

Second Quarter 2021 Earnings

August 2, 2021



Second Quarter 2021 Earnings Call

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Cautionary Statement

SPECIAL NOTE REGARDING FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements and information relating to the Company that are based on the beliefs of management as well as assumptions made by, and information currently available to management. These statements include, but are not limited to, statements about the Company's financial position; business plans and objectives; general economic and industry trends; operating results; and working capital and liquidity and other statements contained in this presentation that are not historical facts. When used in this presentation, words such as "may," "will," "should," "could," "intend," "potential," "continue," "anticipate," "believe," "estimate," "expect," "plan," "target," "predict," "project," "seek" and similar expressions as they relate to us are intended to identify forward-looking statements. These statements reflect management's current views with respect to future events, are not guarantees of future performance and involve risks and uncertainties that are difficult to predict. Further, certain forward-looking statements are based upon assumptions as to future events that may not prove to be accurate. Actual results or events could differ materially from the plans, intentions and expectations disclosed in forward-looking statements.

The Company has based these forward-looking statements largely on management's current expectations and projections about future events and financial trends that management believes may affect the Company's business, financial condition and results of operations. Important factors that could affect the Company's future results and could cause those results or other outcomes to differ materially from those indicated in the forward-looking statements include the following: our ability to execute on our growth strategies and expansion opportunities; our ability to maintain favorable relationships with suppliers; our relationships with and the performance of distributors, builders, buying groups, retailers and servicers who sell our products to pool owners; competition from national and global companies, as well as lower cost manufacturers; impacts on our business from the sensitivity of our business to seasonality and unfavorable economic and business conditions; our ability to identify emerging technological and other trends in our target end markets; our ability to develop, manufacture and effectively and profitably market and sell our 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; our ability to attract and retain senior management and other qualified personnel; regulatory changes and developments affecting our current and future products; volatility in currency exchange rates; our ability to service our existing indebtedness and obtain additional capital to finance operations and our growth opportunities; impacts on our business from political, regulatory, economic, trade, and other risks associated with operating foreign businesses; our ability to establish and maintain intellectual property protection for our products, as well as our ability to operate our business without infringing, misappropriating or otherwise violating the intellectual property rights of others; the impact of material cost and other inflation; the impact of changes in laws, regulations and administrative policy, including those that limit US tax benefits or impact trade agreements and tariffs; the outcome of litigation and governmental proceedings; impacts on our business from the COVID-19 pandemic; and other risks and uncertainties set forth under "Risk Factors" in the prospectus for the Company's initial public offering.

The forward-looking statements in this presentation represent management's views as of the date of this presentation. Unless required by United States federal securities laws, the Company 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 our 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 adjusted net income, 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 loss or other measures of profitability, liquidity or performance under GAAP. You should be aware that the Company'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 these non-GAAP measures to the most directly comparable GAAP measures.

Second Quarter 2021 Highlights

66% YoY

Net Sales growth

Record Net Sales of \$364 million, LTM \$1.2 billion

- ✓ Expanded production capacity to meet strong demand and order file
- ✓ Impact of new products and connected strategy

+161bps YoY

Gross Profit Margin expansion

Gross Profit of \$168 million, 46.1% of Net Sales

- ✓ Driven by volume leverage, price realization, strategic buying

+81% YoY

Adj. EBITDA¹ growth

Adj. EBITDA¹ of \$110 million, 30.3% of Net Sales

- ✓ Driven by net sales increase and leverage across the cost base

2.1x

Net Debt / LTM Adj. EBITDA¹

Net Debt \$757 million / LTM Adj. EBITDA¹ \$353 million

- ✓ IPO proceeds reduced leverage and increased financial flexibility

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

Updated 2021 Financial Outlook

Full Year

- ✓ Net Sales growth to 54% to 58% YoY
 - ✓ Compared to prior range of 40% to 45%
- ✓ Adjusted EBITDA¹ of \$405 to \$425 million; up 75% to 84% YoY
 - ✓ Compared to prior range of \$360 to \$390 million; up 55% to 68%

