

WILLIAM BLAIR 45TH ANNUAL GROWTH STOCK CONFERENCE

June 5, 2025

NYSE: HAYW

HAYWARD | 100
SINCE 1925

© 2025 Hayward Holdings, Inc.



WILLIAM BLAIR 45TH ANNUAL GROWTH STOCK CONFERENCE

KEVIN HOLLERAN
President and Chief Executive Officer

EIFION JONES
Senior Vice President and Chief Financial Officer

STUART BAKER
Vice President, Business Development and Strategy

KEVIN MACZKA
Vice President, Investor Relations and FP&A

NYSE: HAYW

HAYWARD | 100
SINCE 1925

© 2025 Hayward Holdings, Inc.

Forward-Looking Statements and Non-GAAP Financial Measures

Forward-Looking Statements

This presentation includes certain statements that are “forward-looking statements” as that term is defined under the Private Securities Litigation Reform Act of 1995 that are based on the beliefs of Hayward’s management as well as assumptions made by, and information currently available to it. These forward-looking statements include, but are not limited to, statements about Hayward’s strategies, plans, objectives, expectations, intentions, expenditures and assumptions and other statements contained in or incorporated by reference in this presentation that are not historical facts. When used in this presentation, words such as “guidance,” “may,” “will,” “should,” “could,” “intend,” “potential,” “continue,” “anticipate,” “believe,” “estimate,” “expect,” “plan,” “target,” “predict,” “project,” “seek” and similar expressions as they relate to Hayward are intended to identify forward-looking statements. Examples of forward-looking statements include, among others, statements Hayward makes regarding: Hayward’s 2025 guidance; business plans and objectives; general economic and industry trends; business prospects; future product development and acquisition strategies; future channel stocking levels; growth and expansion opportunities; operating results; and working capital and liquidity. Hayward may not achieve the plans, intentions or expectations disclosed in Hayward’s forward-looking statements, and you should not place significant reliance on its forward-looking statements. Important factors that could affect Hayward’s future results and could cause those results or other outcomes to differ materially from those indicated in its forward-looking statements include the following: its relationships with and the performance of distributors, builders, buying groups, retailers and servicers who sell Hayward’s products to pool owners; impacts on Hayward’s business from the sensitivity of its business to seasonality and unfavorable economic, business and weather conditions; competition from national and global companies, as well as lower-cost manufacturers; the imposition, or threat of imposition, of tariffs and other trade restrictions could adversely affect our business, including as a result of an adverse impact on general economic conditions; Hayward’s ability to develop, manufacture and effectively and profitably market and sell its new planned and future products; its ability to execute on its growth strategies and expansion opportunities; Hayward’s exposure to credit risk on its accounts receivable; impacts on Hayward’s business from political, regulatory, economic, trade, and other risks associated with operating foreign businesses, including risks associated with geopolitical conflict; its ability to maintain favorable relationships with suppliers and manage disruptions to its global supply chain and the availability of raw materials; Hayward’s ability to identify emerging technological and other trends in its target end markets; failure of markets to accept new product introductions and enhancements; the ability to successfully identify, finance, complete and integrate acquisitions; its reliance on information technology systems and susceptibility to threats to those systems, including cybersecurity threats, and risks arising from its collection and use of personal information data; misuse of its technology-enabled products could lead to reduced sales, liability claims or harm to its reputation; the impact of product manufacturing disruptions, including as a result of catastrophic and other events beyond Hayward’s control; Hayward’s ability to extend the maturity of its credit facilities; regulatory changes and developments affecting Hayward’s current and future products; volatility in currency exchange rates and interest rates; Hayward’s ability to service its existing indebtedness and obtain additional capital to finance operations and its growth opportunities; Hayward’s ability to establish, maintain and effectively enforce intellectual property protection for its products, as well as its ability to operate its business without infringing, misappropriating or otherwise violating the intellectual property rights of others; the impact of material cost and other inflation, including as a result of new or increased tariffs; Hayward’s ability to attract and retain senior management and other qualified personnel; the impact of changes in laws, regulations and administrative policy, including those that limit U.S. tax benefits, impact trade agreements, or address the impacts of climate change; the outcome of litigation and governmental proceedings; uncertainties related to distribution channel inventory practices and its impact on sales volumes; Hayward's ability to realize cost savings from restructuring activities; and other factors set forth in Hayward’s most recent Annual Report on Form 10-K.

Many of these factors are macroeconomic in nature and are, therefore, beyond our control. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, our actual results, performance or achievements may vary materially from those described in this presentation. The forward-looking statements included in this presentation are made only as of the date of this presentation. Unless required by United States federal securities laws, Hayward neither intends nor assumes any obligation to update these forward-looking statements for any reason to conform these statements to actual results or to changes in Hayward’s expectations.

Non-GAAP Financial Measures

This presentation includes certain financial measures not presented in accordance with the generally accepted accounting principles in the United States (“GAAP”) These measures should not be considered in isolation or as an alternative to their comparable measures under GAAP. See the appendix for a reconciliation of historical non-GAAP measures to the most directly comparable GAAP measures.

