30 JULY 2026

FLUIDRA

H1 2026 RESULTS

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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).

ON THE CALL TODAY

Eloi Planes
Executive Chairman

Jaime Ramírez
CEO

Xavier Tintoré
Current CFSO

Juan Graham
Incoming CFSO

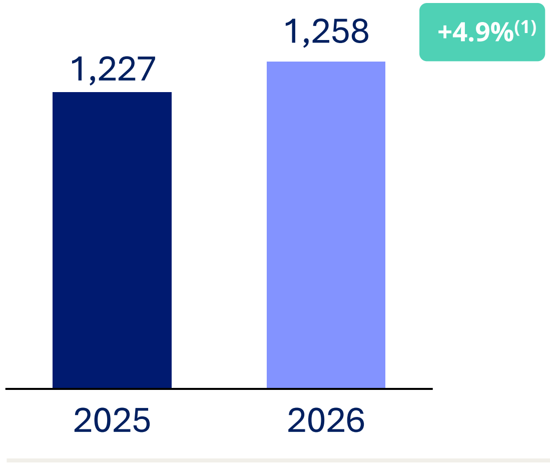
KEY MESSAGES

- **Strong H1 performance – customer focus and consistent execution**
  - **Growing the business, outperforming the market – sales up 5%, Adjusted EBITDA up 6% YoY[(1)]**
  - **Outstanding Q2** - **positive volume, price, disciplined cost control**
  - **Strong cash generation** driving continued deleveraging
- **Unchanged FY 2026 guidance**
  - Continued focus on cost discipline to deliver opex target
  - Monitoring dynamic trading environment and adapting with agility
- **Enhancing our return to shareholder remuneration, we are launching today a €40 million share buy back.**
  - We see this as an attractive use of capital at current levels reflecting our confidence in the value of our business
- **Our strategy to continue to win – driving growth, differentiation and competitiveness to deliver value today and into the future**

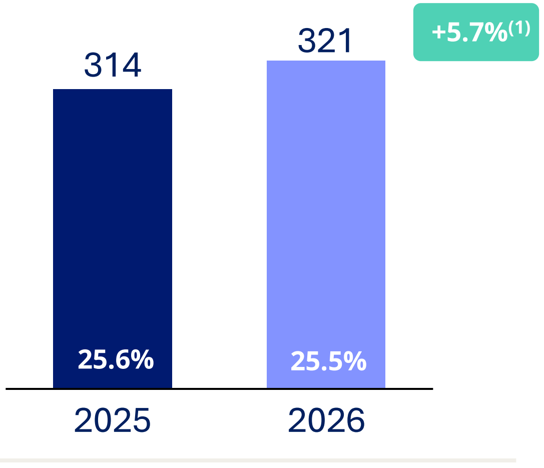
(1) At constant FX

STRONG H1 PERFORMANCE WITH SALES AND EBITDA GROWTH

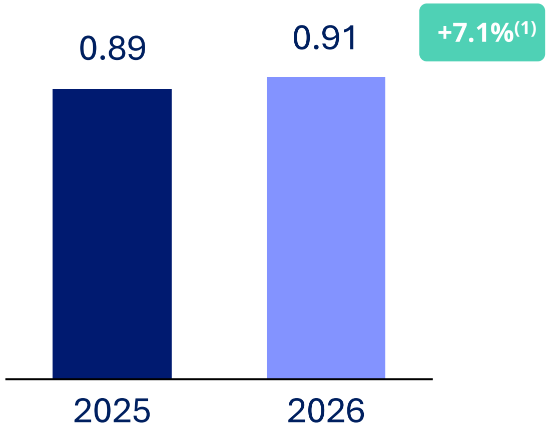
Sales (€M)



