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Investor Day
Welcome and Objectives

Thursday, October 1, 2020
Welcome and RWC introductions

Heath Sharp
Group CEO

Andrew Johnson
Group CFO

Sean McClenaghan
CEO Americas

Edwin de Wolf
CEO EMEA

Brad Reid
CEO APAC

Tracy Scott
Group SVP Operations

Phil King
Group IR Director

Christopher Sandman
VP Strategy and M&A

Kal Nanji
VP Group Strategic Marketing
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30am</td>
<td>Welcome and Objectives</td>
<td>Heath Sharp</td>
</tr>
<tr>
<td>8:40am</td>
<td>Trading Update</td>
<td>Andrew Johnson</td>
</tr>
<tr>
<td>8:45am</td>
<td>Safety and Operations</td>
<td>Tracy Scott</td>
</tr>
<tr>
<td>9:00am</td>
<td>Strategy</td>
<td>Christopher Sandman</td>
</tr>
<tr>
<td>9:20am</td>
<td>Markets and Growth</td>
<td>Kal Nanji</td>
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<tr>
<td>9:40am</td>
<td>Session 1 Q&amp;A</td>
<td>All</td>
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<tr>
<td>10:00am</td>
<td>Break</td>
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<tr>
<td>10:10am</td>
<td>EMEA</td>
<td>Edwin de Wolf</td>
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<tr>
<td>10:30am</td>
<td>APAC</td>
<td>Brad Reid</td>
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<tr>
<td>10:45am</td>
<td>Americas</td>
<td>Sean McClenaghan</td>
</tr>
<tr>
<td>11:10am</td>
<td>Close and Session 2 Q&amp;A</td>
<td>All</td>
</tr>
</tbody>
</table>
Trading Update

Andrew Johnson, Group CFO
## Trading update

All regions have seen a continuation of the trends noted at the FY20 results announcement

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales % change over pcp (constant currency)</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Americas</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>July:</td>
<td>+22%</td>
</tr>
<tr>
<td></td>
<td>August:</td>
<td>+15%</td>
</tr>
<tr>
<td></td>
<td>September¹:</td>
<td>+29%</td>
</tr>
</tbody>
</table>
| | | • Continued recovery seen in Wholesale sales and Canada  
| | | • Retail and Hardware sales growth remains strong  
| | | • FluidTech, OEM and MRO sales collectively in line with prior year |
| **APAC** | | |
| | July: | +4% |
| | August: | -2% |
| | September¹: | +4% |
| | | • External sales up 2% in August, internal sales higher but down in A$ due to currency translation impacts  
| | | • We remain cautious about the outlook for the year given decline in new residential construction approvals and commencements |
| **EMEA** | | |
| | July: | -4% |
| | August: | +5% |
| | September¹: | +24% |
| | | • Recovery in sales in UK and Europe as these markets have progressively reopened  
| | | • Satisfaction of pent-up demand and distributors restoring inventory levels has aided sales recovery  
| | | • Underlying demand levels hard to gauge at present  
| | | • Rising COVID-19 case numbers in UK and Continental Europe a concern |

¹ Sales for the period up to and including 25 September 2020
Agenda

1. Safety and COVID-19
2. Operations Excellence
Safety

Our top priority remains our people

Tracy Scott, Group SVP Operations
COVID-19

Focus on health and safety of our people while ensuring delivery to customers

**People**
- Temperature check and health questionnaire for employees
- PPE and hand sanitizer deployed
- Work from home for office-based employees
- Frequent communication

**Procedure**
- Following government protocols
- Implemented social distancing controls in workplace
- Increased workplace cleaning protocols
- COVID quarantine and return to work procedures

**Supply Chain**
- Redesigned workstations for social distancing, with some productivity impact
- Closely managing global supply chain with minimal disruptions
- Increasing output to support higher demand

Still in the midst of COVID-19 impacts, but managing it well
Operations Excellence
Driving efficiency across our global supply chain

Tracy Scott, Group SVP Operations
Operations Excellence Focus

- Superior **safety** performance
- **Cost savings** to offset non-commodity inflation
- **Lean management** to drive plant efficiency
- **Employee** engagement/ownership
- Standardize and **leverage global spend**
- Procurement **risk mitigation** strategies
- Supply chain optimization through **S&OP**
- Global benchmarking to identify and share **best practices** across the Group
- **Capacity investment strategy** to enable growth
- Manufacturing and distribution **footprint strategy**
Advancing our Continuous Improvement culture and processes

- Implemented **visual Lean Management**
- Rigorous **initiative tracking** process
- Increasing **global best practice** sharing

- **Lean Management**
- **Procurement**
  - Standardize and **leverage global spend**
  - Executed procurement category **strategy**
  - Procurement **risk mitigation** strategies (make vs. buy, onshoring, backward integration)
  - Managed COVID and **US/China tariff** impacts

Closely monitored, impactful initiatives driving efficiencies and improvements globally
Operations Excellence – Supply Chain

Continuous improvement in Supply Chain processes to drive efficiency and service

Supply Chain Actions

- Implemented S&OP in Americas; translate to other regions in FY21
- Improved scheduling and inventory planning
- Benchmarking to share best practices across regions

Rigorous Supply Chain Management

S&OP Process

- MBR (Management Business Review)
- Supply Review
- Product Review
- Demand Review

Ongoing Results

- 98+% OTIF into US retail despite COVID challenges
- Efficiencies through improved inter-region supply chain mgmt.
- Effective COVID supply chain management

Enabling continued growth while scaling more efficient, lower cost operations
Operations Focus – Manufacturing Strategy

Strategic actions to ensure productive and efficient operations footprint

**Strategy Assessments**
- Ongoing assessments conducted for operations footprint and capacity investment strategies

**Current Actions**
- Consolidated HoldRite facility into Cullman
- Outsourced brass manufacturing in UK
- Expanding distribution footprint in Cullman
- Invested in capacity and efficiency projects

**Ongoing Activity**
- Exploring alternative manufacturing technologies
- Assessment of long-term footprint as business grows

