

ASX Announcement

20 October 2025

2025 Annual General Meeting

Reece Group will hold its 2025 Annual General Meeting (AGM) online on Friday 21 November 2025, at 10:00am (AEDT).

Attached for release is the 2025 AGM Notice of Meeting and proxy form sent to shareholders today.

Information on how to participate in the AGM is set out in the Notice of Meeting, including how to vote and ask questions.

For further information contact:

Georgina Freeman
Investor Relations
Reece Group
E: georgina.freeman@reece.com.au
T: 0401 684 722

Kristene Reynolds
Media enquiries
Reece Group
E: kristene.reynolds@reece.com.au
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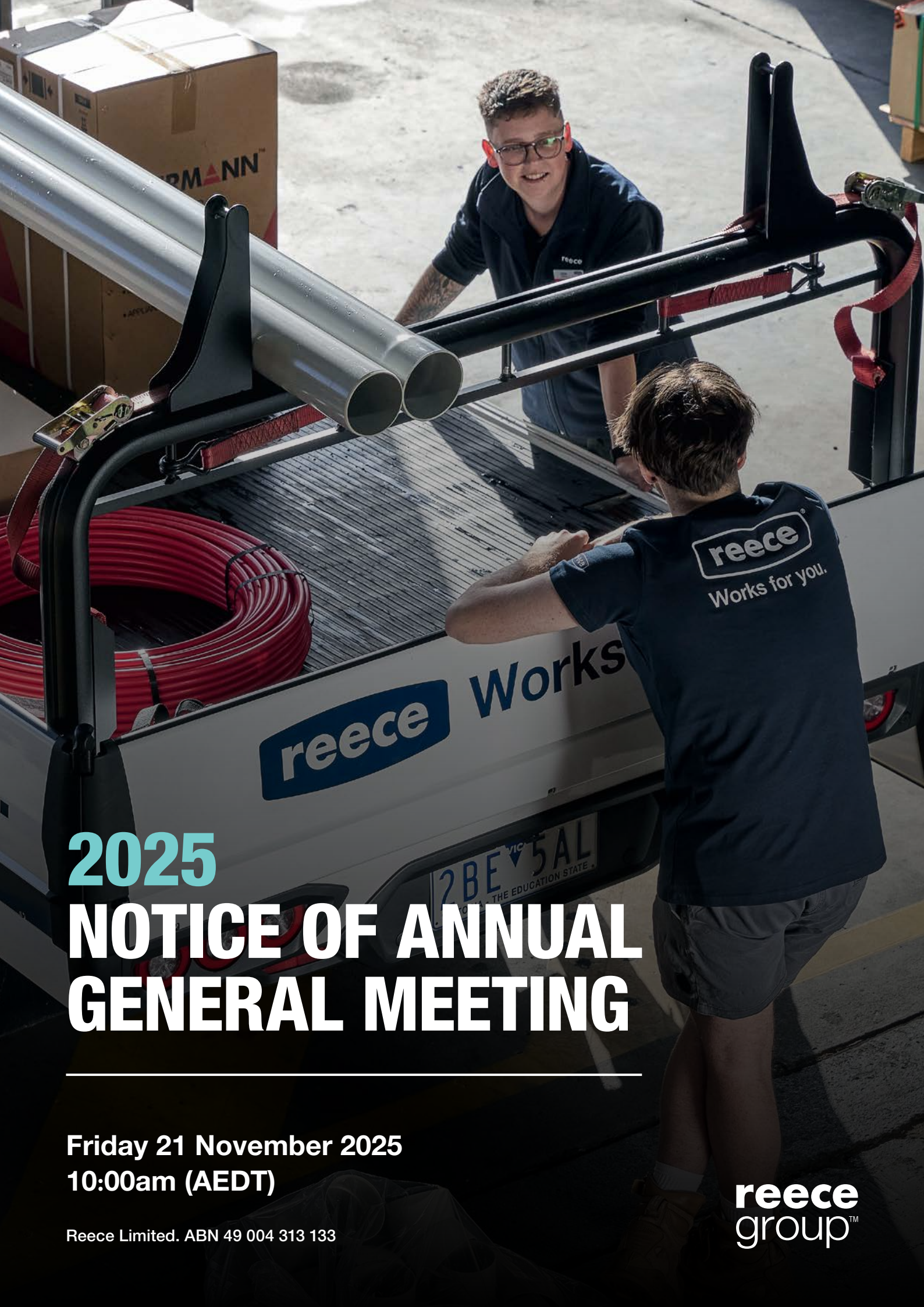
This announcement has been authorised by Chantelle Duffy, Company Secretary at the direction of the Reece Limited Board.

About the Reece Group

Reece Group is a leading distributor of plumbing, waterworks and HVAC-R products to commercial and residential customers through more than 900 branches in Australia, New Zealand and the United States.

Established in 1920 and listed on the Australian Securities Exchange (ASX: REH), Reece Group has approximately 9,000 employees who are focused on building a better world for our customers by being our best.

For further information on Reece Group and its portfolio of businesses please visit group.reece.com/au.