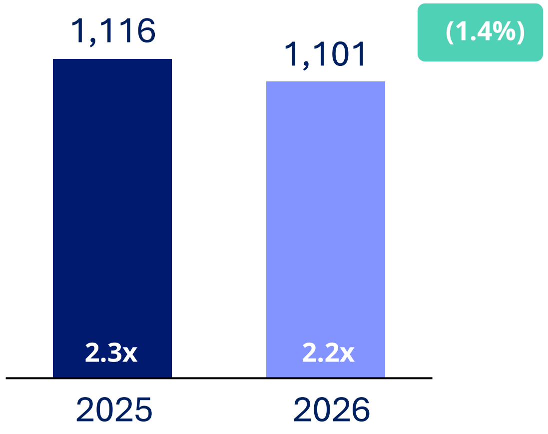
Adj. EBITDA (€M) and margin (%)



Adj. EPS (€/share)



Net debt (€M)

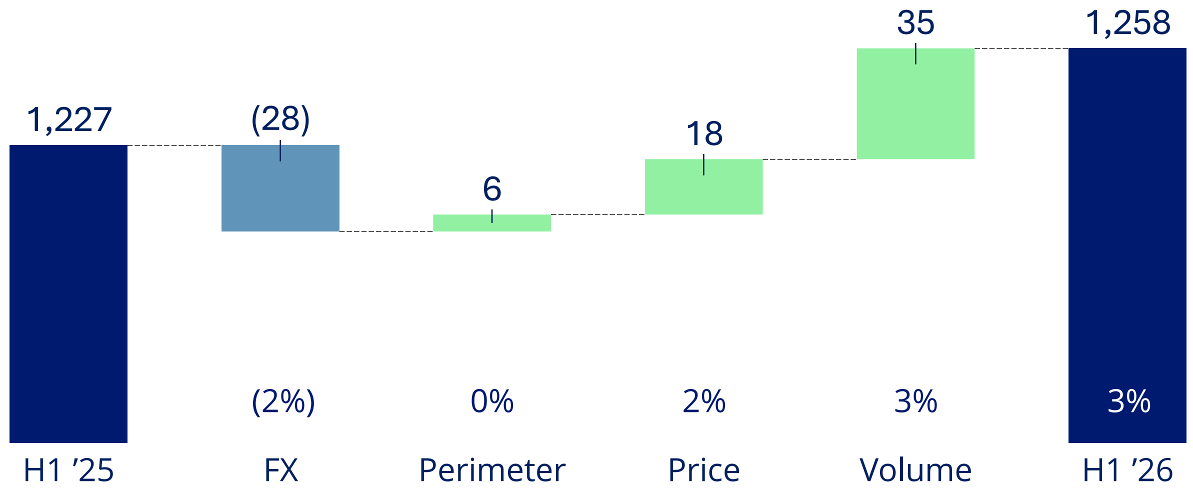


- **5% sales growth at constant FX, ahead of market**
  - **Strong and resilient aftermarket, and relentless customer focus**
- **Adjusted EBITDA margin stable YoY – driven by good sequential YoY improvement in Q2**
- **Actions successfully taken: cost-cutting measures offsetting mix and inflation**
- **Improved leverage YoY on the back of cash generation and good working capital management**

(1) At constant FX

SALES GROWTH IN LINE WITH EXPECTATIONS WITH PRICE AND VOLUME CONTRIBUTION

Sales	YoY % growth at const. FX & perimeter		% of Group's sales
	Q2 2026	YTD 2026	YTD 2026
Southern Europe	9%	8%	31%
Rest of Europe	(1%)	1%	14%
North America	3%	4%	41%
Rest of the World	(0%)	3%	13%
Total	**4%**	**4%**	**100%**



STRONG SOUTHERN EUROPE, RESILIENT AFTERMARKET AND SHARE GAINS

DELIVERING ON OUR STRATEGY

Accelerate growth

- **Aiper growing strongly,** in line with plan(1)
  - Sales up 21% YoY in H1
  - EBITDA margin 6%
- **Signed acquisition of Hydrapro** in France
- **Completion of the acquisition of Riaan Pool Group** expected in Q3