Long-term vision for operations footprint to ensure capacity, efficiency, and profitability
Agenda

1. Strategy Review
2. Markets and Growth
Our Strategy
Focused priorities delivering growth and profitability

Christopher Sandman, VP Strategy and M&A
Strategy summary
A focused plan to generate shareholder value through growth and profitability

- Generate sustainable demand for our products
  - Drive results with distinctive capabilities
  - Attract and retain the best talent in our industry
- Know the Customer
- Serve the Customer
- Grow the Customer
  - Product Leadership
  - Distributor Partnerships
  - Operational Excellence
  - Support Our People
  - Develop Talent
  - Positive Social Impact

Create shareholder value by growing revenue and increasing profitability
Generate sustainable demand for our products

Focus relentlessly on the needs of our customers to generate sustainable demand for RWC solutions across regions

<table>
<thead>
<tr>
<th>Goals</th>
<th>Our Strategy in Action</th>
</tr>
</thead>
</table>
| ▪ Understand their day to day challenges  
▪ Gain insights and solve their problems  
▪ Deliver clever solutions  
▪ Unmatched customer service responsiveness  
▪ Industry leading delivery, availability, and support across portfolio of strong brands  
▪ Own the project with compatible solutions  
▪ Provide merchandising, marketing and training excellence | ▪ Through in-depth customer interactions, developing solutions to challenges including labor shortage, improving efficiency, and reduced callbacks  
▪ High volume capacity and distribution capabilities to scale across levels of demand  
▪ Contractor services providing tech support, design services, and submittals for our Americas Commercial segment  
▪ Focused BD teams calling on MEPs and Engineers and expanding our opportunity per project  
▪ Dedicated channel teams in EMEA focused on growing FluidTech solutions across applications |
**Attract and retain the best talent in our industry**

Invest in an inclusive, supportive, and sustainable business to attract and retain the best talent in our industry

<table>
<thead>
<tr>
<th>Goals</th>
<th>Our Strategy in Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Continuously improving employee engagement to grow a strong company culture centred around our S.P.I.R.I.T.(^1) values</td>
<td>▪ Ongoing employee engagement measurements to benchmark and improve our culture</td>
</tr>
<tr>
<td>▪ Grow, mentor, and challenge our people throughout the organization</td>
<td>▪ Newly launched S.P.I.R.I.T. values recognition program to encourage and showcase employees leading with our values</td>
</tr>
<tr>
<td>▪ Provide an inclusive and energetic place to work through D&amp;I leadership</td>
<td>▪ Established talent development, succession planning, and training initiatives across our regions to ensure our talent can grow to their potential</td>
</tr>
<tr>
<td>▪ Align and integrate ESG approach into business objectives</td>
<td>▪ Broad, goal focused D&amp;I initiative implemented and integrated across regions</td>
</tr>
<tr>
<td>▪ Developing strong ESG foundation embedded into core values and driving community engagement, sustainability initiatives, and superior governance</td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) S.P.I.R.I.T. values defined on page 90
Drive results with distinctive capabilities

Create value through delivery of quality products with world class cost structure to grow revenue, increase profitability, and build shareholder value

<table>
<thead>
<tr>
<th>Goals</th>
<th>Our Strategy in Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Deliver an unrivaled portfolio of solutions focused on ease of use and labor savings by leveraging R&amp;D, supply chain, and M&amp;A</td>
<td>▪ Leveraging our R&amp;D centers across our regions to address end user challenges</td>
</tr>
<tr>
<td>▪ Put value on shelves through innovation and demand generation</td>
<td>▪ Ongoing portfolio assessments designed to fill gaps through strategic development or established programmatic M&amp;A</td>
</tr>
<tr>
<td>▪ Actively pursue opportunities with channel partners to grow their business</td>
<td>▪ Leveraging the strength of our channels to extend our powerful brands into new adjacent core categories</td>
</tr>
<tr>
<td>▪ Margin enhancement through continuous improvement initiatives across operations and supply chain</td>
<td>▪ Growing revenues of core product through creative merchandising that highlights the benefit of total solutions</td>
</tr>
<tr>
<td>▪ Rigorous SG&amp;A control and responsible capital allocation</td>
<td>▪ 98%+OTIF into our Americas retail channel</td>
</tr>
<tr>
<td>▪ Lean management to drive plant efficiency and employee ownership/engagement</td>
<td>▪ Supply chain optimization through robust S&amp;OP</td>
</tr>
</tbody>
</table>

Product Leadership

Distributor Partnerships

Operational Excellence
Product Leadership – Know the Customer

Successful Firestop solution developed by gaining insights through customer empathy and responsive, iterative development.
Product Leadership – R&D Capability

Our R&D centers of excellence leverage insights to develop solutions solving end user challenges for our customers around the world.

RWC GROUP R&D
Engineering Centers of Excellence

Globally Coordinated Capabilities

- Stage Gate NPD
- Rapid Prototyping
- Tool Design and Development
- Product Reliability and Compliance Testing
- Advanced Metallurgy

Our Capabilities in Action

Product Manager in Atlanta leverages customer insight for new mixing valve specification.

In 3 days, the prototype was back in Atlanta and in the customer’s hands for review.

New specification is sent to Brisbane for review by R&D and ideation.

Design is sent for prototyping, machining, plating, assembly and completed on same day.

Americas
Atlanta / Cullman / San Diego
Brass PTC Fittings, PEX Pipe, Firestopping, Pipe Support

EMEA
West Drayton, UK
Plastic PTC Technology Tooling Development, Testing

APAC
Brisbane & Melbourne, AUS
Valve Technology, Automation Advanced Testing, Materials
Distributor Partnerships – Retail Excellence

We create tremendous value for our strategic partners through demand generation, service excellence, and proactive engagement.

