FY23 Interim Results Presentation

20 February 2023

RELIANCE WORLDWIDE CORPORATION LIMITED
ABN 46 610 855 877

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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 accompanying Operating and Financial Review dated 20 February 2023. 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.

The information in this presentation remains subject to change without notice. Circumstances may change and the contents of this presentation may become outdated as a result.

This presentation forms part of a package of information about Reliance Worldwide Corporation Limited. It should be read in conjunction with the Appendix 4D, 31 December 2022 Interim Financial Report, Results Announcement, and Operating and Financial Review also released on 20 February 2023.

HY23 Overview

Results confirm resilience of RWC's end markets despite economic headwinds

- 20% constant currency sales growth including EZ-Flo
- Demand proved to be resilient despite challenging economic conditions
- Volumes up 11% including EZ-Flo, underlying volumes excluding EZ-Flo declined 2%
- Strength in volumes supported by relatively low-cost non-discretionary repair projects, augmented by backlog of remodel work
- Sequential operating margin improvement 2nd quarter over 1st quarter, margins still impacted by high input costs
- Continued delivery of EZ-Flo revenue growth and cost reduction synergies
- Significant improvement in operating cash flow generation up 57%, cash conversion of 76%
- Continued investment in manufacturing capability and new product initiatives

HY23 Financial Highlights

All figures in US$

Net sales
$601.3 million
+15% growth overall[1]
+20% constant currency growth

Adjusted EBITDA
$128.1 million
+2% on pcp
+8% on pcp in constant currency

Adjusted NPAT
$67.5 million
-10% on pcp

Operating cash flow
$94.3 million
+57% versus pcp
Cash conversion: 76%[2]

Net leverage ratio[3]
2.12x
Net debt $533.5 million
Total debt facilities: US$1,050 million

Interim Dividend
US4.5 cps
10% franked

[1] Growth rates expressed as change over comparative period for the six months ended 31 December 2021
[2] Cash generated from operations / Adjusted EBITDA
[3] Net Debt/12-month trailing EBITDA

HY23 Performance Summary

US$ million	HY22	HY23	% Change
Net Sales	**521.8**	**601.3**	**15%**
Adjusted EBITDA[1]	**125.5**	**128.1**	**2%**
Adjusted EBITDA margin (%)	*24.1%*	*21.3%*	*(280bps)*
Reported net profit before tax	**92.0**	**98.3**	**7%**
Adjusted EBIT[1]	**103.8**	**102.5**	**-1%**
Adjusted EBIT margin (%)	*19.9%*	*17.0%*	*(290bps)*
Reported NPAT	**63.7**	**66.6**	**5%**
Adjusted NPAT	**75.4**	**67.5**	**-10%**
Earnings per share (cps)	**8.1**	**8.5**	**5%**
Adjusted earnings per share (cps)	**9.6**	**8.6**	**-10%**
Cash flow from operations	**60.0**	**94.3**	**57%**

