



Company Profile

November 2022



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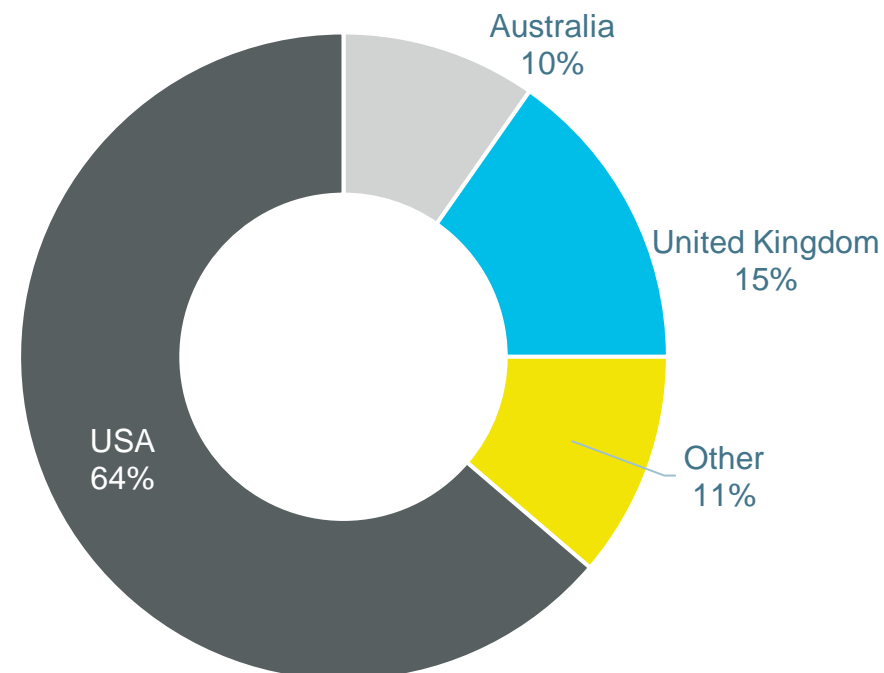
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Business Overview

RWC is a leader in the design, manufacture and supply of water flow and control products and solutions for use in the “behind the wall” plumbing sector

- The leader in brass and plastic push to connect (“PTC”) fittings in key geographies
- Majority of sales are to the repair and renovation (“R&R”) end market
- Vertically integrated global manufacturer with a strong culture of innovation, leading R&D and engineering capability
- Extensive distribution networks of channel partners in all key geographies
- Successful history of M&A to augment product range and build market positions in new geographies and end-markets

Geographic Sales Breakdown¹



¹ External sales for the year ended 30 June 2022

Product Portfolio

From the construction of new commercial and residential buildings to the repair and remodel of existing ones, RWC's portfolio of innovative products and trusted brands make the job easier and more dependable

