and **APAC**

From **€650M** to **€780M**

c.2% Sales CAGR

12.7% Adj. EBITDA margin 2017

c.11% average ROCE

2018-2025

POST MERGER – TODAY

- **#1 player worldwide**, with diversified presence
- **Broadest** product **portfolio in the industry**
- **Gained share to become #2 player** in the **US**

From **€1.3bn** to **€2.2bn**

c.8% Sales CAGR

22.9% Adj. EBITDA margin 2025

From 11% to 18% ROCE

Future

NEXT PHASE OF GROWTH

- **Reinforcing leadership** and growing in **high potential products** and **regions**
- Boosting **innovation, digital, and product development**
- Maximizing **productivity** and **efficiency** along the value chain

+6% to +8% annual sales growth

>25% Adj. EBITDA margin

>17% ROCE

MEDIUM-TERM FINANCIAL OBJECTIVES

-  New Build growth
-  Installed base growth
-  Avg. Ticket on Equipment
-  Weather +/-1%
-  Market share gains
-  Inorganic growth

+4%
to
+6%

Market growth

+2%

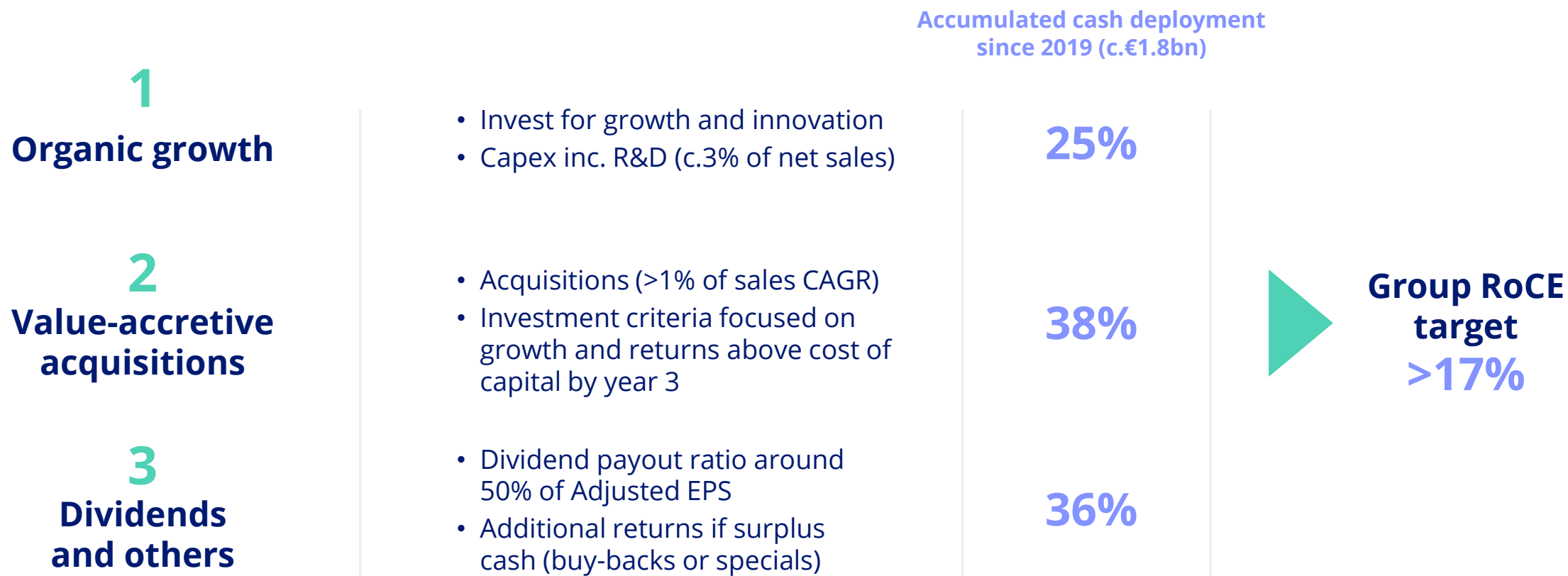
Additional Fluidra growth



Medium-term targets	
Annual sales growth	+6% to +8%
Adjusted EBITDA margin	>25%
ROCE	>17%

