



2021 Annual General Meeting

28 October 2021

RELIANCE WORLDWIDE CORPORATION LIMITED
ABN 46 610 855 877



Important notice

This presentation contains general information about the activities of Reliance Worldwide Corporation Limited and its operating businesses at the date of presentation (28 October 2021). It is information given in summary form and does not purport to be complete. It should be read in conjunction with Reliance Worldwide Corporation Limited's periodic reporting and other announcements made to the ASX.

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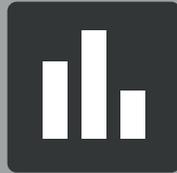
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Reliance Worldwide Corporation Limited uses non-IFRS measures such as EBITDA, Adjusted EBITDA, Adjusted EBIT and Adjusted NPAT to assess operating performance. These non-IFRS measures have not been subject to audit or review. Please refer to the Results Announcement dated 23 August 2021 for further detail on these non-IFRS measures.

Online Attendees - Voting

When open, the vote will be accessible by selecting the voting **tab** at the top of the screen



To vote simply select the direction in which you would like to cast your vote. The selected option will change colour

For



Against



Abstain



There is no submit or send button, your selection is automatically recorded. You can change your mind or cancel your vote any time before the poll is closed

123-456-789

HOME

MESSAGING

VOTING

Poll Open

You have voted on 0 of 2 items

Resolution 1

Select a choice.

For



Against



Abstain



CANCEL

Question 2

Select a choice.

Yes



No



Unsure



Online Attendees – Text Question Process



When the question function is available, the messaging tab will appear at the top of the screen



To submit a question, type your question in the “Ask a question” box and press the send arrow



Your question will be sent immediately for review

✓ Received

123-456-789

HOME

MESSAGING

VOTING

Messaging

Ask a question



Moderator

Type your question in the box above and then press the send arrow. Please include the number of the resolution at the beginning of your question. Questions may be moderated or amalgamated if there are multiple questions on the same topic

Online Attendees – Audio Question Process



When the audio questions line is available, a link will appear on the home tab titled **Asking Audio Questions**

If you would like to ask an audio question, **pause** the meeting broadcast and click on the link

You will be prompted to enter your name and the topic of your question before being placed in the audio questions queue

123-456-789

HOME

MESSAGING

VOTING

Instructions

Watching the Webcast

Press **play** to begin the broadcast. Ensure your device isn't muted and the volume is turned up. On mobile devices, the broadcast can be minimised and audio will continue to play.

Asking Text Questions

Select the **MESSAGING** tab at the top of this page, then type your question in the box provided and press the send arrow.

Asking Audio Questions

If you would like to ask a question verbally, **pause the broadcast** and then click **HERE**. You will be connected to the audio questions line where you can listen to the meeting while waiting to ask your question. Please return to this page if you have any issues.

Voting

When voting opens, a **VOTING** tab will appear at the top of the screen. Selecting this tab will open a list of resolutions, select **For**, **Against** or **Abstain** to cast your vote. There is no enter or send button. You may however cancel your vote and enter a new selection while voting is open.