Fittings



Valves



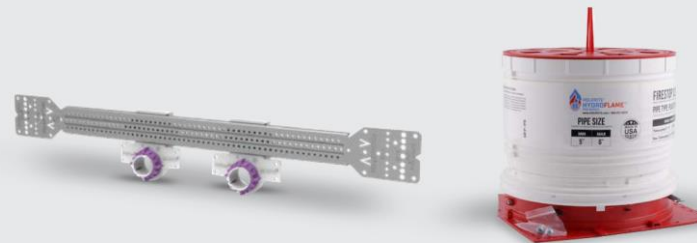
Water Filtration and Drinks Dispense



Pipe



Integrated Installations Solutions



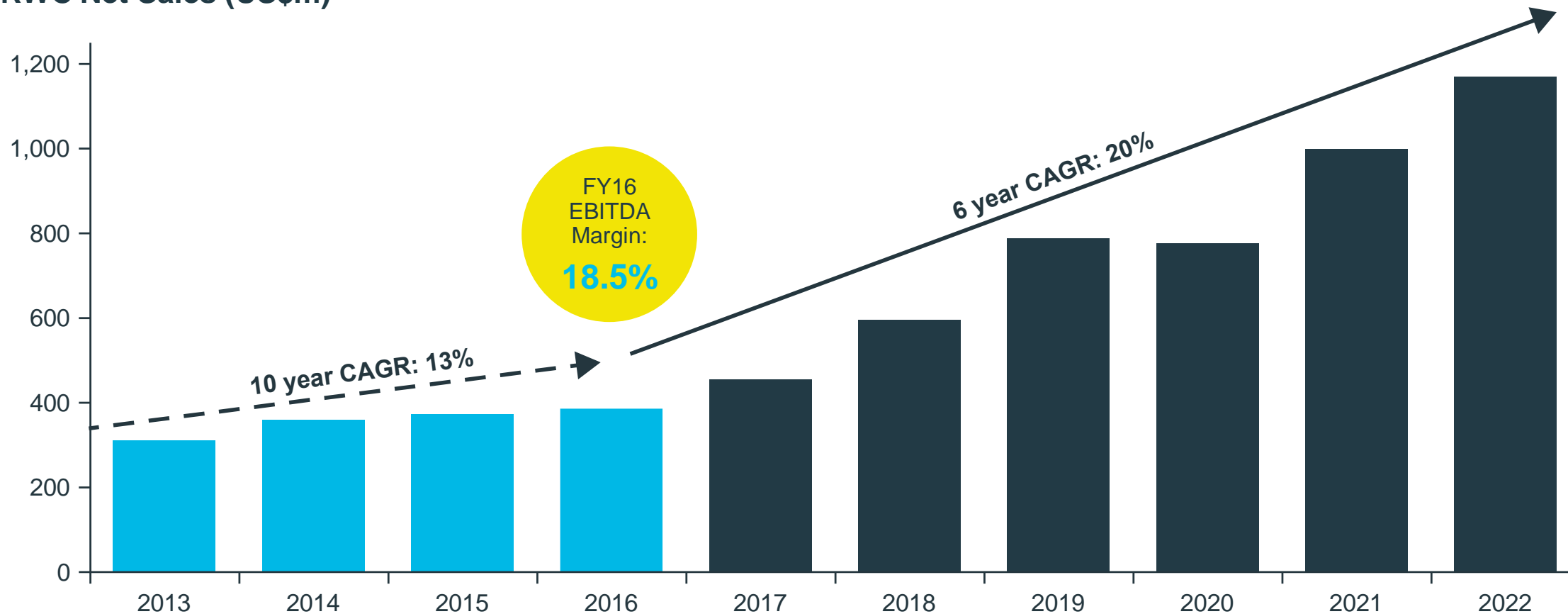
Water and Gas Appliance Connectors



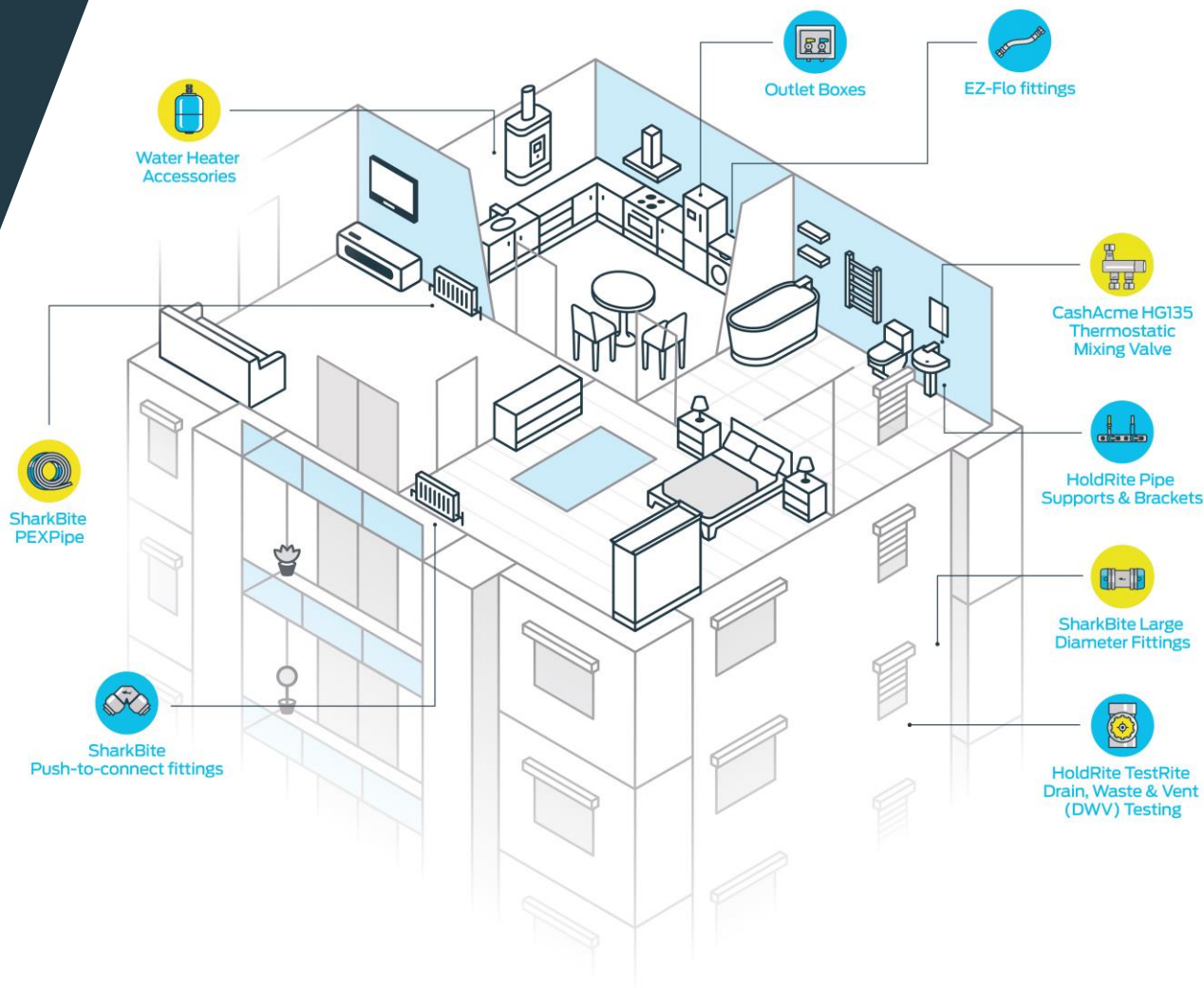
Strong growth track record

Since the IPO in 2016, RWC net sales has grown at a 20% CAGR

RWC Net Sales (US\$m)



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



RWC self-manufactures >80% of the products it sells¹

Manufacturing capabilities enable control of supply chain



14

Manufacturing
Facilities

29

Distributor
Hubs

5

Innovation
Centres

9

Offices



RWC's service and delivery performance are key competitive strengths

Americas: 7 Distribution Centres

- New 600,000 sq ft facility in Alabama commissioned in 2022
- Enabled consolidation of multiple sites in Alabama into one location
- Increased size will meet long-term growth needs
- Improved operational efficiencies and lower fixed costs



EMEA: New centralised UK warehouse

- 5 warehouse locations consolidated across the UK (130,000 sq ft) into single facility in centre of UK
- Expansion capability from 140,000 sq ft to 280,000 sq ft
- Vehicle fleet to more efficient outsourced fleet
- Customers have real-time load visibility and customer order tracking



Strategy overview

Creating 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.

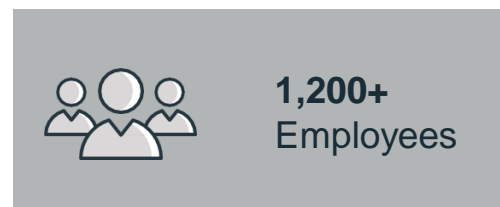
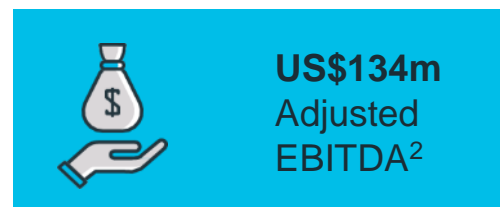
Safety culture to ensure a work environment that protects our people

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

Sustainability focus delivers a more efficient operation while reducing environmental impact

RWC Americas snapshot

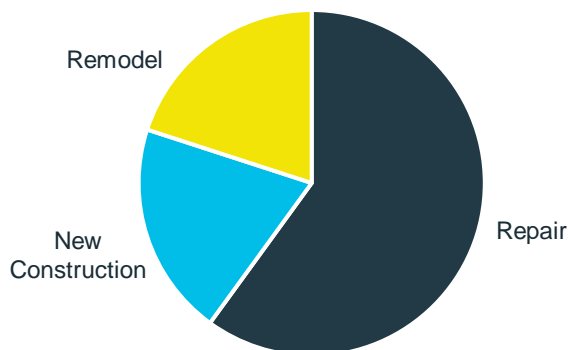
Well positioned brands across a diverse product range serving multiple segments



