



GLOBAL[®]
INDUSTRIAL

We can supply that.

Q1 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
2025

\$1.38B

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

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



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

Construction,
Manufacturing



COMMERCIAL

Wholesale,
Transportation,
Warehouse



RETAIL



PUBLIC SECTOR

State, Local &
Educational



HEALTHCARE



HOSPITALITY & MULTIFAMILY

No customer >2% of sales



ROBUST PRODUCT OFFERING & EXPERTISE PROVIDES MULTIPLE GROWTH OPPORTUNITIES:

10 Top Categories



1. Storage & Shelving



2. Material Handling



3. Janitorial & Maintenance



4. Safety & Security



5. Furniture & Decor



6. HVAC & Fans



7. Workbench & Shop Desks



8. Carts & Trucks



9. Plumbing & Pumps



10. Packaging & Supplies

Recent product line expansion



Pack & Ship



Safety



Tools & Instruments

- 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**



NEW PRODUCTS



**Water-Cooled
Portable Air
Conditioner**



**Bolted Teardrop
Pallet Racking**



Electric Pallet Jack



**Recirculating Water
Floor Scrubber**

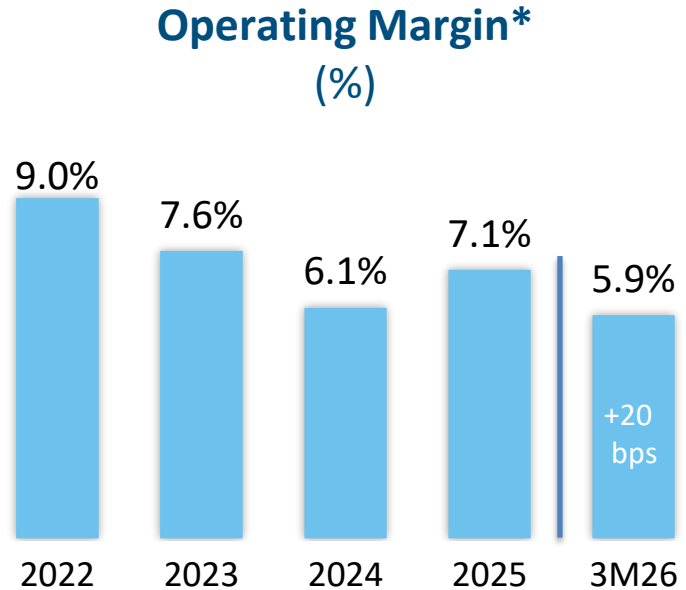
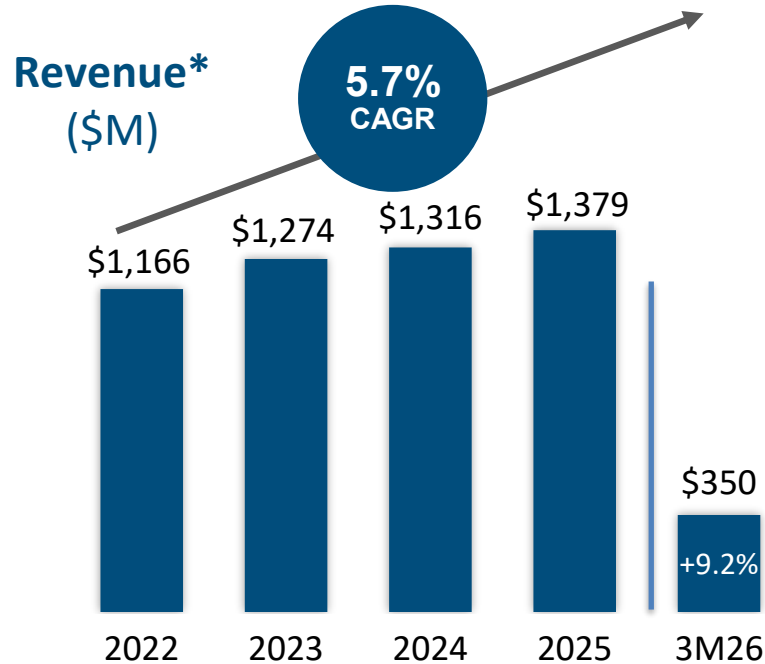