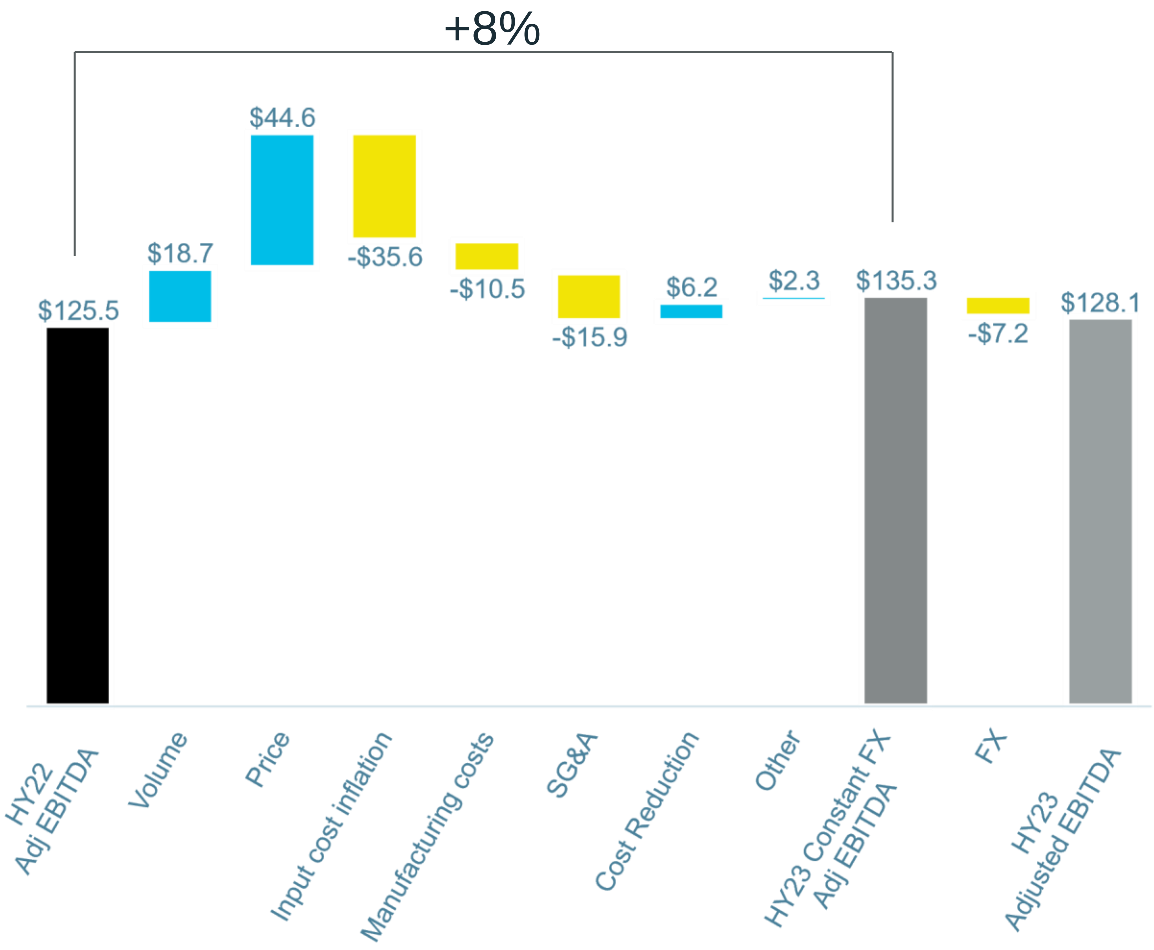
Commentary

- Constant currency sales growth of 20%
  - Constant currency sales growth of 6% excl. EZ-Flo
- Stronger US$ adversely impacted reported results from APAC and EMEA
- Price increases averaged 8.5% in the period versus pcp
- Volumes 2% lower (excluding EZ-Flo)
- Sequential margin improvement 2nd quarter over 1st quarter
- Adjusted EBITDA excludes:
  - (i) $15.0 million gain on UK property sale
  - (ii) One-off costs to achieve EZ-Flo cost reduction synergies ($3.8 million)
- Cash flow from operations up 57% on pcp, cash conversion of 76%

[1] EBITDA and EBIT adjustments for HY23 comprise one-off costs to achieve EZ-Flo cost reduction synergies ($3.8 million), and the gain on sale of a UK property ($15.0 million)

HY23 Adjusted EBITDA

Sequential quarterly margin improvement, trend expected to continue in 2nd half



Commentary

- Constant currency Adjusted EBITDA up 8%
- FX translation headwinds due to US$ strength vs A$ and £
- HY23 Adjusted EBITDA margin reflects higher cost inventory as a result of elevated input costs
  - Sales of lower cost inventory expected to positively impact margins in second half of FY23
- Higher SG&A costs mainly due to inclusion of EZ-Flo
- Cost reduction initiatives underway:
  - Continuous improvement initiatives on track to deliver $8.0m forecast cost savings in FY23
  - EZ-Flo cost synergy realisation on track to deliver $10m annualised cost savings by end of FY24
  - New cost reduction program expected to deliver $15m of annual cost savings from FY24 onwards