Foster competitive differentiation

- **Driving growth with SaaS - PoolTrackr live in US and Australia**
  - First countries in Europe launching early 2027
- **Good pipeline of breakthrough innovation and aftermarket drop-in products launching in H2 for 2027 season**

Enhance operational excellence

- **Actions taken** to navigate higher inflation
- **Efficiency plan** incl. manufacturing footprint optimization **on track – delivered c.€15M YTD**
- **Fixed cost-cutting measures** – on plan to deliver savings YTG
  - Closure of R&D center in France to enhance long term competitiveness

(1) *Fluidra owns a 27% stake of Aiper and reports its participation in its financial statements as 'Share in Profit / (Loss) for the Year From Investments Accounted for Using the Equity Method'*

STRONG H1 PERFORMANCE WITH SALES GROWTH AND COST CONTROL

YTD results €M	2025	% Sales	2026	% Sales	Evol. 26/25	Evol. Const FX
Sales	**1,227**	**100%**	**1,258**	**100%**	**2.6%**	**4.9%**
Gross margin	693	56.5%	711	56.5%	2.6%	5.1%
Opex	379	30.9%	389	31.0%	2.7%	4.7%
Adjusted EBITDA	**314**	**25.6%**	**321**	**25.5%**	**2.4%**	**5.7%**
D&A (non-PPA related)	50	4.1%	53	4.2%	6.3%	4.1%
Adjusted EBITA	**264**	**21.5%**	**268**	**21.3%**	**1.6%**	**6.0%**
Amortization (PPA related)	29	2.4%	26	2.0%	(11.6%)	(6.3%)
Restructuring, M&A, integration expenses and SBC	14	1.1%	35	2.8%	158.4%	163.6%
Financial result	35	2.8%	34	2.7%	(1.9%)	1.5%
Income tax expense	49	4.0%	46	3.6%	(7.2%)	(3.7%)
Profit/loss attributable to NCI	2	0.1%	2	0.1%	(4.7%)	(3.6%)
Profit/loss attributable to the parent	**136**	**11.0%**	**126**	**10.0%**	**(7.1%)**	**(2.9%)**
Adjusted net profit	**171**	**14.0%**	**175**	**13.9%**	**2.0%**	**7.1%**

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

- **Sales up** 5% YoY on constant rate, in line with expectations
- **Gross margin stable YoY**, with inflation and negative mix effects offset by the positive contribution from price and efficiency plan savings
- **Diligent cost control. Operating expenses in line with sales growth** driven by actions taken to navigate cost inflation and cost-cutting measures. **On track to be up for the full year around 3.5% YoY at constant FX**
- **Adjusted EBITDA up 6%**
- **Restructuring, M&A and integration expenses** reflect manufacturing footprint and restructuring measures including closure of R&D site in France
- **Net profit down 3% while Adjusted net profit up 7%**

GOOD PROGRESS IN DELEVERAGING

Cash flow (abridged) and net debt YTD €M	2025	2026	Evol. 26/25
Adjusted EBITDA	**314**	**321**	**8**
Net interest paid	(29)	(30)	(1)
Corporate income tax paid	(38)	(36)	2
Operating working capital	(205)	(147)	58
Other operating cash flow[1]	(10)	(27)	(17)
CF from operating activities	**31**	**81**	**50**
Capex	(28)	(35)	(7)
Acquisitions / divestments	(28)	(9)	19
Other investment cash flow	(24)	4	28
CF from investing activities	**(80)**	**(40)**	**41**
Payments for lease liabilities	(23)	(26)	(2)
Treasury stock, net	0	0	0
Dividends paid	(1)	-	1
Financing cash flow	**(24)**	**(26)**	**(1)**
Free cash flow	**(74)**	**16**	**89**
Net debt (31 December prior year)	1,132	1,087	(45)
FX & lease changes	(89)	30	119
Free cash flow	74	(16)	(89)
Net debt	**1,116**	**1,101**	**(16)**
Lease liabilities	(168)	(192)	(24)
Net financial debt	**948**	**908**	**(40)**

