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<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Speakers</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00am – 8:15am</td>
<td>Welcome and Safety</td>
<td>Heath Sharp, Rodney Maronay</td>
</tr>
<tr>
<td>8:15am – 9:15am</td>
<td>Strategy Overview</td>
<td>Heath Sharp, Gerry Bollman, Kal Nanji</td>
</tr>
<tr>
<td>9:15am – 10:00am</td>
<td>End User Markets</td>
<td>Heath Sharp</td>
</tr>
<tr>
<td>10:00am – 10:15am</td>
<td>StreamLabs Product Showcase</td>
<td>Heath Sharp, Dixon Thuston, Sam Elia</td>
</tr>
<tr>
<td>10:15am – 10:30am</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>10:30am – 11:15am</td>
<td>EMEA</td>
<td>Edwin de Wolf, Bart Maris, Matt Williams</td>
</tr>
<tr>
<td>11:15am – 12:00pm</td>
<td>Americas</td>
<td>Sean McClenaghan</td>
</tr>
<tr>
<td>12:00pm – 12:30pm</td>
<td>Operations</td>
<td>Tracy Scott, Matt Williams</td>
</tr>
<tr>
<td>12:30pm – 1:30pm</td>
<td>Tour</td>
<td>All, Operational Leads</td>
</tr>
<tr>
<td>1:30pm – 2:30pm</td>
<td>Lunch, Wrap Up, Q&amp;A</td>
<td>Heath Sharp, All</td>
</tr>
</tbody>
</table>
Objectives

Key insights that you will acquire today

- Clarity on our vision for growth driven by talented people, shared and consistent values, and a compelling value proposition
- An understanding of how we leverage our growth platforms that include demand generation, distribution, innovation and M&A to deliver results
- Greater understanding about our growing product portfolio that provides clever solutions for diverse end user segments across the globe
- The value of our core competency enhancements across the organization and an appreciation of our investments in capability, processes and systems
Our strategy summary sets out our priorities
A clear growth plan focused on key customer segments underpinned by our values
Our values represent the foundation of our strategy for success

**Innovation**
As industry pioneers we're not afraid to challenge convention with bold ideas and adventurous decision making.

**Passion**
We genuinely care about people, property and the world around us. We're inclusive, supportive and responsive, anticipating our customers' needs.

**Reliability**
We engineer lasting quality into everything we do. We're reliable and committed to delivering on our promises. For our customers we are a true value-added partner.

**Integrity**
We do what's right, we're accountable, responsible and respectful.

**Simplicity**
We create time saving solutions that are easier to use, more efficient and embrace sustainability wherever possible.
Values inform our talent initiatives

Driving programs across the group

Training
- Implementing leadership and supervisor development programs
- Utilize E-Learning courses for all employee compliance training and new course development

Succession planning
- Identifying high potential and succession candidates for critical roles while creating individualized development plans to ensure their success

Talent Development
- Cross functional development and mentoring programs
- Project opportunities to expand knowledge and capabilities

Employee Engagement
- Conducting September 2019 global survey
- Implementing engagement programs and initiatives from feedback
Values drive our commitment to social responsibility

Focused on enhancing shareholder returns through sustainable and responsible practices

- Diversity and inclusion initiatives underway
- Sustainable product development efforts
- Proactive recycling and waste management
- Ongoing energy and resource reduction
- Employee driven community engagement
- First ESG report on track for publication by end of FY20
Values led us to unite our family of brands

A rebranding journey to live up to the brand and connect our people
Branding challenge

Our ever-growing portfolio requires consistency and impact
One brand family
Powerful branding...impactful execution
Aligned with our long-term objectives and brand values
Shared brand values engage our greatest asset
Firmly aligned with the brand, our values are engaging and connecting our people
Our Priorities
And Our Growth Plan
Our strategic priorities

1. Accelerate
   Achieve profitable growth in core repair and maintenance markets in North America, UK and Australia.

2. Expand
   Grow into adjacent plumbing, heating, water quality and fluid technology end markets.

3. Access
   Enter selected European, South American and Asian geographies.

Our core competencies
- **People**: We have the best capability and ability in the industry to attract and develop the best talent.
- **Stewardship**: A relentless focus on positively impacting our society and environment.
- **Operations**: Cost effective, timely delivery supported by the ultimate in customer service.

Our growth plan

- **Growth Drivers**
  - **Demand**: Taking greater ownership of driving end user demand and owning the project with our connected family of brands.
  - **Reach**: Expanding availability by creating incredible value for our distribution partners.
  - **Innovation**: Understanding customers and disrupting markets with intelligent products and services.
  - **M&A**: Smart acquisitions driving non-organic growth.

Our customers

- **Key segments**
  - Repair, Maintenance and improvement
  - New construction
  - Automotive

- **Applications**
  - Meters to fixture, floor to ceiling
  - Behind the wall
  - Specialist industries

- **Who**
  - Contractors
  - Specifiers
  - Distributor partners

- **Key segments**
  - Fluid technology
  - Air & pneumatics, brown fibre

Results

Execution of our strategy will result in profitable growth and value creation for our shareholders.

Our values

- Passion
- Innovation
- Reliability
- Integrity
- Simplicity

Making our customers' lives easier with clever solutions for the built environment.

Our family of innovative, integrated products saves customers' time and makes their lives easier while our unrivaled value creation delivers stronger returns for our distributor partners.
Our strategic priorities

Enabling specific initiatives to accelerate, expand and access

<table>
<thead>
<tr>
<th>Accelerate…</th>
<th>Goals</th>
<th>Example Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Achieve profitable growth in core, repair and maintenance markets in North America, UK and Australia</td>
<td>Expanding shelf space in distribution in the Americas</td>
</tr>
<tr>
<td></td>
<td>Grow into adjacent plumbing, heating and Fluid Technology end markets</td>
<td>Driving solution sales in the UK with JG and RWC combined portfolios</td>
</tr>
<tr>
<td></td>
<td>Enter selected European, South American and Asian geographies</td>
<td>Substantial new product additions in APAC meeting needs of our end users</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expand…</th>
<th>Goals</th>
<th>Example Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Investing in adjacent categories like Firestopping to access commercial segment in Americas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Creating growth strategy for expanded FluidTech opportunities in continental Europe</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Access</th>
<th>Goals</th>
<th>Example Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Partnering with leading LATAM distributor to access key markets in central and south America with complementary RWC products</td>
</tr>
</tbody>
</table>
Our growth plan