Chairman's address

Stuart Crosby

Acquisition of EZ-FLO International

Investor Presentation
26 October 2021



FY22 First Quarter Trading Update

26 October 2021

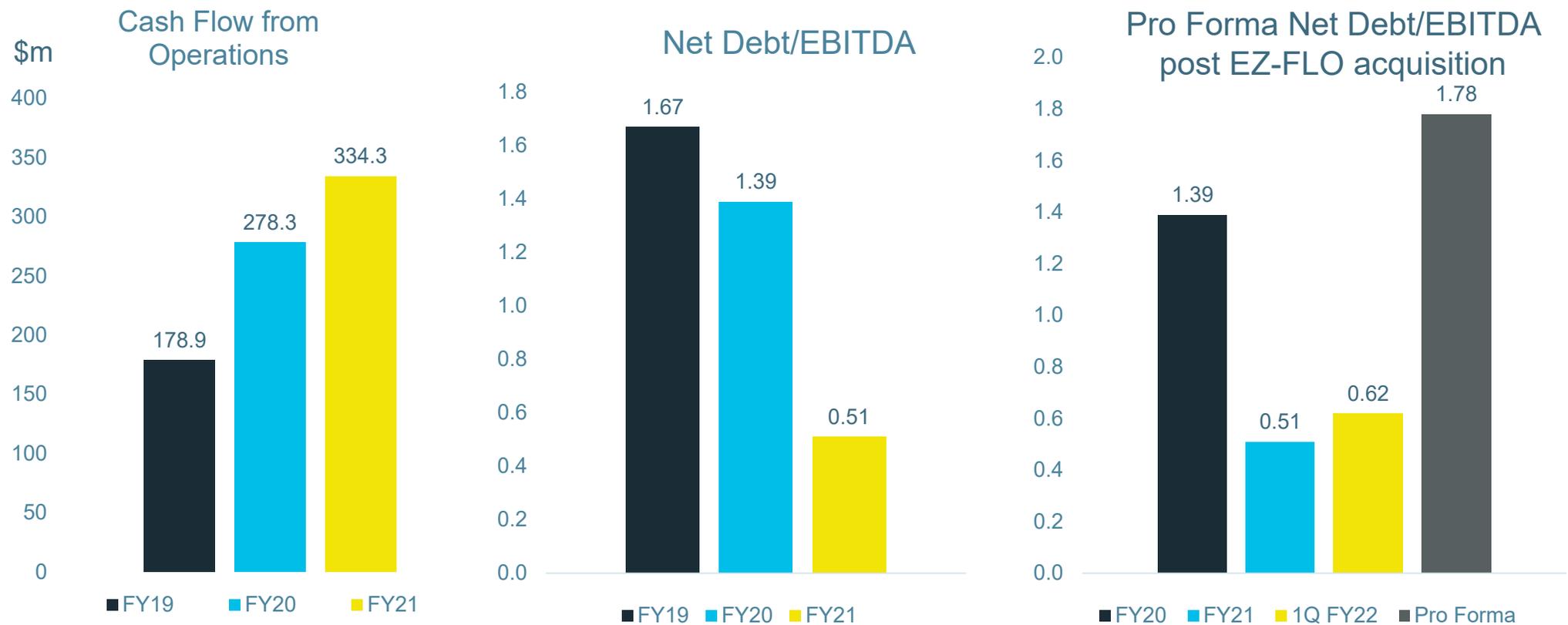


FY21 Financial Performance

A\$m	FY20	FY21	% Change
Reported NPAT	89.4	188.2	+111%
Adjusted NPAT	130.3	211.9	+63%

Strong operating cash flow performance

Cash generated has enabled further reduction in net debt in FY21



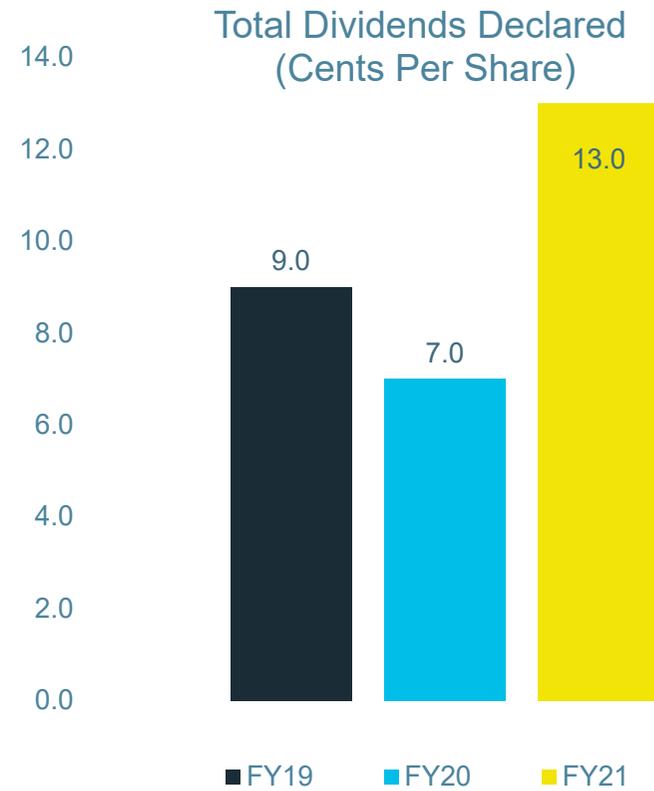
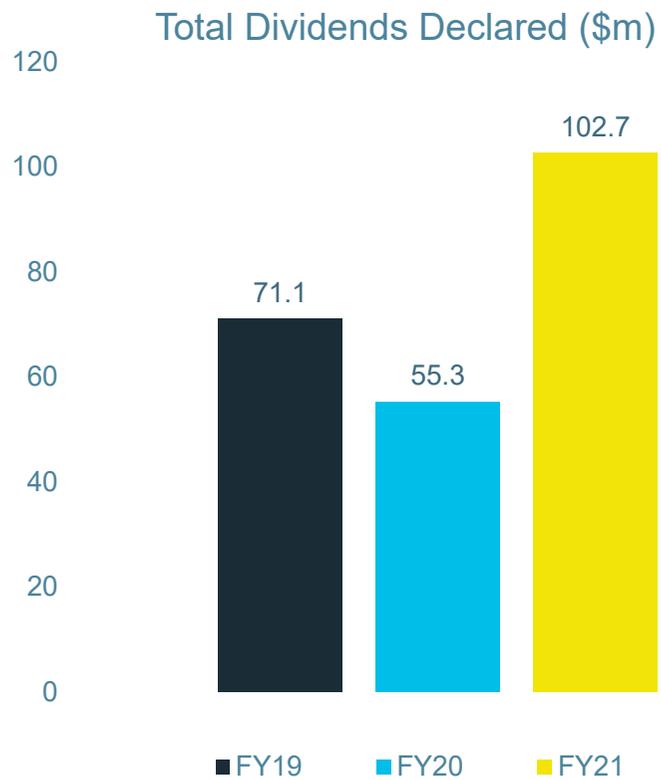
RWC's Capital Management approach