Value Creation in Action

Growth through increasing space for existing, in demand categories

Growth through expansion into new categories along with improvement in customer focused merchandising

2018 Lowe’s Vendor Partner of the Year for Building Materials

An incredible honor in just one year of partnership with Lowe’s
Strategic priorities support our long-term vision

Be the premier plumbing products company worldwide, recognized for customer focused innovation, value generating brands, unmatched service, and a dynamic team culture

Generate sustainable demand for our products

- Know the Customer
  - Understand their day to day challenges
  - Gain insights and solve their problems
  - Deliver clever solutions

- Serve the Customer
  - Unmatched customer service responsiveness
  - Industry leading delivery, availability, and support across portfolio of strong brands

- Grow the Customer
  - Own the project with compatible solutions
  - Provide merchandising, marketing and training excellence

Drive results with distinctive capabilities

- Product Leadership
  - Deliver an unrivaled portfolio of solutions focused on ease of use and labor savings by leveraging R&D, supply chain, and M&A

- Distributor Partnerships
  - Put value on shelves through innovation and demand generation
  - Actively pursue opportunities with channel partners to grow their business

- Operational Excellence
  - Margin enhancement through continuous improvement initiatives across operations and supply chain
  - Rigorous SG&A control and responsible capital allocation

Attract and retain the best talent in our industry

- Support Our People
  - Continuously improving employee engagement to grow a strong company culture centred around our S.P.I.R.I.T. values

- Develop Talent
  - Grow, mentor, and challenge our people throughout the organization

- Positive Social Impact
  - Provide an inclusive and energetic place to work through D&I leadership
  - Align and integrate ESG approach into business objectives

Create shareholder value by growing revenue and increasing profitability
Markets and Growth

Powerful global brands in relevant categories supporting our End Use Customer

Kal Nanji, VP Group Strategic Marketing
Category leadership

Growing diversification offers a basket of product solutions for our core markets

Category sizes based on Group FY20 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

**Plumbing PTC**
- SharkBite™ available across Americas, UK, and Australia
  - #1 position in Americas
  - #1 position in Australia
  - Growing in UK and Europe

**The global leader in Plastic PTC**
- #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 applications
  - One of several products that complete a “basket” of solutions and drives sales across categories
  - Leverages scale of our distribution network

Category sizes based on Group FY20 gross revenue
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

**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

**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

Category sizes based on Group FY20 gross revenue
### Category relevance to End Use

RWC categories offer broad relevance across core segments and upside opportunity in emerging segments.

<table>
<thead>
<tr>
<th>Category</th>
<th>Fittings</th>
<th>Pipe</th>
<th>Valves</th>
<th>Integrated Installation Solutions</th>
<th>FluidTech*</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMI</td>
<td><img src="image" alt="Fittings" /></td>
<td><img src="image" alt="Pipe" /></td>
<td><img src="image" alt="Valves" /></td>
<td><img src="image" alt="Integrated Installation Solutions" /></td>
<td><img src="image" alt="FluidTech*" /></td>
</tr>
<tr>
<td>New Build</td>
<td><img src="image" alt="Fittings" /></td>
<td><img src="image" alt="Pipe" /></td>
<td><img src="image" alt="Valves" /></td>
<td><img src="image" alt="Integrated Installation Solutions" /></td>
<td><img src="image" alt="FluidTech*" /></td>
</tr>
<tr>
<td>Commercial</td>
<td><img src="image" alt="Fittings" /></td>
<td><img src="image" alt="Pipe" /></td>
<td><img src="image" alt="Valves" /></td>
<td><img src="image" alt="Integrated Installation Solutions" /></td>
<td><img src="image" alt="FluidTech*" /></td>
</tr>
<tr>
<td>FluidTech*</td>
<td><img src="image" alt="Fittings" /></td>
<td><img src="image" alt="Pipe" /></td>
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<td><img src="image" alt="Integrated Installation Solutions" /></td>
<td><img src="image" alt="FluidTech*" /></td>
</tr>
</tbody>
</table>

**Note** - FluidTech segment includes water treatment, drinks and dispense, air and pneumatics, and blow fiber applications.

- **Broad category relevance across key end use segments that represent our core**
- **Category relevance provides opportunity as we expand into emerging commercial segments**
- **Relevant category support for industrial segment through innovative application of product technology**
End Use by Region

Core RMI market represents significant share of global end use segments

<table>
<thead>
<tr>
<th>End Use split of Region</th>
<th>Americas</th>
<th>EMEA</th>
<th>APAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>FluidTech*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
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</tbody>
</table>

Note* - FluidTech segment includes water treatment, drinks and dispense, air and pneumatics, and blow n fiber applications; Segment splits based on Group FY20 net external sales
Core End Use Segment – Americas RMI

What drives the long-term market for our largest end use segment?

RWC End Use Segments by Region

Highly Correlated Indicators for RMI
- Increasing Home Values
- Existing Home Sales

Historical Category Focused Metrics
- Non-Discretionary (Repair)
- Kitchen and Bath Remodel

Key Driving Fundamentals
- Median Age of Housing Stock
- Household Formations
Highly Correlated Indicators – Home Values

Strong historical correlation of home improvement expenditure to home values

Total Homeowner Improvement Expenditures and S&P Case Shiller Home Price Index from 1995 to 2019

Highly Correlated Indicators – Existing Home Sales

Strong historical correlation of home improvement expenditure to existing home sales

Total Homeowner Improvement Expenditures and Existing Home Sales from 1995 to 2019

Key Historical Metrics – Homeowner Replacement

Stable, historical growth of 3% CAGR in homeowner replacement of internal pipes

Nondiscretionary Homeowner Replacement Expenditures from 1995 to 2017

Key Historical Metrics – Homeowner Improvements

Bath and Kitchen remodels are highly correlated to existing home sales

Discretionary Homeowner Improvement Expenditures from 1995 to 2017

Key Driving Fundamentals – Age of Housing Stock
Strong historical correlation with home improvement expenditure

Total Homeowner Improvement Expenditures and Age of US Housing Stock from 2001 to 2019

Source: US Census Bureau, JCHS tabulations of US Department of Housing and Urban Development (HUD), 1995–2017 American Housing Surveys; 2019 Home Improvement expenditure value projected using JCHS LIRA actual YOY change %
Key Driving Fundamentals – Household Formation

