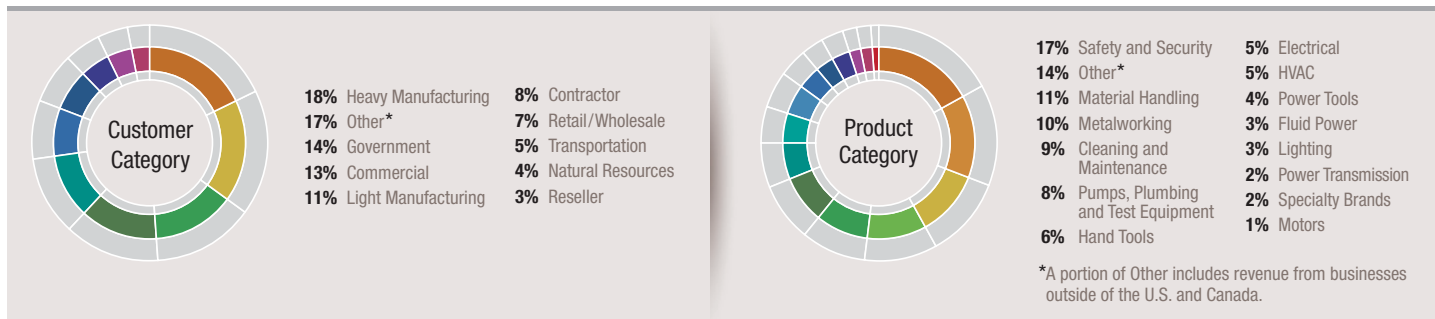


W.W. Grainger, Inc. is a broad line, business-to-business distributor of maintenance, repair and operating (MRO) supplies and other related products and services. More than 3.5 million businesses and institutions worldwide rely on Grainger for products in categories such as safety, material handling and metalworking, along with services like inventory management and technical support. These customers represent a broad collection of industries, including commercial, government, healthcare and manufacturing. They place orders online, on mobile devices, through sales representatives, over the phone and at local branches. Approximately 5,000 suppliers provide Grainger with 1.7 million products stocked in the company's distribution centers (DCs) and branches worldwide. Grainger employs 24,600 team members across the globe. For more information on Grainger, visit [invest.grainger.com](http://invest.grainger.com).

## 2018 SALES



<b>\$11.2 billion</b> in sales in 2018		<b>More than 3.5 million</b> active customers		<b>Approximately 25,000</b> team members
	<b>1.7 million</b> products stocked		<b>71 percent</b> of orders in the U.S. originate through a digital channel	
<b>More than 5,000</b> key product suppliers	<b>Grainger's common stock is listed on the New York Stock Exchange under the trading symbol GWW.</b>	<b>47</b> consecutive years of dividend increases		<b>1.4 million</b> shares repurchased in 2018

## SAFE HARBOR STATEMENT

All statements in this Snapshot, other than those relating to historical facts, are "forward-looking statements." Forward-looking statements can generally be identified by their use of terms such as "anticipate," "estimate," "believe," "expect," "could," "forecast," "may," "intend," "plan," "predict," "project" "will" or "would" and similar terms and phrases, including references to assumptions. Forward-looking statements are not guarantees of future performance and are subject to a number of assumptions, risks and uncertainties, many of which are beyond our control, which could cause actual results to differ materially from such statements.

Forward-looking statements include, but are not limited to, statements about future strategic plans and future financial and operating results. Important factors that could cause actual results to differ materially from those in the forward-looking statements include, among others: higher product costs or other expenses; a major loss of customers; loss or disruption of source of supply; increased competitive pricing pressures; failure to develop or implement new technology initiatives; the implementation, timing and results of our strategic pricing initiatives; the outcome of pending and future litigation or governmental or regulatory proceedings, including with respect to wage and hour, anti-bribery and corruption, environmental, advertising, privacy and cybersecurity matters; investigations, inquiries, audits and changes in laws and regulations; disruption of information technology or data security systems; general industry, economic, market or political conditions; general global economic conditions; currency exchange rate fluctuations; market volatility; commodity price volatility; labor shortages; facilities disruptions or shutdowns; higher fuel costs or disruptions in transportation services; natural and other catastrophes; unanticipated and/or extreme weather conditions; loss of key members of management; our ability to operate, integrate and leverage acquired businesses; changes in credit ratings; changes in effective tax rates and other factors which can be found in our filings with the Securities and Exchange Commission, including our most recent periodic reports filed on Form 10-K and Forms 10-Q, which are available on our Investor Relations website. Forward-looking statements are given only as of the date of this communication and we disclaim any obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by law.

**GRAINGER'S PURPOSE: We help professionals keep their operations running and their people safe, while creating a company where dedicated, talented people can thrive.**

**GEOGRAPHIC OVERVIEW** (As of December 31, 2018)

	MRO MARKET SIZE <sup>1</sup>	MARKET SHARE	BRANCHES <sup>2</sup>	DISTRIBUTION CENTERS (DCS) <sup>3</sup>	APPROXIMATE NUMBER OF CUSTOMERS SERVED
<b>UNITED STATES</b> Includes: Grainger Industrial Supply, E&R Industrial, Imperial Supplies, Zoro U.S. <sup>5</sup>	~ \$133 billion	7 percent	283 <sup>4</sup>	16	2,000,000
<b>CANADA</b> Includes: Acklands–Grainger Inc., WFS Enterprises Inc.	~ \$12 billion	5 percent	54 <sup>6</sup>	5	50,000
<b>LATIN AMERICA</b> Mexico, Puerto Rico <sup>7</sup>	~ \$11 billion	2 percent	23	2	45,000
<b>JAPAN</b> MonotaRO	~ \$42 billion	~2 percent	0	4	1,300,000
<b>EUROPE</b> United Kingdom Includes: Cromwell <sup>8</sup> and Zoro UK  Fabory: Belgium, Czech Republic, France, Hungary, The Netherlands, Poland, Portugal, Romania, Slovakia, Spain  Zoro Europe: Germany	~ \$15 billion  ~ \$37 billion  ~ \$34 billion	2 percent  ~1 percent  < 1 percent	53  43  0	1  2  0	167,000  67,000  37,000
<b>TOTAL</b>	~ \$284 billion <sup>1</sup>	4 percent	456 <sup>2</sup>	30 <sup>3</sup>	> 3,500,000

<sup>1</sup> Estimated MRO market size where Grainger has operations. The total worldwide MRO market is estimated at approximately \$608 billion.

<sup>2</sup> Branch count excludes China, which has one branch.

<sup>3</sup> DC count excludes China, which has one DC.

<sup>4</sup> Comprised of 249 stand-alone branches, 32 onsite branches and 2 will-call express locations.

<sup>5</sup> For financial reporting purposes, Zoro U.S. is reported in Other Businesses.

<sup>6</sup> Comprised of 34 stand-alone branches and 20 onsite branches.

<sup>7</sup> Although Puerto Rico is a U.S. territory, the company manages this business as part of Latin America.

<sup>8</sup> Cromwell also has operations in Europe, Africa and Asia, representing approximately 13 percent of its revenue.

**CORPORATE SOCIAL RESPONSIBILITY**

-  Supply Chain
-  Ethics & Governance
-  Solutions & Stewardship
-  People & Purpose

Grainger's Corporate Social Responsibility platform includes the company's commitments to operating responsibly, valuing its people, sustaining the environment and serving its communities. Grainger's program is led by a cross-functional team with oversight by the CEO and executive leadership team. Periodic updates on the company's efforts are also provided to the Board of Directors. For more information, please visit [graingercsr.com](http://graingercsr.com).



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