- **Leverage ratio improved 0.1x vs prior year**
- CF from operating activities reflects **strong management in working capital,** improving WC to sales ratio almost 230 bps vs a year ago
- CF from investing activities includes the **completion of VarioPool** in Mar 2026
- **Stable Financing cash flow YoY**
- **Net financial debt reflects negative FX impact**

(1) Includes Restructuring, M&A and integration expenses

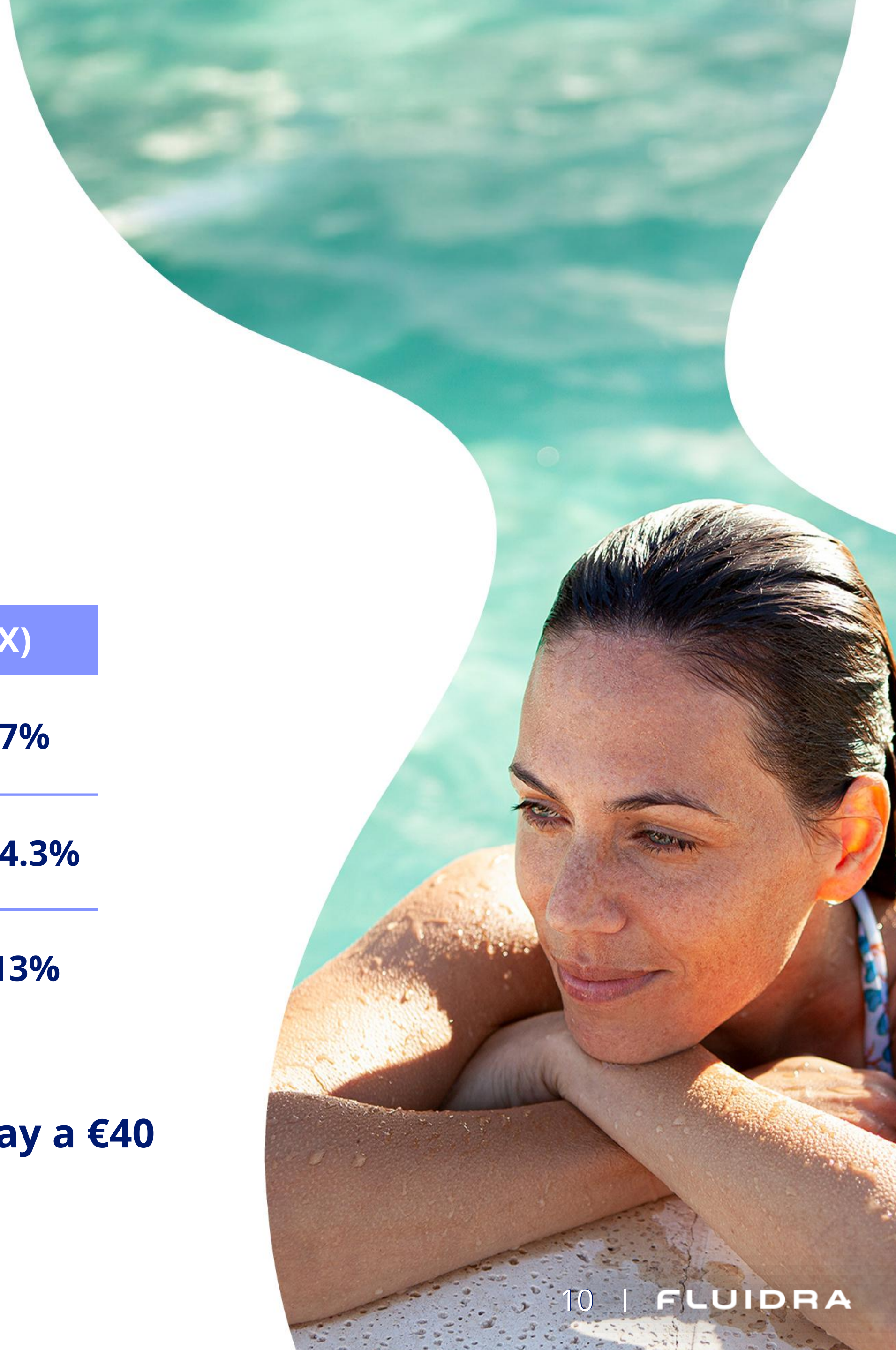
SUMMARY

- **Strong H1 performance – growing with our customers,** in line with expectations despite macroeconomic headwinds
  - Continuing to expand our leading market position
  - Aftermarket growth
  - Growth in North America and Europe
- **FY 2026 guidance unchanged:**

Guidance for FY 2026 (at constant FX)	
Sales (YoY %)	**+3% to +7%**
Adjusted EBITDA margin (% of sales)	**23.3% to 24.3%**
Adjusted EPS (YoY %)	**+4% to +13%**

Note: Average EURUSD for FY 2025 was 1.13

- **Enhancing our return to shareholder remuneration - launching today a €40 million share buy back -** an attractive use of capital
- **Confident in our future: consistently executing our strategy**