© 2025 Hayward Holdings, Inc.

Hayward at a Glance

$1.05B
2024
Net Sales

7.5%
Net Sales
5-year CAGR
(2019-2024)

50.5%
2024 Gross Profit
Margin

~85%
of sales from
aftermarket[2]

26.4%
2024
Adj. EBITDA[1]
Margin

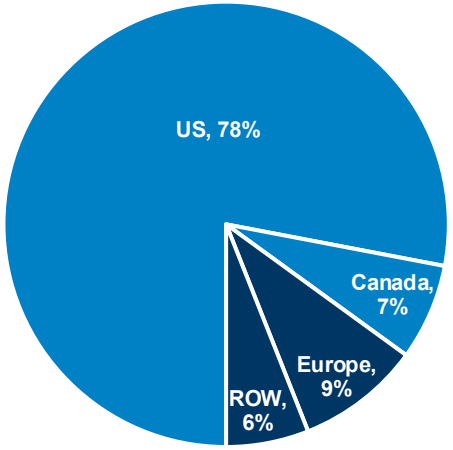
10%
Adjusted EBITDA
5-year CAGR
(2019-2024)[1]

~90%
of products
associated with
sustainability
themes

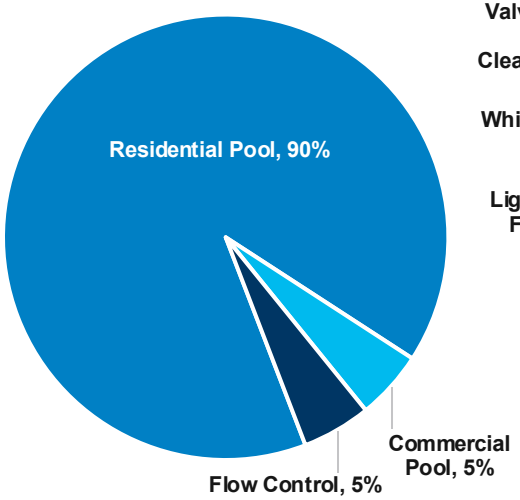
>550
current / pending
patents globally

- ✓ Global leader in pool and outdoor living technology with the industry's most recognized and trusted brand
- ✓ Strong, recurring aftermarket sales driven by one of the largest installed bases in the world
- ✓ Energy-efficient, environmentally sustainable products catering to increased focus on outdoor living
- ✓ Industry-leading smart home technology (Omni) for increased pool owner connectivity and automation

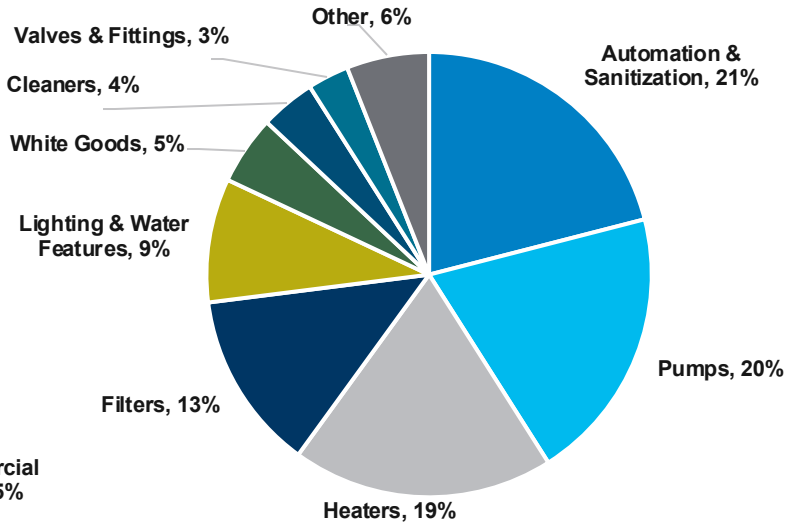
Net Sales by Segment[3]



Net Sales by End Market[3]



Net Sales by Product Category[3]

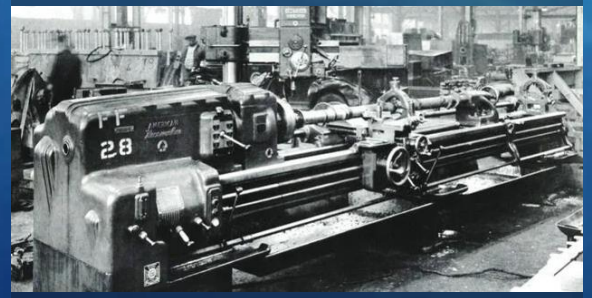


1. See Appendix for a reconciliation of non-GAAP measures to the most directly comparable GAAP measures. 2. Aftermarket equipment sales are driven primarily by the ongoing repair, replacement, remodeling and upgrading of equipment for existing pools. Aftermarket sales based upon feedback from certain representative customers and management's interpretation of available industry and government data, and not upon our GAAP net sales results. 3. Source: Company financial data for year ending December 31, 2024.

