FLUIDRA

BERENBERG & WOLFE NY CONFERENCES

MAY 2025

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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).



- Why Fluidra wins
- Market post pandemic and Fluidra's positioning
- Accelerate growth
- Foster competitive differentiation
- Enhance operational excellence
- Investment priorities and capital allocation
- Appendix I & II

WHY FLUIDRA WINS | FLUIDRA



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
- **Experienced** and talented team
- Outstanding financial performance growth and shareholder value creation enables optimal access to capital



READY FOR **OUR NEXT PHASE OF DEVELOPMENT**

2007-2017	2018-2024	Future
POST IPO – PRE-MERGER	POST MERGER – TODAY	NEXT PHASE OF GROWTH
 Mostly European focused, with marginal presence in the US and more exposed to new construction Restructuring and divesting non-pool 	 #1 player worldwide, with diversified presence Broadest product portfolio in the industry 	 Reinforcing leadership and growing in high potential products and regions Boosting innovation, digital,
#1 player in Europe and APAC	 Gained share to become #2 player in the US 	 and product development Maximizing productivity and efficiency along the value chain
From €650M to €780M	From €1.3bn to €2.1bn	+6% to +8% annual sales growth
c.2% Sales CAGR	c.8% Sales CAGR	
12.7% Adj. EBITDA margin 2017	22.7% Adj. EBITDA margin 2024	>25% Adj. EBITDA margin
c.11% average ROCE	From 11% to 17% ROCE	>17% ROCE
	•	→

MEDIUM-TERM FINANCIAL OBJECTIVES



New Build growth



Installed base growth



Avg. Ticket on Equipment

+4%

to

+6%



Weather +/-1%





Market share gains



Inorganic growth

+2%



Market growth

Medium-term targets

Annual sales growth +6% to +8%

Adjusted EBITDA margin >25%

ROCE >17%

STRATEGY AND ENABLERS TO DELIVER MEDIUM-TERM OBJECTIVES



growth



Foster competitive differentiation



Enhance operational excellence

Culture, talent and organization

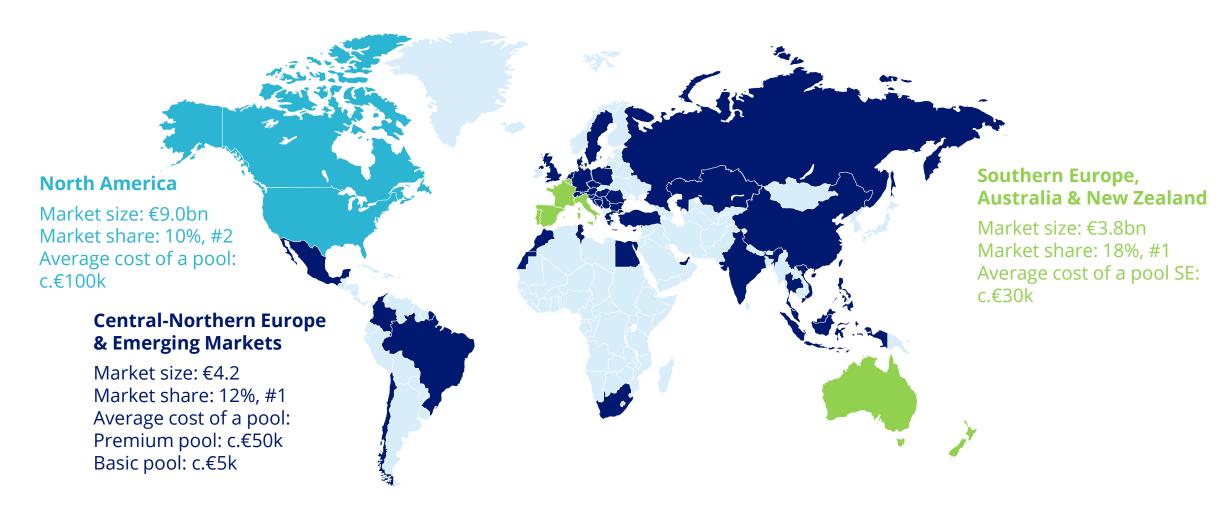
Finance discipline

Technology, data and Digital

Ongoing transformation

Sustainability roadmap

LEADING GLOBAL FOOTPRINT WITH CLEAR REGIONAL FOCUS



Providing growth potential and diversification



MARKET POST PANDEMIC AND FLUIDRA'S POSITIONING



FLUIDRA LEADS IN AN ATTRACTIVE AND FRAGMENTED INDUSTRY

Global competitive landscape 2024



Market Fluidra Commercial Residential **Aftermarket** 10% **New Build** 14% 21% 30% Commercial New build **Global Pool** 9% Market c.€17bn 60% Residential **Aftermarket**

- Fluidra is #1 or #2 in countries representing 80% of the pool base where it is present – currently #2 in the US (vs #3 in 2019)
- Highly fragmented market outside the US
- Opportunity for consolidation

Aftermarket provides resiliency and visibility

End demand breakdown 2024

 Well positioned in residential pool market with opportunity to grow

56%

 Significant expansion potential in commercial pool

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A HOUSE WITH A POOL...



...provides a great space for relaxation and social gatherings



...is ideal for family activities, especially with children



...promotes physical activity and a healthy lifestyle



...increases the property value



...helps cool down the surrounding area, especially in summer

Desire for pool as anchor to backyard experience **drives demand**



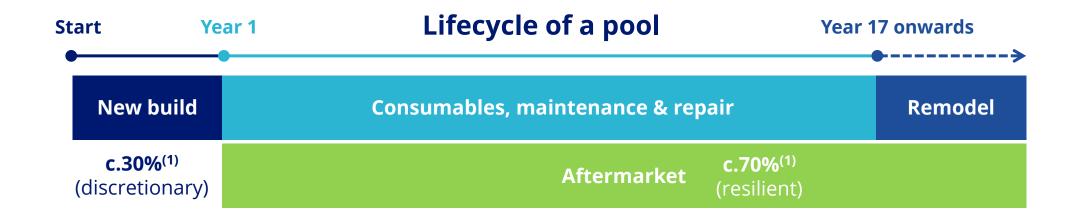
THE INSTALLED BASE **GROWS ANNUALLY**

Residential in-ground global pool base (million units) CAGR: 19.6 c.2% 13.6 2007 2024 ■ United States ■ Europe ■ Latam ■ ANZ ■ RoW

