

Investor Presentation May 2025

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The financial results are extracted from unaudited management accounts. RWC's standard processes were followed to confirm the material accuracy of the results. This presentation contains references to the following non-IFRS measures: EBITDA, Adjusted EBITDA and Adjusted EBIT. These measures are used by RWC to assess operating performance and are defined in the Operating and Financial Review dated 18 February 2025. These measures have not been subject to audit or audit review.

All figures are presented in US Dollars unless indicated otherwise. The sum totals throughout this presentation may not add exactly due to rounding differences.

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Our Vision | The complete plumbing global leader

Everything for back-of-wall plumbing...

The most extensive
portfolio of plumbing
products and systems...

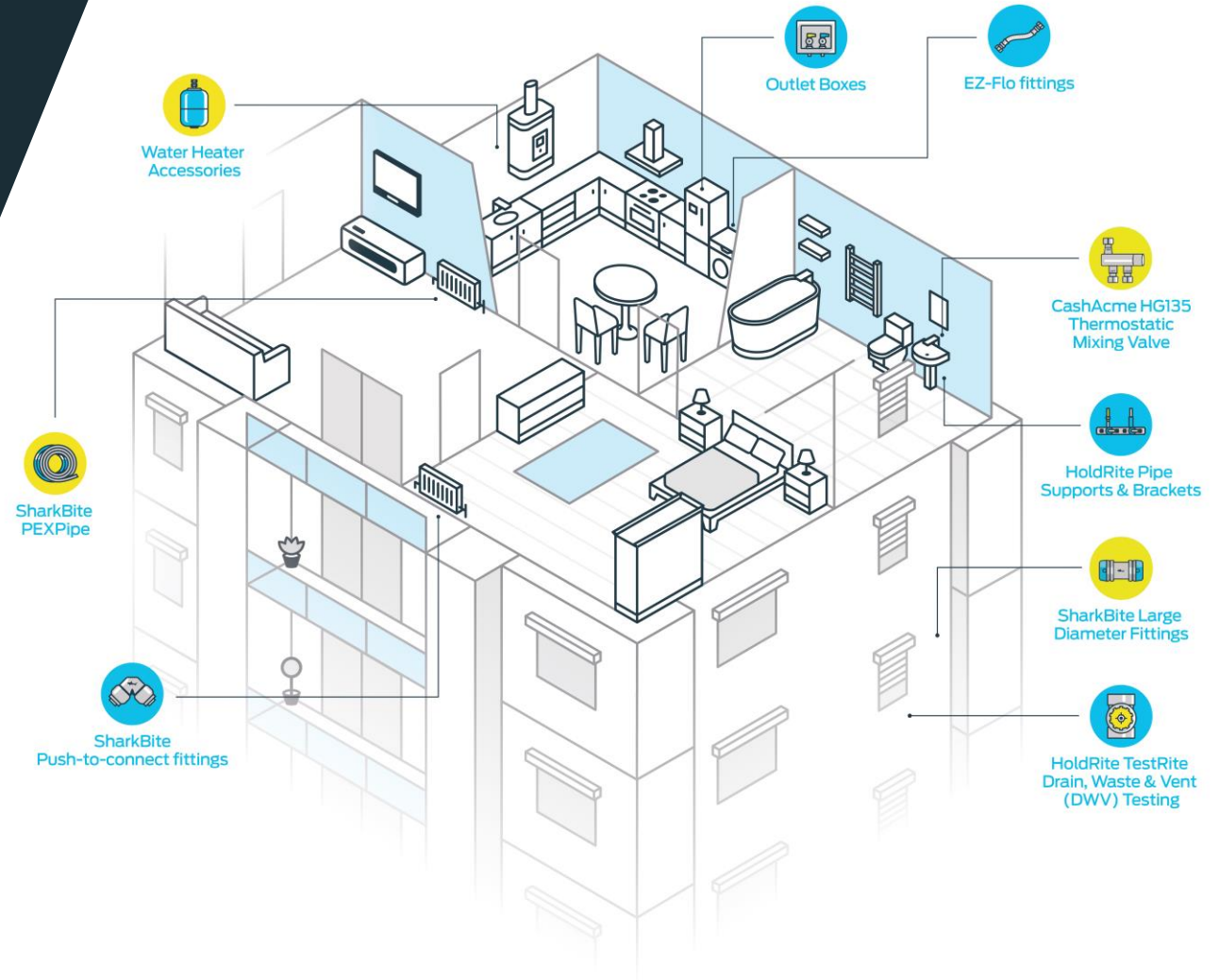
aimed at both
Residential and
Commercial
end markets...