Household formation spikes drive home improvement expenditure

Total Homeowner Improvement Expenditures and Additional Household Formation change by year from 1995 to 2019

Source: US Census Bureau; JCHS tabulations of US Department of Housing and Urban Development (HUD), 1995–2017 American Housing Surveys; 2019 Home Improvement expenditure value projected using JCHS LIRA actual YOY change %
Stable historical growth and key fundamentals support our core repair segment

Long term market growth of 2% to 3% annually

**Highly Correlated Indicators for RMI**
- Increasing Home Values
- Existing Home Sales

**Historical Category Focused Metrics**
- Non-Discretionary (Repair)
- Kitchen and Bath Remodel

**Key Driving Fundamentals**
- Median Age of Housing Stock
- Household Formations

**Residential Maintenance and Improvement**
- 2.5% CAGR (1995 to 2019)

**Internal water pipes (and fittings) repaired or replaced**
- 3% CAGR

**Plumbing Fixtures**
- 7% CAGR

**Kitchen and Bath Remodels**
- 4% CAGR

**Median age of housing stock**
- 2% CAGR
- (2001 – 2019)

**Total housing stock**
- 1% CAGR
- (2018 to 2028)

12M new households: 1% CAGR
US Growth Estimate – Potential Upside

In any given period, targeted base business growth rate with upside from specific customer and product initiatives.

Based on US core market growth, we can target 3% to 5% annual growth rate.

Potential customer and product initiatives targeted on regular basis can provide upside but not possible to achieve every period.
UK Growth Estimate – Potential Upside

Building and validating a confidence measurement for UK base business growth

Based on UK core market growth, we can target 2% to 6% annual growth rate.

Potential customer and product initiatives targeted on regular basis can provide upside but not possible to achieve every period.
Q&A – Session 1
Break
10 minutes
EMEA Review

Edwin de Wolf, CEO EMEA
Agenda

1. EMEA business snapshot
2. Market update
3. Strategy
4. Key investments
EMEA business snapshot
Exceptionally strong brands in a diversified set of markets and geographies

£173m Net Sales\(^1\)
£43m Adjusted EBITDA\(^1\)
1,100+ Employees
9,500+ Locations

Brands
- Speedfit
- John Guest
- Reliance Valves
- SharkBite

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

Category mix\(^2\)
- Plumbing and Heating
- Fluid Tech

Geographic mix\(^2\)
- Continental Europe
- UK

Footprint
- R&D
- Manufacturing
- Distribution

1. FY20 actual results
2. Based on FY20 external sales only and excludes intercompany sales to Americas / APAC
RWC EMEA Operations snapshot

Robust operations footprint producing over 1B components annually

UK Manufacturing Footprint

LAUNCESTON
33k sq ft manufacturing/ >40 machines
- Molding, welding & assembly
- Produces plastic fittings and flexi-hoses
- Overflow warehousing

WEST DRAYTON
200k sq ft manufacturing/216 machines
- Main UK manufacturing site
- Produces plastic mouldings & finished components
- Tool design & manufacture

MAIDENHEAD
c60k sq ft manufacturing/9 extrusion lines
- Pipe extrusion facility
- Autoclaves (PEX production step)

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 delivered
- Continued improvement on HSE with focus on leadership
- Response to COVID-19 pandemic with furlough, remote working, phased return to work and social distancing throughout operations
- Brass component production outsourced for greater efficiency
- Roll out and integration of SAP in Q4

Production
In FY20:
- Over 1.2B moulded components
- Over 200M finished fittings
- 140M+ feet of pipe

Delivery
- Average 1,200 shipments per day
- SAP implemented

Safety of Our People is Priority
Managing social distancing requirements

Managing social distancing requirements
RWC EMEA talent and organization snapshot

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

EMEACEO
Edwin de Wolf

Head of Head of Head of Head of Head of Head of Head of
Sales and Head of Product and Head of IT Head of HR Head of Finance Head of Business
Marketing Head of Strategy Head of Operations External Hire Legacy JG Finance Change
External Hire External Hire

Head of Cont Head of Head of Head of
Europe Sales Head of External Hire External Hire
Finance

New Hire / New function

- Head of Sales and Marketing (External Hire)
  - 20+ yrs water tech and HVAC

- Head of Product and Strategy
  - Legacy RWC (USA transfer)
  - 10+ yrs strategy and product

- Head of Operations
  - External Hire
  - 15+ yrs operations and supply chain

- Head of IT
  - External Hire
  - 15+ yrs IT and water tech

- Head of HR
  - Legacy JG
  - 20+ yrs HR

- Head of Finance
  - External Hire
  - 20+ yrs finance

- Head of Business Change
  - External Hire
  - 20+ yrs change mgmt
RWC EMEA geographic snapshot

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

---

1 Based on FY20 external sales only and excludes intercompany sales to Americas / APAC
Market update

Short-term CV19 impact but underlying, long-term fundamentals strong

- Severe contraction with early signs of improvement
- Long term fundamentals remain strong:
  - ~75% of homes over 40 years old
  - House prices up 2.9% through May '20
  - Work from home supports investment
- Return to work sites post-lockdown quicker than expected
- Fundamental domestic housing supply shortage remains
- Commercial rebound most prominent in major metropolitans

 Fluid Tech serves a diverse set of end markets and OEMs are the primary customers
- Manufacturing output impact varies by country; monthly production y/y hit low points in April '20

---

1. Source UK Office for National Statistics; indexed volume measure, seasonally adjusted
2. Source Trading Economics Industrial Output; chart represents monthly year-over-year production output growth
EMEA strategy
Enabling specific initiatives in UK and Europe to accelerate, expand and access

Key underlying drivers

Expand basket for existing end users with focus on driving innovative, time saving product

Leverage strength of brands

Utilise core operational and execution competencies

Accelerate...
- Achieve profitable growth in core, repair and maintenance market
- P&H RMI: 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
- P&H domestic new build: supplement existing regional builder accounts with select national, volume developers
- P&H commercial: evaluate product and capability requirements to further penetrate adjacent commercial market