Plastic Guard Rail



**Mobile Robot Stretch
Wrap Machine**

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



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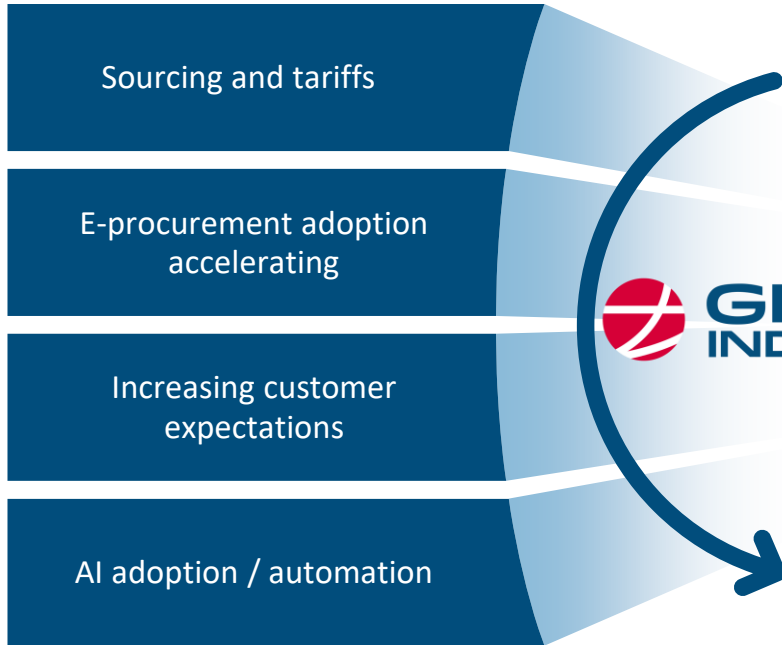
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Strong Financial
Profile