across new
construction,
repair and
remodel...

...distributed
through wholesale,
retail and OEM
channels.



RWC's portfolio of trusted products and brands deliver smart solutions that are the first choice for plumbers



Strategy Overview

RWC seeks to create value through product leadership

Solutions for the job site



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

Working in the field to understand job site requirements and challenges

Product engineering that is creating the future of plumbing

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

Value for the distributor



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

Superior customer service provides the foundation partners can count on

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

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

Industry leading execution



Premium quality products and unrivalled operational efficiency delivering margin growth.

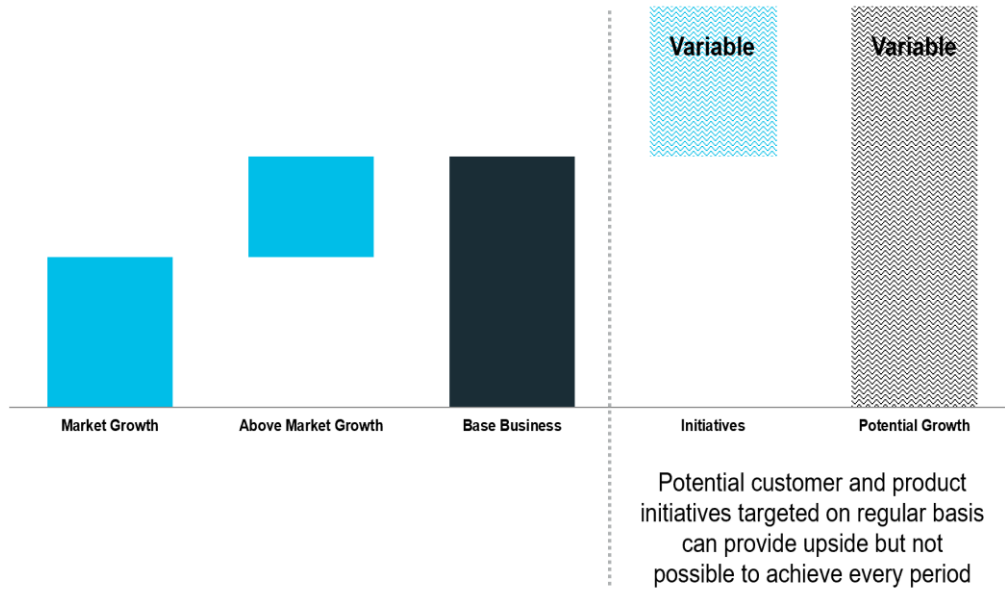
Safety culture to ensure a work environment that protects our people

