

Q2 2026

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements within the meaning of that term in the Private Securities Litigation Reform Act of 1995 (Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934). Additional written or oral forward-looking statements may be made by the Company from time to time in filings with the Securities and Exchange Commission or otherwise. Any such statements that are not historical facts are forward-looking statements made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995 and are based on management's estimates, assumptions and projections and are not guarantees of future performance. When used in this release, the words "anticipates," "believes," "estimates," "expects," "intends," and "plans" and variations thereof and similar expressions are intended to identify forward-looking statements. Forward-looking statements in this report are based on the Company's beliefs and expectations as of the date of this report and are subject to risks and uncertainties which may have a significant impact on the Company's business, operating results or financial condition. Investors are cautioned that these forward-looking statements are inherently uncertain and undue reliance should not be placed on them. Important risk factors that may affect our future results of operations and financial condition are detailed from time to time in our Securities and Exchange Commission filings. We undertake no obligation to publicly release the result of any revisions to these forward-looking statements that may be made to reflect events or circumstances after the date hereof or to reflect the occurrence of unexpected events, except as may be required by applicable law.

LEADING PLAYER IN INDUSTRIAL DISTRIBUTION MARKET

Sales TTM **$1.44B**

7 Distribution centers in U.S. and Canada



Storage & Shelving



Furniture & Decor



Carts & Trucks



HVAC & Fans



Safety & Security



Janitorial & Facility Maintenance

1,900+ Employees (700+ Customer Facing)

Experts in **Big** and **Bulky**

Broad Offering
National & Exclusive Brands

#18 Industrial Distributor (per ID's Big 50)

1949
Company Founded

11 Years of Annual Dividend Growth

Unique Go-To-Market Platform

GLOBAL INDUSTRIAL

STRATEGIC FOUNDATION

MISSION

One Team,
Enabling **Customer Success** by
Delivering Value

VISION

Become a **Differentiated B2B Value-Added Distributor** with Expertise in Industrial Equipment and MRO Supplies.

Offering National Brands and High-Quality Proprietary Brands with **Enhanced Customer Experience**.

Enabling Customer Success While **Giving Back to the Communities** Where We Live and Work.

VALUES

Simplify
Urgency
Customer
Collaborate
Empower
Safety
Solutions

LEADING PLAYER IN INDUSTRIAL DISTRIBUTION

1 Business Foundation

2 Uniquely Positioned

3 Powerful Customer Growth Model

4 Strong Financial Profile



CUSTOMER CENTRIC STRATEGY
THE FOUNDATION FOR OUR GROWTH

GLOBAL INDUSTRIAL
We can supply that.

One Team Enabling Customer Success by Delivering Value



Revenue & Customer Growth
Deliver personalized engagement & value proposition



Industrial Equipment & Supplies
High quality, exceptional value, broader offering



Operational Excellence & Alignment
Across all business function



Frictionless Customer Experience
Maximize customer satisfaction and loyalty



Digital Enablement
Drive E-procurement & E-enabled sales to deepen relationships

BUILDING ON A BROAD B2B CUSTOMER BASE IN LARGE FRAGMENTED MARKET

INDUSTRIAL	COMMERCIAL	RETAIL	PUBLIC SECTOR	HEALTHCARE	HOSPITALITY & MULTIFAMILY
Construction, Manufacturing	Wholesale, Transportation, Warehouse		State, Local & Educational		