New build feeds the installed pool base every year underpinning market growth



POOL MAINTENANCE UNDERPINS RESILIENT AFTERMARKET DEMAND





New pool costs more than doubled vs 10 years ago



Pool equipment is **10-15%** of the total pool's budget



More **content per pool** and **connected** bundle

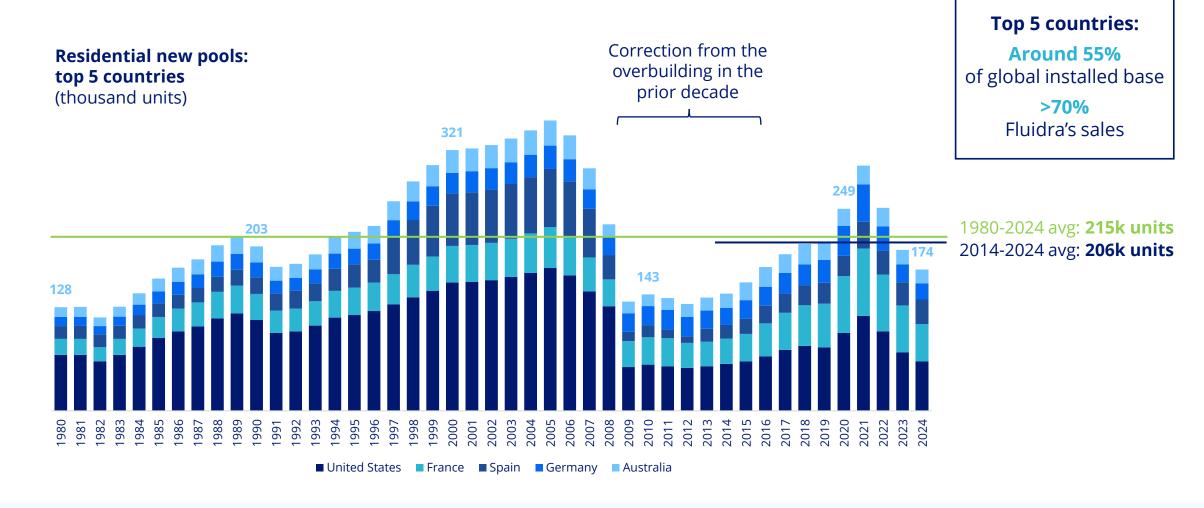


Aging, low-tech installed base = **big opportunity for remodel/upgrade**

Once a new pool is built, it creates a reliable and predictable aftermarket spending

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...NEW POOLS CURRENTLY AT HISTORICAL LOW LEVELS



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



OUR CUSTOMERS ARE AT THE CENTER OF WHAT WE DO

How Fluidra wins

Residential Pool

Commercial Pool

Residential Pro



Consumer



Commercial Pro



Solutions





We provide **high-quality and reliable products and service** helping **improve productivity**



We make their pool easier and more enjoyable.
We provide a hassle-free pool experience



We provide **specialized products, quality and service** to help pros do their
job faster and efficiently



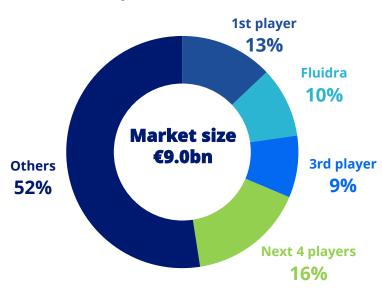
We provide **end-to-end solutions** with deep know-how, expertise and project skills



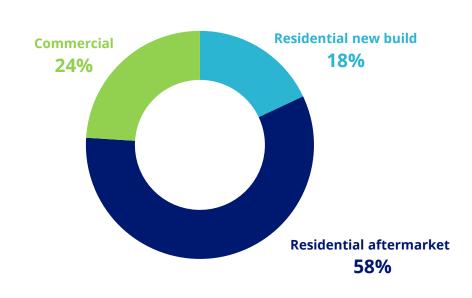


SECOND PLAYER IN MARKET WITH LARGEST OPPORTUNITY IN SIZE AND VALUE

Competitors overview



Demand breakdown





Largest installed **pool base. Favorable** structural **growth trends**



Higher value-added content per pool



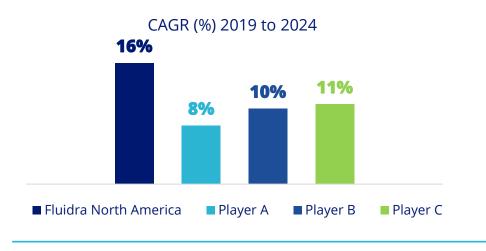
Relatively concentrated market



Opportunity for remodel and upgrade.
Aged installed pool base

WHY FLUIDRA WINS

Sales evolution vs other pool players



Dealers network CAGR (%) 2019 to 2024



What sets us apart?

Customer centricity

 Attentive, extensive and committed technical sales support

Loyal expanding dealer network

 Long-lasting relationship coupled with exclusive marketing benefits

Fluidra bundle experience

- Complete system with leading automation and smart system
- Innovative products and systems creating best-in-class energy efficient pools & water conservation

