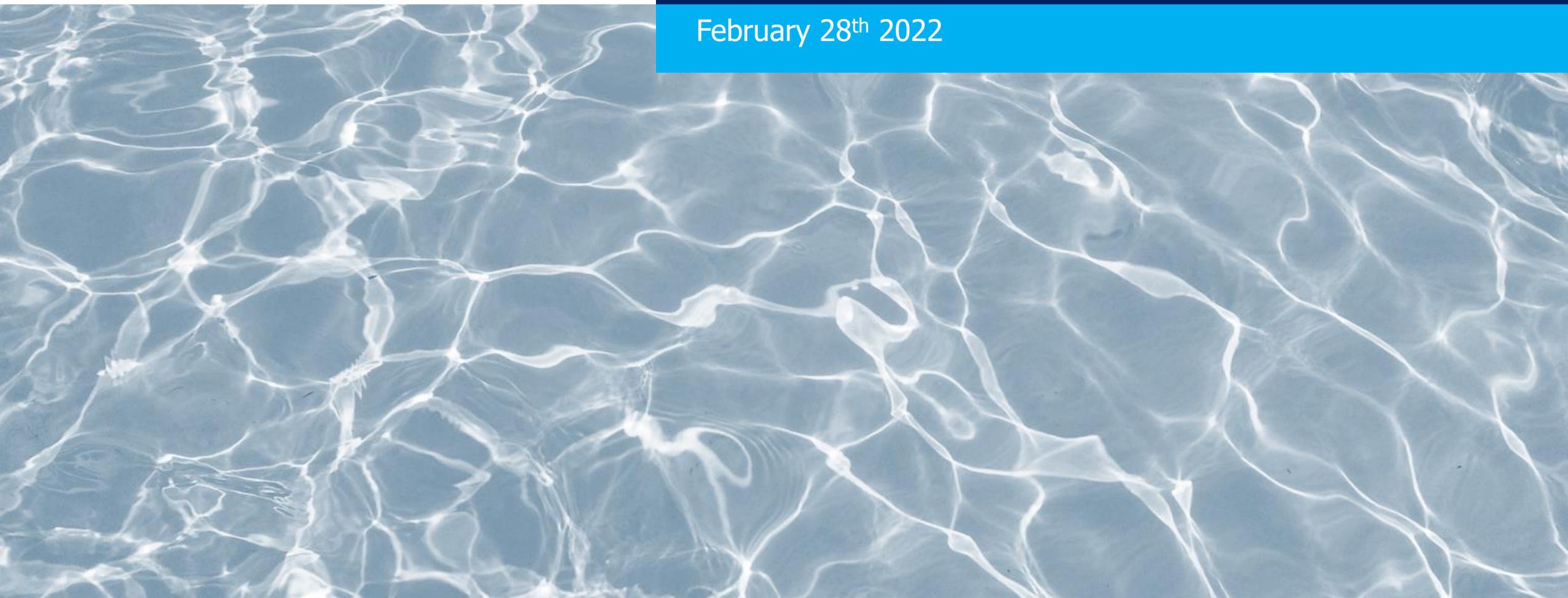


FLUIDRA

FY 2021 RESULTS

February 28th 2022



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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 contained in this document may contain statements regarding future intentions, expectations or projections. All statements, other than those based on historical facts, are forward-looking statements, including, without limitation, those regarding our financial position, business strategy, management plans and objectives for future operations. Such forward-looking statements are affected, as such, by risks and uncertainties, which could mean that what actually happens does not correspond to them. These risks include, amongst others, seasonal fluctuations that may change demand, industry competition, economic and legal conditions, restrictions on free trade and/or political instability in the markets where the Fluidra group operates or in those countries where the group's products are manufactured or distributed, and those that may arise from potential COVID-19-related contingencies. The Fluidra group makes no commitment to issue updates or revisions concerning the forward-looking statements included in this financial information or concerning the expectations, events, conditions or circumstances on which these forward-looking statements are based. In any event, the Fluidra group provides information on these and other factors that may affect the company's forward-looking statements, business and financial results in documents filed with the Spanish national securities market commission. We invite all interested persons or entities to consult these documents.
- **In order to give a better understanding of the results, we comment on adjusted financial statements and provide a reconciliation to reported measures in the appendix.**