2025 NOTICE OF ANNUAL GENERAL MEETING

**Friday 21 November 2025
10:00am (AEDT)**

Reece Limited. ABN 49 004 313 133

reece
group™

20 October 2025

Dear shareholders,

On behalf of the Board, I invite you to join the 2025 Annual General Meeting (“AGM”) of Reece Limited (“Reece” or “the Company”).

The AGM will be held online at <https://meetnow.global/MN6UAG7> on Friday 21 November 2025 at 10:00am (AEDT).

The Notice of Meeting for the AGM can be viewed and downloaded at:
<https://group.reece.com/investors/shareholder-information>

The format of the AGM will be:

- Chairman & CEO introduction and address
- Presentation from the Group President and Managing Director
- Questions and discussion, and voting on the resolutions
- Any other shareholder questions

At our 2024 AGM, just over 34% of votes cast (representing approximately 9.2%¹ of all shareholders) were against the FY24 Remuneration Report and, as a result, Reece incurred a ‘first strike’. We have taken the first strike seriously and our response to the first strike is outlined in the FY25 Remuneration Report. In accordance with the Corporations Act, if Reece receives a ‘second strike’ at the AGM against the FY25 Remuneration Report, a separate resolution must be put to shareholders at the 2025 AGM asking if shareholders wish to hold an extraordinary general meeting to vote on a spill resolution (“Spill Meeting”). The details of what this means are explained in this Notice of Meeting.

For further details in relation to each of the resolutions proposed to be put at the AGM, please refer to the Explanatory Notes to the Notice of Meeting. All shareholders should read this material carefully before voting on the proposed resolutions. A copy of the FY25 Annual Report is available on our website at group.reece.com/investors.

The Directors encourage shareholders to participate in the AGM via the online platform where voting will be available during the meeting, or shareholders may alternatively lodge a proxy ahead of the meeting and view the AGM via the live webcast. If you are unable to attend the meeting online, please lodge your vote at investorvote.com.au or use the attached Proxy Form.

If you attend the meeting, you will have an opportunity during the event to ask questions. If you would like to ask any questions prior to the meeting, please submit these to Georgina Freeman, Investor Relations georgina.freeman@reece.com.au by Friday 14 November 2025.

On behalf of the Board, I look forward to your participation at our 2025 AGM and thank you for your continued support.

Yours sincerely



Peter Wilson
Chairman & Chief Executive Officer

¹ Total shareholders including aggregated Wilson holding.

PARTICIPATING IN A VIRTUAL AGM

The AGM will be a virtual meeting held in accordance with the Company's Constitution and the *Corporations Act 2001* (Cth) (the "Corporations Act").

How to attend, register and participate in the AGM

Your participation in the AGM is important to us. Shareholders can participate virtually in real-time, including asking questions and voting during the AGM.

Important information

To participate online, shareholders should register at <https://meetnow.global/MN6UAG7> at least 15 minutes before the meeting commences.

To log in, you must have the following information

Shareholders enter your SRN or HIN and the postcode (or country for overseas shareholders) of your registered address.



Vote

- Shareholders (including proxyholders, attorneys and body corporate representatives) can vote online through the online portal at any time from the commencement of the AGM until the Chair announces that voting has closed.
- Once logged in, shareholders can access the voting screen by selecting the 'Vote' icon.



Q & A

- To ask a question, select the 'Q&A' icon and select the topic your question relates to. Type the question into the chat box at the bottom of the screen and press 'Send'.
- To ask an audio question, follow the instructions in the virtual meeting platform.

Further information regarding attending and participating in the 2025 AGM is available at <https://group.reece.com/investors/shareholder-information>.

How to submit your vote in advance of the meeting

Shareholders may also appoint a proxy to vote on their behalf through the online voting website investorvote.com.au.

Proxy votes must be received by 10:00am (AEDT) Wednesday 19 November 2025

Instructions on how to appoint a proxy are available at investorvote.com.au and under "Notes relating to proxies" on page 12 of this Notice.

If it becomes necessary to give further updates about the AGM, information will be lodged with the ASX and posted on our website at group.reece.com/investors.

A hardcopy of the Notice of Meeting and the FY25 Annual Report can be obtained by contacting Computershare on 1300 850 505 (within Australia) or +61 3 9415 4000 (outside Australia). The FY25 Annual Report is also available online group.reece.com/investors. The Remuneration Report can be found from page 42- 63 of the FY25 Annual Report.

For further details in relation to each of the resolutions proposed to be put at the AGM, please refer to the Explanatory Notes to the Notice of Meeting. All shareholders should read this material carefully before voting on the proposed resolutions.

NOTICE OF MEETING

The seventy-second Annual General Meeting of the Company will be held virtually via an online platform provided by Reece's share registrar, Computershare.

Date: Friday, 21 November 2025

Time: 10:00am (AEDT)

Online: <https://meetnow.global/MN6UAG7>

Items of Business

Item 1. Financial statements

To receive and consider the financial statements for the Company and its controlled entities, together with the Directors' Report and Independent Auditor's Report thereon, for the year ended 30 June 2025.

