

# Creating the Perfect Pool Experience Responsibly



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## A MESSAGE FROM THE PRESIDENT & CEO

2021 was a historic year for Fluidra. We surpassed our 2022 financial targets with sales exceeding 2.1 billion euros backed by an adjusted EBITDA margin of 25.1%. We'd like to thank our entire team for all the effort they put in to achieve these incredible results while simultaneously navigating disruptions caused by challenging economic conditions and the pandemic.

But what's equally important is not only *what* we achieve, but *how* we do it. We fundamentally believe that a company with strong ESG values is a more sustainable and profitable one in the long term.

Last year, we launched our Responsibility Blueprint, which lays out clear environmental, social and governance goals that guide our day-to-day decision making. ESG is central to our company culture and, while we will always have much work to do to continue our evolution in this arena, we are very pleased with the progress we made in 2021, including increasing our use of renewable energy, launching our Embracing Diversity DEI initiative and implementing an ESG training program across our supply chain.

“*We fundamentally believe that a company with high ESG values is a more sustainable and profitable one in the long term.*”



**Eloi Planes**  
*Executive President*



**Bruce Brooks**  
*CEO*



**WE ARE FLUIDRA**



# MISSION, VISION & VALUES

Fluidra's mission, vision and values are our North Star, guiding the daily decision-making of our team to ensure we build a foundational, ESG-focused & resilient culture across our organization.



## MISSION

“ To create the perfect pool and wellness experience responsibly ”

## VISION

“ To enhance lives through innovative and sustainable solutions that transform the way people enjoy water for recreation and health ”

# FLUIDRA AT A GLANCE

We achieved record figures in 2021 and met the goals of our strategic plan a full year ahead of schedule. Our team and business model proved resilient, and we were able to produce strong results despite a wide range of market challenges and pandemic-related obstacles.



**€341M**

**Net Operating Working Capital**

15.6% of sales ratio



**+7.000**

**Employees**



**€2,187M**

**Sales**

+47%



**Operate in**

**47**

**Countries**

**€69M**

**CapEx**

3% of sales

+68%

**35.20**

**Share Price**



**€549M**

**EBITDA**

25.1% margin on sales



**5 new acquisitions in 2021**

4 of them in the U.S.

**€494M of inorganic investment**



**€252M**

**Net income**

+162%



# OUR RESPONSIBILITY BLUEPRINT





Our Responsibility Blueprint provides a clear roadmap to guide our business direction and decision-making.

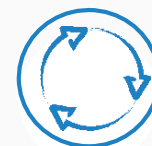
Our ESG framework aligns to 9 UN Sustainable Development goals and breaks down our plan into 10 focus areas.

Within each of the 10 focus areas we have established specific goals and timelines so we can measure our progress over time.

