



Investor Briefing

23 October 2025

Plumbing Matters. We Make It Better.™

RELIANCE WORLDWIDE CORPORATION LIMITED
ABN 46 610 855 877



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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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Agenda

1. Group strategy overview
2. Regional spotlight
 - EMEA
 - APAC
 - Americas
3. Shareholder Value Creation
4. Q&A

Speaker introductions



Heath Sharp
CEO



Andrew Johnson
CFO



Travis Potts
EVP, Strategy and
Transformation



Dixon Thuston
EVP of & President, EMEA



Nicole Sumich
EVP & President, Asia Pacific



Will Kilpatrick
EVP & President, Americas

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.



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.

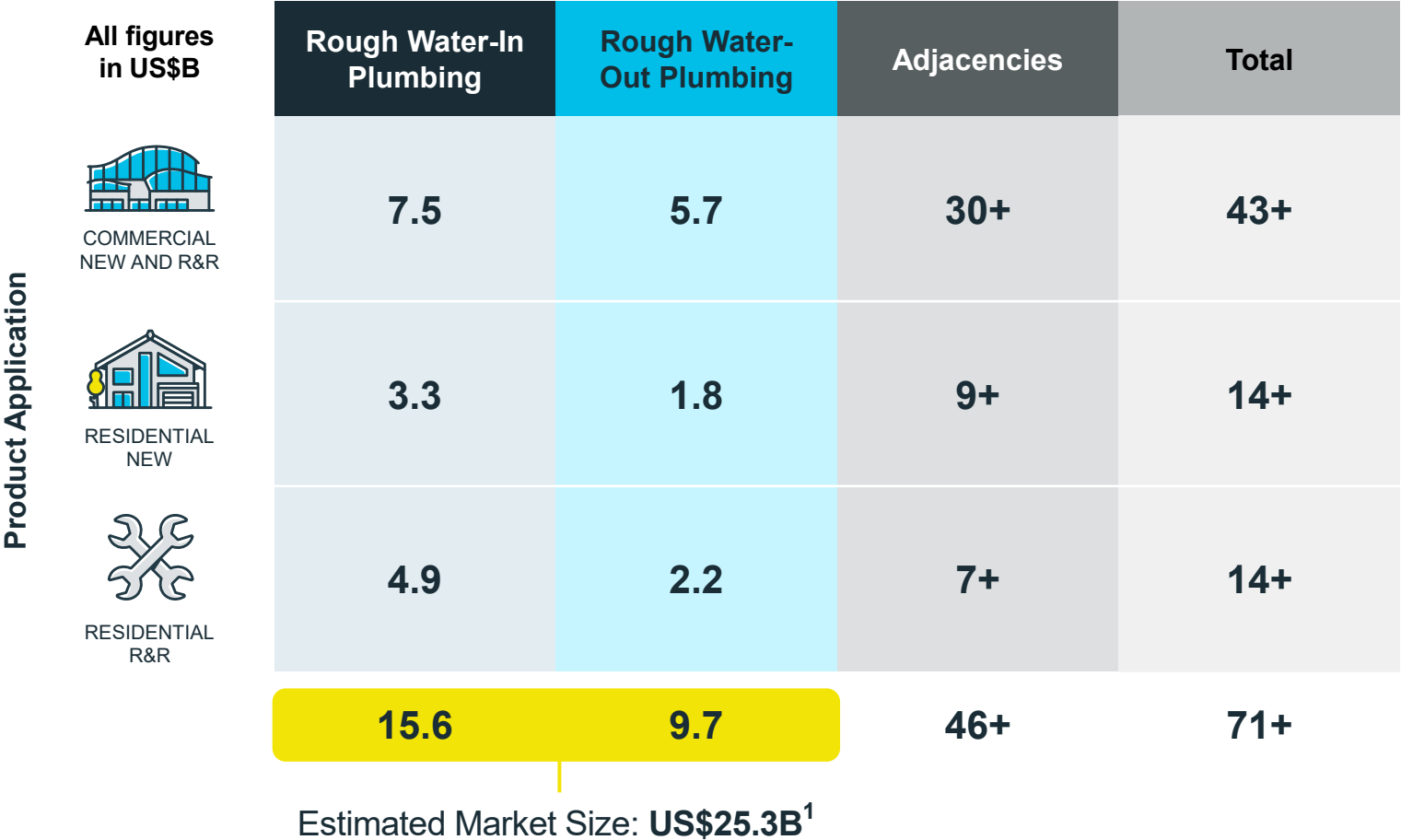
Safety culture to ensure a work environment that protects our people

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

Sustainability focus delivers a more efficient operation while reducing environmental impact

US\$25.3 billion total addressable market

RWC is well positioned for growth through product leadership



Drivers of long-term growth:

- Large and fragmented landscape
- Ageing homes driving R&R
- Pent-up demand for new homes
- Increasing shortages of skilled labour
- Smart product solutions increasingly important and valuable over time

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's global manufacturing footprint supports sourcing flexibility



Manufacturing footprint: Principles

Increase optionality/flexibility through no regrets, low capital and reversible footprint changes

Efficient and agile operational network:

- Uncertain geopolitical outlook, so prioritise flexibility/agility
- Low capex, reversible, “no regrets” decisions

Insource versus outsource when:

- Cost advantage
- High ROA activities
- Economies of scale across activities or through vertical integration
- High-value IP
- Required to reduce supply-chain risk



Manufacturing Footprint: Location

Optimise manufacturing footprint based on product-specific cost profiles



Product	Materials	Labor	Freight	Tariffs
FluidTech USA		X		X
FluidTech EMEA		X		
Valves USA	X			X
Valves APAC	X			

Manufacturing / Assembly Location:

- Products have different cost drivers
- Optimal manufacturing location based on product cost structure for the end market
- Finished goods assembly close to market to increase flexibility and reduce costs
- Nearshoring projects underway:
 - Poland to support EMEA
 - Mexico to support Americas

EMEA

EMEA Overview

Key Metrics



£201m
Net Sales¹



£58m
Adjusted EBITDA¹



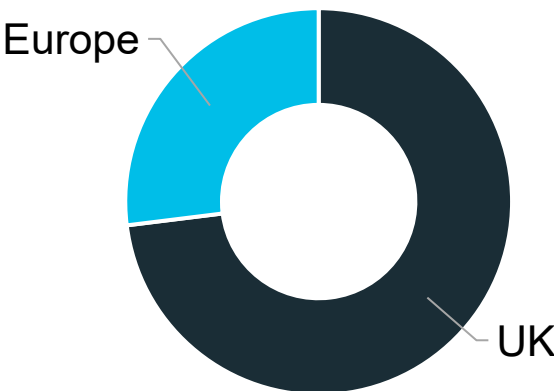
880+
Employees



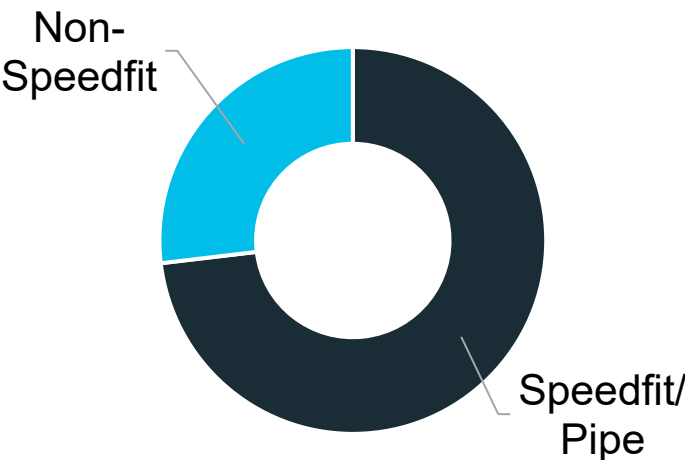
7,200+
Locations (UK)

