

6 MAY 2026 | 12:30

FLUIDRA



# 2026 ANNUAL GENERAL MEETING

# 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](#)).

# AGENDA

- Welcome
- Meeting quorum
- CEO's report
- Corporate governance
- Questions and answers
- Voting on proposed resolutions



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**WELCOME**

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# MEETING QUORUM

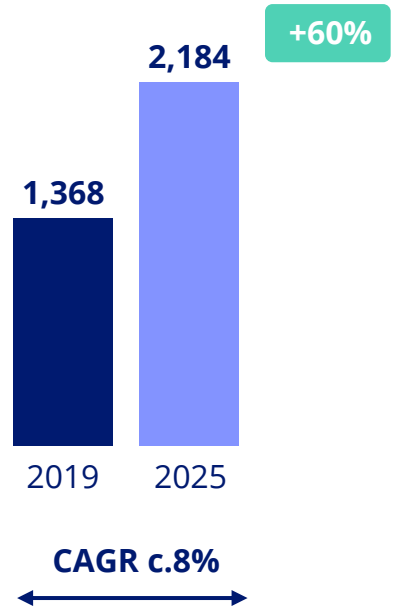


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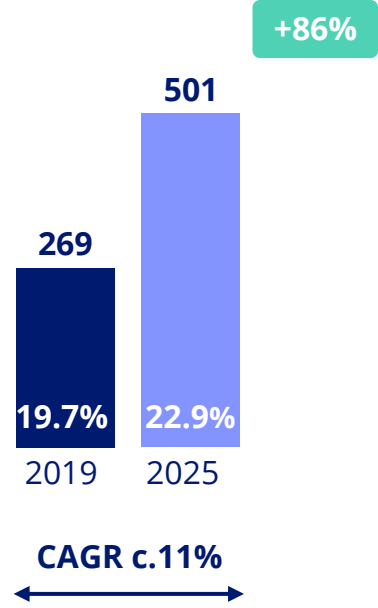
**CEO'S REPORT**

# SUSTAINED GROWTH AND RETURN EXPANSION OVER THE LAST 6 YEARS

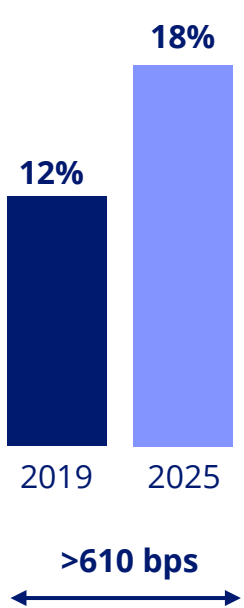
Sales (€M)



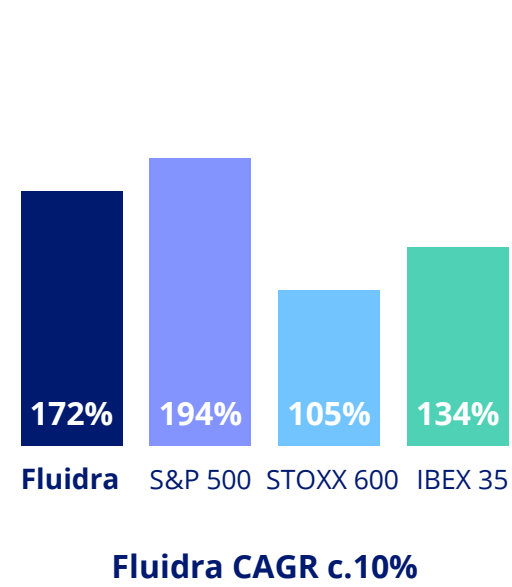
Adj. EBITDA (€M) and margin (%)



ROCE (%)