Capital management approach aims to minimise the cost of capital and ensure ongoing access to funding to meet future requirements

Strong Financial Focus	Value creation			Capital management		
Improving long term margins and returns	Organic Growth	Capital Investment	Acquisitions	Capital structure	Consistent dividends	Capital returns
<ul style="list-style-type: none"> • Margin expansion through continuous improvement initiatives • Strong operating cash flow performance • Maintenance of investment grade equivalent credit metrics • Improving return on equity 	<p>Above-market growth in 3 regions:</p> <ul style="list-style-type: none"> • Americas • APAC • EMEA 	<p>Ongoing investment in:</p> <ul style="list-style-type: none"> • capacity expansion • core new product development <p>Ongoing assessment of operational footprint and supply chain optimisation</p>	<p>M&A aligned with strategy:</p> <ul style="list-style-type: none"> • Fill gaps in product range • Expand distribution or end-user scope • Broaden geographic presence 	<p>Target Leverage Range:</p> <p>Net Debt to EBITDA of 1.5 - 2.5 times</p>	<p>Target Dividend Payout Ratio:</p> <p>40-60% of NPAT</p> <p>Franked to the extent possible – estimated at less than 30%</p>	<p>On-market Share Buybacks:</p> <p>Preferred means of distributing excess cash beyond dividends</p> <p>Assessed when appropriate</p>

Record FY21 Dividend

FY21 Dividend pay-out ratio of 54% of Reported NPAT



RWC Board of Directors



Stuart Crosby
Non-Executive Chairman



Heath Sharp
Group CEO



Christine Bartlett
Independent Non-Executive Director



Russell Chenu
Independent Non-Executive Director



Darlene Knight
Independent Non-Executive Director



Sharon McCrohan
Independent Non-Executive Director

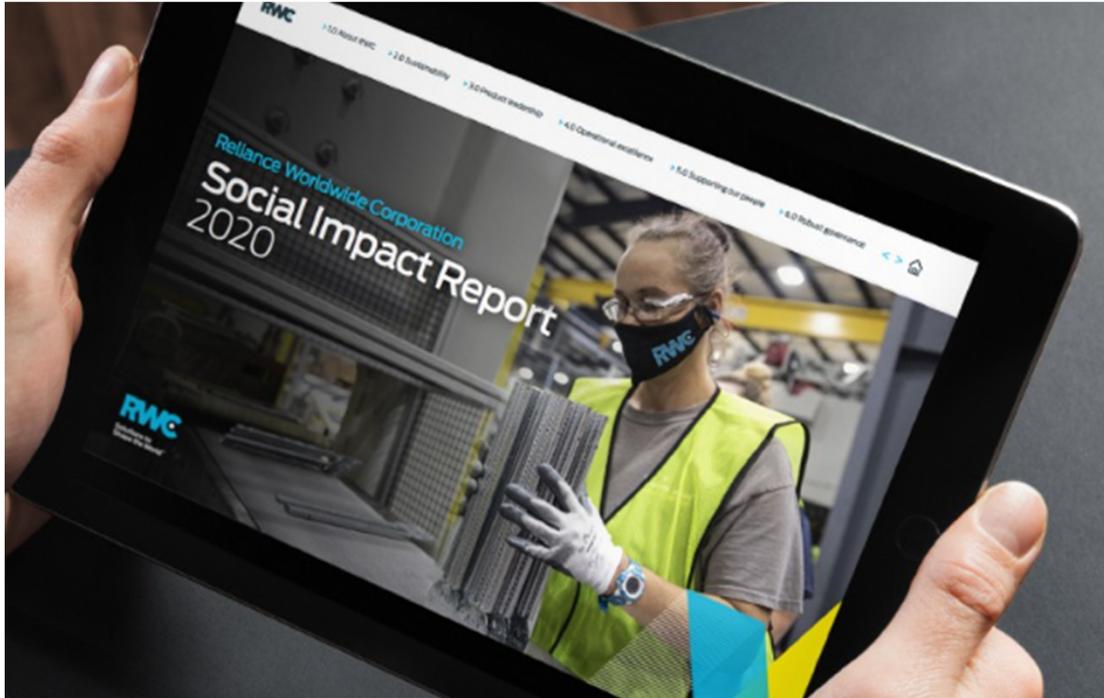


Ian Rowden
Independent Non-Executive Director

Revised Remuneration Framework

- Review undertaken to enable a remuneration framework aligned with current practices in key markets
- Final design is largely US referenced – over half of RWC’s executives are US based
- Framework is performance-based: incentive pay linked to operational performance and shareholder value creation
- Revised framework implemented to approx. 215 people in leadership roles
- Framework will position RWC to attract and retain best talent

