SECOND QUARTER 2022 EARNINGS

July 28, 2022



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SECOND QUARTER 2022 EARNINGS CALL

KEVIN HOLLERAN
President and Chief Executive officer

EIFION JONES
Senior Vice President and Chief Financial Officer

KEVIN MACZKA
Vice President of Investor Relations

NYSE: HAYW

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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 ability to execute on its growth strategies and expansion opportunities; its ability to maintain favorable relationships with suppliers and manage disruptions to its global supply chain and the availability of raw materials, including as a result of the COVID-19 pandemic; its relationships with and the performance of distributors, builders, buying groups, retailers and servicers who sell Hayward's products to pool owners; competition from national and global companies, as well as lower-cost manufacturers; impacts on Hayward's business from the sensitivity of its business to seasonality and unfavorable economic and business conditions; Hayward's ability to identify emerging technological and other trends in its target end markets; Hayward's ability to develop, manufacture and effectively and profitably market and sell its new planned and future products; failure of markets to accept new product introductions and enhancements; the ability to successfully identify, finance, complete and integrate acquisitions; Hayward's ability to attract and retain senior management and other qualified personnel; regulatory changes and developments affecting Hayward's current and future products; volatility in currency exchange rates; Hayward's ability to service its existing indebtedness and obtain additional capital to finance operations and its growth opportunities; impacts on Hayward's business from political, regulatory, economic, trade, and other risks associated with operating foreign businesses, including risks associated with geopolitical conflict; Hayward's ability to establish and maintain 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 increases and other inflationary pressures; the impact of changes in laws, regulations and administrative policy, including those that limit U.S. tax benefits, impact trade agreements and tariffs, or address the impacts of climate change; the outcome of litigation and governmental proceedings; the impact of product manufacturing disruptions, including as a result of catastrophic and other events beyond our control, including risks associated with geopolitical conflict; impacts on Hayward's business from the COVID-19 pandemic; and other factors set forth in "Risk Factors" in Hayward's Annual Report on Form 10-K for the year ended December 31, 2021 and in Hayward's subsequent SEC filings.

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 after the date of this presentation to conform these statements to actual results or to changes in Hayward's expectations.

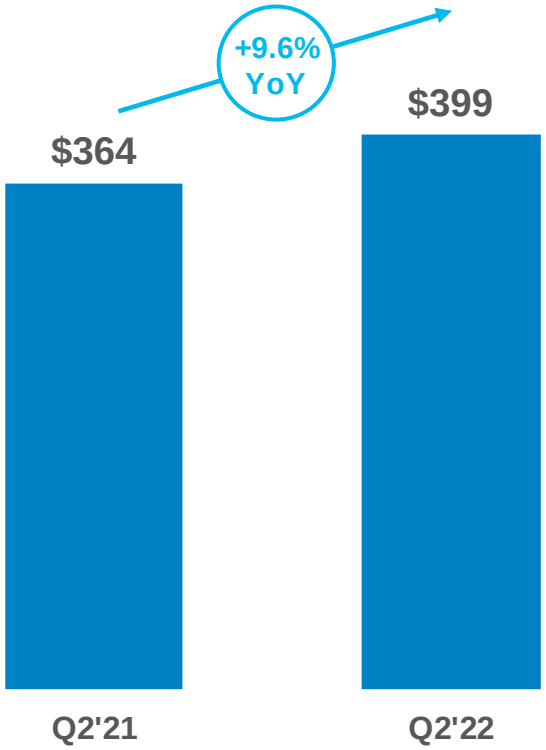
NON-GAAP FINANCIAL MEASURES

This presentation includes certain financial measures not presented in accordance with the generally accepted accounting principles in the United States ("GAAP"), including EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted segment income, adjusted segment income margin and net debt. These financial measures are not measures of financial performance in accordance with GAAP and may exclude items that are significant in understanding and assessing the Company's financial results. Therefore, these measures should not be considered in isolation or as an alternative to net income (loss), segment income or other measures of profitability, liquidity or performance under GAAP. You should be aware that Hayward's presentation of these measures may not be comparable to similarly titled measures used by other companies, which may be defined and calculated differently. See the appendix for a reconciliation of historical non-GAAP measures to the most directly comparable GAAP measures. Reconciliation for the forward-looking full year fiscal 2022 net sales and adjusted EBITDA outlook is not being provided, as Hayward does not currently have sufficient data to accurately estimate the variables and individual adjustments for such reconciliation.