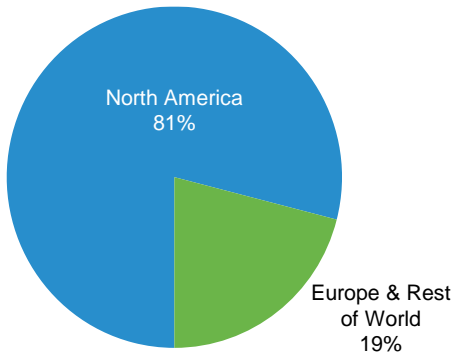
Improved Outlook Reflects:

- ✓ Strong results in first half of 2021 and increased visibility into 2022 order file
- ✓ Ongoing inflationary trends driven by material availability and logistics
- ✓ Continued broad based strength across products & new technology adoption
- ✓ Market trends continue to support healthy demand in 2021 and beyond

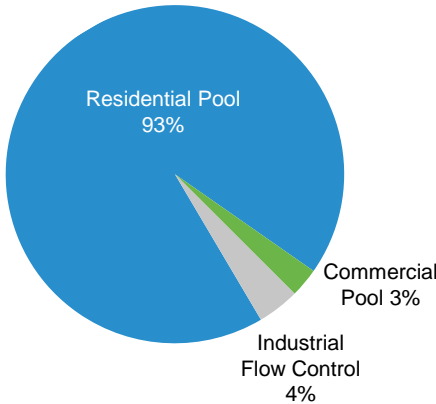
¹Reconciliation for the full-year fiscal 2021 Adjusted EBITDA outlook is not being provided, as Hayward does not currently have sufficient data to accurately estimate variables and individual adjustments for such reconciliation

Hayward at a Glance

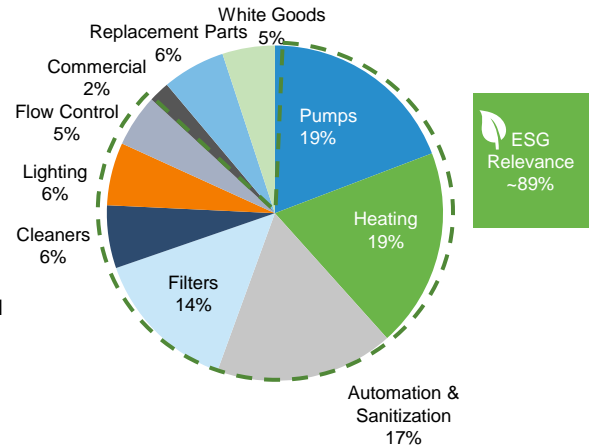
'20A Net Sales
by Segment



'20A Net Sales
by End Market



'20A Net Sales
by Product Category



Leader in Growing Outdoor Living Space

#1 brand in the highly attractive pool market

Demographic and secular trends support outdoor living

Pure-Play Pool Equipment Provider

~75% of sales from resilient aftermarket

SmartPad™ conversion driving growth

Leading Financial Performance

\$1,184mm / 50.8% Growth

LTM Q2 '21 Net Sales / YoY % Growth

\$353mm / 79.1% Growth

LTM Q2 '21 Adj. EBITDA / YoY % Growth

Source: Company financial data.

Hayward Advantage – Driving Best in Class Financial Performance

#1 Salt Chlorination, #1 Digital App, #1 Efficient Variable Speed Pump

Full line supplier of environmentally sustainable products and a leader in digital, energy & sanitization conversion

