



2022 Annual General Meeting

27 October 2022

RELIANCE WORLDWIDE CORPORATION LIMITED
ABN 46 610 855 877



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Reliance Worldwide Corporation Limited uses non-IFRS measures such as EBITDA, Adjusted EBITDA, Adjusted EBIT and Adjusted NPAT to assess operating performance. These non-IFRS measures have not been subject to audit or audit review. Please refer to the Results Announcement dated 22 August 2022 for further detail on these non-IFRS measures.

RWC Board of Directors



Stuart Crosby
Non-Executive Chairman



Heath Sharp
Chief Executive Officer



Christine Bartlett
Independent Non-Executive Director



Russell Chenu
Independent Non-Executive Director



Darlene Knight
Independent Non-Executive Director



Sharon McCrohan
Independent Non-Executive Director



Ian Rowden
Independent Non-Executive Director

Chairman's address

Stuart Crosby

FY22 Financial Highlights

All figures in US\$

Net sales

\$1,172.2 million

+17% growth on pcp
+5% excluding EZ-Flo

Adjusted EBITDA

\$268.7 million

+3% on pcp
-3% excluding EZ-Flo

Adjusted NPAT

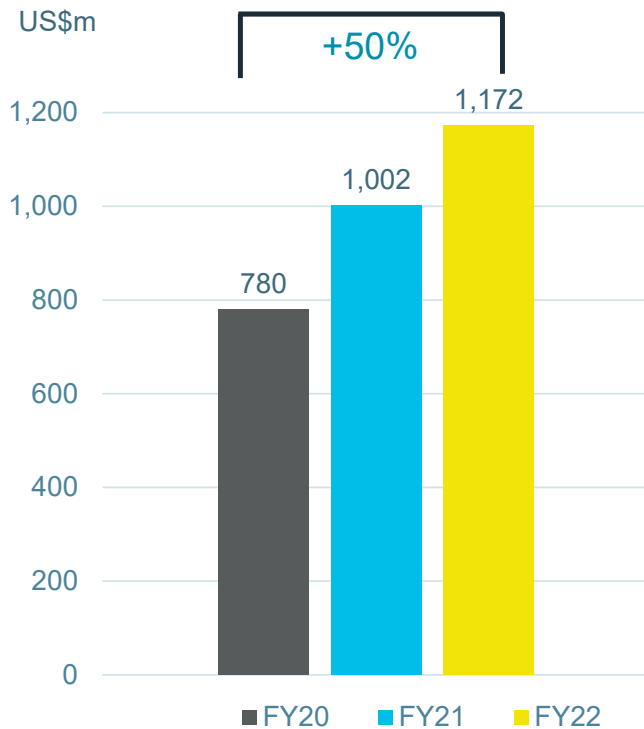
\$161.4 million

+2% on pcp

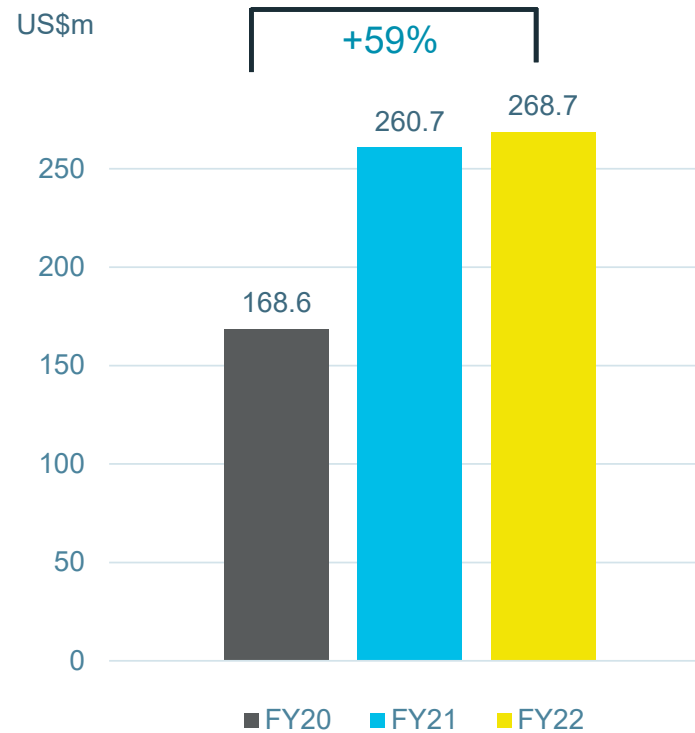
Strong 2-year performance record

FY22 performance has consolidated strong volume growth of FY21

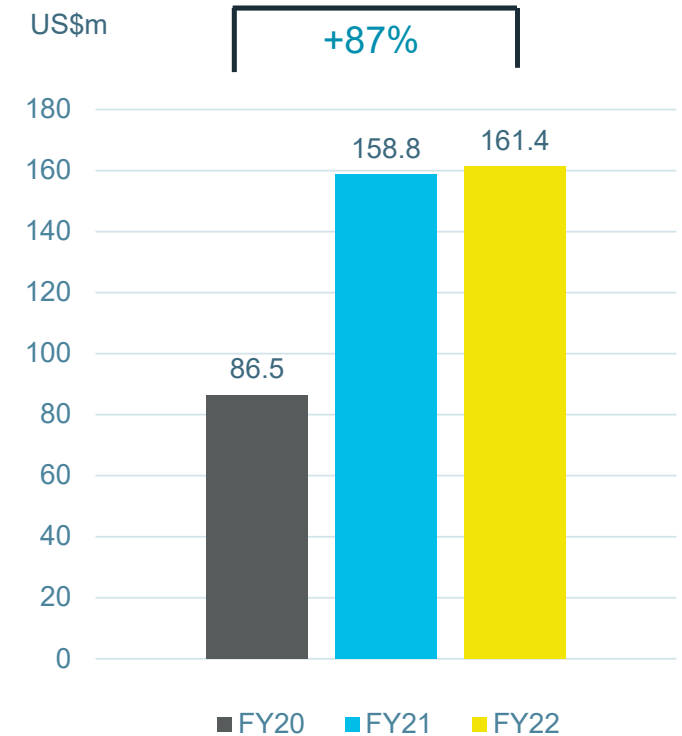
Net Sales



Adjusted EBITDA



Adjusted NPAT



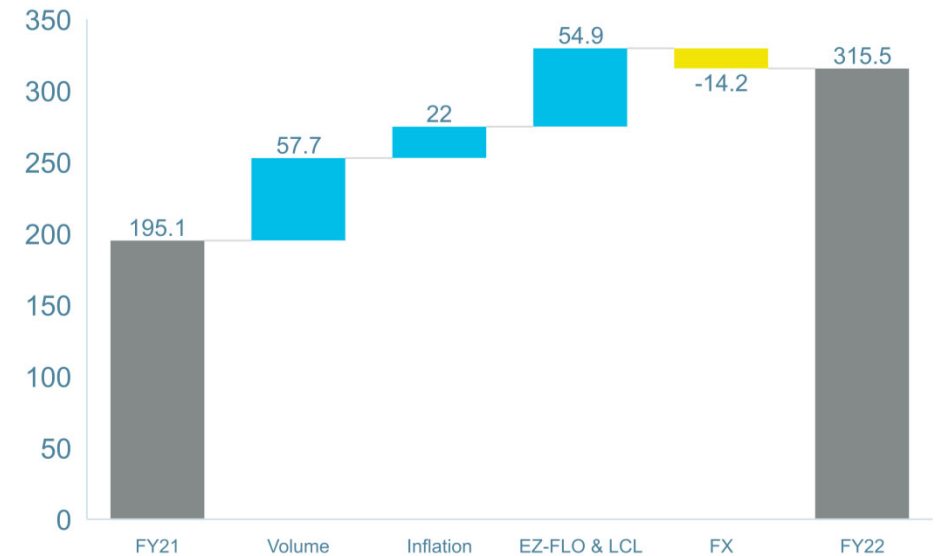
Increase in net debt to fund acquisitions

Higher inventory levels impacted operating cash flow

Debt metrics

US\$m	30 Jun 2021	30 Jun 2022
Cash and cash equivalents	21.3	27.7
Gross debt	151.7	578.7
Net debt¹	130.4	551.1
Net debt / EBITDA ²	0.51x	2.10x