Items 2 – 7. Election and re-election of Board endorsed Directors

To consider and, if thought fit, pass the following resolutions as separate ordinary resolutions:

Item 2. "To elect Angela Mentis as a Director of the Company"

Item 3. "To elect Gavin Street as a Director of the Company"

Item 4. "To elect Jacqueline Chow as a Director of the Company"

Item 5. "To re-elect Andrew Wilson as a Director of the Company"

Item 6. "To re-elect Bruce C. Wilson as a Director of the Company"

Item 7. "To re-elect Sasha Nikolic as a Director of the Company"

Details of the qualifications, skills and experience of each Director are set out in the Explanatory Notes.

Item 8. Election of non-Board endorsed Director candidate – Stephen Mayne

"To elect Stephen Mayne as a Director of the Company, with effect from the date all necessary regulatory approvals are received by the Company."

Details regarding Stephen Mayne's candidacy are set out in the Explanatory Notes.

Item 9. Adoption of the Remuneration Report

To consider and, if thought fit, to pass the following resolution as an ordinary resolution:

"That the Remuneration Report for the financial year ended 30 June 2025, as set out in the Directors' Report, be adopted."

The vote on this item is advisory only and does not bind the Company or its Directors.

Voting note: Voting exclusions apply to this resolution. See page 11 for further information.

Item 10. Conditional Spill Resolution

Subject to, and conditional on 25% or more of the votes validly cast on the Remuneration Report for the year ended 30 June 2025 (Item 9) being cast against that Item, to hold an extraordinary general meeting (Spill Meeting) within 90 days of passing this resolution, at which:

- (a) all of the Directors in office when the resolution to approve the Directors' Report for the financial year ended 30 June 2025 was passed and who remain in office at the time of the Spill Meeting (other than the Chairman & CEO), cease to hold office immediately before the end of the Spill Meeting; and
- (b) resolutions to appoint persons to office that will be vacated immediately before the end of the Spill Meeting are put to the vote at the Spill Meeting.

Voting note: Voting exclusions apply to this resolution. See page 11 for further information.

This resolution will only be put to the 2025 AGM if at least 25% of the votes validly cast on the resolution proposed in Item 9 are against that resolution.

If you do not want a Spill Meeting to take place, you should vote 'against' Item 10. If you want a Spill Meeting to take place, you should vote 'for' Item 10.

In practice, passing this resolution would mean that each Director, other than the Chairman & CEO, needs to stand for re-election at the Spill Meeting if they wish to continue to be a Director of Reece.

By Order of the Board

Chantelle Duffy
Company Secretary
20 October 2025

EXPLANATORY NOTES

Item 1: Financial Statements

The laws in Australia require Directors to lay before the AGM the financial statements for the Company and its controlled entities, together with the associated Directors' Report and Independent Auditor's Report, for the year ended 30 June 2025.

This item does not require a formal resolution to be put to the AGM. However, shareholders will be given reasonable opportunity to submit questions about, or make comments on, the reports and the management of the Company. Shareholders will also be given a reasonable opportunity to ask questions of a representative of the Company's auditor, KPMG, relevant to the conduct of the audit, the independence of the auditor, the preparation and content of the auditor's report and the accounting policies adopted by the Company in relation to the preparation of the financial statements.

Shareholders can access a copy of the Company's 2025 annual report at group.reece.com/investors.

Items 2 - 7: Election and re-election of Board endorsed Directors

Each election and re-election will be conducted as a separate ordinary resolution. Under the Company's Constitution, Directors are required to retire, and may seek re-election, every three years. However, the Board has adopted a policy pursuant to which all Directors will seek re-election annually, unless excluded by the Constitution and/ or ASX Listing Rules.

All current Directors are retiring and present themselves for re-election, with the exception of Peter Wilson, Chairman & CEO and the Managing Director appointed by the Board. Angela, Gavin and Jacqueline, who have been appointed as Directors since the last AGM (and following appropriate background checks, including criminal, bankruptcy, education, qualifications and media checks), present themselves for election for the first time in accordance with rule 14.4 (a) of the Company's Constitution.

The Board considers that each Director seeking election and re-election makes a valuable contribution to the Board and is committed to fulfilling their duties as a Director of the Company. Further, the Board considers that, as a whole, it has an appropriate mix of skills, experience, tenure and diversity to operate effectively. The Company Constitution and ASX Listing Rules require the election and re-election of Directors to be approved by shareholders, the details of each candidate are set out below.

The Board recommends that shareholders vote in favour of the resolutions for Items 2 – 7 to elect and re-elect the Board endorsed candidates noted below (with each candidate recusing themselves from making a recommendation in relation to their own election or re-election, as applicable).

Item 2: Election of Angela Mentis



B.Bus (University of Technology, Sydney), GAICD
Senior Fellow of FINSIA,
Graduate of FINSIA Career
Qualified in Banking

Appointment

Independent Non-executive
Director, appointed 1
November 2024.

Member of Audit and Risk
Committee
Member of the Remuneration
Committee.

Skills and experience

Angela Mentis has more than 30
years' experience as an
Executive in the financial
services industry, across
Australia, New Zealand, Asia,
the United Kingdom and the
United States of America.

Angela's executive roles at
National Australia Bank
between 2014-2023 included
Chief Digital, Data and Analytics
Officer, Chief Executive Officer
of Bank of New Zealand and
Chief Customer Officer of the
Business and Private Bank.