© 2025 Hayward Holdings, Inc.

Celebrating 100 Years of Hayward

FROM HUMBLE BEGINNINGS TO GLOBAL PUBLIC COMPANY



Irving Hayward Establishes Hayward

1925



Oscar Davis Acquires Hayward & Enters Pool Market

1960s



Hayward IPO NYSE: HAYW

2021

HAYWARD 100 SINCE 1925

Hayward Celebrating 100 Years

Today

© 2025 Hayward Holdings, Inc.

Hayward is at the Center of Outdoor Living

The pool is the "centerpiece" of the ultimate backyard experience



- ✓ Complete range of products across all pool types
- ✓ Increasing consumer interest in outdoor living and connected home components
- ✓ Early innings of conversion to "smart" pool applications using Omni mobile app

© 2025 Hayward Holdings, Inc.

Attractive Long-Term Growth Dynamics

Secular Tailwinds

- ✓ Healthy outdoor living
- ✓ Sunbelt migration
- ✓ “Smart home” IoT adoption
- ✓ Environmentally sustainable products

Industry Drivers

- ✓ Growing, aging installed base
- ✓ Non-discretionary aftermarket spending
- ✓ Demonstrated pricing power
- ✓ Conversion to connected product technologies

Competitive Advantages

- ✓ Strong brand and installed base
- ✓ Technology leadership
- ✓ Operational excellence
- ✓ Multi-channel strength

HAYWARD IS WELL POSITIONED TO DRIVE COMPELLING LONG-TERM GROWTH

© 2025 Hayward Holdings, Inc.

Corporate Strategy



Organic Growth

- Execute global product and technology leadership roadmaps
- Advance regional sales & marketing strategies
- Expand customer experience initiatives
- Accelerate growth plans in Commercial Pool and Flow Control markets



Margin Expansion

- Proven culture of operational excellence with agile manufacturing footprint
- Higher-margin technology product mix
- Leverage top-line growth, increase capacity utilization
- Price-cost management



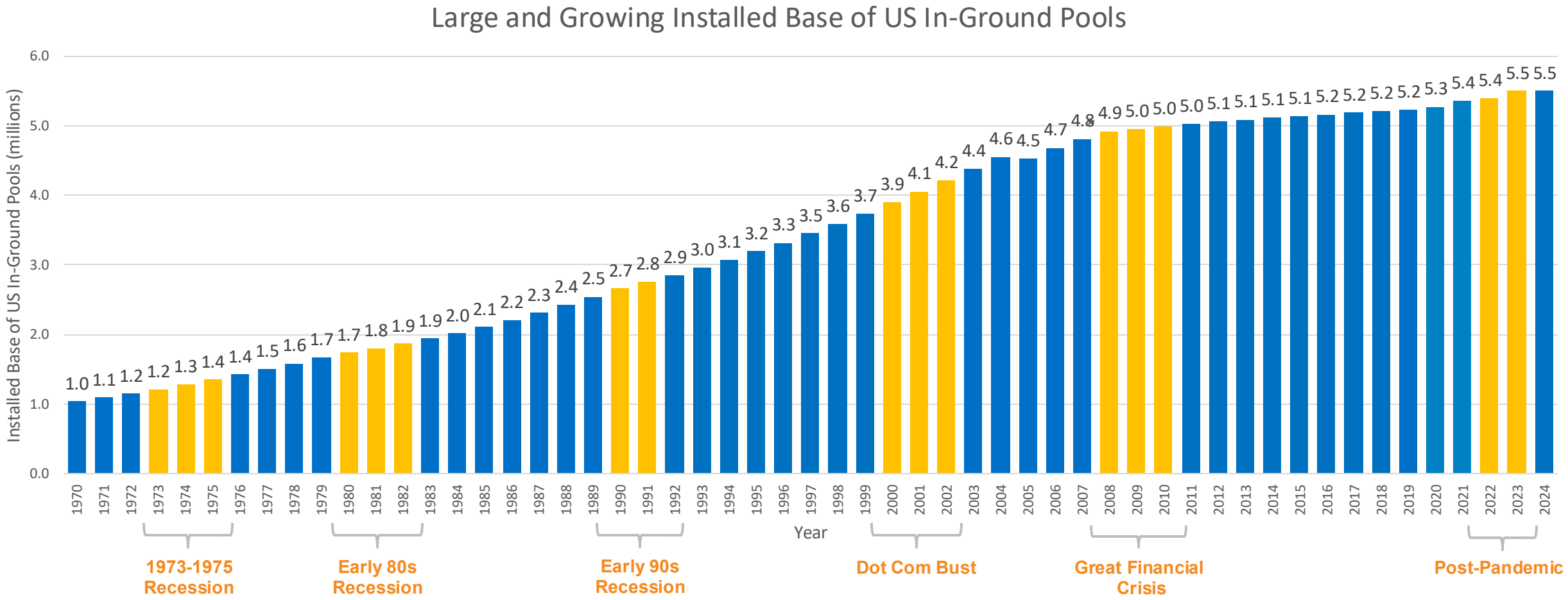
Disciplined Capital Allocation

- Growth investments (products/technologies, customer programs, productivity)
- Strategic M&A and partnerships
- Balance sheet de-levering
- Return to shareholders

HAYWARD 100 SINCE 1925

© 2025 Hayward Holdings, Inc.