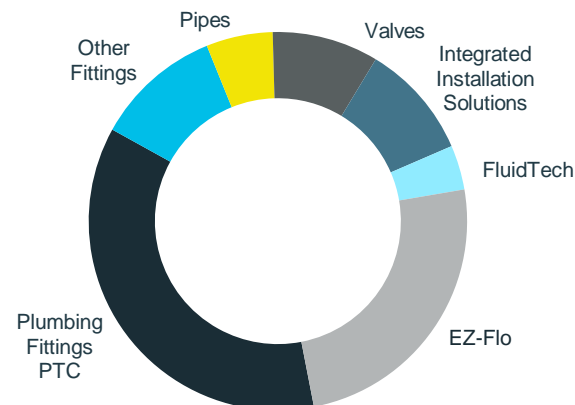
Brands



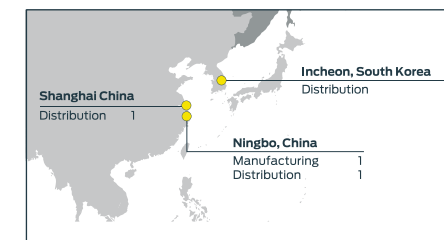
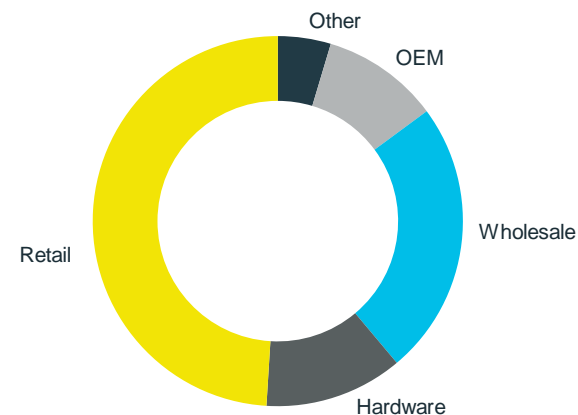
End Market Exposure



Category Mix



Channel Mix



¹ Segment net sales includes \$2.8m of intercompany sales to other segments; FY22 Results

² Refer FY22 results announcement for EBITDA adjustments

Americas snapshot: products and customers

RWC's Americas broad product portfolio is highly penetrated in all key distribution channels

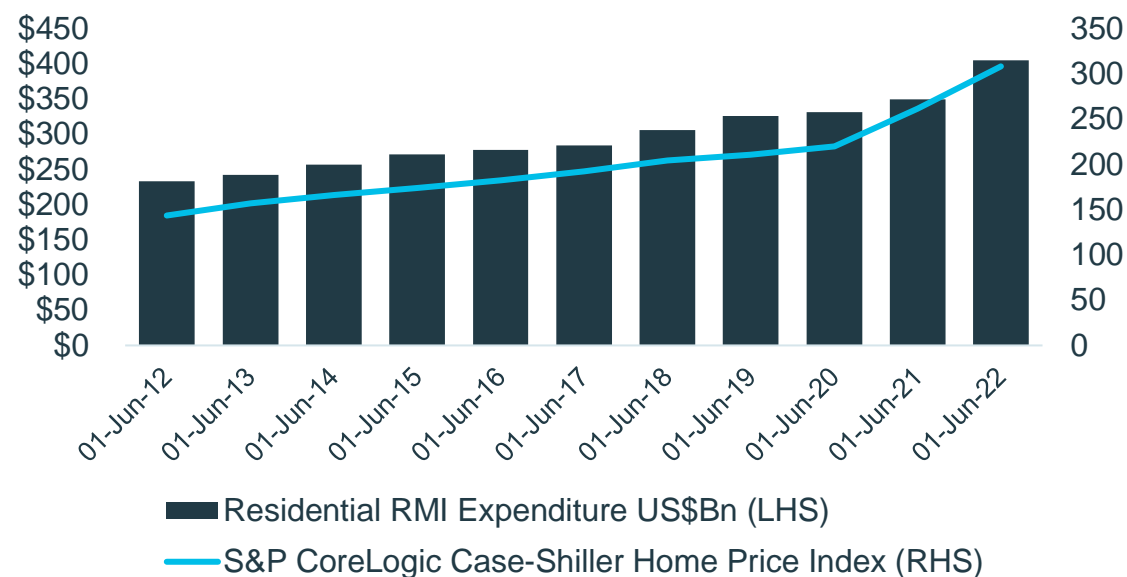


¹ Based on FY22 results

US repair, maintenance and improvement (RMI) overview

Remodel activity has increased steadily, ageing housing stock underpins repair volumes

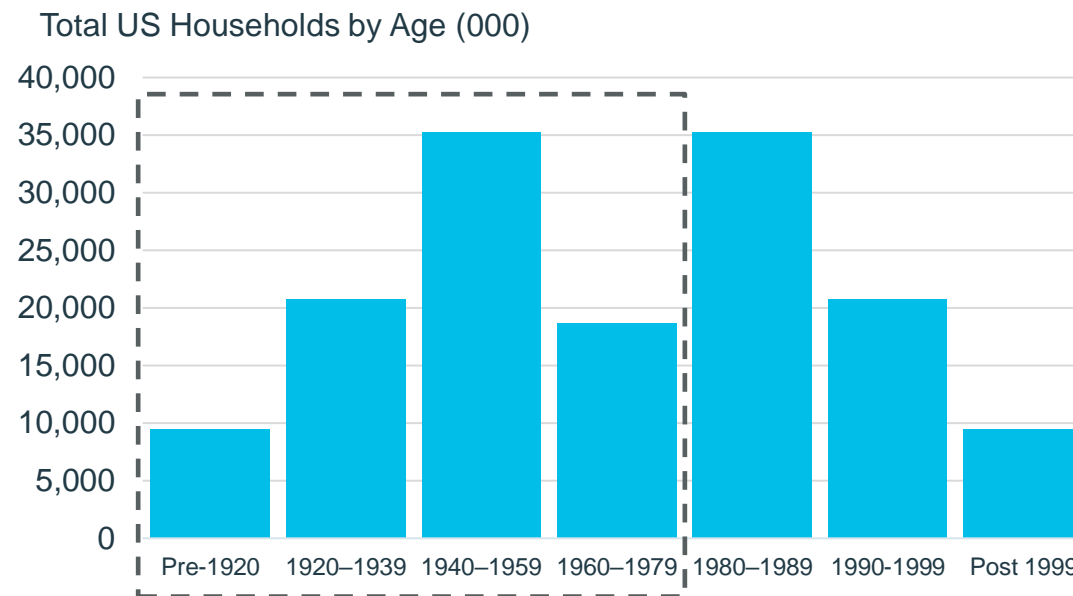
US RMI highly correlated to home price appreciation