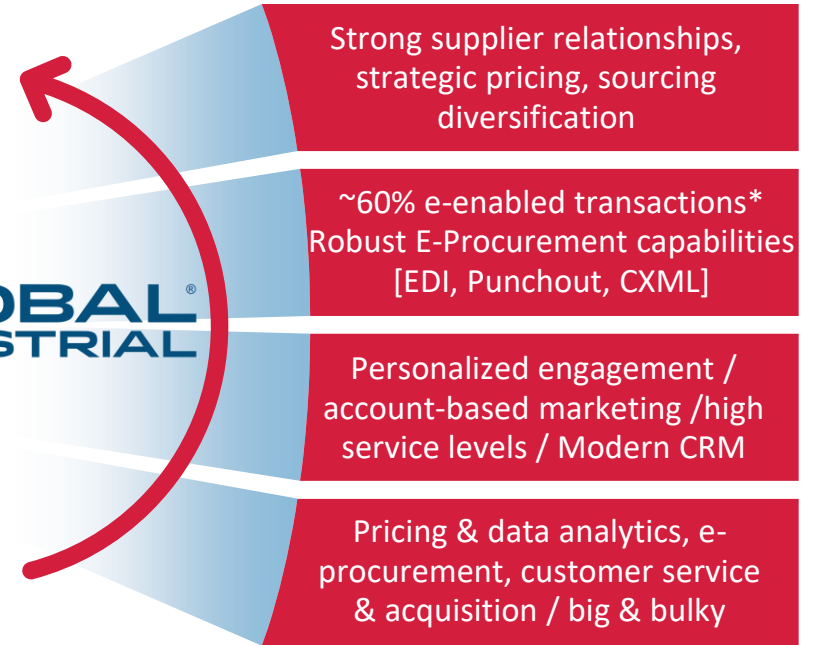


EVOLVING INDUSTRY TRENDS PLAY TO OUR STRENGTHS

Trends Affecting Industrial Distributors



Positioned to Meet Industry Challenges



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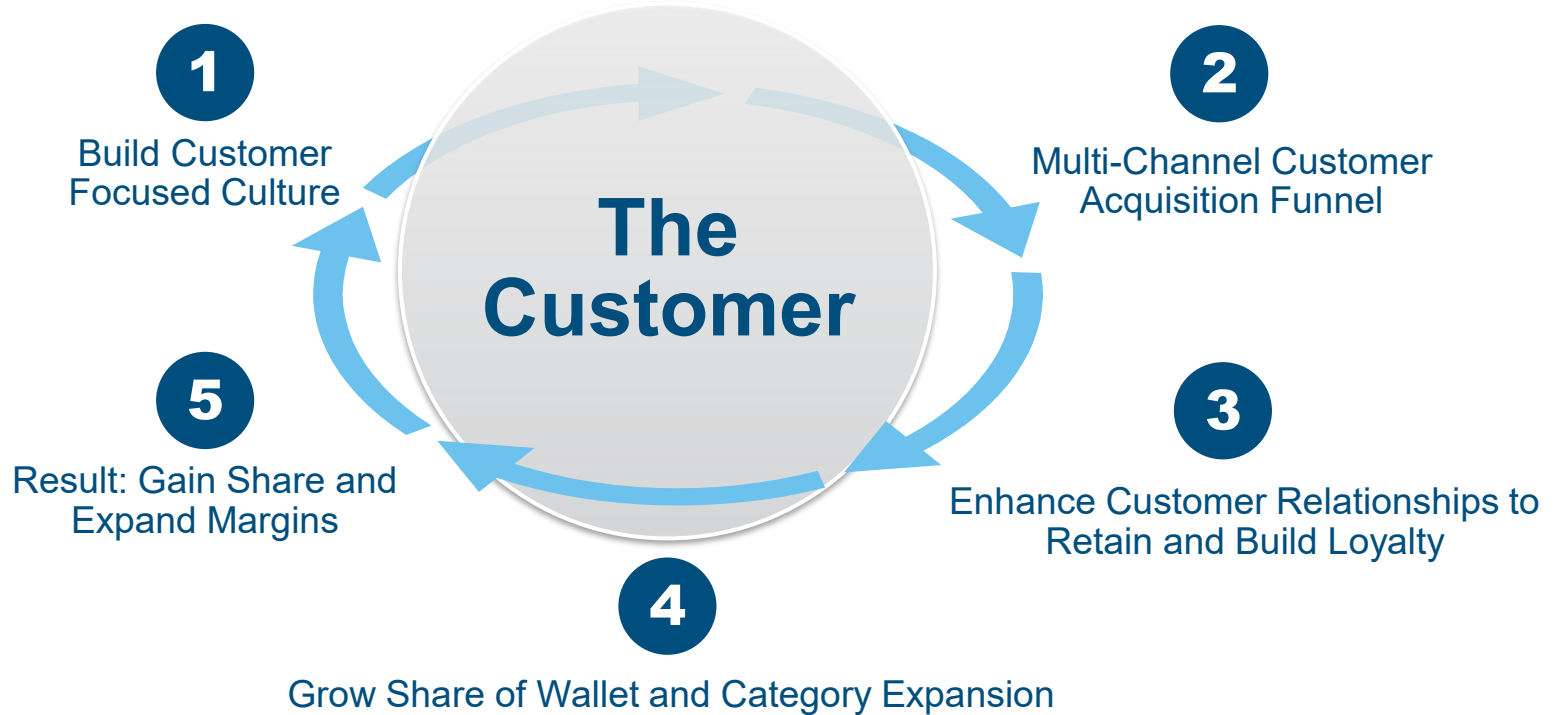
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POWERFUL CUSTOMER ACQUISITION, GROWTH, & RETENTION MODEL



GO TO MARKET STRATEGY: EXPANDING CHANNELS AND OPPORTUNITIES

E-commerce

- Primary Acquisition Funnel
- EDI / Punchout / CXML

Group Purchasing Organizations

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



One to One

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

Outside Sales

- Onsite Engagement to Uncover Opportunities
- 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