Expand...
- Grow into adjacent plumbing and heating end use segments
- FluidTech: further develop existing markets with required product development and support
- FluidTech: develop new FluidTech end markets and support global penetration (Americas, APAC) of existing markets

Access
- Grow into adjacent Fluid Technology end markets in Europe
- Enter select European geographies
- P&H RMI: prioritize specific European geographies for penetration of P&H markets organically and/or inorganically
Key investments and organizational enhancements

Investment continues to support core competencies and optimise the organization for future growth

Operations

Continued investment in equipment and automation to drive greater efficiency and output

IT

Continued investment made in upgraded equipment and systems from legacy, bespoke systems (e.g., ERP)

Restructuring

Restructure of UK operations to be completed in October with net reduction of 60 positions, undertaken to leverage efficiencies from ERP implementation and in response to Covid-19
APAC Review

Brad Reid, CEO APAC
Agenda

1. APAC business snapshot
2. Market dynamics
3. Strategy and growth initiatives
4. Talent and organization
5. Operations footprint
RWC APAC snapshot
Exceptionally strong brands in a diversified set of markets, and geographies

- A$245 M Net Sales
- A$44 M EBITDA
- 400+ Employees
- 1500+ Locations

Brands
- SharkBite
- Reliance
- Auspex
- John Guest

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

Category Mix – AUS/NZ
- Fluid Tech
- Pipe
- Brass Fittings PTC
- Plastic Fittings PTC
- Fittings Non-PTC
- Valves

Category Mix - Asia
- Fluid Tech
- Pipe
- Other
- Brass PTC
- Plastic PTC

Footprint
- Sales & Distribution
- Manufacturing
- Distribution

1Segment net sales includes $100 million of intercompany sales to other segments; FY20 results
APAC snapshot: products and customers

RWC’s stronghold in Australia/New Zealand back of wall plumbing market is where the company began, and remains the market leader.

Channel Mix\(^1\)

Example customers

Representative products

\(^1\) Based on FY19 results
Solutions for the built environment
Wide ranging applications across multiple segments drive our continued growth

High Rise Solutions Melbourne
SharkBite® push-to-connect fittings reduced installation time by 75%. Now used by all the leading tier one corporate plumbers in Melbourne.

Q1, Gold Coast, AUS
Consistent temperature and flow rates are delivered to individual buildings using RMC Pressure Reducing Valves (PRVs) and HeatGuard® Tempering Valves (HTVs).

Caravan Plumbing Fittings
John Guest plumbing fittings are durable, efficient and incredibly easy to work with. Added to this, are the John Guest branded shut-off valves and tube inserts. An end-to-end solution for all caravan manufacturers.

Domestic Housing Across Australia
Proven design and quality for home construction, Auspex® solutions cover cold and hot water, and natural gas systems throughout the home.
APAC market update

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

**Short term macro trends**

- COVID-19 introduced short-term uncertainty
- APAC 2021 forecast decline 10%, but a chance to be flat dependent on bounce back from COVID-19
- **Market Forecasts** vary widely but government incentive programs are expected to stabilize market trends
- One certainty is construction approvals have been severely impacted in F20, which is the basis for the declining market expectation in F21

**Long term fundamentals strong**

- **Long term Australian outlook is positive** prior to COVID-19, market was ready to strengthen after several years of housing construction decline
- **Asia manufacturing is expected to stabilize quickly** early signs are already showing of a rebound in F21
- **Skilled labor shortage** will drive demand for RWC’s labor saving product solutions

Sources: HIA and BIS
### Our growth strategies and priorities

**Driving core product initiatives in APAC to serve existing markets and emerging opportunities**

<table>
<thead>
<tr>
<th>Goals</th>
<th>APAC plans</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accelerate</strong></td>
<td>Australia/New Zealand: expand share and offering in core market piping systems market across domestic and high-density housing applications for complete mains to outlet solutions</td>
</tr>
<tr>
<td><strong>Expand</strong></td>
<td>Asia FluidTech: further develop existing markets and expanded applications utilizing existing product ranges</td>
</tr>
<tr>
<td><strong>Access</strong></td>
<td>Asia: continue to monitor evolving market trends</td>
</tr>
</tbody>
</table>

- Achieve profitable growth in core, new build markets in Australia and New Zealand, and continue to develop FluidTech markets in Asia
- Grow into adjacent plumbing end use segments in the Australia and adjacent FluidTech end user markets in Asia
- Continue to evaluate other market opportunities for core products in Asia
APAC – AUS Core Growth Initiatives
Evolving market conditions and new opportunities drive our growth in our core market

End users and channels

Wholesale
We support the Licensed Plumber network through a broad range of Wholesalers.

Hardware
We leverage a limited product range to DIY and emergency repairs through key Hardware chains.

OEM
We partner with several targeted OEMs to provide key components and partnered product development services.

What We Deliver

Value Creation

▪ Full Wholesaler support package including training and full customer care service
▪ Broad product offering covering all ‘back of wall’ needs.
▪ Optimized order administration and management.
▪ Targeting 100% delivery in full on time.
▪ Intimate interactions in supply chain efficiency and engineering support to optimize product integration.
▪ High volume capacity to match all levels of demand.
Talent and organization

Strong and experienced leadership team is the backbone of the APAC organization, with combined unequalled industry knowledge in our core markets.