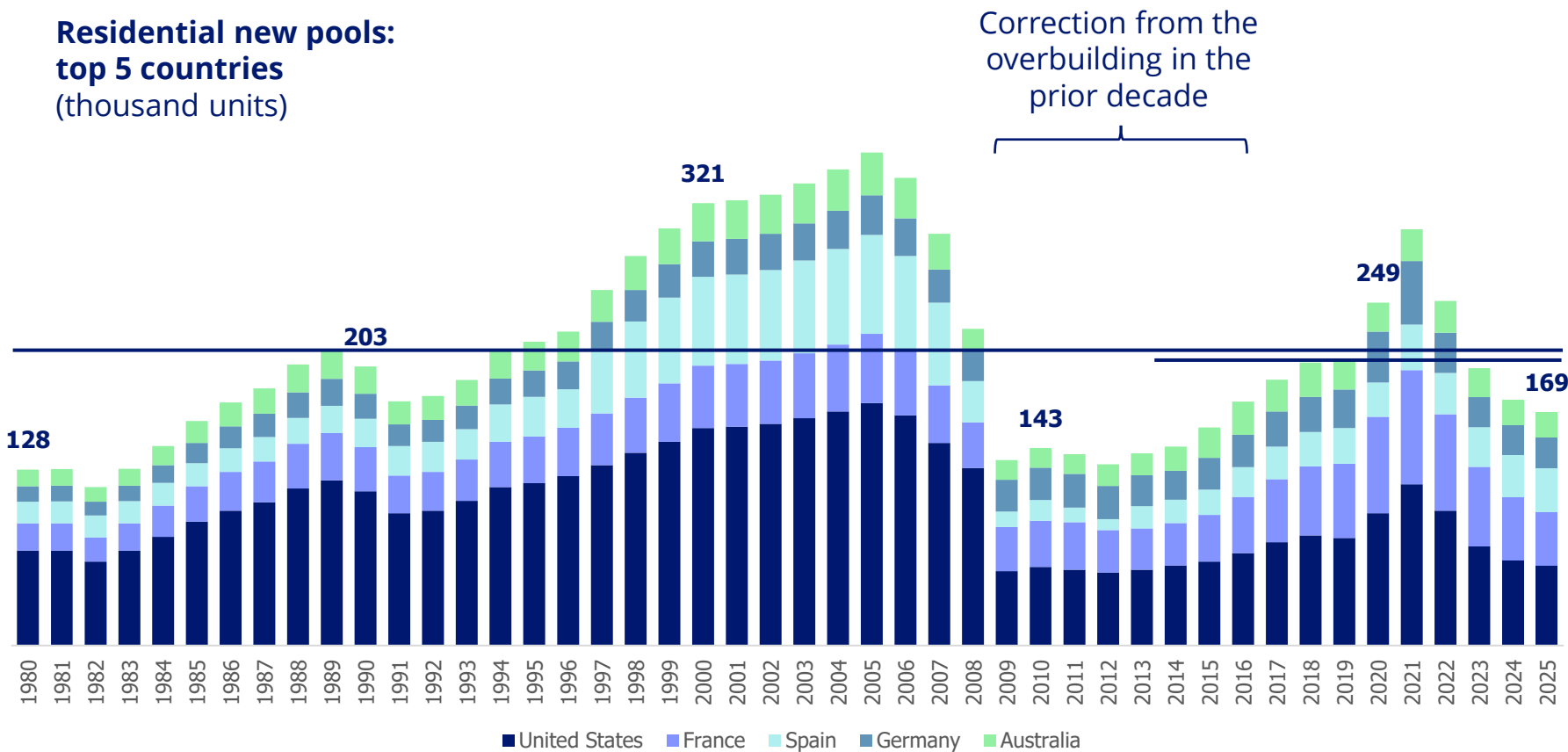
CONSISTENT CAPITAL ALLOCATION TO GENERATE VALUE

– UNCHANGED FRAMEWORK



Resilient balance sheet:
Target to run the business at approximately 2x leverage in the medium term

NEW POOLS CURRENTLY AT HISTORICAL LOW LEVELS



Top 5 countries:
Around 55%
of global installed base
>70%
Fluidra's sales

1980-2025 avg: **214k units**
2015-2025 avg: **208k units**

Will drive growth as they return to normalized levels in the mid-term

SALES BY GEOGRAPHY

Q3 €M	2025	% Sales	2026	% Sales	Evol. 26/25	Const. FX	Constant perimeter	Const. FX & Perimeter
Southern Europe	131	26%	133	25%	1.2%	1.2%	0.9%	0.8%
Rest of Europe	72	15%	78	15%	8.5%	7.9%	1.2%	0.7%
North America	203	41%	214	41%	5.4%	2.8%	5.1%	2.6%
Rest of the World	91	18%	97	19%	6.5%	1.8%	4.2%	(0.4%)
Total	497	100%	521	100%	4.9%	2.9%	3.3%	1.3%

