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ANNUAL GENERAL MEETING

THURSDAY 28 OCTOBER 2021

CHAIRMAN'S ADDRESS

Good morning ladies and gentlemen. My name is Stuart Crosby. As chairman of directors, I welcome all shareholders and guests to the 2021 annual general meeting of Reliance Worldwide Corporation Limited. As was the case last year, and for reasons I'm sure everyone understands, we are meeting virtually. Thank you for joining us.

Shareholders will, I hope, have seen two significant announcements in recent days, relating to the acquisition of EZ-FLO International, and our trading update for the first quarter of the current financial year. Heath will talk about these matters further shortly, but let me first talk a little about last year.

The 2021 financial year was simply extraordinary. We encountered significantly and, initially at least, unexpectedly elevated demand levels while managing our way through COVID.

Delivering on the increased demand and meeting the expectations of our customers placed huge burdens on our people. They had to manage disrupted supply chains and deal with the array of complexities and restrictions made necessary by the global pandemic. As a result of the extraordinary efforts of RWC people, we were able to deliver exceptionally strong revenue and earnings growth. Consequently, we achieved a record result for the Company.

Financial Performance

Reported sales were 15% higher than in 2020, but when adjusted for exchange rate movements sales were up 25% on the prior year in constant dollar terms.

Reported Net Profit after Tax ("NPAT") was $188 million for the year ended 30 June 2021, which was 111% higher than the prior year. NPAT after adjustment for one-off restructuring costs and certain tax accounting treatments was $211.9 million, an increase of over 60% over the same measure in the prior year.

This exceptionally strong result was driven primarily by growth in sales in each of our regions, coupled with tight cost control and quite remarkable execution.

On behalf of the Board, I congratulate the management team and everyone across the Company for delivering such an outstanding result. Meeting the significant increase in demand for our products while also delivering operational improvements during a global pandemic is an extraordinary achievement.

Cash Flow and Balance Sheet

A key feature of the result was our strong cash performance, with cash flow from operations up 20% to $334 million. This enabled a further reduction of $128.3 million in borrowings and a decrease in the ratio of net debt to EBITDA from 1.39 times to 0.51 times. We finished the year in a particularly strong financial position including headroom within our borrowing facilities of $583 million.

This strong financial position will enable us to fund the acquisition of EZ-FLO International with debt utilising headroom within RWC's existing syndicated facility agreement. Our Pro-forma leverage

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(Net Debt to Pro Forma EBITDA) following completion of the EZ-FLO acquisition is forecast to be 1.78 times, still comfortably within our target leverage range.

We have increased the syndicated bank debt facility by A$100 million to A$850 million, with the additional tranche having a maturity date of 30 September 2023. As a result, we expect to have approximately US$127 million of undrawn committed borrowing facilities on completion of the EZ-FLO acquisition.

Capital Management

During the year we finalised a formal capital management framework, which sets out our investment priorities and our approach to funding and cash distributions.

Our first priority is to deliver strong financial returns, including margin expansion, through continuous improvement initiatives, whether that be procurement or manufacturing efficiencies. This is coupled with ensuring operating earnings are converted into cash flow and continuing to improve our returns on invested capital.

Our second focus is on value creation and supporting organic and inorganic growth opportunities. This includes ongoing investment in our manufacturing capabilities and selective expansion of capacity where this makes sense, as well as continuing to seek M&A opportunities such as EZ-FLO.

We aim to have a prudent level of gearing. We have settled on a target ratio of net debt to EBITDA in the range of 1.5 to 2.5 times. As a reminder, that ratio was 0.51 times as at the end of June, below the bottom of the range. The EZ-FLO acquisition moves the ratio back within the target range.

Dividends are our primary source of cash distribution to shareholders, and we have maintained a target pay-out ratio at between 40 and 60%. Beyond dividends, we will look at on-market share buybacks as a means of returning excess cash to shareholders to the extent that we have balance sheet capacity beyond funding our organic growth and any acquisitions we might have in our sights.

Heath will discuss the EZ-FLO International acquisition in more detail shortly. Importantly, the acquisition sits comfortably within our strategic and capital management frameworks. It has strong strategic linkages with our existing North American business activities and will expand our product range and end-customer base. From a financial perspective, we expect the investment in EZ-FLO to yield returns that exceed our cost of capital in our first year of ownership. We also expect EZ-FLO to deliver increasing returns on our investment as we realise revenue growth opportunities and cost synergies over the next several years.