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

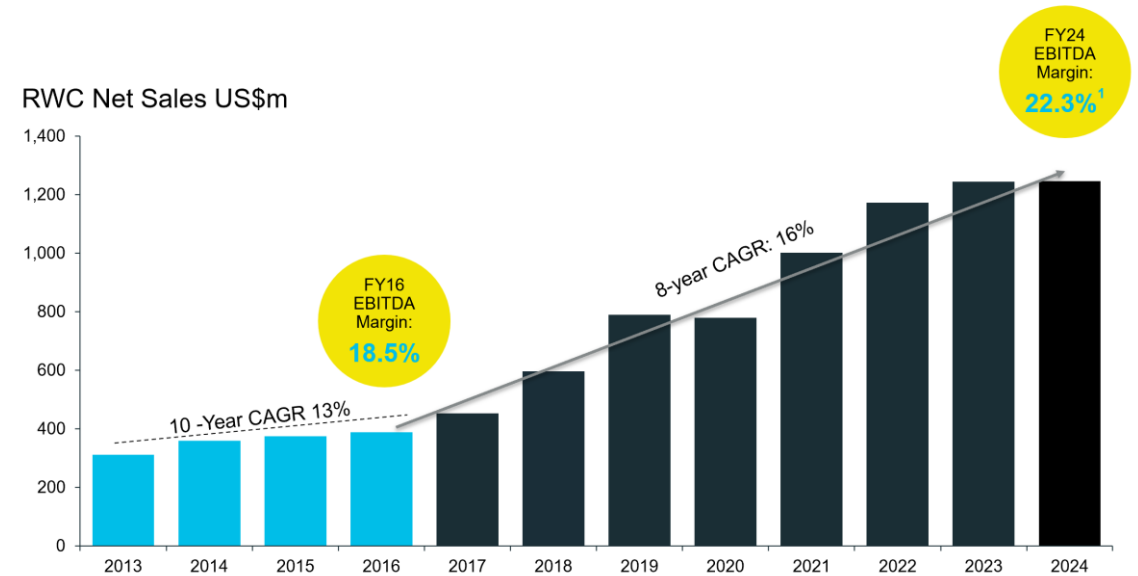
Sustainability focus delivers a more efficient operation while reducing environmental impact

RWC's model for growth

Organic growth initiatives in combination with acquisitions that collectively enhance and broaden RWC's product portfolio and customer reach



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



Revenue growth since IPO in 2016 has been driven by a combination of organic growth initiatives and acquisitions