RWC's 2020 Social Impact Report



Diversity and Inclusion

To continue fostering a diverse and inclusive work environment across regions, RWC focused on D&I education, employee feedback and the evaluation of current policies to further create a workplace where everyone feels welcome, supported and valued.

Celebrating our diversity

We remain committed to celebrating and leveraging our people's unique differences for the betterment of RWC's culture, customers and business. Our vision for diversity and inclusion incorporates gender, ethnicity, religion, disability, sexuality, age and educational experience.

Continuing D&I education

We understand this focus requires ongoing education and engagement across the company. The Executive Leadership Team held workshops with an external firm to understand the context, requirements and benefits of a diverse and inclusive workforce. Additionally, education programmes included training on diversity and inclusion practices.

Conducting an employee engagement survey

Another aspect of learning is listening to our people. In September 2019, we conducted employee engagement surveys in the Americas and APAC regions that included inclusion and diversity questions. The results were reviewed to identify any variances between the regions, and actions to minimise differences are part of our FY21 plans. Interviews with employees from all regions and levels of the organisation were also held to gather input for consideration in building RWC's diversity and inclusion road map by an external firm.

Creating a diverse and inclusive environment

In addition to listening and learning, we must deliver. At a base level, RWC maintains workplace policies that comply with local legislative requirements. The company also approves flexible work arrangements for all employees across all regions on a case-by-case basis and reviews parental leave data annually across regions so employees with children feel supported.

We also want to make sure various viewpoints are represented in the organisation. Reviewing the composition of our board is a standing item for the Nomination and Remuneration Committee. And when hiring, we use local equal opportunity practices and aim for at least one diverse candidate to be included in the final candidate list.



Among these initiatives are:

- Locating production centres closer to the end market to reduce transportation miles.
- Sourcing raw materials and components from suppliers closer to production centres and in the regions that the finished product will be marketed and sold.
- In some cases, these criteria will become mandatory selection criteria for suppliers.

As RWC remains committed to reducing our supply chain impacts, we also realise we have much to learn. We are engaging with experts to accelerate our learning, help create roadmaps and determine our goals.

Modern Slavery

RWC seeks to mitigate the risk of any modern slavery within our operations and supply chains. In 2019 and 2020, we have implemented a broad set of policies and procedures to identify modern slavery risks including:

- Incorporated modern slavery commitment into existing policies that cover both operations and supply chains and included a commitment to remediation.
- Commenced updating our key internal policies and extended the scope of these policies across our regions.
- Undertook an analysis of our existing governance structure, strategy, policies and procedures to understand the strengths of our current approach and identify opportunities for improvement.
- Assessed the inherent modern slavery risks in our supply chains and operations using a globally benchmarked tool and took steps to understand residual risks for a selection of our higher risk suppliers.
- Took steps to address the risks identified through improvements to our processes and controls, including updating our standard purchasing documentation to address modern slavery requirements.

Our complete [Modern Slavery Statement](#) is located on our website.

Less plastic waste

Multicavity hot runner tooling is used in West London, UK, to reduce plastic wastage during manufacturing.

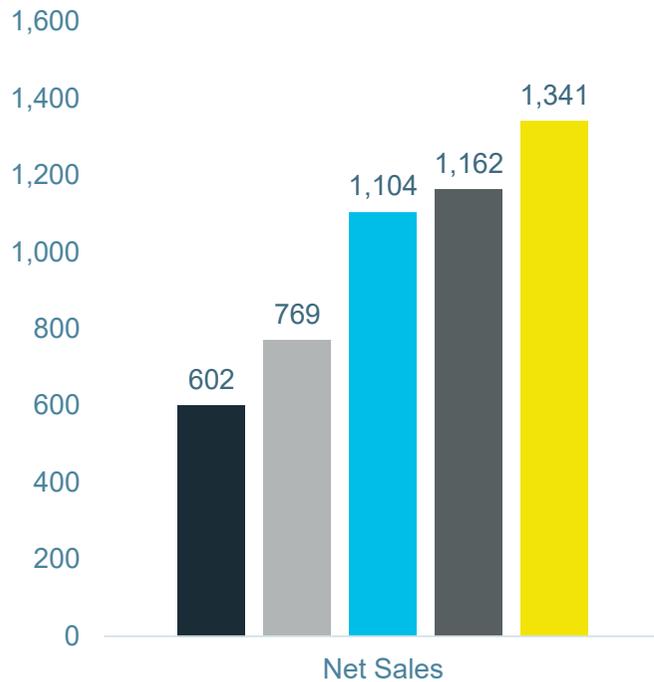
120+ tons

of wood, plastic and paper recycled per month. The ultimate goal is zero landfill exposure in the future.