Customer-centric approach delivering consistent market share gains



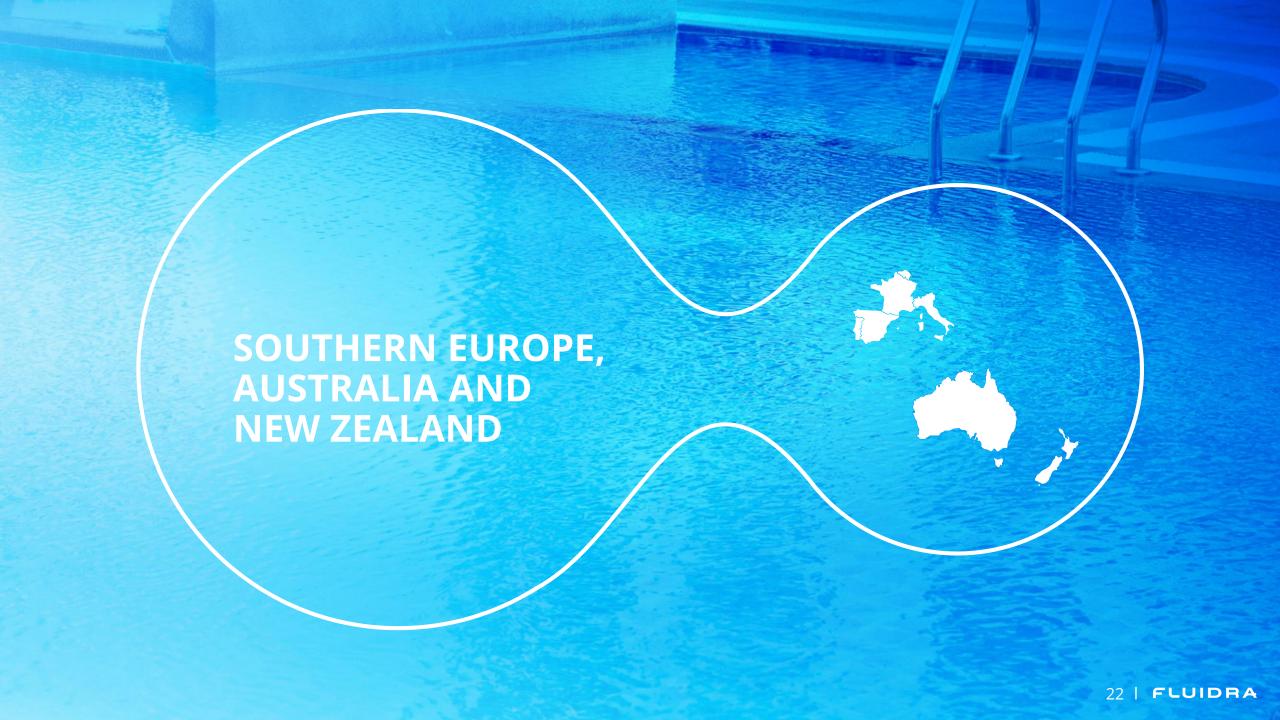
STRATEGIES FOR **PROFITABLE GROWTH**

Accelerating growth

- Boosting Residential Pro market share
 - Growing new build share partner of choice with focused field sales & service support investment
 - Increasing share in the aftermarket "drops right in" campaign
 - Enabling Pool Professionals leveraging new digital tools
- Commercial Pool Increase share with HMAC focus & dedicated customer technical support center for institutional pools.
- Connecting with Consumer Fluidra Pool App, a catalyst to connect, communicate & generate demand with pool consumers

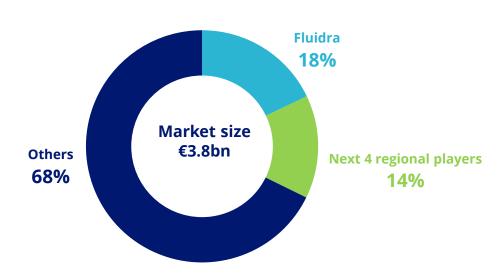
#1 new build player, well positioned to deliver aftermarket growth



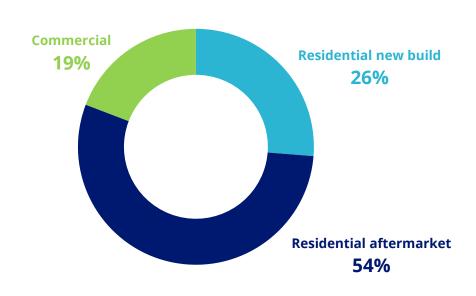


UNDISPUTABLE LEADER INCREASING CAPILLARITY





Demand breakdown





Strong relevance of aftermarket and existing park renewal



Slow adoption of IoT to date proves opportunity to accelerate



Opportunity for consolidation



Existing technologies provide a solution for sustainability challenge

WHY FLUIDRA WINS

What sets us apart?

- Capillarity Strong sales network to provide the best customers' support
- Vertically integrated One-stop shop from manufacturing to distribution
- Reliability Consistent high quality and great service
- Product offering New products and driving innovation
- "One Fluidra" A culture that's all about fast, agile decision-making and getting things done



#1 player in the region with further opportunity to gain share



STRATEGIES TO ACCELERATE PROFITABLE GROWTH

Accelerating growth

- Resi-Pro Expand Pro-Center network, leverage online portal and strengthen the sales team
- Consumer Specialized sales teams, tailored brands and easy-to-install products to respond to growing demand
- Commercial pool Growing in prescription and new product
- IoT bundle Bringing both consumers and pros together on one connected app for a better experience
- Opportunity to consolidate market

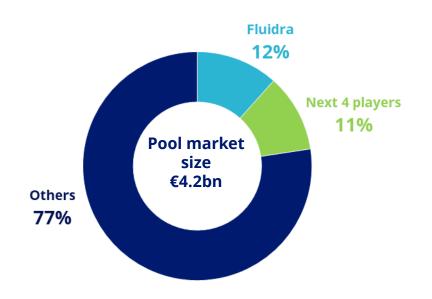


Clear path to continue leading the region

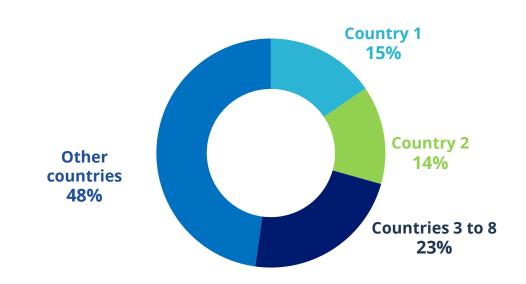


HIGH **GROWTH POTENTIAL**

Competitors overview



Size by country





Only global player leading the market



Fragmented market, with consolidation opportunities



8 countries representing >**50%** market size



Residential Pool - 75% (New build 22%, Aftermarket 53%)
Commercial Pool - 25%



WHY FLUIDRA WINS

What makes us stronger

- "Glocal": only global player with local presence within the region
- Vertically integrated with adapted/tailored product portfolio and go-to-market per region
- Winning team in Commercial Pool with strong market recognition and end-to-end capabilities
- Scale and financial capacity providing edge vs local players



Unique platform for expansion in a region with high growth potential

STRATEGIES TO ACCELERATE GROWTH

Accelerating growth

- Providing best-in-class service, availability and broad product offering
- Expanding novelties and new products
- Enhancing commercial excellence strategies
- Increasing penetration in new and currently served markets
- Growing Commercial Pool with strengthened product offer and turnkey solutions
- Consolidating a fragmented market