Angela brings strategic expertise
in large scale customer and
culture transformations, with a
focus on digital, data,
technology, innovation, people
and culture.

Current Appointments

Director and Chair of the Audit,
Risk and Compliance Committee
at FirstCape Group Limited (NZ).

Item 3: Election of Gavin Street



B.Bus, B.Comp (Monash), CPA

Appointment

Independent Non-executive
Director, appointed 1 February
2025.

Audit and Risk Committee Chair
Acting Chair of the Remuneration
Committee (1 July 2025 – 30
October 2025).

Skills and experience

Gavin Street has more than 30
years' experience in finance,
business and trade distribution,
as well as expertise in customer
and employee engagement.

Gavin has held leadership roles
at Reece from 2008 to 2021,
including CEO of Reece Australia
and New Zealand, Group Chief
Financial Officer, Company
Secretary and Chief Technology
Officer.

Gavin was the Chief Executive
Officer at Lawrence & Hanson
Australia and is currently the
Chief Commercial Officer and
CEO & Managing Director-
designate (from 1 January 2026)
of Vulcan Steel Limited,
responsible for the company's
customer engagement and
business strategy.

Current Appointments

No other directorships of listed
companies were held at any time
during the last three years.

Item 4: Election of Jacqueline Chow



MBA (Northwestern University,
Chicago), BSc (Hons) (University of
NSW), FAICD

Appointment

Independent Non-executive
Director, appointed 1 November
2025.

Chair of the Remuneration
Committee.

Skills and experience

Jacqueline brings over 20 years of
corporate leadership experience,
having held both Executive and
Non-executive roles in general
management, strategy, marketing
and technology across a diverse
range of sectors, including
industrial, retail,
telecommunications and financial
services.

Jacqueline has significant global
experience driving strategic growth
and innovation across customer
and consumer brands such as
Fonterra, Campbell Arnott's and
the Kellogg Company.

She was previously Deputy Chair of
Global Dairy Platform and a
Director of Fisher & Paykel
Appliances in New Zealand, Dairy
Partners Americas, the Riddet
Institute (Massey University NZ)
and The Arnott's Foundation.

Current Appointments

Non-Executive Director of Coles
Group Limited, nib Holdings and
Charter Hall Group.

Item 5 Re-election of Andrew Wilson



B.Bus (RMIT), ACMA/CGMA, GAICD

Appointment

Non-executive Director, since August 2018.

Member of Audit and Risk Committee.

Skills and experience

Andrew Wilson has more than 25 years of experience in investment management and finance with leading national and multi-national companies. Andrew has held senior roles in the fields of audit, risk management, tax and treasury.

Current Appointments

No other directorships of listed companies were held at any time during the three years prior to 30 June 2025.

Item 6 Re-election of Bruce C. Wilson



B.Com (La Trobe)

Appointment

Non-executive Director, since September 2016.

Member of the Remuneration Committee.

Skills and experience

Bruce Wilson has over 20 years of experience in the plumbing industry managing Wilson Sheet Metals, a manufacturer of quality rainwater products and accessories for trade customers.

Current Appointments

No other directorships of listed companies were held at any time during the three years prior to 30 June 2025.

Item 7 Re-election of Sasa (Sasha) Nikolic



B.Com, MBA (MBS), Harvard Authentic Leadership Program

Appointment

Group President and Managing Director (MD) since July 2024.

Skills and experience

Sasha Nikolic has more than 20 years' experience in finance, business and trade distribution.

During his career at Reece, he has held leadership roles in both Australia and New Zealand including Operations Leader for Actrol and Chief Financial Officer of Reece Limited.

Sasha has led strategic acquisitions – including the Actrol business in Australia and MORSCO in the US. Most recently, Sasha served as CEO of the Reece USA business from 2019 – 2024. During this time in the US he successfully led the integration of the MORSCO business, and the Reece brand rollout.

Current Appointments

No other directorships of listed companies were held at any time during the three years prior to 30 June 2025.

Item 8: Election of non-Board endorsed Director candidate - Stephen Mayne

Stephen Mayne, an external non-Board endorsed candidate, has submitted himself for election as a Non-executive Director of the Company.

The Board has carefully considered his nomination in the context of the current Board composition, including the mix of skills, experience, and diversity already represented, as outlined in the Corporate Governance Statement. In its assessment, the Board reviewed Stephen's background and professional experience against the capabilities required to support the execution of Reece's strategy and long-term success.

Having regard to these matters and the best interests of the Company, the Board has determined not to support Stephen's appointment.

The following information was provided by Stephen Mayne and has not been independently verified by the Company nor does the Company make any representation as to its accuracy.

Stephen Mayne, 56. BCom (Melb). GAICD. Stephen is a Walkley Award-winning business journalist and Australia's best known retail shareholder advocate. He was the founder of www.crikey.com.au, publishes the corporate governance website www.maynereport.com, writes regular columns for The Intelligent Investor and co-hosts The Money Café podcast with Alan Kohler.