Resilience of Aftermarket

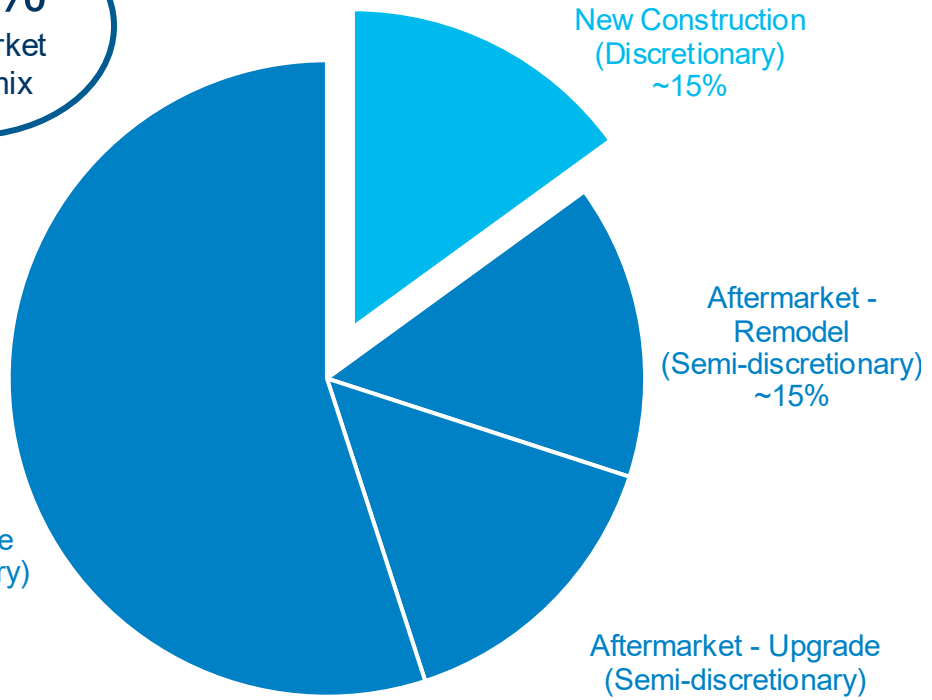


Source: P.K. Data
* Beginning in 2005, P.K. Data factors subtractions of pools through attrition (by measuring permits for pools to be removed) as negative input to installed base

© 2025 Hayward Holdings, Inc.

Driven by Recurring Aftermarket Spending

~85%
aftermarket
sales mix



- ✓ Aftermarket mix expected to further increase over time
- ✓ Average pool age ~23 years, highest on record
- ✓ Aging, low-tech installed base provides a rich source for remodel / upgrade

HAYWARD IS A MAJORITY AFTERMARKET BUSINESS

HAYWARD | 100 SINCE 1925

Source: Management estimates.

© 2025 Hayward Holdings, Inc.

SmartPad™ New Construction & Remodel Opportunity

New Construction/Aftermarket Remodel Lifetime Value

Technology, feature-rich pools increase TAM in Year 1 at construction then create an aftermarket annuity over ~30-year cycle of the pool



NON-SMARTPAD POOL
OEM equipment
Sales Average ~$4,000



SMARTPAD POOL
OEM Equipment
Sales Average ~$16,000

YEAR 1
Initial construction
~$12,000 opportunity

OVER ~30 YEAR CYCLE OF POOL BEFORE FULL SCALE REMODEL
Equipment
replaced 2 times

LIFE CYCLE VALUE OF INCREMENTAL
~$36,000
per pool

HAYWARD 100 SINCE 1925

Source: Management estimates based wholesale pricing in the US market.

© 2025 Hayward Holdings, Inc.

Conversion Upgrades

Key Sustainable Aftermarket Conversion Opportunities Increase TAM

	NEW CONSTRUCTION TAKE RATE	AFTERMARKET PENETRATION	OPPORTUNITY GAP		HAYWARD TECHNOLOGY ENABLING PRODUCT INTRODUCTIONS IN LTM
Digital Conversion IoT Controls	~70%	~35%	~35%	Available TAM $6.5B	 **Omni** New range of IoT automation controls
Chemical Conversion Salt Chlorinators	~65%	~38%	~27%		 **AquaRite** Unique capability, full sanitization at lowest salt levels
Energy Conversion Variable Speed Pumps	~82%	~42%	~40%		 **Variable Speed Pumps** Full range of DOE-compliant variable speed pumps

Source: Management estimates rounded to the nearest percentage; based on US market and third-party share data.