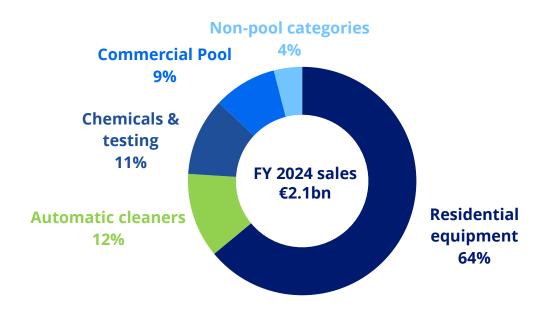


20 years ahead of any other global player - TIME TO ACCELERATE GROWTH

FOSTER COMPETITIVE DIFFERENTIATION 30 | FLUIDRA

BROADEST PRODUCT OFFERING IN THE INDUSTRY – **UNIQUE PLATFORM**

FY 2024 sales breakdown by product category



- Fully fledged product portfolio unique in the industry
- All equipment and accessories needed to build a pool
- Adapted to local market needs
- Connected bundle via Fluidra pool app

High and consistent product quality and leading innovative product portfolio

^{1. &#}x27;Residential equipment' include hydraulics, heating/cooling, water treatment, lighting, automation, poolside deck equipment & water features, covers, specialty & other, fluid handling, pool basin & white goods

^{2. &#}x27;APC' includes suction and pressure cleaners, corded and cordless robots

PRODUCT INNOVATION TO CONTINUE TO CREATE DIFFERENTIATION

How we win:



Customer and user-centric innovation



Winning products



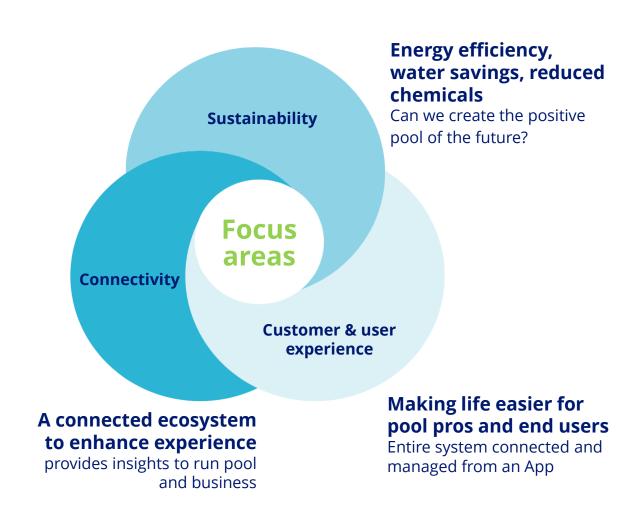
Emerging technologies



New business models



Time to market



AN OPPORTUNITY TO LEVERAGE GLOBAL PLATFORM



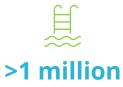
300 engineers⁽¹⁾



56% sustainable product (as % of FY 2024 sales)



>1,700 patents worldwide



connected pools



6 R&D centers



€55M R&D investment⁽²⁾ (c.3% of FY 2024 sales)



c.20% vitality ratio



€20M VC fund

to invest in emerging companies with unique technologies to reinforce our leadership















PUNE

- R&D and IoT
- 2. Capex and opex

UNLOCKING VALUE - FROM REGIONAL TO GLOBAL R&D

From regional multiproduct engineering...

- 5 design centers & 1 software center
- Each center with broad scope of development
- Custom product variations increasing cost / complexity
- Fragmented talent
- Duplicated efforts

...to global specialized product development

- Engineering category teams
- Global centers of excellence
- Shared services
- Common product platforms and standarised components
- Strategic co-location and outsourcing

Benefits

- **Faster time to market**
- **Optimised resource allocation**
- Platform strategy opportunity to simplify portfolio
- Operational efficiency lower asset intensity, higher productivity
- Enhanced product quality

Leveraging global capabilities for more efficient product development - enabling supply chain and manufacturing simplification

CREATING COMPETITIVE DIFFERENTIATION

BY BUILDING A DISRUPTIVE ECOSYSTEM



Demand generation

1M

Connected

pools

FLUIDRA

DIGITAL

3M

Connected

pools

Data | Tech & system platforms | IOT

Value creation

...that seamlessly connects pool professionals and owners continuously leading the industry

POOL PROS

BRINGING A **NEW STANDARD FOR INTEGRATED POOL EXPERIENCES**



...that will create deeper connections between professionals and pool owners



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OPERATIONAL FOOTPRINT TO BE CLOSE TO CUSTOMER BASE BRINGING COMPETITIVE ADVANTAGE



Driving operational excellence with global capabilities and regional execution

UNLOCKING VALUE THROUGH OUR OPERATIONS STRATEGY

Operations vision



Agile, cost-effective, and customer-centric global integrated supply chain that drives operational excellence and enables growth