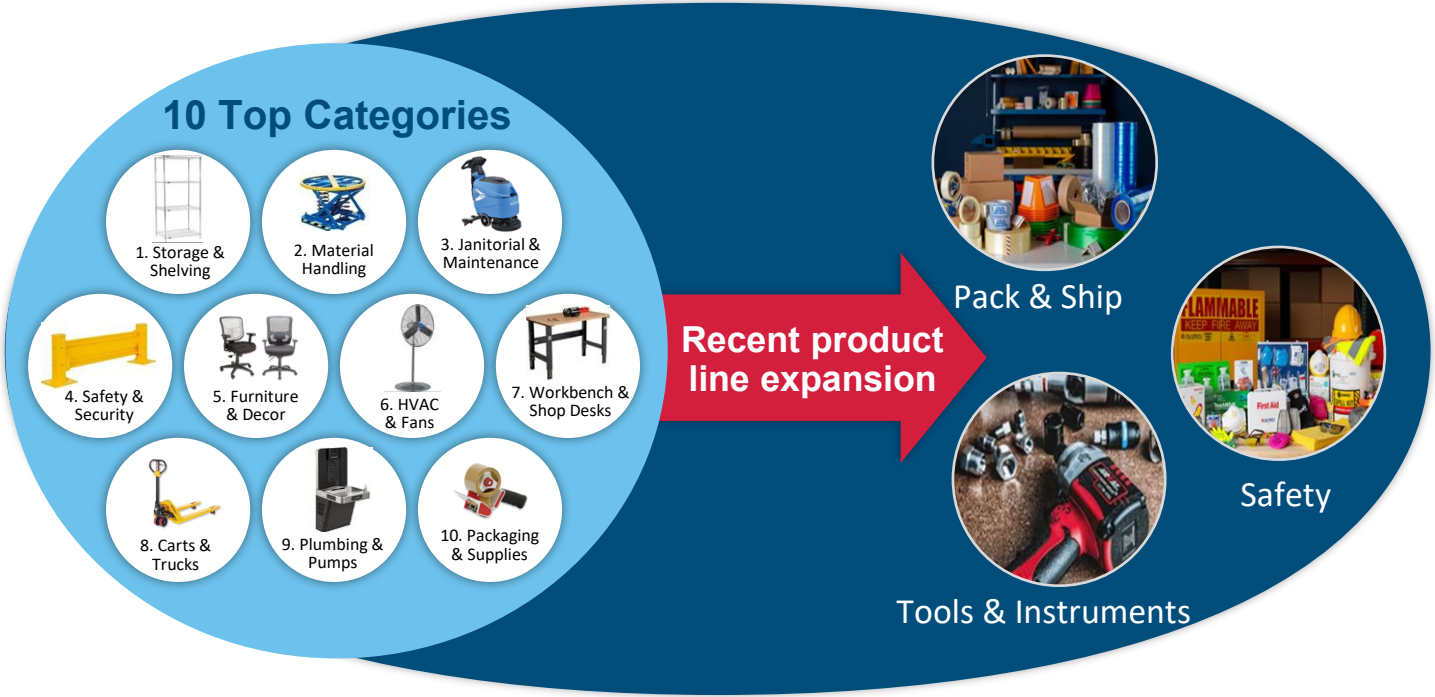
No customer >2% of sales







ROBUST PRODUCT OFFERING & EXPERTISE PROVIDES MULTIPLE GROWTH OPPORTUNITIES:



- **Enhancing Vendor Relationships**
- **Expanding MRO and Consumable Offerings**
- **Specializing and Tailoring Offerings for Adjacent Product Lines & Verticals**