Additional keys to leadership:
- Industry leading talent pool in all business departments
- Focus on internal skills growth fostering future leaders
- Drive professional development to increase bench depth
- Enable culture of collaboration, transparency and decision-making
RWC APAC operations snapshot
Robust operations footprint producing over 30M finished products annually

RWC sites with manufacturing
- Eagle Farm, BRISBANE
  - c5k sq MT manufacturing
  - Brass machining
  - Valve assembly and testing
- Croydon, MELBOURNE
  - c3k sq MT manufacturing
  - Plastic molding facility for fittings and valves
  - Plastic tool design & manufacture
- Moorabbin, MELBOURNE
  - c2k sq MT manufacturing
  - Automated brass forging
  - Forging tool design centre
- Braeside, MELBOURNE
  - c2k sq MT manufacturing
  - Automated high-volume brass machining facility
  - OEM component processing
- Dandenong, MELBOURNE
  - c5k sq MT manufacturing
  - PEX pipe extrusion
  - SharkBite assembly
- Smeaton, MELBOURNE and Pinkenba, BRISBANE
  - c13k sq MT distribution
  - Primary finished goods warehouses

Other RWC sites

Key performance objectives
- Continued improvement on HSE with focus on leadership
- Deliver Continuous Improvement program to improve efficiency
- Optimize process efficiencies via SAP

Production
In FY20:
- Over 200 million components
- Over 30 million finished fittings
- Over 12 million meters of pipe
- Over 1 million safety and thermostatic valves

Delivery
- 35k Orders shipped annually
- OTIF up to 95%
Americas Review

Sean McClenaghan, CEO Americas
Agenda

1. Americas business snapshot
2. Market dynamics
3. Strategy and growth initiatives
4. Operations update
RWC Americas snapshot
Well positioned brands across a diverse product range serving multiple segments

$496M USD Net Sales¹
$79M USD Adjusted EBITDA²
600+ Employees
23,000+ Locations

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

Channel Mix
Export
E-Commerce
OEM
Retail
Wholesale
Hardware

End Use Segments
Residential
Multi-Unit
Commercial
OEM

Footprint

¹ Segment net sales includes $1.8 million of intercompany sales to other segments; FY20 Results
² EBITDA before one-time charges for restructuring actions including La Vergne relocation, Aquallence impairment, Stream Labs impairment and reserves, and severance
Americas distribution strategy
A multichannel approach is core to our go-to-market strategy supporting both RMI and new construction end markets with broad product availability

<table>
<thead>
<tr>
<th>Key RWC Brands</th>
<th>End Use Segments</th>
<th>Channel Value Proposition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Residential</td>
<td>Product availability</td>
</tr>
<tr>
<td></td>
<td>Service &amp; Repair Pros</td>
<td>Store location and hours</td>
</tr>
<tr>
<td></td>
<td>Handyman</td>
<td>Mix and merchandising</td>
</tr>
<tr>
<td></td>
<td>DIY</td>
<td>Brand confidence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Omnichannel engagement</td>
</tr>
<tr>
<td>Home Improvement</td>
<td>Resi &amp; Commercial</td>
<td>Traditional Trade destination</td>
</tr>
<tr>
<td></td>
<td>Service &amp; Repair Pros</td>
<td>Customer loyalty</td>
</tr>
<tr>
<td></td>
<td>Large MEPs</td>
<td>Personalized service</td>
</tr>
<tr>
<td></td>
<td>New construction</td>
<td>Long-term relationships</td>
</tr>
<tr>
<td></td>
<td>Water quality</td>
<td>Product depth &amp; breadth</td>
</tr>
<tr>
<td></td>
<td>Beverage dispense</td>
<td>Job lot quantities</td>
</tr>
<tr>
<td>Wholesale</td>
<td>Residential Repair</td>
<td>Product knowledge assists DIYers</td>
</tr>
<tr>
<td></td>
<td>Handyman</td>
<td>Location and product availability</td>
</tr>
<tr>
<td></td>
<td>DIY</td>
<td>Mix and merchandising</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Brand confidence</td>
</tr>
<tr>
<td>Hardware</td>
<td>Water Quality</td>
<td>Specialized product</td>
</tr>
<tr>
<td></td>
<td>Beverage Dispense</td>
<td>Customer loyalty</td>
</tr>
<tr>
<td></td>
<td>Water Heater</td>
<td>Brand and reliability</td>
</tr>
<tr>
<td></td>
<td>Other specialty</td>
<td>Pricing key consideration</td>
</tr>
<tr>
<td>OEM</td>
<td>DIY &amp; Pro (Amazon, THD, Lowe’s)</td>
<td>High growth</td>
</tr>
<tr>
<td></td>
<td>Pro Only (Supply House, Build.com, et al)</td>
<td>Disruptive</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Questionable rate of Pro adoption</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Focus for Home Depot and Lowe’s</td>
</tr>
</tbody>
</table>

Channel Mix (FY20 Net Revenue) $496M

- Residential
- Service & Repair Pros
- Handyman
- DIY

- Resi & Commercial
- Service & Repair Pros
- Large MEPs
- New construction
- Water quality
- Beverage dispense

- Residential Repair
- Handyman
- DIY

- Water Quality
- Beverage Dispense
- Water Heater
- Other specialty

- DIY & Pro (Amazon, THD, Lowe’s)
- Pro Only (Supply House, Build.com, et al)
Long term fundamentals support growth

Despite recent economic volatility, long-term conditions that drive demand for our solutions remain solid

<table>
<thead>
<tr>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy relatively healthy with varying effects of COVID-19</td>
</tr>
<tr>
<td>• Supportive consumer sentiment and low-interest rate environment</td>
</tr>
<tr>
<td>• Favorable demographics; strong rate of household formation</td>
</tr>
<tr>
<td>• Plumbing trade labor shortage and COVID-19 work processes favorable to driving demand for RWC’s solutions</td>
</tr>
<tr>
<td>• COVID-19 induced variability in consumer confidence and GDP</td>
</tr>
<tr>
<td>• Canadian recessionary environment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Core Segments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underlying fundamentals of housing age continue to support repair market; remodel market may slow based on recession</td>
</tr>
<tr>
<td>• Strong RMI activity through pandemic expected to rebound through 2021 as home values and existing homes sales return to pre-pandemic levels</td>
</tr>
<tr>
<td>• Aging U.S. housing stock with 70% of approximately 135M housing units over 30 years old</td>
</tr>
<tr>
<td>• Housing affordability challenges resulting in increased “stay in place” remodeling</td>
</tr>
<tr>
<td>• Canada supportive of core repair activity but muted remodel activity</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>New Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steady SF housing demand, dampened MF demand, and reduced forecasts in non-residential construction</td>
</tr>
<tr>
<td>• 2020 housing forecasts down with uptick in 2021; grappling with chronic shortage of construction workers and land</td>
</tr>
<tr>
<td>• MF experiencing softening demand, increase in supply and slow absorption</td>
</tr>
<tr>
<td>• Longer term, the U.S. remains underbuilt for SF/MF housing</td>
</tr>
<tr>
<td>• For Non-Res, consensus on construction spending forecasts 7% loss versus 2.9% growth predicted pre-pandemic for Health/Education and 14% loss versus 0.6% growth for Retail/Hotel/Office</td>
</tr>
</tbody>
</table>