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Q2 2022 Financial Overview

NET SALES ($MM)



SOLID SALES GROWTH

Ongoing demand for products in core markets remains healthy. Pricing and acquisitions drive higher sales growth.

INCREASED PRODUCT ADOPTION

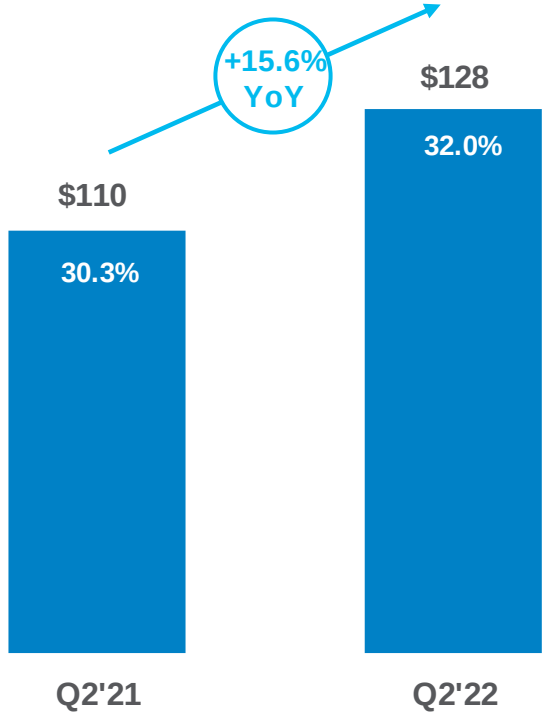
New product technologies increasing market penetration and adoption of Omni platform

KEY SECULAR TRENDS REMAIN

Supported by aftermarket opportunity, IoT conversion and positive demographic trends for new construction / installed base

ADJUSTED EBITDA ($MM)[1]

Margin (% of net sales)



1 See Appendix for a reconciliation of non-GAAP measures to the most directly comparable GAAP measures.

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Hayward Drivers of Growth

IoT Digital Leadership	✓ Launch of new Omni Control derivatives ✓ YoY Omni user base increased >64% ✓ >94% connected via Smart App
Dealer Conversions	✓ Business Development roles 100% focus new dealer acquisition ✓ Totally Hayward Partners growth >1,000 dealers added YTD
New Product Technologies	✓ Launched 6 new platform products ✓ Acquired 4 companies in Controls, Water Features and Lighting spaces ✓ NPI Vitality Index 2Q YTD growth 29%
Operational Excellence	✓ Global production YoY growth of 20% ✓ US production accounted for ~94% of domestic supply ✓ New European facility focused on automation and sanitization
Broad Channel Access	✓ Growth across diversified Distribution, Retail and Online channels
Environmental Sustainability	✓ 1.7b kWh saved from VS Pumps & LED Lights ✓ 129m lbs Chlorine saved from Salt/UV Ozone ✓ 3.9b gallons Water saved from Cartridge filters