YTD €M	2025	% Sales	2026	% Sales	Evol. 26/25	Const. FX	Constant perimeter	Const. FX & Perimeter
Southern Europe	496	29%	527	30%	6.3%	6.3%	5.9%	5.9%
Rest of Europe	246	14%	257	14%	4.7%	4.3%	1.0%	0.7%
North America	729	42%	732	41%	0.3%	3.6%	0.2%	3.5%
Rest of the World	253	15%	264	15%	4.5%	2.7%	3.2%	1.5%
Total	1,724	100%	1,780	100%	3.3%	4.3%	2.4%	3.5%

SALES BY BUSINESS UNIT

Q3 €M	2025	% Sales	2026	% Sales	Evol. 26/25	Const. FX & Perimeter
Pool & Wellness	488	98%	512	98%	4.9%	1.4%
Residential	337	68%	351	67%	4.0%	1.6%
Commercial	50	10%	53	10%	6.0%	(6.7%)
Residential Pool Water Treatment	81	16%	88	17%	7.8%	4.9%
Fluid Handling	20	4%	21	4%	5.0%	3.6%
Irrigation, Industrial & Others	9	2%	9	2%	6.3%	(1.6%)
Total	497	100%	521	100%	4.9%	1.3%

YTD €M	2025	% Sales	2026	% Sales	Evol. 26/25	Const. FX & Perimeter
Pool & Wellness	1,694	98%	1,753	98%	3.4%	3.8%
Residential	1,210	70%	1,238	70%	2.3%	3.5%
Commercial	156	9%	158	9%	1.6%	(4.1%)
Residential Pool Water Treatment	255	15%	280	16%	9.7%	8.9%
Fluid Handling	74	4%	77	4%	4.8%	6.0%
Irrigation, Industrial & Others	29	2%	27	2%	(7.4%)	(11.7%)
Total	1,724	100%	1,780	100%	3.3%	3.5%

RECONCILIATION OF PBT TO ADJUSTED EBITDA

YTD €M	2025	2026	Evol. 26/25
Profit/loss before tax	226	215	(4.8%)
Financial result	48	50	3.4%
D&A	120	119	(1.2%)
Restructuring expenses	13	40	194.4%
Stock based compensation expense	4	5	40.2%
Adjusted EBITDA	411	428	4.1%

RECONCILIATION OF PROFIT ATTRIBUTABLE TO THE PARENT TO ADJUSTED EPS

YTD €M	2025	2026	Evol. 26/25
Profit/loss attributable to the parent	163	154	(5.9%)
Restructuring expenses	13	40	194.4%
Stock based compensation expense	4	5	40.2%
Financial result	48	50	3.4%
Net interest paid	(43)	(44)	4.0%
Amortization (PPA related)	43	39	(9.4%)
Tax effect on adjustments	(16)	(22)	34.6%
Total cash adjustments	49	67	36.3%
Adjusted net profit	213	221	3.9%
Share count	192	192	-
Adjusted EPS	1.11	1.15	3.9%

NET WORKING CAPITAL

September €M	2025	% LTM sales	2026	% LTM sales	Evol. 26/25
Inventories	471	21.5%	498	22.2%	5.5%
Trade and other receivables	323	14.8%	363	16.2%	12.3%
Trade payables	356	16.3%	433	19.3%	21.4%
Operating net working capital	438	20.0%	428	19.1%	(2.4%)
Dividends, earn-outs & others	58	2.7%	71	3.2%	21.8%
Total net working capital	380	17.4%	357	15.9%	(6.1%)

INTERIM FINANCIAL POSITION (ABRIDGED)

Assets	09/2025	09/2026	Liabilities	09/2025	09/2026
PPE & rights of use	353	434	Share capital	192	192
Goodwill	1,269	1,317	Share premium	1,149	1,149
Other intangible assets	748	728	Retained earnings and other reserves	320	342
Non-current financial assets	8	9	Interim dividends	-	-
Other non-current assets	112	193	Treasury shares	(50)	(72)
Total non-current assets	2,490	2,681	Other comprehensive income	(36)	4
			Non-controlling interests	11	10
			Total equity	1,585	1,624
Non-curr. assets held for sale	-	0	Bank borrowings and other marketable securities	1,034	1,045
Inventories	471	498	Other non-current liabilities incl. lease	299	361
Trade and other receivables	323	363	Total non-current liabilities	1,333	1,406
Other current financial assets	31	2	Bank borrowings & loans	17	13
Cash and cash equivalents	142	133	Trade and other payables	415	504
Total current assets	968	996	Other current liabilities incl. lease	109	131
Total assets	3,458	3,678	Total current liabilities	541	648
			Total equity & liabilities	3,458	3,678

