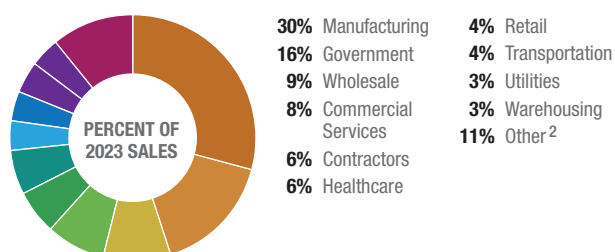


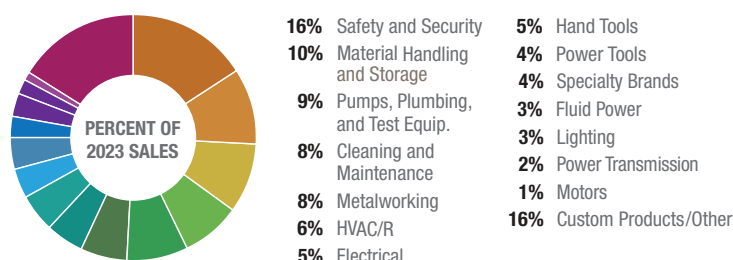
W.W. Grainger, Inc., is a leading broad line distributor with operations primarily in North America, Japan and the United Kingdom. With \$16.5B in sales, *We Keep The World Working®* by serving customers worldwide with products delivered through innovative technology and deep customer relationships.



## Total Company Customer End-Markets<sup>1</sup>



## Total Company Product Assortment



## 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 experience for their customers.

**HIGH-TOUCH SOLUTIONS N.A.<sup>3</sup> | 2023 Revenue – \$13.3 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

### NUMBER OF PRODUCTS

~2 million

### PRIMARY GEOGRAPHIES

North America

**ENDLESS ASSORTMENT<sup>3</sup> | 2023 Revenue – \$2.9 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

### NUMBER OF PRODUCTS

>22 million (Monotaro) and >13 million (Zoro)

### PRIMARY GEOGRAPHIES

Japan, U.S.

<sup>1</sup> Customer end market results reflect the Company's current end market classification system implemented January 1, 2023. The new customer end market definitions primarily follows the North American Industry Classification System (NAICS) and will be used on a go forward basis.

<sup>2</sup> Includes industries that are not material individually, including hospitality, restaurants, property management and natural resources.

<sup>3</sup> Grainger's two reportable segments are High-Touch Solutions N.A. and Endless Assortment. The remaining businesses, which includes the Company's Cromwell business in the U.K., are classified as Other to reconcile to consolidated results. These businesses individually and in the aggregate do not meet the criteria of a reportable segment. Other accounted for approximately \$0.3B of Total Company revenue for the full year December 31, 2023.

## 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**

## 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 is reflected in our ESG program. We believe that a thoughtful ESG approach can help build resilient processes, keep team members more engaged, better serve customers and positively impact our communities and the environment. For more information on Grainger's ESG initiatives, see the annual ESG report available at [www.GraingerESG.com](http://www.GraingerESG.com)

### NEAR-TERM ESG PRIORITIES



**Customer sustainability solutions**



**Diversity, equity and inclusion**



**Energy and emissions**



**Supplier diversity**

## 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.



**BEST PLACES TO WORK**  
2024 'GLASSDOOR'



A- rating

Member of  
**Dow Jones Sustainability Indices**  
Powered by the S&P Global CSA



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