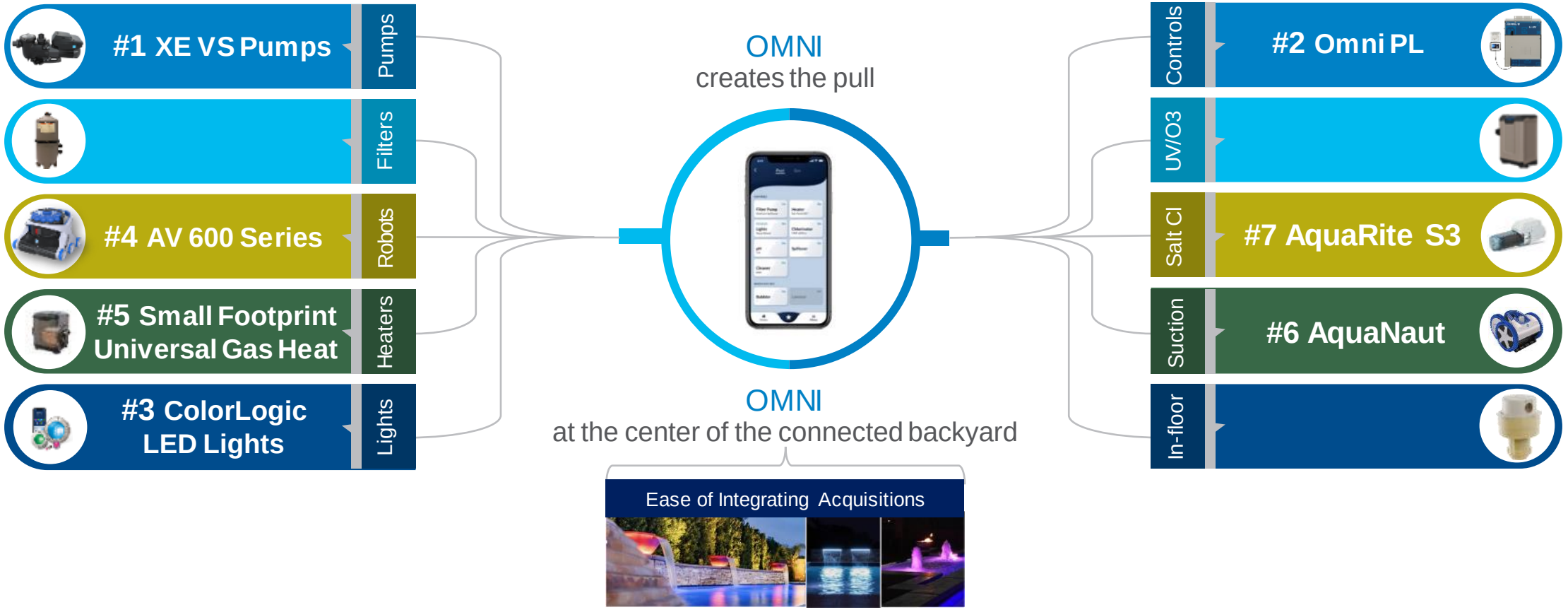
Hayward's Strategic Growth Drivers Delivered

28%

YoY LTM Sales Growth as of Q2 2022

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Winning Technology at Heart of SmartPad



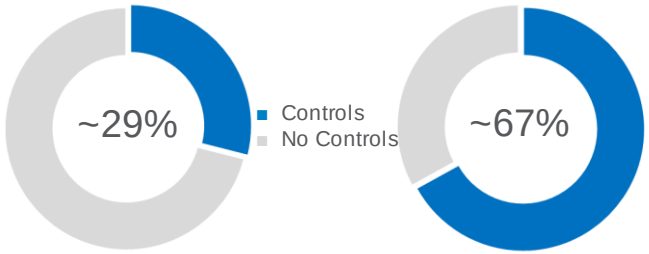
#1 TO #7 REPRESENT US INDUSTRY YOY UNIT GROWTH (#1 HIGHEST) FOR TOP 7 PRODUCT SEGMENTS

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SmartPad™ Aftermarket Conversion Upgrades

Key Sustainable Aftermarket Conversion Opportunities Increase TAM

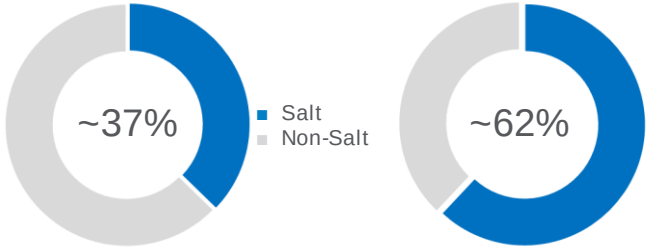
AFTERMARKET | NEW CONSTRUCTION



Digital Conversion

38%
of 5.4mm Pools @
$1,550 OEM Price =
$3.2bn

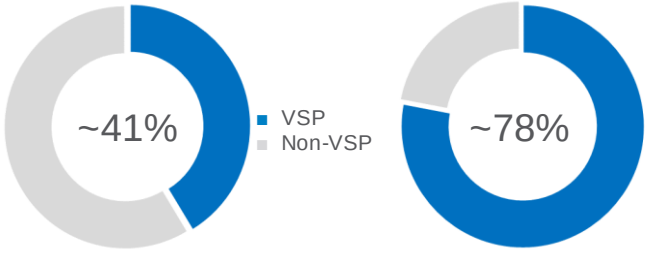




Chemical Conversion

25%
of 5.4mm Pools @
$1,200 OEM Price =
$1.6bn





Energy Conversion

37%
of 5.4mm Pools @
$900 OEM Price =
$1.8bn



Source: Management Estimates based on US market.