Today's Speakers

Eloi Planes
Executive Chairman



Bruce Brooks
CEO



Xavier Tintoré
CFO



Key Messages

1. Excellent 2021 results with all our 2022 targets more than exceeded one year in advance.
 2. Supply chain management and flexibility to adapt and increase capacity enabled Fluidra to service extraordinary demand from customers and achieve record growth.
 3. Price increases and continuous value initiatives delivering gross margin expansion despite high inflationary pressure. Operating leverage driving significant EBITDA margin gain.
 4. Strong cash generation enabled substantial accretive M&A and continuation of dividend uplift.
 5. Delivered strong ROCE reflecting growth, margin and value-accretive capital allocation.
 6. Bárbara Borra appointed as new independent Board member in December.
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2018-2022 Strategic Plan Outdone One Year Ahead of Time

	Sales		Adj. EBITDA Margin		Cash Net Profit	
2022 Target	€1.7Bn		22% ⁽¹⁾		€160M	
2021 Actual	€2.2Bn	✓	25.1%	✓	€337M	✓
	FCF		Net Debt		ROCE	
2022 Target	€247M		2.0x		>20%	
2021 Actual	€363M	✓	1.9x	✓	22.3%	✓

**Strong Outlook for 2022:
Global Leader in Attractive Industry with Robust Fundamentals**

FY Financial Highlights

Outstanding Operating Leverage & Cash Generation in 2021

€M	2020	2021	Evol. 21/20	Const. FX & Perimeter
Sales	1,488.1	2,186.9	47.0%	36.1%
EBITDA	320.8	548.8	71.1%	74.6%
EBITA	262.7	482.3	83.6%	89.3%
Cash EPS	0.85	1.72	103.6%	110.8%
DPS	0.21	0.40	90.5%	-
Operating Net Working Capital	224.2	341.3	52.2%	18.7%
Net Debt	581.9	1,067.2	83.4%	71.4%
<i>Net Debt/EBITDA</i>	<i>1.8x</i>	<i>1.9x</i>	<i>0.1x</i>	-

- Strong Sales growth in Q4, boosted by continued demand momentum in Residential Pool.
- EBITDA and EBITA showed excellent operating leverage despite inflationary pressure in H2.
- Read-through into Cash EPS, which grew substantially as did DPS. Moving towards 50% cash payout.
- Operating Net Working Capital ratio to Sales at 15.6%, with marginal increase due to acquisitions.
- Leverage ratio still below 2x despite significant M&A investments and larger dividends.

Highlights of the Quarter



Robust Business Performance

- Confirmation of step change with continuation of strong growth across all geographies in the fourth quarter with a tough H2 2020 comp.
- Supply chain challenges peaked in October and November 2021 but still difficult, especially in North America.
- Mid single digit plus price increase in the fourth quarter of 2021 to protect our 2022 P&L from inflationary pressure on shipping, raw materials and components.

Accretive Capital Allocation

- Second dividend paid in November, taking DPS for 2021 to €0.4, a 90% YoY.
- Earnings growth and cash generation supports increasing shareholders remuneration policy.
- Acquisition of Taylor Water Technologies, a leading US-based manufacturer of water-testing solutions, for \$78M in November 2021.
- Five acquisitions completed in 2021, four of them in US, for an aggregate investment of €494M. Performance ahead of plan.
- M&A pipeline remains strong.