Product/Channel Mix

EMEA Sales Revenue



UK Sales Revenue



Key Brands



¹ Segment net sales includes £29 million of intercompany sales to other segments; FY25 results

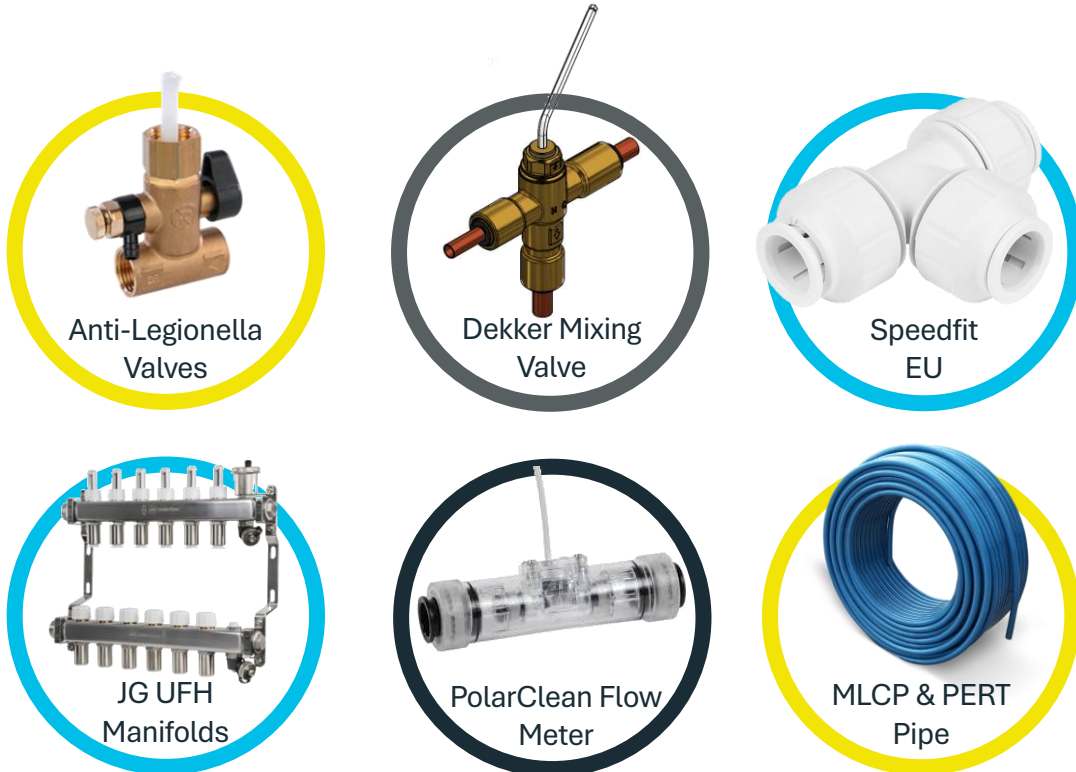
² FY25 results. Refer to FY25 results announcement for EBITDA adjustments.

EMEA: Solutions for the job site

RWC aims to deliver smart product solutions that improve productivity and make end users lives easier

FY25

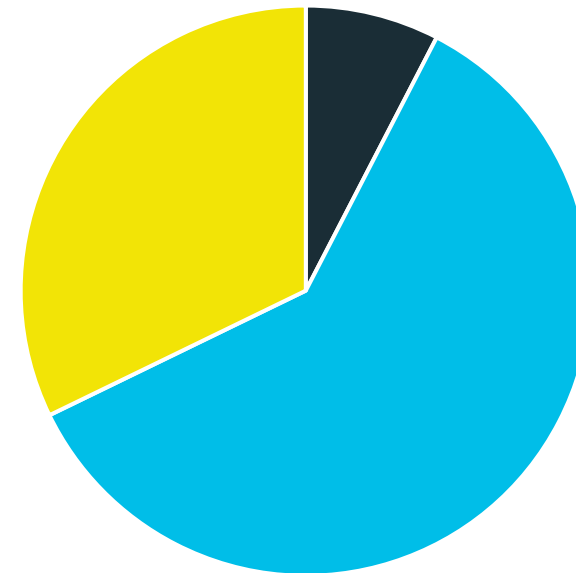
- Launched **15 projects** encompassing **300+ SKUs**



FY26 pipeline

- 50 projects** currently being developed

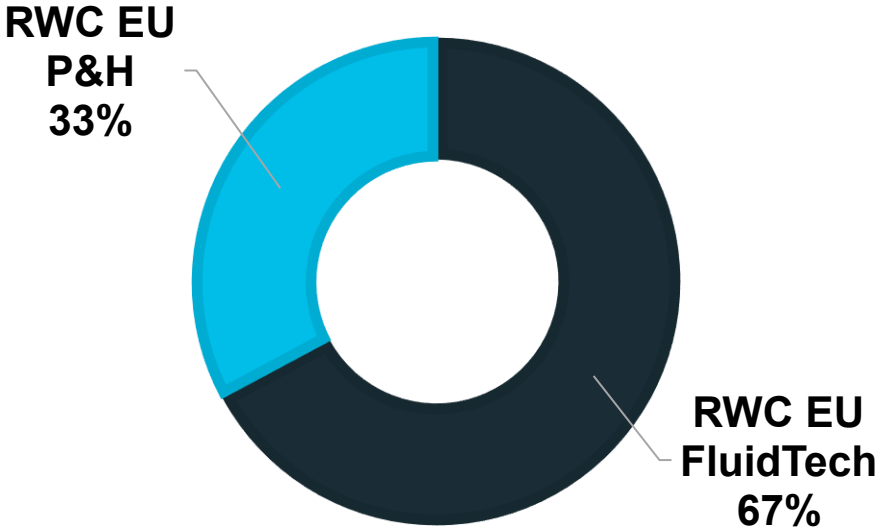
% year 1 project revenue



- New to Market
- New features and/or new to RWC
- Other

EMEA: Solutions for the job site

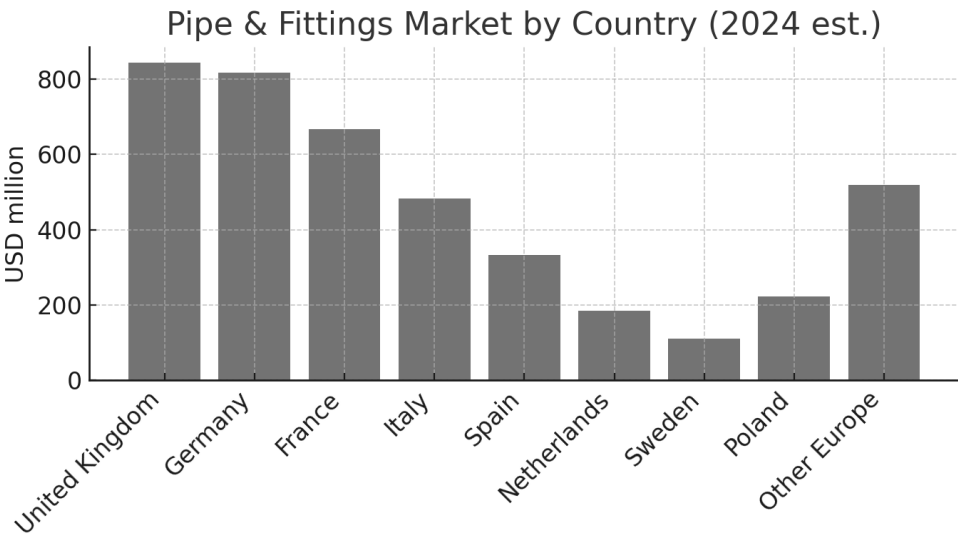
Grow in Plumbing and Heating Europe



RWC Europe

- 6 sales and distribution offices
- 101 people on ground in market
- Integrated in NPD process

EU Pipe and Fittings TAM¹: \$2.3B



Top EU countries by Pipe and Fittings TAM¹:

- Germany: US\$816 million (est.)
- France: US\$668 million (est.)
- Italy: US\$482 million (est.)
- Spain: US\$334 million (est.)