Segment results: Americas

Strong revenue and EBITDA growth from EZ-Flo acquisition

Americas

US$m	HY22	HY23	% Change
Net Sales	**333.6**	**427.3**	**28%**
Adjusted EBITDA[1, 2]	**56.9**	**71.6**	**26%**
Adjusted EBITDA margin (%)	*17.1%*	*16.8%*	*(30bps)*
Adjusted EBIT[1, 2]	**47.5**	**57.6**	**21%**
Adjusted EBIT margin (%)	*14.2%*	*13.5%*	*(70bps)*

[1] EBITDA and EBIT adjustments for HY23 comprise one-off costs to achieve EZ-Flo cost reduction synergies ($3.9 million)
[2] Prior to elimination of profits made on inventory sales between segments

Commentary

- Sales growth of 28% driven by EZ-Flo and price increases
- 6% sales growth excluding EZ-Flo
  - Growth in all product categories except FluidTech
  - FluidTech sales 23% lower - pcp sales strong due to reopening of commercial and hospitality sectors
- Volumes excluding EZ-Flo down 2% on pcp
- Adjusted EBITDA up 26%
- Sequential margin improvement 2nd quarter over 1st quarter
- EZ-Flo product growth and cost synergies delivered:
  - Expanded distribution for appliance connectors
  - Rationalisation of distribution centre network with 3 closed in the half, 1 more to close in February
- No material impact on earnings from US winter freeze in 1st half, and not expected to materially impact 2nd half

Segment results: Asia Pacific

Lower intercompany volumes impacted margins

Asia Pacific

A$m	HY22	HY23	% Change
Net Sales	**151.4**	**153.6**	**1%**
Adjusted EBITDA[1]	**32.4**	**28.4**	**-12%**
Adjusted EBITDA margin (%)	*21.4%*	*18.5%*	*(290bps)*
Adjusted EBIT[1]	**25.5**	**21.3**	**-16%**
Adjusted EBIT margin (%)	*16.8%*	*13.9%*	*(290bps)*

Commentary

- Sales growth of 1%
  - External sales up 2%
- Continued strong volumes in Australia driven by repair and remodelling and new construction activity
- Lower sales in China and Korea
- Lower intercompany volumes
- Adjusted EBITDA down 13% due to lower volumes and higher raw material costs
- New housing commencements in 12 months to 30 Sept 2022 declined 8%[2]

[1] Prior to elimination of profits made on inventory sales between segments
[2] Source: Australian Bureau of Statistics

Segment results: EMEA

UK sales up 10% on pcp, Continental Europe in line with pcp

EMEA

£m	HY22	HY23	% Change
Net Sales	**105.9**	**108.7**	**3%**
Adjusted EBITDA[1, 2]	**34.8**	**34.7**	**0%**
Adjusted EBITDA margin (%)	*32.9%*	*31.9%*	*(100bps)*
Adjusted EBIT[1, 2]	**30.0**	**29.3**	**-2%**
Adjusted EBIT margin (%)	*28.3%*	*27.0%*	*(130bps)*

[1] EBITDA and EBIT adjustments for HY23 comprise $15.0 million gain on sale of surplus UK property
[2] Prior to elimination of profits made on inventory sales between segments

Commentary

- EMEA external sales up 6% on pcp in local currency
  - UK external sales up 10% on pcp mainly driven by higher prices with volumes stable
  - Continental Europe sales in line with pcp, lower volumes offset by price increases
- Intercompany sales down 24% mainly due to lower FluidTech sales to Americas
- Adjusted EBITDA in line with pcp
- Adjusted EBITDA margin down due to:
  - Lower FluidTech volumes
  - Higher input costs

Cash flow from operations up 57%

Cash flow performance

US$m	HY22	HY23
Reported EBITDA[1]	119.6	124.3
Changes in working capital	(59.6)	(30.0)
Cash flow from operations	**60.0**	**94.3**
Operating cash flow conversion	***50%***	***76%***

Net working capital

US$m	HY22	HY23
Trade and other receivables	237.6	243.7
Inventories	315.8	344.8
Trade and other payables	(186.7)	(172.0)
Net working capital	**366.8**	**416.5**

Commentary

- Cash flow from operations up 57%, working capital growth lower than pcp
- Operating cash flow conversion 76%
- Higher inventory levels due to:
  - Buffer stock to ensure continuity of supply to key channel partners
  - Normal seasonality ahead of US winter
  - Inventory build-up ahead of new product launch
- Targeting inventory reductions in second half of FY23

[1] HY23 Reported EBITDA excludes the $15.0 million gain on sale of surplus UK property for the purposes of calculating operating cash flow conversion.

