ANNUAL MEETING OF STOCKHOLDERS
OF
RELIANCE, INC.

MAY 20, 2026

RULES OF CONDUCT

Welcome to the 2026 Annual Meeting of Stockholders of Reliance, Inc. (the "***Company***"). In fairness to all stockholders attending the meeting and in the interest of having a fair, informative, orderly and constructive meeting, the following rules of conduct (the "***Rules***") will apply:

1. The only business to be conducted at the meeting are the matters set forth in the Notice of Annual Meeting of Stockholders dated April 2, 2026.

2. Only holders of record of the Company's common stock on March 27, 2026, or persons holding proxies from such stockholders, and other persons invited to the meeting by the Board of Directors or management of the Company shall be admitted to the meeting. To vote or submit questions, you should login as a stockholder by entering the control number you received with your proxy materials. Stockholders may vote until the polls close. If you voted your shares prior to the start of the meeting, your vote has been received by the Company's inspector of elections and there is no need to vote those shares during the meeting, unless you wish to change or revoke your vote.

3. At the conclusion of the formal business of the meeting, there will be a brief question and answer session, and the Company will address appropriate questions received from stockholders regarding the Company. Such questions may be submitted in the field provided in the web portal. To allow the Company to answer questions from as many stockholders as possible, each stockholder is limited to posing two questions.

4. Stockholder questions or remarks must be relevant to the meeting, pertinent to matters properly before the meeting, and briefly stated with a time limit of two minutes. The meeting is not to be used as a forum to present general economic, political or other views that are not directly related to the business of the Company.

5. If there is any matter that is of individual concern to a stockholder and that is not appropriate for general discussion, please defer discussion of such matter until after the meeting. At that or some other mutually convenient time, an officer of the Company will be available to meet with individual stockholders to discuss such matters.

6. The Company does not intend to address questions that:

    - do no relate to the business of the Company or the matters being voted upon at the meeting;
    - relate to personal grievances;
    - contain derogatory references to individuals or are otherwise in bad taste;
    - relate to personnel matters such as layoff, termination, demotion, retirement, workforce reductions, or requests for employment;
    - are repetitious or that have already been addressed;
    - are a matter of individual concern and not a matter of interest to stockholders generally; or
    - are not otherwise suitable for address at the meeting as determined by the chairman of the meeting (the "***Chairman***") in his reasonable judgment.

7. The use of any audio or video recording equipment is prohibited without the express written permission of the Company.

8. The Chairman shall have the authority necessary to preside over the meeting and may make any and all determinations with respect to the conduct of the meeting and procedures to be followed during the meeting.

9. In the event of a technical malfunction, disorder or significant problem that disrupts the Annual Meeting, the Chairman may adjourn, recess or expedite the meeting, or take such other action that the Chairman determines is appropriate in light of the circumstances.

10. The violation of these Rules will be considered cause for expulsion from the meeting.

Thank you for your cooperation.