RWC is well positioned for long-term growth

Large and fragmented landscape



RWC's Total Addressable Market >US\$25B

Few large players

Enduring tail winds



Labour shortage



Ageing homes



Sustainability investments

Differentiated proposition



Save time

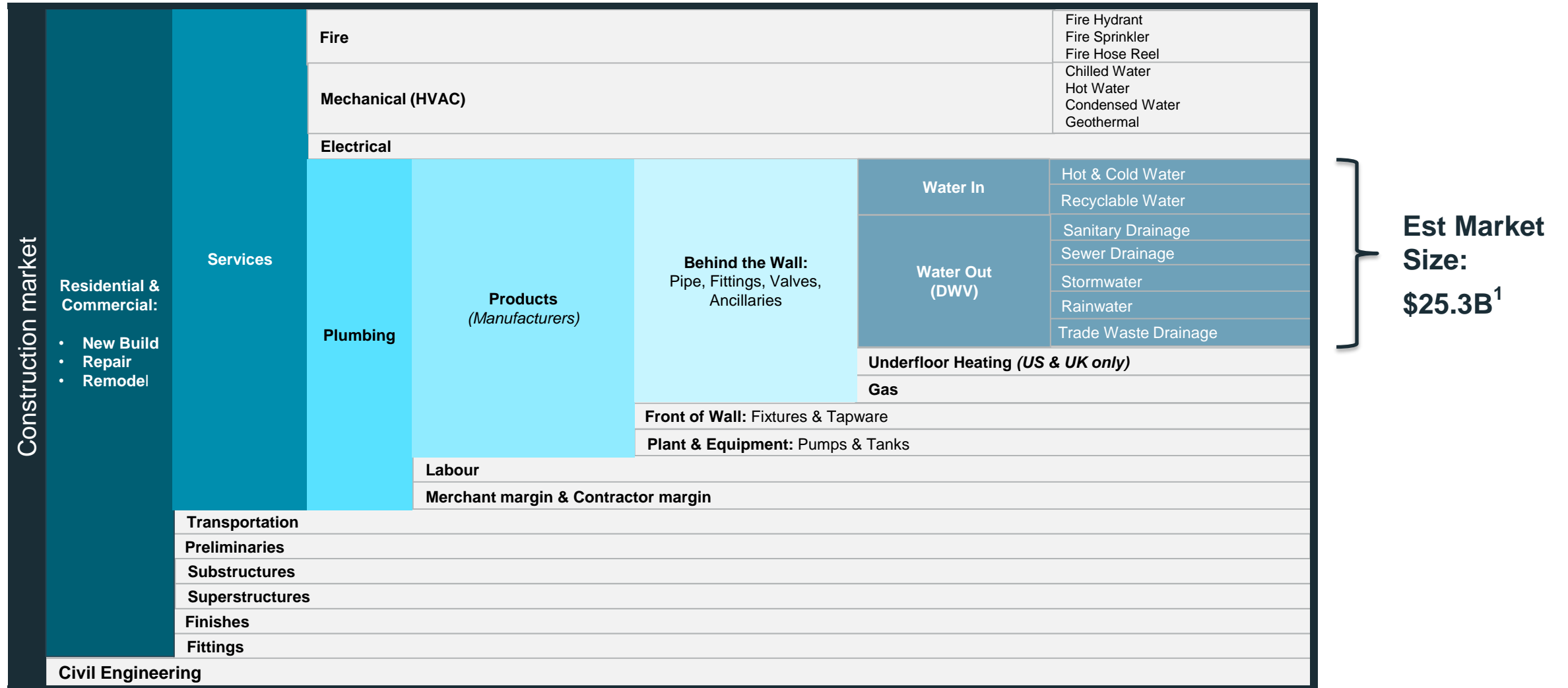


Make jobs easier



Tier 1 brands

Estimating the total addressable market



1. Market size estimated at MSP for all water-in and water-out rough plumbing across R&R, new residential, and commercial markets for the US, Australia and UK/Ireland. All figures in US\$.

\$25.3 billion total addressable market

Water-In plumbing represents approx. 60%, Water-Out approx. 40% of TAM

US\$Bn	Rough Water-In Plumbing	Rough Water-Out Plumbing	Adjacencies	Total
Commercial New and R&R	7.5	5.7	30+	43+
Residential New	3.3	1.8	9+	14+
Residential R&R	4.9	2.2	7+	14+
Total	15.6	9.7	46+	71+