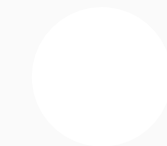
# RESPONSIBILITY BLUEPRINT: OUR ROADMAP



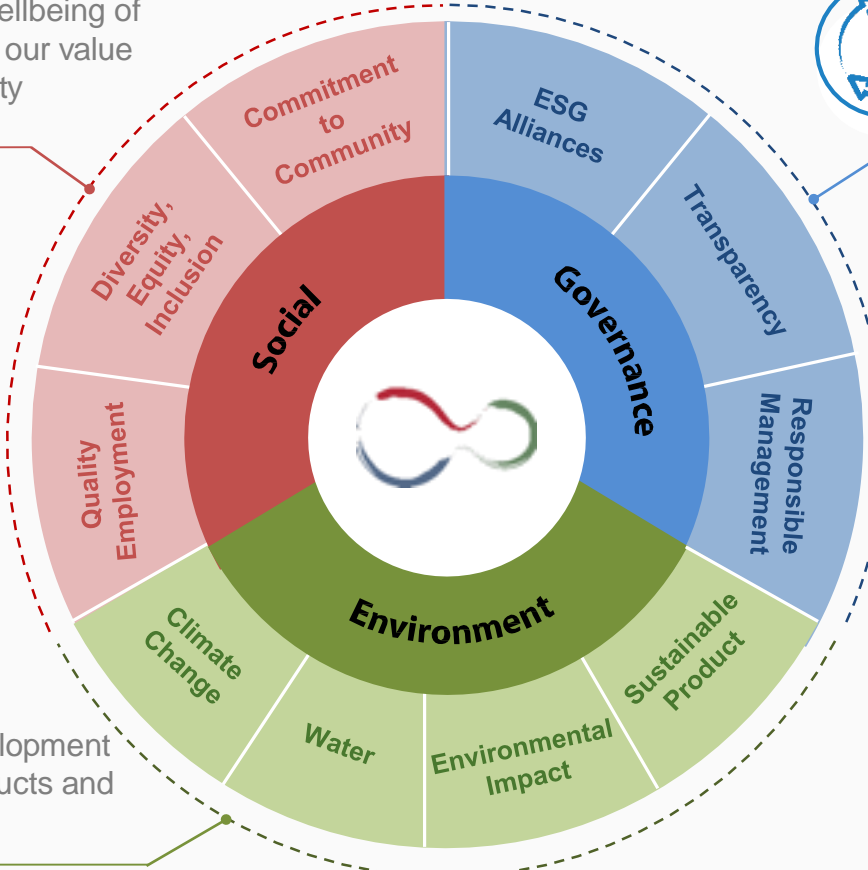
**SOCIAL:**  
Enhance the wellbeing of our employees, our value chain and society



**GOVERNANCE:**  
Be at the forefront of the best corporate governance practices



**ENVIRONMENT:**  
Contribute to sustainable development through our products and our activities





# FOCUSING ON SUSTAINABLE PRACTICES & SOLUTIONS



Environmental Impact



Climate Change



Water



Sustainable Products

Our core activity as a company—providing the best pool experience possible for our customers—revolves around water, whether for leisure, recreation or wellness. As such, it is central to our business that we take actions that support the responsible management of water and other natural resources.

Our Responsibility Blueprint lays out a plan to promote responsible resource management through rigorous sustainability and efficiency criteria in the development, manufacture, marketing and maintenance of our products and services.

Our plan focuses on 4 areas: 1) Water management; 2) Reduction of our environmental impact; 3) Practices that counteract climate change; and 4) the Development of more sustainable products.

“It is central to our business that we take actions that support the responsible management of water and other natural resources.”





# ENVIRONMENTAL ACHIEVEMENTS & COMMITMENTS



Environmental Impact



% of **Eco-conscious** products sold



**Target: 80% in 2035**



We are working to increase the number of **circular products** in our portfolio to

**6** by 2026



Sustainable Products



of **waste** sent to landfill



**Target: 15% in 2026**



**Companies** (29.62%)

certified in accordance with **ISO 14001**



**Target: 18 in 2026**



ENVIRONMENTAL  
ACHIEVEMENTS &  
COMMITMENTS



Climate  
Change

**80.7%**  
Renewable Electricity

Target: 100% in 2027

Reduce the ratio of energy consumption per sales (€) by 3% annually

0,00023 in 2021  
+4.5% vs 2020  
due to new acquisitions



Water

9,235,559 tCO<sub>2</sub>eq  
Emissions

**-50%** vs 2020\*

**-4.3%** Emissions reduction target for 2022\*\*

\*Scope 2  
\*\*Scopes 1 and 2

**0.056**  
Ratio of water consumption per sales in 2021

Reduce the ratio of water consumption per sales (€) by 3% annually

# CREATING A MORE SUSTAINABLE POOL



**CIRCULAR**  
High quality products that are made from sustainable materials, which are repairable, reusable, recyclable and/or biodegradable.