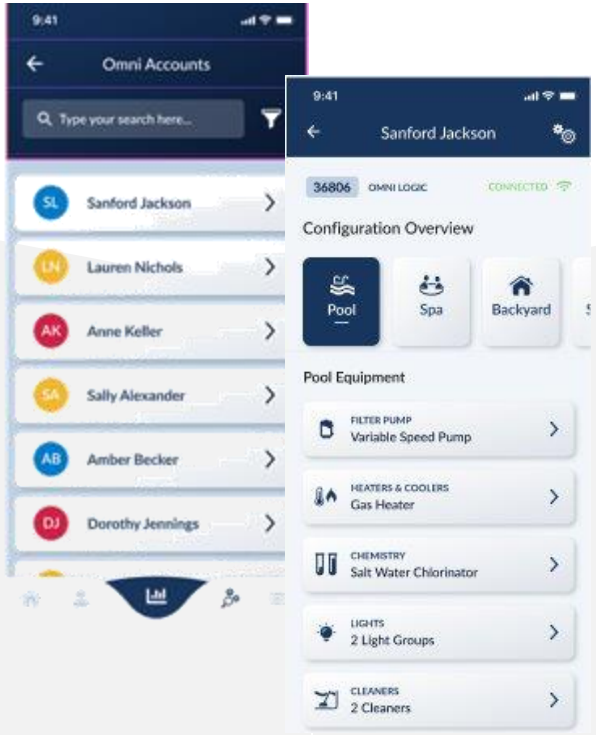
© 2025 Hayward Holdings, Inc.

Differentiated New Product Introductions in the Last Year



Microchannel Temperature Control

- ✓ Pool industry's first Microchannel Temperature Exchanger
- ✓ Robust, lightweight, Heat/Cool models
- ✓ Industry leading cooling capacity (chills to 40º) opens cold-plunge pool market



Servicer Omni Pro App

- ✓ Servicer access to all Omni accounts on contract
- ✓ Remote configuration & control of pool
- ✓ Platform for future servicer functionality



Universal ColorLogic 2.0 LED Lights

- ✓ Directional optics to maximize illumination
- ✓ Detachable cord for ease of service
- ✓ Stainless steel trim options

© 2025 Hayward Holdings, Inc.

OmniX: Innovative IoT Automation Platform for the Aftermarket

Current OmniLogic
Centralized Controls for New Construction
(TAM: ~62K annual pool builds in the US[1])



New OmniX Platform
Decentralized Controls for the Aftermarket
(TAM: ~3.5M non-automated pools in the US[2])





Significant aftermarket opportunity: large TAM of ~3.5M non-automated pools in the US (~65% of the 5.5M installed base)
Compelling path for pool owners to add wireless IoT control

HAYWARD 100 SINCE 1925

1. Total new residential inground pool construction was approximately 62,000 units in 2024 according to P.K. Data
2. Management estimate

© 2025 Hayward Holdings, Inc.

Hayward's Sales Model Deploys a "Push-Pull" Strategy

Hayward's sales model deploys a "push-pull" strategy with distributors and end-users, increasing barriers for competitors to enter the channel.

HAYWARD

- ✓ **77%** of U.S. residential pool equipment is sold through specialty distributors such as Pool Corp, Heritage and Baystate
- ✓ **18%** is sold directly to retailers and e-commerce
- ✓ **5%** is sold directly to builders and buying groups

Primary Sales Channel in US

Direct

Blue Haven Pools · Leslie's · Doheny's · Pinch-A-Penny Pool·Patio·Spa · Trevi · California Pools & Landscape

Distributors

POOLCORP · HERITAGE Pool Supply Group · PEP Pool & Electrical Products · Baystate Pool Supplies

Buying Groups

Carecraft · Club Piscine · IPG · United Aqua Group

- Pool Builders
- Retail
- E-Commerce
- Servicers

Pool Owners

Connected Through Various Media
(e.g. Omni app, website, social media, customer service phone lines)

Source: Management estimates.

© 2025 Hayward Holdings, Inc.