366 issued patents, 128 pending

In-house RD&E with ~\$20mm investment/pa

Vertically integrated manufacturing

Expanded production and automation capabilities

Production in region (~70% in USA)²

Agility in primary markets with ample production capacity

1 Trusted Brand¹ - ~100 Yrs. of performance

Rated highest for quality by builders and retailers

One of the Largest Installed Bases in North America

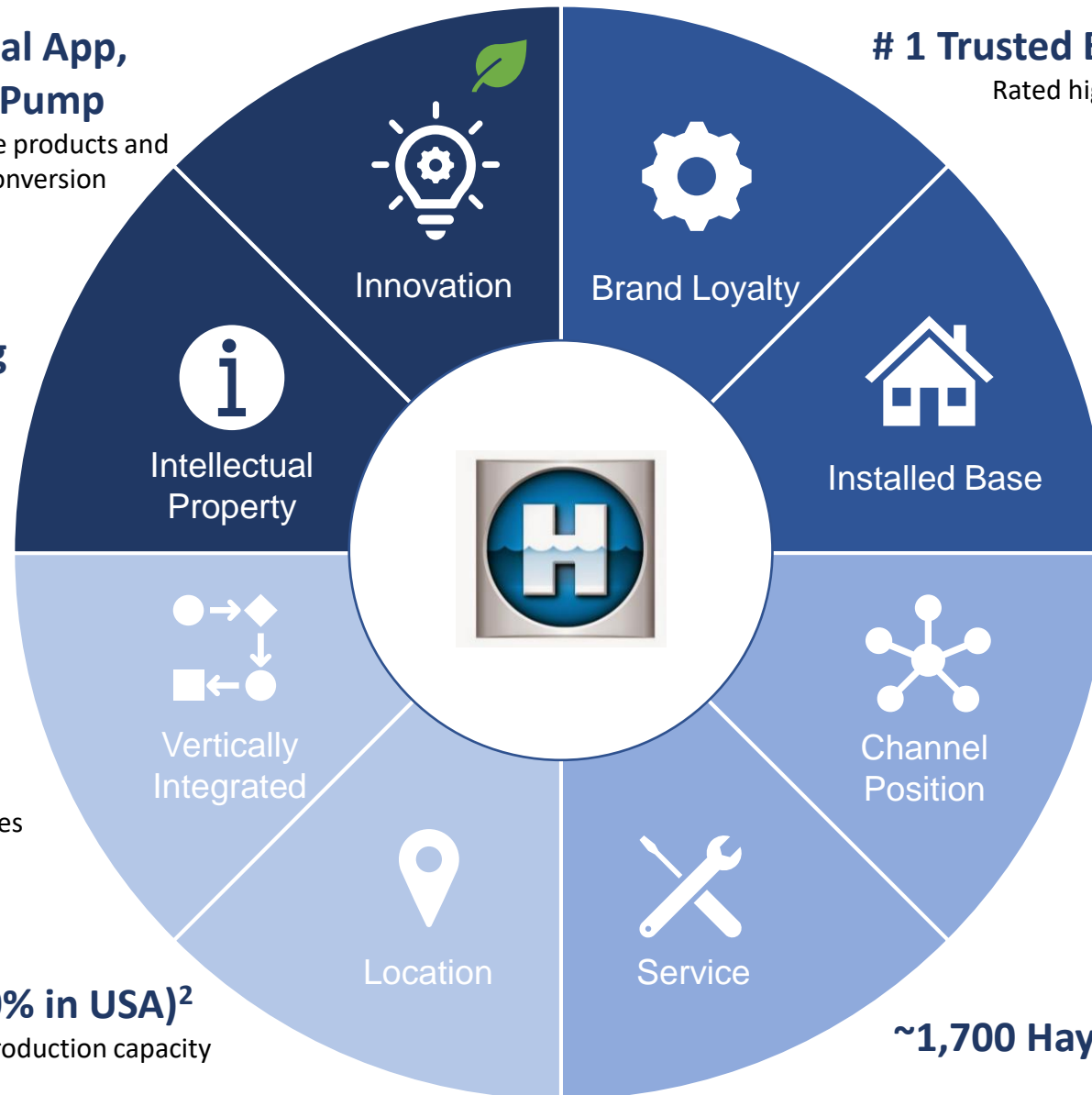
Full product line for all pool types

Omni Channel Strength

- Strong relationships with distributors, builders, retailers and servicers
- Our largest dealer loyalty program: “Totally Hayward” with >7,000 members and growing (+14% growth in members YTD)
 - A leader in e-commerce