¹Target Addressable Market

EMEA: Solutions for the Job Site

RWC aims to deliver smart product solutions that improve productivity and make end users lives easier

Speedfit Universal One



Situation

Strong customer demand for an all in one fitting to support PEX, PERT, MLCP, and Copper

Actions

Developed a new Speedfit based fitting utilizing proven technology

Impact

Launching into 140 stores in France

SharkBite Max EU



Retail outlets in Europe were looking for an alternative, innovative push to connect fitting

SharkBite Max Europe was developed on the platform developed for the AUS market

Launching in store in France and Spain

EMEA: Solutions for the job site

Growth in Europe in FY26

France

Speedfit in 150 Mr. Bricolage and Castorama stores



Germany

SharkBite in 140 Hornbach stores



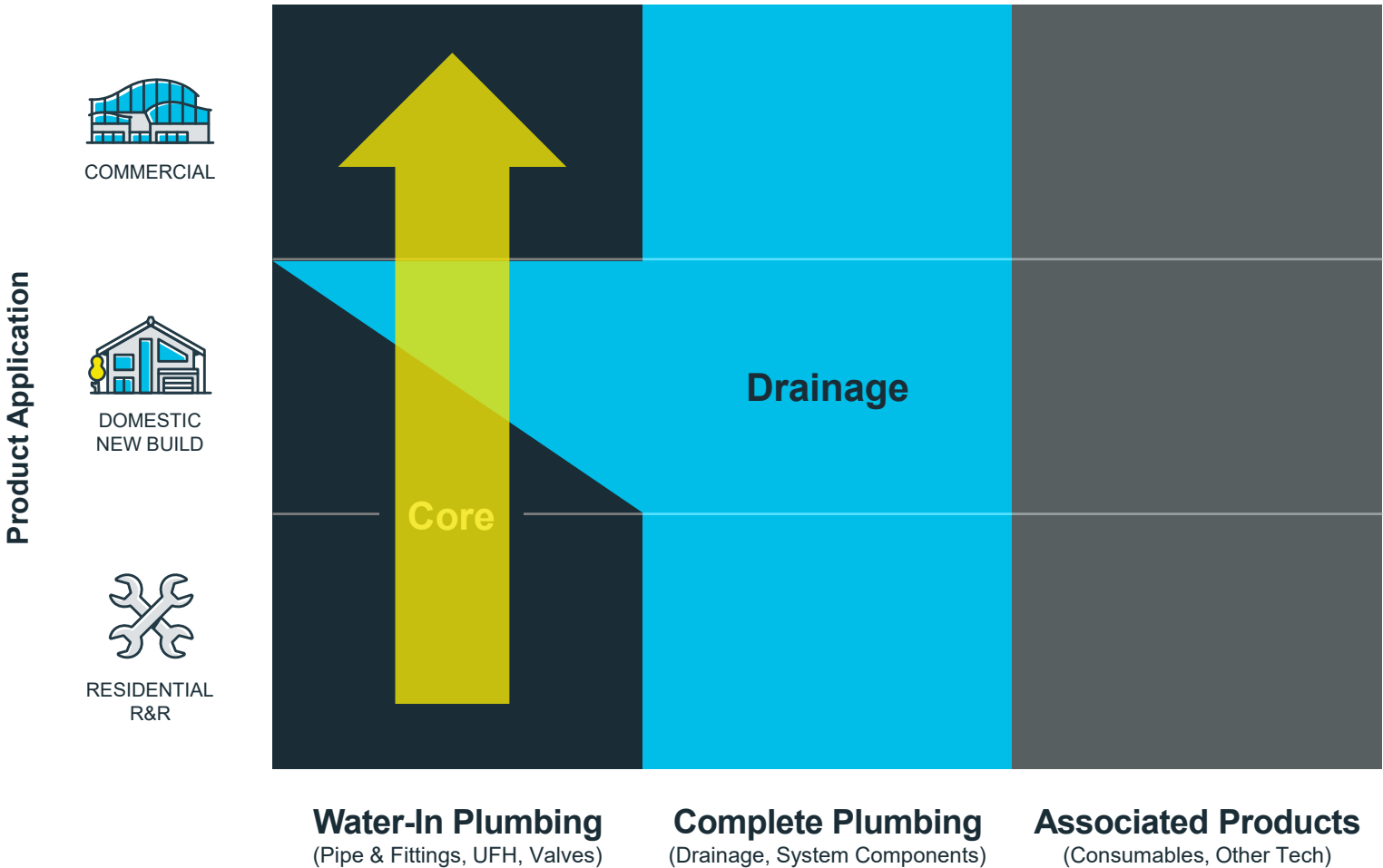
Italy

SharkBite MLCP and John Guest in Technomat



EMEA: Value for the distributor

Grow in the UK



UK RMI

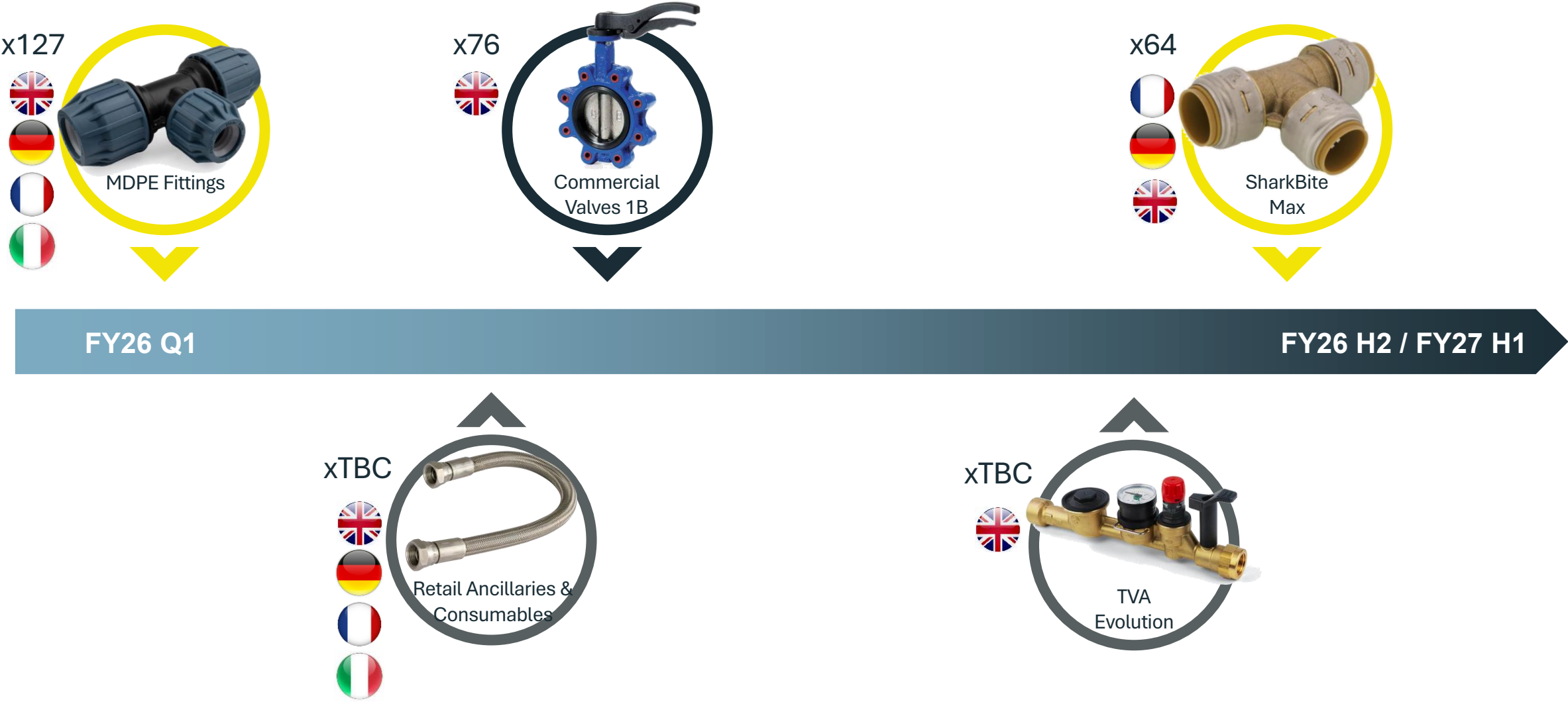
FY25 Key Financials	
£ 375 _m TAM	20.9 % FY25 Share