PRIVATE LABEL BRAND – MADE TO EXCEED™

+40%
of Sales

15-20%
Premium margin vs. National Brands

Differentiated Value







Delivering Exceptional Value and Quality While Lowering Total Cost of Ownership

GLOBAL INDUSTRIAL

NEW PRODUCTS





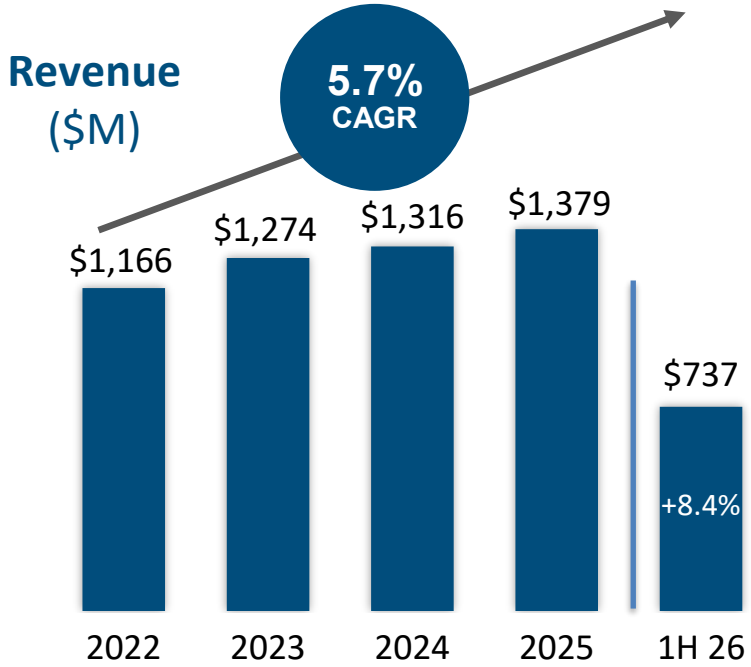


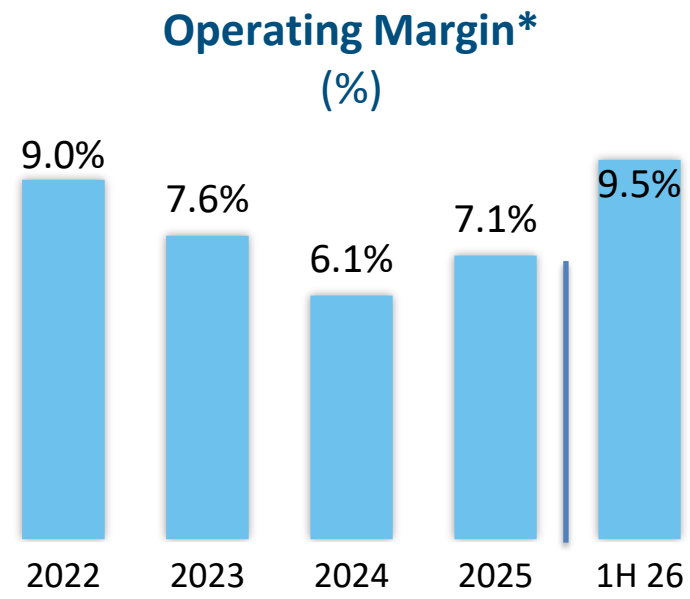






BUSINESS FOUNDATION HAS GENERATED A STRONG TRACK RECORD OF GROWTH AND MARGIN PERFORMANCE





*2026 Operating Margin includes benefit of $21M of Tariff Refunds recognized; See Appendix