~1,700 Hayward Authorized Service Centers

Highest rated for dependability



Hayward is at the Center of Outdoor Living

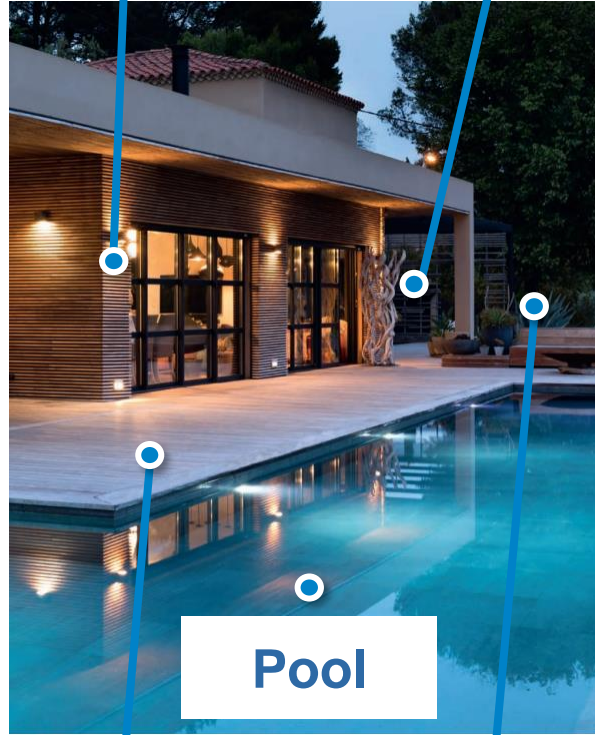
Strong Secular Home Building Trends

- ✓ **37%** of home buyers are Millennials (largest share) ¹
- ✓ **17%** of American adults are considering purchasing a home within a year ²
 - ✓ **64%** of prospective buyers in 2Q21 are first-time buyers, the highest share since 2018 ²
- ✓ Newer owner-occupied houses mostly concentrated in Sun Belt states ³
- ✓ Remodeling industry confidence improves year over year (RMI of 87 in 2Q21, up 14 points from the 2Q20) ⁴
 - ✓ This equates to a **~19%** CAGR for pool construction from 2019 - 2021



Lighting

HVAC



Decking

Irrigation

Growing Focus on Smart Homes

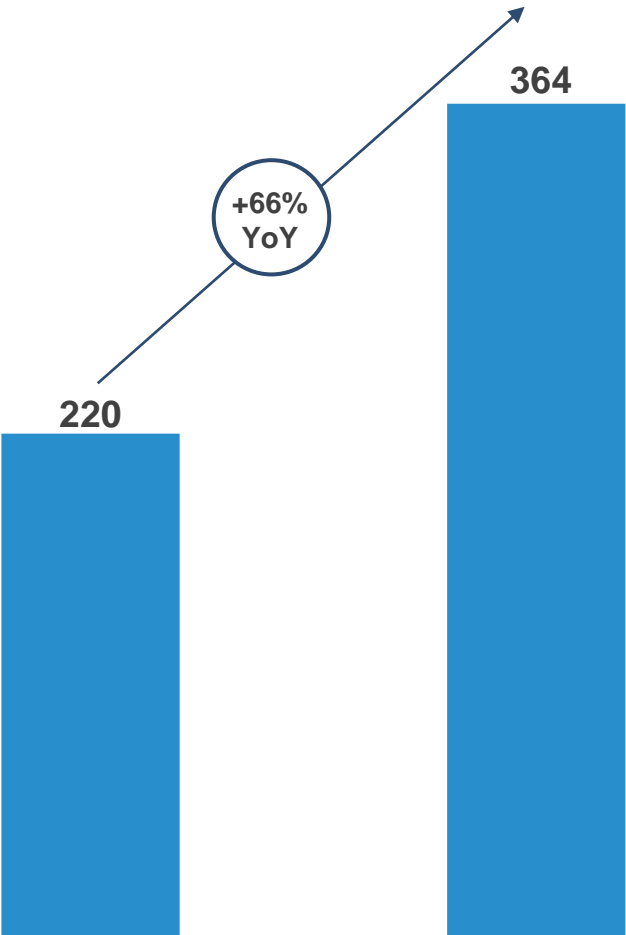
- ✓ **~\$23bn** U.S. smart home market
- ✓ **~77 million** smart homes by 2025
- ✓ **~66%** of homeowners use an app to control smart home devices
- ✓ **~60%** penetration of smart home systems in 2025, growing from **~40%** today
- ✓ Current connectivity of smart IoT controls on new pools is **65%** vs. **28%** on existing pools
 - ✓ Awareness is driving a conversion opportunity for Smart Upgrades



¹ National Association of Realtors Research Group, 2021 NAR Home Buyer and Seller Generational Trends Report. ² National Association of Home Builders, Housing Trends Report. ³ U.S. Census Bureau, 2019 American Community Survey. ⁴ Based on the National Association of Home Builders/Royal Building Products Remodeling Market Index (RMI). RMI is an average of the Current Conditions Index and the Future Indicators Index.