UK Commercial

FY25 Key Financials	
£ 600 _m TAM	1.4 % FY25 Share

Key projects we're working on at pace to bring to market¹

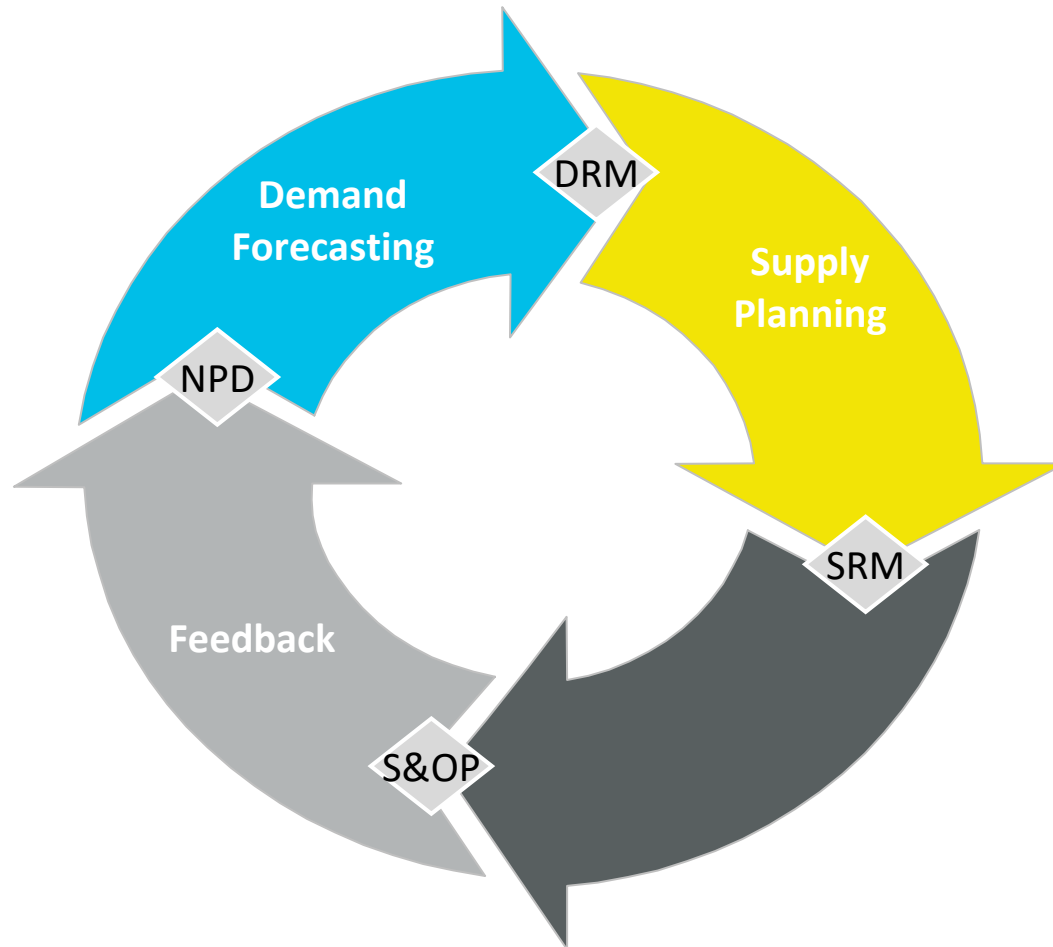
Over 50 projects in flight across both FluidTech and Plumbing & Heating.



¹ Please Note: All dates and range/product details are subject to change. All projects subject to Business Case approval before commitment to customers.

EMEA: Industry leading execution

Operational improvements implemented



Operational Improvements

- New S&OP process implemented
- Delivery OTIF above 90%
- Supplier OTIF above 90%
- Lead time reduced from 28 to **3 days**, pipe, valves, fittings
- Overall Inventory reduced

EMEA: Industry leading execution



Manufacturing facility in Poland



Scope

Launch lower labour cost manual assembly facility in Poland focusing on high labour, low volume products

Location: Lodz, Poland



Size of facility

3,300sqm

People

113

Target Timeline

Go Live Production Start:
5th November 2025

APAC

APAC Overview



Key Metrics



A\$420m
Net Sales¹



A\$40m
Adjusted
EBITDA²



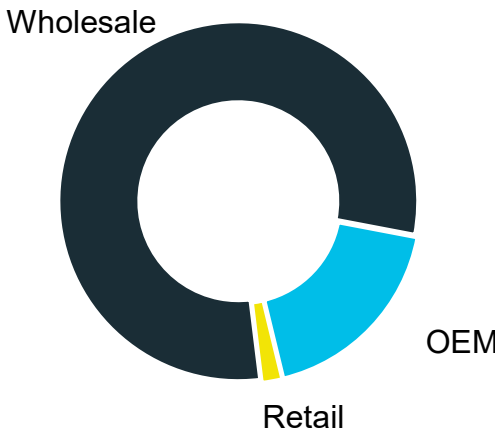
740+
Employees



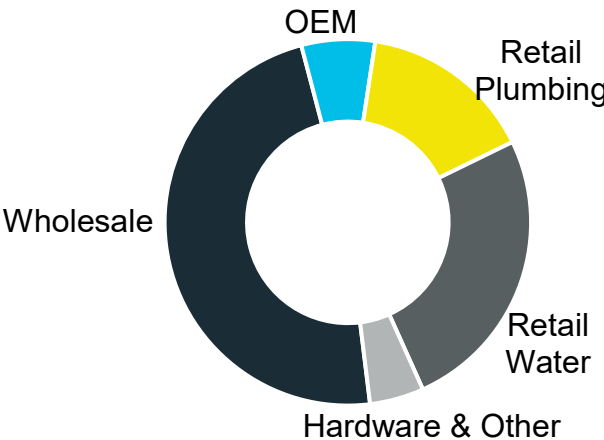
5,000+
Shipping locations
1,500
inbound containers

