

## FORM 4

## UNITED STATES SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

OMB APPROVAL

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## STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934  
 or Section 30(h) of the Investment Company Act of 1940

☐ Check this box if no longer subject to Section 16. Form 4 or Form 5 obligations may continue. See Instruction 1(b).

☐ Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan for the purchase or sale of equity securities of the issuer that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10.

1. Name and Address of Reporting Person * <u>Cramer Naomi</u>  (Last) (First) (Middle) <u>2005 EAST INDIAN SCHOOL ROAD</u>  (Street) <u>PHOENIX AZ 85016</u>  (City) (State) (Zip)	2. Issuer Name and Ticker or Trading Symbol <u>Leslie's, Inc. [ LESL ]</u>  3. Date of Earliest Transaction (Month/Day/Year) <u>12/14/2025</u>  4. If Amendment, Date of Original Filed (Month/Day/Year)	5. Relationship of Reporting Person(s) to Issuer (Check all applicable) Director 10% Owner Officer (give title below) Other (specify below) X See Remarks  6. Individual or Joint/Group Filing (Check Applicable Line) X Form filed by One Reporting Person Form filed by More than One Reporting Person
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Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned

1. Title of Security (Instr. 3)	2. Transaction Date (Month/Day/Year)	2A. Deemed Execution Date, if any (Month/Day/Year)	3. Transaction Code (Instr. 8)		4. Securities Acquired (A) or Disposed Of (D) (Instr. 3, 4 and 5)			5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4)	6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	7. Nature of Indirect Beneficial Ownership (Instr. 4)
			Code	V	Amount	(A) or (D)	Price			
Common Stock, par value \$0.001 per share	12/14/2025		M		726	A	\$0	4,404	D	
Common Stock, par value \$0.001 per share	12/14/2025		F		185	D	\$2.39	4,219	D	
Common Stock, par value \$0.001 per share	12/15/2025		M		416	A	\$0	4,635	D	
Common Stock, par value \$0.001 per share	12/15/2025		F		106	D	\$2.39	4,529	D	
Common Stock, par value \$0.001 per share	12/15/2025		M		115	A	\$0	4,644	D	
Common Stock, par value \$0.001 per share	12/15/2025		F		30	D	\$2.39	4,614	D	

Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)

1. Title of Derivative Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Transaction Date (Month/Day/Year)	3A. Deemed Execution Date, if any (Month/Day/Year)	4. Transaction Code (Instr. 8)		5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)		6. Date Exercisable and Expiration Date (Month/Day/Year)		7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4)		8. Price of Derivative Security (Instr. 5)	9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4)	10. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	11. Nature of Indirect Beneficial Ownership (Instr. 4)
				Code	V	(A)	(D)	Date Exercisable	Expiration Date	Title	Amount or Number of Shares				
Restricted Stock Units	\$0 <sup>(1)</sup>	12/14/2025		M		726		(2)	(2)	Common Stock	726	\$0	24,482	D	
Restricted Stock Units	\$0 <sup>(1)</sup>	12/15/2025		M		416		(3)	(3)	Common Stock	416	\$0	24,066	D	
Restricted Stock	\$0 <sup>(1)</sup>	12/15/2025		M		115		(4)	(4)	Common Stock	115	\$0	23,951	D	

## Explanation of Responses:

- Each Restricted Stock Unit ("RSU") represents the contingent right to receive, upon vesting of the RSU, one share of the Issuer's Common Stock.
- Represents a grant of RSUs, of which 1,451 will vest equally on December 14, 2026 and December 14, 2027, subject to Ms. Cramer's continuous employment or service with the Issuer or an affiliate until the applicable vesting date
- Represents a grant of RSUs, of which 414 will vest on December 15, 2026, subject to Ms. Cramer's continuous employment or service with the Issuer or an affiliate until the applicable vesting date
- Represents a grant of RSUs, of which 113 will vest on December 15, 2026, subject to Ms. Cramer's continuous employment or service with the Issuer or an affiliate until the applicable vesting date

## Remarks:

Chief Retail Operations and Talent Officer

/s/ Benjamin Lindquist, as  
 Attorney-in-Fact for Naomi  
 Cramer

12/16/2025

\*\* Signature of Reporting Person

Date

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

\* If the form is filed by more than one reporting person, see Instruction 4 (b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, see Instruction 6 for procedure.

Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB Number.