Resilient, agile & sustainable supply chain

Enablers and foundations

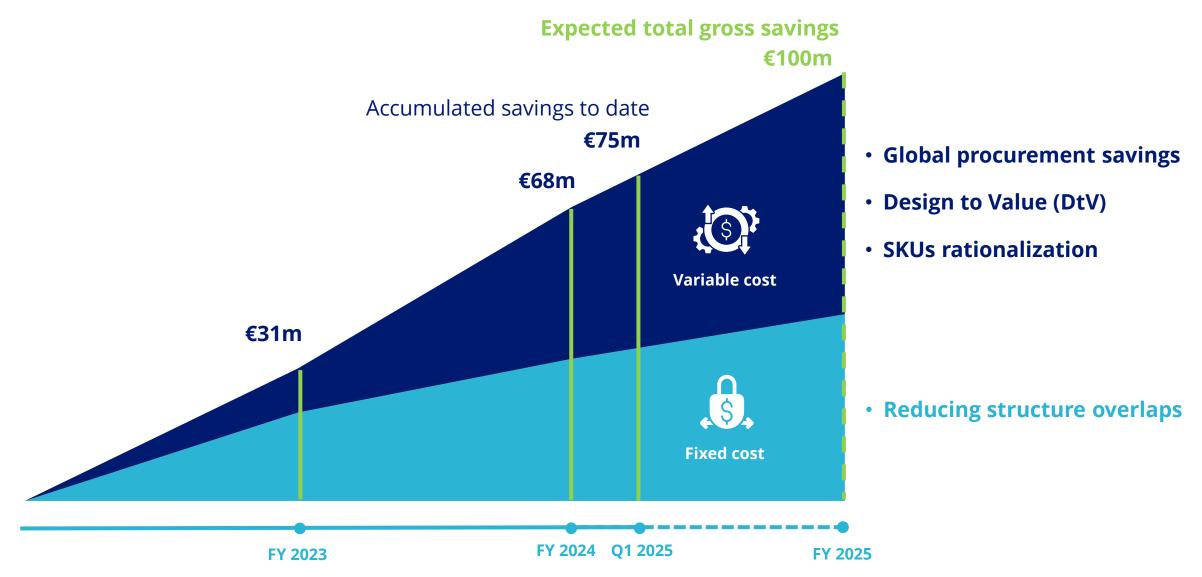
Digital end-to-end

Organization, capabilities and operating model

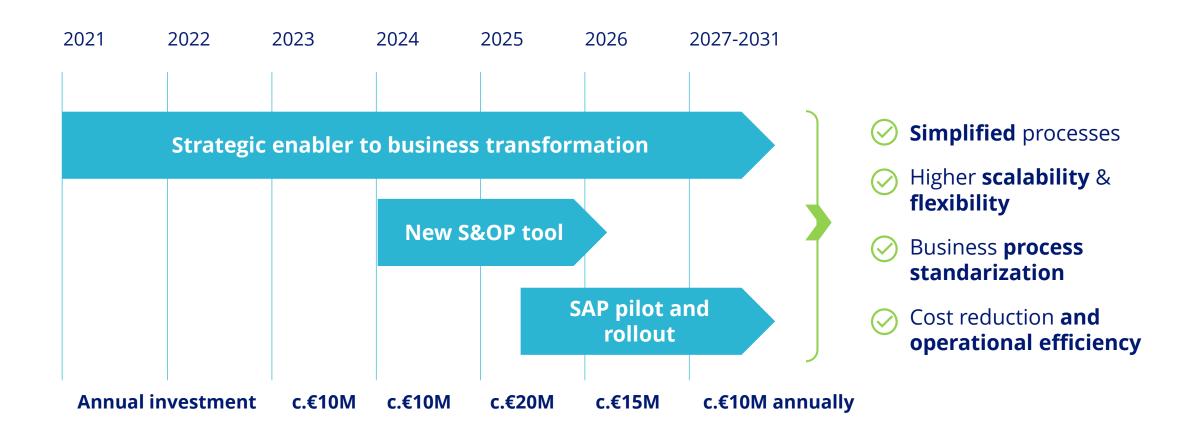
High performance culture

Employee experience and safety

SIMPLIFICATION PROGRAM ON TRACK AND DELIVERING



TECHNOLOGY AN ENABLER TO DELIVER **ON STRATEGY AND TRANSFORMATION**



Investing for growth - c.€85M in the next 7 years

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UNLOCKING UNTAPPED VALUE ALIGNED WITH OUR OPERATIONS STRATEGY

STRATEGIC THEME



management





TODAY - SIMPLIFICATION

Global sourcing strategy focused on top 60+ suppliers to drive savings and efficiency

DtV Lab with teardown & clean sheet toolkits, driving improvements across 8 product categories

Footprint optimization within each region

Focus on DtV and procurement savings

NEXT OPPORTUNITY

Data-driven procurement & supplier collaboration to reduce costs and inefficiencies

Expanding DtV from cost focus to full **portfolio optimization** with platforms and modularization

Future-proof footprint design based on **core processes** to maximize efficiency

Optimizing a global operating model and end-to-end strategy

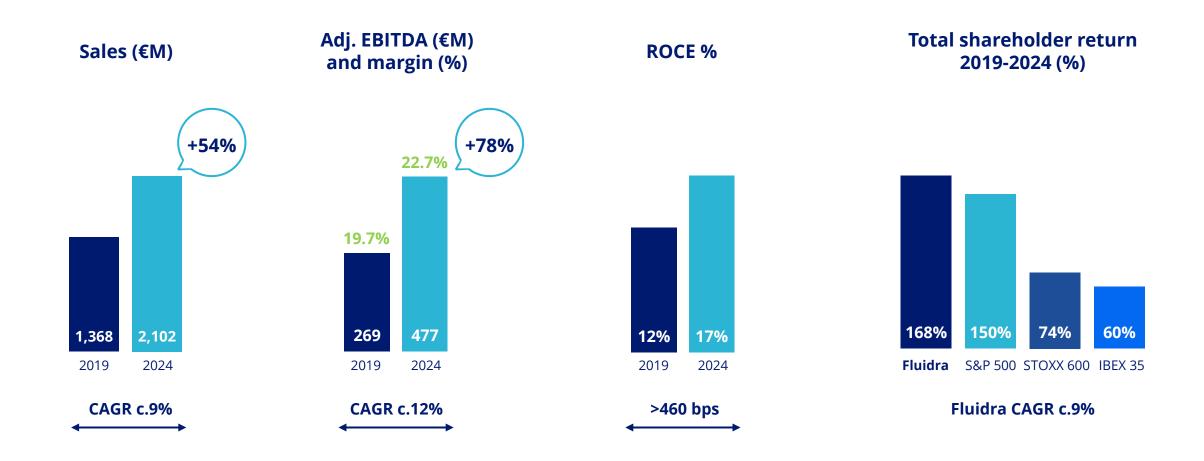
Opportunity to deliver additional €120M productivity and cost savings 2026-2030

INVESTMENT PRIORITIES AND CAPITAL ALLOCATION

WE HAVE DELIVERED **EXCEPTIONAL GROWTH** AND **RETURNS SINCE IPO...**



...WITH EVEN FURTHER INCREASED STRENGTH IN THE LAST FIVE YEARS



M&A - A KEY LEVER TO CREATE VALUE IN A FRAGMENTED INDUSTRY

Financially disciplined approach

- ROCE as a key guiding metric, ensuring consistent capital allocation
- Compelling valuation c.7x EV/EBITDA multiple target
- Synergy-driven acquisitions focus on targets that deliver operational synergies and/or crossselling opportunities across Fluidra's ecosystem