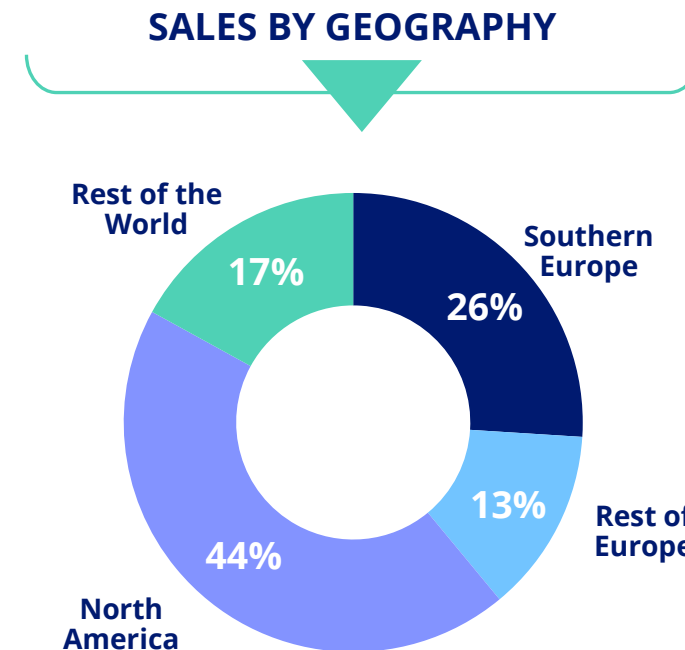


Total shareholder return 2019-2025 (%)



# SOLID PERFORMANCE IN 2025

€M	FY 2024	FY 2025	Evol. 25/24
Sales	2,102	2,184	+3.9%
Adjusted EBITDA	477	501	+5.0%
Adj. EPS (€/share)	1.21	1.30	+7.6%
DPS (€/share)	0.55	0.60	+9.1%
Operating net working capital	371	359	(3.3%)
Net debt / Adjusted EBITDA	2.4x	2.2x	(0.2x)



**Strong performance**, with positive volume and price contribution and growth across all regions, **reflecting the strength of our business**



**Solid gross margin**, driven by the Simplification Program



**Continued market share gains. Awarded "Vendor of the Year"** by the top 3 distributors in the US for the fifth consecutive year

# SUSTAINABILITY - OUR FUTURE GROWTH FOUNDATION



**77** /100  
**Sustainability**  
Included in the 'Sustainability Yearbook' for the 4<sup>th</sup> consecutive year

**S&P Global**  
Ratings

**AA**  
AA in 2024  
**Sustainability**

**MSCI** 

**B**  
B in 2024  
**Climate Change & Water**

 **CDP**

**93%**

Renewable electricity

**-70%**

Carbon footprint reduction vs 2021

**86%**

Employee engagement (2025)

**100%**

Critical suppliers audited

**0.3%**

Adjusted gender pay gap

**7.7** /10

Customer satisfaction index

**59%**

Sustainable product sales

**171,900**

People benefiting from Fundación Fluidra

# Q1 2026 RESULTS AND FY 2026 GUIDANCE

€M	Q1 2025	Q1 2026	% Evol.	% Evol. constant FX	FY 2026 guidance at constant FX
Sales (€M)	564	564	+0.1%	+5.4%	Sales (YoY %): <b>+3% to +7%</b>
Adjusted EBITDA (€M)	131	124	(4.8%)	+1.8%	Adj. EBITDA margin: <b>23.3% to 24.3%</b>
Adj. EPS (€/share)	0.35	0.32	(8.9%)	+1.8%	Adj. EPS (YoY %): <b>+4% to +13%</b>

- **Good Q1 performance, consistent with expectations for the year**
- On a reported basis, negative FX translation effect
- Positive **volume and price** contribution
- Agility managing inflation and reducing fixed costs in the balance of the year
- **Good cash generation**, with reduced leverage
- **Unchanged guidance for FY 2026**

