

W.W. Grainger, Inc. is a leading broad line distributor of maintenance, repair and operating (MRO) products in North America, Japan and the United Kingdom. We achieve our purpose, *We Keep The World Working*,[®] by providing our customers with the products and services they need to keep their operations running and their people safe.



\$15.2 billion
 in sales in 2022

>4.5 million
 active customers



>26,000
 team members

>30 million
 products offered globally



>5,000
 product suppliers

>75 percent
 of orders in the U.S. originate through a digital channel



\$949 million
 returned to Grainger shareholders through dividends and share repurchases

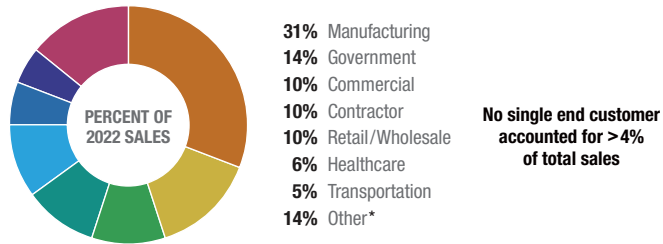
51
 consecutive years of dividend increases



35
 DCs worldwide

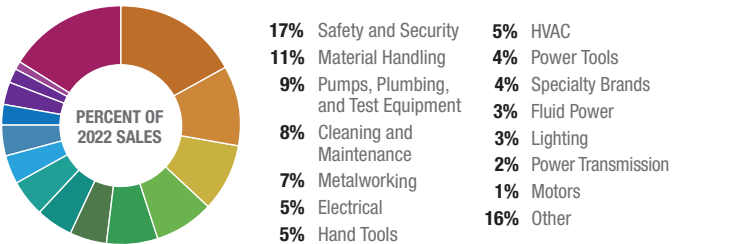
353
 branch locations in North America

Total Company Customer Base



* Other primarily includes revenue from industries and customers not material individually, including agriculture, mining, natural


Total Company Product Assortment



Go-To-Market Business Models

Grainger operates the company through two go-to-market business models: high-touch solutions and endless assortment. Both models are focused on creating value for their individual customers, using their superior customer value propositions. Our strategy has always been defined by our customers' needs, and we use our high-touch solutions and endless assortment models to serve customers of all sizes.

HIGH-TOUCH SOLUTIONS N.A. | 2022 Revenue – \$12.2 B




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

PRIMARY GEOGRAPHIES
 North America

ENDLESS ASSORTMENT | 2022 Revenue – \$2.8 B



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

PRIMARY GEOGRAPHIES
 Japan, U.S.

Awards and Recognition

Grainger is honored to be recognized by influential publications and organizations around the world as a responsible company and a top place to work



Re-certified as a Great Place To Work®



2022 Fortune 100 Best Companies to Work For®



100% score for the eighth straight year



2022 Best Place To Work For Disability Inclusion




A- CDP rating for 2022



Number 1 Industrial Distribution's Big 50 List 2022


Environmental, Social and Governance (ESG) Program

Creating a strong and sustainable business that does the right thing has guided Grainger for nearly 100 years and our continued commitment to these objectives is seen in our ESG program. We believe that a thoughtfully articulated ESG approach can help build resilient processes, keep employees engaged, better serve customers and positively impact our communities and the environment.




Environmental

- Grainger strives to operate its business and supply chain sustainably and encourages our customers to do the same
- We set a target in 2020 to reduce our absolute global total scope 1 & scope 2 emissions by 30% by 2030 from a 2018 baseline, and are on track to meet this goal
- Grainger offers sustainability solutions for its customers through a portfolio of environmentally preferred products and sustainability services



Social

- Grainger continues to advance a safe and inclusive workforce while empowering our communities to have thriving and resilient futures
- The CEO's leadership team is comprised of approximately 43% women and approximately 29% racially and ethnically diverse leaders
- Grainger works collaboratively with various community partners through a combination of resources including in-kind donations, nonprofit board placement program, team member volunteerism and our 3:1 Matching Gifts Program
- Grainger has over 20 years of experience partnering with small and diverse businesses, with two core programs that assist customers in diversifying their supply chains while promoting the growth of underrepresented supplier groups in the United States



Governance

- Grainger integrates ESG initiatives into its strategy, and at every level of the organization, helping to instill ethics in all that we do
- Grainger's independent directors provide oversight for the Company's ESG program, and the ESG Leadership Council, which is chaired by our CEO and comprised of Grainger's senior-most leadership team, sets the Company's strategic direction
- In 2022, 100% of Grainger team members completed Business Conduct Guidelines training and certification

For more information on Grainger's ESG initiatives, see the annual ESG report available at www.GraingerESG.com

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