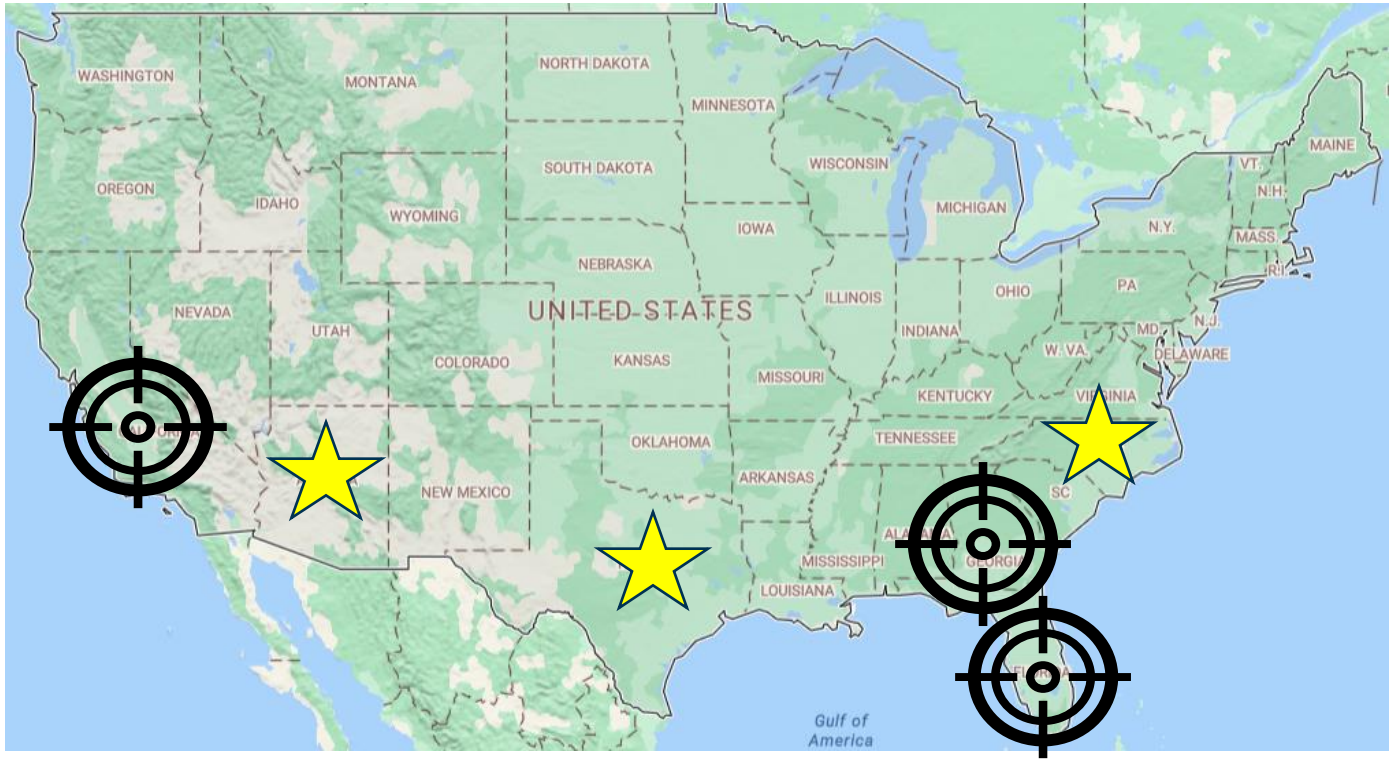
Hayward HUBs Improve Dealer Experience

Open now:

Dallas, TX
- Opened July ‘24

Clemmons, NC
- Utilizes current footprint

Phoenix, AZ
- Utilizes current footprint



Future Locations:

Florida

California

Georgia

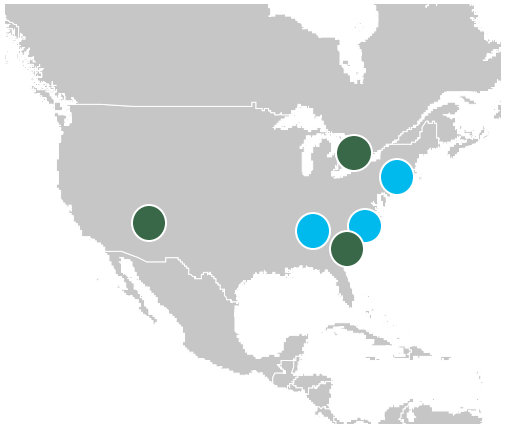
Enhanced Dealer Experience

- Training, service and support centers for dealers and trade professionals
- Located in strategic growth markets
- Showcases new products in hands-on environment
- Positive feedback from trade partners

© 2025 Hayward Holdings, Inc.

Highly Flexible, Global Manufacturing and Distribution Platform with Differentiated Capabilities

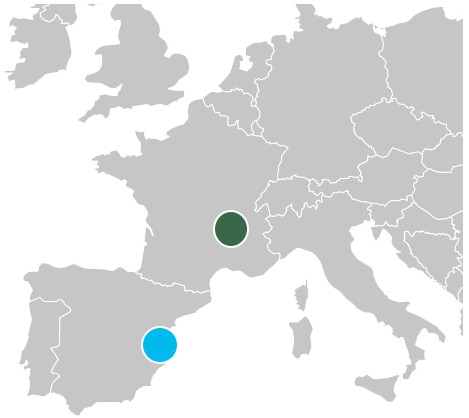
North America



3 Centers of Excellence

3 Distribution Centers

Europe



1 Center of Excellence

1 Primary Distribution Center

Rest of World



1 Center of Excellence

1 Primary Distribution Center

- ✓ Global manufacturing and distribution centers with a network for final assembly serving over 100 countries
- ✓ Production facilities in the US, Spain and China, each leveraging cost-efficient automation
- ✓ Significant manufacturing and distribution capacity to sustain future growth
- ✓ Approximately 85% of production in USA[1]

Note: Reflects only primary facilities
1. Represents net sales from products manufactured in the United States.