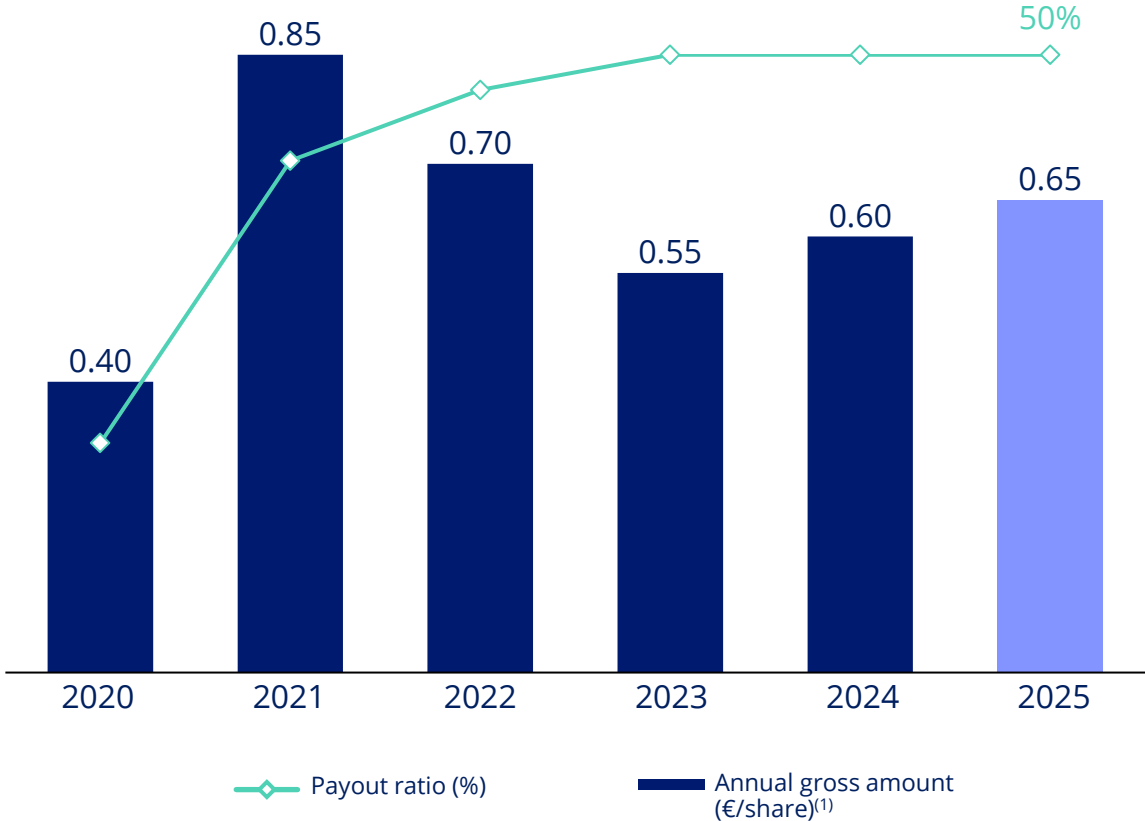


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# CORPORATE GOVERNANCE

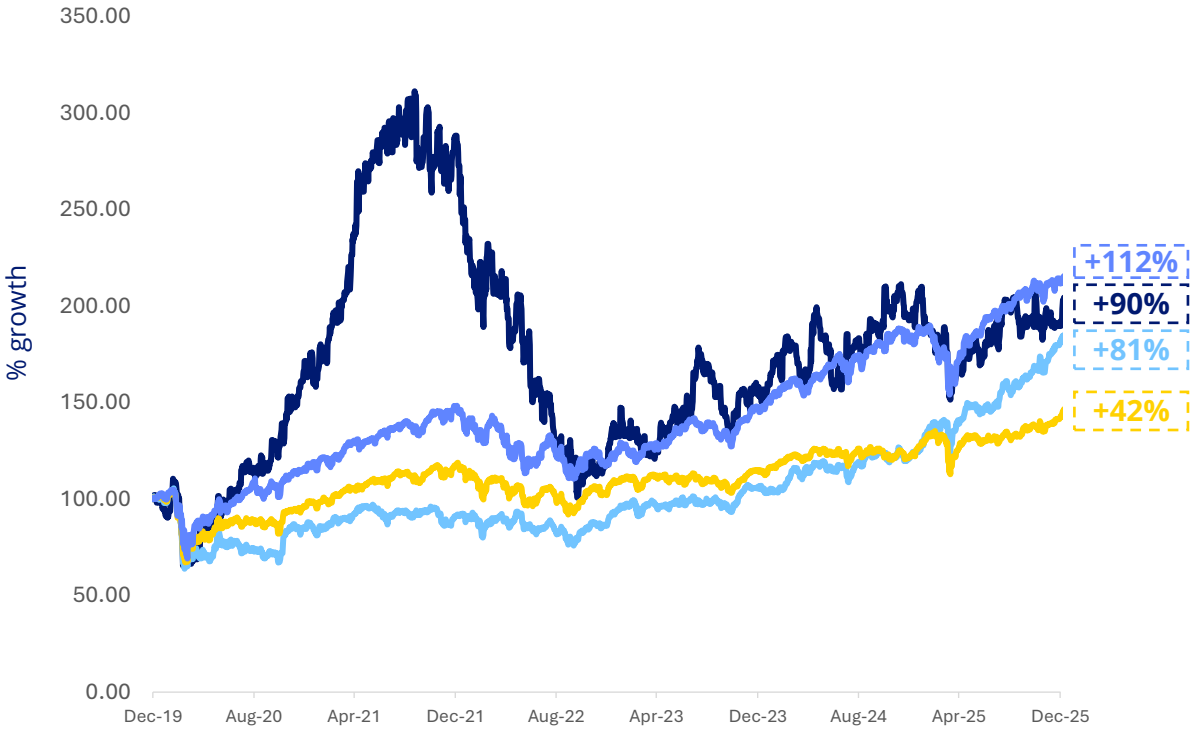
# SHAREHOLDER REMUNERATION

Consistent dividend policy



<sup>(1)</sup> Dividend proposed for each fiscal year, paid the following year

Share price performance (last 6 years)

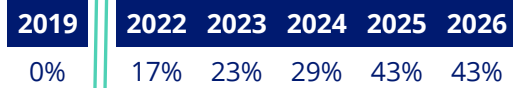