His direct governance experience includes 8 years as a City of Manningham councillor in Melbourne's eastern suburbs, a 4 year term (2012-2016) as a City of Melbourne councillor where he chaired the Finance and Governance committee and 5 years on the Australian Shareholders' Association board. He is well versed in public company governance having asked questions at more than 1100 ASX listed company AGMs since 1998 and contested for a public company board seat on more than 50 occasions, largely in order to highlight governance concerns or advocate for reforms.

Stephen nominated for the Reece board out of concern about the company's excessive secrecy, poor communications with shareholders, lack of independent directors, abandonment of the independent chair model, high recent turnover of independent directors and the 60% slump in the share price since September 2024. Stephen is the first person not endorsed by the controlling Wilson family to nominate for the Reece board since it listed in 1974. His candidacy is intended to provide a safe platform for shareholders to register their concerns and consequentially open opportunities for dialogue with company representatives about reforms whilst knowing that the controlling family will ensure his candidacy is unsuccessful. He can be contacted by email to Stephen@maynereport.com.

The Board unanimously recommends that shareholders vote against this resolution.

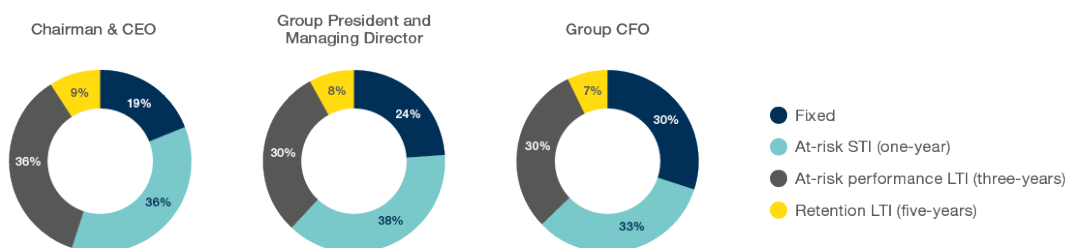
Item 9: Adoption of the Remuneration Report

Reece's remuneration strategy is designed to attract and retain top talent to deliver on long-term value creation. This performance-based approach reflects the Board's strong commitment to accountability, shareholder interests, and responsible governance.

The Chairman & CEO, Group President & Managing Director and Group CFO are rewarded based on a total reward framework comprising:

- **Fixed remuneration** to attract and retain high quality executives through market competitive and fair remuneration and with reference to market benchmarks.
- **Short term incentive (STI)** to ensure a portion of remuneration is variable and at-risk, linked to the delivery of agreed targets that support Reece's strategic priorities, noting that outcomes may fall below target or exceed the target amount when exceptional performance is achieved.
- **Long term incentive (LTI)** to align executive accountability and remuneration with long term strategic priorities and shareholder value creation.

FY25 remuneration mix



First Strike

At the 2024 AGM, we received our first strike on the Remuneration Report. This vote represented the views of a minority of shareholders, as the Wilson Family, who collectively held 67.1%² of shares (and are represented on the Board) were precluded from voting but are supportive of the remuneration framework.

Post the 2024 AGM, we have engaged with shareholders and proxy advisors to better understand their concerns and feedback. Our response to these concerns is set out on page 44 of the Remuneration Report which includes enhanced disclosures, expanded commentary and improved transparency.

FY25 Remuneration Outcomes

FY25 was marked by a challenging macroeconomic environment, with soft housing markets and affordability pressures impacting our sector.

The Board determined a STI for FY25 was appropriate based on performance against the balanced scorecard. While financial outcomes were below target, the Committee recognised the Executive team's execution of strategic priorities and their leadership through this challenging period.

- Chairman & CEO's STI was awarded 30% of the maximum outcome, down 52% from the prior year, while Group Executives were awarded 22% of the maximum outcome, down 57% from the prior year.
- Chairman & CEO's LTIs were assessed for vesting where:
 - The FY21 grant over the performance period from 1 July 2020 to 30 June 2025 vested at 89%.
 - The FY22 grant over the performance period 1 July 2021 to 30 June 2025 lapsed in full as thresholds were not met. The Group Executives were not participants of these grants.

The Legacy US Cash LTI Plan was established in connection with Reece's \$1.91 billion acquisition of MORSCO. This cash-based plan was designed to reward, retain, and motivate executives by aligning their performance with shareholder outcomes over a six-and-a-half-year period from 1 July 2018 to 31 December 2024. In FY25 the Plan vested at stretch, reflecting strong outperformance against targets and long-term value creation. Sasha Nikolic participated in this plan and received a final milestone cash payment of \$13,031,068.

The outcome of the vote on this item will determine if Item 10 will be put to the meeting.

During the AGM, there will be reasonable opportunity to ask questions about, or to make comments on, the Remuneration Report.

In accordance with section 250R(3) of the Corporations Act, the vote on this resolution is advisory only and will not bind the Directors or the Company. However, the Board will consider the outcome of the vote when reviewing the Company's remuneration policies and practices.

The Board unanimously recommend that shareholders vote in favour of this resolution.

² Aggregated Wilson Family holding as at 24 October 2024.