Using key levers across the organization to drive sustainable and impactful growth

**Our Growth Plan**

**Growth Drivers**

**Demand**
- Taking greater ownership of driving end user demand and owning the project with our connected family of brands

**Reach**
- Expanding availability by creating incredible value for our distribution partners

**Innovation**
- Understanding customers and disrupting markets with intelligent products and services

**M&A**
- Smart acquisitions driving non-organic growth

**Our core competencies**

**People**: We have the best capability and ability in the industry to attract and develop the best talent

**Stewardship**: A relentless focus on positively impacting our society and environment

**Operations**: Cost effective, timely delivery supported by the ultimate in customer service

**Our Values**

- Passion
- Innovation
- Reliability
- Integrity
- Simplicity

**Our Purpose**

Making our customers lives easier with clever solutions for the built environment

**Our Priorities**

1. **Accelerate**
   - Achieve profitable growth in core repair and maintenance markets in North America, UK and Australia

2. **Expand**
   - Grow into adjacent plumbing, heating, water quality and fluid technology and markets

3. **Access**
   - Enter selected European, South American and Asian geographies

**Our Customers**

- Who
  - Contractors
  - Specifiers
  - Distributor partners

- Key segments
  - Repair, Maintenance and Improvement
  - New construction
  - Automotive
  - Fluid technology
  - Air & pneumatics, Braun fibre

**Results**

Execution of our strategy will result in profitable growth and value creation for our shareholders
## RWC growth drivers

Focused activity supporting growth drivers are enabled by strong core competencies

<table>
<thead>
<tr>
<th>Goals</th>
<th>Key initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own the project with a family of compatible solutions</td>
<td>Combining our portfolio of brands, ensuring ease of compatibility, availability and support</td>
</tr>
<tr>
<td>Broaden through value creation for our partners</td>
<td>Convert plumbers to our smart solutions and gain loyalty through quality, service and support</td>
</tr>
<tr>
<td>Understand customer needs and deliver solutions</td>
<td>Solution focused merchandising and product sets delivering sales value</td>
</tr>
<tr>
<td>Build growth capabilities and leverage</td>
<td>Pursuing new end markets such as commercial construction, multi-unit developers and Fluid Technology OEMs</td>
</tr>
<tr>
<td>Gaining customer insights, understanding pain points</td>
<td>Delivering clever solutions to increase efficiency</td>
</tr>
<tr>
<td></td>
<td>Increasing pool of ideas and accelerating business development efforts</td>
</tr>
<tr>
<td>Diversify and further complete a set of clever solutions focused on end use segments across the globe</td>
<td>Further extend into select geographies, channels or end use segments</td>
</tr>
</tbody>
</table>
Growth enablers – innovation

Development embedded in user insights to fill pipeline for current and future growth

1. Empathize
Who is the user?
What is their issue?

2. Ideate
What solution(s)
can solve the issue?

3. Prototype
How does the solution work?
What is the design?

4. Field test
What is the end user feedback?

5. Launch
How do we commercialize?

RWC innovation process

RWC horizon planning

Focus
- Current business
- Generating cash
- Emerging business
- Revenue growth
- Viable options
- Growth focus
- New ventures

Output
- Improvements
- Cost Reductions
- Defense
- Strategy
- Resourcing
- Planning
- Exploration
- Incubation
- Definition

Resources
50% to 60%
30% to 40%
10% to 20%

Meaningful Impact
0 – 2 years
2 – 5 years
5+ years
# Growth enablers – M&A

Acquisitions will continue to be an important complement to organic growth efforts

<table>
<thead>
<tr>
<th>Historical Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>RWC has a successful track record of acquiring and integrating complementary products and businesses</td>
</tr>
<tr>
<td>Acquisitions have expanded product lines, gained entry into new markets, and accelerated product innovation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Driving Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Given underlying market growth rates, higher levels of growth will require gains from new products and/or M&amp;A activity</td>
</tr>
<tr>
<td>New product development and commercialization can be costly and time consuming, particularly when outside of core RWC strengths, making M&amp;A an important complement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value Creation Strategy</strong></td>
</tr>
<tr>
<td>RWC’s emphasis on end customer needs requires programmatic review of acquisition targets to enhance our portfolio and market opportunities</td>
</tr>
<tr>
<td>Strong distribution capability and industry leading execution amplifies growth of new or newly acquired products</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clever or complementary products that allow us to expand our solution offering to the end user</td>
</tr>
<tr>
<td>New geographies and/or distribution channels in existing geographies</td>
</tr>
<tr>
<td>Goal supportive financials</td>
</tr>
</tbody>
</table>
Product, the building blocks

Innovation and M&A contribute to the fundamental building blocks of growth
Revenue by category

While PTC fittings are a large part of our business, we have a growing, diverse range of related solutions transforming productivity and efficiency for our end users.

Category data from RWC FY19 gross revenue
Fittings provide a strong foundation

A variety of fittings solutions that deliver efficiency and reliability available through a vast network of outlets across markets and channels

### Brass PTC
- #1 position in Americas
- #1 position in Australia
- Growing in UK and Europe

### Plastic PTC
- The global leader
- #1 positions in Americas, UK, and Australia
- Top 3 in Europe and growing

### Non-PTC
- Essential product to complete our portfolio
- Provides a fitting solution for multiple end use applications
- One of several products that complete a "basket" of solutions and drives sales across categories
- Leverages scale of our distribution network

Category data from RWC FY19 gross revenue
Fittings provide a strong foundation

The fittings category, with an overall market growth of 4-5%, contribute to a solid and growing foundation

<table>
<thead>
<tr>
<th>Market Dynamics</th>
<th>Applications</th>
<th>Pipeline</th>
<th>Organic Growth</th>
<th>Margins</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brass PTC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A$1B global market size (inc. plastic)</td>
<td>Service and repair</td>
<td>Extending size range</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Commercial applications</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Broadening availability</td>
<td></td>
</tr>
<tr>
<td>Plastic PTC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A$1B global market size (inc. brass)</td>
<td>New construction</td>
<td>Extending sizes</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Expanding into commercial applications</td>
<td></td>
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<tr>
<td>Non-PTC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A$3B+ global market size (crimp)</td>
<td>Service and repair</td>
<td>Expanded availability</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Extending SKU range</td>
<td></td>
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</tbody>
</table>

Sources: RWC analysis

Key: ± + ++
Growing category diversification

RWC has built a complete portfolio of solutions with top market positions - all aligned with the SharkBite value proposition – ease of use, efficiency, labor savings, and availability.