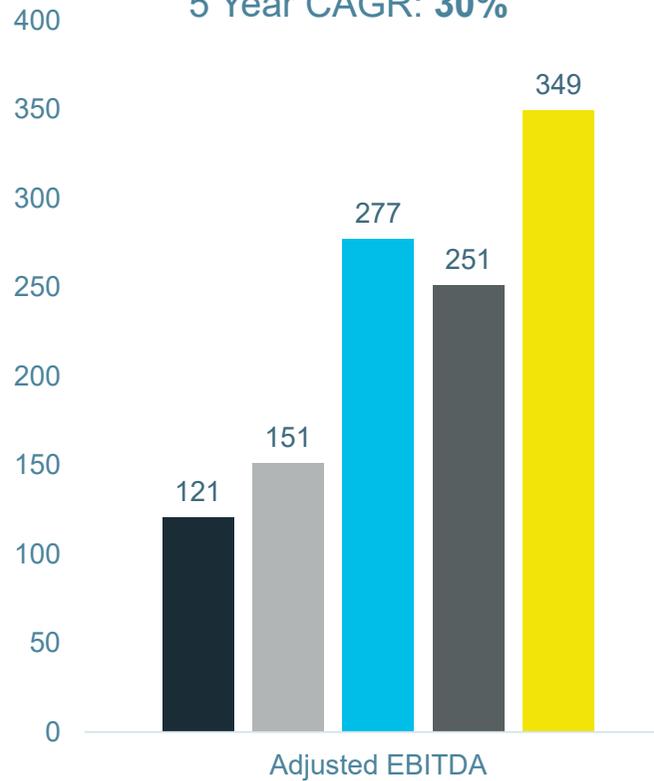


RWC 5-Year Post-IPO Performance History

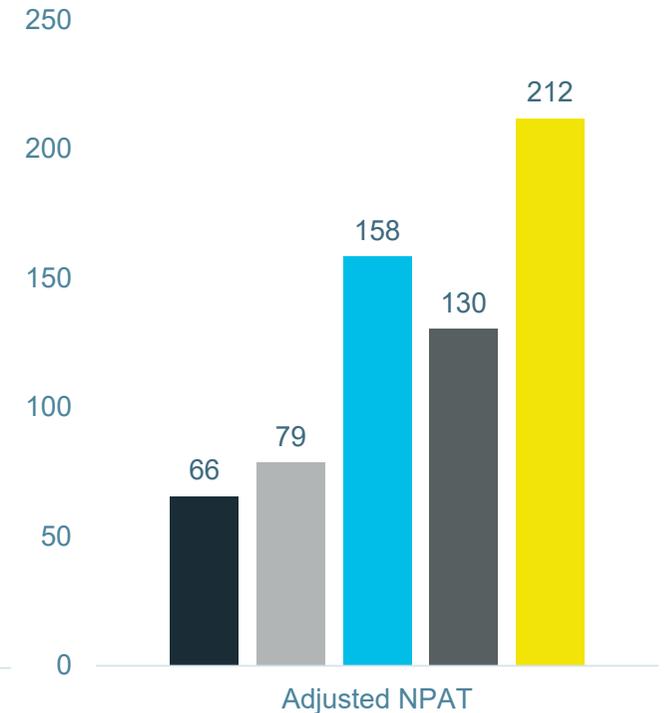
Net Sales A\$m
5 Year CAGR: **22%**



Adjusted EBITDA A\$m
5 Year CAGR: **30%**



Adjusted NPAT A\$m
5 Year CAGR: **34%**



CAGR: Compound annual growth rate

■ FY17 ■ FY18 ■ FY19 ■ FY20 ■ FY21

CEO's address

Heath Sharp

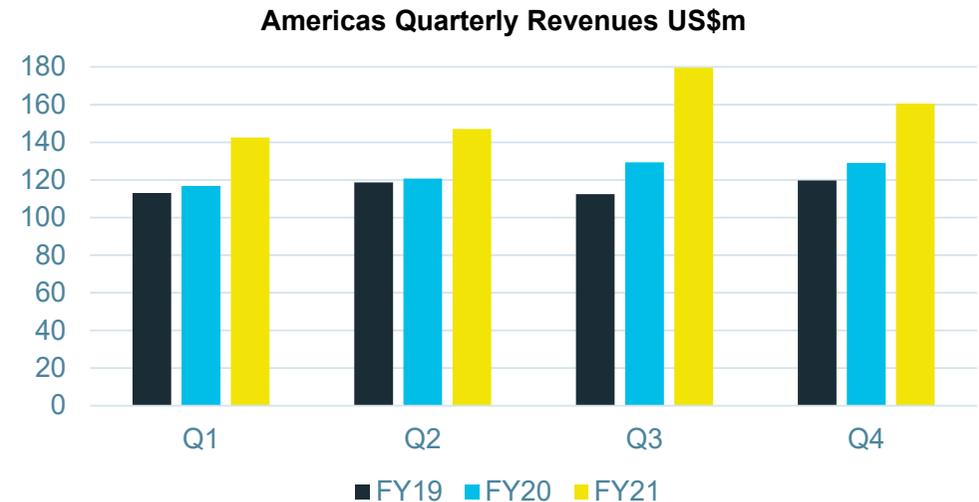
FY21 Financial Performance

A\$m	FY20	FY21	% Change
Net Sales	1,162	1,341	+15%
EBITDA	217.9	340.7	+56%
Adjusted EBITDA	251.3	349.2	+39%
Reported NPAT	89.4	188.2	+111%
Adjusted NPAT	130.3	211.9	+63%

Segment results: Americas