Item 10: Conditional Spill Motion

Item 10 is a conditional item of business subject to the result of Item 9. This Item will only be put to the 2025 AGM if at least 25% of the votes validly cast on Item 9 (to adopt the Remuneration Report) are cast against the resolution. If less than 25% of the votes validly cast on Item 9 are cast against the resolution, then there will be no second strike and this Item will not be put to the 2025 AGM.

If this Item is put to the 2025 AGM, shareholders will be asked to vote on whether an extraordinary general meeting known as a Spill Meeting should be convened. For this Item to be passed, an ordinary majority (more than 50%) of the votes validly cast on the resolution must be in favour of it.

If this Item is passed at the 2025 AGM, a Spill Meeting must be held within 90 days of the 2025 AGM. If a Spill Meeting is required, the date of the meeting will be notified to shareholders in due course.

If the Spill Meeting is held, all of the following Directors (being the Directors that approved the FY25 Remuneration Report) will cease to hold office immediately before the end of the Spill Meeting (unless they are re-elected at the Spill Meeting):

- Angela Mentis
- Gavin Street
- Andrew Wilson
- Bruce C. Wilson
- Sasha Nikolic

There is no assurance that all Directors will seek re-election at the Spill Meeting.

In accordance with the Corporations Act, ASX Listing Rules and Reece's Constitution, the Chairman & CEO, Peter Wilson, would not be required to stand for re-election as a Director, and would continue to hold office, at the Spill Meeting. Eligibility to stand for election or re-election at the Spill Meeting would be determined in accordance with the Company's Constitution.

The Board considers the following factors to be relevant to a shareholder's decision on how to vote on this Item:

- The Board has taken the first strike against the Remuneration Report seriously and engaged with shareholders and proxy advisors to understand their concerns and responded accordingly as set out at page 44 of the FY25 Remuneration Report.
- The Board has also evolved over the last 12 months with three new Director appointments since November 2024. We believe that the current Board has the skills and experience and remains best placed to receive shareholder feedback, act to address concerns and to represent all Reece shareholders.

For the reasons outlined, we do not believe that proceeding to a Spill Meeting would be in the best interests of Reece's shareholders. The Board considers that the remuneration outcomes delivered in FY25 appropriately rewarded management for the absolute and relative performance of the Company. We therefore encourage shareholders to support the Board's decisions in relation to remuneration of the management team. However, if shareholders do not support these decisions and vote in favour of this Item a Spill Meeting will be held.

The Board unanimously recommend that shareholders vote against this resolution.

ADDITIONAL INFORMATION

Voting Exclusions

Item 1: Financial statements

There are no voting restrictions on this item.

Items 2 to 7: Election and re-election of Board endorsed Directors

There are no voting restrictions on these items.

Item 8: Election of non-Board endorsed Director candidate

There are no voting restrictions on this item.

Item 9: Adoption of the Remuneration Report and Item 10: Conditional Spill Resolution

The Company will disregard any votes cast on the resolution proposed in Item 9 and Item 10 (it put to the meeting):

- by or on behalf of a member of the Company's KMP named in the Remuneration Report for the year ended 30 June 2025, or that KMP's closely related parties, regardless of the capacity in which the vote is cast; or
- as a proxy by a member of the Company's KMP at the date of the AGM, or that KMP's closely related parties,

unless the vote is cast as proxy for a person who is entitled to vote on this resolution:

- in accordance with the direction on the proxy appointment; or
- by the Chairman of the AGM in accordance with an express authorisation in the proxy form to exercise the proxy, even though this resolution is connected with the remuneration of the KMP.

Voting exclusion definitions

For the purposes of these voting exclusion statements:

- "Key Management Personnel" or "KMP" are the Directors and those other persons who have authority and responsibility for planning, directing and controlling the activities of the Company, either directly or indirectly, as listed in the Company's Remuneration Report; and
- A "closely related party" of a KMP means:
 - a spouse or child of a KMP;
 - a dependant of a KMP or of the spouse of a KMP; or
 - a company a KMP controls.

Undirected Proxies

Subject to applicable law, the Chairman of the AGM intends to vote all undirected proxies on and in favour of, all resolutions with the exception of:

- Items 8: Non-Board endorsed Director candidate – Stephen Mayne.
- Item 10: Conditional Spill Motion

Poll

The Chairman of the AGM will call a poll for all resolutions set out in this Notice of Meeting.

Entitlement to vote at the meeting

The Company has determined that, for the purposes of voting at the meeting, shares will be taken to be held by those persons recorded on the Company's **register at 7:00 PM (AEDT) on Wednesday 19 November 2025**.

Notes relating to proxies

1. A shareholder entitled to attend and vote at this meeting is entitled to appoint not more than two proxies (who need not be shareholders of the Company) to attend and vote in the shareholder's place. Where a shareholder appoints more than one representative, proxy or attorney, those appointees are entitled to vote on a poll.
2. A shareholder who appoints two proxies may specify a proportion or number of the shareholder's votes each proxy is appointed to exercise. A single proxy exercises all the shareholder's votes.
3. Proxy forms may be sent by mail or by fax to the Share Registry's office as follows:

By mail: Computershare Investor Services Pty Limited
GPO Box 242 Melbourne
Victoria, 3001, Australia

By fax: 1800 783 447 (within Australia)
+61 3 9473 2555 (outside Australia)
4. Proxy forms may also be **lodged online** by visiting investorvote.com.au
5. **Custodians may lodge** their proxy forms online by visiting intermediaryonline.com
6. For all enquiries call: 1300 850 505 (within Australia), +61 3 9415 4000 (outside Australia)

TO BE EFFECTIVE PROXY FORMS MUST BE RECEIVED BY 10.00 AM (AEDT) ON WEDNESDAY 19 NOVEMBER 2025.