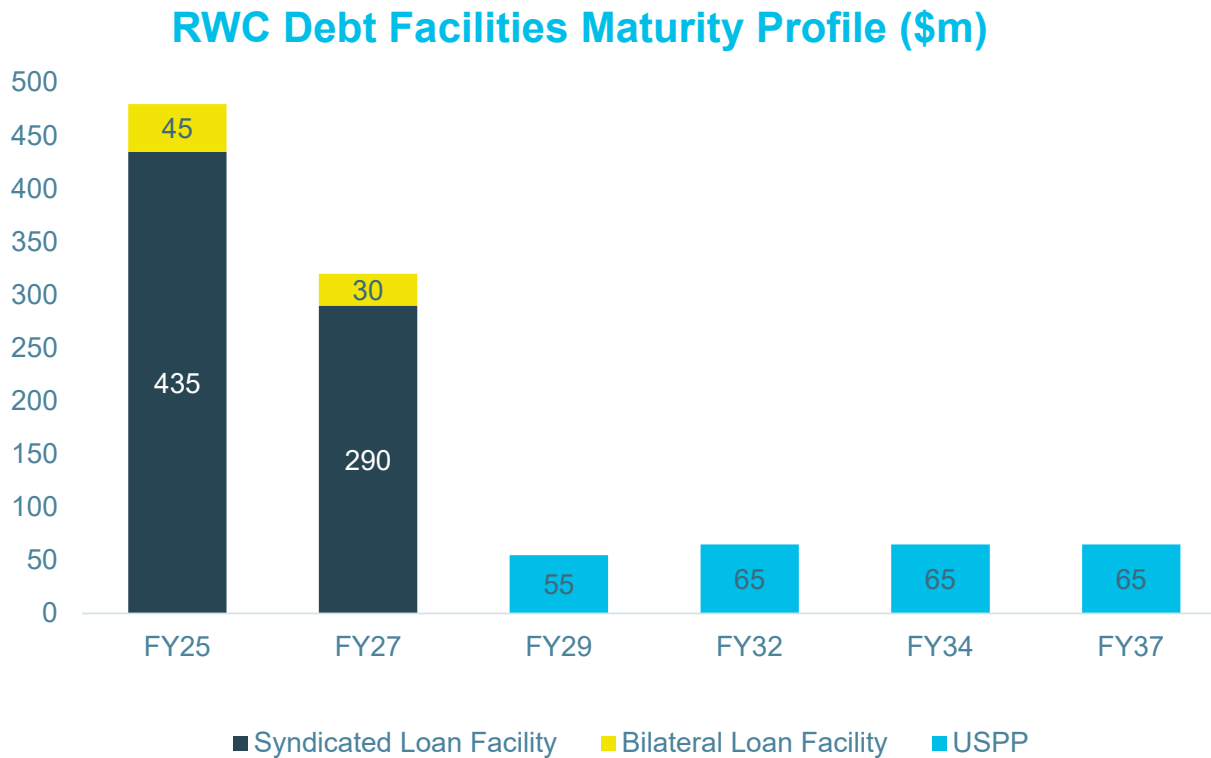
Inventory Change over pcp (\$m)