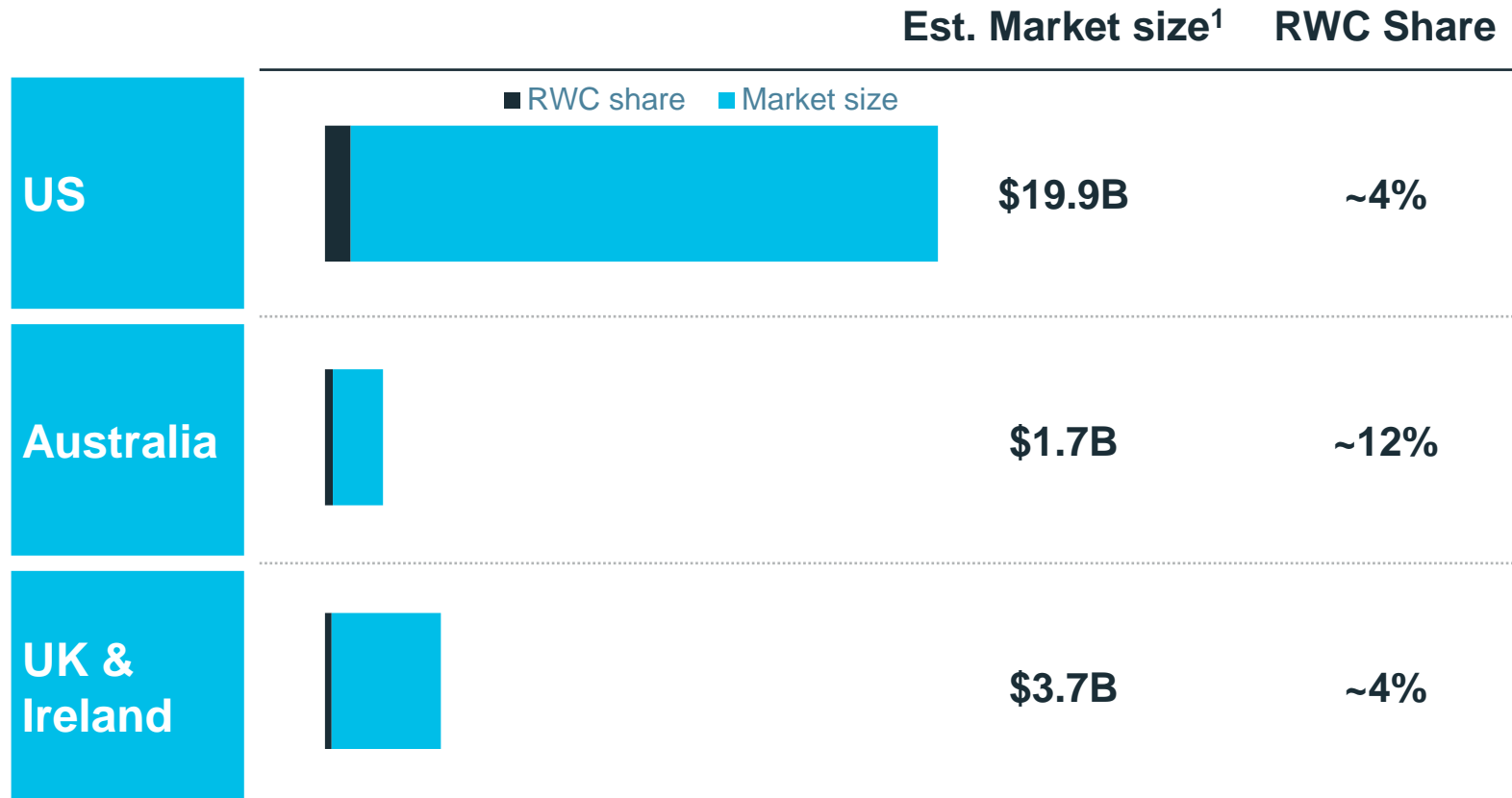
Estimated Market Size:

\$25.3B¹

1. Market size estimated at MSP for all water-in and water-out rough plumbing across R&R, new residential, and commercial markets for the US, Australia and UK/Ireland. All figures in US\$.

RWC has significant growth opportunity in end markets

RWC has healthy share of market with room for growth



Total Market: \$25.3B

Growth areas are similar across all 3 regions:

- Residential repair & remodel
- Residential new construction
- Commercial plumbing

1. Market size estimated at MSP for all water-in and water-out rough plumbing across R&R, new residential, and commercial markets within each region. All figures in US\$. Market size estimates are for the US, Australia, and UK/Ireland

Key brands and products

Enable RWC to pursue growth across R&R, Commercial and New Residential segments

	Repair / Remodel	Commercial	New Residential
Key Brands	SharkBite™ Speedfit® Reliance VALVES Eastman™	HoldRite™ CashAcme™ Reliance VALVES John Guest®	SharkBite™ Speedfit® HoldRite™ Holman®
Key Products	 	 	

Trusted brands focused on products that make jobs easier for the Pros and DIY

Tariff Update

Working to mitigate the impact of US tariffs

RWC Tariff Update: Mobilisation

Despite uncertainties RWC has acted swiftly to ramp up mitigation execution

Leadership and Prioritisation

- Senior leader seconded to role with full oversight and authority
- Priority access to all Group resources
- Americas team 100% dedicated to mitigation
- Emphasis on rapid, near-term solutions

US Sales and Operations

- Assessing impacts of tariffs product by product
- Pricing adjustments will reflect competitive environment, importance within portfolio, importance to customer, and long-term positioning
- Maintaining appropriate continuous communication with customers
- Making full use of recently implemented analysis and demand planning tools