**Pipe**
- PEX pipe available across global regions
  - Top 3 producer in US
  - Top 2 in UK
  - Top 2 in Australia

**Valves**
- Multiple valve types available across the globe
  - #1 water heater valve producer across Americas, UK and Australia
  - Top 2 Thermostatic position in the US

**FluidTech**
- Established in UK with global growth opportunity
  - #1 position for drinks dispense in UK
  - #1 position for water treatment in US
  - Growing positions in Continental Europe

**Integrated Installation Solutions**
- Superior value proposition of developing “engineered solutions for makeshift methods”
  - #1 position for pipe support in US
  - #1 position for water heater accessories in US
  - Growing Firestop category with innovative solutions
# Growing category diversification

Portfolio of relevant product solutions in attractive and growing end use markets to help our end users deliver, control and optimize fluids in their projects

<table>
<thead>
<tr>
<th>Market Dynamics</th>
<th>Applications</th>
<th>Pipeline</th>
<th>Organic Growth</th>
<th>Margins</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pipe</strong></td>
<td></td>
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<td></td>
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<tr>
<td>A$10B + global market size</td>
<td>Essential as component of system solution with fitting</td>
<td>Commercial applications</td>
<td></td>
<td></td>
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<tr>
<td>Growing 4% CAGR to 2023</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Valves</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A$3B+ global market size</td>
<td>Temperature control</td>
<td>Point of use solutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Growing 4%+ CAGR to 2023</td>
<td>Water and pressure relief valves</td>
<td>Multi valve and component assemblies for ease of install</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Water pressure control</td>
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<tr>
<td><strong>FluidTech</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A$3B+ global market size</td>
<td>Drinks dispensing</td>
<td>PolarClean drinks dispensing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Growing 5%+ CAGR to 2023</td>
<td>Water treatment</td>
<td>High performance fittings</td>
<td></td>
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<tr>
<td></td>
<td>Air and pneumatics</td>
<td>Larger air fittings</td>
<td></td>
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<tr>
<td></td>
<td>Blown fiber</td>
<td>Hydroponics</td>
<td></td>
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<tr>
<td><strong>Integrated Installation Solutions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A$5B+ global market size</td>
<td>Firestopping</td>
<td>Extended firestop solutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Growing 5%+ CAGR to 2023</td>
<td>Pipe support</td>
<td>Commercial pipe support products</td>
<td></td>
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<tr>
<td></td>
<td>Outlet boxes</td>
<td>Multi use outlet boxes</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Supply lines and stops</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Water heater accessories</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Sources: RWC analysis

Key

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Sources: RWC analysis
StreamLabs
IOT platform vision, product, and technology
RWC connected solution vision

RWC IoT (Internet of Things) platform enables development of connected products across major categories firmly positioning RWC at leading edge

Municipal Water

Ecosystem of Solutions Enabled by RWC IOT Platform

Temperature

Water Quality

Pressure

Situation

Condition information and user action

Unknown condition
StreamLabs Product

Connected water leak detection product market and opportunity
**StreamLabs**

Solutions for every homeowner and application

<table>
<thead>
<tr>
<th>Monitor</th>
<th>Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Fast no plumber install</td>
<td>- Auto or manual water shutoff</td>
</tr>
<tr>
<td>- Whole home water monitoring</td>
<td>- Temp &amp; pressure monitoring</td>
</tr>
<tr>
<td>- Learning leak alerts</td>
<td>- Drip detect functionality</td>
</tr>
<tr>
<td>- Smart home integrations</td>
<td>- Learning leak alerts</td>
</tr>
</tbody>
</table>

![Monitor Image](image1) ![Control Image](image2)
## Market dynamics

The potential market for leak detection/home protection is extremely attractive

The category is largely being driven by the insurance industry which has authority approaching a regulatory agency

<table>
<thead>
<tr>
<th>0</th>
<th>800K</th>
<th>3.6M</th>
<th>37%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrenched competitors to unseat but multiple organizations investing significant resources.</td>
<td>US homes that will file a water insurance claim in 2019</td>
<td>Vacation homes</td>
<td>US homeowners have experienced water damage</td>
</tr>
<tr>
<td>Average claim is $10,000</td>
<td>Gateway into leak prevention is protecting vacation homes first</td>
<td>33%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>800K</th>
<th>2.0M</th>
<th>US$220M</th>
<th>5%-15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>US homes that will file a water insurance claim in 2019</td>
<td>Luxury homes</td>
<td>According to P&amp;A the size of the IOT water market in 2020</td>
<td>Potential homeowner's insurance premium savings</td>
</tr>
<tr>
<td>Average claim is $10,000</td>
<td>Many insurance companies now require leak protection</td>
<td>Large potential market that is untapped</td>
<td>Payback to the homeowner for the unit</td>
</tr>
</tbody>
</table>

Sources: Insurance Information Institute, NAHB Eye on Housing – Stock of Second Homes, Bloomberg – Growth of Luxury Homes, Parks and Associates (P&A), RWC Internal Analysis
Target customer

StreamLabs fits with RWC’s targets: customers, segments, markets, solutions

Core repair, maintenance and remodel
- Residential and commercial new construction
- Water heater OEMs
- Specialty solutions, including drinks dispense, water filtration and other niche products

Behind-the-wall, rough plumbing
- “Meter to Fixture, Floor to Ceiling”

Clever, innovative products that deliver, control, optimize and solve
- Pipes, valves, fittings and a range of ancillary products
- Obviate or reduce need for skilled labor