¹ Net debt excludes lease liabilities

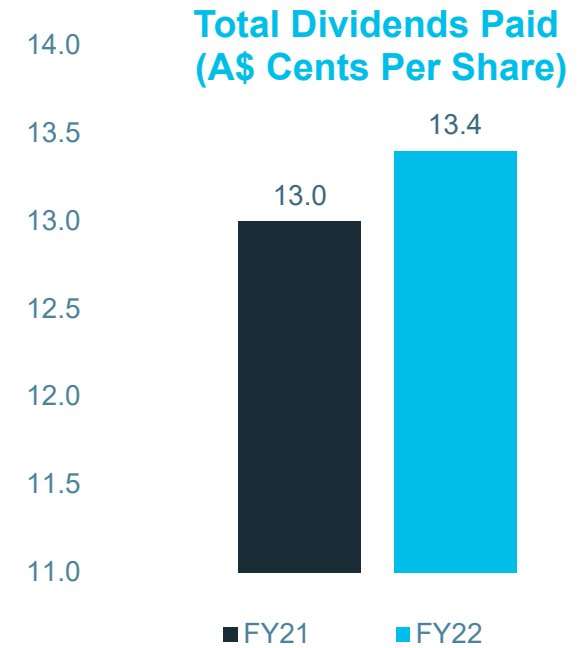
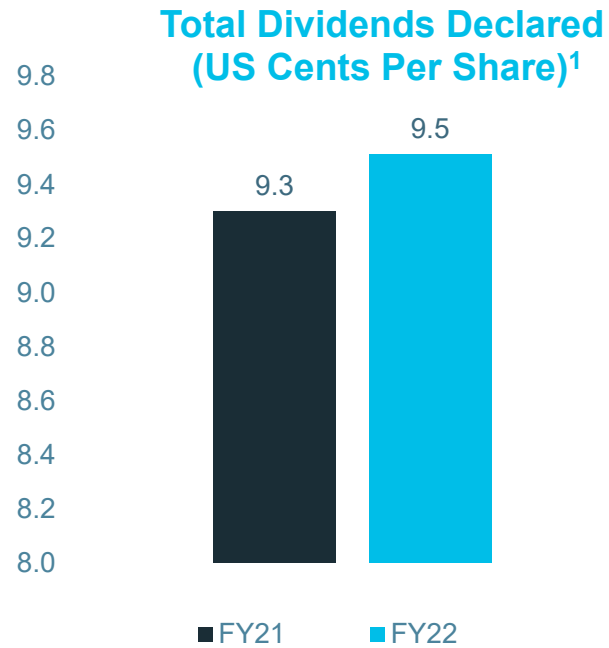
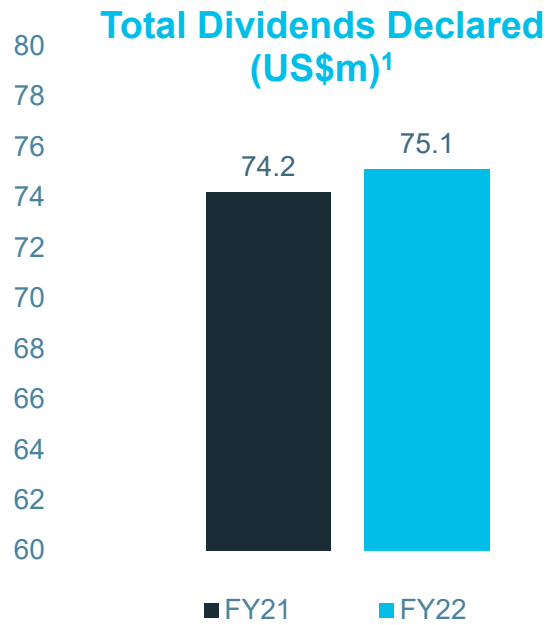
² Net Debt/12 month trailing EBITDA, including LCL and EZ-Flo earnings prior to acquisition

Refinancing of debt facilities has extended maturity profile



FY22 Dividend

FY22 Dividend pay-out ratio of 55% of Reported NPAT



¹ US\$ figures represent RWC management's translation of the FY21 dividend

RWC Board Committee Chairs



Sharon McCrohan

**Chair – ESG
Committee**



Darlene Knight

**Chair – Health & Safety
Committee**



Russell Chenu


**Chair – Audit & Risk
Committee**



Christine Bartlett

**Chair – Nominations &
Remuneration
Committee**

RWC: committed to making a positive, lasting impact

 <p>Environment</p>	<p>Net Zero by 2050 Committed to reducing Scope 1 and Scope 2 emissions to Net Zero by 2050</p>	<p>42% reduction in Scope 1 and Scope 2 emissions by 2030</p>	<p>Scope 3 Continue to measure Scope 3 emissions with an aspiration of setting targets to achieve net zero by 2050</p>
 <p>Social</p>	<p>Driving diversity, equity and inclusion in a safe and inspiring workplace</p>	<p>40/40/20 Gender diversity targets</p>	<p><4.65 Recordable incidences per 1 million hours worked</p>
 <p>Governance</p>	<p>Oversight and alignment Ensuring our performance</p>	<p>3 female Board members, representing 50% of Non Executive Directors</p>	<p>ESG Performance linked to executive remuneration</p>

CEO's address

Heath Sharp

FY22: Record earnings despite unprecedented challenges

Built on the step-up in FY21 revenues and continued strong execution

Consolidation of activity levels and retention of FY21 volume gains

- Net sales growth of 17% versus pcp, different drivers in each region:
 - **Americas** 26% sales growth, 15% underlying growth
 - **Asia Pacific** sales up 6%: continued strong domestic Australian market¹
 - **EMEA** sales up 1%: Continental Europe market offset lower UK sales¹

