

W.W. Grainger, Inc.

D.G. Macpherson, Chairman & CEO

GRAINGER

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Who We Are



- Leading distributor of MRO products for businesses
- Founded in 1927; more than 90 years of service
- 2018 revenues of $11.2 billion
- More than 3 million active customers, average customer invoice ~$300
- eCommerce leadership:
  - Grainger is ranked 11th largest eCommerce retailer in North America by *Internet Retailer*
  - First commerce-enabled website in the industry (1996)
  - Online-only businesses for small customers (MonotaRO 2000; Zoro 2010)
  - 69% of orders originated through digital channels in the U.S. (Grainger.com, KeepStock® and EDI/ePro)
- Strong balance sheet and cash flow generation

Strategic Pillars

Business Models	Businesses	Pillars
High-Touch Solutions Model *Compelling value-added MRO solutions delivered to customers through teams of experts and curated digital experiences*	• U.S. • Canada • Mexico • Cromwell • Fabory	• Advantaged MRO Solutions • Differentiated Sales and Services • Unparalleled Customer Service
Endless Assortment Model *Easy purchasing through a streamlined and transparent online relationship that provides access to everything a business customer needs*	• Zoro • MonotaRO	• Expansive Product Assortment • Innovative Customer Acquisition Capabilities