Product/Channel Mix

Channel Mix Excl. Holman



Channel Mix Incl. Holman



Key Brands



¹ Segment net sales includes A\$57 million of intercompany sales to other segments; FY25 results

² FY25 results. Refer to FY25 results announcement for EBITDA adjustments

APAC: Solutions for the job site

RWC aims to deliver smart product solutions that improve productivity and make end users lives easier

FY25

- Launched **22 projects** encompassing **348+ SKUs**
- Transitioned 1,400 products to lead free



Hydroseal facing tool



Floodguard Isolation Valves



Hose clamps



Pureflow Hose



Auspex Large bore

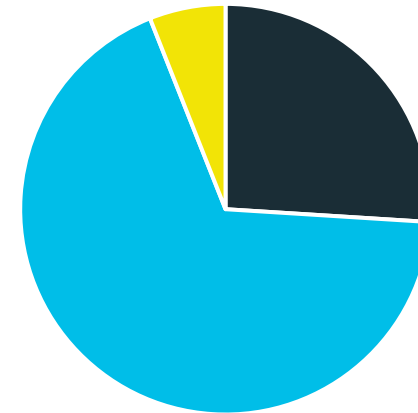


Reece valve kits

FY26 pipeline

- **30 projects** currently being developed

% year 1 project revenue



- % New to Market
- % New Features / New to RWC
- % Other (e.g. Cost Downs)

APAC: Solutions for the job site

RWC aims to deliver smart product solutions that improve productivity and make end users lives easier

Auspex Large Bore



Situation

- Continue to deliver on our commitment to key wholesale partner, Reece, through ongoing innovation and providing increased value

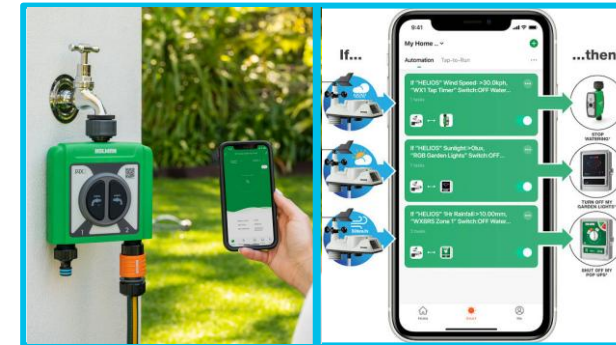
Actions

- Leverage Auspex brand equity by expanding into larger pipe and fittings sizes
- Offering a universal water and gas system, also targeting traditional copper users

Impact

- Reinforces our commitment to Reece
- Positive market response and very early adoption

SMART Solutions



- Limited Innovation within **Holman Home** prior to the acquisition
- Working with a new partner to deploy advanced technology in connectivity, flow metering and moisture sensing
- Wi-fi controllers, tap timers and sensors
- Reinforces our commitment to Bunnings
- Easier commissioning, water saving, time saving, secure solution for the job site

APAC: Value for the distributor

RWC plays a critical leadership role in all aspects of our industry from innovation and driving greater sales for our customers, through to education of apprentices

Market Stewardship



Bunnings Field Sales team



ANZ SharkBite Max Market Launch



Situation

- Deliver on our obligations to provide leadership to our market

- Ensure all RWC brands are presented and supported to maximise sales

Actions

- Maintain awareness of RWC brands through all generations of Plumbers
- TAFE visits, training, sponsorship
- Eagle Farm tours

- 55 passionate and committed team members hustle daily for real estate and spend their entire time in store driving growth for all RWC products and building relationships at every level

Impact

- Protecting brand awareness
- Support and education of the next generation

- Holman privileged to be a “Bunnings Leading Brand” and category growth and category expansion continues

- Reinforcing RWC's leadership in plumbing solutions and commitment to innovation
- Leveraged all aspects of Americas successful launch of SBM in 2023
- Launch in all channels Australia Oct 25
- High energy launch, building momentum
- Generating more \$ for the distributor



We are launching in the Wholesale merchants...



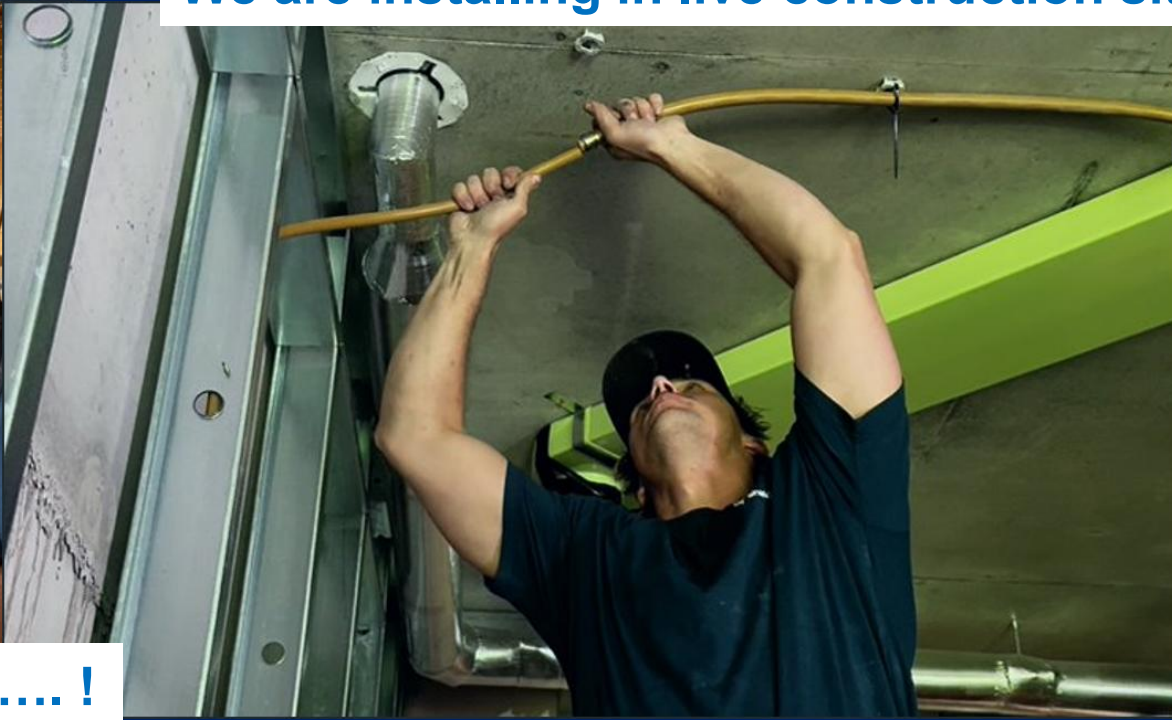


We are launching in the Retailers.....





We are installing in live construction sites.....



We are EVERYWHERE.... !