Global Tariff Mitigation Team

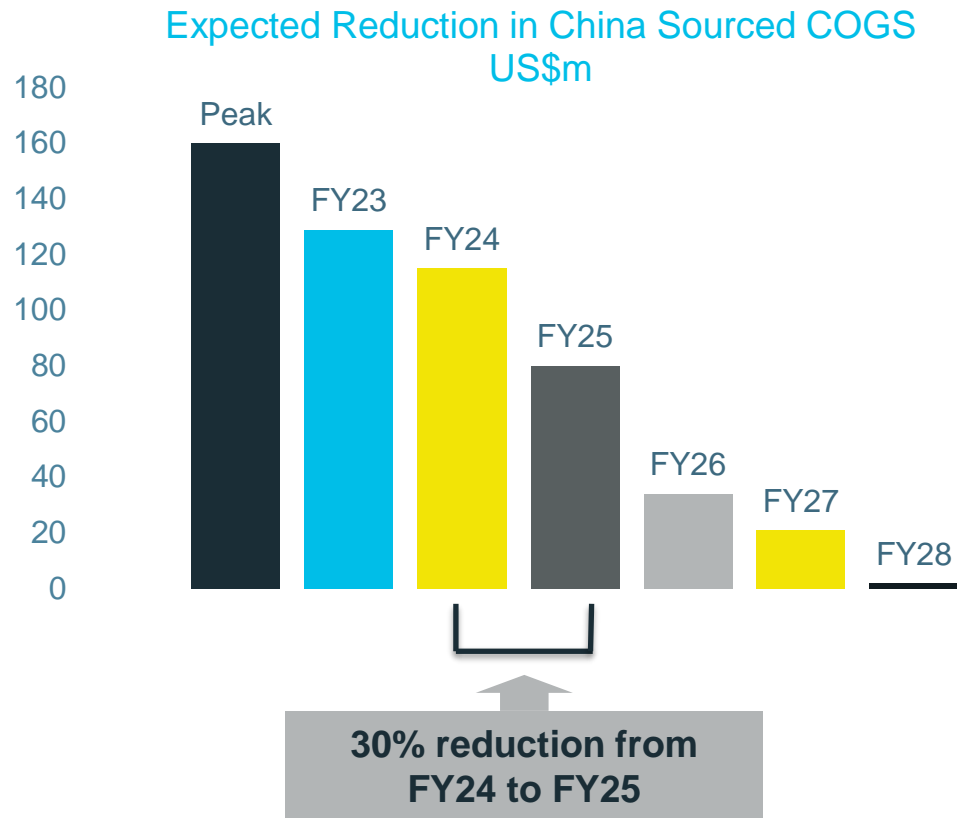
- Function is to look for alternatives using RWC's existing manufacturing facilities as well as alternative manufacturing mechanisms and supply chains
- Running in parallel with the Americas team
- Providing a high collaboration cross check prior to implementing any major near-term solution

Global Sourcing Program

- Long-term plan to lessen Chinese exposure for US products was already in place, now ramped-up
- Shifting US volume out of China began in 2018
- Key strategic vendors have established manufacturing in Vietnam
- Other products and components had previously been moved to Taiwan, Thailand, Indonesia, etc.
- Certain products have only final assembly in China, avoiding Chinese "country of origin"

RWC Tariff Update: Sourcing

RWC is moving quickly to further diversify product sourcing beyond China



- ~48% of Americas COGS is sourced outside the US and potentially subject to tariffs
- Sourcing is being actively switched from China to:
 - Countries including Vietnam, Taiwan, Korea, Thailand
 - RWC's own facilities in USA, UK and Australia, where appropriate
- China-sourced COGS in FY25 are on target to reduce by approximately 30% from FY24 levels to US\$80 million
- RWC's aim is to reduce to zero the amount of tariff impacted product sourced from China for sale in the US:
 - Expected to be largely achieved on a run rate basis by the end of FY26
 - Remainder to be completed during FY27

RWC Tariff Update: Expected Financial Impact

Aim to maintain gross margin dollars by fully offsetting tariffs through mitigation efforts