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

+4% to +6% — Market growth

- Weather +/-1%

- Market share gains
- Inorganic growth

+2% — Additional Fluidra growth

Medium-term targets

Annual sales growth	+6% to +8%
Adjusted EBITDA margin	>25%
ROCE	>17%

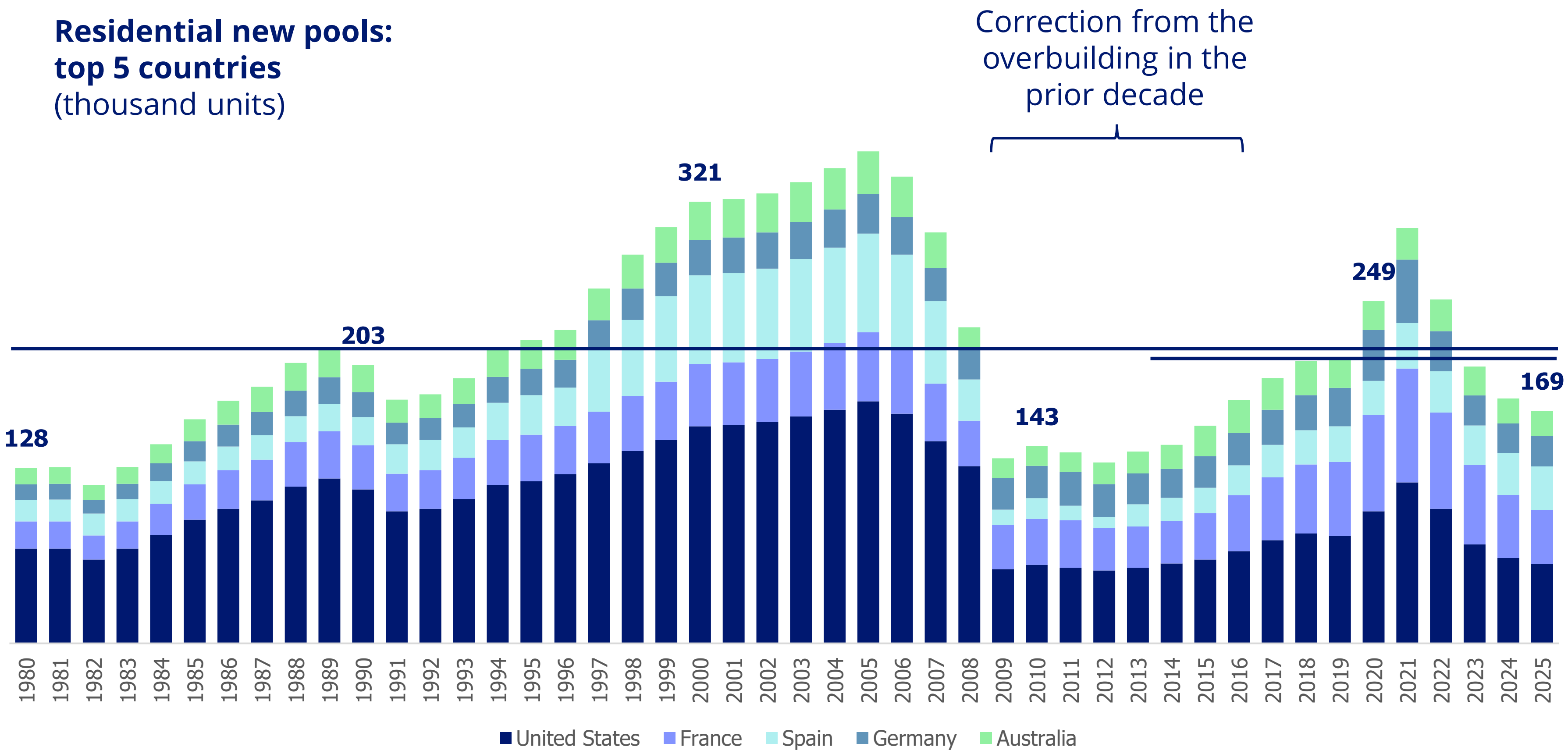
CONSISTENT CAPITAL ALLOCATION TO GENERATE VALUE – UNCHANGED FRAMEWORK

		Accumulated cash deployment since 2019 (c.€1.8bn)	
1 Organic growth	• Invest for growth and innovation • Capex inc. R&D (c.3% of net sales)	25%	
2 Value-accretive acquisitions	• Acquisitions (>1% of sales CAGR) • Investment criteria focused on growth and returns above cost of capital by year 3	38%	**Group RoCE target** >17%
3 Dividends and others	• Dividend payout ratio around 50% of Adjusted EPS • Additional returns if surplus cash (buy-backs or specials)	36%	

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

NEW POOLS CURRENTLY AT HISTORICAL LOW LEVELS

Residential new pools: top 5 countries
(thousand units)



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

Q2 €M	2025	% Sales	2026	% Sales	Evol. 26/25	Const. FX	Constant perimeter	Const. FX & Perimeter