LEADING PLAYER IN INDUSTRIAL DISTRIBUTION

1 Business Foundation

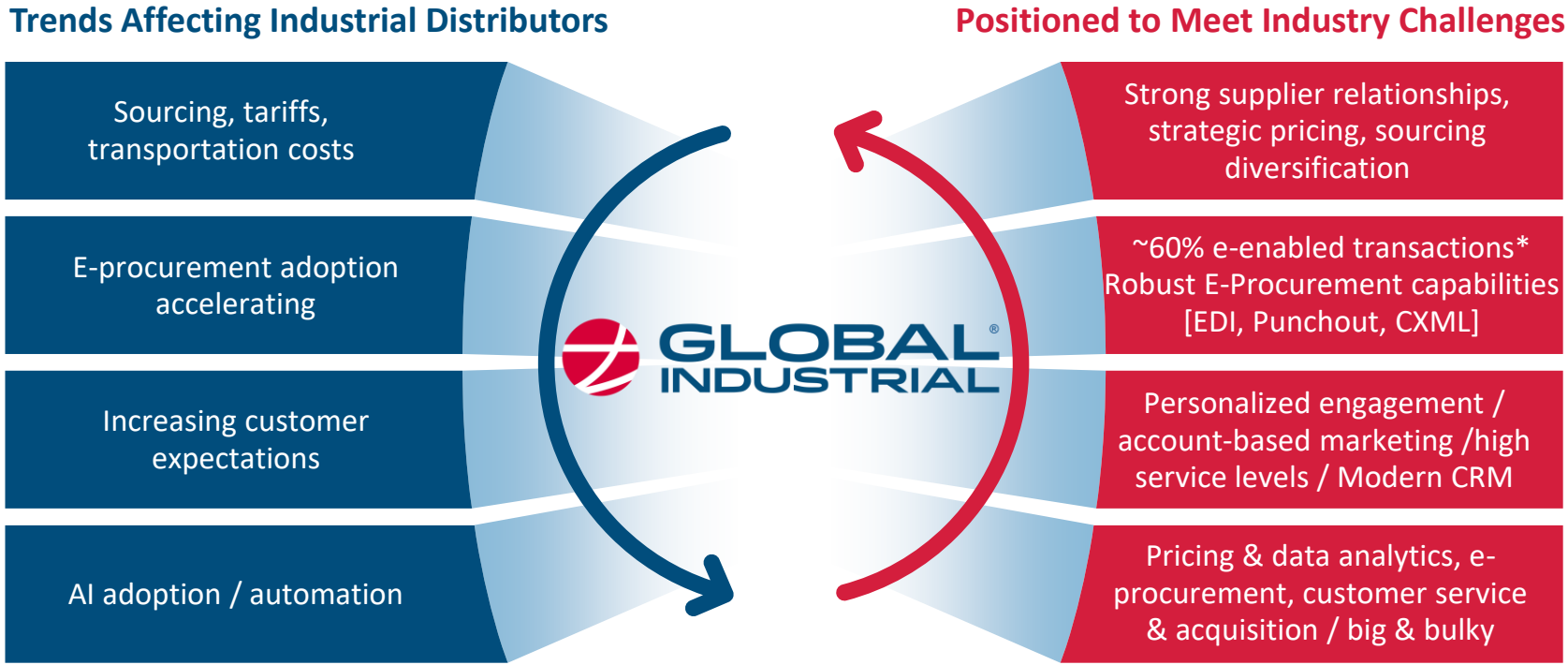
2 Uniquely Positioned

3 Powerful Customer Growth Model

4 Strong Financial Profile



EVOLVING INDUSTRY TRENDS PLAY TO OUR STRENGTHS



*Core Global Industrial Business in the U.S.