ESG "Responsibility Blueprint" Plan for 2020-2026

- Debt refinanced in January 2022 and linked to environmental targets of Fluidra's Responsibility Blueprint, reinforcing our commitment to ESG.
- Approval of DEI (Diversity, Equity and Inclusion) policy "Embracing Diversity" (2021-2025).
- Continuation of ESG rating improvement, with CDP (Carbon Disclosure Projects) moving from "C" to "B-".

Sales by Geography

Solid Quarterly Growth in All Geographies to Complete an Excellent Year

Q4 €M	2020	% Sales	2021	% Sales	Evol. 21/20	Const. FX & Perimeter
Southern Europe	64	19%	81	17%	26.8%	25.9%
Rest of Europe ⁽¹⁾	45	13%	54	11%	20.0%	22.7%
North America	147	43%	245	51%	66.4%	22.5%
Rest of the World	89	26%	102	21%	15.6%	6.4%
Total	345	100%	483	100%	40.0%	19.0%

FY €M	2020	% Sales	2021	% Sales	Evol. 21/20	Const. FX & Perimeter
Southern Europe	459	31%	601	27%	31.0%	30.7%
Rest of Europe ⁽¹⁾	285	19%	380	17%	33.3%	31.1%
North America	486	33%	891	41%	83.2%	55.9%
Rest of the World	258	17%	316	14%	22.3%	15.3%
Total	1,488	100%	2,187	100%	47.0%	36.1%

- Southern Europe, excellent performance in the quarter across all regions led by France.
- Rest of Europe, continued strong evolution in this quarter, led by Germany and Eastern Europe.
- North America, solid growth in the quarter with strong demand. Excellent levels of sell-through. Acquisitions represent c.€160M and Texas Freeze c.€40M in the FY.
- Rest of the World, positive evolution in the quarter, helped by the solid performance of Australia.

Sales by Business Unit

Residential Drives Growth

Q4 €M	2020	% Sales	2021	% Sales	Evol. 21/20
Pool & Wellness	337	98%	473	98%	40.6%
Residential	250	72%	364	75%	46.0%
Commercial	22	7%	29	6%	28.3%
Pool Water Treatment	45	13%	57	12%	26.2%
Fluid Handling	20	6%	23	5%	18.7%
Irrigation, Industrial & Others	8	2%	10	2%	16.4%
Total	345	100%	483	100%	40.0%

FY €M	2020	% Sales	2021	% Sales	Evol. 21/20
Pool & Wellness	1,447	97%	2,136	98%	47.6%
Residential	1,073	72%	1,660	76%	54.7%
Commercial	90	6%	111	5%	23.5%
Pool Water Treatment	202	14%	256	12%	26.6%
Fluid Handling	82	6%	108	5%	32.3%
Irrigation, Industrial & Others	41	3%	51	2%	24.7%
Total	1,488	100%	2,187	100%	47.0%

- Residential Pool grew strongly in the quarter backed by continuous robust demand and inorganic activity. Solid growth across all large categories of products (Filters, Pumps, Automatic Cleaners, Heaters).
- Commercial Pool recovered well in Q4 over an easy comparable, also helped by inorganic activity.
- Pool Water Treatment with a strong performance of Water Care Equipment and good evolution of Chemicals.
- Fluid Handling recorded a double digit growth in the quarter.

FY Results

Increasing Operating Leverage Leads to Higher Profitability

€M	2020	% Sales	2021	% Sales	Evol. 21/20
Sales	1,488.1	100%	2,186.9	100%	47.0%
Gross Margin	787.2	52.9%	1,161.9	53.1%	47.6%
Opex before Dep. & Amort.	466.0	31.3%	613.2	28.0%	31.6%
Provisions for Bad Debt	3.7	0.2%	0.4	0.0%	(90.3%)
EBITDA	320.8	21.6%	548.8	25.1%	71.1%
Depreciation	58.1	3.9%	66.5	3.0%	14.4%
EBITA	262.7	17.6%	482.3	22.1%	83.6%
Amortization (PPA related)	59.9	4.0%	58.2	2.7%	(2.8%)
Non-Recurring Expense and Run Rate Synergies	18.7	1.3%	42.5	1.9%	127.0%
Net Financial Result	45.1	3.0%	44.2	2.0%	(2.0%)
Tax Expense	39.1	2.6%	81.5	3.7%	108.4%
Minority Interest	3.5	0.2%	3.6	0.2%	2.6%
Net Profit	96.4	6.5%	252.4	11.5%	161.8%
Cash Net Profit	165.8	11.1%	337.4	15.4%	103.6%