**CARBON REDUCTION**  
Products that have been manufactured in a more sustainable manner.



**CHEMICAL REDUCTION**  
Solutions that reduce or avoid the use of chemicals.



**WATER CONSERVATION**  
Products that reduce the consumption of water.



**ENERGY EFFICIENCY**  
Solutions that save or reduce energy consumption.



## HIGHLIGHTED ECO-CONSCIOUS PRODUCTS



Astral Pool Plus Silent  
Variable-speed pump



Magnapool  
Magnesium-based electrolysis solution



Cover-Pools  
Automatic pool covers



Zodiac® Voyager™  
Robotic Cleaner



14% of product sales  
currently meet our carbon  
reduction goal





# CLIMATE CHANGE

Climate change poses a series of challenges for all of us and is a core focus within the environmental pillar of our Responsibility Blueprint.

Our management approach is based on both mitigation and adaptation to climate change. As a result, we are working to analyze and quantify the potential risks and opportunities arising from this phenomenon, as well as taking action to reduce our CO2 footprint.



## Fostering the use of renewable energy

In 2021, we increased our utilization of renewable energy from 60% in 2020 to 80.7% in 2021 (target: 100% in 2027), due to the following initiatives:



Grid Supply



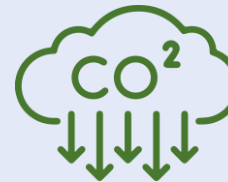
Self-consumption solar panels



Energy Attribute Certificates (EACs)



Due to LEAN methodology, more than **550,000 kWh** OF ENERGY SAVED



**€500,000** Allocated to **5 Emission Production Projects**



**Target:** Achieving climate neutrality in our own operations by 2027 (Scopes 1 and 2), and within the value chain by 2050 (Scope 3).

# ENVIRONMENTAL PRIORITIES



## Sustainable products

We will implement principles of the circular economy into our products, from development and design through end-of-life.

We are focusing on sustainable materials, recyclability, improvements in efficiency and innovative business models and programming that reduce a product's impact throughout its lifecycle.



## Climate Change

In addition to focusing on reducing our energy consumption, we will continue to increase our use of renewable energy by changing power supply, installing solar panels and/or switching to fuels that carry a reduced impact.

We will continue to purchase Energy Attribute Certificates to offset projects and pursue our emission reduction strategy consistent with Scope 3.



## Water

While our production processes are not water-intensive, we will conduct efficiency audits to reduce water use and promote internal reuse, in addition to driving market adoption of pool technologies, such as automatic pool covers, that reduce water consumption.



## Environmental Impact

We will progress in the certification of the Environmental Management System of our production plants and manage resources in a manner that follows established best practices.



Diversity, Equity & Inclusion



Quality Employment



Commitment to Community

## IMPROVING WELLBEING

We aim to support, foster and ensure the social welfare of people both inside and outside the organization.

Our social plan within the Responsibility Blueprint promotes safe and fair work environments where everyone has a place, is respected and has the same work opportunities as every other employee.

Our plan focus on 3 areas: 1) Diversity, equity & inclusion; 2) Quality employment; 3) and a Commitment to the communities we work and live in.



*“ Our . . . Responsibility Blueprint promotes safe and fair work environments where everyone has a place [and] is respected.”*







## SOCIAL ACHIEVEMENTS & COMMITMENTS



Quality Employment



**89%**  
employee engagement  
In the 2021 annual employee survey



**Target: >80%  
engagement in 2025**



**1.04**  
accident rate



**Target: 1 in 2022**



### Assess

potential **human rights impacts** throughout the entire value chain

**5** impacts assessed in 2021







# SOCIAL ACHIEVEMENTS & COMMITMENTS



Diversity, Equity & Inclusion



Females in  
**MAC & MAC-1**  
succession plans

Target: 36% in 2026



Gender wage gap narrowed

Target: Achieve a net 0  
gender wage gap  
(adjusted) by 2024



Commitment to  
Community



Invested in social action

Target: €1M by 2026



beneficiaries  
by 2030



# EMBRACING DIVERSITY



<p><b>gender</b></p> <p>We empower an equal workforce between women and men</p>	<p><b>culture race ethnicity</b></p> <p>We bring together what makes each culture different and unique</p>	<p><b>generations</b></p> <p>We foster collaboration across a wide range of generations</p>	<p><b>disabilities</b></p> <p>We believe that all abilities count</p>	<p><b>LGBT</b></p> <p>We encourage authenticity at work</p>
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With over 7,000 people employed in 47 countries, our workforce is characterized by its diversity—a value that is woven into the fabric of Fluidra.

