

W.W. Grainger, Inc., is a leading broad line distributor with operations primarily in North America and Japan. At Grainger, We Keep The World Working[®] by serving more than 4.6 million customers worldwide with maintenance, repair and operating (MRO) products and value-added solutions delivered through innovative technology and deep customer expertise. Known for its commitment to service and purpose-driven culture, the Company reported 2025 revenue of \$17.9 billion. For more information, visit www.grainger.com.

Nearly 25,000 team members	More than 4.6 million active customers	More than 5,000 primary suppliers	More than 35 million products offered globally
\$17.9 billion in sales in 2025	\$1.5 billion returned to Grainger shareholders through dividends and share repurchases in 2025	54 consecutive years of dividend increases	Grainger's common stock is listed on the New York Stock Exchange under the trading symbol GWW



Go-To-Market Business Models

To achieve our purpose, the Company operates under two business models that leverage our scale and supply chain to support customers of all types. Both the High-Touch Solutions and Endless Assortment models have unique value propositions that create a great customer experience.

High-Touch Solutions N.A.² | 2025 Revenue – \$14.0B



Customer Type

Large to mid-size customers with highly complex operations/processes

Segment Value Proposition

Compelling value-added MRO solutions delivered through our team of specialists and curated digital experiences

Number of Products

~2 million

Primary Geographies

North America

Endless Assortment² | 2025 Revenue – \$3.6B



Customer Type

Smaller customers with less complex operations/processes

Segment Value Proposition

Business purchasing made easy through a streamlined and transparent online relationship that provides access to everything a customer needs

Number of Products

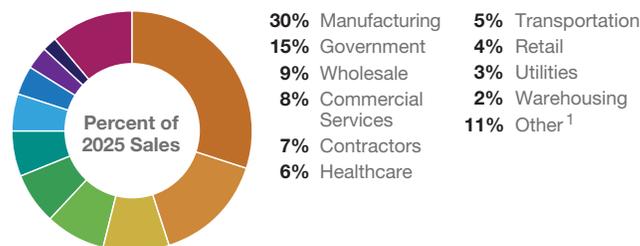
~29 million (MonotaRO) and ~13 million (Zoro)

Primary Geographies

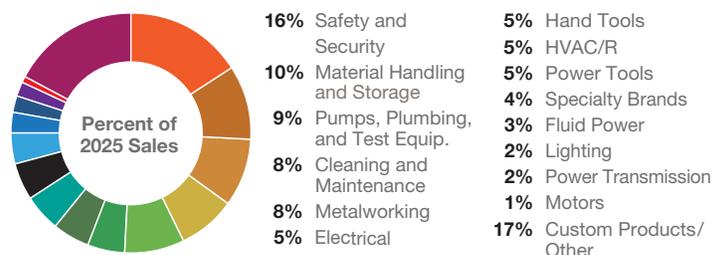
Japan, U.S.

² Grainger's two reportable segments are High-Touch Solutions N.A. and Endless Assortment. The remaining businesses, which included Cromwell, are classified as Other to reconcile to consolidated results. These businesses individually and in the aggregate did not meet the criteria of a reportable segment. Other accounted for approximately \$0.3B of Total Company revenue for the full year ending December 31, 2025. In the fourth quarter of 2025, Grainger exited the U.K. market by completing the sale of the Cromwell business and closing the Zoro U.K. business.

Total Company Customer End-Markets



Total Company Product Assortment



¹ Other primarily includes revenue from industries and customers that are not material individually, including hospitality, restaurants, property management and natural resources.

Focusing on What Matters

Creating a strong and sustainable business that does the right thing has guided Grainger for nearly 100 years. We believe that having a thoughtful approach aligned to our business can help build resilient processes, better serve customers, positively impact our team members, and strengthen the communities where we operate.

Awards and Recognition — Grainger is honored to be recognized by influential publications and organizations as an industry leader, a responsible company and a top place to work.



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Our Purpose

We Keep The World
Working®



Our Principles

The following principles are **at the heart of how we work** – with one another, our customers, suppliers and communities.



Start with the customer



Act with intent



Win as one team



Embrace curiosity



Compete with urgency



Invest in our success



Do the right thing

Company Headquarters
W.W. Grainger, Inc.
100 Grainger Parkway
Lake Forest, Illinois 60045-5201
847.535.1000

Websites
www.grainger.com

Investor Relations
invest.grainger.com



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