- Great Sales growth in 2021 led by Northern Hemisphere.
- Gross Margin expansion, with early price increases and value improvement initiatives offsetting mix and increasing inflationary pressures.
- Fourth quarter margin impacted by supply chain in US and timing effect of recent price increase.
- Operating leverage driving strong EBITDA and EBITA growth.
- Non-Recurring Expense increase is driven by stock-based compensation with c.€27M, to reflect plan over performance.
- 2021 Tax Rate one-off benefit from Zodiac merger has now passed.
- Cash Net Profit evolution showcasing outstanding read-through.

Net Working Capital

Good NWC Management Throughout the Year in an Inflationary and Supply Challenged Environment

December €M	2020	2021	Evol. 21/20
Inventory	281.8	495.6	75.8%
Accounts Receivable	249.3	257.7	3.3%
Accounts Payable	306.9	411.9	34.2%
Operating Net Working Capital	224.2	341.3	52.2%
Operating NWC / LTM Sales	15.1%	15.6%	0.5%
Dividends, Earn-Outs & Others	12.8	1.8	(85.9%)
Total Net Working Capital	211.5	339.5	60.5%

- Operating Net Working Capital ratio to Sales increased by c.50 bps due to M&A dynamics. Acquisitions represent €69M with Pro Forma NWC/LTM Sales <15%.
- Inventory increased driven by preparation for the season, inflation, larger stock in transit, and acquisitions (€73M).
- Accounts Receivable grew slightly despite strong sales growth, helped by continued fast collections. Acquisitions represent €33M.
- Accounts Payable's great evolution driven by increased activity. Acquisitions represent €36M.

Cash Flow and Net Debt FY

Strong Cash Flow Generation Enables M&A and Dividend Uplift

€M	2020	2021	€ Evol. 21/20
Reported EBITDA	302.1	506.4	204.3
Net Interest Expense Paid	(34.2)	(33.2)	1.0
Corporate Income Tax Paid	(35.2)	(96.9)	(61.8)
Operating Working Capital	34.3	(69.8)	(104.0)
Other Operating Cash Flow	25.1	36.1	11.0
Operating Cash Flow	292.1	342.6	50.5
Capex	(43.5)	(68.8)	(25.3)
Acquisitions / Divestments	(19.1)	(494.2) ⁽¹⁾	(475.1)
Other Investment Cash Flow	1.9	0.4	(1.5)
Net Investment Cash Flow	(60.7)	(562.5)	(501.9)
Lease Liability Payments	(20.3)	(26.2)	(5.9)
Treasury Stock	(15.9)	(86.1)	(70.2)
Dividends and Others	(42.8)	(77.6)	(34.8)
Financing Cash Flow	(79.1)	(190.0)	(110.9)
Free Cash Flow	152.3	(410.0)	(562.3)
Prior Period Net Debt	756.8	581.9	(174.9)
FX & Lease Changes	(22.6)	75.4	98.0
Free Cash Flow	(152.3)	410.0	562.3
Net Debt	581.9	1,067.2	485.3
Net Leases	(114.1)	(167.8)	(53.6)
Net Financial Debt	467.7	899.5	431.7

- Excellent Operating Cash Flow performance, mainly driven by operating performance.
- Investment Cash Flow is €502M higher than last year due to acquisitions.
- Purchase of Treasury Stock to fund our Long Term Incentive Plan.
- Slightly higher leverage ratio due to strong inorganic activity, from 1.8x in 2020 to 1.9x in 2021.