Sustained growth in repair and remodel activity, US winter freeze boosted 2nd half demand

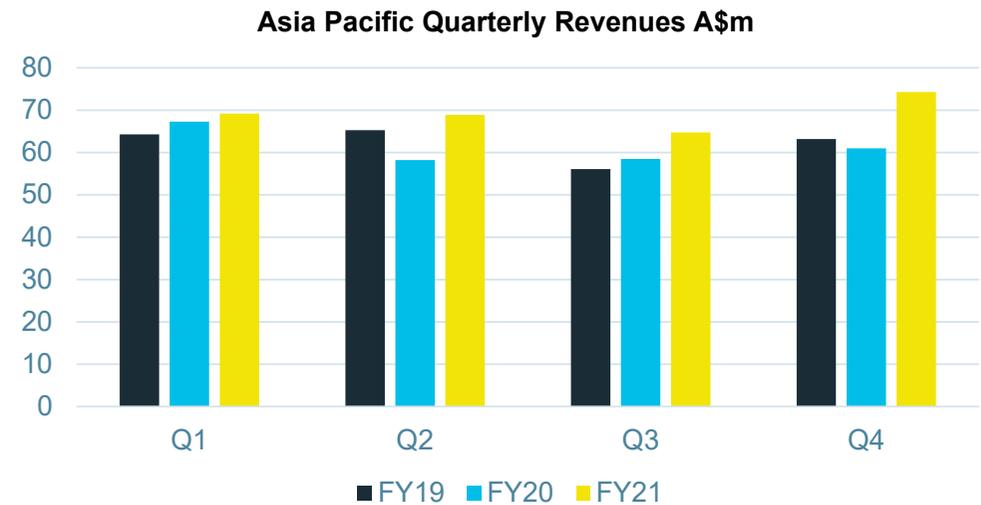
US\$m	FY20	FY21	%
Net Sales	495.8	629.9	27%
EBITDA	64.9	116.6	80%
Adjustments	14.4	3.5	n/m
Adjusted EBITDA	79.3	120.2	52%
<i>Adjusted EBITDA margin</i>	16.0%	19.1%	310 bps



Segment results: Asia Pacific

Volume growth from Australian R&R activity and intra-Group exports to Americas

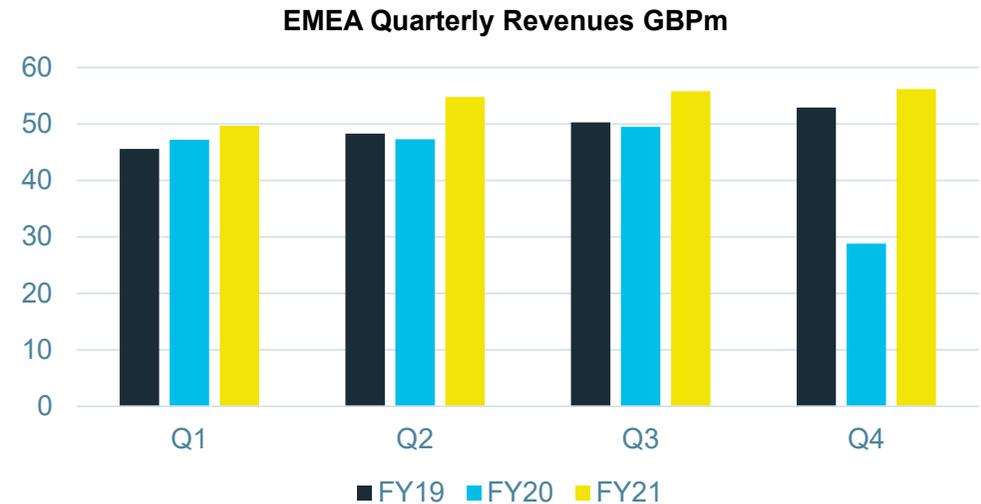
A\$m	FY20	FY21	%
Net Sales	244.8	277.3	13%
EBITDA	44.3	66.2	50%
Adjustments	-	-	-
Adjusted EBITDA	44.3	66.2	50%
<i>Adjusted EBITDA margin</i>	18.1%	23.9%	580bps