Price increases realised progressively throughout the year to offset cost inflation impact

- Operating margin diluted 200 bps by cost recovery price increases

Sustained execution in a complex environment

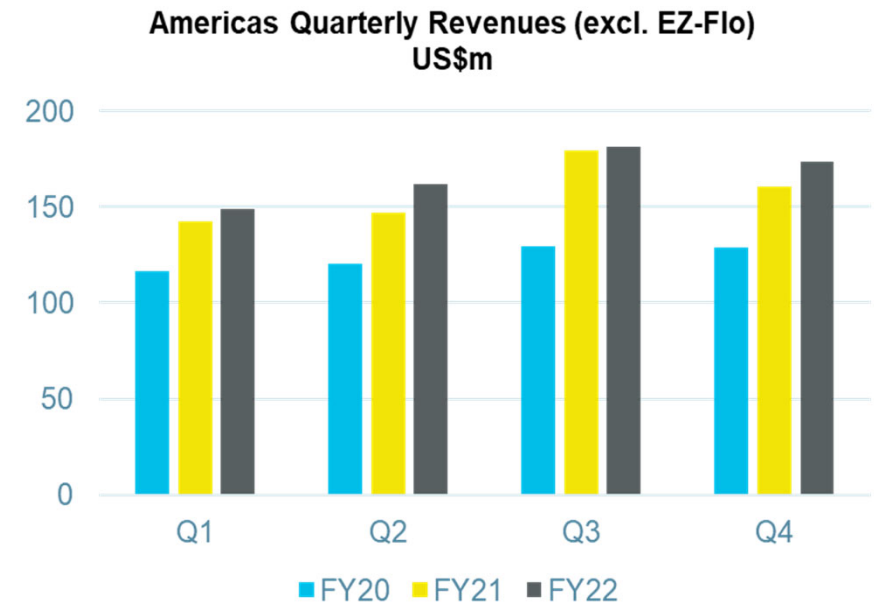
- New Americas DC opened in Alabama with greater automation
- UK freight and logistics outsourcing completed

¹ Sales growth in constant currency

Segment results: Americas

Reported net sales up 26% over pcp, underlying sales growth of 15%

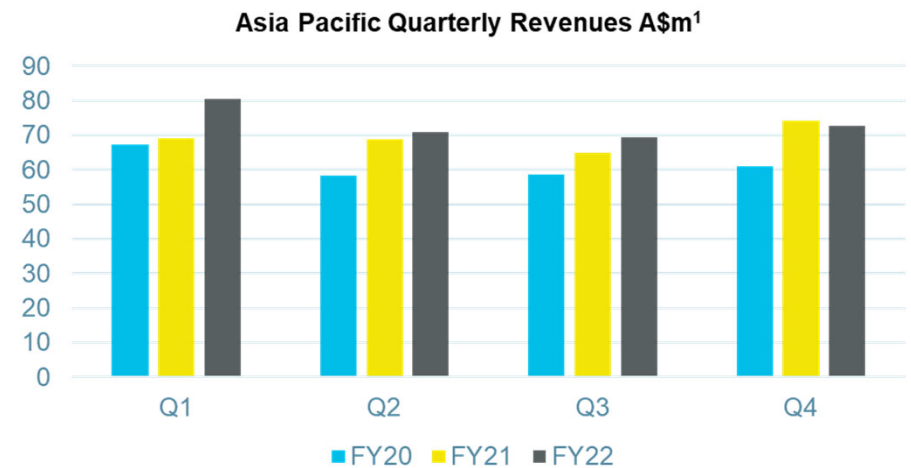
US\$m	FY21	FY22	% Change FY21	% Change FY20
Net Sales	630.0	791.0	26%	60%
- RWC	630.0	666.2	6%	34%
- EZ-Flo	-	124.8	-	-
Adjusted EBITDA	121.3	133.8	10%	69%
- RWC	121.3	118.2	-3%	49%
- EZ-Flo	-	15.6	-	-
<i>Adjusted EBITDA Margin</i>	<i>19.3%</i>	<i>16.9%</i>	<i>-240bps</i>	<i>+90bps</i>
<i>Adjusted EBITDA Margin excl. EZ-Flo</i>	<i>19.3%</i>	<i>17.7%</i>	<i>-160bps</i>	<i>+170bps</i>