Dividend

Consistent with the Capital Management framework, we declared total dividends for the year of 13 cents per share representing an earnings pay-out ratio of approximately 54% of Reported NPAT. With the strong earnings performance recorded in FY2021 we were able to substantially increase the dividend paid from last year, which was 7 cents per share, and also substantially higher than the 9 cents per share dividend declared in respect of the 2019 financial year.

Board composition

We have a standing policy of regularly reviewing the composition of the Board with the aim of strengthening our capacity by adding members with relevant skills and experience. We were pleased to welcome Darlene Knight to the Board in April as an independent director. Darlene's background has been with global manufacturing sector organisations where she held strategic and operations roles, including senior leadership roles in the US and China. With her experience in engineering, global manufacturing and quality, Darlene's appointment has further strengthened the Board's capacity.

Concurrent with Darlene's appointment, Ross Dobinson retired from the board after five years as a director, and I'd like to repeat here the Board's thanks to Ross for his contribution to the company over that time.

Darlene, along with Sharon McCrohan, is standing for election as director and they will each address you shortly in that regard.

Revised remuneration structure

During the year we completed a review of RWC's remuneration framework, the outcome of which is summarised in the Remuneration Report. Christine Bartlett who chairs the Nominations and Remuneration Committee will talk to this a little later in the meeting when we get to that specific agenda item. Before that, however, I did want to provide some context around the reasons for the review and the outcome.

The main purpose of the review was to enable us to implement a remuneration framework programme that is more closely aligned with current practices in the markets in which we compete for employees. We engaged external consultants to assist with the benchmarking analysis and design of the framework. The final design is largely US-referenced, reflecting the fact that well over half of RWC's executives are based in the US. Importantly the framework is performance-based, with incentive pay linked to operational performance and shareholder value creation.

The revised framework has now been implemented across all those in leadership roles for the FY2022 year, involving approximately 215 people. We strongly believe that this framework will position us to compete to attract and retain the best talent for RWC, and that it is aligned with shareholder expectations and clearly linked to shareholder returns.

Proxy voting data shows that our shareholders strongly endorse the new framework, with over 99% of proxy votes being directed to approve the remuneration report in which it is explained. This is very gratifying and reflects the quality of the work undertaken.

Social Impact Report

During the year we released our second social impact report. We reported particular progress in two areas. These were the development of a Diversity and Inclusion framework across the Company, and the development of a work plan with short and long-term goals to address modern slavery. The latter was covered in our first Modern Slavery Report which we released at the end of 2020.

Looking forward, a key priority this year is completing an analysis of our greenhouse gas emissions, and to establish emission reduction targets and an action plan to achieve them. We have engaged expert external assistance to help us complete this exercise and to develop strategies to enable us to meet the targets we set.

We are very conscious of the need to meet the expectations of investors and other stakeholders in reporting on a range of sustainability topics. We have made substantial progress over the past two years with increased disclosures and reporting, and the Board and management continue to be actively engaged in working through our sustainability priorities. We know that there is more work to be done, but at the same time we want to ensure that we focus on those areas of greatest relevance to the company, and that an appropriate level of resource is applied.

Looking Back at RWC's first 5 Years

Before handing over to Heath, I wanted to pause and reflect on RWC's first five years as a listed entity.

The company was listed on the ASX in April 2016, so this latest year represents our fifth full year.

From the end of our first full year (2017) until the end of last financial year, through a combination of organic growth and the acquisitions of HoldRite and John Guest, we achieved a 22% compound annual growth rate in sales.

And through strong execution we turned this into a 30% operating earnings growth rate and a 34% compounded growth rate in net earnings. EBITDA margin expanded from 20% to 26%.

Reflecting the expanded capital base following the share issue to fund the John Guest acquisition, earning per share growth was lower than absolute earnings measures, but still a very strong 21% compounded.

We're certainly pleased to have been able to more than double our annual net sales and triple our operating earnings and net earnings over this initial period.

Maybe even more importantly, though, as well as being larger, our business today is significantly more robust and diversified. The platforms we now have in our key markets provide us with even greater opportunities for further growth and expansion, and the investments we continue to make in people, systems and capacities give us confidence to pursue those opportunities

Ladies and gentlemen, thank you for your attention. Let me now hand you over to our Group CEO Heath Sharp.