Segment results: EMEA

Rebound in activity in UK R&R and Continental Europe volumes

GBPm	FY20	FY21	%
Net Sales	172.7	216.8	26%
EBITDA	43.2	70.3	63%
Adjustments	6.3	1.2	-
Adjusted EBITDA	49.5	71.5	45%
<i>Adjusted EBITDA margin</i>	28.7%	33.0%	430 bps



FY21 Financial Performance

A\$m	FY20	FY21	% Change
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RWC's channel partner focus and operational excellence again recognised



**Lowe's Vendor Partner of the Year:
Rough Plumbing**



**Do it Best:
Plumbing Vendor of the Year**

First Quarter Trading Update

Positive revenue growth recorded in all regions

Quarter ended 30 September 2021	Reported US\$m	Constant Currency
Net Sales – RWC Group ¹	+8.3%	
Reported EBIT ²	+5.4%	
Adjusted EBIT	+3.9%	
Regional Trends:		
Americas		+4.5%
Asia Pacific		+16.5%
EMEA		+9.0%

¹Net Sales prior to elimination of inter-segment sales

²Earnings before Interest and Tax

Outlook for FY22¹

Demand steady, rising costs to be mitigated by prices increases and cost-out actions

- The outlook for RWC's key markets in FY2022 remains positive from a demand perspective:
 - Market fundamentals signal steady demand underpinned by increased home remodelling activity and higher levels of new home construction
- Supply chain constraints likely to smooth overall activity levels and should help to prolong current demand levels
- Shipping delays, materials shortages, rising costs for copper, steel, resins and packaging, higher freight and energy costs, likely to remain headwinds for much of FY2022
- Price increases are being implemented and further cost reduction activities are being pursued to offset these cost increases:
 - Headwinds likely to be strongest in Q2 and then improve in Q3 as we recover those increased costs
- RWC's local manufacturing operations and strong track record of class-leading customer service is well placed to navigate these challenges and respond to customer needs

¹ Key assumptions for FY2022 are set out in the Results Announcement dated 23 August 2021

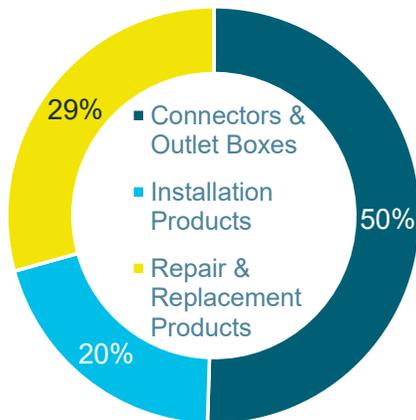
RWC strategy summary



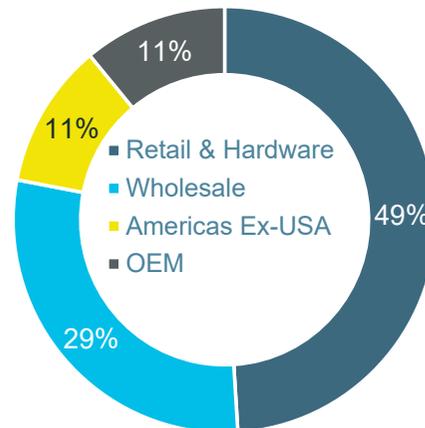
Overview of EZ-FLO International

- RWC to acquire EZ-FLO International for US\$325¹ million; completion expected to occur by November 2021
- Leading manufacturer and distributor of plumbing supplies, including plumbing specialty products, appliance supply lines, flexible water connectors, gas connectors, stop valves and other accessories
- Established in 1980, expanded rapidly by adding a wide range of products
- Acquired the EASTMAN brand in 2000, the #1 brand in the US appliance connector market
- Strong distribution footprint, with ability to deliver over full product range next day to 80% of US population
- Manufacturing and bonded warehousing facilities in the Beilun Free Trade Zone in China