Net debt reduced by $17.6m in the half

Debt metrics

US$m	31-Dec-21	31-Dec-22
Cash and cash equivalents	26.4	34.9
Gross debt	571.7	568.4
Net debt[1]	**545.3**	**533.5**
Net debt / EBITDA[2]	1.97x	2.12x

Commentary

- Net debt decreased by $17.6m since 30 June 22
- Total committed debt facilities of $1,050M:
  - Unutilised committed facilities of $527m
  - Weighted average debt maturity: 4.6 years
- 44% of debt is at fixed interest rates

Capex

US$m	HY22	HY23	FY23 Forecast
Growth	19.9	14.4	-
Maintenance	7.4	7.4	-
Total	**27.3**	**21.8**	**55-60**
% of Sales	5.2%	3.6%	-

- FY23 projects include:
  - Completion of capacity expansion in all regions
  - Investment in new product manufacturing capability

[1] Net debt excludes lease liabilities
[2] Net Debt/12-month trailing EBITDA

Outlook for FY 2023[1]

RWC is well positioned…

- RWC's exposure globally is predominantly to the less cyclical R&R sector - our products feature in both non-discretionary repair projects and discretionary remodelling
- RWC's brands are widely recognised "go to" products for repair work
- **Improving operating margins:** lower input costs and cost savings are expected to drive margin improvement in 2nd half
- **Stronger operating cash flow:** cash conversion is expected to increase to target levels as inventory levels reduce

…in an uncertain economic environment

- Uncertain economic outlook: rising interest rates and continued inflationary pressures are impacting consumer confidence
- **Americas Outlook:** Underlying volumes in 2nd half expected to be lower as demand has retreated slightly from the Covid peak
- **Asia Pacific Outlook:** Lower new dwelling commencements may adversely impact volumes in the 2nd half
- **EMEA Outlook:** Weaker UK economy could impact volumes, Continental Europe volumes expected to be lower than pcp, consistent with 1st half

[1] Key assumptions for FY23 are set out in the Operating and Financial Review dated 20 February 2023

Management priorities for 2023

Managing the near term while preparing for long term growth

- Managing pricing: current pricing reflects current cost environment but will be monitored and adjusted as necessary
- Executing on cost reduction initiatives:
    - Continuous improvement initiatives: $8m forecast cost savings in FY23
    - EZ-Flo cost synergy realisation: on track to deliver $10m annualised cost savings by end of FY24
    - New cost reduction program: targeting $15m in cost savings from FY24 onwards
- Operating margin improvement in 2nd half of FY23
- Operating cash flow conversion: key area of focus, to be driven by inventory optimisation program
- New products:
    - Ongoing incremental product releases
    - New product announcement on 28 March 2023
- Pursue delivery of ESG objectives: GHG scope 1 & 2 emissions reduction, Health and Safety, Diversity and Inclusion
- Business structure: rightsizing organisation structure for the near term while positioning for long term growth