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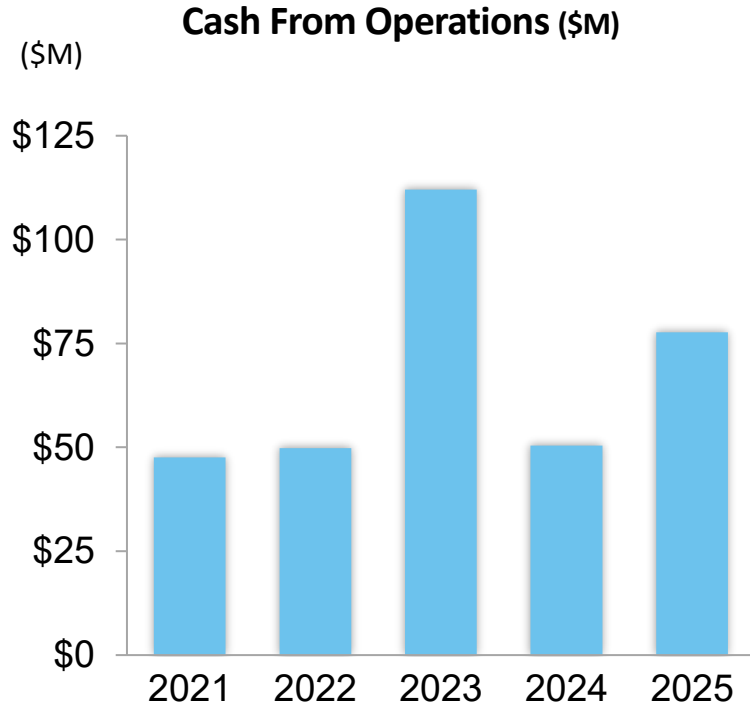
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CAPITAL LIGHT, STRONG FREE CASH FLOW BUSINESS



Strong Balance Sheet/ High WC Utilization (Q1 2026)

Debt

\$0.0M

Cash and
equivalents

\$61.7M

Inventory turns

5.2X

AR DSO

~39

AP DPO

~44

CAPITAL ALLOCATION PRIORITIES

1 Invest for Growth

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

2 Strategic M&A

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

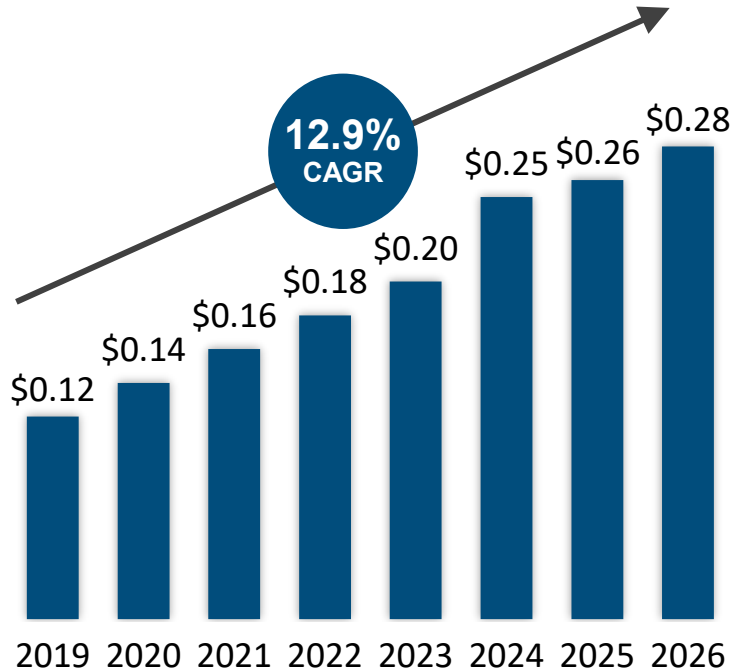
3 Return Capital to Shareholders

- 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

- 348,000 shares repurchased T6M
- ~1M shares available under 2M authorization



FINANCIAL ROADMAP

Revenue Growth



Faster Growth Than
Market Annually

Drive
Profitability



Operating Income
Growth

Optimize
Performance



Maximize Total
Shareholder Return





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