Segment results: Asia Pacific

Sales growth of 6% on pcp, up 20% on a 2-year pcp basis

A\$m	FY21	FY22	% Change FY22 vs FY21	% Change FY22 vs FY20
Net Sales	277.3	293.5	6%	20%
Adjusted EBITDA	66.2	58.7	-11%	33%
<i>Adjusted EBITDA Margin</i>	<i>23.9%</i>	<i>20.0%</i>	<i>-390bps</i>	<i>+190bps</i>



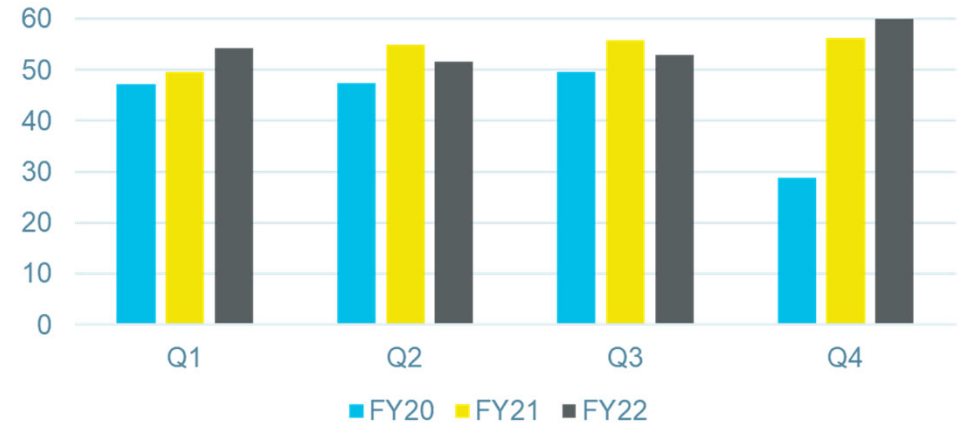
¹ Includes intercompany sales

Segment results: EMEA

Net sales up 1% on pcp, up 27% on a 2-year pcp basis

£m	FY21	FY22	% Change FY22 vs FY21	% Change FY22 vs FY20
Net Sales	216.6	218.8	1%	27%
Adjusted EBITDA	71.6	74.3	4%	50%
Adjusted EBITDA Margin	33.1%	34.0%	+90bps	+530bps

EMEA Quarterly Revenues £m¹



¹ Includes intercompany sales

EZ-Flo integrated into RWC

Increasing value for channel partners and ready access for professional end users opens many new opportunities

New Brands

- EZ-Flo
- Eastman

Additional Pro Brands

New Core Product Categories

- Appliance Connectors
- Gas Connectors

“Let’s do more together!”

New Distribution

Leveraging RWC channel strength and full value proposition

Immediate Opportunities



New Distribution hubs in the US and UK in FY22

Americas: New Cullman distribution centre commissioned

- New 600,000 sq ft facility in Alabama
- Enabled consolidation of several locations in Alabama into one site
- Provides for long-term growth needs
- Improved operational efficiencies and lower fixed costs



EMEA: outsourcing to 3rd party logistics provider with centralised UK warehouse

- 5 warehouse locations consolidated across the UK (130,000 sq ft) into single facility in centre of UK
- Expansion capability from 140,000 sq ft to 280,000 sq ft
- Vehicle fleet to more efficient outsourced fleet
- Customers have real-time load visibility and customer order tracking



LCL integration into RWC

100% of RWC's Australian manufactured brass products are made with recycled copper

Recycling of copper
from electrical and
telecommunications wires



Processing of recycled
copper into brass pellets



Newly manufactured
brass rod using recycled
copper and brass swarf



2,000th shipping container milestone

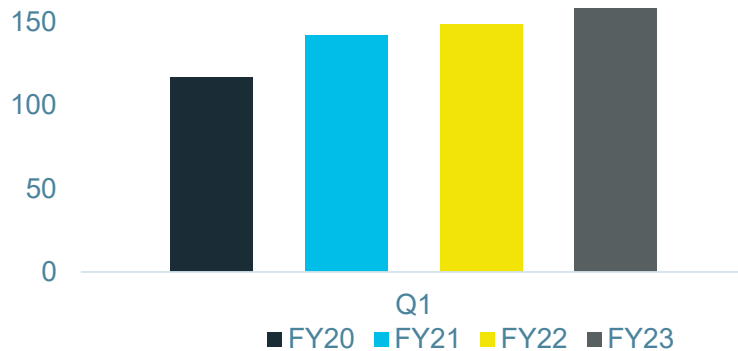
In May 2022, we celebrated an important milestone as the 2,000th full container of Australian made SharkBite fittings departed Australia to begin its journey to the US. With this shipment, APAC marked the official export of 351 million SharkBite fittings to the US