Q2 Financial Overview

Net Sales (\$mm)



Q2'20

Q2'21

Strong Sales Growth

Elevated demand across all end markets, accelerating production to meet levels of future demand

Significant Margin Expansion

Improvement of 161 bps in gross profit margin & 257 bps in AEBITDA margin

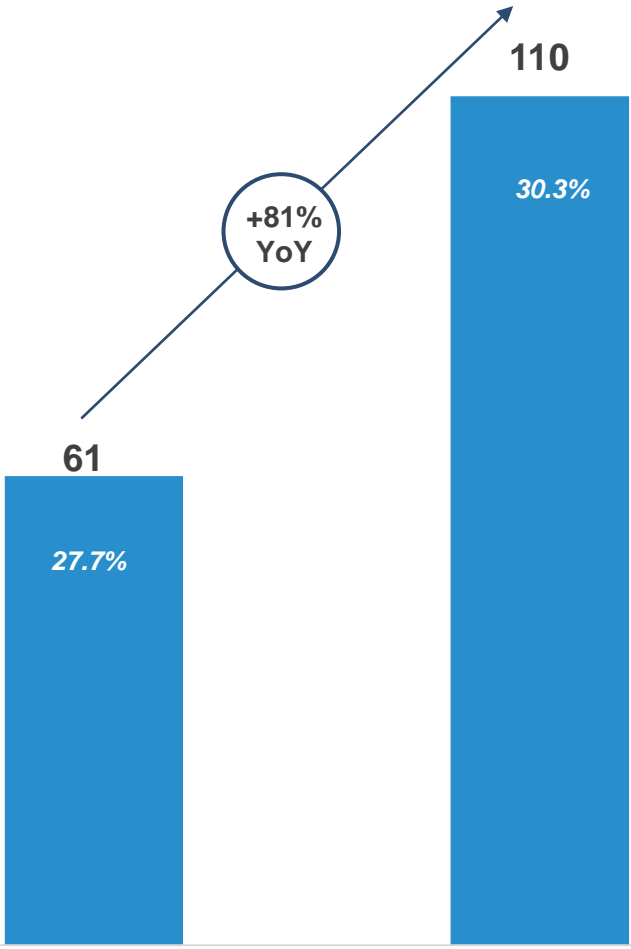
Driven by volume leverage and pricing

Production Driving Performance

Increased production delivering higher sales and improved margin profile

Adjusted EBITDA (\$mm)

Margin (% of net sales)



Q2'20

Q2'21

North America Q2 Segment Overview

Net Sales	\$294 million +66% YoY	<ul style="list-style-type: none">✓ Robust opening order file, exited quarter at higher levels✓ Accelerated production to meet market demand
Gross Profit Margin	47.8% +128 bps YoY	<ul style="list-style-type: none">✓ Driven by volume leverage and price realization✓ Strategic cost management actions mitigated higher inflation
Segment Income	\$89 million +96% YoY	<ul style="list-style-type: none">✓ Segment income margin improved 471 bps YoY to 30.4%✓ Higher sales, slightly offset by higher volume-driven SG&A
Adjusted Segment Income	\$99 million +89% YoY	<ul style="list-style-type: none">✓ Adjusted segment income margin improved 414 bps YoY to 33.8%