Strategic focus areas

- Strengthening product offering, aligning with core strategy – grow in Commercial Pool & focus on connected and sustainable pools
- Expand distribution network smaller regional players
- Opportunity to grow geographically in areas with less market share



AIPER - TECHNOLOGY, GROWTH & INNOVATION IN POOL CLEANING

~470

Professionals

~270

R&D engineers

\$20 million

Investment in R&D

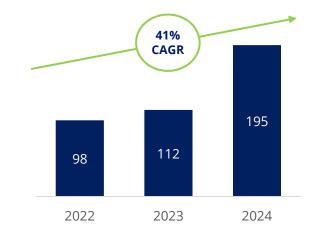
>80%

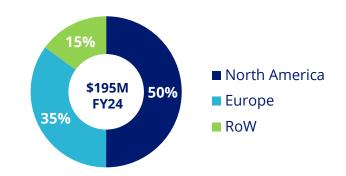
Online Sales

Well-known consumer brands

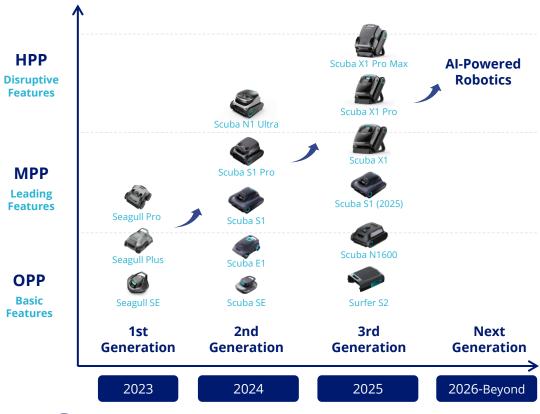
Strategic supplier footprint in China and Vietnam

Impressive Sales Performance (\$M)





Product roadmap & marketing strategy





R&D to offer cutting edge products with mid to high-end positioning



AIPER - COMPLEMENTARY STRENGHTS TO WIN IN A GROWING MARKET





Fast-growing, technology driven and innovative cordless robotic pool cleaning player. Cleaner market remains largely underpenetrated, with adoption rates still below 25%



Attractive consumer brand, direct to consumer go-to-market approach in category with substantial growth opportunity



Structured in two steps with initial interest of 27% and product development collaboration. Phase II increasing interest to > 51%



Partnership unlocking value by bringing together Fluidra's global expertise, scale and capabilities with Aiper's advanced technology. Aiper to focus on B2C while Fluidra continues to focus on B2B distribution



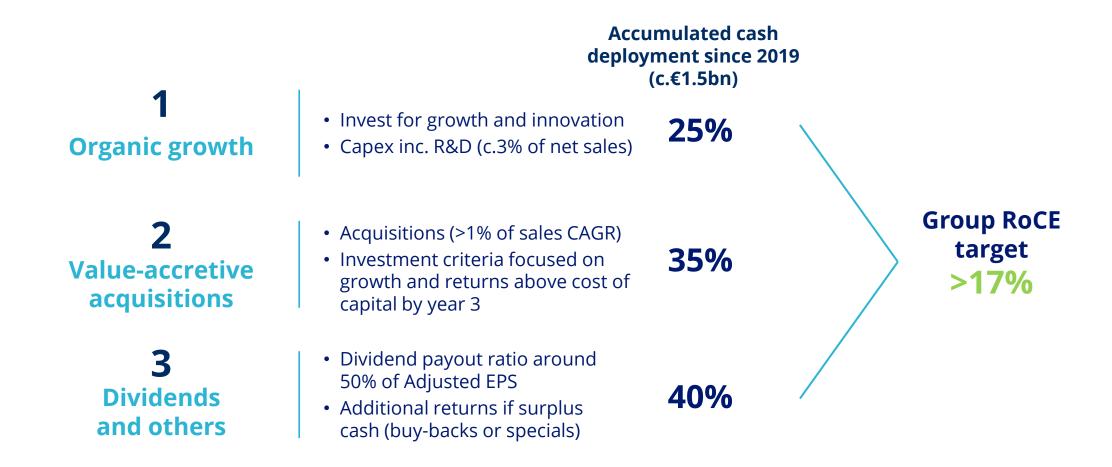
Partnering with a talented team, with strong international experience and extensive track record in consumer electronics

POOL TRACKR - ACCELERATING DIGITAL STRATEGY

- State-of-the-art Pool Pro software platform developed in Australia
 - Streamlines operations making it easier to run the business
 - Easier to drive scale with automated services
 - Improved customer **engagement**
 - Enabling boost in digital sales to drive growth and demand generation
 - Enables connectivity and integration with Fluidra Pool
- €6M investment, return in line with capital allocation framework
- Will enhance Fluidra's leadership in digital to be rolled out globally to accelerate digital strategy and transformation



CONSISTENT CAPITAL ALLOCATION TO GENERATE VALUE – UNCHANGED FRAMEWORK



Resilient balance sheet:

Target to run the business at approximately 2x leverage in the medium term



KEY MESSAGES

- Strong start to the year with sales up 7% and growth across all regions in a dynamic operating environment
 - Positive volume and price contribution
 - Good gross margin progression (up 250 bps), driven by the Simplification Program
 - Improved leverage ratio (down 0.3x) with stable working capital levels relative to sales
- Plan to fully offset tariffs impact in 2025
- Consistent capital allocation
 - Investing for growth acquisitions in the quarter of Aiper and PoolTrackr
 - Attractive shareholder returns
 - Proposed dividend of €0.60 per share, around 50% 2024 Adjusted EPS, in line with policy
- FY 2025 guidance maintained after Q1 results we continue to monitor fluid trading environment
- Keeping our focus on strengthening the business for the long-term