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SmartPad™ New Construction & Remodel Annuity

New Construction/Aftermarket Remodel Lifetime Annuity Value

Technology, feature-rich pools increase TAM in Year 1 at Construction
then create an aftermarket annuity over ~30 year life of the Pool



NON-SMARTPAD POOL
OEM equipment
Sales Average $3,000



SMARTPAD POOL
OEM Equipment
Sales Average $10,000

YEAR 1
Initial construction
$7,000 opportunity

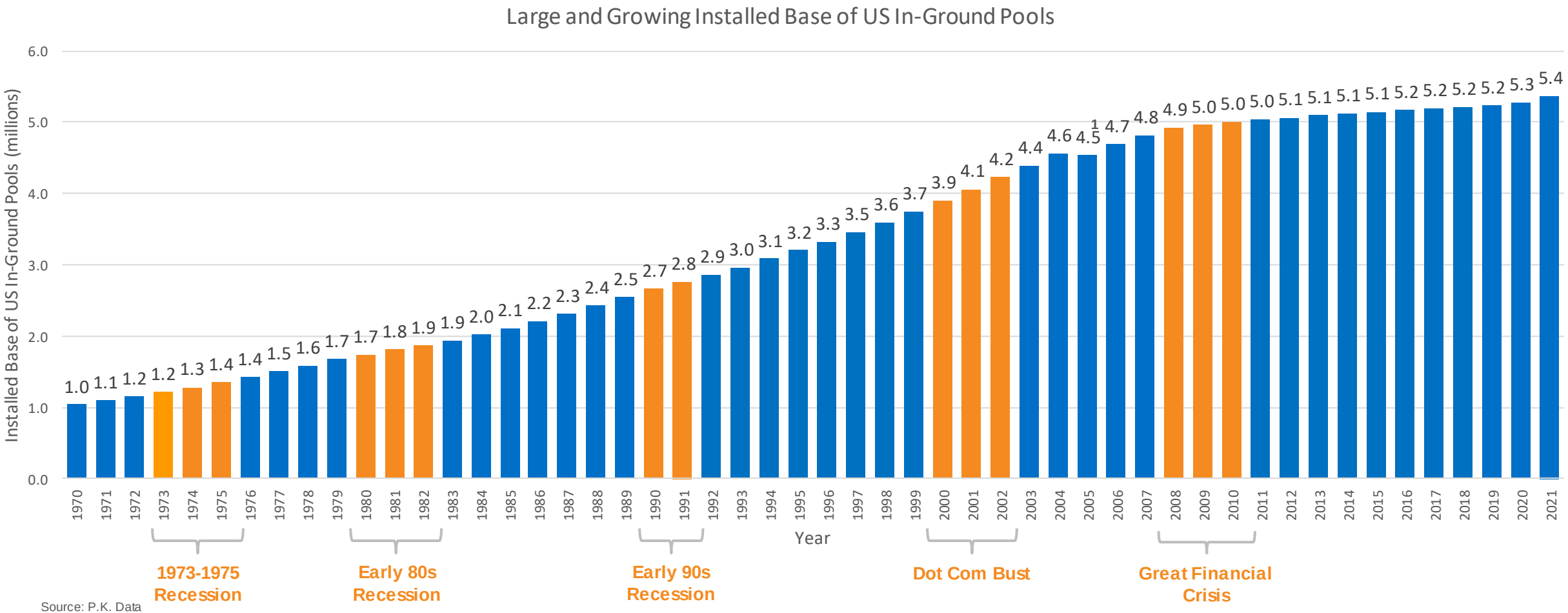
OVER ~30 YEAR LIFE OF POOL
Equipment
replaced 2 times

LIFETIME ANNUITY OF INCREMENTAL
$21,000
per pool

Source: Management estimates based on US market.