Outlook and 2022 Guidance

1. Early data from January and February suggests demand remains strong.
2. Positive momentum continues for New Builds with solid builders' backlog, Aftermarket driven by average ticket increase, and expected Commercial Pool recovery.
3. Supply chain challenges affecting mainly US operations, increasing backlog. Continued inflationary pressures in all segments.
4. Quarterly margin evolution negatively impacting in 1H from tough comp with increased inflation, with additional pricing fully offsetting in 2H.
5. M&A focus on bolt-ons (strong pipeline) and integration of recent acquisitions.
6. Shareholders remuneration remains a priority, with increased earnings and healthy balance sheet.

	2022 Guidance	Comments
Sales growth	12% - 17%	+ Mid single digit run-rate 2021 M&A + Mid-to-high single digit price read through + Volume growth – Texas freeze one-off
EBITDA margin	>25.5%	=>50bps margin expansion geared towards the second half of the year.
Cash EPS growth	10% - 16%	Return to normalized 28% tax rate after Zodiac merger tax benefits.

Key Assumptions

1. No additional major disruptions in the supply chain.
2. Inflation decelerates in 2H.
3. Current FX rates.
4. Potential impact of recent macro-political crisis not incorporated.

Conclusions

1. Excellent 2021 results. Extraordinary efforts to service our customers rewarded.
 2. 2022 sales off to a strong start. Builders' backlog, price initiatives and run rate of M&A provide solid foundation for 2022.
 3. Continued efforts and investments to navigate supply-challenged environment with new price increases to offset ongoing inflationary pressures.
 4. Fundamentals of the sector remain strong. Larger number of installed pools will pay-off in the Aftermarket over time, while technology and sustainable products raising average ticket. Healthy New Construction figures and pent-up demand for Remodel.
 5. Further mid-term opportunities to simplify, increase efficiency and continue our EBITDA margin expansion.
 6. Our strategy and investment thesis remains unchanged:
 - We are the global leader in a market with structural growth.
 - Driving sustainable growth through our customer-focused platform. Incremental investments for further long term growth.
 - Delivering margin expansion and strong cash conversion.
 - Growth, margin expansion & accretive capital allocation provide attractive and improving returns on capital.
-

An underwater photograph of several swimmers in a pool, captured in motion. The water is clear blue, and the swimmers are creating white splashes and bubbles. The pool floor has lane lines and a large blue arrow pointing forward. The text 'Appendix FY 2021 RESULTS' is overlaid on the left side of the image.

Appendix

FY 2021 RESULTS

(I) Sales by Geography

Q4	Evol. 21/20	Const. FX	Constant Perimeter	Const. FX & Perimeter
Southern Europe	26.8%	26.8%	25.9%	25.9%
Rest of Europe	20.0%	17.2%	25.9%	22.7%
North America	66.4%	62.1%	25.7%	22.5%
Rest of the World	15.6%	12.2%	9.8%	6.4%
Total	40.0%	36.9%	21.7%	19.0%

FY	Evol. 21/20	Const. FX	Constant Perimeter	Const. FX & Perimeter
Southern Europe	31.0%	31.0%	30.7%	30.7%
Rest of Europe	33.3%	32.5%	31.8%	31.1%
North America	83.2%	88.5%	51.5%	55.9%
Rest of the World	22.3%	18.6%	18.9%	15.3%
Total	47.0%	47.4%	35.7%	36.1%

