Q3 2025 EARNINGS

"We delivered results in-line with our expectations for the quarter, reinforcing the value and differentiated experience Grainger consistently creates for our customers. Looking ahead, we remain focused on navigating the continued uncertain environment through strong execution, industry-leading service and innovative capabilities to deliver on what matters most to our stakeholders.

D.G. Macpherson Chairman & CEO

Performance Overview

VS. Q3 2024

+5.4%
Company Sales Growth
(Daily, Constant Currency)

15.2%
Operating Margin
(Adjusted)

$10.21
Diluted Earnings Per Share
(Adjusted)

+3.4%
High-Touch Solutions N.A.
Sales Growth
(Daily, Constant Currency)

+14.6%
Endless Assortment Sales Growth
(Daily, Constant Currency)

Company Highlights

Packed over **4,000 disaster relief kits** at our annual Bucket Build

Certified as a **Great Place to Work®** for the fifth year in a row

Began inbound operations at **new Northwest Distribution Center**

About Grainger

W.W. Grainger, Inc., is a leading broad line distributor with operations primarily in North America, Japan and the United Kingdom. Known for its commitment to service and purpose-driven culture, the Company reported 2024 revenue of $17.2 billion. For more information, visit www.grainger.com.

For more information on Grainger's Q3 results, including non-GAAP reconciliations, visit Grainger's Investor Relations website.

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