Source: S&P CoreLogic Case-Shiller Home Price Index

- Strong historical correlation of home improvement expenditure to home values

74m US homes are over 40 years old



- Median year of construction was 1977
- 53% of homes were built before 1980

Americas growth priorities

Leverage innovation, brand strength and product offering across all channels to optimise growth opportunities and share gain

Key Enablers

- Strong brands
- Broad product offering
- Sales, marketing and merchandising expertise
- Best in class customer service and support
- Programmatic approach to M&A, including integration



Demand



“Own the Project”

A basket of solutions

Opportunity Generation

Commercial new construction demand fueled by end-to-end sales & marketing process capabilities.

HoldRite – New Build Leader

HoldRite products lead the full portfolio for all phases of commercial construction.



Multiple categories on every project

Reach



Distribution

Available everywhere

Channel Dominance

Gain new market share with EZ-FLO product offerings across all channels.

#1 Partner

RWC continues to be recognized as a leading supplier partner across channels/customers.



Award winning customer partner

Innovation



Insights

Customer/end user needs

Drive Value-Adds

Core products further strengthened with value added feature sets. Use “Second with an edge” model to differentiate in new categories.

Increase Share-of-Wallet

Align with plumbers’ traditional methods to increase share-of-mind and share-of-wallet.



New Expansion fitting system

M&A



Programmatic

Strategic opportunities

Catalyze Opportunities

Strategic programmatic M&A both creates and captures opportunities.

Drive Optimization

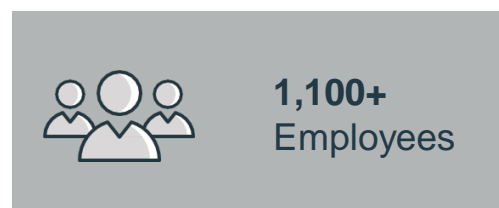
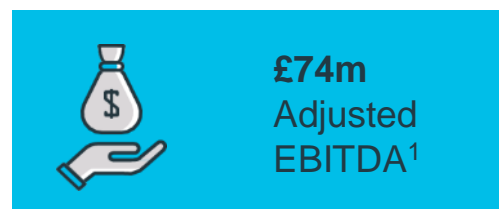
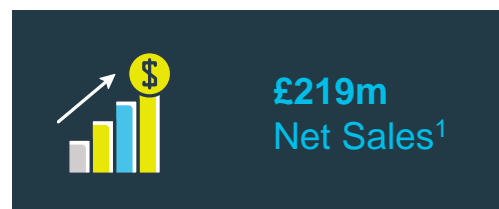
RWC has demonstrated success in creating incremental value of acquired companies both market facing and operationally.



Multi-integration Successes

EMEA business snapshot

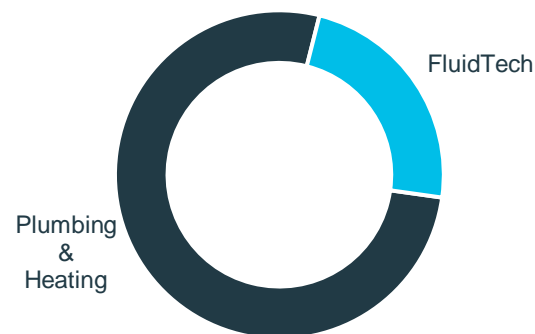
Exceptionally strong brands in a diverse set of markets and geographies