© 2025 Hayward Holdings, Inc.

Why Invest in Hayward?



Attractive Industry

- Secular tailwinds (sunbelt migration, healthy outdoor living)
- Large installed base that grows every year
- Disciplined industry, demonstrated pricing power

Recurring Aftermarket Model

- Aftermarket[1] sales mix ~85%
- Majority non-discretionary purchases to maintain existing pools
- Technology adoption of IoT-enabled smart products (OmniX)

Competitive Advantages

- Technology leadership. Innovative, best-in-class products in high-growth categories
- Operational excellence. Agile manufacturing and supply chain management
- Go-to-market. New customer acquisition / loyalty programs with significant traction

Strong Financial Profile

- Long-term organic sales CAGR of mid-to-high single digits
- Gross margin ~50%, mid-to-high 20s adjusted EBITDA margins on an annual basis
- Robust FCF generation, capital allocation optionality

Commitment to Sustainability

- Energy-efficient, environmentally sustainable products
- Established strategy and reporting framework – Products, Planet, People, Principles
- Morningstar Sustainalytics 2024 industry top quartile rating

HAYWARD 100 SINCE 1925

1. Aftermarket equipment sales are driven primarily by the ongoing repair, replacement, remodeling and upgrading of equipment for existing pools. Aftermarket sales based upon feedback from certain representative customers and management's interpretation of available industry and government data, and not upon our GAAP net sales results.

© 2025 Hayward Holdings, Inc.



APPENDIX

Non-GAAP Reconciliations

HAYWARD | 100 SINCE 1925

© 2025 Hayward Holdings, Inc.

Adjusted EBITDA & Adjusted EBITDA Margin Reconciliation

APPENDIX

(Dollars in thousands)	Three Months Ended		Twelve Months Ended	
	December 31, 2024	December 31, 2023	December 31, 2024	December 31, 2023
Net income	$ 54,733	$ 31,036	$ 118,655	$ 80,687
Depreciation	6,149	2,965	20,078	15,983
Amortization	9,484	9,276	35,783	37,079
Interest expense	13,563	17,645	62,163	73,584
Income taxes	8,686	8,057	25,527	20,400
Loss on extinguishment of debt	—	—	4,926	—
EBITDA	92,615	68,979	267,132	227,733
Stock-based compensation[(a)]	52	269	608	1,270
Currency exchange items[(b)]	(366)	(490)	(836)	786
Acquisition and restructuring related expense, net[(c)]	3,976	6,993	6,464	13,213
Other[(d)]	2,422	(96)	4,079	4,271
Total Adjustments	6,084	6,676	10,315	19,540
Adjusted EBITDA	$ 98,699	$ 75,655	$ 277,447	$ 247,273
Net income margin	16.7 %	11.1 %	11.3 %	8.1 %
Adjusted EBITDA margin	30.2 %	27.2 %	26.4 %	24.9 %

(a) Represents non-cash stock-based compensation expense related to equity awards issued to management, employees, and directors. The adjustment includes only expense related to awards issued under the 2017 Equity Incentive Plan, which were awards granted prior to the effective date of Hayward's initial public offering (the "IPO").

(b) Represents unrealized non-cash (gains) losses on foreign denominated monetary assets and liabilities and foreign currency contracts.

(c) Adjustments in the fiscal quarter ended December 31, 2024 are primarily driven by $2.9 million of compensation expenses for the retention of key employees acquired in the ChlorKing acquisition. Pursuant to the ChlorKing acquisition agreement, this $3.2 million was part of a total $6.3 million employee retention payment that was deposited into an escrow account on the date of acquisition. The full amount held in escrow will be released to the specified key employees if such employees are employed by Hayward on the one-year anniversary of the acquisition. These payments are contingent on continued employment and are not dependent on the achievement of any metric or performance measure. The retention costs will be recognized over the twelve-month period from the date of acquisition. Also included in adjustments for the fiscal quarter ended December 31, 2024 is $0.9 million of termination benefits related to a reduction-in-force within E&RW and $0.1 million of transaction and integration costs associated with the acquisition of the ChlorKing business.

Adjustments in the fiscal quarter ended December 31, 2023 are primarily driven by $6.7 million of costs related to the discontinuation of a product line leading to an impairment of the associated fixed assets, inventory and intangible assets.