(II) Reported Profit & Loss Account FY

€M	2020	% Sales	2021	% Sales	Evol. 21/20
Sales	1,488.1	100%	2,186.9	100%	47.0%
Gross Margin	786.1	52.8%	1,155.5	52.8%	47.0%
Opex before Dep. & Amort.	480.3	32.3%	648.8	29.7%	35.1%
Provisions for Bad Debt	3.7	0.2%	0.4	0.0%	(90.3%)
Reported EBITDA	302.1	20.3%	506.4	23.2%	67.6%
D&A	118.0	7.9%	124.7	5.7%	5.7%
Net Financial Result	45.1	3.0%	44.2	2.0%	(2.0%)
PBT	139.0	9.3%	337.5	15.4%	142.8%
Tax Expense	39.1	2.6%	81.5	3.7%	108.4%
Minority Interest	3.5	0.2%	3.6	0.2%	2.6%
NP from Cont. Oper.	96.4	6.5%	252.4	11.5%	161.8%
NP from Disc. Oper.	-	-	-	-	-
Total Net Profit	96.4	6.5%	252.4	11.5%	161.8%

(III) Reconciliation to Reported EBITDA FY

€M	2020	2021	Evol. 21/20
EBITDA	320.8	548.8	71.1%
Integration Related Non-Recurring Expense	(5.1)	(15.5)	203.1%
Other & FX impact on Non-Recurring Expense	(0.5)	0.0	(108.7%)
Profit/Loss from Sales of Subsidiaries	(0.7)	-	(100.0%)
Stock Based Compensation	(9.1)	(26.5)	191.5%
Run Rate Synergies	(3.3)	(0.5)	(84.8%)
Reported EBITDA	302.1	506.4	67.6%

(IV) Reconciliation of Reported to Cash Net Profit and Cash EPS FY

€M	2020	2021	Evol. 21/20
Reported Net Profit from Continued Operations	96.4	252.4	161.8%
Integration Related & Other Non-Recurring Expense	5.6	15.5	176.0%
Stock Based Compensation	9.1	26.5	191.5%
Run Rate Synergies	3.3	0.5	(84.8%)
P&L Financial Result	45.1	44.2	(2.0%)
Cash Interest Paid	(34.2)	(33.2)	(2.8%)
Amortization (PPA related)	59.9	58.2	(2.8%)
Perimeter	0.7	-	(100.0%)
Cash Adjustments	89.5	111.6	24.8%
Tax Rate	22.5%	23.8%	1.3%
Taxed Cash Adjustments	69.4	85.1	22.6%
Cash Net Profit	165.8	337.4	103.6%
Share Count	195.6	195.6	-
Cash EPS	0.85	1.72	103.6%

(V) Reported Balance Sheet

Assets	12/2020	12/2021	Liabilities	12/2020	12/2021
PPE & Rights of Use	222.6	314.4	Share Capital	195.6	195.6
Goodwill	1,075.5	1,316.5	Share Premium	1,148.6	1,148.6
Other Intangible Assets	641.7	899.7	Retained Earnings	227.6	436.0
Other Non-Current Assets	98.5	120.0	Interim Dividends	(40.8)	-
Total Non-Current Assets	2,038.3	2,650.6	Treasury Shares	(35.8)	(168.5)
			Other Comprehensive Income	(74.0)	2.4
			Minorities	6.7	8.3
			Total Equity	1,428.0	1,622.4
			Bank Borrowings + Loans	671.1	696.0
			Other Non-Current Liabilities Incl. Lease	305.5	388.8
			Total Non-Current Liabilities	976.6	1,084.9
Non-Curr. Assets Held for Sale	-	4.9	Liab. Linked to Non-Curr. Assets Held for Sale	-	1.7
Inventory	281.8	494.0	Bank borrowings + Loans	20.0	302.0
Accounts Receivable	249.3	256.7	Accounts Payable	319.7	412.2
Other Current Assets	10.9	11.3	Other Current Liabilities Incl. Lease	61.6	82.2
Cash	225.6	87.8	Total Current Liabilities	401.3	798.0
Total Current Assets	767.7	854.7	Total Equity & Liabilities	2,806.0	3,505.3
Total Assets	2,806.0	3,505.3			

FLUIDRA

Thanks For Your Attention

 +34 93 724 39 00

 Investor_relations@fluidra.com

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

 www.fluidra.com