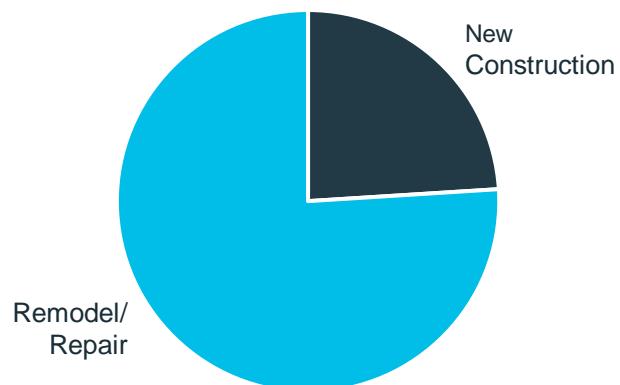
Brands



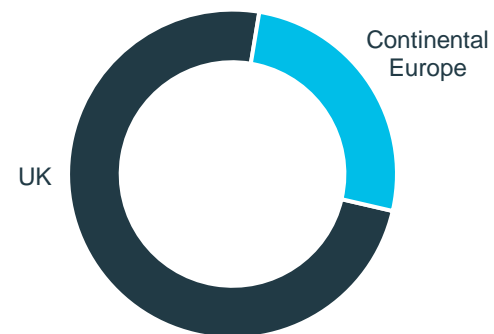
Category mix²



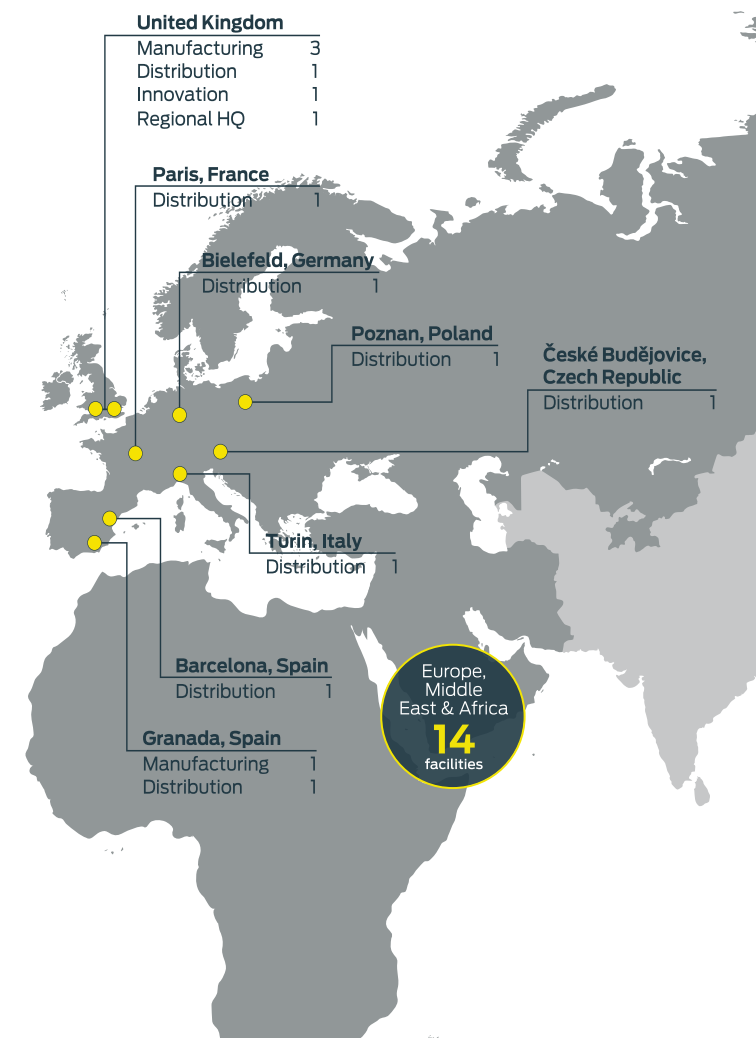
End Market Exposure



Geographic mix²



Footprint



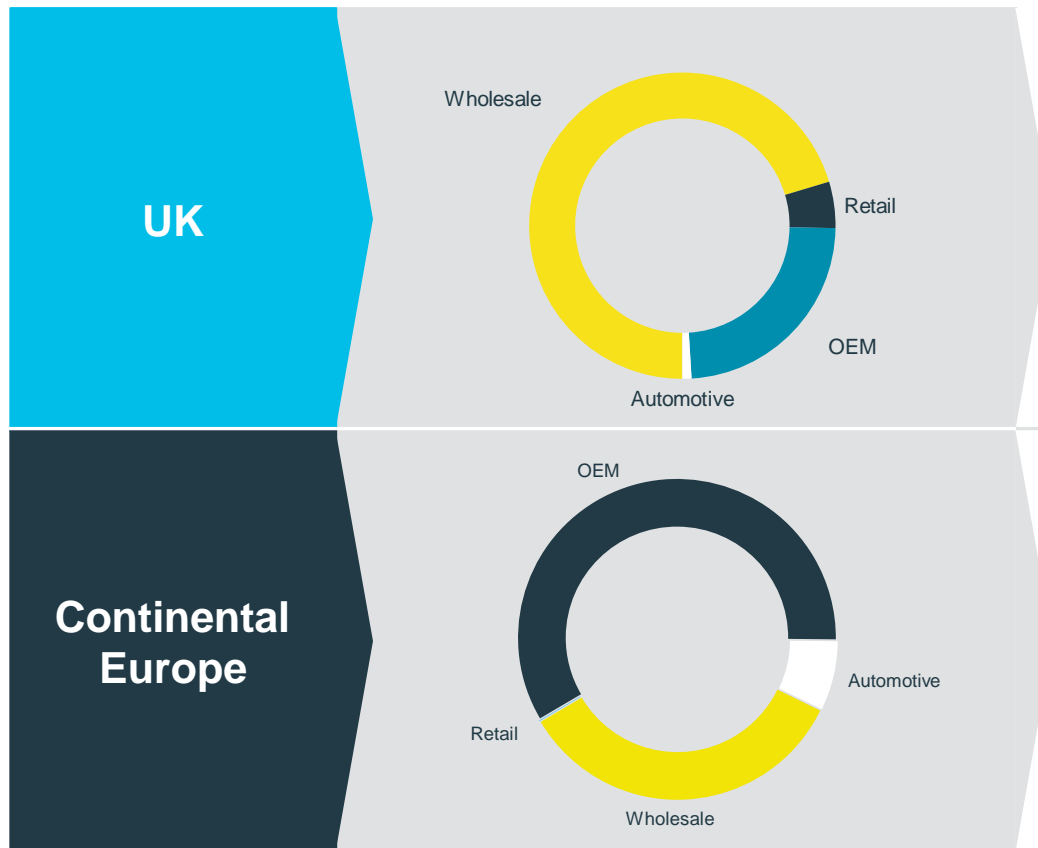
1. FY22 results. Refer to FY22 results announcement for EBITDA adjustments.

2. Based on FY22 external sales only and excludes intercompany sales to Americas / APAC

EMEA snapshot: products and customers

RWC's UK plumbing and heating market benefits from a high presence in wholesale, whereas Continental Europe is focused on OEMs in FluidTech markets