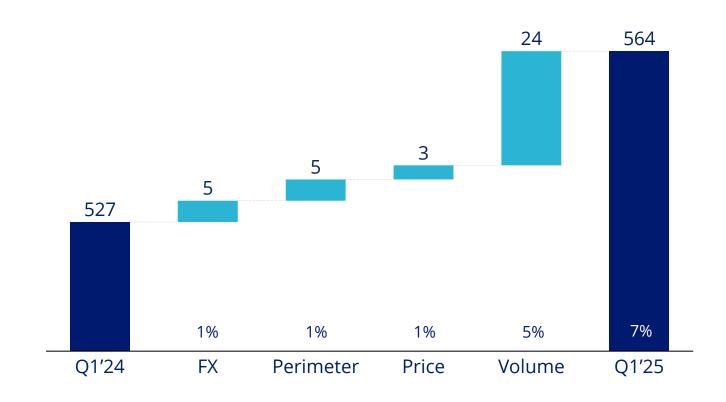
STRONG Q1 PERFORMANCE

YTD financial highlights €M	2024	2025	Evol. 25/24	Const. FX & Perimeter
Sales	527	564	6.9%	5.1%
Adjusted EBITDA	118	131	10.4%	8.3%
Adjusted EBITA	95	105	10.1%	8.7%
Adjusted EPS	0.31	0.35	12.5%	
Operating net working capital	588	632	7.6%	7.3%
Net debt	1,345	1,335	(0.8%)	(0.8%)
Net debt / LTM Adj. EBITDA	3.0x	2.7x	(0.3x)	

- Sales up strongly, with positive volume and price contribution and growth across regions
- Adjusted EBITDA 10% higher YoY, driven by higher gross margin despite inflation in Opex
- Adjusted EPS with double-digit growth
- Operating NWC as % of sales stable y-o-y, investment reflects growth in the business
- Improved leverage ratio due to stronger operating performance, on stable net debt levels

STRONG SALES GROWTH DRIVEN BY VOLUME AND SHARE GAINS

YoY growth (%)	Const. FX & Perimeter
Sales by geography	YTD 2025
Southern Europe	3.5%
Rest of Europe	2.5%
North America	7.3%
Rest of the World	3.5%
Total	5.1%



Good performance across all regions, continuing momentum seen in 2024

FULLY OFFSETTING IMPACT OF TARIFFS

- Tariffs in place today are different versus those effective at the end of February
 - Estimated gross tariff impact April to December of around €50 million (driven by China, group mostly USMCA compliant)
- Initiatives undertaken
 - Worked with suppliers to realign supply chain and reduce cost base
 - Implemented price increases in North America with further increases planned

Expect to fully offset impact of tariffs on P&L in 2025



CONTINUED MARGIN EXPANSION

YTD results €M	2024	% Sales	2025	% Sales	Evol. 25/24
Sales	527	100%	564	100%	6.9%
Gross margin	289	54.8%	323	57.3%	11.6%
Opex	171	32.4%	192	34.1%	12.5%
Adjusted EBITDA	118	22.4%	131	23.2%	10.4%
D&A (non-PPA related)	23	4.4%	26	4.6%	11.4%
Adjusted EBITA	95	18.0%	105	18.6%	10.1%
Amortization (PPA related)	16	3.0%	15	2.7%	(5.5%)
Restructuring, M&A, integration expenses and SBC	15	2.8%	7	1.2%	(53.6%)
Financial result	13	2.5%	18	3.2%	35.0%
Income tax expense	14	2.6%	17	3.0%	25.3%
Profit/loss attributable to NCI	1	0.1%	0	0.0%	(70.7%)
Profit/loss attributable to the parent	37	7.0%	48	8.5%	29.3%
Adjusted net profit	59	11.2%	66	11.8%	12.5%

- Sales up 7% year-on-year, with growth across all regions
- Gross margin strongly improved YoY,
 benefitting from the Simplification Program and mix
- Operating expenses reflect labor, logistics and general costs inflation together with continued investment in digitalization and growth. M&A contributed around €2M
- Higher Adjusted EBITDA and margin YoY
- Restructuring, M&A and integration expenses considerably down as expected
- Financial result higher YoY mostly driven by FX
- Adjusted net profit 12% higher YoY

Notes: SBC = Stock based compensation expense; NCI = Non-controlling interests

GOOD PROGRESS IN DELEVERAGING

Cash flow (abridged) and net debt YTD €M	2024	2025	Evol. 25/24
Adjusted EBITDA	118	131	12
Net interest paid	(15)	(15)	0
Corporate income tax paid	(9)	(4)	5
Operating working capital	(220)	(287)	(67)
Other operating cash flow ⁽¹⁾	(8)	(2)	6
CF from operating activities	(133)	(177)	(44)
Capex	(13)	(14)	(1)
Acquisitions / divestments	(1)	(19)	(17)
Other investment cash flow	3	0	(3)
CF from investing activities	(12)	(32)	(21)
Payments for lease liabilities	(11)	(12)	0
Treasury stock, net	0	0	(1)
Dividends paid	(1)	0	1
Financing cash flow	(12)	(12)	0
Free cash flow	(157)	(222)	(65)
Prior period net debt	1,172	1,132	(41)
FX & lease changes	15	(19)	(34)
Free cash flow	157	222	65
Net debt	1,345	1,335	(10)
Lease liabilities	(203)	(180)	23
Net financial debt	1,142	1,155	13

- Improved leverage ratio due to stronger operating performance, on stable net debt levels
- CF from operating activities reflects higher investment in working capital on the back of strong growth during the quarter
 - Stable WC levels vs a year ago, with good control of inventory levels and similar levels of receivables and payables
- **CF from investing activities** reflects completion of BAC in Jan 2025
- Stable Financing cash flow YoY

SUMMARY

- **Strong start to the year** with growth in sales and EBITDA
- **Simplification Program delivering** margin improvement
- Action plan in place to **fully offset tariffs**
- **Maintaining guidance**: confident in full year delivery despite geopolitical and macro-uncertainty which we continue to monitor
- Confident in our future:
 - Global leader in a structurally attractive industry well positioned to consistently generate value into the future
 - Team focused on long-term value creation while taking action today

Guidance for FY 2025					
Sales (€M)	2,140 - 2,250				
Adjusted EBITDA (€M)	500 - 540				
Adjusted EPS (€/share)	1.33 - 1.48				

APPENDIX RESULTS PRESENTATION

SALES BY GEOGRAPHY

YTD €M	2024	% Sales	2025	% Sales	Evol. 25/24	Const. FX	Constant perimeter	Const. FX & Perimeter
Southern Europe	145	28%	152	27%	4.5%	4.5%	3.5%	3.5%
Rest of Europe	61	12%	65	11%	6.3%	5.6%	3.1%	2.5%
North America	239	45%	262	46%	9.8%	7.3%	9.8%	7.3%
Rest of the World	83	16%	85	15%	3.1%	4.9%	1.6%	3.5%
Total	527	100%	564	100%	6.9%	6.0%	6.0%	5.1%