Europe & ROW Q2 Segment Overview

Net Sales	\$71 million <i>+66% YoY</i>	<ul style="list-style-type: none"> ✓ Sustained market demand and order file across all regions ✓ Growth partially constrained by raw material availability
Gross Profit Margin	38.9% <i>+315 bps YoY</i>	<ul style="list-style-type: none"> ✓ Favorable product mix ✓ Price realization ✓ Production leverage
Segment Income	\$12 million <i>+51% YoY</i>	<ul style="list-style-type: none"> ✓ Segment income margin declined 173 bps YoY to 17.5% ✓ Decline in segment income driven by non-reoccurring costs associated with our Yuncos, Spain facility
Adjusted Segment Income	\$18 million <i>+108% YoY</i>	<ul style="list-style-type: none"> ✓ Adjusted segment income margin improved 505 bps YoY to 25.0%

Core Values Drive Commitment to ESG

Environmental

- ✓ New product focus on energy efficient, water conserving and chemical avoidance products
- ✓ Thousands of tons of materials recycled annually
- ✓ ~70% of molding machines are electric or hybrid and can save 20% - 40% energy vs. hydraulic machines



Social

- ✓ Launched global diversity and inclusion platform in 2021
- ✓ Committed to fair living wages
- ✓ 54% reduction in global recordable injuries over the past 3 years
- ✓ >500 employees submitted safety improvements implemented annually

Governance

- ✓ Launched global ethics reporting platform
- ✓ Monthly ESG metrics reported to senior leadership
- ✓ New board structure with committee charters



Core Values

Focus on more environmentally sustainable products

Responsible manufacturing practices

Commitment to a safe and inclusive workplace

Clear governance and compliance practices

New Product Innovation Focus on ESG

90%

Reduction in energy use

1.1bn

kWh saved from variable speed pumps

50%

Reduction in chlorine use

81mm lbs

Less chemical chlorine by salt/UV/ozone

16%

Reduction in water use

2bn

Gallons of water saved through cartridge filtration



Pool Pad Equipment:

- Variable Speed Pumps
- High Efficiency Gas and Heat Pumps
- Omni Controls
- Cartridge Filtration
- Salt Chlorination
- UV/Ozone



In and Around the Pool:

- Robotic Cleaners
- LED Lights
- LED Replacement Bulbs
- Energy Efficient Skimmers

Hayward's Value Proposition

The background image shows a luxurious outdoor living area. In the foreground, there's a large, clear infinity pool that seems to blend into the horizon. To the left, a modern patio features a large glass-enclosed fireplace, a contemporary light fixture, and some outdoor furniture. The view from the pool and patio is breathtaking, showing a coastal city with many sailboats in the harbor, surrounded by green hills and mountains under a bright, slightly cloudy sky.

Pure Play Market Leader in Growing Outdoor Living Sector

Competitive Moat – Full Product Line, Channel Presence, Brand and Large Installed Base

Leaders in the SmartPad™ Conversion – IoT-Connected and Environmentally Conscious Products

Strategic Vision to Grow the Addressable Market

Best in Class Financial Performance with Recurring Sales Model

A modern, two-story house with large glass windows and a balcony, illuminated from within. The house is reflected in a pool of water in the foreground. The sky is a deep blue, suggesting dusk or dawn. The overall aesthetic is clean and contemporary.

Appendix

Non-GAAP Reconciliations

Adjusted EBITDA and Adjusted EBITDA Margin Reconciliation

Adjusted EBITDA and Adjusted EBITDA Margin Reconciliation (Non-GAAP Reconciliation)

Following is a reconciliation from net income to adjusted EBITDA:

	Three months ended		Increase	Percentage
	July 3, 2021	June 27, 2020	(Decrease)	Change
Net income	\$ 52.8	\$ 18.7	\$ 34.1	182.3 %
Depreciation	4.5	5.0	(0.5)	(9.4)%
Amortization	10.1	10.8	(0.7)	(6.3)%
Interest expense	13.0	17.5	(4.6)	(26.0)%
Income taxes	12.6	5.4	7.2	131.7 %
Loss on extinguishment of debt	3.6	—	3.6	— %
EBITDA	96.6	57.4	39.2	68.2 %
Stock-based compensation (a)	5.3	0.7	4.6	705.0 %
Sponsor management fees (b)	—	0.2	(0.2)	(100.0)%
Currency exchange items (c)	(0.6)	(6.3)	5.7	(90.6)%
Acquisition and restructuring related expense, net (d)	1.6	5.3	(3.7)	(69.2)%
Other (e)	7.5	3.7	3.8	101.0 %
Total Adjustments	\$ 13.8	\$ 3.6	\$ 10.2	286.5 %
Adjusted EBITDA	\$ 110.4	\$ 61.0	\$ 49.4	81.0 %
Adjusted EBITDA margin	30.3 %	27.7 %		