ALTERNATIVE PERFORMANCE MEASURES

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

- **'Opex'** (Operational expenditure): refers to the total amount of operating expenses incurred to run the business. It includes 'personnel expenses' plus 'other operating expenses' net of i) 'income from the rendering of services', ii) 'work performed by the group and capitalized as non-current assets', iii) 'profit/loss from sales of fixed assets', iv) 'share in profit/(loss) for the year from investments accounted for using the equity method', v) 'stock based compensation expense' and vi) the relevant portion of 'Restructuring, M&A and integration expenses related' to 'Opex'
- **'Adjusted EBITDA'**: means earnings before interests, taxes, depreciation and amortization. It is calculated as 'sales of goods and finished products' less i) 'changes in inventories of finished goods and work in progress and raw material supplies', ii) 'personnel expenses' and iii) 'other operating expenses' net of i) 'income from the rendering of services', ii) 'work performed by the group and capitalized as non-current assets', iii) 'profit/loss from sales of fixed assets' and iv) 'share in profit/(loss) for the year from investments accounted for using the equity method'. The resulting figure is adjusted for 'Stock based compensation expense' and 'Restructuring, M&A and integration expenses'
- **'Stock based compensation expense' and 'Restructuring, M&A and integration expenses'**: these expenses do not arise from ordinary business and, though they may be incurred in more than one period, they do not have continuity over time (unlike operating expenses) and they occur at a point in time or are related to a specific event. 'Stock based compensation expense' relates to the cost of management's long-term incentive plan. 'Restructuring, M&A and integration expenses' relates primarily to the integration of recently-acquired companies or to restructuring activities, such as the implementation of the Simplification Program that began in the second half of 2022. Most of these costs impact 'Opex', although a relatively minor part affects the 'Gross margin'
- **'Adjusted net profit' and 'Adjusted EPS'**: 'Adjusted net profit' is defined as 'Profit/(loss) attributable to equity holders of the parent' adjusted for i) 'Restructuring, M&A and integration expenses', ii) 'Stock based compensation expense', iii) 'Amortization (PPA related)', iv) the non-cash portion of the financial result and v) the 'tax effect on adjustments', which reflects the tax impact corresponding to each of the adjustments described in sections i) to iv). The calculation is performed by applying to each adjustment the tax rate corresponding to the nature and jurisdiction in which arises. 'Adjusted EPS' is 'Adjusted net profit' divided by the number of Company shares outstanding at the year-end, excluding the effect of treasury shares
- **'Operating net working capital'**: is defined as the sum of the balance sheet items i) 'inventories' and ii) 'trade and other receivables', less 'trade payables', which excludes the part of 'trade and other payables' that is not entirely related to trading activities (mainly future payments of ordinary dividends and/or future payments of the acquisition price or options agreed with companies acquired, or earn-outs). This adjustment may have a relatively minor impact at the year-end, although it could be particularly relevant to some of the quarterly closings during the year
- **'Net debt', 'Net debt to Adjusted EBITDA ratio' and 'Net financial debt'**: 'Net debt' is calculated as the sum of i) 'current and non-current bank borrowings and other marketable securities', ii) 'current and non-current lease liabilities' and iii) 'derivative financial liabilities', net of i) 'cash and cash equivalents', ii) 'non-current financial assets', iii) 'other current financial assets' and iv) 'derivative financial instruments'. 'Net financial debt' is simply 'Net debt' excluding lease liabilities. The 'net debt/Adjusted EBITDA ratio' is calculated as 'Net debt' divided by 'Adjusted EBITDA' generated in the past 12 months
- **'ROCE'**: "Return on Capital Employed" is a return-on-capital measure used in the business. It is calculated as last 12 months "Adjusted EBITA" divided by the sum of "cash equity" and "net debt". "Cash equity" refers to "total equity" adjusted by €527 million, which reflects the difference between the average share price for the six-month period prior to the announcement of the merger with Zodiac (€7.4 per share, the share exchange value in the merger) and the share price on the completion date (€13.7 per share, the carrying amount of the Zodiac acquisition under IFRS), multiplied by 83 million new shares issued

THANK YOU



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