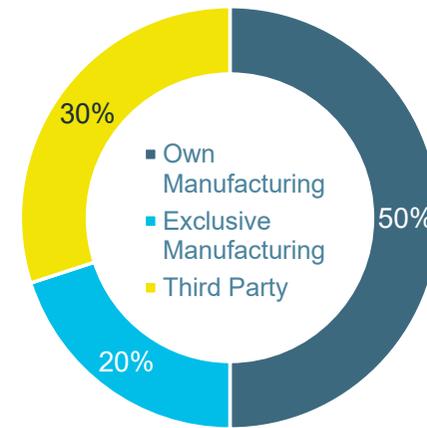
Sales by Product Category¹



Sales by Channel



Manufacturing Source



¹ Subject to customary closing adjustments and conditions; all values are in US Dollars unless otherwise specified

² Source: Company financial statements, RWC management estimates

EZ-FLO is a highly attractive acquisition for RWC

Strong growth pipeline combined with RWC's go-to-market strengths will add significant top line potential through the next 3 – 5 years

- EZ-FLO is a logical acquisition for RWC Americas given its proximity to RWC's products, key customers, and core competencies
- With the acquisition, RWC will secure EASTMAN, the #1 brand in the US appliance connector market
 - RWC will be the leader in supporting all those who service Major Appliance installations
- EZ-FLO will improve RWC's ability to serve customers, enhancing our value proposition to retail channel partners:
 - Higher delivery performance through extensive DC network
 - Relevance on new aisles and with new merchants
 - Supportive of strategic growth areas for Retail (last mile deliver and home installation services)
- With revenue and cost synergies, we expect EZ-FLO will be margin accretive
- China manufacturing facility and sourcing capability will improve RWC's competitiveness



Priorities for FY22

Our focus is building on strong growth delivered in FY21 through new products, capacity expansion and excellent channel partner relationships

- Delivery of above market top line growth in all key geographies
- Continued focus on operational excellence and execution, remaining agile and responsive to changing market conditions
- Investment in capacity expansion to support volume growth, drive manufacturing efficiencies and enable introduction of new products
- Realignment of warehousing/distribution footprints in Americas and EMEA
- Integration of recent acquisitions: EZ-FLO International (Americas) and LCL (APAC)
- Managing inflationary pressures, particularly input costs, through continuous improvement initiatives and prudent management of discretionary costs
- Ongoing imperative: health & safety and wellbeing of our people as we manage through COVID in a post-vaccination environment

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
- The RWC business is well positioned and appropriately structured to navigate the near-term challenges and to accelerate out as visibility improves
- There remains significant uncertainty in the future, with the potential to dramatically impact our trading results, but we are confident in our ability to successfully work through these impacts



Solutions to Shape the World™

General Discussion

Q&A

Items of business and proxy voting

Resolution details		Instructions given to validly appointed proxies (as at proxy close)			
Resolution	Resolution Type	For	Against	Proxy's Discretion	Abstain
2.1 <i>That Darlene Knight, who was appointed in accordance with the terms of the Company's Constitution, be elected as a Director of the Company.</i>	Ordinary	656,950,485 99.94%	39,824 0.01%	390,096 0.05%	51,491
2.2 <i>That Sharon McCrohan, who retires in accordance with the terms of the Company's Constitution, be re-elected as a Director of the Company.</i>	Ordinary	650,325,726 98.92%	6,666,358 1.01%	399,024 0.07%	40,788
3 <i>That the Remuneration Report, which forms part of the Directors' Report for the year ended 30 June 2021, be adopted.</i>	Ordinary	632,831,583 99.51%	2,708,942 0.43%	377,616 0.06%	13,521,400
4 <i>That, for the purposes of ASX Listing Rule 10.14 and for all other purposes, shareholders approve and authorise the grant by the Company to Mr. Heath Sharp of rights to receive fully paid ordinary shares in the Company as his long-term incentive grant for the year ended 30 June 2022 on the terms and conditions described in the Explanatory Memorandum.</i>	Ordinary	535,248,053 82.42%	113,781,365 17.52%	372,025 0.06%	38,098
5 <i>That rule 6 of the Company's Constitution setting out the existing proportional takeover provisions be renewed for a period of three years commencing on the day the resolution is passed.</i>	Special	654,223,464 99.52%	2,753,999 0.42%	391,074 0.06%	63,359

Item 1: Financial Report



Item 2: Election or re-election of directors



Darlene Knight
Independent Non-Executive Director



Sharon McCrohan
Independent Non-Executive Director

Election or re-election of directors

Darlene Knight

Independent Non-Executive Director



Election or re-election of directors

Sharon McCrohan

Independent Non-Executive Director



Item 2: Election or re-election of directors



Darlene Knight
Independent Non-Executive Director



Sharon McCrohan
Independent Non-Executive Director

Item 3: Remuneration Report



Item 4: Award of long term incentive grant to Heath Sharp, Managing Director and Chief Executive Officer



Heath Sharp
Group CEO

Item 5: Renewal of proportional takeover approval provisions

Special resolution:

“That rule 6 of the Company’s Constitution setting out the existing proportional takeover provisions be renewed for a period of three years commencing on the day the resolution is passed.”



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