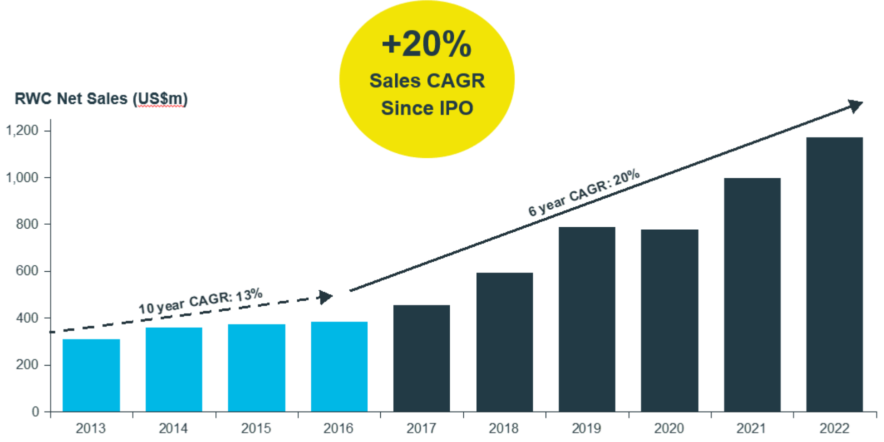
RWC

Plumbing matters. We make it better.

Appendix

RWC is a global growth-orientated building products company with defensive end-market exposures

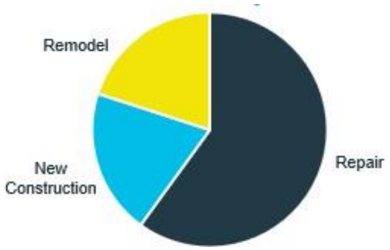
Global plumbing solutions in a large and growing market



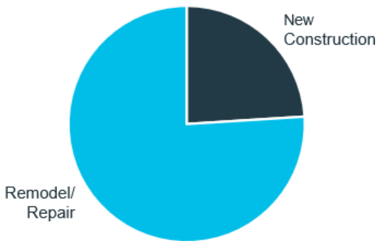
Portfolio of plumbing solutions underpinned by in-house R&D

Track record of creating value from M&A

Resilient earnings profile due to R&R exposure



Americas end-market exposure



EMEA end-market exposure

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

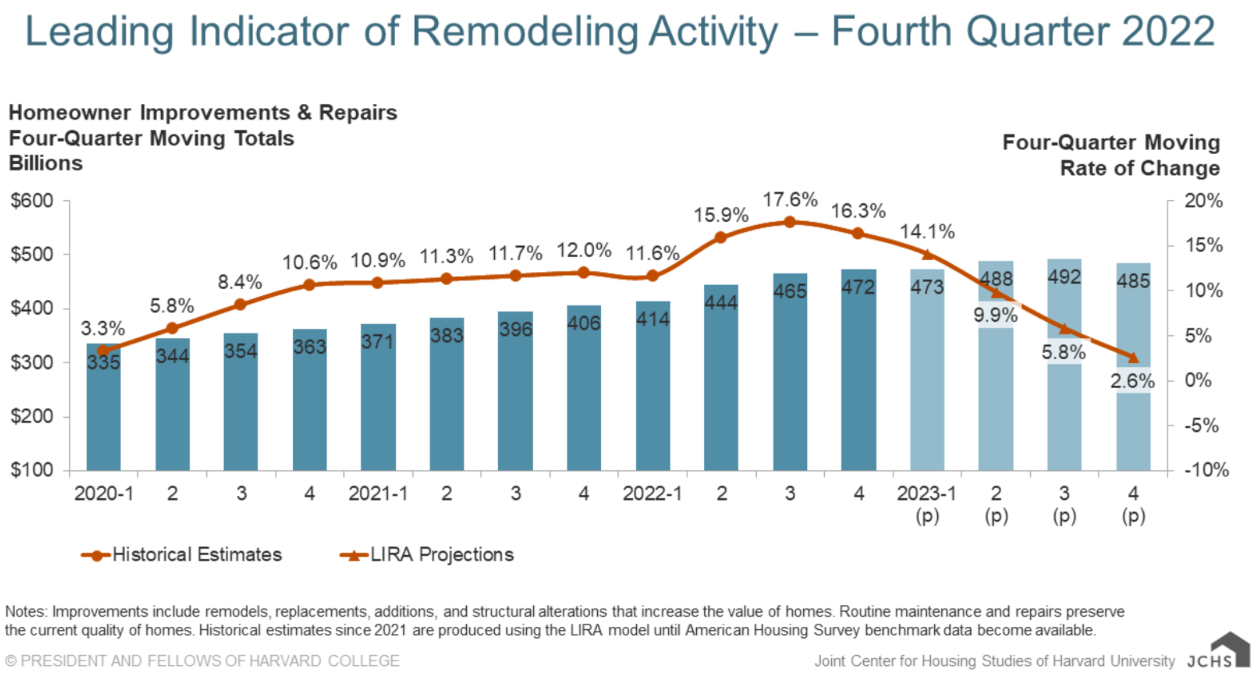
Premium quality products and unrivalled operational efficiency delivering margin growth.