LEADING PLAYER IN INDUSTRIAL DISTRIBUTION

1 Business Foundation

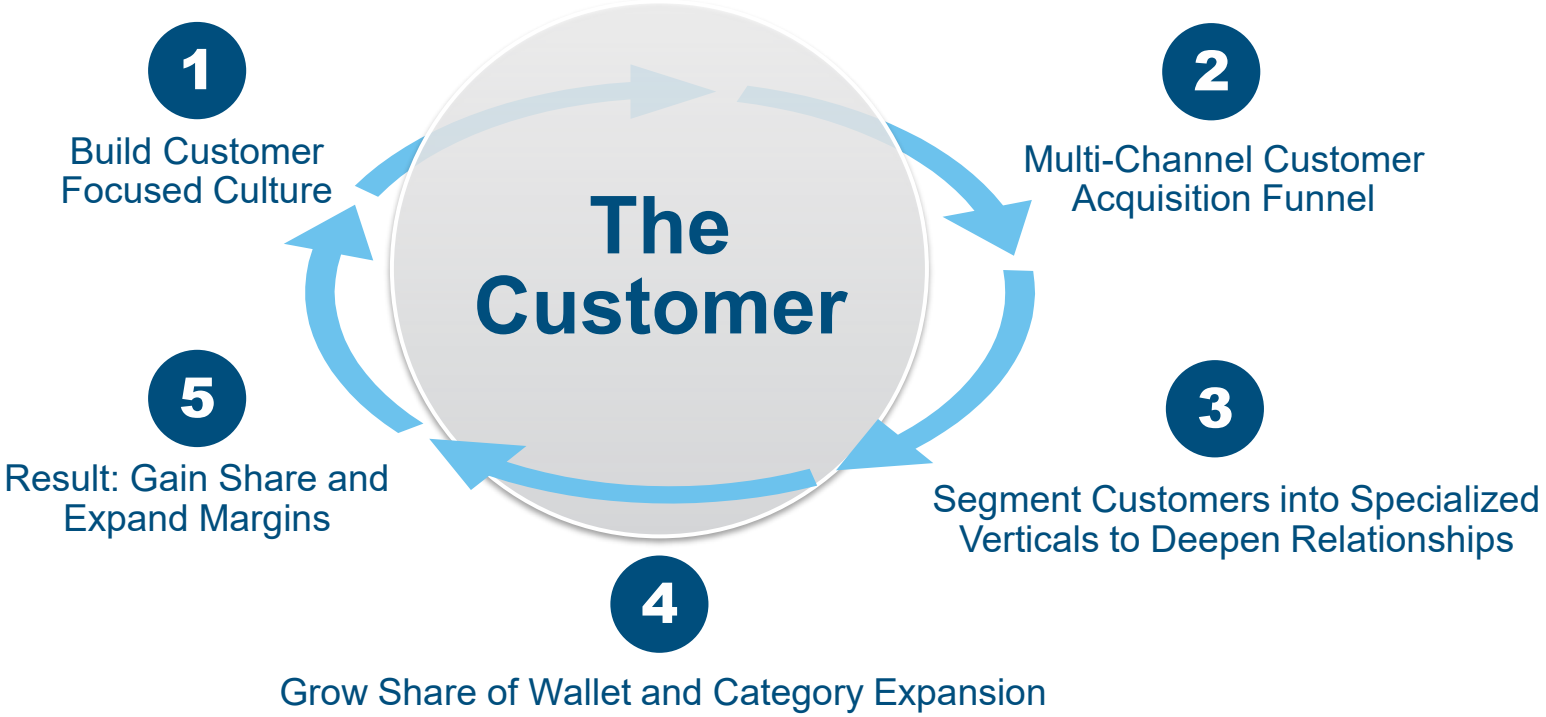
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POWERFUL CUSTOMER ACQUISITION, GROWTH, & RETENTION MODEL



GO TO MARKET STRATEGY: EXPANDING CHANNELS AND OPPORTUNITIES



E-commerce / E-procurement

- Acquisition Funnel
- EDI / Punchout / CXML

One to One

- ~200 Inside Sales Representative
- Subject Matter Expertise
- Full Account Management Tools
- Customer Vertical Alignment

Group Purchasing Organizations

- Large Customer Acquisition Funnel
- Private Sector / Public Sector / Healthcare

Field Sales

- Onsite Engagement to Uncover Opportunities
- National Coverage and Support
- Project Management
- Services and Installation

REFINING OUR GO-TO-MARKET STRATEGY



THE RIGHT PRODUCTS AND SOLUTIONS

- Expand & optimize product assortment
- Broaden national brand relationships
- Enhance MRO & consumables offering



STRATEGIC ACCOUNT FOCUS

- Higher AOV & retention, greater lifetime profitability
- Tailored account-based marketing
- Deploy outside sales to grow relationships and stickiness



INDUSTRY VERTICAL REALIGNMENT

- Targeted and intentional sales, marketing & merchandizing approach
- Develop deeper understanding of unique customer needs through specialization