APAC: Industry leading execution

RWC aims to always safely deliver high quality product, on time and in full to our customers

Supply and Operations Planning (S&OP) Enhancements



Situation

- Genuine commitment to a robust S&OP process is critical to us achieving our goals

Actions

- Globally aligned process supported by world-class systems incorporating both RWC and Holman for manufactured & purchased products

Impact

- Improved wholesale and retail fill rates and ideal preparation for Holman 2025 season
- Right product, right location, right time
- Up next – inventory optimisation

DC and Manufacturing Footprint Optimisation



- Holman acquisition created opportunity to rationalise facilities and consider the optimal balance between manufacturing and sourcing

- 3 DC closures, 2 DC expansions
- 3 manufacturing closures, 1 sale

- Improved efficiency
- Reduced overhead cost
- Improved customer experience

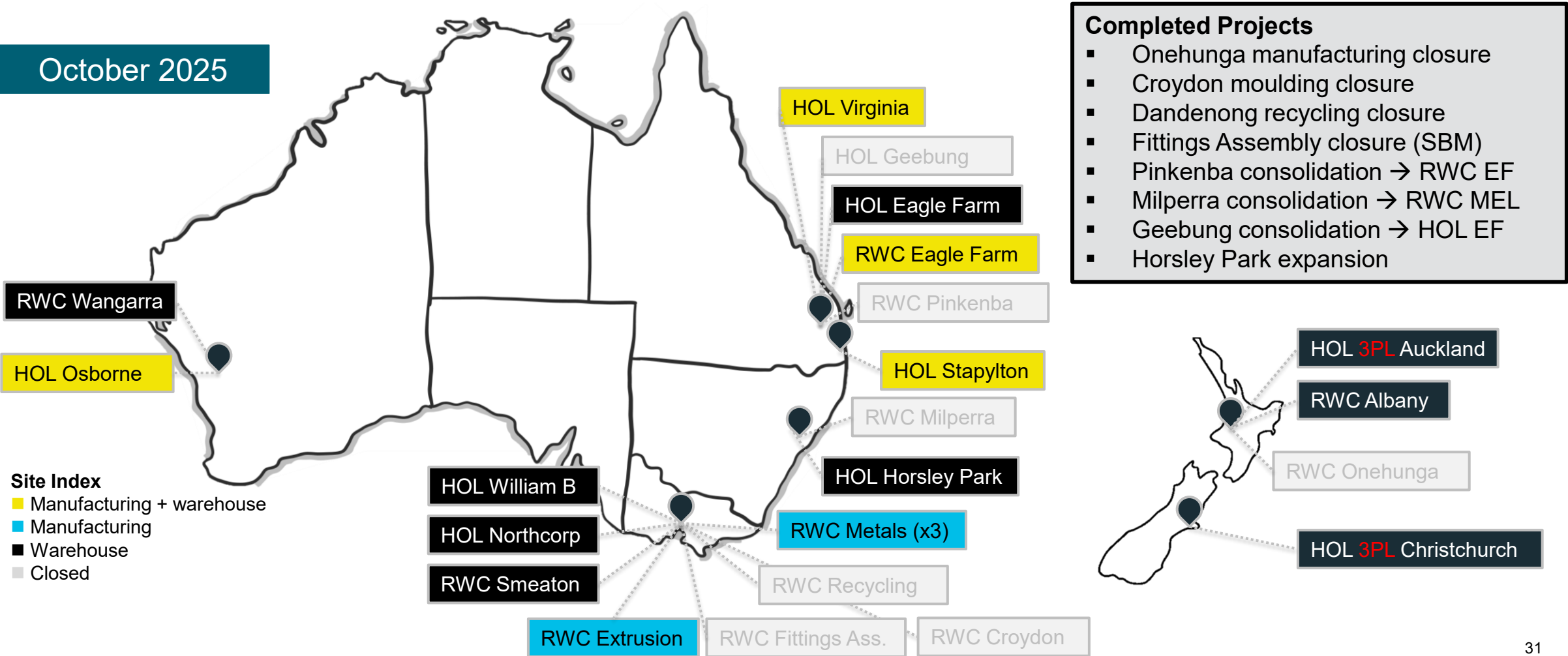
APAC: Industry leading execution

After the Holman acquisition there were 22 active sites across Australia and New Zealand



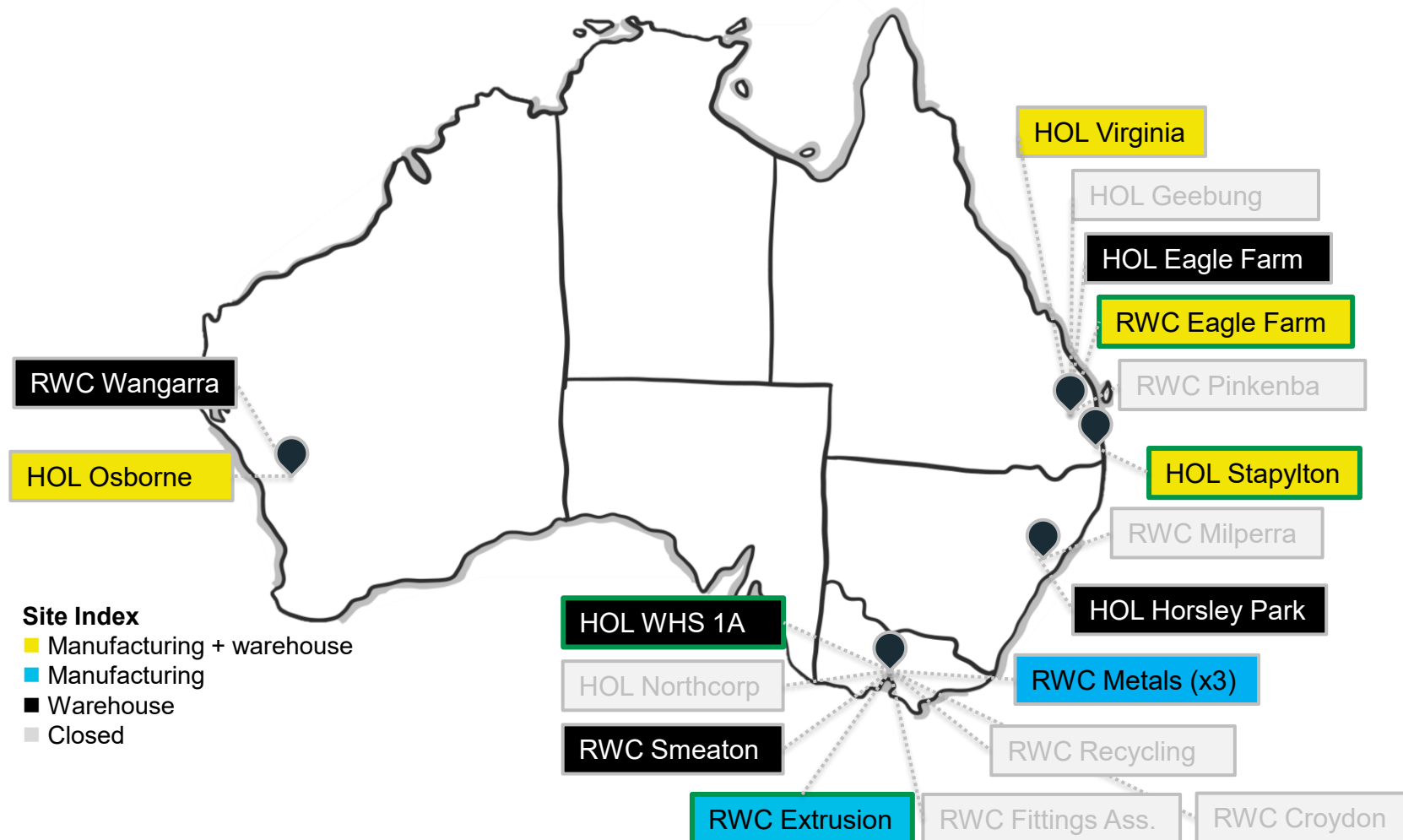
APAC: Industry leading execution

Following the closure of Melbourne recycling and fittings assembly plus the warehouse changes, the current site count is 17