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Resilience of Aftermarket



Source: P.K. Data
1 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

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M&A Adding Value to Omni and the Hayward SmartPad

Strong Balance Sheet Unlocking New Opportunities

- Closed Specialty Lighting business from Halco extending core residential/commercial Pool lighting as well as extending to landscape for effortless backyard control
  - Omni ready: Pool/Spa and Landscape Lighting
  - Commercial Lighting for Pool and Fountain applications





- Entering launch phase on 3 IoT enabled technology businesses
  - Omni ready: LED Light Controls, Hydraulic Valve design for dynamic control of new Water Feature products



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Second Quarter 2022 Highlights

+10% YoY NET SALES GROWTH

+13% YoY GROSS PROFIT GROWTH

+16% YoY ADJ. EBITDA GROWTH[1]

2.3x NET DEBT / LTM ADJ. EBITDA[1]

NET SALES OF $399 MILLION

- Additional price actions to combat continued cost inflation
- Acquisitions contributing positively to overall growth
- Volume adversely impacted by global uncertainty and initial channel inventory reduction

GROSS PROFIT OF $189 MILLION, 47.4% OF NET SALES

- Margins expanded by 130 basis points YoY
- Stronger pricing realization
- Structural margin benefitting from price, product and geographical mix

ADJ. EBITDA[1] OF $128 MILLION, 32.0% OF NET SALES

- Margins expanded by 166 basis points YoY
- Higher sales and improved profitability despite inflationary pressures

NET DEBT[1] $1.04 BILLION / LTM ADJ. EBITDA[1] $458 MILLION

- Leverage increased due to capital allocation and share repurchases

Source: Company financial data. 1 See Appendix for a reconciliation of non-GAAP measures to the most directly comparable GAAP measures.

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North America Q2 2022 Segment Overview

NET SALES

$342 million

+16.5% YoY

- Favorable pricing and acquisition contribution
- Continued demand and penetration of new products in core end markets

GROSS PROFIT MARGIN

48.8%

+93 bps YoY

- Pricing actions and manufacturing leverage offset by sustained inflation from raw materials and freight

SEGMENT INCOME

$111 million

+23.8% YoY

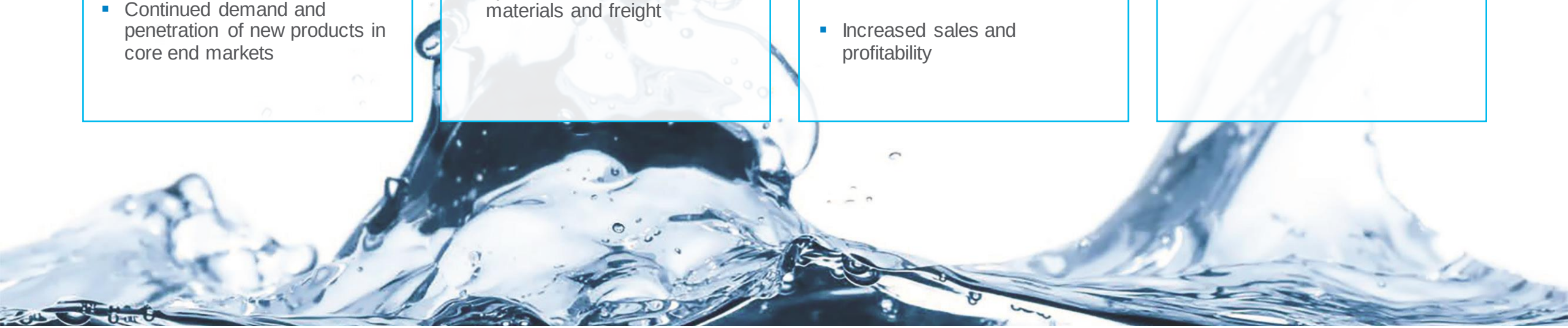
- Segment income margin increased 190 bps YoY to 32.3%
- Increased sales and profitability

ADJUSTED SEGMENT INCOME[1]

$123 million

+23.5% YoY

- Adjusted segment income margin[1] increased 203 bps YoY to 35.8%



1 See Appendix for a reconciliation of non-GAAP measures to the most directly comparable GAAP measures.

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Europe and ROW Q2 2022 Segment Overview

NET SALES

$57 million

-19.0% YoY

- Decline in volumes as a result of geopolitical factors and macroeconomic uncertainty
- Includes 7.0% negative impact from foreign currency