Changing market dynamics favoring RWC

COVID19 induced market disruptions have driven sector changes increasing demand for RWC products and leveraging growth strategy.

<table>
<thead>
<tr>
<th>CV19 Market Disruption</th>
<th>RWC's Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Societal change resulting in additional time at home</td>
<td>▪ Trusted Brands</td>
</tr>
<tr>
<td>Wholesale channel adapts slowly</td>
<td>▪ Value Proposition</td>
</tr>
<tr>
<td>MEP contractors challenged on job sites</td>
<td>▪ Product Availability</td>
</tr>
<tr>
<td></td>
<td>▪ In-Stock Position</td>
</tr>
</tbody>
</table>
Although certain sectors facing headwinds

COVID19 and the general recessionary environment are presenting challenges for certain sectors today and likely to impact demand in CY2021

<table>
<thead>
<tr>
<th>CV19 Market Disruption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited commercial space occupancy</td>
</tr>
<tr>
<td>Lower turnover in rental properties</td>
</tr>
<tr>
<td>Commercial construction pipeline uncertainty</td>
</tr>
<tr>
<td>Decline in federal stimulus programs impacting spending</td>
</tr>
<tr>
<td>High unemployment</td>
</tr>
<tr>
<td>Risk of inventory reductions in retail channels as POS slows</td>
</tr>
</tbody>
</table>
## Americas growth plan

Utilize strength of brand, product offering and focused innovation approach across distribution network to expand market share

<table>
<thead>
<tr>
<th>Goals</th>
<th>Representative initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own the project</td>
<td>- Commercial end market selling investment</td>
</tr>
<tr>
<td></td>
<td>- Extend brands to new categories</td>
</tr>
<tr>
<td></td>
<td>- Add proven solutions requested by the Pro</td>
</tr>
<tr>
<td>Available</td>
<td>- Expand access to acquired product offering (HoldRite and JG)</td>
</tr>
<tr>
<td></td>
<td>- Capture additional shelf space</td>
</tr>
<tr>
<td></td>
<td>- Creative SKU placement and merchandising</td>
</tr>
<tr>
<td>Customer needs</td>
<td>- Continued expansion of HoldRite providing differentiated entry point into commercial</td>
</tr>
<tr>
<td></td>
<td>- Continue innovating within fittings</td>
</tr>
<tr>
<td>Build offering</td>
<td>- Programmatic M&amp;A linked to strategy filling product and capability gaps</td>
</tr>
</tbody>
</table>

Demand...

Reach...

Innovation...

M&A
## Investment in growth initiatives providing return

Prior actions and investment across multiple sales channels have positioned RWC to capitalize on these changing market dynamics.

<table>
<thead>
<tr>
<th>Category</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Product</strong></td>
<td>• Value Adds&lt;br&gt;• Line Extensions</td>
</tr>
<tr>
<td></td>
<td>• Innovation&lt;br&gt;• New Categories</td>
</tr>
<tr>
<td><strong>Merchandising</strong></td>
<td>• Packaging&lt;br&gt;• Signage and POP</td>
</tr>
<tr>
<td></td>
<td>• Product Sequencing</td>
</tr>
<tr>
<td><strong>Footprint</strong></td>
<td>• Increase outlets&lt;br&gt;• Optimize</td>
</tr>
<tr>
<td></td>
<td>• Adjacencies&lt;br&gt;• Customer Programs</td>
</tr>
<tr>
<td><strong>Commercial</strong></td>
<td>• Product&lt;br&gt;• Field &amp; Spec Sales</td>
</tr>
<tr>
<td></td>
<td>• Contractor Services&lt;br&gt;• Marketing</td>
</tr>
<tr>
<td><strong>Supply chain</strong></td>
<td>• Manufacturing&lt;br&gt;• Distribution</td>
</tr>
<tr>
<td></td>
<td>• Planning&lt;br&gt;• Systems</td>
</tr>
</tbody>
</table>
Growth initiatives – retail channels

Drive above market growth in the home improvement and hardware channels by leveraging product portfolio, brands, NPD and merchandising capabilities

**Drive Core Product**
- Value add and line extensions of core product offering
- Merchandising excellence to help close the sale
- In store product sequencing and optimization

**Adjacent Category Expansion**
- Utilize strength of brands to expand into adjacent areas, e.g.:
  - PEX and Crimp systems
  - Pipe Support
  - Stop Valves

**Secure Additional Shelf Space**
- Support initiatives important to retail partners and secure additional space, e.g.:
  - The Home Depot Pipe Aisle Resets
  - Ace Level 3 and True Value Blue
  - Lowe’s Project 51
Growth initiatives – retail channels

Retail Video
Growth initiatives – commercial segment

Penetrate attractive segment leveraging existing wholesale distribution and RWC value proposition to provide product and customer diversification