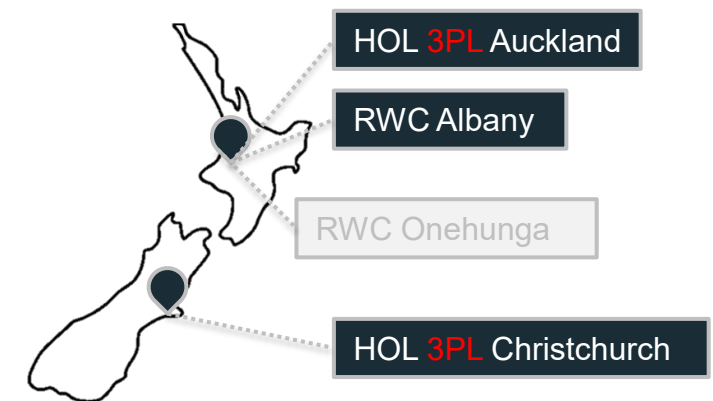
APAC: Industry leading execution

Opportunities for cost reduction through optimisation and outsourcing are actively underway to potentially further reduce site count



Active Projects

- Warehouse 1A (Holman MEL)
- Project Chelsea
- Extrusion Resin (+ dual source)
- PVC fabrication review



AMERICAS

AMERICAS Overview

Key Metrics



US\$859m
Net Sales



US\$182m
Adjusted
EBITDA¹



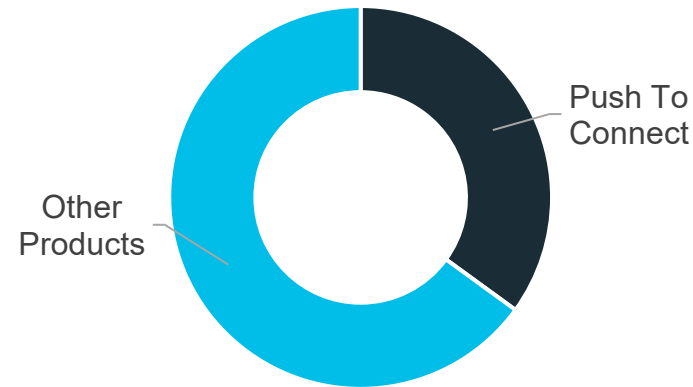
1,190+
Employees



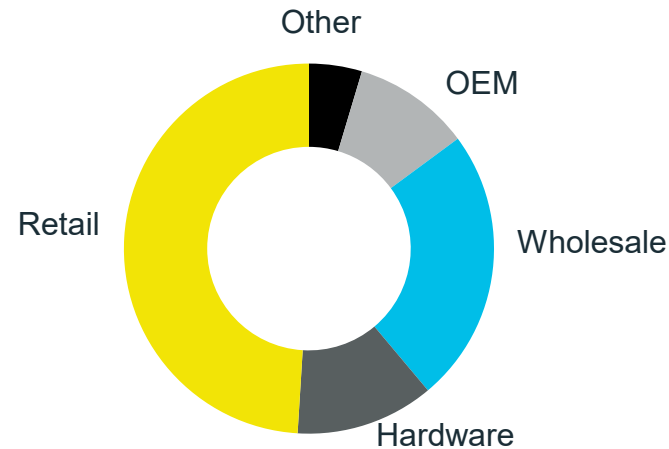
23,000+
Locations

Product/Channel Mix

Product Mix



Channel Mix



Key Brands



¹ Refer FY25 results announcement for EBITDA adjustments

Americas: Solutions for the job site

RWC aims to deliver smart product solutions that improve productivity and make end users lives easier

FY25

- Launched **13 projects** encompassing **200+ SKUs**



SharkBite Max
1" Range



HoldRite
Slider Brackets



HoldRite
Ice Maker Outlet Boxes



SharkBite Large
Diameter PEX-a



SharkBite
Reclaimed PEX-a

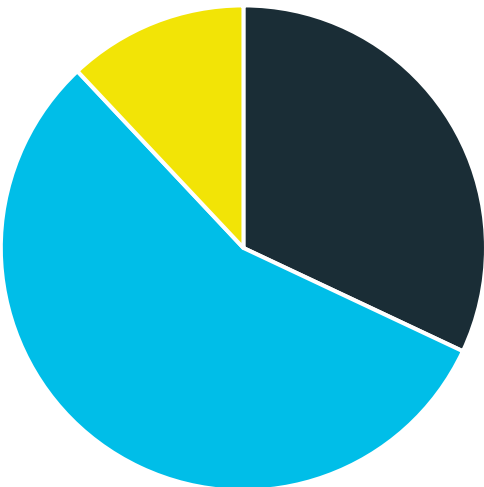


SharkBite
Poly PEX-a Insourcing

FY26 pipeline

- 51 projects** currently being developed

% year 1 project revenue



- New to Market
- New features and/or new to RWC
- Other (e.g., cost savings)

Americas: Solutions for the jobsite

RWC aims to deliver smart product solutions that improve productivity and make end users lives easier



Americas: Solutions for the jobsite

RWC aims to deliver smart product solutions that improve productivity and make end users lives easier

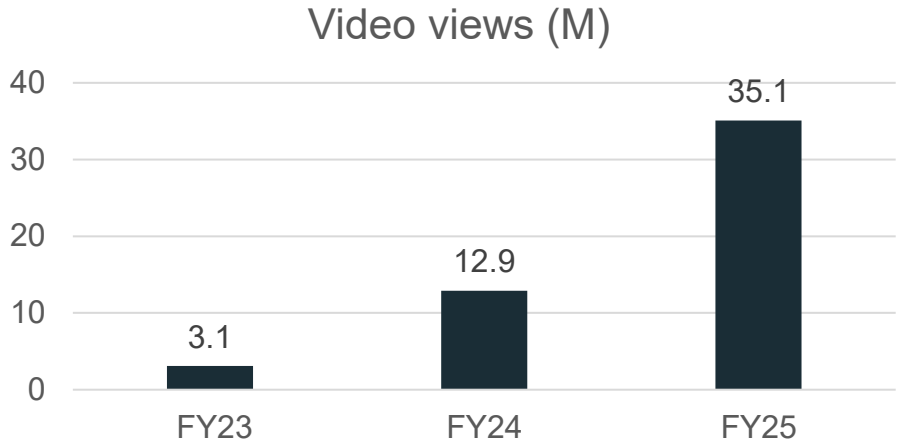
Developed a catalog of 30+ “how to” videos targeted at our core customers



How to install a shower head
2M views



Deploy videos on key social media (including YouTube) to highlight how RWC makes end users lives easier



Generated **35m** YouTube video views in FY25

Americas: Value for the distributor

RWC aims to always increase the sales generated from all available shelf space

E-commerce infrastructure



Situation

Customers are doubling down on e-commerce and expect best-in-class digital support

Actions

Spent ~18 months implementing customer friendly e-commerce support platforms

Impact

Allows customers to access real-time the best content to support customer conversion

Distributor racking



RWC identifies opportunities to improve in-store merchandising

Test and invest in enhanced racking across distributor locations

More sales generated from the same shelf real estate

Tariff mitigation



Tariff burden accelerated in April for the portion of goods sourced from Asia

Moving product out of China and pass price in smart, market driven approach

Leverage USA production and ensure no disruption to distributor supply

Americas: Industry leading execution

RWC aims to always deliver high-quality product, on-time and in-full to our customers

Distribution center (DC) network optimisation



Supply and operations planning enhancements



Manufacturing and assembly opportunities in Mexico



Situation

Create stronger DC network to increase service rates and simplify our supply chain