GROSS PROFIT MARGIN

39.3%

+39 bps YoY

- Favorable product mix and price realization

SEGMENT INCOME

$13 million

+6.8% YoY

- Segment income margin improved 561 bps YoY to 17.5%
- Improvement driven by the absence of impairment costs related to the fire incident at Yuncos, Spain

ADJUSTED SEGMENT INCOME[1]

$13 million

-26.6% YoY

- Adjusted segment income margin[1] declined 234 bps YoY to 22.7%

1 See Appendix for a reconciliation of non-GAAP measures to the most directly comparable GAAP measures.

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OUR ESG STRATEGIC PILLARS



PRODUCTS

Environmentally Sustainable Products

Product Safety



PLANET

Environmental Management (GHG, Energy, Water, Waste)

Responsible Supply Chain & Materials



PEOPLE

Diversity, Equity, & Inclusion

Employee Health, Wellbeing, & Engagement



PRINCIPLES

Business Ethics

Board Diversity & Independence

Data Privacy & Security

LOOKING AHEAD

2022 Financial Outlook

FULL YEAR

Net sales down 2% to 6% YoY

Adjusted EBITDA[1] of $385 to $400 million



OUTLOOK REFLECTS:

- Headwinds from geopolitical events in Europe and FX
- Channel inventory reduction through 2H 2022
- Weather impact in seasonal markets
- Stable demand for products in core end markets
- New product adoption and recent acquisitions benefitting market position
- Key secular trends support healthy demand in the aftermarket and new construction over the long-term

1 Reconciliation for the full-year fiscal 2022 Adjusted EBITDA outlook is not being provided, as Hayward does not currently have sufficient data to accurately estimate variables and individual adjustments for such reconciliation

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Hayward's Value Proposition



PURE PLAY MARKET LEADING BRAND
in growing outdoor living sector



COMPETITIVE MOAT

Full product line, omni channel presence, operational excellence and large installed base



LEADERS IN THE SMARTPAD™ CONVERSION

IoT-connected and environmentally conscious products



STRATEGIC VISION
to grow the addressable market



ROBUST FINANCIAL PERFORMANCE

with Recurring Sales Model

PURE PLAY MARKET LEADER IN CONNECTED POOL PRODUCTS, DRIVEN BY INNOVATION AND OPERATIONAL EXCELLENCE

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APPENDIX

Non-GAAP Reconciliations

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Adjusted EBITDA & Adjusted EBITDA Margin Reconciliation

APPENDIX

(Dollars in thousands)	Three Months Ended		Six Months Ended	
	July 2, 2022	July 3, 2021	July 2, 2022	July 3, 2021
Net income	$ 66,260	$ 52,816	$ 140,292	$ 89,683
Depreciation	4,758	4,503	9,598	9,251
Amortization	9,091	10,105	18,188	20,497
Interest expense	11,605	12,975	21,167	31,247
Income taxes	21,079	12,552	44,419	27,736
Loss on extinguishment of debt	—	3,608	—	9,418
EBITDA	112,793	96,559	233,664	187,832
Stock-based compensation [(a)]	315	5,265	1,252	15,899
Sponsor management fees [(b)]	—	—	—	90
Currency exchange items [(c)]	3,453	(593)	2,724	3,230
Acquisition and restructuring related expense, net [(d)]	4,940	1,636	7,211	1,669
Other [(e)]	6,136	7,527	9,035	8,986
Total Adjustments	14,844	13,835	20,222	29,874
Adjusted EBITDA	$ 127,637	$ 110,394	$ 253,886	$ 217,706
Adjusted EBITDA margin	32.0 %	30.3 %	31.3 %	31.2 %

(a) Represents non-cash stock-based compensation expense related to equity awards issued to management, employees, and directors. Beginning in the three months ended July 2, 2022, 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"), whereas in prior periods, the adjustment included stock-based compensation expense for all equity awards. Under the historical presentation, the stock-based compensation adjustment for the three and six months ended July 2, 2022 would have been an expense of $1.9 million and $2.9 million, respectively.

(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 losses (gains) on foreign denominated monetary assets and liabilities and foreign currency contracts.