Channel Mix¹



Example customers



Representative products

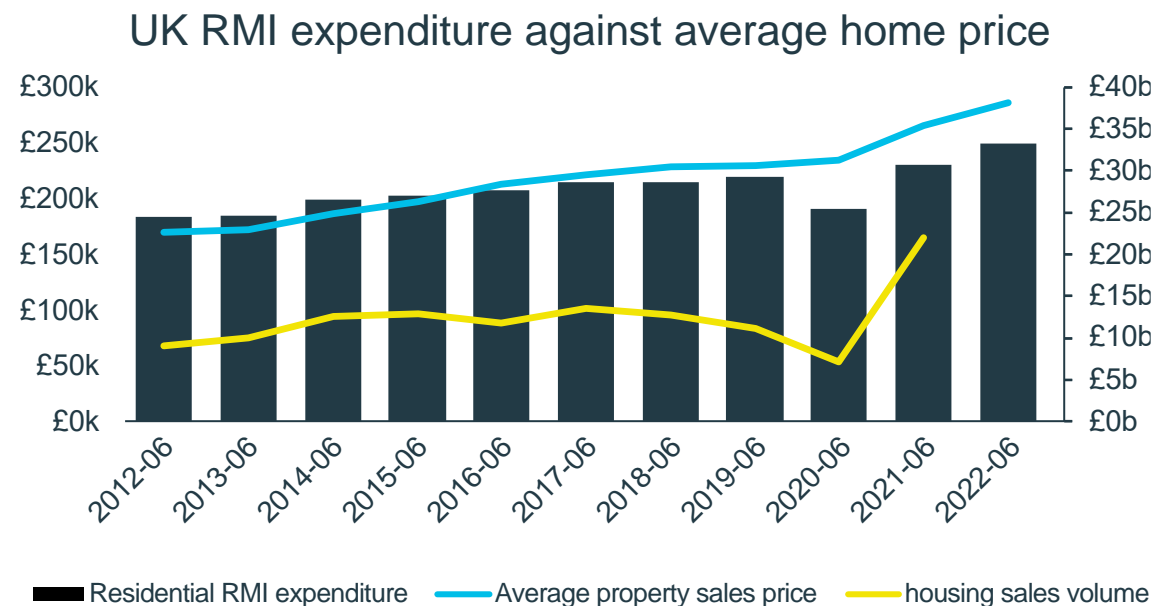


¹ Based on FY22 results

UK repair, maintenance and improvement (RMI) overview

RWC highly penetrated in sectors offering strong resilience

UK RMI highly correlated to home price appreciation

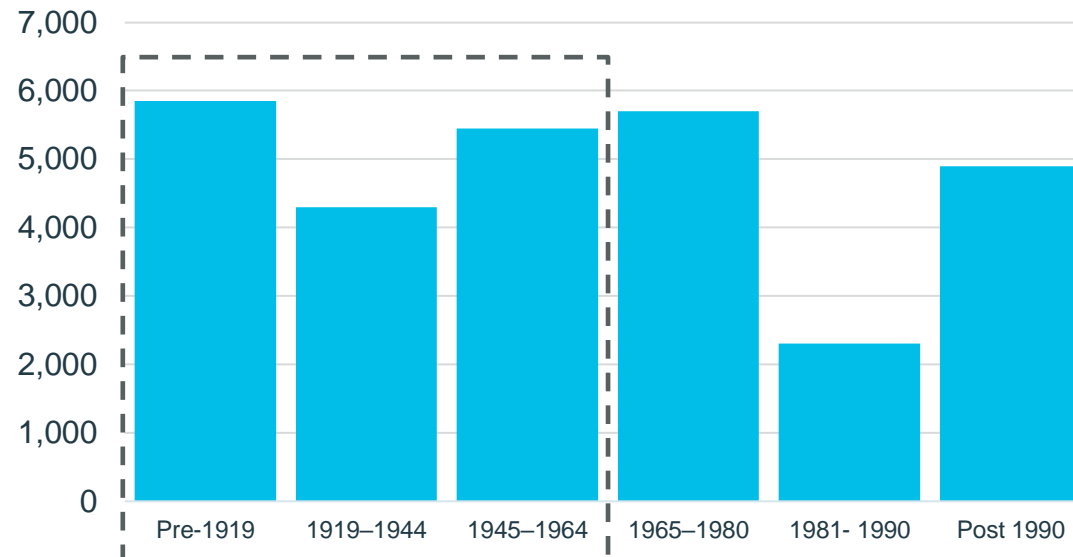


Source: ONS and "EMEA pipe and fittings market insights forecast till 2026"

- Home prices have appreciated significantly in the last two years
- Will underpin a strong RMI tailwind for a period of time

55% of homes in UK >50 years of age

Total UK Households by Age (000)



- Housing stock UK very mature vs Europe average
- RMI sectors long term resistance to macro pressures

EMEA growth priorities

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

Key Enablers

- Leverage strength of brands in **both P&H and Fluid Tech** markets
- Capitalise on being a 'full solutions provider'
- Focus on key **M&A targets** to support growth



Plumbing & Heating

UK



Accelerate RMI

- **Creating value** for the distributors
- Focused **product development**



Access Commercial

- **Develop and grow** pipe & fittings and valves

Continental Europe



Expand RMI

- **Expansion into Retail** with PushFit fittings



Expand New Build

- Build on our **UFH position**
- **Complete the offer** for new build

Fluid Tech

UK + Cont. Europe

Accelerate Key Applications

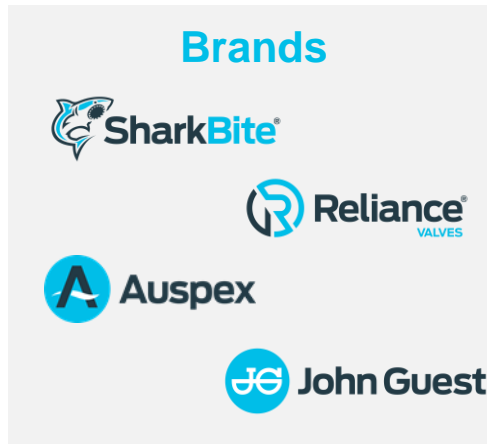
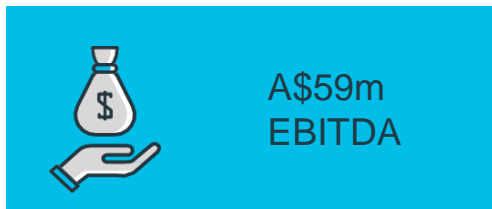
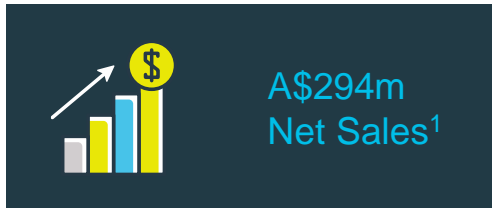
- **Focus on business & product development** for 5 key applications

Expand

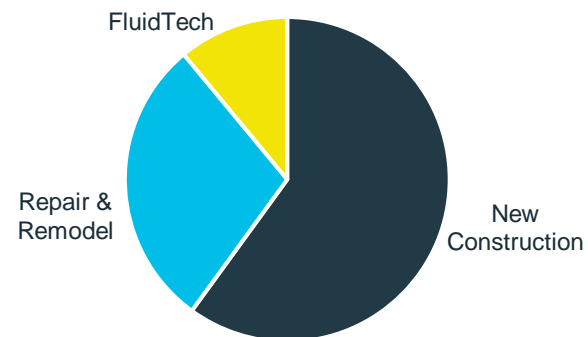
- **Specific market focus on new business development** in 2 key applications