Actions

Moved from 11 to 4 DCs including new Dallas DC

Impact

Offload shipment volumes from Cullman and equally prioritize all customer shipments

Improve supply chain process, tools and resources

Aligned globally and systematically deploying upgraded tools

Improved service rates (right product at right place, at right time)

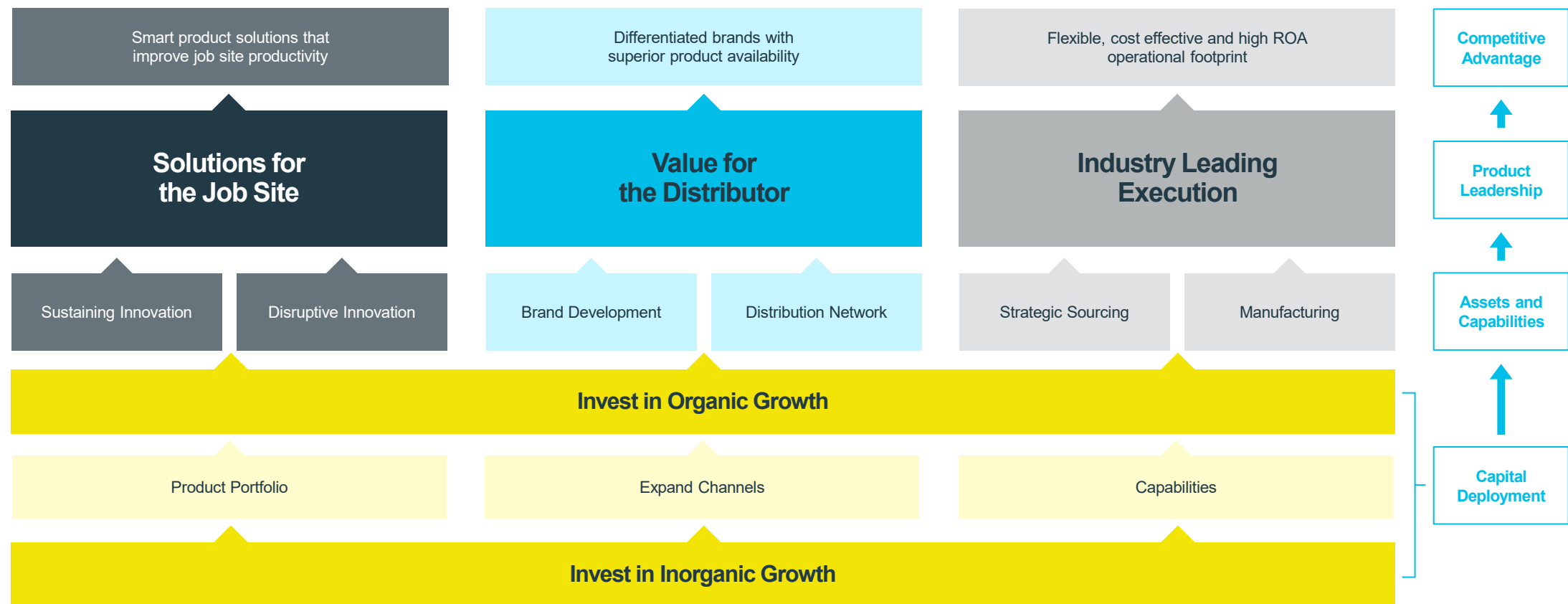
Target lower COGS by leveraging Mexico's proximity to the US

Explore opportunities to expand RWC's NA manufacturing footprint to include Mexico

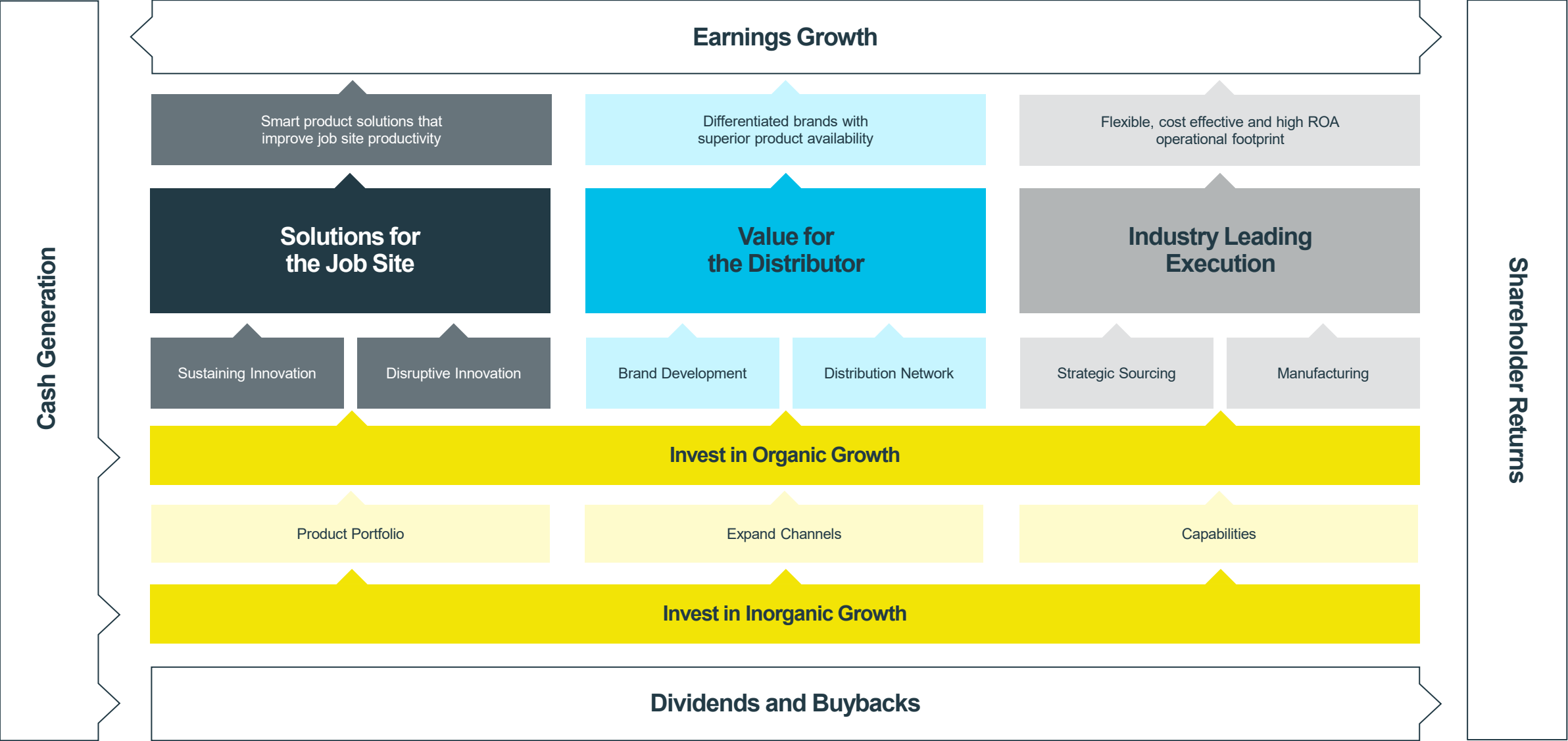
Diversification of manufacturing will allow access to Mexican labour pool; improved competitive positioning in tariff environment

Shareholder Value Creation

RWC model for generating shareholder returns



RWC model for generating shareholder returns





Plumbing matters. We make it better.



Thank you

Plumbing Matters. We Make It Better.™

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