(d) Adjustments in the three and six months ended July 2, 2022 are primarily driven by transaction costs associated with the acquisition of the specialty lighting business of Halco Lighting Technologies, LLC and costs associated with the relocation of the corporate headquarters. Adjustments in the three and six months ended July 3, 2021 are primarily driven by restructuring related costs associated with the exit of a redundant manufacturing and distribution facility.

(e) Adjustments in the three months ended July 2, 2022 include expenses associated with the discontinuation of a product joint development agreement, costs incurred for follow-on equity offerings in May 2022, which are reported in SG&A in our unaudited condensed consolidated statements of operations, partially offset by gains resulting from an insurance policy reimbursement related to the fire incident in Yuncos, Spain. Adjustments in the three months ended July 3, 2021 include a write-off related to the aforementioned fire in Yuncos, Spain, costs related to our debt refinancing, and operating losses related to an early stage product business acquired in 2018 that was phased out.

Adjustments in the six months ended July 2, 2022 include expenses associated with the discontinuation of a product joint development agreement, follow-on equity offerings in May 2022, which are reported in SG&A in our unaudited condensed consolidated statements of operations, partially offset by gains resulting from an insurance policy reimbursement related to the fire incident in Yuncos, Spain. Also included in the six months ended are bad debt reserves for certain customers in Russia and Ukraine partially offset by collections of these previously reserved receivables. Adjustments in the six months ended July 3, 2021 include a write-off related to the aforementioned fire in Yuncos, Spain, expenses incurred in preparation for the IPO and transaction related bonuses, costs related to our debt refinancing, and operating losses related to an early stage product business acquired in 2018 that was phased out.

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Adjusted Segment Income Reconciliations

APPENDIX

(Dollars in thousands)	Three Months Ended July 2, 2022			Three Months Ended July 3, 2021		
	Total	NAM	E&RW	Total	NAM	E&RW
Net sales	$ 399,442	$ 342,080	$ 57,362	$ 364,422	$ 293,575	$ 70,847
Gross profit	$ 189,365	$ 166,818	$ 22,549	$ 168,018	$ 140,442	$ 27,576
Gross profit margin %	47.4 %	48.8 %	39.3 %	46.1 %	47.8 %	38.9 %
Segment income	$ 123,771	$ 110,539	$ 13,232	$ 101,652	$ 89,285	$ 12,367
Segment income margin %	31.0 %	32.3 %	23.1 %	27.9 %	30.4 %	17.5 %
Depreciation	4,454	4,248	206	4,410	4,109	301
Amortization	1,394	1,394	—	1,473	1,473	—
Stock-based compensation	829	765	64	3,753	3,748	5
Other [a]	5,040	5,538	(498)	5,597	551	5,046
Total adjustments	11,717	11,945	(228)	15,233	9,881	5,352
Adjusted segment income	$ 135,488	$ 122,484	$ 13,004	$ 116,885	$ 99,166	$ 17,719
Adjusted segment income margin %	33.9 %	35.8 %	22.7 %	32.1 %	33.8 %	25.0 %
Expenses not allocated to segments						
Corporate expense, net	$ 8,386			$ 10,433		
Acquisition and restructuring related expense	4,940			1,636		
Amortization of intangible assets	7,697			8,632		
Operating income	$ 102,748			$ 80,951		

(a) The three months ended July 2, 2022 for NAM includes expenses associated with the discontinuation of a product joint development agreement that Hayward believes are not representative of its ongoing business operations. The three months ended July 3, 2021 includes operating losses which relate to an early stage product business acquired in 2018 that was phased out in 2021.

The three months ended July 2, 2022 for E&RW includes collections of previously reserved bad debt expense related to certain customers impacted by the conflict in Russia and Ukraine. The three months ended July 3, 2021 represents the impact of a fire at our manufacturing and administrative facilities in Yuncos, Spain.