Financial Impact of US Tariffs¹

FY25:

- No material P&L impact expected due to inventory position

FY26:

- Expected net cost impact of tariffs on FY26 EBITDA in the range of US\$25m to US\$35m
- Cost estimate based on current tariff rates including:
 - 145% incremental rate on Chinese imports
 - 10% reciprocal tariffs
 - 25% for steel and aluminium imports
 - Changes to these rates will impact this estimate

FY27:

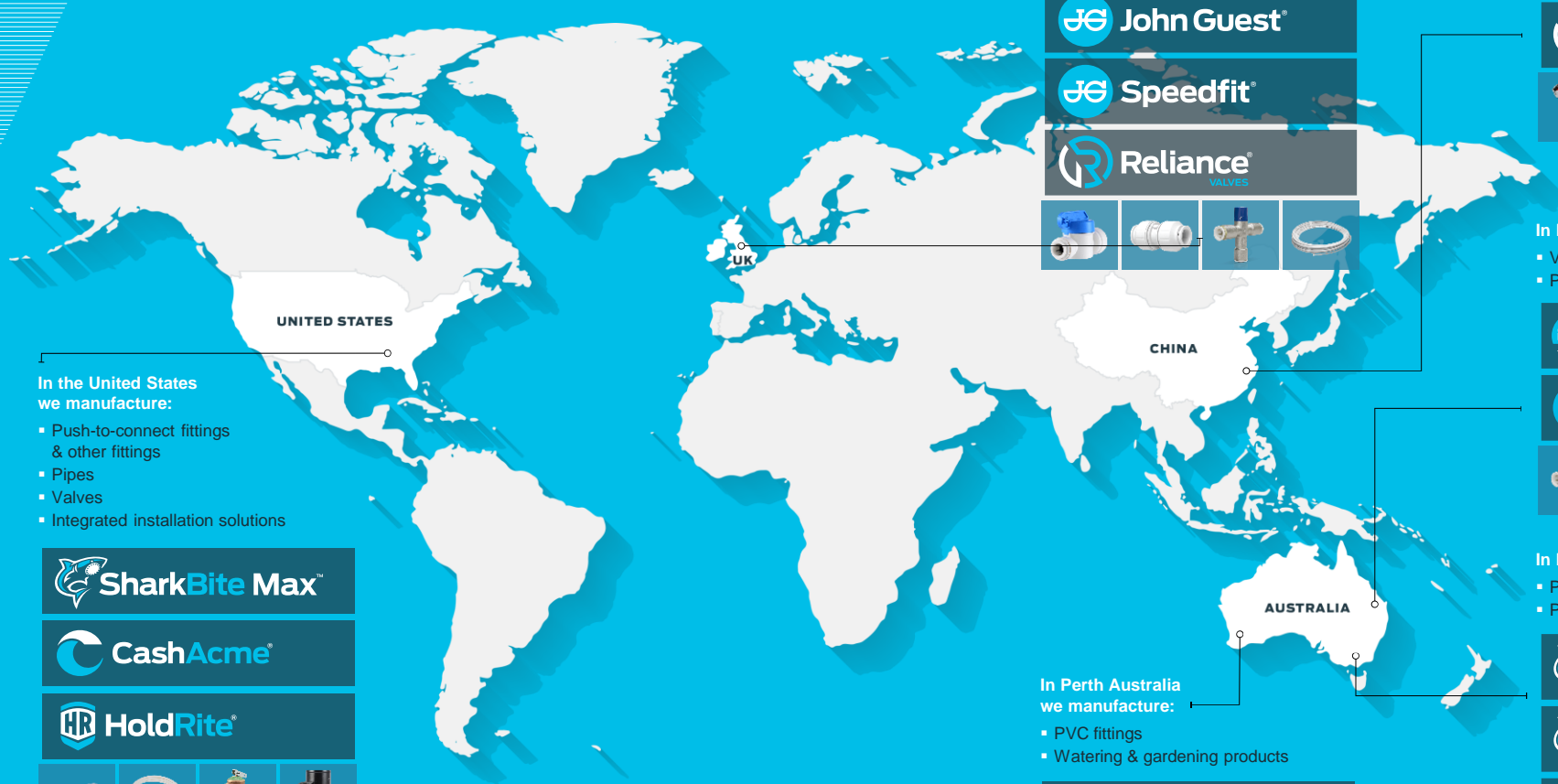
- Based on current tariff rates and mitigating actions, direct impact of US tariffs on FY27 EBITDA not expected to be material²