**Fluidra**      **IBEX 35**      **S&P 500**      **STOXX EU 600**

# CORPORATE GOVERNANCE



- **Exceeded 40% gender diversity on the Board**
- Progression of women joining the Board since 2019:



- Integration of **sustainability performance into management incentive programs**

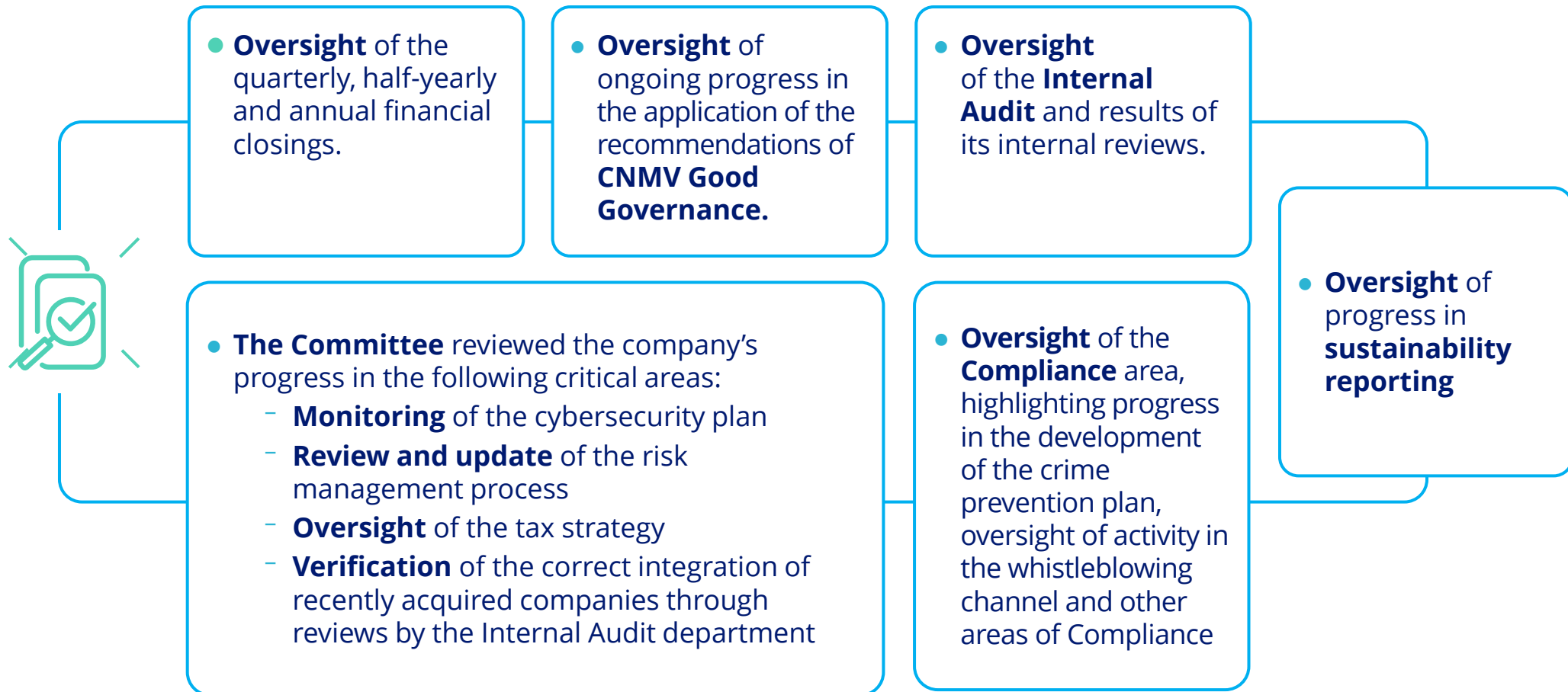
- Conducted an **engagement** process with proxy advisors and institutional investors to resolve questions on resolutions voted at the 2025 AGM