For shareholders who have not elected to receive a hard copy of the Company's 2025 Annual Report, a copy can be viewed or downloaded from the Company's website at the following address group.reece.com/investors.



reece
group™

Need assistance?



Phone:
1300 850 505 (within Australia)
+61 3 9415 4000 (outside Australia)



Online:
www.investorcentre.com/contact

REH

MR SAM SAMPLE
FLAT 123
123 SAMPLE STREET
THE SAMPLE HILL
SAMPLE ESTATE
SAMPLEVILLE VIC 3030

Reece Limited Annual General Meeting

The Reece Limited Annual General Meeting will be held on Friday, 21 November 2025 at 10:00am (AEDT). You are encouraged to participate in the meeting using the following options:



MAKE YOUR VOTE COUNT

To lodge a proxy, access the Notice of Meeting and other meeting documentation visit www.investorvote.com.au and use the below information:



Control Number: 999999

SRN/HIN: I9999999999

PIN: 99999

For Intermediary Online subscribers (custodians) go to www.intermediaryonline.com

For your proxy appointment to be effective it must be received by 10:00am (AEDT) on Wednesday, 19 November 2025.



ATTENDING THE MEETING VIRTUALLY

To watch the webcast, ask questions and vote on the day of the meeting, please visit: <https://meetnow.global/MN6UAG7>

For instructions refer to the online user guide www.computershare.com.au/virtualmeetingguide

You may elect to receive meeting-related documents, or request a particular one, in electronic or physical form and may elect not to receive annual reports. To do so, contact Computershare.

REH

MR SAM SAMPLE
FLAT 123
123 SAMPLE STREET
THE SAMPLE HILL
SAMPLE ESTATE
SAMPLEVILLE VIC 3030

Need assistance?



Phone:
1300 850 505 (within Australia)
+61 3 9415 4000 (outside Australia)



Online:
www.investorcentre.com/contact



YOUR VOTE IS IMPORTANT

For your proxy appointment to be effective it must be received by **10:00am (AEDT) on Wednesday, 19 November 2025**

Proxy Form

How to Vote on Items of Business

All your securities will be voted in accordance with your directions.

APPOINTMENT OF PROXY

Voting 100% of your holding: Direct your proxy how to vote by marking one of the boxes opposite each item of business. If you do not mark a box your proxy may vote or abstain as they choose (to the extent permitted by law). If you mark more than one box on an item your vote will be invalid on that item.

Voting a portion of your holding: Indicate a portion of your voting rights by inserting the percentage or number of securities you wish to vote in the For, Against or Abstain box or boxes. The sum of the votes cast must not exceed your voting entitlement or 100%.

Appointing a second proxy: You are entitled to appoint up to two proxies to attend the meeting and vote on a poll. If you appoint two proxies you must specify the percentage of votes or number of securities for each proxy, otherwise each proxy may exercise half of the votes. When appointing a second proxy write both names and the percentage of votes or number of securities for each in Step 1 overleaf.

A proxy need not be a securityholder of the Company.

SIGNING INSTRUCTIONS FOR POSTAL FORMS

Individual: Where the holding is in one name, the securityholder must sign.

Joint Holding: Where the holding is in more than one name, all of the securityholders should sign.

Power of Attorney: If you have not already lodged the Power of Attorney with the registry, please attach a certified photocopy of the Power of Attorney to this form when you return it.

Companies: Where the company has a Sole Director who is also the Sole Company Secretary, this form must be signed by that person. If the company (pursuant to section 204A of the Corporations Act 2001) does not have a Company Secretary, a Sole Director can also sign alone. Otherwise this form must be signed by a Director jointly with either another Director or a Company Secretary. Please sign in the appropriate place to indicate the office held. Delete titles as applicable.

PARTICIPATING IN THE MEETING

Corporate Representative

If a representative of a corporate securityholder or proxy is to participate in the meeting you will need to provide the appropriate "Appointment of Corporate Representative". A form may be obtained from Computershare or online at www.investorcentre.com/au and select "Printable Forms".

Lodge your Proxy Form:

XX

Online:

Lodge your vote online at www.investorvote.com.au using your secure access information or use your mobile device to scan the personalised QR code.

Your secure access information is



Control Number: 999999
SRN/HIN: I999999999
PIN: 99999

For Intermediary Online subscribers (custodians) go to www.intermediaryonline.com

By Mail:

Computershare Investor Services Pty Limited
GPO Box 242
Melbourne VIC 3001
Australia

By Fax:

1800 783 447 within Australia or
+61 3 9473 2555 outside Australia



PLEASE NOTE: For security reasons it is important that you keep your SRN/HIN confidential.