Which segments we target

Where our products fit

What products and solutions we offer

RWC US existing market segments

StreamLabs brings added value into the plumbing/HVAC repair/remodel market by allowing installers to increase the value of a service call
Commercial approach

Go-to-market plan: phased approach to market

StreamLabs addressable market segments and phasing

- Leak claim homeowners, one touch consumers, several hundred thousand people per year that have had a leak claim and are desperate for a solution
- Plumbing and HVAC contractors that incentivize their workforce to additional revenue during the service call
- Vacation home, luxury home, rental property
- Peace of mind/insurance deduction, homes between $500K and $750K, want peace of mind but also want payback via insurance reduction
- Multi-family owner – high rise multi-family
- New homes – standardized options
- Multi-family renter – new technology on roadmap
  - 2-4 unit buildings
  - 5+ unit buildings

Sources: RWC internal analysis, NAHB, Bloomberg
StreamLabs summary

Ready for a new and growing market

- RWC has a robust product offering in a growing market with no entrenched competitors, with other large respected plumbing companies pushing the market
- Strong platform that sets the foundation for growth and expansion of Internet of Plumbing
- Feature/benefit set that is compelling against competition
- Ready, addressable customer base needing a solution
- Sales in our existing channels, to our core target customer in repair/remodel/maintenance in the meter to fixture space
StreamLabs Technology
Scalable and flexible platform to leverage across our portfolio
StreamLabs

Born in the “serverless” cloud

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</tr>
</thead>
<tbody>
<tr>
<td>CORPORATE DATA CENTER</td>
<td>aws</td>
<td>aws</td>
<td>aws</td>
<td></td>
</tr>
<tr>
<td>AWS CLOUD</td>
<td></td>
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<td>&quot;SERVERLESS&quot; CLOUD</td>
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</thead>
<tbody>
<tr>
<td>People</td>
<td></td>
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</tr>
</tbody>
</table>
StreamLabs

Platform Overview

Hardware

StreamLabs Monitor
StreamLabs Control

Backend

Serverless Components
Database
Gateway
Compute

Apps

StreamLabs App
Third-Party Apps
StreamLabs
Modular by design

StreamLabs
Wi-Fi module

StreamLabs Monitor
StreamLabs Control
Underfloor heating
Water filter
Water heater
Thermostatic valve
StreamLabs

One App…..countless possibilities.
Our customers
End use market focus

Product development and innovation driven by robust understanding of end use market challenges; bundled solutions aimed at target end users

<table>
<thead>
<tr>
<th>RWC Product Categories</th>
<th>RWC Target Contractor End Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fittings Category</td>
<td></td>
</tr>
<tr>
<td>Pipe Category</td>
<td></td>
</tr>
<tr>
<td>Valves Category</td>
<td></td>
</tr>
<tr>
<td>Integrated Installation Solutions Category</td>
<td></td>
</tr>
<tr>
<td>FluidTech</td>
<td></td>
</tr>
<tr>
<td>Connected IOT Solutions</td>
<td></td>
</tr>
</tbody>
</table>

- Service and Repair Solution
- Remodel and Re-pipe Solution
- Residential Construction Solution
- Multi Unit Residential Solution
- Commercial Construction Solution
- OEM Specialist Solution
Solutions for the built environment

Wide ranging applications across multiple segments drive our future growth

Cygnus Homes, Duxford, UK
SharkBite® push-to-connect fittings reduced installation time by 75% and was flexible enough to seamlessly fit within each of their 25 floor plans and over 100 unique house configuration designs.

Central Park, Sydney, AUS
Consistent temperature and flow rates are delivered to individual buildings using RMC Pressure Reducing Valves (PRVs) and Heatguard® Tempering Valves (HTVs).

Tru by Hilton, Idaho, US
Designed to reduce installation time and improve performance efficiency, RWC’s SharkBite and SharkBite EvoPEX ranges proved to be the best plumbing solution.

Heineken, Worldwide
PolarClean, a tube-in-tube connector keeps beer lines consistently cool at brand specification temps, mitigating microbiological activity, while improving carbonation control and reducing product waste.
EMEA Review
Agenda

1. EMEA business snapshot
2. Market update
3. Growth initiatives
4. Talent
5. Operations
6. Integration update
RWC EMEA snapshot
Exceptionally strong brands in a diversified set of markets, products and geographies

A$m 360.9
Net Sales¹

A$m 109.4
Adjusted EBITDA²

1100+
Employees

9500+
Locations

Brands

End Use Segments

Category Mix - UK

Category Mix - Europe

Footprint

¹Segment net sales includes $50.4 million of intercompany sales to other segments; FY19 results
²EBITDA before one-time charge for purchase price accounting impacts and costs to achieve synergies; FY19 results

Category Mix data from FY19 Results
EMEA snapshot: products and customers

RWC’s stronghold in UK plumbing and heating market is similar to the Americas whereas continental Europe is focused on OEMs in FluidTech markets.

Channel Mix¹

<table>
<thead>
<tr>
<th>Region</th>
<th>Channel Mix</th>
<th>Example customers</th>
<th>Representative products</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>Wholesale</td>
<td>Travis Perkins</td>
<td>Cold water</td>
</tr>
<tr>
<td></td>
<td>Retail</td>
<td>Wolseley</td>
<td>Speedfit</td>
</tr>
<tr>
<td></td>
<td>Automotive</td>
<td>Kingsfisher</td>
<td>Underfloor Heating</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>Saint Gobain</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OEM</td>
<td>Heatrae</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OEM</td>
<td>Grafton Group plc</td>
<td></td>
</tr>
<tr>
<td>Continental Europe</td>
<td>Wholesale</td>
<td>Innservel</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Retail</td>
<td>Emtelelle</td>
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<tr>
<td></td>
<td>Automotive</td>
<td>Heineken</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>Festo</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OEM</td>
<td>AO Smith</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OEM</td>
<td>SMB</td>
<td></td>
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<tr>
<td></td>
<td>OEM</td>
<td>Heineken</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OEM</td>
<td>Festo</td>
<td></td>
</tr>
</tbody>
</table>

¹ Based on FY19 results
EMEA market update

Short-term outlook clouded by economic and political uncertainty, but long-term fundamentals remain strong