RWC APAC snapshot

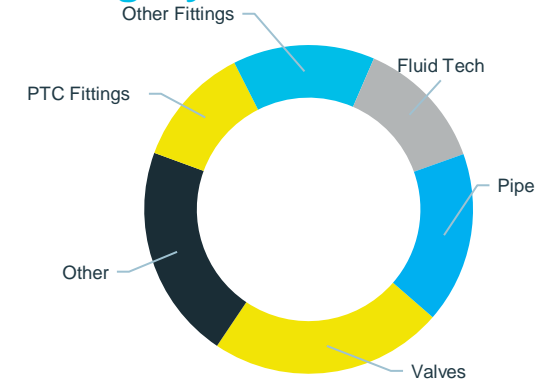
Exceptionally strong brands in a diversified set of markets, and geographies



Australia End Market Exposure



Category Mix – AUS/NZ



Category Mix - Asia



¹Segment net sales includes \$116 million of intercompany sales to other segments; FY22 results

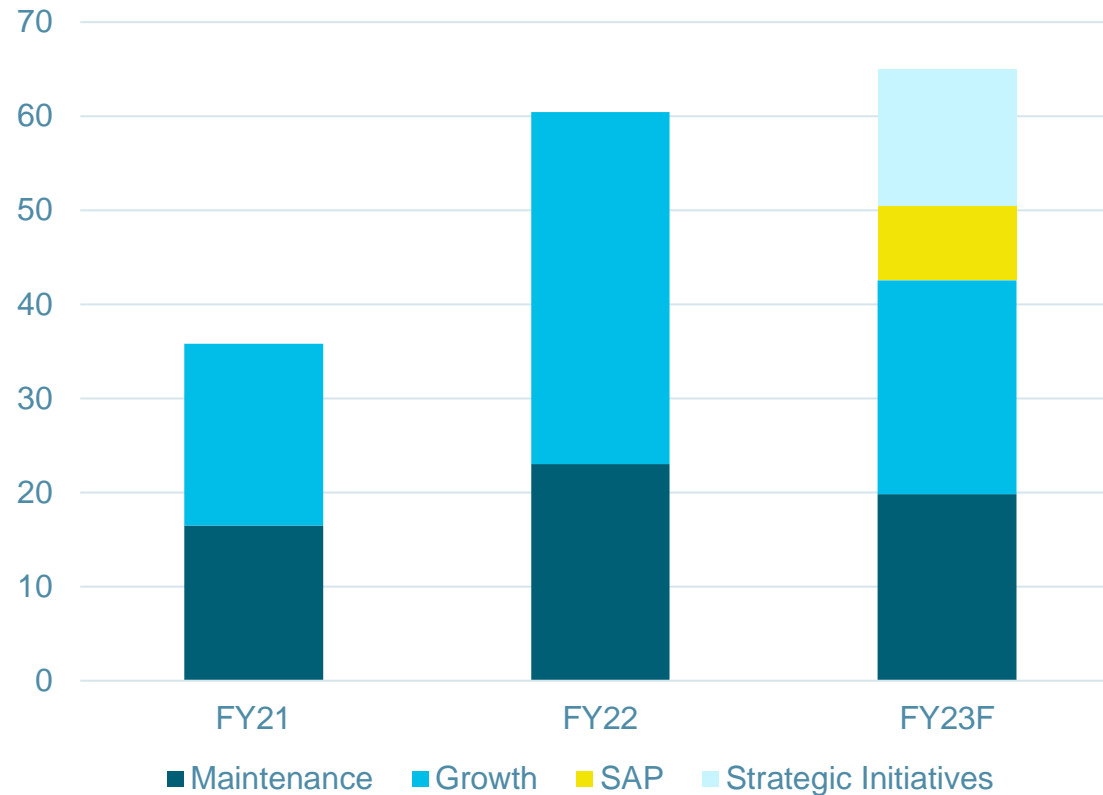
Capital Management approach

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 	Above-market growth in 3 regions: <ul style="list-style-type: none"> • Americas • APAC • EMEA 	Ongoing investment in: <ul style="list-style-type: none"> • capacity expansion • core new product development Ongoing assessment of operational footprint and supply chain optimisation	M&A aligned with strategy: <ul style="list-style-type: none"> • Fill gaps in product range • Expand distribution or end-user scope • Broaden geographic presence 	Target Leverage Range: Net Debt to EBITDA of 1.5 - 2.5 times	Target Dividend Payout Ratio: 40-60% of NPAT Franked to the extent possible – estimated at less than 20%	On-market Share Buybacks: Preferred means of distributing excess cash beyond dividends Assessed when appropriate

FY23 capital expenditure outlook

Capital Expenditure US\$m



Commentary

- FY23 Capex forecast to be in the range of \$60 million to \$70 million
- Group-wide SAP upgrade to S/4 variant a generational change in financial IT platform
- Strategic initiatives planned for FY23:
 - New product initiatives within RWC's core pipe and fittings categories
 - Capex primarily targeted at investment in new manufacturing capability

Summary of Q1 FY23 Performance

US\$ million	Q1 FY22	Q1 FY23	% Change
Net Sales	246.0	303.1	23%
Reported EBITDA	66.3	76.8	16%
<i>EBITDA Margin (%)</i>	<i>27.0%</i>	<i>25.3%</i>	<i>-170bps</i>
Adjusted EBITDA¹	65.5	63.2	-4%
<i>Adjusted EBITDA Margin (%)</i>	<i>26.6%</i>	<i>20.9%</i>	<i>-570bps</i>
<i>Adjusted EBITDA Margin excl. EZ-Flo (%)</i>	<i>26.6%</i>	<i>21.4%</i>	<i>-520bps</i>
Reported EBIT	56.2	64.6	15%
<i>EBIT Margin (%)</i>	<i>22.8%</i>	<i>21.3%</i>	<i>-150bps</i>
Adjusted EBIT¹	55.4	50.9	-8%
<i>Adjusted EBIT Margin (%)</i>	<i>22.5%</i>	<i>16.8%</i>	<i>-570bp</i>
Net Debt	160.3	518.2	223%

Commentary

Constant currency sales growth 28%

Excluding EZ-Flo, constant currency sales growth of 6%

Stronger US\$ impacted reported results from APAC and EMEA

Price increases of 7.9% realised in the quarter, offsetting inflation impacts

Continued sales trend variability month to month

External volumes down in Americas and EMEA, up in APAC

Lower intercompany volumes in APAC and EMEA

Reported EBITDA includes (i) a \$15 million gain on UK property sale (ii) One-off costs to achieve EZ-Flo cost reduction synergies (\$1.4 million)