<table>
<thead>
<tr>
<th>Commercial Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Large, attractive market</td>
</tr>
<tr>
<td>▪ Fewer barriers to entry; no dominant player</td>
</tr>
<tr>
<td>▪ RWC value proposition resonates well</td>
</tr>
<tr>
<td>▪ Enhanced margin opportunities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Market Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Commercial sales(^1) +9% FY20</td>
</tr>
<tr>
<td>▪ Scaling salesforce and commercial support services required to drive end use demand</td>
</tr>
<tr>
<td>▪ Key products include HoldRite brand Pipe support, Fire Stop and DWV, and Cash Acme Valves</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>New Products &amp; Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ FY20 Caulks, Wraps, Collars &amp; Silicone Sealants</td>
</tr>
<tr>
<td>▪ FY21 Upgraded version 2 HFP sleeves, four new larger HFP sizes, HoldRite 703 PEX slab protectors and HFP Tub Box</td>
</tr>
</tbody>
</table>

\(^1\) measured as a basket of goods comprised of product sold through wholesale and used in commercial construction applications (e.g., HydroFlame Pro, TestRite, etc.). Basket represents 6-7% of Americas revenue
Filling product gaps will fuel growth in commercial segment

Attractive market requiring investment in product, service, sales and M&A to capture full potential

Illustrative potential revenue opportunity per project

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

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

Ability to sell (specifications, relationships)

<table>
<thead>
<tr>
<th>RWC addressable products by construction phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<tr>
<td>---</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>DWV</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Firestopping (cauls, collars)</td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Product Gaps

Capability improvements
Growth initiatives – commercial segment

Commercial Video
Talent and organization

Strong and scalable leadership team supported by organization deep in sales, operations and product development

Additional keys to leadership:

- Talent pool comprised of internally and externally developed leaders across all business functions
- Utilize growth as opportunity to increase bench depth
- Focus on internal skills growth fostering future leaders
- Engaged team fueled by a culture of collaboration, transparency and change leadership
Operations and distribution facilities will require additional investment as business continues to scale.

**Key performance objectives**
- Creating a safety focused culture
- Maintaining employee health during COVID-19
- Optimizing Sales & Operating Planning (S&OP)
- Continuous improvement to drive costs out with goal of offsetting inflation

**Production**
- 10M+ SharkBite Classic Fittings
- 150M+ Feet of PEX Pipe
- 8M+ Valves
- Near 1M sq ft manufacturing and distribution space

**Delivery**
- 130K+ Shipments
- 98%+ OTIF

**Future Investment**
- Additional distribution space in Cullman
- Incremental capacity in key areas such as fittings, pipe, packaging
RWC Americas operations snapshot

Operations Video
Priorities for FY21

We will continue investing in the future growth of the business while meeting the operational challenges and market uncertainties of the current environment.

<table>
<thead>
<tr>
<th>Support our People</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Health &amp; safety and wellbeing of our people, especially in the context of ongoing COVID, including enhanced communication and efforts to maintain strong employee engagement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Serve the Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Continued focus on operational excellence and execution, remaining agile and acting quickly in the face of changing external factors</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grow the Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Delivery of above market top line growth in all key geographies</td>
</tr>
<tr>
<td>▪ Margin expansion through continuous improvement initiatives</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Value Creation</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Prudent management of costs to aid margin expansion</td>
</tr>
<tr>
<td>▪ Supply chain improvements including sourcing security and overall planning and efficiency improvements</td>
</tr>
<tr>
<td>▪ Utilising new tools, including ERP, to begin yielding anticipated long-term benefits</td>
</tr>
<tr>
<td>▪ Prudent capital expenditure allocation</td>
</tr>
</tbody>
</table>
In Summary

We remain well positioned for future growth and the resilience of the business has been demonstrated through the Covid-19 pandemic

- The RWC business is robust, successfully weathering recent extreme challenges
- The plumbing & heating market, and especially our primary repair and maintenance category, is highly resilient
- Our focus over the last several months has been on execution and will continue to be so into the near future
- There is significant uncertainty ahead, but the RWC business is well positioned and appropriately structured to navigate the near-term challenges and to accelerate out as visibility improves
- We have a clear plan to grow the business, increase profitability and create value for all stakeholders
Q&A – Session 2
RWAC Solutions to Shape the World™
Glossary

BD – business development
D&I – diversity and inclusion
DuPont™ STOP®– Safety Training Observation Program (DuPont’s proprietary workplace safety program)
DWV – drain, waste, vent
ESG – environmental, social, and governance
HFP – HydroFlame™ Pro
HSE – health, safety, and environment
MEP – mechanical, electrical, and plumbing
MF – multi-family
MRO – maintenance, repair, and operations
OTIF – on time and in full
P&H – plumbing and heating
PEX – cross-linked polyethylene
POS – point of sale
PRV – pressure reducing valve
PTC – push-to-connect
RMI – repair, maintenance, and improvement
S&OP – sales and operations planning
SF – single family
S.P.I.R.I.T. – Simplicity, Passion, Innovation, Reliability, Integrity, Together we are one Team (RWC Core Values)
TMV – thermostatic mixing valve
RWC Group snapshot
Global operations across the Americas, EMEA and APAC

Net Sales¹
$1,162
Million AUD

Managing
14
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

¹FY20 Consolidated Results
RWC Business Canvas

Articulation of our value proposition, purpose, and scope

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

Our Customers
Who
- Contractors
- Specifiers
- Distributor partners

Key segments
- Repair & maintenance
- New construction
- Renovation & remodel
- Fluid technology
- Air & pneumatics, low- and brown fibre
- Automotive
- End users
- OEMs

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 Growth Plan

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 end markets

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

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

Our Values
Simplicity
Passion
Innovation
Reliability
Integrity

Together we are one Team
Safety
Injury Rate

46% reduction in injury rate since FY18

FY20 results

- Slight increase in RIR
- Increased focused on employee engagement and incident reporting
- Injury severity is decreasing as Lost Time rate declined 40% in FY20 and 68% since FY18

Note: Incident Rate measured as Rolling 12 months sum of injuries x100 / avg HC YTD
Our safety strategy remains unchanged
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
Employee engagement and leading indicators

Over 4,800 leading indicator reports in the last 12 months

- Safety committees established in all regions
- Implemented near miss/hazard reporting – leading indicator
- Launched DuPont™ STOP™ behavior observation process
- Implemented global HSE management system software
- Deployed safety leadership training
- Executed COVID-19 safety precautions