LEADING PLAYER IN INDUSTRIAL DISTRIBUTION

1 Business Foundation

2 Uniquely Positioned

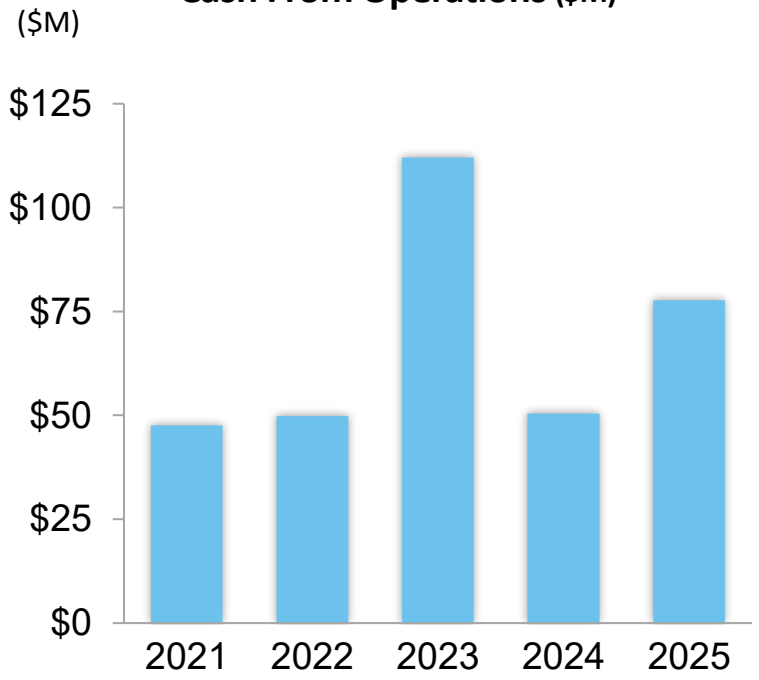
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CAPITAL LIGHT, STRONG FREE CASH FLOW BUSINESS

Cash From Operations ($M)



Strong Balance Sheet/ High WC Utilization (Q2 2026)

Debt	$0.0M
Cash and equivalents	$86.7M
Inventory turns	5.3X
AR DSO	~40
AP DPO	~44

2025 Cash Conversion Ratio 1.1x

CAPITAL ALLOCATION PRIORITIES

1 Invest for Growth

- Refine go-to-market
- Elevate brand awareness
- Expand products & services
- Grow MRO and Consumable revenue steams

2 Strategic M&A

- Acquisitions that fit growth strategy
- Synergistic: product and customer expansion, leverage e-procurement