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

Segment performance drivers: Americas

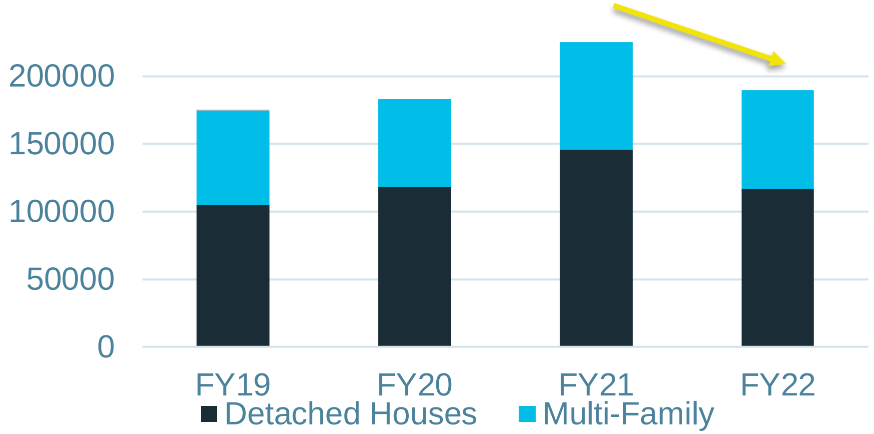


LIRA inputs and outputs are nominal
(i.e. not inflation adjusted)

Key indicators:
- Leading Indicator of Remodelling Activity (LIRA)
- Home value trends: R&R activity tends to track home values over time
- New housing permits and commencements
- Household formations
- Activity in sales of existing homes

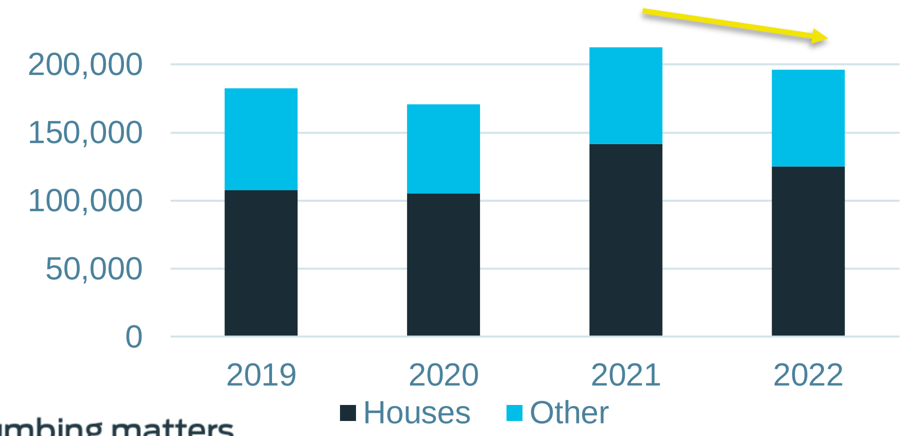
Segment performance drivers: Asia Pacific

Australian Residential Approvals[1]



16% drop in annual housing approvals in 12 months to 31 December 2022

Australian New Dwelling Commencements[1,2]