(Dollars in thousands)	Six Months Ended July 2, 2022			Six Months Ended July 3, 2021		
	Total	NAM	E&RW	Total	NAM	E&RW
Net sales	$ 809,902	$ 688,376	$ 121,526	$ 698,785	$ 565,040	$ 133,745
Gross profit	$ 379,759	$ 329,875	$ 49,886	$ 327,922	$ 275,098	$ 52,824
Gross profit margin %	46.9 %	47.9 %	41.0 %	46.9 %	48.7 %	39.5 %
Segment income	$ 249,351	$ 219,150	$ 30,201	$ 202,346	$ 175,100	$ 27,246
Segment income margin %	30.79 %	31.8 %	24.9 %	29.0 %	31.0 %	20.4 %
Depreciation	8,957	8,582	375	9,068	8,400	668
Amortization	2,881	2,881	—	3,035	3,035	—
Stock-based compensation	459	356	103	7,996	7,444	552
Other [a]	6,450	5,738	712	6,034	983	5,051
Total adjustments	18,747	17,557	1,190	26,133	19,862	6,271
Adjusted segment income [a]	$ 268,098	$ 236,707	$ 31,391	$ 228,479	$ 194,962	$ 33,517
Adjusted segment income margin % [a]	33.1 %	34.4 %	25.8 %	32.7 %	34.5 %	25.1 %
Expenses not allocated to segments						
Corporate expense, net	$ 17,665			$ 22,563		
Acquisition and restructuring related expense	7,211			1,669		
Amortization of intangible assets	15,307			17,462		
Operating income	$ 209,168			$ 160,652		

(a) The six months ended July 2, 2022 for NAM includes expenses associated with the discontinuation of a product joint development agreement and certain general and administrative expenses that Hayward believes are not representative of its ongoing business operations. The six months ended July 3, 2021 include operating losses which relate to an early stage product business acquired in 2018 that was phased out in 2021.

The six months ended July 2, 2022 for E&RW includes bad debt reserves related to certain customers impacted by the conflict in Russia and Ukraine partially offset by subsequent collections.

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Last Twelve Months Adjusted EBITDA Reconciliation

APPENDIX

(Dollars in thousands)	Last Twelve Months[f] July 2, 2022	Fiscal Year December 31, 2021
Net income	$ 254,334	$ 203,725
Depreciation	19,175	18,826
Amortization	36,680	38,990
Interest expense	40,774	50,854
Income taxes	73,099	56,416
Loss on extinguishment of debt	—	9,418
EBITDA	424,062	378,229
Stock-based compensation [a]	4,372	19,019
Sponsor management fees [b]	—	90
Currency exchange items [c]	3,979	4,485
Acquisition and restructuring related expense, net [d]	20,572	15,030
Other [e]	4,932	4,884
Total Adjustments	33,855	43,508
Adjusted EBITDA	$ 457,917	$ 421,737
Adjusted EBITDA margin	30.3 %	30.1 %

(a) Represents non-cash stock-based compensation expense related to equity awards issued to management, employees, and directors. Beginning in the three months ended July 2, 2022, 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"), whereas in prior periods, the adjustment included stock-based compensation expense for all equity awards. Under the historical presentation, the stock-based compensation adjustment for the three and six months ended July 2, 2022 would have been an expense of $1.9 million and $2.9 million, respectively.

(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 losses (gains) on foreign denominated monetary assets and liabilities and foreign currency contracts.

(d) Adjustments in the last twelve months ended July 2, 2022 and December 31, 2021 each include business restructuring related costs associated with the exit of an early-stage product business acquired in 2018, severance and relocation costs associated with the relocation of our Corporate headquarters, and business restructuring related costs associated with the exit of redundant manufacturing and distribution facilities.

(e) Adjustments in the last twelve months ended July 2, 2022 include expenses associated with the discontinuation of a product joint development agreement, follow-on equity offerings, legal reserve and fee expenses, operating losses related to the early stage product business acquired in 2018 mentioned above, and bad debt reserves for certain customers in Russia and Ukraine, partially offset by gains resulting from an insurance policy reimbursement related to the fire incident in Yuncos, Spain

Adjustments in the twelve months ended December 31, 2021 include net insurance settlement proceeds for property damage loss as well as the consequential business interruption loss amount caused by the fire incident in Yuncos Spain, legal reserve and fee expenses, operating losses related to the early stage product business acquired in 2018 mentioned above, debt refinancing expenses, and expenses incurred in preparation with the IPO.

(f) Last twelve months adjusted EBITDA is calculated as six months ended July 2, 2022 Adjusted EBITDA plus Fiscal Year ended December 31, 2021 Adjusted EBITDA less six months ended July 3, 2021 Adjusted EBITDA.

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