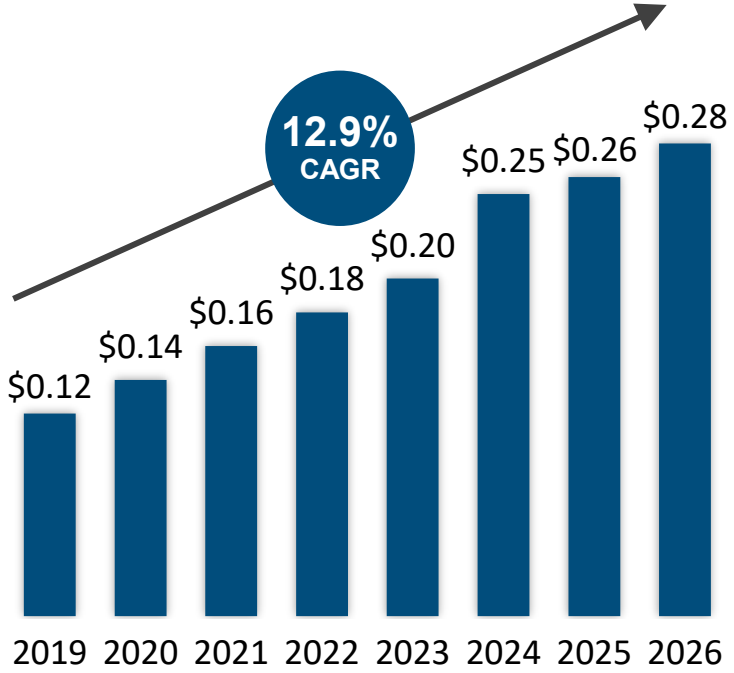
3 Return Capital to Shareholders

- Continued dividend growth over time
- Repurchase shares



STRONG RETURN OF CAPITAL TO SHAREHOLDERS

Quarterly Dividends Per Share



Dividends

- 11-year track record of annual dividend growth
- Current payout ratio ~57%



Share Repurchase

- 508K shares repurchased T12M
- ~860K shares available under 2M authorization



Track Record of Annual Dividend Growth

FINANCIAL ROADMAP

Revenue Growth

Faster Growth Than Market Annually

Drive Profitability

Operating Income Growth

Optimize Performance

Maximize Total Shareholder Return



Scale the Company Through Organic Growth and Strategic M&A



Q2 2026

Appendix: Reconciliation of GAAP to Non-GAAP Measures – Qtr. Ended June 30, 2026

GLOBAL INDUSTRIAL COMPANY

Reconciliation of GAAP to Non-GAAP Measures - Unaudited

(In millions)

The following tables reconciles GAAP operating results to Non-GAAP operating results for the quarter ended June 30, 2026.

	Quarter Ended June 30, 2026 As Reported	Non-GAAP Adjustment - IEEPA Tariff Refunds	Quarter Ended June 30, 2026 Non-GAAP
Net sales	$ 386.6		$ 386.6
Cost of sales	231.2	21.1	252.3
Gross profit	155.4	(21.1)	134.3
Gross margin	*40.2%*		*34.7%*
Selling, general and administrative expenses	106.1		106.1
Operating income from continuing operations	49.3	(21.1)	28.2
Operating margin	*12.8%*		*7.3%*
Interest and other (income) expense, net	(1.0)	1.1	0.1
Income from continuing operations before income taxes	50.3	(22.2)	28.1
Provision for income taxes	13.2	(5.8)	7.4
Net income from continuing operations	37.1	(16.4)	20.7
Net income per common share from continuing operations:			
Basic	$ 0.96	$ (0.42)	$ 0.54
Diluted	$ 0.96	$ (0.42)	$ 0.54
Weighted average common and common equivalent shares:			
Basic	38.2	38.2	38.2
Diluted	38.2	38.2	38.2

Appendix: Reconciliation of GAAP to Non-GAAP Measures – 6M Ended June 30, 2026

GLOBAL INDUSTRIAL COMPANY

Reconciliation of GAAP to Non-GAAP Measures - Unaudited

(In millions)

The following tables reconciles GAAP operating results to Non-GAAP operating results for the six months ended June 30, 2026.

	Six Months Ended June 30, 2026 As Reported	Non-GAAP Adjustment - IEEPA Tariff Refunds	Six Months Ended June 30, 2026 Non-GAAP
Net sales	$ 737.0		$ 737.0
Cost of sales	459.7	21.1	480.8
Gross profit	277.3	(21.1)	256.2
Gross margin	*37.6%*		*34.8%*
Selling, general and administrative expenses	207.4		207.4
Operating income from continuing operations	69.9	(21.1)	48.8
Operating margin	*9.5%*		*6.6%*
Interest and other (income) expense, net	(1.1)	1.1	0.0
Income from continuing operations before income taxes	71.0	(22.2)	48.8
Provision for income taxes	18.6	(5.8)	12.8
Net income from continuing operations	52.4	(16.4)	36.0
Net income per common share from continuing operations:			
Basic	$ 1.35	$ (0.42)	$ 0.93
Diluted	$ 1.35	$ (0.42)	$ 0.93
Weighted average common and common equivalent shares:			
Basic	38.2	38.2	38.2
Diluted	38.3	38.3	38.3