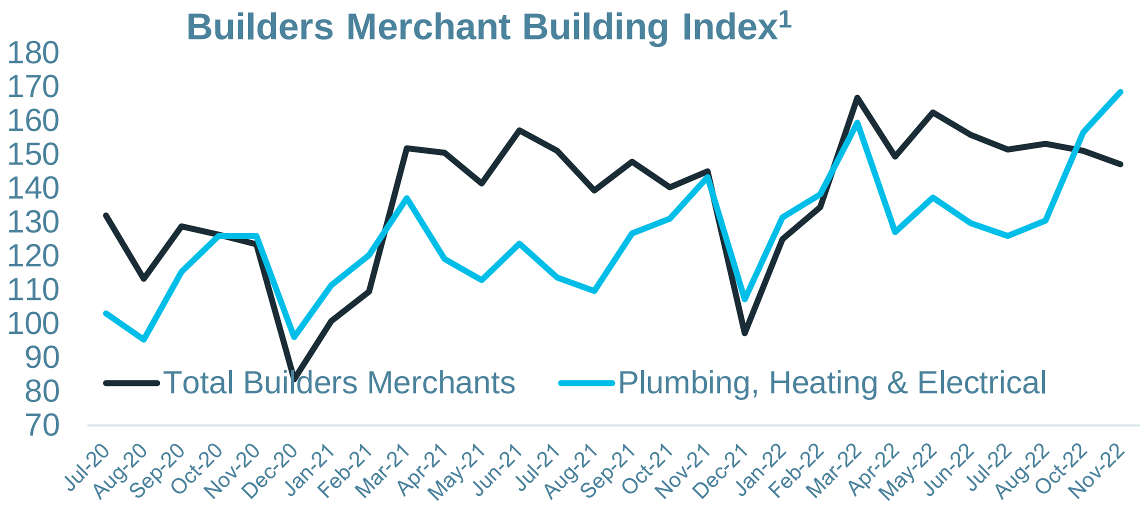
8% decrease in new housing commencements in 12 months to 30 September 2022

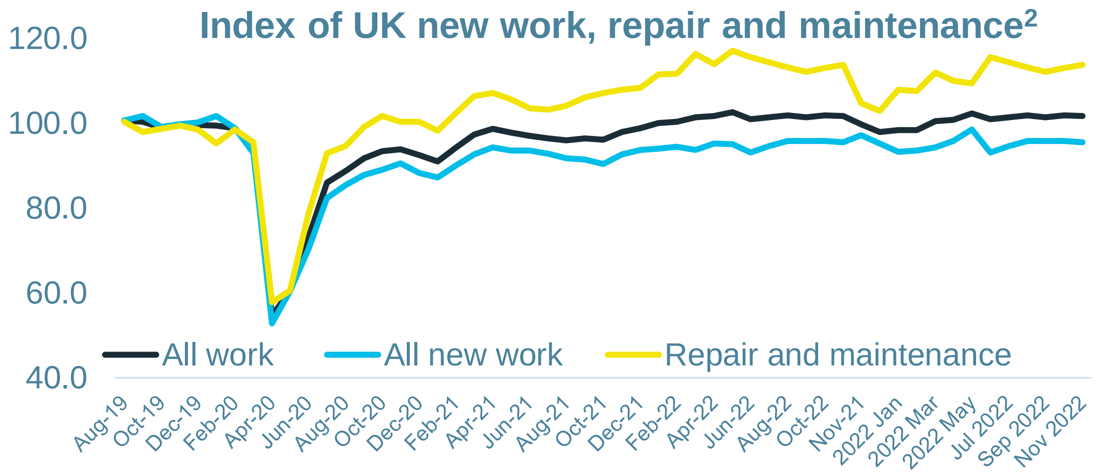
Key indicators:

- Multi-family and stand alone residential approvals
- New housing commencements
- Residential construction drivers: unemployment, government stimulus measures, net migration levels, foreign student enrolments, returning expatriates

[1] Source: Australian Bureau of Statistics: total number of dwelling units, all sectors, seasonally adjusted
[2] 12 months ended 30 September

Segment performance drivers: EMEA





Key indicators:

- UK repair and maintenance activity statistics
- Sales performance of UK distributors
- British Merchants Federation sales trends

[1] Source: Builders Merchant Building Index
[2] Source: UK Office of National Statistics

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**
• 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:** • Americas • APAC • EMEA	**Ongoing investment in:** • capacity expansion • core new product development **Ongoing assessment of operational footprint and supply chain optimisation**	**M&A aligned with strategy:** • 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