Southern Europe	214	32%	234	34%	9.5%	9.5%	8.8%	8.8%
Rest of Europe	109	16%	112	16%	2.8%	2.3%	(0.5%)	(1.0%)
North America	265	40%	270	39%	1.8%	2.7%	1.7%	2.6%
Rest of the World	76	11%	79	11%	3.6%	0.5%	3.0%	(0.1%)
Total	**663**	**100%**	**694**	**100%**	**4.7%**	**4.6%**	**3.8%**	**3.7%**

YTD €M	2025	% Sales	2026	% Sales	Evol. 26/25	Const. FX	Constant perimeter	Const. FX & Perimeter
Southern Europe	365	30%	395	31%	8.1%	8.1%	7.6%	7.7%
Rest of Europe	173	14%	179	14%	3.1%	2.8%	1.0%	0.8%
North America	527	43%	518	41%	(1.6%)	3.9%	(1.7%)	3.9%
Rest of the World	161	13%	167	13%	3.4%	3.2%	2.7%	2.5%
Total	**1,227**	**100%**	**1258**	**100%**	**2.6%**	**4.9%**	**2.1%**	**4.4%**

SALES BY BUSINESS UNIT

Q2 €M	2025	% Sales	2026	% Sales	Evol. 26/25	Const. FX & Perimeter
Pool & Wellness	**651**	**98%**	**685**	**99%**	**5.1%**	**4.2%**
Residential	468	71%	494	71%	5.5%	5.4%
Commercial	59	9%	58	8%	(2.0%)	(9.7%)
Residential Pool Water Treatment	97	15%	105	15%	8.5%	7.4%
Fluid Handling	27	4%	28	4%	1.8%	2.0%
Irrigation, Industrial & Others	12	2%	10	1%	(20.2%)	(25.6%)
Total	**663**	**100%**	**694**	**100%**	**4.7%**	**3.7%**