- **Greater focus on sustainability:** the 'Audit Committee', renamed 'Audit and Sustainability Committee' (ASC), has assumed oversight of the sustainability strategy

- **Female leadership:** the ARC and the ASC are chaired by women – aligned with Good Governance best practices


- **Improving independence level:** Fluidra intends to further increase the proportion of independent directors from the current 43%

# REPORT ON THE ACTIVITY OF THE AUDIT AND SUSTAINABILITY COMMITTEE



# REPORT ON THE ACTIVITY OF THE APPOINTMENTS AND REMUNERATION COMMITTEE





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# QUESTIONS AND ANSWERS



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# VOTING ON PROPOSED RESOLUTIONS

# VOTE ON PROPOSED RESOLUTIONS (1/2)



<b>1</b>	Item One	Approval of the annual financial statements and of the management report, both of the Company and of its consolidated group of companies, for the fiscal year ended December 31, 2025.
<b>2</b>	Item Two	Approval of the consolidated statement of non-financial information and sustainability information of Fluidra, S.A. for the fiscal year ended December 31, 2025.
<b>3</b>	Item Three	Approval of the proposed allocation of income/loss for the fiscal year ended December 31, 2025.
<b>4</b>	Item Four	Approval of the management carried out by the Board of Directors during the fiscal year 2025.
<b>5</b>	Item Five	Re-election of Mr. José Manuel Vargas Gómez as proprietary Director of the Company.
<b>6</b>	Item Six	Ratification of the appointment by co-option and appointment of Ms. M. Allison Steiner as a proprietary Director of the Company.
<b>7</b>	Item Seven	Appointment of Mr. Stephen G. Kaniewski as independent Director of the Company.

## VOTE ON PROPOSED RESOLUTIONS (2/2)



<b>8</b>	Item Eight	Consultative vote on the annual report on directors' compensation for fiscal year 2025.
<b>9</b>	Item Nine	Authorization to the Board of Directors, during a 5-year period, to increase share capital in the terms and with the limits established by law, with the authority to exclude shareholders' pre-emptive subscription rights limited to an overall maximum of 10% of share capital.
<b>10</b>	Item Ten	Authorization to the Board of Directors, for a term of 5 years, to issue debentures exchangeable for and/or convertible into shares and warrants in an amount up to €500,000,000, with the power to exclude the shareholders' pre-emptive subscription rights limited to an overall maximum of 10% of the share capital.
<b>11</b>	Item Eleven	Authorization to the Board of Directors, for a term of 5 years, to issue fixed-income securities and preferred shares up to an amount of €1,800,000,000 and to guarantee issues of those securities made by other companies in its group.
<b>12</b>	Item Twelve	Authorization to the Board of Directors, during a 5-year period, so the Company can proceed with the derivative acquisition of treasury shares, directly or through companies in its group. Authorization to reduce the share capital in order to redeem treasury shares, delegating to the Board of Directors the powers necessary to implement this resolution.
<b>13</b>	Item Thirteen	Delegation of powers to formalize, interpret, supplement, develop, correct and execute the resolutions adopted by the shareholders' meeting.

# THANK YOU



+34 93 724 39 00



[Investor\\_relations@fluidra.com](mailto:Investor_relations@fluidra.com)



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



[www.fluidra.com](http://www.fluidra.com)

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