Short term macro trends

- Brexit introduces significant uncertainty
- UK 2020 growth forecast 1.3% but a 33% chance of recession
- EU 2020 growth forecast 1.6% but key countries struggling
- Purchasing Managers Index’ for UK manufacturing remains slightly negative at 48 (minor variance from neutral of 50)

Long term fundamentals strong

- Long term RMI outlook is positive with low correlation to GDP or construction cycles
- UK housing market fundamentals strong with aging stock and growing population
- Skilled labor shortage will drive demand for RWC’s labor saving product solutions
- Low penetration of plastic fittings supports ongoing trend of substituting plastic for metal
- Positive real GDP growth forecast to continue across all major EMEA markets
- Proportion of investments delayed by Brexit will be made once situation is clearer

Brexit update and planning

RWC continues to evaluate potential implications of Brexit and has executed several initiatives to mitigate impact to the business

### Situation
- 31st October – UK due to leave European Union
- UK & EU strongly disagree on key aspects of a potential ‘withdrawal agreement’
- UK Government has vowed to take the UK out and trade on WTO rules if necessary

### Implications to RWC
- **Raw material:** Potential disruption in raw material supply from Europe
- **Finished goods:** Potential disruption in shipping finished goods to Europe
- **Tariffs:** EU imposing import tariffs on UK goods sold to EU (estimated impact £1.9m pa)
- **Economy:** Risk of reduced economic activity
- **GBP devaluation:** Affect on FX

### Impact mitigation plan
- **Short term:** Increase raw material inventory in UK and finished products in Europe to mitigate impact of customs/border issues
- **Longer terms:** Assess based on developments in UK-EU relationship including longer term pricing, location of manufacture and approach to logistics
## Our growth priorities

Enabling specific initiatives in UK and Europe to accelerate, expand and access

<table>
<thead>
<tr>
<th>Accelerate…</th>
<th>Expand…</th>
<th>Access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve profitable growth in core, repair and maintenance markets in the UK and continue to develop FluidTech markets in Europe.</td>
<td>Grow into adjacent plumbing and heating end use segments in the UK and adjacent FluidTechnology end markets in Europe.</td>
<td>Enter select European geographies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EMEA plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>- UK: expand share and offering in core market through continued focus on Speedfit range, underfloor heating, and leveraging combined RWC and JG portfolios for complete solutions.</td>
</tr>
<tr>
<td>- Europe FluidTech: further develop existing markets with required product development and support.</td>
</tr>
<tr>
<td>- UK residential new build: supplement existing regional builder accounts with select national, volume developers.</td>
</tr>
<tr>
<td>- UK commercial: evaluate product and capability requirements to further penetrate adjacent commercial market.</td>
</tr>
<tr>
<td>- EMEA: develop new FluidTech end markets and support global penetration (Americas, APAC) of existing markets.</td>
</tr>
<tr>
<td>- Europe: prioritize specific European geographies for penetration of P&amp;H markets organically and/or inorganically.</td>
</tr>
</tbody>
</table>
Growth initiative – FluidTech markets

Attractive market opportunity that will drive growth through greater focus on the right end use segments, product fit, and resource allocation

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Markets</th>
<th>End Use</th>
<th>Plan</th>
</tr>
</thead>
</table>
| Further develop existing markets | Develop focus and support FluidTech segments in Germany, Italy, and France to take share in largest, growing markets | Drinks and Dispense and Pure Water | - Prioritize NPD and fill product gaps  
- Further resource sales and marketing  
- Focused sales development by geography and segment |
|                             |                                                                        | Air and Pneumatics       |                                                                                           |
|                             |                                                                        | Cartridges               |                                                                                           |
| Develop new FluidTech end markets | Adjacent market opportunities in growing end use segments               | High Performance Range   | - Innovation and development of required products  
- Development of sales and marketing strategy and tactics |
| Support global penetration  | Greater resources focused on current global markets to grow share       |                          | - Increase Americas FluidTech share in Pure Water through increased product and marketing support  
- Expand into adjacent Americas end use markets such as hydroponics, appliances, and compressed air with existing product ranges |
Talent and organization

Strengthened leadership team and UK organizational structure to better support growth and collaboration

Additional keys to leadership and structural changes:

- Leverage strong roster of talent from legacy JG business
- Drive professional development to increase bench depth
- Enable culture of collaboration, transparency and decision-making
RWC EMEA operations snapshot

Robust operations footprint producing over 1B finished components annually

LAUNCESTON
33k sq ft manufacturing
- Molding, welding & assembly
- Produces plastic fittings and flexi-hoses

WEST DRAYTON
200k sq ft manufacturing
- Main UK manufacturing site
- Produces plastic fittings & brass components
- Tool design & manufacture

MAIDENHEAD
c60k sq ft manufacturing
- Pipe extrusion facility
- Autoclaves (PEX production)

VALE PARK
c2k sq ft manufacturing
- OEM assembly
- Small warehouse (RWC products)

HAYES
c3k sq ft manufacturing
- Underfloor Heating assembly
- Goods In

BRACKNELL
c70k sq ft distribution
- Primary finished goods warehouse

Key performance objectives
- Continued improvement on HSE with focus on leadership
- Deliver Continuous Improvement program to improve efficiency
- Roll out and integrate ERP

Production
In FY19:
- Over 1.1B components
- Over 155 million finished fittings
- Over 110 million feet of pipe

Delivery
- 50k Orders shipped
- OTIF up to 95%

Capacity
- 223 total machines
- 8% increases in FY19
- 432k total sf under roof including EMEA
EMEA integration update

Significant integration effort in FY19 and continuing into FY20 to accelerate growth and drive synergy realization