YTD €M	2025	% Sales	2026	% Sales	Evol. 26/25	Const. FX & Perimeter
Pool & Wellness	**1,206**	**98%**	**1,240**	**99%**	**2.9%**	**4.8%**
Residential	873	71%	887	70%	1.6%	4.3%
Commercial	106	9%	106	8%	(0.4%)	(2.8%)
Residential Pool Water Treatment	174	14%	192	15%	10.6%	10.9%
Fluid Handling	53	4%	56	4%	4.7%	6.9%
Irrigation, Industrial & Others	21	2%	18	1%	(13.0%)	(16.0%)
Total	**1,227**	**100%**	**1,258**	**100%**	**2.6%**	**4.4%**

RECONCILIATION OF PBT TO ADJUSTED EBITDA

YTD €M	2025	2026	Evol. 26/25
Profit/loss before tax	**186**	**173**	**(7.1%)**
Financial result	35	34	(1.9%)
D&A	79	79	(0.2%)
Restructuring, M&A and integration expenses	12	33	170.6%
Stock based compensation expense	2	3	71.4%
Adjusted EBITDA	**314**	**321**	**2.4%**

RECONCILIATION OF PROFIT ATTRIBUTABLE TO THE PARENT TO ADJUSTED EPS

YTD €M	2025	2026	Evol. 26/25
Profit/loss attributable to the parent	**136**	**126**	**(7.1%)**
Restructuring, M&A and integration expenses	12	33	170.6%
Stock based compensation expense	2	3	71.4%
Financial result	35	34	(1.9%)
Net interest paid	(29)	(30)	1.9%
Amortization (PPA related)	29	26	(11.6%)
Tax effect on adjustments	(12)	(16)	34.8%
Total cash adjustments	**36**	**49**	**36.2%**
Adjusted net profit	**171**	**175**	**2.0%**
Share count	192	192	-
Adjusted EPS	**0.89**	**0.91**	**2.0%**

NET WORKING CAPITAL

June €M	2025	% LTM sales	2026	% LTM sales	Evol. 26/25
Inventories	483	22.4%	502	22.7%	3.9%
Trade and other receivables	451	20.9%	470	21.2%	4.1%
Trade payables	400	18.5%	474	21.4%	18.7%
Operating net working capital	**535**	**24.8%**	**498**	**22.5%**	**(7.0%)**
Dividends, earn-outs & others	116	5.4%	132	6.0%	13.5%
Total net working capital	419	19.4%	366	16.5%	(12.6%)

INTERIM FINANCIAL POSITION (ABRIDGED)

Assets	06/2025	06/2026
PPE & rights of use	355	390
Goodwill	1,270	1,311
Other intangible assets	762	736
Non-current financial assets	7	9
Other non-current assets	111	197
Total non-current assets	**2,506**	**2,643**
Inventories	483	502
Trade and other receivables	451	470
Other current financial assets	34	2
Cash and cash equivalents	113	141
Total current assets	**1,081**	**1,116**
Total assets	**3,587**	**3,759**

Liabilities	06/2025	06/2026
Share capital	192	192
Share premium	1,149	1,149
Retained earnings and other reserves	289	333
Interim dividends	-	-
Treasury shares	(49)	(47)
Other comprehensive income	(35)	0
Non-controlling interests	10	11
Total equity	**1,556**	**1,639**
Bank borrowings and other marketable securities	1,038	1,045
Other non-current liabilities incl. lease	306	328
Total non-current liabilities	**1,345**	**1,373**
Bank borrowings & loans	63	16
Trade and other payables	516	606
Other current liabilities incl. lease	107	124
Total current liabilities	**686**	**746**
Total equity & liabilities	**3,587**	**3,759**

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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