We believe a diversity of perspectives enriches us as a company and helps create an accepting atmosphere where all can thrive.

*“ Embracing Diversity. . . aims to increase the spectrum of people and perspectives within our workplace. ”*



**35%**

2021



**77**

2021



**41.6 / 14.9%**

2021



**59**

2021

In 2021, we launched Embracing Diversity, our diversity, equity and inclusion (DEI) initiative that aims to increase the spectrum of people and perspectives within our workplace. This initiative exemplifies our commitment to the social wellbeing and inclusivity of Fluidra on a global scale.

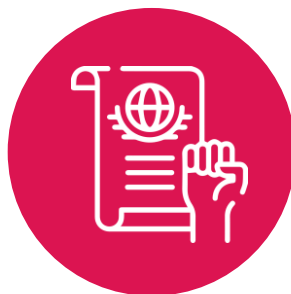
# SOCIAL PRIORITIES



## Employees

We will improve the employee experience through annual surveys deployed globally.

Surveys will result in concrete action plans to address pain points and address the opportunities identified.



## Human Rights

We will define an action plan to prevent and mitigate potential human rights impacts across our supply chain.

Critical actions will include audits to identify risks as well as training and education to prevent incidents.



## DEI

We will conduct salary audits and define an action plan to work towards our goal of eliminating the wage gap.

We will support the launch of our new Embracing Diversity initiative by establishing a global ambassador program across the organization.



## Community

Promote the development of community work and corporate volunteering across Fluidra in order to contribute and respond to the needs within the locations we live and work.







Responsible Management



Transparency



ESG Alliances

## MANAGING OUR BUSINESS RESPONSIBLY

We are committed to operating our business in a responsible manner, both in our activities and throughout our value chain, with the goal of promoting positive, trustworthy and sustainable relationships with all stakeholders--customers, vendors and investors.

As the industry’s most prominent company, we look to lead on the basis of partnership, emphasizing transparency and accuracy in the way we report on our performance, the potential risks we face and clearly articulating the strategies and plans we have to address an ever-evolving marketplace.

Our governance plan focus on 3 areas: 1) Managing our business responsibly; 2) Being transparent with ourselves and stakeholders; and 3) Developing key strategic alliances that support our overall ESG program.



G  
Governance

*“We are committed to operating our business in a responsible manner, both in our activities and throughout our value chain.”*







Responsible Management

# GOVERNANCE ACHIEVEMENTS & COMMITMENTS

Climate Change risk analysis performed in 2021



**Extended**  
our **ESG commitments**  
throughout the entire supply  
chain

**43%**

**of suppliers trained on  
ESG topics (75% by 2026)**



Analyze

**ESG risks**

Across all Fluidra companies



**Monitor compliance**  
with our principles through  
evaluations and audits:

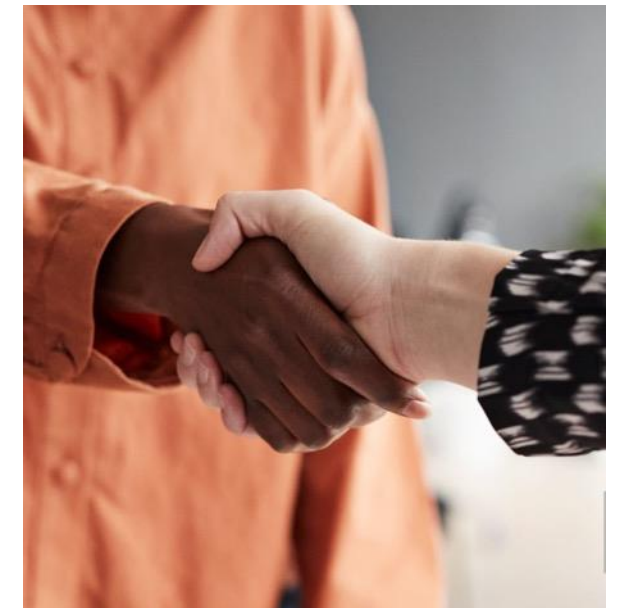
**297** suppliers  
assessed

on ESG issues (350 by 2026)