<table>
<thead>
<tr>
<th>Scale of acquisition</th>
<th>Completed in FY19</th>
<th>Continued efforts in FY20+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovative leader in plastic push to connect (PTC) fittings with significant brand loyalty</td>
<td>Consolidated legacy RWC into JG infrastructure</td>
<td>Transition to ERP platform</td>
</tr>
<tr>
<td>A$1.2 billion acquisition in June 2018</td>
<td>Strengthened leadership team and functional design to support growth (e.g. product development, European central sales structure)</td>
<td>Execute revenue synergies</td>
</tr>
<tr>
<td>As of June 2018:</td>
<td>Optimized operational structure to increase output and reduce costs</td>
<td>Longer term (3+ years) leverage legacy RWC growth approach in other geographies (e.g. USA) in categories and segments and replicate where appropriate in EMEA</td>
</tr>
<tr>
<td>- £168.6 million turnover (CY17)</td>
<td>Relationship development between legacy JG business and broader RWC business</td>
<td></td>
</tr>
<tr>
<td>- 1,300 employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 3,000+ SKUs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 1.1 billion components</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Export to 100+ countries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 3 manufacturing facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 12 distribution facilities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Common denominator

All efforts focused on creating more collaboration, transparency and communication to better leverage capabilities and innovation
Americas Review
Agenda

1. Americas business snapshot
2. Market update
3. Growth initiatives
4. Talent
5. Operations
6. Integration update
RWC Americas snapshot
Well positioned brands across a diverse product range serving multiple segments

- **A$m 653.9** Net Sales\(^1\)
- **A$m 105.3** Adjusted EBITDA\(^2\)
- 600+ Employees
- 23,000+ Locations

**Brands**
- SharkBite®
- CashAcme®
- HoldRite®
- JohnGuest®
- StreamLabs®

**End Use Segments**
- Residential
- Multi Unit
- Commercial
- OEM

**Category Mix**
- Brass PTC
- Plastic PTC
- Fittings Non-PTC
- Pipe
- Valves
- Fluid Tech
- Integrated Installation Solutions
- Other

**Channel Mix**
- Hardware
- OEM
- Export
- Retail

**Footprint**
- R&D
- Manufacturing
- Distribution

---

\(^1\) Segment net sales includes $3.1 million of intercompany sales to other segments; FY19 Results

\(^2\) EBITDA before one-time charge for purchase price accounting impacts and costs to achieve synergies; FY19 Results

Category and Channel Mix data from RWC FY19 results
Americas market update

Conditions that drive demand for our solutions are positive overall and across key segments

- **Americas economy is relatively healthy and large**
  - Ongoing job growth, consumer sentiment and a low-interest rate environment generally supportive
  - Favorable demographics supporting a strong rate of household formation creating new demand above current housing supply
  - Labor shortage of plumbing trade labor is getting worse and will drive demand for RWC’s labor saving product solutions
  - Canada presents largest headwind; growing consensus that economy risks slipping into recession driven by high consumer debt

- **Repair and remodel activity slower but positive**
  - Cooling house price gains, home sales activity, and remodeling permitting are lowering expectations for home improvement and repair spending this year and next
  - But fundamentals of aging U.S. housing stock with 70% of approximately 135M housing units over 30 years old will continue to drive service and repair
  - New and existing housing affordability challenges resulting in increased “stay in place” remodeling activity
  - Slowing but still solid US homecenter growth forecast for rough plumbing estimated for 2020
  - Moderating Canada economy still supportive of core repair/remodel activity

- **New construction**
  - Residential construction demand weakening while grappling with chronic shortage of construction workers and buildable lots
  - Commercial construction robust but project based and unpredictable
  - Effect of volatility on RWC low due to low market share in new construction, but growing

Sources: Wells Fargo Economics Outlook July 2019, US Census, National Association of Realtors Outlook August 2019, Cleveland Research, RWC internal analysis
# Americas growth plan

Leverage innovation, strength of brand and product offering across distribution network to expand market share

<table>
<thead>
<tr>
<th>Goals</th>
<th>Highlighted initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand… Own the project with a basket of solutions</td>
<td>▪ Investment in commercial end market selling and marketing capabilities designed to pull demand of RWC’s solutions</td>
</tr>
<tr>
<td>Reach… Available everywhere</td>
<td>▪ Grow core product offering with creative SKU placement and merchandising highlighting the benefit of the total solution</td>
</tr>
<tr>
<td>Innovation… Understand customer needs and deliver solutions</td>
<td>▪ Leveraging existing distribution network to expand HoldRite and John Guest product offering</td>
</tr>
<tr>
<td>M&amp;A Build growth capabilities and leverage</td>
<td>▪ Utilizing repair and replacement relationships to drive StreamLabs sales</td>
</tr>
<tr>
<td></td>
<td>▪ Continued expansion of HydroFlame Pro for leadership position in the Americas and entry point into commercial market</td>
</tr>
<tr>
<td></td>
<td>▪ Building StreamLabs portfolio and setting the foundation for RWC’s Connected Device strategy</td>
</tr>
<tr>
<td></td>
<td>▪ Double digit growth in FluidTech market</td>
</tr>
<tr>
<td></td>
<td>▪ Addition of sales and marketing resources servicing the FluidTech wholesale and OEM channels</td>
</tr>
</tbody>
</table>
Growth initiative - commercial market

Attractive market opportunity that will require investment in product and sales talent

### Potential revenue opportunity per project

**US$155k**
- 5 Story, multi-building, 200-unit wood, multi-family structure

**US$250k**
- 15 Story, 200-unit, concrete multi-family structure

### Ability to sell (specifications, relationships)

### RWC addressable products by construction phase

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Firestopping</strong> (caulks, collars)</td>
<td><strong>DwV</strong></td>
<td><strong>Firestopping</strong> (caulks, collars)</td>
<td><strong>Product additions</strong></td>
<td><strong>Capability improvements</strong></td>
</tr>
</tbody>
</table>

✓ ✓ ✓ ✓ ✓ ✓
Growth initiative – residential service and repair

Water heater replacement involves multiple, high value, RWC solutions

Market Opportunity for RWC

- More than 7.5 million water heaters are replaced annually in the US
- RWC products support plumbing contractors with labor saving installation solutions
- Growing sales with merchandising, displays, partner promotions, digital campaigns, counter training at wholesalers

Potential water heater replacement value to RWC

<table>
<thead>
<tr>
<th>RWC Basket of Addressable Products</th>
<th>US$671 Optimal Tank Water Heater Installation</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>7 RWC Basket of Addressable Products</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RWC Basket of Addressable Products</th>
<th>US$602 Optimal Tankless Water Heater Installation</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td></td>
</tr>
</tbody>
</table>
Growth initiative – leveraging reach

