Company Snapshot (As of December 31, 2020)

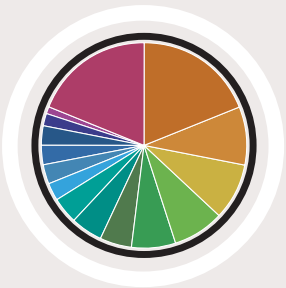
W.W. Grainger, Inc. is a broad line, business-to-business distributor of maintenance, repair, and operating (MRO) supplies and other related products and services. More than 5 million customers worldwide rely on Grainger for products in categories such as safety, material handling, and metalworking, along with services like inventory management and technical support. These customers represent a broad collection of industries, including commercial, government, healthcare, and manufacturing and place orders online, on mobile devices, through sales representatives, over the phone, and at local branches. More than 4,500 suppliers provide Grainger with 1.5 million products stocked in the company's distribution centers (DCs) and branches worldwide. Additionally, Grainger's Endless Assortment businesses offer approximately 26 million products through the Company's expanding drop-ship assortment. Grainger employs approximately 23,000 team members across the globe. For more information on Grainger, visit invest.grainger.com.

2020 Sales Customer Category



- **16%** Government
- **15%** Heavy Manufacturing
- **10%** Light Manufacturing
- **8%** Retail/Wholesale
- **7%** Commercial
- **7%** Contractor
- **7%** Healthcare
- **5%** Transportation
- **3%** Natural Resources
- **22%** Other[4]

2020 Sales Product Category



- **19%** Safety and Security
- **9%** Cleaning and Maintenance
- **9%** Material Handling
- **8%** Pumps, Plumbing, and Test Equipment
- **7%** Metalworking
- **5%** Hand Tools
- **5%** HVAC
- **4%** Electrical
- **3%** Power Tools
- **3%** Fluid Power
- **3%** Lighting
- **3%** Specialty Brands
- **2%** Power Transmission
- **1%** Motors
- **19%** Other

[4]Other category primarily includes revenue from individual customers not aligned to major industry segment, including small businesses and consumers, and intersegment net sales.



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 "estimate," "believe," "expect," "could," "may," "plan," "will" or "would" and similar terms and phrases. 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 assumptions, future strategic plans and future financial and operating results.

Important factors that could cause actual results to differ materially from those presented or implied in the forward-looking statements include, without limitation: the unknown duration and health, economic, operational and financial impacts of the global outbreak of the coronavirus disease 2019 (COVID-19) on the company's businesses, its employees, customers or suppliers; higher product costs or other expenses; a major loss of customers; loss or disruption of sources of supply; changes in customer or product mix; increased competitive pricing pressures; failure to develop or implement new technology initiatives or business strategies; failure to adequately protect intellectual property or successfully defend against infringement claims; fluctuations or declines in the company's gross profit percentage; the company's responses to market pressures; the outcome of pending and future litigation or governmental or regulatory proceedings; investigations, inquiries, audits and changes in laws and regulations; failure to comply with laws, regulations and standards; government contract matters; disruption of information technology or data security systems involving the company or third parties on which the company depends; general industry, economic, market or political conditions; general global economic conditions including tariffs and trade issues and policies; currency exchange rate fluctuations; market volatility, including price and trading volume volatility or price declines of the company's common stock; commodity price volatility; labor shortages; facilities disruptions or shutdowns; higher fuel costs or disruptions in transportation services; other pandemic diseases or viral contagions; natural or human induced disasters, extreme weather and other catastrophes or conditions; failure to attract, retain, train, motivate, develop or transition key employees; loss of key members of management or key employees; changes in effective tax rates; changes in credit ratings or outlook; the company's incurrence of indebtedness and other factors that can be found in our filings with the Securities and Exchange Commission, including our most recent periodic reports filed on Form 10-K and Form 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.

Trademarks

The trademarks contained in this document are the property of their respective owners and the use of such trademarks shall inure to the benefit of the trademark owner.

Grainger's Purpose

Grainger's purpose is to keep the world working. The company aims to expand its leadership position by being the go-to partner for people who build and run safe, sustainable, and productive operations. Through two different business models, High-Touch Solutions (N.A) and Endless Assortment, Grainger serves customers of all sizes, across the globe, to create value in their operations.

BUSINESS OVERVIEW (As of December 31, 2020)

	2020 REVENUE	DISTRIBUTION CENTERS	BRANCHES
HIGH-TOUCH SOLUTIONS (N.A.)			
United States	$8.6 billion	17	287
Canada	$476 million	5	49
Mexico	$138 million	2	18
ENDLESS ASSORTMENT			
MonotaRO	$1.4 billion	4	—
Zoro	$717 million	—	—

CORPORATE RESPONSIBILITY



Grainger's Corporate 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.

GRAINGER
FOR THE ONES WHO GET IT DONE

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