**Improve  
Customer  
Satisfaction**

by **10%**

7.2 out of 10 in 2021



# GOVERNANCE ACHIEVEMENTS & COMMITMENTS



Transparency



ESG Alliances

**+13 points**

to 60 points in the 2021  
S&P CSA Questionnaire



**Target: 80 points by 2030**

**B- in CDP**  
(C in 2020)

**69**

S&P ESG profile score

Increase the number of ESG partnerships with leading organizations

Fluidra is part of

**UN Global Compact**

**& Fundación Empresa y Clima**



FUNDACIÓN  
EMPRESA &  
CLIMA

## PROMOTING RESPONSIBLE BUSINESS BEHAVIOR

We put emphasis on establishing long-term relationships with suppliers in order to educate them and convey our commitment to responsible business conduct throughout our supply chain.

To support this, in 2017 our management action committee (MAC) approved an update to our Procurement Policy, which incorporated ESG criteria in the requirements we provide to suppliers. These commitments were reinforced at the end of 2021 with the approval of a new Supplier Qualification Procedure, which has the aim of further defining the minimum criteria (environmental, social, corporate governance, regulatory compliance, information security and financial) that suppliers must meet in order to work with any of the companies within the Fluidra business portfolio.

This new procedure, which took effect in 2022, applies to all suppliers (new or existing) classified as “critical” (i.e., annual purchasing volume greater than €500,000) who produce or supply products that are considered complex, strategic or subject to strict legal and regulatory requirements.



**Communication and acceptance of the Code of Ethics for Suppliers**



**Completion of the assessment questionnaire**



**Audits and onsite visits**



**Supplier qualification**



# GOVERNANCE PRIORITIES



## Responsible Management

We will assist our suppliers in improving their ESG performance through training, assessments, audits and action plans to measure and ensure their compliance with our ESG requirements and code of ethics.



## Ratings

Ratings and indexes are to form the basis of our performance against the goals of the Responsibility Blueprint in order to improve and standardize the information we provide to stakeholders. This will help ensure transparency and enable us to better measure our initiatives using commonly understood benchmarks.



## ESG Partnerships

We will continue to leverage strategic partnerships that enable sharing of expertise and best practices to help us achieve our ESG goals at an accelerated pace.



## ESG risks

We will continue to analyze the environmental and social risks to which the organization is exposed in order to define mitigation and adaptation plans as well as detect opportunities that benefit our people, communities, our business and the environment.

# RECOGNITION & AWARDS

## INDUSTRY RECOGNITION



Blue Vendor of the Year



Excellence in Sales and Marketing



Large Vendor of the Year

## INVESTOR AWARDS



Value Creation Award by El Economista (Newspaper)



"All-Europe Executive Team" Award Best Investor Relations Program and Best Capital Markets Day

## RATINGS



**B-** (Management level)

2021

**C** (Awareness level)

2020



60/100

2021

47/100

2020

Based on the Corporate Sustainability Assessment (CSA questionnaire)

## GOVERNANCE AWARDS



Projecta Award by El Periódico (Newspaper)



Company of the Year Award by Cambra de Comerç Brasil-Catalunya



Ferrer Salat Award by Foment del Treball



Propeler Award by Port Barcelona



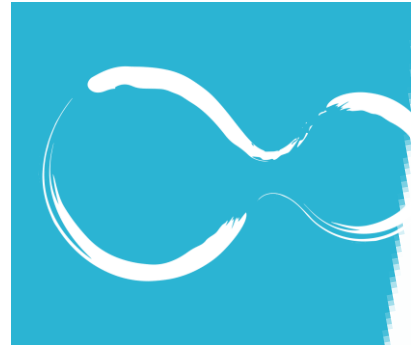
**For full details on our Responsibility Blueprint, see our 2021 Annual Integrated Report at [Fluidra.com](https://www.fluidra.com)**

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**FLUIDRA**