RWC Americas well positioned to Pro customer with changing buying preferences

Pro buying preferences are changing
- Location, availability and convenience drive purchase habits
- Pros generally avoid private label rough plumbing products

Key RWC point of differentiation
- Well positioned to target Pro in retail and wholesale with trusted, high awareness brands
- Expanding range of solutions to meet Pro needs in retail – HoldRite, ProLock

Further expanding reach to Pro through increased access and availability with “merchandiser”

1Per RWC commissioned research and interviews of professional plumbers
Talent and organization

Organizational capability enhancement firmly aligned with key Americas growth drivers

Demand…

Reach…

Innovation…

M&A

Commercial market resource center

Support connected device strategy

Enhance coordination and efficiency of innovation engine

Support commercialization and growth strategies

FluidTech sales and marketing resources
RWC Americas operations snapshot

Growth supportive operations and distribution facilities

**US Manufacturing Footprint**

- **CULLMAN, AL**
  - 395k sq ft manufacturing
    - Produces/Assembles valves, pipes, fittings
    - CNC machining, injection molding, extrusion, automated assembly

- **LA VERGNE, TN**
  - 82k sq ft manufacturing
    - Injection molding/stamping
    - Manual assembly

- **CULLMAN, AL**
  - 235k sq ft distribution
    - Packaging retail and wholesale products
    - Finished goods warehouse

- **LAS VEGAS, NV**
  - 47k sq ft distribution
    - Finished goods warehouse

- **PARSIPPANY, NJ**
  - 61k sq ft distribution
    - Finished goods warehouse

- **TORONTO, CANADA**
  - 22k sq ft distribution
    - Finished goods warehouse

---

**Key performance objectives**

- Creating a safety focused culture
- Implementing Sales & Operating Planning (S&OP)
- Continuous improvement to drive costs out

**Production**

- 14M SharkBite Classic Fittings
- 140M Feet of PEX Pipe
- 8M T&P Valves

**Delivery**

- 130K Shipments
- 99%+ OTIF\(^1\)

**Capacity**

- 116 Machines in Cullman
- 12% Increases in FY19
- 978k sq ft Under Roof

---

\(^1\) Into retail channel
Americas integration update

Primary integration efforts completed in FY19 with FY20 focused on accelerating growth

Completed in FY19
- Consolidated legacy JG USA infrastructure into RWC Americas; transition to RWC ERP
- Functionalized JG USA organization into Americas leadership which is designed to support growth
- Utilized JG USA sales team to staff new RWC Americas sales channel supporting wholesale and OEM FluidTech markets
- Increased inventory to support growing customer base

Continued efforts in FY20
- Drive growth in FluidTech end markets for John Guest branded product as well as other RWC branded product
- Leverage John Guest product offering into legacy RWC retail and wholesale plumbing channels

Quick integration in the Americas has allowed for a focus on market share growth
Agenda

1. Safety
2. Lean Management
3. Continuous Improvement
4. Procurement
5. Strategic Topics
Safety
Global Improvement Strategy
Injury Rate

52% reduction in injury rate in FY19

Note: Vertical axis measures Incident Rate  (Rolling 12 months sum of injuries x 100 / avg HC YTD)
Safety Strategy

Build a world-class safety culture to drive performance

Safety culture evolution

- Safety by natural instinct
- Focused on compliance
- Safety delegated to EHS leaders
- Lack of mgmt. involvement
- Management commitment
- Condition of employment
- Fear, discipline
- Rules, procedures
- Supervisor control
- Personal knowledge, commitment
- Safety as a value
- Normal practice, habits
- Individual recognition
- Care for others
- Help others conform
- Contribute to global network
- Organizational pride
- Continuous improvement
- Driven by employees
- All levels of the organization are accountable
- Safety as a value

Goals
- Zero injuries
- Safety as a value
- Employee-led safety culture
- Continuous improvement
Safety Foundation

Emphasis on leadership, employee engagement, and key policies/procedures

Leadership
- Strong top leadership priority
- Increase ownership from operations managers / supervisors (OSHA training, goals & objectives, accountability)

Incident reporting
- In place at top of the pyramid and visible to leadership team
- Lacking at bottom of pyramid, which are the future injuries (leading indicators)
- Increase emphasis on First aid/Near miss/Hazard reporting to drive prevention

Incident investigation
- More robust, standardized investigation procedure to address root causes
- Document and track closure of actions from all incidents
- Share and implement learnings across the globe to prevent recurrence

Employee engagement
- Near miss/hazard reporting will increase engagement
- Proper follow-up and communication will sustain engagement and lead to increased employee ownership
- Employee-led Safety Committees drive positive, proactive ownership

Policies and procedures
- Initial emphasis on life critical policies (e.g., LOTO, working from heights, electrical safety, forklift/pedestrian interaction, management of change)
- Define global standards and ensure all employees understand requirements

Global communication
- Build global safety community where standards are developed
- Accelerate improvements by sharing incidents and best practices
- Leverage global team for proactive site assessment

Incident reporting

Future injuries
- Target ‘000s more than # injuries
- Near miss
- First aid
- Recordable
- Fatality

Leading indicators

Beyond foundation:
- Behavioral Based Safety
- JSA / risk assessment planning
- Health & Safety Management System
- Auditing the management system

Global communication
FY20 safety objectives
Continued injury reduction with actions to evolve the safety culture

Safety starts with people…

- 10% reduction in injury rate
- Deploy safety leadership training
- Implement near miss/hazard reporting – leading indicator
- Develop global standard for incident investigation / communication
- Develop implementation plan for global policies
- Implement global HSE software platform

Cullman Employee Safety Committee
Lean Management
KPIs and Visual Factory
Operations KPIs
Developing global metrics and approach to driving continuous improvement

Plant operations metrics

- Weekly/monthly tool for operations management to drive performance
- Emphasis on performance vs. machine capability
- Measure performance vs. target and reasons for variances
- Data directly drives action plans for continuous improvement
- Creates common platform for global collaboration / reporting
- Deployment underway in each region