You may elect to receive meeting-related documents, or request a particular one, in electronic or physical form and may elect not to receive annual reports. To do so, contact Computershare.

MR SAM SAMPLE
FLAT 123
123 SAMPLE STREET
THE SAMPLE HILL
SAMPLE ESTATE
SAMPLEVILLE VIC 3030

☐ **Change of address.** If incorrect, mark this box and make the correction in the space to the left. Securityholders sponsored by a broker (reference number commences with 'X') should advise your broker of any changes.



I 9999999999

I ND

Proxy Form

Please mark ☒ to indicate your directions

Step 1

Appoint a Proxy to Vote on Your Behalf

XX

I/We being a member/s of Reece Limited hereby appoint

☐ the Chairman of the Meeting

OR

PLEASE NOTE: Leave this box blank if you have selected the Chairman of the Meeting. Do not insert your own name(s).

or failing the individual or body corporate named, or if no individual or body corporate is named, the Chair of the Meeting, as my/our proxy to act generally at the meeting on my/our behalf and to vote in accordance with the following directions (or if no directions have been given, and to the extent permitted by law, as the proxy sees fit) at the Annual General Meeting of Reece Limited to be held as a virtual meeting on Friday, 21 November 2025 at 10:00am (AEDT) and at any adjournment or postponement of that meeting.

Chairman authorised to exercise undirected proxies on remuneration related resolutions: Where I/we have appointed the Chairman of the Meeting as my/our proxy (or the Chairman becomes my/our proxy by default), I/we expressly authorise the Chairman to exercise my/our proxy on Items 9 and 10 (except where I/we have indicated a different voting intention in step 2) even though Items 9 and 10 are connected directly or indirectly with the remuneration of a member of key management personnel, which includes the Chairman.

The Chairman of the Meeting intends to vote undirected proxies in favour of each Item of business with the exception of Item 10 where the Chairman of the Meeting intends to vote against.

Important Note: If the Chairman of the Meeting is (or becomes) your proxy you can direct the Chairman to vote for or against or abstain from voting on Items 9 and 10 by marking the appropriate box in step 2.

Step 2

Items of Business

PLEASE NOTE: If you mark the **Abstain** box for an item, you are directing your proxy not to vote on your behalf on a show of hands or a poll and your votes will not be counted in computing the required majority.

		Board Recommendation	For	Against	Abstain
Item 2	Election of Angela Mentis as a Director of the Company	For	☐	☐	☐
Item 3	Election of Gavin Street as a Director of the Company	For	☐	☐	☐
Item 4	Election of Jacqueline Chow as a Director of he Company	For	☐	☐	☐
Item 5	Re-election of Andrew Wilson as a Director of the Company	For	☐	☐	☐
Item 6	Re-election of Bruce C. Wilson as a Director of the Company	For	☐	☐	☐
Item 7	Re-election of Sasha Nikolic as a Director of the Company	For	☐	☐	☐
Item 8	Election of non-Board endorsed Director candidate – Stephen Mayne	Against	☐	☐	☐
Item 9	Adoption of the Remuneration Report	For	☐	☐	☐
Item 10	Conditional Spill Resolution	Against	☐	☐	☐

The Chairman of the Meeting intends to vote undirected proxies in favour of each item of business with the exception of Items 8 and 10 where the Chairman of the Meeting intends to vote against. In exceptional circumstances, the Chairman of the Meeting may change his/her voting intention on any resolution, in which case an ASX announcement will be made.

Step 3

Signature of Securityholder(s)

This section must be completed.

Individual or Securityholder 1

Sole Director & Sole Company Secretary

Securityholder 2

Director

Securityholder 3

Director/Company Secretary

/

/

Date

Update your communication details

(Optional)

Mobile Number

Email Address

By providing your email address, you consent to receive future Notice of Meeting & Proxy communications electronically

REHRM

MR RETURN SAMPLE
123 SAMPLE STREET
SAMPLE SUBURB
SAMPLETOWN VIC 3030

Dear Securityholder,

We have been trying to contact you in connection with your securityholding in Reece Limited. Unfortunately, our correspondence has been returned to us marked "Unknown at the current address". For security reasons we have flagged this against your securityholding which will exclude you from future mailings, other than notices of meeting.

Please note if you have previously elected to receive a hard copy Annual Report (including the financial report, directors' report and auditor's report) the dispatch of that report to you has been suspended but will be resumed on receipt of instructions from you to do so.

We value you as a securityholder and request that you supply your current address so that we can keep you informed about our Company. Where the correspondence has been returned to us in error we request that you advise us of this so that we may correct our records.

You are requested to include the following;

- > Securityholder Reference Number (SRN);
- > ASX trading code;
- > Name of company in which security is held;
- > Old address; and
- > New address.

Please ensure that the notification is signed by all holders and forwarded to our Share Registry at:

Computershare Investor Services Pty Limited
GPO Box 2975
Melbourne Victoria 3001
Australia

Note: If your holding is sponsored within the CHESS environment you need to advise your sponsoring participant (in most cases this would be your broker) of your change of address so that your records with CHESS are also updated.

Yours sincerely

Reece Limited