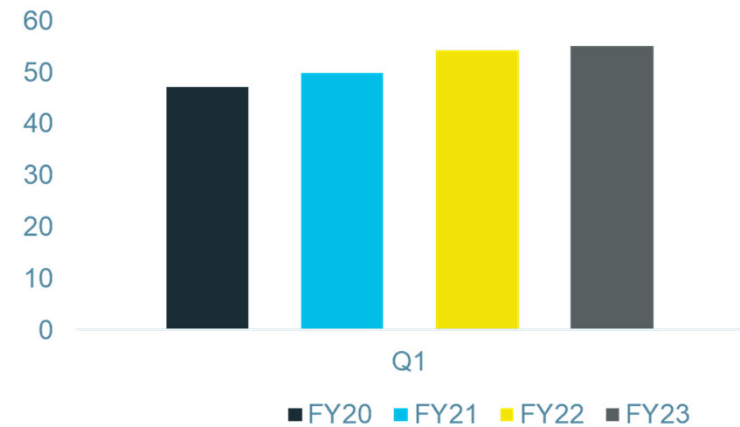
First Quarter Trading Update

US\$ million	Q1 FY22	Q1 FY23	% Change
Net Sales	246.0	303.1	23%
Reported EBITDA	66.3	76.8	16%
Adjusted EBITDA ¹	65.5	63.2	-4%

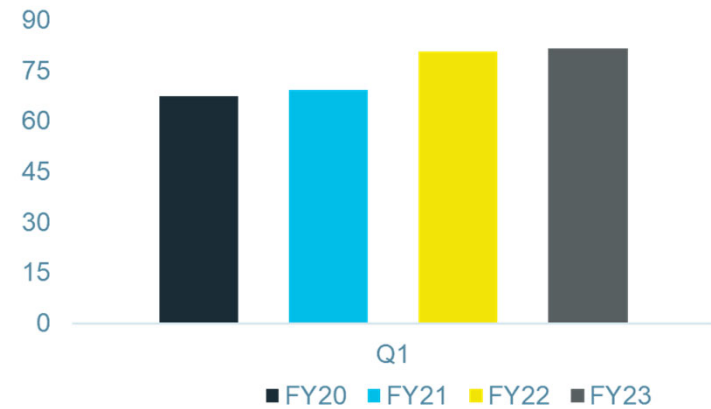
Americas First Quarter Revenues US\$m¹



EMEA First Quarter Revenues £m



Asia Pacific First Quarter Revenues A\$m



¹ EBITDA adjustments for Q1 FY23 comprise one-off costs to achieve EZ-Flo cost reduction synergies (\$1.4 million), and the gain on sale of a UK property (\$15.0 million)

RWC Strategy

Creating value through product leadership

Solutions for the job site



Smart product solutions that improve contractor productivity, enable the DIYer, and make lives easier.

Working in the field to understand job site requirements and challenges

Product engineering that is creating the future of plumbing

Market engagement to stay on top of trends and uncover acquisition opportunities

Value for the distributor



Increasing value for the distributor while providing broadest access to our products for the end-user.

Superior customer service provides the foundation partners can count on

Differentiated brands that matter to the user and put more value on the shelf for the channel

Broad distribution puts products in reach of the end-user when they need them

Industry leading execution



Premium quality products and unrivalled operational efficiency delivering margin growth.