Safety, quality, delivery and cost

Scorecard

Analysis / Actions
Daily Lean management
Connecting Ops KPIs with shop-floor visual management and accountability

Shop floor visual factory

- Shift/daily visual tool for short-interval accountability and control
- Operator ownership for achieving KPI targets, reporting results, and raising barriers
- Supervisors and support groups (e.g. maintenance) take short-term action with clear owners and target dates
- Continuous follow-up with shift/daily stand-up meetings
- Deployed and maturing in each region
- Building a culture of engagement and accountability
Continuous Improvement
Driving cost out and Operations efficiency
## Continuous Improvement (CI)

### Building CI culture and processes

<table>
<thead>
<tr>
<th>Foundation</th>
<th>Key focus areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ The right leadership to build the culture and implement the process</td>
<td><strong>Procurement</strong></td>
</tr>
<tr>
<td>▪ Metrics and visual factory approach is first step</td>
<td>▪ New VP Procurement on-boarded</td>
</tr>
<tr>
<td>▪ CI resources to focus on improvement every day</td>
<td>▪ Supporting regional execution and implementing new processes</td>
</tr>
<tr>
<td>▪ Involve Operators to feed ideas and take CI actions every shift</td>
<td><strong>Scrap</strong></td>
</tr>
<tr>
<td></td>
<td>▪ Reduce rejects through machine optimization</td>
</tr>
<tr>
<td></td>
<td>▪ Molding tool modifications</td>
</tr>
<tr>
<td><strong>Structuring the process</strong></td>
<td><strong>Substitution</strong></td>
</tr>
<tr>
<td>▪ Established goal to offset non-commodity inflation with cost reduction</td>
<td>▪ Alternative suppliers to drive efficiency and competition</td>
</tr>
<tr>
<td>▪ Structured approach to develop project pipeline/estimated savings</td>
<td>▪ Redesign packaging for lower cost</td>
</tr>
<tr>
<td>▪ Monthly project review and tracking savings vs. forecast</td>
<td><strong>Labor costs</strong></td>
</tr>
<tr>
<td></td>
<td>▪ Automation of manual processes</td>
</tr>
<tr>
<td></td>
<td>▪ Improved plant OEE to reduce production hours required</td>
</tr>
</tbody>
</table>

- **Foundation**
- **Key focus areas**
  - **Procurement**
    - New VP Procurement on-boarded
    - Supporting regional execution and implementing new processes
  - **Scrap**
    - Reduce rejects through machine optimization
    - Molding tool modifications
  - **Substitution**
    - Alternative suppliers to drive efficiency and competition
    - Redesign packaging for lower cost
  - **Labor costs**
    - Automation of manual processes
    - Improved plant OEE to reduce production hours required
Global Procurement
Driving cost savings and implementing procurement processes

## Procurement Strategy

### Leverage
- Lowest landed cost

### Critical
- Supplier relationship management

### Routine
- Efficiency and reduce transactions

### Bottleneck
- Continuity of supply and manage risk

## Implementation Approach

1. **Analyze**
   - Spend cube with relevant details
   - Savings goals by regions
   - Cost savings validating and tracking
   - Monthly reporting
   - Project pipeline review
   - Contract Database

2. **Prioritize**
   - Identify key projects
   - Focus on actionable spend
   - Prioritize based on:
     - Savings feasibility
     - Speed to implement

3. **Execute**
   - Ensure resource availability
   - Train and support
   - Negotiations
   - Leverage efficient process for quicker sourcing
   - Identify and supplement gaps vs savings goals

## Skills Required

### Traditional
- Buyer
- Product knowledge only
- PO focus
- Expeditor
- Transactional

### Progressive
- Category Manager
- Cost and market drivers
- Contract management
- Negotiator
- Data driven with business insight
Cost savings project tracking
Project execution and visibility to results

**Idea Pipeline**
- Project ideas developed with estimated financial impact
- Clear owners, timing and targets assigned
- Collaboration with all plant functions to maximize impact

**Project Tracking**
- Tracking templates underway to summarize project, savings forecast, and status / actions
- Bi-weekly / monthly updates with Executive team to report status of projects and any roadblocks

**Financial Reporting**
- Consolidation of project savings for monthly reporting
- Summary of financial impact and forecast vs. budget
- Monitor execution and quickly identify any gaps
Supply Chain process improvement
Enabled by S&OP

- Need for Sales and Operations Planning (S&OP) process to drive efficiency through the supply chain
- Engaged leading third-party consultant to conduct a diagnostic in the Americas and provide recommendations
- Retained a consultant trained by leading third-party consultant with experience at Coca-Cola to support the Americas implementation
- EMEA and APAC have supply chain leaders with strong S&OP experience who will lead implementation and align with the Americas process
- Targeting improvements in on-time delivery, production efficiency, transportation costs and inventory
Long term strategic opportunities

Driving optimization across the Group

- Make vs. buy (e.g. brass components, flexi hoses)
- Leverage John Guest tooling and automation expertise across the Group
- Manufacturing and distribution footprint strategy
- Alternate manufacturing technologies (e.g. forging process)
- Standardize and leverage global spend (e.g. resins, o-rings, molding machines)
- Sharing expertise and best practices across the Group
In Summary

The fundamentals of our business are stronger than ever

The business is delivering solid above market top line growth…with strong, sustainable margins

We generate strong cash flows, prudently allocate capital expenditure, and have a track record of growing dividends

We are making the investments required to sustain organic growth over the medium to long term…while remaining alert to attractive inorganic growth opportunities with the demonstrated capability to deliver successful acquisitions

The diversity of our business – across geographies, end users, channels to market, products, raw materials – both reduces risk and provides more growth opportunities

The strength of, and growth runway for, our core push-to-connect businesses are complemented by the growth potential of new and emerging products and product categories

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Appendix
RWC Group snapshot

Global operations across the Americas, EMEA and APAC

Net Sales\(^1\)
$1,104
Million AUD

Managing
15
Manufacturing Facilities

Operating
24
Distribution Centers

Innovation
5
R&D Facilities

Employing
2,300+
Employees

Holding
900+
Patents and Trademarks

Manufacturing
22,000+
SKUs

Distributing
18
Brand Names

\(^1\)FY19 Consolidated Results