Adjustments in the year ended December 31, 2024 are primarily driven by $3.2 million of compensation expenses for the retention of key employees acquired in the ChlorKing acquisition. Pursuant to the ChlorKing acquisition agreement, this $3.2 million was part of a total $6.3 million employee retention payment that was deposited into an escrow account on the date of acquisition. The full amount held in escrow will be released to the specified key employees if such employees are employed by Hayward on the one-year anniversary of the acquisition. These payments are contingent on continued employment and are not dependent on the achievement of any metric or performance measure. The retention costs will be recognized over the twelve-month period from the date of acquisition. Further, other adjustments for the year ended December 31, 2024 include $1.1 million of transaction and integration costs associated with the acquisition of the ChlorKing business, $0.9 million of termination benefits related to a reduction-in-force within E&RW, $0.8 million of separation and other costs associated with the centralization and consolidation of operations in Europe and $0.4 million of costs to finalize restructuring actions initiated in prior years.

Adjustments in the year ended December 31, 2023 primarily include $6.7 million of costs related to the discontinuation of a product line leading to an impairment of the associated fixed assets, inventory and intangible assets, $2.4 million related to programs to centralize and consolidate manufacturing operations and professional services in Europe, $1.9 million of costs associated with the relocation of the corporate headquarters to Charlotte, North Carolina, $1.2 million separation costs associated with the 2022 cost reduction program and $0.8 million of costs associated with integration costs from prior acquisitions.

(d) Adjustments in the fiscal quarter ended December 31, 2024 are primarily driven by a $1.6 million increase in cost of goods sold resulting from the fair value inventory step-up adjustment recognized as part of the purchase accounting for the acquisition of the ChlorKing business and $0.7 million of costs sustained from flood damage associated with a hurricane at a contract manufacturing facility.

Adjustments in the fiscal quarter ended December 31, 2023 are primarily related to programs to centralize and consolidate operations and professional services in Europe.

Adjustments in the year ended December 31, 2024 are primarily driven by a $3.3 million increase in cost of goods sold resulting from the fair value inventory step-up adjustment recognized as part of the purchase accounting for the acquisition of the ChlorKing business, $0.7 million of costs sustained from flood damage associated with a hurricane at a contract manufacturing facility and $0.5 million of costs incurred related to litigation, partially offset by $0.5 million of gains on the sale of assets.

Adjustments in the year ended December 31, 2023 primarily include $1.8 million related to inventory and fixed asset write-offs in Europe and $1.5 million of costs incurred related to the selling stockholder offerings of shares in March, May and August 2023, which are reported in SG&A in our consolidated statements of operations.

© 2025 Hayward Holdings, Inc.

Adjusted EBITDA Reconciliation

APPENDIX

(Dollars in thousands)	FYE 12/31/24	FYE 12/31/23	FYE 12/31/22	FYE 12/31/21	FYE 12/31/20	FYE 12/31/19
Net income	$ 118,655	$ 80,687	$ 179,347	$ 203,725	$ 43,302	$ 8,500
Depreciation	20,078	15,983	19,246	18,826	18,783	17,200
Amortization	35,783	37,079	38,393	38,990	44,039	46,800
Interest expense, net	62,163	73,584	51,387	50,854	73,615	84,500
Income taxes	25,527	20,400	54,890	56,416	14,483	3,600
Loss on debt extinguishment	4,926	—	—	9,418	—	—
EBITDA	267,132	227,733	343,263	378,229	194,222	160,600
Stock-based compensation[(a)]	608	1,270	1,602	19,019	1,946	1,600
Sponsor management fees[(b)]	—	—	—	90	796	800
Currency exchange items[(c)]	(836)	786	926	4,485	(4,721)	4,200
Acquisition and restructuring related expense, net[(d)]	6,464	13,213	8,162	15,030	19,311	1,400
Other[(e)]	4,079	4,271	13,622	4,884	19,997	3,800
Total Adjustments	10,315	19,540	24,312	43,508	37,329	11,800
Adjusted EBITDA	$ 277,447	$ 247,273	$ 367,575	$ 421,737	$ 231,551	$ 172,400

(a) Represents non-cash stock-based compensation expense related to equity awards issued to management, employees, and directors. The adjustment includes only expense related to awards issued under the 2017 Equity Incentive Plan, which were awards granted prior to the effective date of Hayward's initial public offering (the "IPO").

(b) Represents fees paid to certain of the Company's controlling stockholders for services rendered pursuant to a 2017 management services agreement. This agreement and the corresponding payment obligation ceased on March 16, 2021, the effective date of the IPO.

(c) Represents unrealized non-cash (gains) losses on foreign denominated monetary assets and liabilities and foreign currency contracts.

(d) Represents costs related to the purchase and integration of acquisitions, restructuring costs, and impairments related to discontinued product lines recorded to Acquisition and restructuring related expense within the consolidated statements of operations.

(e) Other includes expenses related to inventory step-up adjustments recognized as part of purchase accounting for various acquisitions, costs related to property damages from natural disasters or involuntary conversions and the associated insurance settlement proceeds, costs associated with selling stockholder offerings of shares and other miscellaneous items we believe are not representative of our ongoing business operations.

© 2025 Hayward Holdings, Inc.



THANK YOU

HAYWARD | 100
SINCE 1925

© 2025 Hayward Holdings, Inc.