- Price increases to mitigate tariffs are in the process of being implemented with RWC's channel partners in the US
- Price increases are being implemented through a systematic approach that supports RWC's long term product and market positioning
- Estimated impact on EBITDA reflects:
 - Time lag in implementing price increases following the increase in tariff rates;
 - Timeframes associated with switching product sourcing from China to other countries
- **RWC's overarching objective is to maintain gross margin dollars by fully offsetting tariffs through the combined mitigation efforts**

1. Refer to the announcement dated 5 May 2026: Update on US Tariffs Impacts and Trading Outlook.

2. Guidance assumes no reduction in sales volumes. We are unable to estimate any potential unfavourable impact on sales volumes related to price increases or the overall market environment.

RWC's global manufacturing footprint supports sourcing flexibility



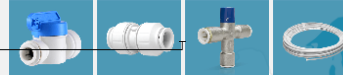
In the United States we manufacture:

- Push-to-connect fittings & other fittings
- Pipes
- Valves
- Integrated installation solutions



In the UK we manufacture:

- Push-to-connect fittings
- Pipes
- Water filtration & drinks dispense fittings



In China we manufacture:

- Appliance installation & repair products



In Brisbane Australia we manufacture:

- Valves
- PVC fittings



In Melbourne Australia we manufacture:

- Push-to-connect fittings & other fittings
- Pipes



In Perth Australia we manufacture:

- PVC fittings
- Watering & gardening products



RWC Tariff Update: Opportunity

RWC is strongly positioned to resist the tariff shock and outperform against peers

- Near term focus is on execution; core competency honed by the operational challenges overcome in recent years
- Benefit of recent investment to move SharkBite production to the US provides strong competitive advantage
- Sourcing and pricing decisions are being taken with a view to the long-term positioning and competitiveness of business
- The scale of pricing required is less than that achieved through the 2021-2023 inflationary environment
- The shock to the industry is significant, we expect to realise share gains as a result of our customer relationships, execution capabilities and robust supply chains, supported by our strong balance sheet

FY25 Trading Outlook

FY25 Trading Outlook: guidance updated¹



Group	Prior Guidance	Current Guidance	Status
External Sales	Expected to be up by mid-single digits on pcp	Unchanged	
	Expected to be broadly flat, within a range of up or down by low-single digit percentage points on pcp (excluding Holman and Supply Smart)	Unchanged, but expected to be at the lower end of the guidance range due to lower Americas and APAC sales expectations	
Operating Margin	Improvement in consolidated EBITDA margin relative to pcp (excluding Holman)	Consolidated EBITDA margin expected to be slightly lower relative to pcp (excluding Holman)	
Americas	Prior Guidance	Current Guidance	Status
External Sales	Expected to be broadly flat, within a range of up or down by low-single digit percentage points on pcp (excluding Supply Smart)	Unchanged, but expected to be at the lower end of the guidance range due to weaker US demand	
Asia Pacific	Prior Guidance	Current Guidance	Status
External Sales	Expected to be up on the pcp by mid-single digit percentage points (excluding Holman)	Expected to be up on the pcp by low-single digit percentage points (excluding Holman)	
EMEA	Prior Guidance	Current Guidance	Status
External Sales	Expected to be down by mid-single digit percentage points on pcp	Unchanged	

¹ Key assumptions for FY25 are set out in the Operating and Financial Review dated 18 February 2025.

RWC

Plumbing matters. We make it better.