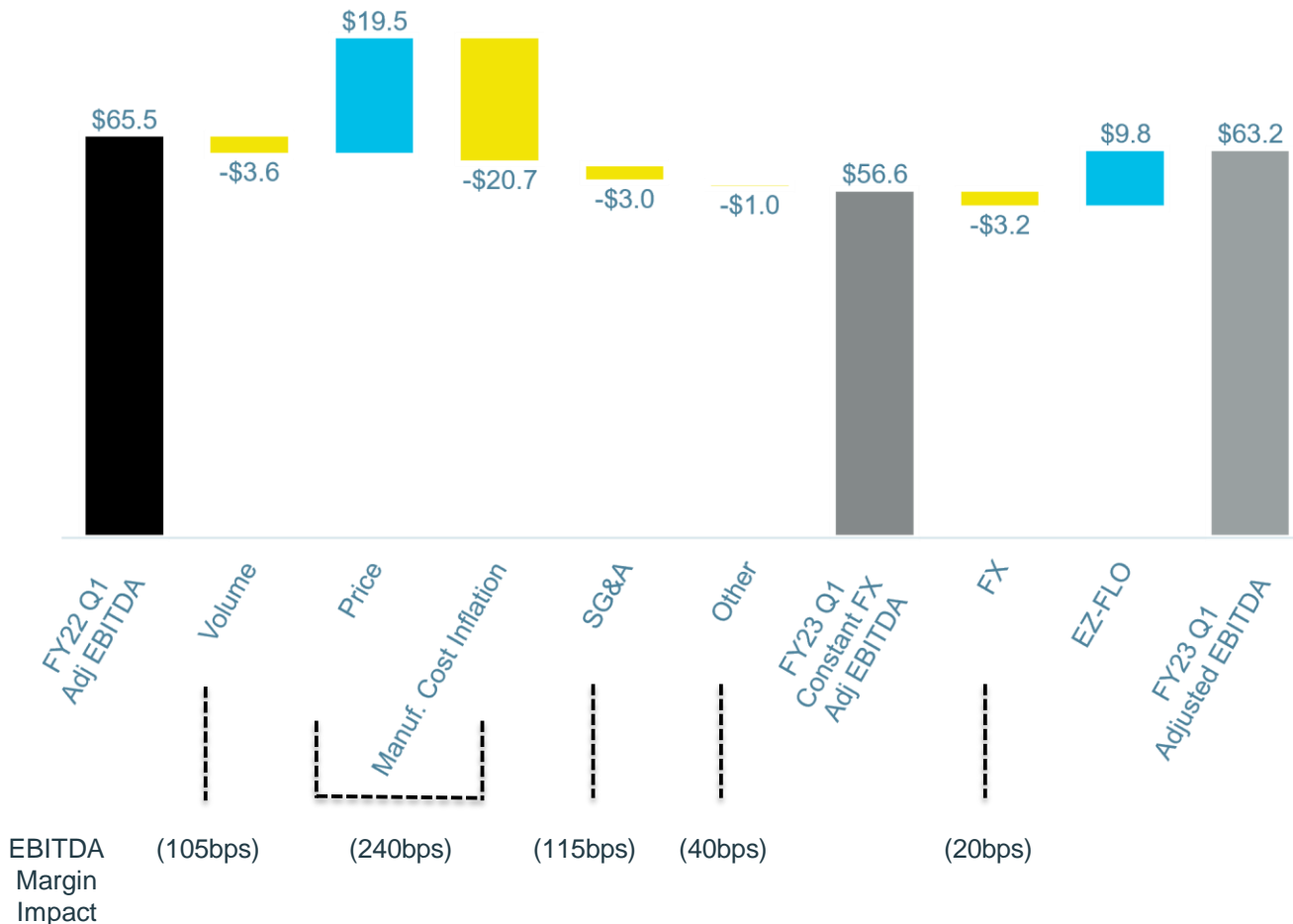
Net debt \$32.9 million lower than at 30 June 2022, includes cash from UK property sale of \$25.2 million

¹ EBITDA and EBIT adjustments for Q1 FY23 comprise one-off costs to achieve EZ-Flo cost reduction synergies (\$1.4 million), and the gain on sale of a UK property (\$15.0 million)

FY23 Q1 Adjusted EBITDA

Price increases offset inflation but diluted margins, FX translation headwinds

US\$m



Commentary

FY23 Q1 Adjusted EBITDA margin reflects lower volumes and higher cost inventory as a result of high input costs

- Sales of lower cost inventory should positively impact future quarters in FY23

Margins diluted by higher prices implemented to offset input cost inflation

Higher SG&A costs reflect wage inflation, increases in marketing and travel expenses, new product launch costs

FX translation headwinds due to strong US\$ against the A\$ and £

Outlook for FY 2023¹

Despite an uncertain economic outlook, R&R activity levels expected to underpin demand

Positive Outlook Factors:

Backlog of Repair and Remodel (R&R) work expected to underpin volumes in the short term

Consumer / household balance sheets are generally strong post-COVID and unemployment is near record lows

RWC's exposure globally is predominantly to the less cyclical R&R sector

RWC's global manufacturing operations ensure a high degree of control over product quality and availability

We have proven adept at managing through the supply chain challenges and maintaining high service levels

Outlook Risk Factors:

Growth outlook for all key markets has become less certain in recent months

Rising interest rates and continued inflationary pressures are impacting consumer confidence

Further risk of supply chain disruption and potentially higher materials, freight and energy costs as a result of geopolitical tensions

Covid variants continue to impact operations and markets globally

¹ Key assumptions for FY23 are set out in the Results Announcement dated 22 August 2022

RWC: committed to making a positive, lasting impact



Environment

Net Zero by 2050

Committed to reducing
Scope 1 and Scope 2
emissions to Net Zero
by 2050

**42% reduction
in Scope 1 and
Scope 2
emissions by
2030**

Scope 3

Continue to measure Scope 3
emissions with an aspiration of
setting targets to achieve net
zero by 2050



Social

Driving diversity,
equity and
inclusion in a
safe and inspiring
workplace

40/40/20

Gender diversity targets

<4.65

Recordable incidences per 1 million
hours worked



Governance

Oversight
and alignment
Ensuring our
performance

3 female Board members,
representing
43%
of Non Executive Directors

**ESG
Performance**

linked to executive remuneration