Safety culture to ensure a work environment that protects our people

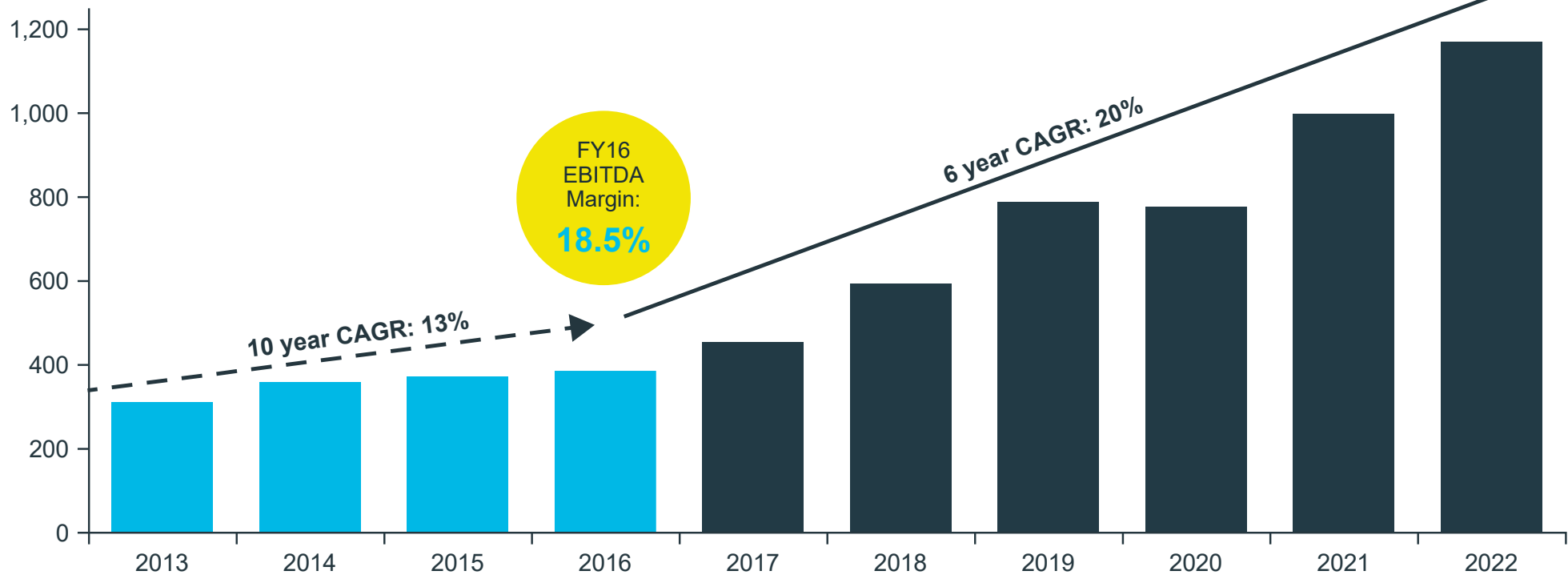
Lean manufacturing and strategic sourcing to drive quality, margins and resilience

Sustainability focus delivers a more efficient operation while reducing environmental impact

Strong growth track record

Since the IPO in 2016, RWC net sales has grown at a 20% CAGR

RWC Net Sales (US\$m)



Priorities for FY23

Regardless of economic conditions our focus will be on growing market share and leveraging our channel partner relationships

- Continue above-market growth in all key geographies
- Continued focus on operational excellence and execution, remaining agile and responsive to changing market conditions
- Delivering on EZ-Flo's revenue opportunities and cost synergies
- Further investment in capacity expansion to support volume growth, drive manufacturing efficiencies and enable introduction of new products
- Managing inflationary pressures, particularly input costs, through price increases, continuous improvement initiatives and prudent management of discretionary costs
- Improving cash flow and cash conversion through working capital management
- Ongoing imperative: health & safety and wellbeing of our people as we manage through COVID in a post-vaccination environment

Outlook for FY 2023¹

Uncertain economic and geopolitical outlook, R&R indicators remain robust

Positive Outlook Factors:

- Backlog of repair and remodel work should underpin volumes in the short term
- Consumer / household balance sheets are generally strong post-COVID and unemployment is near record lows
- RWC's exposure globally is predominantly to the less cyclical Repair and Remodel sector
- RWC's global manufacturing operations ensure a high degree of control over product quality and availability
- We have proven adept at managing through the supply chain challenges and maintaining high service levels

Outlook Risk Factors:

- Growth outlook for all key markets has become less certain since 1HY22
- Rising interest rates and continued inflationary pressures are impacting consumer confidence
- Further risk of supply chain disruption and potentially higher materials, freight and energy costs as a result of geopolitical tensions
- COVID variants continue to impact operations and markets globally

¹ Key assumptions for FY23 are set out in the Results Announcement dated 22 August 2022

Plumbing matters.
We make it better.