- (a) Represents non-cash stock-based compensation expense related to equity awards issued to management, employees, and directors.
- (b) Represents fees paid to certain of our Sponsors for services rendered pursuant to a 2017 management services agreement. This agreement and the corresponding payment obligation ceased as of the effective date of our initial public offering or March 12, 2021.
- (c) Represents non-cash mark-to-market gains on foreign currency contracts.
- (d) Adjustments in the three months ended July 3, 2021 include \$1.6 of business restructuring related costs associated with the exit of a now redundant manufacturing and distribution facility. Adjustments in the three months ended June 27, 2020 include \$5.3 of business restructuring related costs. Severance and retention costs, as well as costs associated with an early stage product business acquired in 2018 and being phased out in 2021 have been reclassified from "Acquisition and restructuring related expense, net" to "Other" to be consistent with the current period's presentation and proper classification.
- (e) Adjustments in the three months ended July 3, 2021 includes a \$5.0 write-off related to a fire at our manufacturing and administrative facilities in Yuncos Spain, \$1.9 related to debt refinancing, and \$0.5 of operating loss related to an early stage product business acquired in 2018 that is being phased out. Adjustments in the three months ended June 27, 2020 includes \$0.9 of operating losses related to the same early stage product business, \$1.4 of severance and retention costs plus additional COVID-19 related health and safety expenses.

Adjusted Segment Income Reconciliation

Following is a reconciliation from segment income to adjusted segment income for North America ("NAM") (in millions):

NAM	Three months ended		Six months ended	
	July 3, 2021	June 27, 2020	July 3, 2021	June 27, 2020
Segment income	\$ 89.3	\$ 45.6	\$ 175.1	\$ 68.2
Depreciation	\$ 4.1	4.2	8.4	8.3
Amortization	\$ 1.5	1.3	3.1	2.6
Stock-based compensation	\$ 3.7	0.4	7.4	0.9
Other ^(a)	0.6	1.1	1.0	2.5
Total Adjustments	9.9	7.0	19.9	14.3
Adjusted segment income	\$ 99.2	\$ 52.6	\$ 195.0	\$ 82.5
Adjusted segment income margin	33.8 %	29.7 %	34.5 %	26.6 %

- (a) The three months and six months ended July 3, 2021 include \$0.5 and \$1.0 operating losses, respectively, which relate to the early stage product business acquired in 2018 that is being phased out in 2021 and other miscellaneous items we believe are not representative of our ongoing business operations. The three months and six months ended June 27, 2020 include \$0.9 and \$2.2 operating losses, respectively, which relate to an early stage product business acquired in 2018 that is being phased out, as well as professional fees, additional health and safety expenses related to COVID-19, and other miscellaneous items we believe are not representative of our ongoing business operations.

Following is a reconciliation from segment income to adjusted segment income for Europe & Rest of World ("E&RW") (in millions):

E&RW	Three months ended		Six months ended	
	July 3, 2021	June 27, 2020	July 3, 2021	June 27, 2020
Segment income	\$ 12.4	\$ 8.2	\$ 27.2	\$ 13.8
Depreciation	0.3	0.3	0.7	0.6
Amortization	—	—	—	—
Stock-based compensation	—	0.1	0.6	0.2
Currency exchange items ^(a)	—	0.2	—	0.5
Other ^(b)	5.0	(0.3)	5.0	(0.2)
Total Adjustments	5.3	0.3	6.3	1.1
Adjusted segment income	\$ 17.7	\$ 8.5	\$ 33.5	\$ 14.9
Adjusted segment income margin	25.0 %	19.9 %	25.1 %	18.5 %

- (a) Represents currency exchange impact.

- (b) For the three months ended July 3, 2021, \$5.0 represents the impact of a fire at our manufacturing and administrative facilities in Yuncos, Spain.