SALES BY BUSINESS UNIT

YTD €M	2024	% Sales	2025	% Sales	Evol. 25/24	Const. FX & Perimeter
Pool & Wellness	520	99%	555	98%	6.7%	4.9%
Residential	374	71%	405	72%	8.3%	6.2%
Commercial	44	8%	47	8%	6.7%	4.6%
Residential Pool Water Treatment	77	15%	77	14%	0.4%	0.1%
Fluid Handling	26	5%	26	5%	1.2%	0.4%
Irrigation, Industrial & Others	7	1%	9	2%	19.4%	18.9%
Total	527	100%	564	100%	6.9%	5.1%

RECONCILIATION OF PBT TO ADJUSTED EBITDA

YTD €M	2024	2025	Evol. 25/24
Profit/loss before tax	51	65	27.0%
Financial result	13	18	35.0%
D&A	39	41	4.5%
Restructuring, M&A and integration expenses	13	5	(58.9%)
Stock based compensation expense	2	2	(14.9%)
Adjusted EBITDA	118	131	10.4%

RECONCILIATION OF PROFIT ATTRIBUTABLE TO THE PARENT TO ADJUSTED EPS

YTD €M	2024	2025	Evol. 25/24
Profit/loss attributable to the parent	37	48	29.3%
Restructuring, M&A and integration expenses	13	5	(58.9%)
Stock based compensation expense	2	2	(14.9%)
Financial result	13	18	35.0%
Net interest paid	(15)	(15)	2.7%
Amortization (PPA related)	16	15	(5.5%)
Tax effect on adjustments	(7)	(6)	(15.8%)
Total cash adjustments	22	19	(15.5%)
Adjusted net profit	59	66	12.5%
Share count	192	192	-
Adjusted EPS	0.31	0.35	12.5%

NET WORKING CAPITAL

March €M	2024	% LTM sales	2025	% LTM sales	Evol. 25/24
Inventories	491	24.2%	519	24.3%	5.8%
Trade and other receivables	527	26.0%	530	24.8%	0.5%
Trade payables	430	21.2%	417	19.5%	(3.1%)
Operating net working capital	588	29.0%	632	29.6%	7.6%
Dividends, earn-outs & others	3	0.2%	5	0.2%	43.9%
Total net working capital	585	28.9%	628	29.4%	7.4%

INTERIM FINANCIAL POSITION (ABRIDGED)

Assets	03/2024	03/2025	Liabilities	03/2024	03/202
PPE & rights of use	372	364	Share capital	192	19:
Goodwill	1,312	1,323	Share premium	1,149	1,149
Other intangible assets	877	827	Retained earnings and other reserves	262	31
Non-current financial assets	43	19	Interim dividends	-	
Other non-current assets	107	115	Treasury shares	(44)	(52
Total non-current assets	2,711	2,648	Other comprehensive income	70	46
			Non-controlling interests	8	10
			Total equity	1,637	1,662
			Bank borrowings and other marketable securities	1,099	1,092
			Other non-current liabilities incl. lease	377	329
Non-curr. assets held for sale	5	-	Total non-current liabilities	1,476	1,42
Inventories	491	519	Liab. linked to non-curr. assets held for sale	3	
Trade and other receivables	527	530	Bank borrowings & loans	170	150
Other current financial assets	4	2	Trade and other payables	433	421
Cash and cash equivalents	79	66	Other current liabilities incl. lease	99	111
Total current assets	1,107	1,117	Total current liabilities	705	682
Total assets	3,817	3,765	Total equity & liabilities	3,817	3,765



RESPONSIBILITY BLUEPRINT: OUR ROADMAP (2020-2026)



ENVIRONMENT:

Contribute to sustainable development through our products and our activities











Sustainable products

Natural resources

Climate action



SOCIAL:

Enhance the wellbeing of our employees, our value chain and society









Diversity, equity and inclusion

Commitment to community

Quality employment



GOVERNANCE:

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







Transparency

Ethics

Alliances

We turn water into a better world

CLIMATE ACTION











. . .

Carbon emissions Energy efficiency

Solar panels installed

Trees planted

Carbon neutral in our operations by 2027



WATER CARE



-4% m3/uds

Produced in operations for 2025



9%

Water replenished in 2025



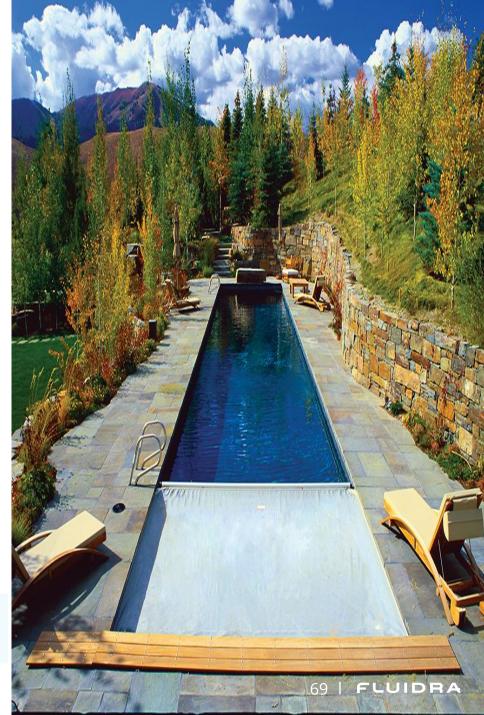
16%

Sales associated with water-saving solutions



+100%

Water replenished in 2030



Water positive in our operations by 2030

RATINGS AS A CATALYST FOR EXCELLENCE

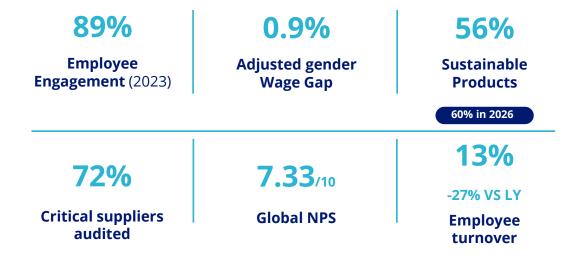
Ratings serve as a benchmark for continuous improvement, guiding Fluidra toward excellence through transparency, performance measurement, and accountability













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